1. Assessment Plan - Three Column

PIE - Administrative Services: Fiscal Services Resource   Unit

2. Where We Are Now: Year at a Glance

2019-20

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Summary of Notable Achievements: 1. Fiscal Services maintained fiscal stability for the College. Fiscal Services closed the 2018-19 College books timely. The College obtained unmodified audit opinions for the financial audit, bond performance audit, and bond financial audit in the 18-19 fiscal year. The District annual budgets (Tentative and Adopted) were approved by the Board of Trustees as mandated by Title V regulations. The department worked efficiently to meet numerous deadlines and submit mandatory financial reports.

2. Maintained fiscal stability for the Mt SAC Auxiliary Services. Closed the 2018-19 books timely and submitted the nonprofit tax return and vendor/payroll tax reports. Obtained an unmodified audit opinion.

3. This year the Tentative Budget development process was suspended due to COVID-19. Training sessions were set up through the status Quo process to train and aid about 90 managers but mid season the training ended. For Fiscal Services this is the second year Questica was used to developed the Tentative Budget. It removed the risk of errors by safekeeping budget data in one place and providing an audited system of checks and balances to correct errors. It eliminated manual input of budgets in Excel spreadsheets. The staff had the ability to export and import budget changes in Excel.

4. Provided timely budget and account code information for increased funding in the Unrestricted General Fund and Restricted Funds such as New Resources Allocations Requests Phases 1 through 12, Instructional Equipment, Lottery, including 14 new grants this year.

5. Collaborated with the collective bargaining process for all employee groups by participating in negotiations for faculty and classified staff and by providing financial information and estimated cost scenarios for all employee groups. This year COLA was approved towards the end of the Fiscal Year and reallocation of budgets were rushed through for all funding sources in order to close the books in balance. This also required collaboration with grant program managers to realign budgets to cover increased Personnel costs as a result of COLA increases for all employee groups.

6. SEAP integration of 4 grants into one. New Chart of account, new approval queues and new access.

7. To support student success, Fiscal Services processed more than $52.5 million in financial aid payments to students, an increase of nearly $7 million over 2018-19. An additional $8.4 million in CARES Act funding for COVID-19 was disbursed to more than 12,300 students in 2019-20.

8. CARES Act Institutional portion of 8.4 million was set up to cover any cost associated with significant changes to the delivery of instruction due to the coronavirus . This included setting up a budget based on needs of the campus closure, student disbursement of aid and revenue loss.

Program Planning (Equity, Retention and Success): N/A

External and Internal Conditions Analysis: 1. Due to COVID 19 Pandemic and campus closure from March 20,2019, Fiscal Services has provided a breadth of support ranging from adjusting processes to allow employees to work remotely as well as evaluating and modifying internal processes so that we can still meet the needs of our students and greater campus community. The budget development process was suspended for unrestricted general fund and extended for other funds to allow managers time to focus on other challenges. We have also worked diligently to contact students and provide guidance on how to set up their financial aid accounts by email so they are still able to receive their funds in a timely manner. Furthermore, the process of obtaining employee signatures on Federal Grant Time and Effort certifications has been challenging and has caused delays in submitting these reports on a timely basis to the Fiscal office for audit purposes. The staff had delays with Networks and connectivity issue while working remotely. While these circumstances have caused staff additional work hours, the end result is still achieved.

2. Changes in Federal, State, and Local regulations are the primary source of external conditions. Major changes that have financial or reporting implications for the future years are: the contribution rates for CalSTRS and CalPERs began increasing on an annual basis since July 1, 2014.

3. 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.

4. The Warehouse Department has experienced retirements in years prior and the Warehouse Coordinator position remains vacant. As a result of the receiving unit being short staffed for an extended period of time Fiscal Services continues to be affected. This is an essential position as it is critical that the receiving, disposing, recording and maintaining of fixed assets are kept up to date. COVID-19 and the campus closure has also impacted fixed assets since staff are on campus less frequently and therefore processing has been further delayed.

5. System limitations in providing reports in Banner and Argos, such as multiple year grants and projects increase the staff time because reports are created manually.

6. 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. The time lapse from when the purchase is made with the Pcard to when it is loaded into Banner has a one month delay. This has created extra work when maintaining grants and making sure either Pcards are not used right before the grant closes or adjusting entries after grants have closed. Also issues adjusting sales and use tax done after the entries is posted in Banner created even more adjustments to budgets.

7. The lack of support from student assistants due to the COVID-19 closure of campus has also made an impact due to less support available for administrative tasks such as filling, retrieving files, scanning documents, making copies, etc.

Critical Decisions Made by Unit: 1. In order to provide customer service to the campus and meet regulatory mandates, Fiscal Services maintained critical functions by temporarily realigning responsibilities among existing employees and contracting accounting services due vacancies in the department and implementation of new software.

2. The purchase of a new budget software, Questica. This software offers a comprehensive budgeting application which will allow the College to automate the preparation, approval and reporting of the District's operating, personnel and capital budgets.

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Unit Goals	Resources Needed	1. Where We Make an Impact: Closing the Loop on Goals and Resources

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Customer Service - To provide excellent customer service **Status:** Active **Goal Year(s):** 2016-17, 2017-18, 2018-19, 2019-20, 2020-21 **Goal Entered:** 06/01/2017	**Report directly on Goal**	**Reporting Year:** 2018-19 **% Completed:** 75 Customer service continues to be a high priority. Our department continually provides individual and group training for Budget Transfers and Accounting Coding. Our goal includes reducing the amount of communication to resolve incomplete forms, improve the campuses understanding of the account structure, which will reduce the number of journal entries needed to correct account code mistakes. (09/16/2019)
	Request - Full Funding Requested - Fiscal Specialist Position $96,551. **Describe Plans & Activities Supported (Justification of Need):** A new Fiscal Specialist position is needed for the Fiscal Resources team as increased categorical programs are accepted by the College. These programs are more complex and require more customized reporting information. As the Chancellors Office moves on to a new system that requires special review and certifications such as NOVA and Fi$cal invoicing. Changes in staffing in the campus have cause a lot of re-training and extra efforts to review and maintain more financial information. **Lead:** Marisa Ziegenhohn **What would success look like and how would you measure it?:** Fiscal would be able to provide more timely and customized reports to budget and grant managers. Each grant required different reporting and program goal setting. Fiscal would be able to help monitor grants as deadlines are approaching with reminders and a greater emphasis on	**Reporting Year:** 2019-20 **% Completed:** 50 Position was approved through NRA Phase 12; however the position was added to the Frost list. The department is still struggling through the same challenges phased in prior years. (07/06/2020)

	grant end dates and spend downs. Ongoing unrestricted budgets would have monitoring and we could provide more one-one trainnings with Admins. The training could be more subject focused with budget review, faculty loads, encumbrance review and such. **Type of Request:** STAFFING: Requests for permanent employee positions or temporary/hourly employees. **Planning Unit Priority:** Medium **On-Going Funding Requested (if applicable):** 96551	
Fiscal Independence - To maintain Fiscal Independence Status **Status:** Active **Goal Year(s):** 2016-17, 2017-18, 2018-19, 2019-20, 2020-21	**Report directly on Goal**	**Reporting Year:** 2019-20 **% Completed:** 75 Our department is using technology and constant review of processes to maintain fiscal independence. OnBase was initiated this year as a way to file documents electronically to ensure integrity of information and long-term storage. (09/16/2019)
Professional Development-Cross-training - Continue promoting training and cross-training for all Fiscal Services areas to enhance employee knowledge, which will increase productivity, encourage collaboration and personal growth (2015-16). Fiscal Services will continue promoting training and cross training for all Fiscal Services staff. **Status:** Active **Goal Year(s):** 2016-17, 2017-18, 2018-19, 2019-20, 2020-21 **Goal Entered:** 06/14/2017	**Report directly on Goal**	**Reporting Year:** 2019-20 **% Completed:** 75 Cross training will continue as new duties are being reassigned with new hires. (06/26/2018)
Budget Training for Campus users -	**In Progress -** Develop training	**Reporting Year:** 2019-20

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Offer budget training classes through POD. This will be a basic overview of our budget process. Learning of our chart of accounts, what restricted and unrestricted funds are. Also what ongoing and one time funds are. Learning how to use some of Fiscal Services administrative forms such as appropriation transfer, claims statement, conference and travel, immediate needs, etc. **Status:** Active **Goal Year(s):** 2017-18, 2018-19, 2019-20, 2020-21 **Goal Entered:** 06/29/2017	materials and a presentation of basic information to present to the College campus. Gather information from different sources such as Budget and Accounting Manual and the Chancellors Office. Develop quick guides and Banner shortcuts in look at their budget and expenses. Allow some question and answer session. Work with POD on scheduling times and getting ideas on presentation formats. **Lead:** Marisa Ziegenhohn **What would success look like and how would you measure it?:** Campus feedback. **Type of Request:** PROFESSIONAL & ORGANIZATION DEVELOPMENT (POD): Requests that provide professional learning opportunities for Mt. SAC employees. **Planning Unit Priority:** Medium	**% Completed:** 0 A new Fiscal Analyst position was created and filled. Part of the responsibilities of this position will be to develop quick guides, shortcuts, and training materials for budgeting and annual expense vs. budget review. Due to COVID-19, this project is on hold until other positions can be filled and/or unfrosted. (07/06/2020) **Reporting Year:** 2017-18 **% Completed:** 25 Waiting for Budget Software implementation. Only performed one on ones with new staffing. (06/26/2018)
Additional Fiscal Services Access Button - A second access button inside Fiscal Services to unlock the Fiscal Services' door. Button requested for another desk near the door for when the other staff member is away from their desk (the first button). **Status:** Active **Goal Year(s):** 2017-18, 2018-19, 2019-20, 2020-21 **Goal Entered:** 06/27/2017	**Report directly on Goal** **Request - Full Funding Requested -** To add an additional door access button and connection to Fiscal Services main entrance. **Describe Plans & Activities Supported (Justification of Need):** Access button and connection; Approved as part of New Resources	**Reporting Year:** 2019-20 **% Completed:** 0 Budget secured through Facilities but its not complete. (08/03/2020) **Reporting Year:** 2017-18 **% Completed:** 0 Facilities was to cover the cost of the project instead of New Resource 7; project has not yet started. (06/26/2018)

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	Allocation 7 **Lead:** Shelly Zahrt-Egbert **What would success look like and how would you measure it?:** Staff satisfaction and efficiency; reduce up and down motion to access the one button **Type of Request:** FACILITIES: This section includes minor building improvement projects and alterations to specific rooms or operational areas. **Planning Unit Priority:** Medium	
Develop a report to help capture changes personnel so Fiscal Services can budget salary expenses for Position control more accurately. - To create efficiencies, this report will be audited by Fiscal Services staff and will be used to upload changes in the Budget Software. Contracted services to develop Self Service Salary Planner to extract daily/weekly job/position control transactional changes. **Status:** Active **Goal Year(s):** 2018-19, 2019-20, 2020-21 **Goal Entered:** 06/26/2018	Report directly on Goal	**Reporting Year:** 2019-20 **% Completed:** 0 Funding approved through NRA P9 but project not started due to low staffing and campus closure. (08/03/2020)
	Request - Full Funding Requested - Contracted services with SIG Consulting company to help us develop Self Service Salary Planner to extract daily/weekly job/position control transactional changes. Funding approved through NRA Phase 9. **Describe Plans & Activities Supported (Justification of Need):** The consultant will work with Fiscal Services for about a weeks to develop a report through Banner Self Service. We currently rely on email communication from HR and items that are brough to the Board for approval. This will consolidate and capture all changes in one solid document. Not only will this provide efficiency it will provide a document for audit trail. This document could also be used for Human Resource	**Reporting Year:** 2019-20 **% Completed:** 0 NRA P9 funds approved. Project not started due to lack of staffing and campus closure. (08/03/2020)

	team. **Lead:** Marisa Ziegenhohn, Christine Lam and Alsace Kam **What would success look like and how would you measure it?:** A report that can provide changes related to personnel and salary which is the biggest portion of our budget will aid in maintaining our budget. Fiscal will reflect a more accurate budget with regards to salary and benefits. **Type of Request:** OTHER OPERATING EXPENSES AND SERVICES: Requests for contracted, legal/ audit, personal/ consultant, rent/ leases, repairs/ maintenance, and other misc. services. May also include request for travel and conference that does not require the assistance of POD. **Planning Unit Priority:** High **One-Time Funding Requested (if applicable):** 12000	
Banner Payroll Redistribution in Self Service and approval - Currently, we don't have payroll redistribution approval and the journals are processed in paper. This will allow the electronic approval that will include department users and the process will be in a more intuitive manner. This would require brining in a SIG consultants to help with the implementation and testing of this process. **Status:** Active **Goal Year(s):** 2018-19, 2019-20, 2020-21 **Goal Entered:** 06/28/2018	**Request - Full Funding Requested -** Consultants with SIG to help with the implantation of this process. This would be through Banner Self service. **Describe Plans & Activities Supported (Justification of Need):** Work with SIG consultant to implement and test the use of Banner Self Services which we already have. This will be a three week minimum implementation. Training to the campus budget managers and Banner users will follow. **Lead:** Marisa Ziegenhohn, Christine Lam, Julie Ann Moreno	**Reporting Year:** 2019-20 **% Completed:** 0 Pending funding (07/06/2020)

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	What would success look like and how would you measure it?: Efficiency produsing a paperless approval system of changes to distribution of labor expenses. It will create an audit trail for every change we make to labor expenses. Reduce workload in Fiscal Services as changes could possible be initiate by campus users. **Type of Request:** OTHER OPERATING EXPENSES AND SERVICES: Requests for contracted, legal/ audit, personal/ consultant, rent/ leases, repairs/ maintenance, and other misc. services. May also include request for travel and conference that does not require the assistance of POD. **Planning Unit Priority:** Medium **One-Time Funding Requested (if applicable):** 24000	
Banner Time and Effort Reporting through Banner Self Service - Time reporting is currently tracked in excel spreadsheets. The goal is to automate time reporting for grants in the Self Service Banner module. **Status:** Active **Goal Year(s):** 2018-19, 2019-20, 2020-21 **Goal Entered:** 06/28/2018	**Request - Full Funding Requested -** Contracted Services to help with the set up in Banner Self Service, implementation and testing. **Describe Plans & Activities Supported (Justification of Need):** Time reporting is currently tracked in excel spreadsheets. The goal is to automate time reporting for grants in the Self Service Banner module. Time and Effort reporting is required for all federal grants. **Lead:** Yvette Shane **What would success look like and how would you measure it?:** Fully automated tracking of time and effort for federal grants. **Type of Request:** OTHER OPERATING	**Reporting Year:** 2019-20 **% Completed:** 0 Pending funding for Contract Services to help with the set up in Banner Self Service, implementation and testing. (07/06/2020)

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	EXPENSES AND SERVICES: Requests for contracted, legal/ audit, personal/ consultant, rent/ leases, repairs/ maintenance, and other misc. services. May also include request for travel and conference that does not require the assistance of POD. **Planning Unit Priority:** Low **One-Time Funding Requested (if applicable):** 24000	