MEMORANDUM

TO: Tom Apple
   Chancellor

FROM: Kathy Cutshaw
       Vice Chancellor for Administration, Finance, and Operations

SUBJECT: Reorganization Proposal to combine the Office of Physical, Environmental and Long Range Planning and the Office of Facilities and Grounds

SPECIFIC ACTION REQUESTED:
We request your approval of the reorganization to combine the Office of Physical, Environmental and Long Range Planning and the Office of Facilities and Grounds to form the Office of Planning and Facilities (P&F).

RECOMMENDED EFFECTIVE DATE:
Upon your approval.

ADDITIONAL COST:
This reorganization is estimated to cost $1.26M to achieve the goals and customer service levels and to accomplish the objectives outlined in this proposal.

PURPOSE:
The purpose of this reorganization is to bring the planning and policy activities and the budgeting, design, construction and operational functions together under one roof, the Office of Planning and Facilities (P&F), for greater efficiency and communication to meet the infrastructure needs and priorities of the UH Mānoa campus.

BACKGROUND:
Pursuant to Administrative Procedure A3.101 University of Hawai‘i Organizational and Functional Changes dated March 2008, reorganizations that:
   a) do not have an impact on BOR policy and/or laws;
   b) do not create, eliminate, or significantly change responsibilities of programs reporting directly to the Board or President;
   c) do not incur significant additional expenses; or
   d) do not have significant programmatic impact on the University
may be approved under delegated authority by the Chancellor for reorganizations that are two (2) supervisory levels below (APM A3.101, Section 3b).

This reorganization proposal has been reviewed and discussed with appropriate units and staff members. The details of the reorganization are outlined in the attached Executive Summary and Narrative proposal.

**ACTION RECOMMENDED:**
It is recommended that the attached reorganization to combine the Office of Physical, Environmental and Long Range Planning and the Office of Facilities and Grounds to form the Office of Planning and Facilities (P&F) be approved.

Should there be any questions, please contact me at 956-9190 or at cutshaw@hawaii.edu.

Attachments:
1. Executive Summary – Attachment 1
2. Narrative – Attachment 2
3. Allocated and Authorized BJ/BJT Positions Impacted by the Reorganization – Attachment 3
4. Current Organizational Charts and Functional Statements – Attachment 4
5. Proposed Organizational Charts and Functional Statements – Attachment 5
6. Copies of letters and responses from campus groups and union – Attachment 6

**APPROVED / DISAPPROVED:**

[Signature]
Tom Apple
Chancellor

6/27/14
Date
Reorganization Proposal
Office of the Vice Chancellor for Administration, Finance, and Operations
Office of Facilities and Grounds
Office of Physical, Environmental, and Long Range Planning
University of Hawai‘i at Mānoa

Executive Summary

I. **Purpose:**
   Explain the purpose of this reorganization and the anticipated overall impact.

   The purpose of this reorganization is to combine the Office of Physical, Environmental, and Long Range Planning (Planning Office) and the Office of Facilities and Grounds (OFG) to form the **Office of Planning and Facilities (P&F)**. This will bring the **planning and policy activities** and the **budgeting, design, construction and operational functions** together under one roof creating greater efficiencies and communication to meet the infrastructure needs and priorities of the Mānoa campus.

II. **Major Elements of the Proposal:**
   Explain or list the key changes being proposed in this reorganization relative to purpose and results.

   Key components of this proposal include the following:
   - The newly formed P&F will have five (5) main functions: Office of Support Services, Planning Office, Facilities Management Office, Buildings and Grounds Management, and Campus Operations. Each division will be headed by a Director reporting to the Associate Vice Chancellor for P&F. This new structure will enable design, construction and operational decisions to be linked to overall campus planning to more effectively meet academic, research and student life goals.
   - Support functions, including fiscal, procurement, human resources, and warehouse/inventory, will be consolidated under one umbrella, Office of Support Services, to achieve higher levels of efficiency and services. The Work Coordination Center (WCC) will be integrated with information technology and communication functions to form an expanded unit called **Customer Service and Information Management** under the **Office of Support Services**. This is to enable the establishment of procedures and to improve the management of evaluating, executing, and tracking work order requests to ensure high level of communication and timely completions of projects for greater customer satisfaction.
   - Energy and Utilities Management is a key component of this reorganization. We are committed to improve the metric-based methods for quantifying both energy/resource use and savings of our facilities and programs to enable information/data based decision making to tackle the growing campus energy costs and to improve work performance. This key function will be part of **Customer Service and Information Management** to
ensure the execution of campus projects is cohesively aligned with energy conservation and efficiency efforts.

- The operations and maintenance sections will be a free standing unit called Campus Operations enabling greater integration with the other four (4) divisions to address the day-to-day facility maintenance conditions, to establish a preventive maintenance program, to improve quality control and delivery of services to customers, and develop contemporary maintenance practices and standards.

- Another key component of this reorganization is to establish a Zone Management Program to coordinate and manage the delivery of building and grounds maintenance services to respective districts on campus in partnership with university departments and programs.

- Planning, design and construction management will be coordinated to ensure more efficient delivery of projects that bring the highest level of services from outside consultants and contractors. This will set new goals for projects and the delivery process and enable the completion of projects on-schedule and on-budget.

- A Research Revolving Fund unit will be created to reduce the backlog of work orders supporting research programs and to facilitate the advancement of the university’s research infrastructure.

III. Resource Impact:
Explain the resources impacted as a result of this reorganization. If there is no impact, reflect “None” for each category as appropriate.

A. Budget

1. What is the estimated cost of the reorg?
   The estimated cost to re-describe and fill the requested positions of this reorganization is $1.26M as outlined in the Narrative Section III.A.1. With the continued support of the executive leadership to minimize additional budget cuts to address the magnitude of campus facility needs, the reclassification and recruitment of the requested positions will commence upon approval of this reorganization proposal and the availability of funding and qualified applicants with the right fit. The estimated savings from having one (1) Associate VC oversee the combined unit of P&F instead of two (2) Assistant VCs for OFG and the Planning Office is $149,000.

2. Are additional funds needed? If so, how will the cost of the reorg be funded?
   Yes, additional funds are required. Fully funding facility management is one of the campus’ highest priorities. The FY15 Supplemental Budget includes a request for $1.26M to fill critical positions and to establish a Zone Management Program. The outlined goals and objectives will be fulfilled by recruiting and re-describing positions in phases based upon the availability of funding and the quality of the applicant pool for each position.

3. Will the reorg result in cost savings or be cost neutral?
   The maintenance of facilities and grounds costs less than fixing them later. With the history of underfunding of our campus facilities, there are clearly known costs
involved in this reorganization but there are savings to be captured by maintaining rather than repairing the facilities. The main component is the need for additional staff resources to be able to respond effectively to campus needs. Additional savings in energy efficiency and conservation and improved processes is a strong expectation with this new structure and key staff on board.

B. Operational

1. What is the overall impact on faculty and staffing responsibilities, if any?
   Staffing responsibilities (scope of work) for currently employed personnel of the Planning Office and OFG will be minimal, if any. Improved processes and communication may affect how employees complete their tasks but the scope of work will remain the same for the most part. Exceptions will be the Associate Vice Chancellor #89506 and the Administrative Officer #81505 whose job scope will now cover both areas under the new structure.

   Changes in supervisory relationships will occur as implementation moves forward and recruitment of key positions are filled as shown in the proposed organizational charts.

2. Will additional faculty/support personnel be required? If so, what is the plan to obtain the additional faculty/staffing to successfully implement the reorganization?
   Yes, support personnel will be required to fulfill the objectives of this combined structure as outlined in Narrative Section III.A.1. The reclassification and recruitment of positions will move forward contingent upon the availability of funding and the pool of qualified applicants with the right fit for the organization.

3. Will there be a reduction in faculty/staff? If so, what steps are planned or have been taken to ensure proper consultation?
   There will be no reduction in staff.

4. Identify faculty/staff positions impacted by the anticipated changes.
   Please see Attachment 3.

C. Space

1. Will additional space outside own resources/allocations be required? If so, has the Vice Chancellor for Administration, Finance, and Operations (VCAFO) or designee been consulted?
   No additional space is required at this time. Recruitment of priority positions will be accommodated within existing resources.

IV. Consultation:

Explain or list the individuals and groups consulted and the key comments/feedback received.
The following groups and individuals have been consulted on the new P&F structure as part of the reorganization process:

- Planning Office
- OFG
  - Administrative Services
  - Facilities Management
    - Project Management
    - Mechanical Engineering
    - Utilities Management
    - Architectural Design
    - Electrical Engineering
    - Customer, Logistical Services, and Shop Operations
  - Buildings and Grounds Management
    - Building Services
    - Grounds
- OVCAFO
  - Mānoa HR
  - Mānoa Budget
  - Mānoa Finance & Accounting
- Faculty Senate
- Unions

Due to the long standing need to tackle the deferred maintenance backlog, address the campus energy costs and needs, and ensure all planning and actions on our physical plant are in support of the campus educational, research, and student life mission, there has been support of this proposal from all levels of the organization, including funding commitments.

OFG has expressed their support through a formal memo to the Vice Chancellor for Administration, Finance, and Operations recommending a combined planning and facilities structure for UH Mānoa and having the existing AVC for Planning oversee the new organization.

No major issues have been raised thus far and there has been a working consensus that this reorganization plan is optimal given current fiscal and staffing resources and provides the necessary framework to improve current processes and services.

V. Implementation:
   Explain when and how this reorganization will be implemented. Identify anticipated effective date.

This reorganization will be implemented upon approval and in phases contingent upon the availability of funding.
Reorganization Proposal
Office of the Vice Chancellor for Administration, Finance, and Operations
Office of Facilities and Grounds
Office of Physical, Environmental, and Long Range Planning
University of Hawai‘i at Mānoa

Narrative

Instructions: Complete each section below and clearly indicate "None" or "N/A" where appropriate.

I. INTRODUCTION:
A. Provide an overview of the College/School/Department and a snapshot outlining the current situation of the unit(s) involved in the reorganization.

**Office of Facilities and Grounds (OFG)**
This Office manages a budget of $53 million in operations and maintenance funds and $103 million in capital improvement project (CIP) funds. OFG provides services to approximately eight (8) million gross square feet (gsf) which covers the UH Mānoa campus and the various off-campus sites including CTAHR and IFA locations throughout the State of Hawai‘i. The UH Mānoa campus consists of 340 buildings housing 5.5 million square feet of general funded facilities on 320 acres.

OFG is currently supported by a staff of 350 and is structured into three (3) major functional areas reporting to the Director of Facilities and Grounds:
- Administrative Services (AS)
- Facilities Management (FMO)
- Buildings and Grounds Management (BGM)

The Director of Facilities and Grounds currently reports to the Assistant Vice Chancellor for Facilities and Grounds.

The current organizational structure does not allow OFG to efficiently meet the facility management needs of the campus and is failing behind in fulfilling the urgent and growing deferred maintenance backlog. OFG embraces the University’s vision as a leading land, sea, and space grant university with a mission to create a world class learning environment as "People Serving with Pride, Joy and Aloha." The Association of Higher Education Facilities Officers (APPA) identified OFG’s organizational structure as one of the main areas that require improvement in operations and maintenance services. After reviewing organizational recommendations and best practices at peer institutions, and conducting internal meetings to discuss structural options to efficiently provide quality service to the campus, a new organizational structure is being proposed to align OFG with the
University's mission and values while enhancing the overall effectiveness of the organization and its ability to deliver needed services to the campus community.

**Office of Physical, Environmental, and Long Range Planning (Planning Office)**
This Office provides information and guidance in the areas of planning, design, sustainability, and space management. It is supported by a staff of six (6) and is headed by an Assistant Vice Chancellor. The Planning Office:
- Ensures campus projects and plans fit within a larger framework and long-term campus vision;
- Preserves the integrity of the campus by maintaining and administering the Long Range Development Plan; and
- Ensures campus policies and programs related to sustainability and resource efficiency is integrated in all new developments.
- Facilitates project development and capital planning in coordination with campus groups, including Facilities and Grounds.

The existing structure separates the planning and policy activities represented by the Planning Office from the budgeting, design, construction and operational functions of OFG. The disconnections will be addressed in the proposed organizational structure to integrate the Planning Office with OFG under the direction of an Associate Vice Chancellor.

**B. Specify the objectives/goals of the new/restructured unit(s) involved in the reorganization.**

Structurally, the Planning Office and OFG will be united under one (1) umbrella and will be called the "Office of Planning and Facilities (P&F)" and will be overseen by an Associate Vice Chancellor. The new structure will be comprised of the following five (5) main functions, each headed by a Director and reports to the Associate Vice Chancellor:
- Office of Support Services (SS)
- Planning Office
- Facilities Management Office (FMO)
- Buildings and Grounds Management (BGM)
- Campus Operations (CO)

The objectives and goals of this reorganization are to:
- Efficiently meet the facility management needs of the campus through strategic direction, shared values, high quality customer service, strong business practices, documented policies, and information systems that provide reliable data for quality management decisions.
- Develop improved quality control and distinct responsibilities within each of the above five (5) divisions.
• Create a cohesive, effective and efficient work flow among the five (5) divisions. This includes the consolidation of support functions under one (1) roof, Office of Support Services, to achieve economies-of-scale in procuring goods and services and to increase efficiencies in the inventory, storage, transfer, and disposal of materials and property to better serve the needs of P&F operations and the campus community.
• Integrate the campus planning and policy commitments with the budget request and allocation processes and all aspects of the creation, repair and maintenance of the physical plant, including buildings, grounds and infrastructure.
• Ensure all planning for, and actions on, the physical plant are in support of the campus strategic plan and its educational, research and student life missions.
• Aggressively attack and reduce the deferred maintenance backlog.
• Enable the establishment of institutional procedures on two (2) levels:
  o Internal Procedures
    ▪ That define the planning of, and scoping for capital, repair and maintenance projects; and
    ▪ That establish methods for improved management, tracking and successful completion of projects.
    This would include procedures for evaluating, executing, and tracking work order requests to ensure a higher quality of process communication, customer service, and timely completion of work orders.
  o External Procedures (for the larger campus community)
    ▪ That departmental requests for spatial, functional or programmatic changes, as well as work order requests, are clear and user-friendly; and
    ▪ That tracking progress, status and completion of work orders is accessible and transparent.
    It is critical that these procedures be acceptable and clearly understood by campus constituents and that the implementation of these procedures provides a clear and marked improvement in the delivery of services to the campus.
• Energy and Utilities Management: Over the past few years, the university has been successful in gradually upgrading old inefficient systems with energy-efficient equipment for increased savings and comfort in buildings. One of the strategies has been to remove chiller plants in individual structures and to connect buildings in a district chilled-water loop system for greater efficiency. Much still needs to be done to manage the exorbitant and growing campus energy costs which currently stand at $34M and to conserve our vital water supply through implementing energy and water conservation and management plans. A key goal is to improve the metric-based methods for quantifying both energy/resource use and savings of our campus. The collection and management of such data will allow the university to track the effectiveness of its conservation efforts and also enable information/data-based decision making in the future. Data collection on energy usage will also enable the university to
accurately calculate and tackle the growing energy costs of the campus. Additionally, similar systems will be employed to track and manage work orders, and overall departmental performance. This function will be integrated with the Work Coordination Center (WCC) and information technology and communication under an expanded unit called Customer Service and Information Management.

- Establishment of a Zone Management Program. Under this program, the campus will be grouped into several districts, each managed and maintained by a team of coordinated professionals (electrician, carpenter, maintenance mechanic, plumber, building and grounds staff, etc.) and headed by a Zone Manager. Each building will have a "Building Coordinator" who will communicate with the designated Zone Manager on building and grounds issues. The Zone Management Program will allow greater response integration, improved connection with the campus community and key stakeholders, and build a sense of community and responsibility for the areas in which we work and occupy.

- The Planning Office will coordinate tightly with the design and construction managers to provide an integrated cradle to grave process for delivering large-scale repairs, renovations and new construction. This process will provide more integrated oversight to effectively enable better coordination among the plans, contract documents, design and constructability for the intended result of on-time on-budget, higher quality projects.

II. RATIONALE FOR THE REORGANIZATION:
A. Provide background and relevant historical information.

Office of Facilities and Grounds (OFG)
Prior to 2005, it was very challenging to access facility management data. OFG operational information was not computerized; operational knowledge was isolated within functional areas and information was neither shared up or down the organization nor across functional areas. In addition, there were no formal written operating procedures other than those specifically defined by University policy or State statute. Given the turnover in staff, virtually all of the "unwritten" procedures were lost in the transition to new personnel. OFG is essentially creating-from-scratch all policies, procedures, and information management systems.

In 2005, the Vice Chancellor for Administration, Finance, and Operations (VCAFO) requested a facilities management evaluation by the Association of Higher Education Facilities Officers (APPA) to better understand the operational and budgetary issues of the Mānoa facility operations. APPA conducted a site visit in February 2006. An audit of Facilities and Grounds was also requested as part of the University of Hawaii's audit plan for FY 2006-2007. While the APPA review and UH audit was being prepared, the organizational and staffing structure of OFG clearly required a senior executive to oversee facility operations. A decision was made to hire a new Assistant Vice Chancellor (AVC) whose key responsibilities would be to focus on
Campus Renewal and Deferred Maintenance (CRDM) and Capital Improvement Projects (CIP). With an increase in budget from approximately $20M per year in 2005 to $50M per year currently, significant strain was placed on OFG staff due to hiring freezes, furloughs, and wage reductions experienced during the same period.

The 2006 APPA Facilities Management Evaluation Program (FMEP) reported that OFG was in need of effective leadership. In response to the 2006 recommendations, OFG developed a mission statement, created an Employee Council, and instituted mandatory quarterly employee meetings. The 2011 APPA FMEP follow-up review recognizes the progress made since 2006 with the development of an improved internal operating environment, including labor and employee relations, administrative support functions, and the department's acquisition and use of technology. APPA also acknowledges the development of the AICM system, the implementation of the Work Coordination Center, and the ISES campus facilities conditions assessment as positive steps forward. However, APPA stated that OFG continues to struggle from a lack of alignment due to its atypical organizational structure which is hampering the department's ability to meet University objectives and to provide a high level of customer service. Merging with the Planning Office and clearly defining the five (5) functional branches will better align the responsibilities and improve the level of engagement with the University community.

The 2011 Facilities Renewal/Reinvestment Study (FRRS) report showed that the combined UH Mānoa on-and-off campus deferred-maintenance backlog and ten (10) year renewal costs exceeds $542 million. When adjusted to account for less-than-expected life cycles due to operating conditions and lack of adequate preventative maintenance, the ten (10) year renewal costs approach $700 million. The 2011 APPA FMEP acknowledged the increased level of capital funding for new construction, deferred maintenance and facility renewal. However, this increased level of funding for capital projects need to be taken into context with the APPA Facilities Performance Indicator Survey (FPI) and historical data on OFG staffing levels which indicate substantial staffing shortages at OFG compared to peer institutions. The 2011 APPA report acknowledges that, based on comparisons with comparable institutions, OFG reported a shortage of 93 FTE.

In 2012, OFG created a Strategic Planning Committee to coordinate discussions within the organization on core values, goals and objectives, and employee performance expectations.

The following timeline provides a historical context and actions taken thus far:

- Initial APPA report completed February 2006
- Agreed-Upon-Procedures Audit for FY2005-06 and FY2007-08 requested
  Spring 2006
- Assistant Vice Chancellor hired September 2007
- Prior Director of Facilities and Grounds resigned December 2007
• New Director of Facilities and Grounds hired September 2008
• Accuity Agreed-Upon-Procedures Audit received October 2009
• OFG mission and vision statements adopted October 2009
• Prior lead Fiscal Administrator resigned December 2009
• New lead Fiscal Administrator hired October 2010
• Initial Office of Internal Audit Review June 2011
• FMEP evaluation visit by APPA team October 2011
• Follow-up APPA report completed April 2012
• Follow-up Office of Internal Audit Partial Review June 2012
• OFG Managers Strategic Planning Workshop July 2012

**Office of Physical, Environmental, and Long Range Planning (Planning Office)**
The current Planning Office was officially created under the Office of the Vice Chancellor for Administration, Finance and Operations in 2010 to meet campus-wide responsibilities, which include long-range development planning, space management, and the development of a comprehensive environmental policy in support of sustainability goals. The Planning Office works in partnership with various campus groups to incorporate design standards and sustainability principles into the planning, operational, and educational framework of the Mānoa campus.

The Planning Office has since grown from a staff of two (2) to a staff of six (6) and has technologically moved the university forward with the development a growing GIS master map comprised of many layers of information, including space, personnel, and composition/analysis. This valuable tool provides accurate space information, not only to enable constructive and holistic decision-making, but to also examine efficiencies and appropriate usage.

The following timeline provides a historical context and actions taken thus far:

• Assistant Vice Chancellor hired March 2009
• Campus Facilities Planning Board (CFPB) created in 2009
  o Chaired by the Assistant Vice Chancellors of Planning and OFG
• Assistant Vice Chancellor departed January 2011
• Interim Assistant Vice Chancellor appointed January 2011
  o Oversee the Planning Office and Chair the CFPB
• Temporary assignment of Interim Assistant Vice Chancellor to oversee OFG and the Planning Office for one year beginning July 2013

B. Provide a detailed explanation of the conditions and/or factors prompting the proposed reorganization and how they will be addressed by the reorganization. Explain why the current organization is inadequate and whether the reorg is consistent with the University's strategic, program, and financial plans.

It is vital for the Planning Office and OFG to cohesively work in partnership to meet the infrastructure, energy, and sustainability needs and priorities of the UH Mānoa.
campus. Under current conditions, the Planning Office is disconnected from design, construction and operational decisions. The linkage and prioritization of specific site and building repairs and improvements are isolated from academic, research and student life goals. OFG's architects and engineers are absorbed by large capital projects that exceed the scope of OFG's mission and redirect them away from reducing the staggering deferred maintenance backlog. These, along with the repair, maintenance and smaller capital renewal projects, have the architect and engineering staff stretched to the breaking point. Exacerbating this strain is the uncertainty that persists with confusing and inconsistent procedures between OFG, the Office of Capital Improvement (OCI), and the Office of Procurement and Real Property Management (OPRPM). Quality is lost in the haze of haste and lack of clear standards. These conditions cause delays, cost increases, inferior project results and a deflated esprit de corps. This condition is not the fault of any of the offices mentioned above but a situation that has slowly devolved to this level of dysfunction.

There is a need to develop better processing and project tracking within OFG, with the Work Coordination Center and campus constituents, and throughout BGM, Operations and Maintenance (Shop Operation), Facilities Management (FMO) and the Planning Office. Progress has been made with the Asset Works AIM system and the systems currently being employed by BGM but these, or similar, systems need to be expanded and utilized with greater outcomes.

To improve communication and coordination, the Work Coordination Center (WCC), Procurement, and Warehouse/Inventory will be moved from Shop Operations under FMO to the Support Services (SS) branch. The WCC department will be expanded and re-titled "Customer Service and Information Management." This move is expected to better utilize shared technologies and improve communication across the five (5) new branches and into the larger campus community. In addition, it will accelerate and expand the gains made by WCC to date.

Data collection and management are not to the level necessary to make information-based decisions for operating the campus and saving energy and resources. This is an area that is also substantially addressed in this proposed reorganization.

Since the departure of the AVC for Facilities and Grounds a year ago, the OFG staff, especially key managers, have stepped up and accepted additional responsibilities to keep OFG running. But this situation can not be sustained. The AVC position must be filled. The critical role of this position is to return appropriate work loads to the staff, provide new standards and procedures, and clarity of purpose both internally and externally. This position also needs to communicate the standards, procedures and solutions to campus stakeholders and administration. This proposed reorganization is a method of achieving these changes.
As described above in Section II.A., the majority of OFG functions were done manually, operational knowledge confined within operational areas, and there were no formal written operational procedures available to OFG staff members and for the campus community. The current organizational alignment of functions within OFG is "atypical" and includes a mish-mash of professional service functions (architects and engineers, construction managers) with traditional operations and maintenance functions (work coordination center, HVAC, shops, and warehouse).

There has been great progress and positive change since the initial APPA review in 2006, most notably the ability for campus units to electronically submit and process work order requests via the eFacilities AIM system launched in 2009 and the creation of the Facilities Management website to provide information on projects and processes for the university. These systems demonstrate real progress but they must be strengthened and expanded to reach greater effectiveness.

Areas to improve operational efficiencies and service levels of OFG include:

- Communication: Effectively sharing information on capital projects and initiatives, administrative and service processes, status of work orders, etc., both internally and to university constituents.
- Service Demands: OFG’s ability to fulfill and deliver projects and day-to-day operations and maintenance services in a timely manner.

In addition to appropriate allocation of funds, personnel, and technology, OFG requires an organizational structure with the right leadership that allows supervisors and staff at all levels to advance the department's goals, objectives, and performance. For this reason, the proposal includes an experienced Director leading each of the five (5) functions to successfully meet campus needs and the challenges of the university.

One such challenge is the electricity cost at UH Mānoa which is among the highest in all U.S. higher education institutions and constitutes more than 50 percent of the total operation and maintenance budget of OFG. As a result, a key strategic direction for P&F is to lead, develop, and promote campus-wide energy and resource conservation strategies and programs. The geographic location, climate, and strength of sustainability-related programs (Sea Grant College Program, Sustainability Saunders, and School of Architecture) provides UH Mānoa a special opportunity for collaboration and resource conservation, to be an active practitioner in cultivating solutions for sustainability, campus constituent engagement and campus renewal. This key function, energy and utility management, will be part of Customer Service and Information Management to ensure the execution of campus projects is cohesively aligned with conservation and energy efficiency efforts.

In addition, the development of a Research Revolving Fund to support research-related projects is being proposed to improve services to the research areas of the
campus. This is aimed at reducing the backlog of work orders supporting research programs and to facilitate improving the university's research infrastructure.

The establishment of a Zone Management Program is also being proposed to create Zone Teams to know their buildings and grounds well and to focus on the occupants to better address their needs. The fundamental objective of the Program is to develop greater coordination between Zone team members, to work in partnership with campus units within their respective Zones, and to provide services in a timely, sustainable, and cost-effective manner with minimal disruption. No impact to current supervisory relationships is anticipated as a result of this program.

This reorganization proposal aligns the functions of P&F to address operations and maintenance needs and increases the unit's ability to meet campus goals. The organizational alignment will also provide a formal system of accountability by the key positions identified, enable the department to meet and surpass customer service needs, and will cultivate a much needed sense of urgency to fulfill service demands once competent leadership and trained staff is in place. The process to create a team-oriented environment within the combined structure of P&F will take time and this reorganization is a critical step in that direction.

This proposal is consistent with the University's strategic goal to provide world-class facilities and infrastructure and in facilitating excellence through the following:

- Implement sustainable management practices in the use of energy, water, paper and other resources.
- Establish an overall planning process that integrates the deferred maintenance needs with capital improvements, capital renewal, and the core missions of the campus. This will include a cradle to grave, vertical integration of planning, design, and construction managers and a tighter collaboration with the operations side of the organization to link building renovations with operations and maintenance support and a preventative maintenance program.
- Improve facilities management systems to foster community engagement and student learning.
- Streamline business processes and invest in technology to promote data-driven decision-making.
- Increase transparency, efficiency and accountability in resource allocation policies and practices.
- Implement processes to promote a Hawaiian Sense of Place.

This reorganization improves facilities management and campus planning and enables priorities to be aligned with university needs to contribute to the development of a physical environment that fosters community engagement and student learning, including a Hawaiian Sense of Place through responsible building design and operations, sustainable stewardship of energy, water and resources,
landscaping with improved walkability, signage, aesthetics, enhanced gathering places and an overall campus that is secure, educational and exemplary.

C. Explain other alternatives explored.

Other options taken into consideration included the following:

- **No change to current organizational structure** → This option does not facilitate progress due to lack of organizational alignment of functions within OFG and with the Planning Office. In addition, the current management structure does not provide the necessary framework to respond and handle attrition or long-term absence of key positions, crippling the ability to tackle issues including the deferred maintenance backlog.

- **APPA’s FMEP Recommended Organizational Structures** → The APPA recommendation was not a viable option because of the functional relationship between design/engineering and operations/maintenance. Many repair and maintenance work orders require design and engineering services. OFG does not view design and construction services as limited to only capital projects. OFG also views custodial and landscaping services to be its own functional area. The APPA option also does not include planning as part of the structure.

- **Organizational structures of peer and benchmark institutions that were reviewed**
  - University of California, Irvine
    - [http://www.policies.uci.edu/resources/orgcharts.html](http://www.policies.uci.edu/resources/orgcharts.html)
  - University of Colorado Boulder
    - [http://www.colorado.edu/facilitiesmanagement/about/orgchart/documents/wholedeptNPs_001.pdf](http://www.colorado.edu/facilitiesmanagement/about/orgchart/documents/wholedeptNPs_001.pdf)
  - University of Illinois at Chicago
    - [http://www.uitc.edu/ucat/cat0911/DRG.pdf](http://www.uitc.edu/ucat/cat0911/DRG.pdf)
  - Mississippi State University
    - [http://www.fm.msstate.edu/exec/](http://www.fm.msstate.edu/exec/)
  - University of Washington
    - [http://f2.washington.edu/about/org-chart](http://f2.washington.edu/about/org-chart)
  - University of Tennessee, Knoxville

An equal number had combined planning and facility maintenance structures versus separate planning departments. Developing an optimal organizational structure for our campus will be a learning process of best practices and will require special attention to be given to developing practices relevant to UH Mānoa and our core values.

D. Explain how the proposed changes will affect current relationships and workflows, including impact on services and relations with other University segments.
The organizational alignment being proposed will improve working relationships and streamline workflows for greater efficiency between the five (5) main branches. With the convergence of the Planning Office, the consolidation of support functions under the Office of Support Services, and the establishment of free standing Operations and Maintenance branch, greater integration and effective delivery of services is expected throughout the organization. Services and relations with University constituents are projected to improve greatly under a strong leadership team and trained staff. It is critical that the communication with the larger campus community improve and that elevated performance of customer service be real, effective and widely recognized. To this point, the existing Work Coordination Center will move into Support Services to have a more fluid relationship with the new development officer and other information management systems to improve customer service on the campus. In addition, procurement functions will be consolidated under Fiscal Services to streamline purchases and allow coverage to ensure continuous services are provided. Human Resources and Warehouse/Inventory round up the group to form the Support Services team. The consolidation of these support functions under one (1) Director will enable the group to achieve higher levels of efficiency through greater communication and work effort to provide value-added reports, information, and services to both internal and external customers.

Furthermore, the campus must reduce its energy costs and deferred maintenance backlog. This reorganization dedicates particular attention to developing data management systems to track energy and resource use, progress toward reducing the backlog, creating a Zone Management Program to efficiently coordinate the delivery of building and grounds maintenance services, and developing a cradle to grave project management structure. The UH Mānoa administration is committed to alleviate the staffing shortage currently in OFG. It is critical that the combined unit of P&F hire competent and experienced people to manage and direct programs and to set new standards for executing the work. The recruitment of qualified personnel with the best fit to successfully fulfill the objectives of this reorganization will proceed in phases based upon the availability of funding.

E. List the groups that will be impacted by the reorganization and indicate whether they have been informed/consulted. Explain issues raised and how concerns were addressed.

The following groups were informed/consulted on the new P&F structure or will soon be as part of the reorganization process.

- Planning Office
- OFG
  - Administrative Services
  - Facilities Management
    - Project Management
    - Mechanical Engineering
- Utilities Management
- Architectural Design
- Electrical Engineering
- Customer, Logistical Services, and Shop Operations
  - Buildings and Grounds Management
    - Building Services
    - Grounds
- OVCAFO
  - Mānoa HR
  - Mānoa Budget
  - Mānoa Finance & Accounting
- Unions
- Faculty Senate

At this point in time, no major issues have been raised and there has been a working consensus that this reorganization plan is optimal given current fiscal and staffing resources and provides the necessary framework to improve current processes and services.

F. Outline the benefits that will be achieved by the reorganization, including efficiencies and service improvements. Explain whether the supervisor/subordinate reporting relationships are properly identified and how the reorganization will minimize confusion over authority, roles, and responsibilities.

The benefits of this reorganization include a streamlined hierarchy and the alignment of functional areas to achieve campus goals and performance measures. The supervisor-subordinate reporting relationships are identified for each of the five (5) main functional areas; 1) Office of Support Services, 2) Planning Office, 3) Facilities Management Office, 4) Buildings and Grounds Management and 5) Campus Operations. The reporting lines are clearly defined to minimize confusion over authority. Specific plans for each of the five (5) key functional areas will be developed with goals, clear steps to reach them, and milestones scheduled to minimize confusion over roles and responsibilities. In addition, the Assistant Vice Chancellor position #89506 will be re-described to an Associate Vice Chancellor upon approval of this proposal, which will provide P&F with leadership guidance and much needed performance management.

III. IMPACT ON RESOURCES AND THE UNIVERSITY
A. Impact on budget resources:
  1. Provide a realistic assessment of the estimated annual and future cost or savings of the reorganization taking into account such factors as proposed position re-descriptions and reallocations. Explain how the annual and future costs or savings were derived and, if applicable, reasons the reorganization justifies the estimated costs.
The following recruitment and re-descriptions, totaling an estimated $1.26M, are requested to increase campus efficiencies and to achieve the goals and customer service levels outlined in this proposal. The process to accomplish the objectives of this reorganization will take time and the recruitment of people who will best fit into the new combined organization to foster a unified team culture will be of great importance and focus to ensure the success of initiatives, including the Zone Management Program.

The below position re-descriptions and recruitments are reflected on the proposed organizational charts with annual cost estimates based upon equivalent level positions or historical data:

**P&F (Chart I)**
- Assistant Vice Chancellor #89506 (re-describe to Associate VC)
- Administrative Officer #81505 (re-describe to include new P&F structure)

**Planning Office (Chart I)**
- Director of Planning (new) = $100,000/year
- Registered Architect, PBC (new) = $85,000/year
- Campus Planner (new) = $75,000/year

**Office of Support Services (Chart II)**
- Director of Support Services (new) = $90,000/year
- Contract Specialist #81049 (re-describe and fill) = $70,000/year
- IT Developer (new) = $85,000/year
- Development Officer (new) = $74,000/year
- Environmental Safety Officer (new) = $75,000/year
- Energy and Resource Officer (new) = $75,000/year
- Senior Human Resources Specialist (new) = $80,000/year

**Campus Operations (Chart V)**
- Director of Campus Operations (new) = $100,000/year

NOTE: Ten (10) shop staff under Campus Operations will be gradually built into the organizational chart as the Zone Management Program is developed and required positions identified. No changes in supervisory levels are expected as a result of the recruitment of shop staff. Estimated cost = $50,000/year x 10 staff = $500,000.

There will be an estimated savings of $149,000 from having one (1) Associate Vice Chancellor overseeing the Planning Office and OFG instead of two (2) Assistant Vice Chancellors, one for each division. Improved performance and processes is expected with the recruitment and reclassification of the above
priority positions, actualizing savings over time in energy usage, construction, and facilities management.

Above Total = $1.409M (planned estimate) - $149,000 (savings) = $1.26M

The UH administration's commitment to alleviate the staffing shortage in OFG includes the following FY15 Supplemental Budget Request (Total $1.26M):

- Campus Operations
  - Director of Campus Operations = $90,000
  - 10 Shop Staff x $45K/Staff = $450,000
- Energy Management and Research Revolving Fund
  - 4 Professional Staff x $75K/Staff = $300,000
- Office of Support Services
  - Director of Support Services = $90,000
  - 4 Administrative Staff x $50K/Staff = $200,000
  - 2 IT Staff x $65K/Staff = $130,000

2. Are additional funds needed? If so, how will the cost of the reorg be funded?

Yes, additional funds are needed. As outlined above, the estimated cost of this reorganization is $1.26M. The fulfillment of the supplemental budget request will enable us to move forward with this initiative. If partial funding is received, we are committed to fulfilling the outlined goals and objectives by recruiting and re-describing positions in phases based upon the availability of funding and applicants with the right fit.

B. Impact on operational resources:

1. What is the overall impact on faculty and staffing responsibilities, if any? Explain reasons for the anticipated changes/relocation/reassignment/etc.

   Staffing responsibilities (scope of work) for currently employed personnel of the Planning Office and OFG will be minimal, if any. Improved processes and communication may affect how they complete their tasks but the scope of work will remain the same for the most part. Exceptions will be the Associate Vice Chancellor #89506 and the Administrative Officer #81505 whose job scope will now cover both areas under the new structure.

2. Will additional faculty/support personnel be required? If so, what is the plan to obtain the additional faculty/staffing to successfully implement the reorganization? What is the impact of the increase?

   Yes, support personnel will be required to fulfill the objectives of this combined structure as outlined in Section III.A.1 above. The reclassification and
recruitment of positions will move forward contingent upon the availability of funding and the pool of qualified applicants with the right fit for the organization.

3. Will there be a reduction in faculty/staff? If so, what steps are planned or have been taken to ensure proper consultation? What is the impact of the reduction?

There will be no reduction in staff.

4. Identify the positions impacted by position number, classification title, and anticipated changes.

Please see Attachment 3.

5. Will there be changes to supervisory/subordinate relationships? If so, identify the impact. Will the changes streamline operations, reduce supervisory span of control, etc.?

Yes, there will be changes to supervisory/subordinate relationships as reflected in Attachment 3 and the proposed organizational charts. The combined structure of the Planning Office and OFG into five (5) main functions will improve efficiencies and communication within and between the divisions with Support Services and the Planning Office providing support for FMO, BGM, and Campus Operations.

The impacts of the changes include the following:

- The move and unification of WCC and IT/Communications to form the new "Customer Service & Information Management" group under the Office of Support Services will help improve the processing and communication of work orders, both internally and externally.
- The formation of "Campus Operations" housing shop and maintenance units will strengthen the ability to complete projects and daily operations and maintenance services in a timely manner.
- Technology and streamlined processes will improve data collection and management enabling information based decisions which will assist in achieving timely project completions and resource savings.
- Improve metric-based methods for quantifying both energy/resource use and savings of our campus for greater energy management.
- Establishment of a Zone Management Program to efficiently coordinate the delivery of building and grounds maintenance services.
- Cradle to grave project management structure.
C. Impact on space resources.
Will additional space outside own resources/allocations be required? If so, has the Vice Chancellor for Administration, Finance, and Operations (VCAFO) or designee been consulted? Explain outcome.

No additional space is required at this time. Recruitment of positions will be accommodated within existing resources.
<table>
<thead>
<tr>
<th>Item No.</th>
<th>Chart No.</th>
<th>Affected Position No.(s)</th>
<th>Classification/Organizational/Functional Change</th>
<th>Basis for Change/Impact on Position</th>
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<td>PAF Chart I</td>
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CURRENT ORGANIZATIONAL CHARTS AND FUNCTIONAL STATEMENTS
OFFICE OF THE VICE CHANCELLOR FOR ADMINISTRATION, FINANCE, AND OPERATIONS (OVCAFO) – Org Code: MAVCAF

The OVCAFO provides leadership and executive management over administrative functions and services, as well as campus operations, for the University of Hawai‘i at Mānoa. The following units report to the Vice Chancellor:

- Office of Human Resources – Org Code: MAHRMA
- Office of Campus Services – Org Code: MACPMA
- Office of the Assistant Vice Chancellor for Facilities and Grounds – Org Code: MAAVFG

Through the above units, the OVCAFO provides leadership and executive management over the following functions:

- Financial management for the campus including long range financial planning, financial analysis, financial reporting, budget preparation and budget implementation.
- Human resource administration.
- Campus physical planning and management of space resources.
- Sustainable resource management.
- Facilities renovations and capital improvements.
- Building and grounds maintenance.
- Campus security and emergency management.
- Auxiliary enterprises including parking, food services, transportation services, faculty housing, and bookstore operations.

The OVCAFO has the authority to establish policy and procedures necessary to implement BOR and Executive Policies at the University of Hawai‘i at Mānoa as they pertain to campus financial management, physical planning and development, human resources, auxiliary services, and facilities management. The establishment of campus policies are endorsed by VCs, approved by the Chancellor, and disseminated and published by the OVCAFO on the official website.

The OVCAFO consults with other vice chancellors, faculty, staff, students, deans, and directors as appropriate in developing and implementing campus policies and procedures. In addition, the Office coordinates with the offices of the Vice President for Administration, Chief Financial Officer, Vice President for Information Technology, Vice President for Research, and Vice President for Academic Planning and Policy on administrative and financial matters as appropriate.
OFFICE OF THE CHANCELLOR

OFFICE OF THE VICE CHANCELLOR FOR ADMINISTRATION, FINANCE, AND OPERATIONS

OFFICE OF FINANCIAL RESOURCES MANAGEMENT
Org Code: MAFRMA

MANOA BUDGET OFFICE
Org Code: MABDMA
Budget Manager, PBD, #77254 1.00
Secretary II, SR-14, #00491 1.00
Budget Analyst, PBB: #80898, #81820 2.00

OFFICE OF FINANCE AND ACCOUNTING
Org Code: MAFSAC
Fiscal Manager, PBC, #77303 1.00
Secretary II, SR-14* 3.00
Fiscal Specialist, PBB: #77582, #79002, #79441 1.00
Administrative & Fiscal Supp Spec, PBA, #79440 1.00

* new, pending approval
OFFICE OF FINANCIAL RESOURCES MANAGEMENT – Org Code: MAFRMA

The Office of Financial Resources Management has campus-wide responsibility for planning and management of campus finances, and the campus operating and CIP budgets. Functional responsibilities are assigned to sub-units as follows:

Mānoa Budget Office – Org Code: MABDMA
- Administers the campus biennial and supplemental budget process including preparation of campus budget instructions, preparation of budget testimonies to the legislature, and analysis of various versions of the budgets.
- Implements the annual campus operating budget including the allocation of appropriated funds; preparation of budget execution and instruction; position control; and the review of unfunded budget proposals.

Office of Finance and Accounting – Org Code: MAFSAC
- Prepares and analyzes periodic operating statements in support of the Mānoa Chancellor’s overall management of the campus.
- Prepares intermediate and long term financial projections in support of operating and CIP budgets and the University and campus strategic plans.
- Keeps abreast of University accounting policies and procedures and manages compliance of these among campus fiscal officers.
- Manages Chancellor’s Office budgets.
- Provides fiscal training to campus fiscal officers.
STATE OF HAWAI‘I
UNIVERSITY OF HAWAI‘I
UNIVERSITY OF HAWAI‘I AT MĀNOA
OFFICE OF THE CHANCELLOR
OFFICE OF THE VICE CHANCELLOR FOR
ADMINISTRATION, FINANCE, AND OPERATIONS
OFFICE OF HUMAN RESOURCES

FUNCTIONAL STATEMENT

OFFICE OF HUMAN RESOURCES – Org Code: MAHRMA

The Office of Human Resources is assigned campus-wide functional responsibility for human resources management, except for academic personnel matters. The office develops policies and procedures for the campus necessary to effectively implement Board of Regents (BOR) and Executive policies as they pertain to non-faculty employees of the Mānoa campus.

In addition to the development of effective policies and procedures for the Mānoa campus, the major functional responsibilities of the office include the consistent and effective compliance of these policies and procedures as they pertain to:

Employee Relations & Benefits – Org Code: MARBHR
- Serves as Human Resources Officer for members of the Office of the Chancellor and selected Vice Chancellor Offices.
- Serves as contact and liaison with the State Offices related to retirement system, health benefits, social security, etc., to support the day-to-day efforts of the UHM schools/colleges.
- Provides leadership in testing new on-line human resources systems and provides human resources reports to support the management efforts in budget, staffing, and fiscal accountability.
- Reviews and analyzes all appointments/reappointments and other actions relating to Executive employees.

Classification & Compensation – Org Code: MACCHR
- Reviews, analyzes, and takes appropriate action on classification and compensation requests related to Executive and Administrative/Professional/Technical (APT) positions.
- Conducts analysis and takes appropriate action relative to hiring above the designated new hire rates, special compensation awards to include in-grade adjustments, rebanding, etc., as delegated by the Chancellor, UHM.
- Ensures that the implementation of classification and compensation plans for Executives and APTs are in compliance with State and Federal laws and University policies and procedures.

Labor Relations & Staff Development – Org Code: MALSHR
- Manages human resources administration related to collective bargaining (i.e., civil service, APT, and Executive, as appropriate) interpretations, implementation, and negotiations.
- Conducts internal investigations (to include faculty cases, as needed) on cases of allegations related to employee misconduct such as theft, workplace violence, substance abuse, tardiness, etc.
- Serves as Hearings Officers for grievances filed.
- Advises schools/colleges on human resources management to include addressing issues and concerns relating to employee misconduct or substandard performance, recommending courses of actions, etc.
- Provides staff development and training in areas such as human resources leadership, management, mentoring and support (e.g., care giver classes, social security, health fund programs, etc.) via training and workshops.
OFFICE OF PHYSICAL, ENVIRONMENTAL, AND LONG RANGE PLANNING

FUNCTIONAL STATEMENT

OFFICE OF PHYSICAL, ENVIRONMENTAL, AND LONG RANGE PLANNING – Org Code: MAPELP

The Office of Physical, Environmental, and Long Range Planning has campus-wide responsibility for long-range development plans, space management, analytical studies, capital planning, sustainable physical and community planning, and campus building and landscaping design. Major functions of the Office are as follows:

Planning/Sustainability – Org Code: MAPSLP

- 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 Mānoa programs.
- Works in partnership with Facilities and Grounds to prepare and implement the campus CIP budgets.
- Conducts analyses of institutional plans, academic agendas, and major policies to anticipate future directions affecting long term physical facility requirements for the University of Hawai‘i at Mānoa.
- Provides leadership in creating and implementing a comprehensive environmental and energy policy in support of the Campus’ strategic sustainability goals.
- Works in partnership with Facilities and Grounds and the 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 and consequent behaviors.

Space Management – Org Code: MASMILP

- Manages the allocation and reallocation of space on campus to operating units.
- Maintains a database of institutional information supporting the space and physical planning functions of the campus.
- Provides data analysis in support of the space allocation and physical planning functions of the campus.
OFFICE OF THE CHANCELLOR

OFFICE OF THE VICE CHANCELLOR FOR ADMINISTRATION, FINANCE, AND OPERATIONS

OFFICE OF THE ASSISTANT VICE CHANCELLOR FOR FACILITIES AND GROUNDS
Org Code: MAAVFG
Assistant Vice Chancellor, #89271**
Secretary III, SH-18
1.00

FACILITIES AND GROUNDS
Org Code: MAFGMA

* new, pending approval
** to be redescribed
STATE OF HAWAI’I
UNIVERSITY OF HAWAI’I
UNIVERSITY OF HAWAI’I AT MĀNOA
OFFICE OF THE CHANCELLOR
OFFICE OF THE VICE CHANCELLOR FOR
ADMINISTRATION, FINANCE, AND OPERATIONS
OFFICE OF THE ASSISTANT VICE CHANCELLOR FOR
FACILITIES AND GROUNDS

FUNCTIONAL STATEMENT

OFFICE OF THE ASSISTANT VICE CHANCELLOR FOR FACILITIES AND GROUNDS – Org Code: MAAVFG

This Office oversees the operations of Facilities Management which conducts and coordinates the planning, budgeting, construction, repair, and maintenance of physical facilities for the University of Hawai’i at Mānoa in accordance with approved short-range and long-range development plans and applicable federal, state, and county building codes and standards.

Major functions of this Office include:

- Manages the overall campus physical infrastructure including roadways, utilities, and utility distribution systems.
- Repairs and renovates buildings.
- Provides the full range of administrative support services, including budget preparation and execution, fiscal procurement (including campus-wide contracts), property management, and human resources.
- Provides custodial services for UH Mānoa buildings, including classrooms, laboratories, auditoriums, offices, restrooms, corridors, and other public and general-use areas.
- Provides grounds keeping and landscaping maintenance for UH Mānoa, including lawns, trees, roads, and parking lots/structures.
- Conducts analyses of institutional plans, academic agendas, and major policies to determine best course of action in managing implementation of short range and long range development plans.
- Works in partnership with the Office of Physical, Environmental, and Long Range Planning to prepare and implement the campus CIP budgets.
STATE OF HAWAII
UNIVERSITY OF HAWAII AT MĀNOA
OFFICE OF THE CHANCELLOR
VICE CHANCELLOR FOR
ADMINISTRATION, FINANCE AND OPERATIONS
OFFICE OF THE ASSISTANT VICE CHANCELLOR
FOR FACILITIES AND GROUNDS
FACILITIES AND GROUNDS

Grand Total by Fund:
General Funds: 346.00 FTE

*Functional Code: Architected
FUNCTIONAL STATEMENT

The Office of Facilities and Grounds plans, organizes, and directs activities relating to Facilities Management and Buildings and Grounds Management for the University of Hawai‘i at Mānoa.

FACILITIES AND GROUNDS – Org Code: MAFGMA

- Provides leadership, direction, and guidance to subordinate supervisory staff in the planning, design, construction, maintenance, and operation of physical facilities and grounds for the University of Hawai‘i at Mānoa, in creating a safe environment conducive to learning and research.
- Reviews and approves the preparation and execution of divisional program plans and operating budgets, including the determination of program priorities.
- Establishes, installs, and maintains Facilities Management and Buildings and Grounds Management local area network, database, and information reporting systems
- Provides hardware/software for technical and user training services.

ADMINISTRATIVE SERVICES – Org Code: MAASFG

- Provides the full range of administrative support services, which includes budget preparation and execution, fiscal, procurement (including campus-wide contracts) and property management and human resources.
- Conducts analyses of institutional plans, academic agendas, and major policies to anticipate future directions affecting physical plant requirements for the University of Hawai‘i at Mānoa.
FUNCTIONAL STATEMENT

The Office of Facilities Management conducts and coordinates the planning, budgeting, construction, repair, and maintenance of physical facilities for UH Mānoa in accordance with approved long-range development plans and applicable federal, state, and county building codes and standards.

PROJECT MANAGEMENT – Org Code: MAPMFM

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

ARCHITECTURAL DESIGN – Org Code: MAADFM

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

MECHANICAL ENGINEERING – Org Code: MAMEFM

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

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

UTILITIES MANAGEMENT – Org Code: MAUMFM

- Plans, develops, implements, and administers campus-wide utilities and energy conservation programs in concert with Electrical and Mechanical Engineering.
STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE VICE CHANCELLOR FOR
ADMINISTRATION, FINANCE AND OPERATIONS
CAMPUS SERVICES
OFFICE OF FACILITIES AND GROUNDS
FACILITIES MANAGEMENT
CUSTOMER, LOGISTICAL SERVICES AND SHOP OPERATIONS
Org Code: MACLS8

FUNCTIONAL STATEMENT

The Customer, Logistical Services and Shop Operations unit provides leadership and supervision over procurement and warehouse services for Facilities Management and Buildings and Grounds Management, minor moving and disposal services and surplus property inventory storage for the Mānoa Campus.

CUSTOMER SERVICE CENTER – Org Code: MACSFM

- Maintains a Customer Services Centers, which communicates customer requests and needs to appropriate Facilities Management units from the University community.

ELECTRIC SHOP – Org Code: MAESFM

- Maintains, repairs and installs all facility electrical systems and equipment, including primary and secondary voltage transformer, cabling/wiring, switch gear, load centers, fixtures and other related appurtenances at UH Mānoa.

WAREHOUSE/INVENTORY – Org Code: MAWIFM

- Provides procurement and warehouse services to Facilities Management and Buildings and Grounds Management; provides for storage, transfer, and disposal of personal property; and maintains surplus inventory for the campus community.

TRUCKING – Org Code: MATRM

- Provides trucking, moving and disposal services to the campus community.

PROCUREMENT – Org Code: MAPCFM

- Purchases materials and supplies for shop and warehouse.

CARPENTER SHOP – Org Code: MACAFM

- Repairs, constructs and installs rough and finished carpentry work and building hardware at UH Mānoa.

PLUMBING SHOP – Org Code: MAPLFM

- Repairs, maintains and installs plumbing systems, fixtures and equipment at UH Mānoa.

PAINT SHOP – Org Code: MAPAFM

- Refinishes, repaints and maintains all existing painted and newly constructed surfaces at UH Mānoa.

AIR CONDITIONING REPAIR AND MAINTENANCE SHOP – Org Code: MAAMFM

- Repairs and maintains campus structures, building hardware, equipment and utility distribution systems at UH Mānoa.
STATE OF HAWAI‘I
UNIVERSITY OF HAWAI‘I
UNIVERSITY OF HAWAI‘I AT MĀNOA
OFFICE OF THE VICE CHANCELLOR FOR
ADMINISTRATION, FINANCE AND OPERATIONS
CAMPUS SERVICES
OFFICE OF FACILITIES AND GROUNDS
BUILDINGS AND GROUNDS MANAGEMENT
Org Code: MABDBG

FUNCTIONAL STATEMENT

The Buildings and Grounds Management (BGM) unit is responsible for overseeing the maintenance and landscape of campus grounds.

BUILDING SERVICES – Org Code: MABDBG

- Supervises building support services that include custodial care, carpet cleaning.
- Administers registration class applications for entry-level janitors for the UH System

Crew 1 – Org Code: MAC1BG: Provides custodial services for UH Mānoa buildings, including classroom, laboratories, auditoriums, offices, restrooms, corridors, and other public or general-use areas (Group 1 thru 7).

Crew 2 – Org Code: MAC2BG: Provides custodial services for UH Mānoa buildings, including classroom, laboratories, auditoriums, offices, restrooms, corridors, and other public or general-use areas (Group 8 thru 14).

Crew 3 – Org Code: MAC3BG: Provides custodial services for UH Mānoa buildings, including classroom, laboratories, auditoriums, offices, restrooms, corridors, and other public or general-use areas (Group 15 thru 20).

Housekeeper – Org Code: MAHKBG: Responsible for all household cleaning of the University President’s residence including the main house and guest cottage.

Carpet Cleaners – Org Code: MACCBG: Provides carpet cleaning and floor polishing services to on-campus facilities.

GROUNDS – Org Code: MAGDBG

- Responsible for the supervision of the maintenance of grounds maintenance services and refuse collection.
- Administers registration class applications for entry-level groundskeepers for the UH System.
- Administers and coordinates recycling operations for UH Mānoa.

Landscaping – Org Code: MALSBG: Supervises, assigns, coordinates, and account for work of landscaping employees.

Nursery – Org Code: MASRBG: Provides maintenance and care to trees, plants, and foliages.

Equipment Support – Org Code: MAESBG: Operates and maintains heavy equipment to service campus facilities.


Tree Trimmer – Org Code: MATTBG: Maintains campus trees.
Irrigation — Org Code: MAIRBG: Repairs, installs, and maintains irrigation system at UH Mānoa.


Refuse — Org Code: MARFBG: Provides refuse collection as well a special and bulk disposal services for UH Mānoa.

Grounds Maintenance — Org Code: MAGMBG: Supervises a work crew and section workers in performing a variety of manual tasks in cleaning, caring and maintenance of landscaped areas.

Makai Crew — Org Code: MAMKBG: Care and maintenance of campus landscape on the Makai side of the UH Campus.

Mauka Crew — Org Code: MAMUBG: Care and maintenance of campus landscape on the Mauka side of the UH Campus.

Power Mower Operators — Org Code: MAPMBG: Care and maintenance of campus lawn.
### CREW 1
Org Code: MAC1BG

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<th>Code 4</th>
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*Abolished position numbers: D9092, 27242, 40095 (General Funds 3.00)*
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General Funds 59.00
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General Funds: $2.00
CHART UPDATED
JUL - 1 2013

University of Hawai'i at Mānoa

STATE OF HAWAII
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE CHANCELLOR
VICE CHANCELLOR FOR
ADMINISTRATION, FINANCE AND OPERATIONS
OFFICE OF THE ASSISTANT VICE CHANCELLOR
FOR FACILITIES AND GROUNDS
FACILITIES AND GROUNDS

CHART III-O

GROUNDS
Org Code: MAGDBG

LANDSCAPING
Org Code: MALSDBG

Maintenance & Repair Supvr I, F1-09, #45703 1.00
Mechanical Repair Helper, BC-02, #08055 1.00
Mason I, BC-10, #900552 1.00

NURSERY
Org Code: MASDBG

Nursery Worker II, WS-05, #46651 1.00
Nursery Worker I, BC-06
#07475, #46193, #47571 3.00

PESTICIDE CONTROL
Org Code: MAPDBG

Chemical Treatment Worker II, BC-07, #32533 1.00

IRRIGATION
Org Code: MAIRBG

Sprinkler System Repairer, BC-05:
#11882, #900005 2.00

EQUIPMENT SUPPORT
Org Code: MAEDBG

Street Sweeper Operator, BC-09, #21333 1.00
Equipment Operator III, BC-05:
#00829, #054545, #46218 3.00
Equipment Operator II, BC-06, #49296
1.00
Mechanical Repair Worker, BC-08, #48219 1.00

TREE TRIMMER
Org Code: MATDBG

Tree Trimmer/Truck Driver, BC-05:
#08071, #47503 2.00
Tree Trimmer, BC-07:
#900078, #900079 2.00

LABOR SUPPORT
Org Code: MALABG

General Labor I, BC-02, #900064 1.00

General Funds 21.00
PROPOSED
ORGANIZATIONAL CHARTS
AND
FUNCTIONAL STATEMENTS
OFFICE OF THE CHANCELLOR

OFFICE OF THE VICE CHANCELLOR
FOR ADMINISTRATION, FINANCE, AND OPERATIONS
Org Code: MAVCAF

Vice Chancellor, #89354 1.00
Secretary IV SR-18, #18549 1.00
Assistant Vice Chancellor, #89271* 1.00
Administrative Officer, PBC, #81280 1.00
IT Manager, PBC, #78219 1.00

GENERAL FUND FTE: 5.00
GRAND TOTAL FTE: GENERAL FUND 21.00

STATE OF HAWAII
University of Hawaii
University of Hawaii at Manoa
OFFICE OF THE VICE CHANCELLOR
FOR ADMINISTRATION, FINANCE, AND OPERATIONS
ORGANIZATION CHART
CHART V

OFFICE OF FINANCIAL RESOURCES MANAGEMENT
Org Code: MAFRMA
(CHART V-A)

OFFICE OF HUMAN RESOURCES
Org Code: MAHRMA
(CHART V-B)

OFFICE OF PLANNING AND FACILITIES
Org Code: TBD

OFFICE OF CAMPUS SERVICES
Org Code: MACPMA

* To be redescribed
PROPOSED

STATE OF HAWAI‘I
UNIVERSITY OF HAWAI‘I
UNIVERSITY OF HAWAI‘I AT MĀNOA
OFFICE OF THE CHANCELLOR
OFFICE OF THE VICE CHANCELLOR FOR
ADMINISTRATION, FINANCE, AND OPERATIONS

FUNCTIONAL STATEMENT

OFFICE OF THE VICE CHANCELLOR FOR ADMINISTRATION, FINANCE, AND OPERATIONS (OVCAFO) – Org Code: MAVCAF

The OVCAFO provides leadership and executive management over administrative functions and services, as well as campus operations, for the University of Hawai‘i at Mānoa. The following units report to the Vice Chancellor:

- Office of Human Resources – Org Code: MAHRMA
- Office of Planning and Facilities – Org Code: TBD
- Office of Campus Services – Org Code: MACPMA

Through the above units, the OVCAFO provides leadership and executive management over the following functions:

- Financial management for the campus including long range financial planning, financial analysis, financial reporting, budget preparation and budget implementation.
- Human resource administration.
- Campus physical planning and management of space resources.
- Sustainable resource management.
- Facilities renovations and capital improvements.
- Building and grounds maintenance.
- Campus security and emergency management.
- Auxiliary services including parking, food services, transportation services, faculty housing, and bookstore operations.

The OVCAFO has the authority to establish policy and procedures necessary to implement BOR and Executive Policies at the University of Hawai‘i at Mānoa as they pertain to campus financial management, physical planning and development, human resources, auxiliary services, and facilities management. The establishment of campus policies are endorsed by VCs, approved by the Chancellor, and disseminated and published by the OVCAFO on the official website.

The OVCAFO consults with other vice chancellors, faculty, staff, students, deans, and directors as appropriate in developing and implementing campus policies and procedures. In addition, the Office coordinates with the offices of the President and Senior Management Team on administrative and financial matters as appropriate.

[Signature]

Tom Apple – Chancellor

[Date]

6/27/14
OFFICE OF THE CHANCELLOR

OFFICE OF THE VICE CHANCELLOR FOR ADMINISTRATION, FINANCE, AND OPERATIONS

OFFICE OF FINANCIAL RESOURCES MANAGEMENT
Org Code: MAFRMA

MANOA BUDGET OFFICE
Org Code: MABDMA
Budget Manager, PBD, #77254 1.00
Secretary II, SR-14, #00491 1.00
Budget Analyst, PBB: #80898, #81820 2.00

OFFICE OF FINANCE AND ACCOUNTING
Org Code: MAFSAC
Fiscal Manager, PBC, #77303 1.00
Secretary II, SR-14* 1.00
Fiscal Specialist, PBB: #77582, #79002, #79441 3.00
Administrative & Fiscal Supp Spec, PBA, #79440 1.00

* new, pending approval
STATE OF HAWAI‘I
UNIVERSITY OF HAWAI‘I
UNIVERSITY OF HAWAI‘I AT MĀNOA
OFFICE OF THE CHANCELLOR
OFFICE OF THE VICE CHANCELLOR FOR
ADMINISTRATION, FINANCE, AND OPERATIONS
OFFICE OF FINANCIAL RESOURCES MANAGEMENT

FUNCTIONAL STATEMENT

OFFICE OF FINANCIAL RESOURCES MANAGEMENT – Org Code: MAFRMA

The Office of Financial Resources Management has campus-wide responsibility for planning and management of campus finances, and the campus operating and CIP budgets. Functional responsibilities are assigned to sub-units as follows:

Mānoa Budget Office – Org Code: MABDMA

- Administers the campus biennial and supplemental budget process including preparation of campus budget instructions, preparation of budget testimonies to the legislature, and analysis of various versions of the budgets.
- Implements the annual campus operating budget including the allocation of appropriated funds; preparation of budget execution and instruction; position control; and the review of unfunded budget proposals.

Office of Finance and Accounting – Org Code: MAFSAC

- Prepares and analyzes periodic operating statements in support of the Mānoa Chancellor’s overall management of the campus.
- Prepares intermediate and long term financial projections in support of operating and CIP budgets and the University and campus strategic plans.
- Keeps abreast of University accounting policies and procedures and manages compliance of these among campus fiscal officers.
- Manages Chancellor’s Office budgets.
- Provides fiscal training to campus fiscal officers.
NO CHANGE

OFFICE OF THE CHANCELLOR

OFFICE OF THE VICE CHANCELLOR FOR ADMINISTRATION, FINANCE, AND OPERATIONS

OFFICE OF HUMAN RESOURCES
Org Code: MAHRMA

Human Resources Manager, PBD, #77834 1.00
Secretary II, SR-14, #900370 1.00

EMPLOYEE RELATIONS & BENEFITS
Org Code: MARBHR

Human Resources Specialist, PBA, #81866 1.00

CLASSIFICATION & COMPENSATION
Org Code: MACCHR

Human Resources Specialist, PBB, #78386 1.00
Human Resources Specialist, PBA, #80952 1.00

LABOR RELATIONS & STAFF DEVELOPMENT
Org Code: MALSHR

Human Resources Specialist, PBB #78543, #80179 2.00

State of Hawaii
University of Hawaii
University of Hawaii at Manoa
OFFICE OF THE VICE CHANCELLOR FOR ADMINISTRATION, FINANCE, AND OPERATIONS
OFFICE OF HUMAN RESOURCES
ORGANIZATION CHART
CHART V-B

GENERAL FUND FTE: 7.00
NO CHANGE

STATE OF HAWAI‘I
UNIVERSITY OF HAWAI‘I
UNIVERSITY OF HAWAI‘I AT MĀNOA
OFFICE OF THE CHANCELLOR
OFFICE OF THE VICE CHANCELLOR FOR
ADMINISTRATION, FINANCE, AND OPERATIONS
OFFICE OF HUMAN RESOURCES

FUNCTIONAL STATEMENT

OFFICE OF HUMAN RESOURCES – Org Code: MAHRMA

The Office of Human Resources is assigned campus-wide functional responsibility for human resources management, except for academic personnel matters. The office develops policies and procedures for the campus necessary to effectively implement Board of Regents (BOR) and Executive policies as they pertain to non-faculty employees of the Mānoa campus.

In addition to the development of effective policies and procedures for the Mānoa campus, the major functional responsibilities of the office include the consistent and effective compliance of these policies and procedures as they pertain to:

Employee Relations & Benefits – Org Code: MARBHR

- Serves as Human Resources Officer for members of the Office of the Chancellor and selected Vice Chancellor Offices.
- Serves as contact and liaison with the State Offices related to retirement system, health benefits, social security, etc., to support the day-to-day efforts of the UHM schools/colleges.
- Provides leadership in testing new on-line human resources systems and provides human resources reports to support the management efforts in budget, staffing, and fiscal accountability.
- Reviews and analyzes all appointments/reappointments and other actions relating to Executive employees.

Classification & Compensation – Org Code: MACCHR

- Reviews, analyzes, and takes appropriate action on classification and compensation requests related to Executive and Administrative/Professional/Technical (APT) positions.
- Conducts analysis and takes appropriate action relative to hiring above the designated new hire rates, special compensation awards to include in-grade adjustments, rebanding, etc., as delegated by the Chancellor, UHM.
- Ensures that the implementation of classification and compensation plans for Executives and APTs are in compliance with State and Federal laws and University policies and procedures.

Labor Relations & Staff Development – Org Code: MALSHR

- Manages human resources administration related to collective bargaining (i.e., civil service, APT, and Executive, as appropriate) interpretations, implementation, and negotiations.
- Conducts internal investigations (to include faculty cases, as needed) on cases of allegations related to employee misconduct such as theft, workplace violence, substance abuse, tardiness, etc.
- Serves as Hearings Officers for grievances filed.
- Advises schools/colleges on human resources management to include addressing issues and concerns relating to employee misconduct or substandard performance, recommending courses of actions, etc.
- Provides staff development and training in areas such as human resources leadership, management, mentoring and support (e.g., care giver classes, social security, health fund programs, etc.) via training and workshops.
STATE OF HAWAII  
UNIVERSITY OF HAWAII AT MĀNOA  
OFFICE OF THE CHANCELLOR  
OFFICE OF THE VICE CHANCELLOR FOR  
ADMINISTRATION, FINANCE AND OPERATIONS  
OFFICE OF PLANNING AND FACILITIES  
CHART I

Grand Total by Funds: 351.00 FTE  
General Fund: 5.00 FTE

OFFICE OF THE CHANCELLOR

OFFICE OF THE VICE CHANCELLOR FOR  
ADMINISTRATION, FINANCE & OPERATIONS

OFFICE OF PLANNING AND FACILITIES  
Org Code: TBD

Assistant Vice Chancellor, #85506 * 1.00  
Administrative Officer, PBB, #81505 * 1.00

OFFICE OF SUPPORT SERVICES  
Org Code: TBD  
CHART II

PLANNING OFFICE  
Org Code: MAPELP

Director **  
Project Manager, PBB, #77439 1.00  
Database Administrator, PBB, #70886 1.00  
Project Manager, PBB, #79776 1.00  
Registered Architect, PBC **  
Campus Planner **

FACILITIES MANAGEMENT OFFICE  
Org Code: MAFCAM  
CHART III

BUILDINGS AND GROUNDS MANAGEMENT  
Org Code: MABDOM  
CHART IV

CAMPUS OPERATIONS  
Org Code: TBD  
CHART V

* Position to be re-described  
** New, pending approval
OFFICE OF PLANNING AND FACILITIES – Org Code: TBD

The Office of Planning and Facilities (P&F) plans, organizes, directs and executes activities relating to overall campus planning, repair and maintenance of facilities, as well as provides services for design, construction and the overall management of the grounds, buildings and infrastructure of the University of Hawai‘i at Mānoa. This Office provides leadership, strategic direction and guidance in the planning, design, construction, maintenance, and operations of physical facilities and grounds to create a safe environment conducive to learning and research. This unit works to preserve the integrity of the campus and ensures projects and plans fit within a larger framework and long-term campus vision.

P&F is comprised of the following five (5) functional areas:
- Office of Support Services
- Planning Office
- Facilities Management Office
- Buildings and Grounds Management
- Campus Operations

Planning Office – Org Code: MAPELP

The Planning Office has campus-wide responsibility for long-range development plans, space management, analytical studies, capital planning, sustainable physical and community planning, and campus building and landscape design. Major functions of the Office are as follows:
- 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 the University of Hawai‘i at Mānoa.
- Provides leadership in creating and implementing a comprehensive environmental and energy policy in support of the Campus’ 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.
- Maintains a database of institutional information supporting the space and physical planning functions of the campus.
- Provides data analysis in support of the space allocation and physical planning functions of the campus.

[Signature]
Tom Apple – Chancellor

Date: 6/27/14
STATE OF HAWAII
UNIVERSITY OF HAWAII AT MĀNOA
OFFICE OF THE CHANCELLOR
OFFICE OF THE VICE CHANCELLOR FOR
ADMINISTRATION, FINANCE AND OPERATIONS
OFFICE OF PLANNING AND FACILITIES

OFFICE OF SUPPORT SERVICES

CHART II

General Fund: 19.00 FTE

FISCAL SERVICES
Org Code: MAASF G

Administrative Svcs Mgr, PBB, #80878 1.00
Fiscal Specialist, PBB, #77857 1.00
Fiscal Specialist, PBB: #78096, #81040, #81817 3.00
Fiscal Specialist, PBB: #78425, #81049** 2.00
Proc & Prop Mgmt Sp, PBA, #80247 1.00

CUSTOMER SERVICE & INFORMATION MANAGEMENT
Org Code: MAFSM

Auxil & Fac Svcs Off, PBB, #80487 1.00
Auxil & Fac Svcs Off, PBB, #78973 1.00
Auxil & Fac Svcs Off, PBA, #78974 1.00
IT Specialist, PBA, #80327 1.00
Network Specialist, PBA, #60535 1.00
IT Developer * Development Officer *
Environmental Safety Officer *
Energy and Resource Officer *

HUMAN RESOURCES
Org Code: TBD

Senior Human Resources Sp *
Human Resources Sp, PBB, #61200 1.00
Human Resources Sp, PBA, #78683 1.00

WAREHOUSE/INVENTORY
Org Code: MAWIFM

Auxil & Fac Svcs Off, PBB, #81774 1.00
Auxil & Fac Svcs Off, PBA: #79026, #80501 2.00
Store Clerk II, SR-08, #17653 1.00

* New, pending approval
** To be re-described and filled (#81049 Contract Specialist)
PROPOSED – CHART II

STATE OF HAWAI‘I
UNIVERSITY OF HAWAI‘I
UNIVERSITY OF HAWAI‘I AT MĀNOA
OFFICE OF THE CHANCELLOR
OFFICE OF THE VICE CHANCELLOR FOR
ADMINISTRATION, FINANCE, AND OPERATIONS
OFFICE OF PLANNING AND OPERATIONS
OFFICE OF SUPPORT SERVICES

FUNCTIONAL STATEMENT

OFFICE OF SUPPORT SERVICE – Org Code: TBD

The Office of Support Services provides a range of administrative services to support the overall integration and efficiency of the Office of Planning and Facilities and to ensure a high level of customer service through the operations of the below four (4) functional areas. This Office conducts analysis and provides reports as required, and to measure the effectiveness of the P&F operation to meet its goals and to support the campus.

**Fiscal Services – Org Code: MAASFG**
- Administers budget preparation, analysis, reports and execution, fiscal, procurement (including campus-wide contracts) and property management under the purview of the P&F.
- Responsible for the financial planning, management, and control of P&F funds and accounts.
- Advises and assists P&F units in budgetary planning, preparation, and execution.
- Provide reliable financial data and analysis for quality management decisions.
- Procurement services including the purchase of materials and supplies for the efficient operation of P&F projects and functions.

**Customer Service & Information Management – Org Code: MACSFM**
- Manages and maintains the campus work order system.
- Communicates university customer requests and needs to appropriate P&F units.
- Improves communication with and between internal and external constituents on P&F actions and projects.
- Provides support to improve and expand customer service to internal and external constituents of P&F.
- Provide and share accurate data/information to assist P&F and campus units improve workflow and make informed decisions.
- Ensures the direction of campus projects is in alignment with energy conservation and efficiency efforts.
- Provides IT support services to the P&F operation including hardware and software management, web services, support to ensure the most effective work order processing and communication among the various P&F units.
- Serves as information management hub to collect data, provide analysis, and develop reports for the various P&F units and campus constituents.
- Schedules and coordinates support services for special events.

**Human Resources – Org Code: TBD**
- Central coordination of human resource administration for P&F.
- Provides personnel services to all P&F units, including recruitments, appointments, classification and compensation, promotions, and leave and benefits.
- Provides staff training and development.
• Provides guidance, consultation, analysis, reporting and staff assistance to P&F units to meet immediate or long-range goals.
• Ensures personnel actions are in compliance with federal, state, and university laws and policies.

**Warehouse/inventory – Org Code: MAWIFM**

• This support unit provides warehouse and inventory services for P&F operations including storage, transfer, and disposal of materials and property and the maintenance of surplus inventory for the campus community.

Approved

Tom Apple – Chancellor

Date

6/27/14
PROPOSED—CHART III

STATE OF HAWAI‘I
UNIVERSITY OF HAWAI‘I
UNIVERSITY OF HAWAI‘I AT MĀNOA
OFFICE OF THE CHANCELLOR
OFFICE OF THE VICE CHANCELLOR FOR
ADMINISTRATION, FINANCE, AND OPERATIONS
OFFICE OF PLANNING AND FACILITIES
FACILITIES MANAGEMENT OFFICE

FUNCTIONAL STATEMENT

FACILITIES MANAGEMENT OFFICE – Org Code: MAFGMA or MAFACM?
The Facilities Management Office (FMO) conducts and coordinates the planning, budgeting, construction, repair, and maintenance of physical facilities in accordance with approved long-range development plans and applicable federal, state, and county building codes and standards. This Office collaborates closely with the Planning Office and helps to ensure all planning for, and actions on, the physical plant are in support of the campus strategic plan and its educational, research and student life missions. The FMO provides analysis and reports on repair, maintenance, design and construction projects to measure the compliance with campus and P&F goals. The FMO is comprised of the following five (5) functional areas:

Project Management – Org Code: MAPFMF
- Participates in architectural/mechanical/electrical design documents and reviews for UHM construction projects.
- Provides construction management services for UHM construction projects.
- Maintains communications with the UHM campus community.
- Prepares and maintains project warranty information.
- Establishes, maintains, and improves UHM construction procedures and guidelines.
- Works with architectural design team from start of projects to ensure effective management of consultants and contractors for the purpose of providing the highest level of services from consultants and contractors and an excellent final product for the campus.

Architectural Design – Org Code: MAADFM
- Prepares and/or reviews and directs the architectural plans and specifications and coordinates the preparation of mechanical, electrical, and utility distribution system designs for new/renovation projects performed either internally or by private consultants and contractors. Prepares and/or reviews the specifications and bidding requirements for projects to be performed by private consultants and contractors.
- 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.
- Coordinates with the Planning Office, CM team, Shops, Buildings and Grounds Offices on larger repairs, building renovations and new construction projects.
- Provides renovation design assistance to departments, including determination of service or maintenance requirements, alternative approaches, and time and cost estimates.
- Reviews departmental service work requests, preparing cost estimates as well as labor and materials requirements for work to be performed by the trade shops.
- Maintains an inventory of campus buildings with regard to CRDM, HSCR, CIP, construction schedules, facilities conditions keying systems, and utility distribution systems.
- Maintains facilities information database.
- Provides oversight responsibility for the integration of all relevant architectural, mechanical, electrical, Shops and Grounds projects to ensure the overarching campus goals and integrative opportunities are captured for all projects.
Mechanical Engineering – Org Code: MAMEFM

- Prepares and/or reviews and directs the preparation of mechanical/electrical engineering designs and specifications for UHM 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; coordinates with all repair and maintenance and preventive maintenance programs for mechanical, plumbing 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 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.
- 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 the Planning Office, Electrical Engineering, and other key campus units.

Electrical Engineering – Org Code: MAEEFM

- Prepares and/or reviews and directs the preparation of mechanical/electrical engineering designs and specifications for UHM projects performed either internally or by private consultants and contractors and prepares and/or reviews specifications and bidding requirements for projects by private contractors.
- Maintains facilities equipment audit and inventory; manages preventive maintenance programs for mechanical and electrical systems; develops equipment and systems replacement programs in accordance with established industry criteria.
- Provides renovation design assistance to departments, including determination of service and maintenance requirements, alternative approaches, and time and cost estimates.
- Provides planning and design services for setting campus goals regarding the design, repair, management and operations of all components related to 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.
- 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 the Planning Office, Electrical Engineering and other key campus units.
- Develops and maintains a comprehensive building audit and electrical grid program.

Research Revolving Fund – Org Code: TBD

- Provides support and management of projects and initiatives related to physical plant improvements in support of the campus research enterprise.
- Ensures research-related projects are integrated with campus-based planning and design and is consistent with the long-range development plan and sustainability efforts of the University.

Approved

Tom Apple – Chancellor  6/27/14
PROPOSED – CHART IV, CHART IV-A, CHART IV-B, and CHART IV-C

STATE OF HAWA‘I
UNIVERSITY OF HAWA‘I
UNIVERSITY OF HAWA‘I AT MĀNOA
OFFICE OF THE CHANCELLOR
OFFICE OF THE VICE CHANCELLOR FOR
ADMINISTRATION, FINANCE, AND OPERATIONS
OFFICE OF PLANNING AND FACILITIES
BUILDINGS AND GROUNDS MANAGEMENT

FUNCTIONAL STATEMENT

BUILDINGS AND GROUNDS MANAGEMENT – Org Code: MABDGM
The Buildings and Grounds Management (BGM) unit is responsible for overseeing the maintenance and landscape of campus buildings and grounds. This unit works in partnership with campus units to meet and implement the energy and sustainability needs and priorities of the University and to efficiently complete projects and day-to-day operations and maintenance services.

Building Services – Org Code: MABDBG
This unit supervises building support services including custodial care, carpet cleaning and administers registration class applications for entry-level janitors for the UH System.

Housekeeper – Org Code: MAHKBG:
This unit is responsible for all household cleaning of the University President’s residence including the main house and guest cottage.

Carpet Cleaners – Org Code: MACCBG:
This unit provides carpet cleaning and floor polishing services for on-campus facilities.

Crew 1 – Org Code: MAC1BG:
This team provides custodial services for UH Mānoa buildings, including classroom, laboratories, auditoriums, offices, restrooms, corridors, and other public or general-use areas (Group 1 thru 7) – see Chart IV-A.

Crew 2 – Org Code: MAC2BG:
This team provides custodial services for UH Mānoa buildings, including classroom, laboratories, auditoriums, offices, restrooms, corridors, and other public or general-use areas (Group 8 thru 14) – see Chart IV-A.

Crew 3 – Org Code: MAC3BG:
This team provides custodial services for UH Mānoa buildings, including classroom, laboratories, auditoriums, offices, restrooms, corridors, and other public or general-use areas (Group 15 thru 20) – see Chart IV-A.

Grounds – Org Code: MAGDBG
This unit is responsible for the supervision of grounds maintenance services and refuse collection, administers registration class applications for entry-level groundskeepers for the UH System, and coordinates recycling operations for UH Mānoa. The two (2) main functions under this unit are Landscaping and Grounds Maintenance.

Landscaping – Org Code: MA1SBG – see Chart IV-B
This unit supervises, assigns, coordinates, and account for work of landscaping employees.

Pesticide Control – Org Code: MAPCBG
This team controls weeds, insects, and diseases in campus landscapes.
Irrigation – Org Code: MAIRBG
This team repairs, installs, and maintains irrigation system at UH Mānoa.

Labor Support – Org Code: MALABG
This team provides labor support to tree trimmer, sprinkler repairer and recycling.

Mason – Org Code: TBD
This team lays building materials, including concrete and brick, and constructs or repairs surfaces or structures.

Tree Trimmer – Org Code: MATTBG
This team maintains campus trees.

Nursery – Org Code: MASRBG
This team provides maintenance and care to trees, plants, and foliage.

Refuse – Org Code: MARFBG
This team provides refuse collection as well as special and bulk disposal services for UH Mānoa.

Equipment Support – Org Code: MAESBG
This team operates and maintains heavy equipment to service campus facilities.

Grounds Maintenance – Org Code: MAGMBG – See Chart IV-C
This unit supervises and performs a variety of manual tasks in cleaning, caring and the maintenance of landscaped areas.

Makai Crew – Org Code: MAMKBG
This team is responsible for the care and maintenance of campus landscape on the Makai side of the UH Campus.

Power Mower Operators – Org Code: MAPMBG
This group is responsible for the care and maintenance of campus lawn.

Mauka Crew – Org Code: MAMUBG
This team is responsible for the care and maintenance of campus landscape on the Mauka side of the UH Campus.

Approved: 

Tom Apple – Chancellor 

Date 6/12/14
PROPOSED

APPROVED:

Tom Apple, Chancellor

Date

OFFICE OF PLANNING AND FACILITIES

CAMPUS OPERATIONS

Chart V

General Funds: 65.00 FTE

OFFICE OF THE CHANCELLOR
OFFICE OF THE VICE CHANCELLOR FOR
ADMINISTRATION, FINANCE AND OPERATIONS
OFFICE OF PLANNING AND FACILITIES

ELECTRIC SHOP
Org Code: MAESFM

Electrician Supervisor II, F2-10, #08687 1.00
Electrician II, W5-10, #26812 1.00
Electrician I, BC-10: #14174, #16955, #18957, #32689, #500052 5.00

CARPENTER SHOP
Org Code: MACAFMI

Carpenter Supervisor I, F1-09, #20678 1.00
Carpenter II, W5-09, #00573 1.00
Carpenter I, BC-09: #17623, #17630, #18656, #21355, #70028, #700092 6.00
University Locksmith I, BC-09: #00463, #45056 2.00

AIR CONDITIONING REPAIR
AND MAINTENANCE SHOP
Org Code: MAAMFM

Air Conditioning Mech Supvr, F1-10, #20680 1.00
Air Conditioning Mechanic II, W5-10: #25689, #47358 2.00
Air Conditioning Mechanic I, BC-10: #40276, #25690, #25691, #32953, #40202, #40201, #800053, #800054 8.00
Maintenance Mech II, W5-09, #900012 1.00
Maintenance Mechanic I, BC-09: #24573, #34053 2.00
Building Maintenance Worker I, BC-09: #39802, #40533, #40534, #47200 4.00

PLUMBING SHOP
Org Code: MAPLFM

Plumber Supervisor, F1-10, #12513 1.00
Plumber II, W5-10, #17624 1.00
Plumber I, BC-10: #16101, #19650, #47272 3.00
Steam Plant Operator-Repairer, BC-07: #80056, #17621, #18555, #23783 4.00

TRUCKING
Org Code: MATRFM

Heavy Truck Driver, BC-07, #00456 1.00
Truck Driver-Laborer, BC-05, #24572 1.00

PAINT SHOP
Org Code: MAPAFM

Painter Supvr II, F2-09, #14753 1.00
Painter II, W5-09, #17619 1.00
Painter I, BC-09: #00475, #18953, #21356, #34599, #34501 5.00

*Abolished position numbers: 10102, 10107, 17622, 18057, 21357, 25692, 31949, 40019, 43498, 900091
To be reallocated
(General Funds 10.00)

** New, pending approval
PROPOSED – CHART V

STATE OF HAWAI’I
UNIVERSITY OF HAWAI’I
UNIVERSITY OF HAWAI’I AT MĀNOA
OFFICE OF THE CHANCELLOR
OFFICE OF THE VICE CHANCELLOR FOR
ADMINISTRATION, FINANCE, AND OPERATIONS
OFFICE OF PLANNING AND FACILITIES
CAMPUS OPERATIONS

FUNCTIONAL STATEMENT

CAMPUS OPERATIONS – Org Code: TBD
Campus Operations (CO) provides leadership and supervision over trade shop services for the UH Mānoa Campus. This unit coordinates closely with the Work Coordination Center, BGM and the mechanical, electrical and architectural departments in FMO. It develops the preventive maintenance program for the shops and the shop’s zone management program. It supports the energy and resource conservation and management efforts for the campus.

Electric Shop – Org Code: MAESFM
This unit works closely with other CO groups and maintains, repairs, and installs all facility electrical systems and equipment, including primary and secondary voltage transformer, cabling/wiring, switch gear, load centers, fixtures and other related appurtenances at UH Mānoa.

Carpenter Shop – Org Code: MACAFM
This unit works closely with other CO groups and repairs, constructs and installs rough and finished carpentry work and building hardware at UH Mānoa.

Air Conditioning Repair and Maintenance Shop – Org Code: MAAMFM
This unit works closely with other CO groups and repairs and maintains campus structures, building hardware, equipment and utility distribution systems at UH Mānoa.

Plumbing Shop – Org Code: MAPLFM
This unit works closely with other CO groups and repairs, maintains and installs plumbing systems, fixtures and equipment at UH Mānoa.

Paint Shop – Org Code: MAPAFM
This unit works closely with other CO groups and refinishes, repaints and maintains all existing painted and newly constructed surfaces at UH Mānoa.

Trucking – Org Code: MATRFM
This unit works closely with other CO groups and provides trucking, moving and disposal services to the campus community.

Approved:

Tom Apple – Chancellor

Date

6/11/19
LETTERS AND RESPONSES
Hi David – The internal review on the reorganization for OVCAFO + Planning & Facilities has been completed and is now available on the Organizational Charts website for SEC review:

http://www.manoa.hawaii.edu/ovcafo/neworg_charts/index.html

Have also attached a copy for easy reference.

This reorg proposes to combine the Planning Office and the Office of Facilities & Grounds under OVCAFO to better meet the infrastructure needs and priorities of the Mānoa campus, including the reduction in the deferred maintenance backlog.

SEC’s assistance to review and submit comments to me at annyang@hawaii.edu by May 31, 2014 (within 45 days) would be greatly appreciated. Please contact me should there be any questions.

Thank you,
Ann NA Sakuma
Assistant to the Vice Chancellor - OVCAFO
University of Hawai‘i at Mānoa
Tel: 808-956-5658
Website: http://www.manoa.hawaii.edu/ovcafo/
MEMORANDUM VIA. E-MAIL

TO: John C. Holzman, Chair
    Board of Regents

    David Lassner, Interim President
    University of Hawai‘i

    Tom Apple, Chancellor
    University of Hawai‘i at Mānoa

    Kathy Cutshaw, Vice Chancellor for Administration, Finance and Operations
    University of Hawai‘i at Mānoa

FROM: David Ericson, Chair
    Mānoa Faculty Senate

RE: Resolution Recommending Approval of the Reorganization To Combine The Office Of Physical, Environmental And Long Range Planning And The Office Of Facilities And Grounds To Form The Office Of Planning And Facilities (P&F)

The Mānoa Faculty Senate approved the Resolution Recommending Approval of the Reorganization To Combine The Office Of Physical, Environmental And Long Range Planning And The Office Of Facilities And Grounds To Form The Office Of Planning And Facilities (P&F) with a vote of 54 in support and 8 opposed at the May 7, 2014 Senate meeting. The Resolution and corresponding reorganization checklist are attached.

The Committee on Administration and Budget (CAB) reviewed the issue and provided a report to the Senate at the May 7, 2014 Senate meeting.

Please feel free to contact me if you have any questions or need additional information.
Resolution Recommending Approval of the Reorganization To Combine The Office Of Physical, Environmental And Long Range Planning And The Office Of Facilities And Grounds To Form The Office Of Planning And Facilities (P&F)

Whereas, The Office of Physical, Environmental, and Long-Range Planning currently answers directly to the Vice Chancellor for Administration, Finance and Operations (VCAFO), and the Office of Facilities and Grounds currently is directed by an Assistant Vice Chancellor for Facilities and Grounds who answers to the VCAFO; and

Whereas, The proposed reorganization will combine the Office of Physical, Environmental, and Long Range Planning and the Office of Facilities and Grounds to form the Office of Planning and Facilities (P&F) under an Assistant Vice Chancellor of Planning and Facilities; and

Whereas, The newly formed P&F will have five (5) main divisions: Office of Support Services, Planning Office, Facilities Management Office, Buildings and Grounds Management, and Campus Operations; and with each division headed by a Director reporting to the Associate Vice Chancellor for P&F, thereby enabling design, construction, and operational decisions to be linked to overall campus planning; and

Whereas, Support functions, including fiscal, procurement, human resources, and warehouse/inventory, will be consolidated under one umbrella, the Office of Support Services, which aims to achieve higher levels of efficiency and services, and the Work Coordination Center (WCC) will be integrated with information technology and communication functions to form an expanded unit called Customer Service and Information Management under the Office of Support Services; and

Whereas, This reorganization will better enable the establishment of procedures to improve the management of evaluating, executing, and tracking work order requests to ensure high level of communication and timely completion of projects; and

Whereas, In addition this reorganization places greater emphasis on energy and utilities management that will quantify both energy/resource use and savings of our campus facilities and programs to enable information/data based decision making to tackle the growing campus energy costs and to improve work performance; and

Whereas, A zone management program will be established to coordinate and manage the delivery of building and grounds maintenance services to respective areas on campus in partnership with university departments and programs; and
Whereas, The reorganization is expected to lead to a more efficient coordination and delivery of projects in planning, design, and construction management to enable the completion of projects on-schedule and on-budget; and

Whereas, A research revolving fund unit will be created to reduce the backlog of work orders supporting research programs and to facilitate the advancement of the university's research infrastructure; and

Whereas, This reorganization does require additional funds ($1.26 M) to fill critical positions lost through budget cuts and non-filling of positions following retirements and resignations, in areas of shop trades, energy management, and information technology; and

Whereas, We fully support any proposal that more effectively meets academic, research, and student life goals; therefore, be it

Resolved, That the Mānoa Faculty Senate strongly recommends to the Mānoa Chancellor that the proposed reorganization to combine the Office of Physical, Environmental, and Long Range Planning and the Office of Facilities and Grounds to form the Office of Planning and Facilities (P&F) be approved.

David Ericson, Ph.D., Mānoa Faculty Senate Chair

John Casken, Ph.D., Mānoa Faculty Senate Secretary
**Senate Committee name:** CAB Committee on Administration and Budget  
**Reorganization proposal:** Combine the Office of Physical, Environmental and Long Range Planning and the Office of Facilities and Grounds to form the Office of Planning and Facilities (P&F).

**Date review completed:** 2014 April 25

**Summary of faculty senate committee review:**
Committee consultation with Administration (names and meeting dates): None
Committee consultation with affected units (names and meeting dates): None
Other committee consultations (names and meeting dates): Not applicable

**Action recommended by the committee (check one):**
- Endorse
- Endorse with Reservations
- Oppose
- Returned without recommendation

**Comments (summary rationale for recommendations):** In resolution

**Documentation of due diligence in faculty senate review of proposal:**
Please provide comments to explain the committee’s rationale for each question. The lower the score, the more explanation there should be of shortcomings.

### I. Adequacy of reorganization proposal documentation  
(Score 1 to 5: 1 inadequate, 5 excellent, or NA – Not applicable)

<table>
<thead>
<tr>
<th>#</th>
<th>Question</th>
<th>Comments</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Is the background and rationale for reorganization explained in sufficient detail to justify the organizational changes proposed?</td>
<td>Objective of reorganization connected to rationale and justification</td>
<td>4</td>
</tr>
<tr>
<td>2</td>
<td>Are the groups affected by the reorganization (students, faculty, staff) identified and the impact of the reorganization on these groups explained?</td>
<td>Staff in Facilities and Planning all involved.</td>
<td>4</td>
</tr>
<tr>
<td>3</td>
<td>Are the supervisor/subordinate reporting relationships properly identified?</td>
<td>Yes</td>
<td>4</td>
</tr>
<tr>
<td>4</td>
<td>Are the position numbers and position classifications accurate and properly listed in the</td>
<td>Yes</td>
<td>4</td>
</tr>
<tr>
<td>Proposal narrative and organizational charts?</td>
<td>Yes</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Is specific qualitative and quantitative information provided to explain the problem being addressed and the benefits of the reorganization?</td>
<td>Yes</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Are all resource requirements or savings fully explained?</td>
<td>Yes</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Do the estimated resource requirements or savings appear to be accurate?</td>
<td>General funds. Success of re-organization does require replacement of positions in management and shop disciplines for successful implementation.</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Are the estimated annual costs and/or benefits of the reorganization provided with an explanation of how these costs will be funded? (Additional costs may include new positions, position reclassifications, office furniture or other expenses.)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Will additional or alternative space be required due to the reorganization?</td>
<td>No</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>If so, how are the space issues addressed?</td>
<td>NA</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Have all documents and correspondence been posted on the OVCAFO website?</td>
<td>Yes</td>
<td>4</td>
<td></td>
</tr>
</tbody>
</table>

II. Appropriateness of Administration’s process and consultation
(Score 1 to 5: 1 = process not followed, 5 process followed in the best of faith, or NA - Not applicable)

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<tr>
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<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Is the reorganization being proposed by the appropriate administrative leader, and vetted with the appropriate superior?</td>
<td>YES</td>
<td>4</td>
</tr>
<tr>
<td>2</td>
<td>Have the members of the affected unit been consulted?</td>
<td>YES</td>
<td>4</td>
</tr>
<tr>
<td>3</td>
<td>Has the administration responded to the unit’s concerns about the reorganization?</td>
<td>YES</td>
<td>4</td>
</tr>
<tr>
<td>4</td>
<td>Has all relevant information been posted on the appropriate website?</td>
<td>NA</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Has the faculty Union been consulted?</td>
<td>NA</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Has the administration demonstrated appropriate respect for the consultative process?</td>
<td></td>
<td>4</td>
</tr>
</tbody>
</table>

III. Merits of the proposal
(Score 1 to 5: 1 = proposal lacks merit, 5 = proposal achieves worthy goals, or NA = Not applicable)

<table>
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<tr>
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<th>Comments</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Does the reorganization address or resolve a problem that has been identified/experienced?</td>
<td>It appear to address an unnecessary separation and lines of responsibilities by</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Have other alternatives been explored before proposing reorganization, such as changing work processes?</td>
<td>Yes over the last ten years</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Is the reorganization consistent with the University strategic, program and financial plans?</td>
<td>It aims to streamline lines of communication and responsibility</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Is the current organization inadequate to address the problems experienced?</td>
<td>Recurring problem associated with poor staffing levels</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>What are the specific anticipated benefits of reorganization?</td>
<td>Greater coordination of activities and improved management structure</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Are the anticipated benefits significant enough to merit the effort of the reorganization?</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Does the reorganization minimize confusion over authority, roles and responsibilities?</td>
<td>Goal is to address the current confusion over authority and roles</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Are functional responsibilities homogeneously grouped under one organizational unit or are functions duplicated among or between various organizational segments?</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Are there unnecessary levels of supervision for the work that must be performed?</td>
<td>Two different paths of responsibility will be merged and integrated</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Are there cost savings?</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>How significant are the cost benefits?</td>
<td>Large, if the result is a more efficient and service based system.</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Are additional resources required?</td>
<td>$1.26 M</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>How significant are the costs required?</td>
<td>Small in relation to the budget cut experienced by the offices and shops impacted over the last fifteen years</td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>Is there an impact on the instructional mission?</td>
<td>Better facilities for instruction and environment for learning</td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>Is there an impact on the research mission?</td>
<td>As for Instruction, better well-maintained facilities</td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>Is there an impact on the service or outreach mission?</td>
<td>Better facilities and campus environment with improved overall long term maintenances of facilities</td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>Do the benefits outweigh the negative impacts?</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>18</td>
<td>Are any negative impacts of the reorganization justified?</td>
<td>No obvious long term negative impact.</td>
<td></td>
</tr>
</tbody>
</table>
April 17, 2014

Dayton M. Nakanelua, State Director
United Public Workers
1426 North School Street
Honolulu, Hawai‘i 96817

Dear Mr. Nakanelua:

The University of Hawai‘i is proposing a reorganization of the Office of Physical, Environmental, and Long Range Planning and the Office of Facilities and Grounds under the Office of the Vice Chancellor for Administration, Finance, and Operations at the University of Hawai‘i at Mānoa (UHM). We request your input and comments relative to the proposal as part of the formal consultation process.

As part of the University’s sustainability efforts, we have loaded the proposal and documents entitled “Office of Planning & Facilities” on the following UHM website: http://www.manoa.hawaii.edu/oceaffo/neworg_charts/index.html

Your comments on the proposal would be appreciated by May 31, 2014. If additional time is needed, please contact me prior to the above deadline. If we do not hear from you by the above date, we will assume there are no comments on the reorganization proposal.

Should there be any questions, I can be reached at 956-9190 and cutshaw@hawaii.edu. Mahalo for your support and assistance with this reorganization proposal.

Sincerely,

Kathy Cutshaw
Vice Chancellor for Administration, Finance and Operations

c: Tammy Kuniyoshi, Mānoa Human Resources

Note: No response received.
April 17, 2014

Randy Perreira, Executive Director  
Hawai‘i Government Employees Association  
888 Milliani Street, Suite 601  
Honolulu, Hawai‘i 96813-2991

Dear Mr. Perreira:

The University of Hawai‘i is proposing a reorganization of the Office of Physical, Environmental, and Long Range Planning and the Office of Facilities and Grounds under the Office of the Vice Chancellor for Administration, Finance, and Operations at the University of Hawai‘i at Mānoa (UHM). We request your input and comments relative to the proposal as part of the formal consultation process.

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Sincerely,

[Signature]
Kathy Cutshaw  
Vice Chancellor for Administration, Finance and Operations

c: Tammy Kuniyoshi, Mānoa Human Resources
June 27, 2014

Kathy Cutshaw
Vice Chancellor for Administration,
Finance and Operations
2500 Campus Rd
Hawaii Hall 307
Honolulu, HI 96822

Dear Vice Chancellor Cutshaw,

The Hawaii Government Employees Association is in receipt of your proposed reorganization of the Office of Physical, Environmental, and Long Range Planning and the Office of Facilities and Grounds.

On June 26, 2014, I met with Ann Sakuma and Tammy Kuniyoshi to discuss the proposal. Ms. Sakuma explained the need of the University of Hawaii Manoa to change course in the operations of the two offices. With the new proposed organization, Ms. Sakuma sees more efficiencies and streamlining that can be garnered with the current resources the University has.

The proposal states that there is a need for further funding to fill much needed positions and to establish a Zone Management Program. Since the funding is uncertain, HGEA had concerns as to whether this reorganization will work if the funding does not come to fruition. Ms. Sakuma explained that this reorganization proposal prioritizes the needs of the University and with it, as funding becomes available; it is able to properly utilize the resource within the priorities outlined.

One of the questions HGEA had for discussion was the concept of the Zone Management Program. The concern is who the day to day supervision responsibilities would fall to. Ms. Sakuma stated that this program is conceptual and once the reorganization is implemented there will be more solid information to give. Ms. Sakuma assured the HGEA that all parties affected will have the opportunity to provide input with the formation of the teams.
At this time, the HGEA does not have any other concerns prior to the implementation. We request that future discussions take place in order to track the success of the reorganization. With any larger reorganization such as this, it is critical that the administration be flexible in adjustments. The HGEA looks forward in participating in the success of the Office of Planning and Facilities.

Please transmit the finalized and updated organizational chart when it becomes available.

Sincerely,

[Signature]

Lena Fernandes
Field Services Officer