

Comprehensive Program Review Report



Program Review - Facilities

Program Summary

2022-2023

Prepared by: Byron Woods - Dean, Facilities

What are the strengths of your area?: The Facilities Department is dedicated to proactive planning and excellence in customer service. We support our institutional mission by providing each campus with a safe, secure, accessible and aesthetically pleasing environment; one that enables the college campuses to achieve excellence in teaching and learning. The Facilities staff are dedicated, friendly and respond quickly to any request received. Teamwork and communication contribute to the greater successes of the department.

Below are the 2021 survey results from the COS Giant Questionnaire for our department. The percentage change from the 2017 GQ survey results are identified in parenthesis.

Visalia Campus

- 96% of respondents were satisfied with the maintenance level of the grounds (+3%)
- 96% of respondents were satisfied with the maintenance level of the restrooms (+21%)
- 91% of respondents were satisfied with the condition of the classrooms (+14%)
- 85% of respondents were satisfied with the availability of staff parking (+30%)
- 96% of respondents were satisfied with the timeliness of completing a work order (+9%)
- 98% of respondents were satisfied with the responsiveness of facilities services staff (+6%)
- 96% of respondents were satisfied with the COVID-19 safety measures (n/a)

Hanford Campus

- 98% of respondents were satisfied with the maintenance level of the grounds (-2%)
- 100% of respondents were satisfied with the maintenance level of the restrooms (+3%)
- 100% of respondents were satisfied with the condition of the classrooms (+4%)
- 100% of respondents were satisfied with the availability of staff parking (+10%)
- 100% of respondents were satisfied with the timeliness of completing a work order (+15%)
- 100% of respondents were satisfied with the responsiveness of facilities services staff (+7%)
- 97% of respondents were satisfied with the COVID-19 safety measures (n/a)

Tulare Campus

- 96% of respondents were satisfied with the maintenance level of the grounds (+6%)
- 98% of respondents were satisfied with the maintenance level of the restrooms (+4%)
- 100% of respondents were satisfied with the condition of the classrooms (+2%)
- 98% of respondents were satisfied with the availability of staff parking (+10%)
- 91% of respondents were satisfied with the timeliness of completing a work order (-1%)
- 92% of respondents were satisfied with the responsiveness of facilities services staff (-4%)
- 100% of respondents were satisfied with the COVID-19 safety measures (n/a)

What improvements are needed?: With steady enrollment growth each year and expanding facilities throughout the District, the Facilities Department is in need of additional staffing and/or resources to maintain successful levels of operation at all campuses.

Upon reviewing the survey results above, the Facilities Department has identified room for improvement in the following areas:

Visalia Campus

Significant improvement in all categories, especially in the condition/cleanliness of classrooms and restrooms. During this time, the department has really focused on modernizing district facilities and upgrading custodial procedures and expectations.

Hanford Campus

Significant improvement in most categories, especially pertaining to work order completion and responsiveness of facilities staff. The condition of campus grounds/landscaping can be improved.

Tulare Campus

Minimal changes noted. The responsiveness of facilities staff and work order completion can be improved.

Describe any external opportunities or challenges.: The most significant challenges faced by the Facilities Department continue to be inadequate staffing and long-term fiscal planning (life-cycle replacement plans).

Due to continuous increasing enrollment, our department is experiencing a greater demand for routine maintenance of our facilities. These needs range from building maintenance to custodial maintenance to landscape maintenance. State scheduled maintenance funding has significantly declined in recent years putting added pressure on our department to serve the District's needs given the limited financial resources at hand. When funds are available, we are further challenged with staffing limitations to complete these improvements in a timely manner.

After analyzing the results of the 2019 Student Support Services Survey, Facilities Department management staff have discussed ideas to improve performance while considering implementation costs and the potential impact on existing operations. Additional staffing remains the number one priority, however, we have also identified specific equipment needs that would significantly increase performance and efficiency in the workplace. In regards to proposed equipment needs, the return on investment is almost immediate.

District operations have experienced constant expansion during the last five years. Enrollment and staff have increased dramatically in recent years. With a higher facility use, more attention is required for maintenance and observation. A significant challenge we have faced is supervision of grounds and custodial staff at the Tulare and Hanford campuses. These staff are co-supervised by the campus Provost and the M&O/Custodial Managers. The project management challenge discussed above has pulled the M&O Manager away from focusing on the performance of the grounds employees at the Center campuses. We face a similar issue in regards to custodial supervision since the Custodial Manager works 12pm-8:30pm. With 16 custodians working daily shifts between the hours of 6am-12am, it is extremely difficult for the Custodial Manager to provide the supervisory coverage necessary to properly manage our staff and facilities. The District approved funding in July 2022 for a new Facilities Manager to oversee custodial and grounds staff at both Center campuses. This should certainly improve operations at these campuses.

When new facilities are constructed and new equipment is purchased, the idea of having to replace certain items after their "life cycle" has ended have never been considered by the District. The concept of "Total Cost of Ownership" is very prominent at the state level and should be carefully considered by the District in regards to the responsible replacement of District resources, equipment, etc. The first significant step of progress taken by the District was the "Athletic Turf Replacement Fund". Over a four year period, the District has secured a majority of the funding required to replace the athletic field turf in 2020-21. From a facilities standpoint, this is proactive planning. The Facilities Department prepared a Total Cost of Ownership analysis in spring 2018 which identifies annual spending requirements to properly maintain the District's buildings, campus site work, infrastructure, equipment and resources. The Facilities Department continues to request increasing the Capital Project funding to provide contingency for long-term preventative maintenance and emergency repairs. In the meantime, there are numerous resources such as District vehicles, equipment, and modular buildings that will require replacement in the near future and funding will need to be identified.

In regards to long-term spending plans, the Facilities Department has always focused on the maintenance and safety needs of District facilities. Increased enrollment and staffing throughout the District has translated to higher use of District facilities, infrastructure and equipment. It is important for the District to consider long-term spending plans pertaining to the responsible replacement of District resources. The COVID-19 pandemic resulted in significant positive financial investments in facilities upgrades (i.e. HVAC equipment, air quality, custodial equipment, etc.). While this was a great opportunity for those operations to be 'brought up to speed', it is important for the District to recognize the cyclical budget planning required to successfully sustain long-term operations.

In fall 2019, a new branch of operations was created with the Facilities Department - Construction Services. This function employs one manager and operates very independently of Maintenance & Operations. While construction activities have been very active and successful, we are experiencing a greater need for additional staff support. The District continues to invest in its facilities and implementation of these plans is becoming more and more difficult to facilities in a timely manner. Additional staffing is needed.

Overall SAO Achievement: Three SAOs (reduce litter, cleaner restrooms, and improve maintenance and cleanliness of exterior stairways and corridors) were initiated prior to 2016-17. Great progress has been made in all three areas; they remain active due to the fact that they will require assessment via a district-wide survey. Campus building signage and campus sustainability were initiated in 2017-18. Both remain active SAOs awaiting funding for specific campus improvements. A new SAO was initiated in 2019, focusing on cleaner classrooms and public areas.

Changes Based on SAO Achievement: Updates have been provided for each SAO.

Outcome cycle evaluation: Overall progress has been positive. The SAOs have not been completed in recent years primarily due to lack of funding/resources. The Facilities Department is making great strides towards accomplishing tasks not dependent upon financial support. The current SAOs will provide a solid foundation for measurable success of our department's operations.

Action: 2022-23 Restroom Maintenance

This action will involve identifying and implementing multiple ways to keep our restrooms cleaner throughout the district.

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Implementation Timeline: 2022 - 2023

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Identify related course/program outcomes: This Action pertains directly to the "restroom cleanliness" SAO. Restroom cleanliness is only as successful as the finishes and materials that make up the space. It is important for the District to routinely upgrade its facilities to meet the needs of its users and allow for the achievement of proper maintenance and cleanliness levels.

Person(s) Responsible (Name and Position): Byron Woods - Dean, Facilities

Rationale (With supporting data): A customer satisfaction survey was administered in May 2014. One question asked customers to indicate their level of satisfaction with the condition of the restrooms in their specified building. While more than 72% of respondents were satisfied or very satisfied, 25.6% of respondents were dissatisfied or very dissatisfied. Besides the availability of parking spaces, this was the highest number of dissatisfied responses for the entire survey.

Two similar surveys were conducted in spring 2017. Similar restroom cleanliness questions were asked to students and staff. When averaging the results of both surveys, more than 79% of respondents were satisfied. This is a 7% increase from the 2014 survey results. The Facilities Department will implement various systems to improve overall cleanliness of the restroom spaces with hopes to obtain an 82% satisfaction rating in the 2019 survey.

To improve these figures, it is up to the Facilities Department to identify and progressively update/remodel the aging restrooms.

When the COVID-19 pandemic commenced, the District spend hundreds of thousands of dollars on state of the art cleaning systems and products. COS custodial staff have ramped up cleaning and disinfecting expectations on all three campuses. To measure improvements, the Giant Questionnaire survey was administered in spring 2021. Restroom cleanliness questions were asked to students and staff, similar to 2015 (72% satisfied) and 2017 (79% satisfied). According to the 2021 GQ survey, the satisfaction rate of restroom cleanliness increased to 96% in Visalia, 100% in Hanford, and 98% in Tulare, resulting in an average district-wide satisfaction rating of 96.7%. The Facilities Department greatly appreciates the District's financial support for improving our facilities, specifically relating to outdated restrooms. This is clearly reflected in the nearly 25% increase in satisfaction rating from 2015-2021.

Priority: High

Safety Issue: No

External Mandate: No

Safety/Mandate Explanation:

Resources Description

Facilities - RESTROOM RENOVATION - This project proposes to renovate the men's and women's restroom in the Ponderosa building. (Active)

Why is this resource required for this action?: The restroom has received minimal upgrades since it was constructed in

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1966. In addition, this restroom does not meet current California Building Code (CBC) and Americans with Disabilities Act (ADA) requirements. It is important for the District to identify and mitigate accessibility issues on all campuses in a timely manner, especially in areas directly impacting our students.

Notes (optional): The Facilities Department has been very successful with renovating existing or constructing new restrooms throughout the District over the last 10+ years. While many of the existing restrooms exhibit the need to be modernized, only a few can not meet CBC/ADA code requirements without significant renovations. Recent successful restroom modernizations include Buckeye men's (2014), Alta Peak women's (2015), Alta Peak men's (2018), and Moro Gym men's and women's (2022).

The District's Facilities budget is not structured to accommodate significant capital improvement projects of this nature. In addition, the state has encouraged Districts to utilize annual scheduled maintenance funds for district-wide sustainability/energy efficiency projects rather than upgrading dated facilities.

Cost of Request (Nothing will be funded over the amount listed.): 120000

Link Actions to District Objectives

District Objectives: 2013-2015

2013-2015: District Objective #1 - District Objective #1 for 2013-2015: Provide effective academic support services as measured by an increase in the rate at which students successfully complete courses.

District Objectives: 2015-2018

District Objectives - 4.1 - Improve operational systems based upon data driven decision-making as described in the COS 2.0 manuals.

District Objectives: 2021-2025

District Objective 4.1 - Increase the effective use of data and transparency in decision making at all institutional levels from 2021-2025.

District Objective 4.2 - Improve communication practices needed to support organizational effectiveness and continuous improvement across all District units and constituents from 2021-2025.

District Objective 4.3 - Improve professional development practices District-wide for all District employees to support equity and operational effectiveness from 2021-2025.

Action: 2022-23 Wayfinding Signage

Design and install "intermediate" signage to assist students along their way from the directory map to their designated building. This may include directional signage with arrows, kiosks, pole signage, etc.

Leave Blank:

Implementation Timeline: 2022 - 2023

Leave Blank:

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Identify related course/program outcomes: This ties to the "campus building signage" SAO.

Person(s) Responsible (Name and Position): Byron Woods - Dean, Facilities

Rationale (With supporting data): At the start of every semester, our department's staff are found observing students as they attempt to navigate their way from building to building. What we consistently notice is that students have extreme difficulty reading the campus directory and being able to orient themselves on the campus. In addition, the existing building signage (lettering) on each building is located near the roofline; due to the density of the tree canopies within the Visalia campus, the lettering is not visible from many locations.

During the last 16 months, the District has installed new ground-level column signs in highly visible locations around the buildings. The layout and color scheme has created a new identify for building-related signage on campus. The student's eye is drawn to the orange band at the top of each sign, leading them to the building name and number.

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In 2016, the COS Foundation funded a new monument directory that was constructed in the center of the quad (adjacent to the Sequoia building). We found that (especially at the beginning of each semester) students were often huddled around the 24"X36" blue frame directories located throughout the Visalia campus. The directories were too small and difficult to read. A larger, more prominent directory has improved the readability of the campus map and also serves as a nice welcoming piece at the front doorstep of campus.

The final piece of the campus signage puzzle is installing wayfinding signage on the Visalia campus. After reading a directory, the student has a general understanding of where they need to go to find their destination. Due to the density of the Visalia campus, students often get lost or confused along the way. The Visalia campus needs "intermediate" signage to assist students along their way from the directory map to their designate building. This may include directional signage with arrows, kiosks, pole signage, etc.

The goal is to finalize the signage "system" at the Visalia campus first to ensure successful outcomes. We will then propose similar signage improvements at the Hanford and Tulare campuses.

Priority: Medium

Safety Issue: No

External Mandate: No

Safety/Mandate Explanation:

Resources Description

Facilities - WAYFINDING SIGNAGE - This request is for funding to design and install "intermediate" (wayfinding) signage on the Visalia campus. This includes 6' high pylon signage at walkways (arrows indicating the direction to specific buildings), suspended signs at corridors, and directory signage at building exteriors identifying programs and offerings within the building. (Active)

Why is this resource required for this action?: Signage is a means of communication. Providing clear and legible campus signage is crucial for the success of the District's students and staff. Without proper signage, students can feel lost, anxious, and do not feel comfortable with their surroundings. The Facilities Department recognizes that there is an information gap in terms of signage needs on our campuses - this new signage system would close that gap and contribute to student success.

Notes (optional): The cost estimate below would fund wayfinding signage needs within the developed campus. Additional funds would be needed to address wayfinding signage along the campus perimeter and parking lots. Proposed scope of work and requested funds can be reduced and performed in phases if necessary.

Cost of Request (Nothing will be funded over the amount listed.): 95000

Related Documents:

[Wayfinding Signage Examples.jpg](#)

[Estimate_12661_COSVisalia.pdf](#)

[Wayfinding Staff Email_20180813.pdf](#)

Link Actions to District Objectives

District Objectives: 2015-2018

District Objectives - 4.2 -Improve the efficiency, effectiveness and communication of human, physical, technological, and financial resources to advance the District Mission.

District Objectives: 2021-2025

District Objective 4.1 - Increase the effective use of data and transparency in decision making at all institutional levels from 2021-2025.

District Objective 4.2 - Improve communication practices needed to support organizational effectiveness and continuous improvement across all District units and constituents from 2021-2025.

District Objective 4.3 - Improve professional development practices District-wide for all District employees to support equity and operational effectiveness from 2021-2025.

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Action: 2022-23 Hydration Stations

Install hydration stations (drinking fountain and bottle fill stations) at multiple locations on each campus.

Leave Blank:

Implementation Timeline: 2022 - 2023

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Identify related course/program outcomes: This Action supports the "campus sustainability" SAO. The student body has approached the Facilities Department with a request to provide new hydration stations throughout the District.

Person(s) Responsible (Name and Position): Ken Lamb - Manager, Construction Services

Rationale (With supporting data): In partnership with the Student Activities & Affairs Office, the Facilities Department has created an SAO to improve and promote campus sustainability and utility conservation throughout the District. While sustainability generally relates to utilities and reduction of campus waste, the students have approached our department with a request to install new hydration stations (drinking fountain and bottle fill stations) at multiple locations on each campus.

In summer 2018, new hydration stations were installed in the following areas: Lodgepole 1st floor, Kaweah 1st floor, John Muir 1st floor, Giant Forest, TCC Bldg A first floor, TCC Bldg B first floor, TCC Bldg C, and Hanford Voc Ed. One additional unit was installed in Alta Peak as part of the food services remodel in summer 2018. The Facilities Department will resubmit this request for additional installations in 2018-19.

For 2018-19, the Facilities Department is proposing to install new hydration stations at the following locations: Visalia Track, Sycamore 1st floor, North Sequoia, and Hanford Education (Cafeteria).

For 2021-22, new hydration stations were installed in Sycamore 1st floor and Hanford Public Safety (Gym) (instead of cafeteria).

For 2022-23, new hydrations stations will be installed at the Visalia track/field and North Sequoia hallway.

Priority: Medium

Safety Issue: No

External Mandate: No

Safety/Mandate Explanation:

Link Actions to District Objectives

District Objectives: 2015-2018
District Objectives - 4.2 -Improve the efficiency, effectiveness and communication of human, physical, technological, and financial resources to advance the District Mission.
District Objectives: 2021-2025
District Objective 4.1 - Increase the effective use of data and transparency in decision making at all institutional levels from 2021-2025.
District Objective 4.2 - Improve communication practices needed to support organizational effectiveness and continuous improvement across all District units and constituents from 2021-2025.
District Objective 4.3 - Improve professional development practices District-wide for all District employees to support equity and operational effectiveness from 2021-2025.

Action: 2022-23 District Vehicle Replacement

Replace the highest-mileage vehicle(s) in the District fleet.

Leave Blank:

Implementation Timeline: 2022 - 2023

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Identify related course/program outcomes:

Person(s) Responsible (Name and Position): Erin Ferguson - Manager, Maintenance & Operations

Rationale (With supporting data): Due to consistent increases in enrollment, staffing, instructional support programs and athletics events, the District fleet is being utilized more often than ever before. Many of the District's vehicles are approaching the age and mileage in which it makes both financial and "safety" sense to consider replacing them. The average district vehicle will travel nearly 20,000 miles each year. To safely replace vehicles in a routine manner, the District is currently in need of replacing an average of two vehicles each year.

The Facilities Department is provided an annual budget allocation of \$30,000 to replace District fleet vehicles. New 12-passenger vans cost about \$35,000 after taxes and fees. Therefore, our department is only able to purchase one van per year with our current budget.

Since 2015, the District has purchased (6) 12-passenger vans, 1 Prius and 1 Fusion - 8 total vehicles. Four of these vehicles were funded through program review and the COS Foundation funding process, so the Facilities Department has purchased one each year. The Facilities Department continues to purchase one vehicle utilizing the annual \$30k, however, additional funding is needed to keep up with the replacement cycle. The District should strongly consider allocating additional funds to upgrade the District's fleet in order to keep up with current usage patterns.

Priority: High

Safety Issue: Yes

External Mandate: No

Safety/Mandate Explanation: Roughly 25% of the District vehicles in Visalia have 150,000+ miles and are approaching 10 years old. The Facilities Department prioritizes newer vehicles for long-distance trips. However, during peak seasons, all vans are on the road no matter the distance they are traveling. For the safety of the staff and students using them, these vehicles must be considered for replacement as they approach the 200,000/10 year mark.

Resources Description

Equipment - Non-Instructional - 12-PASSENGER VAN - Purchase one new 12-passenger van to replace the highest mileage van in the district's fleet. (Active)

Why is this resource required for this action?: The Facilities Department is responsible for managing the daily operations and maintenance of all District fleet vehicles. Vehicles are utilized on a daily basis by departments such as TRiO, Food Services, Outreach, Athletics (teams, recruiting), Faculty/Administrators (conferences, events, travel between campuses), Computer Services, campus clubs and other institutional groups. The Facilities Department coordinates the reservation and checking out/in vehicle keys to all parties.

During the fall and spring, it is common for the entire District fleet to be reserved by multiple groups 7 days a week. Without department funds available for bus rentals, many of the Athletics teams rely on District vehicles for transportation to and from "away" events. Teams such as track, football, baseball and softball often utilize up to 5 vans per trip. The distances traveled for many away games have drastically increased the mileage on our vehicles.

The addition of a new 12-passenger van will provide more flexibility and capacity to the District fleet and will primarily benefit the COS students that rely on District transportation. This vehicle will help improve the operational systems associated with managing and maintaining the District's fleet, as well as improve the efficiency and effectiveness of transportation services provided by the District.

During the past year, the Facilities Department has exercised a greater attention to detail in the maintenance and cleanliness of all vehicles. In doing so, we have experienced satisfactory feedback from those utilizing the District fleet. This level of maintenance and cleanliness will be applied to this vehicle.

The District's fleet is an effective operational system. In order to sustain this system, vehicles will need to be assessed and replaced based on their life expectancy. The mileage, age and maintenance records (data) are all taken into consideration during this process.

This specific request is to purchase a 12-passenger van for the COS Hanford campus. Their fleet only consists of one Toyota Prius. Currently, Hanford staff are required to travel to the COS Visalia campus to borrow a van for COS Hanford

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travel needs.

Notes (optional):

Cost of Request (Nothing will be funded over the amount listed.): 56000

Link Actions to District Objectives

District Objectives: 2021-2025

District Objective 4.1 - Increase the effective use of data and transparency in decision making at all institutional levels from 2021-2025.

District Objective 4.2 - Improve communication practices needed to support organizational effectiveness and continuous improvement across all District units and constituents from 2021-2025.

District Objective 4.3 - Improve professional development practices District-wide for all District employees to support equity and operational effectiveness from 2021-2025.

Action: 2022-23 HVAC Technician

Hire a new full-time HVAC technician to serve all campuses.

Leave Blank:

Implementation Timeline: 2022 - 2023

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Identify related course/program outcomes:

Person(s) Responsible (Name and Position): Erin Ferguson - Manager, Maintenance & Operations

Rationale (With supporting data): In fall 2021, the Facilities Department conducted a detailed inventory of all mechanical and plumbing equipment related to HVAC (heating, ventilation, and air conditioning). Across all three campuses, more than 800 pieces of equipment were identified that require monthly to annual maintenance.

The District currently employs only one HVAC Technician who is responsible for overseeing the mechanical needs of 3 campuses and 75 buildings totaling more than 730,000 gross square feet. This position has become so consumed with troubleshooting work order/repair activities that additional staffing is needed to help alleviate the preventative maintenance tasks to keep our systems functioning successfully. When considering the importance of air quality in our facilities, hiring a second full-time HVAC Technician would allow us our department to cover more ground on a daily basis. This request is also especially important given the expansion of new facilities currently taking place (Educational Support Services (12 new units), Sequoia Stadium (6 new units), and Tulare Phase II (10 new units). The demands of this position are increasing with every project we encounter and additional staffing is needed to maintain successful operations. Without additional support, our equipment will experience unexpected failures and greater repair costs, negatively impacting campus operations.

Priority: High

Safety Issue: No

External Mandate: No

Safety/Mandate Explanation:

Resources Description

Personnel - Classified/Confidential - New full-time HVAC Technician (Active)

Why is this resource required for this action?: Additional staff is needed to meet district demands of maintaining HVAC equipment.

Notes (optional): Need to confirm cost with fiscal.

Cost of Request (Nothing will be funded over the amount listed.): 100000

Link Actions to District Objectives

District Objectives: 2021-2025

District Objective 4.1 - Increase the effective use of data and transparency in decision making at all institutional levels from

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2021-2025.

District Objective 4.2 - Improve communication practices needed to support organizational effectiveness and continuous improvement across all District units and constituents from 2021-2025.

District Objective 4.3 - Improve professional development practices District-wide for all District employees to support equity and operational effectiveness from 2021-2025.

Action: 2019-22 Cleaner Classrooms and Public Areas (COMPLETE)

Analyze and recommend specific operational procedures to improve general cleanliness of classrooms, restrooms, and public areas.

Leave Blank:

Implementation Timeline: 2021 - 2022

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Identify related course/program outcomes: This action supports the "cleaner classrooms and public areas" SAO.

Person(s) Responsible (Name and Position): Luis Villanueva - Manager, Custodial Services

Rationale (With supporting data): The COS Research, Planning and Institutional Effectiveness office issues surveys to students and staff every two years. One concerning issue that has repeatedly been brought to our department's attention is cleanliness. More specifically, these concerns are related to the condition/cleanliness of classrooms, restrooms, and public areas.

Facilities management have been very focused on boosting the performance levels of our custodial staff during recent years. We challenge our staff to always try to make their areas cleaner than they were the day before. We hold periodic trainings for our staff to educate them about proper equipment use and maintenance. We also encourage our staff to stay alert and focused in the workplace in hopes that they will identify and resolve an issue or concern before the public sees it. Unfortunately, the trainings and encouragement can truly only benefit the "quality" side of the operation. The other half is "quantity" which depends entirely upon staff numbers and coverage areas.

Funding request for one new Visalia evening custodian was approved in July 2022. Request COMPLETE.

Priority: High

Safety Issue: No

External Mandate: No

Safety/Mandate Explanation:

Update on Action

Updates

Update Year: 2021-2022

11/07/2022

Status: Action Completed

Request funded. COMPLETE.

Impact on District Objectives/Unit Outcomes (Not Required):

Link Actions to District Objectives

District Objectives: 2018-2021

District Objective 4.1 - Increase the use of data for decision-making at the District and department/unit level

District Objective 4.2 - Improve organizational effectiveness by strengthening operations of and communication between District departments, divisions, and constituents

District Objective 4.3 - College of the Sequoias Board of Trustees, administration, faculty, and staff will engage in best practices and staff development to sustain effective operational systems for institutional assessment and continuous improvement.

District Objectives: 2015-2018

District Objectives - 4.2 -Improve the efficiency, effectiveness and communication of human, physical, technological, and

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financial resources to advance the District Mission.

District Objectives: 2021-2025

District Objective 4.1 - Increase the effective use of data and transparency in decision making at all institutional levels from 2021-2025.

District Objective 4.2 - Improve communication practices needed to support organizational effectiveness and continuous improvement across all District units and constituents from 2021-2025.

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