2026-27 Business Services

Departmental Program Review Report

The information below is required to be completed for all departments for the Departmental Program Review Report.

1. **Provide a brief summary of your department's operations and any significant changes since the last Program Review. Highlight the major duties and responsibilities of your staff in servicing the district and the colleges, along with the number and types of staff in your office. State how your department supports other administrative and academic units. Include a link to your department's current organization chart.**

   Business Services is the centralized unit within District Office that provides the following services to all areas of the district:

   - Accounting (including accounts payable, accounts receivable, and fixed assets)
   - Budget
   - Payroll
   - Risk management
   - Purchasing and Warehouse

   The centralization of Business Services is codified in Board Policy 3100, "Organizational Structure" which states, in part "Business and fiscal operations shall be centralized, including budgeting, accounting, fiscal control, and purchasing." These operations are overseen by the Vice Chancellor, Business Services.

   The District's Business Services division provides essential fiscal and operational support to Chabot College, Las Positas College, EDCE and District Office. By centralizing key administrative functions, including Payroll, Accounting, Budget, Purchasing, and Warehouse Services, the District ensures consistency, compliance, and efficiency across the two colleges. Each area plays a vital role in sustaining the financial integrity and operational success of the colleges, enabling campus leaders, classified professionals, and faculty to focus on student learning and institutional priorities.

   Together, these centralized Business Services functions ensure strong fiscal stewardship, operational consistency, and accountability for public resources. By managing complex compliance requirements and streamlining administrative processes, the District's Business Services division enhances institutional efficiency, allowing both colleges to dedicate more time and resources to their core mission of student success.

   The staff within each of the services consist of the following:

   - Accounting – With direct oversight provided by the Director of Business Services, the accounting unit consists of an accounting supervisor, four accountants (levels 1 and 2), five accounting technicians (two vacant with no immediate plans to advertise).

- Budget – With direct oversight provided by the Director of Business Services, the District Budget and Grants Manager functions as the day-to-day manager of all funds of the District's budget and assists both colleges with grant review and compliance.

- Payroll – With direct oversight provided by the Director of Business Services, the payroll unit is comprised of the Payroll Manager and two direct reports, both payroll technicians.

- Risk management – The risk management functions, including property and liability claims, legal matters, and general adherence to laws, regulations, and policies is overseen by the Vice Chancellor, Business Services and an executive assistant.

- Purchasing and Warehouse – With direct oversight provided by the Vice Chancellor, Business Services, the purchasing and warehouse unit is comprised of the Manager of Purchasing and Warehouse Services, two buyers, two purchasing specialists, and four warehouse workers. The warehouse workers are the only personnel within Business Services that work on the campuses.

In total, Business Services comprises 27 total FTE with two positions currently vacant. The organizational chart can be viewed at the following link: https://clpccd.org/business/guide/files/docs/org_chart_bus_serv/NEW_ORG_CHART_10-102024.pdf

Since the previous Program Review, there have been some changes within Business Services. The Vice Chancellor of Business Services resigned at the end of June and the Payroll Manager retired as of the end of August. The Director of Business Services is currently serving as the Interim Vice Chancellor of Business Service. Recruitment for the permanent Vice Chancellor position is anticipated to begin in 2027. The Payroll Manager position is currently under recruitment with the goal of filling the position before the end of 2026.

2. **Discuss generally the way in which the department serves and contributes to achievement of the District Mission and Vision, including academic excellence and student success (directly and/or indirectly).**

Business Services plays a critical, though largely behind-the-scenes, role in advancing the District's mission of preparing students to succeed in a diverse global society. By providing centralized leadership in fiscal management, budgeting, accounting, payroll, purchasing, and warehouse operations, the department ensures that the District's financial and operational foundation is strong, transparent, and sustainable.

Through responsible stewardship of public funds, Business Services directly supports academic excellence by ensuring that resources are allocated equitably and strategically to academic programs, student services, and institutional priorities. Effective budget planning and financial forecasting make it possible for the colleges to maintain high-quality instruction, innovative programs, and well-maintained facilities that foster student learning.

Indirectly, the department contributes to student success by creating operational stability that allows faculty and staff to focus on teaching and student support rather than administrative or fiscal constraints. Payroll ensures employees are compensated accurately and on time, sustaining morale and continuity of service. Accounting and budget functions provide clear data that informs campus planning, resource decisions, and tracking of fixed assets. Purchasing and warehouse services guarantee that instructional materials, technology, and equipment reach classrooms efficiently.

In essence, Business Services transforms financial and administrative processes into the infrastructure that empowers academic innovation, equitable access, and student achievement, ensuring the District can fulfill its mission both responsibly and sustainably.

3. **State how your department has supported the Board Priorities.**

Priority #1 — Diversity, Equity, Inclusion, Accessibility, and Belonging
Business Services advances the District's Diversity, Equity, Inclusion, Accessibility, and Belonging goals by ensuring equitable fiscal practices and inclusive procurement processes. The department promotes transparency in resource allocation, supports diverse vendor participation, and prioritizes accessibility and equity in policy implementation. Internally, intentional hiring and professional development have increased staff diversity and fostered an inclusive work environment.

Priority #2 — Workforce Development and Skillset Advancement
Through responsible financial management and budget planning, Business Services supports the District's workforce development initiatives, including apprenticeship programs and career technical education. The department's fiscal stewardship helps sustain funding for workforce programs and enables both colleges to invest in modern facilities, instructional equipment, and industry partnerships that prepare students for in demand carriers. Business Services also supports the administration and compliance requirements associated with apprenticeship and workforce development funding.

Priority #3 — Meeting Students' Basic Needs
By ensuring efficient budgeting and accurate financial oversight, Business Services provides fiscal stability that allows both colleges to expand food security programs, emergency aid, affordable course materials, and transportation initiatives. The department's work ensures that resources supporting students' basic needs are accessible, sustainable, and compliant with state and federal funding requirements.

Priority #4 — Equitable Allocation and Effective Management of Fiscal Resources
This priority defines the core mission of Business Services. The department ensures all District and college funds are allocated transparently, equitably, and in alignment with strategic goals. Through multi-year fiscal planning, continuous financial monitoring, and consistent audit success, Business Services upholds public trust and protects the District's long-term financial health.

Priority #5 — Attracting, Retaining, and Mentoring a Diverse Workforce
Payroll accuracy, benefit administration, and labor contract compliance are foundational to employee satisfaction and retention. Business Services ensures timely, accurate compensation and provides analytical support for equitable compensation practices. By maintaining a culture of professionalism, training, and opportunity within its own ranks, the department models the same commitment to workforce excellence expected Districtwide.

Priority #6 — Focus on Student Academic Vision for Success and Excellence
While not directly instructional, Business Services enables academic excellence through resource reliability and operational efficiency. By maintaining fiscal stability, managing facilities and capital funding, and ensuring that instructional materials and technology are procured and delivered promptly, the department creates the conditions for high-quality teaching, learning, and innovation.

4. **Identify key internal and external environmental factors and expectations, including those from funders and regulators, which impact the department's operations.**
External Factors:

At the federal level, there is increasing uncertainty surrounding higher education funding, regulatory changes, and compliance requirements continue to affect the District's financial planning and operations. Increased scrutiny of the FA programs, federal grants and institutional expenditures has resulted in greater expectations for accurate reporting, strong internal controls, and audit compliance. Also, changes in federal funding priorities, including reductions affecting HSI grants, create financial uncertainty for both colleges and may impact programs supporting student success.

At the state level, fluctuations in the SCFF, unfunded FTES, cost of living adjustments, enrollment trends, and legislative mandates directly influence the District's revenue and expenditure projections. Rising personnel costs, retirement contributions, health benefits and other operating expenses further challenge the District's ability to maintain long term fiscal stability. These factors require Business Services to closely monitor financial conditions, develop realistic budget projections and strategically allocate resources across both colleges.

Internal Factors:
Internally, Business Services continues to navigate operational challenges related to staffing transitions, increasing workloads, technological changes and growing service demands from both colleges. Staff vacancies, retirements and the need for cross training place additional pressure on existing personnel while emphasizing the importance of succession planning, knowledge transfer, and maintaining continuity of essential financial service.

The department also faces increasing demands associated with financial reporting, payroll processing, purchasing, contract administration, budget development and audit compliance. Implementation of new technology and system upgrades requires additional staff

training, process improvements and coordination across departments to maintain accuracy and efficiency.

Additionally, the collective bargaining process, which generally occurs every three years, requires significant time and resources from Business Services, particularly in financial analysis, salary modeling, retro compensation calculations and payroll implementations. These responsibilities, combined with the centralized support provided to both colleges, require ongoing collaboration, effective communication and careful prioritization of the departmental resources.

Despite these challenges, Business Services remains focused on strengthening internal processes, improving operational efficiency, maintaining fiscal accountability and proving consistent and reliable financial services to support the District's educational mission.

5. **Identify areas for improvement, and any areas of change or growth.**

Business Services continuously seeks to strengthen its capacity, efficiency, and alignment with the District's mission through data-informed improvement and strategic modernization. A few key areas for continued growth have been identified:

Technology Modernization and Process Automation
Continue enhancing Banner and other financial systems to streamline budgeting, purchasing, payroll and reporting processes. Expanding automation and reducing manual and paper-based workflows will improve accuracy, efficiency and service delivery.

Enhanced Communication and Service Integration with Colleges
Provide clear communication and coordination between Business Services, both colleges and other District departments to improve processes, transparency and access to timely financial information. This will support more effective decision making and consistent services.

Strengthening Compliance and Risk Preparedness
Continue to improve internal controls, audit readiness and policy documentation to ensure compliance with federal and state regulations. Addressing audit recommendations and strengthening financial oversight will help reduce risks and maintain fiscal accountability.

Staff Development and Operational Continuity
Expand cross training, professional development, and succession planning to address staffing transitions, improve department flexibility and ensure continuity of essential services.

6. **Discuss two or three projects/activities that you are planning to undertake that promote innovation and productivity, and overall service improvements. Briefly outline the steps you are going to take to get there, and how these projects consider best practices associated with improved quality.**

Budget Workbook Revenue Allocation
Update the District's budget workbook to align with the revenue allocation model provided by the California Community Colleges Chancellors' Office. This will involve reviewing existing budget formulas, updating revenue allocation calculations and validating the results to improve accuracy, transparency and consistency in budget development and financial planning.

Student Debt Collection Process
Work with Nelnet to review and improve the management of outstanding student debt accounts. This includes evaluating current processes, coordinating account information and establishing procedures for account reconciliation and follow-up. Work closely with ITS and PRMG department to establish the necessary system processes and support successful implementation of the project. These improvements will strengthen financial oversight, improve account accuracy, streamline operations and enhance student account services.

Implementation of Electronic Requisitions
Transition from paper-based requisitions to an electronic requisition process within Banner. This will involve reviewing current purchasing procedures, establishing electronic approval workflows and providing training to District and College staff. The goal is to streamline purchasing, reduce processing time, improve tracking and strengthen internal controls.

Personnel Resource Request [Acct. Category 1000 and 2000]

Use this section only to request new or augmented personnel resources for administrative or classified professionals. Do not include requests for professional development, contract services, or other non-personnel costs.

Purpose: Identify and explain additional staffing needs to advance your service area's goals and improve service delivery beyond current funded levels.

7. **Position Request and Rationale: Provide details, including job title, classification, percentage of FTE, whether the request is new or an augmentation of existing resources, and the relative cost of the position.**

   There are no new positions requested at this time. Once the new Payroll Manager is hired and familiar with the department operations, Business Services will conduct a review of Payroll processes, workload and staff responsibilities to ensure duties are appropriately aligned with positions classifications. Based on this assessment, the department will determine whether additional staffing resources are needed.

8. **How does your request align with the information provided in your Departmental Program Review? Explain how this request supports your program goals, student success, service delivery, or other outcomes noted in your Program Review.**

   While there is no new position request currently, the planned review of Payroll operations aligns with the Departmental Program Review goals of improving operational efficiency, strengthening internal controls, and ensuring continuity of services. Evaluating workload distribution, staff responsibilities, and staffing needs will help identify opportunities for process improvements and ensure the department has adequate resources to provide accurate, timely, and reliable payroll services in support of District operations.

Supplies Augmentation Request [Acct. Category 4000]

Please list additional/augmented funding requests for categories 4000. Do NOT include conferences and travel, which are submitted in the next section. Justify your request and explain in detail the need for any requested funds beyond those you received this year.

NOTE: Only use this form to add new requests to augment the current department budget.

9. **Supplies Request and Rationale:**

   In FY 2025-26, Business Services incurred approximately $147,798 in non-personnel expenditures against a total budget of $137,219. The budget overage was primarily driven by increasing Districtwide bank fees currently charged to the Accounting Department. Since these expenses support the entire District rather than a specific department, Business Services is requesting that bank fees be moved to Step 3A as a Districtwide expense. This change will provide a more appropriate allocation of costs and better reflect the department's actual operating needs.

10. **How does your request align with the information provided in your Departmental Program Review?**

    This request aligns with Business Services' goals of improving budget accuracy, strengthening financial planning, and ensuring appropriate allocation of District resources. Moving Districtwide bank fees to Step 3A will improve budget transparency, reduce the impact of increasing Districtwide expenses on the Accounting Department's operating budget, and support more effective financial management. This adjustment will allow Business Services to better align its resources with departmental operational needs and service priorities.

Contract Services, Conference & Travel Augmentation Requests [Acct. Category 5000]

Use this section to request augmented funding for contracts & services and conference attendance. List or describe proposed contracts and services. For conferences/training programs, include available specific information on the name of the conference and location. Your rationale should discuss connection to the District Strategic Plan goal.

NOTE: Do not include existing Contract Services, Conference & Travel within your department budget on this form. Only use this form to add new requests to augment the current department budget.

11. **Listing/Description and Rationale for Contracts and Services:**

    Business Services has an annual budget of $15,000 for conferences and professional development, with funding currently allocated to Accounting and the Vice Chancellor of Business Services. To maximize available resources and support professional development across all units, the department is reviewing conference participation and prioritizing opportunities based on operational needs, available funding, and relevance to staff responsibilities. This approach will provide greater flexibility to support professional development opportunities for Purchasing and Payroll while maintaining fiscal responsibility and ensuring staff have access to training that enhances their knowledge and effectiveness.

12. **Listing and Rationale for Conferences and Travel:**

    Business Services is not requesting a budget increase.

13. **How do these requests support the results and future directions in your departmental program review?**

    N/A

Technology Requests [Acct. Category 6000]

Please list computer and technology hardware and software requests including instructional technology and infrastructure, as relevant.

IN ADDITION TO THE TECHNOLOGY PURCHASE COSTS FOR THE HARDWARE AND SOFTWARE, INCLUDE ANNUAL MAINTENANCE COSTS AS A SEPARATE LINE ITEM TO PROVIDE THE "TOTAL COST OF OWNERSHIP" (TCO).

NOTE: Do not include existing Technology within your department budget on this form. Only use this form to add new requests to augment the current department technology, infrastructure, and budget.

14. **Summary of request and rationale. Explain how this request correlates with the findings of your departmental program review:**

    Business Services anticipates the need to replace aging laptops to ensure staff have reliable and efficient technology to perform their daily responsibilities. These replacements will support the department's Program Review goals of improving operational efficiency, productivity, and service delivery. The cost of the new laptops will be covered within the department's existing budget; therefore, no additional technology funding is being requested at this time.