

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES  
ANNUAL REPORT ON GOALS, OBJECTIVES AND POLICIES

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Program ID/Title: AGS 221 / Public Works – Planning, Design, and Construction

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I. Goal

Improve the quality of construction and renovation of facilities.

II. Objectives and Policies

A. #1 – Acquire quality design for construction and renovation of facilities.

1. Continue to update requirements for design consultants contained in the Design Consultant Criteria Manual (DCCM). Implement new requirements mandated by law, codes, regulations, and ordinances, etc.
2. Continue to educate users, consultants, suppliers, contractors, and others on DAGS standards, project specifications, budgetary constraints, policies and procedures to promote clear understanding of requirements and realistic expectations for projects. Meet with professional architectural/engineering and construction industry organizations on a regular basis to obtain technical and administrative feedback.
3. Expand use of database software (such as Constructware and Google Documents) for a document storage and retrieval system that will facilitate coordination and tracking of DAGS-PWD/user agency design phase work tasks such as design submittal reviews.

B. #2 – Improve construction performance criteria

1. Continue to investigate alternative procurement methods for construction awards with consideration given to bidders' experience and qualifications, past performance, capacity to do the work, and other criteria rather than base awards primarily on low bid.
2. Closely monitor and advise consultants of desired outcomes for satisfactory or better performance.

C. #3 – Incorporate the LEED (Leadership in Energy and Environmental Design), building commissioning process, and as required by Act 155, SLH 2009 (hereinafter "Act 155") conduct retro-commissioning for buildings over 5,000

square feet in size or using more than 8,000 kilowatts per year. Continue to perform energy efficiency/conservation projects for DAGS buildings and for other User Agency facilities as requested and as funding permits.

### III. Action Plan with Timetable

#### A. Objectives/Policy #1 – Acquire high quality design for construction and renovation of facilities.

##### 1. Past Year Accomplishments

- a. Objective #1.1 – Revised DCCM for Metal Roofing and Windows to improve the warranty requirements and to increase product competition. Posted revisions on the DAGS-Public Works website.  
[http://hawaii.gov/pwd/Members/qc/dccmanual/index\\_html](http://hawaii.gov/pwd/Members/qc/dccmanual/index_html)
- b. Objective #1.2 – Continue meetings and discussions with the General Contractors Association (GCA), the Building Industry Association (BIA), the Associated Builders and Contractors, Inc. (ABC), the Subcontractors Association of Hawaii (SAH), the American Council of Engineering Companies of Hawaii (ACECH), and other government agencies to share information and update parties on policies and procedures regarding design and construction matters. On behalf of the State Procurement Office (SPO), trained State and county officials on construction procurement.
- c. Objective #1.3 – Enhanced the online Questionnaire for Providers of Professional Services for Capital Improvement Projects and streamlined the annual process to make it more efficient. The in-house review process is now paperless.
- d. Public Works new personnel were trained in online workshops and in-person training on State Procurement procedures to be in compliance with State Procurement Office requirements and departmental requirements.
- e. Bid out to replace online WebCM to ensure program maximized on improved technology and to take advantage of competitive pricing than the program's current WebCM provider being utilized. Continue utilizing the WebCM while reevaluating current WebCM vendor and evaluating new WebCM vendor. Conducted WebCM training and implemented WebCM for new PWD projects on Kauai and Hawaii.

- f. Reviewed PWD staff's smartphone device usage and sourced technology solutions to further enhance field communications and improve workforce efficiency for the Construction Management staff.
  - g. Continued training key PWD personnel on Emergency Response Plans and Debris Management to ensure PWD will be able to support State Civil Defense following a natural or man-made catastrophic disaster.
2. One year – Bi-annual update of DCCM to improve project delivery timeliness, quality, cost and efficiency on design and construction performance. Migrate the DCCM Technical Guides from the Masterformat 1995 Standard to the Masterformat 2004 Standard. Continue to update the PWD internet website to provide user-friendly access to forms, instructions and information for clients and contractors. Continue to train staff on sustainable design (e.g., LEED) and commissioning/retro-commissioning processes. Continue staff, consultant, and client training in utilizing the project collaboration platform. Roll out web interface for submission of professional services qualification information and materials.

As budget permits, replace outmoded equipment and software. Source and implement a mobile device solution to better manage and secure PWD smartphones and mobile devices being used out in the field.

3. Two years – Continue to improve website information tailored to the needs of the design and construction communities. Continue to refine DCCM. Continue staff training to improve skills and service. Utilize the project collaboration platform for all projects initiated by DAGS Public Works Division. Subject to funding, develop and implement a Public Works Construction and Facility Management Plan in conjunction with the Central Services Division.
4. Five years – Upgrade the computerized automated project database and recordkeeping systems. Continue to evolve the website according to industry standards.

**B. Objectives/Policy #2 – Improve construction performance criteria**

**1. Past Year Accomplishments**

- (a) Objective #2.1 – Continued to explore other construction procurement methods as alternatives to the low bid method. Created a vendor list of Energy Savings Companies (ESCOs) to do Energy Saving Performance Contracts (ESPCs). Commenced a

\$26.5 million ESPC contract for Department of Public Safety, Halawa Correctional Facility and the Oahu Community Correctional Center. Statewide ESPC encompassing additional Oahu state office buildings and neighbor island state office buildings is ongoing with an estimated contract amount of \$22.0 million.

State Civil Defense (SCD) is planning to retro-fit and/or replace over 241 sirens statewide. In an effort to expedite the procurement process, DAGS awarded an indefinite quantity contract for siren equipment which allows DAGS, State Civil Defense, and County Civil Defense to purchase new siren equipment, retro-fit equipment to upgrade to satellite communications and other accessories. This contract's duration is for two years and allows for 2-one-year extensions. This contract will be used in conjunction with an installation indefinite quantity contract which is set to bid open on November 1, 2012. This contract's duration is for two years and will allow for 2-one-year extensions. Both contracts used in conjunction will allow DAGS to furnish siren equipment to a construction contractor for timely installation. Locating a siren site acceptable to public agencies and various land owners is a very time consuming process. By using these indefinite quantity contracts, DAGS and SCD will be able to issue "work orders" for siren installations as siren sites become available after this long acceptance process.

- (b) Objective #2.2 – Continued to evaluate contractor performance via stakeholders on-line surveys.
  - (c) Objective #2.3 – Continued staff training in various construction methods/topics such as basic ventilation, air conditioning, collaborative project management, first aid, and safety.
  - (d) Objective #2.4 –As budget allowed, purchased personal computers, software, printers, mobile technology and other aids to increase efficiency in the planning and management of construction contracts. Implemented an interim online collaborative project management system for management and storage of documents for projects in the design and construction phases of project delivery.
2. One year – Continue to evaluate alternative procurement methods to low bid awards. Evaluate feasibility of the State Procurement Office (SPO) procurement system for construction projects.

Public Works Division has tried to implement a two-step low bid process in which the first step involve a short-listing of qualified bidders and the

second step being a price offer from the short-listed bidders. The program drafted some rules on the process and consulted with the State Procurement Office (SPO). While SPO did not approve of the process, they felt we are already allowed to do this within the procurement code provided the qualification process is an objective process (meaning no judgment is required). We continue to refine this process for use in bidding out critical and/or complex projects in addition to the competitive sealed bid process or the current multi-step bidding process.

3. Two years – Determine appropriate alternative procurement methods for various situations. Provide customer service training for staff. Obtain outside trainers for in-house staff training if necessary.
  4. Five years – Increase utilization of online collaboration construction management platform to expedite the decision-making process and overall project delivery process from bidding out projects, initiating projects in the planning stage, implementing the design process, improving construction management, and ensuring quality control.
- C. Objective/Policy #3 – Incorporate the LEED (Leadership in Energy and Environmental Design), building commissioning process, and as required by Act 155, conduct retro-commissioning for buildings over 5,000 square feet in size or using more than 8,000 kilowatts per year, and expand the use of energy savings performance contracting. Continue to do energy efficiency/conservation projects for DAGS buildings and for other user agency facilities as funding permits.
1. Past Year Accomplishments:
    - a. Awarded twenty-four (24) energy efficiency design projects in fiscal year 2012. These included seven (7) libraries, two (2) correctional facilities, and fifteen (15) State facilities that will have energy efficiency projects in design of which will include improvements such as air conditioning system improvements, photovoltaic systems installations, cooling tower and pump replacements, and variable air volume system upgrades.
    - b. The following energy efficiency/conservation projects completed construction in fiscal year 2012:
      - Completed energy efficiency projects for twelve (12) public libraries, two (2) correctional facilities, seven (7) state facilities, and two (2) housing facilities.
      - Completed the construction of the Manoa Public Library which is currently working towards achieving a LEED Gold certification.

- c. Commenced construction on the Public Safety Department's Oahu Facilities, Energy Savings Performance Contracting (ESPC) project involving two (2) correctional facilities: Halawa Correctional Facility and the Oahu Community Correctional Center. Continued project initiation of DAGS Facilities, ESPC for other Oahu facilities and neighbor island state facilities during FY 2012.
  - d. Awarded construction phase for LEED projects during FY2012:
    - Aiea Public Library
    - DAGS Hilo Baseyard
    - DAGS Kona Baseyard
  - e. Installed photovoltaic (PV) systems on four public libraries and with one currently under construction. Completed the PV system on the DAGS Central Services Division baseyard.
2. One year:
- a. Continue to refine LEED, building commissioning, and retro-commissioning processes during the design and construction phases of selected projects. Install photovoltaic systems on various State buildings as opportunities arise.
  - b. Review/evaluate/assess "lessons learned/results" for selected pilot projects that incorporated LEED, building commissioning, during the design and construction phases to determine benefits and costs.
  - c. Continue working on project initiation of the Statewide ESPC program that includes other Oahu State facilities and neighbor island State facilities.
  - d. Schedule to award a construction contract for a PV system on the Liliuokalani Building. Also schedule to bid a PV system on the Keelikolani Building and possibly incorporating a green roof as a pilot.
  - e. Subject to funding for construction, anticipate awarding a construction contract for a new Nanakuli Public Library which is striving for a LEED Silver certification.
3. Two years – Continue to plan, design and construct energy and cost efficient buildings. Refine design requirements, methodology, incorporate new technology and material. Subject to funding, implement the

recommendations of the retro-commissioning investigations conducted for the public libraries. Develop and implement an Energy Conservation Implementation Plan in conjunction with the Central Services Division. The DAGS Public Buildings, Statewide, Energy Conservation Planning project was started for this purpose.

4. Five years – Develop and implement revised Policies and Procedures and/or changes to the DCCM on the use of LEED/energy initiatives, and building commissioning and retro-commissioning processes as appropriate during the design and construction phases for other projects. Retro-commission public buildings every five (5) years as required by Act 155, subject to funding being made available.

#### IV. Performance Measures

##### A. Customer Satisfaction Measure

Acquire high quality construction and renovation of facilities.

1. Review, evaluate and measure user and staff ratings of consultants and contractors for all projects through customer satisfaction surveys and polling.
2. Obtain, analyze and record evaluations from user agencies on the performance of consultants, contractors and project results.
3. Follow-up with consultants and contractors with less than satisfactory ratings and results.

##### B. Program Standard Measure

Acquire good quality construction and renovation of facilities.

1. Obtain feedback from users on the quality of workmanship.
2. Obtain feedback from users on the amount of maintenance required post-construction/renovation compared with maintenance prior to construction.
3. Continue to measure and evaluate the number and types of change orders.
4. Measure and evaluate the project schedules.

##### C. Cost Effectiveness Measure

Acquire high quality construction and renovation of facilities.

1. Continue to evaluate changes in the amount and types of change orders during construction.
2. Measure and evaluate the number of projects that are completed on schedule and within budget.