

In response to the Accrediting Commission for Community and Junior Colleges, (ACCJC or Commission) letters of January 25, 2019¹ (January 2019 Letter) wherein the Peralta Community College District (PCCD) Colleges were to inform the commission on its actions relative to eight points, specifically:

1. Establishing FTES Targets and Enrollment Management Plans
2. Establishing a Student Success Infrastructure Plan to comply with the Student-Centered Funding Formula as announced by the California Community College Chancellor's Office
3. Establishing guidelines to reduce operational overspending and eliminate the structural deficit
4. Adopting a board policy to adopt sustainable fund balances and reserves
5. Adopting a restructuring plan to improve efficiencies and accountability at the district office and the colleges
6. Addressing all audit findings
7. Establishing strategies to improve the management of the OPEB debt
8. Providing an executive-level staff turnover analysis and recommendations to retain these staff at the District

PCCD submitted a special report, entitled "*Peralta Community Colleges Integrated Financial Plan 2019-2024, A Living Document*"² to the commission on December 2, 2019 (PCCD 2019 Special Report). The intention of the PCCD 2019 Special Report was to address the eight points noted in the January 25, 2019, Commission letter to Merritt College, Berkeley City College, Laney College, and College of Alameda (Colleges). In response to the PCCD 2019 Special Report, the commission issued letters to each of the colleges, on January 27, 2020, imposing probation on them.³

The January 27, 2020, ACCJC letter stated the commission found the PCCD 2019 Special Report had six deficiencies and findings (Six Deficiencies):

"It is not evident from the special report that the College/District has addressed foundational issues which have bearing on its fiscal health; this includes:

1. A continued structural deficit
2. Lack of adherence to Board policies and administrative procedures
3. Deficiency in reconciliation and financial control issues
4. Ley staffing issues
5. Its OPEB obligations
6. Ongoing unaddressed audit findings."

Additionally the January 27, 2020 Commission letter to the colleges stated:

- "In several areas of the Special Report, the College/District has responded with corrective intent, but no evidence was provided that corrective actions are being implemented to address the noted deficiencies.

- The special report lacks the organizational structure, clarity and specificity of content.”

Each of the six deficiencies are addressed here by providing evidence and brief statements of corrective actions that PCCD has taken to improve or remedy them. The structure of these responses is designed to refer to each of the commission’s above statements of deficiency individually and apply a related standard from the [ACCJC Guide to Institutional Self-Evaluation, Improvement, and Peer Review, January 2020 Edition](#) as evidence of meeting the standard. It is also important to note that Item 7 of the 8 points raised in the January 2019 letter is covered within the response in five of the six deficiencies.

1. A continued structural deficit – ACCJC Standard IIID 2

Evidence for Standard III D 2 includes budgeted or planned fiscal expenditures that have supported or that support the achievement of institutional plans or goals; and minutes from any governance group when institutional planning and financial planning are connected or coordinated.

- a. To show that PCCD has continued to address its financial strength, please refer to PCCD’s FCMAT Initial Risk Assessment Ratings that have changed from indicating an extended financial risk from over 60%⁴ to a stable FCMAT Risk Assessment Rating in May 2020 of less than 6%.⁵
- b. To show that PCCD’s net position has strengthened, please see the 2019 Audit Report.⁶ The issue is with the net position of the District’s finances. “The Statement of Revenues, Expenses, and Changes in Net Position presents the financial results of the District’s operations, as well as its non-operating activities. The distinction between these two activities involves the concepts of exchange and nonexchange. Operating activities are those in which a direct payment or exchange is made for the receipt of specified goods or services. For example, tuition fees paid by the student are considered an exchange for instructional services. The receipt of State apportionments and property taxes, however, do not include this exchange relationship between the payment and receipt of specified goods or services. These revenues and related expenses are classified as non-operating activities. *It is because of the methodology used to categorize between operating and non-operating, combined with the fact that the primary source of funding that supports the District’s instructional activities comes from State apportionment and local property taxes, results in a net operating loss for the District’s operations* [italics added], p. 9.”
- c. To demonstrate PCCD’s adherence to participatory governance, please see the evidence from participatory governance groups that engage in evaluating PCCD’s financial health.^{7,8}
- d. To demonstrate PCCD’s attention to its long term health and viability, the Board of Trustees adopted an update to the Five Year Integrated Financial Plan on November 19, 2019.⁹

- e. To demonstrate the change from 2019/20 Adopted Budget, which used funds from the ending fund balance,¹⁰ the Adopted Tentative Budget for 2020/2021 presented a balanced budget.¹¹ Because of the COVID-19 pandemic the State Chancellor's Office issued Executive Order 2020-06¹² to allow for districts to adopt the final budget by October 30, 2020. A draft of the Final Adoption Budget was shared with the Board of Trustees on September 15, 2020, as a first reading.¹³ The Final Draft Adoption Budget was shared with the Board of Trustees for a second reading on October 13, 2020 and was presented for their approval on October 27, 2020.¹⁴ **INSERT FINAL**
 - f. Understanding that the District operates in a COVID-19 Pandemic environment as well as in one that is macroeconomically situated in shifting demographic patterns for college attendance, the District has contracted with [Cambridge West Partnerships](#)¹⁵ to assist with data integrity and systems in support of the Student Centered Funding Formula metrics and in planning to avoid negative consequences of the end of the hold harmless provision.¹⁶
 - g. The District has an outdated budget allocation model that needs to be revised. This model will be part of the work of the participatory governance groups over the academic year, with an eye toward revising the structure of the governance process, and, recommending a revised the budget allocation model to the chancellor.¹⁷
 - h. The human resources department is in negotiations with the collective bargaining units to consider an early retirement program. If accepted, the program would begin in late 2020 and into 2021.
 - i. The District has effectively continued to closely align the full-time faculty hired with the Faculty Obligation Number from the State Chancellor's Office, in consideration with the total FTES and productivity targets.
 - j. Enrollment management procedures will include using quantifiable data and calculations to align productivity with FTES, and, will take into consideration all faculty on special assignment, sabbatical, etc.¹⁸
2. Lack of adherence to Board policies and administrative procedures – ACCJC Standard IIID 3
Evidence for Standard IIID 3 includes procedures that define guidelines and processes for financial planning and budget development; Minutes from finance or budget committee meetings verifying that established financial planning and budget development processes are followed; Roster of a finance or budget committee; Documented budget development process that identifies responsible parties for steps in the planning process and that identifies opportunities for input from constituencies; A documented timeline of institutional planning coordinated with the budget development process, including reporting deadlines for various types of reports to or reviews with different audiences
- a. To demonstrate PCCD's adoption of board policies and administrative procedures relative to financial planning, please see Board and Administrative 2410 Policy Development.¹⁹

- b. To demonstrate PCCD's regular adherence to board policies and processes for integrated planning and budget development, please see the planning and budget calendar²⁰ and the board approved budget development calendar²¹ and minutes and agendas from the Planning and Budget Council, and the Planning, Budget and Integrated Model agenda and calendars.²²

3. Deficiency in reconciliation and financial control issues – ACCJC Standard IIID 5

Evidence for Standard IIID 5 include policies or procedures for internal control mechanisms; policies or procedures for purchasing; budgets, financial reports, audit reports presented to the campus and to the board; reports of decisions for financing or allocation of resources presented to the campus community or constituent groups; monthly, quarterly, or other reports of revenues and expenditures

- a. To demonstrate PCCD's sufficiency in reconciliation and financial control issues, the District hired a full-time employee as Internal Auditor in April 2020.²³
- b. The District continues to enforce internal controls through its technology applications and contracted with Oracle to complete a comprehensive system upgrade at the May 29, 2020 – Special Meeting of the Board of Trustees.²⁴
- c. To demonstrate PCCD's public presentation of financial reports, please see cash flow and budget to variance reports presented to the board of trustees on May 26, 2020 and July 28, 2020.²⁵ The finance department will present financial statements to the board quarterly.
- d. PCCD's Audit Reports are readily available and demonstrate financial controls.²⁶
- e. PCCD's policies and procedures for internal closing and control mechanisms have been disseminated and applied.²⁷ However, the District will need to make changes to ensure there are adequate controls to Financial Aid. For the current fiscal year, we expect to have a repeat audit finding for internal control in this area. The District lacks a formal review process regarding student loan reconciliation, review of student selection for awards packages, and the COD versus the student information system. Two actions have been taken to address this finding. One is to immediately have the financial aid reporting structure be moved to the Finance and Administration area, effective October 16, 2020, and the second is to recommend the Board of Trustees form an Audit and Finance Subcommittee.

4. Key staffing issues – ACCJC Standard IV B 2

Evidence for Standard IVB 2 include policies that outlines CEO responsibilities; Organizational charts; Policies and procedures that provide for the delegation of authority from the CEO to administrators and others.

- To demonstrate evidence of addressing key staffing issues, in May 2020, the District produced an updated District Organizational Chart²⁸ that demonstrates key positions have been filled. These included those of full-time permanent Chancellor, Vice Chancellor of Finance and Administration, Vice Chancellor of General Services, an

Internal Auditor, and a Director of Purchasing.²⁹ However, on July 16, 2020, the then permanent CEO submitted her resignation; on July 18, 2020 the Board of Trustees accepted her resignation, and utilized the following delegation of authority policies and procedures.

1. Chancellor Succession, the District has Board Policy 2432.³⁰
2. For delegation of authority, the District has Administrative Procedure 2430 which outlines delegation of authority to the chancellor's staff,³¹ and Administrative Procedure 6100 which delegates authority for business and fiscal affairs.³² These together outline the delegation of authority and roles and responsibilities of each of the designees.
3. With these in place the passage of the authority from the former CEO to the Vice Chancellor of Finance and Administration was seamless and indicated the District and board's ability to continue operations. An open recruitment for an interim chancellor was completed October 1, 2020.
4. Prior to the former chancellor submitting her resignation, two new presidents were hired at Berkeley City College and Merritt College, while the two presidents at Laney College and College of Alameda accepted positions at other institutions. The District was able to appoint interim presidents from within the administrative organization at each of the colleges. The recruitment for two presidents for these colleges is in the final stages and we expect to have them seated by December 1, 2020.

Though these have been accomplished, the District is developing plans to hire and retain employees that includes effective equity and diversity considerations through professional development. The District has not implemented a turnover analysis mechanism. These will be forthcoming at some point in the future.

5. OPEB obligations

The District offers its employees Other Post Employee Benefits (OPEB) in the form of retiree health benefits pursuant to contractual commitments set forth in its collective bargaining agreements. To provide funds to pay the costs of these OPEBs, the District issued its 2005 OPEB Bonds. This section of the appendix addresses the seventh of eight points raised by ACCJC in the January 2019 Letter, "Establishing Strategies to Improve the Management of OPEB Debt." The purpose of this section is to discuss the plan of finance for the District's OPEB Bond Program. We start with an overview of the liabilities and uses of the OPEB Bond Program, discuss the application of funds, and address the FCMAT report's recommendations. Here the response to the commission is detailed and includes an overview of the program.

The District has identified its outstanding OPEB Bond Program liabilities as follows:

- Debt Service, including principal, interest, interest rate swaps, and ancillary fees associated with its outstanding OPEB Bonds.
- Retiree health benefits for District employees hired prior to July 1, 2004 ("Pre-2004 Employees")

The District has identified the following sources of funds for the payment of its OPEB Debt:

- Dedicated General Fund Appropriation (also known as the “OPEB Charge”) and OPEB Special Reserve Fund (“Fund 69”)
- Supplemental Unrestricted General Fund Appropriation, starting at \$4.3 million for FY2019-20, to increase by \$1 million annually
- Retiree Health Benefit Trust (“Trust I” or “Fund 94”)

The 2020-21 adopted final budget included a plan of finance for the OPEB Bond Program. The following table summarizes the FY 2020-21 budget for debt service and fees for the OPEB Bond Program.

Source	Amount
Dedicated Appropriation	\$6.5 million
Supplemental Appropriation*	\$2.1 million
Fund 69 Balance	\$2.8 million
Trust I	\$5.3 million
Total	\$16.7 million

* Due to the deferrals from the State, the District’s budget for the supplemental appropriation from the District’s general fund was reduced from \$5.3 million to \$2.1 million for FY2020-21.

District General Fund

The District maintains budgetary capacity for the Dedicated OPEB Contribution, and the Supplemental Appropriation as planned. In FY2021-22, the combined Dedicated OPEB Contribution and Supplemental Appropriation will total \$9.6 million. This number is projected to increase annually at the aforementioned \$1 million rate until FY2031-32 where the combined total is an estimated \$19.6 million. The highest anticipated combined total of the Dedicated OPEB Contribution and Supplemental Appropriation is \$25.8 million in FY2049-50, the final year of the OPEB Bond Program.

OPEB Special Reserve Fund

The projected fund balance of \$10.9 million in the fund on June 30, 2021. Starting in FY 2021-22, there are no anticipated draws on the OPEB Special Reserve Fund in the plan of finance.

Trust I

Trust I was established in 2005 to reimburse the District for costs of benefits for Pre-2004 Employees. Trust Fund I contained assets of \$204.5 million as of June 30, 2020 and had an Actuarial Accrued Liability of \$147.7 million as of June 30, 2019 (using a discount rate of 6.3%). With the draw of \$5.3 million in August 2020, there is an estimated surplus of \$50.9 million (134% funding level) in Trust I as of June 30, 2020.³³ There is no plan at this time for the District to contribute any additional funds to Trust I.

\$62.4 million Fund Balance for Contingency in OPEB Bond Program

The District's combined dedicated liquidity for the OPEB Bond Program includes the \$50.8 million surplus in Trust I and the \$10.9 million balance in the OPEB Special Reserve Fund, for a total of \$62.4 million.

The OPEB Special Reserve Fund will only be used for liabilities in the OPEB Bond Program should sources become unavailable.

Restructuring

Much of the debt associated with the District's OPEB Bond Program is non-callable³⁴ or is subject to a "make-whole".³⁵ As such, the District is limited in options to reduce interest costs through a refinancing. Only the District's outstanding B-3 Bonds (\$43,175,000) are subject to call at any time at par.

Through the creation of the plan of finance for the OPEB Bond Program, the District has addressed several of the recommendations by FCMAT, as follows:

Audit annual enrollment eligibility in the OPEB program. (In Progress)

The District's last audit for retiree health benefits was in 2016. The District does biennial checks on eligible dependents. In addition, the District proactively verifies deaths through ancestry.com. The District has a goal of finalizing and institutionalizing an annual enrollment eligibility process in 2021.

Conduct an annual OPEB actuarial study. (Complete)

The District's actuarial Total Compensation Systems completed an Actuarial Study of Retiree Health Liabilities as of July 1, 2018" dated March 14, 2020.³⁶ In addition, the Board of Trustees approved Resolution No. 19/20-44 at its meeting on April 7, 2020³⁷ which included a statement of the District's intention to "annually obtain an actuarial valuation of retiree health liabilities prepared in compliance with the Governmental Accounting Standards Board Rule 74/75."

Ensure that the governing Board approves the annual OPEB actuarial study. (Complete)

As mentioned above, the Board of Trustees approved Resolution No. 19/20-44 at its meeting on April 7, 2020. The Board of Trustees approved two actuarial reports, the "Actuarial Study of Retiree Health Liabilities Under GASB 74/75, Roll-forward Valuation, Valuation Date: June 30, 2018, Measurement Date: June 30, 2019" dated February 28, 2020, prepared by Total Compensation Systems, Inc. and "Actuarial Study of Retiree Health Liabilities As of July 1, 2018" dated March 14, 2020, prepared by Total

Compensation Systems, Inc. The Resolution also provided a process whereby the District will present this information to the board on an annual basis.

Request the actuarial to perform a separate OPEB funding valuation at the estimated rate rather than the long-term return on employee assets, so it has a more realistic liability number for the pre-2004 amount. (Complete)

The District had an “Actuarial Study of Retiree Health Liabilities as of July 1, 2018” dated March 14, 2020, prepared by its actuary, Total Compensation Systems, Inc., which was an actuarial report that was rolled forward to the fiscal year ending June 30, 2019, at a discount rate of 6.3%. In the economic assumptions used by Total Compensation Systems, Inc., the 6.3% “is based on assumed long-term return on plan assets.” Consistent with Resolution 19/20-44, the District will request the actuarial to perform such a valuation on an ongoing basis.

Reconsider the current goal of fully funding the OPEB liability. (Complete)

The Board of Trustees approved the 2020-21 Final Adoption Budget at its meeting on October 27, 2020.³⁸ [ADD Attachment]. The plan of finance for the OPEB Bond Program assumes that the OPEB Trust Fund is a source of funds for the District’s OPEB Bond Program and to prepay bond principal if a surplus is determined to exist in accordance with Board policy. The District is not currently planning to make any additional deposits into the OPEB Trust Fund.

Consider eliminating annual general fund payments to the OPEB trust funds since they are fully funded at this time. (Complete)

The Board of Trustees approved the 2020-21 Final Approved Budget at its meeting on October 27, 2020. A plan of finance for the OPEB Bond Program was incorporated in the budget. No funds were allocated to the OPEB Trust Fund from the District’s general fund. The current plan of finance does not provide for any annual general fund payments into the OPEB trust fund in the future.

Consider renegotiating (i.e. ending) retiree health benefits for new employees. (Under Consideration)

The District’s contracts with the Peralta Federation of Teachers, Local SEIU 1021, and IUOE Local 39 expire on June 30, 2022. The District will consider future benefit changes in conjunction with future labor negotiations; however, the District has no immediate plans to change its current retiree benefit plans. The District is engaged with its benefits consultant to look at a variety of options for balancing value with costs saving measures.

Terminate and restructure some of the more volatile bonds. (Complete)

The Board of Trustees approved Resolution No. 19/20-56 on May 26, 2020, authorizing the amendment of the 2005 Indenture of Trust and other documents in relation to the

conversion of the 2005 Series B-3 Bonds from Convertible Auction Rate Securities to variable rate demand bonds supported by a letter of credit provided by Barclays Bank plc.³⁹

The Board of Trustees approved Resolution No. 19/20-65 on July 14, 2020, authorizing the reoffering circular.⁴⁰

On August 5, 2020, the District closed the conversion of the 2005 Series B-3 Bonds. The B-3 Bonds have a final maturity on August 5, 2025. The letter of credit that was provided by Barclay's bank is the full term of the bonds.⁴¹ The reoffering circular describes the letter of credit and current outstanding debt service on the District's OPEB Bonds.⁴²

The remaining 2005 Series B-4, 2005 Series B-5, and 2005 Series B-6 Bonds are non-callable prior to the full accretion date of each series of bonds (2025, 2031, and 2039 respectively). These bonds are currently accreting at a fixed rate. These bonds cannot be refinanced or restructured using fixed-rate bonds in the current market for debt service savings. The 2011 Refunding Bonds and the 2006 modified bonds are subject to a make-whole call and pay interest semi-annually at a fixed rate. These bonds cannot be refinanced or restructured using fixed-rate bonds in the current market for debt service savings.⁴³

Contract for an addendum to KNN's 2011 report⁴⁴ that would include an update of actions taken by the District to date related to its OPEB bond program since the 2011 report was published. (Complete)

KNN no longer provides services to the District. However, the Board of Trustees received a presentation on July 23, 2019,⁴⁵ which updated the District on the actions taken. It next approved a contract amendment with Backstrom McCarley Berry & Co., LLC (Backstrom Finance Team) at its meeting on September 24, 2019,⁴⁶ to serve as its municipal advisor in connection with the OPEB Bond Program. The Backstrom Finance Team has and will continue to provide to the District and the Board updates and summaries relating to the status of the financings connected to the OPEB Bond program.

Summary

Through the implementation of the recommendations by FCMAT and the creation of the plan of finance for the OPEB Bond program, the District has improved its management of its OPEB Bond Program and increased its financial sustainability. The table below summarizes the key features of the plan of finance as compared to past practices.

	2005 – 2014	2015-2019	2020
2005 Bond Debt Service	Refinanced 2006-08 to mature through 2049 Refinanced 2009-15 to mature through 2031	Paid debt service as scheduled	Paid debt service as scheduled
OPEB Charge	Established in 2011, deposited to Trust I	Partially deposited to Trust I and partially used for Bond Program Liabilities	Used for Bond Program Liabilities
Quarterly Board Swap Report	None.	None.	Approved by Board Resolution
Actuarial Reports	Biannually	Produced separate Pre/post-2004 reports, biannually	Annually to be approved by Board Resolution

The District continues to provide retirees who were hired prior to July 1, 2004, with lifetime medical benefits. For employees hired after July 1, 2004, medical benefits upon retirement are provided until age 65 or Medicare eligibility under a different structure of a self-managed trust.

6. Ongoing unaddressed audit findings – ACCJC Standard IIID 7

Supporting evidence of meeting the standard for Standard IIID 7 includes formal responses to external audit reports and findings; minutes of meetings when audits and findings are discussed, and responses are planned; minutes of meetings where the reports are disseminated.

When the District receives an audit finding, it takes steps to respond in a timely manner. As of this writing, the most recent audit for the District took place for the fiscal year ending June 30, 2019. The report provided an “unqualified opinion.” However, the District is in the process of attending to furthering internal controls, especially in the area of financial aid. One aspect of this is through a more robust accounting program that, as mentioned, is being implemented with an Oracle upgrade. This contract was approved on May 29, 2020, by the Board of Trustees and is in the process of implementation.⁴⁷ However, as already mentioned above, the District will need to make other changes to ensure there are adequate internal controls to Financial Aid. For the current fiscal year, we expect to have a repeat audit finding for internal control in this area. The District lacks a formal review process regarding student loan reconciliation, review of student selection for awards packages, and the COD versus the student information system. Two actions have been taken to address this finding. One is to immediately have the

financial aid reporting structure be moved to the Finance and Administration area, effective October 16, 2020, and the second is to recommend the Board of Trustees form an Audit and Finance Subcommittee.

The District continues to inform staff of procedures and policies relative to internal controls in the areas of reconciliation monthly closing⁴⁸, and the finance department has hired sufficient staff to adhere to separation of accounting duties and functions.⁴⁹ However, more still remains to be done to ensure that separation of duties and timely responses to reporting and student financial aid matters need to be addressed. To that end, the District is developing a plan that would implement a reporting structure aimed at ensuring that all financial aid matters are handled timely and with appropriate oversight by adequate numbers of skilled and professionally developed individuals and that the entirety of the operation reports to Finance and Administration.

- a. PCCD adheres to its Board Policy, 6400 Financial Audits.⁵⁰
- b. Aside from the Oracle upgrade mentioned above, the internal technology systems specific to Finance and Accounting have been upgraded to allow for internal controls, and system access is granted by employee role. Access to fund transfers is limited to employee role and within particular accounting areas. Required adherence to administrative and board policies regarding expenditures, contracts, and purchase orders is being driven into goals and performance requirements for employees. And, now, with key positions filled, and the technology system is set to be upgraded in fiscal year 2020/21, with an estimated completion and migration time of January 2021.⁵¹ The upgrade will include finance modules, position control modules, student financial aid, and student accounts receivables integration.

Links to Cited Evidence Materials

¹ACCJC's representative letter of January 25, 2019 https://www.merritt.edu/wp/accreditation/wp-content/uploads/sites/3/2019/02/ACCJC_Letter_01_25_2019.pdf

²"Peralta Community Colleges Integrated Financial Plan 2019-2024, A Living Document" <https://web.peralta.edu/accreditation/files/2019/12/12.2.19-Update-Five-Year-Integrated-Financial-Plan-with-signatures.pdf>

³Letter to the Colleges January 27, 2020 https://laney.edu/college-accreditation/wp-content/uploads/sites/482/2020/01/Laney-College_2020_01_272.pdf

⁴PCCD's FCMAT's Initial Risk Assessment Ratings <https://web.peralta.edu/accreditation/files/2020/05/FCMAT-Self-Assessment-November-2019.pdf>

⁵PCCD's FCMAT Risk Assessment Rating in May 2020 <https://web.peralta.edu/accreditation/files/2020/05/PCCD-FCMATSelfAssessmentMay2020.pdf>

⁶2019 PCCD Audit Report <https://web.peralta.edu/accreditation/files/2020/05/Peralta-CCD-Final-Report-2019.pdf>

⁷ Planning and Budget Council Minutes <https://web.peralta.edu/accreditation/files/2020/05/PBC-Minutes-030819-Draft.pdf>

⁸ Planning and Budget Council Minutes <https://web.peralta.edu/accreditation/files/2020/05/PBC-Resolutions-20190423.pdf>

⁹PCCD Five Year Integrated Financial Plan <https://web.peralta.edu/accreditation/files/2020/05/Approval-of-F19-Update-to-5yr-Plan.pdf>

¹⁰ PCCD 2019/20 Adopted Budget <https://web.peralta.edu/accreditation/files/2020/05/FY20-Final-Budget-Book-090619-1.pdf>

¹¹PCCD Adopted Tentative Budget 2020/2021 [https://go.boarddocs.com/ca/peralta/Board.nsf/files/BRQVBU7FF8C6/\\$file/2020-21%20Tentative%20Budget%20Book%20Board%20Notes%207%2016%2020%20Rrvised%207.21.2020FBAA.pdf](https://go.boarddocs.com/ca/peralta/Board.nsf/files/BRQVBU7FF8C6/$file/2020-21%20Tentative%20Budget%20Book%20Board%20Notes%207%2016%2020%20Rrvised%207.21.2020FBAA.pdf)

¹²State Chancellor's Office Executive Order 2020-06 <https://www.cccco.edu/-/media/CCCO-Website/Files/Communications/COVID-19/2020-06-executive-order-re-extension-of-fiscal-reporting-due-dates-revised.pdf?la=en&hash=405E4210F01D62CACB52FAE8DCC7CC784A0B62E2>

¹³ Draft Adoption Budget 2020/2021 Board Agenda September 15, 2020 [https://go.boarddocs.com/ca/peralta/Board.nsf/files/BT8SKU7317E3/\\$file/Official%20Budget%20Book%202020%20\(Versio%201.2\)%20Reduced%20Size%20-%201.pdf](https://go.boarddocs.com/ca/peralta/Board.nsf/files/BT8SKU7317E3/$file/Official%20Budget%20Book%202020%20(Versio%201.2)%20Reduced%20Size%20-%201.pdf)

¹⁴ The PCCD Final Adoption Budget is scheduled for Board of Trustees approval on October 27, 2020. <https://web.peralta.edu/business/files/2020/09/FY-2020-21-Adopted-Budget-Draft-Reduce-5.pdf>

¹⁵ Board Adopted Agreements with Cambridge West, October 13, 2020 [https://go.boarddocs.com/ca/peralta/Board.nsf/files/BU8MWT5BE9B1/\\$file/Memorandum%20Approval%20Request%20for%20Contracts%20-%20MARC%20-%20Cambridge%20West%20Partnership%20Data%20Integrity%202021121%20-%20Printed%20-%20signed.pdf](https://go.boarddocs.com/ca/peralta/Board.nsf/files/BU8MWT5BE9B1/$file/Memorandum%20Approval%20Request%20for%20Contracts%20-%20MARC%20-%20Cambridge%20West%20Partnership%20Data%20Integrity%202021121%20-%20Printed%20-%20signed.pdf)

¹⁶ Presentation to the College Presidents, September 9, 2020 <https://web.peralta.edu/strategicplan/files/2020/10/SCFF-Allocation-Model-Data-Integrity-Presentation-Peralta.pdf>

¹⁷PGC Minutes, January 31, 2020 <https://web.peralta.edu/pbi/files/2020/05/PGC-Minutes-1.31.2020.pdf>

¹⁸ Draft Spreadsheet Planning <https://web.peralta.edu/strategicplan/files/2020/10/WSCH-FTES-AssocModel.1819F-efficiencycomparison-1.pdf> and [https://go.boarddocs.com/ca/peralta/Board.nsf/files/BU8MWV5BED11/\\$file/Memorandum%20Approval%20Request%20for%20Contracts%20-%20MARC%20-%20Cambridge%20West%20Partnership%20SCFF%202021120%20-%20Printed%20-%20signed.pdf](https://go.boarddocs.com/ca/peralta/Board.nsf/files/BU8MWV5BED11/$file/Memorandum%20Approval%20Request%20for%20Contracts%20-%20MARC%20-%20Cambridge%20West%20Partnership%20SCFF%202021120%20-%20Printed%20-%20signed.pdf)

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- ¹⁹ PCCD Board and Administrative 2410 Policy Development and Procedure
<https://web.peralta.edu/trustees/files/2013/12/BP-2410-Board-Policy-and-Administrative-Procedure.pdf>
<https://web.peralta.edu/trustees/files/2013/12/AP-2410-Policy-Development-Process1.pdf>
- ²⁰ District Planning and Budget Calendar
<https://web.peralta.edu/accreditation/files/2020/05/2019-20-Planning-And-Budget-Integration-Model-Annual-Integrated-Planning-Calendar.pdf>
- ²¹ PCCD Board of Trustees Budget Development Calendar
<https://web.peralta.edu/accreditation/files/2020/05/Budget-Development-Calendar-2020-21-Board-approval.pdf>
- ²² PCCD Planning Budget Integration Model and Planning and Budget Council Minutes, Calendars, and Agendas
<https://web.peralta.edu/pbi/planning-and-budget-committee/agenda-and-minutes/>
<https://web.peralta.edu/pbi/files/2020/05/PBC-Mintues-02212020.pdf>
<https://web.peralta.edu/pbi/files/2020/05/PBC-Agenda-05082020.pdf>
<https://web.peralta.edu/pbi/files/2019/08/PBIM-Summit-Agenda-8.13.19.pdf>
<https://web.peralta.edu/pbi/files/2020/04/PBIM-Meeting-Calendar-2019-2020.pdf>
<https://web.peralta.edu/accreditation/files/2020/05/2019-20-Planning-And-Budget-Integration-Model-Annual-Integrated-Planning-Calendar.pdf>
- ²³ Internal Auditor <https://web.peralta.edu/internal-audit/>
- ²⁴ May 29, 2020 - SPECIAL MEETING OF THE BOARD OF TRUSTEES Board Approved Oracle Contract
<http://go.boarddocs.com/ca/peralta/Board.nsf/goto?open&id=BQ2SFL727C04>
- ²⁵ PCCD Cash Flow and Budget to Variance Reports
[https://go.boarddocs.com/ca/peralta/Board.nsf/files/BPTTGN773AD4/\\$file/Copy%20of%202020-5-20%20Financial%20Report.pdf](https://go.boarddocs.com/ca/peralta/Board.nsf/files/BPTTGN773AD4/$file/Copy%20of%202020-5-20%20Financial%20Report.pdf) .
[https://go.boarddocs.com/ca/peralta/Board.nsf/files/BPTTGJ77340C/\\$file/Copy%20of%20FY2019-20%20Monthly%20Cashflow Rev 2020.05.20%20Updated.pdf](https://go.boarddocs.com/ca/peralta/Board.nsf/files/BPTTGJ77340C/$file/Copy%20of%20FY2019-20%20Monthly%20Cashflow Rev 2020.05.20%20Updated.pdf)
[https://go.boarddocs.com/ca/peralta/Board.nsf/files/BRBU8Y77235C/\\$file/Copy%20of%202020-6-30%20Financial%20Report.pdf](https://go.boarddocs.com/ca/peralta/Board.nsf/files/BRBU8Y77235C/$file/Copy%20of%202020-6-30%20Financial%20Report.pdf)
[https://go.boarddocs.com/ca/peralta/Board.nsf/files/BRBU8W771F04/\\$file/FY2019-20%20Monthly%20Cashflow Rev 2020.07.02.pdf](https://go.boarddocs.com/ca/peralta/Board.nsf/files/BRBU8W771F04/$file/FY2019-20%20Monthly%20Cashflow Rev 2020.07.02.pdf)
- ²⁶ <https://web.peralta.edu/accreditation/files/2020/05/Peralta-CCD-Final-Report-2019.pdf>
- ²⁷ PCCD Closing Directives <https://web.peralta.edu/accreditation/files/2020/05/Monthly-Closing-Update-Announcement-2.pdf>
- ²⁸ District Organizational Chart as of October 19, 2020
<https://web.peralta.edu/accreditation/files/2020/10/District-Office-Organizational-Chart-10192020.pdf>
- ²⁹ PCCD Organizational Chart <http://web.peralta.edu/strategicplan/files/2020/10/District-Office-Organizational-Chart-September-2020.pdf>
- ³⁰ Chancellor Succession <https://web.peralta.edu/trustees/files/2011/04/BP-2432-Chancellor-Succession.pdf>
- ³¹ Delegation of Authority to the Chancellor's Staff <https://web.peralta.edu/trustees/files/2013/12/AP-2430-Delegation-of-Authority-to-the-Chancellors-Staff3.pdf>
- ³² Delegation of Authority for Business and Fiscal Affairs, Administrative Procedure
<https://web.peralta.edu/trustees/files/2013/12/AP-6100-Delegation-of-Authority-for-Business-and-Fiscal-Affairs.pdf>.
- ³³ Trust II as of June 30, 2020: <http://web.peralta.edu/accreditation/files/2020/10/Trust-II-as-of-June-30-2020.pdf>
AND Trust I as of June 30, 2020: <http://web.peralta.edu/accreditation/files/2020/10/Trust-I-as-of-June-30-2020.pdf>
- ³⁴ 2011 – Refunding-OS <http://web.peralta.edu/accreditation/files/2020/10/2011-Refunding-OS-Optional-Redemption-on-P.7.pdf>
- ³⁵ 2011 Refunding OS Optional Redemption <http://web.peralta.edu/accreditation/files/2020/10/2011-Refunding-OS-Optional-Redemption-on-P.7-1.pdf>

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- ³⁶ Total Compensation Systems Actuarial Study 2018 Pre 2004 Retirees
<https://web.peralta.edu/business/files/2020/05/Actuarial-Study-GASB75FFinal2018Report.pdf> and Total Compensation Systems Actuarial Study 2018 Post 2004 Retirees
<https://web.peralta.edu/business/files/2020/05/Actuarial-Study-GASB75FFinal2018Report-Post-2004.pdf>
- ³⁷ Resolution No. 19/20-44 Accepting the OPEB June 2019 GASB Actuarial Report, July 2019 OPEB Supplemental Actuarial Report and the June 2019 Investment Performance Update and Adopting the OPEB Trust 1 Surplus Determination and Disbursement Procedures which was adopted on April 7, 2020
[https://go.boarddocs.com/ca/peralta/Board.nsf/files/BNC4VL0D6981/\\$file/Peralta%20CCD%20Reso%20re%20Trust%201%20Process%20and%20OPEB%20Reports%20v9%20\(202004002\)%20v2%20CLEAN.pdf](https://go.boarddocs.com/ca/peralta/Board.nsf/files/BNC4VL0D6981/$file/Peralta%20CCD%20Reso%20re%20Trust%201%20Process%20and%20OPEB%20Reports%20v9%20(202004002)%20v2%20CLEAN.pdf)
- ³⁸ Adoption Budget 2020/21 **ADD LINK**
- ³⁹ Reimbursement Agreement: <http://web.peralta.edu/accreditation/files/2020/10/Reimbursement-Agreement.pdf>
- ⁴⁰ Meeting Jul 14, 2020 - REGULAR MEETING OF THE BOARD OF TRUSTEES Category ACTION ITEMS Subject Consider Approval of Resolution No. 19/20-65 approving a form of Reoffering Circular in connection with the District's Remarketing of its Series B-3 OPEB Bonds,
[https://go.boarddocs.com/ca/peralta/Board.nsf/files/BRK24P00632B/\\$file/District%20Resolution%20Authorizing%20Documents%20-%20Peralta%20CCD%20OPEB%20Remarketing%202020%20\(signed\).pdf](https://go.boarddocs.com/ca/peralta/Board.nsf/files/BRK24P00632B/$file/District%20Resolution%20Authorizing%20Documents%20-%20Peralta%20CCD%20OPEB%20Remarketing%202020%20(signed).pdf)
- ⁴¹ Letter of Credit, Barclays August 5, 2020, <https://web.peralta.edu/accreditation/files/2020/10/Letter-of-Credit.pdf>
- ⁴² Reoffering Circular <http://web.peralta.edu/accreditation/files/2020/10/Reoffering-Circular.pdf>
- ⁴³ 2011 Refunding OS Optional Redemption <http://web.peralta.edu/accreditation/files/2020/10/2011-Refunding-OS-Optional-Redemption-on-P.7-1.pdf>
- ⁴⁴ KNN OPEB Final Report 2011 <https://web.peralta.edu/accreditation/files/2012/01/3.-OPEB-Final-Report-June-28-2011-KNN.pdf>
- ⁴⁵ Bond Budgeting Presentation, Backstrom Finance Team, Board of Trustees [https://go.boarddocs.com/ca/peralta/Board.nsf/files/BE7SDJ722E88/\\$file/PeraltaCCD%20Presentation%20\(07-23-19\)%20Final4.pdf](https://go.boarddocs.com/ca/peralta/Board.nsf/files/BE7SDJ722E88/$file/PeraltaCCD%20Presentation%20(07-23-19)%20Final4.pdf)
- ⁴⁶ Board Adoption Amended and Restated Agreement with Backstrom McCarley Berry & Co., LLC and Public Financial Management Inc.
[https://go.boarddocs.com/ca/peralta/Board.nsf/files/BFRVCU80248A/\\$file/BMcB%20%20PFM%20FA%20Scope%20of%20Services%20Peralta%20Community%20College%20District%20190828%20Amended%20and%20Restated.pdf](https://go.boarddocs.com/ca/peralta/Board.nsf/files/BFRVCU80248A/$file/BMcB%20%20PFM%20FA%20Scope%20of%20Services%20Peralta%20Community%20College%20District%20190828%20Amended%20and%20Restated.pdf)
- ⁴⁷ Oracle Contract Approved by the Board of Trustees
<http://go.boarddocs.com/ca/peralta/Board.nsf/goto?open&id=BQ2SFL727C04>
- ⁴⁸ Monthly Closing Announcement <https://web.peralta.edu/accreditation/files/2020/05/Monthly-Closing-Update-Announcement-2.pdf>
- ⁴⁹ Staff separation of duties <https://web.peralta.edu/business/finance-contacts/>
- ⁵⁰ Board Policy Financial Audits <https://web.peralta.edu/trustees/files/2013/12/BP-6400-Financial-Audits1.pdf>
- ⁵¹ Oracle Dashboard Presentation September 29, 2020 Board of Trustees Meeting
[https://go.boarddocs.com/ca/peralta/Board.nsf/files/BTR98N21C77B/\\$file/Board%20Meeting%20Report_v3.pdf](https://go.boarddocs.com/ca/peralta/Board.nsf/files/BTR98N21C77B/$file/Board%20Meeting%20Report_v3.pdf)