



FCMAT 2021 Recommendations

April 2021

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APRIL 2021 UPDATE

FCMAT TIMELINE

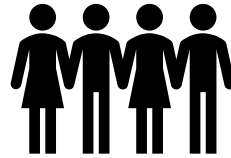
- November 12, 2019 – Release of FCMAT Report
- January 14, 2020 – Board of Governors meeting
- December 2020 to Present – continuous work on the 8 FCMAT Recommendations
- January/February 2021 – received additional recommendations from FCMAT

FCMAT 2021 Recommendations

#1 NEGOTIATIONS

November 2019

The district and unions are tasked to evaluate items in the faculty and classified contracts that are not fiscally sustainable. The recommended focus is on health and welfare costs, compensation, and management's operational responsibilities.



#1 NEGOTIATIONS

January 2021

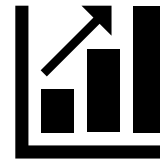
Immediately begin bargaining with all constituent groups and reviewing all aspects of contracts. Evaluating the management's right of assignment, health and welfare benefit costs, and the entire salary schedule, should be a high priority.

FCMAT 2021 Recommendations

#2 INTERNAL AUDIT & PROCESS EVALUATION

November 2019

The District is tasked with establishing a comprehensive internal auditing system that better uses technology to improve key administrative processes and reduce the amount of work we do by hand. The report also recommends the use and development of web-based procurement guidelines and improved reporting tools to better track our purchases, processes and decisions.



#2 TRANSPARENCY OF AUDITOR

January 2021

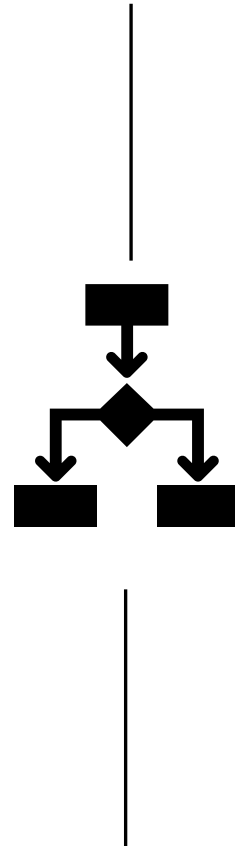
Establish a comprehensive internal auditing capacity that meets the industry standard for fiscally accountable districts.

FCMAT 2021 Recommendations

#3 MANAGEMENT STRUCTURE

November 2019

The District is expected to critically review the overall organization to ensure that the right people are in the right positions to improve accountability, compliance, efficiency and the overall fiscal health of the district.



#3 FILL INTERIM VP ASSIGNMENTS & CONTINUE RE-ORGANIZATION STRATEGY

January 2021

Review the management structure in all academic and nonacademic areas. Establishing clear roles and responsibilities and well thought out communication strategies for each position should become a priority. Understanding best practices for, and providing comprehensive training in, Education Code, Title 5 and state and federal labor laws will serve the entire district well.

FCMAT 2021 Recommendations

#4 BUDGET DEVELOPMENT

November 2019

We have three primary areas of improvement in budget development, as recommended by FCMAT:

- a) To ensure areas are efficient in their use of funding.
- b) To analyze the distribution of our general funds across the district to ensure areas are budgeted properly.
- c) To tie program review across the district in a transparent way through our participatory governance process to generate recommendations that will impact future planning of the district.



#4 TIE PLANNING TO BUDGET DEVELOPMENT

January 2021

Update and follow a comprehensive districtwide planning process that drives budget development.

Update Multiyear projection and (a) Remove COLA (b) Remove center funding.

Prepare support and plan for future community funding . Three-year goal to reduce total compensation to 85% of budget.

Establish and review an annual report that describes the district's level of fiscal resilience.

Maintain a full-time faculty obligation count within 2% of the CCCCO published minimum.

FCMAT 2021 Recommendations

#5 ENROLLMENT MANAGEMENT

November 2019

The major goal for us is to include demographic trends and integrate all relevant data in our planning and to base all future goal setting on the Student Centered Funding Formula (SCFF). SCFF emphasizes special populations (high school students, formerly incarcerated students, Dreamers etc.), financial aid disbursement, support, retention of students and program completion.



#5 ENROLLMENT MANAGEMENT

January 2021

To optimize offerings for students, establish and follow a collegewide comprehensive enrollment management plan that uses demographics, enrollment trends, program review and facility capacities as well as other relevant information.

Three year goal to increase Efficiency to CCC standards (and consider SCFF as well)

Establish a process to perform a 5-year trend analysis that compares ongoing revenue, classroom efficiency, full-time equivalent personnel, and compensation year to year.

FCMAT 2021 Recommendations

#6 DATA INTEGRITY

November 2019

We need to ensure the college uses ONE tool/method for validating, analyzing, presenting and discussing College data. We also need to create and/or bring together all the relevant data into one technology platform to assist in enrollment management planning and implementation.



#6 DATA INTEGRITY STUDY

January 2021

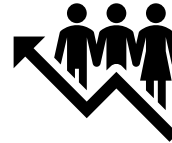
Conduct a data integrity study to validate all data used for decision making and to ensure it is accurate and understood consistently by all users. Increase the use of district-approved standard reports that have been well vetted and that all who use them can understand. Reducing the learning curve of district personnel as they begin to use data to guide decisions should be a priority.

FCMAT 2021 Recommendations

#7 POSITION CONTROL & INTEGRATION

November 2019

This recommendation introduces the creation of an integrated technology platform that enables all areas of the college to “talk” to one another. In result, we will be able to eliminate the use of individualized methods of getting data and manual tasks, and experience increased efficiencies. The first large integrated technology project is position control. This will provide us with a systematic understanding of the number of full-time positions budgeted at the college and we will be able to easily use this data to generate short-term and long-term plans.



#7 INTEGRATED POSITION CONTROL

January 2021

Integrate position control and enrollment management with the financial reporting systems in accordance with standard and best practice.

SUMMARY OF NON-BARGAINING – ACTION ITEMS

Action Item
Improve Transparency of Auditor.
Fill Interim assignments and Continue Re-Organization Strategy.
Update Multiyear projection and (a) Remove COLA (b) Remove center funding.
Prepare, support, and plan for future community funding.
Three-year goal to reduce total compensation to 85% of budget.
Establish and review an annual report that describes the district's level of fiscal resilience.
Maintain a full-time faculty obligation count within 2% of the CCCCO published minimum.
Define 3-year goal to increase Efficiency to CCC standards (and consider SCFF as well).

SUMMARY OF NON-BARGAINING – ACTION ITEMS

Action Item
Establish a process to perform a 5-year trend analysis that compares ongoing revenue, classroom efficiency, full-time equivalent personnel, and compensation year to year.
Continued focus on data integrity.
Integrate position control and enrollment management with the financial reporting systems in accordance with standard and best practice.
Adopt board adopted benchmarks in goals.
Review an annual list of institutional priorities, informed by the newly implemented comprehensive districtwide planning process.

MOVING FORWARD – 10 STEPS TO SOLVENCY

#1

FCMAT 2019: **Progress** on all items & Stabilize Budget

#2

Hire permanent Executive Team – **almost!**

#3

Create and Utilize Integrated Planning Process:
link to educational master plan, strategic plan, equity & antiracism

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MOVING FORWARD – 10 STEPS TO SOLVENCY

#4

COVID RECOVERY:

Health & Safety needs

Enrollment/ Re-engagement strategies (Required by HEERF IIII)

Allowable fiscal purchases

#5

Create Multi-year projection which includes SCFF data (May 2021)

#6

FCMAT 2020 recommendations approved (April 2021)

MOVING FORWARD – 10 STEPS TO SOLVENCY

#7

Use FCMAT 2020 recommendations to accomplish goals

#8

Create Structured Intersegmental Partnerships

MOVING FORWARD – 10 STEPS TO SOLVENCY

#9

Align revenue and expenditures

REVENUE

- + Prioritized [Facilities Projects](#)
- + Partnerships
- + Reorg Equity/ Guided Pathways/ Completion Instructional Programs (Summer 2021)
- + SCFF related Instruction & Student Services projects (via SEM plan)
- + Center Status (2025)

EXPENDITURES

- + Negotiated reductions
 - + Reorganization
-

MOVING FORWARD – 10 STEPS TO SOLVENCY

#10 Basic Aid for Palomar College (2027)

Thank you!

Questions?

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