



New Organizational Structure for the Finance & Business Department

School Committee
October 28, 2008

Overview

- Department responsibilities
- Responsibilities for each department
- Traditional organizational chart
- What's new?
 - Employee changes
 - Staff fluctuations - Dec. 06 to Sept. 08
 - Position turnover and training
- What are the benefits?
- Communication strategies

Department Responsibilities

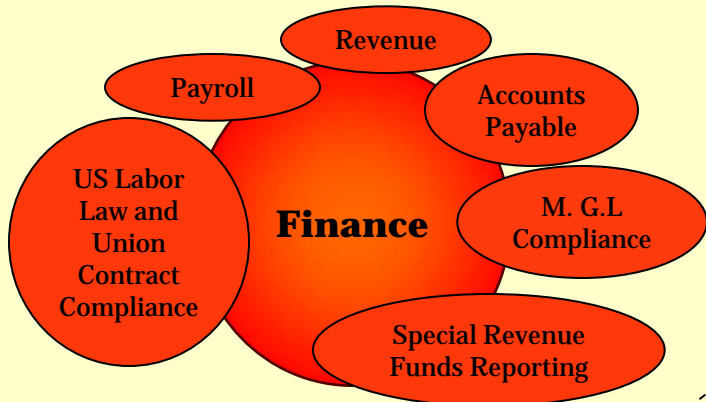
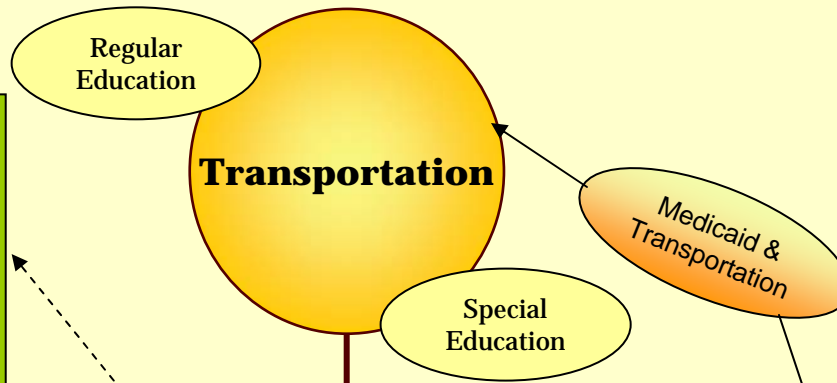
- Support the educational mission of the school system.
- Insure that all laws and LPS policies and procedures are followed.
- Meet the highest auditing standards.
- Give assistance and support to district employees, general public, and others on matters relating to the Finance and Business department.

Department Responsibilities

- Comply with all statutory and regulatory requirements for the financial and business operations of the school department.
- Educate and train district employees with all aspects of the Finance and Business operation to allow them to work as efficiently and effectively as possible.

School Department

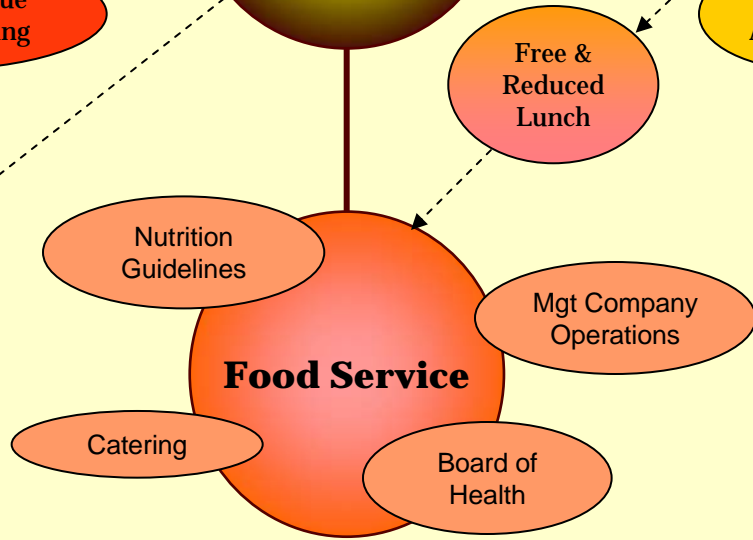
- School Committee
- Financial Review Committee
- Superintendent of Schools
- Human Resources
- Student Services
- Principals
- Budget Managers

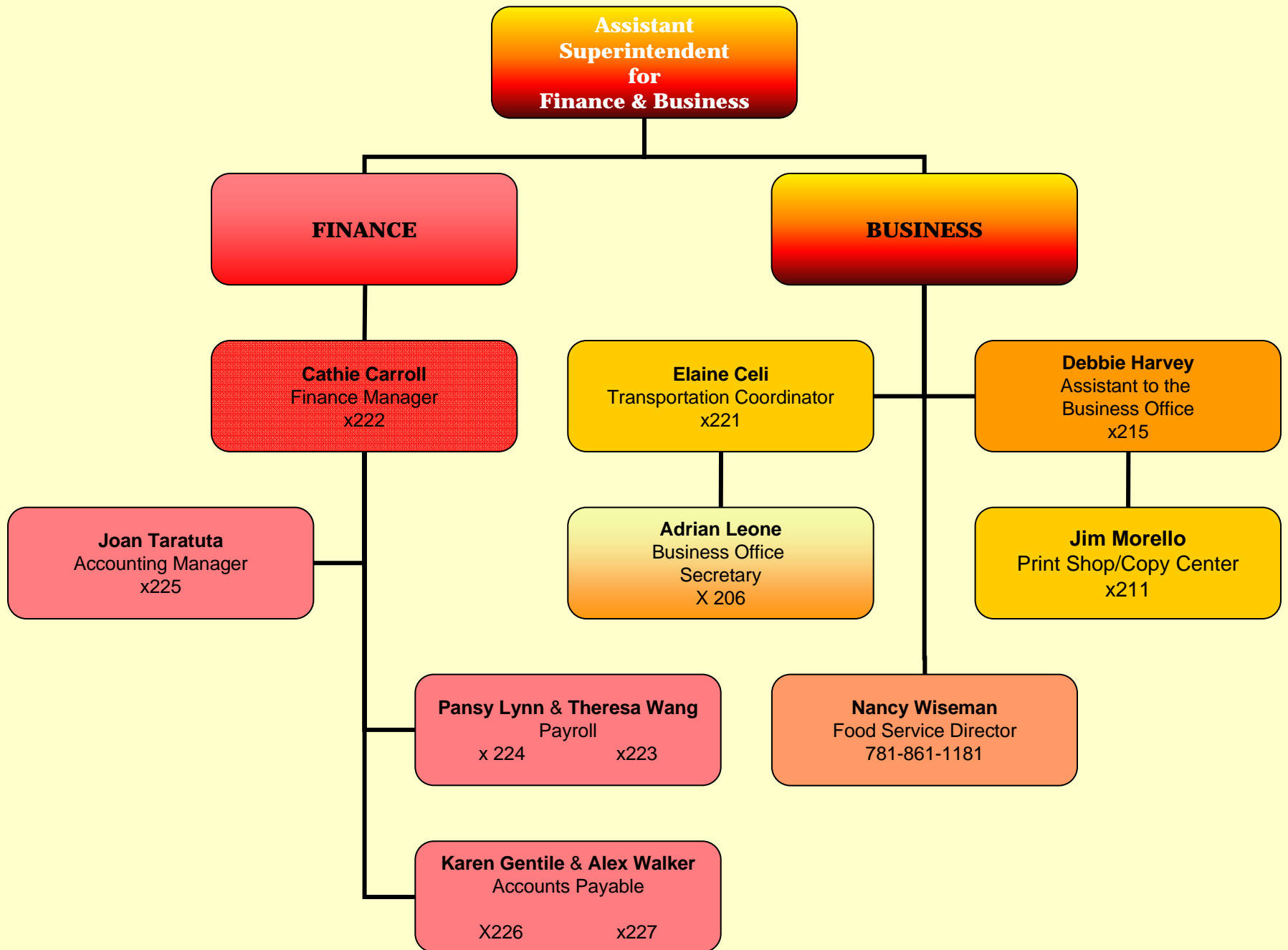


Grants, Revolving Funds,
Student Activities, Private Donations

Town Departments

- Town Meeting
- Town Finance Department
- Department of Public Facilities
- Board of Health
- Dept. of Public Works
- Town Cell Phone Committee
- Senior Dept. Heads
- Town Appropriations Committee





What's New?

■ Employee Changes

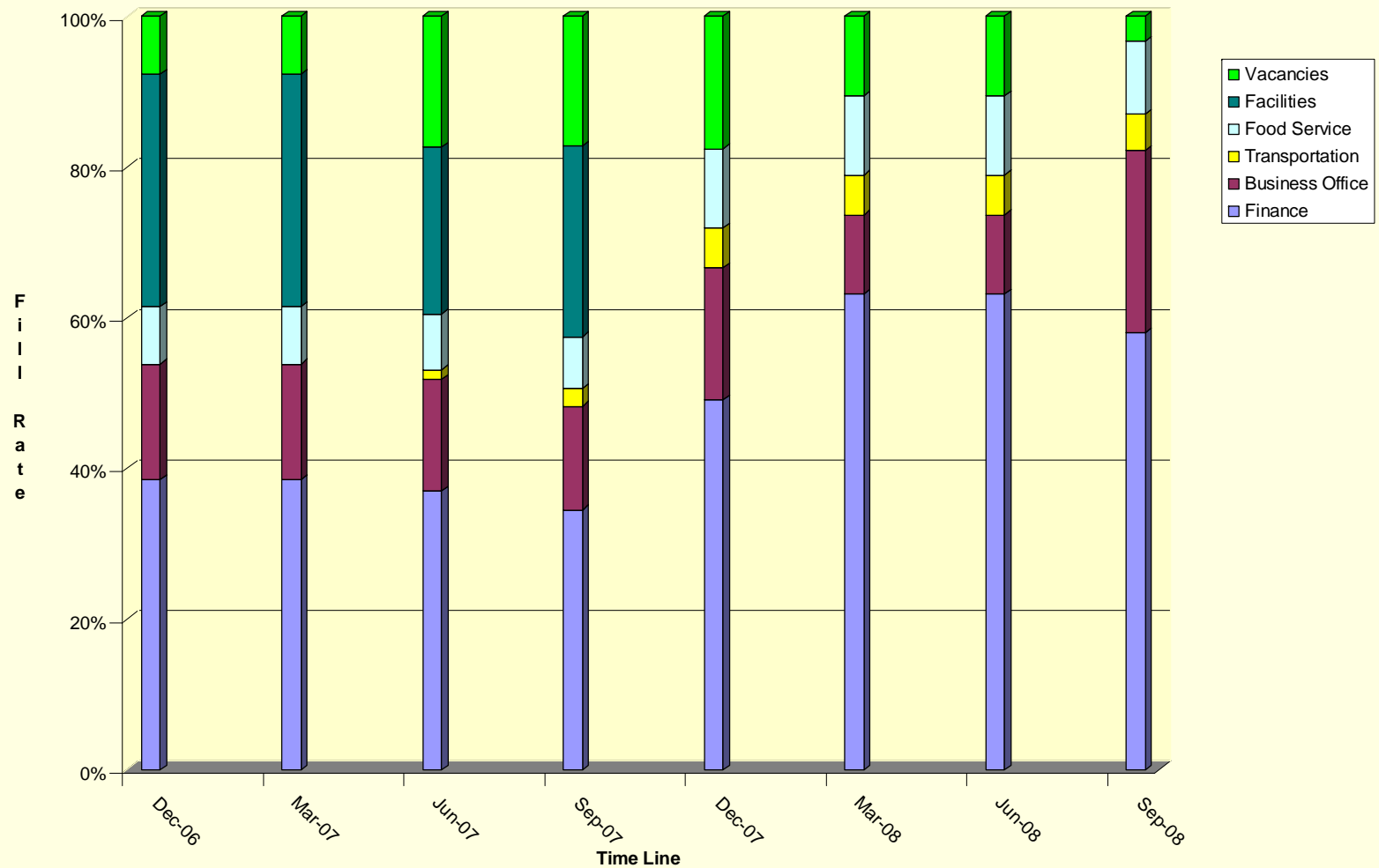
■ FTEs

- 7 FTEs and 1 contracted employees increased to
- 9.5 FTE and 1 contracted employees
 - 8 FTE funded from operating budget
 - 1.50 FTE now funded from fees and federal revenue

■ Turnover

- 4 employees and 1 contractor in the same job as November 2006
- 6 employees in new jobs or new to the district

Staff Fluctuations



Position Turnover/Training

| | | 2006 | 2007 | | | | | | | | | | | | 2008 | | | | | | | | |
|----------------------------------|------------------------------|------|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|
| Position | Reason for Change | D | J | F | M | A | M | J | J | A | S | O | N | D | J | F | M | A | M | J | J | A | S |
| | | e | a | e | a | p | a | u | u | u | e | c | o | e | a | e | a | p | a | u | u | u | e |
| | | c | n | b | r | r | y | n | l | g | p | t | v | c | n | b | r | r | y | n | l | g | p |
| Facilities Secretary | Promotion/Resignation/DPF | | | | | | | | | | T | T | T | | | | | | | | | | |
| Director of Facilities | Resignation/New DPF | | | | | | | | | | | | | | | | | | | | | | |
| Finanace Manger | New position | | | | | | | | | | T | T | T | T | T | T | | | | | | | |
| Accounting Clerk | Resignation | | | | | | | | | | | | T | T | T | T | T | T | | | | | |
| Accounting Manager | Replacement due to promotion | | | | | | | | | | | | | | T | T | T | T | T | T | | | |
| Transportation Coordinator | New position | | | | | | | | | | | | | | T | T | | | | | | | |
| Assistant to the Business Office | Retirement/Restructured | | | | | | | | | | | | | | | | | | | | | | |
| Secretary to the Business Office | New position | | | | | | | | | | | | | | | | | | | | | | |

- “T” = Training Period generally three to six months depending on experience and knowledge
- “X” = Non-work month for 0.50 Transportation Coordinator
- Vertical Lines are Calendar Year and Fiscal Year demarcation's of time
- December 2006 was the first full calendar month the Assistant Superintendent for Finance and Business was working in Lexington.
- Assistant to the Business Office vacancy was supported by a part-time 10-month secretary who provided secretarial and administrative support as schedules allowed.

What are the benefits?

| Concern | New | Old | Anticipated Outcome |
|------------------------------|--|---|---|
| Personnel Budget and Payroll | Finance Manager is assigned to monitor all activity and supervise Payroll Clerks; and Coordinate and Liaison with HR on unauthorized payroll submissions | Left to Business Manager who was spread too thin with no checks and balances over Human Resources from Payroll Clerks | Better controls over payroll; preventing overpayment or underpayment of employees; better control over positions and budgeted positions with early alert system |
| Transportation | Full-time coordinator centralizes the implementation of Regular Education and Special Education Transportation Services | Distributed to nine schools and student services that allowed the vendors to dictate routes and services received by our clients | District now controls routes and policies, and provides customer service to parents, principals, building staff |
| Business Office Secretary | Consolidates the collection and filing of data to receive federal Medicaid and E-rate funding | Elements of the data collection were distributed among five different individuals and three departments. No single coordination took place. | Maximum Collection of revenue from Medicaid and E-Rate |

What are the benefits?

| <i>Concern</i> | <i>New</i> | <i>Old</i> | <i>Anticipated Outcome</i> |
|----------------------------------|--|--|--|
| Assistant to the Business Office | Executive Assistant model with supervisory responsibility and evaluation of Print Shop employees | Position did not have the authority to administer and manage routine large projects. Print Shop employee had to wait for answers or permissions from Business Manager on routine matters | Extension of production and customer service capabilities of the Asst. Superintendent to complete necessary communications and tasks on a timely basis |

What are the benefits?

- Improved and consistent communications regarding
 - Policies
 - Procedures
 - Information
- Improved training of administrative support staff and other staff members by three individuals in the department beyond the Assistant Superintendent
 - Finance Area: Finance Manager and Accounting Manager
 - Business Office: Assistant to the Business Office

What are the benefits?

Stability - Institutionalizes organizational routines and obligations by providing sustainability post resignation, termination or promotion of any individual employee in the department.

Communication Strategies

- Administrative Support Training on all system- wide early release days
- Email Conferences posting forms, policies and procedures—
 - Fiscal Management Conference on desktop of all staff
 - Munis Users Conference
- Email Lists to Budget Managers and Administrative Support Staff

Communication Strategies

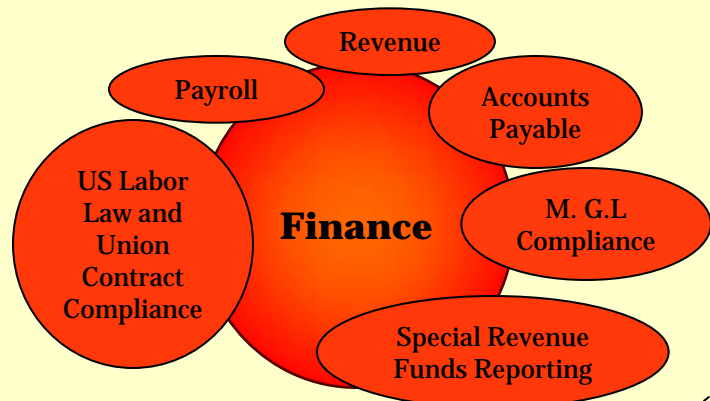
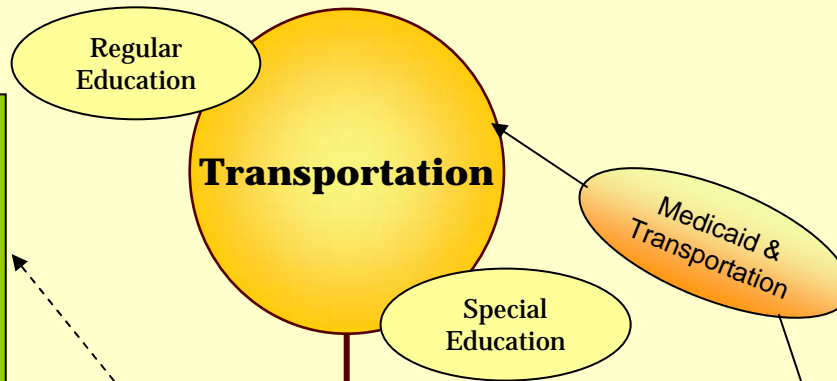
- Mail Documents (hard copy)
- Weekly Student Activity Trainings
- Budget Preparation Help Sessions
- Meetings with faculty and staff as requested

Future Communication Strategies

- Administrative Support Guide
 - Standardization of forms and procedures across all areas of school department that intersect with Finance or Business
- Student Activity Manual
- Web Page of Policies, Forms and Procedures

School Department

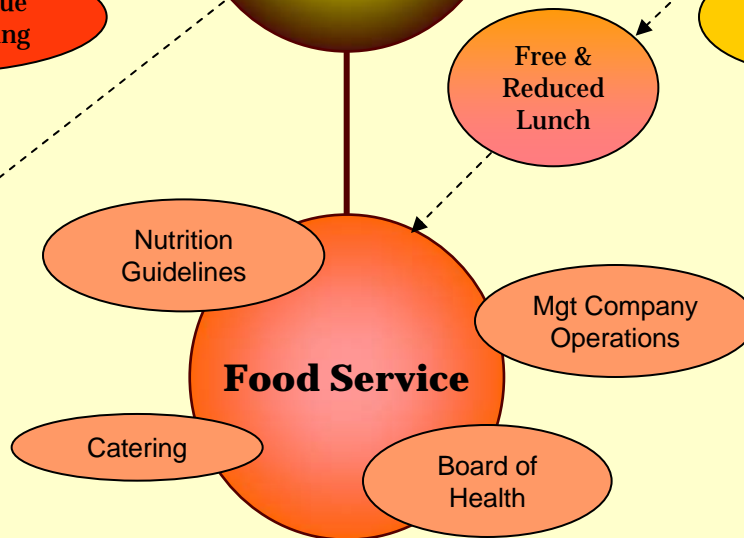
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LPS FINANCE AND BUSINESS OFFICE STAFF INFORMATION

MaryEllen Dunn – Assistant Superintendent of Finance and Business

Central Office

781-861-2563 X215 – Hours: 8:00 a.m. – 4:30 p.m.

Appointments with MaryEllen can be made through Debbie Harvey at the above number.

Please try to make an appointment or call for any information you might need.

BUSINESS OFFICE STAFF

Responsible for: Supervision/Management Philosophy:

- All employees are trained by the same authority, manuals, or individuals who trained the Asst. Supt. whenever practical and possible.
- Employees are provided with responses to “Most Frequently Asked Questions” so there is a single consistent response from the department no matter which level you ask.
 - Golden Rule of the Department: If employees do not know the answer they do not make one up, hypothesize, or otherwise speak for the department.
- Every question is viewed as a potential training opportunity no matter who is asking the question or who needs to be trained as a result of the answer.
 - Responsible for the completion of all facets of finance and business operations for the school district. The most common are outlined in the following slides
 - Financial Reporting to Supt, School Committee, Town Meeting, State and Federal agencies
 - 403(b) Plan Administrator
 - Responsible for all MUNIS codes and controls
- Position Control (Job Class and positions budgeted)
- Chart of Account Structure and Definition
- User Logins and permissions
- Accrual Updates
- Salary Tables
- All MUNIS tasks previously completed by Ron Hallee
 - Chief Procurement Officer for School Department
 - Signatory on all contracts certifying funds are available
 - Financial Assistance Application determinations
 - Interpretation/Clarification on legal compliance issues related to payment of vendors, procurement laws, etc
 - Coordinate with Human Resources proper and appropriate payment of employees according to contracts and Fair Labor Standards Act.
 - Assists with employee training of district employees with budget management, policies, procedures or other topics as necessary.

Debbie Harvey – Assistant to the Business Office – Central Office

781-861-2563 X215 – Hours: 7:30 a.m. – 4:00 p.m.

Responsible for: Procurement/Purchasing; Budget Document Management, Capital Budget Management, Risk Management/Insurance, Free & Reduced Lunch Procedures, Financial Assistance Program support, Employee Training of district employees with budget management. Supervision of Print Shop and Co-Supervisor/Evaluator of Business Office Secretary.

Elaine Celi – Transportation Coordinator – Central Office

781-861-2563 X221 (X206 for in-house staff only-do not give out to public)
Hours: 7:30 a.m. – 4:00 p.m.

Responsible for: Manager of the Transportation Program, Responsible for all aspects of providing Regular Transportation; Co-Supervisor/Evaluator of Business Office Secretary. Process Special Education Transportation Orders; Provide Budget management support for Regular Education and Special Education Transportation Accounts.

Adrian Leone – Business Office Secretary – Central Office

781-861-2563 X221 – 19 hours

Responsible for: Completes requirements for Medicaid and E-RATE reimbursement programs; Assist with Transportation; Administrative Support for Business Office

Jim Morello – Print Shop – Central Office

781-861-2563 X211 – Hours: 4:30 a.m. – 1:00 p.m.

Responsible for: Provides high quality duplication of (Non-Copyrighted) school materials in a timely fashion. Handbooks, newsletters, mailings, school forms, worksheets, workbooks and special notices are some of the printing materials the print shop works on a yearly basis. Tape binding, stapling, 3-hole punch, shrink-wrap, specialty tabs are a few of the special services the print shop provides. Scheduled consultations available upon request.

FINANCE OFFICE

Cathie Carroll – Finance Manager – Central Office

781-861-2563 X222 – Hours: Monday thru Friday – 8:00 a.m. – 4:30 p.m.

Responsible for: Oversee the day-to-day processing of payroll including payroll discrepancies and questions. Interact with Human Resources for all employee changes related to salary. Supervise the Finance Office staff both Payroll and Accounts Payable. Process deposits and all changes to purchase orders. Assist with employee training of district employees with budget management, Payroll Controls, Salary and Wage

projections, revenue controls and senior supervisor in charge in the absence of the Department Head or all Central Administrators from the building.

Joan Taratuta – Accounting Manager – Central Office

781-861-2563 X225 – Hours: Monday thru Friday – 8:00 a.m. – 4:00 p.m.

Responsible for: Special Revenue Fund Reporting and Reconciliation, Revenue posting and reconciliation with Department and MUNIS, Grant and Revolving Fund salary and expense projections, assist with Student Activity Account processing and reconciliations with school principals and new vendor requests. Approves requisitions which will then turn into P.O.s.

Karyn McCarthy Gentile – Accounts Payable – Central Office

781-861-2563 X226 – Hours: Monday thru Thursday – 8:00 a.m. – 4:00 p.m.
Friday – 8:00 a.m. – 12:00 p.m.

Responsible for: Processing purchase orders for vendors that begin with the Letter **A** through **L** and **all Special Needs vendors A – Z** including purchase order status and invoice payments and proof of receipt of goods and services.

Alex Walker – Accounts Payable – Central Office

781-861-2563 X227 – Hours: Monday thru Friday – 7:00 a.m. – 3:00 p.m.

Responsible for: Processing purchase orders for vendors that begin with the **Letter M** through **Z** including **Office Depot and Wright Express** including purchase order status and invoice payments and proof of receipt of goods and services.

PAYROLL

Theresa Wang – Payroll Clerk – Central Office

781-861-2563 X 223 – Hours: Monday thru Friday – 8:00 a.m. – 4:00 p.m.

Responsible for: Processing teachers and other licensed personnel; 403B remittance and US Labor statistics.

Pansy Lynn – Payroll Clerk – Central Office

781-861-2563 X 224 – Hours: Monday thru Friday – 8:00 a.m. – 4:00 p.m.

Responsible for: Processing payroll for secretaries, aides, substitute secretaries, instructional assistants, special class teacher aides, technology staff, occupational therapist assistant, campus monitor and Lexington Community Education Staff.

FOOD SERVICE

Nancy Wiseman, Director - Chartwells – Lexington High School

781-861-1181 – Hours: Monday thru Friday - 7:00 a.m. – 3:30 p.m.

Responsible for: Supervision of District Food Service Program/Management Company Operations, Health Code Compliance, Catering for any school function.