



ADMINISTRATIVE SERVICES DIVISION

Area Plan and Annual Program Review

June 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 (ASAP) is completed every spring. This plan includes goals and projected personnel and budgetary needs for the upcoming fiscal year. Three year and five 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 become organized, effective, and efficient. A thorough annual review keeps our goals before us, identifies strengths and weaknesses, and helps determine functions that might be combined or eliminated. This ASAP 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. 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:

The Mission of Santa Ana College Administrative Services Division is to provide resources and professional services in support of student success and the operations of the college in a cooperative, convenient, and expeditious manner.

Division Summary:

Administrative Services consists of six departments: (1) Administrative Services (campus budgets, Foundation accounting, keys, transportation, & AQMD), (2) Custodial, (3) Grounds, (4) Maintenance, (5) Utilities, and (6) Transportation.

Division Priorities:

1. Administer SAC Budget to meet identified needs of the campus in a transparent manner in a shared governance structure
2. Maintain a safe, healthy environment for students and staff at SAC, CEC, and CJA
3. Maintaining functionality of existing facilities and equipment
4. Maintain an attractive appearance
5. Complete employee submitted work requests
6. Enhance accessibility
7. Reduce our carbon footprint (ecological sustainability)

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 4137) and the Board's Code of Ethics (BP 7020). Employees are expected to complete tasks with a positive attitude.

Planning:

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

Historically the District rolls budgets from one year to the next. Departments create budget change forms to move funds with divisions to cover operating costs throughout the year. Moving to the SB 361 model will allow divisions to build and monitor their budgets and to budget more effectively for anticipated needs.

The planning process begins with a financial review of current contracts and current staff along with a review of current budgets and prior expenditures. Please see **Appendix A** to review a five-year snap shot of SAC's Administrative Services division.

Impact of Current State Budget Crisis:

Actual expenditures in 2010/11 were only 77% of what they were in 2007/08. Notice that actual spending for 2010/11 is \$1.9 million below actual spending for 2007-08. The breakdown by department appears below:

<u>Department</u>	2007/08 <u>Actual</u>	2010/11 <u>Actual</u>	Dollar <u>Savings</u>	Percent <u>Savings</u>
Administrative Services	\$ 777,249	\$ 636,667	\$ 140,582	18 %
Custodial	2,180,663	2,119,285	61,378	3 %
Grounds	828,348	579,671	248,677	30 %
Maintenance	2,166,060	1,145,702	1,020,358	47 %
Utilities	2,343,408	1,896,177	447,231	19 %
Transportation	190,358	197,187	(6,829)	(-4)%
Total	\$8,486,086	\$6,574,689	\$1,925,055	23 %

Summary of Personnel Reductions:

The Administrative Services Division is down 7 positions since January 2008.

Seven (7) permanent positions have been eliminated:

1 Director of Institutional Services	\$132,982
1 Administrative Clerk	66,595
2 Gardeners/Utility Workers	137,266
2 Skilled Maintenance Workers	160,581
1 Maintenance Utility Worker	<u>54,612</u>
Total full-time reductions in dollars	\$552,036

Four (4) vacant positions currently being filled on an interim basis:

- 1 Vice President of Administrative Services (A)
- 1 Facilities Manager (I)
- 1 Skilled Maintenance Worker (Locksmith) (11)
- 1 Custodian (4)

No realized savings

Part-Time Employee Reductions:

Two 19-hour On-going positions were reduced from 12 months to 10 months

One 10-hour custodial position was eliminated at Fire Academy at Centennial Park.

Total part time reductions in dollars \$13,503

Budget Impact on Operations:

Health and safety is our primary concern, followed by maintaining the existing facility, then by appearance and going green. Our top custodial priority is sanitizing restrooms and shower areas, followed by trash removal and white board cleaning.

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. Department budgets are being analyzed and re-prioritized to align them with the above concerns. The biggest concern is the high dollar annual maintenance for high voltage maintenance.

Please see **Appendix B** for a chart of existing full time employees by department and **Appendix C** for the current organization chart for Administrative Services Division. A description of current existing position in the Administrative Services division is provided below.

Administrative Services Division Office:

The Santa Ana College Administrative Services Office supports the mission of Santa Ana College by providing budget and financial information, filling key requests, coordinating transportation for students, and administering the AQMD/campus rideshare program. Current vacant funded positions are expected to be filled during FY 2012/13. Presently the following positions are within the Administrative Services Division Office:

Vice-President of Administrative Services (VPAS) - is a member of SAC President's Cabinet and College Council; Co-Chair of the SAC Planning & Budget Committee; Co-Chair of the SAC Safety and Security Committee; member of the Emergency Preparedness subcommittee, Co-Chair of the SAC Facilities

Committee; Member of the SAC Environmental subcommittee; member of the Master Plan subcommittee; member of the ADA subcommittee; member of the IE&A Committee, member of BAPR committee; member of BAPR workgroup; member of District Facility Planning Committee. The VPAS performs daily inspections, monitors division personnel, makes operational decisions, works with accreditation, and attends other meetings as required.

Executive Secretary – Schedules meetings, manages Vice President e-mail, prepares agendas and minutes for the shared governance and task force meeting, maintains Inside SAC web pages for the department and for the shared governance committees, creates the departmental newsletter, assists with the DDP for the department, conducts electronic surveys, works with accreditation, participates on college events as part of the cabinet assistants team. She works closely with the Academic Senate in assisting senate co-chairs as needed. In addition, she serves as the college's Employee Transportation Coordinator and coordinates the required annual AQMD survey.

College Accountant - 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 - Assists with Foundation and college accounting, maintains comparative spreadsheets for unrestricted accounts.

Administrative Clerk – 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 –distributes keys, handles student transportation, and programs the electronic schedule for the I Building.

Administrative Services Division Office Staffing Needs:

1 - FTE Campus Budget Analyst = \$106,612 (New position)

Now the District is moving to a new budget allocation model, which will shift the accounting responsibilities to 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. 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 Analyst position would be essential to assume duties associated with the SB361 budget allocation model that has been adopted as part of the tentative budget assumptions for FY 12/13 as we transition to the new budget model in July 1, 2012.

Maintenance Department

The maintenance 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 projects and minor installations 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 Maintenance Department

Maintenance, Grounds and Transportation Department Management

Facilities Manager - 1

He reports to the V.P. of Administrative Services and is responsible for the entire operation of the maintenance and grounds department. He manages 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. He 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

They 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 and ballasts. 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:***Skilled Maintenance Worker - Electrician***

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.

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

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

He reports to the Facilities Manager. He 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

They 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:***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 – 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 Department Management

Custodial Supervisor - 1

He reports to the V.P. of Administrative Services. He manages the entire operation of the custodial department on all shifts and coordinates the work of his department with the work of the maintenance and grounds department.

Custodians - 2 (AM shift), 9.396 (SWG shift), 10 (GYD shift)

They clean, sanitize, restock restrooms, offices, and classrooms. They also clean carpets and strip and wax floors.

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

They perform cleaning, change light bulbs and ballasts, 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 his time. The GYD Lead Custodian assists the custodial supervisor in coordinating custodial work and assigning proper substitution for areas with an absent custodians and he performs senior custodial duties 50% of the time.

Custodial Staff Needs

None at this time if no reductions take place.

Annual Program Review:

The annual Administrative Services Division Program Review includes a college wide survey of the services provided by the Administrative Services division. The results include concerns and recommendations made by faculty and staff.

Guiding Principles/Tools for Administrative Services Program Review:

A self-evaluation is performed annually by the various departments within the Administrative Services Division to review projects completed, to establish current-year goals, and to review department standards.

On-Line Survey

An annual survey is conducted to monitor customer satisfaction with Administrative Services department functions. Question identified specific problem areas. Comments were requested for all questions with fair and poor responses.

The last survey was launched in October 26, 2011. All faculty members, administrators and classified employees at Santa Ana College and the Centennial Education Center were invited to participate. A summary of the responses to the surveys appears below:

Results of the Administrative Services & M&O Survey:

The Administrative Services Assessment was launched on October 26, 2011. There were 131 respondents this year compared to 100 respondents in spring 2011. Respondents answered all eleven questions. The overall response was better than last spring with 54% responding that the service was either 'Excellent' (16%) or 'Good' (38%) compared with last spring where 52% saying services provided were either 'Excellent' (19%) or 'Good' (34%).

'Appearance and condition of campus grounds' and 'Appearance and condition of campus buildings' received the highest 'Good' responses (71% and 72%) this year. 'Appearance and condition of campus grounds' and 'Appearance and condition of campus buildings' received the highest 'Good' responses last year (56% and 50%).

The greatest number of 'Fair' responses came from 'Cleanliness of classrooms and offices' (24%). Last spring 28% responded 'Fair' to the same question. 'Cleanliness of restrooms' also received a high number of 'Fair' responses this year (21%). Last spring 27% responded 'Fair' to the same question.

The greatest number of 'Poor' responses this year came from 'Cleanliness of restrooms' (18%). Last year 16% responded 'Poor' to the same question. 'Cleanliness of classrooms and offices' also received a high number of 'Poor' responses this year (12%). Last spring 28% responded 'Fair' to the same question.

We had twenty-five (25) additional comments this year compared to 17 additional comments provided by respondents last spring. The additional comments reflected an increase of positive feedback of 44% over last spring's 31%. Overall, end users felt the department was doing a better job.

Conclusions

The same questions were used this year and last year, providing good comparative data. Management needs to continue striving to improve custodial services and will take other comments under consideration.

Progress Review:

The following issues were identified in prior year surveys:

Completed:

- A clarifier to trap kitchen grease has been installed and connected
- Sewer lines on the west end of campus have been repaired

In Progress or Uncompleted:

- Develop preventative maintenance schedules for all departments
- Develop an internal inventory system for equipment and supplies
- Develop equipment replacement schedules
- Develop a plan for effective and efficient use of staff to reduce use of contractors

Executive Summary:

The Administrative Services division is moving forward in spite of budget obstacles. This two-page summary captures the needs and goals for 2012-2013.

Prioritized and fill out Administrative Services vacant existing positions and newly requested positions:

Vacant Positions

1 VP of Administrative Services
1 Facilities Manager
1 Skilled Maintenance Worker (Locks/Doors)
1 Custodian

Immediate Staffing Needs(New Positions):

1 Campus Budget Analyst	\$105,769
1 Skilled Maintenance Worker (Electrician)	\$75,095
1 Gardener/Utility Worker (CDC and sites)	<u>\$68,775</u>
Estimated Annual Cost including benefits	\$249,639

Division Goals for 2012-2013:

The following goals have been identified for 2012-2013:

- Develop an internal inventory system for equipment and supplies
- Develop equipment replacement schedules
- Conserve resources through preventative maintenance and energy conservation
- *Develop a system and procedures for the monitoring and implementation of the new SB361 budget model*

Administrative Services Division Equipment Needs:

Custodial

- Auto Scrubber
- Small trailer for custodial equipment

Grounds

- Replace broken Athletic fields tractor
- Kabota Tractor/Backhoe
- Fertilizer spreader
- Parking lot sweeper

Maintenance

- 42' tilt Geni Lift for gym
- Replace copier
- Lift for replacing light in outside poles

Transportation

- Flatbed Taylor Dunn Cart
- Student activities Ford 150 (8) passenger van

SAC Administrative Services Division
 5 Year Snapshot
 Budget vs. Actual
 (as of May 31 2012)

		2007/08 Allocated Budget	2007/08 Actual 6/30/08	2008/09 Allocated Budget	2008/09 Actuals 6/30/09	2009/10 Allocated Budget	2009/10 Actuals (6/30/10)	2010/11 Allocated Budget	2010/11 Actuals (06/30/11)	2011/12 Allocated 5/31/12	2011/12 YTD 5/31/12
Object Summary											
2000	Classified Salaries	2,954,887	3,192,490	2,750,699	2,575,061	2,465,306	2,380,204	2,544,380	2,390,626	2,564,723	2,217,363
3000	Benefits	1,232,428	1,320,926	1,213,118	1,189,806	1,215,331	1,144,480	1,318,269	1,237,139	1,397,547	1,184,838
4000	Supplies	510,066	486,213	529,265	325,243	436,853	357,153	518,221	463,314	440,947	377,943
5000	Services and Operating Exp	3,332,916	3,042,995	3,260,919	2,587,581	3,321,948	2,301,781	3,394,911	2,410,409	3,468,635	2,026,096
6000	Equipment	540,617	443,462	22,971	7,196	2,801	2,627	101,943	73,200	49,094	47,539
OBJECT TOTAL		8,570,914	8,486,086	7,776,972	6,684,887	7,442,239	6,186,245	7,877,724	6,574,689	7,920,946	5,853,779
Percentage used		99%		86%		83%		83%		74%	
Department Summary											
17100	Administrative Services	941,102	777,249	966,800	587,237	693,553	516,663	729,363	636,667	619,637	519,511
17200	Custodial	2,099,186	2,180,663	2,050,615	2,023,473	2,136,773	2,027,699	2,146,924	2,119,285	2,252,290	2,030,066
17300	Grounds	666,119	828,348	554,937	575,905	524,119	508,972	592,586	579,671	594,181	526,310
17400	Maintenance	2,123,208	2,166,060	1,518,210	1,212,283	1,226,635	1,121,188	1,388,825	1,145,702	1,320,899	1,019,573
17500	Operations (Utilities)	2,536,533	2,343,408	2,491,523	2,123,589	2,686,928	1,849,913	2,811,928	1,896,177	2,934,273	1,588,198
17600	Transportation	204,766	190,358	194,887	162,400	174,231	161,809	208,098	197,187	199,666	170,121
DIVISION TOTAL		8,570,914	8,486,086	7,776,972	6,684,887	7,442,239	6,186,245	7,877,724	6,574,689	7,920,946	5,853,779
Percentage used		99%		86%		83%		83%		74%	

SAC Administrative Services Division

Existing Full Time Employees - by Department

June 2012

Position	Admin					Total
	Srvcs	Maint	Grounds	Trans	Custodial	
VP Admin Svcs	1.000					1.000
Executive Sec	1.000					1.000
Accountant	1.475					1.475
Admin Clerk	1.475					1.475
Facilities Manager		1.000				1.000
Lead Maint Worker		1.000				1.000
HVAC Tech		2.000				2.000
Skilled Maint Wrkr		5.000				5.000
Lead Custodian		1.000				1.000
Senior Custodian		2.000				2.000
Lead Gardner			1.000			1.000
Athletic Grounds			1.396			1.396
Gardner/Utility Wrkr			4.000			4.000
Auto Mechanic				1.000		1.000
Custod Supvsr					1.000	1.000
Lead Custodian					2.000	2.000
Custodians					21.396	21.396
Sr. Custodian					2.000	2.000
Total	4.950	12.000	6.396	1.000	26.396	50.742
<u>Child Development Employees</u>						
Custodians					0.950	0.950
	4.950	12.000	6.396	1.000	27.346	51.692

Division Immediate Staffing Needs: (New Positions)

Campus Budget Analyst
 Skilled Maintenance Worker (Electrician)
 Gardener Utility Worker

Vacant Positions (included above)

VP of Administrative Services
 Facilities Manager
 Skilled Maintenance Worker(Locks/Doors)
 Custodian

SANTA ANA COLLEGE

Administrative Services

AREA PLAN
6/6/2012

Executive Secretary
GENI LUSK

Vice President
Administrative Services
VACANT

Accountants
ESMERALDA ABEJAR
EDWARD MUNOZ (.475)

Administrative Clerks
DEANNE QUIGGLE
ANA DIAZ (.475)

Facilities Manager
RON JONES (Interim)

Custodial Supervisor
TONY LAMAR (interim)

Maintenance Lead
ANGELO SANCHEZ

HVAC Mechanics
LANCE RALSTON
MARK SANTAMARIA

Skilled Maintenance Workers
GREG CHAMNESS
THOMAS ANDREWS
JOSE PALOMARES
MANUEL TAPIA
VACANT(Orsonio)

Auto Mechanic
JOHN QUIGGLE

Lead Gardener
JOE LOKOS

Athletic Fields/Grounds Wkrs
JESSE GARCIA
AARON BUTLER (.396)

Gardener/Utility Wkrs.
RICHARD AMES
LEONARDO GARCIA
GEORGE MURILLO
ALFONSO ROMAN

Lead Custodian (AM)
FIDEL (Lee) RODRIGUEZ

Senior Custodians (AM)
J.JAVIER VILLEGAS
SOPHANARETH TUON

Lead Custodian (AM)
MICHAEL EDISS

Custodians (AM)
JIMMY GARZA
MARIA PALOMARES

Senior Custodian (SW)
SALVADOR SANCHEZ

CDC Custodians(SW)
Jose Anthony Garcia(.475)
Celia Garcia (.475)

Weekend /SW – (.396)
(Thurs/Gvyrd)
TOMMY DUONG

Lead Custodian
Graveyard
JOSE MORILLO

Senior Custodian Grvyd.
FELIX RAZO

Custodians
(Swing & Graveyard)
MARIANO RAZO JR.
SUONPATHEROS TUON
CHARLES HAYES
ORLANDO CASTREJAN
PABLO HERNANDEZ
JACOB MARTINEZ
HIEU HOANG
RICHARDO BENAVIDES
JUAN ARTURO GIL
FELIPE LOPEZ
JEAN GONZALEZ
MODESTO JUSAY
JABIN GUILLEN FLORES
JOSEPH ARRIOLA
RENE BASURTO
LILIANA SALAZAR
JORGE MOLINA
JUSTIN MCADAM
VACANT (Ediss)