



Yosemite Community College District

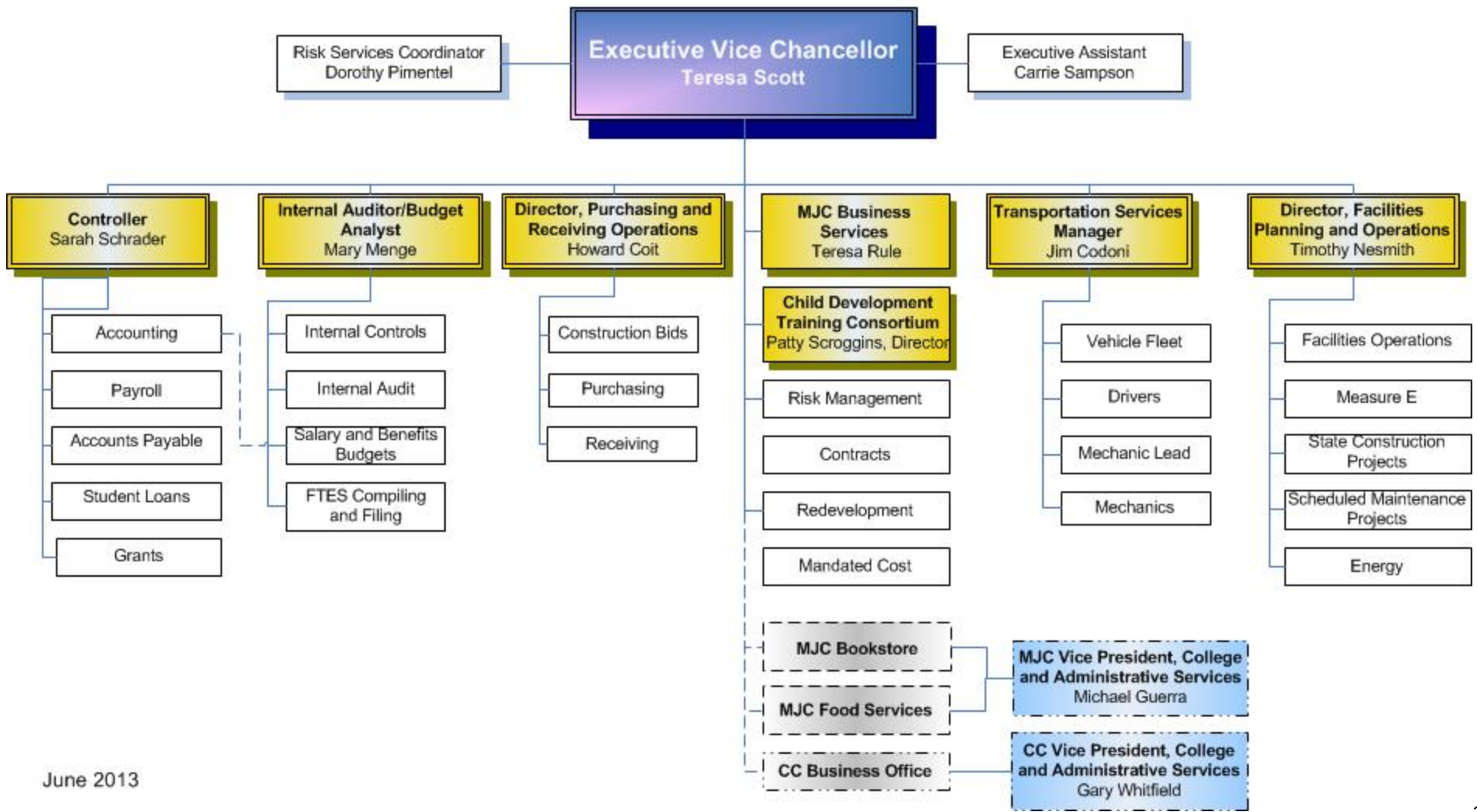
Fiscal Services

Unit Strategic Plans

2013/14 - 2015/16



YOSEMITE COMMUNITY COLLEGE DISTRICT
 Modesto Junior College + Columbia College
Fiscal Services



GOALS, OBJECTIVES & STRATEGIES
Fiscal Services/Executive Vice Chancellor/Risk Management
 ~ 3-5 YEAR PLANNING HORIZON ~

Goals describe the outcomes the organization will achieve for its stakeholders (members, customers, the organization itself, etc.). Three- to five-year time frame; reviewed annually.

Objectives describe what would constitute success in observable or measurable terms. Indicate a direction: increase, expand, decrease, reduce, consolidate, abandon, etc. To be reviewed and updated annually.

Strategies describe how the organization will commit its resources to accomplishing a goal and its companion objectives. They bring focus to the operational allocation of resources. Indicate an activity: redesign, refine, identify, revise, develop, implement, create, study, establish, publish, improve, etc. They set strategic priorities for committees, staff, and other work groups. One- to three-year timeframe; reviewed and updated annually.

3 ~ Campus Climate

Goal: The Office of the Executive Vice Chancellor is committed to support civility, understanding, and cooperation among students, staff and community members.

Objectives:

- 3.1 Develop and implement effective communication strategies

Strategies:

- A.1 Schedule regular meetings at Columbia College and Modesto Junior College to meet with College President, Administrators, Faculty, and Staff
- A.2 Hold monthly meetings with Fiscal Services Leadership Team
- A.3 Attend meetings comprised of various stakeholders and participate in decision making

Plan Steps	Responsible Parties	Target Date/Timeline	Resources (\$, people)	Indicators of Success /Notes	Progress Report (date)_____
A.1	Carrie	As needed	None	Meetings scheduled	N/A
A.2	Teresa, Carrie	Once monthly	None	Meetings held	N/A
A.3	Teresa	As requested	None	Meetings attended	N/A

Goal: The Office of the Executive Vice Chancellor seeks to provide an inclusive environment for discussing Districtwide budget development and promoting financial understanding.

Objectives:

- 3.2 Continue to develop and implement communication strategies that respond to the needs of various constituencies.
- 3.3 Explore alternative methods of budget development in order to address issues of openness in the budget planning Processes
- 3.4 Address concerns regarding the Budget and other District wide finances.

Strategies:

- A.4 Maintain a Fiscal Services website with budget/finance documents and committee minutes that can be accessed via the Internet.
- A.5 Make budget/finance presentations to college/District committees upon request.

Plan Steps	Responsible Parties	Target Date/Timeline	Resources (\$, people)	Indicators of Success /Notes	Progress Report (date)_____
A.4	Carrie/Dorothy	Ongoing	None	Website is current	As needed
A.5	Teresa Scott	Ongoing	None	More staff understanding of District and State Budgets	As needed

9 ~ Facilities

Goal: The Office of the Executive Vice Chancellor seeks to prepare for the move to the new Central Services building by reducing paper storage/files.

Objectives:

- 9.1. Sort through files to decide what should be scanned and what can be shredded.
- 9.2. Scan documents into Matrix OnBase system.

Strategies:

- A1. Scan permanent files into OnBase; destroy expired files based on Retention of Files policy.

Plan Steps	Responsible Parties	Target Date/Timeline	Resources (\$, people)	Indicators of Success /Notes	Progress Report (date)_____
A.1	Carrie	June 2014	None	Files reduced	1/1/14

Goal: The Office of the Executive Vice Chancellor seeks to increase smooth operations and transitions of personnel.

Objectives:

- 9.3. Improve the efficient operation of the Executive Vice Chancellor's office.

Strategies:

- A.2. Prepare a comprehensive office procedures manual.

Plan Steps	Responsible Parties	Target Date/Timeline	Resources (\$, people)	Indicators of Success /Notes	Progress Report (date)_____
A.2	Carrie	June 30, 2016	Minimal to none	A completed Office Operations Manual	1/1/15

Goal: The Office of the Executive Vice Chancellor seeks to promote a safe work and educational environment through the expansion of risk management services.

Objectives:

- 9.3. Continue to improve communication involving risk management services available through the District.
- 9.4. Expand availability of risk management services.
- 9.5. Expand employee safety training.

Strategies:

- A3. Expand a risk management website to include environmental employee health and safety.
- A4. Develop a process for new employee orientation and web-based safety training.
- A5. Learn ASCIP In2vate safety training program and set up for YCCD employees to use.
- A6. Assist Internal Auditor with internal controls for cash handling processes and procedures and development of Internal Auditor website.
- A7. Communicate the importance of Risk management to staff and the financial impact of controlling the District's risk.

Plan Steps	Responsible Parties	Target Date/Timeline	Resources (\$, people)	Indicators of Success /Notes	Progress Report (date)_____
A.3	Dorothy	December 2014	None	Website updated	N/A
A.4	Dorothy		None		N/A
A.5	Dorothy		?		N/A
A.6	Dorothy, Mary		None	Website created	N/A
A.7	Teresa	Ongoing	None	Staff presentations	N/A

10 ~ Fiscal Resources

Goal: The Office of the Executive Vice Chancellor seeks to optimize District resources through innovative and prudent fiscal management practices and budget development.

Objectives:

- 10.1. Create a balanced Districtwide budget.
- 10.2. Maintain sound fiscal controls to achieve an annual unqualified audit opinion.
- 10.3. Ensure an equitable, transparent, and clearly communicated budget allocation process.

Strategies:

- A1. Stay in contact with State Chancellor's Office regarding community college budget allocations.
- A2. Work with Internal Auditor and Controller to maintain proper internal controls.
- A3. Prepare and present tentative budgets for discussions at Cabinet, District Council, and District Administrative Council meetings and for the Board of Trustees at their open sessions.

Plan Steps	Responsible Parties	Target Date/Timeline	Resources (\$, people)	Indicators of Success /Notes	Progress Report (date)_____
A.1	Teresa	Ongoing	None	Current budget information	N/A
A.2	Teresa, Mary, Sarah	Ongoing	None	Internal controls secure	N/A
A.3	Teresa	Ongoing	None	Budget information disseminated	N/A

Prepared by: Teresa Scott	Title: Executive Vice Chancellor	Date: June 5, 2013
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GOALS, OBJECTIVES & STRATEGIES
Fiscal Services/Internal Auditor/Budget Analyst
 ~ 3-5 YEAR PLANNING HORIZON ~

Goals describe the outcomes the organization will achieve for its stakeholders (members, customers, the organization itself, etc.). Three- to five-year time frame; reviewed annually.

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9 ~ Fiscal Resources

Goals: The Yosemite Community College District optimizes its resources through creative and prudent fiscal management providing a stable, yet flexible funding base.

Objectives: 9.1 Maintain sound District-wide internal fiscal controls to achieve an annual unqualified audit opinion.

Strategies: A.1 Develop and implement controls into Datatel to ensure compliance with new regulations, as they arise, to reduce the risk of error in FTES reporting.

Plan Steps	Responsible Parties	Target Date/Timeline	Resources (\$, people)	Indicators of Success /Notes	Progress Report (date)_____
A.1 Develop and implement controls into Datatel to ensure compliance with new regulations, as they arise, to reduce the risk of error in FTES reporting.	Information Technology	On going	Programmer	The Datatel system automatically ensures that FTES comply with regulations. Reducing risk by eliminating manual adjustments for compliance issues that have potential for opening the District to error. The accuracy of the FTES report to the State is one of the items reviewed by	

				our external auditors in order to give us an unqualified audit opinion.	
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9 ~ Fiscal Resources

Goals: The Yosemite Community College District optimizes its resources through creative and prudent fiscal management providing a stable, yet flexible funding base.

Objectives: 9.1 Maintain sound District-wide internal fiscal controls to achieve an annual unqualified audit opinion.

Strategies: A.2 Develop, implement, and publish a cash handling process and procedures manual for the District to reduce the risk of misstatements, theft and fraud.

Plan Steps	Responsible Parties	Target Date/Timeline	Resources (\$, people)	Indicators of Success /Notes	Progress Report (date)_____
A.2 Develop a cash handling process and procedures manual for the District to reduce the risk of misstatements, theft and fraud. Implement and publish the manual on the Internal Auditor's website.	Internal Audit	Spring 2014	Internal Auditor/Budget Analyst	The manual of cash handling process and procedures will educate all managers and cash handlers on the procedures to follow for reducing risk. Managers and cash handlers will provide a signature confirming they read and understand the manual. The reduction of misstatements by errors in cash handling will provide us with an unqualified audit opinion.	

9 ~ Fiscal Resources

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Objectives: 9.1 Maintain sound District-wide internal fiscal controls to achieve an annual unqualified audit opinion.

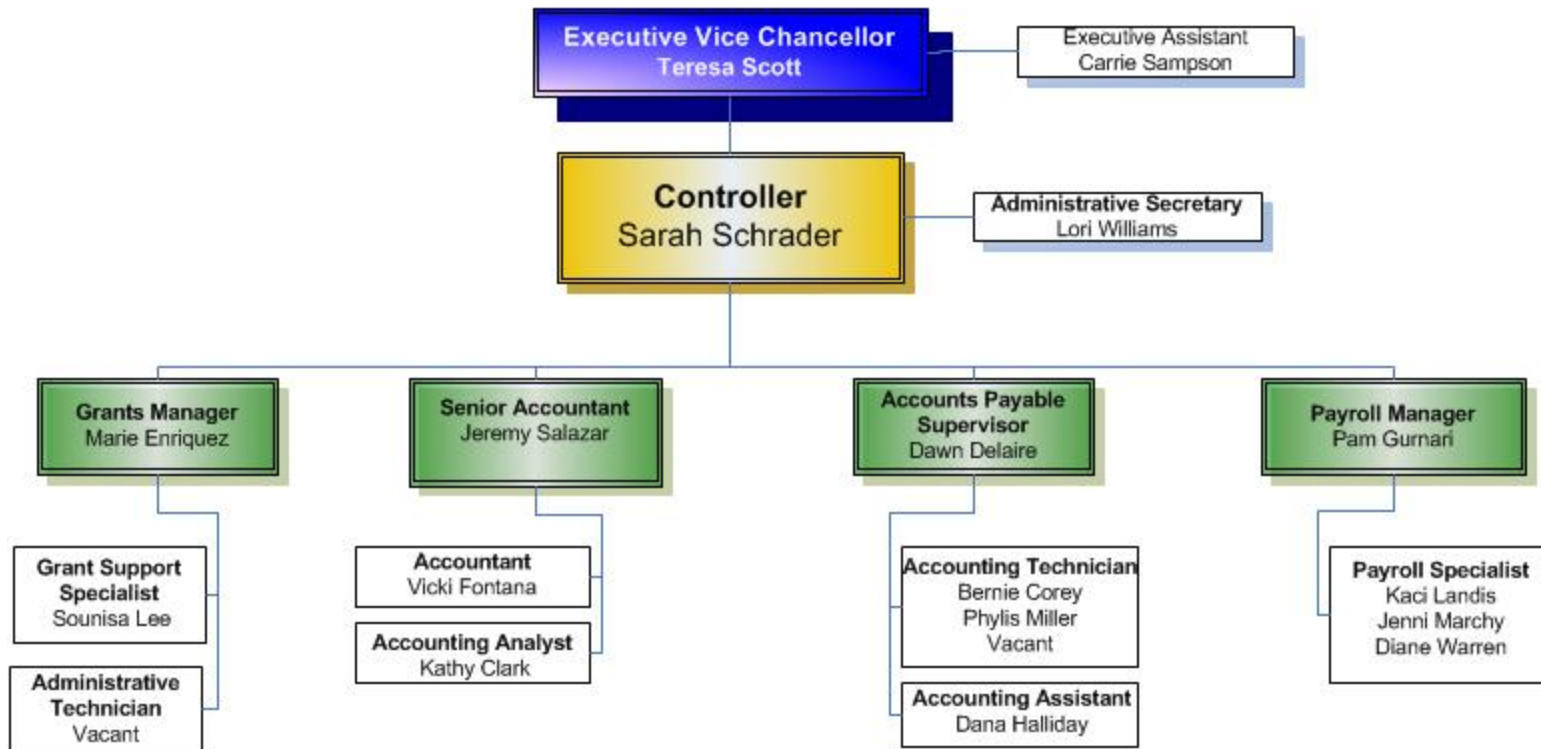
Strategies: A.3 Develop and implement an annual internal audit plan consisting of the mission and objectives, risk assessment, and a work plan.

Plan Steps	Responsible Parties	Target Date/Timeline	Resources (\$, people)	Indicators of Success /Notes	Progress Report (date)_____
A.3 Develop and implement an annual internal audit plan consisting of the mission and objectives, risk assessment, and a work plan.	Internal Audit	July 1, 2014	Internal Auditor/Budget Analyst	The annual internal audit plan will provide tracking of all audits performed in specific areas of the District with completion dates. This will ensure continuous monitoring of internal controls and compliance of regulations throughout the District units. The risk assessment will be an essential tool in ranking the priority of each audit/review. This annual process will help minimize risk and error and will provide us with unqualified audit opinions.	

Prepared by: Mary Menge	Title: Internal Auditor/Budget Analyst	Date: March 28, 2013
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YOSEMITE COMMUNITY COLLEGE DISTRICT
Modesto Junior College ♦ Columbia College
FISCAL SERVICES
Controller's Office



GOALS, OBJECTIVES & STRATEGIES
Fiscal Services/Controller's Office
 ~ 3-5 YEAR PLANNING HORIZON ~

Goals describe the outcomes the organization will achieve for its stakeholders (members, customers, the organization itself, etc.). Three- to five-year time frame; reviewed annually.

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1 ~ Student Success

Goals: Provide superior service that promotes student services.

Objectives: 1.2 Promote access to quality programs and support services.

Strategies:
 A1 Look for ways to commend and reward staff for their great customer service.

Plan Steps	Responsible Parties	Target Date/Timeline	Resources (\$, people)	Indicators of Success /Notes	Progress Report (date)_____
A1 Look for ways to commend and reward staff for their great customer service.	Controller's Office Team	On-going	None	Positive feedback on satisfaction survey.	

2 ~ Educational Programs and Services

Goals: Provide exemplary services which support all educational programs.

Objectives: 2.1 Provide effective programs and services.

Strategies:
A1 Expand Payroll website.

Plan Steps	Responsible Parties	Target Date/Timeline	Resources (\$, people)	Indicators of Success /Notes	Progress Report (date)_____
A1 Expand Payroll website	Payroll Manager	Fall, 2013	Existing staff and existing software	Website built.	

3 ~ Campus Climate

Goals: The Yosemite Community College District is committed to providing an inclusive environment which supports and nurtures civility, understanding, and cooperation among all students, staff, and community members.

Objectives:

- 3.1 Provide a positive environment for learning.
- 3.2 Support an inclusive environment which fosters respect and appreciation of all staff and students.
- 3.3 Develop and implement effective communication strategies.
- 3.4 Provide activities to encourage increased student, staff and community participation.

Strategies:

- A1 Encourage staff to be lifelong learners.
- A2 Find ways to appreciate everyone in the department for their unique contributions.
- A3 Hold regular staff meetings so information can be shared between staff members.
- A4 Support college social and cultural activities.

Plan Steps	Responsible Parties	Target Date/Timeline	Resources (\$, people)	Indicators of Success /Notes	Progress Report (date)_____
A1 Allow time in all staff meetings for staff to share what they have been learning.	Controller	Monthly	None	More people taking the opportunity to learn & grow; enthusiasm for learning.	

A2 Recognize at least one staff member per month.				Award or recognition.	
A3 Hold regular staff meetings so information can be shared between staff members.				Better communication; problem solving	
A4 Attend a college activity once each semester.				More college visibility; personal enrichment.	

4 ~ Quality Staff

Goals: The Yosemite Community College District provides a positive and rewarding work environment that is successful in attracting and retaining highly professional and diverse staff.

- Objectives:**
- 4.1 Recognize and foster educational advancement of staff by supporting professional growth and leadership excellence.
 - 4.2 Expand recruitment and retention of a quality, diverse staff.
 - 4.3 Identify and recognize staff excellence and expertise throughout the District.

Strategies:

- A1 Encourage staff to participate in at least one growth opportunity each year.
- A2 Support staff involvement in hiring training and selection committee work.
- A3 Look for opportunities to recognize and appreciate staff outside of our department.

Plan Steps	Responsible Parties	Target Date/Timeline	Resources (\$, people)	Indicators of Success /Notes	Progress Report (date)_____
A1 Encourage staff to participate in at least one growth opportunity each year.	Controller & Supervisors		Existing travel/conference budget and or PEP funds for managers.	Participation in workshops & conferences.	
A2 Support staff involvement in hiring training and selection committee work.	Controller & Supervisors		None	More trained staff who are involved in the hiring process.	

A3 Look for opportunities to recognize and appreciate staff outside of our department.	Controller's Office Team		None	Goodwill throughout the institution.	
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5 ~ Technology

Goals: The Yosemite Community College District aligns human and financial resources to provide state of the art technology and support to meet the prioritized technological needs District-wide.

Objectives: 5.4 Develop and formalize systematic communication channels for technological needs District-wide.

Strategies:

A1 Assist in development of District Technology Plan.

Plan Steps	Responsible Parties	Target Date/Timeline	Resources (\$, people)	Indicators of Success /Notes	Progress Report (date)_____
A1 Assist in development of District Technology Plan.	Controller		Existing staff	Written Technology Plan.	

6 ~ Community Leadership

Goals: The Yosemite Community College Central Services promotes civic responsibility and involvement of its students and staff, and provides leadership to its communities.

Objectives: 6.1 Develop and promote the District as the civic engagement and multicultural epicenter within the communities it serves.

Strategies:

A1 Share college activities with family and friends.

Plan Steps	Responsible Parties	Target Date/Timeline	Resources (\$, people)	Indicators of Success /Notes	Progress Report (date)_____
A1 Share college activities with family and friends.	Controller's Office Team		None.	Family and friends attend college activities.	

7 ~ Partnerships

Goals: The Yosemite Community College District seeks and nurtures partnerships, within the scope of its mission, with educational, governmental, business, industry, and non-profit agencies to the benefit of our students and our communities.

Objectives: 7.3 Explore and expand alternative resources through partnership ventures.

Strategies:

- A1 Nurture relationships with staff at Colleges, Counties, City, CCCO, and community agencies.
- A2. Promote college auxiliary operations to community (e.g., Ag Nursery).

Plan Steps	Responsible Parties	Target Date/Timeline	Resources (\$, people)	Indicators of Success /Notes	Progress Report (date)_____
A1 Nurture relationships with staff at Colleges, County, City, and community agencies.	Controller's Office Team		None.	Increased contacts and support throughout the state.	
A2 Promote college auxiliary operations to community (e.g., Ag Nursery).	Controller's Office Team		None.	Increased awareness of college auxiliary operations in community.	

8 ~ Institutional Effectiveness

Goals: The Yosemite Community College District uses its participatory environment to create an effective institution through a continuous cycle of planning, research, implementation and evaluation.

Objectives: 8.1 Support an effective, integrated discussion and decision-making process throughout the District.

Strategies:

- A1 Improve planning process in the Controller's Office so that staff have better opportunity for constructive input and healthy discussions.
- A2 Provide timely financial information to all managers in a manner that is both convenient and customizable to their needs.
- A3 Increase use of electronic processes such as SharePoint, E-Payables, and electronic forms, in general.

Plan Steps	Responsible Parties	Target Date/Timeline	Resources (\$, people)	Indicators of Success /Notes	Progress Report (date)_____
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A1 Improve planning process in the Controller's Office so that staff have better opportunity for constructive input and healthy discussions.	Controller		None.	Written plan with evidence of input/discussion from staff.	
A2 Provide timely financial information to all managers in a manner that is both convenient and customizable to their needs.	Controller				
A3 Increase use of electronic processes such as SharePoint, E-Payables, and electronic forms, in general.	Controller				

9 ~ Facilities

Goals: The Yosemite Community College District is committed to the development and maintenance of the highest quality learning environment by providing well-designed, accessible and safe facilities and grounds that are aesthetically pleasing and in harmony with the environment.

Objectives: 9.1 Coordinate district-wide plans for facilities planning and development (complete Measure E projects successfully in a timely manner.)

Strategies:

- A1 Support facilities planning and development activities by providing accurate and timely fiscal reports.
- A2 Continue to clean and organize storage areas to improve safety.

Plan Steps	Responsible Parties	Target Date/Timeline	Resources (\$, people)	Indicators of Success /Notes	Progress Report (date)_____
A1 Support facilities planning and development activities by providing accurate and timely fiscal reports.	Controller	Quarterly	None.	Accurate, timely fiscal reports.	
A2 Continue to clean and organize storage areas to improve safety.	Controller's Office Team	December 2015	None	Streamlined filing systems; fewer boxes/materials stored on top of filing cabinets.	

10 ~ Fiscal Resources

Goals: The Yosemite Community College District optimizes its resources through innovative and prudent fiscal management providing a stable, flexible funding base.

Objectives: 10.1 Maintain sound District-wide internal fiscal controls to achieve an annual unqualified audit opinion.
10.2 Seek, secure and effectively manage external funding for programs and services that support the need to support the District mission.

Strategies:
A1 Participate in grant development discussion to explore opportunities for external funding.

Plan Steps	Responsible Parties	Target Date/Timeline	Resources (\$, people)	Indicators of Success /Notes	Progress Report (date)_____
A1 Participate in grant development discussion to explore opportunities for external funding.	Controller & Director of Grants		None.		

YCCD Controller's Office Mission Statement

The YCCD Controller's Department provides high-quality, professional services in Accounting, Payroll, Accounts Payable, Grants, and Nursing Loan Due Diligence. The Controller's Office strives to hire the most qualified staff, trains staff thoroughly in all aspects of their positions, offers staff opportunities for professional and personal development and growth, cultivates high staff morale, and supports a pleasant working environment. The Controller's Office is the Financial Reporting Unit to federal, state, and local agencies and to the District's Board of Trustees and administration.

Prepared by: Deborah K. Campbell	Title: Controller	Date: March 28, 2013
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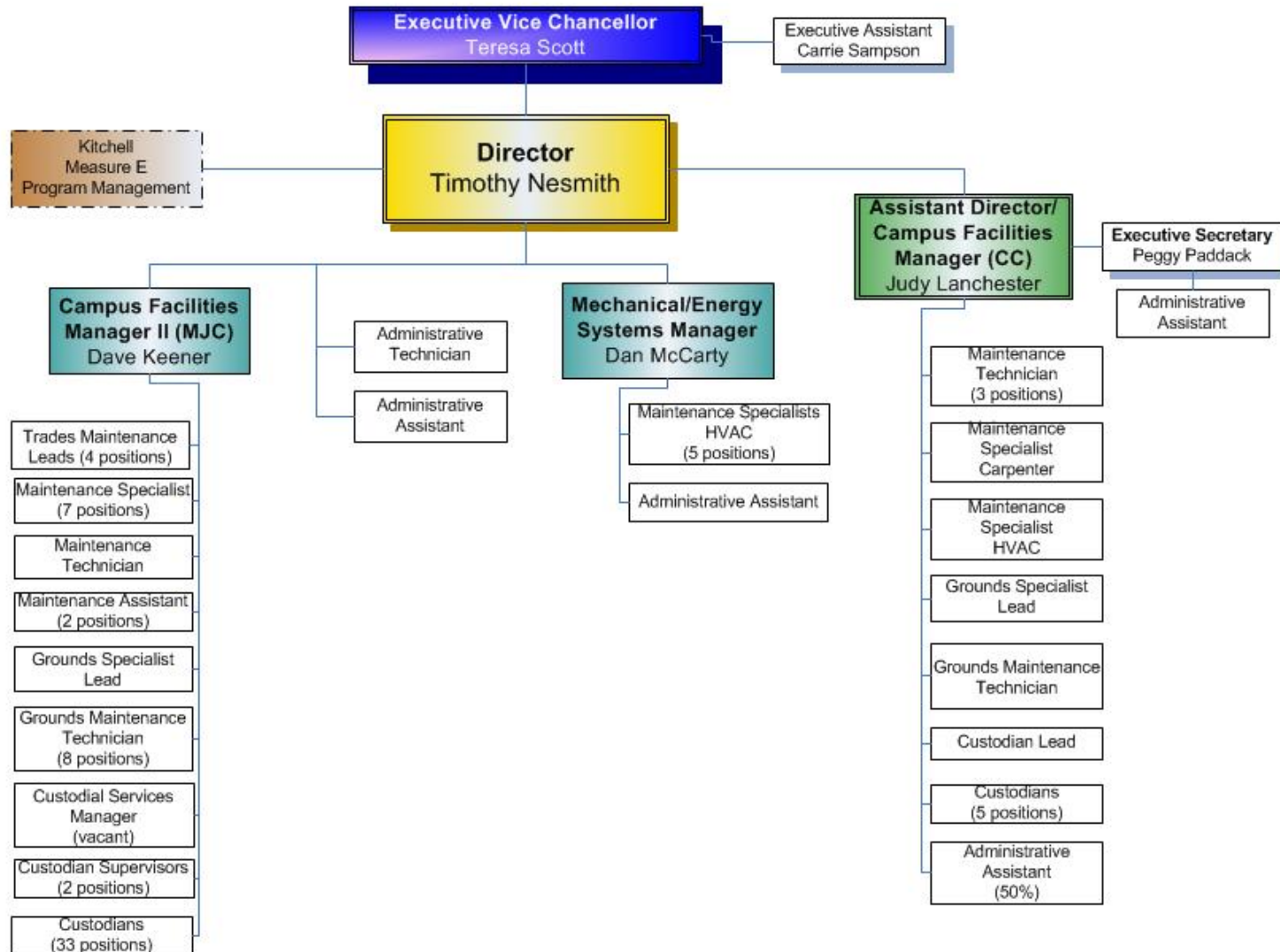


YOSEMITE COMMUNITY COLLEGE DISTRICT

Modesto Junior College + Columbia College

FISCAL SERVICES

Facilities Planning & Operations



June 2013

GOALS, OBJECTIVES & STRATEGIES
Fiscal Services/Facilities Planning & Operations
~ 3-5 YEAR PLANNING HORIZON ~

Goals describe the outcomes the organization will achieve for its stakeholders (members, customers, the organization itself, etc.). Three- to five-year time frame; reviewed annually.

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9 ~ Facilities

Goals: The Yosemite Community College District is committed to the development and maintenance of the highest quality teaching and learning environment by providing well-designed, accessible and safe facilities and grounds that are conducive to an optimal teaching and learning experience.

Objectives:

- 9.1 Coordinate district wide plans for facilities planning and development (complete Measure E projects successfully in a timely manner).
- 9.2 Enhance existing safety training for staff.
- 9.3 Develop and implement a plan that addresses the staffing, facility maintenance, parking needs, environmental concerns, and space for educational programs and services.
- 9.4 Develop, implement, upgrade and document existing energy efficiency plans and sustainability practices.
- 9.5 Review and revise the District Facilities Master Plan as appropriate.
- 9.6 Develop and implement a plan for transitioning to the new and renovated facilities.
- 9.7 Improve communication.
- 9.8 Train staff on the latest technology.
- 9.9 Recommend scheduling strategies to implement efficient use of facilities.
- 9.10 Recommend staffing needs required to deliver goals.

Strategies:

- A.1 Regularly attend project planning committee meetings, providing oversight, input and direction. Develop District standards that will streamline the planning process and provide a proactive approach to maintenance.
- A.2 Use district resources to train personnel on safety.
- A.3 Implement developed plans and reports to meet the needs of all campuses.
- A.4 Continually upgrade and use existing systems to monitor and execute energy efficient systems. Fund sustainability measures using grants, rebates and Measure E monies.
- A.5 Upgrade and update Facilities Master Plan to coincide with College's needs and maintain flexibility in processes.
- A.6 Collaborate with staff to create a seamless transition in a timely manner.
- A.7 Use newly developed website as a communication tool.
- A.8 New and refurbished buildings brings new technology to our facilities. Train staff and faculty on how to utilize this new technology.
- A.9 Provide colleges and Central Services with knowledge of how our building systems function. Reconcile the building functions with efficient scheduling by consolidation of building usage scheduling.
- A.10 Meet with appropriate staff to make recommendations of personnel needed to provide high quality facilities.

<u>Plan Steps</u>	<u>Responsible Parties</u>	<u>Target Date/Timeline</u>	<u>Resources (\$, people)</u>	<u>Indicators of Success /Notes</u>	<u>Progress Report (date) _____</u>
A.1 Regularly attend project planning committee meetings, providing oversight, input and direction. Develop District standards that will streamline the planning process and provide a proactive approach to maintenance.	Director Assistant Director	Ongoing	Fund 42		

A.2. Enhance existing safety training for staff	Director Assistant Director	Ongoing	Fund 11		
A.3. Implement developed plans and reports to meet the needs of all campuses.	Director Assistant Director	Ongoing	N/A		
A.4. Continually upgrade and use existing systems to monitor and execute energy efficient systems. Fund sustainability measures using grants, rebates and Measure E monies.	Director Assistant Director Mechanical Manager	Ongoing	Grants Rebates Fund 42 Fund 41 Fund 11		
A.5. Upgrade and update Facilities Master Plan to coincide with College's needs and maintain flexibility in process.	Director Assistant Director	Ongoing	Fund 42		
A.6. Collaborate with staff to create a seamless transition in a timely manner.	All Staff	Ongoing	N/A		
A.7. Improve Communication	All staff	Ongoing	N/A		
A.8. Train staff on the latest technology	Director Assistant Director	Ongoing	Fund 11		

A.9 Recommend scheduling strategies to implement efficient use of facilities	Director	Ongoing	N/A		
A.10. Recommend staffing needs required to deliver goals	Director	Ongoing	Fund 11		

Prepared by: Tim Nesmith	Title: Director	Date: May 28, 2013
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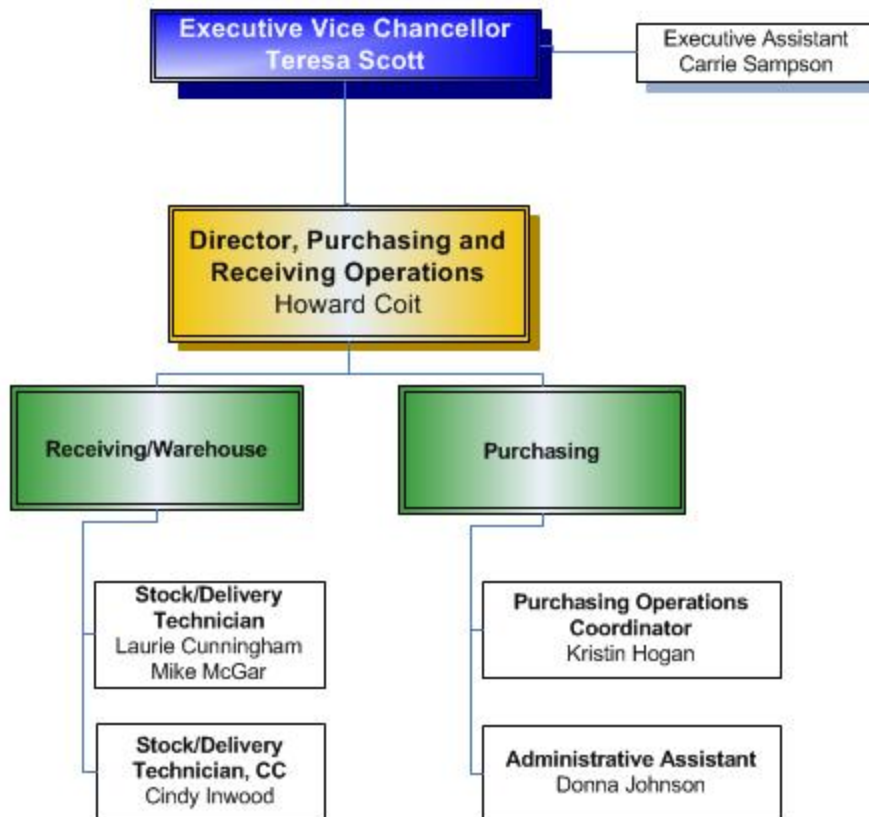


YOSEMITE COMMUNITY COLLEGE DISTRICT

Modesto Junior College + Columbia College

FISCAL SERVICES

Purchasing & Receiving



GOALS, OBJECTIVES & STRATEGIES
Purchasing/Receiving
~ 3-5 YEAR PLANNING HORIZON ~

Goals describe the outcomes the organization will achieve for its stakeholders (members, customers, the organization itself, etc.). Three- to five-year time frame; reviewed annually.

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Goals: The Purchasing/Receiving Department is committed to obtaining the highest quality of supplies, equipment and services at the best price obtainable and in a timely manner. We are committed to receiving, accounting and delivering these items with professional standards.

Objectives: Prepare to move and setup Operations in new Receiving facility.

Continue to identify sources to sell/donate surplus property.

Begin to scan Purchase Orders in old year files.

Improve communication skills through training in Departmental Staff meetings, District provided training and if funds available, outside vendors. The objective of this training is to provide outstanding customer service.

Improve safety through training. (Our Goal is no reportable injuries this fiscal year.)

Strategies:

- A1 Prepare to move and setup Operations in new Receiving facility
- A2 Identify surplus property sources
- A3 Scan old year Purchase Orders
- A4 Improve communication
- A5 Improved Safety

Plan Steps	Responsible Parties	Target Date/Timeline	Resources (\$, people)	Indicators of Success /Notes	Progress Report (date)_____
A1	Howard, Mike, Laurie	Summer 2013	No Cost— 3 people	Uninterrupted operation	Summer 2013
A2	Howard, Kristin	Fiscal Year 13-14	2 employees	No backup of surplus property	Ongoing
A3	Donna	Fiscal Year 13-14	No cost – 1 person	Easy retrieval of older PO's	Upon Completion
A4	Howard, Kristin, Donna, Mike, Laurie	Fiscal Year 13-14	5 personnel	Continued improvement of communication between staff members and internal and external customers	End of Fiscal Year
A5	All Purchasing Employees	Fiscal Year 13-14	All employees	No accidents, on-job injuries	End of each Fiscal Year

Prepared by: Howard Coit	Title: Director of Purchasing	Date: May 20, 2013
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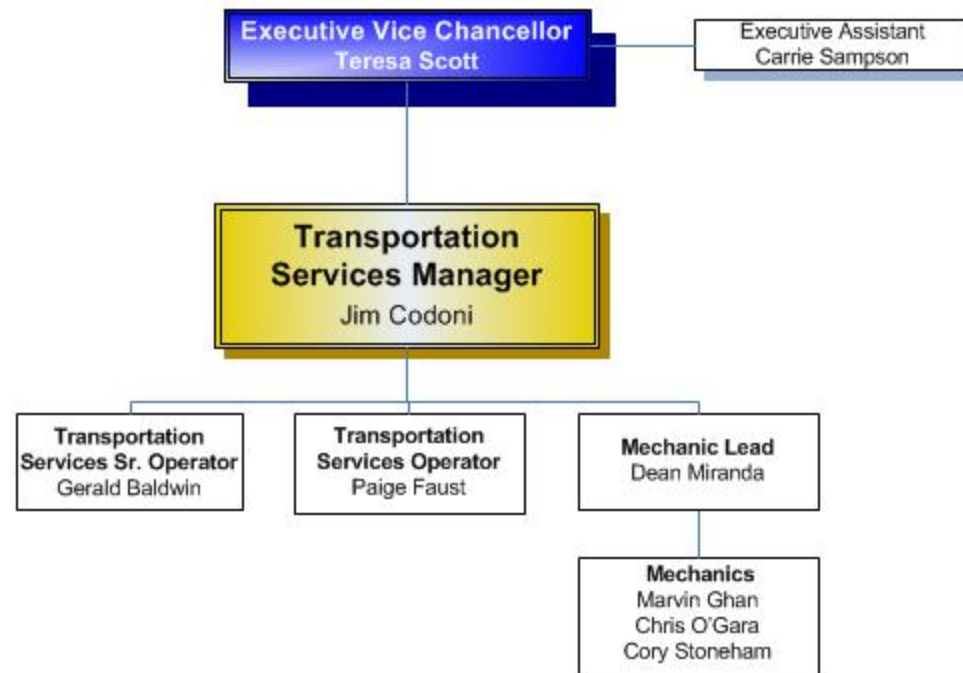


YOSEMITE COMMUNITY COLLEGE DISTRICT

Modesto Junior College + Columbia College

FISCAL SERVICES

Transportation



June 2013

GOALS, OBJECTIVES & STRATEGIES
Fiscal Services/Transportation Department
 ~ 3-5 YEAR PLANNING HORIZON ~

Goals describe the outcomes the organization will achieve for its stakeholders (members, customers, the organization itself, etc.). Three- to five-year time frame; reviewed annually.

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2 ~ Educational Programs and Services

Goal: Provide and maintain safe and reliable vehicles and equipment for student and staff travel and use.

Objective: Replace or repower bus fleet to comply with California Air Resources Board Heavy-Duty Diesel Regulations

Strategies: A-1 Replace two older buses with new that will meet CARB regulations. A-2 Repower one bus with CARB approved engine

Plan Steps	Timeline	Person(s) Responsible	Resources	Accountability Indicators	Outcomes - Progress Rpt
A-1	12/31/2009	Mechanic Supervisor Transportation Supervisor	Transportation Funds	Buses purchased	Buses purchased 11/2011
A-2	12/31/2011	Mechanic Supervisor Trans Svcs Manager	Transportation Funds	Bus Repowered	Bus Repowered 09/2012

Objective: Expand existing Transportation parking lot to north into Agriculture equipment yard to provide security for District trailers and equipment and to enlarge transportation yard to accommodate vehicle parking needs.

Strategies: A-3 Move existing north fence approximately 150 feet further north

Plan Steps	Timeline	Person(s) Responsible	Resources	Accountability Indicators	Outcomes - Progress Rpt
A-3	03/31/2014	Trans Svcs Manager	Transportation funds	Yard expanded	No Progress

Objective: Provide Facilities Operations at Columbia with a one-ton four-wheel drive truck to plow snow and do heavy hauling and towing

Plan Steps	Timeline	Person(s) Responsible	Resources	Accountability Indicators	Outcomes - Progress Rpt
A-4	10/31/2008	Transportation Supervisor	Transportation Funds	Vehicle Purchased	Purchased Vehicle 10/2008

Objective: Purchase two 15,000 pound above-ground lifts, one each, for the Transportation shops at Modesto and Columbia.

Strategies: A-5 Locate, purchase and install above ground lifts that fit the need for each college

Plan Steps	Timeline	Person(s) Responsible	Resources	Accountability Indicators	Outcomes - Progress Rpt
A-5	12/31/08	Trans Svcs Manager	Transportation Funds	Lifts Purchased and Installed	Both lifts purchased and installed 10/2012

Objective: Build a combination Transportation Office and storage area at West Campus Transportation and remove existing office.

Strategies: A-6 Plan and build an office that is meant to accommodate the activities and number of staff that occupy the building. Building should also have moderate sized storage area. Current office location impedes bus maneuvering and parking.

Plan Steps	Timeline	Person(s) Responsible	Resources	Accountability Indicators	Outcomes - Progress Rpt
A-6	10/31/2014	Trans Svcs Manager	Unidentified	Building Built	No Progress

Objective: Build a roof over wash rack.

Strategies: A-7 Continue roof from shop over wash rack and bus parking areas that will allow use of cleaning facilities year-round and also provide protection of the buses from the damaging effects from the sun (paint and interior fabrics).

Plan Steps	Timeline	Person(s) Responsible	Resources	Accountability Indicators	Outcomes - Progress Rpt
A-7	10/31/2014	Trans Svcs Manager	Unidentified	Building Built	No Progress

Objective: Develop a contingency plan for annual vehicle replacement.

Strategies: A-8 Continue updating the three-year Vehicle Replacement Plan that replaces District vehicles used for staff and student travel. Vehicles need to be replaced on an on-going cycle as they become costly to repair as well as becoming un-roadworthy and unsafe.

Plan Steps	Timeline	Person(s) Responsible	Resources	Accountability Indicators	Outcomes - Progress Rpt
A-8	10/1/2013	Trans Svcs Manager Lead Mechanic	Unidentified	Vehicles replaced	In Progress – Current Vehicle Replacement Plan being updated

Objective: Hire Additional Staff

Strategies: A-9 Hire Office Support staff that would allow manager to devote more time to management duties.

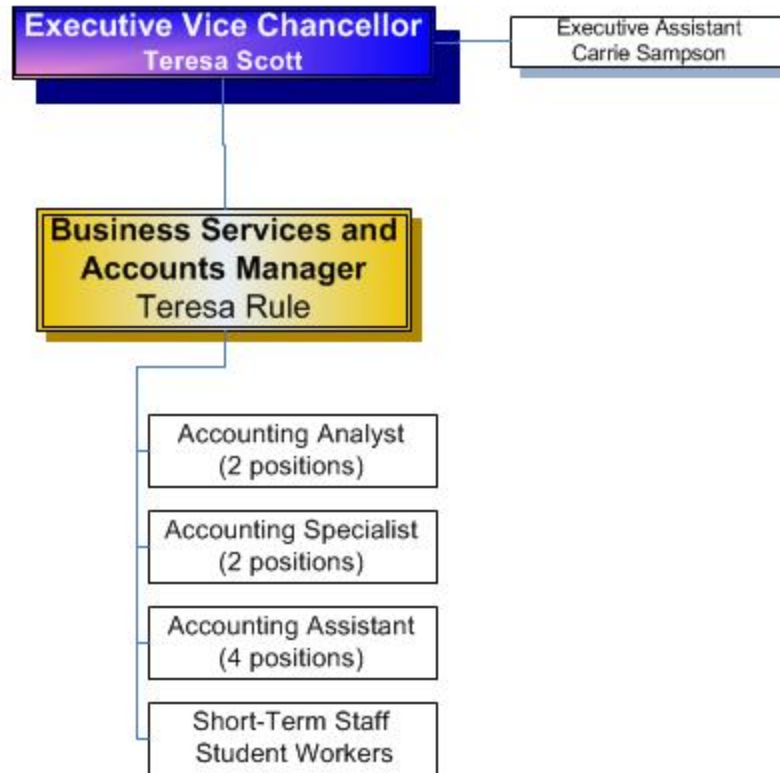
A-10 Fill position of Transportation Service Operator that was vacated, this would allow manager to devote more time to management duties.

Plan Steps	Timeline	Person(s) Responsible	Resources	Accountability Indicators	Outcomes - Progress Rpt
A-9	09/2013	Trans Svcs Manager	Transportation Funds	Staff Hired	No Progress – New Objective
A-10	09/2013	Trans Svcs Manager	Transportation Funds	Staff Hired	No Progress- New Objective

Prepared by: Jim Codoni	Title: Transportation Services Manager	Date: 03/20/2013
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YOSEMITE COMMUNITY COLLEGE DISTRICT
Modesto Junior College ♦ Columbia College
FISCAL SERVICES
MJC Business Services



GOALS, OBJECTIVES & STRATEGIES
Fiscal Services/MJC Business Services
 ~ 3-5 YEAR PLANNING HORIZON ~

Goals describe the outcomes the organization will achieve for its stakeholders (members, customers, the organization itself, etc.). Three- to five-year time frame; reviewed annually.

Objectives describe what would constitute success in observable or measurable terms. Indicate a direction: increase, expand, decrease, reduce, consolidate, abandon, etc. To be reviewed and updated annually.

Strategies describe how the organization will commit its resources to accomplishing a goal and its companion objectives. They bring focus to the operational allocation of resources. Indicate an activity: redesign, refine, identify, revise, develop, implement, create, study, establish, publish, improve, etc. They set strategic priorities for committees, staff, and other work groups. One- to three-year timeframe; reviewed and updated annually.

1 ~ Student Success

Goals: To improve communication with students so they become informed successful students.

Objectives: To uniform the timeline for some regular student emails. To review A/R procedures for effectiveness and efficiency.

Strategies:

Plan Steps	Responsible Parties	Target Date/Timeline	Resources (\$, people)	Indicators of Success /Notes	Progress Report (date)_____
Map out timelines for emails. Discuss what AR reports we need to inform us of the student balances and how best to compile this information.	IT personnel, Business Services personnel PPC/Columbia	06/30/2014	IT programming time, updating form when necessary	Track number of emails sent. Track number of student outstanding balances after census date.	Track information for a couple of years.

1 ~ Student Success

5 ~ Technology

Goals: Automate the process of Student and Staff parking Permits

Objectives: Mail Parking permits to staff and students to prevent them from having to wait in line or come on campus when they have utilized online services. Reduce the Business Services lines to allow us to provide better service to those who need assistance with payments and fees.

Strategies:

- A.1 Check with Security and see if price of parking permit is going to be raised
- A.2 Look into purchasing or working with a third party to mail parking permits
- A.3 Verify how much cost is involved in taking payment and handing out parking permits.

Plan Steps	Responsible Parties	Target Date/Timeline	Resources (\$, people)	Indicators of Success /Notes	Progress Report (date)_____
A1 Discuss with Security and see what information is required by them. Research and meet with companies that offer these services. Discuss with other departments the possibility of selling permits. Integration with Datatel. Investigate the possibilities of recouping some cost by raising parking permits costs.	Security Office, Bookstore and Business Services Personnel. Columbia College and IT	April or May of 2014	Software cost, IT implementation. Advertising, higher cost of parking permits. Cost of program and upkeep. Savings if any of personnel.	Satisfied students, staff, and faculty. Smaller lines at the Business Services Office. Possible better information for Security.	April May 2015

3 ~ Campus Climate

Goals: Have Hierarchy on YCCDNET for all staff and faculty to access.

Objectives: To better, serve students and staff to identify who is in what position at any give time. With recent turnovers, it is very difficult to follow whom to contact in any given position without a current Hierarchy.

Strategies:

- A.1 Change organizational chart as each employee is hired or when the position or title is changed from the Board Agenda

Plan Steps	Responsible Parties	Target Date/Timeline	Resources (\$, people)	Indicators of Success /Notes	Progress Report (date)_____
A1 Speak with HR personnel to see about offering a link that is updated constantly so all personnel will be able to access this information immediately	HR personnel	With in six months	HR personnel and IT personnel to launch the project and HR personnel to keep it updated. Minimal cost after initial implementation	To be able to inform all staff of the individuals name who is currently working in a particular position	Check in a year

4 ~ Quality Staff

Goals: To have staff versed in current College policies, accounting procedures, and up to date training to allow them to be as accurate and proficient in their work as possible.

Objectives: Encourage staff to attend college functions and meetings to keep in touch with current events. Continue training staff with in-house training, informational staff meetings, and seminars. Become more involved in District gatherings so we are up to date with Central Services ideas and policies.

Strategies:

- A.1 Learn SharePoint to use Calendars and share files
- A.2 Look into Matrix as a way to save Financials

Plan Steps	Responsible Parties	Target Date/Timeline	Resources (\$, people)	Indicators of Success /Notes	Progress Report (date)_____
A1 Have some in-services staff development to make sure current office policies are followed. Encourage staff to	Management for Business Services, and staff in Business Services	Continued throughout the years.	Make use of in-house trainings provided by Title V grant. Use budget money to cover seminars and conferences. If possible,	Have staff give a review in next staff meeting. Up to date skilled staff. More well rounded staff, better equipped to handle all situations.	Monthly staff meetings.

attend college gatherings. Staff development activities with other departments and schools. Have staff point out seminars and trainings that may be beneficial to them.			check into mini grants offered by Foundation.		
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5 ~ Technology

Goals: Use or Find a Financial Statement Program that will work for the Auxiliary Funds

Objectives: To investigate the possibility of purchasing or developing an automatic Financial Statement for the Auxiliary Funds. This will eliminate the need to develop the financials from scratch monthly and provide the financial statements in a timely manner. It may also offer an opportunity for departments to produce some reports themselves.

Strategies: Contact other colleges that use Datatel and see if they have a program. Possibly visit other schools for feasibility of new program. Research cost and effectiveness of any program.

Plan Steps	Responsible Parties	Target Date/Timeline	Resources (\$, people)	Indicators of Success /Notes	Progress Report (date)_____
Contact other colleges. Review ease of software. Determine which software to purchase. Buy, train and implement	Veronica and Ghorighos IT	June 2014	Cost of Program, and training to use program. Cost of Research. If adopted by district may be thousands.	Satisfied accountants and departments that receive easy to read and timely statements	Six months to a year from implementation. June 2015

8 ~ Institutional Effectiveness

Goals: Communicate / Train / Understand Auxiliary Fund Managers and department personnel needs and wants.

Objectives: To communicate at least once annually with all departmental Managers and Auxiliary Fund Managers.

Strategies:

- A.1 Address current procedures and inform every one of any changes or upcoming changes.
- A.2 Discuss current or past year's events and any necessary processes or timelines we need to meet or make changes to.
- A.3 Make sure all parties know whom to contact and what services are available.

Plan Steps Business Services Staff identify all departments and Auxiliary Fund Managers that communication needs to be kept open and informative.	Responsible Parties Business Services Staff and the appropriate staff from the departments they work closely with	Target Date/Timeline Effective this year 2013	Resources (\$, people) Will require some meetings with all departments. Depending upon outcome of meetings may require new reports or procedures	Indicators of Success /Notes Ease in which events or programs run. Less time and effort trying to play catch up because everyone was pro-active.	Progress Report (date)_____ Check April 2014
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8 ~ Institutional Effectiveness

Goals: One Stop Shop for Enrollment and Payment of Student Classes

Objectives: To eliminate steps for Students to add classes and make payments.

Strategies:

- A.1 Check into the feasibility of combining two different departments to make a one-stop shop.
- A.2 Check into the possibility of combining two different CSEA classifications to allow staff to add and take payments.
- A.3 Check into the possibility of adding Business Services to new Student Services Building

Plan Steps	Responsible Parties	Target Date/Timeline	Resources (\$, people)	Indicators of Success /Notes	Progress Report (date)_____ Check April 2014
Discuss the need and possibilities with staff and Enrollment Services	Student Services and Central Services combining services	Would like to pilot a program on West if possible within the next two years.	Depending upon the moving of personnel or the hiring of personnel it may be thousands.	Quickness in which the students are serviced. Students happy with a quick turnaround. Have a quick question survey that students could fill out while we are processing their account	Implement pilot within two years or look into moving with four years.

9 ~ Facilities

Goals: To improve work areas to better serve students, staff, and faculty

Objectives: Remodel or revise work areas to be easier to work in and to help us better serve students, staff, and faculty...

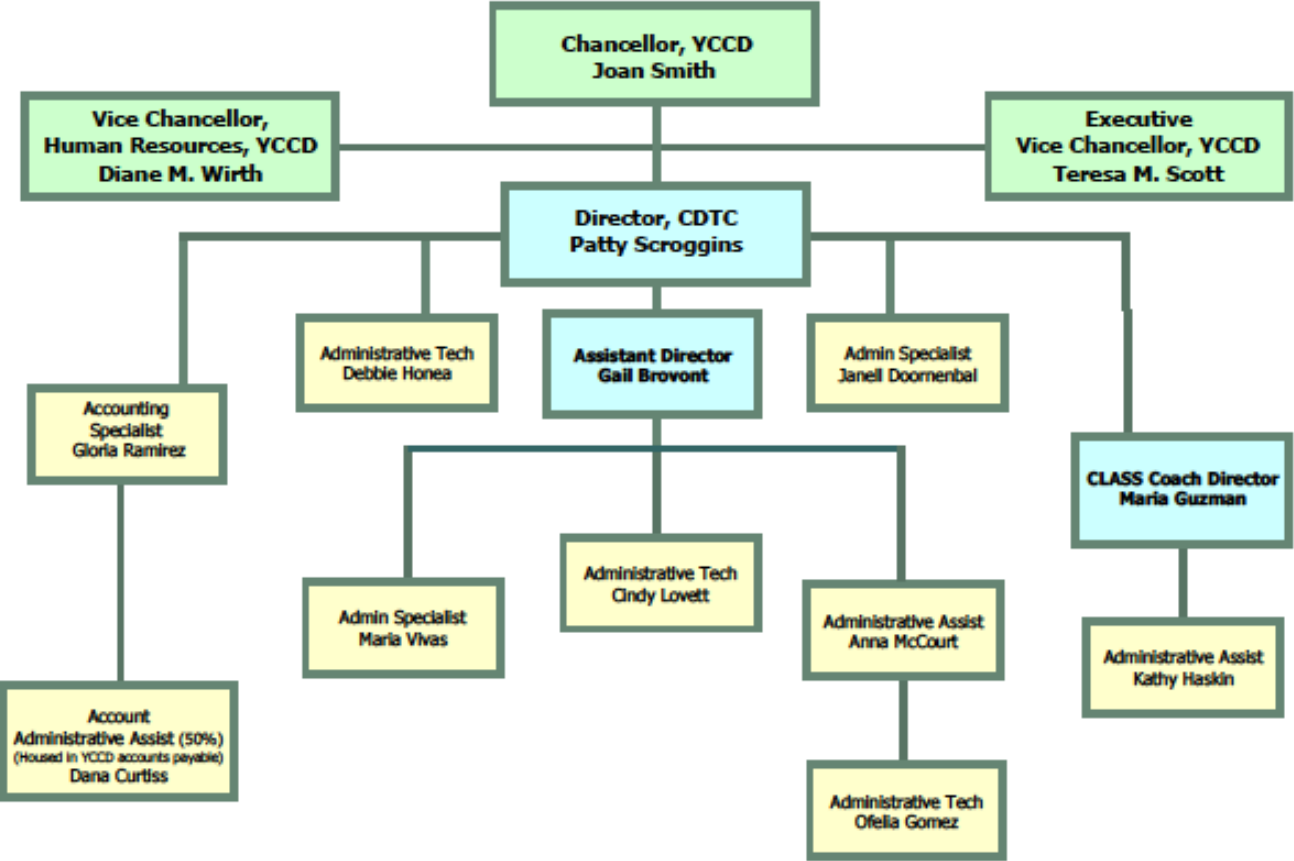
Strategies:

- A.1 Revise Merchant Window so staff that use it can see Teller
- A.2 Revise East Campus Windows with updated microphones so students can hear us and we can hear them.
- A.3 Revise Windows at East Campus to minimize the amount of air that comes through the window to keep staff from getting ill.
- A.4 Look into motion detectors so lights do not have stay on all night.
- A.5 Make office functional and pleasant to work in. Replace old blinds (orange); look into some art work etc...
- A.6 Possible remodel or use room divider to mask money area and still see customers at Merchant Window
- A.7 Remove Steps and platform in East Business Services Office.

Plan Steps	Responsible Parties	Target Date/Timeline	Resources (\$, people)	Indicators of Success /Notes	Progress Report (date)_____
A1 Assign staff to look research the strategies for feasibility, cost, and possible vendors to assist us with completing the tasks.	Facilities, Vendors, Staff	Three to Five years for areas mentioned	The cost would be in the thousands. Some training may be accomplished through the services at the college to help keep the cost down.	Ease of communicating with students/staff/faculty. Ease of use for Merchant Window. Safety for the removal of steps	Update on these items at monthly staff meetings. Hope to have all identified within five years.

Prepared by: Teresa Rule	Title: MJC Business Services Manager	Date: 02/20/2013
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**2012-2013 Organizational Chart
 Child Development Training Consortium (CDTC)
 Yosemite Community College District (YCCD)**



YOSEMITE COMMUNITY COLLEGE DISTRICT
CHILD DEVELOPMENT TRAINING CONSORTIUM (CDTC)
 GOALS, OBJECTIVES & STRATEGIES
 ~ 2013-2014 to 2015-2016 PLANNING HORIZON ~

The CDTC is a Central Services Department funded primarily by California Department of Education, Child Development Division (CDE/CDD), through the Federal Child Care and Development Quality Improvement Funds. Established in 1987, the funding is renewed annually through a Request for Proposal to CDE/CDD. The CDTC contracts with 103 California Community Colleges through their child development/early childhood departments; employs nine classified staff with three management level positions.

CDTC's Mission is to encourage/support students and professionals working with and for children by providing services, training, technical assistance, and resources, which promote professionalism and high quality programs for the benefit of California's children and families.

1 ~ Student Success

Goal: Provide superior service that promotes student success.

Objectives:

1.1 Promote online access to quality programs and support services.

Strategies:

Plan Steps	Responsible Parties	Target Date/Timeline	Resources (\$, people)	Indicators of Success /Notes	Progress Report (date)_____
1.1.a Update online website services for students to ensure they meet the needs of students and campuses statewide	CDTC Management, (possible web team)	June 30, 2014/Review quarterly	People, funds for Webmaster	Forms are online and coordinators are able to submit progress status forms electronically	
1.1.b Update online permit forms to allow electronic submission of forms	CDTC Management, (possible web team)	June 30, 2014/Review quarterly	People, funds for Webmaster	Forms are online and coordinators are able to submit progress status forms electronically	

3 ~ Department Climate

Goal: The Child Development Training Consortium is committed to providing an inclusive environment which supports and nurtures civility, understanding, and cooperation among all students, staff, and community members.

Objectives:

- 3.1 Support an inclusive environment which fosters respect and appreciation of all staff and students.
- 3.2 Develop and implement effective communication strategies.

Strategies:

Plan Steps	Responsible Parties	Target Date/Timeline	Resources (\$, people)	Indicators of Success /Notes	Progress Report (date)_____
3.1. a Reconfigure process for staff meeting that will allow for more input from staff	Leadership Team, two classified staff (reestablish the strategic planning team comprised of staff & management)	09/30/2013	People	An evaluative composite	Quarterly
3.2. a Revise the Higher Ed Matrix to match current state initiatives to keep faculty apprised of events that impact their child development programs	Leadership Team, two classified staff	08/31/2013	People	Revised Matrix	Quarterly
3.2. a Revise Management Plan to bring staffing duties current	Leadership Team	12/31/2013	Website component, \$3,000	Electronic Events & Progress Calendar on the website	Annually

4 ~ Quality Staff

Goal: The Child Development Training Consortium provides a positive and rewarding work environment that is successful in attracting and retaining highly professional and diverse staff.

Objectives:

4.1 Recognize and foster educational advancement of staff by supporting professional growth and leadership excellence.

Strategies:

Plan Steps	Responsible Parties	Target Date/Timeline	Resources (\$, people)	Indicators of Success /Notes	Progress Report (date)_____
4.1. a Research possible trainings for staff to promote professional development	a. All CDTC staff and management	a. Ongoing/with annual review	a. Staff travel dollars; staff time; YCCD funds	a. Documentation of training/in-service participation	Monthly at CDTC Staff Meeting
4.1. b Expand opportunities to recognize staffs' successes and accomplishments	b. Leadership team	b. June 30, 2016/ongoing	b. Supply dollars	b. Staff moral is at an optimal level; certificates are presented; staff willingly participate in CDTC activities	Recognition at CDTC Annual Year End meeting and/or Staff Retreat

5 ~ Technology

Goal: The Child Development Training Consortium aligns human and financial resources to provide state of the art technology and support to meet the prioritized technological needs of the programs.

Objectives:

5.1 Develop and formalize systematic communication channels for technological needs program-wide (state-wide).

Strategies:

Plan Steps	Responsible Parties	Target Date/Timeline	Resources (\$, people)	Indicators of Success /Notes	Progress Report (date)_____
Aligned with Goal 1		June 30, 2016			

7 ~ Partnerships

Goal: The Child Development Training Consortium seeks and nurtures partnerships, within the scope of its mission, with educational, governmental, business, industry, and non-profit agencies to the benefit of our students and our communities.

Objectives:

- 7.1 Involve stakeholders in creating and implementing innovative strategies that respond to the needs of the child development profession within the three funded program areas.
- 7.2 Develop, foster and implement communication strategies to build relationships, improve and increase partnerships.
- 7.3 Explore and expand alternative resources through partnership ventures.

Strategies:

Plan Steps	Responsible Parties	Target Date/Timeline	Resources (\$, people)	Indicators of Success /Notes	Progress Report (date)_____
7.1. a Identify the partnerships and potential programs to strengthen opportunities in the higher ed arena	Leadership team	June 30, 2016	People	Successful partnerships and additional projects	At the end of each fiscal cycle of contracts

8 ~ Institutional Effectiveness

Goal: The Child Development Training Consortium uses its participatory environment to create an effective institution through a continuous cycle of planning, research, implementation and evaluation.

Objectives:

- 8.1 Implement a seamless cyclical Strategic Planning process incorporating program review, assessment, prioritization, and budget development.

Strategies:

Plan Steps	Responsible Parties	Target Date/Timeline	Resources (\$, people)	Indicators of Success /Notes	Progress Report (date)_____
8.1. a Reconvene the Strategic Planning Committee at the CDTC	Director	August 1, 2013/ongoing	People	Team is identified	July 24, 2008 at the CDTC Staff Retreat Re

8.1. b Research, develop and establish the action plans for the identified objectives	All CDTC staff, management & Members of the CDTC Advisory Committee (state-wide)	August 1, 2013/ongoing	People	2013 – 2016 Strategic Plan is complete and activities are monitored	viewed at CDTC Monthly Staff Meetings
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9 ~ Facilities

Goal: The Child Development Training Consortium is committed to the development and maintenance of the highest quality learning environment by providing well-designed, accessible and safe facilities and grounds that are aesthetically pleasing and in harmony with the environment.

Objectives:

9.1 Maximize resource efficiency of current and future facilities.

Strategies:

Plan Steps	Responsible Parties	Target Date/Timeline	Resources (\$, people)	Indicators of Success /Notes	Progress Report (date)_____
9.1.a Research reconfiguration of CDTC office space	CDTC Management & Staff	06/30/2014/ongoing	Funds to redesign work spaces	CDTC staff are located in close proximity to other staff performing similar duties	Annually

10 ~ Fiscal Resources

Goal: The Child Development Training Consortium optimizes its resources through innovative and prudent fiscal management providing a stable, flexible funding base.

Objectives:

10.1 Seek, secure and effectively manage external funding for programs and services that support the need to support the CDTC's mission.

10.2 Clearly communicate, through a transparent and inclusive process, the allocation of fiscal resources.

Strategies:

Plan Steps	Responsible Parties	Target Date/Timeline	Resources (\$, people)	Indicators of Success /Notes	Progress Report (date)_____
10.1. a Research funds at the federal level	CDTC Management & Staff	06/30/2016/Annually	Funds to expand services to colleges	New contracts	Annually

10.2. a Develop system to share budget with staff	CDTC Management & Staff	06/30/2015/Annually	People	Budget Summaries	Annually
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Prepared by: Patty Scroggins	Title: Director, CDTC	Date: March 26, 2013
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