

STATE OF HAWAI‘I  
UNIVERSITY OF HAWAI‘I  
SYSTEMWIDE ADMINISTRATION  
**OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION**

FUNCTIONAL STATEMENT

The Office of the Vice President for Administration (OVPA) provides systemwide executive leadership in planning, organizing, directing, managing, and administering the University of Hawai‘i’s (University) programs relating to human resources; communications; procurement; risk management; systems integration; institutional equity; sustainability; Mānoa campus operations and facilities; project delivery; and facilities business administration.

In addition, the OVPA is responsible for land development, update and dissemination of University wide policies and procedures, and collegiate licensing. Collegiate licensing oversees the University’s branding (logo/trademark) program and ensures collection of royalties in compliance with licensing agreements.

Programmatic areas of responsibility include, directing through subordinate managers, a **human resources** program that is responsible for administration of the classification, compensation and employee benefits systems for Executive and Managerial (EM), faculty, Administrative, Technical, and Professional (APT), and civil service personnel; and collective bargaining and employee relations for academic and nonacademic areas; a **communications** program that provides expertise in the areas of marketing and brand management, public relations, news, and media relations; a **procurement** program that provides direction in the acquisition of goods and services; a **risk management** program that is responsible for the University’s systemwide risk management functions; a **systems integration** program that provides management and direction for all information technology and data systems that support the operational requirements of the various areas under the OVPA; an **institutional equity** program that provides technical expertise and overall guidance to campuses in support of their planning, development, implementation, and daily management of Title IX and Violence Against Women Act (VAWA) programs; a **sustainability** program that plans and implements sustainability programs and goals; a **Mānoa campus operations and facilities** program that manages and oversees the repair, maintenance, and operation of all facilities, grounds, infrastructure, and physical assets for Mānoa; a **project delivery** program that is responsible for the planning, design, and construction of capital improvement projects and assists in developing planning and space guidelines and long-range project priorities; and a **facilities business** administration program that provides fiscal, procurement, and contract administration support for the OVPA and several programmatic areas dealing with planning, sustainability, project delivery, and Mānoa operations facilities.

**OFFICE OF HUMAN RESOURCES (OHR)**

OHR provides systemwide leadership in:

- Developing, implementing and optimizing short and long-range plans to provide effective system-wide HR services and functions
- Developing priorities and determining efficient use of OHR resources
- Providing counsel and advising senior level executives and departmental HR representatives
- Maintaining effective relations with unions and employees

OHR provides these services through its various functional units as described below.

**Employee Services**

The Employee Services unit provides a broad range of human resources support to the field and system offices. It is a full-service unit that is staffed by HR generalists that can provide services and support to the field in the areas of: classification, recruitment, transactions, and benefits.

**Unit A**

- Coordinates and conducts employee training for HR representatives, supervisors, and employees.
- Coordinates and administers the job performance review program for Board appointees.
- Coordinates the State’s benefit programs (ERS, EUTF, Deferred Compensation, tax sheltered annuities, etc.) for the University on a systemwide basis and services as liaison with State agencies.
- Develops and conducts system wide training regarding personnel policy application, collective bargaining agreement interpretation and application, employee performance, supervisory skill development, etc.
- Advises HR representatives and supervisors regarding conflict resolution and disciplinary action.

- Administers the drug and alcohol testing program for CDL, BU1 non-CDL, and reasonable suspicion, and provides advisement to HR representatives, managers and supervisors.
- Coordinates return to work priority placement program.
- Serves as the Manoa Chancellor's designee to adjudicate APT and civil service grievances.

## **Unit B**

- Provides operational support services for system and Manoa EM, APT and civil service employees including classification, compensation, recruitment, examination, training, benefits, and transactions.
- Reviews Manoa Chancellor's APT classification and compensation actions in compliance with applicable policies and procedures.
- Serves as personnel officer for employees of system offices, including but not limited to recruitment and personnel actions.
- Coordinates the State's benefit programs (ERS, EUTF, Deferred Compensation, tax sheltered annuities, etc.) for the University on a systemwide basis and services as liaison with State agencies.

## **Policies, Procedures & Classification**

- Maintains the personnel section of the Administrative Procedures Manual to provide complete, comprehensive instructions for performing human resource tasks.
- Recommends revisions to personnel sections of Board and Executive policies.
- Develops standardized evaluative criteria for the classification and compensation of APT positions.
- Develops class specs for EM positions.
- Reviews EM and APT classification and reclassification actions to ensure compliance with established criteria.
- Takes final classification actions on civil service positions and represents the University before appellate boards and commissions.
- Compiles and analyzes EM, APT, and faculty salary survey data and utilizes information in classification and compensation requests.
- Develops and monitors EM and APT compensation plans to ensure compliance with approved plans, salary equity, applicable collective bargaining agreements, and alignment with any EEO and AA concerns.

## **Collective Bargaining and Employee Relations**

- Interprets and advises senior executives and personnel administrators on the interpretation and application of collective bargaining agreements, public employment statutes, rules, regulations, and policies, and University policies.
- Provides research, analytical data, and assists in drafting testimony on collective bargaining matters to legislative bodies for University executives.
- Drafts memorandum of agreements, memorandum of understandings, and supplemental agreements involving personnel administration.
- Serves as the President's designee to adjudicate APT and civil service grievances and supports the President's designee in faculty grievances.
- Develops executive policies and administrative procedures regarding employee relations issues as appropriate.
- Assists OGC in the preparation in cases of mediation and arbitration.
- Provides research and analytic staff support to State and University negotiators in Units 07 and 08 master agreement negotiations and associated memoranda of agreement.
- Serves as the University's representative to the State Office of Collective Bargaining for negotiations covering civil service bargaining units.
- Develops and conducts training on negotiated changes and on the application and interpretation of provision in negotiated collective bargaining agreements with UHPA, HGEA and UPW.

## **OFFICE OF COMMUNICATIONS (COMM)**

COMM provides leadership in planning, organizing, directing, evaluating, and coordinating the University's internal and external communications relating to marketing and brand management, public relations, news, and media relations through print, broadcast, and electronic mediums.

COMM provides these services through its various functional units as described below.

## **Multimedia**

- Coordinates the production of a variety of video and print materials for distribution within and outside the University;
- Reviews marketing, promotional, and recruiting publications and materials for compliance with University graphics standards and branding/marketing goals;
- Develops and implements strategy and content for hawaii.edu websites by working with stakeholders across the system and collaborating with information technology regarding the latest online communication tools;
- Ensures that all copy, images, resources, and links are updated and current;
- Trains communicators in all facets of multimedia including WordPress, social media, emergency systems, still images, and video;
- Documents University events for archival purposes through still photography and video;
- Oversees the strategic application of content across all available platforms; and
- Keeps current with latest trends, technologies, and best practices in the communications media area and makes relevant recommendations.

### **Internal and External Communications**

- Serves as the primary unit responsible for the external and internal dissemination of information;
- Responsible to strengthen lines of communications amongst all campuses and communicators systemwide;
- Assists in the development of communication strategies to further the University's mission and vision;
- Assists campus and unit communicators in identifying and disseminating newsworthy stories;
- Responsible for posting stories to the UH news website, issuing press releases, and broadcasting weekly UH news emails;
- Monitors and responds to social media, the UH news comment section, and other online forums; and
- Produces content for multiple platforms including FAQs, public presentations, talking points, testimonies, and other announcements/messages for email, web, or social media dissemination.
- Responsible for emergency communications, including coordination and support between campuses;
- Provides support for crisis communications;
- Manages and develops internal communications strategies and announcements;
- Manages and develops media response strategies and answers media inquiries;
- Provides media and presentation training for communicators;
- Manages and produces content for video news releases and web videos;
- Responsible for the advancement and marketing strategy, special events, and other related public relations matters for the Office of the Mānoa Chancellor.

### **OFFICE OF PROCUREMENT MANAGEMENT (OPM)**

OPM provides overall direction and leadership in the systemwide planning, organizing, directing, and developing of policies and procedures governing the procurement of goods and services.

OPM provides these services through its functional units as described below.

#### **Procurement Section**

- Evaluates requirements for the acquisition of goods and services;
- Prepares invitations for bids and requests for proposals or quotations consisting of technical specifications, general provisions, and special provisions for the acquisition of goods and services in accordance with applicable laws and University Administrative Procedures;
- Processes competitive solicitations in accordance with applicable laws, grants, or contract terms and University Administrative Procedures;
- Awards contracts pursuant to competitive solicitations;
- Processes sole source procurements in accordance with applicable laws and University Administrative Procedures;
- Processes emergency procurements in accordance with applicable laws and University Administrative Procedures;
- Processes small purchases and purchases exempt from competitive solicitation and/or standard procurement requirements which exceed delegated purchasing authority of fiscal administrators in accordance with applicable laws 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 administrators at the campus and departmental levels;

- Provides advice, assistance, forms, and training to fiscal administrators for procurements and contracts issued by fiscal administrators;
- Develops University administrative procedures relating to the procurement of goods and services;
- Provides assistance to vendors regarding University procurement operations and procedures;
- Prepares reports on procurement activities within the University; and
- Administers the University's Small Business Utilization Program in accordance with applicable laws.

### **Purchasing Card (P-Card) Section**

- Administers a P-Card program for the procurement of goods and services for the University;
- Develops P-Card policies, processes, and procedures;
- Monitors & audits P-card purchases to ensure compliance with applicable laws, grant, or contract terms and University Administrative Procedures; and
- Provides training and certification for P-Card users at the University.

### **OFFICE OF RISK MANAGEMENT (ORM)**

ORM provides leadership, direction, planning, organization, and control of the University's Systemwide risk management functions and specifically formulates long- and short-range risk management plans, policies, and procedures; develops, implements, and oversees programs that minimize the University's exposure to potential losses or damages; assesses the University's risk exposure and insurance requirements and recommends appropriate levels of insurance coverage; ensures compliance with legal requirements, rules and regulations, and policies and procedures; and provides training, guidance, and advice Systemwide in all matters relating to risk management and insurance.

Specifically, ORM provides the following services and functions.

- Provides leadership, direction, planning, organization, and control of the University's risk management functions, including tort claims, workers' compensation, safety, loss control, and insurance administration;
- Formulates systemwide long- and short-range risk management plans and objectives;
- Develops and oversees systemwide risk management policies and procedures;
- Collaborates with other University offices in the development, procedures, and administrative implementation of an Enterprise Risk Management program and a Whistleblower program;
- Collaborates with other offices in investigations regarding risks, potential liability, and/or losses and/or damages arising from whistleblower claims;
- Develops, implements, and oversees programs that minimize the University's exposure to potential losses or damages involving physical assets, fidelity losses, and liability claims;
- Collaborates with other offices in the planning and coordination of efforts to mitigate risks arising from or associated with security and all-hazards, crisis management, business continuity, and disaster recovery;
- Assesses the University's risk exposure and insurance requirements;
- Determines and recommends appropriate levels of insurance coverage;
- Ensures compliance with legal requirements, rules and regulations, and policies and procedures;
- Directs the negotiation, execution, and administration of agreements relating to risk management;
- Periodically assesses the University's Risk Management Program and prepares appropriate reports on risk management activities within the University;
- Investigates and gathers information regarding loss and/or damage claims involving University property and tort claims associated with University operations;
- Serves as the University liaison with the State Department of Accounting and General Services, Risk Management Division;
- Provides training, guidance, and advice Systemwide in all matters relating to risk management and insurance;
- Develops risk management forms; and
- Submits claims on behalf of the University for property losses covered by insurance and/or the State Risk Management Program.

### **OFFICE OF SYSTEMS INTEGRATION (OSI)**

OSI provides leadership and direction for all information technology and data systems that support the operational requirements of the various areas under the OVPA. These systems include enterprise-wide and home-grown systems that exist in functional silos and require manual manipulation and redundant data entry. Data integrity and accuracy concerns need to be addressed and work process re-engineering needs to be designed and implemented in order to obtain management reports that will provide meaningful analytic data for informed decision making.

OSI provides these services through its functional units as described below.

### **Business Process Transformation**

- Leads the implementation and optimization of eBuilder (project management tracking system), which will serve as the centralized database and workflow tool for all construction project information including budgets, schedules, and status;
- Directs the strategic utilization and integration of technology capabilities for operations under the OVPA to maximize functionality, reporting accuracy, and data-driven decision making and leverage technology to support re-engineering and streamlining of processes;
- Maintains a geospatial and physical assets database of institutional information supporting the space and physical planning functions of the campus; and
- Manages and oversees, specifically for the Mānoa Campus Operations and Facilities area, data intensive and critical information technology systems including AiM (work order and asset management system), Lokahi (electronic workflow and reporting system), and Sightlines (building facilities condition report and deferred maintenance database).

### **PeopleSoft Development and Support**

- Provides administrative support, business analysis, integration, and development capabilities for the enterprise-wide Peoplesoft program, which is used by OHR to establish, track, monitor, and report on all employees within the University systemwide;
- Conduct analysis to re-engineer the system to capitalize on delivered features and functionality to include user friendly interfaces, workflow, self-service and timely reporting;
- Collaborates with OHR and other system offices to lead efforts in updating and integrating individual databases and spreadsheets into an electronic system that is appropriately shared and governed by processes that secure data integrity; and
- Optimize integration touchpoints with other applications and datamarts.

### **Technology Integration**

- Lead efforts in updating and integrating individual databases and spreadsheets into an electronic system that is appropriately shared and governed by processes that secure data integrity;
- Revisit unsupported legacy solutions and develop roadmap to replace them with current technologies; and
- Support the implementation of new technologies such as NeoGov for online recruitment, onboarding and performance evaluations.

## **OFFICE OF INSTITUTIONAL EQUITY (OIE)**

OIE provides technical expertise and overall guidance to campuses in support of their planning, development, implementation, and daily management of Title IX and Violence Against Women Act (VAWA) programs that address sex discrimination and gender-based violence, including intimate partner violence, domestic violence, sexual assault, stalking, sexual exploitation, sexual and gender-based harassment, and retaliation.

OIE provides a systemwide, centralized infrastructure that assists all ten campuses in providing prompt, effective, comprehensive, consistent, and equitable responses to reports of gender-based violence and sexual misconduct; transforms the University's climate to one that embraces and ensures nonviolent and nondiscriminatory standards of interpersonal behavior through evidence-based, effective, and culturally sensitive training programs and initiatives; and ensures the University's compliance with the Title IX and VAWA laws.

- Ensures that all systemwide policies and procedures related to sex discrimination, gender-based violence, and stalking are current and that all campuses are consistently implementing best practices and standards;
- Oversees the University's Title IX and VAWA compliance efforts by leading centralized initiatives and collaborating with University stakeholders, including Title IX Coordinators, to ensure policies, procedures, programs, and services are compliant, consistent, equitable, accessible, culturally competent, and effective;
- Develops and implements systemwide case management and data collection systems to track trends, efficiency, equity, and consistency in the handling of reported cases of gender-based violence and sexual misconduct;
- Supports Title IX teams on all campuses to ensure the University's responses to incidents of sexual misconduct, gender-based violence, and sex discrimination are timely and appropriate and

complainants and respondents receive timely and equitable consideration through case review and consultation, training, and technical assistance;

- Strengthens the University's capacity to provide, assess, and evaluate services, programs, and interventions to support the needs of students, faculty, and staff affected by gender-based violence, sexual misconduct, and sex discrimination, including advocacy and confidential services;
- Works collaboratively and consults with all University and community partners, including law enforcement, to assess the effectiveness of System and campus efforts to prevent sex discrimination, sexual harassment, sexual violence, and other forms of gender violence in University programs and recommend strategies and solutions to campuses, Chancellors, senior administrators, and executives;
- Develops training programs and assists in the facilitation and implementation of training for all campuses, their Title IX Coordinators and staff, and other University employees and students involved in implementing related policies and procedures and those involved in handling, investigating, and resolving sex discrimination, harassment, gender violence, and retaliation complaints and issues; and
- Conducts periodic campus climate surveys to assess student, staff, and faculty attitudes toward and perceptions of gender-based violence, sexual misconduct, and sex discrimination, including the University's response to gender-based violence, sexual misconduct, and sex discrimination.

### **OFFICE OF SUSTAINABILITY (OOS)**

The systemwide sustainability unit is charged with developing an energy management system and operational commitment to minimizing greenhouse emissions and becoming carbon neutral by 2050; work with faculty and staff to develop curriculum that will advance the principles of sustainability while enabling cross-campus collaborations that integrate teaching and research with solutions at the campus and community levels; facilitate and support basic and applied research initiatives that advance the principles of sustainability and enable cross-campus collaborations that integrate teaching and research with solutions at the campus, community, and global levels; and assist campuses with creating a sustainable living and learning environment that honors the University's cultural foundation and addresses the challenges and opportunities of its unique geographical location. Major functions are as follows:

- Supports the implementation of sustainability projects and initiatives, including waste, water and energy reduction, food production, and fostering sustainable behavior changes;
- Provides expertise in resource management to ensure identification, life cycle cost analysis, design, implementation, and/or construction of resource conservation and gas reduction initiatives to meet goals for sustainability and carbon neutrality;
- Provides supervisory and technical oversight in strategic planning, coordination, and organizational alignment of Systemwide sustainability strategic goals and development of campus sustainability and resilience plans;
- Coordinates and manages the University Sustainability Council and University Sustainability Curriculum Council to establish sustainability metrics to track, record, and report on progress toward sustainability goals;
- Plans and executes campus and community outreach initiatives, i.e., the Annual Sustainability in Higher Education Summit;
- Provides oversight of energy planning, management, and administration Systemwide by developing and executing an overall vision and comprehensive strategic energy plan that is aligned with the University's strategic sustainability goals;
- Oversees the development of feasibility studies and business plans as the Systemwide subject matter expert on energy monitoring, analysis, and benchmarking;
- Deploys energy-related training programs and develops internal and external communication strategies that impact behavioral shifts toward sustainability and energy efficient practices; and
- Represents the University in building and maintaining effective relationships with all constituency groups, including senior administration, campus managers, federal and State officials, State legislature, the Public Utilities Commission, county sustainability councils, and other local, national, and international organizations.

### **CAMPUS OPERATIONS & FACILITIES (COF)**

COF provides leadership and oversight for Mānoa campus operations and repair and maintenance programs and projects. COF is responsible for developing a comprehensive program that incorporates preventive maintenance best practices and strategically addresses work orders, minor facility upgrades and other campus improvements on an on-going basis.

COF provides these services through its various functional units as described below.

#### **Campus Operations/Shops**

Campus Operations provides leadership and supervision over trade shop services for the Mānoa campus. This unit coordinates closely with the Work Coordination Center, Warehouse, Buildings and Grounds Maintenance, and professional support units. Campus Operations implements preventive maintenance programs and supports the energy and resource conservation and management efforts for the campus.

- Electric Shop  
Maintains, repairs, and installs electrical systems and equipment, including load centers, primary and secondary voltage transformers, cabling/wiring, switchgears, and fixtures.
- Carpenter Shop  
Repairs, constructs and installs rough and finished carpentry work and building hardware.
- Air Conditioning Repair & Maintenance Shop  
Repairs, maintains and replaces building and facilities HVAC and cooling systems.
- Plumbing Shop  
Repairs, maintains and installs plumbing systems, fixtures and equipment.
- Paint Shop  
Refinishes, repaints and maintains all existing painted and newly constructed surfaces.
- Trucking Shop  
Provides trucking, moving and disposal services to the campus community.

### **Buildings & Grounds Management**

The Buildings & Grounds Management (BGM) unit is responsible for overseeing the maintenance and landscape of campus buildings, grounds and plant collections. Works to meet and implement the energy and sustainability needs and priorities of the University and to develop a plant collection for educational and research purposes.

- Building Services  
Provides custodial care, carpet cleaning, and other maintenance services for all buildings and facilities for the campus.
  - *Crew 1 – Makai zone*
  - *Crew 2 – Ewa zone*
  - *Crew 3 – Mauka zone*
  - *Housekeeper*  
Provides household cleaning of the University President's residence including the main house and guest cottage.
  - *Carpet Cleaner*  
Provides carpet cleaning and floor polishing services for on-campus facilities.
- Landscaping Services  
Provides grounds maintenance services and refuse collection, and coordinates recycling operations for the campus. The two (2) main functions under this unit are Landscaping and Grounds Maintenance.
  - *Landscaping*
    - *Pesticide Control*  
Controls weeds, insects, and diseases affecting campus landscapes.
    - *Irrigation*  
Repairs, installs, and maintains irrigation systems.
    - *Labor Support*  
Provides labor support for tree trimmer, sprinkler repairer and recycling.
    - *Mason*  
Lays building materials, including concrete and brick, and constructs or repairs surfaces or structures.
    - *Tree Trimmer*  
Maintains campus trees.
    - *Nursery*  
Provides maintenance and care to trees, plants, and foliage.
    - *Refuse*  
Provides refuse collection as well as special and bulk disposal services.
    - *Equipment Support*  
Operates and maintains heavy equipment to service campus facilities.

- *Grounds Maintenance*  
Performs a variety of manual tasks in cleaning, caring and maintaining landscaped areas.
  - *Makai Crew* – Makai zone
  - *Power Mower* – Campus lawn
  - *Mauka Crew*- Mauka zone
- Campus Arboretum  
Develops the landscape potential of unique woody flora of the tropics on the campus by serving as a living laboratory for education and research, encouraging use by the broader community and supporting service activities of the University.

### **Work Coordination Center**

- Manages and maintains the campus work order system;
- Communicates Mānoa customer requests and needs to appropriate unit;
- Provides data/information to assist maintenance units respond to customer requests and supports communication and improved customer service to campus constituency; and
- Schedules and coordinates support services for special events.

### **Warehouse/Inventory**

Provides warehouse and inventory services for COF including storage, transfer, and disposal of materials and property and the maintenance of surplus inventory for the campus community.

### **Facilities Safety**

Provides advice and develops policies and procedures regarding environmental and occupational safety issues affecting the Mānoa campus and especially COF. Ensures compliance with Federal, State, and local laws, rules and regulations relating to safe operating practices in alignment with the Occupational Health and Safety Administration (OSHA).

### **Professional Support**

Coordinates with the Shops director and/or Shops superintendent and director of Buildings and Grounds and schedules repairs and maintenance, preventive maintenance programs for all relevant buildings, building subsystems, infrastructure and grounds. Reviews departmental service work requests, preparing cost estimates as well as labor and materials requirements for work to be performed by the trade shops.

#### Mechanical Engineering & Electrical Engineering

- Prepares and/or reviews and directs the preparation of mechanical/electrical engineering designs and specifications for projects performed either internally or by private consultants and contractors and prepares and/or reviews specifications and bidding requirements for projects by private consultants and 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;
- Provides planning and design services for setting campus goals regarding the design, repair, management and operations of all components related to mechanical and electrical engineering functions on the campus;
- Reviews departmental service work requests, preparing cost estimates as well as labor and materials requirements for work to be performed by the trade shops.
- Provides technical support to trade shops;
- Develops and maintains a comprehensive building audit program; and
- Supports the planning, development and implementation of campus-wide utility planning, improvements and repairs and energy conservation, energy efficiency and renewable energy programs in concert with OPS and other key campus units.

### **Fire Safety**

Monitors campus facilities and operations for compliance with federal, state and county fire codes. Conducts inspections, performs training and maintains campus fire suppression equipment.

### **OFFICE OF PROJECT DELIVERY (OPD)**



OPD provides the vision and direction for long and short-range planning, space management and analysis, capital planning, and design standards, at the Mānoa campus. OPD ensures that all planning for, and actions on, the physical facilities, grounds, and infrastructure are in accordance with long-range development plans, the campus strategic plan, and supports the campus educational, research and student life missions. Major functions include:

- Creates and maintains design standards for land and facilities supporting Mānoa programs which incorporate principles of sustainability and environmental responsibility;
- Develops and administers long range physical development plans for the campus as well as lands external to the campus supporting UH Mānoa programs;
- Conducts analyses of institutional plans, academic agendas, and major policies to anticipate future directions affecting long-term physical facility requirements for Mānoa;
- Assists in the preparation of environmental assessments and impact statements and master plans;
- Assists in the development of University environmental policy and all documents to comply with applicable laws, rules, and regulations
- Provides leadership in creating and implementing a comprehensive environmental and energy policy in support of the Mānoa's strategic sustainability goals;
- Works in partnership with campus groups to incorporate sustainability principles into the planning, design, operational, and educational framework of the institution;
- Engages students, faculty, and staff in gaining understanding of our current patterns of facilities use and consequent impacts and opportunities;
- Manages the allocation and reallocation of space on campus to operating units; and
- Provides data analysis in support of the space allocation and physical planning functions of the campus.

OPD also provides high quality planning, development, design, and construction services for the successful completion of CIP projects. OPD ensures that all University campuses, especially the flagship Mānoa campus, enjoy and operate in physical environments that support teaching, research, and public service in keeping with the University's mission. The buildings, infrastructure, and landscapes of the campuses should reflect the excellence and diversity of the academic enterprise. These services are provided through two (2) functional areas:

### **Project Management**

- Performs project management responsibilities for all projects including, but not limited to, design-bid-build and design/build methods of delivery, to ensure the end-to-end successful completion of construction projects affecting campus facilities, grounds, infrastructure and other physical assets;
- Prepares and/or reviews and directs the preparation of plans and specifications and/or Request for Proposals (RFPs for new and renovation projects including the preparation of bid documents, as required;
- For design/build projects, oversees all components of the process including programming requirements, establishment of design criteria within budget parameters, project design review, negotiations of contract terms and deliverables, construction oversight, and overall contract administration;
- Coordinates design requirements, construction methods and schedules with COF, other campuses systemwide, and the construction team;
- Provides renovation design assistance to departments, including closely working with the end-users to determine project scope and requirements, potential maintenance and service issues, alternative approaches, and time and cost estimates; and
- Assists in maintaining an inventory and information database of campus buildings with regard to facilities conditions assessments and potential projects that need to be queued for construction due to capital renewal, deferred maintenance, health and safety, and/ or code requirements.
- Leads in the recommendation and implementation of other innovative and alternative project delivery mechanisms and strategies to improve the quality, timeliness, and cost effectiveness of capital projects for the University.

### **Construction Management**

- Directs and manages construction activities and delivery of projects for OPD;
- Develops and implements policies, procedures, and processes for construction activities;
- Reviews design plans and specifications to ensure feasibility of construction and maintenance;
- Confirms that construction cost-estimates and schedules are realistic and considers all aspects of a project;
- Develops reporting and monitoring mechanisms that provide timely, reliable information on the status of construction;
- Reviews and interprets all construction and contract documents including working drawings, specifications, post contract documents, schedule of values, and detailed cost breakdowns,

- Makes sound, justifiable field and project decisions that advance the best interests of the University while keeping within deadlines and budgets;
- Processes change orders in a timely fashion, while documenting and holding the appropriate entity responsible and liable, to avoid costly delays;
- Manages projects from bid award to project acceptance and close-out, including verification that all operating manuals, training, project warranties, and other applicable documents are received prior to project acceptance; and
- Ensures that effective and consistent communications with all involved parties is on-going, including the campus community and other external stakeholders, and that construction processes follow industry best practices.

### **FACILITIES BUSINESS OFFICE (FBO)**

FBO provides administrative and fiscal support to Office of Planning and Sustainability, Campus Operations and Facilities, and the Office of Project Delivery. FBO is responsible for the development and implementation of policies, processes, and standard operating procedures that provide a framework for the consistent application of administrative and fiscal services and that ensures compliance with legal requirements, accounting principles, and generally accepted business practices. Support services include fiscal, accounting, business analysis, procurement, contract award and administration, capital budget preparation, legislative participation, budget implementation, information/data systems, management reporting, and asset management.

FBO is comprised of the following two (2) functional areas:

#### **Facilities and Contracts Office**

- Administers and manages all facets of facilities and construction project procurement including invitation for bids, request for proposals, design/build solicitations, request for quotations, and other methods of source selection;
- Directs all facets of the contracting cycle including award of contracts, contract administration, monitoring vendor performance, and the modification, termination, and closing of contracts;
- Ensures that the selection process and contracts for professional services are done in accordance with applicable State statutes, Hawaii Administrative Rules, and University Administrative Procedures;
- Provides advice on the interpretation and implementation of procurement statutes, policies, procedures, and requirements and ensures that processes and documents comply with applicable laws;
- Develops and amends contract terms and provisions to ensure that the University is protected;
- Develops standard forms and templates to ensure that the procurement of facilities and construction is executed in accordance with applicable laws and contract provisions.

#### **Facilities Fiscal Office**

- Administers and manages all financial and budget functions and services for OPS, COF, and OPD relating to operating and capital programs;
- Reviews and processes construction change orders, certifies availability of funds, and ensures compliance university, state, and federal rules, regulations, policies, and procedures;
- Prepares and issues purchase orders, requisitions, contract encumbrance forms, and other allotments to maintain control over operational and CIP budgets;
- Establishes required accounting system for maintaining expenditures in conformance with management requirements;
- Prepares reports in response to requests from internal and external agencies including State departments and the legislature; and
- Develops policies and procedures that ensures compliance with applicable laws and ensures effective operations and resource allocations.