KCCD
KERN COMMUNITY COLLEGE DISTRICT

2024-2025

Kern Community College District

District Office Administrative Unit Review

Business Services

Manager's Name: **Mike Giacomini**

Title: **Chief Financial Officer**
Submitted by: Mike Giacomini

Executive Summary

a) **In one paragraph or with bullet points, summarize the key points learned in this evaluation.** *[list the highlights of the document]*

➢ Accounting Services has a significant volume of workload and projects, including increasing numbers of grant reporting and document processing. Review of workload and efficiencies is being conducted and may result in the need for additional staff or a possible reorg to align resources with needs.

➢ A Contract management system was the next step to support District after the hiring of a Purchasing/Contracts Manager position. A contracts volume analysis reveals a 264% increase in contracts processed over the past 6 years. The iContracts software implementation will be completed this fall to assist with contract management. However, the knowledge, skills, and abilities require that the manager position be at the same level as he other department managers reducing the number of contracts that need to be sent to legal for review to minimize the number of days to process contracts.

➢ The Grant Management area is anticipated to significantly be enhanced with the addition of the Smartsheets project management software implementation this fall. However, as the District's grant awards increase, additional classified staff and management are necessary to process the monthly, quarterly, semi-annual, and annual fiscal reports.

➢ District needs asset accounting system implemented to help manage new federal compliance requirements and have an current single source record of the inventory of District assets. This will require IT Support, and the project is currently on the DTAC listing of projects. This project is currently on hold.

➢ Items needed to automate and/or increase efficiency:
  o Grants management software system
  o Fixed Asset management system (inventory system)

Future Directions of the Unit

a) Provide a brief abstract of synopsis of your unit's current circumstances and future needs. Please include any college priorities that affect your unit, and the connection to college planning and priorities.

The unit needs to continue its efforts to leverage the Banner software program for the automation of as many processes as possible. Many of the listed projects require the use of Banner or other administrative software to complete. Maximizing technology and software will minimize cost increases associated with (1) expanding compliance requirements combined with continued growth in the number of grants/categorical programs, and (2) current manual/paper processes.

The unit has hired an additional management employee to manage the contracts and purchasing functions. In the coming year, the contracts manager will evaluate, select and implement a contract database software. The goal of implementing this software is to increase efficiency by eliminating the paper process, and to give users the ability to initiate contracts electronically.

The unit continues to review travel, contracting, grant reporting, and other processes to determine other areas that could benefit from improved processes and technology. The unit will need new and continuing support from Human Resources and Information Technology.

As the unit moves through its decision-making processes, it will focus on priorities that maximize funding across the colleges under the new Student-Centered Funding Formula (SCFF) and the Vision for Success.

Section One: Unit Overview

a) What is the purpose of the unit and what populations (internal and external) are served by the unit? [*why does the unit exist and how does the unit support the mission and vision of the Kern Community College District; who benefits directly from the services provided by the unit*]
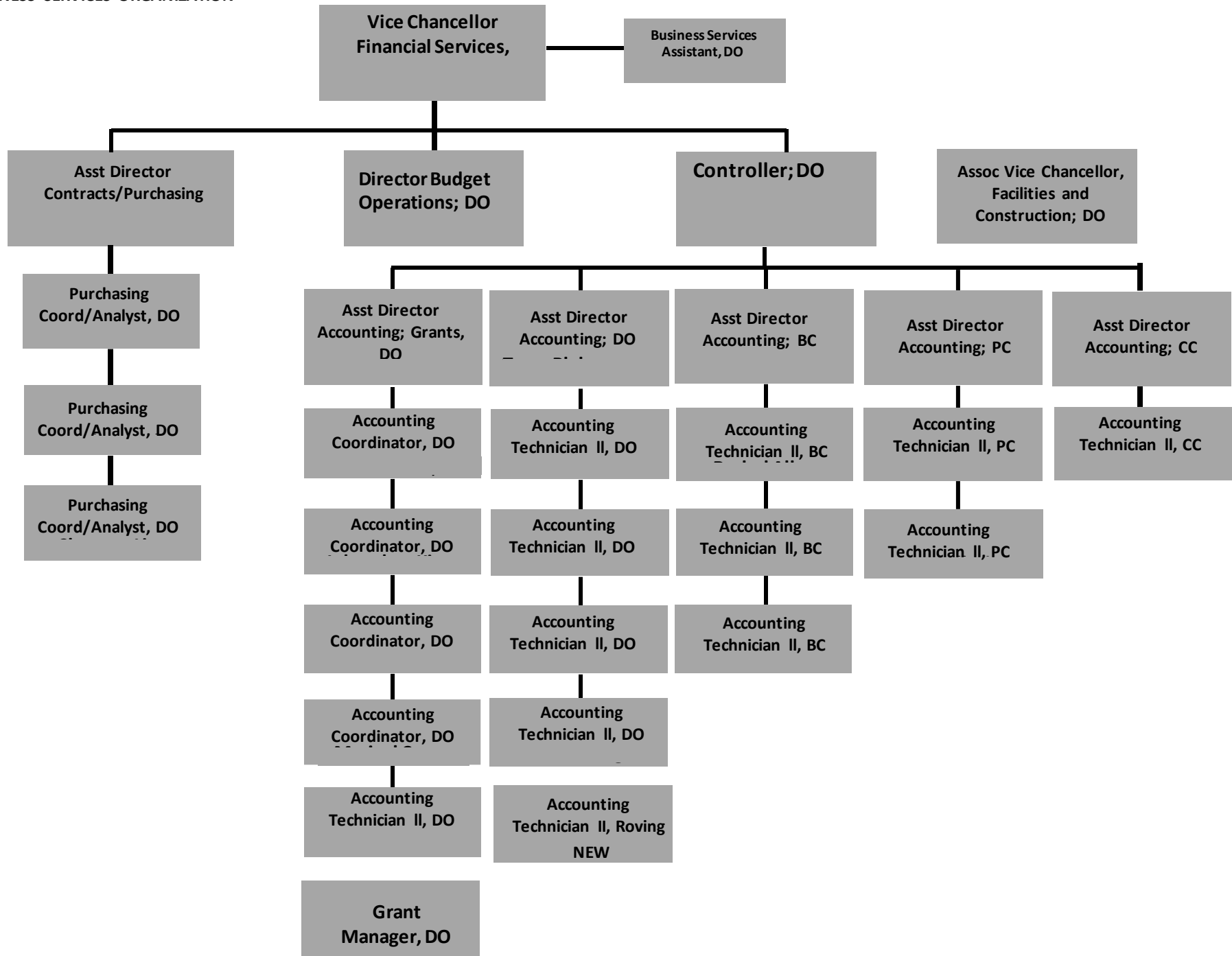
Business Services is committed to serving our students, faculty, staff, administrators, senior managers, the Chancellor, Board of Trustees and the general public by providing business services and related support to each of the Colleges and District Office.   By providing a myriad of essential business functions, including those specific to Accounting Services, Finance and Treasury Services, Economic and Cost Analysis, Budget and Financial Forecasting, Fiscal Compliance and Reporting, Financial Aid Distribution services, Business Contract Services, Purchasing, and Business Process Training. The Business Services Department reaches, facilitates and promotes success for our students and the District as a whole, in its role as an exemplary educational leader, serving to strengthen our community, faculty and staff to create an environment for life-long learning.

b) Describe how the unit supports the colleges in achieving their mission and their efforts to improve student learning and achievement.

The unit supports the accounting, reporting and cashiering functions at the colleges. The unit meets monthly with the Accounting Managers to ensure consistency in treatment of all aspects of the accounting functions. The unit also meets weekly by phone and monthly in person, with the colleges' VP of Finance and Administrative Services to address issues/concerns related to these positions and the budgeting of the entire district.

Section One: Unit Overview *continued*

c) How is the unit structured within the district? Modify the org chart template below to illustrate the unit's organization.

Kern CCD
KERN COMMUNITY COLLEGE DISTRICT
BUSINESS SERVICES ORGANIZATION

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                        Vice Chancellor
                        Financial Services,        ┌─────────────────┐
                                                   │ Business Services│
                                                   │ Assistant, DO    │
                                                   └─────────────────┘
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- **Vice Chancellor Financial Services,**
  - Business Services Assistant, DO
  - **Asst Director Contracts/Purchasing**
    - Purchasing Coord/Analyst, DO
    - Purchasing Coord/Analyst, DO
    - Purchasing Coord/Analyst, DO
  - **Director Budget Operations; DO**
  - **Controller; DO**
    - **Asst Director Accounting; Grants, DO**
      - Accounting Coordinator, DO
      - Accounting Coordinator, DO
      - Accounting Coordinator, DO
      - Accounting Coordinator, DO
      - Accounting Technician ll, DO
      - Grant Manager, DO
    - **Asst Director Accounting; DO**
      - Accounting Technician ll, DO
      - Accounting Technician ll, DO
      - Accounting Technician ll, DO
      - Accounting Technician ll, DO
      - Accounting Technician ll, Roving NEW
    - **Asst Director Accounting; BC**
      - Accounting Technician ll, BC
      - Accounting Technician ll, BC
      - Accounting Technician ll, BC
    - **Asst Director Accounting; PC**
      - Accounting Technician ll, PC
      - Accounting Technician ll, PC
    - **Asst Director Accounting; CC**
      - Accounting Technician ll, CC
  - **Assoc Vice Chancellor, Facilities and Construction; DO**

d) For the positions included in the unit's organizational chart, please provide a brief description of what primary processes or areas each position is responsible for as it relates to the work of the unit, district and colleges.

Position	Primary Functions/Processes	Supplemental Functions/Processes	Additional notes
Chief Financial Officer	Directs budgeting, accounting, purchasing, records management, investments, and capital projects planning and construction		
Business Services Assistant	Provides administrative and paraprofessional support in all areas of Business Services functions		
Associate Vice Chancellor, Construction & Facilities Planning	Provides administration and management of all District facilities planning, design and construction functions.		
Asst. Director Purchasing/Contracts	Provides administration to organize, coordinate, evaluate and manage Districtwide contract programs, services, operations and activities.		
Purchasing Coordinator/Analyst (3)	Coordinates the purchasing process of materials, supplies, equipment and services for the District.		
Controller	Oversees the accounting systems and procedures, directing the District accounting staff.	Coordinates with external auditors for all audits, reporting fiscal results to the appropriate agency(ies)	Provides support and direction to accounting as well as faculty and staff, preparing and monitoring financial statements
Asst. Director Accounting (5)	Plans, organizes and manages an assigned college Business Office, or major District-wide program.	Provides supervision and guidance to assigned staff; performs a variety of complex financial transactions and reporting.	Each College Accounting Manager plans, organizes and manages an assigned college set of accounts; provide supervision and guidance to staff. They

			work with College Management to serve the business needs of their assigned College and the District. This is the same for all College Accounting Managers. The Primary processes are Purchase Order/Invoice Compliance, Third Party and Retiree Billing, FOAPAL Change Processing, Student Refund Processing, Escheatment Processing
Executive Director, Budget Operations	Organizes and assists with the District Office budget and supports District-wide programs.		
Accounting Coordinator (4)	Involved in the maintenance and preparation of accounting and financial records. These staff members are the grant accountants. (currently only 3 positions are filled.)	Independently performs complex accounting analysis and reporting.	
Accounting Tech II (12)	Performs a variety of technical accounting work related to the processing and maintenance of College and District accounting records.	Accounts Payable Journal entries, Check runs ERODs (county entries) Invoice/PO resolution Reconciliations Unclaimed Property PO Compliance Bank deposits Cancellation of FA/Warrants Wires/Books Transfers w/Wells Fargo CalCard/credit card processing	One new position to serve as a rover to cover for vacations and to move from area to area to react to the workload as it varies.

Section Two: Administrative Unit Outcomes (AUOs)

a) **List all the AUOs for the unit.** AUOs describe what a customer or end-user will understand, experience or obtain as a result of the service the unit provides to the colleges and other internal stakeholders. Describe the method of assessment and the criteria used to determine success in the service provided. The assessment method should include some way of measuring college, internal or external stakeholders' demand or need for and satisfaction with the service (add additional rows as necessary.)

Administrative Unit Outcomes (AUOs)	Strategic Plan Alignment	Review Period	Method of Assessment	Criteria for determining success in service provided
Unit provides complete accounting services to ensure all fiscal transactions are processed and recorded according to Generally Accepted Governmental Accounting Standards.	Goal 5- Strengthen Organizational effectiveness	Annually	Annual External Audits a. District b. College Foundations c. Proposition 39 (Measure G audits) d. OPEB Retirement Board e. Measure J Audit	Desired outcomes: Unmodified Audit Audits meet Federal and State compliance requirements Audits meet credit rating agency and Securities and Exchange Commission requirements

Unit provides finance and treasury services		Annually	District operations meet daily cash flow requirements.	Cash flow management ensuring adequate short and long term cash. No default on long term debt obligations
			Efficiently manage District's long term debt obligations	Maximize credit ratings on bond issuances
				Minimize interest costs on outstanding debt issuances
			Manage Districts investment portfolios	Exceed established investment benchmarks
				Investments made consistent with Board Policy
Unit provides budget and financial Forecasting	Goal 5-Strengthen Organizational effectiveness	Annually	Annual budget development process feedback from Trustees, College Presidents and VP Administrative Services through Trustee meetings, Chancellors Cabinet, Consultation Council, District-wide Budget Committee and VPFA's meetings	Budgets developed and maintained that meet Board of Trustee fiscal goals and policies as well as 50% Law and FON requirements.
				Report on State budgets and forecast implications on District fiscal resources
				Develop appropriate financial resource allocation models
				Provision of fiscal and budget reports to District's participatory governance stakeholders

Unit provides economic and cost analysis	Goal 5-Strengthen Organizational effectiveness	As needed	Timely economic and cost analysis utilizing discounted cash flow, incremental cost/benefit analysis or other appropriate economic evaluation models. Periodic assessments of Presidents, Vice Presidents, Deans and Vice Chancellors Periodic surveys of all stakeholders regarding these services	Provide economic or cost analysis of proposed program or project opportunities to ensure transparency of fiscal consequences for inclusion in program or project decisions.
Unit provides Fiscal Compliance and Reporting	Goal 5-Strengthen Organizational effectiveness	Annually	Timely submission of required fiscal status reports to Federal and State agencies for grants, special contracts or categorical programs. Periodic assessments by Program Managers and Vice Presidents on fiscal reporting process. Periodic surveys of all stakeholders regarding these services	Coordination to completion of required fiscal reports. Monthly Grant Reporting updates to Directors Accurate and timely reporting. Up to date grant management manuals (documentation of fiscal expectations and regulations for Program managers)
Unit coordinates Financial Aid Distribution services	Goal 5-Strengthen Organizational effectiveness	Annually	Minimum student and Financial Aid Department complaints Survey of Financial Aid directors and students on service levels	Timely processing of Financial Aid Disbursements via bank mobile

Unit coordinates Business Contract Services	Goal 5- Strengthen Organizational effectiveness	Daily	Timely submission of contracts to Trustees for approval Contracts completed before services are rendered	Processing of business contracts to meet delivery requirements for scope of services Contracts completed in manner minimizing risk to the District.
Unit provides purchasing support	Goal 5- Strengthen Organizational effectiveness	Daily	Timely completion major non-construction purchases Surveys of department buyer satisfaction	Coordinates completion of formal bid process for non-construction purchases Identifies piggy-back contracts and purchasing consortiums for alternatives to bidding Research and evaluate purchase options for District buyers Up to date purchasing and travel guidelines Provides accounting for District assets
Unit provides business process training	Goal 5- Strengthen Organizational effectiveness	As needed	Timely completion of training for staff in use of key business processes Periodic Surveys of trainees	Timely purchasing, travel, business contracting, expenditure approvals budget & expenditure transfers, budget monitoring, chart of accounts and other process training as needed.

b) **Summarize the results from any AUOs evaluated during the past year, including feedback on services rendered during the past year. Provide details regarding findings and plans for change or improvement of service, if needed.**

Administrative Unit Outcome #1:	All 2019-20 through 2021-22 external audits were completed timely, with no findings.
Administrative Unit Outcome #2:	District met all cash flow requirements, efficiently managing all long-term debt obligations and investment portfolios for the last three years.
Administrative Unit Outcome #3:	2023-24 budget completed providing all required fiscal information for timely adoption and implementation.
Administrative Unit Outcome #4:	Quarterly review and analysis of Measure J cash flow to ensure scheduled projects conform to issuance restrictions.
Administrative Unit Outcome #5:	Grant and categorical reporting not completed timely. Feedback from some of the program directors/managers regarding timeliness of reporting. Grants accounting is beginning to schedule meetings with appropriate personnel, to discuss processes and responsibilities. Working to create monthly grant reporting report sent out to all Program Managers/Directors and VP's at each college.
Administrative Unit Outcome #6:	Timely processing of 2022-23 Financial Aid checks to students per scheduled disbursement dates. Continued use of BankMobile to process Financial Aid refunds.
Administrative Unit Outcome #7:	Timing of contracts needs improvement. During the year, several contracts processed after services rendered. Contracts/Purchasing manager will work with CFO and college VP's of Finance & Administration to establish training for administrators on contract processing.
Administrative Unit Outcome #9:	Training provided on an as-needed basis.

Section Three: Key Performance Indicators (KPIs)

a) **List the KPIs for the unit along with the relevant outcomes for the last 3-5 years.** KPI data tracks process efficiency and demand for services. Examples of KPIs include a count of customers served, a count of services performed, the average time to complete a service, etc. They are closely related to the AUOs and should reflect the unit's core function or purpose.

Key Performance Indicators (KPIs)	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Number of District sub-funds supported by district accounting services	158	164	208	239	281	315	334
Value of all District funds expenditures supported by district accounting	$276,043,987	$283,496,806	$352,143,516	$454,944,359	$423,956,806	$618,376,273	$573,239,367
Value of restricted general fund expenditures supported by the district	$50,824,850	$35,211,734	$49,074,817	$40,839,005	$54,416,348	$188,016,888	$87,142,798
Number of invoices processed	107,727	116,280	114,543	113,964	107,916	128,212	117,222
Number of purchase orders processed	11,204	13,516	19,329	10,436	6,599	7,954	10,205
Number of warrants/checks issued	95,680	94,219	97,333	104,898	93,764	114,564	97,810
Number of journal entries processed (excluding foundation activity)	8,364	8,143	10,696	9,509	7,692	7,318	8,954
Bank and investment funds reconciled	56	58	69	72	79	62	61
Number of contracts processed through Business Services	845	870	906	910	716	987	1288
Percentage of all contracts processed over prior year	-2%	3%	4%	0%	-21%	38%	30%
Percentage of all contracts processed over base year (16-17)	n/a	3%	7%	8%	-15%	17%	52%
Number of Foundation and Student sub-funds supported by District	815	649	774	900	929	923	955

b) **What unexpected changes or challenges did your unit encounter this cycle? How does your trend data impact your decision-making process for your unit?**

o Business Services experienced significant decreases in the following transaction processing area due to COVID:
   o Purchase orders have picked back up since a down turn due to COVID
   o Warrants/Checks issued have picked back up since a down turn due to COVID
   o Journal entries have picked back up since a down turn due to COVID
   o Business Services contracts have increased by 30% over last year
o Sub-fund support increased by 32 - these are mostly grant funds, which Business Services grant accounting supports

- Increase in grant funds equates to increase in grant reporting. Several grant reports continue to be submitted after the required reporting due date. Business Services will evaluate the workload of the current staff and may result in additional resource request.
  - Increases in transaction processing means more work for the current staff. Business Services has created efficiencies by reducing paper processing and moving to electronic processing. Evaluation in current fiscal year to determine if additional staff will be needed in the future to accommodate increasing processing workload.

a) **List the unit's current goals**. For each goal, discuss progress and changes. Provide an action plan for each goal that gives the steps to completing the goal and the timeline. If unit goal is for service to a group outside of the unit, indicate which group in the last column. (Add additional rows as necessary.)

Unit Goal	Which institutional goals from the KCCD Strategic Plan will be advanced upon completion of this goal?	Progress on goal achievement (choose one)	Status Update — Action Plan	Colleges requesting accomplishment of this goal or colleges' planning indicating this need. (Include supporting documentation.)	Other group (besides ones of the colleges) requesting accomplishment of this goal. (Include supporting documentation.)
1.Complete PY goals not yet completed	Goal #5	☐ Completed: _____ (Date) ☐ Revised: _____ (Date) ☐ Ongoing: _____ (Date)	PY Goals completed: 7, 12, 13. On hold/cancelled: 1, 3, 9, 11. Ongoing: See section 5 below		
2.Review/revise existing contract templates; eliminate redundant templates	Goal #5	Ongoing	Continue to evaluate contracting solution to streamline the process.	All	
3.Create and implement a grants training program for the colleges	Goal #5	Ongoing	Due to staffing constraints, this goal is not yet complete.	All	

5.facilitate the DWBC to establish a new SCFF expense allocation model and District chargeback model	Goal #5	Ongoing	DWBC continues to meet. Working with consultant to review other district models and collaborate to recommend new models	All	

a) **List new or revised goals, if applicable. (Add additional rows as necessary.)**

Replacement Goal	Which institutional goals from the KCCD Strategic Plan will be advanced upon completion of this goal?	Status Update — Action Plan	Colleges requesting accomplishment of this goal or colleges' planning indicating this need. (Include supporting documentation.)	Other group (besides ones of the colleges) requesting accomplishment of this goal. (Include supporting documentation.)
2018-19 Goal #5 – Develop a grant procedure manual for program managers	Goal #5	In progress	All	
2018-19 Goal #8 – Integration of Food Services cash receipts processing through SalePoint or another mechanism	Goal #5	In progress – BC/PC is reviewing new POS system for Food Services	Bakersfield College/Porterville College	
2018-19 Goal #10 – Revise District Procurement Manual	Goal #5	In progress	All	
2019-20 – Update CalCard manual/instructions	Goal #5	Purchasing/Contracts manager has been assigned to update these procedures	All	

2019-20 – Implement new Budgeting Software	Goal #5	CFO/VPFAS have initially begun review of potential vendors	All	
2019-20 – Student Accounts Receivable collection efforts	Goal #5	Work with all VP's on process/procedures for student collections	All	

Section Six: Current Unit Resources

> a) List the unit's current resource levels by outlining existing staff, listing (major) technology/equipment the unit uses, describing the space the unit occupies, and the unit's current budget.

Resources	Current Level	

Staffing
 (list current staffing levels)
	District Office
	   Chief Financial Officer
	   Business Services Assistant
	   Exec Director, Budget Ops
	   Controller
	   Asst Director, Accounting (2)
	   Accounting Coordinator (5)
	   Accounting Technician II (6)
	   Asst Director, Contract/Purchase
	   Purchasing Coordinator (3)
	 Bakersfield College
	   Asst Director, Accounting
	   Accounting Coordinator
	   Accounting Technician II (3)
	   Students (2)
	 Cerro Coso Community College
	   Asst Director, Accounting
	   Accounting Technician II (2)
	 Porterville College
	   Asst Director,
	   Accounting
	   Accounting Tech II	

Technology / Equipment	*Personal computers, printers, copiers, safes, check printing equipment, modular furniture	
Space / Facilities	• Offices located at Bakersfield College, Cerro Coso CC, Porterville College & Weill Center	
Budget (Unrestricted) Total	$13,319,276	**2023-24 Budget**
1000 (Academic Salaries)	$ -0-	
2000 (Classified Salaries)	$ 2,398,807	
3000 (Employee Benefits)	$ 1,343,332	
4000 (Supplies & Materials)	$ 23,650	
5000 (Operating Expenses and Services)	$ 2,947,953	
6000 (Capital Outlay)	$ 10,600	
7000 (Other Outgo)	$ 6,594,934	
Budget (Restricted) Total	$ -0-	
Budget (Contract/Community Ed) Total	$ -0-	

Section Seven: Resource Request Analysis

Discuss the impact of new resources your unit is requesting for next year's cycle that are in addition to what your unit currently has in this cycle. Indicate the expected cost along with the rationale. If a college is not requesting the new resource, leave the "College(s) requesting" column blank. Rank the proposals in order of their importance to the unit ("1" is most important; "5" is least important)

Resource Category	Resource Requested (*Include Cost*)	Discuss how the new resource will impact your unit's effectiveness in providing service to the colleges or other groups and what college planning reflects or suggests this need.	College(s) requesting this new resource to your unit. *(Leave blank if no college requests the new resource.)*	Rank
Positions: *Discuss the impact new and/or replacement management and/or staff will have on your unit's service to the colleges.*	☒ 1: Classified Staff ☐ 2: Administrator Floating Acct Tech II	Vacations, turnover, leaves, sick time has consistently left the A/P dept and college operations short at times and delays to processing of work.	Position will float to cover Colleges as well as the DO	
Professional Development: *Describe briefly, the effectiveness of the professional development your unit will be engaged in (either providing or attending) during the next cycle*	☒ 1: Provide Professional Development ☒ 2: Attend Professional Development	Ongoing Professional Development – unit has one retreat per fiscal year. Grant accountants complete annual Federal update course via webinar.		
Facilities: *If your unit receives a building remodel or renovation, additional furniture or beyond routine maintenance, explain how this request or requests will impact your unit's service to the colleges.*	☐ 1: Space Allocation ☐ 2: Renovation ☐ 3: Furniture ☐ 4: Other ☐ 5: Beyond Routine Maintenance			
Technology: *If your unit receives technology (audio/visual – projectors, TV's, document cameras) and computers, , explain how this request or requests will impact your unit's service to the colleges.*	☒ 1: Replacement Technology ☐ 2: New Technology ☐ 3: Software ☐ 4: Other_____	Regular replacement of computers		

Discuss the impact of new resources your unit is requesting for next year's cycle that are in addition to what your unit currently has in this cycle. Indicate the expected cost along with the rationale. If a college is not requesting the new resource, leave the "College(s) requesting" column blank. Rank the proposals in order of their importance to the unit ("1" is **most** important; "5" is least important)

Resource Category	Resource Requested (*Include Cost*)	Discuss how the new resource will impact your unit's effectiveness in providing service to the colleges or other groups and what college planning reflects or suggests this need.	College(s) requesting this new resource to your unit. *(Leave blank if no college requests the new resource.)*	Rank
Other Equipment: *If your unit receives equipment that is not considered audio/visual or computer equipment technology, , explain how this request or requests will impact your unit's service to the colleges.*	☐ 1: Replacement ☐ 2: New ☐ 3: Other_____			
Total cost of resource needs over and above current budget allocation:		$100,000 – additional Accounting Coordinator II		

Section Eight: Conclusions

Present any conclusions and findings about the unit and its connection to the work of the colleges. (ACCJC Std IV.D.2, IV.D.5, IV.D.7):

District Office Business Services supports the College's business objectives, and Districtwide policies and processes. We provide business service functions for students, faculty, staff, management, Board of Trustees and the general public. The department is looking to implement a combination of technological improvements and increasing the accounting job family to ensure value-added transparent services. Additionally, our role is also to provide direction to the college Business Services Offices, providing them direct support in accomplishing their service objectives at each of the district's colleges. Business Services recognizes that the college Business Offices are also hiring additional staff with support with reporting and budget processes. Therefore, we are highly confident in our ability to support the colleges, through responsive and reliable financial services.

Routing and Review

Submitter's Name: <u>Mike Giacomini</u>

Title: <u>Chief Financial Officer</u>

Submitter's Signature: _____

Date Submitted: _____

Submitter's Immediate Supervisor: _____

Date of Review: _____

Chancellor's Signature: _____

Date of Review: _____

Date of Presentation to Administrative/Consultation Council: _____