

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES AND POLICIES

January 2013

Program ID/Title: AGS-231/Central Services-Custodial

Contact Person/Phone: James Hisano/831-6734

I. Goal

The goal of the Custodial Program is to deliver timely and quality services, while continuously seeking the needed feedback to improve its services to users and occupants of its assigned buildings.

II. Objectives and Policies

As a means of attaining the stated goal, the program will implement the following objectives:

- A. As a short-term objective, the program will maintain an 80% or higher customer satisfaction rating as measured through quarterly surveys of building occupants. The 80% percentile has been selected to align with the program's annual variance report, Part II "Measures of Effectiveness."
- B. Within a five-year period, policies will be implemented to improve the satisfaction to a level of 90% or better.
- C. In order to realize the stated goal and objectives, the following action plan has been developed.
 - 1. Implement on-going training for each custodian to improve efficiency, productivity and effectiveness.
 - 2. Develop a training program for the Janitor II and Janitor III positions to make them effective in performing minor repairs and groundskeeping.
 - 3. Collect and evaluate semi-annual customer satisfaction surveys for all buildings on Oahu.
 - 4. Investigate ways to streamline support procedures to allow staff to concentrate on customer service and responsiveness, instead of paperwork.
 - 5. Continually develop and refine the program's measures of effectiveness to determine how well the program is delivering

services.

6. To implement the inspection checklist for worksites by the Janitor III's and to follow up on deficiencies.
7. Investigate ways to better coordinate repair requests with trades staff from the Building Repair and Alterations Program.
8. Refine in-house training program to include formal classroom training, as available.
9. Develop an on-line custodial satisfaction survey to reduce paperwork.
10. Develop an on-line emergency response data base for each DAGS facility accessible to key management personnel. The data base will include information such as, evacuation plans and telephone trees.
11. Improvement of the workforce through the refinement of the employee selection process by focusing on good customer service skills, supervisory potential and strong custodial and building maintenance skills.

III. Action Plan and Timetable

A. Past Years Accomplishments

Highlights of the past year's program activities are as follows:

1. Completed reorganization of the program to allocate 15 Janitor II positions that were funded by the 2012 Legislature. Initiated recruitment and filled all positions which will improve customer service
2. Implemented the Breeze Custodial Workstation Inspection program to determine custodial staffing levels based on national cleaning standards which will help justify restoring abolished positions lost due to Reduction-In Force (RIF) and subsequent abolishment.
3. Implemented an on-line custodial survey that will enhance the ability of building occupants to provide feedback related to services being provided. The software will also allow the program to respond to concerns raised by building occupants in a timely manner.

4. Selected contractor, Ameresco, Inc., for Phase II of an Energy Saving Performance Contract (ESPC) that will include the remaining DAGS facilities on Oahu, Hawaii, Maui and Kauai. Continued to assist with the refinement of energy conservation measures (ECM) to be included in the investment grade audit (IGA).
5. Central Services Manager and Landscape Architect obtained Green Associate designation under the Leadership in Energy and Environment Design (LEED) program of the U.S. Green Building Council (USGBC) which will help everyone to understand why our goal is LEED Silver in existing buildings.
6. Leiopapa a Kamehameha Building received LEED Gold certification, which is the second highest certification issued by LEED. The certification process validates a building's elevated level of performance in areas, such as energy efficiency, water conservation, indoor air quality, green cleaning and recycling.
7. Continued the evaluation of DAGS office buildings to identify low or no cost areas that could be used to obtain points that could be applied towards Leadership in Energy and LEED silver certification from the U.S. Green Building Council.

B. Year One and Two

In addition to the above, work continues in the following areas:

1. Request the restoration and funding of 18 Janitor II positions that were abolished by the Legislature which will improve the level of services provided.
2. Implementation of an on-line notification system to provide key building personnel with information related to emergency situations such as, natural disasters, fire, and power outages.
3. Continue to expand the use of environmentally friendly cleaning products and procedures in facilities serviced by the division.
4. Refine surveys as a method to measure the level of satisfaction of building occupants with the services being provided.

5. Continue the use of the Breeze Custodial Inspection software to monitor staffing levels based on guidelines established by the Association of Physical Plant Administrators.
6. Increasing participation and the skill level of the custodial staff in accomplishing minor building repairs which will reduce work orders submitted.

C. Year Three Through Five

The program will continue to refine objectives that were previously identified such as, training in custodial and building maintenance skills, broadening the involvement of the custodians in the area of building maintenance and the streamlining of procedures to reduce paperwork.

The program will follow-up on unfinished objectives and any new initiatives that may be identified. As needed, priority items will be expedited.

IV. Performance Measures

A. Customer Satisfaction Measure

Semi-annual users surveys are utilized to obtain feedback to determine program effectiveness, and to identify areas that require improvement. Follow-up action will be taken to assure satisfaction whenever and wherever possible.

B. Program Standard Measure

Using the private sector as a model, performance standards will be established and used to base worker performance, expectations, and to conduct and verify internal inspections.

C. Cost Effectiveness Measure

Costs will be obtained from private sector sources and used as a guideline to determine the competitiveness of the program. Comparisons will be based on the concept of "prevailing wages".