

BREWTON-PARKER COLLEGE

PLANT OPERATIONS SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

DEPARTMENT PURPOSE

The mission of the Plant Operations Department of Brewton-Parker College is to support the Division of Finance and Administration and the College in their mission of improving operational efficiency and improving enrollment by providing excellent student services.

OBJECTIVE 1

The Plant Operations Department will ensure financial stability and institutional viability by improving operational efficiency.

ACTION PLAN

1. Pick up litter and debris as the need arises on physical plant site.
2. Mow lawn on a regular, as needed basis.
3. Keep all forms of flora, which includes bushes, hedges, shrubs and trees, trimmed and/or shaped.
4. Provide regular trash pick up service.
5. Provide prompt attention to daily malfunctions.
6. Provide proper maintenance of fixtures, equipment and furniture.
7. Provide offices that are clean, comfortable and attractive.
8. Repair and maintain tools and shop equipment.
9. Check and maintain vehicles with general rotation.
10. Daily preventative maintenance checks by staff.

ASSESSMENT

Annual administration, faculty and staff surveys, maintenance request forms and preventative maintenance schedule.

RESPONSIBILITY

Director of Plant Operations, Assistant Director of Plant Operations, Vice President of Finance and Administration

TIME FRAME

Daily

RESOURCES REQUIRED

Trained Staff

RELATED TO

Institutional Goal No. 1

BREWTON-PARKER COLLEGE

PLANT OPERATIONS SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

RESULTS & RESPONSES—2002-03

OBJECTIVE 1

The Plant Operations Department will ensure financial stability and institutional viability by improving operational efficiency.

ACTION PLAN

1. Pick up litter and debris as the need arises on physical plant site.
2. Mow lawn on a regular, as needed basis.
3. Keep all forms of flora, which includes bushes, hedges, shrubs and trees, trimmed and/or shaped.
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7. Provide offices that are clean, comfortable and attractive.
8. Repair and maintain tools and shop equipment.
9. Check and maintain vehicles with general rotation.
10. Daily preventative maintenance checks by staff.

RESULTS

The schedule of the six (6) full-time housekeeping employees responsible for cleaning in the residence halls was maintained in the Plant Operations Office, and adjustments to the schedules and assignments were made as needed. The assignment of the housekeeping personnel was determined by the Property Upkeep Plan and special needs that arose on a weekly basis.

In addition to cleaning in the residence halls, the housekeeping employees also provided custodial services to student activities facilities in the Phillips Student Center, the Parker Gymnasium, and the Snooks Student Activities Center, as well as cleaning in all classroom buildings in accordance with the Property Upkeep Plan.

A survey of students was conducted in the April 2004, and students rated Plant Operations and facilities with a median 4.14 out of a possible 6.0.

RESPONSE

The Plant Operations Office will continue to monitor and adjust the assignment of housekeeping employees as needs arise and in keeping with established schedules. The Property Upkeep Plan will be revised to reflect housekeeping and maintenance responsibilities in the Snooks Student Activities Center, and students will be surveyed to determine perceptions regarding these student services.

BREWTON-PARKER COLLEGE

PLANT OPERATIONS SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

RESULTS & RESPONSES—2003-04

OBJECTIVE 1

The Plant Operations Department will ensure financial stability and institutional viability by improving operational efficiency.

ACTION PLAN

1. Pick up litter and debris as the need arises on physical plant site.
2. Mow lawn on a regular, as needed basis.
3. Keep all forms of flora, which includes bushes, hedges, shrubs and trees, trimmed and/or shaped.
4. Provide regular trash pick up service.
5. Provide prompt attention to daily malfunctions.
6. Provide proper maintenance of fixtures, equipment and furniture.
7. Provide offices that are clean, comfortable and attractive.
8. Repair and maintain tools and shop equipment.
9. Check and maintain vehicles with general rotation.
10. Daily preventative maintenance checks by staff.

RESULTS

In accordance with the established preventative maintenance schedule, personnel conducted daily trash pick up and office cleaning. Schedules for the 13 full time employees are kept in the Plant Operations office, with the 6 housekeepers working an average of eight hours daily in the college's offices and student activities facilities

Lawn maintenance, ground upkeep, and mowing were conducted as needed. Four full-time employees each work an average of 40 hours per week involved with activities associated with grounds maintenance. Additionally, four part-time workers, each averaging 20 hours per week, assist in the ground maintenance responsibilities.

Responses to maintenance requests occur within 48 to 72 hours of being received, with emergency requests being handled on an immediate basis. During the year, 506 emergency requests were received, and 593 written, non-emergency requests were received by the Plant Operations Office. Additionally, 461 requests were received via email. Copies of all maintenance requests are kept in the Plant Operations Office.

The Plant Operations staff maintained all equipment and hand tools as needed, and replaced items that were beyond repair. Approximately 8 to 10 hours per week are expended in equipment maintenance, with an average of 6 repairs per month.

The vehicle pool received maintenance at 5,000 miles intervals. Plant Operations personnel were responsible for 4 vans, 4 trucks, 7 cars, 4 golf carts, 1 commercial riding

lawn mower, 1 non-commercial lawn mower, and 3 grass and weed trimmers. There were between 55 to 65 maintenance checks on campus vehicles during the year.

During the spring semester 2004, a survey of faculty, staff, and administration was conducted. The results were (on a scale of 1-to-6):

	<u>2004</u>	<u>2003</u>
<u>Total</u>	4.30	4.32
Mount Vernon Students	4.14	4.30
Faculty	4.33	4.28
Staff & Administration	4.71	4.49

Note. Out of the survey's 16 categories, Plant Operations ranked 16th. This includes:

Rank	<u>2004</u>	<u>No. of Categories</u>
Total	16	16
Mount Vernon Students	8	10
Faculty	11	13
Staff & Administration	8	13

RESPONSE

The daily schedules and work assignments of the housekeeping and grounds maintenance staff will continue to be monitored and adjusted as needed. Plant Operations personnel will add the Snooks Student Activities Center to the Physical Upkeep Plan and adhere to the established maintenance schedule. Additionally, staff members will continue to monitor results from surveys to identify areas or activities that need to be addressed to improve efficiency and customer service.

Upon a review of annual surveys, it was noted that the instrument(s) measured only attitudes and perceptions of students, faculty, and staff. The focus of the Plant Operations strategic plan, however, revolves around efficiency and effectiveness, so a change in assessment instruments was determined. In the coming year, the Plant Operations Department will assess its work and effectiveness by measuring its ability to adhere to budget guidelines and to fulfill maintenance requests appropriately. These areas will be assessed through an annual review of budget expenditures by the Director of Plant Operations and the Vice President for Enrollment Services, as well as through an analysis examining the disposition of maintenance requests in regard to time, personnel, and priority status.

BREWTON-PARKER COLLEGE

PLANT OPERATIONS SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

RESULTS & RESPONSES—2004-05

OBJECTIVE 1

The Plant Operations Department will ensure financial stability and institutional viability by improving operational efficiency.

ACTION PLAN

1. Pick up litter and debris as the need arises on physical plant site.
2. Mow lawn on a regular, as needed basis.
3. Keep all forms of flora, which includes bushes, hedges, shrubs and trees, trimmed and/or shaped.
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5. Provide prompt attention to daily malfunctions.
6. Provide proper maintenance of fixtures, equipment and furniture.
7. Provide offices that are clean, comfortable and attractive.
8. Repair and maintain tools and shop equipment.
9. Check and maintain vehicles with general rotation.
10. Daily preventative maintenance checks by staff.

RESULTS

1. The daily schedules and work assignments of the housekeeping and grounds maintenance staff continued to be monitored and adjusted as needed. Housekeeping now cleans the Snooks Student Activities Center daily under an established maintenance schedule.
2. Staff members have monitored the results from the annual customer surveys to identify areas that needed to be addressed. The department's effectiveness was measured through the yearly review of the budget. As of the end of the fiscal year, Plant Operations was five (5) percent under budget; the car pool allotment was three (3) percent over budget. With regard to maintenance request fulfillment, the staff responded to 1508 of maintenance requests within 1 to 2 hours of submission.

RESPONSES

- 1.** The annual customer survey revealed no change from the 2003-2004 survey. Staff will continue to maintain and update employee schedules placing employees where needed.
- 2.** Continue to adhere to Physical Upkeep Plan. Work on annual/summer projects as planned. Summer projects vary and affect the Physical Upkeep Plan.
- 3.** Results from the annual customer surveys will be monitored. Plant Operations staff will be advised of said results with maintenance and customer service issues addressed accordingly.

BREWTON-PARKER COLLEGE

PLANT OPERATIONS SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

RESULTS & RESPONSES—2005-06

OBJECTIVE 1

The Plant Operations Department will ensure financial stability and institutional viability by improving operational efficiency.

ACTION PLAN

1. Pick up litter and debris as the need arises on physical plant site.
2. Mow lawn on a regular, as needed basis.
3. Keep all forms of flora, which includes bushes, hedges, shrubs and trees, trimmed and/or shaped.
4. Provide regular trash pick up service.
5. Provide prompt attention to daily malfunctions.
6. Provide proper maintenance of fixtures, equipment and furniture.
7. Provide offices that are clean, comfortable and attractive.
8. Repair and maintain tools and shop equipment.
9. Check and maintain vehicles with general rotation.
10. Daily preventative maintenance checks by staff.

RESULTS

1. The daily schedules and work assignments of the housekeeping and grounds maintenance staff continued to be monitored and adjusted as needed. Housekeeping now cleans the Snooks Student Activities Center daily under an established maintenance schedule.
2. Staff members have monitored the results from the annual customer surveys to identify areas that needed to be addressed. The department's effectiveness was measured through the yearly review of the budget. As of the end of the fiscal year, Plant Operations was five (5) percent under budget; the car pool allotment was three (3) percent over budget. With regard to maintenance request fulfillment, the staff responded to 1274 of maintenance requests within 1 to 2 hours of submission.

RESPONSES

1. The annual customer survey revealed no change from the 2005-2006 survey. Staff will continue to maintain and update employee schedules placing employees where needed.
2. Continue to adhere to Physical Upkeep Plan. Work on annual/summer projects as planned. Summer projects vary and affect the Physical Upkeep Plan.
3. Results from the annual customer surveys will be monitored. Plant Operations staff will be advised of said results with maintenance and customer service issues addressed accordingly.

BREWTON-PARKER COLLEGE

PLANT OPERATIONS SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

RESULTS & RESPONSES—2006-07

OBJECTIVE 1

The Plant Operations Department will ensure financial stability and institutional viability by improving operational efficiency.

ACTION PLAN

1. Pick up litter and debris as the need arises on physical plant site.
2. Mow lawn on a regular, as needed basis.
3. Keep all forms of flora, which includes bushes, hedges, shrubs and trees, trimmed and/or shaped.
4. Provide regular trash pick up service.
5. Provide prompt attention to daily malfunctions.
6. Provide proper maintenance of fixtures, equipment and furniture.
7. Provide offices that are clean, comfortable and attractive.
8. Repair and maintain tools and shop equipment.
9. Check and maintain vehicles with general rotation.
10. Daily preventative maintenance checks by staff.

RESULTS

1. The daily schedules and work assignments of the housekeeping and grounds maintenance staff continued to be monitored and adjusted as needed.
2. Staff members have monitored the results from the annual customer surveys to identify areas that needed to be addressed. The department's effectiveness was measured through the yearly review of the budget.

RESPONSES

1. The annual customer survey revealed a 9.45% decrease in satisfaction – from 4.28% in 2006 to 3.88% in 2007. Staff will consider the lower rating and address all issues within a reasonable time period.
2. Continue to adhere to Physical Upkeep Plan. Work on annual/summer projects as planned. Summer projects vary and affect the Physical Upkeep Plan.

3. As stated above, results from the annual customer survey will be monitored. Plant Operations staff will be advised of said results with maintenance and customer service issues addressed accordingly.

BREWTON-PARKER COLLEGE

PLANT OPERATIONS SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

RESULTS & RESPONSES—2007-08

OBJECTIVE 1

The Plant Operations Department will ensure financial stability and institutional viability by improving operational efficiency.

ACTION PLAN

1. Pick up litter and debris as the need arises on physical plant site.
2. Mow lawn on a regular, as needed basis.
3. Keep all forms of flora, which includes bushes, hedges, shrubs and trees, trimmed and/or shaped.
4. Provide regular trash pick up service.
5. Provide prompt attention to daily malfunctions.
6. Provide proper maintenance of fixtures, equipment and furniture.
7. Provide offices that are clean, comfortable and attractive.
8. Repair and maintain tools and shop equipment.
9. Check and maintain vehicles with general rotation.
10. Daily preventative maintenance checks by staff.

RESULTS

1. As a result of the increase from the customer survey, we will monitor all maintenance requests and do at a reasonable time.
2. We will adhere to the Physical Upkeep Plan and hire summer workers as needed.
3. We will maintain and update employee schedules placing employees where needed.

RESPONSES

1. The annual customer survey revealed a change from 2006/2007 survey. Staff maintained and updated employee schedules placing employees where needed. Increased from 3.88 in 2007 to 4.05 in 2008 which showed an increase in satisfaction of 4.38%.
2. We will adhere to the Physical Upkeep Plan. Work on annual/summer projects as planned. Summer projects vary and affect the Physical Upkeep Plan.
3. Annual customer survey results were monitored. Plant Operations staff will be advised of said results with maintenance and customer service issues addressed.

BREWTON-PARKER COLLEGE

PLANT OPERATIONS SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

OBJECTIVE 2

The Plant Operations Department will assist the College in its goal of improving enrollment by providing student services.

ACTION PLAN

1. Keep residents halls clean, comfortable, and attractive.
2. Provide classrooms that are clean, comfortable, and conducive to learning.

ASSESSMENT

1. Strict adherence to the Physical Upkeep Plan.
2. Annual student surveys.

RESPONSIBILITY

Director of Plant Operations, Assistant Director of Plant Operations, and Vice President of Finance and Administration

TIME FRAME

Daily

RESOURCES REQUIRED

Trained Staff

RELATED TO

Institutional Goal No. 3

BREWTON-PARKER COLLEGE

PLANT OPERATIONS SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

RESULTS & RESPONSES—2002-03

OBJECTIVE 2

The Plant Operations Department will assist the College in its goal of improving enrollment by providing student services.

ACTION PLAN

1. Keep residents halls clean, comfortable, and attractive.
2. Provide classrooms that are clean, comfortable, and conducive to learning.

RESULTS

1. As stated in Objective #1, a schedule for the seven (7) full-time housekeeping employees is maintained in the Plant Operations office. Schedules are changed as needs arise such as emergencies and summer camps.
2. Within the planned cleaning schedule, five (5) of the seven (7) full-time housekeeping employees maintain the classrooms in eight (8) buildings daily.
3. A survey of students was conducted in April 2003. Students rated the Plant Operations and facilities with a median rating of five (5) out of six (6).

RESPONSE

1. Continue to maintain and update employee schedules placing employees where needed.
2. Results from the recent customer surveys will be monitored and future surveys will be administered to aid in making Plant Operations maintenance and customer service improve.

BREWTON-PARKER COLLEGE

PLANT OPERATIONS SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

RESULTS & RESPONSES—2003-04

OBJECTIVE 2

The Plant Operations Department will assist the College in its goal of improving enrollment by providing student services.

ACTION PLAN

1. Keep residents halls clean, comfortable, and attractive.
2. Provide classrooms that are clean, comfortable, and conducive to learning.

RESULTS

The schedule of the six (6) full-time housekeeping employees responsible for cleaning in the residence halls was maintained in the Plant Operations Office, and adjustments to the schedules and assignments were made as needed. The assignment of the housekeeping personnel was determined by the Property Upkeep Plan and special needs that arose on a weekly basis.

In addition to cleaning in the residence halls, the housekeeping employees also provided custodial services to student activities facilities in the Phillips Student Center, the Parker Gymnasium, and the Snooks Student Activities Center, as well as cleaning in all classroom buildings in accordance with the Property Upkeep Plan.

A survey of students was conducted in the April 2004, and students rated Plant Operations and facilities with a median 4.14 out of a possible 6.0.

RESPONSE

The Plant Operations Office will continue to monitor and adjust the assignment of housekeeping employees as needs arise and in keeping with established schedules. The Property Upkeep Plan will be revised to reflect housekeeping and maintenance responsibilities in the Snooks Student Activities Center, and students will be surveyed to determine perceptions regarding these student services.

BREWTON-PARKER COLLEGE

PLANT OPERATIONS SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

RESULTS & RESPONSES—2004-05

OBJECTIVE 2

The Plant Operations Department will assist the College in its goal of improving enrollment by providing student services.

ACTION PLAN

1. Keep residents halls clean, comfortable, and attractive.
2. Provide classrooms that are clean, comfortable, and conducive to learning.

RESULTS

1. The daily schedules and work assignments of the housekeeping and grounds maintenance staff continued to be monitored and adjusted as needed.
2. Continue to adhere to Physical Upkeep Plan. Work on annual/summer projects as planned. Summer projects vary and affect the Physical Upkeep Plan.
3. The annual customer survey revealed no change from the 2003-2004 survey. Staff will continue to maintain and update employee schedules placing employees where needed.

BREWTON-PARKER COLLEGE

PLANT OPERATIONS SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

RESULTS & RESPONSES—2005-06

OBJECTIVE 2

The Plant Operations Department will assist the College in its goal of improving enrollment by providing student services.

ACTION PLAN

1. Keep residents halls clean, comfortable, and attractive.
2. Provide classrooms that are clean, comfortable, and conducive to learning.

RESULTS

1. The daily schedules and work assignments of the housekeeping and grounds maintenance staff continued to be monitored and adjusted as needed.
2. Continue to adhere to Physical Upkeep Plan. Work on annual/summer projects as planned. Summer projects vary and affect the Physical Upkeep Plan.
3. The annual customer survey revealed no change from the 2005-2006 survey. Staff will continue to maintain and update employee schedules placing employees where needed.

RESPONSES

1. The annual customer survey revealed no change from the 2005-2006 survey. Staff will continue to maintain and update employee schedules placing employees where needed.
2. Continue to adhere to Physical Upkeep Plan. Work on annual/summer projects as planned. Summer projects vary and affect the Physical Upkeep Plan.
3. Results from the annual customer surveys will be monitored. Plant Operations staff will be advised of said results with maintenance and customer service issues addressed accordingly.

BREWTON-PARKER COLLEGE

PLANT OPERATIONS SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

RESULTS & RESPONSES—2006-07

OBJECTIVE 2

The Plant Operations Department will assist the College in its goal of improving enrollment by providing student services.

ACTION PLAN

1. Keep residents halls clean, comfortable, and attractive.
2. Provide classrooms that are clean, comfortable, and conducive to learning.

RESULTS

1. The daily schedules and work assignments of the housekeeping and grounds maintenance staff continued to be monitored and adjusted as needed.
2. Continue to adhere to Physical Upkeep Plan. Work on annual/summer projects as planned. Summer projects vary and affect the Physical Upkeep Plan.
3. The annual customer survey revealed no change from the 2005-2006 survey. Staff will continue to maintain and update employee schedules placing employees where needed.

RESPONSES

1. The annual customer survey revealed a significant change from the 2005-2006 survey. Staff will continue to maintain and update employee schedules placing employees where needed. Plant Operations staff will be advised of said results with maintenance and customer service issues addressed accordingly.
2. Continue to adhere to Physical Upkeep Plan. Work on annual/summer projects as planned. Summer projects vary and affect the Physical Upkeep Plan.
3. Results from the annual customer surveys will be monitored due to the 9.45% decrease in satisfaction – from 4.28% in 2006 to 3.88% reported for 2007. Staff will consider the lower rating and address all issues within a reasonable time period.

BREWTON-PARKER COLLEGE

PLANT OPERATIONS SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

RESULTS & RESPONSES—2007-08

OBJECTIVE 2

The Plant Operations Department will assist the College in its goal of improving enrollment by providing student services.

ACTION PLAN

1. Keep residents halls clean, comfortable, and attractive.
2. Provide classrooms that are clean, comfortable, and conducive to learning.

RESULTS

1. The Strategic Plan has helped us to maintain an employee schedule.
2. We will adhere to the Physical Upkeep Plan. Work annual/summer projects as needed.
3. As a result of the customer survey, we have increased our customer satisfaction of 4.38%.

RESPONSES

- 1.) Staff maintained and updated employee schedules. Plant Operations staff were advised of said results with maintenance and customer service issues were addressed accordingly.
- 2.) We will adhere to the Physical Upkeep plan. Work on annual/ summer projects as planned and as budget allows. Summer projects vary and affect the Physical Upkeep plan.
- 3.) Results from the annual customer survey will continue to be monitored. Staff will continue to lower the rating of response time with all issues. Increased from 3.88 in 2007 to 4.05 in 2008 which showed an increase in satisfaction of 4.38%.