

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 define and update requirements for design consultants contained in the Design Consultant Criteria Manual (DCCM). Implement new requirements mandated by law, codes, regulations, ordinances, etc.
2. Continue to educate user agencies, consultants, suppliers, contractors and others on 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.

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 correct contractor performance. Evaluate and rate finished products and contractor services rendered.
3. Continue staff training for county special inspector certifications for concrete, reinforcing steel, and masonry to increase staff inspection expertise, project oversight and quality, and to meet regulatory requirements.
4. Provide team building and customer service training for staff to increase

customer service and user satisfaction.

- C. #3 - Incorporate the LEED (Leadership in Energy and Environmental Design), building commissioning process, and building retro-commissioning for selected pilot projects.

III. Action Plan with Timetable

- A. Objective/Policy #1 - Acquire good quality design for construction and renovation of facilities.

- 1. Past Year Accomplishments

- a. Objective #1.1 - Revised DCCM for “Solicitation, Offer and Contract Form,” “Informal Bid Form,” “Postponement of Bid Due Date,” “Project Requirements,” “Temporary Facilities and Controls.” Posted revisions on the DAGS-Public Works website, http://hawaii.gov/pwd/Members/qc/dccmanual/index_html.
- b. Objective #1.2 - Continued meetings and discussions with representatives of the General Contractors Association (GCA), the Building Industry Association (BIA), the Associated Builders and Contractors, Inc. (ABC), the Subcontractors Association of Hawaii (SAH), and other government agencies to share information and update parties on policies and procedures regarding design and construction matters. Participated as speakers/panel members in a symposium sponsored by the American Consulting Engineers Council of Hawaii (ACECH) in February 2008 for architectural/engineering designers and contractors to discuss design and construction issues with State contracting agency staffs from DAGS, DOT, DOE, DOH, DHHL and UH. On behalf of the State Procurement Office (SPO), trained State and County officials on Construction Procurement.
- c. Implemented procedures to allow contractors to order material upon execution of construction contracts and prior to issuing the notice to proceed with onsite construction work.
- d. Trained engineers and architects on the collaborative project management system and used the system for electronic document management for larger projects.

- e. Replaced obsolete personal computer systems and purchased software programs to improve staff efficiency and productivity.
 - f. Briefed contractors and state and county officials on impacts of Act 291, SLH 2006, Prompt Payment Act. Posted information and forms for Act 291 on website and revised the General Conditions for Construction.
 - g. Presented with the following Department service awards:
 - (1) Gina Ichiyama, Building Engineer VI – DAGS 2008 Employee of the Year Award; nominated for Governor’s Award 2008 Employee of the Year.
 - (2) Ralph Morita, Public Works Manager – DAGS 2008 Sustained Superior Performance Award
 - 2. One year - Continue update of DCCM to improve timeliness, quality, cost and efficiency on construction performance. 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.
 - 3. Two years – Continue to improve website and post helpful information and forms. Refine the contents of the DCCM. Continue staff training to improve skills and service.
 - 4. Five years – Upgrade the computerized automated project database and recordkeeping systems. Replace outmoded equipment and software. Continue to improve the website. Continue staff, consultant and client training.
- B. Objective/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. Solicited and awarded a design/build contract for the Keaukaha Military Reservation (KMR) Joint Military Center project. Solicited request for proposal with SPO to create a vendor list of Energy

Saving Companies (ESCOs) to do Energy Saving Performance Contracts (ESPCs). Solicited a power purchase agreement request for proposal for a photovoltaic system for the Central Services Division's Mapunapuna Baseyard.

- (b) Objective #2.2 – Evaluated contractor performance via stakeholder on-line surveys.
 - (c) Objective #2.3 – Continued staff training in various construction methods/topics such as basic electrical circuits; heating, ventilation, and air conditioning; collaborative project management; first aid; and safety.
 - (d) Objective #2.4 – Continued customer service-related training such as procurement laws and rules, effective communication, electronic mail, word processing, digital photo management, time management, and computer software program. Purchased personal computers, software, printers, digital cameras and other aids to increase efficiency in the planning and management of construction contracts. Implemented an online collaborative project management system for management and storage of documents and for processing request for information and submittals.
- 2. One year – Improve process to obtain customer feedback on contractor performance. Continue to evaluate alternative procurement methods to low bid awards. Establish and fill an additional professional engineer/architect position in the Maui District Office Public Works Branch to assist with logistics and workload.
 - 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 collaborative construction management platform to expedite the decision-making process.
- C. Objective/Policy #3 - Incorporate the LEED, building commissioning and building retro-commissioning processes for selected pilot projects.
- 1. Past Year Accomplishments – Awarded construction contracts for three (3) pilot LEED design projects: Kohala and Manoa Public Libraries and KMR. Eleven (11) retro-commissioning projects for State office

buildings statewide are ongoing. Staff attended LEED, building commissioning and retro-commissioning training. Initiated a contract for the installation of the photovoltaic system at the Central Services Division (CSD) baseyard in Mapunapuna. Established two additional professional engineer/architect positions in the division to assist with LEED and other energy initiatives, design and construction requirements, etc.

2. One year – Continue to refine LEED requirements, and building commissioning and retro-commissioning processes during the design and construction phases of selected pilot projects. Start construction for two LEED library construction projects and five retro-commissioning projects. Review/evaluate/assess "lessons learned/results" for selected pilot projects that incorporated LEED, building commissioning, or retro-commissioning processes during the design and construction phases to determine benefits and costs. Complete the installation of the photovoltaic system at the CSD baseyard via a power purchase agreement. Implement the minor repairs recommended by retro-commissioning investigations. Continue LEED, building commissioning and retro-commissioning training.
3. Two years – Continue to plan, design and construct energy and cost efficient buildings. Refine design requirements, methodology, incorporate new technology and material. Complete construction of the LEED pilot projects: Kohala and Manoa Public Libraries and the KMR Joint Military Center. Continue to implement the recommendations of the retro-commissioning investigations.
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.

IV. Performance Measures

A. Customer Satisfaction Measure

Acquire good 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. Measure and evaluate the number and types of change orders.
4. Measure and evaluate the project schedules.

C. Cost Effectiveness Measure

Acquire good quality construction and renovation of facilities.

1. 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.