managerPIE

2014-15
2015-16
2016-17
2017-18

Planning for Institutional Effectiveness

NOTE: This PIE Form is optimized to be used in Acrobat 10 or later.

managerPIE

Planning for Institutional Effectiveness

Introduction:

I. Institutional Mission

The mission of Mt. San Antonio College is to support students in achieving their full educational potential in an environment of academic excellence.

Your area's program review will be recorded on this form summarizing the current year and documenting planning for the next 3-year cycle.

TracDat is the college's database for recording outcomes. Please update your outcomes work regularly. http://tracdat.mtsac.edu/tracdat

II. Division or Area and Division or Area Units: *Select your Area or Division*

DIVISION	Fiscal Services	Units: Budget/Categorical Grants, Accounting ,Purchasing
Manager / Dean	Rosa Royce	Units: Payroll, Bursars
E-mail / Extension	rroyce@mtsac.edu / 909-274-5517	Units:

III. Division or Area Mission

The purpose of Fiscal Services is to provide high quality support services in the areas of Budget, Accounting, Accounts Payable, Accounts Receivable, Payroll, Purchasing, and the Bursar's Office. We follow Federal, State, and County Laws and regulations, along with current District Policies, to ensure internal controls and sound fiscal management. We embrace the implementation of new technology

while cultivating an environment of continuous improvement.

IV. College Themes and Goals

College themes and goals allow the campus to focus on critical issues. Articulated by the President's Advisory Council and approved by the Board of Trustees, they guide institutional planning and assessment processes.

Theme A: To Advance Academic Excellence and Student Achievement

College Goal #1	The college will prepare students for success through the development and support of exemplary programs and services.
College Goal #2	The college will improve career/vocational training opportunities to help students maintain professional currency and achieve individual goals.
College Goal #3	The college will utilize student learning outcome and placement assessment data to guide planning, curriculum design, pedagogy, and/or decision-making at the department/unit and institutional levels.

Theme B: To Support Student Access and Success

College Goal #4	The college will increase access for students by strengthening recruitment opportunities for full participation in college programs and services.
College Goal #5	Students entering credit programs of study will be ready for college level academic achievement.
College Goal #6	The college will ensure that curricular, articulation, and counseling efforts are aligned to maximize students' successful university transfer.

Theme C: To Secure Human, Technological, and Financial Resources to Enhance Learning and Student Achievement

College Goal #7	The college will secure funding that supports exemplary programs and services.
College Goal #8	The college will utilize technology to improve operational efficiency and effectiveness and maintain state-of-the-art technology in instructional and support programs.
College Goal #9	The college will provide opportunities for increased diversity and equity for all across campus.
College Goal #10	The college will encourage and support participation in professional development to strengthen programs and services.
College Goal #11	The college will provide facilities and infrastructure that support exemplary programs and the health and safety of the campus community.
College Goal #12	The college will utilize existing resources and improve operational processes to maximize efficiency of existing resources and to maintain necessary services and programs.

Theme D: To Foster an Atmosphere of Cooperation and Collaboration

College Goal #13	The college will improve the quality of its partnerships with business and industry, the community, and other educational institutions.
College Goal #14	The college will improve effectiveness and consistency of dialogue between and among departments, committees, teams, and employee groups across the campus.

SectionOne: Where We Are—An Analysis and Summary of the Current Year

I. Planning Context: Division Goals for: Fiscal Services

a. *Identify the <u>overarching</u> goals (informed by Unit goals) that guided your Division's work for the 2014-15 year (from your 2013-14 PIE form) in the following table and connect those goals to the College Themes. Add rows (+) as needed. Delete rows (X). (limit 10 goals)*

Roll-Over to see "overarching goal" example

Division or Area Goal Name	Division or Area Goal	College Theme
Customer Service	To provide excellent customer service	D: Cooperation/Collaboration
Fiscal Independence	To maintain Fiscal Independence status	C: Secure Resources
Fiscal Stability	To maintain fiscal stability of the college	C: Secure Resources
Implement New Technologies	To implement new technologies to improve efficiencies	C: Secure Resources
Professional Development	To promote training and cross-training to enhance employee knowledge that will increase productivity, encourage collaboration and personal growth	C: Secure Resources
Develop Procedures	To develop internal and external procedures to improve efficiencies and collaboration	D: Cooperation/Collaboration

II. Notable Achievements for: Fiscal Services

Enter a brief summary of your Division or Area's successes for the 2014-15 year in the field below followed by a listing , by theme, of the Notable Achievements. This provides opportunity to highlight your Division or Area's proudest moments for this year. Text boxes will expand as needed. Add rows (+), delete rows (-).

Roll-Over to see Achievement example

a. Narrative Summary	In the fiscal year 2014-15, the Fiscal Services department maintained fiscal stability for the College and the Auxiliary Services. The College obtained unmodified audit opinions for both entities and for the bond audits. Fiscal Services successfully underwent the Los Angeles County Office of Education (LACOE) fiscal oversight review to maintain the fiscal independence status. The Internal Revenue Service audit of the Measure R Series C general obligation bonds concluded satisfactorily, without any audit findings. Fiscal Services collaborated with securing facilities and infrastructure for college programs by participating in the preparation of the official statement and rating presentation to issue a total of $40 million in general obligation bonds for Measure R and Measure RR. The major technology implementations were the Online Appropriation Transfer/Budget Revision process, the Purchasing Card pilot program, and the creation of a vacation and comp time balance report. These initiatives improved efficiencies across the campus. To support student success, Fiscal Services processed a total of $49.5 million of financial aid payments to students and provided customer service, supported the College Foundation by assisting with the collection and disbursement of fundraising funds and donations, and assisted student clubs with the collections and disbursement of student initiatives that assist with their education. The Bursar's Office set up computer self-service stations for students to access the Mt. SAC student portal, order parking permits, choose a preference for the Higher One card, and pay fees. Fiscal Services implemented the Department of Education Return of Title IV Funds (R2T4) process and completed the selection of the Debt Collection agency. Payroll processed employee retroactive payments for the one percent salary increase and health and welfare increase for all regular employees, step 6 for managers, and reclassifications for managers and classified staff. Fiscal Services provided timely budget and account code information, processed bids, processed requisitions and purchase orders for increased funding in Instructional Equipment, Lottery and the New Resources Allocations.

	Fiscal Services collaborated with the Collective bargaining process for all employee groups. The department provided financial information and a variety of cost scenarios and participated in negotiations for faculty and classified staff.
Add Notable Achievement Theme	Funding

Maintained fiscal stability for the College. Fiscal Services closed the 2013-14 College books timely and complied with the mandates of the Fiscal Independence Plan. The College obtained unmodified audit opinions for the financial audit, bond performance audit, and bond financial audit in the fiscal year 2013-14. The department worked efficiently to meet numerous deadlines and submit mandatory financial reports. Fiscal Services successfully underwent the Los Angeles County Office of Education (LACOE) fiscal oversight review to maintain the fiscal independence status.

Coordinated Internal Revenue Service audit of the Measure R Series C general obligation bonds that concluded satisfactorily without any audit findings. (Fiscal Services and Facilities).

Implemented the Department of Education Return of Title IV Funds (R2T4) process. This process allows Mt. SAC to refer a student to the Department of Education for debt resolution. When a student is referred and accepted by the Department of Education. Mt. SAC is no longer liable for the repayment of funds; rather the student will work directly with the Department of Education (Fiscal Services and Financial Aid).

Maintained fiscal stability for the Mt. SAC Auxiliary Services. Closed the 2013-14 books timely and submitted the nonprofit tax return and vendor and payroll tax reports. Obtained an unmodified audit opinion.

Completed request for proposal for Student Accounts Receivable and Other Receivables Debt Collection agency and began implementation process for 2015-16 (Fiscal Services, Purchasing, Accounting, Bursar's Office, Financial Aid, and Information Technology).

Purchasing researched and utilized more cooperative contracts for the purchase of supplies and equipment in order to achieve cost savings for the District.

Enter Notable Achievement Here

Add Notable Achievement Theme	Select Achievement Theme
Add Notable Achievement Theme	Training
Add Notable Achievement Theme	Training
Add Notable Achievement Theme	Select Achievement Theme
Add Notable Achievement Theme	Select Achievement Theme

Add Notable Achievement Theme	Select Achievement Theme
Fiscal Services trained and cross trained staff to improve efficiencies and customer service. Training included customer service, Excel, Smart Sheet, 1099 Miscellaneous & Nonresident, Bank and eCAPS reconciliation, ATM analysis/cash, and internal controls.	
Managers and staff attended the Ellucian conference to maintain and improve operations in the areas of general ledger, payroll and student accounts receivable.	
Add Notable Achievement Theme	Customer Service
Add Notable Achievement Theme	Select Achievement Theme
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Add Notable Achievement Theme	Select Achievement Theme
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Add Notable Achievement Theme	Select Achievement Theme
The Bursar's Office set up computer self-service stations for students to access the Mt. SAC student portal, order parking permits, choose a preference for the Higher One card, and pay fees (Bursar's Office and Information Technology).	
Payroll processed employee retroactive payments for the one percent salary increase and health and welfare increase for all regular employees, step 6 for managers, and reclassifications for managers and classified staff (Payroll, Fiscal Services, and Human Resources).	
Provided timely budget and account code information, processed bids, processed requisitions and purchase orders for increased funding in Instructional Equipment, Lottery and the New Resources Allocations (Fiscal Services, Accounting, and Purchasing). These efforts are to support student success.	
Supported Risk Management and instructional departments by providing timely budget and accounting information to replace stolen instructional equipment and supplies as a result of the burglaries of July 2014. This equipment was needed for the fall 2014 semester (Risk Management and Fiscal Services).	
Payroll implemented a front desk rotation schedule to ensure consistent customer service at the Payroll window.	
Purchasing implemented an appointment calendar and limited the number of club card locations (e.g. Sam's Club/Costco) to enhance the needs of campus staff.	
Collaborated with Professional and Organizational Development with the procedures to process travel and conference requests (Fiscal Services and POD).	
Implemented "Helpful Hints" for Budget Transfers and Requisitions (Fiscal Services and Purchasing).	
Met with campus departments to improve the mileage claim process and align with AP 6920 Mileage.	
Add Notable Achievement Theme	Organization / Process
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.	
Add Notable Achievement Theme	Facilities

Add Notable Achievement Theme	Select Achievement Theme
Add Notable Achievement Theme	Select Achievement Theme

Collaborated with securing facilities and infrastructure for college programs by participating in the preparation of the official statement and rating presentation to issue a total of $40 million in general obligation bonds for Measure R and Measure RR (Fiscal Services, Administrative Services, Facilities, and President's Office).

Add Notable Achievement Theme	Technology
Add Notable Achievement Theme	Select Achievement Theme
Add Notable Achievement Theme	Select Achievement Theme
Add Notable Achievement Theme	Select Achievement Theme
Add Notable Achievement Theme	Select Achievement Theme
Add Notable Achievement Theme	Select Achievement Theme
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Add Notable Achievement Theme	Select Achievement Theme

Successfully implemented an Online Appropriation Transfer/Budget Revision process to the entire campus. During 2014-15, Fiscal Services conducted 23 Online Appropriation Transfer/Budget Revisions workshops and offered one on one sessions to new employees upon departments' request (Fiscal Services and Information Technology).

Successfully implemented a Purchasing Card pilot program through U.S. Bank/Statewide CalCard Program, which approximately included the training of over 50 employees. The implementation included the creation of a User Guide and forms, 6 training sessions for the pilot group, and training for Fiscal Services staff (Fiscal Services, Purchasing, Accounting, and Information Technology).

Add Notable Achievement Theme	Select Achievement Theme

Payroll created a vacation and comp time balance report that is emailed each month to managers to assist them with monitoring their employees' leave balances (Payroll and Information Technology).

Improved operational processes and implemented several new technologies:

➢ An automated mass journal entry process (FUPLOAD) for high volume transaction journals to be uploaded to Banner. This will reduce data entry time for Fiscal Services staff (Fiscal Services and Information Technology).

➢ Inactivated funds in the chart of accounts to prevent user and system error in postings to accounts that are no longer in use (Fiscal Services and Information Technology).

➢ Created process to notify students of their respective Higher One check/s not yet cashed. The goal of this new process is to reduce the amount of checks that have not been cashed, thus more promptly getting funds to students (Fiscal Services and Information Technology).

➢ Automated the Interest Earned Allocation Report.

III. Tracking Conditions, Retention and/or Success, Critical Decisions and Outcomes Assessment for:
Fiscal Services

Enter a brief summary for each section based on the 2014-15 year followed by information provided in your Units' PIE forms. Add rows (+), delete rows (-).

a. External Conditions Summary	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: AB 1522 "The Healthy Families, Healthy Workplaces Act" which provides sick leave benefits to all Mt. SAC employees. CalSTRS clarified its creditable compensation regulations which changed types of compensation reportable to the Defined Benefit "DB" or Defined Benefit Supplemental "DBS". Contribution rates for CalSTRS began increasing on an annual basis, but only for DB earnings. DBS earnings remain stable which will cause refunds of excess contributions to happen annually. With the passage of the Affordable Care Act, employers now have to offer medical benefits to all full-time equivalent "FTE" employees. This requires employers to track employee hours to determine if someone is a FTE employee. SB 854 - New Public Works Contractor Registration Law has made significant changes to the administration and enforcement of prevailing wage requirements. The new law requires changes to the bid documents for public works projects and requires Purchasing and Facilities to verify contractor registration prior to awarding a contractor. The law also requires that all contractors submit certified payroll records directly to the Department of Industrial Relations. The suspension of the College's Lease/Leaseback program has resulted in the return to a multi-prime bidding approach for several future Measure RR building projects. This will significantly impact the Purchasing department. It is expected that the staff will be handling up to 20 + bid packages per project. With the implementation of GASB 68 Accounting and Financial Reporting for Pensions standard, accounting is no longer equivalent to funding. Previously, the amounts reported as pension expense in the district's financial statements were equivalent to the required contributions to CalSTRS and CalPERS. Pension expense will now be the district's proportionate share of the CalSTRS and CalPERS pension liability. The Bursar's Office will need to change the credit card readers to the new EMV (Europay, MasterCard, Visa) technology effective October 1, 2015. This change is necessary to provide additional security to card holders and avoid merchant liability for fraududent transactions. Increases in pension cost will create financial pressure on the College. The legislature approved increases in CalPERS employer contribution rates from 11.44% in 2013-14 to 20.4% in 2020-21 and CalSTRS employer contribution rates from 8.25% in 2013-14 to 19.1% in 2020-21.

Proposition 30 revenues are temporary. The sales tax increase expires on December 2016 and the income tax increase expires in December 2018. Prudent fiscal management is recommended.

Regulation / Policy	Roll-over to see example	Data Source
AB 1522 "The Healthy Families, Healthy Workplaces Act" was passed in the Legislature and will go into effect July 1, 2015 providing sick leave benefits to all Mt. SAC employees.		AB 1522

Regulation / Policy	Roll-over to see example	Data Source
Effective January 1, 2015, CalSTRS clarified its creditable compensation regulations which changed what types of compensation are reportable and where they are creditable to (Defined Benefit "DB" or Defined Benefit Supplemental "DBS").		www.calstrs.com/regulations

Regulation / Policy	Roll-over to see example	Data Source
Effective July 1, 2014, the contribution rates for CalSTRS began increasing on an annual basis, but only for DB earnings. DBS earnings remain stable which will cause refunds of excess contributions to happen annually.		CalSTRS Employer Directive 2014-05

Regulation / Policy	Roll-over to see example	Data Source
With the passage of the Affordable Care Act, employers now have to offer medical benefits to all full-time equivalent "FTE" employees. This requires employers to track employee hours to determine if someone is a FTE employee. The law also requires employers to provide a statement to employees and to the IRS. This is similar to the W2 reporting, each calendar year.		Patient Protection and Affordable Care Act

Regulation / Policy	Roll-over to see example	Data Source

	Data Source
SB 854 - New Public Works Contractor Registration Law has made significant changes to the administration and enforcement of prevailing wage requirements. The new law requires changes to the bid documents for public works projects and requires Purchasing and Facilities to verify contractor registration prior to awarding a contractor. The law also requires that all contractors submit certified payroll records directly to the Department of Industrial Relations. This requirement is overseen by the Purchasing staff to ensure compliance.	SB 854

Regulation / Policy	*Roll-over to see example*	Data Source
The new accounting standard GASB 68 Accounting and Financial Reporting for Pensions went into effect July 1, 2014. With the implementation of this standard, accounting is no longer equivalent to funding. Previously, the amounts reported as pension expense in the district's financial statements were equivalent to the required contributions to CalSTRS and CalPERS. Pension expense will now be the district's proportionate share of the CalSTRS and CalPERS pension liability.		Governmental Accounting Standards Board

Economy / Budget	*Roll-over to see example*	Data Source
Increases in pension cost will create financial pressure on the College. The legislature approved increases in CalPERS employer contribution rates from 11.44% in 2013-14 to 20.4% in 2020-21 and CalSTRS employer contribution rates from 8.25% in 2013-14 to 19.1% in 2020-21.		Chancellor's Office, Accounting Advisory: CCFS Pension Cost

Regulation / Policy	*Roll-over to see example*	Data Source
Proposition 30 revenues are temporary. The sales tax increase expires on December 2016 and the income tax increase expires in December 2018. Prudent fiscal management is recommended.		California Proposition 30, Sales and Income Tax increase (2012)

Regulation / Policy	*Roll-over to see example*	Data Source

The suspension of the College's Lease/Leaseback program has resulted in the return to a multi-prime bidding approach for several future Measure RR building projects. The Purchasing Department is responsible for assisting with the bid process from pre-qualifying contractors, to preparing bid schedules, issuing bid addenda, receiving bids, checking licenses and DIR registration for all contractors and listed sub-contractors, and recommending award to the Board of Trustees. Each project is broken down by trade and it is expected that the staff will be handling up to 20 + bid packages per project. Once bids are awarded, Purchasing is responsible for handling all of the administrative tasks from issuing and handling the contract documents to responding to stop notices, public records requests, certified payroll requests, and many other tasks related to the project.	Court Decision, Stephen Davis vs Fresno Unified (2015)

Technology	*Roll-over to see example*	Data Source
The Bursar's will need to change the credit cards readers to the new EMV (Europay, MasterCard, Visa) technology effective October 1, 2015. This new technology comes in a microprocessor computer chip embedded in the credit cards. The microchip provides additional security to private card holder data nearly impossible to counterfeit. Every time the card is used, the chip generates a unique, one-time authentication cryptogram signature that is very difficult to duplicate. The liability of fraudulent transactions is switching to merchant if readers are not upgraded to the new technology.		*Add Data Source*

External Condition Theme	*Roll-over to see example*	Data Source
Enter External Condition here		*Add Data Source*

| | The primary sources of internal conditions are system limitations, not aligning to established procedures, changes to collective bargaining contracts that are difficult to implement, under staffing, lack of sufficient time to train, and the implementation of new technologies.

System limitations in providing reports in Banner and ARGOS, such as fixed assets and multiple year grants increase the staff time because these reports are created manually. The Banner web time sheets do not provide accurate leave balances, are unfriendly to the users, and do not handle overtime. This causes additional questions, staff are not able to query accurate real time leave balances, and manual record keeping is needed.

Some employees are permitted to start work prior to being "hired" by Human Resources. The result is that sometimes hiring documents are being processed after a time sheet has been submitted for payment. This can cause delay in payment to the affected employee. |
|---|---|

Changes to bargaining unit contract language and MOU's continue to be problematic for Payroll. An example is the provision for floating holidays to be worth 10 hours during the summer and 8 hours elsewhere. Banner does not offer such flexibility in the conversion of 8 hour to 10 hours days. This causes Payroll to have to manually convert and correct the leave balances in Banner and can often lead to employees not knowing the correct balance of hours.

In an effort to provide sufficient processing time to pay employees hired at the end of the month, the Board of Trustees meetings were moved from the last Wednesday of the month to the second Wednesday of the month during fiscal year 2014-15. However, some Board meetings were moved to the last Wednesday of the month creating an extremely short period of time for new hire processing to take place. This creates problems because both Human Resources and Payroll do not have sufficient time to pay employees.

b. Internal Conditions Summary

The College has acquired the TouchNet License to process credit and debit card payments. Fiscal Services and Information Technology will implement the change from the previous processor Heartland during fall. This change will improve operations for the Bursar's and Accounting offices.

A new P-Card pilot program was implemented to allow a faster, more convenient method of purchasing for the campus. As P-Cards are offered to more and more users, the duties will shift from processing standing purchase orders to program administration and post audit of expenditures. Once the program is fully implemented, an assessment of the new duties versus the previous processes will be made to determine additional staffing if needed.

The Fiscal Services department is currently assessing the use of the Department of General Services Travel program. The feasibility of the implementation will be determine during fiscal year 2015-16.

Under staffing in the Fiscal Services Department continues to be a challenge in providing training to other departments. The Department notices the need of a more comprehensive financial training at departmental levels.

Travel and conference requests significantly increased by almost 38% since 2012-13. The department needs additional staff to sustain this increased workload.

The need to improve planning and communication among the different areas on campus to provide timely support and customer service.

The significant increases in revenues for the 2015-16 fiscal year will directly impact the Fiscal Services

department as the department will need to process an increased number of transactions. Purchase of supplies and equipment will increase the need to formally bid purchases that exceed the $86,100 threshold. The department will also have increased transactions in Budgeting and Accounts Payable.

Technology	*Roll-over to see example*	Data Source
System limitations in providing reports in Banner and ARGOS (E.g. fixed assets, multiple year grants, etc.)		Use of Banner and ARGOS

Regulation / Policy	*Roll-over to see example*	Data Source
Payroll continues to experience problems with the web time sheets for classified staff. One major issue is that leave balances become so out of date that they essentially are useless. The problem is that when an employee enters 8 hours of vacation on their web time sheet, there leave balance remains unchanged. The leave balance doesn't get updated (deducted) until the web time sheet has made its way entirely through the approval process weeks later. Another issue is that once the time sheet has completed the approval process, it can NEVER be changed. So an employee who forgot to use his floating holidays by June 30th cannot change the 2 days of vacation he took in April to floating holidays. Payroll cannot change the time sheet either. The "finality" of this approval process is bothersome. Another problem is that the College still has to use a paper-based system to report and pay overtime. This is because overtime time sheets need to be submitted before the end of the month in time to make payroll, while the regular web time sheet needs to be submitted after the end of the month. Because the web based Banner time sheets were too cumbersome and user unfriendly, Facilities has purchased the Kronos time-keeping system that is 21st century. This system has not been implemented yet, but offers features and capabilities far beyond what Banner does. Once implemented in Facilities, its use should be expanded campus wide.		Payroll Staff

Technology	*Roll-over to see example*	Data Source

A new P-Card pilot program was implemented to allow a faster, more convenient method of purchasing for the campus. As P-Cards are offered to more and more users, the duties will shift from processing standing purchase orders to program administration and post audit of expenditures. While this program has a lot of benefits for the users, it does result in different duties for Purchasing staff and the Accounting staff, which include, but are not limited to the following: Processing requests for P-Cards; card holder training; ordering, receiving, and issuing cards; making changes to card holder limits; following up on lost/stolen cards; researching and following up on declined transactions; following up on approvals of expenditures, reporting, and reconciling p-card statements, and many other administrative duties. Once the program is fully implemented an assessment of the new duties versus the previous processes will be made to determine additional staffing if needed.	US Bank requirements and Purchasing Staff

Technology	*Roll-over to see example*	Data Source

The Fiscal Services department is currently assessing the use of the Department of General Services Travel program. The feasibility of the implementation will be determine during fiscal year 2015-16.	DGS Travel Program and Fiscal Services Staff

Regulation / Policy	*Roll-over to see example*	Data Source

Payroll has found that at the beginning of fall and spring semesters, many hire docs are either not submitted or not processed in a timely manner. This causes problems for Payroll staff who cannot process a time sheet for payment, until the employee has been given the corresponding job record in Banner. This decreases productivity because the Payroll staff member has to contact either Human Resources or the department (many times both) to track down the location of the hire document. Sometimes Payroll finds that a hire document was never submitted. It should be emphasized to the campus that an employee should not start work before their hiring documents have been completed and submitted to Human Resources.	District Policies, Payroll Staff and Human Resources Staff

Collective Bargaining Contracts	*Roll-over to see example*	Data Source

Changes to bargaining unit contract language and MOU's continue to be problematic for Payroll. An example is the provision for floating holidays to be worth 10 hours during the summer and 8 hours elsewhere. Banner does not offer such flexibility in the conversion of 8 hour to 10 hours days. This causes Payroll to have to manually convert and correct the leave balances in Banner and can often lead to employees not knowing the correct balance of hours.	Collective Bargaining Contracts and MOU's

Regulation / Policy	*Roll-over to see example*	Data Source
For FY 14-15, the Board of Trustees meetings were moved from the last Wednesday of the month to the second Wednesday of the month. The change was an effort to provide both Human Resources and Payroll more time to process new hires and to get them paid faster. However, some Board meetings were moved to the last Wednesday of the month creating an extremely short period of time for new hire processing to take place. Human Resources has informed Payroll that employees hired at the end of the month need to be paid at the end of the month. This creates extreme difficulty because both Human Resources and Payroll do no have sufficient time to process payment for employees.		Board of Trustees Agendas

Technology	*Roll-over to see example*	Data Source
The College has acquired the TouchNet License to process credit and debit card payments. Fiscal Services and Information Technology will implement the change from the previous processor Heartland during fall. This change will improve operations for the Bursar's and Accounting offices.		TouchNet and Information Technology

Staffing	*Roll-over to see example*	Data Source
Under staffing in the Fiscal Services Department continues to be a challenge in providing training to other departments continues to be challenging. The department notices the need of more comprehensive financial training at departmental levels.		Fiscal Services Staff and Departmental Staff

Planning and Communication	*Roll-over to see example*	Data Source
The need to improve planning and communication among the different areas on campus to provide timely support and customer service.		Fiscal Services Staff

Economy / Budget	*Roll-over to see example*	Data Source

The significant increases in revenues for the 2015-16 fiscal year will directly impact the Fiscal Services department as the department will need to process an increased number of transactions. Purchase of supplies and equipment will increase the need to formally bid purchases that exceed the $86,100 threshold. The department will also have increased transactions in Budgeting and Accounts Payable.	State Budget for fiscal year 2015-16
	Add Data Source

c. Retention and/or Success	The Fiscal Services department contributed to secure funding for Facilities projects by successfully coordinating the Internal Revenue Services audit of the Measure R, which concluded satisfactorily and without audit findings. Fiscal Services also collaborated with completing the official statement and rating presentation to issue $40 million in bond funds. The Fiscal Services department major implementations were the Online Appropriation Transfer/Budget Revision process, the Purchasing Card pilot program, and the creation of a vacation and comp time balance report, which improved efficiencies across the campus. To contribute with student success, the Bursar's Office setup computer self service stations for students to access the Mt. SAC student portal, order parking permits, choose a preference for Higher One card and pay fees. Finally, Payroll processed a number of retroactive payments for regular employees as a result of approved salary increases.

Secure funding		Data Source
	Roll-over to see example	
Coordinated the Internal Revenue Service audit of the Measure R general obligation bonds which concluded satisfactorily, without any audit findings.		IRS Letter

Technology		Data Source
	Roll-over to see example	
The major technology implementations were the Online Appropriation Transfer/Budget Revision process, the Purchasing Card pilot program, and the creation of a vacation and comp time balance report, which improved efficiencies across the campus.		Staff Evaluations

Student Sucess		Data Source
	Roll-over to see example	

The Bursar's Office set up computer self-service stations for students to access the Mt. SAC student portal, order parking permits, choose a preference for Higher One card and pay fees.	Bursar's Office Staff
Staffing	*Roll-over to see example* Data Source
Payroll processed employee retroactive payments for the one percent salary increase and the health and welfare increase for all regular employees, step 6 for managers, and reclassifications for managers and classified staff.	Mt. SAC staff

d. Critical Decisions	Critical decisions were centered in the need to improve customer service to the campus community. Among these efforts, Fiscal Services reprioritized the need of implementing new technologies and implemented the use of the Purchasing Card for a pilot group to provide purchasing flexibility for low dollar value purchases. Fiscal Services began improvement of customer service by sending helpful hints to the campus and by communicating on a personal basis with the campus community to explain processes. Fiscal Services has also started its website update. Payroll has established a front desk rotation schedule to assist employees at the front window. Beginning July 2014, Payroll changed the way it processed overtime for employees to correctly display the number of overtime hours on the pay stub. Purchasing established a membership with Sam's Club, in addition to Costco, to expand options to the campus community, and a membership with Amazon Prime to take advantage of two-day shipping at no additional charge on most items.

Customer Service	*Roll-over to see example* Data Source
To provide greater flexibility for low dollar value expenditures, Fiscal Services reprioritized the need of implementing new technologies and implemented the use of Purchasing Card for a pilot group, which was completed prior to June 30, 2015.	Campus Staff needs
Customer Service	*Roll-over to see example* Data Source

Fiscal Services began improvement of customer service. Fiscal Services has started sending helpful hints to the campus and communicating on a personal basis with the campus community to explain processes. Fiscal Services began the update of its website. Payroll has established a front desk rotation schedule to assist employees at the front window.	Campus Staff Needs
Customer Service	Data Source

Roll-over to see example

Beginning July 2014, Payroll changed the way it processed overtime for employees. Previously, Payroll would multiply the HOURS worked by 1.5 times. Beginning July 2014, Payroll enters the exact number of overtime hours worked and allows Banner to multiply the hourly rate by 1.5 times. The benefit of this is that the correct number of overtime hours are displayed on the pay stub, leading to fewer questions.	Employee inquiries
Customer Service	Data Source

Roll-over to see example

Purchasing established a membership with Sam's Club, in addition to Costco, in order to expand options to the campus community. The decision was made to limit the number of locations where staff can shop to stores within the local area. This has resulted in better management of employees checking out and returning the cards in order that they can be used by other campus staff throughout the day. This has also allowed business to stay within the local community.	Purchasing Staff and Campus Staff
Customer Service	Data Source

Roll-over to see example

Purchasing established a membership with Amazon Prime in order to take advantage of two-day shipping at no additional charge on most items. With the Prime Membership, the College saw a significant savings in shipping costs for 174 out of 228 orders.	Purchasing Staff and Campus Staff

e. Progress on Outcomes   *Enter Analysis and Summary here*

Outcomes Theme	Data Source
Enter your area's overall Progress on Outcomes here	*Add Data Source*

Roll-over to see example

IV. Closing the Loop; Alignment and Progress on College Goals: Fiscal Services

This section serves as a "reporting" function to describe how your area closes the loop and connects planning to budget allocation: How did the prioritized college resources connect to your area's outcomes over the past year? What progress has your area made with the resources provided? Please include progress on plans that did not require new resources if applicable.

Roll-Over to see a "Closing the Loop" example

a. Narrative Summary	The New Resources Allocation were approved on March 24 and April 21, 2015. Fiscal Services is mainly utilizing these funds to improve efficiencies and provide needed service to campus community, which supports achieving student success. The plan is to use the funds during the fiscal year 2015-16.

Closing the Loop Theme	Staffing

Fiscal Services/Budget, Categorical, Audit/Accounting/Payroll - Overtime - $25,000 - Overtime increased from $15,738 in 2012-13 to $37,655 2013-14. This change is the result of additional time needed during year-end and the development of the budget and the implementation of the 36 hour weekly schedule during the Summer. In addition, the Payroll Department needs to work overtime on a monthly basis to comply with the payroll audit and deadlines to submit the retirement files. Fiscal Services is also required to provide a variety of complex budget scenarios and data for employee groups, such as the Faculty Association, CSEA 262, CSEA 651, Confidential, Managers, and Supervisors.

The Funding was provided on a one-time basis and was approved on March 24, 2015. The Fiscal Services department did not utilize the funding in 2014-15 because the funds were received close to the end of the fiscal year. In 2014-15, the department used savings from vacant positions to cover overtime expenditures. These one time funds will be used in 2015-16 as the major help is needed during the months of July, August and September. In addition, the department will be using these funds for overtime and temporary help to assist the campus community with their budgeting needs and purchases for the increased transactions as a result of increases in state revenue funds. The Fiscal Services department will also use the funds to support special projects.

Enter previous activity and summarize progress and outcomes

Closing the Loop Theme	Mandated

Fiscal Services/Payroll - Imaging of Payroll Microfiche Records - $25,000 - Anytime Payroll has to access payroll data prior to May 2008, Payroll has to take the microfiche records to the Library to use their Microfiche machines. This is both inefficient and time-consuming. Having those records transferred to an electronic medium would save time and productivity.

After the funding was approved on March 24, 2015, the Payroll department worked with Information Technology. They initially thought that the records which were previously imaged were corrupted, but they found a way to recover the records. Therefore, there was no need to reimage the records and use these funds.

These funds will be redirected and used in the 2015-16 fiscal year. We will hire a student assistant year-round to assist with the filing and other projects as a result of the increased transactions in 2015-16. The funds will also be used to train Fiscal Services staff in Access and ARGOS. These initiatives will help in providing better service to the campus community.

Closing the Loop Theme	Mandate
Closing the Loop Theme	Select Activity Theme

Fiscal Services/Budget/Categorical/Audit - Training to implement new requirements as part of changes to OMB A-133 - $1.500 - Necessary for federally-funded grants to ensure compliance with OMB Circular A-133.

The funding was approved on March 24, 2015. Fiscal Services secured a webinar for all Fiscal Services employees working with state, local, and federal grants. Additional training will take place during the fiscal year 2015-16.

Closing the Loop Theme	Training/Customer Service

Fiscal Services Budget/Categorical/Audit/Accounting/Purchasing and Payroll - Development of training videos such as: Requisition training for beginners, Requisition training for advance users, online budget transfers - $10,000 - Improve customer service and efficiencies. Video Training will be available to the campus users on the Fiscal Services website. New users will not have to wait until sessions are offered and will be able to complete the training at their own pace.

This funding was approved on April 21, 2015. The plan is to work with Technical Services during during 2015-16 to develop a recorded version of Requisition, Approver, and P-Card training sessions. Purchasing Staff currently offers one 4-hour Requisition class per month and Approver training as-needed when new Managers come on board. Requisition training is available outside the scheduled classes for urgent requests. The staff also works with users on an individual basis as needed to provide additional assistance in the Requisition process. As P-Cards are rolled out to additional campus staff, the need for P-Card training will also increase. Recording these sessions will free up staff time as end users will have the ability to review the recorded materials on their own time and as often as necessary.

b. Strategic Objectives Assigned to :	Fiscal Services

Your Vice President has assigned the following Strategic Objectives for your area from the Mt. San Antonio College 2014-15 Strategic Plan and identified in the Process Map of Integrated Planning (see Roll-Over below). Not all areas will have a Strategic Objective assigned to them.

Click on the links below to address the components of the Strategic Objectives assigned.

Link to Strategic Objective 8.4

Link to Strategic Objective 10.2

Link to Strategic Objective 12.1

SectionTwo: Where We Are Going—Planning for the Next Three Years

I. Planning: Division Goals and Strategic Objectives for: Fiscal Services

a.*The following table contains your goals as noted in SectionOne-I for 2014-15. Review your area's goals and revise, add new goals or remove goals that are no longer relevant as appropriate for planning for 2015-16, 2016-17, and 2017-18. Add rows (+) as needed. Delete rows (X).*

Division or Area Goal Name	Division or Area Goal	College Theme
Customer Service	*To provide excellent customer service*	*D: Cooperation/Collaboration*
Fiscal Independence	*To maintain Fiscal Independence status*	*C: Secure Resources*
Fiscal Stability	*To maintain fiscal stability of the college*	*C: Secure Resources*
Implement New Technologies	*To implement new technologies to improve efficiencies*	*C: Secure Resources*
Professional Development	*To promote training and cross-training to enhance employee knowledge that will increase productivity, encourage collaboration and personal growth*	*C: Secure Resources*
Develop Procedures	*To develop internal and external procedures to improve efficiencies and collaboration*	*D: Cooperation/Collaboration*

The following Strategic Objectives are assigned to this area as identified in the Mt. San Antonio College [2014-15 Strategic Plan](#). They inform the planning process for action over the next two years (NOTE*Not all areas will have a Strategic Objective assigned to them.)

b.	# Strategic Objective	Strategic Objective
	8.4	Students and prospective students will have access to key sources of information through accessible, user-friendly, state-of-the-art communication technology and will be trained in how to access and effectively use this technology
	10.2	Provide enhanced and increased technology trainings for all campus constituents
	12.1	Meet service levels of key operational processes within available resources

II. Planning for the Next Three Years for: Fiscal Services

a. Narrative Summary	The Fiscal Services department immediate plans to improve efficiencies are the continuation of cross training the staff, documenting procedures, and staff training in Microsoft Access and ARGOS to generate ad hoc reports. The department is currently testing the pilot p-card group and will expand the use of the Purchasing Card program during 2015-16. The implementation of debt collections to recover uncollectible accounts will be completed during 2015-16. The Fiscal Services department will also update the Fiscal Services website and include the purchasing handbook, most commonly used account codes, and helpful hints. In collaboration with Technical Services, Purchasing will develop training videos for Requisition, Approver, and P-Card training sessions. The Bursar's Office will be working with Marketing and Communications, Admissions and Records, Information Technology, and School Outreach to strategize on how to better market the Mt. SAC Card and communicate the purpose to students. Payroll will began implementation of web time sheets for classified staff utilizing the Kronos Timekeeping System. This technology will be very useful across campus. It keeps real-time leave balances! The department will also develop a process for online budget queries in 2015-16 and collaborate with the implementation of the campus-wide document imaging. The department is also looking into implementing a budget system and plans to review the Banner grant module in 2017-18.

New Plan or Activity	Professional Development

Provide Microsoft Access and ARGOS Training to the Budget Technicians. This will improve the ability to establish an Access database and generate ad hoc reports (2015-16).
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).
Training to assess Time and Effort certification process as a result of changes to OMB A-133. This is a mandate for federal grants (2015-16).

Describe new activity and expected outcomes

New Plan or Activity	Technology

New Plan or Activity	Select Activity Theme

New Plan or Activity	Select Activity Theme

Collaborate with the implementation of the campus-wide document imaging. This will save physical storage space and allow the easy retrieval of source documents (2015-16).
Implement processes with debt collection agency. The College will recover uncollectible accounts receivable (2015-16).
Implement web time sheets for Classified staff. The Banner web time sheets that Classified staff use cause issues with leave balances, are unfriendly to use, are basic in their nature, cannot handle overtime, and are unchangeable once approvals are completed. For all these reasons, the Facilities Department was unable to use the Banner web time sheets. Facilities purchased the Kronos timekeeping system which light years beyond what Banner offers. This technology will be very useful across campus. It keeps real-time leave balances! (2015-16 and 2016-17)
Implement new system to develop the Budget. Currently the status quo budget process is completely manual. Budget and Accounting Technicians prepare and manipulate an Excel spreadsheet for each account. In order to improve the process, making it more efficient and effective, we would like to implement a budgeting package that will allow the status quo process to be automated; routing to each area for input and approvals. The goal is to obtain a software that will interface with Banner (2017-18).
Implement Banner self service on-line budget queries. As a result of the on-line budget transfer implementation with a full year's worth of data in the system, Fiscal Services will develop a training guide for campus users. This would allow users to access and review their budgets on-line, rather than having to log on to the Banner system. This would also allow campus users to have full access to view their budget and process budget transfers on campus, as well as off site (2015-16).
Review the Grants Billing module in Banner to centralize time and effort reporting for all federal grants (2017-18).

Describe new activity and expected outcomes

New Plan or Activity	Customer Service
New Plan or Activity	
New Plan or Activity	Select Activity Theme
New Plan or Activity	Select Activity Theme
New Plan or Activity	Select Activity Theme
New Plan or Activity	Select Activity Theme
New Plan or Activity	Select Activity Theme

New Plan or Activity	Select Activity Theme
Provide expedient fiscal advice and fiscal monitoring. The Fiscal Services department often receives questions on allowable expenditures, permissible charges of fees, permissible fundraising activities, Internal Revenue Service compliance, Ed Code compliance, and other related fiscal questions. The inquiries are very challenging, require a lot of research time, and departments need a quick response.	
Update the Fiscal Services website to include purchasing handbook, most commonly used accounts, forms, and helpful hints to improve customer service.	
Develop internal and external procedures to improve efficiencies and collaboration.	
Develop training videos for Requisition, Approver, and P-Card training sessions. Purchasing Staff currently offers one 4-hour Requisition class per month and Approver training as-needed when new Managers come on board. Requisition training is available outside the scheduled classes for urgent requests. The staff also works with users on an individual basis as needed to provide additional assistance in the Requisition process. As P-Cards are rolled out to additional campus staff, the need for P-Card training will also increase. Creating training videos of these sessions will free up staff time as end users will have the ability to review the recorded materials on their own time and as often as necessary.	

New Plan or Activity	Student Success
The Bursar's Office will be working with Marketing and Communications, Admissions and Records, Information Technology, and School Outreach to strategize on how to better market the Mt. SAC Card and communicate the purpose to students. Currently, there is lack of communication and students tend to throw away the card which produces a high number of cards to be reissued.	

III. Budget Prioritization for: Fiscal Services

Budget prioritization for the 2015-16 cycle is intended to inform the Instruction Team's prioritization process each July.

1. Download the Budget Prioritization form to your computer using the button below.
2. Use "Save As" to rename the document "2015-16_PIErequests_your division name or acronym"
3. Save to your computer
4. When information on the spreadsheet is complete, click on the "Attach Documents" button below, navigate to the file on your computer, and save. The document will remain attached to your Manager PIE form.

SectionThree: Recommendations for Improving the Planning Process

I. What suggestions do you have for improving the planning process for your area?
Summarize suggestions your area has for improving the planning process

II. What additional information should the College provide to assist your area's planning?
The PIE training offered in fiscal year 2014-15 was very helpful. Additional training earlier in the fiscal year will be beneficial for 2015-16 fiscal year. If the forms are likely to change for 2015-16, receiving them earlier will help.

Thank you for completing the Manager PIE form summarizing 2014-15, and summarizing your area's planning for the 2015-16, 2016-17, and 2017-18 three-year cycle.

Please save this form and forward to your Vice President by 08/01/ 2015.
Questions regarding this form? Send an email to Don Sciore, Associate Dean of Instruction, at dsciore@mtsac.edu
or Meghan Chen, Dean, Library & Learning Resources, at mchen@mtsac.edu.

For your convenience, you may lock this form and prevent changes to your work:

1. Click the "Lock this Form" button below, enter password "pie" (lower case/no quotes)
2. To Unlock this Form for further revision, click the Unlock this Form button below.
3. Enter password "pie" (lower case/no quotes)
4. Save the form using the "Save Form" button at the bottom of the page.
5. Please lock the form before sending to your VP.

Lock this Form	Unlock this Form