

Fall 2008 Comprehensive Program Review

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| Name of Program: | Facilities Management |
| Name of Unit: | Facilities |
| Name of Area: | Administrative Services |
| Date Completed: | 11/11/2008 |

Program's Mission Statement

The Facilities and Operations Mission Statement encompasses the overall cleanliness and daily operations of the campus which includes physical resources integrated with institutional effectiveness to ensure access, safety, security and a healthful learning and working environment that supports student learning programs and support services at Los Angeles City College.

The Facilities and Operations department is committed to quality service to students, faculty and staff. This is achieved by providing a proactive and supportive environment to enhance the academic and support functions of the college.

Program Outcomes

Improving campus cleanliness and responsiveness to requests for work orders and maintenance issues. Providing safe and ADA compliant facilities to support a healthy, pleasant, and conducive learning environment for students to learn and faculty to teach. Reducing annual utilities usage with the implementation of the new energy-efficient mechanical systems.

Program's Characteristics, Performance, and Trends

There are different programs/departments Facilities is responsible for maintaining: Central Receiving/Mailroom, Maintenance Departments (Carpentry/locksmith, Paint, Electric, Plumbing, HVAC/Central Plant), Operations (Custodial, Gardening and Grounds), Physical Plant Administration.

(The attached Organizational Chart reflects the staffing of the Facilities and Operations departments)

The primary functions of the Associate Vice President of Administrative Services (AVP) is to direct, manage and allocate resources for the daily activities required to operate and maintain the physical

plant of the college. The AVP prepares, plans and controls the departments' budgets and establishes project schedules/priorities, recycling, scheduled maintenance/capital programs, hazardous maintenance programs, operating permits, elevator and vehicular equipment permits/licenses, ADA Compliance, quality and safety standards. The AVP also provides policy and operating procedures, the college's parking and Rideshare programs while implementing energy conservation and campus utilities.

Facilities Administration is responsible for maintaining the daily operations of the physical plant, campus cleanliness, maintenance and operations. The Facilities Administration staff handles the departments (and campus's) administrative functions for daily operations. Parking, key requests, hazardous materials removal, recycling, asset management, work order requests, capital improvements, scheduled maintenance, licenses and permits and day-to-day issues impacting the operations of the college.

This department has shrunk over the past five years and has been severely impacted by the resignation of the general foreman, construction maintenance planner and scheduler and the vacancy of a budgeted construction maintenance planner and scheduler. With these vacancies the associate vice president has been overloaded and stretched thin to the point where he cannot maintain daily oversight of the areas within his span of control. He has to handle personnel matters and evaluations for the trades personnel with no assurance of filling these vacant positions within the near future due to budgetary constraints and a hiring freeze imposed on the college by the district office. There is an associate vice president, senior secretary (vacant), administrative aide, senior office assistant, general foreman (vacant), and two (2) construction maintenance planners and schedulers (vacant) in this department.

This department has addressed diversity by interviewing all qualified applicants who go through a thorough screening process at the District's Personnel Commission whereby all jobs are advertised for qualified applicants regardless of age, race, nationality, sexual preference and gender.

Funding reductions has impacted the department's ability to provide prompt, responsible and quality service to the campus as has come to be expected over the years. With the ongoing bond improvements and new construction projects from Proposition A/AA and now Proposition J this department will be hard pressed to respond to the daily demands required to address issues and calls for assistance from the college's Construction Project Management firm (Harris and Associates), faculty and staff and students. At current, the associate vice president has had to assume all of the roles that would have been assumed by the general foreman, and two (2) construction maintenance planners and schedulers. This has impacted the quality of service the college has come to expect over the years.

The Central Receiving/Mailroom staff receives and store supplies, assets and materials for the college. This department is also the custodian of all college-owned motor vehicles. The staffs assigned to Central Receiving are all cross-trained to administer the mailroom which is located in the Cesar Chavez Administration Building.

This department has remained stable over the past five years with the same core personnel. There is a stock control supervisor and two (2) stock control assistants. There is a vacant stock control aide position that will not be filled due to budgetary concerns.

This department has addressed diversity by interviewing all qualified applicants who go through a thorough screening process at the District's Personnel Commission whereby all jobs are advertised for

qualified applicants regardless of age, race, nationality, sexual preference and gender. There are currently three (3) males and the vacant position was occupied by a female but she left the college for another position.

Funding reductions has impacted the department's ability to fill the vacant stock control aide position. Even with this vacancy the department functions well and meets its obligations to the college community.

The Carpentry department is responsible for all carpentry, locksmith and general installation of carpeting, ceiling tiles, doors, keys, assembling furniture, installing metal studs and drywall, repairing broken furniture and fixtures, installing equipment/dispensers, and fabricating furniture/shelving for departments requesting those services.

This department has remained stable over the past five years and is composed of a lead carpenter, a locksmith, two (2) carpenters and two (2) maintenance assistants who function in an apprenticeship capacity to the other carpenters/department.

This department has addressed diversity by interviewing all qualified applicants who go through a thorough screening process at the District's Personnel Commission whereby all jobs are advertised for qualified applicants regardless of age, race, nationality, sexual preference and gender. There are currently five (5) males and the vacant position was occupied by a female but she left the college for another position.

Funding reductions has impacted the department's ability to hire an additional carpenter and maintenance assistant to maintain the new buildings coming online as a result of the college's bond program. There is also a need for a new locksmith and one (1) additional maintenance assistant to assist the locksmith with the backlog of work orders and key requests generated on a daily basis and to address the maintenance concerns at the new 90,000 sf Northeast Campus slated to open fall 2009.

The Electrical department maintains the electrical systems for the college to include installation of computer drops, electrical fixtures, elevators, fire alarm systems, energizing equipment and working closely with the Information Technology department for computer-related activities/installations.

This department has remained stable over the past five years as there has been very little turnover of the journeyman level positions. This department has a lead electrician, two (2) electricians and four (4) maintenance assistants (two of whom work the afternoon to early evening shift for trouble call service). All of the maintenance assistants have been employed in this department for the past several years.

This department has addressed diversity by interviewing all qualified applicants who go through a thorough screening process at the District's Personnel Commission whereby all jobs are advertised for qualified applicants regardless of age, race, nationality, sexual preference and gender.

Funding reductions has impacted the department's ability to fill a vacant maintenance assistant position (one of the four listed above) as this employee has been out on industrial accident and is not slated to return. This has impacted the department's ability to provide the level of service needed. Once the budgetary restrictions improve this vacant position will be filled. With the changing

teaching methodology there is a need to update the college for smart technology and an additional electrician and maintenance assistant would ease the demand for new computer drops and to address the maintenance concerns at the new 90,000 sf Northeast Campus slated to open fall 2009.

The Painting department is responsible for painting the interior/exterior of buildings, furniture refinishing, sign making and plastering.

This department has remained stable over the past five years with no turnover of personnel. There is a lead painter, three (3) painters and one (1) plasterer in this department. The lead painter will retire at the of December 2008 and it is anticipated to fill the vacancy through the district's hiring/selection process.

This department has addressed diversity by interviewing all qualified applicants who go through a thorough screening process at the District's Personnel Commission whereby all jobs are advertised for qualified applicants regardless of age, race, nationality, sexual preference and gender.

Funding reductions has impacted the department's ability to fill a vacant painter position as this painter was injured on the job a few years ago and the vacancy has not been filled. If the budgetary conditions improve it would be an asset to fill the vacant painter's position as the college has numerous buildings that are in need of interior classroom refurbishing.

The HVAC department maintains all boilers, air conditioning equipment and the central plant.

This department has remained stable over the past five years with competent technicians who are also qualified to address refrigerant issues as they pertain to the equipment. There is a lead HVAC technician, one (1) HVAC technician and one (1) maintenance assistant who is also the pool custodian and equipment mechanic.

This department has addressed diversity by interviewing all qualified applicants who go through a thorough screening process at the District's Personnel Commission whereby all jobs are advertised for qualified applicants regardless of age, race, nationality, sexual preference and gender.

Funding reductions has impacted the department's ability to add an additional technician and a maintenance assistant (who will have a full-time obligation of changing air conditioning filters, as the college has upgraded it central plant and will have five (5) new buildings added to its inventory by summer 2009. This includes an off-site 90,000 sf Northeast Campus that will need staffing when routine maintenance is needed for the equipment.

The Plumbing department maintains all plumbing systems, sump pumps, portable fire extinguishers, fire suppression systems, sprinklers, backflow devices and compressors.

This department has remained stable over the past five years with a lead plumber, one (1) plumber and a maintenance assistant. Although the personnel in this department are very competent the plumber has been with the college for just more than a year. The maintenance assistant works as an apprentice to the other plumbing staff.

This department has addressed diversity by interviewing all qualified applicants who go through a thorough screening process at the District's Personnel Commission whereby all jobs are advertised for qualified applicants regardless of age, race, nationality, sexual preference and gender.

Funding reductions has impacted the department's ability to stay on top of the campus buildings' daily maintenance problems due to a staffing shortage. With older deteriorating buildings it is taxing the staff to stay on top of daily plumbing issues. With new buildings coming online there will be a need to add, at least, two plumbers and an additional maintenance assistant.

The Operations department oversees the daily custodial and grounds maintenance functions for the college. This department is also responsible for recycling, waste management, storm water management, pest control, office moves, gardening and event set ups/tear downs.

This department has remained stable over the past five years with an operations manager, who oversees the day shift (A-shift) works from 6:00 A. M. to 2:30 P. M. There is a senior office assistant, custodial supervisor, fifteen (15) custodians, two (2) gardeners and two (2) groundskeepers. The afternoon custodial shift (B-1 shift) works from 2:30 P. M. to 11:00 P. M. This shift has a custodial supervisor and seven (7) custodians. The evening custodian shift (B-2 shift) works from 7:00 P. M. to 3:30 A. M. and has a senior custodial supervisor (who also supervises the B-1 custodial supervisor), two (2) custodial supervisors and fourteen (14) custodians.

This department has addressed diversity by interviewing all qualified applicants who go through a thorough screening process at the District's Personnel Commission whereby all jobs are advertised for qualified applicants regardless of age, race, nationality, sexual preference and gender.

A few years back this department experienced funding reductions which severely impacted the department's ability to provide quality custodial services to the campus. The staffing was reinstated but will need additional staffing to handle the new buildings that are coming on line as a result of the bond program and the new Northeast Campus.

Program's Strengths and Weaknesses

The strengths of the Facilities Management department have been the longevity of the staff as the personnel have extensive experience and skills in their respective trades. The diversity of the department has been a plus for the college and working environment. The district's benefits package has been an effective means for retaining personnel as the district's benefits package gives a competitive edge over many public and private entities. There is a cohesive team spirit throughout the staff as they work very well together and they are mostly self-starters requiring little direction. The morale of the staff is good. The department effectively responds to crises when systems and equipment fail. The department has an effective mechanism for informing the campus community of facility-related issues, and plans, that impact the daily operations of the college. All campus facilities are ADA compliant and there is a program in place to provide specialty desks for those students requiring them through the Office of Student Services.

The weaknesses of the department have been the recent vacancies created by retirement or employees seeking employment elsewhere. Due to the current fiscal crisis experienced by the college the vacant

positions have not been filled. This has created a void in the skills level and knowledge required to perform the myriad of responsibilities required by the college, district, state and regulatory agencies.

Another weakness is the excessive absences of the custodians and maintenance assistants. There are mechanisms to address this problem but they need to be strengthened as discipline has not been an effective means to correct the unwarranted behavior.

The results of the staff surveys highlight the points outlined above. The Physical Plant and Facilities Administration employees graded higher on the satisfaction mean survey than the Operations department employees (the Operations department is comprised mostly of custodial personnel) and even scored higher than the average for the entire Administrative Services division on most of the survey's criteria.

Program's Opportunities and Challenges

Opportunities:

The passage of Proposition A/AA and now the Proposition J bond construction program has given the college the opportunity to upgrade and build new campus facilities that will improve the learning and teaching environment at the college. The new facilities will attract students who would have bypassed Los Angeles City College due to the deteriorated facilities. Students complained about the lack of student life on the campus and with the new student union and one-stop student services buildings students will experience the quality of life expected at an institution of higher learning. Faculty will have classrooms with the latest smart technology to transition students into the twenty-first century preparing them for the jobs and careers of the future. The college, as part of the new bond programs, will have an upgraded infrastructure for electrical, fiber optics, mechanical and sewage systems. These energy efficient buildings will require less maintenance and reduce the college's utilities expense. A new parking facility has reduced the overcrowded parking facilities for both faculty, staff and students.

The new Northeast Campus will provide an educational facility for an underrepresented segment within the college's service area. Expanded classes and programs will expand the college's educational offerings to meet the needs of a new economy.

LEED (Leadership in Energy Efficient Design) and green products have been mandated by the district's Board of Trustees to improve the learning environment at the college by implementing new technology and designs into classrooms, offices and campus landscaping.

Challenges:

The process of upgrading the new LEED facilities will require the facilities staff to acquire the skills to maintain the new facilities and equipment (infrastructure).

Lack of budget/funding will impact the ability to staff appropriately to maintain the new facilities. Job descriptions will have to be upgraded to meet the demand for the new technology that will be designed and built in all campus facilities.

Evaluation of Program's Performance

The program is meeting the expectations of its mission as indicated on the campus climate survey. The campus satisfaction with Plant Facilities services improved: the mean satisfaction index in Fall 2007 was 2.76 and in Summer 2008 it increased to 3.08.

The campus climate survey for Custodial Operations also improved from 2.78 in Fall 2007 to 2.90 in Summer 2008. Although there have been personnel problems, and deteriorating facilities within the college, this slight improvement is viewed as a positive improvement. With the opening of several new facilities, and improved landscaping, this index is expected to show significant improvement on the next campus climate survey.

The last student survey, in Spring 2007, showed a reduction in the student satisfaction survey which could be attributed to the disruption of the Prop A/AA construction which has impacted the student life on campus. We believe when the construction is completed and the new landscaping has been completed the satisfaction level will show an improved and pleasant learning environment which will be reflected on the Student Learning Outcomes. Students will once again want to enroll at the college as it will have state of the art facilities to match the excellent faculty teaching at the college.

Program's 3-5 Year Strategic Directions

New staffing, with more efficient equipment and training, plus a redistribution of personnel.

Obtain more efficient tools and equipment that will improve worker effectiveness and the working and learning environment. The purchase of non-fossil fuel combustion equipment will lessen the college's carbon footprint.

With all campus buildings now constructed to meet LEED requirements staff must be trained to maintain campus buildings and reduce the college's dependency for public utilities.

Training of staff will be required, and provided, to improve the skills and technical knowledge of employees to maintain the new equipment being installed.

More staff to properly maintain the facilities and a new Building Management System to better monitor the efficiency of the buildings' operations and respond to work requests.

The redistribution of custodial staff within the three (s) shifts will provide the time required for the custodial staff to properly and effectively clean and maintain campus facilities when buildings are vacant in the evenings.

Goal #1 Short term (1 year)

Status: In Progress

Improving campus cleanliness by concentrating on those areas in need of better cleaning standards and supervisory oversight. Implementing cleaning standards and training all custodial staff to

adhere to the same cleaning procedures will improve the overall appearance and provide a healthier working and learning environment for students, faculty, staff and campus community utilizing the college's facilities.

Evaluation of Goal

Better onsite supervision with levels of expectation as well as periodic campus surveys will let the department know the areas it has/needs improvement(s).

Objective #1.1

Status: In progress

Establishing daily, weekly, monthly, quarterly and yearly cleaning schedules will provide the custodial staff with guidelines for productivity and cleaning expectations.

Existing Resources

Custodial and supervisory employees.

Objective #1.2

Status: In progress

Implement inspections to provide guidance and training for deficiencies. Train the supervisory staff how to inspect and properly train the staff on the proper cleaning techniques so the staff understands what is expected from them.

Goal #2 Long term (2-5 years)

Status: In progress

Improve and maintain the campus' ability to deploy resources towards capital projects and insure consistent customer service. Enforce policies and procedures, assist and administer the implementation of the capital outlay and bond program.

Objective #2.1

Status: In progress

Overseeing, or managing, the day-to-day operations of the trades personnel.

Resources Needed: Additional Personnel

Position Classification: Classified Staff

Position Description:

A general foreman to supervise the trades personnel.

Estimated Cost: \$ 100000

Supporting Rationale: This is the standard salary for this position.

Objective #2.2

Status: In progress

Maintenance of the new/existing buildings and grounds.

Resources Needed: Additional Personnel

Position Classification: Classified Staff

Position Description: two groundskeepers.

Estimated Cost: \$ 80000

Supporting Rationale:

These personnel are needed to provide the level of service and maintenance required for the new campus infrastructure, landscaping and building upgrades.

Position Classification: Classified Staff

Position Description: two gardeners

Estimated Cost: \$ 120000

Supporting Rationale: These personnel are needed to provide the level of service and maintenance required for the new campus infrastructure, landscaping and building upgrades.

Position Classification: Classified Staff

Position Description: seven custodians

Estimated Cost: \$ 280000

Supporting Rationale: These personnel are needed to provide the level of service and maintenance required for the new campus infrastructure, landscaping and building upgrades.

Position Classification: Classified Staff

Position Description: five maintenance assistants

Estimated Cost: \$ 250000

Supporting Rationale: These personnel are needed to provide the level of service and maintenance required for the new campus infrastructure, landscaping and building upgrades.

Position Classification: Classified Staff

Position Description: locksmith

Estimated Cost: \$ 65000

Supporting Rationale: These personnel are needed to provide the level of service and maintenance required for the new campus infrastructure, landscaping and building upgrades.

Position Classification: Classified Staff

Position Description: carpenter

Estimated Cost: \$ 70000

Supporting Rationale: These personnel are needed to provide the level of service and maintenance required for the new campus infrastructure, landscaping and building upgrades.

Position Classification: Classified Staff

Position Description: electrician

Estimated Cost: \$ 80000

Supporting Rationale: These personnel are needed to provide the level of service and maintenance required for the new campus infrastructure, landscaping and building upgrades.

Position Classification: Classified Staff

Position Description: HVAC technician

Estimated Cost: \$ 80000

Supporting Rationale: These personnel are needed to provide the level of service and maintenance required for the new campus infrastructure, landscaping and building upgrades.

Position Classification: Classified Staff

Position Description: Plumber

Estimated Cost: \$ 80000

Supporting Rationale:

These personnel are needed to provide the level of service and maintenance required for the new campus infrastructure, landscaping and building upgrades.

Position Classification: Classified Staff

Position Description: Painter

Estimated Cost: \$ 70000

Supporting Rationale: These personnel are needed to provide the level of service and maintenance required for the new campus infrastructure, landscaping and building upgrades.

Resources Needed: Additional Budget

Object Code: 4000 SUPPLIES AND MATERIALS

Requested Amount: \$ 150000

Description: Miscellaneous maintenance materials.

Supporting Rationale New facilities

Resources Needed: Additional Technology

Technology Classification: Non-computer Equipment (e.g., copier, etc.)

Requested Amount: \$ 200000

Description: Various custodial cleaning equipment; tools and electric carts.

Reason: support operation

Location: new facility

New or Replacement: New Installation

Services Required: Electricity

Individuals Who Participated in Developing this Plan

1. Richmond, Willie

PHYSICAL PLANT
ASSOC VP
ADMINISTRATION
W. RICHMOND

Operations
Manager
L. Busey

Sr. Office Assistant
H. Beard

A Shift Supervisor
D. Dumas

Sr. Custodian
Supervisor
S. Harvey

Gardener
E. Reyes

Gardener
M. Gomez

Groundskeeper
S. Gonzalez

Groundskeeper
J. Barrajas

Custodian
J. Chavez

Custodian
W. Kelley

B1 Shift
Supervisor
A. Powell

B2 Shift
Supervisor
A. Hayes

Custodian
J. Swayne

Custodian
D. Robinson

Custodian
D. Colon

Custodian
E. Anderson

Custodian
H. Swaffi

Custodian
J. Townsend

Custodian
L. Bradford

Custodian
K. Tyler

Custodian
R. Pena

Custodian
S. Payne

Custodian
K. Brown

Custodian
M. Phillips

Custodian
B. Johnson

Custodian
E. Phillips

Custodian
S. Willis

Custodian
A. Contreras

Custodian
M. Toomes

Custodian
S. Gibbs

Custodian
K. Barnett

Custodian
D. Collins

Custodian
T. Gray

Custodian
J. Luzon

Custodian
G. Gardner

Custodian
M. Gallegos

Custodian
M. Green

Custodian
L. Moore

B2 Shift
Supervisor
R. Cole

Custodian
B. Johnson

Custodian
A. Fleming

Custodian
L. Harris

Custodian
W. Sykes

Custodian
J. Johnson

Custodian
L. Stokes

Custodian
D. Stampley

Custodian
S. Carr

Custodian
B. Wisham

Custodian
N. Cordona

Custodian
B. Barnes

