



Santa Cruz County

Parks Maintenance Deployment Project

Parks Process Improvement Project

South County Polo
Grounds Maintenance

Deployment

Goal:

Increase maintenance staff time for projects by 10% in 6 months while maintaining all regular job duties

- Business Case:
 - Increasing maintenance time for projects will have profound impact on parks, park user experiences and staff morale
 - This effort aligns with both the County's and the Parks Departments goal for creating a plan to address time for needed maintenance projects and for increasing outdoor experiences
 - This can be cost reductive in having staff perform duties that are specific to their qualifications and skill set and in return increase staff morale

Define

Project Charter – Parks Maintenance Deployment (rev. #2)

Problem Statement:

Over the past 40 years the number of parks has increased 426% while staffing levels have only increased by 47% over the same span of time. The Parks Dept. finds that it has become necessary to identify and organize staff resources to address deferred maintenance needs for aging infrastructure. By increasing efficiencies, more maintenance projects can be completed and positively impact the experience of park users and increase staff morale.

Goal Statement:

Increase maintenance staff time for projects by 10% in 6 months while maintaining all regular job duties.

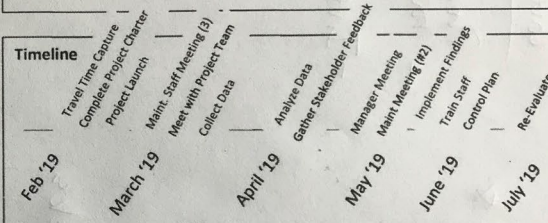
In Scope: Shift Times & Days / Gates & Locks / Change routes / Who oversees each park / Communication between Maintenance and Facilities / Third party services (First Alarm, Clean Building, etc.) / Reporting locations /

Out of Scope: Increased budget for Maintenance Extra Help / Position Re-Classification / Scheduling of Facilities / Filling vacant positions / Adding more positions

Business Case & Benefits

- Increasing maintenance staff time for projects will have profound positive impact on parks, park user experiences and staff morale.
- This effort aligns with both the County's and the Parks Departments strategic plans. It will help meet the County Parks goal for creating a plan to address deferred maintenance projects and for increasing outdoor experiences.
- This can be cost reductive in having staff perform duties that are specific to their qualifications and skill set and in return increase staff morale

Timeline



Team Members: Rebecca Hurley (Liasion), Mike Pini (Maint. Supervisor, Aaron Dossett (Sr. Maint. Staff – Mid Co.), Katy Higham (Rookie Maint. Staff – South Co), Al Galvan (Bldg. Maint. Supervisor – SFSC), Jeff Crawford (Liasion – North Co.), Parker Bulloch (SFSC staff) & Emilia Gamboa (for consult as subject matter expert)

Approved: _____

Date: 2/11/19

Define

- Recorded drive times
- Fishbone mapping
- Deferred Maintenance items
- Team meetings
- Route mapping / spaghetti mapping



Measurement

- Maintenance staff spend the first 2-3 hours of their day opening parks / performing initial janitorial duties
- Skilled Maintenance staff spend approximately 32% of their weeklong work hours attending to janitorial duties
- Travel time between locations / parks averages between 12 – 14.5 hours a week

Analyze

- New route assignments
- Facility reservations can significantly impact Maintenance staff schedules – increased communication and consult between Reservations and Maintenance is needed
- Use of the “Work Release” programs are under-utilized
- Team Days
- Supply hubs
- Supply / equipment standardization



Improve

South County Maintenance Supervisor (Green Belt) will assign re-mapped routes for anticipated time efficiency for Maintenance staff that report to Polo Grounds

Schedule monthly meetings between Reservations and Maintenance staff to consult on new reservation opportunities or facility needs

Research / implement increased use of work release participants

Use Bert Scott Estate for bulk storage of general supplies for south county maintenance staff

Improve



Standardized supply storage rooms implemented at Polo Grounds Maintenance Shop

Monthly all maintenance team days scheduled and area weekly team work days implemented

Control Plan / Future Improvements

- Create process for implementing maintenance routes
 - Include process solutions for non-stable environments (i.e. staffing shortages, staff absences, etc.)
- Standardize tools, supplies in trucks
- Measure same drive times / deferred maintenance items at the other maintenance shops implement process for creating maintenance routes

Thank you

