ADMINISTRATIVE & FISCAL SERVICES
(including Golf Range, Risk Management, and Reprographics)
INSTITUTIONAL SUPPORT
ANNUAL PROGRAM REVIEW and PLAN
2015

1. Program Description/Mission:

Departments included in this program review are Administrative and Fiscal Services, Risk Management, Reprographics and the Golf Driving Range.

ADMINISTRATIVE AND FISCAL SERVICES
In support of the college's mission, the Administrative and Fiscal Services Departments prepare and provide budget oversight of all district funds, oversee the annual audit report of all district functions and entities, manage all district accounting functions, administer the district payroll, review and approve consultant agreements, memberships and contracts, manage facility rentals, provide accurate fiscal data to cost center managers, and produce fiscal reports to external agencies. The Administrative and Fiscal Services departments receive and disburse the funds of the district necessary to provide a high-quality learning environment which is fiscally sound. The Administrative and Fiscal Services departments safeguard and manage the district assets to ensure the ongoing effective operations of the district. Effective internal controls are implemented to ensure that district management will have a process to evaluate significant changes in the fiscal environment and make necessary, timely, financial, and educated adjustments. The fiscal activities of the district are conducted in accordance with Generally Accepted Accounting Principles, Standards of the Financial Accounting Standards Board and Governmental Accounting Standards Board, and the California Community College Budget and Accounting Manual.

RISK MANAGEMENT
The Risk Management Department's purpose is to reduce the District's exposure to unforeseen losses and ensure the welfare of the District, its employees, students and visitors. This supports the District's teaching and learning environment by proactively dealing with potential obstacles that may impede educational operations. The department is committed to being a resource to the District in a variety of general risk management techniques. Risk Management procures and manages the District's property and casualty insurance program and responds to all notices of claims received by the District in a timely manner. Risk Management also manages the workers' compensation program, industrial leave benefits program and the group fringe benefits program, including compliance with all applicable provisions of the Affordable Care Act.

REPROGRAPHICS
The mission of the Reprographics Department is to provide support services to the campus by way of mass printing for the areas of Academic Affairs, Instructional Support, Institutional Support and Student Services. Reprographics, through its direct relationships with the Xerox Higher Education Council and The Association of College and University Printers, maintains a commitment to the College Mission.

GOLF DRIVING RANGE
In order to meet the district's goal to use innovative strategies to enhance the college and serve the community, the range offers multiple opportunities to learn and improve the game of golf to Citrus College students, local schools and the community. The Range supports the College Mission through its direct affiliation with the College's academic program. Through the kinesiology department, the Range offers a classroom setting for golf classes, and provides private junior and adult lessons as well as group lessons. The Range is affiliated with the Southern California Golf Association which allows individuals to join through the facility. The Range helps the college build relationships by supporting various organizations such as local schools, clubs, and chambers of commerce. The Range also provides job opportunities for Citrus College students, an appealing practice center, and a safe environment for the community to enjoy.

2. Key functions/goals of this Department/Program:

Administrative and Fiscal Services Functions:
- **Associated Student Business -** maintain the financial records for the Associated Student Organization, campus service organizations, trust and scholarship accounts.
- **Bond Oversight -** provide leadership and administrative support to the Measure G Citizen's Oversight Committee and ensure
  compliance with Measure G and all bond covenants.
- **Budgeting –** develop, coordinate, and maintain the district budget.
- **Contracts -** compile, coordinate, develop, and approve all district contracts.
- **Facility Rentals** – coordinate all district and external events/rentals.
- **Accounts Payable** – effectively process vendor payments and employee reimbursements, prepare quarterly State Sales and Use Tax reports, reconcile IRS 1099 reports, and audit general ledger reports.
- **Accounts Receivable -** Receive, reconcile and deposit all district revenues.
- **Audit -** coordinate the district's external audit.
- **Capital Outlay and Revenue Bond Funds Management -** monitor budgets, reconcile project expenses, prepare and submits claims to the California Community College Chancellor's Office for the Capital Outlay Fund, monitor and reconcile the Revenue Bond Construction Fund which accounts for the $121,000,000 bond measure passed by the voters in 2004 to implement the college's Facilities Master Plan. Supports the Chancellor's Office as fiscal agent for the Proposition 39 initiative. Monitor and reconcile the Scheduled Maintenance and Special Repairs Program.
- **Financial Reporting -** maintain accurate financial data and report results to various internal and external entities to ensure fiscal accountability. Ensure compliance with all local, State and Federal regulations and accounting standards.

- **General Ledger -** maintain cash management and monitor journal entries and transactions to the district's financial records. Maintain Banner general ledger and reconcile with Los Angeles County Office of Education general ledger.
- **Payroll** - maintain financial and statistical payroll records and files.
- **Record Retention -** control the holding, imaging, storing and eventual destruction of financial records.

Risk Management Functions:
- Responsible for continuous identification of potential risks to the District.
- Implement loss-prevention and loss-control measures to minimize risk exposure including health and safety risks to employees, students, and visitors.
- Facilitate effective claim management between insurers and claimants
- Review/Draft/Revise contract language for risk exposures and insurance requirements
- Implement emergency preparedness processes and trainings
- Administer group medical benefits program including Affordable Care Act compliance

Golf Driving Range Functions:
- Maintain daily receipt ledgers and monitor journal entries from the district's financial records.
- Coordinate sales tax reporting with the district fiscal services department.
- Perform bank reconciliations.
- Approve vender invoices, submit bills in a timely manner, and make purchases for merchandise and concessions for the pro shop.
- Maintain Health Department standards.
- Monitor sales and activities to determine appropriate marketing and promotional strategies.
- Maintain accurate financial data and report to the Administrative and Fiscal Services Department.

Reprographics Functions:
- Deliver quality, cost effective, and efficient printing and mail services.
- Follow environmentally responsible printing and postage practices.
- Strive to meet or exceed the expectations of clients by assessing printing and mailing needs of the college and using current technology to fulfill those needs for faculty, staff and student services.
- Provide a comprehensive range of services to the campus community.

3. Assessment of Outcomes:

Assessment: *How did you assess the outcomes? What method did you use?*

Result: *What was the product or consequence of your assessment?*

Change: *What will you do differently as a result of what you learned from the assessment?*

You may also include an analysis of workload/scope of work, and/or additional data (CCSSE, ARCC, surveys) to address this topic.

Outcome	Assessment	Result	Change
1. Provide timely and accessible financial information to departments or divisions.	Survey department and/or division managers on functionality of Banner Finance.	New SAO	New SAO
2. Provide friendly and courteous service that is efficient, accurate and knowledgeable.	Survey customers on satisfaction of service.	New SAO	New SAO

Outcome	Assessment	Result	Change
3. Provide timely and transparent budgetary information to the district community.	Survey the Financial Resources Committee and the general campus community; assess the survey results of the Budget Forums.	New SAO	New SAO
4. Ensure an effective resource allocation process that is linked to the district integrated planning model.	Develop a task force comprised of fiscal and academic affairs personnel to develop a budget model which appropriately allocates resources to serve the student population and/or changing program needs/demands.	New SAO	New SAO
5. Properly utilize loss prevention and loss control processes to reduce loss exposures.	Utilize data compiled by claim filings and ensure adequate processes and procedures, and training to reduce loss exposures.	New SAO	New SAO

4. Recommendations/Next Steps:

A review of the status of previous recommendations. Indicate actual or estimated completion date.

	Previous Recommendations	Progress/ Persons Responsible	Status	Estimated Completion
1	Review accounts receivable functions, consolidate manual debt collection into Banner.	Rosalinda Buchwald	In Process	Summer 2015
2	Review & eliminate aged software and migrate into Banner.	Rosalinda Buchwald	In Process	Summer 2015
3	Reprographics: Reinstatement of the part time (40 percent) reprographics technician position	Rocky Reynolds	Complete	June 2015
4	Reprographics: need a digital and web technician	Rocky Reynolds	Pending Funding	Pending Funding
5	Reprographics: revise the Style Guide/Graphic Identity Standards	Rocky Reynolds/Working with External Relations	Complete. Sent to External Relations for	Complete.

	Previous Recommendations	Progress/ Persons Responsible	Status	Estimated Completion
			final completion	
6	Evaluate staffing needs	Claudette Dain	In process	Step 1 of Fiscal Restructuring is Complete. Other areas are ongoing.
7	Modify budgeting model/practices	Claudette Dain	In process – see new SAO #4 above.	In time for development of 2016-17 Budget.
8	Implement Banner Finance	Rosalinda Buchwald	Complete	July 2015
9	Evaluate Reprographics and Golf Driving Range Internal/External Products and Services	Rocky Reynolds and Lauri Stoner	In process	Survey instrument will be developed during 2015-16.
10	Implement Risk/Safety Training	Eric Guzman	In process	Emergency Preparedness processes will be reviewed/instituti onalized during 2015-16.

<mark>Add new recommendations here. Indicate estimated completion date. Include Strategic Plan objectives that require funding.</mark>

	New Recommendations	Progress/ Persons Responsible	Estimated Completion
1	Expand current web-submission service to include business cards, letterhead and envelopes	Rocky Reynolds	Summer 2016
2	Expand current Reprographics system to include picture books	Rocky Reynolds	Summer 2016
3	Expand Mailroom to handle bulk mail operations	Rocky Reynolds	Summer 2016
4	Expand Risk Management to support the institutionalization of Emergency Preparedness.	Eric Guzman	Summer 2016

5. Resources requested

ADMINISTRATIVE & FISCAL SERVICES

(Add rows or attach additional pages as needed for complete description / discussion)

Classified Personnel

Position	Discuss impact on goals / SAOs	Cost	Priority	Link to Planning
Associate Director of Fiscal Services	This position is critical to support SAOs #'s 1, 3, and 4, listed above.	$103,138 (Step 1) plus benefits	1	SP 3.1 and SP 5.2
Digital Print and Web Technician	This position will allow the Reprographics Dept. to expand into more wide format and more involved website needs.	$37,000.00 annually	2	SP 3.1
Accounting Technician	This position is critical to support SAOs #'s 1, 3, and 4, listed above.	$44,435 (Step 1) plus benefits	2	SP 3.1 and SP 5.2

Staff Development (Division)

Item	Discuss impact on goals / SAOs	Cost	Priority	Link to Planning
Attend ACUP and Mail Conference	To meet with colleagues to discuss printing and mailing practices	$6,000.00	2	SP 3.1
Attend WebCRD Work Shop	To learn how to use the system to improve service	$3,000.00	2	SP 3.1

Facilities (Facilities)

Describe repairs or modifications needed include bldg./room	Discuss impact on goals / SAOs	Cost	Priority	Link to Planning
Open wall between SS 123 & SS 124	Improve efficiency between student business and registration and to adequately safeguard cash assets	$5,000.00	2	SP 3.1 and 4.1
More room for mailroom to handle bulk mail operations	Current mailroom is too small to handle bulk mail and has to be done at another location	No cost	2	SP 3.1

Computers / Software (TeCS)

Item	Discuss impact on goals / SAOs	Cost	Priority	Link to Planning
MICR Printer and Stuffer	Cut/process and distribute checks on site.	$2,500.00	1	SP 3.1
Update all Reprographics department software	Need to update to stay current with vendors	$6,000.00	1	SP 3.1

Equipment

Item	Discuss impact on goals / SAOs	Cost	Priority	Link to Planning

Install security camera in Reprographics and Mail Room	Install cameras at entrance and back door of Reprographics and at entrance and exit in Mail Room with IP access	$5,000.00	1	SP 3.1 and SP 4.1
Mail delivery vehicle to go to Post Office and on campus delivery of mail	Need an enclosed vehicle to keep mail and printing secure and out of the elements while delivering across campus and to and from the Post Office.	$25,000.00	2	SP 3.1
Reprographics Point of sale system	New service to provide printing to students	$20,000.00	2	SP 3.1
Upgrade Color Press	Upgrade to a Color Press 1000 will provide quicker speed and the addition of clear and gold toner	$10,000.00	1	SP 3.1

Supplies (Division)

Item	Discuss impact on goals / SAOs	Cost	Priority	Link to Planning
Increase in paper and supply budget for Reprographics Division	There has been a 10% increase in the cost of paper and supplies	$10,000.00	1	SP 3.1

General Budget Guidelines
Budget Preparation Tips:
- Include items on the budget form that are needed for program success even if there is no financial need associated with the request (ie training that could be accomplished with on-campus resources, sharing of resources with another discipline or department etc.)
- Whenever possible, obtain actual cost for the items / equipment you wish to purchase. This avoids situations where items are considered for purchase but it is determined that the actual cost greatly exceeds the original estimate.
- Identify unit cost (cost per item) and the number of units desired in requests.
- Indicate if there is a lower level of financial support that would be workable in your educational plan – if you request $30,000 for a classroom set of equipment (one item for each student), if $15,000 were available, would it be possible for two students to share an item? Is the request "All or nothing"?

Budget Priorities:
When establishing priority, consider the following:
- This item is mandated by law, rule, or district policy.
- This item is essential to program success.
- This item is necessary to maintain / improve program student learning outcomes.

Link to Planning Key
SP: Strategic Plan (Indicate Annual Implementation Plan sections)
EMP: Educational and Facilities Master Plan
ILO: Institutional Learning Outcomes
O: Other – Indicate other institutional plan
        Human Resources Plan
        Institutional Advancement Plan
        Sustainability Plan
        Technology Plan

SLO Assessment

Development Worksheet – Support Services

This worksheet may help you work through Section 3 Assessment of Outcomes.

Service Area: _____   Appraisal Period: 2013   to   2014

Step 1: Create SLOs
    What are your goals for the support of student learning?

Step 2: Develop Assessment
    How will you know if students effectively achieved these outcomes for your area?
    What assessments help you to evaluate their performance?

Step 3: Reflection/Result
    What was the product or consequence of your assessment? Were students successful?
    What services do students sometimes struggle with? Why do you think that they struggle? What level of
    improvement would show a satisfactory level of achievement?
    Which outcomes does this assessment address?

Step 4: Revision
    Based on Steps 2 and 3, what is your plan to assess this program during your next appraisal period? What will
    you do differently as a result of what you learned from the assessment?