1. Assessment Plan - Three Column

PIE - Administrative Services: Fiscal Services Unit

2. Where We Are Now: Year at a Glance

2019-20

Contact Person: Rosa Royce
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Summary of Notable Achievements: Provided leadership for the development of District-wide budget and compliance with regulations affecting financial transactions. Analyzed and interpreted financial conditions of the District for reporting to Board of Trustees, President's Cabinet and various committees. Collaborated, monitored, and projected District Apportionment and Student Centered Funding Formula. Oversaw budget development and compliance of restricted funds. Participated in the development of a new budget and fiscal structure for the Student Equity and Achievement Program (SEAP). As a result of the COVID-19 pandemic, developed reports for Board of Trustees presentation and provided guidance and management for the CARES Act grants. Provided financial information for Cabinet decisions of the District and Auxiliary Services Other Post-employment Benefits (OPEB) trusts and STRS/PERS trust. Due to the COVID-19 pandemic, collaborated with Information Technology and Student Services with the design and recommendations of the Student Fee Refund, as they relate to the Banner Student Accounts Receivable. Oversaw the District and the Auxiliary annual audits, including the bonds audits, which resulted in unmodified (best opinion) audit opinions.
Program Planning (Equity, Retention and Success): N/A
External and Internal Conditions Analysis: The primary sources for external conditions are changes in economic conditions as well as changes in Federal and State regulations, as follows:
1. The U.S. economy is currently in recession due to the COVID-19 pandemic. It is expected that declines in the gross domestic product (GDP), employment, and personal income will exceed the Great Recession. This has resulted in sudden and severely negative economic consequences for California with significant implications for the state's budget, being the most important:
- State revenues uncertainty due to the deferment of state tax filing from mid -April 2020 to mid-July 2020.
- State revenue shortfalls and deferrals that will impact cash flows of Community College Districts for the next three years.
-Possible Federal stimulus that may decrease State cash and budget deferrals.
2. Upcoming presidential elections.
3. The escalating cost increases in the STRS and PERS rates required consistent monitoring to ensure the financial stability to the District.
 4. The volatile source of state revenues due to the fact that these revenues rely in earnings in the stock market or capital gains.
5. The uncertainty of how long the COVID-19 outbreak and the recession will last.

The following are internal conditions affecting the department:
1. The need to have essential workers to run critical operations that can only be performed at the College, while ensuring the safety of the fiscal services staff.
2. Challenges of working remotely due to technology and internet connections.
3. Increased workload due to additional budget and expenditure reports to monitor expenditures as well as reports to manage the cash, such as cash flow statements.
4. The continuous requirements of collective bargaining scenarios with detailed analysis continue to increase workload and complexity.

Critical Decisions Made by Unit: - Budget Scenarios for the Student Centered Funding Formula
- Budget recommendations of possible budget reductions
Contributors to the Report: Rosa Royce

Unit Goals	Resources Needed	1. Where We Make an Impact: Closing the Loop on Goals and Resources
Implementation of New Technologies - Budget Software **Status:** Active **Goal Year(s):** 2017-18, 2018-19, 2019-20, 2020-21 **Goal Entered:** 07/01/2018	**Report directly on Goal**	**Reporting Year:** 2019-20 **% Completed:** 75 Due to the COVID-19, the budget software was not fully utilized by the departments budgets. The Fiscal Services staff is using the system and continues to acquire more expertise. The Questica Budget Software system has proved to be an efficient database to maintain personnel information at Status Quo, Tentative and Adopted Budget creation. However, Questica does not currently have a partnership agreement with Ellucian, therefore, Mt. SAC has had to pay to get information to flow smoothly between the two systems. Also, projections used for negotiation discussions require a 24-48 hour delay to have Questica reset the test system. More work will continue to be needed until a partnership is solidified. Also, the report writer that Questica uses is quite clunky, and requires constant review every time an update is required to ensure the reports are still working. The report writer also has difficulty with simple report cosmetics such as headers, underline, bold, etc. We are requesting $25,000 of ongoing funds to continue to improve the flow of information from Banner to Questica, design a flow of ongoing information (revised budget) rather than just one-time information 3 times a year, and maintain current and design future budget and budget vs. actual reports. (06/30/2020) **Reporting Year:** 2018-19 **% Completed:** 75 The paperless workflow portion of the budget development is now available and will continue to be assessed. (07/18/2019)

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	Report directly on Goal	**Reporting Year:** 2017-18 **% Completed:** 0 Budget Software is in the process of implementation (08/06/2018)
	Request - Partial Funding Requested **-** Budget Software **Describe Plans & Activities Supported (Justification of Need):** There is a need of additional integration and reporting to improve efficiencies, eliminate double input and errors between Banner and the Questica Systems, and create custom business rules to automate processes, align with District policies. **Lead:** Doug Jenson, Rosa Royce, Marisa Ziegenhohn, Monica Cantu **What would success look like and how would you measure it?:** Paperless budget system that will clearly flow throughout the campus and is use its intuitive to the users. The system should be sufficiently automated to reduce processing time for the Fiscal Services staff as well as to the users. **Type of Request:** IT SUPPORT: Requests for projects related to the implementation, integration, application, delivery, and support of information and instructional technologies. **Planning Unit Priority:** High **One-Time Funding Requested (if applicable):** 100000	
	Request - Partial Funding Requested **-** Budget Software **Describe Plans & Activities Supported (Justification of Need):**	

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	The project was completed partially to allow workflow and paperless budget development. There is still a need to create additional reports and the implementation of the Capital and Performance modules are pending. **Lead:** Doug Jenson, Rosa Royce, Marisa Ziegenhohn, Monica Cantu **What would success look like and how would you measure it?:** It will greatly reduce processing time for the Fiscal Services and campus staff. Currently, we continue to manipulate date and create manual reports. **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):** 75000 **Request - Full Funding Requested -** Ongoing funding of $25,000 to be used for budget software customizations and reports **Describe Plans & Activities Supported (Justification of Need):** While the Questica system is an efficient database to maintain personnel information at Status Quo, Tentative and Adopted Budget creation there are limitations with the report writer that require constant review, customizations and specialized reports to be created	

because it doesn't seamlessly integrate with Ellucian/Banner.

We are requesting $25,000 of ongoing funds to continue to improve the flow of information from Banner to Questica, design a flow of ongoing information (revised budget) rather than just one-time information three times a year, and maintain current and design future budget and budget vs. actual reports.

Lead: Doug Jenson, Rosa Royce, Marisa Ziegenhohn, Monica Cantu

What would success look like and how would you measure it?: This funding will allow Fiscal Services to get the necessary reports annually, which are shared with the various Budget Managers, Executive Management and the Board of Trustees.

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

On-Going Funding Requested (if applicable): 25000

Total Funding Requested: 25,000

Implementation of New Technologies-1 - Ellucian Travel and Non Travel Expense Management Powered by Chrome River including

Report directly on Goal

Reporting Year: 2019-20
% Completed: 50
Fiscal Services and Information Technology are currently implementing the Ellucian Travel and Non Travel Expense

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Pcard Automation **Status:** Active **Goal Year(s):** 2017-18, 2018-19, 2019-20, 2020-21 **Goal Entered:** 07/01/2018	**Report directly on Goal**	Management system. (06/30/2020)

Reporting Year: 2018-19
% Completed: 25
College representatives from different departments were selected to recommend the product that best meets the needs of the College. Vendor demos have been completed. The team is currently in the process of evaluating the product to be chosen based on vendor demos and references. (07/18/2019)

Reporting Year: 2017-18
% Completed: 0
This project has been funded, but has not started yet. It required the implementation of Banner 9. (08/06/2018)

Request - Full Funding Requested - Purchase of Ellucian Travel and Non Travel Expense Management
Describe Plans & Activities Supported (Justification of Need): This SaaS (Software as a Service) solution will help the College with automating electronically the travel and conference and non travel expenses pcard process. The software includes alignment to district policies, authorization of expenditures, budget check, encumber travel funds, store supporting documentation electronically, manage approvals, real time integration with Banner to ensure timely expenditures charges for grants, and it works in mobile technology. It has the ability to upload receipts from a mobile device.
Lead: Doug Jenson/Rosa Royce
What would success look like and how would you measure it?: Paperless travel and conference

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	system that will flow throughout the campus for approval process. Will post transactions in real time and will improve the audit process of the PCard transactions. **Type of Request:** IT SUPPORT: Requests for projects related to the implementation, integration, application, delivery, and support of information and instructional technologies. **Planning Unit Priority:** High **One-Time Funding Requested (if applicable):** 48000 **On-Going Funding Requested (if applicable):** 31000	
Customer Service - Fiscal Services Systems Analyst (Job Description in Development) 100% FTE, Range A-120 **Status:** Inactive **Goal Year(s):** 2017-18, 2018-19, 2019-20, 2020-21 **Goal Entered:** 07/01/2018 **Date Goal Archived/Inactivated:** 06/30/2020	**Report directly on Goal**	**Reporting Year:** 2019-20 **% Completed:** 100 The Fiscal Services Analyst was hired at the end of the Fiscal Year 2019-20. (06/30/2020)
		Reporting Year: 2018-19 **% Completed:** 25 The budget was approved during 2018-19 with the New Resources Allocation Phase 10. Due to numerous vacancies in the department, the assessment of the job requirements, and time devoted to the budget software implementation, the department is currently working in the job description. (08/06/2018)
	Request - Full Funding Requested - Funding was approved 10.23.18 as part of New Resources Allocation - Phase 10. **Describe Plans & Activities Supported (Justification of Need):** This position will primarily support data analysis, extraction, and reporting as a result of the new Student Centered Funding Formula (SCFF). This position will also	

	support Fiscal Services managers with the application, analysis, functions, and implementation of new technologies related to Fiscal Services functions and will collaborate with the IT department. The position will update and improve business processes and prepare training materials. The position will assist in uniform development guidelines, procedures, and practices for all Fiscal Services areas including Budget, Accounting, Purchasing, Payroll, and Bursar's. **Lead:** Doug Jenson **Type of Request:** STAFFING: Requests for permanent employee positions or temporary/hourly employees. **Planning Unit Priority:** High **On-Going Funding Requested (if applicable):** 120577	
Financial Stability and Implementation of New Technologies - Fiscal Services Analyst (Job Description in 100% FTE, Range A-120 **Status:** Active **Goal Year(s):** 2018-19, 2019-20, 2020-21 **Goal Entered:** 07/17/2019	**Report directly on Goal**	**Reporting Year:** 2019-20 **% Completed:** 0 This continues to be a need for the Fiscal Services department and especially under the new online environment due to COVID-19, where higher level knowledge and complexity is required when utilizing new software. This is still pending. (06/30/2020)
		Reporting Year: 2018-19 **% Completed:** 0 This is a new request that has not been funded yet. (07/18/2019)
	Request - Full Funding Requested - Fiscal Services Analyst (Job Description in Development) 100% FTE, Range A-120 **Describe Plans & Activities Supported (Justification of Need):** This position will support Fiscal	

	Services managers with specialized complex technical, professional and confidential functions in the implementation, configuration, and analysis of financial transactions and financial software applications. Will coordinate activities for testing systems and support in training users. Will perform key financial analysis for revenues and expenditures of budget and actuals, develop and automated financial reports. **Lead:** Rosa Royce **What would success look like and how would you measure it?:** Will highly improve customer service for the campus community and support Fiscal Services managers alleviate their heavy workload. **Type of Request:** STAFFING: Requests for permanent employee positions or temporary/hourly employees. **Planning Unit Priority:** High **On-Going Funding Requested (if applicable):** 132645 **Total Funding Requested:** 132645	
Staff Training in Student Accounts Receivable - Have Fiscal Services well trained and understand the complexity of the Student Accounts Receivable. This is necessary due to recent promotions, retirements, and resignations. **Status:** Active **Goal Year(s):** 2019-20, 2020-21 **Goal Entered:** 06/30/2019	**Report directly on Goal**	**Reporting Year:** 2019-20 **% Completed:** 0 A consultant has been identified to provide the training. Training is scheduled to start in September 2020. (06/30/2020)
		Reporting Year: 2018-19 **% Completed:** 0 This is a new request for 2019-20. (07/18/2019)
	Request - No Funding Requested - Cross training is needed among internal staff so that as staffing changes occur the department is	

Unit Goals	Resources Needed	1. Where We Make an Impact: Closing the Loop on Goals and Resources
	equipped to maintain critical operations and the level of service to our students. **Type of Request:** RESEARCH SUPPORT: Evaluating or researching the impact of your educational intervention (cross sectional, cohort tracking). **Planning Unit Priority:** Medium	