

STRATEGIC PLANNING COUNCIL AGENDA

MEETING TYPE:	<input checked="" type="checkbox"/>	Staff	Date:	4/22/03
	<input type="checkbox"/>	Product/Project	Starting Time:	2 p.m.
	<input type="checkbox"/>	Special	Ending Time:	4 p.m.
			Place:	South Trailer

CHAIR: Sherrill Amador

MEMBERS: Barkley, Barton, Bishop, Cater, Champine, Davis, Dimmick, Dowd, Drinan, Eberhart, Engleman, Fukunaga, Giese, Halttunen, Lutz, Madrigal, Melena, Millet, Miyamoto, Owens, Patton, Perry, Smith, Wallenius
GUESTS: Wilson

RECORDER: Barbara Baldrige

Order of Agenda Items	Desired Outcome	Resources Used	Time Allotted
A. <u>MINUTES – APRIL 1, 2003</u>	Decision	Attached	2 min.
B. <u>ACTION ITEMS/SECOND READING</u>			
1. Proposed Deletion of Environmental Impact Committee	Discussion	Handout	10 min.
C. <u>ACTION ITEMS/FIRST READING</u>			
1. Budget Reduction Recommendations FY 2003-04 from Planning councils:	Discussion		1½ hr.
a. Ground Rules for Priority Settings		Handout	
b. President's Office & Advancement		Handout	
c. Administrative Services		Handout	
d. Human Resources		Handout	
e. Instruction		Handout	
f. Student Services		Handout	
2. Proposed Deletion of BP 403.2- Enrollment Fee Waiver			10 min.
3. Proposed Revisions to Student Services Committees	Discussion		10 min
D. <u>DISCUSSION ITEMS</u>			
1. Budget Update from Resource Allocation Committee			
2. PAR Telephone Registration			
E. <u>REPORTS OF PLANNING COUNCILS</u>			Included above
1. Administrative Services Planning Council – Jerry Patton			
2. Human Resource Services Planning Council – Jack Miyamoto			
3. Instructional Planning Council – Diane Lutz			
4. Student Services Planning Council – Joe Madrigal			

F. REPORTS OF CONSTITUENCIES

10min.

1. Administrative Association – Mollie Smith
2. Associated Student Government – Leo Melena
3. Confidential/Supervisory Team - Jo Anne Giese
4. CCE/AFT – Mike Dimmick
5. Faculty Senate - Chris Barkley
6. PFF/AFT – Mary Ann Drinan



**STRATEGIC PLANNING COUNCIL
MEETING MINUTES
April 22, 2003**

The regular meeting of the Palomar College Strategic Planning Council was held on Tuesday, April 22, 2003, in the South Trailer. The meeting was called to order at 2:01 p.m. by Dr. Sherrill L. Amador.

ROLL CALL

Members Present: Amador, Barkley, Barton, Bishop, Dimmick, Dowd, Drinan, Eberhart, Engleman, Fukunaga, Giese, Halttunen, Lutz, Madrigal, Melena, Miyamoto, Owens, Patton, Smith, Wallenius

Members Absent: Cater, Champine, Davis, Millet, Perry,

Guests Present: Cheryl Ashour, Julie Ivey (for Millet), Steve Spear (for Cater), Sally Serin (for Champine), Darla Wilson

A. MINUTES

The minutes of the meeting of April 1, 2003, were approved.

B. ACTION ITEMS/SECOND READING

1. **Proposed Deletion of Environmental Impact Committee (Exhibit B-1)**
MSC to delete the Environmental Impact Committee.

C. ACTIN ITEMS/FIRST READING

1. **Budget Reduction Recommendations FY 2003-04 from Planning Councils:**

- a. **Ground Rules**

Dr. Amador set the ground rules for reviewing the budget recommendations as follows:

The Council will hear today what the planning councils have discussed up to this particular time in their planning. The total picture of what is being proposed will be shown, so the Council should note the impact, or how this is going to affect a particular program, operation, or option. It is important that the Council understand this because eventually, it will have to come up with some reduction plan. Dr. Amador noted that when significant budget cuts are made, things cannot be the same as they were before – there will be a difference. The Council's job is to determine what that difference will be and how the College will be different based on any reductions we may have to make depending upon the outcome of the state budget.

Each of the Vice Presidents, and the President's Office will first present their council's plan and respond to questions and concerns from the Council. After SPC has had its discussion and deliberation, the audience will have the opportunity to comment on councils' work.

Dr. Amador announced there is a special meeting scheduled for April 29, in addition to the regularly scheduled May 6 meeting. There is also a May 13 meeting planned, not to deal with budget issues, but to go through the final evaluation of the Annual Implementation Plan. Lastly, a meeting has been scheduled for May 20. It is during finals week; however, it is the last opportunity for the faculty representatives to meet this spring.

At this time, Chris Barkley requested permission to read aloud two motions the Faculty Senate passed to be considered as the Council establish priorities.

The first motion:

Palomar College is an organization of people. Therefore the Faculty Senate asks that the District make a commitment to current employees and that every effort be made to retrain individuals for other positions if their current job is eliminated.

The second motion:

The Faculty Senate directs the Senate President and recommends to the other faculty representatives on SPC to identify all other potential budget cuts before resorting to budget cuts proposed by the various councils. We suggest that these cuts be prioritized to take place first and that we continue our efforts to minimize cuts to community colleges at the state level. These are the priorities the Senate is recommending: the carry-over savings from the mid-year cuts; reduction of the reserve from 5% to 3%; any savings that can be realized from the faculty SERP; any savings that can be realized from replacing other retirees; and savings identified by RAC; and, that we identify those first before we begin taking a look at cuts that might involve personnel.

b. President's Office & Advancement

Dr. Amador distributed the Criteria for Budget Cuts document which was voted on at the February 2 meeting to have as a guide throughout the process.

Dr. Amador distributed the budget reduction plans for the President's Office and Advancement which identifies the proposed changes to function(s), impact of changes, and savings achieved. Exhibit 1b Discussion ensued.

c. Administrative Services

Mr. Patton distributed the budget reduction plans for Administrative Services which identifies the proposed changes to function(s), impact of changes, and savings achieved. Exhibit 1c He reminded everyone that Administrative Services has very little discretionary funds other than personnel. Administrative Services has 37% of the cuts and their budget represents 15%. Discussion ensued.

Mr. Dimmick reminded the Council that there are guidelines which must be followed before the College could contract out work previously done by contract employees. The following guests discussed the cost savings and contributions of their departments: Alonna Farrar, Charles Mazarakes, and Marjory Adcock regarding the Creative Services positions (handout provided); Mr. Ernie Carson regarding the programmer position; Mr. Michael Jordan regarding the telecommunications technician position; Ms. Lois Meyers regarding the fiscal services positions; and Larissa Baumann regarding the telephone operator position.

d. Human Resources

Dr. Miyamoto distributed the budget reduction plans for Administrative Services which identifies the proposed changes to function(s), impact of changes, and savings achieved. Exhibit 1d Human Resources has 3.46% of the cuts and their budget represents 1.22%. Discussion ensued.

e. Instruction

Ms. Lutz distributed the budget reduction plans for Instruction which identifies the proposed changes to function(s), impact of changes, and savings achieved. Exhibit 1d Instruction has 40.37% of the cuts and their budget represents 57.22%. Discussion ensued.

It was recognized that the cuts to personnel are negotiable items and they will be held in the proper forum with the appropriate union representatives.

Mr. Dimmick was concerned that the plans brought forward addressed a 4.2 million cut, but there may be \$3 to \$6 million more to cut next year. He questioned why the full picture was not being looked at now. Dr. Amador responded that the councils were asked to determine where they could make cuts, and this is what they have found so far. If it is not enough, we will have to be back at the table.

The following guests discussed the cost savings and contributions of their departments: Carmen Eckman read a statement from faculty and staff in the Escondido Center in support of three positions (those positions are not on the list submitted by the Instructional Planning Council);

Myrna Valencia spoke in opposition to reducing the ATG Instruction Computer Lab Tech to an Instructional Support Assistant I; Lee Hoffman spoke regarding the Media Equipment Technician.

f. Student Services

Mr. Madrigal distributed the budget reduction plans for Administrative Services which identifies the proposed changes to function(s), impact of changes, and savings achieved. Exhibit 1d Student Services represents 10% of the general fund and they are absorbing \$900,000 in cuts. Discussion ensued.

A guest compared the Student Services cuts to the other divisions, and stated Student Services is being forced to take a far greater cut than the others, especially regarding DSPS and EOPS. Ms. Jayne Conway discussed Health Services budget cuts.

The councils will continue their work and will be looking at priorities. It is very important that what comes from the councils is in priority; otherwise, priority setting will be done by SPC. This group does not have the expertise nor the benefit of all of the discussion at the VP Council levels. It is imperative we know what each group's priorities are. Dr. Amador asked that each member share the information presented today with their constituent groups.

2. Proposed Deletion of BP 403.2 – Enrollment Fee Waiver

This item was postponed until the next meeting.

3. Proposed Revisions to Student Services Committees:

These items were postponed until the next meeting.

D. DISCUSSION ITEMS

1. Budget Update from Resource Allocation Committee

Mr. Patton distributed and discussed a document showing the estimated 02-03 and 03-04 budgets and estimated costs. The Revenue Allocation Committee is going through the designated and restricted accounts and will go line by line in the budget. Revenue Allocation Committee will consider the areas the Planning Councils did not pick up. The dollars RAC will consider will either be more money available or a reduction in expenditures. RAC needs to know SPC priorities in rank order. RAC will consider ending fund balances and the VPs are presently determining unspent money from their 02-03 budgets.

2. PAR (Telephone Registration)

These items were postponed until the next meeting.

E. REPORTS OF PLANNING COUNCILS

Planning Councils had given their reports earlier in the meeting.

F. REPORTS OF CONSTITUENCIES

1. Administrative Association – no report.

2. Associated Student Government

ASG is in the middle of their elections. Mr. Melena asked everyone to encourage students to vote online using their I.D. number as their password.

3. Confidential/Supervisory Team – no report.

4. CCE/AFT

Four officers are up for election.

5. Faculty Senate

The Faculty Senate requested Ms. Barkley present a motion to reject the Learning Culture Task Force as it was configured. They believe it is an academic and professional matter needing a faculty person as

the chair. Another form will be generated with different roles and presented to SPC for consideration. There was general consensus from SPC to allow the Faculty Senate to propose another option.

6. **PFF/AFT** – no report.

Due to the lateness of the hour, the remainder of the agenda was postponed to a future meeting.

The meeting was adjourned at 4:30 p.m.



GOVERNANCE STRUCTURE GROUP REQUEST

Request submitted by Sherrill L. Amador					Date 4-1-03		
Proposed Name of Requested Group Environmental Impact Committee							
	Council	x	Committee		Subcommittee		Task Force
Action Requested:				Add	x	Delete	Change
Role, Products, Reporting Relationships: (Committee's responsibilities have been added to those of the Facilities Planning Committee)							
Meeting Schedule:							
Chair:							
Members:							

Reviewed by Strategic Planning Council:

Comments:

4/1/03 First Reading

to 4/22 029

_____ Approved/Denied

Approved by PAC: 10/2/01

Budget Cut Criteria and Implementation Plan
Unrestricted General Fund
Mid Year 2002-2003
Budget Year 2003-04

Criteria

- Assure the solvency and fiscal integrity of the District.
- Minimize impact on students enrolled in classes.
- Maintain adequate student services.
- Maintain the diversity of the educational programs.
- Minimize expenses for outreach.
- Maintain facilities and continue current facilities projects only to minimize future expensive costs.
- Meet State mandated requirements.
- Meet State growth goals.
- Maintain and support necessary staff.
- Maintain safety and health requirements for students and staff.
- Consider function and program needs using data and information before recommending cuts.
- Evaluate and eliminate redundancies in programs and services
- Other

Mid Year 2002-03 (January – June)

- Enforce consistently and strictly minimum class size guidelines.
- Fill/replace only necessary vacant positions.
- Use reorganization and attrition as much as possible to reduce staff (March 15/30 day notices) to achieve efficiencies.
- Limit expenditures in all budget accounts (vice president approval).
- Limit general fund equipment purchases to emergencies (vice president approval).
- Use designated lottery funds for instructional supply expenditures.
- Review board reserve policy of 5% of previous year's expenditure.
- Begin new projects only if they meet criteria identified above and will result in long term benefit that outweighs short term costs.
- Other

Budget Year 2003-04

- Enforce consistently and strictly minimum class size guidelines.
- Use reorganization and attrition as much as possible to reduce staff (March 15/30 day notices) to achieve efficiencies.
- Fill only those 2001-02 faculty positions approved and considered critical. Do not fill 14 faculty positions on 2003-04 priority list. Do not fill faculty vacancies created through retirements unless considered critical.
- Limit expenditures in all budget accounts (vice president approval).
- Limit general fund equipment purchases to emergencies (vice president approval).
- Use designated lottery funds for instructional supply expenditures.
- Begin new projects only if meets criteria above and will result in long term benefit that outweighs short term costs.
- Other

BUDGET REDUCTION PLAN

Department / Function: President's Office/Governing Board Office

Current Function(s) Provided:

The President and Superintendent functions of the college and district are provided by the office.

Proposed Changes to Function(s):

Run a more effective and efficient office operation.

Impact of Changes (based on criteria):

Quality of print material reduced mainly affecting the annual plan production and distribution.

Reduce travel paid for by the District.

Reduce number of institutional memberships at the national level, not a significant impact.

Savings Achieved (indicate how achieved; list positions, if applicable):

Reduction in 4000 and 5000 accounts, mainly in printing, mailings, travel, and consultants in President's Office

Reduction in 5000 accounts consisting of institutional memberships in Governing Board Office

Amount of Savings:

02-03 _____ <input type="checkbox"/> one-time \$10,000 X on-going	03-04 _____ <input type="checkbox"/> one-time \$10,000 X on-going
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Executive Administrator Sherrill L. Amador

BUDGET REDUCTION PLAN

Department / Function: Advancement Division/Marketing, Public Information, Fund Raising

Current Function(s) Provided: Advancement is the total program to foster growth, support and understanding for Palomar College. Major elements of the Advancement Program are marketing, public relations, media relations, fund raising, publications, internal and external communications and government relations.

Proposed Changes to Function(s):

- Position of Director of Public Information eliminated.
- Position of Director of Marketing Communications eliminated.
- Job duties and responsibilities of above positions combined into one new position.
- Reduce Marketing Communications budget.

Impact of Changes (based on criteria):

- Two director positions eliminated. Job duties and responsibilities combined into one new director position.
- College Viewbook not produced.
- Marketing campaigns curtailed.
- Stability and /or growth in enrollment may greatly suffer.
- Reduced printed class schedule production and appearance.

Savings Achieved (indicate how achieved; list positions, if applicable):**

- Director of Public Information salary/benefits: \$91,000
 - Director of Marketing Communications salary/benefits: \$84,000
 - Viewbook publication \$50,000
 - Marketing Communications campaigns/publications \$75,000
- (\$50,000: 02-03)
(\$25,000: 03-04)

Amount of Savings:

02-03	\$50,000 (\$35,000 PFE)	X	one-time	03-04	<u> </u>	<input type="checkbox"/>	one-time
	<u>\$50,000</u>	X	on-going		<u>\$106,000</u>	X	on-going

Executive Administrator _____

**Creation of new position, Director of Communications
(Combining two positions into one): \$94,000-salary/benefits

Administrative Services
Budget Reduction Considerations

Line	Dept	Item	Amount	Totals
1	Bookstore	Follett Commission - Bookstore	\$ 150,000	\$ 150,000
2				
3	Bus Services	Risk Management (JPA Premiums) - Bus Services	\$100,000	
4	Bus Services	Graphic Specialists (2) - Bus Services	\$91,712	
5	Bus Services	Senior Buyer - Bus Services	\$46,709	
6	Bus Services	Sr. Office Specialist - AP - Bus Services	\$40,452	
7	Bus Services	Storekeeper - Bus Services	\$48,744	
8	Bus Services	Office Specialist - Print Services (Business Services)	\$40,455	
9	Bus Services	Student Hourly	\$54,000	\$422,072
10				
11	Contracts	Various Operations - Contracts Office	\$7,585	
12	Contracts	Contracts Officer - Contracts Office	\$125,135	\$132,720
13				
14	Facilities	Facilities Recycling - Facilities	\$5,000	
15	Facilities	Energy Consumption - Facilities	\$20,000	
16	Facilities	Reduce Cellphones - Facilities	\$3,000	\$28,000
17				
18	Fiscal Svcs	Budget Technician - Fiscal Svcs	\$71,222	
19	Fiscal Svcs	Sr. Accounting Asst - 45% - Cashiering (Fiscal Svcs)	\$16,169	
20	Fiscal Svcs	Fiscal Services Tech - Budget - 45% (Fiscal Svcs)	\$ 16,979	
21	Fiscal Svcs	Sr. Accounting Asst - 100% - Cashiering (Fiscal Svcs)	\$ 43,507	\$147,877
22				
23	IS	Decrease Utilities Budget - IS	\$40,000	
24	IS	Centralize Main Campus Servers - IS	\$50,000	
25	IS	Telecommunications Technician - IS	\$60,000	
26	IS	Telephone Operator Services - IS	\$35,000	
27	IS	Technical Services - IS	\$50,000	
28	IS	Programmer - IS	\$60,000	
29	IS	Replace Nextel Phones - IS	\$6,000	\$301,000
30				
31	Payroll	Replace student worker with work study employee	\$10,000	
32	Payroll	Cut back on supply expenses (Payroll)	\$3,000	
33	Payroll	Eliminate most overtime compensation (Payroll)	\$3,000	
34	Payroll	Eliminate charge for "fold/stuff" paychecks (Payroll)	\$630	\$16,630
35				
36	VPFAS	Reduce Student Workers - VPFAS	\$30,000	
37	VPFAS	Reduce Operations - VPFAS	\$40,000	
38	VPFAS	Reduce Contingency - VPFAS	\$ 40,000	\$110,000
39				\$ 1,308,299

BUDGET REDUCTION PLAN

Department / Function: Public Safety / Police Academy Training Officer (45%)

Current Function(s) Provided: Assists in training functions for the Police Academy.

Note: There are two of these positions.

Proposed Changes to Function(s): Elimination of one Police Academy Training Officer

Impact of Changes (based on criteria): Elimination of this position will not negatively impact the operation of the Academy.

Savings Achieved (indicate how achieved; list positions, if applicable):

Personnel costs (salary and benefits)

Amount of Savings:

02-03	_____	one-time	03-04	_____	one-time
	_____	on-going		\$17,962.19_ XX	on-going

Executive Administrator _____

Summary Impact of Position Eliminations on Business Services Operations - Budget Reductions FY03/04

Business Services includes Purchasing, Accounts Payable, Risk Management, Mail Services, Central Receiving, and Print Services. Additionally, Business Services provides technical support to the PeopleSoft implantation/testing effort. Prior to reductions, Business Services had 25 full time classified positions and 15 student hourly positions. Planned position eliminations include 7 classified position and 11 student positions – reductions of 28 percent and 73 percent respectively. Total headcount is planned to contract by 45 percent. Position reductions include:

Senior Buyer
Senior Office Specialist
Storekeeper
Two - Graphic Designer I
Office Specialist
Press Operator (Vacant)
Eleven Student Hourly

Obviously, reductions of this magnitude will be felt across the spectrum of services the department offers. Specific impacts on services include the following.

Purchasing: The Senior Buyer position is being eliminated. This will deprive the department of an experienced buyer with advanced skills and knowledge. The loss will reduce the buyer staff by 25 percent and impair our ability to complete orders in a timely fashion. The ability to handle complex orders will also be significantly degraded.

Accounts Payable: A Senior Office Specialist position is being eliminated. This will reduce the AP staff by 33 percent impairing our ability to make payments to external parties on a timely basis. Our goal of making payment within 30 days is no longer possible. Significantly, our external auditors recommended that the AP staff be adequately staffed to ensure timely payments.

Mail Services: Two student hourly positions were eliminated. This reduced the total mailroom staff headcount by 50 percent. Stamp sales, check logging, signing out keys, and providing individual mail boxes have been eliminated. Additionally, the mailroom is now closed between 11:30 and 12:30. Obviously, the ability to process incoming mail and outgoing mailings in a timely fashion is significantly reduced.

Central Receiving: A Storekeeper position is being eliminated. Three student hourly positions have been eliminated. These changes substantially impact the distribution of material within the San Marcos campus and to the various centers. Delivery schedules to the various centers are being reduced – Escondido three times a week; Poway, Mt. Carmel and Camp Pendleton once a week; Fallbrook only as needed; no service to Pauma, Ramona, or Borrego. Additionally, the receipt of materials is slowed impacting both the delivery of orders and the payments to vendors.

Print Services: Two Graphic Designers, a Press Operator, and an Office Specialist positions are being eliminated. Six student hourly positions have been eliminated. These represent a 60 percent reduction in headcount for the operation. In-house printing will be restricted to only the most minor jobs and copy operations will transform to nearly exclusively self-service. Only critical copy jobs will be performed by Print Services staff. The great majority of print work will need to be placed with external print vendors adding significantly to the cost of jobs.

PeopleSoft Support: In shoring up critical services in Mailroom operations, significantly less human resources may be available to provide technical support for the Purchasing/AP/Receiving modules and collaborating with the Financial Systems Module Functional Specialist in implementing and testing of patches and fixes. This may reduce the ability to maintain the systems integrity of the Purchasing/AP/Receiving modules or add patches and fixes in a timely fashion.

Reductions of the scale Business Services faces will necessarily force significant reductions in the efficiency and effectiveness of campus services. A military analogy may be apt. I have read when a division has suffered 25 percent casualties it is said to no longer be combat effective – that is it can no longer function as a viable unit. Our reductions are significantly greater than what would render a military unit ineffective. Unfortunately, our customers will suffer.

BUDGET REDUCTION PLAN

Department / Function: Administrative Services – Contract with Follett College Stores

Current Function(s) Provided: Third Party Vendor for Bookstore Operation

Proposed Changes to Function(s): Allocate commission.

Impact of Changes (based on criteria): None.

Savings Achieved (indicate how achieved; list positions, if applicable):

No change; contract currently provides for an annual commission of \$350,000. In prior years, the commission was used to offset the cost of District employees salaries and benefits. For FY03-04, no employees remain on the District payroll. Propose to dedicate \$150,000 for budget reduction and \$200,000 for the new Student Center Operation for FY03-04

Amount of Savings:

02-03 _____ ☐ one-time
_____ ☐ on-going

03-04 _____ ☐ one-time
\$150,000 _____ ☒ on-going

Executive Administrator: Jerry Patton

BUDGET REDUCTION PLAN

Department / Function: Business Services

Current Function(s) Provided: Funds identified as available in risk management and in mailroom operations.

Proposed Changes to Function(s): Reduce budgeted funds allowing such to be used for deficit reduction.

Impact of Changes (based on criteria): No impact to mailroom operations; risk management expenditures for claims will be paid from primary District insurance reserve.

Savings Achieved (indicate how achieved; list positions, if applicable): Funds to be used for budget reduction purposes.

Priority - 1

Amount of Savings:

02-03 \$9,500 _____ ☐ one-time

\$100,000 _____ ☐ on-going

03-04 _____ ☐ one-time

\$100,000 _____ ☐ on-going

Executive Administrator Jerry Patton

BUDGET REDUCTION PLAN

Department / Function: Business Services - Print Services

Current Function(s) Provided: District wide in-house printing and graphics design.

Proposed Changes to Function(s): Restructure Print Services reducing in-house printing of materials and graphic design work. Proposal is to reduce workforce as appropriate.

Impact of Changes (based on criteria): Will right-size print services staff based upon level of planned service. Limited small scale print and graphic design work can be retained in house. Remainder of printing and graphic design work will be accomplished by vendors with coordination done by Print Services personnel. Bid(s) will need to be put into place to secure external printing and graphic design services.

Savings Achieved (indicate how achieved; list positions, if applicable): Reduce the positions of:

- Two Graphics Designer I's from 100% to 0% saving salary and benefit costs.
- Press Operator from 100% to 0% saving salary and benefit costs.

Priority - 2

Amount of Savings:

02-03	_____	<input type="checkbox"/> one-time	03-04	_____	<input type="checkbox"/> one-time
	\$17,775	<input type="checkbox"/> on-going		\$134,374	<input type="checkbox"/> on-going

Executive Administrator Jerry Patton

BUDGET REDUCTION PLAN

Department / Function: Business Services - Purchasing

Current Function(s) Provided: District wide procurement of goods and services

Proposed Changes to Function(s): With mandate to reduce spending the workload of purchasing will see a reduction in volume. Proposal is to reduce workforce as appropriate.

Impact of Changes (based on criteria): Will right-size purchasing staff based upon level of workload. Will reduce ability to respond to surge procurement needs and highly complex purchases.

Savings Achieved (indicate how achieved; list positions, if applicable): Reduce the position of Senior Buyer from 100% to 0% saving salary and benefit costs.

Priority - 2

Amount of Savings:

02-03	_____	<input type="checkbox"/> one-time	03-04	_____	<input type="checkbox"/> one-time
	_____	<input type="checkbox"/> on-going		\$46,709 _____	<input type="checkbox"/> on-going

Executive Administrator ___Jerry Patton_____

BUDGET REDUCTION PLAN

Department / Function: Business Services - Accounts Payable

Current Function(s) Provided: District wide review and payment of vendor billings and external liabilities.

Proposed Changes to Function(s): With mandate to reduce spending the workload of accounts payable should experience a reduction in volume of work. Proposal is to reduce workforce as appropriate.

Impact of Changes (based on criteria): Will right-size accounts payable staff based upon level of workload. Will impact ability to respond to surge in payments.

Savings Achieved (indicate how achieved; list positions, if applicable): Reduce the position of Senior Office Specialist - AP from 100% to 0% saving salary and benefit costs.

Priority -2

Amount of Savings:

02-03	_____	<input type="checkbox"/> one-time	03-04	_____	<input type="checkbox"/> one-time
	_____	<input type="checkbox"/> on-going	\$40,452	_____	<input type="checkbox"/> on-going

Executive Administrator Jerry Patton

BUDGET REDUCTION PLAN

Department / Function: Business Services - Warehouse

Current Function(s) Provided: District wide receipt, storage and delivery of materials.

Proposed Changes to Function(s): With mandate to reduce spending the workload of warehouse should experience a reduction in volume of work. Proposal is to reduce workforce as appropriate.

Impact of Changes (based on criteria): Will right-size warehouse staff based upon level of workload. Will greatly impact ability to respond to surge in materials receipt and distribution; pickups and deliveries of items orders, paper orders and Office Depot orders made only twice a week; slows payment to vendors with delay in receiving; limited ability to receive large orders; Courier's schedule will change to:

Monday - Escondido
Tuesday - Poway & Mt. Carmel
Wednesday - Escondido
Thursday - Camp Pendleton
Friday - Escondido

Deliveries to Fallbrook only as needed and materials to Pauma, Ramona and Borrego will be mailed.

Savings Achieved (indicate how achieved; list positions, if applicable): Reduce the position of Storekeeper from 100% to 0% saving salary and benefit costs.

Priority - 3

Amount of Savings:

02-03	_____	<input type="checkbox"/> one-time	03-04	_____	<input type="checkbox"/> one-time
	_____	<input type="checkbox"/> on-going	\$48,744	_____	<input type="checkbox"/> on-going

Executive Administrator Jerry Patton

BUDGET REDUCTION PLAN

Department / Function: Business Services - Print Services

Current Function(s) Provided: Operational support of Comet Copy / District wide copier program.

Proposed Changes to Function(s): Restructure Comet Copy to a primarily self-service operation. Proposal is to reduce workforce as appropriate.

Impact of Changes (based on criteria): Will right-size print services staff based upon level of possible service. As operations will be primarily self-service this will preclude staff assistance for all but mission critical medium/large copy requests, eliminate deliveries of copy work, and ability to service remote copiers (A23 & F6) on a timely basis.

Savings Achieved (indicate how achieved; list positions, if applicable): Reduce the position of Office Specialist from 100% to 0% saving salary and benefit costs.

Priority -4

Amount of Savings:

02-03	_____	<input type="checkbox"/> one-time	03-04	_____	<input type="checkbox"/> one-time
	_____	<input type="checkbox"/> on-going	\$40,455	_____	<input type="checkbox"/> on-going

Executive Administrator ___Jerry Patton_____

BUDGET REDUCTION PLAN

Department / Function: Business Services – Print Services

Current Function(s) Provided: Currently, nine students are employed aiding the production of graphic designs, various printed materials, and reprographics. Students are present in the GJ and F6 building sites.

Proposed Changes to Function(s): Revise operations to accommodate reduction in student employees.

Impact of Changes (based on criteria): Copy machine at F6 will become a walk-up machine; delivery of materials will be delayed depending on job activity; turnaround time on all print and copy jobs will slow depending on workload; hours of operations will change – for A23 and GJ 8:00-5:00, for F6 8:15-4:45..

Savings Achieved (indicate how achieved; list positions, if applicable): Eliminate the nine student positions saving hourly salary monies.

Priority - 1

Note – action in process

Alternative Plan:

Print Services keeps three students to assist with printing and copy work. The estimated cost would be \$2,700 monthly. However, the revenue generated by print work should support these positions. This would enable us to continue supporting students, faculty, and staff with a semblance of current levels. We would be able to support a majority of the lower end printing that departments use on a daily basis, i.e. letterhead, envelopes, business cards, outreach cards, flyers, forms etc. and then send off the high end four color work. If we find work slows down then we can evaluate the need for three workers and adjust if needed. As an added benefit these same workers can be utilized to operate copy machines and fill as needed with copy work.

Amount of Savings:

02-03 _____	<input type="checkbox"/> one-time	03-04 _____	<input type="checkbox"/> one-time
<u>\$26,000</u>	<input type="checkbox"/> on-going	<u>\$54,000</u>	<input type="checkbox"/> on-going

Executive Administrator Jerry Patton

BUDGET REDUCTION PLAN

Department / Function:

Counsel, Contracts & Special Projects

Current Function(s) Provided:

Counsel services; Tort Defense; contract services, including competitive biddings/RFPs; Board Agenda preparation, Public Records Act responses, house counsel services to Governing Board and Executive Administration as requested.

Proposed Changes to Function(s):

1. Eliminate in-house legal counsel position effective July 1, 2003.
2. Cancel on-line West Law data base/ research capabilities effective 3-20-03.
3. Cancel membership in NACUA (National Association of College & University Attorneys), San Diego Bar Association, North County Bar Association
4. Cancel all subscriptions and publications
5. Eliminate attendance at conventions, i.e. NACUA and State Bar Association
6. Eliminate tort defense functions and refer all personal injury and property damage cases filed against the District directly to SWAC for defense from the outset.
7. Reassign administrative supervision/responsibility for agenda preparation, contract review and preparation, competitive bidding of construction work, competitive procurement of consulting services, e.g. architects, engineers, construction managers, inspectors, accountants, specialized legal services and all other transactional services, to other staff.

Impact of Changes (based on criteria):

1. Eliminate all house counsel services and out source to consultants as needed.
2. All legal research until 7-1-03 will be done at the North County Law Library, Vista, CA and thereafter, elimination completely the ability to get competent, in-house legal research.
3. Increase in consulting fees and increase in cost of liability insurance coverage.
4. Transfer of all supervisory responsibility, and considerable drafting responsibilities for contracts services, to other administrative staff.
5. Transfer of supervisory responsibility for drafting of agenda items and back-up to other administrative staff, as well as responses to questions from the Governing Board in public session.
6. Eliminate lawyer driven preventive law capabilities of mediation and alternative dispute resolution, resulting in a potential increase of tort claims proceeding to litigation.

7. Decrease in staff diversity by eliminating the legal perspective in administrative decision making and the increased likelihood of legal errors in conducting the District's business.
8. Eliminate in-house representation of the District/Governing Board and mandate the out sourcing of legal services involving affirmative claims for relief, e.g. declaratory relief of contract rights, contract enforcement with vendors and other public entities, and injunctive relief where the District is an aggrieved party.

Savings Achieved (indicate how achieved; list positions, if applicable):

1. Save the salary and benefits of the position of Counsel, Contracts & Special Projects; currently approximately \$103,000.00 plus benefits.
- 2.-4. The current budget, excluding salaries, to operate the office of Counsel, Contracts & Special Projects is \$15,601.00. Cancellation of the above items is a total of \$7585. This will reduce the current budget for expenses approximately 50%.
5. Continued costs through outside counsel, billed as consulting costs (exact amount unknown but calculable given specific assumptions).

Amount of Savings:

02-03	_____ \$3,500	<input checked="" type="checkbox"/> one-time	03-04	_____ <input type="checkbox"/> one-time
02-03	_____	<input type="checkbox"/> on-going	03-04	\$110,585.00+ <input checked="" type="checkbox"/> on-going

Executive Administrator _____

Palomar College
Facilities Departments
April 10, 2003

Impacts on Budget Cuts to the Facilities Departments

There were 5 areas that have been identified as cuts or reductions to budgets in the Facilities Departments areas of operations, the following is the ramifications of what those cuts may mean to the District.

Freeze the 5 currently vacant positions:

- There are 3 custodial positions that are currently frozen and if these positions are not filled, then it will mean a drastic reduction in the services which they provide including; cleaning of the restrooms, classrooms, labs, offices and work spaces; set up and take down of special functions for both District and community events; preventive maintenance of the campus spaces, including in-depth cleaning, carpet cleaning, stripping and waxing of hard surface floors, window cleaning, etc; and response to emergency situations. This is true for both the San Marcos Campus and the Escondido Center and a number of these items will lead to health and safety issues for students, staff and community members if they are not addressed.
- There is currently 1 vacant "skilled trades worker position" in Building Services. If this position is not filled it will mean that the work will either be reassigned, delayed or not scheduled at all. This position is assigned preventive maintenance tasks associated with maintaining the classrooms, labs, offices and work areas in a safe and operational status; performs the lower level skilled work for a wide variety of work requests and special projects; responds to requests for emergency services and safety hazards; assists the other skilled technical staff when the work takes more than a single person to complete the job safely; and provide assistance to students, staff and community members as requested.
- The Facilities Accounting Assistant position is currently vacant and this only leaves a single person in the Facilities Office to handle emergency communications, budgets, key issuing & tracking, vehicle check-out, secretarial duties, and a wide range of duties associated with the Facilities departments. By not having this position then the budget development, tracking and purchasing will need to be shared by the other staff left in Facilities. It will also mean that when the Facilities Coordinator is out of the office, there will be no one available to answer the phones, dispatch techs to respond to emergencies and other requests for services, check out keys and vehicles and a wide variety of other functions.

Facilities Recycling:

- The \$5,000 savings from this program will actually come from increasing revenue from the recycling program and decreasing the amount of waste material that has to be disposed of. This will require additional efforts from not only the Facilities staff but from all of the areas on the campus. We are also mandated by law to reduce our waste stream by 50% and increase our recycled efforts to meet the new State guidelines.

Energy Consumption:

- The \$20,000 savings will come from the reduction of electrical and gas usage on the San Marcos Campus. We will achieve this through turning off lights, AC and non-essential equipment when it is not in use. We are also installing occupancy sensors to control lighting and HVAC in the classrooms, offices and work areas where economically feasible. Please note that these sensors were purchased with state funding for energy conservation and were not purchased from District's budget. There are a number of other means we are exploring to reduce the energy usage and the implementation of these measures will depend on the staff levels in the Facilities Departments.

Reduce Overtime/Hourly Accounts:

- The cut to this area is \$58,900 from the Facilities areas and these budgets are used to pay for overtime to respond to emergencies, schedule repairs that would cause a major impact to learning or operation activities, and to maintain the 60 day work request completion schedule. The funds are also used to hire short-term hourly staff to help with work overloads, fill in when classified staff are not available, and to assist in the scheduling and completion of special projects. The reduction in these funds will mean that emergencies will only be made safe and repairs delayed to normal working hours, work will need to be scheduled during normal working hours, staff may not be available to respond to heavy work loads, and all of these can and will impact the learning and working environment. In some cases classes may have to be canceled until the work is completed and the area is safe to return to or emergency overtime funding is allocated. There is also the possibility of asking classified staff to work for compensatory time off, but this creates a new set of problems in that the staff gets time and a half and this means that they will not be available to do their normally assigned work.

Reduce Cellphones:

- The reduction in this area is \$3,000 and is will totally eliminate the 4 cell phones that are currently assigned to emergency response staff. These staff are required to carry the cell phones 7/24 and be available to respond to calls for emergency services. The elimination of these cell phones may mean that emergency response staff may not be available to respond to emergency situations in a timely manner. Some staff members may elect to provide their personal cell phones and agree to respond to emergencies, other responders may require the District to use their home phones and if they are available they will respond, there will always be a list of personal that are qualified to respond to an emergency situation, but it may take a while to go down the list until you find someone that is available to respond. In true emergencies, you can always dial 911.

These are the primary areas that have been identified for budget cuts in the Facilities areas.

BUDGET REDUCTION PLAN - Group 1

Department / Function: Facilities/Recycling

Current Function(s) Provided:

Recycling programs collect products that can be easily recycled. We receive an income from the sale of recycled products and a reduction in waste disposal costs by keeping the recycle products out of the waste disposal stream.

Proposed Changes to Function(s):

Increase recycling efforts, increase sales of recycled products, sell scrap wood instead of providing it for free, and reduce the amount of waste on campus.

Impact of Changes (based on criteria):

In order to increase the recycling efforts will require staff and students to help in the effort and may require additional staff time.

Savings Achieved (indicate how achieved; list positions, if applicable):

Increased income from sales of recycled products and reduced cost for waste disposal services. Current budget for waste disposal is \$48,000.

Amount of Savings:

02-03	<u>\$2,000</u>	<input type="checkbox"/>	one-time	03-04	<u>\$5,000</u>	<input type="checkbox"/>	one-time
	<u>X</u>		on-going			<u>X</u>	on-going

Executive Administrator _____

Group 1

C

Electrical energy consumption in District Facilities: this includes HVAC, lights, fans, computers, coffee makers, refrigerators, electric heaters, etc.

Reduce consumption by turning lights, fans, computers, etc. off when not in use. Reset the HVAC thermostats from 68 degrees heating/74 degrees cooling to 67/75, shutdown all non-essential HVAC equipment at nights and on weekends. Encourage staff to remove or share coffeepots, refrigerators, ovens, microwaves, etc.

Small impact on comfort levels in classrooms and offices. Staff may be unconvinced by sharing or removing kitchen type appliances. Could result in increased sales in Food Services.

Savings will only be achieved if everyone works together to reduce electrical consumption. We budget over \$400,000 for electricity and if we could reduce consumption by 5% the savings would be as follows:

02-03 \$5,000 ☒ one-time 03-04 _____ ☐ one-time
 _____ ☐ on-going _____ \$20,000 ☒ on-going

January, 2003

Group 1

Current Function(s) Provided:

Proposed Changes to Function(s):

Impact of Changes (based on criteria):

Savings Achieved (indicate how achieved; list positions, if applicable):

Amount of Savings:

Executive Administrator _____

FISCAL SERVICES MEMO

April 17, 2003

FROM: Lois B. Meyer, Director
Fiscal Services

SUBJECT: Summary of Proposed Budget Reductions in Fiscal Services—and the
Consequences

Cost Savings Proposals—no cut to permanent, classified staff:

Reduce Cashier Office hours to match those of Financial Aid
and Admissions and Records, Consequence here would be
less convenience to students. \$ 12,273.00

Cost Savings Proposals by eliminating permanent, classified staff:

In Fiscal Year 2000, Fiscal Services went through Institutional Review. During that time, it was noted that because of budget constraints in prior years, Fiscal Services was understaffed—"a significant staffing problem" was the way Instructional Review worded their concern. At that time we had three positions that had been vacant for two years and the Manager, Fiscal Operations was reassigned to the implementation of PeopleSoft—overtime worked was excessive and services provided were not up to the standards we would have liked them to be. It has taken the last three years for Fiscal Services to come back from this situation. If staffing is again cut, the services provided will be minimal—students and other departmental staff will not be served in a timely manner; the Fiscal staff will be overloaded and stressed.

Positions proposed to be eliminated and the consequences of the eliminations are:

Budget Technician \$ 71,222.00

This position is currently a member of CAST. When the person presently in the position retires, the position should be reclassified to a Senior Accounting Assistant. The cost of filling this position would be significantly lower than the \$71,222—salary and benefits would amount to \$43,506, saving the District \$27,716. If this position is not filled, budget transfers, increases, questions would not be done daily as they come into Fiscal Services. There would have to be a delay of at least a week. In addition, transfers necessary to post the payroll would be delayed.

Currently, payroll is posted within two weeks of being run—the removal of this position would add another week to ten days to the posting. This delay would mean that financial reports run by departments and categorical programs would not be up to date. Categoricals reporting to outside agencies would have a problem meeting their deadlines.

Staff needing assistance with their budgets, audits of their categorical reports being submitted and other budgetary help would not be served in a timely or in an efficient, thorough manner.

Senior Accounting Assistant \$ 43,507.00

The Senior Accounting Assistant position in the Cashier area being eliminated would cause a definite delay in serving the needs of the students. Students will have delays and long lines while paying their fees and receiving information about their fees; billings/invoices and student refunds would significantly be delayed. The Cashiering area would have to rely on work being performed by additional students given a tremendous level of responsibility—on a fiscally sound situation.

Senior Accounting Assistant (45%) \$ 16,169.00

The consequences of eliminating this position in Cashiering Services would be the same as those listed above, compounding the problems more severely. This position covers evening hours, which would have to be eliminated if this position were eliminated.

Fiscal Services Technician (45%) \$ 16,979.00

Again, the budgeting process, the payroll interface posting and the assistance to staff with budget problems/questions will be delayed not efficient.

The above proposed cuts to Fiscal Services amount to a 22% cut in staffing. In an area already experiencing a very heavy and demanding workload, these cuts would be catastrophic. During this Fiscal Year, the District will be implementing GASB 35 (Governmental Accounting Standards Board.) This Federal requirement will impart a **great** deal of additional workload on the staff of Fiscal Services.

The total savings in dollars if 22% of Fiscal Services staff were to be eliminated is \$147,877. The savings in dollars would not correspond to the lack of fiscal accountability lost by the elimination of these positions.

BUDGET REDUCTION PLAN

Department / Function: FISCAL SERVICES Plan #4

Current Function(s) Provided:

Fiscal Services is open from 7:00 a.m. to 7:00 p.m. Mondays through Thursdays and from 7:00 a.m. through 5: p.m. on Fridays. Staff is available to assist faculty, other staff, students and outside agencies during these times. Reports are generated as requested, training is given as requested, audits are performed as requested, etc. Fiscal Services' daily workload tasks include: payroll interface, student financial interface, all accounting, budgeting, general ledger posting and reconciliation, accounts payable and accounts receivable.

Proposed Changes to Function(s):

Fiscal Services has been asked to list 4 positions to potentially eliminate and has been instructed that the Functional Specialist for Student Finances that is currently vacant will not be filled.

Positions listed and ranked are:

Functional Specialist/Student Financials (currently vacant)

#1 Budget Technician (100%)

#4 Senior Accounting Assistant in Cashier area (100%)

#2 Senior Accounting Assistant in Cashier area (45%)

#3 Fiscal Services Technician in Budget area (45%)

Impact of Changes (based on criteria):

Eliminating the Functional Specialist for Student Finances will place an extraordinary burden on the Manager, Fiscal Operations as she will be forced to fill both positions. In addition, the Director, Fiscal Services is retiring and the Manager is being asked to be the Interim Director—this is placing the burden of filling three very vital and time-consuming positions on one individual.

Eliminating the Budget Technician and the Fiscal Services Technician in the Budget area will mean that less service/assistance will be available to staff in training, auditing and fiscal advice on budgeting and reporting for categoricals.

Eliminating the two positions in the Cashier area will force that area to close earlier and be less accessible to students. It will also mean that the area will depend more and more on student employees to handle the duties.

With the elimination of these 3.9 positions, Fiscal Services is being asked to reduce its staffing by 22%—this is an extremely high percentage of the staff and will greatly impact the services provided by Fiscal Services. It will also impose an unrealistic burden upon the staff remaining as the majority of the work performed in Fiscal Services is mandated by regulations and laws.

Savings Achieved (indicate how achieved; list positions, if applicable): Rates at 2003 amounts

<u>Position</u>	<u>Salary</u>	<u>Benefits</u>	<u>Totals</u>
Functional Specialist/SF (100%)	\$50,926	\$13,757	\$64,683
Budget Technician (100%)	\$56,758	\$14,464	\$71,222
Senior Accounting Asst (Cashier-100%)	\$32,042	\$11,465	\$43,507
Senior Accounting Asst (Cashier-45%)	\$14,419	\$ 1,750	\$16,169
Fiscal Services Technician(Budget-45%)	<u>\$15,141</u>	<u>\$ 1,838</u>	<u>\$16,979</u>
Totals—3.9 positions	\$169,286	\$43,274	\$212,560

Amount of Savings:

02-03 _____	<input type="checkbox"/> one-time	03-04 _____	<input type="checkbox"/> one-time
_____	<input type="checkbox"/> on-going	\$212,560	XX on-going

Executive Administrator Jerry R. Patton

FISCAL YEAR 2003 BUDGET REDUCTIONS PLAN #4
3/4/2003

Palomar College
IS Budget Reduction Plan
April, 2003

Estimated Savings						
Prty	Item	FY 2002-03		FY 2003-04		Impact
		One-time	On-going	One-time	On-going	
1	Decrease Utilities Budget		\$40,000		\$40,000	No service impact
2	Centralize Main Campus Servers			\$50,000	\$0	Department personnel lose autonomy and hands-on access to hardware
3	Eliminate IS Telecommunications Tech Position				\$60,000	Given the current budget constraints, impact will be minimal because requests for telecom changes will diminish. The future is IP telephony and the technical staff have the skills to support this technology
4	Eliminate IS Telephone Operator Services				\$90,000	Public relations impact because telephone customers will not have a person available to help them. HR will be impacted in order to keep the names file current. Helpdesk staff impacted because calls will be routed to them. More difficult for students to contact adjunct faculty by phone.
5	Eliminate IS Network Assistant Position				\$50,000	Reduction in level of technical support to address desktop computing and network services problems and hinder student lab configurations and installations. End user impacted by delay in response to problems and longer hardware/software downtimes
6	Eliminate IS Programmer Position				\$60,000	Loss of the programmer with the least amount of service would eliminate our MIS backup programmer and impact Project 8. Analysis, testing support, data and program troubleshooting of the PeopleSoft 8 application would be under supported within the Instructional area. SQL, Query and PeopleTools skills would diminish and the Project 8 would run longer
7	Replace Nextel Phones				\$6,000	Decline in level of service would impact desktop computing users. In order to maintain communications, technical staff would be required to carry both a pager and walkie-talkie
Total Estimate		\$0	\$40,000	\$50,000	\$266,000	

BUDGET REDUCTION PLAN

Department / Function: Information Services / Utilities Budget

Current Function(s) Provided: Long distance telephone services

Proposed Changes to Function(s): No change to functions or level of service. In June 2002, the College entered into a new 3-year agreement with AT&T for long distance telephone service under a special program offered to governmental agencies, including state colleges & universities.

Impact of Changes (based on criteria): No future impact only cost savings.

Savings Achieved (indicate how achieved; list positions, if applicable): The new contract is expected to achieve an estimated annual savings of \$40,000 in the following account:
580450-11-541100-65700-10-2003-0000000

Amount of Savings:

02-03	_____	one-time	03-04	_____	one-time
	<u>Estimate is \$40,000</u>	on-going		<u>Estimate is \$40,000</u>	on-going

Executive Administrator _____

BUDGET REDUCTION PLAN

Department / Function: Information Services / Computer Hardware Services

Current Function(s) Provided: IS currently maintains numerous computers to provide IT services districtwide and is recommending centralizing all main campus servers into the IS server room.

Proposed Changes to Function(s): Relocate all servers (estimated to be 12 or more) to the IS server room.

Impact of Changes (based on criteria): Loss of autonomy and hands-on access to server hardware.

Savings Achieved (indicate how achieved; list positions, if applicable): Centralizing servers would allow replacement of IS out-of-warranty servers without additional expense. Some of the labs have underutilized server power and centralization would allow those with excess power to be shared with labs that need more power without purchasing additional servers. Centralization would also provide the following benefits:

- Decrease maintenance costs
- Reduce electrical power usage
- Free space for other purposes

Amount of Savings:

02-03	_____	one-time	03-04	<u>Estimate is \$50,000</u>	one-time
	_____	on-going		_____	on-going

Executive Administrator _____

BUDGET REDUCTION PLAN

Department / Function: Information Services / Telephone Support

Current Function(s) Provided: The Telecommunications Technician position provides telephone repairs and cable installation services.

Proposed Changes to Function(s): Eliminate the functions provided by the Telecommunications Technician position.

Impact of Changes (based on criteria): With the current budget constraints telephone adds/moves and changes will be minimal and the IS technical staff can provide support for telephone and data cable installation. Also, all immediate and necessary telephone repairs are available under the Quintron PBX maintenance contract. Long term, implementation of Voice over IP technology will eliminate telephone operators, telephone cable, and the PBX.

Savings Achieved (indicate how achieved; list positions, if applicable): Salary and benefits from elimination of the IS Telecommunications Technician position

Amount of Savings:

02-03	_____	one-time	03-04	_____	one-time
	_____	on-going		<u>Estimate is \$60,000</u>	on-going

Executive Administrator _____

BUDGET REDUCTION PLAN

Department / Function: Information Services/ Telephone Operator Services

Current Function(s) Provided: IS provides personal telephone operator service from 8am to 6pm daily. In order to provide this level of service two (2) operator positions are required.

Proposed Changes to Function(s): Eliminate personal telephone operator service and use the automated attendant system to route calls. Eventually, implementation of Voice over IP service campus wide will eliminate the need for operator positions.

Impact of Changes (based on criteria): Telephone customers will be annoyed because no personal communications will be available.

Savings Achieved (indicate how achieved; list positions, if applicable): Eliminate the Telephone Operators budget which includes the following:

- Two positions
- \$850 in expenses

Amount of Savings:

02-03	_____	one-time	03-04	_____	one-time
	_____	on-going		<u>Estimate is \$90,000</u>	on-going

Executive Administrator _____

BUDGET REDUCTION PLAN

Department / Function: Information Services / Technical Support

Current Function(s) Provided: IS provides technical support for desktop computing and faculty, staff and 70% of the student labs.

Proposed Changes to Function(s): Eliminate a technician position.

Impact of Changes (based on criteria): Reduction in level of IS technical support service and contradiction to recommendation to assume full responsibility for all student labs.

Savings Achieved (indicate how achieved: list positions, if applicable): Elimination of one IS Network Assistant position.

Amount of Savings:

02-03	_____	one-time	03-04	_____	one-time
	_____	on-going		<u>Estimate is \$50,000</u>	on-going

Executive Administrator _____

BUDGET REDUCTION PLAN

Department / Function: Information Services / Programming Support

Current Function(s) Provided: IS provides programming support for the college's administrative systems, including the PeopleSoft applications.

Proposed Changes to Function(s): Eliminate dedicated programmer support for the Financial Aid component of the PeopleSoft application. Due to regulatory constraints, this module cannot be customized and the technical support requirements could be readily transferred to another programmer.

Impact of Changes (based on criteria): Minor impact to the Financial Aid office, but overall impact could cause a delay in the completion of Project 8.

Savings Achieved (indicate how achieved; list positions, if applicable): Elimination of one IS Programmer position.

Amount of Savings:

02-03	_____	one-time	03-04	_____	one-time
	_____	on-going		<u>Estimate is \$60.000</u>	on-going

Executive Administrator _____

BUDGET REDUCTION PLAN

Department / Function: Information Services / Technical Support

Current Function(s) Provided: IS uses Nextel cell phones to communication with staff when they are out of the office. The network technicians work throughout the district during the workday and the programmers need to be reached during off-hours, i.e. weekends, holidays, etc. Nextel phones are the only ones that provide both direct connect (similar to walkie-talkie) and cell service in the same unit. The direct connect service is used during the workday and cell service is used for off-hour communications.

Proposed Changes to Function(s): The Nextel phones could be replaced with pagers and walkie-talkies.

Impact of Changes (based on criteria): Staff would be required to carry 2 or 3 devices (pager, walkie-talkie, and personal cell phone) in order to maintain communications. Otherwise, it will take longer to respond to technical issues and cause a decline in service-level.

Savings Achieved (indicate how achieved; list positions, if applicable): The savings would be achieved by eliminating the Nextel phones and purchasing pagers and walkie-talkies.

Amount of Savings:

02-03	_____	one-time	03-04	_____	one-time
	_____	on-going		<u>Estimate is \$6,000</u>	on-going

Executive Administrator _____

BUDGET REDUCTION PLAN

Department / Function: Payroll Services

Current Function(s) Provided:

Payroll Services; Voluntary and Statutory Deductions; Leave Accruals; Retirement Management; Salary Schedules; Levies/Garnishments/Withholding Orders; W-2s & W-3s; Quarterly and Annual Reporting; Departmental Budget; PeopleSoft Payroll/HRMS System; Employment Verifications & Audits; Direct Deposits; Payment to Vendors; Tax Withholding & Remittance; Collection of Salary Overpayments; Board Reports; County Reporting of warrants issued; Administration of Tax-Sheltered Annuities; Auditing and Posting Time Worked; Printing of Checks & Reports; File Management; Design & Maintenance of Payroll's Web Page.

Proposed Changes to Function(s):

- **Charge for duplicate check stubs and duplicate W-2s** – Anticipated Annual Revenue \$1,000
 - Impact: employees will pay for documents that are currently free.
- **Charge employees to duplicate their payroll files** - Anticipated Annual Revenue \$100
 - Impact: employees will pay for documents which are currently free of charge.
- **As authorized by law, begin charging a 'Garnishment' processing fee** – Anticipated Annual Revenue \$500
 - Impact: employees will pay for a service which is currently free.
- **Cut back on supply expenses** - Annual savings to be realized \$3,000
 - Impact: payroll staff will make every effort to reduce supply usage exploring every possible avenue to economize.
- **Discontinue mailing of hourly paychecks – will need to be distributed through the Cashier's Window, Mailroom or HR** – Annual savings to be realized \$5,700
 - Impact: employees will be inconvenienced by having to pick-up their checks; whereas now, they are delivered to their mailing addresses.
- **Replace District-paid student worker with work study employee** - Annual savings to be realized \$10,000
 - Impact: Payroll Services will have to rely on Work Study employees for its record retention needs.
- **Eliminate most overtime compensation** - Annual savings to be realized \$3,000
 - Impact: payroll staff needing to work overtime will have to be granted compensatory time-off instead of remuneration.
- **Close Payroll Services on Fridays** - Annual savings to be realized \$200

- Impact: some pay dates will need to be changed to the Thursday before, and office will only be opened Monday through Thursday, inconveniencing employees who need services on Fridays.
- **Fold and stuff all paychecks** (instead of having the Mail Center do it for us) - Annual savings to be realized \$630
 - Impact: self-explanatory

Savings Achieved (indicate how achieved; list positions, if applicable):

Amount of Savings:

02-03 \$6,000

☒ one-time

☐ on-going

03-04 \$24,130

☒ one-time

☐ on-going

Executive Administrator Jerry Patton

BUDGET REDUCTION PLAN

Department / Function: Administrative Services

Current Function(s) Provided: Funds for Student Wages/Hourly; District Wide Budget Problems; Individual Departmental Budget Problems

Proposed Changes to Function(s): Eliminate

Impact of Changes (based on criteria): In prior years, funds were used to assist budgets in trouble. Any unused funds dropped into ending fund balances. Proposal would eliminate majority of funds – no assistance for budgets in trouble or unfunded issues/maintenance failures/problems, etc.

Savings Achieved (indicate how achieved; list positions, if applicable):

Zero out of budget.

Amount of Savings:

02-03 _____ ☐ one-time
 _\$110,000_____ ☐ on-going

03-04 _____ ☐ one-time
 _\$110,000_____ ☐ on-going

Executive Administrator: Jerry Patton



BUDGET REDUCTION PLAN

DEPARTMENT/FUNCTION: HUMAN RESOURCE SERVICES

CURRENT FUNCTION(S) PROVIDED:

Employer/Employee Relations, Employment Services, Health Benefits, Employee Records, Adjunct Faculty Hiring, Short-Term/Hourly Employee Hiring, all other general human resource components.

PROPOSED CHANGES TO FUNCTION(S):

- Combine Human Resources and Payroll Functional Specialist Position
- Employment Services reduced by 1.5 FTE

IMPACT OF CHANGES (BASED ON CRITERIA):

With the elimination of 1.5 FTE in Employment Services, efficiencies will be affected and additional time will be requested to perform all employment services functions.

Combining of the HR and Payroll Functional Specialists positions will result in reduced services to both Human Resource Services and Payroll. All functions will be accommodated, it will take more time.

The reduction of budget dollars from the 400010 and 500010 accounts will mean that there will be fewer dollars available to run the HR department.

SAVINGS ACHIEVED (INDICATE HOW ACHIEVED; LIST POSITIONS, IF APPLICABLE):

<u>Item</u>	<u>Savings</u>
Combine HR and Payroll Functional Specialists Positions	\$ 62,500
Reduce 400010 and 500010 budget accounts	22,000
Eliminate Employment Services Position 50% (CCCSAT funded)	(26,056)
Eliminate Office Specialist position in Employment Services (100%)	36,746
	<u>\$121,246</u>

AMOUNT OF SAVINGS:

- 2002-2003 - \$15,000 ONE-TIME
- 2003-2004 - \$121,246 ON-GOING SAVINGS

EXECUTIVE ADMINISTRATOR:

Dr. Jack Miyamoto
Assistant Superintendent/Vice President
Human Resource Services

	A	B	C	D	E	F	H
1		Palomar College	1	O			
2		Considerations for Budget Reductions - FY02-03 and 03-04	T	n			
3		FY03-04	i	g			
4		Source	m	n		Amount	Subtotals
5		Instruction	e				
6		Accreditation		X		\$ 125,000	
7		Dental Assisting - 4000 - ongoing 02-03		X		\$ 800	
8		Liaison between Child Development Dept & CCCtr ** - ongoing 02-03		X		\$ 4,300	
9		Planetarium Director * - ongoing 03-04		X		\$ 10,715	
10		Math Faculty Positions Funded for 03-04 less hourly backfill - ongoing		X	2	\$ 101,440	
11		Public Safety 6000 (one-time) 02-03	X			\$ 7,500	
12		AJ 6000 - ongoing 02-03		X		\$ 6,700	
13		Fire 6000 - ongoing 02-03		X		\$ 1,651	
14		Business Faculty Position Funded for 03-04 less hourly backfill - ongoing		X		\$ 50,720	
15							\$ 308,826
16							
17		Lottery - Instructional Supplies					
18		2002-03 Lottery AL Division - one-time	X			\$ 13,494	
19		2002-03 Lottery CT Division - one-time	X			\$ 3,000	
20		2002-03 Lottery HAS Division - one-time	X			\$ 17,000	
21		2002-03 Lottery MBCS Division - one-time	X			\$ 15,000	
22		2002-03 Lottery MNHS Division - one-time	X			\$ 9,000	
23		2002-03 Lottery Instructional Supplies (add'l) - one-time	X			\$ 11,830	
24		2003-04 Lottery - Instructional Supplies	X			\$ 300,000	
25							\$ 369,324
26		Designated					
27		2002-03 ROP overhead Instruction - one-time	X			\$ 19,106	
28		2003-04 ROP overhead Instruction - one-time	X			\$ 15,000	
29		Bulletin board Escondido	X			\$ 795	
30		Innovation fund Performing Arts	X			\$ 13,379	
31		2002-03 Catalog 1/3 Instruction - one-time	X			\$ 4,876	
32							\$ 53,156
33		Unrestricted Supplies and Printing					
34		2002-03 Supplies & Printing AL Division - one-time	X			\$ 18,000	
35		2002-03 Supplies & Printing Centers - one-time	X			\$ 3,000	
36		2002-03 Supplies & Printing CT Division - one-time	X			\$ 20,000	
37		2002-03 Supplies & Printing HAS Division - one-time	X			\$ 24,000	
38		2002-03 Supplies & Printing MBCS Division - one-time	X			\$ 20,100	
39		2002-03 Supplies & Printing MNHS Division - one-time	X			\$ 20,000	
40		2002-03 Supplies & Printing Instruction - one-time	X			\$ 20,000	
41		2003-04 Supplies & Printing AL Division - one-time	X			\$ 18,000	
42		2003-04 Supplies & Printing CT Division - one-time	X			\$ 20,000	
43		2003-04 Supplies & Printing HAS Division - one-time	X			\$ 33,000	
44		2003-04 Supplies & Printing MBCS Division - one-time	X			\$ 17,900	
45		2003-04 Supplies & Printing MNHS Division - one-time	X			\$ 21,500	
46							\$ 235,500
47		Short Term and Hourly Budgets					
48		2002-03 Hourly Centers - one-time	X			\$ 22,000	
49		2002-03 Student Hourly AL Division - one-time	X			\$ 15,000	
50		2002-03 Student Hourly HAS Division - one-time	X			\$ 3,000	
51		2002-03 Student Hourly MBCS Division - one-time	X			\$ 9,500	
52		2003-04 Student Hourly AL Division		X		\$ 5,000	
53		2003-04 Student Hourly HAS Division - one-time	X			\$ 10,000	
54		2003-04 Student Hourly MBCS Division - one-time	X			\$ 10,000	
55		Math Center 1000, 2000, 3000 hourly	X			\$ 7,500	
56		Public Safety 2000 hourly		X		\$ 4,238	
57		AJ 2000 hourly		X		\$ 11,542	
58		Fire 2000 hourly		X		\$ 5,750	
59							\$ 103,530

	A	B	C	D	E	F	H
1		Palomar College	1	O			
2		Considerations for Budget Reductions - FY02-03 and 03-04	T	n			
3		FY03-04	m	i			
4		Source	e	n		Amount	Subtotals
60		Contract Positions 2003-04 unless otherwise noted					
61		Manager, Community Education - Vacant as of July 1, 2003		X	1	\$ 74,978	
62		2003-04 Instr. Support Asst II - Nursing Vacant as of March 28, 2003		X	0.16	\$ 5,004	
63		2002-03 Instr. Support Asst II - Nursing 2 months salary	X			\$ 900	
64		ATG Instr. Computer Lab Tech. to Instr. Support Asst. I		X	1	\$ 9,243	
65		PE Trainer 30% to Athletic Equipment Asst.		X	0.3	\$ 3,822	
66		Instructional Support Asst I - ESL (Reduction from 1.0)		X	0.5	\$ 20,868	
67		Ed Center Assistant - Camp Pendleton		X	1	\$ 40,323	
68		Media Equipment Technician - Library/Media		X	1	\$ 49,184	
69		Instructional Support Asst III - Art		X	1	\$ 58,809	
70		Training Officer - Public Safety/Police Acad (2 at 0.45 ea)		X	0.9	\$ 35,924	
71		Instr Computer Lab Technician - Camp Pendleton		X	1	\$ 52,000	
72							\$ 351,055
73							
74		Total				\$1,421,391	\$ 1,421,391
75		* negotiable item funding to come from Planetarium fees rather than general fund					
76		** funding to come from Child Care Center funds rather than general fund					

BUDGET REDUCTION PLAN

Department / Function: Instructional Support Assistant I, English as a Second Language

Current Function(s) Provided:

Provides assistance in the routine preparation of materials for instructors including setting up demonstrations and software for instruction in the ESL computer lab. Provides assistance to students in the use of computer equipment and software.

Proposed Changes to Function(s):

Reduce to 50 %

Impact of Changes (based on criteria):

Possible reduction in open lab hours and services to students.

Savings Achieved (indicate how achieved; list positions, if applicable):

Reduce Instructional Support Assistant I from 100 % to 50 %.

Amount of Savings:

02-03	_____	<input type="checkbox"/> one-time	03-04	_____	<input type="checkbox"/> one-time
	_____	<input type="checkbox"/> on-going		\$20,868	X on-going

Executive Administrator _____

BUDGET REDUCTION PLAN

Department / Function: Camp Pendleton Education Center, Education Center Assistant 100%

Current Function(s) Provided: Perform a variety of clerical functions supporting the operations of and assigned education center; to provide information to students and assist in registration procedures; and to provide assistance to education center instructors and staff.

Proposed Changes to Function(s): Eliminate the position.

Impact of Changes (based on criteria):

Other center staff members (Education Center Specialist and Education Center Coordinator) will fulfill the duties. Management will develop new processes to minimize the impact to students.

Savings Achieved (indicate how achieved; list positions, if applicable):

Eliminating this position will save the District \$40,322.49 per year in salary and benefits.

Amount of Savings:

02-03	_____	one-time	03-04	_____	one-time
	_____	on-going		\$40,322.49	X on-going

Executive Administrator _____

BUDGET REDUCTION PLAN

Department / Function: Media Equipment Technician – Library/Audio Visual

Current Function(s) Provided: Perform detailed and complex repairs to AV equipment; assist in the scheduling, distribution and operation of AV equipment; duplicate college television class tapes; and instruct staff and students in the use of AV equipment

Proposed Changes to Function(s): Eliminate one position

Impact of Changes (based on criteria): Reduced services to faculty, staff, and students. Remaining AV staff will have to change work hours. Some of the adverse impact can be offset by placing equipment permanently in classrooms.

Savings Achieved (indicate how achieved; list positions, if applicable): One position

Amount of Savings:

02-03	<input type="checkbox"/> one-time	03-04	<input type="checkbox"/> one-time
	<input type="checkbox"/> on-going	\$49,184	<input checked="" type="checkbox"/> on-going

Executive Administrator _____

January, 2003

April 10, 2003

TO: STRATEGIC PLANNING COUNCIL

FROM: Mr. Joseph L. Madrigal 
Vice President of Student Services

SUBJECT: Proposed Budget Reductions, Student Services, 2003/04

The attached list of proposed budget reductions in Student Services for 2003/04 is hereby forwarded to the Strategic Planning Council. These reductions were reviewed by the Student Services Planning Council during its regular meetings on March 19th, April 2nd and April 9th, 2003. The following concerns pertaining to these budget reductions have been expressed by the Student Services Planning Council members and Student Services staff:

- The reductions in staff positions are directed mainly at the classified staff.
- The EOP&S and DSP&S programs have been earmarked for budget cuts that, if realized, will significantly impact the level of services provided to their students. (It is important to note that these categorical programs budget cuts are not part of the college's general fund)
- The reductions in Counseling / Matriculation are also disproportionate in comparison to the college wide general fund cuts. In addition to the cuts mentioned on the attached pages, an approximate total of \$300,000 has been taken from Counseling hourly to backfill for the EOP&S and DSP&S counselors.
- Other budget areas, independent of employee positions, should be considered before any staff positions are reduced / eliminated. (e.g. – staff furloughs, contract reductions, pay cuts, matrix freeze, reduction in health benefits, SERP, sabbaticals, etc.)
- Each manager, following consultation with staff, has been asked to develop a priority list identifying the order of cuts to be restored should the college be in such a position to do so. Statements justifying the restoration of cuts should include the rationale for restoration and the impact on students.

The Deans / Directors have prioritized the reductions in terms of importance given any budget restorations.

JLM:dg

CONSIDERATIONS FOR BUDGET REDUCTIONS - FISCAL YEAR 2003 / 04
STUDENT SERVICES
UNRESTRICTED FUNDS

Priority	Area	Reduction	Cost Savings Achieved
	Student Services	Classified Hourly	\$1,000
	Student Support Programs	Dean, Student Support Programs	\$25,000 (Net Effect)
		Sr. Administrative Secretary (1.0 FTE)	\$49,842
		4000 – 5000 – 6000	\$47,700
	Counseling & Matriculation *Earlier this Spring semester, an approximate total of \$300,000 of Counseling hourly 2003/04 funds was approved as a backfill to the proposed EOPS/DSPS contract counselor salaries budget reductions – Priority 1	Transfer Education Advisor (.45 FTE)	\$17,507
		Career Center Advisor (.45 FTE – vacant)	\$17,507
		Career Center - Classified Student Hourly	\$ 4,000
		Reconfigure Counseling Services Supervisor	\$64,577
		Outreach – PEERS	\$10,000
		Counseling - Classified Student Hourly	\$32,212
		PEERS Program	\$13,450
	Financial Aid & Scholarships	Classified Student Hourly	\$ 2,800
		Financial Aid Specialist (1.0 FTE -vacant)	\$41,566
		Financial Aid Systems Module Functional Specialist (1.0 FTE – vacant)	\$58,220
		4000 – 5000 – 6000	\$17,546
	Enrollment Services	Admissions Assistant (.50 FTE)	\$20,000
		Administrative Secretary (1.0 FTE)	\$47,810
	Athletics	Office Specialist (.45 FTE)	\$15,244
		Classified Hourly	\$ 5,000
		4000 – 5000 – 6000	\$25,000
	Tutorial Services	Reduce academic year hourly tutoring	\$25,000
		Eliminate summer tutoring	\$ 6,000
(7.85 FTE Classified) TOTAL			\$546,981

April 10, 2003

TO: STRATEGIC PLANNING COUNCIL

FROM: Mr. Joseph L. Madrigal
Vice President of Student Services

SUBJECT: Proposed Budget Reductions, Student Services, 2003/04

The attached list of proposed budget reductions in Student Services for 2003/04 is hereby forwarded to the Strategic Planning Council. These reductions were reviewed by the Student Services Planning Council during its regular meetings on March 19th, April 2nd and April 9th, 2003. The following concerns pertaining to these budget reductions have been expressed by the Student Services Planning Council members and Student Services staff:

- The reductions in staff positions are directed mainly at the classified staff.
- The EOP&S and DSP&S programs have been earmarked for budget cuts that, if realized, will significantly impact the level of services provided to their students. (It is important to note that these categorical programs budget cuts are not part of the college's general fund)
- The reductions in Counseling / Matriculation are also disproportionate in comparison to the college wide general fund cuts. In addition to the cuts mentioned on the attached pages, an approximate total of \$300,000 has been taken from Counseling hourly to backfill for the EOP&S and DSP&S counselors.
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- Each manager, following consultation with staff, has been asked to develop a priority list identifying the order of cuts to be restored should the college be in such a position to do so. Statements justifying the restoration of cuts should include the rationale for restoration and the impact on students.

The Deans / Directors have prioritized the reductions in terms of importance given any budget restorations.

JLM:dg

CONSIDERATIONS FOR BUDGET REDUCTIONS - FISCAL YEAR 2003 / 04
STUDENT SERVICES
UNRESTRICTED FUNDS

ority	Area	Reduction	Cost Savings Achieved
5	Student Services	Classified Hourly	\$1,000
4	Student Support Programs	Dean, Student Support Programs	\$25,000 (Net Effect)
4		Sr. Administrative Secretary (1.0 FTE)	\$49,842
4		4000 – 5000 – 6000	\$47,700
3	Counseling & Matriculation *Earlier this Spring semester, an approximate total of \$300,000 of Counseling hourly 2003/04 funds was approved as a backfill to the proposed EOPS/DSPS contract counselor salaries budget reductions – Priority 1	Transfer Education Advisor (.45 FTE)	\$17,507
2		Career Center Advisor (.45 FTE – vacant)	\$17,507
5		Career Center - Classified Student Hourly	\$ 4,000
2		Reconfigure Counseling Services Supervisor	\$64,577
4		Outreach – PEERS	\$10,000
3		Counseling - Classified Student Hourly	\$32,212
4		PEERS Program	\$13,450
3	Financial Aid & Scholarships	Classified Student Hourly	\$ 2,800
1		Financial Aid Specialist (1.0 FTE -vacant)	\$41,566
1		Financial Aid Systems Module Functional Specialist (1.0 FTE – vacant)	\$58,220
2		4000 – 5000 – 6000	\$17,546
2	Enrollment Services	Admissions Assistant (.50 FTE)	\$20,000
2		Administrative Secretary (1.0 FTE)	\$47,810
1	Athletics	Office Specialist (.45 FTE)	\$15,244
3		Classified Hourly	\$ 5,000
2		4000 – 5000 – 6000	\$25,000
2	Tutorial Services	Reduce academic year hourly tutoring	\$25,000
1		Eliminate summer tutoring	\$ 6,000
(7.85 FTE Classified) TOTAL			\$546,981

CONSIDERATIONS FOR BUDGET REDUCTIONS - FISCAL YEAR 2003 / 04
STUDENT SERVICES
RESTRICTED FUNDS

Priority	Area	Reduction	Cost Savings Achieved
2	EOP&S	EOPS/CARE Supervisor (1.0 FTE)	\$63,183
2		EOPS/CARE Staff Aide (1.0 FTE)	\$46,794
2		EOPS/CARE Staff Assistant (1.0 FTE – vacant)	\$45,838
3		EOPS/CARE Outreach Tech (.45 FTE)	\$15,219
1		EOPS/CARE Office Specialist (.45 FTE)	\$18,918
1		EOPS/CARE Office Specialist (.45 FTE)	\$12,563
4		Reduce Tutorial Salaries	\$ 4,601
4		Reduce hourly EOPS counseling	\$33,418
4		Reduce classified / student hourly	\$36,587
5		Reduce discretionary costs	\$25,000
2	DSP&S	Instructional Support Asst III (1.0 FTE)	\$50,190
2		Instructional Support Asst I (.45 FTE)	\$14,149
2		Disabled Student Assistant (.45 FTE)	\$14,149
1		Staff Aide (1.0 FTE)	\$53,756
5		Reduce hourly counseling	\$39,571
4		Reduction – supplies	\$ 2,912
4		Reduction – equipment	\$ 3,750
5		Reduce hourly instruction	\$ 2,279
4		Reduce 4000 – 5000	\$ 6,352
3		Eliminate student hourly / short term	\$52,773
	Matriculation *This reduction will not affect existing staff levels	6000 account	\$126,482
(4.35 FTE - Classified) EOP&S (2.90 FTE – Classified) DSP&S Matriculation			EOP&S – \$302,121 DSP&S – \$239,881 Matriculation - \$126,482
Including the backfill from counseling hourly to EOPS/DSPS contract counselors' salaries, the total cuts in Student Services is approximately \$892,061 for 2003/04 from unrestricted funds.			UNRESTRICTED - \$546,981 RESTRICTED - \$668,484
GRAND TOTAL			

CONSIDERATIONS FOR BUDGET REDUCTIONS - FISCAL YEAR 2003 / 04
STUDENT SERVICES
RESTRICTED FUNDS

Priority	Area	Reduction	Cost Savings Achieved
	EOP&S	EOPS/CARE Supervisor (1.0 FTE)	\$63,183
		EOPS/CARE Staff Aide (1.0 FTE)	\$46,794
		EOPS/CARE Staff Assistant (1.0 FTE – vacant)	\$45,838
		EOPS/CARE Outreach Tech (.45 FTE)	\$15,219
		EOPS/CARE Office Specialist (.45 FTE)	\$18,918
		EOPS/CARE Office Specialist (.45 FTE)	\$12,563
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	DSP&S	Instructional Support Asst III (1.0 FTE)	\$50,190
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(4.35 FTE - Classified) EOP&S (2.90 FTE – Classified) DSP&S Matriculation			EOP&S – \$302,121 DSP&S – \$239,881 Matriculation - \$126,482
*Adding the backfill from counseling hourly to EOPS/DSPS contract counselors' salaries, the total cuts in Student Services is approximately \$892,061 for 2003/04 from unrestricted funds.			UNRESTRICTED - \$546,981 RESTRICTED - \$668,484
GRAND TOTAL			

BUDGET REDUCTION PLAN

Department / Function:

STUDENT SERVICES

Current Function(s) Provided:

Vacant – we do not currently have a classified hourly employee employed in the Student Services Office.

Proposed Changes to Function(s):

Impact of Changes (based on criteria):

Savings Achieved (indicate how achieved; list positions, if applicable):

Eliminate classified hourly funding

Approximately \$1,000

02-03 _____ ☐ one-time
_____ ☐ on-going

03-04 _____ ☐ one-time
_____ \$1,000 ☒ on-going

Executive Administrator



BUDGET REDUCTION PLAN

Department / Function:

STUDENT SUPPORT PROGRAMS

Current Function(s) Provided:

Provide administrative oversight, direction and evaluation of Student Support Program staff and services. Areas of oversight responsibility include Health Services, Financial Aid, EOP&S, DSP&S, TRIO Programs, Tutorial Program, SSS/TRIO, and GFSSP.

Proposed Changes to Function(s):

These functions (Programs and Services) will be reassigned to existing managers/staff in Student Services under a reorganization plan.

Impact of Changes (based on criteria):

Increased workload for existing managers/staff in Student Services

Savings Achieved (indicate how achieved; list positions, if applicable):

Eliminate Dean, Student Support Programs, position	Approximately \$25,000
Eliminate Senior Administrative Secretary position (1.0 FTE)	Approximately 49,842
Eliminate 4000-5000-6000 annual budget	Approximately 47,700

02-03

☐

one-time

03-04

☐

one-time

☐

on-going

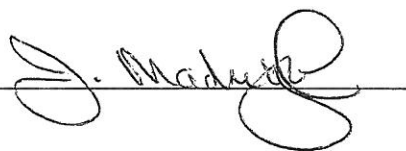
_____ \$122,542

☒

on-going

Executive Administrator

January, 2003



BUDGET REDUCTION PLAN

Department / Function: TRANSFER CENTER

Current Function(s) Provided:

A 45% Transfer Education Advisor position has been assisting students in the Transfer Center.

Proposed Changes to Function(s):

This position will be eliminated in 2003-04

Impact of Changes (based on criteria):

There will be a reduction in services to students in the Transfer Center. However, by moving the Transfer Center staff into the Counseling area of the Student Services Building cross training can provide some assistance to needed coverage

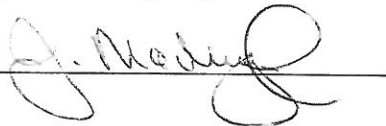
Savings Achieved (indicate how achieved; list positions, if applicable):

The 45% position costs approximately \$15,578 per year plus \$1,929 in benefits.

Amount of Savings:

02-03	_____	<input type="checkbox"/> one-time	03-04	<u>\$17,507</u>	<input checked="" type="checkbox"/> one-time
	_____	<input type="checkbox"/> on-going		_____	<input type="checkbox"/> on-going

Executive Administrator



BUDGET REDUCTION PLAN

Department / Function:

CAREER CENTER

Current Function(s) Provided:

A 45% Career Services Advisor position has been assisting students in the Career Center.

A student hourly worker is also on staff to help with the Career Search Class.

Proposed Changes to Function(s):

The 45% Career Services Advisor position has been recently vacated and the position will be eliminated.

The student hourly position has been shifted to Matriculation funding.

Impact of Changes (based on criteria):

There will be a reduction in services to students in the Career Center. However, by moving the Transfer Center staff into the Counseling area of the Student Services Center, cross training can provide some assistance to needed coverage.

Savings Achieved (indicate how achieved; list positions, if applicable):

Eliminate the 45% Career Services Advisor position (.45 FTE)	Approximately \$17,507
--	------------------------

The student hourly savings each year	Approximately 4,000
--------------------------------------	---------------------

02-03 \$12,293 ☒ one-time
 ☐ on-going

03-04 _____ ☐ one-time
 \$21,507 _____ ☒ on-going

Executive Administrator

J. MacLige

BUDGET REDUCTION PLAN

Department / Function:

COUNSELING SERVICES SUPERVISOR

Current Function(s) Provided:

This position was created with funds removed from the Adjunct hourly account to supervise all of the classified staff in the Counseling Division.

Proposed Changes to Function(s):

This position will not be filled. Some of the duties will be assigned to an existing lower level supervisor.

Impact of Changes (based on criteria):

There will be minimal impact on services in 2002-03. Adjunct hours will need to be reduced in 2003-04. Counselors will reduce meeting times and work more flexible hours to cover this reduction.

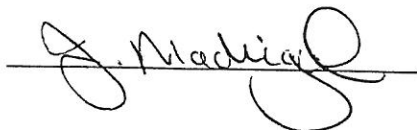
Savings Achieved (indicate how achieved; list positions, if applicable):

In 2002-03, \$26,907 moved from the Adjunct Hourly budget to fund this position for five months. The on-going savings: Approximately \$64,577

02-03 _____ ☐ one-time
_____ ☐ on-going

03-04 _____ ☐ one-time
_____ \$64,577 ☒ on-going

Executive Administrator



January, 2003

BUDGET REDUCTION PLAN

Department / Function:

PEER AMBASSADOR PROGRAM

Current Function(s) Provided:

Every semester approximately 20 students are trained and paid to visit local feeder high schools and provide information about Palomar College programs to high school students. The Peers also assist with directing students during busy times (beginning of the semester).

Proposed Changes to Function(s):

Reduce the number of Peers supported in 2002-03.
Eliminate the Peers Program in 2003-04.

Impact of Changes (based on criteria):

Although this program performs a "School Relations" function, the activities border on outreach. The actual outreach activities will be eliminated for 2003-04.

Savings Achieved (indicate how achieved; list positions, if applicable):

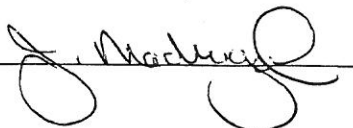
Support for this program has been \$13,450.

For 2003-04, outreach expenditures will be reduced by \$10,000.

02-03 _____ ☐ one-time
_____ ☐ on-going

03-04 _____ ☐ one-time
_____ \$23,450 ☒ on-going

Executive Administrator



BUDGET REDUCTION PLAN

Department / Function:

**GENERAL COUNSELING -
STUDENT / CLASSIFIED HOURLY**

Current Function(s) Provided:

Students assist staff at the front desk on a regular basis. Classified hourly assist staff during busy times and function as replacements when contract staff are out for extended periods of time.

Proposed Changes to Function(s):

Reduce this account by \$20,000 in 2002-03

Eliminate all funds from this account in 2003-04 which equals \$28,212 plus benefits of approximately \$4,000.

Impact of Changes (based on criteria):

The Counseling front desk will have less coverage and the division will be short handed when there are staff absences and vacancies. However, with the Transfer Center moving into the Student Services Center, some cross training can occur so that remaining staff can cover for each other.

Savings Achieved (indicate how achieved; list positions, if applicable):

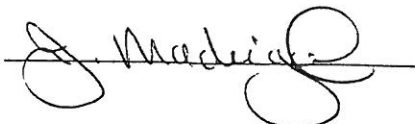
Eliminate Student / Classified Hourly staff

Approximately \$32,212

02-03 \$20,000 ☒ one-time
 ☐ on-going

03-04 ☐ one-time
\$32,212 ☒ on-going

Executive Administrator



January, 2003

BUDGET REDUCTION PLAN

Department / Function:

FINANCIAL AID & SCHOLARSHIPS

Current Function(s) Provided:

Administrative of federal, state, and institutional financial aid and Foundation and private scholarship programs.

Proposed Changes to Function(s):

2003-04 employment freeze on vacant Financial Aid Specialist position. Note: Employee resignation effective 2/17/03 with salary/benefits savings for the remainder of 2002-03.

Eliminate student hourly.

Impact of Changes (based on criteria):

Reduction of services provided to students and other departments by reducing the number of Financial Aid Specialists from five (5) to four (4) in the San Marcos Financial Aid Office. This will result in slower turnaround time for data entry and paperwork processing of financial aid and scholarship applications.

Savings Achieved (indicate how achieved; list positions, if applicable):

Freeze Financial Aid Specialist position – Range 20, step 1

District Funds \$14,887

PFE Funds 26,679

Approximately \$41,566

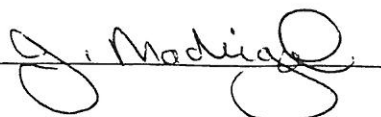
Eliminate student hourly \$ 2,800

Approximately \$ 2,800

02-03 \$13,740 ☒ one-time
 ☐ on-going

03-04 \$44,366 ☒ one-time
 ☐ on-going

Executive Administrator



January, 2003

BUDGET REDUCTION PLAN

Department / Function:

FINANCIAL AID & SCHOLARSHIPS

Current Function(s) Provided:

Administrative of federal, state, and institutional financial aid and Foundation and private scholarship programs.

Proposed Changes to Function(s):

2003-04 employment freeze on vacant Financial Aid Systems Module Functional Specialist.

Impact of Changes (based on criteria):

Reduction of services provided to students and other departments by the continued "working-out-of-class" status for two (2) Financial Aid Advisors to maintain PeopleSoft 7.6 and implement PeopleSoft 8.0. Note: It is critical that as long as the position is not filled, the Financial Aid and Scholarship Office must continue to have the two (2) Financial Aid Advisors perform the duties and be compensated accordingly.

Savings Achieved (indicate how achieved; list positions, if applicable):

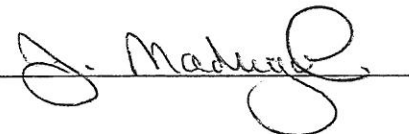
Financial Aid Systems Module Functional Specialist – Range 39, step 1

Salary/Benefits \$64,682
Minus Out-of-Class 6,461
Total Approximately \$58,220

02-03 _____ ☐ one-time
_____ ☐ on-going

03-04 \$58,220 ☒ one-time
_____ ☐ on-going

Executive Administrator



BUDGET REDUCTION PLAN

Department / Function:

FINANCIAL AID & SCHOLARSHIPS

Current Function(s) Provided:

Administrative of federal, state, and institutional financial aid and Foundation and private scholarship programs.

Proposed Changes to Function(s):

2003-04 elimination of district funded operational 4000 and 5000 accounts (travel, postage, printing, supplies, etc.). Move toward full implementation of e-mail communication to students.

Impact of Changes (based on criteria):

Reduction of services provided to students and other departments by providing very minimal communications, informational materials. Heavy reliance on students and other departments to obtain information on the financial aid and scholarship website, e-services and e-mail communication. The Financial Aid & Scholarships Office has had a District Funded budget status quo for almost 10 years. The increase in cost for postage, paper, and other operational costs has been funded by categorical funds obtained. Training (i.e., travel) has always been funded by categorical funds.

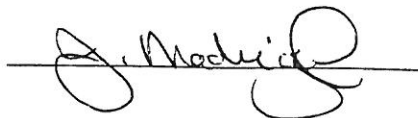
Savings Achieved (indicate how achieved; list positions, if applicable):

District Funded Operational Account under 4000 and 5000 fund account is \$17,546

02-03 _____ ☐ one-time
_____ ☐ on-going

03-04 \$17,546 ☒ one-time
_____ ☐ on-going

Executive Administrator



January, 2003

BUDGET REDUCTION PLAN

Department / Function:

ENROLLMENT SERVICES -ADMISSIONS

Current Function(s) Provided:

Saturday office hours from 9:00 a.m. to noon. Act as the campus information center on Saturdays. The Admissions Office is the only services office open on Saturdays.

Proposed Changes to Function(s):

Close on Saturdays. Added: Open until 5:00 p.m. on Fridays.

Impact of Changes (based on criteria):

Students taking Saturday and weekend classes will no longer have walk-up counter services. Online services will be the only option. Better counter and telephone support will be available Monday through Fridays. Closing on Saturdays will affect students significantly at the beginning of each semester when student demand for services is at the peak. Currently, there about 120 students served the first two (2) Saturdays of the term.

Savings Achieved (indicate how achieved; list positions, if applicable):

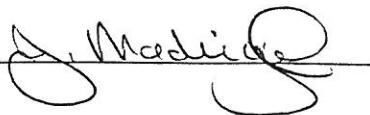
Eliminate Admissions Assistant position (.50 FTE)

Approximately \$20,000

02-03 _____ ☐ one-time
_____ ☐ on-going

03-04 _____ ☐ one-time
_____ \$20,000 ☒ on-going

Executive Administrator



BUDGET REDUCTION PLAN

Department / Function:

Enrollment Services / International Education

Current Function(s) Provided:

Administrative secretarial functions for study abroad faculty and international student programs. Advertising for study abroad classes, classroom presentations, assist students with registration and information. Processes SEVIS reports to INS, assists with the new international student orientation program, assists with study tour program.

Proposed Changes to Function(s):

Elimination of position will necessitate faculty assuming all marketing and clerical functions for study abroad programs. SEVIS, related reporting, and other international student services will be assumed by existing staff.

Impact of Changes (based on criteria):

Increased workload on study abroad faculty. Possible negative enrollment impact on study abroad programs. Increased workload for international education staff and the international student counselor. May require additional assistance during peak periods.

Savings Achieved (indicate how achieved; list positions, if applicable):

Administrative Secretary position (1.0 FTE)

Approximately \$47,810

02-03 _____ ☐ one-time
_____ ☐ on-going

03-04 _____ ☐ one-time
_____ \$47,810 ☒ on-going

Executive Administrator



BUDGET REDUCTION PLAN

Department / Function:

**ATHLETICS / INTERCOLLEGIATE
SPORTS COMPETITIVE TEAMS**

Current Function(s) Provided:

Provide competitive sports competition for 19 women's and men's sports teams. Recruit and provide academic support for approximately 420 full-time student athletes. Secure credits, degrees and certificates in preparation for transfer in two (2) years. Secure scholarships to support future academic and athletic endeavors.

Proposed Changes to Function(s):

Eliminate Office Specialist position (.45 FTE)
Eliminate all classified hourly
Reduce 4000/5000/6000 accounts - \$25,000

Impact of Changes (based on criteria):

Reduced outreach and promotional opportunities
(website / media / high schools / community)

Impact recruiting

Decreased available information for distribution to
4-year colleges

Reduced transfer opportunities

Reduced revenue to specific sports programs
through advertising

Reduced total contests per sport

Reduced overall participation opportunities and
travel

Reduced equipment and supplies

Savings Achieved (indicate how achieved; list positions, if applicable):

Eliminate Office Specialist position (.45 FTE)
Eliminate Classified Hourly
Reduce 4000/5000/6000 accounts

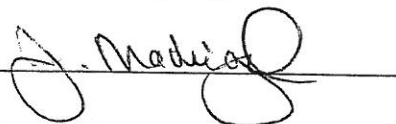
Approximately \$15,244
Approximately \$ 5,000
Approximately \$25,000

02-03 _____ ☐ one-time
_____ ☐ on-going

03-04 _____ ☐ one-time
\$45,244 ☒ on-going

Executive Administrator

January, 2003



BUDGET REDUCTION PLAN

Department / Function:

TUTORIAL SERVICES

Current Function(s) Provided:

A 100% Tutorial Coordinator and a 100% Tutorial Specialist oversee the individualized and group tutoring provided to students as a free service. A total of 3.35 FTE has been assigned to contract tutors along with a 50% Tutorial Assistant.

Proposed Changes to Function(s):

Hourly tutoring will be reduced by \$25,000 during the academic year and by \$6,000 for the summer 2003.

Impact of Changes (based on criteria):

Less availability of tutoring services for students.

Savings Achieved (indicate how achieved; list positions, if applicable):

The hourly annual tutoring budget will be reduced:

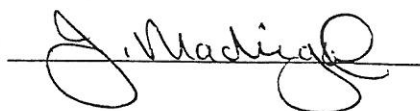
Approximately \$31,000

\$25,000 Academic year
\$ 6,000 Summer

02-03 _____ ☐ one-time
_____ ☐ on-going

03-04 _____ ☐ one-time
_____ \$31,000 ☒ on-going

Executive Administrator



January, 2003

BUDGET REDUCTION PLAN

Department / Function:

EOP&S / CARE

Current Function(s) Provided:

Outreach and retention services for eligible students. Support staff assistance for program / services. Counseling services. Direct payments to students to offset educational expenses.

Proposed Changes to Function(s):

Eliminate the following classified / support staff:

1.0 FTE	EOPS/CARE Supervisor	\$63,183
1.0 FTE	EOPS/CARE Staff Aide	\$46,794
1.0 FTE	EOPS/CARE Staff Assistant (vacant)	\$45,838
.45 FTE	EOPS/CARE Outreach Technician	\$15,219
.45 FTE	EOPS/CARE Office Specialist	\$18,918
.45 FTE	EOPS/CARE Office Specialist	\$12,563
	Reduce Tutorial Salaries	\$ 4,601
	Reduce hourly EOPS counseling	\$33,418
	Reduce classified / student hourly	\$36,587
	Reduce discretionary costs	\$25,000

Impact of Changes (based on criteria):

Reduced services and grants for students.

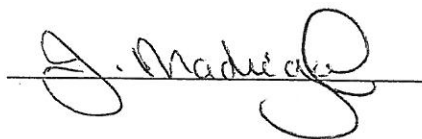
Savings Achieved (indicate how achieved; list positions, if applicable):

See above explanation of savings

02-03 _____ ☐ one-time
_____ ☐ on-going

03-04 _____ ☐ one-time
_____ \$302,121 ☒ on-going

Executive Administrator



January, 2003

BUDGET REDUCTION PLAN

Department / Function:

DSP&S

Current Function(s) Provided:

Testing for LD students, counseling services, test taking assistance, interpreters, instructional referral services, retention services, mandated ADA accommodations.

Proposed Changes to Function(s):

Elimination of the following positions:

1.0 FTE	Instructional Support Assistant III	\$50,190
.45 FTE	Instructional Support Assistant I	\$14,149
.45 FTE	Disabled Student Assistant	\$14,149
1.0 FTE	Staff Aide	\$53,756
	Reduce hourly counseling	\$39,571
	Reduction - supplies	\$ 2,912
	Reduction - equipment	\$ 3,750
	Reduce hourly instruction	\$ 2,279
	Reduce 4000 - 5000	\$ 6,352
	Eliminate student hourly / short term	\$52,773

Impact of Changes (based on criteria):

Profound negative impact on the support services provided to students by staff.

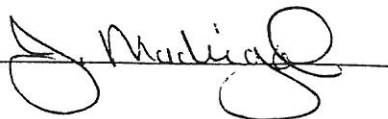
Savings Achieved (indicate how achieved; list positions, if applicable):

See above explanation of savings

02-03 _____ ☐ one-time
_____ ☐ on-going

03-04 _____ ☐ one-time
_____ \$239,881 ☒ on-going

Executive Administrator



Repeal of BP 403.2

The repeal of BP 403.2 will cause all special part-time students, who are under 18 years of age and do not hold a high school diploma, to be assessed the same fees as regular college students.

BP 403.2

Enrollment Fee Waiver (85-11299, 94-16817, 97-18584)

~~The Governing Board of the Palomar Community College District shall, effective after July 1, 1986, exempt from the enrollment fee any private or public elementary or secondary school pupil admitted to Palomar College as a special part-time student for credit classes. The attendance of the student must be authorized by a letter of permission from the appropriate authorized individual at the school.~~

~~For purposes of this policy, a special part-time student is a student who registers in 12 units or less per semester at Palomar College. Credit for courses completed shall be at the college level but may be transferred back to the school district for fulfillment of graduation requirements. EC 72252, 76001; GB~~

~~6-10-86, GB 1-17-95, GB 10-14-97~~

Effective Fall 2003 semester.



GOVERNANCE STRUCTURE GROUP REQUEST

Request submitted by Joseph L. Madrigal					Date April 15, 2003				
Proposed Name of Requested Group STUDENT SERVICES PLANNING COUNCIL									
	Council		Committee		Subcommittee		Task Force		
Action Requested:				Add		Delete		Change X	
Role, Products, Reporting Relationships: Add under Role: <ul style="list-style-type: none"> ○ Financial Aid Advisory and Appeals Committee ○ Scholarship Committee Change under Role: <ul style="list-style-type: none"> ○ Matriculation and Transfer Advisory Committee 									
Meeting Schedule:									
Chair: Change: Vice President, Student Services Members:									

Reviewed by Strategic Planning Council:

Comments:

_____ First Reading

_____ Approved/Denied



GOVERNANCE STRUCTURE GROUP REQUEST

Request submitted by Suzanne Gavin				Date April 15, 2003					
Proposed Name of Requested Group EXTENDED OPPORTUNITY PROGRAMS AND SERVICES ADVISORY COMMITTEE									
	Council		Committee		Subcommittee		Task Force		
Action Requested:				Add		Delete		Change	X
Role, Products, Reporting Relationships: Change under Role: The EOP&S / CARE Advisory Committee is aware of the operation and plans of the EOP&S program and makes recommendations to the Director of the EOP&S / CARE program with respect to the needs and desires of the community. Change under Reporting Relationship: Director, EOP&S / CARE									
Meeting Schedule:									
Chair:									
Members: Change: Director, EOP&S / CARE									

Reviewed by Strategic Planning Council:

Comments:

_____ First Reading

_____ Approved/Denied



GOVERNANCE STRUCTURE GROUP REQUEST

Request submitted by Mary San Agustin				Date April 15, 2003				
Proposed Name of Requested Group FINANCIAL AID ADVISORY AND APPEALS COMMITTEE								
	Council		Committee		Subcommittee		Task Force	
Action Requested:				Add		Delete		Change X
Role, Products, Reporting Relationships: Change sentence under Role, Products to: Furthermore, the committee reviews and makes recommendations to the Vice President of Student Services on written / oral appeals submitted by a student regarding his / her financial aid status (i.e., academic progress, student loan denials and projected year income). Change Reporting Relationship: Vice President, Student Services								
Meeting Schedule:								
Chair:								
Members:								

Reviewed by Strategic Planning Council:

Comments:

_____ First Reading

_____ Approved/Denied



GOVERNANCE STRUCTURE GROUP REQUEST

Request submitted by Herman Lee				Date April 15, 2003				
Proposed Name of Requested Group INTERNATIONAL EDUCATION ADVISORY COMMITTEE								
	Council		Committee		Subcommittee		Task Force	
Action Requested:				Add		Delete		Change X
Role, Products, Reporting Relationships: Change Role: The International Education Advisory Committee makes recommendations regarding the overall international education program. It reviews admission procedures in light of various laws, rules, and regulations governing international students, and designs appropriate instructional programs to meet the needs of international students. It also recommends policies and procedures for study abroad programs.								
Meeting Schedule:								
Chair:								
Members: Change Members to: <ul style="list-style-type: none">• Coordinator, International Education• One Counselor• Classified Unit Employee• Two (2) Faculty Members (one from the ESL department)								

Reviewed by Strategic Planning Council:

Comments:

_____ First Reading

_____ Approved/Denied



GOVERNANCE STRUCTURE GROUP REQUEST

Request submitted by Mary San Agustin				Date April 15, 2003				
Proposed Name of Requested Group				SCHOLARSHIP COMMITTEE				
	Council		Committee		Subcommittee		Task Force	
Action Requested:				Add		Delete		Change X
Role, Products, Reporting Relationships: Change Role: The Scholarship Committee reviews applications for Palomar College scholarships, selects award recipients, and assists the Director of Financial Aid & Scholarships in establishing policy relative to the administration of the scholarship program.								
Meeting Schedule:								
Chair:		Change: Director, Financial Aid & Scholarships, Chair (non-voting of recipients)						
Members: Change last member from One Financial Aid Technician (Scholarship) as Support Staff to: <ul style="list-style-type: none">One Financial Aid Advisor (Scholarship) as process coordinator								

Reviewed by Strategic Planning Council:

Comments:

_____ First Reading

_____ Approved/Denied

Palomar College

Budget FY02-03 & FY03-04

Estimated Costs FY03-04

(1) Governor's SB 18X 3-18-03

(2) Plus Governor's FY03-04 Revenue Reduction Proposal

(3) Mid-Year & FY03-04 Options from Planning Councils

	A	B	C		E	F	G
1			FY01-02 Actual		FY02-03 Estimate		FY03-04 Estimate
2	Beg FB		\$ 5,180,663		\$ 6,931,515		\$ 5,521,570
3	Revenue		\$ 67,141,383		\$ 69,233,510		\$ 64,151,878
4	TOTAL Revenue & FB		\$ 72,322,046		\$ 76,165,025		\$ 69,673,448
5							
6	Expenditures				\$ 74,067,913		\$ 71,549,324
7	Matrix						\$ 865,200
8	PERS Increase						\$ 575,357
9	Benefit Premiums				\$ 143,417		\$ 308,417
10	Property & Casualty Premiums						\$ 54,650
11	Retiree Medical Liability Level Funding						\$ 500,000
12	Scheduled Maintenance Match						\$ 175,746
13	Mid-Year Reductions & Planning Council Options				\$ (2,662,006)		\$ (3,509,041)
14	TOTAL		\$ 65,390,531		\$ 71,549,324		\$ 70,519,653
15	Budget Reductions - Onetime				\$ 905,869		\$ -
16	Variance		\$ 6,931,515		\$ 5,521,570		\$ (846,204)
17	Reserve - 5%				\$ 3,269,527		\$ 3,532,173
18	Reductions needed to meet 5% Reserve				\$ -		\$ (4,378,377)
19	Reserve - 3%				\$ 1,961,716		\$ 2,119,304
20	Reductions needed to meet 3% Reserve				\$ -		\$ (2,965,508)
21							
22	Notes for Adopted Bdgt - FY02-03 & FY03-04						
23	1	Budget Reduction Proposals:			\$ 1,586,261		\$ 6,564,408
24	2	Growth Deficit	0.00%				\$ -
25	FY02-03						
26	3	Cell E2 - from Cell C14					
27	4	Cell E3 - estimated Revenue minus State revenue reduction in Cell E23					
28	5	Cell E4 - total funds available					
29	6	Cell E6 - resets expenditure budget plus increases					
30	7	Cell E9 - final quotes on medical benefits					
31	8	Cell E16 - Beg FB plus Revenue minus Total Expenditures equals Ending FB					
32	9	Cell E17 - 5% times FY01-02 Expenditures					
33	10	Cell E19 - 3% times FY01-02 Expenditures					
34	FY03-04						
35	11	Cell G2 - from Cell E16					
36	12	Cell G3 - base revenue (no growth nor COLA) minus State revenue reduction in Cell G23					
37	13	Cell G4 - total funds available					
38	14	Cell G6 - from Cell E14 - includes on-going expenditure reductions					
39	15	Cell G7 - all employees moving on salary schedule					
40	16	Cell G8 - PERS increase due to losses on investments					
41	17	Cell G9 - medical benefit premiums					
42	18	Cell G10 - premium quotes for property & casualty carrier					
43	19	Cell G11 - Retiree Medical Liability level payments (accreditation & auditors)					
44	20	Cell G12 - Scheduled Maintenance Match					
45	21	Cell G13 - Planning Council's Options					
46	22	Cell G16 - Beg FB plus Revenues minus Total Expenditures equals Ending FB					
47	23	Cells G 17 & 19 - 5 & 3% respectively					
48	24	Cells G18 & 20 - deficit at respective reserve level					