

# Santa Rosa Junior College

## Program Resource Planning Process

### VP Finance and Admin Services 2014

#### 1.1a Mission

The mission of Business Services is to fulfill the administrative needs of the college in the areas of accounting, budget, finance, payroll, purchasing, graphics, 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, Business Services ensures an ongoing safe and stable environment for students to learn and for employees to work.

#### 1.1c Description

Business Services oversees a \$130 million annual budget and a variety of operational departments including Accounting, Payroll, District Police, Purchasing, Graphics, and the Bookstore. The Vice President, Business Services, in a risk management capacity, coordinates with Business Services staff to manage the District's insurance needs. The department also works closely with Facilities Planning & Operations to administer the financial aspects of 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 Business Services are comparatively higher than the corresponding District percentage for non-personnel costs. This is because Business Services is solely responsible for covering large District-wide costs such as insurance, legal fees, and the cost of the annual audit.

Linda Close, Budget Coordinator, is listed with Accounting so her position shows here as 0 FTE.

#### 2.1a Budget Needs

The amounts budgeted for Business 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 personnel required to perform the type of work handled by this group.

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

The executive assistant provides support primarily to the operation of Business Services and related activities, and also provides support to the President for Citizens' Bond Oversight Committee and occasional projects. There are times with competing priorities get overwhelming and working extra hours/Wk may be necessary. As the college expands, and the responsibilities/workload increase in Business 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 Rational for Instructional and Non-Instructional Equipment, Technology, and Software

Business 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	Urgent			\$0.00	

## 2.5b Analysis of Existing Facilities

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

## 3.1 Develop Financial Resources

## 3.2 Serve our Diverse Communities

Hiring committees for Business Services positions are oriented regarding diversity issues and address each candidate's experience and awareness about diversity.

The Business 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

Linda Close of the Accounting Department is the Safety Leader.

## 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.

## 4.1a Course Student Learning Outcomes Assessment

The Business Services unit is not involved in the assessment of student learning outcomes. Its work is to provide business support services that benefit the entire District, and its 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

This unit is not directly involved

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

Rank	Location	SP	M	Goal	Objective	Time Frame	Progress to Date
0001	ALL	00	02	Maintain and where possible improve Auxiliary Operations services/profitability	Solicit proposals for new 3 year contracts for food and vending services.	2013-14	Completed: The District has a new 3 year contract for food services with Fresh and Natural, and a new 3 year contract with a new vending services provider, Canteen.
0002	ALL	07	07	Explore and implement Parking Fund revenue improvements	Purchase and install new daily parking permit machines that accept cash, credit and debit cards.	2013-14	Complete: The District has replaced all of its old daily parking permit machines with new machines that accept cash, credit and debit cards.
0003	ALL	07	00	Deliver, as needed, projections of revenues and expenditures to assist in budget planning, and maintaining the fiscal health of the District	Monitor development at the State-level regarding the State's general fund revenues, and legislative intene regarding the budget and translate that into the effect on the District.	2013-14	Complete: The District has used the latest information in all of its budgetary planning and dissemination of fiscal information to the District.
0004	ALL	04	07	Assist in the development of either a "Prop 39" Bond, Parcel Tax, or a sales tax (to be approved by the voters) to fund the District's fiscal needs for Capital improvements and technology needs.	Educate the Board on the various financing methods and helping them decide which might be the most advantageous route for the District to take.	2013-14	Completed: Board consensus was to investigate the possibility for going out for a Prop 39 Bond, and after receiving very positive polling numbers, the Board approved placing before the voters (in November 2014) a Proposition 39 Bond for \$410 million.



## 6.2a Program/Unit Conclusions

Location	Program/Unit Conclusions
ALL	The District hired a new Director of Purchasing and Graphics in November 2013. One of her first tasks was to evaluate the Graphics Department and whether it was a department that the District wanted to continue to keep (especially in light of the fact that the Senior Graphics technician would be retiring in early 2014-15). The conclusion she reached was that it was cheaper and more campus-responsive to keep the Department. Business Services 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.

## 6.2b PRPP Editor Feedback - Optional

Business Services, and the services provided by its component-group, continues to be a vital function of the District.

The potential approval of a Prop 39 Bond by the voters in November 2014 will require a ramp-up of support services in Purchasing and Accounting. Providing requested materials (to answer voter inquiries) will be time consuming the first third of the fiscal year.

It has been decided that the District will continue "in-house" graphics services. To justify that decision, in the long-term, will require greater District-use, which, in order to effect, will require ongoing/improved customer service and outreach, which is a plan of the Director of Purchasing and Graphics.

The continued increase in the number of grants (and the fiscal oversight that accompanies them) is an ever increasing strain on the Accounting Department. During the recession, the District "re-engineered" a District-Office, staff accountant to Petaluma, to replace the Petaluma Campus, Business Manager who was retiring. That staff accountant was never replaced, and one of the functions that that person performed was the reconciliation/accounting for grant programs. The Director of Fiscal Services has taken over that load, but the workload is too much, and other things are beginning to suffer because of it. It will be necessary to replace the Staff Accountant in the future (possibly during 2014-15).

The Bookstore's management was reorganized during 2013-14, and instead of three managers over two stores, now there is only one manager at each store. This has required the VP of Business Services to take on more responsibility/oversight of operations (especially with regards to personnel issues). The decrease in personnel costs has allowed the Bookstore to keep total costs within total revenues.

Police Services continues to provide essential security services, and their role should probably become more involved in emergency planning and operations.

### 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 Imbalance," which threatens the District fiscal health.	In conjunction with the President and the other Components, identify sizable areas of (either) revenue enhancement or cost reduction.	2014-15	Staff Time and commitment to the effort
0002	ALL	07	07	Successful passage of a Proposition 39 Bond.	Provide educational materials, answers to questions, and requested data, to voters and other interested parties, on the District's capitalization needs, and the effects/details of the bond's passage on the individual tax payer.	November, 2014	Staff time
0003	ALL	07	07	Restructuring of the District's Health Coverage/Costs to create significant cost-savings to the District, while maintaining quality medical benefits.	In conjunction with the District's negotiating groups, investigate potential changes in current healthcare plans, providers, or a restructuring of service premiums and shared costs, to effect significant savings, while minimally affecting medical coverage.	2014-15	Staff Time / Consultant Help.
0004	ALL	00	00	A successful 2013-14 audit, in Fall 2014, and a successful review of Standard III.D by the ACCJC in March.	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 questions that the Auditors might request during their Fall audit. Provide written explanation and documentation that fulfills the requirements of Standard III.D to ACCJC's satisfaction.	2014-15	Staff Time
0005	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	2014-15	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	Proposition 39 Bond - November 2014	Operatin Fund	\$20,000.00	Provide educational materials, answers to questions, and requested data, to voters and other interested parties, on the District's capitalization needs, and the effects/details of the bond's passage on the individual tax payer.	One-time cost that might generate several millions of dollars needed for the District's construction, repair and technology needs, and potentially provide some relief to the Unrestricted General Fund regarding repair and energy costs.	

0002	ALL	07	07	Healthy Organization / Structural Imbalance	Operatin 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 sactions by AACJC and possible take-over by FCMAT	
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