New or In Transition (Need to re-evaluate later)

- The program was established within the past three (3) years and is seen to be needed.
- Establishment of the program was based on demonstrated need and it appears to be meeting the need.

The Office of Physical & Environmental Planning is a new office. A permanent Assistant Vice Chancellor was hired in March 2009. The office has campus-wide responsibility for long-range planning, space management, analytical studies, capital planning, and sustainable physical planning. A campus planning office is essential as we move forward to maximize our resources and ensure sustainable building. This office is also a target for growth as resources become available. The original intent of this office was to support one (1) clerical and two (2) APTs (one architect, one analyst). However, the funds were swept to meet budget reductions.

October 2010 Update: Under the reorganization proposal currently being reviewed, this office will be renamed Office of Physical, Environmental, and Long Range Planning. The update in the title name will be in line with the focus on sustainability and campus renewal as identified in UH Mānoa’s Institutional Proposal. This office will serve as a central organizing platform for planning and sustainability efforts on campus.

Progress to Date:

- Summer 2009, the Malama Honua website was launched and is dedicated exclusively to sustainability on campus and creates opportunities for community engagement around issues of environmental sustainability. [http://manoa.hawaii.edu/chancellor/sustainability/index.html](http://manoa.hawaii.edu/chancellor/sustainability/index.html)
- Fall 2009, the Mānoa Sustainability Corps was created as a campus-wide forum for students, staff, and the community to engage in on-going dialog and sharing data, projects, and ideas related to sustainability.
- Approval of the Plan Review Use Permit was granted on March 17, 2010 giving the University the green light to fully implement the Long Range Development Plan (2007 Update), which includes buildings and projects in the Capital Improvement Plan for the next five (5) to ten (10) years.
- Two (2) committees formed as a result of Mānoa’s campus master planning initiatives: Design Advisory Panel (DAP) and the Campus Facilities Planning Board (CFPB). The Design Advisory Panel provides input and advice to the design teams for various campus improvement projects and to the CFPB. The Campus Facilities Planning Board is responsible for reviewing and approving all major policies and decisions affecting the physical environment of the campus.
- In May 2010, a full-time Facilities Planner was hired to support the responsibilities and efforts of this office.
- In July 2010, this group proposed an innovative approach toward prioritizing and leveraging UH Mānoa’s precious funds by adopting the concept of Enterprise Zones in campus planning.
Together with faculty and students from the School of Architecture and the Center for Smart Building and Community Design, a campus planning endeavor to study and document the entire 305 acre Mānoa campus utilizing the latest in Building Information Model (BIM) technology (3D model of the campus) was initiated. This project will provide a field survey of all assignable and non-assignable space both on the Mānoa campus and off-campus university research facilities.

**Target for Growth and Investment**
- Need for the program is increasing due to regulatory issues, growth of unit(s) being supported, or for other articulated reasons.
- The program has received state/regional/national recognition for services.
- The program is an integral part of the University mission.

The Office of Finance and Accounting is a relatively new office created in 2006 to support the financial management of the campus. This office prepares and analyzes operating statements; manages compliance; manages the Chancellor’s office budget; and provides training to campus fiscal officers. This office also reviews contracts and financial documents for the Chancellor’s signature. There is a great need going forward to provide increased financial training on both operational and compliance issues which affect the campus. Thus, it is recommended that investment be made in this office to enable such training to be available.

October 2010 Update: This office has been instrumental in improving communication between the AOs/FOs in the field and UH System and Mānoa offices regarding financial and budget matters, compliance, and training.

**Progress to Date:**
- Since the start of Talk Story in 2007, a venue for administration and staff to share experiences and knowledge and to foster better communication, the attendance has grown significantly requiring a change to a larger meeting area.
- Talk Story website established as a reference site for future meetings, past discussions, and reference links for campus units. [http://www.manoa.hawaii.edu/ovcafo/newtalkstory/index.html](http://www.manoa.hawaii.edu/ovcafo/newtalkstory/index.html)
- Procedural guidelines developed to ensure consistency in policy implementation among Mānoa AO/FO’s. Guidelines introduced in the last year include:
  - Management of Non-Capital Theft-Sensitive Assets
  - Designated UH Official Delegation
  - Checklist for FO’s transferring positions
- With the help of senior FO’s willing to serve as mentors, a brown bag training session on procurement issues was held in February 2010. Additional topics for similar sessions are being developed.
- A committee consisting of Mānoa and System FO’s, as well as representatives from system offices, was formed to recommend updates to existing system travel procedures. FAQ’s are scheduled to be released in Fall 2010, with a revised travel APM estimated to be completed and released in July 2011.
Campus Security: Campus Security is an integral part of ensuring the health and safety of UH Mānoa students, staff, faculty, and visitors. They operate 24 hours a day, seven (7) days a week. The Chief of Security has determined that a minimum of six (6) officers must be on duty per shift: one (1) supervisor, one (1) dispatcher, and one (1) officer for each of four (4) designated patrol areas. Campus Security’s current staffing level makes it a challenge to meet this minimum on a consistent basis when officers call in sick or use vacation leave. Adequate staffing in Campus Security is essential to avoid excessive overtime and to assure adequate coverage. Investing in technological resources, like CCTV, will aid in having a more efficient Campus Security operation. In addition, with proper resources, Campus Security could implement safety awareness classes for the campus community; and provide continuous training and development for its officers to keep them up to date on current laws, policies, procedures, tactics, and other skills necessary to remain proficient in their duties.

October 2010 Update: This office has made great strides in improving communication to campus constituents and undertaken measures to increase the safety of the campus. Under the OVCAFO reorganization proposal currently being reviewed, the units and functions of Campus Security and Emergency Management will be merged to improve communication and efficiency with both sections working together for a safer campus environment.

Progress to Date:
- Campus Security is in the process of filling five (5) new Security Officer positions recently approved and released by the Governor. Two (2) new additional officers have been requested to ensure adequate coverage on a regular basis until further staffing studies can be completed. A strategic plan for Campus Security will be completed by the end of the year.
- This office has designated three (3) lead sergeants to manage each of the three (3) work shifts to develop leadership skills and team cohesion. The other two (2) sergeants will be used for special assignments focusing on investigative follow up and quality improvement projects.
- Each and every Security staff member has been interviewed to determine personal strengths and weaknesses, proper operational roles, and appropriate career paths for overall department direction and development. Various means to continuously improve internal communications has been used: shift briefings, e-mail updates, weekly action plan briefings, monthly leadership team meetings, quarterly individual interviews, idea board, talk story sessions, problem-solving teams, etc. General morale has increased 40% as a result over the past year.
- This office has conducted numerous new student and parent orientations using the Campus Safety brochure (approximately 3,000 per year) at the start of each semester so parents and students are made aware of potential risks and crime prevention tips. This office also regularly conducts security briefings for campus staff, departments, and organizations including recent sessions with the area Neighborhood Boards.
- Data about campus crime and safety concerns were gathered via campus-wide survey to all offices to identify hot spots (graffiti, vandalism, theft, suspicious persons, etc.) and to update the Campus Security after-hours emergency directory for the security dispatcher.
- This office regularly attends the Office of Facilities & Grounds monthly council meetings and Safety Committee sessions to brief their staff about crime trends, to
follow up on problems, to extend kudos for alert tips, and for serving as our eyes and ears. Through monthly classes conducted by Security instructors, this office has certified over 50 of the OFG staff in First Aid and CPR/AED skills thus increasing first responder capabilities throughout the Mānoa campus.

- Campus Security also partners with campus and community groups, such as College Hill, Lyon Arboretum, Hawaiian Studies, JABSOM, UH Lab School, the Dole Street pre-school, Atherton YMCA, Stan Sheriff Center, and various other groups, to do outreach activities. The office is also reaching out to Ka Leo, ASUH, and the faculty to be able to focus on their respective needs and concerns.

- The office has reviewed and standardized internal Security policies and are developing an executive statement for the Chancellor and President to consider for the UH system. Meetings with colleagues at the community colleges on O'ahu have taken place to jointly plan for the professional development of campus security through training, e.g., active shooter response with HPD, coordination with law enforcement agencies for APEC, research into legal liability issues, and related risk management.

- Technology is also being used to improve surveillance and coverage of the campus. CCTV projects are in the works to improve visual surveillance of common areas which include the following:
  - Parking structure cameras are being upgraded,
  - New cameras will be added to Emergency Call Boxes (ECB) in strategic locations throughout the campus,
  - Cameras will be added to elevator cabs and lobbies in many campus buildings as the elevator systems are modernized.

This will enable Security to have quicker insights into trouble spots as access control, alarms, and other security features are also being considered. Campus Security will be spending over $200K to upgrade the more than 70 ECBs throughout the campus to make them ADA-compliant as well as multi-functional.

- A new and expanded Security Command Center is in development to monitor the new centralized fire alarm detection system being installed in 2011. Many of the CCTV projects are also slated to come on line around the same time so plans are being drawn up now to have the new center operational in its initial stages by the beginning of the new year. This will replace our current 24/7 radio and telephone dispatch center so that we can handle future needs more efficiently and effectively. A dedicated crew of professional dispatchers will be developed to man this central command center on a regular basis.

- Campus Security is in the process of replacing their fleet of patrol vehicles with new fuel-efficient vans and trucks that will help save significant fuel and maintenance costs. We have added more T-3 (3 wheel) vehicles and bicycles to our fleet giving us the ability to patrol in various modes closer to the ground.

**Emergency Services:** Recent events at university and college campuses like Virginia Tech, Northern Illinois University, and Seton Hall have clearly demonstrated the need for investing in the safety and security of our campus community. In addition, there are requirements from the federal, state, and university level that outline the responsibilities of universities and the steps that must be taken to ensure appropriate safety measures are in place to address emergency situations. Our Office of Emergency Management is staffed by one (1) person with basically no
budget. This department should be targeted for “growth and investment” to ensure that adequate resources are in place to continue the education and training of University staff in this critical area and to strengthen our preparedness capabilities.

Progress to Date:

- Promoted the interim Emergency Management Coordinator to the lead position and working with Campus Security resources to help support the function and mission of this office.
- Networking expanded with various organizations and agencies involved in civil defense and emergency planning and response to develop best practices for the University.
- Completed the Emergency Notification Plan for the Mānoa Campus to comply with new federal law requirements which was approved by the Chancellor for implementation.
- Facilitated National Incident Management System (NIMS) training for security staff: about 80% completed and making progress toward full compliance.
- Working on expediting NIMS training for campus administrators and other key stakeholders to insure the University is compliant with training requirements for future federal funding.
- Helped facilitate various emergency planning conferences on campus sponsored by State Civil Defense and Dr. Karl Kim’s National Disaster Preparedness Institute.
- Assisting in a variety of security-related projects to improve our response to major disasters affecting the campus as well as helping to prepare for possible APEC activities at the East West Center in December 2010 and November 2011.
- Evaluating the need for additional staff and resources for this vital function which will be included in the overall strategic plan to be submitted by the end of this year.

Parking: Parking continues to be in high demand at UH Mānoa. While most faculty and staff parking demands can be accommodated, their choice of zones is not always available. There are consistently more students requesting parking than there are available permits for sale. Building additional parking structures is in the long range development plan for the University and should continue to be explored.

Progress to Date:

- A peer review group from PIPTA (Pacific Intermountain Parking and Transportation Association) completed a review of our Parking Operations in July 2010. Their report listed 22 recommendations. Some of those recommendations have been completed or are in the process of being completed. In addition, an advisory committee will be providing input on some of the recommendations that might affect the larger University community – such as parking fees and potential new parking structures.
- A new student fee was established in Spring 2010; it provides students unlimited access to The Bus, Oahu’s bus system.
- Permit parking zones were consolidated to create parking zones that cover larger areas on the upper campus to help provide more parking flexibility for faculty and staff.
**Faculty Housing:** Faculty housing also continues to be in high demand. At any given time, the waiting list has 150 – 250 people on it. Faculty housing has also been named a priority by University administration. It is an important tool in the recruitment and retention of high priority faculty. A survey done in UH Mānoa’s Development of Faculty Housing Study Work Paper #3, Task 3 – Housing Demand Estimate (page 24) indicated that 43% of respondents expressed moderate to high interest in participating in the faculty housing program, even if they were not currently residing in a faculty housing unit. The demand is very much related to the affordability and prime location of faculty housing. Considering all these factors, the development or acquisition of additional faculty housing units should be a high priority.

**Progress to Date:**
- Adequate faculty housing continues to be a priority for the University.
- The Faculty Housing Department has evaluated several possible sites and buildings for faculty housing expansion; however, the rents required for such expansion is prohibitive at this time.
- Changes to the Board of Regents and Executive Policies that implement an income cap should help to increase turnover in faculty housing, thereby opening up more available units for future faculty recruitment. The policy is awaiting approval by University Administration.
- A mortgage assistance program was implemented at the System level.

**F&G Administration:** This is an under-developed unit within the Office of Facilities and Grounds (OFG) that requires additional investment in personnel and expertise – particularly in the areas of financial management and contract management. As OFG expands to meet existing and new mission requirements utilizing external resources, the need to possess strong financial management and contract management capacity will be critical to ensure that competitive agreements are reached and adequate oversight provided for those agreements.

**October 2010 Update:** A senior FO will be joining the team this month to bring fiscal and contract management expertise to OFG. A reorganization proposal is in works to strengthen the Administrative Services unit to be able to better service the needs of OFG and the campus.

**F&G Landscaping Services:** This unit is one of the best operating units within OFG. It also possesses the strongest community service connections of any unit within OFG. This unit is considered a “high payback” investment in that only minor resource investments can show dramatic improvements in the “sense of place” of the campus.

**October 2010 Update:** This unit continues to be active in beautifying the physical spaces on the Mānoa campus, including the Sustainability Courtyard which is widely used and designed to facilitate community interaction.

**Maintain As Is**
- Demand for the program/unit has been relatively constant; program able to meet
objectives.

- The program is an integral part of the University mission.
- Similar services are otherwise unavailable, or inferior.

**VCAFO Office:** The main VCAFO office is supported by one (1) clerical, one (1) executive assistant and one (1) data administrator. This support is adequate and there is no growth requirements anticipated.

**The Mānoa Budget Office** is responsible for administering the campus biennial and supplemental budget process, including preparation of campus budget instructions and analysis of various budget versions. This office also implements the annual campus operating budget including the allocation of appropriated funds, preparation of budget execution and instructions, position control, and review of unbudgeted proposals. This office is staffed with one (1) director, two (2) financial analysts and one (1) clerical support. The services provided by this office are integral to successful financial management of our campus and the staffing level is appropriate.

**The Department of Human Resources** is responsible for campus-wide human resources management functions, except for academic personnel matters. The office develops policies and procedures for the campus necessary to effectively implement BOR and Executive policies as they pertain to employees of the campus. This office is staffed by a Director and six (6) support staff. The services provided by this office are integral to successful human resource management of our campus and the staffing level is appropriate.

**Food Services:** As a self-sustaining operation, Food Services is efficient and currently operating at a comfortable capacity. Therefore, should be in maintenance mode.

**October 2010 Update:** The above four (4) offices continue to maintain operations in an efficient manner and at a comfortable capacity.

**Bookstores:** The UH Bookstore System is self-supporting and an integral part of the University Bond system. It historically makes a profit. While the Bookstore needs to be able to adjust to the ever-changing retail, business, and educational environment, its current resources appear adequate.

**October 2010 Update:** The Bookstore System continues to look for opportunities to reduce expenditures and increase revenues. The Bookstore System also strives to provide more purchasing alternatives for its customers. For example, for the first time, rental books were provided as an option to students for the Fall 2010 semester.

**F&G Building Services:** This unit is identified for “Maintenance.” However, it could also be placed in the “Reorganize/Merge” column as we are initiating studies to expand the range and level of services using existing resources and potentially merging other resources to create a more integrated “Zone System” workforce that combines elements of the existing Building Services functions with Operations and Maintenance.
October 2010 Update: The performance of this department continues to improve. Actual GSF maintained per FTE increased from 30,000 GSF to 35,000 in the past year. The replacement hiring of vacant management positions has allowed the department to begin the implementation of a Zone Management system which is expected to be completed by the end of the year. To support this process Building Services has also implemented a computerized Janitorial maintenance system to evaluate individual productivity measures.

Reorganize, Restructure, Merge, or Consolidate

- The program offers services that are not necessary to the University, or that duplicate those of one or more other units.
- Program could be more efficiently delivered in concert with other programs or by reorganizing delivery in new ways.

Space Management: This office makes recommendations regarding the allocation and reallocation of space on campus; maintains a database of institutional information supporting the space and physical planning functions of the campus; and provides data analysis in support of the space allocation and physical planning functions of the campus.

This function currently reports directly to the VCAFO. It is recommended that the function be moved to report directly to the Assistant Vice Chancellor of Planning. No additional resources will be required.

October 2010 Update: Under the current reorganization proposal being reviewed, Space Management will report to the Office of Physical, Environmental, and Long Range Planning which has campus-wide responsibilities including long-range development planning, space management, and developing a comprehensive environmental policy in support of sustainability goals.

Community Relations: The official functional statement for the Office of Community Relations states that it provides leadership and direction for the planning, development, coordination, and management of the overall public and alumni relations, governmental relations, advancement, and special events strategy that brings visibility, recognition, and support to the University of Hawai‘i at Mānoa as a leader in higher education. Specific responsibilities include developing and maintaining productive and mutually beneficial relations and effectuating regular interaction and communication with the University’s multiple publics such as alumni, students and prospective students, parents, friends of the University, donors, businesses and corporations, and community groups; coordinating and monitoring legislative and governmental actions that impact the campus; and providing support and serving as the liaison to the University of Hawai‘i Foundation.

Throughout the various leadership changes at Mānoa, the functions as described above have been assigned to other groups within the Chancellor’s Office. The remaining personnel in this group are currently managing executive searches.

Recommendation is to officially reorganize these functions from the VCAFO to the Chancellor’s Office where they are currently being handled. Additionally, it was recommended that the
responsibility for executive searches be moved to the respective VC area with staff support provided by Mānoa Human Resources.

October 2010 Update: The functions of Community Relations are being fulfilled by the Office of Communications under the Chancellor and the respective offices of the Vice Chancellors. Therefore, it has been proposed that this function be eliminated under the OVCAFO in the current reorganization proposal being reviewed for approval. The positions under this office have been abolished and thus, this action will not affect any positions.

_Duplicating Services:_ Duplicating Services is in the process of forming a business plan to become a self-sufficient retail operation with the objective of reducing or eliminating its need for general funding. This would require that Duplicating Services charge programs for services used, including the satellite copier program (currently general funded programs are not charged). Duplicating Services will also encourage programs to become more paperless by utilizing scanning services and network capabilities with satellite copiers. Ideally, the procurement process for the purchase of copy equipment would be centralized through Duplicating Services. A possible location for the retail outlet is in the Bookstore, which will also help drive traffic to the Bookstore. A mutually symbiotic relationship is highly likely.

October 2010 Update: After cost analysis studies were conducted, it was determined that Duplicating Services could not be self-sufficient. Therefore, a reorganization proposal was submitted and is currently in the approval stage to eliminate all centralized duplicating service functions, to close the duplicating facility, and to reassign existing staff to other areas of Auxiliary Enterprises.

_Transportation Services:_ Transportation Services will likely replace some gas-powered vehicle purchases with electric cars and carts. In addition to being initially less expensive, this option is also friendlier to the environment. The option of using electric cars or carts will also help other programs save annually with lower gas and rental costs, since renting carts is much cheaper than leasing a gas vehicle. Transportation Services will also be implementing a short-term rental car option that would be available to faculty and students. All of these steps take us closer to the ultimate goal of eliminating the sedan rental fleet.

October 2010 Update: The department purchased and is currently testing several electric vehicles for consideration of future fleet purchases. They are also experimenting with the installation of a solar panel on the roof of one of the electric vehicles to test its recharging capability. In addition, Transportation Services is exploring options to ensure it is compliant with Act 156, a law which requires designated parking spaces be set aside for electric vehicles.

The department is evaluating the prospect of contracting with a rental car company to provide short-term rental vehicles to faculty, staff and students. If a contract is secured, the University would request that alternative fuel vehicles be a part of the rental program.
**Environmental Health & Safety:** Assures compliance with environmental regulations as they pertain to University teaching, research, and support activities. Administers biological, fire, radiation, diving, and laboratory safety programs. Identifies, evaluates, and controls workplace hazards, including asbestos, chemical exposure, indoor air quality, excessive noise, and ergonomics. Manages the transportation, segregation, consolidation, and storage of potentially hazardous chemicals and ensures compliance with federal and state regulations.

Within EH&S, it is recommended that the Biological Safety Program, the Dive Safety Program, and the Fire Safety Program be targets for investment in the near term. Regulatory mandates which require new activities or programs are issued on a regular basis by the U.S. Congress and our State. While the workforce in EH&S is addressing current needs, it is clear that governmental regulatory activity is likely to increase. This may well lead to an increase in demand that cannot be met with existing staff.

Recommendation: Given that the majority of functions performed by EH&S pertains to research, it is recommended that this functional area be moved to the Vice Chancellor for Research.

**October 2010 Update:** In October 2009, the reorganization proposal to move EHSO to OVCRCGE was approved given that the majority of functions under this office works directly with the research community in its efforts to provide a safe environment.

**F&G Operations and Maintenance:** This unit offers significant opportunity for improved efficiencies. In the near future, the unit will suffer from high attrition due to retirement and the overweighting of legacy skills such as carpentry that are less in demand with new buildings. Fundamental to the future of this unit is the long-term campus management plan that potentially envisions public-private-partnership developments which will rely less on OFG O&M resources as well as improved customer service levels and operational efficiencies from the distribution of some O&M staff to Building Services Zones.

**October 2010 Update:** Due to imposed hiring restrictions staffing levels have remained significantly below required levels. However, the utilization of new response time data available from the newly installed Computerized Maintenance Management System is showing slow improvements in productivity despite being understaffed. In an effort to improve integration and performance in our energy management activities the HVAC Shop was reorganized to report directly to the Manager of Mechanical Engineering.

**F&G Architect and Engineering Services:** This unit is facing a looming capacity crisis. With the Campus Renewal and Deferred Maintenance budgets expected to grow to over $45 million, the operational style must adapt to these new activity levels. In the current program, Architects and Engineers act more as individual technical support specialists to each individual project and less as program managers. Given the new activity level, the professional staff must become true program managers working with contract managers from Administrative Services to manage groups of projects rather than individual projects. Given the lack of program management experience of the current staff, this is expected to be a difficult transition.
October 2010 Update: Four (4) additional FTEs have been allocated to this area. Additional training in Project Management and the “bundling” of projects has increased capacity as well. The Facilities Management Office is actively working on outsourcing plans to off-load the increased work-load to external resources and is developing an internal recharge system to fund additional resources to handle Departmental funded projects.

**Reduce in Size or Scope**
- Program could meet most needs even if reduced in size or scope.
- Program is not fully subscribed.

**Campus Mail Services:** Since Campus Mail Services cannot charge higher prices than the actual cost of postage, labor costs will always be a factor toward the inability of Campus Mail Services to become entirely self-sufficient. Eliminating services such as metered postage and campus mail delivery; and charging all programs for postage (currently, general funded programs do not pay for postage), would reduce expenditures, thereby decreasing to some extent Campus Mail Services’ reliance on general funding.

**October 2010 Update:** It was determined that charging programs for mail services would not be implemented at this time. The mail department is continuing to operate under the same protocol of subsidizing only general-funded programs and departments.

**Phase Out, Close, or Eliminate**
- Demand for program is low or declining at a rapid pace.
- Services are not essential to the central mission of the University.
- Activity or services provided by the unit are inconsistent with the future direction of the University.

None.