

MANAGING TRADES

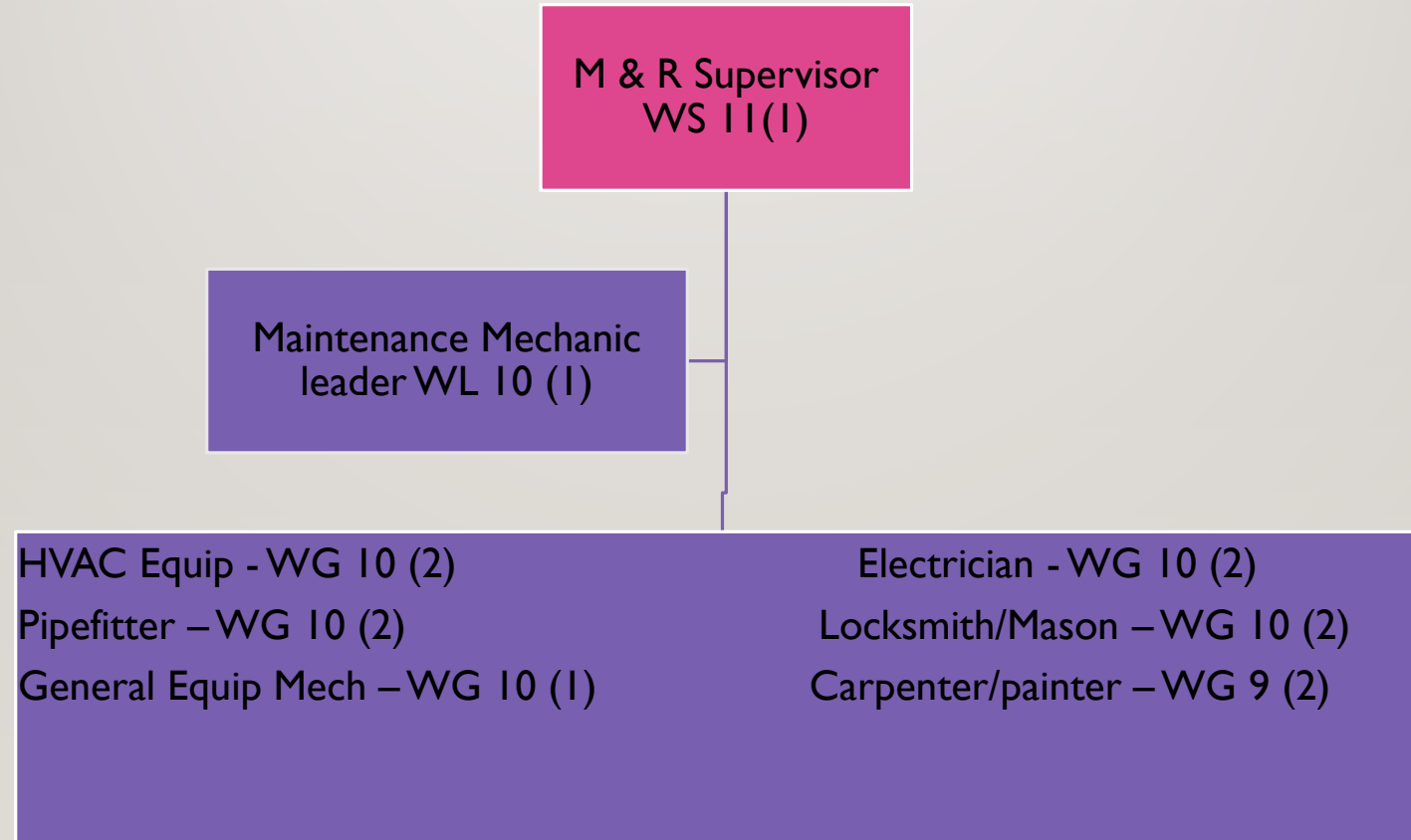
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MAINTENANCE & REPAIR ORGANIZATIONAL CHART



MAINTENANCE AND REPAIR SUMMARY

- 12 MECHANICS, 1 WORK LEADER, AND 1 SUPERVISOR
- 2018 COMPLETED APPROXIMATELY 5350 PREVENTIVE MAINTENANCE WORK ORDERS AND 5200 REPAIR WORK ORDERS
- OVERALL 21% PREVENTIVE MAINTENANCE, 67% REPAIR, 12% PROJECT SUPPORT
- PROJECT SUPPORT IS FOR SHUTDOWNS AND SUPPORT OF NRM/MINOR CONSTRUCTION PROJECTS
- WE DON'T PERFORM ANY SMALL STATION PROJECTS
- FOCUS ON COMPLIANCE AND PREVENTIVE MAINTENANCE
- CONTRACT OR CREDIT CARD WHAT WE CAN'T ACCOMPLISH

WHAT IMPACTS PRODUCTIVITY?

- PARTS NOT STOCKED AND THE PROCESS TO ORDER PARTS
- VACATION, SICK LEAVE, BREAKS
- COMPLEXITY OF SYSTEMS AND ISSUES
- HOURS/TIME FRAME WHEN WORK CAN BE DONE
- LEARNING CURVE FOR NEW EMPLOYEES
- INFECTION CONTROL REQUIREMENTS
- DECISION MAKING PROCESS
- LACK OF HOSPITAL EXPERIENCE/KNOWLEDGE OF REQUIREMENTS

CHALLENGES

- TAKES 10-12 MONTHS TYPICALLY TO FILL A POSITION. VARIES 5 TO 18 MONTHS
- BACKFILLS ARE USUALLY APPROVED, NEW POSITIONS NO!
- GETTING PROGRESSIVELY MORE DIFFICULT TO HIRE STAFF WITH THE DESIRED QUALIFICATIONS, NO HOSPITAL EXPERIENCE
- NEED A FRIENDLY WORK ORDER SYSTEM THAT CAN PROVIDE ACCURATE INFORMATION, NO WORK ORDER CLERK
- SPENDING LIMIT ON CREDIT CARD FOR CONSTRUCTION AND SERVICES
- NO OFF HOUR COVERAGE, 94 OFF HOUR CALL INS IN 2018
- EMPLOYEE BURNOUT AND WORKLOAD AES SCORE

THINGS WE COULD DO BETTER

- WOULD LIKE TO HAVE A MORE COMPREHENSIVE PROACTIVE MAINTENANCE PROGRAM
- WOULD LIKE TO EXERCISE INTERIOR VALVES
- IMPLEMENT PM'S ON WATER BALANCING AND AIR BALANCING
- FOCUS ON OPERATION OF SYSTEMS VS MAINTENANCE/REPAIR OF THEM
- ELIMINATE SOME CONTRACTED WORK TO IMPROVE CUSTOMER SERVICE/WAIT TIMES
- PROVIDE BETTER OFF HOURS COVERAGE AND RESPONSE

POSITIONS WE WISH WE HAD!

- WORK ORDER CLERK
- ANOTHER ELECTRONICS TECHNICIAN
- 24 HOUR COVERAGE? ANOTHER HVAC TECHNICIAN
- ENOUGH SKILLED MECHANICS TO HAVE SOMEONE ON CALL?
- ANOTHER WORK LEADER
- GARDENER
- POSITIONS WE DON'T HAVE: ENERGY MANAGER, MECHANIC, LABORER, INTERIOR DESIGNER

EXAMPLE FROM WEEK OF JANUARY 26 TO 31!

- 1-26 ENERGY RECOVERY UNIT ERU 3 FROZE UP HVAC TECH CALLED IN
- 1-27 ENERGY RECOVERY UNIT ERU 2 FLITERS FROZE UP 2 HVAC TECHS CALLED IN
- 1-28 1:00AM SPS HEAT EXCHANGER ALARM, TEMP ALARM, BOILER PLANT CALLED HVAC TECH, TECH TOLD OPERATOR WAIT UNTIL MORNING, REACHED 38 DEGREES
- 1-28 7:00AM FIRE ALARM PANEL EARTH GROUND 65 TROUBLES, ELECTRONICS TECH CALLED IN SICK, CONTRACTOR STATES NOT IN CONTRACT
- 1-29 11:00PM AHU 23 ALARM CALLED IN HVAC TECH
- 1-30 1:00AM AHU 4 TRIPPED ALARM, CALLED IN HVAC TECH
- 1-30 6:00AM UTILITY FAILURE ON COMMERCIAL POWER FEED, GENERATORS RUNNING
- 1-31 8:45AM UTILITY FAILURE ON SOUTH SUB COMMERCIAL POWER FEED, GENERATORS RUNNING

QUESTIONS

