



# Merritt College

12500 Campus Drive · Oakland, California 94619 · (510) 531-4911 · FAX (510) 436-2514

March 1, 2019

Richard Winn, Ed. D., President  
Accrediting Commission for Community and Junior Colleges  
10 Commercial Boulevard, Suite 204  
Novato, CA 94949

Dear Dr. Winn,

In response to the January 25, 2019 letter from the Accrediting Commission for Community and Junior Colleges (ACCJC), the following is Merritt College's response to the requested March 1<sup>st</sup> update on the development of the Peralta Community College District (PCCD) Five-Year Integrated Financial Plan.

## Timeline

The PCCD participatory governance process has been leveraged to harness the work to create the Five-Year Integrated Financial Plan. The Planning and Budgeting Council (PBC) and the Participatory Governance Council (PGC) agreed on a focused timeline, referenced below, to provide a space for collective dialog and consensus building. Joint meetings were added to the participatory governance calendar to guarantee planning benchmarks are met and the plan is finalized by May 1, 2019.

Meeting Date	Action
January, 25, 2019	Joint PBC/PGC Meeting
February 8, 2019	Joint PBC/PGC Meeting
February 22, 2019	Joint PBC/PGC Meeting
March 1, 2019	Submit progress report to ACCJC
March 8, 2019	Joint PBC/PGC Meeting
March 22, 2019	Joint PBC/PGC Meeting
March 26, 2019	Board of Trustees review draft
March 29, 2019	Joint PBC/PGC Meeting
April 9, 2019	Board of Trustee Meeting (first read)
April 23, 2019	Board of Trustee Meeting (approval)
May 1, 2019	Submit documents to ACCJC

## **Peralta Community College District Board of Trustees**

Julina Bonilla, President • Karen Weinstein, Ph. D., Vice President • Bill Willthrow • Linda Handy • Nicky Gonzalez Yuen  
Meredith Brown • Cindi Napoli-Abella Reiss • Aisha K. L. Jordan • Nick Galan • Frances L. White, Interim Chancellor

## **Peralta Community College District**

333 East Eighth Street · Oakland, California 94606 · (510) 466-7200





# Merritt College

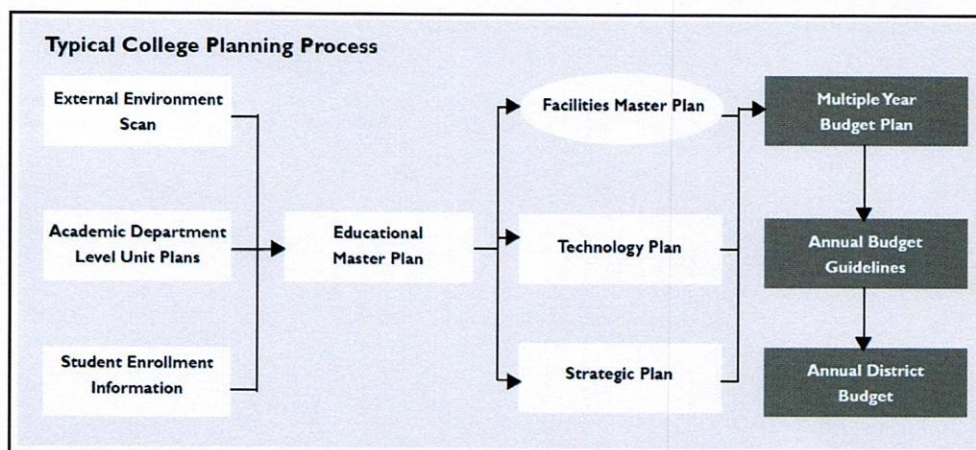
12500 Campus Drive · Oakland, California 94619 · (510) 531-4911 · FAX (510) 436-2514

## **Process for Developing the Five-Year Integrated Financial Plan**

To ensure shared governance and broad participation in developing the PCCD Five-Year Integrated Financial Plan, all written drafts are submitted to the members of the Planning and Budgeting Council (PBC) and the Participatory Governance Council (PGC). Both bodies are central to the Planning and Budgeting Integrated Model (PBIM) process and include Classified Senate, Academic Senate, Classified and Faculty Union, administration and student representatives. Each constituent group then reports on the progress, items of deliberation and written drafts to their respective college bodies for review and input. To address the time frame for submission, PBC and PGC have a one-and-a-half-hour joint meeting every two weeks for the Five-Year Integrated Financial Plan is the sole agenda item. This allows for focused discussion, review and decisions to occur. Additionally, PBC has established two ad hoc working groups focused on enrollment management and finance to support the successful completion of the Plan. Both working groups meet on a weekly basis to review and provide detailed items that are key components of the full Five-Year Integrated Financial Plan or serve as evidence or appendices. The focus of the enrollment management working group is for the colleges and District Office to work collaboratively to update college and district strategic enrollment management plans to align with the Student Centered Funding Formula (SCFF) and to add measurable goals to the college plans. The focus of the finance working group is to draft the initial development of finance-related recommendations that will be incorporated into the Five-Year Integrated Financial Plan. This includes reviewing corrective action plans for audit items, budget reduction scenarios, shifting the PCCD Budget Allocation Model (BAM) to align with the SCFF, and more.

## **Conceptual Framework for the Five-Year Integrated Plan**

In order to develop a thorough and comprehensive Five-Year Integrated Financial Plan, the District and colleges are utilizing a framework that ensures the Plan is not developed in isolation but is instead a synthesis of other adopted plans as illustrated by the following graphic from the *Community College League of California*.



### **Peralta Community College District Board of Trustees**

Julina Bonilla, President • Karen Weinstein, Ph. D., Vice President • Bill Willthrow • Linda Handy • Nicky Gonzalez Yuen  
Meredith Brown • Cindi Napoli-Abella Reiss • Aisha K. L. Jordan • Nick Galan • Frances L. White, Interim Chancellor

### **Peralta Community College District**

333 East Eighth Street · Oakland, California 94606 · (510) 466-7200





# Merritt College

12500 Campus Drive · Oakland, California 94619 · (510) 531-4911 · FAX (510) 436-2514

Development of the Five-Year Integrated Financial Plan will include adopted plans focused on technology, facilities, strategic goals, and overall educational master planning at the District and college levels. As noted, the enrollment management plans are being updated to reflect the SCFF and are also being utilized to inform the Five-Year Integrated Financial Plan. These plans, along with the Annual Financial Report and detailed financial data, will serve as the basis for the content of the Five-Year Integrated Financial Plan. This ensures that the Plan is both integrative and created by a shared governance process that is inclusive.

## **Content and Status of the Five-Year Integrated Financial Plan**

The content of the Five-Year Integrated Financial Plan includes all areas of concern addressed to the College and District from the ACCJC with additional information determined relevant by our shared governance process. The status of each identified item is as follows:

### **Five-Year Integrated Financial Plan Status Chart**

ACCJC Action Item	Content	Evidence	Progress to Date
Establishing FTES Targets and Enrollment Management Plans	Description of target setting process. Discussion of Enrollment Management at PCCD.	Link to all updated EM Plans (District and Colleges) that align with SCFF.	In progress. Completed drafts will go through shared governance in the month of March 2019.
Establishing a Student Success Infrastructure Plan to comply with the Student Centered Funding Formula	Discussion of student success initiative. Crosswalk and diagram of integrated activities that align with the State Vision for Success.	Student success infrastructure crosswalk. MIS and Data Mart data.	In progress to be completed March 7, 2019.
Establishing guidelines to reduce operational overspending and eliminate the structural deficit	Budget reduction scenarios. Discussion and charts of PCCD enrollment trends. Discussion of PBIM process. Analysis of Obligated Expenditures. Discussion and analysis of all PCCD revenue sources.	320 Apportionment Attendance Reports. CCCCCO Data Mart figures. Student enrollment and demographic data. PCCD Principles of Integrated and Financial Planning.	In progress. Completed drafts will go through shared governance March 30, 2019.
Adopting a Board policy to adopt sustainable fund balances and reserves	Discussion of revised Board Policy.	Board Policy 6250 and Administrative Procedure 6250 and 6300.	Currently in the shared governance approval process to be completed March 7, 2019.
Adopting a restructuring plan to improve efficiencies and accountability at the District	Discussion of the Budget Allocation Model (BAM) and revision to align with SCFF. Establishing process for	BAM Procedures. PCCD Adopted Budget. FTES enrollment data. Delineation	In progress. Completed drafts will go through shared governance.

#### **Peralta Community College District Board of Trustees**

Julina Bonilla, President • Karen Weinstein, Ph. D., Vice President • Bill Willthrow • Linda Handy • Nicky Gonzalez Yuen  
Meredith Brown • Cindi Napoli-Abella Reiss • Aisha K. L. Jordan • Nick Galan • Frances L. White, Interim Chancellor

#### **Peralta Community College District**

333 East Eighth Street · Oakland, California 94606 · (510) 466-7200





# Merritt College

12500 Campus Drive · Oakland, California 94619 · (510) 531-4911 · FAX (510) 436-2514

Office and the Colleges	systematic, ongoing evaluation.	of Functions.	
Addressing all audit findings	Description of audits and corrective action plans in alignment with PCCD Strategic Goals.	Audit Report.	Currently in the shared governance approval process to be completed March 7, 2019.
Establishing strategies to improve the management of the OPEB debt	Discussion and analysis of OPEB obligation. Discussion of strategies for improving the management of OPEB.	Retirement Board documents. Financial data.	Completed.
Providing an executive-level staff turnover analysis and recommendations to retain these staff at the district	Description and charts of PCCD executive-level turnover. Comparisons with surrounding districts. Documentation of efforts to retain and develop administration	Training sessions. PCCD Leadership Academy. Contract extensions. Internal recruitments.	Completed.

Thank you for your time and review. Should you have any questions, please do not hesitate to contact me at (510) 436-2416 or via email at [meburns@peralta.edu](mailto:meburns@peralta.edu).

Sincerely,

*Marie-Elaine Burns*

Marie-Elaine Burns, Ed. D.  
President

cc: Dr. David M. Johnson, Accreditation Liaison Officer  
Dr. Frances L. White, Interim Chancellor, Peralta Community College District

## Peralta Community College District Board of Trustees

Julina Bonilla, President • Karen Weinstein, Ph. D., Vice President • Bill Willthrow • Linda Handy • Nicky Gonzalez Yuen  
Meredith Brown • Cindi Napoli-Abella Reiss • Aisha K. L. Jordan • Nick Galan • Frances L. White, Interim Chancellor

## Peralta Community College District

333 East Eighth Street · Oakland, California 94606 · (510) 466-7200