

**OFFICE OF BUSINESS SERVICES**

**SYSTEMATIC PROGRAM REVIEW**

**NON-INSTRUCTIONAL SERVICE  
AREA PROGRAM REVIEW**

**2008-2009**

## TABLE OF CONTENTS

Introduction .....	4
Program Review Methodology .....	4
Aligning Operational Outcomes with District Goals .....	5
Summary and Recommendations.....	6
Systematic Program Review – Department of Auxiliary Services.....	8
Section I – Service Area Description .....	8
Section II - Self-Evaluation .....	11
Section III - Planning .....	17
Section IV - Summaries and Recommendations .....	19
Systematic Program Review – Accounting and Budget .....	21
Section I - Service Area Description.....	21
Section II - Self Evaluation.....	25
Section III - Planning .....	28
Section IV - Summaries and Recommendations .....	30
Systematic Program Review – Department of Maintenance and Operations.....	31
Section I - Service Area Description.....	32
Section II - Self-Evaluation .....	32
Section III - Planning .....	34
Section IV - Summaries and Recommendations.....	
<b>Systematic Program Review – Department of M &amp; O/Grounds .....</b>	<b>37</b>
Section 1 – Service Area Description .....	37
Section II – Self Evaluation.....	37
Section III - Planning.....	38
Section IV - Summaries and Recommendations.....	
<b>Systematic Program Review – Department of M &amp; O/Motor Pool.....</b>	<b>42</b>
Section I - Motor pool area description.....	42
Section II - Self evaluation .....	43
Section III - Planning .....	44
Section IV - Summaries and Recommendations.....	44
Systematic Program Review – Department of M & O/Campus Events .....	46
Section I - Service Description .....	46
Section II - Self- Evaluation .....	47
Section III - Planning .....	48
Systematic Program Review – Department of M & O/Night Custodians .....	51
Section I Service Area Description.....	51
Section II - Self-Evaluation .....	51
Section III - Planning .....	54
Section IV - Summaries and Recommendations .....	56
Systematic Program Review – Dept of Facilities Planning and Campus Development.....	<b>64</b>
Section I - Service Area Description.....	63
Section II - Self-Evaluation .....	65
Section III - Planning .....	74
Section IV - Summaries and Recommendations .....	77
..Appendix C.....	80

Systematic Program Review – Department of Campus Police and Security .....	82
Section I - Service Area Description.....	82
Section II. Self-Evaluation.....	83
Section III. Planning.....	85
Section IV. Summaries and Recommendations.....	86
Appendices.....	88
Appendix A - Cafeteria Profit & Lost Statements	
Appendix B - Bookstore Profit & Loss Statements	

## Introduction

The Office of Business Services (OBS) provides central management and administrative support services in the following departments: **Auxiliary Services, Accounting and Budget, Campus Police and Security, Facilities Planning and Campus Development, and Maintenance and Operations.** Under the direction of the Vice President of Business Services, and five (5) directors, OBS consists of approximately 70 plus, full-time, part-time and hourly staff persons that provide indirect support for the district with an emphasis on fiscal oversight and practical business services. The overarching mission of the department is to promote and achieve the efficient management and preservation of Antelope Valley College (AVC) resources.

In conducting the non-instructional program review for the OBS, each department utilized a team captain that was responsible for gathering and analyzing data, completing surveys, and compiling the information to be incorporated in the self-study document. Each department depends upon the various plans of the District, including, but not limited to the following: Educational Master Plan (EMP), Facilities Master Plan (FMP), Finance Plan (FP) and the Human Resources Plan (HRP). The department Operational Outcomes (OOs), in conjunction with the Institutional Learning Outcomes (ILOs), allowed us to strategize, set goals, influence change, and evaluate the department's overall strengths and weaknesses.

## Program Review Methodology

The methodology for the self-study relied upon the goals as set forth by each department as listed on the OOs form. Under the direction of the Vice President of Business Services, program review and the OOs form was listed on the weekly agenda and strategies were discussed to assist the directors with gathering information from their respective departments. Reviewing each department's OOs on a weekly basis, provided insight on the needs of the department. Because the OBS is very diverse in its needs as it serves the District, being able to assess and measure the overall department framework allows managers and staff the opportunity to document potential areas of concern. Surveys of the departments to the campus community assist in determining areas for improvement.

The form for documenting the OOs provided a template for the managers to list their OOs, assess outcomes, and if necessary, document a corrective action plan. The district's six (6) ILOs were listed at the top of each form and the OOs were listed with the corresponding ILO number to provide a congruous plan. For example, one of the Accounting and Budget Department OOs was to "ensure that the fiscal activities of the District are conducted in accordance with General Accepted Accounting Principles, the Budget and Accounting Manual and Financial Accounting Standards Board." In assessing the OO, it was determined that a review and implementation of accounting directives during the fiscal year were appropriate. As the annual audit is completed, the department is also able to measure the directives, such as, "monthly accounts payable reconciliations will be housed in a work binder to be kept in the Business Office." As a corrective action plan to the OO, the department will provide the Board of Trustees monthly updates of any audit findings to help ensure completion.

Systematic reviews by each department will seek to outline a comprehensive road map for improving the indirect support for students. The document addresses the concerns of the departments, as well as the goals to achieve intended outcomes.

### **Aligning Operational Outcomes with District Goals**

As stated earlier, each department was asked to develop OOs that align with the mission, vision and goals of the District. All supervision has had an opportunity to analyze the ILOs in order to align their department goals with the mission and vision of the college. The annual department goals, as led by the President, are submitted to the President by the Vice President of Business Services after each department has outlined their annual needs. Achievements as well as the outcomes of the previous year are also noted. The Board of Trustees reviews the goals and achievements on an annual basis and these are documented during the regular meeting in July. The 2009 Department OOs are listed below:

#### **Auxiliary Services**

1. Develop an operational policies and procedures manual; including, but not limited to, open/close procedures, cash handling and cashiering, catering polices
2. Develop budget to ensure stability of the cafeteria services
3. Reduce labor costs in the cafeteria and bookstore
4. Implementation of automatic teller machine system to accept debit/credit purchases

#### **Accounting and Budget**

1. Ensure that fiscal activities of the District are conducted in accordance with Generally Accepted Accounting Principles, the Budget and Accounting Manual and Financial Accounting Standards Board
2. Ensure the District is flexible to adapt to changes and requirements to support campus needs during state-wide budget cuts
3. Implement effective internal controls to ensure the administration will have a process to evaluate significant changes in the fiscal environment and make necessary changes

#### **Campus Police and Security Services**

1. Implement contract with the Los Angeles County Sheriff's Department for police services
2. Ensure the ongoing safety and security of staff and students
3. Develop effective emergency response planning and training

#### **Facilities Planning and Campus Development**

1. Effective tactical and strategic facilities planning resulting in the delivery of quality projects, on time and within budget, thus maximizing district resources
2. Plan and coordinate all phases of capital outlay projects to fully complete the stated district objectives for meeting the needs of a dynamic and growing college population

## **Maintenance and Operations**

1. Implementation of water conservation and complete irrigation control (Maxicom Systems)
2. Additional facility staff to maintain existing and new buildings and grounds
3. Develop a deferred maintenance program that prioritizes safety, equipment replacement and asset management

The department is still assessing the OOs as developed during 2009 and some corrective action plans have already been implemented. The OOs of each department are a living document that requires constant review and update. It also provides a methodology that will promote ongoing planning by guiding development of annual department and campus budgets. Currently, the Office of Business Services, specifically the accounting department, is responsible for approximately \$200 million in revenues and expenditures on an annual basis. It is always a challenge to align the District growth with the budgetary constraints. Providing templates, spreadsheets and reports housed in a shared folder assist the department with sharing information. We are consistently collaborating with department managers and staff to develop easier processes for budget development. This will empower the campus to be more responsive to the needs of the students both short-term and long-term.

An ongoing goal of the Vice President of Business Services is to have weekly meetings with the directors of each department to review the Operational Outcomes. Documenting the discussion of the OOs and formulating action plans help keep the department on track and help ensure that tasks are being supported and implemented. Ongoing dialog with staff and their immediate supervisors with documented study sessions also allows for innovative thinking and the opportunity to brainstorm challenges that arise on a recurring basis.

## **Summary and Recommendations**

Throughout the self-study document, the central theme of all areas in the OBS became evident. The looming statewide budget crisis and lack of needed resources will make it very difficult to provide the services needed for the campus. Implementing effective internal controls, while providing indirect support without the necessary resources, is a daunting task for staff. If predictions are accurate, the statewide budget will continue to be on the course of a downward spiral. Staff, under the direction of the immediate supervisors and directors, will have to continually seek ways to improve services, with little resources. Aligning the needs of the department with the demands of the growing campus will also require following up on campus goals while celebrating achievements. Hiring additional staff will prove very difficult when budgets are frozen and additional facilities are constructed.

After review of the OOs and assessing the needs of each department, several recommendations became evident:

1. Review and implement a range of accounting directives as noted in the various accounting guidelines as provided on the state, federal and local levels.

2. Acquisition of new software is necessary to assist in tracking revenue and expenditure. The current system (PeopleSoft) that is utilized through the Los County Office of Operations is not sufficient to track the salaries and benefits budgets, which account for 85% of the District's unrestricted general fund.
3. Implementation of a position control system is critical to assisting the District better forecast the budgets for salaries and benefits.
4. Communicate effectively on a regular basis to help ensure that staff stays abreast of the dynamic changes of the statewide budget.
5. Obtain and implement an adequate maintenance management software program to track Facilities Work Requests (FWRs).
6. Hire additional staff as per the HR plan to help ensure that the 14% growth in student population is adequately served.
7. Create a priority list of policy and procedures needed for all departments.
8. Review patrol logs, crime/arrest reports, incident reports and statistics to determine campus crime trends.
9. Conduct informal stakeholder surveys of student body, faculty, staff, and the community.
10. Establish a deferred maintenance program to allow the District to update obsolete equipment.
11. Identification of all hazardous construction materials and safety hazards on campus. Provide for a safe method of handling, removal and repair.
12. Review the bookstore and food service operations to help ensure the auxiliary services are self-sufficient and fiscally sound.
13. Implement a just-in-time inventory system for functional departments such as the warehouse, and food services to help control costs.
14. Review police and security services standard operating procedures to help ensure that the District has a safe and supportive learning environment for student success and equity.
15. Build campus facilities to accommodate growth that are safe, environmentally sound, and support the learning environment for students.
16. Departments should dialog on a regular basis to help ensure that staff concerns are documented and achievements are celebrated.
17. Maintain clean facilities that are conducive to the learning environment.

# Systematic Program Review – Department of Auxiliary Services

## **SECTION I – SERVICE AREA DESCRIPTION**

### **A. Role of Service Area**

#### 1. Auxiliary Services Accounting Office Mission Statement:

To provide support and business services for both marauder Bookstore and Antelope Valley College (AVC) Cafeteria by managing departmental budgets and performing all accounting processes, including accounts receivable and payables.

The Auxiliary Services Accounting Office is a full service accounting department for the two auxiliary service organizations on campus; Marauder Bookstore and AVC Cafeteria. The office consists of an Accounting Assistant III and an Accounting Technician, with support from student and hourly staff. The office personnel maintain budgetary and financial records, a full set of accounts (including accounts payable and receivable), payroll, ledgers and budgets. The Auxiliary Services Accounting Office also prepares and maintains income, expense and balance sheet accounts to accumulate and report accounting data; prepares comprehensive statistical and financial reports and records and reconciles with District and bank records.

#### 2. Bookstore Mission Statement:

To serve the AVC community with distinction by providing course materials and supplies to meet student's academic needs.

Antelope Valley College has its own full-service bookstore, Marauder Bookstore, which is dedicated to serving the needs of students, faculty, staff, administrators, and the local community. Marauder Bookstore carries all required textbooks and supplemental materials, including school supplies and reference books. The bookstore also sells snacks, software, greeting cards, gifts, and clothing.

The Bookstore is staffed by an Operations Supervisor, Textbook Buyer, Senior Bookstore Assistant, five Bookstore Assistants (one currently vacant), and a number of student and hourly employees.

#### 3. Cafeteria Mission Statement:

To provide a wide variety of high quality food, beverages and catering services to meet the needs of the AVC community.

The AVC Cafeteria serves AVC and the local community through its cafeteria food services and its catering services. The AVC Cafeteria offers a wide selection of breakfast and lunch items, as well as assorted beverages and snacks. The cafeteria specialties



include deli-style sandwiches, numerous grill-style lunch items, assorted soups and daily lunch specials. The cafeteria has a catering menu that mainly consists of specialized dinner/lunch items, assorted appetizers, desserts, and beverages. The AVC Cafeteria is staffed by a Food Service Supervisor, Food Service Assistant II, Food Service Assistant I, and a number of student and hourly employees.

## **B. Service Area Employees**

### **1. Auxiliary Services Accounting Office**

- a) Accounting Assistant III (Full-time as of 7/06)
- b) Auxiliary Services Accounting Technician (Full-time)
- c) Student and hourly employees are consistently employed in the area

The only change in staffing in the Auxiliary Services Account office over the past five years was the increase in the Accounting Assistant position from part-time to full-time.

### **2. Bookstore**

- a) Bookstore Operations Supervisor (Full-time)
- b) Textbook Buyer (Full-time)
- c) Senior Bookstore Assistant (Full-time)
- d) Bookstore Assistants (Four Full-time and One Part-time; one full time is currently vacant)
- e) Student and hourly employees are consistently employed in the area

Over the past five years, there have been a few changes to Bookstore staffing, but no additional positions have been added to the department. One Bookstore Assistant position was changed from a half-time position to a full-time position, and another Bookstore Assistant position was increased from a half-time, 10-month position to a full-time, 12-month position.

### **3. Cafeteria**

- a) Food Services Supervisor (Full-time)
- b) Food Service Assistant II (Full-time, 11 months)
- c) Food Service Assistant I (Full-time, 10 months)
- d) Student and hourly employees are consistently employed in the area

Over the past five years, the AVC Cafeteria has had minimal staffing changes. The Food Service Assistant II position changed from a nine-month position to a 12-month position and the Food Service Assistant I position changed from a nine-month to a 10-month position. The number of full-time employees has not increased for at least 15 years.

## **C. Department Productivity**

The department productivity information, as stated below, reflects the 2007-2008 fiscal year:

1. Auxiliary Services Accounting Office

Full general ledger accounting, check issuance, and deposits are prepared for both AVC Cafeteria and Marauder Bookstore. Approximately 2,700 multi-line journal entries, 2,800 receivables charges, 4,600 invoices processed, and 1,200 checks issued in 2007-08.

2. Bookstore

The bookstore orders, receives, and sells books, supplies, and snack items. The bookstore has over 210,000 sales transactions per year.

3. AVC Cafeteria

The cafeteria prepares and serves food and beverages, with approximately 86,000 sales transactions per year.

**D. Department Revenue**

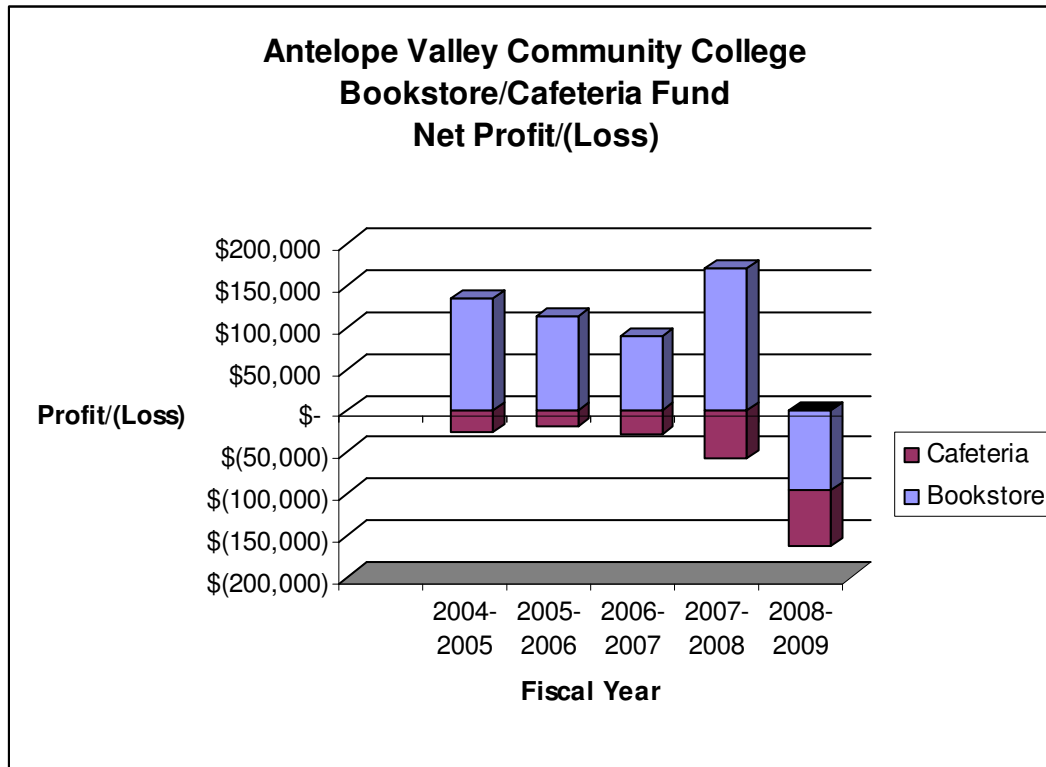
1. The following list outlines the various revenue sources for the AVC Cafeteria:

- a) Antelope Valley Union High School District
- b) Palmdale School District
- c) Kern County Health and Human Services
- d) Gorman Learning Center
- e) Antelope Valley College
- f) State Department of Rehabilitation
- g) Department of Veterans Affairs
- h) Antelope Valley College Associated Student Organization
- i) Community Action Partnership of Kern
- j) Kern County Superintendent of Schools
- k) Lancaster Community Shelter
- l) Clear Channel Communications
- m) Golden Valley Charter School
- n) State Compensation Insurance Fund
- o) SEIU UHW West
- p) Coffee Corner
- q) Take A Break
- r) Pepsi Co.
- s) Antelope Valley Board of Trade

**E. Department Budget**

The annual department budget is prepared based on trend analysis of the prior fiscal year. The budget is approved with the Tentative and Adopted Budgets on an annual basis as required by Education code. The budget is presented to the Strategic Planning and Budget Council and recommended to the President for submittal to the Board of Trustees. Actuals are presented for the prior year and current year budgets are shown with estimated ending

balances. The Bookstore has supported the Cafeteria fund when necessary. The District does not provide any financial support to the fund. Augmentations to the budget are presented to the Board, as needed, for approval. The chart below shows the profit/(loss) for the Bookstore and Cafeteria fund for the past 5 fiscal years. Expenditures for fiscal year ending 2007-2008 are listed below. *Appendix A and B detail the Cafeteria and Bookstore income/profit/(loss) statements for fiscal years 2004-2009.*



Marauder Bookstore – Expenditures of \$1,123,333.27 for Fiscal Year 07/08

AVC Cafeteria – Expenditures of \$383,262.87 for Fiscal Year 07/08

## **SECTION II – SELF EVALUATION**

### **A. Employees**

1. The employees are actively involved in the selection of full-time and part-time employees. The employees within each area serve on hiring committees for positions within the department, as well as other campus departments.
2. There is a dire need for more full-time staff in all areas of the Auxiliary Services Department.

- a) Auxiliary Services Accounting Office –There is a need for an additional accounting assistant within the department. Since 1998, the only staff change within the Accounting area was to upgrade the current accounting assistant to a full-time position. The office needs more help to accommodate the increased workload from ever-increasing enrollment. The Accounting area has steadily employed at least one hourly and two student workers for approximately 10 years.
  - b) Bookstore – The Marauder Bookstore currently has two vacant bookstore assistant positions. Once those positions are filled, there may still be a need for more full-time staff (i.e., full-time cashiers). In the past two years, there have been numerous staff changes within the area and this has impacted the department negatively. The Marauder Bookstore consistently employs student and hourly help year round. The number of student and hourly employees fluctuates dramatically during peak periods, often tripling during rush periods.
  - c) Cafeteria – The AVC Cafeteria is in need of a clerical assistant/food service assistant to assist with daily clerical work as well as assist with scheduling, supervising cashiers, preparing food items, etc. The AVC Cafeteria consistently employs in excess of 20 student and hourly employees at any point in time.
3. Employees are actively participating in professional organizations and activities.
- a) Accounting - NACAS
  - b) Marauder Bookstore and its staff are members of NACS, CACS, and Connect to One.
  - c) The AVC Cafeteria Food Service Supervisor is a member of the National Restaurant Association.
  - d) All areas have donated time and resources to campus and community events such as American Cancer Society’s Relay for Life, AVC’s annual homecoming events, Grace Resource Center, Lancaster Homeless Shelter, AVC Holiday Toy Drive, Jackie Robinson’s After School Program, Pearblossom Preschool After School program, The Children’s Center of the Antelope Valley, and Antelope Valley Domestic Violence Center.
4. Employees regularly participate in staff development activities and implement what they learn.
- a) Auxiliary Services Accounting Office – The auxiliary accounting staff has attended two separate training sessions with Nebraska book Company regarding the POS program/accounting module used within Marauder Bookstore. They are, however, self-taught on the accounting software utilized in the AVC Cafeteria.

- b) Bookstore – Several of the bookstore staff attends annual tradeshows and conferences, as well as seminars, webinars and training.
- c) Cafeteria – The Food Service Supervisor and staff have attended a few local food shows. There has been on-site training for the cafeteria register system.

## B. Customer Relations

1. Service areas provide flexible hours and schedule activities to meet the needs of students and customers.
  - a) Auxiliary Services Accounting Office – The accounting office works with stakeholders to ensure that invoices, fiscal reporting and deadlines are met.
  - b) Bookstore – The Marauder Bookstore schedules extended hours for rush periods, multiple buy back opportunities, and several sale events throughout the academic year.
  - c) Cafeteria – The AVC Cafeteria has new hours of operation to better serve the night student community, as well as offering early hours for breakfast.
  
2. The Bookstore and Cafeteria recognize the importance of good and consistent communication with their customers.
  - a) Auxiliary Services Accounting Office – Accounting communicates mainly with vendors that provide the product and services necessary for the operations of auxiliary services. Communication is handles through direct contact, via phone, e-mail and mail services.
  - b) Bookstore – Marauder Bookstore has a website to offer a myriad of store information 24/7. The website provides store hours, buyback dates, staff contact information, textbook pricing and availability, etc.
  - c) Cafeteria – The AVC Cafeteria posts a menu that lists the daily specials via myAVC for employees and students to access 24/7. The catering menu and catering order forms are also available via myAVC. There is also a dedicated e-mail for catering orders that forwards all catering order information to both Auxiliary Services accounting staff and the Food Service Supervisor.
  
3. Interacts with instructional and non-instructional service areas
  - a) Auxiliary Services Accounting Office – The accounting Office deals with nearly the ontire campus community indirectly through district-issued departmental purchase orders and on-campus catering orders.

- b) Bookstore – The Marauder Bookstore staff deal extensively with faculty members and classified staff for textbook requisitions (orders) and other required/recommended supplies/texts.
  - c) Cafeteria – AVC Cafeteria staff deal with members of both instructional and non-instructional staff that either order food within the cafeteria or through the catering services.
4. Collects customer satisfaction data
- a) Auxiliary Services Accounting Office – The accounting office utilizes the customer survey on the website.
  - b) Bookstore – Marauder Bookstore periodically has customer surveys on its website. They also have in-store surveys/raffles to improve campus relations.
  - c) Cafeteria – The AVC Cafeteria published a survey regarding the Coffee Corner coffee cart in the past. They intend to do a customer service survey for the cafeteria and catering services in the near future.
5. Interacts with community agencies, organizations, and resources
- a) Auxiliary Services Accounting Office – The accounting office deals with several community organizations such as the California State Department of Rehabilitation, Department of Veterans Affairs, Kern County HHS, Palmdale School District, AVUHSD, State Compensation Insurance fund, other colleges/districts, etc.
  - b) Bookstore – Marauder Bookstore donates time, funds, and merchandise to several organizations: AVC ASO, Grace Resource Center, Lancaster Homeless Shelter, Domestic Violence Shelter, American Cancer Society, etc.
  - c) Cafeteria – The AVC Cafeteria performs several catering events for community agencies and organizations, such as the Antelope Valley Board of Trade, local colleges, American Cancer Society, AVUHSD, Lancaster School District, American Red Cross, etc.

### **C. Quality of Service**

- 1. Contributes to student access, retention and achievement of SLOs.
  - a) Auxiliary Services Accounting Office – Accounting provides indirect support for student access and retention. Managing the financial support for auxiliary services, (i.e., vendor payments of products and supplies for students, and reporting of fiscal data to help manage general merchandise) allows for the achievement of SLOs.

- b) Bookstore – The Marauder Bookstore provides virtually all educational materials needed for AVC students to learn subject matter and successfully complete assigned coursework.
  - c) Cafeteria – The AVC Cafeteria provides healthy food choices for students and staff, which can provide nourishment and potentially enhance learning abilities.
2. Recognizes and responds to regulations and community needs
- a) Auxiliary Services Accounting Office – The accounting office follows all governmental accounting regulations and is audited annually. The office submits monthly reports to the College Board of Trustees on the current financial status of both Marauder Bookstore and AVC Cafeteria.
  - b) Bookstore – The Marauder Bookstore keeps current on changes in regulations regarding textbook pricing and bank regulations/practices affecting credit card and ATM sales. The bookstore also must be knowledgeable of changes in the textbook industry such as book coding changes, new product delivery methods such as e-books, and publisher products/pricing.
  - c) Cafeteria – The AVC Cafeteria adamantly follows all food handling practices and regulations regarding food products. Key members of the staff have been Serv-Safe certified in proper food handling.
3. Assists faculty with the delivery of instruction.
- a) Auxiliary Services Accounting Office – The accounting office indirectly supplies students and faculty support by providing charge accounts for students and faculty to purchase instructional items.
  - b) Bookstore – The Marauder Bookstore assists with the delivery of instruction by providing the students and faculty instructional materials, supplies, and reference materials.
  - c) Cafeteria – The AVC Cafeteria provides food services for faculty and related staff for meetings, new faculty orientations, symposiums, etc.
4. Identifies areas needing improvement on regular basis and has adopted system to address those issues.
- a) Auxiliary Services Accounting Office – The accounting office staff routinely (each semester/as needed) reviews process and procedures and discuss how issues can be resolved. There is no standard system of correcting issues.
  - b) Bookstore – The Marauder Bookstore staff has meetings to discuss issues within the department and brainstorm to come up with suggestions for potential resolutions.

- c) Cafeteria – Staff meetings are held on a monthly basis and documented by the Vice President of Business Services to address goals, improvements, and ongoing concerns.
5. Procedures are developed, reviewed, and revised by service area employees
- a) Auxiliary Services Accounting Office – The accounting office creates its own procedures, with all regulations adhered to. There is no director or accessible supervisor to review set procedures.
  - b) Bookstore – The Marauder Bookstore’s operational procedures are created by the full-time employees and the Bookstore Operations Supervisor, with input from the student and hourly employees.
  - c) Cafeteria – The Food Service Supervisor sets procedures for the department with the assistance of the Food Service Assistants.
6. Procedures are in written form and followed by employees
- a) Auxiliary Services Accounting Office – Most of the accounting office procedures are in written form and adhered to by both full-time employees and the student/hourly employees.
  - b) Bookstore – The Marauder Bookstore has a variety of written procedure manuals for the different areas/positions within the store that the full-time, student and hourly staff follow.
  - c) Cafeteria – The AVC Cafeteria has written food handling and preparation procedures, and office procedures.

#### **D. Institutional Support**

##### **1. Current Facilities**

- a) Auxiliary Services Accounting Office – The accounting office is overcrowded and poorly located. Since the office is housed within the Bookstore, all student cashiers count their cash allocation in the accounting office, which only has three desks (occupied by the Accounting staff) and two small tables. During peak times, there may be 10+ people working in the space that was designed to accommodate three persons. Having constant interruptions and numerous people in the office makes it extremely difficult to focus on work tasks and keep confidential work secure. This is a safety hazard and security risk due to the overcrowding issue, but also because it is the area that holds the Bookstore safe that may contain upwards of \$200,000 at peak times.



There is one small communal storage room where all non-current accounting records, as well as current deposit information, and bookstore equipment is housed. This storage room can be accessed by anyone who has a department key.

There are no current plans for changes, or even acknowledgement of the area, in the Educational Master Plan.

- b) Bookstore – The Marauder Bookstore has severely overgrown its current facility. There is a definite need for more storage area, more office space, and more sales space to adequately accommodate the ever increasing campus population.
- c) Cafeteria – The AVC Cafeteria has been in the same facility for at least 30 years. There have been some repairs and upgrades to the equipment and facilities; however, there have been no major renovations. The facilities currently do not accommodate for growth. (There have been discussions regarding a new Student Center Building which would house a new cafeteria, but the plans have been cancelled due to lack of funding by the State and budget constraints.)

### **SECTION III – PLANNING**

#### **A. Integration of Educational Master Plan Goals**

There are no Accreditation recommendations in this area.

There are no planning agendas for the Accreditation Self-Study.

##### 1. Existing Service Area Goals:

There is a need for additional personnel and building space to support increasing student population and provide better customer service to the campus and community. This is referenced in the Educational Master Plan (p. 203-4, 7-8). With additional personnel, Auxiliary Services would be better equipped to “develop and maintain facilities to ensure an innovative educational environment that supports student learning outcomes” per the Educational Master Plan (p. 25).

#### **B. Trends**

On average, more adults are returning to college to obtain higher education. With this change, the number of students is increasing and essentially the customer base then increases; as is the number of external and internal funding sources being utilized. It is anticipated that at the end of fiscal year 2008-2009 the District Full-Time Equivalent Students (FTES) will be over 12,500 in comparison to the prior year estimates of 11,100 (reference the AVC Fact Book 2008). As this occurs, it increases the workload of all areas of the Auxiliary Services department. Additional student and hourly support is necessary to keep up with the student demand.

Since the Director of Auxiliary Services position was vacated in 2004, the position has not been filled. This is a much needed position and it directly affects departmental operations. Without this position, the Bookstore Operations Supervisor, Food Service Supervisor, and two Accounting Office staff directly report to the Vice President of Business Services. This creates a problem in that the area does not receive the supervision or interaction that it needs.

### **C. Goals per the Educational Master Plan**

There are several goals of the Auxiliary Services Department. The department should hire an Auxiliary Services Director to provide direct supervision and assist staff in obtaining the goal as set forth in the *Campus Goals as Led by the President* (reference the 2008-2009 Campus Goals as Led by the President). The goal of the cafeteria becoming fiscally sound without annual deficits will require staff working with the new director to outline areas of the food service operations that are consistently deficient. As the student population increases, so does the demand for updated equipment and additional staff. Addressing space limitation is critical to the success of the day-to-day operations.

**Short term goals include:** The bookstore continues to build its online business to be more competitive with online vendors. The hours and times of the bookstore buybacks need to be communicated better. The accounting office also needs to undergo a safety improvement check to allow for better security. For example, a panic button should be installed in the accounting office so that personnel will have another means to communicate in the case of an emergency or suspected illegal activity.

The cafeteria is currently working on renovating the cafeteria which will include painting and remodel and reviewing existing technology so transactions with credit and debit card purchases will be realized.

**Long term goals include:** Renovation of the current facilities to accommodate student and employee growth, offering a culinary arts program at the Palmdale campus, implementation of the debit card system to increase revenue, internet café style dining, building the online bookstore to be more competitive with other online vendors, expansion of auxiliary services to the Palmdale campus. A high priority will be to continue to provide the latest in educational technology for customers, promote services, products, and information that support campus activities and enhance pride in the Antelope Valley College bookstore and cafeteria.

### **D. Resources needed to maintain and improve service quality**

The bookstore and cafeteria areas need additional space to promote services and products and information that support campus activities and enhance pride. A more user friendly loading dock for freight would provide better access for vendors. More sales floor space is currently needed to accommodate growth and additional store merchandise and supplies for students. Staff is always needed as the District continues to grow. Equipment needs include new computers, work stations, a network printer, pallet mover and cash registers. Long term

plans include the building of a new Student Center Building, but the plans have been cancelled due to budget constraints.

## **SECTION IV - SUMMARIES AND RECOMMENDATIONS**

To assist in the Auxiliary Services Self-Study, the Auxiliary Services Accounting Department conducted a survey for both the Bookstore and the Cafeteria. Questions included in the survey are listed below. The department will utilize the results of the survey to make recommendations for improvement. At the time of this report the survey was not completed.

### **Bookstore Survey**

- A. Do you make purchases at Marauder Bookstore?
  - 1. If yes, how often?
  - 2. What do you purchase?
    - a) Books
    - b) Supplies
    - c) Food
    - d) Beverages
    - e) Gifts
  - 3. Are your purchases in store or online purchases?
  
- B. How would you rate the following items:  
(1-5 scale, 1 = lowest, 5 = highest)
  - 1. Price of textbooks
  - 2. Price of supplies
  - 3. Store hours
  - 4. Customer service
  - 5. Cleanliness of bookstore
  - 6. Waiting time in line
  - 7. Trade book selection
  - 8. Order processing time (online orders only)
  
- C. Do you have any comments/suggestions on how you believe Marauder Bookstore can improve the above items?

### **Cafeteria Survey**

- D. Do you purchase food and/or beverages from the AVC Cafeteria?
  - 1. If yes, how many times per week do you purchase from the AVC Cafeteria?
  
- E. How would you rate the following items:  
(1-5 scale, 1 = lowest, 5 = highest)
  - 1. Quality of food
  - 2. Taste of food

3. Food portion sizes
  4. Customer service
  5. Cleanliness of cafeteria
  6. Cleanliness of dining area
  7. Menu selection
  8. Order processing time (from time order is placed until time order is complete)
- F. Do you have any comments/suggestions on how you believe the AVC Cafeteria can improve the above items?

## **Systematic Program Review – Accounting and Budget**

### **SECTION I - SERVICE AREA DESCRIPTION**

#### **A. Role of Service Area within Antelope Valley College**

The mission of the Accounting and Budget Department is to provide central management and support services in the areas of budget and accounting, including procurement, accounts receivable and payables, warehouse and mail and reprographic services. Indirect student and staff support provides fiscal oversight and practical business services to promote and achieve the efficient management and preservation of Antelope Valley College resources. (EMP 197)

The accounting department includes Accounts Payable, Accounting Assistant III and two Accountant positions. We have a vacancy in the Budget/Accounting supervisor position, which may be filled soon. Accounts Payable processes all non-payroll related warrants through the Los Angeles County Office of Education. All areas on campus are customers of Accounts Payable, as well as students (Financial Aid) and outside vendors. The Accounting Assistant III performs a variety of duties, which include coordinating all auxiliary bank accounts, accounts receivable, Financial Aid accounting and financial statement reporting. This position interacts with many instructional areas, Students Services and government agencies. The accountants perform different functions. One is the categorical accountant who handles all the Federal and State categorical funding areas, including but not limited to CalWORKs, EOPS, CDC, Federal Work Study and also a number of grants. This accountant has frequent contact with the categorical areas on campus, as well as government and other outside agencies. The second accountant is almost exclusively dedicated to construction accounting and works closely with our Facilities Planning and Campus Development staff and our project management company in charge of capital construction.

Purchasing includes a Buyer, a Clerical Assistant III and an hourly Clerical Assistant. Purchasing is under the direction of the Director of Business Services. The Director of Business Services position is also vacant and will be filled very soon. The Buyer provides procurement services for the entire campus and deals directly with all areas, as well as with vendors. The Clerical Assistant III assists the buyer and deals with the campus at large and many vendors as well. The hourly clerical assistant interacts within the department and also has contact with vendors.

The Cashier's Office works directly with students on a day to day basis. Housed in the Students Services Building, it interacts a great deal with the student services staff and other areas that collect cash on campus; library, CDC, security and maintenance. The cashier's office is, in effect, an arm of accounts receivable, in that student and miscellaneous fees are collected there. The accounting for these collections is done by the Accounting Assistant III in the Business Office. The Accounting Assistant II is currently acting as the Student Account Technician (SAT). She is the lead in the department. Her duties as SAT include interacting with Student Services, processing Financial Aid payment lists through to ITS and Accounting and is the department specialist with regards to technology. The regular duties

of the Accounting Assistant II include filling in for the SAT, preparing bank deposits and balancing daily cashing activity. The cashier is responsible for working the window and is the point person for collecting fees from students and staff.

The Warehouse assists the entire campus by receiving and delivering purchases to all areas, instructional, administration and staff. The Coordinator is responsible for tracking and reporting all campus inventories. The accountants work closely with the coordinator on inventory tracking of fixed assets. The department works very closely with Accounts Payable and Purchasing.

The Mail Room and Reprographic services are housed in the same location, although duties are not the same. Though both positions are titled Mailroom Duplicating Technician, one primarily carries out the duplicating duties, while the other performs mailroom duties. Both employees are trained to fill in and assist the other when needed. The reprographic area provides copy service to the entire campus; instructional, administrative and staff. The mail room receives, disburses and processes all mail on campus.

## **B. Service Area Employees**

The following personnel make-up the service area for the Accounting and Budget Department:

1. Accounting Staff
  - a) Accountants (2)
  - b) Accounting Assistant III (2)
  - c) Accounting Assistant II (2)

All members of the accounting staff are permanent full-time employees. The second accountant position was added in October of 2006 and the second accounts payable position was added in July 2007. The staff also employs a student worker.

2. Purchasing Staff
  - a) Buyer (1)
  - b) Clerical Assistant III (1)
  - c) Clerical Assistant (1)

The Buyer and Clerical Assistant III are permanent full-time employees. The Clerical Assistant is a temporary, hourly staff member. There have not been any additions in staffing, except for changing from student workers to hourly staff.

3. Cashier's Office
  - a) Student Account Technician (1 Vacant Position)
  - b) Accounting Assistant II (1)
  - c) Cashier (1)

The office employs temporary, part-time cashiers to assist during busy and or peak periods especially registration.

4. Warehouse
  - a) Coordinator, Warehouse & Inventory (1)
  - b) Warehouse Assistant (1)

No new permanent positions have been added but the Warehouse Assistant was moved from 80% to full-time three years ago. The warehouse also employs an hourly assistant and two student workers.

5. Mail and Reprographic Services
  - a) Mail Room/Duplicating Technician (2)

No new permanent positions have been added but both positions were moved from part-time to full-time three years ago.

**C. Department Productivity**

The Accounting and Budget Department processes thousands of transactions on a daily basis. Productivity includes receiving purchase requisitions from the campus, input of payables for the generation of warrants, processing student payments, adding general ledger accounts to process journals, handling daily mail, deliveries and management of the district’s fixed assets. The chart below shows the District full time equivalent student (FTES) compared to the general ledger transactions for the past 3 fiscal years.

**Antelope Valley Community College  
Trends for Full Time Equivalents Students (FTES) Compared to # of General Ledger (GL)  
Fiscal Years 2006-2008**

Fiscal Year	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
	FTE	GL	FTE	GL	FTE	GL	FTE	GL
2005-2006	9,656	10,228	9,956	11,716	9,956	11,716	9,956	11,716
2006-2007	9,956	11,716	9,929	5,774	9,929	5,774	9,929	5,774
2007-2008	9,929	5,774	10,820	5,976	10,820	5,976	10,820	5,976

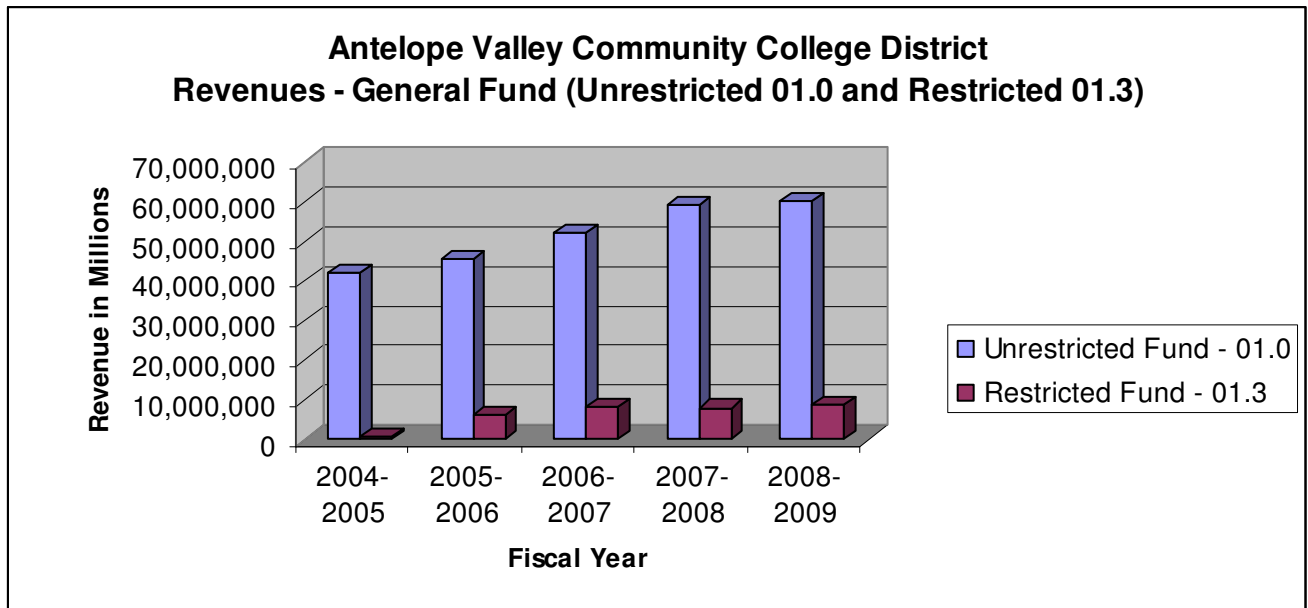
The department maintains over 14 funds. General ledger transactions are processed through the Los Angeles County Office of Education (LACOE). LACOE charges the district for transactions processed and an accounting of the expense is posted and archived. The following list outlines some of the services performed by staff:

- a) Purchasing-P.O.s
- b) Accounts Payable-Warrants
- c) Warehouse-Deliveries
- d) Mail Room-Processing/Delivery
- e) Reprographic services-Number of copies produced
- f) Cashier-payments received; financial aid processed

- g) Accounting-general ledger and categorical

#### D. Department Revenue (Non-FTES)

The Accounting and Budget Department does not generate revenue. However, collection and management of all incoming revenues is the responsibility of the department. With the growth of the District, revenue has increased considerably. The overall operations of the District are maintained through the general fund, which consists of the general fund unrestricted and restricted. The majority of the general fund revenues come from the state of California. Restricted funds are mainly categorical programs that come from the state, federal and local entities. The following chart shows the general fund revenues for the past 5 fiscal years. All transactions are processed through the PeopleSoft financial system that is a web based program through LACOE.



The following list outlines some of the revenue streams the department manages.

- a. Aero Institute
- b. Allied Health Grant
- c. Basic Skills
- d. Block Grant
- e. Boston Reed College
- f. CalWorks
- g. CA State Prison
- h. Capacity Grant
- i. Care Grant
- j. Child Development
- k. DSPS
- l. EOPS



- m. Federal College Work Study
- n. Firefighter Grant
- o. Foster Parenting Grant
- p. ILP Grant
- q. Lottery
- r. Matriculation
- s. Nursing Coop
- t. Nursing Enrollment
- u. SOAR
- v. Space Tech
- w. Staff Development
- x. Pre-School
- y. TANF
- z. Title V
- aa. Trio-Star
- bb. VTEA

#### **E. Department Budget**

The department budget ending fiscal 2007/2008 is listed below:

- a. Fiscal – 07/08 expenditures total \$1,230,783
- b. Logistical -07/08 expenditures total \$663,077

**\* Note: Expenditures taken from P.C. Products SACS 07/08 balances in programs 6720000 and 6770000.**

## **SECTION II - SELF EVALUATION**

### **A. Employees**

Employees are chosen to be on hiring committees of all full-time, permanent positions. Thirteen employees are currently in all areas listed in part 1. Employees are encouraged to join professional organizations, i.e. California Association of School Business Officials (CASBO). Staff is also encouraged to take advantage of the staff development activities and training as provided through conferences and college coursework. A mandatory travel budget of \$25,000 is available for staff to utilize upon supervisory approval. The budget allows employees to attend conferences and covers related expenditures that are necessary for certification.

### **B. Customer Relations**

All service areas listed in Section I consider customer service a priority when scheduling their activities. The service areas communicate efficiently and effectively with students, faculty, administration and support staff. The service areas plan to survey the campus on

customer service in the very near future. All services areas listed in part 1 interact effectively with various agencies, organizations and resources.

### **C. Quality of Service**

By indirectly providing service to the campus at large, as well as specific areas, student access, retention and achievement of ILOs is strengthened. Our service area is particularly affected by governmental regulations and restrictions. The entire Business Office, with the exception of the Mail/Reprographic services are subject to mandatory yearly audits. A variety of categorical programs are subject to quarterly and annual reporting, as well as occasional audits. Bond activities are reported quarterly to a community oversight committee. The various components of Business Services benefit faculty effectively by ordering and delivering supplies and equipment, providing copy and mail service, budgeting and accounting oversight, overseeing grants and special funding, and overseeing construction accounting. All of the activities listed directly and indirectly assist in the delivery of instruction.

The entire service area has weekly meetings with the Vice-President (Director position is vacant). These meetings provide the opportunity to bring up problems, develop a system for correcting them, and are a means of working toward improving services. Service area procedures are developed by employees. The vacant management positions would normally have reviewed and revised procedures with employee input.

The Accounting and Budget Department utilizes a procedures manual available for employees to refer to when questions arise. The manual is a working document that is updated and reviewed regularly to help ensure that the department is compliant. Most of the procedures were developed by the staff since they are considered the area experts for their jobs and workload. The procedures manual is more of a reference resource than a daily tool and also provides a means to cross train employees. It is a valuable resource for the district and external auditors.

### **D. Institutional Support**

#### **1. Describe Current Facilities.**

- a. The Warehouse will be relocating to a much larger facility, which is currently being built and should be ready for occupancy by June 2009.
- b. The Mail and Reprographic Services were moved to the Business Education Building a few years ago; this provided them with much more space. As the campus has grown, staff faces significant space problems, especially the area that houses the campus mail boxes, i.e. insufficient space for all adjunct individual boxes.
- c. The Cashier's Office was expanded a few years ago, which helped greatly with their space needs.
- d. The Accounting and Budget Office is extremely overcrowded. They currently share their space with the Academic Senate/Flex Office. There is no office for the second

accountant; the hourly and student worker share a cubicle. Additional personnel are included in the staffing plan, which will only exacerbate the space issue. All the storage is currently in large metal cabinets, which take up much of the space in lobby area of the office. There is no workroom, so shared equipment (i.e., fax machine, shredder, check folder, etc.) are housed in whatever tight spaces can be found. Staff would like to see the Senate/Flex office moved to another building. This would provide an additional office, additional cubicles and a work and storage room. The EMP (pg.199) very briefly states, "If additional staff is hired in the Accounting and Budget Department, office and storage space will be needed."

2. The cashier's office uses computers, cash registers, printers and copiers. They are in need of new credit card terminals and printers, which are currently being addressed. The new warehouse will be sufficiently equipped; however a lift gate is needed for the warehouse delivery van. The mail and reprographic services has requested a padding machine to enable them to make multi-part forms. They would also like a shredder to assist staff that does not have easy access to one. The purchasing department, the warehouse and the accounts payable department would like to utilize the PeopleSoft warehouse module, so they can check progress of purchase orders, deliveries and payments by computer. The Accounting and Budget Office currently share a fax machine, which is not adequate for their needs. Purchasing faxes all P.O.s and at least one new printer/fax machine would assist with this challenge. The EMP (p. 199) states, "Upon hiring additional staff, computers and supporting equipment will be needed, as well as furniture."
3. The budgeting process includes input from employees, allowing each individual to turn in requests to the administration. These requests are turned over to the Vice President of Business Services, who prioritizes them and submits them to the budget sub-committee, along with the rest of the campus. The EMP (page 25, number 5) states, "Increase and effectively manage grant funding and capital financing to supplement District resources."

Funding sources other than general apportionment are categorical (listed above) and grants (listed above). Great effort is made to utilize these sources, instead of as a supplement to district funding. Construction is mainly funded by a \$139,000,000 local bond, which was passed in 2004. State bond matching funds are available for the proposed Theatre and Health and Science buildings.

4. Technical support is provided by the ITS department. Though greatly under staffed, they provide adequate support to the service areas.
5. Our service area is encouraged and supported when seeking additional technical training. Staff development is our main source of support in that area.
6. As far as Business Services is concerned, there are very few opportunities provided through the flex program that relate to the Accounting and Budget area. Staff Development funds are requested when outside training opportunities arise.

## **E. Service Area Specific Standards**

1. Our diverse service areas have many successful aspects. The warehouse is well known across campus for its excellent service. Our mail/reprographic services are also well respected for its service. The cashier's office runs very effectively without an active supervisor. Accounting and purchasing have improved immensely due to dedicated effort on the part of staff and management to constantly improve services. The College's Board of Trustees has awarded individuals in our work area with a monthly service award, which is recommended by the Superintendent/President.
2. The most difficult obstacle all the individual areas face is the budget. With the economy in such dire straits, we face even greater challenges in the coming years. Our plans for increasing additional staff, procuring equipment, and possible cutting of programs may cause delay of the plans for the department. This may also adversely affect the influence and effectiveness of our areas.

## **SECTION III - PLANNING**

### **A. Integration of Educational Master Plan**

Accreditation recommendations: N/A

Accreditation Self-Study Planning Agendas: N/A

1. Our varied service areas are dedicated to providing support services to areas that directly affect student learning outcomes. The EMP (page 25) states, "Demonstrate good citizenship and teamwork through respect, tolerance, cultural awareness, and an understanding of the role of diversity in modern society." Our service area staff reflects this ILO in both practice and the diverse backgrounds of the individual staff members. We actively strive to understand the campus culture and embrace the diversity.

### **B. Trends**

The increase in support staff i.e. additional full-time positions, utilization of hourly and student workers will assist the department stay abreast of the changing statewide budget and reduce workload for existing staff. Due to growth, our customer base, which is virtually the entire campus, has grown tremendously. The Office of Business Services has not been reorganized but the reorganization of other areas (our customer base) has been challenging i.e. changing general ledger to reflect transfer of staff to new areas. Increased scrutiny of Community Colleges, due to other institutions becoming non-accredited, has obliged the Accounting and Purchasing Offices in particular to develop procedures which have improved accountability.

### **C. Goals 3-5 years and Long Term 10 years**

The goals of the Department within the next three to five years are to continue to provide central administrative support to the District with primary customer service to faculty and staff. Direct service to students is limited. However, with significantly increasing campus enrollment, additional staff, contract/grant funding, and new capital building projects, the Department will have to align itself with the campus growth in order to fully accommodate need. (EMP p. 199)

The long term vision of the Accounting and Budget Department is that it will continue to provide professional and timely services in response to the needs of our campus and community. The Department strives to continually work to improve the various Business processes used within the department, while maintaining a positive and rewarding working environment. The goal is to maintain accurate and current information regarding federal, state and local policies, while providing students and staff a safe and secure campus environment, while fostering student success.

The Department also wants to provide fiscal oversight to the campus from a department-wide perspective that supports the college vision and leverages expertise. By facilitating long-term financial planning, the College can better provide accurate and meaningful financial information that meets the needs of division staff and our students. For this vision to be successful, additional staff, especially in the area of budget and accounting will be necessary. (EMP p. 200)

### **D. Resources needed to reach goals**

1. Short Term (3-5 years)
  - a) Permanent positions-salary, fringe benefits and equipment
  - b) Temporary employees-Maximum allowed for hourly in purchasing, warehouse and cashier's office until permanent positions are filled.
  - c) Increased supply budget due to increase in workload. Increase in mileage reimbursements as training opportunities arise.
  - d) Additional computers, furniture and technology support will be needed as staff is increased
  - e) Expand Accounting and Purchasing to include all space in A154. Remodeling should be limited since cubicles already exist in Senate/Flex area.
  - f) Peak periods may increase in all areas due to growth. Limited overtime, preferably comp. time may be needed.
  - g) PeopleSoft warehouse module is needed as soon as possible. Upgrades to existing software will be needed as they become available.
2. Long Term (10 year vision)
  - a) Analyze growth in the department and align staff needs
  - b) Continuous improvement in monitoring and documenting District budgets
  - c) Ongoing training of new and existing staff and management to help ensure that the District remains fiscally sound.

#### **SECTION IV - SUMMARIES AND RECOMMENDATIONS**

A review of the Accounting and Budgeting Department is ongoing. OOs were compiled at the completion of the program review and self study. (Reference Department of Business Services Operational Outcomes) Recommendations for improvement and corrective action plans are documented on the OO form and reviewed on an ongoing basis.

# SYSTEMATIC PROGRAM REVIEW – DEPARTMENT OF MAINTENANCE AND OPERATIONS

## **SECTION I – SERVICE AREA DESCRIPTION**

### **A. Role of Service Area**

1. It is the goal of the Maintenance and Operations Department to provide and ensure quality service to all students, faculty, administration, and staff.
2. We strive to maintain a “clean campus” rule that not only affects the students, but all who frequently visit our campus including those in our community.
3. We maintain a high level of professionalism which supports the overall goal of the institution’s mission statement.

### **B. Service Area Employees**

1. The Maintenance and Operations Department has not had any changes in staff over the past five years.
  - a. Electrician (Full-time)
  - b. HVAC Lead (Full-time)
  - c. HVAC Mechanic (Full-time)
  - d. Locksmith (Full-time)
  - e. Maintenance Worker (Two Full-time)
  - f. Mechanic Technician/Motor Pool (Full-time)
  - g. Painter (Full-time)
  - h. Plumber (Full-time)
  - i. Utility Worker (Full-time)

### **C. Department Productivity**

Initial Program Review.

### **D. Department Revenue**

Initial Program Review.

### **E. Department Budget**

Initial Program Review.

## **SECTION II – SELF EVALUATION**

### **A. Employees**

1. The employees are actively involved in the selection of full-time and part-time employees. The employees within the department are afforded the opportunity to serve on hiring committees for positions within the department as well as other campus departments.
2. Additional help is very much needed in the Maintenance and Operations Department. The buildings continue to be built; however, the staffing continues to decline.
3. Only a few employees have participated in professional organizations and activities. More participation would better satisfy the individual's professional development and serve our customer needs.
4. Staff development is not readily used by staff.

### **D. Customer Relations**

1. Maintenance and Operations personnel are assigned various tasks to be performed as their schedule permits.
2. The staff coordinates with various groups such as administrative assistants, cafeteria personnel, deans, student workers, instructional aids, etc. Communication in the form of e-mails, telephone calls, letters, and radio are but a few ways in which communication with our customers are effective.
3. The staff communicates well with instructors and adjunct faculty when scheduling their repairs.
4. Maintenance and Operations utilizes a trouble call system to track all work assigned. This current system is in need of updates or replacements.
5. Maintenance and Operations utilizes outside vendors to assist in expediting material for various projects on campus.

### **C. Quality of Service**

1. Maintenance and Operations allows access to all fields of instruction such as computer labs, classrooms and the like.
2. Maintenance and Operations work in conjunction with all state and federal agencies such as OSHA, DIOOSH, DOT, Fire, Ambulance and Police.



3. N/A
4. The Maintenance and Operations Department relies on its staff to determine hazards, safety concerns and other related issues as it relates to the overall infrastructure of the campus. There currently is no Previous Maintenance Program in effect.
5. There are no new procedures that have been reviewed or revised.
6. Only a few procedures have been written and reviewed by staff. There is a need for a procedures book to be written so that the staff may continually review procedures when needed.

#### **D. Institutional Support**

1. There is currently a Facilities Master Plan for Antelope Valley College. In it outlines the various construction projects that will take place on the campus for the next 10-15 years. The Strategic Planning and Budget Council (SPBC) regularly meet to discuss budgetary needs, capital outlay, improving infrastructure, and overall considers equipment replacement expenditures.
2. Maintenance and Operations equipment is in fair condition. The staff can benefit from using updated computer systems to better assist them in their jobs. All other large pieces of equipment can be cycled out in 5-8 years of service. The Educational Master Plan for AVC encourages improving and/or replacing our existing equipment with newer fresher models to keep up with the growing demand of the student population.
3. The budget continues to be an issue for the needs of the Maintenance and Operations Department. Although we have been able to sustain the needs of the campus with little means, growth is inevitable and therefore funding is essential to continue to meet those growing needs.
4. Maintenance and Operations has the support of Information Technology Services to ensure software programs are implemented and utilized in accordance with ITS Computer Use and Electronic Mail Guidelines.
5. Ongoing training is available for the use of technology in the Maintenance and Operations Department.
6. Keenan and Associates (Antelope Valley College insurance carrier) provide valuable training on a variety of subjects such as Safety Awareness, tool use, Personal Protective Equipment, and more to further expand and utilize the expansion of the service area employees' knowledge and skills.

### **E. Service Area Specific Standards:**

1. Many on the Maintenance and Operations staff have received awards, honors, and achievements for their continued dedicated service to the campus community and the students. Several have received Commendations of Service from the Board of Trustees. Others have received Letters of Commendation from the President of Antelope Valley College for their continued support of the students.
2. One of the major obstacles which influence the effectiveness of the service area is the budget for the Maintenance and Operations Department. As the campus grows our funding remains the same or decreases. It is a concern for a variety of reasons but mostly due to the growing student population and community. Also Reference Educational Master Plan for Maintenance and Operations –External Factors. (Attached)

## **SECTION III - PLANNING**

### **A. Integration of Educational Master Plan Goals**

1. It is the goal of the Maintenance and Operations Department to provide a safe and well maintained campus for Students, Faculty, and Staff. Reference Office and Business Services Operational Outcomes. (Attached)

### **B. Identify and Describe Important Trends**

1. Maintenance and Operations management team continues to provide positive outlook of goals for the department based on current staff survey. Reference initial attached survey questions.
2. Student population continues to grow at a rapid pace at Antelope Valley College. Maintenance and Operations strive to provide excellent customer service to our students despite the continued growth.
3. Maintenance and Operations staff adapt to organizational changes within the department and institutionally to better accommodate the needs of the students by their willingness to overcome their strongly entrenched attitude against change.
4. Federal and state laws which govern the operation of the Institution have affected Maintenance and Operations department positively in that it continues to allow for a budget to be implemented for further application to our student population.

### **C. Describe the Goals of the Department.**

1. Reference Section III, D1

#### **D. Describe the Resources Needed to Maintain and Improve Service Quality.**

##### **1. Short Term (3-5 years)**

- a) Permanent Positions – To maintain the campus expansion and growth, it will require additional permanent staff in the Maintenance and Operations Department. The additional staff should include two (2) utility workers to assist fleet operation vehicle preventative maintenance program, paint shop helper to assist painter, plumbing shop repair assistant and safety person, electrical shop assistant, ground safety person, HVAC shop for scheduled preventative maintenance program, lock shop helper to assist with door replacement and safety. This will meet the department goals and objectives. It will also improve service quality and expedite trouble calls.
- b) Temporary Employees – A 40-hour per week temporary employee has assisted in completing various job tasks assigned by the Maintenance and Operations Department to fulfill its objectives. These areas of assistance have been utilized in the painting shop, the auto shop fleet service and in various campus events. Additional temporary staffing in Electrical, HVAC, and Plumbing along with those shops already mentioned above, will assist with the department goals and work requests.
- c) Supplies – A moderate inventory of supplies will assure better response times to repairs on most facility maintenance services. A prepared monthly preventative maintenance schedule will assist in meeting department goals.
- d) Mileage – If applicable, employees who use their personal vehicle for any District or Department training class and/or seminars shall be paid the current mileage rate.
- e) Contracts – Contract repairs will be required on various district projects. The necessity for a contractor service would warrant the use of their equipment, resources, and other related variables.
- f) Equipment – The Maintenance and Operations Department are in need of various industrial grade equipment items to satisfy the needs of a growing campus. These items are but not limited to a ½ ton pick-up truck, forklifts, portable scaffold system, portable generator with wire feed welder (gasoline), commercial underground utility locator and an electrical power analyzer just to name a few. These additions will assist with repairs and/or replacement of existing outdated equipment and with future facility improvements.
- g) Overtime – Overtime should be granted to projects that cannot be completed during regular operating hours due to the inevitable disruption of instructional staff workers.

## **F. Long term (10 year vision)**

- a) Permanent Positions – Reference Maintenance and Operations Staffing Plan Projection 2009-2020 (Attached)
- b) Temporary employees – The long term vision for the campus is to have enough permanent employees to limit the amount of temporary employees the District would have to fund.
- c) Supplies – As the campus grows, supplies will be in more demand to satisfy the needs of the customer.
- d) Mileage – Mileage will be paid at the current District mileage rate.
- e) Contracts – Contracts shall be performed as needed per District approval.
- f) Technology/Equipment/ Furniture - Maintenance and Operations Department will soon be moving into a new Facilities Building towards the end 2008/beginning of 2009.
- g) Remodeling of facilities - Remodeling of Facilities is made possible in part through Redevelopment Funds from the state and through Schedule Maintenance.
- h) Overtime - With the hiring and implementation of new employees, the District will minimize the amount of overtime currently expended for projects within District property.
- i) Software - New software for the Maintenance and Operations department will further assist to the growing demands of the customer(s) at Antelope Valley College. The AMMS Program (Advanced Maintenance Management System), the Site Master 200 (key software program), and the Energy Management Program are but a few software programs that will be implemented during the 2008-2009 fiscal year at Antelope Valley College.
- j) Other - Department long-term energy conservation plan will include: All automated facilities equipment in place and operating. Produce electricity and heat buildings with solar panels. Have thermal energy storage plant in place to reduce HVAC load. Reduce all utility cost to 50% or less within 10 years or less. Have all staffing needs at optimum levels.

### Attachments

Maintenance and Operations Survey  
Office of Business Services Operational Outcomes  
Maintenance and Operations Staffing Plan for 2009-2020  
Educational Master Plan/Maintenance and Operations  
Expense List by Fund and Location Report

# **Systematic Program Review – Department of Maintenance and Operations Grounds Department**

## **SECTION 1 – SERVICE AREA DESCRIPTION**

- A. The Grounds Department is a functional area of the Maintenance and Operations Department. The Grounds Department has the responsibility of providing a clean, safe work environment in the areas of landscaping and design services to serve the campus.

## **SECTION II – SELF EVALUATION**

### **A. EMPLOYEES**

1. The Grounds staff currently consists of eight employees: One Supervisor, three Grounds Maintenance workers, one Landscaper/Grounds, two Athletic Turf Specialists, and one Irrigation/Equipment Technician. While the Grounds Staff continues to meet the daily challenges of maintaining the grounds, all positions are strained due to the expanded facilities, new systems and equipment.
2. The Maintenance and Operations Department as a whole is currently short of full-time support staff, including custodians and maintenance personnel. The Grounds Department is no exception to the shortage of staff.
3. Two employees are currently involved in the hiring process.
4. Six employees are involved in the local union.
5. Four employees have participated in staff development and two more are scheduled.

### **B. CUSTOMER RELATIONS**

1. Describe customer base and evaluate how well the customer base is served.
  - a) The Grounds Dept. starts at 6:00 a.m.
  - b) The use of radios and trouble calls to communicate.
  - c) The service area (campus) is maintained every morning by the grounds crew, before the students arrive on service area.

### **C. QUALITY OF SERVICE**

1. Define the service standards for the area and describe the area's effectiveness in providing quality service.
  - a) Our students receive a clean campus everyday.
  - b) The Grounds Department responds quickly to external factors, i.e., broken tree limbs, ice on walks, and community needs such as the conservation of water. We also work with State and federal agencies OSHA, DIOSH, DOT, FIRE, AMBULANCE and POLICE.
  - c) Working cooperatively with special events in turning off irrigation timers and giving last minute detail before the special event.

- d) Safety meetings are held to discuss issues that are important to our students and the campus community.
- e) A morning routine has been established to get the campus ready for the students.
- f) Trouble calls are followed up and remedied and returned to the Grounds Supervisor.

**D. INSTITUTIONAL SUPPORT**

- 1. Maintenance and Operations have recently added three new buildings and new parking lots, and will be adding a new Maintenance and Operations area. (See page 217 of the Antelope Valley College Educational Master Plan.)
- 2. Replace obsolete equipment as needed, such as mowers, maintenance carts, trucks, and parking lot sweeper. (See page 219 of the Antelope Valley College Educational Master plan). Implementation of a deferred maintenance program will be critical to the success of the department.
- 3. Maintenance and Operations would like to explore applying for grants, but have not had the time and staff to dedicate to researching the process. The campus Recycling Program is a good example of the additional monies available to benefit the campus. (Page 218 of the Antelope Valley College Educational Master Plan)
- 2. The Grounds Department stays updated on current e-mails pertaining to safety meetings and news concerning the campus
- 3. N/A
- 4. The Grounds staff has used staff development resources to further their education and their career.

**E. SERVICE AREA SPECIFIC STANDARDS**

- 1. Awards and Honors: The Grounds Department Landscaper has received honors for landscape design.
- 2. The Landscaper has received employee of the month twice, and has received numerous e-mails from the President, Vice President, faculty and staff praising the campus landscape.

**SECTION III – PLANNING**

**A. Grounds Department Plan Projection – 2009-2020**

Grounds Maintenance Worker – Two (2) needed before 2009.

**Justification:** Needed because the Grounds Department is already understaffed and straining to maintain the campus, with the recently developed areas, i.e., Nurses and Sheriff’s training academy and the north parking lot perimeters. The newly developed areas were previously

open desert areas and required no maintenance. These two positions will maintain the current campus.

Grounds Maintenance Worker – Two (2) needed before 2010.

**Justification:** The positions are needed due to the increased square footage of the parking lots. At present, one grounds person is assigned to the parking lots, CSUB, CDC, and the APL buildings. This assignment area was already under strain, but with the newly added parking lots and service roads, the person assigned this responsibility will no longer be able to maintain the area. These positions are desperately needed and will assume responsibility for the Lancaster campus.

Grounds Maintenance Worker – One (1) needed before the year 2010

**Justification:** This position is needed to maintain the new Palmdale campus site.

Equipment Repair Technician – One (1) needed before the year 2011

**Justification:** The position is required to maintain added equipment for the Palmdale and AVC campus.

Irrigation Technician – One (1) position needed before the year 2012

**Justification:** Maxicom system on 75% of the campus and irrigation repairs increase.

**B. Identify and describe any important trends in the following areas which affect department goals.**

1. The demand for human resources services, e.g. recruitment, hiring, payroll, etc. will increase as the number employees (both full-time and part-time) increases. Human Resources does not yet have a quantitative means of measuring this, but have relied on subjective observations of workloads. Human Resources is hoping to develop quantitative measurements for the human resources staffing plan.
2. We are short in staffing due to the increase in student enrollment; we are short in maintenance equipment due to the increase of campus expansions.

**C. Describe the goals for the department with reference to the goals and strategies of the College's Educational Master Plan. Include both short-term (3-5 years) and long-term (10-year vision) objectives.**

**D. Describe the resources needed to maintain and improve service quality and to reach service area's goal and objectives.**

1. Short Term (3-5 years): [Data from the M&O Plan Projection]
  - a. Three Grounds Maintenance workers
  - b. Three Grounds Maintenance service carts
  - c. Three sets of Grounds Maintenance tools

These positions are needed to maintain the college's expansion of parking lots and new sports complex.

2. Long Term (10-year vision): [Data from the M&O Plan Projection]
  - a. One Irrigation Technician
  - b. One Equipment Technician

These positions are needed to maintain the equipment and irrigation systems due to the expansions.

## **SECTION IV. SUMMARIES AND RECOMMENDATIONS**

To assist in the Self-Study, the Grounds Department conducted a survey. References to the questions and related results are listed below. The department will utilize the results of the survey to make recommendations for improvement.

1. Long term goals – The Grounds Staff wants continuing education in their field; i.e., Artificial Turf, Maxicom Classes, etc. Staff would also like to see a full-service, on site nursery, with two positions to operate it.
2. Student areas – While continuing to meet the daily challenges to maintain student areas, it is increasingly difficult with the increased student population. The workload is very difficult.
3. Staff development – Of those asked, some have benefited from Staff Development. It is a critical need with the new equipment coming on board with campus expansion and improvements, i.e., Maxicom, Artificial Turf, etc.
4. Does the Department provide the staff, tools and materials necessary to perform daily and long term tasks – The overwhelming response from the Grounds Staff is that more qualified staff is crucial in meeting the needs of the department.
5. Questions relating to the expanded work areas and how the Department will we maintain the same high standard for our students again highlighted the concern for additional staffing.

### **A. Summary findings of the Program Review questionnaire as follows:**

1. Staffing – The entire Grounds staff agreed that more staff is needed..
2. Work load – The increasing number of students has made it very difficult to maintain areas.
3. Equipment – Additional equipment is necessary to meet the needs of the expanded campus.
4. Education – Is necessary to perform job responsibilities effectively and efficiently.



**B. A list of major recommendations includes:**

1. Meet the demands of the west campus expansion with the knowledge and know-how to provide the same high quality care used on the existing campus.

**C. A list of recommended changes in the Educational Master Plan, Facilities Plan or the Vision and Operational Outcomes:**

1. In order to maintain the high standards of the Grounds Department, additional staffing is crucial to meet the needs of the campus expansion.
2. N/A
3. Implement yearly educational classes for the advancement of knowledge in the groundskeeping field. Implement a deferred maintenance program to maintain our equipment at an optimal level of performance. Establish an option to purchase.
3. To ensure that all external mandates, such as state requirements, industry and professional standards are met, have regular on-going safety meetings.

**SYSTEMATIC PROGRAM REVIEW  
DEPARTMENT OF MAINTENANCE AND OPERATIONS  
MOTOR POOL**

**SECTION I - MOTOR POOL AREA DESCRIPTION**

**A. The Mission Statement**

1. The mission of the Motor Pool is to provide **Safe Reliable Transportation (SRT)** for the District.
2. The Motor Pool creates positive business relations with vendors
3. Provide a positive work environment for all of the staff.

**B. Staffing**

1. The Maintenance and Operations Department has not had any changes in staff over the past five years.
  - a. Mechanic Technician (full-time)
  - b. Student Worker (two; temporary and part-time)

**C. Department Productivity**

1. See Staffing Plan Attachment
2. Meets the expectations of an ever-growing demand for transportation
3. Maintains all college owned vehicles (i.e., fleet and security as well as all carts used by staff).

**D. Department Revenue**

**E. Department Budget**

1. Reference 670000 Antelope Valley College Expense list by Fund and Location Report (fund 01.0 General Fund) for the fiscal year ending 2008-2009

## **SECTION II - SELF EVALUATION**

### **A. EMPLOYEES**

1. At the moment Motor Pool with the current staff is full and meeting needs of fleet demands. The Motor Pool currently has one ASE certified Mechanic Technician (full-time) and two student workers (part-time).
2. The mechanic is actively involved in the union, as well as a member of the safety committee.

### **B. CUSTOMER RELATIONS**

1. The Motor Pool does routine vehicle inspections and opens daily at 6:30 a.m.
2. The Motor Pool encourages feedback on vehicle concerns.
3. The Motor Pool makes sure all customers feel comfortable in the work that was done in the department by communicating corrective action taken on vehicles as well as carts.

### **C. QUALITY OF SERVICE**

1. Faculty receives running, reliable vehicles, and works closely with security to ensure safe security and police units.
2. The Motor Pool staff responds with urgency to all trouble call reports or vehicle complaints. This area complies and works with C.H.P, B.A.R and Smog regulations to ensure the use of safe and legal transportation.
3. N/A
4. The Department has established a comprehensive maintenance program that meets demands of vehicle use.

### **D. INSTITUTIONAL SUPPORT**

1. The Motor Pool plans on utilizing new maintenance software in future projections of workload. The department also plans to establish a functional depreciation equipment replacement program.
2. The Motor Pool budget works through open accounts as well as purchase order and vendors to keep vehicles operating. At this time the budget allocations are appropriate regarding the needs of the department.

3. The Motor Pool staff stays informed of news and meetings via e-mail. The department also thrives on the VM System, which keeps communication open between the day and night crews. All budget expenses and inventory are logged into spreadsheets via Excel.

#### **E. SERVICE AREA SPECIFIC STANDARDS**

1. The department Mechanic Technician is ASE certified in Mechanics. He regularly attends seminars to further his knowledge in the automotive field.

### **SECTION III - PLANNING**

#### **A. MOTOR PLAN PROJECTION**

1. SEE PROJECTION PLANNING AND STAFF SHEET
2. As the campus grows and student demands increase, the Motor Pool has been able to meet those needs, and continues to evolve.
3. Motor Pool is in compliance with staffing and demand, but as the student enrollment increases and the demand for fleet vehicles increases, so will the demand for employees in Motor Pool

The service area's expected Goals and Objectives are to continue to provide safe, dependable transportation. The goal is to go beyond just the maintenance of the fleet, but also to grow in knowledge of the automotive field, be aware of possible hazards, and to fully be able to provide the best service possible.

**SYSTEMATIC PROGRAM REVIEW  
DEPARTMENT OF MAINTENANCE AND OPERATIONS  
CAMPUS EVENTS**

**SECTION I – SERVICE AREA DESCRIPTION**

**A. Role of Service Area**

1. It is the goal of the Campus Events/District Transportation Department to provide quality service to all students, faculty, administration, staff, and the public.
2. The Campus Events/District Transportation Department strives to ensure clean and safe vehicles, along with drivers are provided to all who require the use of district transportation.
3. Maintaining a high level of professionalism before, during, and after events is a priority for all staff.

**B. Service Area Employees**

1. The Campus Events/District Transportation Department has not had any changes in staffing over the past five years.
  - a) Campus Events Technician (Full-time)
  - b) Campus Events Assistant (Three, Part-time)
  - c) Drivers (Four, Part-time)

**C. Department Productivity**

1. Over 300 district transportation trips are scheduled yearly. Over 100 furniture moves are performed yearly.
2. Scheduling and staffing of over 900 events on campus yearly.

**D. Department Revenue**

Initial Program Review.

**E. Department Budget**

At this time Campus Events is working on establishing a yearly budget.

## **SECTION II – SELF EVALUATION**

### **A. Employees**

1. The employees within the department are afforded the opportunity to serve on hiring committees for positions within the department as well as other campus departments.
2. Additional help is needed in the Campus Events/District Transportation Department. A new sports complex is due to open in July of 2009, the campus as a whole has seen a major increase in student population over the past five years with no additional help to this department.
3. At this time the staff is not involved in any professional organization.
4. Staff development is not readily used by staff.

### **B. Customer Relations**

1. The Campus Events/District Transportation staff are scheduled and assigned task based on the needs of the campus.
2. The staff coordinates well with various groups such as administrative assistants, cafeteria personnel, deans, student workers, public, etc. The department uses e-mails, telephone calls, and face-to-face interaction to communicate.
3. The staff communicates well with instructors and adjunct faculty when scheduling their repairs.
  - a) The Campus Events/District Transportation Department does not currently maintain a customer satisfaction tracking system.
  - b) Campus Events/District Transportation utilizes outside vendors to supply equipment (chairs, tables, vehicles, etc.) for events and transportation.

### **C. Quality of Service**

1. Campus Events/District Transportation allows access to all fields of instruction.
2. Campus Events/District Transportation works in conjunction with all state and federal agencies.
3. N/A
4. Campus Events/District Transportation relies on its staff to determine hazards, safety concerns and other related issues as it relates to the overall infrastructure of the campus. There currently is no Previous Maintenance Program in effect.

5. N/A
6. No procedures have been written at this time.

#### **D. Institutional Support**

1. At the time of writing this report, the Campus Events/District Transportation Department is having a new shop area being built within the Maintenance Operations new facilities building..
2. Campus Events/District Transportation has minimal equipment to maintain. In the past year 400 chairs and 15 tables were purchased to supply various events. However, there is not a program to replace existing equipment or for purchasing new equipment.
3. Campus Events/District Transportation does not currently have a budget; however, a budget is being created
4. Campus Events/District Transportation has the support of Information Technology Services.
5. Ongoing training is available for the use of technology in the M Campus Events/District Transportation Department.
6. Keenan and Associates (Antelope Valley College insurance carrier) provides training on a variety of subjects such as safety, tool use , and personal protective equipment.

#### **E. Service Area Specific Standards:**

1. On many occasion the Campus Events/District Transportation staff have received awards for their service to the campus.
2. The two major obstacles that affect the Campus Events/District Transportation Department's ability to do a job effectively are staffing and equipment.

### **SECTION III - PLANNING**

#### **A. Integration of Educational Master Plan Goals**

1. It is the goal of the Campus Events/District Transportation Department to provide clean safe vehicles and trained drivers, and to ensure all events on campus are of the highest standards.

## **B. Identify and Describe Important Trends**

1. The student population continues to grow at a rapid pace. Campus Events/District Transportation strives to provide excellent customer service to the community it services despite the continued growth.

## **C. Describe the Goals of the Department.**

1. Reference Section III, D1

## **D. Describe the Resources Needed to Maintain and Improve Service Quality.**

### 1. Short Term (3-5 years)

- a) Permanent Positions – To continue to provide safe quality events on campus it will require additional permanent staff within the Campus Events/District Transportation Department. By the summer of 2009 Antelope Valley College will have opened a new sports complex. This complex consists of a newly renovated football stadium, a new baseball field, and four practice/soccer fields—all of which will have the possibility to be rented out to the public along with Antelope Valley College's sports and class usage. With current staffing of this department it will be very difficult to maintain a high standard of quality for such events. In the school year 2007-2008 the Campus Events/District Transportation Department was involved in one way or another (setup, staffing cleanup) in over 930 events ON CAMPUS. The increase in student population is also a drain on the campus events resources, more students equals more and larger events. In the past five years your student population has increased around 30% while this department has seen no increase in staffing. Along with events and transportation duties this department is also responsible for all furniture moves on the Lancaster and Palmdale campuses (over 100 moves yearly). The additional staff should include (1) campus events utility worker, within a 1 to 3 year time frame and a second campus events utility worker within the 3 to 5 year time frame. This will help the department meet the campuses and public's expectations of this department.
- b) Temporary Employees – The needs of hourly employees will remain the same providing permanent positions are filled. If no permanent positions are filled then two additional hourly workers will be needed for one to three years to work events, and up to four hourly may be needed for five years.
- c) Supplies - A moderate set of supplies are needed to perform events safely and professionally. A yearly inventory along with a monthly supply list will ensure that the proper supplies will be kept on hand.
- d) Mileage - If applicable, employees who use their personal vehicle for any district or department training class and/or seminars shall be paid at the current mileage rate.



- e) Contracts – The use of contracts may increase with the use of the sports complex.
- f) Equipment – The Transportation Department’s needs are solely based on use. A replacement program needs to be implemented to ensure safe and reliable transportation.
- g) The Campus Events/District Transportation Department needs a replacement program for daily used items (tables, chairs, etc.). A variety of hand tools are needed to perform the duties more efficiently and professionally. Other such items include chair and table racks for the storing and hauling of such items. Crowd control barriers, tents, ladders and assorted items are needed to provide successful events.

## Systematic Program Review – Department of Maintenance and Operations Night Custodians

### SECTION I - SERVICE AREA DESCRIPTION

- A. In the core values of the Mission statement, the Custodial duties directly relate to Customer Services. It is our goal to treat our internal and external constituents – students, faculty, staff, administration and the community at large – the way we would want to be treated, emphasizing respect, prompt service, accountability and open communication.

The service area’s primary objective is to maintain facilities that will ensure an innovative educational environment that supports student-learning outcomes. In order to achieve this, we strive to enhance professional development to ensure a well-trained, diverse staff to support the District’s mission. We support the establishment of a staffing master plan to provide appropriate staffing to account for growth in enrollment and support new and existing facilities. The Custodial crew is industrious and diligent and believes in setting realistic and ambitious goals and achieving them expeditiously.

Primary services include keeping the campus environment safe, attractive, functional, and efficient. Customers include students, faculty, staff, administration and the community at large.

- B. Current service area employees are as follows: (Job descriptions are attached for Supervisor of Custodial Services, Custodian Lead, and Custodian.

1. Custodian I	Full-time	Library first/second floor; BE third floor
2. Custodian I	Full-time	APL first floor
3. Custodian I	Full-time	CVC, Facilities, 500 office, laundry
4. Custodian I	Full-time	BE first and second floor
5. Custodian I	Full-time	SC 1,2,3, OF 1 and Lecture Hall
6. Custodian I	Full-time	Second floor SSV, T100, T200, auto paint shop, ME restrooms
7. Custodian I	Full-time	LS 1 ,2, OF3,
8. Custodian I	Full-time	Gymnasium
9. Custodian I	Full-time	Cafeteria, Security
10. Custodian I	Full-time	900, 501, 502, OF2, all trash pickup
11. Custodian I	Full-time	FA1, 2,3,4, portable classroom
12. Custodian I	Full-time	SSV first floor
13. Custodian I	Full-time	ME, learning center
14. Custodian I	Full-time	Day time duties
15. Custodian II	Full-time	APL 2 <sup>nd</sup> floor, and cover for supervision when absent
16. Custodian II	Full-time	Day time Lead Custodian duties
17. Supervisor	Full-time	Supervisor
18. Custodian I	Substitute	(Nine on-call substitutes)

In the past five years, five full time custodians have been added Custodian Department. Two were hired as replacement positions; three were hired due to campus growth.

C. Department Productivity: N/A

D. Department Revenue: N/A

E. Department Budget:

See attached prior year's year-end expenditure report. The budget is underfunded for salaries, supplies and equipment.

## **SECTION II - SELF-EVALUATION**

Please describe and evaluate the effectiveness of each item.

### **A. Employees**

1. At the present time, no employees have input into the selection process. A hiring committee selects full and part-time employees. It has not been determined whether including a representative from the custodial staff would be beneficial to the hiring decision.
2. The service area that the custodial staff must cover encompasses every building on the campus. Fourteen full-time and nine part-time employees on the PM shift and two full time dayshift workers perform the work. There are a multitude of specific service demands for each of the areas that require different levels of attention, at distinct periods of time. Because of this, some areas require more work than a single employee can handle during a regular shift. There is also an area that is covered only by substitute custodians since there has been no rehiring for this lost full time position. These situations sometimes cause an inability to provide the optimum standard of care needed.
3. Currently, there are no professional organizations available to custodians other than Union membership. For those employees who participate in their meetings, they have found that their work concerns are more likely to be heard and the proper channels of communication are followed.
4. Staff development activities include monthly Safety and Training meetings conducted by an outside company, Keenan and Associates. Occasionally, a specialist in a particular field is invited to address the workers. Other than informal observations, there appears to be no determination as to whether the information and skills taught are being implemented in a particular custodial service area.

## **B. Customer Relations**

By maintaining Health and Public Safety and the proper cleaning standards and maintenance of the service areas, the custodial crew directly and indirectly benefits the customer.

1. The service is not always covered during high traffic times, due to unreasonable workloads and time schedules for specific areas.
2. Custodians, while having minimal contact with staff and students, do communicate at times to ensure that the needs of the service area are covered.
3. Custodians interact effectively with both instructional and non instructional areas to the best of their ability due to their work schedule.
4. No data is collected regarding the satisfaction of custodians. However, any complaints are conveyed with trouble calls and are corrected accordingly.
5. The training of OSHA and Hazmat Regulations and resources are communicated with the custodial staff appropriately through monthly training meetings.

## **C. Quality of Service**

The custodial staff adheres to all Health and Safety, OSHA, and Hazmat regulations, and receives ongoing training. The custodial staff's individual success requires working together toward shared goals.

1. The service area contributes effectively to student access, retention, and achievement of learning outcomes by maintaining a clean and safe environment to ensure an innovative educational environment that supports student learning outcomes.
2. Through monthly safety meetings and ongoing training on the use of equipment, product, and hazardous materials, staff is able to efficiently respond to the needs of the campus and its customer.
3. N/A
4. In the daily performance of their job duties, custodial staff has the opportunity to identify areas that need improvement and utilize the maintenance trouble call system.
5. There are no current service area procedures available at this time other than the job description which states what the job requires. This is one area that is in need of development.
6. There are currently no procedures in written form except the custodial job description.

## **D. Institutional Support**

1. Describe current facilities. What plans for improving space utilization is already included in the goals and strategies of the college's Education Master Plan? What plans for addressing unmet facility needs or improving space utilization still need to be explored?
  - a) To keep our campus environment safe, attractive, functional, and efficient.
  - b) The strategic goals of the Educational Master Plan focus on providing the foundation, resources, and environment to enable achievement of the Institutional Learning Outcomes.

- c) Develop and maintain facilities to ensure an innovative educational environment that supports new and existing facilities.
  - d) Enhance professional development to ensure a well-trained, diverse staff to support the District's mission.
  - e) Increase staff and equipment to accommodate the growth of the facilities needs.
2. Describe equipment and other resources used to perform service area functions. What plans for improving, replacing, or repairing equipment are already included in the goals and strategies of the college's Education Master Plan? What plans for improving, replacing, or repairing equipment still need to be explored?
- a) Our custodial department equipment consist of vacuums, floor scrubbers, carpet extractors, other floor cleaning machines, floor extractors, mops, custodial cleaning carts, chemical products, electric carts.
  - b) Assess and evaluate the cost and depreciation value of all equipment and accommodate for the changes.
  - c) Assess the needs of the service areas. Increase the number of electric carts to accommodate for facilities growth and improve the mobility of supplies. This will help in the transport of cleaning supplies and equipment to facilitate a more efficient process with trash and recyclables.
3. Budget allocations to the department are appropriate.
- a) See attached budget.
  - b) The largest expense is the custodial budget has covers salaries. This budget is under estimated for salaries, supplies and equipment.
  - c) Due to the growth of the college, increase in staff, equipment, and an in-depth policy and procedure of job duties, the service area needs to have further evaluation for its effectiveness.
  - d) See attached OPO for the custodial department.
4. Technical support is sufficient to implement and maintain technology and software in the service area. (Accreditation Standard IIIC)

Due to the student and building growth, ongoing assessment needs to be evaluated to assess the current progress.

5. Appropriate training is available for the use of technology in the service area. (Accreditation Standard IIIC)

The custodial staff is trained by an outside agency (Keenan and Associates) that provides current and innovative technology in order for the custodial staff to do their jobs properly.

6. Appropriate staff development activities are available for the acquisition and expansion of service area employees' knowledge and skills.

The custodial staff is trained by an outside agency, Keenan and Associates, that provides current and innovative technology in order for the custodial staff to do their jobs properly.

**E. Service Area Specific Standards: Refer to accreditation standards and to previous sections if appropriate.**

1. Describe any particularly successful aspects of the service area as well as any honors, awards, or achievements earned by the service area and/or its employees – N/A
2. Describe any particularly difficult obstacles, either internal or external to the institution, which influence the effectiveness of the service area.
  - a. Due to the growth of the college, increase in staff and additional equipment, an in-depth policy and procedure of job duties and their service areas needs to be established and the area needs to have further evaluation of its effectiveness.

**SECTION III - PLANNING**

**A. Integration of Educational Master Plan Goals**

Accreditation Recommendations: List the most recent accreditation evaluation team's recommendations for the service area and describe the service area's progress in implementing these recommendations.

- N/A

Accreditation Self-Study Planning Agendas: List the planning agendas related to the service area that were published in the most recent Accreditation Self-Study Report under the Educational Master Plan Goals, and describe the service area's progress in implementing these planning agendas.

- N/A

1. Existing Service Area Goals: List the existing service area goals/objectives under the Educational Master Plan Goals, and describe the service area's progress in implementing these goals/objectives. Include goals that support student learning and operational outcomes.

- a) Improve the utilization of new and existing resources to support student learning outcomes by strengthening organizational effectiveness through research, planning, and the shared governance processes. This is done by developing and maintaining facilities to ensure an innovative educational environment that supports student learning outcomes.

**B. Identify and describe any important trends in the following areas which effect department goals.**

1. Due to the growth of the college, there is a need to increase staff and equipment, and to implement an in-depth policy and procedure of job duties for the custodial service area.

2. Due to higher student enrollment, there is higher demand for custodial needs in the service area.
3. Expanded facilities development has added to the work production of the custodial staff.
4. Due to higher student enrollment, evaluation of the work schedule of the custodial staff is needed to accommodate the demanding needs to perform their job duties proficiently.
5. Reassessment of custodial areas and duties is needed based on the student growth, new buildings and new off campus sites. Reassessment of these areas is vital in order to make proper changes.
6. See attached M&O staffing plan and projection.
7. See attached OPO

**C. Describe the goals for the department with reference to the goals and strategies of the college's Education Master Plan. Include both short-term (3-5 years) and long-term (10 year vision) objectives.**

- N/A

**D. Describe the resources needed to maintain and improve service quality and to reach the service area's goals and objectives. For each item provide detail equivalent to that required for budget augmentation requests, for example, hours for part-time employees, amount of overtime, and cost of remodeling.**

1. Short Term (3-5 years)

- a) The resources needed to maintain and improve quality of service are increase staff, equipment, and to implement an in-depth policy and procedure of job duties in the service areas.
- b) Evaluate and assess the job duties of the service areas to effectively and efficiently use of the current employees.
- c) Reevaluate work shifts hours to better accommodate the needs of the campus.
- d) Reevaluate and assess the job duties of student workers and sub custodians to use them more effectively.
- e) Supplies and equipment need to increase in direct correlate to the growth of the college.
- f) Reevaluate and assess the storage of supplies and equipment for the individual custodial service areas.
- g) Evaluate the procedures and the job duties of the recycling of materials.

2. Long Term (10 year vision):

- a. According to the M&O Staffing Plan Projection from 2009 to 2020 approximately 13 new custodial positions could be created to reflect the new Palmdale campus and the growth of new facilities.
- b. Increase of supplies and equipment will have to be re-evaluated on an on going basis to accommodate the growth of faculties and students.

## **SECTION IV - SUMMARIES AND RECOMMENDATIONS**

For Sections I - III of the self-study, provide the following information and relate its impact to the Vision and Operational Outcomes.

### **A. A summary of the findings and their significance.**

1. Summaries of the findings of the service area were done with a self-study, Accreditation Program Review Questionnaire. The custodial staff consists of 27 employees. Of those employees, sixteen employees chose to participate in the process.

- a) Supervisor
- b) Custodian II (2)
- c) Custodian I (15)
- d) Substitute Custodians (9)

2. The summary findings of the Accreditation Program Review Questionnaire are as follows:

#### Communication

- a) About two-thirds of the staff that responded expressed dissatisfaction about the supervisor's receptivity to their personal concerns, but seemed to be neutral about the yearly evaluation process.
- b) Responses regarding the tensions surrounding the Day and Night shifts overwhelmingly indicate worker dissatisfaction with the lack of coordination between the two groups and the perceived unfairness in the allocation of duties.

#### Staffing

Staff respondents were definitely not ambivalent about the issue of staffing. Five questions were asked about the amount of worker coverage required to satisfactorily perform the work assigned.

- a) Most of the custodians adamantly agreed that not all areas are adequately covered nor are enough workers available to attend to the campus.
- b) They also stated that they could not always complete the work adequately in the time allotted.
- c) Custodians were in general agreement that they could be more efficient in completing their assignments when school was not in session since it is difficult to work around classes and students.
- d) A strong majority felt that the time they are scheduled to start their shift is too early; classes are still in session. They would like to begin later during these periods.



### Training for Employee

- a) There were mostly positive attitudes expressed about training especially regarding methods of cleaning.
- b) With few exceptions, workers felt that they had adequate instruction about health and safety rules and the use of hazardous materials and were confident that they could handle most situations.
- c) Ongoing instruction was welcome although some felt there should be follow up evaluations to determine the carryover into the workplace.

### Work Area

- a) This section asks about time constraints to accomplish duties, substitute coverage, and conflicts about trash and recyclables.
- b) As in former questions, many custodians feel unable to complete their assignments during their shift or are hampered by the timing of their shift.
- c) The number or the uncertain scheduling of student (substitute) workers also remains a concern for about half of regular workers.
- d) The handling of trash & recyclables is a continuing problem both in the ability to move such materials and in the communication of preferred procedures.

### Equipment

- a) Practically all of the custodians feel confident in their ability to use their equipment though some think that an insufficient number of machines are available for the demands of the job, especially the Electric carts.
- b) Many agree that radio communication has been improved by the use of one of the two types of radio but 'trouble' calls remain a source of annoyance.

### Supplies

- a) In this section custodians questioned about the availability and storage of the supplies they must use in their work.
- b) Most expressed moderate satisfaction in the quality of materials but indicated difficulties in storage and transportation of supplies to the workstation.
- c) While the majority stated an understanding of OSHA rules and regulations, a few workers expressed a desire for further training in this area.

### Special Problems

- a) More than half of the custodians expressed concern about Security issues including the locked/unlocked doors and a communication issue regarding emergency situations.
- b) Again, the system that controls trouble calls seems to cause confusion for the workers.

- c) Another situation that most workers find troublesome is the excess of kitchen type appliances and serving materials that can be found in some staff offices.
- d) Cleaning or caring for personal items left in staff areas also requires extra work time.

**B. A list of major recommendations, which include a plan of action for implementation of goals and objectives for improvement or enhancement of the service area and associated costs. The recommendation findings of the Accreditation Program Review Questionnaire are as follows:**

1. Communication

- a) A clearer description of the duties/responsibilities of each shift presented to employees.
- b) A neutral liaison appointed to study and suggest alternatives to problem situations.
- c) Stress the need for more open interactions between supervisor and staff.

2. Staffing

- a) Consider hiring additional permanent workers so that adequate coverage is available in all areas on campus.
- b) Restructure the individual assignments so that a worker can realistically complete the needed chores in the time allotted.
- c) Assign additional student workers to do the work that is necessary only periodically.
- d) Add more substitute/student workers to prime locations at specific times to maximize their contribution.

3. Scheduling of work

- a) Having Night shifts start later than at present. Possibly return to prior schedule.
- b) Stagger starting time for different areas that would accommodate later or earlier attention.

4. Training for Employee

- a) Schedule more ongoing sessions on chemical materials.
- b) Training for possible emergency situations.

5. Work Area

- a) Consider refining work schedules to better reflect the cleaning needs of the service areas.
- b) Coordinate Substitute assignments.
- c) Employ additional Substitutes.
- d) Clarify the procedures required for the disposal of trash and recycle materials

6. Equipment

- a) Increase the number of electric carts available to the workers.
- b) Clearly spell out a reasonable time process to be followed when dealing with trouble calls.

7. Supplies

- a) Devise an efficient system for ordering, storing and transporting materials especially special supplies, for the individual services areas.
- b) Consider enhanced training in OSHA regulations regarding the handling of cleaning supplies and chemicals.

8. Special Problems

- a) In conjunction with the Security Department, clearer policies need to be developed regarding security issues so that both groups are in agreement about procedures.
- b) The reasons for the stated procedures should also be explained.
- c) Standards should be considered to eliminate avoidable health and sanitary problems.
- d) Included in these standards should also be a reminder that personal items should be the responsibility of individual owners.

9. Expected outcomes of goals and objectives:

- a) Enhance professional development to ensure a well-trained, diverse staff to support the District's mission.
- b) Review and assess the job duties of each service area to ensure adequate service is provided.
- c) Productivity: We are industrious and diligent and believe in setting realistic goals and achieving them expeditiously.
- d) Customer Services: We treat our internal and external constituents – students, faculty, staff, administration and the community at large – the way we would want to be treated, emphasizing respect, prompt service, accountability and open communication.

10. A reasonable timeline for attainment of goals and objectives.

- a) Immediately evaluate job duties for the individual service area.
- b) Evaluate over time, time-management and efficiency for service areas.
- c) On going assessment based on the growth of the college needs.

**C. A list of recommended changes in the Educational Master Plan, Facilities Plan or the Vision and Operational Outcomes.**

To reevaluate the Facilities Plan under the Educational Master Plan, you need to have a concise summary. The Vision and Operational Outcomes, Educational Master Plan and Facilities Plan for the area under review should be reviewed and revised to:

1. Meet customer needs
  - a) Our department needs to grow with the ever increasing needs of the college in order to perform effectively.
2. Respond to institutional priorities
  - a) Due to the increasing number of students and growth in operations, reevaluation of the institutional priorities should be ongoing as needed.
3. Adequately reflect changes in the area's professional disciplines as well as changes in operational or educational methodology and technology
  - a) By implementing a Policies and Procedures of the Jobs Duties for the Custodial staff it will allow for a clearer, more accurate reflection of the current service area.
4. Address external mandates such as state requirements, industry and professional standards, etc.  
N/A

## Communications

Questions	Agree	No Opinion	Disagree
<b>1. Management: When dealing with management do you feel that your personal concerns and grievances regarding your job are being met?</b>	5	5	6
<b>2. Grievances: Are you able to address to your supervisor any job issues and get positive results?</b>	3	6	7
<b>3. Chain of command: Do you feel that all your concerns are communicated properly through the chain of command? (Supervisor / Lead / Director / Human Resources)</b>	4	6	6
<b>4. Evaluations: Do you feel that the process of your yearly evaluation could be improved?</b>	7	6	3
<b>5. Do you feel that there is proper communication between day shift and night shift?</b>	2	1/ 1no answer	12
<b>What is working:</b> ~ I feel that having Deborah Wallace come once a month and inform us about things is working; the night shift is made aware of more information. ~ When almost everyone helps out on a missing person's assignment. ~ They listen, but does anything become of the issues? Sometimes. ~ Working is a way to get through life, being able to support a family, etc.			
<b>What is not working:</b> ~ There is very little communication between day and night shift. ~ Day crew not effective towards custodial. ~ Communication between day and night shift. ~ When asking for help from co-workers, Supervisor is unhelpful, when floor equipment is needed the same. ~ There really should be better communication between day and night shift within the custodial department with both sides working with the understanding that we are a team. ~ More communication between day and night shift. Work together. ~ Day shift does not communicate with night shift concerns to help each other. ~ Not working is like not having a future for yourself.			
<b>Suggestions:</b> ~ Day crew should be sent back to nights; waste of resources. ~ More help in the daytime. ~ We need to have a better communication with supervisors. ~ Need better communication between staff and supervisor. ~ Listen and do something about it. We are the ones working out on the campus; we know what's going on.			

M&O Staffing Plan Projection 2009-2020

Dept. Custodial

Employee Type	QTY.	Yr.09	Yr.10	Yr.11	Yr.12	Yr.13	Yr.14	Yr.15	Yr.16	Yr.17	Yr.18	Yr.19	Yr.20	Justification
Custodian	1	X												New Bldg.
Custodian	2				X									Palmdale Campus
Lead Custodian	1				X									Palmdale Campus
Custodian	1	X												Agriculture/Facilities
Custodian	1		X											New Theatre # 4
Custodian	1			X										New Science # 7
Custodian	1			X										
Custodian	1					X								New Bldg # 8
Custodian	1							X						New Bldg # 9
Custodian	1									X				New Bldg # 10
Custodian	1											X		New Bldg # 11
Custodian	1												X	Fort Tejon
Custodian	1													

# Systematic Program Review – Department of Facilities Planning and Campus Development

## SECTION I - SERVICE AREA DESCRIPTION

### A. Describe the role of the service area within Antelope Valley College.

1. The Facilities Planning & Campus Development (FP&CD) mission “To keep our campus environment safe, attractive, functional and efficient” [Education Master Plan=EMP 214] is aligned with that of the college’s EMP (22): “To serve the community by placing student success and student-centered learning as our number one priority through innovative programs and services in a professional, team-driven environment.” Recognizing we are here for the campus community, we strive to provide quality information to the campus community with integrity and promptness.

The philosophy of the EMP (23) is being dedicated to meeting the needs of a changing community. The college recognizes that it is uniquely capable of responding to the requirements of regional business, industry and public service, as well as the social and cultural needs of the Antelope Valley. With this philosophy in mind FP&CD endeavors to plan facilities that respect and represent our changing environment.

The FP&CD planning process for capital outlay projects is based on the foundational procedures and guidelines provided by the California Community College Chancellor’s Office. These procedures and guidelines are followed to ensure that capital outlay projects completed for the AVCCD meet critical program needs and bring excellent value to the community. An effective planning process measures the dynamic changes in program requirements over time to develop an accurate long term strategic plan for district facilities. Effective strategic planning of capital outlay projects will result in FTES growth (revenue growth for the district), expanding programs (additional and more diverse class offerings and support services), safer and more efficient buildings (operations cost savings), and more attractive campus (instills community pride and support for higher education).

2. FP&CD department provides services to plan, renovate and construct college facilities. FP&CD coordinates project requirements with all college divisions and departments, consultants, government agencies and community members. FP&CD is responsible for ensuring that all regulations and codes involving the design, funding and construction of capital outlay projects are met.
3. FP&CD makes every effort to provide safe and sufficient physical resources that support and assure the integrity and quality of campus programs and services, regardless of location or means of delivery (Standards IIIB). The processes by which these are accomplished are the Facilities Work Request (FWR) process, the strict adherence to the state planning processes - including the annual five year construction plan - and annual scheduled maintenance processes.

FP&CD plans, builds, maintains, and upgrades or replaces its physical resources in a manner that assures effective utilization and the continuing quality necessary to support its programs and services (Standards IIIB). The main way in which these needs are determined are procedures and forms that are easily accessible for the entire campus community through the AVC website and myAVC. Additionally, hard copies can be obtained by request. FP&CD also looks to growth figures for the college district.

The department utilizes the FWR process to guide the planning of off-site facilities, in accordance with weekly communication of planning requirements with the administration (SPBC meetings/directors meetings).

4. Customer categories
  - a) Students
  - b) Contractors
  - c) Consultants
  - d) M&O
  - e) Campus Users
  - f) Administration
  - g) Citizens Oversight Committee
  - h) Community

**B. Describe the current service area employees, as follows:**

- Title/Position
  1. Director
  2. Facilities Coordinator
  3. Administrative Assistant
- Classification: full-time, part-time, temporary, etc.
  1. Full-time
  2. Full-time
  3. Full-time
- Summarize changes in staffing (past five years)
  1. Existing Staff
  2. New Staff
  3. New Staff

**C. Department Productivity:** (past six years or indicate “initial program review”)

1. Number and type of transactions per semester; number and categories of recipients.
  - a) Initial program review
2. Summarize productivity trends in the past five years.
  - a) Initial program review



**D. Department Revenue:** (past six years or indicate “initial program review”)

1. Non-FTES Revenue: Specify grant, categorical funding, fundraising, etc.
  - a) Initial program review
2. Summarize revenue trends for the past five years.
  - a) Initial program review

**E. Department Budget:** (past six years or indicate “initial program review”)

- a) Initial program review

**SECTION II - SELF-EVALUATION**

**A. Employees**

1. Employees are actively involved in the selection of full-time and part-time employees.
  - a) Both director and coordinator sat on the hiring committee for the administrative assistant
  - b) Staff contributed to the hiring of hourly/student workers
2. The number of employees, both full-time and part-time, is appropriate for the service area.
  - a) One student worker is currently shared by the department straining the ability of the student worker to be responsive to all requests during a regular workday. The student worker is only able to keep up with the weekly work and has no time for special projects that could improve the appearance, performance and/or functionality of the department.
  - b) Due to the heavy volume of work the department has concluded that creation of the following job descriptions and employees would be beneficial to the continued success of the department:
    - Accountant
    - Plan clerk
    - File clerk

Due to a variety of economic factors affecting the funding of capital outlay projects, from both state and local sources, the volume of activity can vary significantly within the span of a few years. Because of the uncertain and cyclical nature of funding capital outlay projects it is difficult to forecast long term growth for the department. Presently the department is handling a \$200 million plus construction program with three full time district employees and several hourly/student workers. In approximately three years, the current construction program phase will be ending with little assurance that additional capital outlay projects will be funded within the next four to five years.

3. Employees are actively involved in professional organizations and activities.
  - a) Attends CCFC, SCUP & IFMA activities

4. Employees regularly participate in staff development activities and implement what they learn in the service area.
  - a) Because of the relative newness of the department and the ever growing work load the staff has had little opportunity to participate in development activities.

## **B. Customer Relations**

1. The service area schedules activities to meet customer needs.
  - a) The department regularly schedules activities to meet customer's needs including SPBC facilities sub-group meeting, project status meetings, presentations (i.e. welcome back, board of trustees, dialog with the president, campus wide emails, website, meetings schedule to address customer needs).
2. The service area communicates efficiently and effectively with customers.
  - a) The FP&CD department provides several mediums for the campus community to access information. Basic information is published in the Facilities Master Plan (FMP Appendix B) and additional strategic information can be found in the FP&CD web pages and the frequent presentations with question and answer sessions given by the Director of FP&CD.
  - b) The website offers a range of facts designed to increase campus awareness and provide accurate information about FP&CD projects.
  - c) The FP&CD office is open Monday through Friday, 8 a.m. to 4:30 p.m., and closed weekends and holidays. Staffs are available during these times both in person and by telephone to provide information on projects.
  - d) The current communication plan consists of a series of presentations with question and answer opportunities, public interviews to newspapers and local television media, and our expansive website.
  - e) One reason the department hired an administrative assistant was to help more efficiently address customer concerns.
3. The service area interacts effectively with instructional areas and other non-instructional service areas.
  - a) The FP&CD department works tirelessly with the Information Technology Services department to include future technological concerns and opportunities in to the campus infrastructure and new buildings. Understanding that forecasters predict that technological change will accelerate over the next decade (EMP, 71), we use every tool at our disposal to prepare the current and future campus to handle and maximize these uncertain future technologies.
  - b) The FP&CD department invites faculty, classified staff and administrative input into the development of all Initial Project Proposals (IPP) and Final Project Proposals (FPP) and into the design of future facilities. This involves instructional and support spaces, as well as equipment for the facility.
  - c) The department works individually with faculty staff and administration for rearrangements of existing space.

4. The service area collects customer satisfaction data and uses it to improve services.
  - a) The FP&CD department recently completed a survey that was distributed to the entire campus community. Questionnaires and survey data for the Facilities Planning and Campus Development department can be found in Appendix C.
  - b) One of the most telling questions posed in the survey was “If you indicated you are dissatisfied or very dissatisfied on Question #2 (How satisfied are you with AVC’s Facilities Planning and Campus Development department?) please tell us why.” Answers to this questions showed a wide range of attributes, mostly the answers to this question notified the department that many people do not know what Facilities Planning and Campus Development actually do. A large number of respondents likened the department with their counterpart Maintenance and Operations. Several respondents believed the department responsible for Campus Events activities, and some even attributed Information Technology Services responsibilities to the department.
  
5. The service area interacts effectively with community agencies, organizations, and resources as appropriate.
  - a) FP&CD interact with a wide variety of community agencies, organizations and resources to ensure adherence to rules and regulations and to include the community in the planning of this superior campus. One such example is our working with the city of Lancaster, road work at Ave. K improved access to parking lots making turns safer with traffic signal and median improvements.
  - b) Los Angeles County, Waterworks, etc.

### **C. Quality of Service**

Define the service standards for the area and describe the area’s effectiveness in providing quality service.

1. The service area contributes effectively to student access, retention, and achievement of learning outcomes.
  - a) FP&CD addresses the needs of students by providing facilities that meet the objectives as defined facilities master plan in support of growing programs/in the educational master plan to allow access to the most critical course sections that allow students to obtain a degree and/or transfer to four year institutions.
  - b) FP&CD assures room capacities are confirmed and furnished appropriately.
  
2. The service area recognizes and responds appropriately to external factors such as regulations, agency reviews, and community needs.
  - a) The FP&CD department regularly responds to external factors such as Division of the State Architect (DSA), Chancellors office, and varied governmental regulatory bodies.
  
3. The service area effectively assists faculty in the delivery of instruction.

- a) The FP&CD department involves faculty to assist in the planning and design of buildings including work and instructional spaces, as well as equipment for the facility.
- 4. The service area identifies areas needing improvement on a regular basis and has adopted a system of correcting problems and improving services.
  - a) The FP&CD department has developed an informal continuous process of improvements by meeting in weekly staff meetings, to improve the processes of the department and correct for improvements.
- 5. Service area procedures are developed, reviewed, and revised by service area employees.
  - a) The procedures and processes of the department are developed reviewed and revised by the staff in order to be as efficient as possible. Below please find a series of processes the department uses on a daily basis.

## Facilities Planning & Campus Development

### Contract & Pay Request Process

#### FP & CD- Facilities Planning and Campus Development

PM – Project Manager

VPBS – Vice President of Business Services

BS – Business Services

#### Professional Services Contract

#### Responsible Party

- Request for Proposal (RFP) FP & CD/PM
- Proposal of Services Vendor
- Proposal Review and Selection FP & CD/PM
- Contract Review & Approval/Signature Vendor
- Contract Approval by AVC Board of Trustees – Board Communication FP & CD
- Purchase Requisition Prepared FP & CD/PM
- (FP & CD) – Record PR # on PR/PO/CR/CP Spreadsheet FP & CD
- PR Contract Approval/Signature by VP of Business Services VPBS
- Purchase Order (PO) – Provided by Business Services BS
- PR Goldenrod & Blue Copy Sent to FP & CD with PO# BS
- (FP & CD) – Record PO# on PR/PO/CR/CO Spreadsheet FP & CD
- Send PO to PM FP & CD
- Change to Contract – Made by Consultant/Vendor to AVC AVC/PM PM
- PSSA Submitted to Consultant/Vendor for Approval PM
- Approved PSSA Submitted to AVC PM
- Change Request (CR) Prepared FP & CD
- (FP & CD) – Record CO# on PR/PO/CR/CO Spreadsheet FP & CD
- CR Submitted to Business Office to Revise Existing PO FP & CD
- Send Revised PO to PM FP & CD
- IF CR Exceeds 10% of Original Contract Amount, Board Approval is required (Board Communication) – VP to Review And Approve FP & CD
- Completion of Contract - Sign PR Goldenrod copy and Submit to Business Services Office FP & CD

#### Professional Pay Applications

#### Responsible Party

- Consultant/Vendor submits request for payment and schedule of values to PM for review and validation. Vendor

- PM completes Application and Certificate for Payment (3 copies); PM consultant/vendor signs; PM signs.
- Application and Certificate for Payment is sent to AVC – FP&CD FP & CD
- Director of FP & CD Approves Certificate of Payment FP & CD
- One copy of Application and Certificate for Payment is sent to the Business Services office for processing. FP & CD
- Warrant is received by Business Services Office from LACOE BS
- Warrant is sent to Administrative Assistant in FP & CD Office BS
- Warrant, Application and Certificate for Payment (2 copies) is sent to PM. FP & CD
- PM sends Warrant, Application for Payment, and Certificate For Payment to Consultant/Vendor PM
  - ❖ Note: For professional services not handled by PM, the Vendor/Consultant sends Invoices or Application and Certificate for Payment directly to Facilities Planning and Campus Development. The process for Business Services does not change.

**Construction Contracts**

**Responsible Party**

- Construction Bid Packages Prepared by PM PM
- Notice to Bidders Prepared by PM – Job Walk, & Bid Opening Dates Coordinated with FP & CD – Bid # Provided by Buyer, Business Services PM/BS
- Notice to Bidders Submitted to AVC Buyer for Submittal To Valley Press for Publication – Two weeks Public Notice Required PM/BS
- Job Walk held after Second Notice Appears in Valley Press PM
- Bid Opening – Held One to Three Weeks after Job Walk Depending on Scope of Project PM
- Bid Evaluation – Recommendation made by PM to AVC PM
- Contract Approval of Approved low bidders by AVC Board Of Trustees – Board Communication (Board Communications Are due one week prior to the Board which is held on the 2<sup>nd</sup> Monday of each month) AVC Board
- Contract Approval/Bond Insurance Verification PM
- Purchase Requisition (PR) Prepared FP & CD
- FP & CD Records PR# on PR/PO/CR/CO Spreadsheet FP & CD
- PR Approval/Signature by AVC, VPBS VPBS
- Purchase Order (PO) Provided by Business Services BS
- PR Goldenrod & Blue Copy sent to FP & CD w/PO# BS
- FP & CD Records Po# on PR/PO/CR/CO Spreadsheet FP & CD
- Send PO# to PM FP & CD
- **Change to Contract** – Request made by Contractor to Klassen Vendor
- PM submits CCD to FP & CD PM

- FP & CD approves CCD FP & CD
- If CCD Exceeds Project Contingency Approval Required by VPBS VPBS
- PM Prepares Change Order PM
- Change Order submitted to FP & CD PM
- Approved CO submitted to AVC PM
- FP & CD Record Co # on PR/PO/CR/Co Project Spreadsheet FP & CD
- CO Submitted to Business Office to Revise Existing PO BS
- If CO exceeds 10% of Original Contract Amount, Board Approval (Board Communication) is required (VPBS Review & Approval Required) VPBS
- **Completion of Contract** – Sign PR Goldenrod copy and submit to Business Services Office FP & CD
- Notice of Completion (NOC) is approved by AVC Board Of Trustees – Board Communication FP & CD
- NOC is Filed with L.A. County Recorders Office FP & CD

**Construction Pay Applications**

**Responsible Party**

- Contractor submits request for payment and schedule of values to Klassen for review and validation. Vendor
- PM completes Application/Certificate for Payment (3 copies); Contractor signs; Project Manager signs Vendor/PM
- Application/Certificate for Payment is sent to FP & CD; Director of FP & CD signs FP & CD
- One copy of Application/Certificate for Payment is sent Business Services office for processing. BS
- Warrant is received by Business Services from LACOE BS
- Warrant is sent to FP & CD Admin. Asst. BS
- Warrant, Application/Certificate for Payment (2 copies) Is sent to PM FP & CD
- PM send Warrant and Application/Certificate for Payment to Vendor PM

6. Service area procedures are in written form and are followed by employees.
  - a) Procedures for the department are in written form and provided to all employees via a department manual.

## D. Institutional Support

1. Describe current facilities. What plans for improving space utilization are already included in the goals and strategies of the college's Education Master Plan? What plans for addressing unmet facility needs or improving space utilization still need to be explored?
  - a) Plans for improving space included in the EMP (p.214) are a new Maintenance and Operations facility and a storage space/ support area. These plans are currently in production, the new Maintenance and Operations building will be ready to be occupied in late January 2009.
2. Describe equipment and other resources used to perform service area functions. What plans for improving, replacing, or repairing equipment are already included in the goals and strategies of the college's Education Master Plan? What plans for improving, replacing, or repairing equipment still need to be explored?
  - a) Further exploration into obsolete equipment and technologies need to be explored to determine an appropriate plan of action and define procedures for equipment and technologies obsolescence.
  - b) Need new technology as a resource including AutoCAD
  - c) District classroom furniture assessment is done annually and is a method of determining need for furniture upgrades. The assessment is provided as a report to the Academic Affairs VP so that she may consider her needs and budget for Academic Affairs equipment.
  - d) The department also coordinates with Maintenance and Operations department to define and develop scheduled maintenance projects to maintain the campus facilities.
3. Budget allocations to the department are appropriate.
  - a) Describe the goals and emphasis placed on the use of funds for the service area with reference to the goals and strategies of the college's Education Master Plan.
    - Because the college budget is uncertain from year to year it has been difficult to implement new technology within the FP&CD department.
    - The limited budget impacts the department's ability to attend conferences, seminars and training classes on new technologies.
    - An emphasis is placed in the annual use of redevelopment funds to fund annual consultant requirements (i.e. project proposals, and signage) facilities planning consultants for five year plan, and Initial Project Proposal and Final Project Proposal
  - b) Describe and evaluate funding sources other than those provided by the district, including grants and categorical funding.
    - Measure R funds the majority of capital outlay projects as well as the facilities coordinator position and a portion of the Directors position until the completion of measure R projects funding is complete.
4. Technical support is sufficient to implement and maintain technology and software in the service area. (Accreditation Standard IIIC)



- a) Currently technical support is insufficient to implement and maintain new software in the service area.
  - b) The department has endured some difficulties in acquiring a shared folder. The administrative assistant requested a private folder accessible only by the FP&CD department, after much urging and a year's time the folder was made available to the three employees.
5. Appropriate training is available for the use of technology in the service area.  
(Accreditation Standard IIIC)
- a) Currently technical training is insufficient to successfully implement new software in the current service area.
  - b) Recently the department has acquired Visio software, a program that should help the department demonstrate effective furnishings use and needs within the district. However, through lack of technical support available to train staff, that software has been used/unused based on employees' self teaching abilities.
6. Appropriate staff development activities are available for the acquisition and expansion of the service area employee's knowledge and skills.
- a) This section is directly affected by and proportional to our budgetary allotments, currently there is no budget within the department for this.
  - b) Employees have attended presentations on both "Safety at work" and "Ergonomics for healthy work environments".

**E. Service Area Specific Standards:** Refer to accreditation standards and to previous sections if appropriate.

- 1. Describe any particularly successful; aspects of the service area as well as any honors, award, or achievements earned by the service area and/or its employees.
  - a) Certificate of Appreciation and Recognition for exceptional work dedication and support have been awarded to the Director of FP&CD.
- 2. Describe any particularly difficult obstacles, either internal or external to the institution, which influence the effectiveness of the service area.
  - a) Public perception
  - b) Inter-departmental communications
  - c) Increasing construction cost
  - d) Obstacles with consultant development of procedures and process with consultant
  - e) There has been significant community dissent in the order of planned facilities being built.
  - f) The current economic conditions of the state have proven to be great obstacles in the ability to raise buildings. The swift and seep incline in inflation has eaten away at bond funds from Measure R disallowing the completion of projects within budget and hindering some projects from going past the Initial Project Proposal stage.

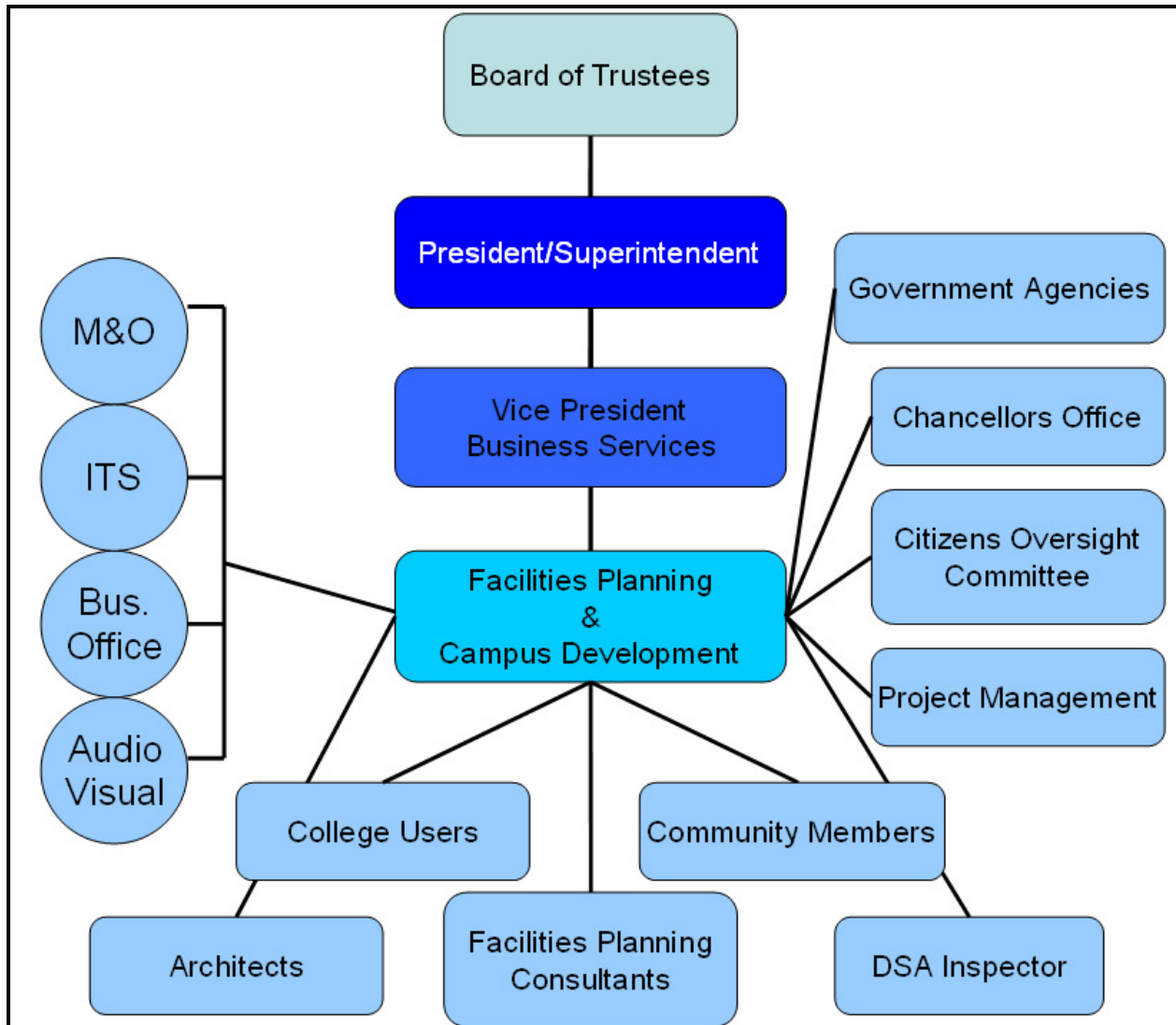
## **SECTION III - PLANNING**

### **A. Integration of Educational Master Plan Goals**

1. Existing Service Area goals: List the existing service area goals/objectives under the Educational Master Plan Goals, and describe the service area's progress in implementing these goals/objectives. Include goals that support student learning and operational outcomes.
  - a) As one of the EMP (25) goals states we help the college to "Develop and maintain facilities to ensure an innovative educational environment that supports student learning outcomes." To that end the FP&CD department believes their collective and individual success requires working together toward shared goals. This is best exemplified in relationships when planning buildings. The department works hand in hand with users of the facilities the ITS and the maintenance department when planning and designing new facilities, allowing diverse points of view to affect the final outcome. We also interpret statistical information for both our campus and the community we serve. (See FPM appendix B)

### **B. Identify and describe any important trends in the following areas which affect department goals.**

1. Changes within the department.
  - a) Below is the current organizational structure of the department:



2. Changes within the customer base served by the area under review.
  - a) The customer base being served from IR/FMP
  
3. Changes within the organizational structure and direction of the institution.
  - b) The current organizational structure of the department is new overall. The Director is the only employee who has been in place for sometime, however the facilities coordinator and administrative assistant are both new, less than two years with the college, employees.
  
4. Changes in federal or state laws that have an effect on department functions.
  - a) Capital Outlay funding from the state is critical to the long term functioning of the department and is a very uncertain variable.
  - b) Very recent state law has allowed FP&CD to use Plan Check agencies instead of DSA in the planning design process which will allow college projects to move along in a timelier manner saving money in the costs of delay.

**C. Describe the goals for the department with reference to the goals and strategies of the college's Education Master Plan. Include both short-term (3-5 years) and long-term (10 year vision) objectives.**

1. Pull statement from the EMP & FMP
2. Complete initial planning requirements for Palmdale Campus
3. Expand current Palmdale center facilities to meet growth requirements
4. Manage redevelopment funds budget to provide best value for campus capital outlay requirements.
5. Develop and promote new state capital outlay projects that support critical program needs.
6. Develop capital outlay projects that enhance the collegiate feel of the campus
7. Develop plan with administration and community to promote future local bond measure for capital outlay projects
8. Further develop department processes and technology to more effectively support campus users.
9. Update current campus facilities

**D. Describe the resources needed to maintain and improve service quality and to reach the service area's goals and objectives. For each item provide detail equivalent to that required for budget augmentation requests, for example, hours for part-time employees, amount of overtime, and cost of remodeling.**

1. Short Term (3-5 years):
  - a) Permanent Positions – Initial planning requirement for Palmdale campus.
  - b) Temporary Employees – Need for the remainder of projects file clerk, plan clerk and accountant.
  - c) Supplies, mileage, contracts, etc. – Contract person to manage and update web pages.
  - d) Technology/equipment/furniture
  - e) Remodeling of facilities
    - Update campus signage
    - Update campus signage for uniformity
    - Update facilities with campus standards, door and building colors.
  - f) Overtime
  - g) Software
    - AutoCAD – in order to work with construction and planning documents
  - h) Other
    - Training for AutoCAD software
    - Training for use of plotter
    - Differentiate department from other similarly named departments
    - Raise awareness of FP&CD role within the college
2. Long Term (10 year vision)
  - a) Permanent Positions

- b) Temporary employees
- c) Supplies, mileage, contracts, etc.
- d) Technology/equipment/furniture
  - Create flexible classroom spaces
  - Identify and address office spaces in need of upgrades
- e) Remodeling of facilities
  - Install bike racks
  - Changing current fixed/static/standard classrooms to flexible spaces
  - Campus exterior standards
- f) Overtime
- g) Software
- h) Other

## **SECTION IV - SUMMARIES AND RECOMMENDATIONS**

For Sections I- III of the self-study, provide the following information and relate its impact to the Visional and Operational Outcomes.

### **A. A summary of the findings and their significance.**

1. The FP&CD Department is consistently striving to improve process and procedures. This is important because all employees actively participate in the development of process.
2. It is also found that the department is lacking employee staff development specific to the department's function within the district. This is significant in that it hinders the employees' knowledge of factors that affect the planning process. Also the State and federal regulation are not generally known by the department's employees
3. It is found that much information is available about the department and its responsibilities however the department is routinely confused with other departments on campus.
4. One of the most important findings in this process has been the outside societal and economics factors which greatly influence the internal workings of the FP&CD department.

### **B. A list of major recommendations which include:**

1. A plan of action for implementation of goals and objectives for improvement or enhancement of the service are and associated costs.
  - a) Find funding for bike racks
  - b) Make campus aware of departments role & responsibility
2. Expected outcomes of goals and objectives.
  - a) Allow students safe place to store bikes while attending classes
  - b) Campus will be able to differentiate the FP&CD department from M&O or any other.
3. A reasonable timeline for attainment of goals and objectives.
  - a) A reasonable timeline for the attainment of goals and objectives stated is four years.

**C. A list of recommended changes in the Educational Master Plan, Facilities Plan, of the vision and Operational Outcomes.**

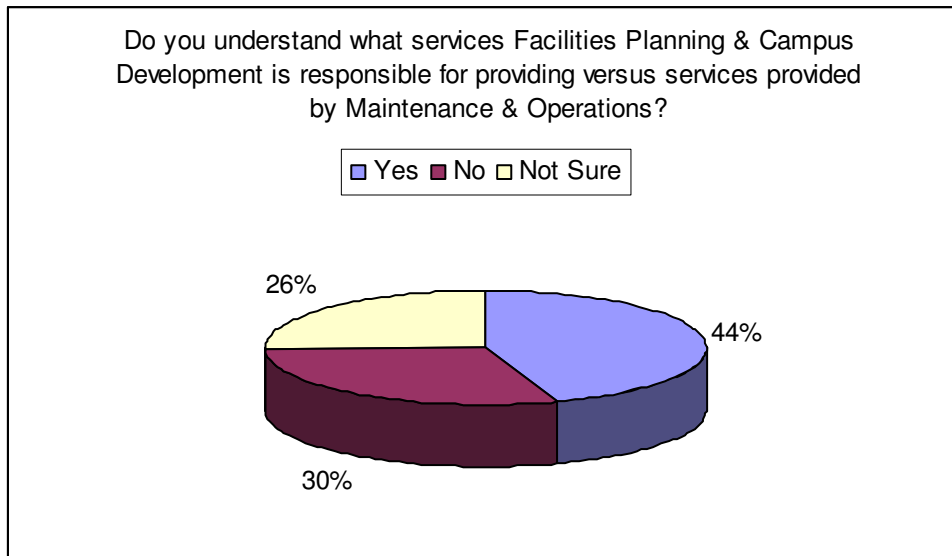
1. The Vision and Operational Outcomes, Educational Master Plan, and Facilities Plan for the area under review should be reviewed and revised to: (1) meet customer needs, (2) respond to institutional priorities, (3) adequately reflect changes in the area's professional disciplines as well as changes in operational or educational methodology and technology, (4) address external mandates such as state requirements, industry, and professional standards, etc.
  - a) Current district funding is inadequate to meet the needs of the FP&CD. The costs associated with salaries and supplies should be increased to keep pace with the growing work demands due to campus growth.
  - b) Additional staffing, facilities and equipment outlined in previous sections are currently not budgeted for.

## Appendix C

### Survey Questions:

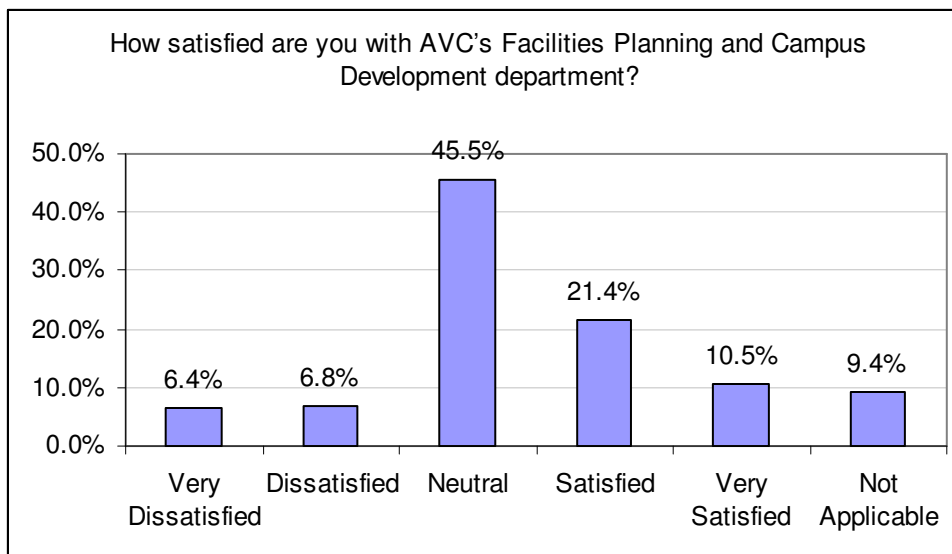
1. Do you understand what services Facilities Planning & Campus Development is responsible for providing versus services provided by Maintenance & Operations?
2. How satisfied are you with AVC's Facilities Planning and Campus Development department?
3. If you indicated you are dissatisfied or very dissatisfied on Question #2 please tell us why.
4. Do you know how/where to locate the Facilities Planning & Campus Development department?
5. Have you had responsive service when dealing with the Facilities Planning and Campus Development department?
6. If you have any additional comments with regard to the Facilities Planning and Campus Development department, please share them:

### Answers to survey:



**#1**

A majority of respondents believe they understand the difference in the services that FP&CD provide versus those provided by M&O.

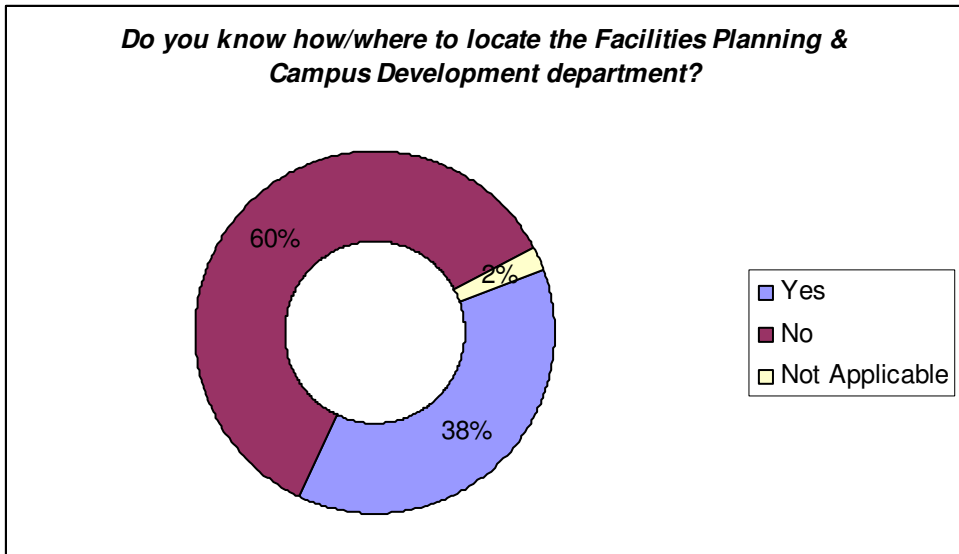


**#2**

Most respondents (45.5%) replied neutral satisfaction with the FP&CD department.

**#3.** Answers to this question showed a wide range of attributes; mostly the answers notified the department that many people do not know Facilities Planning and Campus Development's role. A large number of respondents likened the department with their counterpart, Maintenance and Operations. Several respondents believed the department responsible for Campus Events activities, and some even attributed Information Technology Services responsibilities to the department. Below is a short list of randomly selected responses from the survey:

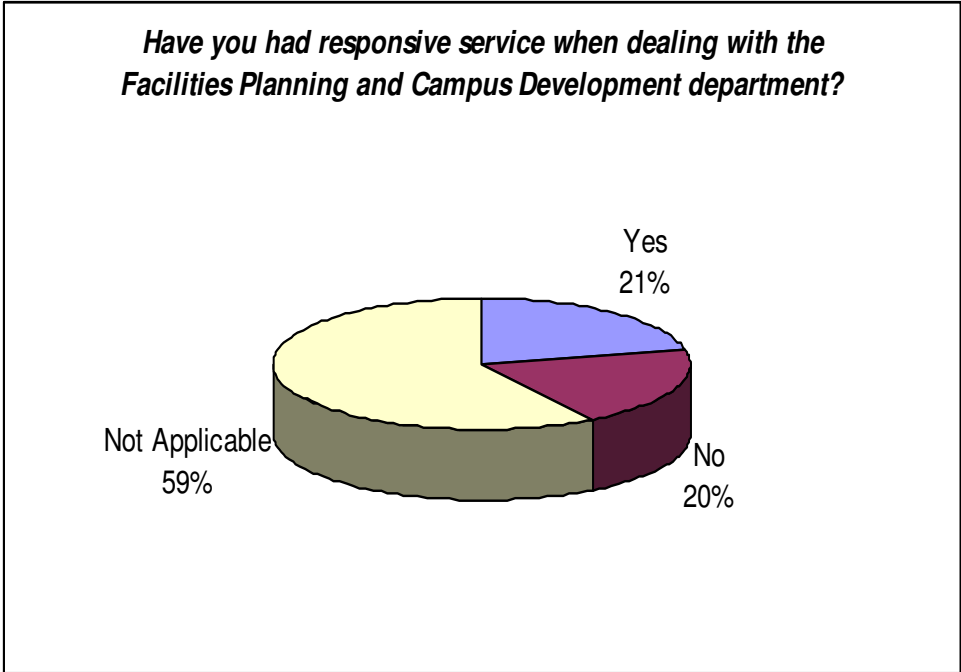
- I would have said satisfied, but now I'm not sure where the line is between facilities and maintenance...
- Because you have ignored the academic needs of our students and you know it.
- Dirty facilities
- The room where I teach has had ongoing temperature problems, which Facilities has repeatedly "fixed."
- Besides being in charge of new construction on campus, I do not know what you do.
- Although I am satisfied with the department, I would like to suggest that whenever we have events on campus, the department should generate an email via MyAVC--twice (2 days in advance, and the morning of the event). Thank you!
- Restrooms at night are very unsanitary, paper on the floor and smell bad. Soda machines will not take dollar bills and sometimes don't work at all. Some of the vending machines are in unlit areas and light bulbs in the machines are out and so dark, it is difficult to make selections. Security should be more present in the hours of 2145-1030 when night classes are letting out and students are prone to be victims of crime.
- There is no wireless internet!!
- New classrooms, updating Audio-Video equipment, more parking and decent food on campus should be a higher priority over new sports fields and sports stadium.



**#4**

Although most respondents don't know where the department is housed, FP&CD hope that all respondents will easily be able to locate the department in the future.





#5  
 Although most respondents replied NA, (meaning they have not had reason to contact the department), the remaining 40% of respondents had absolute 50/50 mixed response of yes and no. The department takes these answers very seriously and will develop a procedure of responsiveness to customer needs.

Rational findings from survey results:  
 Because the question and answers to number 3 shows that the department is often confused with other service departments on campus, all other answers to survey questions are misleading at best. When asked if service is responsive or if there is a level of satisfaction with the service provided, it cannot be determined if the answers are truly directed toward the Facilities Planning and Campus Development department. Further advertisement of the department and its responsibilities within the district will need to be implemented before issuing another survey for FP&CD.

## Systematic Program Review – Department of Campus Police and Security

### SECTION I - SERVICE AREA DESCRIPTION

#### A. Mission Statement

The Antelope Valley College Police Department was officially established by the Board of Trustees on April 14, 2008. The Antelope Valley College Police Department Mission Statement: **“Dedicated to a Safe Education.”** The mission of the Antelope Valley College Police department is to provide qualified, professional and courteous law enforcement and security service to the student body, faculty and staff of Antelope Valley College. It is our goal to make every reasonable effort to protect persons and property on our campus, thereby affording our students the best educational environment possible.

- The Antelope Valley College Police Department is currently a division of the Department of Business Services.
- The AVCPD operation is available to students and staff 24 hours a day, 7 days a week. Some services provided by the AVCPD are as follows:
- Crime prevention via 24/7 patrols of AVC property, securing buildings on campus, parking lot security and traffic control, vehicle assistance, Student and Staff escorts, Crime and Incident reporting, directional guidance, community service arrangements for student discipline, and the AVCPD station provides a safe location for students to await transportation or use a courtesy phone.
- Customer categories

#### B. Employees

The Antelope Valley College Police Department consists of 34 personnel; four of these are employees of Antelope Valley College:

- Interim Chief of Police, Full-time
- Administrative Assistant to Chief of Police, Currently full time, temporary, paid hourly
- Police Officer, Full-time, (2).
- The remaining 30 positions, which consists of full and part-time personnel are filled by Regional Patrol Services, a contracted security agency located in the city of Lancaster, CA. Regional Patrol offers the District dispatchers, full-time security officers and receptionists. The District has utilized the company over 17 years. Changes to personnel have taken place over the last few years due to the growth of the District.

#### C. Department Productivity: (past six years or indicate “initial program review”)

1. The Department of Campus Police and Safety processes on average hundreds of citations per year, including warning tickets and moving violations.

2. Due to the growth of the campus and increased student population, security incidents on the campus have increased. The Los Angeles County Sheriff's Department continues to provide police support if the department has a felony situation.

**D. Department Revenue:** (past six years or indicate "initial program review")

- Non-FTES Revenue: Specify grant, categorical funding, fundraising, etc.
- Summarize revenue trends for the past five years

**E. Department Budget:** (past six years or indicate "initial program review")

- List annual expenditures by the service area as reflected in the standard Business Office year-end reports. Attach prior year's year-end expenditure report.

**SECTION II. SELF-EVALUATION**

Please describe and evaluate the effectiveness of each item.

**A. Employees**

1. Employees are actively involved in the selection of full-time and part-time employees.
2. The number of employees, both full-time and part-time, is appropriate for the service area.
3. Employees are actively involved in professional organizations and activities.
4. Employees regularly participate in staff development activities and implement what they learn in the service area.

**B. Customer Relations**

Describe customer base and evaluate how well the customer base is served.

1. The service area schedules activities to meet customer needs.
2. The service area communicates efficiently and effectively with customers.
3. The service area interacts effectively with instructional areas and other non-instructional service areas.
4. The service area collects customer satisfaction data and uses it to improve services.
5. The service area interacts effectively with community agencies, organizations, and resources as appropriate.

### **C. Quality of Service**

Define the service standards for the area and describe the area's effectiveness in providing quality service.

1. The service area contributes effectively to student access, retention, and achievement of learning outcomes.
2. The service area recognizes and responds appropriately to external factors such as regulations, agency reviews, and community needs.
3. The service area effectively assists faculty in the delivery of instruction.
4. The service area identifies areas needing improvement on a regular basis and has adopted a system of correcting problems and improving services.
5. Service area procedures are developed, reviewed, and revised by service area employees.
6. Service area procedures are in written form and are followed by employees.

### **D. Institutional Support**

1. Describe current facilities. What plans for improving space utilization are already included in the goals and strategies of the college's Education Master Plan? What plans for addressing unmet facility needs or improving space utilization still need to be explored?
  2. Describe equipment and other resources used to perform service area functions. What plans for improving, replacing, or repairing equipment are already included in the goals and strategies of the college's Education Master Plan? What plans for improving, replacing, or repairing equipment still need to be explored?
  3. Budget allocations to the department are appropriate.
  4. Describe the goals and emphasis placed on the use of funds for the service area with reference to the goals and strategies of the college's Education Master Plan.
  5. Describe and evaluate funding sources other than those provided by the district, including grants and categorical funding.
1. Technical support is sufficient to implement and maintain technology and software in the service area. (Accreditation Standard IIIC)
  2. Appropriate training is available for the use of technology in the service area. (Accreditation Standard IIIC)

3. Appropriate staff development activities are available for the acquisition and expansion of service area employees' knowledge and skills.

**E. Service Area Specific Standards: Refer to accreditation standards and to previous sections if appropriate.**

1. Describe any particularly successful aspects of the service area as well as any honors, awards, or achievements earned by the service area and/or its employees.
2. Describe any particularly difficult obstacles, either internal or external to the institution, which influence the effectiveness of the service area.

### **SECTION III. PLANNING**

**A. Integration of Educational Master Plan Goals**

Accreditation Recommendations: List the most recent accreditation evaluation team's recommendations for the service area and describe the service area's progress in implementing these recommendations.

Accreditation Self-Study Planning Agendas: List the planning agendas related to the service area that were published in the most recent Accreditation Self-Study Report under the Educational Master Plan Goals, and describe the service area's progress in implementing these planning agendas.

3. Existing Service Area Goals: List the existing service area goals/objectives under the Educational Master Plan Goals, and describe the service area's progress in implementing these goals/objectives. Include goals that support student learning and operational outcomes.

**B. Identify and describe any important trends in the following areas which effect department goals.**

- Changes within the department.
- Changes within the customer base served by the area under review.
- Changes within the organizational structure and direction of the institution.
- Changes in federal or state laws that have an effect on department functions.

**C. Describe the goals for the department with reference to the goals and strategies of the college's Education Master Plan. Include both short-term (3-5 years) and long-term (10 year vision) objectives.**

**D. Describe the resources needed to maintain and improve service quality and to reach the service area's goals and objectives. For each item provide detail equivalent to that**

**required for budget augmentation requests, for example, hours for part-time employees, amount of overtime, cost of remodeling.**

1. Short Term (3-5 years):

- Permanent positions
- Temporary employees
- Supplies, mileage, contracts, etc.
- Technology/equipment/furniture
- Remodeling of facilities
- Overtime
- Software
- Other

2. Long Term (10 year vision):

- Permanent positions
- Temporary employees
- Supplies, mileage, contracts, etc.
- Technology/equipment/furniture
- Remodeling of facilities
- Overtime
- Software
- Other

#### **SECTION IV. SUMMARIES AND RECOMMENDATIONS**

For Sections I - III of the self-study, provide the following information and relate its impact to the Vision and Operational Outcomes.

A. A summary of the findings and their significance.

B. A list of major recommendations which include:

- A plan of action for implementation of goals and objectives for improvement or enhancement of the service area and associated costs.
- Expected outcomes of goals and objectives.
- A reasonable timeline for attainment of goals and objectives.

C. A list of recommended changes in the Educational Master Plan, Facilities Plan or the Vision and Operational Outcomes.

## **APPENDICES**

## APPENDIX A

**CAFETERIA INCOME STATEMENT  
FISCAL YEAR 2008-2009**

C

	JUNE	YEAR TO DATE
<b>INCOME</b>		
SALES-STUDENTS	\$19,377.09	\$373,823.32
SALES-NON STUDENTS	\$10,826.11	\$119,133.90
<hr/>		
TOTAL SALES INCOME	\$30,203.20	\$492,957.22
PHYSICAL INVENT ADJUSTMENT	\$18,180.87	\$18,180.87
COST OF GOODS SOLD	\$16,611.76	\$271,126.47
<hr/>		
GROSS PROFIT (LOSS)	(\$4,589.43)	\$203,649.88
<hr/>		
<b>OPERATING EXPENSE</b>		
SALARIES	\$22,036.43	\$290,198.13
BENEFITS	\$6,186.70	\$66,982.84
OVER & SHORTS	\$67.05	\$1,151.89
TRANSPORTATION/SURCHAGE FEE	\$0.00	\$513.32
SERVICE CHARGE	\$55.96	\$717.40
SUPPLIES	(\$1,698.06)	\$12,495.56
EQUIPMENT	\$291.97	\$2,649.52
MAINTENANCE	\$411.42	\$5,295.67
LAUNDRY	\$603.87	\$8,356.67
LINEN MAINTENANCE	\$80.90	\$1,101.03
TAX EXPENSE - SALES/HEALTH	\$385.91	\$6,660.54
BANK CHARGES	\$0.00	\$318.97
DUES & SUBSCRIPTIONS	\$0.00	\$50.00
MILEAGE & TRAVEL	\$0.00	\$0.00
POSTAGE	\$0.00	\$55.60
<hr/>		
TOTAL OPERATING EXPENSE	\$28,422.15	\$396,547.14
<hr/>		
NET PROFIT (LOSS) FROM OPERATIONS	(\$33,011.58)	(\$192,897.26)
<hr/>		
<b>OTHER INCOME</b>		
COMMISSION	\$7,040.67	\$85,227.46
INTEREST EARNED	\$0.00	\$0.00
PEPSI YEARLY CONTRIBUTION	\$0.00	\$40,000.00
REBATES	\$0.00	\$0.00
<hr/>		
NET PROFIT/LOSS	(\$25,970.91)	(\$67,669.80)

\*Loss is due to limited sales



**CAFETERIA INCOME STATEMENT**

**FISCAL YEAR 2007-2008**

**CAFETERIA REPORT #2**  
**August 11, 2008**

**JUNE**

**YEAR TO DATE**

**INCOME**

SALES-STUDENTS	\$13,896.05	\$336,670.55
SALES-NON STUDENTS	\$6,034.20	\$100,626.04

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TOTAL SALES INCOME	\$19,930.25	\$437,296.59
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PHYSICAL INVENT ADJUSTMENT	(\$5,888.49)	\$26,905.70
COST OF GOODS SOLD	\$10,961.64	\$205,557.56

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GROSS PROFIT (LOSS)	\$14,857.10	\$204,833.33
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**OPERATING EXPENSE**

SALARIES	\$24,575.54	\$270,173.97
BENEFITS	\$6,787.91	\$68,448.01
OVER & SHORTS	\$10.35	\$1,362.05
TRANSPORTATION/SURCHAGE FEE	\$75.00	\$596.00
SERVICE CHARGE	\$45.01	\$556.53
SUPPLIES	\$345.44	\$9,944.08
EQUIPMENT	\$0.00	\$499.17
MAINTENANCE	\$502.03	\$15,651.43
LAUNDRY	\$635.66	\$8,599.89
LINEN MAINTENANCE	\$82.31	\$1,101.47
TAX EXPENSE - SALES/HEALTH	\$206.33	\$5,784.95
BANK CHARGES	\$0.00	\$10.00
DUES & SUBSCRIPTIONS	\$239.00	\$329.00
MILEAGE & TRAVEL	\$135.80	\$135.80
POSTAGE	\$6.56	\$70.52

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TOTAL OPERATING EXPENSE	\$33,646.94	\$383,262.87
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NET PROFIT (LOSS) FROM OPERATIONS	(\$18,789.84)	(\$178,429.54)
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**OTHER INCOME**

COMMISSION	\$3,318.11	\$80,615.73
INTEREST EARNED	\$0.00	\$3.74
PEPSI YEARLY CONTRIBUTION	\$0.00	\$40,000.00
REBATES	\$0.00	\$0.00

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<b>NET PROFIT/LOSS</b>	<b>(\$15,471.73)</b>	<b>(\$37,810.07)</b>
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\*Loss is due to limited sales

**CAFETERIA INCOME STATEMENT  
FISCAL YEAR 2006-2007**

	JUNE	YEAR TO DATE
<b>INCOME</b>		
SALES-STUDENTS	\$8,137.73	\$302,006.79
SALES-NON STUDENTS	\$5,697.82	\$89,976.48
<hr/>		
TOTAL SALES INCOME	\$13,835.55	\$391,983.27
PHYSICAL INVENT ADJUSTMENT	(\$4,577.53)	(\$4,138.04)
COST OF GOODS SOLD	\$7,609.55	\$215,607.28
<hr/>		
GROSS PROFIT (LOSS)	\$10,803.53	\$180,514.03
<hr/>		
<b>OPERATING EXPENSE</b>		
SALARIES	\$13,040.02	\$228,306.61
BENEFITS	\$5,490.82	\$62,536.57
OVER & SHORTS	\$10.33	(\$47.32)
TRANSPORATION SURCHAGE	\$18.00	\$199.00
SUPPLIES	\$613.03	\$10,787.77
EQUIPMENT	\$0.00	\$7,380.21
MAINTENANCE	\$115.00	\$7,178.22
LAUNDRY	\$788.97	\$9,059.25
TAX EXPENSE - SALES/HEALTH	\$147.38	\$7,058.41
BANK CHARGES	\$0.00	\$95.25
DUES & SUBSCRIPTIONS	\$0.00	\$50.00
MILEAGE & TRAVEL	\$0.00	\$89.00
POSTAGE	\$7.04	\$164.33
<hr/>		
TOTAL OPERATING EXPENSE	\$20,230.59	\$332,857.30
<hr/>		
NET PROFIT (LOSS) FROM OPERATIONS	(\$9,427.06)	(\$152,343.27)
<hr/>		
<b>OTHER INCOME</b>		
COMMISSION	\$7,966.37	\$83,275.06
INTEREST EARNED	\$2.02	\$52.43
PEPSI YEARLY CONTRIBUTION	\$0.00	\$40,000.00
REBATES	\$0.00	\$0.98
<hr/>		
NET PROFIT/LOSS	(\$1,458.67)	(\$29,014.80)

\*Loss is due to limited sales

**CAFETERIA INCOME STATEMENT  
FISCAL YEAR 2005-2006**

	JUNE	YEAR TO DATE
<b>INCOME</b>		
SALES-STUDENTS	\$12,345.28	\$268,217.14
SALES-NON STUDENTS	\$3,228.55	\$69,450.26
<hr/>		
TOTAL SALES INCOME	\$15,573.83	\$337,667.40
PHYSICAL INVENT ADJUSTMENT	\$0.00	(\$492.02)
COST OF GOODS SOLD	\$8,565.61	\$185,717.07
<hr/>		
GROSS PROFIT (LOSS)	\$7,008.22	\$152,442.35
<hr/>		
<b>OPERATING EXPENSE</b>		
SALARIES	\$12,564.55	\$216,450.19
BENEFITS	\$5,275.17	\$56,460.89
OVER & SHORTS	(\$3.13)	\$855.95
SUPPLIES	\$672.36	\$8,455.16
EQUIPMENT	\$91.08	\$2,736.79
MAINTENANCE	\$616.62	\$6,699.40
LAUNDRY	\$445.03	\$6,493.00
TAX EXPENSE - SALES/HEALTH	\$179.74	\$3,792.12
BANK CHARGES	\$0.00	\$219.37
DUES & SUBSCRIPTIONS	\$0.00	\$45.00
MILEAGE & TRAVEL	\$0.00	\$102.82
POSTAGE	\$0.00	\$10.73
<hr/>		
TOTAL OPERATING EXPENSE	\$19,841.42	\$302,321.42
<hr/>		
NET PROFIT (LOSS) FROM OPERATIONS	(\$12,833.20)	(\$149,879.07)
<hr/>		
<b>OTHER INCOME</b>		
COMMISSION	\$4,371.64	\$91,180.24
INTEREST EARNED	\$8.13	\$95.74
PEPSI YEARLY CONTRIBUTION	(\$200.00)	\$39,800.00
REBATES	\$0.00	\$11.70
<hr/>		
NET PROFIT/LOSS	(\$8,653.43)	(\$18,791.39)

\*Loss is due to limited sales

**CAFETERIA INCOME STATEMENT  
FISCAL YEAR 2004-2005**

Cafeteria Report C-2  
August 1, 2005

	JUNE	YEAR TO DATE
<b>INCOME</b>		
SALES-STUDENTS	\$21,242.36	\$274,887.71
SALES-NON STUDENTS	\$7,287.82	\$77,664.79
<hr/>		
TOTAL SALES INCOME	\$28,530.18	\$352,552.50
PHYSICAL INVENT ADJUSTMENT	(\$4,014.44)	\$7,768.72
COST OF GOODS SOLD	\$15,691.60	\$185,264.00
<hr/>		
GROSS PROFIT (LOSS)	\$16,853.02	\$159,519.78
<hr/>		
<b>OPERATING EXPENSE</b>		
SALARIES	\$16,098.96	\$209,248.59
BENEFITS	\$5,885.18	\$62,365.86
OVER & SHORTS	(\$40.36)	\$1,777.40
SUPPLIES	\$228.57	\$8,428.82
EQUIPMENT	\$146.27	\$2,462.50
MAINTENANCE	\$785.00	\$6,148.33
LAUNDRY	\$543.59	\$7,220.24
TAX EXPENSE - SALES/HEALTH	\$238.75	\$3,883.09
BANK CHARGES	\$0.00	\$72.86
DUES & SUBSCRIPTIONS	\$0.00	\$45.00
MILEAGE & TRAVEL	\$0.00	\$0.00
POSTAGE	\$11.47	\$190.29
<hr/>		
TOTAL OPERATING EXPENSE	\$23,897.43	\$301,842.98
<hr/>		
NET PROFIT (LOSS) FROM OPERATIONS	(\$7,044.41)	(\$142,323.20)
<hr/>		
<b>OTHER INCOME</b>		
COMMISSION	\$6,939.30	\$90,167.57
INTEREST EARNED	\$8.72	\$134.20
PEPSI YEARLY CONTRIBUTION	\$0.00	\$25,000.00
REBATES	\$0.00	\$109.57
<hr/>		
NET PROFIT/LOSS	(\$96.39)	(\$26,911.86)

\*Loss is due to limited sales

## APPENDIX B

Bookstore B-2  
August 10, 2009

### BOOKSTORE PROFIT/LOSS STATEMENT FISCAL YEAR 2008-2009

	June	YEAR TO DATE
<b>SALES</b>	\$370,670.64	\$4,534,122.20
<b>COST OF GOODS</b>	\$246,935.36	\$3,259,266.15
INVENTORY VALUATION ADJUST	(\$2,722.20)	\$5,322.07
<b>ADJUSTED COST OF GOODS</b>	\$244,213.16	\$3,264,588.22
<b>GROSS PROFIT</b>	<b>\$126,457.48</b>	<b>\$1,269,533.98</b>
<b>OPERATING EXPENSES</b>		
LABOR	\$45,917.54	\$576,156.72
BENEFITS	\$19,107.96	\$201,965.90
OVER & SHORT	\$5.56	\$257.33
FREIGHT	\$1,583.46	\$112,146.07
DONATIONS	\$13,634.00	\$17,122.44
TELEPHONE	(\$2.90)	\$3,322.63
CUSTODIAL EXP	\$45,904.59	\$96,463.42
ELECTRICITY	\$48,721.64	\$100,565.77
GAS	\$10,889.21	\$25,461.15
WATER	\$4,947.79	\$11,399.96
OFFICE/STORE SUPPLIES	\$416.25	\$23,445.34
MARAUDER BOOKSTORE COUPONS	\$0.00	\$0.00
OFFICE/STORE EQUIPMENT	\$135.19	\$26,619.26
POSTAGE	\$36.09	\$823.79
DUES & TRADE JOURNALS	\$30.00	\$3,727.90
TRAVEL/SEMINARS/CONFERENCE	\$893.80	\$6,537.48
CREDIT CARD DISCOUNTS	\$729.33	\$69,554.15
CREDIT NOT RECEIVED EXPENSE	\$437.13	\$8,132.29
DAMAGED EXPENSE	\$83.59	\$3,320.96
ADVERTISING	(\$939.90)	\$1,149.98
MAINTENANCE	\$1,080.95	\$18,875.36
MILEAGE EXPENSE	\$0.00	\$65.49
OBSOLETE BOOKS & SUPPLIES	\$82.93	\$5,834.07
PROFESSIONAL/TECH SERVICES	\$115.62	\$1,254.57
SHOPPING BAG EXPENSE	\$121.50	\$10,553.62
BAD CHECKS	\$753.97	\$73.63
BANK SERVICE CHARGE	\$0.00	\$275.34
CHECK VERIFICATION FEES	\$55.00	\$3,296.18
<b>TOTAL OPERATING EXPENSES</b>	<b>\$194,740.30</b>	<b>\$1,328,400.80</b>
OPERATING PROFIT (LOSS)	(\$68,282.82)	(\$58,866.82)
<b>OTHER EXPENSES</b>		
CAFETERIA EXPENSE	\$0.00	\$521.31
FUNDS TO ASO	\$37,000.00	\$74,000.00
OTHER EXPENSES	\$0.00	\$0.00
MISC EXPENSES	\$38.99	(\$1,407.16)
<b>TOTAL OTHER EXPENSES</b>	<b>\$37,038.99</b>	<b>\$73,114.15</b>
<b>TOTAL OTHER INCOME</b>	<b>\$9,572.93</b>	<b>\$35,924.30</b>
<b>NET PROFIT/LOSS*</b>	<b>(\$95,748.89)</b>	<b>(\$96,056.67)</b>

Bookstore B-1  
August 11, 2008

**BOOKSTORE PROFIT/LOSS STATEMENT**  
**FISCAL YEAR 2007-2008**

	June	YEAR TO DATE
<b>SALES</b>	\$396,162.12	\$4,509,741.24
<b>COST OF GOODS</b>	\$276,775.58	\$3,227,284.71
INVENTORY VALUATION ADJUST	(\$4,377.80)	\$4,470.84
<b>ADJUSTED COST OF GOODS</b>	\$272,397.78	\$3,231,755.55
<b>GROSS PROFIT</b>	<b>\$123,764.34</b>	<b>\$1,277,985.69</b>
<b>OPERATING EXPENSES</b>		
LABOR	\$43,234.40	\$588,430.10
BENEFITS	\$17,763.13	\$194,725.64
OVER & SHORT	(\$13.52)	(\$471.38)
FREIGHT	\$2,656.08	\$116,136.62
DONATIONS	\$0.00	\$25.00
TELEPHONE	\$570.34	\$6,410.11
CUSTODIAL EXP	\$0.00	\$3,747.04
ELECTRICITY	\$0.00	\$4,938.86
GAS	\$0.00	\$709.96
WATER	\$0.00	\$1,571.08
OFFICE/STORE SUPPLIES	\$780.89	\$29,961.09
MARAUDER BOOKSTORE COUPONS	\$0.00	\$0.00
OFFICE/STORE EQUIPMENT	\$22,120.83	\$59,812.08
POSTAGE	\$33.89	\$583.93
DUES & TRADE JOURNALS	(\$160.00)	\$4,004.47
TRAVEL/SEMINARS/CONFERENCE	\$395.00	\$15,281.30
CREDIT CARD DISCOUNTS	\$1,124.59	\$62,052.38
CREDIT NOT RECEIVED EXPENSE	(\$38.02)	\$6,934.81
DAMAGED EXPENSE	\$75.95	\$956.15
ADVERTISING	\$296.00	\$1,302.65
MAINTENANCE	\$212.93	\$8,617.89
MILEAGE EXPENSE	\$24.07	\$849.55
OBSOLETE BOOKS & SUPPLIES	\$0.00	\$8,418.10
PROFESSIONAL/TECH SERVICES	\$101.96	\$1,271.34
SHOPPING BAG EXPENSE	\$0.00	\$3,221.20
BAD CHECKS	\$395.07	(\$337.39)
BANK SERVICE CHARGE	\$0.00	\$473.29
CHECK VERIFICATION FEES	\$55.00	\$3,707.40
<b>TOTAL OPERATING EXPENSES</b>	<b>\$89,628.59</b>	<b>\$1,123,333.27</b>
<b>OPERATING PROFIT (LOSS)</b>	<b>\$34,135.75</b>	<b>\$154,652.42</b>
<b>OTHER EXPENSES</b>		
CAFETERIA EXPENSE	\$0.00	\$245.63
FUNDS TO ASO	\$0.00	\$37,000.00
OTHER EXPENSES	\$0.00	\$1,421.49
MISC EXPENSES	\$86.60	\$1,646.51
<b>TOTAL OTHER EXPENSES</b>	<b>\$86.60</b>	<b>\$40,313.63</b>
<b>TOTAL OTHER INCOME</b>	<b>\$3,838.27</b>	<b>\$55,448.16</b>
<b>NET PROFIT/LOSS</b>	<b>\$37,887.42</b>	<b>\$169,786.95</b>

Bookstore B-2  
August 13, 2007

**BOOKSTORE PROFIT/LOSS STATEMENT  
FISCAL YEAR 2006-2007**

	June	YEAR TO DATE
<b>SALES</b>	\$372,981.18	\$4,315,272.03
<b>COST OF GOODS</b>	\$253,649.49	\$3,159,217.58
INVENTORY VALUATION ADJUST	\$84,318.41	(\$36,105.68)
<b>ADJUSTED COST OF GOODS</b>	<b>\$337,967.90</b>	<b>\$3,123,111.90</b>
<b>GROSS PROFIT</b>	<b>\$35,013.28</b>	<b>\$1,192,160.13</b>
<b>OPERATING EXPENSES</b>		
LABOR	\$48,906.42	\$558,448.23
BENEFITS	\$11,957.64	\$171,874.03
OVER & SHORT	\$1,254.70	\$1,704.03
FREIGHT	\$3,004.44	\$101,123.73
DONATIONS	\$2,497.66	\$6,038.87
TELEPHONE	\$524.37	\$6,088.63
CUSTODIAL EXP	\$41,230.58	\$44,697.44
ELECTRICITY	\$49,905.72	\$55,548.55
GAS	\$11,646.49	\$11,864.88
WATER	\$5,957.34	\$5,957.34
OFFICE/STORE SUPPLIES	\$1,640.88	\$25,513.11
MARAUDER BOOKSTORE COUPONS	\$0.00	\$81.87
OFFICE/STORE EQUIPMENT	\$1,098.15	\$15,630.93
POSTAGE	\$454.33	\$924.77
DUES & TRADE JOURNALS	\$655.00	\$3,713.00
TRAVEL/SEMINARS/CONFERENCE	\$817.36	\$5,878.76
CREDIT CARD DISCOUNTS	\$6,419.55	\$57,950.72
CREDIT NOT RECEIVED EXPENSE	\$1,340.72	\$10,709.71
DAMAGED EXPENSE	\$193.61	\$635.31
ADVERTISING	\$0.00	\$2,550.64
MAINTENANCE	\$603.47	\$7,131.97
MILEAGE EXPENSE	\$0.00	\$309.99
OBSOLETE BOOKS & SUPPLIES	\$0.00	\$2,004.65
PROFESSIONAL/TECH SERVICES	\$99.14	\$1,992.20
SHOPPING BAG EXPENSE	\$0.00	\$5,910.41
BAD CHECKS	\$124.37	\$4,870.19
BANK SERVICE CHARGE	\$0.00	\$289.25
CHECK VERIFICATION FEES	\$50.00	\$999.18
<b>TOTAL OPERATING EXPENSES</b>	<b>\$190,181.94</b>	<b>\$1,110,442.39</b>
OPERATING PROFIT (LOSS)	(\$155,168.66)	\$81,717.74
<b>OTHER EXPENSES</b>		
CAFETERIA EXPENSE	\$202.47	\$2,057.95
FUNDS TO ASD	\$0.00	\$37,000.00
OTHER EXPENSES	(\$240.00)	\$857.34
MISC EXPENSES	\$0.00	\$337.94
<b>TOTAL OTHER EXPENSES</b>	<b>(\$37.53)</b>	<b>\$40,253.23</b>
<b>TOTAL OTHER INCOME</b>	<b>\$7,093.81</b>	<b>\$47,859.20</b>
<b>NET PROFIT/LOSS*</b>	<b>(\$148,037.32)</b>	<b>\$89,323.71</b>

\*loss due to limited sales

Bookstore B-2  
August 14,2006

**BOOKSTORE PROFIT/LOSS STATEMENT  
FISCAL YEAR 2005-2006**

	June	YEAR TO DATE
<b>SALES</b>	\$414,502.78	\$4,115,085.26
COST OF GOODS	\$279,684.01	\$2,947,763.60
DISCOUNTS ON PURCHASES	(\$19.48)	(\$1,685.56)
INVENTORY VALUATION ADJUST	(\$1,608.52)	\$5,835.23
<b>ADJUSTED COST OF GOODS</b>	<b>\$278,056.01</b>	<b>\$2,951,913.27</b>
<b>GROSS PROFIT</b>	<b>\$136,446.77</b>	<b>\$1,163,171.99</b>
<b>OPERATING EXPENSES</b>		
LABOR	\$37,527.78	\$499,658.00
BENEFITS	\$16,243.21	\$174,469.67
OVER & SHORT	\$1.72	\$286.71
FREIGHT	\$5,144.48	\$104,572.32
DONATIONS	\$37.62	\$5,491.98
TELEPHONE	\$492.36	\$5,942.63
CUSTODIAL EXP	\$38,174.95	\$38,174.95
ELECTRICITY	\$44,486.37	\$44,486.37
GAS	\$16,649.63	\$16,649.63
WATER	\$6,749.55	\$6,749.55
OFFICE/STORE SUPPLIES	\$516.12	\$18,636.78
MARAUDER BOOKSTORE COUPONS	\$16.45	\$1,642.90
OFFICE EQUIPMENT	\$0.00	\$15,805.41
POSTAGE	\$281.26	\$329.93
DUES & TRADE JOURNALS	\$90.00	\$4,075.00
TRAVEL/SEMINARS/CONFERENCE	\$877.20	\$5,740.47
CREDIT CARD DISCOUNTS	\$99.97	\$53,014.73
CREDIT NOT RECEIVED EXPENSE	\$165.47	\$274.01
DAMAGED EXPENSE	\$6.55	\$712.18
ADVERTISING	\$0.00	\$4,539.63
MAINTENANCE	\$2,169.22	\$14,679.17
MILEAGE EXPENSE	\$0.00	\$578.02
OBSOLETE BOOKS & SUPPLIES	\$253.08	\$1,908.46
PROFESSIONAL/TECH SERVICES	\$0.00	\$1,044.00
SHOPPING BAG EXPENSE	\$0.00	\$5,458.84
BAD CHECKS	\$739.16	\$4,667.27
BANK SERVICE CHARGE	\$0.00	\$224.51
<b>TOTAL OPERATING EXPENSES</b>	<b>\$170,722.15</b>	<b>\$1,029,813.12</b>
OPERATING PROFIT (LOSS)	(\$34,275.38)	\$133,358.87
<b>OTHER EXPENSES</b>		
CAFETERIA EXPENSE	\$313.06	\$22,123.81
FUNDS TO ASO	\$0.00	\$37,000.00
<b>TOTAL OTHER EXPENSES</b>	<b>\$313.06</b>	<b>\$59,123.81</b>
<b>TOTAL OTHER INCOME</b>	<b>\$5,121.90</b>	<b>\$38,072.16</b>
<b>NET PROFIT/LOSS*</b>	<b>(\$29,466.54)</b>	<b>\$112,307.22</b>

\*loss due to limited sales



**BOOKSTORE PROFIT/LOSS STATEMENT  
FISCAL YEAR 2004-2005**

	<b>JUNE</b>	<b>YEAR TO DATE</b>
<b>SALES</b>	\$362,543.38	\$4,112,107.46
COST OF GOODS	\$246,920.15	\$2,913,804.06
DISCOUNTS ON PURCHASES	(\$131.41)	(\$2,111.94)
INVENTORY VALUATION ADJUST	(\$289.86)	\$7,156.41
<b>ADJUSTED COST OF GOODS</b>	<b>\$246,498.88</b>	<b>\$2,918,848.53</b>
<b>GROSS PROFIT</b>	<b>\$116,044.50</b>	<b>\$1,193,258.93</b>
<b>OPERATING EXPENSES</b>		
LABOR	\$39,527.13	\$484,741.08
BENEFITS	\$16,068.81	\$170,707.95
OVER & SHORT	\$36.96	\$191.85
FREIGHT	\$4,663.88	\$92,565.65
DONATIONS	\$24.36	\$8,191.27
TELEPHONE	\$492.15	\$5,892.89
CUSTODIAL EXP	\$52,884.85	\$52,884.85
ELECTRICITY	\$45,488.40	\$45,488.40
GAS	\$14,657.05	\$14,657.05
WATER	\$5,265.40	\$5,265.40
OFFICE/STORE SUPPLIES	\$2,136.34	\$25,499.93
MARAUDER BOOKSTORE COUPONS	\$0.00	\$504.59
OFFICE EQUIPMENT	\$43,570.05	\$52,490.72
POSTAGE	\$74.48	\$916.38
DUES & TRADE JOURNALS	\$101.60	\$3,451.60
TRAVEL/SEMINARS/CONFERENCE	\$0.00	\$1,085.75
CREDIT CARD DISCOUNTS	\$501.98	\$49,138.19
CREDIT NOT RECEIVED EXPENSE	(\$184.22)	\$630.65
DAMAGED EXPENSE	\$2.11	\$1,227.86
ADVERTISING	\$2,187.85	\$8,802.09
MAINTENANCE	\$3,277.95	\$25,919.04
MILEAGE EXPENSE	\$0.00	\$74.93
OBSOLETE BOOKS & SUPPLIES	\$0.00	\$2,229.06
PROFESSIONAL/TECH SERVICES	\$0.00	\$2,203.40
SHOPPING BAG EXPENSE	\$0.00	\$4,135.62
BAD CHECKS	\$1,080.23	\$4,371.14
<b>TOTAL OPERATING EXPENSES</b>	<b>\$231,857.36</b>	<b>\$1,063,267.34</b>
OPERATING PROFIT (LOSS)	(\$115,812.86)	\$129,991.59
<b>OTHER EXPENSES</b>		
CAFETERIA EXPENSE	\$119.86	\$1,734.57
FUNDS TO ASO	\$0.00	\$37,000.00
<b>TOTAL OTHER EXPENSES</b>	<b>\$119.86</b>	<b>\$38,734.57</b>
<b>TOTAL OTHER INCOME</b>	<b>\$26,768.16</b>	<b>\$42,957.79</b>
<b>NET PROFIT/LOSS*</b>	<b>(\$89,164.56)</b>	<b>\$134,214.81</b>

\*Loss due to limited sales