Rancho Santiago Community College District
District Services Administrative Unit Review
Facilities Planning, Construction and District Support Services

2023-2025

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

The purpose of the Facilities Planning, Construction and District 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 overseeing and managing the planning, design, construction and implementation of major capital outlay projects, state scheduled maintenance projects and bond funded projects that are aligned with the Colleges' Facility Master Plans. The department endeavors to provide, enhance and create safe, sustainable, efficient facilities that support the diverse needs of students.

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

There are four departments in our area: planning, construction, districtwide support services and District Office Maintenance & Operations. Our department is not responsible for the college campus daily operations, routine and recurring maintenance, custodial and groundskeeping activities.
Oversight and management of major capital facility outlay projects, renovation, alterations, new construction, and state scheduled maintenance. Our department provides guidance and oversees activities related to: planning, design, agency approvals (such as the Division of the State Architect "DSA"),hiring of professional consultants, Requests for Qualifications/Proposals, bidding and procurement in coordination with the District's Purchasing Services Department, construction management, project budgeting and accounting, and other fiscal management for capital outlay projects that are locally or bond funded. The department ensures DSA approvals and certification are retained for projects and meets the State Chancellor's Office requirements and annual deadlines for activities such as Annual Space Inventory, Five Year Capital Construction Plan, Five Year State Scheduled Maintenance Plan, Energy Calculator, and State Project Applications. New: Provide districtwide maintenance support for Fire Life Safety Protection Systems across all buildings.

Services:
Update the District's College Facility Master Plan.
Provide support and assistance on the implementation of the District's Sustainability Plan.
Ensure compliance with DSA and other regulatory agency requirements.
Ensure compliance with State Chancellor's Office and FUSION deadline requests.
Oversee planning and development of Five Year Capital Construction Plan and Scheduled Maintenance Plan.
Oversee planning and implementation of Americans with Disabilities Act (ADA) projects (Transition Plan physical barrier removal projects).
Maintain facility related documents and archives related to buildings and capital improvements. This includes grant deed information, title information, agreements/contracts, blueprints, CADD drawings, specifications, as-builts, permits, certifications and warranty information.
Report on utility usage districtwide to necessary State agencies.
Provide support to the Physical Resources Commitee and College Facilities/Safety Shared Governance Committees.

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

Staff and students at Santa Ana and Santiago Canyon Colleges and other District sites
General population that uses district facilities for non-college related activities
General public at large, taxpayers, businesses
District Office RSCCD employees
District Office tenants
Visitors to District Office
Vendors, consultants, contractors

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

There are several areas of concern in our department regarding staffing as a result of an increase in responsibility due to code changes and additional maintenance support services
that is needed districtwide that has increased over the last 5 years to keep pace with changes in building standards and technologies. Since the last review (two years ago), we have reorganized the department which resulted in both the elimination of positions and the addition of positions which resulted in a cost savings. However, there are ongoing needs that are critical to the continued protection of district physical assets and the protection of people. Our responsibilities have evolved due to changes in practices, codes, regulations, new construction building standards, technologies and best practices. There was a change in the Fire Code in 2019.   Also, the Division of State Architect, the California Community Colleges State Chancellor's Office, and the State of California, continues to lead in the development and implementation of sustainability policies related to greenhouse gas emissions, energy, water, transportation, and green operations in alignment with the California Green Building Standards Code-Part 11, Title 24, CA Code of Regulations also known as "CalGreen Code". It is the first in the nation that is a mandatory green building standards code. As a result of such, this has impacted capital construction work, our building program, including how we are to maintain and operate buildings (Board Policy 6012 Sustainable Practices).
Examples of additional support services:
• Elevator maintenance trouble shooting issues with colleges
• New Districtwide Access Control implementation Test Pilots, new districtwide Key Lock Changes to new Medeco system standard, and troubleshooting issues with Campus Safety and colleges
• Emergency Blue Phone software and troubleshooting issues with Campus Safety
• Building Management/Energy Management Tridium software updates and trouble shooting HVAC Energy Management/Building Management Systems with colleges
• ONUMA Maintenance Work Order System updates
• Total Cost of Ownership Inventory of Buildings and Equipment Test Pilots support to colleges
• Utility management and data tracking, coordination with utility companies and State Agencies on behalf of colleges and district

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

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The Department budget utilizes 80% for staffing and 20% for maintenance repairs and other. This hasn't changed through the years.

A new Department in Fund 11 for Districtwide Support Services building program, including how we are to maintain and operate buildings. Per Board Policy 6012 Sustainable Practices and AR 6012 Sustainable Practices was created for the new 23/24 budget year to account for the new Fire Protection Systems Work as per our approved reorganization from last year and transfer of responsibilities. This budget fluctuates based on actual work required per code annually.

Concern: increasingly more responsibility associated with college maintenance support services duties. Changes in Title 24, Building Codes, DSA regulations and State sustainability goals have impacted workload. Lack of an on-going allocation of budget and resources to align with these new requirements and mandates.

Need for additional staff that impact budget:

1. Administrative Clerk (PRAs and increase in requests currently have 146 in last fiscal year)
2. Energy/Sustainability Manager (Code compliance, Sustainability Master Plan, Energy Management)
3. Director of Districtwide Support Services (see above)
4. Assistant Project Manager (over 79 active projects)
5. Facilities Planning Specialist (if bond passes)

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?*

a) Internal Assessment:

Develop additional internal procedures for the District to improve consistent delivery of services and education to keep up with changes in best practices in building construction industry, improve communication and increase professional growth.

Additional trainings for staff and time allocated for such would be desired.

More adminstrative support staff assistance to help with the increased requests and additional duties of responsibility.

Staff would like to change our department name and remove "facilities" because there is continued confusion over who is responsible for maintenance at the college sites.

Create a communication dashboard tool for Facility Modification Request tracking.

b) External Assessment:

Our department is not responsible for the college campus daily operations, routine and recurring maintenance, custodial and groundskeeping activities but get several complaints about such in the annual survey. Based on the comments in the survey, several are concerned over daily college maintenance and operational challenges at Santa Ana College. Our department provides guidance, recommendations and has interimly stepped in to assist Santa Ana College with management of maintenance support services for newly constructed facilities due to the complexity of building systems and new code changes.

We would like to see the colleges adopt a comprehensive maintenance plan with standards and a committed clear allocation of resources identified annually (i.e. % of annual operating budget for maintenance plus escalation per year factored in). This would assist in their on-going planning efforts and align with new maintenance requirements that are needed.

As for changes to the Facility Modification Request (FMR) AR 6601, we are looking at finding a way to enhance communications with a ticketing process, or having a dashboard on the District intranet so that individuals can see the progress of their FMR. To address the time it takes, that cannot be easily resolved as most of our review is compliance related per the Building Code, Title 24, and the Division of the State Architect requirements which requires licensed professionals to review proposed modifications which takes longer than people would desire. This timeline often does not align with reality and expectations of instruction and grant deadlines. Additional training, and an approach of advanced integrated communications with our department can assist with planning to meet expectations.

c) <u>**Recommendations**</u>**:**

Continue training.
Develop additional internal procedures and facility advisories.
Evaluate mission critical work.
Reduce non-critical requests.

VII. **Work Plan**: *As the result of assessing your department, what initiatives do your department want to address in 2023-2025? Please identify which RSCCD goal(s) and strategic plan objective(s) they address, resources you need to achieve the initiative(s), and how you will achieve these initiatives by the end of the cycle?* Please see example below

RSCCD Goals your service initiative address.	RSCCD Strategic Plan Objectives your service initiative address.	Service Initiative Goals that your department would like to address.	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 resource(s) (personnel, technology, fiscal) do you need to achieve your goal(s)?	Results After two years, how well did you achieve your goals?
Goal 4	*Objectives 3B and 4C*	*Analyze data of the new curriculum strategies for ESL students*	*Reports to share with ESL instructors showing outcomes by underrepresented groups based on the new curriculum strategies*	*ESL faculty utilize the reported data to plan their class instructions*	*None*	*A 2% increase in success rate for all underrepresented groups*
Goal 5	Objective A & B	Update the Sustainability Plan Projects List and Re-Review Sustainability Plan Goal(s) for the upcoming year with the Sustainable Resources Committee (SRC)	Update or Addendum to the Sustainability Plan. Potential revision to the Programs, Projects & Planning Implementation List.	Report demonstrates we met Goals from the Plan. Feedback from college and participants.	Consultants, staff, participation and feedback from members of the SRC.	

RSCCD Goals your service initiative address.	RSCCD Strategic Plan your service initiative address.	Service Initiative Goals that your department would like to address.	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 resource(s) (personnel, technology, fiscal) do you need to achieve your goal(s)?	Results After two years, how well did you achieve your goals?
Goal 5	Objective B & C	Five-Year Annual Capital Construction Planning Updates. This is a two year planning process or longer.	Completion of update to College's Annual 5 year capital construction plan, updates to Initial Project Proposals (IPP) and Final Project Proposal (FPP).	Completion of annual update.	College participation, architect support, FUSION consultant support.	
Goal 5	Objective B & C	Complete Updates to Facility Master Plans, including Total Cost of Ownership Analysis and the Facilities Condition Assessments	Completion of update and identifying what further work needs to be addressed (i.e. list of prioritized types of projects, new construction, modernization, perhaps even an entire new Facilty Master Plan, etc.)	Completion of updates and tasks noted with a clear roadmap for facilties for the next several years based on college priorities aligned with Educational Master Plans.	College participation, architect support, FUSION consultant support.	

RSCCD Goals your service initiative address.	RSCCD Strategic Plan your service initiative address.	Service Initiative Goals that your department would like to address.	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 resource(s) (personnel, technology, fiscal) do you need to achieve your goal(s)?	Results After two years, how well did you achieve your goals?
Goal 5	Objective B & C	ADA Transition Plan Implementation of Projects - On-going	Complete projects noted in the ADA Transition Plan	Reduced barriers and improved accessibility across buildings and sites.	Project management staff, consultant assistance, legal advisement, internal staff, college reviews, architects, engineers, and contractors. An on-going fiscal budget. The improvements will take years to achieve.	
Goal 5	Objective B & C	Update AR 3501.1 for Keyand Electronic Access Control (March 3, 2020) and continue to implement the Test Pilot projects at various buildings and change key locks to new Medeco standard.	Establish Districtwide Key Inventory Control. All employees compliance. Updated AR. Complete test pilot project and allocate resources.	Campus Safety can conduct a successful key audit and inventory. Less mechanical keys to carry around. Easier access for employees.	Each individual and employee who gets keys needs to comply with the New Procedure. Campus Safety, M&O, Human Resources and Managers need to enforce the procedure to ensure compliance. Consultant support. Allocation of funding for construction budgets to support the test pilot projects.	

RSCCD Goals your service initiative address.	RSCCD Strategic Plan your service initiative address.	Service Initiative Goals that your department would like to address.	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 resource(s) (personnel, technology, fiscal) do you need to achieve your goal(s)?	Results After two years, how well did you achieve your goals?
Goal 5	Objective A, B & C	Develop a New District Standard for Maintenance and work with Colleges in support of BP 6501 Plant Maintenance and Operations.	Colleges and sites produce and complete a Preventative Maintenance Plan.

Assists to complete the Total Cost of Ownership assessment tied to the updates for Campus Facility Master Plans. | Completion of these plans in written form that is standardized, provides guidance to colleges and others to meet and address legacy maintenance issues. | College Vice Presidents Admin Srvs and consultant assistance. Leadership across District needs to support the effort. An on-going fiscal budget impact. The development and implementation of plan will take years to achieve and depends on funding availability and the allocation of resources. | |
| Goal 5 | Objective A, B & C | Corrective Work related to Fire Rated (Resistive Construction) Assembly for Buildings Districtwide due to 2019 Fire Code | Colleges and District will have an inventory on site as required by law, the wall locations will be tagged, this will assist Maintenance staff and other vendors when working in buildings to identify such rated construction wall assemblies, etc. | When the Survey Corrective Work is completed | Vendors, Staff and Consultants to oversee work. | |

RSCCD Goals your service initiative address.	RSCCD Strategic Plan your service initiative address.	Service Initiative Goals that your department would like to address.	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 resource(s) (personnel, technology, fiscal) do you need to achieve your goal(s)?	Results After two years, how well did you achieve your goals?
Goal 5	Objective A, B & C	Develop RFP to develop a Districtwide Stormwater Management Plan for all Sites/Locations.	Colleges and sites will be in compliance with new stormwater management requirements to retain and treat any stormwater runoff.	Completion of the plan. Ability to implement, maintain, test and report as required to Local Water Quality Control Board and not be fined.	Project management staff, engineering and stormwater consultant assistance, legal advisement, internal staff, and college collaboration, input and assistance to support implementation.	

Building the future through quality education

RANCHO SANTIAGO
Community College District

2323 North Broadway • Santa Ana, CA 92706 -1640 • (714) 480-7300 • www.rsccd.edu

Santa Ana College • Santiago Canyon College

INTERNAL MEMORANDUM

DATE: Monday, July 17, 2023

TO: Iris I. Ingram, Vice Chancellor of Business Services

FROM: Carri M. Matsumoto, Assistant Vice Chancellor of Facility
            Planning, Construction & District Support Services

Carri Matsumoto

Digitally signed by Carri
Matsumoto
Date: 2023.07.17
10:48:40 -07'00'

RE: Updated Annual Department Program Review & Needs

Facilities Planning, Construction & District Support Services

Staffing Needs:
We have four departments within our department that have separate
budgets and resources: Planning, Construction, District Support Services
and District Office Maintenance & Operations. In addition, my office
oversees the proper utilization and management of Fund 41the capital outlay
fund and Bond funds. There are several areas of concern in our department
regarding staffing as a result of an increase in responsibility due to code
changes and additional districtwide maintenance services support. Since the
last review (two years), we have reorganized the department which resulted
in both the elimination of positions and the addition of positions which
resulted in a cost savings. However, there are ongoing needs that are
critical to the continued protection of district physical assets and people.
Our responsibilities have evolved due to changes in codes, regulations, new
construction building standards which requires our department to provide
more technical support and guidance to be compliant and evolve with these
changes in building management practices.

Districtwide Support Services Director:
We became responsible for college maintenance duties related to Fire
Protection Systems, which transferred to our department from the colleges
and Campus Safety on July 1, 2022. We just hired a Fire Protection Building
Systems Manager (effective end of June 2023) as part of our reorganization,
to oversee all the vendors and maintenance for the fire protection systems

across all buildings districtwide. There was **a change in the Fire Code in 2019** that has also resulted in additional corrective work. This corrective work is required and mandated by code. Repair work could fluctuate in both magnitude of scope and cost annually, and the budget may change.

Additionally, we continue to provide on-going districtwide maintenance services support that often requires much of our time and a diversion of the allocation of resources from our capital construction responsibilities (this has increased over the last 5 years). Some examples of this service support we provide include:

- Elevator maintenance trouble shooting issues with colleges
- New Districtwide Access Control implementation Test Pilots, new districtwide Key Lock Changes to new Medeco system standard, and troubleshooting issues with Campus Safety and colleges
- Emergency Blue Phone software and troubleshooting issues with Campus Safety
- Building Management/Energy Management Tridium software updates and trouble shooting HVAC Energy Management/Building Management Systems with colleges
- ONUMA Maintenance Work Order System updates
- Total Cost of Ownership Inventory of Buildings and Equipment Test Pilots support to colleges
- Utility management and data tracking, coordination with utility companies and State Agencies on behalf of colleges and district

Energy/Sustainability Manager:
There are several changes in new codes and regulations that are requiring the District to undertake additional responsibilities to ensure with compliance in a variety of areas regarding sustainability management. Per Board Policy 6012 Sustainable Practices and *AR 6012 Sustainable Practices* there are several objectives related to the District's sustainability goals: Environmentally Preferable Purchases, Purchasing Practices, Management Responsibilities for Recycled Products, Waste Management and Recycling Waste, Hazardous Materials, Energy, Resource Conservation, Environmental Education and Training, Facilities and Construction, Grounds and Landscaping, and Transportation and Air Quality.

The Division of State Architect, the California Community Colleges State Chancellor's Office and the State of California, continues to lead in the development and implementation of sustainability policies related to greenhouse gas emissions, energy, water, transportation, and green operations in alignment with the **California Green Building Standards Code-Part 11, Title 24, CA Code of Regulations also known as**

"CalGreen Code". It is the first in the nation that has a mandatory green building standards code. As a result of such, this has impacted capital construction work, our building program, including how we are to maintain and operate buildings. There is a strong need for an Energy/Sustainability Manager for a District our size. We have had a significant increase in workload related to this area of practice due to evolving and changing laws and regulations by the State and in the Building Code, Title 24 that occur annually and bi-annually. **We also have a new mandate to provide annual updates to the California Energy Commission on utilities/use and the State Chancellor's Office.**

The **Division of the State Architect** now has a **fourth area of review** they have added this year called: Sustainability, in addition to the plan check that already exists for accessibility, structural, and fire life safety. There needs to be a resource/person knowledgeable in the area of energy efficiency and sustainability practices to make recommendations and lead project oversight in this area. Management of the District's RSCCD Sustainable Resources Committee is an ad-hoc committee that has significant student participation and interest. Additionally, with growing Code requirements and goals of the State, this requires full-time attention. We do not have the capacity to support these on-going changing requirements.

The **State's Water Resources Control Board** intends to now mandate in Fall 2024 that Community Colleges be designated as a municipal permit discharger that would require the District to develop and implement a Storm Water Management Plan and Program to reduce discharge into City and public stormwater systems. The State has been holding off for years on adopting these permit designations for school districts and community colleges and they intend to proceed with the adoption as we are currently waiting for the final Draft of regulations for public comment. With this new MS4 Permit designation, the District will be required to implement additional stormwater runoff measures that may include building of additional catch basins, or implement other best management practices or risk being fined by our local Water Quality Control Board as part of the program requires mandated inspection, monitoring, testing and reporting by the District and local Water Quality Control Boards. They do intend to adopt these new requirements in Fall 2024.

Administrative Clerk: We need additional administrative support staff to assist us with several related office duties that could support our entire department and in particular, our CSEA employees (Senior Accountant, Facilities Specialist and Executive Secretary). In discussion with my staff,

we believe an Administrative Clerk position could suffice based on the job descriptionAdm. We currently have 146 new requests from 2022-2023. In 2021-2022 we had 105 requests. We get a Public Records Act request for almost every bid we conduct. In 2022-2023 we did 71 bids and did over 94 agreements.

Assistant Project Manager: Our managers need assistance from an assistant project manager with experience in planning and construction management. They need technical support to follow up on certain tasks or activities that they are bogged down addressing day to day.

Facilities Specialist: An addition of a Facilities Specialist is needed if a bond is passed due to the increase in volume of work that will occur for approximately 5-8 years.

Additionally, this position if a bond does not pass, could also assist the Colleges with their bidding process and Solicitation of Quotes for all their on-going annual routine maintenance contracts. Both colleges have a need for maintenance administrative support services and do not have the qualified staff to undertake these tasks. If this position reported to my office but provided services to both colleges (split time up at each site), this would greatly assist them in moving contracts forward timely because they would have our management experience, expertise and oversight to guide them and facilitate this collaborative process with the colleges to bridge the gap that currently exists between maintenance contracting and their procurement needs to be done in a timely fashion. There are on-going monthly, annual, quarterly maintenance contracts that the colleges need desperately to have in place. Currently, when these contracts are proposed and go to Purchasing, my office is often asked to do a courtesy review and address questions or follow-up with the college. This diverts time away from our capital construction responsibilities.

FISCAL/BUDGET NEEDS:
Fund 11
- Our current tentative budget for 23/24 is $3,915,711. This is the budget for all 4 departments combined.
- Our requested need for additional staffing is as follows in order of priority based on current workload:

Position	Current Cost	Proposed New Cost	Net Amount
1) Administrative Clerk		108,475.90	
2) Energy/Sustainability Manager		200,371.68	
3) Director – Districtwide Support Services		273,863.06	
4) Assistant Project Manager		174,583.11	
5) Facilities Planning Specialist		146,296.95	
	-	903,590.70	903,590.70

Fund 41 Capital Outlay

Fund 41: The Capital Facilities Fund for the last 10 years has been roughly the same allocation annually. It has not been increased to align with State changing mandates, escalation or to address our ongoing needs as a district. We have experienced significant and high escalation costs in construction over the last two years post Covid pandemic due to shortages in labor and materials. Projects are delayed and we have to break down the project scope into inefficient phases of work or wait several years until there is a sufficient budget to go out to bid.

We need a stable allocation of funding for the following capital construction priorities:

1) Districtwide ADA Transition Plan corrective work
2) New Sustainability Law compliance
3) New Stormwater management permit compliance
4) New Fire Life Safety law requirements
5) New Medeco replacement of existing key core lock changes, and addition of electronic access control across all buildings
6) Ongoing Scheduled Maintenance work that is not funded by the state but included in the Five-Year Deferred/Scheduled Maintenance Plan.

All this work is required and necessary to meet compliance for accessibility, fire life safety, and to protect District physical assets and persons. This is an on-going liability and exposure for the district.

Below are estimates and scopes of work identified to date (may be subject to change). The highlighted in red items are more **urgent**.:

- New Fire Resistive Construction Repairs: **$5.5 million** to correct (due to 2019 code)
- ADA Transition Deficiency Work: **$45 million +**
- Re-keying of all door locks to new Medeco master key system districtwide: **$500,000 – $750,000**

- Current Active Electronic Access Control Test Pilots that need construction funding to implement: **$6.5 million**
- Future Installation of Electronic Access Control across remaining buildings in District: **$56 million**
- Annual Service Maintenance Costs related to Access Control Genetec Software System Maintenance and Key Inventory Simple K System Maintenance: **$50,000**
- Five-year Deferred Maintenance Projects (not yet funded): **$173 million**

- **The District's capital outlay need is well over $200 million**, excluding other major capital construction projects identified in the Facility Master Plan (i.e. potential bond projects).

- **High priority items are a little over $13 million.**

We recommend the District create a model or structure of funding with an escalation percent factor for this backlog and ongoing need of facilities improvements. The backlog is enormous. Absent a long-term commitment to funding, this inhibits not only best practices in planning, but places the District at risk for ongoing facility liabilities to ensure proper continued protection of physical assets and the life safety of individuals.

Enclosed for your reference is also the End-of-Cycle Program review for Nga Pham in Educational Services.

I am available to discuss this further if there are any questions. Thank you for your consideration.

View results

Respondent

34   Anonymous

27:04

Time to complete

1. Indicate the type(s) of resource request. *

☐ Contract Services

☐ Equipment

☐ Facility Need (office space)

☑ Staffing (salary and benefits)   Energy/Sustainability Manager ($200,372)

☐ Technology

☐ Other

2. State the governance committee/department submitting the request:

Facility Planning, Construction & District Support Services

3. Enter the total amount needed for this resource request:

$200,371.68

4. Select the status that applies to the cost. *

○ One-time amount

◉ Ongoing amount

○ Both: One-time and ongoing amount

5. Is this a legally mandated resource request? *

◉ Yes

○ No

6. Please explain the legality of this mandate.

> Title 24 Bldg Code, CalEnergy Code

7. Is this a replacement need resource request? *

- ( ) Yes

- (●) No

8. Is this request addressing a known or new safety need? *

- (●) Yes

- ( ) No

9. Please explain the safety mandate of this request.

> New stormwater and sustainability laws, regulatory and permit compliance

10. How does this request support RSCCD's mission and goals?

See page 38 of the 2013-2023 RSCCD Comprehensive Master Plan, https://rsccd.edu/Trustees/Documents/Master-Plan/rsccd-cmp-final-09192013.pdf

> In order to support Goals 1-5, facilities needs to be safe, compliant, and properly maintained for the continued protection of property and people.

11. List all strategic objectives that this resource request supports.

See 2019-2022 RSCCD Strategic Plan, https://rsccd.edu/Departments/Research/Documents/2019-2022%20RSCCD%20Strategic%20Plans%2007%2001%2019%20DRAFT.pdf

> Goal #5, plus all other Goals.

12. List other planning goals that this resource request supports (technology/facilities/human resources, etc.)

> Goals 1-4, align facilities needs to support these goals which requires adequate planning in order to keep safe instructional working environments.

13. Provide evidence that this resource request is in your unit's planning portfolio.

> See Department Program Planning Portfolio Reviews Yrs 21-23 and 23-25 Goals

14. Are there any other data supporting this resource request? *

○ Yes

○ No

15. Please provide evidence and explanations of how they support the request.

5-Year Capital Construction Plan, 5-Year Deferred Maintenance Plan, Facility Master Plan 2022 Update, FUSION State Bldg Condition Report, ADA Transition Plan, Fire Rated Assembly Inspection Survey Reports, Door and Access Control Inventory Report, Title 24 Bldg Code Changes every 2 Years, DSA Regulations, CA Water Quality Control Board MS4 Permit Requirements, Total Cost of Ownership Reports, CA State Chancellor's Office Sustainability Plan and Goals

Rancho Santiago Community College District
District Services Administrative Unit Review
Fiscal Services

2023-2025

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

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

Functions:

Accounting, Audit and Advisory Services
District Accounting is responsible for maintaining the District's General Ledger (GL) and the accuracy of the financial activity posted to County Funds (not Auxiliary Funds). This includes reviewing requests for new GL accounts and creating accounts; posting cash receipts received by District Office departments and reviewing cash receipt batches from the Colleges' Student Business Office; reconciling all cash accounts include the cash in county and the districtwide clearing account; performing federal drawdowns, bank transfers, depositing cash in the County bank; posting payroll and fringe benefits to the GL (the district's HR, benefits, payroll, and GL systems are not integrated); reconciling all balance sheet accounts for County Funds such as receivables, prepaid expenses, investments, due to/due from, manual liabilities, and payroll liabilities; and reconciling the District's GL in Colleague with the GL at the County, and submitting county transfers. District Accounting also performs the grants accounting for a large, districtwide grants portfolio. For specially-funded projects in Funds 12, 33, 74 & 89, District Accounting reviews budget transfers, carryover budgets, and transfers of expenditure; works with Resource Development on issues or questions related to allowability of expenditures; prepares invoices and records receivables; prepares quarterly effort certification statements for federal programs; prepares various financial reports to sponsoring agencies; coordinates internally and responds to financial inquiries from sponsoring agencies including the U.S. Department of Education; prepares year-end audit schedules related to federal and state program expenditures. In addition, District Accounting coordinates student financial aid disbursements with the Colleges' financial aid office, sends wires and funding files to the District's third party administrator which issues financial aid disbursements, regularly reconciles financial aid budgets and accounts with the Colleges' financial aid office, stays abreast of changes to 1098-T reporting, prepares student 1098-T forms, and responds to student inquiries and IRS notices related to 1098-Ts. District Accounting also leads the districtwide fiscal year-end close process and coordinates closing with the County.

In addition, District Accounting is responsible for keeping abreast of and implementation of new statements issued by the Governmental Accounting Standards Board, and other new accounting guidance issued by the State Chancellor's Office; and providing accounting guidance to end users, the Colleges' Administrative Services, and Purchasing Services. District Accounting also works directly with Information Technology Services on IT-projects that help create efficiencies in fiscal processes and improve the end user experience.

Audit & Advisory Services (AAS) is responsible for performing a districtwide risk assessment; developing and executing a risk-based internal audit program; conducting internal audits 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; communicating the results of internal audit findings to leadership; and providing management with recommendations for improvement in areas where opportunities or deficiencies are identified. The types of internal audits that could be performed include operational or process audits, financial audits, compliance audits, investigative audits or follow-up audits. A routine internal audit that AAS regularly performs is the audit of AP disbursements issued from County Funds.

AAS is also responsible for performing sub-recipient monitoring for federal compliance; preparing the application for the District's federally negotiated indirect cost rate; keeping abreast of annual changes to the State Chancellor's Office Contracted District Audit Manual; coordinating the annual independent districtwide audit and following-up and resolving any related audit issues.

In addition, as part of advisory services and based upon mutual agreement, AAS may also perform functions or assist with functions otherwise considered the responsibility of a division or department manager. This includes but is not limited to executing corrective action plans on-behalf of management or assisting management in the implementation of corrective action plans to remediate audit issues identified by external or internal audit, or through other means; leading efforts to implement new regulatory guidance; working collaboratively with leadership at the District and Colleges to develop districtwide guidance and procedures to address issues related to compliance and or internal controls over financial reporting; and monitoring high-profile federal programs for compliance with regulatory requirements.

Fiscal, Budget and Disbursement Services

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, Multi-year projections (MYPs) and other various information, analyses, 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 prepare reports for Full Time Equivalent Student (FTES) information compared to target, and fully satisfy state compliance reporting and internal requests for attendance information. We monitor the cash balance for Accounts Payable disbursements. The department also began calculating the district's Faculty Obligation Number (FON) in 2021.

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.

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 Specialists maintain 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 and/or mobile device at any time. The staff verifies all leave taken to assure compliance with Education Code requirements and collective bargaining agreements. The Payroll Manager holds Quarterly Timekeeper meetings to keep all sites up to date with our leave and time card procedures.

With the help of our Employee Time Card and Time and Attendance systems we balance and process each employee absences and time worked on a real time system. We process classified part time employee payments and post accruals and absences taken and running balances that are available to each employee through any computer and/or mobile device at any time. This allows our employees to monitor their leave time and payments with the most current balance information available.

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 time card system for classified part time employee timesheets also follow this approval/auditing routing, but instead are posted to the County's payroll system for payment.

The Payroll Manager 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.
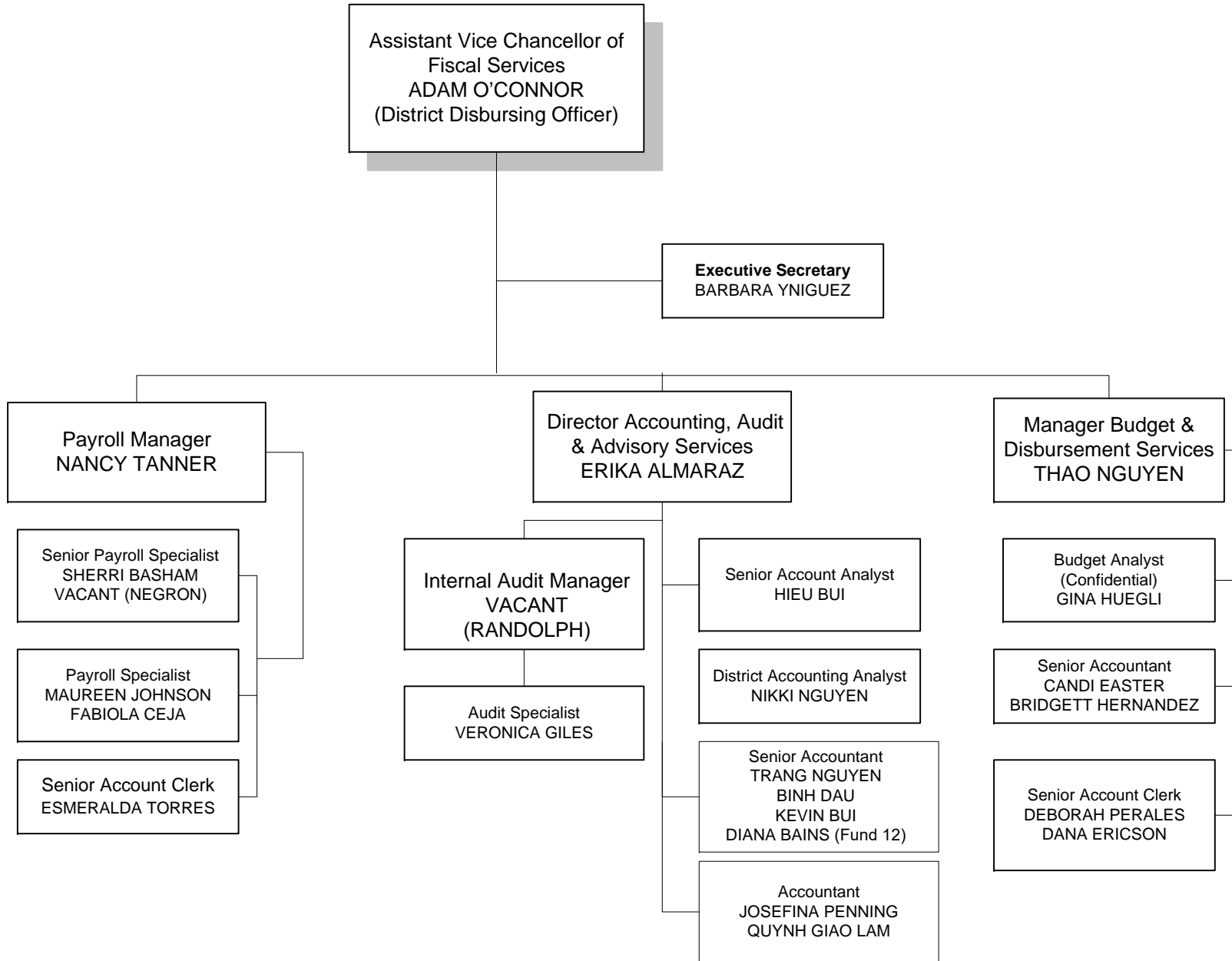
Comparison of Various Fiscal Services Metrics

	YTD thru 5/31/23 2022/23	YTD thru 06/30/22 2021/22	YTD thru 06/30/21 2020/21	YTD thru 06/30/20 2019/20	YTD thru 06/30/19 2018/19	YTD thru 06/30/18 2017/18	Comments
Budget Changes Processed (Single)	1,953	2,386	2,161	2,015	2,464	2,243	
Budget Changes Processed (Batch - BMPR, BUIMP, RBIMP)	22	35	35	458	476	509	
Budget Changes Processed (Batch - GLB)	273	243	11	9	-	-	We have been using batch uploads to be more efficient.
Journal Entries/TOEs Processed (Single)	2,856	4,459	3,700	4,129	4,704	3,665	County Funds only.
Journal Entries/TOEs Processed (Batch)	966	842	707	41	8	-	Accounting implemented JE/TOE batch upload process in FY 18/19 to post several JE/TOE at one time. One Batch JE has multiple journal entries/TOEs. We're trying to be as efficient as possible to keep up with volume.
Grant Project # (Active)	398	308	254	236	268	242	Federal, State, Local, and Fiscal Agent projects in Funds 12, 33, 74, 89.
Grant Programs $ (Expenditures)	$ 210,930,949	$ 200,212,946	$ 213,908,324	$ 177,307,260	$ 125,672,824	$ 99,248,930	Federal, State, Local, and Fiscal Agent projects in Funds 12, 33, 74, 89.
AP Vendor Vouchers Processed	13,727	14,830	12,537	16,269	19,078	19,209	AP0040 Report. AP Types 0011, 0012, 0013, 0033, 0041, 0043, 0061, 0062, 0063, 0074, 0089. Each voucher is individually processed.
AP Vendor Checks Processed	12,242	10,696	9,225	11,936	14,222	13,833	Multiple vouchers can be grouped when the check/e-check is generated.
Student & VA Refunds Checks	1,108	1,394	2,019	3,870	2,120	1,862	AP0040 Report. AP Types 00ST, 00VA. These checks are printed and mailed out by District AP.
Payroll Checks Processed	37,762	37,453	34,075	41,568	42,777	42,495	
Manual Checks Processed	86	112	72	154	102	79	
W-2's Issued	4,127	3,607	4,155	4,514	4,557	4,752	
1099's Issued	358	327	250	320	323	322	
1098-T's Issued	22,880	15,449	17,485	18,809	17,241	21,153	
Financial Aid Disbursements #	27	81	84	38	26	26	Each disbursement requires coordination between Accounting, SAC FAO, SAC SBO, SCC FAO, SCC SBO, and Accounts Payable.
R2T4 entries	705	741	391	557	185	92	These are individual manual adjustments to student accounts.
Numbers of projects disbursing financial aid	39	30	27	20	17	16	The Colleges are issuing student financial aid through more federal and state projects than in previous years. Accounting reconciles financial aid projects for both Colleges before and after every disbursement, identifies and follows-up on discrepancies (e.g. stale-dates, reversals, overpayments), monitors cash flow, draws down funds based on federal cash management rules, transfers cash between District bank accounts as needed, generates funding files to Bank Mobile, and drafts outgoing wires to Bank Mobile.
Total financial aids disbursed to students	48,940,473	50,089,587	36,866,107	34,120,124	28,610,259	29,004,167	Total amount of financial aid disbursed to students under fund 74
Federal quarterly effort certificates (Individual effort certs for each employee)	1052	1,596	1,339	378	-	-	Beginning FY 19/20 Q3, Accounting modified the effort reporting process to ensure certs reconcile to payroll data and to change frequency from monthly to quarterly (to ease administrative burden while still comply with fed regs). Monthly effort reports used to be system generated. Quarterly effort certs are now manually prepared by Accounting. Process is more labor intensive now although the count is less since the frequency changed from monthly to quarterly. If these were at least semi-system generated forms again, it would free up staff time. A PRF has not been submitted due to current IT projects ranked higher priority.
Deposits in County Funds	43,254	64,870	61,194	81,848	86,902	73,133	All deposits/payments that post to County funds are reconciled by District Accounting. This includes deposits posted by District and SBOs, student credit card payments and refunds.

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

IV. <u>**Staffing**</u>**:** *(Please summarize the status of your staffing since the last planning cycle and concerns you may have.)*

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

Assistant Vice Chancellor of Fiscal Services
ADAM O'CONNOR
(District Disbursing Officer)

Executive Secretary
BARBARA YNIGUEZ

Payroll Manager
NANCY TANNER

Senior Payroll Specialist
SHERRI BASHAM
VACANT (NEGRON)

Payroll Specialist
MAUREEN JOHNSON
FABIOLA CEJA

Senior Account Clerk
ESMERALDA TORRES

Director Accounting, Audit & Advisory Services
ERIKA ALMARAZ

Internal Audit Manager
VACANT
(RANDOLPH)

Audit Specialist
VERONICA GILES

Senior Account Analyst
HIEU BUI

District Accounting Analyst
NIKKI NGUYEN

Senior Accountant
TRANG NGUYEN
BINH DAU
KEVIN BUI
DIANA BAINS (Fund 12)

Accountant
JOSEFINA PENNING
QUYNH GIAO LAM

Manager Budget & Disbursement Services
THAO NGUYEN

Budget Analyst
(Confidential)
GINA HUEGLI

Senior Accountant
CANDI EASTER
BRIDGETT HERNANDEZ

Senior Account Clerk
DEBORAH PERALES
DANA ERICSON

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

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?*

    a) Internal Assessment:

    b) External Assessment:

c) <u>Recommendations:</u>

VII. **Work Plan**: *As the result of assessing your department, what initiatives do your department want to address in 2023-2025? Please identify which RSCCD goal(s) and strategic plan objective(s) they address, resources you need to achieve the initiative(s), and how you will achieve these initiatives by the end of the cycle?* Please see example below

RSCCD Goals your service initiative address.	RSCCD Strategic Plan Objectives your service initiative address.	Service Initiative Goals that your department would like to address.	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 resource(s) (personnel, technology, fiscal) do you need to achieve your goal(s)?	Results After two years, how well did you achieve your goals?
Goal 4	Objectives 3B and 4C	Analyze data of the new curriculum strategies for ESL students	Reports to share with ESL instructors showing outcomes by underrepresented groups based on the new curriculum strategies	ESL faculty utilize the reported data to plan their class instructions	None	A 2% increase in success rate for all underrepresented groups

RSCCD Goals your service initiative address.	RSCCD Strategic Plan your service initiative address.	Service Initiative Goals that your department would like to address.	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 resource(s) (personnel, technology, fiscal) do you need to achieve your goal(s)?	Results After two years, how well did you achieve your goals?

RSCCD Goals your service initiative address.	RSCCD Strategic Plan your service initiative address.	Service Initiative Goals that your department would like to address.	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 resource(s) (personnel, technology, fiscal) do you need to achieve your goal(s)?	Results After two years, how well did you achieve your goals?

RSCCD Goals your service initiative address.	RSCCD Strategic Plan your service initiative address.	Service Initiative Goals that your department would like to address.	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 resource(s) (personnel, technology, fiscal) do you need to achieve your goal(s)?	Results After two years, how well did you achieve your goals?

Fiscal Services/Payroll #20

View results

Respondent		
20	Anonymous	

01:36

Time to complete

1. Indicate the type(s) of resource request. *

☐ Contract Services

☐ Equipment

☐ Facility Need (office space)

☑ Staffing (salary and benefits)　**Sr. Payroll Specialist ($127,017)**

☐ Technology

☐ Other

2. State the governance committee/department submitting the request:

Fiscal Services/Payroll

3. Enter the total amount needed for this resource request:

$127,017 (Sr. Payroll Specialist)

4. Select the status that applies to the cost. *

◯ One-time amount

◉ Ongoing amount

◯ Both: One-time and ongoing amount

5. Is this a legally mandated resource request? *

◯ Yes

◉ No

6. Is this a replacement need resource request? *

   ○ Yes

   ◉ No

7. Is this request addressing a known or new safety need? *

   ○ Yes

   ◉ No

8. How does this request support RSCCD's mission and goals?

See page 38 of the 2013-2023 RSCCD Comprehensive Master Plan, https://rsccd.edu/Trustees/Documents/Master-Plan/rsccd-cmp-final-09192013.pdf

> To better support the colleges to reach its goals and address responses in district survey

9. List all strategic objectives that this resource request supports.

See 2019-2022 RSCCD Strategic Plan, https://rsccd.edu/Departments/Research/Documents/2019-2022%20RSCCD%20Strategic%20Plans%2007%2001%2019%20DRAFT.pdf

> To better support the colleges to reach its goals and address responses in district survey

10. List other planning goals that this resource request supports (technology/facilities/human resources, etc.)

To better support the colleges to reach its goals and address responses in district survey

11. Provide evidence that this resource request is in your unit's planning portfolio.

Please see the planning portfolio for details about the request

12. Are there any other data supporting this resource request? *

○ Yes

◉ No