

# Plans for Facilities (Custodial, Grounds, Maintenance, Warehouse, & Facilities Use) >> 2019 - 2020 Facilities (Custodial, Grounds, Maintenance, Warehouse, & Facilities Use) CHC Administrative Services Program Review 2019-2020

**Name :**

2019 - 2020 Facilities (Custodial, Grounds, Maintenance, Warehouse, & Facilities Use) CHC Administrative Services Program Review 2019-2020

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## Sub Plans

- Maintenance & Grounds: 2012 - 2013 Maintenance & Grounds CHC Annual Planning 2012-2013
- Custodial: 2012 - 2013 Custodial CHC Annual Planning 2012-2013

## Instructions

Please respond to the following questions. Please consult the [Integrated Planning and Program Review Handbook](#) for detailed instructions, the [timeline](#) for due dates, and the [schedule](#) for the four-year plan schedule.

### 1. Mission

a. Tell us your unit's mission: Provide a mission statement for your unit that clearly and succinctly describes your unit's purpose, idealistic motivations, and change it hopes to inspire.

b. Alignment with the college Mission: **Rubric Item** ([Mission Alignment](#)): The Mission of Crafton Hills College is to advance the educational, career, and personal success of our diverse campus community through engagement and learning. In what ways does your program advance the mission of the college?

#### 1. Departmental Mission

## **CHC Facilities Mission Statement**

***As an integral part of Crafton Hills College, we pledge to help provide a welcoming, safe, clean, comfortable, and efficient environment for the students, faculty, and staff. We value the diverse campus community and will treat everyone with respect and courtesy.***

The above mission statement defines the purpose and goals of the Crafton Hills College (CHC) Facilities Department. Although it is a brief statement, the implications and impacts are felt throughout the entire campus. It is a high standard that we continually strive to achieve. The CHC Campus is well known for its beautiful grounds, architectural vision, and high quality programs. The CHC Facilities staff all take pride in maintaining the campus at a high standard of exterior and interior quality.

Going forward, the CHC Facilities Department is anticipating the continual growth of the campus. In 2017 the campus completed the expansion of its facilities square footage with a net increase of 38%. This increase of facilities is expected to allow the student population to almost double from its current level of approximately 5300 FTES students (full-time equivalent student). Custodial staffing levels were minimally increased in 2017 to support the expanded campus profile and additional occupants. Additional custodial and maintenance staffing will be required as the campus occupancy continues to increase and as the recently added new buildings and renovated buildings age. Given this, it is critical that the appropriate staffing levels are achieved and maintained. Without the appropriate staffing levels and adequate resources, the Facilities Department cannot fulfill its mission to support the campus.

## **2. Description of Program**

- a. Organizational structure and staffing
- b. Whom you serve (including demographics and representativeness of population served)
- c. Provide a list and a brief description of the services you provide as well as a minimum of three years of trend data for each identified service
- d. **Rubric Item:** Describe your [Pattern of Service](#) including standard hours of operation, alternative modes and schedules of delivery (e.g.: online, hybrid, early morning, evening services, etc.) and how that service meets the needs of students or clients

### **2.1. Description of Program**

The Crafton Hills College Facilities Department is a combination of four facilities service centers (facilities use, custodial, grounds, maintenance) that provide the physical support services to all of the campus facilities, programs, and occupants. The mission of the Facilities Department is "As an integral part of Crafton Hills College, we pledge to help provide a welcoming, safe, clean, comfortable, and efficient environment for the students, faculty, and staff. We value the diverse campus community and will treat everyone with respect and courtesy." This departmental mission statement is in complete alignment with the CHC Campus Mission and underlines the attributes and values of the Facilities management and staff.

The department is structured within the CHC Administrative Services and is within the responsibilities of the Vice President of Administration, with direct responsibility being managed by the Director of Facilities

(see attached **CHC Facilities Org Chart November 2019**). The Facilities Department is divided into four service centers that provide the supervisory management, facilities staffing, and material support to all of the campus programs, staff, and occupants. The Facilities team provides all of the facilities use, custodial, groundskeeping, and maintenance services to the entire campus and all of its assets. This includes the HVAC services and control, building energy management systems, exterior lighting controls, fire alarm system management, waste services, hazardous material disposal, utilities management, inspections and services for building regulatory compliance, parking lot and street services, landscaping management, pest control services, and the management of the campus work request system.

The facilities team works two shifts (day/evening) spanning each workday from 6:00 a.m. to 11:00 p.m. The day shift has primary responsibility for the campus grounds and building maintenance services and support. The day shift also has a small custodial crew to provide any required custodial services or campus activity setups if needed during the day by the campus community. The day shift personnel are managed by the Director of Facilities. The evening shift personnel comprises the majority of the custodial staff and are managed daily by the Custodial Supervisor. Most all of the custodial services that support the campus community are executed within the evening shift.

Work requests for services from within the campus community are processed through three communication venues. The most widely used and recommended process for campus-initiated needs or requests is through the Maintenance Connection Work Management System (WMS). This is an automated system that allows the requester to select from typical computer pull-down menus the type of service needed (plumbing repair, electrical, supply request, cleanup, etc.), the exact location of the needed service (BL 6 CCR Office 135, BL 12 Bio lab 234, etc.), the priority of the service (high - immediate; medium, 24 - 48 hours; low - one week), and the service requester's information (phone number and email contact). Service requests can also be initiated by email to the campus Facilities management or by direct phone calls to the Facilities offices on campus. Facilities staff are equipped with two-way radios for immediate dispatch from the M&O information office or for interdepartmental communications.

The campus asset reservation system, Facilities Use, is coordinated through the Facilities Department at the M&O building for all campus activities and instructional uses. This system allows for phone-in and email requests for reserving available spaces on the CHC campus. The current system does not allow for requesters to independently review space availability and the associated features within any particular space. All requests require some communication with the Facilities Use office to inquire as to what is available and to define what features are needed for the requested activity. SBCCD does have a much better asset reservation system available (R 25). Additional data entry and training of staff is needed to roll out this system.

Campus mail and package deliveries are also managed by the Facilities Department. All deliveries and most incoming/outgoing mail and packages are routed to/from the campus from the facilities warehouse at the M&O building. One facilities staff member is responsible for processing and delivering/receiving all mail and packages to/from the campus occupants or programs across the CHC campus. Mail and packages are delivered daily to the M&O warehouse by various vendors (USPS, UPS, FedEx, etc.) and then sorted and delivered to the campus programs or mail centers. Outgoing packages and mail follow a similar process with work requests being submitted by occupants for pick up by facilities staff and brought to the M&O for processing and eventual pick up by the various package and mail vendors.

### 3. External Factors with Significant Impact

What external factors have a significant impact on your program? Please include the following as appropriate:

- a. Budgetary constraints or opportunities
- b. Competition from other institutions
- c. Requirements of four-year institutions
- d. Requirements imposed by regulations, policies, standards, and other mandates
- e. Job market
  - i) Requirements of prospective employers
  - ii) Developments in the field (both current and future)

#### 3. External Factors with Significant Impact

The largest external influences for the CHC Facilities Department are; (1) the completion of the campus expansion, (2) the budgetary restrictions imposed on CHC by SBCCD, (3) chronic low staffing levels due to contract entitled absences, (4) the continual decline of assets that have not been renovated during the past bond measures, and 5 the continual degradation of existing obsolete facilities support equipment. These factors were identified in previous CHC Facilities program reviews and annual plans. However, these issues still need to be adequately addressed by the campus administration and/or SBCCD. **(See attached Construction History October 2017, Custodial Staffing Report November 2016, and Budget History CHC 2008 - 2018).**

3.1. Although it was known that the campus would be expanded to its current level for several years and plans were discussed to account for the continuity of quality services. the complexity and costs of maintaining these new assets is just now being completely understood from a facilities perspective. For example, the newly constructed and renovated buildings are required to have lighting control systems that achieve a high level of energy efficiency. This requirement dictates that a high degree of complexity is needed to achieve the specified energy efficiency. What used to be a fairly straightforward troubleshooting approach to repair a relatively minor repair, such as a light fixture (power supply, lamp, ballast), now requires a computer and testing of many more components (power, lamp, ballast, lighting schedules, occupancy sensors, on/off switch programming, dimming capabilities, interior photo sensor, exterior photo sensor, emergency power backup inverter connectivity) and extensive training and access to technical support for the campus technicians to be able to efficiently make the needed repair. The narrow focus on building energy efficiency tends to ignore the total cost of ownership that must be accounted for with technician training, repair labor, technical support services, and replacement component costs. CHC Facilities management has set up support contracts for most of the complex building support systems that allows for some facilities staff training. Additional training is needed to keep facilities staff abreast of the changes inherent in building operating systems. Funding from the CHC Professional Development (PD) resources will be requested to provide additional training for the staff responsible for maintaining some of the automated control systems. Most PD funding is allocated for continual education for faculty and classified secretarial staff. Although this type of additional training does fit well within the definition of continuing education, it is not known if this request will be approved. If it is not, another funding source will need to be secured.

3.2. In addition to the budgetary constraints for CHC as a whole, the CHC Facilities budget is now responsible for all of the Solar Farm services and repairs and has the additional responsibility of establishing service contracts for all campus-wide building support systems for an expanded campus. The maintenance and repairs for the Solar Farm alone equates to approximately \$75,000 annually in previously bond funded costs that were included as a 5-year service plan within the construction of the Solar Farm. Additional service contracts are now in place for maintaining the interior building lighting control systems, exterior lighting control systems, HVAC control systems, fire alarm systems, energy monitoring systems, access control system, and any associated repairs with any of these systems that are needed to keep the systems operational and compliant with all regulations. The service contracts are usually negotiated for 3-5 year terms, which allows the budget for these to be known and forecasted. The repair costs are not known for any of the systems that may need some out-of-contract work, as well as the mechanical, electrical, plumbing equipment/systems across the campus. The Solar Farm required almost \$20,000 of immediate repairs at the start of the fiscal year, which consumed the majority of the unallocated repair budget of the Facilities Department for fiscal '19/'20. At the time of drafting this PPR, the discretionary funding of the facilities budget for 2019 is almost entirely depleted yet with 6 months remaining within the current fiscal cycle. It is understood that fiscal restraint is an important part of managing budgets; however, the current level of very limited funding can have an adverse effect when some repairs are deferred to the next fiscal cycle. This is the scenario that is currently being experienced at CHC. Due to the unavailable funds for repairs of the Solar Farm in late fiscal '18/'19, these needed repairs were deferred to the start of '19/'20. Not only was the energy production of the Solar Farm reduced for an extended period, which was a direct negative impact to the CHC utility budget, but the executed repairs then impacted the remaining repair budgets of the CHC Facilities Department for the remainder of the fiscal year. It is reasonable to assume that as the Solar Farm continues to age, and the needed repairs to keep it operating at the optimum level will also increase, the scenario currently being experienced by CHC is very likely to take place again. Some additional funding for these costs or sharing of the obligation by SBCCD should be given some consideration. The District as a whole benefits from the savings and the use of Green Energy credits that are needed for the LEED Silver Certification that is mandated by SBCCD for all new projects within the District.

3.3. The chronic low custodial staffing levels are another significant factor impacting not only the Facilities Department but the entire institution. The custodial staffing report of 2016 recommended that a total of five additional custodians would be needed to provide the acceptable levels of service to the entire CHC campus. This report took into consideration the contract entitled absences of the custodial staff. Only three additional custodians were hired to offset the increase in the campus profile, which did not take into account the fact that the average daily absentee rate due to contract entitled absences (vacation, sick time, negotiated holidays) is approximately 10%. It is a rare occurrence that all of the custodial staff are present on any given day. This puts the department at a chronic substandard level of staffing. There is a direct known relationship between the quality of the campus assets in relationship to student recruitment, retention, and success (**see attached reports APPA Impacts of Facilities on Student Success 2006 and APPA Cleanliness and Learning in Higher Education 2008**) which is direct result of appropriate staffing levels. There are many CHC programs that attempt to focus their efforts on reaching out to various student populations to increase their success. By increasing the custodial to the recommended level student success and occupant satisfaction can be economically and consistently increased.

3.4. The continual decline of the non-renovated assets in the past bond measures will continue to drain manpower and financial resources from the campus and ultimately affect student success. SBCCD

executed a Facility Condition Assessment (FCA) for most assets on the CHC campus in 2016 (**See attached SBCCD Executive Summary FCA May 2016**). This survey reviewed all campus assets over 5000 sq ft. for their current condition in 2016. Any asset not renovated within the past bond measure will continue to have a negative impact on the entire institution. On page 21 of the Executive Summary, this statement defines what to expect when old buildings are not replaced or completely renovated to a new condition: *"New construction will have a positive effect on the FCNI (Facility Condition Needs Index) only if existing buildings are replaced. If new structures are built, but the older facilities kept in service, any existing FCNI problems will be exacerbated. Furthermore, if the maintenance staff is not expanded in the event of adding incremental square footage to the portfolio, the FCNI issues will become more difficult to manage."* This statement has deep implications for staffing, budgetary impacts, and the quality of the campus portfolio. As of 2019 Buildings - 2 CDC, 3 CTB, BL 5 West, BL 7 SSB, BL 9 PAC, BL 11 CNTL 2, BL 13, and BL 15 have not been renovated to a new condition. These assets represent approximately 25% of the entire campus asset profile. The new Bond Measure CC passed in 2018 identified a few of these buildings to be renovated (BL 3,7,9). However, it is critical that all of the buildings that were not listed as a priority project be considered for complete renovation. The possible loss of use due to the failure of any of the buildings critical systems (HVAC, plumbing, electrical, conveyances) in any of these buildings will have a significant negative effect on the mission of the entire campus. Some reprioritization of the Measure CC projects should be done to address this reality and avoid the negative outcomes that will be experienced if these needs are not addressed.

3.5. The Facilities Department has done a very good job of keeping the large equipment used for facilities service in operation. For example, the forklift used by the campus is a 1982 Clark warehouse type forklift. The forklift is a vital piece of equipment used daily for various tasks across the campus. This forklift is well past its reasonable life cycle of 20 years and needs to be replaced. In 2019 alone, the forklift required over \$3000 of repairs to keep it safe and operable, with another \$1000 of recommended repairs still pending. The current value of this forklift is approximately \$3000. If the forklift suffers any significant breakdown that would require it to be out of service for an extended period of time, the only option will be to rent one for the interim. This would drain critical resources from the already strained facilities budget and only postpone the inevitable point when a new replacement is mandatory. It would be fiscally prudent to replace the forklift now before resources are needed to rent a temporary replacement and to avoid disruptions to campus operations.

Other vital pieces of equipment in dire need of replacement are the 1990's vintage Hustler 72" platform ride-on mowers that are used by the grounds staff to maintain the campus green spaces. Once again, the equipment is still operational but completely obsolete, and parts cannot be acquired to keep the mowers operational. The grounds staff has been very effective at keeping the old equipment safe and operational, but it is only a matter of time before one or both of these units will reach a point of not being able to be repaired. It is not known if this specialized equipment can be rented, and the inevitable breakdown that will occur will end up negatively impacting the campus for an extended period and drain scarce resources from the facilities budget. Other vital support equipment that needs to be considered for upgrading is the fleet of facilities nine gasoline-powered trucks, the newest manufactured in 2006 and the oldest manufactured in 1992. The average age for the fleet is 20 years. Most of these can be replaced with the electric carts that are primarily used by the custodial and maintenance staff. The campus was able to purchase seven of these electric carts in 2015 and have found them to be extremely cost effective and ideal for the job. These also have the benefit of being in alignment with the new SBCCD Sustainability Plan that sets a goal to have all SBCCD vehicles be non-fossil fuel powered (electric). Plans to assign some capital outlay funding for this should be considered by SBCCD now

to begin this vehicle replacement and capture the fiscal and environmental benefits of replacing the old vehicles with new electric vehicles.

## 4. Progress on Outcomes Assessment

**Rubric Item:** [Service Area and Student Learning Outcomes Process](#).

- a. Please summarize Service Area Outcome (SAO) assessment results. Include a discussion of whether or not the program met its target for each SAO.
- b. Please describe any service area improvements you plan to make as a result of the SAO assessment(s).
- c. What objective(s) or action step(s) will you add to Question 10 as a result of the SAO assessment(s)? If none, please explain.
- d. If your program has SLOs, please address b and c above in relation to the SLO assessment results.

### 4. Progress on Outcomes Assessment

The primary sources for identifying trends in customer satisfaction are the Facilities Surveys (**see attached Facilities Survey Summaries 2017, 2018, and Facilities Survey Fall 2018**) and the work order request reports (**see attached CHC WMS Reports**) that track the number and type of facilities service requests from the campus occupants. The latest CHC Facilities Survey Summary of 2018 has identified mostly positive results in custodial and maintenance services. The one negative result for the custodial services within the latest Facilities Survey is the decline in satisfaction of the cleanliness of the restrooms. The restrooms services are the primary and most time-consuming custodial service. Most of the restrooms across the campus are now within buildings that have been renovated or within new buildings. Now that these restrooms are getting a few years of use, the gradual decline due to a daily shortage of custodial staff is being compounded. This will not improve until the previously noted chronic custodial staffing shortage outlined in section 3 is addressed. The Facilities Surveys also indicate that the grounds services remain at a very high level of satisfaction of 75%. This indicates that the grounds staffing level at five is optimized. The increases noted in the maintenance services implies that the current maintenance staffing level of three is not at an optimum. With satisfied responses consistently below 50% and response/completion times have not increased. This is a result of not enough maintenance staff to provide timely services, especially when it is considered that the campus profile was expanded by 38%. Other noted variances were minor and do not necessarily indicate any specific trends. The most current Facilities Survey for Fall 2019 is not yet completed and cannot be included in this analysis at this time. This will be factored into the 2020 Facilities Annual Plan update.

The WMS Reports (attached) are indicating some improvements in the quality of the CHC assets and possibly in the Facilities services provided. The total work request counts (custodial, maintenance, grounds, warehouse) from 2015 to 2019 show a significant decline of 22%. In 2018 the total number of work requests was at a high of 1891. The total for 2019 as of November is 1244. When averaged per week, this indicates an expected total of work requests for 2019 will be approximately 1470. This is the lowest total amount of work requests submitted and closed within the past five years (2015 = 1528). Response times to work requests for the last five years have remained steady at approximately four days and completion times of one day once the work request is issued. The exact reasons for the decline in work requests is not identified, but it is reasonable to assume that the current quality of the assets are fairly high as less repairs are being submitted. It is also reasonable to assume that now that

the last of the renovated buildings are internally stabilized and that the occupants and teaching spaces are now correctly outfitted, fewer corrections (work requests) are required. It is expected that as all of the CHC assets age, work requests will increase and customer satisfaction will begin to decline unless increases to staffing for custodial and maintenance staff are made to offset this inevitability. This may be stalled somewhat if all of the assets that were not renovated to new are completely renovated within the next few years with Measure CC funding, but as the intensity of use increases with the expected growth of the campus occupants, additional facilities staff and financial resources will be required to allow the Facilities Department to successfully support the mission of the campus as a whole.

## 5. Unit's Performance on Institutional Quantitative Effectiveness Indicators

Please discuss your program's performance on each data item below.

a. Non-Instructional Program Effectiveness Evaluation Rubric

i) **Rubric Item:** Describe a significant [innovation or enhancement](#), and the data collected and analyzed that has helped to determine the efficacy of the innovation.

ii) **Rubric Item:** Describe at least three external and internal [partnerships](#) that substantially affect the quality of services to students or clients.

### 5. Departmental Performance on Institutional Quantitative Effectiveness Indicators

Most of the goals for the Facilities Department are an ongoing work in progress and are never fully completed. They are standing goals that are part of the operational responsibilities of the Facilities Department. For instance, Goal 1, Maintain a safe and operable campus, is very broad and is understood to be the fundamental mission of the Facilities Department. Therefore, most of the goals remain unchanged with minor comments about progress or for additional resources to replace or upgrade vital facilities support equipment.

The Facilities Department is continuing to advance in the execution and sophistication of managing campus assets. As previously outlined in section 3.1, the sophistication of the modern buildings requires the maintenance technicians to improve their skills to maintain and repair the campus assets. One of the goals being proposed is to provide additional technical training (professional development) for the maintenance technicians. Many of the facilities-related job descriptions have been updated and revised within the past year by SBCCD. Part of this effort was to better identify the job descriptions with the tasks and skills needed to execute the work as it is currently being done or as is needed to do the job correctly. In the maintenance technician arena significant modifications to the job descriptions were needed to reflect what skills are needed to maintain the modern automated buildings (section 3.1).

Overall, the Facilities Department is continuing to advance in the execution and sophistication of managing the campus facilities and assets, as was demonstrated in section 3. Still, facilities management is a very dynamic area of services. Continual change of processes, materials, and the campus facilities themselves require that "all things facilities" should be subject to constant review. The recent budgetary restrictions that have been imposed have not necessarily been entirely negative. In many cases the need to reduce costs has exposed past practices or processes that were in need of



revision. This has encouraged and reinforced a mindset of continual change and operational efficiency for the facilities staff and managers. The introduction of new ideas and new ways to execute tasks are the foundation for continual improvement.

Education in facilities management is the key for constant improvement in facility operations for the CHC facilities management team. Exposure to best practices, management concepts, updated procedures, new programs, new processes, sustainability, and new products for the CHC facilities managers and classified staff is vital for continual improvement. The current CHC facilities management are constantly reviewing all internal processes for possible improvement. The development of new facilities positions that may be needed for modern building management and maintenance will take a large amount of effort; however, with the recent expansion of the CHC campus and the increase of campus occupants, effort is necessary to draft new job descriptions and follow through with the required process of district approval. It is also important that some job description minimum qualifications be adapted to allow the existing classified staff to advance into managerial or other positions if it is possible. The ability to groom or educate existing staff for advancement is a good way to develop job enrichment, which also benefits the institution. Familiarity with campus occupants, processes, and systems can take years to develop. By offering advancement to in-house staff, many of these challenges can be minimized and the positive impacts can be maximized.

The ongoing changes brought about by the expansion of the campus facilities and the upcoming building renovations and new buildings now being planned will continue to be the most challenging factor for the CHC Facilities Department for the next five years. One of the benefits of having had so much construction at CHC within the past 15 years is that the Facilities Department as a whole has vast experience on how to better assist any construction effort on the CHC campus to be more successful. The "lessons learned" from the past projects are still fresh, and the CHC Facilities leadership is committed to reinforcing how to better execute all construction within SBCCD and CHC going forward. CHC Facilities leadership is intimately involved in every aspect of the upcoming Measure CC bond projects at the highest level. The impacts to the CHC campus and its occupants for the upcoming bond projects will last for decades. It is vital that these projects are executed with the long-term sustainability and operability as a major aspect of each project. Modern facilities require that the Facilities staff develop new operating and management techniques that will maintain and enhance these assets. Many new innovations for managing and monitoring assets are now available to facility managers that were not available 10 years ago. The need for continuing education by CHC facilities managers is vital to ensure that campus operations are being managed properly and that they consider the new realities of facilities management. The application of new technologies and processes for managing and operating facilities needs to be constantly reviewed for improvement. This state of constant change in facilities must be embraced and nurtured. Since most campus-wide communications, work management systems, and system and component diagnostics now have a required computerized component, it is no longer possible for facilities staff to remain illiterate in the basic operations and functions of computers. This professional development for the facilities staff is a significant challenge that must be achieved. This is a vital aspect of how campus facility operations will be managed and executed on the CHC campus going forward.

CHC Facilities management has been instrumental in developing a partnership with the manufacturer of campus-wide door hardware materials. Alegion, the SBCCD specified manufacturer of most of the campus door hardware systems, offers free training seminars for technicians to effectively troubleshoot and repair many of their door and locking systems on the CHC campus. CHC maintenance technicians attend several training seminars annually on topics ranging from campus-wide security measures,

electrified door hardware, to basic concepts of masterkey systems. Additionally, SBCCD, in collaboration with Alegion, which was driven by CHC Facilities management, has adopted the OVERTUR, a cloud-based door hardware records management system, as a district-wide standard for all upcoming Measure CC construction projects. The advantage of this system is that the records of all of the campus door hardware for each specific door on any project will be captured in the construction process and given for free to SBCCD facilities managers for institutional use once the project is turned over to the owner (CHC, VCC, SBCCD). This allows facilities staff to easily access all aspects of the parts in any particular door and associated hardware set (warranty dates, material ID, component part numbers, when installed, etc.) whenever it is needed in the future. SBCCD will be one of the first community colleges in California to establish the Alegion OVERTUR Door Hardware Management System as a district-wide architectural standard.

CHC Facilities has been instrumental in developing an outside partnership for the fire mitigation efforts that are executed on the perimeter of the CHC campus in collaboration with CHC facilities grounds staff and Cal Fire. Due to its rural location, the CHC campus is exposed to some increased risk of wildfire that must be mitigated. To offset this increased risk, SBCCD/CHC has set up annual MOU's to have Cal Fire assist CHC with fire mitigation efforts. This collaborative effort is very effective in reducing the risk of a wildfire damaging assets on the CHC campus. An immediate example of the success of this partnership was demonstrated by the last wildfire on the CHC properties. In the summer of 2018 a wildfire was started by arson on the north side of Campus Drive across from parking lot B. This fire was extinguished within 10 minutes by the fast response of the Yucaipa City Fire Crew 552 and only burned 1 1/4 acres. CHC did not even lose one tree in the blaze. The very minor impacts to CHC property were attributed to the fire mitigation efforts that were done at CHC by the Cal Fire Pilot Rock Conservation Corps and CHC facilities staff earlier that year.

Another example of outside partnership that is being fostered by CHC facilities management is the relationship of CHC and the Crafton Hills Open Space Conservancy (CHOSC). CHOSC is a registered not-for-profit organization in Yucaipa that is responsible for managing the open space of the entire Crafton Hills and maintaining over 17 miles of trails within the Crafton Hills. CHC facilities management, in collaboration with the City of Yucaipa and CHOSC, was able to have the trailhead at the apex of Campus Drive designed and built as part of one of the past bond measure projects in 2015. This trailhead is very popular with the local residents of Yucaipa. This feature on the perimeter of CHC campus brings many people onto the CHC campus for the first time. This is one of two trailheads into the Crafton Hills on the CHC campus that are managed in collaboration with CHOSC. These trails are also used as a physical fitness aspect of several CHC programs. CHOSC recently adopted within its by-laws that CHC has a permanent position of a Designated Director on its Board of Directors. This position is reflective of the large impact and relationship CHC has within the Crafton Hills and supporting the mission of CHOSC.

## 6. Other Unit-Specific Quantitative and Qualitative Results (Administrative Services Only)

a. **Rubric Item:** Define and describe useful quantitative or qualitative measures you have chosen to gauge your program's effectiveness that are in addition to the SAOs from measure 3 ([Program Effectiveness Measures](#)). (e.g.: number of transfers, degrees, certificates, student contacts, students serviced, square footage serviced, acres managed, student, faculty, and staff satisfaction, equity data, correlation data on the relationship between program participation and student outcomes, and satisfaction with college

facilities) etc.

b. **Rubric Item:** Please be sure to set a target ([Program Effectiveness Criteria](#)) for each measure and provide the reasoning for the targets that have been set. What did you learn from your evaluation of these measures, and what improvements have you implemented or do you plan to implement as a result of your analysis of these measures?

## 6. Unit Specific Qualitative & Quantitative Results

As defined in section 4, the primary unit effectiveness data is derived from the Facilities Satisfaction Surveys and work request totals for the past several years. The goal to increase customer satisfaction, as well as most of the other goals, are incrementally being advanced. Continual improvement is shown within the data. This is somewhat surprising with the very limited resources and low staffing that is present at the CHC Facilities Department. The CHC injuries report that is provided from SBCCD (**see attached CHC Accident Report 2015 - 2020**) reflects on the safety practices of the facilities staff and management. This report indicates some recent increases of injuries within the CHC Facilities staff in the past few years. This is not due to a decline in accident prevention efforts or a lack of safety training. Some risks cannot be mitigated by training or through better management. Facilities staff positions are dynamic in nature. Although training and reviewing the best practices in execution are always taking place, an accidental slip or trip can be very serious and have significant impacts to employee and to SBCCD.

In conjunction with the Work Management System (WMS) being populated with the new facilities data due to the campus expansion, the CHC Facilities staff, in collaboration with the SBCCD Energy and Sustainability Administrator, will be gathering all of the needed information to develop a campus-wide facilities asset profile. This will be a more specific database that will contain all of the specific equipment data (manufacturer, model, type, serial number, etc.) that each building, room within the building, or space contains. This data is required to be in an Excel type register so that an energy model can be developed for each building or for the equipment that supports the programs within the building. This type of asset profile is standard for all European facilities and is being considered as a requirement for California State-owned facilities. The State of California has passed legislation that requires a 50% reduction in non-carbon produced energy consumed by State-owned facilities within 15 years. A facilities profile is the foundation for any energy conservation effort that may be considered for implementation and will set the energy baseline of a particular facility. This is an example of how the CHC Facilities Department is looking ahead and is considering the changes in facilities management and the future regulatory requirements that are needed for the continued efficient operations of the CHC campus.

The latest Facilities Survey from Fall 2018 (**see attached Facilities Survey Fall 2018**) indicates general satisfaction with the campus mail and package delivery system and the campus asset reservation system (Facilities Use). Despite the mostly positive feedback from occupants regarding the facilities use process, it is outdated and inefficient. SBCCD has in the works a new asset management system, Resource 25 (R 25). The R 25 system allows occupants to directly review asset/room availability and how the features of each space is outfitted (video screens, computer lab, whiteboards, etc.). Currently occupants must call in to the Facilities use office and request a search for any availabilities with the requested features. This process is effective but inefficient. For example, the asset reservation process can be stalled if the Facilities staff responsible for taking calls and inputting information is unavailable. The R 25 process avoids this by allowing the requester to review asset/room

availabilities and then submit a reservation for the available asset or room. Ultimately, the R 25 system would increase the efficiency and productivity of the asset reservation process and increase customer satisfaction as well. The incorporation of this system for use by CHC occupants needs to become more of a priority.

In addition and complimenting this effort to profile the CHC assets, the CHC Facilities Department has set up a new asset energy dashboard monitoring system, the AXCESS system. This energy monitoring dashboard system tracks all of the campus building sub-meters that were installed in the new and renovated buildings and the high-voltage electrical circuits on the CHC campus. This system provides a way to track and trend electric, water, and natural gas consumption and convert this into actual costs. This system gives the campus administration another tool to understand total cost of programmatic asset use. Additionally, this system is used by facilities staff to troubleshoot specific equipment and to search for additional energy savings measures. The SBCCD Energy and Sustainability Administrator has also instituted the new EcoVOX utility data analytics system. This system gathers all utility data into a format that can be used to determine trends for forecasting, validation of utility usages, and comparisons of past utility information. When this system was unveiled, it indicated that CHC has cut water consumption by 20% in 2019. This is demonstrative of the commitment of CHC Facilities staff and management to operate the campus as efficient as possible.

## 7. Evaluation

You have already provided a description and analysis of the program in questions 1-6, please provide an analysis of what is going well/not well and why, in the following areas:

- Alternative modes and schedules of delivery (e.g.: early morning, evening services, etc.)
- Innovation and Implementation of best practices
- Efficiency in operations
- Efficiency in resource use
- Staffing
- Participation in shared governance (e.g., do unit members feel they participate effectively in planning and decision-making?)
- Professional development and training
- Group dynamics (e.g., how well do unit members work together?)
- Compliance with applicable mandates

## 7. Evaluation

In consideration of the previously outlined challenges and opportunities that are being experienced by the CHC Facilities Department, it is evident that given the extremely dynamic nature of facilities operations at CHC, an ongoing trend of improvement is being experienced according to the most recent satisfaction survey results (**see attached Facilities Survey Comparisons**). The CHC Facilities Department is continuing to mature in processes and is utilizing up-to-date information on how to

provide a high level of service to the campus assets and occupants. It has also been previously demonstrated that the quality of the facilities and the facilities services is a vital part of the learning experience at the CHC campus.

Appropriate energy conservation measures and sustainable facilities operations are now the norm at CHC. These processes take a long-term view of the available resources and the impacts to the occupants and the local environment. They represent the best practices in facilities management and bring constant innovation to how facilities execute the daily task of supporting the campus and its occupants. Part of sustainable operations is appropriate staffing levels. Much discussion about staffing is included in this program review. It underscores one of the most significant factors on the success of the entire institution.

The topic of shared governance is challenging in many aspects for facilities operations. Given that many of the daily facilities tasks are not personally rewarding activities, it is difficult for facilities management and facilities staff to have positive input on some aspects of facilities operations. Currently the general approach by facilities management is to define what needs to be done. How it gets done is defined by the staff with the use of the available resources. It is recognized by facilities management that management does not always understand the details of each task or process. Therefore, it is often best for the staff to define how the issue is resolved or executed. It is the responsibility of management to support the staff and provide the needed resources to execute the tasks safely and efficiently.

The renovation of the M&O facility in 2015 has improved computer access to all of the facilities staff. This is a source of professional development that was not previously available. With available computer access, computer skills will be further developed and encouraged. Work requests will soon be issued to the staff via email, and ultimately the goal is to have a tablet issued to each facilities staff member to efficiently manage email communications and to efficiently process work requests. The skills needed for this are being encouraged and are fast becoming a required part of the daily facilities processes.

Another aspect of computerized facilities operations is the storage of all maintenance manuals and access to the internet for needed service requirements and parts. The CHC facility operators regularly acquire most of the needed parts that support the campus via the internet. This allows for efficient use of resources, as stocking of parts on campus is no longer required since almost any part can be acquired within 24 hours. It is now more efficient to purchase parts through the internet than by setting up purchase orders with vendors or to maintain a stock of parts that may not be utilized. This is a substantial change for all facility operators across the industry. Now comparison shopping can be done, and we are able to minimize the commitment of financial resources until they are needed.

Additionally, the internet is used for quick access to "how to" trainings for specific tasks needed to maintain equipment. Troubleshooting searches via the internet also are an available resource which can reduce the reliance on vendors for specific tasks.

The continual mandates for regulatory requirements are being managed effectively at CHC in regards to facilities operations. No fines have been levied for any infractions of any codes or regulations in the last five years. This indicates a robust compliance mindset of the facilities operators and a good understanding of what is needed to remain in compliance with the many aspects of the facility operations.

One of the ongoing challenges is to reduce the isolation of the evening custodial staff. The evening shift hours were modified several years ago to eliminate a gap in services, allow for daily interaction of day and evening staff, to reduce energy consumption, reduce fatigue, increase staff safety, reinforce personal relationships with the campus occupants, increase the accountability of the evening staff, and perhaps increase their quality of life. This change was successful in most every aspect and is indicative of how some sustainable operational concepts can be extremely beneficial. The energy savings alone from this schedule change are in excess of \$18,000 annually. It is also being considered to have the evening custodians work a modified work schedule for the holiday season and throughout the summer session. There is an obvious financial benefit to the institution due to the reduction of operational hours. This will be discussed openly with the evening custodians to get their input as to how this impacts the quality of their services and whether it brings any personal benefit. Their input will be considered for these options. This is another example of the shared governance concept and how it can be applied to facility operations and staff.

Another aspect of continual improvement and commitment to safety is that all CHC facilities staff are required to participate in monthly safety reviews and trainings. These trainings help to keep safety a constant concern for the facilities staff. Additionally, the facilities staff have a safety meeting at the start of each week. These weekly "tailgate" meetings are helpful not only to remind the facilities staff to execute tasks safely; they also cover all of the weekly campus activities, regardless of which facilities staff may be affected, and allow for an open forum for communication on a variety of campus or district-related issues. The weekly safety meetings are also an avenue for facilities staff to become more aware of campus activities for the week and provide a regular time each week to discuss upcoming campus activities and discuss impacts these will have on all aspects of facilities. The open forum nature of these weekly meetings increases staff interaction, strengthens personal relationships, and helps to improve the morale of the facilities staff.

The presented narratives and information included within this program review with regards to the CHC Facilities Department and the very dynamic nature of the CHC campus at this time demonstrate that the CHC Facilities Department is operating and functioning at a consistent level of improvement. It should also be evident that the greatest challenge going forward will be to provide the appropriate staffing and management levels and financial resources to keep CHC a quality institution of higher education.

One of the outcomes of this process is that it is recognized that strong partnerships need to be developed with the construction management so that the Facilities Department input on construction projects is in alignment with the instructional needs. The campus assets need to be given consideration as to how they are used and built to help with success of the campus mission to teach and educate. All aspects of the CHC organization revolve around the campus facilities. How they are used and managed is vital to the long-term viability and success of the institution. Previously it was normal for Facilities to be a silent partner with the campus. However, it should be recognized that Facilities can greatly enhance the educational experience and can help to promote the institution as a whole.

## 8. Vision

- a. Tell us your unit's Vision: Where would you like your program to be four years from now? Dream big while considering any upcoming changes (e.g.: new buildings, growth, changes to the service area, etc.).
- b. Alignment with the college Vision: **Rubric Item** ([Vision Alignment](#)): The Vision of Crafton Hills College is

to be the college of choice for students who seek deep learning, personal growth, a supportive community, and a beautiful collegiate setting. **In what ways does your program advance the vision of the college?**

## 8. Vision

The long-term vision for the CHC Facilities Department is to promote the perception within the CHC campus community that the Facilities Department is integral and instrumental in the success of the campus mission and to assist as a partner with the success of all faculty in their efforts to educate and to advance the success of all students. As part of this, it is imperative that the CHC Facilities managers and staff apply their lessons learned experiences and expertise into the upcoming bond projects. The upcoming construction cycle effort will take years to execute and the impacts of the Measure CC Bond construction projects on the CHC campus will be felt across the campus and local community for decades. We must not lose sight of the importance of this. It is also imperative that the facilities staff continue to advance their skills. The use of electronic communications for facilities management is now the norm for all facilities managers and facilities staff. Only by continual education and personal improvement will the real value of in house facilities staff be recognized. Many institutions across the country are outsourcing many aspects of facilities services. It is hoped that the CHC facilities managers and staff embrace the new processes. Carpe Diem!

## 9. Progress on Prior Goals

Briefly summarize the progress your unit has made in meeting the goals and objectives identified in your last Four-Year Action Plan.

- **1 - Goal - Provide a Safe, Clean, and Operable Campus**

Provide a clean and operable campus. This is a standing goal and the Facilities mission.

**Priority Rank:** 1

**Originating Entity:** Custodial

**Objectives:**

- **1.1 - Objective - Improve customer service**

Improve satisfied and highly satisfied on Admin. Services Satisfaction Survey from 41% to 50 % within the next year

**Priority Rank:** 2

**Original Start Date:** 11/01/2011 **Original End Date:** 11/01/2013

**Revised Start Date:** 11/01/2011 **Revised End Date:** 11/01/2013

**Responsible Person:** Larry Cook - Jeremy Crooks

**Strategic Direction:** None

**Impact Type:** -- Pick One --

**Institutional Learning Outcome:** -- Pick One --

**Originating Entity:** Custodial

**Resource Requests:**

- **1.1.r1 - Hire 3 more custodians**

**Description**

Additional staffing required for continual appropriate service levels.

**Rationale**

At the completion of the Renovation projects the CHC campus will be active in all available spaces. Existing custodial staffing report indicates additional staff will be required to meet even the lowest standard.

**Resource Type:** Ongoing

**Expenditure Category:**

Classified Unit Member Non-Instruction (2181)

**Funded:** No

**Funding Source:**

**Originating Entity:**

Facilities (Custodial, Grounds, Maintenance, Warehouse, & Facilities Use)

**First Year Cost/Savings:** \$200,000.00/\$0.00

- **1.1.r2 - Hire day shift supervisor**

**Description**

Backfill existing vacancy. Expanding campus population and assets will continue to place pressure on existing facilities management.

**Rationale**

The lack of appropriate management levels in the facilities department will have a negative affect on the entire institution. Filling of vacant supervisor will offset loss of staff efficiency. The possibility of modifying this position to a classified position is being explored.



**Resource Type:** Ongoing

**Expenditure Category:** Classified Supervisor (2101)

**Funded:** No

**Funding Source:** SBCCD

**Originating Entity:**

Facilities (Custodial, Grounds, Maintenance, Warehouse, & Facilities Use)

**First Year Cost/Savings:** \$100,000.00/\$0.00

■ **1.1.r3 - Hire an electrical contractor to execute electrical tasks.**  
**Description**

The campus is in need of additional funds to execute electrical tasks by out side vendors as amount of electrical work does not justify a full time position and the possibility of any viable part time electrician is not likley.

**Rationale**

Many of the tasks being executed by the HVAC technician and out side vendors should be done by a campus electrician.

**Resource Type:** Ongoing

**Expenditure Category:** Electric (5520)

**Funded:** Yes

**Funding Source:** Operational Budget

**Originating Entity:**

Facilities (Custodial, Grounds, Maintenance, Warehouse, & Facilities Use)

**First Year Cost/Savings:** \$10,000.00/\$0.00

**Second Year Cost/Savings:** \$1,000.00/\$0.00

**Third Year Cost/Savings:** \$10,000.00/\$0.00

■ **1.1.r4 - Provide technical training for Maintenance Staff**  
**Description**

Provide technical training to maintenance staff to better support the new campus assets.

**Rationale**

The new camus assets require specific technical skills that need to be taught to the maintenance staff. This is very similar to the professional development efforts, that keep instructional and other clasified staff

abreast and fluent in the latest programmatic improvements. Some parity for facilities staff needs to be considered. Championing for this from professional development funds will be needed from the Facilities and Administrative Services leadership.

**Resource Type:** Ongoing

**Expenditure Category:** Maintenance Agreements (5630)

**Funded:** No

**Funding Source:** Professional Development Funding

**Originating Entity:**

Facilities (Custodial, Grounds, Maintenance, Warehouse, & Facilities Use)

**First Year Cost/Savings:** \$10,000.00/\$0.00

**Second Year Cost/Savings:** \$10,000.00/\$0.00

**Third Year Cost/Savings:** \$10,000.00/\$0.00

**Actions/Activities:**

- **1.1.a1 - Increase Facilities Staff**

Increase facilities staff to appropriate level to support the campus.

**Start Date:** 01/01/2016 **End Date:** 01/03/2018

**Responsible Person:** Larry Cook

**Status Code:** Work is Planned but not yet firmly scheduled

**Progress Description:**

Additional staff is critical to support the campus mission.

**Measurements/Documentation of Progress:**

2 additional custodians are needed to offset entitled absences.

**Originating Entity:**

Facilities (Custodial, Grounds, Maintenance, Warehouse, & Facilities Use)

- **1.1.a2 - Hire additional 3 custodians**

Use existing custodial staffing to support additional needed custodians at completion of the renovation projects.

**Start Date:** 01/01/2017 **End Date:** 01/03/2018

**Responsible Person:** Larry Cook / Jeremy Crooks

**Status Code:** Work is Planned but not yet firmly scheduled

**Progress Description:**

**Measurements/Documentation of Progress:**

**Originating Entity:**

Facilities (Custodial, Grounds, Maintenance, Warehouse, & Facilities Use)

▪ **1.1.a3 - Execute Staffing Reports for Maintenance & Grounds**

Develop a staffing report using the APPA guidelines to establish industry standard for CHC appropriate maintenance and grounds staffing levels.

**Start Date:** 06/01/2016 **End Date:** 12/31/2016

**Responsible Person:** Larry Cook/ Jeremy Crooks

**Status Code:** Work is Completed and Ongoing

**Progress Description:**

Facilities surveys are institutionalized.

**Measurements/Documentation of Progress:**

**Originating Entity:**

Facilities (Custodial, Grounds, Maintenance, Warehouse, & Facilities Use)

▪ **1.1.a4 - Hire day shift supervisor**

Hire day shift supervisor to replace vacant position or modify responsibilities and reclassify as a classified position. Expanding campus assets, support staff, and student population will continue to place pressure on existing facilities management.

**Start Date:** 01/01/2017 **End Date:** 01/12/2018

**Responsible Person:** Larry Cook/ M Strong

**Status Code:** Work is Planned but not yet firmly scheduled

**Progress Description:**

**Measurements/Documentation of Progress:**

**Originating Entity:**

Facilities (Custodial, Grounds, Maintenance, Warehouse, & Facilities Use)

▪ **1.1.a5 - Survey & Feedback Module**

Implement Maintenance Connection survey and feedback module.

**Start Date:** 11/01/2011 **End Date:** 11/01/2013

**Responsible Person:** Larry Cook  
**Status Code:** Work is Completed and Ongoing  
**Progress Description:**

Maintenance Connections reports were developed for this PPR.

**Measurements/Documentation of Progress:**  
**Originating Entity:** Custodial

▪ **1.1.a6 - M&O Campus Satisfaction Survey**

Establish and provide to the CHC campus an M&O satisfaction/progress survey every 6 months. Facilities surveys have been done every 6 months since 2012.

**Start Date:** 08/01/2012 **End Date:** 12/01/2020

**Responsible Person:** Larry Cook  
**Status Code:** Work is Completed and Ongoing  
**Progress Description:**

Facilities Surveys are institutionalized

**Measurements/Documentation of Progress:**  
**Originating Entity:** Custodial

• **2 - Goal - Maintain OSHA Compliance**

Maintain OSHA Compliance

**Priority Rank:** 3

**Originating Entity:** Maintenance & Grounds

**Objectives:**

- **2.1 - Objective - Improve campus-wide and departmental access to and knowledge of hazardous materials on campus**

Improve campus-wide and departmental access to and knowledge of hazardous materials on campus. This task is pending completion by SBCCD.

**Priority Rank:** 3

**Original Start Date:** 01/01/2012 **Original End Date:** 06/30/2013

**Revised Start Date:** 01/01/2012 **Revised End Date:** 06/30/2013

**Responsible Person:** Mike Strong, Larry Cook

**Strategic Direction:** 2. Build Campus Community

**Impact Type:** Department

**Institutional Learning Outcome:** -- Pick One --

**Status Code:** Work is Completed and Ongoing

**Progress Description:**

**Originating Entity:** Maintenance & Grounds

- **2.2 - Objective - Increase and maintain the safety mindset of employees and eliminate workplace injuries**

Increase and maintain the safety mindset of employees and eliminate workplace injuries

**Priority Rank:** 9

**Original Start Date:** 01/01/2011 **Original End Date:** 12/30/2012

**Revised Start Date:** 01/01/2011 **Revised End Date:** 12/30/2012

**Responsible Person:** Mike Strong

**Strategic Direction:** 8. Support Employee Growth

**Impact Type:** Department

**Institutional Learning Outcome:** -- Pick One --

**Status Code:** Work is Completed and Ongoing

**Progress Description:**

**Originating Entity:** Maintenance & Grounds

- **3 - Goal - Decrease Occupational Injuries**

**Priority Rank:** 4

**Originating Entity:** Custodial

**Objectives:**

- **3.1 - Objective - Reduce injuries for M&O staff by implementing regular training schedule. Increase safety mind-set of all M&O employees.**

**Priority Rank:** 4

**Original Start Date:** 08/01/2012 **Original End Date:** 12/01/2020

**Revised Start Date:** 08/01/2012 **Revised End Date:** 12/01/2020

**Responsible Person:** Larry Cook - Whitney Fields

**Strategic Direction:** 8. Support Employee Growth

**Impact Type:** District Wide

**Institutional Learning Outcome:** -- Pick One --

**Status Code:** Work is Completed and Ongoing

**Progress Description:**

**Originating Entity:** Custodial

- **4 - Goal - Satisfaction of Building Maintenance**

Improve Mostly Satisfied and Very Satisfied to 75% on the Campus Climate Survey Question "Maintenance and upgrades of all campus buildings."

**Priority Rank:** 8

**Originating Entity:** Maintenance & Grounds

**Objectives:**

- **4.1 - Objective - Improve the Satisfaction of the Campus Community in building maintenance**

Improve the building maintenance satisfaction of the campus community

**Priority Rank:** 1

**Original Start Date:** 03/01/2012 **Original End Date:** 12/30/2012

**Revised Start Date:** 03/01/2012 **Revised End Date:** 12/30/2012

**Responsible Person:** Larry Cook

**Strategic Direction:** 2. Build Campus Community

**Impact Type:** Site

**Institutional Learning Outcome:** -- Pick One --

**Originating Entity:** Maintenance & Grounds

**Actions/Activities:**

- **4.1.a1 - Survey and Feedback**

Implement Administrative Services Satisfaction Survey and feedback to requesters, increase interval of survey to 1 per year. Current survey done two times per year.

**Start Date:** 07/01/2011 **End Date:** 06/30/2012

**Responsible Person:** Mike Strong, Larry Cook

**Status Code:** Work is Completed and Ongoing

**Progress Description:**

**Measurements/Documentation of Progress:**

**Originating Entity:** Maintenance & Grounds

- **4.1.a2 - Implement survey and feedback module for MCC**

Implement survey and feedback module for WMS.

Establish satisfaction survey form campus for M&O services.

**Start Date:** 01/01/2012 **End Date:** 12/30/2012

**Responsible Person:** Larry Cook

**Status Code:** Work is Planned but not yet firmly scheduled

**Progress Description:**

Additional Maintenance Connection training is required for this.

**Measurements/Documentation of Progress:**

**Originating Entity:** Maintenance & Grounds

- **4.1.a3 - Complete Maintenance Staffing Report**

Use APPA guidelines to execute a campus wide maintenance staffing report to provide data based view of current/future staffing levels.

**Start Date:** 07/01/2016 **End Date:** 06/01/2017

**Responsible Person:** Larry Cook/ Jeremy Crooks

**Status Code:** Work is Completed

**Progress Description:**

Maintenance Connction reports were used for this PPR. Training is complete.

**Measurements/Documentation of Progress:****Originating Entity:**

Facilities (Custodial, Grounds, Maintenance, Warehouse, & Facilities Use)

**• 5 - Goal - Employee Satisfaction**

Reduce Dissatisfied in the department to 15% on the Administrative Services Employee Satisfaction Survey Question "Your ability to provide input into issues that affect your work."

**Priority Rank:** 9

**Originating Entity:** Maintenance & Grounds

**Objectives:****o 5.1 - Objective - Shared Governance**

Hold monthly staff meetings, address and follow up with concerns; request input on campus-wide issues (continue implementation shared governance)

**Priority Rank:** 6

**Original Start Date:** 07/01/2010 **Original End Date:** 06/30/2013

**Revised Start Date:** 07/01/2010 **Revised End Date:** 06/30/2013

**Responsible Person:** Larry Cook, Jeremy Crooks

**Strategic Direction:** 2. Build Campus Community

**Impact Type:** Department

**Institutional Learning Outcome:** -- Pick One --

**Originating Entity:** Maintenance & Grounds

**Actions/Activities:****▪ 5.1.a1 - Meetings & Communication**

1. Discuss as a standing agenda item in Weekly/ monthly training communications Meeting
2. Share between management and staff examples of successes and failures over the course of the year for future improvement
3. Institutionalize within the division any best practices resulting from these discussions

**Start Date:** 08/01/2012

**Responsible Person:** Larry Cook, Jeremy crooks

**Status Code:** Work is Completed and Ongoing

**Progress Description:**

Meeting also set weekly for grounds staff and custodial supervisor. This is a best practice.

**Measurements/Documentation of Progress:**

**Originating Entity:** Maintenance & Grounds

• **6 - Goal - Emergency Response Plan**

Continue to improve emergency response plans.

**Priority Rank:** 7

**Originating Entity:** Maintenance & Grounds

**Objectives:**

◦ **6.1 - Objective - Develop Emergency Response Plan**

Establish emergency procedures and assignments for fire alarm procedures, elevator inspection, fire, and building clearing in the event of disaster. Work with District Police and local agencies in the establishment of Department responsibilities.

**Priority Rank:** 8

**Original Start Date:** 03/01/2011 **Original End Date:** 10/01/2011

**Revised Start Date:** 03/01/2011 **Revised End Date:** 10/01/2011

**Responsible Person:** Mike Strong, Larry Cook

**Strategic Direction:** 2. Build Campus Community

**Impact Type:** Site

**Institutional Learning Outcome:** -- Pick One --

**Originating Entity:** Maintenance & Grounds

**Actions/Activities:**

▪ **6.1.a1 - Establish Responsibilities & Train**

1. Discuss as a standing agenda item in Monthly Communications Meeting
2. Establish individual responsibilities in the event of an emergency
3. Practice and train

**Start Date:** 10/18/2012 **End Date:** 10/20/2015

**Responsible Person:** Mike Strong, Larry Cook,

**Status Code:** Work is Underway

**Progress Description:**

Some additional trainings are being executed for M&O staff.

**Measurements/Documentation of Progress:**

**Originating Entity:** Maintenance & Grounds



- **7 - Goal - Establish Campus Key Control Procedures**

Fully implement a CHC Campus Key Issuance Policy and Campus Keying Standards. This has been achieved and can be removed.

**Priority Rank:** 10

**Originating Entity:** Maintenance & Grounds

**Objectives:**

- **7.1 - Objective - Develop and seek approval of Key Control Policy**

Develop a written policy for the issuance of keys and the standards for future construction and changes in door hardware. This has been completed and can be removed.

**Priority Rank:** 7

**Original Start Date:** 07/01/2010 **Original End Date:** 06/30/2015

**Revised Start Date:** 07/01/2010 **Revised End Date:** 06/30/2015

**Responsible Person:** Mike Strong, Larry Cook

**Strategic Direction:** 9. Optimize Resources

**Impact Type:** Site

**Institutional Learning Outcome:** -- Pick One --

**Originating Entity:** Maintenance & Grounds

**Actions/Activities:**

- **7.1.a1 - Enter key control and key issuance data**

Perform data entry for keyset symbols, key assignments, and key issuances. Completed and ongoing data maintenance.

**Start Date:** 03/01/2012 **End Date:** 12/30/2012

**Responsible Person:** Larry Cook

**Status Code:** Work is Completed and Ongoing

**Progress Description:**

This is institutionalized

**Measurements/Documentation of Progress:**

**Originating Entity:** Maintenance & Grounds

- **7.1.a2 - Implementation**

Enter all campus assets and data into the Sitemaster program. Use Sitemaster to manage and store key issuance to all campus staff.

**Start Date:** 06/01/2015

**Responsible Person:** Larry Cook/Rebecca Pompa

**Status Code:** Work is Completed and Ongoing

**Progress Description:**

This is done for current status. Next round of construction will bring new opportunities.

**Measurements/Documentation of Progress:**

**Originating Entity:** Maintenance & Grounds

## 10. Four-Year Action Plan (Goals, Objectives, Resources, and Actions)

**Rubric Item:** Reflect on your responses to all the previous questions. Complete the Four-Year Action Plan, entering the specific program goals ([goal rubric](#)) and objectives ([objective rubric](#)) you have formulated to maintain or enhance your strengths, or to address identified weaknesses. **In writing your objectives and developing your resource requests, take into account student learning and program assessment results.** Assign an overall priority to each goal and each objective. In addition, enter any actions and/or resources required to achieve each objective. (Click here to see a definition of [goals](#), [objectives](#), [actions](#), and how they work [together](#).)

- **1 - Goal - Provide a Safe, Clean, and Operable Campus**

Provide a clean and operable campus. This is a standing goal and the Facilities mission.

**Priority Rank:** 1

**Originating Entity:** Custodial

**Objectives:**

- **1.1 - Objective - Improve customer service**

Improve satisfied and highly satisfied on Admin. Services Satisfaction Survey from 41% to 50 % within the next year

**Priority Rank:** 2

**Start Date:** 11/01/2011 **End Date:** 11/01/2013

**Responsible Person:** Larry Cook - Jeremy Crooks

**Strategic Direction:** None

**Impact Type:** -- Pick One --

**Institutional Learning Outcome:** Not Applicable

**Originating Entity:** Custodial

**Resource Requests:**

- **1.1.r1 - Replace M&O Forklift**  
**Description**

New equipment needed to support campus mission.

**Rationale**

The 1928 clark forklift is well past it life cycl. Annual repars exceed value of unit.

**Resource Type:** One-time

**Expenditure Category:** Equipment & Furniture (6400)

**Originating Entity:**

Facilities (Custodial, Grounds, Maintenance, Warehouse, & Facilities Use)

**First Year Cost/Savings:** \$40,000.00/\$0.00

■ **1.1.r2 - R 25- Facilities Use Reservation System  
Description**

Complete the integration of the R 25 asset reservation/management system.

**Rationale**

The current Facilities Use asset reservation/mangement system is ineffecient. SBCCD has procured Resource 25 (R 25) an electronic computer accesed asset resvation system that allows for the person needing to reserve a space on campus review the campus profile for vacancies and appropriate spaces. The CHC asset information needs to be inputed into R 25 and additional training to Facilities and Instructional staff is needed to complete the integration into campus operations. This system will allow for increased effeciencies in how asstet reservations are processed, eliminate the constriction point that is inherent with the current outdated system and increase the customer satisfaction with teh Facilities Use system. R 25 training is not usually offered locally. Travel and lodging expenses will need to be allocated for this training. Possible funding from Professional Developement may be appropriate.

**Resource Type:** One-time

**Expenditure Category:**

Classified Unit Member Non-Instruction (2181)

**Originating Entity:**

Facilities (Custodial, Grounds, Maintenance, Warehouse, & Facilities Use)

**First Year Cost/Savings:** \$6,000.00/\$0.00

■ **1.1.r3 - Replace ride on mowers  
Description**

Replace obsolete equipment.

**Rationale**

New equipment needed to replace existing obsolete equipment, Vital to campus operations.

**Resource Type:** One-time

**Expenditure Category:** Equipment & Furniture (6400)

**Originating Entity:**

Facilities (Custodial, Grounds, Maintenance, Warehouse, & Facilities Use)

**First Year Cost/Savings:** \$45,000.00/\$0.00

■ **1.1.r4 - Provide technical training for Maintenance Staff**  
**Description**

Provide technical training to maintenance staff to better support the new campus assets.

**Rationale**

The new campus assets require specific technical skills that need to be taught to the maintenance staff. This is very similar to the professional development efforts, that keep instructional and other classified staff abreast and fluent in the latest programmatic improvements. Some parity for facilities staff needs to be considered. Championing for this from professional development funds will be needed from the Facilities and Administrative Services leadership.

**Resource Type:** Ongoing

**Expenditure Category:** Maintenance Agreements (5630)

**Originating Entity:**

Facilities (Custodial, Grounds, Maintenance, Warehouse, & Facilities Use)

**First Year Cost/Savings:** \$10,000.00/\$0.00

**Second Year Cost/Savings:** \$10,000.00/\$0.00

**Third Year Cost/Savings:** \$10,000.00/\$0.00

■ **1.1.r5 - Hire 2 custodians**  
**Description**  
**Rationale**

2 more custodians needed to offset chronic shortage due to entitled absences.

**Resource Type:** Ongoing

**Expenditure Category:**

Classified Unit Member Non-Instruction (2181)

**Originating Entity:**

Facilities (Custodial, Grounds, Maintenance, Warehouse, & Facilities Use)

**First Year Cost/Savings:** \$60,000.00/\$0.00

**Second Year Cost/Savings:** \$60,000.00/\$0.00

**Third Year Cost/Savings:** \$65,000.00/\$0.00

■ **1.1.r6 - Vehicle Obsolescence/ Electric Carts  
Description**

Purchase 6 new electric service carts

**Rationale**

Current annual costs exceed unit values. New electric carts proven to be cost effective. Fits within SBCCD sustainability plan and goals.

**Resource Type:** One-time

**Expenditure Category:** Equipment & Furniture (6400)

**Originating Entity:**

Facilities (Custodial, Grounds, Maintenance, Warehouse, & Facilities Use)

**First Year Cost/Savings:** \$100,000.00/\$18,000.00

**Second Year Cost/Savings:** \$0.00/\$18,000.00

**Third Year Cost/Savings:** \$0.00/\$180,000.00

■ **1.1.r7 - Hire an electrical contractor to execute electrical tasks.  
Description**

The campus is in need of additional funds to execute electrical tasks by outside vendors as amount of electrical work does not justify a full time position and the possibility of any viable part time electrician is not likely.

**Rationale**

Many of the tasks being executed by the HVAC technician and outside vendors should be done by a campus electrician.

**Resource Type:** Ongoing

**Expenditure Category:** Electric (5520)

**Originating Entity:**

Facilities (Custodial, Grounds, Maintenance, Warehouse, & Facilities Use)

**First Year Cost/Savings:** \$10,000.00/\$0.00

**Second Year Cost/Savings:** \$1,000.00/\$0.00

**Third Year Cost/Savings:** \$10,000.00/\$0.00

▪ **1.1.r8 - Hire day shift supervisor**  
**Description**

Backfill existing vacancy. Expanding campus population and assets will continue to place pressure on existing facilities management.

**Rationale**

The lack of appropriate management levels in the facilities department will have a negative affect on the entire institution. Filling of vacant supervisor will offset loss of staff efficiency. The possibility of modifying this position to a classified position is being explored.

**Resource Type:** Ongoing

**Expenditure Category:** Classified Supervisor (2101)

**Originating Entity:**

Facilities (Custodial, Grounds, Maintenance, Warehouse, & Facilities Use)

**First Year Cost/Savings:** \$100,000.00/\$0.00

**Actions/Activities:**

▪ **1.1.a1 - Replace M&O Forklift**

Replace antiquated campus forklift.

**Start Date:** 07/01/2020 **End Date:** 07/30/2020

**Responsible Person:** L Cook

**Originating Entity:**

Facilities (Custodial, Grounds, Maintenance, Warehouse, & Facilities Use)

▪ **1.1.a2 - R 25- Facilities Use Reservation System**

Replace existing facilities use system with electronic facilities reservations system with Resource 25 automated campus asset reservation system.

**Start Date:** 01/01/2020 **End Date:** 06/30/2020

**Responsible Person:** L Cook/ R Pompa

**Originating Entity:**

Facilities (Custodial, Grounds, Maintenance, Warehouse, & Facilities Use)

- **1.1.a3 - Replace ride on mowers**

Obsolete equipment cannot be repaired. Vital to operations.

**Start Date:** 04/01/2019 **End Date:** 06/30/2020

**Responsible Person:** L Cook

**Originating Entity:**

Facilities (Custodial, Grounds, Maintenance, Warehouse, & Facilities Use)

- **1.1.a4 - Provide technical training for Maintenance Staff**

Provide continuing technical training for M&O staff in the operation of the lighting and access control systems. Annual trainings/updates review of systems is needed.

**Start Date:** 07/01/2020 **End Date:** 12/31/2024

**Responsible Person:** L Cook

**Originating Entity:**

Facilities (Custodial, Grounds, Maintenance, Warehouse, & Facilities Use)

- **1.1.a5 - Hire 2 Additional Custodians**

2 additional custodian required to offset entitled staff absences.

**Start Date:** 07/01/2020 **End Date:** 12/31/2020

**Responsible Person:** L Cook, J Crooks

**Originating Entity:**

Facilities (Custodial, Grounds, Maintenance, Warehouse, & Facilities Use)

- **1.1.a6 - Vehicle obsolescence/ Electric Carts**

Existing outdated gas vehicles need to be replaced with economically viable Electric carts.

**Start Date:** 07/01/2020 **End Date:** 12/01/2020

**Responsible Person:** L Cook

**Originating Entity:**

Facilities (Custodial, Grounds, Maintenance, Warehouse, & Facilities Use)

- **1.1.a7 - Survey & Feedback Module**

Implement Maintenance Connection survey and feedback module.

**Start Date:** 11/01/2011 **End Date:** 11/01/2013

**Responsible Person:** Larry Cook

**Originating Entity:** Custodial

▪ **1.1.a8 - Hire day shift supervisor**

Hire day shift supervisor to replace vacant position or modify responsibilities and reclassify as a classified position. Expanding campus assets, support staff, and student population will continue to place pressure on existing facilities management.

**Start Date:** 01/01/2017 **End Date:** 01/12/2018

**Responsible Person:** Larry Cook/ M Strong

**Originating Entity:**

Facilities (Custodial, Grounds, Maintenance, Warehouse, & Facilities Use)

• **2 - Goal - Maintain OSHA Compliance**

Maintain OSHA Compliance

**Priority Rank:** 3

**Originating Entity:** Maintenance & Grounds

**Objectives:**

- **2.1 - Objective - Improve campus-wide and departmental access to and knowledge of hazardous materials on campus**

Improve campus-wide and departmental access to and knowledge of hazardous materials on campus. This task is pending completion by SBCCD.

**Priority Rank:** 3

**Start Date:** 01/01/2012 **End Date:** 06/30/2013

**Responsible Person:** Mike Strong, Larry Cook

**Strategic Direction:** 2. Build Campus Community

**Impact Type:** Department

**Institutional Learning Outcome:** Not Applicable

**Originating Entity:** Maintenance & Grounds

- **2.2 - Objective - Increase and maintain the safety mindset of employees and eliminate workplace injuries**

Increase and maintain the safety mindset of employees and eliminate workplace injuries

**Priority Rank:** 9

**Start Date:** 01/01/2011 **End Date:** 12/30/2012

**Responsible Person:** Mike Strong

**Strategic Direction:** 8. Support Employee Growth



**Impact Type:** Department

**Institutional Learning Outcome:** Not Applicable

**Originating Entity:** Maintenance & Grounds

- **3 - Goal - Decrease Occupational Injuries**

**Priority Rank:** 4

**Originating Entity:** Custodial

**Objectives:**

- **3.1 - Objective - Reduce injuries for M&O staff by implementing regular training schedule. Increase safety mind-set of all M&O employees.**

**Priority Rank:** 4

**Start Date:** 08/01/2012 **End Date:** 12/01/2020

**Responsible Person:** Larry Cook - Whitney Fields

**Strategic Direction:** 8. Support Employee Growth

**Impact Type:** District Wide

**Institutional Learning Outcome:** Not Applicable

**Originating Entity:** Custodial

- **4 - Goal - Satisfaction of Building Maintenance**

Improve Mostly Satisfied and Very Satisfied to 75% on the Campus Climate Survey Question "Maintenance and upgrades of all campus buildings."

**Priority Rank:** 8

**Originating Entity:** Maintenance & Grounds

**Objectives:**

- **4.1 - Objective - Improve the Satisfaction of the Campus Community in building maintenance**

Improve the building maintenance satisfaction of the campus community

**Priority Rank:** 1

**Start Date:** 03/01/2012 **End Date:** 12/30/2012

**Responsible Person:** Larry Cook

**Strategic Direction:** 2. Build Campus Community

**Impact Type:** Site

**Institutional Learning Outcome:** Not Applicable

**Originating Entity:** Maintenance & Grounds

**Resource Requests:**

- **4.1.r1 - Additional Training for M&O Staff**  
**Description**

Additional trainings for M&O staff with critical campus systems.

**Rationale**

Unless M&O staff are provided with additional trainings, outsourcing of repairs to critical systems will be needed at substantial cost to ongoing operations. Possible use of PD funds???

**Resource Type:** Ongoing

**Expenditure Category:** Consultants & Other Services (5113)

**Originating Entity:**

Facilities (Custodial, Grounds, Maintenance, Warehouse, & Facilities Use)

**First Year Cost/Savings:** \$1,200.00/\$1,200.00

**Second Year Cost/Savings:** \$1,200.00/\$1,200.00

**Third Year Cost/Savings:** \$1,000.00/\$2,000.00

**Actions/Activities:**

▪ **4.1.a1 - Additional training in Facilities Systems**

Provide additional training for M&O staff in the operation/ repair of vital campus systems.

**Start Date:** 04/01/2020 **End Date:** 12/31/2024

**Responsible Person:** L Cook

**Originating Entity:**

Facilities (Custodial, Grounds, Maintenance, Warehouse, & Facilities Use)

▪ **4.1.a2 - Survey and Feedback**

Implement Administrative Services Satisfaction Survey and feedback to requesters, increase interval of survey to 1 per year. Current survey done two times per year.

**Start Date:** 07/01/2011 **End Date:** 06/30/2012

**Responsible Person:** Mike Strong, Larry Cook

**Originating Entity:** Maintenance & Grounds

▪ **4.1.a3 - Implement survey and feedback module for MCC**

Implement survey and feedback module for WMS.

Establish satisfaction survey form campus for M&O services.

**Start Date:** 01/01/2012 **End Date:** 12/30/2012

**Responsible Person:** Larry Cook

**Originating Entity:** Maintenance & Grounds

• **5 - Goal - Employee Satisfaction**

Reduce Dissatisfied in the department to 15% on the Administrative Services Employee Satisfaction Survey Question "Your ability to provide input into issues that affect your work."

**Priority Rank:** 9

**Originating Entity:** Maintenance & Grounds

**Objectives:**

- o **5.1 - Objective - Shared Governance**

Hold monthly staff meetings, address and follow up with concerns; request input on campus-wide issues (continue implementation shared governance)

**Priority Rank:** 6

**Start Date:** 07/01/2010 **End Date:** 06/30/2013

**Responsible Person:** Larry Cook, Jeremy Crooks

**Strategic Direction:** 2. Build Campus Community

**Impact Type:** Department

**Institutional Learning Outcome:** Not Applicable

**Originating Entity:** Maintenance & Grounds

**Actions/Activities:**

- **5.1.a1 - Meetings & Communication**

1. Discuss as a standing agenda item in Weekly/ monthly training communications Meeting
2. Share between management and staff examples of successes and failures over the course of the year for future improvement
3. Institutionalize within the division any best practices resulting from these discussions

**Start Date:** 08/01/2012

**Responsible Person:** Larry Cook, Jeremy crooks

**Originating Entity:** Maintenance & Grounds

- **6 - Goal - Emergency Response Plan**

Continue to improve emergency response plans.

**Priority Rank:** 7

**Originating Entity:** Maintenance & Grounds

## 11. Comments

This space is provided for participants and managers to make additional comments. Comments are not required.

**There are no comments for this plan.**

## 12. Supporting Documents

This question is for attaching supplemental materials. Supporting documents are not required.

- [CHC WMS Report Maintenance 2015- 2019.pdf](#)
- [FCI 2016 Exec Sum Report SBCCD.pdf](#)
- [APPA Student Recruitment Report Final.pdf](#)
- [Facilities Campus Satisfaction Survey Comparison 14-17.pdf](#)
- [APPA Cleanliness and Learning Research Final.pdf](#)
- [CHC WMS Report Warehouse 2015 - 2019.pdf](#)
- [CHC WMS Report Grounds 2015 - 2019.pdf](#)
- [CHC Custodial Staffing Report November 2016 v6.docx](#)
- [Budget History CHC 2008-2018 12-18-17.xlsx](#)
- [CHC WMS Report 5 year Totals 2015 - 2019.pdf](#)
- [Org Chart CHC Facilities November 2019.pub](#)
- [CHC WMS Report Custodial 2015 - 2019.pdf](#)
- [CHC Facilities Summary 2018.docx](#)
- [Facilities Survey Fall 2018 Report..pdf](#)
- [CHC Accident Report 2015 - 2020.pdf](#)
- [CHC Construction History and Square Footage October 2017 Increase.doc](#)