

Rancho Santiago Community College District

District Services' Department Planning Portfolios For Planning, Evaluation and Resource Allocation

2013-2015





Introduction

As part of the Rancho Santiago Community College District's district-wide planning process, district services conducts an ongoing assessment, similar to the colleges' program review process, to promote efficiency and effectiveness. The Planning and Organizational Effectiveness Committee (POE), made up of representatives from both colleges and district services, reviews these departmental documents and prioritizes specific recommendations prior to consideration by the District Council.

Each department creates a portfolio that describes its department, assesses its functions and services (in terms of staffing, budgeting, customers and services), identifies its service initiative and unit outcomes as they relate to the RSCCD goals and strategic plan objectives, and resources (personnel, technology, and fiscal needs) to compliment the work it produces. The two-year cycle of evaluation encourages department staff to regularly assess their program and the manner in which the needs of their clients/customers are addressed in order to maximize the department's strengths and implement improvements wherever possible.

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Rancho Santiago Community College District District Services Administrative Unit Review

Auxiliary Services

2013-2015

I. Department Mission Statement: (Please provide a mission statement for your unit.)

The mission of Auxiliary Services is to provide exceptional, personalized service to the students, faculty and staff of the Rancho Santiago Community College District. Auxiliary Services provides financial and budget services in support of campus programs and co-curricular activities which promote the general welfare, morale and educational experience of our diverse students and communities.

II. Functions and services: (Please provide the basic functions and services for your unit.)

The Student Business Office performs all necessary administrative functions for clubs and organizations in each of the following areas: Associated Student, Bookstore, Community Education, Diversified Agency, Diversified Trust and the Student Representation Funds. Staff performs accounts payable, cashiering, general accounting and purchasing functions for all college clubs and organizations and ensures compliance with internal and external laws, regulations, guidelines and board policies. Staff develops internal controls and fraud prevention systems for cashiering locations and all fundraising accounts and ensures compliance with accounting and documentation standards through controlled receipt disbursement.

Cashiering staff are responsible for updating, monitoring, correcting and reconciling individual student accounts, processing departmental deposits/cash receipts, tracking college student account receivable totals and providing student and staff photo ID services.

Auxiliary Services serves as a liaison and oversees the contract management of campus dining and catering services, vending services (beverage and snack) and provides general support services to the District Office and all college sites and centers.

III. Customers and recipients of services: (Who are the customers/recipients of your services?)

- Students
- Student clubs and organizations
- Faculty and staff
- All district divisions and departments
- Public requesting information
- Federal, State and local agencies

IV. Staffing: (Please summarize the status of your staffing since the last planning cycle and concerns.)

Maintaining adequate staffing levels has been a challenge over the past few years as a result of on-going vacancies and limitations in the use of short-term staff. The Student Business Office and SAC and SCC Cashiers Offices share staff to fill in for absences, vacancies and special projects which has spread staff too thin. A need has been identified to provide comprehensive services at Santiago Canyon College and plans are being developed to transition the Cashiers Office to a full service Student Business Office. As additional duties and responsibilities are identified and added, supervisory oversight and accountability and compliance will be needed in the future.

V. Budgets: (Please summarize the status of your department budget and concerns)

Auxiliary budgets have progressively increased between the 2010/11-2012/13 fiscal years while usage has declined due to short term staffing restrictions and vacancies of ongoing positions. Budget usage declined from 96.8% in 2010/11 to 87% in 2012/13. In the upcoming fiscal years, Auxiliary Services plans to optimize the Auxiliary budgets while filling vacancies that are key to the success of the departmental goals and objectives. Additional funding sources will be needed to fund a future supervisory position at Santiago Canyon College.

VI. Department Assessment: (Please provide internal assessment of your department (by all unit staff) and external assessment (from data provided by the District Services Satisfaction Survey, as well as other sources that your department would like to use). What recommendations would you like to bring to the District's attention?)

Internal Assessment:

Staff continues to evaluate service needs and identify areas for improvement based on changing technology and departmental requests to update and automate processes. Staff is partnering with Accounting, ITS, Safety and Security and various campus departments on a variety of projects to implement departmental credit card processing, on-line ticket services and tracking and distribution of faculty and staff parking permits.

Student Business Office and Cashiering staff have been working to develop weekly, monthly and quarterly time lines to provide account activity reports, profit and loss statements and training sessions for the Associated Student Body and staff which will create efficiencies and lead to a more positive perception of the services offered.

External Assessment:

The Student Business Office and Cashiers Offices at both campuses received excellent ratings for staff helpfulness, knowledge, timeliness of response to requests, availability of assistance and overall quality of services. Customer comments had excellent reviews of staff and Management. Comparison of the two surveys between 2013-2015 show a slight decrease in ratings from SCC staff which shows that we need more of a Student Business Office presence at the SCC location. The SAC Cashiering location also had a slight decrease in ratings due to staffing shortages. Requests were made for Cashiering to be open one evening per week in addition to additional staff during rush and peak periods.

Recommendations:

Strengthen core values and identify specific strategies to improve service levels.

Continue to evaluate new business models and look at new ways to deliver services, streamline processes and provide timely delivery to our internal customers. Develop questions for distribution by the Research Department to review trends and identify areas of improvement.

Identify opportunities for staff to participate in campus and district training sessions and improve communication with students and constituencies regarding services and operational hours.

Provide ongoing training opportunities for staff to develop professionally and enhance customer service levels, maintain morale and strengthen cross training.

Provide additional Student Business Office support at Santiago Canyon College.

Consider extending hours one night a week to service evening staff/students.

VII. Work Plan: (As a result of the assessment process, what initiatives does your department want to address in 2013-2015? Please identify which RSCCD goal(s) and strategic plan objective(s) it addresses. What resources do you need to achieve these goals, and how will you know you have achieved it?)

Service Initiative Goals your department would like to address (include RSCCD goal(s) # and strategic plan objective(s) # being addressed)	Unit Outcome (The client) will (intended outcome) as a result of (function or action)	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resources (personnel, technology, fiscal) do you need to achieve your goal?	Results After two years, how well did you achieve your goal(s)?
<p>1. Streamline enterprise system processes in coordination with ITS to schedule and automate the drop for non payment process and the student hold account placement and removal. 3.2, 3.3, 4.1, 4.3, 5.2</p> <p>2. Migrate all campus Auxiliary cash collection departments to Datatel cashing and Official Payments credit card (i.e. campus Health Centers, Libraries and SAC Planetarium). 1.1, 4.1, 5.1, 5.2</p> <p>3. Establish a secure online ticket store for students in coordination with ITS similar to the secure webpage offered to faculty and staff (located on the RSCCD Employee Intranet) as another option to purchase discount tickets remotely and conveniently.</p>	<p>1.The automation will alleviate back office processing and shift resources to student services areas.</p> <p>2.Increase efficiency to students utilizing current existing technologies.</p> <p>3.Increase accessibility to students utilizing current existing technologies which will enhance student experience.</p>	<p>1.Staff will no longer need to run back office processes for holds to be placed, removed or drops for non-payment.</p> <p>2.Datatel software and training will be provided to departments who currently do not accept credit cards or use a manual swipe that does not post directly to departmental GL strings.</p> <p>3. A secure webpage will be created with individual secure student logins.</p>	<p>1. Requires ITS to prioritize project request.</p> <p>2. Staff needed to perform training and funding resources for the purchase of credit card swipe equipment.</p> <p>3. Coordination with ITS.</p>	<p>1. Goal remains in ITS queue as a low priority item. Staff continues to manually process.</p> <p>2. Goal achieved. Migrated cash collection departments to Datatel for both college campuses in departments that utilize credit cards.</p> <p>3. Goal not achieved. Implementation of the new student portal by ITS is required in order to implement.</p>

Service Initiative Goals your department would like to address (include RSCCD goal(s) # and strategic plan objective(s) # being addressed)	Unit Outcome (The client) will (intended outcome) as a result of (function or action)	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resources (personnel, technology, fiscal) you need to achieve your goal?	Results After two years, how well did you achieve your goal(s)?
<p>4. Develop an online secure credit card payment acceptance tool to assist and enhance processing of Auxiliary credit card payments (ie. International Student application, Transfer Center field trips, facility vendor payments). 1.1, 1.2, 2.2, 4.1, 5.1, 5.2</p> <p>5. Develop a system to improve tracking, distribution and delivery methods for sales of faculty, staff and student parking permit sales in coordination with ITS and District Safety and Security and evaluation of a third party vendor for permit processing. 1.1, 4.1, 5.1, 5.2</p>	<p>4. Increase accessibility and efficiency to students and RSCCD departments using current existing technologies which will also increase credit card security.</p> <p>5. Increased tracking and access to parking permit sales, payment information and AR balances.</p>	<p>4. Acceptance tools will be implemented to accommodate remote deposit acceptance.</p> <p>5. A payment tool and distribution method will be implemented that will streamline sales and tracking.</p>	<p>4. Coordination with outside payment acceptance vendor and ITS.</p> <p>5. Coordination with ITS, District Safety and Security and third party vendor.</p>	<p>4. Met and consulted with TouchNet/Heartland and ACI representatives to preview tools available. ITS currently in negotiations for migrations from ACI to TouchNet.</p> <p>5. Met and consulted with the Chief of District Safety & Security and obtained cost proposals from multiple vendors to provide online third party sales. Status pending review and selection based on cost analysis and service provided.</p>



Rancho Santiago Community College District District Services Administrative Unit Review

Bookstores

2013-2015

I. Department Mission Statement: (Please provide a mission statement for your unit.)

The RSCCD campus bookstores are nonprofit institutionally-owned retail stores committed to providing essential educational resources and high quality collegiate merchandise to enhance academic life in a comfortable, inviting and inclusive environment. The campus stores take pride in offering exceptional, personalized service to the students, faculty, staff, alumni and visitors. Staff offer specialized knowledge, goods and services in order to help foster intellectual growth, enhance the quality of life in our community, provide valuable work experience to enrolled students and to broaden the personal, educational and professional experiences of our customers.

II. Functions and services: (Please provide the basic functions and services for your unit.)

The Campus stores are responsible for providing the necessary educational tools to serve and benefit the students, faculty and staff at all college locations including textbooks, course supplies, office supplies, logo merchandise and convenience products. The stores conduct year round buy back of used books, provide 24 hour vending machines carrying testing and school supplies, maintain accounts receivable records and monitor proper inventory levels through a biannual inventory count. The campus stores also offer services that include a comprehensive textbook rental program, digital textbooks and provide alternate sources for students to purchase course materials at the lowest price possible through comparison websites. In addition, the stores offer valuable work experience and training to enrolled students, for many as a first job.

The Don Bookstore services the needs of Santa Ana College community along with the SAC Cafe, Don Express, a remote convenience store offering snacks, beverages, testing and school supplies. The Hawk Bookstore services the needs of the Santiago Canyon College community and the Orange Education Center. The CEC Bookstore services the needs of the Centennial Education Center.

III. Customers and recipients of services: (Who are the customers/recipients of your services?)

- Students
- Student clubs and organizations
- Faculty and staff
- Alumni, community members and visitors of the district
- All district divisions and departments
- Public requesting information
- Federal, State and local agencies

IV. Staffing: (Please summarize the status of your staffing since the last planning cycle and concerns.)

The campus stores continued to aggressively hire student help to shore up labor needs at a reasonable price creating a win-win for the campus community by offering students valuable work experience and the stores valuable employees who are hard-working and empathetic to our community.

V. Budgets: (Please summarize the status of your department budget and concerns)

Profitability for both campus stores increased significantly over the 2013-2015 period and were able to contribute 75 percent of profits back to the campuses directly for campus support.

No major capital needs are seen as necessary for the stores with the construction of a new building at SAC (Johnson Campus Center) scheduled for the next cycle 2015-2017. Inventory is being reduced at the Don Bookstore and Cafe in order to downsize for the relocation to the portable Village at the SAC campus.

VI. Department Assessment: *(Please provide internal assessment of your department (by all unit staff) and external assessment (from data provided by the District Services Satisfaction Survey, as well as other sources that your department would like to use). What recommendations would you like to bring to the District's attention?*

Internal Assessment:

Customer service is an integral part of the equation for a successful campus store. Continued training in this area is necessary for all employees. Profitability has increased significantly for both campus stores and provided the ability to reinstate Diversified Trust contributions to both campuses.

External Assessment:

The campus stores had overall improvement in the excellent/good ratings in staff helpfulness, knowledge, timeliness of response, availability of assistance, services provided and overall quality of services increased from 56% to 70% between 2013-2015.

Recommendations:

Continued alternate sourcing of textbooks, increasing textbook market-share with competitive pricing and rentals, and enhancing customer service to faculty regarding the ordering process will assist with profitability in the stores.

The addition of a purchasing card to capitalize on lower priced textbooks is recommended.

Continued efforts to maintain faculty and staff relationships through training, flex week and innovative software is recommended.

VII. Work Plan: (As a result of the assessment process, what initiatives does your department want to address in 2013-2015? Please identify which RSCCD goal(s) and strategic plan objective(s) it addresses. What resources do you need to achieve these goals, and how will you know you have achieved it?)

Service Initiative Goals your department would like to address (include RSCCD goal(s) # and strategic plan objective(s) # being addressed)	Unit Outcome (The client) will (intended outcome) as a result of (function or action)	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resources (personnel, technology, fiscal) do you need to achieve your goal?	Results After two years, how well did you achieve your goal(s)?
<p>1. Continue to investigate and obtain lower cost quality course materials for faculty and students through internet sourcing, partnering with publishers on technology and physical course material offerings.</p> <p>2. Enhance textbook requisition procedures for faculty. Research the options of implementing new online textbook adoption software or enhancing current procedures to be more intuitive. Implement earlier deadlines for textbook information to be submitted from faculty and receive more requisitions by deadline.</p>	<p>1. The RSCCD stores will continue to be the primary provider of quality course materials for the campus community by offering the appropriate course materials at the best possible price.</p> <p>2. The RSCCD students will receive more timely information and be able to purchase textbooks earlier and at reduced prices with the better collection of textbook information from faculty</p>	<p>1. Increase market-share in textbook sales over the current rate of 30.6% of required textbooks as measured in Fall 2013.</p> <p>2. Receive more accurate textbook requisitions by the deadlines set for each semester (greater than 75% received by the deadline). Receive zero negative responses and some positive responses regarding the textbook ordering procedure.</p>	<p>1. Current textbook buying personnel with the help of management and receiving personnel. Access to current computerized inventory systems already in place. A purchasing credit card to obtain lower priced textbooks from on-line sellers.</p> <p>2. Possible monthly charge supported by bookstore operations for textbook adoption software. Buy-in from faculty and administration regarding the deadlines and procedures.</p>	<p>1. This was accomplished through more diversified buying from multiple vendors striving to obtain lowest costs which in turn offered better prices to our students.</p> <p>2. Faculty and Division Offices have partnered with the campus stores to expedite textbook information and provide requisition information in a timely manner. Attendance at Faculty Senate meetings and close working relationships with Division office staff has helped with new and existing faculty submissions in a timely manner.</p>

Service Initiative Goals your department would like to address (include RSCCD goals(s) # and strategic plan objective(s) # being addressed)	Unit Outcome (The client) will (intended outcome) as a result of (function or action)	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resources (personnel, technology, fiscal) you need to achieve your goal?	Results After two years, how well did you achieve your goal(s)?
<p>3. Monitor trends in digital textbooks and on-line academic open source materials and provide a portal for open source materials for faculty and students through internet sourcing, partnering with publishers or other content providers on non-traditional distribution of technology and physical course material offerings.</p>	<p>3. The RSCCD faculty will be able to use the campus store as a resource for open source materials and technologies. Programs that will be offered down the line by publishers to offer content in different ways; i.e. subscription, digital, fee-base, can be leveraged by the RSCCD stores by researching and investigating these avenues with publishers and potential alternative content vendors.</p>	<p>3. Offer open source materials as required by campus faculty on the bookstore websites and in-store. Have a resource library of available open-source and alternate distribution materials open to faculty in an on-line database.</p>	<p>3. No additional personnel needs currently. Continue to provide training and educational materials for bookstore personnel on the coming trends of course content delivery.</p>	<p>3. The campus bookstore websites provide hyperlinks to required OER (Open Education Resource - free digital textbooks). Goal was moderately achieved as we move forward in more OER innovations.</p>

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<p>4. Implement inventory controls through periodic cycle inventory counts particularly in the textbook department. Enhance inventory prediction tools to maintain proper inventory levels while reducing returns and receivables from publishers and book wholesalers. (1.1, 1.2)</p> <p>5. Implementation of customer surveys and campus focus groups regarding the campus stores. (1.1, 2.1)</p>	<p>4. The RSCCD stores will be more efficient in inventory levels, improving return on investment and lowering the liability of carrying excess inventory as a result of better inventory management practices. This is an integral piece in ensuring the profitable and sustainable operation of the institutionally-owned stores.</p> <p>5. The RSCCD stores will gain valuable knowledge from customers and campus constituents by implementing customer surveys and campus focus groups.</p>	<p>4. Having inventory levels that produce at a minimum an industry standard turnover greater than 3.0 while keeping shrinkage numbers below industry standard values of 1.5%.</p> <p>5. Successfully maintain a campus focus group that meets at least once a semester. Initiate customer surveys in cooperation with standard campus store research entities, like the National Association of College Stores, compare those surveys to national and local standards and evaluate any policy or strategy changes to benefit the stores. Monitor the response trends of the surveys and focus groups over time.</p>	<p>4. Continued personnel training in inventory management available from industry seminars and training sessions.</p> <p>5. Volunteers from the campus community for the focus groups with minor expenses for incentives. Minor expenses for survey creation and distribution.</p>	<p>4. Inventory turnover during the two year period exceeded 3.0. Inventory shrinkage was below industry standards between 2013-2015.</p> <p>5. Both campus stores created outreach functions; SAC sponsored functions for the division administrative assistants, trained staff and educated them on online textbook requisitions and resources offered to faculty through campus store websites.</p>



Rancho Santiago Community College District District Services Administrative Unit Review

Chancellor's Office

2013-2015

I. Department Mission Statement: *(Please provide a mission statement for your unit.)*

The Chancellor's Office will serve the needs of our two colleges by helping them to fulfill their respective mission statements.

II. Functions and services: *(Please provide the basic functions and services for your unit.)*

The Chancellor's Office supports the Board of Trustees and oversees the major operations of the college/district.

III. Customers and recipients of services: *(Who are the customers/recipients of your services?)*

The direct customers are the members of the Board of Trustees, the college presidents, the senior staff of the district, the constituent groups, and the community.

IV. Staffing: (Please summarize the status of your staffing since the last planning cycle and concerns.)

The Chancellor's Office consists of the following positions: the chancellor, the executive assistant to the chancellor, and the executive assistant to the Board of Trustees. This past year, we lost one FTE staff person (administrative clerk) who was transferred to Human Resources to fill a vacancy in that department. Our staffing level is currently at an appropriate level.

V. Budgets: (Please summarize the status of your department budget and concerns)

Our budget is essentially the same as last year with the exception of the following items: trustee election expense for 2014-15 of \$400,000; trustee expense augmentation of \$13,000; Chancellor's Office expense increase of \$25,000; enrollment management marketing expense of \$200,000; augmentation to legal expense fund of \$250,000; and, a new funding category to support the recruitment of international students of \$18,000. Although I am forwarding these items for inclusion in the budget under my department, some of these budget items may actually be placed under the budgets of other departments. Several of these budget request items are items over which we have limited control (i.e., election expense and legal fees), items that are small augmentations to existing budgets (i.e., expense increases to Board of Trustees budget and to Chancellor's Office discretionary funds), or to new initiatives that are designed to help the college to develop additional revenues (i.e., marketing and recruitment of international students).

VI. Department Assessment: *(Please provide internal assessment of your department (by all unit staff) and external assessment (from data provided by the District Services Satisfaction Survey, as well as other sources that your department would like to use). What recommendations would you like to bring to the District's attention?*

Internal Assessment:

The Chancellor's Office does a periodic (infrequent) informal assessment of what we could do better and how our work is carried out. Some minor changes have been made as a result of of this informal assessment.

External Assessment:

The ratings for the Chancellor's Office were generally favorable across the board. However, the section of the evaluation containing open-ended comments was mixed. There were positive comments about the level and quality of service provided. There were also some comments that contained criticism of the chancellor.

Recommendations:

One improvement would be to create an internal assessment process that is more formal than what currently exists. It is difficult in a three-person office, because we work together so closely. However, that may be all the more reason to develop a formal process that would cause us to take a step back and examine our practices and operations.

VII. Work Plan: (As a result of the assessment process, what initiatives does your department want to address in 2013-2015? Please identify which RSCCD goal(s) and strategic plan objective(s) it addresses. What resources do you need to achieve these goals, and how will you know you have achieved it?)

Service Initiative Goals your department would like to address (include RSCCD goal(s) # and strategic plan objective(s) # being addressed)	Unit Outcome (The client) will (intended outcome) as a result of (function or action)	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resources (personnel, technology, fiscal) do you need to achieve your goal?	Results After two years, how well did you achieve your goal(s)?
<p>Our department will oversee the implementation of a business process review project to improve and streamline our existing business processes at the district office.</p>	<p>The district office will develop new business processes that provide timely data, that are not dependent on any one individual, and that provide a higher level of service to the colleges and to other district office departments.</p>	<p>We will have achieved our goal if we have reviewed our current processes and replaced them with new processes that are more efficient and user friendly.</p>	<p>We will need to hire an outside consultant to determine the scope of work and then to guide us through the various tasks associated with this project. It will also require individuals involved in these processes to provide their input and time to make this project a success.</p>	<p>A consultant was hired to perform a business process analysis. They came up with 25 recommendations and it was decided to work on the top two. The two recommendations have been transferred to the appropriate areas for implementation.</p>



Rancho Santiago Community College District District Services Administrative Unit Review

Child Development Services

2013-2015

I. Department Mission Statement: (Please provide a mission statement for your unit.)

The Mission of RSCCD Child Development Services is to support and promote the district's commitment to student success by providing access to vital, comprehensive, and quality early education programs and services, which reflect and address the needs of the multi-faceted community.

II. Functions and services: (Please provide the basic functions and services for your unit.)

CDS operates four childcare centers at District facilities (SAC, SCC, CEC, and SAC-E) through the administration of several funding sources, including fee for service, California State Preschool, California General Childcare, Early Head Start, CCAMPIS, and the Orange County Children and Families Commission. The childcare centers also function as lab schools for students studying human development and nursing.

III. Customers and recipients of services: (Who are the customers/recipients of your services?)

CDS has a variety of customers both internal and external:

- Children and Families
- Students
- Community Organizations and Agencies
- Faculty and District Personnel
- Funders: CDE, EHS

IV. Staffing: (Please summarize the status of your staffing since the last planning cycle and concerns.)

CDS is currently fully staffed. However, job descriptions need to be updated to reflect the positions more accurately.

V. Budgets: (Please summarize the status of your department budget and concerns)

The closure of the Orange Educational Center has significantly impacted CDS's budget. CDS has been unable to meet the Average Daily Attendance numbers needed to receive full apportionment. The full impact to the budget will not be known until closer to the end of the school year due to the implementation of mitigation measures. CDS has opened twilight classes and remained open during inter-sessions and breaks to recoup funding.

VI. Department Assessment: *(Please provide internal assessment of your department (by all unit staff) and external assessment (from data provided by the District Services Satisfaction Survey, as well as other sources that your department would like to use). What recommendations would you like to bring to the District's attention?)*

Internal Assessment:

CDS developed a comprehensive strategic plan to outline a collective clear path for the department. The strategic plan process included input from all CDS staff (classroom staff, clerical staff, home visitors, and center directors), community partners, and recent audit findings. The strategic plan findings are listed (and how they will be addressed) in the work plan section.

External Assessment:

The CDS strategic plan is a hybrid of external and internal assessment of the department. The findings of the District Services Satisfaction Survey were consistent with the items being addressed in the strategic plan.

Recommendations:

No recommendations at this time.

VII. Work Plan: (As a result of the assessment process, what initiatives does your department want to address in 2013-2015? Please identify which RSCCD goal(s) and strategic plan objective(s) it addresses. What resources do you need to achieve these goals, and how will you know you have achieved it?)

Service Initiative Goals your department would like to address (include RSCCD goal(s) # and strategic plan objective(s) # being addressed)	Unit Outcome (The client) will (intended outcome) as a result of (function or action)	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resources (personnel, technology, fiscal) do you need to achieve your goal?	Results After two years, how well did you achieve your goal(s)?
(RSCCD goal# 1) CDS' Organizational Structure Goal: Build a substantial structure to support the ongoing implementation of quality 0-5 programs.	Become actively involved in the Early Childhood Education (ECE) community at all levels for pertinent information. Seek opportunities for funding, programs, resources, and locations. Develop a structure to address current trends and opportunities within the ECE field.	Become a member of at least two additional early childhood professional organizations. Obtain at least one new funding source, program, resource, and or location. On-going adjustments to department to address changes and opportunities.	Fiscal resources for association fees. Resource Development Department support. Possible fiscal and personnel resources.	Became member of NAEYC, Childcare Planning Council, CCDA, and QRIS Obtained three new grants and opened two new sites Adjusted the department through reorganizations
(RSCCD goal#1) CDS' Workforce Development Goal: Develop succession plans and organizational projections based on projected growth goals.	Establish substantive opportunities within the department for leadership growth and learning opportunities.	Establish a staff development plan, which addresses leadership growth and learning opportunities for staff.	Fiscal and personnel resources.	Administration team attended a leadership series offered at OCDE for 18 months

Service Initiative Goals your department would like to address (include RSCCD goal(s) # and strategic plan objective(s) # being addressed)	Unit Outcome (The client) will (intended outcome) as a result of (function or action)	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resources (personnel, technology, fiscal) you need to achieve your goal?	Results After two years, how well did you achieve your goal(s)?
(RSCCD #1) CDS' Communication Goal: Create an overarching system in which staff, families, and community partners are aware of RSCCD programs and strategies, benchmark goals, opportunities and plans for future growth.	Develop a comprehensive communication plan (social media, marketing strategies, newsletters, updated "living" website and community engagement forums). Enhance open, transparent, two-way staff communication through the use of newsletters, email, and more active reflective meetings.	Establish communication plan that addresses social media, marketing strategies, newsletters, website and community engagement forums. Publish at least one newsletter quarterly and monthly individual reflective meetings with CDS Administration team.	Public Affairs and Publications Department, and Information Technology Department support. In addition to fiscal, technology, and personnel resources. Public Affairs and Publications Department support and personnel resources.	established a communication plan and enhanced department's social media presence, but website updates not complete Conducted monthly reflective meetings with administration staff and centers published monthly newsletters
(RSCCD #1 & # 5) CDS' Research and Evaluation Goal: Promote rigorous evaluation approaches to teaching and learning in all facets of program operation.	Implement more data driven decisions at all levels of programming (child, group, classroom, center, and program). Publish yearly report at the end of the year as part of the requirements for the self-study.	Update planning protocol to include data as a basis for decisions at all levels of programming. Publish and distribute yearly CDS report to stakeholders with children's outcomes.	Personnel resources. Public Affairs and Publications Department support and personnel resources.	Updated planning protocol and use data from the DRDP, NAEYC, and ECERs to make programming decisions Published yearly CDS report with children outcomes

Service Initiative Goals your department would like to address (include RSCCD goal(s) # and strategic plan objective(s) # being addressed)	Unit Outcome (The client) will (intended outcome) as a result of (function or action)	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resources (personnel, technology, fiscal) you need to achieve your goal?	Results After two years, how well did you achieve your goal(s)?
(RSCCD goal #1) CDS' Professional Development Goal: Promote ECE knowledge, competencies and pedagogy through training plans that provide ongoing training with depth and intentionality to increase knowledge and enhance program quality.	Develop orientation binder for all staff members that include policies, procedures, and practices. Develop comprehensive staff training plan that addresses strengths and needs of the program. Align and uniform all standards to the highest practice. Adopt High Scope Curriculum and offer comprehensive training.	Establish and implement an orientation process that includes a comprehensive orientation binder. Create and implement a staff development plan that includes training. Staffing and curriculum practices will be standardize at all the CDS centers by 2015. Offer two opportunities for High Scope Curriculum trainings for classroom staff (Spring and Summer 2014). Implement the new curriculum at all CDS centers during the 2014-15 school year.	Personnel and fiscal resources. Personnel and fiscal resources. Personnel and fiscal resources. Personnel and fiscal resources.	Developed an orientation binder and comprehensive yearly orientation for new support classroom staff Created a staff development plan with training on various aspects of programming Standardized practices in staffing and curriculum were implemented Offered two multi-day training opportunities for all teaching staff in the High Scope curriculum



Rancho Santiago Community College District District Services Administrative Unit Review

2013-2015

I. Department Mission Statement: (Please provide a mission statement for your unit.)

Serve as liaison between the colleges and private industry; collaborate with colleges, employers, advisory committees and other community partners to identify workforce education, training and instructional needs in the region; provide direct services such as seminars, workshops, training, one-on-one small business consulting, curriculum development, faculty training and professional development opportunities.

II. Functions and services: (Please provide the basic functions and services for your unit.)

Manage, administer and ensure compliance of state and federal economic and workforce development grants.
Faculty training and professional development opportunities.
One-on-one consulting for small businesses.
Seminars and workshops for small business.
Customized training programs for industry.
Plan and develop events that bring industry to our colleges and district.
Work with industry to identify local workforce needs.
Establish corporate advisory committees that assist in identifying workforce training and instructional needs.
Work with and serve on Workforce Investment Boards and Chambers of Commerce to identify workforce training needs and opportunities.
Work with banks and other corporations to generate private sector grants.

III. Customers and recipients of services: (Who are the customers/recipients of your services?)

Faculty
Students
RSCCD, SAC, SCC employees
Small Businesses
Local workforce
Entrepreneurs

IV. Staffing: (Please summarize the status of your staffing since the last planning cycle and concerns.)

The state Chancellor's Office restructured all the economic and workforce development programs in 2013. RSCCD applied for and received 6 of the 6 grants that allowed the department to use current employees as match, attract private sector monies and additional match, and move some managers' salaries from general fund to grant funds. The new grants have also allowed the department to hire three business services coordinators without impacting general funds.

V. Budgets: (Please summarize the status of your department budget and concerns)

Since all of the economic and workforce development grants are either state or federally funded any increase or decrease in funding or continuation of the programs are dependent on decisions made by funding agencies at the state and federal levels.

VI. Department Assessment: (Please provide internal assessment of your department (by all unit staff) and external assessment (from data provided by the District Services Satisfaction Survey, as well as other sources that your department would like to use). What recommendations would you like to bring to the District's attention?)

Internal Assessment:

The restructuring of all the economic and workforce development programs at the Chancellor's office continues to be a learning experience for our staff. Although our managers and staff are very experienced in the area of economic and workforce development, the restructuring has them working under new rules and with new industry, community and educational partners. Being the first year of the restructuring, our managers and staff are dealing with rapidly changing rules and regulations while focusing on staying in compliance. Although this is frustrating at times, it is also incredibly positive and exciting as all of the department's programs are now working closer with faculty and deans at both colleges. In regards to staffing, similar to all other departments, the programs are short staffed and thus are not able to support all of the programs and projects they would like to support at the colleges.

External Assessment:

The survey resulted in average to above average ratings in most categories. However, it is clear that the department needs to increase and strengthen its communication with the colleges in regards to its current activities with faculty, deans and college based programs.

Recommendations:

Look at ways of keeping the colleges better informed on current activities between faculty, deans, college based programs and department's economic and workforce development programs. Increase the dissemination of the information of how faculty can work with and benefit from working with the department's economic and workforce development programs. Collaborate and plan with the colleges on future economic and workforce development programs.

VII. Work Plan: (As a result of the assessment process, what initiatives does your department want to address in 2013-2015? Please identify which RSCCD goal(s) and strategic plan objective(s) it addresses. What resources do you need to achieve these goals, and how will you know you have achieved it?)

Service Initiative Goals your department would like to address (include RSCCD goal(s) # and strategic plan objective(s) # being addressed)	Unit Outcome (The client) will (intended outcome) as a result of (function or action)	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resources (personnel, technology, fiscal) do you need to achieve your goal?	Results After two years, how well did you achieve your goal(s)?
1. continue to assess the educational, training and workforce development needs of the community and local workforce (Goal 2; Obj. 1 & 2) 2. Continue to collaborate with the colleges and be a liaison with industry (Goal 2; Obj 1 & 2) 3. Continue to pursue public and private sector partnerships that bring additional resources to RSCCD (Goal 2; Obj 1 & 2). 4. adjust instructional programs, offerings, and support services as determined by needs of the colleges and the communities we serve (Goal 1; Obj. 1)	1. Be a primary source of skilled employees to local industry. 2. Be a primary source of education and training to the local workforce. 3. Be a primary source of education and training for local businesses. 4. Develop additional sources of revenue for RSCCD. 5. Professional development and other opportunities for faculty. 6. develop new opportunities for students.	1. Increased industry participation in the department's programs. 2. Increased faculty and dean participation in the department's programs. 3. Increased student participation in the department's programs. Improved survey results. 5. new public and private sector partnerships. 6. Additional sources of revenue.	District staff and increased collaboration with both colleges.	1. Garnered additional revenue from Union Bank, Chevron. 2. Was awarded the regional CTE enhancement funds coordination from state chancellor's office. 3. Engaged faculty as advisors and Liaisons under Deputy Sector navigator grants. 4. Opened up small business seminars workshop and training to students at no charge. 5. Created the LINC newsletter to highlight department accomplishments for faculty and staff at colleges.



Rancho Santiago Community College District District Services Administrative Unit Review

Facilities Planning, District Construction & Support Services

2013-2015

I. Department Mission Statement: (Please provide a mission statement for your unit.)

The purpose of the Facilities Planning, District Construction and Support Services Department is to ensure the district's 1.2 million square feet of building inventory is adequate, safe and maintained to support the district's educational programs, services, administrative functions and other operations. The department is responsible for the planning, design, construction, operation, and maintenance of all RSCCD facilities and grounds. The department endeavors to provide leading quality educational facilities and strives to provide excellent service to our constituents. The safety and well-being of all district students, staff and program users are of utmost importance. In collaboration with our colleges and other facility program partners, we endeavor to provide sustainable, efficient and adequate facilities that are responsive to the needs of users as well as encompassing the values of sustainable design practices. The department is committed to responsibly supporting and managing assets entrusted to us in the most cost-effective manner possible for both current and future generations.

II. Functions and services: (Please provide the basic functions and services for your unit.)

Manage maintenance of the district office facility.

Manage all capital improvement projects at district facilities, including, renovation, reconstruction, new construction, scheduled maintenance, capital facility projects funded by the district, including state funded capital projects.

Ensure facility compliance with the Division of the State Architect and other regulatory agencies.

Plan, develop, oversee design, agency approvals, bidding and award of construction contracts, budget development and management for projects, contract management, project implementation and construction, certification and close out.

Maintain all facility related documents and archives related to facilities, including lease documents, reports, planning, design and construction documents for capital projects. Includes all blueprints and CADD drawings.

Plan, maintain budget and negotiate rates for all utilities for entire district

Maintain permits issued by governing agencies

III. Customers and recipients of services: (Who are the customers/recipients of your services?)

District Office RSCCD employees

District Office tenants

Visitors to District Office

Staff and students at Santa Ana and Santiago Canyon Colleges and other District facilities

General population that uses district facilities for non-college related activities

General public at large, taxpayers, businesses

Vendors, consultants, contractors

IV. Staffing: (Please summarize the status of your staffing since the last planning cycle and concerns.)

The Department is in the middle of implementing a reorganization (see attached reorganization chart).

There are new hires: Director, Two Specialists and a retitle/new job description of a Supervisor position which recently got hired. We are currently in the middle of hiring new positions: Senior Accountant, Part Time Senior Admin Clerk, Two Project Managers, and 3 Part Time Custodians. We have eliminated an Admin Secretary position as well.

V. Budgets: (Please summarize the status of your department budget and concerns)

Due to the reorganization of the department, the department budget needs to be refreshed and updated for such changes in the next fiscal year. This is currently under review and changes are being made to support the reorganization. There have been savings in some of the vacancy positions while adding new positions. On-going service contracts for maintenance of the district office and additional assessments are underway as there needs to be additional work on the building as there is a high public usage.

VI. Department Assessment: (Please provide internal assessment of your department (by all unit staff) and external assessment (from data provided by the District Services Satisfaction Survey, as well as other sources that your department would like to use). What recommendations would you like to bring to the District's attention?)

Internal Assessment:

The majority of staff is new to the department and we are undergoing a reorganization and hiring new employees. The budget reductions and lack of filling vacant positions has diminished the quality of service and support the Department has been able to provide overall but yet the Department has been able to move capital facility projects along and prioritize work as best they could. We have an opportunity now to establish/reestablish workflow practices, improve business procedures and practices, clearly articulate expectations, goals, priorities, duties and objectives that can assist us in providing the level of service needed for the department and our District. Given the District's size and number of facilities we need to manage, there is much room for improvement in our level of service we can provide as a Department in years to come.

External Assessment:

The survey resulted in average ratings in most categories. Feedback from college campus Vice Presidents and the Physical Resource Committee, Santa Ana Facilities Committee, and the Sustainable Resource Committee have provided some feedback on the department.

Recommendations:

Look at areas of improving timeliness, responsiveness, follow through, quality of work, and providing expertise in areas of responsibility. Providing proper guidance, support, oversight. Clearly delineating roles of District Office Facilities Department and the support/service it is to provide to the Colleges and other District Facilities. Continue staff training and development.

VII. Work Plan: (As a result of the assessment process, what initiatives does your department want to address in 2013-2015? Please identify which RSCCD goal(s) and strategic plan objective(s) it addresses. What resources do you need to achieve these goals, and how will you know you have achieved it?)

Service Initiative Goals your department would like to address (include RSCCD goal(s) # and strategic plan objective(s) # being addressed)	Unit Outcome (The client) will (intended outcome) as a result of (function or action)	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resources (personnel, technology, fiscal) do you need to achieve your goal?	Results After two years, how well did you achieve your goal(s)?
<ol style="list-style-type: none"> 1. Continue to implement Measure E projects according to the master schedule (Goal 5, Obj. b) 2. Continue to implement Measure Q projects according to the master schedule (Goal 5, Obj. b) 3. Continue to implement, and further refine the District's Scheduled Maintenance Plan (Goal 5, Objs. a and b) 4. Develop a Operations Support Plan for the District Office (Goal 5; Objs. a and b) 5. Develop internal tracking system for project accounting, project updates, RFQ/RFPs and Contracts (Goal 5, Objs. a and b). 6. Develop proper internal business controls for budget tracking, procurement process for awards, managing of changes to contracts (Goal 5, Objs. a and b) 7. Certification and Project Close Out (Goal 5, Obj. a) 8. Develop Districtwide Construction Material Design Standards (Goal 5, Obj. a) 9. Continue to develop Energy Projects and work in connection with the District's Sustainable Plan (Goal 5, Obj. a) 10. Develop a Stormwater Management Plan Districtwide (Goal 5, Obj. a) 	<ol style="list-style-type: none"> 1. Users can occupy buildings, beneficial use of facilities and instructional delivery. 2. Users can occupy buildings, beneficial use of facilities and instructional delivery. 3. Building improvements and extend useful life, less repairs, efficient facilities. 4. Scheduled, routine maintenance of building, users are comfortable occupying building. 5. Better understanding of project status, objectives, accountability 6. Better understanding of project status, objectives, accountability 7. Other projects can move forward, risk-averted for Trustee liability for uncertified projects. 8. Efficient products, promote standardization for cost savings, durability, maintainability, noticeable efficiencies in facility management. 9. Reduced utility consumption and cost savings to campuses and other facilities, reduce carbon footprint, sustainable awareness 10. Reduce consumption, awareness of use, responsible steward of resources and protecting physical assets 	<ol style="list-style-type: none"> 1. Occupancy and Project Close out 2. Occupancy and Project Close out 3. Improved survey results 4. Improved survey results 5. No audit findings. Improved survey results. 6. No audit findings. Improved survey results. 7. State Architect Letter received as certified. 8. Cost savings, ease of maintenance, time saved by maintenance and operations staff. 9. Utility cost savings, reduced carbon footprint 10. Monitoring and no citations by oversight agencies. 	<ol style="list-style-type: none"> 1. District Facilities Staff, Consultants, Contractors, Vendors, collaboration with College, Fiscal, Purchasing, IT Staff collaboration. 2. District Facilities Staff, Consultants, Contractors, Vendors, collaboration with College, Fiscal, Purchasing, IT Staff collaboration. 3. District facilities staff and college operations/maintenance input. 4. District Facilities Staff, Resources to make improvements and to support the new hires. 5. District Facilities Staff, potentially new project management accounting, IT support. 6. District Facilities Staff 7. Architect and consultants. 8. District and College operations/facilities staff. 9. District and College Consultants. Purchasing collaboration. 9. District and College collaboration, consultants, utility agencies collaboration. 10. District staff and consultant. 	<ol style="list-style-type: none"> 1. Only a few projects remain to be completed in Measure E, and the goal is to close out the bond at the end of this fiscal year. 2. Projects are moving as planned. 3. The SM Plan has been developed for the year and we continue to meet deadlines and implement projects. This is an annual plan that is integrated within our planning as routine now. 4. This is still ongoing, and changes have been implemented with the hiring of part time custodians. We are now working on a Preventative Maintenance Plan. We have also implemented a new work order tracking system by ONUMA. We have also developed an organized Scheduled Maintenance plan as well for the District Office building. 5. This has been completed. 6. This has been completed. 7. All legacy projects have been DSA certified and completed, which were over 60 outstanding projects. 8. This has been completed and now the standards are updated when needed. This is discussed in our new Facilities Working Group meetings with the colleges on a monthly basis. 9. Many energy projects have been completed in the past two years along with Prop 39 projects. These projects continue with Year 3 and 4 planning, as well as ongoing planning for new projects. The Department facilitated the development of the Districtwide Sustainability Plan and now monitors progress and reporting by various groups and participants of the SRC. 10. We have continued to implement project specific BMPs (best management practices) for stormwater management. The development of a districtwide plan is being re-evaluated to determine if this plan is necessary and a priority.

Rancho Santiago Community College District

District Operations Planning Portfolio

FINAL 2013-2015 REPORT

FISCAL SERVICES

Department



ORG. CHART

FUNCTIONS

GOALS

TECH
PLAN

BUDGETS

SELF-
STUDY

RECOM
MEND.



Portfolios for Planning

The purpose of the RSCCD portfolios is to provide an instrument for department planning, evaluation, and resource prioritization that is streamlined and that coordinates those related activities.

In good practice, planning processes are cyclic, and priorities for resource allocation result from the identification of goals. That is, evaluation, or program review, conclusions are used to identify future goals; those goals are used for budgeting. After plan implementation, further evaluation results in refined, revised plans, and so forth.

The portfolio process is designed to enhance the cohesion of planning-related activities as well as to allow for maximum customization of planning and evaluation activities for each unique support services department.

The portfolios should be maintained on an ongoing basis, with goals and budgets being updated each year. In this way, the portfolio can be used as a source document for resource allocation requests when needed.

ORG. CHART

FUNCTIONS

GOALS

TECH
PLAN

BUDGETS

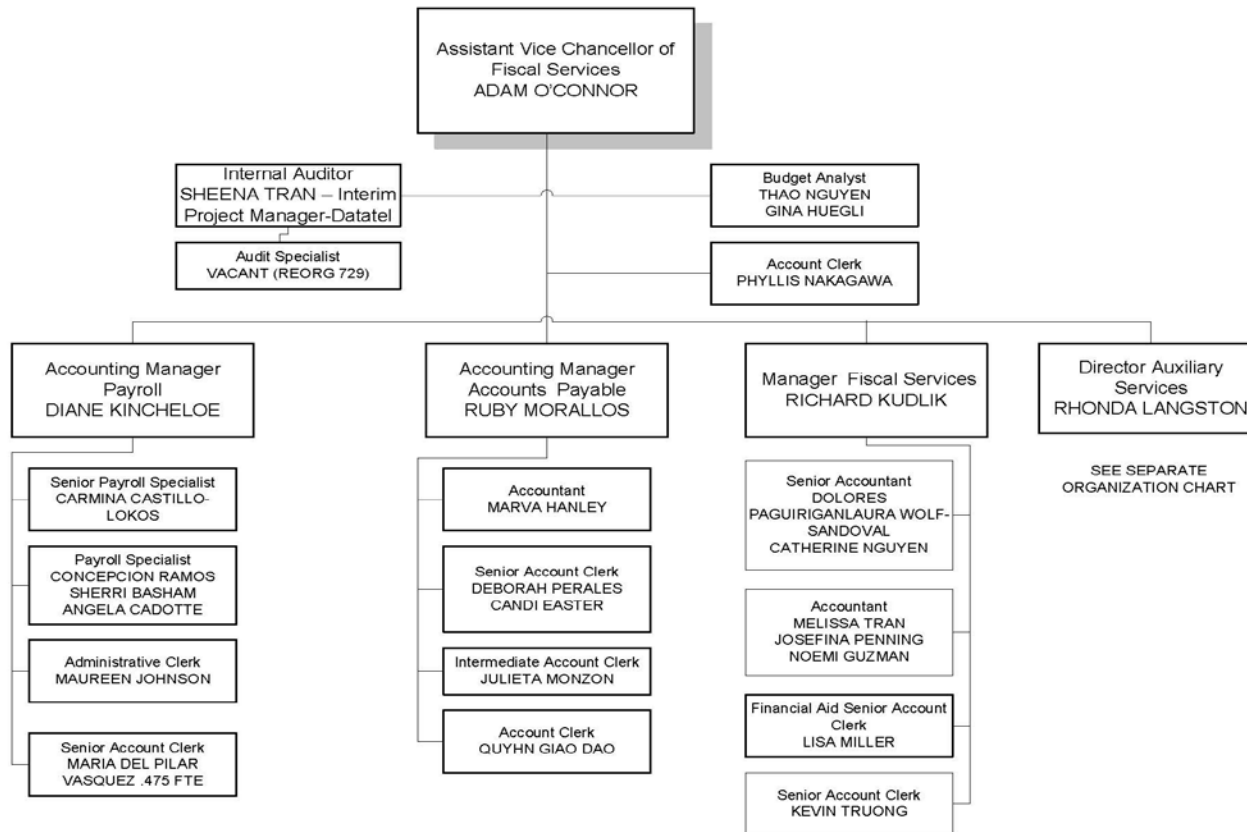
SELF-
STUDY

RECOM
MEND.

Organization Chart

June 2014

Rancho Santiago Community College District BUSINESS OPERATIONS AND FISCAL SERVICES FISCAL SERVICES



FY 13 RSCCD Fiscal Services 3/10/2014

ORG. CHART

Functions

Functions and services provided by the department:

The primary mission of the Fiscal Services Department is to efficiently and effectively serve as the financial center for the District's fiscal operations while providing excellent service to our various "customers". Our main functions include budgeting, accounting, accounts payable, payroll, and Datatel project management. In conjunction with the colleges, the Fiscal Services Department coordinates the annual budgetary process which establishes the expected District revenues, manages general fund and other special funds, properly records actual revenues and expenditures, assures the timely payment of district obligations for the payment of wages and salaries to staff and outside contractors and vendors, provides reports for monitoring budget and expense performance, and complies with external reporting requirements.

Fiscal, Budget, and Accounting

These areas ensure all district accounts and funds undergo an annual independent financial audit and follow-up and resolve any related audit issues. We monitor federal, state, and local law changes and revise our practices and procedures as necessary to comply with applicable provisions. We prepare a variety of financial and investment reports, forecasts and projections, cash flow statements, and other various information, calculations and reports for use by internal and external users. We prepare the annual budget assumptions for review and discussion with the Fiscal Resources Committee and District Council, establish the revenue budgets, and provide the campuses with their expenditure allocations. We record, summarize and analyze all financial and budgeting transactions for all District funds. We provide reporting for Full Time Equivalent Student (FTES) information compared to target, and fully satisfy compliance reporting and internal requests for attendance information. We also coordinate student financial aid disbursement activities with Financial Aid and Accounts Payable departments, provide ongoing support to end users in Datatel Finance and work directly with Information Technology Services (ITS) to coordinate with HR and Student Services to get the most out of our integrated system.

Accounts Payable

The Accounts Payable Department performs the primary non-payroll disbursement function for the District which plays a critical role in its financial cycle. We process for payment the general obligations of the District in accordance with current state and federal laws, education code, district policies and procedures and audit practices. To comply with this we ensure the accuracy, completeness and appropriateness of payments made to outside vendors for goods and services, to staff for expense reimbursements and to students for grants, tuition refunds, stipends and other reimbursements.

In addition, we are responsible for the consistent application of relevant controls, policies, procedures, Federal and State laws in payment processing therefore we disseminate, explain and interpret district, state and federal regulations related to accounts payable functions and implement new district policies and procedures resulting from new legislation. We assist the district in accomplishing its objectives by using a systematic, disciplined approach to evaluate and improve the effectiveness of the entire payables process. Furthermore, we undertake wider roles in fraud prevention, cost reduction, workflow system solutions, cash-flow management and internal controls.

FUNCTIONS

To effectively carry out our functions, we maintain good relationships with vendors through accurate and timely payment and response to inquiries. We closely monitor our timing of payments in order to take discounts, maintain satisfactory credit ratings and avoid or minimize interest expense and penalties due to late payments. We also coordinate the accounts payable activities with the Purchasing Department, Warehouse or receiving departments. We maintain effective relationships with the Orange County Department of Education (OCDE) personnel and departments for a smooth payment processing.

The department provides for an efficient document processing through district-wide centrally-controlled vendor files and vendor payment history. We perform Taxpayer Identification Number (TIN) matching against IRS and SSN records district wide to properly identify correct SS# for students and maintain accurate 1099 payee information to decrease backup withholding and penalty notices and reduce the error rate in TIN validation. We establish and maintain vendor records and archiving of files in accordance with county, local, and state requirements and IRS regulations.

Accounts Payable is required to prepare, withhold, remit and file quarterly and annual reports to Federal and State Agencies for 1099, 1042, 592, 542, etc. We also prepare and provide reports to the Board of Trustees and listings, schedules, documentations and files to OCDE and internal/external auditors.

Payroll

The Payroll Department is responsible for the collection, preparation, and the timely and accurate processing of the payroll. This includes the proper calculation of payroll taxes and retirement information for all district employees. We process retroactive payments, contract changes and corrections on an as needed basis. Payroll serves as a resource to all district employees regarding any and all payroll issues. Our Payroll Specialists analyze source documents from Human Resources and Risk Management to ensure proper taxation and withholding to each employee. The payroll staff assures compliance with all Federal and State regulations, along with District policies and procedures. Our staff also assists other departments with calculating budget costs associated with new positions.

The department continually updates and adapts to changes in accounting, tax and retirement law regulations. This ensures that our employees pay is accurate and our employees will have up to date salary calculations. The Senior Payroll Specialist maintains records of each employee voluntary deductions and all remittances. This includes any voluntary insurance, union dues, membership dues, savings accounts, retirement accounts, etc. The Payroll staff maintains and updates the Employee Information System with Leave Activity, Pay Check calculations and W-2 copies. This website is available to all employees from any computer at any time. The staff verifies all leave taken to assure compliance with Education Code requirements, collective bargaining agreements. The Accounting Manager of Payroll holds Quarterly Timekeeper meetings to keep all sites up to date with Leave procedures and policies.

With the help of our new Employee Time and Attendance system we balance and process each employee absence on a real time system. We post accruals and absences taken and running balances that are available to each employee through any computer and at any time. This allows our employees to monitor their leave time with the most current balance information available.

FUNCTIONS

Using our scanning program, payroll audits and files various forms and timecards for historical documentation. We now audit leave forms in this system as they route electronically from the employee to the supervisor's approval and payroll's auditing and finally the posting of the leave in the Employee Time and Attendance System (TNAS/EIS). The timesheets also follow this approval/auditing routing, but instead are posted to the County's payroll system for payment.

The Accounting Manager of Payroll audits, reconciles and files annual, quarterly and monthly reports to Federal and States Agencies. These forms include W-2, W-2C, 1099, 941, DE9423, 1094B &C, 1095B & C, etc. We process and oversee our third party administrator for our Tax Sheltered Annuity (403(b)) and Deferred Compensation (457) plans.

The department prepares and provides necessary schedules, documentation and files to various auditors. Whether it be our Internal, external auditors or Federal Grant auditors, we furnish all employee payment information to comply with various accounting procedures and Federal and State laws.

Internal Audit

The function of the Internal Audit Department is to provide independent assurance service to the Board, Audit Committee and Management. Audit activities are conducted to assure that policies and procedures are followed and that there are adequate controls in place to mitigate the risk of non-compliance with established standards or regulations, fraud and ineffective administration. We also provide management with recommendations for improvement in areas where opportunities or deficiencies are identified. Our audit process includes planning the audit, performing fieldwork, reporting findings and executing follow-up activities as necessary. In addition, our audit projects can normally be categorized as one of the following: operational or process audit, financial audit, compliance audit, investigative audit or follow-up audits.

FUNCTIONS

Functions

Customers and recipients of services:

- All District divisions and departments
- Public requesting information
- Federal, State and Local Agencies
- Private organizations and foundations
- Students
- Vendors

FUNCTIONS

Goals

1. Annual goals (including staff development goals) – created at beginning of each fiscal year
2. Progress towards goals – created at end of each fiscal year
3. Other accomplishments – created at end of each fiscal year

GOALS

Goals for years 7/1/2013 to 6/30/2015

GOAL	Responsible Person(s)	Completion Date	Resource Needs
1. Strengthen internal controls to safeguard assets and adhere to Federal/State guidelines for all of our programs and grants	Internal Audit	Ongoing	Internal Auditor
2. Develop/revise procedures for fiscal services related to budgeting, accounting, payroll, accounts payable and Datatel project management	Fiscal Services	Ongoing	
3. Enhance communication between district departments and colleges	All Staff	Ongoing	
4. Continue department training to improve customer service in the areas of accounting, reporting, budget and payroll	Fiscal Services	Ongoing	
5. Continue to update Datatel integration by linking student cashiering and student accounts receivables to enrollment reporting	Fiscal Services	6/30/2015	
6. Work with ITS to bring processing of 1098-T reporting in-house	Fiscal Services	1/31/2015	
7. Bring document imaging for Accounts Payable online	Accounts Payable	6/30/2015	
8. Work with Financial Aid, Cashiering and OCDE to implement mechanism of disbursement of Financial Aid through ACH and/or prepaid cards	Accounts Payable	6/30/2015	

GOALS

9. Research and work with OCDE to obtain Fiscal Accountability status	Accounts Payable/Fiscal Services	6/30/2015	
10. Create more usable workspace in the supply cubicle set up with two computers, scanners, and typewriter	Payroll	12/31/2014	Equipment
11. Audit and analyze Medical, Dental, Vision, Life Insurance and TSA billings for employees, dependents, retirees and cobras. Monthly reconciliations by employee completed.	Payroll	12/31/2013 And 7/1/14	
12. Perform risk assessment on entire districtwide processes and create full scope audit program	Internal Audit	12/31/2014	
13. Work with sites on Electronic Payroll Timecard processing procedures/Document Imaging and generate electronic absence forms and timecards	Payroll	4/15/2014	
14. Work closely with Seville to close out projects that have been completed at SCC	Accounts Payable	6/30/2014	
15. Review and audit of our (District's) Federal/State programs for internal controls and ensure that processes and procedures are correctly put in place to meet program guidelines	Internal Audit	Ongoing	
16. Continue to work closely with Facilities Planning to ascertain that retentions, escrows, stop notices, release of stop notices, bonded stop notices, etc. for construction payments are accurate and are properly applied	Accounts Payable	Ongoing	

GOALS

17. Improve the presentation of the district budget book	Fiscal Services	8/31/2014	
18. Reconcile and finish cleaning up all balance sheet accounts and write off all uncollectible receivables to each student account	Fiscal Services	8/31/2014	
19. Update Board Policies and Administrative Procedures in the Fiscal area	Fiscal Services	6/30/2014	
20. Include all Auxiliary Funds in reports to the Board of Trustees for P.O.s and Checks	Fiscal Services	12/31/13	
21. Complete transition plan for Auxiliary Services	Fiscal Services	6/30/2015	
22. Create mechanism for evaluating Fiscal Services programs	Fiscal Services	6/30/2015	
23. Working with ITS, institute Phase II and III of the Position Control system	Fiscal Services	9/15/2014 Phase II 6/30/2015 Phase III	
24. Finalize agreed upon language for appropriate use of RDA funds	Fiscal Services	11/1/2013	

GOALS

Progress Toward Goals

2013-2015 Goals	Progress Rating 1 – 10 (10 = completed)	Comments
1. Strengthen internal controls to safeguard assets and adhere to Federal/State guidelines for all of our programs and grants	5	Internal Audit position active 1/2014 and Audit Specialist was hired March 2015.
2. Develop/revise procedures for fiscal services related to budgeting, accounting, payroll, accounts payable and Datatel project management	10	This has been completed and posted on the District's website. It will be continuously reviewed and updated as necessary.
3. Enhance communication between district departments and colleges	10	The FAQs previously posted to the website are updated periodically and an information session was held at both campuses for them to get to know the District departments with whom they work.
4. Continue department training to improve customer service in the areas of accounting, reporting, budget and payroll	8	Occurs semi-annually, with the last sessions held in May/June 2015.
5. Continue to update Datatel integration by linking student cashiering and student accounts receivables to enrollment reporting	5	An enrollment report has been developed for required State reporting and further integration of the student billing/accounts receivable will occur in the future, and will carryover to the next cycle.
6. Work with ITS to bring processing of 1098-T reporting in-house	10	The process has been created in WebAdvisor and individual students have been input into the system and reported to the IRS, and historical 1098-T information has been loaded into the system for students to easily access. Complete.
7. Bring document imaging for Accounts Payable online	1	This goal was not moved forward during this cycle as hoped. It is on our list for 2015-2017
8. Work with Financial Aid, Cashiering and OCDE to implement mechanism of disbursement of Financial Aid through ACH and/or prepaid cards	8	The District has contracted with BlackboardPay to provide Financial Aid disbursement services for its students. The implementation process has just begun and it is anticipated that the process will go live for Spring 2016.

GOALS

9. Research and work with OCDE to obtain Fiscal Accountability status	10	The District became Fiscally Accountable from the OCDE as of July 1, 2015, and has implemented appropriate procedures to ensure efficient and effective operation of the department.
10. Create more usable workspace in the supply cubicle set up with two computers, scanners, microfiche reader and typewriter	7	Still need to create more usable space for scanning.
11. Audit and analyzes Medical, Dental, Vision, Life Insurance and TSA billings for employees, dependents, retirees and cobras	9	Monthly billing reconciliations are happening, but not payments.
12. Perform risk assessment on entire districtwide processes and create full scope audit program	10	Complete.
13. Work with sites on Electronic Payroll Timecard processing procedures/Document Imaging and generate electronic absence forms and timecards	2 / 10	This project did not move forward as planned. Working with ITS on writing program for timecard system and develop plan with target date of 6/30/2016. Electronic absence form is complete and being utilized.
14. Work closely with Seville to close out projects that have been completed at SCC	10	Complete.
15. Review and audit of our (District's) Federal/State programs for internal controls and ensure that processes and procedures are correctly put in place to meet program guidelines	3	CAMP completed 6/2014, working on other programs throughout the year as time permits.
16. Continue to work closely with Facilities Planning to ascertain that retentions, escrows, stop notices, release of stop notices, bonded stop notices, etc. for construction payments are accurate and are properly applied	10	Complete, but will continue.

GOALS

17. Improve the presentation of the district budget book	10	Complete, and will be updated as needed.
18. Reconcile and finish cleaning up all balance sheet accounts and write off all uncollectible receivables to each student account	9	We are in the middle of our year-end closing process, and all balance sheet accounts are being reviewed and reconciled, and uncollectible receivables are being analyzed for write-off.
19. Update Board Policies and Administrative Procedures in the Fiscal area	10	This item is complete, and will be updated as required.
20. Include all Auxiliary Funds in reports to the Board of Trustees for P.O.s and Checks	10	This item is complete, and Auxiliary Fund reports are now being sent to the Board of Trustees for approval.
21. Complete transition plan for Auxiliary Services	10	Auxiliary services now reports to Fiscal Services.
22. Create mechanism for evaluating Fiscal Services programs	5	The departments were evaluated in 13/14 using template created by Research department. Process should be fine-tuned in next cycle.
23. Working with ITS, institute the remaining processes for a dynamic Position Control system	7	The PE0040 report has been created and is being utilized to prepare the tentative and adopted budgets. A consultant was hired to finalize the position control programming in Datatel which will provide a more robust and useful reporting and control mechanism.
24. Finalize agreed upon language for appropriate use of RDA funds	10	Complete.

GOALS

Accomplishments

Accounting

The 2013/2014 fiscal audit issued on November 29, 2014 identified no material weaknesses over internal controls or audit findings to our financial statements. Additionally, there were no Federal or State compliance findings noted in the report.

The Accounting Department has successfully performed fiscal monitoring of \$13.0 million in Federal awards and \$26.1 million in State awards and a total number of approximately 200 special projects and grants. The department processed over 2,300 budget transfers, over 5,100 journal entries and created just under 6,300 general ledger accounts in Datatel.

Staff spent a considerable amount of time during this year refining and communicating the year-end closing calendar to ensure proper cutoffs and effects on all departments with the goal of closing on time with the Orange County Department of Education.

Fiscal & Budget

A few major projects took place in fiscal year 2012/2013 with ITS. Work was initially completed for the absence e-forms and timecard e-forms for the Payroll Document Imaging project in September 2012. Orange Education Center and Centennial Education Center were the first ones to go live in using the electronic absence e-forms May 2013. Then other groups of individuals were brought on board and we continue to introduce small groups to this new process. As for timecard e-forms, it has been requested by the sites that Fiscal Services and ITS revisit the format for timecard e-forms. The sites would like for ITS to customize the e-forms to bring in data directly from Datatel for the part-time faculty. We will begin this process mid-November 2013.

Position control phase I covering salary payroll encumbrances was finished in February 2013 and the entire district went live with it in the following month, March 2013. Benefit encumbrances will be phase II of position control and it has been placed on the priority queue for ITS. Sites are reviewing reports and using the payroll encumbrances to assist them with their budget development process. Once benefits are encumbered, we will move into the final phase of position control. The final phase will allow individuals to quantify budgeted positions, track vacancies, and ultimately prevent budget deficits.

By June 2013, more than 475 users were trained in the general ledger and purchasing components of the Datatel system. Working together with ITS, Student Services and HR, we have successfully deployed over 41 software updates for this fiscal year. Some of the software updates are considered patches and others are enhancements and new features in Datatel. Software updates are always a central component of our Datatel system. Without testing and deployment of these updates, our integrated system would not operate properly and users would face many obstacles in performing their day to day tasks.

GOALS

Fiscal Services worked closely with ITS on the migration of the District's entire database. We converted from the Oracle software to the Sequel software, which is becoming more prevalent for many Datatel districts to do. This project started late in 2010/2011 fiscal year and the conversion actually took place mid-July 2012, at the beginning of fiscal year 2012/2013. It was truly a team effort. The students team, human resources team and fiscal team all worked along-side with ITS to make this major migration happen successfully. We all did a great deal of testing in all Colleague environments to ensure that things were not getting missed. Kudos to ITS for a job well done! Once the conversion took place over the weekend, Fiscal came across a few minor problems with Colleague Finance but ITS was able to fix them all within the same week.

Accounts Payable

For the first time since we went live in Datatel in 2007, the July 1, 2014 OCDE Registers which list the checks written for accruals and the positive pay file that transmits the listing electronically have been modified to reflect the correct Accounts Payable object code 9510. In the past years we had to manually change this which caused errors when OCDE forgets to manually change the object code when they post the transactions in their books. This has caused numerous reconciling items for Accounting Department when they balance our books with OCDE.

Our travel agency for airline tickets Travel Travel changed their billing system when they used the Tripcase Program to record transactions. Their invoicing system sends an e-Invoice for each transaction. This results in multiple invoices for the same trip when changes are made to the original airline ticket.

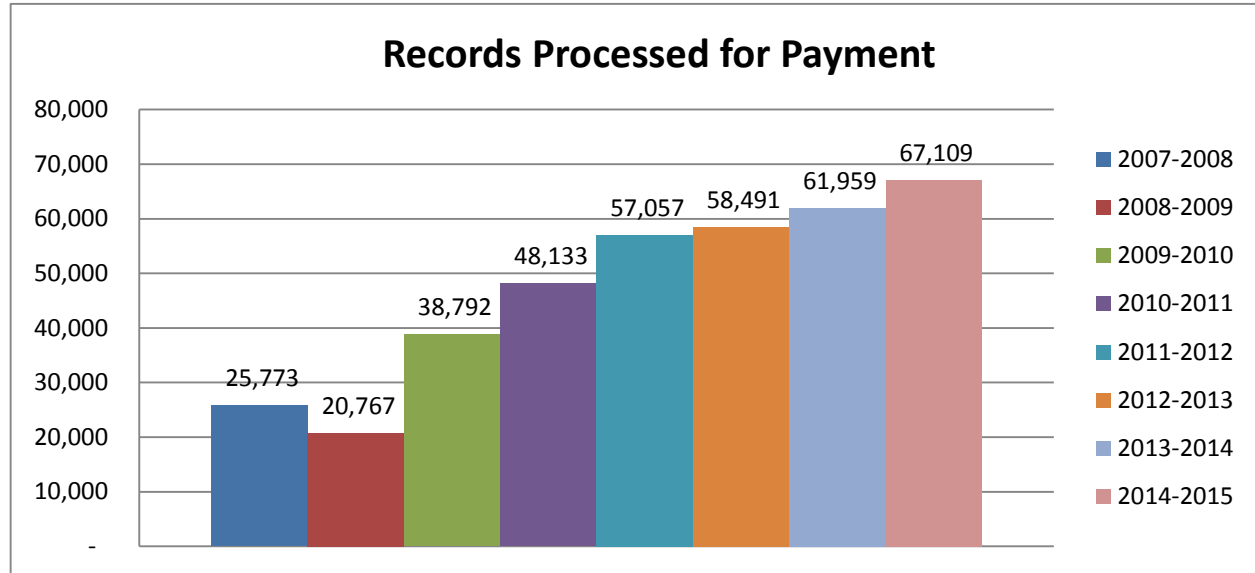
This past year, there were several changes in the Accounts Payable Department. Our Accountant retired on October 10, 2014 and her duties of processing payments for construction, capital outlay and deferred maintenance were transferred to the A/P Manager including the review of Request for Checks. Because of this added duties, there was a need to change the printing of Financial Aid checks from groups of 25 to groups of 100 to cut the processing time. Payments to vendors with names starting with letter "O" were transferred to the Account Clerk who was reclassified to an Intermediate Account clerk. Then on February, 2015, she was transferred to Accounting Department. We had an interim substitute who was promoted on April 15, 2015. We were able to hire an interim substitute who works 13 ½ hours per week.

GOALS

Below represents the number of transactions, amounts and number of checks written in Accounts Payable for the past years:

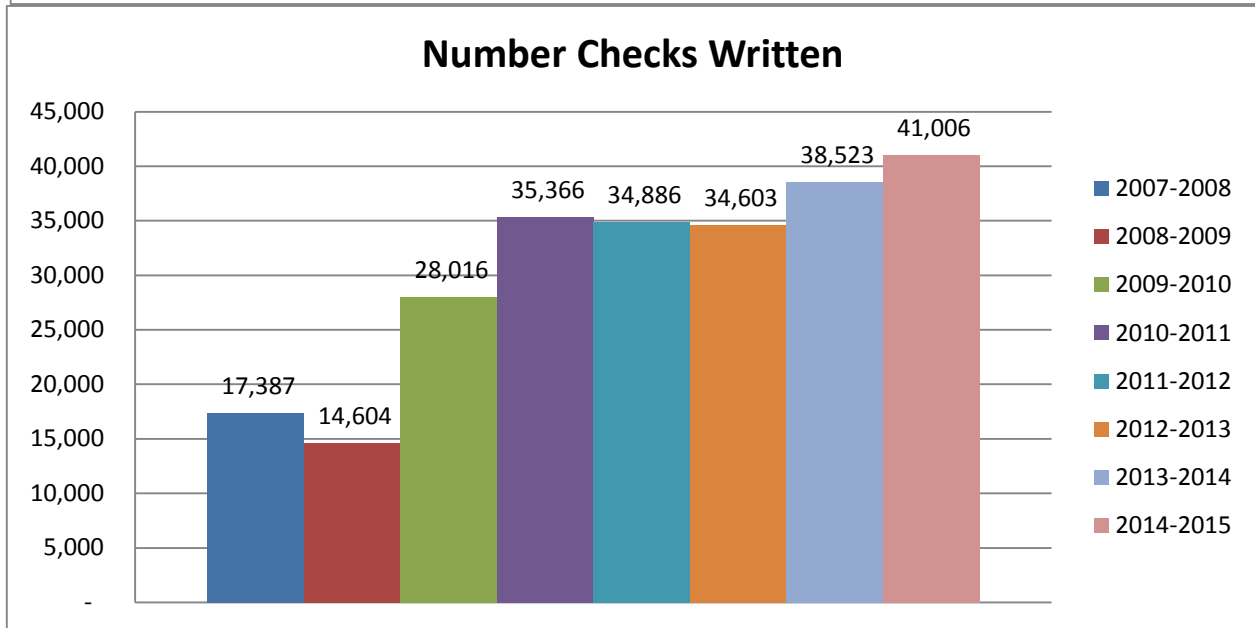
Records Processed for Payment

2007-2008	25,773
2008-2009	20,767
2009-2010	38,792
2010-2011	48,133
2011-2012	57,057
2012-2013	58,491
2013-2014	61,959
2014-2015	67,109



Number Checks Written

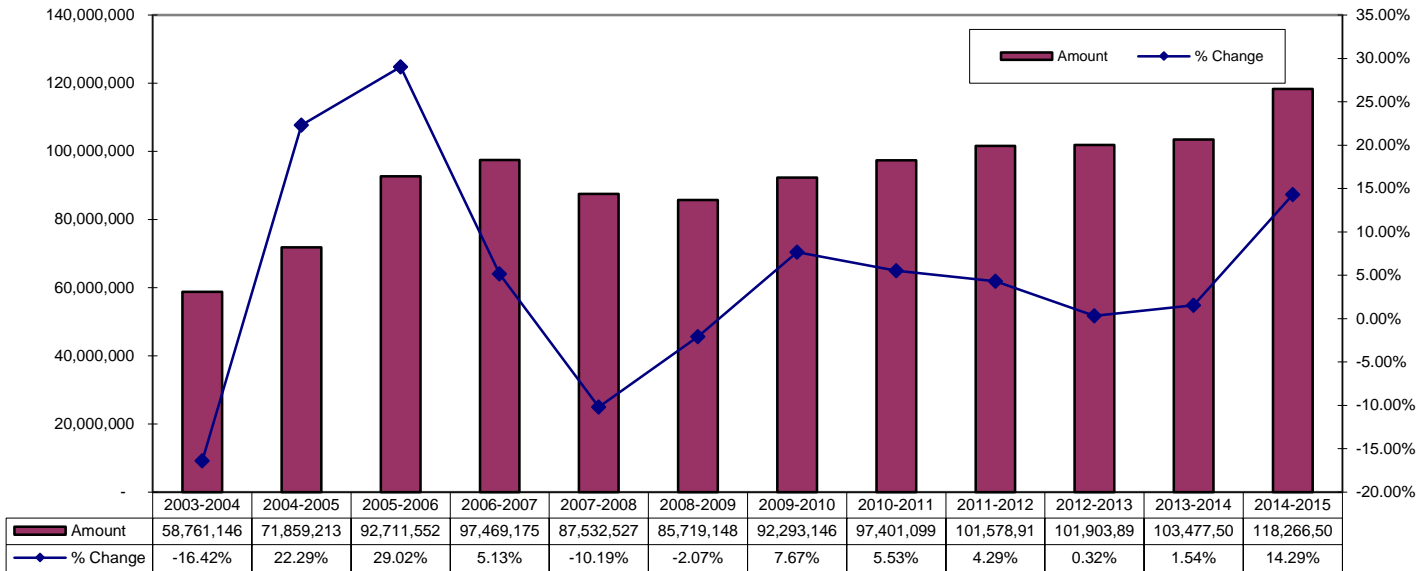
2007-2008	17,387
2008-2009	14,604
2009-2010	28,016
2010-2011	35,366
2011-2012	34,886
2012-2013	34,603
2013-2014	38,523
2014-2015	41,006



GOALS

	Amount	# checks written	% Change
2003-2004	58,761,146		-16.42%
2004-2005	71,859,213		22.29%
2005-2006	92,711,552	17,749	29.02%
2006-2007	97,469,175	18,275	5.13%
2007-2008	87,532,527	17,387	-10.19%
2008-2009	85,719,148	14,604	-2.07%
2009-2010	92,293,146	28,016	7.67%
2010-2011	97,401,099	35,366	5.53%
2011-2012	101,578,917	34,886	4.29%
2012-2013	101,903,892	34,603	0.32%
2013-2014	103,477,502	38,523	1.54%
2014-2015	118,266,504	41,006	14.29%

**Net Amount of Checks Written in Accounts Payable
and % Change from previous years**



GOALS

Payroll

The development of the Electronic Time Card through our new Image Now Scanning Document software is our current project. We hope to complete the development of our new Electronic Timecard system by next year.

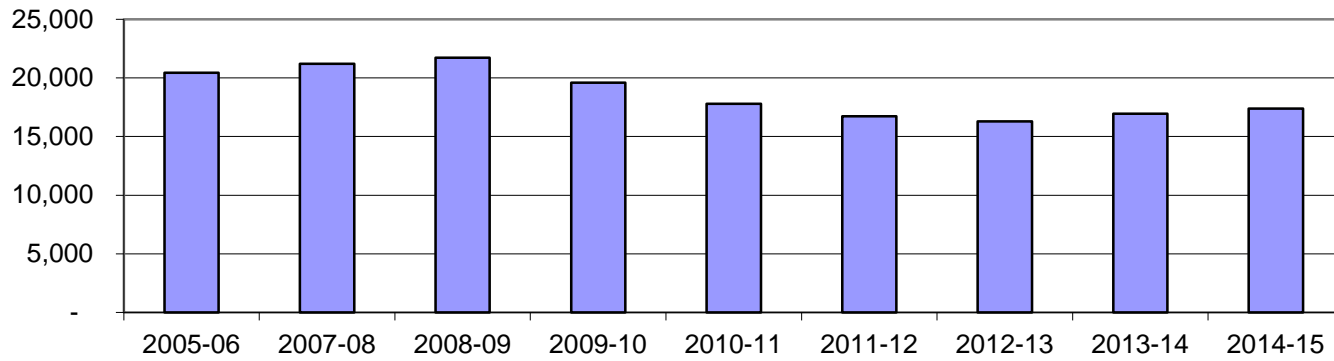
Our payroll staff processed five Retro Active payroll payment cycles this fiscal year.

As of June 30, 2015, the payroll department processed 40,027 pay checks. We generated 4,104 W-2 forms in 2014 for a total gross payroll of \$112,561,828.

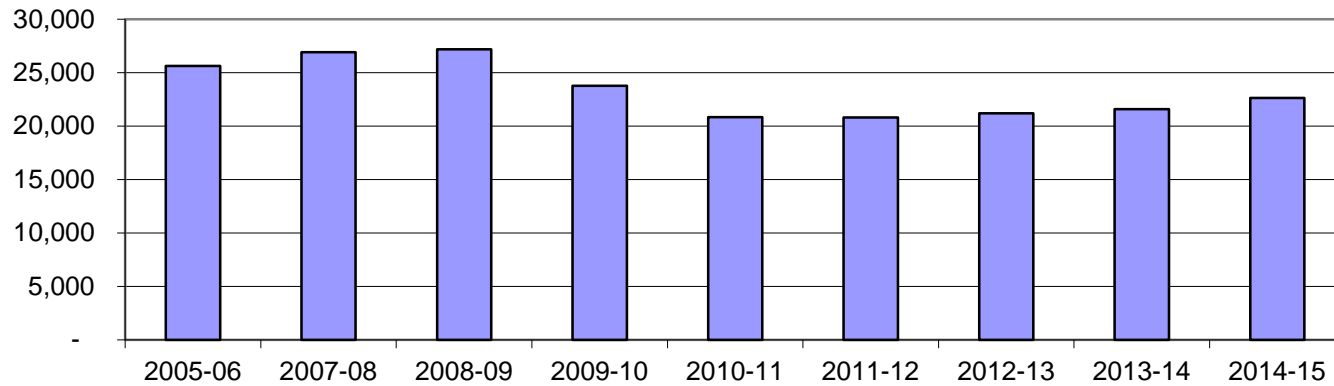


GOALS

Academic Checks Issued



Classified Checks Issued



GOALS

Payroll is currently scanning the history portion of our Document Scanning project. We have scanned through the letter "M" and hope to complete this task by 2016. We are up to date with our scanning of the current documents that began in July 2012. We are planning to have all historical payroll miscellaneous files scanned to our new system by the end of 2016.

Payroll is continuing to work with PERS and STRS reporting issues to keep the Penalties and Interest charges to a minimum. CalSTRS has changed its regulations on Creditable Earnings and the determination of STRS membership for Administrators. These are major changes and are requiring more auditing and research needed during each payroll cycle.

With the Affordable Care Act (ACA) payroll will now be responsible for reporting of Hourly employees and their hours worked each pay cycle. When an employee works 30 hours or more in one week, the ACA is now requiring we offer these employees Health Insurance Coverage. This monitoring is complex and requires accurate details in order to comply with this new legislation. During 2015, we will begin the processing and filing of Forms 1094B & C and Forms 1095B & C to comply with new IRS regulations. This will include working with Risk Management staff to generate the necessary Insurance information needed for each employee by month.

Our Sick Leave processes have increased due to the new legislation AB1522, Sick Leave for All. This now gives Sick Leave to all employees that work 30 hours or more for us. We have added the process of accruals and activity of these 2,000 employees in our Employee Time and Attendance system and our Employee Information System (TNAS & EIS).

Payroll has partnered with SchoolsFirst FCU to introduce a Pay Card option to our employees. This has decreased our paper checks from 495 each month to only 39.

GOALS

Internal Audit

The District became fiscally accountable for issuance of our commercial warrants effective July 1, 2015. As such, we must demonstrate to the Orange County Department of Education (OCDE) that our financial management and accounting controls are capable of functioning without County oversight. Therefore, Internal Audit has played a key role in this oversight process. There has been constant review performed by Internal Audit to ensure that proper controls and procedures are in place before July 1st. Furthermore, we have successfully developed detail audit procedures and sampling techniques to ensure that appropriate audit trails exist. Another major accomplishment for this department was performing interview risk assessments on all management staff during this past fiscal year. In addition, Internal Audit also dedicated its time in assisting Payroll and Accounting with the general ledger liability reconciliations. We made recommendations to both departments and adjustments to clean up the fringe plus health and welfare benefit accounts for the June 2015 fiscal year end close.

GOALS

Department Technology Plan

Include software, hardware, and training needs.

- We upgraded much of the department with more efficient computers and additional monitors in this cycle with expanded memory and upgraded processing capabilities to be able to accommodate the processing demands of the Datatel system. The ongoing department budget for technology has been reduced significantly from over \$61,000 in 2006/07 to \$4,000 in 2014/15 for basic software upgrade.

GOALS

Budget and Expenditures

Object Code	2012-2013		2013-2014		2014-2015	
	Budgeted	Expended	Budgeted	Expended	Budgeted	Expended
1000 – Academic Salaries	0	0	0	0	0	0
2000 – Classified Salaries	1,968,978	1,652,418	1,980,266	1,867,247	1,967,783	1,772,403
3000 – Employee Benefits	885,639	749,927	910,774	827,216	917,465	798,329
4000 – Books and Supplies	13,350	6,001	13,150	9,608	13,200	12,611
5000 – Services & Other Operating Exp	161,290	47,018	161,490	67,477	161,440	35,522
6000 – Sites, Buildings, Books & Equip.	4,000	0	4,000	18,553	4,000	750
7000 – Other Outgo	0	0	0	(946)		
TOTAL	3,033,257	2,423,364	3,069,680	2,789,155	3,063,888	2,619,614

BUDGETS

Self-Study

Self-study standard questions:

1. How do persons served by the program evaluate its adequacy, efficiency, and effectiveness?
 - The Fiscal Services Department has faced budget constraints and reduction in force but reorganized and streamlined the department late in this cycle, saving over \$200,000. Those using our services should notice efficiencies and improvements in response time during the next cycle.

2. Are the services comparable in quality and scope to those offered by similar programs at other colleges?
 - Services are relatively comparable to other Districts, though all Districts are unique. In some cases more services are offered at RSCCD.

3. What efforts does the program make to continually upgrade its services?
 - Fiscal Services delivers accurate and timely information as required by laws, contracts, vendors, departments and employees at all times. The department staff meets to discuss and improve its services, and also holds periodic meetings with ITS and key stakeholders to discuss more efficient ways to do business. Again, a new evaluation mechanism will be created to help us continually improve.

4. How much progress has been made towards program goals?
 - We conduct regular meetings with staff to discuss issues and future plans for the Fiscal Services Department. Regular meetings are also held by the Fiscal Services Managers to be sure we address our goals.

SELF-
STUDY

Self-Study

Self-study standard questions:

5. What are the strengths and weaknesses of the program?

Strengths

Through significant reorganization over the last few years, the department has built a more efficient operation with highly competent staff, and collaboration of efforts has allowed us to continue providing excellent services.

The external survey points out several strengths. Payroll in particular received very high marks in all categories averaging 4.5 and even improving since the last survey. Accounts Payable also received good ratings averaging about 4.25. For both departments, staff knowledge was the highest ranked category, along with Fiscal/Accounting.

Weaknesses

There are still a number of manual processes that need to be automated in order to improve efficiency (e.g. document imaging, timecard processing, ACH payments to vendors, etc.). This was also pointed out in the comments from the survey.

The Fiscal/Accounting area received lower rankings in many instances (averaging 4.1) compared to the last survey, with timeliness of response to requests ranking lowest.

6. How successful has the department been in obtaining grants?

Not applicable.

7. What are future trends expected to impact resource development?

Not applicable

SELF-
STUDY

Recommendations

The Fiscal Services team hopes to utilize the available technology in a more efficient manner through the implementation of document imaging, as well as providing payments to students and vendors via electronic funds transfers as opposed to cutting paper checks.

As pointed out in the survey, the department plans to improve the conference travel procedures and reimbursement process.

Also as pointed out in the survey, the department will work with ITS to push forward more quickly to move processes off of paper and on to electronic.

The department will work hard to improve our service rankings in the next cycle.

RECOM
MEND.



Rancho Santiago Community College District District Services Administrative Unit Review

Human Resources

2013-2015

I. Department Mission Statement: *(Please provide a mission statement for your unit.)*

The mission of the Human Resources Department is to provide high-quality professional assistance to our colleges and District in the areas of employee relations, recruitment, and training opportunities. Our goal is to effectively develop, implement and communicate sound and principled policies and procedures that contribute to the well-being and core values of the institution which include fair and equitable treatment of our employees, open and transparent communications, trust, integrity, and mutual respect.

II. Functions and services: *(Please provide the basic functions and services for your unit.)*

Human Resources is responsible for personnel recruitment and the selection processes for all positions in the district; training and professional development for district employees and orientation for new employees; collective bargaining and implementation of collective bargaining agreements; administration and maintenance of all employee records; compliance with state and federal and regulations; management of performance evaluation processes, employee discipline and complaints, and employment related investigations.

III. Customers and recipients of services: *(Who are the customers/recipients of your services?)*

Human Resources serves the entire district and all of the employees in the District. We also serve all applicants for employment and the general public.

IV. Staffing: (Please summarize the status of your staffing since the last planning cycle and concerns.)

In 2008, before the lay-off occurred, the Human Resources Department had 3 HR Analysts, 5 HR Technicians and 1 Administrative Clerk. During the lay-off, the Department was reduced by 2 HR Technicians and 1 Administrative Clerk. Most recently, we were provided an Administrative Clerk through transfer.

The Department continues to struggle with the loss of 2 technical positions.

V. Budgets: (Please summarize the status of your department budget and concerns)

Please see attachment

VI. Department Assessment: (Please provide internal assessment of your department (by all unit staff) and external assessment (from data provided by the District Services Satisfaction Survey, as well as other sources that your department would like to use). What recommendations would you like to bring to the District's attention?

Internal Assessment:

The Human Resources Department has been experiencing an unprecedented volume of work in the past 18 months as the institution recovers from the economic downturn and continues to restore programs and services. In effect, the organization is resetting itself to pre lay-off standards without the commensurate HR restaffing that is essential to meeting our challenges and goals. Hiring keeps increasing, and the district has forged bargaining agreements with the various unions to restore pay increases for employees that were suspended during the austerity years, including a steady stream of "catch up" and "retro" rate and step increases. Since December 2012, HR has batch processed six discrete step increase events (two for CEFA, three for FARSCCD, and one for CSEA) and has also batch processed four rate increase (COLA) events. Each of these events involves determining rate and/or step increase eligibility which is a convoluted process because the District has less-than-optimal reporting systems and non-integrated HR, Payroll, and Benefits systems. Nevertheless, we have successfully kept up with the processing deadlines and are proud of the work and interdepartmental cooperation that has resulted in employees continuing to be paid accurately and on time. Employee complaints about their paychecks due to HR error is virtually non-existent.

Our workflow continues to expand in scope and complexity, the result of increased external demands and regulations (ACA, FMLA, STRS accountability, etc.) as well as increased internal demands from new policies and system enhancements (Budget Encumbrance, Position Control, ImageNow systems, District website, etc.) Each of these initiatives brings new responsibilities to HR, in terms of new screens that need to be updated and/or new reports that need to be run, analyzed, and responded to. Having data is good, but now there is more data to input, update, and track; therefore, we are constantly stretching our resources at the current level of staffing.

External Assessment:

The recent District Services Satisfaction Survey results indicate that overall the HR department is viewed in a positive manner and is characterized as an important source of assistance to the colleges and district community.

However, there were concerns raised about responsiveness of the HR staff to phone calls and emails, the timely processing of status change forms, the timely updating of our website, and elements of the hiring process.

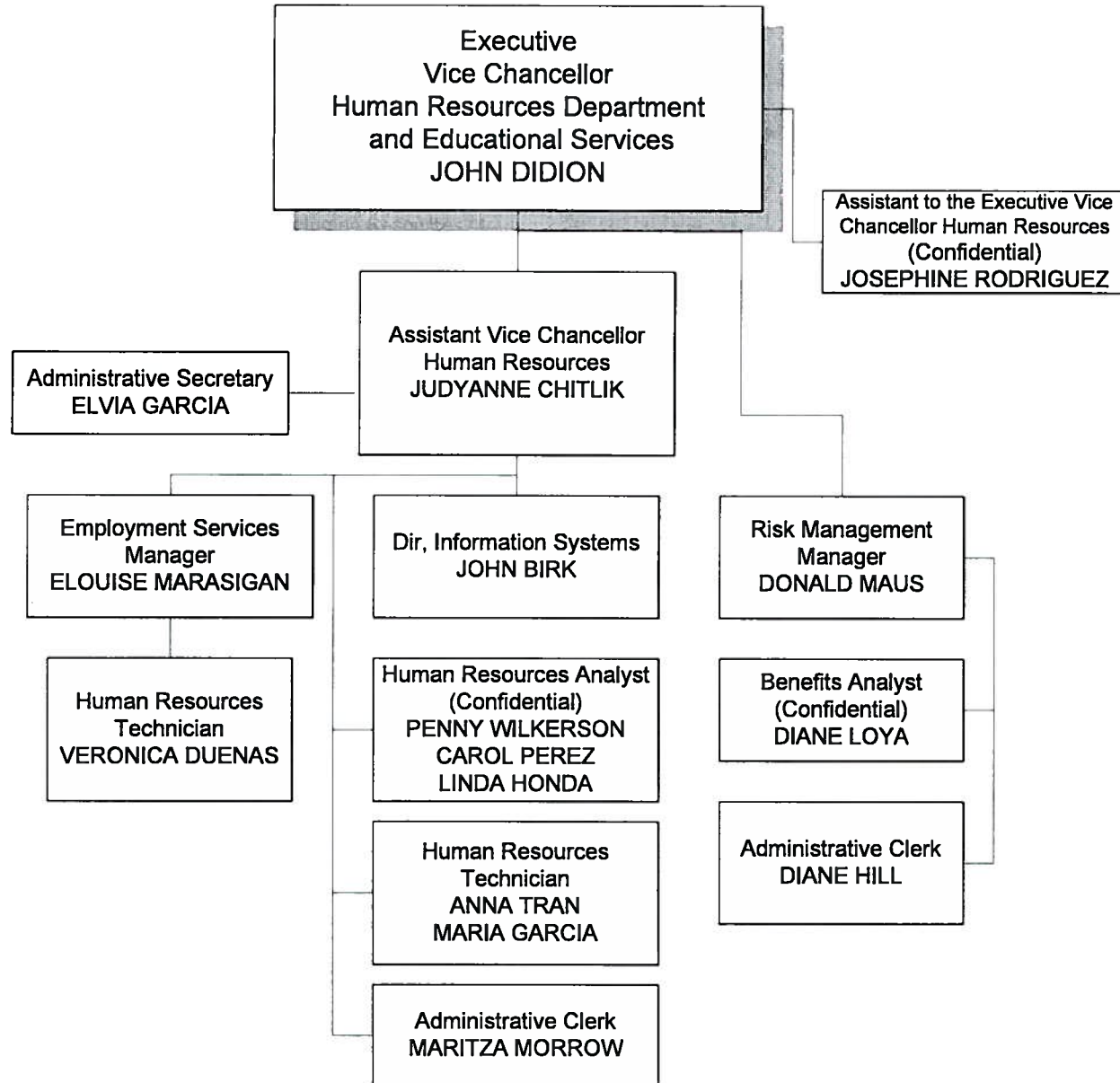
Recommendations:

The Human Resources Department is staggering under the weight of providing service and support for the District with a workload that has only increased in scope and complexity but where the staff that supports this workload has been significantly reduced. The Department needs to restore two (2) positions to support the challenges and expectations that are being placed upon it. This would simply replace employee positions that were lost during the lay-off.

VII. Work Plan: (As a result of the assessment process, what initiatives does your department want to address in 2013-2015? Please identify which RSCCD goal(s) and strategic plan objective(s) it addresses. What resources do you need to achieve these goals, and how will you know you have achieved it?)

Service Initiative Goals your department would like to address (include RSCCD goal(s) # and strategic plan objective(s) # being addressed)	Unit Outcome (The client) will (intended outcome) as a result of (function or action)	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resources (personnel, technology, fiscal) do you need to achieve your goal?	Results After two years, how well did you achieve your goal(s)?
<p>Improve customer service for the colleges and district community. (Goal #5, Objective #2)</p> <p>Fully comply with increasingly complex external demands (ACA, FMLA, STRS accountability) as well as increased internal demands (Budget Encumbrances, Position Control, ImageNow systems, etc.) (Goal #5, Objective #2)</p>	<p>We will be better able to respond to the internal needs of our employees and to fully comply with the increasingly complex external demands being placed on the Department.</p>	<p>By providing responses within 24 hours to emails and phone calls, timely processing of status change forms and website documents, addressing issues in the hiring process, and complete and thorough compliance with new legislation and external requests.</p>	<p>By hiring sufficient personnel so that the Department staffing is restored to pre-lay-off status.</p> <p>1 additional HR Analyst \$115,032.10 1 additional HR Technician \$83,119.72</p>	<p>We have made some significant improvements in customer service; however, we continue to struggle operationally with recruitment and compliance issues, largely due to inadequate staffing.</p>

**Rancho Santiago Community College District
HUMAN RESOURCES DEPARTMENT**



VII. Work Plan: (As a result of the assessment process, what initiatives does your department want to address in 2013-2015? Please identify which RSCCD goal(s) and strategic plan objective(s) it addresses. What resources do you need to achieve these goals, and how will you know you have achieved it?)

Service Initiative Goals your department would like to address (include RSCCD goal(s) # and strategic plan objective(s) # being addressed)	Unit Outcome (The client) will (intended outcome) as a result of (function or action)	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resources (personnel, technology, fiscal) do you need to achieve your goal?	Results After two years, how well did you achieve your goal(s)?
Complete Same Signon Conversion	Employees will have one login and password for all ITS services (minus Datatel)	When all employees are converted.	Time	Done. Good
Implement new work order system	Employees shall receive an email when a work has been requested and completed.	When the system is completed installed and integrated with ITS daily workflow.	Time	Done. Good
Perform Satisfaction Surveys	Develop a mechanism to perform a satisfaction survey for Academic Computer Support.	When the survey results are collected.	Assistance from Research Survey Monkey subscription	Done. Good
Business Process Review of Fiscal and HR processes	College departments will function more efficiently	Documentation of processes, and savings related to these processes.	\$200,000--New Funds	Done. RSmart completed the review and ITS is working on several suggested projects.

Service Initiative Goals your department would like to address (include RSCCD goal(s) # and strategic plan objective(s) # being addressed)	Unit Outcome (The client) will (intended outcome) as a result of (function or action)	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resources (personnel, technology, fiscal) you need to achieve your goal?	Results After two years, how well did you achieve your goal(s)?
Develop Training Strategy with Colleges 4A, 4B	Employees will be able to access training documents for common functions	When staff is identified and documentation is published on the intranet	\$250,000 for additional staff	Implemented Microsoft E-Learning Online training.
Implement Student Education Plans 3A, 3B	Students will be able to perform degree evaluations online	Colleague module implemented and functioning at the departments	Time	ITS completed project; end users working on setup.
Implement SharePoint Collaboration site on the Intranet. 4A	Employees will be able to collaborate, share documents and other material via the Intranet.	Usage statistics shall be an indicator of usefulness	Time	Implemented Microsoft 365 for all staff that includes collaboration.
Virtual Desktop Pilot 4A,	The VDI pilot will be performed on a set of 50 to 150 computers and will help determine the feasibility of utilizing the solution across both campuses.	Ability to determine tangible and intangible savings. Determine benefits for colleges.	ITS and College Staff \$150,000--Funded within ITS	Done. Pilot was not very successful. Cost analysis did not justify implementation will review in the future.

Service Initiative Goals your department would like to address (include RSCCD goal(s) # and strategic plan objective(s) # being addressed)	Unit Outcome (The client) will (intended outcome) as a result of (function or action)	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resources (personnel, technology, fiscal) you need to achieve your goal?	Results After two years, how well did you achieve your goal(s)?
Develop Project Request System 5B	Management will be able to determine priorities more effectively, and see where IT resources are being utilized.	The information will be on the intranet, and detailed information regarding project details and status of completion will also be available.	Time	Done. Good. Project Priority Matrix Scale was created.



Rancho Santiago Community College District District Services Administrative Unit Review

Public Affairs & Publications

2013-2015

I. Department Mission Statement: (Please provide a mission statement for your unit.)

To provide the colleges and district departments with:

- professional public relations messages and materials,
- consistent and effective visual materials that support organizational goals,
- professional website design and content development, and
- cost-effective, high quality publication and document reproduction services.

II. Functions and services: (Please provide the basic functions and services for your unit.)

See Attachment #1

III. Customers and recipients of services: (Who are the customers/recipients of your services?)

Internal

- College/district faculty, staff, and administrators
- Board of Trustees
- Students

External

- Local, regional, and national media
- Rancho Santiago Community College District residents
- Santa Ana and Santiago Canyon alumni
- Community-at-large

Attachment 1

II. Functions and services:

Public Affairs/Media Relations

- Provide public relations services to the colleges and district programs.
- Place positive, timely stories in the media about the colleges/district and neutralize negative publicity.
- Assist in the preparation of articles for the chancellor, college presidents, and other district/college leaders.
- Monitor issues in the media, which have relevancy to the colleges and the district.

Communications

- Develop and implement a comprehensive employee communications program aimed at establishing open, two-way lines of communication with all constituency groups.
- Develop and implement an external communications program to ensure that residents receive up-to-date strategic information about the district and the colleges.
- Develop and maintain the district crisis communications plan.

Social and Web Content

- Develop and publish content on the college district's three main websites.
- Develop promotional strategies using the district's online and new media channels.
- Provide social media guidelines and training to college and district employees.

Marketing/Advertising/Branding

- Develop and lead marketing efforts to sustain enrollment and enhance the visibility of RSCCD programs and endeavors.
- Develop logos and corporate identity packages for the college and the district programs.
- Develop and support brand identities, communicate visually consistent and unified messages, and establish and maintain graphic standards of excellence.
- Provide writing and copy-editing for college and district promotional materials.
- Provide creative direction and graphic design for all college- and district-sanctioned graphic materials.

Reprographics Services

- Provide quality reprographic services for faculty and staff

IV. Staffing: (Please summarize the status of your staffing since the last planning cycle and concerns.)

Since the last planning cycle, there has been a reorganization. Eric Harsen has assumed the role of manager of graphic communications and Dean Hopkins has assumed the role of manager of publications and electronic media. The full-time positions occupied by these two new managers were not replaced. The department also has one vacant full-time reprographics technician. The funds currently budgeted for this position will be reallocated through the reorganization process to provide additional staffing and contracted services. See attached organizational chart.

Due to a sharp uptick in Public Affairs and Graphic Communications projects to fulfill college and district departments' needs, including website redesign and content development, employee communications, district-wide marketing efforts, and public relations and graphic materials development, staff workload is beyond capacity. Without staffing augmentation, requests will go unfulfilled.

Current staffing concerns include:

- Graphic Communications—We request the addition of one 40-hour graphic designer, OR the addition of a 19-hour graphic designer as a stop-gap measure, plus budget to contract outside designers when needed.
- Public Affairs—We request the addition of one public relations specialist.
- Electronic Media—We request a 19-hour part-time electronic media specialist.

V. Budgets: (Please summarize the status of your department budget and concerns)

See Attachment #2

Attachment 2

V. Budgets:

Graphic Communications

The department requests additional budget to cover the cost of stock photos, a necessary tool of the trade. It is recommended that an additional \$500 be allocated to software license and fees for this purpose. An additional \$1,000 is requested to establish a Conference Expenses account to provide professional development opportunities for the graphic designers.

Recommendation: Increase the Graphic Communications budget by \$1,500.

Publications

Although discretionary budgets have been reduced during the fiscal crisis, Publications' supply costs are directly related to the volume of printing requested by the colleges/district. These expenses are not controllable at a unit level and a significant increase in demand due to enrollment growth could exhaust the supply budget.

As of 3/24/14, Publications has \$16,969 remaining in its instructional supplies line item. Since the last three months of the fiscal year are the busiest for printing needs, these funds will all be spent by 6/30/14. Due to Publications' inability to predict the colleges' precise paper needs, the unit is able to issue POs for paper through the end of the fiscal year. These funds will be spent by the end of the year.

With paper costs anticipated to increase by 4% according to industry experts, it is anticipated that an additional \$1,840 will be needed to cover expected paper costs. In addition, an additional \$3,300 is needed to fund a lease on a new scanner that ties into the high volume reprographic equipment. Recent college requests necessitate the unit leasing folding and scoring equipment with additional functionality to permit using larger paper sizes and to provide different folds. The lease on this new equipment will run an additional \$1,000 over and above the current finishing equipment leases.

Recommendations: Increase the Publications budget by \$6,140.

- Full-time Graphic Designer: \$92,313 OR 19-hour Graphic Designer: \$25,329, plus \$18,000 for contractor in graphic design
- Full-time Public Relations Specialist: \$96,130.79
- 19-hour Electronic Media Specialist: \$ 30,871.21

VI. Department Assessment: (Please provide internal assessment of your department (by all unit staff) and external assessment (from data provided by the District Services Satisfaction Survey, as well as other sources that your department would like to use). What recommendations would you like to bring to the District's attention?)

Internal Assessment:

Strengths

The PAP staff perceives its strengths as

- working well with customers,
- working very efficiently and with a positive attitude,
- experienced talented staff of professionals who are experts in their respective fields,
- an overall commitment to excellence, and the fact that our team provides a valuable service to the district and the colleges.

Weaknesses

Inconsistent coordination with the warehouse, mail room, and Quick Copy centers.

Recommendations

- The department needs to better publicize/communicate our services and educate our customers on how we can better serve them.
- To assume responsibility for the Quick Copy Centers so that like the bookstores and Auxiliary Services we would be a unified team serving the needs of employees district-wide.

External Assessment:

Graphic Communications

The overall assessment was 4.29 with 57% of those taking the survey saying they had never used the unit's services. Comments by staff who used these services were generally positive.

Public Affairs

The overall assessment was 4.25 with 67% of those taking the survey saying they had never used the unit's services. Like Graphic Communications, comments by staff who used these services were generally positive.

Publications

The overall assessment was 4.49 with 36% of those taking the survey saying they had never used the unit's services. Although many comments were positive, there appears to be some confusion in terms of the roles of publications versus the campus Quick Copy centers.

Recommendations:

- The department needs to improve communication about its services.
- The department needs to assess its equipment and technology needs and create a plan to ensure that equipment is appropriate for current software and district/college needs.
- The department's professionals need to improve collaboration with the colleges and district staff to improve services.
- An assessment of how reprographics services are managed district-wide needs to be undertaken to improve efficiency.

VII. Work Plan: (As a result of the assessment process, what initiatives does your department want to address in 2013-2015? Please identify which RSCCD goal(s) and strategic plan objective(s) it addresses. What resources do you need to achieve these goals, and how will you know you have achieved it?)

Service Initiative Goals your department would like to address (include RSCCD goal(s) # and strategic plan objective(s) # being addressed)	Unit Outcome (The client) will (intended outcome) as a result of (function or action)	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resources (personnel, technology, fiscal) do you need to achieve your goal?	Results After two years, how well did you achieve your goal(s)?
<p>Employee Communications: Research, develop, and implement an employee communications program. (RSCCD Goal #2 and Strategic Plan Objective #1)</p>	<p>College/district employees will have a better understanding of RSCCD's vision, goals, and objectives as a result of more formalized and regular employee communications initiatives.</p>	<p>Baseline research will be undertaken prior to creating the plan and initiating program initiatives. Whenever feasible, feedback will be solicited from employees to gauge success with particular tactics. A follow-up survey about overall employee communications program will occur one year after implementation.</p>	<p>To ensure implementation of a robust plan, including hierarchal communication (CEO, presidents, VPs, managers), mass media communication (newsletters,email, Intranet, and more), and nonformal networks of communicators, additional staff would be needed--a Public Relations Specialist and a part-time Electronic Media Specialist.</p>	<p>The baseline research was completed. Based on that research, an Employee Communications program plan was developed. The plan was initiated in 2014-2015. Feedback was solicited from time to time on specific tactics; however, a year-end survey about the program was not conducted. In addition, although the plan called for regular employee newsletters, only two were produced in 2014-2015 and , so far, none have been produced in 2015-2016. No work has been accomplished regarding the Intranet. Last year, the district covered the cost of an online anonymous suggestion box. This year, budget was not available to continue with this. The robust plan envisioned has not been possible due to not hiring additional staff as requested.</p>

Service Initiative Goals your department would like to address (include RSCCD goals(s) # and strategic plan objective(s) # being addressed)	Unit Outcome (The client) will (intended outcome) as a result of (function or action)	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resources (personnel, technology, fiscal) you need to achieve your goal?	Results After two years, how well did you achieve your goal(s)?
<p>Brand Study: Partner with an agency for a brand position study to determine brand promise, differentiation, competitive positioning, and primary messages of each college and when jointly marketing.(RSCCD Goal #2 and Strategic Plan Objective #1)</p>	<p>RSCCD will be able to conduct more effective, targeted marketing campaigns that leads to increased enrollment; the colleges will have a better idea of how the community views them and messages that resonate with the community can be included in all marketing materials.</p>	<p>We can research audience preferences on ads produced before the research study and those after the study. College enrollment spikes can also be attributed in part to better targeted and positioned marketing.</p>	<p>For the study itself, funds have been made available. To ensure that consistent messaging is adopted, a Public Relations Specialist will offer support to achieving this goal.</p>	<p>In 2013-2014, basic brand research was conducted in partnership with a local marketing agency. Then, in 2014-2015, the marketing agency returned to conduct focus groups to develop key messages that are appropriate for each college's branding. Since our budget was very limited for this research, more work remains to be done at each college to better define the brand personality and messaging. The limited budget allowed us to begin this important research, but the work is not complete. Since no additional staff was added to Public Affairs, the research component mentioned under "Criteria for Success" has not been accomplished.</p>

Service Initiative Goals your department would like to address (include RSCCD goal(s) # and strategic plan objective(s) # being addressed)	Unit Outcome (The client) will (intended outcome) as a result of (function or action)	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resources (personnel, technology, fiscal) you need to achieve your goal?	Results After two years, how well did you achieve your goal(s)?
<p>External Communications: Research, develop, and begin implementation of a strategic external communications vehicle (newsletter, e-newsletter, and/or annual report). Such communication is especially valuable as these tactics allow the District and the colleges to present unified messaging that we control, as opposed to media coverage. (RSCCD Goal #2 and Strategic Plan Objective #1)</p>	<p>RSCCD will be better able to communicate its vision, goals, objectives, as well as the programs and services of benefit to community residents.</p>	<p>Whenever possible, we will establish a feedback mechanism (survey or email link) for community input. If the communication is electronic, e.g. e-newsletter, click through rates can measure success.</p>	<p>Currently, the one-time marketing budget available for this fiscal year is \$200,000. If a regular, ongoing communication strategy is implemented, some budgetary augmentation would be necessary. It is recommended that we combine direct mail of a print newsletter with external eblasts. To incorporate the additional projects into the work plan, a Public Relations Specialist would be needed.</p>	<p>Since no additional budget or Public Affairs staff were made available, this external communication initiative was not undertaken.</p>

Service Initiative Goals your department would like to address (include RSCCD goal(s) # and strategic plan objective(s) # being addressed)	Unit Outcome (The client) will (intended outcome) as a result of (function or action)	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resources (personnel, technology, fiscal) you need to achieve your goal?	Results After two years, how well did you achieve your goal(s)?
<p>Create and implement graphic standard manuals for the District and Santiago Canyon College and ensure implementation of established graphic standards at Santa Ana College. (RSCCD Goal #2 and Strategic Plan Objective #1)</p>	<p>The District and the colleges will project a professional public image through the use of consistent, effective visual materials that support organizational goals.</p>	<p>Public Affairs, Graphic Communications and Publications will monitor online and print materials produced to ensure adherence to graphic standards and the manuals will be finalized.</p>	<p>To maximize success additional personnel are needed in Graphic Communications--a 40-hour Graphic Designer, or a 19-hour Graphic Designer, plus contracted services.</p>	<p>Since additional Graphic Communications staff were not added, graphic standard manuals for the District and Santiago Canyon College have not been produced or implemented.</p>

Service Initiative Goals your department would like to address (include RSCCD goal(s) # and strategic plan objective(s) # being addressed)	Unit Outcome (The client) will (intended outcome) as a result of (function or action)	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resources (personnel, technology, fiscal) you need to achieve your goal?	Results After two years, how well did you achieve your goal(s)?
<p>Create a Communications Standards and Graphic Standards Style Guide that informs and educates the District and colleges about services provided by the department. The guide will cover what we can do for our clients, how they can help us, and recommend timelines to ensure success. Basic editorial guidelines will also be included. (RSCCD Goal #2 and Strategic Plan Objective #1)</p>	<p>The District and the colleges will project a professional public image through the use of messages that support organizational goals and consistent, effective visual materials that support organizational goals.</p>	<p>By widely sharing this guide improved relationships will be developed with all constituencies. Workflow will improve, which will be assessed by internal staff and customer satisfaction surveys.</p>	<p>To ensure that the director has adequate bandwidth for this project, a Public Relations Specialist will be needed.</p>	<p>Since no additional Public Affairs staff has been added, this initiative has not been undertaken.</p>

Service Initiative Goals your department would like to address (include RSCCD goal(s) # and strategic plan objective(s) # being addressed)	Unit Outcome (The client) will (intended outcome) as a result of (function or action)	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resources (personnel, technology, fiscal) you need to achieve your goal?	Results After two years, how well did you achieve your goal(s)?
<p>In collaboration with the colleges and the District, ensure that the home pages of their respective websites are updated at least three times annually or as needed with feature stories, events, news and other important items. (RSCCD Goal #2 and Strategic Plan Objective #1)</p>	<p>The District and the colleges will project a professional and timely public image through the content and images featured on its websites.</p>	<p>According to a pre-established timeline, each key section of the homepage will be monitored for timeliness.</p>	<p>To ensure that the department has the bandwidth to meet this goal, additional staff is needed, including a full-time Public Relations Specialist and a 19-hour Electronic Media Specialist.</p>	<p>Although Public Affairs has made a valiant effort to update the college website home pages three times a year, this has not been possible due to several factors. First, it has been difficult for us to learn from the colleges what they wanted us to include as feature stories, events, and other items. Second, since no additional Public Affairs staff has been provided, the department has not had the bandwidth to meet this goal.</p>

Service Initiative Goals your department would like to address (include RSCCD goals(s) # and strategic plan objective(s) # being addressed)	Unit Outcome (The client) will (intended outcome) as a result of (function or action)	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resources (personnel, technology, fiscal) you need to achieve your goal?	Results After two years, how well did you achieve your goal(s)?
<p>Establish Technology and Equipment Review and Replacement Program to ensure that the department's technology needs are being met. (RSCCD Goal #4 and Strategic Plan Objective #1)</p>	<p>The District and the colleges will receive maximum benefit of the services of the department thanks to up-to-date, functional equipment.</p>	<p>Once the timeline for replacement is established, an annual review will ensure compliance.</p>	<p>If the budgets recommended in Section V are established, there should be sufficient funds available to cover the department's technology and equipment needs.</p>	<p>Although no additional funds were made available to the department to cover these costs, last year, due to prudent fiscal management, Graphic Communications was able to replace outdated computers. Fortunately, three computers in the District Office were replaced thanks to the ITS technology replacement program. Without additional funds, we did not focus on establishing a long-term Technology and Equipment Review and Replacement Program, but rather focused on short-term needs.</p>

Service Initiative Goals your department would like to address (include RSCCD goal(s) # and strategic plan objective(s) # being addressed)	Unit Outcome (The client) will (intended outcome) as a result of (function or action)	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resources (personnel, technology, fiscal) you need to achieve your goal?	Results After two years, how well did you achieve your goal(s)?
<p>In collaboration with the colleges and Xerox, conduct an assessment of the efficiency and cost-effectiveness of the District and colleges' reprographic services. (RSCCD Goal #5 and Strategic Plan Objective #2)</p>	<p>The District and the colleges will be able to institute cost-saving measures and ensure that printing needs are being efficiently and effectively met district-wide.</p>	<p>Success can be measured through cost savings and overall improved satisfaction of customers as assessed by surveys.</p>	<p>With Xerox's assistance and existing staff support, this assessment should not require additional resources.</p>	<p>In 2014-2015, Xerox conducted and completed an assessment of the District and colleges' reprographic services and recommendations for increased efficiency and cost-effectiveness were made. Once the results were made available, key District and college administrators met to review these recommendations. Questions that arose from these meetings required additional research. Due to limited staff bandwidth, it took seven months for the results of that research to become available. Very recently, Xerox provided an alternative proposal to the district. It is unknown at this point whether the district will be able to accept the proposal due to late receipt.</p>

Service Initiative Goals your department would like to address (include RSCCD goals(s) # and strategic plan objective(s) # being addressed)	Unit Outcome (The client) will (intended outcome) as a result of (function or action)	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resources (personnel, technology, fiscal) you need to achieve your goal?	Results After two years, how well did you achieve your goal(s)?
<p>In collaboration with Warehouse, campus Quick Copy Centers and Publications Centers, an assessment of how to improve delivery of printed materials will be conducted. (RSCCD Goal #5 and Strategic Plan Objective #2)</p>	<p>The District and college customers will receive their print orders in a more accurate and timely fashion.</p>	<p>Increased customer satisfaction will be gauged by department and District surveys.</p>	<p>To complete the assessment, no additional resources will be needed. It is hoped that if procedures need to be tightened up that this can be accomplished using existing personnel.</p>	<p>During 2013-14 , the Publications manager met with Warehouse manager and Quick Copy staff to better understand the delivery process. It was discovered that from time to time the absence of Warehouse delivery staff led to some deliveries not being made. Publications continues to improve communications with the Warehouse in these cases. It was also learned that hand submission customers were leaving print request in two places, the Quick Copy Center and the Mailroom. These customers are now being instructed to submit hard copy orders through the Mailroom. They are also introduced to WebCRD, the online submission system, to eliminate lost submissions. This has led to a 10 percent decrease in hard copy submission being sent to the Publications Center over the past year. In 2016, Publications will work to eliminate all hand submission orders thus reducing the time it takes for orders to received. The Publications manager will continue to work with the Warehouse manager on ways to reduce delivery delays.</p>

Service Initiative Goals your department would like to address (include RSCCD goal(s) # and strategic plan objective(s) # being addressed)	Unit Outcome (The client) will (intended outcome) as a result of (function or action)	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resources (personnel, technology, fiscal) you need to achieve your goal?	Results After two years, how well did you achieve your goal(s)?
<p>In collaboration with colleges and Marketing Collaborative, establish and implement annual marketing campaigns and timelines based on enrollment needs. (RSCCD Goal #2 and Strategic Plan Objective #1)</p>	<p>The colleges will benefit from recruitment of new students who can benefit from college academic programs and services.</p>	<p>The success of marketing will be assessed through campaign analytics, enrollment and through feedback provided by college vice presidents of academic affairs.</p>	<p>An annual marketing budget of approximately \$200,000.</p>	<p>Since 2013-2014, the Chancellor has made a varied amount of one-time money available to conduct marketing initiatives. Through 2014-2015, annual marketing campaigns and timelines were established in collaboration with the Marketing Collaborative. Beginning in 2014-2015, the one-time funds for marketing are being managed by the colleges. Public Affairs continues to collaborate with the college-level marketing groups. Analytics are made available for all campaigns. Although feedback has been provided about enrollment, no methodology has been established at the campus-level to track the correlation of enrollment and marketing. Without an established marketing budget, it will be difficult to maintain consistency in marketing initiatives.</p>

Service Initiative Goals your department would like to address (include RSCCD goals(s) # and strategic plan objective(s) # being addressed)	Unit Outcome (The client) will (intended outcome) as a result of (function or action)	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resources (personnel, technology, fiscal) you need to achieve your goal?	Results After two years, how well did you achieve your goal(s)?
<p>Research and develop a redesigned and enhanced Employee Intranet to provide a vehicle for two-way communication with employees and the communication of District vision, goals, and objectives. (RSCCD Goal #2 and Strategic Plan Objective #1 and RSCCD Goal #4 and Strategic Plan Objective #1)</p>	<p>College/district employees will have a better understanding of RSCCD's vision, goals, and objectives.</p>	<p>The success of the new Intranet will be assessed by employee feedback offered anecdotally and through an annual survey.</p>	<p>To ensure completion of the new Intranet in a timely manner, additional staff is needed, including a full-time Public Relations Specialist and a 19-hour Electronic Media Specialist; cost.</p>	<p>Since no additional Public Affairs staff have been added, this initiative was not undertaken.</p>

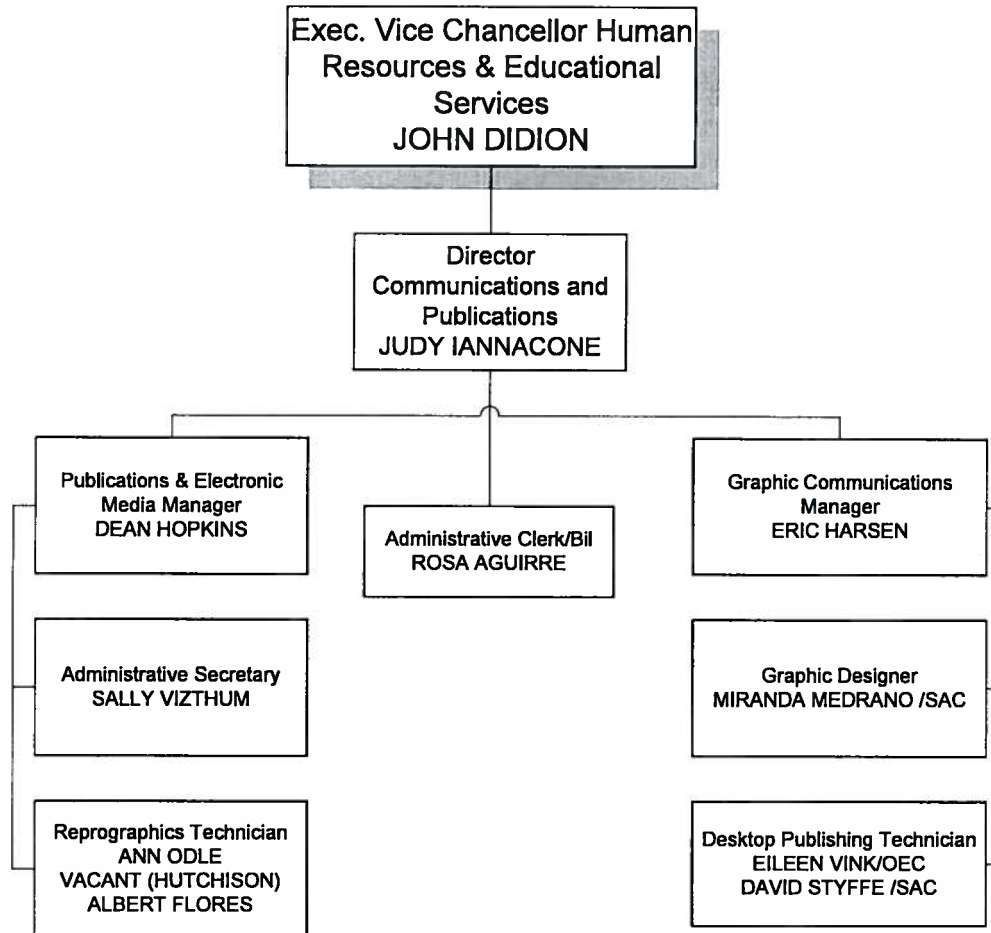
Service Initiative Goals your department would like to address (include RSCCD goal(s) # and strategic plan objective(s) # being addressed)	Unit Outcome (The client) will (intended outcome) as a result of (function or action)	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resources (personnel, technology, fiscal) you need to achieve your goal?	Results After two years, how well did you achieve your goal(s)?
<p>In collaboration with the colleges, establish Social Media Guidelines to ensure that proper communication techniques are used to interact with students, members of the community and employees. (RSCCD Goal #2 and Strategic Plan Objective #1)</p>	<p>College and District employees will have a better understanding of the communication methods used on trending and emerging social media channels.</p>	<p>Success will be measured by monitoring through social media analytics tools, online, increased social media communities and online surveys.</p>	<p>To ensure completion of the new Social Media Guidelines in a timely manner, a 19-hour Electronic Media Specialist is needed.</p>	<p>Although Public Affairs has increased its focus on social media, limited staffing prohibited the completion of the Social Media Guidelines. In 2014-2015, Public Affairs engaged the support of a social media strategist to conduct research and make recommendations in the form of a Social Media Plan. This plan includes direction for each college to expand upon current social media strategies. At Santa Ana College, work is currently underway on expanding social media initiatives through the SAC Marketing Committee with leadership of the Publications and Electronic Media Manager. Social media guidelines will be developed in spring 2016. Since no additional staffing has been provided to Public Affairs, it has not been possible to measure the success of social media initiatives through analytics tools and surveys.</p>

Service Initiative Goals your department would like to address (include RSCCD goals(s) # and strategic plan objective(s) # being addressed)	Unit Outcome (The client) will (intended outcome) as a result of (function or action)	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resources (personnel, technology, fiscal) you need to achieve your goal?	Results After two years, how well did you achieve your goal(s)?
<p>Research, write, and implement a Public Relations Plan, including objectives, target publics, strategies, tactics, timeline, and evaluation. (RSCCD Goal #2 and Strategic Plan Objective #1)</p>	<p>The colleges and the District will have a formal system in place to secure support for key initiatives, engage the public in meaningful dialog about higher education, respond to crises, and share positive news with key publics.</p>	<p>Success will be measured by media monitoring, informal and formal feedback from the community (online surveys, face-to-face interviews, etc.). An annual internal survey can be conducted with District and college leaders to gauge success of the plan.</p>	<p>To ensure the creation and implementation of a robust plan, additional staff would be needed--a Public Relations Specialist will be needed.</p>	<p>Since no additional staff has been provided to Public Affairs, it has not been possible to create and implement a Public Relations Plan.</p>

Service Initiative Goals your department would like to address (include RSCCD goals(s) # and strategic plan objective(s) # being addressed)	Unit Outcome (The client) will (intended outcome) as a result of (function or action)	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resources (personnel, technology, fiscal) you need to achieve your goal?	Results After two years, how well did you achieve your goal(s)?
<p>Conduct outreach presentations to inform college and district staff as to our roles and responsibilities as a department and individual units. (RSCCD Goal #2 and Strategic Plan Objective #1)</p>	<p>Recipients of our support will better understand who we are and how we can assist them.</p>	<p>A smoother overall request process, and a better working relationship between department staff and our colleagues. Higher-quality end products.</p>	<p>No additional resources required.</p>	<p>Public Affairs and Publications has worked to better communicate our roles and responsibilities. Because of limited staffing, this has generally been accomplished through mass media including the development and regular distribution of the Public Affairs and Publications Department Guide. In addition, regular presentations have been made to new staff as part of their onboarding process. Graphic Communications created comprehensive unit web pages for all three district-entity websites (RSCCD, SAC and SCC), each containing detailed information about unit roles, responsibilities, policies and staff. A printed Guide to Support was also created and distributed district-wide to all managers, with formal unit presentations made for management at both colleges. Public Affairs, Graphic Communications, and Publications participated in District Resource Fairs at each college to inform college staff about our services.</p>

**Rancho Santiago Community College District
PUBLIC AFFAIRS AND GOVERNMENTAL
RELATIONS**

Current





Rancho Santiago Community College District District Services Administrative Unit Review

Research Department

2013-2015

I. Department Mission Statement: (Please provide a mission statement for your unit.)

The Research Department's mission is to make data accessible to staff at the District and its colleges and to the community and to be responsive to a variety of research needs as they arise and proactive in anticipating future needs in the local college community.

II. Functions and services: (Please provide the basic functions and services for your unit.)

The Research Department conducts and coordinates institutional research for the District and its colleges. An annual research agenda is developed based primarily on needs of college and district faculty and staff, as well as state and federal mandates. Generally, the RSCCD Research Department:

- conducts and maintains the following research regularly: institutional effectiveness assessment, community and K-12 enrollment demographics, student learning outcomes (SLO), students outcomes analyses (including retention, persistence, graduation, and transfer statistics), matriculation evaluation, Basic Skills Initiative, assessment practices validation, student demographics, enrollment trends, and surveys of current and former students.
- coordinates some district and college reporting requirements, such as Student-Right-to-Know, and the Integrated Postsecondary Education Data System (IPEDS).
- reviews and manages requests for approval to conduct research using RSCCD students and/or staff as subjects. Such requests are submitted via a Research Protocol, whether employed by RSCCD (in cases where the proposed research falls outside the requestors area of expertise) or not.
- assists departments in their portfolio development by compiling data and conducting surveys.
- assists colleges and District Operations in accreditation self-studies.
- assists in planning activities, including master plan, technology plan, educational plans, and Board of Trustees planning retreats.

III. Customers and recipients of services: (Who are the customers/recipients of your services?)

- RSCCD faculty, staff, administration, Board of Trustees, and students
- Community organizations, other community colleges, and independent researchers outside the system
- Government agencies (state and federal)

IV. Staffing: (Please summarize the status of your staffing since the last planning cycle and concerns.)

The Research Department continues to operate (since July 2009) with a staff reduced by two full-time Research Analyst positions. Our workforce is comprised of three full-time positions: one Director of Research, one Research Coordinator, and one Research Specialist (a reclassification in August 2013 from its former Research Assistant classification).

The absence of two staff positions--along with the specialized skills the position of Research Analyst carries with it--impacts the quantity of work that can be produced. At present, the function of the Department is confined largely to State and Federally-mandated reporting, program review support for all college/district programs/departments, and the conduct, compilation, and publication of annual research reports and routine studies. Opportunities for innovative research design and study has been severely inhibited. We continue to manage the high volume of requests, but the quality to analysis to assist requestors is not to the standard that we would like to maintain.

We have also taken on the coordination of the planning function at the District level and assists in the many activities/documents required to plan, including the implementation of the new administrative units planning portfolio and evaluation process.

V. Budgets: (Please summarize the status of your department budget and concerns)

Funding for salaries/benefits has not been restored to its pre-July 2009 levels when the Research Department lost two full-time positions to a District-wide reduction in force. The loss of those staff positions has very much impacted our ability to serve our customers fully and efficiently. Only the director position and 40% of the coordinator is funded through general funds and the remaining from categorical funds (which have diminished greatly with each passing year).

The Research Department has approximately \$1,000 for 2013-14 to fund supplies, mileage/parking expenses, conference, contracted repair services, and printing expenses. While this very limited funding has been adequate in the past, Research may experience difficulties in the coming months/years due to out-dated technology. Two desk-top printers are old and have limited capacity and the networked printer housed locally in the Research Department is not functioning fully and cannot be repaired. We are billed, per use, for other options available to us (Publications and Networked Xerox housed in Educational Services Division Office) and we have very limited funding available to us for those charges (\$195 allocated for the year).

In the past, we've been subsidized to a small extent by grant funding we can use as needed; however, those type of monies are also rare in this economy.

VI. Department Assessment: (Please provide internal assessment of your department (by all unit staff) and external assessment (from data provided by the District Services Satisfaction Survey, as well as other sources that your department would like to use). What recommendations would you like to bring to the District's attention?)

Internal Assessment:

Staffing is greatly diminished since Summer 2009 to a director, a specialist, and a coordinator. Conversely, expectations have grown significantly to support more grant-funded projects, new State- and Federal-mandated accountability, the need for greater emphasis on classroom-based research, and a greater responsibility to coordinate and support district wide planning efforts. To avoid current employees working out of class, it has become unavoidable that project completion time lines suffer. Researchers spend a disproportionate amount of time reformatting data for ease of customer (some data that is available for download to all staff via other district tools); when raw data is requested to incorporate into a department/division's own review document, time would best be served providing "complete data not in publishable format." Finally, the perception that with the addition of the Asst. Dean of Institutional Effectiveness and Assessment and research specialist positions at SCC would alleviate the workload for our department. Their concentration has been with classroom assessment and college-wide planning issues. We continue to provide the research, data and accountability needs to the college. The work of the two offices are not aligned but we compliment each other.

External Assessment:

Findings in the District Services Satisfaction Survey (December 2013) were generally very favorable. The Research Department was rated highly on attitude, knowledge, and product. There was some consensus among respondents, however, that the 2009 reduction in force has resulted in slower turn-around times and caused project priorities to be reactive rather than proactive in nature. And, lastly, respondents from the Colleges advocate college-centered researchers, especially to support classroom-based research. We concur with their assessment due to the importance that learning in the classroom be assessed on a regular basis to ensure good strategies are being implemented to assist our students and faculty. Changes in the classroom impact the overall college outcomes data upon which the public primarily reviews and critics our performance.

Recommendations:

It is crucial to assess the research function from a broad perspective to identify the vision of the District and its colleges with regards to the use of local research and, then, how best to deliver those support services to its customers (centrally as a District function, locally at the colleges, or a hybrid of both). It is almost certain that additional funding will be necessary as current manpower cannot meet the needs of the ever-expanding demand, as local, State and Federal mandates will continue to escalate to satisfy public consumption for accountability of their tax dollars.

VII. Work Plan: (As a result of the assessment process, what initiatives does your department want to address in 2013-2015? Please identify which RSCCD goal(s) and strategic plan objective(s) it addresses. What resources do you need to achieve these goals, and how will you know you have achieved it?)

Service Initiative Goals your department would like to address (include RSCCD goal(s) # and strategic plan objective(s) # being addressed)	Unit Outcome (The client) will (intended outcome) as a result of (function or action)	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resources (personnel, technology, fiscal) do you need to achieve your goal?	Results After two years, how well did you achieve your goal(s)?
<p>Heighten awareness of available research to staff at District and its colleges</p> <p>Formulate a wide-perspective plan that identifies the vision for research activities in the District and how best to deliver that product.</p>	<p>Staff/faculty will better knowledge of where to find research products (whether locally-produced or links to other agencies)</p> <p>faculty/staff will have better access to research support</p>	<p>fewer survey comments indicating respondent is "unaware of Research Department services and reports"</p> <p>fewer redundant requests (requests for data that is already available on the RSCCD website)</p> <p>ability for RSCCD researchers to address a wider variety of research needs; research products beyond routine updates of flat data</p>	<p>staff will firm effort to present the availability of data currently provided and reach out to those who may have additional research need</p> <p>broad input from various college/district groups on "wish lists" for ideal delivery of research services</p> <p>it is expected, long-term, that additional funding and office space and resources will be needed to breath life into the plan</p>	<p>The director of research continues to visit the campuses, attend meetings and work individually with college staff/faculty to ensure they are aware of the work of the department.</p> <p>As time is limited due to staff reduction, we evaluate on a regular basis what we can produce and if these requests are on-going. When that is the case, we request ITS to produce these research requests into reports so that staff/faculty can request for it via "ITS online report repository."</p> <p>Since the colleges now have some level of campus research office, the district department has additional focus to include planning and data integrity functions on behalf of the district (as demonstrated in the college and district research leadership job descriptions). We will also be reviewing and updating the RSCCD Functions/Mapping of Responsibilities to document the research and planning function to be conducted at the colleges, at the district office.</p>



Rancho Santiago Community College District District Services Administrative Unit Review

Resource Development

2013-2015

I. Department Mission Statement: (Please provide a mission statement for your unit.)

Resource Development is dedicated to assisting the colleges, continuing education, and the district to obtain additional resources that will help them achieve their goals and objectives, and to provide support services to ensure effective grant management.

II. Functions and services: (Please provide the basic functions and services for your unit.)

Research Grant Opportunities: Search for grant opportunities that address the colleges', continuing education's, and district programs' resource needs, goals and objectives. Thoroughly review grant opportunities to provide detailed summaries and consultation to assist the College Councils and POE in evaluating opportunities and deciding which ones to pursue.

Grant Development and Submission: Assist with all aspects of grant proposal development: summarize the opportunity and provide consultation regarding its requirements and potential benefits; coordinate the grant team; schedule and direct grant development; write, edit and proofread grant proposals; coordinate compilation of all parts of the grant application; create and submit final application.

Grant Management: Conduct grant start-up meetings for new awards and/or new directors to provide an overview of the grant project, terms and conditions, and requirements; provide compliance and planning consultation; provide budget and program planning to assist project directors in allocating funds and planning activities in accordance with grant timelines, objectives and conditions; assist project directors and staff with managing grant funds by providing cost estimates, calculations, and guidance on transfer of expenditures, budget changes, staff costs and assignments; provide guidance and feedback on preparing for and completing program reports; complete and respond to directions regarding all grant forms and documents – e.g., face sheets, contracts, budget modifications, request for items, etc.; assist with preparation for site visits and audits; complete reports required for the Transparency Act.

Training: Provide training on grant terms and conditions to new directors or for new projects. Offer grant workshops for faculty during flex week.

III. Customers and recipients of services: (Who are the customers/recipients of your services?)

Resource Development's customers are the faculty, administrators, project directors and project staff at the colleges, continuing education centers, and the district office.

IV. Staffing: (Please summarize the status of your staffing since the last planning cycle and concerns.)

Resource Development has a Director of Grants, two Resource Development Coordinators, and an Accountant.

V. Budgets: (Please summarize the status of your department budget and concerns)

For 2013/2014, Resource Development's budget was \$266,096, supporting the costs of the Director, portions of the costs for the Resource Development Coordinators, staff development, and printing.

This year we are short on funds for printing services, which in part reflects the department's support of two printing services – one in the office, and the main printer in the Educational Services Division. As we now primarily use the printer in the Resource Development Office, our use of the main printer in the Division Office has been reduced. We will request a reduction in the percentage of support we provide to the Division printer.

As staff costs increase—retroactive COLA, etc.—our staff development, printing and supply budgets are reduced. This has a significant impact as the Director needs to attend grant development workshops in order to be prepared to write competitive grant proposals. This need has been met by supporting workshop costs through grant projects, but there are cases where such funds cannot be used or are insufficient to cover costs. For example, there is a workshop for the Student Support Services (SSS) grant in August, there are no existing grants that could support attendance, and it is not clear if there will be sufficient funds in the department to cover the cost of attendance. Both colleges intend to apply for the SSS grant, and it is highly competitive, requiring a perfect score to secure the award.

VI. Department Assessment: *(Please provide internal assessment of your department (by all unit staff) and external assessment (from data provided by the District Services Satisfaction Survey, as well as other sources that your department would like to use). What recommendations would you like to bring to the District's attention?)*

Internal Assessment:

See Attachment #1

External Assessment:

In the District Satisfaction Survey, though most respondents rated the Resource Development Department's services as Excellent or Good, there is a clear indication of need related to the ability of staff to respond to the level of need for services.

Survey responses reveal an issue with the level of service provided: "Need a person to work with SAC and CEC," "I contacted the office for help; received some information, but never any follow-up," "They need more staff to become more proactive in getting outside funding for our projects."

With limited staffing, our focus is on sustaining services at the level of quality to be effective, successful, and compliant. There is no room to grow the level of service.

Recommendations:

The recommendation is to hire a Senior Resource Development Coordinator to provide additional grant development and writing services. Estimated annual cost is \$110,697.02

Attachment 1

VI. Department Assessment:

Internal Assessment

Limited staffing restricts the level of service we can provide. Optimally, we would be able to research grant opportunities to support our institutions' goals, provide grant development services to create the application, and produce quality proposals that are successful in securing grant awards.

With only one grant writer development efforts are more sporadic, and first-come first-serve. There are cases where grants have not been pursued because the grant writer was already engaged: e.g., working on SAC's and SCC's TRIO Upward Bound proposals, so unable to work on proposal for SAC to be involved in a multi-state TAACCT proposal. Because the stakes are so high—only perfect or near perfect scores get funded—there is no way to increase the level of service without jeopardizing the quality of the proposals, which would undermine success.

Aside from pursuing more grants, there is a concern that there are only two staff members providing grant management assistance services. There are close to 200 grant budgets divided evenly between these two staff members. Additional grants increase the workloads of these staff members, which, again, creates an issue of increased service levels potentially leading to reduced breadth and depth of service.

The Accountant is paid by grant projects, and his services are restricted to work on those projects. This limits the extent to which he can be assigned additional duties to free-up the Resource Development Coordinators to provide more services to more projects.

The Director's engagement in grant development limits the time available to provide training for staff and for the colleges, continuing education and the district. Staff development is sufficient to sustain operations, but it is not performed at a level to obtain specific objectives. The Director has had to rescind offers to teach grant workshops during flex week, because of grant deadlines. Grant opportunities often emerge with little to no advance notice, impacting prior commitments.

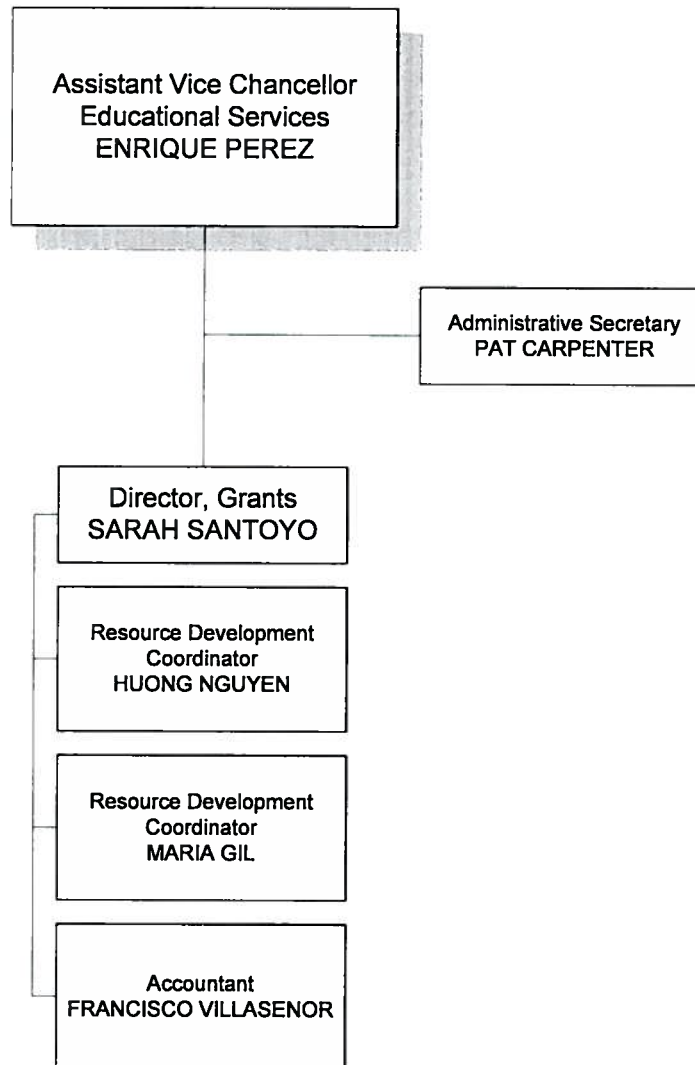
VII. Work Plan: (As a result of the assessment process, what initiatives does your department want to address in 2013-2015? Please identify which RSCCD goal(s) and strategic plan objective(s) it addresses. What resources do you need to achieve these goals, and how will you know you have achieved it?)

Service Initiative Goals your department would like to address (include RSCCD goal(s) # and strategic plan objective(s) # being addressed)	Unit Outcome (The client) will (intended outcome) as a result of (function or action)	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resources (personnel, technology, fiscal) do you need to achieve your goal?	Results After two years, how well did you achieve your goal(s)?
<p>Goal 1: RSCCD will assess the educational needs of the communities served by RSCCD and will adjust instructional programs, offerings, and support services and will allocate resources as needed to optimize the alignment of students' needs with services and fiscal resources.</p> <p>Objective 1: Continue to determine the needs of the community</p> <p>Objective 2: Develop sustainable, alternative revenue streams to student educational needs</p>	<p>The colleges, continuing education and district programs will be able to pursue grant opportunities that support their missions, goals, and objectives through the grant development services provided by Resource Development.</p>	<p>Success will be measured by the ability to respond to all grant development requests, the number of proposals submitted, and the number of grants awarded.</p>	<p>Grant writer, desktop computer, and access to scholarly journals, e.g., Lexus/Nexus or similar service.</p>	<p>26 grant applications were submitted, and 14 were funded.</p> <p>\$15,017,700 of competitive grant dollars secured during this time period.</p>

Service Initiative Goals your department would like to address (include RSCCD goal(s) # and strategic plan objective(s) # being addressed)	Unit Outcome (The client) will (intended outcome) as a result of (function or action)	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resources (personnel, technology, fiscal) you need to achieve your goal?	Results After two years, how well did you achieve your goal(s)?
<p>Goal 2: RSCCD will assess the educational needs of the communities served by RSCCD and then pursue partnerships with educational institutions, public agencies, nonprofit organizations, and business/industry/labor to collaboratively meet those needs.</p> <p>Objective 1: Strengthen outreach and recruitment; develop new and sustain current relationships with key partners and stakeholders</p> <p>Objective 2: Support regional development by becoming the primary local source of skilled employees for high demand occupations</p>	<p>RSCCD will strengthen its outreach, recruitment, partnership development, workforce development, and CTE development efforts through additional funding secured through grant awards.</p>	<p>Grant awards that features these specific areas for development, and measurable outcome data provided in annual reports.</p>	<p>Grant writer, desktop computer, and access to scholarly journals, and staff development funds to access economic development trend data.</p>	<p>Career Pathways Trust - \$6 million award, partnership with Fullerton College and CSUF, includes recruiting underrepresented students into teaching pathway.</p> <p>TRIO Student Support Services and Veterans-Student Support Services, outreach to low-income and disadvantaged students and veterans to encourage and support enrollment and success in higher education.</p> <p>Fiscal Agent for CTE EF and TAP Career Pathways Design participating in regional and statewide partnerships to increase enrollment in CTE programs for in-demand occupations</p> <p>NSF grant for SAC and SCC biotechnology programs, including partnership with Fullerton College.</p>

Service Initiative Goals your department would like to address (include RSCCD goal(s) # and strategic plan objective(s) # being addressed)	Unit Outcome (The client) will (intended outcome) as a result of (function or action)	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resources (personnel, technology, fiscal) you need to achieve your goal?	Results After two years, how well did you achieve your goal(s)?
<p>Goal 3: RSCCD will support innovations and initiatives that result in quantifiable improvement in student access, preparedness, and success.</p> <p>Objective 1: Maintain and enhance RSCCD's technological infrastructure</p> <p>Objective 2: Support faculty development in the areas of innovative pedagogies and curriculum design</p> <p>Objective 3: Examine course success rates by population served and promote strategies that foster student equity</p>	<p>RSCCD will enhance its technological infrastructure, support faculty development in the areas of innovative pedagogies and curriculum design, and promote strategies that foster student equity through additional funds secured through grant awards.</p>	<p>Grant awards that support these specific areas for development, inclusion of student achievement data to inform project design and to establish baselines for improvement, grant awards, and outcome data provided in annual reports.</p>	<p>Grant writer, desktop computer, access to up-to-date information on best practices/innovations/effective pedagogical practices and curriculum design, research data on student demographics, enrollment and achievement.</p>	<p>Technological infrastructure supported through CTE EF, NSF ATE, Career Pathways Trust, and AB86. Faculty development supported by Career Pathways Trust, Deputy Sector Navigators, TAP Career Pathways Design, and CTE EF.</p> <p>Course success rates referred to during grant development, and strategies designed to improve success in TRIO Student Support Services grants, NSF ATE, NSF S-STEM, Song Brown, and Career Pathways Trust.</p>

**Rancho Santiago Community College District
EDUCATIONAL SERVICES
RESOURCE DEVELOPMENT**





Rancho Santiago Community College District District Services Administrative Unit Review

Risk Management

2013-2015

I. Department Mission Statement: *(Please provide a mission statement for your unit.)*

The overall mission of the Risk Management Department is to minimize the risk of loss, financial or otherwise through the protection of district resources which include employees, students, visitors and property.

It is the mission and goal of the Benefits department to work diligently to provide professional and courteous support to employees and retirees in the orientation, implementation and equitable administration of benefits in accordance with applicable state and local laws and regulations, policies and collective bargaining agreements.

II. Functions and services: *(Please provide the basic functions and services for your unit.)*

RISK MANAGEMENT provides support and resources to staff and faculty on a wide range of matters including Workers Compensation, ergonomic assessments, safety issues, hazardous materials, waivers and releases, Certificates of Insurance, subpoenas and other legal matters, DMV checks, and contract review for proper insurance and indemnification clauses.

The BENEFITS DEPARTMENT manages the medical, dental, and vision plans for eligible employees and their dependents as well as other fringe benefits such as life insurance, Employee Assistance Program, Hyatt Legal, and United Pet Care.

III. Customers and recipients of services: *(Who are the customers/recipients of your services?)*

Risk management services are enjoyed by all employees, students and visitors and Employee Benefits are enjoyed by benefits-eligible employees and retirees.

IV. Staffing: (Please summarize the status of your staffing since the last planning cycle and concerns.)

We are at full staff with 3 people in the office and we are able to manage the day-to-day activities of Risk Management and Employee Benefits. We have done a lot of cross-training so each of us can help out in other areas when needed, such as open-enrollment. I don't see any staffing concerns.

V. Budgets: (Please summarize the status of your department budget and concerns)

Our department budget has been adequate as we continually strive to reduce costs.

VI. Department Assessment: *(Please provide internal assessment of your department (by all unit staff) and external assessment (from data provided by the District Services Satisfaction Survey, as well as other sources that your department would like to use). What recommendations would you like to bring to the District's attention?*

Internal Assessment:

We have put out a focus on guest satisfaction, with our guests being our employees and retirees, and we feel we have made improvements in this area. Diane Loya was hired 2 years ago and she has made a strong impact in this area. She is very friendly and responsive to the employees and retirees who have questions about their benefits. We have also made huge improvement to our Internet and Intranet web sites so more information is available to those who need it.

External Assessment:

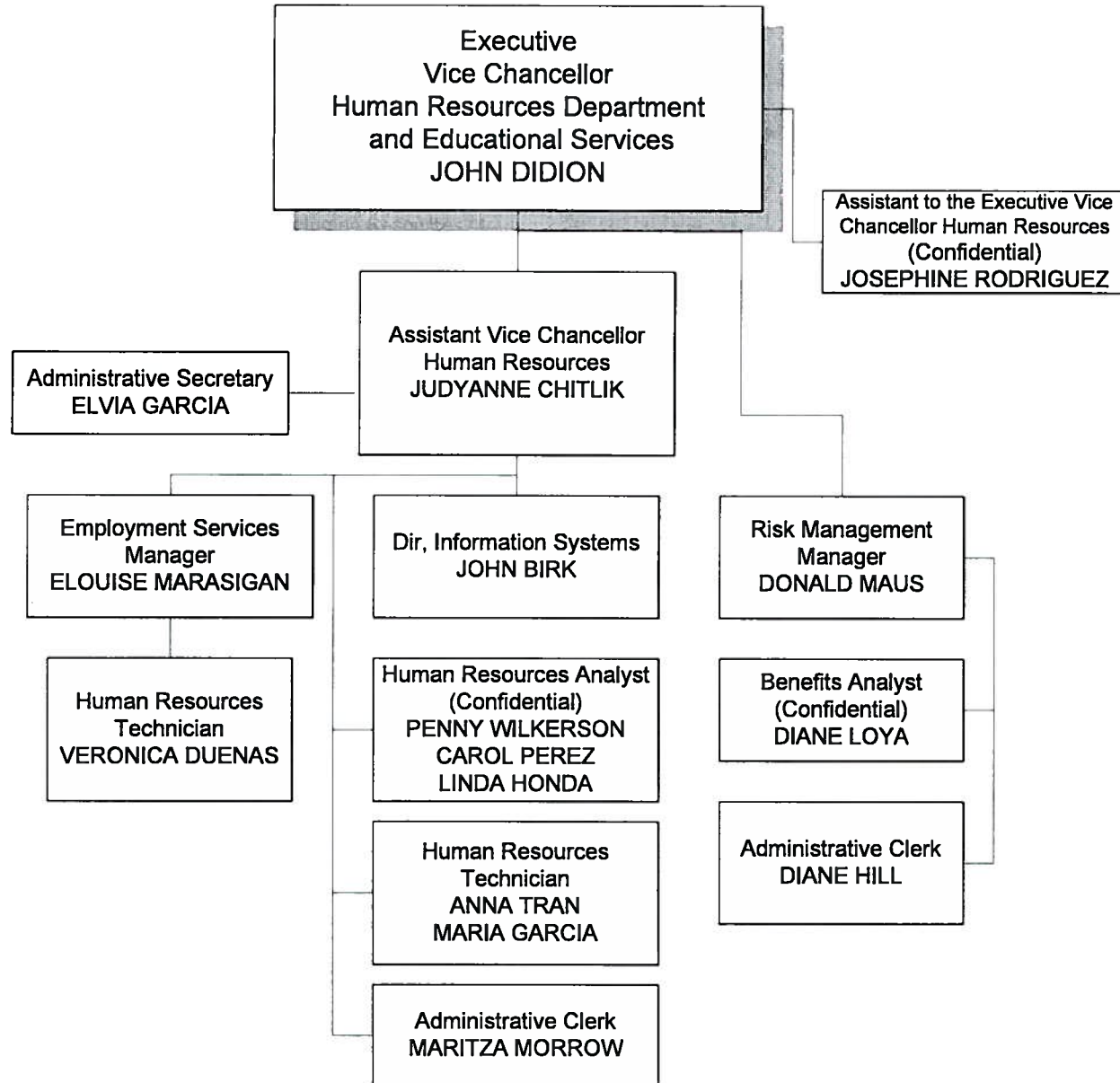
The recent District Services Satisfaction Survey confirms that our department is friendly and responsive to the needs of our employees.

Recommendations:

VII. Work Plan: (As a result of the assessment process, what initiatives does your department want to address in 2013-2015? Please identify which RSCCD goal(s) and strategic plan objective(s) it addresses. What resources do you need to achieve these goals, and how will you know you have achieved it?)

Service Initiative Goals your department would like to address (include RSCCD goal(s) # and strategic plan objective(s) # being addressed)	Unit Outcome (The client) will (intended outcome) as a result of (function or action)	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resources (personnel, technology, fiscal) do you need to achieve your goal?	Results After two years, how well did you achieve your goal(s)?
<p>Continue to improve our staff's professional growth by attending training classes.</p>	<p>We will be able to better serve our employees needs with our increased knowledge.</p>	<p>By attending the classes.</p>	<p>None at this time. Most of the training classes that we would attend are sponsored by our insurance company and they are free.</p>	<p>Staff attends monthly human resources/risk management trainings at ASCIP.</p> <p>In addition, staff also attend training for new ACA requirements .</p>

**Rancho Santiago Community College District
HUMAN RESOURCES DEPARTMENT**





Rancho Santiago Community College District District Services Administrative Unit Review

District Safety & Security

2013-2015

I. Department Mission Statement: (Please provide a mission statement for your unit.)

The mission of the District Safety and Security Department of the Rancho Santiago Community College District (RSCCD) is to serve and protect the people and property at all district locations to ensure a safe and secure educational environment that encourages personal and intellectual growth.

II. Functions and services: (Please provide the basic functions and services for your unit.)

Using a community policing model, officers work with the college community to solve problems and create a safe learning environment.

Officers patrol campuses effectively and visibly to deter crime and to be available to provide customer orientated services to students, staff and visitors.

Respond to serious incidents and emergencies, providing first aid to injured or ill persons.

Respond to criminal incidents and other disruptive events rapidly and appropriately, making efforts to restore a peaceful environment.

Request help from local law enforcement agencies when necessary.

Maintain accurate documents, records and reports about incidents, crimes, emergencies and daily activities.

Enforce parking and traffic regulations on campus to prevent accidents and ensure pedestrian and vehicular safety

Address student disciplinary problems and to prevent potentially violent activities with student services staff.

Monitor fire and life safety alarms systems and intrusion alarm systems to ensure proper functioning and to ensure timely response to alarm activations.

III. Customers and recipients of services: (Who are the customers/recipients of your services?)

Faculty, staff, students and visitors on campuses.

IV. Staffing: (Please summarize the status of your staffing since the last planning cycle and concerns.)

Since our last planning cycle the staffing levels have remained static, due to budget constraints. When vacancies have taken place the positions have always been filled as soon as possible. Including managers we have 18 full time employees, consisting of 3 supervisors, 2 dispatchers / clerks and 13 full time officers. There are also 17 part time officers and 5 reserve officers contributing for a total of 40 staff for all campuses and centers. These staff patrol the campuses, Continuing Education sites and provide administrative support for the department. The Staff at SAC operate on a twenty four hour seven days a week basis, providing coverage to the whole District on the graveyard shift. SCC operates from 7 am to 11 pm providing coverage seven days a week for 16 hours a day. As SCC has expanded, with new buildings, many sporting events, and increases in the number of students it is anticipated that there is need for twenty four hour seven days a week coverage at that site. Also as a result of this expansion the amount of calls for service have increased dramatically and the recruitment of a full time dispatcher / clerk is required as well. The continuing education sites, at CEC and OEC, have security present when our staff are present or classes are in session. This equates to 16 hours Monday through Friday and 8 hours on a Saturday. At this time Safety Lieutenants are on call twenty four hour seven days a week to respond to all emergency incidents. In order to provide support to the Lieutenants, who supervise at SAC and SCC, it is anticipated that there is a need to have the 'Sergeant' role made a substantial manager position. In addition to the support for the Lieutenants, this will provide 16 hour a day supervisory coverage. It is envisaged in this planning cycle that there may be a turn around of staff. Several of the full time officers have indicated they may be retiring over the next couple of years. This will bring with it challenges as these officers are senior and have immense experience in their roles. To mitigate this a more robust training program for the new hired officers will be implemented.

V. Budgets: (Please summarize the status of your department budget and concerns)

VI. Department Assessment: (Please provide internal assessment of your department (by all unit staff) and external assessment (from data provided by the District Services Satisfaction Survey, as well as other sources that your department would like to use). What recommendations would you like to bring to the District's attention?)

Internal Assessment:

Due to budget cuts the Environmental Safety and Emergency Services position was combined with Safety & Security. As a result of this, associated training for all the personnel in the District does not get the attention it deserves. There is a need to recruit again Environmental Safety and Emergency Services position on a part time basis.

Due to the expansion of SCC the need for a full time dispatcher was highlighted to provide a more effective service at SCC.

Also identified was the need for twenty four hour, seven days a week coverage at SCC because of the expansion of the site.

Department members also identified the need for more regular training.

External Assessment:

Most of the responses, from the District Satisfaction Survey, were good or excellent in terms of our overall service. The SCC safety team scored slightly higher than SAC safety team. In spite of this there are some who expressed concerns in the written comments regarding the departments customer service, citing incidents when officers did not provide the customer service orientated response expected. There were also written comments indicating that the college community do not see officers patrolling in areas of high pedestrian traffic, or that officers are often in their vehicles patrolling in the parking lots.

Recommendations:

- Conduct training with all officers and staff on customer service and community policing models.
- Introduce a formal training program for new recruits and more regular training for current officers.
- Assess the T3 Electric Stand up Vehicle (ESUV) and the increased visibility on our campuses.
- When budgetary conditions allow hire officers to fill the dispatch and graveyard position at SCC.
- Make the Sergeant roles full supervisory positions.
- Appoint a part time Environmental Safety and Emergency Services position to maintain emergency response plans, conduct emergency drills and table tops exercises on campuses.

VII. Work Plan: (As a result of the assessment process, what initiatives does your department want to address in 2013-2015? Please identify which RSCCD goal(s) and strategic plan objective(s) it addresses. What resources do you need to achieve these goals, and how will you know you have achieved it?)

Service Initiative Goals your department would like to address (include RSCCD goal(s) # and strategic plan objective(s) # being addressed)	Unit Outcome (The client) will (intended outcome) as a result of (function or action)	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resources (personnel, technology, fiscal) do you need to achieve your goal?	Results After two years, how well did you achieve your goal(s)?
<p>1) Conduct training on customer service and community policing. RSCCD Goal # 1, 4 & 5.</p> <p>2) Design and introduce a training package for new hired officers. RSCCD Goal # 1, 4 & 5.</p> <p>3) Increase and improve parking enforcement program at SAC and SCC. RSCCD Goal # 4 & 5.</p>	<p>Officers will be better trained and prepared to address needs of campus community.</p> <p>New officer will receive comprehensive training for the District.</p> <p>Better enforcement will make campuses safer for pedestrians and road users.</p>	<p>Greater satisfaction by staff, students and visitors.</p> <p>Improved service for staff and students.</p> <p>Increase in revenue either from parking permit sales and / or citations issued.</p>	<p>Identify a training package or personnel capable to carry out training.</p> <p>Identify suitable training or design and implement new RSCCD specific training.</p> <p>Introduction and purchasing of hand held citation issuing devices.</p>	<p>All officers have received training in customer service and community policing at annual training. this training was facilitated by Santa Police Department.</p> <p>A improved training package has been designed and will be implemented in 2016.</p> <p>There has been an increase in the number of citations issued in the past two years. 2013-14 - 4,119. 2014-15 - 5,075. Hand held citation devices are being used on our campuses</p>

Service Initiative Goals your department would like to address (include RSCCD goal(s) # and strategic plan objective(s) # being addressed)	Unit Outcome (The client) will (intended outcome) as a result of (function or action)	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resources (personnel, technology, fiscal) you need to achieve your goal?	Results After two years, how well did you achieve your goal(s)?
<p>4) Introduce the Electric Stand Up Vehicles (ESUV) for use by officers. RSCCD Goal # 4 & 5.</p> <p>5) Due to the dramatic increase of calls for service recruit a full time dispatcher for SCC. RSCCD Goal # 1, 4 & 5.</p> <p>6) In order to provide twenty four hour, seven days a week coverage recruit additional officers for graveyard coverage positions at SCC. RSCCD Goal # 1, 4 & 5.</p> <p>7) Recruit a part-time Environmental Safety and Emergency Services position. RSCCD Goal # 1, 4 & 5.</p>	<p>Improved visibility and accessibility of officers to the campus community.</p> <p>Improved service and assistance for staff, students and officers at SCC.</p> <p>Improved security for SCC and improved service to staff and students at SCC.</p> <p>Increase the training and exercises available to campus communities.</p>	<p>Greater satisfaction expressed by Staff and Students.</p> <p>Improved satisfaction by staff and students at SCC.</p> <p>Improved satisfaction by staff and students at SCC.</p> <p>The campus community will be better able to deal with emergency situations.</p>	<p>Introduction and purchasing of two ESUV, one for SAC and one for SCC.</p> <p>Permission to hire needed to fulfill this position, when budgetary conditions allow.</p> <p>Permission to hire needed to fulfill this position, when budgetary conditions allow.</p> <p>Permission to hire needed to fulfill this position when budgetary conditions allow.</p>	<p>Two ESUV were purchased and are being used on both SAC and SCC campuses.</p> <p>We are currently planning on hiring a full time dispatcher early in 2016.</p> <p>SCC went 24/7 in 2015.</p> <p>This is still an important position but due to budgetary constraints it has not be able to fill.</p>

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