Major Goals for Vice Chancellor Finance & Admin Services – FY17

VC Finance & Admin Services' (VCFA) major goals for 2016-2017 advance progress on the Strategic Plan's three areas: Student Success, Principle-Centered Leadership, and Performance Excellence that are directly aligned to the Board's Charge and 6 Strategic Priorities of AlamoINSTITUTES, AlamoADVISE, AlamoENROLL, Dual Credit (including ECHS and Academies), Student Completion (4DX WIG), and Quality.

VCFA staff provide districtwide support in the areas of Finance & Fiscal Services (FFS), Human Resources & Organizational Development (HR), Facilities Operations & Maintenance (FAC), Police Department (DPS), Student Financial Aid (SFA), Student Contact Center (CC), and Project Facilitation (PF).

Listed below are some of the objectives and action plans that have been identified at the Vice Chancellor Finance & Admin Services in support of the colleges 2016-17 goals. The objectives and action plans that support any of the six Alamo Colleges Strategic Priorities are annotated with an " * ".

Student Success:

- Student Financial Aid:
    - In partnership with HR, increase work study student employment from 476 to 500 students in alignment with enhanced funding. *
    - Coordinate work effort in concert with HR and VCSS to implement NSF Financial Literacy grant.*
    - Re-design the Student Financial Aid website with student and user input
    - Complete Phase 2 Student Withdrawal workflow incorporating other departments requirements to eliminate student confusion with multiple processes and facilitate compliance with federal regulations
    - Create self-service financial aid training modules for new hires and current staff to facilitate compliance, accuracy of student data, and an educated workforce
- Student Contact Center:
    - Enhance web and phone information available to students
        - Implement online Frequently Asked Questions (FAQs)
        - 21ALAMO- Phase 2 After Hours Support Call Tree
    - Enhance data and analytics program including:
        - Reason Codes and Knowledge Base scripting information revamped
        - Partner with IT to implement between the vendor system and Banner, an API direct interface to screen-populate Banner ID, etc. real-time when students call.
        - Repeat Caller tracking data

- Project Facilitation Office:
  - Provide project facilitation support for district-wide projects :
    - Soft-launch of Navigate 1.0 Student Experience System for MyMap in spring 2017 for pilot cohort of 1300 FTIC students at PAC. Develop Roadmap for full launch.
    - Successful re-engagement and re-launch with added functionality the Grades First Case Management System
    - Support project teams with project management reports and tools; AlamoINSTITUTES, AlamoADVISE,
  - Revamp Districtwide Priorities Dashboard (previously called 6 Priorities) to incorporate Navigate System and more detailed Institutes implementation plan; retire fully implemented projects *
  - Partner with IT/Strategic Planning on collecting regular updates on the Strategy Map metrics and publish in iDashboard.
- Facilities and Construction:
  - Complete major construction projects to enhance and improve the student learning environment and the ability of the colleges to provide quality learning opportunities, including:
    - Phase 2 of SPC Turbon Building Renovation
    - SPC Veterans Outreach and Transition Center Renovation
    - SAC Veterans Outreach Center Construction
    - WETC ADA access improvements
  - Begin District Support Operations (DSO) Building Design and Construction.
  - Prepare project informational campaign for May 2017 $450,000,000 CIP General Obligation Bond election.
- Human Resources:
  - Collaborate with Colleges to implement the 12-month Chair Model.
  - Fully implement Adjunct Faculty Certification program developed during FY16 in collaboration with adjunct faculty.*
  - Develop and implement faculty assignment bidding capacity in AlamoTALENT.
  - Implemented Sexual Assault Handbook for students in accordance with Title IX and distributed to all students.
  - Partner with college Career Placement Offices to hire more Alamo Colleges graduates. *
  - Enhance Veteran's recruiting by partnering with college Veteran Affairs Offices to hire more graduates of the Alamo Colleges.*

- Department of Public Safety:
    - Conduct 100 Active Shooter Presentations.
    - Produce and air seasonal personal safety awareness videos via Facebook and YouTube. (Thanksgiving, Christmas / New Years, Spring Break, Fiesta Safety Tips, Sexual Assault Awareness Month, Campus Safety Awareness Month, Bicycle Safety Month)
- Finance and Fiscal Services:
    - Purchasing and Contract Administration: Continue to negotiate (and coordinate internally) with applicable contractors the requirement to provide student internship opportunities.
    - Business Office: Heavily promote the new Refund Select 2.0 Refund Options to ensure that the Title IV refunds meet new compliance requirements and are received by students timely.

Principle-Centered Leadership:

- HR: Implement online performance planning, SMART goals, competencies and development plan and evaluations for staff to align individual/personal performance to the Alamo Colleges strategies.*
- HR: Take "Emerging Leaders program" (for non-supervisory staff) to scale across the college district.*
- DPS: Implement career development / rotational transfer program for Sergeants and tele-communicators.
- DPS: Continue "Meet The Staff" video staff community outreach measure.
- PF: Create policy/procedures and establish formal project management methodology for Project Facilitation Office using a combination of Waterfall and Agile techniques.
- FFS - Treasury: Implement an annual Treasury Summit for users of the banking products. This would allow dialogue between departments on services used and opportunities for improvement; would include presentation by Treasury staff on industry trends in banking, fraud prevention etc.
- FFS - Business Office: Develop Training Days with Business Office Staff to provide updates, discuss best practices and foster the spirit of teamwork.

Performance Excellence:

- PF: Provide project facilitation support for district-wide projects :
    - Re-alignment of the Gainful Employment process to the appropriate owner and develop a policy and procedure that will be followed based on regulatory guidance provided by the Department of Education.
    - Continued development and refinement of the 6 priorities public dashboard

  - Incorporate PDCA and 4DX in all execution and monitoring and controlling portions of district project.
- HR: Emergency Risk Management:
  - Implement emergency medical training for police officers in collaboration with DPS and SAC EMT faculty to enhance first responder capacity across Alamo Colleges.
  - Collaborate with Facilities Department Support fire/life safety health & wellness considerations in new buildings & CIP and renovation of existing buildings.
  - Implement AED (defibrillators) system wide.
  - Evaluate Mass Notification System (MNS) software and available market options.
  - Develop, align, and implement Emergency Operation teams, roles and processes from PVC to college front-line to ensure scalable emergency response capacity.
  - Implement Continuity of Operations Software to implement the business recovery phase of the Alamo Colleges Emergency Operation Plan.
  - Collaborate with Records Retention Dept. to conduct risk assessment to mitigate loss of vital records.
  - Collaborate with colleges and facility services to implement consistent room lock system and protocol.
  - Conduct assessment of areas requiring hearing conservation measures and implement program to ensure hearing loss risks are mitigated.
- HR: Organizational Development:
  - Implement Human Design Thinking training and development for faculty and staff for ultimate knowledge transfer to students.
  - Conduct AlamoENGAGE Bully Free Colleges and Workplace awareness and training strategies for employees in collaboration with the Unified Staff Council.*
  - Launch Speed of Trust for faculty and staff
- HR:
  - Launch recruiting “Apply with Mobile” feature in AlamoTALENT to allow job applicants to apply via mobile devices.
  - Increase hiring manager awareness of how the employment process works and build a consultative approach to staffing positions to increase satisfaction among candidates and hiring departments.
  - Implement formal Volunteer Program process & portal in AlamoTALENT to document, manage and expand the number of volunteers and their activity across the College District.
  - Implement AlamoENGAGE Exit Interview System to improve Alamo Colleges standing as a best place to work through systematic collection and analysis of

qualitative and quantitative data to identify opportunities for workplace improvement.*
    - Provide staffing and employee/faculty development support for implementation of Alamo Colleges' strategies and plans for ACOL, Pathways/Institutes, Workforce and campus carry.*
    - Deploy AlamoLEAVE software to manage and analyze leave requests, leave utilization and compliance with leave regulations.
    - Develop and implement measure to ensure compliance with new FLSA overtime compensation regulations by December 1, 2016.
- Department of Public Safety (DPS):
    - Maintain recognized status with Texas Police Chief's Association Best Practices Program
    - Conduct Officer Training including:
        - Mandatory annual firearms qualification for all officers
        - Mandatory TASER re-certification
        - Simulated shoot / don't shoot / active shooter training
    - Conduct mandatory Tele-communicator training.
- Student Financial Aid:
    - Establish blanket consortiums with area colleges for the processing of SFA
    - Expand Scholarship workflow to include Bursar/other department requirements.
    - Work with the ARGOS report writing team to create reports that will make SFA more data-informed and facilitate compliance
- Finance and Fiscal Services:
    - Develop annual training program/schedule; Banner Finance Bootcamp.
    - Treasury:
        - Successful issuance of revenue bonds for DSO building.
        - Automate direct download from bank of prior and current day banking information to eliminate manual keying for balancing and forecasting.
        - Improve monitoring of fees for banking services by automation to ensure bank cost compliance and identification of derivations for timely correction.
        - Explore use of banking mobile app to use for off-site wire approval by System Administrators.
        - Identify and categorize role-based function in the on-line banking system to simplify the entitlements process and ensure consistency. (Continuation of goal from previous year)

- Purchasing and Contract Administration:
  - Implement new program requirements, procedures, processes, and systems for purchasing services utilizing Low-Risk Contracts.
  - Negotiate and execute a contract providing for a new e-Procurement system for use enterprise-wide.
- General Accounting:
  - Continue working with Cosmetology, SAC Tech Store and other "learning companies" to develop business plans and monitor progress.
  - Redesign the request for Banner Access Tables to a web solution, instead of through email.
- Business Office: Continue with multiple types of contact with students via e-bills, payment reminders, emails, phone calls and letters, etc., to notify students of due dates to avoid the purge, to pay in full and/or avoid being sent to a Collection Agency and preserve their credit, which will increase the satisfaction rate of the Student Satisfaction Surveys.
- Records Management:
  - Complete DSO Unit's business-critical records inventory
  - Train and give DSO units desk access to the records management database (RCAMS) to actively manage their BC records.
  - Complete digitization of the student transcripts stored on microfilm and microfiche at St. Philip's College and San Antonio College
  - Edit for compliance the Alamo Colleges catalog Family Educational Rights and Privacy Act (FERPA) language
  - Develop Red Flags Rule Policy C.1.12 and Procedure C.1.12.1 (per Eddie Cruz on 9/24/2015). Develop Red Flags Rule staff training.
- Budget: Reporting & Analysis: Partner with General Accounting, create a comprehensive reporting package to be provided to the Board of Trustees on a monthly basis that provides an executive level summary of revenues & expenses and comparisons to budget.
- Accounts Payable:
  - Revise Travel Procedure to include best practices.
  - Conduct District wide P-card (Procurement Card) Expense report, Travel Processes, PO (Purchase Order) and Non-PO related training to district employees.
  - Implementation new e-procurement module for district wide PO based purchase.

- Payroll:
  - Automate the process of properly allocating personal leave (16 hrs.) to newly hired employees whose 90-day probation extends September 1st.
  - Establish processes to reduce the volume of timesheets not submitted or approved in WTE (Web Time Entry).
  - Implement new TRS (Teacher Retirement System) TEAM system (formerly TRAQS system).
  - Work collaboratively with Human Resources and IT to improve the accuracy and timeliness of the ERS (Employee Retirement System) Healthcare payment.
  - Promote a campaign to encourage/require employees to receive IRS forms 1095C and W2 electronically for cost saving measures.
- Grants:
  - To compliment compliance oversight of all grants by increasing on-site support at all campuses.
  - To provide effective and efficient grant pre- award, post-award and closeout support to Grant Directors and Campus Leadership.
  - To provide semi-annual grant training to all Grant Directors on grant administration, system of control and fiscal integrity.

Summary of Accomplishments for 2015-2016

Overarching VCFA Team Principle-Centered Leadership Accomplishments

- VCFA: Vice Chancellor Snyder one of only 40 nationwide selected for inaugural class of the Aspen Presidential Fellowship.
- Student Financial Aid, Business Offices, Department of Public Safety, and Human Resources completed their 4th WIG cycle, surpassing their goals each time. In FY16, accounts payable and purchasing departments launched WIGs. These 4DX teams' WIG achievements not only supported the district's 35% increase in student completions, but student/employee satisfaction survey results significantly improved:
  - SFA from 88% to 93%
  - Business Offices from 76% to 93%
  - DPS from 73% to 83%
  - A/P from 88% to 95%
- HR: Developed & launched a pilot version of online & hybrid versions of 7 Habits for part-time faculty and staff (Summer 2016) *
- HR: Completed 7 Habits training for 2,604 faculty and staff, which includes 100% of full-time employees. Remaining part-time employees will be addressed through hybrid online training being launched in FY17. *
- DPS: Initiate "Meet The Staff" video staff community outreach measure.

Finance and Fiscal Services (FFS) – Pamela Ansboury, AVC

Student Success:

- In partnership with VCSS, FFS developed a MOU with Project Quest for more integrated student support services.
- AlamoENROLL – Partnered with VCSS team to simplify to one Payment Due Date (7/29/15) for Fall 2015 and heavily promote during July the availability of Student Payment Plan sign-up spreading payments over months and avoid classes being dropped for non-payment. *
- Implemented soft launch of mobile texting capability for student payment plan reminders in summer 2016. *
- Supported SAC, SPC, NVC, and NLC on SACSCOC reaccreditation and candidacy site visits for financial-related standards. *
- Implemented new campus dining service contract at all locations
- Provided purchasing and financial guidance for the SAC Student Technology Store.
- Presented just-in-time PCard program requirements overview as part of the Faculty Study Abroad Risk Management Orientation - Summer 2016 student study abroad trips.

- Negotiated, executed and implemented a new agreement with third party to ensure program compliance with new Department of Education (DOE) regulations effective July 1, 2016, which require that students have a choice for refunds.
- Due to the re organization of the Continuing Education Department, the community programs have been moved to MarketPlace. Single Stores have been created for each college to collect the registration and payment for community based classes, camps, workshops such as the Summer Kids Camps. Total of 99 classes, camps, workshops have been built.

Performance Excellence:

- Grants compliance: Boarded a total of 55 new Grants and Contracts to date at a funding level of over $21 million. This represents a 42% increase in new federal, state, local and private funding over the prior year and portfolio is expected to continue to grow in the last quarter of the fiscal year.
- Ratings: For the first time, both Moody's and S&P have rated Alamo Colleges' outstanding general obligation debt "AAA". This is the highest rating possible and ensures Alamo Colleges' bonds have the lowest possible interest rates, saving Bexar County taxpayers' money in interest expense over the life of the bonds. S&P upgraded their bond rating for Alamo Colleges from AA+ to AAA. S&P cited the deep and diverse economic base in Bexar County, a strong financial position with a diverse revenue stream and substantial operating flexibility, given that the combined tax rate is well below the voter-approved district maximum. S&P also revised its Financial Management Assessment (FMA) from "good" to "strong", indicating that the Alamo Colleges' financial practices are strong, well embedded and sustainable. Moody's re-affirmed their Aaa bond rating for Alamo Colleges and cited credit strengths such as the sizeable and growing tax base in the robust San Antonio metropolitan area, considerable financial flexibility under the voter-approved tax cap and a history of stable financial performance.
- Superior debt management performed by Finance and Fiscal Services department, has created capacity for a new Capital Improvement (CIP) General Obligation Bond issuance in FY2017 totaling $450 million with no tax rate increase to build and renovate college facilities in order to meet critical workforce needs and projected enrollment growth.
    - $80.8 million of 2006/2006A tax-supported bonds successfully refinanced with $72 million in new Series 2016 bonds. Bonds were 3X oversubscribed. Net present value savings were $14.4 million, creating additional debt capacity.
    - $12.9 cash defeasance of certain maturities of the MTN Series 2006 and all of the remaining MTN Series 2007. Generated $5.3 million of savings and created additional debt capacity.

- New Investors cultivated: Worked with Senior Manager for Series 2016 bond refunding to create Alamo's first-ever investor "Roadshow" with the VCFA in New York. This outreach project was designed to make the Alamo Colleges a more "known" entity and generate investor interest. Seventeen (17) investors who had not owned Alamo Colleges' bonds in the past placed orders, and many of them purchased bonds, a significant expansion of our investor base.
- Compliance: Achieved full compliance with all Public Funds Investment Act (PFIA) requirements with the State Auditor's Office (SAO) biannual investment audit.
- Award-winning Financial reporting and management:
    - Texas Comptroller Leadership Circle 2016 Platinum Award-financial transparency
    - GFOA Distinguished Budget Presentation award - 6th year
    - National Purchasing Institute (NPI) Achievement of Excellence Award-5th year
    - GFOA Certificate of Achievement for Excellence in Financial Reporting-7th year
- Purchasing and Contract Administration: Improved and stabilized e-book availability and pricing with third parties to ensure materials would be available to student at the beginning of each semester.
- Implemented web time entry faculty leave reporting to eliminate paper-laden processes and risk of error
    - Generated training materials
    - Conducted training at 5 Colleges
    - Trained 130 fulltime staff (timekeeper/proxy) and Deans and Chairs (approvers)
- Expand monthly budget vs. actual reporting to include Districtwide Summary. Will enhance for rollout in FY2017.
- Partnered with the Foundation to implement a more robust Donor ERP system.

Student Financial Aid (SFA) – Dr. Harold Whitis, Director

Student Success:

- AlamoENROLL – Partnered with CC and VCSS team to implement phase 1 of the ACES web portal enhancements for clarity and access to commonly used items. *
- Reduced Direct Loan processing time from 5 weeks to 3 weeks
- To complete Phase 1 Student Withdrawal workflow by August 2016 to eliminate student confusion with multiple processes and facilitate compliance with federal regulations

Performance Excellence:

- Populated the Alamo Data Repository on the Student Financial Aid SharePoint site with financial aid data to create a self-service portal for the colleges

- Established a complaint tracking mechanism in Banner to enhance SFA Student Advocate management process
- Created an ARGOS dashboard to track all SFA allocation spending vs original allocations
- Automated the Return to Title IV process (Phase 1: notification to SFA when any student initiates a withdrawal that has Title IV financial aid).

Facilities and Construction (FAC) – John Strybos, AVC

Student Success:

- Capital Improvement Program (CIP):
  - Facilities Studies Completed: Classroom/labs utilization updated as well as Demographic Study and was presented at the November 2015 Board Retreat.
  - CIP Priority Project List: Coordinated with college presidents and VCEWD to inventory all facilities projects and critical workforce centers of excellence needs, prioritize, and develop a balanced allocation of the $450M budget presented to the Board of Trustees on June 29, 2016.
  - Election Planning: Partnered with legal to develop a high-level timeline for a planned May 2017 GO Bond election.
- District Support Operations Building: Project Design Consultants, Engineers, and Construction Contractor have been selected and are starting the design process. First milestone date is July 2016 input from the Board of the site master plan and concept renderings, followed by input from the DSO Building Citizen's Advisory Committee in August 2016.
- Major construction projects completed to enhance and improve the student learning environment and the ability of the colleges to provide quality learning opportunities, including:
  - Replaced PAC Natatorium HVAC system
  - Phase 1 of SPC Turbon Center renovation (Summer 2016)
  - ADA access improvements to SAC Moody Learning Center (Summer 2016)
- Students gaining internship experience - Continued to use interns for ADA work order identification and to update Maximo database

Performance Excellence:

- Maintained Facility Condition Index (FCI) at less than 9.00%. (FY 15 FCI = 8.28%)
- Completed personnel training in Landscape Irrigation, Level I and Level II Building Operator Certification.
- AVC completed Certified Auxiliary Services Professional (CASP) requirements.
- Received $178,756 rebate from CPS Energy's Demand Response program.

Human Resources, Org. Dev., & Enterprise Risk Mgmt. (HR) – Linda Boyer-Owens, AVC

Student Success:

- Partnered with VCAS to implement Faculty Evaluation Model
- Completed several faculty development initiatives:
  - Implemented a faculty leadership track in conjunction with Faculty Super Senate for faculty senators, chairs, coordinators and other faculty assuming leadership roles.
  - Launched the Faculty Development Plan feature in AlamoTALENT to support faculty evaluation and faculty development.
  - Expanded Adjunct Faculty Orientation and launched Certification Program
  - Launched Full-time Faculty Orientation & Enrichment; focus on teaching meta-profession
- Increased awareness of Title IX & VAWA; build culture of respect and compliance
- Implemented I-Corps Lean Launchpad - NSF Innovation Grant with UT IC2
- Engaged students in 4DX teams; partnered with VCSS in development of 4DX student certification.

Performance Excellence:

- Implemented an automated background/criminal checking process and drug screen scheduling integrated in the AlamoTALENT process for hires.
- Faculty hiring is now 100% processed and completed in AlamoTALENT three months earlier for Fall 2016.
- Launched Alamo Colleges LinkedIn career page to support recruitment of talent.
- Established HR/OD Employee Newsletter and Development Opportunities Communications Strategy to increase knowledge
- Established Bully Free College and Workplace procedure and more inclusive EEO Statement in our new Civil Rights Policies and Procedures.
- Conducted outplacement for all employees affected by CE Consolidation, placing all in new positions within Alamo Colleges.
- Implemented all ACA (Affordable Care Act) reporting requirements
- Implemented a faculty leadership track in conjunction with Faculty Super Senate for faculty senators, chairs, coordinators and other faculty assuming leadership roles.
- Launched the Faculty Development Plan feature in AlamoTALENT to support faculty evaluation and faculty development.
- Partnered with VCAS to implement Faculty Evaluation Model
- Expanded Adjunct Faculty Orientation and launched Certification Program
- Launched Full-time Faculty Orientation & Enrichment; focused on teaching meta-profession

- Supported district-wide 4DX WIG and Sub-WIGs (ongoing) *
- Develop and implement online Adjunct Faculty Assignment Bidding (in process, target completion FY17)
- Implement Performance Planning & Evaluation for Administrators & staff in AlamoTALENT (In process, target completion FY17)
- Expanded FOCUS PDCA training including a tools course and online options for entire college district
- Expanded Project Management Training for Non-Project Managers to meet demand
- Implemented online on-boarding and e-verify for new hires in AlamoTALENT
- HR/Risk Mgmt: Received NWS Storm Ready Certification for District-wide operations

Department of Public Safety (DPS) – Don Adams, Chief

Student Success:

- Delivered 130+ safety presentations to students
- Continued to recruit from San Antonio College Law Enforcement Training Academy
- Produced and aired Spring Break Safety Tips video posted to Facebook.

Performance Excellence:

- Completed 99% of Phase 4 Camera Project (target 100% by 8/31/16) providing enhanced parking lot security.
- Initiate See Something / Say Something – Active Shooter! What should you do? Personal safety measure.
- Initiate See Something / Say Something – Crime Tips web based reporting system.
- Increase the % of returned found property from 0% to 32% - Achieved 39%. Re-initiated WIG to increase from 39% to 40% and met.
- Reissue ID Cards with new branding and Mission, Vision and Values from 480 to 4,800 which was met.
- Make 5,000 self - initiated in the field community contacts
- Conducted Officer Training including:
    - Mandatory annual firearms qualification for all officers
    - Mandatory TASER re-certification
    - Simulated shoot / don't shoot / active shooter training
- Added 40% more CCTV / Access Control points to system.
- Subscribe to and bring online TCOLE credited web based law enforcement training system (Police1 Academy)
- Equip and train officers with long guns enabling a higher level of response to an active shooter.
- Equip and train officers with less than lethal ammunition (bean bag) and weapon.

Student Call Center (CC) – Russell Lopez, Manager

Student Success:

- Consolidated Student Service extensions into a single Tier 1 phone number, 21ALAMO and added new "Student Support" tab on College and Main websites for easy access on who to call. The initiative is designed to simplify department contact information and increase visibility as to how students access phone support.
- Reduced number of Tier 2 transfers through continued Tier 1 content development based on analysis of frequent call drivers.

Performance Excellence:

- Established a new communications touchpoints process with SFA and Business office front line Directors and Assoc. Directors to share information and coordinate response to process changes or other issues driving increased student contacts.

Project Facilitation Office (PFO) – Debbie Whitis, Project Facilitator

Student Success:

- Project Facilitation Office established to support VCSS and VCAS subject-matter expert teams.
    - Developed detailed implementation plan integrating activities of AlamoADVISE, AlamoINSTITUTES, and the new EAB Navigate student experience tool. *
    - As information becomes available from external project teams for AlamoINSTITUTES and Dual Credit/Early High School, the information is being updated in an internal project plan so that intersection between these projects and the Navigate project can be determined and monitored for appropriate involvement of the necessary SME's.

Performance Excellence:

- Integrated VCFA performance metrics into Division dashboard (summer 2016).

VC Finance & Admin Services Budget Overview - Restated for CE Consolidation				
	FY16 Approved	FY17 Requested	Increase/ (Decrease)	Δ %
Operating Budget				
Labor				
Salary & Wages	24,579,258	24,746,857	167,599	0.7%
Fringe Benefits (excl. Vacancy Credit and Comp Adj.)*	6,647,993	7,805,507	1,157,514	17.4%
Total Labor	**31,227,251**	**32,552,365**	**1,325,113**	**4.2%**
	-			
Non-Labor	37,968,223	39,087,711	1,119,488	2.9%
Capital[1]	-	-	-	0.0%
Technology & Telecommunications Usage[1]	-	-	-	0.0%
Total Non-Labor	**37,968,223**	**39,087,711**	**1,119,488**	**2.9%**
Total Expense	**69,195,474**	**71,640,076**	**2,444,601**	**3.5%**
Vacancy Credit (Incl. Fringe Benefits)	(731,285)	(649,863)	81,422	-11.1%
Compensation Adjustment (Incl. Fringe Benefits)		1,381,232	1,381,232	0.0%
Student Success (Faculty Dev)		211,627	211,627	0.0%
Total Expenses with Overlays	**68,464,189**	**72,583,071**	**4,118,882**	**6.0%**

**Variance in Fringe Benefits % primarily due to increases in Health Benefit rates*

[1] *Included within DSO Workload*

District and District Support
Staffing Summary by Functional Categories - Full Time Positions

	FY16 Approved			FY17 Proposed			FY16 vs. FY17
	Filled	Vacant	Total	Filled	Vacant	Total	Total
Vice Chancellor Finance + Adm	3.00	-	3.00	2.00	-	2.00	(1.00)
AVC HR	62.00	4.00	66.00	64.00	9.00	73.00	7.00
AVC Facilities	164.00	16.00	180.00	154.00	11.00	165.00	(15.00)
AVC Finance & Fiscal Services	93.00	6.00	99.00	94.00	6.00	100.00	1.00
Student Financial Services	46.00	5.00	51.00	48.00	3.00	51.00	-
Department of Public Safety	89.00	7.00	96.00	91.00	5.00	96.00	-
Call Center Oversight	3.00	1.00	4.00	3.00	1.00	4.00	-
Project Facilitation Office	-	-	-	1.00	4.00	5.00	5.00
Total VCFA	**460.00**	**39.00**	**499.00**	**457.00**	**39.00**	**496.00**	**(3.00)**

Note: FY16 Actual and FY17 Proposed FTEs are based on Argos download Salary Planner data as of 05/27/16

*** FTE = Full time Employees, excl. grants and revenue-funded*

Compiled by Finance based on Banner Budget Distribution made by VC and Chancellor; with total matching Workload allocation.

FTE BY WORK FUNCTION

Work Function	FTE	Direct / Indirect	Productivity Metric TYPE	FY16 Budget ($ in M)	Budget Per ($ in M)
VC Finance & Admin Services	**496**				
VC & Admin/Support	2	Indirect	All Funds Expense	$ 549.3	$ 274.7
AVC HR	73				
Emergency / Risk Management	5	Direct	Enrollment	99,536	19,907
CE/Grants/Workstudy	3	Indirect	FT & PT employees	4,340	1,447
Compensation	4	Indirect	FT & PT employees	4,340	1,085
Employment	8	Indirect	FT & PT employees	4,340	543
HR/OD AVC & Admin	6	Indirect	FT & PT employees	4,340	723
HRIS & Reporting	5	Indirect	FT & PT employees	4,340	868
IX/VII/ADA Employee Relations	8	Indirect	FT & PT employees	4,340	543
Position Control	1	Indirect	FT & PT employees	4,340	4,340
Benefits	7	Indirect	FT & PT employees	4,340	620
Org Learning/Talent Mgmt	13	Indirect	FT & PT employees	4,340	334
Campus HR/Benefits Office	4	Indirect	FT & PT employees	4,340	1,085
Faculty Development	5	Indirect	FT & PT employees	4,340	868
Records/Transactions	3	Indirect	FT & PT employees	4,340	1,447
Employee Re-training	1	Indirect	FT & PT employees	4,340	4,340
AVC Facilities	165				
Grounds	15	Direct	Acres	957	64
Housekeeping	60	Direct	Gross Sq Ft	5,455,794	90,930
Maintenance	69	Direct	Gross Sq Ft	5,455,794	79,069
Utilities	-	Direct	Gross Sq Ft	5,455,794	#DIV/0!
Preventive Maintenance	-	Direct	Gross Sq Ft	5,455,794	#DIV/0!
AVC & Admin	7	Indirect	Gross Sq Ft	5,455,794	779,399
Facilities (including Construction, Vehicle Replacement)	14	Indirect	Gross Sq Ft	5,455,794	389,700
AVC Finance & Fiscal Services	100				
Campus Business Office	15	Direct	Enrollment	99,536	6,636
FFS AVC & Admin	3	Indirect	All Funds Expense	$ 549.3	$ 183.1
Budget	6	Indirect	All Funds Expense	$ 549.3	$ 91.6
3rd Party Billing & Back Office	10	Indirect	Enrollment	99,536	9,954
Controller/Gen Acctg/Recon/Reporting	15	Indirect	All Funds Expense	$ 549.3	$ 36.6
Disbursements - Payroll	7	Indirect	FT & PT employees	4,340	620
Disbursement - Accounts Payable	8	Indirect	All Funds Expense	$ 549.3	$ 68.7
Inventory Control	4	Indirect	Fixed Assets & Controlled Assets	$ 804.7	$ 201.2
Systems & Internal Controls	1	Indirect	All Funds Expense	$ 549.3	$ 549.3
Grants & Contract Compliance	7	Indirect	Grant & Contract Exp	$ 133.1	$ 19.0
Purchasing	19	Indirect	All Funds Expense	$ 549.3	$ 28.9
Records Mgmt	3	Indirect	All Funds Expense	$ 549.3	$ 183.1
Treasury	2	Indirect	All Cash & Investments	$ 148.7	$ 74.3
Student Financial Services	51	Direct	Enrollment	99,536	1,952
Public Safety	96	Direct			
Police Officers	75	Direct	Enrollment	99,536	1,327
College Front Desk	7	Direct	Enrollment	99,536	14,219
Dispatch & Other	14	Direct	Enrollment	99,536	7,110
Call Center Oversight	4	Direct	Enrollment	99,536	24,884.00
Project Facilitation	5	Direct	Enrollment	99,536	19,907

Appendix

VC Finance & Admin Services			
(in millions)			
	FY15 Actual	**FY16 Approved**	**FY17 Requested**
Formula:			
Instruction	-	-	-
Academic Support	0.0	-	-
Student Services	4.8	5.6	5.8
Institutional Support	20.1	23.1	25.4
Public Service	-	-	-
Operations and Maintenance of Plant	37.3	40.3	40.2
Institutional Scholarships	0.1	-	-
Auxiliary Enterprises	0.4	0.2	0.2
Total Formula & Non-Formula	**62.8**	**69.2**	**71.6**
Vacancy Credit (Incl. Fringe Benefits)		(0.7)	(0.6)
Compensation Adjustment (Incl. Fringe Benefits)		-	1.4
Capital[1]	1.6	-	-
Technology & Telecommunications Usage[1]	-	-	-
Student Success (Faculty Dev)			0.2
Total	**64.4**	**68.5**	**72.6**
% Of Instruction/ AcadSupport/ StudentSrvs to Total Expenses	**8%**	**8%**	**8%**
[1] *Included within DSO Workload*			

VC Finance & Admin Services					
				Y-o-Y	
	FY15 Actual	**FY16 Approved**	**FY17 Requested****	**FY17 Requested v FY16 $**	**%**
Total Expenses before Overlays	**64,393,189**	**69,195,475**	**71,640,076**	**2,444,601**	**3.5%**
AVC HR	6,469,613	7,487,221	8,592,442	1,105,221	14.8%
AVC Facilities	39,628,449	41,035,476	41,078,248	42,772	0.1%
AVC Finance & Fiscal Services	7,510,441	8,306,274	8,836,722	530,449	6.4%
Student Financial Services	3,440,870	-	3,985,273	61,650	0.0%
Department of Public Safety	5,399,013	6,164,122	6,447,926	283,804	4.6%
Call Center Oversight	1,536,779	1,817,586	1,828,054	10,468	0.6%
Project Facilitation Office	-	-	489,712	489,712	0.0%
***** Vacancy Credit, Compensation Adjustment, and Student Success not included in FY17 Requested***					

"Where the Work is Performed"

	College Budgets	District Support Ops (DSO)
Instruction	Credit Students	Non-credit Contract & CE
Academic Support	Library, Course & Curriculum Development, Faculty Development	Academic Administration, Technical Support (Computer Srv. & AV)
Student Services	Enrollment Mgmt., Admissions, Testing, Advising, Student Activities, Veterans Support, Disability Services, Counseling, Student Development, Pre-college programs (TRIO), Community Partnerships, Student Conduct, Title IX, Off-campus Military Education Centers	Financial Aid, Records & Transcripts (CSI), Call Center, Interpreter & Immunization Services, Off Campus Military Educ. Centers
Institutional Support	College Administration (President, VPs, Campus Business Office, Technology Center, Campus Staff), Grant Mgmt., college-specific strategic planning	Police, HR/OD, IT/IRES, Finance & Fiscal (Budget, Bus. Office - DSO, AP, Payroll, Treasury, Grants Compliance, Inventory Control, Records Retention, Purchasing), Community & Alumni relations, Internal Audit, Legal, Ethics, Strategic Planning, Risk Mgmt.
Maintenance & Operations		Utilities, Housekeeping, Grounds, Building Mtn., Construction Project Mgmt., Preventive Mtn.
General Institutional		Debt Service, Insurance, Bad Debt, Tax Appraisal/Collection, Enterprise-wide fees (audit, collection agency, armored car, bank service, credit card), Institutional Reserve, Staff Council
Other (Public Svc, Aux, Scholarships)	Child Care Center, Planetarium/Challenger Center, Student Publications, Natatorium Operations	Lectures, Food Service, Grants to students by institution or entitlement programs