

**Official Minutes**  
**CCSF Planning and Budgeting Council (PBC)**  
**May 5, 2009**  
**3:00 PM**  
**Rosenberg 518**

**Members Present:** John Bilmont, Carlota Del Portillo, Attila Gabor, David Gallerani, Peter Goldstein, Don Q. Griffin (Chair), Stephen Herman, Maria Heredia, Susan Lopez, Madeline Mueller, Alice Murillo, Francine Podenski, Athena Steff, Fred Teti, David Yee.

**Guests:** Loren Bell, Hal Huntsman, Pamela Mery.

**I. Approval of Minutes**

The minutes of April 21, 2009 included those of a joint meeting with Board of Trustees' Planning and Budgeting Committee and a brief PBC-only meeting that convened immediately afterwards. Both sets of minutes were approved, with minor revisions in the case of the former.

**II. Annual Plan for 2009-10**

The draft Annual Plan for 2009-2010 was introduced and reviewed. Suggestions were made for the next draft, which will go through additional shared governance review and will also be reviewed by the Board's Planning and Budgeting Committee. The draft was approved by consensus as amended.

**III. Strategic Planning Timetable**

Discussion of this item was postponed to the May 11 meeting for lack of time.

**IV. Budget Update**

A great deal of information was presented and discussed about the CCSF budget for 2008-09 and 2009-10. Lottery money is down, which will not help our bottom line. The College will be closing out this year with \$1-1.7 mil. The plan is to generate additional enrollment in 2008-2009 by means of the summer session, but not to seek additional growth next year.(However, any growth we get this year will go into next year's base.) Next year, the focus will be on savings instead of growth, and that is expected to translate into a reduction in sections offered. Districts are held harmless if they have a one-year dip in enrollment. CCSF still expects to need at least \$7.5 mil. to close the 2009-10 gap, and the shortfall could be as much as \$14.5-17.5 mil. Nonetheless, Chancellor Griffin stated that it is possible for CCSF to balance the budget without losing its workforce. The key, he observed, is in implementing savings strategies, as opposed to just leaving them in the discussion stage. He and Vice Chancellor Goldstein laid out a number of savings strategies that could be used if the College makes that decision:

1. Designated Reserve—Borrowing from the reserve's \$6.6 mil. balance will be part of the strategy. Next year, we must use no more than \$3 mil. of that balance, leaving the rest as a resource for the following year.
2. Hiring Freeze—The main strategy here is to utilize attrition to make cuts in personnel instead of using layoffs. Salaries are our main expense. Hiring has essentially been frozen 4 or 5 months and even before that partially frozen another 4-5 months for classified. Very few classified staff have been hired over that period.
3. Delay of full time faculty hires—The College has about 55 positions waiting to be filled, many of which would be filled by existing part time faculty. In future, a cutback strategy may be not to backfill for people who are leaving or being promoted. Not backfilling results in a decrease in sections, but we are prepared to reduce sections somewhat in 2009-2010.
4. Reduce Summer 2010 offerings—In this strategy, we would be looking at 50% reduction in both credit and noncredit, especially if we need the larger amount of money (\$14.5 mil or more). The remaining FTES enrollment after the reduction would be credited to the 2010-2011 fiscal year.
5. Elimination of most LTS positions—We would have to implement that strategy again.

6. Basic Skills funding—We would use the maximum flexibility that is permitted by the State.
7. Freezing salary steps/reductions in substitutes, sabbaticals, and/or tenure review compensation—These are collective bargaining items that could be part of the discussion, depending on negotiations.
8. Overtime/overload assignments—Overtime for classified will be reduced. Some of that has already happened, particularly in Public Safety. That department has some restrictions in terms of maintaining staffing at a safe level to protect employees and officers. Overload reassigned time is sometimes contractual; in addition, faculty sometimes teach a single class as an overload. Overload practices for faculty may be reviewed.
9. Reduced hours (e.g., Sundays, Friday afternoons) —It may be possible for CCSF to close some areas or campuses down at certain times without affecting jobs. Perhaps classes in low enrollment hours could be consolidated. Staying open long hours may give the public the erroneous impression that CCSF is not being fiscally prudent in this environment.
10. Travel—We need to minimize travel expenses, which means that employees will need to pay for their own travel.
11. Consultants/Administrative Vacancies—The police chief is an essential position and we have been without a chief for two years, so that position needs to be filled. Otherwise, Dr. Griffin intends to assign additional duties to current administrators instead of hiring more.
12. Police Academy—The number of classes offered under the current contract does not appear to justify the number of faculty employed in this program, so the number of faculty needs to be changed.
13. Childcare Centers—Every year these must be subsidized out of the CCSF general fund, so we need to find some way to reduce those costs.
14. Cafeteria—An annual deficit in this area plus the childcare centers deficit (see preceding) totals approximately \$700-800K, so these items both need to be addressed.
15. Academic Programs— Discussion in additional venues would have to precede cuts in this area.

Stephen Herman expressed that, in his view, hiring freezes have not resulted in equal impact across the board. The Chancellor responded that in this fiscal year, 2008-09, there has not been a decrease in the number of classified staff and that most of the retirees have been replaced. Dr. Griffin said the Classified Position Vacancy Review group has been pointing out inequities that needed to be addressed and staff has been moved around in response to that. Sometimes there was not an equitable process in the way the positions were hired in the first place. He said that would be an on-going review and that there has also been an examination of inequities in terms of classified support for department chairs. Concluding his response on the question of unequal hiring freeze impact, Dr. Griffin noted that if we lose staff through freezing of positions, we need to track those amounts. He stressed that CCSF continues to pursue the strategy of no layoffs. In that context, while attrition helps, it is a little too slow to meet all of our cost reduction needs, which is the reason for the extensive list of savings strategies. Transfers in from other CCSF funds to the general fund will be another strategy.

Peter Goldstein reported that the ballot measures seemed likely to fail, based on polls. Sacramento will attempt to find other ways to finance government if that happens, but CCSF can't wait to see what happens and needs to make cuts immediately. This needs to be done at all levels of the College, asking people not to schedule things on Sunday, for example. The Chancellor emphasized that the time had come to tighten the belt.

## **V. Program Review Update**

So far, things have been going quite well as the various reviews have been submitted. The system will be refined in years two and three. All CCSF organizational units will be evaluated in the next cycle. There will be more time for discussion of this item at the next meeting.

Future meetings are currently scheduled for April 21, 3-5PM, R518 and May 5, 3-5, R518.

Respectfully submitted,

Susan Lopez