

**Allan Hancock College**  
**Administrative Department Program Review**  
**PLANT SERVICES DIVISION**  
**2012-13 Comprehensive Self-Study**

Program review is intended to be a reflective process that builds on the extensive information gathered for the Annual Updates and lays out the program's major directions for the future. It is based on data and evidence to assess and improve performance on established functions and Service Area Outcomes. Service Area Outcomes reflect the measures of effectiveness of the department functions. (Place your responses in the text boxes below each question.)

**I. Program Scope (*must align with college mission*)**

Describe the current scope of services including the specific functions performed by the department and who it serves.

Plant Services is a support service division that maintains the educational facilities and provides support to other organizations through maintenance services; custodial services including event setup/teardown and furniture/equipment moving; campus groundskeeping; student and staff transportation; mail service; shipping and receiving; and hazardous materials handling services for the Santa Maria campus, Santa Maria south campus, Columbia Business Center campus, Lompoc Valley Center, Solvang Center, and Vandenberg Air Force Base office. Plant Services endeavors to provide safe, well-maintained, and inviting facilities and grounds that create a positive learning and working environment for all that attend, work, and visit the college campuses.

**II. Performance on Stated Functions and Service Area Outcomes**

List the department's Service Area Outcomes, identify how they are measured, what data indicated about the strengths and weaknesses of your program, and what changes were taken or planned based on the data.

Service Area Outcomes:

1. To collaboratively plan for college facilities construction and maintenance initiatives.
2. To effectively respond to planned and unforeseen maintenance needs.
3. To define and clarify the college's commitment to developing an environmentally conscious physical environment.

### Measurement of Outcomes

1. A. As new facilities are being planned, designed, and built, Plant Services is actively involved in the design reviews and during construction to assure that the facilities are built so that they can be effectively maintained and managed. For example, Plant Services has identified standardized items that are to be built into the new facilities to reduce maintenance costs, reduce inventory of parts and components, and minimize labor needs.  
B. Updating the State Scheduled Maintenance Plan each year is helping to identify the needed maintenance and where funds need to be directed when they are available. This planning along with the Minor Repairs Plan is helping to direct funds to maintenance projects on older buildings that are being accomplished in smaller bites.
2. Efficiency studies were completed for the maintenance, custodial, and grounds departments to identify areas for improvement in responding to service needs. The studies helped to hone in on ways of improving processes, making necessary changes to revitalize staff, and utilizing staff more effectively. The studies provided some eye-opening and thought provoking ideas on new ways of doing business which will be implemented. We also utilized the studies to identify our level of service in these areas compared to industry standards. We utilized the “Staffing Guidelines” manuals that the Association of Physical Plant Administrators (APPA) publishes to determine in maintenance – facility maintenance levels; custodial – cleanliness & appearance levels; and groundskeeping – quality of care. These guidelines were developed by APPA for effective leadership in educational facilities and to provide standards for effective operations, appropriate staffing, best practices, time management, and organizational evaluation.
3. Plant Services has been implementing environmentally conscious aspects into our overall operations. In the custodial area, we have transitioned to green-cleaning products and recycled paper products; in the maintenance area, we are utilizing more recycled building products, waterless urinals, low-flow toilets, motion-activated faucets, and high-efficiency lighting products; and in groundskeeping we are using weather-based irrigation controllers to improve irrigation efficiency, more mulches in the landscapes to reduce water and weeds, drip irrigation for plant watering instead of area watering, native and drought-tolerant plants for less maintenance and water, and recycled landscaping materials for planters and borders. Grounds has also initiated a beverage container recycling program to be more environmentally conscious.

Feedback on the performance of the department’s functions and Service Area Outcomes should be obtained using a survey and/or other measures. Discuss the results regarding the degree of effectiveness being achieved.

An on-line program review survey was sent out in February, 2013, with fourteen questions for respondents to provide input on their experiences with Plant Services departments and to rate those experiences from 1 to 5 with (1) being poor and (5) being excellent. There were anywhere from as low as 74 responses to a question to as high as 199 responses to a question. Of those

responding, 52.1% were classified employees, 22.7% were faculty, 13.9% part-time faculty, 3.6% supervisor/confidential, and 7.7% management. The primary location of respondents was: 90.4% from the Santa Maria main campus, 3.6% from the Santa Maria south campus, and 6.1% from the Lompoc Valley Center. The results of the survey is as follows:

- Plant Services = 3.84 average overall for customer service. The comments were very positive with the majority of those stating that the organization is very understaffed.
- Maintenance = 3.5 rating for promptness or speed of service and 4.0 rating for quality of work done. Our review of the comments indicated that the quality of service is good but the speed in which the work orders are responded to and completed is lacking. In reviewing the work order system, it was determined that the time frame to respond to average work orders was at least a month to five weeks depending on the skill trade. This time frame is unacceptable and can be traced back to understaffing and not monitoring each skill trade assigned work orders. These items are addressed in the Maintenance Efficiency Study.
- Custodial = 3.62 average for promptness and speed of service, 3.32 average on cleaning effectiveness and service, and 4.04 average on courtesy and helpfulness. There were many comments included in the survey about the lack of cleanliness in many of the buildings and the acknowledgement that the custodial department is under-staffed. There were many positive comments about the helpfulness and courtesy of the custodial staff. In reviewing the comments, the need for additional staffing and more thorough cleaning stood out as the major efforts that need to be addressed. These items are being addressed in the Custodial Efficiency Study.
- Groundskeeping = 4.32 rating for the quality of the groundskeeping. The majority of the comments in this area referred to how beautiful the campuses look. There was only one comment about the weeds on campus. In reviewing the comments, it was noted that the campuses are beautiful, but with the various construction projects on campus, there has been a lot of landscaped areas that have been disturbed and it will take considerable work to bring those areas back to good condition. Any issues identified are being addressed in the Groundskeeping Efficiency Study.
- Shipping and Receiving = 4.36 rating for quality of service. There were few comments but those that were received identified issues with proper handling of special packages and unavailability by telephone. These issues are being addressed with the shipping and receiving clerk to address proper package handling and to review any instructions on the packages. He has also been instructed to listen for calls and to review phone messages immediately upon returning from deliveries.
- Mail courier services = 4.22 rating for quality of service and 4.26 rating for mass or bulk mailing services. Most of the comments were positive regarding Rocky Graziano's services. Overall, the service has been very good even though we have had to utilize custodial staff to help with the mail deliveries and pick-ups due to the retirement of Kenny Fujinami. Kenny's position needs to be filled but with the new Public Safety Complex opening in Lompoc, the position has been identified to be changed to a courier/shipping and receiving clerk at the Lompoc campus to handle mail delivery from Santa Maria to

Lompoc and the direct deliveries of parcels and packages to the Lompoc Valley Center.

- Transportation services = 3.78 rating for services. The comments were positive for the mechanics but negative for the coordination and availability. The comments centered around the unavailability of the large bus and bus drivers. Plant Services has determined that it is more economical to contract bus services than to purchase and maintain the buses and to hire bus drivers. Comments were also made regarding the poor customer service and scheduling of vehicles for trips. The resolution to these issues will be incorporated into a written procedure for the Plant Services support staff to improve their customer service, respond professionally and courteously, and provide the necessary assistance for vehicles in all cases.

### III. Current Demand for Services

Describe the need for department services based on quantitative and qualitative data from the survey results, constituent feedback, evolving organizational needs, changes in technology, etc.

The program review survey provided a good reflection of what people think about the quality of service that Plant Services provides in an average rating of 3.9 out of 5. Many of the comments provided, indicated a need for more staff, quicker response times, and improvements in customer service. The rating results, along with the comments provided, and internal discussions with staff and supervision, have all assisted in confirming the organizational needs and the changes that are necessary in order to meet the demand for services.

**Staffing:** The department has suffered the last few years with the loss of staff through retirement or reassignment without an opportunity to replace them. This has left the department short-handed, without the ability to meet the normal workload, and unable to make in-roads into the backlog of work from previous years. This situation has caused delays in work getting done, an increase in costly repairs, and a steep decline in staff morale. Adequate staffing to ensure proper maintenance, cleanliness, and standard of care is a must and has been identified in our staffing plans. With additional new facilities coming on-line, it is imperative that staffing be addressed.

**Quicker Response Times:** In order to improve in this area, efficiency studies were done to identify recommendations for improvements and changes in our operations in the maintenance, custodial, and grounds areas. Along with adding necessary staffing, the efficiency studies identified goals, potential improvements in daily operations, changes that personnel must make, and equipment needed to increase effectiveness. The efficiency studies provide a road map to improving response times, providing staff with a means to increase productivity, and implementing operational changes to make our organization more effective.

Improvements in Customer Service: The efficiency studies provided us an opportunity to look deep into our operations, review our positive and negative aspects of customer service, and determine ways of improving how we do business. This included looking at the level of service we are currently providing and what level we should be striving for as well as looking at staffing needs and changes in coverage, staffing hours, duties and responsibilities, methods and procedures, safety awareness, equipment, and training for efficiency and effectiveness.

#### **IV. Findings / Action Plan**

Identify recommendations to improve department performance in its functions and Service Area Outcomes: plans for expansion and improvement; facility needs; technology needs; current and future staffing requirements.

Provide a five-year plan detailing activities, responsibilities, timelines, measures of effectiveness and funding needs, if applicable. The plan should provide for continuous improvement in Service Area Outcomes and link to the district's strategic plan.

The five-year plan is to implement all of the improvements recommended below as long as funding is made available, a commitment is made to providing the necessary staffing to meet the needs and the set standards, and the resources are made available to be successful. The recommendations below have been developed and discussed with supervisors and staff to resolve any issues or concerns, to provide input for better ideas, and discuss implementation. The recommendations were derived from reviewing industry standards and staffing guidelines for educational facilities published by the Association of Physical Plant Administrators (APPA) which is an organization dedicated to the improvement of physical plant leadership in educational facilities.

Maintenance: The maintenance efficiency study identified eight recommendations to be achieved:

- Setting a goal to move from a maintenance level 3-4 (managed care/reactive management) to a maintenance level 2 (comprehensive stewardship) to increase our preventative maintenance, reduce repairs and emergency maintenance, and improve our support maintenance.
- Increasing our staffing to meet the maintenance level 2 goal and to provide quality maintenance for upcoming new facilities.
- Maintaining our current two work shifts which provide the necessary coverage during the main hours of operation.
- Increasing the maintenance budget yearly to keep in-line with rising costs of materials, supplies, parts, and new facilities.
- Modifying the work order system to clarify work priorities and improve response times.
- Purchasing the necessary tools, equipment, and vehicles to help staff do their jobs efficiently and effectively.

- Increasing training for staff as new technology, methods, and equipment becomes available.
- Moving to building Q when Public Safety moves out in order to provide safer facilities and improve storage for more bulk buying.

(See attached Maintenance Efficiency Study for greater detail in each of these areas)

Custodial: The Custodial Efficiency Study identified eight recommendations to be achieved:

- Increasing staffing to provide appropriate coverage and move from a level 4 (moderate dinginess) to a level 3 (casual inattention) or better cleanliness and appearance level per industry standards.
- Changing work shift hours and adding a work shift to provide more effective coverage and to allow more cleaning opportunities.
- Limiting area coverage assignments to a maximum of 30,500 square feet per custodian.
- Rotating custodial staff every one to two years to ensure effectiveness of cleaning, provide an opportunity to learn new areas, and to increase attentiveness.
- Purchasing the necessary supplies, tools, and equipment to meet the needs and improve capabilities.
- Providing the transportation needed to assure that each custodian can move about campus easily, haul equipment and supplies, and haul trash to dumpsters.
- Identifying and providing storage on campus for supplies and event furniture to reduce having to haul items from Columbia Business Center or south campus.
- Increasing training for improving techniques, ergonomics, and specialized cleaning skills.

(See attached Custodial Efficiency Study and Custodial Staffing Recommendations document for greater detail.)

Groundskeeping: The Groundskeeping Efficiency Study identified ten recommendations to be achieved:

- Improving the level of care from a level 3-4 (moderate to moderately low) to a level 2 (high-level maintenance) to meet industry standards for colleges and to improve our campuses overall appearance.
- Continuing to increase the department's sustainable environmental operations.
- Increasing staffing as new facilities come on-line to maintain a level 2 standard of care.
- Changing the method used to assign areas of coverage.
- Continuing with the existing work shift but extending coverage into weekends for campus activities.
- Increasing the yearly budget per the cost-of-living index to keep pace with the rising costs of materials and supplies.
- Continuing to purchase the necessary equipment to assist the groundskeepers in being more productive.
- Replacing vehicles with new electric vehicles to reduce operating costs and assist in sustainable operations.

- Improving training opportunities to improve and increase skills and knowledge.
  - Providing storage on the main campus to eliminate travel between campuses.
- (See attached Groundskeeping Efficiency Study for greater detail)

Shipping and Receiving: In reviewing this area, the shipping and receiving operations will be moving in the next year after Public Safety has moved to the Lompoc Valley Center. Shipping and receiving will be moving from the Columbia Business Center to building P on south campus. This will eliminate the costs of leasing the space in CBC and will provide an opportunity to clean up and reorganize the warehouse storage, records storage, and receiving area. Issues regarding package handling will be addressed and training provided. Telephone communications will be addressed by providing hands-free accessories to the clerk. With the new Public Safety Complex in Lompoc, there will be a need to have shipping and receiving operations at the LVC campus to have more items shipped directly to LVC and eliminate the hauling of items to and from LVC/SM by the mail courier in the future. It is proposed to have a Courier/Shipping & Receiving Clerk position stationed at LVC to handle the volume of mail and packages.

Mail Courier Services: A new mail courier was hired this past year to replace Rocky Graziano. We are still short a courier since Kenny Fujinami retired and are utilizing a custodian working out-of-class to fill the gap. We cannot continue this as we desperately need the custodian full-time to clean buildings. As identified in the Shipping and Receiving review, we are proposing to fill the courier position with an individual working in a newly created job description that combines the courier and a shipping/receiving clerk positions into one that will serve the Lompoc Valley Center. This individual will travel to Santa Maria each day to help sort mail, process mail, and pick up mail and packages for LVC. This will assist the Santa Maria courier as well as meet the new demand in Lompoc.

We continue to look at the mail service at the Santa Maria campus and are looking into installing centralized mail boxes to reduce the amount of travel time for the courier, reduce vehicle and gasoline costs, and re-instate more bulk mailings.

Transportation: There are four issues that stand out in this area: customer service, availability of vehicles, student transportation, and staff transportation. These issues are long standing concerns that need to be addressed:

- Customer service – There has been a concern by Plant Services personnel in the past that the fleet vehicles should only be used when absolutely necessary, that renting vehicles is detrimental to the district, and that the costs of these vehicles are impacting the budget of the Plant Services Division. This philosophy has been engrained in staff over the years and has created many negative experiences for our customers. This control issue is difficult to change overnight but it is starting to sink in that budgeting has changed and the reins are slowly loosening. Every effort will be made to continually resolve this issue.

- Availability of vehicles – The district has four leased chevy suburbans and two eleven-passenger vans to choose from. This limits the availability to all departments. Requests are handled in a first-come/first serve basis. A few times each year, it is necessary to rent vehicles, which sometimes inconveniences the requestors.
- Student transportation – Student transportation focuses on students being transported for class field trips, athletic events, college visits, and other student related travel. In past years we have had a small bus and a large bus. The large bus was sold due to air quality requirements and the small bus is to be sold due to age. Plans are not to replace either bus but to utilize charter bus services which eliminates the need for bus upkeep, depreciation costs, and a driver. Smaller groups will utilize the fleet vehicles or rentals to get to their destinations.
- Staff transportation – Over the last five years, a concerted effort has been made to provide the necessary vehicles for staff. The past two years with the economic downturn, it has been difficult to replace older vehicles with only one-third the budget (\$10,000). As we move forward, the \$30,000 budget must be increased to \$45,000 in order to purchase newer vehicles with lower mileage to reduce more frequent replacement costs. It is necessary to also reduce operating costs so it is recommended that existing gas-powered vehicles be replaced with new electric vehicles for the custodial and grounds departments. We will need to increase the number of vehicles to ensure the maximum efficiency of our staff in their everyday operations.

## Resource Needs

To implement the actions above, list any resources needed (please include corresponding cost estimates):

	<i>Specific Resource and Function to Support</i>	<i>Estimated Cost</i>
Facility Needs	Plant Services Offices – Move to Q building	\$1,000
	Maintenance – Move shops into Q building	\$25,000
	Custodial – Move storage into O building	\$10,000
	Provide event storage structures	\$15,000
	Grounds – Move storage to O building	\$5,000
	Shipping & Receiving – Move to P building	\$15,000
	Mail Room – Move to P building	\$2,500
	Mail/Shpg & Rcvg – LVC – move into existing	\$15,000
Technology Needs	All areas - Work order system updates	\$25,000
	Electronics – Smart phones, tablets, laptops	\$50,000



Technology (continued)	Mail/Shpg & Rcvg – LVC – computer, printer, and digital scales	\$6,000
	Energy Management Systems – Older bldg.s	\$300,000
Staffing Needs	Maintenance – Maint. Repair Worker II – SM	\$53,702
	Maint. Lead Worker – LVC	\$72,635
	Maint. Repair Wrker III – SM	\$56,338
	Custodial – Eve Lead Custodian – SM	\$54,177
	Eve Custodian - SM	\$48,798
	Eve Lead Custodian – LVC	\$54,177
	Day Custodian – LVC	\$48,798
	Grounds – Athletic Field Ground Spclst – SM	\$56,145
	Groundskeeper – LVC	\$51,302
Mail – Courier/Shpg & Rcvg Clerk - LVC	\$48,798	
Equipment (non-technology)	Maintenance – Tools & equip. – SM	\$13,300 (2013-14 budget request)
	Tools & equip. – LVC startup	\$22,000 (2013-14 budget request)
	Custodial – Tools & equip. – SM	\$20,660 (2013-14 budget request)
	Tools & equip. – LVC startup	\$26,465 (2013-14 budget request)
	Grounds – Tools & equip. – SM	\$15,700 (2013-14 budget request)
	Grounds – Tools & equip. – LVC startup	\$30,500 (2013-14 budget request)
	Shpg & Rcvg – Tools & equip. – SM	\$2,600 (2013-14 budget request)
	Tools & equip. – LVC startup	\$12,500 (2013-14 budget request)
Transp. – Tools & equip. – LVC startup	\$9,500 (2013-14 budget request)	
Other Resources	Maintenance – Supplies – SM (new bldgs.)	\$13,644 (2013-14 budget request)
	Supplies – LVC startup	\$22,000 (2013-14 budget request)
	Services – LVC startup	\$16,770 (2013-14 budget request)
	Vehicles – LVC startup	\$30,000 (2013-14 budget request)
	Custodial – Supplies – SM (new bldgs.)	\$8,746 (2013-14 budget request)
	Supplies – LVC startup	\$10,007 (2013-14 budget request)
	Grounds – Supplies – SM (new facilities)	\$7,335 (2013-14 budget request)
	Vehicles - SM	\$30,000 (Vehicle Replacement document)
Supplies – LVC startup	\$5,924 (2013-14 budget request)	

	Vehicle – LVC startup	\$19,500 (2013-14 budget request)
	Shpg & Rcvg – Supplies – LVC startup	\$2,700 (2013-14 budget request)
	Vehicle – LVC startup	\$20,000 (2013-14 budget request)
	Building – LVC	\$75,000
	Transportation – Supplies & Fuel – LVC startup	\$20,000 (2013-14 budget request)

**Validation**

The external member will prepare a memo regarding validation of the program review:

Structural Review: Does the report include the program scope, surveys or other data related to service area outcomes, quantitative and qualitative data related to operations, findings and an action plan?

Observations: Is the information in the program review valid and accurate? Is there any important information missing?

Commendations: Are there any areas in which the program deserves a commendation for performance excellence?

Findings/Action Plan: Are the findings accurate and related to the service area outcomes? Does the action plan address improvements based on the service area outcomes? Is the action plan reasonable and attainable within one program review cycle?

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# Memorandum



<b>To/Attention</b>	Rex Vandenberg	<b>Date</b>	June 27, 2013
<b>From</b>	Craig Atkinson, AIA LEED AP BD+C	<b>Project No</b>	
<b>cc</b>		<b>Steno</b>	ca
<b>Subject</b>	Allan Hancock College Plant Services Division - Program Review		

I have reviewed the program document I received on June 14, 2013 and have the following comments:

## Structural Review:

The report is complete and it includes the program scope, surveys and data related to the service area outcomes, quantitative and qualitative data related to the operations, findings and an action plan.

## Observations:

I believe that the program review is valid and accurate based on the desire of the program to prepare a reasonable document. I believe that the major elements affecting the plant services division are a lack of adequate staffing, equipment, and technology. The action plan as they have devised it appears to be focused on staffing and equipment because those are the greatest needs in the coming program review cycle. I believe that they have undersold their needs specifically when it comes to staffing around maintenance of existing facilities, unplanned requests and event setups and tear downs. This work reduces the ability of the already thin staff to complete their normal tasks.

In future cycles it is critical that the division explores advancements in technology that will improve their efficiency and delivery of services to their constituents at Allan Hancock College.

**Commendations:**

In my short time with members of this committee I would like to commend the division for the dedication they have to maintaining the various campuses to the benefit of the Allan Hancock Community. They are clearly understaffed and are doing everything they can to maintain the quality of campus life to the best of their ability.

I believe that the pervasive attitude comes from the leadership within the department. Rex Vandenberg appears to lead the group with a vigor that transcends those he leads. I have personally witnessed him performing duties alongside his staff, showing by example that all jobs are important. He is to be commended for his leadership of the division.

**Findings/Action Plan:**

The findings as presented are related to the service area outcomes, but I don't believe they are accurate. As indicated in the "Observations" section above I believe that they underestimated their needs related to the desired service outcomes in the areas of maintenance & custodial efficiency. Their projections of the cost of maintenance seem low, while their custodial staffing square footage per staff member seems high to achieve their desired cleanliness level.

I do believe that their plan addresses improvements based on the service area outcomes and is reasonably attainable within the program review cycle.

**Program Review Committee**

The program review committee must be approved by the superintendent/president or cabinet level administrator.

Department Manager: Rex Van Den Berg – Director of Plant Services

Committee Member: James Harvey – Maintenance Supervisor

Committee Member: Kevin Raine – Daytime Custodial Supervisor

Committee Member: Joseph Raiti – Evening Custodial Supervisor

Committee Member: Gerald Domingues – Landscape Supervisor

External Member: Craig Atkinson – BFGC-IBI Group Architecture Planning

**Approval**

The written report will be submitted to the appropriate cabinet member for approval. The program review and annual updates will be used for planning and budgeting purposes.

Cabinet Member: Felix Hernandez – Vice President, Facilities and Operations

# Program Review

Program Review Online Surveys ()

No. of responses = 204

For the Period:



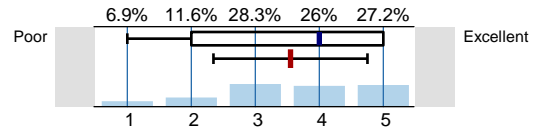
## Survey Results

Please answer the following questions as they pertain to your experience with Plant Services at Allan Hancock College.

Please indicate how satisfied you are, in general, with the following aspects of Plant Services.

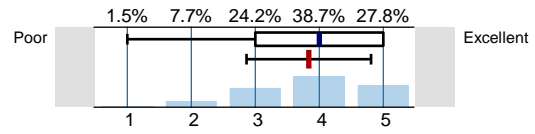


Work order system effectiveness



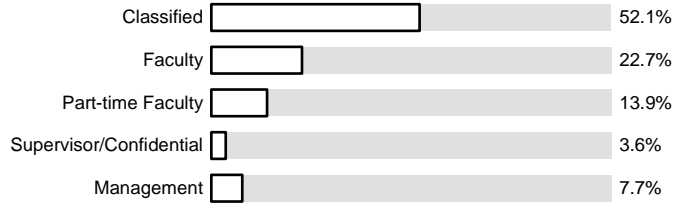
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Overall Plant Services customer service



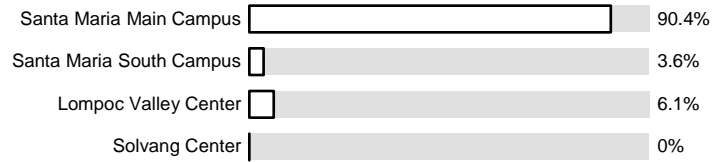
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What is your employee classification?



n=194

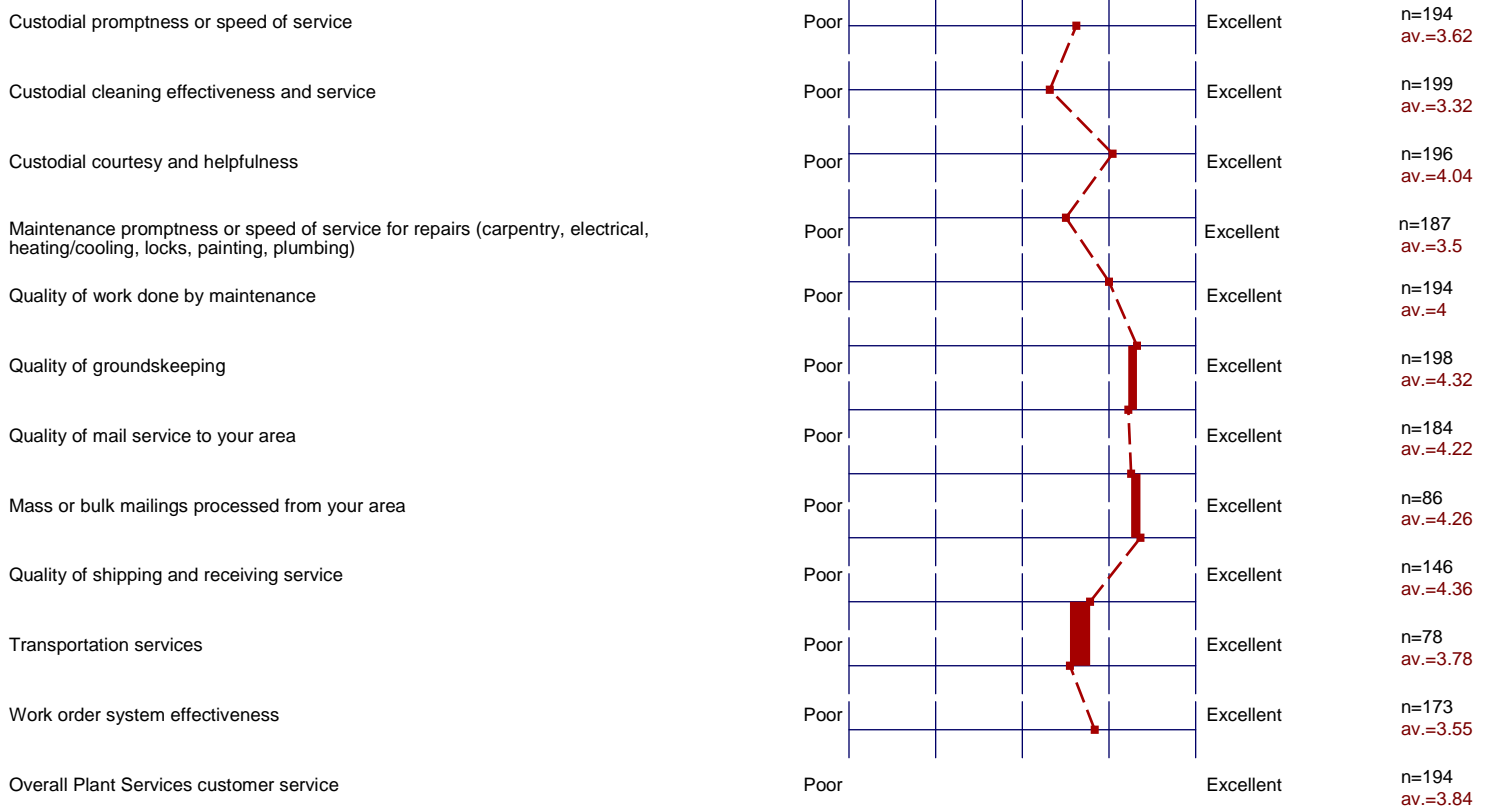
What is your primary location?



n=197

# Profile

Subunit: IR General Surveys  
 Name of the instructor: Program Review  
 Name of the course: Program Review Online Surveys  
 (Name of the survey)





Comments Report
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Please answer the following questions as they pertain to your experience with Plant Services at Allan Hancock College.

Please indicate how satisfied you are, in general, with the following aspects of Plant Services.

Please provide any comments related to the above questions or about Plant Services in general.

- Plant Services is awesome. Your staff are always helpful, creative, professional, and a pleasure to work with. They seem to approach their jobs not like an outside department having to work with others, but people on the same team with positive attitudes. I always enjoy working with your folks. We're going to miss Rocky as he is constantly transporting stuff for us back and forth to Lompoc. All of the Carpentry, Elec., etc. have been great to work with. Bridget is always a pleasure. Rick, our maintenance person is consistently friendly, and willing to work around our difficult requirements. As for the grounds crew, our campus looks like a beautiful garden. Any lack of promptness is easily understandable to a overstretched department with frequent surges (which is when we often ask for help). We do not use the mass mailing service so no opinion is really not applicable. Thank you to all in Plant Services.
- AHC maintenance: Good people with too much to do and not enough time or resources to get it done.
- All CBC restrooms need extra attention....it doesn't appear they are being cleaned daily.
- All work requested to date has been completed.
- Bathrooms run out of supplies frequently in Building M. Walls are scuffed marked and need cleaning.
- Bill, Gary, and Matt are fantastic. The Lompoc Valley Center has basically one custodian on duty with a small overlap when Gary comes in and before Bill leaves for the day. The amount of work they accomplish and territory they cover is staggering. The positive difference Matt makes to the appearance of the center is clearly evident on a daily basis. His breadth of knowledge regarding the plants of this mesa is incredible. Rocky's dedication to his job and sense of humor will be sorely missed. Regarding work orders; there have been work orders placed where Santa Maria personnel must come out and the response time has ranged from weeks to months to not-at-all. While all departments have felt the affect of the bad economy it is clearly evident in plant services and for obvious reasons since everyone in the district relies on them so much.
- CBC Building cleanliness is very poor, especially since there are many more dance classes recently relocated to this building. Bathrooms, in particular, are filthy and should be cleaned daily. More allocation of resources is needed to keep this building within reason for health and safety. NOTE: CBC does not even appear on your "primary location" choices below so I selected Santa Maria main campus!
- CBC building is a high maintenance building due to many people and classes that are held here ranging from adults to youth. Bathrooms are in need of sanitation daily. Dusting should be done on a regular bases. Carpet is very old and dirty. Although overall a good attempt to maintain cleanness in the building by one person. I suggest that this area needs at least two people daily to help keep this work & classroom space clean or one full-time employee.  
Thank you.
- CBC restrooms still in need of cleaning with the amount of people using these stalls from dance and other programs. Need more than just dumping the trash cans daily.
- CUSTODIAL MUST KNOW HOW TO CONTROL OUTSIDE LIGHTING IN THEIR AREA. RATHER THAN WAIT FOR MAINTENANCE TO COME IN AND SET THE TIMER. THIS IS A DANGER TO STAFF, STUDENT, AND PUBLIC IN GENERAL IF LIGHTS NOT PUT ON AT TIME CHANGE.
- Cleanliness of CBC studio spaces and especially restrooms is not adequate.
- Custodial Services are very poor in Building A. It has been an issue for quite some time. That would include taking trash, vacuuming or cleaning the restrooms.
- Custodial Services ranking is based on CBC building only. Other areas of campus seem to receive more attention.
- Custodial appears to be understaffed. I often have had to call because we don't have any TP or hand towels. There are brown/off color splashes on the walls and in toilet stalls. Doors are disgustingly dirty on rooms and bldg entrances. Have inquired about cleaning, but told evening supervisors yells at them to rush through and not use so many supplies. Custodians VERY helpful and willing when asked. Overall I believe the crews work very hard and do their best!
- Custodial cleaning is great when the usual workers are on. When subs are used, the quatilty goes down. I think the last time they might have been student workers.
- Custodial promptness or speed of service is EXCELLENT during the morning and early afternoon, only.  
  
If the survey response is less than excellent, it has nothing to do with the quality provided by the day crew. The quality of service of the evening custodian in my area, brings the scores down.
- Custodial work is good for the personnel they have available. The addition of a few more people could certainly improve the range and frequency of cleaning they could get done. For example cleaning the floors more frequently or cleaning off door handles, walls etc. Also

they don't seem to have anyone to really fill in when someone calls in sick - one person seems to have to do the cleaning for two, which means on those days service/cleaning is minimal in both areas.

Quality of plant services work is good but some things that seem more optional take a long time to get done. I suspect they merely need more people to do the work.

- Custodians are always nice and helpful. Maintenance promptness (especially locks) is always on top of things and ready to go above and beyond--thank you. Quality-excellent, we understand that there are many of us on campus and only a few doing the maintenance work, so as long as we communicate how long before something gets done, everything works out.

Now if we are talking about process for reserving facilities, now that maintenance form and process is not effective.

- Day time crew rating is excellent. We have no problems, issues get addressed and events are set up as requested. Staff are pleasant, accomodating and flexible. All aspects are professional and acceptable.

Night crew is completely different. The night supervisor is extremely abrasive and consistently unpleasant to deal with for any reason. Night custodial work is extremely lacking especially in the student center. One positive aspect is set up for events, meetings, etc. in G106A&B is good. There are many events so set up can be challenging, that is handled well. Cleanliness of the restrooms, meeting rooms and the cafe in blg G needs much improvement.

- Even though not all of my answers were "Excellent," I am giving Plant Services an overall "Excellent" rating for customer service because they are usually extremely responsive, helpful, courteous and efficient. The times that we have to wait a bit for service or repair is usually because they are already taking care of some other similar mnatter. I have worked closely with maintenance and custodial over the years on various college events, and have always found them to be consientious, hard workers. They are some of the most dedicated, hard working employees on campus!
- Evening custodians are under staffed, there is no way of giving a fair review. Floors are dirty, bathrooms ??? I wait until I go home. Even the president bathroom is unacceptable. The custodians need more student workers and fulltime employees.

The evening supervisor is so cranky I would rather fix the problem myself then call.

I mark no opionion on groundskeepers as well - understaffing-they need student workers to help fix up the weed patch that AHC has become.

- Great Job!
- Haven't had great cooperation with custodial work in our area for several years.

We have always had a good working relationship with Shipping and Receiving. Alex is always proactive and keeps you in the loop.

Maintenance does a great job when the job actually gets done. Sometimes you have to wait a very long time for a work order to be filled and sometimes it doesn't happen at all.

The grounds are beautiful and the groundskeepers are all friendly. Must be the fresh air.

We don't get mail delivered where we are located, hence I put poor on the survey. But it really should be an NA. Same with mass or bulk mailings. They just don't happen where we are.

What's transportation?

All in all, plant services has way to many things to do from all the campuses. I think they do a good job trying to fill all the requests.

- I believe our plant services people are amazing and very helpful. The problem is that they are short-handed and need more workers to assist with all the tasks they must complete. Our college population has grown but no attempts to make the workforce there larger to accommodate the amount of work.
- I do not have a comment at this time.
- I dont know how you do it with the staff you have available and the aging buildings. With all the construction Im sure it adds to the work load. I would like to see a little faster response time on projects but realize the limited staff available to complete work orders. The response when emergency or immediate action is needed is great.
- I find Plant Services staff to be friendly and helpful. I believe that attitude comes down form Rex to his staff.
- I had a locked filing cabinet and had to follow up with an e-mail a week after I submitted my on line work request. When they showed up, staff was pleasant and very helpful.
- I have seriously thought that Plant Services should be considered for department of the year. Almost all of the staff are very courteous and efficient.
- I have two work orders for the same request, both are outstanding, one is over a year old. What is your policy for getting to work orders, should the customer alert the supervisor?
- I work in the M-100-200 building. It is not clear who is responsible for maintaining the patio area, custodial staff or grounds. However, it

rarely gets cleaned. I believe the design allowed for the planter boxes to be used as seats for students and they certainly use them that way. However, almost all the time, they are very dirty. A little more frequent sweeping off of the seats and blowing off the leaves would make this a much more clean, attractive, and welcoming place for students to gather.

- It is a shame that after a year of requesting the roof (AHC building) on building O be repaired due to leaks, they show up after \$2500 in water damage has occurred due to the roof leak, and cover the damaged equipment with tarps. Another issue is the rain gutters on building O have been filled with buildup for so long there is weeds growing in it, when it rains it just runs over the top and under the roof causing more damage. These are the same rain gutters that were painted last summer, seems clean out should have been more important than repainting. The roof leaks in building O are also occurring into the lab areas in several locations. The heater in the transmission lab is on on days/times that there is no class with no instructions on how to turn down the temperature or just shut it off because the doors are usually open and wasting all that energy. I believe that some basic maintenance is in order to protect the valuable assets in our buildings here on campus.
- It seems like the attitude of the maintenance supervisors is creating an employee morale problem. Maintenance workers used to be willing to help and now they seem to be troubled by every request.
- It took a few years to get the windows washed on the outside of the L building. Now they are cleaner. A second topic is installations. Though it's a bit improved over the past few years, I would like to see a faster handling of installation of technology. Technology gets approved by Measure I, and then it sits and waits for Plant Services. This negatively impacts instruction and our students.
- It would be appreciated if things such as burnt out lights and broken clocks were fixed without one having to submit a work order each time.
- John in Building K does a great job and is always very helpful.
- Keep up the good work!
- Keep up the good work.
- LVC maintenance need more help to keep the campus in top shape. Our two workers (one day/one evening) are stretched thin. Staff and students have complained about dirty restrooms and the PE room. These are addressed quickly, but it would be nice to have the staff be more proactive so the issues do not come up.

I'd like to see Campus Police workers more proactive at unlocking rooms as they have done in the past. Again, our maintenance staff are stretched thin and should not have to be interrupted to unlock an office or classroom door while Campus Police workers sit in their office. Perhaps these two departments can come up with a solution to this.

Matt is an amazing groundskeeper at the LVC. We are looking forward to the upgraded pavers/stamped concrete that is to come.

Work Orders seem to be low priority at off-campus locations (LVC/VAFB/Solvang). They are often left unaddressed for months at a time before being assigned.

We will miss Rocky's quirky personality, Bulldog spirit, and Hawaiian shirts when he retires.

- Lower ratings for maintenance do not reflect on the personnel but on the staffing and work load. When you combine aging buildings and infrastructure, new construction, and small workforce the result is that work must be prioritized and somethings take a long time. Critical issues are always handled in a timely fashion.
  - Maintenance seems to be under staffed.
  - More trash cans and recycle bins are needed.
- Outgoing mail needs to be mailed the day it was picked up unless otherwise noted.
- Mostly unhappy with heating/air conditioning repair time. Clocks on campus - always problem area. If we have a time change we can count on clocks being off for quite awhile in some areas.
  - My experience is mainly with Building A. Would appreciate the windows(interior) cleaned on a regular basis. I also understand that students create messes in the restrooms all over campus.
  - My ratings on custodial are not based on all custodians - I am located in Building A - our bathroom is not cleaned daily, our trashes are often missed, and our windows and counters go months at a time without being cleaned.
  - Need additional employees to help clean the desks at least once a month if not more.
- Special care of packages need to be followed when received. Refrigeration is sometimes required. Others require the boxes to be orientated a certain direction, or not to be stacked.
- Our area is rarely cleaned, only the trash is emptied. We have great service from the maintenance department and shipping and receiving. Alex is great.
  - Our door is a consistent issue, and Bridget does an amazing job at wrangling it. the LAP scooters have been over and back a dozen times, and the mechanic staff has been pretty awesome about it. They do good work and are good coworkers. They probably don't hear it often, but I'm personally thankful for their work.

One problem though - Sometimes it's months between switching trash bags. I understand cutting costs, but if the bag is ripped up or leftovers of lunch were dropped in it, it's time for a new bag. Preferably once a week.

- Our office has high student traffic and our student study area rarely gets vacuumed. Otherwise service is good.
- Our plant services crews are always courteous and (I feel) try their best. However, work orders can take months and months to complete. The custodians are understaffed, and the result is dirty tables, floors and chairs. Our custodian goes above and beyond just to take care of trash and restrooms in our large building, plus emergency cleanups due to student beverages, etc. I feel construction projects and related moves are taking a huge toll on our plant services staff.
- Over the past year, there has been a huge inconsistency with how clean the Writing Center has been cleaned. It looks as though we rarely get the carpet vacuumed and the tables are always a mess. There is always debris left on carpet and tables. The hole punch and pencil sharpeners used to be emptied every night, and now they are not emptied at all. The only thing I think the custodian does is empty garbage. As a result, the cleaning has fallen on two employees who are not custodians. Each morning the Writing Center has to be cleaned before it is opened. The women's bathroom by the elevator in the ARC at times is lacking soap and/or paper towels. It's like the night before they weren't refilled. We went two days without soap one week. For over a month there was gum smashed on the floor by the rug as you enter the OACL. We know Mike's custodial position has not been filled with a full time employee yet, and that is why we've kept quiet about what we see. We know that night directed labs alter the ability to clean too. We just remember how we used to be taken care of when we had a full time custodian who knew our needs and took care of them.
- Overall, I am happy with the response I get from Plant Services. I can especially applaud the work of the groundskeeping crews and Bridget. One major problem we have had in our area is that our custodian retired and we have had a series of temps in his place. I realize that custodians are assigned more than one building to clean and their numbers have been affected by the budget crunch. However, the current temp we have does not do anything but empty trash cans. At times the bathrooms are out of toilet paper or soap when we first come in in the morning. We have to do a lot more of the cleaning ourselves in the morning. If we had our own vacuum cleaner we would do that too to make the place look better. I hate to complain because overall Plant Services does a good job, but if we don't complain this won't get resolved.
- Overall, Plant Services does a fine job. However, the Maintenance/Custodial/Janitorial aspect is horrible, as far as the restrooms in the Student Center are concerned. They are NOT cleaned every night, nor are they restocked every night. Sometimes, the soap dispensers, seat protectors, paper towel and toilet paper are empty for days on end. About a month ago, the sink was backed up for about a week. One day something spilled or flooded on the floor in one of the stalls. It was clearly visible and stayed there for over 3 days. The containers for sanitary products are overflowing all the time. They are not emptied every night. This has been going on for FAR too long. We've talked to Rick et. al. about this and he doesn't seem to care. His attitude is that he's too busy. Nothing changes. This is a health hazard and it is disgusting and unacceptable. The evening Custodians are just plain lazy. With the high volume of traffic in these restrooms, they should be checked periodically throughout the day. Someone could spend about 10 minutes in there and straiten it up. During the day, if there is an issue and Maintenance is called, they are quick to respond. Something has to be done about the afternoon/evening crew NOT doing their job.
- Overall, plant services does a wonderful job. Thank you
- Plant Services does a great job.
- Regarding #3 above: Day crew courtesy, helpfulness and promptness is always excellent. Night crew members are excellent as well; however, the night custodial supervisor tends to be cranky and condescending. The job gets done, but there always seems to be a bit of attitude.  
Would be nice to be able to reach shipping and receiving by phone. ALWAYS goes straight to voice mail.
- Second only to ITS in effectiveness
- Services are inconsistent by area of campus. Sometimes requests are missed or not completed.
- Since I leave my desktop free of papers, etc. every evening, it would be nice if it could be dusted once a week at least, including the monitor's screen. Otherwise, I'm pleased with the overall service we get from all departments within Plant Services.
- The cleanliness of the CBC building is unacceptable. The bathrooms are a health hazard. They should be cleaned and sanitized DAILY with the amount of traffic. The current custodial staff does not have enough time to accomplish what is required to maintain a clean environment in CBC. An additional custodian or an outside service should be considered as it is currently an embarrassment and unhealthy. Not to mention that the windows have not been cleaned in YEARS.
- The custodial section needs the most help. I walk through the student center for lunch every and see all kinds of noticeable spots that need attention. If there is a spill or splatter on the wall it stays there for weeks. I witnessed a french fry on the ground in the hallway - I watched it just to see how long it would take before the custodian cleaned. It was there for almost 2 weeks (No Joke). When having a seminar at 8:00 am in G-106 B, the tables were disgusting and were not wiped down. I was embarrassed for my invited guests who sat at these tables. In the past when I have voiced my complaints, the custodial supervisor was not pleasant to deal with. He acted shocked that I was even complaining. He approached me anger and made me feel like I was an inconvenience and a thorn in his side.
- The custodial service in my area is pretty terrible. I work in the student center, a high traffic area, and we would really benefit from having a custodian in the day. If a mess occurs in either the bathroom or student center there is no one to clean up until 3pm. The bathrooms are poorly maintained and often go days at a time without being cleaned properly and paper towels/soap dispensers empty.
- The custodial services are very poor in our area.
- The maintenance and plant services staff work hard but are spread so thin that cleaning is not done well or on a regular basis without

specific requests. Repairs and groundskeeping projects tied to spending have been delayed for many years, 5-8 years, (such as broken doors and replacement plants)during bad budget years.

- The men's room in K upstairs south has had a handle missing on one of the toilets for at least 2 years. Also the men's faculty bathroom just around the corner upstairs looks like it hasn't had much care for a while.
- The responses to the custodial questions are about our current night custodian. Our previous day custodians were great. The night custodian just does not keep our area clean.
- The restrooms in Bldg W and V are maintained, but haven't been thoroughly cleaned in years. It borders on disgusting. It would be nice if on occasion the walls were wiped down in the stalls, the floors mopped and the sinks were scrubbed. Lately the stocking of supplies has gotten better. Other restrooms around campus appear to be cleaned more regularly, so it would be nice if these rest rooms had similiar practice.
- The temperature control in the room that I teach in (M-213) is in desperate need of better management. In the evenings it is often below 60 deg and on occasions it is very warm (80+). There have been many people in our building who have complained but it has not really been fixed (although it is better than before).
- There has been a blinking/flashing ceiling light in Room S-105 for over a year. I've been told it has been reported, but it has not been replaced or repaired yet.

But... great work by all custodians and substitute custodians in Building C!!!

- There is a need for more custodians so that they can do more. The labs often have dirty floors and are only cleaned once a semester. The custodians are doing the best they can with the time they have, need more of them so they can do more than empty the waste baskets.
- There is not enough custodial support in CBC to cover the increased usage incurred during the building D remodel and increase in machine technology students.
- There seems to be very little custodial cleaning in LVC, only takes trash out (doesn't change liner), doesn't vacumm, dust. Lot's of spider webs and dead little animals. Seem like we always have to request for these things to get cleaned. there should be a standard cleaning procedure atleast once a week. In SM great job, no problems.
- They send useful emails about CONSTRUCTION ALERTS
- This team does a wonderful job of keeping the college looking first class and all the parts functional.
- Transportation services should not even be a question as there is no services available at this time - according to Transportation Department. No large bus, only 21 passenger, no bus driver available, lack of communication and serious preferences for specific departments utilizing any available service.
- WE HAVE A GREAT CUSTODIAN IN BUILDING "O" !
- We appreciate the service we get from our plant services staff - they pretty much do whatever we ask - thanks from our whole dept.
- We value and appreciate the work and support you give us.
- When I teach night classes, Armando has been especially helpful.
- Will, in health science area, is always friendly, goes out of his way to keep things clean and if we have a special function, he is gracious and willing to address any additional cleaning or pick up.
- With such a limited staff, I think the Plant Services personnel are doing the best that they can. Certain maintenance staff members are extremely courteous and helpful even when stressed about completing their tasks. Rex is amazing. He tries to be so positive and helpful even when you know he is being split 50 different ways. The communication between construction and plant services could be better.
- With the addition of Grounds Supervisor, Gerald, attention to athletic fields has been vastly improved. Rex and Jim are available via cell anytime and in any emergency. Staff in plant services are extremely helpful.
- Would Love for the womens bathroom be cleaned everyday
- building not cleaned consistently or thoroughly
- custodial has always been excellent in my experience.



## **PLANT SERVICES**

# **Maintenance Efficiency Study**

### **April 2013**

#### **Background**

The Maintenance department, within the Plant Services division, is the organization that is responsible for the maintenance and repair of all facilities, buildings, and associated equipment. This organization is made up of skilled and unskilled workers. It has a supervisor, two carpenters, an electrician, heating/ventilation/air conditioning (hvac) mechanic and technician, locksmith, painter, plumber, and maintenance repair workers. These individuals perform support maintenance, preventative maintenance, scheduled maintenance, unplanned maintenance, and renovations or capital construction.

The maintenance department staffing has not grown over the past five years but has changed in its capabilities and skill levels. We have lost the positions of maintenance worker I, II, and III which were unskilled or limited skilled positions that provided support for the skilled positions and performed minor repairs. The department added the hvac mechanic and hvac technician positions, as well as the locksmith position in order to fulfill immediate needs for skilled professionals to address major shortfalls in the organization and to handle the increased workload in these specialty areas.

The Plant Services director and maintenance supervisor have been reviewing the current maintenance operations, as part of the overall Plant Services Program Review, to determine what improvements and efficiencies could be made to our overall services including response time, quality of service, and efficiency of service. As part of the review, the upcoming new facilities and buildings were also included to ensure that staffing, budgets, and services met the needs of the college. This document goes into detail the review of the maintenance department, the efficiencies recommended, and the needs of the department.

#### **Recommendations**

The following recommendations were developed as part of the program review of the Maintenance department:

- Recommend improving the quality of maintenance services by setting a goal to achieve Maintenance Level 2 which shifts our focus to more preventative maintenance.

- Recommend increasing staffing to meet Maintenance Level 2 goal and to provide for additional staff as new facilities come on-line as part of the total cost of ownership.
- Recommend that the current two work shifts continue in order to cover the majority of the daytime classes.
- Recommend that the maintenance budget be adjusted each year to keep pace with inflation and that the budget be increased as new facilities come on-line to meet the total cost of ownership.
- Recommend changes to the work order system to clarify work priorities and to have the Maintenance Supervisor review each month with each staff member their backlog of work orders to ensure expeditious processing.
- Recommend that the necessary tools, equipment, and vehicles continue to be provided to the maintenance staff to ensure that they have the necessary items to do their work in a safe, efficient, and effective manner.
- Recommend that the maintenance staff continue to receive training in their specialized trade to ensure that they are knowledgeable on the current and changing technology and skills.
- Recommend that after Public Safety moves out of south campus, that Plant Services move into building Q, shipping/receiving, mail services, and custodial services move out of CBC and move to building P thus allowing for the reduction of a minimum of 6,000 sq.ft. of leased space in CBC.

These recommendations would increase the effectiveness of the Maintenance Department as well as improve the efficiency of operations to respond to and ensure the proper maintenance of district facilities.

### **Maintenance Services**

There are three main types of maintenance, each requiring a different response, a different level of planning, a different amount of effort, and a different type of staffing:

- Support Maintenance provides the day-to-day assistance to programs that may need minor repairs, installations, or modifications that are submitted through the work order system. This work is considered reactive or planned work that supports the activities and operations of the college.
- Planned Maintenance  
This type of maintenance requires preliminary planning and scheduling to determine the scope of work, the labor involved, the materials needed, the time involved, and the funding needed.
  - Preventative maintenance is the periodic inspection, lubrication, adjustment, replacement of consumable parts, and testing to ensure that the building or program equipment is operating properly and serviced on a regular basis. This maintenance

reduces equipment failures and reduces wear and tear through manufacturer recommended servicing intervals. This work is predictive work that we know needs to be done periodically to ensure that the equipment or building component is operational and will continue to operate effectively into the future.

- Scheduled maintenance is planned work that repairs or replaces obsolete, worn, broken, or inoperative building components or systems. This work is corrective work that strives to bring the building back to fully operational status or to refresh the building to original state.
- Unplanned Maintenance  
This type of maintenance causes an interruption in normal maintenance operations and requires a quick or immediate response.
  - Reactive maintenance are those calls that are more of a nuisance that something isn't working, is broke and needs to be fixed, or help is needed that causes the maintenance crews to react quickly to the request.
  - Emergency maintenance requires immediate action due to its impact to operations, property, or life safety. Such items as a utilities outage or interruption, a damaged water line, a downed power line, or a collapsed roadway would constitute an emergency response.

### **Quality of Maintenance Services**

In reviewing our current method of doing business, we provide 30% support maintenance, 20% planned maintenance, and 50% unplanned maintenance. This is poor utilization of our labor force in that 40% should be support maintenance, 50% planned maintenance, and 10% unplanned maintenance. The issue is that we have never been able to get ahead of the curve due to the age and condition of the campus over years of neglect, band aiding outdated equipment and components, and lack of adequate resources.

The Association of Physical Plant Administrators (APPA), which is an organization dedicated to the improvement of physical plant leadership in educational facilities, has developed standards by which schools and colleges can determine staffing levels, levels of maintenance, operational requirements, and training needs. The publication "Maintenance Staffing Guidelines for Educational Facilities" was utilized in our review of the maintenance department and is utilized throughout the industry to standardize and improve maintenance operations. In this publication, it identifies five Maintenance Levels by which organizations can evaluate their operations (see figure 7 on the next page).



## MAINTENANCE LEVEL MATRIX

Figure 7

Currently we evaluate our maintenance operations at between a Level 3 and Level 4. Our recommendation is that we need to be at a Level 2. The condition of older buildings, with obsolete or un-repairable equipment and components, impact heavily on the labor force required to keep these elements operational. As older buildings are removed or replaced, or equipment and components are replaced, the labor force can be shifted more to the preventative maintenance rather than the reactive or emergency maintenance. This shift impacts the other maintenance categories allowing more time for quicker response, improved maintenance, and better looking and operating facilities.

### **Staffing Requirements**

The current staffing for the Maintenance Department is made up of a maintenance supervisor and eight mostly skilled positions that are responsible for the necessary trades needed in a maintenance organization. The current positions are as follows:

- 1) Electrician
- 2) Heating, ventilation, air conditioning Mechanic
- 3) Heating, ventilation, air conditioning Controls Technician
- 4) Locksmith
- 5) Maintenance Carpenter
- 6) Painter
- 7) Plumber
- 8) Skilled Carpenter

These individuals perform the necessary functions required for maintenance, repairs, construction and renovations. They are responsible for maintaining the 481,052 square feet of buildings in Santa Maria and the 79,090 square feet of buildings at the Lompoc Valley Center. This amount of space in 35 buildings is a lot to take care of for an organization.

In our review of the staffing, we had to take into account work orders, preventative maintenance, renovations and construction projects that are normally done each year. A problem that we have with the work order system is that it does not capture all of the work that is being done, many times the maintenance crew responds to issues by users but it is resolved without a work order being generated. Also, any preventative maintenance, renovations, and construction projects should have a work order or work orders assigned to them. This is an issue that has to be resolved in order to accurately account for the work that is being done and have the ability to report on labor hours and costs.

In reviewing APPA's recommendations for staffing, it was identified that each of the five Maintenance Levels has the recommended number of staff for each type of facility and the square footage of that facility. If we were to select the Maintenance Level 3, APPA's recommendation would

be that we should have no fewer than seven maintenance staff members for the type and size of our campus. This breaks down to each staff member covering approximately 80,000 sq.ft. of facilities. If we look at the Maintenance Level 2, which we recommend that we should be striving for, the number of maintenance staff required is nine which equates to one staff member covering 62,000 sq.ft. This indicates that we are currently understaffed by one individual which correlates to the loss of an unfilled Maintenance Worker II position. As we look into the future, we have a number of new facilities coming on-line which will put additional demands on the maintenance staffing. In reviewing these new facilities, the Plant Services Director and the Maintenance Supervisor have determined the following staffing needs:

- The Childcare Addition brings an additional 3,100 square feet.  
 This additional space along with the vacant position puts us in Add 1  
 need of one additional staff member for adequate coverage. (Overall total 9 staff)  
 $560,142 \text{ sq.ft.} + 3,100 \text{ sq.ft.} = 563,242 \text{ sq.ft.} \div 62,000 = 9.08 \text{ staff needed}$   
 The position added would be a Maintenance Repair Worker II – Cost: \$53,702.
- The One Stop Student Services Center brings an additional  
 31,886 square feet. This necessitates an additional staff member Add 1  
 to handle the additional work load. (Overall total 10 staff)  
 $563,242 \text{ sq.ft.} + 31,886 \text{ sq.ft.} = 595,128 \text{ sq.ft.} \div 62,000 = 9.59 \text{ staff needed}$   
 The position added would be a Maintenance Repair Worker III - Cost: \$56,338.
- The Public Safety Complex adds 104,540 sq.ft. to the total  
 which will require one staff member at LVC. Add 1  
 $595,128 \text{ sq.ft.} + 104,540 \text{ sq.ft.} = 699,668 \div 62,000 \text{ sq.ft.} = 11.28 \text{ staff}$  (Overall total 11 staff)  
 The position added would be a Maintenance Lead Worker – Cost: \$72,635.
- The Industrial Technology buildings add 33,162 sq.ft. to the  
 total square feet of the campus. Add 1  
 $699,668 \text{ sq.ft.} + 33,162 \text{ sq.ft.} = 732,830 \text{ sq.ft.} \div 62,000 = 11.8 \text{ staff}$  (Overall total 12 staff)  
 The position added would be a Maintenance Repair Worker II – Cost: \$53,702.
- The addition of the Fine Arts and Theatre Arts will not  
 be added at this time due to the length of time before  
 these projects are completed.

Providing the necessary staffing to maintain the multiple campuses and to ensure that the buildings and equipment are kept in good condition is a key to ensuring that the district’s assets will retain their value and provide the necessary facilities for educational and business requirements. It is recommended that the staffing plan above be implemented in conjunction with the current needs and the future needs when new buildings come on-line. The majority of the positions recommended are limited skill positions, Maintenance Repair Workers II and III, that can not only do the minor projects but also can assist the skilled positions. Currently, other skilled positions are helping skilled positions

which reduces our capabilities to handle multiple projects. The Maintenance Lead Worker at the Lompoc Valley Center will be the handyman that has the multiple skills to tackle about any job and will be able to oversee the other Plant Services departments at the center.

### **Work Shifts**

There are currently two work shifts, 6:00 a.m. to 2:30 p.m. and 7:00 a.m. to 3:30 p.m., which are working well as there is coverage throughout the day to assist in any emergencies that arise. The early shift allows for work to be done before classes and offices begin their day. We recommend that the work shifts continue as designated without any changes at this time.

### **Maintenance Budget**

The supplies and materials budget has been stretched to its max and we have had to transfer funds and request augmentations each year. Maintenance has been purchasing more items in bulk such as lighting lamps and bulbs, lighting ballasts, hvac filters, hvac belts, batteries, etc. in order to minimize costs. As older items such as lighting fixtures, plumbing fixtures, clocks, door hardware, etc. have been going bad, we are replacing them with new green or sustainable products that reduce operating and repair costs. With the number of older buildings we have on campus, this is a costly issue. Also, as requests come in to update areas, we strive to provide the most technological, low maintenance, and operational cost-saving devices and components.

Other expenses such as maintenance agreements, licenses and permits, repairs (labor-diagnostics), equipment rentals, construction labor and materials, equipment, and equipment parts have also been rising in costs. The maintenance agreements are for items such as elevator service, pest control, water treatment, and pool chemical deliveries that are all specialized monthly costs that continue to be driven by industry costs. Repairs are specialized vendors that are utilized to make repairs on equipment and components that our skilled trades do not have the expertise in. The construction labor and materials are for renovations and construction projects that are done both by in-house skilled trades or by outside specialized trades such as carpeting, ceramic tile, larger concrete projects, and specialized ceilings. The equipment and equipment parts are capital costs for new or replaced equipment such as air handlers, motors, compressors, etc.

Our recommendation is that the maintenance budget be increased each year to stay in tune with the inflation rate and be increased as new buildings come on-line. Currently, the budget is \$218,455 for Santa Maria and Lompoc Valley Center combined. This breaks down to approximately 39 cents per square foot. As new buildings come on-line, it is recommended that the 39 cents per-square-foot cost be utilized to identify the initial budget for maintenance of each new building which reflects below:

- Childcare – 3,100 sq.ft. added = \$1,209 budget increase for 4520 – 6413 accts

- One-Stop – 31,886 sq.ft. x .39 = \$12,435 increase
- Public Safety – 104,540 sq.ft. x .39 = \$40,770 increase
- Industrial Tech – 33,162 sq.ft. x .39 = \$12,933 increase

The maintenance budget needs to reflect the total cost of ownership, otherwise buildings and components will continue to fail and cost more in the long run due to repair costs, replacement costs, labor costs, and utilities costs. We recommend the maintenance budget be increased yearly as part of the costs of doing business and in keeping the district's facilities in good condition.

### **Work Order System**

The existing work order system is utilized by the district's departments and programs to request repairs, maintenance, installations, etc. by the Maintenance Department. The system is utilized by the Maintenance Supervisor to assign work to the trades and for the staff to review their work orders, plan out their work, complete the work, and then sign off the work order as completed. The system works well and is very beneficial. However, at times our customers call in regarding a problem rather than completing a work order or sometimes they talk directly to the maintenance person to have something done which causes the loss of a work order and the loss of time from being scheduled properly. This situation needs to be addressed both with the maintenance staff and our customers.

The Maintenance Supervisor assigns the work orders to the appropriate trade and prioritizes the work order in six main categories: 1 Severe Safety Issue, 2 Critical/Immediate, 3 Severe, 4 Serious, 5 Important, 6 Time Sensitive. We have recently revised the priorities due to the vagueness of the categories and have changed to: 1 Severe Safety Issue, 2 Critical/Immediate, 3 Time Sensitive, 4 Normal Processing. This change will help to eliminate any confusion on the part of the staff of which work order to do first.

There has been a problem with delays in completing work orders in a timely manner and some work orders have been in the system for more than a year. This condition is unacceptable. It is recommended that the Maintenance Supervisor meet with each staff member once a month to go over their list of assigned work orders, determine what needs to be done to complete the oldest work orders, and develop a timeline to get caught up. This method will keep work orders more current, it will help to resolve issues with certain work orders, it will enhance the communications between the supervisor and staff, and it will keep the supervisor and the employees informed on the work load.

Additional staffing will help tremendously to assign lower skilled work orders to maintenance repair workers to ease the work load of the skilled tradespeople and to expedite the completion of work orders.

## **Equipment and Transportation**

An effective and efficient maintenance department needs the necessary tools and equipment to carry out their work. Without the necessary tools and equipment, labor costs skyrocket, time is wasted with work taking twice as long to get done, less projects are completed, work may not be done accurately or completely, and worker morale suffers due to frustration. As skilled tradesmen, these individuals in the Maintenance Department must have the right tools and equipment to do the right job in the specialized craft they have been trained to do. They are most effective when the tools and equipment they are using match the work they are doing. Over the past five years, Plant Services management has been striving to provide the necessary tools and equipment. However, as these items age, they too need to be replaced due to wear and tear. We need to continue to stay on top of this and replace tools and equipment that are worn out or obsolete. As the need arises, new improved tools and equipment need to be purchased to assure the highest efficiency possible of our staff. Safety is also a major concern in this area and we need to keep in mind that the work that the staff performs always needs to be safe and that the right tools and equipment help to keep our staff safe.

With the maintenance staff having to maintain the various campuses, it is necessary that they have utility trucks and vans that can carry their tools and materials to the various sites. These vehicles must be in excellent condition in order to carry the weight and to travel the distances to other sites such as the main Santa Maria campus, south Santa Maria campus, Columbia Business Center, Lompoc Valley Center, Vandenberg AFB, and Solvang. It is recommended that newer late model vehicles always be used and replaced as needed per the replacement guidelines.

## **Training**

It is important that the skilled trades continue to update their skills and knowledge through training provided by our suppliers and other entities to keep current with new technology, equipment, and components. As new buildings continue to come on-line, training is provided on the new building equipment and components by the contractors or equipment suppliers. This training along with other trainings that are offered by suppliers provides great opportunities for the maintenance staff to gain the knowledge needed to properly care for the district's facilities. We recommend that we continue to seek training for the staff whenever and wherever it is readily available.

## **Facilities, Shops, and Storage**

With the Public Safety organization moving to Lompoc Valley Center, it is recommended that the Maintenance department along with other Plant Services departments move into building Q to establish better offices, maintenance shops, and storage for materials. The area vacated in building P will then be utilized by shipping/receiving, mail services, and custodial services allowing for the vacating of the area in CBC to reduce the costs of leased space. These moves will greatly benefit the

Plant Services organization by helping to effectively reorganize our operations, provide needed space, and increase our overall efficiency.

### **Summary**

A program review survey was sent out in March, 2013, to get feedback on the quality and quantity of work that the Plant Services organization was performing. The survey results and associated comments regarding the maintenance department indicated that improvements in the promptness of service are needed. The overall ratings for both promptness of service and quality of service was rated at a (4) with (1) being poor and (5) being excellent. Many of the comments from the survey were directed at the length of time to complete work orders as being too long or not being completed at all. Many comments identified the economy, shortage of staff, and the new construction projects as being possible issues for the delays. Overall, there were many good comments about the hard work and job well done by the maintenance staff which shows good support for the organization. The survey along with this program review indicates a need for improvement by the Maintenance Department. Also, this efficiency study identifies areas for improvement, clarifies the needs of the department, and provides a path forward for more efficient and effective operations.

## **PLANT SERVICES**

# **Custodial Efficiency Study**

### **March 2013**

#### **Background**

The Director of Plant Services and Custodial Supervisors have been reviewing the overall operations of the day and evening custodial crews as part of their Program Review to determine what efficiencies could be gained, how can the custodians be more effective, what are their needs, what staffing is necessary, and what level of cleanliness is required.

The custodial department has been greatly affected by the cutbacks in staffing and inability to rehire the two vacant positions (Delores Alvernaz and Michael Davison). Department morale is at its lowest level in recent years and our staff's willingness to work additional hours of overtime on weekends is coming to an end. We have been receiving numerous complaints lately about cleanliness and have seen more inconsistencies in performance. We feel that the level of cleanliness has deteriorated to a Level 4 and needs to be improved to a Level 2 or 3. In an effort to revitalize our custodial staff, maximize efficiency, and improve cleaning quality, management is looking at various means to kick-start a revival to improve the overall custodial operations.

This review was intended to determine efficiencies that could be incorporated easily, float new ideas and new ways of doing business, improve staffing coverage, make current staffing more effective, and identify the necessary tools and equipment needed to help our custodians do their jobs better. The majority of the recommendations that were identified could not be funded immediately but would need to be done over a three-year period. Custodial staffing would need to be increased and adjusted as new buildings came on-line. This overall proposal will be included in our program review.

#### **Recommendations**

- Staffing – Increase staffing to meet coverage requirements and Total Cost of Ownership for new buildings coming on-line. Request one custodian to meet current need.
- Work Shift Changes – Change the existing work shift hours and add mid-shift section to improve access.
- Area Assignments – Keep assigned custodial areas to 30,500 sq.ft. or less to ensure Level 3 cleaning standards are achievable.
- Staff Rotation – Change custodial area assignments every one to two years for increased effectiveness and change of scenery.
- Equipment – Invest in effective and efficient equipment to meet the needs of the custodians to improve their capabilities.
- Transportation – Invest in electric vehicles to improve movement of supplies and equipment as well as cut fuel and vehicle costs.
- Storage – Provide on-site storage of supplies, equipment, and event furnishings to reduce travel time and labor costs.



- Training – Increase and improve training on techniques, ergonomics, and specialized area cleaning.

The costs associated with the above recommendations provide a high rate of return on these investments in yielding:

- Improved cleaning coverage that will help to maintain our buildings at the Level 3 standard of cleanliness;
- Easier access to work areas for our custodians;
- Custodians with broader backgrounds in cleaning various types of buildings;
- Tools they need to do their jobs effectively and efficiently;
- Increased mobility and efficiency of our custodians;
- Reduced labor and travel times with storage close by; and
- Increased knowledge and skill levels for our custodians.

**Fiscal Impacts:**

❖ Staffing -----	Add one custodian now -----	\$48,798
	Add staffing as new buildings come on-line	
❖ Work Shift Changes -----	Total first year differential pay (recurring) -----	\$ 3,867
❖ Area Assignments -----	Cost impact included in staffing -----	\$ -0-
❖ Staff Rotation -----	No costs -----	\$ -0-
❖ Equipment -----	New equipment – not replacement-----	\$42,000
❖ Transportation -----	Three-year plan to replace existing-----	\$55,000
❖ Storage -----	Containers and concrete pads-----	\$12,500
❖ Training -----	Vendors to provide free-----	\$ -0-

It is suggested that the recommendations be implemented at the beginning of the next fiscal year, July 1<sup>st</sup>, 2013. This would allow time for final planning, arrangements, negotiations, and budgeting.

**Staffing**

In reviewing the current staffing and looking to the future when the new buildings will start being turned over for occupation, we identified staff requirements that are and will be needed to effectively clean these facilities. We utilized industry standards from APPA to help us to justify what level of cleanliness we need to maintain and to quantify what coverage is effective. With this information, we developed our staffing requirements which identified a current need for another custodian immediately (We currently have two vacant positions, Delores Alvernaz and Michael Davison). This information also helped us to identify the staffing requirements for the new buildings as part of the Total Cost of Ownership model that is being adopted for these new facilities (see “Custodial Staffing Requirements” document). It is imperative that staffing needs be met to ensure effective cleaning of facilities, reduce stress on staff, and provide a positive environment for students, staff, and visitors.

**Work Shift Issue**

The current work shifts of the day and evening custodial crews at the Santa Maria campus were reviewed to determine most effective cleaning times. The day custodians currently report to work at 6:00 a.m. and leave at 2:00 p.m. which provides them approximately three hours (6:00 a.m. to 9:00 a.m.) of cleaning time in their assigned areas and the remainder of the time for setups, teardowns, moves, and spot cleaning. We currently have (7) day custodians, (5) in Santa Maria (1) at LVC, and (1) Supervisor.

The evening custodians currently report to work at 3:30 p.m. and leave at 11:30 p.m. which provides them with windows of cleaning time after office staff leave and as classes leave up to 10:30 p.m. The evening custodians clean areas that are not occupied, some of the restrooms, some closed service areas, and some common areas as they become available during the evening. We currently have (11) evening custodians, (9) in Santa Maria, (1) at LVC, and (1) Supervisor.

In reviewing these hours, management feels that if hours could be changed along with adding a mid-shift, cleaning effectiveness would improve due to uninterrupted cleaning, more time for concentrated cleaning, less stress on the custodians to schedule their work in available areas, and less people around to interfere with cleaning. The proposed changes in custodial shifts would be as follows:

- Day custodians = start at 5:00 a.m. and leave at 1:00 p.m. \*12:30 p.m. Fridays
- Add Mid-shift custodians = start at 1:00 p.m. and leave at 9:00 p.m. \*8:30 p.m. Fridays
- Evening custodians = start at 9:00 p.m. and leave at 5:00 a.m. \*4:30 a.m. Fridays

These shift changes would not affect the LVC custodians at this time but would be reviewed when the new Public Safety complex is added. It is recommended that (4) custodians be assigned day-shift with a Supervisor, (2) custodians be assigned the mid-shift with one being a lead, and (9) custodians be assigned to the evening-shift with a Supervisor.

These changes would allow the day custodians to start an hour earlier, which would provide them with an additional hour of cleaning without interruption. The mid-shift custodians would do spot cleaning, cleanups, minor setups and teardowns, restocking, window cleaning, and assigned areas/buildings. The evening custodians would shift the majority of their cleaning to hours when buildings were vacant which would allow for the most effective cleaning operations by maximizing labor efficiency with less interruptions, increasing effectiveness of cleaning due to greater focus on cleaning, eliminating scheduling in unoccupied areas, and reducing the amount of event setups and teardowns. These overall changes in scheduling our custodial crews would provide maximum labor and cleaning effectiveness. It is proposed to begin these changes effective July 1, 2013.

Approximate total cost to implement: \$3,867 in shift differential pay the first year for custodians

### **Area Assignments**

A review of the effectiveness of custodians assigned specific buildings and areas was done to determine what factors should be considered. Type of area or buildings is a key factor in determining how much area (square feet) should be assigned to each custodian. We typically try to average the assigned area for each custodian to around 30,000 square feet.

The level of cleanliness is another key factor in determining assignable square footage and how clean those areas need to be. There are five levels of cleanliness:

- Level 1 – Orderly spotlessness
- Level 2 – Ordinary tidiness
- Level 3 – Casual inattention
- Level 4 – Moderate dinginess
- Level 5 – Unkempt neglect

We currently rate our cleaning effectiveness at a Level 4. We really need to be at a Level 3 or higher, which is manageable if the size of the assigned area is appropriate for each custodian.

In our review of the assigned areas, we feel that 30,000 square feet is realistic for our custodians to do in the 7 ½ hours of work time available. If we can maintain the staffing ratios, utilize substitutes when individuals are on leave, and keep the size of assigned areas constant, then Level 3 cleanliness expectations should be met. As new buildings come on line, the assignable square footage should be reviewed and adjusted to bring it more in-line with the above recommendation.

### **Frequency of Cleaning**

The ideal frequency of cleaning is that all areas are vacuumed, the floors are swept, the restrooms are cleaned and sanitized, and the trash is emptied on a daily basis. If staffing levels are not maintained at the needed level of cleaning, then the frequency will need to be adjusted in order to handle the workload. An example of this could be that vacuuming might be reduced to twice a week, floors would be swept every other day, restrooms would still need to be cleaned daily, and trash might be emptied every other day. This concept creates potential health issues, impacts the wear and tear on surfaces, reduces the esthetic value of the building, and creates a bad image of the college. If at all possible, the frequency of cleaning needs to be maintained along with the staffing.

### **Staff Rotation**

In assigning areas in the past, custodians were assigned an area and kept that area until such time as issues arose that required them to be moved elsewhere. This method is neither beneficial to the district or to the individual custodian in that the custodian may become complacent and their assigned areas suffer. It is recommended that custodians be rotated to new areas every one to two years in order for the custodian to learn new types of areas, increase their cleaning skills and techniques, provide a fresh change of scenery, and improve their understanding and appreciation of their peers. This rotational technique is used throughout the industry to increase their employees' skills, improve cleanliness of areas through new eyes, increase effectiveness through peer pressure, and improve morale through new ventures.

Approximate cost to implement: Implement Total Cost of Ownership model

### **Event Setups and Teardowns**

The setup and teardown for events and meetings creates a major labor shift from cleaning to support services each day. Many hours of custodial cleaning are lost each day to this effort. It is recommended that some of these events be reduced due to their nature. It is recommended that rooms that have tables and chairs already set up just be moved by the organizers of the event into the configuration they need. It is recommended that larger rooms or areas that tend to be used for many events, be equipped with nesting tables on wheels and stackable chairs that can be moved easily and configured to whatever the organizers would like on their own. It is also recommended that more classrooms and office areas be used to hold small events for staff or students. The final recommendation would be to limit outside use of college facilities for unrelated events.

### **Student Workers**

The past few years has seen a major decline in the availability of student workers. Student workers provide a much needed assistant to the custodians to do minor cleaning duties while the custodian does deeper cleaning duties. This has been very helpful to the custodial staff. Each year we have seen fewer and fewer student workers due to a decline in funding and the willingness of students to do custodial work. It is recommended that more funding be set aside for district work study students, students receiving funding for college be required to do at least one semester of work study, and that more work study students be assigned to custodial services.

Approximate cost to implement: Set aside \$20,000 per year for district work study for custodial

### **Team Cleaning**

The concept of team cleaning is being used throughout the industry to establish teams of custodians that are assigned specific duties for an established period of time. This team is usually made up of four to five custodians, one is assigned floors, one is assigned restrooms, one is assigned walls and windows, one is assigned dusting and wiping surfaces, and the other is assigned lighting and trash. This team goes from room to room, building to building, and area to area to do a thorough cleaning. It is recommended that we look at this concept and determine if this will work better than assigning areas to each custodian.

### **Equipment**

Effective and efficient equipment is a necessity in getting the job done the right way and in a timely manner. In reviewing our current operations, it has been noted that the equipment that is currently utilized by the custodial staff is marginal for the work they are expected to do. The equipment is outdated, pieced together in order to work, and totally ineffective in reducing labor and time. Much of the equipment is shared so that employees must schedule their use and wait for others to finish. This issue must be resolved immediately to add more equipment to reduce sharing, add new higher technological equipment that does a faster and better job of cleaning, and introduce more ergonomically designed equipment that can increase worker efficiency and effectiveness. This investment adds up to improved cleanliness of areas, better maintained buildings, increased productivity of workers, and improved morale of the custodian who has the right tool to do the right job.

Approximate cost to implement: \$42,000 for vacuums, scrubbers, burnishers, carpet extractors, restroom cleaning systems, window washer units, high pressure washers, and other smaller equipment accessories.

### **Transportation**

Currently the custodians have one full-size pickup truck and five small pickup trucks to haul supplies, trash, cleaning equipment, tables, and chairs to and from Columbia Business Center and around campus. This is not enough vehicles for all the custodians to effectively haul their equipment and supplies so these vehicles are shared. It would be much more efficient if each custodian had their own vehicle and would share that vehicle only with other custodial shifts. It would also help if storage of supplies, cleaning equipment, and event furniture could be stored on the main campus.

It is recommended that as vehicles begin to fail, that they be replaced with electric vehicles with hauling beds and used to coincide with our sustainability plans. Additional electric vehicles would be purchased so that each custodian would have a vehicle assigned to them. At least a full-size pickup truck and one of the small pickup trucks would be maintained for use in obtaining and delivering items off campus. It is recommended that the electric vehicles should be charged in the yard area vacated by the automotive programs in the old O building.

Approximate cost to implement: Savings in gasoline = \$12,000 per year  
Savings in labor time = \$45,000 per year  
Costs for electric vehicles = \$5,500 each x 10 = \$55,000

## **Storage**

Supplies, cleaning equipment, and event furnishings are stored at the Columbia Business Center which requires vehicles to haul the items back and forth to the main campus crossing Stowell Avenue which is a high-traffic city artery. This travel back and forth wastes valuable labor, time, and resources. There has never been an emphasis on storage of these items on the main campus and space has always been a premium for other departments.

It is recommended that as space becomes available on the main campus through the construction of the Industrial Technology building, that an area be set aside in the existing building O for the custodial department to store their supplies. It is also recommended that (2) 8' x 20' storage containers be strategically located in different locations on the main campus close to where main events are held so as to store event furnishings such as tables, chairs, stanchions, trash containers, pop-up tents, banners, etc. so that they will be readily available. This will save a tremendous amount of time including hauling, travel, and setup time. A variety of furniture moving dollies will be used to move items in and out rather than using vehicles which will decrease wear and tear on vehicles and staff. The storage containers will be placed so as to blend in with the surroundings but still provide easy access.

Approximate cost to implement: Building O space = No cost to implement – just occupy  
Storage containers = \$3,500 x 2 = \$7,500  
Concrete pad/ramp = \$2,500 x 2 = \$5,000

## **Training**

The effectiveness of the custodial staff is also dependent upon the training that is provided. In the past, we have provided training on chemical use, cleaning agents, and use of certain equipment. We have not provided enough training on proper cleaning techniques, ergonomics, cleaning efficiencies, and specialized training in certain environments. We need to do a better job of training staff to improve their efficiency and effectiveness.

Approximate cost to implement: We will be contacting our suppliers to provide training in these areas at no cost or at school rates.

## **Summary**

Staffing is the key component of maintaining buildings, and without the appropriate number of staff to do the job, the level of cleanliness suffers. We need to staff accordingly and improve our level of cleanliness from the current Level 4 state of dinginess to a Level 3 or higher state of cleanliness to showcase our facilities.

Efficiencies and effectiveness can be realized through effective operations in which custodians clean at opportune times and are provided with the equipment to do their jobs quicker and easier. Readily accessible and convenient storage of supplies and equipment provide easy time-saving measures.

Custodians need a positive environment to work and with rotating them to different areas, they have new opportunities, new surroundings, and new things to learn. This also provides the first step in training the custodians to clean new types of facilities and learn new types of cleaning methods which provides the district with highly qualified staff.

If Plant Services can implement these efficiencies, the custodians will hopefully enjoy, take pride in, and be successful in their work. The end result is that the campus buildings will be maintained in a very clean and safe condition. The benefactors are our students, staff, and visitors that enjoy our campus and will have the best learning and working environment possible.



## **PLANT SERVICES**

# **Custodial Staffing Recommendations**

### **February 2013**

#### **Background**

The Director of Plant Services and the Custodial Supervisors have been reviewing the overall operations of the custodial crews as part of their Program Review. In their review, staffing was the key factor in maintaining clean and safe buildings. The custodial staff provides the working manpower to accomplish the cleaning, sanitizing, and polishing of building surfaces and fixtures. The custodians also provide the manpower for event setups/teardowns, furniture and equipment moving, and other miscellaneous material handling. The college depends heavily on the custodians and their ability to keep areas looking good, providing support for college events, and doing whatever is needed to maintain the college's facilities.

The recommendations in this document are intended to identify the staffing needs of the Custodial Department and to justify the coverage and cleanliness levels that the college should maintain in order to preserve and protect its facilities and buildings. The physical environment and cleanliness of the buildings need to instill a positive image of the college on its students, staff, and visitors. The staffing recommendations coincide with the level of cleanliness, the maximum coverage area assigned each custodian, and the total cost of ownership model being implemented for the new facilities coming on-line.

#### **Recommendations**

- To maintain all buildings cleanliness level to at least a level 3 or above.
- To establish a maximum assignable square footage of 30,500 or less to each custodian.
- There is an immediate need to fill the Lead Custodian position for the evening shift due to the fact that we are currently down two positions and need at least one to provide the necessary area coverage for the existing buildings and the additional space of the new childcare addition.
- To add an additional custodian at the time the One-Stop Student Services Center project is completed. (September 2013)
- To add two additional custodians at the Lompoc Valley Center, one during the day and one in the evening, to handle the additional workload at the Public Safety Complex. (October 2013)
- To add one additional custodian when the Industrial Technology Project is completed to handle the increased square footage. (January 2014)
- To add one additional custodian when the Fine Arts Center is completed. (2016)
- To add one additional custodian when the Theatre Arts project is completed. (2017)

### **Fiscal Impact**

The Total Cost of Ownership model provides a snapshot of what to expect when facilities come on-line and the true costs associated to operate and care-for those facilities are identified. There are costs for such items as utilities, services, expendable supplies, repairs, and other expenses that must be accounted for. Staffing is a major part of these costs in that these facilities do not clean themselves or maintain themselves so as we add more square footage, it is necessary to add staffing to meet this demand for services.

- Add one custodial lead - current need/Childcare Addition (July 2013) \$ 54,177
- Add one custodian - One-Stop Student Services Center (Sept. 2013) \$ 48,798
- Add two custodians – Public Safety Complex (Oct. 2013) \$100,036
- Add one custodian – Industrial Technology Project (January 2014) \$ 48,798
- Add one custodian – Fine Arts Center (2016) \$ 48,798
- Add one custodian – Theatre Arts (2017) \$ 48,798

### **Cleanliness & Appearance Levels**

The Association of Physical Plant Administrators (APPA), which is an organization dedicated to improvement of physical plant leadership in education facilities, has developed standards by which schools and colleges can determine staffing levels, cleanliness levels, and training needs. The following information was taken from their “Custodial Staffing Guidelines” which is an industry standard that can be applied to our staffing needs at Allan Hancock College.

There are five levels of cleanliness and appearance that the industry has set as standards for facilities managers to utilize to evaluate their custodial operations. They are as follows:

Level 1 – Orderly and spotless – highest level of cleanliness – appearance is bright and clean, all aspects of cleaning done to perfection – smells fresh and clean.

Level 2 – Ordinary tidiness – the overall appearance is clean, most aspects of cleaning has been done appropriately – no visual appearance of dust or dirt – smells fresh and clean.

Level 3 – Casual inattention – areas are clean but may have stains or build-up in corners – carpets may be matted or have dull spots from buildup – vertical and horizontal surfaces may have dust, dirt, marks, or smudges – areas smell clean

Level 4 – Moderate dinginess – floors are clean but dull, dingy, and stained – carpets are matted and have walking paths of dirt – all vertical and horizontal surfaces are dusty, dirty, marked up, and smudged with fingerprints – light fixtures are dirty and lights out – trash cans are dirty and smelly

Level 5 – Unkempt neglect – floors are dirty, dingy, dull, scuffed, and matted – conspicuous buildup of dirt and floor finishes – gum, stains, dirt, dust balls, and trash can be found throughout – all vertical and horizontal surfaces have buildup of dust, dirt, smudges, and stains throughout – light fixtures dirty with many lamps burned out – trash not picked up daily and areas smell bad – restrooms not cleaned completely

With each one of these levels of cleanliness and appearance, comes the need for adequate custodial staffing to maintain these levels. In the standards, each type of room or area has an amount of square footage coverage a custodian can be assigned to maintain these levels. As an average, the following depicts the maximum amount of square footage that each custodian should be assigned to clean in order to maintain each level of cleanliness:

- Level 1 – 9,050 sq.ft. per custodian – maximum cleaning coverage
- Level 2 – 19,025 sq.ft.
- Level 3 – 30,500 sq.ft.
- Level 4 – 56,500 sq.ft.
- Level 5 – 100,000 sq.ft.

As can be noted above, the less square footage assigned to a custodian, the level of cleanliness increases, which improves the overall appearance of the facility and increases the ability of the custodial staff to do a more thorough job of cleaning.

### **Plant Services Level of Attention**

We are trying to maintain a Level 3 cleanliness and appearance standard which provides for a clean and safe environment. Anything lower would jeopardize the professional atmosphere of the college, degrade the learning and working environment, and affect the health of our students and staff. When we review our current staffing levels, we need to analyze what our current space inventory of square footage is, divided by the number of custodians we have currently, which will provide us with the average cleaning coverage for each custodian. This is shown below:

Currently at the Santa Maria Campus, the amount of square footage is:

- $481,052 \text{ sq.ft. in } 30 \text{ buildings} \div 15 \text{ current custodians} = 32,070 \text{ sq.ft. of coverage per custodian}$ 
  - This amount of coverage is too much for our custodians, as it is evident that areas are suffering due to the heavy workload. We are currently two custodians short due to not filling open positions. We need to keep as close to the Level 3 standards of 30,500 sq.ft. maximum per custodian as possible.
  - Our custodians also setup and tear down for events, move furnishings, handle surplus, relocate file boxes, and help with mail and package deliveries which takes valuable time away from their cleaning duties.



Currently at the Lompoc Valley Center, the amount of square footage is:

- 79,090 sq.ft. in four buildings ÷ 2 current custodians = 39,545 sq.ft. of coverage per custodian
  - This coverage includes a utility building (3,737 sq.ft.) which is not cleaned daily but is cleaned on a monthly basis, this helps to reduce the coverage to 37,676 sq.ft. each. This is still too much area for these two custodians to handle effectively.
  - The custodians also perform setups/teardowns for campus events at LVC

In reviewing future custodial staffing needs, we need to take into account the Total Cost of Ownership model that identifies that as new buildings are brought on, there needs to be budgetary increases to items such as staffing, supplies, services, and other essentials that must be included for the day-to-day operations of those buildings. It is a must that in order to keep new buildings looking new, there must be a commitment that funding be set aside for the on-going expenses for the maintenance, cleaning, and groundskeeping for the building and surrounding landscaped areas. In reviewing the upcoming new buildings, Plant Services has reviewed the increases in square footage over and above the buildings that are being removed, and has identified the staffing needs to cover the Level 3 cleanliness standards for each of these new facilities as follows:

- **Existing Coverage and New Childcare Addition** - July 2013 – ADD 1
  - The existing coverage is  $481,052 \div 15 = 32,070$  sq.ft. per custodian is way too much to maintain a Level 3. An additional lead custodian is needed to bring the sq.ft. coverage down to the standard needed for Level 3 which would equal:  
 $481,052 \text{ sq.ft.} \div 15 + 1 \text{ custodians} = 30,065 \text{ sq.ft. of coverage per custodian}$
  - Also, we have added the **new childcare building** and demolished building Z which overall has increased our space inventory by 3,100 sq.ft.  
 $481,052 \text{ sq.ft.} + 3,100 \text{ sq.ft. childcare increase} = 484,152 \text{ sq.ft. Total space inventory}$   
 $484,152 \text{ sq.ft.} \div \text{proposed 16 custodians} = 30,259 \text{ sq.ft. of coverage per custodian}$
  - The lead custodian position is critical to fill in when the supervisor is on leave.
  - The additional custodian described above is not only needed to correct the current workload coverage but is also needed due to the added space in the new childcare addition. This position, custodial lead for evenings, needs to be hired as soon as possible as the childcare has already opened and the custodians are not able to keep up with the current work load.
- **One-stop Student Services Center** – September of 2013 – ADD 1
  - This facility will add an additional 31,886 square feet to the space inventory even after buildings A,B,T,U,V,X, K Annex, and N Annex are demolished
  - $31,886 + 484,152 = 516,038$  sq.ft. Total inventory.
  - $516,038 \text{ sq.ft.} \div 16 \text{ custodians} = 32,252 \text{ sq.ft. per custodian}$
  - It is recommended that an additional custodian is needed to bring the coverage down to:  $516,038 \text{ sq.ft.} \div 16 + 1 \text{ custodians} = 30,355 \text{ sq.ft. coverage per custodian}$  to meet the Level 3 standard

- **Public Safety Complex at LVC – October 2013 – ADD 2**
  - This facility will add 36,678 sq.ft. of space to the Lompoc Valley Center
  - $36,678 \text{ sq.ft.} + 79,090 \text{ sq.ft. of current space} = 115,768 \text{ sq.ft.}$
  - $115,768 \text{ sq.ft.} \div 2 \text{ current custodians} = 57,884 \text{ sq.ft. per custodian}$  which is not realistic nor effective for maintaining the facilities
  - It is recommend that two additional custodians (one day and one evening) will be needed to handle the increased workload
    - $115,768 \text{ sq.ft.} \div 2 + 2 \text{ custodians} = 28,942 \text{ sq.ft. per custodian}$  to maintain the Level 3 cleanliness standard. We also see this facility heavily used in the evenings and on weekends which may pose a challenge to maintain.
  
- **Industrial Technology – January 2014 – ADD 1**
  - This facility will add 26,339 sq.ft. of space to the inventory
  - $516,038 \text{ sq.ft.} + 26,339 \text{ sq.ft.} = 542,377 \text{ sq.ft. Total inventory}$
  - $542,377 \text{ sq.ft.} \div 17 \text{ custodians} = 31,904 \text{ sq.ft. per custodian}$
  - It is recommended that an additional custodian will be needed to bring the coverage down to:  $542,377 \text{ sq.ft.} \div 17 + 1 \text{ custodians} = 30,132 \text{ sq.ft. coverage per custodian}$  to meet the Level 3 standard
  
- **Fine Arts Center – 2016 – ADD 1**
  - This facility will add an additional 32,620 sq.ft. to the space inventory
  - $542,377 \text{ sq.ft.} + 32,620 = 574,997 \text{ sq.ft. Total inventory}$
  - $574,997 \text{ sq.ft.} \div 18 \text{ custodians} = 31,944 \text{ sq.ft. coverage per custodian}$
  - It is recommended that an additional custodian will be needed to bring the coverage down to:  $574,997 \text{ sq.ft.} \div 18 + 1 \text{ custodians} = 30,263 \text{ sq.ft. coverage per custodian}$  to meet the Level 3 standard
  
- **Theatre Arts – 2017 – ADD 1**
  - This facility will add an additional 14,112 sq.ft. to the space inventory
  - $574,997 \text{ sq.ft.} + 14,112 \text{ sq.ft.} = 589,109 \text{ sq.ft. Total inventory}$
  - $589,109 \text{ sq.ft.} \div 19 \text{ custodians} = 31,005 \text{ sq.ft. coverage per custodian}$
  - It is recommended that an additional custodian will be needed to bring the coverage down to:  $589,109 \text{ sq.ft.} \div 19 + 1 \text{ custodians} = 29,455 \text{ sq.ft. coverage per custodian}$  to meet the Level 3 standard

### **Custodial Efficiencies**

Included in our Program Review, we are looking at ways to make our custodial operations more efficient and effective. We believe that making changes to their work shifts, rotating staff, improving equipment and on-site storage will benefit the staff and make them more effective in their cleaning

methods, and increase their efficiency to get things done quicker. Staffing and area assignments are a major concern that relates directly on whether these other efficiencies can and will be effective. Assignments of huge areas create undue hardships that cannot be overcome mainly due to limited time and physical endurance. In our staffing recommendations, we cannot count on our proposed efficiencies to reduce staff nor can we project cost savings. We believe that our efforts to increase our efficiencies and provide adequate staffing will benefit our facilities and improve the overall appearance of our buildings.

### **Summary**

Custodial staffing is very important to the district. Proper cleanliness and maintenance of its facilities ensures an image that is inviting, clean, healthy, and stimulating to visitors, students, and staff. The learning and working environment must be positive in every way to ensure that our goal of being one of the best community colleges are met or exceeded. Ensuring that proper staffing is maintained is critical to the success of the custodial staff and to the overall image of the college facilities. It is also critical that budget increases for supplies, equipment, and other services be included to assist with providing the necessary items to make the custodial staff effective and efficient.



## **PLANT SERVICES**

# **Grounds Efficiency Study**

### **April 2013**

#### **Background**

The Grounds department, within the Plant Services division, is the organization that is responsible for the overall groundskeeping for the Santa Maria main campus, South Santa Maria campus; Columbus Business Center leased property, and Lompoc Valley Center. The organization is staffed by a Landscape Supervisor, Lead Groundskeeper at the Santa Maria campus, Lead Groundskeeper at the Lompoc Valley Center, and five groundskeepers at the Santa Maria campus. These individuals perform all the necessary care and maintenance of the grounds including mowing lawns, fertilizing lawns and shrub areas, edging and trimming borders, installing new plant materials, pruning shrubs and trees, chipping branches and mulching planter areas, pulling weeds and volunteer plants, aerating lawns, installing/maintaining/monitoring irrigation systems, providing pest control, maintaining the athletic fields, and maintaining the parking lots and other areas free from debris and litter.

The grounds department staffing has not grown in the last ten years. In 2007, a vacant grounds position was shifted from the Santa Maria campus to the Lompoc Valley Center and was upgraded to a lead groundskeeper to work independently at the LVC site, as there was no staffing assigned to LVC when it was built. This has left the Santa Maria campus short one groundskeeper since that time. The department has also taken over the grounds at the Columbia Business Center (leased area) in the last two years reducing the costs for contracted services. The grounds department currently takes care of 93.6 acres of landscaped area at the Santa Maria campus, and 25 acres at the Lompoc Valley Center. This amount of acreage, the diversity of the landscape, and the number of grounds staff creates a huge challenge to maintain effectively.

The Plant Services Director and the Landscape Supervisor have been reviewing the current groundskeeping operations as part of the overall Plant Services Program Review, to determine what improvements and efficiencies could be introduced into our operations to improve the overall District's campuses. As part of this review, the upcoming new facilities, buildings, and athletic fields were included in order to identify staffing, budgets, and services needed to meet this increasing challenge. This document goes into detail the review of the grounds department, the efficiencies recommended, and the needs of the department.

#### **Recommendations**

The following is a summary of recommendations identified in this study to improve the effectiveness and efficiency of the grounds department operations:

- Continue to increase the department's efforts to improve its sustainable environmental operations.

- Improve the quality of care from a level 3-4 to a level 2 to meet industry standards and to clearly quantify our grounds with other colleges and universities.
- Increase staffing as new facilities come on-line to improve our capabilities to meet the level of care necessary.
- Change the method used to assign areas of coverage to specialized area assignments to improve effectiveness of groundskeepers.
- Continue with the existing work shifts and look at adding staff to cover weekend events.
- Increase the on-going yearly budget to keep up with inflation and to meet the total cost of ownership. Also, as new facilities come on-line, identify and add the costs of maintaining these facilities into the budget.
- Continue to purchase the necessary equipment that makes the groundskeepers more effective and efficient in their day-to-day work.
- Replace grounds vehicles as needed with electric vehicles to reduce operating costs and provide on-campus transportation and storage.
- Improve training opportunities and develop monthly skill and knowledge base training sessions.
- Provide storage on the main campus to eliminate travel and improve availability of supplies and equipment.

### **Services**

The services provided by the grounds department are the normal type of landscaping, grounds maintenance, and field's management as other educational institutions. This includes lawn care and maintenance, planter maintenance, shrub and tree pruning and chipping, pest control, weed control, installation/maintenance/repair of irrigation systems, trash abatement, and landscape replacement and installation. The grounds department also maintains all the athletic fields and complexes including football fields, soccer fields, baseball and softball fields, track and field areas, and the tennis courts. These services include mowing and edging the fields, prepping the fields, painting regulation lines, blowing off and washing down the tennis courts, cleaning the bleachers, pest control, trash abatement, and maintaining the irrigation systems.

The grounds department also supports other departments and organizations with the setup and teardown for campus events, posting of banners and signs for upcoming functions, providing trash containers, setting up shade structures, and setting up temporary fencing.

A new service that was implemented this year was the new beverage container recycling program which provides combination trash and beverage container recycling bins throughout the Santa Maria campus. This program is part of a state grant to establish more recycling programs and the college received a \$30,000 grant for the combo recycling bins. The program is doing quite well and is providing an opportunity to increase our sustainability efforts.

As can be seen, the grounds department provides many services to the various campuses in order to maintain the campus greenbelts, fields, planters, and overall grounds. To improve upon these services, proper staffing must be considered, adequate resources need to be available, and improved ways of operating must be implemented. It is recommended that the areas of improvement must focus on sustainable environmental operations. That is, increasing efforts to reduce water usage, add more low-maintenance landscapes, utilize more drought tolerant and

native plants, add trees to reduce our carbon footprint, reduce/recycle/reuse our waste products, and reduce use of fossil fuels. The grounds department must continue to take the necessary steps to improve our sustainability such as:

- Installing drip irrigation systems in many of the planters to focus irrigation on individual plants reducing water usage and weed growth.
- Expanding the weather-based irrigation controllers.
- Installing water-efficient spray irrigation heads.
- Utilizing wood chips from prunings for mulch in planter beds thus reducing weed growth and reducing moisture loss.
- Installing low-maintenance planter beds that coincide with the drip systems and mulching.
- Introducing more of the drought-tolerant and native plants which require less water.
- Installing purple-pipe irrigation systems which signify using reclaimed or untreated (non-potable) water supplies.
- Working to acquire city well water which is untreated, high in nitrates, and approximately one-fourth the cost.
- Utilizing mulching mowers to reduce waste, provide root cover, and reduce evaporation.
- Introducing more shade trees that require less pruning, do not have seed or pod waste, are non-deciduous, and are high in carbon reduction.
- Adding combination recycle and waste bins for more recycling and reducing trash littering.
- Changing the type of vehicles we use to electric vehicles.

Through these efforts, we can become more sustainable, improve our environment, and reduce our costs.

### **Quality of Care**

As we review our operations, we need to analyze our effectiveness and our level of attention. We need to ask the question: “Are we achieving the quality of care that is necessary to keep our campus landscape healthy and esthetically beautiful?” To answer this question, we need to look at what the industry standards are. We have utilized the Association of Physical Plant Administrators (APPA), which is an organization dedicated to the improvement of physical plant leadership in educational facilities, that has published a guide entitled “Operational Guidelines for Grounds Management”. This publication provides guidelines on industry standards regarding staffing, quality levels, organizational benchmarking, environmental stewardship, and management approaches.

If we look at the “Level of Attention” guidelines provided in the APPA publication, these guidelines identify the amount of time dedicated to grounds maintenance tasks and correlates it with the quality of care. The “quality of care” is defined as the condition expected on the completion of assigned work and can be identified by factors such as aesthetics and orderliness, health and cleanliness, safety, properly maintained and functioning equipment and facilities, effective conservation, and sound environmental practices. There are five Levels of Attention:

- Level 1 – State-of-the-art maintenance applied to a high-quality diverse landscape. (Associated with high-traffic urban areas, such as public squares, malls, government grounds, or college/university campuses.)
- Level 2 – High-level maintenance. Recommended level for most organizations.

(Associated with well-developed public areas, malls, government grounds, or college/university campuses.)

- Level 3 – Moderate-level maintenance.

(Associated with locations that have moderate to low levels of development or visitation, or with operations that, because of budget restrictions, cannot afford a higher level of maintenance.)

- Level 4 – Moderately low-level maintenance.

(Associated with locations affected by budget restrictions that cannot afford a high level of maintenance.)

- Level 5 – Minimum-level maintenance.

(Associated with locations that have severe budget restrictions.)

Each of these levels goes into detail about the quality and breadth of the maintenance in each of the following areas: Turf Care, Fertilization, Irrigation, Litter Control, Pruning, Disease and Insect Control, Surfaces, Repairs, Inspections, and Floral Planting. In reviewing the Level of Attention for our current operations, we would have to say it is between a Level 3 and Level 4. It is our recommendation that we set a goal to work toward a minimum of Level 2 with our operations. Our grounds need to be comparable to those of other colleges and universities. We also need to keep in mind, that we have new facilities and buildings coming on-line which will need adequate budgeting and staffing to continue to maintain these new landscaped areas in pristine condition.

### **Staffing**

The current staffing of the grounds department consists of (1) Landscape Supervisor, (2) Lead Groundskeepers, one at the Santa Maria campus and one at the Lompoc Valley Center, and (5) Groundskeepers covering 118.6 acres of improved land. If we look at the numbers, this translates to  $43,560 \text{ square feet per acre} \times 118.6 \text{ acres} = 5,166,216 \text{ sq.ft. of area}$  minus  $560,142 \text{ sq.ft. of buildings (all campuses)} = 4,606,074 \text{ sq.ft. of landscaped area}$ . Divide  $4,606,074 \text{ sq.ft. of landscaped area}$  by (7) groundskeepers =  $658,010 \text{ sq.ft. or } 15.1 \text{ acres coverage per groundskeeper}$ .

In reviewing the APPA standards for groundskeeping coverage for the various Levels of Attention, the Director of Plant Services and the Landscape Supervisor determined that the Level of Attention that we should be working towards is the Level 2. This is the recommended level for colleges/universities and requires a high-level of grounds maintenance to ensure well-developed public areas. If we look at the various Levels of Attention, each level has staffing requirements for assignable acreage that each groundskeeper should be able to maintain. These are as follows:

- Level 1 = average 6.2 acres per groundskeeper
- Level 2 = average 10.2 acres per groundskeeper
- Level 3 = average 14.8 acres per groundskeeper
- Level 4 = average 27.5 acres per groundskeeper
- Level 5 = average 55.6 acres per groundskeeper

If we study our existing coverage, we see that we are at 15.1 acres per groundskeeper, which places us just below a Level 3. If we are to improve to a Level 2, we would need to look to add staffing and reduce acreage coverage in order to improve our care of the assigned acres. If we add one individual, our acreage coverage could be reduced to 13.2. If we add a second individual, our acreage coverage could drop to 11.7. If we add a third individual, our acreage coverage would drop to 10.5 which is ideal for the recommended Level 2. Looking realistically at this issue, we

would be hard-pressed to get this many new positions in these economic times. If we look ahead at the upcoming new facilities, we will need to add groundskeepers to keep up with the increases in acreage as part of the Total Cost of Ownership and not slip deeper into a deficit which would reduce our Level of Attention. As these new facilities come on-line, we recommend adding personnel to improve our coverage as can be seen in the following:

- The new Industrial Technology project will add 12.2 acres (531,432 sq.ft. – 33,162 sq.ft. of buildings = 498,270 sq.ft.) of athletic fields and landscaping.  
4,606,074 sq.ft. (existing) + 498,270 sq.ft. Ind. Tech. = 5,104,344 sq.ft. of total grounds.  
5,104,344 sq.ft. ÷ 7 groundskeepers + 1 additional groundskeeper = 638,043 sq.ft. or 14.6 acres per groundskeeper.  
(1) New groundskeeper is needed (Athletic Fields Groundskeeping Specialist)
  - This position is needed for the new athletic fields that are being installed which are high-grade turf fields and a new track that require specialized care and need someone with the knowledge and skills necessary to maintain professional sports fields.
- The new Public Safety Complex will add 58 acres (2,526,480 sq.ft. – 104,340 sq.ft. of buildings = 2,422,140 sq.ft.).  
107,738 sq.ft of this area is newly landscaped and the remainder is native.  
5,104,344 sq.ft. (existing) + 107,738 sq.ft. = 5,212,082 sq.ft. total grounds area.  
5,212,082 sq.ft. ÷ 8 groundskeepers + 1 additional groundskeeper = 579,120 sq.ft. or 13.3 acres per groundskeeper.  
(1) New groundskeeper is needed at the Lompoc Valley Center
  - This position is necessary due to the size of the new Public Safety Complex and the necessary care of the running track, grass training area, roads and high-speed evoc course, landscaped areas, and native areas.

Although we realistically cannot currently get to the 10.2 acreage coverage that we need for a Level 2 – Attention Level, we can make gains by adding individuals as new facilities come on-line (such as the Fine Arts Center) and this will help us to gradually keep improving the level of care for our campus landscaping. With the many improvements being done to the campus grounds on both the Santa Maria campus and the Lompoc Valley campus, it is imperative that these new areas be maintained properly and that the other areas of the campuses are improved or maintained to the same level of attention. We want the campuses to be inviting and a showplace in their communities.

### **Area Assignments**

Currently at the Santa Maria campus, the overall campus is broken down into assignable areas for each groundskeeper. Convenient boundary lines are established and each groundskeeper has turf areas, planter areas, shrub and tree areas, and parking lots within their assigned area. Area assignments provide the groundskeeper an opportunity to take pride in their area and demonstrate their abilities. But in some cases however, if the assigned areas are too large, the sense of accomplishment is never realized and the ability to keep up becomes a source of frustration and stress.

Other organizations may do area assignments a little different in that they may assign certain types of areas or duties to certain individuals such as turf areas to Joe, planters to Jim and John, parking lots to Jake and Jesse, shrub and tree areas to Jacob and Jordan, and sports fields to Jason. This way of doing things provides some interesting benefits as it concentrates people with



certain skills into their specialty area. We feel that this method can be beneficial to our organization but with a little different twist. For instance, it would be beneficial to have an individual assigned to specific duties such as mowing, as this allows others to do work in assigned areas without having to interrupt their work to mow lawns. This individual would have sole responsibility to ensure the mowers were maintained properly, would always have access to the mowers, and this would reduce the number of mowers needed. This individual would be responsible for the total lawn care including fertilizing, weed and pest control, aerating, edging and trimming. We would also identify an individual specialist that would take care of the athletics fields which would entail turf management, lining fields to regulation, working the infields and specialty areas, and managing the irrigation. Other groundworkers could be assigned specific areas such as planters, shrub and tree areas, and parking lots and hardscapes that would be their responsibility to maintain. This method of assignment provides opportunities to increase the effectiveness of groundskeepers in maintaining more specific types of areas, allowing for more specialization, reducing costs of duplicate equipment, and increasing the potential for grounds staff to become experts in their areas. We would recommend that we begin to implement this new type of area assignments and evaluate its effectiveness and the efficiencies gained.

### **Work Shifts**

The current work shift is from 6:00 a.m. to 2:00 p.m. Monday through Thursday and 6:00 a.m. to 1:30 p.m. on Friday. There is currently one groundskeeper that works a Tuesday through Saturday schedule in order to provide some weekend coverage for events. When the new Public Safety Complex and sports fields of the Industrial Technology project come on line, it is recommended that the proposed new groundskeepers assigned to these areas be assigned a Tuesday through Saturday schedule to provide coverage for weekend events.

The 6:00 a.m. start time is recommended to continue due to the fact that it provides groundskeepers an opportunity to do work next to buildings before classes begin and to do any prep work prior to students and staff beginning their day. This helps to prevent disruptions in the classrooms and offices from the noise of grounds equipment.

### **Budget**

The grounds department does amazing things with the minimal budget that they have to maintain the campuses. Included in their budget are fertilizers, pesticides, fungicides, plants, shrubs, trees, hardscape material, trash liners, oils, greases, gasoline and diesel fuel, mower blades, edger blades, filters, screens, weed killers, weed cloth, infield mix, decomposed granite, base material, pitchers clay, hoses, sprayers, spray nozzles, weedeater string, posts, fencing, lumber, irrigation valves/spray heads/drip heads/drip line/pvc pipe and fittings/valve boxes/control wire, and parts to many pieces of equipment. If we calculate the current budget divided by the number of square feet of coverage, our budget equals 1.2¢ per square foot. This is incredibly low and illustrates that the financial support for the department is lacking and correlates with the condition of the grounds and the level of care.

As we look at the total cost of ownership, these materials, supplies, and parts are continually increasing in price and this should be considered each year during budget development. Many of the supplies we identified above have a petroleum base which drives up the cost. The budget has not increased for several years and each year, we get further behind on our budget dollars. It is recommended that the budget be increased each year per the inflation rate.

As new facilities come on-line, it is necessary to utilize the Total Cost of Ownership model to identify costs to maintain the grounds of these new areas. The following is a recommendation for the new facilities coming on-line:

- The new Childcare Addition adds 3,100 sq.ft. of new playgrounds and landscaping.
  - 3,100 sq.ft. x .012 cost per sq.ft. = \$37.20 added cost
- The new baseball field from the Ind. Tech. Project adds 498,270 sq.ft.
  - 498,270 sq.ft. x .012 cost per sq.ft. = \$5,979.24 added cost
- The One-Stop Student Services Center adds 109,990 sq.ft. of new landscaping.
  - 109,990 sq.ft. x .012 cost per sq.ft. = \$1,319.88 added cost
- The Public Safety Complex adds 107,738 sq.ft. of new landscaping.
  - 107,738 sq.ft. landscaped x .012 cost per sq.ft. = \$1,292.85 added cost
  - 2,314,402 sq.ft. native x .002 = \$4,628.80 added cost
  - \$1,295.85 + \$4,628.80 = \$5,924.65

These additional costs are on-going and will be included in the 2013-2014 budget development and future budgets to ensure that the necessary funds are available to maintain all of our grounds areas.

### **Equipment**

The grounds department relies heavily on equipment to do the rough, heavy, and dirty work that is required of the job. The equipment allows the groundskeeper to do their work faster, with less physical stress, and more efficiently than by hand. This equipment includes ride-on mowers, push mowers, hedge trimmers and string trimmers, lawn edgers, pole saws, chain saws, tractors, utility vehicles, line stripers, blowers, lawn vacuums, skid-steer loaders, sprayers, sweepers, etc. The equipment that is utilized is dangerous and the individuals must be trained to operate it safely and effectively. Without this equipment, worker injuries increase due to physical stress, worker production is reduced due to the increased time to accomplish the work, and staffing has to be increased to cover smaller assignable areas.

In the groundskeeping business, the most cost effective and labor efficient businesses provide the right equipment for the right job, which saves them time which equals increased customers with the benefits in financial gains. At the college level, the right equipment reduces our labor needs, cuts our supplies costs, and benefits us in well-manicured campuses. Our recommendation is that we continue to purchase the necessary equipment needed to make our groundskeepers as effective and efficient as possible.

### **Transportation**

In reviewing the grounds department transportation, there is a variety of vehicles utilized from the 1980 ¾-ton pickup in Lompoc to the 2004 ¾-ton pickup in Santa Maria. Seven out of the nine vehicles in the grounds department are dated prior to the year 2000.

This older equipment needs repairs more frequently and is undependable. In the past few years with the economic downturn, the district has been unable to maintain the necessary replacement of older vehicles. In looking at this situation, the Plant Services Director and the Landscape Supervisor are proposing to change the type and cost of vehicles used by the grounds department. In researching the type of vehicles needed, sustainability and less costly vehicles were key, along with the potential for reducing overall operating costs. The use of alternative-fueled vehicles, the reduction of travel between campuses for fueling, and the availability of storage on the main campus would provide significant cost savings.

As we researched the vehicles needed, we had to keep in mind the durability of these vehicles to stand up to the rugged and tough uses they would be put through. They had to have the following capabilities:

- Run on alternative fuels or electricity and have a minimum run-time of eight hours,
- Be equipped with a utility bed for carrying equipment and supplies,
- Be commercial grade for durability,
- Have an enclosed cab with heater for the colder temperatures, and
- Be street legal and can be licensed if need be.

The vehicles that were identified are called mini-trucks and cost around \$13,000 - 15,000 each new. These vehicles are electric and fulfill the necessary requirements above. Each groundskeeper would be equipped with this type of vehicle. These vehicles will provide a major cost saving in fuel, repairs, and operating expenses. This change-over to these types of vehicles along with the relocation of supplies to on-campus storage will also save travel time and lost labor time to add to the cost savings. It is recommended that the yard area to the north of building O which is currently used by the autobody and welding programs (these areas will be vacated upon the completion of the new Industrial Technology buildings) be utilized for the storage of these electric vehicles. This area is already equipped with electrical outlets that would be used to charge these vehicles, is a secure lot with fencing, and is covered to protect against unstable weather conditions.

We would still continue to provide the Landscape Supervisor and the Lead Worker each with a ¾-ton pickup truck in order to obtain supplies off-site, haul larger loads, and to pull the dump trailer or other equipment.

### **Training**

In reviewing our current training, everyone does a good job of going through the SIPE on-line safety training. We also ensure that the yearly formal pest-control training is provided to the Supervisor and Lead Workers, and a limited version is provided in-house to the other groundskeepers. We also provide yearly equipment training requiring certification. As vendor conferences or equipment demos come up, we work to have those groundskeepers that are interested attend to obtain new ideas or additional training.

As a future goal, we are recommending that each month, a one to two-hour training session be established that will cover a specific groundskeeping subject matter. These training sessions will cover refresher topics, new methods or techniques, new products or equipment, improving and expanding skills and knowledge base, better ways or required ways of doing specific tasks, and areas of interest. The Landscape Supervisor will determine the time and date for the training, and will determine the subject to be discussed.

Training is important to keep our staff safe, keep them certified, provide them opportunities to learn new things, and sharpen their skills. We recommend that we continue to work on providing as much training as possible.

### **Facilities, Shops, Storage**

The grounds department has two main locations where they currently store their equipment and supplies: one being south campus and the other at the west end of building X. South campus provides a location where they can store their larger equipment such as tractors, skid-steer loader, dump trailers, chipper, dump truck, and accessory equipment for the tractors

and loader. This area works well for this type of storage. Along with this, they have a storage shed to store fertilizers, irrigation supplies, and other bulk materials. There is also a small 8' x 20' storage container where small equipment is stored such as push mowers, lawn edgers, trimmers, saws, etc.

The X building storage houses the ride-on mowers and equipment used for sharpening blades and servicing mowing equipment. A small 8' x 20' storage container located near the X building is also used to store smaller equipment and supplies. With the X building being demolished after the One-Stop Student Services Center is completed, a new location will be needed for the storage that was in the X building.

It is recommended that the yard area to the north of building O (to be vacated by autobody and welding) be used for the storage of the mowing equipment as it is covered to protect the equipment from the weather and is fenced to provide security. It is also recommended that room O24-west (otherwise known as the transmission shop) be utilized by the grounds department to store their small equipment and supplies, thus eliminating the need for the small storage containers on south campus and near the X building. This would provide complete storage on the main campus. It would also eliminate the need for traveling to and from south campus to get supplies and small equipment.

### **Summary**

This efficiency study was done to review all aspects of the grounds department operations and to evaluate how effective and efficient our operations are. In this review, we have identified where we are at currently, what level of attention we want to achieve, what efficiencies could be implemented, what staffing and funding is needed, and where we need to be to be effective and efficient at what we are doing.

We want to maintain the campus grounds at a high level of attention and ensure that our campuses are inviting. In a national survey on recruitment and retention, students noted that in the first ten minutes upon arriving on campus, they identified whether they wanted to attend the college. We want to ensure that we provide an inviting environment for students as they visit the district's campuses.



## **PLANT SERVICES**

### **Sustainability Plan For The Public Safety Training Complex**

#### **OPERATIONAL ISSUES**

**February 2013**

#### **STAFFING**

##### **Maintenance**

A full-time, multi-skilled, lead maintenance person will be needed at the facility to perform a multitude of maintenance and repairs on the facility. This includes carpentry, electrical, plumbing, metalworking, welding, general assembly and installation, building/structure equipment servicing, and hvac troubleshooting. The individual will be a lead worker that will oversee the daytime operations and provide support to the center and report to Plant Services management. This individual will be the main contact for end users and will oversee the work order system to ensure work is done in a timely and effective manner. This individual will be responsible for maintenance for the entire Lompoc Valley Center and will work Monday through Friday from 7:00 a.m. to 3:30 p.m.

- Lead Maintenance Worker – First-year salary and benefits - \$72,635

##### **Custodial**

Two full-time custodians will be needed at the facility to provide cleaning services for the new buildings which total 104,540 sq.ft. One custodian will be utilized during the day shift (7:00 a.m. to 3:00 p.m.) Monday through Friday. One custodian will be the lead custodian and will be assigned to the evening shift (3:30 p.m. to 11:00 p.m.) Tuesday through Saturday. The two custodians will work to keep the new facilities clean and provide event setup/teardown as well as furniture and equipment moves. They will unlock the facilities in the morning, lockup and secure the facilities at night. They will also provide support for the existing campus.

- Custodial Lead – First-year salary and benefits - \$54,177
- Custodian – First-year salary and benefits - \$48,798

##### **Grounds**

One full-time groundskeeper will be needed at the new 65 acre facility to provide groundskeeping services to maintain lawns, landscaped areas, and native areas. Various training areas will need to be swept and maintained free of debris. The groundskeeper will work the day shift (6:00 a.m. – 2:30 p.m.) Monday through Friday. This individual will work under the existing Lead Groundskeeper and will provide support for the entire Lompoc Valley Center.

- Groundskeeper – First-year salary and benefits - \$51,302

## **Transportation**

One automotive mechanic will be needed at the facility to service and repair police academy vehicles and assist the fire academy when needed. This individual will work at the main campus in Santa Maria and will work at the Lompoc Valley Center one or two days a week except when the EVOC training is in full swing, then the mechanic will work at LVC for the full time the EVOC is scheduled.

- Travel costs only – \$2,100 - no additional staffing needed at this time

## **Mail Courier/Shipping & Receiving**

Currently, there is no shipping and receiving being done at Lompoc Valley Center as it is brought back to Santa Maria by the current mail courier. With the addition of the Public Safety Complex at the Lompoc Valley Center, there will be a dramatic increase in mail correspondence and items needing to be shipped and received. It is recommended that the vacant courier position in Santa Maria (Kenny Fujinami) be transferred to LVC with the job description being changed to add shipping and receiving duties. The courier/shipping & receiving clerk from LVC would then travel to Santa Maria to pick up mail and items on a daily basis thus eliminating the need for the Santa Maria courier to travel to LVC. The LVC courier/shipping & receiving clerk would be able to receive more items directly shipped to the LVC campus and prepare items for shipping.

- Mail courier/shipping & receiving clerk – First-year salary and benefits - \$48,798

## **START-UP EQUIPMENT**

### **General**

- Radios - \$1,000
- Safety equipment - \$1,500
- High-lift bucket truck – \$15,000 (used)

### **Maintenance**

- Hand tools and small power tools - \$3,850
- Power equipment - \$7,500
- Ladders - \$1,000
- One-man portable interior lift - \$7,000 (used)
- Truck with utility bed - \$15,000 (used)

### **Custodial**

- Custodial cart and accessories – \$6,550
- Equipment: vacuums, scrubber, buffer, wetvac, blowers – \$12,615
- Ladders - \$500
- Golf cart - \$6,800

### **Grounds**

- Ride-on mower – \$18,000
- Hand tools and power tools – \$500
- Weedeater, blower, edger, hedge trimmer, hand mower, sprayer, etc. – \$12,500

- Progenerator utility vehicle - \$19,500

### **Transportation**

- Hand tools, power tools, and equipment - \$9,500

### **Mail/Shipping & Receiving**

- Forklift - \$12,500 (used)
- Hand trucks, binding tools, packaging material - \$1,500
- Postal scale - \$200
- Vehicle (\$20,000)

### **YEARLY EXPENSES BUDGET**

Costs of supplies, repairs, services, rentals, and miscellaneous:

- Maintenance - \$40,770
- Custodial - \$10,007
- Grounds - \$6,795
- Courier/Shipping & Receiving - \$1,000



**PRIORITIZATION OF CLASSIFIED POSITIONS FOR 2013 - 2014**

<b>RANK</b>	<b>FACILITIES AND OPERATIONS</b>	<b>OTHER FUNDING SOURCE</b>	<b>NEW COST TO THE DISTRICT</b>	<b>TOTAL COST</b>
1	Evening Lead Custodian – Santa Maria Campus - Childcare (Replace Michael Davison) (Full-time, 12 months, Range 14)	Vacant position Total Cost Ownrshp	\$54,177	\$54,177
2	Athletic Fields Groundskeeping Specialist – Santa Maria Campus (Industrial Technology Project) (Full-time, 12 months, Range 17)	New position Total Cost Ownrshp	\$56,145	\$56,145
3	Courier/Shipping and Receiving Clerk – Lompoc Valley Center (New Public Safety Complex) (Full-time, 12 months, Range 10)	Vacant position Kenny Fujinami	\$48,798	\$48,798
4	Maintenance Repair Worker II – Santa Maria Campus - Childcare (Replace Jerry Sommer – movement to skilled carpenter vacancy) (Full-time, 12 months, Range 15)	Vacant position Total Cost Ownrshp	\$53,702	\$53,702
5	Evening Custodian – Santa Maria Campus (One-stop Student Services) (Full-time, 12 months, Range 10)	New position Total Cost Ownrshp	\$48,798	\$48,798
6	Maintenance Repair Worker III – Santa Maria Campus (One-stop Student Services) (Full-time, 12 months, Range 17)	New position Total Cost Ownrshp	\$56,338	\$56,338
7	Evening Lead Custodian – Lompoc Valley Center (New Public Safety Complex) (Full-time, 12 months, Range 15)	New position Total Cost Ownrshp	\$54,177	\$54,177
8	Day Custodian – Lompoc Valley Center (New Public Safety Complex) (Full-time, 12 months, Range 10)	New position Total Cost Ownrshp	\$48,798	\$48,798
9	Maintenance Lead Worker – Lompoc Valley Center (New Public Safety Complex) (Full-time, 12 months, Range 29)	New Position Total Cost Ownrshp	\$72,635	\$72,635
10	Groundskeeper – Lompoc Valley Center (New Public Safety Complex) (Full-time, 12 months, Range 12)	New position Total Cost Ownrshp	\$51,302	\$51,302