

GOVERNMENT OF GUAM
OFFICE OF THE GOVERNOR
AGANA, GUAM

EXECUTIVE ORDER NO. 83-011

REORGANIZATION OF THE DEPARTMENT OF PUBLIC WORKS

WHEREAS, pursuant to Section 5104 of the Government Code of Guam, the Department of Public Works was established for the purpose of overseeing the erection, maintenance, rehabilitation, repair or demolition of any public building, roadway or other public facility on the Territory of Guam; and

WHEREAS, the Director of the Department of Public Works is the head of the Department of Public Works; and

WHEREAS, the Director of the Department of Public Works has thoroughly reviewed the duties, responsibilities and functions of the various units within the department; and

WHEREAS, the Director of the Department of Public Works has determined that the operation of the Department of Public Works can be handled more efficiently and effectively by reassigning the various duties, responsibilities and functions; and

WHEREAS, pursuant to Section 10 of Public Law 17-4, the Executive Branch of the Government of Guam shall institute a plan addressing efficiency and cost-saving measures; and

WHEREAS, the government must immediately implement cost-saving measures to avoid severe financial crisis; and

NOW, THEREFORE, I, RICARDO J. BORDALLO, Governor of Guam, by virtue of the authority vested in me by the Organic Act of Guam and Public Law 17-4, do hereby approve and promulgate, as attached hereto, the Reorganization Plan of the Department of Public Works.

All prior rules, regulations, policies memoranda or executive orders in contravention with this Order are hereby superseded.

This Order shall be effective upon approval of the Governor.

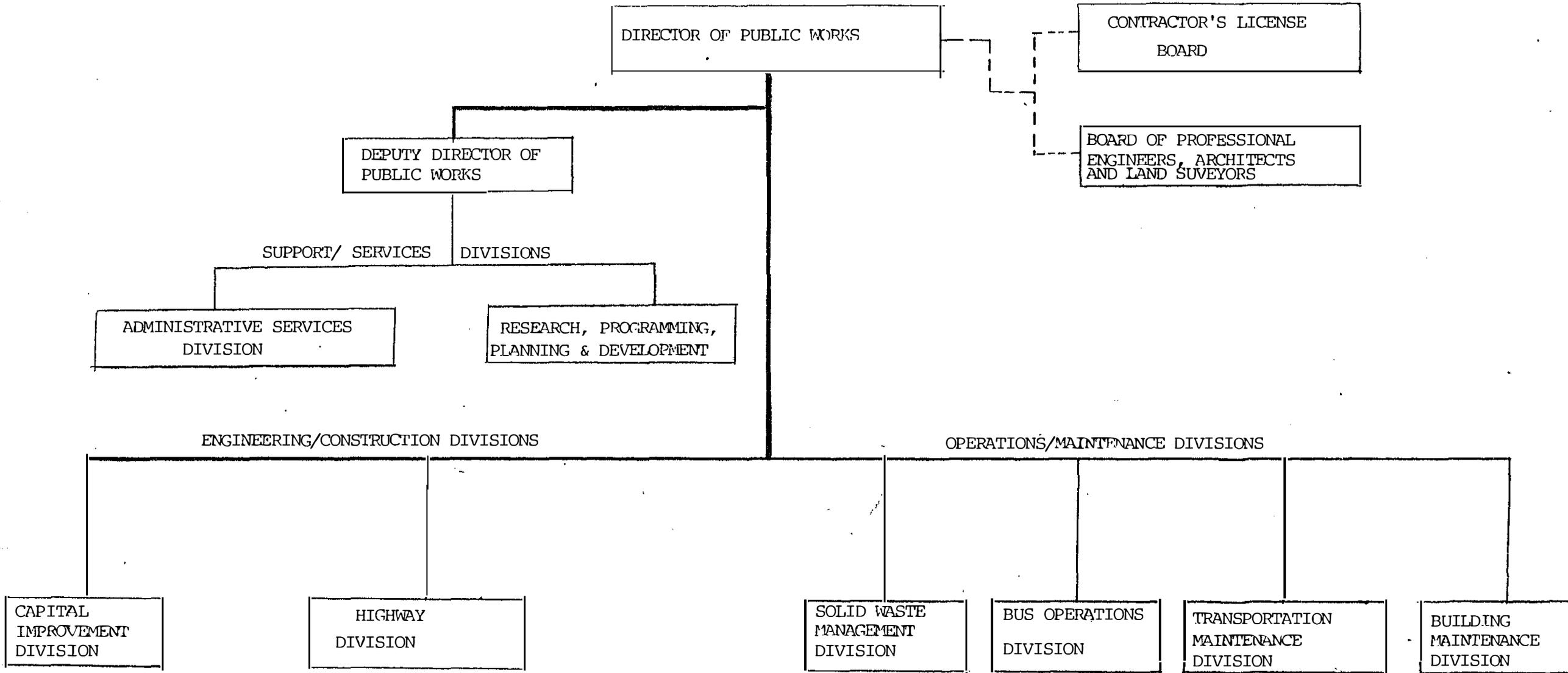
Signed and promulgated at Agana, Guam this 17 day of May, 1983.

RICARDO J. BORDALLO
Governor of Guam

COUNTERSIGNED:


EDWARD D. REYES
Lieutenant Governor of Guam

DEPARTMENT OF PUBLIC WORKS ORGANIZATIONAL CHART



REORGANIZATION OF THE DEPARTMENT OF PUBLIC WORKS

INTRODUCTION

The word organization within a department implies an established structure or pattern demonstrating the functions or relationships of activities which are coordinated among the components or parts of the organization. The role and type of activity that the internal segments contribute are significant and important since it identifies the duties and responsibilities of the organization. These established standards can be designed as goals, objectives, public responsiveness, external relationships or management process, all of which provide the desired programs of the department.

Reorganization on the other hand, proposes a re-structuring of an existing program or function mainly to improve the effectiveness, or select an alternate pattern to achieve better standards or a higher proficiency through the allocation of its personnel and equipment. Therefore, the proposed reorganization of the Department of Public Works should be introduced to indicate areas of improvement whereby the work and production methods can be significantly developed to correct deficiencies in providing services to other departments and the general public.

The restructuring of an organization can be viewed as functions which define the scope of public works. CIP Division, Highway Division, Solid Wastes, Building Maintenance, Bus Operations and Transportation Maintenance are divisions which serve the local community. Their performance can be measured in their response to public needs. Other divisions in the reorganization of public works can be thought of as support systems which contribute to the overall objective of the Department.

Though each division in itself is independent, each division specializes in providing indirect information which defines the task and authority to predetermine the type of activity, work, scope or plans to initiate. Support division usually provide service in terms of policies or regulations which control or direct the goals or objectives.

To maintain the organizational concept it is important to note that the unity of command in any organizational structure concept requires that each individual have only one superior. To achieve this control, the chain of command or line of authority is clearly defined in the organization from the lowest level to the highest in the organization. From this criteria, the span of control for each division and individual can be visualized to indicate the number of subordinates in the structure. Each division can have a direct line of authority to the Director, Deputy Director and Division Manager. Past experience and surveys (American Public Works Association) have demonstrated that when the span of control is smaller, the number of levels for superiors or managers will increase, creating a more complex chain of command.

To reduce this complexity and introduce our new concept of public service and government support, we propose the following Public Works Organizational Model (Figure No. 1).

For our department to remain credible we must improve on our responsiveness to the public and government agencies who depend on our ability to provide engineering, construction, maintenance, transportation and public health needs. Our new goal is to provide open channels for direct contact with the general public and departments of the Government of Guam with the arrangement of our personnel to serve more competent and challenging positions within the Department of Public Works. The measurement of our effectiveness can only be perceived by the public's reaction, in accomplishing our tasks.

ORGANIZATION AND FUNCTIONS
OF
THE DEPARTMENT OF PUBLIC WORKS

SECTION 1

The Department of Public Works shall consist of the Office of the Director, the Office of the Deputy Director, which shall be charged with the overall supervision and administration of the division of Capital Improvement Projects (CIP), Division of Highways, Division of Operations, and Division of RPD and Administrative Services Division.

SECTION 2

ADMINISTRATION

Office of the Director. This office shall be staffed by the Director, the Secretary to the Director, and other administrative personnel as are deemed necessary. This office shall direct and coordinate the operations and activities of and establish policy for the Department of Public Works. The Director shall be the chief official of the Department of Public Works. He is empowered to appoint, reprimand, or remove any employee of the Department. The Director shall be charged with overall management, supervision, direction and control of the Department of Public Works and shall have general authority, responsibility and accountability in the general operation of the whole Department of Public Works. The administration of all laws and status, rules and regulations, executive orders, policies, procedures and all other authority and responsibility assigned to the Department shall be enforced by the Director.

Ex-Officio, the Director is Chairman of the Board for Professional Engineers, Architects, and Land Surveyors Board of Examiners and Member of the Contractors Licensing Board and any other position established by law or regulation.

The Director shall also be responsible for the continuing review of the Department's organizational and operational structure and shall initiate whatever internal organizational expansion or changes that are needed.

SECTION 3

Office of the Deputy Director. This office shall consist of the Deputy Director, a secretary and other personnel as required. The Deputy Director, shall be in the unclassified service and shall be appointed by and shall serve at the pleasure of the Director of Public Works. The Deputy Director shall be the Chief of Administration for the department. He shall be responsible for the administrative functions of the department and shall assume and exercise all other powers and duties as are delegated and assigned to him by the Director. The Office of the Deputy Director shall be responsible for the preparation of the Department's budget; departmental allotment of funds and control of expenditures; development of in-service training programs; recruitment, staffing and procurement of equipment and supplies; department personnel property and records management; formulation, development, and maintenance of central filing mailing service; issuance of Director's Orders; review reports from all divisions and operational manuals of the Department and the implementation of all other allied functions assigned to him by the Director.

B. Research, Planning and Development Division. The division head and his staff shall be responsible for developing and implementing special research projects in operations management involving periodic review of policy and procedures, conducting field surveys on the maximum utilization of equipment and personnel to produce an efficient and effective service system for government agencies and the general public. This division shall also assist in the compilation of information needed by the Territorial auditor for all matters involving the department's activity and expenditures. It shall monitor and make recommendations/revisions, amendments or clarifications involving legislative public laws, resolutions, executive orders, directives which involve the department's jurisdiction or interests. It shall also conduct research studies, perform technical analysis, technical reports, operation methodology on new developments in management, provide economic comparison on new projects, equipment replacement costs versus purchasing new equipment and utility energy conservation methods for maintenance in government facilities. The division shall also recommend research and development projects and task areas with statements of problems, background, objectives, capabilities and jurisdiction of projects assigned to his division. It shall prepare research development techniques, with related requirements, statements and concept development for projects to insure direction of efforts to prime goals, technical and operational data necessary to increase or improve the effectiveness of our department's support role to other agencies by defining and ensuring the appropriate avenues or options available at hand to utilize the most cost effective method obtained from research, development, test and evaluation studies.

It shall also be responsible for formulating and recommending policies and procedures relative to the functional areas of responsibility for facility planning, operational planning and management objectives which will encompass all aspects of intergovernmental planning for implementing directives and organizational support. This division will also prepare new developments in management system such as estimating, job scheduling, maintenance reports, performance norms, progress reports and operating techniques for the department. This division shall be responsible for determining and executing budget strategies to justify and assure that the development obtains and is provided with those requirements necessary to accomplish the objectives and purpose of assignments. This division shall be under direct supervision of the Deputy Director's Office to plan, develop and conduct research studies and implement programs with potential applicability and, as required, directs the implementation of pilot programs and determines suitability for department implementation, and perform other such work as required or assigned.

SECTION 4.

Capital Improvement Projects. The Chief of this division and staff shall be responsible for the engineering design, construction and administration of Capital Improvement Projects both federally and locally funded. It shall also be responsible for administering all contracts authorized under the purview of Public Works and by P.L. 16-124 to be handled by Public Works such as engineering design contracts, construction contracts, equipment rentals, purchases, or maintenance contracts required for Public Works in operations. It shall ensure the development of facilities engineering and architectural design criteria through design standards, technical publications, material specifications, construction cost guides, and construction management. It shall prepare contract scope of work, change orders, bid advertising, construction conferences, status reports, construction schedules, inspection of construction projects, inspection of materials and test controls, and correspondences required of projects to the Contractors, Using Agency or Professional Engineering consultants. In doing so, this division shall also be charged with the responsibility for administering and supervising of building permit fees, licenses and authorization for building structures, fencing grading, drainage controls of all private facilities based on review and approval by the Engineering divisions and building permit division.

It shall implement and establish rules and regulations required to promote the safety, health and welfare of the people of Guam by providing standards for location, design, materials, construction, alteration, extensions, repair, use, maintenance, occupancy removal or demolition of buildings, structures and appurtenances thereto in the Territory of Guam. The division shall be staffed with Engineers, Architects, Construction Inspectors and other staffs as may be needed whose expertise and technical skills lies in Code enforcement with the Building Code of Guam. It shall also perform other such work as may be required or otherwise assigned.

A. Administrative Services Division. The division head and his staff shall be responsible for developing, administering and managing the personnel records, activities and transaction of all personnel in the department. It shall provide policies and procedures for other support services such as procurement and requisitioning, budgeting and analysis for the department, financial management appropriations, accounting, inventorying, store-keeping services and manpower utilization. This division shall also provide technical interpretations, advice, counsel and assistance on department policies and procedures on personnel rules and regulations, negotiations on union contracts, bargaining impasses resolution, disputes on employee grievances, unfair labor practices, equal employment opportunities program, and others falling in the range of employee category. In conjunction with the Department of Administration (DOA) it shall develop and conduct training and development programs to the skilled labor force, administrative and clerical functions, supervisors and management level and the technical fields in engineering for employees development. It shall provide supply support for the department and authorize all supply procurement for expendable and non-expendable items including purchasing, storage, issuing of materials and supplies and equipment, space management and control, property and equipment records, and maintenance of replacement schedules. This division shall also develop and establish accounting and fiscal procedures for compliance with statutory, executive and legislative laws, regulations and directives regarding accounting standards, contract payments and the expenditure of funds and other such work as may be required or assigned.

SECTION 5.

Highway Division. This division shall be composed of the Chief and sections of Highway Maintenance, Traffic Engineering and Control, Rights-of-Way, Office of Highway Safety and Highway Planning Section. This division shall be responsible for the construction and maintenance of primary, secondary and village streets within the Territory of Guam. It shall also be responsible for maintaining ponding basins, guard rails, street repairs and other matters pertaining to the construction and maintenance of highway, bridges and flood control system. It shall prepare plans, specifications, and perform construction inspections of Highway and Capital Improvement Projects pertaining to highway safety and encroachments and maintenance, provide Rights-of-Way easements, investigate title searches, negotiate fees for land acquisition and/or condemnation procedures for land in connection with government projects. This division is also responsible for identifying traffic safety needs, preparing annual tabulation accidents and traffic volume data, coordinate with the Federal Highway Administration on Special Safety Programs, develop standards for traffic lights and control systems, delineation, warning devices and pavement marking systems and administer the construction and maintenance contracts for signalization and control of Traffic systems on Highways. Highway division shall provide studies, research and analysis of the Island Territorial Highway system for purposes of planning, evaluation and development of safety, efficiency and accessibility into the system, to indicate task areas with statement of problems, background capabilities and justification for new development.

It shall prepare research techniques, related requirements, statements and concept development, to insure direction of efforts to prime goals with appropriate avenues or options available for the most suitable cost effective plan. The division may also perform other such work as may be required or assigned by the Deputy Director.

SECTION 6.

Solid Waste Management Division. The Chief of this section and his staff is responsible for providing solid waste disposal to the Government of Guam activities, islandwide residences, condominiums and apartment complexes. This section shall provide technical training and indoctrination material for operation and maintenance personnel at the Ordot Landfill and solid waste transfer stations in compliance with the requirements of Environmental Protection Agency and departmental policies and procedures. It shall coordinate, develop operational criteria and monitor environmental conditions for the landfill site, transfer stations and residential collection areas to maintain sanitary conditions. This section shall be responsible for compiling, coordinating and maintaining sanitary control records on volume, equipment utilization, labor resources involved in the operational program. It shall prepare and submit reports on policies, procedures, project development, standards, technical criteria and methods for the maintenance and improvement of Solid Waste Management Section. It shall also provide technical assistance to Environmental Programs Branch by developing sanitary engineering principles for professional supervisory and operational personnel in the field activities, recommending field activities sanitary engineering resource requirements, and conducting engineering studies and economic evaluations, to support replacement of obsolete and uneconomical sanitary engineering equipment. It shall also investigate complaints of abandoned vehicles in community, develop schedules for solid waste and abandon vehicles and correct existing areas that contribute to environmental pollution and manages the solid waste operational system, and shall perform other work as required or assigned.

SECTION 7.

Bus Operation Division. The Chief of this Section and his staff shall be responsible for providing bus transportation to school students of the public and private school systems, citizens of the community and for providing mass transit for designated emergencies or other projects approved by the Director. It shall develop a master schedule for the bus system indicating the authorized pick-up bus points, arrange the bus schedule as approved by the Territorial Board of Education and Guam Community College Board of Regents, provide safety training for bus drivers in transportation safety principles, emergency evacuation procedures from the bus, driver's responsibility when transporting school children, first-aid emergency treatment and maintenance check points in the operation of equipment. It shall conduct and review policies regarding union contract agreements for bus drivers, administer and provide directives implemented under policy and procedures guidelines, maintain the weed-growth in existing bus shelters and assist in mass transit evacuation during natural disasters or emergencies requested by the Office of Civil Defense, prepares Transportation Maintenance costs on fuel and lubricants and management reports as required, establish standards for bus driver qualifications, training and indoctrination of employees concerned with the type of equipment assigned and perform other work as required or assigned.

SECTION 8.

Transportation Maintenance Division. The Chief of this Section and staff are responsible for the maintenance, repair and service of Government of Guam's vehicular fleet and equipment. This section shall be responsible for the determination of requirements for transportation, formulation of the budget, the procurement and assignment of transportation equipment for operations divisions and other agencies of the Government of Guam. It shall develop and promulgate technical and management standards, procedures and guidelines for the most cost effective operation and maintenance of transportation equipment, perform equipment application engineering for the selection and development of specifications for the procurement of the proper transportation vehicles and equipment necessary to meet Public Works operational requirements. It shall be responsible for transportation support system for Public Works in emergency and natural disasters, develop procedures and guideline policy for maintenance, and perform value appraisal of transportation equipment maintained by Public Works. This section shall also prepare technical development reports including overall conclusions and recommendations, on the evaluation of standard or specialized commercial type transportation equipment in relation to performance, usable life, initial capital investment and expected operating costs. It shall also perform other duties as required or assigned.

SECTION 9.

Building Maintenance Division. This division shall be composed of the Chief and administrative staff with sections in Construction Maintenance. It shall be responsible for providing preventative maintenance services for non-autonomous agencies of the Government of Guam including repair, alteration, construction, testing, inspection and custodial services. Department of Education facilities do not fall within our jurisdiction to maintain. This division shall have control over procurement of materials, equipment and supplies required to perform construction or maintenance services which are existing. The division shall develop work standards, schedules and records to monitor the progress of work, evaluate the most cost effective method for performance of assigned work programs and measure the effectiveness of work program techniques to achieve maximum optimum utilization of equipment and personnel. It shall be responsible for developing consolidated reports on project status, inventory of buildings and structures, scheduling of proposed projects and problems to the Deputy Director. The division shall also prepare engineering studies, plans, specifications and utilize standard for construction and maintenance of facilities, develop maintenance backlogs, provide technical review, program scheduling, evaluate material quality, replacement schedules for equipment and materials, safety practices in compliance with OSHA regulations and perform other such work as may be required or assigned by the Deputy Director.