

# Section 1 and 3 - Analysis of Unit PIE & Updates on Goals



## PIE - Administrative Services: Fiscal Services Manager

**2018-19**

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**Division Mission Statement:** The Fiscal Services unit supports Mt. SAC's students, faculty, staff, and administrators by overseeing and ensuring fiscal stability for College operations and Auxiliary Services. This unit follows Federal, State, and local laws and regulations as well as Mt. SAC District Policies to develop internal controls and maintain sound fiscal management practices.

The Fiscal Services unit supports student success by supplying timely budget and account code information and by processing bids, requisitions/purchase orders, and payroll, which ensures that funding can be expended in an efficient and timely manner.

The Fiscal Services unit provides direct support to students by processing financial aid payments; implementing a more efficient process to disburse emergency funds to students; providing financial services in the Cashier's Office; assisting the College Foundation with the collection and disbursement of fundraising funds and donations; and assisting students clubs with the collection and disbursement of student initiatives.

The unit includes five areas: Accounting, Budget/Grants and Categorical Programs/Audit, Bursar's Office, Payroll, and Purchasing.

**1. Summary of Notable Achievements:** The fiscal prudence and oversight by Fiscal Services has contributed to the College maintaining fiscal stability. Fiscal Services closed the 2017-18 financial books in a timely manner while complying with external mandates. The College received an unmodified audit opinion for the financial audit for the 2017-18 fiscal year.

New Software Systems:

**Questica** - The new budget software system was purchased to consolidate all information into one database, to reduce the possibilities for manual errors, to increase visibility into the budgeting process, and speed up the approval of the budget. More than 80% of the 2019-20 budget booklet was created using Questica.

**PlanetBids** - This is a fully automated bid management system. The system provides a more streamlined process for placing and receiving bids. The system allows staff to post bids for projects where they can be more easily monitored throughout each stage of bidding. The system also allows staff to send automated notifications and information to potential bidders.

**Workforce** - • Technical Services and Payroll implemented this software in June, which replaces the Banner web time sheets and paper overtime time sheets for classified staff. Managers will use WorkForce to request and report their time off, replacing the paper absence reports and vacation requests. This system will maintain classified staff and manager leave balances on a real-time basis.

**Closing the Loop - Analysis of Progress on College Goals:** In an effort to continually improve our communication skills, customer service and team dynamics Fiscal Services underwent a series of professional development training sessions with an outside consultant. This included one-on-one sessions for all department managers and full-day team development sessions for each of the units in Fiscal Services. This was completed in the first quarter of 2018-19.

**Tracking Conditions and Trends: a. External Conditions Analysis:** The primary sources are changes in Federal and State regulations as well as changes in the economic conditions of the state as follows:

1. A second year of College Promise programs for first-time, full-time students.
2. The escalating cost increases in the STRS and PERS rates required consistent monitoring to ensure the financial stability to the District. This was addressed by one-time funds used to buy-down the CalSTRS and CalPERS district contribution increases.
3. The volatile source of state revenues due to the fact that these revenues rely on earnings in the stock market or capital gains.

4. The fact that by the end of 2018-19, the economic recovery will match the longest recovery in post-war history. The state needs to be prepared for the next downturn which has been estimated could happen as early as 1st or 2nd quarter of 2020-21.
5. The risk of the long-term health of the state budget continues to escalate due to the fact that the 2017 federal tax bill consequences remains uncertain, and the escalating trade was with China and Mexico.
6. The approval of the New Funding Formula for Community Colleges, effective with the fiscal year 2018-19 which is the most significant change for community colleges in many years. Many changes were made to the formula during the fiscal year, including the definition of a transfer student, only counting the highest award to a student, and extending hold harmless to 2021-22.
7. The consolidation of the Student Success and Support, Basic Skills, and Student Equity programs.

Ever changing and more strict reporting requirements for all departments within Fiscal Services continue to present challenges. This often results in additional time and resources spent in order to adhere to guidelines set by various regulatory agencies.

**Tracking Conditions and Trends: b. Internal Conditions Analysis:** Fiscal Services underwent several staffing changes due to vacancies in the 2018-19 Fiscal Year. We saw the retirement of two long-term employees, successfully recruited a new Director of Accounting, and promoted a Fiscal Technician II from Payroll to a Fiscal Specialist in Accounting. The Cashier's Office Coordinator resigned and an internal candidate was found to fill in as interim for the position.

Due to new regulations on Federal verification for Financial aid applications students awards are being pulled back and the students now owe the College funds. This has caused an increase on pull back, student holds and maintenance on collections.

Due to staff vacancies in the Warehouse Department the receiving unit has been short of staff for an extended period of time. This has caused challenges when meeting the numerous responsibilities of the department, including the performance of tasks of recording and maintaining fixed assets records. Additionally, due to the new BCT complex construction, the passing of Measure GO, and the volume of new acquisitions this has required an increased amount of time in recording and maintaining the records of fixed assets and payments to vendors.

The addition of new software systems to streamline and improve processes has kept Fiscal Services extra busy this year. The addition of a budgeting software (Questica), new electronic bidding system (Planet Bids), and a new timekeeping and leave balance system (WorkForce) has required a lot of additional overtime and extra work with vendors to get the systems running and keep them maintained.

**Tracking Conditions and Trends: c. Program Planning Dialogue:** Technology or method changes that do not decrease work volume, only shift work volume; sometimes increasing the volume and effort needed. As an example, the Purchasing Card Program provides convenience for the campus users, but does not relieve transaction volume and effort and adds a great deal of administrative work to the purchasing department and others.

As the purchasing card program continues to grow with more than 110 cardholders, a committee was formed to look for new ways or a software system to improve this process and how to effectively plan for the long term impact and increased workload it places on Fiscal Services staff.

**Tracking Conditions and Trends: d. Critical Decisions Analysis:** The implementation of several new systems will require increased training both internally and externally and will at least temporarily increase the workload of many staff members within Fiscal Services during implementation and potentially beyond. Fiscal Services will need to think strategically about the timing and lasting impact these systems will have on our resources to ensure we are staffed adequately.

**Analysis of Division's Plans, Activities, and Resources:** Fiscal Services continues to work closely with the entire campus in order to best meet the needs of the college and our students. Relationships with IT, Financial Aid, Human Resources, Facilities, Public Safety, Sac Book Rac and those within Instruction and Student Services are critical to ensuring fiscal stability for College operations and Auxiliary Services. We will continue to look for opportunities to collaborate with other units across campus to improve our processes and ensure we are doing our part to serve students the best we can. This includes implementation of Banner 9 during 2018-19 and quarterly updates beginning in 2019-20, along with the previously mentioned new Budgeting Software (Questica), new time keeping system (WorkForce), and new vendor and bid management system (PlanetBids).

We understand that training is of great importance to the campus and in addition to our current trainings for p-card, requisition, budget transfer, etc., Fiscal Services provided many training sessions for staff, students and the community to use these new systems. We will evaluate new training opportunities as these systems continue to evolve. Generating fillable PDF forms, and adding additional and detailed training sessions on the submission of forms can help alleviate frustration from other departments regarding incorrect account coding, delays in approvals, and forms returned due to being incomplete.

With many exciting things on the horizon for the growth of Mt. SAC our goal is to ensure we are staffed for the future and have the necessary resources in place.

