
Successful Pathways to Educational Opportunities at Evergreen

376 The Evergreen State College

Decision Package: PL—N4 Plant Maintenance & Operations

Budget Period: 2015-17

Budget Level: Policy Level

Agency Recommendation Summary Text

Maintenance and preservation of Evergreen's capital assets not only protects the State's investment in these facilities by extending their useful life, it provides a quality learning environment for students. Evergreen's current staffing levels in maintenance and custodial services are below industry standards in all categories. This request reflects an increase over last biennium to incrementally work toward the goal of adequate staffing levels to preserve and maintain the College's facilities.

Fiscal Detail:

Operating Expenditures	FY 2015-16	FY 2016-1	Total
001-1 State General Fund	\$711,895	\$711,895	\$1,423,790
149-6 Operating Fees	-0-	-0-	-0-
<i>Total Cost</i>	\$711,895	\$711,895	\$1,423,790
Additional FTEs	13.0	13.0	13.0
A - Salaries	474,846	474,846	949,692
B - Employee Benefits	203,505	203,505	196,722
C - Contracts	0	0	0
E - Goods & Services	30,258	30,258	59,635
G - Travel	3,782	3,782	7,454
J - Equipment	0	-0-	0
<i>Total Objects</i>	\$711,895	\$711,895	\$1,423,790

Package Description

Background:

Maintenance staff is responsible for maintaining the major building systems of 1.3 million square feet on campus. These major building systems include HVAC (heating, ventilation, and cooling), electrical, exterior envelope: roofs, windows, doors, elevators, fire safety systems (alarms and sprinklers), and specialty systems such as compressed air and gas at the science laboratory classrooms.

Custodial staff is responsible for cleaning this same square footage. Keeping classrooms and restrooms clean play into the recruitment and retention of students. Parents of prospective students do not want to

Successful Pathways to Educational Opportunities at Evergreen

spend money at an institution where the restrooms are not clean or stocked with paper products. Keeping the classrooms clean and functional shows the students that the College cares about their learning environment and the quality of education they receive.

The grounds staff maintains 311 acres. As with custodial services, the grounds crew plays a role with recruitment and retention through keeping the campus presentable and clean. Evergreen is nationally recognized for the beauty of the campus, an element which plays into the recruitment and retention strategy of the College.

Current Situation:

Over the past several biennia, budget cuts have reduced the college's staffing levels in maintenance and operations. Using the APPA (an international organization of higher education facility managers) standard for maintenance staffing by zone, the College should meet 62,000 SF per FTE. Applying this rate, Evergreen's maintenance staff of 19.6 FTE maintains 68,000 SF each. An additional 2 FTE would bring the staffing level up to the APPA standard.

The Florida Center for Community Design + Research has prepared Maintenance and Operation Administrative Guidelines for School Districts and Community Colleges for the Florida Department of Education. The Florida Guidelines advise 1 FTE per 45,000 SF plus 1 FTE of support staff for every 6.8 FTE of maintenance staff. Using this formula, the college's maintenance staffing level should be 34 FTE, or an additional 14.5 FTE.

Custodial staff have fared far worse as a result of budget reductions in recent years. Using the APPA Raw Square Footage Method of 25,000 sf per FTE per day, Evergreen should be staffed at 50 FTE. Currently the college has 30.5 FTE who service 41,000 sf each. Using the Florida Guidelines, Evergreen should be at 67.5 FTE, or 19,000 sf per FTE.

Grounds staff have fared slightly better. The Florida Guidelines recommend 1 FTE per 40 acres plus 1 FTE for every 500,000 sf of athletic fields. This translates to a recommended staffing level of 10 FTE; Evergreen is currently at 7 FTE.

Proposed Solutions:

With a 10% enhancement to the college's current funding level, Evergreen would increase the college's custodial staff by 5 FTE, narrowing the gap measured against the more conservative APPA standard of 20 by 25%. Evergreen would also add 1 FTE of maintenance staff and 0.5 FTE of grounds staff. Using the more conservative measurement for each staffing category, the college would decrease the staffing gap for maintenance by 50% and 18% for grounds staff.

Successful Pathways to Educational Opportunities at Evergreen

Narrative Justification and Impact Statement

What specific performance outcomes does the college expect?

The College expects to maintain and preserve institutional capital assets to protect the State's investment in the College facilities by extending their useful life and to provide a world-class learning environment for Evergreen students.

Performance Measure Detail

Demonstrate an increase in recruitment and retention by supporting the Academic Programs through providing a safe, warm, and dry educational environment that promotes student learning.

Is this decision package essential to implement a strategy identified in the college's strategic plan?

Yes, the College's 2007 revised Strategic Plan established three goals: Educational, Support, and Financial. Within each of the goals there are a number of strategic directions. Maintenance and operations impact many of the strategic directions.

Under the Educational Goal maintenance and operations address the following strategic directions:

- Improve student recruitment and retention.
- Recruit, retain and revitalize faculty and staff.
- Provide institutional-wide support for diversity and equity initiatives.

Maintenance and operations meets this strategic direction by maintaining clean, well-functioning spaces for learning. This helps to draw and retain students, faculty, and staff. As for diversity and equity initiatives, maintenance and operations has made recent modifications to existing restroom and locker room facilities to address the needs of the transgender population on campus.

Under the Support Goal maintenance and operations directly impacts these strategic directions:

- Evergreen's physical resources will imaginatively enhance the learning and working environment.
- Evergreen—a place for sustainability.
- Use technology to enhance teaching and learning and administrative support.

Sustainability is a high priority for the Evergreen community. Often the Facilities Department works with students to integrate sustainability improvements into their curriculum. Facilities Services has implemented many energy conservation projects toward this goal. For example, Evergreen uses HVAC control technology to more efficiently manage the comfort level in classroom spaces.

Finally, under the Financial Goal maintenance and operations reflects this strategic direction:

- Keep the growth of operating expenditures to sustainable levels.

Sustainable needs to be maintainable. If Evergreen has sufficient staff to adequately maintain and

Successful Pathways to Educational Opportunities at Evergreen

operate college facilities, this will stave off the need for major renovations and maximize the life of major building systems and equipment.

Additionally, one of the evaluation criteria in the College's 2013 Year Three Peer-Evaluation Report for accreditation by the Northwest Commission on Colleges and Universities requires the College "to maintain physical facilities that are accessible, safe, secure, and sufficient in quantity and quality to ensure healthful learning and working environments that support the institution's mission, program, and services."

Reason for Change

The reason for change is to address decreased staffing levels over the past decade so that Evergreen can better meet the college's goal of providing a clean, well-functioning learning environment.

Does this decision package provide essential support to one of the Governor's priorities?

Yes, well-maintained facilities promote a world-class education.

Does the decision package make key contributions to statewide results? Would it rate as a high priority in the Priorities of Government Process?

This decision package indirectly contributes to the Governor's goal of providing a world-class education.

What are the other important connections or impacts related to this proposal?

Funding this proposal would enable Evergreen to maintain instructional facilities in a state-of-the-art condition. This would also help improve the retention of current staff. Evergreen's staff takes great pride in their work; it is discouraging to them when they are unable to meet the standards they take pride in due to limited resources.

Impact on Clients and Services:

An increase in staff would allow the college to serve students, faculty and staff in a more responsive manner. Staff reductions over the past decade as conversely increased the workload of remaining staff, making it more difficult to perform repairs and regular maintenance in a timely manner.

Impact on other state programs:

There is no impact to other state programs.

What alternatives were explored and why was this alternative chosen?

The College examined contracting out some of the work. Due to prevailing wage requirements, there was not an apparent cost savings. In addition the College would lose the advantage of having and developing staff that are familiar with institutional systems and have a sense of ownership in how well they perform. Additionally, eliminating classified positions would create a demand to bargain issue for the Union; while not insurmountable, this would be an obstacle that would need to be overcome if the College were to implement contracted work in lieu of bargaining unit work.

Successful Pathways to Educational Opportunities at Evergreen

What are the consequences of not funding this package?

Business will continue as usual, with limited ability to serve students, faculty and staff in a more responsive manner and the negative impact that carries with it in regard to staff retention.

What is the relationship, if any, to the state's capital budget?

There is a direct relationship to the capital budget. Evergreen's ability to maintain building systems properly extends the useful life of these systems, thereby reducing the need for capital funds to replace major systems sooner rather than later. Good maintenance also delays the need for major renovations.

What changes would be required to existing statutes, rules, or contracts, in order to implement the change?

No changes to statutes, rules, or contracts would be required to make this change.

Expenditure and Revenue Calculations and Assumptions

Revenue Calculations and Assumptions:

Expenditure Calculations and Assumptions:

Facilities Section	Current Operating Staffing Costs (Annual)	FTE	\$/FTE	APPA Std.	Shortfall	FTE	Florida Guidelines	Shortfall	FTE
Custodial	\$1,453,987	30.5	\$47,672	\$2,287,413	(\$833,426)	50.3	\$3,066,550	(\$1,612,563)	67.5
Maintenance	\$1,281,065	19.6	\$65,528	\$1,411,841	(\$130,776)	21.5	\$2,231,263	(\$950,197)	34.1
Grounds	\$423,877	7.0	\$60,554	\$591,916	(\$168,039)	9.8	\$591,916	(\$168,039)	9.8
Totals	\$3,158,929	57.1	\$55,371	\$4,291,170	(\$1,132,241)	81.7	\$5,889,728	(\$2,730,800)	111.3

Which costs and functions are one-time? Which are ongoing? What are the impacts in future biennia?

In order to become adequately staffed to the more conservative staffing guidelines, an incremental increase would be needed for 2 biennia. Operations and Maintenance would then be adequately staffed in the 2017-19 biennium. Please see the chart below for our proposed implementation plan.

Successful Pathways to Educational Opportunities at Evergreen

Implementation Plan	Position	Annual \$/FTE	Add'l FTE	Totals	FTE gap
2015-17 Biennium 1 Incremental Increase	Custodial	\$47,672	10.0	\$483,868	10
	Maintenance	\$65,528	2.0	\$133,021	0
	Grounds	\$60,554	1.0	\$61,462	1
				<u>\$678,351</u>	
2017-19 Biennium 2 Incremental Increase	Custodial	\$50,575	10.0	\$510,301	0
	Maintenance	\$69,518	0.0	\$0	0
	Grounds	\$64,242	1.0	\$65,205	0
				<u>\$575,506</u>	

Assumes 3% inflation per biennium.