

**EL CAMINO COLLEGE**  
 Planning & Budget Committee  
 Minutes Date: August 12, 2021

	Amy Grant - Management	√	Kelsey Iino – ECCFT
	vacant - Management		Breanna Bond – Classified Staff
√	Darcie McClelland – Academic Senate	√	Sophie Dao – Classified Staff
	Josh Troesh – Academic Senate		Gary Robertson - Campus Police
√	Ann Tomlinson – Chair (non-voting)	√	Grace Clendenin - ASO, Student Rep
√	Viviana Unda – Co-Chair (non-voting)	√	Shobhana Warriar – Confidential
	Roy Dietz – ECCE		

**Alternate Members:** J. Bourlier, B. Giles, L. Marquez

**Support:** J. Hinshaw, G. Ou, C. Pineda

**Other Attendees:** B. Thames, J. Sims, D. Graham (ALMA Strategies)

The meeting was called to order at 1:05p.m.

1. Agenda Review

Co-Chair Ann Tomlinson made a recommendation to have ALMA Strategies go early in the agenda. The committee moved, and seconded the approval to the change in the agenda for today’s meeting. The committee accepted the agenda as changed with no objections.

2. Approval of Minutes – June 9, 2021

After review, the minutes were accepted as written. It was moved, seconded and passed to approve the June 9<sup>th</sup> minutes with no objections.

3. FY2021-22 Budget

Dr. Tomlinson went over the highlights of the budget for FY2021-22:

- Slide 4 – ECC 2021-22 Unrestricted General Fund
  - Estimated beginning fund balance is \$52M and we need to put aside 6% of our expenditures which is required by our board.
  - Total revenue is \$150M
  - General Apportionment/Other State Revenues \$95M. Primarily that is our major source of revenue, and that is largely driven by the full-time equivalent students FTES.
  - Total revenue, while it's \$150M, as you go down the page, you will see that the expenditures total \$155M and we do spend about 85% of our funds on salaries and benefits.
  - Increase in operations cost of \$20M due to COVID-19 issues, utilities are going up and ITS contract and equipment are also increasing.
  - Year end fund balance that used to be \$52M became \$46M because we needed to borrow from the savings to pay expenses. We are still closing the books and we actually won't finish until about August 20<sup>th</sup>.

**Question:** Slide 4, in the little green bubble, it says includes impact of 5.07% salary schedule increase effective 1/1/2022 what is that about?

**Answer:** It is the COLA that was built in to the budget as a place holder for raise pending approval from the Board of Trustees. A budget is a plan for the year with built in potential spending and potential expenditure.

**Question:** Under expenditures, you do have listed certificated and classified salaries. Does this include managers salaries?

**Answer:** yes

**Note:** suggestion was made by committee that it would help PBC members if those salary numbers could be disaggregated further so that the management salaries for certificated and management salaries for classified are pulled out and put into an additional line, maybe says management or administrative salaries.

- Slide 6 – Funded FTES 2012-13 to Present
  - If you look at the center with the red and purple color on the top shows that during this period of time we were allowed to borrow FTES before June 30<sup>th</sup> from the summer session and move it into Spring or Fall session to put the college at a higher level for funding.
  - For FY2020-21 we are being funded for 18,000 FTES. Out of that, a total of 14,000 is the actual funded FTES and 4,000 is the hold harmless FTES. We are being held harmless until FY2024-25. So if you are being held harmless for FTES, you are not generating and you were being paid at a rate that we were at before. At some point, before hold harmless expires in FY2024-25, we are going to have to recoup that enrollment of 4,000 or we are going to have to adjust our operations and the size of our college to our current enrollment trends.

**Question:** *So, does that mean that normally the summer and winter sessions are not included in the FTES.*

**Answer:** *it just means that if we need it we could choose which year it was most needed to reflect the increase in enrollment to keep the college at a higher funded level.*

- Slide 7 - Actual vs Funded FTES 2015-16 to Present
  - This model where you see actual FTES versus funded and see that the red line is funded and in 2019 we just took a nosedive with that 4,000 students.
  - The bullet at the bottom of this slide shows an annual loss of \$17.2M, when the hold harmless expires in FY2024-25, which means the college needs to get those 4,000 students back.
- Slide 10 – Next Steps...
  - Critical for the Educational Master Plan, the FTES has declined significantly by 4,000 and it represents a potential of \$17M loss in revenue.
  - We need to expand recruiting to increase our registration before the hold harmless expires in FY2024-25.
  - Increase greater efficiency in the operations of the college in terms of taking care of our funds, and if we don't get back up to the level of 18,000, we may have to tighten our belt pretty tight.
- Slide 11 – FTES Growth Needed to Prevent Significant Funding Loss
  - With no growth, the enrollment stays stagnant at 14,000 students.
  - To get back our enrollment, we need to aim for a 4% or 5% growth.
  - Slide 12 is the same as slide 11 but different ways of showing the same thing and slide 13 shows you an exact dollar figure.

**Question:** *Regarding college age students in our district and other types of student growth potential returning, working, and retired. Are we looking at the sector to increase enrollment?*

**Answer:** *A Comprehensive Educational Master Plan will include external environmental scan which should give the College that solid data in which to plan on what that growth should look like, and that should include and validate some achievable aspects in dual enrollment, in which there is 2,500 FTES currently and if we can get ourselves with some pathways organized to get with our K-12 partners. There are probably 1,500 non-credit enrollments for us today if we could get our non-credit program off the ground and non-credit today is paying more than your three-year trend in traditional FTES. Dr. Sims mentioned that they are in the process of hiring a Director for non-credit.*

#### 4. [Self-Assessment Survey Report](#)

Dr. Unda gave the summary of the self-assessment survey report for FY2020-21. These survey results will help to build the annual goals for 2021-22. The survey is reporting the following three areas: PBC purpose goals and tasks; how we are functioning as a committee and how our practices are in terms of decision-making effectiveness and communication. The response rate for this particular survey was a 64% with 14 respondents. The report shows accomplishments in each of the three areas with some suggestions for improvements. The overall result of the survey was positive with minor disagreements under the decision-making effectiveness and communication findings.

## 5. PBC Goals 2021-22

Following some discussion, below are some suggestions from the committee members as to what might be the goals for FY2021-22.

- a. To ensure transparent honest and informative communication about the budget.
- b. Approval and communication of an integrated strategic enrollment management plan that includes communication out to staff, faculty and administrators regarding their role in enrollment management and enrollment growth. Which would imply then that PBC has to start working with that strategic enrollment management committee.
- c. Cohesive messaging in helping inform the committee members how their constituents can contribute to the growth of the College; what is their role in increasing FTES and that if FTES do not increase, there is going to be budget cuts.
- d. The integration of all of our services into a complete education for students.

## 6. Facilities Master Plan – ALMA Strategies

Douglas Graham from ALMA Strategies presented an overview of the update to the Facilities Master Plan (FMP). This is an update to the 2017 FMP and he talked about the process, timeline and groups that will be involved in giving their input before the final document is presented to the Board of Trustees. They are going to be meeting with the various academic divisions, a variety of established groups and then for those groups that have not been established, we also see focus groups on specific topics, like the qualitative aspects of the external environment, the instructional environment, town halls where anybody, including internal constituencies and external constituencies, can weigh in and making sure that the trustees are briefed on a periodic basis.

**Question:** *Can you address timelines and integration with comprehensive master planning?*

**Answer** *We will be meeting with Institutional Research in the near future, particularly we are looking at how we would intersect in September, October, and November. That's where we will start to pull all of the information/data, together. Currently what we are doing is looking at opportunities and constraints. In the month of September, October, and November, the individuals involved in the Educational Master Plan and the Technology Master Plan, particularly and this group should be giving their input on those coming months to make sure that we are all going in the right direction.*

**Note:** *President Thames noted that the Comprehensive Master Planning will drive the planning for Technology, Facilities and Staffing and if we have to revisit those outcomes once we get through the comprehensive planning process and stop working in silos with data and everything else, then we'll revisit it to make sure that what we do with facilities is driven by what comes out of a high quality, comprehensive, integrated planning process.*

## 7. Other Discussion

### a. Wrap Up

1. We went over the Facilities Master Plan introduction, process, and integration with other plans. Whatever work is done by the external consultants is incorporated into our comprehensive planning process and our strategic planning process. If we need to revisit what they have done, we will do so.
2. Regarding the self-assessment survey report, we went through that report and checked our accomplishments and possible improvements.
3. We have a healthy budget this year. We do have some challenges in terms of maintaining that budget because of the need to grow our enrollment and get our 4.000 full-time equivalent student back to maintain the level of support that we're currently enjoying because of the hold harmless.
4. Develop a draft of some of the ideas for goals for FY2021-22 that was discussed

## 8. Adjournment

It was moved and seconded to adjourn the August 12<sup>th</sup> meeting. The meeting adjourned at 2:35p.m.