

State of Division Summary

October 2010

Division:	Finance and Business Services
Department:	Assistant Superintendent
Department Head:	Terry St. Cyr

Staffing (2010-11):

Cost Center Numbers for employees: 4201

	Number of Employees
Total Department:	<u>2</u>
Admin	<u>1</u>
Prof/ Tech	—
Instructional	—
ESP	<u>1</u>

Budget Summary (without personnel) (2010-11):

General Revenue Budget:

Regular Operations – Department	\$4,534.00
Travel-Away	\$1,235.00

Note: Also responsible for District-wide budget of \$1,443,000 that includes retiree health premiums, unemployment, audit fees, Santa Rosa FTE payment, etc.

Department Summary:

1. Scope of Operations

- Oversee operations of Finance and Business Services Departments
 - Accounting Operations
 - Budgeting
 - Payroll and Benefits Accounting
 - Purchasing
- Meet with Directors frequently to discuss operations, problems or concerns, ideas for each area.
- Coordinate audit responses for District Financial and Operational Audits and respond to any concerns auditors may have during the course of the audit.
- Meet regularly with District Leadership Team and Superintendent's Staff to discuss issues and initiatives.
- Coordinate submission of District Summary Budget and supporting documentation to Department of Education (DOE) and Department of Revenue (DOR).
- Coordinate submission of Annual Financial Report (AFR) and Comprehensive Annual Financial Report (CAFR).
- Review, coordinate and submit all Board agenda items for Finance and Purchasing.
- Communicate with Board members regarding Board agenda items and any requests for information they may have.
- Coordinate and submit revisions to Chapter 5 of School Board Policy Manual.
- Coordinate all financing or refinancing of District debt (loans, Certificates of Participation, etc.).

- Monitor overall budget and work with Budgeting and Revenue Departments when concerns are noted.
- Continue working with Curriculum and Instruction to establish economical pupil teacher ratios and staffing formulas.
- Participate in union negotiations and Executive Sessions – prioritize budget to establish funds available to meet goals for salaries and benefits.
- Confer with other Finance Officers and DOE regarding issues, initiatives and information.
- Serve on Florida School Finance Council.
- Analyze impact of pending education legislation and funding.
- Coordinate requests for information from media, public and Board members for all Finance departments.

2. Recent Efficiency / Cost Reduction Initiatives (2010-11)

- See individual departments for details of individual efficiencies/cost reduction initiatives.
- Proceeding with implementation of a new Finance and HR software that will consolidate many stand-alone systems.

3. Successes (2009-10)

- See individual department reports for successes.
- Maintained Undesignated Fund Balance of 5.1%, up from 3.5% in the prior fiscal year.
- Maintained Unreserved Fund Balance of 11.9%, up from 8.6% in the prior fiscal year (financial condition ratio).
- Added customer service survey to website. Input is useful in determining the division's success in providing information, responding to requests and providing good customer service.
- Eliminate or held vacant certain staff positions during the year.
- 100% acceptance of Standards of Behavior for Finance and Business Services.
- Established a Financial Information link from the District's main Web Page containing, The District Summary Budget, budget amendments, financial statements and other financial information to improve transparency.

4. Department Short Term Goals (to be accomplished by the end of 2010-2011)

- See individual department reports for details on goals for specific areas.
- Maintain an adequate Unassigned General Fund Balance (according to new GASB Statement 54) that would minimize any so called "funding cliff" issues as Stimulus funds play out at June 30, 2011. Goal F.3
- Continue to Manage Up employees to Superintendent. Goal P.2
- Improve personal Manage Up activities. Goal P.2
- Round at least one school each week. Goal P.2
- Round the various Finance departments daily. Goal P.2
- Prepare accurate and timely Board agenda back up. Goals F.1 and F.2
- Communicate with Board Members on a regular basis and respond to all requests in a timely manner. Goals S.2, F.1 and F.2
- Assist Finance and Business departments with meeting their individual short term goals. Goals S.1, S.2 and E.2
- Implement Finance and HR software to replace current system. Goals F.1 and F.2

5. Department Long Range Goals

- See individual department reports for Long Range Goals.
- Develop budgets that will meet Constitutional Class Size requirements and equitably distribute available resources on a yearly basis. Goal F. 3.2
- Continue to prioritize budgetary resources to provide salary increases for all employees with increasing teacher salaries to the state average as a major goal (on-going). Goal F. 3.2
- Maintain adequate Employee Benefit Trust Fund Balance and prevent further deterioration. Goal F. 3.2
- Work towards certificated training program for Administrative, Professional and Educational Support employees. Goal P.2
- Analyze and recommend more efficient and cost effective processes—warehousing, custodial, transportation, maintenance, textbooks, etc. Goal F. 3.2

6. Major Challenges for Department

- Revenue Reductions and cost increases. Developing a balanced budget that all stakeholders can accept and support.
- Implementing new financial, payroll and human resources software—making the right decision.
- Impact of staffing reductions on providing necessary services and maintaining appropriate internal controls.
- Impact of staffing reductions on morale.

**State of Division Summary
October 2010**

Division:	Finance and Business Services
Department:	Budgeting, Cost Accounting and FTE Reporting
Department Head:	Laura F. Shaud

Staffing (2010-11):

Cost Center Numbers for employees: 4203

	Number of Employees
Total Department:	<u>12</u>
Admin	<u>1</u>
Prof/ Tech	<u>7**</u>
Instructional	<u>0</u>
ESP	<u>4*</u>

* Includes one ESP position that is currently vacant and in the process of being filled.

** Includes one Prof/Tech position that is currently vacant, with a newly hired person to start 10/18/10.

Budget Summary (without personnel) (2010-11):

General Revenue Budget:	<u>\$30,815.75</u>
Travel Project Budget	<u>\$ 3,000.00</u>
Federal Project Budget (specify)	<u> </u>
State Project Budget (specify)	<u> </u>

Note: Indirect costs claimed on grants and recorded in the general fund (unrestricted) revenues serves to partially offset the cost of providing financial administration of grants.

Note: This department is responsible for maintaining permanent micro-fiche copies of financial reports. Seventy four percent (\$22,760.75) of the total operating budget (project 0100) for this department is for contractual services to micro-fiche those records.

Department Summary:

1. Scope of Operations

The mission of the Budgeting department is to support the academic achievement of the School District of Escambia County through the provision of necessary financial information, analyses, and services essential for sound decision-making to maximize the use of resources. The department plans, coordinates, and supervises the preparation of the District's annual budget. The Budgeting Department then monitors the budget operations during the fiscal year and provides reports and analyses of budget and financial issues required by regulatory agencies, the Superintendent or Board, and staff. The Department also projects Full Time Equivalent students (FTE), coordinates the submission of FTE reporting to the Florida Department of Education (FLDOE) and provides comparative analyses of FTE and the related funding. In addition, the department is responsible for a wide range of financial functions including the following:

- Assimilating information on project revenues and expenditures to develop budgets for all fund sources within the District (State, Federal, local sources)
- Monitoring budgets and expenditures for the General fund, Special Revenue – Other fund, three ARRA funds and Capital Outlay funds

- Preparing agenda items related to budgets, financial reporting, and disposition of assets
- Preparing selected budgetary and financial reporting sections for the Annual Financial Reports including the Cost Report
- Managing the accumulation of FTE information from schools and reporting to FLDOE for the five annual surveys
- Preparing monthly, quarterly and annual reports of various funding sources to agencies such as FLDOE, USDOE and others
- Accounting for and facilitating the tagging of fixed assets
- Coordinating the development and maintenance of staffing grids for schools and the personnel planning documents for departments

2. Recent Efficiency / Cost Reduction Initiatives (2010-2011)

- During the 9/10 fiscal year, the Budgeting department utilized the services of two temporary professional staff hired through Landrum Staffing for the preparation of the District's claim for Impact Aid funds. In the past, the District had utilized the services of a team of part time college students for approximately five months to organize and analyze the student data cards for reporting. This approach to the preparation of the Impact Aid claim resulted in more efficient preparation of the claims at approximately the same cost as in prior years. One of the temporary employees also provided assistance to the Sr. Financial Analyst who was preparing the ARRA reports. The cost of this position was paid from incremental indirect costs generated by the targeted ARRA funds.
- In fiscal year 10/11, the department is realigning the responsibilities related to the federal and state projects and grants. The responsibilities for duties related to projects and grants will be assigned to a newly hired Sr. Financial Analyst and a Financial Analyst (the former temp). This reassignment of duties is expected to result in reduced overtime costs that were incurred by the ESP position that had been assisting with these duties.
- The Budgeting department has been evaluating the printed reports received by the department on a regular basis to determine which reports can reasonably be accessed using the Report Viewer software. To date, the department has eliminated several reports from our printed reports, saving several hundred pages of paper daily. We will evaluate the effects of further reductions in printing on the efficiency of work flow.

3. Successes (2009-2010)

Due to two unexpected vacancies (both positions dealt with federal and state grants and projects) and extended sick leave for another key staff member, the Budgeting department staff have had a much more difficult time meeting deadlines for the preparation of the District budget and the close out of the financial records for the 9/10 fiscal year. Because of that increased workload, the department has not completed as many of the previous year's goals as planned. However, in spite of the personnel shortages, the department did meet the annual deadlines, through assistance from staff both within the department and from other Finance departments.

4. Department Short Term Goals (to be accomplished by the end of 2010–2011)

- Continue the process of expanding and organizing written department procedures into a standard operating procedures manual - have procedures organized and numbered by the end of fiscal year 2011 - This project is in progress and is approximately 50% complete. GOAL F.2
- Continue to provide cross-training in all critical areas to allow for back up personnel in case of extended absences or vacancies. Increase and improve training opportunities for key accounting positions with emphasis on retention of District knowledge. GOAL P.2

- Hold monthly staff meetings for the department – Although the department had to suspend these meetings during the past three months, we have resumed our monthly schedule of staff meetings. GOALS Q.3, S.2 AND P.2
- Round within the department weekly. GOAL P.2
- Continue with development of a grants manual, establish a working group of stakeholders in the grants application and management process to begin discussions of processes. GOAL F.2
- Create additional information areas on the department website to provide a first-line resource for school and department personnel. An example would be a Frequently Asked Questions (and answers) area for easy reference. Goal is to have outlines for these areas by the end of fiscal year 2011. This project is in progress and is approximately 40% complete. GOALS F.2 AND S.2

5. Department Long Range Goals

- Bring about changes in the budgeting process and Board policies as applicable to adapt Best Budgeting practices which will allow us to submit the budget document to the Government Finance Officers Association (GFOA) for consideration for the Distinguished Budget Presentation Award. Adoption of best practices and receipt of this award would help validate the District's budgeting process and foster public trust in the District. This is listed as a long term goal because the relevant time frame will extend into the 2011-12 fiscal year. This project is currently in progress. GOAL F.3
- Begin a training program for all grant managers to provide technical training in the area of Federal grant management principles (cost principles and administrative rules) to assure that all grant managers are adequately prepared to assure compliance with critical regulations that apply to federal grant funds currently exceeding \$56 million annually. Due to the influx of Federal Stimulus funding, this objective is of critical importance. There is funding budgeted for this training and planning is underway. GOAL P.2

6. Major Challenges for Department

As with most Districts, the major challenge that the Budgeting department faces is helping the District schools and departments to use sharply declining resources in the most effective manner, while maintaining compliance with the laws, rules and regulations that govern the use of those funds.

Another challenge for the Department is providing timely and accurate information as required by users within the constraints of the current automated financial system. We are preparing to modernize our systems for the 2011-12 fiscal year.

State of Division Summary

October 2010

Division:	Finance and Business Services
Department:	Accounting Operations
Department Head:	Gloria Johnson

Staffing (2010-11):

Cost Center Numbers for employees: 4204

	Number of Employees
Total Department:	<u>16</u>
Admin	<u>1</u>
Prof/ Tech	<u>2</u>
Instructional	<u>0</u>
ESP	<u>13</u>

Note: One ESP position is being held vacant. One Professional and two ESP positions are funded by the Food Services Fund. One Professional is funded 25% by the Workers Compensation Fund.

Budget Summary (without personnel) (2010-11):

General Revenue Budget:

Regular Operations – Department	\$16,440
Travel-Away	2,400

Department Summary:

1. Scope of Operations

Accounting Operations is comprised of the Director, secretary and four primary areas of responsibility 1) Revenue, 2) Accounts Payable, Records Retention and Debt Service, 3) Internal Funds and Workers Compensation and 4) Travel and Food Service Accounting.

- Revenue - facilitates all of the District's investments and banking transactions on a daily basis. All District revenues are received and accounted for by the Revenue Department and cash flow analyses are prepared as needed for financial decision making. Cash and investments at any given point are usually in excess of \$200 million. Invoicing for the District is provided by the Revenue Department along with receipting of Retiree Billing.
- Accounts Payable - pays all District obligations excluding payroll and certain workers compensation obligations.
- Debt Service - handles all accounting (reporting, budgeting and payment) of debt incurred by the District which is slightly more than \$56 million.
- Records Retention and Destruction – reports record destruction to the state and maintains and disseminates information for records retention and destruction to District schools and departments.
- Internal Funds - provides support and training for all school bookkeepers. This area implements and installs schoolbooks software, prepares manuals and continually monitors processes.
- Workers Compensation – processes payments for self-insured workers compensation plan.

- Travel - audits and pays all in-county and out-of-county travel and makes rental car reservations.
- Food Service Accounting - reconciles bank accounts, records all revenues, and pays invoices for all Food Service transactions. Submits related Food Service reports to outside agencies.
- Accounting Operations - Prepares and submits the Annual Financial Report and Comprehensive Annual Financial Report (CAFR). Acts as the liaison with the external auditors. Each section prepares the budget and fund statements for their related areas. Numerous regulatory reports are prepared and submitted by Accounting Operations such as 1099's, fuel reports, and meal reimbursements. Banking, investment company negotiations, and Resolve Purchasing Card monitoring and auditing are also the responsibility of Accounting Operations.

2. Recent Efficiency / Cost Reduction Initiatives (2010-11)

- Currently we have one Accounting Specialist position unfilled due to budget reduction measures. This position has been held vacant since July 1, 2008.
- Implemented an internal office policy to review all departmental expenditures -- only approving critical needs.
- Reduced paper consumption by transitioning to Page X for reports from DBS.
- Putting as many manuals and forms as possible on website to cut down on the amount of paper used.
- Sending documents in PDF via email, conserving on paper.

3. Successes (2009-10)

- Prepared and submitted Comprehensive Annual Financial Report (CAFR). A CAFR validates a school system's commitment to fiscal and financial integrity and enhances its credibility with the school board and community. Receiving the Certificate of Excellence Award provides confidence in quality of the business management staff. A CAFR complies with disclosure requirements for credit evaluation. We received both the GFOA award and the ASBO Award of Excellence.
- Developed a local mileage chart for travel reimbursements.
- Update Policy and Procedure Manuals – This is a work in progress.
- Continue to safeguard District Cash and Investments.
- Upgrade Purchasing Card System – Upgrade was not available. Will migrate to a new system with new software implementation.
- Manage up one person every week and now send thank you notes to individuals for jobs well done.
- Establish expectations for each employee. This goal is continuing into the 2010-11 year.
- Develop a survey to measure departmental service. Added a survey monkey to email to gather performance information.
- Working on developing a quick and simple reference guide for travelers.
- Provided additional one-on-one training along with established monthly training.

4. Department Short Term Goals (to be accomplished by the end of 2010–11)

- Prepare and submit Comprehensive Annual Financial Report (CAFR). Receiving the Certificate of Excellence Award, as we have, provides confidence in the quality of the business management staff. A CAFR complies with disclosure requirements for credit evaluation. (Goal F.3)
- Update Policy and Procedure Manuals (Continuous Improvement) (Goal F.2)

- Develop a new District Cash and Investments Policy and establish a Finance Committee. (Goal F.3)
- Manage up one person every week (Goal P.2)
- Establish expectations for each employee (Goals S.1 and Q.3)
- Develop an ‘important facts to know’ sheet then send an email every other week stressing one point. (Goals S.2 and F.1)
- Develop quick and simple reference guides for users – i.e., travel. (Goal F.2)
- Develop more extensive training for users. (Goal P.2)
- Migrate to online deposits and ACH to alleviate the need for traveling to the bank to make deposits. (Goal F.2)
- Purchase and implement new Retiree Billing software. (Goal F.2)
- Work with Transportation to develop a more efficient Parts Processing system. (Goal F.2)
- Work with Purchasing to update all vendors to ensure the District is compliant with necessary vendor information for new 1099 requirements. (Goal F.3)

5. Department Long Range Goals

- Implement new financial Accounting Software for July 1, 2011 (dependent upon District initiative 2010-2011). (Goal F.2)
- Improve operational efficiencies in alignment with established best practices (This will be part of continual improvement) (Goals F.2 and F.3)
- Increase employee moral in department by implementing Model of Excellence (MOE) initiatives (Specific activities will be planned and implemented based upon the needs of the department) (Goals S.1 and Q.3)
- Improve communications and work collaboratively with all departments. (Continuous improvement but develop the model in 2010 – 2011) (Goal S.2)
- To be known as the “helpful” department. (2009 – XXXX) (Goals S.1 and S.2)

6. Major Challenges for Department

- More work less people.
- Safeguarding District Cash and Investments during unstable economic times.
- Dealing with resistance to change.
- Getting others to buy into new processes.
- Less money.
- Move to new building while trying to carry on business as usual.
- How to increase employee moral with less money and increased workload.

State of Division Summary

October 2010

Division:	Finance and Business Services
Department:	Purchasing Department
Department Head:	John Dombroskie

Staffing (2010-11):

Cost Center Numbers for employees: 4207

	Number of Employees
Total Department:	5.5
Admin	0
Prof/ Tech	4*
Instructional	0
ESP	1
Temporary Employee (Landrum Staffing)	1 (Part Time)

* Three possess advanced degrees and professional certification(s).

Budget Summary (without personnel) (2010-11):

General Revenue Budget:

Purchasing and Business Services:

Regular Operations – Department	\$4,425.00
Travel-Away	\$1,165.00

Copy Room - Reproduction and Binding: \$10,640.00
(Supplies printing/binding capabilities for entire building)

Diplomas: \$8,800.00
(For Entire District)

Department Summary:

1. Scope of Operations

The Purchasing Department, via fair procurement processes, obtains quality goods and services from qualified service oriented suppliers who deliver those products and services in the quantities needed at competitive prices. This is done while observing all applicable laws, rules, and regulations to protect District expenditures of over \$100 million annually. Customers are supported through a variety of procurement means: traditional Requisition/Purchase Orders, purchasing card programs, and Confirming Purchase Orders (CPOs). In addition, the Purchasing Department is responsible for the operation of the copy room.

2. Recent Efficiency / Cost Reduction Initiatives (2010-11)

- Increased utilization of purchasing cards by charging large purchases when possible to capture the bank's 1.31% rebate.
- We continue our efforts to minimize the number of open Purchase Orders in order to provide for a more accurate view of budgetary capacity.
- Issued a RFP for Custodial Services Zone Three. While cost was not paramount in the award of this solicitation it was a very important component and also helped to address the question as to

whether the District should be outsourcing custodial services. The potential savings, according to the RFP, were in excess of \$730,000 for Zone Three alone.

- Increased efforts to pair with other entities to lower procurement and product costs.
- Re-sourced the District's mass notification system provider. The new service, known as SchoolMessenger, saves the District \$68,500 over the course of the next two fiscal years.

3. Successes (2009-10)

- Established hands on training to teach the purchasing related aspects of our financial system. DBS training is now offered by the Purchasing Department. Cindy Davison put together a two and a half hour "hands-on" class which was very well received by school and departmental staff.
- Converted Administrative Assistant to a position that includes responsibilities for the Purchasing Card duties.
- Increased Confirming Purchase Order (CPO) spend levels to allow operational departments greater ability to access parts and materials needed to maintain operational tempo. CPOs allows the Facilities, Transportation and Maintenance Departments the ability to write low dollar Purchase Orders for needed items.

4. Department Short Term Goals (to be accomplished by the end of 2010 – 2011)

- Rewrite the standardized portions of the Request for Proposal and Invitation to Bid documents.
- Increase Purchasing Card spending levels by increasing usage via increased spending limits.
- Increase Purchasing Card spending levels by greater access to competitively bid pricing agreements.
- Programming changes are planned to make the "Purchasing Portal" fully operational allowing access to bid pricing.

5. Department Long Range Goals (2011-2012)

- Create a consolidated purchasing procedures manual. (By end of the FY in which new financial software is implemented.)
- Establish expectations for each employee.
- Implement new financial system. Progress is being made towards a July 1, 2011 implementation date.
- Obtain State and National Certifications for the Professional staff. Currently the State offers the following Certifications: Purchasing Agent, Purchasing Manager, Contract Manager and Contract Negotiator. This past year Bob Pacenta earned Contract Manager Certification from the State and his Contract Negotiator certification is pending.

6. Major Challenges for Department

- Personnel cuts have left the office staff very thin with an increased workload for all. In addition, the increased use of consultants requires time intensive Professional Service Agreements to be reviewed.
- Lack of training resources for professional development.
- Lack of a business mindset by many in the District.
- Avoiding "emergency" purchases which requires staff to divert efforts from other scheduled projects.

State of Division Summary October 2010

Division:	Finance and Business Services
Department:	Payroll and Benefits Accounting
Department Head:	Linda Lewis

Staffing (2010-11):

Cost Center Numbers for employees: 4209

	Number of Employees
Total Department:	<u>9</u>
Admin	<u>1</u>
Prof/ Tech	<u>1</u>
Instructional	<u> </u>
ESP	<u>7</u>

Budget Summary (without personnel) (2010-11):

General Revenue Budget:

Regular Operations – Department	\$95,000.00
Travel-Away	\$ 665.00

Note: Includes \$80,000.00 for Flexible Spending Account (FSA) administration and \$15,000 for Electronic Pay Stubs

Department Summary:

1. Scope of Operations

Payroll and Benefits Accounting (PBA) consists of four primary lines of business. These lines of business include Payroll Production, Benefits Accounting, Customer Support/District Outreach and Tax Support.

- Payroll Production for fiscal year 2010 was over \$265 million dollars including benefits and W-2's issued were in excess of 7,800. The Payroll Production Staff is primarily responsible for the calculation and distribution of the Bi-weekly and Monthly payrolls. This includes calculating and verifying the payroll as well as ensuring the integrity of the data that is created as output on a timely basis.
- Benefits Accounting includes the accurate reporting of financial information related to the Employee Benefit Trust and Risk Management Fund to the Assistant Superintendent of Finance and Business Services. This information is used to evaluate and administer the District's self insurance programs. Benefits Accounting is also responsible for billing employees/retirees for insurance benefits, remittance of the monthly retirement report, and reconciliation of dental, health and Flexible Spending Account bank accounts. PBA also analyzes and reports the District Leave Liability in the annual financial report.
- Customer Support/District Outreach includes providing a high level of customer service and training to individual employees, as well as district departments and schools.
- Tax Support/Services generally include compliance, research, planning and consulting with respect to payroll and benefit tax issues. Although PBA cannot provide tax advice, it can provide answers to many tax related payroll and benefits questions.

2. Recent Efficiency / Cost Reduction Initiatives (2010-11)

- Reduced ESP Staff by 2 positions
- Reduced Operating Budget by 37%, this does not include FSA administration or Electronic Pay Stub fees.
- Implemented electronic pay stubs for Education Staff Professionals (ESP) which will continue to enable the District to increase savings related to eliminating paper.
- Mandatory Direct Deposit for all employees has been an ongoing initiative. We reached 96% participation as of June 30, 2010.
- The Report Viewing Software acquired by the District allows for a reduction in “Green Bar” paper reports and has improved the efficiency of the payroll balancing and review process.
- Monthly payroll planning meetings with HR and Budgeting have led to improvements of the work flow processes.

3. Successes (2009-10)

- Electronic Pay Stubs have been implemented for all employees.
- Increased direct deposit participation.
- Transferred all Members First Credit Union 100% net pay payroll deductions to the ACH system for Direct Deposit.
- Advertised a Request for Information for a Payroll Pay-card Program. A vendor was selected and contract was approved in September 2010.
- Reorganized and shifted work duties in Payroll and Benefits Accounting in order to eliminate the Accounting Specialist position.
- Issued and mailed all 2009 W-2's on January 20, 2010; eight days earlier than the 2008 W-2 issue date.
- Implemented the use of the Winocular document management system and have scanned 90% of all terminated employee files to Winocular.
- Implemented new salary schedules for all employees.
- Paid retro on mid-year salary schedule changes by June 30, 2010.
- Coordinated and implemented Educational Support Personnel job study salary changes by July 1, 2010 to minimize retro pay calculations.
- Helped identify a new ERP for Finance and Human Resources (Skyward).
- Developed new manual check procedures for an effective date of July 1, 2010
- Improved procedures and enhanced internal controls for benefits billing.

4. Department Short Term Goals (2010–11)

- Improve the work flow from Human Resources to Payroll. Goals S.1 and E.2
- Eliminate printing of pay stubs for Educational Support Personnel. Goals S.1 and E.2
- Improve document filing system for HR and Payroll to reduce paper cost, storage costs and duplication of documents. (2010-2011). Goal E.2
- Implement a payroll pay card program in order to facilitate 100% direct deposit participation and eliminate check printing. (2010-2011) Goals S.1 and E.2
- Implement a “bank draft” program for insurance premiums that are billed to Retiree/LOA and Cobra Participants. (2010-2011) Goal E.2
- Implement a new benefits billing system. (2010-2011) Goal E.2
- Collaboratively work with HR and Union to develop new forms for requests for overtime and compensatory time.

5. Department Long Range Goals

- Change pay schedule for 12 month ESP employees to eliminate errors in reporting absences. (2010-2012) Goals F.1 and F.2

- Train school/department based personnel to enter extra time in the payroll system to improve efficiency. (2011-2012) Goal F.1 and F.2
- Study and evaluate the potential usefulness of a District-wide Time and Attendance System. (2011-2012). Goals F.2 and E.2
- Implement new Human Resource and Payroll Management system (2011-2012). Goals F.2 and E.2

6. Major Challenges for Department

- Providing training programs for District level payroll staff.
- Providing training to the various departments and schools.
- Running an outdated Payroll and HR system
- Work in conjunction with HR to identify improvements in the work flow process.
- Improvements in interdepartmental communication.