

Communications; Correspondence and Meetings from March 10, 2020 through April 14, 2020

1. Reviewed the MOU's that were signed between the District and the Unions dealing with the COVID-19 virus focusing on online teaching and stay at home agreements. This was an excellent agreement under the circumstances and appears to be working well.
2. Monitored all communications that were sent out to staff and students during the crisis were currently in. The president provided daily updates to faculty, staff and students. Excellent way to keep everyone engaged. This also serves to build up trust within the district given the challenges of lack of trust from previous administrations.
3. All meetings were conducted via Zoom and were successful although a little awkward at times.
4. Internal auditor implemented an audit plan software package, which helps with internal controls. Fixed assets are in line for updating the software using the Coast CCD model as the template.
5. The Student Financial Aid compliance continues. Clery act disclosures; drug free schools and communities act requirements. Equity in athletics disclosure act reporting and administrative capability requirements. The final report will be available the week of April 13, 2020. The district seems to be making progress towards the FCMAT requirements in the area of internal audits and process evaluation. The district is doing well in their progress especially given the difficult times.
6. This is the first time in a long time, Palomar College is not rolling over budgets for FY 20-21 but instead they will be seeking input, including an analysis on three-year trends on use of funds and to also propose the needs for unrestricted funds. The president, with the administrative assistant, reviewed the president's budget and are making a 15% cut in their expenses. This demonstrates that the cuts are not just occurring on the backs of faculty and classified staff but the administrative ranks also. Again an example of building trust.
7. The district received over \$ 7 million from the stimulus package from the Federal Government to use in a variety of areas. These funds help relieve the fiscal condition of the district as they relate to COVID-19 expenditures. At least \$ 3.8 million of these funds are for student grants for financial assistance.

8. Acting President Kahn has communicated with everyone the challenges the district is facing and the progress that have been made. He has been clear to point out that there is a need to reduce the deficit of \$ 11.7 million this year. The wages and benefits make up 96.2% of the budget and these are going up each year. The communication with all faculty and staff makes it clear that there is a lot of work ahead and decisions made now will affect how the state views progress and if it would be necessary to appoint a special trustee.

9. Position control is in the process of being cleaned up with cross walks in people soft. All positions are being looked at for consideration of critical operational necessity. This area of focus addresses the management structure identified by FCMAT so that compliance, accountability and efficiency are achieved. Integration of position control and enrollment management is critical to best practices. The district has inactivated all positions that are not budgeted and not filled and are reviewing for accuracy. There will be a process for replacement positions, which will be tied to the program review process and reviewed quarterly.

10. Current organizational focus is in the student services area. Looking at the structure in that area to determine the best way to provide the necessary services for students.

11. Negotiations are proceeding with weekly meetings. There was a benefits committee formed to review changes to the benefits packages and it will make recommendations for changes, which has been agreed by the unions to take these recommendations and implement. While there are still ongoing meetings and proposals that could reduce expenditures, until these are ratified by the groups and presented to the trustees for approval, the actual savings are not able to be calculated into the budget. When these are finally approved, the budget will be able to be adjusted to reflect these changes. There are still some proposals from the district that have not been responded to by the groups.

12. Board policies (with an emphasis on fiscal policies) are being updated on a regular basis and are being submitted in April, May and September. Financial aid audits are currently underway also. This process provides a comprehensive overview of all procedures and practices in the district.

13. Budgets are being built from the ground up, AKA zero based budgeting rather than rolling over the budget each year. This requires a deeper dive into the needs for departments to operate and allows for a more transparent view of where funds are being expended and where savings can be obtained. The one big challenge for the budget development is to know what the final expenses will be. They will be able to

run scenarios with respect to revenues based on a High, Medium and Low revenue stream; however until negotiations are completed there is no way to know the final expense side. There are currently savings that can be included from those who have retired, but assumptions with regards to step/column/COLA and any back fill will not be known until the CBA's have been ratified. This places the budget process in a bit of problem. Both negotiations and budget process must move concurrently in order to have a good look at the ending balance impact.

14. Enrollment management goals were set to correspond to the student success funding formula including retention goals. A focus on high demand courses and courses required for completion was done to ensure students are able to complete their degrees. Surveys were completed that demonstrated demand is still there from students to continue with their educational goals. Improvement in course offerings were facilitated with the use of technical tools with Ad Astra, Mapper, and Starfish.

15. Data integrity is critical and the district team implemented an FTES/FTEF calculator for facilitating targets and allocations. Enrollment management reports have been included to provide additional information. The team is also refining and validating a standard WSHC/FTES/FTEF report that supports the Enrollment Management Task Force.

16. Professional development has seen a dramatic increase in trainings from the previous year. There are 191% more trainings on average than the same period the previous year. Trainings range from an increase of 165% up to 314%. This is significant and also addresses the FCMAT concerns. Online trainings have also increased by 59%. The district is doing very well in this area.