SAN DIEGO COMMUNITY COLLEGE DISTRICT

FACILITIES SERVICES LEAN ENTERPRISE JOURNEY

SDCCD Facilities Services is committed to providing the best learning environment through teamwork and continuous improvement in all that we do.

Thursday, June 13, 2013
San Diego Community College District (SDCCD)

About the District

- Second Largest Community College District in California
- Sixth Largest Community College District in the Nation
- Four Regions
  - Consisting of 3 Main Campuses (San Diego City College, Mesa College, and Miramar College), and Six Continuing Education Campuses
- Centralized Maintenance & Operations
San Diego Community College District (SDCCD)

About the District

Current Square Footage
(as of 5/1/13)

Buildings = 2,534,493 Gross Square Feet (GSF)

Parking Structures = 1,093,357 GSF

Cleanable Square = 2,253,157 Square Feet

Acres of Landscape = 130.2

Projected Building GSF = 3,679,451
Facilities Services

Four Core Values

SAFETY
Our employees are too important for injuries to be acceptable. We believe all accidents are preventable.

INTEGRITY
Through honesty and consistency of character, we will constantly deliver quality performance in a timely and cost effective manner.

TEAMWORK
By working together each person contributes different skills and opinions to achieve our common goals in the most cost effective manner.

TRAINING
Our employees will be continuously trained to ensure that they have the skills and tools they need to be successful in all that they do.
Lean Processes
Benchmarking and Goals

Custodial
• Beginning cleanable Square Feet (SF) - 13,900 per custodian
• Increase to 25,000 SF by FY 2013
• Currently (as of 1/16/13) - 27,302 SF per, “All In Head Count,”
  Custodial (All in Head Count includes Custodial Supervisors I & II, Custodial Crew Leads, Day
  Porters, and those performing Stock Clerk duties)

Maintenance
• Beginning cost per SF - $3.93
• Reduce to $2.25 per SF by FY 2013
• Currently (APPA FPI Survey Dec 2012)-$1.73
Facilities Lean Enterprise Processes

Our Challenge

• Current economic conditions continue to impact SDCCD
• SDCCD Facilities Services must reduce forecasted expenditures for fiscal years 2009-2016
• While current State revenue is down, SDCCD Facilities Services must plan for doubling the service base without doubling the budget
# Lean Processes

## Potential Cumulative Savings

<table>
<thead>
<tr>
<th></th>
<th>FY09</th>
<th>FY10</th>
<th>FY11</th>
<th>FY12</th>
<th>FY13</th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
<th>Ave Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Custodial Forecast H/C</td>
<td>104</td>
<td>113</td>
<td>132</td>
<td>149</td>
<td>162</td>
<td>173</td>
<td>189</td>
<td>191</td>
<td>$58,643</td>
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<tr>
<td>Cust Forecast Salary</td>
<td>$6,098,855</td>
<td>$6,650,098</td>
<td>$7,769,004</td>
<td>$8,731,333</td>
<td>$9,504,832</td>
<td>$10,169,255</td>
<td>$11,098,158</td>
<td>$11,227,172</td>
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<tr>
<td>Custodial Adj HC</td>
<td>77</td>
<td>82</td>
<td>88</td>
<td>100</td>
<td>122</td>
<td>130</td>
<td>140</td>
<td>147</td>
<td>45</td>
</tr>
<tr>
<td>Custodial Adj Budget</td>
<td>$4,497,197</td>
<td>$4,782,522</td>
<td>$5,187,077</td>
<td>$5,878,320</td>
<td>$7,150,669</td>
<td>$7,622,296</td>
<td>$8,208,826</td>
<td>$8,597,611</td>
<td></td>
</tr>
<tr>
<td>Delta</td>
<td>$1,601,658</td>
<td>$1,867,576</td>
<td>$2,581,927</td>
<td>$2,853,013</td>
<td>$2,354,162</td>
<td>$2,546,959</td>
<td>$2,889,331</td>
<td>$2,629,561</td>
<td>$19,324,187</td>
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</tbody>
</table>

Hold HC Flat until projection exceeds current HC | $13,273,027

<table>
<thead>
<tr>
<th></th>
<th>FY09</th>
<th>FY10</th>
<th>FY11</th>
<th>FY12</th>
<th>FY13</th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
<th>Ave Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maint Forecast H/C</td>
<td>45</td>
<td>50</td>
<td>57</td>
<td>64</td>
<td>69</td>
<td>73</td>
<td>79</td>
<td>80</td>
<td>$76,457</td>
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<tr>
<td>Maint Forecast Salary</td>
<td>$3,440,546</td>
<td>$3,793,010</td>
<td>$4,344,262</td>
<td>$4,857,286</td>
<td>$5,245,685</td>
<td>$5,579,036</td>
<td>$6,044,656</td>
<td>$6,108,880</td>
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</tr>
<tr>
<td>Maintenance Adj H/C</td>
<td>29</td>
<td>32</td>
<td>37</td>
<td>41</td>
<td>45</td>
<td>47</td>
<td>51</td>
<td>52</td>
<td>28</td>
</tr>
<tr>
<td>Maint Adj Salary</td>
<td>$2,236,355</td>
<td>$2,465,457</td>
<td>$2,823,770</td>
<td>$3,157,236</td>
<td>$3,409,695</td>
<td>$3,626,373</td>
<td>$3,929,027</td>
<td>$3,970,772</td>
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<tr>
<td>Delta</td>
<td>$1,204,191</td>
<td>$1,327,554</td>
<td>$1,520,492</td>
<td>$1,700,050</td>
<td>$1,835,990</td>
<td>$1,952,663</td>
<td>$2,115,630</td>
<td>$2,138,108</td>
<td>$13,794,676</td>
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</tbody>
</table>

Hold HC Flat until projection exceeds current HC | $12,590,485

$25,863,512 Opportunity
Lean Processes

Agenda

• **Lean Custodial Practices**
  – Cleaning Standards
  – Identify services/ how we are spending our time
  – Custodial Practices/Team Cleaning
  – Management By Walking Around (MBWA)

• **Lean Work Order Processes**
  – Centralized Work Order Center (Call Center)
  – Computerized Maintenance Management System (CMMS)
  – Service Level Agreement (SLA)
  – Work Flow Process Mapping
  – Material/Supply
  – Planner/Schedulers

• **Electronic Work Order Delivery**
Lean Custodial Practices
The objective was to determine the current cleaning level and to determine an acceptable level of cleaning given the resources available.
SDCCD defined the acceptable level of cleaning as a Level 2 by APPA standards. At the start of the project they were consistently at a level 3 – 4. This underlined the need to improve the level of service.

Lean Custodial Enterprises

SDCCD Cleaning Standards

Levels of Cleanliness

**Level 1 - Orderly Spotlessness**
Level 1 establishes cleaning at the highest level. It was developed for the corporate suite, the donated building, or the historical focal point. This is show-quality cleaning for that prime facility.

**Level 2 - Ordinary Tidiness**
Level 2 is the expected standard of cleaning for all SDCCD facilities. This is the level at which cleaning should be maintained.

**Level 3 - Casual Inattention**
This level is below Facilities Services expectations. It is not at an acceptable level of cleanliness.

**Level 4 - Moderate Dinginess**
Areas are unacceptable. People beginning to accept an environment lacking normal cleanliness. In fact, the facility begins to constantly look like it requires a good "spring cleaning".

**Level 5 - Unkempt Neglect**
The facility is always dirty, with cleaning accomplished at an unacceptable level.
SDCCD Cleaning Standards – Level 2

Based on APPA Published Standards

<table>
<thead>
<tr>
<th>Level 2 - Ordinary Tidiness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level 2 is the expected standard of cleaning for all SDCCD facilities. This is the level at which cleaning should be maintained.</td>
</tr>
<tr>
<td>• Floors shine and/or are bright and clean. Carpets are clean and vacuumed. Base moldings are clean. There is no buildup in corners or along walls, but there can be up to two days of stains or streaks.</td>
</tr>
<tr>
<td>• External walk ways will clean; free of trash, spills and dirt.</td>
</tr>
<tr>
<td>• All vertical and horizontal surfaces are clean, but marks, dust, smudges, and fingerprints could be noticeable with close observation.</td>
</tr>
<tr>
<td>• Vents will be clean and dust free.</td>
</tr>
<tr>
<td>• Washroom and shower tile and fixtures are bright / clean and are odor-free. Supplies are well stocked.</td>
</tr>
<tr>
<td>• Chalk boards / white boards and erasers are cleaned. Chalk is stocked for rooms with chalk boards.</td>
</tr>
<tr>
<td>• Lamps all work and all fixtures are clean.</td>
</tr>
<tr>
<td>• Trash containers and pencil sharpeners are empty, clean, and odor-free.</td>
</tr>
</tbody>
</table>
• Identify our core mission
• Identify how we were spending time
• Load Leveling Throughout the District
• Increase cleaning square footage
• Cleaning Standards
• MBWA
• Pride Program
Lean Custodial Enterprises
Assessment of Custodial Practices

• Findings
  – Opening doors
  – Stock room duties
  – Personal assistants
  – Event set ups
  – Temperature checks
  – Movers
  – Cleaning
Opening Doors/Acting as Stock Clerks

In the beginning SDCCD Facilities Services spent 17 custodial man days per month on average opening doors for faculty and staff members who forgot their keys or alarm codes. As a result, we drafted a door opening policy, it was accepted by the District.

Currently just 4.1 hours per month on average are spent opening doors.

Shifting duties not related to the core mission of the custodial staff (cleaning), in some cases, required reviewing of classification descriptions, reviewing SDCCD procedures, or rewriting of SDCCD procedures.
Lean Custodial Enterprises
Load Leveling

Distribution of custodial staff based on square footage:
The space is summed from room up to building and then up to campus.

- This leads to a qualitative method to determine the proper HC requirements
- Enables the supervisor to develop project teams to tackle larger projects that require more manpower and are outside the daily cleaning requirements

<table>
<thead>
<tr>
<th>Campus</th>
<th>Building</th>
<th>Sum of ASF</th>
<th>HC</th>
<th>Sum of Project HC</th>
<th>Total HC</th>
</tr>
</thead>
<tbody>
<tr>
<td>San Diego Mesa College</td>
<td>ADMINISTRATION (A100)</td>
<td>10,206</td>
<td>0.46</td>
<td>0.08</td>
<td>0.54</td>
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<tr>
<td></td>
<td>HOME ECON/NURSE PROG (B1)</td>
<td>8,219</td>
<td>0.43</td>
<td>0.05</td>
<td>0.49</td>
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<tr>
<td></td>
<td>MUSIC-DRAMA (C100)</td>
<td>22,383</td>
<td>1.07</td>
<td>0.08</td>
<td>1.15</td>
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<tr>
<td></td>
<td>MUSIC ANNEX (C200)</td>
<td>7,686</td>
<td>0.29</td>
<td>0.04</td>
<td>0.32</td>
</tr>
<tr>
<td></td>
<td>DRAMA STORAGE (C300)</td>
<td>1,166</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
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<tr>
<td></td>
<td>FINE ARTS (D100)</td>
<td>8,619</td>
<td>0.44</td>
<td>0.05</td>
<td>0.49</td>
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<tr>
<td></td>
<td>FINE ART ANNEX (D200)</td>
<td>7,577</td>
<td>0.32</td>
<td>0.03</td>
<td>0.35</td>
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<tr>
<td></td>
<td>ART KILN ANNEX (D300)</td>
<td>815</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
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<tr>
<td></td>
<td>LRC (E1000)</td>
<td>76,189</td>
<td>2.57</td>
<td>0.31</td>
<td>2.88</td>
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<tr>
<td></td>
<td>BUS EDUC MEDICAL DEN (F1)</td>
<td>16,558</td>
<td>0.83</td>
<td>0.10</td>
<td>0.93</td>
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<tr>
<td></td>
<td>BEHAV SCIENCE (F200)</td>
<td>24,512</td>
<td>1.04</td>
<td>0.14</td>
<td>1.19</td>
</tr>
<tr>
<td></td>
<td>Humanities (G100)</td>
<td>50,270</td>
<td>1.92</td>
<td>0.29</td>
<td>2.22</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td></td>
<td><strong>569,978</strong></td>
<td><strong>22.81</strong></td>
<td><strong>3.09</strong></td>
<td><strong>25.90</strong></td>
</tr>
</tbody>
</table>

- With all buildings added, the total required HC for Level 2 Cleaning at San Diego Mesa College is 26.
Lean Custodial Practices
Team Cleaning

THE PERFORMANCE PARABLE
“The most skilled of employees fail in a confused, disorderly organization relying on individual performance. Yet, even the mediocre employees can excel in an orderly, focused, systemized culture.”

Jim Harris
Lean Custodial Practices

Team Cleaning

Myths:

• Everyone works together
• There must be four to a team
• Team cleaning is using the back pack vacuum
• Absenteeism easier in zone cleaning
• Too confusing
• Requires too much training
• Team cleaning is a cleaning system
Definition of Team Cleaning:

Within a building, a team of specialists are deployed in a systematic method performing specific tasks. Although there are four types of specialist, a team can be comprised of any number of people and any configuration depending on the cleaning specifications of the building.
Lean Custodial Practices

Team Cleaning

The objective is to meet cleaning expectations and requirements utilizing the most efficient process in practice.
Lean Custodial Practices
Team Cleaning

Cleaning Expectations & Requirements

National Center for Education Statistics - Cleaning Standards

Level 1: cleaning, such as found in a hospital. One custodian cleaning 10,000 SQ FT per 8 HR shift.

Level 2: INTENSIVE cleaning, reserved for areas such as restrooms, special education, kindergarten areas, or food service areas. One custodian cleaning 11,000-18,000 SQ FT per 8 HR shift.

Level 3: Cleaning required to ensure health and comfort of building. One custodian cleaning 19,000-25,000 SQ FT per 8 HR shift.

Level 4: Not generally acceptable for a school environment. One custodian cleaning 26,000-46,000 SQ FT per 8 HR shift.

Level 5: UNHEALTHY

APPA-Cleaning Standards

Level 1: Orderly Spotlessness
Level 2: Orderly Tidiness
Level 3: Casual Inattention
Level 4: Moderate Dinginess
Level 5: Unkempt Neglect
Lean Custodial Practices
Team Cleaning

Where We are Today at One of Our Main Campuses

Miramar College:

- There are 373,639 cleanable square feet at Miramar College.

- Using the figure of 25,000 SQ FT per custodian cleaning interior, Miramar should have 14 custodians cleaning interior.

- Currently Miramar has 12 contract custodians cleaning interior spaces.

- *Using Team Cleaning, Miramar is maintained to the second highest APPA cleaning standard (Level 2).*

* According to SDCCD Voice of the Customer Survey (April 2012)
The Four Types of Specialists

As Suggested by Concepts IV

• Light Duty Specialists (Starter)
• Vacuum/Floor Specialists (Closer)
• Restroom Specialists (Floater)
• Utility Specialists (Utility)
Lean Custodial Practices
Team Cleaning

Starter’s Daily Assignment

• Open the classroom
• Empty the pencil sharpener
• Empty trash
• Clean sink
• Spot clean as needed
• Communicate with floor specialist as needed
Lean Custodial Practices
Team Cleaning

Closer’s Daily Assignment

• Vacuum/sweep floors
• Reposition all furniture
• Check quality
• Clean entry mats
• Turn off lights
• Secure room
Floater’s Daily Assignment

• Fill dispensers
• Remove trash
• Does job of Opener & Closer
• Fill in for team members as assigned
• Can work with Leads as directed
• Wash entry glass
• Detail office and other rooms
• Sweep/vacuum & mop tile floors
• Turn off lights
Lean Custodial Practices

Team Cleaning

Utility/Lead’s Daily Assignment

- Fill dispensers
- Team leader
- Vacuum/sweeps floors
- Cleans office areas
- Cleans glass, blinds, and sinks
- Any other periodic specialty services
- Deals with site issues
- Highly flexible position, spec driven
- Pull trash
- Check work of team
- Does final security check
- May open other sites as needed
Lean Custodial Practices
Team Cleaning

The SDCCD Method of Team Cleaning
Lean Custodial Practices
Team Cleaning

Crew Leader

• Team leader
• Any other periodic specialty services
• Deals with site issues
• Highly flexible position, spec driven
• Check work of team
• Does final security check
• May open other sites as needed
Lean Custodial Practices
Team Cleaning

1\textsuperscript{st} Crew Member

Initial Push (4 Hours)

- Opens/unlock room
- Disarm alarm system
- Empty trash
- Empty pencil sharpener
Lean Custodial Practices
Team Cleaning

2nd Crew Member

Initial Push (4 Hours)

• Table tops
• Set furniture
• White boards
Lean Custodial Practices
Team Cleaning

3rd Crew Member
Initial Push (4 Hours)

• Vacuum/clean floors
• Set alarm
• Secure/lock room
Lean Custodial Practices
Team Cleaning

After the Initial Push of Classroom Cleaning

Team members go to their respective buildings and perform the following:

- Clean restrooms
- Dust mop halls
- Clean stairwells
- Clean entry glass
- Detail classrooms according to availability
- Respond to special needs of building
Lean Custodial Practices
Team Cleaning

Off Days

Much of our classroom space, offices, etc. is not utilized on Fridays. This affords the opportunity to perform specific tasks.

Fridays:
Office detail

Mondays:
• High speed buffing of hallways
• Carpet cleaning
Lean Custodial Practices
Team Cleaning

Hours of Operation

The model displayed in the presentation is the modified First Shift (4:00 AM-12:30 PM)
This is the chosen remedy to solve daytime coverage for site needs.
Lean Custodial Practices
Team Cleaning

**Hours of Operation**

**Modified First Shift/First**
- The model displayed in the presentation is the Modified First Shift
  - (4:00 AM-12:30 PM)
- Additionally, 3 day porters are scheduled from 6:00 AM-2:30 PM

**Modified Second Shift**
- Second Shift
  - (2:30 PM-11:00 PM)
- Supervisor and Crew Lead work on Second Shift
- The model displayed in the presentation is used in the Modified Second Shift
  - (5:00 PM-1:30 AM)
- Crew Lead working on Modified Second Shift
Lean Custodial Practices
Lean Custodial Practices
Management by Walking Around (MBWA)

• MBWA is the SDCCD quality control tool for custodial services at SDCCD.
• Custodial Leads are tasked with walking through every room in the District to inspect the room conditions.
• They place a tick mark in the discrepancies column for each 1,000 square feet the building suffering that type of deficiency.
• These sheets are given to the clerical staff of each campus to enter into an Excel spreadsheet; thereafter, they are stored in an Access database to track deficiencies by type and building.
Lean Custodial Practices

Transitioning from MBWA to Pride Program

• Once the team was been trained on doing inspections, and they were occurring regularly, it was time to move to the Pride Program
  – Designed to build a sense of Pride with those who have ownership for the space or function

• Begin tracking the actual data vs. simply whether the inspection has occurred.

• Track and trend the types of discrepancies and the total overall score.

• This ensures the custodial staff can concentrate on the buildings, rooms, and types of deficiencies that need the most attention.
## MBWA Scoring Sheet

<table>
<thead>
<tr>
<th>Discrepancy</th>
<th>General</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Doors (including glass) and handles</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Walk-off Mat / threshold (dirty)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lamps (replace)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ceiling (dirty, includes diffusers/returns/Vents)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>White &amp; Chalk boards (erasers clean, chalk replaced)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Walls</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Light switches, thermostats, misc electrical plates (clean)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Glass windows and channels</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dusting (all horizontal and vertical surfaces)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recycle &amp; trash cans (empty and clean)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pencil sharpeners (clean and empty)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Furniture (Stains / Writing)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Carpet (stains, vacuum, frayed)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hard Surface Flooring</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grout (dirty)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Counters (stains)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sinks / Drinking Fountain (cleaned and no stains or buildup Restrooms)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dispensers filled and stocked</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Graffiti (clean or report)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mirrors (clean)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Toilets/urinals (flushometers, under rim, around base)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Custodial Closets orderly, stocked at correct levels</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Lean Custodial Practices

### Tracking and Trending Discrepancies

<table>
<thead>
<tr>
<th>MBWA Building Scoring Sheet</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Building</strong></td>
</tr>
<tr>
<td><strong>Gross SQFT</strong></td>
</tr>
</tbody>
</table>

#### ADMINISTRATION (A100)

<table>
<thead>
<tr>
<th>Functional Area</th>
<th>Discrepancy</th>
<th>MN</th>
<th>MN</th>
<th>MN</th>
<th>MN</th>
<th>MN</th>
<th>MN</th>
<th>MN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Custodial</td>
<td>General</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Custodial</td>
<td>Doors (including glass) and handles (clean)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Custodial</td>
<td>Walk-off Mat / threshold (dirty)</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>4</td>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Custodial</td>
<td>Lamps (replace)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Custodial</td>
<td>Ceiling (dirty, includes diffusers/returns/Vents)</td>
<td>1</td>
<td></td>
<td>3</td>
<td>2</td>
<td>4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Custodial</td>
<td>White &amp; Chalk boards (rails clean, erasers clean, chalk replaced)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Custodial</td>
<td>Walls (dusty, stained)</td>
<td>1</td>
<td>1</td>
<td></td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Custodial</td>
<td>Light switches, thermostats, misc electrical plates (clean)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Custodial</td>
<td>Glass windows and channels</td>
<td></td>
<td>2</td>
<td>2</td>
<td>3</td>
<td>1</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Custodial</td>
<td>Dusting (all horizontal and vertical surfaces)</td>
<td>4</td>
<td>2</td>
<td></td>
<td>1</td>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Custodial</td>
<td>Recycle &amp; trash cans (empty and clean)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Custodial</td>
<td>Pencil sharpeners (clean and empty)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Custodial</td>
<td>Furniture (Stains/Writing)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Custodial</td>
<td>Carpet (stains, vacuum, frayed)</td>
<td>1</td>
<td></td>
<td>3</td>
<td>2</td>
<td>2</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Custodial</td>
<td>Hard Surface Flooring (sheen, wall to wall)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Custodial</td>
<td>Grout (dirty)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Custodial</td>
<td>Counters (stains)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Custodial</td>
<td>Sinks / drinking fountain / Showers (cleaned no stains / buildup)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Custodial</td>
<td>Dispensers filled and stocked</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Custodial</td>
<td>Graffiti (clean or report)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Custodial</td>
<td>Mirrors (clean)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Custodial</td>
<td>Toilets/urinals (flushometers, under rim, around base)</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Custodial</td>
<td>Custodial Closets orderly, stocked at correct levels and clean</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Custodial</td>
<td>Custodial Carts orderly, stocked at correct levels and maintained</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Custodial</td>
<td>Cart (cleaned weekly and inspected)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

|                | Total Custodial                                                             | 10 | 3  | 4  | 10 | 23 | 11 | 11 |
|                | Custodial discrepancies per 20000 square feet                               | 20 | 6  | 8  | 20 | 45 | 22 | 22 |
|                | Custodial Score                                                             | 80 | 94 | 92 | 80 | 55 | 78 | 78 |

Buildings are inspected and discrepancies are tracked by work week/
Lean Custodial Practices

Converting the Data to Building Scores

• Since the tick marks are given for discrepancies per 1,000 square feet, larger buildings have more area for discrepancies.

• To ensure larger buildings do not look far worse than smaller buildings, the score must be normalized.

• The score is normalized based on a building sized with 20,000 ASF assumed as normal. This ensures large and small building alike get equal treatment.
Each week, the top discrepancies are identified.
At a glance a custodial supervisor can determine the buildings in need of the most attention. This chart shows the top 5 buildings needing attention at City College through week 18 of 2013.
At a glance a custodial supervisor can determine what the work force should consider the top priority. This chart show the top 5 tasks the workforce at City College should concentrate on as determined by the MBWA process.
Lean Custodial Practices

Use of Data to Improve Performance

The data collected from this tool/process is used to:

– Drive for Continuous Improvement

– Chart performance goals for a campus, department or individual
  • Campus Trend
  • Trend by Discrepancy (i.e., burned out lights)
  • Trend by Custodial Team or custodian

– Implement a recognition program
  • “Pride Award” based on best scoring building
  • Most Improved

– Performance Management
  • Improve area by 10%
  • Lowest performing area owner
Lean Work Order Processes
The objective was to determine the current deficiencies in our work order processes, and come up with a systematic method of improvement.
Lean Work Order Processes

Maintenance Findings

• Centralized Work Order Center (Call Center)
• Computerized Maintenance Management System (CMMS)
• Service Level Agreement (SLA)
• Work Flow Process Mapping
• Planner/Schedulers
• Electronic Work Order Delivery
• Material/Supply
• Lean Enterprise Tools
Lean Work Order Processes
Call Center / Work Distribution Center

• Centralized
• Standardized
• Customer Service
• Comments
The Facilities Services Call Center (FSCC) is the communications center of the Facilities Services Department and was created to provide a single point of contact for all work order requests. The status of any work order can be determined by calling The Facilities Services Call Center at 388-6422 or by e-mail to the Facilities Services Call Center.

On **October 5, 2009**, the Facilities Services Call Center began accepting calls from 7:00 a.m. to 4:00 p.m. weekdays. Calls for facilities emergencies **after hours** should be directed to College Police Dispatch 388-6405. The FSCC is able to communicate directly with Facilities Supervisors to effect an immediate response to most emergency situations.

**Address**
1544 Frazee Road  
San Diego, CA 92108

**General Phone Numbers**
(619) 388-6422 - Phone (Monday -Friday 7 a.m. – 4 p.m.)  
(619) 388-6439 - Fax

General E-mail – Facilities Services Call Center  
SDCCD web site at Maintenance Work Order login link
Lean Work Order Processes

Megamation (CMMS)

- Web based
- Work request entry by customers and Facilities
- Useful dashboard/work order console
- Auto generated due date for priorities 1-4
- Auto generated emails when work is planned, delayed, and completed
- Key performance indicator reports
- Time keeping
- Unlimited training
Lean Work Order Processes
Megamation (CMMS)

Work Request Entry
Fields marked with * must be filled before the work order can be submitted.

WO#:
* Contact Name:
* Contact Phone #:
* Contact Email:

Would you like to be emailed on WO completion?

* Problem Description:

* Property:
  - Select property -

* Building:

* Floor:

* Room:

* Repeat Call?:
  - Select -

* Is this equipment?:
  - Select -

** All fields below are required if answered "Yes"

** Portable or Fixed In Place:
  - Select -

** Equipment Identifier:
  - Select -

** Equipment Identifier Number:

** Equipment Manufacturer:

** Equipment Model:

Submit  Reset  Print  Close
Lean Work Order Processes
Megamation (CMMS)
Lean Work Order Processes
Megamation (CMMS)
Lean Work Order Processes

Work Order Metrics

Process implemented in conjunction with a new CMMS system

– Open WO and Work Order Aging dropped dramatically

• Open WO from 1,600+ to ~500
• WO Aging 70+ days to just under 20
Lean Work Order Processes

Work Prioritization

• SDCCD - in its quest to be “service oriented” had no formal work prioritization processes
  – This led to 85%+ of work being reactive
  – Open WO grew to in excess of 1,600

• A prioritization matrix was developed to establish a service level agreement within the District
  – Approved by Chancellor's Cabinet and Management Services Council
# Lean Work Order Processes

## Priority Matrix: Service Level Agreement

<table>
<thead>
<tr>
<th>Level 1 - Emergency Work Service Level Agreement (SLA) – Immediate Response</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Priority 1:</strong> Response is Immediate Emergency work is defined as work that requires immediate dispatch. This level is for things that are imminent safety, security risks, could lead to significant property loss or are an immediate impact to the District fulfilling its mission.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Level 1 - Emergency Work Service Level Agreement (SLA) – Immediate Response</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Barring extenuating circumstances Priority 1 work orders should be completed within 1 business day.</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Level 2 – Urgent Work Same Business Day SLA 4 Hour Response</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Priority 2:</strong> Equipment down that significantly impacts the ability to complete the district’s mission but is not an imminent threat to health, safety or cause significant loss of life or property.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Level 2 – Urgent Work Same Business Day SLA 4 Hour Response</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Barring extenuating circumstances Priority 2 work orders should be completed within 1.5 business days.</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Level 3 – One Business Day SLA 24 Hour Response (Business Day)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Priority 3</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Level 3 – One Business Day SLA 24 Hour Response (Business Day)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Barring extenuating circumstances Priority 3 work orders should be completed within 2 business days.</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Level 4 – Routine Request SLA 1 Week Response with schedule for completion</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Priority 4:</strong> Customer will be contacted with a schedule within the response time. Work in this category may be put in the normal work planning and scheduling cycle. The SLA for completion will be 30 days from receiving work request.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Level 4 – Routine Request SLA 1 Week Response with schedule for completion</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Customer will be contacted with a schedule within the response time. Work in this category may be put in the normal work planning and scheduling cycle. The SLA for completion will be 80 days from receiving work request.</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Level 5 – Special Projects SLA 2 Week Response with Schedule for Completion</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Priority 5:</strong> Customer will be contacted with a schedule within the response time. Work in this category will be put in the project work planning and scheduling cycle (ie painting a door on a campus when the painting crew is scheduled on another campus for long term assignment).</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Level 5 – Special Projects SLA 2 Week Response with Schedule for Completion</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Customer will be contacted with a schedule within the response time. Work in this category will be put in the project work planning and scheduling cycle (ie painting a door on a campus when the painting crew is scheduled on another campus for long term assignment).</strong></td>
</tr>
</tbody>
</table>
Lean Work Order Processes

Service Level Agreement: Priority Level 1 Example

<table>
<thead>
<tr>
<th>Section</th>
<th>Work Request Type</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equip Repair</td>
<td>Vehicle immediate safety risk (stuck in traffic) or vehicle is needed immediately</td>
<td>1</td>
</tr>
<tr>
<td>Equip Repair</td>
<td>Field Equipment stuck on field that will be used for an event or is ready for field maintenance</td>
<td>1</td>
</tr>
<tr>
<td>HVAC</td>
<td>Temp 64 &gt; T &gt; 82</td>
<td>1</td>
</tr>
<tr>
<td>Electrical</td>
<td>No power to building / classroom / critical circuit</td>
<td>1</td>
</tr>
<tr>
<td>Electrical</td>
<td>Burning / sparking / electrical smell</td>
<td>1</td>
</tr>
<tr>
<td>Plumbing</td>
<td>Water leak that has the potential to cause a safety risk or imminent property loss</td>
<td>1</td>
</tr>
</tbody>
</table>
The new Service Level Agreement implemented in conjunction with a new CMMS system affords us the ability to measure our reaction time and completion time, thus, ensuring the highest priority work is completed in a timely fashion.
Collecting the metrics allows us to observe trends.
Lean Work Order Processes

Lean Process Flows: Prioritize Work

Prioritize Work

Call Center
- Start
  - Priority Matrix
  - Assign Priority
  - Is this a Priority 1/2/3?
    - Yes → Triage
    - No
      - Is this a FM Call?
        - Yes → Dispatch to Campus Scheduling
        - No
          - Dispatch to Scheduling / Planning

Scheduling / Planning
- Schedule to Campus Scheduling

Campus
- Campus Scheduling
Lean Work Order Processes

Lean Process Flows: Triage

Triage

Admin

Start Triage

Is this a priority 1/2/3?

Yes

No

Prioritize Work

Add Campus
hours to WO

Create Follow Up
WO

Create Follow Up
WO

Prioritize
Work

CL WO

End Triage

Campus

Triage Job

Can Campus
Complete Work?

Yes

No

Notify Admin
Team

COM WO

Is Follow Up WO
Required?

Yes

No

Perform Work

Maint
Supervisor

Assign WO

COM WO

Is Follow Up WO
Required?

Yes

No

Perform Work

Technician
Lean Work Order Processes

Work Flow

Priority 1-3 Work – Maintenance Supervisor

1. Receive Request
2. Scope Job
3. Assign Resources
4. Receive WO from Tech
5. Verify Details of WO
6. Turn WO into Scheduling / Planning

Priority 4 & 5 Work – Maintenance Planner / Scheduler

1. Request Receive
2. Scope Job
3. Plan Job
4. Schedule in “Look Ahead Schedule”
5. Receive WO Back
6. Update Job Plan

Priority 4 & 5 Work – Maintenance Supervisor

1. Receive Planned Schedule
2. Assign WO to Techs
3. Provide Work Direction
4. Receive WO from Tech
5. Verify Details of WO
6. Turn WO into Scheduling / Planning

• Planning / Scheduling is focused on future work
• All ongoing work is under the direct control of the maintenance supervisor
Lean Work Order Processes

Maintenance Assessment

• Identify how we were spending time
• Examine priorities
• Scrutinize processes
• Should we redesign or improve this process
• What tools do we need to do this
Lean Work Order Processes

Maintenance Process Findings

• We were a reactive organization
• No formal method of job/project planning
• Inefficient, unpredictable processes
• Too much windshield time for technicians
Lean Work Order Processes

Maintenance Process Improvement

• Adhere to the new Service Level agreement (SLA)
• Create a Planning and Scheduling Department
• Design new work flow processes
• Reduce windshield time for technicians
Average reactive organizations have a wrench time of only 20% while proactive organizations approach maintain 60% or higher.
Lean Work Order Processes  
Without Planning / Scheduling

<table>
<thead>
<tr>
<th>Activity</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cleanup and putting away tools</td>
<td>5</td>
</tr>
<tr>
<td>Idle Time</td>
<td>9</td>
</tr>
<tr>
<td>Material delays</td>
<td>5</td>
</tr>
<tr>
<td>Passdown meetings (start / end of shift, feeding work to technicians)</td>
<td>5</td>
</tr>
<tr>
<td>Starting late / quitting early</td>
<td>4</td>
</tr>
<tr>
<td>Too many technicians per job / task</td>
<td>7</td>
</tr>
<tr>
<td>Traveling and Transportation</td>
<td>16</td>
</tr>
<tr>
<td>Unclear work direction</td>
<td>16</td>
</tr>
<tr>
<td>Sub Total of non-productive time</td>
<td>67</td>
</tr>
</tbody>
</table>

Productive time = 100-67 or 33%  
This translates to 2.7 hrs in an 8 hr shift
The Case for Planner / Schedulers

- Three techs without planning
  - 3 x 30% = 90%
- One planner with two technicians
  - 1 x 0% + 2 x 50% = 100%
  - 50% / 30% = 1.67 (67% Improvement)
- 45 techs x 1.67 = 75 technicians

In today’s economy, how are you going to get 67% more resources for maintenance?
Lean Work Order Processes

Lean Process Flows: Planning/Scheduling

SDCCD Facilities Services Priority 4 Planning and Scheduling Process

1. Receive Work
2. Change status from BIP to P & add name to Planned by
3. To this material hard to find?
4. Yes: Order material and places work order in PC when materials arrive
5. No: Estimate work and BOM
6. Places work order in IMS
7. Sources materials and places work order in PC when materials arrive
8. Create work order for Leads to attend planning and scheduling meeting
9. Create prep sheet using backlog hours and attendance
10. Attend meeting/switch appropriate number of WO’s from PC to I

Partial stop

Partial stop

Partial stop

Attend meeting

Switch WO from I to IP and begin

Repair begins
We have increased our wrench time by planning and scheduling most of our standard priority 4 and 5 work orders, and all of our preventative maintenance work orders for 45 technicians using just 3 planner schedulers.
Lean Work Order Processes

Reduce Windshield Time

45 technicians x 1 hour windshield time daily x 45 weeks = a savings of 2,045 hours per year
Lean Work Order Processes

MRO Store/Rolling Truck stock

• Build of materials (BOM)
• Kit materials
• Critical spares
• Truck stock
• Drop ship
• P/O
Lean Work Order Processes

Lean Process Flows: Planning/Scheduling

SDCCD Facilities Services Priority 4 Planning and Scheduling Process

1. Call Center
   - Resolve Work

2. Planner Scheduler
   - Change status from BP to P & add name to Planned by
   - Estimate work and BOM
   - Offers work order in IMS

3. Stock Clerk
   - Source materials and places work order in PC when materials arrive

4. Lead Tradesperson
   - Attend meeting
   - Switch WO from I to IP and IIP

5. Technician
   - Repair begins
In a joint effort with Grainger, our technicians trucks are stocked with consumables weekly using the Grainger workforce, further reducing windshield time.
Objective
To enable maintenance employees to receive work orders, and log time on task, by use of held cellular device.

Common Types of Operating Platforms
• Smart phone
• Tablet/Pad
Lean Work Order Processes

Electronic Work Order Delivery

Integration To Maintenance Management Software

• Browser
• Designing a form that would interface with our maintenance software

Testing and Implementation

• Pilot test group
• Champions
• Roll out to all users
Lean Processes
Hand Held With Screen

- Log on

Welcome to the DirectLine PocketPC

Select User ID:
DSTEELE (Steele, Daniel)
Enter User Password:

Enter

Megamation Systems Inc. DirectLine PocketPC Maintenance Management
You currently have 17 backlogged Request(s).
You have no urgent Requests.

Your Work Refresh Close

<table>
<thead>
<tr>
<th>WO#</th>
<th>Type</th>
<th>Pri</th>
<th>St</th>
<th>Building</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>113671</td>
<td>REP</td>
<td>4</td>
<td>IP</td>
<td>EDUCATION</td>
<td>Buffer will spi</td>
</tr>
<tr>
<td>113608</td>
<td>REP</td>
<td>4</td>
<td>IP</td>
<td>POOL BUILD</td>
<td>Microwave oven is no</td>
</tr>
<tr>
<td>113584</td>
<td>REP</td>
<td>4</td>
<td>IP</td>
<td>DISTRICT S</td>
<td>Please repair clock</td>
</tr>
<tr>
<td>113500</td>
<td>REP</td>
<td>4</td>
<td>IP</td>
<td>PHYS ED ST</td>
<td>Tru-Cut Front Reel M</td>
</tr>
<tr>
<td>113480</td>
<td>REP</td>
<td>4</td>
<td>IP</td>
<td>SOFTBALL F</td>
<td>Tennis machines are</td>
</tr>
</tbody>
</table>

- Work Count
Lean Work Order Processes

Hand Held With Screen

Open Work Order

Request# 113608
Date 2010-07-21
Type REP
Bldg/Asset MIR_P_100_1_103
Status IP
Priority 4
Contact ANNA LIZA
Cont.Ph 6193887712
Description Microwave oven is not heating food anymore. It turns on and sounds fine, but there is no heat coming out.
Lean Processes
Hand Held With Screen

Time Start

Time Stop
Lean Work Order Processes

Electronic Work Order Delivery

Benefits

• Less paper and printing
• “Real time” logging of time on task
• Can be assigned to multiple employees
• Less driving time
• Less data entry from paper to computer for clerical staff, allowing more time for other tasks
• Fewer lost or misplaced work orders
• Employee hours metrics
Lean Work Order Processes
Electronic Work Order Delivery

Employee Hours Reports

- Pivot table
- Hours logged into work orders
- Leave time

<table>
<thead>
<tr>
<th>Emp. Department</th>
<th>(All)</th>
</tr>
</thead>
<tbody>
<tr>
<td>ALTCH</td>
<td>AQUINANILLA</td>
</tr>
<tr>
<td></td>
<td>WILLIAMS</td>
</tr>
<tr>
<td></td>
<td>LV ALTRES</td>
</tr>
<tr>
<td>BGMNT</td>
<td>AVELAZQUEZ</td>
</tr>
<tr>
<td></td>
<td>FMEYER</td>
</tr>
<tr>
<td></td>
<td>JAMERSON</td>
</tr>
<tr>
<td></td>
<td>KKMJUTSON</td>
</tr>
<tr>
<td>ELEC</td>
<td>APELLEPAN</td>
</tr>
<tr>
<td></td>
<td>GVOELTZEL</td>
</tr>
<tr>
<td></td>
<td>MWALKER</td>
</tr>
<tr>
<td></td>
<td>RENIFRO</td>
</tr>
<tr>
<td>EQPPR</td>
<td>DSTEELE</td>
</tr>
<tr>
<td></td>
<td>GBOTTCELLI</td>
</tr>
<tr>
<td></td>
<td>JBOCCCELLI</td>
</tr>
<tr>
<td>HVAC</td>
<td>AAREBALLO</td>
</tr>
<tr>
<td></td>
<td>ALCRTEGA</td>
</tr>
<tr>
<td></td>
<td>JCARP</td>
</tr>
<tr>
<td></td>
<td>JMITCHELL</td>
</tr>
<tr>
<td></td>
<td>MARELLANO</td>
</tr>
<tr>
<td></td>
<td>MICHEHIE</td>
</tr>
<tr>
<td>LOCK</td>
<td>CFAUCH</td>
</tr>
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The Lean Enterprise
By applying lean principles to custodial and maintenance functions, SDCCD eliminated the need to add 20 positions, shaving off $813,000 in the first of a seven-year process. Additional efficiencies implemented over the next six years will increase savings to $20 million.
# QUESTIONS?

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<tr>
<th>Name</th>
<th>Position</th>
<th>Institution</th>
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<th>Phone</th>
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</thead>
<tbody>
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