Step 3: Second Level Unit Review and Ranking (Deans/Directors/Department Heads)

Using the program review results posted on the Prioritization Process webpage, please complete the below information and submit to ovcafo@hawaii.edu as a word doc or pdf file by March 15, 2009. Please ensure the e-mail subject heading reflects the Department/School/College name followed by “Second Level Review.” For example: SOEST – Second Level Review.

Department/School/College: OVCAFO Office Facilities and Grounds

The department would fall under which of the following Vice Chancellor’s offices?

- [ ] Academic Affairs
- [ ] Research and Graduate Education
- [ ] Student Services
- ☑ Administration, Finance, and Operations

Advisory Committee Members (list names and titles):

David Hafner, AVC OFG
## Administrative Unit (e.g. College) Prioritization Summary

This form is to be used to provide a summary of program priorities within an administrative unit (e.g. college). Please list each program identified in the Summary Matrix forms and Optional Guides in a priority category. This Prioritization Summary form should be forwarded, along with all self-review materials, to ovcafo@hawaii.edu for posting on the Prioritization Process webpage by March 15th for the next level of review to take place.

<table>
<thead>
<tr>
<th>New/ In Transition</th>
<th>Target for Growth or Investment</th>
<th>Maintenance</th>
<th>Reorganize/ Restructure/ Merge/ Consolidate</th>
<th>Reduce in Size or Scope</th>
<th>Phase Out Close Eliminate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Services</td>
<td>Building Services</td>
<td>Operations and Maintenance Services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Landscaping Services</td>
<td>Architect and Engineering Services</td>
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</tbody>
</table>

### Brief Summary (no more than 2 pages)

Please include a brief narrative with an overview of the rationale for placement of the components on the Prioritization Summary form and any supportive or explanatory text or data that will assist higher levels of review in determining the relative priority of each program. You may wish to comment on the program self-reviews.

The Office of Facilities and Grounds is facing a period of significant environmental challenges which is driving a fundamental re-evaluation of the unit’s mission, capability, and relationship to the University. This re-evaluation of OFG’s mission and its capability could lead to significant re-definition of OFG’s organizational structure. This present view is based on the first phase of this process but does not as yet provide the final roadmap.

Administrative Services: This is an under-developed unit within OFG that requires some 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 that adequate oversight is provided for those agreements.

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.
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 the 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.

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.

Architect and Engineering Services: This unit is facing a looming capacity crisis. With the expected 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 levels 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 this is expected to be a difficult transition.