

# Comprehensive Program Review Report



## Program Review - Facilities

### Action: 2022-23 Restroom Maintenance

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

**Leave Blank:**

**Implementation Timeline:** 2022 - 2023

**Leave Blank:**

**Leave Blank:**

**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 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

# Program Review - Facilities

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:**

**Leave Blank:**

**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.

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

# Program Review - Facilities

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.

## Action: 2022-23 Hydration Stations

# Program Review - Facilities

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

**Leave Blank:**

**Implementation Timeline:** 2022 - 2023

**Leave Blank:**

**Leave Blank:**

**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

**Leave Blank:**

**Leave Blank:**

**Identify related course/program outcomes:**

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

# Program Review - Facilities

**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 travel needs.

**Notes (optional):**

# Program Review - Facilities

**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

**Leave Blank:**

**Leave Blank:**

**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 2021-2025.

# Program Review - Facilities

**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.