#7

COMPLETE

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Page 1: I. Service Area Overview and Update

Q1

1 Service Area for Review:

Administrative Services

Q2

2 Lead Author:

Nicole Salgado

Q3

3 Collaborator(s):

Michael Erickson, Francisco Gonzalez, and input from the entire Administrative Services team.

Q4

4. Manager(s):

Jessica Robinson

Q5

5. Initial Collaboration Date with your Manager:

Date / Time   **11/01/2023**

Page 2: II. Service Area Reflection and Description

Q6

6. Provide your service area's mission statement. If your service area does not have a mission statement, what is your timeline for creating a mission statement?

Strive for excellence in support of educational services; utilize sustainable and cost effective measures; ensure high quality finished products; and streamline business practices to enhance the experience of students, staff, faculty, and the community in conjunction with the college's mission, vision, and values. (Mission statement will be revised in upcoming years)

Q7

7. Is the service area description in the current college catalog up to date and accurate?

No: What steps will you take to revise the college catalog description?:
Administrative Services has a minimal presence in the current college catalog. While the current information is correct, we can improve the quality of information provided to students regarding the Cashier's Office, maps, and directions to campus. Over the next year, we will identify ways to improve the information in the college catalog description.

Q8

8. Describe how your service area advances the College's new vision of equity, excellence, and social justice through education. How does the service area reflect the College's mission and values?

The work of Administrative Services often goes unseen. Admin Services is responsible for keeping our campus functioning smoothly. Regardless of whether they are working in Grounds or in the Cashier's Office, the work of Admin Services directly supports the vision of the College by supporting the educational outcomes of our students.

The campus site is key to both our students and staff. The maintenance of the buildings and the campus site is key so the student focuses on their education and not on non-functioning items. The maintenance and upkeep of our offices is also critical to the well-being of our staff. Everything from temperature to space upkeep can have an adverse effect on our employees.

Administrate Services reflects the College's mission and values by creating a welcoming and safe educational environment conducive to learning and building community. Our teams are student-centered and love assisting students throughout the day.

Page 3: III. Key Performance Indicator Data Analysis

Q9

9. Administrative areas collect data in many different ways. This may include the number of students, employees, or community members served, survey results, number of projects completed, number of square feet maintained, or other data collected by the department. Please provide a summary of the kinds of data your service area uses to assess performance.

The Administrative Services department uses several types of data/information to evaluate our progress.

Fiscal stability is assessed using the following data:

- maintaining a balanced budget on an annual basis;
- the dollar amount in the Facilities contingency reserve;
- the dollar amount in the STRS/PERS reserves;
- and the ending balance after all commitments.

This data is collected at the end/beginning of each fiscal year.

For Facilities, the FMO team has collects the following data each year:

- Number of regular maintenance projects completed on our buildings
- Number of emergency projects completed
- Number of trainings staff completed to maintain current knowledge
- Number of fire/water assessments or fire mitigation projects completed
- Number of projects or buildings completed
- Number of assignable and gross square footage on campus

In Business Services, we track the following type of information:
- Number of staff trainings completed
- Number of forms processed
- Number of missing forms or missed deadlines per year
- Keys: Number of keys handed out by type, number of missing or unreturned keys
- Number of hours spent on each type of project per day
- Daily staff logs used to evaluate how much time is spent on forms and to identify gaps/ areas for possible improvement
- Email responses and feedback from the campus community/customers
- Duplicating:

o   Excel spreadsheets are used to track the number of copies completed on a monthly and yearly basis
o   Cost differences between copy types

- Mailroom:
o   Monthly postage totals
o   Time spent on mail delivery runs

Q10

10. What do these data imply about the progress made on goals set in your previous comprehensive program review?

Fiscal Stability: This data is objective data that can be used to show whether we are meeting our minimum obligations each year. Based on this data collected over the past four years, I've been able to demonstrate the positive progress we've made with the budget. For instance, the College used to rely on one-time funds to support ongoing activities which is not sustainable in the long-run. At the start of the pandemic, there was a large budget deficit despite rising expenses. To balance the budget, we had to make deep cuts college-wide and we were still unable to balance the budget without budgeting a negative amount in 20/21. Over the course of the year, we had to make up the negative amount before we could make positive progress.

Since then, we've made excellent progress with the budget. We have consistently experienced a balanced budget after 20/21 and a positive ending balance.

However, the data has some limitations. The data has some implications for long-range planning, like the reserves, but it doesn't capture our approach to long-range planning. Another limitation is that this data doesn't capture all of the positive work completed over the past four years. For instance, we have:
•   restored the budgets that were cut in 20/21
•   funded nearly all Program Review requests after 19/20
•   created a new reserve for facilities and technology, per the Board policies
•   No longer rely on one-time funds to support ongoing activities
•   Approach projects with a "total cost of ownership" model

Business Services: We're still evolving on how we're using the data to inform the progress on our goals. Through this process, we discovered that Business Services quickly outgrew the original goals laid out in our previous comprehensive program review. This year, we've changed our goal to encompass a broader scope. In short, the data has shown that we've made significant progress toward our goal of supporting the college in the transition from in-person services to fully online services. We're now using this data to streamline current and implement new processes.

Facilities: Due to the lack of software, we're still in our infancy with regards to formal data. At this time, we're largely relying on partial information. Some of this information does not currently exist in a single spreadsheet or repository. Instead, we've often relied on emails, POs, or the memory of others to assess the progress toward our goals. Once we implement software, we will have an impartial and objective measure of our progress.

Q11

11. How will these data inform goals, action steps, or other changes in the department over the next four years?

As mentioned above, Admin Services is evolving ways to track and leverage data to improve in various areas. Some departments/work areas have progressed further with data collection/ analysis than others. Over the next four years, as Hold Harmless sunsets, it will be critical to have impartial data to inform our decision-making and budget processes across all areas. Our goal is to develop action steps in departments that will help create to develop sound data.

Q12

12. Over the next 4 years, how will your service area apply an equity-minded approach to its work?

•	Ensuring fiscal resources are available to support ongoing educational activities and strategic priorities for the college

•	Ensure that the program resource request and operational request processes are clearly articulated to ensure there's an equitable approach to resource requests

•	Ensure that our facilities are suitable for all students including ADA compliant and that signage is in multiple languages reflective of our student population

•	Create a robust system for budget planning and to address budget overruns since that reduces resources available to others

•	Improve systems for form routing and reduce "rush" requests. This will allow Business Services to process hire paperwork for hourlies more quickly which will help us better support the college in their work.

•	Improve communication and support to the college community so they can better serve thier students, faculty, and staff.

Q13

13. Please describe the most significant or impactful ways your service area has worked across the college to advance the college's vision over the past four years.

The most significant way Admin Services has advanced the College's vision has been through our improvements related to fiscal stability. Without a stable college budget, our programs and students would suffer.

As mentioned above, the College progressed away from relying on one-time funds to support ongoing expenses and, in 20/21, negative budgeting in order to balance the budget. After cuts in 20/21, budgets have been restored to their 19/20 base funding. Since then, the college has:
•	Built a contingency fund to cover short-falls for Prop V projects;
•	Funded nearly all program review requests after 19/20;
•	Created and began funding a new reserve for facilities and technology, per the Board policies
•	Implemented a Total Cost of Ownership model to evaluate projects
•	Implemented new processes/procedures that ensures fiscal stability
•	Worked with IEPI PRT team to develop goals to improve college-wide budget transparency
•	Improved transparency by articulating Program Review Resource Request and operational request pathways
•	Developed materials and resources to support onboarding new Deans or staff

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Q14   **Respondent skipped this question**

OPTIONAL UPLOAD 1: Please upload any supporting
documentation related to this section. You can upload PDF,
Word, and image files.

Q15   **Respondent skipped this question**

OPTIONAL UPLOAD 2: Please upload any supporting
documentation related to this section. You can upload PDF,
Word, and image files.

Q16   **Respondent skipped this question**

OPTIONAL UPLOAD 3: Please upload any supporting
documentation related to this section. You can upload PDF,
Word, and image files.

Page 4: IV. Strengths, Challenges & External Influences

Q17

14. Please describe your service area strengths.

Administrative Services is a broad area with many strengths including:
•   Hardworking team with a "customer service" approach
•   Staff with many years of service, knowledge, and institutional history
•   Strong capability for problem solving
•   Commitment to process improvement and evolving new practices
•   Agile teams that can quickly adapt to change
•   Teams have an attitude of helpfulness and positivity

Q18

15. Please describe your service area challenges.

Along with our many strengths, Administrative Services also experiences some challenges such as:

•   Lack of infrastructure to support the college in expanded efforts related to grants. Over the last year, we lost a Grant Coordinator which supported the college restricted funds, provided grant guidance and support, and assisted with reports. Without this position, these duties would need to go back to the Grant Managers like the Deans who oversee these funds. This lack of infrastructure also relates to FMO as we have been short-staffed due to turnover and small hiring pools. Once we have a fully staffed team, then we can assess our ability to support the college with our current team.
•   Internal communication could improve for better coverage or follow-up
•   Teams do not always understand or follow internal processes. This makes it challenging if they are unable to guide the campus on the appropriate process to follow.
•   Lack of transparency within the service area and with the campus community

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Q19

16. Please describe external influences that affect your service area (both positively and negatively).

Positive external influences include:
- Strong relationships throughout the College and District
- Improved coordination with other departments and sharing knowledge
- Willingness to forge partnerships between service areas
- Willingness on campus to learn and understand processes and Workday
- Positive attitude on campus and passion for our students
- Student-centered attitude on campus

Negative external influences include:
- Budget constraints from the State including cuts to deferred maintenance funds. Hold harmless will also be ending after 24/25 which will make budget planning critical.
- Staff Turnover: We hired nearly 1/3 of our total staff due to retirements and resignations over the past 1-2 years. Nearly all of our Deans are new to Cuyamaca or new to the Dean role. This has highlighted a massive gap in knowledge and the need for training. Business Services does not have the capacity to provide training for all new staff.
- Changes to processes and procedures that are not communicated to the colleges make it difficult to provide support to the college.
- The phone directory is now updated by individuals, so it is often not current making it difficult for Switchboard to successfully complete their job.
- Other departments within the College and District (e.g. Purchasing and HR) are short-staffed which compound challenges felt at the college and the support Admin Services is able to provide.
- Staffing shortages due to turnover and small hiring pools have been difficult to maintain services.
- Lack of support from the college community:
o   Forms and requests are submitted last minute with "rush" requests received on a daily basis resulting in massive impacts to the workflow for the Business Office, Budget Analyst, and VPAS. Critical work is often delayed handling unplanned or late submissions.
o   Departments do not always follow procedures or processes. Business Services often spends more time coordinating with external departments trying to fix errors than it would take to advise the department on the correct process

Q20

17. Given these factors, what opportunities exist for the service area to advance the College's goals in the next 4 years?

Administrative Services supports all of the College's goals but it is critical to supporting the in-person, hybrid, or distance learning environment. Given the infrastructure limitations listed above, Admin Services must find new and creative ways to support the College progress toward this goal such as:

o   Business Services: Given that 1/3 of our staff were replaced over the last year and a half due to retirements and resignations, the department does not have the capacity to serve as a hotline for staff questions, provide daily 1:1 training, or manage the current volume of daily "rush" requests. Instead, we must find new ways to make resources and information available to staff. We are currently revamping the Business Services website and plan to make resources/information available to all staff.

o   Grant support:
    Create resources and training documents that will be made available on the
    Develop a mandatory grant training module that Deans/Faculty must complete before they are eligible to apply or write a grant
    Ensure that staff understand their responsibilities related to grant management

o   Improve budget transparency due to Hold Harmless sunsetting in 24/25. This will help the entire college feel like they are part of the solution and assisting with progress toward the College's goals.

•   Improve hiring and retention of diverse employees so that FMO can focus on improving the student experience of in-learning environments (i.e. eliminate equity gaps in course success):
o   Evaluate FMO capacity after the team is fully staffed. Over the past four years, the team has never been fully staffed. Many times, team members have served in other positions out of class and back-filled by substitutes. This often creates an unstable and "temporary" team mindset. This is compounded by small hiring pools for vacant positions which extends the hiring timeline. Once the team is fully hired and all team members are back in their original roles, we can fully evaluate how effective our teams can function to support our campus.

Page 5: V. Previous Goals

Q21

Previous Goal 1:

Ensure Fiscal Stability of the College

Q22   **In Progress - will carry this goal forward into next year**

Goal Status

Page 6: V. Previous Goals continued

Q23   **Respondent skipped this question**

Please describe the results or explain the reason for
deletion/completion of the goal:

Q24   **Respondent skipped this question**

Do you have another goal to update?

Page 7: V. Previous Goals continued

Q25

If it is Not Started, please share why including whether your program is experiencing barriers for starting this goalORIf it is In Progress, what actions steps from the last report have been completed and which ones are you still working towards

The following action steps were completed:
Fiscal Stability:
o   Developed a balanced budget in 23/24

o   Increased contingency reserves to complete current construction projects

o   Increased technology and facilities reserves

o   Ensured a positive ending balance

o   Ensured that all facilities emergencies were funded in 23/24.

o   Preventative Maintenance was funded with Scheduled Maintenance funds from the State

o   Ensured that projects in progress are funded (e.g. Auto Lifts and CDC project)

•   Budget handbook: Started creating the budget handbook. Still need to contract with a writer.

•   Improve and expand communication regarding budgeting and resource allocation:

o   Fall workshop – connected the status of the State budget to our SCFF and enrollment

o   Visited participatory governance meetings to share updates/budget challenges related to Facilities

o   Creation of infographics and documents to help simplify budget and operational processes related to budgeting and resource allocation

•   ROC:

o   Worked with the other resource request committees to share ROC timeline and program review deadlines, provide guidance regarding request pathways

o   Articulated resource request and operational request pathways

o   Worked with resource request committees to improve communication to authors

•   IEPI PRT Team - completed two visits with the IEPI PRT team to help identify goals to improve collegewide transparency related to budget and resource allocation.

•   Grant support:

o   Provided training to help staff understand their responsibilities related to grant management

•   Improve budget transparency due to Hold Harmless sunsetting in 24/25. This will help the entire college feel like they are part of the solution and assisting with progress toward the College's goals.

•   Drafted a Total Cost of Ownership Model

•   Began creating a tool for robust department or division level annual budget planning and end-of-year review

The following action steps are still in progress:
o   For 24/25 budget development cycle, I plan to:

      Develop a balanced budget

      Increase contingency reserves to complete current construction projects

      Increase technology and facilities reserves

      Ensure a positive ending balance

      Ensure that all facilities emergencies are funded, and minimum preventative maintenance is covered

      Ensure that projects in progress are funded

      Continue developing a plan to address long-term maintenance and college needs

o   Business Services Resources:

Budget website will be created. Need to contract with a website designer.

Business Services is revamping the Business Services website to make resources /training material available to the campus. Information may include revised forms, infographics, training materials, FAQs, processes/procedures.

o   ROC:

Working with ROC to re-envision ROC to become the Budget and Resource Oversight Council (BROC). BROC will be a platform to provide the college will regular budget updates.

o   Grant support:

Revise resources and training documents that will be made available on the Business Services website

Ensure that staff understand their responsibilities related to grant management and timelines

o   IEPI PRT Team - Will finalize work with IEPI PRT Team and continue working toward goals

o   Continue working on the Total Cost of Ownership Model

o   Continue working on the tool for robust department or division level annual budget planning and end-of-year review

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Q26

Which College Strategic Goal does this department goal most directly support? (Check only one)

Eliminate equity gaps in course success (passing grade in class)

Q27

Action steps for the Next Year: If you are requesting resources in order to achieve this goal, please list them below as action steps and specify the type of request (e.g. submit technology request for new laptop computers).

- Maintain a balanced budget and prepare for the end of hold harmless. The actions steps include:
o Developing a balanced budget in 24/25
o Increase contingency reserves to complete current construction projects
o Increase technology and facilities reserves
o Ensure a positive ending balance
o Ensure that all facilities emergencies are funded, and minimum preventative maintenance is covered
o Ensure that projects in progress are funded
o Develop a plan to address long-term maintenance and college needs

- ROC:
o Continue working with the other resource request committees to improve processes
o Broadly share out resource request and operational request pathways
o Ensure resource request committees to improve communication to authors

o Work with ROC to re-envision ROC to become the Budget and Resource Oversight Council (BROC). BROC will be a platform to provide the college will regular budget updates.
o

- Continue improving communication to the college regarding budgeting and resource allocation. Additional workshops and campus communications that may include topics such as:
o Clearly connecting enrollment to budget
o Historical budget for Cuyamaca
o Updates to the State Budget
o Articulating resource request pathways or operational request pathways

- ALAT Academy: ALAT Academy is a new training workshop series hosted by Cabinet to assist all Deans, Directors, and members of ALAT in thier roles as leaders. As VPAS, I plan to leverage ALAT Academy to train and/or coach ALAT members on various topics such as grant processes, budget planning/review, total cost of ownership, reporting, purchasing, unallowable/allowable expenses, etc. By training and empowering other leaders with knowledge regarding budgeting, this will help the overall fiscal stability of the college because each person will understand the responsibility they have to implement short-term and long-term solutions.

- Improve processes that impact the college's budget and pose an audit risk. This includes purchases such as gift cards, meal vouchers, or food purchases.

- Grant support:
o Begin creating or revising resources and training documents that will be made available on the
o Ensure that staff understand their responsibilities related to grant management

- IEPI PRT Team - Will finalize work with IEPI PRT Team and continue working toward goals

- Continue working on the Total Cost of Ownership Model

- Continue working on the tool for robust department or division level annual budget planning and end-of-year review

Q28

What resources, if any, are needed to achieve this goal?
Please select all that apply. Note that links to request
forms for each request are included below. All resource
requests are due on the program review deadline.

Respondent skipped this question

Q29

Do you have another goal to update?

Yes

Page 8: V. Previous Goals continued

Q30

Previous Goal 2:

Support and provide oversight to the college-wide facilities projects.

Q31

Goal Status

In Progress - will carry this goal forward into next year

Page 9: V. Previous Goals continued

Q32

Please describe the results or explain the reason for
deletion/completion of the goal:

Respondent skipped this question

Q33

Do you have another goal to update?

Respondent skipped this question

Page 10: V. Previous Goals continued

Q34

If it is Not Started, please share why including whether your program is experiencing barriers for starting this goal.ORIf it is In Progress, what actions steps from the last report have been completed and which ones are you still working towards?

The Facilities, Maintenance, & Operations (FMO) departments have completed the following action steps:
• Followed the latest sanitization guidance provided to colleges
• Ensured classrooms and staff spaces are adequately cleaned
• Prepared student and staff spaces for a safe return to campus, as needed
• Performed fire mitigation
• Assisted with projects on campus like the Kumeyaay Village
• Provided on-going staff training
• Ensured the grounds were well-maintained and kept clean.
• Acquired the resources needed such as new golf carts, ordered new jackets for the staff, and new equipment such as a boom lift

The following action steps are in progress/ongoing:
• Ensure classrooms and staff spaces are adequately cleaned
• Ensure Grounds are well-maintained and kept clean
• Provide ongoing staff training
• Remain current with all facilities permits and County or HazMat requirements
• Improving the annual budgeting process with FMO. The current process includes involvement from the Facilities Director who collects information from the FMO Supervisors. However, there is opportunity to make this a more robust and informative process.
   Identify additional department requests separate from base budgets as part of the annual budget process (listed above)
   Identify preventative maintenance or periodic maintenance costs separate from base budgets as part of the annual budget process

• Attend District trainings and seize learning opportunities to expand budget and Workday knowledge
• Assist with sharing knowledge among the FMO department and campus community related to resource request and operational request pathways
• Assist with providing accurate quotes, ROMs and Total Cost of Ownership Models
• Prepare regular communications for the campus related to site impacts and facilities newsletters

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Q35

Which College Strategic Goal does this department goal most directly support? (Check only one)

Eliminate equity gaps in course success (passing grade in class)

Q36

Action steps for the Next Year: If you are requesting resources in order to achieve this goal, please list them below as action steps and specify the type of request (e.g. submit technology request for new laptop computers).

In addition to the regular action steps planned for FMO, we plan to implement three new special projects this coming year:

1)   Expanding our annual budget planning and review process: Over the next year, we will be instituting a more robust planning cycle at the start of the fiscal year and review phase at the end of the fiscal year. Given the budget constraints and end of hold harmless, annual budget planning and review will be critical steps to incorporate into our regular process. The Facilities Director currently provides a department budget during budget development along with a list of maintenance and collegewide needs for the upcoming year. The department budgets have often lacked detail and often result in unplanned/unapproved budget overruns throughout the fiscal year. We also encounter ad-hoc preventative maintenance requests that were not included during budget development. Moving forward, it's vital that FMO detail lists of preventative maintenance projects and provide a spending plan based on historical needs like other departments. This will provide greater transparency and consistency with the broader campus community.

2)   Total cost of ownership: To support better budget planning and align with the accreditation standards, the college will continue to clarify the process on Total Cost of Ownership. Before embarking upon new projects or completing new buildings, the college will examine the full impact of the project including costs related to staffing, landscaping, training, technology, or maintenance for full lifecycle of the item. For smaller projects, the college will still use the Total Cost of Ownership approach to assess the full initial investment costs along with annual cost considering the maintenance, upgrades, replacement costs over the lifecycle of the project.

3)   Begin implementing new tools and improve processes to better manage our facilities: Over the next year, FMO would like to improve processes and implement new software that will help manage our facilities. For instance, we are currently exploring preventative maintenance software that will help the maintenance team build a regular service cycle, product or facility lifecycle database, and track preliminary cost estimates. Our FMO team also needs to continue improving Facilities related operational processes.

Our ongoing action steps are as follows:

*   Ensure classrooms and staff spaces are adequately cleaned
*   Ensure Grounds are well-maintained and kept clean
*   Perform assessments (water/fire) and fire mitigation projects as planned by the college
*   Assist with projects that are pre-approved by the college including set up for events. The budget for projects will be pre-approved prior to the start of the project to ensure that there is not an alternate request pathway aside from Program Review or operational requests
*   Provide ongoing staff training
*   Remain current with all facilities permits and County or HazMat requirements
*   Improve the annual budgeting process with FMO. The current process includes involvement from the Facilities Director who collects information from the FMO Supervisors. However, there is opportunity to make this a more robust and informative process.
        Identify additional department requests separate from base budgets as part of the annual budget process (listed above)
        Identify preventative maintenance or periodic maintenance costs separate from base budgets as part of the annual budget process

*   Attend District trainings and seize learning opportunities to expand budget and Workday knowledge
*   Assist with sharing knowledge among the FMO department and campus community related to resource request and operational request pathways
*   Assist with providing accurate quotes, ROMs and Total Cost of Ownership Models

Q37

What resources, if any, are needed to achieve this goal? Please select all that apply. Note that links to request forms for each request are included below. All resource requests are due on the program review deadline.

Respondent skipped this question

Q38

Do you have another goal to update?

Yes

Page 11: V. Previous Goals continued

Q39

Goal 3:

Improve communication to the college community related to facilities and process/procedures

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Q40

Goal Status

Deleted

Page 12: V. Previous Goals continued

Q41

Please describe the results or explain the reason for deletion/completion of the goal:

The goal will be deleted as communication will become part of the regular practices related to fiscal services, Business Services, and facilities.
Over the past year, we've begun implementing the following practices:
• Business Services and College Cashier:
o Creation of FAQs, handouts, training documents for the campus
o Revision of documents for forms regularly used in Business Services
o Inforgraphics to show workflows, processes, procedures
o Revising the Business Services webpage to serve as a repository for training documents
o Transparent tracking spreadsheet for form routing
o Streamlining processes

• Facilities:
o Newsletter updates
o Emails with campus site impacts

Q42

Do you have another goal to update?

Yes

Page 13: V. Previous Goals continued

Q43

If it is Not Started, please share why including whether your program is experiencing barriers for starting this goal.ORIf it is In Progress, what actions steps from the last report have been completed and which ones are you still working towards?

Respondent skipped this question

Q44

Which College Strategic Goal does this department goal most directly support? (Check only one)

Respondent skipped this question

Q45

Action steps for the Next Year: If you are requesting resources in order to achieve this goal, please list them below as action steps and specify the type of request (e.g. submit technology request for new laptop computers).

Respondent skipped this question

Q46

What resources, if any, are needed to achieve this goal? Please select all that apply. Note that links to request forms for each request are included below. All resource requests are due on the program review deadline.

Respondent skipped this question

Q47

Do you have another goal to update?

Respondent skipped this question

Page 14: V. Previous Goals continued

Q48

Goal 4:

Maintain adequate support to the college with services related to duplicating, cashier's office, travel requests, book store, switchboard, mailroom, and catering.

Q49

Goal Status

Deleted

Page 15: V. Previous Goals continued

Q50

Please describe the results or explain the reason for deletion/completion of the goal:

The goal will be deleted as it no longer facilitates a separate goal. It will be replaced by a new goal starting this year. This goal has been completed to the best of our ability at this time.

Page 16: V. Previous Goals continued

Q51

If it is Not Started, please share why including whether your program is experiencing barriers for starting this goal.ORIf it is In Progress, what actions steps from the last report have been completed and which ones are you still working towards?

Respondent skipped this question

Q52

Which College Strategic Goal does this department goal most directly support? (Check only one)

Respondent skipped this question

Q53

Action steps for the Next Year: If you are requesting resources in order to achieve this goal, please list them below as action steps and specify the type of request (e.g. submit technology request for new laptop computers).

Respondent skipped this question

Q54

What resources, if any, are needed to achieve this goal? Please select all that apply. Note that links to request forms for each request are included below. All resource requests are due on the program review deadline.

Respondent skipped this question

Page 17: VI. New Goals

Q55

Would you like to propose any new goal(s)?

Yes

Page 18: VI. New Goals continued

Q56

New Goal 1:

Ensure Fiscal Stability of the College

Q57

Which College Strategic Goal does this department goal most directly support? (Check only one)

Eliminate equity gaps in course success (passing grade in class)

Q58

Please describe how this goal advances the college strategic goal identified above.

Fiscal stability will be critical to the future of our college and our ability to provide a quality learning environment.

During the pandemic, community colleges received additional funding protections like the Emergency Conditions Allowance in addition to Hold Harmless. California community colleges also received additional funding like federal stimulus funds (e.g. American Rescue, HEERF, or MSI funds) or the COVID-19 Block grant. While these funds provided financial reprieve to many colleges, it also delayed many colleges from facing the fiscal reality that is now on the horizon.

Federal stimulus funds have long since expired. Our college has now assumed the ongoing cost increases to support investments made with the stimulus funding such as Hyflex equipment, laptops, technology, and increases to reassigned time. The Emergency Conditions Allowance has expired and the Hold Harmless provision sunsets in 24/25. The 24/25 allocation will represent the new "funding floor" and future COLAs will not be received by Districts unless they increase enrollment. This means that the District revenue will be flatlining while our expenses will be increasing each year.

To provide prospective, our regular step/column annual increases for salaries alone is about $1.5 million per year for our college with roughly another $300,000 in benefits. That represents an increase of $1.8 million for salaries/benefits alone per year while our revenue has flat lined. If we don't want to see budget reductions in 25/26, then we need to grow our enrollment by 10% each year. If do that, then we would receive new monies from the State through our Apportionment. However, if we only grew 5% each year between now and 25/26, then we would not receive any new revenue.

To complicate these challenges, the LAO reports that the State is currently facing a budget deficit of nearly $72 billion dollars. We are unsure how this may impact community colleges yet but it is vital that we are prepared for the fiscal future, whatever it may bring.

The goal to ensure fiscal stability will ensure that operations will continue so that the college can further its mission and vision.

Q59

Please indicate how this goal was informed by SLO/SAO assessment results, PLO assessment results, student achievement data, or other data:

- CCCCO updates, reports, and other data

o   SCFF and Enrollment Data
o   Apportionment amounts
o   CCCCO memos
- LAO Forecasts and reports
- Forecasts and information provided by the District or DSP&BC
- Forecasts and projections completed by the CC Budget Office
- ACBO conferences and updates

Q60

Action steps for the Next Year:

Fiscal Stability:
- Maintain a balanced budget and prepare for the end of hold harmless. The actions steps include:
o Develop a balanced budget in 24/25
o Increase contingency reserves to complete current construction projects
o Increase technology and facilities reserves
o Ensure a positive ending balance
o Ensure that all facilities emergencies are funded, and minimum preventative maintenance is covered
o Ensure that pre-approved projects in progress are funded
o Ensure Scheduled Maintenance projects funded by the State are completed in a timely manner
o Continue developing a plan to address long-term maintenance and college needs
o Develop a plan to address long-term maintenance and college needs

- ROC:
o Continue working with the other resource request committees to improve processes
o Broadly share out resource request and operational request pathways
o Ensure resource request committees to improve communication to authors
o Continue working with ROC to re-envision ROC to become the Budget and Resource Oversight Council (BROC) to provide regular budget updates

- ALAT Academy: ALAT Academy is a new training workshop series hosted by Cabinet to assist all Deans, Directors, and members of ALAT in their roles as leaders. As VPAS, I plan to leverage ALAT Academy to train and/or coach ALAT members on various topics which may include grant processes, budget planning/review, total cost of ownership, reporting, purchasing, unallowable/allowable expenses, etc. By training and empowering other leaders with knowledge regarding budgeting, this will help the overall fiscal stability of the college because each person will understand the responsibility they have to implement short-term and long-term solutions.

- Continue improving communication to the college regarding budgeting and resource allocation. This will help improve budget transparency due to Hold Harmless sunsetting in 24/25. The hope will be to help the entire college feel like they are part of the solution toward the College's goals. To achieve this, Business Services may hold additional workshops and campus communications that may include topics such as:
o Clearly connecting enrollment to budget
o Historical budget for Cuyamaca
o Updates to the State Budget
o Articulating resource request pathways or operational request pathways
o Budget handbook: Started creating the budget handbook. Still need to contract with a writer.
o Continue working on the Total Cost of Ownership Model

- Improve processes that impact the college's budget and pose an audit risk. This includes purchases such as gift cards, meal vouchers, or food purchases.

- Grant support:
o Begin revising resources and training documents that will be made available on the Business Services website
o Ensure that staff understand their responsibilities related to grant management and timelines

•	Continue work on tool for robust department or division level annual budget planning and end-of-year review

•	Business Services Resources:

o	Budget website will be created. Need to contract with a website designer.

o	Business Services is revamping the Business Services website to make resources /training material available to the campus. Information may include revised forms, infographics, training materials, FAQs, processes/procedures.

Q61

What resources, if any, are needed to achieve this goal in the next 4 years? Please select all that apply. Note that links to request forms for each request are included below and due on the program review deadline.

Respondent skipped this question

Q62

How will this goal be evaluated?

Progress toward our fiscal stability goal will be assessed using the following data:

•	maintaining a balanced budget on an annual basis;
•	the dollar amount in the Facilities contingency reserve;
•	the ending balance after all commitments;
•	NEW: Dollar amount in our required technology and facilities reserves required by Board policy
•	NEW: Number of presentations or participatory governance share-outs related to budget information and/or updates
•	NEW: Begin building the budget website and handbook
•	NEW: Begin building the Business Services website and resources
•	NEW: Completion of ALAT Academy training
•	NEW: Number of internal or external audit findings. Note: this includes our internal auditors or informal checks by other departments like Accounting or Purchasing
•	NEW: Completion of Grant management revisions and training
•	NEW: Creation of tool for department level annual budget planning and review?

Q63

Do you have another new goal?

Yes

Page 19: IV. New Goals continued

Q64

New Goal 2:

Support and provide oversight to the college-wide facilities projects.

Q65

Which College Strategic Goal does this department goal most directly support? (Check only one)

Eliminate equity gaps in course success (passing grade in class)

Q66

Please describe how this goal advances the college strategic goal identified above.

This goal helps eliminate equity gaps in student success by improving the learning environment.

Q67

Please indicate how this goal was informed by SLO/SAO assessment results, PLO assessment results, student achievement data, or other data:

This goal was informed by the following:

• 5-year PPIS / Scheduled Maintenance plan submitted to the State. This plan lays out the preventative maintenance for the next five years. Since Deferred Maintenance funds have dwindled to nothing, the college must take on these expenses.
• ACCJC accreditation standards regarding Total Cost of Ownership
• Facilities Master Plan
• Program Review Requests
• Annual Operations Needs
• Building data - assignable square footage, costs associated with grounds or custodial
• Utilities cost increases
• Facilities staffing per APPA standards

Q68

Action steps for the Next Year:

Below are the major action steps that we plan to implement over the following year:

1)   Expanding our annual budget planning and review process: Over the next year, we will be instituting a more robust planning cycle at the start of the fiscal year and review phase at the end of the fiscal year. Given the budget constraints and end of hold harmless, annual budget planning and review will be critical steps to incorporate into our regular process. The Facilities Director currently provides a department budget during budget development along with a list of maintenance and collegewide needs for the upcoming year. The department budgets have often lacked detail and often result in unplanned/unapproved budget overruns throughout the fiscal year. We also encounter ad-hoc preventative maintenance requests that were not included during budget development. Moving forward, it's vital that FMO detail lists of preventative maintenance projects and provide a spending plan based on historical needs like other departments. This will provide greater transparency and consistency with the broader campus community.

2)   Total cost of ownership: To support better budget planning and align with the accreditation standards, the college will continue to clarify the process on Total Cost of Ownership. Before embarking upon new projects or completing new buildings, the college will examine the full impact of the project including costs related to staffing, landscaping, training, technology, or maintenance for full lifecycle of the item. For smaller projects, the college will still use the Total Cost of Ownership approach to assess the full initial investment costs along with annual cost considering the maintenance, upgrades, replacement costs over the lifecycle of the project.

3)   Begin implementing new tools and improve processes to better manage our facilities: Over the next year, FMO would like to improve processes and implement new software that will help manage our facilities. For instance, we are currently exploring preventative maintenance software that will help the maintenance team build a regular service cycle, product or facility lifecycle database, and track preliminary cost estimates. Our FMO team also needs to continue improving Facilities related operational processes.

These are in addition to our ongoing action steps that include the following daily, monthly, or annual activities:

•   Ensure classrooms and staff spaces are adequately cleaned
•   Ensure Grounds are well-maintained and kept clean
•   Perform assessments (water/fire) and fire mitigation projects as planned by the college
•   Assist with projects that are pre-approved by the college including set up for events. The budget for projects will be pre-approved prior to the start of the project to ensure that there is not an alternate request pathway aside from Program Review or operational requests
•   Provide ongoing staff training
•   Remain current with all facilities permits and County or HazMat requirements
•   Improve the annual budgeting process with FMO. The current process includes involvement from the Facilities Director who collects information from the FMO Supervisors. However, there is opportunity to make this a more robust and informative process.
      Identify additional department requests separate from base budgets as part of the annual budget process (listed above)
      Identify preventative maintenance or periodic maintenance costs separate from base budgets as part of the annual budget process

•   Attend District trainings and seize learning opportunities to expand budget and Workday knowledge
•   Assist with sharing knowledge among the FMO department and campus community related to resource request and operational request pathways
•   Assist with providing accurate quotes, ROMs and Total Cost of Ownership Models

Q69

What resources, if any, are needed to achieve this goal in the next 4 years? Please select all that apply. Note that links to request forms for each request are included below and due on the program review deadline.

Respondent skipped this question

Q70

How will this goal be evaluated?

* Number of regular maintenance projects completed on our buildings
* Number of emergency projects completed
* NEW: Number of special projects completed (that were managed by the campus)
* NEW: Dollar amount of budget overruns for project budgets
* NEW: Dollar amount of unplanned or unapproved budget overruns for department budgets
* NEW: Number of preventative maintenance or product lifecycles added to the new software
* NEW: Number of work orders completed
* NEW: Number of PPIS projects completed
* NEW: Number of County permits, fees, and/or HazMat reports that were submitted on-time

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Q71

Do you have another new goal?

Yes

Page 20: IV. New Goals continued

Q72

New Goal 3:

Improve processes and provide adequate support to the campus related to Business Services, College Cashiering, Bookstore, or Food Services

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Q73

Which College Strategic Goal does this department goal most directly support? (Check only one)

Eliminate equity gaps in course success (passing grade in class)

Q74

Please describe how this goal advances the college strategic goal identified above.

This goal helps eliminate equity gaps in student success by improving the learning environment through either direct student support or supporting the college as a whole.

Q75

Please indicate how this goal was informed by SLO/SAO assessment results, PLO assessment results, student achievement data, or other data:

- Feedback from the campus on needs/services. May conduct surveys in future years.
- Related to Campus Keys: Number of missing or unreturned keys, number of thefts, dollars lost to theft
- Hours for food services: number of classes held each day, number of classes in the evening, hours requested by students
- College Cashiering: Number of students served at the windows, number of fees paid, number of event checks deposited.
- Business Services: Needs identified by campus community via email; frequency of challenges;

Q76

Action steps for the Next Year:

- Business Services:

o   Revision of website: Given that 1/3 of our staff were replaced over the last year and a half due to retirements and resignations, the department does not have the capacity to serve as a hotline for staff questions, provide daily 1:1 training, or manage the current volume of daily "rush" requests. Instead, we must find new ways to make resources and information available to staff. We are currently revamping the Business Services website and plan to make resources/information available to all staff.
o
     This will also help us improve communication with our college and ensure everyone has access to current information.

o   Improving forms; create new or update materials and resources: Many of our resources and materials are outdated or challenging to understand. As we improve our website, we're also revamping our resources to ensure they are easy to understand. New materials may include FAQs or infographics.

- Key improvement project
     Business Services now programs the key fobs for the entire college. This is a new task. The key cards were previously managed by the District staff.
     The college has also experienced an increase of lost or unreturned keys along with thefts. We have discovered that many Deans are requesting Master keys for all staff. Over the next year, we plan to:
1.   Define roles related to each key type (i.e. who gets what type of key or if they only get a key fob)
2.   Determine which areas need a submaster or need to rekeyed
3.   Begin rekeying and redistributing new keys
4.   Rekey the gates

College Cashiering: Improve the Cash Handling documents. Develop training materials to be approved by the District. Ensure all staff attend the Cash Handling training before handling cash, checks, gift cards, meal vouchers, or bus passes.

Q77

What resources, if any, are needed to achieve this goal in the next 4 years? Please select all that apply. Note that links to request forms for each request are included below and due on the program review deadline.

Respondent skipped this question

Q78

How will this goal be evaluated?

- Began revision of the Business Services website
- Number of trainings provided
- Number of forms revised, and materials or resources created
- Began the key improvement project
- Completed updates to Cash Handling documents
- Completed Cash Handling trainings

Q79

Do you have another new goal?

No

Page 21: VI. New Goals continued

Q80

New Goal 4:

Respondent skipped this question

Q81

Which College Strategic Goal does this department goal most directly support? (Check only one)

Respondent skipped this question

Q82

Please describe how this goal advances the college strategic goal identified above.

Respondent skipped this question

Q83

Please indicate how this goal was informed by SLO/SAO assessment results, PLO assessment results, student achievement data, or other data:

Respondent skipped this question

Q84

Action steps for the Next Year:

Respondent skipped this question

Q85

What resources, if any, are needed to achieve this goal in the next 4 years? Please select all that apply. Note that links to request forms for each request are included below and due on the program review deadline.

Respondent skipped this question

Q86

How will this goal be evaluated?

Respondent skipped this question

Page 22: VII. Resources Needed to Achieve Goal(s)

Q87

1. Administrator Position Request 1:a. Description

Respondent skipped this question

Q88

b. This position is being requested to advance the following Program Goal(s):

Respondent skipped this question

Q89

2. Administrator Position Request 2:a. Description

Respondent skipped this question

Q90

b. This position is being requested to advance the following Program Goal(s):

Respondent skipped this question

Page 23: Final Check

Q91

Are you ready to submit your program review? If you would like to go back and review a section, select a section and click "Next."

I am ready to submit my program review