



Budget Allocation Model Task Force Meeting Notes for February 24, 2022

Members in attendance:

Adil Ahmed, Interim Vice Chancellor for Finance & Administration
Thomas Renbarger, Academic Senate President
Tami Taylor, Interim Budget Director, Finance & Administration
David M. Johnson, President, Merritt College
Angelica Garcia, President, Berkeley City College
Donald Moore, DAS President
Jennifer Shanoski, President PFT
Richard Thoele, Classified, President Local 1021
Scott Barringer, Local 39 Representative

Richard Ferreira, Executive Assistant, District Finance & Administration, (Notes)

Members absent:

Louie Martirez, Classified Senate Appointee
Sean Brooks, VP Administrative Services, Berkeley City College
Rudy Besikof, President, Laney College
Tina Vasconcellos, Vice President of Student Services, College of Alameda

Guests:

C.M. Brahmhatt, Consultant, Cambridge West Partnership
Lowell Bennett, Faculty, Merritt College
Momo Lim, Internal Auditor, Finance & Administration
Marla Williams-Powell, Interim Executive Director of Fiscal Services, District
Garth Kwiecien, Vice President of Administrative Services, Merritt College
Dr. Nathaniel Jones, III, President, College of Alameda
Amy Marshall, Director of Facilities and College Operations, Laney College

I. Agenda Items

Call to order 1:40 pm.

1. Review of the Agenda

Motion and seconded to approve the Agenda with no changes.

Motion approved unanimously.

2. Approval of Notes from previous meeting

Motion and seconded to approve the Notes with no changes from the meeting on December 9, 2021. Motion approved unanimously.

Note: Meetings for January 27, 2022 and February 10, 2022 were cancelled.

3. Discussion of BAM Peralta Handbook Presented by C.M. Brahmhatt with Cambridge West Partnership

Budget Philosophy

C.M. met with the Chancellor. There doesn't appear to be any serious challenges with the BAM Handbook the way it is being prepared.

He presented the Budget Philosophy that the Chancellor developed with the BAM Taskforce detailing that students are the primary focus. It covers what PCCD stands for. Opened the discussion to the taskforce for comments and suggestions.

There was a change noted in the second paragraph for it to be worded as "diversity, equity, access and inclusion in all our programs". The students are the

There were concerns regarding the wording and the Budget Philosophy. The first paragraph appeared vague and to this one looks more specific. The District needs to start focusing on the education of our students. Overall it was stated that the goals should be more intentional. The resource allocation should encompass a complete cycle. It reads more action oriented and participatory. Maybe a statement like, "resources that support and promote equitable outcomes in student success and completion." Philosophy - Budget needs to align with available resources and regulatory, policy, and legal requirements.

The Budget Philosophy should be approved by the BAM Taskforce and the PBC. Chancellor would also like to submit the Budget Philosophy to the Board of Trustees for approval.

BAM Handbook is more a revenue allocation model to identify where the revenues are coming from and provided to the colleges. District Office does not generate any revenue, however, the District Office provides services to the students and the concern is who is managing it.

BAM IPBM Model

The outline is developed by identifying needs from the colleges and having those items requested to the Planning and Budgeting Committee. This a draft of a concept to be discussed with the administration of the colleges and district.

There was a concern that the District takes funds off the top of the Budget and colleges split up the remaining funds in the past and continues. The District must justify what services are being provided and the funds needed for those services. The colleges may determine if identified services are to be continuously provided by the District or returned to the responsibilities of the colleges. Planning is needed for any changes.

Most of the college salary expenses and benefits are estimated at approximately 34% of the total costs of their budget. Salaries and benefits expenses increase year after year. It is important to note that healthcare expenses and PERS expenses are increasing. In the past, to balance the budget we had to freeze positions. Somewhere/somehow we have to do some cuts. We need to be careful because without the Hold Harmless we would be in trouble right now. There is a concern regarding overspending in part-time instruction.

There were concerns that general fund dollars from 2017-18 to 2021-22 to instruction increased by \$3 million and for the District it increased by \$6 million. The number of FTET has been cut by 250. The concern is that we have new administrative positions at higher levels than ever before. Important to note that maybe we should look at actual expenditures as a better metric to understanding what is happening. There were concerns regarding unneeded administrative duties, duplication of efforts and that our staff were performing functions and duties outside their responsibilities.

Recommendations made that the flowchart provide more detail. Consider a zero based budgeting process for the initial year and then afterward every 3-5 years. We don't even calculate "cost of ownership" for courses. A chemistry class doesn't cost the same as a sociology class, for example, even with the same number of students and teaching hours.

There was a discussion regarding district funding to pay high level administrators and that the priority needs to be instruction. Many other concerns were discussed, including holding ourselves accountable with appropriate levels of funding to support teaching, learning spaces, a significant shift in resources away from classrooms and towards administration.

Recommendation of a minor change to the title of the booklet. Revenue Allocation Model instead of Budget Allocation Model. Resource Allocation Model may be a better title and another suggestion is a Fiscal Resource Allocation Model.

4. Review of Agenda Items for the next meeting – Discussion

The next BAM Taskforce meeting is on Thursday, March 10, 2022 at 1:30 pm.

II. Next Meeting(s)

Thursday, March 10, 2022 at 1:30 pm

Thursday, March 24, 2022 at 1:30 pm

Thursday, April 14, 2022 at 1:30 pm

Thursday, April 28, 2022 at 1:30 pm

III. Adjournment at 2:59 pm.

Peralta Community College District

Budget Philosophy

The Budget Philosophy of the Peralta Community College District is to create a spending plan that provides funding for educational programs to support the success of our students by using fiscally responsible and sound practices. The overall goal is to develop a budget that best aligns resources with student achievement goals.

Our budget plan must address and include all facets of the student experience that will lead to student success. It reflects strategies that are adopted and implemented following the goals as outlined in the California Community Colleges Chancellors Office Vision for Success to reduce achievement gaps by supporting diversity, equity, access, and inclusion in all our programs. It will also reflect prioritization and allocation of expenditures that align with each college's goals.

The budget should encompass a complete cycle for integrated long-term planning and budgeting, throughout this cycle, the college's planning and institutional goals serve as the overarching guide for decision-making and resource allocation to be supported by the Peralta Board of Trustees.



IV. Guiding Principles of the IPB Process

In an effort to increase communication, provide transparency and develop trust in the process the CWG established the following guiding principles in the development of this IPB model.

- Educational planning and needs should be the foundation of all decision-making.
- College planning should be the primary determinant for establishing shared governance recommendation.
- Be easily understood and provide a forum for shared participation in the decision-making process
- Insure educational planning, student needs and assessment of KPIs are the foundation of all budget decision making.
- Provide a written narrative of the Integrated Planning and Budget (IPB) process and the Budget Allocation Model (BAM) in order to memorialize the process.
- Provide consistency in the allocation of funds in order to promote transparency and the integration of planning into the budgeting process while maintaining alignment with the State of California's SB 361 funding model
- Provide clear accountability amongst all stakeholders on roles and responsibilities and establish a periodic review and assessment of the process.
- Provide for autonomous decision making at the college level while using the college planning process as the primary source for determining shared governance recommendations.
- Provide a clear path from recommendations to consideration in the decision-making cycle.

- District Educational Support Services Committee
- District Facilities Committee
- District Planning & Budget Committee
- District Technology Coordinating Committee