

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

January 2023

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 and planning for the New Aloha Stadium Entertainment District (NASED) with consideration and emphasis on cost efficiency, productivity, and customer service.

B. Engineering and Maintenance Branch

To ensure that the stadium property is safe, clean, and comfortable for conducting events.

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 entire stadium property against crime; and continue awareness, and education of potential criminal and terrorist-type activity.

E. Events Branch

Participate and provide input into the planning effort towards completion of the NASED project by ensuring that operational and logistical concerns are addressed.

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. Continue to review and update Rules and Regulations of the Stadium Authority and provide recommendations that will benefit both the general public and the Stadium Authority.
5. Continue review of the contracts and bid document process to ensure a balance between revenue maximization and the provision of public service is achieved.
6. Continuing conversion to a paperless/digital office environment.
7. Address and implement measures to comply with requirements to minimize spread of the COVID-19 virus.

B. Engineering and Maintenance Branch

1. Continue implementing repair and maintenance programs and projects to minimize deterioration of the property caused by normal wear and aging.
2. Continue working closely with HART's design and construction team to ensure that patrons will be able to optimally utilize this new transit option.
3. Serve on the Hawaii Interagency Council for TOD that coordinates TOD work on state owned properties.
4. Design, build, and install signage and other social distancing messages around the property to ensure adherence to social distancing requirements and minimize the spread of the COVID-19 virus.

C. Box Office Branch

1. Research and monitor new and innovative ticketing systems that will enhance NASED customer experience and 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.
5. Implement ticket selling and handling procedures that will minimize the spread of COVID-19 virus.

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 the neighboring community and maintain updated information on Homeland Security and terrorist alerts.
6. Maintain informational relationships with the “street element” factor 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.

7. Train security staff on proper procedures in addressing a wide range of patrons to minimize the spread of the COVID-19 virus.

E. Events Branch

1. Continue training of events personnel in customer service to enhance the guest experience and satisfaction.
2. Continue evaluating events personnel to insure they meet the operational standards of Events Branch.
3. Continue briefing of events personnel before 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.
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. Develop policies and procedures to address event day interaction between patrons staff, and licensee that would minimize the spread of the COVID-19 virus.

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 and modified contracts and bid documents to ensure maximization of revenues to the agency. This is an ongoing process.
 - c. Implemented COVID-19 mitigation plans and pivoted operations to focus on event efficiency in the parking lot. Maximizing opportunities to host COVID-19 events while ensuring compliance with emergency proclamations and orders.
 - d. Participated in ongoing discussions and meetings involving Honolulu Authority for Rapid Transportation (HART) and its impact that the rail guideway and transit stop 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 facility and provide and recommend specifications toward completion of the Request for Proposal and the eventual development of a new Aloha Stadium entertainment district.
 - f. Partnered with the Hawaii Community Development Authority to continue ongoing dialogue and feedback on development of a new stadium facility and entertainment district.
 - g. Addressed and implemented policies and procedures to minimize the spread of the COVID-19 virus. Remained up to date on all materials, emergency proclamations, and emergency orders relating to controlling spread of the COVID-19 virus. Sought out federally funded personal protective equipment (PPE) and funds to combat the virus.
2. One Year
- a. The above-mentioned objectives and policies are ongoing projects and will be performed on a continual basis. Special emphasis will be on items d., e., and g. as well as multi-year contracts that are in line for re-bid.
 - b. Continue to participate, advise, and evaluate options for the future of the stadium and its real estate development based on research, reports, and studies.

- c. Reorganize and evaluate an interim-transition management plan, a mid-term plan, and a long-term plan on operating NASED.
- d. Continue to review applicability and effectiveness of the Rules and Regulations of the Stadium Authority for possible areas requiring updated language.
- e. 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.
- f. Continue to refine, monitor, and implement policies and procedures to minimize spread of the COVID-19 virus. Remain up to date on all materials, emergency proclamations, and emergency orders relating to controlling spread of the COVID-19 virus.
- g. Research for other sources of funding available to support and subsidize the stadium operation while functioning under COVID-19 conditions.
- h. Develop a new comprehensive Aloha Stadium business model that provides direction and includes various revenue streams and resource requirements.
- i. Coordinate with DAGS-PWD to identify, support, and obtain an allocation for general obligation funding from the State Legislature for various capital improvement projects.
- j. Participate and work with the Request for Proposals (RFP) Committee on design and construction of a new stadium as well as development of the Stadium property to optimize and provide best use for the property while closely coordinating work to minimize impact to patrons.
- k. Work with HART on design and construction of station interface with stadium facility. Coordinate implementation of startup and operation of Station as interim terminus.
- l. Continue participation with various other government agencies, including the Hawaii Interagency Council for Transit-Oriented Development.
- m. In advance of stadium demolition, implement a public auction for memorabilia and other items of value and interest that are owned by the Stadium Authority.

3. Two Years

- a. Continue to assess, monitor, furnish, and implement essential technological tools necessary to improve efficiency and equip the administrative offices with the essential business tools that will support and keep it up to date with the business technology environment.
- b. Assess, plan, and evaluate events and operations staffing requirements against current operations.
- c. Continue to review applicability and effectiveness of the Rules and Regulations of the Stadium Authority for consideration to update.
- d. Continue to work with other government agencies and consultants, to evaluate options for the future of the stadium and its property based on the availability of research data, reports, and studies available through consultants, and various other means.
- e. Continue to refine, monitor, and implement policies and procedures to minimize spread of the COVID-19 virus. Remain up to date on all materials, emergency proclamations, and emergency orders relating to controlling spread of the COVID-19 virus. Continue to seek out federal funding.
- f. Participate and work with the Request for Proposals (RFP) Committee on design and construction of a new stadium as well as development of the Stadium property to optimize and provide best use for the property while closely coordinating work to minimize impact to patrons.
- g. Coordinate with HART on design and construction of station interface with stadium facility. Coordinate implementation of startup and operation of Station as interim terminus.
- h. Continue participation with various other government agencies, including the Hawaii Interagency Council for Transit-Oriented Development.

4. Five Years

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

- b. Continue participation with various other government agencies, including the Hawaii Interagency Council for Transit-Oriented Development.

B. Engineering and Maintenance Branch

1. Past Year Accomplishment

- a. Repaired potholes in the parking lots (ongoing)
- b. Repaired irrigation lines, sewer and water piping (ongoing)
- c. Replaced broken asphalt curbing with concrete curbs in parking areas (ongoing monitoring and repair).
- d. Repaired broken and rusted parking lot lighting (ongoing as needed).
- e. Design, build, and install various social distancing items around the facility to minimize the spread of the COVID-19 virus.

2. One Year

- a. Within available funding, continuing to implement repair and maintenance programs and projects with a focus on the parking lot asset to minimize property deterioration caused by normal wear and aging.
- b. Throughout the year, assess the condition of the property, and based on this assessment, develop a list of repair and maintenance projects to address.
- c. Initiate decommissioning of the stadium facility and address the removal of inventoried and non-inventoried items for proper processing and/or disposal.
- d. Implement shutdown plan for the movement of staff/equipment.
- e. Implement parking lot-maintenance and repair with prioritization of projects that focus on repair of asphalt, curbing, electrical lines, landscape, including a coordinated logistical movement of existing resources.

- f. Throughout the year, perform emergency repairs as needed, including maintenance work to rectify health, safety, and/or operational deficiencies.
 - g. Implement additional capital improvement program requirements, initiate steps to obtain authorizations and budgets to implement needed projects.
 - h. Update employee safety program and procedures through assessment, evaluation, and implementation of procedures that are consistent with Occupational Health Safety standards.
 - i. Continue research and install items to minimize the spread of the COVID-19 virus.
3. Two Years
- a. Implement repair and maintenance programs and projects to minimize property deterioration caused by normal wear and aging.
 - b. Continue research and install items to minimize the spread of the COVID-19 virus.
4. Five Years
- a. Coordinate with Stadium developer on preventive maintenance programs and projects to minimize facility deterioration caused by normal wear.
 - b. Continue to provide support to the developers, consultants, and other parties involved in the design and construction of a new stadium while focusing on a seamless transition from the existing facility to a new facility.
 - c. Review status of the right-of-entry for the HART station.
 - d. Evaluate and begin the planning process for an effective interface with stadium facility and report findings to the Stadium Authority Board.
 - e. Continue research and install items to minimize the spread of the COVID-19 virus.

Box Office Branch

1. Past Year Accomplishment
 - a. Have automated various daily tasks.
 - b. Box office policies and procedures have been updated to reflect changes in procedures with the University of Hawaii's computerized ticketing system.
 - c. Continued printing of all parking passes internally 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.
 - d. Prints parking passes for most stadium events to save on outside printing costs.
 - e. Addressed and implemented requirements and procedures as it relates to box office ticketing that would minimize spread of the COVID-19 virus.
2. One Year
 - a. Computerization and automation of various daily tasks to increase productivity and reduce costs.
 - b. Continue to review and analyze various daily tasks within the next six months and recommend to stadium management how tasks can be improved or enhanced.
 - c. Continue to update box office policies and procedures.
 - d. 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.

- e. Continue to address and implement requirements and procedures as it relates to box office ticketing that would minimize spread of the COVID-19 virus.
- f. Review and analyze ticketing best practices and a develop box office business plan for NASED.

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. Maintenance of additional security surveillance cameras and equipment.
- e. Increased anti-terrorism and customer service training to vendors operating on stadium property.
- f. Updated and implemented policies incorporating best practices when conducting bag-check screening of patrons.
- g. Updated procedures on service animals that are consistent with ADA. Ensured initial points of contact have been informed of the updated procedures.
- h. Coordinated security and law enforcement resources to ensure proper law enforcement was provided to the multitude of concert events at the Aloha Stadium.
- i. Addressed and implemented requirements and procedures as it relates to security office personnel and handling of patrons in ways that would minimize the potential spread of the COVID-19 virus.

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. With available funding, implement installation of access control devices.
- b. Review and refine placement of security cameras and subject to availability of funding, implement expanded camera network and recording system for other critical entry and vantage point areas.
- c. Continue to address and implement requirements and procedures as it relates to security office personnel and handling of patrons in ways that would minimize potential spread of the COVID-19 virus.

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. Continue to seek grants to upgrade stadium security portable radios to 700 MHz system.
- c. Continue to address and implement requirements and procedures as it relates to security office personnel and handling of patrons in ways that would minimize potential spread of the COVID-19 virus.
- d. Researching best practices on district security operations and oversight with interface between Licensee, the Authority, developer, and lessees, to address the issues that they may encounter in the operational implementation process.
- e. Implementation of an incident command center that incorporates and monitors all district activities and provides a location to consolidate and coordinate emergency response and stadium operations personnel.

4. Five Years

Continue to coordinate and collaborate with law enforcement and other participating entities on the operation of an incident command center that incorporates and monitors all district activities and provides a location to consolidate emergency response and stadium operations personnel.

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 COVID-19 safe and compliant events this past year with UH football Halloween drive through, Christmas light show, food drives, and many other licensees.
- e. Revised Employee & Policy handbook.
- f. Trained events personnel on Emergency and Evacuation Procedures.
- g. Assisted Security Branch in installing additional security cameras.
- h. Developed policies and procedures to address event day interaction between participants, staff, and licensee that would minimize the spread of the COVID-19 virus.
- i. Participation in request for proposal (RFP) specifications, and requirements.
- j. Researched, explored, and pursued opportunities within a COVID-19 environment to host events and generate revenue.

2. One Year

- a. Continue review and identify revenue generating opportunities.

- 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 COVID-19 compliant events on the Aloha Stadium property.
 - 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 support a collaborative relationship and enhance service and security for the general public and licensees.
 - h. Continue to address and implement requirements and procedures relating to patron participation and interactions and handling of spectators in ways that would minimize potential spread of the COVID-19 virus.
3. Two Years
- a. The above-mentioned items are ongoing projects and will be performed on a continuing basis.
 - b. Participate in the development of a strategic plan for the future operations of the new Aloha Stadium.

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.
- b. Review of contracts and bid documents to ensure maximization of revenues while supporting program efficiencies.
- 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 maximization of 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 Legislative appropriation for Operational Repair and Maintenance budget.

3. Cost Effectiveness Measure

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

4. Interface Standards (New 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.

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.