PURCHASING AND CONTRACTING DEPARTMENT

Service Area Program Review

2002-2003

Finance and Facilities
The Office of Institutional Planning, Research, and Assessment
Yavapai College

Your community. Your college.

PURCHASING AND CONTRACTING

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2002-2003

Committee Chairperson:
Pam DeYoung A.P.P., Senior Contract Analyst/Buyer

Committee:
Blanche Bettinger, C.P.M., Director of Purchasing and Contracting
Denise Finn, C.P.M., Purchasing Coordinator
Kevin Nelson – Campus Safety, Director of Campus Safety
Jeff Rose – Facilities, Assistant Director of Facilities
Doug Pringle – IKON, Major Account Representative

Terry W. Bowmaster, Vice President of Finance and Facilities
Blanche Bettinger, Director of Purchasing and Contracting
Dr. John W. Quinley, Director of Institutional Planning, Research, and Assessment
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Mission, Personnel and Facilities

Mission:

Yavapai College Purchasing and Contracting Services is responsible for purchasing and contracting all items and services necessary for the operation of the college district while maintaining effective stewardship for the district’s funds. These objectives will be met within the rules of the State of Arizona and the Yavapai Community College District Governing Board.

Committee:

The committee consisted of five college representatives from various departments and one person who is a local vendor to complete the evaluation. The committee consisted of the following members:

Pam DeYoung A.P.P., Sr. Contract Analyst/Buyer - Chair
Blanche Bettinger, C.P.M., Director of Purchasing and Contracting
Denise Finn, C.P.M., Purchasing Coordinator
Kevin Nelson – Campus Safety, Director of Campus Safety
Jeff Rose – Facilities, Asst. Director of Facilities
Doug Pringle – IKON, Major Account Representative

Profile:

In January 2001, Blanche Bettinger, C.P.M. was hired as Director of Purchasing. Prior to that date, purchasing was run with one director and one coordinator. At that time, it was decided to decentralize purchasing to the various departments for purchases up to $5,000. The liaisons and purchase cards were created to offset much of the workload that was growing rapidly on the small purchasing department.

In May 2001, a second purchasing analyst was hired to help with the increasing workload and the contracts such as food services and the bookstore. These contracts have shown a major improvement since Pam DeYoung was added to the department. In August 2001, the duties of mail center and switchboard management were added to the already existing duties of managing printing and shipping and receiving. Denise Finn, C.P.M., the purchasing coordinator, who was hired in July 2000, took on all these responsibilities of managing the auxiliary services. Blanche Bettinger, Director is directly responsible for the contracting of professional services and construction funded under the 2000 bond election.

Today, purchasing is organized under the Director, Blanche Bettinger, Purchasing Coordinator, Denise Finn and Purchasing Analyst, Pam DeYoung. The suppliers are split alphabetically between both Denise (A-L) and Pam (M-Z) the same as Accounts Payables. Cost effective supplier reorganization also occurred over the past year; Office Depot contract and Dell Computers are just two examples of reduced spending. The workload continues to increase as
more students are added. The department now has a part-time student assistant to maintain the files and act as receptionist for the area.

In the last Purchasing Service Review in 1999, purchasing received poor ratings from the college community because it was understaffed. When the bond issue for $69 million was passed this increased the load on purchasing staff function. It was necessary to totally reorganize the department to handle this demand. Since the new structure has only been operating approximately six months, it may take awhile to reclaim the excellent ratings this department should receive. It is the primary goal of purchasing to increase campus satisfaction to influence a positive experience for everyone including students, employees and suppliers.

Goals 2002/2003:

Blanche Bettinger, Director

Produce Proposals for:
1. Charge back systems to be researched and program for implementation developed.
   A. Postage
   B. Mailings
   C. Copies
   D. Printing
2. Purchase Order Systems – Purchasing website
   A. In-house or
   B. Over-the-counter purchasing package to be researched and priced for purchase
   C. Web Site access to suppliers

Liaison Support

1. Newsletter
2. Training
   a. Individual
   b. General Update meetings; two per year
   c. Year-end

Customer Service Measurement

1. Survey and benchmark all functions
2. Complete Service Area Reviews and implement

Master Plan Implementation

1. Assist with contracting
2. Conduct necessary RFP/I/Qs
Committee Service

1. NCA
2. Copyright
3. Protocol for internal communications
4. Others as needed

Denise Finn, Purchasing Coordinator

1. Work with Printing Services Specialist and Mail Center Supervisor on proposals to implement charge-back programs for the Printing Center and Mail Center. Propose a cost-per-copy program for the college.

2. Support Shipping/Receiving Supervisor in improving the shipping/receiving department.

3. Improve liaison-training sessions, including one-on-one training and group training. Set up at least two group training sessions on both the Prescott and the Verde campus each year.

4. Assist in the implementation of a computerized purchase order system.

5. Assist in designing the Purchasing website that would be available to the public.

6. Update/Implement an internal website for Receiving, Printing, the Mail Center and the Courier Service.

7. Continue to serve on the OSA Board to assist in the efforts of this employee group as listed in 4.0.1 of the Yavapai College Policy and Procedure Manual.

8. Improve customer service in all areas. Implement suggestions received from the Service Area Reviews.

9. Monitor budgets for all departments very closely so that they are not exceeded.

10. Attain cost saving of $50,000 for the college.

Pam DeYoung, Contract Analyst

1. Manage Bookstore and Food Service to ensure a higher level of satisfaction for the students, staff and faculty.

The bookstore and food service have demonstrated a need for more management to accomplish the goals set for them. Therefore there will be more time spent with them on a daily and weekly basis. Chartwells has hired several people to make their operations run more effectively. Janet is on Verde Valley campus.
Unless she meets resistance, it is anticipated that she will do great things. Tim has been hired at the Prescott campus to handle catering and front-end operations.

2. Adopt final procedures for textbook adoptions and implement.

3. Survey and benchmark service satisfaction in both the bookstore and food service areas.

4. Finalize copyright procedures.

5. Implement One Card System at the Verde Food Service.


7. Complete the Purchasing Department’s service review and implement.

8. Improve liaison-training sessions, including one-on-one training and group training. Set up at least two group training sessions on both the Prescott and the Verde Valley campus each year.

9. Assist in the implementation of a computerized purchase order system.

10. Assist and implement the design of a Purchasing website that would be available to the public.

11. Continue to serve on the OSA Board to assist in the efforts of this employee group as listed in 4.0.1 of the Yavapai College Policy and Procedure Manual.

12. Improve customer service in all areas. Implement suggestions received from the Service area reviews.

14. Monitor budgets very closely so that they are not exceeded.

15. Coordinate a Purchasing Liaison’s Newsletter

16. Attain cost saving of $50,000 for the college.

17. Complete modules 3 and 4 of the C.P.M. examination.

**Personnel:**

The Purchasing Department utilizes the talents of three full-time staff members, a Director of Purchasing and Contracting, a Purchasing Coordinator and Sr. Contract Analyst and one part-time student worker. All full-time personnel are on annual contract commencing on July 1st consistent with the District’s fiscal year. Sufficient staff exists to fulfill the mission of the department. The educational level and direct work experience of the staff is exceptional.
Blanche Bettinger C.P.M., Director of Purchasing and Contracting

Blanche has twenty years experience in Purchasing with Yavapai Community College District in Arizona, Loyola Marymount University and Southern California corporations: She is the former President of NAPM-LA 1997.

Pam DeYoung A.P.P., Senior Contract Analyst/Buyer

Pam has been with Yavapai College for 1 1/2 years and manages the major contracts for Chartwells, Follett, Blackboard and Office Depot as well as many other purchasing functions. Pam has overall experience in Purchasing of 15 years in the areas of Aerospace, Manufacturing, Distribution, Government, Construction and Education with a strong background in Supervision, Finance and Computer Science.

Pam is one semester away in earning her associate degree in Business Administration at Yavapai College and will be pursuing her Bachelors at NAU. Pam has also passed two of the four tests for her C.P.M. and has earned her A.P.P. certification and will be soon taking the final two tests to earn her C.P.M designation. Pam also has taken several Construction Management and Construction Documenting courses.

Denise K. Finn, C.P.M., Purchasing Coordinator

Denise has more than 13 years experience in the Purchasing Profession with 10 years of supervisory experience in both the education and manufacturing fields. Denise has been employed by Yavapai College for over two years. In which her duties have increased dramatically. These duties include managing the Mail Center, Printing Services, Shipping/Receiving, District Couriers and the Receptionist/Communicator. In addition, she manages the purchase and gas card programs and vending contracts as well as many other purchasing functions.

Denise has the equivalent to a Bachelors Degree in Accounting/Business Administration from an accredited college in Sudbury, Ontario Canada. She also earned her Certified Purchasing Manager and Accredited Purchasing Practitioner designations this year.

Rob Hinson, Part-Time Student Worker

Rob is the Purchasing Department’s part-time student worker. He assists Blanche, Pam, and Denise with a variety of purchasing related duties. Rob is enrolled in the Firefighter program and recently moved here from California.
Professional Development:

Purchasing is active in all aspects of NAEB (National association of Educational Buyers), ISM (Institute of Supply Management), NIGP (National Institute of Government Purchasing), NACUFS (National Association of College and Universities Food Service), NACAS (National Association of College Auxiliary Services).

The Purchasing Department attends conferences and professional organizations that will benefit the professional development of the staff.

Both Pam DeYoung and Denise Finn were encouraged to certify as Purchasing Professionals over the past year. Denise Finn accomplished her C.P.M. and Pam DeYoung accomplished her A.P.P.

Contribution to College and Community:

Blanche Bettinger attended the Leadership Training course last year to increase her skills and to work closely with other members of the college community on projects that will benefit the college. She has attended and supported the Tri Cities Chamber of Commerce by attending meetings and special functions.

Denise Finn is serving her second term on the OSA board, and is chairing the committee this year. She has also been active on numerous hiring committees, the Learning Council, the Institutional Review Committee, Inter-employee relation committee and the College beautification committee. She also manages the training and support of the liaisons and purchase card program, has produced the training manual used for new liaison training and conducts training sessions when needed.

Denise’s community activities include serving as the President of the PTSO at Glassford Hill Middle School for two consecutive years. She is still active at GHMS this year, but stepped down as President since she is now President of the PTO at Coyote Springs Elementary School. She also supports Big Brothers/Big Sisters and the Boys and Girls Club.

Pam DeYoung chairs many committees for the improvement of policies and procedures for the students, staff, and faculty in the areas of Food Service, Bookstore, Copyright Clearance, NCA, Service Area Review, and the One Card System. Pam has also completed the renovation of all forms and bid documents for the Purchasing Department. She is also a member of the hiring committee, manages liaison training, and is a member of the OSA board, and chairs the Food Service committee.

Pam is a very active member in the community supporting Big Brothers/Big Sisters, The Susan Komen Breast Cancer Foundation and the League of Republican Women voters.
Support from other areas:

The Purchasing Department supports the liaisons within all departments of Yavapai College with group and one-on-one training as needed. In return the purchasing liaisons support purchasing to offset the workload by handling the small dollar transactions.

The Purchasing Department also cross-trains with Shipping and Receiving, Printing Services, the Mail Center, and the Switchboard to provide better service.

Purchasing works closely with and appreciates the support that it receives from both the Business Office and from the Facilities Department.

Facilities and Equipment:

The Purchasing Department consists of a general office, a conference room and an office for the Director. The general office houses Denise, Pam and Rob. This office contains a fax machine; a non-functioning, very old copy machine; three computers; three printers; typewriter; office supply cabinet; and shelving. This office also contains files that hold all RFQs, RFPs, Purchase Orders, Contracts and all pertinent back up for auditing purposes.

The Purchasing Department also has a small conference room for meetings with vendors, personnel and various other meetings as required. This space should be larger to accommodate more people; this has been requested in the Master Plan.

The Director's office contains a computer, printer, desk and has the option of closing the door for privacy when needed.

Financial Resources:

The Purchasing Department and Auxiliary Services budgets have recently been adjusted to meet new requirements. Currently, there is only one area of the budget that needs more funding and that is for overtime. Overtime is sometimes required to complete critical projects in the time frame required.

Strengths and Concerns

The Purchasing Department provides Purchasing and Contracting services district wide. The members of the purchasing staff are dedicated professionals who conduct themselves in a courteous, ethical and professional manner while promoting fair and legal trade practices, supporting all departments of the college and the Mission Statement of the College as a whole.

These services consist of issuing RFPs, RFQs etc, negotiating contracts with vendors to improve pricing, and providing the college with significant cost savings. Contract and supplier
management to ensure the best service, performance, products and standards are provided and maintained within the college. The Purchasing Department also trains and supports the liaison staff of the college.

The Food Service and Bookstore contracts have been improved dramatically. In the past several years the food service received below standard rating from the health inspector. The food service now receives an excellent rating from the health inspector. The Verde Valley food service has operated in the red for many years. Verde Valley sales have now doubled due to new management and processes recently implemented. The bookstore adoption process has been revamped, creating the needed time to acquire more used books at a lower price to the students then ever before.

The Purchasing staff is qualified to handle the duties of the Purchasing and Contracting Office. They also attend various conferences and seminars for professional growth and are encouraged to pursue professional designations and accreditations in the purchasing field. This pursuit of professional growth has at times required all of the staff to be out of the office at the same time. This brought criticism from the liaisons for not having the office manned daily.

The survey indicates a need for improvement from adequate to exemplary levels in the area of customer satisfaction and attitude toward work.

The Purchasing Department, in order to operate more efficiently, requires a new software system that interfaces with the Business Office. This would eliminate the “chasing down” of paperwork and duplicate purchase orders due to the mishandling of invoices.

The processing of requisitions at year-end is a problem because of the time constraints. The college is not always able to receive product by the close of year-end, therefore, causing new year budgets to be charged erroneously.

Facilities are adequate to handle the current workload however the contracting function needs to have access to a public forum for bid meeting and closings.

**Purchasing Department Transactions for FY 01-02:**

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<tr>
<th></th>
<th>Purchase Orders Transactions</th>
<th>Purchase Card Transactions</th>
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<tbody>
<tr>
<td><strong>Number of Transactions:</strong></td>
<td>764</td>
<td>8247</td>
</tr>
<tr>
<td><strong>Dollars Spent:</strong></td>
<td>$10,067,782.99</td>
<td>$2,478,413.00</td>
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Satisfaction of Internal Customers:

A Customer Satisfaction Survey was completed in spring 2002. The survey was distributed to purchasing liaisons, adjunct and full-time Faculty. A total of 472 surveys were sent out with a return rate of 19%. The 19% return rate consisted of 41 liaisons, 14 full-time faculty members, and 28 adjunct faculty members for a total of only 83 returned surveys.

The survey was prepared in conjunction with the Department of Institutional Research. The surveys were collected and tabulated by IR.

Purchasing and Contracting received a customer satisfaction rating of 75% or higher in the following areas:

- Attitude toward work/service
- Knowledge of Area
- Quality of Items Purchased
- Request for Information

Purchasing and Contracting received a customer satisfaction rating of 70% or higher in the following areas:

- Timeliness
- Quality of Work
- Overall Quality of Work
- Knowledge of Purchasing Policies and Procedures
- Problem Solving
- Communication
- Liaison Support

Future Trends:

Purchasing and Contracting will be implementing a software system to provide accurate and timely data and to provide a much faster turnaround for requisitions. The department is also in the process of designing a web page for internal and external customers.

Purchasing will be responding to more contracts for the Bond Issued Master Plan and will be in excellent position to offer exceptional support for all areas of purchasing within the District.
Recommendations of the Committee:

The following new approaches have been implemented or will be soon, to address previous concerns and the recommendations of the committee:

1. There will be at least one professional purchasing staff in the office during normal business hours as much as possible to accommodate liaisons' concerns.
2. Purchase software program to provide for a faster turnaround and proper processing of requisitions and purchase orders to provide better customer service.
3. Year-end orders cannot always be accomplished within the perimeters of fiscal closure. New procedures were set up to expedite these orders. The department now educates liaisons where their orders may get bogged down. These procedures were implemented in last year’s year-end and were very successful.
4. There will be two liaison meetings a year with notice given to attendees and in writing of any changes to procedures for those who are unable to attend.
5. The Purchasing Department has re-committed themselves to prompt and courteous customer service. An enhanced positive attitude will be presented to the college community as well as to the suppliers. There will be a hierarchy in purchasing for solving problems. If problem is not solved satisfactorily at the level it should be, then the director should be contacted and available for resolution. The Purchasing staff will attend seminars and/or training to improve to an acceptable level of customer service and try for an exemplary level.
The process of evaluation is invaluable as it allows the purchasing function to improve service, grow in professionalism and insure better quality of service for the students and the community. The department looks forward to evaluating their progress in addressing the concerns of all its customers.

**Timetable of actions:**

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<tbody>
<tr>
<td>1. Staffing</td>
<td>Implemented</td>
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<td>2. 24 hour Turnaround</td>
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<tr>
<td>3. Year-end</td>
<td>Implemented</td>
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<td>4. Liaison Meetings</td>
<td>On-going (bi-annual meetings)</td>
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<tr>
<td>5. Hierarchy</td>
<td>Implemented</td>
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<td>6. Positive Attitude</td>
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<td>7. Education of Liaisons</td>
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<td>8. Supplier commodity codes</td>
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<td>9. PO system</td>
<td>To be determined</td>
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<td>10. Web Page</td>
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<td>X</td>
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