

<b>Program</b>	Business Services
<b>Does this program have a CTE component?</b>	Yes
<b>Academic Year</b>	2016/2017
<b>Review Period</b>	6 Year
<b>Service Areas</b>	

**A. Program Description and Goals**

*This section addresses the big picture. Prompts should help you describe your program and goals and the relationship to the institutional mission, vision and goals, and how the program is funded.*

**1. Describe the program and/or service area under review and how the program supports the mission of Santa Monica College.**

The Business Services Unit consists of Purchasing, Accounting, Accounts Payable and Payroll. The overall purpose of the unit is to account for and facilitate the receipt and use of funds in compliance with all federal, state, local laws and regulations as well as District policies and procedures. Business Services is a support unit in nature and while it offers expertise, support and advice to the campus community, it has no decision making authority.

The Business Services Unit supports the mission of Santa Monica College by providing timely and accurate financial information and efficient processing of District wide fiscal transactions for use in research based planning and evaluation. The information provided and transactions processed are instrumental in providing others with the resources necessary to fulfill the District's mission to, "Provide the programs and services to assist students in the development of skills needed to succeed in college, prepare students for careers and transfer, and nurture a lifetime commitment to learning."

Business Services is critical in accomplishing the District's Supporting Goal of a "Stable Fiscal Environment". Business Services provides essential information so that the District can, "Respond to dynamic fiscal conditions through ongoing evaluation and reallocation of existing resources and the development of new resources."

The Accounting area is responsible for all general ledger accounting, cash management, accounts receivable and fiscal reporting to federal, state and local agencies. The Budget area of Accounting is responsible for the creation of the Annual Budget based on the data provided by the individual departments, the updating of the budget on a quarterly basis and the financial analysis of the District's financial statements.

The Accounts Payable area is responsible for all non-payroll warrant generation and ensures disbursements meet federal , state, local, grant and District laws, statutes, regulations policies and procedures.

The Payroll area is responsible for all payroll related warrant generation, filing of the quarterly and annual tax reports, maintenance of compensation time and correction of payroll discrepancies. It is important to note that the Payroll area is mainly a processing unit and under Generally Accepted Accounting Principles cannot be involved in the creation of documents that generate payroll. As such Payroll is heavily reliant on departments outside of Business Services to provide the accurate payroll information to ensure proper payroll warrant generation.

The Purchasing/Receiving area is responsible for the District's acquisition, contracting and logistical needs. Additionally, Purchasing serves as a key contact in the development of District contracts. The Purchasing area conducts research activities, including the collection, analyses, and interpretation of data to support campus procurement and contracting

decision-making and planning processes.

**2. Identify the overarching goal(s) or charge/responsibilities of the program or service area. If appropriate, include ensuring/monitoring compliance with state, federal or other mandates.**

The overarching responsibility of Business Services is to maintain accuracy and transparency in all reporting and transaction processing tasks while ensuring compliance with all applicable Federal, State and Local laws and guidelines for California Community Colleges and recipients of Federal and other restricted funds. Success in this area ensures that the District has accurate, timely information to achieve the District's Supporting Goal of, "Maintain a stable fiscal environment - Respond to dynamic fiscal conditions through ongoing evaluation and reallocation of existing resources and the development of new resources."

**3. If applicable, describe how the Institutional Learning Outcomes (ILOs), Supporting Goals, and/or Strategic Initiatives of the institution are integrated into the goals of the program or service area.**

Central to the focus of the Business Services Area is the Institutional Supporting Goal of, "*Stable Fiscal Environment - Respond to dynamic fiscal conditions through ongoing evaluation and reallocation of existing resources and the development of new resources.*" Every area within Business Services has a goal of providing accurate and timely data to senior administration and planning committees for use in evaluation, reallocation and development of new resources. The data provided is utilized in supporting the *core value of research-based planning and evaluation.*

An additional goal of Business Services is to act as a resource to all other employees of the District to facilitate purchasing, payroll, vendor payment, budget inquiries/requests, financial reporting and many other types of inquiries so that the District has the data and resources necessary to the Institutional Supporting Goals of;

- *Supportive Learning Environment - Providing access to comprehensive student learning resources such as library, tutoring, and technology.*
- *Innovative and Responsive Academic Environment, "providing access to comprehensive student learning resources and developing programs, learning strategies and services to meet the evolving needs of students and the community."*

For example, Business Services collaborated with Technology Services to develop the Technology Equipment Replacement Plan. This plan replaces classroom technology on a useful life basis ensuring that faculty and students have access to comprehensive technology resources.

**4. If your program receives operating funding from any source other than District funds identify the funding source. If applicable, note the start and end dates of the funding (generally a grant), the percentage of the program budget supported by non-District funding, and list any staff positions funded wholly or in part by non-District funds. Do not include awards for non-operational items such as equipment (ex. VTEA) or value added activities (ex Margin of Excellence).**

NA

**B. Populations Served**

*In this section you will provide information that describes who your program or service area serves. When comparing data from different periods, use a consistent time frame (ex. Compare one fall term to another fall term)*

**B. Saved Information For Populations**

**Area/Discipline Information Pertains To**

*All Disciplines (answered once)*

**1. Describe who your area serves (students, staff, etc.) – both directly and indirectly. If pertinent, indicate variables**

such as ethnicity, race, gender, age of your client base.

Business Services serves;

- District Faculty
- District Board of Trustees
- District Senior Administration
- District Managers
- District Staff
- District Students
- Vendors
- Los Angeles County Office of Education
- California Community Colleges Chancellor's Office
- United States Department of Education
- Grantor Agencies
- Accrediting Commission for Community and Junior Colleges

**2. Discuss any significant change(s) in the population(s) served since the last full program review and the possible reasons for the change(s).**

While the populations served haven't changed, the volume of work handled by fiscal services has increased as detailed below.

The Accounting Area has a larger number of grantor agencies and larger dollar amounts to account for and report on as evidenced by the increase in total restricted fund budget from \$34.4 million in Fiscal Year 2010-11 to \$41.1 million in Fiscal Year 2015-16. This is a 19% increase in workload.

The Accounts Payable Area has had an increase in the number of vouchers processed from 70,570 vouchers in Fiscal Year 2011-12 to 77,570 vouchers in Fiscal Year 2015-16. This is a 10% increase in volume.

The Payroll Area has had an increase in the total volume of gross wages processed from \$101.2 million in Fiscal Year 2010-11 to \$119.2 million in Fiscal Year 2015-16. This is an 18% increase in volume.

The Purchasing Area has built up the number of vendors who are electronically registered on Planet Bids over the past five years. In Fiscal Year 2010-11 no vendors registered, over 300 vendors have registered each year since, with 654 vendors registering in Fiscal Year 2015-16.

## C. Program Evaluation

*In this section programs/units are to identify how, using what tools, and when program evaluation takes place. Evaluation must include outcomes assessment as well as any other measures used by the program. Please use Section D to address program responses to the findings described in this section.*

**Programs/units with multiple disciplines or functions may choose to answer the following questions for each area. If this is your preferred method of responding, begin by selecting a discipline/function from the drop down, answer the set of questions and click "Save", your answers will be added to the bottom of page. Do this for each discipline/function. If you would like to answer the questions once, choose "Answer Once" from the drop down.**

**How would you like to answer these questions?**

### C. Saved Information For Program Evaluation

**Area/Discipline Information Pertains To**

#### **Accounting**

**1. List your administrative unit UOs.**

*UO statements focus on service or operational outcomes such as:*

- *Volume of unit activity*
- *Efficiency (responsiveness, timeliness, number of requests processed, etc.)*
- *Effectiveness of service in accomplishing intended outcomes (accuracy, completeness, etc.)*
- *Compliance with external standards/regulations*
- *Client/customer satisfaction with services*

The Unit Outcomes for the Accounting Area are listed below.

1. Accounting will track the total volume of Restricted Program funding accounted for to monitor trends and plan for staffing.
2. Accountants will communicate regularly with Program Managers to ensure compliance with guidelines.
3. Accounting processes will generate accurate and complete information to avoid financial statement audit findings.

**2. Describe when and how the program assesses these UOs and uses the results to inform program planning including:**

- **how outcomes are assessed and how often**
- **the assessment tool(s) used**
- **the sample (who gets assessed)**
- **how and when the program reviews the results and who is engaged in the process**

The total amount of funding from Restricted Program sources accounted for is a measure of the volume of activity processed by the Accountants. The number is assessed at a minimum of annually at the beginning of the fiscal year. The

Accounting Manager reviews the funding sources approved by the Board of Trustees for the upcoming year and discusses the workload with each Accountant prior to making assignments. As new funding sources are approved throughout the fiscal year, the Accounting Manager repeats the process in determining who to assign the new funding to. The total restricted fund budget has increased from \$34.4 million in Fiscal Year 2010-11 to \$41.1 million in Fiscal Year 2015-16. This is a 19% increase in workload.

Communication between Accountants and Program Managers is assessed periodically throughout the fiscal year through monthly and quarterly reviews by the Accounting Manager. Minimum meetings are required by Accounting Department Policies and Procedures. During the meetings, actual charges to the program are reviewed by the Accountant and the Program Manager along with the budget and supporting documentation to ensure compliance with program guidelines as well as applicable state and federal regulations. The Accounting Manager ensures that all meetings occur.

Accuracy and completeness of accounting processes are assessed on an ongoing basis through the review of monthly, quarterly and annual reports to grantor agencies. The funding sources accounted for have differing reporting requirements and audit processes. When reports regarding specific funding sources are prepared, they are reviewed by the Accounting Manager, the Controller and the Chief Director of Business Services to ensure completeness. The primary measure is the presence of financial statement audit findings annually in the audited financial statements. The Accounting Department has completed nine consecutive years of audits with no financial statement findings.

**3. What other evaluation measures does your administrative unit use to inform planning? (For example, completion of program goals, program activity, content review, opinions of clients, etc.) Note your target goals and whether your unit is meeting them.**

Accounting is committed to the professional growth and development of staff. Continuing education is encouraged through attending LACOE and non-LACOE training sessions, district-offered seminars and reading up on up-to-date resource material available in the library. An annual log (Training Log Sheet) has been set up to record training sessions attended by Accountants in each given fiscal year. Each Accountant will attend 3 or more trainings per year. Accounting is meeting this goal. This training is important to ensure the Accountants stay current with ever changing regulations and also offers the opportunity to network and hear from others in the profession whose ideas and experiences may be of interest to the Accounting team.



Accounting is working to utilize the Accounting website to communicate Policies and Procedures. Many draft policies and procedures exist in the previously used format. None have been posted to the website at this time. These existing policies and procedures will be converted to the new standard Business Services format prior to posting. Accounting is not meeting this goal.

**C. Saved Information For Program Evaluation**

**Accounts Payable**

**1. List your administrative unit UOs.**

*UO statements focus on service or operational outcomes such as:*

- *Volume of unit activity*
- *Efficiency (responsiveness, timeliness, number of requests processed, etc.)*
- *Effectiveness of service in accomplishing intended outcomes (accuracy, completeness, etc.)*
- *Compliance with external standards/regulations*
- *Client/customer satisfaction with services*

The unit outcomes for Accounts Payable are as follows.

1. Accounts Payable will track the number of vouchers per fiscal year to identify trends and focus efforts on efficiency.
2. Accounts Payable will pay invoices within 25 working days of receipt to maintain positive working relationship with vendors and ensure timely information in the general ledger.

**2. Describe when and how the program assesses these UOs and uses the results to inform program planning including:**

- **how outcomes are assessed and how often**
- **the assessment tool(s) used**
- **the sample (who gets assessed)**
- **how and when the program reviews the results and who is engaged in the process**

The data regarding the number of vouchers processed per fiscal year is pulled from the Peoplesoft Financial software program. This information is pulled annually, reviewed with staff at monthly staff meetings and incorporated in the annual program review.

Accounts Payable internal reporting is manually entered on Excel spreadsheets called the "Aging List" kept by each Accounting Specialist II (See attachment). On the spreadsheet, they enter date invoice was received, date invoice sent for approval, date invoice was signed and returned to AP, and the date the invoice was paid. The spreadsheet has formulas to then calculate the number of days at each stage in processing. This aging spreadsheet is a reference tool that all Accounting Specialists refer to throughout their daily work to check on the status of invoices or research problem invoices. The days outstanding is analyzed annually and shared with staff at department meeting and included in annual program review.

The Accounts Payable team has a goal of paying an invoice within 25 working days of receipt from the vendor. During Fiscal Year 2015-16, the average number of working days between initial receipt of the invoice from the vendor and payment of the invoice was 13.7 days. This is well within the goal of 25 working days.

**3. What other evaluation measures does your administrative unit use to inform planning? (For example, completion of program goals, program activity, content review, opinions of clients, etc.) Note your target goals and**

**whether your unit is meeting them.**

Accounts Payable continually works to streamline operations and improve customer service. The department has several methods of evaluating its success including tracking the time it takes to process an invoice payment, receiving feedback from vendors and reviewing the results of the District's Independent Audit.

A goal within the invoice payment cycle is to pay an invoice within 10 working days of receiving the approval to pay from the Department that made the purchase. During Fiscal Year 2015-16, the average time from approval to payment was 11.0 working days. There is room for improvement in this area. Currently, this data is maintained by the staff themselves and is subject to data entry error. With an electronic workflow system, dates will be logged by the system and will provide more reliable data.

Accounts Payable processes and staffing levels have remained constant or decreased over the past five years. In order to meet all processing timeline goals, Accounts Payable will need to implement a more efficient system that speeds up the processing time during which the invoice is sent out for approval and the payment of the invoice.

The electronic workflow system referred to in the Purchasing section will benefit Accounts Payable as they will be able to send invoices out to receiving departments for approval through an electronic system that will allow departments to approve invoices electronically. The system would also provide real time status updates on the processing of an invoice and aging data that will be valuable in streamlining processes and achieving the time to pay goals discussed above.

In an effort to improve customer service, Accounts Payable offers electronic payments to vendors. With electronic payments, the time the check is in the mail is eliminated resulting in faster, more convenient payments for our vendors. When the program was rolled out in December of 2015 goals were set for each Accounting Specialist to register at least one vendor. That goal was met and as of August 2016, we have 47 vendors registered to receive their payments via electronic funds transfer.

### **C. Saved Information For Program Evaluation**

#### **Purchasing**

##### **1. List your administrative unit UOs.**

*UO statements focus on service or operational outcomes such as:*

- *Volume of unit activity*
- *Efficiency (responsiveness, timeliness, number of requests processed, etc.)*
- *Effectiveness of service in accomplishing intended outcomes (accuracy, completeness, etc.)*
- *Compliance with external standards/regulations*
- *Client/customer satisfaction with services*

The Unit Outcomes for the Purchasing Department includes the following.

The Purchasing Department will increase supplier registrations to the SMC on-line Purchasing web site to increase the

efficiency of the Purchasing process and maximize transparency regarding the purchasing process.

**2. Describe when and how the program assesses these UOs and uses the results to inform program planning including:**

- **how outcomes are assessed and how often**
- **the assessment tool(s) used**
- **the sample (who gets assessed)**
- **how and when the program reviews the results and who is engaged in the process**

This UO was assessed by analysis of data retrieved from PeopleSoft, the District's financial software program, through Planet Bids, the District's contract and bid management system. In addition, some information was received through reports obtained from contracted suppliers, who, as part of program review must report on contract performance, savings achieved and savings lost.

The Purchasing Area has built up the number of vendors who are electronically registered on Planet Bids over the past five years. In Fiscal Year 2010-11 no vendors registered, over 300 vendors have registered each year since with 654 vendors registering in Fiscal Year 2015-16.

This outcome is assessed on a quarterly basis by management for identification of trends and to inform the development of new processes.

**3. What other evaluation measures does your administrative unit use to inform planning? (For example, completion of program goals, program activity, content review, opinions of clients, etc.) Note your target goals and whether your unit is meeting them.**

For operational assessment, the Purchasing Department planned to sample 10 requisitions each quarter to determine the time it takes from initiation of a requisition to issuance of a purchase order.

Within the Purchasing Department, the purchase order processing time goal for simple requisitions (less than \$1,000) is less than 48 hours. For requisitions that require quotations, the goal to issue a Purchase Order is less than 5 days. If formal bids are required, the goal to issue a Purchase Order is less than 4 weeks. Public works projects require an 8 week bidding cycle.

Unfortunately, data is currently not available to assess this goal. There is currently no way to electronically track the time from purchase requisition to issuance of purchase order. An electronic workflow solution would provide this data. For example, an electronic workflow system that began with purchase requisition entry by users, flowing to approval by managers, submission to the Purchasing Department and issuance of a Purchase Order. This system would provide real



time data to analyze the efficiency of the Purchasing process.

### C. Saved Information For Program Evaluation

#### Fiscal Services

1. List your administrative unit UOs.

*UO statements focus on service or operational outcomes such as:*

- *Volume of unit activity*
- *Efficiency (responsiveness, timeliness, number of requests processed, etc.)*
- *Effectiveness of service in accomplishing intended outcomes (accuracy, completeness, etc.)*
- *Compliance with external standards/regulations*
- *Client/customer satisfaction with services*

Fiscal Services is the Division that includes Accounting, Accounts Payable and Payroll. Please see Administrative Unit Outcomes discussed for each individual area

2. Describe when and how the program assesses these UOs and uses the results to inform program planning including:

- **how outcomes are assessed and how often**
- **the assessment tool(s) used**
- **the sample (who gets assessed)**
- **how and when the program reviews the results and who is engaged in the process**

Fiscal Services is the Division that includes Accounting, Accounts Payable and Payroll. Please see Administrative Unit Outcomes discussed for each individual area

3. What other evaluation measures does your administrative unit use to inform planning? (For example, completion of program goals, program activity, content review, opinions of clients, etc.) Note your target goals and whether your unit is meeting them.

Fiscal Services is the Division that includes Accounting, Accounts Payable and Payroll. Please see Administrative Unit Outcomes discussed for each individual area

## C. Saved Information For Program Evaluation

### Payroll

#### 1. List your administrative unit UOs.

*UO statements focus on service or operational outcomes such as:*

- *Volume of unit activity*
- *Efficiency (responsiveness, timeliness, number of requests processed, etc.)*
- *Effectiveness of service in accomplishing intended outcomes (accuracy, completeness, etc.)*
- *Compliance with external standards/regulations*
- *Client/customer satisfaction with services*

The unit outcomes for the Payroll Department are as follows.

1. Payroll will track the volume of total gross payroll issued each calendar year to identify trends and focus efforts on efficiency.
2. Payroll will process transactions with less than a 1% error rate to decrease time consuming payroll corrections and maintain employee confidence in Payroll Department.

#### 2. Describe when and how the program assesses these UOs and uses the results to inform program planning including:

- **how outcomes are assessed and how often**
- **the assessment tool(s) used**
- **the sample (who gets assessed)**
- **how and when the program reviews the results and who is engaged in the process**

The volume of transactions processed is measured annually. The Payroll Department issued \$119.2 million in gross payroll transactions during calendar year 2015 which is up 5% from the prior year and 18% from calendar year 2011. The increase in volume directly leads to increased risk of error. Many of Payroll's systems and processes heavily rely on key staff and manual tracking and data entry.

The error rate is assessed annually. The payroll department uses a 30 day look back period to assess the unit outcome of less than 1% error rate on payroll transactions. In October of 2014, the month selected for testing, the supplemental rate was 3.5%. In October of 2015 the supplemental rate was 4.6%. Supplemental warrants are issued in part to make adjustments to previously paid warrants for errors or omissions. Other reasons supplemental warrants are issued include changes made to an employee's status by HR outside of a normal pay cycle or late timesheets submitted by a department. Currently, Payroll is not meeting the goal. Data regarding the reason for the supplemental has not been tracked and therefore it isn't possible to analyze the causes and develop counteracting processes.

Going forward, during the test month, Payroll Specialists will record the reason for the supplemental in the log book so

that data is available to analyze the causes and potential solutions.

During the past two years, the Payroll Department has worked closely with MIS to develop and implement the myTime system. myTime is an electronic time and leave reporting system designed to collect hours worked, leave taken and also calculate leave earned and balance remaining. The goal to "go live" with the new system for students and temporary employees on July 1, 2015 was met. This allowed supervisors to enter and approve their employees work hours in an electronic system. The electronic system eliminated the time that paper time sheets used to travel in the campus mail prior to Payroll Specialists receiving the data they needed to process payroll. With earlier access to the hours worked, Payroll Specialists are able to begin processing payroll at an earlier date and have more time for review prior to the payroll actually processing.

The next phase of the myTime system implementation will involve a larger group of employees, classified staff and managers, and will be used to report leave time used and accrue leave days earned as well as track available balances. This development will lead to less reliance on manual tracking and fewer data entry errors. Again timeliness of information will be improved and allow Payroll Specialists the opportunity to review the information prior to processing the payroll and therefore reduce errors and omissions that previously would have been corrected with a Supplemental payroll.

**3. What other evaluation measures does your administrative unit use to inform planning? (For example, completion of program goals, program activity, content review, opinions of clients, etc.) Note your target goals and whether your unit is meeting them.**

The Payroll Department strives to increase customer satisfaction; by decreasing the error ratio, the payroll department will be increasing the overall customer satisfaction leading to positive opinion and increased credibility from all employees of the district.

The Payroll Department is continuing to document Payroll processing procedures in an electronic user friendly format which is critical for ensuring that the department is not at risk for a loss of institutional knowledge when a staff member leaves. In an effort to increase transparency and build confidence in the Payroll Department processes, these policies and procedures will be posted to the Payroll Website.

The myTime system development has allowed Payroll to generate reports and analyze data regarding temporary and student employment that were not possible before. With the next phase of implementation the reports and analysis will be available for classified staff in addition to students and temporary employees. These reports will be instrumental in planning at both the department level and the district level.

**D. Objectives**

As part of the planning process, programs are expected to establish annual objectives that support the program's goals. Please document the status of the program/function's previous year's objectives. Add comments if you feel further explanation is needed.

## D1. Objectives

<p><u>Objective:</u> The Accounting area is committed to the advancement of staff by supporting professional growth and development. All staff and managers in the Accounting area will attend 3 or more professional development courses/seminars per year.</p> <p><u>Status:</u> Completed</p> <p><u>Comments:</u> The Accounting area met this objective and will continue to ensure staff and managers attend a minimum of 3 trainings on an ongoing basis.</p>	
<p><u>Objective:</u> Objective: The Accounting area will post Policies and Procedures, Instructions and Forms to the Accounting website to improve transparency and communication.</p> <p><u>Status:</u> In Progress</p> <p><u>Comments:</u> The webpage has been set up, currently there are two Policies and Procedures pending approval to post on website. Many procedures exist in a previously used format, these will be converted to the new universal Business Services format prior to posting on the website. This will continue to remain an objective in the next year.</p>	
<p><u>Objective:</u> The Accounts Payable area will post Policies and Procedures, Instructions and Forms to the Accounting website to improve transparency and communication.</p> <p><u>Status:</u> In Progress</p> <p><u>Comments:</u> The Accounts Payable website has been set up and 6 useful documents/forms and 1 policy have been posted. Currently there are 3 policies that have been approved and implemented. Not all policies will be posted to the website. Only those useful to the community outside of Fiscal Services will be posted. This will continue to be an objective in the coming year.</p>	
<p><u>Objective:</u></p>	

The Payroll area will post Policies and Procedures, Instructions and Forms to the Payroll website to improve transparency and communication.

Status: In Progress

Comments:

The Payroll website has been set up and 5 useful documents/forms have been posted. This past year, 1 policy was approved and implemented. Not all policies will be posted to the website. Only those useful to the community outside of Fiscal Services will be posted. This will continue to be an objective in the coming year.

Objective:

Purchasing will increase the number of online vendor registrations, on Planet Bids website in order to increase the number of suppliers readily available to quote on items when needed. This will increase the efficiency of the purchasing process.

Status: In Progress

Comments:

Objective:

Business Services will develop an electronic workflow solution for the process beginning with the initiation of a requisition and ending with vouchering of invoices.

Status: In Progress

Comments:

Implementation of this project will involve all areas within Business Services and a large portion of the District community.

### **D1. Looking Back**

*In this section, please document what you did last year as a result of what you described in Section C.*

**1. Describe any accomplishments, achievements, activities, initiatives undertaken, and any other positives the program wishes to note and document.**

Business Services has been involved in many projects in support of our unit outcomes.

Payroll participated in the successful implementation of the myTime timekeeping system for temporary and student workers. This system was developed to meet AB 1522 and Affordable Care Act reporting requirements. The project went live July 1, 2015. The system has continually evolved during the year and provides reports and information necessary to be

in compliance and to be used in decision making and planning.

Accounts Payable implemented vendor payments via electronic funds transfer (EFT) during the year to improve customer service to vendors. This form of payment eliminates the time previously required to mail actual paper checks to the vendors. The vendors receive their funds on a more timely basis and the feedback has been very positive.

Accounting completed another fiscal year audit with no financial statement or federal award audit findings. This is a great accomplishment and it is the ninth consecutive year of such success.

Purchasing began a system implementation process for a new Fixed Asset Management System to track over 48,000 district assets. Purchasing also implemented Smart Track software for all incoming packages through the Receiving Department to improve customer service. In an effort to enhance communication and reliance on paper, Purchasing took the lead in assisting in the launch of the Business Services web pages. Purchasing continually looks for innovative ways to improve operations and as a result of their strong usage of Planet Bids for online bids, vendor, contract and insurance management they were awarded, "Outstanding Use of Contract Management Module" by Planet Bids in October of 2015.

**2. Summarize how the program or service area addressed the recommendations for program strengthening from the executive summary of the previous six-year program review.**

We received 4 Recommendations for Program Strengthening on our previous six-year program review.

*1. Implement plans to develop a methodology and quantitative measures for documenting and assessing unit effectiveness.*

Business Services is now tracking volume of activity in all areas.

In Purchasing, the data we are collecting includes the number of;

- purchase orders issued
- online bidding vendor registrations
- bids awarded
- contracts initiated and monitored on Planet Bids
- incoming packages
- units of outgoing mail processed
- webpage views and unique visitors

Accounts Payable is now tracking the number of;

- vouchers processed for payment
- vendors set up on EFT payments
- financial aid warrants processed
- # of days from receipt to payment of invoice

Accounting is now tracking the number of funding sources and budgeted restricted funding amounts accounted for.

Payroll is now tracking the number of W-2s processed each calendar year, the total gross payroll each calendar year, and the number of supplemental (correction) warrants issued each month.

*2. Develop written goals with defined measures of assessment.*

Business Services Directors are now required to report on their area's goals, projects and activities on a monthly written report submitted to the Chief Director of Business Services and reviewed as a group at a monthly Business Services Team meeting.

Accounts Payable has set written goals for the processing time of invoice payments. These goals are reviewed at staff meetings to collaborate on progress and changes that may need to be made to workload distribution or staffing.

Payroll has set a goal of an acceptable error ratio on processing payroll transactions. This error rate is reviewed and discussed at staff meetings.

Accounting monitors the number of funding sources the District is receiving and also sets goals regarding year end closing processes. These goals are communicated in writing in the form of calendars and emails and also discussed at year end closing planning meetings. The deadlines are set and reviewed and input is sought from staff members regarding the feasibility of those deadlines. Adjustments are made where necessary.

*3. Develop and update an equipment replacement plan.*

A technology equipment replacement plan has been developed and implemented district wide through the collaboration of Business Services and Information Technology. The plan was first funded this year, Fiscal Year 15/16.

*4. Develop written policies and procedures for both internal and external users.*

Business Services has focused on written policies and procedures heavily since the last six-year review. Many formal policies have been adopted and implemented. (See attached for sample) An even larger number of internal procedure type documents have also been developed to document the numerous tasks that are performed in Business Services.

**3. Describe any changes or activities your program or service area has made that are not addressed in the objectives, identify the factors (e.g., licensure requirements, state or federal requirements, CCCO mandates, regulations, etc.) that triggered the changes, and indicate the expected or anticipated outcomes.**

All were addressed in the objectives.

**4. If your program received one time funding of any kind indicate the source, how the funds were spent and the impact on the program (benefits or challenges).**

Accounting and Payroll received one-time budget augmentations to cover the cost of overtime for staff that was necessary to meet closing deadlines in Accounting and also cover the workload in Payroll following the loss of a full time employee.

Accounts Payable received a one-time budget augmentation to help cover the cost of a new printer necessary for the check issuing process. The printer allowed us to continue the mission critical vendor and student payments during a breakdown of our primary machine. We now have a back up plan in case of equipment failure in the future and having two methods of check signing allows Accounts Payable to process large batches of checks more efficiently.

## D2. Moving Forward

**Discuss and summarize conclusions drawn from data, assessments (SLO, UO) or other evaluation measures identified in Section C and indicate responses or programmatic changes planned for the coming year(s) including:**

- **how the assessment results are informing program goals and objectives, program planning, and decision-making**
- **specific changes planned or made to the program based on the assessment results**

With the volume of transactions increasing in nearly every area of Business Services over the past six years, each department will need to find a way to maintain quality work while processing additional transactions.

In addition, progress needs to continue toward building area websites to include useful information for the college community and outside vendors.

The increasing traffic to the Purchasing website, the vendor increases in Planet Bid registrations and the increase in vendors preferring to be paid electronically all suggest that technology will need to be a large part of the planning that we will be doing over the next year.

Business Services will begin development of an electronic workflow solution for requisitions through voucher entry. This will be a joint project between Purchasing, Accounting and Accounts Payable.

## D2. Objectives (Moving Forward)

Objective #1

**Objective:**

Objective: The Accounting area will post Policies and Procedures, Instructions and Forms to the Accounting website to improve transparency and communication.

**Area/ Discipline/ Function Responsible:** Accounting

**Assessment Data and Other Observations:**

UO Assessment Data

**External Factors:**

Program Review Committee Recommendation

**Timeline and activities to accomplish the objective:** Accounting has drafted a number of procedures to be approved and posted to the website. The goal is to post 6 documents during Fiscal Year 2016-17.

**Describe how objective will be assessed/measured:** At the end of Fiscal Year 2016-17 the website will be reviewed and the documents will be counted.

**Comments:** NA

Objective #2



**Objective:**

The Accounts Payable area will post Policies and Procedures, Instructions and Forms to the Accounting website to improve transparency and communication.

**Area/ Discipline/ Function Responsible:** Accounts Payable

**Assessment Data and Other Observations:**

UO Assessment Data

**External Factors:**

Program Review Committee Recommendation

**Timeline and activities to accomplish the objective:** Accounts Payable has drafted and posted 6 useful documents and 1 policy and procedures to the website. The goal is to post 6 documents during Fiscal Year 2016-17.

**Describe how objective will be assessed/measured:** At the end of Fiscal Year 2016-17 the website will be reviewed and the documents will be counted.

**Comments:** This will remain an objective until we determine that we have institutionalized our process of documentation and publication of documents that will be of use to the District community.

Objective #3

**Objective:**

The Payroll area will post Policies and Procedures, Instructions and Forms to the Payroll website to improve transparency and communication.

**Area/ Discipline/ Function Responsible:** Payroll

**Assessment Data and Other Observations:**

UO Assessment Data

**External Factors:**

Program Review Committee Recommendation

**Timeline and activities to accomplish the objective:** Payroll has drafted a number of procedures to be approved and posted to the website. Payroll has posted 5 useful documents. The goal is to post 6 documents during Fiscal Year 2016-17.

**Describe how objective will be assessed/measured:** At the end of Fiscal Year 2016-17 the website will be reviewed and the documents will be counted.

**Comments:** This will remain an objective until we determine that we have institutionalized our process of documentation and publication of documents that will be of use to the District community.

Objective #4

**Objective:**

Purchasing will increase the number of online vendor registrations, on Planet Bids website in order to increase the number of suppliers readily available to quote on items when needed. This will increase the efficiency of the purchasing process.

**Area/ Discipline/ Function Responsible:** Purchasing

**Assessment Data and Other Observations:**

UO Assessment Data

**External Factors:**

**Timeline and activities to accomplish the objective:** This will be an ongoing objective until Purchasing has institutionalized the process of requesting registration of all new vendors or prospective vendors on Planet Bids,

**Describe how objective will be assessed/measured:** New registrations will continue to be tracked annually.

**Comments:** This objective will be considered achieved following 6 consecutive years of increasing registrations.

Objective #5

**Objective:**

Business Services will develop an electronic workflow solution for the process beginning with the initiation of a requisition and ending with vouchering of invoices.

**Area/ Discipline/ Function Responsible:** All

**Assessment Data and Other Observations:**

UO Assessment Data

**External Factors:**

**Timeline and activities to accomplish the objective:** Development will take up to one year.

**Describe how objective will be assessed/measured:** At the end of Fiscal Year 2016-17 the process will be evaluated and monitored to see if the electronic workflow is being utilized as designed.

**Comments:** Implementation of this project will involve all areas within Business Services and a large portion of the District community.

**F. Community Engagement**

*In the prompts that follow, please delineate the partnerships you have with the rest of the SMC community as well as those you have with external organizations.*

**1. If applicable, describe how your department staff members engage in institutional efforts such as committees and presentations, and departmental activities.**

Business Services has a staff member who serves on the District Wide CSEA Professional Development Committee and managers who serve on the College-Wide Benefits Committee, Budget Committee, District Planning and Advisory Council and as President of the Management Association.

All staff from Accounting, Payroll and Accounts Payable attended a customer service training presented by the Professional Development Committee and all are encouraged to take advantage of opportunities to participate in district-wide events and trainings. Almost all staff and managers attend semester opening day activities. Purchasing and Accounts Payable conducted joint training workshops on campus.

**2. If applicable, discuss the engagement of program members with the local community, industry, professional groups, etc.)**

Business Services has managers and directors involved in the following professional groups;

- Association of Chief Business Officials (ACBO)
- Community College Internal Auditors (CCIA)
- California Association of School Business Officials (CASBO)
- Institute of Supply Chain Management
- UC, CSU, CCC Collaborative in Higher Education - Eprocurement (Cynthia Moore, Co-Chair)

**3. Discuss the relationship among program staff and unit engagement with other units or areas of the college.**

Business Services works closely with all areas of the College. The nature of our work is such that we require information from other departments and we provide information to other departments.

## **G1. Current Planning and Recommendations**

*The following items are intended to help programs identify, track, and document unit planning and actions and to assist the institution in broad planning efforts.*

**1. Identify any issues or needs impacting program effectiveness or efficiency for which institutional support or resources will be requested in the coming year. [This information will be reviewed and considered in institutional planning processes but does not supplant the need to request support or resources through established channels and processes].**

Development and implementation of the workflow system will involve staff resources both in Business Services and Information Technology.

**2. If applicable, list additional capital resources (facilities, technology, equipment) that are needed to support the program as it currently exists. [This information will be reviewed and considered in institutional planning processes but does not supplant the need to request resources through established channels and processes].**

NA

**3. If applicable, list additional human resources (staffing, professional development, staff training) needed to support the program as it currently exists. [This information will be reviewed and considered in institutional planning processes but does not supplant the need to request resources through established channels and processes].**

The additional human resources needed to support the workflow project and the myTime phase II project will involve both additional work for current staff members along with training on the new processes. Business Services, Information Technology and Human Resources staff will be collaborating on the development and implementation of these projects

## **G2. Future Planning and Recommendations**

*The following items are intended to help programs identify, track, and document unit planning and actions and to assist the*

*institution in broad planning efforts.*

**1. Projecting toward the future, what trends could potentially impact the program? What changes does the program anticipate in 5 years; 10 years? Where does the program want to be? How is the program planning for these changes?**

Business Services relies heavily on the technology resources available through the Los Angeles County Office of Education, LACOE. Currently LACOE is in the process of evaluating two finalists in response to an RFP issued for an Integrated Financial & Human Capital Management System and Implementation Services. The outcome and implementation of this project will dramatically advance our business processes and impact every area of Business Services.

The implementation of the program LACOE decides to go with may be five years in the future. In preparation for this transition the most important thing Business Services can be doing will be to continue to develop written policies and procedures. It will also be important to map our current business processes in order to facilitate the conversion to the new LACOE system.

**2. If applicable, list additional capital resources (facilities, technology, equipment) that will be needed to support proposed changes. [This information will be reviewed and considered in institutional planning processes but does not supplant the need to request resources through established channels and processes].**

LACOE will be housing the program on their hardware and they will be maintaining the new software however all Districts within LACOE that are using the system will be charged an assessment based on our usage and our FTES in order to fund the project.

**3. If applicable, list additional human resources (staffing, professional development, staff training) that will be needed to support proposed changes. [This information will be reviewed and considered in institutional planning processes but does not supplant the need to request resources through established channels and processes].**

Staff training will be a major part of the implementation of the project. LACOE will be providing the training for key staff within Business Services and Business Services staff will be providing ongoing training for other District users of the new system. With electronic workflow being a part of the new system, District Managers and their admins will need training and ongoing support in the use of the new system.

**4. If applicable, note particular challenges the program faces including those relating to categorical funding, budget, and staffing.**

It is a generally known concept that when a new system is implemented initially the staffing needs will increase. The transition to the new system and the early usage will not be at the maximum efficiency of the system. Some areas of Business Services have been decreasing in number of staff and this may cause an increase in overtime and the need for additional staffing during the transition period.

**5. Summarize any conclusions and long term recommendations for the program resulting from the self evaluation process.**

In conclusion, it is clear through this program review that Business Services

- must continue to document policies and procedures.
- continue to build strong positive relationships with other District departments.
- continue to transition to electronic business practices wherever possible.

**6. Please use this field to share any information the program feels is not covered under any other questions.**

NA

**Evaluation of Process**

**Please comment on the effectiveness of the Program Review process in focusing program planning.**

**Executive Summary**

*These fields to be filled out by the Program Review committee. Reports will be sent to the program and will be available on-line to populate relevant fields in the annual report and the next 6 year report.*

**Narrative**

**Program Evaluation**

**Commendations**

**Recommendations for Program Strengthening**

**Recommendations for Institutional Support**

**Attached File Upload**

**Attached Files**

Accounts Payable Aging List Example	
Business Services Monthly Update Report	
Policy & Procedure Sample	