Finance and Administrative Services Division
Program Review & Planning Summary
(FY2010-11, FY2011-12 and FY2012-13)

During FY2009-10, the Finance and Administrative Services Division (F&AS) engaged in a Program Review and Planning (PRP) process to identify measurable goals to be used to influence resource allocation decisions for the Division on an annual basis in the development of the division's budgets. In accordance with the *Palomar College Integrated Planning, Evaluation, Resource Allocation Decision Making Model* and the *Palomar College Planning Cycles* adopted in fall 2009 by the Strategic Planning Council (SPC)*,* through its PRP process the F&AS Division will evaluate its prior year's resource allocation decision making as a basis for improvement in its next fiscal year budget development for the F&AS Division.

BACKGROUND INFORMATION:

The Finance and Administrative Services Division consists of the Division Office (VP/Chief Business Officer, Assistant to VP, Use of Facilities Staff Assistant, and Internal Auditor), four Department Directors that directly supervise the following four operational departments: Business and Contract Services Department (vacant), Facilities Services Department, Fiscal Services Department, and Information Services Department.

The Finance and Administrative Services Division (F&AS) is labor intensive and its operating budget needs are driven by the use and needs of the entire District with most being fixed obligations of the District. However, many of the institutions fixed obligations are variable as to amount because they are based upon usage volume (e.g., utilities) or other factors such as number of enrolled students (e.g., Blackboard licensing). In addition, most of the operating costs are outside of the control of the division (e.g. liability insurance, postage, bank processing fees). The F&AS Division has been historically understaffed and underfunded. In addition, the workload for the Division has significantly increased as a result of the successful passage of Proposition M and the ongoing implementation of Master Plan 2022 to include the purchase and development of education centers to serve the future needs of the district as a result of significant growth in enrollments currently and projected for the future.

PROCESS USED FOR F&AS DIVISION'S PROGRAM REVIEW

The Finance and Administrative Services Division enlisted the assistance of the Institutional Research and Planning (IR&P) Department to conduct a district-wide Finance and Administrative Services survey in **December 2008**. The results of that survey were analyzed by IR&P and reported to the Finance and Administrative Services Planning Council (FASPC) during **April 2009**. The Department Directors were tasked with taking that information to engage in dialogue with department managers, supervisors, and appropriate staff to identify department accomplishments, challenges, goals, and plans for the future that are tied to the existing Strategic Plan 2009 and Master Plan 2022.

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Starting in **spring of 2009**, the F&AS Division with the assistance of IR&P designed a Program Review form for its Division that provides quantitative and qualitative data in the review process. The form was discussed with the Finance and Administrative Services Planning Council (FASPC) in the **spring 2009**. F&AS then engaged in a Review of the entire division's operations. The results of the program reviews by department were vetted through the governance process via the Finance and Administrative Services Planning Council (FASPC) during the **fall 2009** semester. The individual department reviews were analyzed to determine the Division's planning goals and objectives, which have been documented in this summary. A draft of the summary was presented to FASPC in **December 2009** for first reading. The final summary was presented to FASPC for its acceptance in **February 2010**, and then reported to Strategic Planning Council, the Governing Board and shared with all members of the F&AS Division.

The Program Review & Planning (PR&P) process conducted was a collaborative goal-setting and assessment process designed to help improve and refine services provided to the District by the F&AS Division. It was intended to be flexible, collegial, relevant, practical, and provide a clear sense of direction and accomplishment for the division. All Finance and Administrative Services units/departments underwent an evaluative review as part of a process that will contribute to a comprehensive assessment of institutional effectiveness.

DIVISION GOALS AND OBJECTIVES: SERVICE AREA OUTCOMES (SAOs):

The most important outcome identified for the F&AS Division is to ensure that it has adequate resources (staffing, dollars, etc.) to serve the District community, ensure that the District meets all external (state, annual audit, accreditation) and internal requirements (services and support of all other District operations). The intrinsic purpose of the review is to help the F&AS Division to clarify and achieve goals that enable it to support the entire Palomar College District in order to achieve the strategic and master planning goals of the District.

In addition to defining the goals and objectives for achieving the goals over a defined period of time, Service Area Outcomes (SAOs) and the Assessment method to be used to evaluate achievement of those outcomes has been defined and presented herewith. A Service Area Outcome is a result or outcome for a specific administrative activity, program, or department. SAOs are not directly related to student learning, but administratively support activities which ultimately lead to student success.

SERVICE AREA OUTCOMES ASSESSMENT CYCLES (SAOACs):

Given the nature of the F&AS Division activities, the assessment method for many of the activities will be the completion of a specific project or operational activity identified within a goal. This type of SAO may not directly provide information for improvement; however, the successful completion of the project or activity will provide overarching improvement for the department or division, which may then be evaluated by conducting for example some of the following assessment methods: satisfaction surveys, tracking the use of a service (e.g., hits on a website), tracking participating in an activity.

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LINKING PROGRAM REVIEW WITH PLANNING:

Program Review processes are intended to be key drivers informing the District and each of the Districts' planning councils of the achievements, challenges, and plans for a department/division.

The F&AS Division based its Program Review on Strategic Plan 2009's Vision, Mission, Strategic goals and objectives initially because F&AS Division's PRP process began prior to SPC approving Strategic Plan 2013. Strategic Plan 2013 was adopted in the **spring 2010** and F&AS reviewed the new plan to ensure that the division's PRP was also aligned with Strategic Plan 2013. In addition, the divisional PRP's were aligned with Master Plan 2022 in accordance with the college's planning structure.

The F&AS department documents were shared and discussed with the FASPC during the **fall 2009** semester and **spring 2010**. The recently completed F&AS Program Reviews will be reviewed and updated as necessary annually and serve as a vital component in the planning and budgeting process for the F&AS Division because Program Review and Assessment are the cornerstones of planning, which should then drive resource allocation decisions for the Division.

GOALS, OBJECTIVES, SAOs AND ASSESSMENT METHODS
(aligned with Strategic Plan 2009, Strategic Plan 2013, and Master Plan 2022)

The Finance and Administrative Services Division consists of the following:
> ➢ Vice President/Chief Business Officer and Division Office Staff
> ➢ Business and Contract Services Department
> ➢ Facilities Services Department
> ➢ Fiscal Services Department
> ➢ Information Services Department.

The **Division Office** is comprised of the **A**ssistant Superintendent/Vice President, Finance and Administrative Services (Chief Business Officer), the Assistant to the VP, the Use of Facilities Staff Assistant, and the District's Internal Auditor.

The **Business & Contract Services Department** is organized into seven functional areas of responsibility: Risk Management, Contract Services, Auxiliary Services Management, Cal-Card and Office-Depot Contract Procurement, Mail Services, Warehouse Services, and Print Services.

The **Facilities Services Department** includes the following service areas: Building Services, Construction Services, Custodial Services, Environmental Health & Safety, Escondido Center Facilities Operations, Facilities Department Office, Facilities Planning, Fixed Assets and Grounds Services.

The **Fiscal Services Department** is organized into seven functional areas: Budget Management, Payroll, Cashiering, Purchasing, Accounts Payable, General Accounting, and PeopleSoft Financial System Support.

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The **Information Services Department** is organized in four operational areas: Helpdesk Services, Systems and Programming, Network Services, and Technical support.

FINANCE AND ADMINISTRATIVE SERVICES DIVISION

The **Finance and Administrative Services Division** has established overarching divisional goals and objectives in accordance with the District's Strategic and Master Plan documents. The goals and objectives identified are listed in a ranked order; however, all three represent equal priorities of the F&AS Division in order to adequately serve the District, its taxpayers, and to meet State and Federal regulations, and Accreditation Standards:

GOALS:

1. **Ensure fiscal solvency of the District**

   SAO: Provide the Governing Board annually with a balanced budget and unqualified audit for Palomar College and Proposition M.

   Assessment: Maintain the Governing Board required 5% minimum annual reserve; fund obligations of the college; unqualified annual audit as reported by external auditing firm; identify and correct potential internal control weaknesses through a systematic internal audit process; timely and complete filing of all annually required federal, state, and grant fiscal documents.

2. **Support the entire District with regards to business support services, fiscal and budgetary functions, technology and network services, and facilities construction, management, and operations.**

   SAO: Continue to provide appropriate level of service to students, faculty, staff and general public with regard to administrative operations and functions.

   Assessment: Continuous ongoing process; effectiveness of a project or activity will be assessed by using any of the following or a combination of the following assessment methods: satisfaction surveys, tracking the use of a service (e.g., hits on a website), tracking participating in an activity, closure of work order requests, completion of a requested project, or improvements to an operational process that impacts institutional effectiveness.

3. **Obtain adequate resources (staffing, space, technology, and dollars) for the Division to be able to serve the needs of the District to include the: San Marcos campus, Escondido Education Center, North Education Center, and a future South Education Center along with various outreach locations the District operates in its geographical boundaries.**

   SAO: Develop and implement operational plans to provide administrative support to existing facilities at San Marcos and Escondido and for opening of the North Education Center currently anticipated to be in late 2012 or early 2013.

   Assessment: Continuous ongoing process; effectiveness will be assessed using any of the previously identified assessment methods.

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BUSINESS & CONTRACT SERVICES DEPARTMENT

Business and Contract Services Department is organized into seven functional areas of responsibility: Risk Management, Contract Services, Auxiliary Services Management, Cal-Card and Office Depot Contract Procurement, Mail Services, Warehouse Services, and Print Services. The department's overarching goal is to provide quality customer service to staff and departments over the full range of operations and provide cost effective liability and enterprise risk protection to the District. The department's goals, objectives, SAOs and assessment method over the next several years are the following:

GOALS:

1. **Initiate formal planning process to extend mail, warehouse, and auxiliary services to future education centers coming on-line.**

   SAO: Produce a planning document outlining perceived service requirements, contingency service models, and listing of resource needs (money, personnel, and equipment).

   Assessment: Accomplish by Spring 2012.

2. **Implement PeopleSoft purchasing module contracts feature to better track contract expenditures and enable purchase order creation directly from contract documents/bids.**

   SAO: Produce a PeopleSoft based solution effectively tracking contracts activity.

   Assessment: Accomplish by Spring 2013.

3. **Revise billing process in Print Services to provide a more robust and timely service.**

   SAO: Produce an automated systems solution detailing departmental charges to transmit billing information to Fiscal Services for posting.

   Assessment: Accomplish by Spring 2011.

4. **Implement Prop-M mandated labor compliance program for all construction programs.**

   SAO: Enter into a contract with external vendors for labor compliance services for all construction and technology projects.

   Assessment: Accomplish by Spring 2011 and ongoing continuous process thereafter.

FACILITIES DEPARTMENT

Facilities Department includes the following service areas: Building Services, Construction Services, Custodial Services, Environmental Health & Safety, Escondido Center Facilities Operations, Facilities Planning, Fixed Assets/Physical Inventory Control, and Grounds Services. The department's overall goal is to provide quality service district-wide with regard to maintenance, operations, and construction of District facilities that are safe and aesthetically pleasing. Identify and obtain appropriate levels of funding to support and ensure implementation of facilities planning and ongoing maintenance and operations of buildings and grounds in

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accordance with industry recommended standards. The department's goals, objectives, SAOs and assessment method over the next several years are the following:

GOALS:

1. **Review, update, and develop procedures to respond to emergency situations.**

   SAO: Compile a list of equipment and supplies necessary to respond to emergency situations district-wide.

   Assessment: Accomplish by the end of FY 2009-10.

2. **Ensure the safety of all employees, students, and district visitors with regard to facilities and work space areas throughout the District.**

   SAO: Perform safety and security inspections for all areas district-wide to determine the best and most efficient way to provide safety and security.

   Assessment: Accomplish by the end of FY 2010-11. Track accidents, illness and injury reports and thefts for current operations on an annual basis and compare the results to the previous period.

   SAO: Compile a list of recommendations for improvements for the safety and security of students, faculty, staff, administrators and the physical buildings district-wide.

   Assessment: Accomplish by the end of FY 2010-11.

3. **Enhance the aesthetic appearance, functionality, cleanliness, accessibility, and safety of current facilities, while effectively planning for future needs based on educational programs and services. Identify and request appropriate levels of funding to support and ensure implementation of the facilities planning and the ongoing maintenance of buildings and grounds.**

   SAO: Compile a list of critical positions and costs necessary to provide a high quality, learning and working environment district-wide for the students, faculty, staff and administrators.

   Assessment: Accomplish by the end of FY 2010-11.

   SAO: Compile a list of classroom and work area improvement projects and funding necessary to support the instructional programs, student services programs and administrative services functions to meet their current needs and future needs.

   Assessment: Accomplish by the end of FY 2010-11.

4. **Develop a list of ongoing construction and development projects defined within resolution for Proposition M in accordance with Master Plan 2022.**

   SAO: Review and update the list of construction and support projects approved for the Prop M – Series A Bond Program.

   Assessment: Accomplish by the end of FY 2009-10.

   SAO: Review and update Master Plan 2022.

   Assessment: Accomplish by the end of FY 2009-10.

   SAO: Prepare a draft list of construction and support projects for Series B Bonds.

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Assessment: Accomplish by Spring 2010.

5. **Provide a quality Preventive Maintenance Program.**

   SAO: Review and update the PM Program on an annual basis.

   Assessment: Collect and provide monthly data on the preventive maintenance program and compare this information on an annual basis to monitor and evaluate the effectiveness of the program. Ongoing continuous process.

6. **Develop an Annual Facilities Improvement Plan. (AFIP)**

   SAO: Review and update the Annual Facilities Improvement Plan.

   Assessment: Collect and provide data from the program on an annual basis and compare the data to determine the effectiveness of the program. Ongoing continuous process.

7. **Develop a master signage plan.**

   SAO: Complete master signage plan.

   Assessment: Accomplish by the end of FY 2009-10.

8. **Develop a plan to provide adequate parking capacity and maximize the efficiency of all parking lots in accordance with Master Plan 2022.**

   SAO: Complete the parking plan for Series A projects.

   Assessment: Accomplish by the end of FY2010-11.

FISCAL SERVICES DEPARTMENT

Fiscal Services Department's overall goal is to provide customer service to all its constituencies, including students, employees, and taxpayers. The department is organized into seven functional areas: Budget Management, Payroll, Cashiering, Purchasing, Accounts Payable, General Accounting, and PeopleSoft Financial System Support, The department's goals, objectives, SAOs and assessment method over the next several years are the following:

GOALS:

1. **Plan for potential District budget cuts resulting in reduced departmental resources while simultaneously dealing with increased service demands from customers.**

   SAO: Annual review of expenditure budgets in comparison to revenue projections to ensure the continued fiscal stability of the District.

   Assessment: Continue to receive unqualified audit and meet requirements of the State of California and Palomar's Governing Board in regard to Fiscal Services. Ongoing continuous process.

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2. **Implement revised budget model that links budgeting to strategic and master planning.**

   SAO: Updated budgeting procedures and systems that tie expenditure budgets to goals and objectives established through the district-wide planning process, including capital planning.

   Assessment: Accomplish by implementing budget model for FY 2010-11.

3. **Automate various fiscal processes including maximization of various PeopleSoft features and complete implementation of on-line requisitioning.**

   SAO: Implement district-wide on-line requisitioning and approval process.

   Assessment: Accomplish by the end of FY 2009-10.

   SAO: Investigate ways to automate other PeopleSoft processes, including involving outside resources to offer guidance and advice.

   Assessment: Accomplish by the end of FY2009-10 and continuous ongoing process thereafter.

4. **Plan for two educational centers and determine appropriate levels of staffing to serve the entire district.**

   SAO: Produce a planning document outlining perceived service requirements, contingency service models, and listing of resource needs (money, personnel, and equipment).

   Assessment: Accomplish by Spring 2013.

5. **Cross-training department staff on critical processes, where practical.**

   SAO: Create desk manuals for each function and cross train staff.

   Assessment: 25% of all functions to completed on an annual basis with full completion by Spring 2013.

INFORMATION SERVICES DEPARTMENT

Information Services Department is organized into four operational units: Helpdesk Services, Systems & Programming, Network Services, and Technical Support. The department's overall goal is to provide quality information services to students, faculty, staff, and community patrons and keep the computing environment stable, reliable, and secure. The department's goals, objectives, SAOs and assessment method over the next several years are the following:

GOALS:

1. **Upgrade the District's network infrastructure and computer technology services as defined in the resolution for Proposition M in accordance with Master Plan 2022 for existing and new facilities and sites district-wide.**

   SAO: Develop telecommunications cable system and infrastructure standards to guarantee technology upgrades of existing buildings will meet the needs of future students, faculty and staff.

   Assessment: Test and report results of all new cable systems installed in newly constructed and upgraded Series A buildings to meet current American National Standards, Institute, Electronic Industries Alliance

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and Telecommunications Industry Association (ANSI/EIA/TIA) cable infrastructure requirements. Ongoing continuous process.

SAO: Ensure selected architects and electrical contractors comply with the District's telecommunications cable system and infrastructure standards in new building design and construction to meet the needs of future students, faculty and staff.

Assessment: Test and report results of all new cable systems installed in newly constructed and upgraded Series A buildings to meet current American National Standards, Institute, Electronic Industries Alliance and Telecommunications Industry Association (ANSI/EIA/TIA) cable infrastructure requirements. Accomplish by the end of Series A projects and ongoing continuous process for other Prop M Bond Series' issuances.

SAO: Develop and implement a plan to replace all out-of-warranty servers, student lab and faculty/staff computers.

Assessment: All District servers and desktop computers are under warranty by FY 2012-13.

2. **Develop an Information Services Disaster Recovery Plan.**

SAO: Prepare the Disaster Recovery Plan.

Assessment: Complete plan by the end of FY 2009-10.

3. **Create and implement an Information Services organization structure that separates the function of technical support from network and technical services.**

SAO: Develop the ideal Information Services organization structure.

Assessment: Complete plan by the end of FY 2010-11.

4. **Update the Technology Plan 2005 to integrate the goals and objectives established in the Strategic Plan and Master Plan 2022 to include identification of resources needed.**

SAO: Produce an updated Technology Plan that defines future technology needs and technology resource skills district-wide.

Assessment: Complete draft of the Technology Plan update by the end of FY 2009-10 and complete final Technology Plan by Fall 2010.

5. **Identify and allocate a funding source to refresh technology district-wide.**

SAO: Review updated Technology Plan, identify potential funding sources to continually upgrade technology district-wide and prepare funding sources recommendation.

Assessment: Complete recommendation by Spring 2011.

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RESOURCE ALLOCATION DECISION-MAKING
AND EVALUATION PROCESS

In accordance with Strategic Plan 2013 Goal 1, Objective 1.2:

Goal 1:
> *Implement an integrated planning, review, and evaluation model that provides for the allocation of resources on the basis of department/unit and college-wide priorities,*

Objective 1.2:

> *Establish a method in each planning council to evaluate the effectiveness of the previous year's allocation and to prioritize current year allocations.*

During the **spring 2011**, the Finance and Administrative Services Planning Council will establish a method to evaluate the effectiveness of the previous year's resource allocations and prioritization of current year allocations (FY2010-11) based upon the division's Program Review and Planning documents.

The formative evaluation results (prior year's resource allocations) for the F&AS Division will then be utilized in the development of the division's next year's FY2011-12 budget allocations.

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