

## **Budget Reductions Process...shared governance\***

The district's Planning and Resource Allocation Process (PRAP) is designed to prioritize additional funding but is also used to reducing funding. The process was used in making reductions to budgets to accommodate state funding cuts the past several years. The PRAP relies on program reviews and action plans (step 3) to set bands of priorities for actions/resources requests. Although program reviews and action plans do not identify priorities for forced reductions in resources and the discussions the advisory groups use to identify cuts is different than adding funding, the shared governance processes laid out in steps 4 through 8 are followed in determining reductions.

The following is the chronology used for the 2009-10 fiscal year:

- The Budget Committee provided the College Council information on available resources as called for in **step 5** of the PRAP. This was done a number of times to coincide with various budgets released by the state for the 2009-10 budget:
  - Governor's January Proposed Budget: Budget Committee of March 2, recommendation to College Council's mtg. of March 3 indicating a projected shortfall of \$612,643 (*2009-10 Unrestricted General Fund Budget Projections, Feb. 26, 2009*) in the Unrestricted General Fund (UGF).
  - The state's fiscal projections continued to deteriorate. Budget Committee provides updated recommendation to College Council at their March 23<sup>rd</sup> mtg. projecting a \$1.1 million UGF shortfall. College Council informed the PVP was reviewing and would make recommendation to College Council.
  - State Budget Approved July 28 - Budget Committee, August 10 recommends revision made to Tentative Budget (net reduction in revenue of \$379,722 from the District's Tentative Budget), to be included in budget forwarded to College Council.
- **Step 6** calls for administrative review to confirm feasibility and refine priorities. List totaling of potential cuts \$1,237,919 (*2009-10 budget balancing strategies 4/16/09*) was shared with College Council at their Apr 21<sup>st</sup> mtg. An initial list of potential cuts totaling the reductions needed was developed by the Vice President for Administrative Services. The vice presidents used this list as an initial starting point to identify cuts that could be used to address the projected shortfall and then, worked with their respective advisory groups to identify specific reductions they believed were feasible. Advisory groups approved the needed cuts in their areas. Discussions in advisory groups included district mission and goals, their program reviews, actions plans and component goals as part of the prioritization process used to come up with the cuts. The activities here are a combination of the requirements of **step 4** and **step 6**.
- **Step 7** calls for College Council to review priorities and budget resources, and recommend allocation decisions.
  - College Council reviews initial \$612,643 shortfall projection from Budget Committee on March 3<sup>rd</sup>
  - Council reviews updated Budget Committee shortfall projection of \$1.1M on March 23<sup>rd</sup>
  - Council is provided list from administration on April 21<sup>st</sup> on \$1.2M budget balancing strategies.

To College Council, March 2, 2010.

\*This Budget Reduction Process was used in 2008-09 for the 2009-10 Budget Planning cycle.

- Council is updated at their May 6<sup>th</sup> mtg. on processes and timeframes to identify \$1.2M in cuts and have a tentative budget to the Board for the Board's June mtg.
- Governor's May Revise shared with College Council at their May 19 mtg. Council has 1st reading of 2009-10 Budget Balancing Proposal cutting \$1,217,310 (*2009-10 budget balancing strategies 5/15/2009*).
- College Council has 2<sup>nd</sup> reading on June 2 of 2009-10 Budget Balancing Proposal, and forwards recommendation that it be incorporated within the formation of the 2009-10 Tentative Budget.
- Council receives updated projections from Budget Committee cutting \$379,722 more in revenue from Tentative Budget.
- Final Budget – College council has 1st reading on Sept. 1, and 8<sup>th</sup>, and 2<sup>nd</sup> reading on Sept. 15. Budget documents include final recommended cuts to provide balanced budgets. The vice presidents shared their processes of working with their advisory groups and department managers to identify department specific cuts. The budgets were approved by the College Council on Sept 15 (Final Reading) and forwarded to the Superintendent/President as called for in step 7.
- **Step 8** calls for the Superintendent/President to review recommendations from the College Council and present a Tentative and Final Budget. The Superintendent/President accepted the recommendations and submitted the budget to the BOT. A Tentative Budget was approved by the Board June 23 and a Final approved Sept 22.

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