

Fiscal Health Risk Analysis for Community Colleges

The Fiscal Crisis and Management Assistance Team (FCMAT) has developed the Fiscal Health Risk Analysis (FHRA) as a tool to help evaluate a community college’s fiscal health and risk of insolvency in the current and two subsequent fiscal years.

The FHRA includes 18 sections, each containing specific questions. ***In this Excel file, every question in every section must be answered with a "Yes," "No," or "N/A" for the scoring at the end to be accurate.*** Unanswered questions will be counted as "no" answers and thus will raise a district’s risk score.

Each section and specific question is included based on FCMAT’s work since its inception; they are the common indicators of risk or potential insolvency for districts that have neared insolvency and needed assistance from outside agencies. Each section of this analysis is critical to an organization, and lack of attention to these critical areas will eventually lead to a district’s failure.

The greater the number of “no” answers to the questions in the analysis, the higher the score, which points to a greater potential risk of insolvency or fiscal issues for the district. Not all sections in the analysis, and not all questions within each section, carry equal weight; some are deemed more important and thus count more heavily toward or against a district’s fiscal stability percentage. For this tool, 100% is the highest total risk that can be scored, thus a low total percentage score is desirable. A “yes” or “n/a” answer is assigned score of 0, so the risk percentage increases only with a “no” answer or with an unanswered question.

A score of 40% or more is considered high risk; a score of 25%-39% is considered moderate risk; and a score of 24% or lower is considered low risk.

Identifying issues early is the key to maintaining fiscal health. Diligent planning will enable a district to better understand its financial objectives and strategies to sustain a high level of fiscal efficiency and overall solvency. A district should consider completing the FHRA annually to assess its own fiscal health risk and progress over time.

| District | Score |
|--|---------------|
| (Enter district name on the Tool tab) | 100.0% |

Score Breakdown by Section:

Note: Categorical values will calculate after all questions are answered with a "Yes", "No" or "N/A" on the Tool tab.

Because the score is not calculated by category, category values provided are subject to minor rounding errors and are provided for informational purposes only.

| | |
|---|---|
| Annual Independent Audit Report | - |
| Budget Development and Adoption | - |
| Budget Monitoring and Updates | - |
| Cash Management | - |
| Collective Bargaining Agreements | - |
| Intrafund and Interfund Transfers | - |
| Deficit Spending | - |
| Employee Benefits | - |
| Enrollment and Attendance | - |
| Facilities | - |
| Fund Balance and Reserve for Economic Uncertainty | - |
| General Fund - Current Year | - |
| Information Systems and Data Management | - |
| Internal Controls and Fraud Prevention | - |
| Leadership and Stability | - |
| Multiyear Projections | - |
| Non-Voter-Approved Debt and Risk Management | - |

Community College FHRA Document Request List

| Ref # | Document | Description | Question reference |
|-------|-------------------------------------|---|---|
| 1 | Audit approval | Board minutes approving the independent financial audit report | 1.1 |
| 2 | District audits | Annual independent financial audit reports. Most recent 3 years (additional years' history to find cause(s) of unresolved findings) | 1.1, 1.2, 1.3 ,1.4, 1.5 |
| 3 | Bond audits | Annual bond audit reports. Most recent 3 years (additional years' history to find cause(s) of unresolved findings) | 1.1, 1.2, 1.3, 1.4, 1.5, 10.9, 10.10 |
| 4 | Foundation audits | Annual foundation audit reports. Most recent 3 years (additional years' history to find cause(s) of unresolved findings) | 1.1, 1.2, 1.3, 1.4, 1.5 |
| 5 | Budget assumptions | Written budget assumptions and presentations for most recent 3 years | 2.1, 2.2, 2.3, 2.6, 2.7, 2.10, 9.1, 9.6, 10.5, 10.7, 10.8 |
| 6 | Multiyear budget projections | Multiyear budget projections (current and 2 subsequent years) for most recent 3 years | 2.1, 2.2, 2.3, 9.1, 9.6, 10.7, 10.8, 11.2, 11.3, 11.4, 11.5, 16.1, 16.2, 16.3 |
| 7 | Budget BPs and ARs | Board Policies and Administrative Regulations for budget development | 2.4, 2.5 |
| 8 | CCFS-311 | Annual and quarterly CCFS-311 for most recent 3 years | 3.5 |
| 9 | Budget calendar | Board adopted budget calendars for most recent 3 years | 2.1, 2.2, 2.3, 2.4, 2.5, 2.11 |
| 10 | Budget planning | Planning model and backup that identifies all constituents who participate in the budget planning process | 2.5, 2.11, 9.7, 9.8 |
| 11 | Grant and gift acceptance | Policy and procedure for evaluating and accepting grants and gifts | 2.8, 2.11, 12.1, 12.5, 12.6, 12.7 |
| 12 | Budget | Annual budget adopted by Board of Trustees for most recent 3 years. Clearly identify total computational revenue in the budget | 2.1, 2.2, 2.7, 2.10 |
| 13 | Budget updates | Board minutes providing budget updates to the board for most recent 3 years | 2.1, 3.1, 3.2, 3.3, 3.4 |
| 14 | Collective bargaining approvals | Board approval of collective bargained agreements including dates approved. Resulting budget revisions amounts and dates for the past 3 years | 3.4 |
| 15 | ACCJC budget deficiencies | ACCJC financial and budget deficiencies, and resolution steps taken by the district, for most recent 3 years | 2.5, 2.7, 2.8, 2.9, 3.1, 3.2, 3.3, 3.6, 3.8, 7.1, 7.2, 7.3, 11.1, 11.2, 11.3 |
| 16 | Collective bargaining cost analysis | Bargaining agreement settlement analysis and related costs for most recent 3 years for all groups | 2.1, 2.2, 3.1, 3.2, 3.4, 5.1, 5.2, 5.3 |
| 17 | Restricted encroachment | Unrestricted contributions to restricted or ancillary programs with any board approved plans to reduce or control encroachment | 6.1, 6.2, 6.3, 7.3, 11.1, 11.2 |
| 18 | Actuarial report | Most recent post employment benefits actuarial report | 8.1, 8.2 |

| | | | |
|----|--------------------------------|--|--------------------------|
| 19 | PERS and STRS costs | PERS and STRS cost projections with written plan to fund increases | 2.1, 2.3, 2.9, 8.3 |
| 20 | Faculty banked hours | Policy and/or language limiting banked faculty hours | 8.4 |
| 21 | Benefits eligibility | Policy and/or process to determine benefit eligibility of active and retired employees and dependents. Provide most recent verification eligibility action | 8.5 |
| 22 | Leave balances | Current leave balances and process to track, reconcile, and report employee compensated leaves | 8.6 |
| 23 | Enrollment, WSCH, and FTES | Process used to monitor enrollment, WSCH and FTES trends. Provide most recent reports | 9.1, 9.2, 9.3, 9.4, 9.5 |
| 24 | Enrollment goal | Documentation of enrollment goal and approval by CEO | 9.1, 9.2, 9.3, 9.8, 9.9 |
| 25 | FUSION access | Read only access to FUSION system | 3.9, 3.10, 4.1 |
| 26 | Facility assessment | Most recent Facility Condition Index assessment | 10.1, 10.5, 10.6 |
| 27 | Facility Master Plan | Most recent Facility Master Plan | 10.1, 10.7, 10.11, 10.12 |
| 28 | Data backup and recovery | Data backup and recovery process and system documentation | 13.2 |
| 29 | ACCJC financial report | ACCJC financial reports for most recent 3 years | 3.6 |
| 30 | Fraud prevention BP | Board policies and procedures for fraud prevention and detection | 14.1, 14.2, 14.3 |
| 31 | Fraud hotline | Evidence of a fraud reporting process | 14.8, 14.9, 14.10 |
| 32 | Fraud followup | Evidence and process for following up on potential fraud reports or tips | 14.8, 14.9, 14.10 |
| 33 | Internal auditor | Job description of internal auditor | 14.11 |
| 34 | Non-voter-approved debt | Plan and sources of repayment for each non-voter-approved debt | 17.1, 17.2 |
| 35 | Board policies | Access to all approved board policies and administrative regulations | 15.5, 15.6 |
| 36 | Cash flow | Cash flow projections for past and future 3 years | 4.5, 4.6, 4.7, 4.8 |
| 37 | SCFF calculations | SCFF calculations for most recent 3 years | 2.1, 2.6, 9.8 |
| 38 | Self insured actuarial reports | Most recent actuarial report for any benefits the district self insures | |
| 39 | Facilities use | Policy and procedure for allowing facilities use | |
| 40 | Personnel evaluations | Policy and procedures for evaluating personnel | 15.8 |
| 41 | Position Control | Documents describing process linking position control with budget development | 18 |

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ASSISTANCE TEAM

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 by the statutory timeline of December 31?
- 1.2 Was the district's most recent independent audit report free of material findings?
- 1.3 Has the district corrected all audit findings from the current and past two audits?
- 1.4 Can the district correct prior year audit findings without affecting its fiscal health (e.g., material apportionment or internal control findings)?
- 1.5 Does the district issue a request for proposal for audit services every 3 - 5 years?

Self-assessment notes:

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)?
- 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?
- 2.3 Does the district use position control data for budget development?
- 2.4 Are clear budget development processes codified in Board Policies and Administrative Procedures?
- 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?
- 2.6 Does the budget development process include a calculation of the SCFF with reasonable assumptions?
- 2.7 Does the district budget and expend restricted funds as authorized by the funding source before expending unrestricted funds?
- 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?

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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)?

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?

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?

Self-assessment notes:

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District: _____
(Enter District Name Here) Response

Budget Monitoring and Updates

- 3.1 Are actual revenues and expenditures consistent with the most current budget?
- 3.2 Are budget revisions posted at least quarterly in the financial system?
- 3.3 Are clearly written and articulated budget assumptions that support budget revisions communicated to the board at least quarterly?
- 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?
- 3.5 Does the district include the interim CCFS 311Q reports on board agendas?
- 3.6 Has the district addressed any budget-related deficiencies identified in the most recent ACCJC accreditation report?
- 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?
- 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?
- 3.9 Does the district encumber and adjust encumbrances for salaries and benefits?
- 3.10 Are all balance sheet accounts in the general ledger reconciled each quarter, at a minimum?

Self-assessment notes:

Cash Management

- 4.1 Does the district balance all cash and investment accounts with bank statements monthly?
- 4.2 Are outstanding amounts in the cash and investment account reconciliations less than one year old, or if older, have a resolution?
- 4.3 Are accounts held by the county treasurer reconciled with the district's and county office of education's reports monthly?
- 4.4 Does the district comply with its county treasurer and/or county office of education's requirements for balancing accounts?

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4.5 Has the district had a positive cash balance at the end of the month during the most recent 12 months?

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?

4.7 Does the district have a plan to address cash flow needs during the current fiscal year?

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?

4.9 If interfund borrowing is occurring, does the district comply with Object Code 7300 requirements in the BAM?

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?

Self-assessment notes:

Collective Bargaining Agreements

5.1 Does the district quantify the effects of collective bargaining agreements and include them in its budget and multiyear projections?

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 increases), for the current and subsequent years, has it identified ongoing revenue sources or expenditure reductions to support the agreement?

5.3 In the prior three years has the district settled all new employee compensation costs (salary, benefits, load factoring, etc.) in the bargaining agreements at or under the funded cost of living adjustment (COLA)?

5.4 If settlements have not been reached, has the district identified resources to cover the estimated costs of settlements?

5.5 Has the district settled with all its bargaining units for at least the prior two years?

5.6 Has the district settled with all its bargaining units for the current year?

Self-assessment notes:

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Response

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Response

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?

6.2 Does the board approve any intrafund transfers (contributions/encroachments) from the unrestricted general fund prior to occurrence?

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)?

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?

Self-assessment notes:

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.)

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?

7.3 Has the district decreased deficit spending over the past two fiscal years?

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?

8.2 Does the district have a plan to fund its liabilities for retiree health benefits?

8.3 Does the district have a multiyear plan to fund its projected employer contributions to CalSTRS and CalPERS?

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District: _____ **Response**

(Enter District Name Here)

8.4 Has the district followed a policy or negotiated a collectively bargained agreement to limit faculty banked hours?

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?

8.6 Does the district track, reconcile and report employees' compensated leave balances on the balance sheet?

Self-assessment notes:

Enrollment and Attendance

9.1 Has the district's enrollment been increasing or flat for the current and two prior years?

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)?

9.3 Does the district track historical WSCH and FTES data to establish future trends?

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?

9.5 Do the colleges within the district have and utilize an electronic enrollment management and class scheduling program?

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?

9.7 Do the institutional research staff and business/fiscal staff agree on enrollment and FTES predictions?

9.8 Has the district verified that the colleges' comprehensive enrollment plans address the funding elements of the SCFF?

9.9 Does the CEO annually approve academic productivity goals that correspond to the estimated SCFF resources?

Self-assessment notes:

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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?
- 10.2 Does the district properly track and account for facility-related projects?
- 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?
- 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?
- 10.5 Does the district include facility needs (maintenance, repair and operating requirements) when adopting a budget?
- 10.6 Has a quantitative Facilities Condition Index assessment been conducted sometime in the last three years through the Foundation for California Community Colleges?
- 10.7 Does the district follow a five-year scheduled maintenance plan?
- 10.8 If the district passed a Proposition 39 general obligation bond, has it met the requirements for audit, reporting, and a citizens' bond oversight committee?
- 10.9 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?
- 10.10 Is the district following a facilities master plan that was developed within the past 5 - 10 years?
- 10.11 Has the district improved its capacity to load ratios from prior year on the required annual CCCC Space Inventory submission?
- 10.12 Is the district following an Americans with Disabilities Act (ADA) transition plan that was developed within the past 5 - 10 years?

Self-assessment notes:

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?

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11.2 Did the district's adopted budgets for the subsequent two years include at least a 5% Reserve for Economic Uncertainty?

11.3 Does the district have at least a 5% Reserve for Economic Uncertainty in its budget projections for the two subsequent years?

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?

11.5 Is the district's projected unrestricted general fund budget stable or increasing in the two subsequent fiscal years?

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?

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:

General Fund - Current Year

12.1 Does the district ensure that one-time revenues do not pay for ongoing expenditures?

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(Enter District Name Here)

Response

12.2 Is the percentage of the district's general fund unrestricted budget that is allocated to salaries and benefits and instructional service agreement expenses at or below 85% 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)?

12.4 Is the district at or above its Full-Time Faculty Obligation Number (FON)? If the district is over its FON, is the overage reasonable?

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?

12.6 Is the district using its restricted dollars fully by expending allocations for restricted programs within the required time?

12.7 Does the district consistently account for all program costs, including maximum allowable indirect costs, for each restricted resource?

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?

13.2 Does the district have emergency electrical backup and data recovery systems?

13.3 Are enrollment management and budget development systems integrated?

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?

13.5 Does the district conduct regularly scheduled evaluations of the security measures that protect student and employee personal information?

13.6 Does the district use reports from its integrated systems to validate the supplemental and success outcomes funded in the SCFF?

Self-assessment notes:

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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?

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?

14.3 Does the district ensure that duties in the following areas are segregated, and that they are supervised and monitored?

- a. Accounts payable
- b. Accounts receivable
- c. Cash management
- d. Budget monitoring and review
- e. Purchasing and contracts
- f. Payroll
- g. Human resources
- h. Associated student body
- i. Warehouse and receiving

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?

14.5 Does the district review and clear prior year accruals by October 31?

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?

14.7 Has the district reconciled and closed the general ledger (books) within the time prescribed by the county office of education?

14.8 Does the district have processes and procedures to discourage and detect fraud?

14.9 Does the district maintain an independent fraud reporting hotline or other reporting service(s)?

14.10 Does the district have a process for collecting and following up on reports of possible fraud?

14.11 Does the district have an internal audit department or dedicated staff?

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District: _____ **Response**

(Enter District Name Here)

Self-assessment notes:

Leadership and Stability

15.1 Does the district have a chief business official who has been with the district more than two years?

15.2 Does the district have a chief executive officer (CEO) who has been with the district more than two years?

15.3 Does the CEO meet with all members of the administrative cabinet weekly?

15.4 Is training on financial management and budget provided to district, college and department administrators who are responsible for budget management?

15.5 Does the governing board review and revise policies and administrative regulations at least annually?

15.6 Are newly adopted or revised board policies and administrative regulations formally implemented, communicated and available to staff?

15.7 Is training on the budget and governance provided to board members at least every two years?

15.8 Is the CEO's evaluation performed annually and according to the terms of the contract?

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?

16.2 Did the district use the SCFF with multiyear considerations to help calculate its multiyear projections?

16.3 Does the district use its most current multiyear projection when making financial decisions?

Self-assessment notes:

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District: _____ Response
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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?

17.2 If the district has issued non-voter-approved debt, has its credit rating remained stable or improved?

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?

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?

Self-assessment notes:

Position Control

18.1 Does the district account for all positions and costs (position control)?

18.2 Does the district analyze and adjust staffing based on enrollment?

18.3 Does the district reconcile budget, payroll and position control regularly, meaning at least at budget adoption and quarterly reporting periods?

18.4 Does the district identify a budget source for each new position before the position is authorized by the governing board?

18.5 Does the governing board approve all new positions and extra assignments before positions are posted?

18.6 Is the approval of hiring staff using categorical or other restricted dollars subject to adequate program funding?

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?

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Response

Total Risk Score, All Areas

100.0%
