Plans for Administrative Services Area (CBO, Communications, Facilities Use) >> 2019 - 2020 Administrative Services Area (CBO, Communications, Facilities Use) CHC Administrative Services Program Review 2019-2020

Name :

  2019 - 2020 Administrative Services Area (CBO, Communications, Facilities Use) CHC Administrative Services Program Review 2019-2020

Principal Preparer :   Michael Strong

Planning Participants :   Michael Strong

Version: 4
Group: 2019 - 2020
Type: CHC Administrative Services Program Review 2019-2020
Last Modified On: 2/25/2020 5:44:58 PM
Last Modified By: Michael Strong
State: Submitted (**Finalized**)
State By: Michael Strong

Instructions

Please respond to the following questions. Please consult the Integrated Planning and Program Review Handbook for detailed instructions, the timeline for due dates, and the schedule for the four-year plan schedule.

1. Mission

a. Tell us your unit's mission: Provide a mission statement for your unit that clearly and succinctly describes your unit's purpose, idealistic motivations, and change it hopes to inspire.
b. Alignment with the college Mission: **Rubric Item** (Mission Alignment): The Mission of Crafton Hills College is to advance the educational, career, and personal success of our diverse campus community through engagement and learning. In what ways does your program advance the mission of the college?

a. Mission:

Administrative Services facilitates the effective utilization of fiscal and physical resources to further the educational mission of Crafton Hills College.

Our primary goal is to responsibly and proactively utilize financial resources, facilities, instructional and information technology, and business services to support students in achieving their educational goals.

b. Alignment

The utilization of fiscal and physical resources on the campus directly impact the learning environments, the financial stability, and the funding necessary for all students to engage and learn and for employees to accomplish their work as well. The work of the Administrative Services indirectly influences every student and employee on campus. Thus, promoting the educational, career, and personal success of the entire campus community.

2. Description of Program

a. Organizational structure and staffing
b. Whom you serve (including demographics and representativeness of population served)
c. Provide a list and a brief description of the services you provide as well as a minimum of three years of trend data for each identified service
d. **Rubric Item**: Describe your Pattern of Service including standard hours of operation, alternative modes and schedules of delivery (e.g.: online, hybrid, early morning, evening services, etc.) and how that service meets the needs of students or clients

a. The Administrative Services area is lead by the Vice President of Administrative Services. The area consists of the administrative services office (Campus Business Office-CBO & Communications Office), Maintenance, Grounds, Custodial, Facilities Use, Warehouse, Aquatics Center, and oversight of the Bookstore and food services.

b. The Office of Administrative Services serves the students of the college, faculty, staff, and to some extent, the community. We regularly respond to requests from the president, vice-presidents, deans, directors, faculty, staff, students, and the community.

c. The Administrative Services Office, provides support services to the campus including information dissemination, providing information to the community, budget support services, parking services, construction coordination, representation on various shared governance committees, producing work related to annual planning, program review, safety plans, budgeting and reporting, campus operator functions,

and support for M&O, Facilities Use, the food services, and the Bookstore. Primarily the services are delivered through the use of email, telephone, meetings, informational reports, financial reports, various software programs, forms, and personal conversations. Online budget management resources are provided through Questica (budget development), Oracle, and Financial 2000 (budget monitoring, management, and purchasing).

d. Pattern of Service: Administrative Services is open 8am-5pm weekdays. However, we are always on call to serve emergency needs. As security, facilities, or safety issues arise the vice president of administrative services fields those calls and determines how best to respond. The area serves as the liaisan between the college and first responders, or contractors, district facilities personell, outside consultants, and regulatory agencies.

In Fall 2016, Administrative Services issued a satisfaction survey to all employees of the campus to measure the quality of service provided by the area to the campus and determine gaps for improvement. This survey has been revised and is being readministered in February 2020. This survey will be sent every other year to reasses the service and measure improvements. In addition, Administrative Services oversees food services and the bookstore operations that are managed by outide vendors. The quality of those services are continually evaluated and adjusted based upon needs, requests, and complaints. We have several meetings a year with the vendor's leadership to discuss their service and make adjustments as needed. In fall 2018, a food services survey was sent to campus to measure service and the desires of the campus community. The results of these surveys are evaluated in item 4 below as part of our outcomes assessment.

3. External Factors with Significant Impact

What external factors have a significant impact on your program? Please include the following as appropriate:

a. Budgetary constraints or opportunities
b. Competition from other institutions
c. Requirements of four-year institutions
d. Requirements imposed by regulations, policies, standards, and other mandates
e. Job market
   i) Requirements of prospective employers
   ii) Developments in the field (both current and future)

a. Budgetary constraints or opportunities

Beginning in 2012-13 the economy has been in recovery and our general fund has increased from $18,079,217 in 2012-13 to $30,800,000 in 2019-20 (increase of 70% from 2012-13). Salary increases, inflation, operational expenses with the added square footage from our new buildings (CCR, CYN, and PSAH), and the rising costs of employee benefits have absorbed the increase and then some. This fiscal year our budget is $4.4M over our college allocation. The District Office budget continues to increase annually as well, increasing our assessment for District Support Services from $3.9M in 2013-14 to $6.83M in 2019-20 (increase of 75% from 2013-14). Since 2013, increases in categorical funding have added non-instructional faculty and some key staff required to support students in their persuit of "success" at CHC. Such funding has helped expand those services but continues to stretch positions funded through the unrestricted general fund because of the college's many competing needs. Thus, our ability to add administrative support staffing with general funds to meet the growing campus has been constrained.

To further alleviate some of the need, some staffing adjustments were made. In Summer of 2015, the Facility Use Office was relocated to the Maintenance and Operations Building to provide some clerical support to the facility director, who has not been restored a maintenance supervisor position or a campus electrician since the great recession. This has increased staffing efficiencies, but does not meet the service level expectations or desires of the campus.

In 2019-20, CHC is projected to serve 30.53% of SBCCD's total students. For many years, the SBCCD Resource Allocation Model has funded CHC based upon the percentage of FTES we have generated. This is not an adequate amount of funding to sustain the college as we submit a deficit budget every year. The District reserve funds have been making up the difference; however, our negative fund balance continues to grow increasing the liabilities of the College. This is not sustainable and CHC will never be able to "pay back" the District reserve. However, in 2018-19 the state changed the funding model to a success and equity based model (Student Centered Funding Formula-SCFF) from being a model only funding based upon FTES. Preliminary discussions have begun in the District Budget Committee on revising the RAM. This poses some opportunities for CHC's student success metrics to increase the possible funding to CHC's general fund budget but success funding currently represents 10% of the total allocation, which means an increase to CHC's budget based solely on success is unlikely (see attached Campus Production Model and Long-Term Budget Forecast 2-2020). More District-wide discussions will be required to accomplish a revision to the RAM to help offset the economy of scale issues we face as being the small college in a two-college District.

b. NA

c. NA

d. The Administrative Services office is bound by the policies and administrative procedures set forth in Chapter 6 (Business and Fiscal Services) of Board's Policy and Procedures located online here. This chapter governs community contracts, business contracts, auditing

procedures, deposit procedures, budget preparation and management, purchasing, construction contracts, to name a few.

The District continues to review and revise these policies. Administrative Services provides input into some revisions, which, when implemented, change some campus procedures. This requires us to be engaged and adjust processes to procedures and improve efficiencies.

e. NA

4. Progress on Outcomes Assessment

Rubric Item: Service Area and Student Learning Outcomes Process.
a. Please summarize Service Area Outcome (SAO) assessment results. Include a discussion of whether or not the program met its target for each SAO.
b. Please describe any service area improvements you plan to make as a result of the SAO assessment(s).
c. What objective(s) or action step(s) will you add to Question 10 as a result of the SAO assessment(s)? If none, please explain.
d. If your program has SLOs, please address b and c above in relation to the SLO assessment results.

CBO/Bursar's Office:
SAO #1 CBO: Timely Deposits—80% deposits made within 24 hours of receipt.
a. The CBO office measures the timeliness of deposits, the goal is to have 80% of deposits submitted on time. Since May of 2016; the CBO office has been staffed with 1.5 FTE. Since this time, deposits have been made and recorded into Colleague daily. Only rarely when employees are absent are deposits delayed. Target met.

b. Plans are to continue the current staffing levels in the Bursar Office to meet the demand for processing the receipt of funding.

c. Action plan for Q.10 is to provide continued training for CBO staff in order to increase efficiencies of the office.

SAO #2 Communications: Response to "My guests or callers are treated professionally and courteously" on the Administrative Services Satisfaction Survey is above 95%.
a. Our goal is to serve all callers professionally and courteously. However, due to perceptions and not being able to always solve concerns, a 100% goal may not be entirely feasible. Therefore, the SAO is to maintain or increase the level of those that "agree or strongly agree" at 95%. The last assessment cycle was completed in Fall 2018 where the results showed that 97% are satisfied with communciations services.

Target met. This is being reassessed in Spring 2020. This SAO is scheduled to be measured every 2 years going forward with the results of the Administrative Services Satisfaction Survey.

b. The communications office also serves as the receptionist for Administration. A rotating schedule has been developed so that when the receptionist is away from their desk, the front office is continually served. In addition, staff in the CBO Office and in the Facility Use Office have been trained on the campus switchboard software to provide coverage when the main receptionist is absent. Once this SAO is reassessed in Spring 2020, we will determine if additional training on call routing is required.

c. Action: Continue implementation of coverage schedule for the administration reception area.

SAO #3 Communications: 95% of incoming calls are correctly routed.

a. It was measured in November 2016 at a baseline of 81% of calls perceived to be correctly routed. This will be reassessed in Spring 2020 to measure improvement. This SAO is scheduled to be measured every 2 years going forward with the results of the Administrative Services Satisfaction Survey.

b. Improvements: Provide training on helping callers know the right question to ask when they don't know. This requires a knowledge of the functions of each department on campus.

c. Once assessed, we will take any comments and review them with staff to determine how to improve the proper routing of calls.

SAO #4 Administrative Services Office: The District's Resource Allocation Model is transparent and understandable to the campus. The goal is to reduce strongly disagree and disagree from the campus community to 20%.

a. This SAO takes the results of the 2016 Campus Climate Survey question that asks the evaluator their level of satisfaction to the question " Overall, I am satisfied with the resource allocation processes at Crafton" and looks for improvement over prior year's results. However, this question was dropped from the Climate Survey in Fall 2018. Therefore, this SAO could not be measured at that time. However, the Spring 2020 Administrative Services Satisfaction Survey added the question, "Communication and training on the budget is adequate for me to be informed and fulfill my role at CHC." Our goal is to have over 80% agree or strongly agree and will be measured in Spring 2020.

b. Once assessed, we will determine a targeted approach to improve budget training. We strive to offer needs-based, one-on-one budget training throughout the year. We will continue to attend Chairs meetings, offer budget workshops, and train employees on how to review, assess, and manage their budgets.

c. Continue to provide budget training.

5. Unit's Performance on Institutional Quantitative Effectiveness Indicators

Please discuss your program's performance on each data item below.

a. Non-Instructional Program Effectiveness Evaluation Rubric

i) **Rubric Item**: Describe a significant innovation or enhancement, and the data collected and analyzed that has helped to determine the efficacy of the innovation.

i**i) Rubric Item**: Describe at least three external and internal partnerships that substantially affect the quality of services to students or clients.

---

ai) At the completion of the Crafton Center, food services and the bookstore services were outsourced. This was a difficult process; however it was necessary to maintain the services to the campus. With increasing salary and benefit costs, the General Fund reserved were being tapped more and more to resolve the deficit budgets. The internal bookstore and cafeteria operations were drawing upon the District reserves to maintain those operations. As the cost of salaries and benefits increased, the deficit in both the bookstore and cafeteria deepened. In short they were not sustainable for the long-term. Outsourcing these operations has impacted some of the "home-town" feel and personal provided service of CHC. Over time, however, Queen Bean and Follett have become more integral to the campus. The Spring 2020 Administrative Services survey attempts to determine the efficacy of the bookstore. The Fall 2018 Food Service Satisfaction Survey (results attached) has lead Queen Bean to make some adjustments to better serve the student's wants as outlined in the results.

In conjuction with the Instruction Office, Administrative Services is implementing Resource 25. Implementation has been slow. In Spring 2019, the Instruction Office took a first run at using it to schedule courses and comparing the results to the actual schedule. There are a lot of differences and some bugs will need to be worked out before R25 goes live. The Facilities Use Office is updating the room features and the Instruction Office is updating course features in order to fix some of the inconsistencies. We will continue to build upon this pilot run and use R25 to help find suitable space to conduct classes, especially during the prime hours of the instruction week.

R25 is a facilities management package that can be used to build optimize building use and assign classrooms as well as allow all authorized users to view room use when needing to schedule a room. The software finds the best fit for any given section by reviewing room characteristics such as size, equipment, technology, and course characteristics such as course caps, requirements for equipment, times, and department preferences. The software does not replace human judgement and over-rides are possible. Most spaces with specific pedagogical characteristics (e.g., chemistry lab) will be pre-assigned and the system will be configured to accept them. R25 will not dictate our decisions, but as we grow, it will help build schedules that are more optimized to meet the teaching and learning needs expressed by our faculty and students. As this rolls out, we will analyze it and modify it to determine the efficacy of it.

aii) Administrative Services relies heavily on both internal and external partnerships to effectively meet our mission. Here are a few:

- TESS - District Technology and Support Services: Supports Colleague, software for the switchboard to answer and direct phone calls, assists in the development of R25.

- District Business and Fiscal Services: Trains on new financial managment systems, maintains cash flow, provides accounting support, processing of contracts, etc.

- District Human Resources: manages position controls systems, tracking of evaluations, safety training resources

- District Environmental Health and Safety: Helps in the development/update of safety plans, campus inspections, ergonomic studies, and accident investigation

- District Police: supports deposits from parking permit vending machines for the CBO office, enforces laws and regulations

- City of Yuciapa: partnership with the Aquatics Center and coordination with the facility use office as well as with the office of administrative services

- City of Redlands: Works together on projects to improve sustainability, manage costs for water and sewer

- Contractors for multiple projects:

- Brinks armored transportation services: performs transportation of deposits between the CBO and the bank

- Queen Bean Cafe: Serves the campus community's food needs.

- Credentials Solutions - Provides Parking Permit service and online parking permit sales

6. Other Unit-Specific Quantitative and Qualitative Results (Administrative Services Only)

a. **Rubric Item**: Define and describe useful quantitative or qualitative measures you have chosen to gauge your program's effectiveness that are in addition to the SAOs from measure 3 (Program Effectiveness Measures). (e.g.: number of transfers, degrees, certificates, student contacts, students serviced, square footage serviced, acres managed, student, faculty, and staff satisfaction, equity data, correlation data on the relationship between program participation and student outcomes, and satisfaction with college facilities) etc.

b. **Rubric Item**: Please be sure to set a target (Program Effectiveness Criteria) for each measure and provide the reasoning for the targets that have been set. What did you learn from your evaluation of these measures, and what improvements have you implemented or do you plan to implement as a result of your analysis of these measures?

a. In addition to the measures described Question #4 above, Administrative Services uses the following tools to manage the resources of the Campus:

- Oracle to manage and measure budgetary revenues and expenses; submit requests for purchase; tracking of utility budgets

- Financial 2000 to manage and measure budgetary revenues and expenses for salary and benefits, run reports, analyze expenses
- Questica - Develop the annual budget and create reports to measure budget status
- Parking permits - Through the parking permit vendor, Credentials Solutions, the department has the ability to review a variety of reports such as how many parking permits have been sold by semester, etc.
- Phone logs available through TESS
- Construction schedules - Completion of construction projects, maintenance and repair projects, and renovation projects.
- Administrative Services Satisfaction Survey
- Campus Climate Survey

The department uses the tracking of utility budgets to monitor current year expenses as well as a tool to estimate utility expenses for next year's budget.

In partnership with the construction teams, the District, and in close collaboration with M&O, Admin Services has completed several projects within the last 4 years. Some of the larger projects include the following:

- CNTL Renovation
- Clock Tower Building Renovation
- Construction of the Public Safety and Allied Health Complex, Kinesiology, Health, and Aquatics Complex, Canyon Hall, Crafton Center

These tools are consistently used to project budgets and make adjustments to existing budgets. The completion of the construction projects has improved improves the function and safety of the campus.

To continue improvement on these measures as well as those mentioned as part of the SAO's in Question #4, the Admin Services offices will continue to communicate with staff to improve employee input and communication, continue to utilize available funds to help fund PPR resource requests and support the EMP, provide budget training and improve the focus of the training to help the Resource Allocation Model become more transparent to the campus community, and work with the District to produce consistent procedures and processes.

b. As these tools are used to manage budgets and the daily operations of the campus, we are unsure how to establish sound targets to measure program effectiveness beyond what has been established in the SAO's. However, the tools mentioned above are used to successfully stay within our approved budgets, complete construction projects on-time and on-budget, communicate effectively with the campus all operational issues that impact them, and continue to serve the campus through the established processes and procedures.

7. Evaluation

You have already provided a description and analysis of the program in questions 1-6, please provide an analysis of what is going well/not well and why, in the following areas:

- Alternative modes and schedules of delivery (e.g.: early morning, evening services, etc.)
- Innovation and Implementation of best practices
- Efficiency in operations
- Efficiency in resource use
- Staffing
- Participation in shared governance (e.g., do unit members feel they participate effectively in planning and decision-making?)
- Professional development and training
- Group dynamics (e.g., how well do unit members work together?)
- Compliance with applicable mandates

The CBO, Communications, and Administrative Services offices, serves the entire campus and community. The challenge is that this department has to be prepared to respond to requests of all varieties and from all angles. It is impossible to have a procedure or policy for every situation encountered. However, the formalization of some basic policies and procedures will help in responding consistently to the variety of questions and requests we receive.

The internal and external partnerships mentioned above are key to the success of the department. Without the support functions they offer to the department, we would be ineffective in responding to the needs of the campus community. In effect, these partnerships strengthen the services provided by the department to the CHC campus.

The "historical" policies and procedures of the department are continually being reviewed and modified in an effort to find the best and most efficient approach. The implementation of software programs, online resources, and the application of available data will continually help organize and streamline the processes and resources of the department. Ongoing communication through regular staff meetings will help encourage staff to actively participate and have input into decisions that affect their work. The ongoing shifting and sharing of appropriate responsibilities will foster a teamwork and helpful attitude to accomplish the mission of the department.

As the state-wide budget situation continues to improve, key staff will needed to be added to the service areas. We are at currently staffed at a "bare bones" crew. Thus, vacations, sickness, natural attrition, retirement, or staff reductions have and will significantly affect the department's ability to maintain timely services to the campus community.

The personnel in the Admin Services office and the Facility Use office continually participate in professional development opportunities on the campus. In addition, many efforts are being made to coordinate processes in the facility use office and in administrative services office with SBVC. This has increased collaboration between the campuses and streamline processes without having to "recreate the wheel." This collaboration has provided training opportunities by learning how others are doing it and by applying "what works" to CHC.

As discussed above, the department will continue to strive for greater compliance with Board policies and procedures, improve safety awareness on the campus, and maintain compliance to all government regulations. We will continue to take opportunities to obtain education as regulations change--participate in webinars, attend conferences, and through collaboration with the governing agencies themselves.

8. Vision

a. Tell us your unit's Vision: Where would you like your program to be four years from now? Dream big while considering any upcoming changes (e.g.: new buildings, growth, changes to the service area, etc.).

b. Alignment with the college Vision: **Rubric Item** ([Vision Alignment](#)): The Vision of Crafton Hills College is to be the college of choice for students who seek deep learning, personal growth, a supportive community, and a beautiful collegiate setting. **In what ways does your program advance the vision of the college?**

Our vision is:

- To have a balanced budget with enough resources to perpetually fund program review needs.
- Be well on our way to completing the next phase of the Facility Master Plan
- To have well maintained facilities that are efficiently used and managed
- For each Admin Services employee to embrace the values identified below in their everyday work

Values:

- Stewardship: We value our role as good stewards of all the College's assets in managing resources responsibly, effectively, and efficiently.
- Respect: We value our work with a deep respect for different opinions and seek to resolve concerns and build consensus. No matter how difficult the issue or circumstance, we treat those we encounter with respect and dignity. We value the experiences, backgrounds and perspectives of one another. We inculcate a culture of respect within our teams.

- Integrity: We value integrity and the highest ethical standards in our interactions with members of the College community and with others we serve. We foster trusting and positive relationships by being honest in all we do.

- Community: We value a campus community united in providing a healthy and positive environment for its students, faculty, and staff.

- Excellence: We value excellence in providing the highest level of customer service to support the College in its pursuit to advance the educational, career, and personal success of its community.

- Positivity: We are committed to excellence and will maintain positive, "can do" attitudes.

- Accountability: We take full responsibility for our actions and are accountable for our work. We honor our commitments and take pride in our work.

- Openness: We value speaking openly to build collaboration and understanding in our efforts and perspectives throughout the College.

- Responsiveness: We anticipate the needs of the College and internal stakeholders. We put proactive plans in place to meet those needs with creative and fiscally responsible solutions. We follow through on our deliverables. We reply to requests in a timely manner.

This vision aligns with CHC's vision as it encourages personal growth, develops a strong supportive community, and maintains the beauty of the college.

9. Progress on Prior Goals

Briefly summarize the progress your unit has made in meeting the goals and objectives identified in your last Four-Year Action Plan.

- **1 - Goal - CHC is Financially Self Sustaining**

  Balance Campus-wide budget

  Priority Rank: 1
  Objectives:

  - **1.1 - Objective - Balance CHC's Budget**

    Develop 3 year budget transition plan to balance CHC's budget given Board directives and State funding amounts.

Priority Rank: 1

Original Start Date: 02/14/2011 **Original End Date:** 06/30/2014

Revised Start Date: 02/14/2011 **Revised End Date:** 06/30/2022

Responsible Person: Mike Strong

Strategic Direction: None

Impact Type: Site

Institutional Learning Outcome: -- Pick One --

Actions/Activities:

- **1.1.a1 - Support Institutional Growth Strategies**
  Start Date: 07/01/2013 **End Date:** 06/30/2020
  Responsible Person: Mike Strong
  Status Code: Work is Completed and Ongoing
  Progress Description:

  EMP completed

  Measurements/Documentation of Progress:

  FTES Targets, SCFF targets

- **1.1.a2 - Understand and Improve Productivity**

  Provide financial analysis and support to VPI on productivity and the budget to help increase our bottom line.

  Start Date: 01/01/2016 **End Date:** 06/30/2017
  Responsible Person: Mike Strong
  Status Code: Work is Completed and Ongoing
  Progress Description:

  Done

  Measurements/Documentation of Progress:

  SCFF has changed the direction

- **1.1.a3 - Continue development and refinement of the RAM**

  Update campus financial projects and communicate projections to Fiscal Services as well as the DBC.

  Start Date: 07/01/2015 **End Date:** 06/30/2020
  Responsible Person: Mike Strong
  Status Code: Work is Underway
  Progress Description:

  The DBC is currently evaluating the RAM. The CHC Budget Committee is evaluating fixed costs.

  Measurements/Documentation of Progress:

  Revised RAM

- **1.2 - Objective - Develop Tools to Monitor and Manage the Budget and Associated Position Control**
  Priority Rank: 9
  Original Start Date: 02/01/2015 **Original End Date:** 06/30/2016
  Revised Start Date: 02/01/2015 **Revised End Date:** 06/30/2016
  Responsible Person: Mike Strong
  Strategic Direction: 9. Optimize Resources
  Impact Type: District Wide
  Institutional Learning Outcome: -- Pick One --
  Actions/Activities:

  - **1.2.a1 - Effectively and efficiently implement Questica budget management software**
    Start Date: 01/01/2015
    Responsible Person: Mike Strong
    Status Code: Work is Completed
    Progress Description:

    Implemented

    Measurements/Documentation of Progress:

    Implemented

- **2 - Goal - Support the environmental health, safety, security, and administrative support services to facilitate the mission of CHC**

To decrease to 20% of "disagree" opinions on the Facilities Use Satisfaction Survey

Priority Rank: 2
Objectives:

- **2.1 - Objective - Implement 25 Live (Resource 25)**

Successfully implement Resource 25 scheduling software so that it becomes the primary scheduling and coordinating tool for Facilities Use.

Priority Rank: 5

Original Start Date: 01/03/2011 **Original End Date:** 06/30/2017

Revised Start Date: 01/03/2011 **Revised End Date:** 06/30/2021

Responsible Person: Mike Strong/Rebecca Pompa

Strategic Direction: 7. Develop Programs and Services

Impact Type: Site

Institutional Learning Outcome: -- Pick One --
Resource Requests:

- **2.1.r1 - Time and Effort of Facilty Use Office and VPAS**
  Description
  Rationale
  Resource Type: One-time

  Expenditure Category: Other

  Funded: No

  Funding Source: Time

Actions/Activities:

- **2.1.a1 - Provide support and obtain training to implement R25**

  Attend District 25 Live implementation and training meetings and provide data

  Start Date: 01/03/2011 **End Date:** 06/30/2018

  Responsible Person: Facilities Use Office

Status Code: Work is Underway
Progress Description:

ONgoing

Measurements/Documentation of Progress:

Pilot 25 live

- ○ **2.2 - Objective - Improve campus communication and collaboration with the Facility Use Office**

  Improve campus communication and collaboration with the Facility Use Office

  Priority Rank: 6
  Original Start Date: 01/01/2011 **Original End Date:**   06/30/2016
  Revised Start Date: 01/01/2011 **Revised End Date:**   06/30/2016
  Responsible Person: Mike Strong
  Strategic Direction: None
  Impact Type: Site
  Institutional Learning Outcome: -- Pick One --
  Actions/Activities:

  - ■ **2.2.a1 - Finalize facility use procedures and revise/update the Civic Center Policy**

    Finalize facility use procedures and revise/update the Civic Center Policy

    Start Date: 05/01/2012 **End Date:**   06/30/2016
    Responsible Person: Mike Strong
    Status Code: Work is Underway
    Progress Description:

    An AP is being developed and will soon be presented to District Assembly.

    Measurements/Documentation of Progress:

    Civic Center policy approved by the Board

- **2.2.a2 - Implement the Phone Queue**

  Start Date: 01/01/2016 **End Date:** 12/30/2016

  Responsible Person: Mike Strong

  Status Code: Work is Planned but not yet firmly scheduled

  Progress Description:

  Phone Queue purchased

  Measurements/Documentation of Progress:

  Implement and training completed

- **2.3 - Objective - Increase understanding and transparancy of the resource allocation model**

  Improve campus-wide understanding of the Resource Allocation Model and CHC budget

  Priority Rank: 3

  Original Start Date: 03/01/2012 **Original End Date:** 06/30/2021

  Revised Start Date: 03/01/2012 **Revised End Date:** 06/30/2021

  Responsible Person: Mike Strong

  Strategic Direction: 9. Optimize Resources

  Impact Type: Site

  Institutional Learning Outcome: -- Pick One --

  Actions/Activities:

  - **2.3.a1 - Hold training workshops and communicate with staff regularly**

    1. Hold annual workshops

    2. Communicate through the Budget Commitee and discuss directions

    3. Inform campus of budgetary implications

    Start Date: 03/01/2012 **End Date:** 06/30/2021

    Responsible Person: Mike Strong

    Status Code: Work is Completed and Ongoing

    Progress Description:

    Training workshops completed and ongoing

Measurements/Documentation of Progress:

Admin Services Survey

- **2.3.a2 - Develop the role of the budget committee**
  Start Date: 02/01/2015 **End Date:** 06/30/2017
  Responsible Person: Mike Strong
  Status Code: Work is Completed and Ongoing
  Progress Description:

  Committee established with charge and membership

  Measurements/Documentation of Progress:

  Meeting minutes

- **2.4 - Objective - Promote and Improve Campus Safety and Preparedness**

  Provide safety training on all CHC safety plans

  Priority Rank: 4
  Original Start Date: 02/01/2012 **Original End Date:** 06/30/2021
  Revised Start Date: 02/01/2012 **Revised End Date:** 06/30/2021
  Responsible Person: Mike Strong
  Strategic Direction: 7. Develop Programs and Services
  Impact Type: Site
  Institutional Learning Outcome: -- Pick One --
  Resource Requests:

  - **2.4.r1 - Safety Training**
    Description

    Provide qualified and timely safety training on all required plans for all required employees.

    Rationale

Faculty have requested compensation to obtain required safety training.

Resource Type: Ongoing

Expenditure Category: Other

Funded: Yes

Funding Source: GF

First Year Cost/Savings: $187,000.00/$0.00

- **2.4.r2 - Install an Outdoor Mass Notification System**
Description

Install an outdoor mass notification system

Rationale

Resource Type: One-time

Expenditure Category: Facilities

Funded: No

Funding Source: Bond

First Year Cost/Savings: $150,000.00/$0.00

- **2.4.r3 - Re-establish a Campus "Safety Budget"**
Description

Re-establish a Safety Budget

Rationale

Funds could be used to do special trainings, obtain and distribute safety supplies, and perform safety improvements across campus.

Resource Type: Ongoing

Expenditure Category: Other

Funded: Yes

Funding Source: GF

First Year Cost/Savings: $30,000.00/$0.00

Second Year Cost/Savings: $15,000.00/$0.00

- **2.4.r4 - Replace and Increase Emergency Prep Supplies**
  Description

  Replace/replenish old emergency prep supplies in offices and across campus.

  Rationale

  If ye are prepared, ye shall not fear.

  Resource Type: Ongoing
  Expenditure Category: Supplies (4000)
  Funded: No
  Funding Source: GF
  First Year Cost/Savings: $10,000.00/$0.00

- **2.4.r5 - Install Outdoor Security Cameras**
  Description

  Install security cameras at the campus entrances, parking lots, and building entrances. First year cost is for installation. Second year is ongoing and is for annual monitoring.

  Rationale

  Improve security on campus

  Resource Type: Ongoing
  Expenditure Category: Facilities
  Funded: No
  Funding Source: Bond
  First Year Cost/Savings: $25,000.00/$0.00
  Second Year Cost/Savings: $1,000.00/$0.00

- **2.4.r6 - Install Door Access Control (Card Reader) System**
  Description

  Some buildings have pathways for future access control, but don't have the hardware and controls. Install door access control to all departments and at least one main entrance to each building. First year cost is

for installation, ongoing cost is for system maintenance.

Rationale

Improve key control and tracking of building access.

Resource Type: One-time

Expenditure Category: Facilities

Funded: No

Funding Source: Bond

First Year Cost/Savings: $1,000,000.00/$0.00

Second Year Cost/Savings: $30,000.00/$0.00

- **2.4.r7 - Install Panic Buttons in Sensitive Areas
Description**

  Install panic buttons in high traffic and sensitive service areas

  Rationale

  Resource Type: Ongoing

  Expenditure Category: Facilities

  Funded: No

  Funding Source: Bond

  First Year Cost/Savings: $75,000.00/$0.00

Actions/Activities:

- **2.4.a1 - Install an Outdoor Mass Notification System**

  Install an outdoor PA System

  Start Date: 06/30/2016

  Responsible Person: Mike Strong

  Status Code: Work is Scheduled to begin on a resonably firm date

  Progress Description:

  Bond approved

Measurements/Documentation of Progress:

Included in Measure CC, Installed.

- **3 - Goal - Improve adherance to Board Policies/Procedures**

Reduce Dissatisfaction Level to 15% on Administrative Services Employee Satisfaction Survey Question "Your ability to provide input into issues that affect you."

Priority Rank: 4
Objectives:

- **3.1 - Objective - Adhere to Board Fiscal Policies - CBO office to make timely deposits**
  Priority Rank: 8
  Original Start Date: 01/01/2013 **Original End Date:** 06/30/2014
  Revised Start Date: 01/01/2013 **Revised End Date:** 06/30/2014
  Responsible Person: Mike Strong
  Strategic Direction: None
  Impact Type: Site
  Institutional Learning Outcome: -- Pick One --
  Actions/Activities:

  - **3.1.a1 - Track and Measure Deposits**
    Start Date: 07/01/2014 **End Date:** 06/30/2016
    Responsible Person: Lynne Davis
    Status Code: Work is Completed and Ongoing
    Progress Description:

    completed

    Measurements/Documentation of Progress:

    on time deposits

  - **3.1.a2 - Fill Vacant Account Clerk Position**
    Start Date: 01/01/2016 **End Date:** 06/30/2016
    Responsible Person: Mike Strong

Status Code: Work is Completed
Progress Description:

Filled

Measurements/Documentation of Progress:

Filled

- **4 - Goal - Provide well constructed and maintained facilities to support CHC's mission**

  Improve campus-wide facilities and infrastructure

  Priority Rank: 3
  Objectives:

  - **4.1 - Objective - Successfully support, plan, and implement the Measure M construction projects**

    Successfully support and implement the Measure M construction projects

    Priority Rank: 2
    Original Start Date: 02/01/2012 **Original End Date:**   01/01/2017
    Revised Start Date: 02/01/2012 **Revised End Date:**   01/01/2017
    Responsible Person: Mike Strong
    Strategic Direction: None
    Impact Type: District Wide
    Institutional Learning Outcome: -- Pick One --
    Actions/Activities:

    - **4.1.a1 - Provide input in construction planning and implementation**

      Provide input in construction planning and implementation

      Start Date: 02/01/2012 **End Date:**   01/01/2017
      Responsible Person: Mike Strong
      Status Code: Work is Completed and Ongoing
      Progress Description:

Construction meetings completed

Measurements/Documentation of Progress:

Completed projects

- **4.2 - Objective - Secure funding for future facility needs**
  Priority Rank: 10
  Original Start Date: 01/01/2016 **Original End Date:** 06/30/2021
  Revised Start Date: 01/01/2016 **Revised End Date:** 06/30/2021
  Responsible Person: Mike Strong
  Strategic Direction: 9. Optimize Resources
  Impact Type: Site
  Institutional Learning Outcome: -- Pick One --
  Resource Requests:

  - **4.2.r1 - Funding to Continue Replacement, Major Repairs, and Renovation of CHC Facilities**
    Description
    Rationale
    Resource Type: Ongoing
    Expenditure Category: Facilities
    Funded: Yes
    Funding Source: Bond
    First Year Cost/Savings: $750,000.00/$0.00
    Second Year Cost/Savings: $500,000.00/$0.00
    Third Year Cost/Savings: $500,000.00/$0.00

  - **4.2.r2 - Complete a Facility Condition Assessment**
    Description
    Rationale
    Resource Type: One-time
    Expenditure Category: Facilities
    Funded: Yes
    Funding Source: Bond
    First Year Cost/Savings: $150,000.00/$0.00

  - **4.2.r3 - Utility Cost Increases**

Description

Water is projected to increase by 8% over 3 years.

Electricity is projected to increase by 8% over 3 years.

Gas is projected to increase by 4% over 3 years.

Rationale
Resource Type: Ongoing
Expenditure Category: Other
Funded: Yes
Funding Source: GF

Actions/Activities:

- **4.2.a1 - Enhance and Implement the Capital Improvement Replacement Plan**

  Develop the capital improvement replacement plan to roll needs into the state's 5 year construction plan to secure block grant, Fund 41 and other facility related funding.

  Start Date: 01/01/2014 **End Date:** 06/30/2018
  Responsible Person: Mike Strong
  Status Code: Work is Underway
  Progress Description:

  Partially implemented

  Measurements/Documentation of Progress:

  Completed projects

- **4.2.a2 - Complete a Facility Condition Assessment**

  Perform a comprehensive assessment of all facilities and equipment. Use results to refine the capital improvement replacement plan, develop the deferred maintenance plan, and 5 year construction plan.

Start Date: 01/01/2016 **End Date:**   06/30/2016

Responsible Person: Mike Strong

Status Code: Work is Completed

Progress Description:

completed 2016

Measurements/Documentation of Progress:

Completed

- **4.2.a3 - Expand the Life Cycle Costing Tool**

  Use the LCC tool to inform the 5 year constrution and capital improvement capital replacement plan.

  Status Code: Work is Planned but not yet firmly scheduled

  Progress Description:

  Tool completed

  Measurements/Documentation of Progress:

  utilization of tool

- **5 - Goal - Enhance the Work Environment of CHC**
  Priority Rank: 5
  Objectives:

  - **5.1 - Objective - Admin Services personnel know they are valued and appreciated**
    Priority Rank: 11
    Original Start Date: 01/01/2016 **Original End Date:**   06/30/2021
    Revised Start Date: 01/01/2016 **Revised End Date:**   06/30/2021
    Responsible Person: Mike Strong
    Strategic Direction: 8. Support Employee Growth
    Impact Type: Site
    Institutional Learning Outcome: -- Pick One --

Actions/Activities:

- **5.1.a1 - Recognize and Celebrate Successes**

  Find every opportunity to recognize, give credit to, and show appreciation for positive contributions to CHC

  Start Date: 01/01/2016 **End Date:** 06/30/2021
  Responsible Person: Mike Strong
  Status Code: Work is Completed and Ongoing
  Progress Description:

  Submitted applause cards, show appreciation

  Measurements/Documentation of Progress:

  Applause cards

- **5.2 - Objective - Build teamwork, service mindedness, courtesy, leadership, and professionalism of Admin Services employees.**
  Priority Rank: 12

  Original Start Date: 01/01/2016 **Original End Date:** 06/30/2021
  Revised Start Date: 01/01/2016 **Revised End Date:** 06/30/2021

  Responsible Person: Mike Strong
  Strategic Direction: 8. Support Employee Growth
  Impact Type: Division
  Institutional Learning Outcome: -- Pick One --
  Status Code: Work is Completed and Ongoing
  Progress Description:

  Regular meetings

  Resource Requests:

  - **5.2.r1 - Provide service, team building, and leadership training for Admin Services**
    Description
    Rationale
    Resource Type: Ongoing

Expenditure Category: Other

Funded: No

Funding Source: Not funded

First Year Cost/Savings: $5,000.00/$0.00

- **5.3 - Objective - Enhance the feeling of community at CHC**
  Priority Rank: 13

  Original Start Date: 01/01/2016 **Original End Date:**   06/30/2017

  Revised Start Date: 01/01/2016 **Revised End Date:**   06/30/2017

  Responsible Person: Mike Strong

  Strategic Direction: 7. Develop Programs and Services

  Impact Type: Site

  Institutional Learning Outcome: -- Pick One --

  Resource Requests:

  - **5.3.r1 - Develop a 3 Peaks Challenge Budget**
    Description

    Develop a budget for 3 peaks challenge

    Rationale

    To build campus community

    Resource Type: Ongoing

    Expenditure Category: Other

    Funded: Yes

    Funding Source: Foundation

    First Year Cost/Savings: $3,000.00/$0.00

  Actions/Activities:

  - **5.3.a1 - Provide high quality food services**
    Start Date: 01/01/2016 **End Date:**   06/30/2017

    Responsible Person: Mike Strong

    Status Code: Work is Completed and Ongoing

    Progress Description:

Queen Bean on Campus

Measurements/Documentation of Progress:

Food Services Survey

- **5.3.a2 - Engage in and Actively Support the 3 Peaks Challenge**
Start Date: 06/30/2015 **End Date:** 06/30/2021
Responsible Person: Mike Strong
Status Code: Work is Completed and Ongoing
Progress Description:

planned and completed several 3 peaks challenges

Measurements/Documentation of Progress:

Completion of several 3 peaks challenges

- **5.3.a3 - Develop the CHC Foundation Budget**

Increase the credibility of the CHC Foundation by developing and stanardizing the Foundation Budget

Start Date: 07/01/2015 **End Date:** 06/30/2021
Responsible Person: Mike Strong
Status Code: Work is Underway
Progress Description:

Budget developed

Measurements/Documentation of Progress:

Refined and easy to understand reports

10. Four-Year Action Plan (Goals, Objectives, Resources, and Actions)

Rubric Item: Reflect on your responses to all the previous questions. Complete the Four-Year Action Plan, entering the specific program goals (goal rubric) and objectives (objective rubric) you have formulated to maintain or enhance your strengths, or to address identified weaknesses. **In writing your objectives and developing your resource requests, take into account student learning and program assessment results**. Assign an overall priority to each goal and each objective. In addition, enter any actions and/or resources required to achieve each objective. (Click here to see a definition of goals, objectives, actions, and how they work together.)

- **1 - Goal - CHC is Financially Self Sustaining**

  Balance Campus-wide budget

  Priority Rank: 1
  Objectives:

  - **1.1 - Objective - Balance CHC's Budget**

    Develop 3 year budget transition plan to balance CHC's budget given Board directives and State funding amounts.

    Priority Rank: 1
    Start Date: 02/14/2011 **End Date:**   06/30/2022
    Responsible Person: Mike Strong
    Strategic Direction: 9. Optimize Resources
    Impact Type: Site
    Institutional Learning Outcome: Not Applicable
    Actions/Activities:

    - **1.1.a1 - Support Institutional Growth Strategies**
      Start Date: 07/01/2013 **End Date:**   06/30/2020
      Responsible Person: Mike Strong

    - **1.1.a2 - Continue development and refinement of the RAM**

      Update campus financial projects and communicate projections to Fiscal Services as well as the DBC.

      Start Date: 07/01/2015 **End Date:**   06/30/2020
      Responsible Person: Mike Strong

  - **1.2 - Objective - Develop Tools to Monitor and Manage the Budget**

Priority Rank: 8

Start Date: 01/01/2019 **End Date:**   06/30/2021

Responsible Person: Mike Strong

Strategic Direction: 9. Optimize Resources

Impact Type: District Wide

Institutional Learning Outcome: Not Applicable

Actions/Activities:

- **1.2.a1 - Continue to Implement Oracle**
  Start Date: 01/01/2019 **End Date:**   06/30/2021
  Responsible Person: Mike Strong

- **2 - Goal - Support the environmental health, safety, security, and administrative support services to facilitate the mission of CHC**

  To decrease to 20% of "disagree" opinions on the Facilities Use Satisfaction Survey

  Priority Rank: 2
  Objectives:

  - **2.1 - Objective - Implement 25 Live (Resource 25)**

    Successfully implement Resource 25 scheduling software so that it becomes the primary scheduling and coordinating tool for Facilities Use.

    Priority Rank: 5

    Start Date: 01/03/2011 **End Date:**   06/30/2021

    Responsible Person: Mike Strong/Rebecca Pompa

    Strategic Direction: 7. Develop Programs and Services

    Impact Type: Site

    Institutional Learning Outcome: Not Applicable

    Actions/Activities:

    - **2.1.a1 - Provide support and obtain training to implement R25**

      Attend District 25 Live implementation and training meetings and provide data

      Start Date: 01/03/2011 **End Date:**   06/30/2018

Responsible Person: Facilities Use Office

- **2.2 - Objective - Improve campus communication and refine policies regarding facilities use**

  Priority Rank: 6

  Start Date: 01/01/2011 **End Date:** 06/30/2020

  Responsible Person: Mike Strong

  Strategic Direction: 9. Optimize Resources

  Impact Type: Site

  Institutional Learning Outcome: Not Applicable

  Actions/Activities:

  - **2.2.a1 - Finalize facility use procedures and revise/update the Civic Center Policy**

    Finalize facility use procedures and revise/update the Civic Center Policy

    Start Date: 05/01/2012 **End Date:** 06/30/2020

    Responsible Person: Mike Strong

  - **2.2.a2 - Implement the Phone Queue**
    Start Date: 01/01/2016 **End Date:** 12/30/2021

    Responsible Person: Mike Strong

- **2.3 - Objective - Improve the Campus-wide understanding of CHC's Budget and the RAM**

  Workshops, trainings, budget committee, and one-on-one's with employees

  Priority Rank: 3

  Start Date: 03/01/2012 **End Date:** 06/30/2021

  Responsible Person: Mike Strong

  Strategic Direction: 9. Optimize Resources

  Impact Type: Site

  Institutional Learning Outcome: Not Applicable

  Actions/Activities:

  - **2.3.a1 - Hold training workshops and communicate with staff regularly**

    1. Hold annual workshops

    2. Communicate through the Budget Commitee and discuss directions

3. Inform campus of budgetary implications

Start Date: 03/01/2012 **End Date:** 06/30/2021

Responsible Person: Mike Strong

- **2.3.a2 - Develop an annual calendar for the budget committee**
  Start Date: 02/01/2020 **End Date:** 06/30/2021

  Responsible Person: Mike Strong

○ **2.4 - Objective - Promote and Improve Campus Safety and Preparedness**

Provide safety training on all CHC safety plans

Priority Rank: 4

Start Date: 02/01/2012 **End Date:** 06/30/2021

Responsible Person: Mike Strong

Strategic Direction: 7. Develop Programs and Services

Impact Type: Site

Institutional Learning Outcome: Not Applicable

Resource Requests:

- **2.4.r1 - Safety Training**
  Description

  Provide qualified and timely safety training on all required plans for all required employees.

  Rationale

  OSHA required trainings

  Resource Type: Ongoing
  Expenditure Category: Consultants & Other Services (5113)
  First Year Cost/Savings: $10,000.00/$0.00

- **2.4.r2 - Install an Outdoor Mass Notification System**
  Description

  Install an outdoor mass notification system

Rationale

Improve mass notification across campus

Resource Type: One-time

Expenditure Category: Building Improvements (6220)

First Year Cost/Savings: $150,000.00/$0.00

- **2.4.r3 - Re-establish a Campus "Safety Budget"**
  Description

  Re-establish a Safety Budget

  Rationale

  Funds could be used to do special trainings, obtain and distribute safety supplies, and perform safety improvements across campus.

  Resource Type: Ongoing

  Expenditure Category: Non-Instructional Supplies (4500)

  First Year Cost/Savings: $5,000.00/$0.00

  Second Year Cost/Savings: $5,000.00/$0.00

- **2.4.r4 - Replace and Increase Emergency Prep Supplies**
  Description

  Replace/replenish old emergency prep supplies in offices and across campus.

  Rationale

  If ye are prepared, ye shall not fear.

  Resource Type: Ongoing

  Expenditure Category: Non-Instructional Supplies (4500)

  First Year Cost/Savings: $10,000.00/$0.00

  Second Year Cost/Savings: $5,000.00/$0.00

- **2.4.r5 - Install Outdoor Security Cameras**
  Description

  Install security cameras at the campus entrances, parking lots, and building entrances. First year cost is for installation. Second year is ongoing and is for annual monitoring.

  Rationale

  Improve security on campus

  Resource Type: Ongoing
  Expenditure Category: Building Improvements (6220)
  First Year Cost/Savings: $25,000.00/$0.00
  Second Year Cost/Savings: $1,000.00/$0.00

- **2.4.r6 - Install Door Access Control (Card Reader) System**
  Description

  Some buildings have pathways for future access control, but don't have the hardware and controls. Install door access control to all departments and at least one main entrance to each building. First year cost is for installation, ongoing cost is for system maintenance.

  Rationale

  Improve key control and tracking of building access.

  Resource Type: One-time
  Expenditure Category: Building Improvements (6220)
  First Year Cost/Savings: $1,000,000.00/$0.00
  Second Year Cost/Savings: $30,000.00/$0.00

- **2.4.r7 - Install Panic Buttons in Sensitive Areas**
  Description

  Install panic buttons in high traffic and sensitive service areas

  Rationale

Improve safety

Resource Type: One-time

Expenditure Category: Building Improvements (6220)

First Year Cost/Savings: $75,000.00/$0.00

Actions/Activities:

- **2.4.a1 - Install an Outdoor Mass Notification System**

  Install an outdoor PA System

  Start Date: 06/30/2016 **End Date:** 06/30/2022

  Responsible Person: Mike Strong

- **3 - Goal - Provide well constructed and maintained facilities to support CHC's mission**

Improve campus-wide facilities and infrastructure

Priority Rank: 3

Objectives:

- **3.1 - Objective - Successfully support, plan, and implement the Measure CC construction projects**

  Successfully support and implement the Measure CC construction projects

  Priority Rank: 2

  Start Date: 02/01/2018 **End Date:** 01/01/2027

  Responsible Person: Mike Strong

  Strategic Direction: 2. Build Campus Community

  Impact Type: District Wide

  Institutional Learning Outcome: Not Applicable

  Actions/Activities:

  - **3.1.a1 - Provide input in construction planning and implementation**

    Provide input in construction planning and implementation

Start Date: 02/01/2018 **End Date:**   01/01/2027

Responsible Person: Mike Strong

- **4 - Goal - Effectively Implement Board Administrative Procedures**
  Priority Rank: 4
  Objectives:

  - **4.1 - Objective - Admin Services Staff are Familiar with District Policies and Procedures**
    Priority Rank: 10
    Start Date: 02/01/2020 **End Date:**   12/30/2021
    Responsible Person: Mike Strong
    Strategic Direction: 6. Promote Effective Decision Making
    Impact Type: Site
    Institutional Learning Outcome: Not Applicable
    Actions/Activities:

    - **4.1.a1 - Review applicable AP's with Staff**
      Start Date: 02/01/2020 **End Date:**   06/30/2021
      Responsible Person: Mike Strong

11. Comments

This space is provided for participants and managers to make additional comments. Comments are not required.

There are no comments for this plan.

12. Supporting Documents

This question is for attaching supplemental materials. Supporting documents are not required.

- [RRN 1935 Food.Satisfaction.Survey - Fall 2018.pdf](#)

- [Campus Production Model and Long-Term Budget Forecast 2-2020.pdf](#)