



UNIVERSITY OF HAWAII SYSTEM

Legislative Testimony

Testimony Presented Before the
Senate Committee on Higher Education
March 19, 2009 at 1:15pm

by

Howard Todo

Vice President for Budget & Finance/CFO, University of Hawai'i

HB 0347 HD2 – RELATING TO THE UNIVERSITY OF HAWAII

Chair Tokuda, Vice Chair Sakamoto and Members of the Committee:

Thank you for the opportunity to testify in strong support of this measure. This bill is essentially the same as SB505 which your committee heard and passed previously in this legislative session, except that it imposes an earlier sunset date. We ask you to once again pass this measure.

This Bill provides the University with flexibility in procurement. The University had this flexibility from 1998 through 2004 and used it responsibly and to great benefit during that period. This measure would assist us in implementing much needed deferred maintenance and capital renewal projects on all our campuses more quickly, shortening delays in the contracting and procurement process. The University's capital improvements budget request as approved by the Board of Regents includes approximately \$350 million in health and safety, capital renewal and deferred maintenance, and equipment as the top three priorities. These projects are already identified, involve little in the way of permitting and are ready to launch quickly—just the kind of economic stimulus in President Obama's initiative.

In addition, please let me give you the following specific supporting points:

1. Providing the University of Hawaii with administrative flexibility has been accepted public policy embraced by all branches of government and the general public.

In 1997 the Governor, Senate President and Speaker of the House created an unprecedented blue ribbon Economic Revitalization Task Force composed of Hawaii's business, community and government leaders. Their objective was to develop recommendations on how to strengthen Hawaii's economy. Recognizing the importance of the University of Hawaii as a major economic engine for the State, one of the clear conclusions of the task force, accepted by all, was that autonomy for the university would materially enhance the university's performance of its constitutional responsibilities and allow it to contribute more meaningfully to the economic revitalization of the State of Hawaii. In 1998 the Legislature passed and the Governor signed Act 115 granting the University of Hawaii greater flexibility in managing its own affairs and, most notably, exempting the University of Hawaii from the State Procurement Code. This flexibility allowed the Board of Regents to adopt University procurement procedures consistent with State procurement

law, but not dependent on the State governmental processes, procedures and resources. Taking this flexibility even further, in the 2000 legislative session a constitutional amendment was approved to provide the University of Hawaii with even greater autonomy. This constitutional amendment was overwhelmingly ratified by Hawaii's voters in the 2000 election.

2. The University has used this flexibility responsibly and effectively.

As required by Act 115, the University developed and implemented its own internal procedures and policies for procurement. The University used its flexibility to create the most advanced and open electronic public sector procurement system in the State of Hawaii. An electronic sourcing system called "SuperQuote" was established at no cost to the University, through which requests for quotation are solicited online. By making use of the Internet, quotes are received faster, the process is more open, competition is increased resulting in lower prices, and there is automatically an audit trail. The University also implemented the first purchasing card (PCard) program in the State. Accountability is maintained through various restrictions on the type and amount of allowable spending. The PCard program reduces time, costs and effort in purchasing, including enabling purchases over the Internet. Both SuperQuote and the PCard system have direct electronic interfaces to the University's financial management information system. This eliminates duplicate data entry in purchasing, which further reduces administrative costs and decreases a potential source of errors. The University developed comprehensive and thorough written policies and procedures appropriate for these modern practices. The University's Administrative Procedures on Procurement have been available online for many years and can be found at the following website: <http://www.hawaii.edu/apis/apm/a8200.html>. While the current versions of these procedures reflect the 2005 revocation of the University's Act 115 flexibility, the previous procedures that took advantage of the flexibility are also available in the online archives at <http://www.hawaii.edu/svpa/apm/archives/a8200.html>.

3. The University is fully committed to openness, appropriate public oversight and accountability.

In improving its internal procurement system, the University of Hawaii completely honored the statutory requirement to comply with the intent of the State procurement code. While dramatically increasing open competition and improving operational efficiency, the University has also embraced applicable federal procurement guidelines in its new processes and systems. The University procedures developed to implement the flexibility granted by Act 115, as described above, were all reviewed, discussed and approved by the Board of Regents at duly noticed open public meetings conducted under the State "Sunshine" laws. In addition to a bevy of internal control processes, the University's procurement practices are independently audited each year to ensure fair and equitable treatment of vendors, to foster effective broad-based competition in order to secure best value in purchases, and to maintain the integrity of the procurement process.

4. The public interest is best served by restoring the University's flexibility to establish its own procurement policies.

The widely accepted movement to increase University flexibility has been widely supported by the Legislature over the last decade, by the last two Governors, by the business community and by the voting public. One of the most visible outcomes of this movement was the law passed by the 1998 Legislature granting the University an exemption from the

state procurement processes. The University's own procurement system and processes streamlined purchasing to reduce administrative costs, increased competition, reduced the costs of good and services procured, increased openness and auditability, and reduced the costs for vendors to do business with the University. Our faculty and staff used this direct responsibility and accountability to help the University of Hawaii respond to changing conditions, new opportunities and Hawaii's needs in a more timely and effective manner. In addition, the University's flexibility reduced cost to State Government by relieving DAGS and other agencies of any responsibility for University procurement.

5. This flexibility is needed now to help the economy.

With \$350 million in capital renewal and deferred maintenance projects, the University can be a significant part of the solution to Hawaii's current economic downturn by directly creating or preserving several thousand jobs. Now is the moment for bold action. This measure will help the University to address its deferred maintenance needs and assist the people and businesses of Hawaii to weather these difficult economic times.

We ask your support for the passage of this bill, which has both operational and economic importance in helping the University of Hawaii achieve the flexibility it needs to be the major engine for the economic diversification of Hawaii. As President McClain stated in an op-ed in the *Honolulu Advertiser* recently, "The people, projects and programs of the University of Hawai'i are providing a bridge across the valley of recession to a brighter, more productive future for Hawai'i."

Thank you for this opportunity to testify in support of this measure.

Personal Testimony Presented before the
Senate Committee on Higher Education
March 19, 2009 at 1:15 p.m.
by
Jim Donovan

Dear Chair Tokuda, Vice Chair Sakamoto and Members of the Committee:

Subject: H.B. No. 347, HD 2 Relating exempting the University of Hawai'i from Hawai'i Public Procurement Requirements.

I am Jim Donovan, Director of Athletics for the University of Hawai'i at Mānoa.

I strongly support H.B. No. 347, HD 2 relating to exempting the University of Hawai'i from Hawai'i public procurement requirements.

This Bill restores the University's ability to establish its own procurement policies in support of the widely accepted public policy of greater administrative flexibility for the University. The University was granted this flexibility by the Legislature in 1998 and had used it responsibly and to great benefit until its revocation as of January 1, 2005.

The University of Hawai'i at Mānoa Athletics Department was exempt from the procurement code prior to 1998 and we had a track record of acting in the best interest of all our constituencies to order items in a timely and cost effective manner.

During the past few years we have experienced situations where we couldn't do a cash and trade agreement with certain vendors due to the procurement code. Cash and trade agreements allow us the flexibility to reduce overall costs. The procurement code requires that the cash part be competitively bid which often precludes vendors from providing a trade component.

The procurement code also provides a challenging timeline. Having to begin the procurement process often times 6 to 9 months in advance for items such as media guides and athletic supplies does not allow us the flexibility to reduce potential costs by having additional time for the vendor to "sharpen the pencil."

If the procurement exemption is restored the University of Hawai'i at Mānoa Athletics Department will use this flexibility responsibly and effectively. We will continue to work within all University of Hawaii purchasing policies including an electronic sourcing system called "SuperQuote" that was established at no cost to the University, through which requests for quotation are solicited online. By making use of the Internet, quotes are received faster, the process is more open, competition is increased resulting in lower prices, and there is automatically an audit trail. The University also implemented the first purchasing card (PCard) program in the State. Accountability is maintained through various restrictions on the type and amount of allowable spending. The PCard program reduces time, costs and effort in purchasing, including by enabling purchases over the Internet.

The University of Hawai'i at Mānoa Athletics Department remains fully committed to openness, appropriate public oversight and accountability and will honor the statutory requirement to comply with the intent of the State procurement code.

I ask your support for the passage of this bill, which is important in helping the University of Hawai'i Athletics Department have the facilities and processes to compete in the national marketplace of Colleges and Universities.

Thank you for this opportunity to testify in support of this measure.

LINDA LINGLE
GOVERNOR



PROCUREMENT POLICY BOARD
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AARON S. FUJIOKA
ADMINISTRATOR

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TESTIMONY
OF
AARON S. FUJIOKA
ADMINISTRATOR
STATE PROCUREMENT OFFICE

TO THE
SENATE COMMITTEE
ON
HIGHER EDUCATION

March 19, 2009

1:15 PM

HB 347, HD 2

RELATING TO THE UNIVERSITY OF HAWAII.

Chair Tokuda, Vice-Chair Sakamoto and committee members, thank you for the opportunity to testify on HB 347, HD 2.

The State Procurement Office (SPO) does not support the language to exempt the University of Hawaii or the board of regents of the University of Hawaii from HRS chapter 103D, the Hawaii Public Procurement Code.

Statutory exemptions are contrary to the Hawaii Public Procurement Code (Code), HRS §103D-102, on the applicability of the chapter that states in part “. . . shall apply to all procurement contracts made by governmental bodies whether the consideration for the contract is cash, revenues, realizations, receipts, or earnings, . . .” Any governmental agency with the authority to expend funds should be in compliance with chapter 103D, which promotes the policy of fair and equitable treatment of all persons who deal with the procurement system; fosters effective broad-based competition; and increases public confidence in public procurement.

The SPO is against statutorily exempting specific agencies from the Code, as it is not in the best interest of government, the business community, and the general public. The Code establishes a time-tested, fair, and reliable set of rules and processes for award of contracts. The competitive procurement processes of the Code are to insure that all potential providers are afforded the opportunity to compete for the required services. To the extent agencies may need specific purchases to be exempted from Code requirements, the Code provides an exemption process.

HB 347, HD 2
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The Code should not be viewed as an obstacle to a purchasing agency's mission, but rather as the single source of public procurement policy to be applied equally and uniformly. It was the legislature's intent for the Code to be a single source of public procurement policy. If individual agencies are exempted and allowed to develop their own individual processes, it becomes problematic and confusing to vendors, contractors and service providers that must comply with a variety of different processes and standards. Fairness, open competition, a level playing field, and government disclosure and transparency in the procurement and contracting process are vital to good government. For this to be accomplished, we must participate in the process with one set of statutes and rules.

There needs to be one single source of public procurement policy. If it is to be the policy and procedures as used by the University, then all other purchasing jurisdictions should also use the same requirements, rather than having multiple policies and procedures.

Thank you.

SMCA *Sheet Metal Contractors Association*

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HARRY M. UYEMA
Executive Director

March 18, 2009

Honorable Jill N. Tokuda, Chair
The Senate
Committee on Higher Education
Twenty-Fifth Legislature
Regular Session of 2009
State of Hawaii

Chair Tokuda and Members of the Committee

SUBJECT: HB 347, HD2 – Relating to the University of Hawaii

Members of this Association who has done most of the sheet metal and airconditioning projects in the State of Hawaii, strongly oppose passage of HB 347, HD2.

The bill as proposed will place members of our industry in a very vulnerable and disadvantages position. Please note that any departure from the procurement code will mean eliminating competition, fairness and accountability in the procurement process. In the construction arena, certain rules were established so that all firms bidding on a construction projects were competing on a level playing field with no firm having an unfair advantage. The procurement code also encompasses bonding requirements for all contractors, subcontractor listing, and prompt payment requirements. The bill as written would exempt the University of Hawaii and its Regent from the procurement code and all its requirements, especially for construction. Under this bill subcontractors will again be hostage to the general contractors as the general contractors would not have to list subcontractors when submitting their bids, which will lead to bid shopping after the bidding process is complete and they would not have to pay subcontractors on a timely basis as required under the code. While the foregoing as noted previously would place members of this industry in a very vulnerable position, the biggest injustice of this bill is that by exempting the University from the procurement code, you will be eliminating the very purpose for which it was established; "competition, fairness and accountability in the procurement process". The recent events of the Department of Education, as reported by the State Auditor, clearly indicates the need for all agencies to adhere to the procurement code as currently written. Any departure from the code will only invite improprieties.

We strongly urge that this bill not be passed or altered in any manner.

Sincerely,

/s/Harry M. Uyema
Harry M. Uyema
Executive Director



AMERICAN COUNCIL OF ENGINEERING COMPANIES
of Hawaii

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March 18, 2009

EMAILED TESTIMONY TO: HRETestimony@Capitol.hawaii.gov

**Hearing Date: Thursday, March 19, 1:15 p.m., Conference Room 225
(Senate Committee on Higher Education)**

Honorable Senators Jill N. Tokuda, Chair, Norman Sakamoto, Vice Chair, and Members
of the Senate Committee on Higher Education

Subject: HB 347, Relating to the University of Hawaii

Dear Chair Tokuda, Vice Chair Sakamoto, and Committee Members,

The American Council of Engineering Companies of Hawaii (ACECH), representing 70
consulting engineering firms, offers the following comments related to this bill, Relating
to the University of Hawaii.

HB 347 seeks to exempt the University of Hawaii from Hawaii Revised Statutes (HRS)
Chapter 103D the State procurement code. The bill states that the University will develop
internal policies and procedures for the procurement of goods, services, and construction,
consistent with the goals of public accountability and public procurement practices.
However, ACECH strongly believes that the State procurement code under 103D is the
best means for procuring services and products, and should continue to be used by the
University of Hawaii. The State procurement code provides for fair and proper award of
public contracts, in a manner open and transparent to the public. The procedure of
“Qualifications-based selection” under 103D provides the nationally recognized best
method for procurement of professional design and other services. We believe the
University has not provided sufficiently compelling reasons to sidestep the State
Procurement Code and are concerned that this bill is counter to the public interest in an
open and transparent procurement process.

Prior testimony on this bill from the University’s Vice President for Budget and Finance/
CPO provided links to the University’s current procurement procedures (under the
requirements of 103D) and their previous procedures under “the University’s Act 115
flexibility”, and states that the previous procedures exemplify the University’s intent to
follow proper, open and transparent procurement procedures. However, examination of the
procedures for procurement of professional service shows subtle differences that provide
reason for concern.

The current policy, in conformance with the requirements of 103D-304, sets up a selection
committee (minimum of three people appropriately qualified) to review the qualifications
of persons or firms offering professional services. The selection committee ranks a
minimum of three providers of professional services on the basis of the listed criteria and
forwards that list to the University’s designated officer, who then negotiates with the first-
ranked party. The former policy provides that the selection committee submits at least
three qualified names to the University’s designated officer, who will “rank each person or
firm in order of preference”. The preference is not linked to the qualifications criteria.



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In addition, in keeping with 103D-304(i) relating to open and transparent procurement when using public monies, the University's current procedures require posting of award information, including the names of the persons or firms ranked by the selection committee; the name of the person or firm receiving the award; the dollar amount of the contract; the name of the University officer making the selection; and any relationship of the principals to the officer making the award, within 7 days of the award. The University's previous procurement guidelines do not include such a provision.

We are, of course, generally in favor of measures that fast-track infrastructure spending; however, we remain strongly opposed to a wholesale exemption from the State procurement code in the name of expedience. We feel strongly that adherence to proper procurement policy remains in the best interest of the public. While the University may discuss a few cases involving procurement difficulties, they procure thousands of contracts each year under the current requirements, and a few difficult cases do not warrant a complete exemption. In our experience, contracts are more likely to be held up on the administrative side, as design firms often wait months for a contract after a fairly efficient procurement process has occurred. We would encourage the University to evaluate particular instances, such as Athletics Department needs, where limited exemptions make sense, and to work with their Chief Procurement Officer, who has the authority to make those types of exemptions.

HB347 was modified to address our concerns most pertinent to our industry. If your committee passes this measure, we strongly urge those amendments remain in place, i.e.:

1. If the purpose is to expedite infrastructure spending under economic stimulus funding, provide a limited term, such as 3 years, for the exemption.
2. Retain the requirement for the University to be subject to 103D-304 for procurement of professional services.

We appreciate your time and the opportunity to comment on this bill. Please do not hesitate to contact us if you have any questions regarding our testimony.

Respectfully submitted,

Janice Marsters
National Director

**Testimony Presented Before the
Senate Committee on Higher Education
Conference Room 225
March 19, 2009
1:15 pm**

RE: HB347, HD2

Chair Tokuda and Members of the Committee:

My name is Kathryn Matayoshi, Executive Director of the Hawai'i Business Roundtable. I am testifying in support of H.B. 347, HD 2, in particular the provision that provides a temporary exemption from chapters 104 and 103D, Hawaii Revised Statutes, to the University of Hawaii in order to expedite repair and maintenance capital improvement projects.

The Roundtable has focused on improving the higher education system for many years. Progress has been made, and we want to acknowledge the work of the legislature in supporting many of the reforms that have been meeting with success.

With the focus on necessary infrastructure repair and maintenance as a part of the economic stimulus proposals both at the state and federal levels, the exemption from chapters 104 and 103D, Hawaii Revised Statutes for the University of Hawaii in order to expedite repair and maintenance capital improvement projects can be a win-win: faster, more efficient progress on needed repairs to our schools and universities, and jobs to support working families and our local economy.

The Winter 2009 People's Pulse shows strong public support for this concept, with 71% favoring a limited time (2-3 years) exception to the State's purchasing or procurement process for educational institutions. We believe that is consistent with the public's on-going, long term concern with public education. In almost all of the past Pulse issues where the question is asked, education ranks among the top two or three issues of importance to the public.

In summary, the Hawaii Business Roundtable supports passage of HB 347, HD 2. Thank you for your consideration.



Hawaii Chapter AMERICAN PUBLIC WORKS ASSOCIATION

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Past President
Chandra Panaka
Acus Land Lease

March 18, 2009

FAXED TESTIMONY TO: Senate – 586-6659

**Hearing Date: Tuesday, March 19, 1:15 p.m., Conference Room 225
(Committee on Higher Education)**

Honorable Senators Jill N. Tokuda, Chair, Norman Sakamoto, Vice Chair, and Members of the Senate Committee on Higher Education

Subject: HB 347 HD2 - Relating to the University of Hawaii

Honorable Chair Oshiro, Vice Chair Lee, and FIN Committee Members,

The American Public Works Association Hawaii Chapter represents over one hundred engineering design professionals in public and private sector. **We recommend that HB 347 HD2 - Relating to the University of Hawaii be strictly limited to specific and temporary exemptions.** This bill will give the University of Hawaii and exemption from following the State Procurement Code that took many years to bring it closer to the Federal FAR. The State Procurement Code Chapter 103D – 304 for professional services now ensures that the State and Counties follow an open and transparent process and will select the best qualified consultants to perform their professional services.

The University of Hawaii and all public sector agencies should follow the State Procurement Code relating to Qualification Based Selection procedures for Design Professionals as outlined in Chapter 103D -304. The proposed UH exception places the selection of Design Professionals in the hands of the Administration who will not look at the qualifications of the firm, this is too much flexibility could lead to many problems and abuses in the selection and awarding of projects.

Therefore we ask you to modify this bill.

Thank you for an opportunity to express our views regarding this bill.

Sincerely,
American Public Works Association, Hawaii Chapter

Lester H. Fukuda, P.E., FACEC

From: [Teresa Lai](#)
To: [HRE Testimony](#)
Subject: Testimony for HB347, HD2
Date: Wednesday, March 18, 2009 7:52:28 AM

Testimony for HB347, HD2 Hearing on Thursday, March 19, 2009 16 1:15 pm,
Conference Room 225



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March 18, 2009

Honorable Jill N. Tokuda, Chair
The Senate
Committee on Higher Education
Twenty-Fifth Legislature
Regular Session of 2009
State of Hawaii

Chair Tokuda and Members of the Committee

SUBJECT: HB 347, HD2 – Relating to the University of Hawaii

As a subcontractor and a member of the construction industry that has done numerous sheet metal and airconditioning projects in the State of Hawaii, I would like to go on record as strongly opposing HB 347, HD2.

The bill as proposed will place members of the construction industry, especially subcontractors, in a very vulnerable and disadvantaged position. The procurement code was established for competition, fairness and accountability in the procurement process. In the construction arena, certain rules were established so that all firms bidding on a construction projects were competing on a level playing field with no firm having an unfair advantage. The procurement code also encompasses bonding requirements for all contractors, subcontractor listing, and prompt payment requirements. The bill as written would exempt the University of Hawaii and its Regent from the procurement code and all its requirements for construction. Under this bill subcontractors will again be hostage to the general contractors as they would not have to list subcontractors when submitting their bids, which will lead to bid shopping after the bidding process is complete and they would not have to pay subcontractors on a timely basis as required under the code. The biggest injustice of this bill is that by exempting the University from the procurement code, with respect to construction, is that you will be eliminating the very purpose of which it was established; "competition, fairness and accountability in the procurement process". The recent events of the Department of Education, as reported by the State Auditor, clearly indicates the need for all agencies to adhere to the procurement code as currently written. Any departure from the code will only invite improprieties.

I strongly urge that this bill not be passed or altered in any manner.

Sincerely,

Teresa Lai
VP

Teresa Lai
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Please consider the environment before printing this email.

SAH - Subcontractors Association of Hawaii

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March 19, 2009

Testimony To: Senate Committee on Higher Education
Senator Jill N. Tokuda, Chair

Presented By: Tim Lyons
President

Subject: H.B. 347, HD 2 - RELATING TO THE UNIVERSITY OF HAWAII

Chair Tokuda and Members of the Committee:

I am Tim Lyons, President of the Subcontractors Association of Hawaii. Our testimony today represents the collective thoughts of eight separate and distinct subcontracting associations:

HAWAII FLOORING ASSOCIATION

ROOFING CONTRACTORS ASSOCIATION OF HAWAII

HAWAII WALL AND CEILING INDUSTRIES ASSOCIATION

TILE CONTRACTORS PROMOTIONAL PROGRAM

PLUMBING AND MECHANICAL CONTRACTORS ASSOCIATION OF HAWAII

SHEETMETAL CONTRACTORS ASSOCIATION OF HAWAII

PAINTING AND DECORATING CONTRACTORS ASSOCIATION

PACIFIC INSULATION CONTRACTORS ASSOCIATION

We are opposed to this bill. Prior to the establishment of the procurement code for all state agencies, contractors lived daily with a "mixmash" of rules and regulations on how to do business with the State. Some contractors gave up doing state work because it was so confusing going from one agency to the other. The rules were different, the procedures were different and the requirements were different. This bill set us on the path of potentially nineteen (19) different sets of rules to do business with the government.

It was based on that then we endorsed the establishment of the Hawaii Procurement Code. Over the years there have been a number of protections built into the Public Procurement Code which protects subcontractors and those who do business with the government. We are, after all, talking about taxpayer money and it is important that it be spent correctly.

On previous occasions when this subject has arisen, the communication offered by the University of Hawaii officials as to why they wanted to get out of the procurement code was that they were tired of protests and that the procedure lengthened the time of the projects. We think that it is important to remember, protest is filed because the unsuccessful contractor feels as if the successful contractor did not play by the same rules that he had to play by. In most cases they tell us that if they were able to do the same things that the successful bidder was to do, then they could have gotten the job. All the Procurement Code does is make sure that everybody is playing on a level playing field and if in fact they are not, you need to have a provision that allows people to protest. We do not believe that it is enough to provide in this bill that the Board "encouraged" to use the provisions of the procurement code as "guidelines". This doesn't even call for them to use it. They are only

encouraged to use it, and then when they do, it is only a guideline. UH is already one of the worst offenders of the procurement code. This bill allows them to get out of the prompt payment provision, deletes protections for subcontractors including bonding claims and encourages bid shopping by general contractors.

In conclusion, we do not feel the University of Hawaii should be exempt from the procurement code and if there are problems with the procurement code, that detract from having a smooth, transparent and fair system then we should be addressing that for the benefit of all agencies not just the University of Hawaii.

Based on the above, we oppose this bill.

Thank you.

From: [Joel Fischer](#)
To: [HRE Testimony](#)
Subject: HB347, HRE; 3/19/09;1:15PM; Rm 225
Date: Tuesday, March 17, 2009 3:30:22 PM
Importance: High

HB347, HD2, Relating to the UH
HRE; Chair, Sen Tokuda

PLEASE KILL THIS BILL AND THIS IDEA...for now!

I oppose loosening procurement restrictions on the UH AT THIS TIME. The current administration and holdover Board members are corrupt. There just is no other way to put it. These folks simply do not have the moral or fiscal compass to be able to go about the procurement process without very strict guidelines and oversight.

Perhaps we can revisit this issue after we give a new President a year or so to see how he or she can handle the pressures.

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"It is reasonable that everyone who asks justice should DO justice."
Thomas Jefferson

"There comes a time when one must take a position that is neither safe, nor politic, nor popular, but one must take it because one's conscience tells one that it is right."
Dr. Martin Luther King, Jr.

"Never, never, never quit."
Winston Churchill