



**Payroll and Benefits Accounting (4209)**

Regular Operations – Department	\$ 7,150
Travel Away	\$ 354

Note: Includes \$1,000 for Electronic Pay Stubs to be phased out with Skyward in July 2012, eliminating the associated fees.

**Department Summary:**

**1. Scope of Operations**

- Oversee operations of Finance and Business Services Departments
  - Accounting Operations
  - Budgeting, Cost Accounting and FTE Reporting
  - Payroll and Benefits Accounting
  - Purchasing

**2. Recent Efficiency / Cost Reduction Initiatives (2011-12)**

- Proceeded with preliminary processes and data conversion for targeted July 1<sup>st</sup> implementation of Skyward ERP software. Efficiencies will be gained from consolidation of stand-alone systems and modernization of data processing.
- Continued to increase P-Card spending in lieu of purchase orders for much of the District's purchasing needs. Total rebate for the district-wide P-card program was \$69,703 for the most recent calendar year (based on 16,312 transactions totaling \$7.5 million).
- Discontinued use of DBS/GEAC for accounting system at June 30<sup>th</sup>. This eliminated the need to run a nightly cycle for posting of transactions that produced daily printed reports (approximately one case of green bar paper each day), along with personnel time to sort, distribute, reconcile, and distribute the reports.
- Discontinued printing and distribution of bi-weekly cost center and project reports to departments and schools. The printing used approximately two cases of green bar paper for each distribution cycle, along with personnel time to sort and prepare for delivery via courier. These reports are now requested through the Skyward system by the schools and departments and can be requested and reviewed immediately online or printed onsite on cut paper.
- Discontinuing use of micro-fiche as storage medium for general ledger historical documents. Budgeted approximately \$10,000 less in FY 12/13 for micro-fiche. Micro-fiche will only be used to record final reports for FY 11/12.

**3. Successes (2011-12)**

- Broadened cash management and investment program in accordance with investment policy to better diversify the District's cash assets.
- Prepared and submitted Comprehensive Annual Financial Report (CAFR). Have received notification by both GFOA and ASBO that the District has received Certificate of Excellence Awards for the fourth consecutive year.
- Implemented new Skyward internal funds software (SBAA) in January 2012, six months ahead of the full district-wide ERP conversion. Accordingly, the Internal Funds Manual was revised to include Redbook updates and Skyward implementation for the benefit of the schools. Prior to January, staff developed and provided early mandatory training for SBAA users.

- Data conversion processes, for Skyward implementation, were developed to provide continuous data checking, data pass corrections, and modification of typical procedures. These processes led to successful implementation of Skyward enterprise software on July 1.
- Continued the use of the Winocular document management system for scanning personnel files. Completed scanning of all documentation during the fiscal year.
- Purchasing implemented on-going training classes for Skyward's procurement functions. These classes are popular among school and department secretaries.
- Met FRS requirement to collect and remit 3% of gross wages from employees enrolled in FRS Pension and Investment Plan effective July 1, 2011.
- Processed all District payrolls by June 30, 2012 to facilitate July 1, 2012 go live date for payroll processing in new Skyward software.

#### **4. Department Short Term Goals (to be accomplished by the end of 2012-2013)**

- Continue to maintain an adequate unreserved general fund balance that would minimize impact of potential future revenue shortfalls (Goal F.3).
- Implement additional components of Skyward Finance and HR software to replace current system. This would include Skyward p-card, Accounts Receivable, True Time, etc. (Goals F.1 - F.2).
- Implement ACH payments for Accounts Payable vendors (Goal F.2).
- Maintained newly instituted grants management training for key administrators (Goals F.2 – F3).
- Establish customized Skyward management reports for the various schools and departments (Goals F.2 - F3).
- Continue working with Human Resources to implement Skyward Employee Access and Task Manager (Goals P.1 – P. 2).
- Implement electronic Time Off requests for Instructional/Administrative and Professional staff (Goal F.2).
- Continue working with Human resources to perfect the integration of AESOP substitute tracking for both instructional and ESP substitutes with Skyward payroll (Goal F.2).
- Standardize and ramp up on-going Skyward training to all schools and departments (Goals P.2, F.2 – F.3).
- Set up and implement Skyward True Time to interface with Employee Management, Time Off and Payroll (Goals F.2 – F.3).

#### **5. Department 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)
- Maintain adequate Employee Benefit Trust Fund Balance and prevent further deterioration (Goal F. 3.2).
- Implement a District-wide Time and Attendance System (Goals F.2 and E.2)
- Continue a training program for all grant managers to provide technical training in the area of Federal grant management principles (cost principles and administrative rules) (Goal P.2).
- Maintain systematic Skyward training for schools and departments (Goals P.2 and F.2).

## **6. Major Challenges for Department**

- Increasing Reporting Requirements for DOE and Federal grants.
- Maintaining adequate Budgetary Reserves with the current funding environment.
- Continued implementation and training of the Skyward ERP System.

# State of Division Summary

## October 2012

<b>Division:</b>	<b>Finance and Business Services</b>
<b>Department:</b>	<b>Accounting Operations</b>
<b>Department Head:</b>	<b>Gloria Johnson</b>

### **Staffing (2012-13):**

**Cost Center Numbers for employees: 4204**

	Number of Employees
<b>Total Department:</b>	<u>16</u>
Admin	<u>1</u>
Prof/ Tech	<u>3</u>
Instructional	<u>0</u>
ESP	<u>12</u>

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

### **Budget Summary (without personnel) (2012-13):**

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 banks accounts, records all revenues and pays invoices for all Food Service transactions. Submits related Food Service reports to outside agencies.
- Accounting Operations - annually 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 and investment company negotiations and Resolve Purchasing Card monitoring and auditing are also the responsibility of Accounting Operations. Accounting Operations' responsibilities are ever changing in an effort to provide better services to the District.

## **2. Recent Efficiency / Cost Reduction Initiatives (2011-12)**

- Currently we have one Accounting Specialist position unfilled due to budget reduction measures. This position has been held vacant since July 1, 2008.
- Migrated to Skyward for Internal Funds which reduced cost of maintaining software while providing access to administrators and auditors.
- Provided support for increased P-Card spend which provides rebates to district.

## **3. Successes (2011-12)**

- 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. Have been notified by both GFOA and ASBO that the District has received the awards for four consecutive years.
- Implemented new Internal Funds Software.
- Developed training manual for new Internal Funds Software and trained all bookkeepers on software.
- Broadened cash management and investment program in accordance with investment policy to better diversify the District's cash needs.
- Manage up individuals for achievements. Send thank you notes to individuals for jobs well done.
- Refined Food Service software process.
- Provided additional one-on-one training along with established monthly training. Whenever a new secretary or bookkeeper came on board provided individualized training for Internal Funds and Pcard, often at their worksite instead of making them wait until the monthly training.
- Increased customer relations with one on one training and returning calls and email as soon as possible.

## **4. Department Short Term Goals (to be accomplished by the end of 2012-13)**

- Prepare and submit 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. (Goal F.3)

- Fully implement all modules of new Skyward software including Pcard and Accounts Receivable. (Goal F.2)
- Develop all new Policy and Procedure Manuals for new software. (Goal F.2)
- Manage up one person every week (Goal P.2)
- Develop new training for all Skyward modules and provide more extensive training for users. (Goal P.2)
- With the implementation of Skyward which provides the vehicle to migrate to ACH and increased Pcard spending to alleviate the need for checks and increase revenues from Pcard rebates. (Goal F.2)

## **5. Department Long Range Goals**

- 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. (Goal S.2)
- To be known as the “helpful” department. ( 2009 – XXXX) (Goals S.1 and S.2)
- Maintain systematic Skyward training for school and departments. (Goals P.2 and F.2).

## **6. Major Challenges for Department**

- Continue to meet increased work requirements with reduced staffing levels.
- Safeguarding District Cash and Investments during unstable economic times.
- Provide detailed training, communication, assistance and try to make employees feel like they are part of the process to help deal with resistance to change.
- Leading personnel through changing business processes.
- Continue to develop a Department attitude where every stakeholder feels their importance.

# State of Division Summary

## October 2012

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

### **Staffing (12/13):**

**Cost Center Numbers for employees:** 4203

	<b>Number of Employees</b>
<b>Total Department:</b>	<b>13</b>
Admin	1
Prof/Tech	9*
Instructional	N/A
ESP	3**

\*Includes one Professional position that is partially funded by the Race to the Top grant and one Professional position that is currently unfilled.

\*\* Includes one ESP position that is being held vacant for 12/13.

Temporary employees (through Landrum Staffing) are utilized for several months each year to complete the Impact Aid data accumulation and reporting. The cost of these temporary employees is funded by project 4400 – Impact Aid and project 236 – Federal Stimulus Indirect Cost (General Fund).

### **Budget Summary (without personnel) (12/13):**

General Revenue Budget:	\$ 13,420
Travel Budget (project 110)	\$ 3,000
Federal Project Budget (RTTT)	\$ 4,000

Note: Indirect costs claimed on grants and recorded in the general fund (unrestricted) revenues serve 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. Thirty-seven percent of the operating budget (project 0100) for this department is for contractual services to micro-fiche those records. This cost is being phased out this fiscal year.

### **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.

*Revised 07/18/11*



The department is responsible for all grant accounting and reporting, fixed asset accounting, salary projections/staffing calculations, bank reconciliations, accounts receivable accounting. In addition, the department staff calculates payments for Advanced Placement/International Baccalaureate bonuses and Teacher Lead payments.

## **2. Recent Efficiency/Cost Reduction Initiatives**

The Budgeting Specialist position is being held vacant for the 12/13 fiscal year. The annual savings from this vacant position is \$38,109.

## **3. Successes.**

The department staff successfully completed the preparation of the 12/13 fiscal year budget, the Cost Report and portions of the Annual Financial Report. The department continues to assist other departments with maintaining their budgets at a level roughly equivalent to that of the 2006/2007 fiscal year due to economic constraints.

Due in part to the personnel changes, cross training has been accomplished in several areas. We now have several people on staff that can work in the grants and projects area and we have more than one person that can work with accounts receivable and bank reconciliations.

The department has conducted training for grants managers and curriculum/instruction administrators in the use of the general ledger and budgeting functions of the Skyward financial software since the implementation date of July 1, 2012. Various department staff members have assisted with training the school and department end users in the use of the Skyward financial software. **GOAL P.2**

The 12/13 fiscal year budget was successfully converted into the Skyward software system prior to the implementation of the software on July 1, 2012. Since the implementation, all budget amendment requests have been processed within the software system, decreasing the District's use of paper documentation.

## **4. Department Short Term Goals (to be accomplished by the end of 2012-2013)**

Continue the process of expanding and organizing written department procedures into a standard operating procedures manual - have procedures organized and numbered. This project is approximately 50% complete; however, it is on hold until the software conversion is complete, so that procedural changes as a result of the conversion can be incorporated into written procedures. **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. Progress has been made on this goal as noted in the "Successes" section above. **GOAL P.2**

Hold monthly staff meetings for the department. We continue to strive toward this goal. **GOALS Q.3, S.2 AND P.2**

Round within the department weekly. Rounding is done most weeks; however, improvement in the documentation is still a goal. **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 2012 - 2013. This project is on hold for now. In lieu of this project, the department has created step by step guides for basic budget transactions, report generation and general ledger research in the Skyward software. These guides include views of Skyward screens with notations for critical areas and are found on the department website. In addition, the department staff has worked with the IT department to train the IT help desk staff.

## **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 13/14 fiscal year. This project is currently will be addressed after the financial software conversion is substantially complete so that statistical information can be easily downloaded from the general ledger system. **GOAL F.3**

Continue 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 \$40 million annually. **GOAL P.2**

The first onsite grant management training class was held in May, 2011. The class was a success, receiving positive feedback from the participants. Participant success rate on the course exam was ninety-six percent. Planning is underway for the next class. In addition, various webinars regarding Federal grant policies and procedures are used for training at periodic grant manager meetings. **GOAL P.2**

Complete the successful migration to the Skyward financial software system. Our goal is to utilize the flexibility of the system to accomplish our accounting responsibilities in a more efficient manner, making more time available for thorough analysis of financial information to facilitate better financial planning. The integration of the HR, Payroll and Financial/Budgeting functional areas of the software have eliminated the need for daily reconciliations between functional areas and significantly reduced the need for printing daily and weekly reports that consumed between five and ten boxes of printer paper per week.

### **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 ever increasing laws, rules and regulations that govern the use of those funds.

Completing the implementation of the Skyward financial software will necessitate a review of existing positions and responsibilities. When all of the components of the software are implemented, such an evaluation may result in restructuring the department responsibilities as we strive to provide timely and accurate information while utilizing our limited resources in the most efficient manner.

# State of Division Summary

## October 2012

<b>Division:</b>	<b>Finance and Business Services</b>
<b>Department:</b>	<b>Payroll and Benefits Accounting</b>
<b>Department Head:</b>	<b>Linda Lewis</b>

### **Staffing (2011-12):**

**Cost Center Numbers for employees: 4209**

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

### **Budget Summary (without personnel) (2011-12):**

General Revenue Budget:

Regular Operations – Department	\$7,150
Travel Away	354

Note: Includes \$1,000 for Electronic pay stubs to be replaced by Skyward in July 2012, eliminating the associated fees.

### **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 2012 was over \$250 million dollars. There were 7,635 W-2's issued in 2010. 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. Additionally, this group works with employees and Departments to make any necessary correcting adjustments. PBA is also committed to providing insurance carriers, various payroll taxation authorities, vendors, financial institutions and reporting agencies information on an accurate and 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 by Finance and Business Services, Human Resources, Board Members and various consultants in the administration of the District's, health, life, dental, workers compensation, general and automobile liability 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 to individual employees, as well as district departments and schools. PBA will at a minimum conduct training sessions for large groups, open forums, or meet individually with schools or departments as appropriate. Examples include annual bookkeeper's workshop, new hire orientations, hands on training at the computer lab as well as on-sight training for new clerical staff that support payroll processing at the school or department site..

Tax Support/Services generally include compliance, research, planning and consulting with respect to payroll and benefit tax issues. PBA must be responsive to employee/retiree payroll and benefits related tax questions. Although PBA cannot provide tax advice, it can provide answers to many tax related payroll and benefits questions. Timely and accurate filing of tax forms is also an important function of PBA operations.

## **2. Recent Efficiency / Cost Reduction Initiatives (2011-12)**

- We continued to maintain 100% direct deposit participation.
- Continued the use of the Winocular document management system for scanning personnel files. Completed scanning of all documentation during the fiscal year.
- Eliminated the need for a separate Gilmore confidential material trash container as a result of elimination of paper processing.
- Eliminated the need for Green Bar paper products as a result of the use of PageCenterX reporting system.

## **3. Successes (2011-12)**

- Met FRS requirements to collect and remit 3% of gross wages from employees enrolled in FRS Pension and Investment Plan effective July 1, 2011.
- Processed all District payrolls by June 30, 2012 to facilitate July 1, 2012 go live date for payroll processing in new Skyward software.
- Issued and mailed all 2011 W-2's on January 26, 2012.
- Implemented new salary schedules for all employees.

## **4. Department Short Term Goals (to be accomplished by the end of 2011-12)**

- Implement Skyward Software for Human Resource and Payroll Management effective July 1, 2012. Goals F.2 and E.2
- Implement additional components of Skyward Finance and HR software. This includes electronic Time Off request, True Time time and attendance and Skyward Sub Tracking. Goal F.1.

## **5. Department Long Range Goals**

- Change pay schedule for 12 month ESP employees. Currently time sheets print 3 days before work schedule has been completed. This creates errors in reporting absences. This change is contingent on union negotiation. (2012-2013). Goals F.1 and F.2
- Implement a District-wide Time and Attendance System. Goals F.2 and E.2
- Continue training program for Skyward software for Payroll and HR components. Goal F-2

## **6. Major Challenges for Department**

- Coordinating the timing of changes to payroll processes, with changes that are implemented by other departments, in order not to overwhelm users with too many changes at the same time.
- Recent personnel changes in Payroll staff that have resulted in loss of 11 years of experience in HR/Payroll processes and procedures.

## Purchasing and Business Services – State of Division Summary

<b>Division:</b>	<b>Finance and Business Services</b>
<b>Department:</b>	<b>Purchasing</b>
<b>Department Head:</b>	<b>John T. Dombroskie</b>

### **Staffing (2012-13):**

**Cost Center Numbers for employees: 4207**

#### **Number of Employees**

<b>Total Department:</b>	<b>5.5</b>
Admin	0
Prof/Tech	4*
Instructional	0
ESP	1
Temporary Employee (Landrum Staffing)	.5 (Part Time Approx. 25 Hrs/week)

\* Three possess advanced degrees; all have professional certifications to varying degrees.

### **Budget Summary (without personnel) (2012-13):**

General Revenue Budget:

#### **Purchasing and Business Services:**

Regular Operations – Department	\$7,460.00
Travel-Away	\$3,700.00
Training	\$2,500.00

**Copy Room – Reproduction and Binding:** \$8,600.00  
(Supplies printing/binding capabilities for entire building)

**Diplomas:** \$7,800.00  
(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 approximately \$79 million last fiscal year.

Customers are supported through a variety of procurement means: traditional Requisition/Purchase Orders (3,649 Purchase Orders issued with a value totaling \$68,507,816.14), purchasing card programs (16,307 transactions via District P-Card with a value totaling \$7,181,057.61), and Confirming Purchase Orders (CPOs) (7,228 CPOs issued with a value totaling \$2,122,700.08). In addition, the Purchasing Department is responsible for the operation of the copy room.

## **2. Recent Efficiency/Cost Reduction Initiatives**

- Introduced a P-Card program to operational departments as an alternative to issuing CPOs. The District receives a rebate for all P-Card expenditures. Total rebate for the most recent calendar year was \$69,703. (Rebate based on 16,312 transactions via the District P-Card totaling \$7,535,635.70)
- Reduced to below 500 the number of open Purchase Orders in order to provide for a more accurate view of budgetary capacity and simplify migration to the District's new ERP software (Skyward).
- Proceeded with implementation of a new Finance and Human Resources software solution that is consolidating many stand-alone systems and modernizing data processing.

## **3. Successes.** Update goals from the 2011-2012 state of division plan.

- Began implementation of Skyward Finance and HR software to replace current system. Effective Live date of July 1, 2012. Goals F.1 and F.2.
- Increased Purchasing Card spending levels by "charging" large ticket value purchases. Goal F.1.

## **4. Department Short Term Goals (to be accomplished by the end of 2012-2013)**

- Complete implementation of new ERP software. Goals F.2 and E.2
- Provide "hands on" Skyward training to District employees concerning the Purchasing aspects of the software. Goals F.2 and E.2
- Establish management reports within Skyward. Goals F.1, F.2 and F.3.
- Increase P-Card spend to earn a \$100,000+ rebate from Regions Bank. Goal F.1.

## **5. Department Long Range Goals (specify time line)**

- Create a consolidated purchasing procedures manual. (By end of the FY in which new financial software is fully implemented.) Goal F.2
- Continue to improve the staff's level of expertise by obtaining State and National Certifications for the Professional staff. Currently the State offers the following Certifications: Purchasing Agent, Purchasing Manager, Contract Manager and Contract Negotiator. Goal P.2.

## **6. Major Challenges for Department**

- Personnel cuts have left the office staff very thin with an increased workload for all. In addition, the District's increased use of consultants requires time intensive Professional Service Agreements to be utilized.
- Disregard of policy/procedures.
- Training resources for professional development.
- Lack of a business mindset by many in the District.
- Numerous "Emergency" purchases which requires staff to divert efforts from scheduled projects.