



**ADMINISTRATIVE SERVICES DIVISION**  
**2013-14 Area Plan and Annual Program Review**  
**November 2012**

**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 spring. This plan includes goals, objectives, and projected personnel and budgetary needs for the upcoming fiscal year 2013/14. Three year goals will be incorporated into future plans.

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 work 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
4. Complete employee submitted work requests within 72 hours of submission
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 has moved to a new budget allocation model, effective July 2012, the SB361 model. The College is currently in year one 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 13/14 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 [Santa Ana College Planning & Budget Manual 13/14](#) includes all planning documents and procedures for the campus in 13/14.

### **Budget Impact on Operations:**

With the budget reductions of the recent past and the desire for our College to operate at the same level of performance with less hands and resources to do so, it has really made our teams look at the manner in which the work is undertaken and what is reasonable. Individual budget line items in all Administrative Service departments were analyzed and reduced for 2010/2011. Additional reductions were made by defunding existing vacant positions for FY 2012/13 Tentative Budget. Unfortunately, some of the first cuts from these were made to routine and scheduled maintenance budgets, which created a difficult situation to remedy with aging buildings and mechanical systems that need maintenance and repair regularly.

In FY 2013/14, the College will increase the maintenance and service contract budget by a modest 5%, in an effort to eventually get back to a budget that reflects to the true needs of the SAC campus. The passing of proposition 30, and associated tax initiatives will allow SAC to stabilize and look to fill vacant positions that remained vacant during the financial crisis that took its toll on the California Community College system.

### **Administrative Services Division Office Staffing in FY 13/14:**

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 -1**– 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, coordinates the required annual AQMD survey and serves as the Employee Transportation Coordinator for the college.

**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 and college accounting, maintains comparative spreadsheets for unrestricted accounts.

**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.

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

### **Budget Office Staffing Needs in FY 13/14:**

#### **1 - FTE Campus Budget Manager= \$106,612 (New position)**

As stated earlier, the District has moved to a new budget allocation model, which will shift the accounting and comprehensive budget responsibilities to SAC Administrative Services. Under the new SB361 revenue allocation model, the campus will be responsible for budget development and monitoring all expenses, both fixed as well as discretionary.

With this change in the model, additional accounting staff will be required to effectively manage the \$76 million budget. SAC Administrative Services also manages all accounting related to the SAC Foundation and its robust development activities. A redistribution of resources to the campuses from the District is not anticipated.

The campus will have added responsibilities to monitor and account for things like COLA, growth, salaries and benefit increases. Each site will have to factor these amounts into their budgets each year and each cost center will maintain a reserve. Accounting at this level requires an accurate payroll tracking mechanism for the approximately 3,100 employees charged to SAC locations (65% of RSCCD total personnel). The Campus Budget Manager position would be essential to assume duties associated with the SB361 budget allocation model that was adopted in July 1, 2012.

### **Facilities Department Staffing FY 13/14:**

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 or computer wiring, etc. 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, custodial and grounds staff. He also 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 VFDs and the like. They also program the EMS system, working with the outside contractor that maintains it.

#### ***Skilled Maintenance Workers – 5***

We have 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.

The maintenance 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***

They focus their time on performing setups and transfers and changing light bulbs. They also clean, snake toilets, and urinals, bring supplies to custodians, dump trash bags in bins, and replace dispensers and toilet seats as needed.

### ***Maintenance Staffing Needs for FY 13/14:***

#### ***Skilled Maintenance Worker – Electrician-1***

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 ballasts, emergency lights, exit signs, and other electrical and battery operated fixtures.

Before staff budget cuts, we had two electricians and one 50% electrician in the Lead position. We now have one electrician. The electrical needs of the SAC and its centers is too numerous to be accomplished effectively by one electrician.

#### **Grounds Department Staffing FY 13/14**

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***

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 13/14:**

#### ***1 Gardener/Utility worker***

Shortly after the new SAC Child Development Center was built, budget cuts forced the reduction of 2 gardeners. Also, the annual contract that was in place for the grounds care at the Centennial Education Center was eliminated. Currently, the CDC gets only one hour a day of grounds care, the CEC four hours a week on Fridays and the Sheriff's Academy none. SAC itself is not completely taken care of 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. In anticipation of the return of better financial times, the department needs to develop replacement schedules for vehicles and equipment.

## **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 and 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, 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 coverage in all areas, perform senior custodial duties 50% of the time.

### ***Custodial Staff Needs***

None at this time if no reductions take place.

## **Equipment Needs for FY 13/14**

In anticipation of the return of better financial times, the administrative Services Division will develop a replacement schedules for vehicles and equipment/Software.

## **Service Contract & Utilities budget increase for FY 13/14**

Due to increasing cost of materials, a 5% increase allocation for maintenance services and utilities will be requested.

## **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**

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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
4. Complete employee submitted work requests within 72 hours of submission
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 2013/14 to further evaluate outcomes by identifying measurement types used for evaluation.

## ADMINISTRATIVE SERVICES EVALUATION FORM FOR PROGRAM REVIEW FY 13/14

Department	GOAL	INTENDED OUTCOME	STRATEGIES	Was outcome met? How was accomplishment measured?,
BUDGET OFFICE	Maintain the college fiscal stability to afford opportunities for addressing both current and changing economic conditions to ensure student access and student success.	Maintain contingency reserve in the SAC carryover budget (20%) for emergencies	<ol style="list-style-type: none"> <li>1. Monitor cash flow report monthly to track expenditure activity, potential deficits, and project future carryover funds.</li> <li>2. Communicate budget performance with Cabinet, Planning and Budget Committee, and College Council on a quarterly basis</li> </ol>	
BUDGET OFFICE	Maintain the college fiscal stability to afford opportunities for addressing both current and changing economic conditions to ensure student access and student success.	Administer SAC Budget to meet college needs in a transparent manner in a shared governance structure while continuously improving processes and procedures	<ol style="list-style-type: none"> <li>1. Utilize the Resource Allocation Request process, provide regular updates, post P&amp;B information on the P&amp;B website.</li> <li>2. Solicit feedback on the budget process, evaluate and improve the RAR process in support of continuous improvement</li> </ol>	
BUDGET OFFICE	Maintain the college fiscal stability to afford opportunities for addressing both current and changing economic conditions to ensure student access and student success.	Continue to reduce and eventually eliminate deficit spending	<ol style="list-style-type: none"> <li>1. Educate SAC community on how to monitor expenses and their role in the planning and budget maintenance.</li> <li>2. Offer three (3) budget trainings to SAC per year to targeted staff members. Evaluate the effectiveness of the training</li> </ol>	
BUDGET OFFICE (Foundation)	Maintain the college fiscal stability to afford opportunities for addressing both current and changing economic conditions to ensure student access and student success.	Foundation to present clean audits at the end of the fiscal year.	<ol style="list-style-type: none"> <li>1. Provide comprehensive accounting support to the Foundation by adding an accountant position to monitor grants received by the foundation, book and account for Foundation's investment portfolio, comply with donor intent, record payroll contributions, cut scholarship checks and record donation and foundation events proceeds through out the year.</li> </ol>	
Facilities	Maintain a safe, clean and secure learning and working environment	Increase staff safety training awareness on the job in accordance with the District's IIPP	<ol style="list-style-type: none"> <li>1. Provide specific monthly safety training for all Facilities employees</li> <li>2. Document all training via a training database for accurate reporting</li> <li>3. Develop a program that encourages Facilities team members to identify and report safety concerns immediately upon observation</li> </ol>	
Facilities	Maintain and implement improved physical facilities in advancement of the educational master plan.	Maintain functionality of existing facilities and equipment	<ol style="list-style-type: none"> <li>1. Improve the scheduling, budgeting and completion of the preventative and routine maintenance program for SAC building and existing equipment (School Dude)</li> <li>2. Increase services contract budget and utilities allocation by 5%</li> <li>3. Consider and analyze the Total Cost of Ownership (TCO) and Life-Cycle Cost of new equipment prior to purchase.</li> </ol>	
FACILITIES (Custodial/Grounds)	Maintain a safe and secure learning environment	Increase satisfaction level of student and staff with the cleanliness, maintenance and visual attractiveness of campus bldg and grounds they visit	<ol style="list-style-type: none"> <li>1. Evaluate current staffing levels to identify true needs or efficiencies that can be achieved through hiring or reorganization</li> <li>2. Implement an inspection protocol for custodial activities to ensure regular cleaning activities are completed at a high level of performance</li> </ol>	
FACILITIES	Maintain safe, clean, and secure learning and working environment	Complete employee submitted work request within 72 hours of submission	<ol style="list-style-type: none"> <li>1. Implement an efficient internal electronic work order system (School Dude)</li> <li>2. Continue to analyze and utilize our current work order system to its greatest capacity in order to drive greater efficiency, productivity, and the ability to document and communicate such outcomes.</li> </ol>	

## ADMINISTRATIVE SERVICES EVALUATION FORM FOR PROGRAM REVIEW FY 13/14

Department	GOAL	INTENDED OUTCOME	STRATEGIES	Was outcome met? How was accomplishment measured?,
FACILITIES (Custodial/ Construction)	Maintain and implement improved physical facilities in advancement of the SAC Educational Master Plan	Improve SAC's ecological sustainability, and implement more sustainable business practices	<ol style="list-style-type: none"> <li>1. Utilize 45% recycled paper products and utilizing 50% less toxic cleaning supplies</li> <li>2. Implement an electronic car charging station to encourage staff to utilize electric/hybrid vehicles</li> </ol>	
FACILITIES/ Transportation	Maintain safe, clean, and secure learning and working environment	Ensure the safety of our entire fleet by taking steps to decrease the age of our fleet in a cost-effective manner	<ol style="list-style-type: none"> <li>1. Assess the age, mileage, and condition of current fleet vehicles and develop a written report</li> <li>2. Identify alternatives for providing transportation service to students such as leasing vehicles.</li> <li>3. Identify potential funding streams for student vehicle replacement program.</li> </ol>	