



Vice President

PIE

2014-15  
2015-16  
2016-17  
2017-18

## Planning for Institutional Effectiveness

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***NOTE: This PIE Form is optimized to be used in Acrobat 10 or later.***



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## Planning for Institutional Effectiveness

### Introduction:

#### I. Institutional Mission

***The mission of Mt. San Antonio College is to support students in achieving their full educational potential in an environment of academic excellence.***

*Your area's program review will be recorded on this form and should include analysis and summary for the current year and document planning for the next 3-year cycle.*

#### II. Team, Divisions, and Division Units:

Team	Administrative Services	Facilities Planning & Management, Information Technology
Leader	Michael Gregoryk, V.P.	Fiscal Services, Public Safety,
E-mail / Extension	mgregoryk@mtsac.edu 909-274-4230	Risk Management, Technical Services

#### III. Team Mission

***The mission of the Administrative Services Team of Mt. San Antonio College is to support students in achieving their full educational potential by providing a safe campus, fiscal stability, information and instructional technology, technical services and support, risk management and emergency preparedness, and state-of-the art facilities.***

## IV. College Themes and Goals

College themes and goals allow the campus to focus on critical issues. Articulated by the President's Advisory Council and approved by the Board of Trustees, they guide institutional planning and assessment processes.

### Theme A: To Advance Academic Excellence and Student Achievement

College Goal #1	The college will prepare students for success through the development and support of exemplary programs and services.
College Goal #2	The college will improve career/vocational training opportunities to help students maintain professional currency and achieve individual goals.
College Goal #3	The college will utilize student learning outcome and placement assessment data to guide planning, curriculum design, pedagogy, and/or decision-making at the department/unit and institutional levels.

### Theme B: To Support Student Access and Success

College Goal #4	The college will increase access for students by strengthening recruitment opportunities for full participation in college programs and services.
College Goal #5	Students entering credit programs of study will be ready for college level academic achievement.
College Goal #6	The college will ensure that curricular, articulation, and counseling efforts are aligned to maximize students' successful university transfer.

### Theme C: To Secure Human, Technological, and Financial Resources to Enhance Learning and Student Achievement

College Goal #7	The college will secure funding that supports exemplary programs and services.
College Goal #8	The college will utilize technology to improve operational efficiency and effectiveness and maintain state-of-the-art technology in instructional and support programs.
College Goal #9	The college will provide opportunities for increased diversity and equity for all across campus.
College Goal #10	The college will encourage and support participation in professional development to strengthen programs and services.
College Goal #11	The college will provide facilities and infrastructure that support exemplary programs and the health and safety of the campus community.
College Goal #12	The college will utilize existing resources and improve operational processes to maximize efficiency of existing resources and to maintain necessary services and programs.

### Theme D: To Foster an Atmosphere of Cooperation and Collaboration

College Goal #13	The college will improve the quality of its partnerships with business and industry, the community, and other educational institutions.
College Goal #14	The college will improve effectiveness and consistency of dialogue between and among departments, committees, teams, and employee groups across the campus.

## Section One: Where We Are—An Analysis and Summary of the Current Year

### I. Planning Context: Team Goals for: Administrative Services

a. Identify the overarching goals (informed by Unit goals) that guided your Division's work for the 2014-15 year (from your 2013-14 PIE form) in the following table and connect those goals to the College Themes. Add rows (+) as needed. Delete rows (X). (limit 10 goals)

*Roll-Over to see "overarching goal" example*

Team Goal Name	Team Goal	<u>College Theme</u>
Provide Outstanding Customer Service	To provide excellent customer service in all departments of Administrative Services. To develop internal and external procedures to improve efficiencies and collaboration. To increase staffing to provide the required level of support and ensure there is appropriate staffing to maintain necessary services and support critical functions to implement the College mission. To ensure customers are satisfied with the scope, timeliness, and cost effectiveness of the services offered. The Administrative Services Team will be performance oriented and strive to ensure customer satisfaction by providing excellent tools and mechanisms for customer feedback. To develop and implement programs to comply with state and federal guidelines to address campus needs.	D: Cooperation/Collaboration
Provide Outstanding Technological Support Services	Direct planning at the institutional level and provide leadership, partnership, and support to divisions and departments within the College to ensure the appropriate implementation and application of technology. Administrative Services will be an advocate for the appropriate applications of technology for enhancing and advancing support for the services that we provide to the College Community and External Clients, and will strive to maintain our internal technology to current instructional and industry standards. Research and evaluate emerging technologies and implement and integrate new technology as appropriate. Manage the physical infrastructure in support of IT, assuring the reliability and availability to meet current and future requirements. Utilize educational technology to provide faculty more flexibility in the method of delivery of instruction and instructional material. Ensure data and hardware security are a priority in all IT projects.	C: Secure Resources

Provide Outstanding Facilities Planning & Management	Space Inventory & Classroom Utilization (Facilities Planning) - Update the College's comprehensive database of space-buildings, rooms, usage, room type, TOPS code, and square footage to match current conditions. Update AutoCAD floor plans for all buildings to reflect current space configurations, room numbers, and square footage. Update Fusion and Banner to reflect current conditions. The goal is to update and maintain the database, Fusion and Banner in house so they can be used for real team allocation of physical resources.	C: Secure Resources
Provide Outstanding Facilities Planning & Management	Integrated Planning (Facilities Planning) - Produce an integrated, data-driven, comprehensive master plan that can be implemented and evaluated. The plan shall include both educational and facilities components. This planning process shall integrate into campus-wide integrated planning efforts and shared governance.	C: Secure Resources
Provide Outstanding Facilities Planning & Management	Construction Services Support & New Building Costs (Construction Program) - Develop and approve standard drawings for all Audiovisual and IT structured cable and data room installations. Provide institutional, historical, and operational knowledge as it applies to new and existing equipment and buildings, as well as hands-on technical assistance, to the design and constructions projects across campus.	C: Secure Resources
Provide Outstanding Facilities Planning & Management	Effective Maintenance Service & School Dude Implementation (Maintenance) - Provide timely, effective, and efficient maintenance to the facilities and equipment used by students, faculty, and staff helping to provide an environment conducive to quality higher education. Implement, train all stakeholders, and strategically utilize School Dude Maintenance Management and Preventative Maintenance Systems.	C: Secure Resources
Provide Outstanding Facilities Planning & Management	5-Year Scheduled Maintenance & Access Control (Maintenance) - Update key issuance and access control procedures, revise key security policies, expand the use of electronic door access systems and re-key strategic areas of campus. Expand preventative maintenance of College facilities.	C: Secure Resources
Provide Outstanding Facilities Planning & Management	Energy Efficiency (Energy Services) - Construct a Thermal Energy Storage tank, Solar Panel, and expand the Central Plant to increase the College's energy efficiency.	C: Secure Resources
Provide Outstanding Facilities Planning & Management	Custodial (OS1) Cleaning Program (Custodial ) - Now that the (OS1) Cleaning Program is fully implemented refine elements of the program aimed at delivering training to all custodial personnel on a more consistent basis. Each employee to receive a minimum of ten documented training sessions over the course of twelve months.	C: Secure Resources

Provide Outstanding Facilities Planning & Management	Achieve a minimum 80% Audit score of the Cleaning Program. Continue to request new resources for staffing and supplies to support campus expansion and student growth. Purchase new equipment as needed to improve equipment access for all areas of the campus. Continue waste reduction efforts within Custodial Services including the utilization of environmentally friendly restroom supplies, and new generation hand dryers that drastically reduce paper towel consumption, etc.	C: Secure Resources
Provide Outstanding Facilities Planning & Management	Irrigation/Maxicom (Grounds) - Update Maxicom Irrigation System to get the maximum potential, save water, and run reports.	C: Secure Resources
Provide Fiscal Stability	Maintain Fiscal Stability of the College and Fiscal Independence status.	C: Secure Resources
Provide Outstanding Risk Management, Health & Safety, Employee Wellness, Employee Group Benefits, and Emergency Preparedness Programs	Ensure the Employee Wellness Committee is providing opportunities in the areas of health, fitness, and mental well being. Ensure that Insurance Committee continues to explore fringe benefit and group health options that are cost effective and feasible for employees. Develop and implement guidelines and procedures for the campus community in preparation of and to recover from events such as earthquake, civil unrest, hazardous materials exposure, etc.	D: Cooperation/Collaboration
Provide Outstanding Public Safety Services	Public Safety will hire and/or train personnel, obtain resources, and work with the California Commission on Peace Officer Standards and Training (POST), to become a department with sworn police officers and non-sworn support personnel.	C: Secure Resources

## II. Notable Achievements for: Administrative Services

Enter a brief analysis and summary of your Team's successes for the 2014-15 year in the field below followed by a listing, by theme, of the Notable Achievements. This provides opportunity to highlight your area's proudest moments for this year.

Text boxes will expand as needed. Add rows (+), delete rows (-).

[Roll-Over to see Achievement example](#)

### a. Narrative Summary

Fiscal Services maintained fiscal stability for the College and the Auxiliary Services in the 2014-15 fiscal year. The College obtained unmodified audit opinions for both entities and for the bond audits. Fiscal Services successfully underwent the Los Angeles County Office of Education (LACOE) fiscal oversight review to maintain the fiscal independence status. The Internal Revenue Service audit of the Measure R Series C General Obligation Bonds concluded satisfactorily, without any audit findings. Fiscal Services collaborated with securing facilities and infrastructure for college programs by participating in the preparation of the official statement and rating presentation to issue a total of \$40 million in General Obligation Bonds for Measure R and Measure RR. The major technology implementations were the Online Appropriation Transfer/Budget Revision process, the Purchasing Card pilot program, and the creation of a vacation and comp time balance report. These initiatives improved efficiencies across the campus. To support student success, Fiscal Services processed a total of \$49.5 million of financial aid payments to students and provided customer service, supported the College Foundation by assisting with the collection and disbursement of fundraising funds and donations, and assisted student clubs with the collections and disbursement of student initiatives that assist with their education. The Bursar's Office set up computer self-service stations for students to access the Mt. SAC student portal, order parking permits, choose a preference for the Higher One card, and pay fees. Fiscal Services implemented the Department of Education Return of Title IV Funds (R2T4) process and completed the selection of the Debt Collection agency. Payroll processed employee retroactive payments for the one percent salary increase and health and welfare increase for all regular employees, step 6 for managers, and reclassifications for managers and classified staff. Fiscal Services provided timely budget and account code information, processed bids, processed requisitions and purchase orders for increased funding in Instructional Equipment, Lottery, and the New Resources Allocations.

Public Safety made or began making several major changes during the year as the department moves toward becoming a full service police agency.

Information Technology's successes for 2014-15 were focused on upgrading campus infrastructure and adding functionality to provide better service to students and the campus community. Campus infrastructure projects included completing an additional phase of the network upgrade and expanding and improving wireless in buildings across campus. Many projects completed by the Enterprise Applications Systems Team were to assist with the implementation of the SSSP Plan and the Student Equity Plan. These projects led to new ways to track and report student success resulting in enhanced funding for the College.

Add Notable Achievement Theme	Student Success
	<p>Broadcast Services - Designed, specified, and is in the process of installing an all new digital audio network with fully digital audio consoles for the Radio program and KSAK-FM. The department also relocated the KSAK-FM transmitter to a tower operated by the City of West Covina and implemented a new digital studio to transmitter wireless link between the campus and the tower. These improvements will greatly expand the scope of the Radio program.</p>
	<p>Presentation Services - Upgraded the AV systems and controls in all classrooms in Buildings 60, 66, and 67 to comply with closed captioning requirements. With these upgrades, more than 300 "smart classrooms" have now been implemented across campus.</p>
	<p>Facilities Planning &amp; Management - Student focus/involvement - Participated in the Developing Energy Efficient Professionals (DEEP) student internship program through Southern California Edison. Coordinated presentation to the Associated Students with a focus on DEEP program, campus sustainability goals, Turf Replacement, water conservation options, and upcoming construction projects. Participated in student outreach meetings for new design projects. Both DEEP Interns successfully transferred to a 4-year institution to continue their education in architecture and engineering. The program prepares the students for success both at a university and within the professional world and provides a sound foundation of knowledge of sustainability.</p>
Add Notable Achievement Theme	Technology
	<p>Information Technology (IT) completed wireless network upgrades and installed more than 100 access points in Buildings 1A, 2M, 7, 11, 60, 61, and 66. Network Infrastructure upgrades including: optimization of fiber pathways, upgrade of campus firewalls, phone system upgrade, continued transition to HP network switches, and installation of new Nutanix server hardware. IT partnered with Student Services to implement Phase I of the Document Imaging project by going live with OnBase. IT partnered with Human Resources to design an Employee Work Schedule system and a Leave Request system.</p>
	<p>IT partnered with Student Services to create an online Student Success checklist so students can track their progress on completing an education plan, assessment, and orientation. IT partnered with the Nursing Department to develop an online application, including a review and scoring process. IT partnered with Fiscal Services to implement Phase I of purchasing credit cards for various campus departments. IT partnered with Counseling to integrate the online orientation system, Cynosure, with Banner to automatically release student orientation holds.</p>
	<p>Performing Arts Operations - Designed, specified, and is in the process of installing a state-of-the-art computer controlled rigging system for the Clarke Theater.</p>
	<p>Presentation Services - Performed a substantial upgrade to the AV infrastructure and control system in Founders Hall, bringing HD quality video and touchscreen control to all presentation systems in the building. As part of this expansion, the Board Room system was expanded and enhanced to support the additions to the Board. Successfully designed, specified, and installed new audiovisual systems in all classrooms and meeting spaces in the newly remodeled Building 12.</p>
	<p>Risk Management - Staff successfully completed a new online program known as California Environmental Reporting System (CERS) as required by the Los Angeles County Certified Unified Program Agency.</p>
	<p>Public Safety - Purchased hardware to accompany existing software enabling the implementation of a Computer Aided Dispatch (CAD) system. Secured one-time funding for the purchase of seven mobile computers to be used with the CAD system. Secured one-time funding for the purchase of a "key watcher" system to improve asset management of Department of Public Safety keys.</p>



Fiscal Services successfully implemented an Online Appropriation Transfer/Budget Revision process to the entire campus. During 2014-15, Fiscal Services conducted 23 Online Appropriation Transfer/Budget Revisions workshops and offered one-on-one sessions to new employees upon department's request (Fiscal Services and Information Technology). Successfully implemented a Purchasing Card pilot program through U.S. Bank/Statewide CalCard Program, which approximately included the training of over 50 employees. The implementation included the creation of a User Guide and forms, 6 training sessions for the pilot group, and training for Fiscal Services staff (Fiscal Services, Purchasing, Accounting, and Information Technology). Payroll created a vacation and comp time balance report that is emailed each month to managers to assist them with monitoring their employees' leave balances (Payroll and Information Technology). Improved operational processes and implemented several new technologies:

Ø An automated mass journal entry process (FUPLOAD) for high volume transaction journals to be uploaded to Banner. This will reduce data entry time for Fiscal Services staff (Fiscal Services and Information Technology).

Ø Inactivated funds in the chart of accounts to prevent user and system error in postings to accounts that are no longer in use (Fiscal Services and Information Technology).

Ø Created process to notify students of their respective Higher One check(s) not yet cashed. The goal of this new process is to reduce the amount of checks that have not been cashed, thus more promptly getting funds to students (Fiscal Services and Information Technology).

Ø Automated the Interest Earned Allocation Report.

Facilities Planning & Management - Improve Website - Active participation on the Website Advisory Committee, especially with regards to 3D campus maps. Work with Tilden-Coil Constructors to create a new construction web page with more current information.

Add Notable Achievement Theme	Organization / Process
	<p>Facilities Planning &amp; Management - Program Support - Construction Project Management staff continue to support new construction, renovations and alteration projects, energy projects, and scheduled maintenance projects. Completed 50+ projects in the 2014/15 fiscal year. Customer Service - Completed successful transition to in-house construction management, with a special focus on improved quality and customer service. Project Completion - Completed and occupied buildings 12 and 46, and received State approval and occupancy of the Child Development Center. Achieved DSA certification on Buildings 4, 12, 46, 70-73 and the Bonita Walnut Retaining Wall. Established the process for certification of the Food Services and Student Success buildings with final certification targeted within nine months of completion. Received DSA approval on three projects. Certified one LEED project. Successfully executed traditional bid projects including the Radio Lab and demolition of buildings 9E, 9F, and 9G. Project Delivery - Continued successful use of the Lease/Leaseback (L/LB) construction delivery method, with 11 projects completed on time and under budget, five projects in construction, and three set to commence in 2015. L/LB contract evaluation methodology in place and process verification completed. Continued the cost estimating review process on L/LB projects including architect, contractor, and third party review to provide improved budget forecasts. Continued success with traditional bid delivery method.</p>

Facilities Planning & Management - Emergency Preparedness - Completed construction of the Emergency Operation Center and related campus infrastructure to support the campus emergency procedures. Processes - Provided training for Construction Management staff on fiscal processes related to requisitions and construction contracts. Construction Support - The maintenance team assisted and supported the Design and Construction team at a pace unprecedented in the last five years. Records indicated that 250 completed work orders during the year accounting for over 1,200 man hours. Project Creation and Project Tracking - Converted the entire current Project List (260 projects) to Smartsheet for easier tracking and management. Updated Project Data Forms to expedite project commencement and document both initial and detailed project scopes and budgets for potential audit and analysis.

Facilities Planning & Management - Implementation of Smartsheet Software - Coordinated with IT department to implement Smartsheet as a useful tool throughout the FP&M department. Worked with individuals to train them on features and how to apply the software to their work. Created smartsheets for task management, punchlists, PO log, individual invoice tracking, trailer leases and purchases, FF&E warranty requests, etc. Shared these sheets across campus with collaborators from IT, Purchasing, Technical Services, and project users groups to improve communication and transparency. FF&E Standards-In an effort to open transparent campus wide communication, we planned and staged a series of large scale furniture mock ups. The next step is analyze the evaluations and develop standards. Classroom Utilization - In collaboration with the Office of Instruction and IT, developed a series of matrix's to analyze the utilization of general classrooms and class labs on campus. We began the process of collaboration with all of the Deans to educate them on how to calculate space utilization, walk their facilities to determine appropriate classification and to identify opportunities better. Support Effective Use of One-Time Instructional Equipment Funding - Worked with the Office of Instruction to identify and prioritize projects linked to the spending of these funds - STEM Center, TERC, Furniture upgrades in Buildings 1A, 6, 28B, 40. Ensured that quality furniture was bought through correct contracts. The Grounds Team established new internal processes for communicating and prioritizing landscape, irrigation, and water conservation projects.

The Health and Safety Committee created standards and selected equipment to be utilized in a building evacuation. Risk Management staff performed ergonomic evaluations for eight departments on campus and made recommendations for correcting hazardous working conditions.

Print Services implemented a scan to PDF service so more print jobs can be submitted online. Expanded the implementation of Software Self Service via SCCM so users can securely download and update their software.

Public Safety eliminated Live Scan fingerprint machine as a cost and time-saving measure. Secured funding for, and began implementation of, Lexipol online law enforcement policy manual . Secured one-time funding for, and purchased two patrol vehicles to replace two obsolete vehicles.

Fiscal Services collaborated with the collective bargaining process for all employee groups by participating in negotiations for faculty and classified staff and by providing financial information and estimated cost scenarios for all employee groups. The Bursar's Office set up computer self-service stations for students to access the Mt. SAC student portal, order parking permits, choose a preference for the Higher One card, and pay fees (Bursar's Office and Information Technology). Payroll processed employee retroactive payments for the one percent salary increase and health and welfare increase for all regular employees, step 6 for managers, and reclassifications for managers and classified staff (Payroll, Fiscal Services, and Human Resources).

Fiscal Services Provided timely budget and account code information, processed bids, processed requisitions and purchase orders for increased funding in Instructional Equipment, Lottery and the New Resources Allocations (Fiscal Services, Accounting, and Purchasing). These efforts are to support student success. Supported Risk Management and instructional departments by providing timely budget and accounting information to replace stolen instructional equipment and supplies as a result of the burglaries of July 2014. This equipment was needed for the fall 2014 semester (Risk Management and Fiscal Services). Payroll implemented a front desk rotation schedule to ensure consistent customer service at the Payroll window. Purchasing implemented an appointment calendar and limited the number of club card locations (e.g. Sam's Club/Costco) to enhance the needs of campus staff. Collaborated with Professional and Organizational Development with the procedures to process travel and conference requests (Fiscal Services and POD). Implemented "Helpful Hints" for Budget Transfers and Requisitions (Fiscal Services and Purchasing). Met with campus departments to improve the mileage claim process and align with AP 6920 Mileage.

Add Notable Achievement Theme	Funding
	<p>Fiscal Services maintained fiscal stability for the College. Fiscal Services closed the 2013-14 College books timely and complied with the mandates of the Fiscal Independence Plan. The College obtained unmodified audit opinions for the financial audit, bond performance audit, and bond financial audit in the fiscal year 2013-14. The department worked efficiently to meet numerous deadlines and submit mandatory financial reports. Fiscal Services successfully underwent the Los Angeles County Office of Education (LACOE) fiscal oversight review to maintain the fiscal independence status. Coordinated Internal Revenue Service audit of the Measure R Series C general obligation bonds that concluded satisfactorily without any audit findings. (Fiscal Services and Facilities). Implemented the Department of Education Return of Title IV Funds (R2T4) process. This process allows Mt. SAC to refer a student to the Department of Education for debt resolution. When a student is referred and accepted by the Department of Education, Mt. SAC is no longer liable for the repayment of funds; rather the student will work directly with the Department of Education (Fiscal Services and Financial Aid). Maintained fiscal stability for the Mt. SAC Auxiliary Services. Closed the 2013-14 books timely and submitted the nonprofit tax return and vendor and payroll tax reports. Obtained an unmodified audit opinion. Completed request for proposal for Student Accounts Receivable and Other Receivables Debt Collection agency and began implementation process for 2015-16 (Fiscal Services, Purchasing, Accounting, Bursar's Office, Financial Aid, and Information Technology). Purchasing researched and utilized more cooperative contracts for the purchase of supplies and equipment in order to achieve cost savings for the College.</p>
<p>The Risk Management office provided funding for the purchase of first aid storage bins for the Student Health Center. The Employee Wellness Committee successfully acquired funding to offer exercise classes in support of the program at no cost to employees. The Risk Management office successfully acquired funding to purchase tracking software to determine full-time eligibility for employees under the Affordable Care Act. The Risk Management office successfully acquired funding to purchase a classroom emergency notification system.</p>	

Facilities Planning & Management improved the Energy Management System - Upgraded Building 12 lighting and established third party interfacing to reduce power consumption. Building 12 serves as a model for future lighting control systems. Received funding for a 30 month project to expand preventative maintenance. Received funding for a 30 month project to expand the use of the electronic access control for door security. Received funding for a temporary Facilities Project Manager to support one time funding for deferred maintenance work. Received funding approval to upgrade both 750 KW generator sets in the co-generation plant. Negotiated new power purchase agreements to reduce the overall power costs for the next two fiscal years. Custodial Services received ongoing funding to increase the restroom supplies budget. Custodial Services achieved an audit score of 84% for the Science Laboratories Building (61), and a score of 85% for the Child Development Center Buildings (70-73) in March of 2015. Customer Service - Facilities Customer Service successfully transitioned from the EWOIS work order system to the School Dude maintenance management system. Facilities Support Services construction specialists received advanced training on fiscal and procurement processes related to requisitions and construction contracts. Facilities Support Services Team applied for and received approval from the public utilities commission for a \$3 million energy efficiency loan. The loan will provide funding for a Photovoltaic Power generating station.

Add Notable Achievement Theme	Facilities
Facilities Planning & Management - Sustainability - Implemented LEED design on Certified projects, four major projects in bid or construction, and one in design. Completed bidding for thermal energy storage and solar project to improve energy efficiency and capture state funding opportunities. Electronic filing implemented on all major projects.	
Facilities Planning & Management - Energy Efficiency - Upgraded the hardware and software systems for the Data Center building's Automation Cooling System, ensuring reliable and redundant cooling for the Data Center computer system and Leibert A/C units.	
Facilities Planning & Management - Central Plant Repairs - Updated essential equipment at the chilled water Central Plant, including chilled water pumps, boilers, and one cooling tower. By properly maintaining essential equipment the Central Plant continues to provide campus cooling in a highly efficient manner.	
Facilities Planning & Management - Maxicom Irrigation Software Training - The Grounds and Irrigation Teams attended advanced training in the operation and programming of the computerized irrigation control system (Maxicom). Advanced knowledge of the Maxicom system will support our effort to reduce the volume of potable water used for irrigation.	
Facilities Planning & Management - Work Order Completion - Staff have completed over 5,000 work orders and 500 preventative maintenance requests in the 2014-15 year. The aggregate work order backlog is lower than in previous years.	
Facilities Planning & Management - Scheduled Maintenance Plan - Developed a 5-Year Scheduled Maintenance plan including all campus equipment with approximate replacement due dates and replacement costs. Utilized plan to submit the 2014-15 request to the State.	
Facilities Planning & Management - Completed technical review of multiple construction projects, including the Photovoltaic Power Plant, Thermal Energy Storage System, Central Plant Expansion, and various new and modernized facilities.	
Facilities Planning & Management - The Grounds Team updated a proposal to improve the maintenance of over 2,500 trees on campus.	
Fiscal Services collaborated with securing facilities and infrastructure for college programs by participating in the preparation of the official statement and rating presentation to issue a total of \$40 million in General Obligation Bonds for Measure R and Measure RR (Fiscal Services, Administrative Services, Facilities, and President's Office).	

Broadcast Services completed the design for a new campus digital 2-way radio system and purchased the hardware for the first phase of the conversion.

Presentation Services is actively involved in the design and implementation of new audio-visual (AV) control systems and infrastructure for the Student Success Center, the Food Services Building and the Business and Computer Technology Building. Presentation Services also staged a number of demonstrations of new interactive whiteboard technology for interested faculty and staff.

Add Notable Achievement Theme

Training

Fiscal Services trained and cross trained staff to improve efficiencies and customer service. Training included customer service, Excel, Smart Sheet, 1099 Miscellaneous & Nonresident, Bank and eCAPS reconciliation, ATM analysis/cash, and internal controls. Managers and staff attended the Ellucian conference to maintain and improve operations in the areas of general ledger, payroll, and student accounts receivable.

Add Notable Achievement Theme

Staffing

Public Safety hired a sworn Chief, a sworn Deputy Chief, a 47.5% Public Safety Officer, an 80% Parking Officer, converted a Public Safety Officer position from 47.5% to 100%, converted a Clerical Specialist position from 72.5% to 100%, and upgraded a Secretary position to a Administrative Specialist IV position.

The Health and Safety Committee recommended the addition of a Safety Manager in the Risk Management office. The position of Manager, Environmental Health and Emergency Services was approved by the Board of Trustees on August 5, 2015.

Facilities Planning & Management - Staffing Support - Hire hourly employees to help fill the gaps in our staff due to injuries, absenteeism, and vacations. This has resulted in our ability to keep the landscape and sports fields areas safe for our students and staff. The Grounds Team increased the use of substitutes by approximately 40% to reduce gaps in the effective ongoing mission critical maintenance of the campus exterior environment. The Grounds Team supported the reclassification process resulting in new positions that accurately reflect the work done by Grounds and Horticultural Technicians. The Grounds Team improved productivity and safety by replacing two heavy equipment units.

Add Notable Achievement Theme

Program Success

Event Services had its busiest year ever, delivering 60,636 chairs, 11,726 tables, and 630 canopies. The department processed a total of 10,209 calendar requests and provided support services for 721 events. A total of 21,765 labor hours were scheduled in support of events on campus.

All areas of Technical Services collaborated to successfully stage the largest commencement in College history, which was also the last public event to be held in the old Hilmer Lodge Stadium, which is scheduled for a total makeover starting this Fall. The department transitioned a number of key tracking tools to Smartsheet to enhance collaboration and data security. All of our AV tracking functions are now fully contained within the Smartsheet environment.

The Health & Safety Committee formed a task force to plan the first emergency preparedness weekly event. The event was held in September and included a vendor show, educational opportunities, and an evacuation drill.

Add Notable Achievement Theme

Faculty Success

Technical Services - Presentation Services is working closely with Facilities Management to design a state-of-the-art presentation and collaboration system for the new POD office complex. These AV improvements will provide tools for demonstrating new teaching technologies to our Faculty.

### III. Trends Tracking for Administrative Services

Enter brief analysis summarizing each section based on the 2014-15 year followed by information provided in your Manager and Unit PIE forms. Add Theme row (silver+), add Trend row (gold +); delete rows (-).

#### a. External Conditions Analysis

Fiscal Services - Changes in Federal, State, and Local regulations are the primary source of external conditions. Major changes that have financial or reporting implications for the future years are: AB 1522 "The Healthy Families, Healthy Workplaces Act" which provides sick leave benefits to all Mt. SAC employees. CalSTRS clarified its creditable compensation regulations which changed types of compensation reportable to the Defined Benefit (DB) or Defined Benefit Supplemental (DBS). Contribution rates for CalSTRS began increasing on an annual basis, but only for DB earnings. DBS earnings remain stable which will cause refunds of excess contributions to happen annually. With the passage of the Affordable Care Act, employers now have to offer medical benefits to all full-time equivalent (FTE) employees. This requires employers to track employee hours to determine if someone is a FTE employee.

SB 854 - New Public Works Contractor Registration Law has made significant changes to the administration and enforcement of prevailing wage requirements. The new law requires changes to the bid documents for public works projects and requires Purchasing and Facilities to verify contractor registration prior to awarding a contractor. The law also requires that all contractors submit certified payroll records directly to the Department of Industrial Relations.

The suspension of the College's Lease/Leaseback program has resulted in the return to a multi-prime bidding approach for several future Measure RR building projects. This will significantly impact the Purchasing department. It is expected that the staff will be handling up to 20 + bid packages per project.

With the implementation of GASB 68 Accounting and Financial Reporting for Pensions standard, accounting is no longer equivalent to funding. Previously, the amounts reported as pension expense in the College's financial statements were equivalent to the required contributions to CalSTRS and CalPERS. Pension expense will now be the College's proportionate share of the CalSTRS and CalPERS pension liability.

The Bursar's Office will need to change the credit card readers to the new EMV (Europay, MasterCard, Visa) technology effective October 1, 2015. This change is necessary to provide additional security to card holders and avoid merchant liability for fraudulent transactions.

Increases in pension cost will create financial pressure on the College. The legislature approved increases in CalPERS employer contribution rates from 11.44% in 2013-14 to 20.4% in 2020-21 and CalSTRS employer contribution rates from 8.25% in 2013-14 to 19.1% in 2020-21.

Proposition 30 revenues are temporary. The sales tax increase expires in December 2016, and the income tax increase expires in December 2018. Prudent fiscal management is recommended.

Information Technology - IT strives to stay ahead of legislative and policy changes and work with campus departments to ensure compliance and reporting needs.

Risk Management - Regulatory changes have had the biggest impact on the Risk Management department in the past five years.

Regulation / Policy	<i>Roll-over to see example</i>	Data Source
Fiscal Services - AB 1522 "The Healthy Families, Healthy Workplaces Act" was passed in the Legislature and will go into effect July 1, 2015, providing sick leave benefits to all Mt. SAC employees.		AB1522
Fiscal Services - Effective January 1, 2015, CalSTRS clarified its creditable compensation regulations which changed what types of compensation are reportable and where they are creditable to (Defined Benefit "DB" or Defined Benefit Supplemental "DBS").		<a href="http://www.calstrs.com/regulations">www.calstrs.com/regulations</a>
Fiscal Services - Effective July 1, 2014, the contribution rates for CalSTRS began increasing on an annual basis, but only for DB earnings. DBS earnings remain stable which will cause refunds of excess contributions to happen annually.		CalSTRS Employer Directive 2014-05
Fiscal Services - With the passage of the Affordable Care Act, employers now have to offer medical benefits to all full-time equivalent "FTE" employees. This requires employers to track employee hours to determine if someone is a FTE employee. The law also requires employers to provide a statement to employees and to the IRS. This is similar to the W2 reporting, each calendar year.		Patient Protection and Affordable Care Act
Fiscal Services - SB 854 - New Public Works Contractor Registration Law has made significant changes to the administration and enforcement of prevailing wage requirements. The new law requires changes to the bid documents for public works projects and requires Purchasing and Facilities to verify contractor registration prior to awarding a contractor. The law also requires that all contractors submit certified payroll records directly to the Department of Industrial Relations. This requirement is overseen by the Purchasing staff to ensure compliance.		SB 854
Fiscal Services - The new accounting standard GASB 68 Accounting and Financial Reporting for Pensions went into effect July 1, 2014. With the implementation of this standard, accounting is no longer equivalent to funding. Previously, the amounts reported as pension expense in the College's financial statements were equivalent to the required contributions to CalSTRS and CalPERS. Pension expense will now be the College's proportionate share of the CalSTRS and CalPERS pension liability.		Governmental Accounting Standards Board
Fiscal Services - Proposition 30 revenues are temporary. The sales tax increase expires in December 2016, and the income tax increase expires in December 2018. Prudent fiscal management is recommended.		California Proposition 30, Sales and Income Tax increase (2012)



<p>Fiscal Services - The suspension of the College's Lease/Leaseback program has resulted in the return to a multi-prime bidding approach for several future Measure RR building projects. The Purchasing Department is responsible for assisting with the bid process from pre-qualifying contractors, to preparing bid schedules, issuing bid addenda, receiving bids, checking licenses and DIR registration for all contractors and listed sub-contractors, and recommending award to the Board of Trustees. Each project is broken down by trade and it is expected that the staff will be handling up to 20 + bid packages per project. Once bids are awarded, Purchasing is responsible for handling all of the administrative tasks from issuing and handling the contract documents to responding to stop notices, public records requests, certified payroll requests, and many other tasks related to the project.</p>	<p>Court Decision, Stephen Davis vs Fresno Unified (2015)</p>	
<p>Information Technology - Information security regulations are continually developed and revised. IT strives to ensure data is protected in an environment that is user-friendly. To achieve this environment, IT is requesting funds for additional network monitoring software, hardware, and deployment tools.</p>	<p>Security Legislation</p>	
<p>Information Technology - Additional mandated changes from the State including SSSP and other reporting requirements require new IT functionality to comply.</p>	<p>Security Legislation</p>	
<p>Risk Management - The National Incident Management System (NIMS), Standardized Emergency Management System (SEMS), Incident Command System (ICS), and Cal EMA regulations have required that the campus keep up with training requirements for staff and develop written guidelines for staff and students to follow before, during, and following a campus-wide emergency.</p>	<p>Title 5, Title 9, Education Code</p>	
<p>Risk Management - The Patient Protection and Affordable Care Act federal requirements have created increased responsibilities for Human Resources and Administrative Services staff in the area of tracking employee work hours and new IRS reporting requirements.</p>	<p>Federal legislation known as PPACA</p>	
<p>Risk Management - Federal guidelines requires the use of a standardized process for the use of material safety data sheets. This new process known as the Global Harmonized System (GHS) required training for staff.</p>	<p>Federal legislation</p>	
<p>Economy / Budget</p>	<p><i>Roll-over to see example</i></p>	<p>Data Source</p>
<p>Facilities Planning &amp; Management - An expected significant increase in State Scheduled Maintenance will present the challenge of completing significantly larger than normal workloads in a short time frame. This will prove to be very difficult without increasing staff levels.</p>	<p>CCCO</p>	
<p>Facilities Planning &amp; Management - supplies, maintenance and repair vendor costs continue to increase without corresponding budget increases. Maintenance operating budgets in these two areas (supplies and repairs) have not been increased in the last five years.</p>	<p>APPA/Banner</p>	
<p>Facilities Planning &amp; Management - The delay of State Capital Outlay Bonds, and the delay in selling Measure RR bonds has required revisions to Measure RR bond funding and schedules.</p>	<p>Bond budgets</p>	

<p>Facilities Planning &amp; Management - 1. Inflationary increase: supply and equipment costs continue to increase without corresponding budget increases.</p> <p>2. New buildings bring new landscaping and hardscaped areas requiring a higher level of maintenance than the areas they replaced. They also require more replacement irrigation parts, mulch, and plant materials as they age.</p> <p>3. Our irrigation controls system, Maxicom has evolved over the past few years, requiring updates and repairs.</p> <p>Annual inflation costs with no increases in department supplies and services budgets.</p>	<p>Manager</p>	
<p>Industry Changes</p>	<p><i>Roll-over to see example</i></p>	<p>Data Source</p>
<p>Facilities Planning &amp; Management - Right to know hazardous chemical communications standards are being updated to meet new federal, and local guidelines, system is changing from Material Safety Data Sheet or MSDS, to Standard Data Sheet or SDS. All custodial employees will be trained on the updated standard and requirements.</p>	<p><i>Add Data Source</i></p>	
<p>Risk Management - The Los Angeles County Certified Unified Program Agency required all agencies with reportable quantities of hazardous chemicals to utilize a new online system known as the California Environmental Reporting System to be populated with data no later than March 2015.</p>	<p>local agency reporting requirement known as CERS</p>	
<p>Technical Services - Changes in Technology - The Performing Arts area has seen the move to network based control of stage lighting, with inexpensive Ethernet based topologies replacing the older DMX protocol, which is a serial based topology. The network-based control protocols are considerably more powerful than DMX512 based approaches, which must be divided into small "universes" of 512 control channels. Most of the elements of a theatrical lighting system, from dimmers to lighting consoles to lighting fixtures now support network connections via various Ethernet control protocols. As these different protocols merge into an open standards based protocol known as ACN (Architecture for Control Networks), it is inevitable that DMX512 will be replaced as a control protocol. All current purchases and upgrades for the Center are made with the goal of achieving ACN connectivity.</p>	<p>Industry Resources</p>	
<p>Technical Services - All areas of Technical Services have been impacted by the global move to standards based network digital audio transport. Once again, the move towards transporting large quantities of digital audio over simple networks has been adopted at an unprecedented rate throughout many industries. Protocols such as AES Digital Audio, Cobranet, MAD1 and Rocknet are being used in both broadcasting and live entertainment to interconnect audio devices. After considerable research, Technical Services has adopted Riedel Rocknet as our standard transport infrastructure. Rocknet can transport up to 160 channels of audio using counter-rotating ring technology, which allows the network to be disrupted at any point in the ring without a failure. We have implemented Rocknet in the Design Technology Center Auditorium, in the Performing Arts Center, and in our Broadcast Truck. All future purchases and designs will be compliant with this technology.</p>	<p>Industry Resources</p>	

<p>Technical Services - In the Presentation Services Area, the implementation of the "Analog Sunset" as required by the license granted to content producers of protected high definition video content has accelerated our move to wide aspect ratio digital video as an evolving standard for classroom media systems. Many of our older analog controlled systems such as those in Buildings 7, 11, 26 and 61 will eventually need to be converted to this wide aspect ratio, as it is becoming increasingly difficult to buy monitors and displays in the older narrow aspect ratio format. Newer buildings already support this format. Due to the elimination of analog video signals under the Analog Sunset requirement, the current gap in regulations regarding closed captions for digital video formats is causing considerable difficulty in implementing ADA captioning requirements in the digital classroom.</p>	<p>Industry Resources</p>	
<p>Technical Services - In the Broadcast Services Area, we are also experiencing the impact of the nearly complete adoption of digital hi-definition wide aspect ratio video throughout the various aspects of production that we support. The instructional program is now completely converted to digital video procurement and editing for field production, however, we do not have the ability to produce, edit or playback wide aspect ratio video in any of our production facilities, including the TV production truck and the TV studio. With the increasing difficulty in securing support or parts for our analog systems, it is becoming increasingly important to upgrade all of our production facilities to digital video. Unless we accomplish this upgrade soon, we will be teaching and using totally obsolete production methods. There are currently four new resource allocation requests in place to accomplish this change.</p>	<p>Industry Resources</p>	
<p>Staffing</p>	<p><i>Roll-over to see example</i></p>	<p>Data Source</p>
<p>Facilities Planning &amp; Management - During 2013-14 work hours for short-term temporary substitute workers were reduced to meet the changes in federal guidelines of how full and part-time workers are defined. Additional changes may be forthcoming that provide leave benefits to these workers. Therefore, a budget increase may be required to hire additional short-term temporary substitute workers to meet the needs of the on-call custodial pool program. The custodial pool has become a vital part of meeting the daily operational needs of the department ie, during fiscal year 2014-15 the department experienced 23,984 hours of absences from our FTE while filling that void with 14,579 from short-term temporary substitute help. The remaining 9,404 hours were absorbed within the department by having available staff cover for employees that were out on various types of leave or absence.</p>	<p><i>Add Data Source</i></p>	
<p>Security</p>	<p><i>Roll-over to see example</i></p>	<p>Data Source</p>
<p>Public Safety - Campus violence, along with the heightened focus on campus crime, has prompted an increase in institutions having fully-sworn police officers in addition to non-sworn safety personnel.</p>	<p><i>Add Data Source</i></p>	

Fiscal Services - The primary sources of internal conditions are system limitations, not aligning to established procedures, changes to collective bargaining contracts that are difficult to implement, under

## b. Internal Conditions Analysis

staffing, lack of sufficient time to train, and the implementation of new technologies.

System limitations in providing reports in Banner and ARGOS, such as fixed assets and multiple year grants increase the staff time because these reports are created manually. The Banner web time sheets do not provide accurate leave balances, are unfriendly to the users, and do not handle overtime. This causes additional questions, staff are not able to query accurate real time leave balances, and manual record keeping is needed.

Some employees are permitted to start work prior to being “hired” by Human Resources. The result is that sometimes hiring documents are being processed after a time sheet has been submitted for payment. This can cause delay in payment to the affected employee.

Changes to bargaining unit contract language and MOU's continue to be problematic for Payroll. An example is the provision for floating holidays to be worth 10 hours during the summer and 8 hours elsewhere. Banner does not offer such flexibility in the conversion of 8 hour to 10 hours days. This causes Payroll to have to manually convert and correct the leave balances in Banner and can often lead to employees not knowing the correct balance of hours.

In an effort to provide sufficient processing time to pay employees hired at the end of the month, the Board of Trustees meetings were moved from the last Wednesday of the month to the second Wednesday of the month during fiscal year 2014-15. However, some Board meetings were moved to the last Wednesday of the month creating an extremely short period of time for new hire processing to take place. This creates problems because both Human Resources and Payroll do not have sufficient time to pay employees.

The College has acquired the TouchNet License to process credit and debit card payments. Fiscal Services and Information Technology will implement the change from the previous processor Heartland during fall. This change will improve operations for the Bursar's and Accounting offices.

A new P-Card pilot program was implemented to allow a faster, more convenient method of purchasing for the campus. As P-Cards are offered to more and more users, the duties will shift from processing standing purchase orders to program administration and post audit of expenditures. Once the program is fully implemented, an assessment of the new duties versus the previous processes will be made to determine additional staffing if needed.

The Fiscal Services department is currently assessing the use of the Department of General Services Travel program. The feasibility of the implementation will be determined during fiscal year 2015-16.

Under staffing in the Fiscal Services Department continues to be a challenge in providing training to other departments. The Department notices the need of a more comprehensive financial training at departmental levels.

Information Technology - IT's internal conditions reflect the changes in technology as being a 'utility' that should be available and always work - like flicking a light switch. IT strives to ensure limited campus interruption and ongoing support for all software and hardware.

Risk Management - Increased responsibilities driven by local, state, and federal legislation combined with insurance trends have resulted in increased responsibilities of staff.

Technology	<i>Roll-over to see example</i>	Data Source
Fiscal Services - System limitations in providing reports in Banner and ARGOS (E.g. fixed assets, multiple year grants, etc.)		Use of Banner and ARGOS
Fiscal Services - A new P-Card pilot program was implemented to allow a faster, more convenient method of purchasing for the campus. As P-Cards are offered to more and more users, the duties will shift from processing standing purchase orders to program administration and post audit of expenditures. While this program has a lot of benefits for the users, it does result in different duties for Purchasing staff and the Accounting staff, which include, but are not limited to the following: Processing requests for P-Cards; card holder training; ordering, receiving, and issuing cards; making changes to card holder limits; following up on lost/stolen cards; researching and following up on declined transactions; following up on approvals of expenditures, reporting, and reconciling P-Card statements, and many other administrative duties. Once the program is fully implemented an assessment of the new duties versus the previous processes will be made to determine additional staffing if needed.		US Bank requirements and Purchasing Staff
Fiscal Services - The Fiscal Services department is currently assessing the use of the Department of General Services Travel program. The feasibility of the implementation will be determined during fiscal year 2015-16.		DGS Travel Program and Fiscal Services Staff
Fiscal Services - The College has acquired the TouchNet License to process credit and debit card payments. Fiscal Services and Information Technology will implement the change from the previous processor Heartland during fall. This change will improve operations for the Bursar's and Accounting offices.		TouchNet and Information Technology
Information Technology - Technology is becoming more consumer-based but those solutions often times don't lend themselves to enterprise wide deployment or support. IT staff require ongoing technical training. Ellucian is moving towards a new technology platform for Banner and IT staff will need to be trained.		<i>Add Data Source</i>

Regulation / Policy	<i>Roll-over to see example</i>	Data Source
<p>Fiscal Services - Payroll continues to experience problems with the web time sheets for classified staff. One major issue is that leave balances become so out of date that they essentially are useless. The problem is that when an employee enters 8 hours of vacation on their web time sheet, their leave balance remains unchanged. The leave balance doesn't get updated (deducted) until the web time sheet has made its way entirely through the approval process weeks later. Another issue is that once the time sheet has completed the approval process, it can NEVER be changed. So an employee who forgot to use his floating holidays by June 30th cannot change the 2 days of vacation he took in April to floating holidays. Payroll cannot change the time sheet either. The "finality" of this approval process is bothersome. Another problem is that the College still has to use a paper-based system to report and pay overtime. This is because overtime time sheets need to be submitted before the end of the month in time to make payroll, while the regular web time sheet needs to be submitted after the end of the month. Because the web-based Banner time sheets were too cumbersome and not user-friendly, Facilities has purchased the Kronos time-keeping system that is 21st century. This system has not been implemented yet, but offers features and capabilities far beyond what Banner does. Once implemented in Facilities, its use should be expanded campus wide.</p>		Payroll Staff
<p>Fiscal Services - Payroll has found that at the beginning of fall and spring semesters, many hire docs are either not submitted or not processed in a timely manner. This causes problems for Payroll staff who cannot process a time sheet for payment, until the employee has been given the corresponding job record in Banner. This decreases productivity because the Payroll staff member has to contact either Human Resources or the department (many times both) to track down the location of the hire document. Sometimes Payroll finds that a hire document was never submitted. It should be emphasized to the campus that an employee should not start work before their hiring documents have been completed and submitted to Human Resources.</p>		District Policies, Payroll Staff and Human Resources Staff
<p>Fiscal Services - For fiscal year 2014-15, the Board of Trustees meetings were moved from the last Wednesday of the month to the second Wednesday of the month. The change was an effort to provide both Human Resources and Payroll more time to process new hires and to get them paid faster. However, some Board meetings were moved to the last Wednesday of the month creating an extremely short period of time for new hire processing to take place. Human Resources has informed Payroll that employees hired at the end of the month need to be paid at the end of the month. This creates extreme difficulty because both Human Resources and Payroll do not have sufficient time to process payment for employees.</p>		Board of Trustees Agendas

<p>Technical Services - ADA Compliance - The College continues to emphasize the necessity of complying with ADA regulations regarding the accessibility of multimedia presentations used on campus. From a hardware standpoint, Presentation Services continues to insure that all new classroom systems support closed analog caption decoding. The increasing use of digital video via HDMI creates a new layer of hardware problems, as the caption decoding must now be done in the device that is playing the recording (i.e. Blu-Ray player). The standards for this support are still evolving, and there is no current government requirement for this type of decoder to be present. As a result, new classroom designs were being limited to DVD playback only, so that closed captions can be reliably provided in these classrooms. This decision had not been welcomed by faculty that had hoped to incorporate Blu-Ray disks in their instructional program, but captioning requirements must be complied with. We have now been informed that the majority of the DVD players that are presently considered acceptable for classroom use have been discontinued as obsolete technology.</p>	<p>US Code Title 17 ADA Standards College AR&amp;P</p>	
<p>Technical Services - In order to maintain and expand the ability to incorporate legally captioned material into the instructional process, either in face-to-face instruction or via distance learning, we had previously determined that a central media server would be highly advantageous in providing ubiquitous access to college media assets while maintaining compliance with copyright and ADA requirements. This would allow us to eliminate the need for any mechanical playback device in every classroom, as the required media would be available via web browser. The need for this system was identified in our 2013-2014 PIE, however this need was given a much higher priority once the DVD issue came to the forefront. This need was submitted at a higher priority in the July 2015 New Resource Allocation process, and was fully funded.</p>	<p>US Code Title 17 ADA Standards College AR&amp;P</p>	
<p>Technical Services - The College also continues to acknowledge the need to bring existing and new purchases of media into compliance with closed captioning requirements. With the closure of the media services area in the library, the logical department to assume this responsibility was Presentation Services. In 2011-2012, we received start-up funding to begin the captioning process. A number of captioning test runs were conducted in 2012-2013, and numerous technical issues with captioning DVDs were identified and are being addressed. Our area is currently captioning existing media as time and workload permits. The new media server will solve the majority of the technical issues and will provide additional security and availability for our investment in captioning material.</p>	<p>US Code Title 17 ADA Standards College AR&amp;P</p>	
<p>Collective Bargaining Contracts</p>	<p><i>Roll-over to see example</i></p>	<p>Data Source</p>
<p>Fiscal Services - Changes to bargaining unit contract language and MOU's continue to be problematic for Payroll. An example is the provision for floating holidays to be worth 10 hours during the summer and 8 hours elsewhere. Banner does not offer such flexibility in the conversion of 8 hour to 10 hours days. This causes Payroll to have to manually convert and correct the leave balances in Banner and can often lead to employees not knowing the correct balance of hours.</p>	<p>Collective Bargaining Contracts and MOU's</p>	

Staffing	<i>Roll-over to see example</i>	Data Source
Fiscal Services - Under-staffing in the Fiscal Services Department continues to be a challenge in providing training to other departments continues to be challenging. The department notices the need of more comprehensive financial training at departmental levels.		Fiscal Services Staff and Departmental Staff
Facilities Planning & Management - Over the last several years, newly constructed buildings have added new equipment maintenance needs with no new additions to the Maintenance Staff. In order to maintain service levels at approximately the same level staff additions are needed in the Skilled Crafts, Locksmith, and HVAC Shops. While a new Low-Voltage Technician position is needed to address every increasing Access Control and Fire Alarm needs.		EIWOS/School Dude
Facilities Planning & Management - To support full implementation of the Preventative Maintenance program in School Dude, as defined in the Building/Equipment Assessment Report completed in November 2014, Maintenance will need increased staff levels in all of its shops; Electrical, HV/AC, Plumbing, Skilled Crafts, Carpentry, Paint/Signs, and Locksmith.		McKinstry Report, 11/2014
Facilities Planning & Management - Increased campus population by students, staff, and public use of the facilities has resulted in an increased need for additional staff and supplies.		Manager
Risk Management - The Health & Safety Committee requested the addition of a new safety manager position which has been filled.		Health & Safety Committee goals
Planning and Communication	<i>Roll-over to see example</i>	Data Source
Fiscal Services - The need to improve planning and communication among the different areas on campus to provide timely support and customer service.		Fiscal Services Staff
Economy / Budget	<i>Roll-over to see example</i>	Data Source
Fiscal Services - The significant increases in revenues for the 2015-16 fiscal year will directly impact the Fiscal Services department as the department will need to process an increased number of transactions. Purchase of supplies and equipment will increase the need to formally bid purchases that exceed the \$86,100 threshold. The department will also have increased transactions in Budgeting and Accounts Payable.		State Budget for fiscal year 2015-16
Facilities Planning & Management - Age of the Central Plant mechanical and electrical is making it difficult to locate parts. The complexity of the newly constructed builds require increased theological training and or support as well as additional administrative support. Insufficient department budgets leads to the inability to properly plan and budget for facilities maintenance. Ongoing expenses funded with one-time money.		Manager



Facilities Planning & Management - Increase in Fire Alarm equipment being installed in new buildings, and aging of existing equipment is resulting in increased maintenance costs. Increase in overall size of fire alarm system on campus may require consolidation consideration.		Banner/self
Facilities Planning & Management - Increase in access control equipment being installed in new buildings, expiration of warranty periods, and aging in existing equipment is resulting in increased maintenance costs. Increase in size of system has outgrown current staff's ability to properly manage and maintain. Proposed future growth in system, campus wide, will exacerbate the problem without staff increases accompany such growth.		Banner/School Dude/self
Facilities Planning & Management - The number of campus events and the size of the events have increased placing additional demand on facilities, staff, and supplies.		Manager
Facilities / Maintenance	<i>Roll-over to see example</i>	Data Source
Information Technology - There is often a need for after-hours maintenance to administrative systems and campus infrastructure to minimize disruption to the campus.		<i>Add Data Source</i>
Facilities Planning & Management - Limited availability of staff to operate the School Dude Maintenance Management System continues to stunt full utilization. Full time support is necessary to manage Preventative Maintenance implementation and ongoing operation.		Manager
Security	<i>Roll-over to see example</i>	Data Source
Public Safety - The President's Cabinet, and the College's Board of Trustees, have verbalized their support for having sworn police officers on the Mt. SAC campus.		<i>Add Data Source</i>
Training	<i>Roll-over to see example</i>	Data Source
Risk Management - Request for additional training, work station evaluations and inspections of campus property have increased the work load for the department.		Email request, Health & Safety Committee agenda/memory
Risk Management - Trends in workers' compensation injuries have resulted in additional staff training needs.		Risk Management Annual Improvement Plan - Keenan & Associates

Fiscal Services - The Fiscal Services department contributed to secure funding for Facilities projects by successfully coordinating the Internal Revenue Services audit of the Measure R, which concluded satisfactorily and without audit findings. Fiscal Services also collaborated with completing the official statement and rating presentation to issue \$40 million in bond funds. The Fiscal Services department major implementations were the Online Appropriation Transfer/Budget Revision process, the Purchasing Card pilot program, and the creation of a vacation and comp time balance report, which improved efficiencies

c. Retention/Success Analysis

across the campus. To contribute with student success, the Bursar's Office setup computer self service stations for students to access the Mt. SAC student portal, order parking permits, choose a preference for Higher One card and pay fees. Finally, Payroll processed a number of retroactive payments for regular employees as a result of approved salary increases.

Risk Management - With the implementation of new programs to address regulatory changes, the campus will successfully meet compliance needs and implement new internal guidelines.

Technical Services - Expand the Services provided by Campus Events to meet increased demand which is driven by FTES.

Secure Funding	<i>Roll-over to see example</i>	Data Source
Fiscal Services - Coordinated the Internal Revenue Service audit of the Measure R General Obligation Bonds which concluded satisfactorily, without any audit findings.		IRS Letter
Technology	<i>Roll-over to see example</i>	Data Source
Fiscal Services - The major technology implementations were the Online Appropriation Transfer/ Budget Revision process, the Purchasing Card pilot program, and the creation of a vacation and comp time balance report, which improved efficiencies across the campus.		Staff Evaluations
Risk Management - New CERS online program will provide continued success in the area of providing hazardous chemical inventory, mapping of locations of chemicals and spill prevention, and remediation procedures.		Los Angeles Certified Unified Program Agency
Risk Management - Annual surveys of employee needs and successes of existing Employee Wellness Program will drive the future success of the programs in determining appropriate health and fitness programs.		Survey
Risk Management - With the selection of standard equipment for evacuation of individuals from buildings, an ongoing training program will guarantee the success of the program.		Evacuation Chair guidelines
Student Success	<i>Roll-over to see example</i>	Data Source
Fiscal Services - The Bursar's Office set up computer self-service stations for students to access the Mt. SAC student portal, order parking permits, choose a preference for Higher One card, and pay fees.		Bursar's Office Staff
Staffing	<i>Roll-over to see example</i>	Data Source

Fiscal Services - Payroll processed employee retroactive payments for the one percent salary increase and the health and welfare increase for all regular employees, step 6 for managers, and reclassifications for managers and classified staff.	Mt. SAC staff
Security	<i>Roll-over to see example</i> Data Source
Public Safety - Personnel have been hired to maintain staffing levels, however their training/experience has generally been greater than the people they replaced. Future success will be measured by increasing the training level of current employees and/or hiring new employees with greater experience/training (sworn police officers).	<i>Add Data Source</i>
Facilities / Maintenance	<i>Roll-over to see example</i> Data Source
Technical Services - Newly introduce service to provide safely deployed canopies has increased deliveries by 54% over the past three years. In 2014-2015, the Campus Events Office deployed 641 canopies.	FMS Scheduling System - Internal Data

d. Critical Decisions Analysis	<p>Fiscal Services - Critical decisions were centered in the need to improve customer service to the campus community. Among these efforts, Fiscal Services reprioritized the need of implementing new technologies and implemented the use of the Purchasing Card for a pilot group to provide purchasing flexibility for low dollar value purchases. Fiscal Services began improvement of customer service by sending helpful hints to the campus and by communicating on a personal basis with the campus community to explain processes. Fiscal Services has also started its website update. Payroll has established a front desk rotation schedule to assist employees at the front window.</p> <p>Beginning July 2014, Payroll changed the way it processed overtime for employees to correctly display the number of overtime hours on the pay stub.</p> <p>Purchasing established a membership with Sam’s Club, in addition to Costco, to expand options to the campus community, and a membership with Amazon Prime to take advantage of two-day shipping at no additional charge on most items.</p> <p>Information Technology - IT's goal is to invigorate technology solutions to assist departments with providing needed services to students, faculty, staff, and the community.</p> <p>Risk Management - The hiring of a new Manager, Environmental Safety and Emergency Services will inform planning in the next few years.</p>
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Customer Service	<i>Roll-over to see example</i> Data Source
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<p>Fiscal Services - To provide greater flexibility for low dollar value expenditures, Fiscal Services re-prioritized the need of implementing new technologies and implemented the use of a Purchasing Card for a pilot group, which was completed prior to June 30, 2015.</p>	<p>Campus Staff needs</p>
<p>Fiscal Services - Beginning July 2014, Payroll changed the way it processed overtime for employees. Previously, Payroll would multiply the hours worked by 1.5 times. Beginning July 2014, Payroll enters the exact number of overtime hours worked and allows Banner to multiply the hourly rate by 1.5 times. The benefit of this is that the correct number of overtime hours are displayed on the pay stub, leading to fewer questions.</p>	<p>Employee inquiries</p>
<p>Fiscal Services - Purchasing established a membership with Sam's Club, in addition to Costco, in order to expand options to the campus community. The decision was made to limit the number of locations where staff can shop to stores within the local area. This has resulted in better management of employees checking out and returning the cards in order that they can be used by other campus staff throughout the day. This has also allowed business to stay within the local community.</p>	<p>Purchasing Staff and Campus Staff</p>
<p>Fiscal Services - Purchasing established a membership with Amazon Prime in order to take advantage of two-day shipping at no additional charge on most items. With the Prime Membership, the College saw a significant savings in shipping costs for 174 out of 228 orders.</p>	<p>Purchasing Staff and Campus Staff</p>
<p>Staffing</p>	<p><i>Roll-over to see example</i> Data Source</p>
<p>Information Technology - IT led the implementation of the document management system, OnBase, which has led to the hiring of a Business Analyst to assist with re-engineering business processes to take advantage of using technology to provide services to students, staff, faculty, and the community.</p>	<p><i>Add Data Source</i></p>
<p>Facilities / Maintenance</p>	<p><i>Roll-over to see example</i> Data Source</p>
<p>Facilities Planning &amp; Management - Repaired two 150 hp at the Central Plant. Repaired boilers at the Central Plant. Rebuilding both cooling tower motors and fan assembly. Added Energy Management System to the new Building 21 Modular Units. Upgraded the Data Center's energy management system.</p>	<p>Manager</p>
<p>Security</p>	<p><i>Roll-over to see example</i> Data Source</p>
<p>Public Safety - Personnel, equipment, training, and other resource decisions have and will be made in order to move the Department of Public Safety to a full-service campus police department.</p>	<p><i>Add Data Source</i></p>
<p>Regulation / Policy</p>	<p><i>Roll-over to see example</i> Data Source</p>
<p>Risk Management - Develop and implement Title 8 programs based upon campus needs.</p>	<p>Title 8, Injury and Illness Prevention Program</p>

Risk Management - Requirements to develop written guidelines and procedures for emergency preparedness.	SEMS, NIMS, ICS , Cal EMA, and Education Code requirements
Training	<a href="#">Roll-over to see example</a> Data Source
Risk Management - Requirements to provide training on existing and newly developed programs.	Title 8, SEMS, NIMS, ICS, Education Code, Title 9 and 5

e. Progress on Outcomes Analysis

Information Technology - IT managers and staff are regularly involved in assessment. We measure our success by monitoring social media, help-desk contacts, and dialoging with staff and faculty members via regular meetings to ensure that we are meeting expectations. Training sessions provided by the department always include evaluations.

Student Demand	<a href="#">Link to Outcomes report</a> <a href="#">Roll-over to see example</a>	Data Source
Information Technology - IT extended Help Desk hours to 10:00 p.m. to align with instructional hours. This change provides additional 'live' support to evening students via the telephone and has been positively received. When we have surveyed our customers about our services they have indicated they are happy with the services we provide. The feedback that we receive usually indicates a quality issue in the service and those are addressed as they come up.		Add Data Source
Training	<a href="#">Link to Outcomes report</a> <a href="#">Roll-over to see example</a>	Data Source
Information Technology - IT has moved forward with developing a training plan for staff in each area of the department. This plan will be executed in 2015-16.		Add Data Source
Facilities / Maintenance	<a href="#">Link to Outcomes report</a> <a href="#">Roll-over to see example</a>	Data Source
Facilities Planning & Management - Central Plant is Online and ready for the summer 2015.		Manager
Facilities Planning & Management - Continued pent-up demand for small facilities improvements projects, additional space for growth and program involvement, and other facilities related improvements exceeds the available financial and human resources necessary to meet the demand. Additionally, Facilities does not have the current staff to prepare construction documents for small projects in-house, since this is a time intensive effort.		Add Data Source

Facilities Planning & Management - The current supply of swing space available on campus is almost depleted. This directly impacts the ability to implement additional small facilities improvements projects until the Student Success Center and Business and Computer Technology buildings open and their existing spaces are vacated. In both cases, the 16BC modular buildings and the 17, 18, 19, 20 row buildings are slated for demolition and were not planned for swing space use.

*Add Data Source*

Security

[Link to Outcomes report](#)

[Roll-over to see example](#)

Data Source

Public Safety - The current Public Safety administrative personnel form a strong foundation on which to build a campus police department. Future outcomes will be measured by how much progress is made in future years toward achieving the goal of a campus police department.

*Add Data Source*

#### IV. Closing the Loop: Alignment and Progress on College Goals: Administrative Services

This section serves as a "reporting" function to describe how your team closes the loop and connects planning to budget allocation:

- How did the prioritized college resources connect to your team's outcomes over the past year?
- What progress has your area made with the resources provided?
- Please include progress on plans that did not require new resources if applicable.

Enter analysis and summary of your team's progress toward "closing the loop" on previous goals, activities, and/or resources in the field below. Include how outcomes were met.

[Roll-Over to see a "Closing the Loop" example](#)

a. Analysis and Summary

Fiscal Services - New Resources Allocation requests were approved on March 24 and April 21, 2015. Fiscal Services is utilizing these funds to improve efficiencies and provide needed service to the campus community, which supports achieving student success. The plan is to use the funds during the fiscal year 2015-16.

Information Technology - IT has made significant progress on replacing aging network infrastructure and planning for future upgrades. IT has also made significant progress in the implementation of the College's new document management system, OnBase, and responding to State mandates related to SSSP reporting.

IT continues to respond to student wireless needs and has a plan in place to expand this service to more outdoor, student gathering places on campus.

Public Safety - The Department of Public Safety began moving toward a full-service campus police department.

Risk Management - Funding for the department has been used for staffing and to provide resources to meet program requirements.

Closing the Loop Theme

Staffing

Fiscal Services/Budget, Categorical, Audit/Accounting/Payroll - Overtime - \$25,000 - Overtime increased from \$15,738 in 2012-13 to \$37,655 in 2013-14. This change is the result of additional time needed during year-end and the development of the budget and the implementation of the 36 hour weekly schedule during the Summer. In addition, the Payroll Department needed to work overtime on a monthly basis to comply with the payroll audit and deadlines to submit the retirement files. Fiscal Services is also required to provide a variety of complex budget scenarios and data for employee groups, such as the Faculty Association, CSEA 262, CSEA 651, Confidential, Managers, and Supervisors.

The Funding was provided on a one-time basis and was approved on March 24, 2015. The Fiscal Services department did not utilize the funding in 2014-15 because the funds were received close to the end of the fiscal year. In 2014-15, the department used savings from vacant positions to cover overtime expenditures. These one-time funds will be used in 2015-16 as help is needed during the months of July, August, and September. In addition, the department will be using these funds for overtime and temporary help to assist the campus community with their budgeting needs and purchases for increased transactions as a result of increases in state revenue funds. The Fiscal Services department will also use the funds to support special projects.

Risk Management - The Board of Trustees approved the new Manager, Environmental Safety and Emergency Services position on August 5, 2015. This position will have responsibility for implementing programs that comply with safety and emergency preparedness regulations.

Closing the Loop Theme	Mandate
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Fiscal Services/Budget/Categorical/Audit - Training to implement new requirements as part of changes to OMB A-133 - \$1.500 - Necessary for federally-funded grants to ensure compliance with OMB Circular A-133. The funding was approved on March 24, 2015. Fiscal Services secured a webinar for all Fiscal Services employees working with state, local, and federal grants. Additional training will take place during the fiscal year 2015-16.

Fiscal Services/Payroll - Imaging of Payroll Microfiche Records - \$25,000 - Anytime Payroll has to access payroll data prior to May 2008, Payroll has to take the microfiche records to the Library to use their Microfiche machines. This is both inefficient and time-consuming. Having those records transferred to an electronic medium would save time and productivity. After the funding was approved on March 24, 2015, the Payroll department worked with Information Technology. They initially thought that the records which were previously imaged were corrupted, but they found a way to recover the records. Therefore, there was no need to reimage the records and use these funds. These funds will be redirected and used in the 2015-16 fiscal year. We will hire a student assistant year-round to assist with the filing and other projects as a result of the increased transactions in 2015-16. The funds will also be used to train Fiscal Services staff in Access and ARGOS. These initiatives will help in providing better service to the campus community.

Closing the Loop Theme	Training/Customer Service
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Fiscal Services Budget/Categorical/Audit/Accounting/Purchasing and Payroll - Development of training videos such as: Requisition training for beginners, Requisition training for advance users, online budget transfers - \$10,000 - Improve customer service and efficiencies. Video Training will be available to campus users on the Fiscal Services website. New users will not have to wait until sessions are offered and will be able to complete the training at their own pace.

This funding was approved on April 21, 2015. The plan is to work with Technical Services during 2015-16 to develop a recorded version of Requisition, Approver, and P-Card training sessions. Purchasing Staff currently offers one 4-hour Requisition class per month and Approver training as-needed when new Managers come on board. Requisition training is available outside the scheduled classes for urgent requests. The staff also works with users on an individual basis as needed to provide additional assistance in the Requisition process. As P-Cards are rolled out to additional campus staff, the need for P-Card training will also increase. Recording these sessions will free up staff time as end users will have the ability to review the recorded materials on their own time and as often as necessary.

Closing the Loop Theme	Technology
	<p>Information Technology - IT received \$50,000 to upgrade the network administration console. This item monitors and controls network access without burdening existing, authorized users. IT received \$200,000 for Phase 3 of the network infrastructure upgrade. Equipment was received in late June 2015 and implementation will continue in 2015-16. Phase 3 will replace the remaining Cisco chassis and start upgrading network edge devices to Hewlett Packard (HP). HP equipment includes a lifetime warranty which is more cost effective than Cisco hardware.</p>
	<p>Information Technology - IT received \$23,300 to create redundant file share drives. The College's use of file shares has increased exponentially over the last two years. An outage in 2014 made clear the mission critical nature of these drives. This upgrade increased reliability by creating real-time redundancy and minimized the potential for future outages. IT received \$150,000 for Phase 4 of the network infrastructure upgrade. These funds were rolled to the 2015-16 fiscal year with a plan to purchase equipment by December 2015.</p>
	<p>Information Technology - IT received \$150,000 to upgrade the Central Electronic Complex (CEC) - i.e. the heart for the P770 server. The upgrade was completed and IT was able to eliminate several servers and increase the speed of data transfer for the College's new document imaging software - OnBase. IT received \$150,000 to expand the implementation of the College's document management system - OnBase. These funds were rolled to the 2015-16 fiscal year with a plan to purchase additional scanning licenses, provide implementation consulting to a variety of departments, and purchase additional modules such as the Office integration module.</p>
	<p>Risk Management - An online tracking system was approved and will be utilized to comply new Affordable Care Act regulations ensuring that the College is meeting its timelines for implementation of this program.</p>
	<p>Technical Services - Our number one technology item from the 2013-2014 PIE review was the purchase and implementation of new commercial software to update the process of scheduling and managing events on campus. Although this project was funded in the 2014-2015 budget cycle, we have been unable to move forward in the acquisition process due to critical staff shortages in Technical Services and IT.</p>
Closing the Loop Theme	Funding

Facilities Planning & Management - The Grounds Department allocated \$35,000 to purchase new equipment such as blowers, weed whips, long hedge trimmers, and essential supplies for the entire grounds crew. The Grounds Department allocated \$8,000 for irrigation supplies to purchase drip supplies to complete multiple water conservation projects around campus. The Transportation Department allocated \$9,544 to purchase supplies for the equipment. The Maintenance Department allocated \$20,520 to cover the rate-driven increases originating from 2011-2013. These funds are needed as an ongoing funding need. The Maintenance Department allocated \$20,000 to offset the costs of opening new facilities on campus. Specifically, these funds were needed for filter replacements during HVAC Preventative Maintenance. These funds are needed as an on going funding need.

Risk Management - The Employee Wellness Committee has successfully acquired funding to offer an exercise program each semester at no cost to the employee. The services that have been offered have been based upon results of an annual survey.

Closing the Loop Theme

Campus Safety

Public Safety - Remodel of Building 23 to provide space for all Public Safety personnel has not yet been completed but is in progress. The remodel and transition of personnel from Building 40 to Building 23 should occur during this fiscal year. Some repairing of student parking lots has been accomplished but there are many lots that remain in need of significant repair or replacement. The recent increase in parking fees should assist with providing additional funding necessary to repair the student lots. Several items were acquired via one-time resource allocations to provide a foundation on which to build a campus police department. (See section II, Notable Achievements, for details)

b. Strategic Objectives Assigned to : **Administrative Services**

The following Strategic Objectives are assigned to your area from the Mt. San Antonio College [2014-15 Strategic Plan](#) and identified in the Process Map of Integrated Planning (see Roll-Over below). Baseline data from has been identified from 2013-14 to measure progress in the coming year(s). These links connect directly to the TracDat, the college's performance and planning tool integrating strategic objectives with the planning process.

Click on the links below to review progress or address the components of the Strategic Objectives assigned.

[Link to Strategic Objective 8.1](#)

[Link to Strategic Objective 8.2](#)

[Link to Strategic Objective 8.3](#)

[Link to Strategic Objective 8.4](#)

[Link to Strategic Objective 10.2](#)

[Link to Strategic Objective 11.2](#)

[Link to Strategic Objective 11.3](#)

[Link to Strategic Objective 11.4](#)

[Link to Strategic Objective 11.5](#)

[Link to Strategic Objective 11.6](#)

[Link to Strategic Objective 11.7](#)

[Link to Strategic Objective 11.8](#)

[Link to Strategic Objective 11.9](#)

[Link to Strategic Objective 11.10](#)

[Link to Strategic Objective 12.1](#)

## Section Two: Where We Are Going—Planning for the Next Three Years

### I. Planning: Team Goals and Strategic Objectives for: Administrative Services

a. The following table contains your goals as noted in Section One-I for 2014-15. Review your area's goals and revise, add new goals or remove goals that are no longer relevant as appropriate for planning for 2015-16, 2016-17, and 2017-18. Add rows (+) as needed. Delete rows (X).

Team Goal Name	Team Goal	<u>College Theme</u>
<p>Provide Outstanding Customer Service</p>	<p>To provide excellent customer service in all departments of Administrative Services. To develop internal and external procedures to improve efficiencies and collaboration. To increase staffing to provide the required level of support and ensure there is appropriate staffing to maintain necessary services and support critical functions to implement the College mission. To ensure customers are satisfied with the scope, timeliness, and cost effectiveness of the services offered. The Administrative Services Team will be performance oriented and strive to ensure customer satisfaction by providing excellent tools and mechanisms for customer feedback. To develop and implement programs to comply with state and federal guidelines to address campus needs.</p>	<p>D: Cooperation/Collaboration</p>
<p>Provide Outstanding Technological Support Services</p>	<p>Direct planning at the institutional level and provide leadership, partnership, and support to divisions and departments within the College to ensure the appropriate implementation and application of technology. Administrative Services will be an advocate for the appropriate applications of technology for enhancing and advancing support for the services that we provide to the College Community and External Clients, and will strive to maintain our internal technology to current instructional and industry standards. Research and evaluate emerging technologies and implement and integrate new technology as appropriate. Manage the physical infrastructure in support of IT, assuring the reliability and availability to meet current and future requirements. Utilize educational technology to provide faculty more flexibility in the method of delivery of instruction and instructional material. Ensure data and hardware security are a priority in all IT projects.</p>	<p>C: Secure Resources</p>

<p><i>Provide Outstanding Facilities Planning &amp; Management</i></p>	<p><i>Space Inventory &amp; Classroom Utilization (Facilities Planning) - Update the College's comprehensive database of space-buildings, rooms, usage, room type, TOPS code, and square footage to match current conditions. Update AutoCAD floor plans for all buildings to reflect current space configurations, room numbers, and square footage. Update Fusion and Banner to reflect current conditions. The goal is to update and maintain the database, Fusion and Banner in house so they can be used for real team allocation of physical resources.</i></p>	<p><i>C: Secure Resources</i></p>
<p><i>Provide Outstanding Facilities Planning &amp; Management</i></p>	<p><i>Integrated Planning (Facilities Planning) - Produce an integrated, data-driven, comprehensive master plan that can be implemented and evaluated. The plan shall include both educational and facilities components. This planning process shall integrate into campus-wide integrated planning efforts and shared governance.</i></p>	<p><i>C: Secure Resources</i></p>
<p><i>Provide Outstanding Facilities Planning &amp; Management</i></p>	<p><i>Construction Services Support &amp; New Building Costs (Construction Program) - Develop and approve standard drawings for all Audiovisual and IT structured cable and data room installations. Provide institutional, historical, and operational knowledge as it applies to new and existing equipment and buildings, as well as hands-on technical assistance, to the design and constructions projects across campus.</i></p>	<p><i>C: Secure Resources</i></p>
<p><i>Provide Outstanding Facilities Planning &amp; Management</i></p>	<p><i>Effective Maintenance Service &amp; School Dude Implementation (Maintenance) - Provide timely, effective, and efficient maintenance to the facilities and equipment used by students, faculty, and staff helping to provide an environment conducive to quality higher education. Implement, train all stakeholders, and strategically utilize School Dude Maintenance Management and Preventative Maintenance Systems.</i></p>	<p><i>C: Secure Resources</i></p>
<p><i>Provide Outstanding Facilities Planning &amp; Management</i></p>	<p><i>5-Year Scheduled Maintenance &amp; Access Control (Maintenance) - Update key issuance and access control procedures, revise key security policies, expand the use of electronic door access systems and re-key strategic areas of campus. Expand preventative maintenance of College facilities.</i></p>	<p><i>C: Secure Resources</i></p>
<p><i>Provide Outstanding Facilities Planning &amp; Management</i></p>	<p><i>Energy Efficiency (Energy Services) - Construct a Thermal Energy Storage tank, Solar Panel, and expand the Central Plant to increase the College's energy efficiency.</i></p>	<p><i>C: Secure Resources</i></p>
<p><i>Provide Outstanding Facilities Planning &amp; Management</i></p>	<p><i>Custodial (OS1) Cleaning Program (Custodial) - Now that the (OS1) Cleaning Program is fully implemented refine elements of the program aimed at delivering training to all custodial personnel on a more consistent basis. Each employee to receive a minimum of ten documented training sessions over the course of twelve months.</i></p>	<p><i>C: Secure Resources</i></p>

<i>Provide Outstanding Facilities Planning &amp; Management</i>	<i>Achieve a minimum 80% Audit score of the Cleaning Program. Continue to request new resources for staffing and supplies to support campus expansion and student growth. Purchase new equipment as needed to improve equipment access for all areas of the campus. Continue waste reduction efforts within Custodial Services including the utilization of environmentally friendly restroom supplies, and new generation hand dryers that drastically reduce paper towel consumption, etc.</i>	<i>C: Secure Resources</i>
<i>Provide Outstanding Facilities Planning &amp; Management</i>	<i>Irrigation/Maxicom (Grounds) - Update Maxicom Irrigation System to get the maximum potential, save water, and run reports.</i>	<i>C: Secure Resources</i>
<i>Provide Fiscal Stability</i>	<i>Maintain Fiscal Stability of the College and Fiscal Independence status.</i>	<i>C: Secure Resources</i>
<i>Provide Outstanding Risk Management, Health &amp; Safety, Employee Wellness, Employee Group Benefits, and Emergency Preparedness Programs</i>	<i>Ensure the Employee Wellness Committee is providing opportunities in the areas of health, fitness, and mental well being. Ensure that Insurance Committee continues to explore fringe benefit and group health options that are cost effective and feasible for employees. Develop and implement guidelines and procedures for the campus community in preparation of and to recover from events such as earthquake, civil unrest, hazardous materials exposure, etc.</i>	<i>D: Cooperation/Collaboration</i>
<i>Provide Outstanding Public Safety Services</i>	<i>Public Safety will hire and/or train personnel, obtain resources, and work with the California Commission on Peace Officer Standards and Training (POST), to become a department with sworn police officers and non-sworn support personnel.</i>	<i>C: Secure Resources</i>

*b. The following Strategic Objectives (these links appeared in previous section) are assigned to this Team and identified in the Mt. San Antonio College [2014-15 Strategic Plan](#). They inform the planning process for action over the next two years (NOTE\*Not all areas will have a Strategic Objective assigned to them.) This table is only for reference. No additional information is needed here.*

<i># Strategic Objective</i>	<i>Strategic Objective</i>
8.1	Provide appropriate technology in classrooms to enhance student learning and active engagement in the learning process
8.2	Improve students' access to technology tools
8.3	Improve college-wide ARGOS user reporting functionality and capabilities
8.4	Students and prospective students will have access to key sources of information through accessible, user-friendly, state-of-the-art communication technology and will be trained in how to access and effectively use this technology

# Strategic Objective	<i>Strategic Objective</i>
10.2	Provide enhanced and increased technology trainings for all campus constituents
11.2	Improve security of campus computers and other technology components
11.3	Enhance the Emergency Notification System
11.4	Expand preventative maintenance of college facilities
11.5	Update campus building standards
11.6	Equitably distribute available resources for facilities improvement projects
11.7	Create a database of hazardous materials found in and around campus facilities
11.8	Update the utility infrastructure master plan
11.9	Improve energy efficiency on campus
11.10	Ensure that operating funds are available for new facilities
12.1	Meet service levels of key operational processes within available resources

## II. Planning for the Next Three Years for: Administrative Services

### a. Narrative Summary

**Fiscal Services** - The Fiscal Services Department's immediate plans are to improve efficiencies, the continuation of cross training the staff, documenting procedures, and training staff in Microsoft Access and ARGOS to generate ad-hoc reports.

The Department is currently testing the pilot P-Card group and will expand the use of the P-Card program during 2015-16. The implementation of debt collections to recover uncollectable accounts will be completed during 2015-16. The Fiscal Services Department will also update the Fiscal Services website and include the purchasing handbook, most commonly used account codes, and helpful hints. In collaboration with Technical Services, Purchasing will develop training videos for Requisition, Approver, and P-Card training sessions.

The Bursar's Office will work with Marketing and Communications, Admissions and Records, Information Technology, and School Outreach to strategize on how to better market the Mt. SAC Card and communicate the purpose to students.

Payroll will begin implementation of web time sheets for classified staff utilizing the Kronos Timekeeping System. This technology will be very useful across campus. It keeps real-time leave balances.

The Department will also develop a process for online budget queries in 2015-16 and collaborate with the implementation of the campus-wide document imaging.

The Department is also looking into implementing a budget system and plans to review the Banner grant module in 2017-18.

**Information Technology** - Over the next three years, IT plans to assist departments with infusing technology into campus processes. This will require training, enhanced software and hardware, and provides an opportunity to provide the best services to students, staff, faculty, and the community.

**Risk Management** - The Risk Management office will strive to implement programs that mitigate risk for the organization; provide educational opportunities for the employees; and evaluate existing programs for success.

**Technical Services** - Provide adequate management and classified staffing to allow the department to meet current and future needs and remain responsive to new campus requests.

+ New Plan or Activity

Professional Development

Fiscal Services - Provide Microsoft Access and ARGOS Training to the Budget Technicians. This will improve the ability to establish an Access database and generate ad hoc reports (2015-16). Continue promoting training and cross-training for all Fiscal Services areas to enhance employee knowledge, which will increase productivity, encourage collaboration and personal growth (2015-16). Training to assess the Time and Effort certification process as a result of changes to OMB A-133. This is a mandate for federal grants (2015-16).

+ New Plan or Activity

Customer Service



Fiscal Services - Provide expedient fiscal advice and fiscal monitoring. The Fiscal Services Department often receives questions on allowable expenditures, permissible charges of fees, permissible fundraising activities, Internal Revenue Service compliance, Ed Code compliance, and other related fiscal questions. The inquiries are very challenging, require a lot of research time, and departments need a quick response.

Fiscal Services - Update the Fiscal Services website to include a purchasing handbook, most commonly used accounts, forms, and helpful hints to improve customer service.

Fiscal Services - Develop internal and external procedures to improve efficiencies and collaboration.

Fiscal Services - Develop training videos for Requisition, Approver, and P-Card training sessions. Purchasing staff currently offers one 4-hour Requisition class per month and Approver training as-needed when new Managers come on board. Requisition training is available outside the scheduled classes for urgent requests. The staff also works with users on an individual basis as needed to provide additional assistance in the Requisition process. As P-Cards are rolled out to additional campus staff, the need for P-Card training will also increase. Creating training videos of these sessions will free up staff time as end users will have the ability to review the recorded materials on their own time and as often as necessary.

New Plan or Activity

Technology

Fiscal Services - Collaborate with the implementation of campus-wide document imaging. This will save physical storage space and allow the easy retrieval of source documents (2015-16).

Fiscal Services - Implement processes with a debt collection agency. The College will recover uncollectible accounts receivable (2015-16).

Fiscal Services - Implement web time sheets for Classified staff. The Banner web time sheets that Classified staff use cause issues with leave balances, are unfriendly to use, are basic in their nature, cannot handle overtime, and are unchangeable once approvals are completed. For all these reasons, the Facilities Department was unable to use the Banner web time sheets. Facilities purchased the Kronos timekeeping system which is light years beyond what Banner offers. This technology will be very useful across campus. It keeps real-time leave balances (2015-16 and 2016-17).

Fiscal Services - Implement new system to develop the Budget. Currently the status quo budget process is completely manual. Budget and Accounting Technicians prepare and manipulate an Excel spreadsheet for each account. In order to improve the process, making it more efficient and effective, we would like to implement a budgeting package that will allow the status quo process to be automated; routing to each area for input and approvals. The goal is to obtain software that will interface with Banner (2017-18).

Fiscal Services - Implement Banner self service on-line budget queries. As a result of the on-line budget transfer implementation with a full year's worth of data in the system, Fiscal Services will develop a training guide for campus users. This would allow users to access and review their budgets on-line, rather than having to log on to the Banner system. This would also allow campus users to have full access to view their budget and process budget transfers on campus, as well as off-site (2015-16).

Fiscal Services - Review the Grants Billing module in Banner to centralize time and effort reporting for all federal grants (2017-18).

Information Technology - Hardware Upgrades - Continue to consolidate hardware in the IT Data Center, a Nutanix server is needed. This system is setup with virtual servers thereby reducing the number of physical servers in the Data Center. IT plans to continue network upgrades and wireless expansion projects.

Information Technology - Software Changes - IT is investigating changing email platforms for staff and faculty to Google to match student accounts. IT is also investigating a change of Help Desk software and desktop computer imaging software. IT is also planning to utilize consultants to update Argos data reporting functionality and enhance and implement other third party systems requested by various campus departments.

Information Technology - Telecommunications: To complete the campus conversion to all IP (Internet based) phones, Telecommunication needs 1,500 phones & licenses.

Risk Management - Develop a Risk Management website and increase access.

New Plan or Activity

Student Success

Fiscal Services - The Bursar's Office will be working with Marketing and Communications, Admissions and Records, Information Technology, and School Outreach to strategize on how to better market the Mt. SAC Card and communicate the purpose to students. Currently, there is lack of communication and students tend to throw away the card which produces a high number of cards to be reissued.

New Plan or Activity

Faculty Success

Information Technology - Computer Replacement Fund: The College eliminated the ongoing \$250,000 allocation for faculty and staff computer replacement as a budget reduction. This item was funded as one-time in 2014-15. IT is requesting re-instatement of the budget so the critical computer needs can be met. IT uses the replaced machines as part of the 'trickle-down' cycle to eliminate the oldest machines from campus. IT estimates this budget request will fund at least 70 PC desktops, 60 PC laptops, 20 MAC laptops, and 15 MAC desktops. Print Services Enhancements - The Print Shop is the primary provider of lamination, high volume cutting, and document saddle stitching. To maintain capacity, the following hardware would be replaced: Laminator - \$2,500; Heavy Duty Paper Cutter - \$15,000; Saddle Stitcher - \$12,000.

New Plan or Activity

Staffing

Information Technology - Training and conferences for the IT team - IT managers met with their teams and developed a training plan related to all staff members. IT is proposing 1 new Senior Systems Programmer to assist with the document management implementation and other third party software. IT is also proposing a desktop support person dedicated to Student Services.

Facilities Planning & Management - Hire a full-time Construction Specialist to expand Facilities Planning services, and support the Senior, Facilities Planner. \$50,000.

Public Safety - Secure new positions as necessary to include sworn police officers and align existing positions to ensure the most appropriate staffing. Specifically, move three non-Public Safety positions to their respective departments resulting in a salary/benefits amount of \$201,252 to be utilized for Public Safety positions. Determine campus need for sworn police officer deployment in a 24/7 environment and train existing, or hire new, personnel to fulfill the need.

Technical Services - The Technical Services Department is clearly heading for a crisis with staffing. In the Campus Events area, which has the easiest to define performance indicators, virtually every resource utilization metric is at a record high for 2014-2015. The ongoing development of sophisticated campus wide AV systems is having a tremendous operational impact on Presentation Services, which has never seen a staffing increase since this build-out began. The addition of significant new facilities without corresponding increases in management and support staff is taking a toll on existing employees. The single most critical need for the next three years is to rebuild and expand professional staffing in our area.

+ New Plan or Activity	Organization / Process
	Information Technology - Infrastructure Security Expansion - Over the next three years, IT plans to have an external 3rd Party Penetration Testing, Vulnerability and Assessment scan which will lead to plans for staff training and an information security program. The assessment will also be used to consider IT's data backup strategy and consider using cloud hosting or data streaming services.
	Facilities Planning & Management - Have a professional submit a proposal for assessment of the racking system for improved organizational efficiency. \$5,000. Hire a full-time dedicated IT person for the design, implementation, and maintenance of the Facilities Planning and Management System for file sharing and document storage, web-page updates and support for day-to-day computer issues and training. Additional server space will also be required. \$80,000.
	Risk Management - Analyze and assess the need for new programs (respiratory protection, emergency preparedness, hazardous communication).

+ New Plan or Activity	Facilities
	Information Technology - The IT building is currently under construction. IT is working with Facilities to discuss the feasibility of electric charging stations in the parking lot for cars and utility carts.
	Facilities Planning & Management - HVAC Filters - cost of operating new facilities. \$20,000. Replace obsolete equipment around the warehouse, copier, pallet jack, forklift battery, and miscellaneous items. \$5,000. The Warehouse is in need of security enhancements such as increasing exterior lighting, surveillance cameras, and steel mesh security gates at the roll up doors. \$15,000.

+ New Plan or Activity	Funding

Facilities Planning & Management - Using a 5-year plan we will address maintenance needs approximately 20-25% per year over the next 5 years plus funding. Rate-driven increases in existing maintenance contracts (\$14,000) and other service contracts (\$1,500) for 2011-2015. Increases in service contracts are primarily due to annual cost increases (\$20,000). Rate-driven increases in existing Maintenance Contracts and other service contracts for 2015/16. Increases in service contracts primarily due to annual contract cost increases (TBD). Hire a Low Voltage Electrician due to an increase in Access Control and Fire Alarm equipment being installed in new buildings, aging, and expiration of warranty periods for existing equipment is resulting in increased maintenance needs. The department is not currently staffed to handle these situations with existing staff (\$80,000). Hire a HVAC Preventative Maintenance Mechanic to fully implement a comprehensive Preventative Maintenance program on campus. Mechanical HVAC work holds the highest percentage of the planned workload (\$70,000). Increase part-time Plumber to a full-time position to fully implement a comprehensive Preventative Maintenance program on campus. Increasing the existing part-time plumber to full-time will provide adequate staffing in the Plumbing Shop (\$35,000). Hire a full-time Locksmith to fully implement a comprehensive Preventative Maintenance program on campus. Currently only one Locksmith is responsible for an overwhelming workload. It is not reasonable to believe that any more work can be placed on that shop without additional resources (\$70,000). Overtime funding to perform various work tasks that are not possible when the campus is occupied. Overtime is needed to support construction projects, complete miscellaneous work orders, oversee vendors/contractors, and complete special projects. Some preventive maintenance work will need to be done during off hours so equipment can be shut down without disruption to the college community (\$100,000). Hire a School Dude Preventative Maintenance Project Manager to assist with the implementation of the Preventative Maintenance process and daily operations of the School Dude system including planning and scheduling. Hire a Access Control/Keys and Locks Campus Security Project Manager to support the comprehensive campus effort to improve Campus access and security including policy writing, information gathering, vendor management, and lock/key and access control management.

+	New Plan or Activity	-
	Retention and Completions	
Risk Management - Increase training opportunities for staff.		

### III. Budget Prioritization for: Administrative Services

1. Download the Budget Prioritization form to your computer using the button below (if needed).
2. Save to your computer
3. When information on the spreadsheet is complete, click on the "Attach Documents" button below, navigate to the file on your computer, and save. The document will remain attached to your Vice President PIE form.



## Section Three: Recommendations for Improving the Planning Process

I. What suggestions do you have for improving the planning process for your team?

*Summarize suggestions your area has for improving the planning process*

II. What additional information should the College provide to assist your team's planning?

*Summarize the requests for additional information your area requested to assist in planning*

Thank you for completing the Vice President PIE form analyzing and summarizing 2014-15, and your Team's planning for the 2015-16, 2016-17, and 2017-18 three-year cycle.

Questions regarding this form? Send an email to Don Sciore, Associate Dean of Instructional Services, at [dsciore@mtsac.edu](mailto:dsciore@mtsac.edu) or Meghan Chen, Dean, Library & Learning Resources, at [mchen@mtsac.edu](mailto:mchen@mtsac.edu).

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