



FY2022-23

**Preliminary
Financial
Report**

**Year Ending
June 30, 2023**

**Prepared by:
Finance Department**

Clover Park Technical College
Statement of Revenue and Expenditure by Fund Source - PRELIMINARY
FY2022-23 Period Ending June 30, 2023
Cumulative Beginning July 1, 2022

| Fund | Description | REVENUES | EXPENSES | Net to Date |
|------|-----------------------------|-------------------|-------------------|--------------------|
| 001 | State Allocations | 22,528,105 | 22,603,341 | (75,236) |
| 060 | Capital Debt | 2,512,750 | 2,512,750 | - |
| 08A | Education Legacy Trust | 2,202,384 | 2,282,741 | (80,357) |
| 489 | Pension Funding | - | - | - |
| 24J | Workforce Acct | 3,312,170 | 3,456,185 | (144,014) |
| 149 | Operating Fees/Tuition | 7,163,670 | 7,912,454 | (748,784) |
| | <i>Operating Subtotal</i> | 37,719,079 | 38,767,470 | (1,048,391) |
| 145 | Grants and Contracts | 14,242,033 | 5,322,476 | 8,919,558 |
| 146 | Local Contracts | 900,720 | 175,630 | 725,090 |
| 147 | Plant | - | 670,679 | (670,679) |
| 148 | Local Dedicated | 2,608,271 | 3,474,037 | (865,766) |
| 522 | Associated Students | 695,813 | 614,894 | 80,920 |
| 524 | Bookstore | 694,180 | 744,154 | (49,974) |
| 528 | Parking | 14,266 | 314,231 | (299,965) |
| 561 | Innovation Fund | 167,327 | 232,351 | (65,024) |
| 570 | Hayes Child Development Ctr | 641,364 | 699,631 | (58,267) |
| 570 | Event Services | 325,697 | 366,930 | (41,233) |
| 570 | Bookstore Commissions | 66,949 | 20,000 | 46,949 |
| 570 | Other | 96,433 | 99,959 | (3,526) |
| 846 | Grants in Aid | 3,510,894 | 6,549,921 | (3,039,027) |
| 849 | Student Loan | 2,476,468 | 1,070,522 | 1,405,946 |
| 850 | Work Study | 490 | 11,779 | (11,289) |
| 860 | CPTC Financial Aid | 235,997 | 189,107 | 46,890 |
| | <i>Other Subtotal</i> | 26,676,903 | 20,556,301 | 6,120,603 |
| 057 | State Capital Projects | 3,417,403 | 3,482,612 | (65,208) |
| 060 | Capital Projects | 1,137,939 | 1,382,712 | (244,773) |
| | <i>Capital Subtotal</i> | 4,555,342 | 4,865,324 | (309,981) |
| | Total | 68,951,325 | 64,189,095 | 4,762,230 |

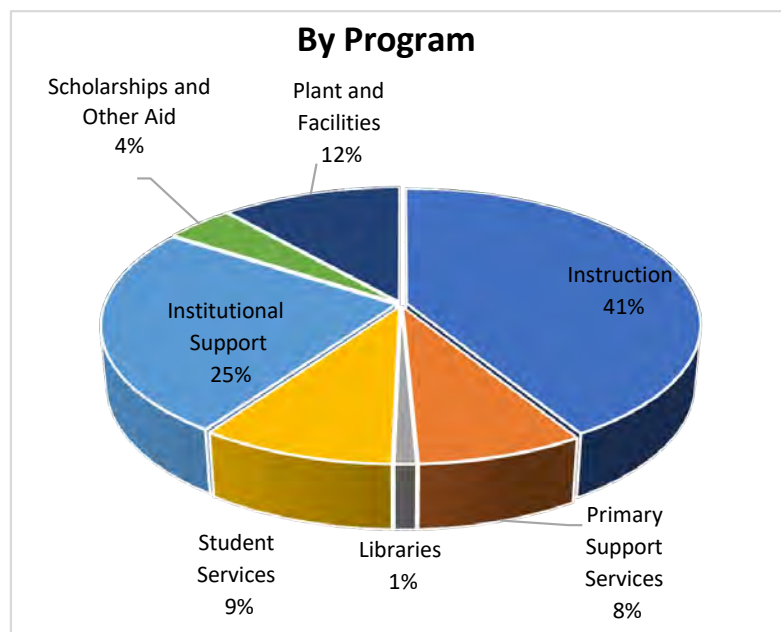
**Clover Park Technical College Statement of Expenditures -PRELIMINARY FY2022-23 Period
Ending June 30, 2023 Cumulative beginning July 1, 2022**

By Program

| Program Index | | YTD | % of YTD |
|---------------|--------------------------------|-------------------|-------------|
| 010 | Instruction | 16,592,776 | 41% |
| 040 | Primary Support Services | 3,197,278 | 8% |
| 050 | Libraries | 417,850 | 1% |
| 060 | Student Services Institutional | 3,723,865 | 9% |
| 080 | Support Scholarships and | 9,913,068 | 25% |
| 271 | Other Aid Plant and Facilities | 1,735,872 | 4% |
| 090 | | 4,569,474 | 11% |
| Total | | 40,150,182 | 100% |

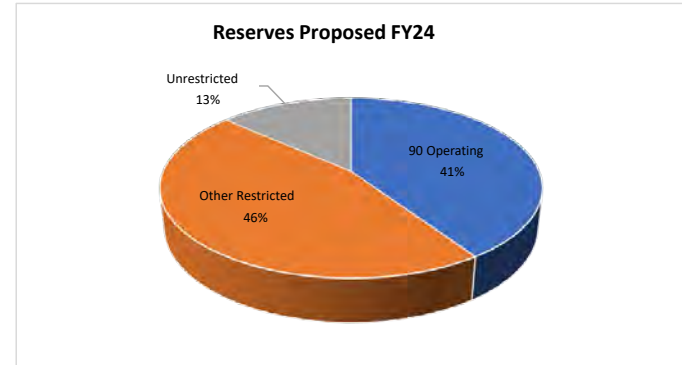
By Type

| Expense Type | | YTD | % of YTD |
|--------------|--|-------------------|-------------|
| A | Salaries and Wages | 22,080,689 | 55% |
| B | Employee Benefits | 7,225,379 | 18% |
| C | Purchased Services | 4,758,254 | 12% |
| D | Goods and Services | 804,488 | 2% |
| E | Utilities | 1,173,483 | 3% |
| F | Travel | 186,542 | 0% |
| G | Capital Outlay Grants to Students Debt | 76,534 | 0% |
| H | Service | 1,332,064 | 3% |
| I | | 2,512,750 | 6% |
| Total | | 40,150,182 | 100% |

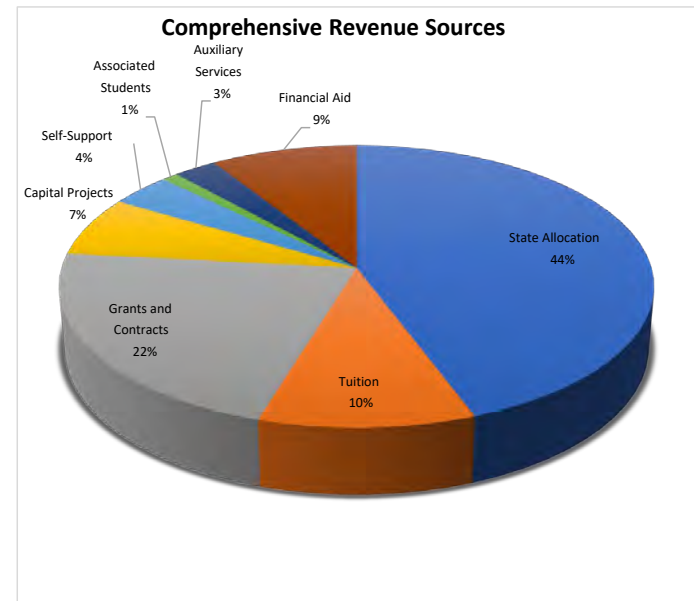


Clover Park Technical College
Statement of Reserves and Proportionate Operational Revenues FY2022-23
Period Ending June 30, 2023
Cumulative beginning July 1, 2022

| Fund | Description | FY24 Proposed | FY23 Approved | Increase (Decrease) |
|-----------------------|--------------------------------------|-------------------|-------------------|------------------------|
| 149 | 90 Operating | 11,100,521 | 9,497,988 | 1,602,533 |
| 149 | Unrestricted | 3,676,710 | 4,965,544 | (1,288,834) |
| 148 | Debt Service (Student Union COP) 148 | 2,985,500 | 3,586,307 | (600,807) |
| | Litigation | 887,639 | 887,639 | - |
| 148 | Local Capital | | | |
| 149 | Operating Budget Shortfall | 850,000 | 1,282,200 | (432,200) |
| 149 | Program Recovery | 3,444,492 | 3,428,714 | 15,778 |
| 149 | Tuition Installment Program 148 FY24 | 500,000 | 500,000 | - |
| | Hayes Center Support | 89,571 | 66,796 | 22,775 |
| 149 | Aircraft | 125,000 | 46,435 | 78,565 |
| 149 | Robert Half/Protiviti | 700,000 | | 700,000 |
| 149 | Systems Audit | 1,000,000 | | 1,000,000 |
| | | 2,000,000 | | 2,000,000 |
| Reserves Total | | 27,359,433 | 24,261,623 | 3,097,810 |



| College Comprehensive Funding Sources - FY23 | | |
|--|-------------------|-------------|
| Source | Total | % of Total |
| State Allocation | 30,555,409 | 44% |
| Tuition | 7,163,670 | 10% |
| Grants and Contracts | 15,142,753 | 22% |
| Capital Projects | 4,722,669 | 7% |
| Self-Support | 2,608,271 | 4% |
| Associated Students | 695,813 | 1% |
| Auxiliary Services | 1,838,888 | 3% |
| Financial Aid | 6,223,849 | 9% |
| Total Funding Sources | 68,951,325 | 100% |



| Calculation of 90 Day Operating Reserve - FY24 | |
|--|-------------------|
| State Allocation | 33,370,386 |
| Tuition | 6,087,206 |
| Dedicated Local Support Fund | 1,500,000 |
| Balance Support | 3,444,492 |
| | <hr/> |
| | 44,402,084 |
| | x .25 |
| 90 day operating reserve | 11,100,521 |



Clover Park Technical College Human Resources Work Plan 2022 – 2023

Table of Contents

- Executive Summary..... 2
- Introduction 3
- Needs Analysis 3
- Staffing and Reorganization 4
- Departmental Goals 5
- Establishment of Triage Priorities 5
- Key Results 6
 - Goal 1 – Implement a ticketing system to manage HR/Payroll related tasks..... 6
 - Goal 2 – Execute every payroll on time..... 6
 - Goal 3 – Deploy Training ctcLink/HR Payroll Process Training. 6
 - Goal 4 – Deploy a structured and systematized recruitment process 7
 - Goal 5 – Analyze Departmental Procedures and Deploy Process Improvements/Redesign 7
 - Goal 6 – Improve, Enhance and Routinize HR/Payroll Communications 8
 - Goal 7 – Ensure Reliable Reporting to External Stakeholders..... 8
 - Goal 8 – Implement HR/Payroll Structural Transitions 8
 - Goal 9 – Streamline and Improve Processing Times and Reliability for Routine Processing Requests..... 8
- Human Resources Outside Consultant Work..... 8
- Conclusion and Next Steps..... 9

Executive Summary

This Human Resources Plan for 2022-2023 outlines CPTC's commitment to addressing the challenges brought by system conversions, optimizing processes, and enhancing service delivery to its employees and job seekers. The ctclink conversion in April 2022 marked a pivotal moment for Clover Park Technical College's (CPTC) Human Resources and Payroll departments. It offered a unique opportunity to reimagine processes and improve communication while confronting various challenges tied to legacy systems and complex procedures. HR's role as a campus-wide service provider became paramount.

An in-depth needs analysis identified critical issues, including understaffing, paper-based processes, and data cleanup demands due to the ctclink conversion. In response, CPTC reorganized its HR department, recruiting new staff with expanded roles. The recruitment process was expedited to prepare staff for the post-go-live responsibilities and new technologies were quickly adopted to help the team manage the complexity and volume of the post Go-Live work.

Over 21 months, the HR department achieved remarkable results, encompassing ticket resolution, payroll processing efficiency, improved recruitment processes, onboarding enhancements, and extensive process improvements. These accomplishments significantly advanced the department's operational efficiency. But, the challenges of implementing a complex system likely resulted in a disconnect between the departmental priorities and the satisfaction of individual stakeholders.

In 2023, HR engaged Christina Kim Roberts as a consultant to prepare for the recruitment of a new Chief Human Resource Officer (CHRO). Her recommendations will refine and add to our current HR priorities. This plan, guided by established goals, will continue to steer the department until the new CHRO assumes office, aligning HR strategies with the broader institutional vision and immediate employee needs.

Clover Park Technical College Human Resources Plan 2022 – 2023

Introduction

The ctclink conversion in April 2022 created an important inflection point for the Human Resources and Payroll departments at Clover Park Technical College (CPTC). Many internal processes were designed to provide paper specific to storage in manual files and or for data entry into the Legacy HP system. With the retirement of the legacy system, this offered an opportunity for staff to reimagine processes, how staff members communicate with the department and the recording of data. The ctclink system itself required an operational overhaul of a magnitude that the department had not experienced in recent memory and one that would impact the entire campus, since Human Resources is a service provider to all employees and job seekers.

Needs Analysis

To prepare for this change in January 2022, Human Resources staff members began a structural reorganization and planning process to architect a new vision for services predicated on a needs analysis developed by the department. A resulting summary of the issues facing the department included:

1. Understaffing and insufficient staff for the transition to a more complex system.
2. Recent turnover that resulted in new staff.
3. A cumbersome dependence on paper-based processing.
4. Over-reliance on email as the primary communication tool for processing payroll requests.
5. The complexity of 4 bargaining agreements and dozens of occupational profiles.
6. Poor or non-existent internal audit controls for payroll.
7. Poor or non-existent internal audit controls for the transfer of benefit information to external parties.
8. Poor programming of jobs and salary information that, in its current state, will need to be reconstructed in ctclink to meet new rules and requirements, not converted.
9. Non-existent Equal Employment Opportunity (EEO) coding in Legacy that will need to be added to employees post-conversion.
10. The need for extensive auditing of historical benefits, taxation and payroll deductions.
11. The ctclink conversion required the cleanup of all employee files through Legacy and the tables of information that produced accruals and other employee payroll and benefit calculations.
12. Job Data/Compensation Data/Position Management had historically been used inconsistently and incorrectly, resulting in routine inaccurate reporting to third parties and auditing agencies.
13. HR/Payroll did not enter or use Legacy PPMS to store data like Education/VISA/Tenure Progress/Reclassification/Faculty Workload Calculations.
14. Contracts were manually generated and independent of the system and stored in personnel files resulting in issues with Office of Financial Management (OFM), Labor and Industries (L&I), Paid Family Medical Leave (PFML) along with the inability to respond to large RFI requests.

15. CPTC has had difficulty submitting reports because Job Information doesn't match OFM, who provides the source for coding, this will likely require recoding after conversion to meet external agency requirements.
16. Payroll did not maintain Position and Compensation information from 2017 on which has created a gap in the data used by the new Compensation Impact Module that must be rebuilt from manual file reviews.

Staffing and Reorganization

Because of turnover in 2021 and 2022, a key component for establishing a better operational foundation for the department was to reorganize and recruit new staff members that aligned to the requirements of the campus post-conversion with higher levels of qualification and expanded job responsibilities. The Go Live date created a sense of urgency for the department to fill vacancies as quickly as possible to get the new staff trained on their anticipated Post Go-Live responsibilities. Hiring continued throughout 2023 and a vacancy in the position of Chief Human Resource Officer (CHRO) in June 2023 created the need for additional interim departmental leadership.

These newly defined positions included an increase in responsibilities and, therefore, an increase in the qualifications necessary for these positions to staff a professional and experienced Human Resources department. This represented a redesign of existing positions as well as a reorganization of the department based on the need to convert to a newer and more complex service delivery.

| Position | Impact |
|---|---|
| Talent Acquisition Specialist - Staff | By creating a dedicated TAS for staff our goal was to increase the wrap-around service for staff recruitments and a dedicated HR generalist for all staff inquiries. |
| Talent Acquisition Specialist - Faculty | By creating a dedicated TAS for faculty our goal was to increase the wrap-around service for faculty recruitments and a dedicated HR generalist for all staff inquiries. |
| Payroll Specialist - Staff | By creating a dedicated Payroll Specialist for staff our goal was to increase the wrap-around service for staff compensation and dedicated support to the corresponding Talents Acquisition Specialist for staff services. |
| Payroll Specialist - Faculty | By creating a dedicated Payroll Specialist for faculty our goal was to increase the wrap-around service for faculty compensation and dedicated support to the corresponding Talents Acquisition Specialist for faculty services. |
| Employee Benefits Specialist | By hiring a Benefits Specialist our goal was to increase employee communication and ensure eligibility needs and revolving benefit legislation requirements were met. |
| Assistant Director of Human Resources | By elevating Labor Relations to an Assistant Director our goal was to create a better relationship with the unions through experienced and better organized labor relations. |
| Human Resources and Payroll Systems Specialist | By converting the HCM Analyst position to systems specialist, we retained the ability of the position to coordinate process in ctcLink with various other integrated systems to improve workflows and adopt new technologies for forms and ticketing. |

Departmental Goals

Based on an evaluation of our current prior implementation state, the department developed the following goals as a road map for reorganization.

- Goal 1 – Implement a ticketing system to manage HR/Payroll related tasks.
- Goal 2 – Execute every payroll on time.
- Goal 3 – Deploy Training ctclink/HR Payroll Process Training.
- Goal 4 – Deploy a structured and systematized recruitment process.
- Goal 5 – Analyze Departmental Procedures and Deploy Process Improvements/Redesign.
- Goal 6 – Improve, Enhance and Routinize HR/Payroll Communications.
- Goal 7 – Ensure Reliable Reporting to External Stakeholders.
- Goal 8 – Implement HR/Payroll Structural Transitions.
- Goal 9 – Streamline and Improve Processing Times and Reliability for Routine Processing Requests.

This framework served to guide decision making in the ramp up to ctclink implementation as well as in the post-implementation period to help provide a method to maintain and measure continuous department progress.

Establishment of Triage Priorities

In preparation for Go Live, the foremost priority was ensuring a seamless transition that minimized disruption to HR operations and employee services. Additionally, the HR team focused on delivering user training and promoting adoption to ensure that employees were prepared to submit time, leave and data within the first few weeks. After this crucial period, the HR department shifted to diagnosing data conversion issues, processing payroll and benefits. The team developed a priority set that gave them the ability to contextualize the deluge of requests that began to come in to ensure that they could triage them properly.

This priority list was submitted to the Executive Team by the CHRO to ensure that there was a broad understanding and agreement on the order of priority. In prior deployments, colleges had missed entire payrolls and had subsets of employee groups that were not paid and the goal was to try and minimize or avoid this as much as possible. The following list indicates the prioritized triage list under which the team was operating for resolving employee issues.

1. Base Pay
2. Base Benefits
3. Contractual obligations (for example union dues)
4. Leave
5. Deductions
6. Benefits (for example Long Term Disability and Tobacco Surcharges)

The team had reached about 639/900 tickets resolved using this triage system through the Summer of 2022. Because of feedback from employees and union demands, the Executive Team requested a

revamped priority list in the Summer of 2022, which shuffled the priorities for the HR department and shifted their focus to resolving specific types of employee issues. The department was operating under this new priority list from Fall 2022 until most of the level 1 – 3 issues were resolved.

1. Contractual obligations (for example union dues)
2. Base Pay
3. Leave
4. Deductions
5. Benefits

Key Results

Over the course of 21 months, the Human Resource department has delivered a range of significant outcomes that have positively impacted the organization. These key results are contextualized within the framework of the established goals of our HR Work Plan. The progress here has not only helped the campus transition to a new ERP system from a process perspective, it has also been in support of aligning the department with the campus' strategic goals. This effort has helped to fill critical positions, met payroll and benefit goals, ensured that HR has implemented robust training and development programs, resulted in improved service to employees and ultimately, higher productivity levels for staff in the department. As of September 2023, the department has achieved the following key results in each of the goal areas stated in the plan.

Goal 1 – Implement ticketing and electronic forms systems to manage HR/Payroll related tasks.

Key Results

1. Resolved 1,724 Ticket
2. Processed 3,280 forms in SoftDocs
3. Scanned approximately 110,000 personnel documents into HR/Payroll electronic Document Repository completely converting all on campus physical files to e-records.

Goal 2 – Execute every payroll on time.

Key Results

1. Conducted 34 Payroll Cycles with no missed payrolls since ctcLink conversion.
 - a. An average of 5 day completion per payroll (2x a month) with 177 days total dedicated to payroll processing
2. Processed \$2.5 Million in High Demand Stipends for faculty

Goal 3 – Deploy Training ctcLink/HR Payroll Process Training.

Key Results

1. Hosted Training (ctcLink, W4's, PDU, Supervisor, Committee Chair, Equality in Pay).
2. Conducted 36 hrs of ctcLink training in person / 3 Months of daily Zoom sessions.
3. Had Society of Financial Awareness (SOFA) come to campus to talk to employees regarding retirement.

Goal 4 – Deploy a structured and systematized recruitment process

Key Results

1. Targeted efforts from restructuring the Talent Acquisition Specialists (Faculty vs. Staff) have resulted in an average of a 61 day posting to hire. The NeoEd average for community and technical colleges is currently 95 days.
 - a. Started the creation of an Interview Library to assist Hiring Committees and expedite their recruitments.
 - b. Moved to electronic offer letters in NeoEd.
2. Deployed a new employee onboarding process, which includes collaboration between multiple departments.
 - a. Processed 34 Onboardings.
3. Created and implemented NEO (New Employee Orientation).
 - a. A monthly gathering of new employees where we review CPTC's Mission, Vision, and Values and campus department leaders introduce their departments and what their department contributes to CPTC.
4. Posted 122 Recruitments (47 currently open)
 - a. Began the Process of conducting State Salary Analysis on all new positions.
5. Scheduled 192 Interviews resulting in 72 Full-time permanent employees hired.
6. Created 593 Empl Records in ctcLink.
7. Filled 3 Executive positions.
 - a. Including the coordination of 1st round interviews, Finalist interviews and All Campus Forums
8. Presented a new recruitment process to the Equity Council with an anticipated deployment of March 2024.
9. Deployed New Employee Check Ins.

Goal 5 – Analyze Departmental Procedures and Deploy Process Improvements/Redesign

Key Results

1. Created a Revised Separation Process and processed 180 Employee Separations
2. Created a process to track Faculty Professional Development Units (PDUs).
3. Create a new Volunteer Application and Process.
4. Created a process to implement COLAs for all employees.
5. Created a utility function to automate the deployment of 300 annual Faculty and Unrepresented Contracts electronically to reduce department processing time to generate individual contracts.
6. Created and transitioned to 73 paperless forms with automated workflow processing.
7. Implemented Etrieve/SoftDocs, TeamDynamix, DES, GetInclusive, Booking System, Document Repository, EVerify, Visix, Badging, Canvas onboarding course.
8. Implemented an Automatic Retention Schedule.
9. Created an electronic assets tracking system for all Ergonomic Accommodation equipment.
10. Conducted a Stress Test for all AFT Prof Overtime Exempt Positions.
11. Processed 570 Covid-19 Attestations and Requests for Accommodations.

Goal 6 – Improve, Enhance and Routinize HR/Payroll Communications

Key Results

1. Completed 3 Different Leave Audits to Create a Leave Dashboard for All 450 Employees.
 - a. Created and deployed a customized Leave Dashboard
2. Revamped the HR and Payroll SharePoint Pages to provide primary employee support information.
3. Went to the Seattle Diversity Job Fair and the Bellevue Benefits Fair resulting in more candidate applications.
4. Communicated and Conducted Open Enrollment for 2022.
5. Conducted 146 hrs of Payroll Zoom Rooms to support Payroll, Time and Labor, and PDU Inquiries for Employees.
6. Created an increment budget spreadsheet for Finance.

Goal 7 – Ensure Reliable Reporting to External Stakeholders

Key Results

1. Provided 2022 IPEDS Reporting.
2. Provided Annual Catalog Summary.

Goal 8 – Implement HR/Payroll Structural Transitions

Key Results

1. Scheduled a Certified Office Ergonomic Evaluator to complete Ergonomic Assessments (7).
2. Onboarded Invista as the New CorporateEd department in 45 days.
3. Revised and deployed a new FMLA tracking and notification process.
4. Created a new job description for the HR/Payroll Office (HR & Payroll Systems Specialist).
5. Conducted an HR Department Code Overhaul.
6. Conducted a File Review for Seniority Dates.

Goal 9 – Streamline and Improve Processing Times and Reliability for Routine Processing Requests

Key Results

1. Created and deployed a new process for:
 - a. Grievances/ULP's/MOU's/RFI's
 - b. Public information requests
 - c. Grounds overtime
 - d. Unclaimed property
 - e. Garnishments
2. Created and Processed Reclassification of Certified Flight Instructor (CFI) Payrates
3. Processed 300 Public Student Loan Forgiveness (PSLF) Verification of Education (VOEs)
4. Created and deployed a new process for Vendor Payments

Human Resources Outside Consultant Work

In the Summer of 2023, CPTC hired Christina Kim Roberts to work with the campus on the preparation for the recruitment of the next CHRO. Christina was specifically tasked with developing the new job description for the CHRO. Also, as part of her work, she spent time on campus interviewing various

stakeholder groups and provided a set of recommendations that reflect her experience as a seasoned HR professional. In aligning the consultant's recommendations with our existing HR work plan, we aim to refine and refocus the priorities and goals of our HR department to benefit from her expertise and analysis.

Conclusion and Next Steps

By reconciling Christina Kim Robert's recommendations with our own departmental work plan, we aimed to create a focused and actionable roadmap for our HR department that not only addresses immediate challenges but also contributes to the long-term success of our campus. These priorities and goals will guide our HR department's efforts in a way that aligns with our broader strategic vision and meets the immediate needs of our employees. This work plan will provide a transitional framework to guide the department under its existing structure until such time as the new CHRO is hired and can implement their own strategic vision for the department.

Clover Park Technical College HR Plan 2022-2023

Transforming HR Operations for a Digital Future





Introduction

- The timing of reorganization was set by the anticipated ctcLink conversion in April 2022.
- Emphasis was on the impact on HR and Payroll departments as a service provider to external internal stakeholders.
- It created an opportunity for process reimaging.
- But it represented a huge operational overhaul.

Needs Analysis

- Understaffing and staff insufficiency for system transition.
- Recent turnover leading to new staff.
- Dependency on paper-based processes.
- Over-reliance on email for payroll communication.
- Complexity of multiple bargaining agreements and occupational profiles.
- Lack of internal audit controls for payroll and benefit data.
- Programming issues requiring reconstruction in ctCLink.
- Absence of EEO coding in Legacy.
- Necessity for historical data auditing.
- Cleanup of employee files and tables in Legacy.
- Historical inconsistency in data use.
- Issues with contracts, coding, and reporting.
- Job Information mismatches with external agencies.
- Gap in Position and Compensation data.
- Absence of data storage for various HR purposes.

Staffing and Reorganization



Many staffing changes were inevitable due to turnover.



The focus was on a need for qualified staff post-conversion.



The Go Live Date set the urgency in filling vacancies.



In the Spring 2023 a vacancy in the CHRO position further created leadership challenges.



The Plan for HR was to pursue a redesign of positions and a departmental reorganization.

Departmental Goals

- HR established 9 departmental goals for transformation.
- Primary goals related to:
 - Ticketing
 - Payroll
 - Training
 - Recruitment
 - Process Improvements
 - Communications
 - Reporting
 - Structural Transitions
- Streamlining Processing Times.


Establishment of Triage Priorities

First Stage (Through Summer 2022)

1. Base Pay
2. Base Benefits
3. Contractual obligations (for example union dues)
4. Leave
5. Deductions
6. Benefits (for example Long Term Disability and Tobacco Surcharges)

Second Stage (Fall 2022 Forward)

1. Contractual obligations (for example union dues)
2. Base Pay
3. Leave
4. Deductions
5. Benefits




Key Results - Goals 1-3

- **Goal 1 – Implement ticketing and electronic forms systems to manage HR/Payroll related tasks.**
 - Resolved 1,724 tickets, processed 3,280 forms.
 - Scanning of 110,000 personnel documents into the electronic repository.
- **Goal 2 – Execute every payroll on time.**
 - Conducted 34 payroll cycles with no missed payrolls.
- **Goal 3 – Deploy Training ctcLink/HR Payroll Process Training.**
 - Conducted 3 months of daily Zoom sessions.
 - Conducted 36 hours of ctcLink training in person.

Key Results - Goals 4-6

- **Goal 4 – Deploy a structured and systematized recruitment process**
 - Achieved a 61 day posting to hire vs system average of 95 days.
 - Posted 122 recruitments and conducted 192 interviews resulting in 72 full time employees hired.
 - Created 593 EMPL Records.
- **Goal 5 – Analyze Departmental Procedures and Deploy Process Improvements/Redesign**
 - Processed 180 Employee Separations.
 - Implemented Etrieve/SoftDocs, TeamDynamix, DES, GetInclusive, Booking System, Document Repository, EVerify, Visix, Badging, Canvas onboarding course.
- **Goal 6 – Improve, Enhance and Routinize HR/Payroll Communications**
 - Completed 3 Different Leave Audits to Create a Leave Dashboard for All 450 Employees.
 - Conducted 146 hrs of Payroll Zoom Rooms to support Payroll, Time and Labor, and PDU Inquiries for Employees.



Key Results - Goals 7-9

- **Goal 7 – Ensure Reliable Reporting to External Stakeholders**
 - Provided IPEDS and Annual Catalog Summary
- **Goal 8 – Implement HR/Payroll Structural Transitions**
 - Completed Code Overhauls and File Reviews for Seniority Dates
 - Revised and deployed a New FMLA Tracking process.
- **Goal 9 – Streamline and Improve Processing Times and Reliability for Routine Processing Requests**
 - Processed 300 Public Student Loan Forgiveness (PSLF) Verification of Education (VOEs)
 - Created and deployed a new process for most routine HR activities



HR Outside Consultant Work

In the Summer of 2023, CPTC hired Christina Kim Roberts to work with the campus on the preparation for the recruitment of the next CHRO.

Development of the new CHRO job description.

Stakeholder interviews and recommendations.



Conclusion and Next Steps

Current work is to reconcile Christina's work plan with our existing HR strategy.

- New Recommendations to integrate.
- Existing Strategies to overhaul.

The resulting transitional framework is what we will pursue until such time as the CHRO is hired.



CLOVER PARK TECHNICAL COLLEGE
BUDGET: FY 2023-2024

Clover Park Technical College

2023-2024 Budget Overview

This budget document, submitted to the Board of Trustees for their consideration represent the 2023-2024 budget for the State General Operating Fund.

In approving this budget, the Board of Trustees authorizes the transfer from the unobligated fund balance in the General Fund, or other funds, to eliminate any cash deficit as required by RCW 43.88.260, to provide working capital and to support approved projects and activities.

The budget being submitted in this document will be updated and reported to the Board of Trustees on a quarterly basis. Reports will include:

- Allocation amendments received from the State Board of Community and Technical Colleges
- Distribution of income and expenses appropriated by the legislature
- Unanticipated budgetary changes resulting from executive orders and/or other policy and operational changes

2023-2024 Tuition

| | | Lower Division | |
|--------------------------------|-------------------------|---|----------------------------|
| | | <u>RESIDENTS</u> | <u>NONRESIDENTS</u> |
| | | <i>Assumes 15 Credits per Quarter</i> | |
| ANNUAL | Operating Fee | \$3,633.15 | \$9,049.35 |
| | Building Fee | \$512.76 | \$1,049.52 |
| | Maximum S & A Fee | <u>\$381.30</u> | <u>\$381.30</u> |
| | Tuition and Fees | \$4,527.21 | \$10,480.17 |
| | | <i>1-10 Credits</i> | |
| QUARTERLY | Operating Fee | \$1,211.05 | \$3,016.45 |
| | Building Fee | \$170.92 | \$349.84 |
| | Maximum S & A Fee | <u>\$127.10</u> | <u>\$127.10</u> |
| | Tuition and Fees | \$1,509.07 | \$3,493.39 |
| | | <i>Average Incremental Increase for Each Credit between 11 and 18</i> | |
| PER CREDIT | Operating Fee | \$96.76 | \$273.79 |
| | Building Fee | \$14.11 | \$31.45 |
| | Maximum S & A Fee | <u>\$12.71</u> | <u>\$12.71</u> |
| | Tuition and Fees | \$123.58 | \$317.95 |
| | | <i>19+ Credits</i> | |
| EXCESS CREDIT SURCHARGE | Operating Fee Only | \$110.87 | \$305.24 |

2023-2024 Tuition

| | | Upper Division | |
|--------------------------------|-------------------------|---|---------------------|
| | | <u>RESIDENTS</u> | <u>NONRESIDENTS</u> |
| | | <i>Assumes 15 Credits per Quarter</i> | |
| ANNUAL | Operating Fee | \$6,398.40 | \$18,916.20 |
| | Building Fee | \$512.76 | \$1,049.52 |
| | Maximum S & A Fee | <u>\$381.30</u> | <u>\$381.30</u> |
| | Tuition and Fees | \$7,292.46 | \$20,347.02 |
| QUARTERLY | Operating Fee | \$2,132.80 | \$6,305.40 |
| | Building Fee | \$170.92 | \$349.84 |
| | Maximum S & A Fee | <u>\$127.10</u> | <u>\$127.10</u> |
| | Tuition and Fees | \$2,430.82 | \$6,782.34 |
| | | <i>1-10 Credits</i> | |
| PER CREDIT | Operating Fee | \$213.28 | \$630.54 |
| | Building Fee | \$14.11 | \$31.45 |
| | Maximum S & A Fee | <u>\$12.71</u> | <u>\$12.71</u> |
| | Tuition and Fees | \$240.10 | \$674.70 |
| | | <i>Average Incremental Increase for Each Credit between 11 and 18</i> | |
| PER CREDIT | Operating Fee | \$0.00 | \$0.00 |
| | Building Fee | \$4.97 | \$5.89 |
| | Maximum S & A Fee | <u>\$0.00</u> | <u>\$0.00</u> |
| | Tuition and Fees | \$4.97 | \$5.89 |
| EXCESS CREDIT SURCHARGE | | <i>19+ Credits</i> | |
| | Operating Fee Only | \$227.39 | \$661.99 |

2023-2024 Tuition Waivers

Waivers are calculated on 2023-2024 resident tuition of \$123.58 per credit or \$1,509.07 per quarter.

All waivers are effective Fall Quarter 2023

Statutorily Mandatory Waivers

| | |
|---|--------------------|
| Children/Spouse of Totally Disabled or POW/MIA or Deceased Eligible Veterans or National Guard Members. | No Tuition or Fees |
| Children/Spouses of Deceased or Disabled Law Enforcement Officers or Firefighters | No Tuition or Fees |
| Wrongfully Convicted Person | No Tuition or Fees |

SBCTC Mandatory Waivers

| | |
|----------------|--|
| ABE/ESL/GED | Operating Fee only - \$25/Student (100% - waiver available based on need) |
| Apprenticeship | 50% Tuition Waived |

Operational Waivers granted by CPTC

| | |
|------------------------|--|
| High School Completion | 50% of Tuition Waived |
| DOD (Active Duty) | 100% Building and Student Activities Fees |
| Public Employees | \$20/Credit up to 10 Credits |
| Refugee | Waives Non-Resident Operating Differential |
| Non-Resident Operating | Waives Non-Resident Operating Differential |
| Senior Citizen Audit | \$5 per quarter, not to exceed 2 classes |

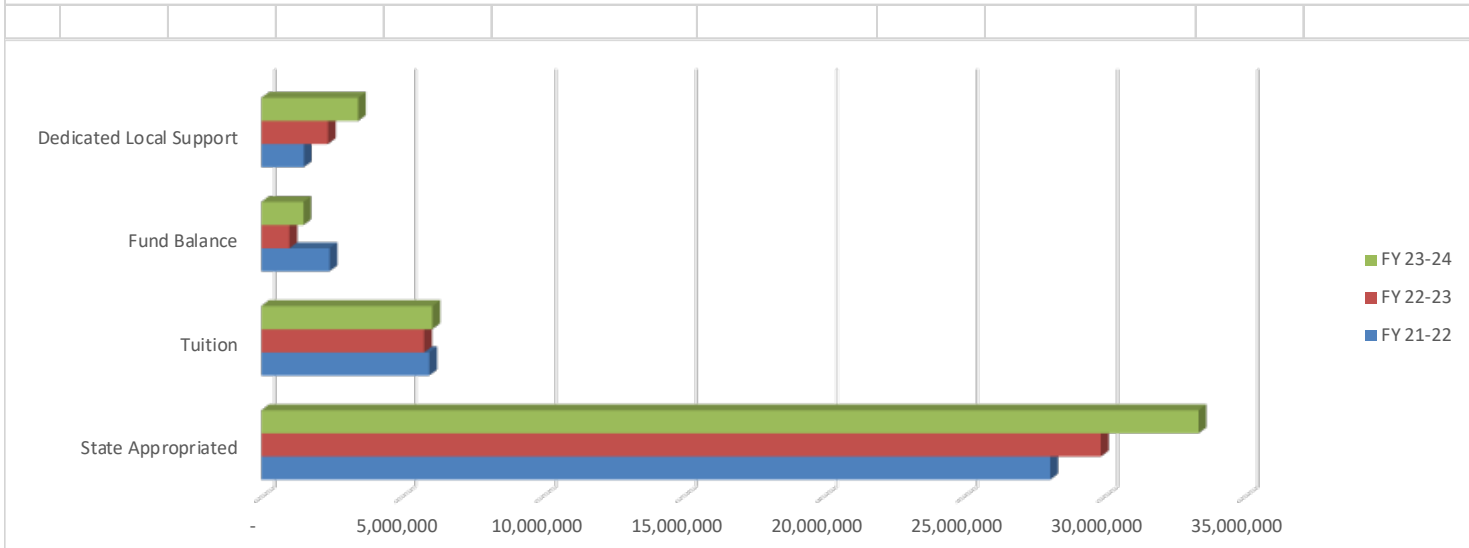
2023-2024 Fees

| Fee Description | Flat Amount | Per Credit | Maximum Amount |
|----------------------------------|--------------------|-------------------|-----------------------|
| ACAD Comp Use Fee | | 4.90 | 58.80 |
| Administrative Fee | 25.00 | 25.00 | 25.00 |
| Application Fee Int'l | 70.00 | 70.00 | 70.00 |
| Architectural Engineering | 30.65 | | |
| ASG Building Fee | | 3.95 | 47.75 |
| Auto Core | 59.50 | | |
| Auto Tech | 38.35 | | |
| Aviation Maintenance Tech | 56.15 | | |
| Avionics | 52.90 | | |
| Biology Lab | 30.00 | | |
| Central Service | | 49.65 | 105.65 |
| Chemistry Lab | 33.80 | | |
| CLNT/BUS COMP FEE | | 4.90 | 58.80 |
| Collision | | 38.35 | 76.75 |
| Computer Fee | | 4.90 | 58.80 |
| Construction | 38.35 | | |
| Cosmetology Materials Fee | 99.25 | | |
| CSGF FEE | 6.15 | 6.15 | 92.40 |
| Culinary Arts | 166.25 | 0.00 | 0.00 |
| Dental Assistant | 159.00 | | |
| Dental Assist Test Fee | 296.70 | | |
| Digital Entertainment | 25.00 | | |
| Electrician Low Voltage | 31.20 | | |
| Environmental Science Lab Fee | 28.90 | | |
| Esthetics Material Fee | 81.45 | | |
| Esthetics Material Fee by credit | | 33.00 | 132.00 |
| GED Testing | 120.00 | 120.00 | 120.00 |
| Graphic Technologies | 50.00 | | |
| Health Comp Fee | | 4.90 | 58.80 |
| HVAC Lab Fee | 47.55 | | |
| ID Card Replacement | 5.00 | 5.00 | 5.00 |
| Interior Design | 50.00 | | |
| Liability Insurance | 83.65 | | |

2023-2024 Fees

| Fee Description | Flat Amt | Per Credit | Maximum Amount |
|---------------------------|-----------------|-------------------|-----------------------|
| Manufacturing | 48.20 | | |
| Mechatronics ENROLL | | 22.45 | 67.35 |
| Medical Assistant | 35.60 | | |
| Medical Histology | 54.00 | | |
| Medical Lab Tech | | 37.00 | 185.05 |
| NDT Classroom | 1634.20 | | |
| Nondestructive Testing | 47.60 | | |
| NOS Lab Fee | 61.85 | | |
| NSF Check Fee | 35.00 | | |
| Nurse PN-ATI Fee | 143.60 | | |
| Nursing Assistant Lab Fee | 21.20 | | |
| Nursing Background Check | 110.75 | | |
| Nursing Comp Fee | | 4.90 | 58.80 |
| Nursing Consortium Fee | 106.20 | | |
| Nursing Lab Course Fee | | 20.55 | 61.70 |
| Nursing Resource Fee | 109.40 | | |
| Nursing Resource Fee RN | 132.92 | | |
| Pastry Arts | 132.90 | | |
| Pharmacy Tech | 125.90 | | |
| Pharmacy Test Lab Fee | 150.80 | | |
| Physics Lab FEE | | 8.00 | 48.00 |
| PL Course FEE | 20.00 | 20.00 | 20.00 |
| PL Evaluation Fee | 50.00 | 50.00 | 50.00 |
| Proctor Test | 5.55 | 5.55 | 44.40 |
| Simulation Fee | 26.55 | | |
| Stu MalPractice Ins Fee | 14.00 | | |
| Surgical Tech | | 20.15 | 40.35 |
| Surgical Tech Test | 265.00 | | |
| Trade/Tech Comp Fee | | 4.90 | 58.80 |
| Transcript Fee | 10.00 | | |
| Upholstery | 47.75 | | |
| Welding | 142.10 | | |

**CLOVER PARK TECHNICAL COLLEGE
2023-2024 GENERAL OPERATING BUDGET
SUMMARY BY SOURCE**



| | FISCAL YEAR 2021-2022 | FISCAL YEAR 2022-2023 | FISCAL YEAR 2023-2024 |
|---|--------------------------|--------------------------|--------------------------|
| STATE FUNDS | | | |
| State Appropriated Funds | \$ 28,090,385 | \$ 29,891,933 | \$ 33,370,386 |
| LOCAL FUNDS | | | |
| Tuition | \$ 5,981,587 | \$ 5,797,339 | \$ 6,087,206 |
| Dedicated Local Support | \$ 1,513,300 | \$ 1,000,000 | \$ 1,500,000 |
| Fund Balance | \$ 2,428,714 | \$ 2,372,166 | \$ 3,444,492 |
| Total Local Funds | \$ 9,923,601 | \$ 9,169,505 | \$ 11,031,698 |
| TOTAL FUNDS AVAILABLE FOR OPERATING EXPENDITURES | \$ 38,013,986 | \$ 39,061,438 | \$ 44,402,084 |

**CLOVER PARK TECHNICAL COLLEGE
FY23-24 GENERAL OPERATING BUDGET
SUMMARY BY DIVISION & CATEGORY**

| BY DIVISION | PERMANENT | % TOTAL |
|--------------------------------|----------------------|----------------|
| Instruction | 19,844,890 | 44.69% |
| Primary Support Services | 3,209,482 | 7.23% |
| Learning Resources | 648,651 | 1.46% |
| Student Success | 5,301,549 | 11.94% |
| General Administration | 10,560,371 | 23.78% |
| Equity, Diversity and Incusion | 540,468 | 1.22% |
| Plant Operation & Maintenance | 4,296,673 | 9.68% |
| | \$ 44,402,084 | 100.00% |

| BY CATEGORY | FY2324 PERMANENT | % TOTAL |
|--------------------------------------|-----------------------------|----------------|
| Salaries | 27,274,062 | 61.43% |
| Benefits | 9,354,168 | 21.07% |
| Grants, Scholarships and Fellowships | 142,460 | 0.32% |
| Supplies and Materials | 2,251,300 | 5.07% |
| Capital Expenditures | 42,169 | 0.09% |
| Purchased or Contracted Services | 422,459 | 0.95% |
| Utilities | 1,088,546 | 2.45% |
| Other Expenses | 166,211 | 0.37% |
| Non-Operating Expenditures/Expense | 2,145,462 | 4.83% |
| Operating | 129,997 | 0.29% |
| Debt Service | 2,515,250 | 5.66% |
| Transfers | (1,130,000) | -2.54% |
| | \$ 44,402,084 | 100.00% |

2023-2024 RESERVES

| | |
|--|--------------------------|
| 90 days Operating Expenses | 11,100,521 |
| Op budget shortfall (fund bal support) | 3,444,492 |
| Program recovery | 500,000 |
| Aircraft | 700,000 |
| Debt Service-Student Union COP | 2,985,500 |
| Litigation | 887,639 |
| Robert Half/Protiviti | 1,000,000 |
| Systems audit | 2,000,000 |
| Local Capital | 850,000 |
| Tuition Installment Plan Program | 89,571 |
| FY24 Hayes Center Support | 125,000 |
| Total Restricted Reserves | <u>23,682,723</u> |
| Total Unrestricted Reserves | <u>3,676,710</u> |
| Total Reserves | <u>27,359,433</u> |