

Recommendation 3:

“In order to meet the Standards, the team recommends that District General Services (DGS) work with college personnel to implement a plan to address total cost of ownership for new facilities and equipment, including undertaking critical deferred maintenance and preventive maintenance needs at the Colleges in order to assure safe and sufficient physical resources for students, faculty and staff (III.B.1, III.B.1.a, III.B.2.a).”

I. Introduction

Recommendation 3 addresses the need for District General Services (DGS) to work with College personnel to implement a Total Cost of Ownership (TCO) Plan for new facilities and equipment, to include critical deferred maintenance needs and preventive maintenance needs to assure safe and sufficient physical resources for students, faculty, and staff.

II. PCCD’s Action Plan for TCO

In response to Recommendation 3, an Action Plan to address Peralta’s Total Cost of Ownership (TCO) was created by the Department of General Services (DGS) and the District wide Facilities Committee (DFC) and presented at PCCD’s Planning and Budgeting Implementation Model (PBIM) August Summit meeting 2015 [\[DR3.1\]](#). At that time, the Plan included the following elements:

1. A list of New and Modernization Facilities Projects, to include funding resources.
2. An action plan for addressing Equipment Needs (and Technology acquisition) and Critical Deferred Maintenance Needs.
3. An action plan for addressing Preventive Maintenance Needs: The Peralta Community College District is responsible for ninety-eight (98) buildings throughout the District, including the District Administrative Center (DAC) with a total area of 1, 596, 887 gross square footage.

In early October 2015, the TCO District Team Committee was formed to examine the TCO needs of all four Colleges and to continue to revise the existing TCO Plan

(alternatively referred to as Guidelines). The Committee membership includes: a Recorder, the Facilities Planning & Development Manager, the Chief Stationary Engineer for Maintenance and Operation (M&O), the Facilities Project Coordinators, the Director for Facility Maintenance and Operations, and the Vice Chancellor for General Services. This Committee began its work by meeting with each College to address the TCO elements that are College specific and the resources needed to achieve College objectives. A list of Capital Projects and scheduled and deferred Maintenance Projects was then generated [DR3.2]. The initial meetings with each College were as follows:

1. Oct. 9, 2015 - Meeting with Merritt College stakeholders [DR3.3]
2. Nov. 4, 2015- Meeting with Laney College stakeholders [DR3.4]
3. Nov. 24, 2015-Meeting with College of Alameda (COA) stakeholders [DR3.5]
4. Nov. 23, 2015-Meeting with Berkeley City College (BCC) stakeholders [DR3.6]

Furthermore, a Town Hall meeting was held at BCC to encourage additional dialogue pertaining to new facilities for Total Cost of Ownership planning [DR3.7].

In November 2015, the Department of General Services presented a revised Total Cost of Ownership (TCO) plan to Peralta's Planning and Budgeting Council so as to establish and document institutionally agreed upon, systematic procedures for evaluating facilities and maintenance needs at all four Colleges. In this document, the term "total cost of ownership" was explained as a financial projection to help identify direct and indirect costs of facility and equipment needs, to include the total economic value of the physical property investment, scheduled and deferred maintenance needs of the Colleges, custodial maintenance, and costs of technology acquisition and replacement [DR3.8].

III. Meeting Outcomes with the Four Colleges Regarding the Implementation of TCO

A. BERKELEY CITY COLLEGE (BCC)

BCC opened the doors of its new campus in September 2006. While issues of preventive maintenance are always relevant, no major repairs were then necessary.

1. **New Acquisition:** On May 7, 2015, the District and the College procured new property for BCC (located on 2118 Milvia Street, Berkeley, CA) so as to provide more areas for student services, to deploy technology laboratories and “smart classrooms,” and to decongest the single building College. The TCO operational expenditures for the new BCC site were outlined in the TCO Plan presented to the Board of Trustees on April 28, 2015 [\[DR3.9\]](#).

2. **Indirect Costs:** The College has expressed a need for additional indirect costs to be budgeted annually to meet its basic obligations. For example, because BCC is located in an urban site, parking for staff and faculty has to be rented (as compared to sister Colleges with their own parking spaces) and the District funds BCC parking on an annual basis. The College pays for Security Guard services on an annual basis, whereas the District pays for security by hiring and contracting with the Alameda County Sheriff’s Office. The District Administration has also established a memorandum of understanding (MOU) with the Berkeley Police Department as the College is only one block away from Police Headquarters.

3. **Other resources as identified by the College are listed below and to date, have been funded by the District:**
 - Sheriff to patrol the College as a visible demonstration of security
 - New Technology
 - Instructional Equipment
 - Library Supplies
 - Classrooms Supplies
 - Lab Equipment

B. MERRITT COLLEGE

In early October 2015 DGS met with Merritt College stakeholders to discuss TCO as it impacts the teaching and learning environment at the College. Most of Merritt College's buildings and infrastructures were built in the early 1970's when the College moved from its historical site on Martin Luther King Blvd. to its present location in the Oakland Hills).

The need to update Educational and Facility Master Plans was a major discussion item, as was the need for DGS to revise its Integrated Educational Facilities and Technology Master Plan (DGS is currently reviewing bids for this undertaking). Other topics included:

1. **Preventive Maintenance:** About 50% of the College work orders were for preventive maintenance such as fire drill testing, according to District Wide Work order requests [DR3.10]. Other work orders were for adequate and proper lighting, hot water leaks, and uneven pavement hazards and plumbing. To date, all hot water leaks have been repaired.
2. **Weed Abatement:** Weed abatement is also a major requirement, not just for campus aesthetics, but as a requirement of the City of Oakland Fire Department. There are three Grounds workers/gardeners assigned to the campus year round, but the District contracts out to vendors to assist with major weed abatement every summer. All weed abatement was completed in August 2015 and again in August 2016.
3. **Maintenance Software:** Merritt stakeholders argued that the District should be more responsive to deferred maintenance conditions. The District explained that it was acquiring maintenance software which is "user friendly" and will enable the College work order originators to know the ongoing status of their requests (the software called "Maintenance Connection" was implemented in May 2016 and will be evaluated in December of 2016) [DR3.11].
4. **Keys and Electronic Key cards:** The College leadership stated that the demand for keys is a major issue, e.g., some keys are not returned and some are not issued in a timely manner. Custodians note that they have to spend about 25% of their

- time opening doors. The crux of the issue here is the District and College's ineffective key/card management process. Plans to develop a new Key/Card procedure District wide are ongoing and this issue should be resolved in Fall 2016 [\[DR3.12\]](#).
5. **Equity:** Merritt College asked for more equity in the distribution of maintenance resources to the Colleges, the main issue being the claim of an inequitable distribution of custodians. The equity concern was discussed at the DFC with a recommendation to the PBC for consideration of their equity request [\[DR3.13\]](#). Currently, advertising is underway to hire two additional custodians which should diminish Merritt's concern for equity.
 6. **Safety Issues:** The DFC unanimously agreed that issues of human safety should take priority over all College project requests [\[DR3.14\]](#). For example, the College raised the issue of security cameras that were not operable. In response, the DGS staff indicated that a vendor had been hired to fix and maintain all cameras District wide. The District hired a vendor and all cameras are now operational [\[DR3.15\]](#).
 7. **Re-lamping:** The issue of re-lamping the College sidewalks and other dark areas was raised at the March 2016 DGS Task Force meeting [\[DR3.16\]](#). In response, the District has implemented the following:
 - By March 2016, Parking lot C lighting was restored.
 - Portable lighters were rented to serve areas that were not well lighted.
 - The lighting manufacturing company that installed most of the existing sidewalk lighting was contracted to replace the units that have burned out or give poor illumination. This project was completed in August 2016.
 8. **Staffing Needs:** An assessment of personnel determined that Maintenance Stationary Engineers with licenses to maintain HVAC and mechanical, electrical, and plumbing (MEP) were needed. These new staff will not only serve Merritt College, but its sister Colleges as well. The College also opened a new Science building in September 2015, the Barbara Lee Science and Allied Health Center, with a total square footage of approximately 104,000. This building received a LEED Gold award [\[DR3.17\]](#).

An additional Stationary Engineer was hired and advertising is underway for hiring an additional Custodian. Also, existing Stationary Engineers from all of the Colleges were cross-trained for electrical, HVAC work, and preventive maintenance work for the Barbara Lee building by the end of August 2016.

9. **Training of existing staff:** Extended training of existing staff is vital to the success of any maintenance program as modern building technology requirements are constantly changing. The Director of Facilities & Operations has been given the charge to ensure that existing maintenance personnel get additional training from their Local 39 Union. Subsequent meetings to plan and implement training are on-going and are reflected in the DGS Program Review [\[DR3.18\]](#).
10. **New facility:** The College plans to build a new Child Development Center that will house the current Child Development Program on the southeast end of the campus. The TCO Guidelines are being considered as the College moves forward on this project. The Center will be paid for with District Capital Bond Outlays and leveraged with the California Community Colleges' Chancellor's Office funds (contingent upon the passage of state-wide Capital Outlay Bond initiatives scheduled for the November 2016 election). The total cost of the Project is approximately \$18 million dollars [\[DR3.19\]](#).

C. COLLEGE OF ALAMEDA (COA)

1. **Repairing or Replacing the Infrastructure:** College of Alameda opened in 1970. After 46 years, much of its infrastructure needs repairs and/or replacement, while existing buildings need modernization.
2. **Maintenance Personnel:** Generally, TCO discussions centered on hiring. Initially, DGS hired an hourly Assistant Chief Stationary Engineer. In January 2016, a regular employee assumed this position. An Assistant Grounds Supervisor has been hired, as well as an additional grounds worker.

The Alameda College leadership is committed to creating an inviting and welcoming campus for everyone. Areas of improvements addressed in COA's Action Plans include:

- Elevators (replacement to meet ADA requirement)—An elevator design company has been contracted to do the work.
 - Light fixtures (LED lighting for the Library)—A Contract has been established to replace all lighting.
 - Additional space—To date, the College is not pursuing this request.
 - Building a new Theater—This project is included in the ongoing Facilities Master Planning.
 - Bookstore renovation—This project has been completed.
 - Health Services (renovation of space)—A Contractor has been hired and is now working on the design of this project.
 - New Fence for Auto and Diesel Building—Project is ongoing.
 - Chemistry Hoods project to offer additional classes on the main campus—This project was completed in March 2016.
 - Completion of the Veteran Center—The project was completed in November 2015.
 - Landscape contracting—In August 2015, phase one was completed and the remainder of the project was completed in August 2016.
 - External painting of all Buildings along Webster Street and Appezzato Memorial Parkway—A Contractor was hired for this project.
 - Internal painting of selected doors—Project completed in 2015.
 - Mechanical HVAC project for the Library—The design is ongoing.
 - Ergonomic furniture for DSP—All furniture has acquired.
3. **New construction:** The District and the College are planning a New Building C that will house general classrooms and Administration. In keeping with this Educational Master Plan requirement, the Administration sold additional Measure A Bonds (\$50 million dollars) in Summer 2016 to fund the construction of this building. A Steering Committee of the District and the College was formed to continue planning for this project [\[DR3.20\]](#).

D. LANEY COLLEGE

Laney College, adjacent to the Peralta District Offices, is the largest of the four Colleges that comprise the Peralta Community College District. About 43% of all Peralta students attend school at Laney College. This urban academic institution is situated in 60 acres of land.

A plan for the on-going collaboration of the District and College leaders was established as part of the efforts to improve institutional effectiveness. The areas of discussions included:

- Capital Projects
 - Scheduled Maintenance
 - Deferred Maintenance
 - Life Safety related projects
 - Outstanding work orders and plans to implement these requests
1. **Personnel Needs:** The DGS recruited two maintenance staff that will assist the College to deal with MEP related repairs. The Assistant Chief Engineer has been hired and the Director of Facilities & Operations position is anticipated to be filled by November 2016. Laney has also hired two additional Stationary Engineers and one Grounds worker/Gardener.
 2. **Work Orders and Maintenance Software:** As mentioned in the Merritt discussion, the Laney stakeholders were concerned also with the District's ability to stay abreast of work orders. The new "Maintenance Connections" software is sophisticated in terms of functionality and will store data in the cloud while providing stakeholders the status of their work orders via email. This new software system should improve the execution of deferred maintenance project lists. DGS, Stationary Engineers, and Grounds maintenance personnel (including custodians) have reduced outstanding work orders from 1,200 in August 2015 to 105 in August 2016.
 3. **Action Plans to Implement Work Orders:** The DGS is conducting a formal bid to contract with outside vendors in the areas of MEP. These vendors will undertake the implementation of those work order requests that cannot be accomplished by the College Stationary Engineers due to their complexity and sheer volume. All work contracted for Laney (outside vendors) was completed by Summer 2016. Future contracting with outside vendors will assist all four Colleges.

Laney College has articulated its concept of a TCO, which consists of:

- Alignment with the College Mission and Budget Planning Principles
- Importance of TCO
- Objectives of TCO as it relates to the facility
- Cost of utilities
- Establishment of ownership guidance
- Building Modernization and Maintenance
- Guiding Principles for TCO in Strategic Planning

[\[DR3.21\]](#)

4. **New Projects and Modernization:**

- A. **Elevator Replacements:** Vendors have been contracted for a total of approximately \$1.2 m to replace the elevators at the Laney Tower and Building E.
- B. **Women's & Men's Locker Room Modernization:** There is an urgent need to relocate the students' locker rooms in the main campus as the distance between the LC Athletic Field House and the women's and men's locker rooms does not meet Title IX requirements. An architect was hired to design the project.
- C. **BEST Center (also known as the Zero New Energy building):** The Building Environmental Sustainability for Tomorrow (BEST) Center will allow for additional student training, especially in the Career Technical Education (CTE) Program for Solar and Environmental Control Technology. The District broke ground in February 2016 for a Zero New Energy building for community education, to boost the local economy, and to promote environmental sustainability. Construction is ongoing and anticipated to be completed by Summer 2017 [\[DR3.22\]](#).
- D. **Swimming Pool Heating and Chlorination:** Chlorination machines and commercial heaters will replace the existing units that often break down and impact swim lessons (as these units were not commercial by design). The final project design has been completed.
- E. **Student Center:** New construction is being considered to replace the existing Student Center. Funding costs have escalated and the project is dependent on

the November 2016 state elections. Swing space has been designed were the project to go forward.

- F. **Laney Parking Lot Overflow:** This project will add additional parking to accommodate College parking needs. This parking lot will be situated across the Highway 880 overpass. Striping has been done and the parking lot was used by students at the beginning of Fall 2016 semester.
- G. **Laney Library Learning Resource Center:** This will be the biggest new construction project in the District and is expected to cost over \$70 million. Like the Student Center, however, the project funding is dependent on the November 2016 state elections. This proposed four-story building will provide study access to over 16,000 students that attend the College [DR3.23].
- H. **Laney Culinary Program Facilities:** Since 2004, Laney has had numerous issues with the kitchen facilities in this Program. However, as the new Chancellor was made aware of ongoing issues, steps have been taken in collaboration with the Vice Chancellor of General Services, in the past several months, to correct various deficiencies [DR3.24]. Additionally, the District has expended \$1.22 million to modernize, refurbish, and repair the existing Student Center and Student cafeteria to meet health and safety needs.

IV. Implementing TCO Guidelines: Addressing Deferred Maintenance, Capital Projects, and Safety Needs Across the Colleges (Summary)

A. College Facilities Committees' Scheduled and Deferred Maintenance Needs

Each College's Facilities Committee works with the President, Departmental chairperson, Business Director, and the College Assistant Chief Engineers to develop a list of Scheduled and/or Deferred Maintenance needs. Furthermore, work orders are sent to the DGS on a daily basis and the DGS then publishes this list of the Colleges' deferred maintenance needs. All annual scheduled and Deferred Maintenance items (which may

require outside contractors) are sent to the District wide Facility Committee (DFC) for evaluation and planning. The Vice Chancellor for DGS and a faculty member usually co-chair this Committee which prioritizes project proposals and ranks them using the California Community College Chancellor's Office's (CCCCO) three broad criteria as follows [\[DR3.25\]](#):

- To protect the safety of students and campus staff
- To prevent the disruption to instructional programs
- To avoid increased repair or replacement costs in the future

Specific deferred maintenance projects include (in order of priority):

- Roofs
- Utilities
- Mechanical
- Exterior
- Other projects

Capital projects include (in order of priority):

- Classrooms and Labs
- Library/LRC
- Faculty and Administrative Offices
- Cafeterias
- Theater and Physical Education
- Roadways and Walkways
- Warehouse and Maintenance facilities

The DFC Committee then finalizes the ranking of these Scheduled and Deferred maintenance categories (above) and forwards them to the PBC by April of every fiscal year.

B. Deferred Maintenance and Scheduled Maintenance Projects' funding

During the 2014-2015 and 2015-2016 fiscal years, the District made approximately \$3,800,000 available for various deferred maintenance projects. In 2016-2017, funding was also made available for deferred maintenance in the amount of \$1,256,881.00 District wide.

Additionally, the State Chancellor's Office, through a one-time Physical Plant and Instructional Support Block Grant, allocated funding to contribute to the District's College-identified scheduled maintenance items.

This year, the PBC recommended that the Chancellor fund projects utilizing the State allocation of \$1.9 million with the caveat of giving priority to life safety projects. Those projects that are in excess of this amount are deferred to the following fiscal year. Presently, there is an estimated deferred maintenance need of over \$8 million dollars District wide. The cumulative average number of work order requests and preventive maintenance requests has been up to 1,000 in any given week. This dire backlog occurred during the State of California budget crisis (2009) and the District utilized most of its funding for classroom instruction. In 2009, all PCCD stationary engineers' positions were vacant due to resignations and retirements and were not filled. The State of California Scheduled Maintenance allocations to the Colleges were also suspended between 2009 through 2013 due to the State of California Budget shortfall.

C. Progress in Addressing Deferred Maintenance Needs

To date, the District has made significant progress in addressing deferred maintenance projects across the Colleges: for example, there were 1,270 work orders in August 2015 and by the end of August 2016, there remained 105 outstanding work orders— only approximately 8% of deferred maintenance projects had not yet been addressed [\[DR3.26\]](#).

Additionally, there are plans to hire a one-time outside Stationary Engineering service for HVAC and MEP that will address applicable back-logged work orders. The understanding is that the remaining requests will be managed by the existing Stationary Engineering staff.

D. Addressing Safety Needs and Providing Safety Training

In addition to attending to ongoing safety needs already discussed such as lighting and broken windows, Peralta has distributed 250 digital radios District wide. These 2 way radios bridge communication between law enforcement officers and all PCCD constituents and ensure safety at the Colleges and the District. In July 2016, a 40-hour District wide safety training was conducted at Merritt College. Topics included: parking lot security, reporting incidents, emergency preparedness, etc. At the end of the training, participants were awarded a certificate to enable them to work as Safety Aids [\[DR3.27\]](#).

E. Capital Project Programs and Instructional Equipment

The District sold \$50 million in Measure A bond monies in July 2016 in order to begin the design and construction of the College of Alameda building C (general purpose Humanities building). The money may also enable the Laney Library and/or the Laney Learning Resource Center project to be implemented, depending on matching state funding that will be determined by the November 2016 statewide election. Additionally, all the Colleges received \$100,000 each in 2014-2015 and \$160,000 each in 2015-2016. \$1,885,321 dollars (total) will be allocated to the Colleges during the 2016-2017 fiscal year for Instructional Equipment.

V. Specific College Projects

A. BERKELEY CITY COLLEGE

1. Modernization of New Facilities

Stakeholders have recommended renovation of the newly acquired 2118 Milvia building.

2. **Technology Acquisition**

The Information Technology Department has upgraded Voice Over IP (VOIP).

3. **Critical Deferred Maintenance**

The District has contracted with Netronix to fix and maintain gateway access controls for classroom locks in rooms 224, 218, and 227 at BCC.

B. LANEY COLLEGE

1. **Elevators**

A contract has been secured for a vendor to replace elevators in Laney's nine story Tower building as well as Building E that houses the Laney Culinary Academy.

2. **Theatre Flooring and Rigging**

This project has been completed.

3. **Welding Lab**

This contract has been awarded and 98% of the construction was completed by the beginning of fall 2016.

4. **Broken Windows and Glass Doors**

A contract has been secured to replace broken windows and doors resulting from vandalism campus wide.

5. **L.E.D. Lighting**

L.E.D. lighting has been utilized to replace exterior lighting in the quad and other outdoor areas at Laney. This project will be completed by November 2016.

6. **Cafeteria Modernization/ Construction**

Construction is ongoing.

7. **B.E.S.T Center (or Zero New Energy Building)**

This project is under construction.

8. **Upgrading Restrooms**

Laney College restrooms have been painted; graffiti resistant mirrors, as well as paper (toilet and towel) dispensers, were replaced.

9. **HVAC air intake filters**

are being replaced at Laney and District wide.

C. MERRITT COLLEGE

The following projects were completed by August 2016:

- The replacement of sidewalk lighting
- Parking lot striping and curbside painting
- Deep cleaning in the quad area and terrain, Chemistry and Biology Labs

D. ALAMEDA COLLEGE

The following projects were completed by August 2016:

- The Building D Elevator
- Pruning of trees and removal of dead, diseased trees
- Deep cleaning and window washing
- Plumbing, deep cleaning and electrical work completed at College of Aviation

VI. PCCD's Revised Total Cost of Ownership (TCO) Guidelines

A. The Inclusion of IT Considerations into the TCO Guidelines

In May 2016, DGS called together a “brainstorm” meeting of IT leadership, the Vice Chancellor of General Services, the Project Manager of Maintenance and Operations, the Director of Energy and Environmental Sustainability, the Executive Assistant of General Services, and the Facilities Project Coordinator, to examine current revisions to the TCO

Guidelines and to ensure that additional revisions needed would be embraced to inform ongoing work during the summer of 2016. At the meeting, the participants brainstormed ways to refine TCO Guidelines to best suit PCCD. Specific steps were outlined to expand participation to guide continued revisions to the document [\[DR3.28\]](#).

Because major changes in leadership to IT occurred in 2015-1016, the renewed interest in the urgency of including an IT Plan as an integral element of PCCD's TCO Guidelines became apparent and a separate IT section was added. In the TCO Guidelines, IT leadership determined that the cost of acquiring technology and equipment was key to the network infrastructure across the Colleges and must be expended to attract and retain students, faculty, and staff.

Currently, the Colleges have both (FF/E) and IT funding allocations from the Measure A & E Bond Measures. The Colleges have been procuring computers, printers, and other network infrastructure needs utilizing these allocated funds [\[DR3.29\]](#).

Each College now develops a list of priority technology requests that is vetted through the College shared governance process and submitted to the District Technology Committee (DTC) and PBC Planning Budget Council (See also Recommendation 4 for an explanation of PCCD's shared governance). During the 2016-2017 fiscal period, the District IT unit was allocated \$1.8 million which is equivalent to approximately 1.4 % of the District's total adopted budget [\[DR3.30\]](#). It should be noted that while some Colleges (Laney, COA and Merritt) have adequate Bond funding for equipment procurement from Bond Measure A, Berkeley City College has depleted its Information Technology (IT) allocations and thus needs to have annual budgeted IT allocations.

Plans to update the 2008/2009 Road Map that utilized Bond Measure A and E monies will be undertaken once the Education Master Plans District wide are completed

[\[DR3.31\]](#). It is anticipated that the updated Road Map will be completed in the 2016-2017 academic year and will include an IT Plan.

Technology acquisitions on a District wide basis go beyond network and personal computer purchases. Other critical elements include PeopleSoft Enterprise deployment for student registration, modules for instruction, and the infrastructure necessary for the Colleges to communicate, such as VOIP. Additionally, the District established standards developed for the deployment of Smart Classrooms in 2009 are currently under revision [\[DR3.32\]](#).

In 2014-2015, the Colleges received \$100,000 each for Instructional Equipment and Library Materials (for a total of \$400,000) as part of the 2014-2015 Physical Plant and Instructional Support Block Grant from the California Community College Chancellor's Office, in addition to the Bond measures [\[DR3.33\]](#). During 2015-2016, each College also received the sum of \$150,000 for Instructional Equipment and Library Materials from the Physical Plant and Instructional Support Block Grant (California Chancellor's Office) for a total sum of \$600,000. Though these are expressly one-time funds, there is a possibility that funding from the State may continue in the future [\[DR3.34\]](#).

<u>Name of College</u>	<u>Beginning Balance Allocation (2009)</u>	<u>Outstanding balance as of February 2016</u>
*BCC	\$3,067,376	\$658,457
COA	\$6,953,287	\$3,860,973
Laney College	\$12,504,868	\$2,452,038
Merritt College	\$7,494,026	\$1,366,534
District wide IT	\$12,000,000	\$1,455,421
District Adm. Center	\$2,759,278	\$1,116,649
TOTAL	<u>\$44,778,836</u>	<u>\$10,910,069</u>

*It should be noted that the above funding figures were utilized to assess equipment and furniture needs, which explains why BCC, a newer campus (built in 2006) with newer equipment, received a lessor allocation.

B. Adoption of TCO Guidelines

The TCO Guidelines were reviewed by DGS in April and PBC in May 2016. A special TCO Workshop was held during the PCCD August 2016 Flex Day [DR3.35]. 2016 PCCD's year-long work to revise TCO Guidelines incorporated many collaborative projects to include: 1.) Meetings with each College to determine TCO needs and expectations 2.) the inclusion of IT in PCCD's revision TCO Guidelines, and 3.) Continued efforts to implement TCO Guidelines while, at the same time, working to revise and to improve the existing TCO Guidelines.

The new TCO Guidelines were adopted by the DTC in September 2016 [DR3.36]. It is anticipated that at its September 2016 PBC meeting, the shared governance body will recommend that the TCO Guidelines be sent forward to the Chancellor for consideration.

VII. DGS Action Plan for Hiring within TCO Guidelines

A proposal to hire additional maintenance staff for all the Colleges has gone through the shared governance process and a recommendation was sent to the Chancellor for implementation [DR3.37]. The staffing needs require the recruitment of competent electricians, plumbers and (HVAC) engineers that have licenses in their various trades. The PBC also recommended that the Chancellor allocate 1.5% or \$1,800,000 of the District adopted General Fund budget to the DGS with an understanding that outside contractors will be hired to undertake some of these work orders, especially those that cannot be done in-house.

A. Custodial Staff

The summaries per College relative to custodian needs and aligned with APPA Industry Standards for Facilities maintenance are as follows [DR3.38].

1. BCC: 6 custodians, calculated standard 31,969 square feet per custodian (casual inattention)
2. COA: 6 custodians, calculated standard 37,142 square feet per custodian (casual inattention)
3. District: 6 custodians, calculated standard 20,111 square feet per custodian (ordinary tidiness)
4. Laney: 15.5 custodians, calculated standard 35,120 square feet per custodian (casual inattention)
5. Merritt: 9 custodians, calculated standard 51,529 square feet per custodian, (moderate to dingy and borderline for unkempt).

This analysis indicates that Merritt College, for example, with a total square footage area of about 463,765 and 9 custodians, needs to hire 3 more custodians in order to approach equity with the other Colleges. The District and the College plans to hire additional custodians for Merritt College especially given that the New Science and Allied Health facility alone, with approximately 104,000 square feet, opened in 2015 [DR3.39].

The overall need for custodial staff is critical. In this year's evaluation of PCCD's existing Budget Allocation Model (BAM) presented at the District's PBIM August 2016 Summit, the Task Force recommended that the District "allocate the appropriate level of staffing to all Colleges, based on industry best practices and an acceptable level of facility cleanliness. Analysis reveals that some Colleges are staffed appropriately and others fall short" [DR3.40].

B. Additional Staff

1. **Director of Facilities and Operations** is currently being filled with an Interim. A regular position is being advertised to hire the full time position by October 2016.
2. **A Project Manager for Maintenance and Operations** is expected to begin duties in October 2016.
3. **A Director of Capital Projects** was hired to address modernization and new construction.

4. **An Interim Staff Services Specialist** for M and O was hired in July 2016 to deal with Colleges' requests for work orders and to support the Project Manager for implementing projects. It is anticipated that the interim position will be replaced by a regular hire by September 2016.
5. **Three Stationary Engineers** were hired to undertake both scheduled and deferred maintenance (mechanical, electrical, and plumbing MEP). One began work in July 2016 and two began work in August 2016.
6. **Groundskeepers**: An assistant groundskeeper was hired in June 2016 to coordinate maintenance of grounds and to assure that the College environments are more inviting.
7. **Two Assistant Chief Engineers** for COA and BCC, responsible for day to day supervision of Stationary Engineers, were hired at the end of August 2016.

VIII. Facility Conditions Assessment Study (FCA)

The District conducted a Facility Conditions Assessment Study (FCA) in collaboration with the California Community Colleges in 2013. As part of the Colleges 5-year plan, the Colleges conduct this assessment every five years. Another update, Facilities Assessment Index (FCI) is due to be completed by the Foundation for the California Community Colleges in September 2016 and will help to determine ongoing Facilities and Maintenance planning. The study will include the use of the California Community College's Facilities Utilization Space Inventory Options Net (FUSION), a web-based application used by all 72 California Community College Districts and the CCCCCO facilities staff will submit, plan, review, approve, and track facility activities [\[DR3.41\]](#). Finally, one suggestion of the TCO Guidelines is to establish an in-house Task Force to monitor the implementation of the FCA study recommendations.

IX. Conclusion

The Team recommended that the District's General Services work with College personnel to implement a plan to address Total Cost of Ownership for new facilities and equipment, including undertaking critical deferred maintenance and preventive maintenance needs at the Colleges, in order to assure safe and sufficient physical resources for students, faculty,

and staff.” Accordingly, the District constructed a DGS Action Plan for creating new TCO Guidelines in collaboration with the Colleges. Furthermore, the District is currently soliciting bids for the revision of the 2009 Integrated Educational Facilities and Technology Master Plan.

The District continues to make progress in addressing and satisfying deferred maintenance needs at the Colleges, “in order to assure safe and sufficient physical resources” for all members of the Peralta community and the reorganization of DGS has revitalized leadership presence and efficiency. The Colleges will be adding Directors of College Operations to work in conjunction with DGS and the implementation of TCO Guidelines and will assist in creating better systems for addressing facilities, maintenance, and IT needs. Beginning in summer 2016, the Chancellor’s C-Direct featured DGS reports that detailed progress on deferred maintenance. These reports have improved communication District wide as TCO objectives are implemented [\[DR3.42\]](#). By listening to, and collaborating with the Colleges, concerted efforts to work together have resulted in tangible results in meeting Standards (III.B.1, III.B.1.a, III.B.2.a).

RECOMMENDATION 3: DISTRICT RESPONSES	
Evidence	Title of Evidence Document
DR3.1	DGS Action Plan, Aug. 28, 2015
DR3.2	DGS Team: TCO Meeting Minutes, Oct. 2, 2015
DR3.3	Merritt Team: TCO Meeting Minutes, Oct. 9, 2015
DR3.4	Laney Team: TCO Meeting Minutes, Nov. 4, 2015
DR3.5	COA Team: TCO Meeting Minutes, Nov. 24, 2015
DR3.6	BCC Team: TCO Meeting Minutes, Nov. 23, 2015
DR3.7	BCC Town Hall Meeting, Apr. 13, 2016
DR3.8	TCO Action Plan, Introduction, page 1: Nov. 2015
DR3.9	Total Cost of Ownership and Operational Expenditures 2118 Milvia Property, Apr. 28, 2015
DR3.10	Weekly Work Order July 21, 2015
DR3.11	Maintenance Connect Executed Agreement
DR3.12	PCCD Draft Administrative Procedures - Key Control
DR3.13	PBIM DFC Meeting Minutes, Feb. 5, 2016, pages 9-10
DR3.14	PBIM DFC Meeting Minutes, Mar.4, 2016, pages 4-5
DR3.15	OJO Technology Contract

RECOMMENDATION 3: DISTRICT RESPONSES	
Evidence	Title of Evidence Document
DR3.16	DGS Task Team Meeting, Mar. 22, 2016, page 3
DR3.17	USGBC LEED Gold Letter, Jan. 12, 2016
DR3.18	DGS Program Review, Fall 2015
DR3.19	FUSION, JCAF-32, Child Development Center Project Details, 2016, 2009 COA Integrated Educational and Facilities Master Plan excerpt, pages 46-50
DR3.20	COA New Building C Meeting Notes, Sept. 6, 2016
DR3.21	Laney Total Cost of Ownership Mission and Planning Principles
DR3.22	Laney College Facilities Master Plan, 2012, pages 3 and 18
DR3.23	FPP Laney Resource Center Project
DR3.24	Culinary Academy Maintenance Emails
DR3.25	CCCCO Deferred Maintenance Criteria, 2014-2015
DR3.26	Work Order Report, Aug. 12, 2016
DR3.27	Campus Safety Aide Training Schedule Aug. 2016
DR3.28	TCO Brainstorm Meeting Notes, May 17, 2016
DR3.29	Bond Measures A & E: Equipment IT and FF/E Procurement, June 2008
DR3.30	IT Allocation and PCCD Adopted Budget, Sept. 8, 2015
DR3.31	Road Map to the Future, page 37
DR3.32	Standards for Smart Classrooms 2009
DR3.33	2014-15 Physical Plant & Instructional Support Block Grants Certification for Expenditures, 2014, page 3
DR3.34	2015-16 Physical Plant & Instructional Support Block Grants Certification for Expenditures, 2015, page 3
DR3.35	District Flex Agenda, Aug. 17, 2016
DR3.36	TCO Guidelines, Sept. 15, 2016
DR3.37	Facility Maintenance and Operations: Proposed Reorganizational Structure
DR3.38	APPA Custodial Service Levels
DR3.39	Custodial Standards for Colleges
DR3.40	What is the BAM Task Force?
DR3.41	FCI 2016 Timeline
DR3.42	C-Direct, Aug. 24, 2016