

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 the Office of Sustainability, Campus Operations and Facilities, the Office of Project Delivery and the Office of the Vice President for Administration. 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, financial and 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.

OFFICE OF CAMPUS SERVICES – Org Code: MACPMA

The Office of Campus Services has functional responsibility for the major ancillary services of the campus. These include Fleet Services, Commuter Services, Food Services, Bookstore operations, University Housing, Commercial Enterprises, and the Department of Public Safety. The functions of Campus Services are grouped under the following major categories:

Auxiliary Services – Org Code: MAAXAX
Bookstore System – Org Code: MABKST
Department of Public Safety – Org Code:
MACPEM Commercial Enterprises – Org
Code: MACOME

Campus Services provides leadership and coordination in planning, developing, and directing activities for the major groups mentioned above. These programs are supported by the Administrative Services and Marketing and Communications. The Office of the Director of Campus Services plan, organizes, directs the programs in Campus Services with responsibilities that include:

1. Implements policies as directed by University Administration, establishes procedures, 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. Liaise with University students, faculty, administrators, community groups, legislature, and other relevant and/or appropriate units on Campus Services related matters.

Marketing and Communications – Org Code: MAMCAX

Conceives, plans, coordinates, advises on, and/or implements the marketing and communications functions for all departments of Campus Services and the division as a whole. Assists in the development of key messages and educates stakeholders on the products, services, and/or values of the various entities.

1. In conjunction with managers of each of the Campus Services divisions, determines their distinct promotional and/or public relations goals and objectives.
2. Provides counsel on and execution of marketing strategies, including but not limited to advertising, collateral materials, websites, newsletters, social media, special events, and grassroots outreach. Oversees market research studies.
3. Provides counsel on and execution of communications efforts, including but not limited to media relations, reputational management, external and internal announcements and notices. Works in conjunction with other University communications offices.
4. Designs and produces artwork for emblematic merchandise as well as advertising, collateral materials, websites, newsletters and social media for all Campus Services divisions.

Commercial Enterprises– Org Code: MACOME

Responsible for developing products and services to be sold for commercial purposes that help to market the University and to enable Commercial Enterprises to become self-supporting.

1. Product development, branding, and quality assurance based on student/faculty research and development.
2. Buying of apparel, operations of stores, and outside sales.

3. Operates internet apparel and souvenir sales.
4. Responsible for the operation and management of the Conference Center.

Conference and Event Services – Org Code: MACCAX

Provides a program to meet the needs of the University of Hawai‘i at Mānoa and other state agencies in the area of organizing and managing conferences, institutes, trainings, and symposia.

1. Provides services to organizations such as the University of Hawai‘i System, State and municipal government agencies, and community/non-profit groups whose activities are consistent with academia, research, professional development, and life-long learning.
2. Responsible for Conference Center program development, marketing, budgeting and accounting.
3. Responsible for conference management, including coordinating logistical needs, registration requirements, travel arrangements, and fiscal management for conferences, institutes, trainings, and symposia across the state of Hawai‘i.

ADMINISTRATIVE SERVICES – Org Code: MAASAX

This department plans, organizes, directs, and controls administrative functions of Campus Services, including Fiscal Services, Information Technology Management, and Human Resources.

Fiscal Services – Org Code: MAFSAX

Responsible for Campus Services, UH Mānoa fiscal controls, financial reporting, procurement and budgeting.

1. Maintains an accounting system for all Campus Services units, based on and integrated with the University’s accounting system.
2. Prepares and analyzes financial and budget reports for all programs.
3. Establishes and enforces fiscal controls and procedures for cash and inventory.
4. Coordinates all audit activities with internal and external audits.
5. Coordinates physical inventory and monitors inventory control.
6. Maintains fiscal records and files.
7. Processes all payments.
8. Monitors procurement of materials and services, prepares all bid specifications, and administers all contracts for maintenance, lease rental, goods and services.
9. Processes all accounts receivables, reconciles statements and reports, and monitors credit memos.
10. Count and/or deposit all collections including, cash, scholarship charges, and departmental requisitions.

Information Technology Management – Org Code: MAITAX

Responsible for the system development and maintenance, operations, technical support and management support in all areas of computerized management information systems.

1. Performs systems analysis, design, tests, installations and maintenance for all Campus Services units.
2. Coordinates development and programming and assists Marketing and Communications in design and maintenance of Campus Services websites.
3. Develops and controls production schedules for computerized functions for all Campus Services operations and projects.
4. Provides technical assistance, user training, and provides support for all Campus Services information system activities.

Human Resources – Org Code: MAHRAX

Administers Human Resources for Campus Services, UH Mānoa. Responsible for all matters related to recruitment, selection, benefits, classification, compensation, employee records, training, employee relations, and organization management.

1. Provides assistance in staffing analysis, and ensures that the recruitment and selection process is in accordance with human resources laws and procedures.
2. Administers benefits, leave accounting, and training for designated units. Provides technical advice on position classification matters, and processes classification and compensation transactions.
3. Maintains employee records, and handles all employee relations and grievance matters.
4. Provides technical advice and support in evaluation of organizational structure, and processing organizational changes.

AUXILIARY SERVICES – Org Code: MAAXAX

This Office plans, organizes, directs, and controls the activities of the following Auxiliary Services programs -- Mail Services, University Housing, Food Services, Commuter Services, and Fleet Services.

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

University Housing, Food Services & Mail Services– Org Code: MAHFMX

This Office advises and participates in the development, sale, and mortgage loan assistance of university housing properties. Responsible for the daily operations of the University Housing, Mail Services, & Food Services sections.

1. Establishes goals and objectives, and directs the daily operations of University Housing, Mail Services, & Food Services 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.

University Housing – Org Code: MAFHAX

Provides self-sustaining university housing program to assist new employees with suitable temporary housing during their period of adjustment to local economic conditions. Provides university housing condominium units for sale, when directed by Administration.

1. Manages rental agreements for all university 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 university housing, and provides security of the apartments in order to make the university housing complex safe and livable.
4. Provides mortgage loan assistance to eligible employees interested in purchasing off-campus housing through the University.

Food Services – Org Code: MAFOAX

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 contracts for the Mānoa 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 contractors to insure adequate delivery of service, in compliance with the provisions of the contracts 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.

Mail Services – Org Code: MAMLAX

Provides daily mail pickup and delivery services to Mānoa campus departments on a timely, cost-efficient basis.

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. Keeps abreast of United States postal service rules and regulations concerning non-profit mailers.
4. Offers a variety of methods to ship mail and parcels.
5. Provides mailbox rental services.

Commuter & Fleet Services – Org Code: MAPTAX

This office is responsible for the daily operations of the Commuter & Fleet Services (formerly Parking & Transportation) sections.

1. Establishes goals and objectives, and directs the daily operations of the Commuter & Fleet Services 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.

Commuter Services – Org Code: MAPARK

Responsible for orderly parking and traffic flow on the Mānoa 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 commuter services 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 commuter services for special events held on campus such as sporting events, charity functions, concerts, etc.
6. Oversees the planning and implementation of the Transportation Demand Management Plan for the campus.

Fleet Services – Org Code: MATRNS

Provides the state-wide University system with a safe and economical transportation fleet program and related services for University units requiring the use of vehicles in connection with official University-related business. Fleet Services is responsible for the purchasing, leasing, licensing, insuring, disposal, preventive maintenance, repair and fueling 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.
4. Reviews and approves all University vehicle acquisition requests for cost, appropriateness and compliance to established policies.

BOOKSTORE SYSTEM – Org Code: MABKST

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.

Books – Org Code: MABKBK

Responsible for the timely purchase and sale of text materials prescribed by faculty and course materials/merchandise for technical, supplementary, and recreational reading.

1. Plans, orders, merchandises all required and optional course materials for the University of Hawaii at Mānoa including the Outreach College, in accordance with academic schedules + a full line of study aids, reference materials, and various forms of recreational reading.
2. Arranges for used book buy-back, where students can sell books back at the end of each semester and the beginning of the Fall and Spring terms.
3. Controls inventory to achieve appropriate turnover rate. Determines strategies for markdown and movement of merchandise, and coordinates special sales and promotions.
4. Provides assistance to all customers of the store, and operates point-of-sale to record various types of sales and refunds. Provides services for off-campus and outreach programs.
5. Stocks and displays merchandise, and maintains cleanliness of sales floor. Provides general clerical support for the entire store.

Mānoa Bookstore – Org Code: MABKMA

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

1. Establishes goals and objectives, and directs the daily operations of the Mānoa Bookstore, in accordance with the diverse needs of various colleges, schools, and departments of the Mānoa 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.

Operations

Receiving, Warehousing, Shipping, Custodial Services, and Cashiering

Responsible for receiving, shipping, and storage of merchandise. Provides general operational support services. Supports and processes all sales, charges, and refund transactions for the entire Manoa campus store.

1. Provides receiving, verifying, tagging, and floor prepping (folding, hanging, pricing, security tagging) of incoming merchandise.
2. Stores merchandise in warehouse facilities or peripheral areas pending display or sale.
3. Provides for pickup, delivery or shipment of Bookstore items, both on and off campus.

4. Maintains cleanliness and good appearance of store and makes minor repairs.
5. Provides assistance to all customers of the store, and operates cash registers to record various types of sales and refunds. Provides services for off-campus and outreach programs.
6. Makes arrangements for additional change fund, staffing, and supplies needed during peak periods.
7. Provides assistance to all customers of the store, and operates point-of-sale to record various types of sales and refunds.
8. Coordinates counting and depositing of all collections (i.e., cash, scholarship charges, departmental requisitions) with the Fiscal Office.

Branch Bookstores - Org Code: MABRBK

Provide books and general merchandise at the University of Hawaii at Hilo, University of Hawai'i West O'ahu, University of Hawai'i Maui College, and Community College campuses in a manner similar to the Mānoa store, but adapted to the size and special characteristics of the individual campuses. The branch stores are as follows:

UH Hilo Bookstore – Org Code: MABKHI

Honolulu CC Bookstore – Org Code: MABKHO

Kapi'olani CC Bookstore – Org Code: MABKKA

Kauai CC Bookstore – Org Code: MABKKU

Leeward CC Bookstore – Org Code: MABKLE

Maui College Bookstore – Org Code: MABKMU

Windward CC Bookstore – Org Code: MABKWI

UH West O'ahu Bookstore – Org Code: MABKWO

Store I

Store I Branch Bookstores provide Bookstore services to Colleges and Community Colleges that have 4-year degree programs and/or experience a high volume of sales and inventory due to the large volume of courses offered. Store I's manage a large number of Bookstore staff and are at times involved in the research and implantation of special projects and programs for their respective Bookstores. The Store I Branch Bookstores are UH Hilo Bookstore, Honolulu CC Bookstore, Kapi'olani CC Bookstore, Leeward CC Bookstore, Maui College Bookstore, Windward CC Bookstore, and the UH West O'ahu Bookstore.

Store II

The Store II Branch Bookstores provide Bookstore Services to the Community Colleges that offer 2-year degree programs. Store II Branch Bookstores have lower levels of inventory due to the limited number of courses associated with the programs offered from their respective Colleges. The Store II Branch Bookstores are Kaua'i Community College, and the Windward Community College.

All of the Branch Bookstores support the University of Hawai'i by providing the following services.

1. Provides assistance to all customers of the store, and operates point-of-sale to record various types of sales and refunds.

2. Counts and deposits all collections, including cash, scholarship charges, and departmental requisitions.
3. Purchases and provides for sale of all required course materials in accordance with academic schedules for each campus.
4. Arranges for used book buy-back, where students can sell books back at the end of each semester and the beginning of the Fall and Spring terms.
5. Orients stock to the campus community, purchases and provides for sale of technical books, journals, periodicals, and literature for leisure reading.
6. Purchases and provides for sale of required classroom supplies and a representative stock of supplementary materials, such as notebooks, pencils, binders, etc.
7. Purchases and provides for sale of health and comfort items, for the convenience of the campus community.
8. Provides for sale of computer hardware, software, and peripherals to support customer needs.
9. Stocks and displays merchandise, and maintains cleanliness of the store.
10. Determines strategies for markdown and movement of merchandise, and coordinates special sales and promotions.
11. Makes arrangements for additional change fund, staffing, and supplies needed during peak periods.
12. Provides for receiving, shipping, and storage of merchandise.
13. Responsible for return of unsold books, and other inventory control procedures.
14. Prepares and processes various administrative and fiscal data (i.e., payables, receivables, overtime requests, student payroll, etc.) through administrative office.

Buying Group – Org Code: MABYBK

Responsible for the purchasing of merchandise in larger quantities to strategically benefit from economies of scale and bulk purchasing power. Provides buying, inventory, and merchandise support to the branch stores.

1. Plans, orders, distributes merchandise from vendors that the smaller branch stores may not be able to order from as they may not be able to meet minimums for ordering or shipping.
2. Controls inventory to achieve appropriate turnover rate. Determines strategies for markdown and movement of merchandise, and coordinates special sales and promotions.
3. Provides assistance to branch stores with product information, customer assistance, communication with vendors, product research for special orders.
4. Coordinates delivery and distribution of merchandise to the branch stores.
5. Strategically plans merchandise purchases to take advantage of bulk purchasing power, selects merchandise to meet the demands of the customers on the campuses, and keeps abreast of emerging trends in the marketplace.

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.
3. Provides assistance to all customers of the store, and operates point-of-sale to record various types of sales and refunds. Provides services for off-campus and outreach programs.
4. Stocks and displays merchandise, and maintains cleanliness of sales floor. Provides general clerical support for the entire store.
5. Provides services for repair, maintenance, and servicing of computer hardware sold through the Bookstore.

Ecommerce

Responsible for managing all business conducted through internet websites, including timely order fulfillment in the electronic sale of books and merchandise, and providing customer service, via the internet. Responsible for emblematic apparel section of sales floor in the Mānoa Bookstore, including maintaining stock on the floor and sales staff coverage and training on product knowledge.

1. Provides for the accurate and timely fulfillment of orders generated via Bookstore and related websites. Responds to inquiries and concerns initiated by customers via telephone, mail, and electronic mail.
2. Sells emblematic souvenirs and sports clothing to promote school spirit and promote the University in general.
3. Coordinates marketing efforts to promote, improve, and expand electronic commerce.
4. Provides assistance to all customers of the store, and operates point-of-sale to record various types of sales transactions. Provides services for off-campus and outreach programs.
5. Stocks and displays merchandise, maintains cleanliness of sales floor. Provides general clerical support for the entire store.

Campus Solutions

Responsible for providing duplicating and document finishing services for the campus community. Maintains and facilitates the Satellite Copier Program to provide copy machines to departmental offices on the various campuses. Provides bulk office supplies for departmental purchase on the various campuses.

1. Oversees the daily operation of the Rainbow Business Center to provide document duplicating and finishing services, color copies, fax services, self-service copier, mailbox rentals, and photo printing services.
2. Administers and maintains contracts for the Satellite Copier Program to provide leased copiers to the various departments.
3. Plans, orders, and provides for sale and delivery of bulk office supplies purchased through the UH Campus Source program.
4. Controls inventory to achieve appropriate turnover rate. Determines strategies for markdown and movement of merchandise, and coordinates special sales and promotions.
5. Markets and promotes services for the Rainbow Business Center, UH Campus Source, and the Satellite Copier Program.

Supplies

Responsible for the timely purchase and sale of classroom, office, art and laboratory supplies. Provides souvenirs and gift items, and items for personal convenience.

1. Plans, orders, merchandises required classroom supplies, various forms of stationery, convenience items and services.
2. Sells emblematic souvenirs and related items to promote school spirit and promote the University in general.
3. Plans, orders, and merchandises graduation announcements, caps and gowns.
4. Controls inventory to achieve appropriate turnover rate. Determines strategies for markdown and movement of merchandise, and coordinates special sales and promotions.
5. Provides assistance to all customers of the store, and operates point-of-sale to record various types of sales and refunds. Provides services for off-campus and outreach programs.
6. Stocks and displays merchandise, and maintains cleanliness of sales floor. Provides general clerical support for the entire store.

DEPARTMENT OF PUBLIC SAFETY– Org Code: MACPEM

Responsible for assuring a safe and secure campus environment that includes the lower campus as well as student and university housing complexes.

1. Provides for the protection and security of personnel and property on the Mānoa campus on a 24-hour basis throughout the year. Maintains order through enforcement of University laws, regulations, policies, rules, and procedures. Abides by federal, state, city laws and ordinances.
2. Provides 24-hour radio communication and after-hours emergency telephone numbers, monitors emergency call boxes; responds to emergencies such as bomb threats, altercations, injuries, or death; renders assistance, e.g., first aid, CPR; conducts investigations.
3. Provides cash pickup/delivery and night escort services; controls crowds at special events.
4. Provides crime prevention and other training/education to the campus community.
5. Works with emergency management representatives and/or teams from the UH System and other campuses to ensure proper training, education, and information is made available to the campus community in the event of a natural or man-made disaster, including hurricanes, tsunami, terrorist and criminal acts.
6. Trains and equips the UH Mānoa responder and emergency management teams to effectively respond to emergencies.
7. Establishes emergency plans and procedures for the effective management of personnel, funds, equipment, and medical care in the event of a major emergency.
8. Coordinates with applicable city, state, and federal agencies in preparing the UH Mānoa campus for and responding to all hazards, emergencies, and disaster events.