

# Santa Rosa Junior College

## Program Resource Planning Process

### VP Finance and Admin Services 2017

#### 1.1a Mission

The mission of Financial and Administrative Services is to fulfill the administrative needs of the college in the areas of accounting, budget, finance, payroll, purchasing, graphics, facilities, information technology, bookstore, police services and risk management. By providing these services both efficiently and effectively, the college is able to maximize the use of its resources to provide educational opportunities to, and cultivate learning development of, our diverse community.

#### 1.1b Mission Alignment

By providing sound business management and campus safety, Finance and Administrative Services ensures an ongoing safe and stable environment for students to learn and for employees to work.

#### 1.1c Description

Finance and Administrative Services oversees a \$130 million annual budget and a variety of operational departments including Accounting, Payroll, District Police, Purchasing, Graphics, Facilities, Information Technology, and the Bookstore. The Vice President, Finance and Administrative Services, in a risk management capacity, coordinates with Finance and Administrative Services staff to manage the District's insurance needs. The department also works closely with the Director of Capital Projects to administer the financial aspects of bond-funded capital improvements within the District.

#### 1.1d Hours of Office Operation and Service by Location

Except during the summer, when the school is closed on Fridays, the office operates Monday through Friday, from 8:00 a.m. to 5:00 p.m. The executive assistant is scheduled from 7:00 a.m. to 4:00 p.m.

#### 1.2 Program/Unit Context and Environmental Scan

The non-personnel costs for Finance and Administrative Services are comparatively higher than the corresponding District percentage for non-personnel costs. This is because Finance and Administrative Services is solely responsible for covering large District-wide costs such as insurance, legal fees, and the cost of the annual audit.

## 2.1a Budget Needs

The amounts budgeted for Finance and Administrative Services is used effectively.

As a percentage of overall expenses, Business Services has a higher percentage of non-personnel expenditures as many district-wide expenditures, such as insurance, legal fees and the costs associated with the audit are made from this unit.

The budget for legal expenses could become inadequate should the District experience a large, unexpected rise in the amount of its legal activity.

At the moment, additional funding is not deemed necessary.

## 2.1b Budget Requests

Rank	Location	SP	M	Amount	Brief Rationale
0000	ALL	00	00	\$0.00	

## 2.2a Current Classified Positions

Position	Hr/Wk	Mo/Yr	Job Duties
None	0.00	0.00	

## 2.2b Current Management/Confidential Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Vice Pres, Business Services	40.00	12.00	Oversees Business Services Operations and Business Services component departments.
Confidential Exec Asst, Bus Sv	40.00	12.00	Supports the Vice President of Business Services and Business Services operations.

## 2.2c Current STNC/Student Worker Positions

Position	Hr/Wk	Mo/Yr	Job Duties
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## 2.2d Adequacy and Effectiveness of Staffing

The unit ratio is higher than the district average due to its small size, and the type of personnel required to perform the type of work handled by this group.

For its function, and at current workload levels, the staffing of the Finance and Administrative Services unit is both adequate and effective.

The executive assistant provides support primarily to the operation of Finance and Administrative Services and related activities, and of particular note, also provides daily administration over the college's insurance programs. There are times when competing priorities get overwhelming and working extra hours may be necessary. As the college expands, and the responsibilities/workload increase in Finance and Administrative Services, the workload may become consistently more than this one position can perform.

## 2.2e Classified, STNC, Management Staffing Requests

Rank	Location	SP	M	Current Title	Proposed Title	Type
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## 2.3a Current Contract Faculty Positions

Position	Description
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### 2.3b Full-Time and Part-Time Ratios

Discipline	FTEF Reg	% Reg Load	FTEF Adj	% Adj Load	Description
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### 2.3c Faculty Within Retirement Range

There are no faculty are in this unit.

### 2.3d Analysis of Faculty Staffing Needs and Rationale to Support Requests

This unit does not have any faculty.

### 2.3e Faculty Staffing Requests

Rank	Location	SP	M	Discipline	SLO Assessment Rationale
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### 2.4b Rationale for Instructional and Non-Instructional Equipment, Technology, and Software

Finance and Administrative Services is not an instructional unit.

### 2.4c Instructional Equipment and Software Requests

Rank	Location	SP	M	Item Description	Qty	Cost Each	Total Cost	Requestor	Room/Space	Contact
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### 2.4d Non-Instructional Equipment, Software, and Technology Requests

Rank	Location	SP	M	Item Description	Qty	Cost Each	Total Cost	Requestor	Room/Space	Contact
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### 2.5a Minor Facilities Requests

<b>Rank</b>	<b>Location</b>	<b>SP</b>	<b>M</b>	<b>Time Frame</b>	<b>Building</b>	<b>Room Number</b>	<b>Est. Cost</b>	<b>Description</b>
0000	ALL	00	00	3+ Yr			\$0.00	

## 2.5b Analysis of Existing Facilities

Given this unit's current staff, the facilities are adequate.

## 3.1 Develop Financial Resources

The Finance and Administrative Services (component unit) includes the District's financial budgeting and reporting activities. These activities influence District decisions on the use (expense) of financial resources, as well as identify areas of potential revenue enhancement. These activities also include enrollment reporting, and the recommendation as to which fiscal year discretionary summer FTES will be reported in order to maximize apportionment revenues.

## 3.2 Serve our Diverse Communities

Hiring committees for Finance and Administrative Services positions are provided orientation regarding diversity issues and address each candidate's experience and awareness about diversity.

The Finance and Administrative Services unit promotes diversity by recognizing the wide variety of individuals that constitute the campus community, and respecting the differences. Sensitivity and awareness are important keys to successful human interaction, and these are discussed and valued in this unit.

## 3.3 Cultivate a Healthy Organization

There are no classified staff in this unit.

## 3.4 Safety and Emergency Preparedness

District Emergency Preparedness is overseen by the Environmental Health and Safety (EHS) Department, which is a component of District Facilities, and is assisted by the District's Police Department, both of which are reporting units of Finance and Administrative Services (please refer to the EHS PRPP information).

Linda Close of the Accounting Department is the Safety Leader for the department.

## 3.5 Establish a Culture of Sustainability

As a "business office", increased use of electronic messaging and document storage have been the primary efforts towards greater sustainability practices. Through dialogue with the constituency members of the Auxiliary Enterprise Committee (AEC) the District explores, and has implemented, several improvements in sustainability practices in the area of food service. The District's Facilities departments are continuously looking at ways to use less water and energy, as well as adopting improved, environmentally friendly processes and products. As a means of addressing the ACCJC's concerns about the District's finances, the District is actively

pursuing the construction of numerous photovoltaic installations to reduce the District's electricity costs.

#### 4.1a Course Student Learning Outcomes Assessment

The Finance and Administrative Services unit is not involved in the assessment of student learning outcomes. The unit's work is to provide business support services that benefit the entire District, and the District's mission to passionately cultivate learning through the creative, intellectual, physical, social, emotional, aesthetic and ethical development of our diverse community.

#### 4.1b Program Student Learning Outcomes Assessment

Not Applicable.

#### 4.1c Student Learning Outcomes Reporting

Type	Name	Student Assessment Implemented	Assessment Results Analyzed	Change Implemented
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#### 4.2a Key Courses or Services that address Institutional Outcomes

Course/Service	1a	1b	1c	2a	2b	2c	2d	3a	3b	4a	4b	5	6a	6b	6c	7
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#### 4.2b Narrative (Optional)

Not Applicable.

### 5.0 Performance Measures

The Finance and Administrative unit primarily oversees the activities of its subordinate reporting units, which do produce measurable performance outcomes.

That said, Finance and Administrative Services directly oversees the District's risk management (insurance programs) which have seen the following changes over the past few years:

Student Accident Insurance									
	Savings	Actual District Cost	Full Premium	Maximum Payout Total	Paid to Wells	Catastrophic	Total Self Funded Cost	Catastrophic Claims	
2017-18				181,000		13,000	150,000	-	
2016-17	113,466	69,534		183,000	53,000	13,000	150,000	-	
2015-16	41,612	158,388		200,000	55,000	15,000	165,000	-	
2014-15	56,532	138,468		195,000	55,000	15,000	160,000	-	
2013-14	47,099	147,901		195,000	55,000	15,000	160,000	-	
2012-13	10,269	170,731		181,000	51,000	15,000	148,000	-	
2011-12	6,828	165,122	Quoted	171,950	51,000	15,000	148,000	-	
2010-11			130,000			15,000		46,194	
2009-10			121,425			15,000		-	

Note: Accident Insurance Claim information is as of 4-30-2017

The District's Property and Liability Insurance is provided through the District's membership in a self-insured Joint Powers Authority (SWACC).

The District Premiums are directly influenced by the District's claim experience. Over the last several years, the District's liability experience is above the average "100 %" experience (See yellow Highlights).

Much of this claims experience is due to employment lawsuits, specifically related to denial of tenure disputes, indicating a need for better training regarding the tenure process, and proper/allowable documentation.

## SWACC Insurance

	2017-18	2016-17	2015-16	2014-15	2013-14	2012-
<b>Liability</b>	504,127	396,848	429,191	334,348	359,868	38
<b>Property</b>	149,273	144,305	154,121	162,716	159,626	15



<b>Crime</b>	3,405	3,188	4,017	3,774	3,712	4
<b>Cyber Liability</b>	2,788	2,479	2,712			
<b>Equipment Breakdown</b>	14,280	14,981	17,876	18,926	18,180	1
<b>Subtotal Program Costs</b>	673,873	561,801	607,917	519,764	541,386	55
<b>Excess Liability</b>	46,020	35,241	39,973	56,233	48,272	5
<b>Program Costs</b>	719,893	597,042	647,890	575,997	589,658	60
<b>Risk Management Reserve</b>	15,135	8,677	14,864	16,417	11,217	
<b>Total Program Costs</b>	<b>735,028</b>	<b>605,719</b>	<b>662,754</b>	<b>592,414</b>	<b>600,875</b>	<b>60</b>
<b>Liability</b>						
<b>FTES</b>	19,915	17,709	20,087	18,870	20,030	2
<b>EX MOD - Retained</b>	133	121	112	101	92	
<b>EX Mod - Reinsurance</b>	-	-	-	100	100	
<b>Property</b>						
<b>TIV</b>	475,697,434	474,081,515	470,555,075	473,279,416	454,617,599	442,79
<b>EX MOD - Retained</b>	86	86	87	91	86	
<b>EX Mod - Reinsurance</b>	-	-	-	100	100	

## 6.1 Progress and Accomplishments Since Last Program/Unit Review

Rank	Location	SP	M	Goal	Objective	Time Frame	Progress to Date
0001	ALL	06	07	In conjunction with the President, and other Components, develop a strategy to reduce, and eventually eliminate, the District's "Structural Imbalance," which threatens the District's fiscal health.	In conjunction with the President and the other Components, identify sizable areas of (either) revenue enhancement or cost reduction.	2017-18	In Progress
0002	ALL	07	07	Ramp-up the necessary time-commitments and staffing to facilitate: 1) the first issuance/sale of the Measure H Bonds, 2) the purchasing and bidding requirements of the capital projects/facilities master plan, and 3) the proper oversight/accounting of the Measure H expenditures.	Successfully sell of the first issuance of the Measure H bonds (at favorable rates) and the hiring of necessary Measure H staffing to properly bid and account for	All components by Feb 2017	Done
0003	ALL	06	07	A successful 2015-16 audit, in Fall 2016, and a successful response to whatever required follow-up (if any) received from ACCJC regarding the District's written response to their continued concerns over of the District's response to Standard III.D that were sent by the District in March 2016.	1) To proactively insure proper documentation, and regulation-compliance in those areas that will be audited by the Auditors. Provide all materials, and effectively answer all question that the Auditors might request during their Fall audit. 2) Provide written explanation and documentation that fulfills the requirements of Standard III.D to ACCJC's satisfaction.	2016-17	Successful Audit - Done. Response made to ACCJC, however, ACCJC still unsatisfied with District's efforts towards eliminating the Structural Operating Losses.
0004	ALL	06	07	Continue to provide high level support of the District's other Component areas, staff and students, as well as strive to support the District's vision and mission.	Provide the the fiscal resouces and other services needed by the District to help all of the District's departments run smoothly	2016-17	Done

## 6.2a Program/Unit Conclusions

Location	Program/Unit Conclusions
ALL	The Finance and Administrative Services Unit has been good about accomplishing the goals it has set for itself, but needs to improve fiscal communication to the District community, as there is a prevailing sense (by many) that the District's fiscal situation is not as dire as set forth in the Budget. Improvement of information-dissemination and gravitas would probably be enhanced by greater public endorsement by the President and the Board.

## 6.2b PRPP Editor Feedback - Optional

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### 6.3a Annual Unit Plan

Rank	Location	SP	M	Goal	Objective	Time Frame	Resources Required
0001	ALL	06	07	In conjunction with the President, and other Components, develop a strategy to reduce, and eventually eliminate, the District's "Structural Operating Losses," which threatens the District's fiscal health.	In conjunction with the President and the other Components, identify sizable areas of (either) revenue enhancement or cost reduction.	2017-18	Staff Time and commitment to the effort
0002	ALL	06	07	A successful 2016-17 audit, in Fall 2017, and a successful response to whatever required follow-up (if any) received from ACCJC regarding the District's written response to their continued concerns over of the District's response to Standard III.D that were sent by the District in July 2016.	1) To proactively insure proper documentation, and regulation-compliance in those areas that will be audited by the Auditors. Provide all materials, and effectively answer all question that the Auditors might request during their Fall audit. 2) Provide written explanation and documentation that fulfills the requirements of Standard III.D to ACCJC's satisfaction.	March 2017	Staff Time
0003	ALL	06	07	Continue to provide high level support of the District's other Component areas, staff and students, as well as strive to support the District's vision and mission.	Provide the the fiscal resources and other services needed by the District to help all of the District's departments run smoothly	2017-18	Staff Time, some additional budgetary expenditures (see staffing and budget requests).

### 6.3b Institution-Wide/Cross-Component Planning

Rank	Location	SP	M	Project Name	Funding Source	Cost	Objectives	Justification	Resources
0001	ALL	07	07	Healthy Organization / Structural Imbalance	Operating Fund	\$0.00	In conjunction with the President and the other Components, identify sizable areas of (either) revenue enhancement or cost reduction, and develop a strategy to eliminate the District's Long-term Structural Imbalance.	Unless the district develops a strategy to show that it can (on its own) deal with its Structural Imbalance, the District will potentially face sanctions by AACJC and possible take-over by FCMAT	