

July 2, 2001

**MEMORANDUM**

**TO:** Board Secretary David Iha

**FROM:** Rodney Sakaguchi

**SUBJECT: NOTIFICATION OF APPROVED REORGANIZATION FOR THE FACILITIES,  
GROUNDS AND SAFETY DIVISION, OFFICE OF THE SENIOR VICE  
PRESIDENT FOR ADMINISTRATION**

Enclosed for the information of the Board of Regents is a copy of a reorganization approved on June 15, 2001 for the Facilities, Planning and Management Office of the Facilities, Grounds and Safety Division, Office of the Senior Vice President for Administration. The purpose of the reorganization is explained in the accompanying executive summary and proposal narrative.

If there are any questions regarding this matter, please contact Director Calvin Kashimoto at 956-6142.

Attachment

c: Senior Vice President Eugene Imai (w/o attachment)  
Director Calvin Kashimoto (w/o attachment)  
Director Claire Nakamura (w/attachment)



UNIV. OF HAWAII  
UH BUDGET OFFICE

UNIVERSITY OF HAWAII

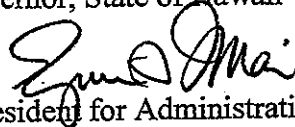
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SENIOR VICE PRESIDENT FOR ADMINISTRATION

June 22, 2001

**MEMORANDUM**

TO: The Honorable Mazie Hirono  
Lieutenant Governor, State of Hawaii

FROM: Eugene S. Imai   
Senior Vice President for Administration

SUBJECT: **NOTIFICATION OF APPROVED REORGANIZATION  
UNIVERSITY OF HAWAII, OFFICE OF THE SENIOR VICE  
PRESIDENT FOR ADMINISTRATION, DIVISION OF FACILITIES,  
GROUNDS, AND SAFETY/FACILITIES PLANNING AND  
MANAGEMENT OFFICE**

Enclosed for your files is a copy of the reorganization which was approved by the University of Hawai'i for the Division of Facilities, Grounds, & Safety/Facilities Planning and Management Office. The purpose of the reorganization is explained in the accompanying executive summary.

If there are any questions regarding this matter, please call Calvin Kashimoto, Director of Facilities, Grounds, & Safety at 956-6142.

**Enclosures**

c: The Honorable Neal Miyahira  
Director, Department of Budget and Finance  
The Honorable Davis Yogi  
Director, Department of Human Resources Development  
University Human Resources Office  
University Budget Office

EXECUTIVE SUMMARY  
PROPOSAL FOR REORGANIZATION  
UNIVERSITY OF HAWAII  
OFFICE OF SENIOR VICE PRESIDENT FOR ADMINISTRATION  
FACILITIES, GROUNDS, AND SAFETY /  
FACILITIES PLANNING AND MANAGEMENT OFFICE

Enclosed for your information is the proposed reorganization of the Facilities, Grounds, & Safety / Facilities Planning and Management Office. The proposed reorganization will involve the internal realignment of existing functions and establish a new Performance Based Contracting unit.

The proposed reorganization is intended to strengthen program management and supervision; address workload and accountability concerns; improve the quality of services; and utilize personnel resources more efficiently and effectively.

The reorganization will have no adverse impact on the University community and will not require any additional positions or funding.

PROPOSAL FOR REORGANIZATION  
UNIVERSITY OF HAWAII  
OFFICE OF SENIOR VICE PRESIDENT FOR ADMINISTRATION  
FACILITIES, GROUNDS, AND SAFETY /  
FACILITIES PLANNING AND MANAGEMENT OFFICE

## PRESENT ORGANIZATION

Facilities Planning and Management Office (FPMO) is comprised of seven organizational units. The Director's office, Information Systems, Planning and Capital Improvements, Shop Operations, Design and Project Management, Engineering and Technical Services and Customer and Logistical Services. This division provides campuswide services associated with the planning, design, construction, management, operation and maintenance of UH Mānoa's physical plant and supporting infrastructure. Limited services are also provided to Mānoa-based off-campus facilities.

## PROPOSED ORGANIZATION

The proposed reorganization will involve the realignment of existing functions into the following units:

- Customer, Logistical Services and Shop Operations.

The consolidation of Shop Operations with Customer and Logistical Services is recommended to improve planning, coordination, and supervision over the day-to-day repairs and maintenance of campus facilities. Responses to work requests are often delayed and not completed on a timely basis. An average of 14,000 to 16,000 work requests are received annually.

The consolidation will provide for the integration of support services needed to facilitate and improve the work flow and communications. It is expected that these changes will improve the response and completion of work requests. The consolidation will also provide the structure needed to implement a comprehensive assessment and review of existing policies, procedures, and work processes to improve overall efficiency.

- The Separation of Design and Project Management into Two Separate Units.

The separation is needed to address the significant workload associated with the dramatic increase in funding dedicated to the campus' repairs and maintenance program. The workload problems have been exacerbated by the increase in capital expenditures in support of new research initiatives as well as projects requested by Auxiliary Services, Housing, and Campus Center programs.

Existing staff are currently involved with the design and implementation of a significant number of repairs and maintenance projects. Due to the considerable workload pressures, they are unable to devote the time required to coordinate and manage the on-going construction activities. The

situation will continue to worsen with the significant number of projects scheduled for construction over the next four years. The separation will provide the focus and attention needed to manage all construction activities in order that construction projects are completed with minimal problems and on a timely basis.

- The Separation of Engineering and Technical Services into Two Separate Units: Mechanical Engineering and Electrical Engineering.

The separation is recommended to recognize the specialization and importance of each functional unit and is intended to establish parity among all professional administrators within the organization. Further, a flatter organization will allow for better communications and priority determination.

The mechanical and electrical engineering staff are also experiencing significant workload pressures related to the significant funding increases dedicated to the campus' repairs and maintenance program as well as contending with on-going facilities issues. Further, these areas will continue to be impacted by the current initiative related to the University's partnership with Hawaiian Electric Company for the implementation of energy efficiency projects.

- The Establishment of a New Performance Based Contracting Unit.

The establishment of the new Performance Based Contracting unit is needed to implement a new initiative related to utilizing the Performance Information Procurement System (PIPS) for selected repairs and maintenance projects. PIPS was developed by the Performance Based System Research Group at Arizona State University. PIPS provides an alternative approach in implementing construction projects.

Due to the significant funding dedicated to the repairs and maintenance of campus facilities, this initiative will enable the University to implement an increased number of projects within a limited time-frame. This could not be accomplished using traditional methods.

Construction projects are traditionally awarded based on the lowest bid. Contractors prepare bid proposals based on the specifications developed for each project. PIPS awards projects based on past performance, method of construction, materials used, and warranties provided. Project specifications are developed by the contractor resulting in minimal risk to the University. Awards are based on best value as opposed to lowest price. Projects are expected to be completed on-time, on-budget, and meeting quality expectations while using minimal University staff resources.

- The Consolidation of the A/C Maintenance Shop and the Air Conditioning Shop within Shop Operations.

The consolidation of the Air-Conditioning (Repair) Shop and the A/C Maintenance Shop is recommended to resolve on-going problems related to each shop's functions. The majority of building air-conditioning systems throughout the campus is old, obsolete, and deteriorating. This has resulted in an increased number of service repair calls and complaints. The consolidation

will provide more flexibility in managing the day-to-day workload and provide improved response to service requests.

## BACKGROUND / NATURE OF THE PROPOSED REORGANIZATION

Effects on Staffing - The proposed reorganization focuses on the functional realignments below the divisional level as well as internal realignments and adjustments. Staffing reassignments and changes are included in Attachment A.

Impact on Services - The reorganization is intended to facilitate and improve the delivery of services to the campus community. The proposed organization is expected to improve the overall responsiveness of the division as well as the quality of services currently provided. There will be no adverse impact to services provided.

Estimated Cost of the Reorganization - The estimated costs related to this reorganization will be approximately \$15,000. The internal realignments and staff changes will be accommodated with existing resources and will not require any additional funding.

## REASONS FOR PROPOSED REORGANIZATION

Over the past decade, the campus experienced unprecedented capital expenditures for new/renovated facilities. More than one million square feet of new/renovated space was added to its building inventory. Despite the unprecedented construction, the vast majority of existing buildings are old and lacking quality, space. Building components are obsolete, continue to deteriorate, and breaking down more frequently. Severe budgetary constraints were imposed during this time of unprecedented construction. Many of the new positions appropriated to support these new facilities were abolished and resulted in the curtailment of services.

The renewed commitment to the campus' repair and maintenance program has enabled the program to address critical staffing requirements. Further, the commitment has resulted in a major increase in funding to address the significant backlog of deferred repairs and maintenance projects. Funding for repairs and maintenance projects increased from \$11.7 million in FB1997-1999 to a total of \$22 million in FB1999-2001. There are currently 43 projects in construction or recently completed and more than 100 projects in various stages of design. These projects are scheduled for construction next year. Funding levels for repairs and maintenance are expected to continue at approximately \$15 million over FB2001-2003. This translates to approximately 50 to 75 new projects depending on the cost of each project.

The campus also continues to receive strong support for Capital Improvements Projects (CIP). Excluding funds dedicated to Facilities Improvement Projects (repairs and maintenance) \$88 million was appropriated in FB1997-99 and \$23 million in FB1999-2001. \$24 million is expected to be allocated for FB2001-2003.

The proposal is required to make organizational and functional adjustments and refinements based

on past operating experiences and is needed to address workload and accountability concerns while maximizing the use of available staff resources. The changes will bring the necessary focus and attention to on-going concerns and will improve the operational efficiency and effectiveness of the division.

#### ALTERNATIVES CONSIDERED

An alternative would be to maintain the existing organization which would be inefficient and would severely impair our ability to improve the delivery of services to the campus community. The reorganization is the best solution to improve services with existing resources.

Attachments: Staff Reassignments and Changes  
Current Organization Chart and Functional Statements  
Proposed Organization Charts and Functional Statements

<u>UNIT / POSITION TITLE</u>	<u>POSITION</u>	<u>RANK</u>	<u>ACTION</u>
<u>ENGINEERING AND TECHNICAL SERVICES</u>			
UH Registered Engineer I	#81097	P13	Update position description to reflect reassignment to new ELECTRICAL ENGINEERING
UH Registered Engineer I	#80441	P13	Update position description to reflect reassignment to new ELECTRICAL ENGINEERING
<u>CUSTOMER AND LOGISTICAL SERVICES</u>			
UH Procurement & Property Management Specialist III	#81857	P07	Update position description and reclassify to reflect the realignment of Shop Operations to the new CUSTOMER, LOGISTICAL SERVICES AND SHOP OPERATIONS
<u>SHOP OPERATIONS</u>			
General Maintenance and Services Superintendent	#00473	SR24	Redescribe duties and responsibilities to reflect reassignment to PLANNING & CAPITAL IMPROVEMENTS.
<u>SHOP OPERATIONS-MECHANICAL REPAIR AND MAINTENANCE</u>			
A/C Mechanic Supervisor	#40660	F110	Update position description to reflect consolidation of A/C MAINTENANCE SHOP and AIR CONDITIONING SHOP to new AIR CONDITIONING REPAIR AND MAINTENANCE SHOP.



PREVIOUS ORGANIZATIONAL CHARTS  
AND  
FUNCTIONAL STATEMENTS

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
SENIOR VICE PRESIDENT FOR ADMINISTRATION  
FACILITIES, GROUNDS, & SAFETY  
FACILITIES PLANNING AND MGMT OFFICE  
CHART VII-B

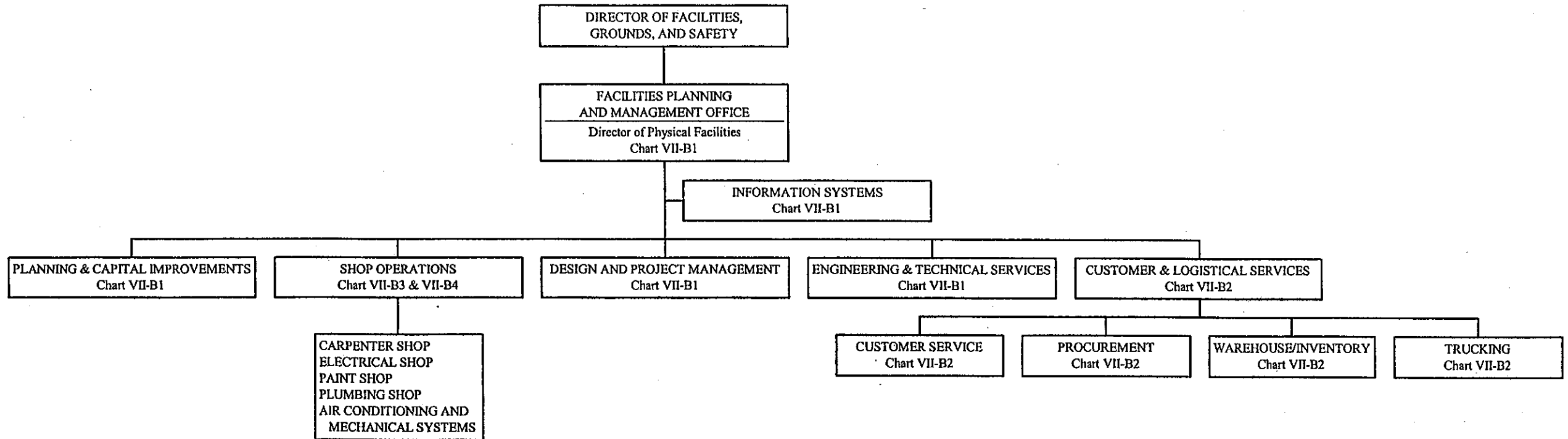
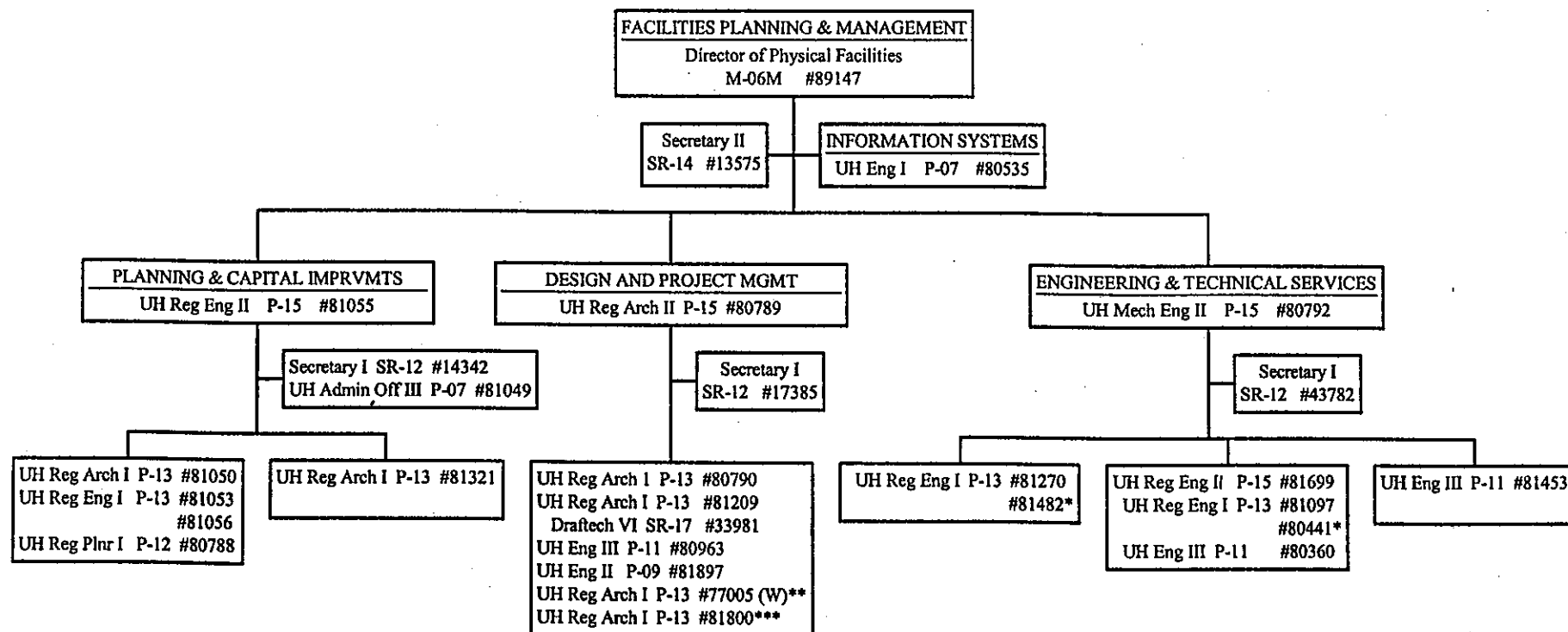


CHART UPDATED  
DATE JUL - 1 2000

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
SENIOR VICE PRESIDENT FOR ADMINISTRATION  
FACILITIES, GROUNDS, AND SAFETY  
FACILITIES PLANNING AND MGMT OFFICE  
CHART VII-B1



\*Pending establishment  
#80441, UH Reg Eng I  
#81482, UH Reg Eng I

CHART UPDATED  
DATE JUL - 1 2000

General Funds 27.00  
(W) Revolving Funds 1.00 (\*\*Not  
included in our position count, position  
belongs to and funded by Student Hsg.)

\*\*\*1.00 Not included in our position count,  
position belongs to and funded by BEO.

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
SENIOR VICE PRESIDENT FOR ADMINISTRATION  
FACILITIES, GROUNDS, AND SAFETY  
FACILITIES PLANNING AND MGMT OFFICE  
CHART VII-B2

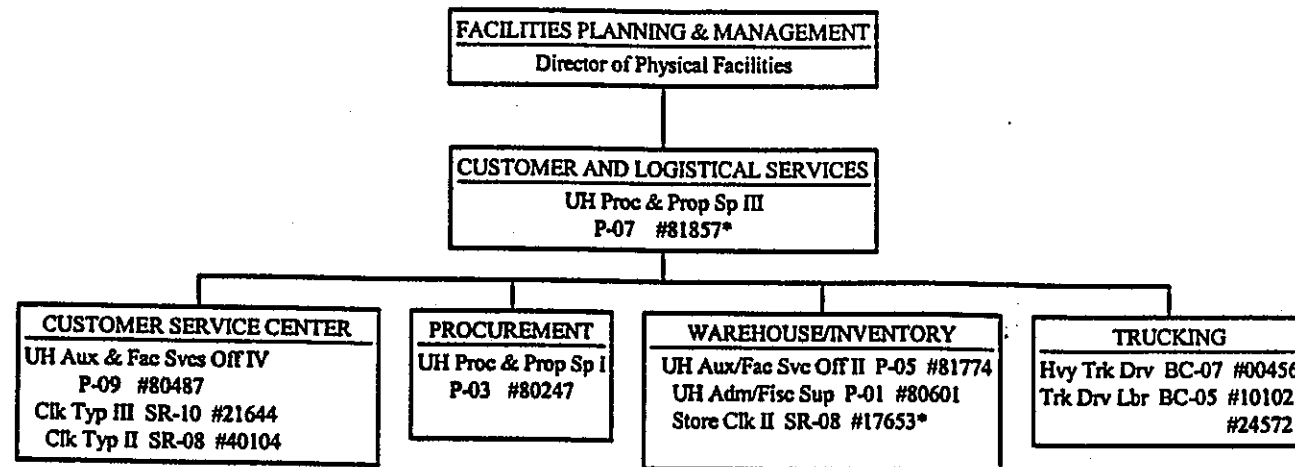
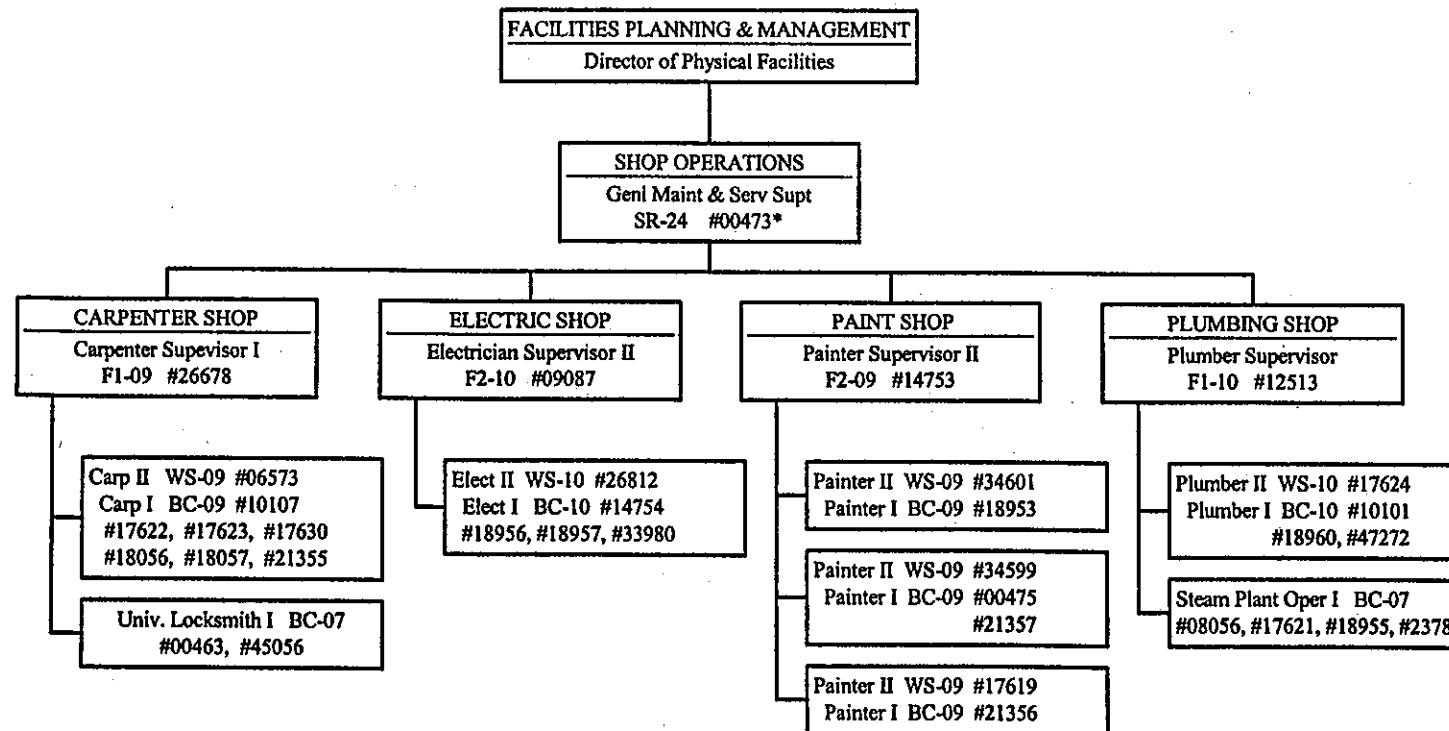


CHART UPDATED  
DATE JUL - 1 2000

\*To be redescribed

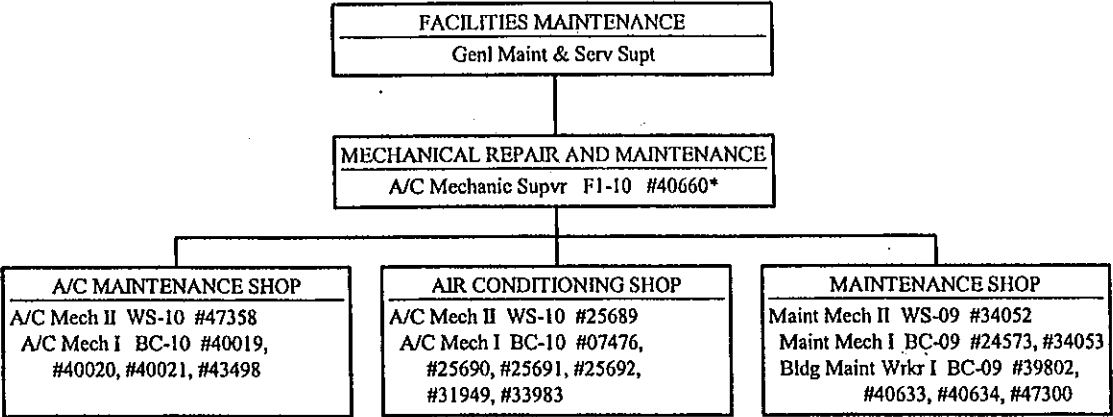
General Funds 11.00



\*To be redescribed

CHART UPDATED  
 JUL - 1 2000  
 DATE \_\_\_\_\_

General Funds 35.00



\*To be redescribed

CHART UPDATED  
JUL - 1 2000  
DATE \_\_\_\_\_

**STATE OF HAWAII  
UNIVERSITY OF HAWAII  
SENIOR VICE PRESIDENT FOR ADMINISTRATION  
FACILITIES, GROUNDS, AND SAFETY  
FACILITIES PLANNING AND MANAGEMENT**

**MAJOR FUNCTIONS**

Conducts and coordinates the planning, budgeting, construction, repair, and maintenance of physical facilities for the UH Manoa and emerging UH West Oahu campuses in accordance with approved long-range development plans and applicable federal, state, and county building codes and standards.

Design and Project Management

- Prepares architectural plans and specifications and coordinates the preparation of mechanical, electrical, and utility distribution system designs for renovation projects performed either internally or by private contractors; prepares specifications and bidding requirements for projects to be performed by private contractors; manages construction projects through completion.
- Develops and schedules preventive maintenance programs for building exteriors, interiors, and roofs.
- Provides construction and renovation design assistance to departments, including determination of service or maintenance requirements, alternative approaches, and time and cost estimates.
- Reviews departmental service work requests, preparing cost estimates as well as labor and materials requirements for work to be performed by the shops.
- Develops space standards and maintains inventory of campus buildings with regard to construction and occupancy, space assignments, keying systems, and utility distribution systems.
- Schedules and coordinates support services for special events.
- Maintains facilities information database.

Planning and Capital Improvements

- Prepares and maintains long-range physical development plans for UH Manoa and UH West Oahu by translating academic program requirements into building and structural needs; develops and evaluates land use and area requirements; develops and maintains facilities planning, architectural, engineering, and aesthetic standards.
- Prepares and recommends the multi-year and biennial Capital Improvements Program (CIP) and related annual expenditure plans, including development of cost estimates, determination of priorities, and phasing and scheduling of projects to ensure the timely execution of master plans.
- Develops and coordinates individual capital projects from preparation of architectural programs through design, construction, and equipping of physical facilities.

- Prepares proposals to federal and private agencies for loans and grants for construction of facilities.
- Conducts and reports on institutional studies as required for the UH Manoa and UH West Oahu campuses.
- Develops and maintains physical planning standards, policies, and procedures for use by architects, engineers, space planners and programmers, and other campus personnel.
- Establishes and maintains a facilities inventory, including historical and environmental contexts, existing component systems, and current space utilization.
- Conducts qualitative analyses and facility audits to identify deficiencies in the physical condition and quality of assigned space.

#### Information Systems

- Establishes, installs, and maintains FPMO and BGM local area network, database, and information reporting systems.
- Provides hardware/software for technical and user training and services.

#### Customer and Logistical Services

- Maintains a Customer Services Center which communicates customer requests from the University community and needs to appropriate FPMO units
- Provides procurement and warehouse services to FPMO and BGM; provides for storage, transfer, and disposal of personal property; and maintains surplus inventory for the campus community.
- Provides trucking, moving, and disposal services to the campus community.

#### Engineering and Technical Services

- Prepares or directs the preparation of mechanical/electrical engineering designs and specifications for UHM projects.
- Maintains facilities equipment audit and inventory; manages preventive maintenance programs for mechanical and electrical systems; develops equipment and systems replacement programs in accordance with established industry criteria.
- Administers campuswide utilities and energy conservation program.
- Develops and maintains a comprehensive building audit program.

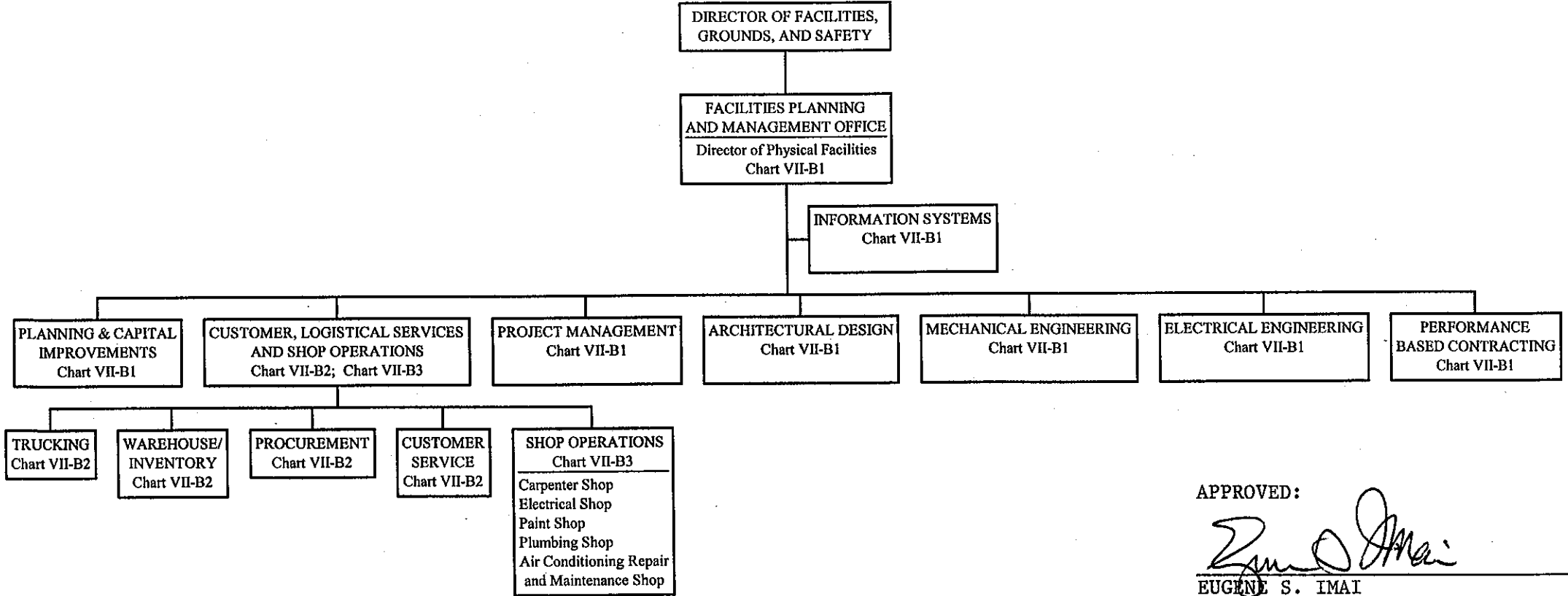
#### Shop Operations

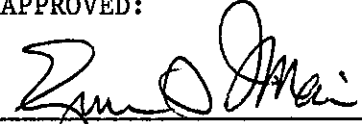
- Repairs and maintains campus structures, building hardware, equipment and utility distribution systems.
- Operates air-conditioning, maintenance mechanic, carpentry, electrical, plumbing, and paint shops. Implements preventive maintenance programs.
- Performs minor alteration/renovation projects.



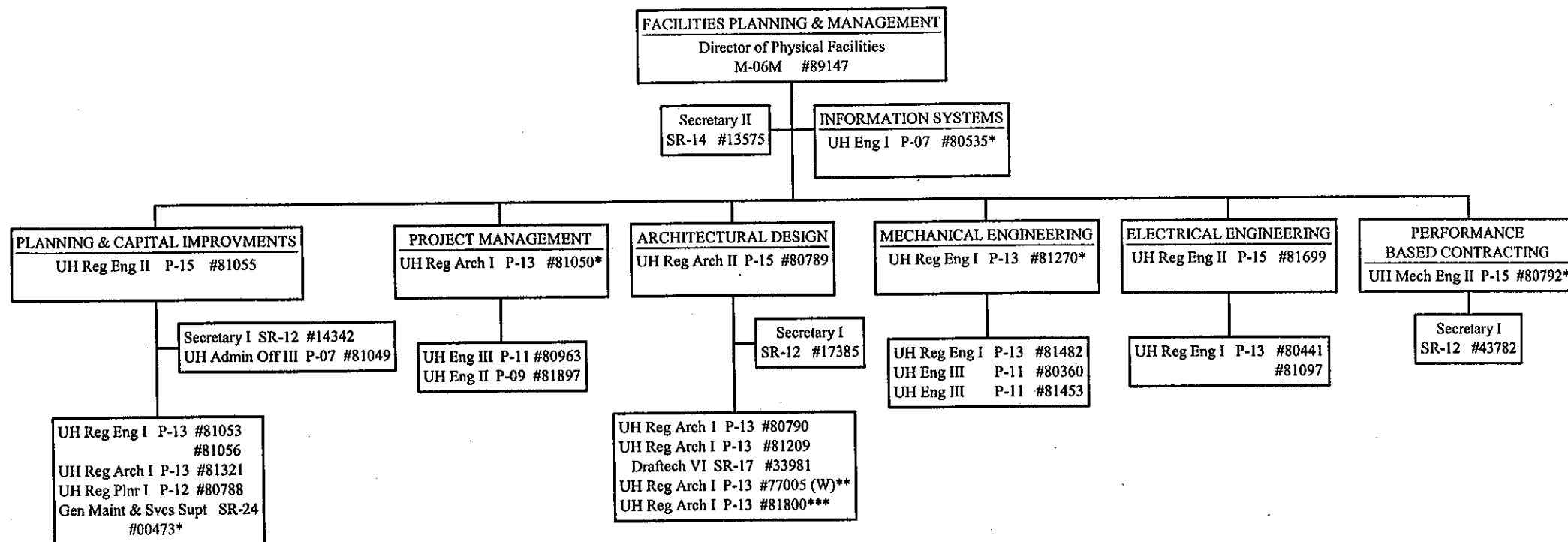
NEW ORGANIZATIONAL CHARTS  
AND  
FUNCTIONAL STATEMENTS

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
SENIOR VICE PRESIDENT FOR ADMINISTRATION  
FACILITIES, GROUNDS, & SAFETY  
FACILITIES PLANNING AND MGMT OFFICE  
CHART VII-B

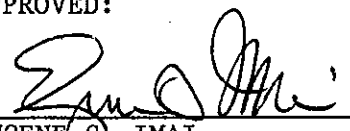


APPROVED:  
  
EUGENE S. IMAI  
SENIOR VICE PRESIDENT FOR ADMINISTRATION  
DATE: 6/15/01

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
SENIOR VICE PRESIDENT FOR ADMINISTRATION  
FACILITIES, GROUNDS, AND SAFETY  
FACILITIES PLANNING AND MGMT OFFICE  
CHART VII-B1



APPROVED:

  
EUGENE S. IMAI  
SENIOR VICE PRESIDENT FOR ADMINISTRATION

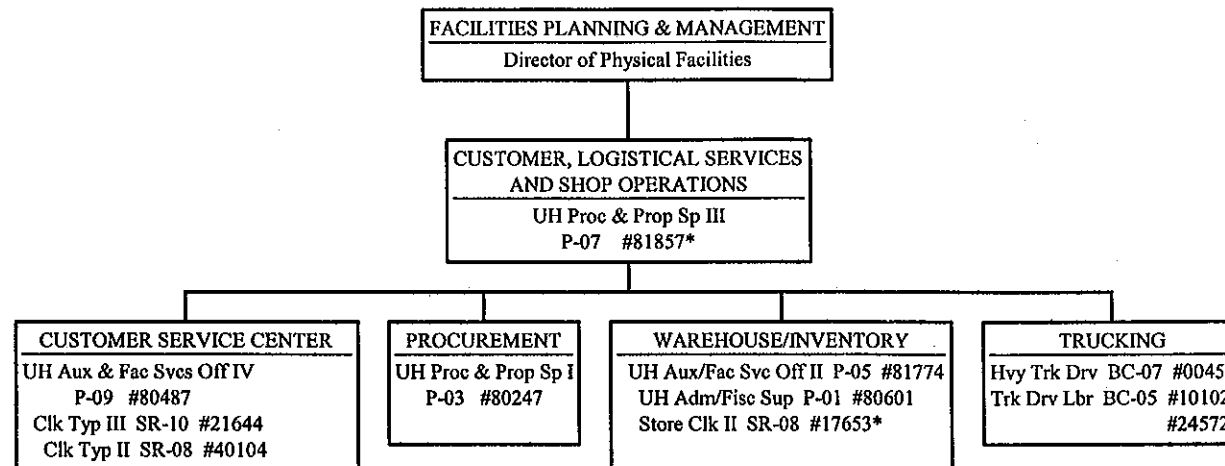
DATE: 6/15/01

General Funds 28.00  
(W) Revolving Funds 1.00 (\*\*Not  
included in our position count, position  
belongs to and funded by Student Hsg.)

\*\*\*1.00 Not included in our position count,  
position belongs to and funded by EEO.

\*To be redescribed

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
SENIOR VICE PRESIDENT FOR ADMINISTRATION  
FACILITIES, GROUNDS, AND SAFETY  
FACILITIES PLANNING AND MGMT OFFICE  
CHART VII-B2



APPROVED:



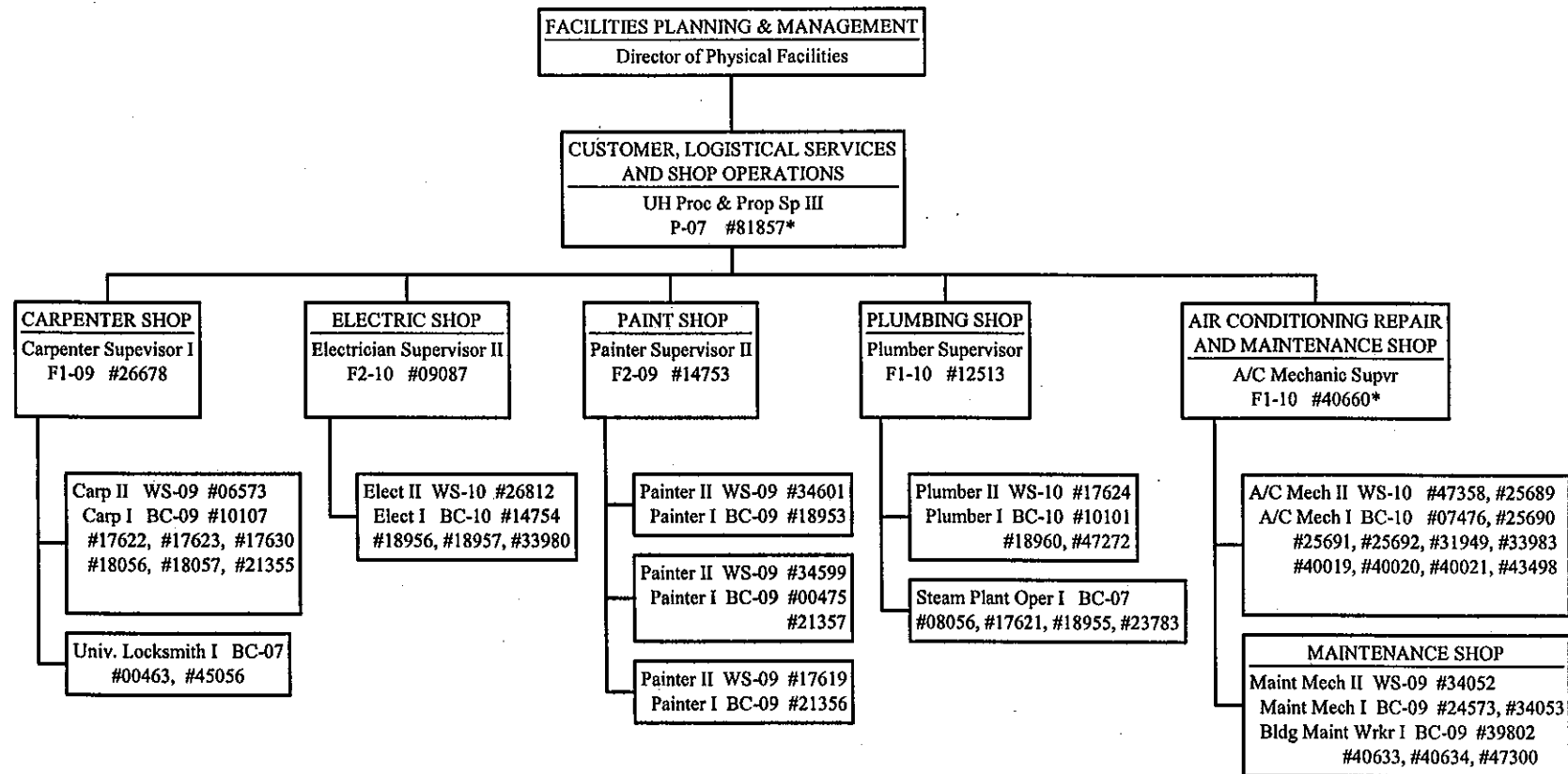
EUGENE S. IMAI  
SENIOR VICE PRESIDENT FOR ADMINISTRATION

DATE: 6/15/01

\*To be redescribed

General Funds 11.00

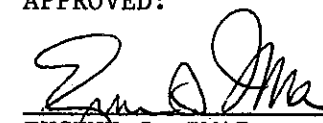
STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
SENIOR VICE PRESIDENT FOR ADMINISTRATION  
FACILITIES, GROUNDS, AND SAFETY  
FACILITIES PLANNING AND MGMT OFFICE  
CHART VII-B3



\*To be redescribed

APPROVED:

General Funds 54.00



EUGENE S. IMAI  
SENIOR VICE PRESIDENT FOR ADMINISTRATION

DATE: 6/15/01

**STATE OF HAWAII  
UNIVERSITY OF HAWAII  
SENIOR VICE PRESIDENT FOR ADMINISTRATION  
FACILITIES, GROUNDS, AND SAFETY  
FACILITIES PLANNING AND MANAGEMENT**

**MAJOR FUNCTIONS**

Conducts and coordinates the planning, budgeting, construction, repair, and maintenance of physical facilities for the UH Mānoa and emerging UH West O'ahu campuses in accordance with approved long-range development plans and applicable federal, state, and county building codes and standards.

Architectural Design

- Prepares architectural plans and specifications and coordinates the preparation of mechanical, electrical, and utility distribution system designs for new/renovation projects performed either internally or by private contractors; and prepares specifications and bidding requirements for projects to be performed by private contractors.
- Develops and schedules preventive maintenance programs for building exteriors, interiors, roofs and roadways.
- Provides renovation design assistance to departments, including determination of service or maintenance requirements, alternative approaches, and time and cost estimates.
- Reviews departmental service work requests, preparing cost estimates as well as labor and materials requirements for work to be performed by the shops.
- Develops space standards and maintains inventory of campus buildings with regard to construction and occupancy, space assignments, keying systems, and utility distribution systems.
- Schedules and coordinates support services for special events.
- Maintains facilities information database.

Project Management

- Participates in architectural/mechanical/electrical design documents and reviews for UHM construction projects.
- Provides construction management services for UHM construction projects.
- Maintains communications with the UHM campus community.
- Prepares and maintains project warranty information.
- Establishes, maintains, and improves UHM construction procedures and guidelines.

Planning and Capital Improvements

- Prepares and maintains long-range physical development plans for UH Mānoa and UH West O'ahu by translating academic program requirements into building and structural needs; develops

and evaluates land use and area requirements; develops and maintains facilities, planning, architectural, engineering, and aesthetic standards.

- Prepares and recommends the multi-year and biennial Capital Improvements Program (CIP) and related annual expenditure plans, including development of cost estimates, determination of priorities, and phasing and scheduling of projects to ensure the timely execution of master plans.
- Develops and coordinates individual capital projects from preparation of architectural programs through design, construction, and equipping of physical facilities.
- Prepares proposals to federal and private agencies for loans and grants for construction of facilities.
- Conducts and reports on institutional studies as required for the UH Mānoa and UH West O'ahu campuses.
- Develops and maintains physical planning standards, policies, and procedures for use by architects, engineers, space planners and programmers, and other campus personnel.
- Establishes and maintains a facilities inventory, including historical and environmental contexts, existing component systems, and current space utilization.
- Conducts qualitative analyses and facility audits to identify deficiencies in the physical condition and quality of assigned space.

#### Performance Based Contracting

- Prepares and recommends repairs and maintenance projects for the UH Mānoa's performance based construction program - Performance Information Procurement System (PIPS).
- Reviews, coordinates and directs the preparation of project requirements and method of award for PIP projects.
- Develops and maintains an information system to monitor performance information on contractors, construction projects and warranty information.
- Provides construction management services for UHM PIPs projects.
- Maintains communications with the UHM campus community.
- Establishes, maintains and improves UHM PIPS procedures and guidelines.
- Coordinates and approves all information disseminated by the Arizona State University Performance Based Research Group in UHM PIPS website.
- Maintains the research partnership between the University of Hawai'i and the Performance Based System Research Group at Arizona State University.

#### Information Systems

- Establishes, installs, and maintains FPMO and BGM local area network, database, and information reporting systems.
- Provides hardware/software for technical and user training and services

#### Electrical/Mechanical Engineering

- Prepares or directs the preparation of mechanical/electrical engineering designs and specifications for UHM projects performed either internally or by private contractors; and prepares specifications and bidding requirements for projects by private contractors.
- Maintains facilities equipment audit and inventory; manages preventive maintenance programs for mechanical and electrical systems; develops equipment and systems replacement programs in accordance with established industry criteria.
- Provides renovation design assistance to departments, including determination of service and maintenance requirements, alternative approaches, and time and cost estimates.
- Reviews departmental service work requests, preparing cost estimates as well as labor and materials requirements for work to be performed by the shops.
- Provides technical support to trade shops.
- Administers campuswide utilities and energy conservation program.
- Develops and maintains a comprehensive building audit program.

#### Customer, Logistical Services and Shop Operations

- Maintains a Customer Services Center which communicates customer requests and needs to appropriate FPMO units from the University community.
- Provides procurement and warehouse services to FPMO and BGM; provides for storage, transfer, and disposal of personal property; and maintains surplus inventory for the campus community.
- Provides trucking, moving, and disposal services to the campus community.
- Repairs and maintains campus structures, building hardware, equipment and utility distribution systems.
- Operates air-conditioning, maintenance mechanic, carpentry, electrical, plumbing, and paint shops. Implements preventive maintenance programs.
- Performs minor alteration/renovation projects.





August 28, 2000

**MEMORANDUM**

**TO:** Board Secretary David Iha

**FROM:** Rodney Sakaguchi

**SUBJECT: NOTIFICATION OF APPROVED REORGANIZATION FOR THE AUXILIARY ENTERPRISES AND FINANCIAL MANAGEMENT OFFICE, OFFICE OF THE SENIOR VICE PRESIDENT FOR ADMINISTRATION**

Enclosed for the information of the Board of Regents is a copy of a reorganization approved on August 21, 2000 for the Auxiliary Enterprises and Financial Management Office, Office of the Senior Vice President for Administration. The purpose of this reorganization is explained in the accompanying executive summary and proposal narrative.

If there are any questions regarding this matter, please contact Director Wayne Fujishige at 956-2980.

Attachment

c: Senior Vice President Eugene Imai (w/o attachment)  
Director Wayne Fujishige (w/o attachment)

**UNIVERSITY OF HAWAII**

Auxiliary Enterprises

UNIV. OF HAWAII  
UH BUDGET OFFICE

00 AUG 23 AM 1:43

August 22, 2000

**MEMORANDUM**

TO: The Honorable Mazie Hirono  
Lieutenant Governor, State of Hawaii

FROM: Wayne Fujishige *Wayne Fujishige*  
Director, University of Hawaii Auxiliary Enterprises

SUBJECT: **NOTIFICATION OF APPROVED REORGANIZATION, UNIVERSITY OF HAWAII, SENIOR VICE PRESIDENT FOR ADMINISTRATION, AUXILIARY ENTERPRISES AND FINANCIAL MANAGEMENT**

Enclosed for your files is a copy of a minor reorganization which was approved by the University for the Office of Auxiliary Enterprises and the Office of Financial Management. The purpose of the reorganization is explained in the accompanying executive summary.

If there are any questions regarding this matter, please call me at 956-2980.

Enclosure

c: Neal Miyahira  
Director, Department of Budget and Finance

Mike McCartney  
Director, Department of Human Resources Development

Senior Vice President Eugene Imai

University Office of Human Resources

✓University Budget Office

University Office of Financial Management

## EXECUTIVE SUMMARY

### SENIOR VICE PRESIDENT FOR ADMINISTRATION AUXILIARY ENTERPRISES

Enclosed for your information is the proposed reorganization of the University of Hawaii Office of Auxiliary Enterprises. The proposed reorganization seeks to further consolidate similar revenue generating programs, and will eliminate duplicate functions. This will be accomplished by transferring one (1) APT position and one (1) Civil Service position from the Office of Financial Management to the Office of Auxiliary Enterprises.

The reorganization will have no adverse affect on the University community. There is no additional annual cost for this reorganization. No additional allotment of funds is being requested to accomplish this reorganization.

**PROPOSED REORGANIZATION  
OF THE UNIVERSITY OF HAWAII  
SENIOR VICE PRESIDENT FOR ADMINISTRATION  
OFFICE OF AUXILIARY ENTERPRISES  
& OFFICE OF FINANCIAL MANAGEMENT  
JULY 2000**

**PRESENT ORGANIZATION**

The Auxiliary Services programs under the Office of Auxiliary Enterprises include a variety of general funded and revenue generating programs. Parking Services administers the allocation of parking space, manages parking enforcement and traffic control, and the collection of parking fees. Transportation Services maintains a central motor pool operation, which includes providing vehicle repair and maintenance services, and provides assistance in renting, leasing, or purchasing of vehicles. Duplicating Services provides central copying services and manages the leasing of copy machines located in the various satellite stations. Mail Services processes the sorting and distribution of incoming and outgoing campus mail and maintains a U.S. Postal Service operation. Faculty Housing Services oversees the rental, repair and maintenance of faculty housing apartments and condominiums. Food Services administers the food service contract for the Manoa campus.

Financial Management is another major office reporting to the Senior Vice President for Administration. The Real Property Section under the Office of Procurement, Real Property and Risk Management (OPRPRM) advises and participates in the acquisition of real property, including the marketing and sale of faculty housing units. The Property and Fund Management Office reports to the Office of Financial Management and oversees the University Bond System, management, inventorying, and accounting for all fixed assets of the University System.

**PROPOSED REORGANIZATION**

It is proposed that functional realignments within Auxiliary Services take place based on the following rationale:

- Consolidation of faculty housing service functions

To consolidate related functions, it is proposed that faculty housing service functions assigned to the Financial Management Office be reassigned to the Faculty Housing and Food Services section of Auxiliary Services. The proposal will involve the transferring of one (1) APT position (UH Faculty Housing Officer, no.81242) and one (1) clerical position (Secretary II, no. 46247) to Auxiliary Services/Faculty Housing Services.

- Realign reporting relationships in the Faculty Housing and Food Services section

In order to improve the efficiency of the Faculty Housing and Food Services section of Auxiliary Services, it is proposed that one (1) APT position (UH Auxil & Fac Svcs Off V, no. 80754) be reassigned to report to the UH Faculty Housing Officer, no.81242. This position would continue to manage the daily operations of the Faculty Housing & Food Services section.

To accomplish the above objectives, the following actions are proposed:

Position No.	Position Title	Current Status	Chart No.	Proposed Change	New Chart No.
81242	UH Faculty Housing Officer (Encumbered)	Assigned to Financial Management / Procurement, Real Property & Risk Management; Reports to Position #80088,	II-F	Redescribe and reassign to Auxiliary Enterprises / Auxiliary Services / Faculty Housing & Food Services; Reports to Position #80001	V-A
46247	Secretary II (Encumbered)	Assigned to Financial Management / Property & Fund Management; Reports to Position #80143	II-D	Redescribe and reassign to Auxiliary Enterprises / Auxiliary Services / Faculty Housing & Food Services; Reports to Position #81242	V-A
80754	UH Auxil & Fac Svcs Off V (Vacant)	Reports to Position #80001	V-A	Redescribe position; Reports to Position #81242	V-A

## BACKGROUND/NATURE OF THE PROPOSED REORGANIZATION

- Consolidation of faculty housing service functions

There are currently separate offices responsible for faculty housing service functions. The Financial Management Office has the responsibility of faculty loan assistance services, the sale of University-owned condominiums, and the administering of maintenance contracts for the condominium common areas. Faculty Housing and Food Services section oversees the management of Waahila faculty housing rental units and the administering of the property management service contract for Kau'iokahaloa Nui Apartments and Kau'iokahaloa Iki Condominiums.

Currently, faculty who are interested in both faculty housing rentals and purchasing faculty housing units would need to go to two separate offices located on opposite ends of campus. The expertise of Position No. 81242 would benefit the Faculty Housing unit by providing more information and options for faculty to consider when deciding on renting or purchasing faculty housing. It

would be more convenient and appropriate to reassign all faculty housing service functions to one consolidated office.

- Realign reporting relationships in the Faculty Housing and Food Services section

Currently, Faculty Housing Services and Food Services sections are the responsibility of the Manager for Faculty Housing and Food Services (position no. 80754). With the reassignment of the positions from Financial Management Office to Auxiliary Services, there needs to be a realignment of reporting relationships within the section. It is proposed that the UH Faculty Housing Officer (P-13, no. 81242) position be reassigned to manage the Faculty Housing and Food Services section. The UH Auxiliary and Facilities Services Officer V (P-11) position will be realigned to report to the UH Faculty Housing Officer (P-13) position.

Although Position No. 81242 will replace Position No. 80754 as the head of the Faculty Housing & Food Services section, Position No. 80754 will still play an important professional management role in both units. There are no other unit supervisors in Faculty Housing or Food Services, so Position No. 80754 will continue to directly oversee the day to day operations of these two units. Position No. 80754 will also assist Position No. 81242 with long-range planning and development of both the Faculty Housing and Food Services units.

The Secretary II position (no. 46247) is currently performing secretarial duties for the Property Fund Management section of Financial Management. This position will be reassigned and the position description redescribed to report to the UH Faculty Housing Officer position. The position will perform secretarial duties for the Faculty Housing and Food Services section of Auxiliary Services.

Following is a summary of the impact of this proposed reorganization:

Additional positions, functions, and programs: None

Variances: None

Operational impact: There will be a positive operational impact as a result of all the elements of this proposed reorganization. (Refer to "Reasons for Proposing the Reorganization"). The reorganization is intended to improve the efficiency of the organization, and will have no adverse effect on the University students, faculty, staff, or the general public.

Reclassification or redescription impact: Several positions will be redescribed upon approval of this reorganization. There will also be changes in reporting relationships for several positions. Revised position descriptions will be submitted to the UH Office of Human Resources (OHR) upon approval of the reorganization. The OHR will determine appropriate classification of the revised position descriptions.

Additional office space required: The proposed reorganization will not require any additional office space or other requirements that have not already been planned for.

Additional cost of reorganization: No additional costs are anticipated to accomplish this reorganization.

## **REASONS FOR PROPOSING THE REORGANIZATION**

- Consolidation of faculty housing service functions  
The consolidation of faculty housing service functions will enhance the efficiency of services provided to faculty requiring housing assistance. All faculty housing service functions will be located in one convenient location and personnel will be better utilized.
- Realign reporting relationships in the Faculty Housing and Food Services section  
The realignment of reporting relationships will improve the utilization of existing personnel with faculty housing management experience, and improve the overall efficiency of the section. This realignment will appropriately align positions within the organizational structure.

## **OTHER ALTERNATIVES CONSIDERED**

An alternative to the proposed reorganization is to assign the UH Faculty Housing Officer position to the Faculty Housing and Food Services section and report directly to the Manager of Auxiliary Services. This position will continue to be responsible for faculty loan assistance services, the sale of University-owned condominiums, and the administering of maintenance contracts for the condominium common areas. The Auxiliary and Facilities Services Officer V position will continue to report directly to the Manager of Auxiliary Services and be responsible for the management of the Faculty Housing and Food Services section. The clerical position will be reassigned to the Faculty Housing and Food Services section and a redescription of the position description will be submitted to OHR. This alternative does not efficiently utilize the knowledge and skills of existing personnel and is difficult to justify the logic of separating faculty housing service functions within Auxiliary Services.

The ideal alternative will be to accept the proposed reorganization. This alternative will provide for the consolidation of related functions within one office and efficiently utilize existing personnel with faculty housing management experience. This in turn will provide improvement, continuity, and effective delivery of services to University Faculty.

Attachment I:	Current Organization Chart
Attachment II:	Current Functional Statement
Attachment III:	Proposed Organization Chart
Attachment IV:	Proposed Functional Statement

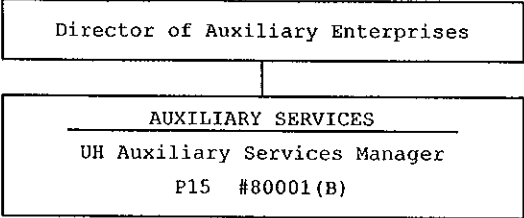


ATTACHMENT I

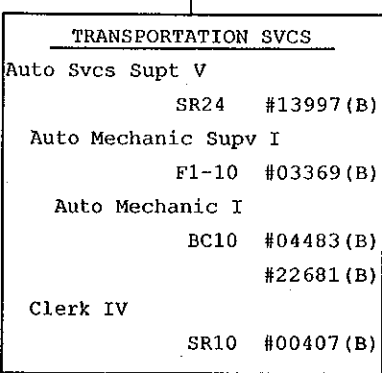
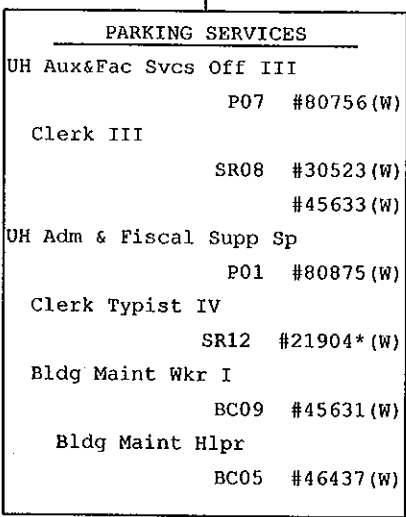
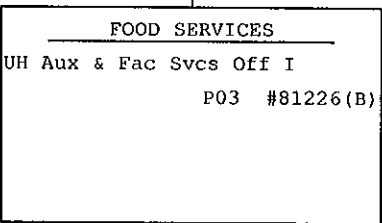
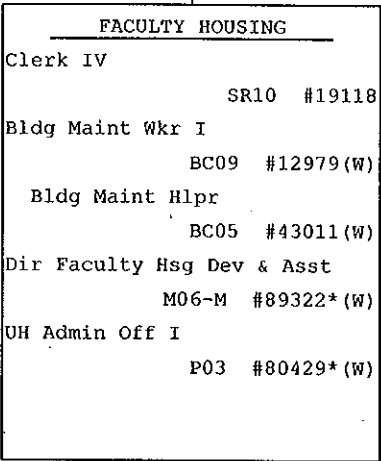
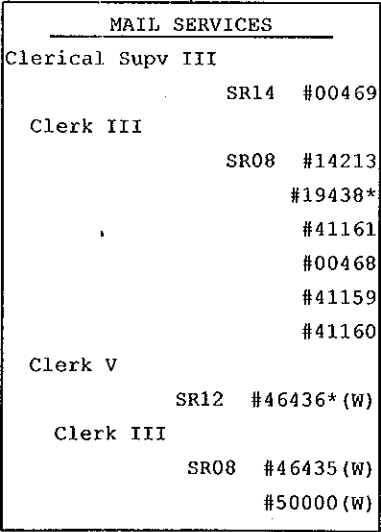
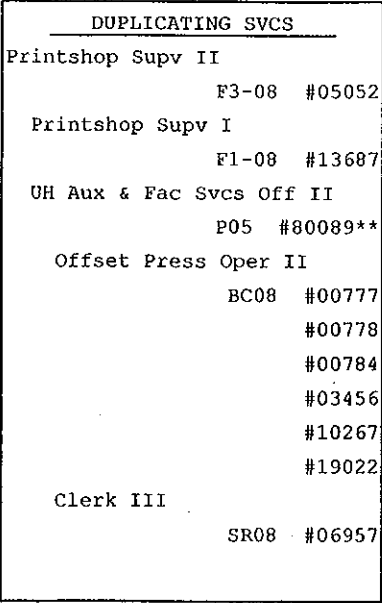
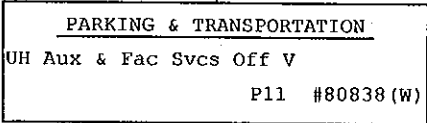
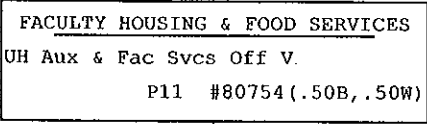
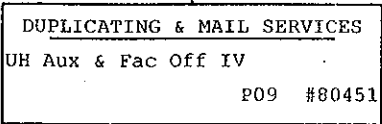
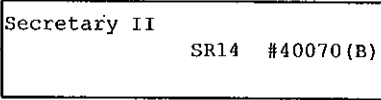
**CURRENT ORGANIZATION CHARTS**

PROPOSAL FOR MINOR REORGANIZATION OF THE  
UNIVERSITY OF HAWAII  
SENIOR VICE PRESIDENT FOR ADMINISTRATION  
AUXILIARY ENTERPRISES

JULY 2000

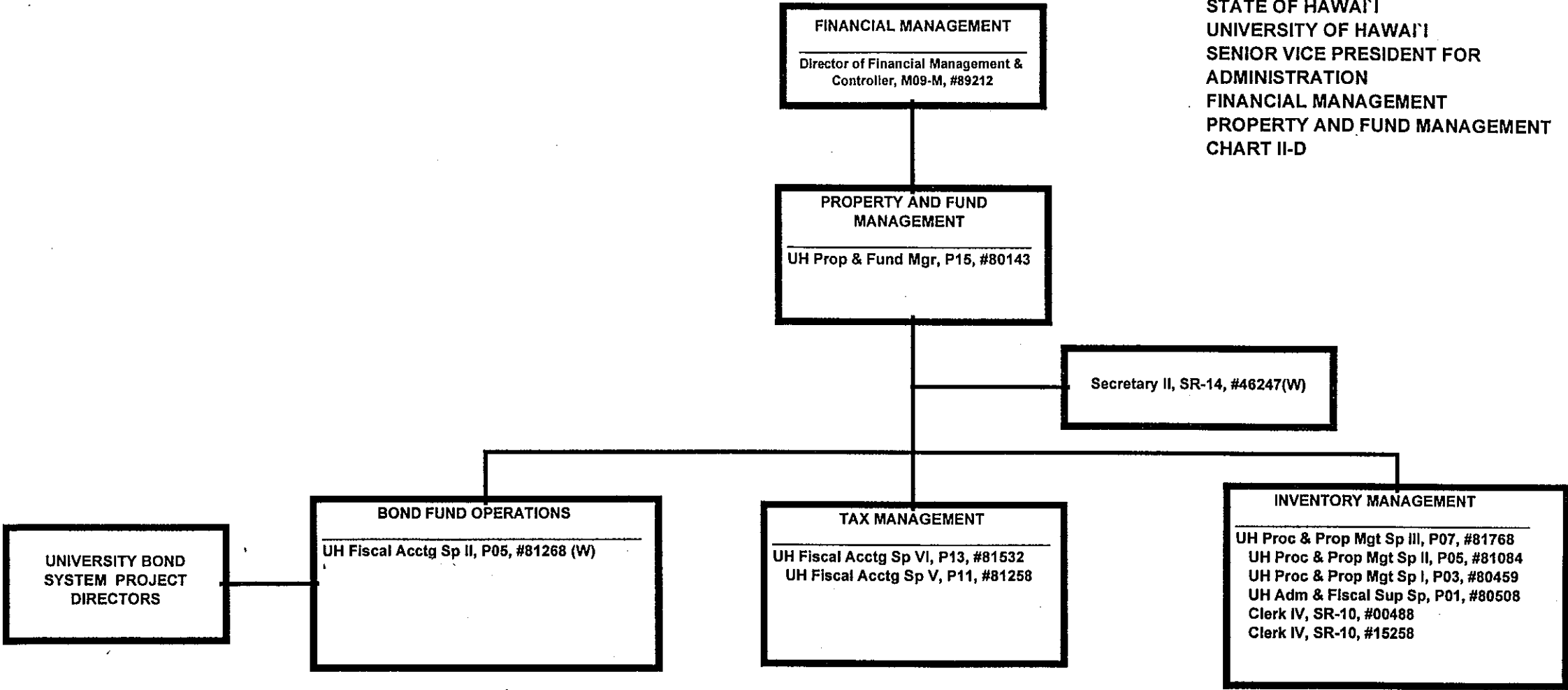


STATE OF HAWAII  
UNIVERSITY OF HAWAII  
SENIOR VICE PRESIDENT FOR ADMINISTRATION  
AUXILIARY ENTERPRISES/AUXILIARY SERVICES  
Chart V-A



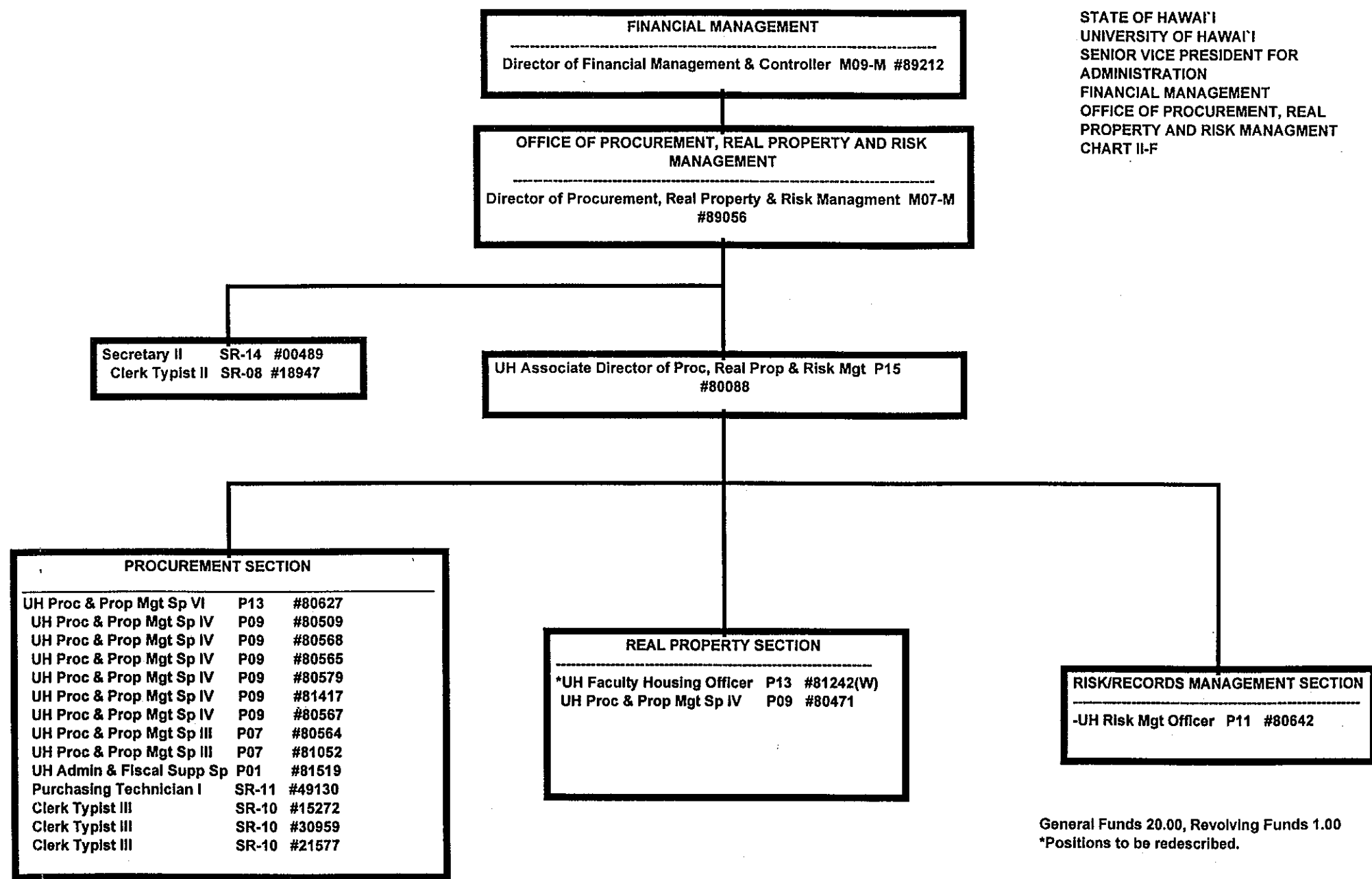
General Funds = 19.00, Revolving Funds(W) = 16.50, Special Funds(B) = 9.50  
Pending establishment: #98504F(B)  
CS RIF 08-15-95: #49177(W)  
\*To be redescribed  
\*\*Position transferred from PBRC, to be redescribed

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
SENIOR VICE PRESIDENT FOR  
ADMINISTRATION  
FINANCIAL MANAGEMENT  
PROPERTY AND FUND MANAGEMENT  
CHART II-D



W = Revolving Funds

GENERAL FUNDS 9.00  
REVOLVING FUNDS 2.00



General Funds 20.00, Revolving Funds 1.00  
\*Positions to be redescribed.

ATTACHMENT II

**CURRENT FUNCTIONAL STATEMENT**

PROPOSAL FOR MINOR REORGANIZATION OF THE  
UNIVERSITY OF HAWAII  
SENIOR VICE PRESIDENT FOR ADMINISTRATION  
AUXILIARY ENTERPRISES

JULY 2000

**STATE OF HAWAII  
UNIVERSITY OF HAWAII  
SENIOR VICE PRESIDENT FOR ADMINISTRATION  
AUXILIARY ENTERPRISES**

## INTRODUCTION

Provides leadership and coordination in planning, developing, and directing activities relating to UH Manoa Auxiliary Services, the UH Bookstore System, systemwide Administrative Services, and systemwide Business Development.

## MAJOR FUNCTIONS

### DIRECTOR OF AUXILIARY ENTERPRISES

Plans, organizes, directs, and controls UH Auxiliary Enterprises programs which include: Systemwide business development and commercial enterprise opportunities, systemwide administrative and support services, Manoa campus auxiliary services, systemwide bookstores on eight campuses, and other retail facilities or concessions, both on and off campus.

1. Establishes overall policies; ensures that effective management methods and appropriate financial controls are used.
2. Provides direction and leadership to subordinate managers in the development, implementation, and attainment of programmatic and financial goals and objectives.
3. Maintains liaison with University students, faculty, administrators, community groups, legislature, and other interested parties on Auxiliary Enterprises matters.

### SUPPORT SERVICES

Responsible for coordinating UH Civil Defense activities, and commuter program development.

1. Performs functions of Civil Defense Coordinator for the University System.
2. Plans, organizes, and implements programs to address transportation and traffic congestion problems relating to commuters throughout the University System.

### AUXILIARY SERVICES

Plans, organizes, directs, and controls the activities of the following Auxiliary Services programs -- Duplicating Services, Campus Mail Services, Faculty Housing, Food Services, Parking Services, and Transportation Services, in accordance with established policies.

1. Establishes overall policies; ensures that effective management methods and appropriate financial controls are used.
2. Provides direction and leadership to subordinate managers in the development, implementation, and attainment of programmatic and financial goals and objectives.
3. Maintains liaison with University students, faculty, administrators, community groups, legislature, and other interested parties on Auxiliary Services matters.

## DUPLICATING & MAIL SERVICES

Responsible for the daily operations of the Duplicating & Campus Mail sections.

1. Establishes goals and objectives, and directs the daily operations of the Duplicating & Campus Mail programs.
2. Analyzes production, financial condition, quality of service, and directs the implementation of procedures to improve services.
3. Provides support to other Auxiliary Services programs as needed.

### DUPLICATING

Responsible for providing efficient, low-cost reprographic services and capabilities through its central facility and satellite copy machine sites.

1. Provides duplicating services to campus users.
2. Provides a centralized service for copy machine maintenance and acquisition.
3. Issues, evaluates, and controls departmental allocations for reprographic services.
4. Researches technological advances and implements feasible changes.

### MAIL SERVICES

Provides daily mail pickup and delivery services to Manoa campus departments on a timely, cost-efficient basis. Provides postal services, mailbox rentals, and postal supplies.

1. Picks up, sorts, and delivers intra-campus, incoming, outgoing, and state messenger mail.
2. Issues, evaluates, and controls departmental allocations for mail services.
3. Develops and maintains delivery point barcode (Zip + 4) database for Manoa campus departments.
4. Keeps abreast of United States postal service rules and regulations concerning non-profit mailers.
5. Offers a variety of methods to ship mail and parcels.
6. Provides mailbox rental services.
7. Sells a full line of postal services and a variety of mailing supplies, including, stamps, envelopes, boxes, etc.

## FACULTY HOUSING & FOOD SERVICE

Responsible for the daily operations of the Faculty Housing & Food Service sections.

1. Establishes goals and objectives, and directs the daily operations of the Faculty Housing & Food Service sections.
2. Analyzes production, financial condition, quality of service, and directs the implementation of procedures to improve services.
3. Provides support to other Auxiliary Services programs as needed.

## **FACULTY HOUSING**

Provides self-sustaining faculty housing program to assist new faculty members with low-cost, temporary housing during their period of adjustment to local economic conditions.

1. Manages rental agreements for all faculty housing apartments. Operates and maintains the apartment unit rentals.
2. Provides for the acceptance, evaluation, and processing of requests for housing; reviews and approves assignments of leases in accordance with University policies.
3. Conducts preventive maintenance programs, major renovations, and replacement of furniture and equipment, and custodial and grounds maintenance to improve the physical quality of faculty housing, and provides security of the apartments in order to make the faculty housing complex safe and livable.

## **FOOD SERVICE**

Responsible for satisfying the nutritional needs of the University community by providing choices of products at the lowest possible cost that are high in quality, and with the best possible services.

1. Administers the food service contract for the Manoa campus. Develops contract specifications focusing on the quality of menus, the manner of service, the economy of prices, and merchandising that provides optimal customer satisfaction.
2. Monitors the food service contractor to insure adequate delivery of service, in compliance with the provisions of the contract and applicable codes and ordinances.
3. Serves as liaison with the University community, and ensures customer satisfaction in all aspects of the food service program.

## **PARKING & TRANSPORTATION**

Responsible for the daily operations of the Parking & Transportation sections.

1. Establishes goals and objectives, and directs the daily operations of the Parking & Transportation sections.
2. Analyzes production, financial condition, quality of service, and directs the implementation of procedures to improve services.
3. Provides support to other Auxiliary Services programs as needed.

## **PARKING**

Responsible for orderly parking and traffic flow on the Manoa campus in accordance with the applicable parking regulations as approved by the Board of Regents.

1. Provides for the allocation and sale of available campus parking spaces to various users on an equitable basis.
2. Repairs and maintains parking areas, participates in the planning of additions and improvements to existing parking areas on campus.
3. Develops and enforces parking regulations and controls vehicular traffic on campus.



4. Provides and manages an appeals process for people contesting parking citations for violating parking regulations on campus.
5. Provides parking-related services for special events held on campus such as sporting events, charity functions, concerts, etc.

#### TRANSPORTATION

Provides for the rental, purchasing/leasing, preventive maintenance, and repair of University vehicles.

1. Administers services related to the operation of a central motor pool and garage on campus.
2. Prepares specifications and bid proposals for the purchase of motor vehicles based on users' requirements and vehicle replacement program.
3. Conducts preventive maintenance and repairs on vehicles.

#### BOOKSTORE SYSTEM

Plans, organizes, directs, and controls University of Hawaii Bookstores located at various campuses throughout the University of Hawaii system.

1. Establishes overall policies, ensures that effective management methods and appropriate financial controls are used.
2. Provides direction and leadership to subordinate managers in the development, implementation, and attainment of programmatic and financial goals and objectives.
3. Maintains liaison with University students, faculty, administrators, community groups, legislature, and other interested parties on Bookstore matters.

#### UNIVERSITY OF HAWAII AT MANOA BOOKSTORE

Responsible for the daily operations of the University of Hawaii at Manoa Bookstore.

1. Establishes goals and objectives, and directs the daily operations of the Manoa Bookstore, in accordance with the diverse needs of various colleges, schools, and departments of the Manoa campus
2. Analyzes production, financial condition, quality of service, and directs the implementation of procedures to improve services.
3. Provides support to branch bookstores as needed.

#### COMPUTER SALES

Responsible for the purchase and sale of a variety of computer hardware, software and peripherals to meet the academic needs of the University community. Provides for the repair, maintenance, and servicing of computers purchased through the Bookstore.

1. Plans, orders, merchandises computer hardware, software, and peripherals.
2. Controls inventory to achieve appropriate turnover rate. Determines strategies for markdown and movement of merchandise, and coordinates special sales and promotions.

STATE OF HAWAI'I  
UNIVERSITY OF HAWAI'I  
SENIOR VICE PRESIDENT FOR ADMINISTRATION  
FINANCIAL MANAGEMENT  
PROPERTY AND FUND MANAGEMENT OFFICE  
FUNCTIONAL STATEMENT

MAJOR FUNCTIONS

Directs, manages, and oversees University Bond System (UBS) projects in (1) budget preparation, (2) generation and accounting of revenues, (3) expenditure control, and (4) development and implementation of investment strategies to ensure maximum yield. Develops and implements policies, rules, and procedures to ensure the self-financing nature of bond projects. Prepares prospectus and financing models; compiles and analyzes financial data relating to the sale of revenue bonds. UBS covers the following projects:

- UH Mānoa Student Housing
- UH Hilo Student Housing
- UH Mānoa Faculty Housing
- UH Mānoa Campus Center
- UH Mānoa Parking Operations
- University Bookstore System
- Maui Community College Student Housing
- Telecommunication System

Directs, manages, and oversees the Systemwide management, inventorying, and accounting for all fixed assets of the University System property in accordance with Federal, State, University, and granting agency regulations.

Maintains a computerized personal property accounting system as required by law and grant or contract provision.

Prepare reports on property as required by law, contract, grant or as requested.

Prepare regulatory policies and procedures on inventory of personal property and real property.

Trains fiscal officers in property administration.

Establishes, directs, manages, and oversees the University's tax compliance program.

STATE OF HAWAI'I  
UNIVERSITY OF HAWAI'I  
OFFICE OF THE SENIOR VICE PRESIDENT FOR ADMINISTRATION  
FINANCIAL MANAGEMENT  
PROCUREMENT, REAL PROPERTY AND RISK MANAGEMENT  
FUNCTIONAL STATEMENT

MAJOR FUNCTIONS

The Office of Procurement, Real Property and Risk Management provides overall direction and leadership in the systemwide development of procurement and real property management policies and procedures. It plans, organizes, directs and controls procurement, real property, risk, and records management activities for the University system.

The Director of Procurement, Real Property and Risk Management provides overall leadership and direction in the acquisition of goods, services, and construction, in all transactions involving the acquisition or conveyance of interests in real property, in the development and administration of the University's risk management, and records management, in the planning, development and implementation of fiscal officer training programs and the auditing of fiscal officer transactions, and in the development of legislation involving procurement and real property management issues.

Associate Director

- Assists the Director in planning, organizing, directing, and controlling the University's Office of Procurement, Real Property and Risk Management.
- Acts as the Director and signs contractual and property documents, as authorized, during the absence of the Director.
- Assists the Director in the resolution of unique procurement problems, contract disputes, and in making complex procurement decisions.
- Prepares studies on subjects pertaining to procurement and property management for the University and assists in presenting testimony before boards, committees, etc.
- Oversees the University's small business utilization program as required by Federal Law; develops policies and procedures, contract clauses and reports concerning small business

utilization; advises small businesses on how to do business with the University.

- Oversees the University's Records Management Program and provides guidance to University personnel on records management issues.
- Assists the Department of Accounting and General Services with respect to tort claims involving University operations by conducting investigations and preparing reports to assist in the resolution of such claims.
- Performs special tasks in complex acquisitions and performs contract administration duties as assigned.

#### PROCUREMENT SECTION

- Evaluates departmental requirements for acquisition of good, services, and construction.
- Prepares formal invitations for bids and requests for proposals consisting of technical specifications, general provisions and special provisions for the acquisition of goods, services and construction in accordance with applicable laws and University Administrative Procedures.
- Advertises formal competitive solicitations in accordance with State law, grant or contract terms and University Administrative Procedures.
- Awards contracts pursuant to advertised competitive solicitations.
- Effects contracts for professional, consultant, and other specialized services in accordance with University Administrative Procedures.
- Processes sole source procurements in accordance with State law and University Administrative Procedures.
- Processes emergency procurements in accordance with State law and University Administrative Procedures.
- Processes small purchases and other purchases exempt from formal advertised solicitation requirements which exceed delegated purchasing authority of fiscal officers in accordance with State law and University Administrative Procedures.

- Develops contract terms and provisions.
- Provides contract administration services.
- Processes financial management accounting forms relating to procurement actions.
- Monitors decentralized procurement activities administered by fiscal officers at the campus and departmental level.
- Provides advice and assistance to departments in the administration of purchase orders and contracts issued by fiscal officers.
- Administers training to fiscal officers.
- Prepares purchasing forms for use by fiscal officers.
- Provides vendor information.
- Develops University administrative procedures relating to the procurement of goods, services and construction.

#### REAL PROPERTY SECTION

- Advises and participates in the acquisition, disposition and exchange of interest in real property necessary to the physical development and operations of University campuses, research centers and other programs, including the marketing and sale of faculty housing units.
- Assists in the preparation of land use and zoning studies, appraisal reports, and research and evaluation studies relating to the acquisition and disposition of real property.
- Assists in maintaining an inventory of University interests in real property for planning purposes.
- Assists in the preparation of environmental assessments and impact statements for new campuses, master plans and all University projects; assists in the development of University environmental policy and all documents in compliance with applicable law, rules, and regulations.
- Coordinates the representation of the University in dealing with private and public agencies on matters relating to University lands and other interests in real property.

- Drafts conveyance documents, e.g. deeds, leases, easements, rights of way and licenses, relating to University interests in real property.
- Coordinates with University departments involved in or affected by real property transactions.
- Processes conveyance documents for execution by parties.
- Records/registers conveyance documents, as necessary.
- Maintains official files for all University interests in real property.
- Monitors official files to process necessary changes to terms and conditions of the conveyance documents, e.g. extensions of lease, adjustments to rent, insurance renewals, etc.
- Processes short term lease requests.
- Processes financial management accounting forms for payments relating to University interests in real property.
- Assists in the investigation and resolution of disputes and complaints involving owners of for-sale faculty housing units.
- Develops and administers policies and procedures for the University housing assistance program, including eligibility requirements and financial assistance relating to down payments and mortgage loans.

#### RISK/RECORDS MANAGEMENT SECTION

- Investigates and gathers information for tort claims involving University real property.
- Serves as the University liaison with the Department of Accounting and General Services, Risk Management Division.
- Provides guidance and advice in all matters relating to insurance.
- Develops release, hold harmless and other risk management forms for use by University programs.

- Reviews liability, insurance, and indemnification clauses in University agreements to insure compliance with State law and University Administrative Procedures.
- Provides training and advice to University departments concerning risk management.
- Submits claims on behalf of the University for property losses covered by insurance and/or the State Risk Management Program.
- Administers University records management procedures to insure compliance with State law and procedural requirements pertaining to public records.

ATTACHMENT III

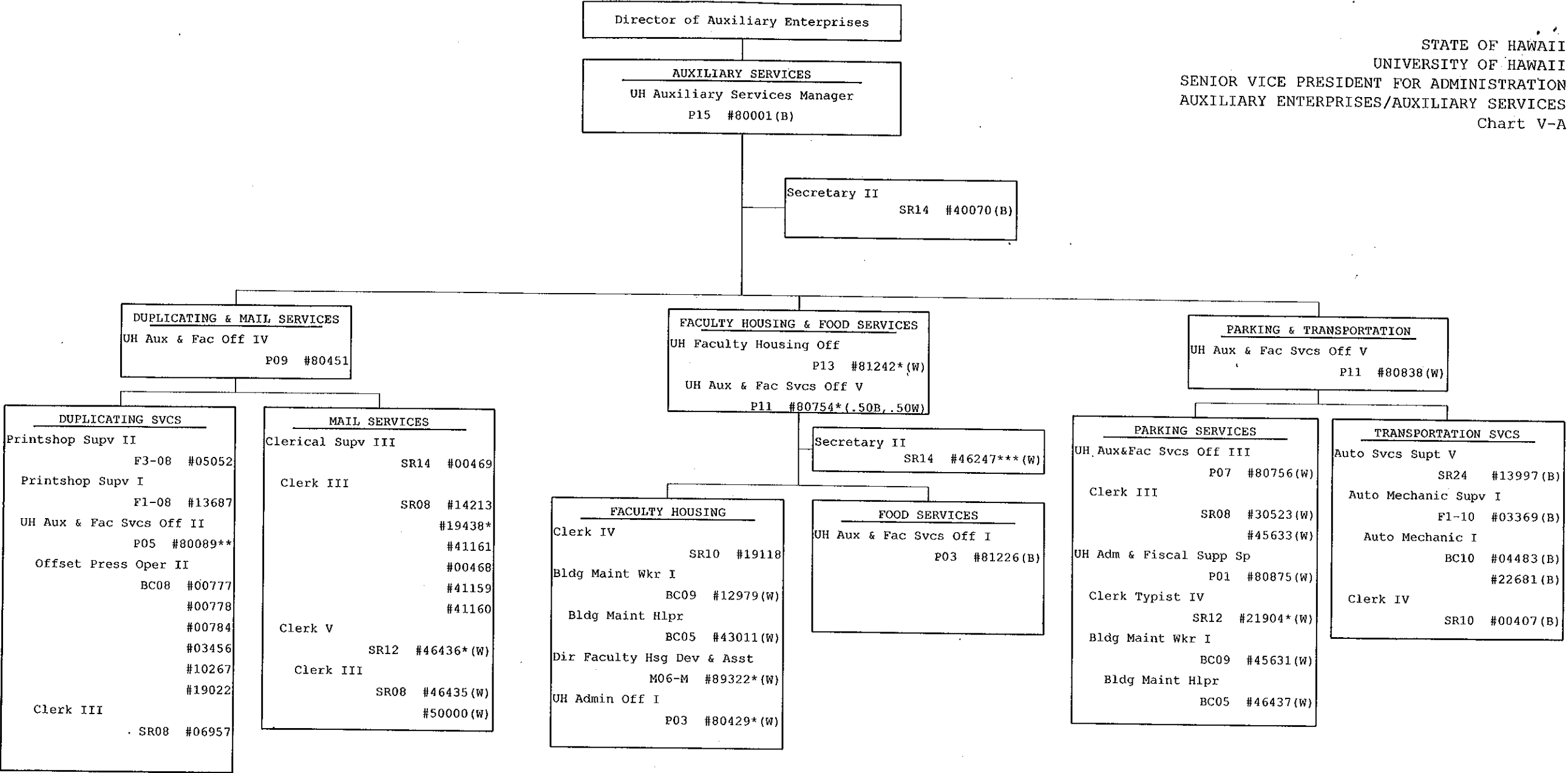
**PROPOSED ORGANIZATION CHARTS**

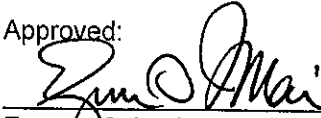
PROPOSAL FOR MINOR REORGANIZATION OF THE  
UNIVERSITY OF HAWAII  
SENIOR VICE PRESIDENT FOR ADMINISTRATION  
AUXILIARY ENTERPRISES

**APPROVED AUGUST 21, 2000**

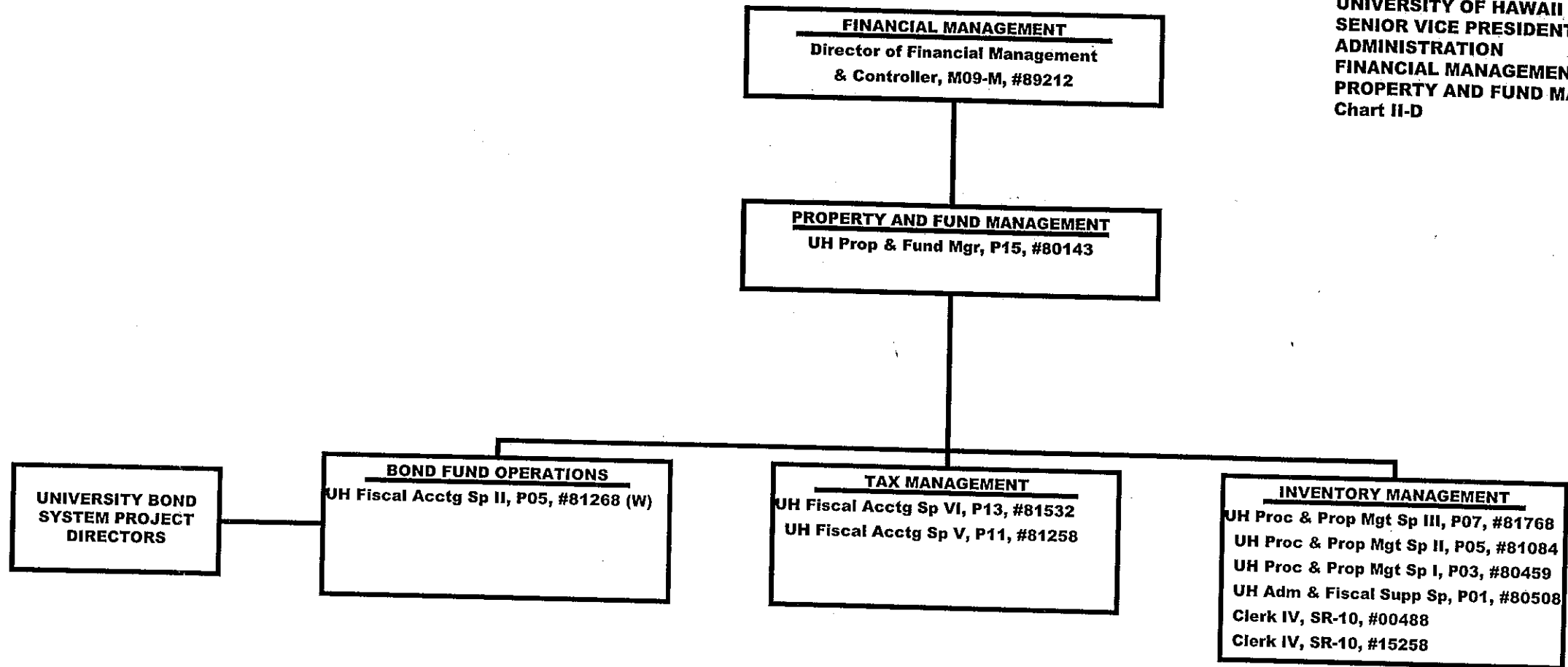
JULY 2000

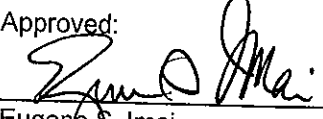




Approved:  
  
Eugene S. Imai  
Senior Vice President for Administration  
Date: AUG 21 2000

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
SENIOR VICE PRESIDENT FOR  
ADMINISTRATION  
FINANCIAL MANAGEMENT  
PROPERTY AND FUND MANAGEMENT  
Chart II-D

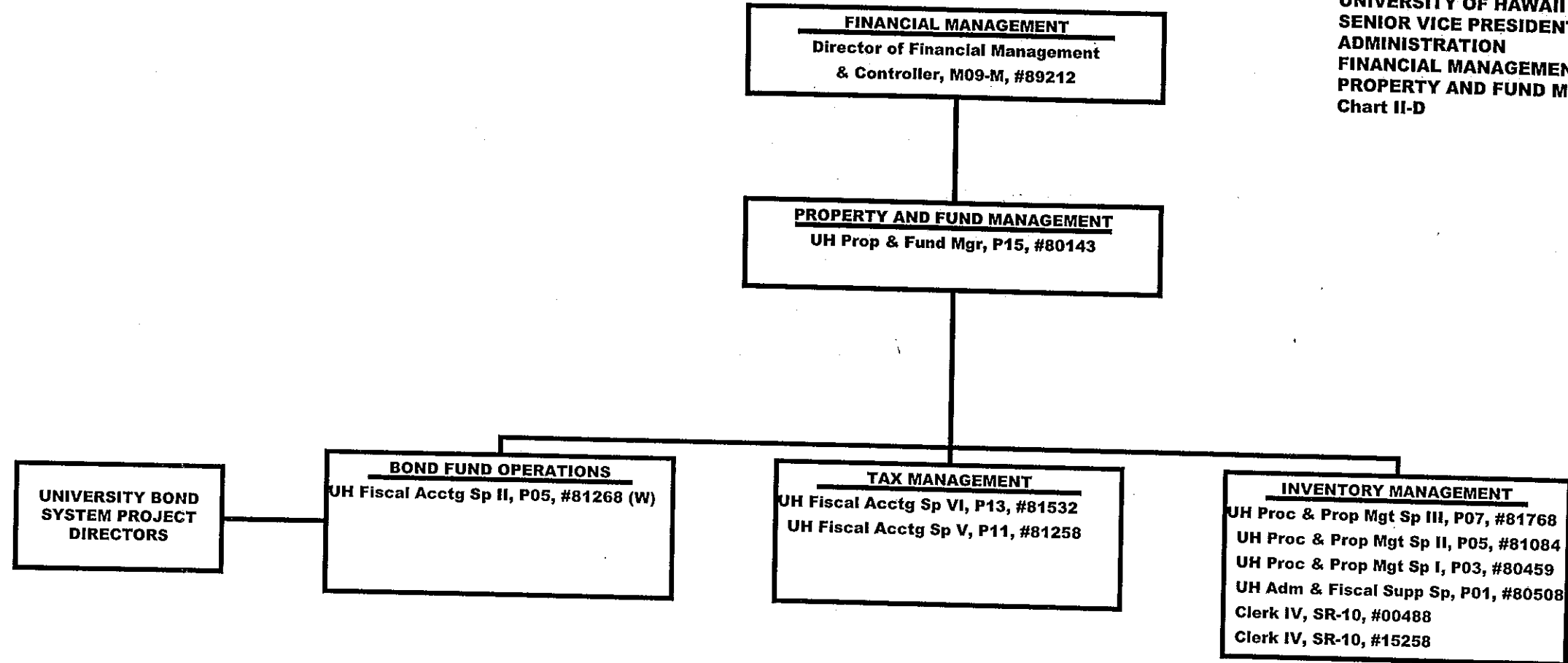


Approved:   
Eugene S. Imai  
Senior Vice President for Administration  
Date: AUG 21 2000

W = Revolving Funds

GENERAL FUNDS 9.00  
REVOLVING FUNDS 1.00

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
SENIOR VICE PRESIDENT FOR  
ADMINISTRATION  
FINANCIAL MANAGEMENT  
PROPERTY AND FUND MANAGEMENT  
Chart II-D



Approved:

*Eugene S. Imai*

Eugene S. Imai

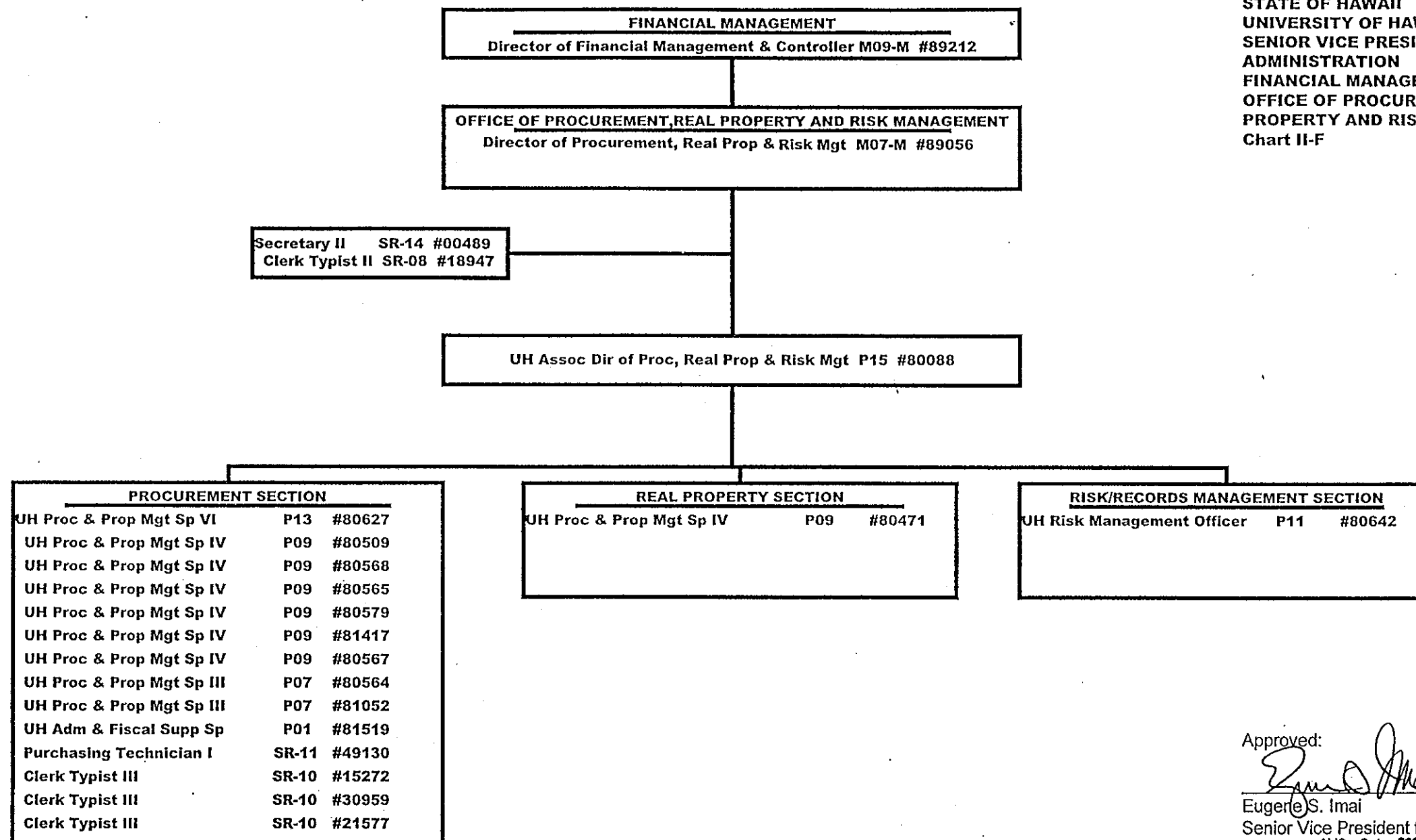
Senior Vice President for Administration

Date: AUG 21 2000

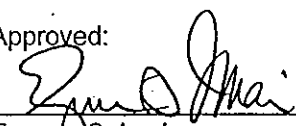
W = Revolving Funds

GENERAL FUNDS 9.00  
REVOLVING FUNDS 1.00

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
SENIOR VICE PRESIDENT FOR  
ADMINISTRATION  
FINANCIAL MANAGEMENT  
OFFICE OF PROCUREMENT, REAL  
PROPERTY AND RISK MANAGEMENT  
Chart II-F



Approved:

  
Eugene S. Imai  
Senior Vice President for Administration  
Date: AUG 21 2000

ATTACHMENT IV

**PROPOSED FUNCTIONAL STATEMENT**

PROPOSAL FOR MINOR REORGANIZATION OF THE  
UNIVERSITY OF HAWAII  
SENIOR VICE PRESIDENT FOR ADMINISTRATION  
AUXILIARY ENTERPRISES

**APPROVED AUGUST 21, 2000**

JULY 2000

**STATE OF HAWAII  
UNIVERSITY OF HAWAII  
SENIOR VICE PRESIDENT FOR ADMINISTRATION  
AUXILIARY ENTERPRISES**

**INTRODUCTION**

Provides leadership and coordination in planning, developing, and directing activities relating to UH Manoa Auxiliary Services, the UH Bookstore System, systemwide Administrative Services, and systemwide Business Development.

**MAJOR FUNCTIONS**

**DIRECTOR OF AUXILIARY ENTERPRISES**

Plans, organizes, directs, and controls UH Auxiliary Enterprises programs which include: Systemwide business development and commercial enterprise opportunities, systemwide administrative and support services, Manoa campus auxiliary services, systemwide bookstores on eight campuses, and other retail facilities or concessions, both on and off campus.

1. Establishes overall policies, ensures that effective management methods and appropriate financial controls are used.
2. Provides direction and leadership to subordinate managers in the development, implementation, and attainment of programmatic and financial goals and objectives.
3. Maintains liaison with University students, faculty, administrators, community groups, legislature, and other interested parties on Auxiliary Enterprises matters.

**SUPPORT SERVICES**

Responsible for coordinating UH Civil Defense activities, and commuter program development.

1. Performs functions of Civil Defense Coordinator for the University System.
2. Plans, organizes, and implements programs to address transportation and traffic congestion problems relating to commuters throughout the University System.

**AUXILIARY SERVICES**

Plans, organizes, directs, and controls the activities of the following Auxiliary Services programs -- Duplicating Services, Campus Mail Services, Faculty Housing, Food Services, Parking Services, and Transportation Services, in accordance with established policies.

1. Establishes overall policies, ensures that effective management methods and appropriate financial controls are used.
2. Provides direction and leadership to subordinate managers in the development, implementation, and attainment of programmatic and financial goals and objectives.
3. Maintains liaison with University students, faculty, administrators, community groups, legislature, and other interested parties on Auxiliary Services matters.

## DUPLICATING & MAIL SERVICES

Responsible for the daily operations of the Duplicating & Campus Mail sections.

1. Establishes goals and objectives, and directs the daily operations of the Duplicating & Campus Mail programs.
2. Analyzes production, financial condition, quality of service, and directs the implementation of procedures to improve services.
3. Provides support to other Auxiliary Services programs as needed.

### DUPLICATING

Responsible for providing efficient, low-cost reprographic services and capabilities through its central facility and satellite copy machine sites.

1. Provides duplicating services to campus users.
2. Provides a centralized service for copy machine maintenance and acquisition.
3. Issues, evaluates, and controls departmental allocations for reprographic services.
4. Researches technological advances and implements feasible changes.

### MAIL SERVICES

Provides daily mail pickup and delivery services to Manoa campus departments on a timely, cost-efficient basis. Provides postal services, mailbox rentals, and postal supplies.

1. Picks up, sorts, and delivers intra-campus, incoming, outgoing, and state messenger mail.
2. Issues, evaluates, and controls departmental allocations for mail services.
3. Develops and maintains delivery point barcode (Zip + 4) database for Manoa campus departments.
4. Keeps abreast of United States postal service rules and regulations concerning non-profit mailers.
5. Offers a variety of methods to ship mail and parcels.
6. Provides mailbox rental services.
7. Sells a full line of postal services and a variety of mailing supplies, including, stamps, envelopes, boxes, etc.

## FACULTY HOUSING & FOOD SERVICE

Advises and participates in the development, sale, and mortgage loan assistance of faculty housing properties. Responsible for the daily operations of the Faculty Housing & Food Service sections.

1. Establishes goals and objectives, and directs the daily operations of the Faculty Housing & Food Service sections.
2. Analyzes production, financial condition, quality of service, and directs the implementation of procedures to improve services.

3. Provides support to other Auxiliary Services programs as needed.

#### FACULTY HOUSING

Provides self-sustaining faculty housing program to assist new faculty members with low-cost, temporary housing during their period of adjustment to local economic conditions. Provides faculty housing units for sale to faculty members.

1. Manages rental agreements for all faculty housing apartments. Operates and maintains the apartment unit rentals.
2. Provides for the acceptance, evaluation, and processing of requests for housing; reviews and approves assignments of leases in accordance with University policies.
3. Conducts preventive maintenance programs, major renovations, and replacement of furniture and equipment, and custodial and grounds maintenance to improve the physical quality of faculty housing, and provides security of the apartments in order to make the faculty housing complex safe and livable.
4. Provides mortgage loan assistance to eligible faculty members interested in purchasing faculty housing units through the University.

#### FOOD SERVICE

Responsible for satisfying the nutritional needs of the University community by providing choices of products at the lowest possible cost that are high in quality, and with the best possible services.

1. Administers the food service contract for the Manoa campus. Develops contract specifications focusing on the quality of menus, the manner of service, the economy of prices, and merchandising that provides optimal customer satisfaction.
2. Monitors the food service contractor to insure adequate delivery of service, in compliance with the provisions of the contract and applicable codes and ordinances.
3. Serves as liaison with the University community, and ensures customer satisfaction in all aspects of the food service program.

#### PARKING & TRANSPORTATION

Responsible for the daily operations of the Parking & Transportation sections.

1. Establishes goals and objectives, and directs the daily operations of the Parking & Transportation sections.
2. Analyzes production, financial condition, quality of service, and directs the implementation of procedures to improve services.
3. Provides support to other Auxiliary Services programs as needed.

#### PARKING

Responsible for orderly parking and traffic flow on the Manoa campus in accordance with the applicable parking regulations as approved by the Board of Regents.

1. Provides for the allocation and sale of available campus parking spaces to various users on an equitable basis.



2. Repairs and maintains parking areas, participates in the planning of additions and improvements to existing parking areas on campus.
3. Develops and enforces parking regulations and controls vehicular traffic on campus.
4. Provides and manages an appeals process for people contesting parking citations for violating parking regulations on campus.
5. Provides parking-related services for special events held on campus such as sporting events, charity functions, concerts, etc.

#### TRANSPORTATION

Provides for the rental, purchasing/leasing, preventive maintenance, and repair of University vehicles.

1. Administers services related to the operation of a central motor pool and garage on campus.
2. Prepares specifications and bid proposals for the purchase of motor vehicles based on users' requirements and vehicle replacement program.
3. Conducts preventive maintenance and repairs on vehicles.

#### BOOKSTORE SYSTEM

Plans, organizes, directs, and controls University of Hawaii Bookstores located at various campuses throughout the University of Hawaii system.

1. Establishes overall policies, ensures that effective management methods and appropriate financial controls are used.
2. Provides direction and leadership to subordinate managers in the development, implementation, and attainment of programmatic and financial goals and objectives.
3. Maintains liaison with University students, faculty, administrators, community groups, legislature, and other interested parties on Bookstore matters.

#### UNIVERSITY OF HAWAII AT MANOA BOOKSTORE

Responsible for the daily operations of the University of Hawaii at Manoa Bookstore.

1. Establishes goals and objectives, and directs the daily operations of the Manoa Bookstore, in accordance with the diverse needs of various colleges, schools, and departments of the Manoa campus
2. Analyzes production, financial condition, quality of service, and directs the implementation of procedures to improve services.
3. Provides support to branch bookstores as needed.

#### COMPUTER SALES

Responsible for the purchase and sale of a variety of computer hardware, software and peripherals to meet the academic needs of the University community. Provides for the repair, maintenance, and servicing of computers purchased through the Bookstore.

1. Plans, orders, merchandises computer hardware, software, and peripherals.

STATE OF HAWAI'I  
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OFFICE OF THE SENIOR VICE PRESIDENT FOR ADMINISTRATION  
FINANCIAL MANAGEMENT  
PROCUREMENT, REAL PROPERTY AND RISK MANAGEMENT  
FUNCTIONAL STATEMENT

MAJOR FUNCTIONS

The Office of Procurement, Real Property and Risk Management provides overall direction and leadership in the systemwide development of procurement and real property management policies and procedures. It plans, organizes, directs and controls procurement, real property, risk, and records management activities for the University system.

The Director of Procurement, Real Property and Risk Management provides overall leadership and direction in the acquisition of goods, services, and construction, in all transactions involving the acquisition or conveyance of interests in real property, in the development and administration of the University's risk management, and records management, in the planning, development and implementation of fiscal officer training programs and the auditing of fiscal officer transactions, and in the development of legislation involving procurement and real property management issues.

Associate Director

- Assists the Director in planning, organizing, directing, and controlling the University's Office of Procurement, Real Property and Risk Management.
- Acts as the Director and signs contractual and property documents, as authorized, during the absence of the Director.
- Assists the Director in the resolution of unique procurement problems, contract disputes, and in making complex procurement decisions.
- Prepares studies on subjects pertaining to procurement and property management for the University and assists in presenting testimony before boards, committees, etc.
- Oversees the University's small business utilization program as required by Federal Law; develops policies and procedures, contract clauses and reports concerning small business

utilization; advises small businesses on how to do business with the University.

- Oversees the University's Records Management Program and provides guidance to University personnel on records management issues.
- Assists the Department of Accounting and General Services with respect to tort claims involving University operations by conducting investigations and preparing reports to assist in the resolution of such claims.
- Performs special tasks in complex acquisitions and performs contract administration duties as assigned.

#### PROCUREMENT SECTION

- Evaluates departmental requirements for acquisition of good, services, and construction.
- Prepares formal invitations for bids and requests for proposals consisting of technical specifications, general provisions and special provisions for the acquisition of goods, services and construction in accordance with applicable laws and University Administrative Procedures.
- Advertises formal competitive solicitations in accordance with State law, grant or contract terms and University Administrative Procedures.
- Awards contracts pursuant to advertised competitive solicitations.
- Effects contracts for professional, consultant, and other specialized services in accordance with University Administrative Procedures.
- Processes sole source procurements in accordance with State law and University Administrative Procedures.
- Processes emergency procurements in accordance with State law and University Administrative Procedures.
- Processes small purchases and other purchases exempt from formal advertised solicitation requirements which exceed delegated purchasing authority of fiscal officers in accordance with State law and University Administrative Procedures.

- Develops contract terms and provisions.
- Provides contract administration services.
- Processes financial management accounting forms relating to procurement actions.
- Monitors decentralized procurement activities administered by fiscal officers at the campus and departmental level.
- Provides advice and assistance to departments in the administration of purchase orders and contracts issued by fiscal officers.
- Administers training to fiscal officers.
- Prepares purchasing forms for use by fiscal officers.
- Provides vendor information.
- Develops University administrative procedures relating to the procurement of goods, services and construction.

#### REAL PROPERTY SECTION

- Advises and participates in the acquisition, disposition and exchange of interest in real property necessary to the physical development and operations of University campuses, research centers and other programs.
- Assists in the preparation of land use and zoning studies, appraisal reports, and research and evaluation studies relating to the acquisition and disposition of real property.
- Assists in maintaining an inventory of University interests in real property for planning purposes.
- Assists in the preparation of environmental assessments and impact statements for new campuses, master plans and all University projects; assists in the development of University environmental policy and all documents in compliance with applicable law, rules, and regulations.
- Coordinates the representation of the University in dealing with private and public agencies on matters relating to University lands and other interests in real property.

- Drafts conveyance documents, e.g. deeds, leases, easements, rights of way and licenses, relating to University interests in real property.
- Coordinates with University departments involved in or affected by real property transactions.
- Processes conveyance documents for execution by parties.
- Records/registers conveyance documents, as necessary.
- Maintains official files for all University interests in real property.
- Monitors official files to process necessary changes to terms and conditions of the conveyance documents, e.g. extensions of lease, adjustments to rent, insurance renewals, etc.
- Processes short term lease requests.
- Processes financial management accounting forms for payments relating to University interests in real property.

#### RISK/RECORDS MANAGEMENT SECTION

- Investigates and gathers information for tort claims involving University real property.
- Serves as the University liaison with the Department of Accounting and General Services, Risk Management Division.
- Provides guidance and advice in all matters relating to insurance.
- Develops release, hold harmless and other risk management forms for use by University programs.
- Reviews liability, insurance, and indemnification clauses in University agreements to insure compliance with State law and University Administrative Procedures.
- Provides training and advice to University departments concerning risk management.
- Submits claims on behalf of the University for property losses covered by insurance and/or the State Risk Management Program.
- Administers University records management procedures to insure compliance with State law and procedural requirements pertaining to public records.