



## **ADMINISTRATIVE SERVICES DIVISION**

### **2014-15 Area Plan and Annual Program Review**

### **November 2013**

#### **Introduction:**

The Portfolio Assessment/Program Review process is the method whereby Santa Ana College renews itself and affirms the college's integrity. The process entails systematic cyclical review with the goal of continuous improvement in all the departments under Academic Affairs, Student Services, Administrative Services, and the President's Cabinet.

#### **Area Plan**

An Administrative Services Area Plan is completed every fall. This plan includes goals, objectives, and projected personnel and budgetary needs for the upcoming fiscal year 2014/15.

The purpose of the plan is to assess each department within the division in order to identify needs and opportunities for improvement. The ultimate goal is to remain organized, effective, and efficient. A thorough annual review reaffirms our goals, identifies achievement toward stated goals, identifies resources needed to achieve stated goals, and helps identify potential efficiency and effectiveness strategies in order to meet stated goals. This area plan is a vital, living document in an on-going process of assessing the current status in each department and anticipating future needs.

This current plan will be presented to the Institutional Effectiveness and Assessment (IE&A) Committee for review. The IE&A Committee incorporates departmental plans into the Strategic Budget Plan and the Strategic Facilities Master plan. The area plan/program review documents are also the foundation for any resource allocation requests college-wide. Information is shared with appropriate shared governance committees, College Council, and President's Cabinet.

#### **Mission Statement for Santa Ana College:**

*The mission of Santa Ana College is to be a leader and partner in meeting the intellectual, cultural, technological, workforce and economic development needs of our diverse community. Santa Ana College prepares students for transfer, employment, careers and lifelong intellectual pursuit in a dynamic learning environment*

#### **Mission Statement for the Administrative Services Division at Santa Ana College:**

Administrative Services facilitates the efficient and effective utilization of college resources to further the educational mission of the college. We work proactively with all college constituents to integrate our professional expertise in the areas of Fiscal Management, and Facilities & Operations to design and implement working solutions to operational and academic challenges. Our services aim to meet students, faculty, staff and community members' needs and enable their goal attainment in a constantly changing environment

**General Guidelines:**

Division management strives to maintain a climate of trust and mutual support where employees are adhering to the Board's Civility Policy (BP 7002) and the Board's Code of Ethics (BP 7001).

**Division Summary:**

Administrative Services consists of the following departments: Campus budget management (including Foundation accounting), AQMD compliance, and Facilities (Custodial, Grounds, Maintenance, Key issuance, Transportation)

**Planning:**

This annual Area Plan document identifies the goals and objectives of each department within the division. Goals are the general statements, objectives state specific milestones to be accomplished. Action plans are developed stating how objectives will be accomplished.

**Three Year Goals:**

1. Maintain the college's fiscal stability to afford opportunities for addressing both the current and changing economic conditions of the internal and external environments to ensure student access and student success
2. Maintain a safe, clean and secure learning and working environment
3. Maintain and implement improved physical facilities in advancement of the educational master plan

**Division Administrative Outcomes:****Campus Budget Office**

1. Maintain a contingency reserve in the SAC carryover budget (Fund 13) of 20% for emergencies
2. Administer SAC Budget to meet identified needs of the campus in a transparent manner while continuously improving processes and procedures
3. Continue to reduce and eventually eliminate deficit spending (budget revenues and expenditures will equal each other) in adherence to the SB361 budget model implementation

**Foundation**

1. Foundation to present clean audits at the end of the fiscal year

**Facilities**

1. Increase staff safety training awareness on the job in accordance with the District's IIPP
2. Maintaining functionality of existing facilities and equipment
3. Increase satisfaction level of student and staff with the cleanliness, maintenance and visual attractiveness of campus buildings and grounds they visit from 78% baseline to 82% in FY 2014/15
4. Decrease the average completion time of submitted work requests by 25% from 72 hours in 2013/14 to 54 hours in 2014/15
5. Improve SAC's ecological sustainability and implement more sustainable business practices
6. Ensure the safety of our entire fleet by taking steps to decrease the age of our fleet in a cost effective manner

### **Budget Model SB361**

The district moved to a new budget allocation model in July 2012. The SB361 budget model is currently in year two of the model implementation on campus. Moving to the new model allows divisions to build and monitor their budgets and to budget more effectively for anticipated needs. To plan accordingly for budgetary needs throughout the College, a Resource Allocation Request process has been implemented in order to tie intended outcomes at the program/division/department level to any and all resource allocation requests. This process allows for the resource needs (requests) throughout the College to be prioritized in accordance with budget priorities set by the SAC Planning & Budget committee, as well as the mission and goals of the institution.

The planning process is cyclical in nature, and is kept in the forefront of budget discussion in participatory governance committee work. The Comprehensive Planning and Budget Cycle 14/15 takes into account the planning calendars of Academic Affairs, Student Services, as well as Administrative Services to provide a comprehensive look at critical milestones that drive our College planning and budget development process. The [SAC Budget Manual 14/15 link](#) includes all planning documents and procedures for the campus.

### **Administrative Services Division Office Staffing in FY 14/15**

The Santa Ana College Administrative Services Office supports the mission of Santa Ana College by providing comprehensive budget and financial management, filling key requests, coordinating transportation for students, and administering the AQMD/campus rideshare program. Presently the following positions are within the Administrative Services Division Office:

***Vice-President of Administrative Services (VPAS)*** - The VPAS performs daily budget analysis and oversight for SAC and related Foundation, facilities planning and oversight, monitors division personnel, makes operational decisions, works with accreditation teams, and attends other meetings as required. The VPAS is a member of SAC President's Cabinet and College Council; Co-Chair of the SAC Planning & Budget Committee; Member of the Health & Emergency Preparedness & Safety subcommittee; Co-Chair of the SAC Facilities Committee; Member of the District Sustainability Committee; Member of the SAC Facility Master Plan subcommittee; Member of the IE&A Committee; Member of District Fiscal Resources committee and a member of District Physical Resources Committee.

***Executive Secretary -I***– Provides administrative support to the VPAS as needed; coordinates communications; drafts written materials from general instructions; prepares agendas, minutes and communication for/to the SAC Planning and Budget committee and SAC Facilities committee. Updates and maintains the department web pages to ensure accurate and timely information; creates college wide surveys that evaluate department services; initiates and composes department newsletter for college wide distribution. Organizes and assists at college events, participates on committees, coordinate the required annual AQMD survey and serves as the Employee Transportation Coordinator for the college.

***Part-Time Administrative Clerk - .475*** –distributes keys, handles student transportation, and programs the electronic schedule for the I Building.

### **Campus Budget Office Staffing FY 14/15**

The Campus Budget office provides comprehensive budget and financial management to campus departments, reviews budget changes, account requests and transfer of expenditures. Establishes and monitors new budget projects. Develops and reviews budget development processes and works closely with District Fiscal Services in preparation of Tentative and Adopted budget and annual audits. This office also

provides comprehensive accounting to the College Foundation and annual audit preparation. Presently the following positions are within the Budget Office:

***Campus Budget Manager-1-*** The Campus Budget manager was hired in December 2013. The responsibilities of this position include duties associated with the SB361 budget allocation model such as implementing and evaluating the campus budget development process, and monitoring fixed and discretionary expenses. The campus budget manager provides accounting support to the SAC Foundation office and provides accounting and budgeting training to division office staff to help attain the established outcomes related to SB361 implementation.

***College Accountant-1*** - Per the current job description (Jan 2005), 50% of the time will be devoted to Foundation accounting, the remainder 50% is devoted to the campus budget. The accountant primary role is to maintain the SAC Foundation accounting, cut scholarship checks, post cash receipts and journal entries; prepare foundation financial statements and assist in the yearly audit. This position also provides support to college departments when needed with general budget questions; budget changes, budget reports, transfer of expenditures, new accounts, purchase orders and monitoring special projects.

***Part-Time Accountant-.475*** - Assists with Foundation accounting

#### ***Budget Office Staffing Needs for FY 14/15***

##### ***Foundation Accountant -1 \$92,069.***

A full time accountant designated 100% to the Foundation will provide support to keep up with the increasing workload. In the last two years the foundation has increased its assets by applying for local grants and securing large scholarship donations. Accounting support is needed to process necessary expenses, such as student stipends, conferences, and student support grants, maintain the growing investment portfolio and process scholarships in anticipation of the centennial scholarship campaign.

#### **Facilities Department Staffing FY 14/15:**

The facilities department supports the mission of Santa Ana College by maintaining the facilities, equipment, and infrastructure at SAC, CEC, and the CJA. Its responsibility is primarily the maintenance and repair of existing buildings. This is accomplished by a combination of eight maintenance staff and outside contractors. There are two kinds of contracts for outside vendors: annual preventive maintenance contracts and supplies/repair contracts. Minor remodeling & installation projects are done by maintenance staff while all large projects especially those requiring changes in office furniture and partitions, major electrical and computer wiring are done by outside vendors paid for by the department. Presently the following positions are within the Facilities department:

***Facilities Manager – 1*** Reports to the V.P. of Administrative Services and is responsible for the entire operation of the maintenance and grounds department, as well as a significant role in the facilities planning and construction activities undertaken at SAC. The facilities manager has responsibility over the maintenance and grounds staff, oversees the annual preventive maintenance contracts and the supplies/repair contracts, and coordinates construction on the campus and centers with the District Construction staff

***Lead Maintenance Worker - 1*** This position reports to the Facilities Manager. Assists the Facilities Manager with the coordination of the department with outside vendors and school staff and performs journey-level plumbing 50% of the time.

**HVAC Mechanics – 2-** Perform routine maintenance and repair on all chillers under 20 tons, and all other HVAC equipment except specialty equipment such as VFD. Program the EMS system and work with the outside contractor that maintains it.

**Skilled Maintenance Workers – 5** the department has one electrician, one painter/carpenter, one locksmith, one painter/general, and one plumber, all with journey-level knowledge and experience to effectively do their job in their area of expertise.

**Administrative Clerk -1-** Performs difficult and specialized clerical work requiring knowledge of department procedures; prepares reports, assists in research; answers phones, directs staff via radio, and monitors vendor contracts and expenses to date.

### ***Facilities Staffing Needs for FY 14/15***

**Maintenance Supervisor - 1 \$106,277.** This position will lead the training of the staff to ensure compliance with OSHA requirements, as well as assist in work order management and allow us to meet the goal of 48 turnaround time for completion of assigned work orders.

#### ***Skilled Maintenance Worker – Electrician-1 \$87,952***

The electrical department is responsible for all electrical issues at SAC, CEC, and Sheriff's Academy. This includes replacing all building exterior lights and center pole lights. The electricians are also responsible for the inspection, maintenance, and repair of all emergency lights, exit signs, and other electrical and battery operated. The electrical needs of the SAC and its centers is too numerous to be accomplished effectively by one electrician

**Administrative Clerk -1- \$ 82,849** -This position will performs duties related to fleet rentals, key distribution and budget tracking for the M&O department and ongoing operations expenses.

The Facilities department is also responsible for setups for events and transfers of equipment and furniture from one location to another or to the district warehouse. This is accomplished by a Lead Custodian who reports to the Facilities Manager and two senior custodians.

#### ***Lead Custodian - 1***

This position reports to the Facilities Manager. He assists the Facilities Manager with the coordination of setups and transfers with school staff and spends 50% of his time working with the senior custodians performing the setups and transfers.

#### ***Senior Custodians - 2***

Perform setups and transfers and changing light bulbs and ballasts, senior custodians also clean, snake toilets, and urinals, bring supplies to custodians, dump trash bags in bins, and replace dispensers and toilet seats as needed.

### **Grounds Department**

The Grounds department supports the mission of Santa Ana College by maintaining the campus landscape and athletic fields. Currently the following positions are within the grounds department:

#### ***Lead Gardener – 1***

Reports to the Facilities Manager, performs gardening duties 50% of the time and assists the Facilities Manager with the coordination of the department with outside vendors and school staff.

### ***Athletic Field Grounds Workers – 1.396***

Maintain athletic fields and prepare the fields for college level games.

### ***Gardener/Utility Workers – 4***

Performs all the duties associated with gardening and grounds keeping. The grounds crew does tree trimming of smaller trees. Outside contractors trim the larger trees at SAC, CEC, and CJA and renovate the athletic fields as part of our annual preventive maintenance contracts.

### ***Grounds Staffing Needs for FY 14/15:***

#### ***1 Gardener/Utility worker \$80,285***

With the new perimeter improvement project around and the ongoing campus enhancement projects, our grounds workers will have more work added. Also, the annual landscaping contract for the School of Continuing Ed was eliminated and the grounds crew has to take care of this area as well.

### **Transportation Department:**

The transportation department supports the mission of Santa Ana College by keeping vehicles and equipment operational. Presently there is one position within the Transportation Department:

***Automotive Mechanic -1*** – Maintains district vehicles including trucks, vans, carts, and grounds and maintenance equipment. The Automotive Mechanic is responsible for ordering fuel and is the liaison for regulatory agencies that require various documents, reports, and inspections throughout the year. Under current regulations, public transportation vehicles must be maintained by certified mechanics. All vehicles currently needing service are sent to outside contractors who employ certified mechanics.

### **Custodial Department**

The custodial services department supports the mission of Santa Ana College by providing a clean, safe, and sanitary environment for students, faculty, and administrators. Presently the following positions are within the Custodial Department:

#### ***Custodial Supervisor - 1***

Reports to the Facilities Manager and manages the custodial department on all shifts; coordinates and evaluates the work of the department, coordinates inter-department support between maintenance, grounds and Custodial.

***Custodians - 2 (AM shift), 9.396 (SWG shift), 10 (GYD shift)*** Clean, sanitize, restock restrooms, offices, and classrooms; Custodians also clean carpets and strip and wax floors.

#### ***Senior Custodians - 1 (SWG shift), 1 (GYD shift)***

Perform cleaning, change light bulbs, snake toilets, and urinals, bring supplies to custodians, dump trash bags in bins, and replace dispensers and toilet seats.

#### ***Lead Custodian - 1 (AM shift), 1 (GYD) Shift***

These positions report to the Custodial Supervisor. The AM shift Lead Custodian assists the Custodial Supervisor by coordinating the work of the AM Shift Custodians and oversee the picking up and disposal of paper and the like on the cement of the entire campus and parking lots 50% of the time. The GYD Lead

Custodian assists the custodial supervisor in coordinating custodial work and assigning proper substitution for areas with an absent custodian and performs senior custodial duties 50% of the time.

### **Equipment Needs for FY 14/15**

In anticipation of the return of better financial times, the administrative Services Division has developed a replacement schedules for vehicles and equipment/Software. Equipment items in need of replacement will be included in the Administrative Services Resource Allocation Request form for FY 14/15.

### **Service Contract & Utilities budget increase for FY 14/15**

Due to increasing cost of materials, maintenance services and utilities, an increase allocation of 5% is recommended. The passing of proposition 30, and associated tax initiatives will allow SAC to stabilize and fund these items as an ongoing expense rather than a one-time expense.

### **Guiding Principles/Tools for Administrative Services Program Review**

The annual Administrative Services Division Program Review includes a college wide survey of the services provided by the Administrative Services division in relationship to the following:

#### **Division Administrative Outcomes:**

##### **Campus Budget Office**

1. Maintain a contingency reserve in the SAC carryover budget (Fund 13) of 20% for emergencies
2. Administer SAC Budget to meet identified needs of the campus in a transparent manner while continuously improving processes and procedures
3. Continue to reduce and eventually eliminate deficit spending (budget revenues and expenditures will equal each other) in adherence to the SB361 budget model implementation.

##### **Foundation**

1. Foundation to present clean audits at the end of the fiscal year.

##### **Facilities**

1. Increase staff safety training awareness on the job in accordance with the District's IIPP
2. Maintaining functionality of existing facilities and equipment
3. Increase satisfaction level of student and staff with the cleanliness, maintenance and visual attractiveness of campus buildings and grounds they visit from 78% baseline to 82% in FY 2014/15
4. Decrease the average completion time of submitted work requests by 25% from 72 hours in 2013/14 to 54 hours in 2014/15
5. Improve SAC's ecological sustainability and implement more sustainable business practices
6. Ensure the safety of our entire fleet by taking steps to decrease the age of our fleet in a cost effective manner

A college wide survey will be sent out to all campus faculty and staff at the end of the spring semester to evaluate the services of the Administrative Services division. The results of the survey will be shared with college council and include concerns and recommendations made by faculty and staff. The department will use these results to improve services or better its processes. This information will also be included in the division newsletter. In addition, the department will use the evaluation form program review 2014/15 to further evaluate outcomes by identifying measurement types used for evaluation.