

Annual Program Review Report for Operations and Maintenance & Mailroom/Telephone Operator & Campus
Security for Fiscal Year 2009 (July 2008-June 2009)

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

Comments on Goals, Plans and Accomplishments by the Department. from July 2008-June 2009:

Here is the basic outcome as we attempted to fulfil our goals and objectives for 2009

Goals & Objectives from 2009 and how we did/perceived we did:

1. Weekly meetings between Department head and working supervisors
Could do better.
2. Monthly meetings between Department head and individual teams.
Did not make this goal
3. Monthly meetings for the entire O/M Department.
Worked out to about every 1 ½ months instead of monthly
4. Continue Maui Announcements about work in progress.
Decided to focus on “nuts and bolts” and specific projects, not monthly updates
5. Organize blue prints and operating manuals of our buildings and systems.
Still a dream but getting closer
6. Develop checklist of step-by-step procedures for planned and spontaneous electrical system shut downs. Post procedure in main electrical vault next to Kalama and do “walk thru” with employees prior to scheduled shutdown
Have yet to post the procedures but we do know the procedure and walk through it for each shut down as well as the procedure for water shut downs.
7. Continue to out-source repair and maintenance of golf carts and irrigation.
Accomplished
8. Continue to lobby strongly and loudly for permanent counts and more positions within our department, especially full time, permanent positions.
Back burner now especially with budget woes.
9. Purchase new equipment that is better suited to the jobs we do.

Accomplished some and this remains a permanent goal.

10. Schedule more in-house and outside training.

Attempted to get BU 01 supervisors to training on Oahu, but each time the training was canceled due to lack of interest from others in the rest of the state.

11. Use overtime to reduce stress caused by staff shortage and current workload. This is in place of contracting out services for routine maintenance items.

Where necessary we are doing this.

12. Sustainability potentials:

- a. Paperless work order system as we convert from original work order system to Maximus System

We are fully converted to AiM (formerly Maximus) and as we do more in-house training we will reach the paperless goal.

- b. Paperless file system

On a back burner as due to cost of equipment to implement.

- c. Convert our golf cart fleet to solar power.

Not accomplished, wind power looks more feasible given the time when we need to charge the carts.

- d. Purchase only environmentally friendly cleaning products.

Bottom line is we cannot fully implement this since we need industrial strength cleaners for certain tasks in order to keep the college clean.

- e. Purchase janitorial paper products that have a certain % of recycled paper in them.

Semi-accomplished.

2009 - Analysis and Assessment of Quantitative and Qualitative Data

Analysis and Assessment of Quantitative and Qualitative Data for the year July 2008-June 2009

The strength of the quantitative data is that we have moved from the old computerized work order system into Efacilities AiM, a much more user-friendly program. All seven colleges are using it now along with UH-Manoa and UH-West Oahu. UH-Hilo will utilize the Preventative Maintenance Module only. We should be able to pull much more useful numbers to analyze in future program reviews. I look forward to doing a very comprehensive assessment of qualitative data come our comprehensive review that is scheduled for the Fiscal year 2009-2010. In April/May of 2009 we converted all the old work orders that were open in the old system into work orders in AiM. Our numbers now show that 127 work orders were generated in AiM and we have only 7 of those still open. We are in the process of reviewing them to see why they haven't been closed. At least one of the open work orders from this time period is due to a glitch in the system regarding how "shops" were set up in the system. It will be resolved shortly. Another strength of the quantitative data is that we have reached our "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. When comparing, yet again, our staffing numbers with the other community colleges we are about in the middle. We want to pursue the gross square footage per Full time Employee (gsf/fte) that Kapi'olani enjoys in their janitorial department and building maintenance department. We would like to reach Leeward's acre/full time employee (a/fte) for the Grounds Department. This we intend to pursue with renewed vigor once the new Science Building is completed.

The weakness of the quantitative data is that the old work order report for 08/09 showed that we only had 20 open requests. However, when we went in from another angle we found over 100 open requests. As mentioned above, we converted everything that was still actually open over to AiM. It was a good cleaning out and beginning anew.

The strength of the qualitative data is that we have maintained our initiative to provide efficient and effective services to the college community. We chose to include harmony, cohesiveness and discipline to our vision statement. This was the result of the new people entering our “ohana” and pointing out where we really were not congruent with actions and words. Both old and new had to make some changes in how we interact with each other and within the community at large. While a bit difficult and stressful at times, we have reached the other side of the tunnel, so to speak, and are experiencing healthier communication that is congruent with our vision.

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 over 50% for O/M, Mailroom/Switchboard and Security.

Last but not least, our security department has undergone some interesting “growing pains” with Millennium Security now our “provider.” We are happy with the evolution of coverage so that each day we have 2 guards for at least twelve hours. It takes pressure off the patrols and allows for quicker response time and more available transport services to qualified students. There is need for Millennium Security to continually improve training methods for replacement officers.

The weakness of the qualitative data is that while at most time’s morale is good, there are times when morale is down. There appear to be ____ reasons for this morale dilemma:

1. Prior lack of consistent communication within the department and from Physical Plant Manager.
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. Feeling that improvements are needed in leadership role of department head and forepersons.
5. Lack of certain types of powered machinery...in particular, high speed buffers and scrubbers for each building. It is frustrating for the janitors to continuously borrow equipment from another janitor...sometimes even from another building.

Goals & Objectives and Plans & Next Steps for July 2009 – June 2010 within the Operations & Maintenance

Every two week meetings between department head and working supervisors

As needed meetings between department head and individual teams.

Monthly meetings for the entire O/M Department.

“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

Maui Announcements more frequently used for notifying campus about:

Different O/M related jobs and/or special “shutdowns” of water & electricity.

Small kine project status

General news on an as needed basis

Organize blue prints and operating manuals of our buildings and systems.

Continually research opportunities for on-the-job training for all groups within O/M

Continue to lobby strongly and loudly for permanent counts and more positions within our department, especially full time, permanent positions.

Purchase new equipment that is better suited to the jobs we do.

Schedule more in-house and outside training.

Create an Incident Command System for emergencies-large and small:

1. Electrical

2. Potable water
3. Hurricane/violent storm preparedness
4. Tsunami warnings
5. Earthquakes

Sustainability potentials:

1. Paperless work order & file system
2. Convert our golf cart fleet to solar or wind power.
3. Purchase only environmentally friendly cleaning products.
4. Purchase janitorial paper products that have a certain % of recycled paper in them.
5. Work closely with the Campus Sustainability Committee to help them succeed in 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.”

Next Steps to Succeed in our goals and objectives for July 2009 through June 2010:

1. Advanced training for all O&M Train everyone in the department in EFacilities-Aim customer request/work order system.
2. Keep scheduling “blue collar supervisor” training sessions via DHRD and OHR
3. Utilize student workers for grounds, janitorial and office work.
4. Research the possibility of a commercial quality paper scanner with the intent that other departments on campus could use it when we are not using it.
5. Begin researching and developing a “wind powered system” project for charging our electrical vehicles, which will be done with the Sustainable Technology Department.
6. Be deeply involved in all phases of the repair & maintenance projects that occur on campus.
7. Work closely with whichever company is chosen to be our ESCO.
8. Retrofit the lighting in Operations & Maintenance department with the most energy efficient types of lights and sola-tubes. This work will be done in-house as part of on-the-job training.

O/M Prioritized Resource Needs for 2010 [in order of priority revised 2/26/08]:

- ❖ Paper scanning equipment (supported by a fast computer) that will accommodate our goal of having a paperless file system.
 - Expected outcome – reduce dollars spent on paper and coping. Reduces need for large numbers of filing cabinets. Easier retrieval of critical documents.
- ❖ Replace one zero turn lawn mower (Grasshopper is the preferred brand)
 - Expected outcome – reduce man-hours to repair older machines by 50% and to improve satisfaction ratings for campus appearance by 10% points.
- ❖ New personnel “counts:”

Positions:	Expected outcomes
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.

- ❖ Improved golf cart “port”
 - Expected outcome – create a more protective space so that golf carts are not always exposed to so much rain and sun. We will also improve the electrical circuitry so that more charging stations may be set up. This will allow all the carts to be charged over night if need be.
- ❖ Solar and Wind Power charging station for any street legal electrical vehicles and all electric powered golf carts that O&M currently owns or purchases.
 - Expected outcome – support the sustainability initiative of the college by reducing power consumption from non-renewable resources.
- ❖ Crew cab, diesel, 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.
- ❖ Storage Area
 - Expected outcome - stock more of frequently replaced maintenance items and more used furniture. It will allow us to store some special building materials out of the weather. 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.)