

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

January 2009

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

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I. Goals

A. Administrative Services Branch

Continuing commitment to cost efficiency and productivity.

B. Engineering and Maintenance Branch

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

C. Box Office Branch

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

D. Security Branch

Ensure the safety of licensees, participants and spectators; ensure the security of the facility against vandalism, theft and trespassing; and continue awareness and education of potential terrorist-type activity.

E. Events Branch

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

II. Objectives and Policies

A. Administrative Services Branch

1. Computerization and automation of program functions to increase productivity and reduce costs.
2. Review Rules and Regulations of the Stadium Authority.

3. Review contracts and bid documents to ensure maximizing revenues to agency.
 4. Complete conversion to paperless/digital office by 2010.
- B. Engineering and Maintenance Branch
1. Implement repair and maintenance programs and projects to minimize facility deterioration caused by normal wear and aging.
 2. Implement capital improvement projects to ensure facility conformance with current health, safety and operational requirements.
- C. Box Office Branch
1. Continuing to implement 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.
- D. Security Branch
1. Improve security and emergency procedures and to include education and training on terrorist-type concerns.
 2. Increase awareness of the Americans with Disabilities Act policies to prevent any discriminatory issues from arising.
 3. Train the current contract security on all of the procedures and rules associated with the stadium and additional training in recognizing suspicious persons, vehicles and items in relationship to terrorism.
 4. Emphasize customer service policies while enforcing the Rules and Regulations of the Stadium Authority.
 5. Maintain and improve working relationships and communications with other law enforcement 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 to 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 standards of Events Branch.
3. Continue briefing of events personnel before major events to insure information needed to serve our customers are 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 (Sheriffs Department) city [Honolulu Police Department (HPD) and Honolulu Fire Department (HFD), and applicable federal agencies].
8. Improve American's with Disabilities Act (ADA) parking accommodations for applicable patrons.

III. Action Plan with Timetable

A. Administrative Services

1. Past Year Accomplishment

- a. Reviewed and completed assessment of program functions to assess feasibility of computerizing program functions. This is an ongoing activity.

Results: Prepared bid specifications for Time and Attendance contract. Did not award bid as none were satisfactory or within budget. Reexamined needs of branch and instead worked with Accounting Division to develop new computerized payroll system for part-time intermittent employees. Program will be implemented in November 2008. Cost saving: 30-40 hours per month of Account Clerk's time

plus eliminates necessity of preparing pre-printed work sheets. Payroll can now be electronically forwarded to appropriate agency for further action.

- b. Reviewed Rules and Regulations of the Stadium Authority. This is an ongoing activity.

Results: No changes at this time but have recommended amending rules to allow Stadium Manager to waive some fees to attract more events.

- c. Reviewed contracts and bid documents to ensure maximizing revenues to agency. This is an ongoing process.
- d. Prepared bid specifications and awarded bids for replacement carts and radios.
- e. In absence of the engineer, prepared specifications and awarded repair contracts for repair and upgrade of fire alarm system, back flow and pump repair of air conditioning system, field light control panels, and sump pumps for air conditioning system in stadium's Hospitality Room.

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 multi-year contracts which will have to be re-bid.

3. Two Years

- a. Complete conversion to paperless/digital office utilizing DAGS server and internet by 2010.
- b. The above-mentioned objectives and policies are ongoing projects and will be performed on a continual basis.

4. Five Years

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

B. Engineering and Maintenance Branch

1. Past Year Accomplishment

- a. Repair damage at sidewalks and paved parking areas.
- b. Install parking lot curbs and tire chocks.
- c. Repair deteriorated utility systems.
- d. Restore deteriorated surface coatings at structural steel members and sidings.
- e. Repair deteriorated and/or damaged spectator seats. Harvested usable seats from University of Hawaii's Rainbow Stadium. Will be using these seats to supplement seats at Aloha Stadium.
- f. Beautification of grounds project initiated. Replanted landscaped area surrounding sculpture.
- g. Renovated Events Branch and Deputy Stadium Manager's Offices.
- h. Repaired spalling in stands and concrete ceiling over North Tunnel and Deadwood Storage areas. (Note this is an ongoing project.)

2. One Year

- a. Implement repair and maintenance programs and projects to minimize facility deterioration caused by normal wear and aging.
 - 1) Throughout year, assess condition of the facility, and based on this assessment, develop list of repair and maintenance projects.
 - 2) Within one year of identifying repair and maintenance requirement, implement projects to remedy them.
 - 3) Throughout year, perform scheduled emergency repair and maintenance work to rectify health, safety, and/or operational deficiencies.

- 4) Within year, develop list of capital improvement projects needed to ensure safe operation of the facility.
 - 5) Within one year of identifying capital improvement program requirements, initiate steps to obtain authorizations and budgets to implement needed projects.
- b. Improve landscaping at various locations within the stadium complex.
 - c. Complete installation of new seat replacement program utilizing funding approved and appropriated by legislature.
 - d. Improve administrative office space.
 - e. Coordinate repair of facility with Department of Accounting and General Services Public Works Division for repair and replacement of stadium roof, bridge stiffening, and transformers.
 - f. Coordinate Lower Halawa Parking Lot improvement with a private-sector licensee.
3. Two Years
 - a. Implement repair and maintenance programs and projects to minimize facility deterioration caused by normal wear and aging.
 - b. Install new spectator seats.
4. Five Years
 - a. Implement repair and maintenance programs and projects to minimize facility deterioration caused by normal wear and aging.
 - b. Install new spectator seats.
 - c. Repair steel structural members and surfaces damaged by corrosion.

C. Box Office Branch

1. Past Year Accomplishment

- a. Presently sharing in the use of the University of Hawaii's computerized ticketing system. This has improved ticket selling services for the general public and tighten 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 the introduction of on-line ticketing services has provided the general public 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.

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) Will 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. Increase ticket distribution points and methods by which customers may purchase tickets to increase ticket sales.
- d. If approved during coming budgeting cycle, will spearhead ordering and replacement of staff computers at facility.

D. Security Branch

Projects are ongoing and continuous.

1. Past Year Accomplishment

- a. Met with various agencies to address homeland security concerns.
- b. Maintained and developed contacts with State Civil Defense, Hawaii National Guard, Honolulu Police Department, Federal Bureau of Investigation, Honolulu Fire Department, emergency medical services and Sheriff's Department to include names and communication access to facility security and disaster responses.
- c. Evaluated and revised Emergency and Evacuation Procedures.
- d. Implemented lockdown of facility and installation of an automated security gate system at the main entrance to the stadium.
- e. Installation of surveillance camera system.

2. One Year

- a. Continue with on-going projects related to homeland security and securing facility during events and non-event hours.
- b. Review placement of cameras and, if funding available, implement expanded camera network system for other key entry and vantage point areas.

3. Two Years

Given adequate budget funding, develop surveillance camera system network for key entry and vantage points of facility. Evaluate previous year and adjust goals and objectives as is necessary.

4. Five Years

Installation of a Command Center Module to monitor all activities at facility and to provide an area to consolidate emergency response

personnel and stadium security. Evaluate previous year and adjust goals and objectives as is necessary.

E. Events Branch

1. Past Year Accomplishment

- a. Provided events personnel training in customer service by professional instructors.
- b. Reviewed and augmented briefing program for parking attendants, ushers and scoreboard personnel.
- c. Reviewed and assessed safety programs at venue.
- d. Produced additional Public Service Announcements for PA Announcers and Scoreboard.
- e. Planned and/or operated successful events this past year with UH, Pro Bowl, Hawaii Bowl, ILH, OIA, HHSAA and many other licensees.
- f. Revised Employee & Policy handbook.
- g. Trained events personnel on Emergency and Evacuation Procedures.
- h. Reviewed program functions that were manually accomplished, automated functions where possible and as budget permitted.
- i. Where applicable, provided training for non-events staff in customer service and assistance.
- j. Redistributed number of turnstiles at gates to accommodate customer flow.
- k. Assisted Security Branch in installing a security camera system to monitor events.
- l. Assisted UH in implementing a secret guest program to recognize employees for their outstanding customer service.
- m. Implemented new parking pass procedures for UH football.

- n. Implemented new parking procedures to reduce costs for ILH and other high school events.
- o. Installed new and replacement scoreboard equipment.
- p. Purchased new equipment to provide DVD format for sale of recorded high school football.
- q. Prepared and awarded bid on renovation of control both at Baseball Press Box.
- r. Implemented Anonymous Guest Hotline which allows stadium patrons to call in security or event complaints directly to security desk for resolution.

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 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.

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. No new amendment proposed or initiated this year.
- b. Review of contracts and bid documents to ensure maximizing revenues to the agency.
In the absence of the Stadium Engineer, completed bid specification and successfully put out to bid repair of air conditioning systems, fire alarm systems, replacement carts, and replacement radios.

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.
Payroll preparation should be cut by more than 50%.
- b. Review of Rules and Regulations of the Stadium Authority. Amendment will have a measurable impact on revenues.
- c. Review of contracts and bid documents to ensure maximizing revenues to the agency.

B. Engineering and Maintenance Branch

1. Customer Satisfaction Measure

During non-event periods, an ongoing telephone information and complaint program will be used to monitor customer satisfaction. During events, staff reports received directly from customers will be used. Any areas of concern identified through this program will be immediately addressed.

2. Program Standard Measure

Standards comparable to private sector will be developed and monitored through internal staff inspections. Areas of concerns will be corrected through established response procedures.

3. When possible, private sector costs will be obtained to determine the cost of effectiveness of the program. Annual costs will be monitored and any significant variance in expenditures will be evaluated and corrective measures implemented as needed.

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 new computerized ticketing system is costly and no effective measure on benefits is available at this time. However, without this purchase, there would be an appreciable decrease in service to the public.

D. Security Branch

1. Customer Satisfaction Measure

Number of complaints received from the 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 from other agencies have not indicated any lacking in procedures or policies.

3. Cost Effectiveness Measure

There has been an increase in cost associated with heightened security measures. However, this increase was expected. Most of the costs have been passed onto the licensees as the cost of doing business in large spectator areas. 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.

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.