

Collegewide Service Areas - Comprehensive Program Review

Division: Administrative Services

Area/Department: College Operations

1. Summary of Area

Provide a brief, but thorough summary of your area. Include descriptions such as what your area does on a daily basis, who it serves, how it provides services, how it supports the college, any challenges it faces, and any other information that is important for RAPP members to know about your unique area.

College Operations supports instruction, staff and students by carrying out tasks to sustain a multicultural learning environment. Grounds crew maintain the landscaping throughout the campus and maintain the athletics areas for the PE students. The FF&E coordinator ensures functional, flexible, and ADA compliant furniture in classroom for all students, including those with disabilities, and in faculty and staff offices. This position is also critical for the Bond projects to ensure that new and renovated buildings have the appropriate flexible and tech ready spaces. Facilities rental coordinator in accordance with District "BP 3205: Community Use of District Facilities to provide rental space for the students and community to utilize" performs many direct student support tasks such as organizing the set up for student and program events e.g., club day, transfer day, etc. Custodial services clean the whole campus, provides tables, chairs and tents for both student and college events. Postal Services ensures the mail is handled in a timely manner. The division also provides graduation support, emergency preparedness support and serves as De Anza's campus liaison for the Foothill-De Anza Community College district facilities office and police department. Division's governance participation includes Campus Center Advisory Board; Campus Facilities Team; Resource Allocation and Program Planning; Measure G and C Citizen's Bond Oversight Committee. College Operations also provides everyone on campus with Protective Equipment (PPE) related to COVID-19 mitigation, such as masks, hand sanitizer, gloves, air purifiers, and Plexiglas.

The major challenge for the department is understaffing. The department seeks to replace positions what were lost since 2007. The department needs to replace the grounds supervisor & the custodial supervisor positions which were eliminated due to budget cuts. The department also needs (8) custodians to bring the crew staffing levels up to the lowest level, Level 5 (Unkempt Neglect), in the APPA standards for educational environments. There is no administrative assistant for the department.

2. Mission

Collegewide Service Areas are multi-functional areas that address many of the out-of-classroom needs of students, faculty, staff and visitors on campus. Collegewide Service Areas must follow business practices and principles in their service design and must operate enterprises that provide goods and services on campus.

Collegewide Service Areas must adhere to ethical, effective, efficient, and sustainable business practices in the provision of relevant, quality, services that support and enhance the campus environment for students, faculty, staff, and visitors, and provide opportunities for student development.

The area's mission must be consistent with the mission of their division as well as the college and applicable professional standards. The Collegewide Service Area's mission must be appropriate for the college's students, stakeholders and constituents in which the area serves.

- a. What is your area's mission statement?
- b. How does your area's mission statement relate to the mission, vision, and values of the college?
(<https://www.deanza.edu/about-us/mission-andvalues.html>)

a. To create and support a multicultural learning environment.

b. College Operations directly aligns with the college's mission and Educational Master Plan by providing the services needed to operate the college on a daily basis. These support services ensure the facilities are clean and student-ready for instruction/student support activities. This in turn allows for the instructional and student services divisions to directly connect with the students in accordance with the College's vision, mission and values. The college relies on College Operations to ensure members of the college community are provided clean spaces with appropriate furniture to carry out their department's mission and thus fulfills the mission of the college to serve all students in an academically rich, multicultural learning environment that challenges students of every background to develop their intellect, character and abilities; to realize their goals; and to be socially responsible leaders in their communities, the nation and the world. The division works with students to be creative, flexible, imaginative and inventive, and to prepare to contribute to a world that will demand skills and competencies not yet in view by supplying tables, chairs, tents, custodial and grounds services for student events and clubs which let our student embrace their contributions of a diverse spectrum of people and cultures. The division closely aligns with the District's Facilities Master plan by providing services to the campus within the facilities planning principles of equity, community and resources. The division closely considers the principles of sustainability in creating a welcoming campus environment and developing spaces to support connections and providing safe and universally accessible pathways across campus to align with the college's value of innovation by ensuring our physical space is welcoming, conducive to learning and environmentally sustainable.

De Anza College is committed to sustainability in all its operations, from building construction and renovation to how we generate and use energy. At De Anza College, "sustainability" means taking responsibility for promoting environmental stewardship, social equity and financial responsibility. We are proud of our sustainability programs, from our campuswide recycling operation to our nine LEED-certified green buildings, and more.

- Our Dining Services operation uses **biodegradable** plates and utensils, as well as green vegetables from a community garden on campus.
- De Anza generates power from a **fleet of solar panels** in our parking lots, and our swimming pools are heated with the help of **co-generation microturbines**.
- Campus restrooms use paper supplies containing post-consumer **recycled content**, while the landscaping around campus includes native and **drought-tolerant plants**.

Nine buildings on the De Anza campus are certified as meeting national **LEED standards** for sustainability in materials and design. These efforts are guided by a sustainability policy and goals outlined in a comprehensive, districtwide Sustainability Management Plan.

3. Goals

Collegewide Service Area should be guided by a set of written goals and objectives that are directly related to its stated mission. The goals should be aligned with institutional priorities and expectations of the Collegewide Service Area. The area should regularly develop, review, evaluate, and revise its goals and communicate progress towards meeting its goals to appropriate constituents.

- a. Enter 2-3 goals for your area to be achieved by spring 2027. These can be aspirational goals that your area will work towards achieving over the next four years with the resources available to improve the services provided to the campus and community. Include a description of the goal, responsible persons, and collaboration that is required to achieve the goal. Each annual reflection will ask your area to report on progress in meeting its goals. Each goal should be aligned to your division’s mission and the college mission. All resource requests should be aligned with your area’s mission and goals.

Goal title	Goal description	Responsible parties	Collaboration with	What evidence will be used to monitor progress?	How will you assess achievement of the goal?
Restore the grounds and custodial supervisor positions	Secure funding to hire 2 supervisors to support the mission of the department and operations crew	College Operations	Governance groups BAC/RAPP & College Council, DASG, CSEA	Shared governance: RAPP, College Council	Hiring Process
Restore 8 custodian positions	Secure funding to hire 8 additional custodians to bring the college up to the lowest level, Level 5 (Unkempt Neglect) of APPA standards	College Operations	Governance groups BAC/RAPP & College Council, DASG, CSEA	Shared governance agenda items & recommendations / approvals. RAPP, College Council	Hiring Process
Secure additional ongoing funding	Secure ongoing funding to support overtime rates of custodial and grounds/landscape team members directly related to activities outside of routine scheduled work in support of our	College Operations	District: requesting realignment of B budget allocations to rebalance resources	District re-imagining agenda items and discussions. Governance groups agendas. District Budget committee meetings	Additional funding allocation

	stakeholder activities.				
Facilities rental fee analysis	Re-evaluate the facility rental fees charges	College Operations	Foothill College Facilities rental, district business services, other college districts, other space rental entities	Data analysis from research of comparable facility rentals /meetings /emails	Board approval

4. Culture of Assessment

Collegewide Service Areas must develop Administrative Unit Outcomes (AUOs) aligned to their mission to evaluate the ways in which the area has identified a need specific to the population they serve and ways to improve or create a process to address that need. As part of the AUO process, areas are required to monitor progress of the AUO and how it helps them achieve its mission and goals in an ongoing cycle of assessment.

- a. List your areas AUO's.
- b. Summarize the dialogue that has resulted from AUO assessment that specific strategies has your area implemented, or plan to implement, based on the results of the AUO assessment conducted?
- c. How do these strategies align with the areas' mission and goals?

a. COVID-19: Protective Equipment (PPE) Order and Distribution Form

b. Need to automate a request and distribution system.

c. The division provides the services needed to operate the college on a daily basis. These support services ensure the facilities are clean and student-ready for instruction/student support activities To protect college operations crew from unnecessary possible exposure to COVID-19 while performing their routine work assignments in spaces with others. To provide remote, online access to the stakeholders for requesting PPE items (such as cleaning supplies, plexiglass, air purifiers). The online form created an efficiency in the process of requesting and deployment of PPE; and supported the tracking of PPE, as well as assisting in the coordination for quantity and types of PPE. Support services necessary to create and maintain a multicultural learning environment.

New AUO for upcoming year will be doing a facilities rental fee analysis to re-evaluate the facility rental fees charges.

5. Staffing Needs

Collegewide Service Areas must have fiscal, human, professional development, and technological resources to develop and implement assessment plans and meet its mission and goals.

Provide a brief overview of your area's staffing needs. Personnel requests are to be submitted on a separate form.

- a. What is the staffing need(s) to ensure the area is able to meet its mission in serving the college?
- b. What strategies does your area have in place to ensure it is meeting its mission and goals when faced with the current staffing ratios?
- c. What strategies does your program have in place to ensure all staff have access to professional development opportunities and technological resources appropriate to their job?

a. Restore the 1 x custodial supervisor lost due to budget cuts to support crew & comply with CSEA Bargaining Agreement which calls for an appropriate administrator / supervising manager to direct the work of the unit member. Custodial supervisor will oversee the evening crew shifts 4:30pm to 12:30am and weekend shifts. Currently the operations manager is responsible for 30 custodial and grounds crew with shifts 6am through 12:30am (18.5 hours per day), with additional staff working weekends (7 days per week).

Restore the 1 x grounds supervisor lost due to budget cuts to support crew & comply with CSEA Bargaining Agreement which calls for an appropriate administrator / supervising manager to direct the work of the unit member. Grounds supervisor will support the student athletes & PE department in the maintenance of the athletic outdoor facilities, support stakeholder on-site event setups and activities throughout the campus (both inside buildings and outdoors in fresh air environments). Currently the operations manager is responsible for 30 custodial and grounds crew with shifts 6am through 12:30am (18.5 hours per day), with additional staff working weekends (7 days per week).

Restore the 8 x custodial positions that were lost due to budget cuts and to align with the minimum APPA level 5 of cleaning standards in educational environments.

b. Custodial shift change. Re-evaluate the custodian shifts to align with reduced enrollment and increased remote learning. Working with enrollment management, scheduling office, online education, facilities rentals to assess needs. Overtime and TEA backfill for staff out on workers comp/vacation/sick/personal leave.

c. All custodial and grounds team members are able to access professional growth by attending training specific to their fields along with safety training specific to their position.

6. Any Additional Information

Use this space to provide any additional information about your area/department that you feel is important to include in a program review that has not been discussed above.

Custodial Operations:

Currently, there is one (1) operations manager who is split between custodial and grounds/landscape; three (3) lead custodians; eighteen (18) custodians.

- Total existing assignable square footage and non-assignable square footage (restrooms, hallways, etc.) = 778,457 square feet
- Total existing number of custodians = 21
- **Each custodian cleans 37,069 square feet**

APPA standards, five levels of cleaning standards according to the Association for Higher Education Facilities Officers:

- Level 1 (Orderly Spotlessness) = 778,457 sq/8,500 Level 1 standard = need 92 custodial staff
- Level 2 (Ordinary Tidiness) = 778,457 sq/17,863 Level 2 standard = need 44 custodial staff
- Level 3 (Casual Inattention) = 778,457 sq/18,200 Level 3 standard = need 43 custodial staff
- Level 4 (Moderate Dinginess) = 778.457 sq/25,425 Level 4 standard = need 31 custodial staff
- **Level 5 (Unkempt Neglect) = 778,457 sq/26,625 Level 5 standard = need 29 custodial staff**

The APPA levels are determined using square footage of room specific information (such as floor finishes, specialty cleaning areas such as labs, etc.). The level used here is an average based on our common room types throughout the campus.

Currently we are eight (8) custodians below the lowest level, Level 5 (Unkempt Neglect), in the APPA standards for educational environments.

Grounds/Maintenance Operations:

One (1) operation manager who is split between grounds/landscape maintenance and custodial; four (4) grounds/landscape, and three (3) maintenance workers. The maintenance workers assist in custodial duties to fill in vacancies related to sickness, vacations, leaves, etc.; as well as back up custodial operations in performing set ups for stakeholders' activities throughout the campus.

- Total existing grounds (minus building footprints) = 77.85 acres
- Total existing campus site = 112 acres
- Total acre per staff = 11.12 acres (when all 3 maintenance workers are working full time in grounds maintenance operations)

APPA standards, five levels of grounds maintenance according to the Association for Higher Education Facilities Officers:

- Level 1 (State-of-the-art Maintenance) = 77.85/1.5 = 52 staff
- Level 2 (High-level Maintenance) = 77.85/2.3 = 34 staff
- Level 3 (Moderate-level Maintenance) = 77.85/2.55 = 31 staff
- Level 4 (Moderate to low-level Maintenance) = 77.85/5.74 = 14 staff
- Level 5 (Minimum-Level Maintenance) = 77.85/13.5 = 6 staff

Because our maintenance worker position is a hybrid, they work as needed between grounds maintenance and custodial duties, leaving four (4) grounds staff to perform the routine work. In addition, we have no lead positions, unlike the custodial operations that has a lead per each shift.

Stakeholder impact:

1. The exterior environment, grounds maintenance, is the first interaction that every campus visitor has on our campus, every day. When the grounds and landscape areas are not properly maintained it negatively impacts the way people see, think about and interact with our campus, which directly relates to student enrollment and retention.
2. When we have less staff to perform the work safety concerns are greater. Examples include rainy weather and removing leaves to prevent slip and fall accidents; and removing debris from walkways for accessible access; etc.

The failure to ensure proper grounds maintenance is also a risk for our building facilities and infrastructure directly. Examples include water intrusion due to poorly maintained landscape beds against exterior building walls; sidewalk depressions where irrigation breaks undermine the concrete slab; storm drain deterioration due to the failure to remove debris; etc.

Equipment

Existing college operations vehicles (electric carts) are past their useful life and require replacement. Most of these carts do not have power steering, which is a significant staff safety concern related to ergonomics. Current needs include 13 new electric carts (as of 2021 data).

Existing tractor was removed from fleet due to its end of life and equipment safety concerns. Funding will be required to rent specialized equipment as needed.

Four (4) exterior pressure washers for landscape team (exterior use on concrete and walkway areas to eliminate debris which may cause walking/slip hazards).

One (1) smaller riding lawn mower for the grounds/landscape equipment for areas where the larger sized mower does not fit.

One (1) storage shed approximately 10'x20' for custodial and landscape equipment protection – to be located inside the corporation yard.

Funding allocation for ongoing maintenance agreements (annual agreements) for two sets of washers and dryers. Routine maintenance by professional service vendors extends the useful life of the equipment and maintains consistency in the functionality of the units for the staff which support the campus stakeholders through cleaner environments. This type of maintenance is not performed by any district staff.

Funding allocation for renting specialized equipment such as tractors, backhoe, etc. to support larger scale irrigation repairs. Without funding for specialty equipment repairs can pose safety risks, take more time, or not get completed. All impact the wellness of our landscape overall which could cost more money if not repaired properly and quickly and impacts our stakeholder experience.

Funding allocation for training for use of equipment, safety protocols, etc. that is in addition to or not covered by district central service/risk management and hazardous materials training activities.

Funding allocation for replacing natural gas-powered equipment (such as grounds/landscape maintenance leaf blowers) with electric/battery powered equipment to align with district sustainability planning and regulatory requirements. Ongoing annual funding for battery, chargers and equipment replacements as needed.

Facilities

Deterioration of our campus infrastructure due to lack of maintenance of buildings, including exterior building envelopes (exterior wall materials, doors, windows); interior finishes (flooring, wall repairs and painting, etc.); and exterior sidewalks and roadways.

In 2021, the district performed a Facilities Condition Assessment for its two-colleges. The information found was that De Anza College has 47% of the overall district buildings (73 buildings in total); and has 65% of the overall district outside gross square footage (1,480,137 OGSF). It was reported that De Anza has \$82.5 million dollars in maintenance project needs between 2021-2026.

While our department is not directly responsible for the maintenance, the failed finishes (interior and exterior) have become challenging to clean and maintain, causing longer durations to perform routine work duties as it relates to our college operations custodial and grounds maintenance teams.