

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

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Program ID/Title: AGS-889/Spectator Events & Shows/Stadium Authority

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I. Goals

A. Office of the Manager and the Administrative Services Office

Continuing commitment to overall management of the Aloha Stadium with consideration and emphasis on cost efficiency, productivity, and customer service.

B. Engineering and Maintenance Branch

To provide a facility that is safe, clean, and comfortable for conducting sporting and recreational events.

To provide a smooth transition to either a new or refurbished stadium with little or no effect on patrons attending events at the stadium.

To provide a smooth integration of the new HART rail transit station towards ensuring that patrons will be able to optimally utilize this new transit option.

C. Box Office Branch

Continued effort to improve ticket selling services to the general public, as well as, continued review of internal controls and efficiency of box office operations.

D. Security Branch

Ensure the safety of employees, licensees, participants, spectators, and VIP's; ensure the security of the facility against crime; and continue awareness, and education of potential criminal and terrorist-type activity.

E. Events Branch

Continue to coordinate and provide events in a pleasant, safe, and enjoyable environment.

II. Objectives and Policies

A. Office of the Manager and the Administrative Services Office

1. Ensuring proper oversight and management of the operations of the Aloha Stadium, including its branches, and offices.
2. Continue to evaluate all options to address the existing stadium facility, development of a new facility, and development and maximization of its existing property in concert with transit oriented development.
3. Streamlining processes through computerization and automation of program functions to increase productivity and reduce costs.
4. Continuing review of Rules and Regulations of the Stadium Authority and provide recommendations that will benefit both the general public and the Stadium Authority.
5. Continuing review of contracts and bid document process to ensure a balance between revenue maximization and the provision of public service is achieved by the agency.
6. Continuing conversion to a paperless/digital office environment.

B. Engineering and Maintenance Branch

1. Continuing implementation of repair and maintenance programs and projects to minimize and retard facility deterioration caused by normal wear and aging.
2. Continuing implementation of capital improvement projects to ensure facility conformance with current health, safety, and operational requirements.
3. Continue to coordinate and communicate with the Stadium Authority Board committee(s) on work required to provide a smooth transition to either a new or refurbished stadium and to minimize any inconvenience to patrons attending events at the stadium.
4. Continue working closely with HART's design and construction team to ensure that patrons will be able to optimally utilize this new transit option.

5. Serve on the Hawaii Interagency Council for TOD that coordinates TOD work on state owned properties.

C. Box Office Branch

1. Continuing implementation of computerization and automation of various daily tasks to increase productivity and reduce costs.
2. Continuing to update box office policies and procedures.
3. Increase ticket distribution points and methods by which customers may purchase tickets to increase ticket sales.
4. Research and implement a web-based ticketing system for all events to provide convenience, streamline payment, and reduce the cash handling process.

D. Security Branch

1. Improve security and emergency procedures and continue education and training on terrorist-type activities and concerns, as well as emergency preparedness in the event of varying levels of disaster.
2. Increase training involving the Americans with Disabilities Act (ADA) policies to prevent any discriminatory issues from arising.
3. Train and update contract security on the rules and policies associated with the stadium that includes the provision of courteous and professional customer service. Additional training in recognizing suspicious persons, vehicles, and items in relation to terrorism.
4. Emphasize customer service policies while enforcing the Rules and Regulations of the Stadium Authority.
5. Maintain and improve working relationships, communication, and training with other public safety agencies and maintain updated information on Homeland Security and terrorist alerts.
6. Maintain informational relationships with the "street element" to be in position to receive advance notice of potential problems at the stadium that may include gang fights, graffiti, theft, vandalism, auto break-ins, etc.

E. Events Branch

1. Continue training of events personnel in customer service.
2. Continue evaluating events personnel to insure they meet the operational standards of Events Branch.
3. Continue briefing of events personnel before major events to insure information needed to serve our customers is understood by all events personnel.
4. Provide latest safety equipment and training to events personnel.
5. Provide latest communication equipment to events personnel.
6. Improve pre-event planning, operational programs, and critiquing events with licensees to increase attendance and success of events.
7. Continue to improve working relationships with other state, county, and applicable federal agencies.
8. Continue to improve Americans with Disabilities Act (ADA) parking accommodations for applicable patrons.
9. Continue customer service improvements to enhance guest experience and satisfaction.
10. Continue to utilize and refine the web-based Incident Management System.

III. Action Plan with Timetable

A. Office of the Manager and the Administrative Services Office

1. Past Year Accomplishment
 - a. Reviewed and completed assessment of program functions to determine and address feasibility of computerizing program functions. This is an ongoing activity.
 - b. Reviewed contracts and bid documents to ensure maximization of revenues to the agency. This is an ongoing process.
 - c. Addressed procurement for various priority items.

- d. Participated in ongoing discussions and meetings involving Honolulu Authority for Rapid Transportation (HART) and its impact that the rail guideway and transit stop continue to have on Stadium operations. Conducted extensive review, monitoring, and oversight of the right-of-entry for various components of the rail project and its effect on stadium property.
- e. Participated in ongoing discussions and meetings involving the development and maximization of property surrounding the Aloha Stadium as well as the Aloha Stadium facility.

2. One Year

The above-mentioned objectives and policies are ongoing projects and will be performed on a continual basis. Special emphasis will be on items d. and e. as well as multi-year contracts that are in line for re-bid.

Continue to evaluate options for the future of the stadium and its property based on research, reports, and studies.

Continue to discuss and refine the year around recruitment process for part-time intermittent positions at the Aloha Stadium.

Continue to review applicability and effectiveness of the Rules and Regulations of the Stadium Authority for consideration to update.

Continue to keep the Stadium Authority Board and the Comptroller apprised of Stadium operations including the outcome of plans and studies appropriated by the Legislature. This is an ongoing process.

3. Two Years

Continue to assess, monitor, furnish, and implement the Stadium with essential technological tools to improve efficiency and marketability of the Stadium and to equip the administrative offices with the essential business tools that will support and keep it up to date in the business technology environment.

Continue close administrative involvement with items d. and e. and updating the Stadium Authority Board and Comptroller, as applicable.

Continue to evaluate options for the future of the stadium and its property based on research, reports, and studies.

Continue to review applicability and effectiveness of the Rules and Regulations of the Stadium Authority for consideration to update.

Continue to evaluate year around recruitment program to determine effectiveness and feasibility of the program.

The above-mentioned objectives and policies are ongoing projects that will be performed on a continuing basis.

4. Five Years

Continue close administrative involvement with items d. and e.
The above-mentioned objectives and policies are ongoing projects and will be monitored and performed on a continuing basis.

Continue to evaluate options for the future of the stadium and its property based on research, reports, and studies.

Continue to review applicability and effectiveness of the Rules and Regulations of the Stadium Authority for consideration to update.

B. Engineering and Maintenance Branch

1. Past Year Accomplishment

- a. Repaired potholes in the parking lots (ongoing)
- b. Repaired rusted storm drain, sewer and water piping (ongoing)
- c. Replaced broken asphalt curbing with concrete curbs in parking areas (ongoing monitoring and repair).
- d. Repair deteriorated and/or damaged spectator seats (ongoing with implementation in phases).
- e. Beautification of grounds project initiated. Landscaped areas surrounding the front sculpture.
- f. Repaired broken and rusted parking lot lighting (ongoing as needed).
- g. Repaired spalling in stands and concrete ceiling over North Tunnel and Deadwood Storage areas. (Note this is an ongoing project.)

Division (DAGS-PWD) for the Stadium's capital improvement projects.

- e. Continue to seek comments and direction from the Stadium Authority Board on options for design and construction of new or refurbished stadium.
 - f. Work with HART on design and construction of station interface with stadium facilities.
 - g. Update employee safety program and procedures through assessment, evaluation, and implementation of procedures that are consistent with Occupational Health Safety standards.
3. Two Years
- a. Continue to oversee the upkeep and maintenance of the field turf system.
 - b. Continue to identify worn and obsolete equipment and tools and where possible replace with new more energy efficient, safe, and proper working tools.
 - c. Coordinate with DAGS-PWD to identify, support, and obtain an allocation for general obligation funding from the State Legislature for various capital improvement projects.
 - d. Implement repair and maintenance programs and projects to minimize and retard facility deterioration caused by normal wear and aging.
 - e. Participate and work with the Request for Proposals (RFP) Committee on design and construction of a new or refurbished stadium as well as development of the Stadium property to optimize and provide best use for the property while closely coordinating work so as to minimize impact to patrons.
 - f. Work with HART on design and construction of station interface with stadium facility. Coordinate implementation of startup and operation of Station as interim terminus.
4. Five Years
- a. Complete construction on a new Engineering and Maintenance Management Branch Office and Operations Building.

- b. Coordinate and liaison with DAGS – PWD to address new and ongoing capital improvement projects.
- c. Monitor and coordinate the repair and maintenance programs and projects to minimize facility deterioration caused by normal wear and aging.
- d. Continue to provide support to the RFP Committee, consultants, and other parties involved in the design and construction of a new or refurbished stadium; focusing on a smooth transition from the existing facility to a new facility.
- e. Review status of newly opened HART station, evaluate the effectiveness of the interface with stadium facility, and report findings to the Stadium Authority Board.

C. Box Office Branch

1. Past Year Accomplishment

- a. Continue to share in the use of the University of Hawaii's computerized ticketing system that has improved ticket selling services to the general public and tightened internal controls and efficiency of box office operations. Scanning of tickets has strengthened security measures to detect counterfeit and duplicate tickets.
- b. Have automated various daily tasks.
- c. Box office policies and procedures have been updated to reflect changes in procedures with the University of Hawaii's computerized ticketing system.
- d. Continued use of University of Hawaii's outlets and on-line ticketing services has provided the general public with various options in purchasing tickets. The system has proven to eliminate long lines to purchase tickets by providing the "print-at-home" option. Scanning of tickets at most entry gates has also proven to move people into the stands at a quicker pace.
- e. Continued printing of all parking passes internally for the 2017 UH football season with real-time barcode scanning capabilities. This process has helped to improve and strengthen internal parking controls and has decreased the possibility of

duplicate parking passes. This has also reduced the preparation and printing costs of parking passes for the stadium as well as the Licensee.

- f. Prints parking passes for most stadium events to save on outside printing costs.
2. One Year
- a. Computerization and automation of various daily tasks to increase productivity and reduce costs.
 - 1) Continuing to review and analyze various daily tasks within the next six months.
 - 2) Continue to recommend to stadium management how various daily tasks can be improved and/or enhanced.
 - b. Continue to update box office policies and procedures. Update policies and procedures within the next year to reflect changes in using UH's computerized ticketing system.
 - c. Continue to evaluate and refine upgraded scanning equipment to allow tickets purchased via smartphones to be scanned at all turnstiles, thereby eliminating the need for customers to stand in line at the box office. Another positive feature will enable customers to email additional tickets via smartphone to guests who would be arriving later during an event.
 - d. Continue to monitor and evaluate the integration of Stadium's computerized parking pass system with the University of Hawaii's computer system allowing UH to print reserved parking passes on site to promote greater efficiency and expedite turnaround time for purchasers to receive their passes.

D. Security Branch

Projects are ongoing and continuous.

1. Past Year Accomplishment

- a. Trained with various agencies to address homeland security, emergency preparedness, and interoperability communications.

- b. Maintained contacts with various military, federal, state, county, and non-governmental agencies to include names and communication access to improve infrastructure security and disaster response.
 - c. Evaluated and revised Emergency and Evacuation Procedures.
 - d. Installation of additional security surveillance cameras and equipment.
 - e. Continue computerization of various tasks and forms to increase productivity and reduce costs.
 - f. Implemented automated fan text messaging system.
 - g. Increased anti-terrorism and customer service training to vendors operating on stadium property.
 - h. Updated and implemented policies incorporating best practices when conducting bag-check screening of patrons.
 - i. Updated procedures on service animals that are consistent with ADA. Ensured initial points of contact have been informed of the updated procedures.
2. One Year
- a. Continue to review, analyze, and improve access control points, operations and procedures, and infrastructure security during event and non-event hours. If funding available, implement installation of access control devices.
 - b. Review placement of security cameras and if funding available, implement expanded camera network and recording system for other key entry and vantage point areas.
3. Two Years
- a. Continue to develop and refine the surveillance camera system network and installation of access control devices for key entry and vantage points. Evaluate previous year outcomes and adjust goals and objectives as is necessary.

- b. Given adequate budget funding, renovation or construction improvement of the security office area. Evaluate previous year and adjust goals and objectives as is necessary.
- c. Continue to seek grants to upgrade stadium security portable radios to 700 MHz system.

4. Five Years

Installation or construction of a Command Center to monitor all event activities and to provide an area to consolidate emergency response and stadium operations personnel. Evaluate previous year and adjust goals and objectives as necessary.

E. Events Branch

1. Past Year Accomplishment

- a. Reviewed and augmented briefing program for parking attendants, ushers, and scoreboard personnel.
- b. Reviewed and assessed safety programs at venue.
- c. Produced additional Public Service Announcements for PA Announcers and Scoreboard.
- d. Planned and/or operated successful events this past year with the UH, Hawaii Bowl, ILH, OIA, HHSAA, and many other licensees.
- e. Revised Employee & Policy handbook.
- f. Trained events personnel on Emergency and Evacuation Procedures.
- g. Reviewed program functions that were manually accomplished, automated functions where possible and as budget permitted.
- h. Where applicable, provided training for non-events staff in customer service and assistance.
- i. Assisted Security Branch in installing additional security cameras.

- j. Continue to implement new parking pass procedures for UH football.
 - k. Continue to install new and replacement scoreboard equipment.
 - l. Assisted UH with a student parking plan for UH football games.
 - m. Review facilities accommodations to the Skybox, Press box, and Field Suites to enhance guest experience for VIPs and sponsors, and to assist in generating additional revenue.
 - n. Implementation of web-based Incident Management System to record, monitor, and report on various event and facility related incidents.
2. One Year
- a. Continue review of existing and available equipment to improve the efficiency of Events Branch.
 - b. Continue to train events personnel in customer service and assistance. Where applicable, extend training to entire stadium staff.
 - c. Continue to plan and operate events at Aloha Stadium with licensees and enhance relationships with licensees.
 - d. Continue to revise and upgrade Employee & Policy handbook.
 - e. To ensure the safety of the public, participants, and staff, continue to review, refine, and upgrade Emergency Response Plan and Evacuation Procedures.
 - f. Continue to review existing operational procedures for various types of events to enhance service to our licensees while reducing costs to our private and public sector partners (licensees).
 - g. Continue to foster inter-agency cooperation with Department of Transportation, Honolulu Police Department, etc. to enhance service and security for the public and licensees.
 - h. Continue to review facilities to enhance guest experience and to assist in generating revenue for the stadium.

3. Two Years

The above-mentioned items are ongoing projects and will be performed on a continual basis.

4. Five Years

The above-mentioned items are ongoing projects and will be performed on a continual basis.

IV. Performance Measures

A. Administrative Services Branch

1. Customer Satisfaction Measure

- a. Review of Rules and Regulations of the Stadium Authority. New amendments are in effect from calendar year 2016.
- b. Review of contracts and bid documents to ensure maximizing revenues to the agency.
- c. Implementation of both guest and licensee surveys to track program and service satisfaction.

2. Program Standard Measure

Program standards comparable to private sector will be developed and monitored. Areas of concern will be corrected through established response procedures.

3. Cost Effectiveness Measure

- a. Computerization and automation of program functions to increase productivity and reduce costs.
- b. Review of Rules and Regulations of the Stadium Authority.
- c. Review of contracts and bid documents to ensure maximizing revenues to the agency.

B. Engineering and Maintenance Branch

1. Customer Satisfaction Measure

Number of complaints from spectators ranging from broken seats, water roof leaks, backed up plumbing and water puddles on the concourses are consistent with the condition of the aged stadium.

2. Program Standard Measure

Staff Standard Operating Procedures (SOP) is to address the issues either real-time and/or within a few days depending on the depth of repairs required. Labor Costs during event mode is a charge back to Licensee. Non-event mode labor costs are part of Legislature allocated Operational Repair and Maintenance fiscal budget.

3. Cost Effectiveness Measure

Annual costs will be co-monitored by Administrative Branch to ensure expenditures are within reason and will be evaluated and corrective measures, where possible, will be implemented.

4. Interface Standards (New/Refurbished Stadium and HART Station)

Ascertain how timely and effectively our interface has worked with the entities responsible for the above facilities, and review patrons' response to above facilities.

C. Box Office Branch

1. Customer Satisfaction Measure

No complaints were received from the public on upgrading of the ticketing system.

2. Program Standard Measure

Service provided is current with industry standards.

3. Cost Effectiveness Measure

Purchase of updates to the computerized ticketing system is relatively costly and no effective measure on benefits is available at this time. However, without this purchase, there would be a considerable decrease in service to the public.

D. Security Branch

1. Customer Satisfaction Measure

Number of complaints received from the general public regarding security measures were considerably fewer than previous year as the public became more familiar with increased security measures taken as a result of 9-11. Program did not receive any complaints from other agencies regarding joint-task operations.

2. Program Standard Measure

Security services provided to the public are consistent with those for other large public-sector facilities. Input received from other agencies has not indicated any areas lacking in procedures or policies.

3. Cost Effectiveness Measure

There has not been any considerable increase in cost associated with security measures. Most of the costs if any have been passed onto the licensees as the cost of doing business in a large spectator venue. This is consistent with other large facilities across the nation.

E. Events Branch

1. Customer Satisfaction Measure

Positive feedback from customers has outweighed the negative feedback. Fewer complaints received via stadium's "Anonymous Guest Hotline" during stadium events.

In-game fan surveys have recorded that 85% of guests reported that the service experience was good to excellent.

2. Program Standard Measure

None available.

3. Cost Effectiveness Measure

Training and purchase of equipment has been costly, no effective measurement of benefit is available except for feedback from customers and their attendance to events.