

# Non-Instructional Program Review Template

## What is a Non-Instructional Program?

*Non-instructional programs represent all Administrative and Business Services, Student Services, and non-instructional Academic Affairs areas at BCC.*

## Non-Instructional Program Name

Please indicate the program name: Maintenance & Operations

Academic Year: 2023-2024

Name(s) of Submitter(s): James Hochstedler

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## I. Area Description

*The purpose of this section is to provide the reader and/or reviewer with a brief snapshot of the area. This section should be kept short, a few paragraphs at the most, and address the following:*

A. What is the area mission and how does it support the institutional mission?

The Maintenance & Operations department provides facilities Maintenance for Barstow Community College. Maintenance, Grounds, and Custodial staff provide support to sustain a clean, safe and well maintained campus for students, faculty, and staff.

B. What is the area vision and how does it support the institutional vision?

The Maintenance and Operations department supports the College Mission by developing and maintaining an accessible and effective learning environment on site, including attention to safety, accessibility, grounds, and facilities.

C. Please provide a short area description:

The Maintenance & Operations department includes a staff of Skilled Maintenance, an HVAC Technician, Grounds Specialists and Custodians.

D. How does your area align to and/or support one or more of the following BCC Strategic Priorities?

The Maintenance and Operations department contributes to each priority by fostering a culture of learning by regularly updating and maintaining educational facilities, incorporating new technologies, supporting long-term cost savings, and allowing more resources to be directed towards student success initiatives, and collaborating with academic departments to understand their evolving needs and adapting the physical infrastructure accordingly.

We contribute to building a positive community by maintaining safe, clean, and inviting spaces. The Maintenance and Operations department is responsible for advancing emergency planning and preparedness, educating and training on emergency action plans, and obtaining additional resources for personal safety and training. This in turn creates an atmosphere where students, faculty, and staff feel valued, secured, included, and prepared.

- Innovate to Achievable Equitable Student Success
- Ignite a Culture of Learning and Innovation
- Build Community

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- Achieve Sustainable Excellence in all Operations
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## II. Area Effectiveness

*The purpose of this section is to evaluate the area holistically by reviewing and analyzing data within the context of serving the area's internal and external customers, helping students reach their goals, and furthering the mission of BCC.*

*For each item below, review the data provided. As you examine the data, be on the lookout for trends and outliers.*

*Provide a short analysis (2-3 sentences) for each item. If data are not available (i.e., student satisfaction surveys), please indicate that on the form.*

### Customers

Demographics of internal and external customers – who do you serve?

The Maintenance and Operations department serves the College organization as a whole: Students, faculty and staff are our department's stakeholders. We support the operation, cleaning, and safety concerns of all district facilities and vehicles as well as supporting campus events.

### Policies and Process Response

What recent changes in policies, procedures and processes have impacted or will impact your Service Area or Administrative Unit (BCC BP/AP; Federal, State & local regulations; guidelines). Describe the effect the changes or updates in policies and processes have had on the unit.

In response to the state's focus on energy conservation, our unit has initiated a series of measures aimed at enhancing energy efficiency across campus. A key aspect of this initiative involves transitioning from traditional parking lights to energy-efficient alternatives. We are actively addressing energy consumption in operational practice by adopting battery-powered carts, as well as grounds and custodial tools, and equipment.

What in-house policies, procedures, and processes need to be updated, created, or deleted?

In order to monitor compliance and safety regulations, a yearly schedule has been proposed to update safety procedures through Keenan, a platform that provides comprehensive risk management and safety training. The department will ensure that safety training is updated and communicated to all relevant personnel. We are working to create a procedure manual that will serve as a centralized resource providing information on yearly event set-up times, necessary manpower, and required equipment needs; the manual aims to enhance the efficiency, consistency, and coordination in event preparation.

### Collaboration with Other Areas Response

What areas and/or administrative units are integral to the work of your area and why? Please provide examples of collaborating with other areas on projects, process improvement, etc.

BCC is currently moving towards one event management software calendar to organize events and schedules to ensure we have the manpower and resources to provide set up for the campus events.

What other areas have you worked with? Please provide examples of collaborating with other areas on projects, process improvement, etc.

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The Maintenance and Operations department is currently collaborating with Campus Operations to streamline event management processes on logistical requirements, manpower allocation, and facility set-up/tear down to ensure a seamless execution of campus events.

What other areas do you want or need to work with more and why?

Academic Affairs is at the forefront of understanding the evolving needs and requirements of various academic programs. Closer collaboration with this department can ensure that facility modifications align with academic goals, thus supporting an environment for effective teaching and learning.

### Staffing

Area Organization – state any changes in past few years

The Maintenance and Operations department has undergone organizational changes to include three Substitute-Custodial employees, one full time Custodian, and currently in the process of hiring a new Grounds Specialist for 2024.

Please list any professional development that staff has participated in (Standard 3.2)

Custodial staff in the Maintenance and Operations department has actively engaged in professional development initiatives, including training programs that focus on custodial equipment, chemical usage, and machine operation through Waxie Sanitary Supply. The Grounds staff received specialized training from Corona Clay Company who tailored their directional lecture on fertilization and infield maintenance.

Please list any professional development staff would benefit from (Standard 3.2)

Forklift training, Safety trainings for fire extinguishers, Scissor lift, etc.

Do staff receive an annual employee evaluation on a regular basis (Standard 3.3)? If no, please explain.

As the current director of the Maintenance and Operations department, I am aware of a delay in staff evaluations due to the department's staff and leadership transition. I am reviewing existing evaluation policies and procedures to ensure they align with leadership philosophy and overall goals for the department. I plan to restart scheduled evaluations as part of an ongoing process that contribute to the growth and success of the staff and department as a whole.

Is the staffing within the department sufficient to meet all responsibilities in a timely manner and support internal and external customers adequately (Standard 2.7)?

As of now, the staffing within the Maintenance and Operations department is undergoing enhancements to meet the increasing demands and responsibilities effectively. We are in the process of filling vacant positions, and we anticipate that by 2024, the staffing level will be sufficient to meet all responsibilities in a timely manner and adequately support both the internal and external community.

### Area Effectiveness Data and Analysis

Satisfaction Surveys

I have not had access to any surveys, yet. An alternative means of gathering information, tracking progress, and maintaining records is accessed through a digital work order system designated for the Maintenance and Operations department.

Audits, project tracking, etc.

Key performance metrics gathered through our digital work order system such as response times,

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completion rates, and completion updates with feedback, support this department by analyzing historical data from work orders. Through this system we gain insight into reoccurring issues or areas that need proactive maintenance. This information is used to assess the overall departmental performance and is included on monthly report updates from the department.

The implementation of a predictive maintenance program can support the anticipation of equipment failures, optimize maintenance schedules, and minimize downtime. In addition to our current digitized work order system, implementing a comprehensive facilities management system that integrates data from various resources that can establish real time insights into facility usage, maintenance needs, and resource allocation. Data analytics can be used to make informed decisions and optimize processes.

### Student Equity Data

Specifically discuss any equity gaps that have surfaced in the data. What innovative plans or projects will help to close these gaps?

I would like to focus on inclusivity and ensure equitable allocation of resources, including equipment tools, and training opportunities to all staff members. This would support all staff during project development.

### Institution-set Standards

If applicable, reflect on how the department/unit assists the college in reaching the institution-set standards and stretch goals. What innovative plans or projects will help to address any deficiencies.

N/A

### Other Supporting Data (Qualitative or Quantitative)

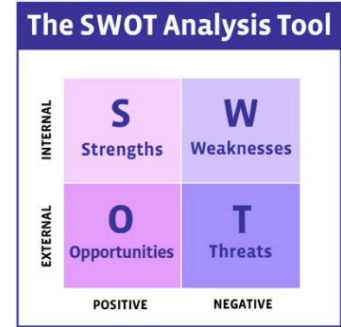
Evaluation report's, department staff feedback, and reoccurring work order's.

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## SWOT Analysis

Conducting a SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats) is another tool that can help areas evaluate themselves. The SWOT Analysis not only looks internally, but externally as well.

The SWOT Analysis provides a way for areas to highlight their accomplishments and also identify possible gaps or issues that need to be addressed.



	Positive/ Helpful	Negative/ Harmful
<b>Internal</b>	<b>STRENGTHS</b> Cross train employees for increased flexibility and workload management, efficient project execution, and reduced dependency on individuals.	<b>WEAKNESSES</b> Shortages in skilled labor can strain the department’s ability to meet operational demands. Vacancies and turnover may contribute to workforce challenges.
<b>External</b>	<b>OPPORTUNITIES</b> Actively recruit skilled personnel and invest in ongoing tailored competency-based training programs that aligns with the evolving needs of the department towards specialized training.	<b>THREATS</b> Contracted work is under prevailing wages and can cost the college more money.

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## III. Goals and Service Area Outcomes (SAOs)/Administrative Unit Outcomes (AUOs)

The purpose of this section is to use data to develop goals, expected SAOs/AUOs for the next three years, and to reflect upon goals and outcomes from the previous cycle

You should reflect on and incorporate the responses from all the previous questions and the SWOT analysis into this section.

As you develop goals and outcomes:

- a. formulate **two to three goals with an expected outcome for each** that will help maintain or enhance program strengths or will act as an intervention to an identified weakness (cite evidence from assessment data and/or other area effectiveness data).
- b. indicate the **status** of the SAO/AUO (ex: is the goal or outcome new, a carry-over from the previous program review cycle, etc.)
- c. indicate how each goal and outcome are **aligned** with the College's [Strategic Priorities](#).
- d. indicate how each goal and outcome are **aligned** with the [Pillars of Guided Pathways](#).
- e. List at least one **action/strategy** for each goal/outcome.
- f. Explain how you will **measure** the goal/outcome.
- g. List any **resources** that will be needed to achieve the goal/outcome

### GOAL #1

Ensure that the district has an up-to-date record of all keys that have been released to employees to assist with securing district property.

#### Expected Service Area Outcome/Administrative Unit Outcome

All employees will have the appropriate keys to access campus locations necessary to perform their assigned duties.

A. This Goal/Outcome is

- New
- Continued
- Modified

*If modified please list how and why.*

Click or tap here to enter text.

B. Alignment to BCC Strategic Priority (Select at least one but choose all that apply)

Strategic Priority 4: Achieve Sustainable Excellence in all Operations

Choose an item.

Choose an item.

Choose an item.

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## C. Relationship to Guided Pathways

- Clarify the Path
- Entering the Path
- Staying on the Path
- Support Learning

## D. Please list actions/strategies for achieving this goal/outcome.

- 1) Contact all employees and take inventory of all keys they currently hold.
- 2) Create a new master inventory list.
- 3) Collect and sign-in all keys that employees should no longer have possession of.
- 4) Create and implement a new process for tracking keys including when employees should sign-in keys the no longer need (i.e. faculty member teaches in one room in fall then teaches in a different room in spring).

## E. Briefly explain how you will measure the goal/outcome.

List of employees and assigned keys will be fully up to date.  
The number of unauthorized access incidents will be zero.

## F. Please list resources (if any) that will be needed to achieve the goal/outcome.

Invest in software system to track key distribution.

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## GOAL #2

Implement a schedule of regular emergency drills and training sessions to align with the requirements of the Emergency Preparedness Plan.

### **Expected Service Area Outcome/Administrative Unit Outcome**

All employees and students will be trained and prepared to appropriately react in any given emergency situation.

## G. This Goal/Outcome is

- New
- Continued
- Modified

*If modified please list how and why.*

Click or tap here to enter text.

## H. Alignment to BCC Strategic Priority (*Select at least one but choose all that apply*)

Strategic Priority 4: Achieve Sustainable Excellence in all Operations

Choose an item.

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Choose an item.

Choose an item.

## I. Relationship to Guided Pathways

- Clarify the Path
- Entering the Path
- Staying on the Path
- Support Learning

## J. Please list actions/strategies for achieving this goal/outcome.

- 1) Collaborate with local emergency services for expertise.
- 2) Develop a schedule for frequent and reoccurring drills.
- 3) Offer the trainings included on the schedule.
- 4) Elicit feedback from all participants and local training partners/emergency services after each training as part of a cycle of improvement.

## K. Briefly explain how you will measure the goal/outcome.

Number of drills/trainings offered and the number of participants.  
Monitor time taken to respond to simulated emergencies.  
Effectiveness of drills/trainings based on participant and partner feedback.

## L. Please list resources (if any) that will be needed to achieve the goal/outcome.

Additional radios – one for each Building Safety Officer

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### GOAL #3

Click or tap here to enter text.

#### Expected Service Area Outcome/Administrative Unit Outcome

## M. This Goal/Outcome is

- New
- Continued
- Modified

*If modified please list how and why.*

Click or tap here to enter text.

## N. Alignment to BCC Strategic Priority (*Select at least one but choose all that apply*)

Choose an item.



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Choose an item.

Choose an item.

Choose an item.

O. Relationship to Guided Pathways

- Clarify the Path
- Entering the Path
- Staying on the Path
- Support Learning

P. Please list actions/strategies for achieving this goal/outcome.

Q. Briefly explain how you will measure the goal/outcome.

R. Please list resources (if any) that will be needed to achieve the goal/outcome.

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### Previous Goals/Outcomes

Were any outcomes discontinued or completed? Please speak to outcomes you are not carrying forward from the previous program review cycle and discuss why.

N/A

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### IV. Resource Requests

*What does the area need to meet its goals and outcomes? Resource requests should be evidence-based and tied to goals and objectives stated above.*

*Resources may be requested from the following categories:*

- a. Personnel/Staffing*
- b. Technology Resource*
- c. Facilities Resource*
- d. Professional Development*
- e. Other*

*For all resource requests departments/areas should utilize the Budget Allocation Proposal form and submit with their program review. If needed, the Out-of-Cycle BAP form may be submitted for resource requests when completing an Annual Update in Years 2 and 3.*

<b>Goal/ Outcome #</b>	<b>Resource Required</b>	<b>Estimated Cost</b>	<b>BAP Required? Yes or No</b>	<b>If no, indicate funding source</b>
1	Software for Key Distribution & Tracking	\$5,000	Yes	Click or tap here to enter text.
2	Hand-held radios for Building Safety Officers	\$5,000	Click or tap here to enter text.	Click or tap here to enter text.
	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
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