



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

**2013-2016**

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 good customer service and helpfulness which indicates the focus and attention on the Auxiliary mission statement and the ability of staff to deliver assistance and support services in a helpful and meaningful way. Striving for exceptional, personalized service and connection is what helps support the educational experience of our students and communities.

**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.

**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?)

<b>Service Initiative</b> Goals your department would like to address (include RSCCD goal(s) # and strategic plan objective(s) # being addressed)	<b>Unit Outcome</b> (The client) will (intended outcome) as a result of (function or action)	<b>Criteria for Success</b> How will you know you've achieved your goal?	<b>Resource Needs</b> What resources (personnel, technology, fiscal) do you need to achieve your goal?	<b>Results</b> After two years, how well did you achieve your goal(s)?
<ol style="list-style-type: none"> <li>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</li> <li>Migrate all campus Auxiliary cash collection departments to Datatel cashiering and Official Payments credit card (i.e. campus Health Centers, Libraries and SAC Planetarium). 1.1, 4.1, 5.1, 5.2</li> <li>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.</li> </ol>	<ol style="list-style-type: none"> <li>The automation will alleviate back office processing and shift resources to student services areas.</li> <li>Increase efficiency to students utilizing current existing technologies.</li> <li>Increase accessibility to students utilizing current existing technologies which will enhance student experience.</li> </ol>	<ol style="list-style-type: none"> <li>Staff will no longer need to run back office processes for holds to be placed, removed or drops for non-payment.</li> <li>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.</li> <li>A secure webpage will be created with individual secure student logins.</li> </ol>	<ol style="list-style-type: none"> <li>Requires ITS to prioritize project request.</li> <li>Staff needed to perform training and funding resources for the purchase of credit card swipe equipment.</li> <li>Coordination with ITS.</li> </ol>	

<b>Service Initiative</b> Goals your department would like to address (include RSCCD goals(s) # and strategic plan objective(s) # being addressed)	<b>Unit Outcome</b> (The client) will (intended outcome) as a result of (function or action)	<b>Criteria for Success</b> How will you know you've achieved your goal?	<b>Resource Needs</b> What resources (personnel, technology, fiscal) you need to achieve your goal?	<b>Results</b> After two years, how well did you achieve your goal(s)?
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	4. Increase accessibility and efficiency to students and RSCCD departments using current existing technologies which will also increase credit card security.	4. Acceptance tools will be implemented to accommodate remote deposit acceptance.	4. Coordination with outside payment acceptance vendor and ITS.	
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	5. Increased tracking and access to parking permit sales, payment information and AR balances.	5. A payment tool and distribution method will be implemented that will streamline sales and tracking.	5. Coordination with ITS, District Safety and Security and third party vendor.	



## **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 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.)**

All positions at the Don Bookstore, Hawk Bookstore, Don Express and CEC Bookstore are filled with no additional plans to add staff in any of these departments. Staffing levels in headcount and expenses for the 2009 - 2012 fiscal years were higher than similar college stores according to the National Association of College Stores Annual Report Data for Fiscal Year 2012. Staffing levels were inflated for those years due to a lack of permanent employees and an over-staffing of temporary part-time staff. Expenses in this category of temporary part-time staffing has been reduced significantly and the stores filled open positions of 2 full-time and 2 part-time, permanent, professional, classified staff members where skilled job requirements were a necessity. The campus stores have also been aggressively hiring 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.

Overall, the salary expense has been reduced by over 20% compared to FY2009 and has settled into a manageable amount. Labor capacity will continue to be monitored by the bookstores and the need for future reductions or reorganizations of labor are always possible as the bookstore business continues to evolve.

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

The campus stores are nonprofit and plan for a modest return on revenue to support the ongoing operation of the stores. This plan of modest profitability coupled with adequate reinvestment in store operations and a modest contribution to the college campuses is an integral part of the success of the stores. The RSCCD Campus Stores have realized sales increases in essentially all departments including textbooks over the last two years. According to the National Association of College Stores, just 29% of U.S. college stores reported an increase in sales for 2011-12.

Profitability of the stores has not met targets from FY2009 to FY2012 and although contributions were made to the campuses, the bookstores net profits were unable to cover those contributions. Contributions to the campuses for FY2013 have been scaled back and an overall profit of 3% was realized. Profitability expectations for the future conform to other community college bookstores with a return of 3-5% to the stores and 3-5% to the campuses.

No major capital needs are seen as necessary for the stores at the moment, although there is a potential remodel of the Johnson Center where the Don Bookstore resides which would require some investment in store infrastructure. Modest aesthetic improvements that are self-supported by the stores are seen as necessary in the near future if the Johnson Center remodel is more than 2 years away. Cash register hardware, some computer systems, and new mobile technologies will also require some capital needs that will be supported by store operations.

**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:**

Profitability of the stores has been suppressed over the last 5 years. The stores were dealing with changes in publisher distribution models, including rental and digital distribution, the aggressive competition in the textbook market from companies like Amazon, Chegg, EBay/Half and individual textbook seller markets like AbeBooks. Cost of Goods for some operations were over expected levels and the write-down of obsolete inventory that dated back to FY2006 were dealt with in the FY2012 and FY2013 periods. The stores have now partnered with those companies that compete with them like Amazon and Half.com to share in a portion of internet sales. The stores are also purchasing books from individual seller consolidators like BookByte and Valore.com to take advantage of low priced books in the textbook market.

Customer service is an integral part of the equation for a successful campus store. Continued training in this area is necessary for all employees.

The Don Bookstore has a lot of deferred reinvestment that has a negative effect on the aesthetics of the store. The store has taken steps to reorganize the sales floor to improve the look over the last two years, but some legacy fixtures will need to be replaced in the near future.

**External Assessment:**

The Hawk Bookstore has excellent ratings in all areas of the survey. Customer service comments are exceptional with excellent reviews of the manager and staff.

The Don Bookstore has better than average ratings, but work is needed in several areas that were surveyed.

Categorized responses with number of times mentioned:

1. Good customer service and helpful team (20)
2. Suggestion for longer hours (2)
3. Internal teamwork needs enhancement (3)
4. Good textbook ordering procedures (3)
5. Confusing textbook ordering procedures (3)
6. Lack of knowledge (1)
7. Less apparel, more books (1)
8. Remove textbook inventory (1)
9. Open PO to Bookstores for purchasing (1)

**Recommendations:**

Adopting enhanced inventory control procedures will help with keeping COGS within expected levels.

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 also recommended.

A more intuitive online ordering system for faculty textbook decisions is being researched to aid in the more timely collection of this information. Students are looking to purchase their books earlier in the textbook buying season with the advent of more online information and textbook sources. The stores need to adapt to this trend by receiving textbook information from faculty earlier and offering textbooks to students earlier.

Team building and training workshops will help with internal teamwork issues. Campus store operations have been changing extensively over the last several years and the RSCCD Campus Stores have also been adapting their processes to meet the current demands of textbook distribution and customer service expectations. Some decisions have been made out of necessity and the entire team needs to be aware and behind those decisions for the success of the stores. Better communication of customer service and profitability goals need to be implemented.

**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?)**

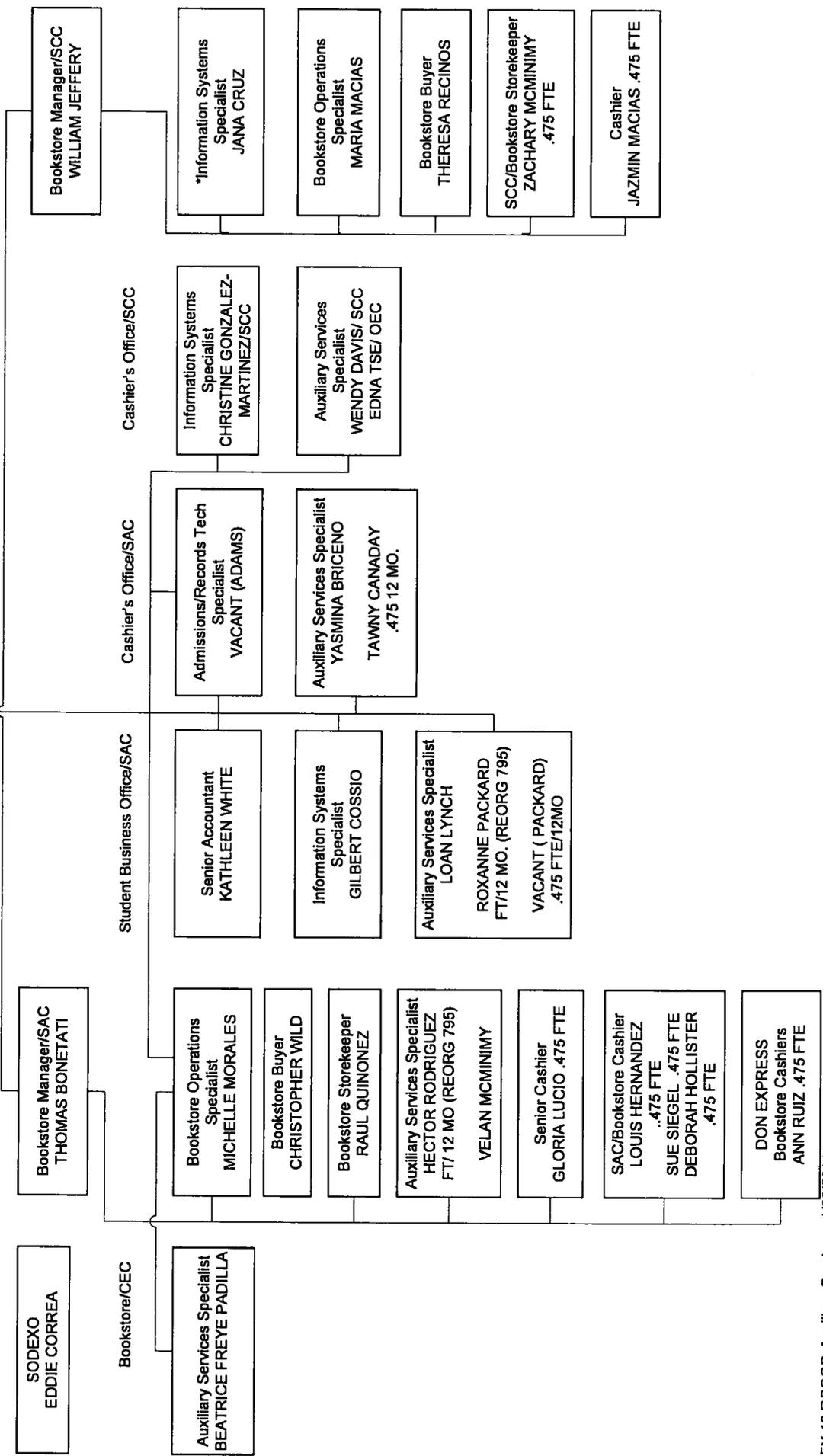
<b>Service Initiative</b> Goals your department would like to address (include RSCCD goal(s) # and strategic plan objective(s) # being addressed)	<b>Unit Outcome</b> (The client) will (intended outcome) as a result of (function or action)	<b>Criteria for Success</b> How will you know you've achieved your goal?	<b>Resource Needs</b> What resources (personnel, technology, fiscal) do you need to achieve your goal?	<b>Results</b> After two years, how well did you achieve your goal(s)?
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. (1.1, 1.2, 1.3, 3.2)  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. (1.1, 1.3, 3.2, 4.1)	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.  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	1. Increase market-share in textbook sales over the current rate of 30.6% of required textbooks as measured in Fall 2013.  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.	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 online sellers.  2. Possible monthly charge supported by bookstore operations for textbook adoption software. Buy-in from faculty and administration regarding the deadlines and procedures.	

<b>Service Initiative</b> Goals your department would like to address (include RSCCD goals(s) # and strategic plan objective(s) # being addressed)	<b>Unit Outcome</b> (The client) will (intended outcome) as a result of (function or action)	<b>Criteria for Success</b> How will you know you've achieved your goal?	<b>Resource Needs</b> What resources (personnel, technology, fiscal) you need to achieve your goal?	<b>Results</b> 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. (1.1, 1.2, 1.3, 3.2, 4.2)</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>	

<b>Service Initiative</b> Goals your department would like to address (include RSCCD goals(s) # and strategic plan objective(s) # being addressed)	<b>Unit Outcome</b> (The client) will (intended outcome) as a result of (function or action)	<b>Criteria for Success</b> How will you know you've achieved your goal?	<b>Resource Needs</b> What resources (personnel, technology, fiscal) you need to achieve your goal?	<b>Results</b> After two years, how well did you achieve your goal(s)?
<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>	

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

**Director  
Auxiliary Services  
RHONDA LANGSTON**





**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.

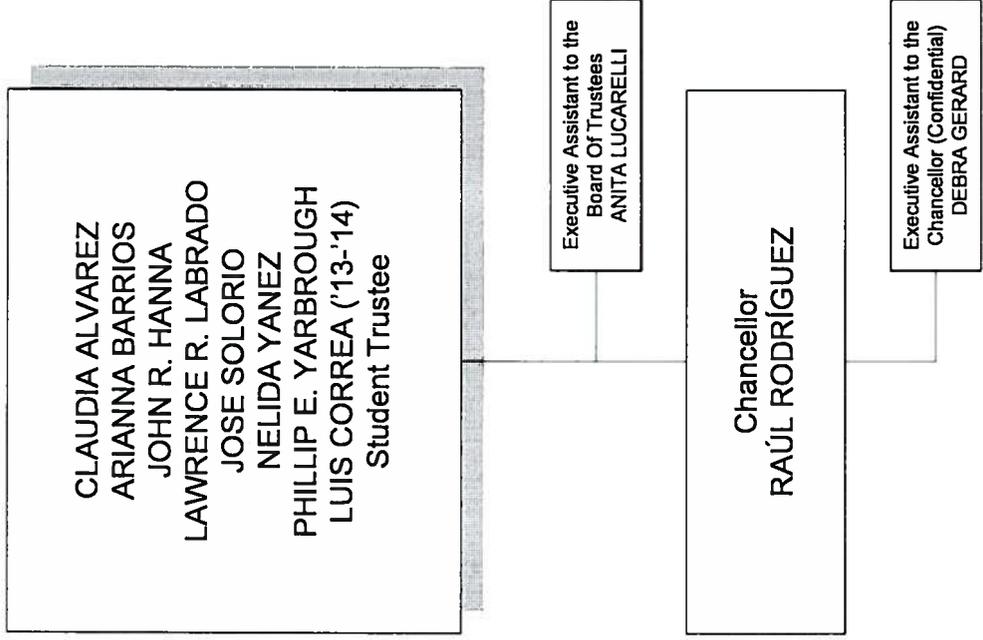
**Recommendations:**

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?)

<b>Service Initiative</b> Goals your department would like to address (include RSCCD goal(s) # and strategic plan objective(s) # being addressed)	<b>Unit Outcome</b> (The client) will (intended outcome) as a result of (function or action)	<b>Criteria for Success</b> How will you know you've achieved your goal?	<b>Resource Needs</b> What resources (personnel, technology, fiscal) do you need to achieve your goal?	<b>Results</b> 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>	

**Rancho Santiago Community College District  
BOARD OF TRUSTEES**





## **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. To fulfill our Mission, Early Childhood professionals of RSCCD Child Development Centers are dedicated to:

1. Providing essential support that assists students in accomplishing their educational goals.
2. Enriching the lives of children and families by providing quality early care and education that: enhances the child's growth and development; maintains a safe and positive environment that promotes critical and independent thinking, creativity, and respectful relationships.
3. Providing effective laboratory experiences for students in the Human Services field that: demonstrate a professional level of interaction of theory and practice; offers opportunities to develop the competencies and skills for professional conduct in their work with children.
4. Strengthen parenting skills through modeling paren involvement and parenting education.

### **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
- Fundors: 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?)**

<b>Service Initiative</b> Goals your department would like to address (include RSCCD goal(s) # and strategic plan objective(s) # being addressed)	<b>Unit Outcome</b> (The client) will (intended outcome) as a result of (function or action)	<b>Criteria for Success</b> How will you know you've achieved your goal?	<b>Resource Needs</b> What resources (personnel, technology, fiscal) do you need to achieve your goal?	<b>Results</b> After two years, how well did you achieve your goal(s)?
(RSCCD goal# 1) Child Development Services' 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 community at the city, county, state, and federal levels for pertinent planning information.  Seek opportunities for funding, programs, resources, and locations.  Develop a structure through planning to address current trends and opportunities within the Early Childhood Education 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.	
(RSCCD goal#1) Child Development Services' 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.	

<b>Service Initiative</b> Goals your department would like to address (include RSCCD goal(s) # and strategic plan objective(s) # being addressed)	<b>Unit Outcome</b> (The client) will (intended outcome) as a result of (function or action)	<b>Criteria for Success</b> How will you know you've achieved your goal?	<b>Resource Needs</b> What resources (personnel, technology, fiscal) you need to achieve your goal?	<b>Results</b> After two years, how well did you achieve your goal(s)?
(RSCCD #1) Child Development Services' Communication Goal: Create an overarching system in which staff, families, and community partners are aware of RSCCD current programs and strategies, benchmark goals, opportunities and plans for future growth.	Develop a comprehensive external communication plan with staff input, which includes social media, marketing strategies, email 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.  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.	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.  Personnel resources.  Public Affairs and Publications Department support and personnel resources.	
(RSCCD goals #1 & # 5) Child Development Services' Research and Evaluation Goal: Promote rigorous evaluation based approaches to teaching and learning in all facets of program operation.		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.		

<b>Service Initiative</b> Goals your department would like to address (include RSCCD goals(s) # and strategic plan objective(s) # being addressed)	<b>Unit Outcome</b> (The client) will (intended outcome) as a result of (function or action)	<b>Criteria for Success</b> How will you know you've achieved your goal?	<b>Resource Needs</b> What resources (personnel, technology, fiscal) you need to achieve your goal?	<b>Results</b> After two years, how well did you achieve your goal(s)?
<p>(RSCCD goal #1) Child Development Services' 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.</p>	<p>Develop orientation binder for all staff members that include policies, procedures, and practices.</p> <p>Develop comprehensive staff training plan that addresses strengths and needs of the program.</p> <p>Align and uniform all standards to the highest practice.</p> <p>Adopt High Scope Curriculum and offer comprehensive training.</p>	<p>Establish and implement an orientation process that includes a comprehensive orientation binder.</p> <p>Create and implement a staff development plan that includes training.</p> <p>Staffing and curriculum practices will be standardized at all the CDS centers by 2015.</p> <p>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.</p>	<p>Personnel and fiscal resources.</p> <p>Personnel and fiscal resources.</p> <p>Personnel and fiscal resources.</p> <p>Personnel and fiscal resources.</p>	

**Rancho Santiago Community College District  
EDUCATIONAL SERVICES  
DISTRICT CHILD DEVELOPMENT SERVICES**

**Executive Director Child  
Development Services  
JANNETH LINNELL**

Administrative Secretary  
LAURENE LUGO/BII

Accountant  
CHERIE ERICSON

**Santa Ana College  
Early Childhood Education Center**

Director I  
ENRIQUETA ISAIS  
Director I  
ZEFERINA GONZALEZ

Master Teacher  
KEO SALINAS    DAISY CASTANEDA  
JUANITA ESCALERA    AMBER SPRINGFIELD  
ANA FREGOSO    MARGARET HUMPHREYS  
SHARLA OYENOKI    LUZ CORDOBA  
SANDRA SHINN    COLLEEN MANGALI  
IMELDA INIQUEZ    LYN RACCA  
JUANA ESCALERA    MARY CAHILL  
PAZ JORQUERA

Teacher  
TERESA NICHOLS    SUSAN WAUGH  
VACANT    CRISTINA LEMUS VALLEJO

Administrative Clerk  
VERONICA MC ADAM/BII    ISABEL MATA/BII

CDC Cook/Nutrition Specialist  
FAUSTA PONCE .75 FTE/12 MO.  
RAFAEL GAYTAN .75 FTE/12 MO

Food Service Aid  
VACANT (REORG 790) 47.5%/ 11 mo  
VACANT (REORG 790) 47.5%/ 11 mo

Custodian  
JOSE GARCIA .475 FTE 12 MO  
NALLELY TAMAYO FRIAS .475 FTE 12 MO  
GRACIELA CHAVEZ / FT

**Santa Ana College  
Centennial Child Development Center**

Director I  
MARIA CASTELLON

Master Teacher  
YOLANDA GASCA  
ARTEMISA PAZ-LUGO  
ALISA DANIELS  
MARIAN CAMSON

Teacher  
VACANT

Associate Teacher  
ELVIA PEREZ ZUNIGA

Administrative Clerk  
LILIA GARCIA /BII.

CDC Cook/Nutrition Specialist .75 FTE  
MARIA FABIOLA CARINO/12 MO

Food Service Aid 47.5% 11 Mo  
VACANT (REORG 790)

Custodian  
EMILIANO MEDINA .488 FTE 12 MO

**SAC CDC EAST CAMPUS**

Director I (reorg 725)  
MARY O'NEILL

Master Teacher (3)  
MARIA GUERRA  
YOLANDA AGUILERA (CEC)  
CAROL JOSEPH  
ROSIE RUIZ

Teacher (3)  
GUADALUPE SANDOVAL

Administrative Clerk  
CLAUDIA LOZADA ( BERNAL)/BII

CDC Cook/Nutrition Specialist ALEJANDRA GARCIA .75 FTE/12 MO

**Santiago Canyon College  
Child Development Center**

Director I  
SUSAN WAHL

Master Teacher (4)  
REBECCA FRASER  
KATHLEEN MC CANN  
LEAH MORSE  
JACQUELINE KARTER  
Teacher (4)

Administrative Clerk/BII.  
ALEJANDRA FELICIANO

CDC Cook/Nutrition Specialist  
KURT SIEBERT .475 FTE/12  
MO. (Reorg 490 position  
eliminated when incumbent  
retires)

Custodian  
GUADALUPE HERNANDEZ

**Early Headstart**

Director I - MY LE PHAM

EHS Coordinator/ FT  
VACANT (Reorg 633)  
VACANT (Reorg 633)

Assoc Dir II  
JENNIFER PRUZNICK  
CONNIE VAN (Reorg 725)

Master Teacher  
ALICIA RAMIREZ  
CATHERINE CANDELA  
SANDRA SANTAMARIA  
ISELA CERVANTES  
MARYBEL ARREGUIN LOPEZ

**Santiago Canyon College  
Orange Education Center**

Director I  
MARY O'NEIL (SAC EAST)

Master Teacher (4)  
CAROL JOSEPH (SAC EAST)  
LYN RACCA (SAC)  
ROSIE RUIZ (SAC EAST)

Teacher  
VACANT ( PEIRANO)  
SUSAN WAUGH (SAC)

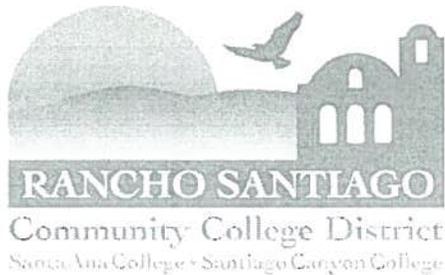
Administrative Clerk/BII.  
CLAUDIA LOZADA (SAC EAST)

CDC Cook/Nutrition Specialist  
ALEJANDRA GARCIA .75 FTE/12 MO  
(SAC EAST)

Custodian  
GRACIELA CHAVEZ (SAC)

Administrative Secretary  
JACQUELINE VALADEZ

Administrative Clerk/BII  
JESSICA AVALOS



## **Rancho Santiago Community College District District Services Administrative Unit Review**

Economic and Workforce Department

**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 the 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 businesses.

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

Industry

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 of the economic and workforce development programs in 2013. RSCCD applied for and received 6 of 6 grants that allowed the department to use current employees as match, attract private sector monies as 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 the general fund.

**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 dependant on decisions made by the 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 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, its 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.

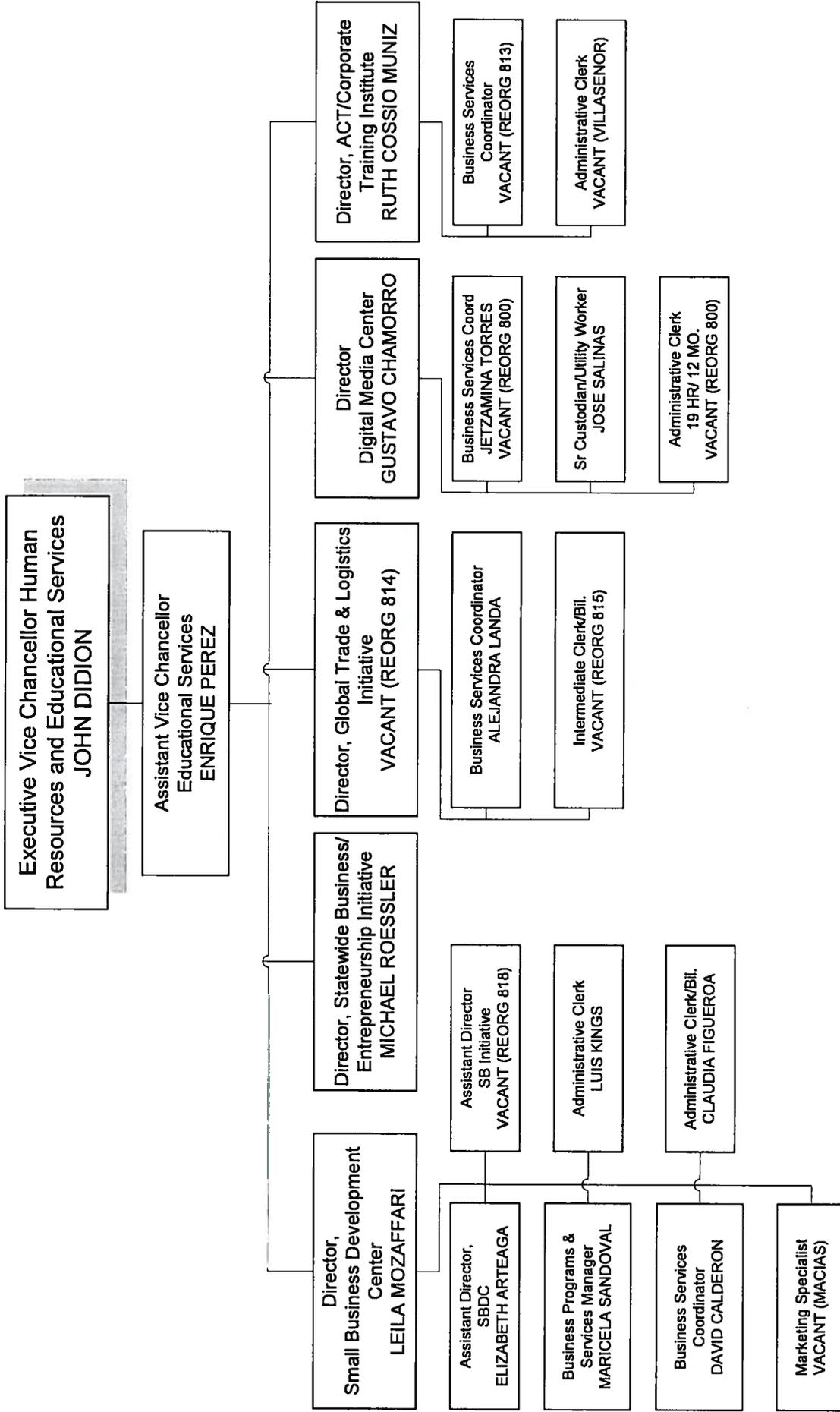
**Recommendations:**

Look at ways of keeping the colleges better informed on current activities between faculty, deans, college based programs and the department's economic and workforce development programs. Increase the dissemination of 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?)**

<b>Service Initiative</b> Goals your department would like to address (include RSCCD goal(s) # and strategic plan objective(s) # being addressed)	<b>Unit Outcome</b> (The client) will (intended outcome) as a result of (function or action)	<b>Criteria for Success</b> How will you know you've achieved your goal?	<b>Resource Needs</b> What resources (personnel, technology, fiscal) do you need to achieve your goal?	<b>Results</b> 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 4. Improved survey results 5. New public and private sector partnerships 6. Additional sources of revenue	District staff and increased collaboration with both colleges	

**Rancho Santiago Community College District  
ECONOMIC DEVELOPMENT**



- Short Term Employees:  
 1 Business Expert Professional C/ITD  
 2 Business Expert Professional IWE  
 3 Business Expert Professional II SBDC



## **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 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.

Manage maintenance of the district office facility.

### **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.

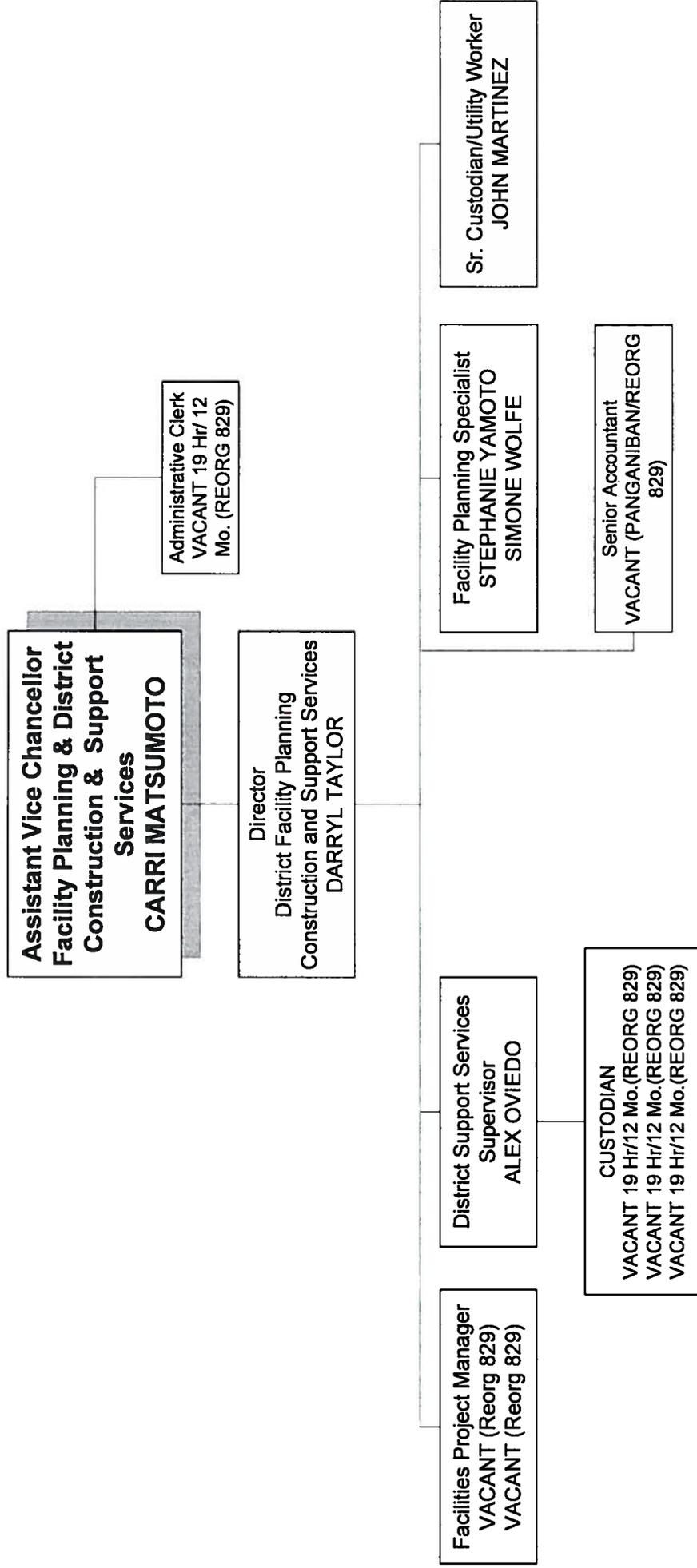
**Recommendations:**

Look at areas of improving timeliness, responsiveness, follow through, quality of work, provide customer service, 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?)**

<b>Service Initiative</b> Goals your department would like to address (include RSCCD goal(s) # and strategic plan objective(s) # being addressed)	<b>Unit Outcome</b> (The client) will (intended outcome) as a result of (function or action)	<b>Criteria for Success</b> How will you know you've achieved your goal?	<b>Resource Needs</b> What resources (personnel, technology, fiscal) do you need to achieve your goal?	<b>Results</b> After two years, how well did you achieve your goal(s)?
<ol style="list-style-type: none"> <li>1. Continue to implement Measure E projects according to the master schedule (Goal 5, Obj. b)</li> <li>2. Continue to implement Measure Q projects according to the master schedule (Goal 5, Obj. b)</li> <li>3. Continue to implement, and further refine the District's Scheduled Maintenance Plan (Goal 5, Obj. a and b)</li> <li>4. Develop a Operations Support Plan for the District Office (Goal 5, Obj. a and b)</li> <li>5. Develop internal tracking system for project accounting, project updates, RFQ/RFPs and Contracts (Goal 5, Obj. a and b)</li> <li>6. Develop proper internal business controls for budget tracking, procurement process for awards, managing of changes to contracts (Goal 5, Obj. a and b)</li> <li>7. Certification and Project Close Out (Goal 5, Obj. a)</li> <li>8. Develop Districtwide Construction Material Design Standards (Goal 5, Obj. a)</li> <li>9. Continue to develop Energy Projects and work in connection with the District's Sustainable Plan (Goal 5, Obj. a)</li> <li>10. Develop a Stormwater Management Plan Districtwide (Goal 5, Obj. a)</li> </ol>	<ol style="list-style-type: none"> <li>1. Users can occupy buildings, beneficial use of facilities and instructional delivery.</li> <li>2. Users can occupy buildings, beneficial use of facilities and instructional delivery.</li> <li>3. Building improvements and extend useful life, less repairs, efficient facilities.</li> <li>4. Scheduled, routine maintenance of building, users are comfortable occupying building.</li> <li>5. Better understanding of project status, objectives, accountability</li> <li>6. Better understanding of project status, objectives, accountability</li> <li>7. Other projects can move forward, risk-averted for Trustee liability for uncertified projects</li> <li>8. Efficient products, promote standardization for cost savings, durability, maintainability, noticeable efficiencies in facility management</li> <li>9. Reduced utility consumption and cost savings to campuses and other facilities, reduce carbon footprint, sustainable awareness</li> <li>10. Reduce consumption, awareness of use, responsible steward of resources and protecting physical assets</li> </ol>	<ol style="list-style-type: none"> <li>1. Occupancy and Project Close out</li> <li>2. Occupancy and Project Close out</li> <li>3. Improved survey results</li> <li>4. Improved survey results</li> <li>5. No audit findings. Improved survey results.</li> <li>6. No audit findings. Improved survey results.</li> <li>7. State Architect Letter received as certified.</li> <li>8. Cost savings, ease of maintenance, time saved by staff.</li> <li>9. Utility cost savings, reduced carbon footprint</li> <li>10. Monitoring and no citations by oversight agencies.</li> </ol>	<ol style="list-style-type: none"> <li>1. District Facilities Staff, Consultants, Contractors, Vendors, collaboration with College, Fiscal, Purchasing, IT Staff collaboration.</li> <li>2. District Facilities Staff, Consultants, Contractors, Vendors, collaboration with College, Fiscal, Purchasing, IT Staff collaboration.</li> <li>3. District facilities staff and college operations/maintenance input.</li> <li>4. District Facilities Staff, Resources to make improvements and to support the new hires.</li> <li>5. District Facilities Staff, potentially new project management accounting, IT support.</li> <li>6. District Facilities Staff</li> <li>7. Architect and consultants.</li> <li>8. District and College operations/facilities staff.</li> <li>9. Consultants, Purchasing collaboration.</li> <li>10. District and College collaboration, consultants, utility agencies collaboration.</li> <li>10. District staff and consultant.</li> </ol>	

**Rancho Santiago Community College District  
 BUSINESS OPERATIONS AND FISCAL SERVICES  
 FACILITY PLANNING AND DISTRICT SUPPORT  
 SERVICES**





## **Rancho Santiago Community College District District Services Administrative Unit Review**

FISCAL SERVICES

**2013-2015**

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

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.

### **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?)***

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

## Attachment 1

### II. Functions and services:

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, 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 and perform internal audit functions as necessary.

#### 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.

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 TTN 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.

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, 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.

### Project Management

The District is currently operating on a fully integrated system called Datatel, an institution-wide information system package serving three key areas: Finance, Human Resources (HR) and Student Services. Project Managers are assigned to each of these areas. One of our primary duties is to provide ongoing support to end users in the most responsive method possible.

Under the direction of the Assistant Vice Chancellor of Fiscal Services, the Finance Project Manager is centrally located at the District Office. We work directly with Information Technology Services (ITS) to coordinate with HR and Student Services to get the most out of our integrated system. We also continue to assess current financial processes and reporting needs of end users and external agencies. Finance training manuals were developed during the implementation stage and they are being updated every year as we provide general ledger/ budget training to new Datatel users.

We act as a liaison among the functional department management and staff, ITS staff, vendors and consultants. It appears that effective and collaborative working relationships have been established between Project Managers and staff throughout the last five years of Datatel implementation. By using approved processes, related procedures and workflows, we constantly assess the operational integrity of the system. We work directly with ITS to review and test new patches as Datatel deploys them. We continue to update our procedures on adding new users into the system with appropriate security classes.

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

Since the last planning cycle, the Fiscal Services department has been reorganized with a net decrease in staffing of .5 FTE. The Director of Accounting position and two accountants have been eliminated. Our .475 FTE Senior Account Clerk has been transferred from Accounts Payable to Payroll. Our Internal Auditor, who had been previously reassigned as a Project Manager, is back full time in internal audit, and an Audit Specialist vacancy was created. In addition the department hired a new Manager of Fiscal Services. Other than the Audit Specialist, which we plan to fill in 2014, the department is fully staffed at this point. See the attached organization chart.

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

Comparing the Adopted Budgets, the total budget for the department in 2010/11 was \$2,921,028 versus \$3,069,680 for 2013/2014, an increase of 5% over this period. Of the total current budget less than 6% is related to non-personnel related cost. The cost increase during this period is largely attributed to the rising cost of various contracted services. In this next cycle, the department is researching bringing some previously outsourced tasks in-house to save on these costs in the future. Though there will be increasing costs for salary and benefits of current staffing, we see no need to request an increase in the department budget otherwise at this time.

**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 #2

**External Assessment:**

The district-side survey results regarding overall quality of services showed an average rating of 4.13 (out of 5) for Accounts Payable, 4.43 for Payroll, and 4.10 for Fiscal and Accounting. There were similar overall ratings related to helpfulness, knowledge, availability and timeliness. Though these all fall in the Good to Excellent rating, there is still room for improvement. Specifically in the Fiscal and Accounting and Accounts Payable areas, 5% of the respondents indicated our services overall were below average or poor. And 18% in Fiscal and Accounting and 15% in Accounts Payable felt our services were just average. While there were several positive statements made related to all three areas in the survey, there were also many negative comments as well. These are unacceptable results and our department will work to improve our service levels during this next cycle.

**Recommendations:**

Based on our internal assessment and the district-wide survey results, the department will strive to improve our customer service in various ways, including, but not limited to: Cross-training, timeliness, friendliness, respectfulness, communication skills, answering of phones, consistency, and remembering we are here to serve the colleges. In addition, based on the suggestions, the departments will create a FAQ set of procedures and post to the website.

## Attachment 2

### VI. Department Assessment:

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. Services provided are relatively comparable to other Districts, though all Districts are unique. In some cases more services are offered at RSCCD. A new evaluation mechanism will be created in this next cycle to help us continually improve.

### Accounting

The 2011/2012 fiscal audit issued on November 26, 2012 identified no material weaknesses over internal controls or audit findings to our financial statements. Four Federal compliance findings were disclosed related to 1) Early Head Start regarding expending money to independent parties that have been suspended or debarred by the Federal government, 2) direct loans in Financial Aid and the college's lack of documentation regarding reconciliations between SAS data and the loan detail records, 3) CAMP program eligibility, and 4) the TRIO programs not inactivating participants in the system. Additionally, there were three State compliance findings related to 1) To Be Arranged (TBA) hours for one course, which resulted in an overstatement of Full-Time Equivalent Students (FTES) of 0.41, 2) the development of an Extended Opportunity Programs and Services (EOPS) and Cooperative Agencies Resources for Education (CARE) advisory committee to periodically meet to ensure funds are spent in accordance with the guidelines of the programs, and 3) California Work Opportunity and Responsibility to Kids (CalWORKs) regarding documentation of eligibility for the program verified by the county contained in the respective student files. The District has established an appropriate corrective action plan to address these findings prospectively, and no audit adjustments were noted in the report.

The Accounting Department has successfully performed fiscal monitoring of \$36.5 million in Federal awards and \$14.3 million in State awards and a total number of 194 special projects and grants. The department processed over 2000 budget transfers, over 4,300 journal entries and created over 4,200 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.

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

Fiscal year 2012-2013 was a year full of challenges for Accounts Payable both from internal and external factors. First, there was the establishment of a new Fund 13, the General Unrestricted One-Time Carryover Fund which in the beginning, created some G/L posting problems for payments. Secondly, when the district converted from Oracle to SQL, this slowed the 5-step check printing process from one minute and twenty seconds to three minutes and ten seconds per check run. Additionally, there was an incident during positive pay file transmittal that the system showed "not responding", a default behavior of SQL. This involved ITS programming to modify the code until it was corrected.

On the external side, the IRS revised the W-9 in December, 2011 for use in 2012. Under the revised W-9, there were additional federal tax classifications like C Corporation, S Corporation and Trust/estate. Because of this we had to review all non-individual 1099 vendors to ascertain that they are classified correctly. This involved the tedious task of obtaining their current W-9 and updating the data in the system.

The introduction of AB 1162 (Frazier) Student Financial Aid Debit Cards, prompted the district to send Request for Information (RFI) to various agencies who provide Financial Aid Payment Services through debit cards, prepaid cards or preloaded cards. Accounts Payable was involved in analyzing responses taking into consideration important factors like legal compliance, Personal Identifiable Information (PII); student privacy rights and Family Educational Rights and Privacy Act (FERPA); account features; deposit, withdrawal and delivery options; customer support capabilities and notifications; participating networks and locations; services, implementation and maintenance plan; fees and other charges; etc.

When California State Board of Equalization (SBE) required all e-merchants, including Amazon, to collect sales tax for all online purchases effective September 15, 2012 this changed the way we processed payments for sales tax. We have always self-assessed use tax using our tax rate for our online purchases which we remit directly to SBE. Amazon, which is used by our libraries for book purchases, ships from different locations and therefore uses different tax rates. We have to ascertain that we pay them our sales tax rate on every purchase.

This year, we made several payments to International Vendors in conjunction with sponsorship for student recruitment in Asia, South America and Europe and the trade mission in Mexico. We encountered difficulties in obtaining required documents to process payment like the W-8BEN Certificate of Foreign Status of Beneficial Owner of US Tax Withholding. An additional problem occurred when Mexican Customs held our check payment to the vendor for a week then the bank would have held the amount until the proceeds are collected, due to the large amount. To rectify this, we asked for the original check, voided it and replaced it with checks with amounts of less than \$7,000 each.

The Accounts Payable had our share of fraud incidents. There was a case of someone using the Santa Ana College's return address to mail bogus financial aid checks using photocopied online stamps. The Post Office wants us to pay for the stamps because the sender used our return address. Then, there was the Financial Aid Student who deposited 3 checks, 2 of which belonged to someone else. Another one was a prepayment for customized service to a non-existing company. Lastly, there was a financial aid check we issued that was cashed at a supermarket dishonored by our bank for stop payment. This check was reported lost and was therefore cancelled. The supermarket was demanding payment. We referred the matter to Orange County Department of Education who handles this.

## Payroll

We have completed the development of the Electronic Leave form. We are now in the Security and training phase. We expect to complete the training phase by June 2014. The next task will be the

development of the Electronic Time Card through our new Image Now Scanning Document software. We hope to complete the development by next year.

Our payroll staff is processing the first of an expected five Retro Active payroll cycles this fiscal year.

As of June 30, 2013, the payroll department processed 37,504 pay checks. We generated 3,731 W-2 forms in 2012 for a total gross payroll of \$103,580,857.

Payroll is currently scanning the history portion of our Document Scanning project. We have scanned through the letter "D" and hope to complete this task by 2015. 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 2014.

Payroll is continuing to work with PERS and STRS reporting issues to keep the Penalties and Interest charges to a minimum. These charges would be due to late or inaccurate reporting of retirement withholding. These charges began with the 7/1/2012 payroll cycles. We now must process any retroactive payments (including COLA's) within 30 days of the Board approval. This is a very tight timeframe for HR and payroll to comply with.

Due to Pension Reform, Payroll now processes 5 different types of retirement systems. We have PERS Classic, New PERS, STRS 2%@55, STRS 2%@60 and PARS. These changes have added an extra load of complexity to our payroll reporting.

Due to new legislation we are providing files for the Value of our Health Insurance, Group Term Life Insurance and additional .09% of Medicare on earnings over \$200,000 to be up loaded to our employee W-2 forms.

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.

**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?)

<b>Service Initiative</b> Goals your department would like to address (include RSCCD goal(s) # and strategic plan objective(s) # being addressed)	<b>Unit Outcome</b> (The client) will (intended outcome) as a result of (function or action)	<b>Criteria for Success</b> How will you know you've achieved your goal?	<b>Resource Needs</b> What resources (personnel, technology, fiscal) do you need to achieve your goal?	<b>Results</b> After two years, how well did you achieve your goal(s)?
1. Strengthen internal controls to safeguard assets and adhere to Federal/State guidelines for all of our programs and grants (RSCCD goal 5, strategic plan objective B)	District departments will meet all guidelines and have no audit findings	No audit findings	Internal Audit staff, Resource Development staff	
2. Develop/revise procedures for fiscal services related to budgeting, accounting, payroll, accounts payable and Datatel project management (RSCCD goal 5, strategic plan objective B)	Staff will be better trained and district departments will understand our procedures	Improved service and survey results	Intranet, feedback from end users on additional items to address	
3. Enhance communication between district departments and colleges (RSCCD goal 5, strategic plan objective C)	Departments will better understand each other's needs and processes	Improved service and survey results	SharePoint software from ITS	
4. Continue department training on Datatel (RSCCD goal 4, strategic plan objective A)	Users will better understand the system functionality	Improved service and survey results	Access to trainers from various departments and training room equipped with computers	

<b>Service Initiative</b> Goals your department would like to address (include RSCCD goal(s) # and strategic plan objective(s) # being addressed)	<b>Unit Outcome</b> (The client) will (intended outcome) as a result of (function or action)	<b>Criteria for Success</b> How will you know you've achieved your goal?	<b>Resource Needs</b> What resources (personnel, technology, fiscal) you need to achieve your goal?	<b>Results</b> After two years, how well did you achieve your goal(s)?
<p>5. Continue to update Datatel integration by linking student cashing and student accounts receivables to enrollment reporting (RSCCD goal 4, strategic plan objective A)</p> <p>6. Work with ITS to bring processing of 1098-T reporting in-house (RSCCD goal 4, strategic plan objective A)</p> <p>7. Bring document imaging for Accounts Payable online (RSCCD goal 4, strategic plan objective A)</p> <p>8. Work with Financial Aid, Cashiering and OCDE to implement mechanism of disbursement of Financial Aid and vendor payments through ACH and/or prepaid cards (RSCCD goal 4, strategic plan objective A)</p> <p>9. Research and work with OCDE to obtain Fiscal Accountability status (RSCCD goal 5, strategic plan objective C)</p>	<p>The department will improve accounting of district revenues</p> <p>Students will have electronic access to 1098-Ts</p> <p>All our customers will benefit from having electronic documents and the department will be more efficient and environmentally friendly</p> <p>Students and vendors will have financial aid disbursed electronically</p> <p>All our various customers will benefit from having checks cut faster by the accounts payable department</p>	<p>Datatel will link student cashing and accounts receivable</p> <p>Project complete and being utilized, students have the ability to access current and historical 1098T information</p> <p>The department will have developed a process for ongoing imaging and started imaging previous years documents as well</p> <p>Project will be complete and students and vendors will have electronic access to funds</p> <p>County will recognize our status</p>	<p>ITS assistance, Datatel support, reports that mirror State Chancellor's Office requirements</p> <p>ITS assistance, WebAdvisor programming, Datatel support</p> <p>ITS assistance and Scanning machines and potentially contract or hourly personnel to assist</p> <p>ITS assistance and OCDE assistance, banking set up</p> <p>OCDE assistance, Board approval of new policies and job description, Internal Audit procedures for checks cut</p>	

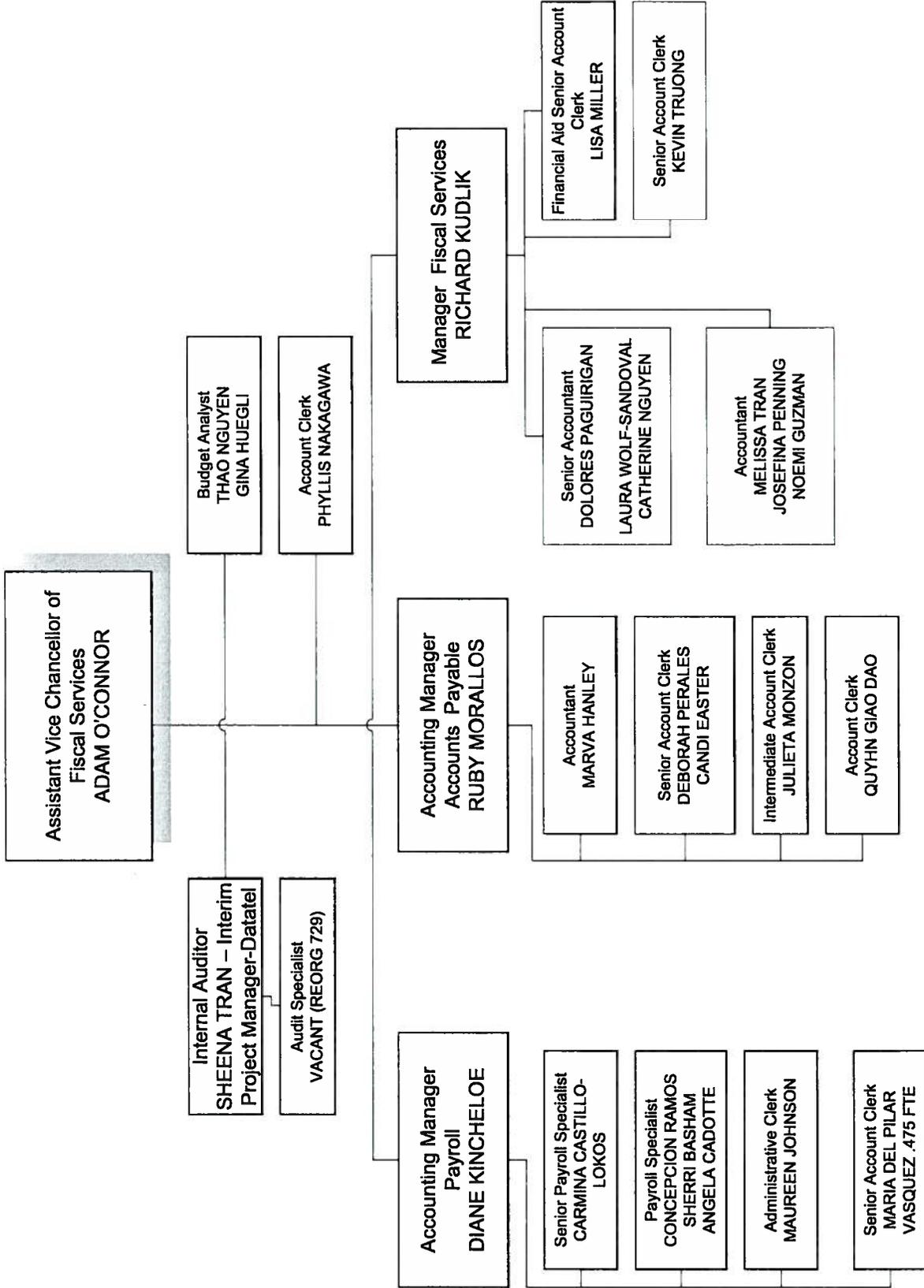
<b>Service Initiative</b> Goals your department would like to address (include RSCCD goal(s) # and strategic plan objective(s) # being addressed)	<b>Unit Outcome</b> (The client) will (intended outcome) as a result of (function or action)	<b>Criteria for Success</b> How will you know you've achieved your goal?	<b>Resource Needs</b> What resources (personnel, technology, fiscal) you need to achieve your goal?	<b>Results</b> After two years, how well did you achieve your goal(s)?
10. Create more usable workspace in the supply cubicle set up with two computers, scanners, microfiche reader and typewriter (RSCCD goal 4, strategic plan objective A)	The department will be more efficient with the additional workspace	Space created and utilized	Various equipment and/or furniture	
11. Audit and analyze Medical, Dental, Vision, Life Insurance and TSA billings for employees, dependents, retirees and cobras. Monthly reconciliations by employee completed. (RSCCD goal 5, strategic plan objective B)	The district will ensure that all bills are accurate and paid accordingly	Monthly reconciliations are prepared, reviewed and approved	Internal Audit, ITS and Payroll staff, health & welfare enrollment information & changes	
12. Perform risk assessment on entire districtwide processes and create full scope audit program (RSCCD goal 5, strategic plan objective B)	The district will identify and prioritize risks in order to mitigate liabilities and non-compliance with laws and regulations	An audit program is created, maintained and followed with recommendations for improvements being made	Internal Audit staff, input from key stakeholders at District and campus levels	
13. Work with sites on Electronic Payroll Timecard processing procedures/Document Imaging and generate electronic absence forms and timecards (RSCCD goal 4, strategic plan objective A)	Timecards and absence forms are all processed and approved electronically, with few exceptions	All departments at both colleges and the District are trained and utilize the electronic timecard and absence reporting systems	ITS support for setup, Fiscal and Payroll staff for testing & training, software to process timecards and absence forms electronically	

<b>Service Initiative</b> Goals your department would like to address (include RSCCD goal(s) # and strategic plan objective(s) # being addressed)	<b>Unit Outcome</b> (The client) will (intended outcome) as a result of (function or action)	<b>Criteria for Success</b> How will you know you've achieved your goal?	<b>Resource Needs</b> What resources (personnel, technology, fiscal) you need to achieve your goal?	<b>Results</b> After two years, how well did you achieve your goal(s)?
<p>14. Work closely with Seville to close out projects that have been completed at SCC (RSCCD goal 5, strategic plan objective B)</p> <p>15. 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 (RSCCD goal 5, strategic plan objective B)</p> <p>16. Improve the presentation of the district budget book (RSCCD goal 5, strategic plan objective C)</p> <p>17. Reconcile and finish cleaning up all balance sheet accounts and write off all uncollectible receivables to each student account (RSCCD goal 5, strategic plan objective B)</p>	<p>Previously incomplete construction projects will receive DSA approval</p> <p>Liabilities and stoppages on construction projects will be minimized, if not eliminated</p> <p>Users &amp; the general public will better understand the District's budget and the process by which it is developed</p> <p>The District will have a more complete understanding of its outstanding student receivables</p>	<p>Open SCC projects receive an "A" number from DSA</p> <p>Few, to no, stop notices, liens and/or lawsuits related to contractor payments on construction projects</p> <p>Enhanced understanding of the District's budget by laymen/non-finance individuals</p> <p>All balance sheet reconciliations are completed monthly and student A/R has been analyzed and cleaned up</p>	<p>Facilities staff, architect &amp; engineer reviews of plans and work with DSA to closeout open projects</p> <p>Senior Accountant in Facilities, qualified oversight of contractors at construction sites (e.g. construction management)</p> <p>Feedback from various campus personnel &amp; examples of other District budget presentation materials</p> <p>Accounting staff, ITS support for A/R reporting information, Datatel reports</p>	

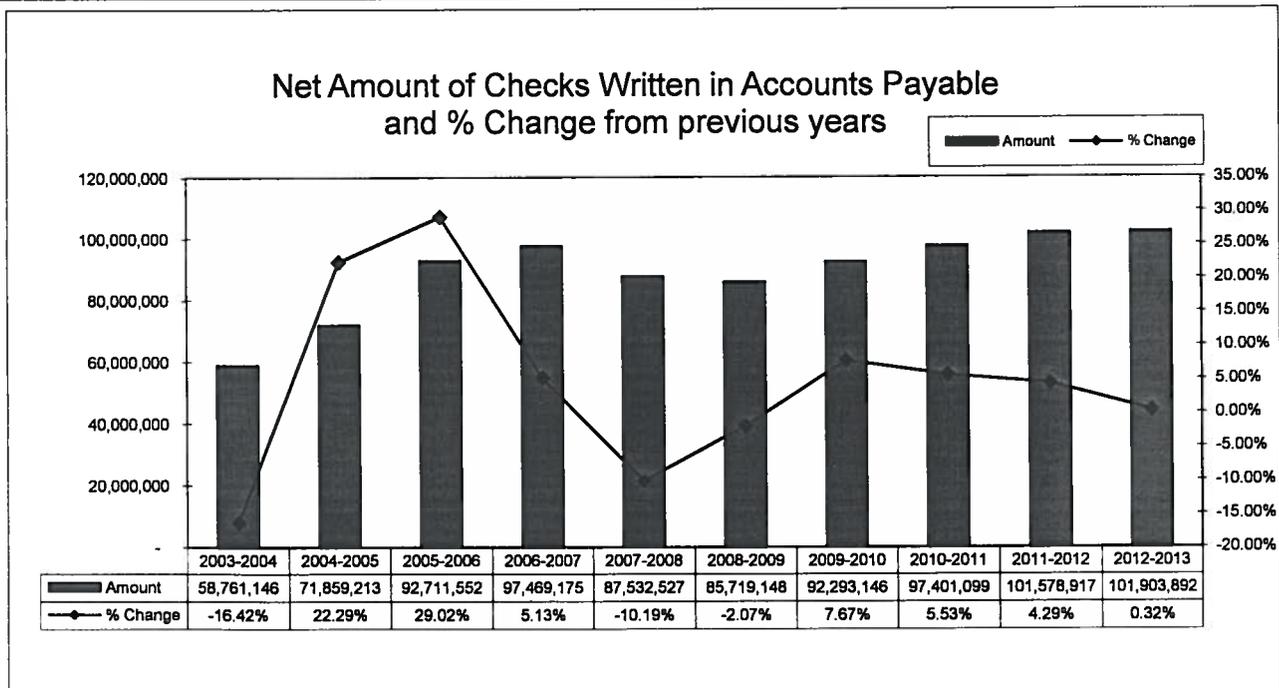
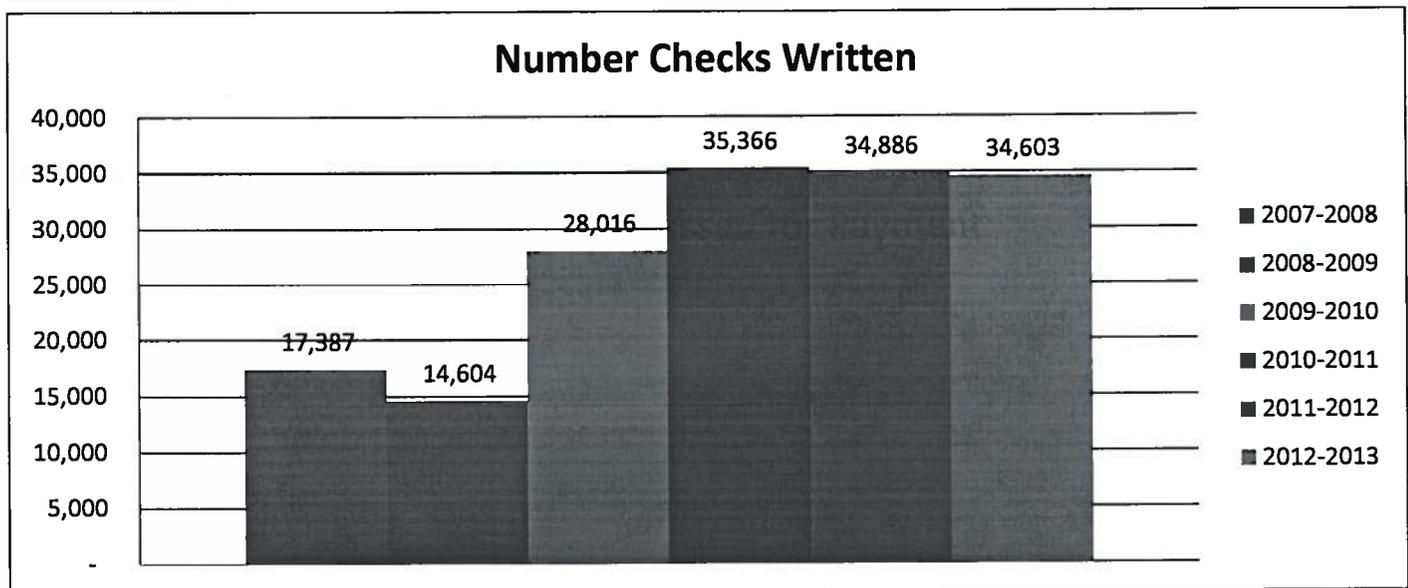
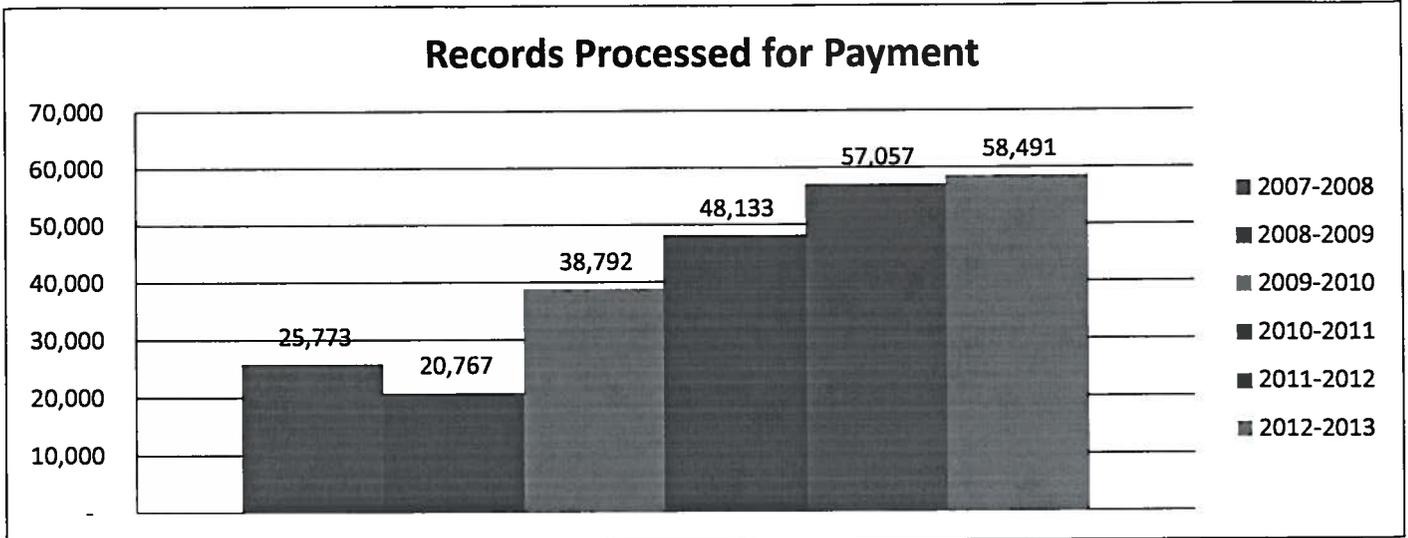
<b>Service Initiative</b> Goals your department would like to address (include RSCCD goals(s) # and strategic plan objective(s) # being addressed)	<b>Unit Outcome</b> (The client) will (intended outcome) as a result of (function or action)	<b>Criteria for Success</b> How will you know you've achieved your goal?	<b>Resource Needs</b> What resources (personnel, technology, fiscal) you need to achieve your goal?	<b>Results</b> After two years, how well did you achieve your goal(s)?
18. Update Board Polices and Administrative Procedures in the Fiscal area(RSCCD goal 5, strategic plan objective C)	The District will run more efficiently with clear guidance from the Board regarding the policies and procedures to be used daily	The Board has approved revised policies and procedures which more accurately reflect current operations	Vice Chancellor and staff, Board of Trustees staff, input from fiscal managers and staff	
19. Include all Auxiliary Funds in reports to the Board of Trustees for P.O.s and Checks (RSCCD goal 5, strategic plan objective B)	Enhanced transparency of information related to all fiscal areas consistent with the general fund	Auxiliary P.O.'s and checks are consistently appearing on the Board agenda	Auxiliary staff support, ITS support to create report, Chancellor's staff, Datatel reports,	
20. Complete transition plan for Auxiliary Services (RSCCD goal 5, strategic plan objective C)	Allows for centralization of all business and fiscal operations for increased efficiency	A new organizational chart is finalized and approved, and staff are integrated into District operations	Fiscal and Auxiliary services staff, Human Resources staff	
21. Create mechanism for evaluating Fiscal Services programs (RSCCD goal 5, strategic plan objective C)	Periodic reviews of the department will aid in making improvements and will meet accreditation requirements	A periodic departmental review is completed and monitored	Fiscal staff, reporting mechanism that is approved and static	

<b>Service Initiative</b> Goals your department would like to address (include RSCCD goal(s) # and strategic plan objective(s) # being addressed)	<b>Unit Outcome</b> (The client) will (intended outcome) as a result of (function or action)	<b>Criteria for Success</b> How will you know you've achieved your goal?	<b>Resource Needs</b> What resources (personnel, technology, fiscal) you need to achieve your goal?	<b>Results</b> After two years, how well did you achieve your goal(s)?
<p>22. Working with ITS, institute Phase II and III of the Position Control system (RSCCD goal 5, strategic plan objective B)</p> <p>23. Finalize agreed upon language for appropriate use of RDA funds (RSCCD goal 5, strategic plan objective C)</p>	<p>A thorough and complete position control system will allow for better budgeting and tracking of salary and benefit costs, District-wide</p> <p>District and campuses will agree upon the most appropriate use of RDA funds to benefit students</p>	<p>Full-time, contracted positions are tracked individually and reconciled with Human Resources, periodically</p> <p>RDA funds will be allocated in accordance with agreed upon criteria as established through the participatory governance process</p>	<p>Fiscal staff, ITS support, Human Resources staff, Datatel information and reports</p> <p>Fiscal staff at District and the colleges, language from State regarding limitations on use of RDA funds, if any</p>	

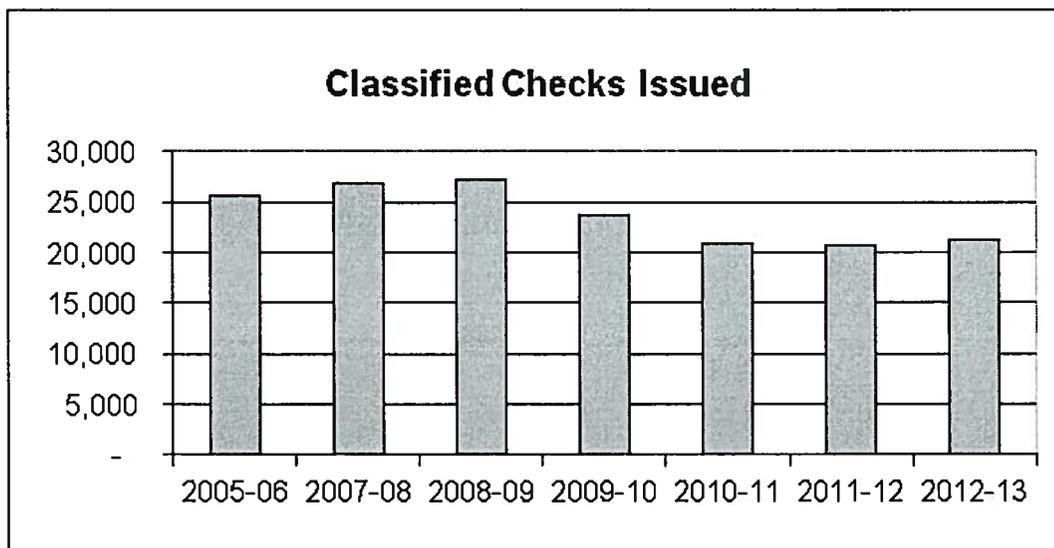
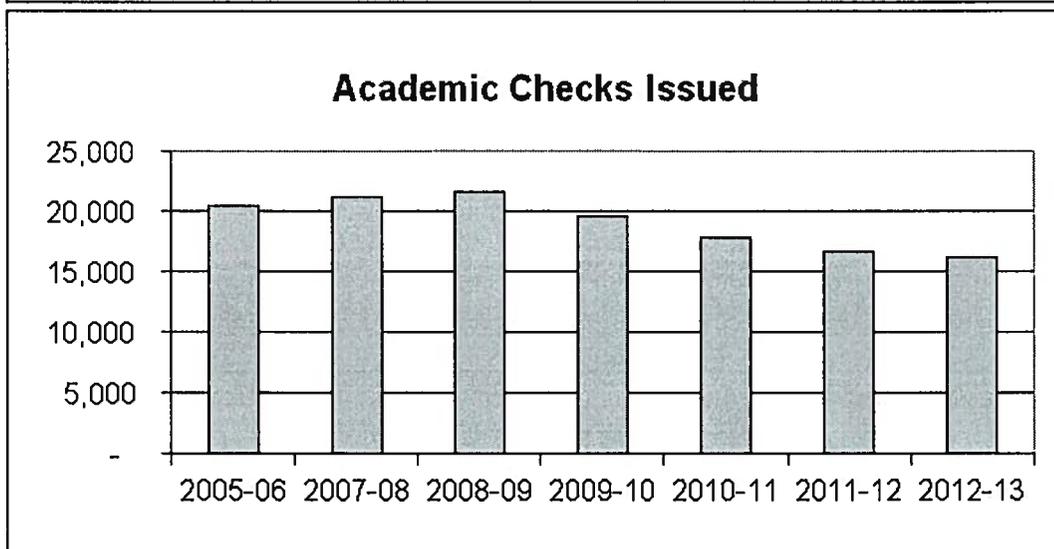
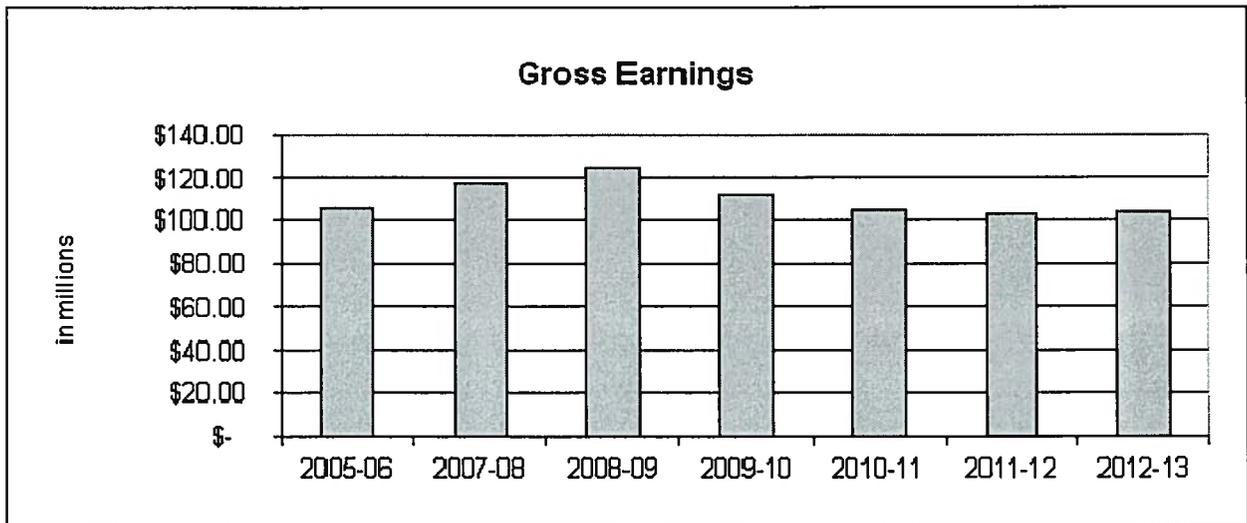
**Rancho Santiago Community College District  
 BUSINESS OPERATIONS AND FISCAL SERVICES  
 FISCAL SERVICES**



Accounts Payable Graphical Information



## Payroll Graphical Information





## **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?)**

<b>Service Initiative</b> Goals your department would like to address (include RSCCD goal(s) # and strategic plan objective(s) # being addressed)	<b>Unit Outcome</b> (The client) will (intended outcome) as a result of (function or action)	<b>Criteria for Success</b> How will you know you've achieved your goal?	<b>Resource Needs</b> What resources (personnel, technology, fiscal) do you need to achieve your goal?	<b>Results</b> After two years, how well did you achieve your goal(s)?
Improve customer service for the colleges and district community. (Goal #5, Objective #2)  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)	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.	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.	By hiring sufficient personnel so that the Department staffing is restored to pre-lay-off status.  1 additional HR Analyst \$115,032.10 1 additional HR Technician \$83,119.72	



## **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:**

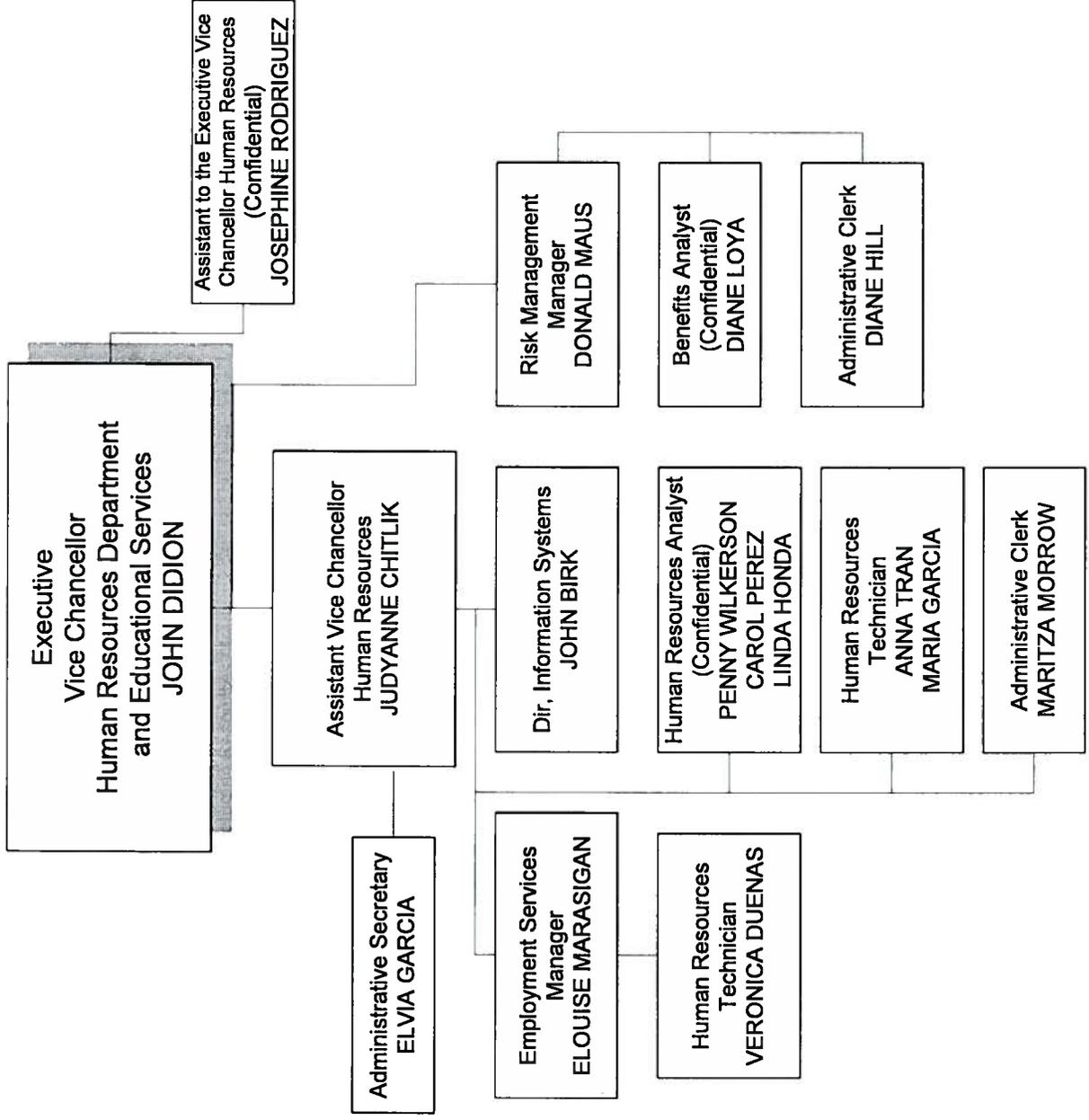
The recent District Services Satisfaction Survey confirms that our department is friendly and responsive to the needs of our employees.

**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?)**

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

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





## **Rancho Santiago Community College District District Services Administrative Unit Review**

Information Technology Services

**2013-2015**

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

The primary mission of Information Technology Services is to provide excellent, secure infrastructure, support, and innovation in the delivery of information technology products and services that foster learning, productivity, and collaboration.

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

Although the majority of ITS systems and services are centrally located in the DOC, the department also provides substantial technical services and staffing to SAC, SCC, and all of the educational centers and training sites within the district. ITS is responsible for operating and maintaining the physical infrastructure, required computers, servers, and other equipment to support the voice and data network. In addition, ITS oversees the core business and communication systems that include email, telephone, student information, financial, and human resources reporting and related software. Finally, ITS oversees the core functions of our public and private facing websites.

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

Students, Faculty, Employees, and Community

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

In the past two years, ITS has grown by 5 positions. Savings from converting our wide area network to a leased line versus commercial line funded the new Director of Network and Communications position

Savings from professional services contracts funded two new Directors of Informations Systems. One of these positions will specialize in the business processes for the student systems and the other will specialize in the business process for the financial systems. There will also be a fair amount of collaboration between these two director positions because of the crossover between student and fiscal services.

Finally, with the sheer volume of data that requires high level analysis and necessity of collecting accurate information, ITS was provided funding to fill two Business Analyst positions. These analysts will assist the colleges to improve their work flows in order to prevent inaccurate or incomplete data.

There is still a significant shortfall in training services. ITS will continue to work with TAG and other governance committees to recommend a mutually beneficial solution to provide faculty with instructional technology training and employees with business process training. This is evident in the comments of the District Satisfaction Survey. There were many comments under the Academic Computer support and Helpdesk that are indicating that service takes too long, need more staff, need to better understand, and support the faculty needs.

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

ITS is sufficiently funded for the centralized services that we provide including hardware and software maintenance.

There are, however, three areas of concern regarding funding:

Staffing-- While ITS has grown last year, there is a need to fund more analyst and training positions to improve business processes and provide training.

New initiatives-- When new initiatives are raised (such as instructional software bundles) that are outside of the current budget plan, TAG and ITS have a difficult time getting funding.

College computers and classroom technology-- TAG continues to be concerned about the lack of funds identified to regularly refresh computers and classroom technology. TAG has formally requested one-time funds to replace 20% of the computers and projectors and recommends that colleges begin to build this into their campus budgets.

**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:**

During the financial crisis, ITS worked diligently to keep up with the demands of the District and colleges. Because of the bare bones staffing during this time frame, formal processes such as project requests, prioritizing of projects, documentation, help desk systems, recovery processes, and access controls all suffered. While service was maintained, the lack of formalized processes continued to hinder the department's effectiveness, transparency, and communication.

Overall, ITS staff have solid strength in technical knowledge, whether it is networking, software, or programming. However very few individuals within ITS, and district-wide, have the ability to look at data systemically (i.e. troubleshoot issues or user concerns). The few individuals that have this skill set get overloaded with questions about data and related processes, and district-wide it is expected that ITS perform these functions. These constant inquiries and interruptions cause serious delays in project completion and feedback from outside constituents is that "ITS never gets anything done".

**External Assessment:**

The satisfaction scores from the District Survey indicated that most people are satisfied with the quality of service ITS provides. Timeliness of response and availability of assistance scored lower than staff helpfulness or staff knowledge. This is an indicator that although the caliber of service provided is high, ITS continues to need more staff. This need for additional staff is supported by the over 20 comments stating "ITS needs more staff".

Another area of concern from the comments of this survey is that the "lines" of ITS are not clearly defined. Employees do not understand ITS' area of responsibility.

Frequently, the words "ITS infrustruction"

**Recommendations:**

The Rancho Santiago Community is a very complex organization. Information and Technology is part of every faculty, staff, and student's life. ITS is called upon for a wide variety of support services and the majority of these needs are urgent. The district expects immediate, competent, and secure service.

In an effort to increase support, ITS will develop mechanisms to manage requests that can meet expectations while also providing adequate transparency. ITS will continue to develop analytical skills as its own core competency.

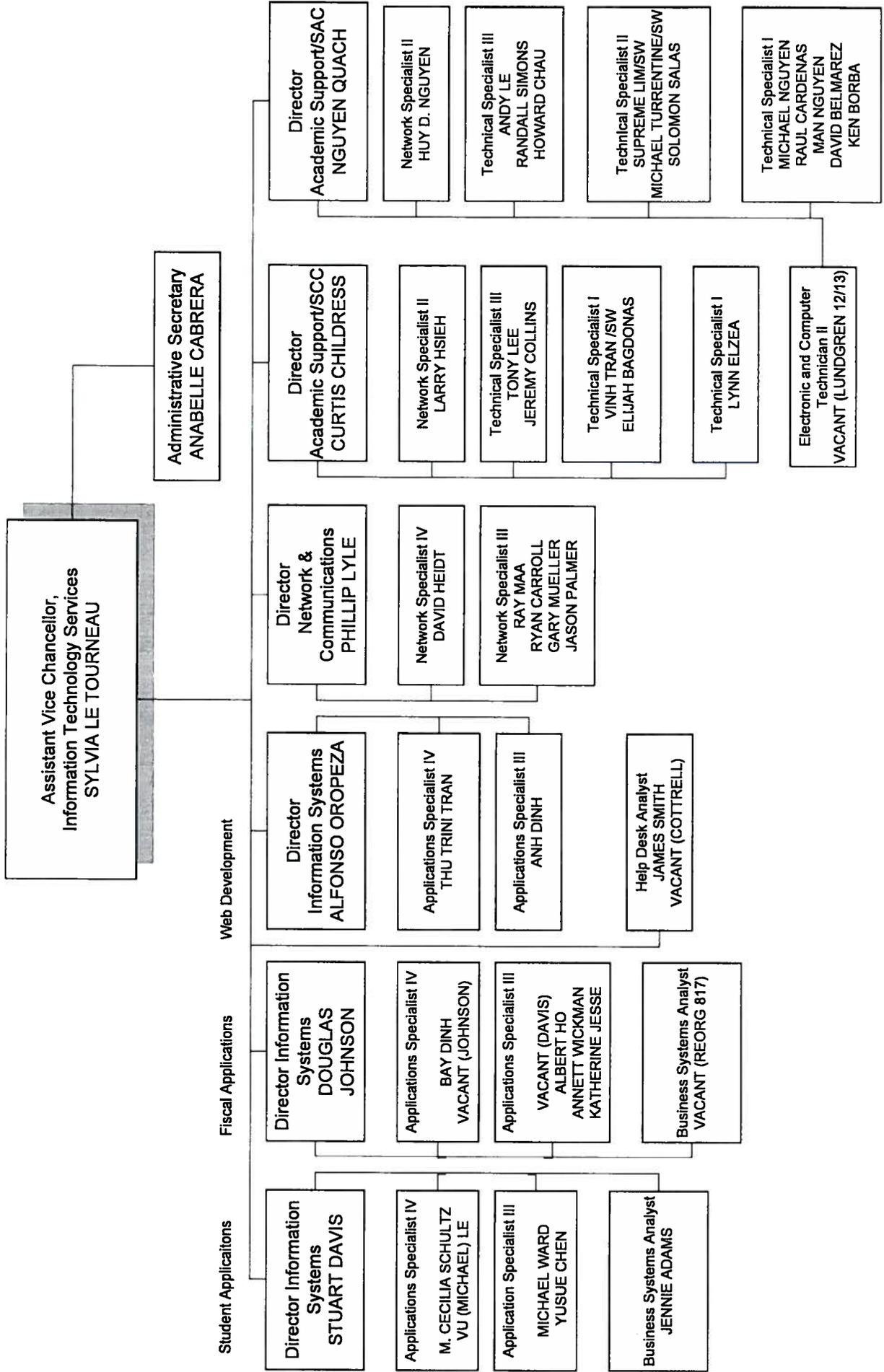
**VII. Work Plan:** (As a result of the assessment process, what initiatives does your department want to address in 2013-2015? Please identify which RSCCD goal(s) and strategic plan objective(s) it addresses. What resources do you need to achieve these goals, and how will you know you have achieved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

<b>Service Initiative</b> Goals your department would like to address (include RSCCD goal(s) # and strategic plan objective(s) # being addressed)	<b>Unit Outcome</b> (The client) will (intended outcome) as a result of (function or action)	<b>Criteria for Success</b> How will you know you've achieved your goal?	<b>Resource Needs</b> What resources (personnel, technology, fiscal) do you need to achieve your goal?	<b>Results</b> 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	
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	
Perform Satisfaction Surveys	Develop a mechanism to perform a satisfaction survey for Academic Computer Support.	When the survey results are collected.	Assistance from Research	
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	

<b>Service Initiative</b> Goals your department would like to address (include RSCCD goals(s) # and strategic plan objective(s) # being addressed)	<b>Unit Outcome</b> (The client) will (intended outcome) as a result of (function or action)	<b>Criteria for Success</b> How will you know you've achieved your goal?	<b>Resource Needs</b> What resources (personnel, technology, fiscal) you need to achieve your goal?	<b>Results</b> 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	
Implement Student Education Plans 3A, 3B	Students will be able to perform degree evaluations online	Colleague module implemented and functioning at the departments	Time	
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	
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	

<b>Service Initiative</b> Goals your department would like to address (include RSCCD goals(s) # and strategic plan objective(s) # being addressed)	<b>Unit Outcome</b> (The client) will (intended outcome) as a result of (function or action)	<b>Criteria for Success</b> How will you know you've achieved your goal?	<b>Resource Needs</b> What resources (personnel, technology, fiscal) you need to achieve your goal?	<b>Results</b> 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	

**Rancho Santiago Community College District  
BUSINESS OPERATIONS AND FISCAL SERVICES  
INFORMATION TECHNOLOGY SERVICES**





## **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?)**

<b>Service Initiative</b> Goals your department would like to address (include RSCCD goal(s) # and strategic plan objective(s) # being addressed)	<b>Unit Outcome</b> (The client) will (intended outcome) as a result of (function or action)	<b>Criteria for Success</b> How will you know you've achieved your goal?	<b>Resource Needs</b> What resources (personnel, technology, fiscal) do you need to achieve your goal?	<b>Results</b> After two years, how well did you achieve your goal(s)?
Employee Communications: Research, develop, and implement an employee communications program. (RSCCD Goal #2 and Strategic Plan Objective #1)	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.	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.	To ensure implementation of a robust plan, including hierarchical 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.	

<b>Service Initiative</b> Goals your department would like to address (include RSCCD goals(s) # and strategic plan objective(s) # being addressed)	<b>Unit Outcome</b> (The client) will (intended outcome) as a result of (function or action)	<b>Criteria for Success</b> How will you know you've achieved your goal?	<b>Resource Needs</b> What resources (personnel, technology, fiscal) you need to achieve your goal?	<b>Results</b> After two years, how well did you achieve your goal(s)?
<b>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)</b>	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.	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.	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.	

<b>Service Initiative</b> Goals your department would like to address (include RSCCD goals(s) # and strategic plan objective(s) # being addressed)	<b>Unit Outcome</b> (The client) will (intended outcome) as a result of (function or action)	<b>Criteria for Success</b> How will you know you've achieved your goal?	<b>Resource Needs</b> What resources (personnel, technology, fiscal) you need to achieve your goal?	<b>Results</b> 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>	

<b>Service Initiative</b> Goals your department would like to address (include RSCCD goals(s) # and strategic plan objective(s) # being addressed)	<b>Unit Outcome</b> (The client) will (intended outcome) as a result of (function or action)	<b>Criteria for Success</b> How will you know you've achieved your goal?	<b>Resource Needs</b> What resources (personnel, technology, fiscal) you need to achieve your goal?	<b>Results</b> After two years, how well did you achieve your goal(s)?
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)	The District and the colleges will project a professional public image through the use of consistent, effective visual materials that support organizational goals.	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.	To maximize success additional personnel are needed in Graphic Communications--a 40-hour Graphic Designer, or a 19-hour Graphic Designer, plus contracted services.	

<b>Service Initiative</b> Goals your department would like to address (include RSCCD goals(s) # and strategic plan objective(s) # being addressed)	<b>Unit Outcome</b> (The client) will (intended outcome) as a result of (function or action)	<b>Criteria for Success</b> How will you know you've achieved your goal?	<b>Resource Needs</b> What resources (personnel, technology, fiscal) you need to achieve your goal?	<b>Results</b> 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>	

<b>Service Initiative</b> Goals your department would like to address (include RSCCD goal(s) # and strategic plan objective(s) # being addressed)	<b>Unit Outcome</b> (The client) will (intended outcome) as a result of (function or action)	<b>Criteria for Success</b> How will you know you've achieved your goal?	<b>Resource Needs</b> What resources (personnel, technology, fiscal) you need to achieve your goal?	<b>Results</b> After two years, how well did you achieve your goal(s)?
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)	The District and the colleges will project a professional and timely public image through the content and images featured on its websites.	According to a pre-established timeline, each key section of the homepage will be monitored for timeliness.	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.	

<b>Service Initiative</b> Goals your department would like to address (include RSCCD goals(s) # and strategic plan objective(s) # being addressed)	<b>Unit Outcome</b> (The client) will (intended outcome) as a result of (function or action)	<b>Criteria for Success</b> How will you know you've achieved your goal?	<b>Resource Needs</b> What resources (personnel, technology, fiscal) you need to achieve your goal?	<b>Results</b> After two years, how well did you achieve your goal(s)?
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)	The District and the colleges will receive maximum benefit of the services of the department thanks to up-to-date, functional equipment.	Once the timeline for replacement is established, an annual review will ensure compliance.	If the budgets recommended in Section V are established, there should be sufficient funds available to cover the department's technology and equipment needs.	

<b>Service Initiative</b> Goals your department would like to address (include RSCCD goal(s) # and strategic plan objective(s) # being addressed)	<b>Unit Outcome</b> (The client) will (intended outcome) as a result of (function or action)	<b>Criteria for Success</b> How will you know you've achieved your goal?	<b>Resource Needs</b> What resources (personnel, technology, fiscal) you need to achieve your goal?	<b>Results</b> After two years, how well did you achieve your goal(s)?
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)	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.	Success can be measured through cost savings and overall improved satisfaction of customers as assessed by surveys.	With Xerox's assistance and existing staff support, this assessment should not require additional resources.	

<b>Service Initiative</b> Goals your department would like to address (include RSCCD goal(s) # and strategic plan objective(s) # being addressed)	<b>Unit Outcome</b> (The client) will (intended outcome) as a result of (function or action)	<b>Criteria for Success</b> How will you know you've achieved your goal?	<b>Resource Needs</b> What resources (personnel, technology, fiscal) you need to achieve your goal?	<b>Results</b> After two years, how well did you achieve your goal(s)?
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)	The District and college customers will receive their print orders in a more accurate and timely fashion.	Increased customer satisfaction will be gauged by department and District surveys.	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.	

<b>Service Initiative</b> Goals your department would like to address (include RSCCD goal(s) # and strategic plan objective(s) # being addressed)	<b>Unit Outcome</b> (The client) will (intended outcome) as a result of (function or action)	<b>Criteria for Success</b> How will you know you've achieved your goal?	<b>Resource Needs</b> What resources (personnel, technology, fiscal) you need to achieve your goal?	<b>Results</b> 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>	

<b>Service Initiative</b> Goals your department would like to address (include RSCCD goals(s) # and strategic plan objective(s) # being addressed)	<b>Unit Outcome</b> (The client) will (intended outcome) as a result of (function or action)	<b>Criteria for Success</b> How will you know you've achieved your goal?	<b>Resource Needs</b> What resources (personnel, technology, fiscal) you need to achieve your goal?	<b>Results</b> 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>	

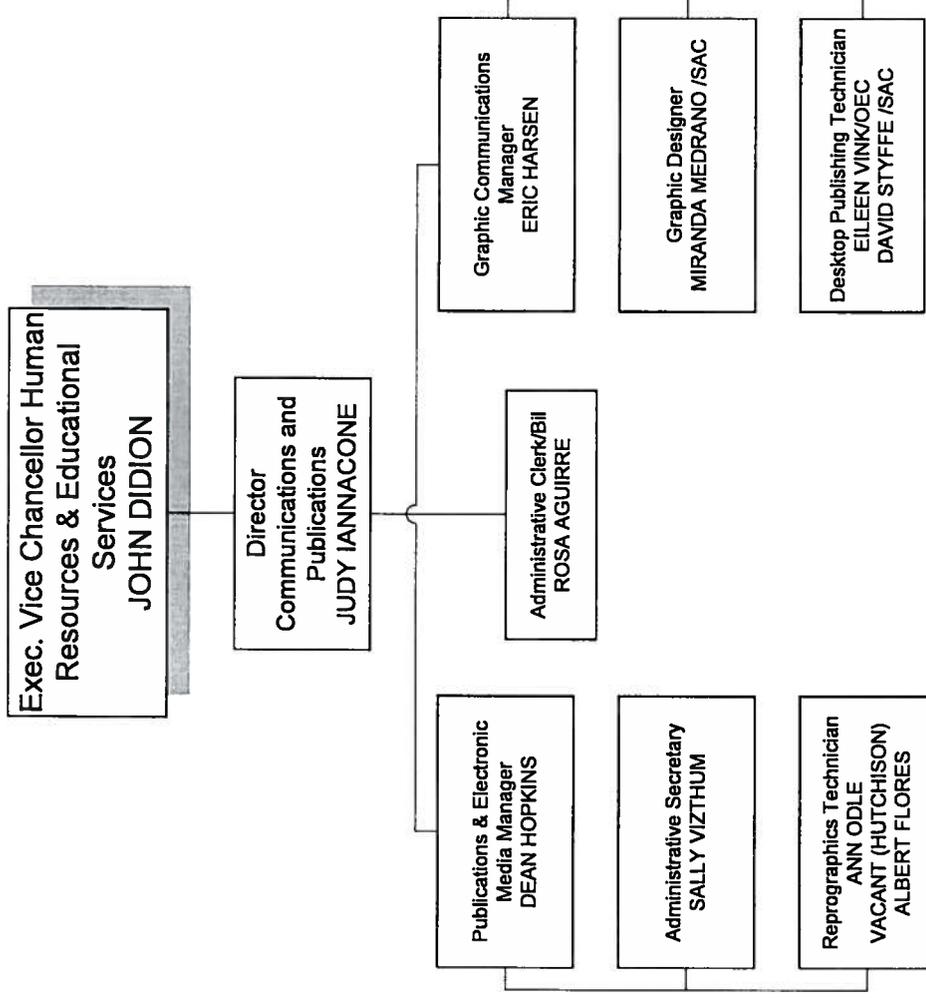
<b>Service Initiative</b> Goals your department would like to address (include RSCCD goals(s) # and strategic plan objective(s) # being addressed)	<b>Unit Outcome</b> (The client) will (intended outcome) as a result of (function or action)	<b>Criteria for Success</b> How will you know you've achieved your goal?	<b>Resource Needs</b> What resources (personnel, technology, fiscal) you need to achieve your goal?	<b>Results</b> After two years, how well did you achieve your goal(s)?
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)	College and District employees will have a better understanding of the communication methods used on trending and emerging social media channels.	Success will be measured by monitoring through social media analytics tools, online, increased social media communities and online surveys.	To ensure completion of the new Social Media Guidelines in a timely manner, a 19-hour Electronic Media Specialist is needed.	

<b>Service Initiative</b> Goals your department would like to address (include RSCCD goal(s) # and strategic plan objective(s) # being addressed)	<b>Unit Outcome</b> (The client) will (intended outcome) as a result of (function or action)	<b>Criteria for Success</b> How will you know you've achieved your goal?	<b>Resource Needs</b> What resources (personnel, technology, fiscal) you need to achieve your goal?	<b>Results</b> After two years, how well did you achieve your goal(s)?
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)	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.	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.	To ensure the creation and implementation of a robust plan, additional staff would be needed--a Public Relations Specialist will be needed.	

<b>Service Initiative</b> Goals your department would like to address (include RSCCD goals(s) # and strategic plan objective(s) # being addressed)	<b>Unit Outcome</b> (The client) will (intended outcome) as a result of (function or action)	<b>Criteria for Success</b> How will you know you've achieved your goal?	<b>Resource Needs</b> What resources (personnel, technology, fiscal) you need to achieve your goal?	<b>Results</b> After two years, how well did you achieve your goal(s)?
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)	Recipients of our support will better understand who we are and how we can assist them.	A smoother overall request process, and a better working relationship between department staff and our colleagues. Higher-quality end products.	No additional resources required.	

**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 be proactive in forecasting future educational 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 meetings.

### **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 (see attached organization chart).

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 of 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 assist in the many activities/documents required to plan, including the implementation of the new administrative 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 has been reduced 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 working employees out of class, project completion time lines have suffered. We currently spend a great deal of time downloading data from IT-prepared reports and formatting it for end-users so that it is in publication-ready form. This is a clerical task that could be performed at the end-user's site. Given the workload in our office, we may no longer have the staff time to provide that clerical function. Finally, the addition of the Asst. Dean of Institutional Effectiveness and Assessment and a research specialist position at SCC did not reduce the workload for our department. Their focus is on 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 duplicative and we complement 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 critiques our performance.

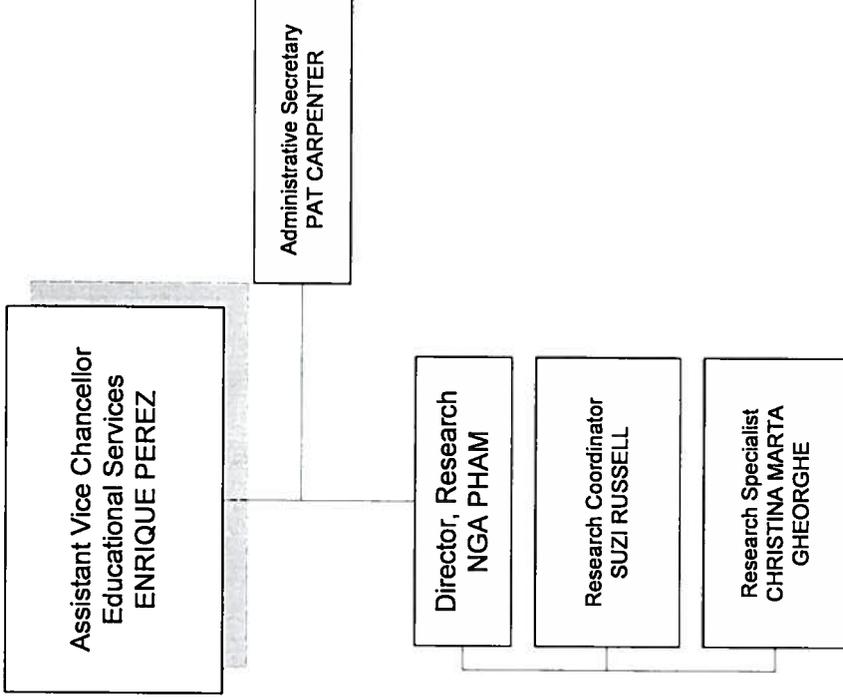
**Recommendations:**

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?)**

<b>Service Initiative</b> Goals your department would like to address (include RSCCD goal(s) # and strategic plan objective(s) # being addressed)	<b>Unit Outcome</b> (The client) will (intended outcome) as a result of (function or action)	<b>Criteria for Success</b> How will you know you've achieved your goal?	<b>Resource Needs</b> What resources (personnel, technology, fiscal) do you need to achieve your goal?	<b>Results</b> After two years, how well did you achieve your goal(s)?
Heighten awareness of available research to staff at District and its colleges	Staff/faculty will have better knowledge of where to find research products (whether locally-produced or links to other agencies)	Fewer survey comments indicating respondent is "unaware of Research Department services and reports"  Fewer redundant requests (requests for data that is already available on the RSCCD website)	Devote staff time to inform users of the availability of data currently provided and reach out to those who may have additional research needs	
Formulate a wide-perspective plan that identifies the vision for research activities in the District and how best to deliver that product.	Faculty/staff will have better access to research support	Ability for RSCCD researchers to address a wider variety of research needs; research products beyond routine updates of flat data	Broad input from various college/district groups on "wish lists" for ideal delivery of research services  It is expected, long-term, that additional funding and office space and resources will be needed to breath life into the plan	

**Rancho Santiago Community College District**  
**EDUCATIONAL SERVICES**  
**RESEARCH**





## **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.

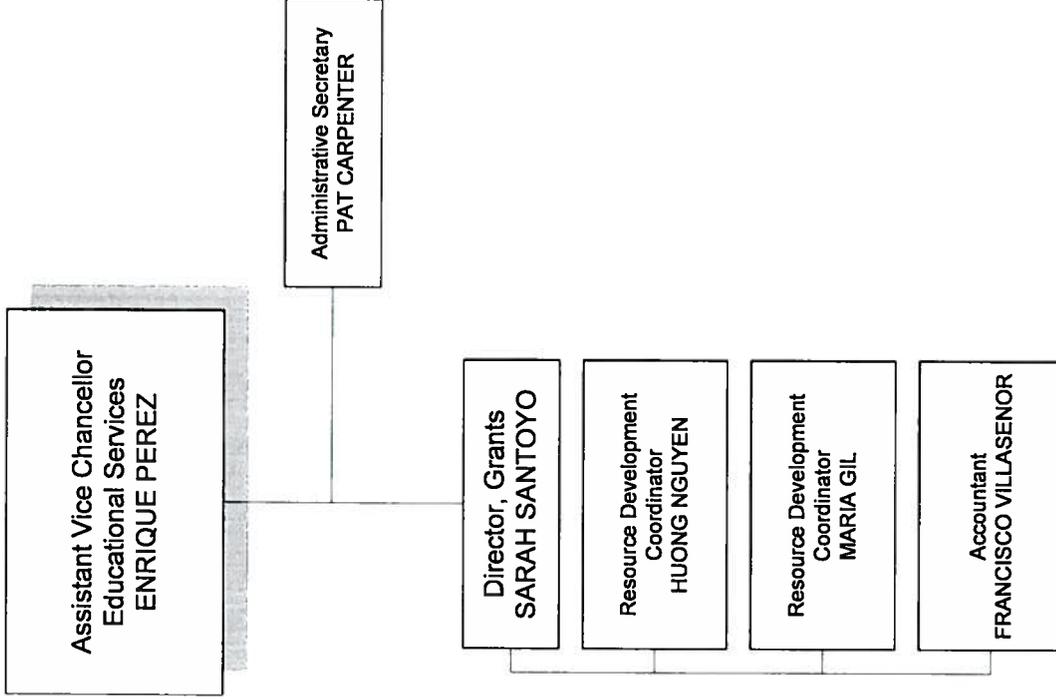
**VII. Work Plan:** (As a result of the assessment process, what initiatives does your department want to address in 2013-2015? Please identify which RSCCD goal(s) and strategic plan objective(s) it addresses. What resources do you need to achieve these goals, and how will you know you have achieved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

<b>Service Initiative</b> Goals your department would like to address (include RSCCD goal(s) # and strategic plan objective(s) # being addressed)	<b>Unit Outcome</b> (The client) will (intended outcome) as a result of (function or action)	<b>Criteria for Success</b> How will you know you've achieved your goal?	<b>Resource Needs</b> What resources (personnel, technology, fiscal) do you need to achieve your goal?	<b>Results</b> 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>	

<b>Service Initiative</b> Goals your department would like to address (include RSCCD goals(s) # and strategic plan objective(s) # being addressed)	<b>Unit Outcome</b> (The client) will (intended outcome) as a result of (function or action)	<b>Criteria for Success</b> How will you know you've achieved your goal?	<b>Resource Needs</b> What resources (personnel, technology, fiscal) you need to achieve your goal?	<b>Results</b> 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>	

<b>Service Initiative</b> Goals your department would like to address (include RSCCD goals(s) # and strategic plan objective(s) # being addressed)	<b>Unit Outcome</b> (The client) will (intended outcome) as a result of (function or action)	<b>Criteria for Success</b> How will you know you've achieved your goal?	<b>Resource Needs</b> What resources (personnel, technology, fiscal) you need to achieve your goal?	<b>Results</b> 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>	

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





## **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. In September 2013, the Chancellor created a Public Safety Task Force to evaluate the department's staffing and ability to respond to significant safety events such as an active shooter on campus. A consultant was retained to evaluate the department staffing, training and structure. That report was received this month and is now being reviewed by the task force. A copy of the Executive Summary is attached.

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

Based upon the recommendations of the Public Safety Task Force, additional resources for staffing, equipment and training may be required. The actual costs of any recommended changes are not known at this time, but will be provided to the Planning & Organizational Effectiveness Committee and District Council when they are identified.

**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:**

In September 2013, the Chancellor created a Public Safety Task Force to evaluate the department's staffing and ability to respond to extreme emergency events such as an active shooter. The task force was made up with representatives from faculty, students, staff and administrators. A consultant was also retained to evaluate the department staffing, training and structure. This report formed a large part of our internal assessment. Additionally all the members of the department were asked for their opinions on how the department would be improved. A copy of the Executive summary is attached.

**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:**

- Implement the staffing, equipment and training recommendations developed by the Public Safety Task Force.
- 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.
- 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?)**

<b>Service Initiative</b> Goals your department would like to address (include RSCCD goals(s) # and strategic plan objective(s) # being addressed)	<b>Unit Outcome</b> (The client) will (intended outcome) as a result of (function or action)	<b>Criteria for Success</b> How will you know you've achieved your goal?	<b>Resource Needs</b> What resources (personnel, technology, fiscal) do you need to achieve your goal?	<b>Results</b> After two years, how well did you achieve your goal(s)?
1) Conduct training on customer service and community policing. RSCCD Goal # 1, 4 & 5.	Officers will be better trained and prepared to address needs of campus community.	Greater satisfaction by staff, students and visitors.	Identify a training package or personnel capable to carry out training.	
2) Design and introduce a training package for new hired officers. RSCCD Goal # 1, 4 & 5.	New officer will receive comprehensive training for the District.	Improved service for staff and students.	Identify suitable training or design and implement new RSCCD specific training.	
3) Increase and improve parking enforcement program at SAC and SCC. RSCCD Goal # 4 & 5.	Better enforcement will make campuses safer for pedestrians and road users.	Increase in revenue either from parking permit sales and / or citations issued.	Introduction and purchasing of hand held citation issuing devices.	
4) Introduce the Electric Stand Up Vehicles (ESUV) for use by officers. RSCCD Goal # 4 & 5.	Improved visibility and accessibility of officers to the campus community.	Greater satisfaction expressed by Staff and Students.	Introduction and purchasing of two ESUV, one for SAC and one for SCC.	

<b>Service Initiative</b> Goals your department would like to address (include RSCCD goals(s) # and strategic plan objective(s) # being addressed)	<b>Unit Outcome</b> (The client) will (intended outcome) as a result of (function or action)	<b>Criteria for Success</b> How will you know you've achieved your goal?	<b>Resource Needs</b> What resources (personnel, technology, fiscal) you need to achieve your goal?	<b>Results</b> After two years, how well did you achieve your goal(s)?
5) Implement staffing recommendations of Public Safety Task Force RSCCD Goal # 1, 4 & 5.  6) Recruit a part-time Environmental Safety and Emergency Services position. RSCCD Goal # 1, 4 & 5.	Improved security and service for staff, students and community.  Increase the training and exercises available to campus communities.	Improved satisfaction by staff and students.  The campus community will be better able to deal with emergency situations.	To be determined  Annual part-time cost = \$42,822.01.	

<b>Service Initiative</b> Goals your department would like to address (include RSCCD goals(s) # and strategic plan objective(s) # being addressed)	<b>Unit Outcome</b> (The client) will (intended outcome) as a result of (function or action)	<b>Criteria for Success</b> How will you know you've achieved your goal?	<b>Resource Needs</b> What resources (personnel, technology, fiscal) you need to achieve your goal?	<b>Results</b> After two years, how well did you achieve your goal(s)?

## Executive Summary

### Rancho Santiago Community College District Security Recommendations

#### Public Safety Task Force

In September 2013 the Chancellor created a Public Safety Task Force (PSTF) to assess the current state of preparation by RSCCD for extreme threats to public safety, such as the intrusion of a shooter at one of their facilities. The purpose of the Task Force is to make recommendations as to how the district and colleges can improve on current practices and increase the level of preparation for extreme events.

This following is an executive summary of the recommendations to be made to the PSTF.

#### A. Personnel

##### Structure of Safety & Security

*Recommendation 1: Transition from current unarmed public safety to a hybrid armed non-sworn department.*

##### Joint Training

*Recommendation 2: Establish close working relationships with local police departments in Santa Ana and Orange by training together whenever possible.*

##### Recruitment of additional officers and increase supervisory coverage

*Recommendation 3: Recruit additional officers to provide graveyard coverage at SCC and create supervisory positions to support Lieutenants in their roles and recruit accordingly.*

##### Environment Safety and Emergency Services

*Recommendation 4: Recruit a part-time Environmental Safety and Emergency Services position*

## **B. Non-Personnel**

### Community Policing

*Recommendation 5: Formalize training in Community Policing for Safety and Security Department.*

### Written Policies and Formal Agreements

*Recommendation 6: Memorandum of Understanding (MOU) and Mutual Aid to be developed with both local police agencies (SAPD and OPD) for planning, training and responding to a need for local law enforcement services on RSCCD property.*

### Interoperability

*Recommendation 7: The Director of RSCCD Security should work with local Police Chiefs to gain access to their existing 800 MHz radios systems in the event of a shooting on campus or an emergency.*

### Media and Public Relations

*Recommendation 8: Establish a close working relationship with the PIO's of both SAPD and OPD. Develop a marketing plan for the administrators, faculty and students to be aware of what to do in case of an emergency such as an Active Shooter.*

### Mass Communication

*Recommendation 9: Purchase a single sign on mass communication platform to use in the event of an extreme emergency. Also make it an 'opt out' system so that all the campus community is automatically signed up when registration takes place.*

### Coordination Plans

*Recommendation 10: RSCCD campus Safety & Security and local police from Santa Ana and Orange must coordinate with each other in order to be prepared to respond to critical incidents such as an Active Shooter.*

Orange County Police Chiefs and Sheriffs Association

*Recommendation 11: It is strongly recommended that the Director of Security for RSCCD become an associate member of the OC Chiefs and Sheriffs Association.*

**Rancho Santiago Community College District  
BUSINESS OPERATIONS AND FISCAL SERVICES  
DISTRICT SAFETY AND SECURITY**

