

2019-20 PRESIDENT'S CABINET PRPP REVIEW SONOMA COUNTY JUNIOR COLLEGE DISTRICT

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 2019-20 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.

The District's budgeting process began in January with the Governor's 2019-20 Budget Proposal and continued with the Governor's May Revise. On June 27, 2019, Governor Brown signed into law a budget that provides California community colleges with an additional \$246 million in ongoing funding plus another \$41 million in one-time funding, after removing one-time spending allocated in 2018-19. Included in the ongoing funding were increases of \$317.2 million in unrestricted funding and \$88 million in restricted funding, although SRJC will not be eligible to receive some of it.

Because SRJC is still receiving the emergency conditions fire waiver for 2019-20, and with the hold harmless provision under the Student-Centered Funding Formula (SCFF), the unrestricted funding from the State will provide SRJC with approximately \$3.5 million in unrestricted COLA funding.

Although the District is receiving these new funds, the District is budgeting \$6.5M in reductions to the non-instructional programs and an additional \$1M to instructional programs. The non-instructional reductions will be achieved by the reorganization process currently underway. The instructional reduction has been achieved with the nine percent reduction to the summer and fall 2019 schedules. This is the second year of the implementation of a five-year strategy the District has developed to position SRJC to be fiscally viable at the expiration of the fire waiver. There are planned additional reductions to the non-instructional personnel of \$2.56M in 2020-21, \$2.53M in 2021-22 and \$1.59M in 2022-23, along with minor reductions to other areas over the next two years. While the District's full-time equivalent students (FTES) has decreased over 13% compared to our pre-recession FTES, our staffing is larger than it was during the height of our enrollments and significantly higher than our peer institutions.

The budgeted 2019-20 General Fund ending fund balance is budgeted to remain stable at \$7.06 million, which represents an ending fund balance of 5.3%. Finalized budget and staffing requests will continue to be closely monitored and limited to only critical needs.

The President and Cabinet Administrators met July 15, August 5, and September 23 in all-day retreats to discuss 2018-19 accomplishments, the President's/District's/Cabinet Administrator's goals for 2019-20, and plans for the district-wide reorganization.

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. A link to that report is posted on the SRJC Institutional Planning website under [2018-19 Funding Outcomes](#).

In addition to the following funding 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 2019-20 within their component area. Those priorities were reviewed by the Institutional Planning Council (IPC) during fall 2019 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 2019-20 fiscal year. The vast majority of priorities, unless fundable by Measure H or another categorical or

external funding source, remained unfunded because of a lack of sufficient new discretionary on-going funds.

The District will be going through a reorganization to align current expenditures with current level of students served. To accomplish that, there will be multiple years of reductions to allow the district time to do so in a thoughtful manner. Until this has been accomplished, the District will continue to be conservative with the expenditures it can allow, in order to maintain its commitment to 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 by end of April 2019. 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 on August 5, 2019. The focus at the retreat was solely upon the highest priority items in the following categories:

- Budget Requests: The most critical post-budget-reduction requests for operating budget increases were shared and discussed at the AAC retreat. Priority was given to anything that required a one-time allocation in 2018-19 or 2019-20. Given prior year budget reductions, cluster deans and departments do not anticipate any new funds for these requests and must reallocate existing funds or utilize external funds as available.
- Classified, Student, STNC and Management (Non-Faculty) Position Requests were prioritized at the AAC Retreat. Each dean presented their top five most **critical** positions (this also included increases in time base for existing positions). In light of the 2019-20 budget reduction targets and pending ERI retirements, deans were asked to focus on the following:
 - Critical need vacant positions
 - Critical need ERI replacements
 - Non-critical vacant positions
 - Non-critical vacant positions that might be reorganized or combined to gain efficiencies
 - Positions they did not currently have, but would consider critical in the future (wish list)
 - Positions in that could be made available to another department

For 2019-20, there were 34 non-faculty staffing requests submitted; 20 of which were deemed high priorities at the AAC Retreat.

- Minor Facilities Requests were briefly discussed at the AAC retreat and later discussed in detail by the Vice President of Academic Affairs with the Interim Senior Director of Capital Projects to prioritize resources and identify the highest priorities most likely to be completed within current funding limits. For 2019-20, 220 facilities requests were submitted.
- Non-instructional Equipment and Technology Requests were briefly discussed at the AAC PRPP retreat. There were 73 requests for a total of \$1,193,010 in equipment and technology put forth in this category. Some requests were to be funded via Measure H bond funds allocated by the Institutional Technology Group (ITG), but the majority will remain unfunded given that there is no dedicated funding stream for such requests.
- Faculty Staffing information was provided by departments are part of the PRPP process. Faculty Staffing requests for 2019-20 have been submitted and prioritized by the Faculty Staffing Committee. 35 positions were approved for hire and included those meeting

legal requirements or vacated with two years of hire as a result of tenure review or resignation. Retirements (ERI and otherwise) and the Faculty Obligation Number (FON) determined the number of faculty to be hired for 2019-20.

- Instructional Equipment and Library Materials (IELM). The total amount allocated for the Instructional Equipment and Library Materials (IELM) budget in 2019-20 was \$153,718. This one-time allocation received from the State Chancellor's Office represented a 70% reduction from the prior year's allocation of \$519,503. Requests, totaling \$6,451,365 for 2019-20, were articulated in the PRPP by departments, priority ranked by cluster deans, reviewed prior to allocation decisions with deans and department faculty, and approved for distribution by the Vice President of Academic Affairs. This approach allowed for and equitable distribution of the very limited instructional materials funds available in the current year. IELM allocations were distributed to every Academic Affairs instructional cluster making a request for 2019-20, including the SRJC Petaluma campus. No requests were submitted from Student Services for 2019-20.
- For 2019-20, the Academic Affairs/Petaluma component reduced its Unrestricted General Fund budget by \$2,647,514 in contribution to the District's \$6.5 million budget reduction target. This has resulted in a reorganization of the Academic Affairs component and an overall reduction of managers and classified professionals.

STUDENT SERVICES & IT

Student Services brief synopsis of priorities is as follows:

During the 17-18 fiscal year, as part of the District's budget deficit reduction, Student Services reduced its budget by \$1.8 million. This was accomplished primarily through an early retirement incentive and reorganization resulting in the elimination of 15 vacant positions. This successful reorganization was accomplished utilizing a "bottom-up" approach that was inclusive of all staff. The goal of the reorganization was to meet a budget reduction target while protecting the structure and critical functions of Student Services and IT while remaining student and employee focused.

Budget priorities for 2019-20 were based on department requests that were submitted and ranked by department supervisors via the PRPP process. The Vice President, Student Services reviewed all resource requests and ranked requests with input from each department supervisor. The final budget priorities were communicated by the Vice President, Student Services to the college President.

Budget request priorities include additional funding to support Student Health Services. This department is primarily funded by student enrollment health fees. With the decline of student enrollment during the past years, funding for Student Health services has also declined. This request was partially met through funding from our non-profit partner VIDAS. Funding provided by VIDAS will allow us to fill a part-time nurse position that is currently vacant due to lack of funding.

In 2018, Student Services officially established services for Second Chance Program students. The program serves an important role in assisting and supporting reentry and formerly incarcerated students with their transition and success at SRJC. The program aligns with SRJC's Academic Affairs' efforts to expand its Jail program. A request of \$50,000 was submitted to fully fund this program's staffing and operational costs. This request was fulfilled through a \$100,000 grant that was awarded to SRJC by the State's Chancellor's Office. Funds from this grant will be shared with Academic Affairs to provide additional support for instruction provided in Jails via the IGNITE program.

The Financial Aid department is in the process of implementing a Scholarship Management System to improve the scholarship awarding process from start to finish. The current manual process is labor-intensive and human-error prone. A new system will streamline the process and provide a better experience for students, selection committees, and staff. Costs of the system were covered by one-time funds that were allocated by the state to help support financial aid technology enhancements.

During the summer of 2019 Student Services provided funding to pilot a summer bridge program "SRJC Ready" to provide support to underprepared first-time students placed in college-level English or Math as a result of AB705.

Due to budget reductions, no new staffing requests were approved during 19-20. Staffing requests approved only included the following replacement positions:

1. Help Desk Technician provides support to the District's 2,000 plus staff, 1,552 staff computers, 1,697 IP Phones, and responds to over 5,500 support calls per year. Since December of 2018, due to a resignation, the IT Help Desk has been operating short-staffed in this area. This position has been deemed as a critical replacement by President's Cabinet to ensure continued and timely IT support for faculty and staff.
2. The Disability Intake Facilitator was deemed as an important replacement position by President's Cabinet. This position is the initial point of contact for the Disability Resources Department (DRD) for all students and provides information about program services and assistance with paperwork to start the verification process. The position reviews and prepares student files prior to referral to specialists, and is the first point of contact for students experiencing difficulties.
3. The EOPS counseling position became vacant during the middle of the 2018 fall term because of a transfer from a former EOPS counselor to another department. This position is critical in order to provide adequate services to EOPS students. The vacant position is funded 100% by EOPS categorical funds earmarked to support EOPS students.
4. Director of Health Services - per Ed Code all All health services provided in the CCC setting must be supervised by a Master's prepared nurse with a Public Health Nurse Certificate. The Director position must be replaced at SRJC as per Ed Code Mandate.

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 and includes input from management within each of the areas within the unit. Priorities are assigned while considering the overall impact on services to the District.

While all the requests are important, the top priorities are for areas that involve training, efficiencies for departments or safety items.

For staffing, the top priorities are a generalist and a locksmith in facilities operations and an administrative assistant in custodial services. All these positions will be addressed in the reorganization of Finance and Administrative Services as they are critical for the ongoing operations of the areas as we flatten our structure and reduce our number of employees. For non-instructional equipment and technology, most requests rated as a top priority are funded from ITG with additional top requests being equipment needed in facilities operations to assist the remaining groundskeepers be more efficient.

Overall critical budget requests involve training, emergency operations, equipment needed for efficiency, revenue and safety.

Overall, Finance and Administrative Services recognizes the scarce budget resources available and has held lowered the priorities of anything not critical with our dwindling staff resources and needs to ensure the District is safe.

HUMAN RESOURCES

Human Resources brief synopsis of priorities is as follows:

The Human Resources prioritization process includes input from management with consideration given to the human resources programs and services offered for all constituent groups at the District.

For 18/19, our budget requests focused on a few minor areas, such as additional funding for professional development (Leadership Academy and Management Team trainings), equal employment opportunity efforts and funding for new hire orientations. These requests were unfunded and remain as our requests for 19/20, with the exception of the funding for equal employment opportunity efforts. We currently have funds available from Multiple Methods funding that are allocated to the district based on our meeting the requirements from the Chancellor's Office to receive these funds. We have managed to continue our efforts in working with the Equal Employment Opportunity Advisory Committee (EEOAC) to implement the climate surveys and follow-up solution forums, along with maintaining and expanding our offerings with our 'Embracing a Culture of Inclusion' program with the use of Multiple Methods funds. We have also continued SRJC's Leadership Academy by offering a second cohort for the Academy with the use of the original grant funds that will be depleted at the end of this calendar year. For 2018/19 we were required to come up with a targeted budget reduction of \$102,000. We achieved this reduction by reducing some of our budgeted funds in areas such as STNC and Student Employee funds, staff travel and paying for advertising by using Multiple Methods funds.

Our staffing request for 18/19 was to fund an Administrative Assistant I position to provide additional support for the Human Resources functions of the District (this position was not funded). For 19/20, our staffing requests include requests to replace the employees who are retiring with the Early Retirement Incentive Program. A Human Resources Technician retired in July 2019 and this position has since been replaced. For 19/20, we are requesting to refill the vacancy that remains from an employee who was serving as an Administrative Assistant I in Human Resources who was promoted to the Human Resources Technician vacancy. We also have the position of Vice President of Human Resources and the position of Human Resources Analyst/Senior which will be vacant when the incumbents in these positions retire in December 2019. We have proposed a plan to replace these positions while meeting our targeted budget reductions for 19/20 which amount to \$294,000. With temporary restructuring and the potential of other positions in Human Resources being temporarily unfilled until we have a permanent plan for staffing in Human Resources, we were able to propose a plan to meet these reductions while temporarily meeting our staffing needs. With the loss of the Coordinator, Professional Development position that we realized in 16/17 with a district-initiated transfer in order to meet our targeted reductions for that year, we cannot afford to permanently lose additional positions in Human Resources and continue to maintain the same level of service in providing Human Resources support, guidance and leadership to the District.

We do not have any non-instructional equipment and technology requests or any other budget requests for 19/20.

SRJC – PETALUMA CAMPUS

SRJC Petaluma campus brief synopsis of its 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, then prioritized by the Petaluma Leadership Council (PLC) throughout summer 2019 in the following areas: Budget Requests, Classified/Management/STNC/Student Staffing Requests, Instructional Equipment, Non-Instructional Equipment, and Minor Facilities Requests. The intent is to fund critical needs through a planned allocation of existing General Fund resources, specific categorical funds provided by the State Chancellor's Office, including the Student Equity & Achievement (SEA) program, Career Education grants, and Instructional Equipment/Library Materials (IELM), as well as Measure H bond funds as appropriate. Faculty Staffing requests were discussed with and reviewed by the Petaluma Faculty Forum (PFF) and are submitted directly to the Faculty Staffing Committee each fall using the process prescribed by Board Policy.

Requests identified as the highest priorities for the 2019-20 PRPP cycle were related to support for student instructional programs and services, and operational needs of the campus and its facilities. For 2018-19, SRJC Petaluma reduced its Unrestricted General Fund budget by \$194,737 in contribution to the District's \$3.4 million budget reductions. In 2019-20, the campus is looking at a further reduction of approximately \$451,000 to contribute to the District's overall \$6.5 million shortfall.

Staffing of classified staff, management team, STNC and student employees continues to be the most critical need for SRJC Petaluma in 2019-20. While the campus has been chronically understaffed since the expanded campus opened in 2008 and the Great Recession hit in 2009, cuts to the personnel budget will still be made. PRPP priorities for 2019-20 focused on those positions considered most critical to 'right size' classified staffing in terms of possible reorganizations to take place.

With the centralization of facilities operations, grounds, and custodial has taken place, the critical need for skilled maintenance staff to maintain campus systems, particularly HVAC systems, is moving toward sufficiency. The escalating housing, food, and clothing needs of students correspond to a need for adequate staffing in Student Engagement to support these student needs and better coordinate engagement programs. There is also a growing need to support sciences labs, as well as the increasing student demand for Tutorial Center/Writing Center/ESL Tutoring services. Requests for classified staff positions also include administrative assistant support to Facilities Operations, Business Services, Gateway to College, Counseling, Student Engagement, and the Tutorial Center. Other support staff in critical needs areas were identified in Media Services, Gateway to College, Intercultural Center, Career Center, Business Services/Accounting, and Facilities Operations. SRJC Petaluma management positions experienced significant reorganization in the summer of 2018 when the Vice President of the

Petaluma campus was assigned an interim position as the Vice President of Academic Affairs. The duties for the Vice President of the Petaluma campus were dispersed to Working Out of Class assignments for the Interim Vice President of Academic Affairs, the Petaluma Dean of Student Services, the Petaluma Dean of Instruction and Enrollment Management, and the Director of the Office of Institutional Research. Ongoing discussions within the District and the community reveal a strong need for the reinstatement of this Vice President position. In addition, SRJC Petaluma 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 nearly 6,400 students over the year. STNC requests focus on project-based or seasonal needs. The most critical need for student employees were for student tutors, peer coaches, student ambassadors, and coordinators in support of student engagement and success initiatives such as the National Society of Leadership and Success, CyBear Center, Student Film Festival, Student Success Teams, and Student Housing.

The most significant budget needs for 2018-19 were for funds to support supplies for expanded science and art course offerings; fees, materials and supplies to support campus-wide programs that increase student engagement and retention; professional development opportunities for faculty, staff and managers; and community outreach efforts. 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 Petaluma. Instructional equipment priorities for Petaluma focused on critical equipment needs in Gateway to College, Art, Film, Computer Science, Geology and Environmental Science, along with multiple requests to upgrade and improve classroom/lab instructional technologies and furniture.

Priorities for Minor Facilities Requests for SRJC Petaluma were reviewed by PLC even though centralization of Facilities Operations was in the midst of taking place. 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 2018-19 focused on repairs to existing buildings, wayfinding/signage upgrades, card reader access, and classroom upgrades.

The priorities for Non-Instructional Equipment and Technology were related to furniture and technologies to accommodate student indoor and outdoor gathering spaces and student engagement programs, maintenance of the expanded campus, office equipment/furniture, and equipment intended to support various operational units such as Faculty Support and Facilities Operations.

INFORMATION TECHNOLOGY

Information Technology brief synopsis of its priorities is as follows:

Requests from faculty, administrators, and classified staff across the District came through the Institutional Technology Group (ITG), PRPP, Help Desk 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.

Budget requests identified as top priorities for the 2018-19 PRPP cycle were related to: 1) licensing cost increases, 2) upgrading our network, 3) maintenance and operational needs of users of district information systems and 4) infrastructure needed to deliver educational services to the SRJC students. Most items listed under the IT PRPP are on-going costs funded by the IT budget or District's bond funds. They are included in PRPP to demonstrate transparency on IT priorities and budget.

As stated in previous years, the District's institutional software continues to age, particularly our homegrown student information system (SIS). The District started the process of investigating a replacement of SIS in spring 2016. In Spring 2017, a request for proposal (RFP) was issued. Due to the fires, vendor demonstrations were delayed until spring 2018. The evaluation process reviewed proposals and demos from three commercial SIS systems. In general, most evaluation teams agreed that a migration to a new system could benefit SRJC. Ellucian Banner was the most popular solution with seven teams accepting Banner as a viable option. Finance, HR, and Payroll would prefer to remain on Escape. At least three teams strongly recommended against migrating to a new system without full integration from all departments. Workday showed promise, but most felt the system was not fully developed. Oracle was the least desired system by most. Based on advice from the evaluation teams, SRJC decided to postpone deciding on a new SIS system for at least one or two years while monitoring progress by Ellucian Banner, Workday, and other systems. Measure H bond funding will be the budgetary resource for these expenditures.

As part of the 2018-19 budget reductions, the IT department was able to identify \$80,000 in one-time savings as part of the district's \$3.5 million reduction. These savings will need to be converted to permanent savings by the end of the 2018-2019 fiscal year.

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 and 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) receives relatively little general funding, relying on additional grant and categorial funds to provide institutional research services to the District. The largest funding source for OIR is the California Community Colleges Career & Technical Education Employment Outcomes Survey (CTEOS) which funds over half of staffing costs and over 90% of the budget outside of staffing.

OIR priorities are driven by the requirements of the grant and categorial funding sources, and by districtwide initiatives and priorities such as enrollment management, Guided Pathways, Student Equity and Achievement, planning, and grant development.

PUBLIC RELATIONS

Public Relations brief synopsis of priorities is as follows:

The Public Relations department priorities are driven by the District's need for enrollment growth, full campaign support for varied sites and departments and consistent content development for the homepage and other messaging platforms.

Currently PR is running multifaceted campaigns for general enrollment, Career Education and Financial Aid awareness, and is preparing to do so for the Petaluma campus and Shone Farm in the coming year. These campaigns each include creative advertisement conceptualization, asset design, photography, social media, media buys, messaging guidance and more. The department also provides additional support to varied areas of the college upon request.

In order to adequately provide such services, PR has prioritized a moderate increase in staff, to change the Marketing Assistant (.50 FTE) to a full time Administrative Assistant II/III and to add a part time classified photographer.

Historically, PR has been funded in an inconsistent manner, which has resulted in an inability to follow consistent marketing plans and media buys. As such, the department has also prioritized a permanent increase to the marketing budget to allow for strategic marketing efforts that will create greater consistency and efficacy between annual campaigns. A portion of this funding would also be utilized to fund market-based research to be used in campaign planning.

The result will be more strategic and successful enrollment advertising (in a wide variety of media, digital and traditional), strengthened support for department-based campaigns, maintenance of strong imagery, and more advertising analytics, resulting in better marketing and communications support for the entire District.

SRJC FOUNDATION

SRJC Foundation brief synopsis of priorities is as follows:

The SRJC Foundation does not receive or request funding from the District. The Foundation derives revenue from the endowment's 2% administration fee, President's Circle, and other miscellaneous income. Expenses cover employee salaries and benefits, office operations, and fund development program needs. The Foundation also captures an annual 50% reserve. The annual budget is \$1.1 million.

In addition to ongoing fundraising for student scholarships and academic programs, the Foundation will focus on five areas of need at SRJC: Agriculture and Natural Resources; Kinesiology, Athletics and Dance (KAD), SRJC Petaluma Campus, Summer Repertory Theatre (SRT), and scholarships for part-time students.

With the retirement of the current Executive Director Kate McClintock in December, a new executive director will be hired to continue the Foundation's work and provide leadership for the future.