

Citrus College Academic/Institutional Support Comprehensive Program Review

Administrative and Fiscal Services

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General Information (Citrus College Academic/Institutional Support Comprehensive Program Review)

Standing Requirements

CITRUS COLLEGE MISSION STATEMENT

Citrus College provides students with quality educational experiences and support services that lead to the successful completion of degrees, transfer, certificates, career/technical education and basic skills proficiency. The college fosters academic and career success through the development of critical thinking, effective communication, creativity, and cultural awareness in a safe, accessible and affordable learning environment. In meeting the needs of our demographically diverse student population, we embrace equity and accountability through measurable learning outcomes, ethical data-driven decisions and student achievement.

PROGRAM MISSION/DESCRIPTION (MISSION STATEMENT)

MISSION: Fiscal Services supports the Citrus College mission by providing quality support services that lead to the successful completion of degrees, transfer, certificates, career/technical education and basic skills proficiency, as well as fostering academic and career success by ensuring a safe, accessible, and affordable learning environment. The Fiscal Services team embraces equity and accountability through measurable learning outcomes and ethical data-driven decisions through the annual and comprehensive Program Review process.DESCRPTION: 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, manage employee health benefits including compliance with all applicable provisions of the Affordable Care Act, review and approve consultant agreements, memberships and contracts, manage facility rentals, provide accurate fiscal data to cost center managers, produce fiscal reports to external agencies, and analyze the fiscal health of the District. The Fiscal Services departments receive and disburse the funds of the District necessary to provide an innovative educational environment which is fiscally sound. The Fiscal Services departments safeguard and manage the District's assets to ensure ongoing, effective operations and design and implement internal controls to ensure that District management will have a process to evaluate significant changes in the fiscal environment and make necessary, timely and educated financial decisions. 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 Colleges Budget and Accounting Manual.

PROGRAM REVIEW TEAM (ALPHABETIZED BY LAST NAME, LEFT TO RIGHT, THREE COLUMNS)

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DEPARTMENT FUNCTIONS (DEPT. FUNCTION BY SECTION AND SPECIAL ACCOMPLISHMENTS)

- Administrative and Fiscal Services Functions:
- Bond Oversight – Provide leadership and administrative support to the Citizen's Oversight Committee and ensure compliance with bond covenants.
 - Contracts – Compile, coordinate, develop, and approve all District contracts.
 - Employee Health Benefits – Perform all new enrollments, ensure compliance with ACA, COBRA, and District fringe benefit program and assist employees and retirees with medical claim issues.
 - 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.
 - Accounting Technology - Evaluate and implement accounting technology needs to accommodate technology advancements.
 - Associated Student Business - Maintain the financial records for the Associated Students of Citrus College, campus service organizations, trust and scholarship accounts, plus athletic and department accounts.
 - Budgeting – Develop, coordinate, and maintain the District budget.
 - Capital Outlay and Revenue Bond Funds Management – Monitor budgets, reconcile project expenses, prepare and submit claims to the California Community Colleges Chancellor's Office for the Capital Outlay Fund, monitor and reconcile the Revenue Bond Construction Fund. Support the Chancellor's Office as fiscal agent for the Proposition 39 initiative. Monitor and reconcile the Scheduled Maintenance and Special Repairs Program.
 - Cash Flow Analysis - Evaluate District cash inflows and outflows from operations, financing activities and investing activities.
 - Cashier - Facilitate receipt of funds from in-person and online transactions.
 - External Audits – Coordinate the District's external audits.
 - 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 – Process and maintain financial and statistical payroll records and files.
 - Position Control - Coordinate efforts to track salary and benefits budget information for all jobs within the District.
 - Record Retention – Control the holding, imaging, storing and eventual destruction of the District's official financial records.

SERVICE RECIPIENTS (STUDENTS, FACULTY AND STAFF, AND COMMUNITY)

In support of the college's educational mission, Fiscal Services functions to serve the entire college. Consequently, service recipients comprise the entire student, staff, and faculty population, visitors, as well as external federal, state, and local agencies.

DATA RELATED TO SERVICE RECIPIENTS (DEMOGRAPHICS, ELIGIBILITY, ACCESSIBILITY, SUCCESS RATES, COMPLIANCE AS APPROPRIATE)

File Attachments:	
1. Student Demograhics.xlsx	(See appendix)
Student Demographics	

Students

The size and make-up of the student population at Citrus College is described in the attachment labeled "Student Demographics".

Employees

Citrus College possesses a talented and diverse employee population. The table below shows employee count based on our payroll processing data from 2016-2021.

2016-17	2017-18	2018-19	2019-20	2020-21
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	Employee Count	Employee Count (%)	Employee Count	Employee Count (%)	Employee Count	Employee Count (%)	Employee Count	Employee Count (%)	Employee Count	Employee Count (%)
Full Time Faculty	172	9.26%	172	9.46%	173	9.63%	174	10.14%	169	14.01%
Regular Classified	287	15.46%	286	15.72%	294	16.37%	285	16.61%	269	22.31%
Managers & Supervisors	62	3.34%	64	3.52%	65	3.62%	64	3.73%	67	5.56%
Adjunct Faculty	541	29.13%	533	29.30%	543	30.23%	520	30.30%	438	36.32%
Short Term Classified	248	13.35%	254	13.96%	294	16.37%	278	16.20%	204	16.92%
Student Workers	547	29.46%	510	28.04%	427	23.78%	395	23.02%	59	4.89%
Total	1,857	100%	1,819	100%	1,796	100%	1,716	100%	1,206	100%

Source: Annual payroll processing data

External Agencies

We currently provide fiscal data to the following external agencies:

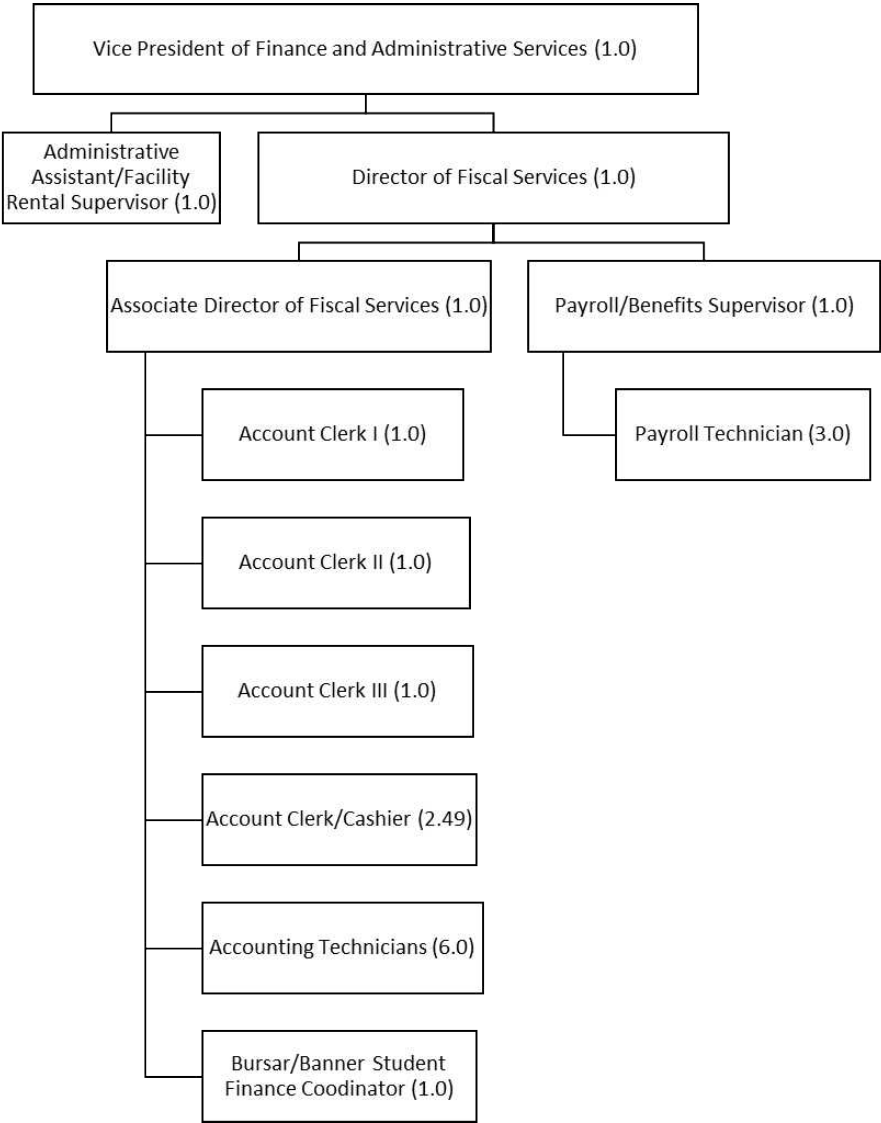
- Federal:** Bureau of Labor Statistics
Integrated Postsecondary Education Data System
Internal Revenue Service
National Science Foundation
Social Security Administration
United States Census Bureau
United States Department of Education
United States Department of Health and Human Services
Veterans Affairs Office

- State:** California Community Colleges Chancellor’s Office
California Department of Education
California Employment Development Department
California Franchise Tax Board
California State Board of Equalization
California State Controller’s Office

- Local:** Foundation for California Community Colleges
Keenan and Associates
Los Angeles County Department of Public and Social Services
Los Angeles County Department of Rehabilitation
Los Angeles County Office of Education
South Bay Workforce Investment Board
The Community College Foundation
Various Local Renters

STAFF RESOURCES (SUMMARY, ORGANIZATIONAL CHART, ASSIGNMENTS AND SPECIALITIES, STAFF PREP. AND TRAINING, COMMITTEES)

Fiscal Services Organizational Chart



Assignments and Specialties

The Fiscal Services department is comprised of an effective and diverse team of administrative and accounting professionals.

Position	Assignment or Specialty	Total FTE
Vice President of Finance and Administrative Services	Division Chief Administrator	1.00
Director of Fiscal Services	Manager of the entire Fiscal department	1.00
Administrative Assistant/Facility Rental Supervisor	Supervisor of Facilities Rentals, and administrative assistant to the Vice President	1.00
Associate Director of Fiscal Services	Manager of the accounting and cashiering teams	1.00
Payroll/Benefits Supervisor	Supervisor of payroll team and District liaison for all Health Benefits.	1.00
Account Clerk I	Performs regularly recurring and standardized duties associated with verifying, reviewing, and entering data in our Financial accounting systems.	1.00
Account Clerk II	Responsible for one or more elements within a complete accounting system such as accounts receivable and/or accounts payable	1.00
Account Clerk III	Processes and completes accounting transactions and prepares data for financial documentation	1.00
Account Clerk/Cashier	Performs financial record keeping duties associated with cash control and student accounts.	2.49

Accounting Technician	Provides technical GL accounting services. Maintains financial records for all funds.	6.00
Bursar/Banner Student Finance Coordinator	Coordinates all cashiering functions with the offices of Admissions & Records and Financial Aid.	1.00
Payroll Technician	Prepares, processes, and maintains payroll for all District employees.	3.00

Staff Preparation and Training

Members of the Fiscal Services team have undergone a variety of specialized trainings to maintain the fiscal integrity of the data and increase their knowledge, expertise and proficiency in their specialized areas. Some of these trainings have included the following:

- 1099 Reporting Concepts
- 403(b) Regulations
- Accounting Concepts
- Accounts Payable
- ASB Accounting
- Association of California Community College Administrators Classes
- Association of Chief Business Officials Institute
- Banner Training
- California Community Colleges Chancellor's Office webinars
- Community College Internal Auditors Conference
- Ellucian on demand training
- Emergency Preparedness Training
- Microsoft Office
- PC Products
- People Soft
- Public Employees Retirement System
- Retirement Reporting
- Sales & Use Tax
- Year-End Closing

Professional Activities and Committee Participation

The Fiscal Services department is active in a variety of professional organizations and internal committees.

- Association of California Community College Administrators
- Association of Chief Business Officials
- Business Enhancement System Transformation-Community College Advisory Team
- Business Officials of Southern California Community Colleges Committee
- California Association of School Business Officials
- Citrus College Accrediation Committee
- Citrus College Campus-wide Information Technology Committee
- Citrus College Enrollment Management Committee
- Citrus College Financial Resources Committee
- Citrus College Management Team
- Citrus College President's Council
- Citrus College Program Review Committee
- Citrus College Steering Committee
- Community College Internal Auditors
- Los Angeles County Office of Education-Joint Educational Transit Executive Committee
- School Services of California
- Statewide Association of Community Colleges

PHYSICAL RESOURCES (BUILDINGS AND FACILITIES, EQUIPMENT AND MATERIALS, APPLICATIONS AND SOFTWARE)

The Fiscal Services department is located on the second floor of the Administration building. The area consists of the following: five offices, fourteen work stations, a reception/work station area, a file room, and a vault. Additionally, the Cashier's office is located on the first floor of the Student Services building. This area contains one office and three walk-up windows where in person payments are processed. There is a shared breakroom for all staff.

The department has standard office technology, such as computers, copy machines, printers, and credit card scanners. Once in-house check printing capabilities are implemented, the department may need an additional printer for the special MICR font.

The main software and application programs used by the department are Banner and People Soft. As our system of record, all transactions must flow through Banner. This is where all users view their budgets, requisitions, and expenditures for their program. This information is also used by Argos to populate reports used by the District. Since we are under Los Angeles County of Education, we need to input our fiscal data into their financial system, People Soft. In the coming year, we plan on implementing Nelnet for our payment processing. This will be used for our online student payment portal and our in-person payments. The Vice President of Finance and Administrative Services' office utilizes the FUSION software for the 5-year construction plan, space inventory reporting and for submittals of initial and final project proposals.

FISCAL RESOURCES (SUMMARY, BUDGET AND RESOURCES)

File Attachments:
1. Allocation.xlsx (See appendix) Annual Allocations 2016-2021

The Vice President of Finance and Administrative Services' office and Fiscal Services are mainly funded through the unrestricted general fund. In addition to the unrestricted general fund, the Associated Students of Citrus College support 60% of an accounting technician, 25% of one account clerk/cashier, and 75% of another account clerk/cashier. The clerks are responsible for counting and depositing daily receipts for the various associated student accounts, as well as providing students with items such as parking permits and ASCC stickets. The accounting technician performs the bookkeeping functions for the associated students. These funds pay for salary and benefits that total \$127,356.

To review the general fund allocations, please review the attached file "Allocation" for expenditure detail from 2016-2021.

Additionally, the facility rental office is funded from local revenues received from various rental and lease agreements. These funds are held in the capital outlay fund. You will find the revenue and expenditure detail in the "Allocation" attachment.

PROGRAM STUDENT LEARNING OUTCOMES

Administrative and Fiscal Services SLOs

Fiscal Services SLO 1

Provide timely and accessible financial information to departments or divisions.

Mapping

USA- WASC- ACCJC- Accreditation Standards (2017): III.D.2

Fiscal Services SLO 2

Provide friendly and courteous service that is efficient, accurate, and knowledgeable.

Mapping

USA- WASC- ACCJC- Accreditation Standards (2017): III.D.10, III.D.3, III.D.4, III.D.6

Fiscal Services SLO 3

Provide timely budgetary information to the district community.

Mapping

USA- WASC- ACCJC- Accreditation Standards (2017): III.D.2, III.D.3

Fiscal Services SLO 4

Ensure an effective resource allocation process that is linked to the District's integrated planning model.

Mapping

USA- WASC- ACCJC- Accreditation Standards (2017): III.D.1, III.D.2, III.D.3, III.D.4, III.D.6

Past 5 Years Assessment Cycle/Upcoming 5 Years Planning Cycle

EXECUTIVE SUMMARY WITH DATA (BRIEF SUMMARY, COMMENDATIONS, CHALLENGES, AND RECOMMENDATIONS)

The goal of the Fiscal Services department is to provide the highest level of customer service while collaboratively supporting the college's mission. The department operates differently than most others on campus in that the functions provided work indirectly to enrich student learning and outcomes. The department provides support to all facets of campus operations. This works to enhance overall institutional effectiveness.

Within the past five years, the State legislators changed the way community colleges were funded and introduced the Student Centered Funding Formula (SCFF). While this was a challenge, we were able to update our budget processes and procedures to align with the funding formula, while also educating the campus community on what this meant for Citrus College. The District had always focused on student success, which made the transition to the SCFF a lot easier.

Our team has continued to produce high quality work, and have completed our audits timely with an unmodified opinion. Additionally, our payroll team has effectively processed all items, such as W2s, payroll taxes, and employee payments on time.

With the hiring of a Payroll/Benefits Supervisor, we have been able to increase our level of service to all employees and retirees. This also opens the door for the department to implement new processes and improve benefit offerings to our employees. We are currently looking into offering a Flexible Spending Account to all employees.

The Facility Rentals supervisor is responsible for the coordination of internal events and external rentals. This includes the coordination and supervision of all event support, such as grounds, security, maintenance, and custodial, to ensure adequate support for internal/external users and provide for the safe, secure and efficient operation of District facilities.

Most recently, we've been faced with the challenge of the COVID-19 pandemic. This forced us to rethink many of our processes and work to adjust for a work from home environment without sacrificing high quality service to the campus community. One area that we are focusing on is our payments processing. We have run into a few challenges over the course of the pandemic, and it has opened our eyes to the need for one vendor that can offer us several services to allow us to streamline online student payments processing, as well as in person payments.

Cross-training within the department remains to be a priority. We are working to prioritize tasks, such as the financial aid refund process, and creating desk manuals for all positions. We will also be focusing on providing trainings to the program managers and staff at the District. The department is also working on policy updates for areas including travel & conference and credit card usage.

The department has a wealth of knowledgeable staff members that continually exhibit professionalism and a can-do attitude which, when combined with effective teamwork and a cooperative effort with fellow colleagues in other divisions, reflects the department's continued efforts to be stewards for the college and the community at large.

SUMMARY OF PAST LEARNING OUTCOMES ASSESSMENTS

Fiscal Services SLO	Measures	Findings	Planning
Provide timely and accessible financial information to departments or divisions	Audit results and feedback from program managers and staff	We have received feedback that the departments are looking for more training and more detail on processes and procedures.	We have begun to put together a new travel policy, new credit card policy, and have been working on creating "How-Tos" to provide to departments. We will also be implementing on-going trainings for all staff.
Provide friendly and courteous service that is efficient, accurate and knowledgeable.	Cashiering services to students and on campus departments and feedback from program managers and staff	We have received positive feedback regarding the service we are offering students and staff.	We will continue to keep quality customer service a priority, and will focus on how we can streamline services to increase efficiencies to better serve the District.
Provide timely budgetary information to the district community.	Feedback from stakeholders and program managers.	We have received positive feedback regarding the communication surrounding the budget.	We will continue to communicate items such as the budget calendar, and changes to budget assumptions through things like open forums and campus-wide memos.
Ensure an effective resource allocation process that is linked to the District's integrated planning model.	Financial Resources Committee and the resource allocation process.	The resource allocation process has been modified to conform to the SCFF and continues to be effective.	We will continue to work to ensure that the resource allocation process aligns with the program review process.

SUMMARY OF PAST RECOMMENDATIONS/GOALS

Outcome	Mapping	Progress	Status
Fiscal Services Comprehensive Program Recommendation 1 for 2016-2021 Utilize the "request for proposal" process to select a firm to perform the District Audit, the Foundation Audit, the Bond performance and financial audit and complete tax returns for the Foundation and Golf Driving Range.	USA- WASC- ACCJC (Accrediting Commission for Community and Junior Colleges)- Accreditation Standards (2017): III.D.10, III.D.4, III.D.5, III.D.6, III.D.7, III.D.8	We successfully went through the RFP process and hired Eide Bailly	Completed
Fiscal Services Comprehensive Program Recommendation 2 for 2016-2021 Expand risk management to support the institutionalization of emergency preparedness.	Citrus College Strategic Plan 2016-2021- 6.1	Risk Management was transferred to the Director of Business Services and emergency preparedness was transferred to Campus Safety. Both areas will complete their own program reviews.	Transferred

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Administrative and Fiscal Services

Fiscal Services Comprehensive Program Recommendation 3 for 2016-2021 Expand current web-submission service to include business cards, letterhead, and envelopes.	Citrus College Strategic Plan 2016-2021- 8.2	Reprographics/Mailroom and Golf Range were transferred to Enterprise Services Program Review in 2018. The WebCRD modules were purchased, and service implemented in 2018.	Complete
Fiscal Services Comprehensive Program Recommendation 4 for 2016-2021 Expand current reprographics system to include picture books.	Citrus College Strategic Plan 2016-2021- 8.2	Reprographics/Mailroom and Golf Range were transferred to Enterprise Services Program Review in 2018. At that time, the decision was made to discontinue this recommendation.	Discontinued
Fiscal Services Comprehensive Program Recommendation 5 for 2016-2021 Expand mailroom to handle bulk mail operations.	Citrus College Strategic Plan 2016-2021- 8.2	Reprographics/Mailroom and Golf Range were transferred to Enterprise Services Program Review in 2018. Research is still ongoing to improve the mail processes in the mailroom including software and hardware upgrades and the purchase of new equipment.	Transferred
Fiscal Services Comprehensive Program Recommendation 6 for 2016-2021 Implement Intelli-Check	USA- WASC- ACCJC (Accrediting Commission for Community and Junior Colleges)- Accreditation Standards (2017): III.D.10, III.D.4, III.D.5, III.D.6, III.D.7, III.D.8	We have begun planning stages of this project with TeCS. This has been added to the schedule and implementation will continue in 21-22.	In progress
Fiscal Services Comprehensive Program Recommendation 7 for 2016-2021 Apply for Fiscal accountability with LACOE	USA- WASC- ACCJC (Accrediting Commission for Community and Junior Colleges)- Accreditation Standards (2017): III.D.10, III.D.4, III.D.5, III.D.6, III.D.7, III.D.8	At this point, the District has decided not to move forward with fiscal accountability and is implementing LACOE's BEST system.	Discontinued
Fiscal Services Comprehensive Program Recommendation 8 for 2016-2021 Utilize the "request for proposal" process to select a banking institution to be the District bank, credit card line of credit, credit card processor for Insperion and online payments, etc.	USA- WASC- ACCJC (Accrediting Commission for Community and Junior Colleges)- Accreditation Standards (2017): III.D.10, III.D.4, III.D.5, III.D.6, III.D.7, III.D.8	We have gone through a competitive process to select a new credit card processing company and will begin implementation in 21-22	In Progress
Fiscal Services Comprehensive Program Recommendation 9 for 2016-2021 Complete succession planning for the Director of Fiscal Services position.	USA- WASC- ACCJC (Accrediting Commission for Community and Junior Colleges)- Accreditation Standards (2017): III.D.10, III.D.4, III.D.5, III.D.6, III.D.7, III.D.8	A new Director was hired on 5/20/2020. We also hired a new Associate Director on 10/26/2021.	Completed
Fiscal Services Comprehensive Program Recommendation 10 for 2016-2021 Apply for Fiscal Independence from Los Angeles County Office of Education.	USA- WASC- ACCJC (Accrediting Commission for Community and Junior Colleges)- Accreditation Standards (2017): III.D.10, III.D.4, III.D.5, III.D.6, III.D.7, III.D.8	At this point, the District has decided not to move forward with fiscal independence and is implementing LACOE's BEST system.	Discontinued

LONG TERM RECOMMENDATIONS/GOALS

Long Term Recommendation and Goals

Fiscal Services Program Long Term Recommendation 1

To implement the Self-Service Banner budgeting tool

Mapping

2021-2026 Strategic Plan Focus Areas: Address technological needs that foster an efficient and effective college environment for all,

Administrative and Fiscal Services SLOs: Fiscal Services SLO 1, Fiscal Services SLO 3,

USA- WASC- ACCJC- Accreditation Standards (2017): III.D.4

Fiscal Services Program Long Term Recommendation 2

Implement the BEST system for HR/Payroll

Mapping

2021-2026 Strategic Plan Focus Areas: Address technological needs that foster an efficient and effective college environment for all,

Administrative and Fiscal Services SLOs: Fiscal Services SLO 1, Fiscal Services SLO 2,

USA- WASC- ACCJC- Accreditation Standards (2017): III.D.5

Recommendations/Goals for 2022-2023

Fiscal Services Program Recommendation 1 for 2021-2022

To have no findings and an unmodified opinion on our audited financial statements.

Mapping

USA- WASC- ACCJC- Accreditation Standards (2017): III.D.10, III.D.4, III.D.5, III.D.6, III.D.7, III.D.8

Fiscal Services Program Recommendation 2 for 2021-2022

Cross train staff in Banner processes. Document processes, develop efficiencies to each process and create instructional manual(s).

Mapping

Administrative and Fiscal Services SLOs: Fiscal Services SLO 2

Fiscal Services Program Recommendation 3 for 2021-2022

Complete the implementation of IntelliCheck.

Mapping

Administrative and Fiscal Services SLOs: Fiscal Services SLO 2

Fiscal Services Program Recommendation 4 for 2021-2022

Obtain a federally approved Indirect Cost Rate for the District.

Mapping

Administrative and Fiscal Services SLOs: Fiscal Services SLO 1,

Long Term Recommendation and Goals: Fiscal Services Program Long Term Recommendation 2

Fiscal Services Program Recommendation 5 for 2021-2022

Streamline our payment processing so that both online processing and in person services are under the same umbrella.

Mapping

2021-2026 Strategic Plan Focus Areas: Address technological needs that foster an efficient and effective college environment for all, Provide student support services contributing to a successful collegiate experience,

Administrative and Fiscal Services SLOs: Fiscal Services SLO 2

BUDGET PLANNING (NARRATIVE DISCUSSING MAJOR BUDGET PLANS FOR THE NEXT 5 YEARS)

In the tables below, we have outlined the needs that we feel will increase our efficiency, and allow for us to offer an even greater level of service.

Table A: Personnel Needs

Table with 5 columns: Position, Estimated Cost, Impact, Priority, Link to Planning. Row 1: Account Clerk I reclass to Account Clerk II, Salary Increase: \$3,912, Based on our evolving workload in the Fiscal Services department, we would like to request that our Account Clerk I position be reclassified to an Account Clerk II position. Having this, High, SLO 2

	Fringe Increase: \$1,519 Total Increase: \$5,431	position reclassified will allow us greater flexibility with work assignments in the office. This position would work as part of the Accounts Payable team. We are constantly looking to update processes to ensure we are working more efficiently and effectively, and two areas that have recently come up are fixed assets and check reprocessing. If approved, this position would be taking on both of these tasks. Additionally, we have come to learn that as we move to the new LACOE BEST financial system, we will have to adjust some processes and take on new ones, such as 1099s. This will mainly affect the Accounts Payable team, and with the increase of invoice payment processing, the addition of this position will greatly benefit the entire team.		
49% Account Clerk I	Salary Increase: \$20,009 Fringe Increase: \$6,595 Total Increase: \$26,604	Adding and a 49% Account Clerk I will enable us to address our workload needs, including 1099 processing. This position will handle things such as the cashier window in the Fiscal services office, upkeep of the incoming check log, monthly cash audits, verification of warrants delivered by LACOE, revolving cash requests, mail distribution and filing.	High	SLO 2
Increase 49% Account Clerk/Cashier to 100% Account Clerk/Cashier	Salary Increase: \$29,527 Fringe Increase: \$9,622 Health Increase: \$24,415 Total Increase: \$63,564	Increasing our 49% Account Clerk/Cashier position will enable us to plan for increased cross-training, to provide full coverage in the cashier's office, and to increase our services to students. This will also open more doors for efficiency in our processes.	Medium	SLO 2

Table B: Equipment Needs

Equipment/Services	Estimated Cost	Impact	Priority	Link to Planning
MICR Font Printer & Cartridges	One time: \$1,000 Ongoing Annual Costs: \$1,000	Once we have implemented Intellicheck and have the ability to print checks in-house, we will need to order a printer that has the capabilities of printing MICR font. This will be a one-time cost, with on-going costs going towards the special MICR font cartridges.	Medium	SLO 2
Computer Replacement	One Time: \$10,000	To plan for staff computer replacements over the next 5 years.	Low	SLO 2

REVIEW SUMMARY

Appendix

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- A. **Student Demograhics.xlsx** (Excel Workbook (Open XML))
 - B. **Allocation.xlsx** (Excel Workbook (Open XML))
-