

Maintenance & Operations

Non-Instructional Program Review 2021

LASSEN COMMUNITY COLLEGE

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(Interim)

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Maintenance & Operations

SECTION 1: INSTITUTIONAL EFFECTIVENESS PLANNING

I. Program Overview and Objectives

To support the mission of the College by implementing its Strategic Plans and Goals. This is accomplished by providing facilities and maintenance standard of operation that serve the students, and staff, by providing a safe, hazard free, healthful working and learning environment. The Maintenance & Operations (M&O) goal is to be responsive, proactive, and cost-efficient, while maintaining a service orientated attitude. M&O encourages and supports the use of District facilities by the community and strives to maintain a positive relationship.

Description/Evaluation:

- a. Describe and evaluate the program objectives against the LCC strategic plan, specifically the mission statement and strategic goals [available online or in the current catalog].

Mission Statement: The Maintenance & Operations department directly supports the mission of Lassen College by ensuring that campus facilities are maintained to appropriately serve our diverse student body in all instructional needs to in its effort to build intellectual growth, human perspective and economic potential.

Strategic Goal #3 - Resource Management: Manage human, physical, technological and financial resources to sustain fiscal stability and to effectively support the learning environment.

Strategic Goal #4 - Student Success: Provide a college environment that reaches-out-to and supports students, minimizes barriers, and increases opportunity and success through access and retention to enable student attainment of educational goals including completion of degrees and certificates, transfer, job placement and advancement, improvement of basic skills, and self-development through lifelong learning.

The Maintenance & Operations department also directly supports the Lassen College Values of (1) Student Success, by maintaining facilities and infrastructure to fulfill Student Needs and minimize barriers to student success, and (2) Educational Excellence, by contributing to well-equipped classrooms.

- b. Since our last program review we have also completed the following :
 1. Transformer (GFI switch) (Next to Vocational Technical Building and Gunsmithing)
 2. Remodel Library (ARC)
 3. Nursing Remodel (CA Rm#102)

4. Basecamp Remodel (CA Rm#209)
5. Replaced various sidewalks across campus
6. Sod Reduction and Drought tolerant landscape program
7. Residence Hall - Café/Rec Room Remodel
8. Res. Hall room renovation program (four suites completed)
9. Decentralization of Boiler System Project (Gym, Cafeteria, Science & Res. Hall remain)
10. Remodel of Adult Education Classroom in the Humanities Building (HU Rm#208)
11. LCC new Water District major modification to well houses and system
12. Established Cost Accounting procedure
13. Fire Pit Student gathering area
14. Installation of all new fire panels across campus
15. Completed Asbestos Training for staff
16. Containers for Gunsmithing, Maintenance, Athletics, P.O.S.T and Emergency Storage
17. Beautification of entrance to the Administration building addition of a patio
18. Two Year Bleacher Repair & Certification
19. Mandatory District personnel trainings implemented and completed
20. Fire Sprinkler System installed in the Residence Hall
21. Transfer switches for emergency generator hookup (County Emergency Center)
22. Remodel/Renovation of General Classroom in Humanities Room # 107
23. Renovation of CA Room # 102 for Nursing Program
24. Renovation of Portable Building for use as Fire Tech Cache
25. Renovation of the M&N Portable Buildings.
26. Major upgrades to storm drain infrastructure across campus
27. Room renovations and distance learning technology upgrades to classrooms (HU204)
28. Insulated New Roof for Dormitory
29. Yearly Underground Storage tanks inspection
30. Room renovations Adult Education upgrade to classroom (HU213)
31. Wells 1 & 2 remodels and infrastructure repair phase one
32. Renovation of Child Development Center
33. Electrical upgrades to support generator use at Dorm, VoTech, and Gunsmithing

Despite the major funding constraints, the college has resourcefully accomplished renovations to both its buildings, grounds and utility infrastructure. Due to funding issues we have been forced to utilize our own staff as our workforce and to reallocate our Scheduled Maintenance funds to achieve these sought after improvements. Some of these modifications were in direct response to accreditation concerns and the lack of student-life areas. These remodels have been well received by their users however the time invested by our minimal staff resulted in less than favorable response time for work orders submitted by other departments. Our remote area and regulatory constraints, and prevailing wage also make it difficult to secure quotes or interest of local contractors. This is not an optimum way in which to operate. We need additional staffing and funding just to patch the failing facilities let alone addressing remodel and minor capital projects.

Planning Agenda:

1. Continue to strive to be proactive on at least the largest systems, e.g., the heating and cooling water systems, main electrical systems, fire alarm, and mass communication systems.
2. Perform all work to code.
3. Identify areas of code deficiencies and establish a plan to bring those areas into compliance.
4. Continue acquiring quality tools and materials for M&O areas.
5. Provide staff training in the current building and safety codes. (Operational training & Certification)
6. Continue to be aware and sensitive to, how M&O work affects the teaching and work environment.
7. Continue to effectively use the online work order system (School Dudes) to transparently inform campus of project status and scheduling. Increase use to provide inventory control.
8. Establish a new more appropriately sized and located space for the Facilities Department and Corporation Yard. (Existing Co-Gen Plant Recommended)

II Administrative Unit and/or Student Learning Outcomes Assessment

Student Learning Outcome Assessment

AUO and SLO assessment is important to maintain and improve institutional effectiveness and provide an effective learning experience for LCC students. Departments are expected to measure AUO and/or SLO annually; these records are maintained in WEAVE and are available for review at any time.

Description/Evaluation:

1. Striving to be Proactive

The goal is to provide proactive programs that complete the required maintenance and replacement of equipment at the manufactures recommended service intervals, rather than after the equipment has failed. M&O is challenged with a lack of staff and contract budget funds to be fully proactive. Historically M&O has been proactive only with the District's largest and most critical systems and equipment. The balance of M&O work is done on a reactive basis after a failure.

M&O has shown some improvement since the last review 4 years ago. The department has moved from a classic reactive mode where District staff report most failures and M& O issues, to primarily having M&O staff detecting the failures and completing the repairs before District operations are affected. However, the lack of understanding and attention to supporting an aging facility have now led to systems that can no longer be maintained with a Band-Aid approach as failures now typically require substantially more time and fiscal resources to repair. Risks now include potential closure to campus for lengthy periods of time and the use of emergency funding.

2. Perform all work to code

The goal is to perform M&O work in compliance with applicable codes, regulations, and laws. New construction and major alterations must be completed following the current codes including the removal of architectural barriers.

M&O strives to stay current with applicable codes and regulations.

3. Utilize quality tools and materials

The goal is for M&O to purchase high quality tools and materials selecting the proper grade and quality level for each application. Proper inventory, care and serving of equipment is provided to extend life and provide optimum functionality.

4. Provide staff training

Staff is required to complete the proper use and safety training for all tools and equipment. Additional trainings in their areas of expertise are encouraged and or required. Emergency response, asbestos, water district operation trainings are just a few of the increased demands required of staff.

5. Maintain positive interpersonal relations with students, staff and the public

The nature of M&O work is often disruptive. The creation of dust, dirt, noise, odors, and temporary area closures can disrupt stakeholders. M&O strives to maintain positive interpersonal relations between faculty, staff, students and our community.

6. Cost of Ownership

Through changes being implemented to the overall institutional planning process, the Total Cost of Ownership will be required on a facilities-related resource allocation requests beginning with the Fall 2021 planning documents.

Evaluation:

- a. The majority of maintenance work is still reactive rather than proactive due to limited resources.
- b. Maintenance, custodial, grounds, and building maintenance work is being done to code however; more staff training is needed to stay current with the changing codes and regulations.
- c. M&O has acquired quality tools and purchases the proper grade and quality of maintenance materials to extend life-cycle costs.

Planning Agenda:

- 1. Continue to strive to be proactive on at least the largest systems, e.g., the heating and cooling systems, main electrical systems, fire alarm, and mass communication systems.
- 2. Perform all work to code.
- 3. Identify areas of code deficiencies and establish a plan to bring those areas into compliance.
- 4. Continue acquiring quality tools and materials for M&O areas.
- 5. Provide staff training in the current building and safety codes, specifically transite pipe repair and the latest building codes.
- 6. Continue to be aware and sensitive to, how M&O work affects the teaching and work environment.

III. Equipment

Description/Evaluation:

- 1. List capital outlay equipment, age of equipment and replacement schedule.
- 2. Identify any existing equipment maintenance/service agreements.

3. Evaluate the condition of capital outlay equipment in light of the replacement schedule and available funds.
4. Evaluate the effectiveness of and need for additional maintenance /service agreements.
5. Justify any proposed modification or additions to equipment available for students and/or faculty/instructional assistants within the program.

Much of the equipment that the department uses in direct maintenance processes is good as much has been acquired in recent years. There are however some significant needs that remain. Summarizing the equipment needs for the Maintenance & Operations department, the need for appropriate and safe vehicles is dire—both in terms of our inability to haul or truck anything off campus and for on-campus needs—and needs to be addressed ASAP in order to best assure the safety of staff and campus occupants. To address this issue, we need trucks. Additionally, the department needs forklifts replaced, at least two more commercial-use utility vehicle (e.g.: Kubota RTV-X1100C), and we also lack appropriate transportation for student athletes to events across the state and region.

Planning Agenda:

We are exploring funding opportunities to acquire all needed vehicles and equipment. As of this time, there is no available funding to support these needs.

IV. Outside Compliance Issues (if appropriate for program)

Description:

If appropriate, describe the role of outside compliance issues on the program.

We have four (4) Underground Storage Tanks (UST's) that are out of compliance with environmental regulations/laws. These must be removed and will need to be replaced with similarly sized above ground tanks.

Since our last NIPR, we are now operating our own water district. This involves continuous test and inspection for regulatory compliance. Moving forward, this will require continued funding to support the operation of these systems.

Evaluation:

Assess changes in compliance or identification of compliance-related needs and the impact on the program.

Moving forward, the operation of our own water district will require increased and continued funding to support the operation of these systems.

Planning Agenda:

List recommendations and necessary actions necessitated by the above evaluation. Complete Institutional Effectiveness Planning, Facilities Planning, Technology Planning and Human Resource Planning Forms as appropriate for any recommendations requiring institutional action.

We need to identify grant opportunities to fund the removal of these 4 UST's and to replace them.

VI. Prioritized Recommendations

B. Prioritized Recommendations for Implementation by Program Staff

List all recommendations made in Section One that do not require institutional action (i.e., Curriculum development) in order of program priority.

[Click here to enter text.](#)

B. Prioritized Recommendations for Inclusion in the Planning Process

List all recommendations made in Section One that should be included in Lassen College's planning and budgeting process, specifically in the Educational Master Plan, Student Services Master Plan, or Institutional Effectiveness Master Plan. Separate recommendations into the appropriate plan(s). Items to be included in the Human Resource Master Plan, Institutional Technology Master Plan, or Facilities Master Plan should be addressed in Sections Two, Three or Four in lieu of or in addition to inclusion in the Academic Master Plan. See Attachment C for Master Plan Overview to determine where recommendations are best placed.

Prioritized Recommendations for Inclusion in Institutional Effectiveness Master Plan

[Maintenance and Operations - 2021](#)

Strategic Goal	Planning Agenda Item	Implementation Time Frame	Estimated Cost (implementation & ongoing)	Expected Outcome
	N/A			

Prioritized Recommendation for Inclusion in Student Services Master Plan

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Strategic Goal	Planning Agenda Item	Implementation Time Frame	Estimated Cost (implementation & ongoing)	Expected Outcome
	N/A			

Prioritized Recommendations for Inclusion in Educational Master Plan
Maintenance and Operations - 2021

Strategic Goal	Planning Agenda Item	Implementation Time Frame	Estimated Cost (implementation & ongoing)	Expected Outcome
	N/A			

Section Two: Human Resource Planning

I. Program Staffing

Description/Evaluation:

1. List the current staffing for the program include: managers, faculty positions, and classified staff.

Greg Collins – Associate Vice President of Facilities and Operations
 Chrisdee Pelfrey – Maintenance Operations Manager

Patrick Clancy – Maintenance Specialist IV
 Joe Morgan – Maintenance Specialist IV
 Nick Cardona- Maintenance Specialist IV
 Jeff Lang – Maintenance Specialist IV
 Brennan Holquin – Maintenance Specialist II
 Zach Hoffman- Maintenance Specialist II
 Bruce Sager – Maintenance/Custodial
 Devin Nelson- Maintenance/Custodial
 Janet Butcher- Maintenance/Custodial
 Lou Tangelbad – Maintenance/Custodial

2. This section provides an opportunity for analysis and justification of projected staffing needs to support the program. Work-study student needs may be included.

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Timeframe	Est. Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source
2018-2023 Facilities NIPR	1,3,4	1	Administrative Assistant IV	<u>2021-2022</u>	\$76,000	Increased Departmental Efficiency/Continuity	1	1	GF
2018-2023 Facilities NIPR	1,3,4	2	Maintenance Custodian	<u>2021-2022</u>	\$61,000	Increased basic health and safety services	2	2	GF
2018-2023 Facilities NIPR	1,3,4	3	Maintenance Specialist II – Grounds	<u>2022-2023</u>	\$69,200	Increased Maintenance Effectiveness	3	3	GF

2018-2023 Facilities NIPR	1,3,4	4	Maintenance Specialist IV – Multi-Trade	<u>2023-2024</u>	\$83,000	Increased Maintenance Effectiveness	4	4	GF
2018-2023 Facilities NIPR	1,3,4	5	Maintenance Specialist II	<u>2024-2025</u>	\$69,200	Increased Maintenance Effectiveness	5	5	GF

Planning Agenda:

List recommendations and necessary actions necessitated by the above evaluation. Complete Institutional Effectiveness Planning and Human Resources Planning Forms as appropriate for any recommendations requiring institutional action.

We are working within the institutional planning process to obtain funding for the above-listed positions.

II. Professional Development

Description/Evaluation:

1. Describe the professional development and professional activities of the program staff relevant to program improvements that has occurred during the period under review. (Workshops, conferences, staff development, work experiences, etc.)

Need to have training in Water Distribution (State Cert)

Need to have staff trained in Pesticides/Fertilizing (State Cert)

Planning Agenda:

List recommendations and necessary actions necessitated by the above evaluation. Complete Institutional Effectiveness Planning and Human Resources Planning Forms as appropriate for any recommendations requiring institutional action.

We are working with Human Resources to identify other professional development opportunities and to obtain funding to attend.

III. Administrative Unit and/or Student Learning Outcome Assessments

Description/Evaluation:

1. Describe any results from assessment of administrative units and/or student learning outcomes that affect human resource planning

Results of the Spring 2021 Administrative Services Survey showed results as follows:

(Q) Please rate your level of satisfaction with campus facilities:

33.33% Unsatisfied (U); 12.12% Neither Satisfied nor Unsatisfied (N); 30.3 Satisfied (S)

(Q) Please rate your level of satisfaction with the following aspects of the Facilities and Operations Department:

	Unsatisfied (U)	Neither Satisfied nor Unsatisfied (N)	Satisfied (S)
Quantity of work:	6.25%	21.88%	40.63%
Quantity of work:	12.51%	25.00%	31.25%
Communication:	15.63%	21.88%	31.26%
Professionalism:	12.51%	21.88%	34.38%
Helpfulness:	3.13%	21.88%	43.76%
Completion of Work Orders:	31.26%	12.50%	25.01%
Grounds Maintenance:	28.13%	9.38%	38.63%
Building/Facility Maintenance:	9.38%	21.88%	34.38%
Custodial Services/Cleanliness:	12.51%	9.38%	50.01%
Customer Service:	12.90%	19.35%	25.80%
Safety & Security Programs:	19.35%	6.45%	51.61%

Planning Agenda:

List recommendations and necessary actions necessitated by the above evaluation. Complete Institutional Effectiveness Planning and Human Resources Planning Forms as appropriate for any recommendations requiring institutional action.

We are working to address process improvements for Completion of Work Orders through the use of SchoolDude, our new work order program. It is our goal that this will, in turn, improve our ratings in Quantity and Quality of Work.

IV. Prioritized Recommendation

Prioritized Recommendations for Implementation by Program Staff

List all recommendations made in Section Two that do not require institutional action (i.e. curriculum development) in order of program priority.

We are working within the institutional planning process to obtain funding for the above-listed positions.

Prioritized Recommendations for Inclusion in the Planning Process

List all recommendations made in Section Two that should be included in Lassen College’s planning and budgeting process. See Attachment C for Master Plan Overview to determine where recommendations are best placed.

Prioritized Recommendations for Inclusion in Human Recourse Master Plan Maintenance & Operations 2021

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Timeframe	Est. Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source
2018-2023 Facilities NIPR	1,3,4	1	Administrative Assistant IV	<u>2021-2022</u>	\$76,000	Increased Departmental Efficiency/Continuity	1	1	GF
2018-2023 Facilities NIPR	1,3,4	2	Maintenance Custodian	<u>2021-2022</u>	\$61,000	Increased basic health and safety services	2	2	GF
2018-2023 Facilities NIPR	1,3,4	3	Maintenance Specialist II – Grounds	<u>2022-2023</u>	\$69,200	Increased Maintenance Effectiveness	3	3	GF
2018-2023 Facilities NIPR	1,3,4	4	Maintenance Specialist IV – Multi-Trade	<u>2023-2024</u>	\$83,000	Increased Maintenance Effectiveness	4	4	GF

Section Three: Facilities Planning

I. Facilities

Description/Evaluation:

1. Describe and evaluate the Lassen Community College facilities available to the program.

The Associate Vice President of Facilities and the Maintenance and Operations Manager offices are located in the Administrative Services building. The maintenance staff are located in the Maintenance building, housed in offices with a central shop and storage areas both inside the building and in an outside yard. The custodial staff have no permanently assigned, dedicated space, and simply meet in the conference room of the Administrative Services building. The Maintenance building is in serviceable condition.

2. Describe and evaluate additional facilities utilized off-campus by the program (attach any relevant rental agreements)

There are no off campus facilities used by this program.

3. Describe any facilities needs identified by assessments of administrative unit and/or student learning outcomes

The upper storage area of the Maintenance shop needs to be assessed for safe floor load.

4. Justify any proposed modifications or additions to existing facilities that would better serve the program planned for the next five years.

Department administrator and manager, and custodial staff, need to move into the Maintenance Building in order to centralize all staff and management under one roof.

Planning Agenda:

List recommendations and necessary actions necessitated by the above evaluation. Complete Institutional Effectiveness, Facilities Planning, and Technology Planning Forms as appropriate for any recommendations requiring institutional action.

[Click here to enter text. Ask yourself, "What are we going to change?" Go into detail here and provide a snap shot of the items in the table\(s\) below.](#)

II. Prioritized Recommendations

Prioritized Recommendations for Implementation by Program Staff

List all recommendations made in Section Three that do not require institutional action (i.e. curriculum development) in order of program priority.

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Prioritized Recommendations for Inclusion in the Planning Process

List all recommendations made in Section Three that should be included in Lassen College’s planning and budgeting process. See Attachment C for Master Plan Overview to determine where recommendations are best placed.

Prioritized Recommendations for Inclusion in the Facilities Master Plan

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Strategic Goal	Planning Agenda Item	Implementation Time Frame	Estimated Cost (implementation & ongoing)	Expected Outcome
	N/A			

Section Four: Technology Planning

I. Institutional Technology

Description/Evaluation:

1. Describe and evaluate technology and technology support provided for instruction and instructional support.

N/A

2. Describe any technology and technology support needs identified by assessment of administrative unit and/or student learning outcomes.

N/A

Planning Agenda:

List recommendations and necessary actions necessitated by the above evaluation. Complete Institutional Effectiveness Planning, Facilities Planning, Technology Planning and Human Resource Planning Forms as appropriate for any recommendations requiring institutional action.

N/A

II. Prioritized Recommendations

Prioritized Recommendations for Implementation by Program Staff

List all recommendations made in Section Four that do not require institutional action (i.e. curriculum development) in order of program priority.

N/A

Prioritized Recommendation for Inclusion in the Planning Process

List all recommendations made in Section Four that should be included in Lassen Community College's planning and budgeting process. See Attachment C for Master Plan Overview to determine where recommendations are best placed.

Prioritized Recommendations Inclusion in Institutional Technology Master Plan

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Strategic Goal	Planning Agenda Item	Implementation Time Frame	Estimated Cost (implementation & ongoing)	Expected Outcome
	N/A			

FACILITIES GUIDING PRINCIPLES & STANDARDS

The college facilities physically provide the environment in which teaching and learning occur and therefore strongly contribute in establishing a sense of campus community. The College is dedicated to making a significant investment in its facilities and grounds to ensure that this community is well served with carefully planned and maintained spaces. By developing both traditional and innovative learning spaces the college will strive to enhance each individuals educational experience and extend our learning opportunities in ways that will engage and best serve our local community. We affirm that our facilities should support and promote the development of premier programs that make an impact on the hearts and minds of visitors, alumni, students, parents, faculty and staff. In short, our facilities should provide a safe on-campus learning experience which fosters a vibrant, close-knit community.

The Lassen Community College District's, Facilities Planning Maintenance and Operations Department are a distinctive group of qualified individuals who seek to provide "facilities excellence" by providing a first - rate quality product in an environment centered on teamwork, professionalism and satisfied customer service. The mission of both the Facilities Planning Maintenance and Operations Department and the Facilities Planning Committee is to ensure a safe, effective and inspiring physical environment that supports and enhances the institutions vision mission goals outlined within the Comprehensive Strategic Master Plan. To successfully implement the Capital Improvement Plan all facilities decisions should consider functionality, aesthetics, economics, environmental concerns, operational efficiency and technology.

To operate with distinction and professionally manage this under taking the Facilities Department is dedicated to the following values:

- We value a team based approach to customer service
- We strive to provide accurate and timely responses to requests for information and services
- We treat customers and co-workers with courtesy and respect
- We will continue to deliver innovative and reliable services
- We will demonstrate integrity in all that we do

Facilities Services will be on a continual journey to cultivate a culture of accountability, assessment for best practices, enhanced communication both inter and intra department, and collegiality as an integral component of its pursuit of operational excellence.

FACILITIES STANDARDS AND GUIDELINES

Standard One - Continuity & Aesthetics: Develop and enhance a campus environment that reinforces the college mission and its accompanying strategic and comprehensive master plan.

- Develop a cohesive and flexible master plan that establishes the framework for current and long- term college needs. To be amended annually this physical master plan graphical represents the goals outlined within the colleges accompanying Strategic and Comprehensive

Institutional Master Plan.

- Utilize the campus physical master plan as a continuing guide for the immediate short-term and long-term growth of facilities and grounds improvements.
- Implement all campus planning and development in a formal and systematic method where the basis

of decision-making is an open collaborative process involving input from all constituencies and further benefits from consistent, predictable review and approval procedures.

- Strive for planning and architectural excellence through careful consideration of functionality, aesthetics, economics, environmental concerns, health & safety, constructability & code compliance, operational efficiency, and technology.
- Establish a sense of place by promoting a coherent and consistent system of building and open space standards.
- Develop and renovate parking areas that combine convenience, sustainability and landscaping within an effective vehicular and pedestrian service network.
- Acknowledge existing architectural style and utilize it as a reference and influence in the design of new structures.
- Set a clear and consistent vision for the college's image and reputation among the key constituencies of the college and establish a dramatic and memorable visual identity for the campus.

Standard Two - Utilization: Develop facilities and grounds that provide an effective learning environments that are appropriate to the discipline and responsive to evolving methodologies for Instruction.

- Strengthen and expand the physical infrastructure to support learning environments based upon instructional and student service approaches known to increase learning and educational effectiveness.
- Recognizing that learning occurs within and outside the traditional classroom setting, create places or modify existing space to encourage impromptu meetings and facilitate conversation.
- Establish and monitor the acceptable use and capacity for all buildings and for each of their internal spaces.
- Create breakout spaces (separate from the learning center) where students can practice presentations using technology or receive immediate tutoring assistance.
- Provide flexible up to date resources in classrooms including, but not limited to - furniture, desks, tables, whiteboards, screens and other technological capabilities.
- Improve classroom acoustics, lighting, ventilation, air conditioning and temperature control systems.
- Provide programming to identify the top priorities for the use of space (such as needs directly related to credit hour activity).

Standard Three -Quality: Improve the quality of campus facilities, resources and overall environment through a commitment to planning, design principles, standards and strategies.

- Provide seamless architectural and open space connections by improving the existing walks, plazas, landscaped areas and architectural details that reinforce visual and physical connections.
- Create design guidelines for all architecture, landscape, utility infrastructure, furniture, fixtures and equipment to enhance a sense of cohesiveness on the campus.
- Enhance and or define buildings and their entrances with the addition of vestibules, patios, walkways, signage, lighting, furnishings and landscaping.
- Establish desired level of performance for site and building components for life cycle planning.
- Facility development and preventative maintenance and repairs should be coordinated to occur in a timely and minimally disruptive fashion.

Standard Four - Health & Safety: Develop both the physical environment and administrative procedures to provide and maintain a safe and healthy work environment for the campus community.

- Establish a schedule for eliminating deficiencies related to current standards.
- Ensure building construction is in compliance with the "Field Act" and certified with the Department of the State Architect (DSA).
- Enhance pedestrian connections between parking lots, buildings and within open space areas to create safe and well-lit routes.
- Improve safety associated with vehicular/pedestrian conflict points by creating new walks along roadway routes, improving signage, installation of speed control devices, gates and bollards. Design and install a secondary vehicular emergency access and delivery system to campus that does not conflict with major pedestrian routes.
- Design and retrofit all pedestrian circulation routes for full accessibility as defined by the American Disabilities Act (ADA).
- Extend the pedestrian circulation system to include fitness walking trails suited to a variety of capabilities.
- Improve safe and direct access to evening destinations and provide emergency phones at key locations and improve cell phone coverage on campus.
- Develop and maintain a safe and healthy work environment for employees and a safe operation of facilities, equipment and handling of products that comply with all federal, state and local standards and regulations.
- Identify with the assistance of the Safety Committee various areas of concern and develop and implement corrective actions that will reduce incident rates, property loss, and worker's compensation costs.
- Assist in identifying and advocating for policies that promote a safe and healthy environment (alcohol & tobacco prohibition, traffic control etc.).

Standard Five - Identity & Uniformity: Reflect and enhance the image of the college by promoting the development of a functional

and attractive campus that reflects its local and regional importance.

- Provide specifications that introduce a palette of materials for elements such as lights, site furnishings and landscaping that can be interchangeably used to reinforce uniformity and identity.
- Incorporate branding elements that develop an image and appearance for campus respectful of its heritage yet responsive to its future growth and ideals.
- Create a clearly recognizable and welcoming main campus entrance that features identifiable architectural elements (artwork & landscape) and implements a fully coordinated way-finding system of lighting and signage.
- Continue to unify the appearance of campus through consistency in design.
- Incorporate into the campus planning a centralizing design structure (clock/information tower), which physically defines the college commons area and serves as a common identifiable source of orientation for visitors to campus.
- Taylor design pursuits to identify and showcase various departments and the college's unique academic offerings. (Athletics, Agriculture, Creative Arts, Trades, Math/Science)
- Celebrate regional arts and culture through the use of innovative methods throughout campus.

Standard Six -Accessibility & Usefulness: Unify and integrate development to enhance the quality of life on the main campus and strengthen linkages between this academic and surrounding community.

- Define uses that have, or will have similar programmatic affinities and locate these spaces in a manner that builds community and enriches student life opportunities.
- Maintain and enhance the accessible character and use of the campus by preserving and improving open space areas, incorporating sustainably influenced green space around buildings and utilizing design principles that sensitively respond to the pedestrian experience.
- Design outdoor structures and open spaces for equal access that ergonomically encourage spaces for individual and group study.
- Create more recreational options such as a fitness/wellness facility (Fieldhouse), walking or hiking trails, exercise courses, sport fields, and social areas such as staff and faculty lounges, courtyards, horseshoe pits etc. that engage the campus community.
- Improve the layout of existing public service spaces to reduce delays and improve access.
- Provide adequate and convenient parking for those with disabilities.
- Ensure all new construction and major remodels include barrier free access and that building schedules respect academic calendared needs.
- Ensure easy access for campus visitors by creating a comprehensive and easily understandable navigational/way-finding system that includes mapping, building identification, directional and regulatory signage throughout campus and on roads near campus.
- Identify opportunities to mutually share facilities with business and other educational and public agencies; amending facilities to allow for responsible partnerships and cooperative use agreements.

- Facilities should adhere to a core set of architectural standards that will build our identity across the entire campus.
- Renovate residential hall to take into consideration the expansion of lifestyle opportunities by adding social-study and recreational spaces.
- Define areas of improvement to mitigate hazards created by winter weather. Support a welcoming atmosphere that maintains facilities and creates spaces for informal learning and socialization; a physical environment, which promotes and supports increased student-faculty interaction.

Standard Seven - Efficiency and Capacity: Ensure optimal use of campus facilities and resources in accommodating growth or reduction in enrollment and college programs.

- Create the potential for built-in flexibility within the facilities to cost effectively meet the future need for change.
- Identify spaces on and off campus that can be used as temporary accommodation space during times of facility development to minimize costs and impacts upon campus community.
- Accommodate targeted enrollments and be consistent with approved maximum utilization ratios.
- In response to decreased operational funding, implement scheduled routine maintenance programs, which extend the useful life of all buildings and prevent premature capital outlay for replacement.
- Increase utilization of existing facilities by identifying possible shared use opportunities.
- Improve the performance and capacity of campus infrastructure systems to satisfy projected needs.
- Evaluate the potential of underused campus lands and resources to support and enrich campus life.
- Design into facilities equipment failsafe's or redundancies that safeguard against operational disruption and provide emergency preparedness.
- Continue to utilize electronic communications technology to increase teaching and service delivery in
The classroom and the use of distance learning opportunities at remote sites to reduce the need for campus space.

Standard Eight-Environmental Concerns: Develop facilities and programs on campus reflecting the best practices of sustainability and ecological sensitivity.

- Locate and design new facilities to take full advantage of energy conservation and sustainable materials, systems and practices.
- Maintain and enhance waste recycling programs throughout the campus.
- Develop an emergency response plan that addresses water shortages.
- Utilize environmentally responsible design and construction in all new and renovation projects, through the deliberate effort of achieving "LEED" certification (environmental industry standard) or its equivalent sustainability standard.

- Utilize a variety of durable native plant materials that will flourish with minimal maintenance, paired with an overall landscape environmental management plan that focuses on water conservation measures.
- Design and renovate spaces to allow for efficient penetration of natural light.
- Strive to reduce the overall campus' carbon footprint and energy consumption while increasing sustainable design initiatives.
- Maintain and renovate facilities to achieve optimal energy efficiencies.
- Provide adequate bus stops and shelters to encourage public transit.
- Where possible, implement Light Imprint guidelines (C-3 requirements) for storm water management to minimize runoff.
- Implement sustainable design strategies for new buildings, renovations of or additions to existing buildings and as appropriate throughout campus to reduce energy consumption.
- Implement sustainable construction compliance as outlined by the United States Building Council (USGBC) to reduce inefficient resource utilization.
- Add metering devices to effectively monitor effectiveness of environmental programs.
- Implement other sustainable measures, design techniques and environmentally responsible operations with regard to advancing policies that demonstrate leadership in water use reduction, lighting, motion sensor controls, heating and cooling, landscaping and which help to reduce energy usage and the preservation of natural resources

Standard Nine- Management & Service: Provide facilities management services that properly prioritize and coordinate planning, development, maintenance and custodial requirements that serve the common good of the campus community.

- Identify and implement approved five-year construction plans and scheduled maintenance projects for the campus facilities that correspond to prioritization by the college and available funding.
- Facility's Department will provide ongoing campus-wide inspections of buildings, grounds, and utility infrastructure as per regulation and as necessary to ensure both operational efficiencies along with health and safety requirements are met.
- Facility's Department will diligently mitigate any unsafe conditions or work practices through corrective action, education, training and enforcement.
- Facilities funding should be distributed in such a way that balances the needs of all constituents over time and supports the Strategic Plan.
- Facility management procedures inherent in the development of projects require transparency with clear and accurate reporting of information to control agencies and community bodies in order to appropriately demonstrate wise and efficient use of public funds.
- Management entails adherence to all applicable regulations and procedures and developing positive, trustworthy business relationships at all levels.
- Facilities Planning Maintenance and Operations Department shall maintain documentation on the use and capacity of all facilities within the Space Inventory Report.
- Facilities Services will be good stewards of all resources entrusted to their care and will

utilize them in the most efficient and economic manner possible.

- Provide a safe, well maintained and visually pleasing campus grounds and exterior campus environment.
- Provide for safe, energy efficient, clean, and well-maintained interior environments that contribute to the success of the users.
- Facilities Services will comply with all internal and external controls, statutes, regulations and reporting methods.
- Provide for and continuously improve the process for the delivery of building maintenance, utility services, and skilled trades to meet the facility needs.

FACILITIES PROJECTS: TYPES

A. Project Types - Following are general descriptions of the types of facility improvement projects overseen by Facilities Planning and Management. (In typical order of importance)

1. **Emergency Projects** -At times certain work becomes immediately necessary for various reasons.
2. **Health and Safety**-A Health and Safety project is required to mitigate a potentially serious threat to the health and safety of the campus community. Include projects identified by the Safety Committee or within the UPP or CHP. These also include sustainability projects that focus on providing environmentally healthy Green building initiatives, Co2 reduction etc.
3. **Repair Projects** - The goal of a repair project is to correct operational deficiencies in existing facilities or equipment.
4. **Scheduled Maintenance Projects** -Scheduled maintenance projects modify, upgrade or replace building and infrastructure components or systems that have reached the end of their useful life. Sometimes referred to as Special Repairs Programs and replacement projects, these tend to be more complex, expensive and larger than the routine repairs. They enhance the useful life of an existing building through minor non-recurring repair and maintenance of facilities. Projects support funding philosophy of correcting and avoiding health and safety hazards, maintaining environments conducive to learning, and improving long-term cost effectiveness of facility operations. Scope may require the use of outside contractors. The Scheduled Maintenance Budget is submitted annually (in Fusion format) to the Facility Planning Unit at the State Chancellor's Office.
5. **Alteration Projects** - This type of project meets the needs of the campus community for additions or modification of equipment or facilities at the room level.
6. **Infrastructure improvement Projects** - Infrastructure improvement projects are necessary to increase the capacity of access, life safety, and utility systems to support growth or the addition of a new facility.
7. **Energy Projects**-Energy conservation projects seek to improve existing systems to reduce consumption and create energy cost savings over time.
8. **Minor Capital Projects** - Minor Capital projects are similar to alteration projects but are larger in scope and may require formal DSA notification

and or plan check and inspections. A remodel of several rooms would generally be considered a minor capital project. They often involve adapting spaces (expansion or renovation) for new use in response to supporting current academic programing pursuits (IPR & NIPR).

9. Instructional Support Projects - These are state funded support projects that are similar to Scheduled Maintenance Projects (Fusion based five year reporting), which assist districts with their ever growing, need for instructional equipment, library materials and technology. This fund is not for instructional supplies.

10. Special Projects - Special projects are those, which typically have particular programing requirements or specific constraints that effect budget, schedule and management.

11. Major Capital Projects - Major Capital projects are those identified in the facilities master plan, such as new buildings, the major modernization of an entire facility, or the significant expansion of an existing facility.

8. Project Prioritization-Each of the project types will require a different prioritization process to ensure equitable distribution of resources.

1. Emergency Projects - Emergency projects with the endorsement of a Vice President should be forwarded to the Director of Facilities for immediate action. Other high priority projects that develop and require completion outside the regular planning cycle may be submitted to the President's Cabinet as an immediate needs request by any of the Vice Presidents.

2. Health and Safety Projects - Potential threats to the health and safety of the campus environment that may require modifications or improvements to facilities will be forwarded for review by the Safety Committee .The Health and Safety Committee should review the information provided and make a recommendation to the Director of Facilities and the Vice President of Administrative Services regarding the urgency of the issue. The Facilities Department will make recommendation as to the approach that should be taken in mitigating this concern.

3. Repair Projects - Since repair projects typically deal with equipment or systems that have already failed, requestors may self-designate the work requests as low, medium or high priority. The Director of Facilities will review the work requests with staff and may adjust the priority in consideration of all other active work requests. Staff will then complete the work high priority to low priority on a first-in first-out basis.

4. Alteration, Scheduled Maintenance, and Minor Capital Projects - Since resources for these projects are typically very limited, a formal process to prioritize the work is necessary. Projects will be reviewed first at the team level, and then prioritized by the Facilities Planning Committee, which will routinely forward them to the President's Cabinet and Consultation Counsel for approval, subject to available

funds.

- 5. Infrastructure and Energy Projects** - The Facilities Management Department maintains a list of these projects and prioritizes them according to the return on investment, level of urgency, access to the site, complexity and availability of project management and financial resources. The prioritized list is updated bi-annually and reviewed by the Facilities Planning Committee and approved by the President's Cabinet.
- 6. Instructional Support Projects** -To ensure that instructional equipment and furnishings meet all the academic needs these projects require a team level approach in establishing their prioritization. The state requires a five-year funding model using the existing Fusion software format. The Facilities Planning Committee (FPC) should review and amend this document annually and then forward to the President's Cabinet and Consultation Counsel for final approval prior to sending to the Facility Planning Unit at the Chancellors' Office.
- 7. Special Projects** - Since these projects may be generated from a variety of sources, they must have the endorsement of a Vice President and the approval of the President's Cabinet and the Consultation Counsel. **Major Capital Projects** - Major Capital Projects are prioritized through the Facilities Master Planning process, utilizing educational master plan data, and in logical order to minimize costs and impact to the operation of the campus. The Facilities Master Plan (FMP) will be developed and updated every five to seven years depending upon available project funding and in response to changes to educational planning and campus needs. A five-year Capital Outlay Plan typically accompanies the FMP to assist in fiscal planning.

PROJECT PRIORITIZATION

C. **PRIORITY METHODOLOGY** (3 category groupings for projects vs. listing by order)

PRIORITY LEVEL (L1)

1. **Life Safety and Legal Compliance:**

- Hazardous life safety building or site conditions that jeopardize people, programs, equipment: unless corrected will cause suspension of facilities use.

Repairs; renovation, and improvements required for immediate compliance with local, state, and federal agencies.

2. **Damage or deterioration to facilities:**

Repairs, renovations, and improvements to facilities that unless corrected will lead to a loss of facility.

3. **Cost-effective Measures:**

- Repairs, renovations, and improvements required to prevent serious facilities deterioration and significantly higher labor costs if not immediately corrected. Energy conservation to reduce consumption with a rapid return on investment.

PRIORITY LEVEL 11 (L2)

1. **Mission Support:**

Actions required for functional activities.

2. **Delayed Priority Level 1:**

Repairs and renovation less compelling than priority I.

3. **Deferred Maintenance:**

Deferral of repairs or renovations that will lead to major damage to a facilities and loss of use, hamper program activities, or affected economies of operations.

PRIORITY LEVEL III (L3)

1. Project Completion:

Building or site improvements uncompleted because of inadequate funding or other reasons. Improvements are necessary for proper functioning, economic maintenance, and suitable appearance of new construction.

2. Delayed Deferred Maintenance:

Repairs, renovations, and improvements that can be postponed.

3. Anticipating Actions:

Actions carried out in anticipation of longer-range development including land acquisition, infrastructure elements, and advance planning for capital projects.

4. Reduction in scope:

- Modify scope to a smaller scale or consolidate with other project.

Note:

There are other intangible factors that do not readily lend themselves to categories but should be considered when making priority-funding decisions. Faculty and staff morale make a positive contribution to overall productivity and can be influenced by sufficient space and properly functioning, well-furnished and well-equipped, attractive, and well-maintained facilities. Faculty, staff and student recruitment and retention are similarly affected by the physical appearance of facilities and the architectural qualities of buildings and site aesthetics.

In addition, when reviewing all projects, opportunities should be analyzed to "package" several projects for economies of scale. For example, roofing repairs and floor covering repairs and replacement on several buildings are commonly grouped together into a single project to allow for lower unit pricing.

In the final analysis, selection of priorities by management is based on the relative weight given to the protection of plant assets, possible fiscal instability caused by postponing deferred maintenance or energy conservation measures, the visual image of the institution, and the risk of erosion to the function and quality of environment.

Lassen Community College Master Plan Overview

Six master plans comprise the Comprehensive Institutional Master Plan. Recommendations from program reviews will be input into the selected master plans as determined by faculty in the prioritized recommendation spreadsheets. To better understand which master plan might be most appropriate for each program recommendation, a summary/objective of each plan is included below. More information can be found in the Shared Governance and Consultation Council Handbook and the Comprehensive Institutional Master Plan.

Institutional Effectiveness Master Plan (IEMP): the IEMP addresses college needs not addressed in other plans. These needs include research, governance, outcome assessment, and administrative operations.

Educational Master Plan (EMP): The EMP addresses the instructional planning needs of the college.

Student Services Master Plan (SSMP): The SSMP highlights the services needed to maximize the student experience through a variety of key student support services.

Institutional Technology Master Plan (ITMP): The ITMP addresses the technology needs of the campus.

Facilities Master Plan (FMP): The FMP addresses the physical infrastructure, facility, and maintenance needs of the campus.

Human Resources Master Plan (HRMP): The HRMP identifies and manages the administrative functions of recruitment, selection, evaluation, and professional development needs of the College to ensure a fully-staffed and highly functioning team of employees.