

University of Hawaii Maui College
Annual Program Review for Operations & Maintenance and Mailroom/Switchboard
for Calendar Year 2011
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 MCC - Maui Community 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 MCC - 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 January 1, 2011 through December 31, 2011

The quantitative data for calendar year 2011 via Efacilities AiM shows that we generated a total of 1408 work orders for OM. As of the end of 2011 we will have closed 1393 and have 257 open. The majority of the open work orders are about electrical issues, a/c issues, are scheduled for completion in 2012 or are just not high at all on anyone’s priority list.

We are at “full” strength with regards to employees in Operations and Maintenance. We have filled all open permanent and temporary positions. With this occurring we settled into re-defining the interpersonal dynamics of old versus new employees. One down side is that with the downturn in the economy we did not fill one temporary full-time Janitor II position

After reviewing the quantitative it is apparent that we have not gotten into appropriate 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 were able to initiate closer “ties” to the Sustainable Construction Department;

all other Vo-Tech Departments as well as the Construction Academy. See Appendix 3 for details of the projects in which they will assist so that we may continue to create a quality environment for learning. We are happy to note that we are still producing good results in the satisfaction survey. When we combine the completely agree and agree percentages we are always well over 50%. See Appendix 5 for Student Survey Summary and Comments.

We transitioned to a Voice over IP phone system. This has taken some pressure off the switchboard as far as off island calls being generated within campus...however, we are still experience the high volume of incoming calls that need to be “directed” to appropriate offices. The Mailroom on the other hand is providing more delivery service of packages when student help is available or we have community service volunteers who are trustworthy. For example, during winter break, we delivered many UPS and FedEx boxes to the bookstore and December 29 we will deliver many boxes to the Culinary Academy.

Last but not least, in March of 2011 the responsibility of Campus Security was been taken out from under O/M responsibility. A new department under Administrative Services was created and a Security Chief and Security Officer were hired as Full-time employees. This will give O/M more time to concentrate on all the new Repair and Maintenance Projects as well as devote time to the execution of all the Facility Improvement Measures under the auspices of Johnson Controls that began September 1, 2011 with anticipated completion date of November 1, 2012. Appendices 1, 2 and 4 provide detail to the work O/M has been doing and overseeing.

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:

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. the state of the economy and the “cuts” that all the unions negotiated.
5. Still, 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.

Plans & Next Steps for 2012 within the Operations & Maintenance

1. Institute the Asset Management and Preventative Maintenance Modules in Efacilities Aim. Continue encouragement to the Building Maintenance team in closing out work orders once they are completed and train them in completing the Asset Management Module of Efacilities Aim. (this is first step in initiating the PM work orders.
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 start with the working supervisors of BU 1 and further train these supervisors to do Performance Appraisals for student help.
4. Develop list of specific training topics with “providers” listed. {See number 3}
5. Every two week meetings between department head and working supervisors On going

6. As needed meetings between department head and individual teams as well as entire O/M Department. **On going**
7. “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**
8. Complete the Geo-Referencing Project with USGS, which will include final organization of blue prints and operating manuals of our buildings and systems. **Currently searching for large format scanner and have ordered additional flat files for blueprints. Intention is to bring all flat files stored at Admin Services to O/M file room. To be completed by September 2012.**
9. Complete design and build on various projects co-created with Vo-Tech & Construction Academy Departments. **See Appendix 3**
10. Continually research opportunities for on-the-job training for all groups within O/M **Looking to having Building Maintenance get training through American TrainCo – but it is expensive. Maybe EdVenture can negotiate with Am TrainCo and bring them to Maui for currently Am TrainCo is just on Oahu.**
11. Continue to lobby strongly and loudly for permanent counts and more positions within our department, especially full time, permanent positions. **See final item below in *Prioritized Resource Needs***
12. 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.”]**Will be working closely with SLIM and its Zero Waste Intern over the next 2-3 years.**

O/M Prioritized Resource Needs for 2010 [in order of priority revised 12/30/11]:

Crew cab, mid 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.

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 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 over all \$'s spent on furniture (no accurate figures nor estimate available at this time.)

New personnel “counts:”

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 Maximus
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 1

Repair and Maintenance Projects completed 2011 and on the docket for 2012

2011 – Large Kine:

HI Voltage Electrical Upgrade

Kalama Exterior Repaint

Re-Roof Heona, Community Service Bldg and RDP

Small Kine by O/M Building Maintenance:

Renovate 1st floor library for more offices

Renovate 2 “units” at Hale Haumana for new Hospitality Academy (HA)

Stand alone air compressor for Auto Tech

Re-organize South end of O/M Base Yard – create covered porch between Paint Shed and Storage Shed (Storage Shed was re-roofed as well.)

Create shelves for Irrigation spare parts to be moved into Open Bay Area

Restore all kiosks

Rebuild Front Entrance Sign

Health Center Signage

Temporary Lighting at Old Tennis Court parking area at Nursing Portables(as of now-it is EdVenture Motorcycle Training Area on weekends)

Re-Paint Heona Exterior

Re-anchored all hand railings where needed

Re-build steps at Stone Wall just west of Library

Re-build steps at Pilina just south of Bookstore Entrance

Re-build steps between Library and Open Hale

Interior and exterior door replacement at Health Center

Subdivide Laulima Security Office for new Security Chief

Subdivide Administrative Services so Personnel Office is more “secure”

Split Unit A/C’s in Na Pua Noeau; Carpentry Classroom; Building Trades Classroom; Welding Shop Classroom; Heaona Ceramics and Fine Arts Classrooms.

On the Docket and out to bid for 2012:

Re-Key Main Campus and Molokai Education Center

Faculty Hale Renovation

Electrical Upgrade for Vo-Tech Shops

Exterior Restoration Vo-Tech Shops

Campus wide sidewalk, roadway and drainage improvements

1st Phase Irrigation Upgrade

Appendix 2

CIP Projects

Official Blessing of Kaiao Building

One year 4 months into the new Science Building 'Ike Le'a

Appendix 3

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

Design Projects under jurisdiction of Construction Academy;

1. Golf cart "car port" just outside Security Office at Laulima
2. Raised, Outdoor, Permanent stage on South Wall of Ka'a'ike
3. Wooden Sign frame for rear entrance off Wahine Pio Road
4. Wooden Banner frame for patio outside of Wellness Center – Pilina Building
5. Sound Studio in Ka'a'ike Building for Hawaiian Music Institute

Repair Projects under jurisdiction of Auto Tech and Auto Body:

1. GEO rearview mirrors and exhaust pipe in preparation to send it to Molokai Ed Ctr (also interior ceiling fabric repaired –this may be Auto Body job?)
2. Body work and re-painting F450

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

1. Specifications for re-wire and up-grade electrical service to raised stage on Great Lawn
2. Specifications for stand alone compressed air system for Building Trades Building
3. Cardboard recycle area at Bldg #2202
4. Get Metasys set up in Bldg #2202 Classroom Lab for energy monitoring projects

Building Projects under jurisdiction of Sustainable Construction Tech – Carpentry:

1. Complete rubbish enclosure on West side of Laulima
2. Rubbish enclosure on NW corner of Welding Shop
3. Parking pad for Security department golf carts prior to building "carport"

Building Project for Apprenticeship Program:

1. Well – Pump House
2. two parking stalls out of the "porous" concrete for Health Center – East side [re-confirm with Marvin]

Appendix 4

Facilities Improvement Measures begun via Johnson Controls

Campus wide lighting retrofit main campus and Molokai Ed Center and Farm

Extension of Chilled Water Loop for Expansion of Central Chiller Plant

New split A/C systems for Hale Classrooms

Retrofit Chiller #1 in Main Chiller Plant

Appendix 5

Student Survey comments & Survey Summary

5. The Mailroom/Telephone Operator provides high-quality service.

Response

Percent

Response

Count

Completely Agree 22.6% 74

Agree 36.3% 119

Disagree 3.7% 12

Strongly Disagree 1.2% 4

No Opinion 36.3% 119

answered question 328

skipped question 13

6. Mailroom/Telephone Operator provides services in a timely fashion.

Response

Percent

Response

Count

Completely Agree 21.6% 71

Agree 36.6% 120

Disagree 3.4% 11

Strongly Disagree 0.6% 2

No Opinion 37.8% 124

answered question 328

skipped question 13

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7. Staff is courteous and helpful.

Response

Percent

Response

Count

Completely Agree 30.8% 101

Agree 42.1% 138

Disagree 3.7% 12

Strongly Disagree 0.9% 3

No Opinion 22.6% 74

answered question 328

skipped question 13

8. Hours of operation are adequate.

Response

Percent

Response

Count

Completely Agree 25.7% 84

Agree 47.4% 155

Disagree 3.1% 10

Strongly Disagree 0.6% 2

No Opinion 23.2% 76

answered question 327

skipped question 14

5 of 10

9. Campus telephone system is adequate.

Response

Percent

Response

Count

Completely Agree 20.1% 66

Agree 42.1% 138

Disagree 8.2% 27

Strongly Disagree 2.1% 7

No Opinion 27.4% 90

answered question 328

skipped question 13

10. Comments:

Response

Count

28

answered question 28

skipped question 313

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11. Staff is courteous and helpful.

Response

Percent

Response**Count**

Completely Agree 34.1% 110

Agree 47.4% 153

Disagree 4.0% 13

Strongly Disagree 1.2% 4

No Opinion 13.3% 43

answered question 323

skipped question 18

12. Facilities are kept clean.

Response**Percent****Response****Count**

Completely Agree 37.3% 120

Agree 53.7% 173

Disagree 3.4% 11

Strongly Disagree 1.2% 4

No Opinion 4.3% 14

answered question 322

skipped question 19

7 of 10

13. Facilities are well maintained.

Response**Percent****Response****Count**

Completely Agree 33.7% 109

Agree 53.3% 172

Disagree 7.4% 24

Strongly Disagree 1.5% 5

No Opinion 4.0% 13

answered question 323

skipped question 18

14. Campus grounds and landscape is well maintained.

Response**Percent****Response****Count**

Completely Agree 38.5% 125

Agree 52.6% 171

Disagree 4.0% 13

Strongly Disagree 1.2% 4

No Opinion 3.7% 12

answered question 325

skipped question 16

8 of 10

15. Comments:

Response**Count**

38

answered question 38

skipped question 303

Page: Mailroom/Telephone Operator

- I do not use these services, except for one time, at lose in found, and the girls were very nice
- good
- Yes, we have cell phones available, but what about those w/o a phone. We should provide some type of communication for them.
- no body answers the phone when i call

- Can't get a new key card if Iris is on vacation
- Could not agree more.
- I have called various campus offices in the past & never got a 'live person'. Email seems to be better way to contact people, although I prefer talking to a live person & getting an immediate answer.
- Once in while the phonelines was down and the sad thing is that not even the workers their knew about it. I know everyone sends us to their email but I'm glad we still have phones.
- Please get rid of the tune that plays while you're on hold that sounds like a nursery school tune. It's horrible.
- none
- I love the Health Center and the main nurses there are fantastic. However, some of the receptionists that answer the phone when you call the health center seem unfamiliar & slightly rude. This is not to say all the receptionists are unprepared because many of them are. Just a few of them are unapproachable.
- Tried to call into the school, phones just rang Suggest maybe a message indicating your call will be answered next..
- no comments
- Have always called direct to the particular department.
- Their should be cell phones available to all students. Free of charge.
- No Mailroom on Molokai
- THEY ARE NICE
- I have had some problems connecting to people and getting adequate information.
- Operator needs to learn some type of telephone etiquette training. Very unprofessional when calling the campus. No ethusiam when answering phone. And not within 3 rings.
- Everything closes waaaaaaaaaaaaaaaaay too early! This is a college! Operate like one!
- The listing of numbers for each department is hard to navigate on the website
- I have called 10 minutes before closing and I have been sent straight to the recording. What were the hours of operation?
- i don't use any of the above
- I don't use this service
- I have no interaction with the mailroom staff.
- I'm not sure what you mean by mailroom, but if it's the tech support for the system and email it's great.
- Dont know where the mail/telephone room is
- There are times when the phone rings for long periods, but I assume those must be busy days. Having one person specifically for answering phones would be nice, but I guess that too might not solve the problem of being busy.

Page: Operations and Maintenance

- I am in the ART building for 9 credits. Do we getr a discount for sweating and shouting over trucks? The construction is on going and there should be air conditioning and the teachers deserve a raise!
- The college is a very beathfull place to come to shool
- they still haven't cleaned the furniture in the lounge since it was opened. and it student lounge stinks. some of the students try their best to keep it clean, but we can't exactly wash the floor and furniture.
- The methods need to change.....leaf blowers are obnoxious and fill the air with dust and debris. Some mowing could be better timed around nursing buildings.
- the grounds could use an update: more flowers, more beauty etc. looks barren, drab & dirty
- During late night studying. I would like to be able to study much later then 10 pm in Ka a ike because i do much better in school studying. So could we be open to study till 11:00 Thanks ... Our Student Lounge is so dirty that it would be nice to study there. But since there is younger students in there and i refuse to study there. We need a lounge that is for older students that likes to study and not play games. What happened to community clean up. why haven't we done something to keep our Student Lounge cleaner. Because i always clean up after someone else. So sad. Ka a ike is the cleanest place to study and Kalama. Our campus do not have any sporting event. I really don't know why? Tennis? Bowling? or something
- Looks good almost all the time
- staff can be rude at times especially for students who aren't quite sure who they should be speaking too
- Not all facilities, such as bathrooms and outside seating areas, are kept clean on a daily basis from what I can tell. I think the outside seating area next to the haies could be cleaned up and repainted and made to look nicer. It is my favorite spot, but I am saddened by how much it is falling apart.
- certain bathrooms like the outdoor one near the language buildings are really dirty.

- I'm sad the trees had to be cut the way it is right now because it took away from our shade. Maybe it is because there is a high turn over for maintenance person
- Hale Bathrooms - needs a little more attention.
- I think more recycle bins should be placed around campus to prevent recyclables from ending up in the trash.
- Grounds are nice! Only problem is areas of loose dirt on hills.
- chee
- Don't know where they are located.
- UHMC is awesome
- A -OK.
- no comments
- Beautiful Campus!
- Mechanical and plumbing issues seem to be left untreated for an extended period of time.
- At Kupaa building, I noticed that some plants are dried and not removed.
- Bathrooms need repairs, especially doors to stalls and paper towel dispensers. The older bathrooms are the worst.
- Need lights on the outside of campus dark when walking from doorway of campus to parking lot, consider to be dangerous not sure who is waiting outside around corner of building and grounds. Some area of parking lot is lighted.
- Maintenance workers seem to get together in front of the Hale's next to the benches and it seems that they are "talking stories". Therefore, I don't feel comfortable approaching those benches at that time.
- The beautiful hales and the offices beside them need exterior paint, and the trees around campus have infestations of "sooty mold" that can be easily treated with a fungicide, but instead is left to get worse (library plumerias for example). The trees we have on this campus are special assets and it is in our own best interest to keep them healthy.
- There should be a water fountain. Plus, a volleyball court on campus.
- But this "Iris" lady is very rude and prepotent, despot.
- Good job here!
- some bathrooms need updating. poor flushing mechanism in older bathrooms.
- Many rooms are extremely old and need to be updated. There are many dead cockroaches laying around in the old science building.
- The grass always looks great!
- They need to learn to give way to those who are walking when they are on their carts. Stopping in the middle of the walkways with their carts to talk story with one another is also annoying. Also, PLEASE ADJUST THE SPRINKLERS SO THEY ARE NOT WATERING THE SIDEWALK 90% OF THE TIME WHILE ADJACENT AREAS NEXT TO THE SIDE WALK WHERE GRASS USED TO GROW IS DRY AND BARE. DO NOT WATER IN THE MIDDLE OF THE DAY! I'VE NEVER SEEN SUCH GROSS NEGLIGENCE IN THE WASTING OF WATER! MONEY DOESN'T GROW ON TREES AND US POOR STUDENTS JUST WATCH ALL OUR TAX MONEY AND TUITION WATER THE SIDEWALKS. JUST SAD.
- Would be nice to have trash cans in stalls in ladies restrooms.
- The staff are all wonderful people and they do a great job.
- Some buildings really need an exterior paint job
- You have a great operations and maintenance staff. One time I was in the dirt parking lot and someone had blocked in a student. The gentleman who wears a cap went and got a fork lift and moved the cement block so that the lady could pull forward and move her car. He did it fast and what could have been a timely and unpleasant situation for both the lady who was blocked in and the person who blocked them in (car being towed) was completely turned around.
- I say, paint KA Lama. It looks like a new Building but shabby. Especially the part facing the NOII building.