

# Middle Path Partnership

## Business Plan



**Local Union 712**

**Local Union 2794**

**Maintenance Management**

**Middle Path Partnership (MPP)**

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## II. Executive Summary

The Middle Path Partnership Team was formed to develop a strategic and sustainable plan of operations for the Maintenance Department at Kenyon College. The accompanying documents will outline improvements to Labor and Management Relations, a new work order system, improved preventive maintenance program, staff and equipment training, purchasing and Maintenance Repair & Operational (MRO) supplies, wage adjustments, and partnering with community members.

The UE Local 712, IAMAW Local 2794 and Maintenance Management are pleased to present this business proposal for review by Kenyon College. One of the key components to the MPP plan is initiation of the WebTMA Computer Maintenance Management Software (CMMS). The CMMS will enhance response time, increase productivity and improve customer satisfaction (external and internal). Management of custodial work, key management, materials management, event/set-up scheduling, project management and the ability to track charges back to specific requesters or departments to assure expenses are monitored.

Implementation is expected to take 3 months with WebTMA system fully operational in 6 months.

Additionally, preventive maintenance will become a proactive program boosting the service of critical equipment to assure longevity of operation and capitalize on Kenyon's equipment R.O.I.

Adjustments to staff positions in management, custodial and trades unions will reduce operational costs and streamline operations. The storeroom will be staffed at a level more appropriate for current technological advances. The time keeping will be handled through use of time clocks which will reduce the paper trail and time staff spend with paper copies of time sheets. The Computer Records Clerk will process the time clock data for payroll and oversee the storeroom functions. MRO and custodial supplies will be barcoded for tracking and organizational optimization. A group leader will replace a custodial supervisor to permit utilization of intimate knowledge of the cleaning process for the custodial team. The addition of a plumber to compliment the trade's team will reduce the increased plumbing back-log and eliminate contractors performing work that can be done in-house. A trades helper position, that was previously unfilled, will be reinstated to permit reduction in plastering, tiling, and minor structural repairs by a contractor.

Employees will be trained to use the work order system to develop better work management habits.

Additionally, training for staff will also include opportunities to become experts about new technology as it becomes available and implemented. A commitment to dedicate man hours towards training and refresher training, safety and other regulatory required training will occur with use of vendors and manufacturer's representatives to understand existing equipment more thoroughly.

A wage freeze is being offered across all maintenance and union salaries. The Partnership is confident that by holding firm the first year we can again become increasingly sustainable and permit a fair market wage

offering to employees. Additionally, all new union employees will begin at a reduced rate of pay before reaching top of scale pay. This will permit a sustainable savings for 5 years. It is expected that some turnover of staff will occur and if Kenyon's historical data holds true, there will be 3.8 staff per year retire or leave the organization.

Additional soft cost savings include:

- Reduction in custodial and trades staff time for daily timekeeping and filling out time sheets
- Continue the practice of purchasing used vehicles instead of new vehicles for the maintenance fleet
- Initiate custodial incentive to buy out approximately 10 employees and provide estimates of buy-out expenses
- Work Prioritization for Critical, Emergency, Non-Critical, Routine and Scheduled work to enhance work flow and assure appropriate timely completion of all requested or scheduled work on campus
- Continue to work with Residential Life for opportunities of recycling and waste stream initiatives
- Explore natural gas conversion for maintenance fleet vehicles and add a pumping station to enable additional savings for fuel and transportation
- Provide a suggestion box to capture ideas from all employees that may be sustainable in nature

Finally, an employee partnership between union and management will culminate with learning how to develop a High Performance Work Organization (HPWO). The success of the maintenance teams is dependent on the ability of all to set aside past issues, develop a renewed energy and challenge processes to improve and promote workplace change. Team members will attend an initial collaborative meeting in Maryland and return to begin developing a relationship to build unity.

The ideas, concepts, saving opportunities and commitment to increasing accountability in the maintenance department are outlined further in the enclosed documents. We are committed to making every effort to rebuild the trust of the college and the community to improve service for a successful financially sustainable maintenance department.

### III. Middle Path Partnership Description

The Kenyon Maintenance team will provide custodial, trades, and grounds maintenance services for the operation of all buildings and grounds of Kenyon College.

The maintenance Department aspires to facilitate the education of Kenyon students by taking appropriate measures to provide a safe, comfortable environment conducive to the educational experience.

Specifically it will:

1. Maintain and improve the academic, residential, recreational, utilities, and support facilities of the College.
2. Direct its efforts to insure the safety of the college community, the integrity of the buildings, and efficient operation of their mechanical systems.
3. Maintain the grounds, roads, and paths of the campus to enhance their appearance and assure they remain an asset in the recruitment and retention of students.
4. Develop and maintain good relationships with students, faculty and staff by providing the best possible atmosphere for students to learn and reside.
5. Constantly maintain and improve communication with faculty, administrators, and students to enable the educational process to run smoothly and uninterrupted.
6. Investigate and recommend ways to reduce facility operating costs through new technologies and better methods. Permit staff representatives and student groups to meet monthly with the Middle Path Partnership Group to give input on issues concerning maintenance operations.
7. Insure maintenance personnel develop the necessary skills to maintain facility operations by conducting on-going training.
8. Assure the facilities meet or exceed applicable codes and regulations by becoming knowledgeable in these areas and determine that renovations or new construction are in compliance.
9. Participate in the planning for changes in the physical plant to assure compatibility and efficiency in future maintenance of our facilities.

## IV. Maintenance Goals and Objectives

The Goal of the Maintenance Department is to provide for a safe environment inside and outside of buildings at an acceptable level supported through the utilization of a CMMS Building Maintenance Program. The Maintenance Program will assure effective, efficient and measurable content to support Kenyon College's students, administrators, faculty and support staff.

### GOALS

1. Improve Communication
  - a. HPWO
  - b. Continual Improvement Process (C.I.P.)
2. Initiate TMA Computer Maintenance Management System (CMMS)
  - a. Campus Interface
  - b. Materials Management
  - c. Manager Oversight
3. Provide Salary and Progressive Wage Adjustments
  - a. Wage Freeze
  - b. 5 year Progressive Wage Program
4. Implement Training and Education
  - a. Staff Training
  - b. Mentoring Program
  - c. Team Teaching/Coaching

### OBJECTIVES

1. Preserving and maintaining the buildings in clean, safe, sound and attractive condition and making necessary modifications and improvements to meet changing program's needs.
2. Maintaining and operating mechanical systems, utility systems and related equipment to support the academic, student and administrative needs of the college, and ensure the health, safety and comfort of personnel.
3. Maintaining the grounds and landscaping in safe and attractive condition to enhance the beauty of the campus setting.
4. Provide appropriate levels of customer service to meet the expectations of areas serviced.

## V. Products and Services

### Staffing Models

#### Position Adjustments

1. Convert Contractor Plasterer/Drywaller to Helper (1 FTE)
  - a. Adjustment/Justification
    - i. Prevent paying \$80,000 in annual contractor fees
    - ii. Plasterer is on site daily in current staffing model
    - iii. Control work performed internally
    - iv. Additional Preventive Maintenance can be performed by this FTE
2. Computer Records Clerk (.5 FTE) Time is split between this position and Storeroom Clerk
  - a. Adjustment /Justification
    - i. Current position of Computer Records Clerk performs this work and will continue to process documents from time clocks
    - ii. Adding a time clock will reduce the paper documentation (time sheets) that need to be processed. Less time spent filling out forms will allow for more productive use of staff time.
    - iii. Time sheets are converted to Excel spreadsheet and processed by clerk to Payroll for payment of wages
3. Storeroom Clerk (.5 FTE) Time is split between this position and the Computer Records Clerk
  - a. Adjustment/Justification
    - i. Storeroom will be manned during the hours of 7:30 a.m. – 4:30 p.m.
    - ii. Receive and Ship from UPS, Fed Ex, or other commercial carriers
    - iii. Process documents for Inventory Control through vendors
    - iv. Assure par levels are appropriate
4. Plumber (1 FTE) Replaces Contractor that is on site frequently
  - a. Adjustment/Justification
    - i. Costs to perform backflow preventer work by contractor is \$10,000. This will be turned over to a Kenyon maintenance plumber to perform
    - ii. Additional need for plumber to provide Preventive Maintenance in campus buildings (floor drains, external waste systems and troubleshooting)
    - iii. Reduction in other contractor costs for Speer, Schmidt, Jon's Plumbing and other outside contractors.

5. Convert Custodial Supervisor to Group Leader (1 FTE Reduction)
  - a. Adjustment/Justification
    - i. Eliminate Custodial Supervisor position (\$41,893 savings)
    - ii. Group Leader implemented @ \$2.00/hour addition to current custodial wage
    - iii. Letter of Understanding required for the Custodial Contract to implement Group Leader

## **PROCESS IMPLEMENTATION**

### **Water Metering**

1. Measure waste water from cooling towers by means of sub-metering of water going to the waste stream
2. Purchase meters at about \$450/meter for 4 locations: Peirce Dining Hall, KAC Building and KAC Pool as well as Madeline Mather Residence Hall.
3. Meters will be considered deduct meters and the Village of Gambier would adjust the water bill to reflect the waste water going out to atmosphere instead of to their waste station
4. Savings is able to be calculated and is sustainable when cooling towers are operational.

### **Storeroom/Inventory Control**

1. Materials Management
  - a. Storeroom Clerk
  - b. Storage Areas
    - i. Main Storeroom: Reorganize and barcode
    - ii. Satellite Locations Reorganize and barcode
    - iii. Plumbing Supplies: Relocate and barcode
    - iv. Electrical Supplies: Relocate and barcode
    - v. Custodial Supplies: Purchase changes for cost reduction
  - c. Clerk Office will be staffed 20 hours per week instead of 1 FTE

### **Work Order System (WebTMA)**

2. CMMS (Computer Maintenance Management Software)
  - a. New Product (WebTMA)
    - i. LBIS interface
    - ii. Installation of Software on Computers
  - b. Implementation
    - i. Data Gathering
    - ii. Data Uploading

- iii. Develop User Hierarchy
- iv. Final Implementation
- c. Training
  - i. System Overview
  - ii. Review New Manager Responsibilities
  - iii. Staff use of system and responsibilities
  - iv. On-going training for all staff

### **Time Clock Implementation and Payroll Tracking**

- Purchase 4 time clocks and install at Maintenance, East Maintenance, Peirce Hall, and Chalmers Library
- All non-exempt employees will be required to clock in and out daily
- Time sheets will be eliminated. Soft savings by not filling out daily time sheets thus allowing for time to be utilized more efficiently
- Tracking documents will be processed similarly as before with spreadsheet data being transmitted to Payroll.
- Specific department charges will be tracked through WebTMA

### **Employee Training/Safety**

- In-house training for individuals offered by individuals that are experts on the team
  - 15 minute of sharing expertise with remaining team members
  - Share information (ex: gas line installation)
- Program to commit appropriate hours per month dedicated to training
  - 1 hour of training or safety training per month
  - Refresher training
- Monthly 1-2 hours per person Team Teaching methodology
  - Custodial at 1 time per month at Noon Meeting
  - Trades: Morning meeting once per month
  - Trade Show – Contractor involvement
  - On-line videos - webinars
- Vendor and Equipment Manufacturing representative training
- Safety of OSHA required training – conducted by in-house managers
  - Power Industrial Truck
  - General Safety
  - Other

## **WAGE ADJUSTMENTS**

1. Custodial (Local 2794)
  - a. Wage Freeze (Upon acceptance of this proposal, contract language will need to be provided and a letter of understanding to address this issue)
  - b. Progressive Wage Adjustment (Upon acceptance of this proposal, contract language will need to be provided and a letter of understanding to address this issue)
  - c. Incentive for Retirement
    - i. Quantity of employees eligible for this to be determined
2. Trades (Local 712)
  - a. Wage Freeze (Upon acceptance of this proposal, contract language will need to be provided and a letter of understanding to address this issue)
  - b. Progressive Wage Adjustment (Upon acceptance of this proposal, contract language will need to be provided and a letter of understanding to address this issue)
3. Management Personnel
  - a. Wage Freeze for Management personnel

## **Employee Partnership (Union and Management) HPWO**

1. Define Program Parameters and Participants
2. Redistribution of Operational Responsibilities
3. Attend HPWO Seminar in Maryland
  - a. Cost for IAMAW members is free
  - b. Cost for Managers is \$1,000/person
4. Follow up and develop plan to work collaboratively with all Union and Management personnel in the Maintenance Teams
5. The Middle Path Partnership Team Members are committed to the HPWO process to assure partnership remains viable. Each member has agreed to meet 1 time per week. There are 10 members and this equates to donation of time estimated at \$19,240.00 annually.

## VI. MANAGEMENT & ORGANIZATION

The Maintenance Department is a part of the Finance Division headed by the Chief Business Officer, who has delegated responsibilities to the Superintendent of Buildings and Grounds. In day-to-day operations, the Superintendent of Buildings and Grounds works closely with the managers of the custodial, skilled trades, and grounds department which make up the maintenance organization. Coordination of the department's activities is critical, not only within the maintenance organization, but also with all departments of the college to ensure efficient and responsive operations.

The Superintendent is responsible for three (3) office personnel that perform administrative responsibilities for the Maintenance Department, the Storeroom Clerk and four (4) managers as listed below.

The Manager of Technical Trades is responsible for directing and supervising the twelve (12) personnel who perform tasks maintaining the mechanical systems, utilities, vehicle maintenance, and safety systems of the physical plant.

The Manager of Maintenance Building Trades is responsible for directing and supervising the twelve (12) personnel performing carpentry, painting, plumbing, and the locksmith.

The Manager of Facility Services is responsible for managing the Assistant Manager of Facility Services and a Group Leader for Custodial Services. Additionally the Manager of Facility Services oversees the custodial staff, recycling and refuse personnel, and fulfilling the labor needs of all special events set-ups on campus.

The Manager of Grounds Services is responsible for maintaining the grounds, athletic fields, trees, gardens, and paths on campus. The nine (9) permanent employees are supplemented by seasonal employees as needed.

Additionally, the maintenance department performs a wide variety of services throughout the campus for its employees and are in frequent contact with students, faculty, administration, and the general public. Because of the nature of the services provided, the department maintains a particularly close relationship with the Director of Student Housing, the Academic Dean, the Director of Safety and Security, the Assistant Athletic Director for the K.A.C. and the Food Service Director for Peirce Dining Facility.

## VII. Financial Plan

The financial detail consists of a 12-month projection, additional expenses for the first year and savings from implementation of purchased services and products to initiate the Middle Path Partnership Plan are outlined in the financial detail page.

### **12-Month Profit and Loss Projection**

The Financial data presented indicates additional expenses in the first year of implementation. The addition of the WebTMA product, time clocks, metering of waste water, adding a plumber, helper, group leader, adjusting the computer records clerk position to share responsibilities between the storeroom and time keeping responsibilities, 1 year wage freeze for all maintenance and progressive wage savings are noted in the financial data sheet.

### **Five-Year Profit Projection**

The 12-month projection is equal to last year's budgeted maintenance totaling \$6,175,151.00. The Additional expenses to begin operations are \$165,397.22. Savings are projected to be \$271,277.26 initially and increase over the next 5 years to remain sustainable.

The surplus funds as determined by the Savings less the Additional Expenses to implement the Middle Path Partnership Plan are estimated to be \$105,880.76 in cost savings.

## VIII. Appendices

- Financial Statement
- WebTMA Proposal
- Work Order Procedure
- HPWO Field Manual (omitted)
- Maintenance Department Organizational Chart
- Time Clock Quote
- Time Clock Procedure
- Custodial Supply Acquisition and Storeroom Management
- Custodial Progressive Wage Offer
- Custodial Retirement Incentive Offer
- Trades Progressive Wage Offer