

2016-17 PRESIDENT'S CABINET PRPP REVIEW

PROCESS OVERVIEW:

Similar to the District's planning in prior years, the criteria utilized by the President and Cabinet Administrators to review and prioritize the 2016-17 PRPP data in the areas of budget requests (4000 and 5000 object codes), non-faculty staffing (classified, management, STNC, or student employees), and non-instructional equipment and technology was influenced by the District's financial condition.

As it does every year, the District's budgeting process began with the Governor's January Budget, which included a \$730 million increase in funding for the community college system. By the time of the Adopted Budget, the system-increase was raised to \$954 million; \$541 million was "on-going," \$413 million was "one-time." For SRJC, this translated into about \$1.3 million in on-going revenue and \$1.8 million in one-time revenue in the Unrestricted General Fund. In the Restricted General Fund, about \$1.6 million is anticipated for the Strong Workforce Program, and another \$3.2 million for Deferred Maintenance and Instructional Equipment.

Thanks to the \$10.2 million that the District received from the state in one-time money during 2015-16, the District's prior year ending fund balance increased by \$5.7 million, taking the fund balance from 5.1% to 8.2%. The District used the balance of the one-time money received that year (\$4.5 million) to fund on-going expenditures.

For 2016-17, the District is still struggling with ongoing expenditures exceeding on-going revenues by \$3.3 million.

As reported previously, 2016-17 is a year in which the District will be on "Stability" funding from the State. The genesis for this was a 2013-14 enrollment shortfall that forced the District to borrow 1,100 summer FTES (from 2014-15) in order to avoid a \$5 million loss of revenue in 2013-14. This "going onto stability" every other year will continue as long as the District's budget is dependent upon an FTES-related revenue stream that is about 1,100 FTES greater than what the District actually produces over the academic year.

Looking forward, maintenance of the District's State apportionment, going into 2017-18, will depend on the District's ability to increase, or at the very least maintain the District's level of student enrollment. Unfortunately, early 2016-17 enrollment reports show the District "down" approximately 4-5% in enrollments from the previous year. Should this trend hold, the District could lose currently planned/budgeted apportionments of \$4-6 million in 2017-18.

The 2015-16, one-time increase to the District's fund balance did give the District a little time to figure out how to deal with its current imbalance. It even allowed the District to afford some limited one-time expenditures. But, overall, in 2016-17, the District's discretionary funds

remain limited. And, given the long-term structural imbalance concerns, Cabinet level staff were asked to limit their finalized budget and staffing requests to minimum needs.

The President and Cabinet Administrators met August 11, 2016 in an all-day retreat to discuss 2015-16 accomplishments and goals for 2016-17, the District's Strategic Plan implementation and outcomes, Enrollment Management, the Facilities Master Plan process, and assess the District's financial future and review critical needs. Cabinet administrators were reminded to consider this information to identify which needs in their units could be fully funded, partially funded, or not funded, through external funding or a reallocation of existing internal funds within a given component area. A report of actual expenditures is compiled at year-end to close the loop between planning, budget prioritization, and eventual budget allocation (for 2015-16 Funding Outcomes

see <https://planning.santarosa.edu/sites/planning.santarosa.edu/files/2015-16%20President%27s%20Cabinet%20PRPP%20Priorities%20Funding%20Outcomes.pdf>.)

In addition to the following criteria, and guiding principles carried over from prior PRPP cycles, Cabinet Administrators also considered the District's Strategic Plan and President's annual goals in the prioritization of PRPP requests.

Criteria

- C1. Critical to maintaining standards of educational and student services at District primary sites (Santa Rosa, Petaluma, Shone Farm Agricultural Center, Public Safety Training Center, and Southwest Center).
- C2. Necessary to meet legal and funding mandates.
- C3. Urgency in meeting core department functions that are essential to accomplish Sonoma County Junior College District and unit mission (access, retention, success, achievement).
- C4. Availability of other funding resources, i.e., grant or categorical.

Guiding Principles

- G1. Aligned with the District Strategic Plan.
- G2. Achieves quality performance outcomes while assuring staff work in a safe environment with an equitable workload.

Cabinet administrators compiled what they considered to be the highest priorities for 2016-17 within their component area. Those priorities were reviewed by the Institutional Planning Council (IPC) during October 2016 and subsequently posted to the SRJC Institutional Planning website (<http://planning.santarosa.edu/>). Priorities judged to meet the urgency or compliance criteria were funded through a reallocation of existing internal resources within a given component area, either during budget development or after the beginning of the 2016-17 fiscal year. The vast majority of priorities, unless fundable by Measure H or another categorical source, remained unfunded because of a lack of sufficient, new, discretionary, on-going funds.

As fiscal 2017-18 is a “year-after-being-on-stability,” lack of enrollment could further exacerbate the District’s situation. Until there is a permanent solution for its structural imbalance, the District will continue to be conservative with the expenditures it can allow, in order to maintain its commitment to the goal of maintaining a reserve above the State minimum of 5%.

ACADEMIC AFFAIRS:

Academic Affairs brief synopsis of its priorities is as follows:

The Academic Affairs prioritization process begins at the departmental level with the original PRPP submission due in mid-spring semester. Resource requests were due to the supervising administrator for approval on April 15, 2016. Resource requests were reviewed at the cluster level by the end of the spring semester, and the cluster deans brought their numerically ranked priorities forward during the annual Academic Affairs Council (AAC) retreat in June. The focus at the retreat was solely upon the high priority items in the following categories:

- Budget requests: Most critical requests are shared at AAC retreat, but most often cluster deans and departments must move around existing funds rather than anticipate any new funds.
- Classified, Student, STNC and Management position requests are prioritized at the AAC Retreat. For 2016-17, there were 190 staffing requests, of which only 12 are being put forward as the highest priorities: that is only 6% of the total.
- Facilities requests are briefly discussed at the AAC Retreat, and later discussed in detail by the Senior Vice President of Academic Affairs and the Director of Facilities Operations to prioritize resources. For 2016-17, there were 195 facilities requests, of which 54 are high cost items that must be evaluated as part of the 2030 Facilities Master Plan. Those lists have been shared with the Director of Capital Projects. All other urgently needed facilities projects are being evaluated by Director of Facilities Operations.
- Faculty Staffing requests are submitted directly to the Faculty Staffing Committee each fall using the prescribed District process.
- Instructional Equipment is submitted from the cluster deans via that prescribed process for final review and approval by the three Component Vice Presidents involved: Academic Affairs, Student Services and Petaluma Campus.

Instructional Equipment and Library Materials (IELM)

The District received \$1.2 million in categorical Instructional Equipment and Library Materials (IELM) funds in 2015-16. This one-time allocation received from the State Chancellor's Office represented a reduction of \$323,682 from the previous year. Requests were articulated in the PRPP by departments, priority ranked by cluster deans, and approved for distribution by the vice presidents. This equitable and intentional approach resulted in funding of over 100 requests for instructional materials and ensured the careful stewardship of State funds. IELM allocations were distributed to every cluster, the Petaluma Campus, and Student Services. The Chancellor's Office released another one-time allocation of similar amount in 2016-17, making this a significant resource in our ability to provide excellence in our classrooms.

FINANCE AND ADMINISTRATIVE SERVICES:

Finance and Administrative Services brief synopsis of priorities is as follows:

The Finance and Administrative Services prioritization process begins at the department level with the submission of the PRPP documents in spring. Because of the closeness of the managerial oversight between Fiscal Services and Payroll, Purchasing and Graphics, Police Services and Parking, the department/unit prioritization is somewhat simultaneous as the PRPP documents are put-together. Once completed, this documentation is combined with information from the Bookstore, IT and Facilities to create a listing of "all" priorities. During a regularly scheduled meeting with the Finance and Administrative Services Managers, the merits of all of the priorities are discussed between the departmental manager and the Senior Vice President of Finance and Administrative Services. Criticality and funding availability are the parameters by which consensus is arrived for a "final list."

Because of the size and complexity of their departments, synopses for the prioritization for Information Technology and Facilities Planning and Operations is separately provided (below). For the Business Services area of Finance and Administrative Services, the priority items listed are principally carry-overs that were "unfunded" in the previous years. Emergency Preparedness remains a concern of all component areas; however, Environmental Health and Safety (EHS) and Police Services have expanded roles. To properly prepare, both departments have identified several expenditures for training and communications equipment that need to be made. The requests from Purchasing and Graphics that are "new" this year are for replacement equipment and software to improve operation efficiency. The request for additional Accounting and Purchasing personnel is a request to fill positions as the District gears-up for its Measure H expenditures. Expanding workload is the reason for this request.

Information Technology

For Information Technology the budget requests identified as top priorities for the 2016-17 PRPP cycle were related to: 1) upgrading our network, 2) upgrading software to meet SSSP requirements, 3) maintenance and operational needs of users of district information systems and 4) infrastructure needed to deliver educational services to the SRJC students.

Our institutional software continues to age, particularly SIS, as the state SSSP, OEI, and other initiatives require us to modify SIS at a faster rate than our staff and the design of the system supports. This is leading to increased performance issues with SIS, particularly during peak enrollment periods. The District started the process of replacing SIS in spring 2016. In fall 2016, an RFP will be issued to engage a consultant to assist the District in developing the SIS-RFP that will be issued in spring 2017. Measure H bond funding will be the budgetary resource for these expenditures.

It is planned that bond funding will be utilized to upgrade the District's network so as to accommodate the increased need for student/faculty personal electronic device access. To date, the Department is halfway through a 10x speed and bandwidth upgrade of our network.

Requests that were forwarded from faculty, administrators, and support staff, across the District, via ITG, PRPP, Help Desk Requests and other means, were prioritized by the IT Leadership Team in cooperation with District management with the objective of funding critical needs. Bond funds were identified as the resource for ITG requests for new hardware and emergency operations communications. District funding was identified as the funding source for critically needed additional staffing (restoration to pre-2009 levels) and infrastructure.

Facility Planning and Operations

For Facility Planning and Operations, compliance with ACCJC Standard IIIB-2A remains a top priority. We continue to emphasize Total Cost of Ownership (TCO) with regards to custodial, grounds, maintenance, energy/sustainability management, health, safety and emergency management, while at the same time utilizing principles of efficiency.

The PRPP equipment requests continue to address equipment obsolescence and end of life cycle needs. The staffing requests are in recognition of TCO compliance and the fact that FPO now has less staffing now than it did before the addition of 909,000 GSF from Measure A bond-developed space. Over the last several years there has also been a dramatic increase in service requests and event set-ups. Comparisons with our peer cohort (single college districts with similar FTES) demonstrates SRJC is the second largest in gross square feet, but second lowest in annual Facilities funding.

In the area of Environmental Health and Safety (EH&S) the PRPP priorities include the purchase of new information/reporting systems so as to comply with safety regulations. One such request is for a system to track mandatory employee training, another is for an electronic Material Safety Data Sheet (MSDS) system.

HUMAN RESOURCES:

Human Resources brief synopsis of priorities is as follows:

Since 2014/15, the priority items listed for Human Resources from previous years that were unfunded or not complete were transferred over to the current year as the highest priorities with the addition of any new priorities that emerged that were previously unanticipated.

In 2015/16, the highest priorities for Human Resources were in the categories of facilities (i.e., a new work location for Professional Development and a training room); durable equipment/furniture; and technology. Also in the area of staffing, Human Resources ~~is~~ requested that the District fund two new positions: a Retirement Specialist and an Administrative Assistant I, to provide general support for office operations in recognition of increased workload in advising retirees, and implementing new legislation affecting employment such as the Affordable Care Act (ACA), Healthy Lives Act, etc.

For 2016/17, our highest priority continues to be the need to house all of the functions of Human Resources, Professional Development and District Compliance in one location. We are in the process of planning for a remodel of the Button Building facility which will allow all functions to operate within the same building. With the addition of our new Manger, Training and Compliance, additional funds are needed to provide this position with supplies, copying and printing services, technology, conference/training, staff travel and other operational needs. In the area of Professional Development, funds for leadership training for managers and technology training for all staff is another priority. Due to the continued high volume of recruitments, retirements and employee demands, we find we are still in need of additional Administrative support as well as a Benefits/Retirement Specialist.

SRJC - PETALUMA:

The SRJC - Petaluma brief synopsis of priorities is as follows:

The SRJC - Petaluma campus prioritization process begins at the department/area level with the PRPP submission due in late spring. Requests were solicited and came forward from faculty, department chairs, administrators, and support staff across the college and campus via PRPP, and other means. Requests were reviewed and ranked by departments and supervising administrators, and prioritized by the Petaluma Leadership Council (PLC) throughout summer 2016 in the following areas: Budget Requests, Classified/Management/STNC/Student Staffing Requests, and Non-Instructional Equipment and Furniture. Also ranked were requests for Instructional Equipment and Minor Facilities Requests. The intent was to fund critical needs

through a planned reallocation of existing General Fund resources, specific categorical funds allocated by the State Chancellor's Office including SSSP, Student Equity, and Instructional Equipment/Library Materials (IELM), and Measure A/H bond funds as appropriate. Faculty Staffing requests are reviewed by the Petaluma Faculty Forum (PFF) and are submitted directly to the Faculty Staffing Committee each fall using the prescribed District Process.

Requests identified as the highest priorities for the 2016-17 PRPP cycle were related to support for student instructional programs and services, and operational needs of the campus and its facilities.

Staffing of classified staff, management team, STNC and student employees continues to be *the most critical need* for SRJC - Petaluma in 2016-17. The campus has been chronically understaffed since the expanded campus opened in 2008 and the recession hit in 2009. PRPP priorities for 2016-17 focused on those positions considered most critical to 'right size' classified staffing, in particular, in instructional, facilities, outreach, and campus student services and support areas. There is a critical need for skilled classified staff to maintain campus systems (HVAC) and a growing need to support Chemistry/Physics/Life Science labs and science instruction on the campus. A reorganization of campus Student Services around the areas of Student Engagement and Student Success have prompted requests for new positions. Requests for classified staff positions also include administrative assistant support to Facilities Operations, Business Services, Gateway to College, Counseling, and the Tutorial Center. Other support staff in critical needs areas were identified in the Tutorial Center, Gateway to College, the Dream Center, Career Center, Business Services/Accounting, Facilities Operations, Event Support, and Media Services. In the management area, the campus has an ongoing need for an additional instructional dean or instructional manager, especially given that the current Dean of Instruction and Enrollment Management is the sole instructional administrator on a campus of over 5,000 students. STNC requests focused on project-based or seasonal needs, as well as event and instructional support. The highest priorities for STNC support in academic areas include Chemistry/Physics, Wastewater, Writing Center, Tutorial Center, and ESL. STNC's are also requested to support SSSP functions and student events. The most critical need for student employees were in science labs, KAD, Vet Tech, Computer Science, Outreach and Student Affairs operations.

The most significant Budget needs for 2016-17 were for funds to support supplies for expanded science course offerings; community outreach efforts including the LumaFest Open House and Education Fair; fees, materials and supplies to support campus-wide programs that increase student engagement and retention; and professional development opportunities for faculty, staff and managers. There is an urgent need for sufficient funds to maintain campus mechanical systems (especially HVAC), facilities, equipment and technologies that are aging and no longer under warranty. All budget reallocations were for one-year, one-time expenditures, some of which may be included in next year's budget development.

Requests for Instructional Equipment were submitted via PRPP as required by that prescribed process for final review and approval by the three Cabinet Vice Presidents involved: Academic

Affairs, Student Services and SRJC - Petaluma. Instructional equipment priorities for Petaluma focused on critical equipment needs in Microbiology, Wastewater Chemistry, Mathematics, English, Computer Science, Art, Film Production, the Tutorial Center, and Kinesiology, Athletics Dance (KAD), along with a number of requests to upgrade and improve classroom/lab instructional technologies and furniture.

Priorities for Minor Facilities Requests for SRJC - Petaluma were reviewed by the Vice President with the Dean, Facilities Operations and the Petaluma Manager of Buildings and Equipment Maintenance. Priorities were categorized according to urgency and the appropriateness of the project for funding via State funds, Measure H bond funds, District Accessibility Committee (DAC), or District funds. Priorities for 2016-17 focused on repairs to existing buildings (primarily leaks), improvements to Mahoney Library, wayfinding/signage upgrades, ADA modifications, card reader access, and classroom upgrades.

The priorities for Non-Instructional Equipment and Technology were related to furniture to accommodate student indoor and outdoor gathering spaces, maintenance of the expanded campus, office equipment/furniture, and equipment intended to support Ellis Auditorium.

STUDENT SERVICES:

Student Services brief synopsis of priorities is as follows:

The Student Services PRPP resource priorities were identified as a result of a collaborative evaluation process that involved members of the Student Services Council (SSC) at key stages. At a Student Services Council retreat held in June, the rationale for each PRPP resource request was verbally explained by the program manager or department chair. Total points were aggregated for the requests and submitted to the Vice President, Student Services as a resource priority advisement. The final budget ranked priorities were communicated by the Vice President, Student Services to the college President based on SSC feedback and a detailed analysis of department budget resources. In many cases, individual programs are required to utilize their own budget resources to fund new obligations or program priorities. This was accomplished during budget development back in April 2016. The restoration and expansion of categorical funding from the state will reinforce service delivery in key areas of Student Services across district locations. Student Success funding will augment counseling and follow-up services. The addition of Student Equity and the Hispanic Title V grant will augment specialized services for high risk, disadvantaged students.

Budget request priorities included the purchase of an outreach van to transport District staff and materials. The van will be utilized at community outreach events and activities. Additionally, funding was requested for staffing needed to support the many SIS/IT initiatives over the next three to five years.

Other staffing requests were to fully fund the Coordinator of Student Engagement Programs and an Administrative Assistant to support both the office of Schools Relations & Outreach and the efforts focused on ELL Outreach in Santa Rosa.

OTHER DISTRICT SERVICES:

This category of PRPP priorities encompasses, Institutional Research, Public Relations, SRJC Foundation, and the Office of the President. The supervising Vice President (SRJC – Petaluma) and the President compiled the PRPP requests in each of these areas and in meetings with each area’s supervising administrator determined the requests that were deemed absolutely essential to institutional operations or of high priority to the area. This categorization was developed under the pressure for budget reductions that were being made across the District. Essential and high priority requests were then reviewed for possible funding through the reallocation of internal resources or via external funds.

INSTITUTIONAL RESEARCH

Institutional Research brief synopsis of priorities is as follows:

The Office of Institutional Research (OIR) prioritizes resource requests collaboratively at staff meetings. Over the past year, OIR staffing has expanded, particularly to support the statewide CTE Employment Outcomes Survey, the cost of which is being underwritten by the Chancellor’s Office. There are no major resource requests for the coming year, with the understanding that the research effort at SRJC is challenged to keep up with district requests for support while the majority of funding to support the office comes from grant and categorical sources.

PUBLIC RELATIONS

Public Relations brief synopsis of priorities is as follows:

The 2016-17 PRPP for Public Relations acknowledges a steadily increasing workload, which began in 2013 and is continuing. This has required a small staff of only four full-time employees to produce a very high volume of work in the service of the entire District on a constant basis. In addition, departments and administration requests for more frequent communication products and greater online presence have impacted existing staff. New initiatives such as the Sonoma Promise, the 100th Anniversary and implementation of the Measure H, new events such as LumaFest and Celebrate CTE graduation, and most importantly, the District-wide requirement to boost enrollments, are all requiring more staff time (both management and classified).

Therefore, in 2016-17, the highest priorities for Public Relations are staffing for a total of 2.75 FTE positions: Marketing Assistant (1 FTE), Photographer (.5 FTE), Videographer (.25 FTE)

Production Designer (.5 FTE), and, when a Digital Asset Management System is purchased, an STNC (.5 FTE) for support/data entry.

Rationale: In 2015, the previous Administrative Assistant was reclassified as Communications and Marketing Specialist, and in 2016, again reclassified as Coordinator, Communications and Marketing. Duties include in-depth analysis of, and strategies for, advertising, but those reclassifications did not provide any additional resources to enable the comprehensive job required for the greatest success. The department relies heavily on an STNC PR Assistant position (now in its third year) to provide support for the Coordinator, write and send out as many as 150 press releases a year, search for photos as requested by District-wide departments, as well as numerous other tasks. With the addition of a FT marketing assistant, the STNC position could be eliminated.

The department has received funding from Student Equity for two STNC positions, PT Marketing Assistant and PT Photographer since fall 2015. Those positions have been critically important for maintaining a strong website (the biggest single marketing tool for the District), and all other District marketing. Student Equity funding is planned to be eliminated for these positions by summer 2017. The addition of a full-time Marketing Assistant to coordinate photo shoots (approximately 40 per year), as well as to take on the STNC Public Relations Assistant duties, will enable the Communications and Marketing Coordinator to be even more effective creating successful ad strategies.

The success of the current Student Equity-funded photographer, and the steady demand for high-quality photos, makes the case for a permanent part-time photographer to effectively support growing demands, as marketing, social media and websites are voracious users of imagery. The addition of the position will be essential for marketing efforts when the Student Equity funding runs out in June. This position could be .25 FTE if necessary.

With the greatly increased number of events and programs, including the 100th Anniversary and the 100th Anniversary Campaign and the implementation of Measure H, a part-time production designer will enable the Department to respond to the expanding needs of the District.

PR is requesting funds for a part-time videographer to support enrollment and outreach marketing. Successful community colleges such as Foothill, Pasadena City, and Santa Barbara City, are strong users of video. 93% of marketers use video for online marketing, sales or communication. (Source: Syndacast, 2014)

SRJC FOUNDATION

SRJC Foundation brief synopsis of priorities is as follows:

For 2016-17, no requests were made by the SRJC Foundation via PRPP for resources to be funded by the District budget.

The SRJC Foundation priorities are determined by the ongoing and ever increasing needs of the College for private support. In fiscal year 2016-17 the Foundation is committed to raising significant funds to support student scholarships and instructional needs of the College.

The SRJC Foundation's Three-Year Strategic Advancement Plan and SRJC 100th Anniversary Campaign defines the major areas of fundraising focus to raise \$15 million in support of Student Success, Academic Excellence, Learning Environments, and Financial Stability.

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