

# INSTITUTIONAL EFFECTIVENESS REVIEW

## 2008-2009

### DIVISION OF

### FINANCE & ADMINISTRATION

- BUILDINGS & GROUNDS DEPARTMENT

GROUNDS MAINTENANCE

- BUILDINGS & GROUNDS DEPARTMENT

MAINTENANCE SERVICE DIVISION

- CENTRAL OFFICE SERVICES

**Institutional Effectiveness Review**  
**Non-Instructional**  
**Building and Grounds Department – Grounds Maintenance**

*The purpose of the review is to:*

1. Assess the effectiveness of the Grounds Maintenance Division.
2. Improve our efforts to provide a clean and healthy environment for faculty, staff, and students.
3. Maximize the efforts of the grounds maintenance staff.

*The process will involve the following steps:*

1. Examine existing procedures and methods, identify areas for improvement.
2. Review staff qualifications and identify training needs.
3. Survey faculty, staff, and students to obtain their insight and satisfaction with Grounds Maintenance Division.

*Time frames/timeline for the review will be:*

This is the first 5-year Institutional Effectiveness Review for Grounds Maintenance.

Service: Grounds Maintenance

Date of Review: April, 2009

Review Participants: Jerry Greenstreet, Richard Turley, and Grounds Maintenance staff.

## **Overview**

*Purpose of the service and how it relates to college mission, values, and vision:*

Purpose of the Grounds Maintenance is to maintain the exterior grounds of the Hillsboro campus, including lawns, trees, gardens, exterior building entrances and parking lots. The division is responsible for snow and ice removal on sidewalks and entrances. It supports the college mission by ensuring that the physical appearance of the campus is conducive to an attractive and safe learning environment and is a source of pride for Jefferson County residents.

## Institutional Effectiveness Review Initial 5-Year Review

### **Present Status**

Service Goals and Actions from NA Institutional Effectiveness Review:  
(Previous review date)

### *Innovative Changes (in last 5 years):*

This review covers fiscal year 2009. The supervisor and staff have been involved in training and retraining classes to ensure the proper use of mowing equipment. Staff has received training in the proper use of chemicals and in the proper maintenance of trees.

### *Staff Qualifications and Professional Development:*

- Staff is routinely involved in training and retraining classes.
- Trained in the proper use of Chemicals for lawn and garden maintenance.
- Formal training in tree pruning and care.
- Refer to the attached list of employees.

### *Staff Data:*

#### **Building Service Seniority List**

| NAME        | DATE of<br>HIRE | SHIFT/ | TITLE              |
|-------------|-----------------|--------|--------------------|
| Buddy Evans | 12/01/81        |        | Head Groundskeeper |
| Doug        | 02/01/86        |        |                    |

### *Services (Scope, Currency, and Changes):*

Grounds Maintenance provides for mowing and weed control at the Hillsboro campus. This represents approximately 7 acres of routine mowing on the main campus plus the additional periodic mowing of 13 acres around the main campus area. This includes the routine application of herbicides, fertilizers and other chemicals necessary for proper lawn care.

The division is responsible for the maintenance of all landscaping on the Hillsboro campus. The division provides supervision to local volunteer garden clubs in the maintenance of dedicated flower gardens.

The division collects all trash from exterior receptacles and cleans all building entrances on a daily basis. The division also cleans all parking areas. The division provides snow and ice removal on sidewalks and building entrances on the Hillsboro campus.

The Grounds Maintenance staff operates in one shift daily.

*Service Issues (Support, Technology, Equipment):*

- The lack of full time staff makes it difficult to deploy a trained and effective staff.
- The primary mowing equipment is over 10 years old and has reached the end of its useful life.
- Using temporary and part-time staff limits the amount of training that is normally required.

*Student/Constituent Satisfaction and Feedback:*

- Based on a recent survey our constituents have reported a high level of satisfaction with Grounds Maintenance services. A summary of the results is as follows:
  - 89.9% of those surveyed rate the care and appearance of the lawns on the Hillsboro campus as being good to excellent.
  - 75.9% rated the condition and appearance of the landscaped beds as good to excellent with 22.2% rating them as fair.
  - 91.8% rated the overall cleanliness of the grounds, roadways and parking lots to be good to excellent.
  - 81.6% rated the clearing of snow /ice from the sidewalks as good to excellent.
  - 83.8% rated the Hillsboro Campus as being similar to much better when compared to other campuses college campuses.

(See attached surveys).

*Student/Constituent Success:*

Grounds Maintenance is a support service and contributes indirectly to student success.

## **Community**

- Grounds Maintenance is a support function of Jefferson College. It is critical that the facilities are presentable for all visitors as well as employees and students.
- Grounds Maintenance maintains the cleanliness of the building exteriors and keeps the campus beautiful.

## **Cost:**

Grounds Maintenance is part of the Building and Grounds Department but is supervised by the Business Manager. It has an operating budget of \$126,000.

## **Summary (SWOT)**

| <b>Strengths</b>  | <b>Weaknesses</b>  |
|---|--|
| Conscientious and dedicated staff members<br><br>Majority of employees and students rated the services very highly. | Insufficient staffing.<br>Insufficient training for part-time staff<br>Supervision is inadequate under the current structure |
| <b>Opportunities</b>  | <b>Threats</b>   |
| Look to other available options to current staffing model   | Increased building usage do to increased enrollment creates additional demands for the limited staff.                        |

## **Future**

### Proposed Service Goals and Action Plan

| Proposed Service Goal | Proposed Assessment Measurement/Action                                      | Person(s) to Implement        | Timeframe     | Resource Implications |
|-----------------------|---|-------------------------------|---------------|-----------------------|
| Goal 1                | Identify training needs for all employees                                   | Buddy Evans                   | On-going      |                       |
| Goal 2                | Evaluate methods and products   | Buddy Evans                   | On-going      |                       |
| Goal 3                | Evaluate existing equipment and identify needs for new/additional equipment | Buddy Evans                   | On-going      |                       |
| Goal 5                | Develop benchmarks for evaluation of services                               | Buddy Evans<br>Richard Turley | June 30, 2010 |                       |
| Goal 6                | Improve Effectiveness Review Process  | Buddy Evans<br>Richard Turley | Ongoing       |                       |
| Goal 7                | Improve Survey Ratings to 90% Satisfactory or Better                        | Buddy Evans<br>Richard Turley | Ongoing       |                       |

## **STATUS**

\_\_\_\_\_ Satisfactory

\_\_\_\_\_ Requires Immediate Attention

\_\_\_\_\_ Unsatisfactory

\_\_\_\_\_  
Dean

\_\_\_\_\_  
Date

## **Institutional Effectiveness Review**

### **Non-Instructional**

#### **Buildings and Grounds Department – Maintenance Services Division**

##### ***The purpose of this review is to:***

1. Access the effectiveness of the Maintenance Division by conducting a campus-wide survey.
2. Identify and implement strategies to improve our efforts to provide comfortable, functional and attractive facilities for our students, faculty and staff.
3. Maximize the efforts of our Maintenance Services Staff.

##### ***The process involves the following steps:***

1. Solicit input from our users by means of a campus-wide opinion survey, February 4 through February 24, 2009.
2. Examine existing procedures and methods, identify areas for improvement.
3. Review and evaluate our staff's qualifications and expertise and identify areas where training will enhance our efforts.

##### ***The timeframe for this review will be:***

1. This is the first formal review of the Maintenance Services Division.
2. Future reviews will be on a 5 year basis.
3. Implementation of strategies as soon as practical.

### **Overview**

#### **Purpose of the Maintenance Services Division and how it relates to the college mission, values and vision:**

The Maintenance Services Staff is responsible for providing a safe, comfortable, functional and attractive environment for everyone who uses the campus facilities. We support the college mission by ensuring that the campus buildings are conducive to a good learning environment and reflect the pride of Jefferson County Residents.

## Building and Grounds Department – Maintenance Services Division

### ***Present Status:***

This review covers the past several years of service the Maintenance Services Division has provided to Jefferson College. The Maintenance Services Staff works Monday through Friday, 8 AM to 4:30 PM. For campus emergencies and inclement weather, maintenance staff respond to the need and work until the job is done. Many of the staff came to Jefferson College with specific expertise, mostly related to Maintenance Services. Several have specialized training as evidenced by the Staff Information below:

### ***Staff Information and Qualifications:***

| NAME           | DATE of HIRE | TITLE           | QUALIFICATION(s)   |
|----------------|--------------|-----------------|--|
| Dennis Caine   | 12-1-79      | Maint. Tech IV  | 30 years Maintenance Experience at Jeffco, Certified in Swimming Pool Operation.   |
| Hoyt Garzia    | 4-22-91      | Maint. Tech IV  | Journeyman Carpenter, private sector<br>18 years Maintenance Experience, Jeffco  |
| Mike Bennett   | 10-21-93     | Maint. Tech IV  | Maintenance & HVAC – private sector,<br>15years Maintenance Experience, Jeffco.<br>Certified in Freon Recovery.  |
| Rod Eaton      | 6-26-95      | Maint. Tech III | Licensed Stationary Engineer – Private<br>Sector and 14 years Maintenance<br>Experience – Jeffco. Certified in Freon<br>Recovery and Asbestos Abatement. |
| Gary Leffert   | 12-12-05     | Maint. Tech III | Building Services Tech – Jefferson College<br>and 4 years experience as Maintenance<br>Tech – Roofing, Jeffco.   |
| Joe Eisenhower | 7-1-04       | Maint. Tech II  | Residential remodeling/painting – private<br>sector and 5 years experience<br>Maintenance Services, Jeffco. Certified in<br>Freon Recovery.              |
| Tom Harris     | 2-1-07       | Maint. Tech II  | Plant manager/maintenance, private<br>sector and 2 years experience<br>Maintenance Services – Painter, Jeffco  |
| Dave Brading   | 7-1-08       | Maint. Tech II  | Factory Trained/certified Auto Mechanic<br>private sector and 1 year experience,<br>Maintenance/Mechanic, Jeffco   |
| Ken Wilson     | 7-1-08       | Maint. Tech IV  | HVAC/Electrical – private sector and 1   |



|                    |         |  |   |
|--------------------|---------|--|---|
|                    |         |  | year experience Maintenance Services - HVAC/Electrical, Jeffco. Certified in Freon Recovery.                                |
| Gerald Greenstreet | 5-1-89  | Director – Buildings and Grounds Dept. | Construction Supervisor – Private Sector, 21 years supervisor – State Government & 20 years, Director B & G Dept. Jeffco.   |
| Barbara Boedecker  | 9-1-95  | Secretary B&G Department               | Secretary K-12 public School, Bank Teller, and 14 years Secretary, Jeffco. College level courses in computer software.      |
| Glen Hausler       | 2-12-07 | Maint. Tech II                         | 2 years experience as a Maintenance Tech at Jeffco, Arnold Campuses.  |
| Scott Merseal      | 8-25-09 | Buildings and Grounds Tech.            | Prior experience at K-12 Housekeeping & Campus Security Officer - Part-Time. 8 Months as a B&G Tech, Jeffco, Arnold Campus. |

***The Maintenance Services Division Provides the following:***

1. Service/Maintenance/Repair of Building Systems; HVAC systems consisting of over 1,200 tons of cooling and five boiler systems provide heat and cooling to approximately 520,000 square foot of interior building space.
2. Plumbing Repair/Maintenance Services for 765 restroom fixtures campus wide. Located in fifty eight restrooms and two athletic locker rooms; with showers & restrooms.
3. Electrical Repairs/Improvements for 520,000 square feet of interior building space and college owned/maintained primary/secondary high voltage electrical distribution system. Underground primary electric service and devices are all owned and maintained in-house.
4. Interior & Exterior Repairs/Maintenance/Painting of 520,000 square foot of interior space and building exteriors of thirteen buildings. Includes walls, ceilings, floors, etc.
5. Roof Maintenance and Repair for twelve buildings consisting of approximately 246,839 square feet of roof surface.
6. Maintenance/Repair and Snow/Ice Removal for 6 major parking lots consisting of 1,787 parking spaces and 3,840 lin. Feet of roadway.

7. Maintain/Service and Repair Motor Vehicles; fleet consists of four motor pool vehicles and thirteen maintenance vehicles.
8. Perform Activity/Event Setup and Teardown services. During the past 6 months we have performed service for 1,755 activities and events. Staff time involved was 486 man hours.
9. Perform services as requested by other departments; the past fiscal year our department completed 408 individual requests, amassing 1,501 man hours.

***Maintenance Service - Issues:***

1. The growth of the campus physically, increased enrollment and expanded weekend classes, increased activities/events, as well as the complexity of the newer mechanical equipment has stressed the Maintenance Staff's capabilities. The day to day demands on our staff make it imperative that we have a full staff every day; illness, earned time off, etc, is more and more difficult to schedule around and still provide the same level of service that is required for an institution of this size.

**Maintenance Services Constituent Survey Results:**

The following constituent groups responded to the survey:

|          |    |
|----------|----|
| Students | 20 |
| Faculty  | 10 |
| Staff    | 54 |

**Survey Questions and responses:**

1. How would you rate the overall condition on the campus buildings?  
91.5% rated the overall condition between Satisfactory and Very Good.
2. How would you rate the operation of the building in which you work?  
89.2% rated the operation of the buildings between Satisfactory and Very Good.
3. How would you rate the overall appearance of the campus buildings?  
96.4% rated the overall appearance between Satisfactory and Very Good.

4. How would you rate the performance of the Maintenance Staff who responded to your needs?

83% rated the response of the Maintenance Staff between Satisfactory and Very Good.

5. How would you rate the overall comfort level of the building in which you work insofar as heating and cooling?

54.8% rated the comfort level between Satisfactory and Very Good.

6. How would you rate the timeliness of the snow and ice removal on campus?

91.6% rated the timeliness of the snow and ice removal between Satisfactory and Very Good.

7. How would you rate the overall condition of Jefferson College as compared to other community colleges you have visited?

89.4% rated the condition of our college as compared to other colleges between Satisfactory and Very Good.

8. If the Maintenance Services Staff has provided activity setup or teardown for you, how would you rate their performance?

97.4% - Satisfactory to Very Good of those using the service.

9. If you have checked out a college motor vehicle, how would you rate the condition and cleanliness of the vehicle?

100% - Satisfactory to Very Good, 77.8% of those using the service.

*In addition to the survey, comments were solicited, (copy survey and comments attached):*

*35 individuals commented and 49 individuals did not comment. The survey results and comments are attached to this document.*

**Community:**

Maintenance Services is a division of the Buildings & Grounds Department and is a support function of Jefferson College. It is critical that the facilities be maintained in an excellent condition to prolong the life cycle of the buildings and building components, thus protecting the community's investment in this fine institution.

**Summary:**

| <b>Strengths</b>   | <b>Weakness</b>   |
|--|---|
| <ol style="list-style-type: none"><li>1. Dedicated Staff.</li><li>2. Highly Skilled Staff.</li><li>3. Conscientious Workers.</li><li>4. Diverse job skills.</li><li>5. Frugal with College Funds.</li><li>6. Willingness to improve job skills.</li><li>7. Cooperative with college users.</li></ol> | <ol style="list-style-type: none"><li>1. Job demands on the Maintenance Services Staff has increased beyond reasonable productivity of the number of staff members.</li></ol> |

| Opportunities   | Threats  |
|---|--|
| <ol style="list-style-type: none"> <li>1. Involvement with the planning for renovation of existing facilities allows the staff to specify the best equipment/products available for energy savings, ease of maintenance and longevity.</li> <li>2. A new computerized Maintenance Program recently implemented will aid in scheduling, tracking and documenting service on building HVAC systems, mechanical equipment and motorized equipment.</li> <li>3. The diverse training and skills of our staff, especially our newer staff members should give our department an advantage by viewing our equipment and maintenance procedures with a new perspective.</li> </ol> | <ol style="list-style-type: none"> <li>1. Funding limitations to operate and maintain our facilities and equipment.</li> <li>2. Limited funding to hire additional staff as the job demands increase.</li> </ol> |

### Maintenance Services, Future:

| <b>Proposed Goal</b> | <b>Action</b>   | <b>Implement</b>                                  | <b>Timeframe</b> | <b>Resources needed</b>                            |
|----------------------|---|---|------------------|--|
| <b>Goal #1</b>       | Evaluate building equipment to verify that it is operating within the parameters of the design intent.  | <b>HVAC Staff</b>                                 | <b>2009-10</b>   | Staff time and new components as deemed necessary. |
| <b>Goal #2</b>       | Review the condition and functionality of building equipment and update the capital replacement schedule.   | <b>HVAC Staff<br/>&amp;<br/>Jerry Greenstreet</b> | <b>2009-10</b>   | N/A  |
| <b>Goal #3</b>       | Evaluate the operation of the building systems and perform services to maximize the comfort level for occupants. (Survey question #7 with a low approval rating)  | <b>HVAC Staff</b>                                 | <b>Ongoing</b>   | N/A  |
| <b>Goal #4</b>       | Evaluate the overall operation of the Department and identify performance areas that can be improved. Develop a plan for improvement and implement.   | <b>Staff and<br/>Jerry Greenstreet</b>            | <b>Ongoing</b>   | N/A  |
| <b>Goal #5</b>       | Develop a Maintenance Services staffing plan that would provide skilled staff 7 days per week allowing for repairs, etc. in rooms that are normally occupied by classes and shut-down of building systems for maintenance/repair. | <b>Jerry Greenstreet<br/>and<br/>Dr. Turley</b>   | <b>2009-10</b>   | Funding for new positions.                         |
|                      |   |   |                  |  |

**STATUS:**

Satisfactory: \_\_\_\_\_

Requires Immediate Attention: \_\_\_\_\_

Unsatisfactory: \_\_\_\_\_

**Approvals:**

\_\_\_\_\_

Business Manager

\_\_\_\_\_

Date

**Institutional Effectiveness Review**  
**Non-Instructional**  
**Central Office Services**

*The purpose of the review is to:*

4. Assess the effectiveness of the Central Office Services.
5. Improve our efforts to provide an efficient and cost effective service for the faculty and staff.
6. Maximize the efforts of the Central Office Services staff.

*The process will involve the following steps:*

4. Examine existing procedures and methods, identify areas for improvement.
5. Review staff qualifications.
6. Summarize survey of faculty and staff that obtain their insight and satisfaction with Central Office Services.
7. Conduct SWOT analysis.
8. Develop goals and action plans.

*Time frames/timeline for the review will be:*

This is the first 5-year Institutional Effectiveness Review for Central Office Services.

Service: Central Office Services

Date of Review: April 2009

Review Participants: Gary Alexander, Mary Caine, Jim Lehn and all Central Office Services staff members.

**Overview**

*Purpose of the service and how it relates to college mission, values, and vision:*

Purpose of Central Office Services is to perform all duties related to ordering, receiving and distributing mail, copying services and office supplies to faculty and staff.



## Institutional Effectiveness Review Initial 5-Year Review

### Present Status

Service Goals and Actions from NA Institutional Effectiveness Review:  
(Previous review date)

### *Innovative Changes (in last 5 years):*

- Reorganized the Central Office Services ordering process and consistently adhere to a less than 72hour turnaround time on print items all in an effort to become more efficient and better accommodate faculty and staff needs.
- Developed a dependable staff that is constantly encouraged to excel in self-improvement.

### *Staff Qualifications and Professional Development:*

- Staff is routinely involved in training classes.
- List of employees is as follows.

### *Staff Data:*      **Central Office Services**

| NAME          | DATE of<br>HIRE | TITLE                 |
|---------------|-----------------|-----------------------|
| Mary Caine    | 7/2002          | Mail Purchasing Spec. |
| Jim Lehn      | 7/2002          | COS Technician        |
| Angela Bassin | 11/2005         | Temp                  |
| Kathy Ade     | 9/2008          | Temp                  |

### *Services (Scope & Values):*

- A demonstrated focus on effective customer service in all interactions with the faculty, staff and members of the community.

- An emphasis on providing supplies and print items in a timely and accurate manner.
- A qualified staff that seeks and participates in training opportunities that further enhance their skills and professionalism.

### *Service Issues (Support, Technology, Equipment):*

- The constant growth of enrollment at all three campuses has added stressed to the staff of Central Office Services department.
- Because the Central Office Service department must be staffed during normal work hours it is has become a complex exercise to arrange vacation time for the two full time employees while utilizing the part time employees during their unscheduled work hours.

### *Student/Constituent Satisfaction and Feedback:*

- Based on a recent survey, 98.6% of the faculty and staff used COS for services.
- 100% of those responding indicated that customer service was satisfactory to very good.
- 98.6% rated the overall organization and cleanliness of the area to be satisfactory to very good.
- 100% rated the performance of the COS staff to be satisfactory to very good.
- 100% rated the timeliness of production to be satisfactory to very good.
- 98.6% rated the overall services in COS to be satisfactory to very good.

(Refer to attached survey).

### *Student/Constituent Success:*

The efficient ordering and delivering of supplies and print copies is a support service and contributes indirectly to student success.

### **Community:**

- Central Office Services provides assistance to local schools and organizations.
- Central Office Services provides retail post office services to the Jefferson College faculty and staff.

### **Cost:**

Central Office Services is part of the Business Department and has an operating budget of \$207,000 and maintains approximately 1,940 square feet of building area. This represents a cost of \$106.70 per square foot.

**Summary (SWOT):**

|   |  |
|---|--|
| <p style="text-align: center;"><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Conscientious &amp; dedicated staff.</li> <li>• Staff is trained &amp; professional.</li> <li>• Staff is efficient in all aspects of performing daily responsibilities.</li> </ul> | <p style="text-align: center;"><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Insufficient staffing which relies heavily on 2 part-time employees.</li> <li>• Limited space for operations.</li> </ul> |
| <p style="text-align: center;"><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• On-line print request.</li> <li>• Increase bulk mailings to save postage.</li> </ul>   | <p style="text-align: center;"><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Customers fail to properly plan for printing needs especially during the beginning and end of the semesters.</li> </ul>     |

**Future:**

Proposed Service Goals and Action Plan

| Proposed Service Goal | Proposed Assessment Measurement/Action                                    | Person(s) to Implement    | Timeframe | Resource Implications |
|-----------------------|---|---------------------------|-----------|-----------------------|
| Goal 1                | Continuously improve & monitor campus relationships with faculty & staff. | Mary, Jim, Angela & Kathy | On-going  | _____                 |
| Goal 2                | Identify needs for more efficient technology & equipment.                 | Mary & Jim                | On-going  | _____                 |

|        |  |                 |           |       |
|--------|--|-----------------|-----------|-------|
| Goal 3 | Add additional full time staff to meet the needs of the growing faculty & staff. | Mary & Jim      | 1-3 years | _____ |
| Goal 4 | Retain Satisfaction Ratings at or above current levels.                          | Gary, Mary, Jin | Ongoing   |       |

**STATUS:**

\_\_\_\_\_ Satisfactory

\_\_\_\_\_ Requires Immediate Attention

\_\_\_\_\_ Unsatisfactory

\_\_\_\_\_ Dean

\_\_\_\_\_ Date