

<u>Category</u>	<u>Priority</u>	<u>Recommendations for Expenditure Reductions/Revenue Growth</u>	<u>Discussion/Considerations</u>	<u>Estimated Savings</u>	<u>Strategic Goal</u>	<u>Champion</u>
Resources	1	Temporarily Reduce Operating Reserve	Given the uncertainty of the revenue projections and the fact that clarity will likely not come until later in the summer due to tax filing extensions impacting the State's cash flow, we recommend the Board of Trustees consider temporarily relaxing the 20% mandated Operating Reserve ratio for the next two years (not to exceed 15% of the current operating budget) in order to provide the governance councils time to thoroughly research these recommendations and associated cost saving measures.	\$2,500,000		Board through Superintendent
Benefits	1	Examine Savings available via the golden handshake	Long term strategy. Due to upfront cost, this initiative will probably not result in immediate savings. Survey has gone out to faculty to determine interest. Note that we have been hiring many faculty who have considerable experience, and bringing said faculty in at fairly high steps (mid-level) which reduces the fiscal benefits of this program. So, part of the analysis may involve modeling realistic hires, or following a policy of hiring at the lowest steps moving forward - or perhaps not replacing if manageable.			Lyle, Linda
Benefits	1	Recognize reductions in CalPERS and CalSTRS rates for FY20-21	Based upon Governor's May Revise, rates will drop to 20.70% (from 22.67%) and 16.15% (from 17.10%) respectively	\$666,000		Business Office
Discretionary	1	Decrease overtime	Eliminate overtime for employees unless justified in writing by the supervisor and approved by the area VP. Do immediately. No major impact on services.			Department Heads
Discretionary	1	Cut ALL travel that is not absolutely vital (to be defined)	Vital travel should be approved by the President to ensure the standard is being met.	\$65,000		Linda
Discretionary	1	Generate a new report on current savings from the campus-wide shutdown	Look at April and extrapolate	\$190,000		Facilities
Discretionary	1	Explore efficiency in utility usage	Parking structure system is not yet online. After 2 years we can buy out the system (Measure T?) and realize more savings			Facilities
Discretionary	1	Limit other discretionary spending	Defer purchase or replacement of equipment, defer maintenance; postpone face to face services that are not necessary during summer and fall online instruction.			Department Heads
Discretionary	1	Eliminate the use of gas cards for everything except away sport team games - if sports happen next year	Governing Board meets June 5th to determine whether sports will resume. Consider purchasing vans/buses rather than renting through Enterprise.			Athletics

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Discretionary	1	Force cuts to the M&O budget by a % or \$ amount to be determined in partnership with the Controller	The fact that people are not on campus will likely result in savings in this area. Savings already accounted for in FY20-21 tentative budget.	\$0		Joseph
Discretionary	1	Reduce building cleaning costs by keeping more employees working from home & utilize only 2-3 buildings on campus. Close all others.	Deep cleaning and disinfecting required ongoing. Stripping and waxing. Cleaning hard-to-reach areas while campus is vacant. Maintaining due diligence.	\$0		Marco
Discretionary	1	Use motion sensor lights in building to reduce the cost of electricity	When custodians are finished cleaning, turn the lights off. Reduce the amount of refrigerators (\$80/yr) and space heaters throughout the campus.	\$4,000		Facilities
Discretionary	1	Reduce maintenance agreements	\$500k increase from FY17-18 to FY18-19. Look at contract terms and opportunities for renegotiation.	\$250,000		Technology Development Council
Discretionary	1	Disallow food expenditures	\$46k in prior year	\$46,000		Linda
Discretionary	1	Reduce legal expenses	Excuse legal from personally attending every Board meeting, or at least the Board Development meetings. Will save 6-10 hours/month. \$295/hr = up to \$36k	\$36,000		Linda
Revenue	1	Review facility rental pricing	Labor, overtime, materials, supplies need to be considered. Our costs are much more than what we receive for events.			Administrative Services Council
Resources	1	Consider transfers from Other Unrestricted Funds	Transfer Utility Rebates from Capital Outlay Fund 44	\$100,000		Linda
Discretionary	2	Remove all personal heaters , refrigerators, and other energy eating devices that are not suitable for an office setting.	We provide break areas throughout the campus.	\$5,000		Administrative Services Council
Discretionary	2	Remove all bottled water (5 gallon jugs and dispensers) from all campuses				Administrative Services Council
Discretionary	2	Review budgets for the past three years and see what budgets were not used until the last month and cut the budgets by that amount.				Business Office
Discretionary	2	Reduce copier and printing expenses. Digitize signatures, payroll, invoicing - everything possible	Workflow Task Force subcommittee. Adobe Sign to be launched imminently. Review existing lease agreement. Consider bringing reprographics in-house. Issue an RFP for this and document management. Payroll through MCOE will need to be studied.	\$100,000		Technology Development Council

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Benefits	2	Reduce benefit costs/increase employee share of benefit costs	We expect health plan costs to rise substantially into the indefinite future; if so, should we increase employee share (or reduce types of benefits), then we will be facing increasing costs to the district moving forward. A study is currently underway to determine feasible cost reduction and plan enrichment opportunities.			HR through Collective Bargaining
Discretionary	2	Limit Training and Professional Development	Only allow professional development that is required by Title 5 or licensing.	\$33,000		Linda
Discretionary	2	Reduce supplies budget back to FY17-18 levels	\$100k increase from FY17-18 to FY18-19. More realistic to project \$50k. May include lab supplies. Need to evaluate expenditures and make strategic recommendations.	\$50,000		Administrative Services Council
Personnel	2	Limit filling non-emergency vacancies	Existing groups would create the priorities.	\$1,400,000		HR through Collective Bargaining
Revenue	3	Examine the feasibility of expanding distance education programs and recruitment	Leverage lessons learned from online conversion			Distance Ed Committee
Revenue	3	Increase marketing about online opportunities for Fall	Reach a new student population that had not considered college as an option before.			Advancement Council
Revenue	3	Create more industry partnerships for contract education	Address emerging needs with just-in-time training, specific to industry needs. Include Faculty so they are connected.			Advancement Council
Revenue	3	Assign more staff to address equity, completion, and transfer in SCFF supplemental allocations	Strategic interventions starting in SU 2020 to improve results in these areas.			Enrollment Management Team
Personnel	4	Freeze step increases for 1 year, while the college works on ways to generate an increase in revenue	Effective July 1, delay any future step and column increases until July 1, 2021.	\$1,875,000		HR through Collective Bargaining
Personnel	4	Eliminate 1 week of administrators paid vacation time	They will still get 1 full month of paid vacation with this cut. This is very reasonable. This likely will not result in cost savings.			HR through Collective Bargaining
Resources	4	Create a full report on the financial impact of the Matsui land on the institution's long term financial health	Add Alisal ranch and any other revenue-generating assets to the analysis. \$300k per year, Fund 44	\$300,000		Advancement Council
Discretionary	5	Train Hartnell employees to do some of the jobs performed by high expense outside contractors/ presenters/ professional experts	Need to understand who these contractors are, what they do, who on campus can do the job or is willing to be trained			Laura
Personnel	5	Freeze COLA increases across the board, projected to be 2% for 2020-2021	That's reasonable after just giving 5% to all employees for 2019-20.	\$1,500,000		HR through Collective Bargaining
Personnel	5	Ask employees if they would be willing to take a 1% cut to their salaries in order to keep employees from being let go		\$750,000		HR through Collective Bargaining

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Personnel	5	Implement furlough days for all employees				HR through Collective Bargaining
Personnel	5	Increase split positions to keep as many employees as possible				Belen
Personnel	5	Enact emergency clause and pre-empt CBAs	Allows the district more options to transfer job duties, re-assign employees, adjust working conditions, without having to negotiate. Cannot preempt reducing the reserve.			HR through Collective Bargaining
			Total Projected Savings:	\$9,870,000		