

**Mission Statement:**

The Operations & Maintenance (O/M) Department provides a safe, sanitary, and secure educational environment for students, faculty and staff that 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

**Executive Summary:**

All in all, a very interesting period in UHMC Operations & Maintenance (O&M). The college did a mini-reorganization of O/M in order to add an Assistant Facilities Manager (FM). The intent of this new APT position was to take some of the day to day activities off the Facilities Manager desk so that the Facilities Manager could put more attention on broader picture activities as well as paying more attention to facility improvement projects. The concept is solid and we are seeing how the new Assistant FM will be able to enhance and improve the overall organization and operation of UH MC Operations and Maintenance Department

Tightening campus operating budgets slowed down the fill behind process and in some cases delayed it for consideration till January 2020. This is why our Personnel Requests Appendix C has those vacancies listed and prioritized.

Due to office assistant type vacancies in O&M, Mailroom/Switchboard, Administrative Services, and Business Office we will be creating a Shared Services Group for Administrative Services (Admin Services). This 3-4-person team (2-3 APT positions and one civil servant Office Assistant) will direct report to the Vice Chancellor for Admin Services and will be responsible for Mailroom/Switchboard; hard key&card access card distribution; Admin Services Procurement & Travel Documents for VC Admin Services; O/M; Personnel; Business Office; Campus Security. We anticipate this team to be in place and active sometime during Spring Semester 2020. The largest impact for O/M will be we can better focus on the 'core' activities and project work of O/M. The procurement activities that consume so much of the Facilities Managers' time, such as Super Quotes to daily requisitions to annual & multiyear contracts...etc, will be moved to this Shared Services Group.

There has been a mini-mini reorg within O/M. Originally the Assistant Facilities was to manage all three O/M BU 01 teams. This has evolved. Going forward, the FM will soon to have no oversight of the mailroom/switch board and hard key - card access card distribution, therefore he/she will directly manage the Building Maintenance team while the Assistant Facilities Manager will directly manage the Janitor and Grounds Team. This small change along with a new person filling the Assistant Facilities manager's position has brought an improvement in morale.

Last but not least...going forward O/M begin assessing our program based on the Recommended APPA STAFFING STANDARDS (see appendix A) What is APPA – Leadership in Educational Facilities... *It is the gathering place for educational facilities professionals, dedicated to the ongoing evolution of the profession.* Its mission: *“To support educational excellence with quality leadership and professional management through education, research and recognition.”* This community firmly aligns with the principals and values of : integrity, honesty, respect, fairness, patience, nurturance, encouragement, growth & development, service, quality, and collaboration. APPA represents more than 18,000 educational facilities professionals from over 1,300 learning institutions worldwide. APPA's community represents the broadest coalition of educational facilities professionals possible, ensuring a diversity of experiences and situations, and availability of best practices. Our members also include other non-profits, libraries, museums and industry partners.

## **Analysis and Assessment of Quantitative and Qualitative Data for the Calendar Dates July 1, 2017 thru June 30, 2019**

### **QUANTATATIVE:**

#### Janitor Teams

Upper Campus Janitor Team:

Staffing level: Beginning of FY 2018 6 full duty janitor II and 1 full duty Janitor III.  
End of FY 2019 – Same count.

Number of Work Orders Via Efacilities AIM: JY 1 2017 – June 30, 2019 = 56 work orders completed. [JY 1,2015 – June 30, 2017 work orders completed = 68]  
We estimate that it took us, on average, 7 days to complete a work order depending on its complexity. Reduction of # of work orders likely due to reduced 'office personnel movement' in-between semesters.

Lower Campus Janitor Team:

Staffing level: Beginning of FY 2018 6 full duty janitor II and 1 full duty Janitor III.  
End of FY 2019 – 3 full duty Janitor II, one full duty Janitor III, 2 modified/light duty Janitor II and 1 vacancy.

Number of Work Orders Via Efacilities AiM: JY 1 2017 – June 30, 2019 = 144 work orders completed. [JY 1,2015 – June 30, 2017 work orders completed = 134]... We estimate that it took us, on average, 7 days to complete a work order on its complexity. Increase in # of work orders likely due to increased 'office personnel movement' in-between semesters and the re-organization of OCET/EDventure into ELWD (Extended Learning and Work Force Development.)

Lower Campus has more work orders than Upper Campus because Lower Campus is responsible for more buildings...hence it is natural that there would be more work orders.

UHMC assessment of Janitor teams 'performance' and outcomes based on APPA standards:

When we are fully staffed and all janitors are healthy each main campus janitor has a work load of approx. 33,000 sq ft. Hence, based on APPA Custodial Standards (details provided in appendix A) we fall between Level 3 – Casual Inattention (26,500 sq ft per staff) and Level 4 – Moderate Dinginess (39,500 sq ft per staff). However, we strive each day to maintain a minimum of Level 2 – ordinary tidiness for our restrooms, with classrooms at Level 3-Causal Inattention and offices rarely rising above Level 4 – Moderate Dinginess. Given that we are not fully staffed with only 10 full time janitors, 1 modified/light duty, and two vacancies...we continue to strive to have minimum level 2 in all

restrooms but classrooms seem to 'dropping' to Level 4 Moderate dinginess and offices to Level 5 – Unkempt Neglect.

### Grounds Team

Staffing level: Beginning of FY 2018 4 full duty General Labor II and 1 full duty General Labor III. End of FY 2019 – 3 full duty General Labor II and 1 full duty General Labor III and one vacant General Labor II. During this period, due to personnel issues...the General Labor III was assisting Bldg Maintenance team for about 6 months early FY 2019. And late in FY 2019 1 General Labor II was on modified duty due to work related injury.

Number of Work Orders Via Efacilities AiM: JY 1 2017 – June 30, 2019 = 631 work orders completed. [JY 1,2015 – June 30, 2017 work orders completed = 362] We estimate that it took us, on average, 7 days to complete a work order on its complexity. The increase in work orders is in part due to the 'office personnel movement as well as increased events and having more work accounted for via work orders in lieu of relying on 'word of mouth' and memory to get certain jobs/tasks complete that are out of the normal work load,

UHMC assessment of Grounds team 'performance' and outcomes based on APPA standards:

When we are fully staffed and all Grounds team members are healthy...each has a work load of approx. 15.6 acres. Hence, based on APPA Grounds Standards (details provided in appendix A) we are considered Level 5 - Minimum Level (1 grounds person/13.5 acres). And this is based on a grounds team doing only landscaping work. APPA does not consider moving services when it assesses standards. Right now, and for the past 1.5 years we have been operating with 3-4 full time grounds (depending on work injuries that dictate modified to light duty) and we have had a consist vacancy due to budget restrictions. Therefore, and I am being generous, each ground team member has been responsible for 19.5 or more acres...depending on who is sick, injured, or un-filled vacancy.

### Building Maintenance Team

Staffing level: Beginning of FY 2017 – 1 full duty General Labor II, 2 full duty Bldg Maintenance II, 1 full duty Bldg Maintenance II. With the Bldg Maintenance II retiring end December 2018 staffing levels fell by the end of FY 2019 to 1 full duty General Labor II, 2 full duty Bldg Maintenance II.

Number of Work Orders Via Efacilities AiM: JY 1 2017 – June 30, 2019 = 1263 work orders completed. [JY 1,2015 – June 30, 2017 work orders completed = 1023] We estimate that it took us, on average, 7 days to complete a work order on its complexity. The increase in work orders is expected given the aging of our

infrastructure as well as office personnel movements and other types of repurposing of spaces that are beyond the control of Operations & Maintenance.

UHMC assessment of Building Maintenance team 'performance' and outcomes based on APPA standards:

When we are fully staffed (4) and all Building Maintenance team members are healthy...each has a work load of approx. 107,250 sq ft of building space.

Hence, based on APPA Maintenance Standards (details provided in appendix A) we fall between Level 3 – Managed Care (94,439 sq ft per staff) and Level 4 – Reactive Management (118,049 sq ft per staff). However, since January 1, 2019 Bldg Maintenance has been operating with one vacancy. This means we have a staffing level of 143,000 sq ft per staff. This lands us between Level 4 – Reactive management and Level 5 – Crisis Response.

#### OM Administrative Team

Staffing levels: one full time APT Band B – Facilities Manager: one full time APT Band B – Assistant Facilities Manager; one full time temporary office assistant – vacant since August 2018.

Number of Work Orders Via Efacilities AiM: JY 1 2017 – June 30, 2019 = 352 work orders completed. [JY 1,2015 – June 30, 2017 work orders completed = 200] Time to complete a work order for OM Admin ranges from 5 minutes if it is an AC Scheduling request to a month or more if a 'project' type work order. The increase of 152 work orders is in part due to

There are no APPA standards per se...and it is recommended that for the coming term July 1, 2019 through June 20, 2021 the college purchase and study this tome from APPA - **APPA 1000-1 Total Cost of Ownership for Facilities Asset Management (TCO) – Part 1: Key Principles [PDF]**.

#### Mailroom/Switchboard Team

Staffing levels: one full time temporary office assistant and 2-4 student office assistants. There are no APPA standards for this type of team.

Number of Work Orders Via Efacilities AiM: JY 1 2017 – June 30, 2019 = 293 work orders completed. [JY 1,2015 – June 30, 2017 = 408 work orders completed] The decrease over this time is because Mailroom/Switchboard no longer did hard key requests beginning June 2017. Average completion time is 3 days.

The following Qualitative lists were generated in Fiscal 2016 and remain accurate this time around for 2017 and 2019...with few comments added...

#### STRENGTHS:

- Working with a smile on our faces even with such overload
- Willingness to help others most times...working together
- Pride in doing high quality work
- Putting students first most times...
- Knowing and understanding that we have to drop what we are doing and jumping in to fix something else
- Patience with the Facility Managers and each other
- Patience with faculty and other staff
- Accept and implement change even if we resist at times and it seems impossible.
- We do have some good equipment.
- We do very well with what we have
- There are many faculty staff who do understand our importance and the role we play in making this a 1<sup>st</sup> class community college.
- Sense of humor

#### WEAKNESSES:

- Sometimes don't listen and understand clearly what our fellow OM folks are saying/telling us...
- Lack of adequate staffing levels
- Lack of communications –internal and external
- Lack of appropriate funding resources
- Slowness and complicated UH procurement process.
- Impatience with faculty and other staff, and disrespecting students when their demands appear outrageous to us.
- Still “noni noni”, internal back stabbing, and talk stink about others instead of just be quiet and do our jobs. However this seems to have improved since the last program review.
- Lack of compassion from others towards our fiscal and personnel status.
- Too much pride to admit not knowing and therefore not asking for help.
- Not speaking up at open meetings – OM Ohana or elsewhere.
- Fear of retaliation if we speak out about something we don't like or that we see happening and should be “corrected”.
- Lack of trust in administration to make decisions that truly benefit the entire community in terms of prudent and frugal use of our monetary resources.
- Not always walking our talk.

## FRUSTRATIONS:

- Not having material/supplies on hand to complete a work order
- Not enough information given on work order
- Lack of compassion towards us when they do not see the “whole picture” e.g. nit picky
- Insufficient training/knowledge/equipment/HVAC maintenance
- Too many talking too much about retirement
- Some poor purchasing decisions by facilities manager.
- New “Budget Committee” that reviews all vacant positions to see if it necessitates immediate fill behind – OM no longer “owns” its vacant position counts...they could be preempted if Executive Committee and Budget Committee so chose.
- Specifications on request for quotes should be better defined and we hold the vendor to strict compliance with the specification(s).

## Assessment of Quantitative Data and Qualitative Information

### Quantitative data:

1. The amount of sq ft and/or acres per employee is utterly dismal. The attached personnel requests reflect our desire to reduce sq ft and/or acres per employee so that we can improve the look and feel of campus facilities and landscape.
2. Work Order Processing...as of this writing January 6, 2020:
  - Janitor Teams – combined have 16 open work orders. These are mostly for cleaning services during Winter Break 2019-2020 and the others are future deep cleaning requests.
  - Grounds Team has 14 open work orders. The majority is move requests and the rest are special landscape project type stuff.
  - Building Maintenance Team has 65 open work orders. These are a balance of AC, Light issues, painting, restroom repairs, utility cart maintenance type requests
  - OM Administration has 14 open work orders. These are work orders for different type of tasks that support the other teams, especially when outside help is required (AC Maintenance Contract, Pesticide Control contract, Card Access Issues, JCI Performance Contract Issues) and/or materials are required to be purchased.
  - Mailroom Switchboard has 21 open work orders. These are requests for swipe cards – either new ones or update old ones and are from December 2019 to present.

And, a quick review of these outstanding, open work orders shows that quite a few can be closed now because they are completed. We just have to dedicate a bit more time to this small kine administrative task.

#### Qualitative Information:

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/conflicts. The stress of being so understaffed creates hardships and tensions as well.

When we are allowed to fill vacancies we will make all attempts to find 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.

While at most time’s morale is good, there are times when morale is down...even when we had emergency hires in janitor and grounds positions during the “searches.” The morale always appears low depending on time of year and time of day...for a variety of reasons:

1. As mentioned earlier – personality contrasts/conflicts.
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. A lack of certain types of powered machinery...in particular, high speed buffers and scrubbers for each building; no adequately sized pickup truck; length of time it takes to repair powered equipment.
4. The “fires” we are always putting out seem to inevitably affect our capacity to tend to the more preventative types of work we can be doing.

#### OPPORTUNITIES for Enhancements and Improvements within O/M as FY 2020 and 2021 unfold:

- Re-branding opportunities in O/M:
  - Upper Campus Janitor Team to become Mauka Janitor Team;
  - Lower Campus Janitor Team to become Makai Janitor Team;
  - Upper Campus Bldg Maintenance I to become Mauka Bldg Maintenance I;
  - Lower Campus Bldg Maintenance I to become Makai Bldg Maintenance I;



- We are not sure about the Grounds Zones as of this writing...however, we may name these zones in alignment with the Hawaiian 'Compass'..tbd by O/M Ohana. ---safe zone versus danger zone????
- What is O&M? a new discourse for OM Admin team...
  - How do we initiate a change in perception of what we do and don't do? For example... We are not responsible for bldg upgrades to accommodate new equipment? We are not responsible for moving massive amounts of office furniture do to a department's 'whim' to re-organize? Etc...
- Performance Appraisals for all O/M personnel - Calendar year 2019 has been a refresher course in the 'new' PAS format and updates may just be complete by end of 2019. And as of this writing, there is only one more PAS to initiate using the revised PAS forms.
- Every two week meetings between department head and working supervisors **On going**
- As needed meetings between department head and individual teams as well as entire O/M Department. **On going**
- "Nuts & Bolts" from OM Admin team 4 times a year to remind the community about:
  - Keys and Card Access procedures
  - Move requests and guidelines for packing "stuff" for moves of offices.
  - Locked out procedures
  - How to use EFacilities-AiM for customer requests
  - **On going- has been very inconsistent and we feel consistency will improve with the new Assistant FM**
- Continue to lobby strongly and loudly for permanent counts and more positions within our department, especially full time, permanent positions.
  - See Appendix C – Personnel Requests
- Continued collaboration with Apprenticeship Program for small facility improvement projects such as office and classroom flooring and creation of permitted storage facilities.
- Move into Zero Waste Agenda:

- Supporting the Campus's desire to compost food wastes...pre and post-consumer.
- Re-design office paper recycling system to either recycle this asset or re-purpose as a 'feed stock' for Composting system.
- Re-design Cardboard Recycling System...may have to be 'canceled' if there is no more 'market' for cardboard in the recycling industry. The cardboard then may become 'feed stock' for the composting system.
- See Appendix B – Equipment Requests for details of proposed composting system.
- Continually support UHMC Security Department in annual “disaster training” exercises.
- Organize OM Ohana trips to other Community Colleges – and hosting the other OM Ohanas here on Maui. - [deferred in FY 2020 due to budgetary constraints](#)
- Reduce Feral Chicken Population on campus. **OUTSOURCE TRAPPING OF FERAL CHICKENS.** [On going](#)
- Successfully complete Phase 2 of the Johnson Controls Performance Contract – that began Summer 2018 and includes Solar PV additions that will take the campus to Net Zero in terms of electrical energy. 99% complete as of January 6, 2020:
  - Outstanding Facility Improvement Measures:
    - Bring the 1.5 Kw PV Array on Line
    - Final commissioning of the Campus Wide LED lighting retrofit.

### **O/M Resource Needs for FY 2020-2021**

Appendix B – Equipment Requests

Appendix C – Personnel Requests

Appendix D – Miscellaneous Resource Requests

### **Repair and Maintenance and Minor CIP Projects Orchestrated by UHCC Facilities Planning Department;**

- Completed:
  - Apo Leo Recording Studio in Ka'a'ike Bldg.
- Pending Certificate of Occupancy:
  - Health Center Renovation

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- In Process:
  - Food Innovation Center in Pilina Bldg.
- Out to bid:
  - Asbestos Abatement in Library
  - Spalling and soffit repair on Paina exterior
- In Design:
  - HVAC Distribution and Controls – Ka'a'ike and Paina; Hookipa and Laulima
  - Lower Campus Repaving
  - Community College System Wide ADA Assessment
  - Temporary Repair to Ka'a'ike Damaged soffit
  - Molokai Ed Ctr Expansion
  - Multipurpose Building Hospitality Renovation
  - Paina Assessment of Structural Integrity
  - Soffit and Spall Repairs Campus Wide
  - UHMC Updated LRDP

## Appendix A

APPA STANDARDS – as compiled by Angie Jackson, PHR SODEXO Fiscal Service Manager WKU Account – 3/20/15

\*Special Note: Grounds Standard doesn't take into account 'moving' furniture, event set ups etc...however, these standards include Snow Removal – something we do not have to 'account for' in Hawaii. For our purposes we feel these standards are adaptable to Hawaii as a base line.

# Recommended APPA STAFFING STANDARDS

## APPA's Levels of Service Establishing Parameters

| Level    | <u>Maintenance</u>        | <u>Custodial</u>     | <u>Grounds</u>       |
|----------|---------------------------|----------------------|----------------------|
| <b>1</b> | Showpiece Facility        | Orderly Spotlessness | State of the Art     |
| <b>2</b> | Comprehensive Stewardship | Orderly Tidiness     | High Level           |
| <b>3</b> | Managed Care              | Casual Inattention   | Moderate Level       |
| <b>4</b> | Reactive Management       | Moderate Dinginess   | Moderately Low-Level |
| <b>5</b> | Crisis Response           | Unkempt Neglect      | Minimum Level        |

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| APPA Maintenance Standards        |   |  |  |  |  |
|-----------------------------------|---|--|--|--|--|
| Based on 1M sq. ft. by space type |   |  |  |  |  |
| Description                       | LEVEL 1<br>Showpiece  | LEVEL 2<br>Comprehensive Stewardship   | LEVEL 3<br>Managed Care  | LEVEL 4<br>Reactive Management   |  |
|                                   |   |  |  |  |  |
| Customer Service & Response Time  | Able to respond to virtually any service, immediate response.   | Response to most service needs, typically in a week.   | Services available only by reducing maintenance, response times of one month or less.  | Services available only by reducing maintenance, response times of one year or less.   |  |
| Customer Satisfaction             | Proud of facilities; have a high level of trust for the facilities organization.  | Satisfied with facilities related services, usually complimentary of facilities staff.                                     | Basic level of facilities care. Able to perform mission duties. Lack of pride in physical environment.   | Generally critical of cost, responsiveness and quality of facilities services.   |  |
| PM vs. CM                         | 100%  | 75-100%  | 50-75%   | 25-50%   |  |
| Maintenance Mix                   | All PM is scheduled and performed on time. Emergencies (e.g. power outages) are infrequent and handled efficiently      | A well developed PM program. PM done less than defined schedule. Occasional emerg. caused by pump failures etc.            | Reactive maintenance high due to systems failing. High number of emergencies causes reports to upper mgmt.   | Worn-out systems require staff to be scheduled to react to failure. PM work consists of simple tasks done inconsistently.                      |  |
| Aesthetics, Interior              | Like new finishes   | Clean/crisp finishes   | Average finishes   | Dingy finishes   |  |
| Aesthetics, Exterior              | Window, doors, trim, exterior walls are like new  | Watertight, good appearance of exterior cleaners   | Minor leaks and blemishes average exterior appearance.   | Somewhat drafty and leaky, rough-looking exterior  |  |
| Aesthetics, Lighting              | Bright and clean, attractive lighting   | Bright and clean, attractive lighting  | Small percentage of lights out, generally well lit and clean.  | Numerous lights out, missing diffusers, secondary areas dark.  |  |
| Service Efficiency                | Maintenance activities appear highly organized and focused. Service and maintenance calls are responded to immediately. | Maintenance activities appear organized with direction. Service and maintenance calls are responded to in a timely manner. | Maintenance activities appear to be somewhat organized, but remain people dependent. Service/ maintenance calls are sporadic without apparent cause. | Maintenance activities are somewhat chaotic and people dependent. Service/maintenance calls are typically not responded to in a timely manner. |  |
| Building Systems Reliability      | Breakdown maintenance is rare and limited to vandalism and abuse repairs.   | Breakdown maintenance is limited to system components short of MTBF.   | Building and systems components periodically or often fail.  | Systems unreliable. Constant need for repair. Backlog repair exceeds resources.  |  |
| Operating Budget as % of CRV      | >4.0  | 3.5-4.0  | 3.0-3.5  | 2.5-3.0  |  |
| Campus Average FCI                | <0.05   | 0.05-0.15  | 0.15-0.29  | 0.30-0.49  |  |



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| APPA Custodial Standards |  |   |   |  |
|--------------------------|--|---|---|--|
| Custodial LEVELS         |  |   |   |  |
|                          | Level 1<br>Orderly<br>Spotlessness   | Level 2<br>Ordinary<br>Tidiness   | Level 3<br>Casual<br>Inattention  | Level 4<br>Moderate<br>Dinginess   |
| Sq. ft. per Staffing     | Level 5<br>Unkempt Neglect   |   |   |  |
| 1                        | 8,500  |   |   |  |
| 2                        | 16,700   |   |   |  |
| 3                        | 26,500   |   |   |  |
| 4                        | 39,500   |   |   |  |
| 5                        | 45,600   |   |   |  |
|                          | Floors and base moldings shine and/or are bright and clean; colors are fresh. All vertical and horizontal surfaces have a freshly cleaned or polished appearance and have no accumulation of dust, dirt, marks, streaks, smudges, or fingerprints. Washroom and shower tile and fixtures gleam and are odor-free; supplies are adequate. ... | Floors and base moldings shine and/or are bright and clean. There is no buildup in corners or along walls, but there can be up to two days' worth of dirt, dust, stains and streaks. All vertical and horizontal surfaces are clean, but marks... | Floors are swept clean, but upon close observation dust, dirt, and stains, as well as a buildup of dirt, dust, and/or floor finish in corners and along walls, can be seen. There are dull spots and/or matted carpet in walking lanes, and streaks and ... | Floors are swept clean, but are dull. Colors are dingy, and there is an obvious buildup of dust, dirt, and/or floor finish in corners and along walls. Molding is dull, and contains streaks and splashes. All vertical and horizontal surfaces have conspicuous dust, ... |
|                          | Annual cleaning of all blinds. Repairs completed with 24 hours. Special projects completed within 5 working days. New buildings (avg size of 100,000 NSF) online in one week.  | Cleaning of all blinds within 18 months. Repairs completed within 1 week. Special projects completed within 5 working days. ...   | Cleaning of all blinds within 3 years. Repairs completed within 2 weeks. Special projects completed within 10 working days. ...   | Cleaning of all blinds every 5 years. Repairs completed within three weeks. Special projects completed with one month. New buildings ...   |
|                          | All work requests completed the same day. All light fixtures in working order. All academic, low voltage, HID and emergency lighting systems maintained on a timely basis.   | 75% of work requests completed same day. No more than 5% of all lights out at any given time. Delays in maintenance for academic, ...   | 50% of work request completed same day. No more than 10% of all lights out at any given time. Delays in maintenance for academic, low voltage, HID and ...  | Lighting in academic buildings replaced on an "as needed" basis. Requests would be prioritized with most urgent requests completed within one week. Delays in ...  |
|                          |  |   |   | Maintain essential minimal lighting in academic buildings. Many lights will be out in areas and only replaced when absolutely necessary. Maintenance for academic, low voltage, HID and emergency lighting systems ...   |

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Sample Classroom task list and frequencies per APPA level

| Classrooms                           | APPA<br>1 | APPA<br>2 | APPA<br>3 | APPA<br>4           | APPA<br>5        |
|--------------------------------------|-----------|-----------|-----------|---------------------|------------------|
| Empty trash/replace liners           | Daily     | Daily     | Daily     | 2X Week             | 1X Week          |
| Clean whiteboards                    | Daily     | Daily     | Daily     | 2X Week             | 1X Week          |
| Sweep/Dust mop floors                | Daily     | Daily     | Daily     | 3X Week             | 1X Week          |
| Spot mop floor                       | Daily     | Daily     | Daily     | Daily               | Daily            |
| Damp mop entire floor                | Daily     | Daily     | 1X Week   | Bi-Weekly           | Monthly          |
| Vacuum high traffic areas            | Daily     | Daily     | Daily     | 3X Week             | 1X Week          |
| Wall to wall vacuuming               | Daily     | Daily     | 1X Week   | Bi-Weekly           | Monthly          |
| Carpet Spot Removal                  | As Needed | As Needed | Daily     | Bi-Weekly           | Monthly          |
| Wipe down touch points               | Daily     | Daily     | Daily     | 3X Week             | 1X Week          |
| Clean/disinfect drinking fountain    | Daily     | Daily     | Daily     | 1X Week             | Bi-Weekly        |
| Spot clean interior glass            | Daily     | Daily     | Daily     | Daily               | Daily            |
| Clean interior glass (full cleaning) | Daily     | Daily     | Daily     | 1X Week             | Bi-Weekly        |
| Dust furniture                       | Daily     | Daily     | 1X Week   | Bi-Weekly           | Monthly          |
| High/low dust                        | Daily     | Daily     | 1X Week   | Bi-Weekly           | Monthly          |
| Spot clean walls, doors and graffiti | Daily     | Daily     | Daily     | Daily               | Daily            |
| Machine scrub floor                  | As Needed | As Needed | Monthly   | Quarterly           | 1X Year          |
| Burnish floors                       | As Needed | As Needed | Monthly   | Quarterly           | 1X Year          |
| Vacuum supply and return air vents   | As Needed | Bi-Weekly | Monthly   | Bi-Monthly          | Quarterly        |
| Dust ceiling area and light fixtures | As Needed | Bi-Weekly | Monthly   | Bi-Monthly          | Quarterly        |
| Clean trash receptacles              | Daily     | 1X Week   | Monthly   | Bi-Monthly          | Quarterly        |
| Wipe down window ledges              | Daily     | 1X Week   | Monthly   | Bi-Monthly          | Quarterly        |
| Scrub and recoat floors              | As Needed | 2X Year   | 1X Year   | Every<br>Other Year | 1X Year          |
| Strip and refinish floors            | As Needed | 1X Year   | 1X Year   | 1X Year             | Every Other Year |
| Full carpet extraction               | As Needed | Monthly   | 2X Year   | 1 Year              | Every Other Year |



## APPA Grounds Standards

| <u>GROUNDS</u> |                     |                     |                     |                     |    |
|----------------|---------------------|---------------------|---------------------|---------------------|----|
| <u>LEVELS</u>  | <u>Main Grounds</u> | <u>Open Area</u>    | <u>Athletic</u>     | <u>INDUSTRY</u>     |    |
|                | <u>Acres/person</u> | <u>Acres/person</u> | <u>Acres/person</u> | <u>Acres/person</u> |    |
| 1              | 1.15                | 20                  | 2.71                |                     |    |
| 2              | 2.3                 | 25                  | 4.09                |                     |    |
| 3              | 2.55                | 33.33               | 5.99                |                     | 10 |
| 4              | 5.74                | 50                  | 11.52               |                     |    |
| 5              | 13.5                | 100                 | 14.29               |                     |    |

| <b>LEVEL 1</b>  | <b>LEVEL 2</b>  | <b>LEVEL 3</b>   | <b>LEVEL 4</b>  | <b>LEVEL 5</b>  |
|---|---|--|---|---|
| <b>State of the Art</b>   | <b>High Level</b>   | <b>Moderate Level</b>  | <b>Moderately Low-Level</b>   | <b>Minimum Level</b>  |
| Maintenance applied to a high-quality diverse landscape. Associated with high-traffic urban areas, such as public squares, malls, government grounds, or college/university campuses. | Associated with well-developed public areas, malls, government grounds, or college/university campuses. Recommended level for most organizations. | Associated with locations that have Moderate to low levels of development or visitation, or with operations that, because of budget restrictions, cannot afford a higher level of maintenance. | Associated with locations affected by budget restrictions that cannot afford a high level of maintenance. | Associated with locations that have severe budget restrictions. |



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## APPA Grounds Descriptions of Levels:

### LEVEL 1

- TURF CARE. Grass height maintained according to species and variety of grass. Mowed at least once every five working days but may be as often as once every three working days. Aeration as required but not less than four times per year. Reseeding or sodding as needed. Weed control to be practiced so that no more than 1 percent of the surface has weeds present.
- FERTILIZER. Adequate fertilization applied to plant species according to their optimum requirements. Application rates and times should ensure an even supply of nutrients for the entire year. Nitrogen, phosphorus, and potassium percentages should follow local recommendations. Trees, shrubs, and flowers should be fertilized according to their individual requirements of nutrients for optimum growth. Unusually long or short growing seasons may *modify* the chart slightly.
- IRRIGATION. Sprinkler irrigated-electric automatic commonly used. Some manual systems could be considered adequate under plentiful rainfall circumstances and with adequate staffing. Frequency of use follows rainfall, temperature, season length, and demands of plant material.
- LITTER CONTROL. Minimum of once per day, seven days per week. Extremely high visitation may increase the frequency. Receptacles should be plentiful enough to hold all trash usually generated between servicing without overflowing.
- PRUNING. Frequency dictated primarily by species and variety of trees and shrubs. Length of growing season and design concept also a controlling factor-i.e., clipped vs. natural-style hedges. Timing scheduled to coincide with low demand periods or to take advantage of special growing characteristics.
- DISEASE AND INSECT CONTROL. At this maintenance level, the controlling objective is to avoid public awareness of any problems. It is anticipated that problems will either be prevented or observed at a very early stage and corrected immediately.
- SNOW REMOVAL. Snow removal starts the same day that accumulations of 5 inch are present. At no time will now be permitted to cover transportation or parking surfaces longer than noon of the day after the snow stops. Application of snow-melting compound and/or gravel is appropriate to reduce the danger of injury due to falls.
- SURFACES. Sweeping, cleaning, and washing of surfaces should be done so that at no time does an accumulation of sand, dirt, or leaves distract from the looks or safety of the area.
- REPAIRS. Repairs to all elements of the design should be done immediately when problems are discovered, provided replacement parts and technicians are available to accomplish the job. When disruption to the public might be major and the repair is not critical, repairs may be postponed to a time period that is least disruptive.
- INSPECTIONS. A staff member should conduct inspection daily.
- FLORAL PLANTINGS. Normally, extensive or unusual floral plantings are part of the design. These may include ground-level beds, planters, or hanging baskets. Often, multiple plantings are scheduled, usually for at least two blooming cycles per year. Some designs may call for a more frequent rotation of bloom. Maximum care, including watering, fertilizing, disease control, disbudding, and weeding, is necessary. Weeding flowers and shrubs is done a minimum of once per week. The desired standard is essentially weeded free.

### LEVEL 2

- TURF CARE. Grass cut once every five working days. Aeration as required but not less than two times per year. Reseeding or sodding when bare spots are present. Weed control practiced when weeds present a visible problem or when weeds represent 5 percent of the turf surface. Some pre-emergent products may be used at this level.
- FERTILIZER. Adequate fertilizer level to ensure that all plant materials are healthy and growing vigorously. Amounts depend on species, length of growing season, soils, and rainfall. Rates should correspond to at least the lowest recommended rates. Distribution should ensure an even supply of nutrients for the entire year. Nitrogen, phosphorus, and potassium percentages should follow local recommendations. Trees, shrubs, and flowers should receive fertilizer levels to ensure optimum growth.
- IRRIGATION. Sprinkler irrigated-electric automatic commonly used. Some manual systems could be considered adequate under plentiful rainfall circumstances and with adequate staffing. Frequency of use follows rainfall, temperature, season length, and demands of plant material.
- LITTER CONTROL. Minimum of once per day, five days per week. Offsite movement of trash depends on size of containers and use by the public. High use may dictate daily or more frequent leaning.
- PRUNING. Usually done at least once per season unless species planted dictate more frequent attention. Sculpted hedges or high-growth species may dictate a more frequent requirement than most trees and shrubs in natural-growth plantings.
- DISEASE AND INSECT CONTROL. Usually done when disease or insects are inflicting noticeable damage, are reducing vigor of plant material, or could be considered a bother to the public. Some preventive measures may be used, such as systemic chemical treatments. Cultural prevention of disease can reduce time spent in this category. Some minor problems may be tolerated at this level.
- SNOW REMOVAL. Snow removed by noon the day following snowfall. Gravel or snowmelt may be used to reduce ice accumulation.
- SURFACES. Should be cleaned, repaired, repainted, or replaced when their appearances have noticeably deteriorated.
- REPAIRS. Should be done whenever safety, function, or appearance is in question. INSPECTIONS. Inspection should be conducted by some staff member at least once a day when regular staff is scheduled.
- FLORAL PLANTINGS. Normally, no more complex than two rotations of bloom per year. Care cycle is usually at least once per week, but watering may be more frequent. Health and vigor dictate cycle of fertilization and disease control. Beds essentially kept weed free.

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| LEVEL 3   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• TURF CARE. Grass cut once every ten working days. Normally not aerated unless turf quality indicates a need or in anticipation of an application of fertilizer. Reseeding or resodding done only when major bare spots appear. Weed control measures normally used when 50 percent of small areas are weed infested or when 15 percent of the general turf is infested with weeds.</li> <li>• FERTILIZER. Applied only when turf vigor seems to be low. Low-level application</li> <li>• done once per year. Rate suggested is one-half the level recommended.</li> <li>• IRRIGATION. Dependent on climate. Locations that receive more than 25 inches of rainfall a year usually rely on natural rainfall with the possible addition of portable irrigation during periods of drought. Dry climates that receive less than 25 inches of rainfall usually have some form of supplemental irrigation. When irrigation is automatic, a demand schedule is programmed. Where manual servicing is required, the norm would be two to three times per week.</li> <li>• LITTER CONTROL. Minimum service of two to three times per week. High use may dictate higher levels during the warm season.</li> <li>• PRUNING. When required for health or reasonable appearance. With most tree and shrub species, pruning would be performed once every two to three years.</li> <li>• DISEASE AND INSECT CONTROL. Done only to address epidemics or serious complaints. Control measures may be put into effect when the health or survival of the plant material is threatened or when public comfort is an issue.</li> <li>• SNOW REMOVAL. Snow removal done based on local law requirements but generally accomplished by the day following snowfall. Some crosswalks or surfaces may not be cleared at all.</li> <li>• SURFACES. Cleaned on a complaint basis. Repaired or replaced as budget allows. REPAIRS. Should be done whenever safety or function is in question. INSPECTIONS. Inspections are conducted once per week.</li> <li>• FLORAL PLANTINGS. Only perennials or flowering trees or shrubs.</li> </ul> |  |
| LEVEL 4   |  |
| <ul style="list-style-type: none"> <li>• TURF CARE. Low-frequency mowing scheduled based on species. Low growing grasses may not be mowed. High grasses may receive periodic mowing. Weed control limited to legal requirements for noxious weeds.</li> <li>• FERTILIZER. Not fertilized.</li> <li>• IRRIGATION. No irrigation.</li> <li>• LITTER CONTROL. Once per week or less. Complaints may increase level above one servicing.</li> <li>• PRUNING. No regular trimming. Safety or damage from weather may dictate actual work schedule.</li> <li>• DISEASE AND INSECT CONTROL. None except where the problem is epidemic and the epidemic condition threatens resources or the public.</li> <li>• SNOW REMOVAL. Snow removal done based on local law requirements but generally accomplished by the day following snowfall. Some crosswalks or surfaces may not be cleared at all.</li> <li>• SURFACES. Replaced or repaired when safety is a concern and when budget is available.</li> <li>• REPAIRS. Should be done whenever safety or function is in question.</li> <li>• INSPECTIONS. Inspections are conducted once per month.</li> <li>• FLORAL PLANTINGS. None. May have wildflowers, perennials, flowering trees, or shrubs in place.</li> </ul>   |  |
| LEVEL 5   |  |
| <ul style="list-style-type: none"> <li>• TURF CARE. Low-frequency mowing scheduled based on species. Low growing grasses may not be mowed. High grasses may receive periodic mowing. Weed control limited to legal requirements for noxious weeds.</li> <li>• FERTILIZER. Not fertilized.</li> <li>• IRRIGATION. No irrigation.</li> <li>• LITTER CONTROL. On demand or complaint basis.</li> <li>• PRUNING. No pruning unless safety is involved.</li> <li>• DISEASE AND INSECT CONTROL. No control except in epidemic or safety situations.</li> <li>• SNOW REMOVAL. Snow removal done based on local law requirements but generally accomplished by the day following snowfall. Some crosswalks or surfaces may not be cleared at all.</li> <li>• SURFACES. Serviced only when safety is a consideration.</li> <li>• REPAIRS. Should be done whenever safety or function is in question. INSPECTIONS. Inspections are conducted once per month.</li> <li>• FLORAL PLANTINGS. None. May have wildflowers, perennials, flowering trees, or shrubs in place</li> </ul>  |  |

## Appendix B

### Equipment Requests

- In the works...to be bid for FY 2020 via Equipment Replacement Fund:
  - 6-8 all in one, water based, self-contained, walk behind orbital-oscillating floor stripper.
  - 1 ea... front end loader with attachments – at least a back hoe.
  - 1 ea ...self-contained, enclosed cab, road and sidewalk sweeper.
- Quad Cab pickup truck-to be purchased with campus funds early during the 2020 calendar year. It is out to bid as of this writing:
  - Estimated Cost = \$37,000.00.
  - 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.
- Replace worn out equipment as quickly as possible:
  - Via System Equipment Replacement Fund:
    - 1992 Yale Forklift – It has reached its end of life and is becoming more difficult expensive to repair due to its age. Parts are not available. New Forklift minimum 6000lb capacity ± \$50,000.00
    - Upgrade the OM 1979 Air Compressor so that it is ‘powerful enough’ to inflate the tires on our heaviest equipment. Specifically, the new articulating lift and Skytrack all-terrain lift as well as the existing Yale Forklift. Estimated replacement for new unit ± \$10,000.00
    - Expected outcome – Reduced maintenance costs because equipment will be new. Provide safer working environment:
      - by having up to date equipment that can easily maneuver in OM Base Yard as opposed to the larger Skytrack.
      - A larger/stronger air compressor will allow us to maintain most efficient and safe pressure in tires of the larger/very heavy pieces of equipment. The current air compressor is only good from street vehicles, mowers, utility carts etc.
  - Via UHMC campus funding:
    - 4 ea floor buffing machines & 4 ea floor scrubbing machines of higher quality than the ones purchased in FY 2014. Will replace existing as they break if entire funding is not available.
    - Expected outcome – reduce by 50% time spent moving machines around to different buildings in order to deep clean and/or polish floors. Estimated cost = \$19,500.00 via UHMC funding

- New equipment:
  - Grasshopper mower and Small Tractor attachments for turf management
    - 1 – ea (at least) aerator
    - 1-ea (at least) verticut machine
    - 1-ea tow behind aerator
    - 1-ea tow behind verticut machine
      - Expected outcome – improve appearance of all lawn areas.
  - Support of Campus Zero Waste initiative via Composting Program
    - IMPORTANT NOTE: This equipment is not to be purchase without the commitment to fund the ‘technicians required’ via Campus Funds and/or UHCC System Funds.

The following pieces of equipment will have the purpose of diverting all food waste that originates in Culinary Arts and other buildings from the landfill. It will also allow us to utilize cardboard and paper as a feed stock in lieu of paying a ‘haul’ to recycle this type of material. Since this is a very ‘new’ program we do not have any equipment cost estimates. And, we are working closely with S.L.I.M. and the Campus’ Sustainability Committee to ‘flesh out’ the details. We are absolutely sure that there must be an APT typed position to manage this program and that is accounted for in our Personnel Request.

- System Equipment Replacement Fund
  - 1-ea industrial, in-vessel, composting system...exact size and specifications to be determined based on estimated volume of available ‘feed stock’ necessary to operate specific machine versus estimated ‘cubic yards desired’
  - Industrial Paper shredder for creating ‘feed stock’ for in-vessel composting system
  - Industrial sized chipper for green waste processing. Chips to be used as mulch and/or feed stock for composting system
- UHMC Campus Funding
  - 15-20 – ea wheeled office paper collection containers. Paper to be collected and recycled via Maui Recycling or Shredded for ‘feed stock’ for composting system.
  - 20-30 - ea. Food waste collection systems. Food waste to be collected and processed in an industrial composter.

Expected outcomes: An industrial composter, Industrial Paper Shredder and Food / Paper Collection containers will help UH Maui College meet goals

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established in the UH Executive Policy 4.202 by teaching students and garden techs about a closed-loop recycling system and reduce greenhouse emissions by reducing the amount of waste that will need to be hauled off campus. The system will also create nutrient rich compost to be used around campus as mulch and soil amendment decreasing the need for chemical fertilizers.



## Appendix C

### Personnel Requests

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.

The following requests are submitted to fill current vacancies.  
Priorities high to low; top to bottom:

In hiring process:

1-FTE Facilities Manager APT Band B – OM Administration Team

1-FTE Janitor III – Makai Janitor Team

1-FTE Janitor II – Mauka Janitor Team

1-FTE General Labor II – Grounds Team

1-FTE Building Maintenance II – Bldg Maintenance Team

The following requests are based on the APPA standards we want to achieve in Janitorial, Grounds and Building Maintenance.

Priorities high to low; top to bottom:

- 4-FTE Janitor II – Main Campus Given our assessment based on APPA standards we feel 4-FTE Janitor II are critical
  - Expected outcomes: Higher satisfaction ratings by 10% points and reduced number of overtime hours, by 1/3, for deep cleaning and window washing. Reduces total sq ft for each Janitor to approximately 26500. This would allow us to maintain the entire campus at Level 3. Or, we specify more areas at level 1 and 2 while other areas stay at 4-5.
- 2-FTE General Labor II for landscape crew
  - Given our assessment based on APPA standards we feel 2-FTE Gen Labor II are critical
  - Expected Outcomes: 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. Get more of the decorative landscape beds at buildings re-planted and maintained continuously. Reduces total acreage for each General Labor II-Grounds to approximately 11 acres. It still leaves us hovering in the Level 4-5 range, but, would allow us to bring specific, high visibility areas up in quality.
- 1- FTE General Labor II for Molokai Education Center. In actuality, funds are only needed for .5 FTE General Labor to supplement .5 FTE General Labor that already exists.
  - Expected Outcomes: better maintain the exterior given the extra acreage that was added to the intown campus and assist the .5 FTE Janitor II in maintaining the additional 5000 sq ft of classroom space being constructed FY 2021.

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- 2-FTE Building Maintenance I
  - Given our assessment based on APPA standards we feel 2-FTE Building Maintenance are critical
  - Expected Outcomes: Reduce number of days to complete work orders by 50%. Reduce number of overtime hours for Building Maintenance items by 1/3. Reduce total sq ft for each Bldg Maintenance I to ±90226. This would allow us to set expectations for a maintenance level 2-3 to be accomplished.
- 1-FTE Building Maintenance Mechanic I
  - Already high on the campus's approved personnel counts. BUT, given our assessment based on the APPA standards, this position would certainly assist us in maintaining a higher level of upkeep...but we feel it is a lower priority than Building Maintenance I workers.
  - Expected Outcomes: Number of days to repair powered hand tools and other large motorized equipment is reduced by 50%. And the additional help will allow us to do more specialty projects such as office renovation – be it dividing a space or demolition to enlarge a space. Data may be gleaned from Efacilities Aim
- 1-FTE Building Maintenance Electrician
  - This was a new request during the prior Program Review based on the facts we have on average 51 work orders for some type of electrical work and expenditures of \$40,000.00 per year for electrical companies. Given our assessment based on the APPA standards, this position would certainly assist us in maintaining a higher level of upkeep...but we feel it is a lower priority than Building Maintenance I workers.
  - Expected Outcomes: Improve morale and improve attention to detail on all aspects of electrical work, energy management daily issues, routine & preventative maintenance of switches, circuit breakers, automated lighting programs – thus providing a better study and work environment. And the additional help will allow us to do more specialty projects such as office renovation – be it dividing a space or demolition to enlarge a space. We have on average 51 work orders per year for Elec Problems, lights out etc...and we spend close to \$40,000.00 per year for electrical contractors to do electrical work – low voltage and high voltage. Having a certified union electrician on staff would save us upwards of \$35,000.00 (the other \$5,000.00 is for high voltage work)...which is the bulk of low voltage expenditures. This savings would pay for 2/3 (plus/minus) of this position's salary. More importantly, we would be able to rectify simple electrical issues almost immediately, thus creating a brighter, more conducive space for learning and for working.
- 1 – FTE Janitor III
  - Expected Outcomes: When the number of Janitor II's exceeds 7 per Janitor III we will need one more Janitor III. And this may be the point when O&M creates a 'night shift'. And the additional personnel will reduce the sq ft per Janitor by a small amount as yet to be determined.
- 1-FTE APT Band A or B - Compost/Recycling/Landscaping tech – Pending UHMC Commitment to Zero Waste Initiative
  - Expected Outcomes: Full job description to be developed during FY2020 with input from Sustainability Committee and SLIM. This position may 'direct manage' the Grounds Team so it may have to be Band B. Closer management of the grounds team will assist that team in meeting goals for more decorative, reduced landscape with a move away from turfed areas. The compost would be used to assist in maintaining the health of all our plant life on campus.
  -
- 1-FTE General Labor II
  - Expected Outcomes: Full job description to be developed during FY2020 with input from Sustainability Committee and SLIM. This position will support the Composting Tech and the Grounds Team in meeting goals for more decorative, reduced landscape with a move away from turfed areas. The compost would be used to assist in maintaining the health of all our plant life on campus.
- ~~1-FTE Mailroom/Switchboard clerk (currently casual hire)~~ Deleted because of creation of Shared Services Group to direct report to VC Admin Services
- ~~1-FTE O/M clerk (currently casual hire)~~ Deleted because of creation of Shared Services Group to direct report to VC Admin Services

## Appendix D

### Miscellaneous Resource Requests

#### Storage Areas:

- Convert old Chiller Enclosure at Library into efficient, effective and watertight O/M storage area. Building permits required per UHCC Facilities Planning Office.
  - 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.) However, this space may become garage space if a new PU truck is purchased and we expand the fleet with people vans. One such van is waiting for license plates as this report is written. Office space and public spaces will be kept free and clear of "stuff" which will lend a more professional appearance to our public spaces.
- Convert old Chiller Enclosures at Hookipa and Noi'i into storage areas –Hookipa for Business Office & Personnel and the Noii enclosure for Janitor supply/equipment storage. Building permits required per UHCC Facilities Planning Office.
  - 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 (neither accurate figures nor estimates available at this time.) Office space and public spaces will be kept free and clear of "stuff" which will lend a more professional appearance to our public spaces.
- Cashier's Window Redesign – funded 2020; for sure 2021. To support Business Office's redesign of their work space.
- Create storage buildings around campus. Building permits required per UHCC Facilities Planning Office.
  - Expected outcome – office space and public spaces will be kept free and clear of "stuff" which will lend a more professional appearance to our public spaces.
- Gate and Fence Improvements – funded 2020; for sure 2021. To support Campus Security's desire for a 'safer', easier to monitor community during 'Campus Closed' hours.