



Maintenance and Operations

Maintenance and Operations

Cerro Coso Community College

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Maintenance and Operations

Executive Summary

Cerro Coso Community College Maintenance & Operations Department supports the entire college community by providing services to students, administrators, faculty and staff and its buildings, structures and grounds where instruction is provided.

The college has evolved and developed over the years to include substantially increased physical resources in locations, facilities and grounds. Staffing has not always followed those increases, but the unit is currently staffed at a sufficient level. The work of the unit is complex and diverse, including grounds, custodial and maintenance, event support, safety and accessibility of facilities, construction management, security, automotive, shipping and receiving and a variety of other needs as they arise.

The strengths of the unit includes knowledgeable, mature team members who are experts at effectiveness and efficiency. This is reflected in the outcomes of the unit and the high levels of general satisfaction grounds and facilities. The unit is flexible, responsive and service oriented with a commitment to maintaining effective learning environments. The unit engages in long and short term planning consistently to manage its work and assess resource needs to support all units at the college. The task of maintaining Cerro Coso Community College is never ending. With newer and older buildings, it is important to recognize the many diverse tasks that must be completed on a daily basis by the Maintenance & Operations employees. The unit also possesses a thorough knowledge of the history for each Cerro Coso Community College building and its infrastructure. This enables the department to provide the necessary level of services to maintain Cerro Coso Community College to ensure that its students, faculty, staff and community are able to continue to learn in today's fast-paced environment.

Through the program review process, the unit has identified areas for continuous improvement, including:

- Improvement in communication about processes to ensure awareness and usage
- Improvement in processes for tracking and analyzing data to assess the outcomes of the unit including a mechanism for gathering employee input
- Development of a more substantial inventory of all tools and equipment and a replacement plan
- Professional development and training opportunities
- Respond to student feedback about needs for outdoor gathering spaces
- Improvement in facilities at the KRV Campus
- Replacement of aging and marginally functioning M&O vehicles

Cerro Coso Community College Maintenance & Operations department will continue to identify the needs of building, services and staffing provided through our planning processes that support



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our programs. The unit will support Measure J and the planning that is needed to make projects successful for all stakeholders. The unit will utilize state scheduled maintenance funds and other programs to maintain a high-level of services that lead to success of our students.

Part 1 – Relevance

1. Department Mission

The mission of the Maintenance and Operations Program is to assure that the physical resources at all locations where it offers courses, programs and services are constructed and maintained to assure access, safety, security and a healthful learning and working environment to all students, staff, faculty and the community at large.

The Cerro Coso Community College Mission

The mission of Cerro Coso Community College is to improve the life of every student it serves. Through traditional and distance delivery, Cerro Coso Community College brings transfer preparation, workforce education, remedial instruction, and learning opportunities that develop ethical and effective citizenry to the rural communities and unincorporated areas of the Eastern Sierra. In doing so, we promise clarity of educational pathways, comprehensive and equitable support services, and a commitment to equity.

The Maintenance and Operations Program explicitly supports the Cerro Coso Community College Mission in developing and maintaining the accessible and effective learning environments at all sites, including attention to safety, accessibility, grounds and facilities. The unit specifically supports the college's Strategic Goal #5 of Strengthening Organization Effectiveness and the Objective of Improving Facilities and Maintenance.

The college would not be able to achieve the mission of "clarity of educational pathways, comprehensive and equitable support services, and a commitment to equity." without clean, well-maintained, safe facilities and grounds at all of the sites across the 18,000 square mile service area. For this reason, the unit prioritizes maintaining its work and support service to what is necessary to preserve an effective learning environment.

2. Department History and Description

Cerro Coso's 18,000 square mile area requires multiple physical sites in order to provide quality learning. Cerro Coso Community College has met this requirement by offering instruction and services to an approximate FTES of 2,850 students at six campus locations and through distance education. The 320 acre Indian Wells Valley Campus (IWV), at Ridgecrest, California is located in the upper Mojave Desert, 160 miles northeast of Los Angeles and 120 east of the District Office in Bakersfield, and serves a population of about 28,000. This campus serves about half of the student population of the college and houses most of the college administration. The Eastern Sierra College Center is north of the IWV campus and serves the communities of Inyo and Mono counties. The center operates two campuses, one in Bishop 120 miles north of Ridgecrest, and another in Mammoth Lakes which is an additional forty miles north. Forty-five miles west of the



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IWV campus, the Kern River Valley campus serves communities near Lake Isabella. The East Kern campus is seventy miles south of the IWV campus and is housed on Edwards Air Force Base. This center provides educational services to military and civilian personnel on the base and to the residents of nearby communities. The college's most recent campus location, Tehachapi, was established in 2014 and received official status with ACCJC in 2016.

Below is a timeline history of the development of the college. The history is a bit more comprehensive than just facilities, but it is also reflection of the change over time in facilities associated with the campus locations that have affected the work of the M&O unit.

Ridgecrest

- 1951 - The Kern Community College District has been offering classes in Ridgecrest since 1951 operating out of three locatable buildings on the south end of Burroughs High School campus and utilizing BHS classrooms as the Desert Division of Bakersfield College
- 1973 - Cerro Coso Community College became an independent college within the District in 1973. Occupied the Mega Building in the summer of 1973 and officially opened its doors on the hill in January of 1974 When the College first opened its doors in the summer of 1973 there were 800 student enrolled to attend classes in a new facility designed to serve 600.
- 1975 - Child Care Facility opened in January 1975 in one of the temporary buildings relocated from the BHS campus (now utilized by M&O)
- C1976 - City Center opened in the fall of 1976. The off campus leased facility (two metal butler buildings on Ridgecrest Blvd.) with 5 classrooms, 2 Art Labs, an Automotive Lab that later became a Weight Training Lab, Aerobic Dance Studio, and Welding Lab. Art Labs were later converted to 2 regular classrooms and a Nursing Lab.
- 1984 - Occupational Building (West Wing) opened in August 1984 with Electronics, Machine Tool, Automotive, Welding, and Art Labs.
- 1990 - Classroom Wing opened in January 1990.
- 1990 - New Child Development Center located on the West side of campus opened summer 1990.
- 1991 - Physical Education Center (Gymnasium) opened August 1991.
- 1992 - Outdoor Physical Education/Athletic Fields opened in November 1992.
- 2004 - Learning Resource Center was completed in the fall of 2004.

ESCC

- 1979/80 - Began offering classes as an outreach in Bishop/Mammoth Lakes during the 1979/80 academic year in leased facilities originally at a Rite Aid Shopping Center and then moved to a building formerly occupied by a furniture store.
- 1986 – Dr. Allison Swift was appointed Dean of Northern Outreach which included the Kern River Valley location.



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- 1992 - Official annexation of Mono and Inyo Counties into the Kern Community College District making the area eligible for state funding of college facilities
- 1996 - September 1996, Edison Hall, the initial Mammoth Lakes campus and home of the Mammoth Lakes foundation opens.
- 2002 - Bishop Campus construction completed in June of 2002.
- 2002 - Mammoth Campus construction completed in December of 2002.

East Kern

- 1973 – Edwards Air Force Base – we were already offering classes at Edwards Air Force Base in 1973 when the College became an independent college
- 1986 - The first comprehensive schedule of classes were offered in the KRV area fall 1986. We probably offered classes here or there, but there was not a comprehensive program of classes. The first office Cerro Coso occupied in Lake Isabella was the old Senior Citizens Center next to the old Sheriff's Sub-Station. The facility was shared with the Social Security Office.
- 2014 – Began offering classes in Tehachapi in the fall of 2014 in rented facilities, and moved into the at the Tehachapi Education Center summer 2015.

As evidenced by the timeline above, the college has had substantially increased grounds and facilities over time. The history of the unit is heavily tied to the history and development of the college in determining how to offer education over its 18,000 square mile service area. In the units forty five years of history at the college, during these periods of expansion and facilities acquisition, the unit has been supported at varying levels. In the early days of the college there were very few actual maintenance personnel. In the late 80's and early 90's the department began to grow. The importance of the department became more relevant as the campus aged. In the years between 2000-2010 the department scaled back as folks retired and left for other opportunities. During these years the college opened up several new buildings in multiple locations, leaving the department severely understaffed and supported. In the units more recent history, 2010-current, the college recognized the need for sufficient staffing and support to meet the demands of maintaining a safe, productive learning environment and support the college mission through ongoing maintenance.

Below is the summary of the current facilities owned or rented by the college and maintained by the college's M&O unit:

Facilities owned by the college:

- IWV campus located in Ridgecrest with 135,480 assignable square footage (ASF) and 193,966 outside square footage (OGSF);
- ESCC Bishop 21,053 ASF / 32,037 OGSF;
- ESCC Mammoth Lakes 12,382 ASF / 20,128 OGSF;



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- California City Child Development Center, 1,500 ASG;
- California City undeveloped land, 21.20 acres.

In addition to these locations, the College leases the following classroom and office space. All educational and lease agreements have been approved for multiple years by the board of trustees:

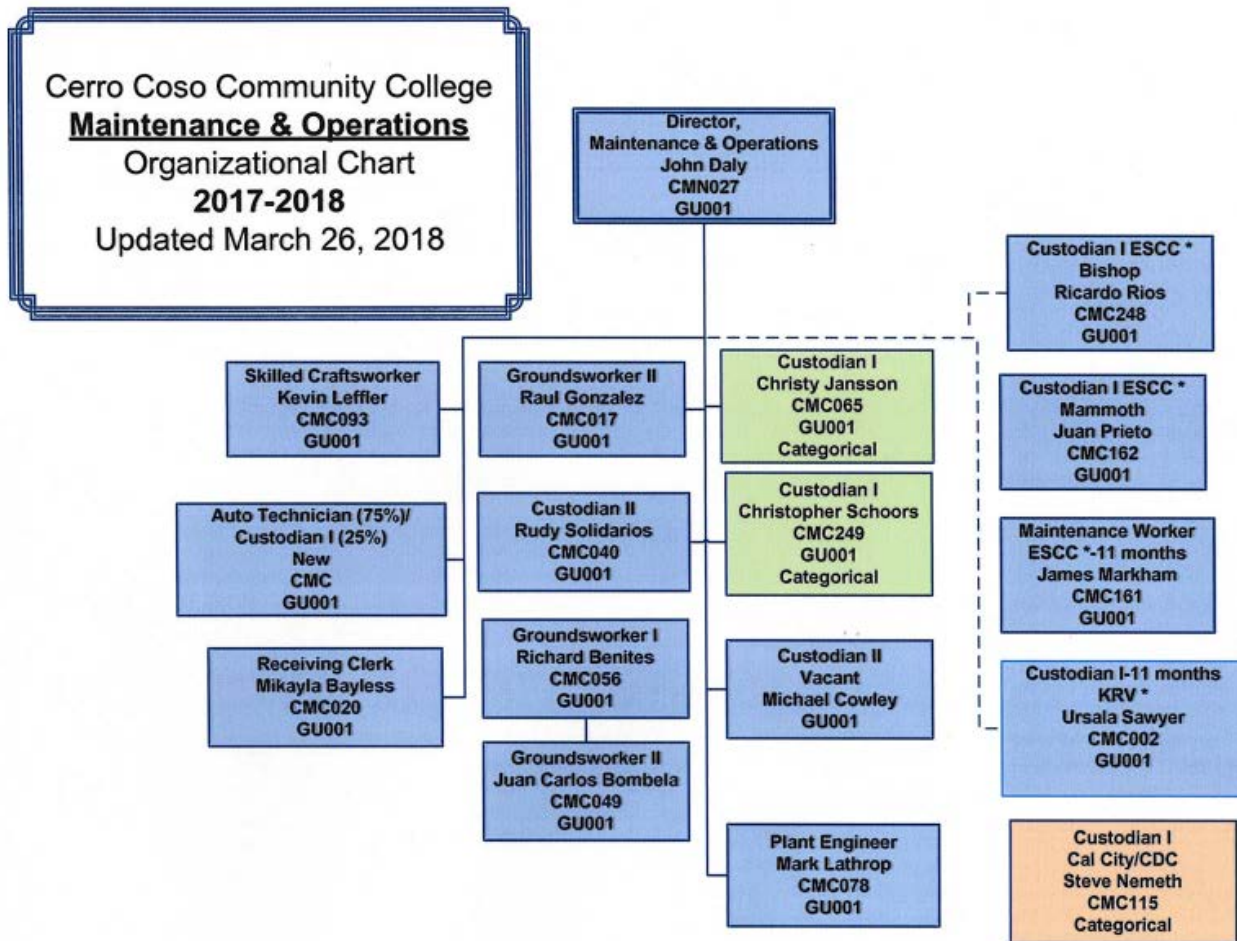
- Kern River Valley outreach (KRV) located at Lake Isabella, 12,716 ASF
- Tehachapi at the Monroe Education Center, 3,237 ASF
- South Kern Center at Edwards Air Force Base, 336 ASF



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Part 2 – Appropriateness

1. Organizational Chart



2. Determination of Student or Service Recipient Needs

Maintenance & Operations serves all campus constituent on all campuses. It is the Maintenance & Operations department’s responsibility to maintain a clean, safe learning and working environment at all times. Maintenance & Operations supports all campus activities, events, sports, and lectures just to name a few. We work side by side with student, faculty and administration groups on campus to ensure the needs are met at all levels.

Maintenance & Operations uses the event planning form and School Dude work requests to determine the priority of each request. The event planning form was developed by our Information Technology (IT) staff with the coordination of Maintenance & Operations and Student Activities to create a “best practice” to streamline and ensure support that is requested is



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actually addressed. Maintenance & Operations also gathers input from constituent groups through the governance process as members of the Facilities Committee for facilities related issues brought forward through the process.

3. Department Function

Maintenance & Operations are essential to the success of student learning. Proper lighting, space conditioning, clean, secure, and a safe environment are among the important factors to support a conducive learning environment and heightening the educational experience.

The Director of Maintenance and Operations works with the Vice President of Finance and Administrative Services to identify state scheduled maintenance projects that fall under the guidelines provided by the state. By maximizing state scheduled maintenance funds and Prop 39 funds we have had successful projects such as the East Wing remodel which included interior paint and carpet, new HVAC, and a roof coating to extend the life of the building an additional 10 years. We have also retrofited all exterior lighting to LED high efficient lights, replaced the HVAC system on the gymnasium building, and painted the interior spaces to freshen up the building interior spaces. The Child Development Center has had the interior painted and new flooring installed and is slated to have a new roof and HVAC installed during 2017-18. These projects are on the smaller scale and typically do not require Division of State Architects (DSA) involvement.

Daily, our Maintenance & Operations custodian teams at all sites prepare the campuses for instruction by cleaning restrooms, classrooms and offices. They also assist in event preparations that support instruction. We prepare grounds for athletics and events that are scheduled in our outside spaces. We prepare door and HVAC schedules that closely follow the classroom schedules to maximize the amount of energy being used on our campuses. We maintain our building electrical, lighting and plumbing. We have a fleet of vehicles and grounds equipment that require regular maintenance. These examples are just a few of many day to day operations that are handled through the Maintenance & Operations department.

Grounds-The department maintains the grounds and landscaping at primarily at the IWV campus. This is managed with 2 grounds worker positions. The vast majority of the grounds work and landscaping of the college is maintained in house. The work is divided accordingly:

Grounds worker Position 1-West-side/athletics- This position provides all grounds support for the west side of the campus and all of the athletics complex. This has required the development of specialized expertise in maintaining and grooming of the soccer and baseball/softball fields. Additionally, this position provides game-day set-up for soccer and softball, including lining the fields for competition. At many colleges, maintenance of athletics grounds and facilities requires a specialist position. The college has been fortunate to have a general grounds worker position



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with an employee who has developed the specialized skills and knowledge to support the complex, as well as competition.

This position provides the pruning, mowing, weeding and field preparation, as well as the maintenance of the Rainbird watering system, implemented to reduce water consumption and track usage. This system is computerized and required completion of a training course.

Grounds Worker- Position 2- East side/ academics/ CDC- This position provides all grounds support for the east side of the campus and the CDC. Grounds work on the east side of campus is more focused on pruning, weeding, cleaning planters and the ongoing maintenance of the sprinkler systems, which require regular monitoring and repair to avoid loss of water or loss of landscaping. This position is also monitoring and manicuring trees and bushes to avoid any hazards or safety concerns.

The only other locations with grounds are the ESCC campus locations. The department is in the process of hiring a part-time grounds worker at ESCC. Support has been provided through IWV staff once a month, but is not sustainable ongoing. This position was addressed through the annual planning and staffing cycle.

[Custodial and Basic Maintenance:](#)

Custodial is required at all facilities and buildings that we own and a couple that we rent. Custodial includes all short and long-term cleaning, basic maintenance and repair and event set-up and tear-down. Unlike most of the college, schedules for staff are non-traditional and are based on the needs of the institution and down-times in facility usage. At all sites, a daily cleaning schedule and a long-term, deep cleaning schedule is maintained. This will be adjusted based on needs, issues reported through School Dude or unexpected opportunities to access empty facilities. These schedules are based on historical trends, visual assessment and input and feedback from units and departments and availability of facilities.

Maintenance includes repairs ranging from small to very large of facilities, equipment and furniture. Like cleaning, maintenance includes ongoing scheduled maintenance and repair, long-term scheduled projects and unexpected maintenance and repair needs. Much of this is handled in-house through permanent staff. When a larger scale project or repair arises, an assessment is conducted to determine whether it can be handled internally or needs to be outsourced based on tools needed, skills and knowledge required, time commitment and any safety concerns.

At the IWV and ESCC campuses, this includes ongoing use, maintenance and repair of the computerized HVAC system, which has also required specialized training. The Plant engineer position at the IWV campus is the system administrator for both sites, with more limited and scheduling access available locally at the sites.

IWV - Solar management- weed and maintain the grounds- vegetation neutralization. No basic maintenance- all maintenance and upkeep is contracted out.



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ESCC - The two substantial buildings at ESCC are cleaned and maintained by two 19 hour per week custodians and a full-time maintenance worker, who splits time between the two campus locations. The full-time maintenance worker consults with departments about classroom needs (e.g. hanging white boards), resolves plumbing issues, and replaces air conditioner filters. Contracting for more extensive repairs are determined in consultation between the Director of Maintenance and Operations and the Director of the Eastern Sierra College Center.

KRV- Though not a building we own, we are required to provide our own cleaning and basic maintenance. Cleaning is provided through a 19 hour per week Custodian All Maintenance is provided through the IWV team on an as needed basis and a scheduled cycle.

Cal City-Both of the Child Development Centers, one building we own and one is rented from the school district, are cleaned by a 19 hour custodian. Maintenance and repair is provided by the IWV campus team.

We do not provide custodial for either the Edward's Air Force Base office or the Tehachapi facilities. These facilities are shared and custodial support was pre-existing and provided by the building owner. We pay a proportional percentage for these services either directly or within the lease.

Furniture

Maintenance and Operations is responsible for furniture moving, delivery, building and repair at all campus locations. This includes any item to be attached to the wall. In any location the college does not have maintenance staff, this support is provided by the IWV team.

M&O coordinate the purchase of all furniture, regardless of funding source, working with the unit or department on assessment of needs. M&O verifies that all furniture purchased complies with the standards of the districtwide design guidelines established in 2013 and that ADA standards are maintained.

The unit also coordinates the acceptance of donations of furniture from other state entities.

Event Set-up

All members of the custodial and maintenance team participate in the logistics of set-up and take-down of events and activities at respective campus locations. Again, in any location the college does not have maintenance staff, this support is provided by the IWV team. Maintenance maintains a calendar for scheduling of event preparation and clean-up. This has been an area of substantially increased demand at most campus locations. Notification and scheduling is managed through the event planning process.

Safety and Accessibility of Facilities

A necessary and important component of maintaining grounds and facilities includes safety and accessibility. This is largely guided, governed and informed by Division of State Architects (DSA), American with Disabilities Act (ADA). Compliance with these standards is based on the



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point of construction or remodeling. This is reflected and maintained in the college's Transition Plan, a comprehensive assessment of safety and accessibility for facilities and grounds.

Occupational Safety and Health Administration (OSHA) standards are maintained as part of our lab safety plans. The college has a California EPA Number for issues associated with hazard waste disposal and/or spills or accidents. These records are maintained in maintenance and operations department.

Construction Management

The Director of Maintenance and Operations is heavily involved in all construction management at the college. The Director can manage any project up to \$50,000, after that oversight is required by the district. For all projects, the Director is responsible for the maintenance side of the project and serves with the Vice President of Administrative Services as the local liaison and coordinator with the district office project management, the college president, architects and contractors.

The Vice President of Fiscal and Administrative Services and the Director of Maintenance and Operations work with the KCCD District office to handle bid process, manage the development contracts, see contract through to completion, work with architects (if needed), communicate with the contractors and coordinate with the district when appropriate. The Director of Maintenance and Operations is heavily involved in all of this in coordinating, communicating and providing input from the local knowledge of the college and facilities.

When the college pursues a Bond Measure and is successful, there is a substantial increase in construction activity and project management, which ultimately effects the unit on both the short and long-term. On the short-term, the redirection of resources towards construction and project management, on the long-term in maintaining additional facilities that may have been funded. The approval of Bond Measures G in Kern County--with projects at the IWV campus, California City CDCs and KRV--Measure C in Mono with projects at Mammoth Campus included a substantial list of projects and construction management over a substantial period of time. The list of projects associated with Measure G and C are below.

Measure G (SRID)- IWV Science Labs, Fine arts, LRC, CDC Parking Lot; Main Building ADA Hardware, Bridge Repair, Photovoltaic field, Welding Lab Re-roof, Gym roof recoat, Student Center, minor updates in the lecture center for ADA compliance,

KRV – new hallway carpet, paint to spruce up the building and the addition of an ADA complaint entry door.

Measure C – Mammoth Fine arts expansion, Siding stain & painting, Mammoth building modernization which includes exterior siding, new HVAC, science lab expansion, A&R service window, storage.



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The most recently Bond Measure, Measure J, also in Kern County with projects identified at the IWV, KRV and Tehachapi campuses included will, again, effect the work of the department.

For campuses effected these Bond monies result in substantial increases in projects and constructions at the involved sites and results in the need for redirecting resources to project management. The projects communicated for bond support are identified through the college's long and short-term planning processes.

Security

All sites have functions associated with the safety and security of the site. Security functions are largely coordinated and overseen by the Director of Maintenance and Operations and the unit. In most cases, the college contracts through external agencies for the provision of security guards. In general, the guards provide basic services such as patrolling the parking lots and issuing citations as needed, they foot patrol the buildings just to look for potential problems or issues. They provide escort to parking lots as requested. They are required enter a daily log into a software application call Report Exec Direct, this gives an electronic record of daily guard activity.

IWV Campus- the College contract with TOSS for two Security Guards who provide coverage while the college is in session. These guards have staggered schedules and provide coverage from:

Monday through Thursday	7AM to 3PM and 3PM to 11PM
Friday	9:30AM to 1230PM and 8PM to 1AM
Saturday	8PM to 1AM
Sunday	10PM to 1AM

ESCC Campus- Does not have a contracted security service. For more substantial safety concerns, the campuses work closely with Sherriff's Department or the Mammoth Police Department. The Maintenance Worker 1 position and Custodian 1 position have staggered shifts for locking and unlocking facilities and are on hand to work with the Campus Director and Manager on low-level safety and security concerns.

KRV Campus- the College contracts with TOSS for a security guard on campus. The guard is scheduled around the need to have someone present to lock-up- there in the evenings and able to lock-down building. The guard is present on campus **Lake Isabella**

Monday and Wednesday	3:30PM to 9PM
Tuesday and Thursday	3:30PM to 9:30PM



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Tehachapi Campus- a guard is also contracted for evenings. While our staff lock up the facility, the guard is there to provide evening escort and to respond to any low level safety or security concerns-

Monday through Thursday 6PM to 10PM

The Clery Act requires all colleges and universities that participate in federal financial aid programs to keep and disclose information about crime on and near their campuses. This Clery Reporting is an annual report compiled, submitted and posted by the Vice President of Administrative and Fiscal Services and the Director of M&O.

The Director of Maintenance and Operations is the first recipient of the college's Incident/Accident Reporting Form. This form is used to report incidents, accidents or illnesses requiring medical aid observed on campus at, or related to Cerro Coso Community College. Examples of reportable incidents include (but are not limited to) threats, violations of student conduct policies, near miss accidents, hazardous conditions, criminal activity, etc. Examples of reportable accidents include slip or trip and falls, traffic collisions, other injury or property damage producing situations, etc. Examples of reportable illness include illness that require emergency medical attention or first aid. The Director of Maintenance and Operations determines the subsequent routing of received reports.

Solar Management

The college contracts out for all maintenance and upkeep for the college's solar field. This work requires a specialized training and knowledge. The Director of M&O is responsible for the contracting and coordinating of services. The M&O unit is responsible for the weeding and maintaining of the grounds, including all vegetation neutralization.

Automotive

Automotive support has fluctuated as has the presence and size of a college fleet. At one point, the college maintained a full-time Automotive Technician. This was a point at which the maintained a fleet of vehicles including a full-sized bus and 12 passenger vans for employee and athletic team use. During this period of the time, the college employed a bus driver on staff. The college experimented for a time with having no fleet and solely renting vehicles and paying mileage. After the Kern County Air Pollution Board provided grants for vehicle purchase, the college incrementally acquired a fleet of Toyota Camrys. With the addition of inmate education, the fleet and demand for vehicle maintenance has been substantially increasing. The college has had several failed recruitments for a part-time automotive technician for both the college fleet and variety of other vehicles and machinery requiring ongoing maintenance. The Position has been re-worked to a full time position with 75% Auto mechanic and 25% Custodian 1 by changing the position we are hoping to attract a better pool of applicants to fit the need of the college. The 25% Custodian 1 component was to help with deliveries to the offsite locations.



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Shipping and Receiving

At the IWV campus there is a 19 hour Shipping and Receiving Clerk, who manages shipping and receiving. All purchases and deliveries are managed through this position on the IWV campus. The sites can order and have delivered directly to the site. End users are then required to submit packing slips to this position on the IWV campus for verification of items and to be received in Banner. The Shipping and Receiving clerk has been forklift certified so is able to deliver heavy loads.

When items need to be transferred from the IWV campus to one of the other sites, for the most part these deliveries are scheduled and incorporated with other visits whenever possible. The college does have a truck assigned to the ESCC Campuses.

4. Department Relationships and Impact

While the department effects every department on campus and exists to serve and coordinate with others on our campuses, there are a few units that require a higher level of coordination and collaboration.

IT- The units work very closely together ongoingly, but particularly in the context of construction and remodeling. In the current modernization IT and M&O have worked very closely on placement of all needed technology connections, which had to be identified at the beginning of the construction project and reviewed regularly. As a more day to day example, we will work side by side with Information Technology (IT) to move desks or an office. IT will disconnect a computer / printer before we arrive to do the move and when we have completed the move, IT will set the system back up for the operator to use.

Athletics- Already described above is the specialized knowledge and support required for the athletics facilities, grounds and game day set-up required for athletics from M&O support. Additionally, a high level of coordination is required with the coaches on care and maintenance of specialized areas, like the fields.

The unit works with coaches and faculty to support events sponsored by them to ensure that the customer has everything they need and have requested to make their event successful and meaningful. The relationships created by the interactions of all we serve make our department successful. The tools we use to coordinate this work are the event planning form, which is connected to the college master calendar, and School Dude work requests.

Student Employment/Federal Work Study- the unit participates annually in the college's process for requesting student employees. The unit typically requests 4-5 students. The number approved for the unit is contingent on funding and the requests from other units at the college. Student workers are mostly employed to assist with the substantial care and maintenance required for the athletic complex and fields, though the unit always reserves at the least one student employment position for general custodial support.



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5. Service Recipients

Unlike many departments on the campus, the service recipients for the unit are both defined for it and comprehensive. The department's responsibility is to serve all constituent groups on campus. Beyond our general college programs, this also includes foundation and community events. While the unit is responsible for serving all constituents at the campus, it prioritizes services to students, faculty and any service need that is closest to supporting student learning and maintaining a safe, secure environment.

While the unit makes every attempt to engage in planning processes to ensure timely and efficient Maintenance and Operations at all sites of the college, by the nature of its work there are very often times where unexpected circumstances emerge that can significantly impact the work of the department and its deployment of resources. Sometimes these unexpected circumstances can require an immediate and large scale response. A good example of this is when asbestos was unexpectedly found in the elevator shaft and ceiling of the Main Building requiring complete removal of the science labs, creation of sufficient and safe science facilities in other college facilities, and ongoing trouble shooting to maintain the learning environment.

6. Usage and Satisfaction Data

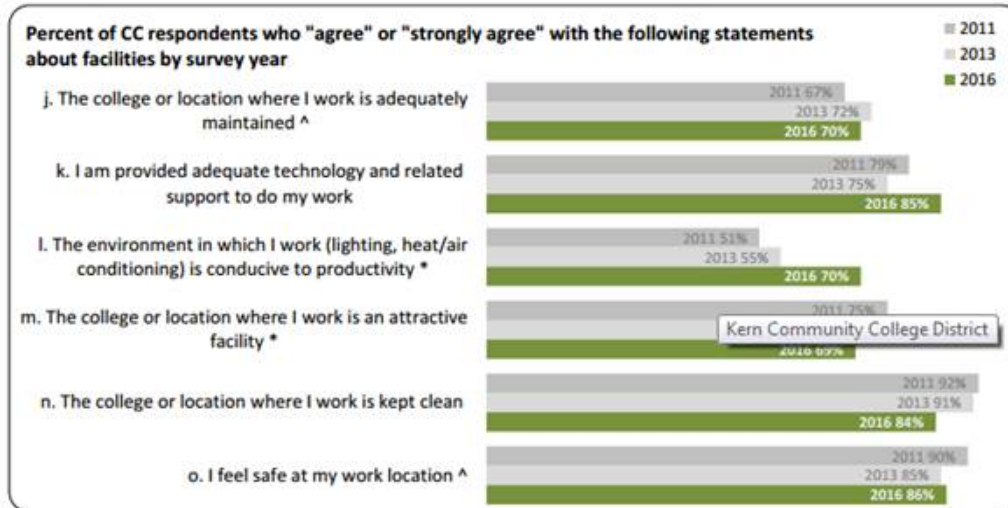
KCCD Biannual Climate Survey- Once every two years KCCD's office of institutional research sends out a climate survey to all employees, and one of the components of this survey and the resulting report is facilities, including perceptions of safety and satisfaction with the work environment. Here are the results from the most recent report in 2016.



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Changes in the response to two questions were statistically significant. Responses to the work environment (lighting, heat/air conditioning, etc.) improved, while responses to the attractiveness of the facility declined. However, note that the Ridgecrest campus was undergoing a major renovation during the survey time period.



As the analysis noted, two of the changes since the last survey are statistically significant: improvement in the rating for the environment being conducive to productivity and a decrease in the rating for the attractiveness of the facilities. Both could be explained by the construction happening at the main campus. Aside from this, the survey demonstrates consistently high marks for cleanliness and safety.

Student Experience Survey

In 2015, the M&O Department added assessment questions to the Student Experience Survey to help with assessing student satisfaction. The survey was made available to all current students at all sites via email, on the college website and through Canvas. Due to the lack of Institutional Research support, the more effective option of random sampling was not available. There were 524 responses from students across all sites. Below is a summary of the questions associated with the Maintenance and Operations department and an analysis of responses.

1. Please rate below how safe you feel on the Cerro Coso Community College campus that you attend: <i>All numbers below represent percentages</i>					
	Very Safe	Safe	Somewhat Safe	Unsafe	Very Unsafe
Overall	52.48	34.54	12	.38	.57
IWV	50.33	36.42	11.92	.66	.66
KRV	51.67	33.33	13.33	0	1.67



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ESCC	67.2	29.51	3.28	0	0
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While the survey was disaggregated for students identifying with East Kern and Tehachapi, the response rate was so small, the results are not useful nor highlighted here.

The overall ratings are very positive, with 87% of students indicating that they feel Safe or Very Safe at the Cerro Coso Campuses. There is some variance between sites, with the biggest rating spread being the 17% difference in students indicating that feeling Very Safe between the ESCC and IWV/KRV Campuses. In general, the ratings on all questions for ESCC are higher, which makes sense given the newness and single building to secure. Responses for IWV and KRV are very consistent. Reviewing comments provides the following trends:

IWV- comments centered largely on concerns about limited lighting in the parking lot and limited security guard hours. Since the period of the survey the lighting in the parking lot has been replaced and modernized with LED lighting. The security guard hours have also been substantially increased.

KRV- comments centered around people loitering around the door to the campus on the backside of the shopping center. This is another area where security guard hours were expanded and the schedule changed to cover more early and late hours at the campus. Smoking and loitering around the entrance to the school is one of the specific area of focus for the security guard presence.

ESCC- there was no identifiable trend, which is consistent with the overwhelmingly positive ratings.

Please rate your overall satisfaction with the condition of the Cerro Coso facilities (classrooms, bathrooms, offices, student center, library, etc.) at the campus you attend:					
<i>All numbers below represent percentages</i>					
	Very Satisfied	Satisfied	Somewhat Satisfied	Dissatisfied	Very Dissatisfied
Overall	39.31	42.75	14.89	1.91	1.15
IWV	39.07	50.33	7.28	2.65	.66
KRV	25	40	26.67	5	3.33
ESCC	52.46	34.43	11.48	1.64	0

The overall ratings are positive, with 82% of students indicating that they feel Satisfied or Very Satisfied with the facilities at the Cerro Coso Campuses. Again, there is some variance between sites with the biggest rating spread being the 20% difference in satisfaction at the KRV Campus. The lower ratings at KRV are not surprising given the age and nature of the facilities. The college are well- aware of the problems with the KRV facility, which will be addressed in the



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initial projects associated with Measure J. The plans have been developed for quite some time, but will be modified based on the substantial loss of students at the campus associated with the recent damage to the community due to the wildfire.

In general, the ratings on all questions for ESCC are higher, which makes sense given the newness of the facilities and the limited spaces to maintain. Reviewing comments provides the following trends:

IWV- comments centered largely on the dated nature of the Main Building facilities, particularly in comparison to the LRC and the remodeled Student Center. This was prior to the start of the modernization of the Main Building that is nearing completion.

KRV- comments centered on the age and space limitations of the facilities at KRV, with a particular focus on the substandard nature of the restrooms. Since this time, the college worked with the landlord to remodel the bathrooms at the campus. As mentioned above, there are more comprehensive plans moving forward to remodel the facilities and replace substandard furniture.

ESCC- the only real trend noted in the comments was dissatisfaction with the non-potable water at the Bishop campus. This is due to the lack of water flowing through the well leading to unacceptable arsenic level. Numerous strategies have been explored for addressing this problem with the well, with all of them being either unsuccessful or too prohibitively expensive to attempt. Since this time, the college has contracted to have substantial quantities of water delivered to the campus on a monthly basis to make potable water available to students and employees.

Please rate your overall satisfaction with the grounds at the Cerro Coso Campus you attend (outside common areas, sculpture garden, lawn areas, pathways, etc.):					
<i>All numbers below represent percentages</i>					
	Very Satisfied	Satisfied	Somewhat Satisfied	Dissatisfied	Very Dissatisfied
Overall	35.5	43.32	16.6	2.29	2.29
IWV	36.42	50.99	9.93	1.99	.66
KRV	16.67	41.67	20	8.33	13.33
ESCC	45.9	39.34	14.75	0	0

The overall ratings are positive, with 78.82% of students indicating that they feel Very Satisfied or Satisfied with the grounds at the Cerro Coso Campuses. In this case, the overall score is brought down by the particularly low rating at KRV. IWV and ESCC had a combined rating of Very Satisfied and Satisfied of 87% and 85% respectively. At the KRV Campus the combined rating was 58%. The lower ratings at KRV are not surprising given that the only outside area is a small parking lot, none of which is maintained by the college.



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Reviewing comments provides the following trends:

IWV- comments centered largely on the main parking lot, which has since been completely remodeled. Other trends, though less consistent were focused on lack of student seating and gathering spaces around the grounds of campus and some of the areas of campus that seem “abandoned” like much of the concrete work and fountain towards the entrance of the campus. The seating and gathering spaces was also noted in the development of the facilities master plan and will be addressed in that planning document.

KRV- as noted, the comments all focused on the lack of any outside space, with a prominent number of comments also focusing on the smoking and associated cigarette butts just outside the entrance into the campus facility. This has been an ongoing concern. The entrance was remodeled and signs are posted noting the required distance from the facility. Additionally, the security guard has been asked to focus on this issue and enforce the required smoking distance. Additional receptacles have been added for cigarette butts.

ESCC- the only real trend noted in the comments was lack of landscaping. The grounds at both campuses have very limited landscaping and mostly native vegetation. This was due largely to the lack of grounds support at the campuses. As has been mentioned in other areas of the document, the Groundskeeper position is in the process of being hired, which will allow for more landscaping and maintenance of the grounds.

The Student Experience Survey is in the process of being conducted through the Office of Institutional Research this semester. Several new questions for the evaluation of student satisfaction have been added to gather more specific input from students. In conducting the Program Review, the unit recognized that there is in gap in locally gathering input from employee groups that is more specific and better aligned with the characteristics of the college and the student survey. This has been set as a goal for the unit.

School Dude

The other tool the unit uses to gather service needs from constituents and data about service needs is School Dude. After the testing period the college moved to full implementation of School Dude in January 2013. The college eliminated the previous method of sending emails to our list-serve at the time of implementation. It has become widely used throughout our campus sites to address anything from a small custodial issue to larger repair and maintenance requirements.

Though initial a challenge to shift the culture of phone calls and emails, which were difficult to track, the college has gained traction in the use of School Dude as a management system. Since July 2014 through March 2017 there have been 1263 work requests submitted throughout our service areas.

The system provides important tracking for both the initiator and the unit. For example: If a desk needs to be moved you will be able to see who the work was assigned to and when the estimated time of completion will be. This allows time to plan for the move. The feedback from the



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Maintenance & Operations staff is that the tool is helping them get work completed in a timely manner.

As noted in the professional development section, one limitation to the system is staff computer literacy. Unlike most aspects of the position for several staff members, the system requires a basic level of computer usage and literacy to respond and provide updates on progress. The department is aware of this and working with IT to provide professional development on computer literacy. In addition to the training, the unit needs a general work station in the M&O department for this function.

To date the system has had 1263 work requests of various nature logged into the program, throughout our sites. Out of these requests we have completed 1122 in a timely manner, we have 95 work requests that are in progress at various stages, we have 13 that have been voided due to being duplicated, we have 2 that are waiting additional funding, and 31 that are waiting assignment.

While the system has more robust tracking and reporting that would allow for more specific assessment and reporting out on the work and timeliness of the unit, the department has not employed this as thoroughly as it could. The Director will work with the Director of Institutional Research to identify a better mechanism for tracking and reporting Key Performance Indicators available through School Dude and to better assess the Administrative Unit Outcomes for Maintenance and Operations.

7. Department Costs/Revenues.

The College uses a variety of short- and long-term planning to assure effective utilization and the continuing quality necessary to support its programs and services and achieve its mission. On the long-term, the College completes a comprehensive educational master plan once every five years that starts with the mission, presents an environmental scan together with an internal scan of programs and services, and sets future educational goals. The last educational master plan was completed in 2017.

A key component of the educational master plan is a space usage study and projections for long-term facility needs. This drives a corresponding facilities master plan that guides the physical development of the College for the next five years and is also completed once every five years, per Kern Community College District board policy article 3B3A Capital Construction. At the time of the writing of this report, a new facilities master plan driven by the 2017 educational master plan has not been completed but is expected to be done ahead of the evaluation team's visit in October 2018.

At the individual department and unit level, long-range plans for physical resources are captured in comprehensive program reviews, which are required once every five years of all instructional and non-instructional programs. In the section on "Currency," programs are prompted to describe the state of facilities and equipment used by the department, explain by what criteria and with what process the department evaluates its facilities and equipment, and assess to what degree



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facilities are safe and sufficient, access is assured, equipment adequate, and physical resources sufficiently modernized.

In addition to that captured in long-term planning, the sufficiency of physical resources to support programs and services is evaluated every year as part of the annual integrated planning cycle. This planning cycle begins with the writing of annual unit plans (AUP's) at the level of departments and service units. It is at this point that individual departments and units identify facilities and equipment needs. These requests are further considered in the section and division plans, where they are either supported or not at increasing levels. All unit, section, and division plans have fields for the specific analysis of physical resources. Since all plans set their analysis in context of the college mission by reviewing their connection to the mission at the top of the document and since all draw a link between their goals and the college strategic goals for institutional improvement, this firmly ties all physical resources planning to college mission and institutional priorities.

After the highest level of aggregation have been completed in the division plans in December, a facilities resource request analysis (RRA) is written and submitted in February that analyzes all physical resource requests that have come up through the planning cycle. The groups that accomplish this work are the Facilities Committee and the Safety and Security Committee, depending on the nature of the request. The groups review and analyze the needs and requests and submit their recommendations prior to decisions made about resource allocation that takes place during budget building in March and April. Both committees are participatory governance groups and subcommittees of College Council, assuring the widest possible representation from all perspectives.

As described above, the unit participates in the annual planning and budgeting process for its own needs, as well as a subsequent processes for budgeting for the needs of the other units on campus. There are several layers of evaluation and assessment built into this process, including a presentation by the Director at College Council and to the Budget Development Committee. Consequently, what ultimately is reflected in the seven operating budgets plus state scheduled maintenance has been carefully considered and analyzed for sufficiency and efficiency. The attached budgets identify the units three year actuals and the current budget requests.

While the unit makes every attempt to contain costs and maximize other resources, such as Scheduled Maintenance funds, it important for the college to recognize the necessary costs of maintaining the variety of facilities and grounds across the college's 18,000 square miles and still maintain a responsiveness to service recipients and the relatively high level of satisfaction found across constituent groups.



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Part 3 – Currency

1. Staffing

Maintenance & Operations is currently staffed by the Director of Maintenance & Operations and a team of very qualified and dedicated people throughout our service area. As outlined in the organization chart the department is currently appropriately staffed, with the exception of a couple of positions the college is in the process of hiring. As described in the description of the unit's short and long-term planning processes above, the unit evaluates on an annual basis the sufficiency of staffing and identifies any gaps and associated needs. For example, for the grounds at the ESCC campuses, a groundworker from the IWV campus was spending one day a month servicing the grounds of ESCC. This allowed for an assessment of the needs and the unit identified the need for a 19 hour a week Grounds Worker II to service both sites. As construction projects are completed, we may need to re-visit the staffing of the building.

The unit uses such a variety of resources to assess the sufficiency of staffing, including the ability to respond to school duty and event planning requests in a timely manner, ability to maintain consistent scheduling of cleaning and maintaining, minimization of grounds and facility related incident reports and satisfaction data assessed through the student experience survey. Additionally, the unit uses data from such planning documents as the requests space utilization, the Educational Master Plan and the college's Strategic Plan, in coordination with the annual planning processes.

With additional grounds support needed at ESCC Bishop and at IWV campuses, we have again requested additional Grounds Worker 2 position.

Future staffing needs. With the main building under construction we have adjusted custodial cleaning routes to clean where needed. Custodian will need to be added once we bring back the square footage of the main building to maintain a high level of cleanliness and to support the college activities. We anticipate the need for an additional general maintenance worker to support the college needs.

If the college increases the college fleet the unit anticipates the Automotive Technician position to be increased to a 30 hour work week to accommodate the additional fleet work.

Looking long term the unit can see the need for this department to have its own department assistant to help streamline the work load that is required by M&O.

2. Professional Development

Employees of the department participate in monthly meetings to keep current on activities on campus and to bring ideas to the table for discussion. When needs are anticipated, we ask for funding for training through the annual planning process. The Maintenance & Operations



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Director attends the annual Community College Facilities Coalition Conference to stay current on issues such as DSA, ADA building codes and new trends. Based on technology changes, training has been identified for Grounds, HVAC and Locksmith.

The current staff has the resources and tools they need to get their jobs completed in a timely manner. The unit anticipates more Rainbird training will be required by our Grounds Worker 2 and additional advanced locksmithing will be needed for our Skilled Crafts worker. The unit anticipates additional training for our Plant engineer as new systems and technologies are introduced through each modernization we under go. Additionally, the unit staff members actively participate in the professional development provided annually by the college.

The Director of M&O chairs both the Facilities Committee and the Safety and Security Committees:

Facilities Committee Charge

Charge In collaboration with district facilities team members and the college and its departments, to develop plans to identify, prioritize, integrate, acquire, and maintain the facilities and infrastructure of the college. The Facilities Committee assists with the development of long-term plans for supporting the space needs and the capacity for growth of the college in support of the educational master plan, institutional priorities as expressed in strategic goals, and integrated annual plans.

Safety and Security Committee Charge

To protect the health and safety of employees, students, community members, and the environment; identify and address health and safety concerns and issues; and inform the college community of safety practices, procedures, and training related to health and safety. Cerro Coso Community College will make every reasonable effort to promote, create, and maintain a safe and healthful environment.

These committees are reporting committees to the College Council and professional developments needs for the unit and the college, in general are sometimes identified through these committees.

3. Physical Resources

Facilities and grounds are described above. Based on the nature of the unit, there are substantial physical resources required to accomplish its work, ranging from large scale equipment to hand tools. Attached is a list of vehicles and large mechanical equipment. Additionally, the college maintains the following pieces of equipment:

- 2004 Kumatsu forklift 6000 lb capacity
- 2004 Kobota 3130 small tractor with various attachments for working projects, such as grading, weed or brush blades



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- 2010 John Deere backhoe
- 1972 Ford tractor
- 2001 JLG 26 ft scissor lift
- 2 each 2015 Clubcar Carry all 300 utility carts
- 1 John Deere Gator utility cart
- 1 Club car golf cart with truck bed
- 1 Clubcar 6 seater transportation cart
- 1 Clubcar 5 seat handicap transportation cart
- 1 Clubcar 4 seater transportation cart
- 1 Taylor-Dunn 4 seater and utility bed cart
- 4 Clubcar golf carts 2 seater in various conditions
- Tri-King reel lawn mower riding
- Kobota lawn mower riding
- Kobota grass vacuum/blower

In conducting the program review, a more complete list of the physical resources maintained by the unit has been identified as a gap. A complete inventory and replacement scheduled is reflected as one of the more immediate goals for the department.

Equipment needs are identified through our annual planning process and rise up through resource analysis requests. Long term facility needs are identified through the facilities master planning process and the five year State Scheduled Maintenance plan. The attached current annual unit plan reflects the identified vehicle and equipment needs that have been identified and supported through the planning process.

Currently, the vehicles allocated to the M&O unit to maintain the college are aging and having ongoing mechanical difficulties. The unit has identified the need for replacement and communicated this is the current budgeting cycle. This may not be funded in the currently developing budget based on limited resources, but will need to be addressed within the near future.

4. Technology

School Dude- School Dude is used for work orders, our customers use this as a tool primarily for work request such as repair work, deliveries and custodial services not completed under a normal routine.

Security Guard Software- Report Exec is used to log in daily entries for day to day operations for the guards, the data can be used if we are ever audited by the state for Clery compliance.



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HVAC System- HVAC and lighting are controlled via computer schedules based on time of use of the buildings, for example if you wanted to use the LRC on a Saturday you would submit a request and we would schedule the HVAC, lighting and even the doors to open when you requested them. This system is highly efficient and plays a key role in energy management efforts around our campuses. Our system at IWV can control both Bishop and Mammoth campuses.

Irrigation System- Cerro Coso Community College IWV campus uses a Rainbird “SMART” timer system to irrigate the campus, this timer is coupled with a weather station and variable speed drive pumps. All these components work together as one system maximizing the amount of water that is delivered to green space, shrubs and trees.

Incident/Accident Reporting Form- The form is located for everyone’s use via the college website, once populated and submitted it is routed through the safety and security office as well as the VP of Finance and Administrative Services. After a determination has been made it may generate a work request for M&O or possibly a student conduct issue for VP of Student Services or it may not need a response at all. At the end it is filed away for reference if needed.

Event Planning Form- The event planning form was created to reduce confusion of the many moving parts that are required to make an event successful for our students. The form is routed for approvals of key people that need to be involved. After the routing is completed it is added to the college master calendar and shared out. The form gives important information such as location of the event, how many tables and chairs you need, do you require technology. The form since it has gone electronic has been very successful and efficient for M&O.

Alarms- All buildings are alarmed for Fire, Life, and Safety. We have security alarms on most of our buildings, we have fire alarms on all of our buildings. These alarms are monitored by a private company contracted by CCCC in addition to our alarms we have a network of security cameras that store 48 hours of data in case we need to access it for reasons such as theft or even accidents.

Locks- For buildings we own such as IWV, ESCC: Bishop and Mammoth all exterior doors, MDF/IDF computer rooms now have “Prox” cards access only. This is so we can monitor access and lockdown the facilities as needed. The doors are controlled via computer with limited access for use. There are only 4 people on our campuses that are trained and use the computer for daily operations, the main unit is housed at IWV with access to all sites. The system we have has not been certified yet and is still work in progress with an estimated completion date of late 2018.

Vehicles- With our fleet vehicles we don’t have the means of a diagnostic computer required to get into major details or repairs, if this work is required we typically send it out to the dealerships for repairs.



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Lighting- Lighting controls are tied in with the energy management system (EMS) on our campuses we typically set lights to come on at dusk or the use of a photo cell to bring them on, the computer controls when we will shut them down for evening or if we don't won't them to run because of a holiday or weekend.

The colleges hardware replacement plan addresses the department's computer hardware and software needs for every day operations. The department has several systems that are not included in the college hardware replacement plan that require periodic license renewals and updates, such as the energy management system, door hardware, irrigation smart timer systems, and fire-life safety systems. These items are identified through the annual planning process.

5. Marketing

While there is no "marketing" required for the department as the service recipients are defined, there are communication needs and challenges for the unit. Some of the primary challenges in communication include-

- Communicating across the 18,000 square miles processes for reporting issues and requesting support such as through School Dude, the Event Planning Process and the Incident/Accident Reporting form. These forms and processes are made available electronically and communicated on the website, in employee orientations, through Faculty 411
- Keeping constituent informed and updates on the impact and progress during construction processes. These projects may change the path of travel or impact access to facilities. Maintaining this communication and notification can be a challenge.

Part 4 – Achievement of Administrative Unit Outcomes

1. Achievement of Administrative Unit Outcomes

There are no previous Administrative Unit Outcomes therefore below are targeted outcomes developed during this process.

AUO 1:	Create a climate of overall satisfaction with the condition of the Cerro Coso facilities. (classrooms, bathrooms, offices, Student Center, library, etc.) in which the students and staff will rate the facilities conditions at 75% or higher as very satisfied or satisfied.
Target:	The goal is to have 75% satisfaction rate by student completing the student experience survey. Additionally, the goal is to have a 75% satisfaction rate by staff completing a similar survey.



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Assessment Method:	This will be assessed by the student experience survey and a new method for measuring employee satisfaction will be developed or incorporated into an existing survey.
Assessment Date:	Every two years in the spring beginning in 2018
Recent Results:	N/A
AUO 2:	School Dude work requests will be completed in a timely manner.
Target:	With the exception of emergencies, work requests will be assigned to a Maintenance & Operations staff member within 2 days and Maintenance & Operations staff will respond via School Dude within an additional 2 days. Work will be completed within 10 days, with the final resolution updated in School Dude.
Assessment Method:	This will be assessed in two ways. First will be the data from School Dude showing response and completion rates. Second would be a staff / faculty satisfaction survey to be determined.
Assessment Date:	School Dude data can be extracted once a year and the satisfaction survey would be every two years beginning spring 2018.
Recent Results:	N/A

a. Gaps and Improvements Made

N/A

b. Summary of Administrative Unit Outcome Achievement

N/A

Part 5 – Action Plans

1. Effectiveness and Efficiency

One of the methods used to measure the success of the Maintenance & Operations department is the statistical data generated by School Dude. When this application first came on board we didn't have the capability of drawing out this data. Through trainings and working in the system, we can now pull this data. The department also holds monthly meetings to share ideas and discuss upcoming work, known events, and to invite vendors to share information about new products and equipment. During the meetings everyone has a chance to voice their concerns and or suggestions.



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The student communities we serve will have the opportunity to participate in the student experience survey in the future and staff will be evaluated using a survey method to be determined. The department uses the annual planning process to determine what is needed for the next cycle. For example, we might want a service contract to maintain all the new HVAC units on campus. This would be requested through the planning cycle and final determination would be from the outcomes of the budget committee and their decisions.

2. Current Strengths

Overall, the department is effective and sufficient in meeting the needs of the colleges. In general, satisfaction is high based on current assessment resources. Facilities and grounds are well maintained. The unit is flexible in meeting the demands and needs of the various constituent groups and employees are committed to a strong service orientation in meeting college needs.

Through use of the annual unit planning process and the resource planning process, the unit has been proactive in planning and identifying needed resources to both meet the needs of the M&O unit and the work of all of the units it supports.

The department has the responsibility to support all events and activities on campus. We do this very well with the help of the event planning form and the master calendar which makes the process flow seamlessly. There is always room for improvement in our processes. As new ideas are presented and tried, we are flexible and open to whatever we can do to streamline our processes.

On the Maintenance & Operations side of the house we have a set target turn around time of 10 days for all School Dude work requests. It is important that we hit these targets for programs to succeed.

Our custodial staff is one of the dedicated and it shows in our facilities. Our grounds are well maintained and pleasing to visitors and people that utilize our college facilities.

A strong budget is needed to maintain the level of service the department provides.

Annually, the college often receives compliments on its facilities and grounds and how they are cleaned and maintained. From visiting athletics teams, to community members to accrediting visiting teams and the Education Master Planning Committee, the college is consistently recognized for its facilities and grounds.

3. Improvements Needed

Gaps have been identified throughout the program review document and are addressed in the goals below. Generally, the following improvements have been identified:



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- Improved communication about processes to ensure awareness and usage
- Improve processes for tracking and analyzing data to assess the outcomes of the unit including a mechanism for gathering employee input
- Develop a more substantial inventory of all tools and equipment and a replacement plan
- Respond to student feedback about needs for outdoor gathering spaces
- Improve facilities at the KRV Campus
- Replace aging and marginally functioning M&O vehicles

4. Response to Previous Strategies

This is the first program review for the Maintenance & Operations department.

5. Two-Year Department Strategies

The three year goals that follow support Strategic Goal 5, Strengthen Organization Effectiveness. Objective 4 Improve Facilities and Maintenance.

- Complete the main building modernization project – specifically relocating all offices back into the building and restoring the grounds after removal of modular buildings.
 - a) Individual Responsible: Director of Maintenance and Operations
 - b) Resources needed will be identified through the planning process
 - c) Estimated Completion: June 2019
- Complete updating of grounds and outside common spaces, making them inviting and creating spaces for student life / learning.
 - a) Individual Responsible: Director of Maintenance and Operations
 - b) Resources needed will be identified through the planning process
 - c) Estimated Completion: ongoing
- Develop inventory an inventory of all equipment and resources and develop a schedule for short term and long term replacement and maintenance plans
 - a) Individual Responsible: Director of Maintenance and Operations
 - b) Resources needed will be identified through the planning process
 - c) Estimated Completion: June 2019
- Develop a tool for gathering input and satisfaction from college service recipients
 - a) Individual Responsible: Director of Maintenance and Operations
 - b) Resources needed will be identified through the planning process
 - c) Estimated Completion: Spring 2019



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- Working with Office of Institutional Research, develop a better process for gathering and reporting out data that can be captured in School Dude as a means to better assess the work of the unit and Administrative Unit Outcomes
 - a) Individual Responsible: Director of Maintenance and Operations
 - b) Resources needed will be identified through the planning process
 - c) Estimated Completion: Fall 2020
- Renew and refine communication strategies to make all college constituents are aware of how to access, submit and initiate such processes as, School Dude, Event Planning Form, Incident/Accident Form, etc. to increase usage
 - a) Individual Responsible: Director of Maintenance and Operations
 - b) Resources needed will be identified through the planning process
 - c) Completion: Fall 2018
- Replace aging and mechanically failing M&O vehicles to better facilitate the work of the unit
 - a) Individual Responsible: Director of Maintenance and Operations and Vice President of Finance & Administrative
 - b) Resources needed will be identified through the planning process
 - c) Estimated Completion: Fall 2019
- Initiate the project to improve the facilities and learning environment at the Kern River Valley campus
 - a) Individual Responsible: Director of Maintenance and Operations and Vice President of Finance & Administrative
 - b) Resources needed will be identified through the planning process
 - c) Estimated Completion: Fall 2020
- Work with IT department to develop professional development opportunities to improve basic computer literacy as need for M&O employees
 - a) Individual Responsible: Director of Maintenance and Operations
 - b) Resources needed will be identified through the planning process
 - c) Estimated Completion: Fall 2018

6. Five-Year Department Strategies

The six year goals that follow support Strategic Goal 5, Strengthen Organization Effectiveness. Objective 4 Improve Facilities and Maintenance.

- Implementation of Facilities Master Plan as it relates to facilities, maintenance, and grounds.



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- a) Individual Responsible: Vice President of Finance & Administrative Services and Director of Maintenance and Operations
 - b) Resources needed will be identified through the planning process
 - c) Estimated Completion: ongoing
- Manage and complete projects associated with Measure J
 - a) Individual Responsible: Vice President of Finance & Administrative Services and Director of Maintenance and Operations
 - b) Resources needed will be identified through the planning process
 - c) Estimated Completion: ongoing



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Part 6 – Supporting Documentation

1. **Quantitative Performance Measurements of Unit**
2. **Qualitative Performance Measurement of Unit**
3. **Copy of the Department's Most Recent Unit Plan.**
4. **Identify where SLO Reports for all courses within the program(s) can be accessed.**
5. **Identify where PLO Reports for all courses within the program(s) can be accessed.**