Part I: Department Background

Section 1: Mission

State the department's formal mission: The mission of the Facilities department is to provide a clean, comfortable, and safe environment to promote a positive experience on campus.

The department mission is formally documented and published (e.g. website, intranet, posted in the office, etc...).
How does the department mission align with CLC’s institutional mission, vision, values, and goals?

1. Learning - By maintaining a clean, comfortable, and safe environment, the Facilities department is helping to provide an atmosphere conducive to learning.

2. Quality - The Facilities department consistently assesses our equipment and departmental processes to find areas of improvement and ensure we providing quality service to our customers.

3. Accountability - The Facilities department consistently tracks our assets and project funding to ensure we are allocating resources responsibly. We are continuously evaluating our operations to strive for higher efficiency.

4. Innovation - The Facilities department has searched for creative ways to incorporate sustainable features onto our campus to ensure the health and well being of our customers. This challenges students and community members to look at building operations in a way that takes advantage of renewable, clean, and efficient ways of doing business.

Section 2: Duties and Functions of the Department

Why are these duties, functions, programs, and services important for the college?

The Facilities Department supports student success through services that ensures the college equipment is functioning properly and efficiently, maintain a clean and safe environment, managing construction, renovation and improvement projects that create new instruction and activity spaces.

Other student success services include all of the college’s room scheduling, keys/door access, and preventive maintenance.

Facilities external events administration helps bring a positive experience of the College to our the Lake County Grayslake, Waukegan and Vernon Hills communities, helping to create build and support strong community partnerships.
How do these duties, functions, programs, and services compare to those offered at peer institutions or to industry best practices?

Some peer colleges have full-fledged conference and meeting spaces to better serve the needs of their community, including dedicated room set-up/take down teams. Currently, the Facilities Department has Facilities Use staff with limited control of College facilities. The Athletic Center and JLC are coordinated by other departments. Staff support is limited to first shift custodians doing set-up/take downs.

Some of the Facilities Department functions are outsourced at peer colleges.

Are there any functions that the department could offer that is does not currently offer? Please explain.

Possible services:

- Fuller Conference/convention/corporate meeting facility use function across all College facilities (e.g. Athletic Building and JLC)
- Community solar/wind utility generation
- Full time campus interior design services
- Employee/student campus physical safety (part of retiring Kevin Lowery’s duties)
- More full-time capital facilities planning
- Expanded College fleet/vehicle needs

Section 3: Structure

Upload a current department organization chart:

Organizational Chart_Facilities Dept.pdf

How does your department structure/organization compare to that of peer institutions or industry best practices?

Most of our Org chart is comparable to peer institutions.

- Custodial, Grounds functions in-house
- Master Planning and major capital projects mostly supported by outside consultants (Cotter, Legat, Contractors)
- Class room scheduling recently moved to Facilities

Missing

- OSHA/Physical safety function
- Conference/business meeting facilities

Who are the department's primary stakeholders (e.g. students, faculty, staff, community members, other)?

Facilities provides service to:

- College leadership,
- Students/Student Groups,
- Faculty,
- Administrative staff, and
- Various Lake County stakeholders.

List key internal collaborative

- President's Office/CLT members
relationships:
- Operations & Facilities Commission
- Academic Affairs for space usage coordination
- Purchasing department
- Police department
- IT department
- Management/Labor Committee/Facilities Union
  Local 504

List key external collaborative relationships:
- Illinois community college facilities director peers
- State facilities association
- College's architects/Engineers
- Various contractors (e.g. Plumbing/ Electrical/ Mechanical, etc.)
- University Center of Lake County
- High School Tech Center
- Village of Grayslake, City of Waukegan, Village of Vernon Hills

How does your department assess stakeholder satisfaction?
Thru the College's annual operations satisfaction survey and periodic feedback from service end users.
We analyze comments and feedback and prepare plans to address shortcomings.

Part II: Resources

Section 1: Human Resources

Upload the Staffing table:

Stang Table Template

Based on the data provided on the Staffing table, is your department adequately staffed to fulfill the department mission, duties, and functions listed in Part I? Explain.

For current cleanliness and maintenance standards, the Custodial, Maintenance, HVAC divisions are correctly staffed.

Facilities Department would like to request additional staff to the Grounds department to keep up with weeding, planting, mowing in the summer months. In addition, an arborist position is needed to support campus tree planting and maintenance and support horticulture program.

How do your department staffing levels compare to those at peer institutions and industry standards?

The Department needs to formally survey peer colleges, but from recent data reviewed, Facilities believes the grounds department staff is short based on the number of employees to cover the acreage of the campus.

Do you anticipate staff turnover in key positions over the next 5-years?
Yes
List new and replacement staffing needs for the next review cycle (5-years). Rate the urgency of each on a 1 (least urgent) to 5 (most urgent) scale.

Supervisors retiring (2)
Grounds staff/employment (4)

Section 2: Technology, Systems, Equipment, and Facilities Resources

Technology, Systems, Equipment, and Facilities Inventory Template

Upload the Technology, Systems, Equipment, and Facilities Inventory:

kg Facilities Technology Systems Equipment Inventory.docx

Based on the data provided on the Inventory, is your department adequately equipped to fulfill the department mission, duties, and functions listed in Part I? Explain.

Facilities Department has replaced several old vehicles and purchased equipment that was previously rented. Facilities would still need:

- Annual select equipment replacement
- Replace select aging vehicle in fleet
- Additional staffing in Grounds

How do your department technology, systems, equipment, and facilities levels compare to those at peer institutions and industry standards?

Facilities has most of the systems, equipment, and technology of our peers:

1. Facility scheduling system - R25
2. Maintence project scheduling system
3. Master Plan project management system - Projecto

Opportunities:

1. Review PeopleSoft - asset management for fleet and major equipment
2. Review cloud based e-Builder tools

List your department's technology, systems, equipment, and facilities needs for the next review cycle (5-years). Rate the urgency for each on a 1 (least urgent) to 5 (most urgent) scale.

Handheld computers for field staff: I pad type devices (5)
Replace depreciated vehicles (4)
Replace custodial equipment (3)

Section 3: Financial Resources
Describe your department's major funding sources (i.e. revenues; e.g. student fees, grant funding, fundraising, etc...).

- Education Fund revenues (e.g. property taxes, etc.)
- Students infrastructure fee (we receive $2.95 for each enrolled credit hour)
- Master Plan Restricted Funds (State CDB grants, bond issue, annual operating surplus transfers)
- Various Federal, State, Private grants (energy conservation, etc.)

Attach a copy of your department's most recent budget document outlining major expenditure categories:

- Budget Report 11-16-18.PDF

Upload a current budget process manual/map for your department:

- Welch-FY19-Final.xlsx

What cost-saving steps has your department taken over the past 5-years?

- Reduced Colleges energy costs with heating/cooling system, LED lighting retro fits, geothermal heating cooling system, and solar power installations
- Created a Green Revolving fund with various energy savings rebates, grants, and recycling construction and salvage materials
- Reduced a Project Manager position in budget
- Bidding construction projects saved money
- Created construction documents for bidding and contracts
- New custodial cleaning strategies lowered costs

Several options include:

1. Sell surplus properties
2. Review quality of supplies and commodities for lower cost alternatives
3. Reduce overtime, conference and travel
4. Reduce investments in sustainability staffing and initiatives
5. Move third shift custodial cleaning to second shift
6. Consider outsourcing several core functions
7. Reduction in force to reduce quantity and quality of services
8. Reduce waiver of facility charges when external parties use College facilities
9. Reduce number and amount of deferred maintenance projects (no painting/carpet/lighting/etc.)
Part III: Quality

Section 1: Policies, Procedures, and Processes

IEPR Website - Process Mapping Resources

List key departmental policies, procedures, and processes:

Facilities Department policies, procedures and processes based upon:

- Federal law (ADA)
- State statutes (prevailing wage, procurement, safety)
- Board ethics policies
- Board's human resource, staff evaluation, workers comp/return to duty, payroll time & attendance, EEOC/AA policies and procedures
- Labor collective bargaining agreement/ contract
- Risk management/workplace safety
- Procurement, Contracts and Accounts Payable policies and procedures
- Use of facilities, equipment & materials, application of pesticides policies
- Finance procedures
- Facilities administration, HVAC, trades, architectural/engineering professional standards

What percent of your department's key policies, processes, and procedures have been formally documented and shared (e.g. manuals, process maps, etc..)?

90%-99%

Upload a copy of your department's cycle/plan for reviewing and updating key processes (e.g. which process are updated when and by whom):

appa_standards.pdf

Describe any professional standards/organizations or legal/accreditation responsibilities that guide the department's policies and processes:

We try to use APPA standards for department policies and processes.

Section 2: Measurement, Analysis, and Assessment

Upload a copy of the department's current performance assessment plan

FA17_Operations_FINAL_Facilities.pdf
What are the department's key performance indicators?

Facilities management monitors:

1. Annual performance evaluation scores
2. Master plan project completion
3. Weekly elevator outages to alert handicapped students
4. Monthly risk management workers injuries
5. Facility project completion
6. Monthly overtime
7. Tardiness and attendance (absenteeism)
8. Monthly external facilities usage
9. Job work order system project completion
10. Track labor grievances and resolution

What methods and tools are used by the department to assess its performance (e.g. surveys, data sets, systems, etc...)

- Annual employee operations survey
- Monthly Labor management meetings
- Various city and State site inspections
- Aging of open projects on job work order system
- Monthly Projecto reports monitors capital project budget to actual spend
- Other unit specific diagnostics

Describe how department leaders use the results of your department assessments for decision-making. How has the department used the assessment results to make improvements?

For example,

- The Operations survey is shared with all the managers to address key complaints in each area. After the results are analyzed, an action plan needs to occur to address the problem areas.
- Monthly labor issues get addressed with supervisors
- Monitoring and follow-up on work order items

Describe any quality improvements or modifications made since the last review period.

We scored low on temperature in work areas. The HVAC team has implemented new systems to adequately control spaces more efficiently.

Over the last several years we've seen great improvement in our survey results

Also, completed most of the master plan projects. Actively managing the two State CDB projects and actively keeping up with work order volume.

Co-Curricular Areas Only:

List the department's student learning outcomes:
Part IV: Strategic Planning

List the goals from your last review and explain whether each goal was achieved and why/why not:

College's sustainable campus master plan mostly complete that significantly upgraded the Grayslake and Southlake Campuses.

Complete
Phase 1 renovations to Lakeshore Campus. Due to delay in the CDB State funded project President Weber directed Faculties to address LSC renovations projects which included securing the parking structure, build out a new police station, and new state of art classroom.

Began recovering
the full cost of external college facility use, including monthly report to CLT

Completed an interim sustainable facilities master plan, received board approval, then filed with ICCB at end of December 2017

Monitored completion of Phase 1 of CDB new LEED platinum certified Science Building Project. Phase 2 to 5 are under way.
Based on the current review, what are the department's strengths?

- Sustainability leadership that actively involves students and faculty
- Facilities management tries to stress the importance of good customer service to students and staff
- We are very good at dispatching and responding to requests
- Custodial is very good at set ups for the college events request
- Our preventive maintenance in HVAC and maintenance are done in a timely manor

Based on the current review, what areas for improvement has the department identified?

- Stronger detail in custodial cleaning process
- Expediting campus aesthetics needs
- Better work order system
- Need expanded Deferred Maintenance program
- Beautify the campus thru Grounds department

**Goals Worksheet Template**

Upload the Goals worksheet: [FINAL Facilities Dept 2018 NADR Goals Worksheet.docx](#)

What structure and personnel changes will your department need to make in order to achieve its goals for the next 5 years?

- additional staff in Grounds
- new work order software
- additional cleaning procedures

What financial support will your department need in order to achieve its goals for the next 5 years?

- additional money for staffing

What additional resources (e.g. technology, equipment, space, etc.) does your department need to achieve its goals for the next 5 years?

- electronic devices for staff (Union) members
systems) will your department need in order to achieve its goals for the next 5 years?

What factors (internal and external) could impact your department's ability to meet its goals for the next 5 years?

Summary

Please detail all major findings resulting from the current review.

Better procedure manuals for departments
Better work order system
Need project tracking system to help communicate where work is at

Please detail action steps to be completed in the future based on this review with a timeline and/or anticipated dates.

Provide each department with procedures for daily routines
Implement a new work order system that is user friendly
Deferred Maintenance program that provides a life cycle analysis for equipment

Part V: Division Dean or VP Response

The division dean or VP should complete this section after reviewing the responses provided in Parts 1-4 and discussing the NADR with department leadership.

Please select ONE of the following three options:

I concur with the findings in this department review without exception.

Provide a narrative explaining the basis for each exception in the space below:

Provide a narrative explaining the reason(s) you do not concur with this review:

Signature

Mark as FINAL