

# Plans for Facilities

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Name :

District Site Facilities - 2010

Principal Preparer :

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**State:** Submitted (Finalized)

**State By:** Kelly Goodrich

## 1. Mission

1. Assume the reader knows nothing about your unit. Please describe concisely its mission.

Provide District sites with Facilities support by handling event setups, performing physical plant maintenance, and providing custodial and courier services.

## 2. Description

1. Please describe concisely the following characteristics of your unit. Feel free to use both narrative and quantitative information.
  1. Purpose
  2. Functions or services
  3. Clientele(s)
  4. Value of your services to the clientele(s), the Colleges, and the District
  5. Organizational structure and number of personnel by function
  6. Annual budget by object code for the last three years
  7. Hours of operation, location, and other pertinent service characteristics
  8. Significant changes, if any, since the last program review

### 1) Purpose

The purpose of the Facilities Department is to maintain a safe, secure and functional working environment in which the District administrative offices can conduct business and training.

### 2) Functions or Services

The Facilities Department anticipates and provides for the daily ongoing needs for the District administrative offices, including:

- Custodial Services (i.e. cleaning restrooms, office spaces, meetings rooms, etc.)
- Operational Functions (i.e. maintaining the lighting, air conditioning, plumbing, landscaping, security, etc.)
- Meeting Room Setups (i.e. coordinating furniture layout, some audio/visual setup)
- Mail and Courier Services between the sites of the San Bernardino Community College

District

### 3) Clientele

The Facilities Department serves the staff at the District Office, PDC, ATTC and Annex sites. The courier handles the delivery of mail between all District sites, including the campuses.

#### 4) Value of Services to Clientele, Colleges and District

The Facilities Department assists the District offices to function in a normal business manner and provides ongoing support for all District meetings. The Facilities Department handles building maintenance and repairs, meeting setups, and the purchasing of bulk supplies for all District administrative office sites. The Facilities Department provides a safe working environment by assessing and responding to plant needs before problems occur.

In addition, the Facilities Department provides courier services to and from the campuses and the District Print Shop. Without this service, the District and campuses would have to pay more in postage and spend more personnel hours handling courier functions for their campuses.

#### 5) Organizational Structure & Number of Personnel by Function

See Organizational Chart below. Currently there are 6 District employees in the Facilities Unit: the M&O Facilities Supervisor, one Lead Custodian, two Custodians, a Custodian/Courier and an Administrative Assistant.

#### 6) Annual Budget by Object Code for the Last Three Years

The budget for the Facilities Department has been under development for the past three years. The only budget set by the current staff is 2009-10. It is attached.

#### 7) Hours of Operation, Location & Other Pertinent Service Characteristics

The custodial staff for the Del Rosa site work Monday through Friday from 5 a.m. until 1:30 p.m. The Annex Custodian works from 6:00 p.m. until 9:00 p.m., Monday through Friday. The M&O Supervisor works from 7:30 a.m. until 4:30 p.m., and the Administrative Assistant from 8:00 a.m. until 5:00 p.m.

#### 8) Significant Changes Since Last Program Review

The Facilities Department was newly restructured under the previous Executive Director of Facilities, Planning & Administrative Services. The personnel in this area are new and cannot provide information on how this function was previously handled.

### **3. Outcomes and Other Measures of Effectiveness**

1. Identify at least one essential measure of effectiveness for each major operation of the unit. (See *Effectiveness Measurement Guidelines and Examples*.)
  2. Include at least one baseline measure or measure of progress on a well-defined outcome.
  3. Include at least one measure showing effectiveness in responding to the Colleges' needs.
  4. For each measure, identify the assessment method you used.
  5. Please summarize the results of the measures you have applied. If results showing trends over time are available, please report them.
1. Maintain a safe, secure and functional office environment.
    - Measurement: 80% of survey respondents will agree or strongly agree with each statement on the quarterly office environment survey.
    - Tool to Measure: Quarterly surveys.

- Measure of Effectiveness in Responding to the Needs of the Colleges: Yes
- Measure of Baseline or Progress on an Outcome: Yes
- 2. Establishment a written plan for Facilities that will provide a baseline for performance.
- Measurement: A written plan will exist.
- Tool to Measure: Development of a comprehensive plan.
- Measure of Effectiveness in Responding to the Needs of the Colleges: Yes
- Measure of Baseline or Progress on an Outcome: Yes

## **4. External Opportunities and Challenges**

1. Describe any external opportunities that might lead to unit improvement over the next three to five years.
2. Describe any external challenges (e.g., legal requirements, budgetary constraints) that might limit operations or improvement over the next three to five years.

### **a. Opportunities**

- Possible elimination of old Annex building and centralization of District sites (not campus) custodial function.

### **b. Challenges**

- Loss/replacement of existing Facilities supervisor.
- Perception of the scope of Facilities' responsibilities. For example, if it is thought that custodians should provide catering and audio visual setup services, the staff is perceived as nonresponsive when they refuse these tasks.
- Increased requirement for event setup with ATTC grant money expansion of programs.
- Possible start up of maintenance and custodial process for new building.
- Replacement of courier vehicle under budgetary constraints.

## **5. Analysis and Evaluation**

1. Analyze the implications of the assessment results and external factors for your unit.
2. In light of your analysis, what are your unit's main strengths?
3. In light of your analysis, what are your unit's main weaknesses?

a. Overall, on the District Operations Satisfaction Survey, Facilities received positive ratings of 80% of Satisfied or Very Satisfied.

b. The main strengths of Facilities are helpfulness (88%), courtesy (88%), and clarity and consistency (85%).

c. The weaknesses of the unit seem to be opportunities for the customer to provide feedback (69%).

Currently the Facilities Department is operating very well; however the current structure and operation of this function may very well change in the near future once the current supervisor retires.

## **6. Three-to-Five Year Vision**

1. Describe your unit as you would like it to be three to five years from now.

Facilities should be staffed as follows:

- Supervisor to manage staff, secure resources, ensure safety training, and direct core facilities management, i.e. budgeting and preventative maintenance, i.e. HVAC, fire alarm systems, water/backflow devices, etc.

- Courier to provide responsive District-wide mail/parcel delivery services during business hours.
  - Day custodian for District, PDC, ATTC and Annex to provide event setup/adjustments, light maintenance, restocking dispensers, trash maintenance, etc. during business hours.
  - Nighttime custodial team of three people to provide daily custodial services, including deep cleaning of carpets and flooring, etc., and the bulk of event setups.\*
- \*Facilities does not provide in depth audio/visual setup or catering services.

## **7. Impact on the Colleges and the District**

1. Describe the most significant relationships with other District operations and College operations.
  1. What major impact does your unit have on them?
  2. What major impact do they have on your unit?
2. How do your mission, vision, and goals contribute to the Board Imperatives and the District and/or College mission, vision, strategic directions, and/or goals?

The District is impacted by the level of Facilities services in many ways, including: Chancellor Office (delivery of Board materials), Printing Services (delivery of printed products), Payroll (delivery of checks), Accounts Payable (bank deposits), all Campus personnel (interoffice mail), ATTC/PDC (setup of all educational events), all District personnel (cleanliness and safety of facilities).

- Facilities' ability to accomplish some repairs, perform maintenance, and purchase necessary supplies is impacted by the speed and efficiency of Accounts Payable. If vendors are not paid in a timely fashion, then their response to requests from Facilities is delayed.
  - Facilities' ability to perform special projects or repairs is impacted by the time required to have contracts approved by the Board.
  - Facilities' ability to perform routine tasks is impacted by requests from staff to perform unscheduled duties, lift and carry, catering, last minute setups, etc.
  - Event setup is impacted by communication and method of scheduling events by other departments.
  - The courier's delivery schedule is impacted by special requests across the District.
- The Board Imperative most impacted by the Facilities Department is "IV. Resource Management for Efficiency, Effectiveness & Excellence".

## **8. Other Pertinent Information**

1. Include here any other information you regard as necessary for a full understanding of your unit.
  - Facilities also handles smog testing records of all District vehicles (including those on campuses), as well as registration of said vehicles with the Department of Motor Vehicles.
  - Facilities coordinates purchase of parking permits through the SBVC CBO.
  - Facilities maintains budget and records for long term storage of District files through an outside vendor.
  - Facilities also maintains budget and oversight of maintenance for several pieces of equipment in the workroom, i.e. copier, mail machine, postage, etc.
  - Facilities handles landscaping and pesticide control.

- Facilities identifies and performs tasks relating to light remodeling, plumbing, painting, office layout, equipment/furniture, and building energy efficiency.

## 9. Goals, Objectives, and Action Plans

1. Goals (with priority rank) over the next three years
2. Objectives (with priority rank) under each Goal
3. Principal Activities under each Objective, if available
4. Timeline for completion of each Activity or Objective
5. Person responsible for ensuring completion of each Activity or Objective

- **1 - Goal - Improve means of communication with clientele.**

Priority Rank:

1

**Objectives:**

- **1.1 - Objective - Establish a means for client event setup requests.**

Priority Rank:

1

Start Date:

04/01/2010

End Date:

04/30/2010

Responsible Person:

Steve Kelley

**Activities:**

- **1.1.1 - Activity - Develop event setup request form.**
- **1.1.2 - Activity - Communicate new procedure to clientele.**
- **1.2 - Objective - Establish an ongoing means for customer feedback.**

Priority Rank:

2

Start Date:

04/01/2010

End Date:

06/30/2010

Responsible Person:

Steve Kelley

**Activities:**

- **1.2.1 - Activity - Develop Facilities Quarterly Survey.**
- **1.2.2 - Activity - Administer survey.**
- **1.2.3 - Activity - Analyze survey results.**
- **1.2.4 - Activity - Plan corrective measures based on results.**
- **2 - Goal - Provide continuity and consistency for the Facilities Department.**

Priority Rank:

1

**Objectives:**

- **2.1 - Objective - Document established Facilities Operating Procedures.**

Priority Rank:

3

Start Date:

03/29/2010

End Date:

05/10/2010

Responsible Person:

Kelly Goodrich

**Activities:**

- **2.1.1 - Activity - Develop an annual calendar for building maintenance (i.e. HVAC, fire alarm system, etc.).**
- **2.1.2 - Activity - Establish daily custodial routine form.**
- **2.1.3 - Activity - Map out courier's daily route and schedule.**
- **2.1.4 - Activity - Develop standard custodial supply list.**
- **2.1.5 - Activity - Develop contact list for building maintenance.**
- **2.1.6 - Activity - Track ongoing safety training, including MSDS.**
- **2.2 - Objective - Identify and plan solutions for possible problems over transition period anticipated in July 2010 when current Facilities Supervisor retires.**

Priority Rank:

4

Start Date:

04/05/2010

End Date:

04/16/2010

Responsible Person:

Steve Kelley

**Activities:**

- **2.2.1 - Activity - Provide for Annex physical plant maintenance.**
- **2.2.2 - Activity - Identify and list satellite responsibilities.**
- **2.3 - Objective - Explore options for addressing anticipated staffing and equipment needs.**

If there is no longer a supervisor position, then some sort of custodial support needs to be available during business hours. This may require schedule change and/or addition of part time staff.

Priority Rank:

5

Start Date:

05/03/2010

End Date:

05/14/2010

Responsible Person:

Steve Kelley

## 10. Resource Requests

1. Progress on or achievement of a given Goal or Objective does not necessarily require additional resources. For Goals and Objectives that do require resources, enter the following information:
  1. Resources required to achieve Goals and Objectives over the next three years, with description and rationale for each
  2. Identification of associated Goals or Objectives
  3. Type of Resource
    1. Expenditure Category
    2. One-time/Ongoing
  4. Estimated annual cost (or savings) for the next three years
- **2 - Goal - Provide continuity and consistency for the Facilities Department.**
  - **2.3 - Objective - Explore options for addressing anticipated staffing and equipment needs.**

- **2.3.1 - Resource Request - Obtain additional part-time custodian.**

### **Description**

Additional custodial support during business hours.

### **Rationale**

Part time custodian (19 hours/week) to handle business hour event setup and support, in addition to handling overflow custodial duties. A new hire here would reduce the need for an hourly substitute when staff members are absent and provide a savings in that account line.

Resource Type:

Ongoing

Expenditure Category:

Personnel

First Year Cost/Savings:

\$16,800.00/\$3,000.00

Second Year Cost/Savings:

\$16,800.00/\$300.00

Third Year Cost/Savings:

\$16,800.00/\$300.00

- **2.3.2 - Resource Request - Monthly cell phone or stipend.**

### **Description**

Need means of contacting custodial staff during business hours.

### **Rationale**

Currently custodial staff uses their personal cell phones.

Resource Type:

One-time

Expenditure Category:

Equipment

First Year Cost/Savings:

\$900.00/\$0.00

Second Year Cost/Savings:

\$900.00/\$0.00

Third Year Cost/Savings:

\$900.00/\$0.00

- **2.3.3 - Resource Request - Obtain new courier van.**

**Description**

Will need to replace current vehicle over the next two years.

**Rationale**

Current vehicle is 8 years old and has 140,000 miles. Repair costs are escalating and reliability is diminished.

Resource Type:

One-time

Expenditure Category:

Equipment

First Year Cost/Savings:

\$25,000.00/\$1,500.00

Second Year Cost/Savings:

\$250.00/\$4,500.00

Third Year Cost/Savings:

\$250.00/\$2,500.00

## **11. Progress Report on Last Cycle's Goals, Objectives, and Actions**

1. Estimate progress to date on each of the last cycle's Goals, Objectives, and Activities.
  2. Any uncompleted Goals, Objectives, and Activities that are still important should appear in the Goals, Objectives, and Action Plans section above.
- Over the past year Facilities has developed a successful working model based on supervisory, administrative support, and custodial functions, providing the District with a centralized source for this function.
  - A working budget has been developed.
  - Daily and annual tasks have been identified and need to be officially established.

## **12. Process and Participants**

1. Describe briefly the main steps of the process that produced this report.
  2. List the name and function of each participant in that process.
  3. Include as many members of the unit as possible in the preparation and/or review of this document. It should not be the product of the manager alone or of a small proportion of unit members.
  4. Describe the plan for future assessment cycles, particularly if not all measures were applied in current cycle.
- a. Participation in workshops with Matthew Lee in November 2009 and March 2010, followed by refinement of draft program review and informal discussions among the Facilities staff.

- b. Steve Kelley, Facilities Supervisor; Kelly Goodrich, Facilities Administrative Assistant; Ernie Higgins, Lead Custodian; Dan Kelly, Custodian
- c. Plan should be more defined next year.

## **14. Supporting Documents**

- Facilities Organization Chart.docx
- 2008-09-10 Budgets.pdf