

University of Hawaii Maui College
Annual Program Review for Operations & Maintenance and Mailroom/Switchboard
For Fiscal YR 2013
By Robert Burton

Mission Statement:

The Operations & Maintenance (O/M) Department provides a safe, sanitary, and secure educational environment for students, faculty and staff that will enhance student-learning outcomes.

(Mission of UHMC - Maui College is a learning-centered institution that provides affordable, high quality credit and non-credit educational opportunities to a diverse community of lifelong learners.)

Vision Statement:

To be an effective, efficient, harmonious, cohesive and disciplined Operations & Maintenance Department that is adequately staffed so that we may “realize” our mission as well as succeed at our goals.

(Vision of UHMC - We envision a world-class college that meets current and emerging Maui County education and training needs through innovative, high quality programs offered in stimulating learning environments. The College mission, goals, and actions will be guided by the Native Hawaiian reverence for the ahupua`a, a practice of sustaining and sharing diverse but finite resources for the benefit of all.)

Values Statement:

We hold these values as the most important for our group and we work daily to bring these into our work place in our own unique way:

1. Respect
2. Appreciation
3. Responsibility
4. Friendliness
5. Teamwork
6. Fairness
7. Honesty

Analysis and Assessment of Quantitative and Qualitative Data for the Calendar Year July 1, 2012 through June, 30, 2013:

The quantitative data for Fiscal year 2013 via Efacilities AiM shows that we generated a total of 1319 Work Orders for all teams in OM: of those, 1223 were closed, 73 still open in fiscal 2014 and 23 were canceled (duplicate or denied or at request of customer). Nice number of still opened compared to those carried over to the beginning of fiscal 2013 = 166). The open work orders are about electrical issues, a/c issues, are scheduled for completion in 2013 and/or are just not high at all on anyone's priority list.

At the end of Fiscal 2013 we were down by two General Labor II's and one Janitor II. We were able to appoint the General Labor III selection but no other recruitment has been allowed because the college's budget crisis demanded that the positions be “frozen” until further notice.

After reviewing the quantitative data it is apparent that we getting into better rhythm of closing out all open work orders when they relate to having a contractor complete the job especially with a/c; electrical and plumbing issues or if it is an issue that we took care of and just did not get around to closing them all out. This is a phenomenon of the Building Maintenance crew due to the fact that they have the majority of work orders.

The strength of the qualitative data is that we have maintained our initiative to provide efficient and effective services to the college community. We are still working to incorporate more harmony, cohesiveness and discipline into our daily routines, but this has not always been possible due to personality contrasts. We are still working to maintain closer “ties” to the Sustainable Construction

Department and other Vo-Tech Departments as well. This may change, however as two of the tenure track faculty with the Sustainable Construction Department are not renewing their contracts for Fall 2013.

We anticipate an increase in negative comments to begin during Fiscal 2014 since all our teams are short-handed. As of June 30, 2013 we are “down” one FTE on Grounds team, “down” one Temp Hire for Building Maintenance team (and one FTE on the Grounds team is out on long term disability). The fiscal year 2013 also saw a drop in student help. This affects the quality of upkeep that we are able to provide in terms of simple things such as painting hand railing and sign posts and/or dust mopping more often. We had upwards of twenty (20) student workers and we are down to eight (8)...two in the Janitor team, one in the Grounds team and five (5) in the mailroom. We have posted job opening but can only “afford” to hire student workers who are funded with federal work study monies.

When the freeze is lifted then we will make all attempts to find very compatible and harmonious individuals to become a part of our team. We will be proceeding as quick a possible with this process. Operations and Maintenance positions are important to be filled due to the “effect” on the health and safety aspects of student learning outcomes. Students, faculty and visitors are more inclined to have a pleasant and affirming stay on campus if the landscape, exterior and interior spaces are well maintained and the employee whom they encounter are pleasant. See Appendix 1 for supporting requests for permanent counts.

The weakness of the qualitative data is that while at most time’s morale is good, there are times when morale is down. The morale is down for a variety of reasons as follows:

1. As mentioned earlier – personality contrasts.
2. The times that there is a lack of understanding and patience from the community concerning how fast/slow we are in responding which include unfriendly, snide and/or rhetorical comments from faculty
3. Seeming lack of opportunities for employee training.
4. A lack of certain types of powered machinery...in particular, high speed buffers and scrubbers for each building; no adequate sized pickup truck; length of time it takes to repair powered equipment.

Accomplishments (or NOT) during Fiscal 2013

The good	The bad	The ugly
'Ike Le'a Bldg came on line (See Appendix 4 for other CIP Projects)	Still lots of punch lists items	No additional personnel to maintain the building
Inventory and Store Room Management Training	Lots of “habits” still need to change and we see it happening slowly	
99% of the FIM’s (Facility Improvement Measures) in the JCI Performance Contract completed – see Appendix 6	Still require more indepth training in Metasys	The Trane Summit Energy Management System is not very compatible with the JCI Metasys System
See Appendix 3 for completed R&M Projects etc	Minor punch list items	
Furloughs were finished and pay raises begun again so we have fuller pay checks now.	Still understaffed	No hope in sight for relief to personnel shortages and vacancies due to budget restrictions and lack of legislative and UH Systems support for additional personnel
Deep clean and re-organize OM		

Bldg and Base yard to be a safer work space per HIOSH guidelines		
	Union grievance that limited Building Maintenance Team from doing small kine light repairs and ballast replacement makes it very difficult to maintain 100% light in classrooms and offices	A real budget buster since we have to hire a licensed electrician to do this work on an as needed basis
		Mold/Mildew in Pai Ka Mana offices in Pilina Bldg and in Rm 105 of Kalama Bldg
	Salt air environment is severely degrading to all metal exterior objects	
		Walkin Freezer & Refrigerator compressor line insulation is becoming more and more degraded thus causing extreme condensation onto ceiling tiles throughout “back

Plans & Next Steps for Fiscal Yr 2014 and beyond within the Operations & Maintenance (see Appendix 2 for last year’s Plans & Next Steps)

1. Replace worn out equipment as quickly as possible. Focus is on a mid-size to full size pickup truck and floor scrubbing/polishing machines. Also, as old Nickel Cadmium battery powered hand tools “die” we will replace them with lithium ion battery models.
2. Performance Appraisals for all O/M personnel to be brought up to current year and combine this with staff development program(s) for all sections of our department wherever an employee receives a “does not meet expectations” in order to improve internal morale (individual and departmental) as well as embrace the spirit of kokua and kuleana. OM Manager will continue working on the PAS updating with all O/M.
3. Every two week meetings between department head and working supervisors On going
4. As needed meetings between department head and individual teams as well as entire O/M Department. On going
5. “Nuts & Bolts” from OM Dept 4 times a year to remind the community about:
 - Keys and Card Access proceeds
 - Move requests and guidelines for packing “stuff” for moves of offices.
 - Locked out procedures
 - How to use EFacilities-AiM for customer requests
 On going
6. Complete design and build on various projects co-created with Vo-Tech & Construction Academy Departments. See Appendix 5
7. Continue to lobby strongly and loudly for permanent counts and more positions within our department, especially full time, permanent positions. See Appendix 1.
8. Explore and implement where feasible, Zero Waste concept in order to take advantage of all these Sustainability potentials:
 - Paperless work order & file system
 - Convert our golf cart fleet to solar or wind power.
 - Purchase only environmentally friendly cleaning products.
 - Purchase janitorial paper products that have a certain % of recycled paper in them. Recycling paper on campus. [This may include having large sized “scales” and student interns to assist in

collecting the paper as well as tracking how much we divert from the landfill. This may even include the Archeology Department to do “dumpster dives”, which will allow the students to learn first-hand about the emerging science of “Garbalogy.”]

Ongoing

O/M Resource Needs for 2014 [not prioritized]:

Crew cab, mid or full sized, pickup truck

Expected outcome – reduce 90% of \$ spent for mileage on personal vehicle usage for college legal utility vehicle to replace old, small, gas powered, pickup truck.

Small, indoor, personnel lift (fits into elevator) to be able to reach high ceilings and light fixtures.

Expected outcome – in process of developing “how” it will benefit OM and Students beyond saving time and money on renting.

All terrain personnel lift for exterior repair and maintenance projects

Expected outcome – in process of developing “how” it will benefit OM and Students beyond saving time and money on renting.

4 ea floor buffing machines & 4 ea floor scrubbing machines

Expected outcome – reduce by 50% time spent moving machines around to different buildings in order to deep clean and/or polish floors.

Storage Areas:

1..Convert old Chiller Enclosures at Laulima, Hookipa and Noi`i into storage areas – Laulima for Allied Health and Hookipa for Business Office & Personnel.

Expected outcome - It will allow for more organized storage system for these departments. It would also allow the storage of good, used, furniture that can be used by other departments, thus reducing overall \$'s spent on furniture (no accurate figures nor estimate available at this time.)

2. Convert old Chiller Enclosure at Library into efficient, effective and watertight O/M storage area.

Expected outcome - stock more of frequently replaced maintenance items and more used furniture. This allows us to reach our goal of reducing days to complete a work order since we would not have to wait so long for parts. It will allow for more organized storage system of stocked parts thus reduce man-hours looking for repair parts. It would also allow us to store more good used furniture that can be used by other departments, thus reducing overall \$'s spent on furniture (no accurate figures nor estimate available at this time.)

Appendix 1

New personnel “counts:”

Operations and Maintenance positions are important to be added as permanent counts due to its “effect” on the health and safety aspects of student learning outcomes. Students, faculty and visitors are more inclined to have a pleasant and affirming stay on campus if the landscape, exterior and interior spaces are well maintained. Quality of the landscape, exterior and interior spaces is compromised once employees are given more work load than is possible to complete in any given day to the standards we are setting.

Positions:	Expected outcomes
1- FTE Facilities Manager Assistant	Improve morale and improve attention to detail on all aspects of work, energy management, routine & preventative maintenance, key and card access processing and oversight of R&M and CIP Projects
1-FTE Mailroom/Switchboard clerk (currently casual hire)	Non-quantifiable...improved morale
1-FTE O/M clerk (currently casual hire)	Non-quantifiable...improved morale
1-FTE Building Maintenance Mechanic I	Number of days to repair powered hand tools and other large motorized equipment is reduced by 50%. Data may be gleaned from Efacilities Aim
3-FTE Janitor II	Higher satisfaction ratings by 10% points and reduced number of overtime hours, by 1/3, for deep cleaning and window washing.
1-FTE General Labor II for landscape crew	Higher satisfaction ratings by 10% points for well kept campus and reduced need for contracting out irrigation troubleshooting and repair. Reduce hours by outside contractor by 1/3.
1-FTE Building Maintenance I	Reduce number of days to complete work orders by 50%. Reduce number of overtime hours for Building Maintenance items by 1/3.

Appendix 2

***Plans & Next Steps* for 2013 within the Operations & Maintenance**

1. Institute the Asset Management and Preventative Maintenance Modules in Efacilities Aim. A 21 week training program in Inventory Management and Organizing Storage, Work Spaces and Work Vehicles will be implemented beginning February 26, 2013. The intent is to create appropriate methods for tracking our shop stock as well as instill new habits of cleanliness and organization of work areas and golf carts of all the teams within O/M. We will incorporate hands on training within Efacilities Aim that should allow us to begin utilizing the above two mentioned modules...perhaps even the inventory module as well.
2. Replace worn out equipment as quickly as possible. Focus is on a mid-size to full size pickup truck and floor scrubbing/polishing machines. Also, as old Nickel Cadmium battery powered hand tools “die” we will replace them with lithium ion battery models.
3. Performance Appraisals for all O/M personnel to be brought up to current year and combine this with staff development program(s) for all sections of our department wherever an employee receives a “does not meet expectations” in order to improve internal morale (individual and departmental) as

well as embrace the spirit of kokua and kuleana. OM Manager will continue working on the PAS updating with all O/M now that the BU1 supervisors are up to date.

4. Every two week meetings between department head and working supervisors On going
5. As needed meetings between department head and individual teams as well as entire O/M Department. On going
6. “Nuts & Bolts” from OM Dept 4 times a year to remind the community about:
 - Keys and Card Access proceeds
 - Move requests and guidelines for packing “stuff” for moves of offices.
 - Locked out procedures
 - How to use EFacilities-AiM for customer requestsOn going
7. Complete the Geo-Referencing Project with USGS, which will include final organization of blue prints and operating manuals of our buildings and systems. The scanning was complet
8. Complete design and build on various projects co-created with Vo-Tech & Construction Academy Departments. See Appendix 3
9. Continue working with EDventure , the college’s non-credit branch for on-the-job training for all groups within O/M They are providing fork lift and Sky Track training as well as bringing in the trainer for the Inventory and Shop Management mentioned above. EdVenture may be able to negotiate with Am TrainCo and bring them to Maui. Currently Am TrainCo just organizies training on Oahu.
10. Continue to lobby strongly and loudly for permanent counts and more positions within our department, especially full time, permanent positions. See Appendix 1.
11. Explore and implement where feasible, Zero Waste concept in order to take advantage of all these Sustainability potentials:
 - Paperless work order & file system
 - Convert our golf cart fleet to solar or wind power.
 - Purchase only environmentally friendly cleaning products.
 - Purchase janitorial paper products that have a certain % of recycled paper in them.
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Appendix 3

Repair and Maintenance Projects completed 2013 and on the docket for 2014

2013 – Large Kine:

Faculty Hale Renovation

Exterior Renovation Vo Tech Bldg 201, 202, 203, 204 and adjacent storage sheds

Electrical Upgrade in VoTech Bldg 201, 202, 203, 204, 223

Supply Fan upgrades in Paina, Laulima, Kupaa and Kalama

Electrical Upgrade Bldg 2207 (a.k.a. The Annex)

Small Kine by O/M Building Maintenance:

Re-organize OM Base Yard

Multiple door replacements –interior and exterior

Create new key room in OM Bldg

Up-grade electrical service to raised stage on Great Lawn

In Process and/or out to bid for 2014

Re-Key Main Campus and Molokai Education Center

Campus wide sidewalk, roadway and drainage improvements

1st Phase Irrigation Upgrade to be completed 2014

Exterior Repair to AutoBody Shop

Termite Treatment of Paina, Pilina and Laulima & Replace termite damaged built in furniture in Hookipa and Allied Health Bldg (lower Campus)
Soffit Repair Paina Bldg

Appendix 4

CIP Projects

Renovation of Noi'i Bldg into the new Allied Health Bldg & Dental Clinic (upper campus)
Conversion of Hale Haumana (old dormitories) into new Hospitality Academy

Appendix 5

Co-creation projects with Vo-Tech-Sustainable Construction-Automotive Department; Apprenticeship Program

Tentative Projects under jurisdiction of Sustainable Construction Tech - Building Maintenance:

1. Re-paint exterior handrails and signposts
2. Get Metasys set up in Bldg #2202 Classroom Lab for energy monitoring projects
3. Convert our golf cart fleet to solar or wind power.

Tentative Projects under jurisdiction of Sustainable Construction Tech – Carpentry:

1. Grease enclosure South side Paina
2. Rubbish enclosure on NW corner of Welding Shop
3. Recycle Cardboard enclosure N side Pilina
4. Tech Shed on side of Day Care Center to house the computer monitor equipment for the PV Tracking Array.
5. New doors on old A/C Enclosure at Library.

Appendix 6

Facilities Improvement Measures begun via Johnson Controls in 2012 and completed 2013

FIM No.	Facility Improvement Measure (FIM)
1	Maui College Lighting Upgrade
2	Molokai Lighting Upgrade
3	Molokai LED Pole Lighting
4	CHW Plant Upgrade & Laulima Loop Expansion
5	Ho'okipa CHW Loop Expansion
6	Laulima/TLC/Nursing HVAC Upgrade
7	Energy Management System Upgrade & Integration
9	Molokai HVAC Replacements
10	Hale Classrooms HVAC Replacement
11	Low Flow Plumbing Fixtures
12	Chemical Free Cooling Tower Water Treatment
15	Pa'ina Solar Hot Water Heating
16	EV Charging Stations
17	Kitchen Exhaust Controls
18	Vending Misers
20	Retro-commissioning
21	Green Kiosks, Sub-metering & GHG Reporting

Appendix 7

Faculty and/or Student Survey Comments & Survey Summary

(None available as of this writing.)