

2013-14
Annual
Unit Plan

Name of Unit: Fiscal Services
Name of Area: Administrative Services
Date Completed: 4/1/2013

Unit's Mission Statement

The mission of the El Camino Community College District Fiscal Services unit is to provide excellent customer service to all areas of the college community, while maintaining the fiscal integrity of the District through adherence to and compliance with sound business practices, district policies and regulatory agencies requirements in order to safeguard District resources and assure continuation and stability of the institution.

Unit's Characteristics, Performance and Trends

The Fiscal Services division is comprised of the Fiscal Services office and the Accounting department. The Fiscal Services office is responsible for the development of the district's budgets, forecasting, business management procedures, implementation of new financial systems and interfacing with public and private sector agencies. The Accounting department provides services in the areas of general accounting, grant accounting ancillary accounting, reporting, vendor payments, enrollment and cashiering services, banking and investing, human resources position control and payroll generation and disbursement, student financial aid accounting and disbursement and other related duties. Staff consists of trained accountants, accounting assistants, cashiers, temporary hourly staff and Federal Work Study program students.

The department strives to accomplish all of its workload timely. It strives to provide excellent service to students and staff and the community. Decreasing staff levels and increasing job functions make providing quality service and accurate, up to date financial records a challenge.

Surveys

Customer surveys were completed in 1998-99, March 2003, and May 2007.

Customer satisfaction data showed management satisfaction improved by 2 % over the years to a high of 97%, faculty satisfaction held steady at 86-87% satisfied, and staff satisfaction greatly improved from 82% to 95%, a 13% increase in customer satisfaction.

Improvements to Service

Fiscal Services has focused since that time on improving service in general accounting and reporting, and in student cashiering services during peak registration times.

Financial Reporting has implemented a budget monitoring and alert system. Data showed that numerous department accounts were over running their budgets. A budget check feature was instituted at the requisition level in the Datatel system. This prevents overdraft of supply and other operating account budgets. Department budget reports are produced monthly, current and projected expenditure levels compared to the annual budget. Department managers are alerted to any accounts that are overdrawn. Departments are also alerted of any account that has exceeded a normal percentage level of expected expenditures and therefore may exceed budget before the end of the fiscal year. Departments are advised to process budget transfers and/or curtail expenditures. Accounting staff assure that budget transfers are completed before the next monthly reports are sent to the departments. This is keeping a tighter control on expenditure budgets. Last year expenditures came in well under budget.

Financial Reporting lost a member in 2009 and a replacement was not hired until 6-9 months later. That replacement employee also left the college after 9 months. A replacement staff person was not hired until 2011. Another member of the unit was promoted in April 2011 and therefore a replacement staff member had to be hired and trained. During the time of the vacancies, the remaining staff had to take on the duties of the vacant positions. The staff member promoted had to assume her new duties and continue with the duties of her previous position until a replacement could be hired and trained. Staff are also taking on tasks that were previously performed by the Los Angeles County Office of Education (LACOE) with regard to TSA, retirement reporting and payment of retirement earnings directly to STRS. LACOE suffered budget cuts two years ago and our District staff have had to add those tasks to their list of assignments. The tasks handed over to the district are time sensitive, so other district related task have to be rescheduled when these tasks are due.

Cashiering services monitored the average wait time in the cashiering line during the peak periods of enrollment, as well as the number of customers served via the web, on the phone and in person to see if staffing schedules were adequate to respond timely to customer needs. Collecting this data enabled schedulers to more efficiently service customers and also confirmed that the wait time was not long in the cashiering line, as had been assumed by upper management's visual inspection of the hallway. Cashiering services deployed new credit card terminals that capture the customer's payment in less time. Cashiering services worked the cashiering line answering student questions while students waited for a cashier window to be available. Students who had to be sent to another campus department and return to the cashiers were given "front of the line" passes, so they would not have to wait in line again. Web payment services are heavily promoted so students can process their fee payments online. Long lines of students are now only seen on the first two days of each semester rather than the first two weeks. 2011-13 update:

The District has also implemented two fee payment deadlines in the months and weeks preceding the start of the next semester. This along with increased

use of the web fee payment option has changed how the cashiering operation has to schedule the work time of its casual workers. Less staffing is needed than before during the weeks preceding the start of a semester and more concentrated staffing is needed around the time of the payment deadlines and the first three weeks of the semester. In addition, since the majority of our students tend to pay their fees at or just before the payment deadline, staffing has to be increased at the windows as well as behind the scenes as staff is needed at the walk up windows and behind the scenes during the same time to process the mailing of documents to those students who paid via the web. This also presents an issue that we will no longer need casual workers for extended numbers of weeks, we only need them for 2-3 weeks to process payments, then about a month later for a week to process refunds, and then a few weeks later for a few days to stuff and mail invoices to students. The casual workers we employ to do these jobs had become used to more steady hours throughout the semester. Tighter scheduling of processes with deadlines, results in needing workers at more defined times for shorter durations. Reduced hours means less pay for employees. We fear we will lose our loyal, knowledgeable staff as they seek steadier employment elsewhere. This will create the need to hire and train, and more closely supervise new staff each semester.

Cashiering services also took on the responsibility of counting and depositing all the campus parking permit machine coin and currency. This has increased the workload of the cashiers and required the purchase of a new coin sorting and counting machine. Additional staff has been brought in to assist the cashier in lifting and dumping the coin bags and preparing the deposit of these funds. The number of machines has doubled and will soon triple since the years that the cashiers originally counted and deposited these funds. Providing this service has freed up police cadet and officer time and safe guards the funds at a higher level. It has increased the work load and hourly staffing needs of the accounting department which will require a budget increase.

2012-13: We absorbed three permanent Bookstore workers as Cashiers. The permanent classified staff are learning all the aspects of the cashiering position. They have displaced the casual workers for the majority of the year. Casual workers will be brought in to help check refunds, mail refund checks, mail invoices and collect fees as needed.

Cashiers will be moving to their new location in the Bookstore building in May 2013. At that time, they will be responsible for all cash receipting, petty cash disbursement and check disbursement to students. They are also taking on the collection of transcript fees, previously handled by Admissions.

2011-12 update:

The District entered into the Chancellor's Office Tax Offset Program (COTOP) in the 2010 tax year. COTOP allows districts to submit their student debts to the State Franchise Tax Board for recovery through a tax refund offset. The District has been very successful in recovering some old outstanding student debt. The participation in the program did increase the volume of work for the cashiering area, the managers and administrative assistant of the Fiscal Services division. Huge numbers of phone calls came in after COTOP warning letters were sent to students. Students called to find out about what the letter meant, then had inquiries about the composition of their debt, then protested the debt with the cashiers, and then had to be sent petition forms so they could formally protest the debt. The State a couple of months later did garnish their tax refund check. By the time the student's petition was reviewed and acted upon, it was found that many old debts should be dismissed. This caused the staff to have to issue refund checks to the

students for 100% of the debt owed while the State had only paid the District for 75% of the debt. While the process has recovered student fees, it has also cost the District 25% of each fee collected as well as the increased labor hours for staff to answer, research, and follow-up on each case that we are contacted about. The process has pointed out some flaws in the current academic processing of no shows, automatic "F" grades, and slowness in responding to student petitions. These issues are being worked on by the Academic Affairs and Student Services areas.

2012-13 update:

COTOP continues to collect delinquent fees for many of our students. Our latest issue is the collection of fees in error for many of our paramedic training students. The local agencies and the I & T department are working with us to improve the billing process to the agencies resulting in more timely payment of student fees. Also working with ITS and Admissions to refine the COTOP file parameters to avoid unnecessary COTOP debt referrals.

The 1098-T form issuance each January also impacts the workload for the Fiscal Services manager and administrative assistant, who respond to inquiries about the amount on the form, requests for duplicate forms, and requests from the IRS to move or change amounts on forms. These additional requests impact the daily work routine of the staff involved.

Financial aid students owe health center and student body fees only. Research showed that many financial aid students were receiving their aid, but not paying their fees. Accounting implemented a new system that recovers these delinquent fees prior to the disbursement of financial aid to the student. Recent recoveries totaled \$4000 in delinquent fees per semester. This recovery occurs within the first two weeks of the semester and reduces the number of invoices that are sent to students and eliminates phone calls from students asking why they are blocked from registration for the next term. This has also necessitated the hiring of part-time staff and will cause a need for increased budget.

2011-12 update:

The financial aid and fiscal services divisions entered into an agreement with the Sallie Mae Corp to have Sallie Mae distribute Federal financial aid grant moneys in the form of pre-loaded debit cards or checks to students. This has eliminated the need for casual staff in the financial aid area who used to sort, stuff and mail and or hand distribute checks to students in a process that was very time consuming, labor intensive and resulted in long lines of sometimes unruly students waiting for checks. The process has resulted in a more efficient distribution of funds to students, but is not proving to be more cost effective than the previous method of disbursement. It was hoped all students would sign up for the debit card which is free to the District. However, most students still preferred a check for their funds. Sallie Mae Corp. charges a fee for each check delivered. These charges as well as those for lost checks, stop payments and other related fees is found to be more than what the labor cost was before. The Financial Aid and Accounting office are in the last year of a 3 year contract with Sallie Mae Corp and the costs and effectiveness of the new delivery system will be assessed. Modernization of systems has proved beneficial to the students but has created more costs for the District, and also eliminated the ability to collect any delinquent student fees. The cabinet also decided to not drop students who only owed less than \$130 - \$180 in enrollment fees. This automatically allows thousands of financial aid students owing \$18.50 to avoid paying those fees which support the student health center and the Associated Student Body representation fund. These fees can only be captured if the student wishes to register for a subsequent semester at the College.

The budget book has been produced earlier than ever before in the last two years resulting in the satisfaction of the Planning and Budgeting Committee, the President and the Board of Trustees. This was accomplished by setting firm budgeting, year-end closing and budget book production deadlines.

Trends

External Trends

With the current economic uncertainty, it may be expected that student populations may increase if unemployment in this area increases. Therefore the number of students served by the cashiering and financial aid areas is expected to increase. This may necessitate hiring more staff to handle additional fee collections, additional financial aid check disbursements and financial aid reconciliations.

Many changes in service levels are taking place at the local County Office of Education. If this trend continues, additional job functions may be taken on by the District. This may necessitate hiring of additional staff.

2011-12 update:

What a difference a few years make. It is now known that we are being forced to dramatically decrease our student population to match the reduced amount of State Funding we are receiving for the 2011-12 fiscal year and beyond. This is occurring at a time when the nation and state has high unemployment, which is usually a time that people return to school to learn a new trade or educate themselves to be viable in a new career.

Decreased funding means lower number of students. Decreased funding means we also have fewer funds to spend on casual workers who serve our students. This results in reduced service hours or longer lines for students. We will need to strategize how to effectively deal with this issue. We will still have need for cashiering services to serve the students we do have, we will still have fee payment deadlines and need to be fully staffed, but with less funding to pay workers to provide these services, existing permanent staff may have to take on the front line servicing as they previously did. This will impact the timely accomplishment of their other job duties at peak times of student service.

We also see an increase in the number of grant programs for which we provide accounting and reporting services. With a fixed level of staff, and increasing grants and programs to account for, staff will have the same amount of time to do more. Without an increase in staff, timeliness of some functions may decrease. Bank costs continue to rise. We no longer have many of the free services we did in the past. Modernization of many electronic banking services has improved timeliness of banking information and efficiency but has increased service costs to the district. Cost of banking supplies has dramatically increased in the past few years.

2012-13 update:

There is a possibility that we will receive funding that will allow us to restore some sections that were cut in previous academic years. This will mean more students to process for fee collection, refunding and billing. There may not be a Winter 2014 intersession which will change the timelines for the cashiering staff and allow for less downtime to get work caught up. Registration will end in December, and classes will start in Mid-January, along with back to back summer sessions leading right up to Fall semester. This will create a year round need for active cashiering levels. We may not be able to have the cashiers do a lot of the work released from the Accounting Technicians if cashiering services does not have down time. We will be monitoring the activity closely to see if we need to redistribute some duties.

The new cashiering location will put a lot of student activity in a single area on campus, Admissions, Cashiers, Financial Aid, and the Bookstore will be a hub of activity, presenting more need for crowd control and security in a centralized location.

Internal Trends

It is expected that $\frac{1}{4}$ of the accounting department will retire or take other jobs in the next five years, and another $\frac{1}{4}$ in the five years after that, which will require hiring and training new staff.

It is expected that advancing technology may aid staff in monitoring bank accounts, reconciling data between systems and reducing the time it takes for students to receive funds and services. It is unknown if technology will lessen staffing needs or increase them.

Unit's Strengths and Weaknesses

Strengths:

The unit is comprised of experienced staff with extensive comprehensive knowledge of the campus systems, policies and procedures. They are dedicated to accomplishing the functions of the unit and all work very well together. They are adaptable to changes in systems, procedures and to the needs of their customers. They have strong analytical skills individually which they apply to collaborative problem solving within the unit. We have recently added four new staff members who have assimilated well and are contributing new ideas and tips to the unit. All staff members function well on their own without the need for close supervision of daily tasks. They are open to taking on new tasks when other unit members are away. They are cross trained so each one can pitch in to help another.

There is a strong willingness to help external customers. Fiscal Services staff are the "teachers" of the procedures for accounting, budgeting and Datatel processes, holding training sessions for new campus staff.

Weaknesses:

Staffing level in the Cash Management/Student Accounting unit was reduced many years ago and positions were consolidated. We now have three permanent cashiers that can take up some of the workload in the non-peak fee collection/refunds/billing times. Inadequate checks and balances exist in key areas of cashiering and payroll due to staffing level reductions. Service to students particularly in the financial aid disbursement area and fee collection and refunds has decreased due to staff reduction and budget cuts that prevent staffing these areas to the level desired. Cashier window hours have been reduced from 56 hours a week to 39 hours a week. With the addition of the three new permanent cashiers we would like to increase our window hours of operation. We challenge the other departments on campus to match broader service hours. The Financial Aid window no longer can provide help 5 days a week. Staff has to close the window for complete days in order to accomplish the increased work load. Many reconciliation functions are not able to be performed due to lack of staff. Current staff have taken on the job functions of staff who were not replaced. Current staff is only able to keep up with the basics of their functions and often express regret that they are not able to produce an exact product due to time constraints.

Recent loss of staff includes the Director of Accounting. We currently have an Interim Director and hope to fill the position in 2012-13.

At this time, it is rumored that at least one Payroll Technician will be retiring soon. Several payroll staff have chronic medical conditions or work-related injuries that affect their ability to work 40 hours a week. These medical issues and leaves have forced the remaining staff and management to take on additional work load of the absent staff members. One task that has not been kept up to date is absence accounting for part-time faculty.

The separation of work function continues as the Accounting Department has re-located to the new Fiscal Services area in the Bookstore Building. The Cashiering windows and financial aid disbursement windows will be located on the ground level of the Bookstore building approximately May 2013, with only work stations for the Cashiers and part-time staff with no direct supervisor on site. The managers of that area will be located on the second floor of the building.

This may require the need to promote an existing staff member to a supervisor to have adequate supervision of the area.

2010-13 update: Staff still have considerable absences due to medical issues or family responsibilities. Many are caring for elderly parents or sick spouses or children which necessitates more time off. Absence accounting in the payroll area has suffered most.

A probationary employee was separated from District employment which created the need for management to assume most of the responsibilities of that position until a replacement employee was hired. The replacement employee came from within the ranks, and therefore a void was left as her position was vacant. So turnover of employees, having to wait to hire employees, and the extensive learning process with a new employee creates weakness within the division, as tasks are not completed as timely as before.

From an internal control perspective, more checks and balances are needed in both cashiering and payroll, but inadequate staffing for control functions prevents this.

Lack of dedicated staff time for reconciliations and in depth analysis of Datatel processing are also weaknesses.

Unit's Opportunities and Challenges

Increasing numbers of students, accounts to reconcile and new compliance areas present duties for which no staff or limited staff time is available. Accounting office staff has been cut by 5 positions over the last several years. This has led to existing staff taking on the workload of the staff that was not replaced.

The extra workload has hindered the staff from performing the exacting reconciliations of all accounts and keeping current with monthly financial activities. This lack of ability to satisfactorily address all financial activities has resulted in audit findings and management comments by our external audit firm. Accounting for additional grants and Compton Center financial aid transactions has not been met with an increased accounting staffing level.

Current staffing is at an all-time low. At least six positions have been lost from the budget as employees retired or left the district's employment. Budgeted positions were also given up to other departments with the promise that they would be replaced when the one-stop center for student services was built. This was promised in 2001, but has not happened and staff continues to be assigned additional functions. Workload has increased in the general accounting area as the district acquires more externally funded grant programs. Adequate segregation of duties do not exist in the cash handling nor payroll areas due to staffing reductions in both areas that were not approved for replacement. Workload has increased in the financial aid accounting area as staff now processes the financial aid disbursements and reconciliation for the Compton Center students. The payroll and general accounting staff has taken on the processing functions related to retirement and tax sheltered annuities that the Los Angeles County Office of Education used to perform. As LACOE downsizes their operation, the district picks up these functions. Many monitoring and reconciliation functions are no longer occurring due to understaffing. For proper checks and balances and to accomplish the additional workload, additional staff is required. Staffing needs have to be reassessed for the move of the cashiers and student related accounting to the new Student Services Center building or to the temporary Bookstore location. Currently (2011-12) accounting staff persons are housed in two separate locations on opposite sides of the campus. Much time is spent transporting documents and cash between locations by both staff and managers. There is no supervision in the Cashiering area. Cashiers were to only be housed apart from the main operation for about 6 months. Due to delays to the approval of the construction of a temporary cashiering area at the Bookstore building, the cashiering, ancillary accounting and cash management functions of accounting office have been separate and unsupervised for 18 months. It appears the units will be separated for at least another 12 - 18 months. Time is wasted in transport of documents by staff.

It is expected that advancing technology may aid staff in monitoring bank accounts, reconciling data between systems and reducing the time it takes for students to receive funds and services. It is unknown if technology will lessen staffing needs or increase them.

2011-12 update: More automation of processes is needed by staff. We are excited about the upcoming Web based Datatel system.

A new challenge is the implementation of Web E-Commerce system to comply with new banking regulations. Another challenge is complying with audit recommendations to have all Federal financial aid related to our Compton Center students post to the El Camino Set of accounts rather than to the Compton Center General ledger accounts. Staff is working diligently to figure out how to make this happen within the set up parameters of the Datatel system. We are continually challenged by the numerous payroll corrections necessary due to incorrect account codes. Storage and retrieval of payroll documents and accounting transactions documents is extremely difficult since we have moved to a location with limited storage capacity and no secured storage.

Staff is frustrated with the lack of delineation between Payroll functions and Human Resources functions Payroll staff continue to advise faculty and staff on retirement and benefit issues after the HR staff have directed the employee to payroll. This consumes time that could be spent on payroll related functions. Campus staff seems to have a lack of knowledge on account codes or proper coding techniques. Staff will have to set up new training sessions in order to keep new campus managers and supervisors trained in the account code structure and use of the Datatel budget system.

A newer challenge is how to appropriately staff the cashiering operation now that fee payment deadlines have been imposed. In the past we knew to have a full crew of 14 cashiers on duty for approximately 4-5 weeks at a time. With two single payment deadline dates per semester, and an increase in web payments, we find we need fewer days of fully staffed front line windows and more cashiers working behind the windows to process web transactions. The cashiers operation has absorbed three permanent cashier positions from the Bookstore classified staff. We are unable to give casual employees the same number of hours as before and we believe we will not be able to retain our highly knowledgeable casual staff. This will result in hiring new staff each year or semester and training staff again on Datatel, campus policies, and more hands on supervision. This will result in more time lost from permanent staff's jobs which were already consolidated from two jobs into one job when staffing was reduced several years ago.

Security in the new Cashiering location is a concern, as now students and staff are exposed to an outdoor environment when paying their fees, picking up checks and cash.

Extensive security measures are being put into operation for the protection of the students and staff. We anticipate needing cadet or police coverage at all times during the peak fee collection periods and for any check disbursement days. This increase in service will result in increased costs to the accounting operation.

Evaluation of Unit's Performance

The division's performance can be evaluated from the eyes of the customer by use of a survey instrument. Internal evaluation is through assessment of timeliness of payrolls, banking, expenditure/budget transfers and reports. Another indicator is the timeliness of vacation and sick leave accounting reports to campus employees. All deadlines being met.

Increasing workload and the need to achieve a greater level of accounting control and attention to tasks that are not being accomplished necessitates the hiring of additional full time or permanent part-time staff. An increase in staff will increase the efficiency of our service operations. Essential job tasks that had to be abandoned when staffing vacancies were not filled could then be accomplished.

Replace the Accounting Director. This was accomplished in 2009 but again needs to happen in 2013 with the retirement of the Accounting Director. Increase the staffing level - cashiering, financial aid accounting, payroll, general accounting:

Cashiering services - Day cashier, Cashiering Supervisor/Registration coordinator

This function is currently part of one of the Accounting Technician's job during the day time hours and the responsibility of an Accounting Assistant III during the evening hours. During peak periods of each academic session, and for a good amount of time during the regular year, the Accounting Technician is not able to keep up her reporting and reconciliation functions timely.

Financial Aid accounting - Accounting Technician, Accounting Assistant II
We have implemented the electronic disbursement of student Federal financial aid funds in February 2010. As students become accustomed to the new

process, the amount of time needed to service students at our financial aid windows should decrease. Paperwork that needs to be sorted and filed will decrease. This will lessen the need for additional part-time staff in that area. The initial implementation has increased the staff time of the Accounting Officer, Accounting Technician II and the Business Manager. Once the process for reconciliation is learned, and the system becomes routine, it is estimated that the Business Manager and Accounting Officer will spend about 5% of their time on the twice weekly transactions.

Payroll - Payroll Assistant

Three of the four payroll technicians have frequent absences due to chronic illnesses, medical leaves, and work-related injuries. The staff present have to take on the work load of the missing staff members and we have had to use an hourly staff person at the full time rate of pay to accomplish payroll duties in one member's absence.

Payroll staff is unable to keep up the absence accounting for full time and part-time faculty due to not enough time on the job. We then have to hire part-time help to catch the work up. Cal STRS and LACOE have increased the work load of the staff as work was handed off to the District by LACOE. STRS has become very demanding in their requests for immediate corrections to member's retirement accounts and immediate reimbursement of funds due, or they will assess penalties. The staff person responsible for this is unable to keep up the work timely, due to the excessive research it takes, and time to correct each employee's records on the payroll system, and she is hindered by her chronic illness pattern.

General Accounting - Accounting Technician

Required reconciliations need to be accomplished to satisfy audit requirements and are needed as a control mechanism between the two financial systems we operate. Bank statement reconciliations have to be put on hold for other work to be done. Adjustments based on the current reconciliations are not being completed timely by the staff.

2009-10 was the implementation year of the COTOP fee payment program. The number of emails and phone calls that had to be returned to students and then the research on each account to explain to students what their balance was and to explain the COTOP program to them resulted in hundreds of additional hours of part-time help being needed. The District has also implemented a fee payment deadline process and this has increased the need for cashiers to meet the demand for cashiering services at two deadline periods have been implemented each academic session.

An increased annual supply budget is needed as the cost of toner cartridges is very expensive. We buy the least expensive brand, but then they do not last very long.

We print reports, printouts for students, bills to students, checks to students.

An increased annual equipment budget is needed to handle any external changes in processes that necessitate new equipment. Unused funds in any particular fiscal year will revert back to the fund balance.

An increased conference budget will allow staff to attend bursars' conference to learn the latest technology and processes for cashiering services and allow payroll staff to attend STRS and PERS retirement workshops, and allow accounting staff to attend the Datatel User Group mini-conferences.

Unit's 3-5 Year Strategic Directions

It is hoped that all of the Federal student financial aid disbursements can be made electronically to student's bank accounts or to a debit card, eliminating the need for paper checks which cost the District money. We will still need to produce paper checks for those students receiving State and campus based aid and Federal Direct Loans. Electronic aid submissions will continue to require a more intense level of local cash management, as Federal funds are now deposited to a local bank account and monitored by staff.

Cashiering services will continue to look for ways to achieve a 100% payment of fees by students, by conducting research of fee collection methods employed at other colleges.

Automation of the fee receipt with the parking permit is planned with the aid of the ITS department. Establishment of the fee payment deadlines should result in decreasing levels of unpaid student receivables, thereby increasing cash flow to the district before the start of each academic session.

Eliminating a fee threshold implemented by Cabinet would assure 100% fee collection. All Financial aid students who pay the ASB and Student Health Center fee slip through the fee payment deadlines as well as students who owe amounts below the fee threshold. It is hoped we can implement the Colleague wait list notification program for students so they can accept or reject being added to a wait listed class thereby eliminating the need for a fee threshold.

Payroll will continue to encourage direct deposit of paychecks for all employees which will reduce the time needed to manually process the disbursement of actual paychecks on payday. WE will also encourage the academic divisions to disburse their student paychecks on payday to match the practices of the Student and Administrative areas divisions. Payroll will continue to strive to update absence balances for faculty members on a timelier basis. We are also looking at new timesheets for the staff, automated, thus not relying on out dated hardware to produce the timesheets. Financial Reporting staff will continue to try to reconcile both financial systems, but will need additional staff to accomplish this objective. Staff has been lost and existing staff have had their workload added to. This leaves little time for additional reconciliations required by audit standards. We also want to implement an automated journal entry system, thereby reducing the need for paperwork across campus.

The department will continue to focus on continuing to provide efficient service to staff, students and outside agencies. Emphasis on improving service to students will also include the continuous reinforcement with all staff the need to be caring and sensitive and respectful to our various student populations. The department will continue to focus on being responsive to requests for information and service.

2013-14 update:

The division is interested in achieving the following in the next 3-5 years:

- 1) Automation of forms on web site with instructions and sample filled in forms
- 2) A student web site for all student forms. Direct access forms in a single location regardless of the form's originating department.

- 3) Procedures on web site
- 4) Monthly or quarterly meetings with other departments (HR, Admissions, ITS)
- 5) Examine/change fee payment and drop policy - drop combining of campus totals, confusing to students and not fair
- 6) Cross training between programs in Fiscal Services division...Employees are cross trained within the programs but not across units
- 7) Reinstate overview training for new campus employees
- 8) Improve student service
- 9) Improve consistency in meetings
- 10) Computer scanning, storage and retrieval of documents
- 11) Automate the sale of parking permits
- 12) Try new processes or systems at the cashier's windows
- 13) Improve web notification to students on payment process and schedule checking
- 14) Improve vacation/sick leave reporting

Goal #1 Short term (1 year)

Status: in progress

B. Strengthen quality support services to promote student success.

Strategic Initiative: B listed above, formerly SI 1 (a)
Standard IIID

Evaluation of Goal

Goal completed when all objectives are completed.

Objective #1.1

Status: complete

Director hired

Hire a Director of Accounting.

Existing Resources

This position is budgeted for the 2012-13 fiscal year.
This request is for the replacement of staff for an existing budgeted position.

Resources Needed: Additional Personnel

Position Classification: Manager/Supervisor (classified)

Required for How Long: Ongoing

Position Description:

Manager of the Accounting Department. Critical to day to day operations of the department. Supervision, audit and approval of daily work. Key to state, Federal and local issue resolution. Resolves payment issues - student and staff, COTOP process management, IT and Banking liaison. Audit prep, coordination and review.

Estimated Cost: \$ 87689

Supporting Rationale:

Position is a key management function overseeing the daily operations of the accounting, payroll and cashiering functions for the District.

Goal #2 Short term (1 year)

Status: in progress

E. Improve processes, programs, and services through the effective use of assessment, program review, planning, and resource allocation.

To provide better service to financial aid students and to keep current with financial aid paperwork which affects student award data. (SI-1b)

Rationale: Financial Aid Accounting workload has increased to double, as El Camino staff is now responsible for the processing and reconciliation of Compton Center Financial Aid disbursements. Two Federal financial aid check runs are processed weekly instead of one. The accountant who reconciles the El Camino financial aid transactions now has to also reconcile the Compton Center transactions. For audit purposes the two financial aid funds have to be combined and reconciled again to Federal financial web site amounts. All Federal financial aid transactions for Compton students must be manually reconciled and journaled off the Compton General Ledger history into the El Camino College General Ledger account history. Staff is working on trying to automate this system.

Status update: Staff are currently working to reprogram the account set ups in order to try to get all Compton Center Federal awards to post to El Camino's General Ledger to comply with an audit recommendation. Progress on this issue has progressed with the responsibility of this project given to the new Accounting Officer. She is working closely with ITS and the Business Manager to determine the exact set-ups. She has also tested the system and we are ready to try the new set up in the Production version of Colleague. This effort has reduced the time she has to work on other critical areas such as reconciliations however we believe this is a top priority since we are dealing with Federal funds.

Strategic Initiative E, listed above, formerly SI-1 (a) Standard IIB and IIID

Evaluation of Goal

All paperwork, including posting of cancelled checks, stale-dated checks in both the Datatel and PeopleSoft systems would be up to date monthly and reconciled by year-end close resulting in the financial aid accountant being able to reconcile the awards with the disbursements. Financial Aid records would match Accounting records. Reconciliations of all awards would be timely and all discrepancies resolved prior to year-end closing and the filing of the annual FISAP report. Elimination of threats by the Federal

government to close down funding due to discrepancies in reconciliations and non-processing of cancellations and stale dated checks. These are on-going functions of this employee's position.

Electronic or paper check processing of financial aid disbursements would be handled completely by an outside agency. (outsourcing of the disbursement process)

Elimination of 2-3 casual workers needed now to handle the paperwork and questions associated with in person financial aid disbursements.

Evaluation on this goal will be addressed again during fiscal year 2013-14. A new Dean of Enrollment management Services who is in charge of the Financial Aid department has begun further evaluation processes. We will align our evaluation with those of the main evaluation committee. Currently working on presenting an up dated list of concerns and needs for Sallie Mae Corp to assist us with. The implementation of automation for a portion of the financial aid disbursement process has reduced the need part-time help. Cost saving on part time help has been offset by Sallie Mae monthly costs to issue checks to students. One of our expressed goals to the Financial Aid department is to have a greater percentage of aid students sign up for the debit card method of funds delivery. Debit card delivery is free. Check delivery is making this program costly. However this is balanced by reduced delivery time for students who choose the debit card.

Objective #2.1

Status: in progress

Evaluate the effectiveness (both cost and employee efficiency) of the direct deposit system for financial aid checks.

I have retained the status history here to provide the progress that has been made on this objective.

Status: In Progress during 2008-09 and 2009-10.

Meetings with outside agencies who can process financial aid disbursements were and are being conducted during 2008-09 and 2009-10. Decision on vendor and proposed initial steps in implementation occurred in 2009-10.

Implementation of electronic financial aid disbursements to a student debit card is projected to occur in Spring 2010. Testing is underway in Fall 2009-10.

Status: In Progress and partially completed

The District has entered into an agreement with Sallie Mae Corporation for the electronic disbursement of Federal student financial aid to students in the form of a debit card or a paper check. The first electronic disbursements have been made as of 2-16-2010. There have been some returns due to student provided bad information, or lack of student responsibility, but those are being addressed immediately with each individual. Further evaluation will be necessary in 6 months time.

Status: 2012-13 Meetings with Fin. Aid, ITS, students held to express any concerns with Sallie Me Corp and debit card delivery system.

Concerns are to be presented to Sallie Mae Corp reps at a formal meeting.

Meeting in Feb was cancelled due to traffic issues for Sallie Mae representatives. meeting is being rescheduled by the Financial Aid department.

Impact of Objective on Other Programs, Units, and/or Areas

Impact on the Enrollment Services Program: Financial Aid & Scholarship

Work coordination with Financial Aid Office.
This is a combined goal and evaluation of the system with the Financial Aid Office.

Impact on the Unit: Information Technology Services (ITS)

There will be additional programming requirements to Datatel to record the receipt of a financial aid award if the awards are disbursed electronically from DOE directly to a student's bank account. Current in house check generation is recorded on the student's account in the Colleague system. there is additional programming required to set up the electronic file transfers of student database to Sallie Mae Corporation and to load each disbursement file.

2011-12: We have continued to use the support of Cheryl Shenefield in creating and testing financial aid transactions in a TEST environment of Colleague. We are also working with Financial Aid and will be conducting meetings with the El Camino and Compton staff to inform and train them on the new account set-up, and impress upon them the need to coordinate the coding of any new programs with the Accounting office.

Resources Needed: Additional Personnel

Position Classification: Classified Staff

Required for How Long: Ongoing

Position Description:

Accounting Technician II - to track and reconcile electronic financial aid disbursements, order funds from DOE and assure they are received at local bank account. Resolve student issues related to electronic award disbursement.

Estimated Cost: \$ 53000

Supporting Rationale:

Eliminates long lines of students who come in to pick up checks. eliminates lost warrants that have to be replaced because of mail delivery problems, eliminates postage costs for mailing thousands of financial aid checks each year, eliminates the labor associated with the manual process occurring now. Should eliminate the need for previously requested staffing for the financial aid area. (objective 2.1)

This position will eliminate the need for casual workers and this position will be able to assist with other reconciliations in the office.

Status:

2011-12 : newly hired employee seems to be efficient at processing the necessary paperwork on time regarding cancellations and stale dated checks. The accounting officer is still helping with reconciliation as the new clerk and new accountant do not have a full grasp of the complexities of the financial aid system, and the financial aid clerk in the Financial Aid office is not able to keep up with the processing required by that office to return funds on time as she has to process check runs for both campuses. An additional staff person, dedicated to reconciliation and timely return of funds would resolve audit citations and have us in compliance with Federal regulations.

Goal #3 Short term (1 year)

Status: in progress

Goal: E...improves processes and programs through use of program review, assessment, planning. Strategic initiative E

To reconcile all Datatel accounts to PeopleSoft accounts as required by audit, and to reconcile and assess balance sheet accounts to comply with audit recommendations. Use of audit assessment to improve financial statement accuracy.

Standard IIID

This is both a short term goal - hire staff to do this work and a long term goal - produce consistent results of reconciliations.

Rationale: Colleges will now be required to take on the paperwork responsibilities of the Direct Loan program that was previously handled by banks and the Federal government. This will increase the workload in the financial aid office and the accounting department to account for and reconcile and report on this new loan program.

Standard IIB and IIID

Evaluation of Goal

During 2013-14 establish a new position to eliminate audit findings.

All discrepancies between the two financial systems are identified, researched and adjusted within three weeks of the monthly PeopleSoft account transaction upload to Datatel.

All Accounts Receivable are assessed monthly for validity and measures taken to rebill agencies who owe the District funds. All accrued Accounts Payable items are reviewed monthly for validity and bills are paid or the payable accrual is deemed invalid and adjusted off the financial statements.

All Direct Loans responsibilities are being met timely.

Objective #3.1

Status: in progress

Hire Accounting Technician II to review and reconcile all accounts for all funds

This person will also be responsible for accounts receivable and accounts payable review and assessment. Also responsible for bank statement reconciliation.

Responsible for technical review and clearance of audit recommendations. Assess workload for Direct Lending program.

Resources Needed: Additional Personnel

Position Classification: Classified Staff

Required for How Long: Ongoing

Position Description:

Accounting Technician II

Estimated Cost: \$ 52000

Supporting Rationale:

Reconciliation work is not being accomplished with current staffing. Non-accomplishment results in audit citation. Trying to input to and reconcile two systems takes additional manpower.

We have had audit citations for several years regarding reconciliations between the two financial software systems being used. Datatel and PeopleSoft.

Integrity of final financial statement numbers and ending balance.

Goal #4 Short term (1 year)

Status: in progress

B. Strengthen quality educational and support services to promote student success.

Objectives:

Improved collection on student fees on a yearly basis.

Improve timeliness of student refunds on a consistent basis.

Evaluation of Goal

All student fees are paid within the first month of the semester.

This is an in-progress goal; that can be evaluated at the end of each semester. The District has implemented a fee payment deadline for student fees.

All fees are required to be paid before the start of the semester; therefore all remaining fees should be paid within the first month of the semester unless students were given a fee payment exemption because other agencies/financial aid would be paying for the student's fees.

All Student refunds will be processed within the first month of the semester.

This is an on-going goal.

Delinquent fees will be reported to the State COTOP program. - This process was implemented in the Fall of 2009 with the reporting of delinquent fees covering the Fall 1999 through Summer 2009 semesters. As of 2-1-2010, approximately \$200,000 had been recovered by the COTOP process, of which the District will keep \$150,000 or 75%.

The District is continuing to use the COTOP system with submission of all student fee debts to the COTOP program each Fall. The only drawback is we only recover 75% of the student debt and must write off the remaining 25%. Often the debt submitted is in error, which is found out after the State has collected 100% from the student,. The District then loses money because we have to refund 100% of the amount to the student, yet the state has only paid us 75%. there often was no legitimate debt at all. Errors in debts are due to instructors not dropping no-show students, reclassification of residency statuses.

2012-13

We continue to use the COTOP system for all debts from Fall 1998 through the Summer Session of each current year.

Recoveries continue.

Timelines:

Percentage and dollar amounts allowed to slip through the drop process because of the threshold amount.

Improved collection on student fees how much more? % or \$ or by what time?
compare to prior year
Improve timeliness of student refunds by what date, % time in semester?

Objective #4.1

Status: in progress

Improve collection of student fees

Impact of Objective on Other Programs, Units, and/or Areas

Impact on the Fiscal Services Program: Financial Reporting and Accounting

Payroll staff can develop list of outstanding amounts on payroll overpayments and nonpayments of computer loans. Cashiering staff can enter these as debts on the student system and these debts will be included in the COTOP file sent to the State for debt collection.

Impact on the Unit: Information Technology Services (ITS)

Development of refund and invoicing deadlines with ITS department. Strict adherence to schedule by both departments so bills can go out early in the semester for quicker collection of funds due. Additional research time by payroll staff on any overpayments and computer loan delinquencies.

Existing Resources

Existing cashiering staff and accounting officer can review methods used at other colleges. Cashiers can attend the annual bursar's conference to learn the latest technology and fee collection methods used to expedite student payments.
Existing ITS and Cashiering staff and casual workers to get refunds and bills out to students more timely.
Existing staff to add debts to COTOP lists.

Objective #4.2

Status: in progress

Improve timeliness of student refunds.

Impact of Objective on Other Programs, Units, and/or Areas

Impact on the Unit: Information Technology Services (ITS)

Regularly scheduled refund "saved lists" to be run by ITS staff. Cashiers are unable to process refunds if lists are not run. Lists have always been run in the past, but not on a regularly scheduled basis.
Could impact employee scheduling or impact or be impacted by other priority or emergency ITS issues that might occur.

Existing Resources

Existing ITS and Accounting staff need to meet and coordinate each semester the timing of refund lists and invoices.

Goal #5 Short term (1 year)

Status: in progress

E. Improve processes, programs, and services through the effective use of assessment, program review, planning, and resource allocation.

To process required payroll transactions for faculty members timely.
Transactions include adjustments to STRS membership contributions, and payroll system adjustments

Implement an online sick leave balance report site for faculty to view their own balances with a link to payroll to inquire on balance.
To record faculty sick leave balances more timely.

Strategic Initiative 1-a
Standard IIID

Evaluation of Goal

STRS corrections:

No complaints or second requests from STRS and part-time faculty

Sick leave balances:

All corrections and sick leave reports processed timely.

STRS corrections researched within 1 week, corrected completely within the current month.

All Sick leave balances are up to date at the end of each semester.

OR

All Faculty leave days posted monthly. Reports are issued on line to faculty and deans. Electronic viewing and updating of balances.

Objective #5.1

Status: in progress

Hire part-time or full time help to accomplish the goal.

Payroll technician (Accounting Assistant III)

Resources Needed: Additional Personnel

Position Classification: Classified Staff

Required for How Long: Ongoing

Position Description:

Part-time classified position - Payroll Technician

Estimated Cost: \$ 40000

Supporting Rationale:

Cal STRS is imposing deadlines for corrections. If deadlines are not met, they will impose financial penalties.

Objective #5.2

Status: in progress

Continue use of casual staff to catch up balances.

Work with ITS to develop an automated system that will produce the calculations when staff just input the number of days of absence.

Strategic Initiative 1-a
Standard IIID

Impact of Objective on Other Programs, Units, and/or Areas

Impact on the Unit: Information Technology Services (ITS)

Development of program will require ITS staff resources

Resources from Other Sources

Resources from Fund 11

Required for How Long: 1 time

Requested: \$ 1

Received: \$ 1

Resources Needed: Additional Personnel

Position Classification: Classified Staff (hourly)

Required for How Long: 1 time

Position Description:

Overtime for staff to catch up the sick leave balances for faculty or casual worker to be trained to do the same.

Estimated Cost: \$ 2500

Supporting Rationale:

Balances have to be brought current in order for system to be implemented.

Objective #5.3

Status: in progress

Automate absence accounting system for all payrolls.

Absence reports are automatically updated at the division level.

Will require program from ITS or outside agency.

Impact of Objective on Other Programs, Units, and/or Areas

Impact on the Unit: Information Technology Services (ITS)

Will need ITS allocation of programming resources and time to develop and test program.

Will also require time and input from payroll staff and accounting manager

Goal #6 Short term (1 year)

Status: in progress

E. Improve processes, programs and services through the effective use of assessment, program review, planning, and resource allocation.

Evaluation of Goal

Automated retrieval of payroll documents available to Payroll and Human Resources staff.
Reduced time spent manually retrieving documents from storage, photocopying documents and refiling the documents.
Reduced need for storage containers on site, and storage space in the warehouse. These are permanent payroll documents that must be kept.
Automation of the system, scanning and retrieval will accomplish this objective.

Objective #6.1

Status: in progress

Purchase or implement a scanning system or desk scanners.

Impact of Objective on Other Programs, Units, and/or Areas

Impact on the Unit: Information Technology Services (ITS)

Storage space on District server for payroll documents.
Training by ITS staff on scanning and retrieval of documents.

Resources Needed: Additional Budget

Object Code: 6400 EQUIPMENT

Required for How Long: 1 time

Requested Amount: \$ 1

Description:

unknown as to cost needed to implement scanning system or individual desk scanners

Supporting Rationale

individual or centralized scanners needed to scan documents into storage and retrieval system

Goal #7 Short term (1 year)

Status: in progress

B. Strengthen quality educational and support services to promote student success.

E. Improve processes, programs, and services through the effective use of assessment, program review, planning, and resource allocation.

Evaluation of Goal

Able to attend all meetings and function, supervise cashiering staff and handle problems in remote sites.

Objective #7.1

Status: on hold

Obtain a golf cart or other on campus vehicle to drive to meetings to other half of office responsibility and to other remote sites for audits.

Obtain elevator to second floor of Bookstore building for accounting staff.

Several staff in accounting have impaired mobility, which makes it too painful for them to walk even short distances and climb stairs. Staff have to attend regular meetings at various locations. Having a golf cart or some other means of wheeled transportation that can be shared by three departments would aid staff.

Resources Needed: Additional Budget

Object Code: 6400 EQUIPMENT

Required for How Long: 1 time

Requested Amount: \$ 500

Description:

Golf cart or other on campus transport vehicle.

Actual cost unknown.

Supporting Rationale

Will be used by Business Manager, Accounting Officer and others who have physical limitations which prevent them from walking long distances on campus. Needed to get to meetings and functions.

Goal #8 Short term (1 year)

Status: in progress

F. Support facility and technology improvements to meet the needs of students, employees and the community.

Evaluation of Goal

Goal completed when all equipment and furnishings are installed by September 30, 2012.

Objective #8.1

Status: in progress

Obtain equipment and furnishings for Cashiers area for servicing students and presenting a professional image to customers.

Items needed:

Window blinds or shades for cashiers' windows (new location if needed there)

Replacement Currency Counter

UV Counterfeit money detector lamps

Shredder

Replacement chair for cashier (one)

Impact of Objective on Other Programs, Units, and/or Areas

Impact on the Unit: Facilities Planning & Services

possible installation of window blinds or window shades for new cashiers windows

Resources Needed: Additional Budget

Object Code: 6400 EQUIPMENT

Required for How Long: 1 time

Requested Amount: \$ 2000

Description:

heavy duty shredder for cashier's area

Supporting Rationale

needed to destroy student printouts and payment documents that contain name, address, class locations, id numbers, credit card numbers. Current shredder is leaking oil and cannot be repaired. Staff are buying oil on own time and oiling the machine once a week to keep it running. Using the shredder down the hall means having one less person at the windows to service staff. This means we have to have more than one person scheduled if we are shredding which means increased labor costs. Having a shredder right in the cashiering area allows the cashier to shred at times when no customers are at the windows.

Object Code: 6400 EQUIPMENT

Required for How Long: 1 time

Requested Amount: \$ 500

Description:

Window blinds or shades for Cashiers' windows

Supporting Rationale

Current blinds at many windows are non-operable. Cashiers have to use poster board and wooden boards to cover windows when not in use. Results in unprofessional presentation of the office to the public, allows viewing into area if blinds are not able to close all the way.

Would like window shades that cannot be seen through. Similar to those installed in new Accounting area, but non-see-through.

Object Code: 6400 EQUIPMENT

Required for How Long: 1 time

Requested Amount: \$ 400

Description:

7 UV Counterfeit money detectors for cashier's windows

Supporting Rationale

Cashiers currently use special pens to ink each bill received. pens wear out rapidly and we are spending about \$200 yearly on pens. UV detectors will pay for themselves in 2 years time and then zero cost in future years. will improve speed and accuracy of detection. Cashiers rely on the ink from counterfeit ink pens to change color and often have to ask permanent staff to verify their opinion on whether a bill is counterfeit, cutting into others' work time. Machine would give a "certain" answer and save money in the long run for a one-time cost.

Object Code: 6400 EQUIPMENT

Required for How Long: 1 time

Requested Amount: \$ 400

Description:

Chair for night cashier

Supporting Rationale

Cashier's chair has lost its hydraulic system and other ergonomic controls. Special order chair for this individual.

Object Code: 6400 EQUIPMENT

Required for How Long: 1 time

Requested Amount: \$ 2000

Description:

Currency Counter for Cashier's office

Supporting Rationale

current machine is about to break

Objective #8.2

Status: in progress

Obtain equipment for main accounting and payroll office to aid employees in performing their job function more efficiently.

Obtain equipment to aid in training campus staff and accounting employees

Impact of Objective on Other Programs, Units, and/or Areas

Impact on the Unit: Information Technology Services (ITS)

For document scanning and storage on computer system ---need ITS help, setup and training.

Resources Needed: Additional Budget

Object Code: 6400 EQUIPMENT

Required for How Long: 1 time

Requested Amount: \$ 1000

Description:

Color Printer for Accounting staff

Supporting Rationale

Needed for ease in presentation of financial information on reports.

Easier for staff to color code tracking amounts on documents.

A color printer was assigned to the fiscal services department, but had to be left behind for the internal auditor to use as his main printer when Accounting staff moved to the Bookstore building. Since the Auditor is now assigned to the Compton Center, could the existing printer be relocated to Accounting (\$0 cost)... or if not, a new one purchased.

Object Code: 6400 EQUIPMENT

Required for How Long: 1 time

Requested Amount: \$ 800

Description:

4 scanners for payroll clerks ---cost unknown -- need ITS expertise on this

Supporting Rationale

Payroll technicians currently have to manually file and store thousands of payroll documents each month. there is not enough storage room in our new location and we must manually retrieve documents from many years when a request comes in for copies of timesheets due to a court request. Scanning the documents into a more manageable retrieval system would allow faster retrieval time, eliminate the need for physical storage and free up room in the warehouse. Eliminates the need for warehouse staff to store and retrieve document boxes.

Object Code: 6400 EQUIPMENT

Required for How Long: 1 time

Requested Amount: \$ 600

Description:

Laser printer for Accounts Receivable clerk.

Supporting Rationale

Current clerk is located in an area of cubicles that does not have a printer. Staff person has to spend considerable time, walking back and forth from desk to printer located in another area of office. A small desk top printer will suffice.

Object Code: 6400 EQUIPMENT

Required for How Long: 1 time

Requested Amount: \$ 2000

Description:

Lap top Computer for Accounting/Purchasing conference room.

This can be a no cost refurbished unit from ITS (\$0) or a new computer (\$2000)

Supporting Rationale

Computer needed in this room to aid in training sessions, presentations to staff and use by other areas that use the conference room. We have the projector and screen, but no computer.

Goal #9 Short term (1 year)

Status: in progress

E. Improve processes, programs and services through the effective use of assessment, program review, planning, and resource allocation.

Evaluation of Goal

Improved communication between Human Resources Department and Payroll/Accounting.

Fewer complaints of running staff around from HR office to payroll technicians for HR advice and guidance.
Fewer instances of overpayments to employees that cannot be recovered.

Objective #9.1

Status: in progress

Delineate the job functions of Human Resources and Payroll staff.

Impact of Objective on Other Programs, Units, and/or Areas

Impact on the Unit: Human Resources Unit

Staff time needed to participate in meetings and working on procedures to improve processes...approximately 2 hours a month. 1 hour for meeting, 1 hour for procedure improvement.

Existing Resources

Current payroll and human resources staff members and managers

Objective #9.2

Status: in progress

Clean-up/deletion of old jobs in the HR system database.

Impact of Objective on Other Programs, Units, and/or Areas

Impact on the Area: Human Resources

Staff time needs to be dedicated to completing the review of current jobs carried in the HR payroll database, delete old jobs.
This cleans up the system, resulting in fewer chances for error in coding payments and thus fewer journal entries to clean up payroll charge errors.
Aids payroll in choosing correct account code as only current jobs would be listed on the HRS time report used to data enter payroll charges.

Existing Resources

Current HR staff and payroll staff.

Objective #9.3

Status: in progress

Devise and implement procedure and timelines for timing account code changes to the HR system to coincide with payroll deadlines.

Accomplishment will eliminate correcting journal entries by accounting staff.

Impact of Objective on Other Programs, Units, and/or Areas

Impact on the Area: Human Resources

Staff meeting between HR and payroll staff to understand the timing of payroll input and LACOE deadlines, so input of account code corrections can occur at a time to take effect with the next payroll cycle. There is no coordination now, so incorrect account codes are hit when the payroll is input, and the correction is entered after the payroll time report is produced. Causes re-work by accounting staff. Coordinated timing of processes can eliminate these corrections which cause the accountants extra work.

Goal #10 Short term (1 year)**Status: in progress**

F. Support Technology improvements to meet the needs of employees.

Evaluation of Goal

Staff are able to do their jobs without having to wait for assistance from overloaded ITS department.

Objective #10.1**Status: in progress**

Allow Accounting management to have Administrator rights to computer system so they can log into staff computers and down load latest applications needed by accounting staff such as Crystal Report Viewer, Adobe versions, Print Screen applications.

Impact of Objective on Other Programs, Units, and/or Areas**Impact on the Unit: Information Technology Services (ITS)**

ITS staff - one time support training on downloading necessary program updates and applications for accounting staff.

Existing Resources

Current accounting managers and one ITS staff person for a one hour training session.

Appendix A

El Camino College

Fiscal Services

Unit Data 2008-09 through 2011-12

	2008-09	2009-10	2010-11 to date	2011-12	2010-11 2008-09
Budget Transactions	2,453	2,368	2,045	1,405	
Journal Entries	6,388	6,763	6,549	4,419	
Grant programs	74	77	83	85	10.84%
Business Account					
checks		41	69	133	102
receipts	2,010	1,957	1,808	1,516	
Associated Students					
checks		232	281	222	235
receipts	113	170	156	125	
Trust Fund					
checks		718	798	689	412
receipts	386	274	212	120	
Auxiliary Services					
checks		1,123	1,112	971	803

receipts	794	798	836	686		
Student refunds	4,346	8,831	8,757	7,221		50.37%
Web payments	32,394	49,785	57,570	41,838		43.73%
Parking permits - \$20	9,390	7,134	11,424	9,294		17.80%
Parking permits - \$35	12,834	8,356	11,159	9,214		-15.01%
Financial Aid						
checks		16,774	27,537	32,147	34,605	47.82%
receipts	257	306	663	603		61.24%
transactions	19,725	31,276	37,226	40,233		47.01%
Deposits of cash to LACOE	497	237	212	158		
Billings to Compton	15	15	20	17		
PAYROLL						
Payroll checks						
Student/ Casual workers		10,800	9,600	8,800	8,160	
Full time Faculty		3,075	2,735	2,996	2,928	
Administrators	690	696	696	649		
Classified	10,692	10,788	11,028	10,631		
Supplemental paychecks	169	194	139	86		
cash in lieu supplementals		145	144	138	143	
W/C and uniform supplementl		106	108	108	107	
Verifications, Loan, Legal		431	444	544	447	20.77%
Subpoenas	7	5	5	6		
Vacation /sick reporting *		7,086	7,128	7,248	6,089	
payroll trans./postings		23,974	22,220	21,377	23,178	
Direct deposit/credit union/TSAs			435	432	476	354
W-4 changes	568	751	683	624		
New Hires -casual/student		1,200	1,140	948	1,040	

* classified, managers, counselors
payroll data does not include
Part-time faculty payroll figures

Appendix B

Individuals Who Participated in Developing this Plan

The following people acknowledge that they participated in the development of or reviewed this plan.

Name	Role
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1. Ely, Janice Plan Leader