

State of Division Summary – As of June 30, 2014

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

Staffing (2014-15): Cost Center Numbers for employees: 4201, 4203, 4204, 4207, 4209

	<u>Number of Authorized Employees</u>	<u>Open or Held Positions</u>
Total Department	45	2
Administator	5	
Professional	18	1
ESP	22	1

Note: Certain positions are funded with non-general revenue sources such as School Food Service and Employee Benefits Trust Fund. These funding scenarios and splits are described in the Departmental Personnel Planning documents.

Budget Summary (non-personnel) (2013-14)

Finance and Business Services (4201)
 General Revenue Budget:
 Regular Operations – Department \$ 6,299

Note: Also responsible for District-wide budget of \$1,072,356 that includes retiree health premiums, unemployment, audit fees, Santa Rosa FTE payment, etc.

Budgeting, Cost Reporting and FTE Reporting (4203)
 General Revenue Budget:
 Regular Operations – Department \$ 8,000

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.

Accounting Operations (4204)
 General Revenue Budget:
 Regular Operations – Department \$ 21,000

Purchasing and Business Services (4207)

Regular Operations – Department \$ 7,820

Note: Also responsible for Copy Room—Reproduction and Binding that supplies printing/binding capabilities for entire building with a budget of \$8,600 and District-wide Diplomas with a budget of \$8,800.

Payroll and Benefits Accounting (4209)

Regular Operations – Department \$ 7,150

Department Summary:

1. Scope of Operations

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

2. Recent Efficiency / Cost Reduction Initiatives (2013-14)

- Held certain vacated positions for various lengths of time in order to evaluate the future requirements of financial staff. Some positions have remained vacant through the current period as departments reorganize various financial processes. In certain cases, temporary employees have been hired and trained to perform repetitive functions during the interim.
- Activated Skyward P-card system after programming enhancements were complete. Removed 3rd party Resolve system.
- In conjunction with Operations Division, began work on Skyward warehouse and inventory modification for 2014-15 implementation. Legacy Oasis system to be retired.

3. Successes (2013-14)

- Operated and closed the 2nd fiscal year on the Skyward financial software system which included various enhancements driven by 2012-13 experience and observation.
- Payroll provided electronic W-2s for the first time via the Skyward payroll software system.
- Assigned on-site purchasing agent to facilities bid process. Provided bid guidance and compliance observation presence.

- In conjunction with Human Resources Department, reassigned personnel as needed to provide clear segregation between the Payroll functions and the HR functions. Software security was adjusted accordingly.
- Prepared and maintained District budget in accordance with normal procedures.
- Successfully prepared 1st Cost Report utilizing DOE web-based software. Migrated from Skyward Cost Report module due to dissatisfaction of product (see short-term goals).
- Prepared Comprehensive Annual Financial Report (CAFR). Awarded “Certificate of Excellence in Financial Reporting” by both the GFOA and ASBO.
- Consistently provided training programs for schools and departments for relevant basic and advanced Skyward functions.
- Budgeting Department was compliant with all Truth in Millage (TRIM) requirements.
- Purchasing Department and Accounting Operations provided critical support to Warehouse and Inventory conversion from Oasis to Skyward.
- Purchasing card program generated more rebate dollars than ever before.
- Financial web page was redesigned for greater transparency and ease of use.

4. Department Short Term Goals (to be accomplished by the end of 2014-2015)

- Continue to maintain an adequate unreserved general fund balance that will minimize impact of potential future revenue shortfalls (Goal F.3).
- Implement additional components of Skyward Finance software. This would include improving and refining Skyward p-card program and testing certain Payroll tools not yet implemented (Goals F.1 - F.2).
- Implement ACH payments for Accounts Payable vendors to the greatest extent possible to eliminate a larger portion of check writing (Goal F.2).
- Continue work with Human Resources on proper job functions and evaluating capabilities for Skyward software system (Goal F.1, F.2, P.2).
- Coordinate the purchasing/RFP process for district job study consulting firm (Goal P.1, F.1).
- Implement an automated travel reimbursement process to provide greater efficiency in the necessary workflow (Goal P.1, F.1).
- Establish customized Skyward management reports for the various schools and departments. This minimizes the time those locations spend trying to build functional data reports therefore concentrating on the day-to-day work (Goals F.2 - F.3).
- Standardize on-going Skyward training to all schools and departments. A standardized documented training program and timeline is desired (Goals P.2, F.2 – F.3).

- In association with Risk Management Department, work towards maintaining adequate Employee Benefit Trust Fund Balance and analyze ongoing health clinic benefits (Goal F. 3.2).

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).
- Implement a District-wide Time and Attendance System to provide for efficiency of school and departmental staffing models (Goals F.2 and E.2).
- Continue a training program for all grant managers to provide technical training in the area of Federal grants management principles (cost principles and administrative rules) (Goal P.2).
- Provide concentrated cross-training for many critical job duties (Goal P.1, P.2, F.2).
- Maintain consistent, systematic training, for accounting, purchasing, budgeting, and payroll functions for schools and departments. Such training to be part of professional development curriculum (Goals P.2 and F.2).
- Improve communication and timeliness of information on issues impacting School Board decisions (Goal F.3).
- Continue to manage District assets in a conservative, well planned manner in order to provide (1) adequate resources to the classrooms, (2) competitive employee salaries and benefits, and (3) an adequate general fund balance necessary to maintain or improve the District's financial condition (Goal F.1).

6. Major Challenges for Department

- To consistently provide the proper funding allocations and adequate resources to the various schools, departments, programs, and projects.
- Identifying the appropriate amount of funding necessary and available to support salary increases each fiscal year.
- Remaining current on new federal, state, and local issues – including authoritative governmental accounting rules and pronouncements - and their application and effect on Florida school board finance.
- Providing positive and timely customer support.

State of Division Summary

October 2014

Division:	Finance and Business Services
Department:	Accounting Operations
Department Head:	Debbie Fussell

Staffing (2014-15):

Cost Center Numbers for employees: 4204

	Number of Employees
Total Department:	<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. Two ESP positions and 90% of one Professional position are funded by the Food Services Fund. One Professional and one ESP position are each funded 25% by the Workers' Compensation Fund.

Budget Summary (without personnel) (2014-15):

General Revenue Budget:

Regular Operations – Department	\$ 21,100
Travel-Away	1,565

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 the District's investments and banking transactions daily. District revenues are received and accounted for and cash flow analyses are prepared as needed for financial decision making. Invoicing for the District is provided along with receipting of Retiree Billing.
- Accounts Payable - pays District obligations excluding payroll and certain workers compensation obligations.
- Debt Service - handles the accounting (reporting, budgeting and payment) of debt incurred by the District.
- 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 to school bookkeepers and secretaries for the administration of the school activity funds (prepares manuals, assists with bank reconciliations, etc.).
- Workers Compensation – processes payments for self-insured workers compensation plan.
- Travel Accounting - audits and pays all in-county and out-of -county travel reimbursement claims and makes rental vehicle reservations.

- Food Service Accounting – handles all financial activities for the National School Lunch Program (reconciles bank accounts, records all revenues, pays invoices, submits meal reimbursement claims, etc.).
- Accounting Operations - annually prepares and submits the Annual Financial Report (AFR) and Comprehensive Annual Financial Report (CAFR). Each area noted above prepares the budget and fund statements for their respective areas. Numerous regulatory reports are prepared and submitted such as 1099's, fuel reports and meal reimbursements. Banking and investment company negotiations and purchasing card monitoring are also done. Accounting Operations' responsibilities are ever changing in an effort to provide better services to the District.

2. Recent Efficiency / Cost Reduction Initiatives (2013-14)

- Currently we have one Accounting Specialist position unfilled due to realignment of workload. This position has been held vacant since July 1, 2008.
- Provided support for increased P-Card spend which provides rebates to district.

3. Successes (2013-14)

- Prepared and submitted Comprehensive Annual Financial Report (CAFR). A CAFR validates 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 six consecutive years.
- Successfully converted to the Skyward purchasing card software module.
- Created a user group for school internal funds to enhance communications and the ability to provide support to end users.
- Provided one-on-one training and assistance as needed. When a new secretary or bookkeeper was hired, provided individualized training for Internal Funds and Pcard, often at their worksite at their convenience.
- 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 2014–15)

- Prepare and submit Comprehensive Annual Financial Report (CAFR). (Goal F.3)
- Improve on and resolve any remaining issues from the conversion to the Skyward purchasing card module. (Goal F.2)
- Implement automated travel reimbursement process. (Goal P.1, F.1)
- Modify procedure manuals for software. (Goal F.2)
- Manage up one person every week. (Goal P.2)
- Continue to provide training for all Skyward modules for users. (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)
- Improve communications and work collaboratively with all departments. (Goal S.2)
- To be known as the “helpful” department. (Goals S.1 and S.2)

- Maintain systematic Skyward training for school and departments. (Goals P.2 and F.2).
- Utilize ACH payment options for vendors and direct deposit payments for travel reimbursement for employees to reduce the need for checks. (Goal F.2)
- Provide an electronic (paperless/reduced paper) alternative method for submitting travel claims while remaining compliant with all regulatory requirements. (Goal F.2)

6. Major Challenges for Department

- Safeguarding District Cash and Investments during unstable economic times.
- Continue to provide detailed training, communication, assistance and assurance to employees that they are part of the process.
- To reduce uncertainty of the new Skyward system and to continue 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
October 2014**

Division: Finance and Business Services
Department: Budgeting, Cost Accounting and FTE Reporting
Department Head: Theresa McCants

Staffing (2014-15):

Cost Center Numbers for employees: 4203

	Number of Employees
Total Department:	10
Admin	1
Prof/Tech	7*
ESP	2

*Includes one Professional position that is currently unfilled.

Note: 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) (2014-15):

General Revenue Budget:	\$ 8,000
Travel Budget (project 110)	\$ 1,735

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.

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

2. Recent Efficiency/Cost Reduction Initiatives

- Developed process to distribute school budgets electronically which resulted in resource savings (time and paper).

3. Successes

- The department staff successfully completed the preparation of the 14/15 fiscal year budget, the Cost Report, and portions of the Annual Financial Report.
- Various Budget department staff members have assisted with training grant managers and school and department end users in the use of the Skyward financial software.

4. Department Short Term Goals (to be accomplished by the end of 2014-2015)

- Update department procedures into a standard operating procedures manual - have procedures organized and numbered. Update is needed due to the skyward software conversion. 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
- Continue to provide training to end users as requested.
- Hold monthly staff meetings for the department. We continue to strive toward this goal. Goals Q.3, S.2 and 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
- Continue to improve the information available on the department website to provide a first-line resource for school and department personnel. Goals F.2 and S.2

5. Department Long Range Goals

- Continue to bring about changes in the budgeting process and Board policies as applicable to adapt Best Budgeting practices. This 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. Goal F.3

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 allocated resources in the most effective manner.
- Maintaining compliance with the ever increasing laws, rules and regulations that govern the use of District funds.
- Evaluation of each area as processes change due to the skyward conversion. Restructuring of personnel and duties to ensure efficiency and provide timely and accurate information.

State of Division Summary

October 2014

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

Staffing (2013-14):

Cost Center Numbers for employees: 4209

	Number of Employees
Total Department:	<u>9</u>
Admin	<u>1</u>
Prof / Tech	<u>2</u>
Instructional	<u> </u>
ESP	<u>6</u>

Budget Summary (without personnel) (2013-14):

General Revenue Budget:

Regular Operations – Department \$7,150

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 – Processed payrolls for the 2014 fiscal year in excess of \$210 million dollars in gross wages. Issued 7,704 W-2s in 2013. The payroll production staff is primarily responsible for the calculation and distribution of 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 conducts training sessions for large groups, open forums, or meets 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-site training for new clerical staff that supports 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 (2013-14)

- We continued to maintain 100% direct deposit participation.
- Reduced the number of forms necessary for reporting Extra Pay, Overtime and Supplemental Pay eliminating administrative burden.
- Electronic W-2 was made available January 13, 2014, 12 days earlier than paper W-2. Paper W-2s are printed on an as-needed basis reducing production and delivery costs.

3. Successes (2013-14)

- Developed new procedures and forms processing Extra Pay, Overtime and Supplemental Pay.
- Issued and mailed all 2013 W-2s by January 25, 2014.
- Provided employees with an option to choose an electronic W-2
- Implemented new salary schedules for all employees and paid retro pay by December 20, 2013.

4. Department Short Term Goals (to be accomplished by the end of 2014–15)

- Implement Skyward Sub Tracking and AESOP for Food Service and Custodial substitutes. Goals F.2 and E.2
- Improve accuracy and reporting of payroll through increased training time and materials for end users. Goal F-2.

5. Department Long Range Goals

- Implement Skyward Sub Tracking and AESOP for Bus Drivers and Teacher Assistant Substitutes. 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.

Purchasing and Business Services – State of Division October 2014

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

Staffing (2014-15):

Cost Center Number for Employees: 4207

	Number of Employees
Total Department:	6*
Admin	1
Prof/Tech	4
Instructional	0
ESP	1

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

Budget Summary (without personnel) (2014-15):

General Revenue Budget:

Purchasing and Business Services:

Regular Operations – Department \$7,820.00

Copy Room – Reproduction and Binding: \$8,600.00
(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.

- Staff utilizes all applicable laws, rules, and regulations to protect District expenditures of approximately \$78.8 million last *fiscal* year.
- Customers are supported through a variety of procurement means: traditional Requisition/Purchase Orders (3,429 issued with a value totaling \$69,141,170.89), purchasing card programs (19,968 transactions with a value totaling \$8,244,461.99), and Confirming Purchase Orders (CPOs) (3,655 issued with a value totaling \$1,378,439.88).
- Responsible for the Internal Accounts P-Card Program and the operation of the copy room located in the McDaniel Building.

2. Recent Efficiency/Cost Reduction Initiatives (2013-14)

- Increased the rebate the District receives for all P-Card (Budgeted Funds) expenditures. Total rebate for the most recent *calendar* year was \$119,398.79. Since the program's inception over one half million dollars in rebates has been deposited into the District's General Fund. (Calendar year rebate based on 20,150 transactions via the District P-Card totaling \$9,146,921.93.) Goal F. 1
- Migrated the Internal Accounts P-Card Program to a financial institution which offers a rebate and on-line access to management software. Rebate from these purchases is given directly back to the schools' internal account(s). (Program was implemented in October 2013, the total rebate for that *calendar* year was \$5,748.71.) Goals F.1, F.2 and F.3
- Instrumental in implementing Skyward's Warehouse and Purchasing Card Modules. Goals E.2 and F.2
- Worked on the procurement aspects of many new District initiatives such as the outsourcing of school nurses and the background screening/fingerprinting of employees and vendors. Goals E.2 and F.2

3. Successes (2013-14)

- Assisted in the implementation of Skyward's Warehouse and Purchasing Card modules. Also, instrumental in bringing Food Services on-line with various Skyward modules. Goals F.2 and E.2
- Now provide a Purchasing Agent to the Facilities Department to be present at all bid openings and evaluations as an on-site moderator and recorder of the bid process and to offer procurement advice/assistance as needed. Goal F.3
- Brought on board an additional Purchasing Agent to speed requisition processing and to assist with the rapidly growing use of Professional Services Agreements. Goals E.2 and F.1
- Continued to fine tune training classes for Skyward's procurement functions and Purchasing Card use and management. Goals F.2 and E.2
- Continued to increase Purchasing Card spending levels by exploring new opportunities to utilize the P-Card. Goal F.1
- Updated the format/layout of the Purchasing Department's web pages and migrated it to the District's new Schoolloop website. Goals E.2 and F.2
- Revised the Purchasing Card Manual to reflect the use of the Skyward Purchasing Card Module and to enhance security and procedures. Goals E.2 and F.2
- Created a manual detailing the process of entering purchase requisitions in Skyward. Goals E.2 and F.2

4. Department Short Term Goals (to be accomplished by the end of 2014-2015)

- Redistribute the commodities/services purchased by the Purchasing staff to enhance service to end users and prepare for the pending retirement of a Purchasing staff member. Goal E.3
- Re-write ITB (Invitation to Bid) and RFP (Request for Proposals) documents. Goals F.1 and F.2
- Develop documentation that will be provided along with a copy of contracts to end user departments outlining their responsibilities as Contract Manager. Also, investigate the possibility of training on this subject. Goals E.2 and F.2

5. Department Long Range Goals

- Create a consolidated purchasing procedure manual. Goals E.2 and F.2
- Continue to improve the staff's level of expertise by providing training and obtaining State and National Certifications for the Professional staff. Goal P.2
- Continue to create a user's manual for the procurement functions in Skyward. Goals E.2 and F.2

6. Major Challenges for Department

- Limited access to timely legal assistance.
- Disregard of policy/procedures.

- Lack of funds for professional development.
- Numerous “Emergency” purchases which requires staff to divert efforts from scheduled projects.
- Remaining current on new federal and state legislative changes.