

2017-18 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 2017-18 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 in January with the Governor's 2017-18 Budget Proposal. By the time of the Governor's May Revise, many of the upcoming year's funding increases were approximately known. On June 27th, the Governor signed the Adopted Budget and the California Community College System received a \$792 million funding increase over the previous year; \$410 million in "on-going" revenues, and \$382 million in "one-time" funds. Additionally, the State approved fifteen Proposition 51 bond facilities including the SRJC Science and Mathematics replacement.

For SRJC, the State funding translated into a \$4.4 million increase in on-going revenues and \$0.7 million in one-time funding for the Unrestricted General Fund. For the Restricted General Fund, it is anticipated that the State's \$150 million, Guided Pathways Program will provide SRJC with a sizable "one-time" increase, but to date the exact amount is not known. 2017-18 Deferred Maintenance and Instructional Equipment funding will be \$1.1 million, down from the \$3.0 million received in 2016-17.

In 2016-17, the District's spending was \$4.1 million more than its revenues, and the District's ending fund balance was \$7.9 million, which represents a 5.4% reserve.

Although the District is receiving \$4.4 million in new on-going funds in 2017-18, the new revenues are negated by a \$3.7 million increase in on-going expenditures. Additionally, there will be an on-going loss of \$1.2 million in base-apportionment funds, due to the District being below the 20,000 FTES base-funding threshold beyond the last year of applicable stability.

With the carryover of the 2016-17 \$4.1 million operating loss into 2017-18, in order for the District to maintain a 5% fund balance, the District initiated a "\$4.0 million reduction in costs in non-instructional areas." This reduction, combined with this year's \$0.7 million in "one-time funding," helps bridge the District's budgetary gap, but the need to use one-time funding to balance the 2017-18 budget does represent a potential problem for 2018-19.

It should be noted, the District is still in negotiations with some of its bargaining units, and the budget does not reflect any "negotiated change" to the 2016-17 salary schedules going into 2017-18.

As 2017-18 is a “year-after-being-on-stability,” whatever FTES the District reports to the State (this year) will be the basis upon which SRJC’s future revenues will be determined. This FTES basis will also determine the apportionment funding for 2018-19, as it is assumed (in order to maximize reporting for 2017-18, FTES will be “borrowed” from 2018-19) that 2018-19 will be another year on stability. For the long-term fiscal health of the District it is imperative that the District recapture and maintain its previous levels of enrollment.

With a projected 2017-18 ending fund balance of only 5.2% and the difficulties encountered in achieving the aforementioned \$4 million reduction, the District’s 2017-18 discretionary funds are tighter than they have been in years. It goes without saying that finalized budget and staffing requests will be closely monitored and limited to only critical needs.

The President and Cabinet Administrators met August 29, 2017 in an all-day retreat to discuss 2016-17 accomplishments, and the President’s/District’s/Cabinet Administrator’s goals for 2017-18. The District also discussed planned actions as outlined stemming from the grant-funded Institutional Effectiveness Partnership Initiative (IEPI) Plan developed as a result of the Partnership Review Team (PRT) visits.

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 2016-17 Funding Outcomes see [we need to create this link once the Funding Outcomes are reviewed by IPC and posted to the IP website.]

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 2017-18 within their component area. Those priorities were reviewed by the Institutional Planning Council (IPC) during fall 2017 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 2017-18 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.

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 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 in April, 2017. 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 2017-18, there were 189 staffing requests, of which only 3 are being put forward as the highest priorities: that is only 1.58% 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 Senior Director of Facilities Operations to prioritize resources. For 2017-18, there were 242 facilities requests, of which 126 are high cost items (over \$10,000) 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 Senior 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 total amount allocated for the Instructional Equipment and Library Materials budget in 2016-2017 was \$1,059,005. This one-time allocation received from the State Chancellor's Office represented a reduction of \$140,995 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 nearly 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 2017-18, 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, IT and Facilities to create a listing of "all" Finance and Administrative Services priorities. During a regularly scheduled meeting the merits of each unit's 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 Operations/Preparedness remains a concern of all component areas; however, Environmental Health and Safety (EHS) and Police Services have expanded their roles in this area. To properly prepare, both departments have identified several expenditures for training and communications equipment that need to be made. The request for additional Purchasing

personnel was/is a post-initial-departmental PRPP request to fill a position the District needs for its Measure H activities. Expanding/developing workload is the reason for this request.

Information Technology

For Information Technology the budget requests identified as top priorities for the 2017-18 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.

As stated in previous years, the District's institutional software continues to age, particularly SIS. Various State 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 SIS concerns, particularly during peak enrollment periods. The District started the process of investigating a replacement of SIS in spring 2016. In Spring 2017, an RFP was issued to receive vendor proposals to replace the District's current SIS system, with options regarding other current IT systems. Vendor demonstrations will be presented in Fall 2017, and a decision will be made in Spring 2018. Measure H bond funding will be the budgetary resource for these expenditures.

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.

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. The District is currently investigating, and converting, its STNC use into increased permanent employee positions, in recognition of the permanent increase in facilities/custodial workload. As such, some of the requested STNC/Part-time increases are not being pursued in favor of increased load for current part-time employees.

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:

In 2016/17, our highest priority was the need to house all of the functions of Human Resources, including Professional Development and District Compliance in one location. We implemented the remodel of the Button Building facility which has allowed all functions to operate within the same building. With the addition of our new Manager, Human Resource/Training and Compliance, additional funds were 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 was another priority. Due to the continued high volume of recruitments, retirements and employee demands, we requested additional Administrative support as well as a Benefits/Retirement Specialist.

For 17/18, our primary goals are as follows:

- a. Professional Development – evaluate professional development services offered to District Faculty and Staff to streamline and improve services where needed; further development of training database to track employee trainings; implementation of Clery and FERPA training programs; expansion of existing Inclusion Training Program; and development of Professional Development Plan.

The Coordinator/Professional Development position was reassigned out of Human Resources in 16/17 in order for Human Resources to meet the targeted budget reductions, and the existing managers in Human Resources will be addressing these goals and performing additional duties.

- b. EEO – implement diversity & inclusion climate survey and discuss development of program to educate adjunct faculty to be considered for promotion to full-time faculty positions.
- c. Evaluations – research streamlined system technology, for Classified and Management performance evaluations.
- d. Benefits – cross-training for anticipated retirement of Benefits 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 2017 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 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 prescribed District Process.

Requests identified as the highest priorities for the 2017-18 PRPP cycle were related to support for student instructional programs and services, and operational needs of the campus and its facilities. For 2017-18, SRJC Petaluma reduced its Unrestricted General Fund budget by \$233,000 in contribution to the District's \$4.0 million budget reductions. In addition, the campus lost \$320,000 in SSSP funding due to a reduction in funds allocated to SRJC for the 2017-18 fiscal year.

Staffing of classified staff, management team, STNC and student employees continues to be *the most critical need* for SRJC - Petaluma in 2017-18. The campus has been chronically understaffed since the expanded campus opened in 2008 and the Great Recession hit in 2009. PRPP priorities for 2017-18 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 in particular. There is also a growing need to support Chemistry/Physics/Biological Science labs and general science instruction on the campus, as well as Tutorial Center/Writing Center/ESL Instructional Assistants. A reorganization of campus Student Services around the areas of Student Engagement and Student Success have prompted requests for new permanent positions to enhance the success of these programs and buffer these critical services against budget reductions of 'discretionary funds.' Requests for classified staff positions also include administrative assistant support to Facilities Operations, Business Services, Gateway to College, Counseling, Student Affairs and the Tutorial Center. Other support staff in critical needs areas were identified in the Gateway to College, the Dream Center, Intercultural 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 nearly 5,000 students. STNC requests focus on project-based or seasonal needs. The most critical need for student employees were for 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 2017-18 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/Biological Sciences, Mathematics, Communications, Computer Science, Art, Geology and Environmental Science, 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 2017-18 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.

STUDENT SERVICES:

Student Services brief synopsis of priorities is as follows:

Each department administrator ranked and submitted resource requests via the PRPP process. Requests were also reviewed by the various department deans and ranked. 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. It is noted that this year's resource request process was not as comprehensive as in previous years. This is due mainly due to a transition year with the arrival of a new Vice President in Student Services during the middle of the academic year.

Budget request priorities included additional funding to support new outreach initiatives. Other requests include software and an administrative assistant for the Dean of Admissions and Records. Currently, that Dean is operating without an administrative assistant.

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 other than increased staffing, as the research effort at SRJC is challenged to keep up with district requests for support because 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:

Public Relations priorities are driven by the District's need for enrollment growth, constantly growing social media opportunities and requests, increased numbers of District events, grants

received by various departments, Measure H projects and the 100th Anniversary, all of which require support from Public Relations. That means a very small staff is tasked with producing a very high volume of work on a constant basis.

With the exception of one position (Social Media and Marketing Coordinator), the Department has not grown since 2007. The Spring 2017 cutbacks resulted in significant loss for PR. Therefore, PR priorities are for a modest increase in staff, totaling 1.5 FTE employees: Marketing Assistant (50% or 100%), Videographer (25%), Photographer (25%), Graphic Production Designer (50%). Also, PR productivity would greatly benefit from a student worker (10 hours per week) and 100th Anniversary Administrative & Events Assistant (STNC for 2017-18, 5-10 hours per week).

The result will be more strategic and successful enrollment advertising (in a wide variety of media, digital and traditional), maintenance of strong imagery, growth of video (essential for growing enrollment among younger students), better marketing and communications support for the entire District, and increased, better output for current PR staff.

SRJC FOUNDATION

SRJC Foundation brief synopsis of priorities is as follows:

For 2017-18, 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 identified needs of the College for private support. In fiscal year 2017-18 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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