



BUDGET COMMITTEE MEETING

Oct. 2, 2019
Board Room
2:00-3:30 p.m.

MINUTES

CALL TO ORDER: The meeting was called to order at 2:12 p.m. by Committee Chair, Morris Rodrigue.

ROLL CALL:

X	Jill Ault	X	Sue Loring	X	Tom Masulis	Student Rep.
X	Andy Fields		Crystal Mair	X	Morris Rodrigue	
	Katie Littlepage		Tom Martin		Susan Schroth	

APPROVAL OF MINUTES: Aug. 28, 2019. Fields / Masulis. Discussion: there was a brief discussion for clarification. Motion carried unanimously.

PUBLIC COMMENTS: None

REPORTS: None

DISCUSSION/ACTION:

A) Stage Budget Update (*Handout*)

Morris reviewed the PowerPoint that he presented at the budget informational meetings held September 27th and 28th.

For the Promise Grant and BOG accounts there have been increases over the last three years, and they now are looking at three year averages, using 2018-19, 2017-18 and 2016-17.

With the new SCFF and the revisions to the new SCFF, they look at certificates and degrees and they only count the highest one of that particular year. In 2018-19 they also wanted data to appear more transparent, so they also changed how they count transfers.

Sue said that the numbers for English and math can't be the true number for who completed in the first year. Morris said it is what has been reported. Sue said it looks really low, and she would question the data. Morris said these are the numbers we pull based on data for summer, fall and spring.

Tom Masulis said that for the English and math, he would guess the math is the higher portion. Andy said this data was when we still had all the pre-requisites. Jill asked if high school students in Dual Enrollment count. Morris said no, so statistically the number could be higher, but those are not included because Dual Enrollment is not counted.

Total Computational Revenue (TCR)

- TCR is determined by the new Student Centered Fund Formula.
- TCR represents approximately 92% of Unrestricted General Fund Revenue.
- TCR budgeted for 2019-20 is \$46,673,000, less a 0.5% deficit factor.

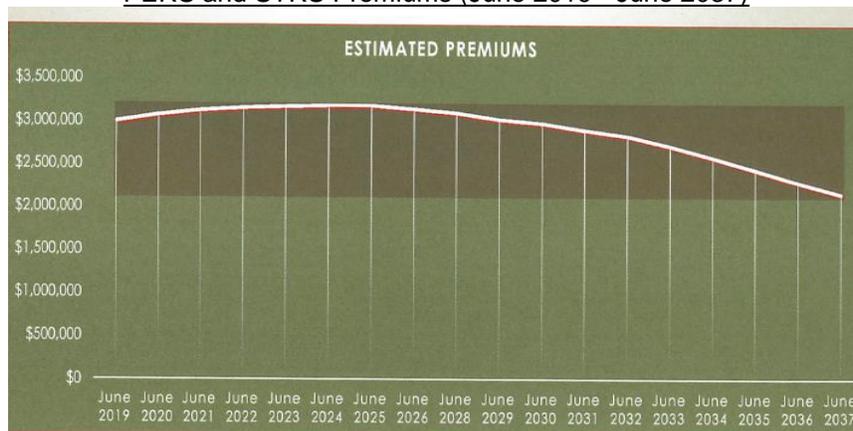
TCR Ups and Downs for 2018-19



Continued Budget Challenges

- Escalating PERS and STRS Costs
- Retiree Health Benefit Liability
- Ongoing changes to the Student Centered Funding Formula (SCFF) –including re-benching metrics in 2019-20
- Next Economic Downturn

PERS and STRS Premiums (June 2019 - June 2037)



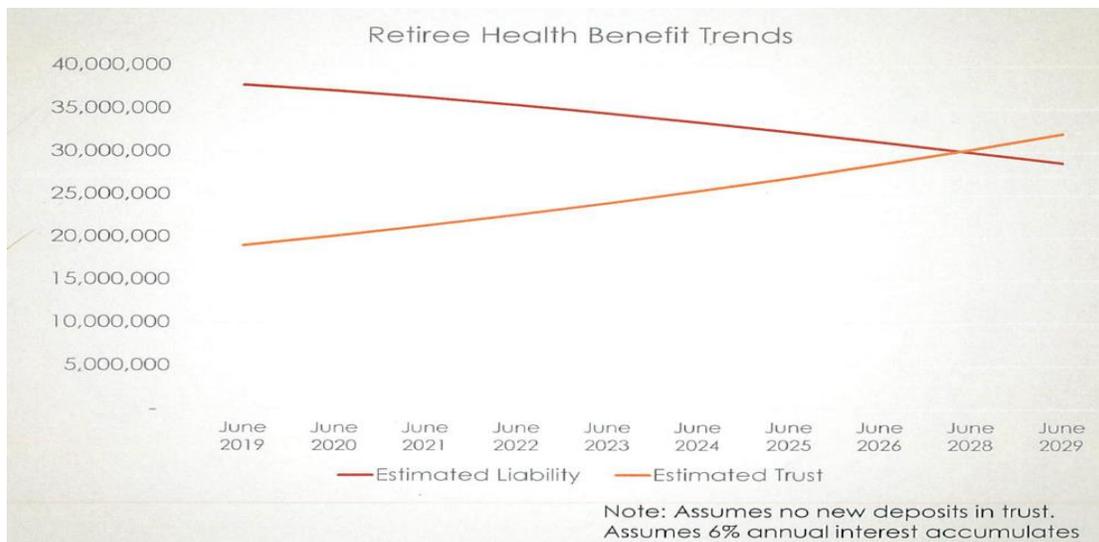
To get to the \$47.6M proposed budget we used the ‘summer shift’ pulling back summer 2019 FTES. Then they changed the formula again, and said the 2018-19 SCFF will not be guaranteed. Morris said his estimate now for the P2 number is approximately \$46.1M. Morris explained that the floor is COLA plus the 2.71% (2017-18)

plus 3.26% (2018-19). We will be held to SCFF number or the hold harmless number(floor), whichever is higher.

Sue asked for clarification on the floor and hold harmless. Morris said we need to understand that we can't drop further than the floor. Sue asked why we would add the 3.26% COLA this year. Morris said they will take last year's revenue, add 3.26% COLA, back out the FTES, and back out growth, that way there shouldn't be a deficit factor because they use the actual revenue to back into the rates. We are adding the 3.26% as a best guess for revenue.

Sue asked for clarification on where the summer 2019 FTES will be used. Morris said summer 2019 FTES is being used for 2019-20, and said he has a little concern about how dual enrollments are handled in the summer, but feels confident in using the summer shift if need be.

Sue asked about a plan to pay down the Retiree Health Benefits liability. Morris showed a slide "Retiree Health Benefit Trends" and said if we did nothing else, by the year 2028 we could be fully funded. This is using a combination of interest that builds and drawing down the money in the trust, and with this method they intersect at the year 2028.



Sue asked if Morris knows approximately what the cost will be in 2028. Morris said it starts to level in 2022, and then begins to trend down.

B) Fiscal Health Risk Analysis (FCMAT)

Morris said a few years ago this committee developed a Fiscal Health Risk Analysis document, but the state has now come up with one for community colleges, and we may want to consider using this new state form. Jill and Morris said they have reviewed the new FCMAT, and pointed out that 'no's" hurt the score. And that high percent is bad and low percent is good. Morris said they audit us for state and federal compliance and fiscal compliance/responsibility.

Morris said this form asks about productivity goals, but we don't currently have this. Andy asked if other colleges do. Morris said yes, some do. Andy asked if productivity goals have faculty input. Morris said it could, it would be how we define productivity. Sue asked about 10.1 which asks if the District has sufficient available capital outlay and/or bond funds to cover all contracted obligations for facilities.

Morris said basically to fully renew and refurbish all facilities is more than Measure H can support, but we do have enough to cover contracted obligations, so the answer to 10.1 is yes. Morris explained that we are not required to use the FCMAT, but it helps us internally, and it's good for accreditation. Morris said he will update the FCMAT form, add some notes, and will bring it to the next meeting. It will then go on to the Board as an information item.

OTHER/ANNOUNCEMENTS: None

ADJOURNMENT: 3:13 p.m.

NEXT MEETING: TBD

Recorder,

Sherry Nicholas
Executive Assistant
Administrative Services

2019-20 Final Budget

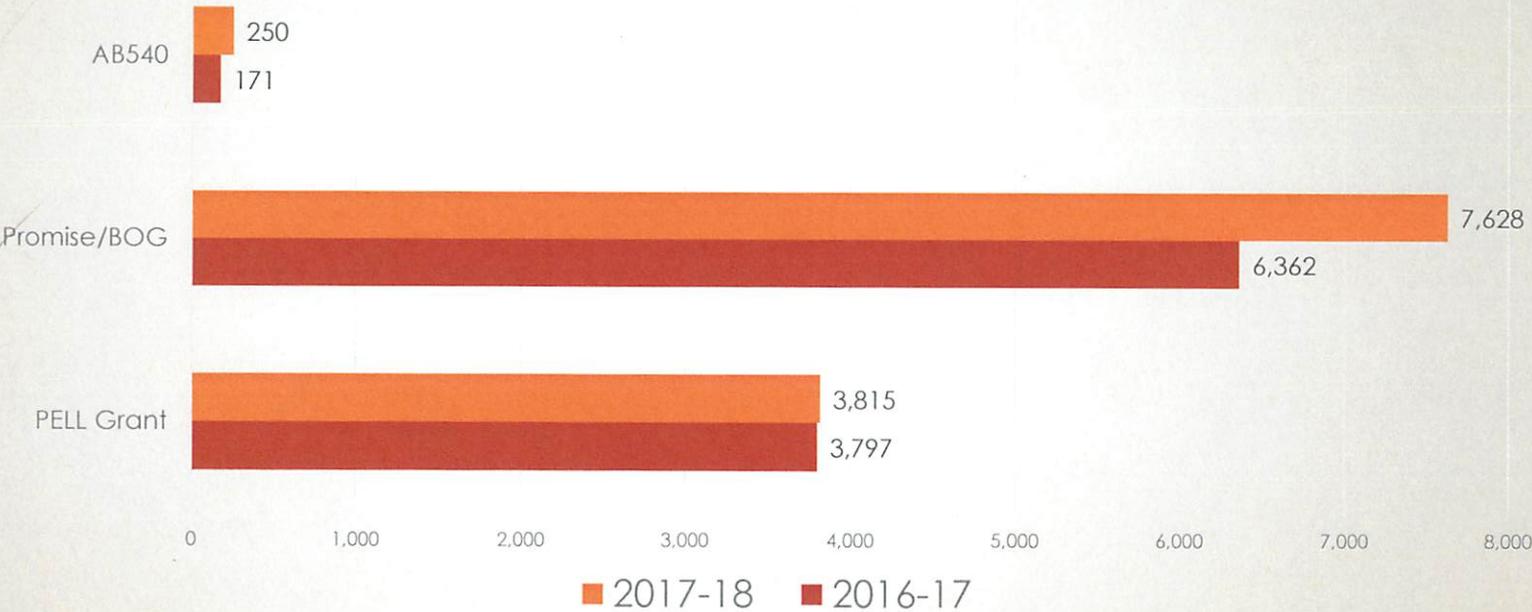




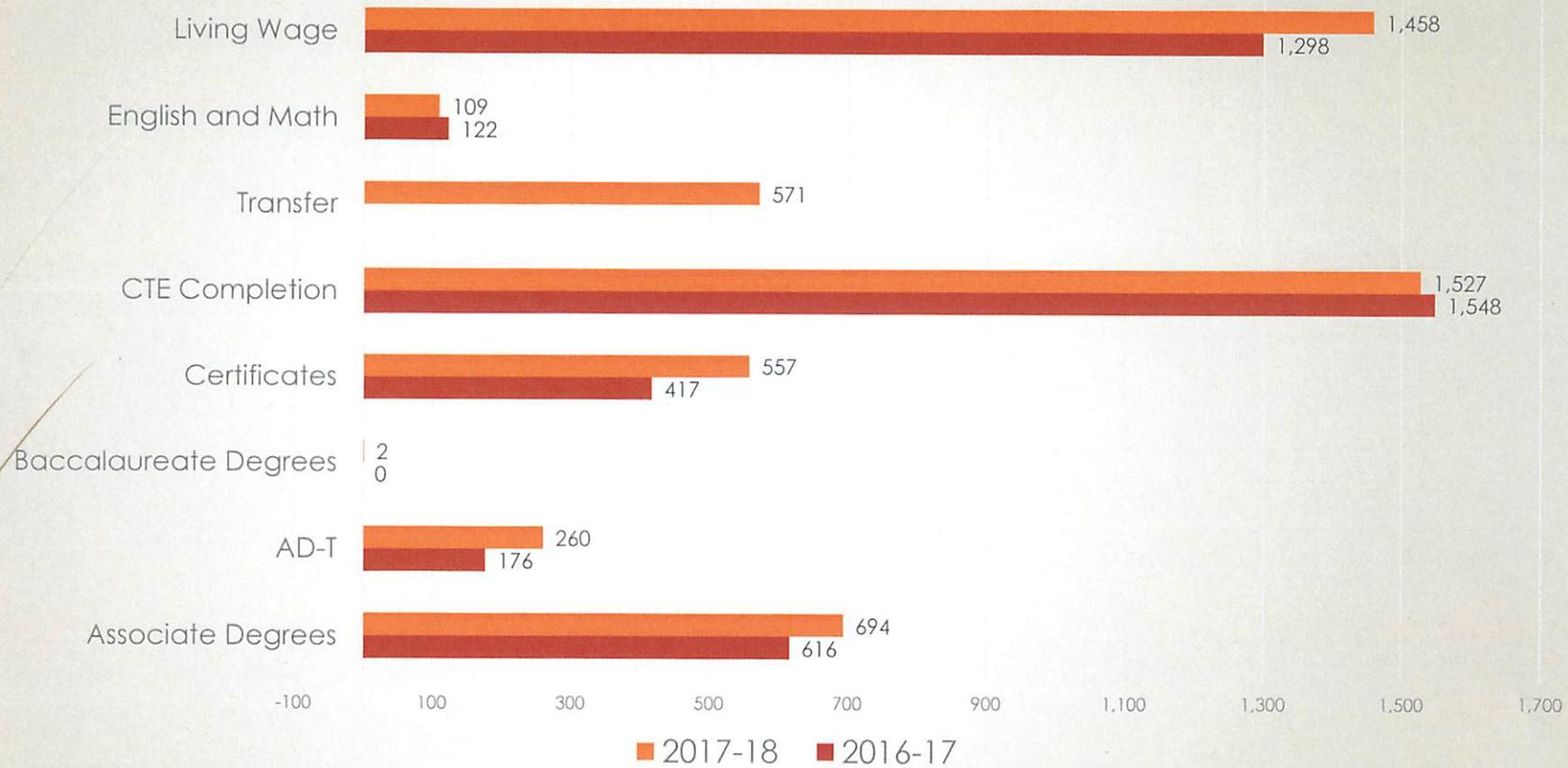
Student Centered Funding Formula

- Base Allocation 70%
- Supplemental Allocation 20%
- Success Allocation 10%

Supplemental Data



Success Metrics





Total Computational Revenue (TCR)

- TCR amount is determined by the Student Centered Funding Formula
- TCR represents approximately 92% of the Unrestricted General Fund Revenue
- TCR budgeted for 2019-20 is \$46,673,000 less a 0.5% percent deficit factor



Continued Budget Challenges

- Escalating PERS and STRS costs
- Changes to Student Centered Funding Formula including re-benchmarking metrics in 2019-20
- Next Economic Downturn



TCR the Wild Ride

Advance
August 2018
\$44.5 Million

P1
February 2019
\$47.2 Million

P1
February 2019
\$44.8 Million

P1 V2
April 2019
\$45.8 Million

P1 V2
April 2019
\$45.2 Million

P1 V2
April 2019
\$43.4 Million

P2
July 2019
\$47.6 Million

P2
July 2019
\$45.2 Million

P2
July 2019
\$44.9 Million



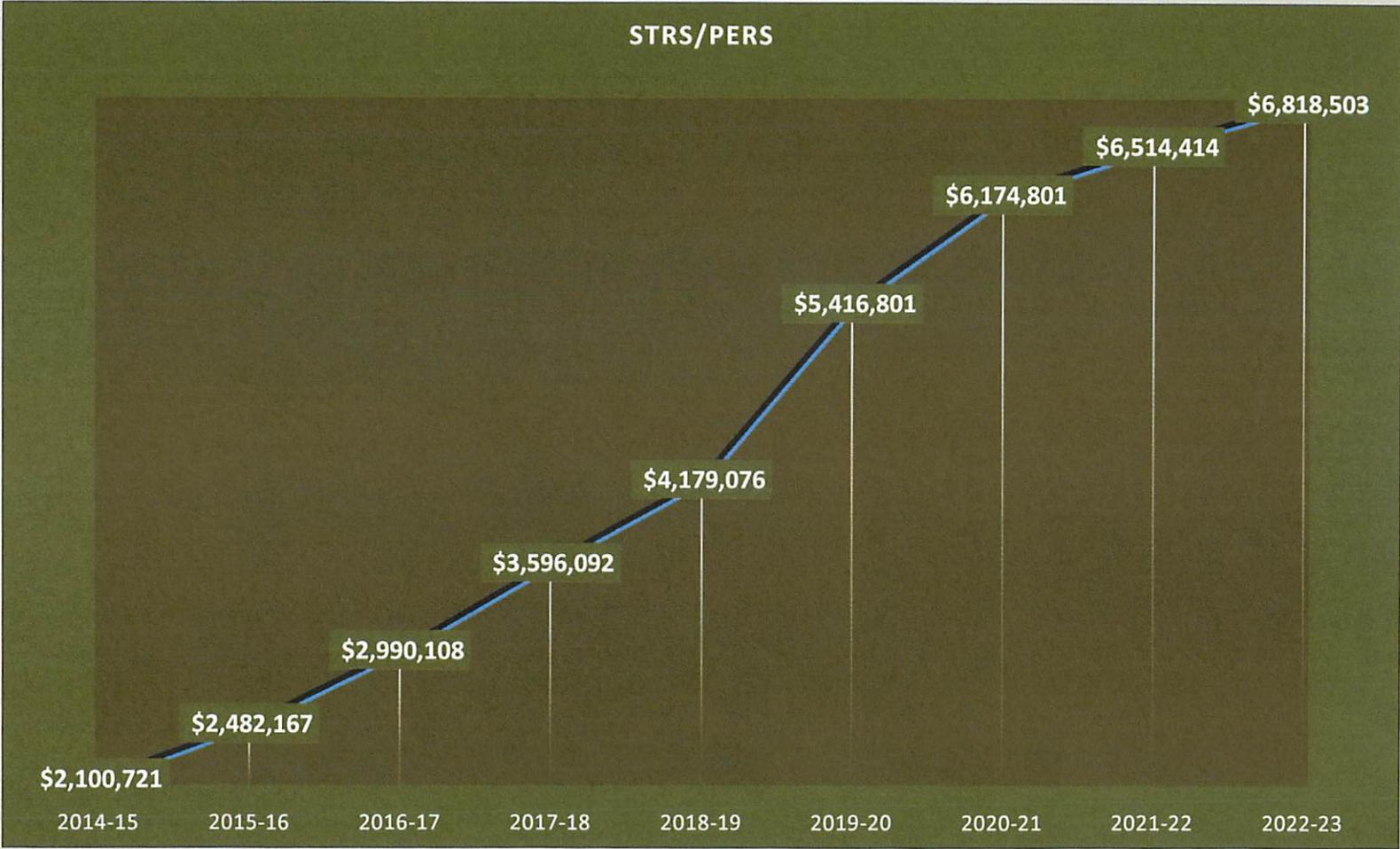
TCR the Wild Ride

Advance
July 2019
\$45.2
Million

Re-bench Formula in
February and again in
July

District Budget
\$45.2 Million
Plus 3.26% COLA
less 0.5%

STRS/PERS





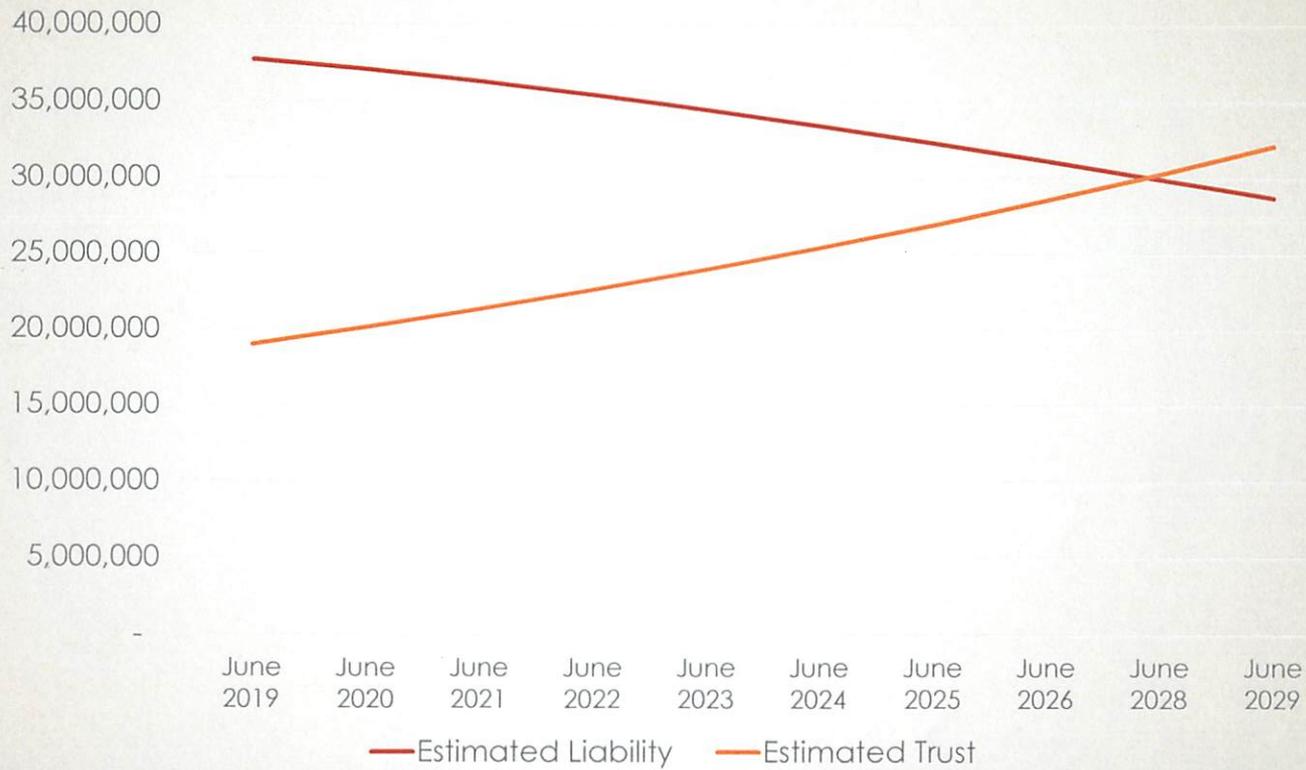
Annual Percent Change in STRS and PERS Costs

2015-16	2016-17	2017-18	2018-19	2019-20
18%	20%	20%	16%	30%



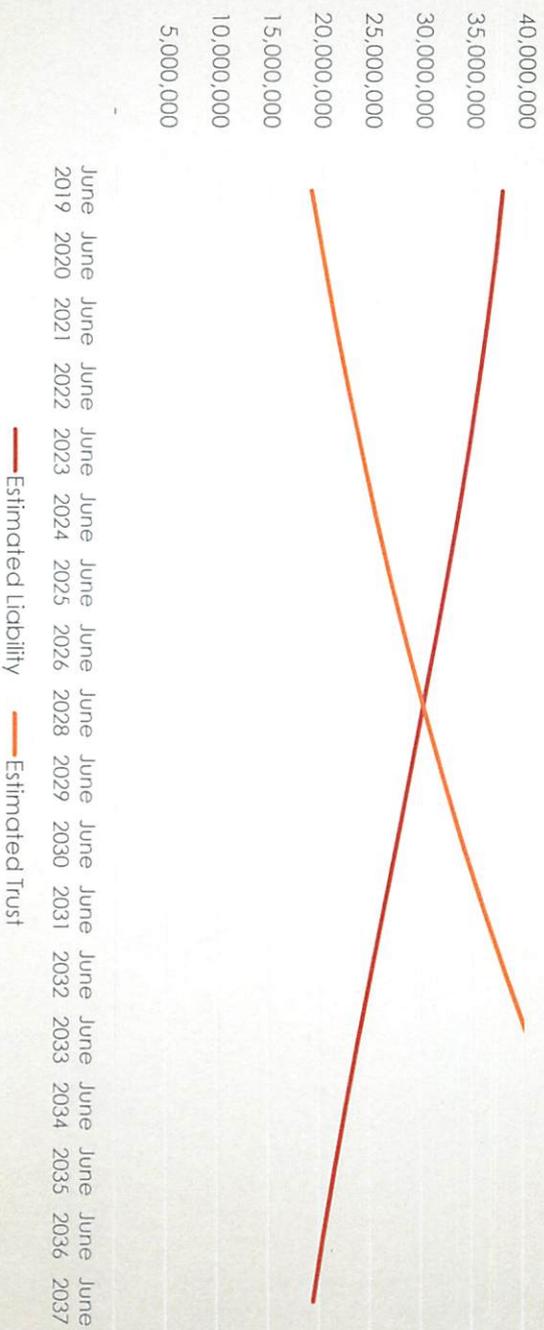
Total Income	\$ 50,516,241
Total Expenditures	\$ 52,758,394
Discount Factor(3.5%)	\$ (1,846,544)
Projected Expenditures	\$ 50,911,850
Net Income (Loss)	\$ (395,609)

Retiree Health Benefit Trends

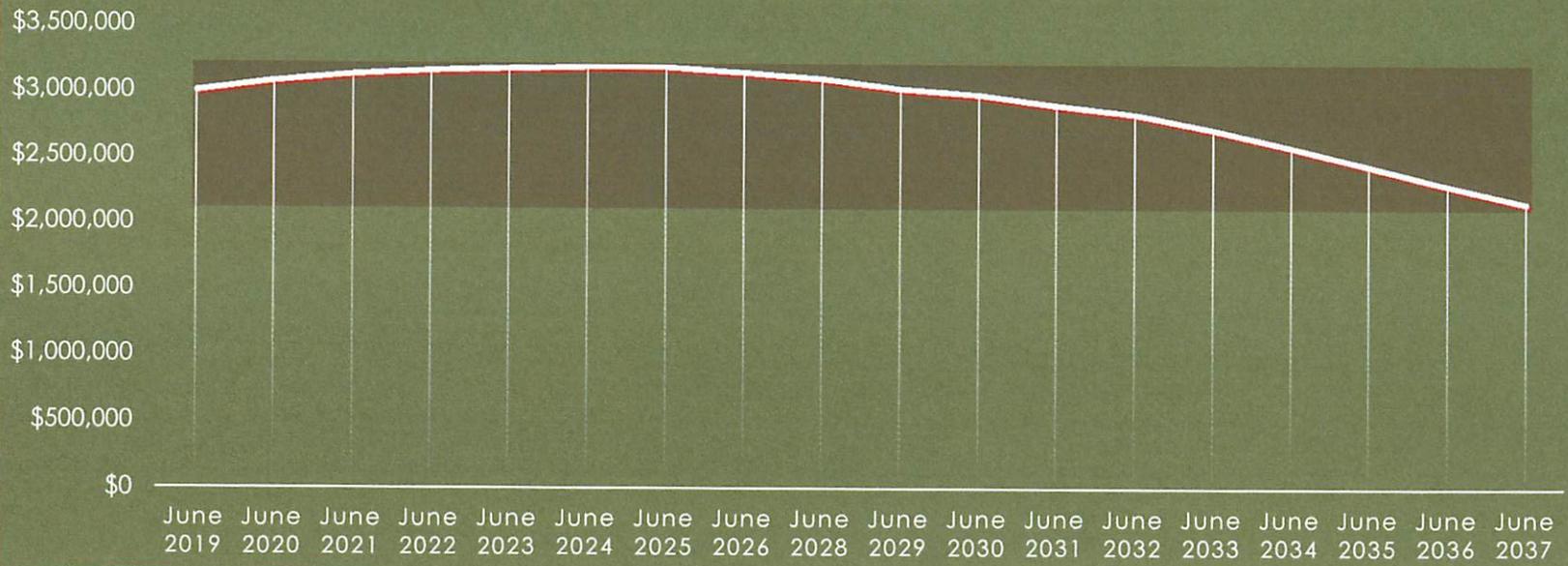


Note: Assumes no new deposits in trust.
Assumes 6% annual interest accumulates

Retiree Health Benefit Trends



ESTIMATED PREMIUMS



Fiscal Health Risk Analysis

for Community Colleges

District:

(Enter District Name Here)

Response

Annual Independent Audit Report

1.1 Has the independent audit report for the most recent fiscal year been completed and presented to the board within the statutory timeline?

Yes

1.2 Was the district's most recent independent audit report free of material findings?

Yes

1.3 Has the district corrected all audit findings from the current and past two audits?

N/A

1.4 Can the district correct prior year audit findings without affecting its fiscal health (e.g., material apportionment or internal control findings)?

N/A

1.5 Has the district had the same audit firm for at least the last three years?

No

Self-assessment notes:

Fiscal Health Risk Analysis

for Community Colleges

District:

(Enter District Name Here)

Response

Budget Development and Adoption

2.1 Does the district develop and use written budget assumptions and multiyear projections that are reasonable, clearly articulated, and aligned with the signed state budget and the Student-Centered Funding Formula (SCFF)?	Yes
2.2 Does the district use a budget development method other than a prior-year rollover budget, and if so, does that method include tasks such as review of prior year estimated actuals by major object code and removal of one-time revenues and expenses?	Yes
2.3 Does the district use position control data for budget development?	No
2.4 Are clear budget development processes codified in Board Policies and Administrative Procedures?	Yes
2.5 Does the budget development process include input from faculty/staff, administrators, the governing board, and the budget advisory committee in accordance with the district's documented planning model?	Yes
2.6 Does the budget development process include a calculation of the SCFF with reasonable assumptions?	Yes
2.7 Does the district budget and expend restricted funds as authorized by the funding source before expending unrestricted funds?	Yes
2.8 Does the district have a documented policy and/or procedure for evaluating the proposed acceptance of grants and other types of restricted funds to assess their congruency with the institution's strategic plan and the potential multiyear impact on the district's unrestricted general fund?	Yes
2.9 Are expected revenues more than or equal to expected expenditures in the district's adopted budget (budget is not dependent on carryover funds to be balanced)?	No
2.10 Has the district refrained from using negative or contra expenditure accounts (excluding appropriate abatements in accordance with the Budget and Accounting Manual (BAM)) in its budget?	Yes
2.11 Does the district adhere to a board-adopted budget calendar that includes statutory due dates, major budget development tasks and deadlines, and the staff member/department responsible for completing them?	Yes

Self-assessment notes:

Fiscal Health Risk Analysis

for Community Colleges

District:

(Enter District Name Here)

Response

Budget Monitoring and Updates

3.1 Are actual revenues and expenses consistent with the most current budget?	Yes
3.2 Are budget revisions posted at least quarterly in the financial system?	Yes
3.3 Are clearly written and articulated budget assumptions that support budget revisions communicated to the board at least quarterly?	No
3.4 Following board approval of collective bargaining agreements, does the district make necessary budget revisions in the financial system to reflect settlement costs before the next financial reporting period?	Yes
3.5 Does the district include the interim CCFS 311Q reports on board's agendas?	Yes
3.6 Has the district addressed any budget-related deficiencies identified in the most recent ACCJC accreditation report?	N/A
3.7 If a college in the district has been notified that it is on an enhanced monitoring or watch-list status based on the college's ACCJC Annual Fiscal Report, have the district and college(s) taken steps to address the issues of concern identified by the ACCJC?	N/A
3.8 Does the district's enterprise software system include hard budget blocks that prevent the processing of requisitions or purchase orders when the budget is insufficient to support the expenditure?	Yes
3.9 Does the district encumber and adjust encumbrances for salaries and benefits?	Yes
3.10 Are all balance sheet accounts in the general ledger reconciled each quarter, at a minimum?	Yes

Self-assessment notes:

Fiscal Health Risk Analysis

for Community Colleges

District:

(Enter District Name Here)

Response

Cash Management

- | | |
|---|-----|
| 4.1 Does the district balance all cash and investment accounts with bank statements monthly? | Yes |
| 4.2 Are outstanding amounts in the cash and investment account reconciliations less than one year old, or if older, have a resolution? | Yes |
| 4.3 Are accounts held by the county treasurer reconciled with the district's and county office of education's reports monthly? | Yes |
| 4.4 Does the district comply with its county treasurer and/or county office of education's requirements for balancing accounts? | Yes |
| 4.5 Has the district had a positive cash balance at the end of the month during the most recent 12 months? | Yes |
| 4.6 Does the district forecast its cash receipts and disbursements at least 18 months out, updating the actuals and reconciling the remaining months to the budget monthly to ensure cash flow needs are known? | Yes |
| 4.7 Does the district have a plan to address cash flow needs during the current fiscal year? | Yes |
| 4.8 Does the district have sufficient cash resources in its other funds to support its current and subsequent two fiscal years' projected obligations in those funds? | Yes |
| 4.9 If interfund borrowing is occurring, does the district comply with Object Code 7300 requirements in the BAM? | Yes |
| 4.10 If the district is managing cash in any funds through external borrowing, such as a TRANS, has the district set aside funds for repayment attributable to the same year the funds were borrowed? | N/A |

Self-assessment notes:

Fiscal Health Risk Analysis

for Community Colleges

District:

(Enter District Name Here)

Response

Collective Bargaining Agreements

- | | |
|--|-----|
| 5.1 Does the district quantify the effects of collective bargaining agreements and include them in its budget and multiyear projections? | Yes |
| 5.2 If the district has conducted a pre-settlement analysis and identified related costs or savings, if any (e.g., statutory benefits, and step and column salary increase), for the current and subsequent years, has it identified ongoing revenue sources or expenditure reductions to support the agreement? | Yes |
| 5.3 In the prior three years has the district settled the bargaining agreements at or under the funded cost of living adjustment (COLA)? | No |
| 5.4 If settlements have not been reached, has the district identified resources to cover the estimated costs of settlements? | N/A |
| 5.5 Has the district settled with all its bargaining units for at least the prior two year(s)? | Yes |
| 5.6 Has the district settled with all its bargaining units for the current year? | No |

Self-assessment notes:

Intrafund and Interfund Transfers

- | | |
|--|-----|
| 6.1 Does the district have a board-approved plan to eliminate, reduce or control intrafund transfers from the general fund unrestricted subfund to the general fund restricted subfund? | N/A |
| 6.2 Does the board approve any intrafund transfers (contributions/encroachments) from the unrestricted general fund prior to occurrence? | Yes |
| 6.3 If the district has deficit spending in funds other than the unrestricted general fund that create instability, has it included in its multiyear projection any transfers from the unrestricted general fund to any resulting negative fund balance (e.g., interfund transfers)? | N/A |
| 6.4 If any interfund transfers were required for other funds in either of the prior two fiscal years, and the need is recurring in the current year, did the district budget for them at reasonable levels? | N/A |

Self-assessment notes:

Fiscal Health Risk Analysis

for Community Colleges

District:

(Enter District Name Here)

	Response
Deficit Spending	
7.1 Is the district avoiding a structural deficit in the current and two subsequent fiscal years? (A structural deficit is when ongoing unrestricted expenditures and contributions exceed ongoing unrestricted revenues.)	No
7.2 If the district has deficit spending in the current or two subsequent fiscal years, has the board approved and implemented a plan to reduce and/or eliminate deficit spending?	Yes
7.3 Has the district decreased deficit spending over the past two fiscal years?	N/A
Self-assessment notes:	
Employee Benefits	
8.1 Has the district completed a recent actuarial valuation to determine its unfunded liability under Governmental Accounting Standards Board (GASB) other than post-employment benefits (OPEB) requirements?	Yes
8.2 Does the district have a plan to fund its liabilities for retiree health benefits?	Yes
8.3 Does the district have a multiyear plan to fund its projected employer contributions to CalSTRS and CalPERS?	Yes
8.4 Has the district followed a policy or negotiated a collectively bargained agreement to limit faculty banked hours?	Yes
8.5 Within the last three years, has the district conducted a verification and determination of eligibility for benefits for all active and retired employees and dependents?	Yes
8.6 Does the district track, reconcile and report employees' compensated leave balances on the balance sheet?	Yes
Self-assessment notes:	

Fiscal Health Risk Analysis

for Community Colleges

District:

(Enter District Name Here)

Response

Enrollment and Attendance

9.1 Has the district's enrollment been increasing or remained stable for the current and two prior years?	Yes
9.2 Does the district monitor and analyze enrollment, weekly student contact hours (WSCH) and full-time equivalent students (FTES) data at least monthly through the second reporting period (P2)?	Yes
9.3 Does the district track historical WSCH and FTES data to establish future trends?	Yes
9.4 Do colleges within the district maintain a record of WSCH or FTES that is reconciled monthly at the college and district levels at least through the second reporting period?	Yes
9.5 Do the colleges within the district have and utilize an electronic enrollment management and class scheduling program?	No
9.6 Are the district's enrollment projections and assumptions based on historical data, demographic trend analysis, high school enrollments, community participation rates and other industry standards, in addition to any board policies that limit enrollment?	Yes
9.7 Do the institutional research staff and business/fiscal staff agree on enrollment and FTES predictions?	N/A
9.8 Has the district verified that the colleges' comprehensive enrollment plans address the funding elements of the SCFF?	Yes
9.9 Does the CEO annually approve academic productivity goals that correspond to the estimated SCFF resources?	No

Self-assessment notes:

Fiscal Health Risk Analysis

for Community Colleges

District:

(Enter District Name Here)

Response

Facilities

10.1 Does the district have sufficient and available capital outlay and/or bond funds to cover all contracted obligations for capital facilities projects?

Yes
No

10.2 Does the district properly track and account for facility-related projects?

Yes

10.3 Does the district use lecture classrooms for at least 48 or 53 hours per 70-hour week as defined by the Board of Governors (BOG) policy on Utilization and Space Standards?

No

10.4 Does the district use laboratory classrooms for at least 27.5 hours per 70-hour week as defined by the BOG policy on Utilization and Space Standards?

No

10.5 Does the district include facility needs (maintenance, repair and operating requirements) when adopting a budget?

Yes

10.6 Has a quantitative Facilities Condition Index assessment been conducted sometime in the last three years through the Foundation for California Community Colleges?

Yes

10.7 Does the district have a five-year scheduled maintenance plan?

Yes

10.8 If the district's budget includes state Physical Plant and Instructional Support funds, is the district expending at least .005% of its current operating budget for ongoing maintenance?

Yes

10.9 If the district passed a Proposition 39 general obligation bond, has it met the requirements for audit, reporting, and a citizens' bond oversight committee?

Yes

10.10 If the district has passed a Proposition 39 general obligation bond or a parcel tax and it has received any legal challenges or program audit findings concerning the use of those funds, has it addressed those complaints and/or findings?

N/A

10.11 Has the district submitted the required facilities master plan to the California Community Colleges Chancellor's Office (CCCCO) on schedule?

Yes

10.12 Has the district submitted the required CCCCCO Space Inventory on schedule?

Yes

Self-assessment notes:

Fiscal Health Risk Analysis

for Community Colleges

District:

(Enter District Name Here)

Response

Fund Balance and Reserve for Economic Uncertainty

In this section, all questions refer to the Unrestricted General Fund (URGF). See the bottom of the section for additional definitions.

11.1 Does the district have at least a 5% Reserve for Economic Uncertainty in the current year?	Yes
11.2 Did the district's adopted budgets for the subsequent two years include at least a 5% Reserve for Economic Uncertainty?	Yes
11.3 Does the district have at least a 5% Reserve for Economic Uncertainty in its budget projections for the two subsequent years?	Yes
11.4 If the district's budget projections for the subsequent two years do not include at least a 5% Reserve for Economic Uncertainty, does the district's multiyear fiscal plan include a board-approved plan to restore at least a 5% Reserve for Economic Uncertainty?	N/A
11.5 Is the district's projected unrestricted general fund budget stable or increasing in the two subsequent fiscal years?	Yes
11.6 If the district has unfunded or contingent liabilities or one-time costs, does the unrestricted general fund balance include any dedicated reserves above the recommended minimum 5% reserve level?	Yes

Definitions:

- *Unrestricted General Fund (URGF)*
- *URGF Ending Fund Balance, Object 9700: The amount equal to the sum of the beginning balance, total revenue and total incoming transfers less total expenditures and total outgo to Object 7000.*

URGF Ending Fund Balance = (Beginning balance + total revenue + total incoming transfers - total expenditures - total outgo to Object 7000)
- *URGF Ending Balance Percentage: The amount equal to the unrestricted ending fund balance divided by total expenditures.*

URGF Ending Fund Balance Percentage = URGF ending fund balance / total expenditures
- *Reserve for Economic Uncertainty (REU), Object 9750: The amount designated in Object 9750 within the unrestricted general fund balance, Object 9700.*
- *Reserve for Economic Uncertainty Percentage (REU%): The amount equal to the reserve for economic uncertainty divided by total expenditures.*

REU% = REU / Total expenditures

Self-assessment notes:

Fiscal Health Risk Analysis

for Community Colleges

District:

(Enter District Name Here)

Response

General Fund - Current Year

12.1 Does the district ensure that one-time revenues do not pay for ongoing expenditures?	Yes
12.2 Is the percentage of the district's general fund unrestricted budget that is allocated to salaries and benefits at or below the statewide average for the three prior years as reported by the CCCCCO?	
12.3 Is the district in compliance with the Fifty Percent Law (Education Code Section 84362)?	Yes
12.4 Is the district at or above its Full-Time Faculty Obligation Number?	Yes
12.5 Does the district either ensure that restricted dollars are sufficient to pay for staff assigned to restricted programs or have a plan to fund these positions with unrestricted funds?	Yes
12.6 Is the district using its restricted dollars fully by expending allocations for restricted programs within the required time?	Yes
12.7 Does the district consistently account for all program costs, including maximum allowable indirect costs, for each restricted resource?	Yes

Self-assessment notes:

Information Systems and Data Management

13.1 Does the district use a human resources system and position control system that is integrated with the financial reporting system?	No
13.2 Does the district have emergency electrical back-up and data recovery systems?	Yes
13.3 Are enrollment management and budget development systems integrated?	No
13.4 If the district is using a separate financial system from its county office of education and is not fiscally independent, is there an automated interface with the financial system used by the county office of education?	N/A
13.5 Does the district conduct regularly scheduled evaluations of the security measures that protect student and employee personal information?	Yes

Self-assessment notes:

Fiscal Health Risk Analysis

for Community Colleges

District:

(Enter District Name Here)

Response

Internal Controls and Fraud Prevention

14.1 Does the district have controls that limit access to and include multiple levels of authorizations within its financial system?	Yes
14.2 Are the district's financial system's access and authorization controls reviewed and updated upon employment actions (e.g., resignations, terminations, promotions or demotions) and at least annually?	No
14.3 Does the district ensure that duties in the following areas are segregated, and that they are supervised and monitored?	
a. Accounts payable	Yes
b. Accounts receivable	Yes
c. Cash management	Yes
d. Budget monitoring and review	Yes
e. Purchasing and contracts	Yes
f. Payroll	Yes
g. Human resources	Yes
h. Associated student body	Yes
i. Warehouse and receiving	Yes
14.4 Are beginning balances for the new fiscal year posted and reconciled with the ending balances for each fund from the prior fiscal year?	Yes
14.5 Does the district review and clear prior year accruals by October 31?	Yes
14.6 Does the district reconcile all suspense accounts, including salaries and benefits, at least each quarter and at the close of the fiscal year?	Yes
14.7 Has the district reconciled and closed the general ledger (books) within the time prescribed by the county office of education?	Yes
14.8 Does the district have processes and procedures to discourage and detect fraud?	Yes
14.9 Does the district maintain an independent fraud reporting hotline or other reporting service(s)?	No
14.10 Does the district have a process for collecting and following up on reports of possible fraud?	No
14.11 Does the district have an internal audit department or dedicated staff?	No

Self-assessment notes:

Fiscal Health Risk Analysis

for Community Colleges

District:

(Enter District Name Here)

Response

Leadership and Stability

- | | |
|--|-----|
| 15.1 Does the district have a chief business official who has been with the district more than two years? | Yes |
| 15.2 Does the district have a chief executive officer (CEO) who has been with the district more than two years? | Yes |
| 15.3 Does the CEO meet with all members of the administrative cabinet on a scheduled and regular basis? | Yes |
| 15.4 Is training on financial management and budget provided to district, college and department administrators who are responsible for budget management? | Yes |
| 15.5 Does the governing board review and revise policies and administrative regulations at least annually? | Yes |
| 15.6 Are newly adopted or revised board policies and administrative regulations formally implemented, communicated and available to staff? | Yes |
| 15.7 Is training on the budget and governance provided to board members at least every two years? | Yes |
| 15.8 Is the CEO's evaluation performed according to the terms of the contract? | Yes |

Self-assessment notes:

Multiyear Projections

- | | |
|--|-----|
| 16.1 Has the district developed multiyear projections that include detailed assumptions aligned with industry standards, including CCCCCO and ACCJC? | Yes |
| 16.2 Did the district use the SCFF with multiyear considerations to help calculate its multiyear projections? | Yes |
| 16.3 Does the district use its most current multiyear projection when making financial decisions? | Yes |

Self-assessment notes:

Fiscal Health Risk Analysis

for Community Colleges

District:

(Enter District Name Here)

Response

Non-Voter-Approved Debt and Risk Management	
17.1 Are the sources of repayment for non-voter-approved debt (such as certificates of participation (COPs), bridge financing, and bond anticipation notes (BANS)) predictable and stable, and not from the unrestricted general fund?	N/A
17.2 If the district has issued non-voter-approved debt, has its credit rating remained stable or improved?	Yes
17.3 If the district is self-insured, does the district have a recent (every two years) actuarial study and a plan to pay for any unfunded liabilities?	N/A
17.4 If the district has non-voter-approved debt (such as COPs, bridge financing, BANS, TRANS and others), is the total of annual debt service payments no greater than 2% of the district's unrestricted general fund revenues?	Yes
Self-assessment notes:	
Position Control	
18.1 Does the district account for all positions and costs (position control)?	Yes
18.2 Does the district analyze and adjust staffing based on enrollment?	No
18.3 Does the district reconcile budget, payroll and position control regularly, meaning at least at budget adoption and quarterly reporting periods?	No
18.4 Does the district identify a budget source for each new position before the position is authorized by the governing board?	Yes
18.5 Does the governing board approve all new positions and extra assignments before positions are posted?	No
18.6 Is the approval of hiring staff using categorical or other restricted dollars subject to adequate program funding?	Yes
18.7 Do managers and staff responsible for the district's human resources, payroll and budget functions meet regularly to discuss issues and improve processes?	Yes
Self-assessment notes:	
Total Risk Score, All Areas	14.4%