

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

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Program ID/Title: AGS-223/IB Leasing Services Branch  
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I. Goal

Improve the user experience for departments requesting leasing services.

II. Objectives and Policies

- A. #1 - Reduce the average time to complete lease requests to two hundred (200) working days.
- B. #2 - Improve the overall effectiveness of the Leasing Services Branch.

III. Action Plan with Timetable

**Objective/Policy #1 - Reduce the average time to complete lease requests from two hundred and seventy working days to two hundred (200) working days.**

- Past Year's Accomplishments:
  - Stabilized the average time to complete lease requests despite existing backlog.
  - Material progress to re-organizing the Leasing Services Branch to consolidate its functions with the associated space authorization and assignment functions now performed by the Department of Accounting and General Services (DAGS) Public Works Division (PWD) Planning Branch, in order to achieve greater efficiency in both leasing and planning functionality.
  - Refined the lease tracking system to better manage requests for new leases, renewals, amendments, and terminations.
- One Year
  - Continue to develop and refine procedures to advise landlords that need to apply for and secure Hawaii Compliance Express (HCE) compliance before leases are executed, renewed, terminated, or sold, to prevent delays in document and payment processing.

- Initiate procedural improvements to the policies and procedures to increase effectiveness and to ensure consistency with the policies of DAGS Administrative Services Office, DAGS Accounting Division Pre-Audit Branch, and the Department of the Attorney General Land Division Office.
- Two Years
  - Coordinate with PWD Planning Branch to pursue office relocations from leased space to available space within DAGS controlled office buildings that become available.
  - Distribute new requests for space in private office buildings to branch staff in a manner to promote internal communication, effectiveness, and collaboration within PWD.
  - Complete Americans with Disabilities Act (ADA) site surveys for commercial properties which may be suitable for lease.
- Five Years
  - Develop a state-wide list of commercial office properties which meet the State's minimum ADA requirements.
  - Pursue restoration of the Leasing Specialist position which was abolished in 2009 due to the Reduction in Force (RIF) action.
  - Seek new and creative ways to encourage landlords to complete the HCE process in a timely manner.

**Objective/Policy #2 - Improve the effectiveness of the Leasing Services Branch.**

- Past Year's Accomplishments
  - Staff participated in continuing education to bolster knowledge in leasing and property management.
  - Staff worked to update policies and procedures, and the Leasing Information form PWD 500 to improve the branch's Access database program.
  - Staff worked to collect delinquent asbestos inspection and survey reports from landlords.

- Staff encouraged to attend industry events to gain insights on the overall real estate market. Presentations provided forecasts to help guide future decisions. In addition, events provided an opportunity to network with industry professionals, including property managers, brokers, and landlords.
- One Year
  - Revise branch policies and procedures to improve operations. Update the branch's policies and procedures with respect to the leasing process, data collection and input, and the lease encumbrance and payment process. Continue to work with DAGS Systems and Procedures Office to assist with any necessary updates to the program's Access database program. The updated policies and procedures will also serve as training material for new staff.
  - Conduct the second phase of collecting delinquent asbestos inspection and survey reports for month-to-month leases.
  - Develop strategies to reduce total square footage leased by the state.
  - Recruit for and fill vacant authorized positions.
- Two Years
  - Complete the documentation of all branch policies and procedures with respect to the leasing process, data collection, and the lease encumbrance and payment process.
  - Coordinate with PWD Planning Branch to create a dual-purpose departmental request form letter to be used by Planning Branch and Leasing Branch. The form will be prepared for submittal by the department to the Comptroller via the PWD website, detailing program needs and action to be taken by the Planning Branch and/or the Leasing Services Branch.
  - Continue to coordinate with the PWD Planning Branch to pursue lease consolidations into any available state building to create operational efficiencies for user agencies, and to reduce lease inventory and related leasing costs.
- Five Years
  - Continue to minimize office storage requirements by eliminating or reducing unnecessary architectural plans & specifications for our various lease locations.

IV. Performance Measures

A. Customer Satisfaction Measure

1. Pursue evaluations from user departments concerning improvements to our leasing forms and instructions, the effectiveness of our website, and how it has helped in preparing and/or submitting leasing forms/requests more easily and efficiently.
2. Obtain evaluations of leasing services once the office is fully staffed, trained, and able to discharge branch functions. Areas identified by user departments which require attention will be addressed.

B. Program Standard Measure

1. Seek measures for comparison with comparable agencies at the County, State and Federal level who perform similar office leasing services.
2. Evaluate the effectiveness in reducing the average amount of time needed to complete lease requests.

C. Cost Effectiveness Measure

1. Determine the extent of lease savings created from any revisions to the DAGS Office Space Standards.