

COLLEGE OF THE CANYONS

2019-20

Annual
Budget

2019-20 ANNUAL BUDGET

		<u>Service Dates</u>
BOARD OF TRUSTEES:	Mr. Michael D. Berger, President	2010-2019
	Ms. Michele R. Jenkins, Vice President	1985-2019
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	Mr. Steven D. Zimmer, Member	2013-2019
	Dr. Edel Alonso, Member	2017-2019
BOARD SECRETARY/ PARLIAMENTARIAN/CHANCELLOR:	Dr. Dianne G. Van Hook	
STUDENT TRUSTEE:	Mr. Basil Aranda	
BUDGET DEVELOPMENT:	Ms. Sharlene Coleal, Assistant Superintendent/ Vice President, Business Services	
	Mr. Jason Hinkle, Associate Vice President, Business Services	

A special thanks to Chancellor, Dr. Dianne G. Van Hook, Executive Cabinet, Business Services staff and the President's Advisory Council – Budget (PAC-B) members who assisted with the review, recommendations and development of this budget.

Mission: As an innovative institution of excellence, College of the Canyons offers an accessible, enriching education that provides students with essential academic skills and prepares students for transfer education, workforce-skills development, and the attainment of learning outcomes corresponding to their educational goals. To fulfill its mission, College of the Canyons embraces diversity, fosters technical competencies, supports the development of global responsibility, and engages students and the community in scholarly inquiry, creative partnerships, and the application of knowledge.

Vision: College of the Canyons is dedicated to being a leading two-year college, recognized locally, regionally, statewide and nationally for technical advancement, institutional effectiveness, student support, model academic and professional programs, excellence in teaching and learning, fostering a broad range of community partnerships, maximizing student access, and for the sense of community that we provide to our students and staff.

Adopted Budget Approved by Board of Trustees on 09/11/19

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EXECUTIVE SUMMARY

2019 - 2020 ANNUAL BUDGET



Fiscal Year 2019-2020 Adopted Budget Executive Summary ●

SECTION 1

EXECUTIVE SUMMARY: 2019-2020 ADOPTED BUDGET

This Executive Summary highlights the main components in the Fiscal Year 2019-2020 Adopted Budget and provides an overview of the assumptions used to prepare the budget and the opportunities this budget offers.

State Revenues:

The 2019-2020 California State Budget continues to reflect a commitment to higher education, but has also ushered in some significant changes to how Community Colleges are funded. This year, the Governor introduced a new apportionment funding formula originally developed by the Department of Finance and subsequently revised during consultation with the State Chancellor's Office and Community College Administration. According to the State Chancellor's Office, the new formula shifts focus from funding based predominantly on enrollment to a three-pronged formula that focuses on access, equity, and success. In order to maintain the Student Centered Funding Formula, \$255 million in increased general apportionment funding is included in the 2019-2020 State Budget. In addition to increased apportionment funding, other State funding increases provided to the community college system include:

- \$ 43 Million On-going for AB19 Expansion of College Promise
- \$ 18 Million On-going for Student Success Completion Grant Funding
- \$ 14 Million One-time for Physical Plant and Instructional Support
- \$ 13 Million One-going for Categorical Programs COLA @ 3.26%
- \$ 9 Million On-going for Student Housing Program
- \$ 7 Million One-time for Strong Workforce Funding
- \$ 5 Million On-going for Veterans Resource Centers
- \$ 4 Million One-time for Basic Needs Program
- \$ 4 Million One-Time Re-entry Program
- \$ 2 Million One-Time Teacher Credentialing Partnerships
- \$ 1 Million One Time Assessment of College Based Food Programs
- \$ 1 Million On-going for Backfill Foster Parent Education Program/HBCU Transfer
- (\$ 7 Million) On-going removal of Strong Workforce Funding
- (\$ 91 Million) Removal of One-time spending

The 2019-2020 State Budget also includes a realignment of categorical funds by consolidating Student Equity, Student Success for Basic Skills, and Student Success and Support programs into a single program to streamline reporting requirements.

*The 2019-2020 California State Budget Proposes to
Demonstrate the Governor's Commitment
to Student Success in Higher Education*

District's Unrestricted General Fund Budget:

General Apportionment funding continues to be the District's largest unrestricted funding source. In 2019-2020, 90% percent of the District's Unrestricted General Fund revenue is projected to come from

State General Apportionment funding. This funding is received as a combination of State Apportionment, Education Protection Act funding (EPA), Property Taxes, and Student Enrollment Fees.

The 2019-2020 Adopted Budget projects funding based on the implementation of the new funding formula and focuses on assumptions regarding enrollment demand and student equity and success metrics. The 2019-2020 Adopted Budget reflects a 10.0% Fund Balance and no structural deficit.

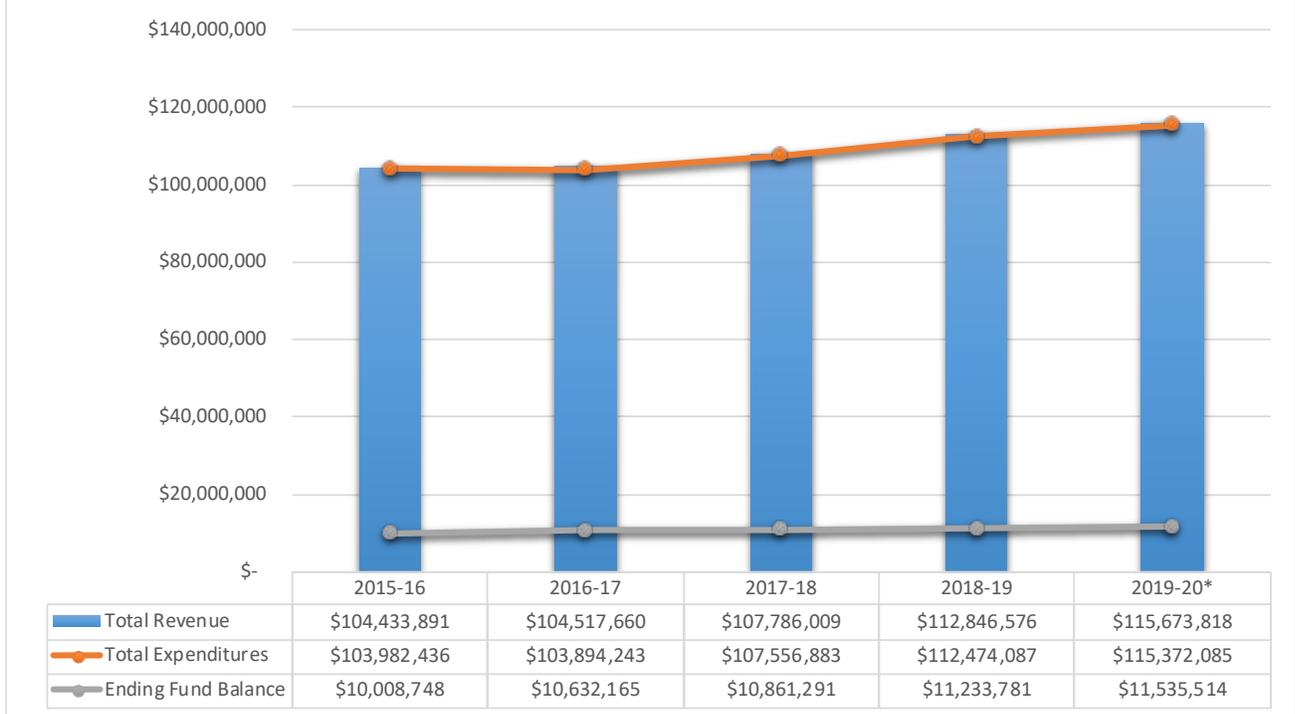
The following table provides a summarized list of the 2019-2020 Adopted Budget by fund, which includes total budgeted expenditures and budgeted reserves:

Table 1-1. Total Appropriations (Budgeted Appropriations & Budgeted Reserves)

Funds	Budgeted Appropriations & Budgeted Reserves
General Fund	
Unrestricted (Fund 11)	\$126,907,599
Restricted (Fund 12)	\$45,173,771
Bond Interest/Redemption Fund (Fund 21)	\$34,203,162
Debt Service Fund (Fund 29)	\$1,210,527
Cafeteria Fund (Fund 32)	\$108,246
Child Development Fund (Fund 33)	\$1,338,296
Special Revenue-Asset Management Fund (Fund 37)	\$18,784
Special Revenue-Student Center Fund (Fund 39)	\$830,198
Capital Projects Fund (Fund 43)	\$3,362,622
Scheduled Maintenance Fund (Fund 44)	\$4,902
Measure E GO Bond Election 2016 Series 2017 Fund (Fund 48)	\$18,922,786
Field Turf Replacement Fund (Fund 49)	\$362,801
K-12 Arts Education Outreach Fund (Fund 57)	\$226,059
Performing Arts Center Fund (Fund 58)	\$505,451
Employee Training Institute Fund (Fund 59)	\$1,344,008
CalSTRS/CalPERS Liability Fund (Fund 68)	\$6,015,607
Internal Services-Retiree Benefits Fund (Fund 69)	\$6,976,450
Student Representation Fee Trust Fund (Fund 72)	\$401,596
Student Financial Aid Fund (Fund 74)	\$21,610,622
Scholarship and Loan Trust Fund (Fund 75)	\$826,684



Graph 1-1. Unrestricted Total Revenue, Expenditures, and Ending Fund Balance



*The numbers from FY2015-2016 through FY2017-2018 are audited actuals. FY2018-2019 are unaudited actuals. FY2019-2020 is budgeted.

Full Time Equivalent Students (FTES):

Unlike K-12 Education, Community Colleges are **not** paid for every student they serve. Through a comprehensive Enrollment Management Plan, the District strategically projects to serve a target number of students based on the availability of State base and growth funding. Serving our students requires a fine balance between available funding and creating capacity for student demand.

The District’s enrollment has historically increased due to growth in its service area creating a high demand for classes. In years where growth funding was available from the State, the District increased its FTES and added ongoing funding to the District’s base revenue for future years. However, during the Great Recession, State base funding cuts resulted in fewer FTES being funded. In response, the District served fewer FTES as it is not fiscally prudent to serve FTES that the State will not fund.

In 2018-2019, the District achieved 16,391 funded FTES. In 2019-2020, the District projects serving an additional 640 FTES, an increase of 3.9%. This increase is based on projected available State funding. Growth in the District’s 2019-2020 FTES is projected to be attributable to the following main areas:

- | <u>Category</u> | <u>Increase</u> |
|-------------------------|------------------------|
| • Dual Enrollment | 569 FTES |
| • CDCP Non-Credit | 48 FTES |
| • Incarcerated Students | 12 FTES |
| • Non-Credit | 11 FTES |

Credit FTES

- **Campus Generated FTES**
On ground classes at the Valencia and Canyon Country campuses continue to generate the largest share of FTES.
- **Online Classes**
Online classes give students additional options to complete their educational goals.
- **Concurrently Enrolled High School Students (Dual Enrollment)**
Through partnerships with surrounding high school districts, students concurrently take college courses while still in high school. One of the most rewarding partnerships is the Academy of the Canyons, a Middle College High School located on the Valencia campus. This hybrid between a high school and a community college is one of only 30 Dual Collaboration schools across the nation.
- **Incarcerated Students**
Through a partnership with the Pitchess Detention Center, classes are offered at this local jail facility to provide GED and Career Technical Education opportunities, which will help reduce recidivism.
- **Instructional Service Agreements**
These are college courses developed for police and fire public safety agencies serve both new employees and current employees requiring additional training and education.

Non-Credit FTES

- **Classes at Offsite Locations**
Offering classes at convenient locations around the District’s service area brings opportunities to students who cannot get to a campus. Offsite locations also provide opportunities for specialized learning at unique facilities. Many of the classes held offsite are non-credit offerings, and the District’s non-credit program is projected to grow in the coming years, especially in the areas of English as a Second Language (ESL) and Career Technical Education (CTE).

New Revenues and New Expenses

Revenue Assumptions – 2019-2020 New Revenue

2018-2019 Adopted Budget – Total Revenue **\$111,574,309**

Ongoing New Revenue:

General Apportionment

Based on the **three components** of the New Student Centered Funding Formula:

- **Base Allocation** (FTES/Access) – Approximately 74%
 - Updated FTES Targets **\$ 4,614,588**
 - **Supplemental Allocation** (Equity) – Approximately 15%
 - PELL Grant Recipients, AB540 Students, Promise Grant Students **\$ 263,177**
 - **Student Success Allocation** (Success/Equity) – Approximately 11%
 - Reduction of Transfer Metric Definition used by the State **(\$ 1,685,899)**
- Total New General Apportionment Revenues** **\$ 3,191,865**

Other New Revenue:	
Transfer from fund 68 to Offset STRS/PERS Increases (One-Time)	\$ 750,000
Full Time Faculty Revenue	\$ 42,433
Unrestricted Lottery Funding	\$ 56,750
Non-Resident Tuition	\$ 150,000
Civic Center Revenue	\$ 50,000
International Students Tuition	\$ 270,000
Grant Indirect Support Revenue	(\$ 4,599)
Other Revenue Adjustments	(\$ 42,940)
Reduction of One-Time Prior Year Revenue	<u>(\$ 364,000)</u>
Subtotal – Other New Funding	\$ 907,644

2019-2020 Adopted Budget – New Revenue	<u>\$ 4,099,509</u>
2019-2020 Adopted Budget – Total Revenue	\$115,673,818

Expense Assumptions – 2019-2020 New Expenses

2018-2019 Adopted Budget – Total Expenses	\$111,537,387
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New Expenses:

• Instructional Service Agreement Increase	\$1,769,132	
• Full-Time Regular Salaries and Benefits (No STRS/PERS)	\$ 872,915	
• Increases in Transfers To Other Funds (Debt Service & Grants)	\$ 818,294	
• PERS Rate Increase (From 18.1% to 19.7%)	\$ 540,582	
• STRS Rate Increase (From 16.3% to 17.1%)	\$ 262,547	
• Decrease in Other Expenses from Discretionary Budget Cuts	(\$ 55,786)	
• Decrease in Adjunct/Overload	(\$ 72,986)	
• Removal of Election Expense	<u>(\$ 300,000)</u>	
Subtotal – New Expenses		\$ 3,834,698

2019-2020 Adopted Budget – Total Expenses	\$115,372,085
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Net – Increase to Fund Balance	\$ 301,733
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Compliance with State Regulations – Fifty Percent Law, FON, Fund Balance:

Fifty Percent Law

The Fifty Percent Law requires districts spend at least 50% of the Current Cost of Education on instructional salaries and benefits. In 2018-2019 the District was in full compliance with the 50% Law, reporting 54.85%. The District’s 2019-2020 Adopted Budget is projected to comply with the 50% law. The 50% Law is an antiquated law that was established in 1959 for K-12 Class Size Reduction. The problem is, we don’t deliver instruction the same way we did in the 1950’s. In addition, the 50% Law conflicts with other key requirements.

The 50% Law does not take into account the costs of:

- The 10+1 roles of faculty members outside the classroom (AB 1725)
 - i.e. COCFA President, Academic Senate President, EOPS and DSPS Faculty Directors
- The roles of Counselors, Librarians and Instructional Support staff
- Staff needed to support and use new technology in the classroom

The 50% Law conflicts with other compliance requirements:

- FON and 75/25: Includes Librarians and Counselors
- 50% Law: Does not include Librarians and Counselors

This outdated and inconsistent law is becoming more difficult for all Community College Districts to comply with. Most Districts are reporting very near to 50%. In 2017-2018, one District was not able to comply and the other 71 Districts reported a range of percentages between 50.00% and 56.54%. The 2018-2019 50% Law information is not available yet for all colleges, but the Santa Clarita Community College District reported 55.14% in 2017-2018 and 54.85% in 2018-2019.

Table 1-2. FIFTY PERCENT (50%) LAW TRENDS

	FY14-15 Actuals	FY15-16 Actuals	FY16-17 Actuals	FY17-18 Actuals	FY18-19 Actuals
Total Instructional Costs	35,961,831	40,732,695	43,316,407	48,093,921	50,704,780
Total Current Expense of Education	67,739,505	74,893,415	82,017,363	87,218,557	92,448,169
Percent of CEE	53.09%	54.39%	52.81%	55.14%	54.85%

Faculty Obligation Number

The District’s 2019-2020 Adopted Budget provides sufficient funding for full time faculty in order to comply with the District’s Fall 2019 Projected Advance Faculty Obligation Number (FON) of 220.7. In fact, the District projects 222.0 actual Full Time Equivalent Faculty, which is 1.3 above the compliance requirement.

FON regulations were designed as a mechanism to partially comply with the goal of having 75% of instruction provided by full-time faculty. The FON sets an annual minimum number of full-time faculty that each district is obligated to hire:

- FON target is assigned annually by the State Chancellor’s Office
- FON target is based on prior year FON increased by growth or decreased by declines
- New FON target is to be achieved by Fall of the following year
- FON targets in 2015-2016 were increased due to new on-going Full Time Faculty funding
 - But, funding was insufficient to support hiring all required full-time faculty.

Full-Time Faculty Obligation (FON) Target and Projections: 2018 and 2019

	<u>Fall 2018 FON</u>
Fall 2018 FON Target	214.70
Actual FTEF	<u>222.55</u>
Fall 2018 FTEF Over FON	7.85

	<u>Fall 2019 Projected FON</u>
Fall 2019 FON Base	218.7 From 2017-18 Recalc
Base Adjustment “True Up”	(8.0) Required Adjustment Based on 2018-2019 P2

Change in Credit FTES of (3.53%)

2019-2020 Credit FTES Increase

9.0 Increase from FT Faculty Funding in 2018-2019

Fall 2019 Projected FON

219.7

Fall 2019 Estimated Actual FTEF

222.0

Fall 2019 FTEF Over FON

2.3

**Table 1-3. Faculty Obligation Number (FON) History
Santa Clarita Community College District**

FON YEAR	FON OBLIGATION	FON ACTUAL FTEF	FTEF OVER FON OBLIGATION
Fall 2019 (Proj)	219.70	222.00	2.30
Fall 2018	214.70	222.55	7.85
Fall 2017	212.70	218.30	5.60
Fall 2016	204.10	204.80	0.70
Fall 2015	182.80	191.45	8.65
Fall 2014	171.80	177.15	5.35
Fall 2013	169.80	177.60	7.80
Fall 2012	176.80	177.30	0.50
Fall 2011	182.80	185.55	2.75
Fall 2010	182.80	186.35	3.55
Fall 2009	182.80	189.55	6.75
Fall 2008	179.80	194.35	14.55
Fall 2007	169.80	181.55	11.75
Fall 2006	163.80	163.80	-
Fall 2005	151.80	170.00	18.20
Fall 2004	146.90	152.10	5.20
Fall 2003	152.80	163.00	10.20
Fall 2002	143.80	165.00	21.20
Fall 2001	126.80	158.00	31.20
Fall 2000	113.80	135.00	21.20



Table 1-4. Inconsistencies between FON and 50% Law

Description	FON (FTEF)	50% Law (Expense)
Librarians	Yes	No
Counselors	Yes	No
Faculty Coordinators and Directors	Yes	No
Released/Reassigned Time (Non-Instructional)	Yes	No
Instructor Sabbaticals	Yes	Yes
Unpaid Leave (Exclude Replacement Faculty)	Yes	N/A
Overload	No	Yes
Late Retirements	Yes	N/A
Instructional Deans and Admin	No	No
Instructional Supplies/Equipment	N/A	No
Online Education/Computer Technical Support	N/A	No

Fund Balance

The District’s 2019-2020 Adopted Budget is projected to comply with all Fund Balance requirements. An adequate fund balance provides fiscal stability.

The State Chancellor’s Office recommends the following Fund Balance “best practices”:

- Establish fund balance at or consistently above the recommended 5% reserve
- Disclose with Budget and Monthly Financial Reports
- Increase or stable fund balance due to ongoing revenue increases and/or expense reductions
- Include designated reserves for unfunded liabilities or one-time costs above recommended reserve level
- Establish a Board Policy and Budget Parameters that guide budget development
- Communicate with Budget Committee and other groups

The State Chancellor’s Office recommends a 5% minimum Fund Balance. Statewide Fund Balances in 2017-2018:

- 20.0% to 54.9% 36 Districts
- 10.0% to 19.9% 31 Districts
- 5.0% to 9.9% 4 Districts
- 0.0% to 4.9% 1 District

The District's Budget Parameters establish a 6% minimum Fund Balance requirement, and the District's historical fund balances show full compliance:

- 2018-2019 10.00%
- 2017-2018 10.10%
- 2016-2017 10.23%
- 2015-2016 9.63%
- 2014-2015 11.31%
- 2013-2014 11.02%
- 2012-2013 11.77%
- 2011-2012 11.55%
- 2010-2011 15.98%

However, statewide we rank in the bottom five Districts in Fund Balance. It should be noted the Fund Balance is a category in the FCMAT checklist and therefore a trigger for State intervention.

Precision & Budgeting – No Structural Deficit:

The District's 2019-2020 Adopted Budget for the Unrestricted General Fund is a balanced budget with no structural deficit (deficit spending).

The District has a history of budgeting precisely and presenting balanced budgets to the Board of Trustees for consideration. Budgeting with a high level of precision, including using a very detailed position control system to budget salaries by position, is critical to achieving the desired outcome of no deficit spending when all actual revenues and expenditures are recorded for the year. This means budgeting conservative and achievable revenue estimates and accurate and reasonable expense estimates.

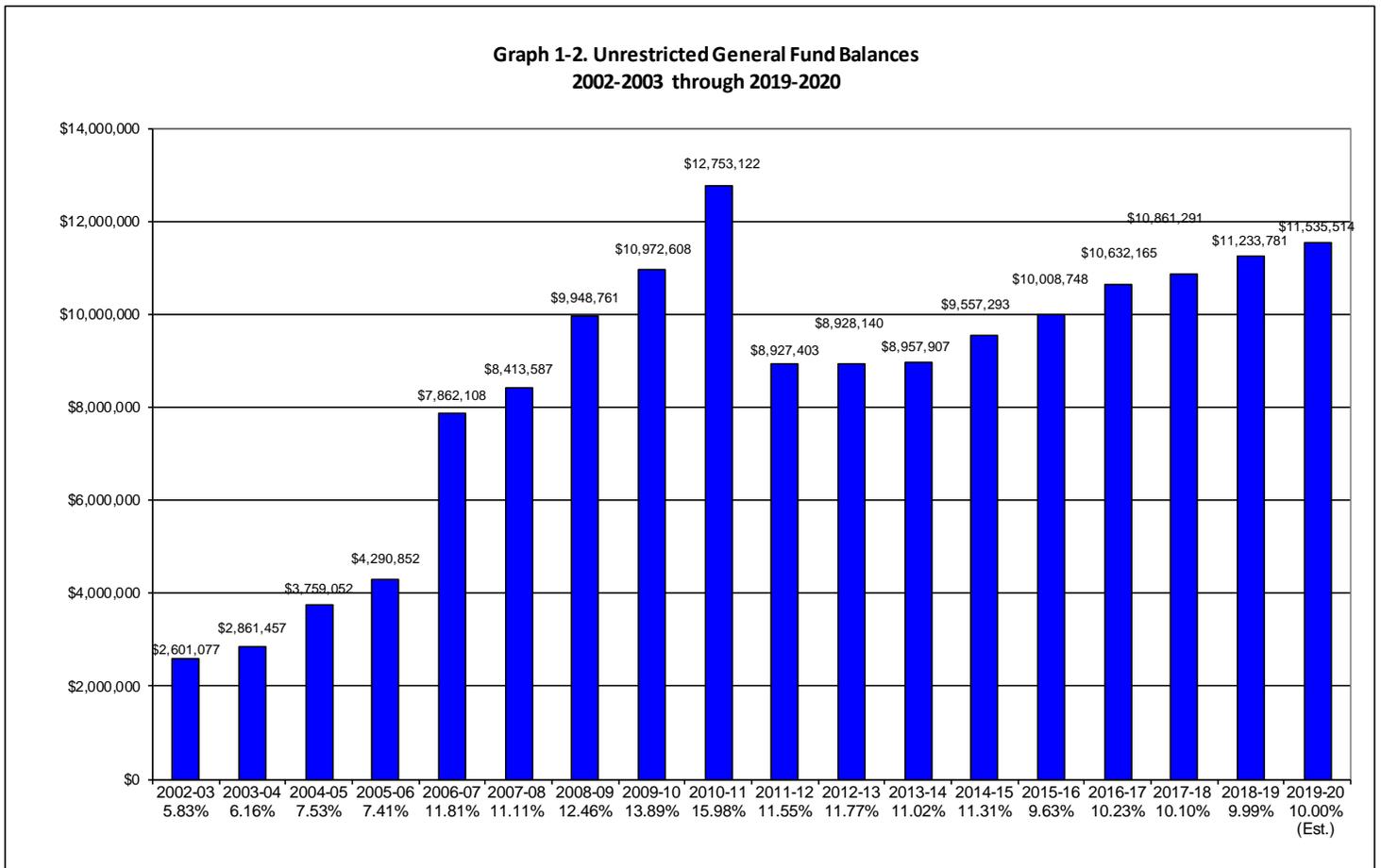
For the last 17 years, the District has avoided deficit spending. Even in 2003-2004 when growth was reduced to 69% of the original target, the District cut approximately \$3.5 M in order to balance the budget. The one exception was in 2011-2012 when the District made a decision to use one-time fund balance dollars in excess of the District's 6% minimum target to fund expenses. With approximately 85% of all ongoing expenses attributable to salaries and benefits, this decision was necessary to preserve jobs and continue to offer quality instruction, student services, and administrative support. In 2012-2013, after making \$7.7 million in budget reductions, the District again controlled deficit spending, which restored balanced budgets. It is commendable that the District took a conservative approach to budgeting during the 5-year economic downturn, from 2009-2010 to 2013-2014, which ensured any revenue shortfalls would not detrimentally affect the District. Departments made budget cuts by identifying expense reductions and revenue solutions to ensure financial stability. Considering that the District's State General Apportionment funding has been subject to several State imposed deficits and ongoing reductions by the State that often had to be handled mid-year, it is remarkable that the District was able to control deficit spending and **avoid taking actions such as instituting wage reductions, furloughs, lay-offs, and severely decreasing the number of class sections offered. We are one of the few that have maintained the fiscal integrity of the District and still achieved the outcome without impacting faculty, staff, and students.**

Ending Fund Balance/Unrestricted Reserves:

The District’s Ending Fund Balance has been stable or increasing in 16 of the last 17 years. In addition, the District’s 2019-2020 Adopted Budget projects a small increase in the Ending Fund Balance and an Ending Fund Balance percentage of 10.0%.

This is in compliance with District Budget Parameters approved by the Board of Trustees, which state:

Fund Balance: Each Budget year, in recognition of the State Chancellor’s Office recommendation to maintain a minimum 5% Fund Balance and based on the SCCCD Board Policy, a minimum 6% Fund Balance will be established. A larger fund balance will be maintained in anticipation of uncertainty in State funding in order to protect the district against mid-year cuts or other unscheduled revenue shortfalls.



As the graph above illustrates, despite the over \$22 million in State revenue cuts since 2002-2003, the District's actual ending fund balance consistently increased from 2002-2003 through 2010-2011 due to a number of factors:

- Revenues increased due to growth
- Expenses were reduced due to unspent salary and operating expense budgets and unused contingencies planned for State budget cuts

In 2011-2012, the District's fund balance declined by \$3,825,719, from 15.98% to 11.55%. This decline in the District's ending fund balance was the cumulative result of years of ongoing and one-time cuts brought on by large State deficits. Due to the large magnitude and detrimental cumulative effects of these cuts, the District made a decision to use one-time fund balance dollars in excess of the District's 6% minimum target to fund expenses in 2011-2012. Ongoing budget solutions were identified in 2012-2013, which stabilized the fund balance, despite the devastating 10% base revenue cuts made at the State level.



COMMUNITY OVERVIEW

2019 - 2020 ANNUAL BUDGET



Community Overview ●

SECTION 2

COMMUNITY OVERVIEW

Overview of Community:

Region:

The Santa Clarita Valley (SCV) includes the communities of Saugus, Valencia, Canyon Country, Newhall, Stevenson Ranch and Castaic. This valley, surrounded by scenic mountain ranges, is the northern gateway to Los Angeles County. Santa Clarita is the fourth largest city in Los Angeles County, preceded only by Glendale, Long Beach, and the largest city, Los Angeles. Santa Clarita enjoys a lower density of population, with space for significant expansion. This is a stark contrast to most cities in the Los Angeles basin where people and companies are simply running out of room. The area is characterized by many canyons that generally run in a north-south direction and slope upward toward the north. The valleys are fertile and once supported agriculture, but most of the area is now in rapidly growing housing and commercial development. Many of the almost 300,000 residents commute each day to the Antelope and San Fernando valleys and south into the Los Angeles basin.

District Service Area:

Changes and significant progress have occurred throughout the SCV over the years, and College of the Canyons (COC)/Santa Clarita Community College District (SCCCD) has been propelled forward by a combination of the community's growth and the unwavering vision of the Board of Trustees and campus leadership to transform it into the best community college in the country. The Santa Clarita Community College District serves a geographic area of 367 square miles in the northwest portion of Los Angeles County in an area known as the Santa Clarita Valley. The district is south of the Sierra Pelona and north of the San Gabriel and Santa Susanna mountain ranges and borders Ventura County. The district is 40 miles north of Los Angeles International Airport, north of the San Fernando Valley and 30 miles east of the Pacific Ocean.

The Valencia campus of College of the Canyons is 34 miles north/northwest of downtown Los Angeles. While the 153.4-acre Valencia Campus already includes 825,000 of gross square feet with more than 560,000 square feet of dedicated learning space, more space will be provided through a variety of projects before the Valencia campus reaches its final build-out capacity. The Canyon Country Campus currently has 56,000 assigned square feet, with more than 49,000 assigned square feet of dedicated learning space. With current expansion of the permanent campus now underway, using funds from Measures M and E, the campus is expected to triple in size over the next five years.

Housing Market:

The median price of homes in the Santa Clarita Valley increased through the late 1990s and into the 2000s, but began declining in 2008. In 2012, the housing recovery began in the Santa Clarita Valley, with home sales and prices increasing, which mirrors statewide changes. The market weakened again in 2014; however, home sales increased substantially in 2015. In January 2019, the overall median house price in Santa Clarita was \$605,300. While home sales are expected to continue increasing, homes in the Santa Clarita Valley are still more affordable than homes in the San Fernando Valley or Coastal Los Angeles.

Graph 2-1.

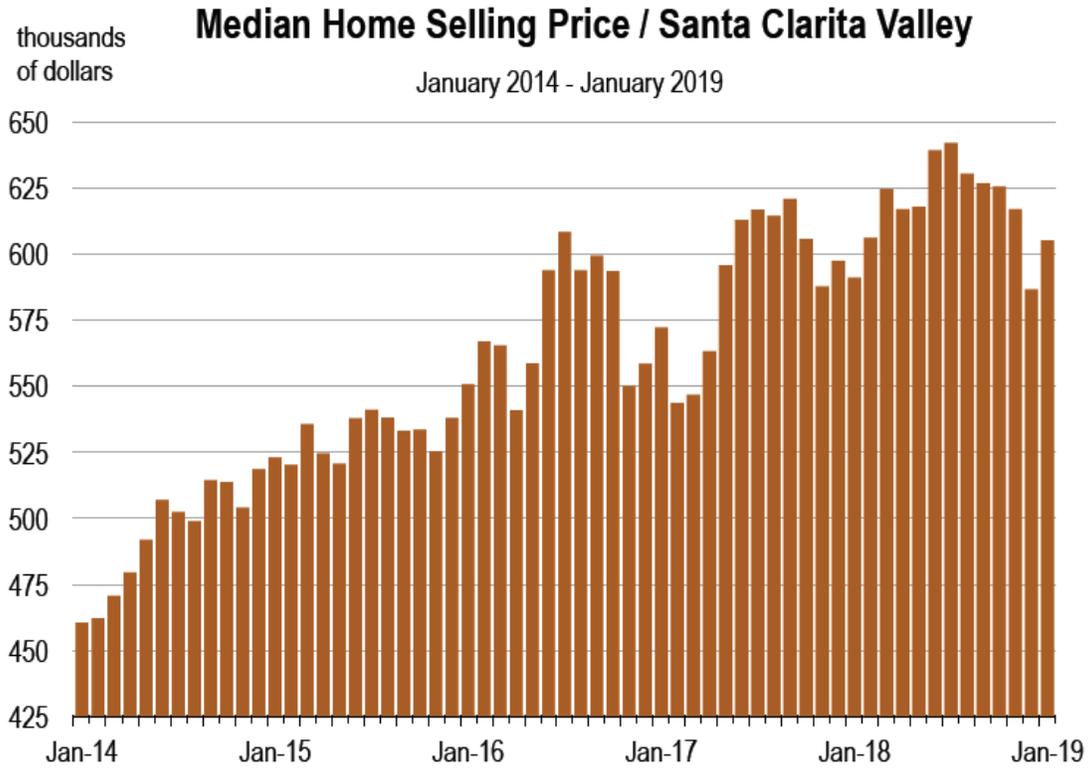


Table 2-1. Approved Residential Construction Projects

Project Name	City	Units to be Built
Whittaker Bermite	Santa Clarita	2,911
Vista Canyon	Santa Clarita	1,100
Sand Canyon Plaza	Santa Clarita	580
Aliento (Golden Valley Ranch)	Santa Clarita	495
RiverVillage Area D	Santa Clarita	184
Galloway Senior @ Five Knolls	Santa Clarita	140
Dentec	Santa Clarita	95
Avanti @ Westcreek	Santa Clarita	92
West Creek/ West Hills	Santa Clarita	88
VTC Square	Santa Clarita	60
Newhall Crossings	Santa Clarita	47
TMC Residential	Santa Clarita	42
Canyon Brook	Santa Clarita	35
Sand Canyon Estates	Santa Clarita	22
Newhall Ranch	Unincorporated L.A. County	21,242
Northlake	Unincorporated L.A. County	3,150
Skyline Ranch	Unincorporated L.A. County	1,220
Canyon Heights	Unincorporated L.A. County	157
Aidlin Hills	Unincorporated L.A. County	102
Canyon Crest	Unincorporated L.A. County	83

Community Development:

The Santa Clarita Valley has the potential to become one of the fastest growing regions in the state, in view of the Newhall Ranch project, which is now underway. The Ranch will contribute more than 21,000 homes to the region's housing stock and accommodate 65,000 new residents.

Infrastructure improvements on Newhall Ranch continue through 2019, and land sales to builders should begin in late 2019. Vertical construction should be underway in 2020. That means that permits for individual housing units would start to be issued in 2020 and, the first sales and move-ins would occur as soon as 2021. Compared to past economic cycles, there have been fewer homes for sale. The lack of inventory has pushed prices higher over the last 4 years. Consequently, rising housing values are nearly back to the peak levels reached in 2006. However, this year inventory is rising causing price appreciation to moderate.

With rising values, expect more inventory. With a fully employed workforce and rising wages and household incomes, home sales should increase if median prices and interest rates further moderate or flatten. Our base forecast has the median home price rising, but less than 5 percent per year over the next several years. Alternatively, it could decline up to five percent a year. Housing affordability has become an issue in the Valley once again and this will persist for at least the next two years.

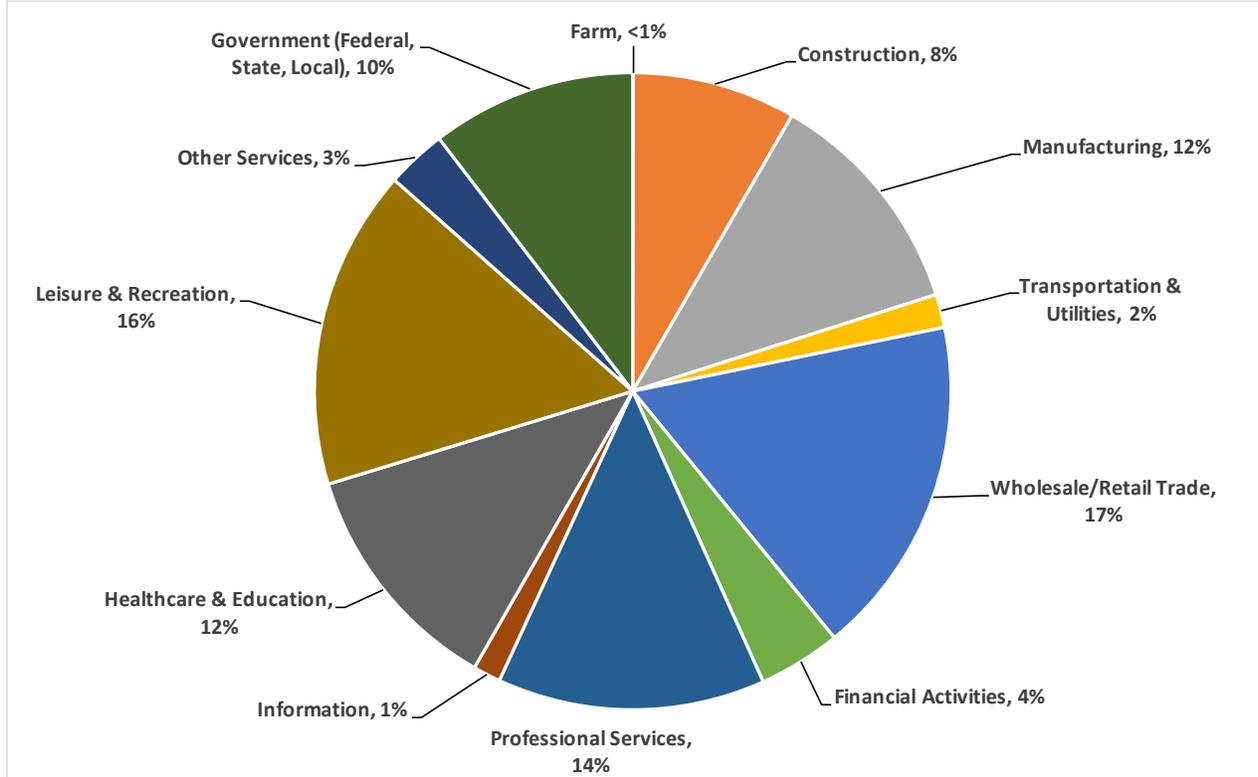
The forecast has existing home sales increasing very modestly in 2019 but remaining in a narrow band throughout the forecast. The existing home market will have competition from the new home market with sales and building underway at RiverVillage, Aliento, Five Knolls, and Vista Canyon.

Key Industries:

Key industries within the District's service area include Aerospace & Defense, Medical Devices, Advanced Manufacturing, Digital Media & Entertainment and Information Technology. The top employment categories include Wholesale/Retail Trade, Leisure & Recreation, Professional Services, Manufacturing, Healthcare & Education, and Government. Opportunities for partnerships between COC and local business, industry and institutions will expand and provide opportunities for increased support of College programs. Emerging industrial sectors for which Santa Clarita Valley job training is a priority include: Health, Aerospace & Defense, Engineering, Entertainment and Media, General Manufacturing, Biomedical, Biotechnology and Education.



Graph 2-2. Key Industries within the Santa Clarita Community College District's Service Area



Industrial Market:

In 2018, the Santa Clarita Valley continued to set the pace as one of the strongest industrial markets in Los Angeles County with over 2.11 million square feet of transactions completed. Over the past 9 years, the area has shown strong positive absorption with nearly 16.7 million square feet of lease and sale transactions consummated.

Historically, the biggest constraint was the lack of available supply in the area. The supply problem is being addressed with several new developments under construction and planned in the Santa Clarita Valley. Several new developments broke ground in 2018, and these projects will add much needed supply in 2019 including:

- The Center at Needham Ranch, which broke ground on its first phase of three buildings totaling over 430,000 square feet and ranging in size from 67,639 square feet to 212,236 square feet. Buildings will be completed in the second quarter of 2019.
- Ground Up Properties, which broke ground on two buildings totaling 83,201 square feet and will offer industrial and showroom spaces from 2,507 square feet to 50,930 square feet.
- IAC Commerce Center, which broke ground on a 216,320 square foot building.
- Henry Mayo Newhall Hospital Expansion, a 6-story patient tower increasing bed capacity by 142 and adding 160,000 square feet
- Southern California Innovation Park, three new buildings comprising 125,000 square feet of space
- Gateway V, a proposed 650,000 square foot development near the Valencia Commerce Center
- Disney ABC Studios at the Ranch, a 56-acre construction site expected to create 3,100 jobs during construction and 2,850 jobs after full buildout.

Significant transactions in 2018 were dominated by the entertainment industry and indicative of the strong demand for production space by content providers. Several large transactions were observed including:

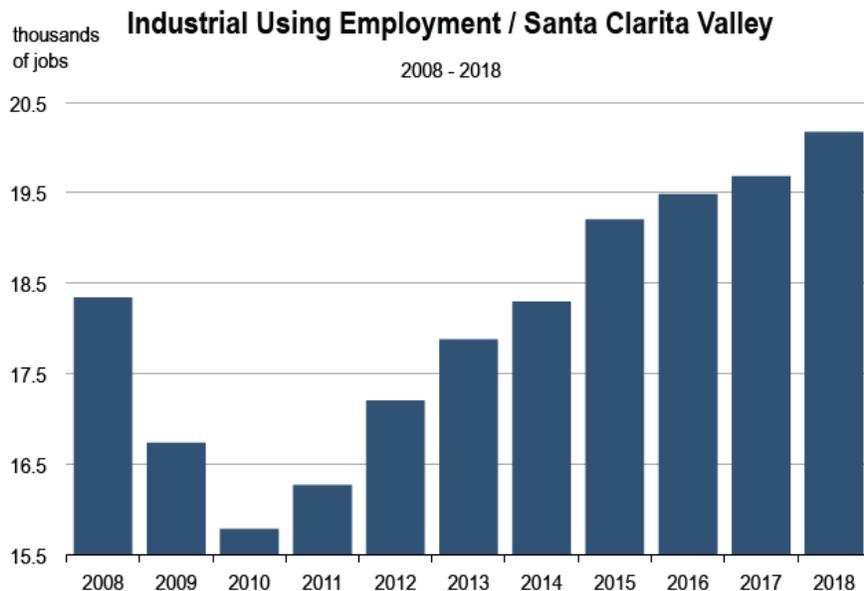
- Lease of 142,392 square feet in Valencia Industrial Center by Triscenic Studios.
- Lease of 109,379 square feet in the Valencia Industrial Center by Santa Clarita Studios.
- Several other smaller entertainment industry leases by companies such as Amazon Studios, Attraction Services, Scenic Expressions and other studio operators.

However, activity wasn't just limited to entertainment. Core industries in the area continued to expand including:

- Nutritional supplements manufacturer, Lief Organics, lease of a 111,935 square foot building in Valencia Commerce Center.
- Baby products company, Unconditional Love dba Hello Bello, lease of a 60,812 square foot space in the Valencia Commerce Center.
- Cosmetics manufacturer, Dream Team Beaute, lease of a 54,304 square foot space in the Valencia Commerce Center.

This growth of local business creates many opportunities for partnerships through programs such as the Employee Training Institute/Center for Applied and Competitive Technologies (ETI/CACT), Cooperative Work Experience and Education (CWEE), Career Center, and Dr. Dianne G. Van Hook University Center, as well as demand for instructional programs. Attention needs to be given to current training needs of local businesses and to the evolving labor markets as programs are developed, especially career/technical and fast-track training programs.

Graph 2-3.



Office Market:

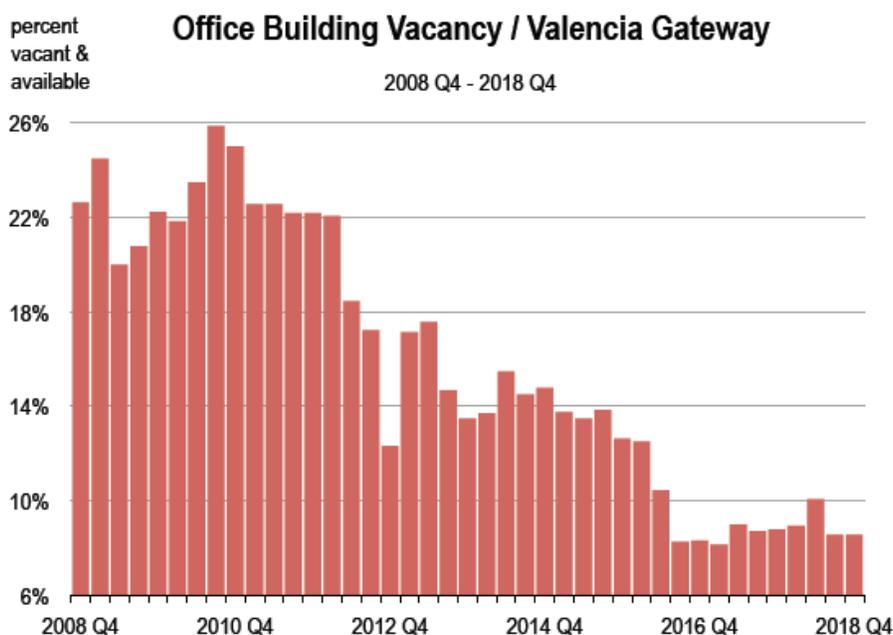
The SCV Office Market opened 2018 with a steadily strengthening trend and wrapped the year in the same way. After a strong 2016 saw vacancy fall below 9 percent for the first time since before the Great

Recession, 2017 remained stable at 8.8 percent and 2018 followed at 8.6 percent. With sub-10 percent vacancy, we've seen a generally healthy market running short on options, especially for new buildings and large contiguous blocks of space.

Though 2018 saw continued strong activity with multiple corporate HQ expansions within the Santa Clarita Valley, typical migration from the San Fernando Valley was slow due to a lack of standing inventory and significant construction on Interstate 5. Though free rent, moving and improvement allowances are available, market wide tenants are seeing less concessions than years past with asking rates climbing for prime product.

With higher pressure on pricing, one major trend we've seen is office occupiers do more with less by employing space saving concepts like hoteling and unassigned workstations, going paperless, cloud server file storage and open floor plans. To attract today's space efficient office user, we're seeing renovation dollars go into common area upgrades and on-site project amenities as only a few new projects are finally coming out of the ground since the 2008 building cycle.

Graph 2-4.



Employment:

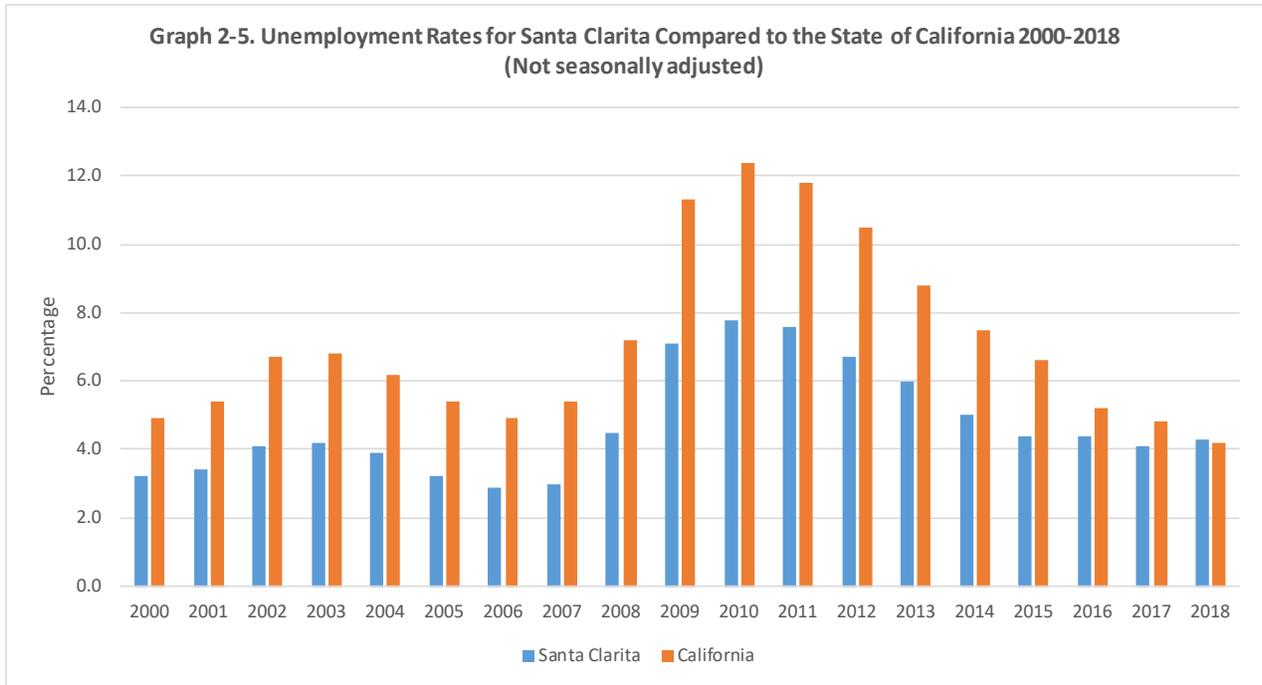
Jobs with high growth

Total employment in the Santa Clarita Valley is expected to increase by 2.0 percent in 2019. Leisure and hospitality, healthcare, and construction will drive much of the job creation this year.

Unemployment:

The unemployment rate for the City of Santa Clarita remained low from 2000 through 2008 and then began to increase in 2008 and continued rising into 2010. From 2010 to 2017, unemployment rates decreased. As of December 2018, the unemployment rate for the City of Santa Clarita has increased slightly from 4.1 percent in 2017 to 4.3 percent, compared to 4.2 percent for the state. Unemployment

rates are projected to decrease slightly in 2019. Employment rates have important implications for approaches to working with local businesses to ensure that the workforce has updated skills and that people can get the skills they need in a timely fashion so they can get back to work as jobs become available.



Santa Clarita Valley Employers:

In the Santa Clarita Valley, five of the 10 largest employers are public organizations. Among the 52 largest employers for which complete information is available, there were 30,817 workers in the Santa Clarita Valley. The Santa Clarita Valley’s largest employers added a small number of jobs last year. Large public organizations added 112 workers to their payrolls. Among public institutions, the biggest gains were within City of Santa Clarita government departments, which now employ 159 more workers than last year. College of the Canyons, the third largest employer in the Santa Clarita Valley, is playing a vital role in the economic health of the community.



Table 2-2. Top Employers in the Santa Clarita Valley

Employer	Employees	Business
Six Flags Magic Mountain	3,200	Amusement Park
Princess Cruises	2,177	Cruise Line
College of the Canyons	2,115	Higher Education
Henry Mayo Newhall Hospital	1,982	Hospital
William S. Hart Union School District	1,923	School District
Saugus Union School District	1,712	School District
U.S. Postal Service	1,010	Government
Boston Scientific	900	Manufacturer
City of Santa Clarita	879	Government
Newhall School District	785	School District

Santa Clarita Valley Employment by Sector:

Table 2-3. Santa Clarita Valley Employment by Sector: 2015-2019

Employment Sector	Total Jobs 2015	Total Jobs 2016	Total Jobs 2017	Total Jobs 2018	Total Jobs 2019*
Farm	20	18	28	26	29
Construction	6,100	6,163	6,817	7,620	8,046
Manufacturing	11,188	11,210	11,040	11,217	11,376
Transportation & Utilities	1,370	1,524	1,550	1,590	1,636
Wholesale/Retail Trade	16,147	16,465	16,767	16,724	16,743
Financial Activities	3,684	3,779	3,868	3,992	4,062
Professional Services	12,313	12,538	12,927	13,020	13,170
Information	1,366	1,346	1,348	1,321	1,356
Healthcare & Education	10,247	10,816	11,282	11,410	11,623
Leisure & Recreation	13,563	13,983	14,691	15,132	15,730
Other Services	2,982	2,908	2,950	2,921	2,951
Government	10,058	10,010	9,915	9,935	10,077
Total Wage & Salary	89,042	90,764	93,187	94,912	96,804
Percent Change	3.4%	1.9%	2.7%	1.9%	2.0%
Total Non-Farm Jobs Created	2,937	1,724	2,413	1,727	1,889
Unemployment Rate (%)	6.1%	4.7%	4.3%	4.6%	4.8%

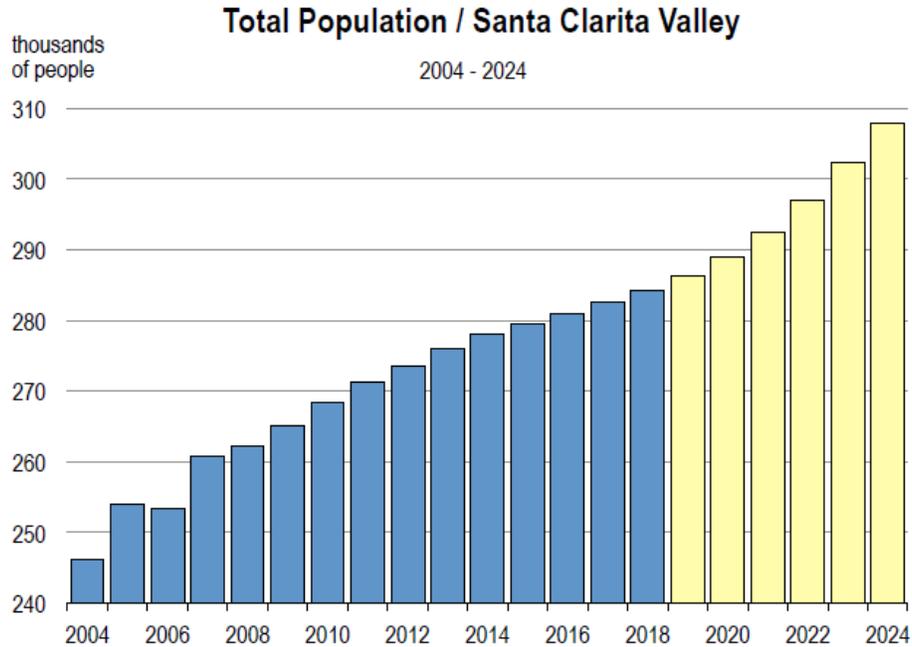
**Projected*

Population:

Population growth in the Santa Clarita Valley is expected to average 1.3 percent per year through 2024, resulting in an increase of 23,600 residents. The current population of approximately 284,300 represents a dramatic increase from 48,942 in 1970. The gain in population between 2000 and 2007 was a result of net migration rather than natural increase (over 50 percent increase). From 2017 to 2018, the population of the Santa Clarita Valley increased by 0.6 percent – approximately equal to the statewide average of 0.5

percent. The Valley gained 1,600 residents in 2018. Approximately 600 of these new residents were the result of net migration (people moving into the Valley, less those moving out). The Valley gained approximately 1,000 new residents through the natural increase (new births) in 2018.

Graph 2-6.

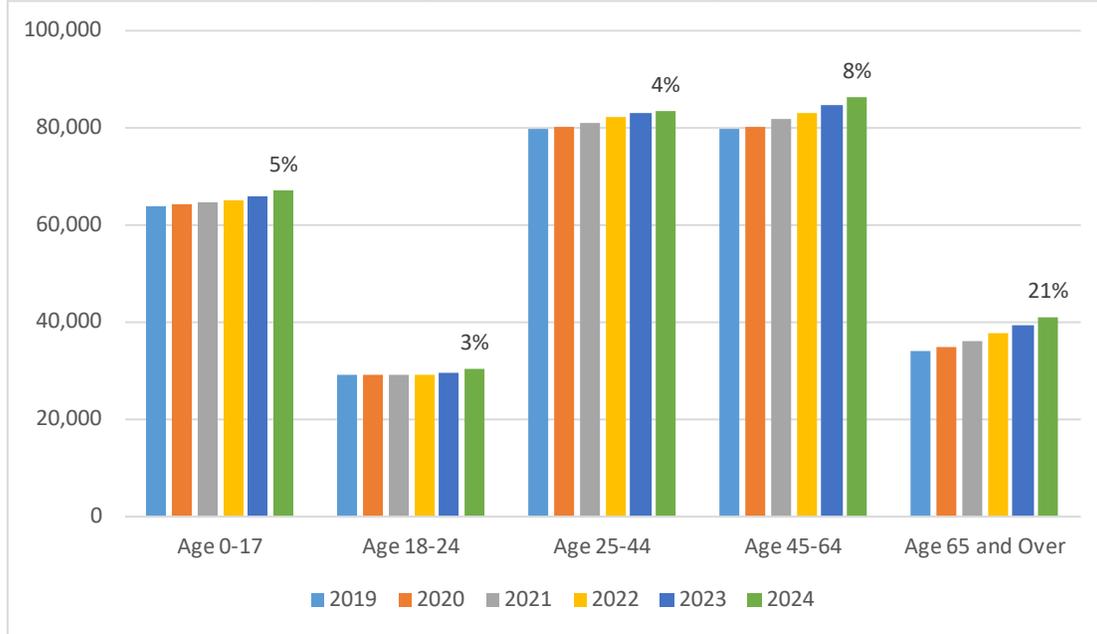


Age:

Across the Santa Clarita Valley, the age structure of the population is similar to that of California, with some noteworthy differences. Compared to other parts of the state, the Santa Clarita Valley has a higher percentage of people between the ages of 18 and 24, as well as people between 45 and 64. These groups represent college age residents, entry-level workers, and late career individuals. Such disparities are indicative of the Valley’s academic institutions, as well as its concentration of high-skilled jobs. Some people move to the Valley to attend the College of the Canyons, California Institute of the Arts, and other colleges. Mid-career professionals also move to the region for its high-wage positions. Specific growth within the age categories for the next five years are as follows:



Graph 2-7. Age of Santa Clarita Valley Residents



Income:

In 2018, the median household income in the Santa Clarita Valley was estimated at \$106,834 – one of the highest levels in the state. More than 40 percent of all households earn at least \$125,000, and more than 65 percent garner at least \$75,000. These are the markings of a very prosperous region.

Education:

The Santa Clarita Valley has a more highly educated population than much of California. Compared to the rest of the state, the Santa Clarita Valley has a higher share of individuals who went to college, and a much lower share of residents who dropped out before earning a high school diploma.

Of the residents who are 25 years old or older, 10 percent have an associate degree and over 35 percent have a bachelor’s degree or higher. Statewide, 8 percent have an associate degree and 32 percent have a bachelor’s degree or higher. Latinos in Santa Clarita and statewide have much lower education attainment. For example, only 17 percent of Latinos in Santa Clarita 25 years old or older have a bachelor’s degree, while 12 percent have a bachelor’s degree statewide.

New Degree Programs and Certificates Lead to Employment:

The college is continually assessing and responding to the needs of the community by developing new programs. Currently, there are 95 degree programs, 44 certificates of achievement, 34 certificates of specialization, 7 certificates of completion, and 3 certificates of competency (as of 9/7/18). Over the past five years, new programs and certificates include:

- Carpentry Technology (Certificate of Achievement)
- Construction Technology (AS Degree)

- Construction Technology (Certificate of Achievement)
- Customer Relations (Noncredit Certificate of Completion)
- Environmental Science (AS-T Degree)
- Environmental Studies (AA Degree)
- Electrical Technology (Certificate of Achievement)
- Hospitality Management (AS-T Degree)
- Management Tool Box (Noncredit Certificate of Completion)
- Plumbing Technology (Certificate of Achievement)
- Public Health Science (AS-T Degree)
- Technical Theatre (AA Degree)
- Technical Theatre (Certificate of Achievement)
- Workplace Essentials (Noncredit Certificate of Completion)
- Theatre Arts (AA-T Degree)
- Geography (AA-T Degree)
- Political Science (AA-T Degree)
- History (AA-T Degree)
- Kinesiology (AA-T Degree)
- Studio Arts (AA-T Degree)
- Communication Studies (AA-T Degree)
- Philosophy (AA-T Degree)
- Music (AA-T Degree)
- Spanish (AA-T Degree)
- English (AA-T Degree)
- Elementary Teacher Education (AA-T Degree)
- Journalism (AA-T Degree)
- Physics (AS-T Degree)
- Geology (AS-T Degree)
- Computer Science (AS-T Degree)
- Early Childhood Education (AS-T Degree)
- Administration of Justice (AS-T Degree)
- Psychology (AA-T Degree)
- Sociology (AA-T Degree)
- Mathematics (AS-T Degree)
- Biology (AS-T Degree)
- Business Administration (AS-T Degree)
- Sustainable Design and Development (Certificate of Achievement)
- Robotic Welding Automation (Certificate of Specialization)
- Network Engineer (Certificate of Specialization)
- System Administrator (Certificate of Specialization)
- Deaf-Blind Support Service Provider (Certificate of Specialization)

District Area Assessed Valuations and Taxpayer Information:

The following chart shows the history of assessed valuations of taxable property within the District. While many Community College Districts in California experienced steep declines in assessed valuations during

the recent recession, the Santa Clarita Community College District experienced only small declines, as seen below, in assessed valuation due to the diversity and resiliency of the local economy.

Table 2-4. Assessed Valuations of Taxable Property within the District

Fiscal Year	Local Secured	Utilities	Unsecured	Total	% Change
2007-2008	\$33,410,054,991	\$39,053,825	\$1,051,320,801	\$34,500,429,617	N/A
2008-2009	\$34,962,526,517	\$12,970,609	\$1,230,031,483	\$36,205,528,609	4.94%
2009-2010	\$32,879,210,737	\$39,221,595	\$1,242,823,685	\$34,161,256,017	-5.65%
2010-2011	\$32,573,592,689	\$42,286,023	\$1,165,255,373	\$33,781,134,085	-1.11%
2011-2012	\$32,745,262,030	\$41,967,599	\$1,112,599,687	\$33,899,829,316	0.35%
2012-2013	\$32,129,086,278	\$41,967,599	\$1,149,783,098	\$33,320,836,975	-1.71%
2013-2014	\$32,899,757,420	\$9,410,995	\$1,141,052,861	\$34,050,221,276	2.19%
2014-2015	\$35,498,113,398	\$7,701,513	\$1,158,284,919	\$36,664,099,830	7.68%
2015-2016	\$37,376,563,155	\$4,764,954	\$1,146,371,535	\$38,527,699,644	5.08%
2016-2017	\$39,190,223,733	\$5,090,240	\$1,098,586,944	\$40,293,900,917	4.58%
2017-2018	\$40,802,920,012	\$10,322,510	\$1,117,253,297	\$41,930,495,819	4.06%
2018-2019	\$43,042,296,952	\$ 6,715,145	\$1,163,305,069	\$44,212,317,166	5.44%

Source: California Municipal Statistics, Inc.

The following table shows the history of secured tax charges, delinquencies, and collections in the District. The data reflect very stable secured tax charges, low delinquency percentages, and favorable collection percentages.

Table 2-5. Secured Tax Charges, Delinquencies and Collections

	Secured Tax Charge ^(a)	Delinquent as of June 30	% Delinquent as of June 30	Collections as of June 30	% Collection as of June 30
2007-2008	\$12,586,767.65	\$630,855.88	5.01%	\$11,955,911.77	94.99%
2008-2009	\$13,177,743.35	\$618,765.77	4.70%	\$12,558,977.58	95.30%
2009-2010	\$12,397,893.66	\$426,175.93	3.44%	\$11,971,717.73	96.56%
2010-2011	\$12,309,383.47	\$295,902.85	2.40%	\$12,013,480.62	97.60%
2011-2012	\$12,409,438.36	\$259,390.95	2.09%	\$12,150,047.41	97.91%
2012-2013	\$12,249,950.19	\$220,494.39	1.80%	\$12,029,455.80	98.20%
2013-2014	\$12,556,770.67	\$185,463.99	1.48%	\$12,371,306.68	98.52%
2014-2015	\$13,577,034.60	\$195,979.22	1.44%	\$13,381,055.38	98.56%
2015-2016	\$14,326,152.89	\$203,680.67	1.42%	\$14,122,472.22	98.58%
2016-2017	\$14,953,247.87	\$177,989.37	1.19%	\$14,775,258.50	98.81%

(a) 1% General Fund apportionment. Excludes redevelopment agency impounds. Reflects countywide delinquency rate. Source: California Municipal Statistics, Inc.



The following table lists the 20 largest local secured taxpayers in the District in terms of their fiscal year 2018-2019 secured assessed valuations. The list reflects varying land uses and stable property owners, many of whom have been in the District for decades.

**Table 2-6. 20 Largest Local Secured Taxpayers - Fiscal Year 2018-19
Santa Clarita Community College District**

Property Owner	Primary Land Use	Assessed Valuation	% of Total
Valencia Town Center Venture	Shopping Center	\$386,344,028	0.90%
Newhall Land and Farming Co.	Land Holdings	\$229,923,100	0.53%
Wesco IV LLC	Apartments	\$197,443,188	0.46%
Magic Mountain LLC	Theme Park	\$166,473,337	0.39%
Valencia Marketplace I & II LLC	Shopping Center	\$159,225,244	0.37%
Park Sierra Properties	Apartments	\$142,644,008	0.33%
PFI Valencia LLC, Lessor	Office Building	\$135,252,009	0.31%
GSG Residential Mnt Terrace	Apartments	\$134,670,784	0.31%
Saugus Colony Limited	Apartments	\$120,790,737	0.28%
IVT River Oaks Valencia LLC	Shopping Center	\$115,000,000	0.27%
Pardee Construction Co. Corp.	Development	\$113,520,287	0.26%
EQR Valencia LLC	Apartments	\$107,181,874	0.25%
EQR the Oaks LLC	Apartments	\$104,916,914	0.24%
Valencia Biomedical Park LLC	Industrial	\$104,345,453	0.24%
ARC SLSTCCA001 LLC	Industrial	\$101,401,543	0.24%
Aerospace Dynamics Int.	Industrial	\$98,146,575	0.23%
Berry Petroleum Company LLC	Oil & Gas	\$92,679,291	0.22%
Rreef America REIT II Corp. DD	Apartments	\$85,462,797	0.20%
NP Parc Chateaux Inc.	Apartments	\$77,978,690	0.18%
IVT Stevenson Ranch Plaza LLC	Commercial	<u>\$75,428,988</u>	<u>0.18%</u>
Total		\$2,748,828,847	6.39%



DISTRICT OVERVIEW

2019 - 2020 ANNUAL BUDGET



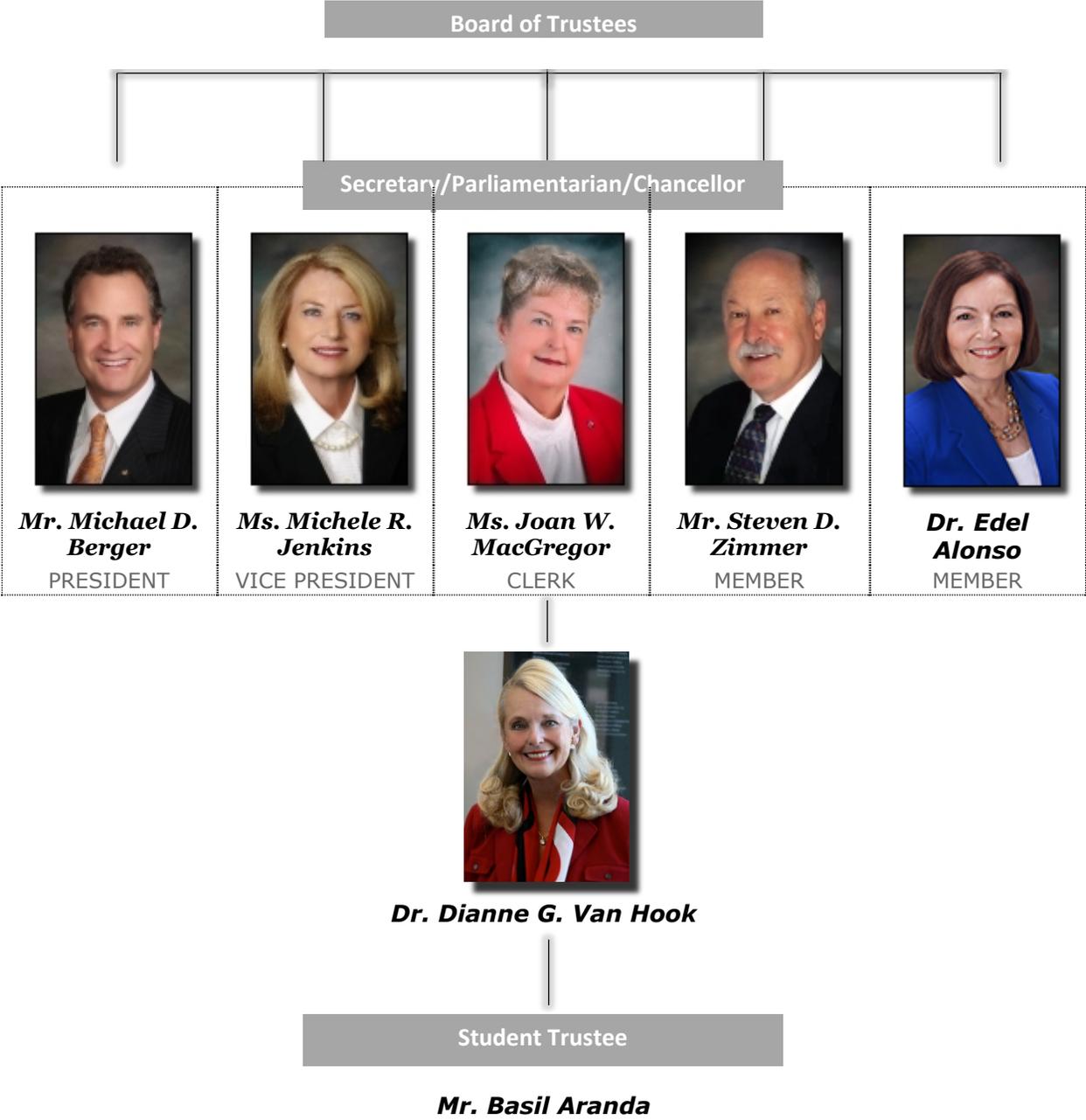
- District Governance ●
- Organizational Chart ●
- Overview of Santa Clarita Community College District ●
- Organizational Units ●
- Academic Program and Activity Overview ●

SECTION 3

SANTA CLARITA COMMUNITY COLLEGE DISTRICT GOVERNANCE

The District is governed by a five member Board of Trustees, elected by trustee area. They work in coordination with staff to govern and administer the District. The District’s Superintendent/President & Chancellor is Dr. Dianne Van Hook. The organization structure is as follows:

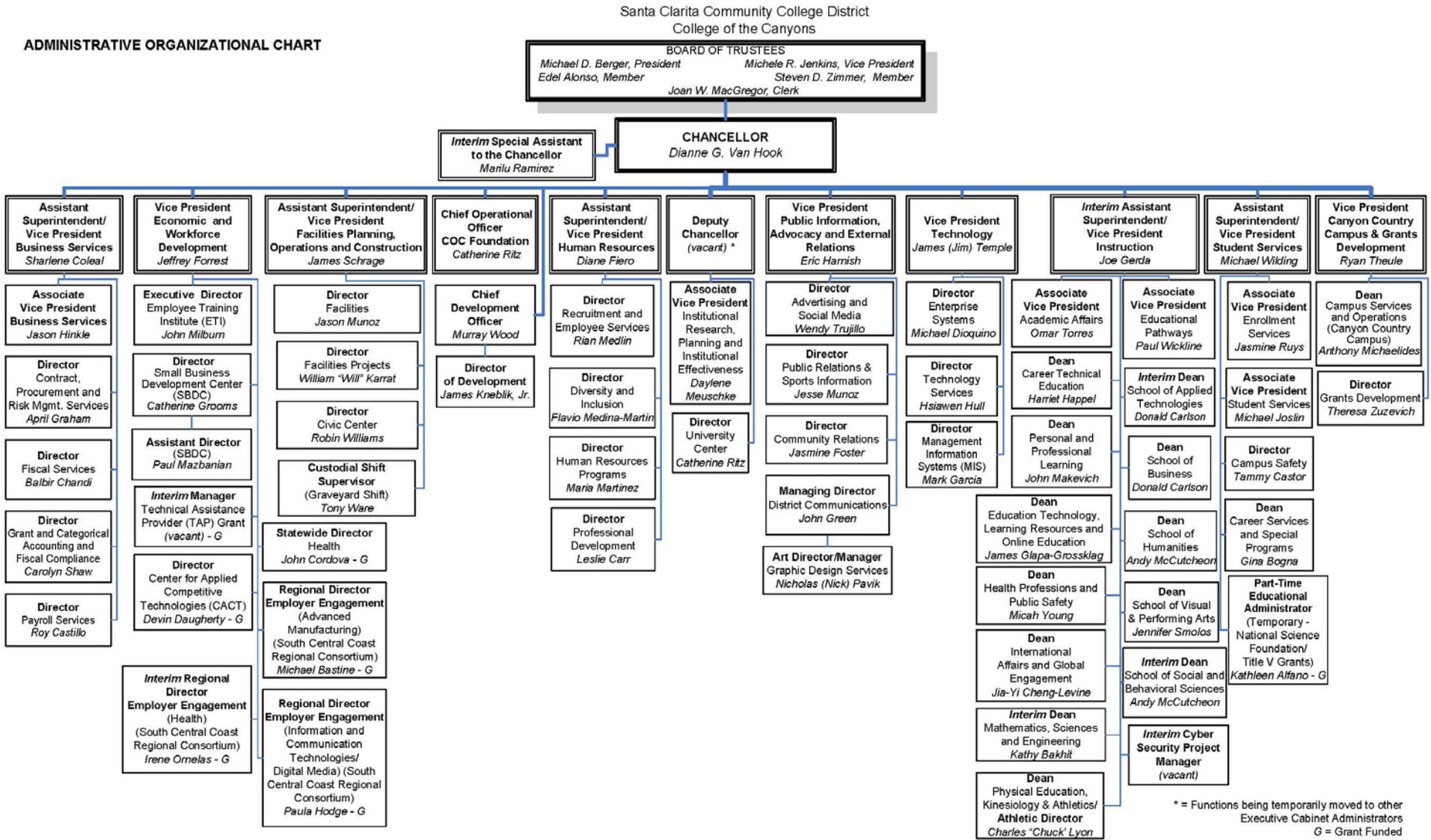
Graph 3-1.



ORGANIZATIONAL CHART

Graph 3-2.

ADMINISTRATIVE ORGANIZATIONAL CHART



* = Functions being temporarily moved to other Executive Cabinet Administrators
G = Grant Funded
09/11/2019
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DISTRICT OVERVIEW

Overview of Santa Clarita Community College District:

Mission:

As an innovative institution of excellence, College of the Canyons offers an accessible, enriching education that provides students with essential academic skills and prepares students for transfer education, workforce-skills development, and the attainment of learning outcomes corresponding to their educational goals. To fulfill its mission, College of the Canyons embraces diversity, fosters technical competencies, supports the development of global responsibility, and engages students and the community in scholarly inquiry, creative partnerships, and the application of knowledge.

Vision:

College of the Canyons is dedicated to being a leading two-year college, recognized locally, regionally, statewide and nationally for technical advancement, institutional effectiveness, student support, model academic and professional programs, excellence in teaching and learning, fostering a broad range of community partnerships, maximizing student access, and for the sense of community that we provide to our students and staff.

Background:

The District was formed in 1967 and encompasses approximately 367 square miles of the unincorporated areas of Los Angeles County and areas within the City of Santa Clarita, serving the local communities of Canyon Country, Newhall, Saugus, Valencia, Castaic, Stevenson Ranch and Val Verde.

College of the Canyons is fully accredited by ACCJC and operates the Valencia and Canyon Country campuses. The District serves a population of 299,000 and has budgeted FTES in 2019-2020 of 17,031. Total 2019-2020 Unrestricted General Fund revenues are budgeted at \$115,673,818 and Unrestricted Fund expenses are budgeted at \$115,372,085. The Governing Board is comprised of five trustees elected to four-year terms, elected by the voters of the District. The 2019-2020 assessed valuation for its community is over \$44.2 billion.

The District began serving students in 1969, when it opened its doors in temporary facilities at the William S. Hart High School in Newhall. In 1970, the District purchased 153 acres of land along the east side of Interstate 5, south of Valencia Boulevard and north of McBean Parkway and relocated, moving into a collection of modular buildings while it constructed permanent facilities. The Board hired Dr. Dianne Van Hook in 1988 with Michele Jenkins leading the decision to hire one of the few female superintendents in the community college system (5 of 70). At that time, the College was housed in eight major buildings, including Cougar Stadium.

By 2008, another ten major structures had been built or were nearing completion, among them the 926-seat Performing Arts Center, the Library, the Media Arts Building, the Family Studies & Early Childhood Education Center, the Music-Dance Building, a new science lecture building along with expansion of the science laboratory building, a new high-tech classroom building, and a new campus for a center in Canyon Country. Since 2008, the College has added major expansions to the Library and Media Arts buildings at the Valencia Campus, added an Applied Technology Education Center at the Canyon Country Campus, and added four new buildings at the Valencia campus (a Physical Education building, 110,000 square-foot Dr. Dianne G. Van Hook University Center, Canyons Hall – Center for Student Services and Community

Engagement, and a Culinary Arts building). In addition, a Parking Structure at the Valencia Campus has been completed and work is underway on a Science building at the Canyon Country Campus.

College of the Canyons is among the fastest growing community colleges in the nation. It is widely recognized as a model community college for enhancing student access, success, and equity. In fact, its completion rates rank among the highest in the state. The college has also established a well-deserved reputation for bolstering economic development, and offering innovative career technical education responsive to industry needs. Guided by visionary leadership, College of the Canyons serves the dynamic, growing Santa Clarita Valley and surrounding regions within a 367-square-mile area of northern Los Angeles County. A steady infusion of new residents and businesses creates a spirit of possibilities that inspires the college to be flexible, creative, and attuned to the evolving needs of the community. The growing diversity of the community is mirrored by the college, which qualifies as a Hispanic-serving institution. The college's influence in the community is best illustrated in the dozens of collaborative partnerships it has forged with local school districts, regional government entities, and service organizations. Thousands of children visit the college's Performing Arts Center annually thanks to the K-12 Arts Education Outreach initiative. Academy of the Canyons, an early/middle college high school that is ranked among the top 10 percent of high schools in the nation, is housed on our Valencia Campus.

Because of the college's commitment to meeting the needs of the community, local voters have approved three bond measures valued at more than \$470 million since 2001. The college also secures substantial funds from the state, and millions of dollars in grants each year that allow new, cutting-edge programs to be developed and facilities to be built to accommodate them.

Given its commitment to growth and innovation, College of the Canyons sets a new standard for what a college can achieve. It is a vital cultural, educational, and economic force in the region.

Fiscal Year 2019 District Highlights:

The District achieved many things in the past fiscal year, below are some of the highlights.

Update on AB19 – California College Promise

College of the Canyons received \$998,434 for FY19 and expect to receive over \$1.7 million in FY20. Plans are being developed for expenditure of the funds and, to date, include: building on First Year Promise (FYP) to cover enrollment fees for an additional 500 first-time, full-time students who complete the FAFSA or California Dream Act application and commit to full-time and encouraging persistence from Fall to Spring; expanding services for Foster Youth, Financial Aid (to process the FAFSAs), Student Business Office, Dual Enrolled (AB 288), EOPS, and the Incarcerated students partnership at Pitchess.

COC Student-Athletes Continue To Excel

COC men's basketball player Robert Moss will continue his playing career at the University of Saint Katherine, where he will also be pursuing a BA in kinesiology. Former COC outfielder Corbin Williams has signed a professional contract with the Philadelphia Phillies after being selected in the Major League Baseball First-Year Player Draft. Former COC pitcher Jacob Lopez has signed a professional contract with the San Francisco Giants. Former COC women's basketball player Hannah Green has signed a professional contract in Sweden for the 2018-19 season. COC sophomore Dayna Tanaka has committed to attending La Sierra University in Riverside to continue her basketball career. COC sophomore Morgan Bizzel will continue her basketball career at the University of the Virgin Islands.

Paralegal Program Receives Approval from ABA

The COC Paralegal Program received approval from the American Bar Association (ABA) House of Delegates.

Education Futures Grant Received To Support Teach Program

COC recently received an Education Futures Grant in support of our TEACH program. The \$260,000 grant, over 2 years, will create a community of practice for increasing the number of teachers in the state. We will serve as the regional lead, working with Antelope Valley College, Cuesta College, Moorpark College and Ventura College. The grant will be administered by our Early Childhood Education Department.

COC Student Has Scientific Paper Published

Congratulations to Nicole Arango, our third Astronomy and Physics Club student to have a scientific paper published. While at COC, Nicole was president of the Astronomy and Physics Club and was a part of the NASA HASP team. Nicole is now a student at UC Irvine. Nicole earned authorship by working with an Astronomer and collecting data that resulted in the published paper.

COC Pathways Professional Institute

The first Pathways Professional Institute was offered this summer and was a big success. Thirty-six employees completed all four sessions, becoming Certified Pathways Professionals. A Certificate of Achievement was awarded to commemorate their participation in the Institute. Participants included classified staff, confidential staff, full-time and adjunct faculty, and administrators.

COC Students Recognized With Top Honors

More than 2,800 of America's best and brightest college students traveled to Baltimore over the summer break to showcase their talents at the Future Business Leaders of America – Phi Beta Lambda National Leadership Conference. Congratulations to Josue Galvan, Mark Gray and Christopher Kwon for taking fourth place in Global Analysis & Decision Making, which recognizes students who develop competency and knowledge of the principles of management, marketing and economics of global business.

COC Student Receives NASA Internship

Congratulations to COC student Patrick Gagnon on securing a NASA Community College Aerospace Scholarship. This program gives community college STEM students an authentic NASA experience and encourages them to finish a two-year degree or transfer to a four-year university to pursue a NASA-related field or career. Patrick has been assigned to the Stennis Space Center in Mississippi, where he will participate in a four-day engineering workshop alongside NASA scientists and engineers.

New Deputies Graduate at PAC

Seventy-one deputy sheriff's graduated from the Los Angeles County Sheriff's Department Training Academy. Sheriff Jim McDonnell, along with executives from other agencies, joined the graduates to present them with their diplomas. This class brings with them higher education, service experience in the armed forces and backgrounds in law enforcement.

ZTC Summit

Over 140 attendees from 43 different community colleges participated in the California Zero Textbook Cost (ZTC) Degree Summit hosted by COC on Friday, September 7, 2018 in the University Center. The focus of the summit was linking ZTC initiatives to Student Equity and Guided Pathways and to learn about best practices for engaging students in those initiatives.

ISP Off To a Running Start

International Services and Programs (ISP) welcomed a new cohort of 72 students from 21 countries this fall. During the summer, ISP had the largest summer registration with 98 students, 53 who achieved a GPA of 3.5 or higher. Our Chinese-speaking population has grown from 3 in Spring 2015 to 67 this Fall (with 8 of those students from Taiwan). We have 15 Japanese students, many of them on COC athletic teams. For the 2018 calendar year, ISP welcomed 115 new students to COC, about the same number as the total ISP population in Spring 2014.

2018 Champion for Higher Education

College of the Canyons was honored to be named “2018 Champion for Higher Education” by The Campaign for College Opportunity for our work in awarding Associate Degrees for Transfer. To date, over 100,000 students have earned an Associate Degree for Transfer and of those who enrolled in the CSU, they earned their Bachelor’s degree nearly twice as fast as other transfer students. In a letter to us, The Campaign for College Opportunity said, “College of the Canyons is a leading example of strong implementation of the Associate Degree for Transfer Pathway for students and is a model for other colleges in California to emulate.”

COC # 1 College for Adult Learners in Southern California

Washington Monthly magazine recently released their ranking of “Best Two-Year Colleges for Adult Learners.” 11 California Community Colleges that made the list, with COC ranking #1 in Southern California and #43 nationally. Washington Monthly analyzed data from 1,088 two-year colleges to create its list of the top 100, with adult learners being defined as students who are over the age of 25.

CUL-DE-SAC Wins Literary Magazine Award

The Community College Humanities Association (CCHA) recently announced that COC’s Cul-de-Sac magazine received a 2nd place finish for “Best Overall Magazine, Large Community Colleges, Pacific-Western Division of the U.S.” This award acknowledges the work our students do in writing and artistic expression, as well as publishing, by putting together the magazine.

Music Professor Nominated For Latin Grammy

Congratulations to COC Music Professor Yalil Guerra on receiving his seventh nomination for a Latin Grammy award. Guerra teaches piano lab and tonal harmony at COC. He is nominated in the Best Classical Contemporary Composition category for his piece “String Quartet No. 3 In Memoriam of Ludwig von Beethoven”.

Our Award Winning Public Information Office

Congratulations to our Public Information Office for winning 9 Medallion Awards at the National Council for Marketing & Public Relations (NCMPR) District 6 conference in September 2018 in Flagstaff, AZ.

Higher Education Task Force

Dr. Van Hook was invited by the Bipartisan Policy Center to join its Higher Education Task Force consisting of leaders with decades of experience in government, academia, higher education administration and the business community to make recommendations on the reauthorization of the Higher Education Act. The focus is on key emerging national issues that are impacting higher education, including an exploration of the roles that the federal government, the state and institutions can play in promoting better outcomes, access and affordability.

Model UN Continues To Excel

The first Model U.N. competition of the season was held on September 29, 2018. The COC team for the SoCal MUN conference consisted of 4 veteran Model U.N. members and 13 new members. Of the 17 members who participated, 8 won awards. For 6 of the award winners, it was their first conference.

COC Ranked #29 on Hispanic Outlook Top 100 List

COC has been ranked #29 in the nation by the Hispanic Outlook on Education magazine's Top 100 colleges and universities list for graduating Hispanic students. The annual ranking is based on total student enrollment; percentage of Hispanic students in attendance; two-year schools awarding the most associate degrees to Hispanic students; and the percentage of associate degrees to Hispanic students by two-year schools.

New Swag Apprenticeships Approved

College of the Canyons recently received approval from the US Department of Labor to offer apprenticeships for Medical Laboratory Technician and Certified Nursing Assistant. These two occupations are in very high demand in the Allied Health Sector. Through these apprenticeships, COC will be able to collaborate with employers in developing a pipeline of talent to address these very important challenges to the workforce.

Architecture & Interior Design Program Excels

For the third time in 4 years, a team of COC Architecture & Interior Design students took home a trophy at the International Interior Design Association, Southern California Chapter, Haunt Couture event. The students won for their designed performance "Footprint of Mankind".

COC's CNC Fast Track Program Was Awarded

The CNC Fast Track Program was recognized for the recent cohort receiving 100% job placement rate at the 23rd Annual South Bay Workforce Investment Board Awards Ceremony. The Center for Applied and Competitive Technologies (CACT) has been running cohorts through the Fast Track program for years and has maintained a 90% job placement rate. It's all about building partnerships.

Another Successful Star Party

The first Star Party of the Fall semester was held on October 12, 2018 at the Canyon Country Campus. Over 500 people attended. Interactive science related demonstrations and activity tables were provided by our students, faculty and staff and our portable planetarium provided attendees with a special visual treat. High powered telescopes provided by local astronomy clubs and our own Astronomy & Physics Club were available for viewing of the night sky.

COC Named To New Washington Monthly List

COC was recently recognized by Washington Monthly magazine as one of America's Best Colleges for Student Voting. The magazine highlighted more than 140 institutions around the country in a first-of-its-kind effort to document colleges' and universities' efforts in promoting civic engagement. During election seasons, COC hosts numerous discussion panels and distributes nonpartisan materials that provide information on propositions and candidates. As part of our participation in "ALL IN Campus Democracy Challenge", a national, nonpartisan awards program, our students, faculty and staff have worked together to develop and implement an action plan to increase voting and civic engagement.

Textbook Affordability Program Funding Award

We were recently notified by the California State University Office of the Chancellor that we were approved for a \$49,000 Textbook Affordability Program Award. The goal of the College Textbook

Affordability Act of 2015 (AB 798) is to save college students money by empowering professors and local campuses to adopt high quality, free and open educational resources for course materials. As part of this award, we will participate in the advisory processes to continue to develop and deliver valuable support to California's higher education institutions. COC continues to lead the way in California on Open Educational Resources.

New Partnership With Jobs For The Future

A new partnership has been established with Jobs for the Future to deliver curriculum designed by Google. The agreement provides funding for 25 students, primarily veterans, to take online courses, which will result in an IT Certification from Google, the leading internet search engine in the world. Only a few community colleges in the country have been chosen to participate in this initiative.

Partnership Results In Grant Award

COC recently partnered with the Sulphur Springs Union School District to participate in a grant that resulted in an award to the K-6 district of \$878,343 from the California Department of Education. The Student Support and Academic Enrichment Grant will provide students in the Sulphur Springs Unions School District access to well-rounded educational opportunities, centered in STEAM. COC instructors will be providing professional development to the Sulphur Springs faculty along with consultants from Harvard University and UC Davis.

Moving Forward With New Mobile App

To better serve our students, we are working to create a mobile solution to make personalized information and access convenient and available on their phone or mobile device. We are currently in Phase One, which includes creating functionality, connecting students to resources and mapping classroom locations. Phase Two, in 2019, will include profiles, connection to other systems, roles and a single sign on. As part of the testing, our MIS staff provided demonstrations for our students and obtained their feedback.

COC Adds Three More "Degrees with A Guarantee"

In an effort to help students transfer to California State University campuses, COC has added three new Associate Degree for Transfer (ADT) programs to bring the total ADT offerings to 27 programs. New ADTs added include Environmental Science, Hospitality Management, and Public Health Science. ADTs are known as "a degree with a guarantee" as they provide students with guaranteed admission to a CSU, and select private colleges, if they earn an ADT and meet the CSU minimum requirements.

COC Recognized For Leading the Charge on AB 705

The January 2019 edition of EdSource highlighted the trailblazing role that College of the Canyons has played in making major reforms in remedial education in the community colleges, which led to the passage of AB705. The article talks about the successes that have occurred at College of the Canyons and the role that excellent instruction has on student success. College of the Canyons has tripled the number of statistics courses it has offered in recent years.

Fire Technology Program Awarded Grant

Edison International awarded the COC Fire Technology Program a \$25,000 grant in support of the development of present and future fire personnel. These funds enabled us to purchase valuable equipment used for interactive learning including structural firefighter coats, helmets and axes that afford our students a better training opportunity. The grant also benefited 20 COC students with \$1,000 scholarships for tuition, books and student related fees for the 2018-19 school year.

COC Receives Award for Energy Efficient Technologies

The South Coast Air Quality Management District provided 26 awards totaling \$47.4 million to help purchase and upgrade equipment with cleaner and energy efficient technologies. Of the 26 awards, COC received the fourth highest amount: \$3 million. Only 3 educational facilities were given awards: USC, University of Redlands and COC.

Cougar Football Players Earn Awards

COC's football coach and players received a variety of awards after winning the 2018 conference championship. Head Coach Ted Iacenda was named Southern California Football Association National Division, Northern League Coach of the Year. Freshman linebacker Tariq Speights was named the 2018 SCFA National Division, Northern League Defensive Player of the Year. COC linebacker Tariq Speights and kicker Tanner Brown have been named to the 2018 California Community College Football Coaches Association All-American Team. Quarterback Wyatt Eget, wide receiver Brando Pierce and defensive back Raeshawn Roland were also named to the 2018 Region III All- California College Football Team.

The Athletic Awards Keep On Coming

Men's Soccer Head Coach Phil Marcellin was named Western State Conference, South Division, Coach of the Year. Sophomore Cesar Dominguez was named Western State Conference, South Division Player of the Year. Five players received All-WSC First Team Selections, while four received Second-Team selections and two received Honorable Mention. In Women's Soccer, nine players were honored with All- Western State Conference awards. In Volleyball, Freshman Grace Ferguson was named to the AVCA All-American Third-Team, selected as an All-State Team honoree, and took home All WSC First-Team honors.

NASA HASP Payload Accepted For 4th Straight Year

Congratulations to the COC HASP team who have been accepted for the 4th year in a row to participate in NASA's HASP Payload Program. In the 12-year history of NASA HASP, which has 12 spots for student payloads (experiments) each year, there have only been 5 community colleges that have participated. College of the Canyons is the only community college that has participated more than once - now 4 times. Programs like this make our students competitive with university students for other NASA student programs.

COC Students Selected FOR NASA Lucy Academy

COC students Arthur Berberyan and Coulson Aguirre were selected to participate in the Lucy Student Pipeline Accelerator and Competency Enabler (L'SPACE) Virtual Academy, an interactive and team-based student collaboration offered through NASA's Lucy Mission. This 12-week academy teaches undergraduate science and engineering students rigorous, project-based STEM workforce development, which includes mission development skills and protocols imparted by NASA scientists and engineers. By participating in programs like this, our students make connections, gain experience and understand what it takes to be a NASA engineer.

Education Center Opens In Canyon Country

COC opened a second off-campus Continuing Education Center on January 29, 2019. The new center, located in the Edwards Canyon Country Shopping Center, offers tuition-free English as a Second Language (ESL) courses, as well as vocational ESL and citizenship courses. Over 200 people joined us for the grand opening, with many signing up for the free community education classes available at the Center. Our two off-campus centers augment access to continuing education classes, which are also offered at the main campuses.

More Parking Welcomes Students

The Valencia campus parking structure opened as scheduled for the start of the spring semester, providing 1,659 new spaces were available, with the remainder opening very soon. This project went from concept to opening in just 2 years, including the design, RFP process, DSA and construction.

COC Students Make Finals at Theatre Festival

Congratulations to Sarah Farnell and Fox Smith who were named Region VIII finalists in the Kennedy Center American College Theatre Festival's Irene Ryan Acting Scholarship competition. The 50 year-old festival involves 20,000 students in eight regions across the country. This regional festival brought together 400 students from public and private two-year, undergraduate and graduate programs from Arizona, Central and Southern California, Hawaii, Southern Nevada, Guam and Utah.

COC Model United Nations (COCMUN) – Best Large Delegation

At the end of the Fall 2018 semester, COC was once again ranked in the Top 50 MUN programs in the country. This was COC's fifth consecutive semester in the Top 50 and we were again the only community college to achieve that distinction. The COC MUN team continued their tradition of excellence last weekend at California State University, Long Beach where they won ten individual awards and were named the "Best Large Delegation", beating out a very talented team from UC Santa Barbara.

COC Choirs Head to Statewide Conference

COC's award-winning choirs participated in the American Choral Directors Association State Conference in San Jose. "Chamber Singers", under the direction of Lori Marie Rios, opened the convention with a 30-minute performance. "Just Jazz", under the direction of Julie Lawson, closed the convention with their 30-minute performance. Over 40 choirs auditioned for the few spots available. What an honor to have two COC choirs included in the eight selected.

COC Hosts 2019 Media Day

The 2019 Media Day was held on March 2, 2019 at COC. It included Hollywood directors, broadcast journalists and DreamWorks animators. Over 250 students from COC and the William S. Hart Union High School District attended this bi-annual event, which featured four breakout sessions where students had the opportunity to listen to professionals in the film, television, and animation industries. Each breakout session gave students the opportunity to ask questions and get advice about future careers.

Uniquely Abled Academy Receives Recognition

COC's Uniquely Abled Academy provides job training for individuals with high-functioning autism that prepares them for work as CNC machinists. Our program was awarded "The Star Performer Innovation Award" at the Contract Education 2019 Summit in recognition for making exceptional contributions to the field of workplace education and training. Workforce and Development Training News also highlighted our program in its recent publication.

Scholarship Awards Celebrated

Following the May 7 annual Scholarship Awards Ceremony, where we awarded a record setting 330 scholarships totaling \$296,280 to 289 students, a special event to honor the donors and connect them with the student recipients was held on May 15, 2019 in the University Center lobby. It was extremely rewarding for the students to meet the donors and make that special connection to someone they have never met before, but believes that they can be successful.

Veteran and Dependent Graduation Dinner & Reception

Dr. Van Hook participated in the Veteran and Dependent Graduation Dinner and Reception on May 10, 2019, where students were congratulated and presented their cords and pins to wear at graduation. This year we had 66 veteran graduates, with 18 having a GPA of 3.5 or above and 36 having a GPA of 3.0 or above.

Men's Golf Wins 2019 CCCAA State Team & Individual Titles

COC won the 2019 California Community College Athletic Association (CCCAA) State Championship by a whopping 18 strokes at the Silverado Resort & Spa on May 13, 2019. This is the ninth overall state championship for the Men's Golf Team, all under the guidance of head coach Gary Peterson. Freshman Nobu Wakaari won the individual state title, capping off a season in which he was named Western State Conference Player of the Year. Golfers Nobu Wakaari, Jules Lavigne and Anguerrand Visin earned All-State team honors. The COC Athletics department now boasts a combined 34 state championship (18 team and 16 individual) across 17 intercollegiate sports programs.

COC SBDC Receives Prestigious SBA Award

Congratulations to Catherine Grooms, Director of the COC SBDC for receiving the "Excellence and Innovation Award 2019" from the Small Business Administration. This honor was presented at the Small Business Awards held on May 29, 2019.

2019 Graduating Class Is the Largest Ever

COC honored our 2019 graduating class, the largest in school history, during the college's 50th annual commencement ceremony on May 31, 2019. The class of 2019 had 2,467 students petition for graduation, a 10.5% increase from the class of 2018. The class represents 120 majors with 817 students graduating with two or more degrees. The average GPA for the class of 2019 was 3.18: 725 students graduated with honors (3.5 or higher GPA); and 46 students had a perfect 4.0 GPA and qualified as valedictorian. The average age of a COC graduate was 24, with the oldest student in the class being 65 years old and 42 students who were only 17 years old. There were 68 veteran graduates, 77 MESA graduates and 77 student-athletes. Also, this year we were pleased to have 105 First-Year Promise students graduate from the first cohort that launched in fall 2017.

California Virtual Campus Online Education Initiative

COC has received two grants totaling \$500,000 for Open Educational Resources (OER) through the California Virtual Campus – Online Education Initiative. The first grant will provide funding for us to expand online and OER for Architecture, ECE, Surveying and Water. This will result in all four programs being online and ZTC. The second grant will provide funding for us to continue and expand the leadership role we have had with the statewide ZTC program since 2017, where we provide technical support to other grantees pursuing OER and ZTC projects.

COC Exchange Leader

Congratulations to Cindy Stephens on being selected as a Child Care Exchange Leader. The Exchange Leadership Initiative (ELI) was launched in November 2014, with the intention of making leadership more visible in the field of Early Care and Education. Cindy is joining more than 300 current Exchange Leaders. Cindy's passion for the field, along with her commitment and perseverance over the years, made her an impressive candidate for this honor.

Justin Hunt Receives Statewide Recognition

Congratulations to Justin Hunt, Classified Senate President at COC for receiving the California Community Colleges (4CS) President's Service Award. Justin leads by example, exudes compassion, has integrity for

the governance process, is a generous human being and a visionary. Justin possesses a profound effect toward translating the vision of participatory governance into reality for classified staff.

Economic Development Continues To Expand Its Reach via Training Events

The Employee Training Institute (ETI) at College of the Canyons continues to provide local businesses with training. Some of the recent programs include a 2-hour Supervisor Training in Sexual Harassment Prevention for 20 employees at HRD Aero Systems; a local manufacturer that prides itself on becoming the largest independently owned Safety Equipment Repair Station in the world; a new Lean Six Sigma Training Program for 13 employees at Simplify Optics; and a local optometric laboratory that provides lenses for Optometrists/Ophthalmologists throughout Southern California.

Pathways Partnership Created With the Hart District

To help prepare students for transfer or for career technical education, COC and the William S. Hart Union High School District have created a partnership that will offer 8 college classes at high school campuses during the regular school day. The College and Career Access Pathways Partnership will allow 180 Hart District students to enroll in up to a maximum of 5 units per term and will provide all course materials, including books and equipment necessary for course completion.



ORGANIZATIONAL UNITS

District's Organizational Units:

Office of the Chancellor

The Chancellor leads and provides the visions for the work of the College and supervises the Deputy Chancellor and Assistant Superintendents/Vice Presidents. The Chancellor also directly oversees the COC Foundation. The Office of the Chancellor works alongside and provides support to the Board of Trustees.

Instruction/Academic Affairs

Instruction oversees educational progress and support of the College. The Assistant Superintendent/Vice President of Instruction provides oversight for the Associate Vice President of Academic Affairs, Career Technical Education, the Instruction Office, Educational Technology/Learning Resources/Distance Education, Community Education, Schedule Production and Catalog Development, International Students Programs, and the Performing Arts Center. Instruction provides oversight to college faculty and instructional departments.

Business Services:

Business Services provides fiscal oversight and support to the College, ensuring resources are available to facilitate a high-quality learning environment. The Assistant Superintendent/Vice President of Business Services oversees Fiscal Services, Payroll Services, Contract, Procurement & Risk Management, Grant and Categorical Accounting, and Budget.

Student Services:

Student Services provides the support that students need to be successful. This unit focuses on equity, making sure that each individual student has the resources they need to reach their goals. The Assistant Superintendent/Vice President of Student Services oversees Enrollment Services, Counseling, Financial Aid, Disabled Students Programs and Services, Extended Opportunities, Programs and Services, and Athletics.

Human Resources:

The Human Resources Department is an innovative strategic partner that works collaboratively to promote the mission of the district and provide support for the learning environment. Under the direction of the Assistant Superintendent/Vice President of Human Resources, the Department creates equitable employment practices to attract and retain the best-qualified and dynamic employees. The Department encourages and embraces a diverse and inclusive campus community that enriches and supports the lives of our fellow employees and students.

Technology:

The Information Technology department at College of the Canyons is responsible for installation, maintenance, and upkeep of all computer hardware, software, and audio/visual equipment District-Wide. Under the direction of the Vice President of Technology, the Department provides technical support to all

District faculty and staff through department offices located at the Valencia and Canyon Country campuses.

Facilities:

The Facilities Planning, Operations and Construction department oversees the physical operation, maintenance, and planning of the campus. Under the direction of the Assistant Superintendent/Vice President of Facilities, this Department oversees several key functions including Maintenance, Groundskeeping, Warehouse, Locksmithing, Telecommunications, and Civic Center, the latter being management of public use of the campus. The Department also plays a key role in planning and overseeing the college's construction, expansion, and improvement projects.

Economic Development:

The Economic Development Division increases the capacity of the College to achieve its mission and to identify, create, and deliver services that promote the growth and prosperity of business. Under the direction of the Vice President of Economic and Workforce Development, the Department develops the current and future workforce in the region by partnering with organizations and delivering just-in-time business solutions.

Canyon Country Campus:

Opened in 2007, College of the Canyons' Canyon Country Campus celebrated its twelfth anniversary in Fall 2019. Regularly offering more than 600 class sections a year, along with quality instruction, vibrant student services and programs, the Canyon Country Campus is an inviting and developing environment in which to study. Under the direction of the Vice President, Canyon Country Campus and Grants Development, the campus also offers many community outreach events in addition to instruction and student services.

Public Information, Advocacy, and External Relations:

The Public Information Office is responsible for a variety of functions, including developing integrated communications plans that coordinate the District's marketing, advertising, public relations, and social media efforts. Under the direction of the Vice President of Public Information, Advocacy, and External Relations, the department also coordinates advocacy efforts and keeps the public informed on key issues affecting community colleges statewide.



ACADEMIC PROGRAM AND ACTIVITY OVERVIEW

Programs and Locations:

The Santa Clarita Community College District has two campuses, one in Valencia and one in Canyon Country. The District offers 95 degree and 92 certificate programs, including 27 associate degree for transfer (AD-T) options. Classes are offered during traditional fall and spring semesters, as well as shorter, intensive summer and winter sessions. In addition, the University Center located on the Valencia Campus offers approximately 40 certificates and credentials, along with bachelor's and master's degrees, from partnering four-year colleges and universities. The District will pursue the expansion of a number of existing college credit programs over the next few years, including Hospitality Management, Public Health, Social Justice, Environmental Studies, and Construction Management and Technology, while creating new opportunities for students within the areas of Cybersecurity, Logistics and Business. Noncredit programs will be expanded to serve the needs of both first-time students preparing to enter the workforce, as well as middle-skilled workers looking to advance in their careers. Many skill-related courses started to be offered in both a credit and non-credit format starting Fall 2018. The District will also continue to develop transfer programs that lead to baccalaureate and post-baccalaureate degrees as part of our career pathways project with the William S. Hart School District.

Outcome and Achievement Metrics:

The District saw a 31 percent increase in the number of associate degrees awarded over a one-year period. The number of associate degrees awarded in 2017-2018 was 2,604, an increase of 479 from 2016-2017. The College's transfer rate is 46 percent compared to the state's rate at 39 percent. The District is ranked third in the State for completion (percentage) of prepared students (students not entering at basic skills level), fourth for completion of students starting below college level, and tied for 13th in its overall completion rate. In addition, the District ranks ninth for the completion of basic skills math.

Instructional Schedule Options:

To ensure that student needs are met, the District offers courses in a variety of formats (online, on-ground, hybrid, short-term, full-term, etc.) and at alternate physical locations. Recognizing the varied work and life schedules of students, the District offers on-campus courses between 7 a.m. and 10 p.m., six days per week with some early morning and occasionally Sunday classes. This is in addition to the 24-hour availability of online classes. The District continues to offer educational travel opportunities, which provide students with the opportunity to meet new people, see new places and learn new ideas first-hand, while applying classroom learning in an experiential format.

Student Development and Clubs:

The District provides comprehensive educational experiences, including opportunities outside of the classroom, such as through the Associated Student Government (ASG). In addition to an active ASG, the District supports a highly enrolled honors program, a forensics team, a model U.N., and numerous clubs, organizations and service groups. Seventeen intercollegiate athletic programs, divided between men's and women's sports, provide outstanding opportunities.

Public Safety Training:

The District operates in-service public safety training programs for Los Angeles County Fire and Fire-Lifeguard, Los Angeles Police and Los Angeles County Sheriff Departments through instructional service agreements. Classes are also offered at the 70-acre Del Valle site. The District also hosts Sherriff Academies each year at North Academy on the Valencia campus.

International Students:

International Students are a growing segment of the student population in addition to out-of-state students. The International Student Program is reaching out to many countries including those in Asia, Europe and South America, which greatly improves the diversity of our college campus. Because the FTES from these students are not funded by the State, separate accounting tracks the activity showing a positive financial return as a result of the outreach. The benefit to the students who are able to live and study in the United States is reflected in student testimonials shared frequently at Board of Trustee, Foundation and other college meetings.

Concurrently Enrolled Students – Dual Enrollment:

In 2000, the District was awarded a State Chancellor’s Office grant to establish a Middle College High School on its campus for Junior and Senior year high school students in a partnership with the William S. Hart Union High School. In 2005, another grant was received from the Bill and Melinda Gates Foundation through the FCCC (Foundation for California Community Colleges) to establish an Early College High School for students in their Freshman and Sophomore years of high school. The number of students concurrently enrolled in high school and COC increased to a high of 1,375 in 2008. However, the number decreased to 535 in 2012, most of whom were Academy of the Canyons (AOC) students. This reflects the restrictions that resulted from state budgets cuts during this time period. Since 2012, the number of concurrently enrolled high school students has been increasing and most recently was projected to reach 1,313 in 2019. In order to protect the closed campus policy of a high school, the passage of legislation for Dual Enrollment allows for agreements with the local high school to allow community college classes to be held on high school campuses concurrently without requiring open access to other students.

Economic Development and Workforce Training:

The Economic Development Division provides services that promote the growth and prosperity of businesses and develop the current and future workforce in the region by partnering with organizations and delivering just-in-time business solutions.

- The **Small Business Development Center** (SBDC) provides prospective and existing small business owners assistance with starting new businesses, tackling current business challenges, and developing the tools and methodologies necessary to successfully manage and grow their businesses.
- The **Employee Training Institute** (ETI) provides on site, customized training in most technical skills and business topics.
- The **Centers for Applied Competitive Technologies** (CACT) partners with advanced technology companies to provide workforce training and technical solutions.
- The **Fast Track Institute** (FTI) provides fast-paced, intensive, job preparation programs for those looking for an opportunity to quickly jumpstart their career.

- The **Health Workforce Initiative (HWI)** is dedicated to serving California’s healthcare companies by providing innovative solutions that are unique and customized to the business partner.



STATE BUDGET OVERVIEW

2019 - 2020 ANNUAL BUDGET



- State Economy and CA Community Colleges
- State Budget and Community College Funding

SECTION 4

The State Economy – Overview:

Based on the Governor’s Report at the 2019-20 May Revise, the economic outlook was still extremely positive but with indications of an economic downturn on the horizon. California’s economy remained larger than all but four nations with an annual gross domestic product (GDP) of nearly \$3 trillion in 2018 that continued to outpace the nation as a whole. By the end of 2019, the current economic expansion of 11 years would exceed the longest recovery since WWII with the current State economic expansion the longest in the history of California.

2018-2019 Final Revenues came in stronger than expected, second only to 2017-18 as highest State revenues; \$1 billion better than projected at the 2019-20 May Revise and \$409 M better than June 2019. In May 2019, Corporate Tax was up 10%, Income Tax was up 1% but Sales Tax was down. By July 2019, revenues were only up \$200 million or 1% and August revenues fell short by \$250 million and PIT was down by \$250 million which may indicate softening in employment. Unemployment is still at record lows but wage growth is slower than expected with total wages and salaries in 2018 growing at one-half the rate of growth in 2000, the last period of low unemployment. The International Monetary Fund projected that 70% of the world’s economic growth would slow in 2019 with the Federal Reserve also projecting slower U.S. growth.

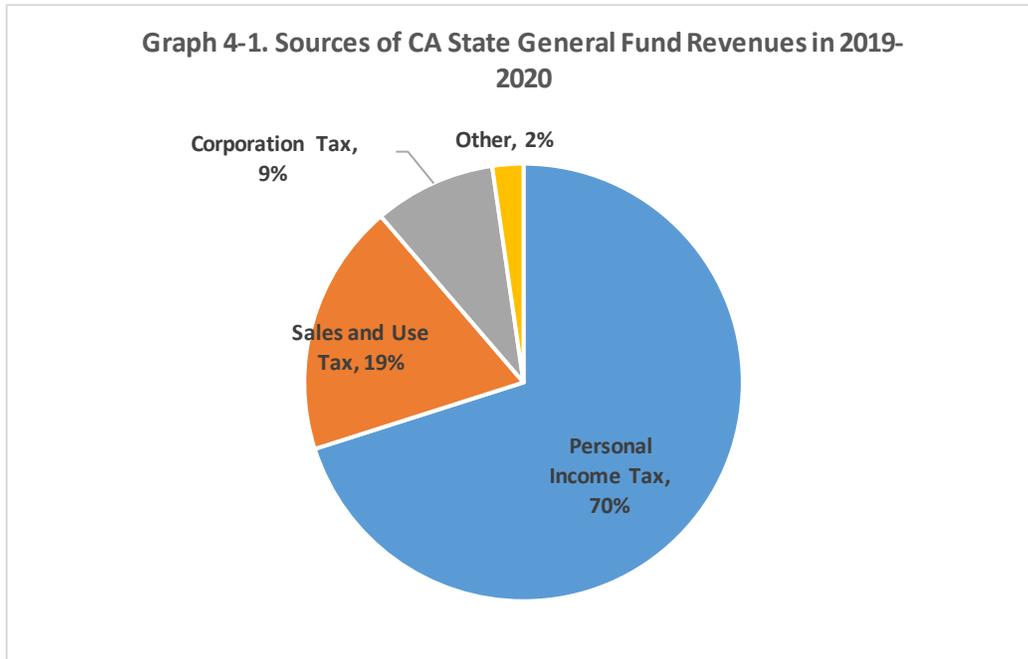
The State built a strong fiscal foundation by paying down debts and liabilities and building up reserves to help manage the effects of an economic downturn. Growing uncertainty related to global political and economic climate, federal policies, rising costs and the lengths of the current economic expansion require that the State Budget be prudent. Even though the forecast recognizes slower growth in the economy, it does not predict a recession. The State estimates that a moderate recession could result in revenue declines of nearly \$70 billion and a budget deficit of \$40 billion over three years.

The May Revision projected short-term revenues of \$3.2 billion above the January Governor’s budget but most of the increased revenues were constitutionally obligated to reserves, debt repayment and schools. The May Revision allocated \$15 billion to building budgetary resiliency and paying down unfunded liabilities:

- **Eliminate Debts and Reverse Deferrals** – for the first time in over a decade, all budgetary debts are completely paid off, including the Proposition 98 settle-up account.
- **Rainy Day Fund** - funding of \$1.2 B increased the total to \$16.5 billion and is expected to reach \$18.7 billion, its constitutional cap of 10% of General Fund Revenues by 2020-21, two years earlier than predicated in January.
- **Proposition 98 Reserve** – a Public School System Stabilization Account was established for the first time with a transfer of \$389 million required by Proposition 2.
- **CalSTRS/CalPERS Contribution** – Non-Proposition 98 funds in the amount of \$150 million in one-time funding reduced employer pension contributions to provide immediate relief to school districts for the rising cost of teach pensions and reduce long-term liabilities for employers. This was part of a larger \$3 billion one-time contribution.

State Funding Overview:

The economic position of the Santa Clarita Community College District is closely tied to the State of California's economy. As the chart below illustrates, the **State Budget** is largely funded by revenues from Income Tax, Sales/Use Tax and Corporate Tax.



It is projected that 91 percent of the **District's** Unrestricted General Fund revenue in 2019-2020 will come from a combination of State Apportionment (State Budget - income tax and sales tax), Education Protection Act (EPA) funding, Redevelopment Agenda (RDA) funding, Property Taxes and Student Enrollment Fees.

Proposition 98 Sets State Funding Level:

The stability of State funding allocated to the District is critical to our future. Apportionment funding is currently driven by Proposition 98, which sets minimum funding levels for K-14 education at 40 percent of total State revenue. Per Proposition 98, the community college portion should be **10.93 percent** of the 40 percent, with K-12 receiving the balance of the 40 percent. Unfortunately, this minimum funding level has not been consistently provided to the community colleges. In addition, when State revenues are lower due to an economic downturn, the minimum funding level is adjusted downward resulting in cuts to education.

Proposition 30 – EPA – Education Protection Act:

Proposition 30, known as the *Schools and Local Public Safety Protection Act of 2012*, was approved by the voters in November 2012. It temporarily raised California State sales and use tax by .25 percent for four years, from 8.75% to 9.00%, ending December 31, 2016, and California State Income Tax on high income earners for seven years, ending December 31, 2018. The State Income Tax Increase was subsequently extended to December 31, 2031. While Proposition 30 is temporary funding and does not provide additional resources, it did provide protection from further cuts during the economic downturn.

The Sales Tax increase represented approximately 20% of the total funding, and the Income Tax increase represented approximately 80%.

Sales Tax Increase	.25%	4 years: 2013-2016	Expired December 31, 2016
Income Tax Increase	\$250,000 – Single	7 years: 2013-2018	Expires December 31, 2018
	\$500,000 – Joint	Extended to December 31, 2031	

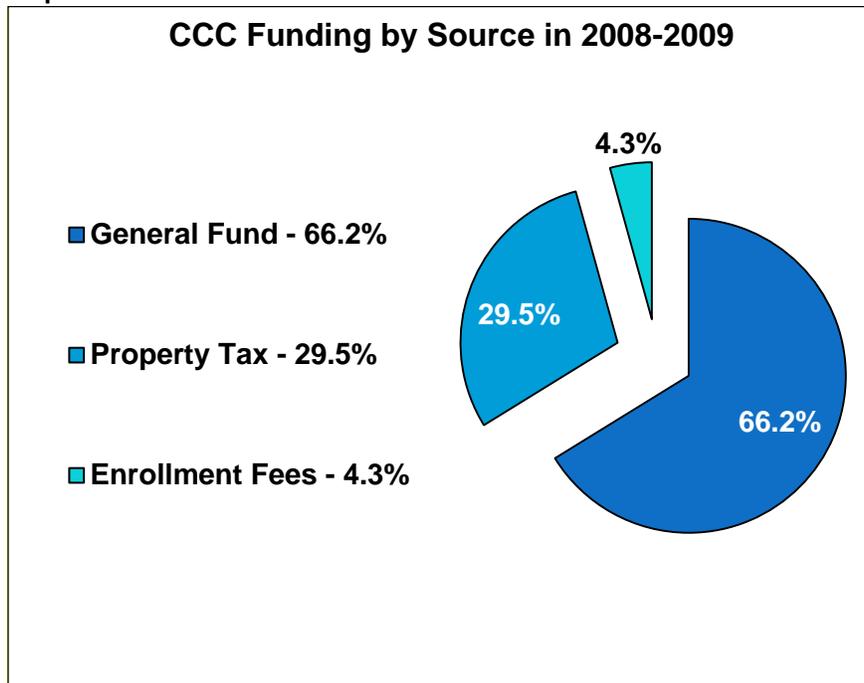
Funds generated through Proposition 30 are deposited into the “Education Protection Account” (EPA) within the State’s General Fund and are available for meeting the State’s Proposition 98 obligation. The funds stabilized the Prop 98 minimum guarantee, which was falling because of the economic downturn and helped the Community College System avoid future State budget cuts. The new EPA revenue funded a portion of Prop 98 previously funded by the State General Fund. In addition, there were sufficient additional funds that freed up State General Fund monies to fund other State agencies and to help balance the State Budget.

The District receives approximately \$15 million in EPA funds, which it allocates as required by law, towards salaries of classroom instructors. Specifically, those funds are used to partially offset the \$16 million in full-time instructional salary costs budgeted in the Unrestricted General Fund, Object Code 1110 (Full-Time Instructional Salaries). A separate EPA report is filed annually through the Annual CCFS 311 – Financial Report to the State Chancellor’s Office and posted on the District website.

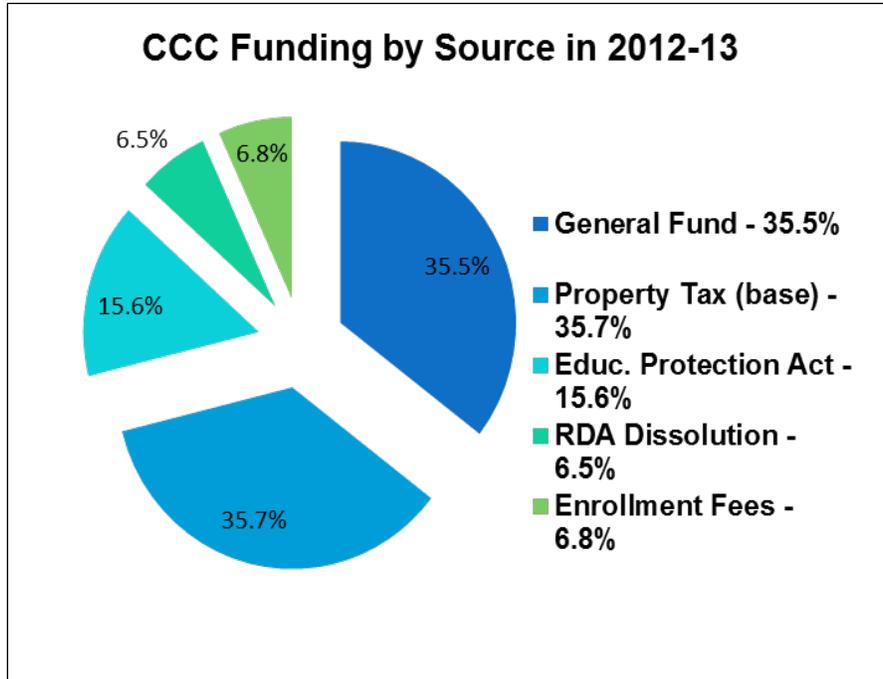
EPA funding changed the proportion of the various revenue sources that fund the California Community College System. In 2008-2009, two thirds of Community College funding came from the State General Fund. By 2012-2013, only one third of the revenue came from the State General Fund with EPA comprising the other one third:

- 2008-2009: 2/3 General Fund, 1/3 Property Tax/Enrollment Fees to
- 2012-2013: 1/3 General Fund, 1/3 Property Tax and 1/3 EPA and RDA funding/Enrollment Fees

Graph 4-2.



Graph 4-3.



STATE BUDGET AND COMMUNITY COLLEGE FUNDING

2019-2020 State Budget:

The Governor signed the Fiscal Year 2019-2020 State Budget on June 27, 2019. The Budget represents a conservative plan that is balanced and emphasizes one-time spending focused on infrastructure, homelessness, and mental health. The Budget fully funds the Budget Stabilization Account (Rainy Day Fund) created by Proposition 2.

For the ninth consecutive year, the State Budget was passed on time. The Budget includes State General Fund expenditures totaling \$148 billion, which is 7% higher than the approved 2018-2019 State Budget. The State Budget includes reserves of \$16.5 billion and is built on conservative revenue projections, with the Governor intending to protect the State from boom and bust budgeting cycles. The Budget includes funding statutory increases in the Proposition 98 Funding Guarantee for K-14 Education, with the funding provided to the Community Colleges as a mix of one-time and ongoing allocations. For 2019-2020, the Proposition 98 Guarantee went up \$3 billion, from the 2018-2019 revised guarantee of \$78.1 billion to \$81.1 billion.

2019-2020 California Community College System Funding:

In 2019-2020, increases in State revenues led to a rise in the Proposition 98 Funding Guarantee, and as a result, the State increased its investment in K-14 education. The 2019-2020 Budget provided Community College System funding increases of \$246 million on-going and \$127 M one-time.

On-Going Funding

\$230.0 M	COLA @ 3.26%
\$111.6 M	Funding Formula: Base Adjustment
\$ 45.2 M	College Promise – Year 2
\$ 39.6 M	Deferred Maintenance – Instructional Equipment
\$ 26.0 M	Growth at .55%
\$ 11.6 M	COLA @ 3.26% Categorical Programs – AEP, DSPP, EOPS (Not SEA)
\$ 10.0 M	Ongoing Legal Services – Undocumented Immigrants
\$ 18.4 M	Student Success Completion Grant – Workload Adjustment
(\$109.7) M	Reverse One-time Spending
(\$ 76.6) M	Strong Workforce Settle-Up
<u>(\$ 28.3) M</u>	Technical Adjustment
\$ 245.7 M	Total On-Going Apportionments

One-Time Funding

\$121.6 M	Cal Grant Expansion for Higher Ed Students <ul style="list-style-type: none"> • Increase from \$1,648 to \$6,000 Annual – Students with Children • Increase from \$1,094 to \$4,000 Annual – Students in CTE Programs
\$ 5.0 M	College Promise Outreach
\$435,000	SCFF Implementation Support
\$135,000	Information Security Officer
<u>\$ 0.0 M</u>	Physical Plant and Instructional Equipment

\$127.2 M Total One-Time Apportionments

District Leadership and Advocacy:

The District's management team provides leadership and takes an affirmative approach to influencing or proposing legislation that has positive fiscal impacts on the community college system. Through years of commitment to establishing valuable relationships and open communication with local and State level elected officials, District leadership provides background and input on many key issues that affect the District, the community, and the State.

The Student Centered Funding Formula (SCFF) continued in 2019-20 with changes made at the last minute with the final 2019-20 State Budget. It was implemented in 2018-19 and changed the way that Community Colleges do business in order to maximize funding through the new funding formula, which is now based on 29 different metrics:

Base Allocation -

- Credit FTES (3-Year Average)
- Non-Credit Base
- CDCP
- Special Admit – Dual Enrollment
- Incarcerated

Supplemental Allocation -

- Pell Grant Head Count, Not Awards
- AB 540 Students
- California Promise Grant Students

Student Success Allocation –

- Associate Degree
- Baccalaureate Degree
- Associate Degree for Transfer
- Credit Certificates Requiring 16+ Units
- Completion of 9 CTE Units
- Transfer to 4-Year Institution
- Completion of Transfer-Level Math and English
- Attainment of Regional Living Wage



Success Add-Ons –

- Associate Degree with Pell Grant
- Credit Certificates Requiring 16+ Units with Pell Grant
- Completion of Transfer-Level Math and English with Pell Grant
- Baccalaureate Degree with College Promise Grant
- Completion of 9 CTE Units with College Promise Grant
- Attainment of Regional Living Wage with College Promise Grant
- Baccalaureate Degree with Pell
- Completion of 9 CTE Units with Pell Grant
- Attainment of Regional Living Wage with Pell Grant
- Associate Degree for Transfer with College Promise Grant
- Transfer to 4-Year Institution with College Promise Grant
- Associate Degree for Transfer with Pell Grant
- Transfer to 4-Year Institution with Pell Grant
- Associate Degree with College Promise Grant
- Credit Certificates Requiring 16+ Units with College Promise Grant
- Completion of Transfer-Level Math and English with College Promise Grant

The Vice-President, Business Services has served on the Chancellor’s Office Fiscal Workgroup since 2014 and was able to provide input to the new formula, along with 12 other CBOs from representative districts. Ultimately, the final formula was based on criteria identified by Chancellor Eloy Oakley and developed by his Chancellor’s Office staff and consulting group Cambridge & Associates. Not all of that input was incorporated into the new formula, ignoring certain student populations, like students who participate in public safety training.

As a result of these flaws in the formula, the District was actively involved with advocacy during the time the State Chancellor’s Office was developing the new formula. Below are the many steps our District took during the formulation of the SCFF:

- Pursued advocacy with Chancellor Oakley and Senate and Assembly Legislators
- Developed dozens of simulations and analysis on Funding Formula Proposals that helped inform Advocacy Talking Points with ACCCA and other groups
- Provided compelling arguments at the Statewide CEO Meeting by Chancellor Dr. Van Hook regarding the unintended consequences of the proposed Funding Formula
- Prepared and sent multiple advocacy letters providing analysis and related Talking Points to:
 - Chancellor Eloy Oakley (3 Letters)
 - Senate Budget and Fiscal Review Committee
 - State Assembly Committee on Budget
 - The Big 3 (Senate Pro-Tempore, Assembly Speaker, Governor)
- Influenced 5 CEOs to advocate for desired changes through information provided by Dr. Van Hook on the confidential and uncollegial process used to develop the funding formula.
- Wrote Opinion Pieces that Were Published in the Local Newspaper, The Signal
- Secured Letters of Advocacy from Partner Agencies:
 - COC Foundation - Board Members
 - Local Business Leaders
 - Chamber - Legislative Committee
 - Chamber of Commerce - Board
 - Valley Industry Association of Santa Clarita – CEO/President
 - Santa Clarita Valley Economic Development Corporation - CEO

- Facilitated Advocacy with COC Board of Trustees and local legislators:
 - Prepared resolutions which were passed by the Board of Trustees, opposing the new Funding Formula and Online College
 - Engaged the Faculty, who made numerous visits to the Capitol and sent hundreds of Advocacy Letters
 - Supplied information to Senator Scott Wilk, Senator Henry Stern and Assemblyman Dante Acosta who provided additional advocacy support
 - Attended Budget Hearings to make public comment
 - Visited legislative offices to educate legislators and Influence the Process

Successful Outcomes of Advocacy

The following items were included in the SCFF in part because of advocacy from our District:

- Removed Three Year Degree Completion Metric in the Success Component and acknowledged part-time status of 70% of community college students.
- Received funding for Non-Credit and Concurrent Enrolled Students at Full Rate
 - Recognized those students don't qualify for financial aid or degrees/certificates, etc. which would have capped funding at 60%.
- Removed 25+ age Limit on BOG Students Counted in Equity Metrics
- Received an extra Year of Hold Harmless, now 4 years, with compounding COLA.
- Recognized all transfers to any four-year school, not just Cal State or University of California schools.
- Continued the ability to apply Summer Shift to allow districts to align revenue with expenses in response to the inverse relationship between student enrollment and economic fluctuations.
- Changed credit certificate 18+ units to 16+ units in the Success metrics.
- Reflected standard number of units earned for a certificate.

On Going Advocacy – Public Safety Training

While many of the items we advocated for were included, there are some items that were not included into the new SCFF and we continue to advocate for those, including FTES associated with Instructional Service Agreements (ISAs) for Public Safety training, as a carve out to be 100% funded. Currently ISAs are only funded at 70% with no chance for additional funding because these students don't qualify for financial aid because they have full-time jobs and earn too much. Also, there is no degree associated with public safety training. Many Districts provide some level of public safety training and therefore will receive severe reductions in this funding that may determine the future of this type of training if it is not increased.



The following Districts serve ISA FTES:

Table 4-1. ISA FTES

District	2016-17 ISA FTES	2016-17 Total FTES	Revenue Shortfall (at 70% Funding)
Allan Hancock	28.3	10,021	\$ 49,019
Butte	312.2	9,986	\$ 540,072
Cabrillo	300.0	10,393	\$ 518,901
Chabot-Las Positas	40.0	15,625	\$ 69,221
Coast	11.4	30,292	\$ 19,666
El Camino	187.2	17,928	\$ 323,742
Feather River	34.6	1,613	\$ 59,847
Gavilan	149.0	5,321	\$ 257,790
Hartnell	328.0	7,344	\$ 567,401
Imperial	12.2	6,854	\$ 21,033
Kern	347.8	27,721	\$ 601,648
Los Angeles	3,856.4	107,984	\$ 6,670,351
Los Rios	1,475.5	52,639	\$ 2,552,076
Merced	23.1	9,549	\$ 40,025
Monterey	252.2	6,697	\$ 436,240
Ohlone	318.0	8,240	\$ 550,035
Palo Verde	518.1	2,095	\$ 896,194
Palomar	126.6	18,218	\$ 219,011
Rancho Santiago	1,888.6	27,517	\$ 3,266,586
Rio Hondo	334.7	11,619	\$ 578,851
Riverside	291.6	29,652	\$ 504,337
San Diego	1,208.0	43,521	\$ 2,089,476
San Joaquin Delta	153.1	13,513	\$ 264,778
Santa Clarita	1,652.8	16,444	\$ 2,858,729
Shasta-Tehama-Trinity	31.9	7,223	\$ 55,194
Siskiyou	108.7	2,499	\$ 188,050
Sonoma	340.0	16,592	\$ 588,105
Southwestern	0.3	15,877	\$ 536
State Center	117.1	27,324	\$ 202,510
Ventura	136.1	25,406	\$ 235,391
West Valley-Mission	44.6	12,814	\$ 77,074
Yuba	32.7	7,626	\$ 56,508
Total	14,660.8	606,147	\$ 25,358,398



PLANNING

2019 - 2020 ANNUAL BUDGET



- Strategic Plan ●
- Educational and Facilities Master Plans ●

SECTION 5

Strategic Plan – Highlighted Goals 2015–2018:

The College District has several college-wide planning processes, which have produced numerous plans, including the Strategic Plan, Educational and Facilities Master Plan, Technology Master Plan, Staffing Diversity Plans, Five-Year Construction Plans, enrollment management strategies, individual facilities plans, and marketing plans. **Operational planning is driven by the College’s Strategic Plan**, which is revised every three years. The Strategic Plan includes strategic goals, and is used by all college divisions, departments, and work units to develop strategic objectives (action statements) that determine short-term directions and future plans of the District.

The 2019-2022 Strategic Plan presents data that have implications for planning, highlights accomplishments since the previous Strategic Plan in 2015, and outlines action priorities relative to the College’s Strategic Goals. The process for updating the Strategic Plan Accomplishments and Strategic Plan Goals is led by the College Planning Team, with instructional and non-instructional departments across the College participating. Accomplishments and Action Priorities are drawn directly from Department Program Reviews.

The Strategic Plan is both driven by and sets the tone for internal and external data collection, the establishment of action priorities, the development and revision of the Facilities Master Plan, the budget development process, the establishment of partnership priorities, the support of related human resources, the execution of fundraising plans, and the expansion and implementation of new curriculum and student support services.

The College District’s **Strategic Goals** that have been identified in the 2019–2022 Strategic Plan are:

Access:

With an equity-minded lens, promote student access so that every student is able to enter an informed path

- Increase the adult participation (25+) rate by one percent each year from 2018/19 to 2021/22.
- Increase dual enrolled full-time equivalent students
- Increase incarcerated FTES
- Increase noncredit CDCP FTES
- Increase overall enrollments for all CTE programs by 4 percent by 2021/22
- Maintain capture rate from application to enrollment from 2019 to 2022
- Set additional targets including those for high school transitions by high school, education plan completion, Canyon Country Campus FTES and noncredit to credit transition.

Engagement:

Cultivate an equitable, inclusive and welcoming environment that supports teaching and learning, fosters engagement, promotes belonging, values diversity and sustains well-being at our campuses.

- Increase diversity of hiring
- Increase student participation in civic, social, global and cultural engagement
- Increase faculty, staff and administrator participation in civic, social and cultural engagement
- Increase the percent of students who participate in campus life
- Increase the percent of faculty, staff and administrators who participate in campus life.
- Decrease the number of students who are food and housing insecure

- Increase the number of students who engage with mental health services at VLC/CCC/OLC
- Increase employee well-being and satisfaction
- Increase interconnectedness through dialogue and collaboration
- Increase participation in student support services

Success:

Promote equitable student success, attainment of students’ goal and intentionally maximize opportunities for all students.

- Increase number of students earning non ADT awards
- Increase number of students earning ADT awards
- Increase number of certificates awarded
- Increase number of noncredit certificates awarded
- Increase percent of exiting CTE students employed in field of study
- Increase number of students completing nine credit CTE units
- Increase number of students who transfer to a four year institution
- Increase completion of Transfer-Level Math and English in the first year for first-time-ever-in-college students
- Increase student persistence from term-to-term
- Decrease the average number of units to degree completers

Action Priorities Fuel the Achievement of our Strategic Goals:

Each strategic goal is supported by a set of “action priorities.” These action priorities are specific objectives identified by departments, committees, task forces, associations, teams, work units and individuals who comprise our work force. These are coordinated through the comprehensive planning processes that are part of our day-to-day way of doing business.

The accomplishments and outcomes that result from each plan are documented and analyzed. We use this information to refine our goals, and develop new ones, ultimately producing the next plan. We also use “planning impacts” from our research studies to create additional action priorities for future strategic plans.



2016-2022 Educational and Facilities Master Plan:

The 2016-2022 Educational and Facilities Master Plan is the college's sixth Master Plan since 1999 that ties together both the Educational Master Plan and the Facilities Master Plan. The two plans are integrated together because they are inextricably linked.

Successful planning is aligned with the District's mission, values and beliefs and creates a cycle of success that perpetuates and builds on itself. It ensures the resources of the District are fully developed and used to their maximum effectiveness. Through planning, the District is able to grow its revenue and facilities, and enhance the development of its programs, staff and partnerships.

The District has a long tradition of strategic vision and planning, dating to 1989. The Comprehensive Planning Task Force was established that year. The committee is comprised of faculty, staff, and administrators from a broad cross-section of divisions and departments from throughout the Valencia and Canyon Country Campuses.

Later renamed the College Planning Team, the committee is the body on campus responsible for promoting coordination among collegial consultation committees, for ensuring that policies and procedures are considered and that goals, objectives and action plans of other committees and work units are integrated into short-term objectives, long-range plans and revenue-allocation priorities of the college. To that end, their input to the Educational and Facilities Master Plans brings a District-wide perspective that ensures the plans accurately reflect the mission, values and philosophy of the college and are deployed as dreamed.

The purpose of the Educational and Facilities Master Plan is to provide a foundation for future planning of programs and services for the residents of the District. The main content of the Plan comes from the faculty, administrators and staff working in each Academic Program or Service area. While the content of the plan represents a snapshot in time, it is important that projections anticipate the needs of future students and residents of the District. Constant vigilance in revising the information and assumptions contained in the Plan is needed to maintain currency.

The processes used to develop the Educational Master Plan include a thorough environmental scan and gathering of information about the College and District, including enrollment, programs and services, demographics, service area employment needs, external and internal influences, and other relevant factors. This information is then used to project enrollment in 2020 in order to plan adequate and well-located facilities for the programs needed to serve current and future residents of the District. In addition, these projections can be used to gain State support for facilities development and to support local building efforts.

The Educational Master Plan contains the following content:

- Background information on the District and its planning processes
- Data on District and College population, enrollment, and demographics
- Population and enrollment projections
- Academic Programs and Services recommendations based on population and enrollment projections

- Overview of each Academic Program or Service area
- Initiatives/goals being undertaken by each Academic Program or Service area
- Personnel, technology/equipment, and facilities needs to accomplish these initiatives
- Integration of other planning processes for staffing and technology needs
- How the Educational Master Plan links to and informs the comprehensive Facilities Master Plan

2017-2022 Facilities Master Plan:

The information and projections included in the Educational Master Plan form the foundation for the comprehensive Facilities Master Plan, which drives long-term facilities development projects. The Facilities Master Plan addresses the needs outlined in the Educational Master Plan’s long range strategies, as well as specific goals and short-term objectives as described in each of the College’s five-year construction plans.

The Facilities Master Plan uses diagrams, architectural sketches and written descriptions to identify opportunities for development at the Valencia and Canyon Country campuses, including site development and improvement projects. The plan also addresses site location for future facilities.

The primary goal of the 2017-2022 Facilities Master Plan is to provide a blueprint for the development and maintenance of the highest quality physical environment, creating an exciting and nurturing learning environment to benefit students and the community.

Valencia Campus Projects:

The **South Commons** will provide an area for both larger outdoor group activities and small and quiet niches for individual study. The center of the Commons will feature a raised podium as a venue for guest speakers and small performances.

The Culinary Arts facility and a newly proposed **snack bar and coffee shop** will anchor the south end of the South Commons vertical link, with the Bonelli building to the north providing a gateway to the Honor Grove beyond. This vertical link will include an elevator to provide access between the South Commons and the upper parking lot.

The **Bonelli passage**, with its newly envisioned plan as an updated art exhibition show place, will truly live up to its role as the “heart” of campus. The Bonelli passage would be designed so that it enhances activities taking place on either the north side or the south side Commons.

The newly **reconstructed Towsley Hall** and the adjacent **construction of the new Lecture/Lab Building** will provide the physical boundaries to the east and west as a protected plaza at the end of the South Commons. The existing Student Center Building will be replaced, and facilities earmarked for modernizations/remodels include Boykin Hall, University Center Engineering Lab, Mentry Hall, Seco Hall, various rooms in Hasley Hall, and West Physical Education. The plan also calls for a new Family Studies and Early Childhood Education Annex Building.

Canyon Country Campus Projects:

The Canyon Country Campus holds the key to the District’s future growth in terms of new facilities. The Campus was founded in 2007, and was opened using modular buildings mainly located on an upper tier

of relatively flat land. The lower tier was earmarked for the first phase of permanent buildings, so that the modular buildings could remain occupied during construction. In the 2017-2022 Facilities Master Plan, some of the modular buildings will be replaced by permanent construction of the Science/Lecture Building.

This latest revision to the Facilities Master Plan includes plans to construct permanent buildings with surrounding open spaces to provide the highest quality physical environment for learning. The plan strives to satisfy the program needs identified in the Educational Master Plan by providing facilities for each department/program and administrative unit. The plan also provides for transitional renovations and remodels of the existing interim campus modular buildings to meet the current and on-going program needs until the successive cycle of the master plan is realized. That future plan will replace the remaining modular buildings with permanent construction.

A **Main Plaza** will serve as the campus' main arrival and drop-off point. A **Campus Core** will be a central focal point of outdoor space, and will be formed by mirrored buildings – the **Science/Lecture Building** and the **Student Services/Learning Resources Building**. The **Arts/Lecture Building** will house the fine arts, including a combined music, dance and theatrical performance space. The **Student Commons Building** will contain the Student Center, Bookstore, Cafeteria, Technology Center, and School of Business. Other campus needs include a **Central Plant**, a new **Facilities/Maintenance and Operations Building**, and a **Parking Structure and Pedestrian Bridge**.



2019-2020 ADOPTED BUDGET

2019 - 2020 ANNUAL BUDGET



- PAC-B (President's Advisory Council – Budget) ●
 - Budget Calendar ●
 - Budget Parameters ●
 - FTES Projections ●
 - Revenue Descriptions ●
 - Revenue Assumptions ●
 - Expense Assumptions ●

SECTION 6

PAC - B (PRESIDENT ' S ADVISORY COUNCIL – BUDGET)

President's Advisory Council – Budget:

The President's Advisory Council-Budget (PAC-B) is designed to focus on both short-term and long-term fiscal responsibility, provide insight to the development of the budget, encourage understanding of the budget on an ongoing basis, work to ensure that the budget allocation process is driven by campus-wide planning and strategic priorities and provide recommendations on budget items to the District Chancellor to review and use to make recommendations to the Board of Trustees. Members should be neutral, fair and unbiased without department-or program-specific focus. For a visual description of the budget development process, see charts below.

Focus:

In a neutral, fair and unbiased manner, members will:

- Receive information regarding ongoing state and District fiscal activities and review and share information on the state budget as it applies to the District's budget
- Become educated about how the District's revenue and expenditure budgets are developed to provide a context in which to effectively carry out the roles of the Committee
- Develop budget parameters in relation to priorities established in planning documents
- Participate in program review/budget meetings at the beginning of each budget development cycle to assist with the process
- Review information on external funding sources that have an impact on the budget (in future years)
- Suggest budget priorities for expenditures
- Provide input to the program review committee on improvements to the budget component of Program Review
- Receive Forced Cost priorities of Executive Cabinet members, as defined in the Budget Parameters and compare to original Forced Cost requests submitted through Program Review
- Review budget augmentation or reduction requests submitted through Program Review based on Executive Cabinet priorities and prepare final recommendations on the process to the District Chancellor
- Disseminate information to constituents regarding the District's financial resources and expenditures and bring feedback through Committee representatives
- Recognize the scope of the PAC-B Committee and refer items outside the scope of responsibility to the appropriate committee, e.g. Technology Committee, Staffing Committee, etc.

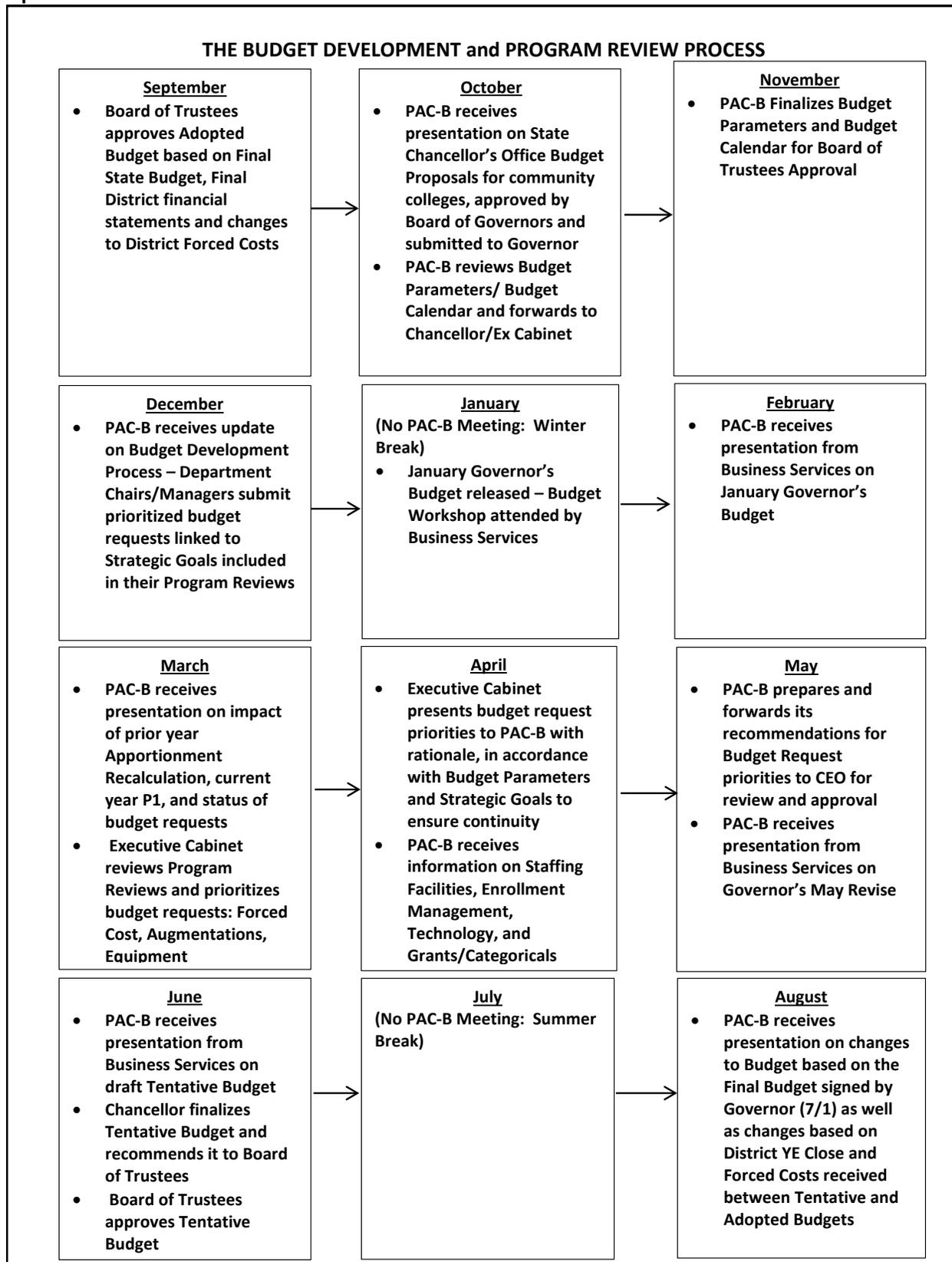
Co-Chairs:

Vice President, Business Services and a faculty representative

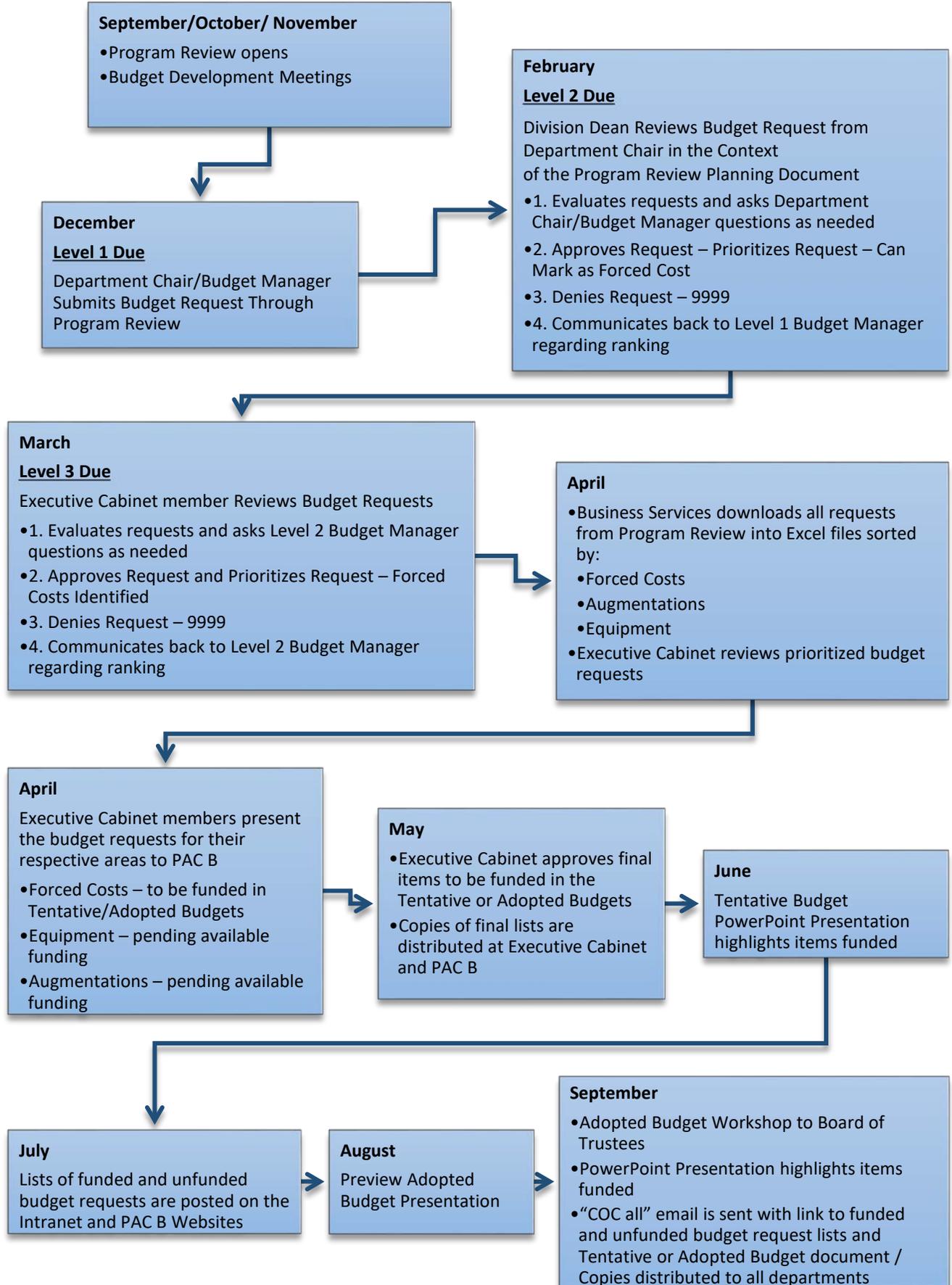
Connects to:

Executive Cabinet via Vice President of Business Services

Graph 6-1.



Graph 6-2. Budget Development Process – The Life Cycle of a Budget Request



B U D G E T C A L E N D A R

Table 6-1. 2019-2020 Budget Calendar

Date	Activity	Responsible Party
From October 2018 to December 7, 2018	Academic & Administrative Program Reviews: Submit budget requests (through online Program Review Budget Module) to appropriate Division Deans/Directors	Level 1 - Dept. Chair/Budget Managers
October 8, 2018	PAC-B Meeting: State Chancellor's Office System Budget Proposal; reviews Budget Parameters / Budget Calendar and forwards to Chancellor/Ex Cabinet	Business Services/PAC-B
October and November 2018	Program Review Budget Meetings with Level 1, 2 and 3 Users. Academic Program Reviews - Separate Meetings for Each School. Administrative Program Reviews - Separate Meetings for Each Executive Cabinet Area	Business Services
November 19, 2018	PAC-B Meeting: Finalize Budget Parameters and Budget Calendar for Board of Trustees Approval	Business Services/PAC-B
December 3, 2018	PAC-B Meeting: Update on Budget Development Process	Business Services/PAC-B
December 5, 2018	Adopt 2019/20 Budget Parameters	Chancellor/Board
December 7, 2018	Academic & Administrative Program Reviews: Due Date - Level 1 Program Review Submission	Level 1 - Dept. Chair/Budget Managers
From December 10, 2018 to February 22, 2019	Academic and Administrative Program Reviews: Submit ranked budget requests (through online Program Review budget module) to appropriate Executive Cabinet Member	Level 2 - Division Deans/Directors
January 2019	Attend January Governor's Budget Workshop	Business Services
January 2019	PAC-B Meeting: NONE	N/A
February 11, 2019	PAC-B Meeting: Presentation on January Governor's Budget	Business Services/PAC-B
February 22, 2019	Academic and Administrative Program Reviews: Due Date - Level 2 Program Review Submission	Level 2 - Division Deans/Directors
From February 22, 2019 to March 8, 2019	Academic and Administrative Program Reviews: Submit ranked budget requests (through online Program Review budget module) to Business Services	Level 3 - Executive Cabinet Members
March 8, 2019	Academic and Administrative Program Reviews: Due Date - Level 3 Program Review Submission	Level 3 - Executive Cabinet Members
March 11, 2019	PAC-B Meeting: Impact of Prior Year Apportionment Recalculation/Current Year P1 and Status of Budget Requests	Business Services/PAC-B
March 22, 2019	Submit budget data from online Program Review budget module to Business Services	Information Technology
April 2, 2019	Executive Cabinet reviews budget requests	Business Services/Executive Cabinet
April 8, 2019	PAC-B Meeting: Executive Cabinet presents budget request priorities with rationale, in accordance with Budget Parameters	Business Services/PAC-B
April 22, 2019*		
May 6, 2019	PAC-B Meeting: Prepare and forward recommendations for budget request priorities to CEO for review and approval	Business Services/PAC-B
May 20, 2019*	PAC-B Meeting: Present Governor's May Revise	Business Services/PAC-B
June 10, 2019	PAC-B Meeting: Presentation on Draft Tentative Budget	Business Services/PAC-B
June TBD, 2019	Finalize budget data entry and print Tentative Budget	Business Services
By June 30, 2019	Conduct Tentative Budget Workshop Approve Tentative Budget	Business Services/ Board of Trustees
July 2019	PAC-B Meeting: NONE	N/A
August 2019	PAC-B Meeting: NONE	N/A
September 9, 2019	PAC-B Meeting: Presentation on Changes to budget based on the Final Budget signed by Governor (7/1) as well as changes based on District YE Close and Forced Costs received between Tentative and Adopted Budgets. Receives Presentation on Adopted Budget.	Business Services/PAC-B
By September 15, 2019	Conduct Adopted Budget Workshop Approve Adopted Budget	Business Services Board of Trustees

* Dates Added to Review Budget Requests

B U D G E T P A R A M E T E R S

2019-2020 Budget Parameters:

District Mission Statement:

As an innovative institution of excellence, College of the Canyons offers an accessible, enriching education that provides students with essential academic skills and prepares students for transfer education, workforce-skills development, and the attainment of learning outcomes corresponding to their educational goals. To fulfill its mission, College of the Canyons embraces diversity, fosters technical competencies, supports the development of global responsibility, and engages students and the community in scholarly inquiry, creative partnerships, and the application of knowledge.

Background:

The Budget Parameters provide guidelines to assist in the process of developing the annual budget in support of the District's Mission, Strategic Goals, Planning documents and Instructional and Administrative Program Reviews. The Budget Parameters take into consideration the State and Federal regulations and laws governing Community College fiscal and operational standards and requirements as well as professional development training programs related to our Mission and Strategic Plan to ensure the currency of all staff.

Criteria for a Fiscally Responsible Budget:

Program Review/Planning: Strategic Goals inform Department Objectives – Both of Which Must Link to Budget Requests in Program Review.

Balanced Budget: Budget year Revenues should equal or exceed Budget year Expenses to avoid a “structural deficit” that can deplete the District's Fund Balance or savings account.

Designated Contingency (Reserve): The Budget may establish a reserve for anticipated State Revenue shortfalls to help manage reductions or to fund one-time or long-term commitments for debt or future liabilities as well as provide for flexibility to take advantage of opportunities, such as producing additional FTEs to receive additional growth funding.

Fund Balance: Each Budget year, in recognition of the State Chancellor's Office recommendation to maintain a minimum 5% Fund Balance and based on the SCCCD Board Policy 6305, a minimum 6% Fund Balance will be established. A larger fund balance will be maintained in anticipation of uncertainty in State funding in order to protect the district against mid-year cuts or other unscheduled revenue shortfalls.

Salary and Benefits – 85% of Total Budget: The District's Unrestricted General fund salaries and benefits should not exceed 85% of the total budgeted expenses.

Community College Regulations That Influence the Unrestricted Budget:

Fifty-Percent Law: The District's Budget will ensure compliance with the Fifty-Percent Law each year, which requires that classroom related instructional salaries and benefits equal 50% or more of the District's Unrestricted Fund expenditures.

Full-Time Faculty Obligation (FON): The Budget will allocate resources for the number of Full-Time Faculty who should be employed by the District each Budget year that meets or exceed the State target established each Fall.

State Apportionment/Title 5: The Budget will fund the required functions and programs as required by Title 5 in order to receive State Apportionment.

New State Funding Formula: Adapt to State revenue allocations by being poised and ready to meet criteria for funding.

Local, State and Federal Advocacy: The Budget will provide resources for Advocacy that supports the on-going Mission of the college for student access and success by providing analysis and input to formula development and legislation that supports community colleges.

- Policy Reform
- Tutoring (allow apportionment funding to be claimed for all discipline related tutoring, not just Basic Skills and ESL)
- Funding Formula

Support for Student Access and Successful Completion:

Enrollment Management: The Budget will support the District's mission and maximize student access, equity and success by providing funding to instructional programs, student services and administrative functions to support the District's Enrollment Management plan.

Instructional Programs/Curriculum: The Budget will support student access, equity and success through curriculum development, maintenance, redesign, resizing and expansion to ensure the currency and relevance of programs. Instructional Programs that have proven effective will be institutionalized.

Student Services: The Budget will support process improvements that will enhance and streamline student services functions by removing barriers from the student orientation and registration process and by providing improved access to financial aid and scholarship funds, etc.

Performance Indicators: Support will also be provided for a comprehensive system of reporting college indicators to provide standardized reports by term with quantitative and qualitative SLO data.

Accreditation: In consideration of Accreditation requirements, the Budget will provide funding as needed to meet and/or exceed established standards, by supporting Institutional Effectiveness, Student Learning Outcome (SLO) goals, Administrative Unit Outcome (AUO) goals, and operational support mechanisms to effectively maintain evidence of compliance.

Revenues:

Funding Formula Targets: The Budget will provide sufficient funding to support student access, equity and success in order to maximize funding formula targets established by the State Chancellor's Office while minimizing unfunded FTES to avoid expenses with no corresponding revenue.

Budgeted Revenues: Budgeted Revenues will be based on reasonable and conservative estimates from the State Chancellor’s Office that include formula based or calculated revenues for State Apportionment, Growth, COLA, Categorical Revenue, etc.

Revenue Enhancements: The District will pursue revenue augmentations through Grants development, Foundation efforts, Partnerships with Business and Industry, etc. to augment State Apportionment Revenue which is limited by State formulas and allocations for each District.

Other Funding Sources: To the extent other funding sources are available, budget requests should reference the possible sources and whether it is one-time or on-going funding, for example: Federal funds such as Perkins and WIOA and/or State funds, including Instructional Equipment Block Grant, Lottery Funds, Other Categorical funds, etc. Requests for funding allocations will be integrated through the Program Review process based on the funding criteria, with final approval by the District.

District Strategic Goals:

As recommended by the State Chancellor, the District will adopt a local Comprehensive Plan by FY 2020 that aligns with the State Chancellor’s Office Vision for Success Goals. The District’s CPT (College Planning Team) identified new strategic goals that align with the Vision for Success: Access, Success, and Engagement. Academic Affairs has used the Core Commitments below to create Academic objectives to support Student Success.

1. Focus relentlessly on students’ end goals.
2. Always design and decide with the student in mind.
3. Pair high expectations with high support.
4. Foster the use of data, inquiry, and evidence.
5. Take ownership of goals and performance.
6. Enable action and thoughtful innovation.
7. Lead the work of partnering across systems.

The abbreviated objectives as well as a completed list are included in the Academic Program Review and should be referenced when making new budget requests:

- Enrollment Management
- Guided Pathways/Canyons Completes
- Secondary Schools Outreach
- College Promise/Incarcerated Students
- Strong Workforce
- Continuing/Community Education
- Outcomes Reporting
- Accreditation
- Student Centered Funding Formula/Budget

The District Strategic Goals and Core Commitments will be used to develop and adopt a local, comprehensive plan, to implement the Vision for Success. The budget will support the adoption and implementation of the comprehensive plan.

Restricted Funding:

Restricted funds compliment funds from the unrestricted budget in informing, supporting, and advancing the Strategic Goals of the District through one-time and on-going funds.

SEA – Student Equity Achievement: The funding for these initiatives should be leveraged to support Guided Pathways and the Vision for Success Goals.

AEP – Adult Education Program (on-going funding): Through a regional consortium effort, work with local K-12 Districts, WIB and other community based organizations to support synergies with other initiatives, like Strong Workforce, non-credit, etc.to help students to transition to long-term educational goals.

Strong Workforce: “Doing What Matters- DWM” – Career Education/Workforce Training: The District will work collaboratively to identify new programs and projects based on industry demand, futures planning and labor market data that comply with DWM local and regional requirements and maximize federal streams to support CTE and Workforce training to prepare and assist students with job placement. Career Education programs will be developed by providing standardized curriculum, expanded course offerings in industry-recognized certifications and integrating credit, non-credit and contract education into a comprehensive catalog. Career Education outreach and workforce training will be developed to increase workforce opportunities for potential business partners and community members.

College Promise – AB19: Align with Guided Pathways to receive funding in support of student subsidies to offset the cost of education.

Expenses:

Budgeted Expenses: The Budget will include expenses based on the prior year Adopted Budget, adjusted for Priorities that support Strategic Goals, including Expense Augmentations and/or Equipment Augmentations when submitted through Program Review, tied to Planning Documents, and approved by Executive Cabinet.

Forced Costs: The Budget will include the required costs, or Forced Costs, including, but not limited to, those costs associated with applicable laws, regulations, state mandates, negotiated agreements, contracts, risk management, health/safety and emergency preparedness and response. Costs in these categories may be added to the budget during the fiscal year by District Administration, as necessary, to address unforeseen circumstances. These costs will be prioritized based on available funding.

A list is included in Program Review/Budget to be selected for consideration:

Forced Cost Code	Forced Cost Definition
• C – Critical:	Facilities and IT Departments – funding is absolutely essential to continue district operations: Utilities, Health & Safety, Software License, etc.
• X – External:	All Departments – Mandated, Legal, Contractual, Regulatory, Health & Safety, Risk Management and other required priorities.
• E – Enrollment Management:	Priorities associated with new or expanded programs included in the Enrollment Management Plan.

Forced Cost Code

Forced Cost Definition

- **V – Program Viability:** Priorities associated with starting new or sustaining existing programs, to be approved by a Program Viability subcommittee.

Budget Flexibility: The District will facilitate budget requests throughout the year by enhancing the program review process to take advantage of opportunities or to accommodate unexpected or emergency budget items that were not considered during the annual process, including furniture and equipment that requires replacement mid-year to continue operations.

Expense Savings/Efficiencies: When possible, the Budget will incorporate expense reductions and efficiencies achieved through re-engineering or streamlining existing programs/functions that will result in one-time or on-going savings while still maintaining quality. Infrastructure investments and financing opportunities as well as the development, maintenance and upgrade of the information technology infrastructure to avoid excessive maintenance and/or obsolescence will be pursued whenever possible.

Facilities Funding:

Strategic efforts to use bond funds and coordinate capital outlay efforts with the State will be implemented in conjunction with including in the budget one-time or on-going costs to maintain, modernize or add new facilities as well as to operate leased instructional sites throughout the service area.



FTES PROJECTIONS

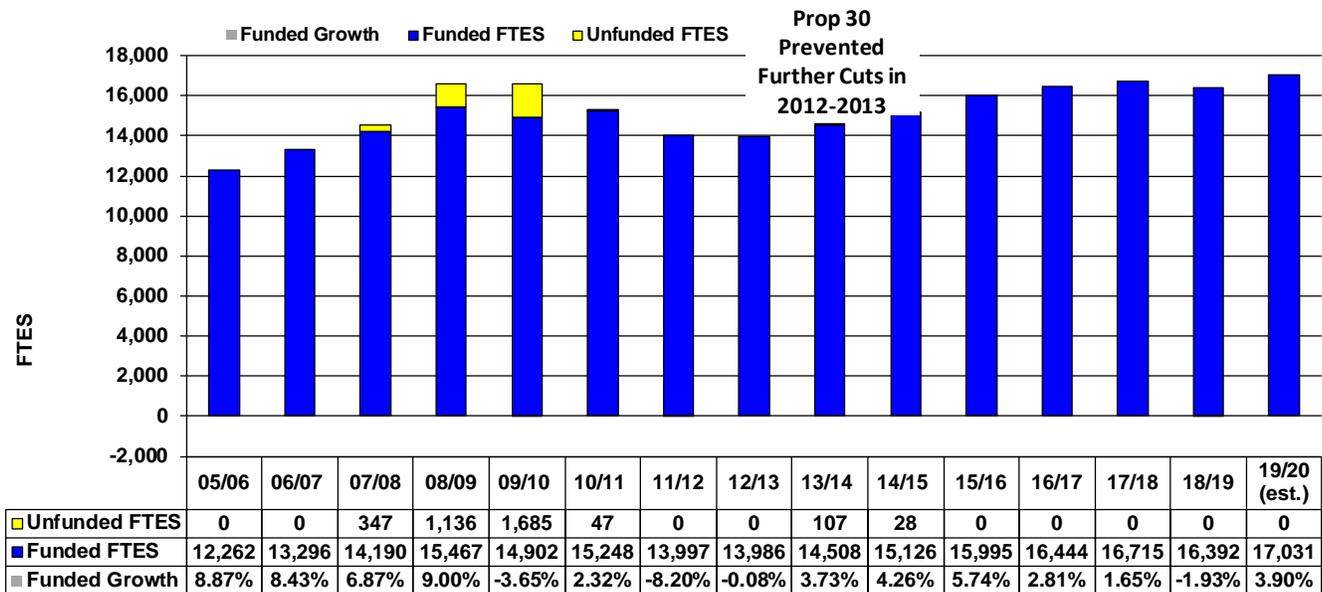
History of Funded and Unfunded FTES:

Enrollment has historically increased due to growth in the District’s service area, which created a high demand for classes. Unlike K-12, Community College Districts do not get paid for all students served. To avoid “unfunded FTES” a District must strategically serve students based on the annual growth revenue allocation. Even more challenging, this allocation fluctuates as each of the 72 districts submit their periodic FTES reports that may increase or decrease the funding available to other Community College Districts.

In years where growth funding was available from the State, the District increased its FTES and added ongoing funding to the District’s base revenue for future years. However, during the last economic downturn that began in 2009-2010, State base funding cuts resulted in the State funding fewer FTES. In response, the District served fewer FTES as it is not fiscally prudent to serve FTES that the State will not fund.

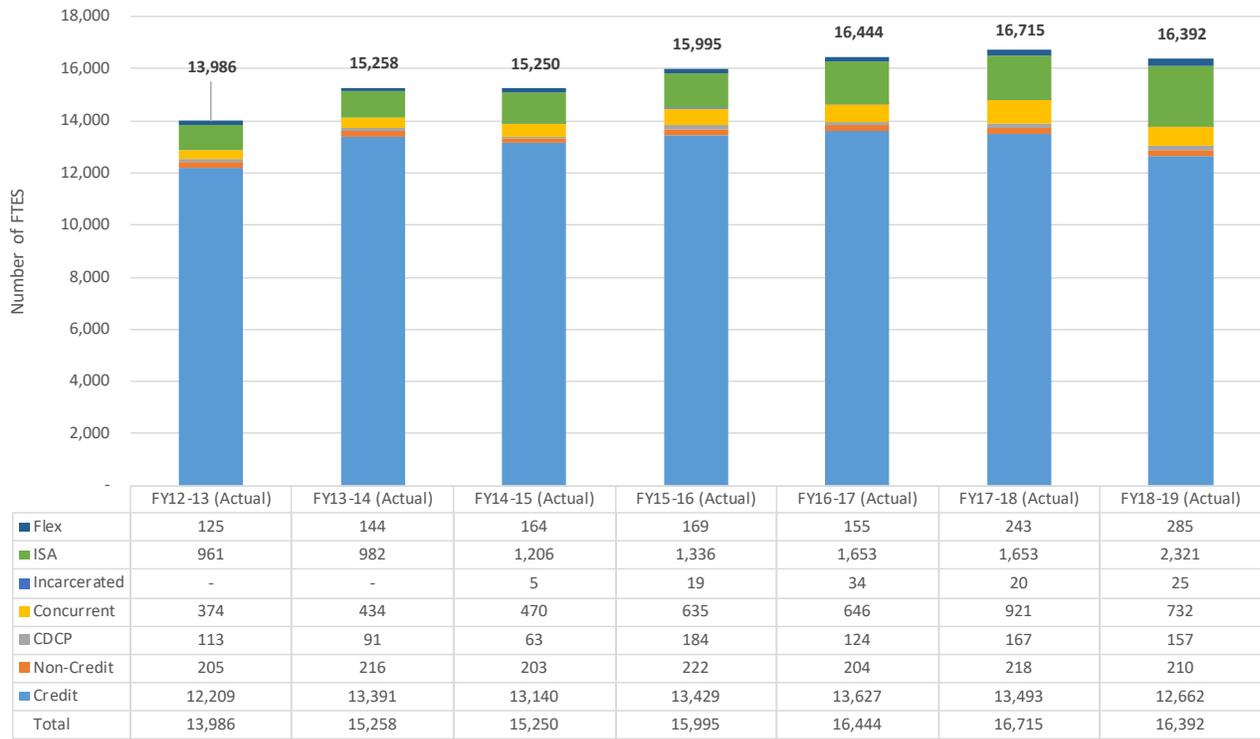
The following chart shows how funded FTES steadily increased until 2009-2010, when the first State funding cut due to the Great Recession was implemented. It wasn’t until 2013-2014 that the District’s enrollment began to slowly increase again through 2014-2015, as Restoration funding was provided to serve the pent up demand from so many years of class reductions in response to reduced State revenue. In 2015-2016, 2016-2017 and 2017-20018 the State began providing growth funding again, and implemented a new growth formula based 51% on “Need” and 49% on “Demand”.

Graph 6-3. History of Funded and Unfunded FTES



	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20 (est.)
Total FTES	12,262	13,296	14,537	16,603	16,587	15,294	13,997	13,986	14,615	15,154	15,995	16,444	16,715	16,392	17,031
FTES Incr/Decr	8.87%	8.43%	6.87%	9.00%	-3.65%	2.32%	-8.20%	-0.08%	3.73%	4.26%	5.74%	2.81%	1.65%	-1.93%	3.90%

Graph 6-4. FTES Comparison - Funded FTES
 FY2012-13 Funded Through FY2018-19 - Resident FTES Only



Actual Funded Growth/Access Compared to Growth Caps:

The following chart illustrates how funded growth has varied drastically from the District’s approved growth caps and deficated growth caps over the last 20 years. In years of adequate State growth funding, the District was funded at or above the approved growth cap. In years of inadequate State growth funding, the District was funded well below the approved growth cap.

Prior to 2009-2010, the State Chancellor’s Office calculated District specific growth caps based on changes in adult population, high school graduates, and facilities coming on-line, and then adjusted (deficated) the caps down to equal the statewide growth revenue appropriation. The District has received a great benefit from the "facility factor" which is based on new facilities coming on-line by December of that fiscal year. The facility factor was put into the formula after a recommendation was made to the Commission on Innovation in August 1993 by the Facility Task Force, chaired by COC Chancellor Dr. Dianne Van Hook.

From 2009-2010 through 2014-2015, due to the Great Recession, there was no growth funding but Restoration funding was provided in 2010-2011 and 2012-2013 through 2014-2015 totaling up to \$402 million. The District was able to fully restore the base cuts and reductions in FTES.

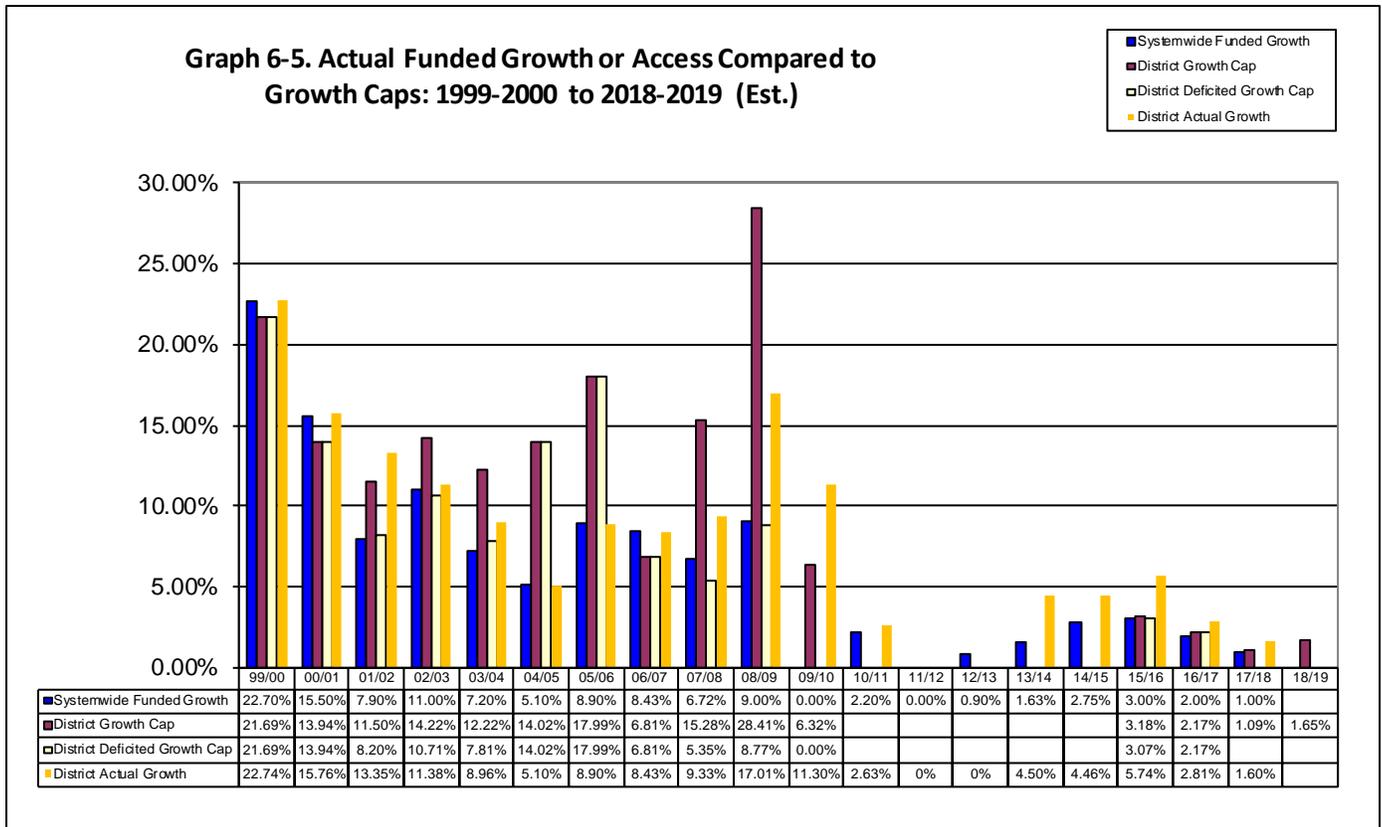
In 2015-2016, growth funding resumed with a 3% Statewide allocation included in the State Budget. The State Chancellor’s Office Fiscal Workgroup assisted the State Chancellor’s Office in developing the SB860 growth formula based on 51% Need (Pell, Unemployment) and 49% Access (FTES Growth). The resulting formula did not align with various Districts’ ability to grow, which left funds available above deficated growth caps for other Districts that were able to grow. As a result, the District earned growth of 5.74%, even though it had a deficated growth cap of 3.07%.

In 2016-2017, 2% growth funding was allocated by the State. The District received a funded growth percentage of 2.81% due to fact that other colleges were unable to attain their approved growth targets.

In 2017-2018, the State allocated 1% growth for the Community College System but the District grew 1.6%, again capitalizing on unearned growth from other colleges.

In 2018-2019, the State allocated 1% growth for the Community College System and used this funding to implement a new funding formula, and the District finished the year claiming fewer FTES than in 2017-2018 while strategically pushing FTES forward to 2019-2020 in order to maximize revenue in the Student Centered Funding Formula in that fiscal year.

In 2019-2020, the State allocated .5% growth for the Community College System and used this funding to fund the SCFF. The District is planning on growing over 3% from previous year and maximizing its revenue in the SCFF.



Since 2013, the District’s Vice President of Business Services has participated on the State Chancellor’s Office Advisory Workgroup on Fiscal Affairs that evaluated various factors to include in the growth rate calculation methodology based on SB860 legislative requirements and provided the State Chancellor’s Office with a recommendation for a growth formula in 2015-2016. The Workgroup continued to provide input to the State Chancellor’s Office on growth formula adjustments for 2016-2017, and provided input on the new Student Centered Funding Formula (SCFF) proposed by the State Chancellor’s Office.

History of Growth Funding:

The chart above illustrates the history of systemwide and District growth funds for the past 21 years. Some key observations are:

1995-1996 through 2014-2015 - 20 years:

- The average systemwide growth allocation was 2.13%
- The average District growth allocation was 14.41%, far exceeding the systemwide average due to our service area's rapid growth.
- The District only received average growth funding of 8.20% due to insufficient systemwide funding for growth.
- Growth has provided on-going cumulative base funding for the District totaling over \$550 million in the past 20 years.

1995-1996 through 2006-2007:

- There was a systemwide growth allocation from which growth was allocated through district growth rates.

2007-2008 through 2008-2009:

- There was a systemwide growth allocation from which growth was allocated through district "deficit" growth rates. The State Chancellor's Office began issuing "Constrained" growth rates that were reduced to match available statewide growth funding, and districts were precluded from growing to their approved growth rate due to the funding shortfall.

2009-2010:

- State revenue deficits resulted in on-going base cuts and one time deficits to community colleges, and no growth allocation.

2010-2011:

- The State Chancellor's Office did not publish growth rates and the statewide "Access/Restoration" allocation of 2.2% was used as "partial restoration" of the base cut in 2009-2010.

2011-2012:

- State revenue deficits resulted in on-going base cuts and one time deficits to community colleges, and no growth allocation.

2012-2013:

- The State Chancellor's Office did not publish growth rates and the statewide "Access/Restoration" allocation was used as "partial restoration" of the base cuts in 2009-2010.

2013-2014:

- The State Chancellor’s Office did not publish growth rates and the statewide “Access/Restoration” allocation was used as “partial restoration” of the base cuts in 2009-2010 and 2011-2012.

2014-2015:

- The State Chancellor’s Office did not calculate growth caps or deficated growth caps for Districts in 2014-2015. The State Budget provided \$140.4 million systemwide for 2.75% in “Access/Restoration” funding to be allocated to partially restore the 2009-2010 and 2011-2012 base cuts. As of 2014-15, the District was fully restored for both the 2009-2010 and 2011-2012 workload/base reductions.
- The District’s total FTES increased by 4.46%, more than the 2.75% allocation. However, due to insufficient systemwide funding, the District was only funded for 4.26% and served approximately 28 unfunded FTES. This shortage of systemwide funding resulted in the District losing \$133,263 in ongoing funding.

2015-2016:

- The State Budget provided \$156.5 million in system wide growth funding, or an increase of 3%. The District was issued a growth factor of 3.18% based on the new SB860 formula. In light of the systemwide available funding of 3%, a deficated growth factor of 3.07% was issued to the District to constrain growth to the overall available system funding. The District included a projection of 3.5% growth in the 2015-2016 Adopted Budget, due to the fact that many districts were unable to grow and funding above the growth caps (overcap funding) would be available to districts that were able to increase the number of students served above their targets.
- The District’s total FTES increased by 5.74%. Because many other Districts were not growing, State funding was available to fully fund the entire 5.74% growth in FTES.

2016-2017:

- The State Budget provided \$114.3 million in system wide growth funding, or an increase of 2%, and published growth rates based on SB860 that provided the District with a growth rate of 2.17%. The District budgeted a growth target of 2.71%.
- The District achieved a growth rate of 2.81% and was completely funded due to the fact many districts were unable to grow and funding above the growth cap was available to increase the number of students served above their targets.

2017-2018:

- The State Budget provided \$32.5 million in system wide growth funding, or an increase of 1% and published rates based on SB860 that provided the District with a growth rate of 1.09%. The District budgeted a growth target of 1.5%.
- The District achieved a growth rate of 1.6%. The District continued to increase FTES, even while constructing a parking structure which limited available parking at the Valencia campus due to a

parking lot closure. Innovative parking solutions implemented by the administrative team were instrumental in keeping enrollments growing.

2018-2019:

- The State allocated 1% growth for the Community College System and used this funding to implement a new funding formula, and the District finished the year claiming fewer FTES than in 2017-2018 while strategically pushing FTES forward to 2019-2020 in order to maximize revenue in the Student Centered Funding Formula in that fiscal year.

2019-2020:

- The State allocated .5% growth for the Community College System and used this funding to fund the SCFF. The District is planning on growing over 3% from previous year and maximizing its revenue in the SCFF.

Table 6-2. History of Systemwide and College of the Canyons Growth/Access Funding								
		COC	COC	\$ Value of	\$ Value of	Total	Cumulative Value	
	Systemwide	Approved	Funded	Growth Funds if	Growth Funds	\$ Value of	of Growth Funds	Cumulative
	Growth	Growth	Growth	Funded at	Received Over	Growth Funds	Received Over	\$ Value of
Year	Funding	Factor	Rate	Systemwide %	Systemwide %	Received	Systemwide %	Growth Funds
1995-96	1.17%	7.00%	6.60%	85,610	537,822	623,432	537,822	623,432
1996-97	1.46%	16.33%	16.20%	205,614	2,032,363	2,237,977	2,570,184	2,861,409
1997-98	3.00%	15.20%	11.50%	344,565	1,401,231	1,745,796	3,971,415	4,607,205
1998-99	3.00%	15.29%	16.60%	522,538	2,140,648	2,663,186	6,112,063	7,270,391
1999-00	3.50%	21.69%	22.70%	637,062	3,578,376	4,215,438	9,690,439	11,485,829
2000-01	3.50%	13.94%	15.50%	870,784	2,597,420	3,468,204	12,287,858	14,954,033
2001-02	3.00%	11.50%	7.90%	867,498	1,503,662	2,371,160	13,791,521	17,325,193
2002-03	3.00%	14.22%	11.00%	935,287	2,494,097	3,429,384	16,285,618	20,754,577
2003-04	1.50%	12.22%	7.20%	553,928	2,104,926	2,658,854	18,390,544	23,413,431
2004-05	3.00%	14.02%	5.10%	1,213,224	849,257	2,062,481	19,239,801	25,475,912
2005-06	3.00%	17.99%	8.90%	1,441,482	2,834,914	4,276,396	22,074,715	29,752,308
2006-07	2.00%	6.81%	8.43%	1,044,282	3,357,366	4,401,648	25,432,082	34,153,956
2007-08	2.00%	15.28%	6.72%	1,154,114	2,722,554	3,876,668	28,154,636	38,030,624
2008-09	2.00%	28.41%	9.00%	1,224,202	4,284,709	5,508,911	32,439,344	43,539,535
2009-10	0.00%	6.32%	0.00%	-	-	-	32,439,344	43,539,535
2010-11	2.20%	not released	2.31%	1,669,038	83,452	1,752,490	32,522,796	45,292,025
2011-12	0.00%	not released	0.00%		-	-	32,522,796	45,292,025
2012-13	0.92%	not released	0.00%		-	-	32,522,796	45,292,025
2013-14	1.63%	not released	3.73%	1,038,817	1,338,353	2,377,170	33,861,149	47,669,195
2014-15	2.75%	not released	4.26%	1,933,778	1,061,820	2,995,598	33,584,616	50,664,793
2015-16	3.00%	3.18%	5.74%	2,125,816	1,941,578	4,067,394	35,802,728	54,732,187
2016-17	2.00%	2.17%	2.81%	1,636,631	662,835	2,299,466	34,247,452	57,031,653
2017-18	1.00%	1.09%	1.60%	725,073	435,044	1,160,116	36,237,771	58,191,769
2018-19								
Totals	48.63%	222.66%	173.80%	20,229,342	37,962,427	58,191,769	514,719,493	721,953,042
Average	2.11%	12.37%	7.56%			Total Base		Total Cumulative
						Funding Increases		Value of \$'s Recd.

Note: In 2007-2008, the Chancellor's Office began issuing a constrained growth factor that was reduced to match available funding statewide and precluded the District from growing to the approved growth factor. In 2010-2011, 2011-2012, 2012-2013, 2013-2014, and 2014-2015, growth rates were not published. Statewide Access allocations in 2010-2011, 2012-2013, 2013-2014 and 2014-2015 were used to partially restore the 2009-2010 and 2011-2012 base cuts and were not distributed using District Growth Factors.

FTES History and Projections:

During the Great Recession, the California Community College system experienced reductions to district budgets. Ongoing apportionment base cuts, including rebasing FTES to reduce the amount of FTES a district had to achieve, occurred in 2009-2010 and 2011-2012.

State Budgets provided access funds to be used to restore the base cuts in 2010-2011, 2012-2013, 2013-2014 and 2014-2015. During these fiscal years, our District increased the number of FTES served and fully restored its base cuts. Many Districts did not have the student demand to restore and were struggling to grow back their base FTES. In fact, our District was one of only 12 Districts to successfully generate enough FTES to earn full restoration. Because so many districts were not able to restore, 2014-2015 was the last year the State applied access funding to restoration, providing approximately \$401 million over the 4-year span.

Table 6-3. State Apportionment Base Cuts and Subsequent Restoration

State/COC Base Cuts Totaled 10%

2009-2010	(\$190) Million	3.6% Cut
2011-2012	<u>(\$385) Million</u>	<u>6.4% Cut</u>
	(\$575) Million	10.0% Cut

State Restoration Funding and COC Restoration Percentages

		<u>State %</u>	<u>COC %</u>
2010-2011	\$126 Million	2.39%	2.32%
2012-2013	\$ 49 Million	1.08%	(0.08%)
2013-2014	\$ 86 Million	1.63%	3.73%
2014-2015	<u>\$140 Million</u>	<u>2.75%</u>	<u>4.26%</u>
	\$401 Million	7.85%	10.23%

Beginning in 2015-2016, State access funding was again used to fund FTES growth. But even with available growth funding in 2015-2016, 2016-2017 and 2017-2018, roughly two-thirds of the districts in the California Community College System have been in decline or in stability. As a result, our District has been able to increase FTES beyond our growth caps and earn over-cap growth.

For 2017-2018, the District grew 1.6% or 263 FTES, and ended the year with total funded FTES of 16,707.

Noncredit Program:

The District has developed a plan to increase noncredit FTES. This includes offering classes within the communities identified through District research as being locations with the greatest need for noncredit classes. The District is also working with businesses to help train up its employees in need of continuing education. In addition, the District is opening storefront locations that will provide dedicated classroom space for noncredit classes, and continues to exercise community and business partnerships for shared use of space for noncredit classes.

Instructional Service Agreements (ISAs):

In addition to local FTES, College of the Canyons has growth in ISA (Instructional Service Agreement) Public Safety Training for LAPD, LA County Fire and LA County Sheriff. As the State Budget has improved for both Public Safety agencies and Community Colleges, these FTES have increased in recent years, commensurate with available funding. Information from the District's Public Safety agencies (Fire, Lifeguard, Police, and Sheriff) regarding increased course offering plans support the projected growth for this population. Both credit and soon to be developed noncredit Public Safety courses are delivered by the District through ISAs. In 2019-2020 under the new Student Centered Funding Formula ISA FTES will only be funded at 70% because these students do not obtain degrees and are not eligible for financial aid. We at the District are advocating to have the FTES associated with this important training carved out to be funded at 100%.

Table 6-4. SCCCD Historical FTES: 2008-2009 through 2019-2020 (Projected)

Year	Total FTES		Total FTES	Total % Change	Unfunded FTES	Funded FTES
	Excluding ISAs	ISA FTES				
2008-09	13,324	3,279	16,603	14.21%	1,136	15,467
2009-10	13,338	3,249	16,587	-0.10%	1,685	14,902
2010-11	12,749	2,545	15,294	-7.80%	47	15,248
2011-12	13,226	771	13,997	-8.48%	-	13,997
2012-13	13,025	961	13,986	-0.08%	-	13,986
2013-14	13,602	1,013	14,615	4.50%	107	14,508
2014-15	13,979	1,176	15,154	3.69%	28	15,126
2015-16	14,659	1,336	15,995	5.55%	-	15,995
2016-17	14,791	1,653	16,444	2.81%	-	16,444
2017-18	15,062	1,653	16,715	1.65%	-	16,715
2018-19	14,070	2,321	16,392	-1.93%	-	16,392
2019-20 (Projected)	14,651	2,381	17,031	3.90%	-	17,031

* Ongoing apportionment base cuts, including rebasing FTES to reduce the amount of FTES a district had to achieve, occurred in 2009/10 and 2011/12. Restoration of budgets occurred in 2012/13 through 2014/15.

In addition to the State funded FTES projection described above for 2019-2020, the District will also serve Non-resident FTES. Non-resident FTES includes FTES generated from both International students and Out-of-State students. It is important to note that the District does not get funding from the State for Non-resident students, but instead receives tuition and facility fees paid directly by Non-resident students.

From 2009-2010 to 2018-2019, total Non-resident FTES grew from 326.2 to 711, an increase of 216 FTES or 66 %. The FTES generated by International students, who are actively recruited and supported by the District's International Affairs and Global Engagement program, has increased from 30.9 in 2009-2010 to 392 in 2018-2019, an increase of 1164%. International students represented approximately 55% of all Non-resident FTES in 2018-2019.

REVENUE DESCRIPTIONS

UNRESTRICTED GENERAL FUND REVENUES

State Apportionment Funding:

Total State Apportionment funding to be received by each district in the California Community College system is calculated based on the apportionment funding formula (contained in Title V Regulations) that is in effect for that fiscal year. **Community College districts have been funded using three different funding models between 1987-1988 and 2019-2020.**

The funding formula in effect for a given fiscal year is used to calculate the amount of general purpose support a district will receive, which is called the district's Total Computational Revenue. Once a district's Total Computational Revenue amount is calculated, the funds are provided through a combination of revenue streams:

- Property Taxes - Paid to the district by the local County Office
- 98% of Student Enrollment Fees - Charged to students by the district
- Education Protection Act funds - Available in fiscal years 2012-2013 through 2031-2032
- State General Apportionment – General Apportionment and Full Time Faculty Hiring Apportionment (when allocated as part of Total Computational Revenue)

State apportionment is paid to districts monthly in percentages dictated by Title V regulations. Payments are initially calculated on the Advance Apportionment statement. Subsequent Apportionment statements are issued to reflect updated information such as property tax or student fee collections and FTES (as reported by districts four times a year on the CCFS320 Attendance Report).

These adjusted apportionment statements are:

- First Principal Apportionment Statement (P1), issued in February
- Second Principal Apportionment Statement (P2), issued in June
- Recalculation Apportionment (R1), issued in February of the subsequent fiscal year

A district's State Apportionment funding may be adjusted due to the following factors:

- Audit adjustments
- Stability adjustments
- Deficit factor adjustments, such as RDA Timing and Property Tax Shortfalls
 - Funding may be reduced to all districts to alleviate a shortfall if funding received for the community colleges is not adequate, which occurs in years where property tax revenues or student fee revenues are received below estimated levels.
 - K-12 does not experience this type of adjustment mid-year. They are funded at 100% and held harmless from any State or local revenue shortfalls.
 - The Community College System continues to ask the Governor and Legislature to provide statutory backfill for these shortfalls.

History of California Community College Apportionment Funding Formulas:

Program Based Funding – 1987-1988 through 2005-2006:

In 1987, a complex funding formula called Program Based funding was developed that recognized the cost of education and established funding targets or Workload Measures for key functions. Base funding was provided based on the following measures:

- Instruction and Instructional Services (Credit FTES)
- Student Services - New Students FTES
- Student Services - Continuing Students FTES
- Non-Credit FTES
- Gross Square Footage
- Leased Space FTES

Traditionally, the State Chancellor's Office distributed growth based on a growth rate calculated for each district. These growth rates were based on the factors listed below, and were specific to each district and not standardized:

- Change in Adult Population
- Change in High School Graduation Rates
- Facilities Factor
 - Additional FTES capacity due to new facilities “coming on line” was calculated over 2 years

Growth funding was earned by achieving increases to any of the 6 workload measures listed above that comprised the base funding:

- Increases in each of the 6 measures were multiplied by established standard funding rates
 - Each measure had a different standard funding rate set by the State, and all Districts received the same standard rate for a measure.
- Increases in Instruction and Student Services were then multiplied by a scale factor
 - The scale factor was applied to recognize the different sizes of colleges and districts.
 - The assumption was that small districts had a larger fixed overhead per student, and small colleges and districts had higher costs per student since they were less able to take advantage of economies of scale.
- Increases in all 6 workload measures were then multiplied by a percentage of standard
 - The percentage of standard was usually just over 50%, and was used to reduce the amounts paid to correspond with the available funding from the State.
 - In reality, the funding rates were “discounted” to about 50% of the funding needed to perform the workload measures due to Community Colleges being underfunded.

SB361 Funding Formula for Community Colleges – 2006-2007 through 2017-2018:

Beginning in 2006-2007, the Community College System was funded based on the provisions in SB361, a new Community College Funding System adopted by the Board of Governors. SB361 replaced the old Program Based Funding mechanism and finally achieved equalized funding between college districts by

instituting a standard revenue per FTES (full-time equivalent students) based on 90% of the average revenue/FTES (excluding Basic Aid districts).

The funding components of the SB361 Funding Formula were:

Basic Allocations for Each District/Center:

- Basic Allocations allotted to Colleges and Centers provide a set amount of base funding to cover core maintenance and operations costs.
- Basic Allocations for Colleges and Centers are permanently increased by the COLA percentage in years when a Cost of Living Adjustment (COLA) is provided.
- Basic Allocations for Colleges are paid at different rates dependent on whether a district has a single college or multiple colleges and depending on the amount of FTES served.
- Basic Allocations for all State approved Centers are all paid at the same rate, and Centers must report at least 1,000 FTES annually to receive an allocation. It is interesting to note that the Canyon Country Campus generates 1,500 FTES annually. For this, we receive a Basic Allocation of \$1.3 million. At the same time, the Basic Allocation for a college, which is smaller than Canyon Country Campus, receives a Basic Allocation of \$3.9 million.

Base Funding:

- The funding rates per FTES are based on the initial Statewide base funding rates established by SB361, increased annually by any COLA or on-going Base funding increases provided. Base Funding is calculated by taking a district's funded credit, non-credit, and enhanced non-credit FTES from the prior year and multiplying each of these by the respective current year funding rates.
- For 2017-2018, the funding rates were:
 - **\$5,150 for credit base FTES**
 - Credit courses are approved courses, both degree and non-degree applicable, that provide students with units earned and often lead to an Associate's Degree or a Certificate of Competency.
 - **\$3,097 for noncredit base FTES (Non-Career Development College Prep)**
 - Noncredit courses are no cost programs that assist students in reaching their personal and professional goals. They are intended to provide students with lifelong learning, college transfer, and career preparation opportunities. Noncredit often serves as a first point of entry for many underserved students, as well as a transition point to credit instruction.
 - **\$5,150 for noncredit base FTES (Career Development College Prep)**
 - A special subset of noncredit courses that receive enhanced funding because they are part of a sequence of courses that lead to either a certificate of completion or a certificate of competency with the intended result of improving student progress towards a college or career path.

Ongoing Base Funding Increase:

Base Funding increases have been provided in the last few years as an on-going increase to offset the “lost purchasing power” that resulted from 0% COLA over 5 years. Base funding increases are also supposed to partially fund the STRS/PERS Pension Liability expenses that have been mandated by legislation to be funded directly by local districts instead of the State, adding responsibility for pension expense increases to districts without providing commensurate on-going funding. Base funding can also fund on-going Fixed Costs of the District such as Salary Schedule Step Increases, Utility Increases, Insurance Increases, etc.

COLA Funding:

In years when a COLA or Cost of Living adjustment is included in the State Budget for community colleges, the COLA percentage is applied to the total base funding to determine a district's COLA allocation. This allocation is awarded to districts to assist with the additional cost of doing business due to inflation. COLA is determined by the State using economic criteria.

Ongoing Full-Time Faculty Apportionment Funding/ FON (Full-Time Faculty Obligation):

Ongoing Apportionment funding increases can occur which are specifically provided to assist districts in funding the hiring of new full time faculty. This occurred in 2015-2016, when the FON formula was legislatively adjusted to try to equalize the required number of full-time faculty at each college. In 1988-1989, when the first FON (Full-Time Faculty Obligation) target was developed, it established a base using the current full-time faculty at each college. Because some colleges had more full-time faculty per FTES than others, it did not use a standard or percentage of full-time to part-time. With the 75/25 rule a goal of the FON, to staff 75% of faculty positions with full-time faculty, it was determined that an adjustment to each districts’ FON needed to be made. Unfortunately, this happened right after the recession when many districts turned to lower cost part-time faculty to help reduce expenses in alignment with large State funding cuts but still provide classes to students. As a result, a FON adjustment was calculated that required districts to hire up to twice as many full-time faculty prior to the adjustment. Funding was provided in 2015-2016, but it was only half as much as the number of faculty required to be hired. Fortunately, College of the Canyons was able to fund 24 full-time faculty that counted toward the adjusted obligation with on-going funds and met its Fall 2016 FON Target. The District has also met its FON target in 2017 and 2018. See **Section One, Executive Summary**, for information on historic and current FON compliance.

Ongoing Growth Funding:

The allocation of growth funding under SB361 went through several revisions during the period of time SB361 was in effect. The following highlights the three major growth-funding models that determined how growth funding was allocated to districts under SB361:

Initial Growth Funding Formula - 2006-2007 through 2008-2009:

SB361 regulations initially included a growth funding formula similar to program based funding. This growth formula, which was based on the following factors, was effective from 2006-2007 through 2008-2009:

- Change in Adult Population
- Change in High School Graduation Rates
- New Facilities Factor

- Adjustment for Underserved Areas

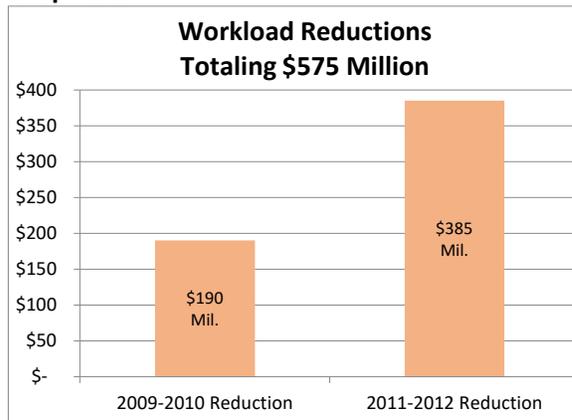
Growth Funding “Suspended” – 2009-2010:

Beginning in 2009-2010, the original SB361 regulations dictated that the initial growth funding formula expired June 30, 2009, and a new model was to be developed by the State Chancellors Office to be effective July 1, 2009. SB361 included guidance on the minimum factors to be included in the new growth funding formula, to make it based primarily on need factors. Due to the Great Recession, Community Colleges experienced a large base cut in 2009-2010, and no growth funding was allocated at the State level. As a result, there was no need for a growth funding formula in 2009-2010, and therefore no urgency to develop the new growth funding formula.

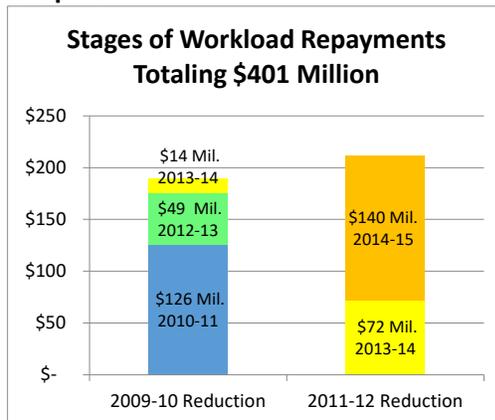
Access/Restoration – 2010-2011 through 2014-2015:

- Access to community colleges was reduced by more than 125,000 students Statewide as a result of \$575 million in system-wide base apportionment cuts:
 - \$190 million base cut in 2009-2010, and
 - \$385 million base cut in 2011-2012.
- Base cuts were accompanied by “FTES rebasing” adjustments that reduced the number of FTES districts were required to serve to earn their reduced base funding, so as not to dilute the per student funding rates.
- Beginning in 2010-2011, any funding received from the State earmarked to increase the number of students served was referred to as "Access" funding instead of "Growth" funding.
 - Access funding was distributed to districts in proportion to their base cuts instead of based on calculated growth rates.
- Access/Restoration funding totaling \$401 million was provided by the State:
 - \$126 million was received in 2010-2011
 - \$49 million was received in 2012-2013
 - \$86 million was received in 2013-2014
 - \$140 million was received in 2014-2015
- Approximately 60 Districts were unable to restore approximately \$174 million of base cuts.

Graph 6-6.



Graph 6-7.



SB860 Access Formula for Underserved Students – 2015-2016 to 2017-2018:

- SB 860 directed the State Chancellor’s Office to develop a revised growth formula and specified primary factors that must be included in the formula:
 - Number of people within a district’s boundaries that do not have a college degree.
 - Number of people who are unemployed, have limited English skills, who are in poverty, or who exhibit other signs of being disadvantaged, as determined by the Chancellor, within a community college district’s boundaries.
- In 2015-2016, the new growth formula was implemented by the State Chancellor’s Office. It used factors that comply with statutory requirements, and also blended in actual growth patterns of each district. The formula allocated 49.9% based on access and 50.01% based on need. The new calculation used the following three need factors:
 - Educational Attainment
 - Unemployment
 - Households below the poverty line
- In 2016-2017 and 2017-2018, the new growth formula was adjusted slightly to include Pell grant awards as an additional needs based factor. Even with this adjustment, there was still a misalignment of calculated growth targets to actual demand. As a result, Districts that could not serve FTES defaulted their District’s designated growth funding to other Districts that were growing. This was not an effective way to allocate funding because it required “growth” districts to take the risk of serving students without the advance allocation of funding commensurate with that “growth”.

AB1809 Student Centered Funding Formula –2018-2019 to 2019-2020:

During the 2018-2019 California State Budget process, the Legislature and the Governor expressed a desire to enact a new Community College Funding Formula that “encourages access for under-represented students, provides additional funding in recognition of the need to provide additional support for low-income students, rewards colleges’ progress on improving student success metrics, and improves overall equity and predictability so that community colleges may more readily plan and implement instruction and programs.”

The Assembly and Senate each rejected the Funding Formula with recommendations to provide funding for COLA, Growth and Base, with the Senate reducing Base funding to \$108 M and providing \$50M for FT Faculty hiring. The Conference Committee then met to reconcile the two budget scenarios, chaired by the Senate Pro Tempore and the Assembly Speaker and comprised of 5 Senators and 5 Assemblymen. On Friday, June 11, 2018, a New Funding Formula was recommended by the “Big 3”; the Governor, Senate Pro Tempore and Assembly Speaker. The State Budget was finalized by June 15, 2018 to forward to the Governor for signature, including Budget Trailer Bill language with new Funding Formula language.

The result was AB1809, a controversial formula that became effective for the 2018-2019 fiscal year. For 2018-2019 and 2019-2020, the new formula allocates approximately 70% of funding based on FTES, 20% of funding based on need factors, and 10% based on student success factors.

Base Allocation Component –70% of Funding for 2019-2020:

The Base Allocation has **two** subcomponents:

- **Basic Allocation**
 - Each college and comprehensive center receives a basic allocation using the SB361 methodology effective for 2015-2016.
 - The basic allocation is increased each year by COLA and any ongoing base increases.

- **Base FTES Allocation**
 - For 2019-2020, Base FTES are funded using a three-year FTES average. In 2019-2020 the State will recalculate the FTES rate to ensure exactly 70% of the funding dedicated to the formula will be spend on the Base Allocation. The District budgeted using the following estimated rates:
 - \$3,848.50 – Credit FTES
 - \$3,456.62 – Noncredit FTES
 - \$5,634.56 – Career Development/College Preparation (CDCP) FTES
 - \$5,634.56 – Special Admit FTES (Credit - Concurrent Enrollment)
 - \$5,634.56 – Credit Correctional Facilities FTES
 - \$3,456.62 – Noncredit Correctional Facilities FTES

Supplemental Allocation Component –20% of Funding for 2019-2020

The Supplemental Allocation is calculated using a points system. The total points earned by a district are multiplied by the marginal funding rate in order to determine the district’s total Supplemental Allocation for the year.

In 2019-2020 the State will recalculate the FTES rate to ensure exactly 20% of the funding dedicated to the formula will be spend on the Supplemental Allocation. Points can be earned in the following **three metrics**, and the estimated marginal funding rate for each metric is \$948.96 for 2019-2020. In subsequent years, this funding rate will be adjusted by COLA and other base adjustments.

- Pell Grant Recipients (One Point Per Student)
 - The District is awarded one point for each student who is a recipient of financial aid under the Federal Pell Grant Program, based on headcount data of students in the prior year.

- AB540 Students (One Point Per Student)
 - The District is awarded one point for each student who is granted an exemption from non-resident tuition pursuant to Section 68130.5, based on headcount data of students in the prior year.

- Promise Grant Students (One Point Per Student)
 - The District is awarded one point for each student who receives a fee waiver pursuant to Section 76300, based on headcount data of students in the prior year.

Student Success Allocation –10% of Funding for 2019-2020

- In 2019-2020 the State will recalculate the FTES rate to ensure exactly 10% of the funding dedicated to the formula will be spend on the Success Allocation. The Student Success Allocation is calculated

using a points system. The total points earned by a district are averaged over the previous three years and multiplied by the marginal funding rates in order to determine the district's total Student Success Allocation for the year. All metrics are based on prior year data. Points can be earned in **seven metrics**.

For All Students:

- 2019-2020 - the estimated marginal funding rate **per point** for each metric is \$454.34.

For Promise Grant and Pell Students:

- Through the **Equity Component** of the Student Success Allocation, a district can earn additional points for Promise Grant (Fee Waiver) students and Pell Grant recipient students who achieve one or more of the **seven metrics**.
- The estimated marginal funding rate **per point** for the Equity Component is \$114.62 in 2019-2020.

Seven Metrics Used in the Student Success Allocation:

- Chancellor's Office Approved Associate Degree (or Baccalaureate Degree) granted, excluding Associate Degree for Transfer.
 - All Students: Three points for each degree at \$454.34 per point in 2019-2020.
 - Promise Grant Students: Three additional points at \$114.62 per point in 2019-2020.
 - Pell Grant Recipients: Four and one half additional points at \$114.62 per point in 2019-2020.
- Chancellor's Office Approved Associate Degree for Transfer Degree granted.
 - All Students: Four points for each degree at \$454.34 per point in 2019-2020.
 - Promise Grant Students: Four additional points at \$114.62 per point in 2019-2020.
 - Pell Grant Recipients: Six additional points at \$114.62 per point in 2019-2020.
- Chancellor's Office Approved Credit Certificates (16 or more units-pending adoption) granted.
 - All Students: Two points for each certificate at \$454.34 per point in 2019-2020.
 - Promise Grant Students: Two additional points at \$114.62 per point in 2019-2020.
 - Pell Grant Recipients: Three additional points at \$114.62 per point in 2019-2020.
- Successful Completion of Both Transfer Level Math and English Courses in First Academic Year.
 - All Students: Two points for each student at \$454.34 per point in 2019-2020.
 - Promise Grant Students: Two additional points at \$114.62 per point in 2019-2020.
 - Pell Grant Recipients: Three additional points at \$114.62 per point in 2019-2020.
- Successful Transfer to a Four Year University.
 - All Students: One and one half points for each student at \$454.34 per point in 2019-2020.
 - Promise Grant Students: One and one half additional points at \$114.62 per point in 2019-2020.
 - Pell Grant Recipients: Two and one quarter additional points at \$114.62 per point in 2019-2020.
- Completion of Nine or More Career Technical Education Units.
 - All Students: One point for each student at \$454.34 per point in 2019-2020.

- Promise Grant Students: One additional point at \$114.62 per point in 2019-2020.
- Pell Grant Recipients: One and one half additional points at \$114.62 per point in 2019-2020.
- Regional Living Wage Obtained.
 - All Students: One point for each student at \$454.34 per point in 2019-2020.
 - Promise Grant Students: One additional point at \$114.62 per point in 2019-2020.
 - Pell Grant Recipients: One and one half additional points at \$114.62 per point in 2019-2020.

One-Time Funding:

Nearly 50% of State revenue comes from 1% of the State population generated through Capital Gains income taxes. Because of the volatility of the funding, which is dependent on the sale of companies, stocks, etc., the Governor has held firm that he will not jeopardize State funded agencies by providing on-going funding with revenues that are not certain. Instead, he has allowed any increases in revenues over projections to be distributed as one-time funding allocations. One-time funding should not be used for on-going costs such as salaries and benefits, new hiring, on-going operational costs, etc. The District has used these one-time funding allocations to fund equipment, short-term employees or other costs that can be funded one-time. This new equipment is a welcome addition after years of no new funding and has helped to restore and expand instructional and operational activities to a higher standard.

Instructional Equipment Block Grant, One-Time Funding:

One-Time funding is often provided to fund Instructional Equipment. Instructional Equipment is equipment used in the course and scope of student instruction, and can include equipment, furniture, and computers with a cost over \$200 and useful life of over a year. It does not include “right to access” software licenses.

Unrestricted Lottery:

The District receives lottery funding for both resident and non-resident FTES. The Unrestricted Lottery revenue projection is based on FTES as of the District’s CCFS320 Annual reporting from the previous year, multiplied by the State Chancellor’s Office estimated dollar factor per FTES.

Mandate Block Grant (On Going):

Districts are given the option each year to file Mandated Cost claims for expenses incurred carrying out mandated activities, or to participate in the Mandate Block Grant program. Districts who opt to file claims must track eligible expenses and then submit claim forms requesting reimbursement. Unfortunately, mandated cost claims have not been reimbursed for many years by the State due to lack of funding. In response to the halt on paying claims, this block grant funding was developed to provide another mechanism to reimburse districts without going through the claims process. The Mandate Block Grant has been funded at the State level for the past several years, and has proven to provide a more reliable revenue stream than filing claims.

R E V E N U E A S S U M P T I O N S

2019-2020 Unrestricted General Fund Revenue Assumptions - New or Increasing Revenues:

Table 6-5. State Apportionment – Student Centered Funding Formula (SCFF)

				2019/20 Adopted Budget
				70%
Base Allocation				70%
Basic Allocation			Funding	
Basic Allocation - Valencia				\$ 5,393,975
Basic Allocation - Canyon Country				\$ 1,348,494
Total Basic Allocation				\$ 6,742,469
Credit FTES				
	FTES	19/20 Rate	Funding	
Credit FTES (For SCFF 3 year average less carveouts below)				15,091.48 3,848.50 \$ 58,079,573
Special Admit - Dual Enrollment				1,250.78 5,634.56 \$ 7,047,590
Incarcerated				37.80 5,634.56 \$ 212,986
Total Credit FTES Allocation				\$ 65,340,149
Non Credit FTES				
	FTES	19/20 Rate	Funding	
Non-Credit				725.80 3,456.62 \$ 2,508,815
CDCP				213.00 5,634.56 \$ 1,200,161
Total Non Credit Allocation				\$ 3,708,976
TOTAL Base Allocation				\$ 75,791,595
				73.97%

				2019/20 Adopted Budget
				20%
Supplemental Allocation				20%
	Points	18/19 Rate	Funding	
Pell Grant head count, not awards (1 point)				4,059 948.96 3,851,829
AB 540 Students (1 point)				679 948.96 644,344
California Promise Grant Students (1 point)				11,040 948.96 10,476,518
Total Supplemental Allocation				\$ 14,972,691
				14.61%

Table 6-5 (cont'd).

Student Success Incentive Allocation		10%	
Success Metrics			
	Points	18/19 Rate	Funding
Associate degree (3 points)	4,479	454.34	2,035,056
Associate degree for transfer (4 points)	3,804	454.34	1,728,309
Credit certificates requiring 16+ units (2 points)	2,909	454.34	1,321,827
Completion of 9 CTE units (1 point)	2,873	454.34	1,305,167
Transfer to 4-year institution (1.5 points)	2,025	454.34	920,039
Completion of transfer-level math and English (2 points)	882	454.34	400,728
Attainment of regional living wage (1 point)	3,565	454.34	1,619,571
Total Success Metrics	20,537		\$ 9,330,696
Success Equity Metrics (Add ons)			
	Points	18/19 Rate	Funding
Associate degree - Pell students (4.5 points)	2,796	114.62	320,464
Associate degree for transfer - Pell Students (6 points)	2,440	114.62	279,673
Credit certificates requiring 16+ units - Pell Students (3 points)	1,838	114.62	210,672
Completion of 9 CTE units - Pell Students (1.5 points)	1,284	114.62	147,115
Transfer to 4-year institution - Pell Students (2.25 points)	941	114.62	107,800
Transfer-level math and English - Pell Students (3 points)	326	114.62	37,366
Attainment of regional living wage - Pell Students (1.5 points)	561	114.62	64,302
Total Pell Student (Add ons)	10,185		\$ 1,167,392
	Points	18/19 Rate	Funding
Associate degree - CPG (3 points)	2,717	114.62	311,417
Associate degree for transfer - CPG (4 points)	2,376	114.62	272,337
Credit certificates requiring 16+ units - CPG (2 points)	1,804	114.62	206,774
Completion of 9 CTE units - CPG (1 point)	1,350	114.62	154,775
Transfer to 4-year institution - CPG (1.5 points)	1,032	114.62	118,288
Completion of transfer-level math and English - CPG (2 points)	377	114.62	43,174
Attainment of regional living wage - CPG (1 point)	780	114.62	89,365
Total College Promise Student (Add ons)	10,436		\$ 1,196,130
Total Success Allocation			\$ 11,694,218
			11.41%
TOTAL FUNDING FORMULA ALLOCATION			\$ 102,458,503



Table 6-6. Base Allocation

	2017-18	2018-19	2019-20	3-Year Average	Rates	Funding
Basic Allocation						
Basic Allocation - Valencia	\$ 4,866,179	\$ 5,220,965	\$ 5,393,975			
Basic Allocation - Canyon Country	\$ 1,216,907	\$ 1,305,242	\$ 1,348,494			
Total Basic Allocation	\$ 6,083,086	\$ 6,526,207	\$ 6,742,469			\$ 6,742,469
FTES						
Credit FTES (less Dual Enrl & Incarcerated)	15,297	15,236	14,742	15,091	\$ 3,848.50	\$ 58,079,573
Non-Credit	238	221	726		\$ 3,456.62	\$ 2,508,815
CDCP	167	165	213		\$ 5,634.56	\$ 1,200,161
Special Populations						
Special Admit - Dual Enrollment	984	744	1,251		\$ 5,634.56	\$ 7,047,590
Incarcerated	28	26	38		\$ 5,634.56	\$ 212,986
Total Special Populations	1,011	770	1,289			
Total Paid FTES	16,715	16,392	16,969			
Total Base Allocation Funding						\$ 75,791,595

Table 6-7. Supplemental Allocation

	2017-18	2018-19	2019-20	Estimated Rates	Funding
Headcounts					
Pell Grant Student Headcount	4,123	4,059		\$ 948.96	\$ 3,851,829
AB 540 Student Headcount	666	679		\$ 948.96	\$ 644,344
California Promise Grant Student Headcount	11,217	11,040		\$ 948.96	\$ 10,476,518
Total Supplemental Allocation					\$ 14,972,691

Table 6-8. Student Success Allocation

Outcomes	AA	ADTs	Certificates	CTE	Transfer	Math/English	Living Wages	Total
All Students	1,493	951	1,455	2,873	1,350	441	3,565	
Points/Outcome	3	4	2	1	1.5	2	1	
Rate	\$ 454.34	\$ 454.34	\$ 454.34	\$ 454.34	\$ 454.34	\$ 454.34	\$ 454.34	
Total	\$ 2,035,056	\$ 1,728,309	\$ 1,321,827	\$ 1,305,167	\$ 920,039	\$ 400,728	\$ 1,619,571	\$ 9,330,696
Pell Students Only	621	407	613	856	418	109	374	
Points/Outcome	4.5	6	3	1.5	2.25	3	1.5	
Rate	114.62	114.62	114.62	114.62	114.62	114.62	114.62	
Total	\$ 320,464	\$ 279,673	\$ 210,672	\$ 147,115	\$ 107,800	\$ 37,366	\$ 64,302	\$ 1,167,392
Promise Grant Students	906	594	902	1,350	688	188	780	
Points/Outcome	3	4	2	1	1.5	2	1	
Rate	114.62	114.62	114.62	114.62	114.62	114.62	114.62	
Total	\$ 311,417	\$ 272,337	\$ 206,774	\$ 154,775	\$ 118,288	\$ 43,174	\$ 89,365	\$ 1,196,130
Total Student Success Allocation Funding								\$ 11,694,218

**Table 6-9. 2019-20 Adopted Budget
General Fund Revenue Summary**

	2018-19 Adopted Budget	2019-20 Adopted Budget	Difference
Total Computational Revenue: (State Apportionment/Funding Formula)	\$ 99,266,638	\$ 102,458,503	\$ 3,191,865
Local Revenues & Enrl. Fee Admin.	\$ 4,487,011	\$ 4,483,178	\$ (3,833)
Full Time Faculty	\$ 700,000	\$ 742,433	\$ 42,433
Other State Revenue	\$ 821,174	\$ 777,029	\$ (44,145)
Lottery Funding	\$ 2,695,945	\$ 2,752,695	\$ 56,750
Grant Indirect Support	\$ 1,014,766	\$ 1,010,167	\$ (4,599)
Other Transfer-Ins (STRS/PERS)	\$ 750,000	\$ 1,500,000	\$ 750,000
Facility Use Rentals (Filming & University Center Partners)	\$ 1,220,000	\$ 1,284,000	\$ 64,000
Part-Time Faculty Parity Allocation	\$ 341,731	\$ 343,421	\$ 1,690
Federal Funding	\$ 102,044	\$ 97,392	\$ (4,652)
Interest Income	\$ 175,000	\$ 225,000	\$ 50,000
Total General Fund Revenues	\$ 111,574,309	\$ 115,673,818	\$ 4,099,509

**Table 6-10. 2019-20 Adopted Budget
Unrestricted General Fund Total Computational Revenue**

	2018-19 Adopted Budget	2019-20 Adopted Budget	Difference	
State Apportionment/Total Computational Revenue:				
Base Apportionment (Credit and Non-Credit)	\$ 58,644,750	\$ 61,788,549	\$ 3,143,799	New Student Centered Funding Formula (SCFF) Increased by COLA
Basic Allocation for Valencia Campus	\$ 5,220,965	\$ 5,393,975	\$ 173,010	
Basic Allocation for Canyon Country Campus	\$ 1,305,242	\$ 1,348,494	\$ 43,252	
FTES Carve outs - HS Dual Enrollment and Incarcerated FTES	\$ 6,006,051	\$ 7,260,576	\$ 1,254,526	
Subtotal - Base Allocation	\$ 71,177,007	\$ 75,791,595	\$ 4,614,587	
Supplemental Allocation	\$ 14,709,514	\$ 14,972,691	\$ 263,177	Based on Pell, AB540 and College Promise Grant Students
Student Success Allocation	\$ 13,380,117	\$ 11,694,218	\$ (1,685,899)	Based on Degrees/Certs and Student Success
Total Computational Revenue	\$ 99,266,638	\$ 102,458,503	\$ 3,191,865	

**Table 6-11. 2019-20 Adopted Budget
Unrestricted General Fund Revenue Summary**

	2018-19 Adopted Budget	2019-20 Adopted Budget	Difference	
Subtotal - State Apportionment/Total Computational Revenue:	\$ 99,266,638	\$ 102,458,503	\$ 3,191,865	Student Centered Funding Formula \$50 Million Allocated Based on Final State Budget Allocations Higher FTES and Updated State Funding Factors Higher FTES
Other State Revenue - Ongoing:				
FT Faculty Allocatoin	\$ 700,000	\$ 742,433	\$ 42,433	
Part-Time Faculty Allocation	\$ 341,731	\$ 343,421	\$ 1,690	
Lottery Funding	\$ 2,695,945	\$ 2,752,695	\$ 56,750	
On-Going Mandated Cost Block Grant	\$ 487,544	\$ 493,399	\$ 5,855	
BOG Waiver Admin (2%)	\$ 183,630	\$ 183,630	\$ -	
Subtotal - Other State Revenue - Ongoing	\$ 4,408,850	\$ 4,515,578	\$ 106,728	
Other State Revenue - One-Time:				
PT Faculty Office Hours	\$ 150,000	\$ 100,000	\$ (50,000)	
Prior Year Adjustment from Recalc	\$ 364,000	\$ -	\$ (364,000)	
Subtotal - Other State Revenue - One-Time	\$ 514,000	\$ 100,000	\$ (414,000)	
Subtotal - Other State Revenue	\$ 4,922,850	\$ 4,615,578	\$ (307,272)	
Subtotal - All State Revenues	\$ 104,189,488	\$ 107,074,081	\$ 2,884,593	



**Table 6-11 (cont'd). 2019-20 Adopted Budget
Unrestricted General Fund Revenue Summary**

	2018-19 Adopted Budget	2019-20 Adopted Budget	Difference	
Subtotal - All State Revenues	\$ 104,189,488	\$ 107,074,081	\$ 2,884,593	
All Other Revenues/Transfers:				
Local Revenue	\$ 4,473,011	\$ 5,683,178	\$ 1,210,167	Incl. increases to International & Out of State Tuition, Community Services, ASG Salary Reimb, and one-time Transfer in from Fund 68 to cover STRS/PERS Liability (\$1,500,000).
Transfers and Grant Indirect	\$ 1,014,766	\$ 1,010,167	\$ (4,599)	
Bookstore Rental	\$ 400,000	\$ 300,000	\$ (100,000)	
Facility Use Rentals (Filming and University Center)	\$ 1,220,000	\$ 1,284,000	\$ 64,000	Increase based on 18-19 Actuals
Federal Funding	\$ 102,044	\$ 97,392	\$ (4,652)	Financial Aid Admin Fee Income
Interest Income	\$ 175,000	\$ 225,000	\$ 50,000	
Subtotal - All Other Revenue	\$ 7,384,821	\$ 8,599,737	\$ 1,214,916	
Total Unrestricted General Fund Revenues	\$ 111,574,309	\$ 115,673,818	\$ 4,099,509	



EXPENSE ASSUMPTIONS

**Table 6-12. 2019-20 Adopted Budget
General Fund Expense Summary**

	2018-19	2019-20	Difference
	Adopted Budget	Adopted Budget	
Full-Time Salaries (Includes Steps, all groups, \$900k)	\$ 48,110,389	\$ 50,058,819	\$ 1,948,430
Full-Time Overload/Summer/Winter	\$ 3,739,000	\$ 3,918,503	\$ 179,503
Full-Time (Coaches/Counselors/Supp. Svcs/Stipends)	\$ 524,253	\$ 536,174	\$ 11,921
Adjunct Salaries	\$ 12,581,000	\$ 12,272,268	\$ (308,732)
Substitutes/Non-Credit/Flex	\$ 1,048,000	\$ 1,092,322	\$ 44,322
Other Salaries (Vacation Cash-Out/Longevity)	\$ 809,700	\$ 810,300	\$ 600
All Other Part-Time/Discretionary Wages	\$ 3,218,891	\$ 3,507,491	\$ 288,600
Fringe Benefits	\$ 25,619,841	\$ 25,346,855	\$ (272,986)
Supplies	\$ 1,017,884	\$ 968,286	\$ (49,598)
Other Operating Expenses (Including ISA Agreements & Election Expenses)	\$ 12,702,826	\$ 14,057,718	\$ 1,354,892
Capital Outlay	\$ 1,285,373	\$ 1,104,825	\$ (180,548)
Transfers Out (Prefunding Parking Subsidy)	\$ 880,230	\$ 1,698,524	\$ 818,294
Contingency (Reverse for Non Credit FTES)	\$ -	\$ -	\$ -
Total Expenses	\$ 111,537,387	\$ 115,372,085	\$ 3,834,698

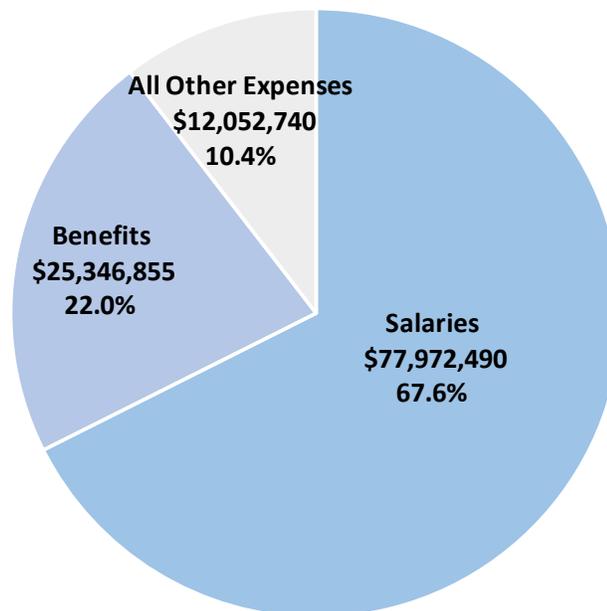
**Table 6-13. 2019-20 Adopted Budget
Unrestricted General Fund Expense Summary – Salaries and Benefits**

	2018-19 Adopted Budget	2019-20 Adopted Budget	Difference	
Full-Time/Permanent Part-Time Salaries	\$ 48,110,389	\$ 50,058,819	\$ 1,948,430	Negotiated Increases, Steps/Columns, Funding for New Positions
Full-Time Overload for Fall, Spring/Summer/Winter	\$ 3,739,000	\$ 3,918,503	\$ 179,503	Increase based on negotiated rate increase offset by lower section counts
Full-Time Supplementary Services/Athletic Coach Comp	\$ 524,253	\$ 536,174	\$ 11,921	Increase based on requested Forced Costs
Adjunct Salaries for Fall, Spring/Summer/Winter	\$ 12,581,000	\$ 12,272,268	\$ (308,732)	Decrease due to lower section counts
Other Salaries (Vacation, Longevity, Cell Phone Stipends)	\$ 809,700	\$ 810,300	\$ 600	
Overtime, Adult Hourly, College Assistants	\$ 3,218,891	\$ 3,507,491	\$ 288,600	Increase based on forced costs
Substitutes/Non-Credit/Flex	\$ 1,048,000	\$ 1,092,322	\$ 44,322	Increase based on increase of Non-Credit Sections
Fringe Benefits	\$ 25,619,841	\$ 25,346,855	\$ (272,986)	
Subtotal - Salaries and Benefits	\$ 95,651,074	\$ 97,542,732	\$ 1,891,658	

**Table 6-14. 2019-20 Adopted Budget
Unrestricted General Fund Expense Summary – All Expenses**

	2018-19 Adopted Budget	2019-20 Adopted Budget	Difference	
Subtotal - Salaries and Benefits	\$ 95,651,074	\$ 97,542,732	\$ 1,891,658	
Supplies	\$ 1,017,884	\$ 968,286	\$ (49,598)	Forced Costs net of reductions based on historical trends
Utilities	\$ 2,299,851	\$ 2,334,851	\$ 35,000	Forced Costs
Election Expense	\$ 300,000	\$ -	\$ (300,000)	No Election expense this year
Other Operating Expenses (including ISA Agreements)	\$ 10,102,975	\$ 11,722,867	\$ 1,619,892	Increase in ISA agreements to achieve FTES targets
Capital Outlay	\$ 1,285,373	\$ 1,104,825	\$ (180,548)	Forced Costs, net of reductions based on historical trends and removal 2018-19 One-Time Forced Costs
Transfers Out to Other Funds	\$ 880,230	\$ 1,698,524	\$ 818,294	Return of Parking Subsidy after prepayment in previous year, increasing Debt Service, and other transfers out for Grant Support
Total Expenses	\$ 111,537,387	\$ 115,372,085	\$ 3,834,698	

Graph 6-8. Salaries and Benefits Account for 89.6% of the District's 2019-20 Adopted Budget



STRS/PERS:

Because of the lack of on-going funding to fully fund the projected increases in STRS/PERS District contributions, one-time funding has been allocated by the District to a Restricted Fund 68 at the Los Angeles County Office of Education designated for STRS/PERS pension expenses. The current balance is almost \$6.0 million and the balance can be used to fund the increased annual expenses until an on-going funding source is identified.

Table 6-15. STRS Pension Liability through 2022-2023

Fiscal Year	Projected STRS Salaries	Status Quo Rate	STRS Cost	Increased Rate	STRS Cost	Increased Cost Over Status Quo	Year over Year Increased Cost
2013-14	\$ 25,653,745	8.25%	\$ 2,116,434	8.25%	\$ 2,116,434	\$ -	
2014-15	\$ 27,938,142	8.25%	\$ 2,304,897	8.88%	\$ 2,480,907	\$ 176,010	\$ 176,010
2015-16	\$ 31,270,355	8.25%	\$ 2,579,804	10.73%	\$ 3,355,309	\$ 775,505	\$ 599,494
2016-17	\$ 32,904,850	8.25%	\$ 2,714,650	12.58%	\$ 4,139,430	\$ 1,424,780	\$ 649,275
2017-18	\$ 35,045,618	8.25%	\$ 2,891,263	14.43%	\$ 5,057,083	\$ 2,165,819	\$ 741,039
2018-19	\$ 40,901,885	8.25%	\$ 3,374,406	16.28%	\$ 6,658,827	\$ 3,284,421	\$ 1,118,602
2019-20	\$ 43,837,214	8.25%	\$ 3,616,570	16.70%	\$ 7,320,815	\$ 3,704,245	\$ 419,823
2020-21	\$ 46,977,535	8.25%	\$ 3,875,647	18.10%	\$ 8,502,934	\$ 4,627,287	\$ 923,043
2021-22	\$ 50,336,880	8.25%	\$ 4,152,793	17.80%	\$ 8,959,965	\$ 4,807,172	\$ 179,885
2022-23	\$ 53,930,228	8.25%	\$ 4,449,244	17.80%	\$ 9,599,581	\$ 5,150,337	\$ 343,165
			\$ 32,075,707		\$ 58,191,283		\$ 5,150,337

Table 6-16. PERS Pension Liability through 2022-2023

Fiscal Year	Projected PERS Salaries	Status Quo Rate	PERS Cost	Increased Rate	PERS Cost	Increased Cost Over Status Quo	Year over Year Increased Cost
2013-14	\$ 21,668,593	11.44%	\$ 2,478,887	11.44%	\$ 2,478,887	\$ -	
2014-15	\$ 23,395,480	11.44%	\$ 2,676,443	11.77%	\$ 2,753,648	\$ 77,205	\$ 77,205
2015-16	\$ 25,159,148	11.44%	\$ 2,878,207	11.85%	\$ 2,981,359	\$ 103,153	\$ 25,947
2016-17	\$ 28,123,505	11.44%	\$ 3,217,329	13.89%	\$ 3,905,792	\$ 688,463	\$ 585,311
2017-18	\$ 29,570,246	11.44%	\$ 3,382,836	15.53%	\$ 4,592,555	\$ 1,209,719	\$ 521,255
2018-19	\$ 31,796,335	11.44%	\$ 3,637,501	18.06%	\$ 5,743,054	\$ 2,105,553	\$ 895,835
2019-20	\$ 33,789,733	11.44%	\$ 3,865,545	20.73%	\$ 7,005,625	\$ 3,140,080	\$ 1,034,527
2020-21	\$ 35,907,108	11.44%	\$ 4,107,773	23.60%	\$ 8,474,077	\$ 4,366,304	\$ 1,226,224
2021-22	\$ 38,156,118	11.44%	\$ 4,365,060	24.90%	\$ 9,500,873	\$ 5,135,813	\$ 769,509
2022-23	\$ 40,544,894	11.44%	\$ 4,638,336	25.70%	\$ 10,420,038	\$ 5,781,702	\$ 645,888
			\$ 35,247,917		\$ 57,855,909		\$ 5,781,702

Table 6-17.

STRS/PERS Pension Rate Increases District Contribution Increase Projections						
Fiscal Year	STRS	STRS Annual Contribution Increase	PERS	PERS Annual Contribution Increase	Total STRS/PERS Increase	
2013-14	8.25%	\$ -	11.44%	\$ -	\$ -	
2014-15	8.88%	\$ 176,010	11.77%	\$ 77,205	\$ 253,215	
2015-16	10.73%	\$ 599,494	11.85%	\$ 25,947	\$ 625,442	
2016-17	12.58%	\$ 649,275	13.89%	\$ 585,311	\$ 1,234,586	
2017-18	14.43%	\$ 741,039	15.53%	\$ 521,255	\$ 1,262,295	
2018-19	16.28%	\$ 1,118,602	18.06%	\$ 895,835	\$ 2,014,437	
2019-20	16.70%	\$ 419,823	20.73%	\$ 1,034,527	\$ 1,454,350	
2020-21	18.10%	\$ 923,043	23.60%	\$ 1,226,224	\$ 2,149,267	
2021-22	17.80%	\$ 179,885	24.90%	\$ 769,509	\$ 949,394	
2022-23	17.80%	\$ 343,165	25.70%	\$ 645,888	\$ 989,053	
		\$ 5,150,337		\$ 5,781,702	\$ 10,932,039	

STAFFING

2019 - 2020 ANNUAL BUDGET



Staffing Levels – Fall 1999 through Fall 2019 ●
Negotiated Compensation Increases ●

SECTION 7

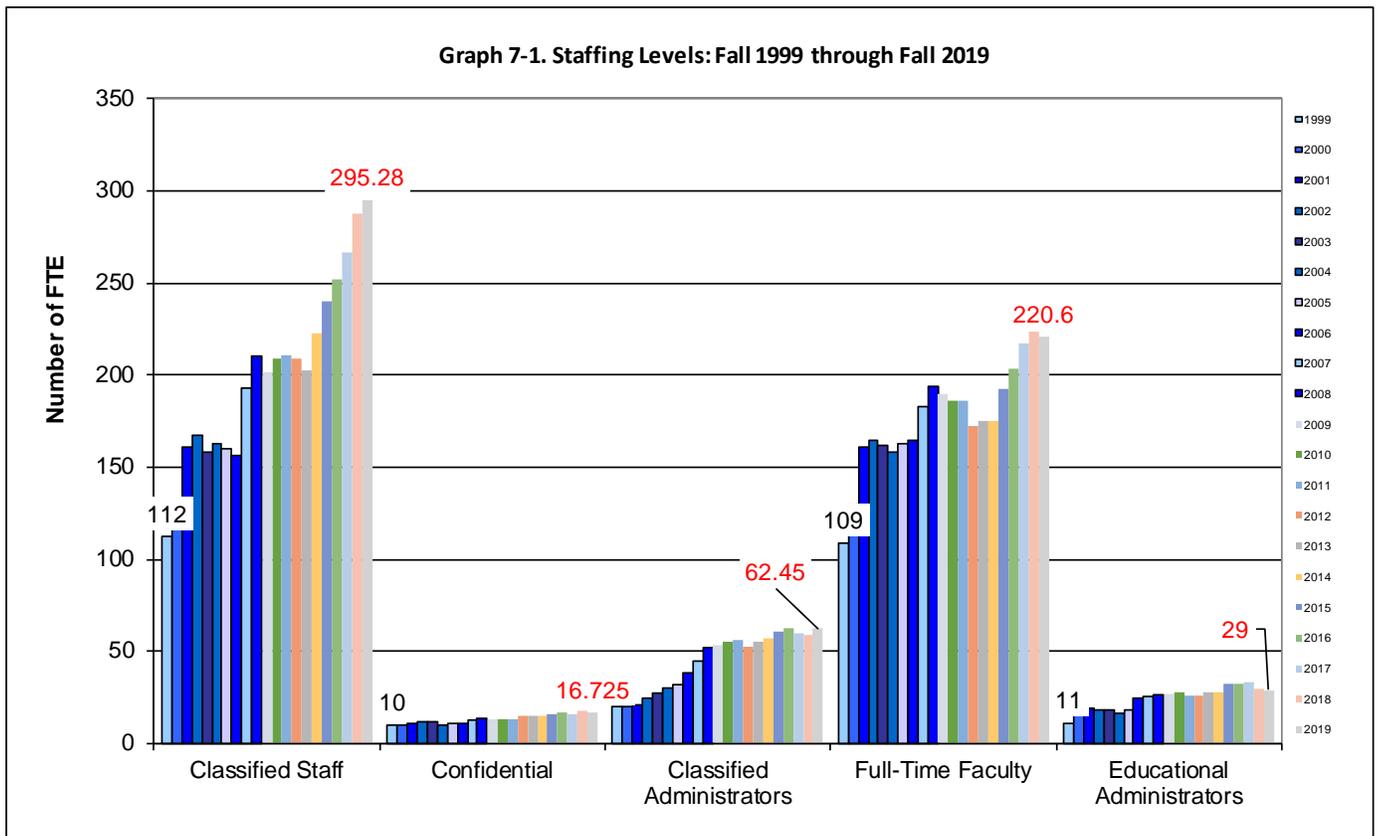
STAFFING LEVELS – FALL 1999 THROUGH FALL 2019

History of Staffing Levels:

Over the years, staffing continues to grow and adjustments are made consistent with available State Apportionment funding and other factors such as receipt of new grant funding requiring specific staffing. Staffing declined slightly due to the 2009-2010 and 2011-2012 reduced enrollment targets. These declines in staffing were accomplished through resignations and retirements.

Notably, in 31 years, the District has been able to adjust enrollments, identify expense reductions, cultivate new revenue sources, and make contingency plans, which have resulted in the District’s ability to respond to volatile State Budgets without layoffs, salary rollbacks, furloughs, or freezes. Despite the statewide base revenue reductions associated with the Great Recession and because of these practices, the District has been able to avoid the invasive operational restructuring and program elimination that other districts have implemented.

Total FTES increased from 10,362 in 2002-2003 to 16,391 in 2018-2019, an increase of 58.2% in 16 years. Between Fall 2003 through Fall 2019, overall staffing increased 65.5%, consistent not just with the increases in enrollment trends, but also with the requirements to meet the full-time faculty obligation. During periods where the State provided growth funding, the District took advantage of surplus funds to hire in advance of the Full-Time Faculty Obligation. In fact, the District exceeded the amount of full time faculty for Fall 2019 by 2 FTEF.



NEGOTIATED COMPENSATION INCREASES

Negotiated Compensation Increases:

With 89.6% of the budget allocated to salaries and benefits, this area is monitored very closely using an Access database to update costs annually on a position-by-position basis. Steps are applied for each as well as any negotiated increases. A Total Compensation methodology is used to negotiate increases by allocating a percentage increase applied to a total amount of salaries and benefits, which can then be spent at the discretion of the represented group. Despite little to no COLA allocations from the State, the District has provided salary increases for all employee groups over the last few years.

Status of Negotiations:

The District has finalized negotiations with all represented groups for 2018-19 except for the Adjunct Faculty. This included salary and benefit increases as well as funding provided for other compensation items. Negotiations for 2019-2020 are about to begin for all represented groups.

Uses of Total Compensation:

Total Compensation can be allocated to salary increases and health and welfare benefit increases as well as other items, including but not limited to; salary schedule reform, increased overload and summer/winter intercession pay rates, increase release time for Department Chair duties, increased release time for COCFA union and negotiation teams, release time for Academic Senate, lecture/lab parity and additional retirement benefits.

Additional Pay Available for Each Unit:

Table 7-1:

Full-Time / Part-Time Faculty	Full-Time / Part-Time Classified	Confidential	Educational / Classified Administrator
Step Increase	Step Increase	Step Increase	One-Time Stipend (for additional responsibilities)
Column	Negotiated Increase	Negotiated Increase	Educational Incentive
Negotiated Increase	Overtime	Overtime	
Overload	Compensatory Time	Compensatory Time	
Summer / Winter Intercession	Reclassification	Reclassification	
Supplementary Services	Educational Incentive	Educational Incentive	
		Longevity	
		Merit	

Table 7-2.

Total Salary and Health & Welfare Increases for All Negotiated Groups

	<u>2009-2010</u>	<u>2010-2011</u>	<u>2011-2012</u>	<u>2012-2013</u>	<u>2013-2014</u>	<u>2014-15</u>
<u>COCFA</u>						
Salary Schedule Increase	0.00%	0.00%	0.00%	0.00%	1.73%	2.76%
Average Step/Columns Increase	1.95%	1.84%	1.68%	1.34%	1.34%	1.61%
All Other Increases	0.13%	0.10%	0.14%	0.00%	0.00%	0.73%
Total Salary Increases	<u>2.08%</u>	<u>1.94%</u>	<u>1.82%</u>	<u>1.34%</u>	<u>3.07%</u>	<u>5.10%</u>
On-Going H&W Contribution (Total Comp)	0.00%	0.00%	0.77%	0.00%	0.24%	0.16%
One-Time Funds for H&W (Total Comp)	0.00%	0.80%	0.00%	0.00%	0.00%	0.00%
Total Salary and H&W Increases	<u>2.08%</u>	<u>2.74%</u>	<u>2.59%</u>	<u>1.34%</u>	<u>3.31%</u>	<u>5.26%</u>
<u>CSEA</u>						
Salary Schedule Increase	0.00%	0.00%	0.96%	0.00%	1.30%	3.65%
Average Step Increase	3.26%	2.97%	2.72%	3.51%	2.24%	2.83%
All Other Increases (reclass/mkt adj)	0.33%	0.56%	0.36%	0.00%	0.90% *	2.10%
Total Salary Increases	<u>3.59%</u>	<u>3.53%</u>	<u>4.04%</u>	<u>3.51%</u>	<u>4.44%</u>	<u>8.58%</u>
On-Going H&W Contribution (Total Comp)	0.00%	2.52%	0.00%	0.00%	0.00%	0.00%
One-Time Funds for H&W (Total Comp)	1.71%	0.00%	0.00%	0.00%	0.00%	0.00%
Total Salary and H&W Increases	<u>5.30%</u>	<u>6.05%</u>	<u>4.04%</u>	<u>3.51%</u>	<u>4.44%</u>	<u>8.58%</u>
<u>Confidential</u>						
Salary Schedule Increase	0.00%	0.00%	0.00%	1.10%	1.79%	3.60%
Average Step/Columns Increase	1.53%	1.06%	0.47%	0.71%	2.24%	1.69%
All Other Increases (ongoing merit/reclass)	0.00%	2.06%	0.46%	2.26%	-0.29%	0.15%
Total Salary Increases	<u>1.53%</u>	<u>3.12%</u>	<u>0.93%</u>	<u>4.07%</u>	<u>3.74%</u>	<u>5.44%</u>
On-Going H&W Contribution (Total Comp)	0.00%	0.00%	0.92%	0.00%	0.00%	0.27%
Total Salary and H&W Increases	<u>1.53%</u>	<u>3.12%</u>	<u>1.85%</u>	<u>4.07%</u>	<u>3.74%</u>	<u>5.71%</u>
<u>Classified Administrators</u>						
Salary Increases - (Salary Schedule 2017)	0.00%	0.00%	2.93%	1.32%	1.75%	3.34%
Promotion/Demotion / Steps (2017 and on)	-0.38%	1.06%	1.25%	0.17%	1.18%	2.71%
Market Adjustments (Equity)	1.36%	0.95%	1.51%	0.00%	0.00%	0.00%
Total Salary Increases	<u>0.98%</u>	<u>2.01%</u>	<u>5.69%</u>	<u>1.49%</u>	<u>2.93%</u>	<u>6.05%</u>
On-Going H&W Contribution (Total Comp)	(Pool established in 2011-12)		0.20%	0.00%	0.00%	0.00%
Total Salary and H&W Increases	<u>0.98%</u>	<u>2.01%</u>	<u>5.89%</u>	<u>1.49%</u>	<u>2.93%</u>	<u>6.05%</u>
<u>Educational Administrators</u>						
Salary Increases - (Salary Schedule 2017)	0.00%	0.00%	4.37%	0.66%	1.75%	3.34%
Promotion/Demotion / Steps (2017 and on)	2.31%	1.87%	2.82%	0.85%	0.28%	2.72%
Market Adjustments (Equity)	0.00%	0.00%	0.77%	0.00%	0.00%	0.00%
Total Salary Increases	<u>2.31%</u>	<u>1.87%</u>	<u>7.96%</u>	<u>1.51%</u>	<u>2.03%</u>	<u>6.06%</u>
On-Going H&W Contribution (Total Comp)	(Pool established in 2011-12)		0.20%	0.00%	0.00%	0.00%
Total Salary and H&W Increases	<u>2.31%</u>	<u>1.87%</u>	<u>8.16%</u>	<u>1.51%</u>	<u>2.03%</u>	<u>6.06%</u>
AFT - Adjunct Faculty Total Salary Increase (including Steps)	<u>1.20%</u>	<u>1.20%</u>	<u>3.20%</u>	<u>1.20%</u>	<u>3.70%</u>	<u>4.00%</u>

Table 7-2. (cont'd)

Total Salary and Health & Welfare Increases for All Negotiated Groups

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>Cumulative</u>	<u>Average</u>
<u>COCFA</u>						
Salary Schedule Increase	5.00%	0.41%	2.50%	4.37%	16.77%	1.68%
Average Step/Columns Increase	1.27%	1.91%	1.53%	2.08%	16.55%	1.66%
All Other Increases	0.05%	3.79%	0.16%	0.00%	5.10%	0.51%
Total Salary Increases	6.32%	6.11%	4.19%	6.45%	38.42%	3.84%
On-Going H&W Contribution (Total Comp)	0.49%	0.00%	1.22%	0.36%	3.24%	0.32%
One-Time Funds for H&W (Total Comp)	0.00%	0.00%	0.00%	0.00%	0.80%	0.08%
Total Salary and H&W Increases	6.81%	6.11%	5.41%	6.81%	42.46%	4.25%
<u>CSEA</u>						
Salary Schedule Increase	4.41%	3.66%	1.05%	2.85%	17.88%	1.79%
Average Step Increase	2.50%	2.84%	1.69%	2.53%	27.09%	2.71%
All Other Increases (reclass/mkt adj)	5.38%	1.63%	1.74%	1.24%	14.24%	1.42%
Total Salary Increases	12.29%	8.13%	4.48%	6.62%	59.21%	5.92%
On-Going H&W Contribution (Total Comp)	0.00%	0.00%	0.10%	0.14%	2.76%	0.28%
One-Time Funds for H&W (Total Comp)	0.00%	0.00%	0.00%	0.00%	1.71%	0.17%
Total Salary and H&W Increases	12.29%	8.13%	4.58%	6.76%	63.68%	6.37%
<u>Confidential</u>						
Salary Schedule Increase	3.33%	3.51%	1.75%	4.29%	19.37%	1.94%
Average Step/Columns Increase	1.31%	1.68%	1.46%	2.15%	14.30%	1.43%
All Other Increases (ongoing merit/reclass)	0.28%	1.46%	0.00%	0.00%	6.38%	0.64%
Total Salary Increases	4.92%	6.65%	3.21%	6.44%	40.05%	4.01%
On-Going H&W Contribution (Total Comp)	1.24%	0.00%	1.23%	0.00%	3.66%	0.37%
Total Salary and H&W Increases	6.16%	6.65%	4.44%	6.44%	43.71%	4.37%
<u>Classified Administrators</u>						
Salary Increases - (Salary Schedule 2017)	3.84%	2.35%	0.00%	4.07%	19.60%	1.96%
Promotion/Demotion / Steps (2017 and on)	0.88%	0.73%	3.80%	1.50%	12.90%	1.29%
Market Adjustments (Equity)	1.27%	0.74%	0.00%	0.00%	5.83%	0.58%
Total Salary Increases	5.99%	3.82%	3.80%	5.57%	38.33%	3.83%
On-Going H&W Contribution (Total Comp)	0.00%	0.00%	0.00%	0.00%	0.20%	0.03%
Total Salary and H&W Increases	5.99%	3.82%	3.80%	5.57%	38.53%	3.86%
<u>Educational Administrators</u>						
Salary Increases - (Salary Schedule 2017)	3.48%	2.35%	0.00%	4.07%	20.02%	2.00%
Promotion/Demotion / Steps (2017 and on)	0.87%	0.94%	3.80%	1.50%	17.96%	1.80%
Market Adjustments (Equity)	0.00%	0.00%	0.00%	0.00%	0.77%	0.08%
Total Salary Increases	4.35%	3.29%	3.80%	5.57%	38.75%	3.88%
On-Going H&W Contribution (Total Comp)	0.00%	0.00%	0.00%	0.00%	0.20%	0.03%
Total Salary and H&W Increases	4.35%	3.29%	3.80%	5.57%	38.95%	3.90%
AFT - Adjunct Faculty Total Salary Increase (including Steps)	6.12%	4.21%	3.49%	4.46%	32.78%	3.28%

INSTRUCTIONAL EQUIPMENT BUDGET

2019 - 2020 ANNUAL BUDGET



Instructional Equipment Funding ●

SECTION 8

I N S T R U C T I O N A L E Q U I P M E N T F U N D I N G

State Allocations for Instructional Equipment:

In recent years, the Legislature and the Governor have made it a priority to fund Instructional Equipment to ensure that students have access to the same current equipment that potential employers are using.

These allocations were funded using one-time funds. The Governor prefers to provide one-time allocations for part of the increases in Proposition 98 funding levels, since the increases in State revenues prompting higher Proposition 98 funding levels may not be sustained due to the volatility of some State revenues such as capital gains.

Table 8-1. State Allocations for Instructional Equipment

	<u>Statewide Allocation</u>	<u>District Allocation</u>	<u>Spend By</u>
2014-2015	\$148,000,000	\$ 1,147,108*	6/30/15
2015-2016	\$148,000,000	\$ 1,990,261	6/30/17
2016-2017	\$184,565,000	\$ 2,553,817	6/30/18
2017-2018	\$ 69,859,000	\$ 1,011,406	6/30/19
2018-2019	\$ 28,465,000	\$ 422,242	6/30/20
2019-2020	\$ 13,500,000	\$ 189,000	6/30/21

*Represents the portion of the District Allocation used for Instructional Equipment. An additional \$867,003 in District Allocation was used for Scheduled Maintenance and Repairs.

In 2014-2015, all Instructional Equipment requests submitted through Program Review were funded using \$1,147,108 in one-time Instructional Equipment funding and \$179,960 in other District one-time funds.

In 2015-2016, \$4,148,390 in Instructional Equipment requests were submitted through Program Review. Requests were reviewed by Executive Cabinet and PAC-B after Adopted Budget to determine which requests to fund using the one-time Instructional Equipment allocation of \$1,990,261.

In 2016-2017, one-time Instructional Equipment funding was allocated in the amount of \$2,553,817. Through Program Review, the District received almost \$5.5 million in equipment requests with approximately \$3.8 M of those for Instructional Equipment. That list was evaluated by Executive Cabinet so that \$861,774 in equipment requests could be funded early in the fiscal year (in Tentative and Adopted Budgets) to accommodate any RFP/bids that needed to be done for purchases over the bid limit. Instructional departments received communication regarding these requests after approval so they could move forward with the expenditure process. To address allocating the balance of \$1,692,043, a subsequent process was established that allowed new 2016-2017 instructional equipment requests to be submitted through the 2017-2018 Program Review screens for equipment. These requests were evaluated by the Department Chairs/Managers, Division Deans and Executive Cabinet. In addition, a process was established where a small workgroup took a second look at instructional equipment requests submitted through the 2016-2017 Program Review that had not been funded at Adopted Budget. Both lists were presented at the November 2016 PAC-B meeting for final review, and instructional equipment totaling \$1,256,348 was funded. These requests were followed by subsequent requests totaling \$201,144, which were similarly evaluated and funded. The remaining unallocated funds totaling \$234,551 were available for distribution during the 2017-2018 Budget Development process, based on Instructional Equipment requests submitted through Program Review and evaluated in April 2017 by Executive Cabinet and PAC-B.

In 2017-2018, allocation of the District’s one-time Instructional Equipment funding was not included in the Adopted Budget because of pending legislation to shift \$7 million of the Statewide allocation to support financial aid for Dreamers. After Adopted Budget, when the final allocation was confirmed at \$1,011,406 for our District, the process of funding instructional equipment began. Initially, instructional equipment requests submitted in the 2017-2018 Program Review were funded. Since this did not fully utilize all of the 2017-2018 funding, some instructional equipment requests from 2018-2019 Program Reviews were funded early.

In 2018-2019, allocation of the District’s \$422,242 in instructional equipment funding was allocated to approved Augmentation requests submitted through 2018-2019 Program Review.

For 2019-2020, \$172,499 of the District’s \$189,000 allocation in instructional equipment funding has been allocated to approved requests submitted through 2019-2020 Program Review. The remaining funding will be allocated based on approved requests submitted through 2020-2021 Program Review. To provide the “big picture” of the impact of this funding, the following chart shows the departments that have benefitted from these one-time Instructional Equipment allocations totaling almost \$7.3 million from July 1, 2014 through the 2019-2020 fiscal year.

In addition to the expenditures detailed in the table below, \$16,501 remains unallocated of 2019-2020 funding and must be spent by June 30, 2021.



**Table 8-2. Instructional Block Grant Expenditures
2014-15 through 2019-20**

Department	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20**	Total
Amount Allocated by State	\$ 1,147,108	\$ 1,990,261	\$ 2,553,817	\$ 1,011,406	\$ 422,242	\$ 189,000	\$ 7,313,834
Academic Affairs	-	-	-	6,000	26,193	-	\$ 32,193
Administration of Justice	-	5,796	-	-	-	-	\$ 5,796
Anthropology	-	-	-	14,735	-	-	\$ 14,735
Art	-	12,086	-	7,690	-	25,110	\$ 44,886
Astronomy	-	-	1,244	20,394	-	-	\$ 21,638
Automotive Technology	-	-	39,755	41,000	-	-	\$ 80,755
Biology	-	237,233	103,042	111,210	20,081	31,735	\$ 503,301
Campuswide Computers	975,916	753,419	734,770	303,587	-	-	\$ 2,767,692
CAWT	-	-	298	492	-	-	\$ 790
Chemistry	61,313	6,530	47,471	32,615	-	-	\$ 147,929
Computer Networking	-	-	30,000	-	-	-	\$ 30,000
Computer Support Services	-	-	508,469	-	144,687	-	\$ 653,156
Culinary Arts	-	28,642	-	-	-	-	\$ 28,642
Dance	-	919	-	-	-	-	\$ 919
Drafting Technology	-	-	-	-	-	24,000	\$ 24,000
Emergency Medical Technology	-	6,459	-	-	-	-	\$ 6,459
Engineering	-	176,042	90,501	165	1,622	-	\$ 268,330
Environmental Science	-	12,749	616	-	-	-	\$ 13,365
Fine & Performing Arts	-	-	96,544	97,129	105,675	63,100	\$ 362,448
Fire Control Technology	-	1,123	-	-	-	-	\$ 1,123
General Institutional Support (CCC)	29,879	-	-	-	-	-	\$ 29,879
Geography	-	7,341	-	-	-	-	\$ 7,341
Geology	-	6,476	-	5,534	17,006	-	\$ 29,015
Interdisciplinary Field Study	-	-	7,631	-	-	-	\$ 7,631
Interior Design	-	-	3,700	1,300	-	-	\$ 5,000
Library	-	-	1,407	-	-	-	\$ 1,407
Mathematics	-	4,592	-	-	-	-	\$ 4,592
Media Entertainment Arts	-	3,954	78,548	175,881	2,578	5,601	\$ 266,562
Media/Audio Visual	-	102,177	-	-	-	-	\$ 102,177
Medical Lab Technology	-	44,263	-	-	-	-	\$ 44,263
Music	-	205,542	128,424	-	26,558	-	\$ 360,524
Nursing	-	150,497	676	-	72,000	-	\$ 223,173
Philosophy	-	14,989	-	-	-	-	\$ 14,989
Photography	-	40,227	193,430	1,018	-	-	\$ 234,676
Physical Education	-	86,806	-	25,400	-	-	\$ 112,206
Physical Sciences	-	-	4,668	1,691	5,842	-	\$ 12,202
Physics	-	55,560	49,168	43,010	-	-	\$ 147,738
School of Math, Science & Health	-	1,679	-	-	-	-	\$ 1,679
School of Social & Behavioral Sciences	-	-	-	44,167	-	-	\$ 44,167
System Administration	-	-	38,340	-	-	-	\$ 38,340
Theatre	-	25,160	64,971	23,994	-	-	\$ 114,125
Welding And Cutting	80,000	-	330,141	54,394	-	17,953	\$ 482,488
Wine Studies	-	-	-	-	-	5,000	\$ 5,000
Total Spent*	\$ 1,147,108	\$ 1,990,261	\$ 2,553,817	\$ 1,011,406	\$ 422,242	\$ 172,499	\$ 7,297,333

*Total amount spent or allocated to departments for 2018-19 and 2019-20

**2019-20: \$16,501 remains unallocated to departments. It must be spent out by 6/30/21

Additional Funding for Instructional Equipment:

In addition to the Instructional Equipment Block Grant, the District has dedicated funding from other sources towards the purchase of Instructional Equipment. These sources include funding from the Unrestricted General Fund, Restricted Grant and Categorical Funds, Capital Outlay Fund and General Obligation Bond Funds.

**Table 8-3. History of Instructional Equipment Purchases (not through the Instructional Block Grant)
2014-15 through 2018-19**

Department	2014-15	2015-16	2016-17	2017-18	2018-19	Total
Academic Administration	1,207	62,634	151,554	5,013	3,110	223,519
Administration of Justice	-	1,137	-	-	-	1,137
Adult Education Block Grant Administrative Activities	-	-	-	24,377	3,108	27,486
American Sign Language	2,101	-	35,441	569	1,046	39,157
Animation	-	23,398	-	32,362	-	55,760
Anthropology	-	21,478	10,138	-	-	31,617
Art	544	1,767	-	-	4,059	6,370
Astronomy	29,932	5,067	-	-	-	34,999
Athletic Training/Sports Med	1,113	1,902	3,221	785	-	7,021
Audio Visual	24,013	-	-	-	-	24,013
Automotive Technology	-	40,730	37,328	75,074	5,919	159,050
Biology	661	5,209	51,070	21,336	-	78,276
Boykin Hall Modernization	-	-	-	57,999	3,425	61,424
CA Career Pathways Trust Grant	-	-	311,830	68,016	260,205	640,051
Center for Applied Competitive Technologies	-	-	-	-	196	196
CalWorks	-	-	20,585	-	-	20,585
Campuswide Computers	45,339	88,088	1,120	7,095	41,940	183,582
Chemistry	-	-	-	1,994	-	1,994
Child Development	10,167	19,826	1,888	-	-	31,881
Complete Renovation of S-130	-	-	43,700	-	-	43,700
Computer Networking	58,336	61,166	22,420	27,511	23,203	192,635
Culinary Arts	63,051	1,562	-	-	7,288	71,901
Dance	-	4,365	-	-	-	4,365
Drafting Technology	-	2,083	13,548	-	-	15,631
DSP&S - Deaf, Hard Of Hearing	-	-	8,677	4,122	1,575	14,374
Electronics And Electric Technology	10,765	12,824	-	-	-	23,589
Emergency Medical Technology	-	78,937	4,959	-	-	83,897
Energy Systems Technology	537	9,182	-	-	-	9,719
English As Second Language	1,198	-	-	-	-	1,198
Fire Control Technology	-	2,000	5,948	6,832	4,773	19,554
Foundation Grant	1,210	7,062	18,762	37,148	16,922	81,103
Subtotal	250,173	450,417	742,190	370,232	376,769	2,189,781

**Table 8-3. (cont'd) History of Instructional Equipment Purchases (not through the Instructional Block Grant)
2014-15 through 2018-19**

Department	2014-15	2015-16	2016-17	2017-18	2018-19	Total
Golf	3,844	-	-	-	-	3,844
Geography	687	992	18,083	-	-	19,762
Geology	-	56,966	17,329	433	-	74,727
History	-	14,835	-	-	-	14,835
Interior Design	7,509	4,938	-	-	3,508	15,955
Land Surveying	-	46,151	1,285	-	-	47,436
Learning Skills, Handicapped	194,596	60,662	6,778	15,595	107	277,738
MakerSpace	-	-	632	-	-	632
Manufacturing	45,656	53,216	16,298	-	-	115,169
Media Entertainment Arts	(555)	8,771	-	2,589	-	10,805
Medical Lab Technology	31,003	10,900	9,148	-	5,668	56,719
Modernization	-	-	5,704	66,426	238,021	310,151
Multimedia	-	10,637	-	-	-	10,637
Music	4,826	2,671	5,770	4,003	1,432	18,701
Nursing	10,415	11,656	7,001	-	3,195	32,267
P39 Clean Energy Workforce Grant	15,000	17,463	20,261	15,208	-	67,931
Photography	106,330	22,928	20,279	-	13,043	162,580
Physical Sciences	5,846	-	-	-	-	5,846
Physics	-	21,731	259	-	-	21,990
Plumbing & Pipefitting	5,475	608	-	-	-	6,084
Skills 4 Success Instruction Materials/Equipment	-	-	-	-	124,832	124,832
School of Humanities	-	29,368	-	-	-	29,368
Math, Science & Engineering	415	347	13,590	2,703	-	17,056
Spanish	608	-	-	-	-	608
Strong Workforce Local	-	-	-	101,824	465	102,289
Student Equity	-	-	17,835	-	-	17,835
Surveying	-	-	-	34,042	-	34,042
Temporary Aid for Needy Families	1,175	5,803	-	-	-	6,978
Theatre	-	3,577	-	129,958	-	133,535
Title V - Online Tutor	2,336	-	-	-	-	2,336
Water Science	-	1,793	-	-	-	1,793
Welding And Cutting	65,193	217,711	430,660	4,229	83,244	801,037
Grand Total	750,532	1,054,142	1,333,101	747,240	850,284	4,735,300

RESTRICTED BUDGET

2019 - 2020 ANNUAL BUDGET



Grant Revenue Assumptions●
Categorical Funds●

SECTION 9

GRANT REVENUE ASSUMPTIONS

Grant Revenues:

To augment the resources available to the District for program development, new initiatives, innovative projects, and instructional equipment, the District pursues grant revenue from the State of California, the Federal Government, and private foundations.

Beginning in 2009-2010, severe funding cuts were made to all State grants, including Nursing and Economic Development grants. As a result, the District saw a decline in grant revenues that were awarded in 2008-2009 and intended to continue at the same funding levels in 2009-2010. Also, the end of multi-year grant projects in 2008-2009, including Title III and CREATE, further attributed to the reduction in grant revenue in 2009-2010.

From 2009-2010 through 2013-2014 the District's grant funding remained consistently above \$5 million, despite years of State economic challenges during the Great Recession.

In 2014-2015, grant awards totaling \$9,274,112 represented an increase of 77% over the low point in 2009-2010. This large increase was because the District secured many new grants including the Statewide Institutional Effectiveness Partnership Initiative grant, NSF Statistics Educators grant, and a Title V grant.

In 2015-2016, grant awards totaling \$15,951,119 represented a 72% increase over the prior year. The District secured many new grant awards, such as the NSF Create Evaluation grant, a Nursing Enrollment Growth grant, a U.S. Department of Education Title V grant with CSUN, and IDRC Health Information Coding grant, and the CA Career Pathways Trust grant, which lead to this large increase in funding.

In 2016-2017, the District not only maintained the high dollar funding of over \$15.9 million from 2015-2016, but even saw a slight increase to \$16,067,015. New grant initiatives included a Hispanic Serving Institutions STEM Articulation grant with CSUN, an NSF Create Madison Technical College sub-award, and the Basic Skills and Student Outcomes Transitions grant.

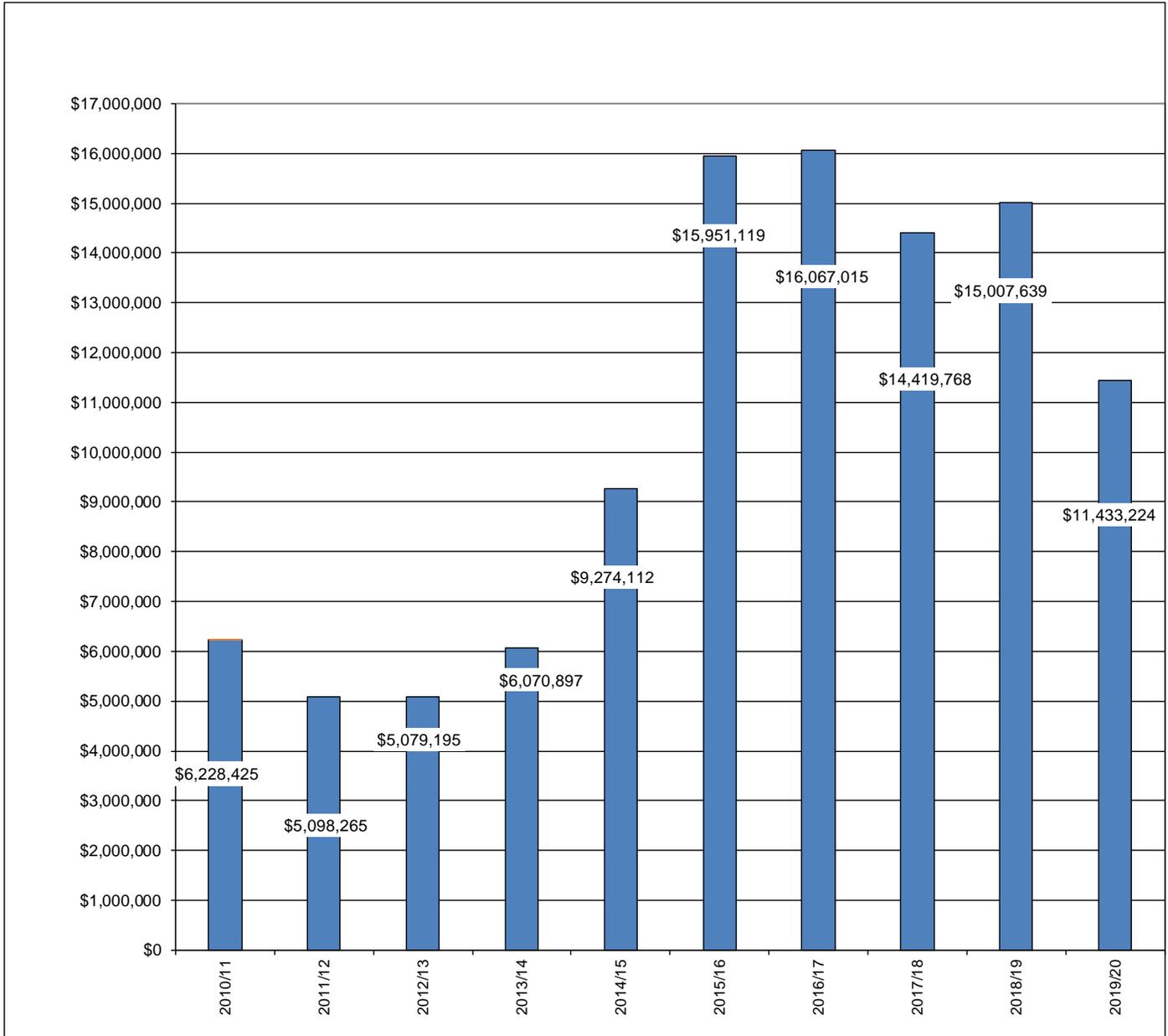
In 2017-2018, grant awards totaled \$14,367,768. The decrease in total awards is mainly attributable to the receipt of a \$2 million CA Career Pathways Trust Grant in 2016-2017 that was awarded in one lump sum but intended to be spent over several years, as well as the successful completion of the Upward Bound, Industry Driven Regional Collaborative, and SB1070 grants in 2016-2017. These decreases were partially offset by several new or increased awards, including a MakerSpace grant, the College Promise Program, two Open Educational Resources grants, a CTE Education Pathways award, and new Welding and Apprenticeship grants.

In 2018-2019, grant awards totaled \$15,007,639. The District secured new grant awards, such as a Nursing Enrollment Growth grant, Song Brown Capitation Grant, Sector Navigator Grant, a Veterans' Resource Grant, and Civic Engagement grants.

In 2019-2020, as of September 27, 2019, grant awards total \$11,433,224. This number will continue to grow as the fiscal year progresses over the next nine months and additional grants are secured.

Looking at the History of Grants Development chart below, the growth in grant funding is impressive. In fact, **grant funding has almost tripled in the last 6 years**, allowing the District to pursue many innovative and crucial projects that would not have otherwise been possible!

Graph 9-1. History of Grants Development 2010-2011 through 2019-2020



**2019-2020 Total Reflects Grants Awarded as of September 27, 2019.*

C A T E G O R I C A L F U N D S

Table 9-1. Categorical Funding 2015-2016 through 2019-2020

CATEGORICAL FUNDING	2019-2020*	2018-2019	2017-2018	2016-2017	2015-2016
STUDENT EQUITY AND ACHEIVEMENT (FORMERLY SE,BSI, SSSP)	\$5,342,073.00				
STUDENT EQUITY		\$1,352,853.00	\$1,352,853.00	\$1,360,970.00	\$1,582,414.00
BASIC SKILLS		\$704,764.00	\$678,694.00	\$90,106.00	\$113,191.00
STUDENT SUCCESS CREDIT PROGRAM		\$3,216,289.00	\$3,216,289.00	\$3,086,019.00	\$3,209,094.00
STUDENT SUCCESS NON CREDIT PROGRAM		\$68,167.00	\$68,167.00	\$77,697.00	\$126,664.00
Sub total former SE, SBI, SSSP	\$5,342,073.00	\$5,316,003.00	\$4,614,792.00	\$5,031,363.00	
CALWORKS	\$376,487.00	\$394,919.00	\$393,455.00	\$387,369.00	\$290,861.00
DISABLED STUDENTS PROGRAMS AND SERVICES (DSP&S)	\$1,217,335.00	\$1,217,571.00	\$1,285,612.00	\$1,190,350.00	\$1,112,933.00
CALIFORNIA ADULT EDUCATION PLAN	\$415,484.00	\$402,355.00	\$386,508.00	\$378,701.00	\$375,000.00
CALIFORNIA COLLEGE PROMISE (AB19)	\$1,720,110.00	\$998,434.00			
COOPERATIVE AGENCIES RESOURCES FOR EDUCATION (CARE)	\$101,585.00	\$90,579.00	\$85,709.00	\$77,461.00	\$72,945.00
EXTENDED OPPORTUNITIES PROGRAMS AND SERVICES (EOPS)	\$586,429.00	\$617,294.00	\$590,211.00	\$548,180.00	\$510,687.00
TEMPORARY ASSISTANCE FOR (TANF)	\$64,976.00	\$69,779.00	\$70,445.00	\$71,251.00	\$64,826.00
BOARD FINANCIAL ASSISTANCE PROGRAM (BFAP)	\$532,572.00	\$539,083.00	\$511,496.00	\$482,636.00	\$538,972.00
** CAMPUS SAFETY AND SECUAL ASSAULT			\$29,489.00		
** HUNGER FREE CAMPUS		\$146,901.00	\$34,686.00		
** MENTAL HEALTH		\$146,249.00			
VETERANS RESOURCE CENTER	\$65,356.00	\$68,796.00	\$67,391.00		
STRONG WORKFORCE LOCAL	\$1,428,406.00	\$1,344,047.00	\$1,440,425.00	\$919,811.00	
LOTTERY	\$1,027,646.00	\$998,179.00	\$838,320.00	\$738,249.00	\$642,757.00
STAFF DEVELOPMENT	TBD	\$67,644.00			
STAFF DIVERSITY	\$45,000.00	\$50,000.00	\$50,000.00	\$60,000.00	\$6,792.00
GUIDED PATHWAYS	\$376,829.00	\$452,195.00	\$376,829.00		
FINANCIAL AID TECHNOLOGY (FY1819 incld one time funds of \$166,957)	\$62,341.00	\$228,794.00			
INSTRUCTIONAL BLOCK GRANT	\$189,000.00	\$422,242.00	\$1,011,406.00	\$2,553,817.00	\$1,990,261.00
OVERALL TOTALS	\$13,551,629.00	\$13,597,134.00	\$12,487,985.00	\$12,022,617.00	\$10,637,397.00
INCREASE/DECREASE	-0.33%	8.88%	3.87%	13.02%	

* Based on Advanced allocation. May increase or decrease

** Denotes One Time Funding

BOLD One time funds still available in FY 19-20

No Funding/ No New funding

California Community Colleges – A Partner in California's Economic Growth:

The California Community College System plays an important role in boosting our state's economy by serving more than 2.1 million students a year. One out of four community college students in the U.S. is enrolled in a California Community College, making it the nation's largest system of higher education. The 114 Community Colleges in California, organized into 72 Districts, provide students with the knowledge and background necessary for today's competitive job market, providing workforce training, basic skills

courses in English and math, certificate and degree programs and preparation for transfer to four-year colleges and universities. **California Community Colleges are the nation's largest system of higher education**, serving as a workforce training provider and serving as a gateway for veterans seeking a degree or job skills to transition to civilian life. With leadership from the California Community College State Chancellor's Office, California Community Colleges have seized the opportunity to become essential catalysts in California's economic growth and jobs creation at the local, regional, and state levels by launching the **Powered By California Community Colleges (formerly Doing what Matters) for Jobs and the Economy** initiative. After a series of Community College, Town Hall, and Task Force Meetings, comprehensive strategies and goals have been developed and are being implemented.

The **strategy** is a four-pronged framework to close the skills gap:

- Give Priority for jobs and the economy
- Make Room for jobs and the economy
- Promote Student Success
- Innovate for jobs and the economy

The **goals** of Doing What MATTERS are to:

- Supply in-demand skills for employers
- Create relevant career pathways and stackable credentials
- Promote student success and get Californians into open jobs

The **roadmap** to accomplish these goals involves:

- Focus on priority/emergent sectors and industry clusters
- Take effective practices to scale
- Integrate and leverage programming between funding streams
- Promote common metrics for student success
- Remove structural barriers to execution

With the demand for skilled workers outpacing supply, Powered By California Community Colleges will be investing in innovation such as highly specialized industry training, technical consulting, and a multitude of services that solve a complex workforce training need. The end result will be the ability to better deliver for employers, sectors, and their workers. The initiative will be supported by several streams of State and Federal Funding, including:

- Governor's Career Technical Education Pathways Initiative (SB70)
- Carl D. Perkins Career and Technical Education Act of 2006
- Proposition 98 dollars for Apprenticeships
- Economic and Workforce Development (EWD) and Career Technical Education (CTE)

Strong Workforce Program:

The Strong Workforce Program was established in 2016-2017 to create "more and better CTE' courses, programs and pathways". The use of strong workforce funding aligns well with, and has a direct relationship to, the Vision for Success goals outlined by the Board of Governors.

In the first year of funding (2016-2017), the State budget provided \$200 million for the Strong Workforce Program. In 2017-2018, the allocation was increased to \$248 million. From this allocation, 5% is removed for state leadership/operation, and one-sixth is held back for calculating the positive incentive. The remaining funding is distributed 60% locally to Districts and 40% regionally to 8 established regional groups

based on the following factors:

- CTE full-time equivalent students
- Unemployed adults
- Job Openings

Full-Time faculty hiring is allowable for new positions, not to subsidize existing positions:

- 50% Law - No benefit for Unrestricted full time faculty salary and benefits
- FON - Full time faculty will count

FTES can be counted for Apportionment, if less than 95% of funding comes From Workforce Training funds, which are Restricted Funds:

- CTE faculty responsibilities are: Instruction, CTE curriculum development, advisory, etc.
- The Legislature intends to generate more FTES for Apportionment
- The State Chancellor's Office plans to send out an Advisory regarding the limit of external funding for FTES generated for Apportionment

The plan also includes the development and implementation of career coaches and Freshman Seminar. Career Coaches are trained paraprofessionals who help students define career aspirations and identify college programs and training that can enhance their capacity to achieve their goals. Freshman Seminar is a semester length class where 9th graders explore careers and identify their interests and talents using the "Get Focused, Stay Focused" curriculum. Instructional equipment funding for William S. Hart Union High School District is included in the grant spending plan to ensure the continuity of equipment used to deliver high school and community college courses.

California College Promise:

Assembly Bill 19 was signed into law in October 2017 establishing the California College Promise. This program provides 85.13 million in ongoing financial support to districts to improve college access and success. The legislation establishes clear goals aligned to the Vision for Success, calling on California College Promise to increase the number of high school students enrolling "college ready" directly into the California Community Colleges, the number of students successfully completing a career education goal or transferring, and reducing and eliminating achievement gaps.

Funding is based on:

- Number of full-time equivalent students at a community college
- Number of students at a community college who satisfy the requirements to receive federal Pell Grants
- Number of first-time, full-time non –CCPG students

Known locally as First Year Promise, First Year Promise is a program consisting of pre-entry outreach and orientation, followed by a year-long faculty and student mentor program. First Year Promise participants complete all their new student steps before acceptance into the program, and once in the program, they participate in special First Year Promise opportunities such as:

- First Year Promise Summer Orientation, which allows students to meet faculty, learn about majors and academic areas of interest, and network with COC peer mentors while they become familiar with the campus and various resources.
- A Learning Cohort with designated courses in fall and spring that include use of open educational resources.

- Supplemental learning and tutoring through ASG sponsored programs and clubs; and meetings with their faculty and student mentors (student success teams).

COC's First Year Promise program aims to address the challenge of higher education affordability while also developing a college-going culture and increasing completion rates. The program promotes college readiness and helps new students complete their academic goal in a faster and more effective way.

Implementation of Integrated Planning – SSSP, SE and BSI:

In an effort to align student success initiatives and break away from functional silos at colleges, the State Chancellor's Office issued new guidance in 2017 requiring colleges to prepare an Integrated Plan encompassing Student Success and Support, Student Equity, and the Basic Skills Initiative. These 3 programs all have similar goals to increase student success and close achievement gaps. An Institutional Effectiveness Partnership Initiative (IEPI) Partnership Resource Team (PRT) was convened to review program duplication and make recommendations to the State Chancellor's Office on an action plan to integrate the 3 programs. Each college received guidance on how to prepare a 2017-2019 two-year Integrated Plan, which was due December 15, 2017. Colleges were encouraged to align integrated program plans with their college and district strategic plans/educational master plans. The Plans were to be developed in consultation with students, staff administrators, faculty, Academic Senate, and members of the community as appropriate. The Plans were required to be approved by the Governing Board of the Community College District. Integrated expenditure guidelines for the 3 programs were also provided by the State Chancellor's Office.

Establishment of the Student Equity and Achievement Program – SSSP, SE and BSI

With the intent of supporting Guided Pathways and the system wide goal to eliminate achievement gaps, the State Chancellor's Office issued new guidance in 2019 requiring colleges to maintain an equity plan, provide matriculation services, adopt placement policies, and provide all students with an educational plan.

The Student Equity and Achievement Program is focused on increasing student access and success by providing effective core matriculation services, including orientation, assessment and placement, counseling, and other educational planning services and academic interventions. The focus is on the entering students' transition into college in order to provide a foundation for student achievement and successful completion of students' educational goals, and ensuring that each community college provides equal educational opportunities and promotes student success for all students regardless of race, gender, age, disability or economic circumstances. Student Equity Program funding helps colleges implement strategies that focus on increasing access, course completion, ESL and basic skills completion, degrees, certificates and transfer for all students. Success indicators linked to the CCC Student Success Scorecard are used to identify and measure areas for which disadvantaged populations may be impacted by issues of equal opportunity. Title 5 regulations specify that colleges must review and address the following populations when looking at disproportionate impact: American Indians or Alaskan natives, Asians or Pacific Islanders, Blacks, Hispanics, Whites, men, women, persons with disabilities, foster youth, veterans and low income students. Colleges develop specific goals/outcomes and actions to address disparities that are discovered, disaggregating data for indicators by student demographics, preferably in program

review. College plans must describe the implementation of each indicator, as well as policies, activities and procedures as they relate to improving equity and success at the college.

The Student Equity and Achievement Program is a “process” that enhances student access to the California Community Colleges and promotes and sustains the efforts of credit and non-credit students to be successful in their educational endeavors. The goals of the Student Equity and Achievement Program are to ensure that all students complete their college courses, persist to the next academic term, and achieve their educational objectives through the assistance of the student-direct components of the Student Equity and Achievement Program process:

- Admissions
- Orientation
- Assessment and Testing
- Counseling
- Student follow-up
- Program, Curriculum Planning and Development
- Student Assessment
- Advisement and Counseling
- Supplemental Instruction and Tutoring



CAPITAL OUTLAY FUNDS

2019 - 2020 ANNUAL BUDGET



- General Obligation Bonds - Budget Assumptions
- Locally Funded Capital Outlay - Budget Assumptions

SECTION 10

GENERAL OBLIGATION BONDS

General Obligation Bonds – Budget Assumptions:

The District will continue to plan, construct, and upgrade facilities at both the Valencia and Canyon Country campuses in 2019-2020, through a combination of funding sources. The District is fortunate to have the support of local voters, who have approved 3 local bond measures from 2001 to 2016. The first Bond Measure, Measure C, has been fully expended. The 2019-2020 Adopted Budget includes expense assumptions for funds from both the second and third bond authorizations, Measures M and E.

Measure M Funding - General Obligation Bonds, Election of 2006:

- Measure M General Obligation Bonds were authorized in an election held on November 7, 2006. The election approved the issuance of \$160 million of general obligation bonds. Measure M passed with 62.65 percent voter approval, and passed in 147 of the 150 precincts with over 55 percent voter approval. Measure M funds were approved to assist in the build out of the Valencia Campus and provide funding for the new Canyon Country Campus as well.
 - The first issuance occurred in May 2007 in the amount of \$79,997,270
 - The second issuance occurred in May 2012 in the amount of \$35,000,000
 - The third issuance occurred in September 2014 in the amount of \$25,000,000
 - The fourth issuance occurred in November 2016 in the amount of \$20,000,000
 - In addition, it is estimated that Measure M funds will be used to leverage approximately **\$30 million** in State Capital Facilities Funding (not including any future State funding for Canyon Country Campus permanent buildings).

- **Measure M Projects Completed Include:**
 - Dr. Dianne G. Van Hook University Center
 - Canyon Country Campus site development, modulars, expanded scope
 - Canyon Country Campus Parking Lot #2
 - Applied Technology Building - Canyon Country Campus
 - Library Expansion
 - Mentry Hall Expansion
 - Student Services/Administration Building (Canyons Hall)
 - Student Services/Administration Building Tenant Improvement
 - Culinary Arts Facility
 - Secondary Effects Projects, including:
 - Mentry Hall
 - First Floor Bonelli Hall
 - Second Floor Bonelli Hall
 - Third Floor Bonelli Hall
 - First Floor Seco Hall
 - Student Support Center
 - Boykin 207 & 208 Laboratory Classrooms Renovation
 - Fire Alarm Panel Replacement
 - Air Handler Replacement – Boykin and Bonelli
 - Chillers Rebuild – Valencia Campus

- Repairs and Modernization
 - Site Upgrades
 - Health and Safety
 - Technology/Technology Infrastructure
 - Educational and Facilities Master Plan and Secondary Effects Master Plan
 - Canyon Country Campus Parking Lot Improvement
 - Soccer Field Renovations/Improvements
 - Bonelli Hall Secondary Effects Renovation
 - Educational and Facilities Master Plan Updates
- **Measure M Projects in Progress Include:**
 - Canyon Country Campus Science/Lecture Building
 - Canyon Country Campus Central Plant
 - ADA Transition Plan
 - Repairs and Modernization
 - Site Upgrades
 - Technology/Technology Infrastructure



Table 10-1.

Measure M Expenditures as of June 30, 2019		Contractually	Total		Total
	Life to Date	Obligated/	Measure M	Other	Funds
	GO Bond	Encumbered/	Proceeds	Funding	Spent/Obligated
Project Name	Expenses	Budgeted	Committed	Sources	to Project
Repairs and Modernization	\$ 13,027,529	\$ -	\$ 13,027,529	1,866,960	14,894,489
ADA Transition Plan	\$ 2,511,420	\$ -	\$ 2,511,420	4,700,594	7,212,014
Site Upgrades	\$ 8,083,350	\$ -	\$ 8,083,350	986,450	9,069,800
Technology	\$ 3,901,495	\$ -	\$ 3,901,495	9,969,126	13,870,621
Parking Structure Valencia	\$ 4,655,877	\$ -	\$ 4,655,877	19,216,946	23,872,823
Central Plant (CCC)	\$ 2,814,186	\$ -	\$ 2,814,186	4,685,814	7,500,000
Science/Lecture Bldg. (CCC)	\$ 11,491,572	\$ -	\$ 11,491,572	29,240,155	40,731,727
Secondary Effects (Renovation)	\$ 7,640,541	\$ -	\$ 7,640,541	65,747	7,706,288
Project Mgmt. Svcs/Other Expenses	\$ 1,121,460	\$ -	\$ 1,121,460	615,428	1,736,889
Boykin Hall Modernization Phase 1 **	\$ 857,905	\$ -	\$ 857,905	-	857,905
Door Lock Replacement Project Phase 1 **	\$ 1,774,046	\$ -	\$ 1,774,046	-	1,774,046
Health and Safety **	\$ 44,430	\$ -	\$ 44,430	-	44,430
Document Imaging Program **	\$ 270,000	\$ -	\$ 270,000	-	270,000
New/Expanded Program Space **	\$ 6,817	\$ -	\$ 6,817	-	6,817
Library Expansion**	\$ 6,393,215	\$ -	\$ 6,393,215	9,452,854	15,846,069
Student Services/Admin Building**	\$ 11,273,634	\$ -	\$ 11,273,634	6,320,446	17,594,080
Mentry Hall Expansion **	\$ 12,428,583	\$ -	\$ 12,428,583	-	12,428,583
University Center **	\$ 7,316,584	\$ -	\$ 7,316,584	32,498,397	39,814,981
Culinary Arts Building **	\$ 8,544,049	\$ -	\$ 8,544,049	1,320,600	9,864,649
Canyon Country Campus (CCC) **	\$ 32,011,265	\$ -	\$ 32,011,265	26,000,000	58,011,265
Canyon Country Parking Lot #2 **	\$ 1,050,875	\$ -	\$ 1,050,875	-	1,050,875
Applied Technology Building (CCC) **	\$ 7,114,273	\$ -	\$ 7,114,273	-	7,114,273
Parking Lot (CCC) **	\$ 1,380,995	\$ -	\$ 1,380,995	-	1,380,995
Equipment & Technology Repl. **	\$ 1,903,150	\$ -	\$ 1,903,150	-	1,903,150
Partial Repayment of 2006 COP **	\$ 12,838,050	\$ -	\$ 12,838,050	-	12,838,050
Repayment of 2009 COP (Del Valle) **	\$ 5,788,932	\$ -	\$ 5,788,932	-	5,788,932
Educational & Facilities Master Plans **	\$ 899,654	\$ -	\$ 899,654	-	899,654
Costs of Issuance (2007) **	\$ 1,621,838	\$ -	\$ 1,621,838	-	1,621,838
Costs of Issuance (2012) **	\$ 448,224	\$ -	\$ 448,224	-	448,224
Costs of Issuance (2014) **	\$ 387,250	\$ -	\$ 387,250	-	387,250
Costs of Issuance (2016) **	\$ 416,401	\$ -	\$ 416,401	-	416,401
Debt Service Contribution (2007) **	\$ 980,883	\$ -	\$ 980,883	-	980,883
Debt Service Contribution (2012) **	\$ 2,128,901	\$ -	\$ 2,128,901	-	2,128,901
Debt Service Contribution (2014) **	\$ 800,636	\$ -	\$ 800,636	-	800,636
Debt Service Contribution (2016) **	\$ 1,401,232	\$ -	\$ 1,401,232	-	1,401,232
Totals	\$ 175,329,254	\$ -	\$ 175,329,254	\$ 146,939,517	\$ 322,268,771
** Indicates Completed Project					

Measure E Funding - General Obligation Bonds, Election of 2016:

- Measure E General Obligation Bonds were authorized in an election held on June 7, 2016. The election approved the issuance of \$230 million of general obligation bonds. Measure E passed with 58.46 percent voter approval. Measure E funds were approved to complete and remodel the Valencia Campus and provide funding for new Canyon Country Campus permanent buildings.
 - The first issuance occurred in May 2017 in the amount of \$50,000,000
 - The second issuance occurred in August 2019 in the amount of \$85,000,000
 - There is \$95,000,000 available for future issuances as needed

- **Measure E Projects in Progress Include:**
 - Canyon Country Campus Science/Lecture Building
 - Canyon Country Campus Student Services/Learning Resource Center
 - Canyon Country Campus Central Plant
 - PE West Modernization
 - Boykin 105 Remodel
 - ADA Transition Plan

Table 10-2.

Measure E Expenditures						
as of June 30, 2019		Contractually	Total			Total
	Life to Date	Obligated/	Measure E	Measure E	Other	Funds
	GO Bond	Encumbered/	Proceeds	Future Funding	Funding	Spent/Obligated
Projects	Expenses	Budgeted	Committed	Sources	Sources	to Project
Repairs and Modernization	\$ 491,800	\$ 289,408	\$ 781,208	\$ -	\$ 14,113,281	\$ 14,894,489
PE West Modernization	\$ 1,712,700	\$ 1,313,503	\$ 3,026,203	\$ 3,173,797	\$ -	\$ 6,200,000
Boykin 105 Remodel **	\$ 830,161	\$ -	\$ 830,161	\$ -	\$ -	\$ 830,161
Door & Lock Replacement Phase 2	\$ 463,691	\$ 461,309	\$ 925,000	\$ -	\$ -	\$ 925,000
ADA Transition Plan	\$ 283,632	\$ 1,566,962	\$ 1,850,594	\$ 2,850,000	\$ 2,511,420	\$ 7,212,014
Site Upgrades	\$ 185,716	\$ 151,318	\$ 337,034	\$ -	\$ 8,732,766	\$ 9,069,800
Technology	\$ 23,801	\$ 1,276,199	\$ 1,300,000	\$ 8,669,126	\$ 3,901,495	\$ 13,870,621
Parking Structure Valencia	\$ 19,007,566	\$ 159,380	\$ 19,166,946	\$ 50,000	\$ 4,655,877	\$ 23,872,823
Central Plant (CCC)	\$ 3,351,210	\$ 1,058,563	\$ 4,409,773	\$ 276,041	\$ 2,814,186	\$ 7,500,000
Science/Lecture Bldg. (CCC)	\$ 4,460,885	\$ 11,386,815	\$ 15,847,700	\$ 13,392,455	\$ 11,491,572	\$ 40,731,727
Student Services Learning Resource (CCC)	\$ 1,512,262	\$ 487,739	\$ 2,000,001	\$ 27,999,999	\$ -	\$ 30,000,000
Arts & Lecture (CCC)	\$ 70,000	\$ -	\$ 70,000	\$ 14,930,000	\$ -	\$ 15,000,000
Secondary Effects (Renovation)	\$ 1,275	\$ 64,472	\$ 65,747	\$ -	\$ 7,640,541	\$ 7,706,288
Costs of Issuance (2017) **	\$ 546,000	\$ -	\$ 546,000	\$ -	\$ -	\$ 546,000
Debt Service Contribution (2017) **	\$ 3,199,569	\$ -	\$ 3,199,569	\$ -	\$ -	\$ 3,199,569
Project Mgmt. Svcs/Other Expenses	\$ 308,310	\$ 307,118	\$ 615,428	\$ -	\$ 1,121,460	\$ 1,736,889
Contingency	\$ -	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ 100,000
Totals	\$ 36,448,577	\$ 18,622,786	\$ 55,071,363	\$ 71,341,418	\$ 56,982,599	\$ 183,395,380
** Indicates Completed Project						

LOCALLY FUNDED CAPITAL OUTLAY

Locally Funded Capital Outlay – Budget Assumptions:

The District uses local funding to supplement State and Measure E capital funding. Securing local dollars for capital construction provides one more revenue source for construction and maintenance projects on the two campuses in the District (Valencia and Canyon Country). State and Measure E dollars go further towards completing the projects in the District's Educational and Facilities Master Plan when augmented by local funding.

Local funding includes transfers from the Unrestricted General Fund, Capital Campaign donations from the COC Foundation, Certificate of Participation funding from issuing debt, energy incentive funding, facilities fees paid by international students, money collected from joint use partnerships with the local high school district, and charges from the use of District facilities.

- In 2019-2020, local funding is budgeted for the following projects:
 - Building Maintenance – Valencia Campus
 - Building Maintenance – Canyon Country Campus
 - Grounds Maintenance – Valencia Campus
 - Grounds Maintenance – Canyon Country Campus
 - Electronics Department Building Improvements



BUDGET SUMMARIES

2019 - 2020 ANNUAL BUDGET



Description of All Funds ●
Budget Summaries - All Funds ●

SECTION 11

DESCRIPTION OF ALL FUNDS

Governmental Fund Accounting:

The primary purpose of fund accounting is to segregate financial information. This is accomplished by accounting for financial transactions related to specific activities or objectives within separate funds. A fund is defined as a *“fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equity or fund balances and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions and/or limitations.”* (GASB Codification Section 1300, NCGA-1).

Fund 11: Unrestricted General Fund

The Unrestricted General Fund is used to account for resources available for the Districts' general operations and support of the educational programs. These funds are often referred to as the "General" or "Operating" funds of the District, and include the full scope of operations for the District.

Fund 12: Restricted General Fund

The Restricted General Fund is used to account for resources available for the operation and support of the educational programs that are specifically restricted by laws, regulations, donors or other outside agencies as to their expenditure. Restricted monies are generally from an external source that requires the monies be used for specific purposes, such as grants and state categorical funding.

Fund 21: Bond Interest and Redemption Fund

The Bond Interest and Redemption Fund is used to record property tax transactions related to the receipt and expenditure of local revenues derived from the property tax levied for the payment of principal and interest on outstanding general obligation bonds of the District. The District currently uses this fund for the debt service payments on the Measures C, M, and E General Obligation Bonds passed in November 2001, November 2006, and June 2016, respectively. Revenues for this fund come from property tax levied specifically for the debt service payments as well as the premium from the bond sales.

Fund 29: Debt Service Fund

The Debt Service Fund is used to account for the accumulation of resources and the payment of general long-term debt principal and interest. Although Fund 21 and Fund 29 are both used for debt service payment, they differ in that the resources for Fund 29 are derived from District resources through interfund transfers. The District currently uses this fund for the debt service payments on the COPS issued for the Student Center Remodel, South Parking Lot and COC Improvement Projects.

Fund 32: Cafeteria Fund

The Cafeteria Fund is used to record commission revenue from cafeteria, specialty coffee, and vending machine contractors and record expenses for campus food and expenses related to the repair and upkeep of the cafeteria kitchen facility.

Fund 33: Child Development Center Fund

The Child Development Center Fund is used to account for all revenues for, or from the operation of, the Child Development Center (CDC). This includes State Child Development grants and fees paid by parents for child development services. Costs incurred in the operation and maintenance of the CDC are paid from this fund.

Fund 37: Special Revenue - Asset Management Fund

The Asset Management Fund is used to record revenues and expenses in conjunction with any Asset Management efforts.

Fund 39: Special Revenue - Student Center Fee Fund

The Student Center Fee Fund is used to record fees paid by students for the Student Center Remodel (\$10 max. per academic year). Part of the revenue is transferred to the Debt Service fund to pay annual debt service on the Student Center Remodel portion of the COP. The remainder is accumulated for future debt service payments.

Fund 41: State Construction Fund

The State Construction Fund is used to record revenues and expenses related to the State funded portions of construction projects. State Capital Construction Funds are provided as match for District Capital Construction Projects, and are to be used only on projects identified by the State Chancellor's Office based on prior approval by the Board of Governors. This fund also accounts for Proposition 39 Energy Efficiency funds, which are provided by the State for approved energy efficiency projects.

Fund 43: Locally Funded Capital Projects Fund

The Locally Funded Capital Projects Fund records revenues from resources transferred from the District's Unrestricted General Fund or from local revenues derived from Foundation capital campaign funds, Redevelopment Agency capital funds, International Students Capital Outlay Fees, Energy Company rebates, or construction partnerships with other entities like the City of Santa Clarita or the local High School District.

Fund 44: Scheduled Maintenance Fund

The Scheduled Maintenance Fund is used to record the State revenue and related construction expenses for State funded scheduled maintenance projects.

Fund 45, 46, 47 and 48: General Obligation Bond Funds

The General Obligation (GO) Bond Funds are designated to account for the proceeds from the sale of bonds under Proposition 39, and the expenditures related to construction of projects as indicated in the ballot measures. Each bond issuance must be recorded in a separate fund to comply with Proposition 39 and Internal Revenue Service requirements. Fund 45 accounts for Measure M – Series 2012 GO Bonds, Fund 46 accounts for Measure M- Series 2016 GO Bonds, Fund 47 accounts for Measure M - Series 2014 GO Bonds, and Fund 48 accounts for Measure E - Series 2017 GO Bonds.

Fund 49: Field Turf Replacement Fund

The Field Turf Replacement Fund accounts for funds being set aside for future field turf repairs or replacement. Annual contributions are made per the provisions of a partnership agreement between the Santa Clarita Community College District and the William S. Hart Union High School District.

Fund 57: K-12 Arts Education Outreach Fund

The K-12 Arts Education Outreach Fund is used to record revenue and expenses for K-12 Outreach activities, including assemblies, arts residencies, bus-in shows at COC's Performing Arts Center, and professional development training for K-12 teachers.

Fund 58: Performing Arts Center Fund

The Performing Art Center Fund is used to record revenue and expenses for the "COC Presents" performances held in the Performing Arts Center at the Valencia Campus.

Fund 59: Employee Training Institute

The Employee Training Institute Fund is used to record revenue and expenses for contract education offered through the Employee Training Institute.

Fund 68: STRS/PERS Liability Fund

The STRS/PERS Liability Fund was established to accumulate one-time funds whenever possible to assist in paying the increased cost of STRS/PERS District contributions. The STRS District contribution rate will increase annually through 2020-2021 due to legislation passed in an effort to eliminate the STRS unfunded liability. The PERS District contribution rate is also expected to increase annually due to CalPERS' ability to increase the District contribution rate based on annual actuarial valuations of the PERS unfunded liability.

Fund 69: Retiree Benefits Fund

The Retiree Benefits Fund is used to accumulate annual contributions from the Unrestricted General Fund in order to fund future retiree medical benefits. Contribution amounts are based on an actuarial valuation that estimates the liability, with the goal of fully funding retiree health and welfare commitments over 30 years. This fund is also used to record "pay as you go" expenses for current year negotiated retiree health benefits.

Fund 72: Student Representation Fee Trust Fund

The Student Representation Fee Trust Fund is used to account for assets held on behalf of the student body. The fund is used to account for the \$1 per semester mandatory Student Representation Fee charged at registration. This fee is to be expended to provide for the support of governmental affairs representatives who may be stating their positions and viewpoints before city, county and district governments and before offices and agencies of the State government. Appropriate advocacy expenses are recorded in this fund.

Fund 74: Student Financial Aid Trust Fund

The Student Financial Aid Trust Fund is used to account for the receipt and payment of Federal and State funded Student Financial Aid. The aid is distributed in the form of grants and direct loans, such as PELL Grants, SEOG Grants, Cal Grants, Student Success/Completion Grants, and Federal Direct Loans. This fund also is used to record the required 25% District match for SEOG Grants.

Fund 75: Scholarship and Loan Trust Fund

The Scholarship and Loan Trust Fund is used to account for scholarship and awards from the Foundation and different funding sources. These funds will be disbursed to students in the same manner as financial aid, through Bank Mobile.



B U D G E T S U M M A R I E S – A L L F U N D S

Table 11-1.

Fund 11 - Unrestricted General Fund

2019-20 Adopted Budget	
Beginning Fund Balance	11,233,781
Revenue	115,673,818
Expenditures	
Certificated Instructional Salaries	34,046,498
Certificated Non-Instructional Salaries	9,851,064
Classified Instructional Salaries	2,200,347
Classified Non-Instructional Salaries	26,097,968
Total Salaries	72,195,877
Employee Benefits	25,346,855
Total Salary & Benefits	97,542,732
Supplies and Materials	968,286
Other Operating Expenses & Services	21,665
Contract Services	6,872,745
Travel and Conference Expense	534,316
Dues and Memberships	208,880
Insurances	752,477
Utilities and Housekeeping	2,376,492
Maintenance, Repairs and Rentals	1,634,249
Professional Services	296,608
Other Expenses	1,358,286
Capital Outlay	35,502
Site and Site Improvements	-
Building Improvements	6,500
Library Books & Materials	15,623
New Equipment	1,047,200
Equipment Replacement	-
Debt Retirement	-
Student Financial Aid	-
Payments to Students	2,000
Interfund Transfers	1,698,524
Total Expenditures	115,372,085
Net (Revenues - Expenditures)	301,733
Ending Fund Balance	11,535,514

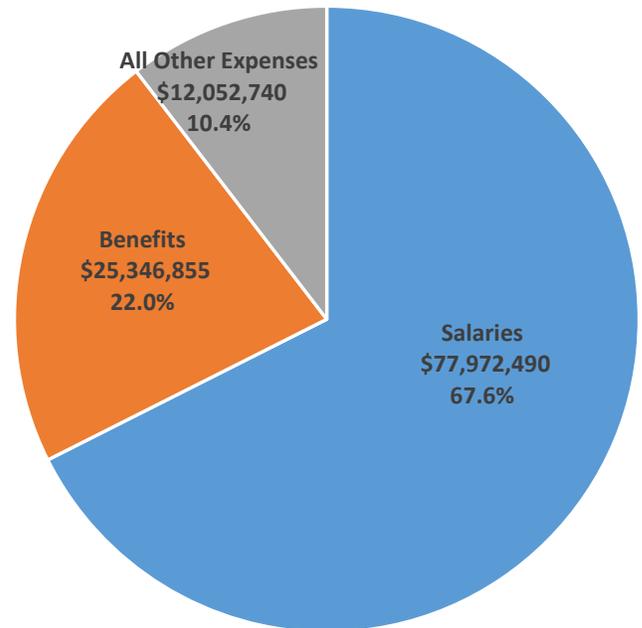


Table 11-2.

Unrestricted General Fund (Fund 11) History

	2015-16	2016-17	2017-18	2018-19	2018-19	2019-20
	Actuals	Actuals	Actuals	Adopted	Actuals	Adopted
				Budget		Budget
REVENUE						
Federal	189,220	110,682	131,262	102,044	174,282	97,392
State	72,021,352	65,681,487	67,057,965	80,189,488	70,299,523	83,074,081
Local	31,600,172	37,934,807	39,965,896	29,516,211	41,339,028	29,990,378
Transfer/ (Contribution)	623,147	790,684	630,886	1,766,566	1,033,744	2,511,967
Total Revenue	104,433,890	104,517,659	107,786,009	111,574,309	112,846,576	115,673,818
Beginning Fund Balance	9,557,293	10,008,748	10,632,165	10,861,291	10,861,291	11,233,781
Total Rev & Beg Fund Bal	113,991,184	114,526,407	118,418,174	122,435,600	123,707,868	126,907,599
EXPENDITURES						
Salaries:						
Certificated Instruction	29,536,400	30,465,578	33,781,149	33,356,900	34,871,048	34,046,498
Certificated Non-Instruction	7,696,924	8,484,139	8,618,925	9,747,889	9,054,105	9,851,064
Classified	22,512,933	25,224,070	26,068,290	26,926,444	27,804,322	28,298,315
Total Salaries	59,746,256	64,173,787	68,468,364	70,031,233	71,729,475	72,195,877
Fringe Benefits	17,191,893	20,306,416	22,622,262	25,619,841	24,773,229	25,346,855
Total Sal & Frg Benefits	76,938,150	84,480,203	91,090,626	95,651,074	96,502,704	97,542,732
Supplies & Materials	962,715	934,775	808,176	1,017,884	899,327	968,286
Other Operating Exp/Services	10,715,888	12,181,160	11,528,518	12,701,326	12,716,760	14,055,718
Capital Outlay	2,202,896	1,824,717	1,140,286	1,285,373	1,178,142	1,104,825
Payments to Students	-	-	1,000	1,500	907	2,000
Student Financial Aid	-	-	-	-	-	-
Debt Service	45,024	37,520	-	-	-	-
Transfers	13,117,763	4,435,867	2,988,277	880,230	1,176,246	1,698,524
Contingencies	-	-	-	-	-	-
Total Expenditures	103,982,436	103,894,242	107,556,883	111,537,387	112,474,087	115,372,085
Ending Fund Balance	10,008,748	10,632,165	10,861,291	10,898,213	11,233,781	11,535,514
Total Exp and End Fund Bal	113,991,184	114,526,407	118,418,174	122,435,600	123,707,868	126,907,599

Table 11-3.

Fund 12 - Restricted General Fund

2019-20 Adopted Budget	
Beginning Fund Balance	1,850,519
Revenue	43,323,252
Expenditures	
Certificated Instructional Salaries	1,464,196
Certificated Non-Instructional Salaries	4,175,366
Classified Instructional Salaries	499,723
Classified Non-Instructional Salaries	8,264,299
Total Salaries	14,403,584
Employee Benefits	4,722,545
Total Salary & Benefits	19,126,129
Supplies and Materials	1,673,878
Other Operating Expenses & Services	-
Contract Services	16,107,889
Travel and Conference Expense	847,756
Dues and Memberships	12,877
Insurances	85,000
Utilities and Housekeeping	2,246
Maintenance, Repairs and Rentals	242,938
Professional Services	-
Other Expenses	1,993,991
Capital Outlay	-
Site and Site Improvements	18,644
Building Improvements	-
Library Books & Materials	140,500
New Equipment	1,258,611
Equipment Replacement	-
Debt Retirement	-
Student Financial Aid	-
Payments to Students	2,029,445
Interfund Transfers	1,632,942
Total Expenditures	45,172,846
Net (Revenues - Expenditures)	(1,849,594)
Ending Fund Balance	925

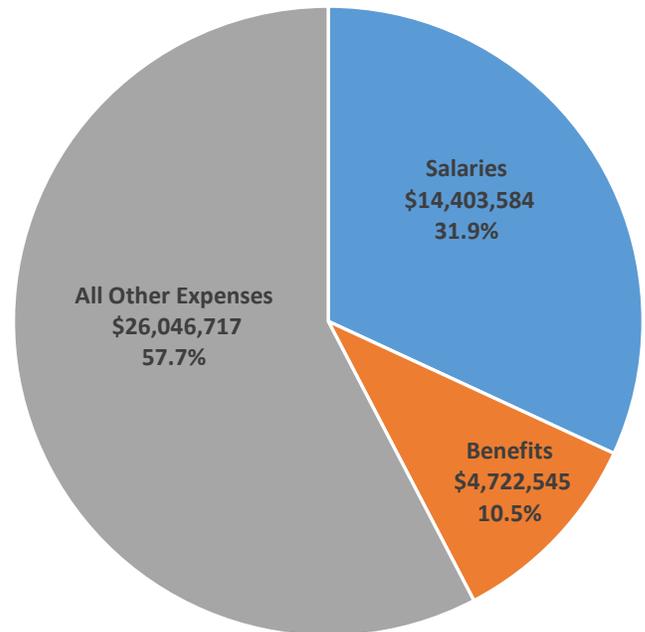


Table 11-4.

Restricted General Fund (Fund 12) History

	2015-16	2016-17	2017-18	2018-19	2018-19	2019-20
	Actuals	Actuals	Actuals	Adopted	Actuals	Adopted
				Budget		Budget
REVENUE						
Federal	2,693,571	2,642,887	2,332,032	2,939,173	2,582,337	2,874,477
State	21,196,859	27,488,919	24,558,453	36,012,527	27,083,612	36,821,819
Local	2,328,250	2,368,313	2,297,769	2,759,332	2,213,278	2,529,430
Transfer/ (Contribution)	595,834	749,231	1,341,112	528,220	629,402	1,097,526
Total Revenue	26,814,515	33,249,350	30,529,366	42,239,252	32,508,630	43,323,252
Beginning Fund Balance	1,372,464	2,515,381	2,439,440	2,676,696	2,676,696	1,850,519
Total Rev & Beg Fund Bal	28,186,979	35,764,731	32,968,805	44,915,948	35,185,325	45,173,771
EXPENDITURES						
Salaries:						
Certificated Instruction	420,870	521,461	742,463	1,032,760	1,092,001	1,464,196
Certificated Non-Instruction	3,546,825	3,352,201	3,591,934	3,961,752	3,945,824	4,175,366
Classified	5,740,473	6,465,917	7,093,950	8,414,925	8,185,340	8,764,022
Total Salaries	9,708,167	10,339,579	11,428,348	13,409,437	13,223,165	14,403,584
Fringe Benefits	2,552,866	3,194,636	3,664,095	4,698,364	4,472,975	4,722,545
Total Sal & Frg Benefits	12,261,033	13,534,214	15,092,442	18,107,801	17,696,139	19,126,129
Supplies & Materials	773,661	903,683	915,344	1,182,155	1,091,014	1,673,878
Other Operating Exp/Services	8,833,486	13,274,947	9,894,846	21,337,351	10,971,318	19,292,697
Capital Outlay	2,210,511	3,763,726	2,765,514	1,471,092	1,766,552	1,417,755
Payments to Students	301,164	394,382	676,301	1,465,595	792,264	2,029,445
Student Financial Aid	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Transfers	1,291,742	1,454,339	947,662	1,350,141	1,017,519	1,632,942
Contingencies	-	-	-	-	-	-
Total Expenditures	25,671,598	33,325,292	30,292,110	44,914,135	33,334,806	45,172,846
Ending Fund Balance	2,515,381	2,439,440	2,676,696	1,813	1,850,519	925
Total Exp and End Fund Bal	28,186,979	35,764,731	32,968,805	44,915,948	35,185,325	45,173,771

Table 11-5.

Fund 21 - Bond Interest/Redemption Fund

	2019-20 Adopted Budget
Beginning Fund Balance	15,269,355
Revenue	18,933,807
Expenditures	
Certificated Instructional Salaries	-
Certificated Non-Instructional Salaries	-
Classified Instructional Salaries	-
Classified Non-Instructional Salaries	-
Total Salaries	-
Employee Benefits	-
Total Salary & Benefits	-
Supplies and Materials	-
Other Operating Expenses & Services	-
Contract Services	-
Travel and Conference Expense	-
Dues and Memberships	-
Insurances	-
Utilities and Housekeeping	-
Maintenance, Repairs and Rentals	-
Professional Services	-
Other Expenses	9,952,250
Capital Outlay	-
Site and Site Improvements	-
Building Improvements	-
Library Books & Materials	-
New Equipment	-
Equipment Replacement	-
Debt Retirement	10,063,211
Student Financial Aid	-
Payments to Students	-
Interfund Transfers	-
Total Expenditures	20,015,461
Net (Revenues - Expenditures)	(1,081,654)
Ending Fund Balance	14,187,701

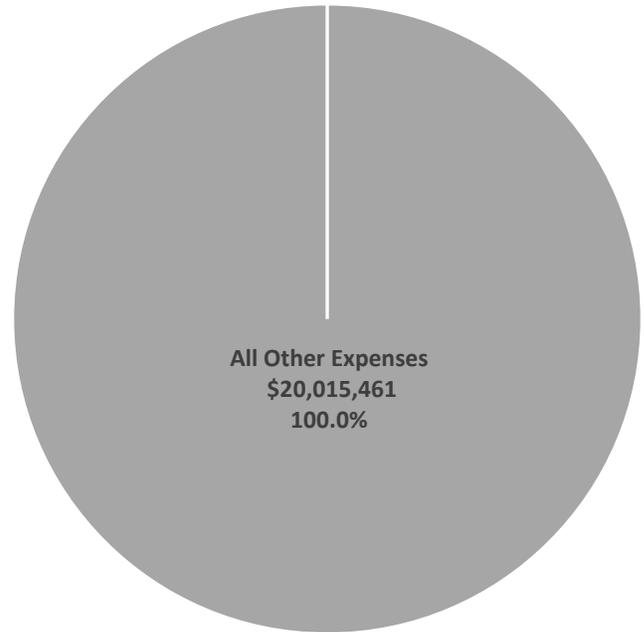


Table 11-6.

Bond Interest/Redemption Fund (Fund 21) History

	2015-16	2016-17	2017-18	2018-19	2018-19	2019-20
	Actuals	Actuals	Actuals	Adopted	Actuals	Adopted
				Budget		Budget
REVENUE						
Federal	-	-	-	-	-	-
State	84,547	81,764	-	-	118,390	-
Local	10,915,916	15,802,433	126,085	18,022,425	18,815,417	18,933,807
Transfer/ (Contribution)	-	-	17,896,340	-	-	-
Total Revenue	11,000,463	15,884,197	18,022,425	18,022,425	18,933,807	18,933,807
Beginning Fund Balance	9,032,059	8,060,841	12,350,454	17,098,668	17,098,668	15,269,355
Total Rev & Beg Fund Bal	20,032,522	23,945,038	30,372,879	35,121,093	36,032,475	34,203,162
EXPENDITURES						
Salaries:						
Certificated Instruction	-	-	-	-	-	-
Certificated Non-Instruction	-	-	-	-	-	-
Classified	-	-	-	-	-	-
Total Salaries	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-
Total Sal & Frg Benefits	-	-	-	-	-	-
Supplies & Materials	-	-	-	-	-	-
Other Operating Exp/Services	8,429,402	6,963,459	10,274,508	9,952,250	10,699,909	9,952,250
Capital Outlay	-	-	-	-	-	-
Payments to Students	-	-	-	-	-	-
Student Financial Aid	-	-	-	-	-	-
Debt Service	3,542,279	4,631,125	2,999,703	9,506,069	10,063,211	10,063,211
Transfers	-	-	-	-	-	-
Contingencies	-	-	-	-	-	-
Total Expenditures	11,971,681	11,594,584	13,274,211	19,458,319	20,763,120	20,015,461
Ending Fund Balance	8,060,841	12,350,454	17,098,668	15,662,774	15,269,355	14,187,701
Total Exp and End Fund Bal	20,032,522	23,945,038	30,372,879	35,121,093	36,032,475	34,203,162

Table 11-7.

Fund 29 - Debt Service Fund

	2019-20 Adopted Budget
Beginning Fund Balance	105,445
Revenue	1,105,082
Expenditures	
Certificated Instructional Salaries	-
Certificated Non-Instructional Salaries	-
Classified Instructional Salaries	-
Classified Non-Instructional Salaries	-
Total Salaries	-
Employee Benefits	-
Total Salary & Benefits	-
Supplies and Materials	-
Other Operating Expenses & Services	-
Contract Services	-
Travel and Conference Expense	-
Dues and Memberships	-
Insurances	-
Utilities and Housekeeping	-
Maintenance, Repairs and Rentals	-
Professional Services	-
Other Expenses	359,082
Capital Outlay	-
Site and Site Improvements	-
Building Improvements	-
Library Books & Materials	-
New Equipment	-
Equipment Replacement	-
Debt Retirement	745,000
Student Financial Aid	-
Payments to Students	-
Interfund Transfers	-
Total Expenditures	1,104,082
Net (Revenues - Expenditures)	1,000
Ending Fund Balance	106,445

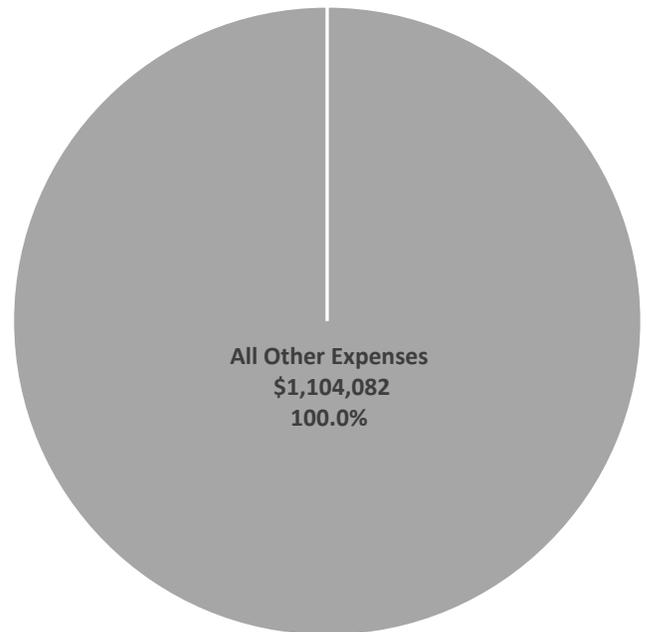


Table 11-8.

Debt Service Fund (Fund 29) History

	2015-16	2016-17	2017-18	2018-19	2018-19	2019-20
	Actuals	Actuals	Actuals	Adopted	Actuals	Adopted
				Budget		Budget
REVENUE						
Federal	-	-	-	-	-	-
State	-	-	-	-	-	-
Local	1,617	1,736	20,782	1,000	1,970	1,000
Transfer/ (Contribution)	2,493,027	931,937	804,832	673,535	523,735	1,104,082
Total Revenue	2,494,644	933,673	825,614	674,535	525,705	1,105,082
Beginning Fund Balance	1,153,872	1,781,674	163,560	702,446	702,446	105,445
Total Rev & Beg Fund Bal	3,648,516	2,715,347	989,174	1,376,981	1,228,151	1,210,527
EXPENDITURES						
Salaries:						
Certificated Instruction	-	-	-	-	-	-
Certificated Non-Instruction	-	-	-	-	-	-
Classified	-	-	-	-	-	-
Total Salaries	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-
Total Sal & Frg Benefits	-	-	-	-	-	-
Supplies & Materials	-	-	-	-	-	-
Other Operating Exp/Services	781,843	618,274	286,727	377,706	377,706	359,082
Capital Outlay	-	-	-	-	-	-
Payments to Students	-	-	-	-	-	-
Student Financial Aid	-	-	-	-	-	-
Debt Service	1,085,000	1,933,512	-	745,000	745,000	745,000
Transfers	-	-	-	-	-	-
Contingencies	-	-	-	-	-	-
Total Expenditures	1,866,843	2,551,787	286,727	1,122,706	1,122,706	1,104,082
Ending Fund Balance	1,781,674	163,560	702,446	254,275	105,445	106,445
Total Exp and End Fund Bal	3,648,516	2,715,347	989,174	1,376,981	1,228,151	1,210,527

Table 11-9.

Fund 32 - Cafeteria Fund

	2019-20 Adopted Budget
Beginning Fund Balance	42,546
Revenue	65,700
Expenditures	
Certificated Instructional Salaries	-
Certificated Non-Instructional Salaries	-
Classified Instructional Salaries	-
Classified Non-Instructional Salaries	-
Total Salaries	-
Employee Benefits	-
Total Salary & Benefits	-
Supplies and Materials	-
Other Operating Expenses & Services	-
Contract Services	-
Travel and Conference Expense	-
Dues and Memberships	-
Insurances	-
Utilities and Housekeeping	-
Maintenance, Repairs and Rentals	-
Professional Services	-
Other Expenses	108,246
Capital Outlay	-
Site and Site Improvements	-
Building Improvements	-
Library Books & Materials	-
New Equipment	-
Equipment Replacement	-
Debt Retirement	-
Student Financial Aid	-
Payments to Students	-
Interfund Transfers	-
Total Expenditures	108,246
Net (Revenues - Expenditures)	(42,546)
Ending Fund Balance	-

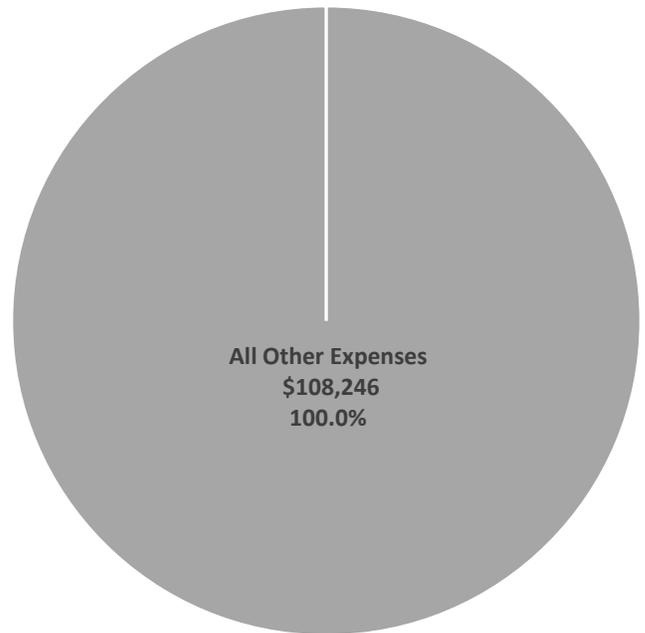


Table 11-10.

Cafeteria Fund (Fund 32) History

	2015-16	2016-17	2017-18	2018-19	2018-19	2019-20
	Actuals	Actuals	Actuals	Adopted	Actuals	Adopted
				Budget		Budget
REVENUE						
Federal	-	-	-	-	-	-
State	-	-	-	-	-	-
Local	86,516	77,257	75,496	65,700	71,879	65,700
Transfer/ (Contribution)	-	-	-	-	-	-
Total Revenue	86,516	77,257	75,496	65,700	71,879	65,700
Beginning Fund Balance	36,901	33,431	43,493	49,251	49,251	42,546
Total Rev & Beg Fund Bal	123,416	110,688	118,990	114,951	121,130	108,246
EXPENDITURES						
Salaries:						
Certificated Instruction	-	-	-	-	-	-
Certificated Non-Instruction	-	-	-	-	2,340	-
Classified	-	-	-	-	-	-
Total Salaries	-	-	-	-	2,340	-
Fringe Benefits	-	-	-	-	155	-
Total Sal & Frg Benefits	-	-	-	-	2,495	-
Supplies & Materials	-	-	-	-	-	-
Other Operating Exp/Services	86,101	67,195	69,738	114,951	76,089	108,246
Capital Outlay	3,884	-	-	-	-	-
Payments to Students	-	-	-	-	-	-
Student Financial Aid	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Transfers	-	-	-	-	-	-
Contingencies	-	-	-	-	-	-
Total Expenditures	89,985	67,195	69,738	114,951	78,585	108,246
Ending Fund Balance	33,431	43,493	49,251	-	42,546	-
Total Exp and End Fund Bal	123,416	110,688	118,990	114,951	121,130	108,246

Table 11-11.

Fund 33 - Child Development Fund

2019-20 Adopted Budget	
Beginning Fund Balance	-
Revenue	1,338,296
Expenditures	
Certificated Instructional Salaries	-
Certificated Non-Instructional Salaries	195,199
Classified Instructional Salaries	-
Classified Non-Instructional Salaries	763,890
Total Salaries	959,089
Employee Benefits	246,776
Total Salary & Benefits	1,205,865
Supplies and Materials	9,000
Other Operating Expenses & Services	-
Contract Services	1,000
Travel and Conference Expense	-
Dues and Memberships	-
Insurances	-
Utilities and Housekeeping	-
Maintenance, Repairs and Rentals	-
Professional Services	-
Other Expenses	117,000
Capital Outlay	-
Site and Site Improvements	-
Building Improvements	-
Library Books & Materials	-
New Equipment	5,431
Equipment Replacement	-
Debt Retirement	-
Student Financial Aid	-
Payments to Students	-
Interfund Transfers	-
Total Expenditures	1,338,296
Net (Revenues - Expenditures)	-
Ending Fund Balance	-

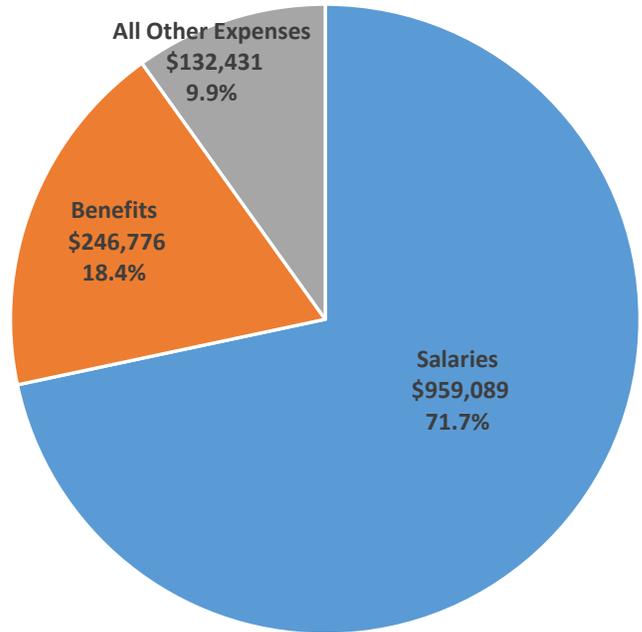


Table 11-12.

Child Development Fund (Fund 33) History

	2015-16	2016-17	2017-18	2018-19	2018-19	2019-20
	Actuals	Actuals	Actuals	Adopted	Actuals	Adopted
				Budget		Budget
REVENUE						
Federal	118,166	89,591	96,276	97,713	101,649	115,157
State	285,218	333,996	378,695	386,042	428,794	407,756
Local	663,667	686,901	678,611	695,500	683,519	715,383
Transfer/ (Contribution)	190,000	150,000	75,000	-	514	100,000
Total Revenue	1,257,052	1,260,488	1,228,582	1,179,255	1,214,475	1,338,296
Beginning Fund Balance	69,968	140,796	210,903	159,569	159,569	-
Total Rev & Beg Fund Bal	1,327,020	1,401,284	1,439,485	1,338,824	1,374,044	1,338,296
EXPENDITURES						
Salaries:						
Certificated Instruction	-	-	-	-	-	-
Certificated Non-Instruction	230,418	237,672	218,867	240,055	229,996	195,199
Classified	665,166	674,835	766,902	712,871	826,729	763,890
Total Salaries	895,584	912,507	985,769	952,926	1,056,725	959,089
Fringe Benefits	219,214	219,819	245,957	256,615	267,486	246,776
Total Sal & Frg Benefits	1,114,799	1,132,326	1,231,725	1,209,541	1,324,211	1,205,865
Supplies & Materials	30,057	11,820	9,151	7,500	10,460	9,000
Other Operating Exp/Services	34,587	35,743	36,663	117,783	34,262	118,000
Capital Outlay	6,782	10,493	2,376	4,000	5,112	5,431
Payments to Students	-	-	-	-	-	-
Student Financial Aid	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Transfers	-	-	-	-	-	-
Contingencies	-	-	-	-	-	-
Total Expenditures	1,186,224	1,190,381	1,279,916	1,338,824	1,374,044	1,338,296
Ending Fund Balance	140,796	210,903	159,569	-	-	-
Total Exp and End Fund Bal	1,327,020	1,401,284	1,439,485	1,338,824	1,374,044	1,338,296

Table 11-13.

Fund 37 - Special Revenue-Asset Management Fund

	2019-20 Adopted Budget
Beginning Fund Balance	18,484
Revenue	300
Expenditures	
Certificated Instructional Salaries	-
Certificated Non-Instructional Salaries	-
Classified Instructional Salaries	-
Classified Non-Instructional Salaries	-
Total Salaries	-
Employee Benefits	-
Total Salary & Benefits	-
Supplies and Materials	-
Other Operating Expenses & Services	-
Contract Services	-
Travel and Conference Expense	-
Dues and Memberships	-
Insurances	-
Utilities and Housekeeping	-
Maintenance, Repairs and Rentals	-
Professional Services	18,784
Other Expenses	-
Capital Outlay	-
Site and Site Improvements	-
Building Improvements	-
Library Books & Materials	-
New Equipment	-
Equipment Replacement	-
Debt Retirement	-
Student Financial Aid	-
Payments to Students	-
Interfund Transfers	-
Total Expenditures	18,784
Net (Revenues - Expenditures)	(18,484)
Ending Fund Balance	-

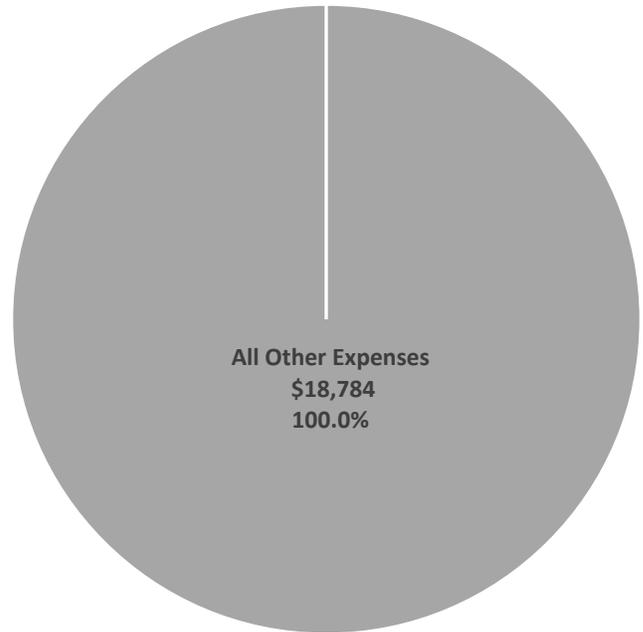


Table 11-14.

Special Revenue-Asset Management Fund (Fund 37) History

	2015-16	2016-17	2017-18	2018-19	2018-19	2019-20
	Actuals	Actuals	Actuals	Adopted	Actuals	Adopted
				Budget		Budget
REVENUE						
Federal	-	-	-	-	-	-
State	-	-	-	-	-	-
Local	138	194	279	150	379	300
Transfer/ (Contribution)	-	-	-	-	-	-
Total Revenue	138	194	279	150	379	300
Beginning Fund Balance	17,494	17,631	17,825	18,105	18,105	18,484
Total Rev & Beg Fund Bal	17,631	17,825	18,105	18,255	18,484	18,784
EXPENDITURES						
Salaries:						
Certificated Instruction	-	-	-	-	-	-
Certificated Non-Instruction	-	-	-	-	-	-
Classified	-	-	-	-	-	-
Total Salaries	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-
Total Sal & Frg Benefits	-	-	-	-	-	-
Supplies & Materials	-	-	-	-	-	-
Other Operating Exp/Services	-	-	-	18,255	-	18,784
Capital Outlay	-	-	-	-	-	-
Payments to Students	-	-	-	-	-	-
Student Financial Aid	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Transfers	-	-	-	-	-	-
Contingencies	-	-	-	-	-	-
Total Expenditures	-	-	-	18,255	-	18,784
Ending Fund Balance	17,631	17,825	18,105	-	18,484	-
Total Exp and End Fund Bal	17,631	17,825	18,105	18,255	18,484	18,784

Table 11-15.

Fund 39 - Special Revenue-Student Center Fund

	2019-20 Adopted Budget
Beginning Fund Balance	625,198
Revenue	205,000
Expenditures	
Certificated Instructional Salaries	-
Certificated Non-Instructional Salaries	-
Classified Instructional Salaries	-
Classified Non-Instructional Salaries	-
Total Salaries	-
Employee Benefits	-
Total Salary & Benefits	-
Supplies and Materials	-
Other Operating Expenses & Services	-
Contract Services	-
Travel and Conference Expense	-
Dues and Memberships	-
Insurances	-
Utilities and Housekeeping	-
Maintenance, Repairs and Rentals	-
Professional Services	-
Other Expenses	-
Capital Outlay	-
Site and Site Improvements	-
Building Improvements	-
Library Books & Materials	-
New Equipment	-
Equipment Replacement	-
Debt Retirement	-
Student Financial Aid	-
Payments to Students	-
Interfund Transfers	183,640
Total Expenditures	183,640
Net (Revenues - Expenditures)	21,360
Ending Fund Balance	646,558

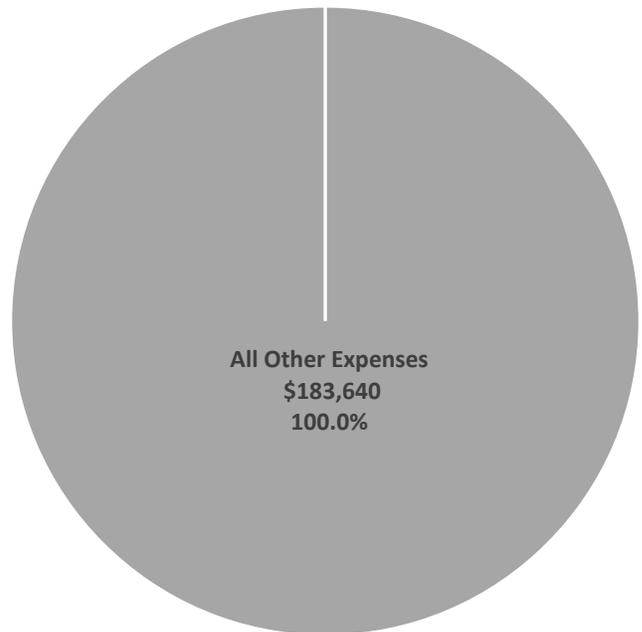


Table 11-16.

Special Revenue-Student Center Fund (Fund 39) History

	2015-16	2016-17	2017-18	2018-19	2018-19	2019-20
	Actuals	Actuals	Actuals	Adopted	Actuals	Adopted
				Budget		Budget
REVENUE						
Federal	-	-	-	-	-	-
State	-	-	-	-	-	-
Local	196,311	201,720	206,182	201,000	207,802	205,000
Transfer/ (Contribution)	-	-	-	-	-	-
Total Revenue	196,311	201,720	206,182	201,000	207,802	205,000
Beginning Fund Balance	561,818	570,155	586,459	605,556	605,556	625,198
Total Rev & Beg Fund Bal	758,130	771,874	792,641	806,556	813,358	830,198
EXPENDITURES						
Salaries:						
Certificated Instruction	-	-	-	-	-	-
Certificated Non-Instruction	-	-	-	-	-	-
Classified	-	-	-	-	-	-
Total Salaries	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-
Total Sal & Frg Benefits	-	-	-	-	-	-
Supplies & Materials	-	-	-	-	-	-
Other Operating Exp/Services	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Payments to Students	-	-	-	-	-	-
Student Financial Aid	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Transfers	187,975	185,415	187,085	188,160	188,160	183,640
Contingencies	-	-	-	-	-	-
Total Expenditures	187,975	185,415	187,085	188,160	188,160	183,640
Ending Fund Balance	570,155	586,459	605,556	618,396	625,198	646,558
Total Exp and End Fund Bal	758,130	771,874	792,641	806,556	813,358	830,198

Table 11-17.

State Construction Fund (Fund 41) History

	2015-16	2016-17	2017-18	2018-19	2018-19	2019-20
	Actuals	Actuals	Actuals	Adopted	Actuals	Adopted
				Budget		Budget
REVENUE						
Federal	-	-	-	-	-	-
State	439,363	579,422	564,085	-	-	-
Local	2,227	6,236	7,308	2,000	12,141	-
Transfer/ (Contribution)	-	-	-	-	-	-
Total Revenue	441,590	585,658	571,393	2,000	12,141	-
Beginning Fund Balance	11,675	13,902	592,679	737,275	737,275	-
Total Rev & Beg Fund Bal	453,265	599,559	1,164,072	739,275	749,417	-
EXPENDITURES						
Salaries:						
Certificated Instruction	-	-	-	-	-	-
Certificated Non-Instruction	-	-	-	-	-	-
Classified	-	-	-	-	-	-
Total Salaries	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-
Total Sal & Frg Benefits	-	-	-	-	-	-
Supplies & Materials	-	-	-	-	-	-
Other Operating Exp/Services	-	-	-	-	-	-
Capital Outlay	439,363	6,881	426,796	650,000	660,142	-
Payments to Students	-	-	-	-	-	-
Student Financial Aid	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Transfers	-	-	-	-	-	-
Contingencies	-	-	-	-	89,275	-
Total Expenditures	439,363	6,881	426,796	650,000	749,417	-
Ending Fund Balance	13,902	592,679	737,275	89,275	-	-
Total Exp and End Fund Bal	453,265	599,559	1,164,072	739,275	749,417	-

Table 11-18.

Fund 43 - Capital Projects Fund

	2019-20 Adopted Budget
Beginning Fund Balance	3,126,032
Revenue	236,590
Expenditures	
Certificated Instructional Salaries	-
Certificated Non-Instructional Salaries	-
Classified Instructional Salaries	-
Classified Non-Instructional Salaries	-
Total Salaries	-
Employee Benefits	-
Total Salary & Benefits	-
Supplies and Materials	-
Other Operating Expenses & Services	-
Contract Services	781
Travel and Conference Expense	-
Dues and Memberships	-
Insurances	-
Utilities and Housekeeping	-
Maintenance, Repairs and Rentals	320,912
Professional Services	-
Other Expenses	-
Capital Outlay	-
Site and Site Improvements	150,000
Building Improvements	94,540
Library Books & Materials	-
New Equipment	2,796,389
Equipment Replacement	-
Debt Retirement	-
Student Financial Aid	-
Payments to Students	-
Interfund Transfers	-
Total Expenditures	3,362,622
Net (Revenues - Expenditures)	(3,126,032)
Ending Fund Balance	-

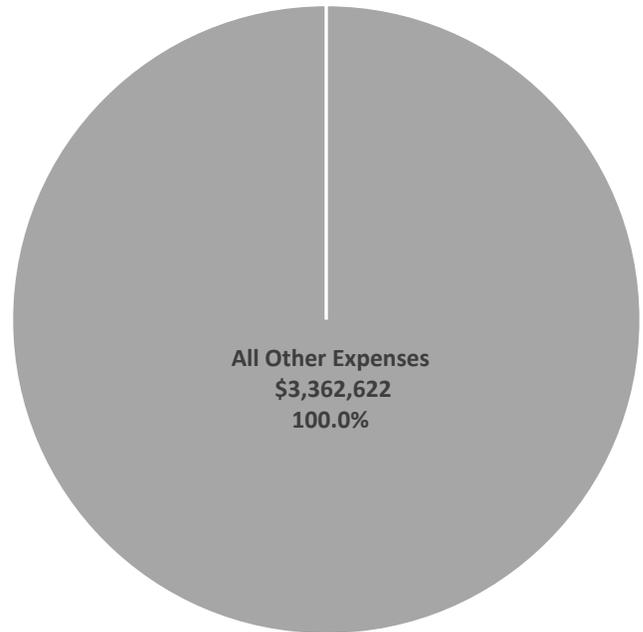


Table 11-19.

Capital Projects Fund (Fund 43) History

	2015-16	2016-17	2017-18	2018-19	2018-19	2019-20
	Actuals	Actuals	Actuals	Adopted	Actuals	Adopted
				Budget		Budget
REVENUE						
Federal	-	-	-	-	-	-
State	-	-	-	-	-	-
Local	249,929	312,494	266,665	189,000	284,132	209,000
Transfer/ (Contribution)	4,900,005	250,080	142,520	30,277	342,320	27,590
Total Revenue	5,149,933	562,574	409,185	219,277	626,452	236,590
Beginning Fund Balance	473,141	4,447,847	3,822,002	3,628,515	3,628,515	3,126,032
Total Rev & Beg Fund Bal	5,623,074	5,010,421	4,231,187	3,847,792	4,254,967	3,362,622
EXPENDITURES						
Salaries:						
Certificated Instruction	-	-	-	-	-	-
Certificated Non-Instruction	-	-	-	-	-	-
Classified	-	-	-	-	-	-
Total Salaries	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-
Total Sal & Frg Benefits	-	-	-	-	-	-
Supplies & Materials	-	-	-	-	-	-
Other Operating Exp/Services	149,334	144,165	300,200	477,429	409,267	321,693
Capital Outlay	1,025,893	1,044,255	302,472	3,370,363	719,668	3,040,929
Payments to Students	-	-	-	-	-	-
Student Financial Aid	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Transfers	-	-	-	-	-	-
Contingencies	-	-	-	-	-	-
Total Expenditures	1,175,227	1,188,419	602,672	3,847,792	1,128,935	3,362,622
Ending Fund Balance	4,447,847	3,822,002	3,628,515	-	3,126,032	-
Total Exp and End Fund Bal	5,623,074	5,010,421	4,231,187	3,847,792	4,254,967	3,362,622

Table 11-20.

Fund 44 - Scheduled Maintenance Fund

	2019-20 Adopted Budget
Beginning Fund Balance	4,822
Revenue	80
Expenditures	
Certificated Instructional Salaries	-
Certificated Non-Instructional Salaries	-
Classified Instructional Salaries	-
Classified Non-Instructional Salaries	-
Total Salaries	-
Employee Benefits	-
Total Salary & Benefits	-
Supplies and Materials	-
Other Operating Expenses & Services	-
Contract Services	-
Travel and Conference Expense	-
Dues and Memberships	-
Insurances	-
Utilities and Housekeeping	-
Maintenance, Repairs and Rentals	-
Professional Services	-
Other Expenses	-
Capital Outlay	-
Site and Site Improvements	-
Building Improvements	4,902
Library Books & Materials	-
New Equipment	-
Equipment Replacement	-
Debt Retirement	-
Student Financial Aid	-
Payments to Students	-
Interfund Transfers	-
Total Expenditures	4,902
Net (Revenues - Expenditures)	(4,822)
Ending Fund Balance	-

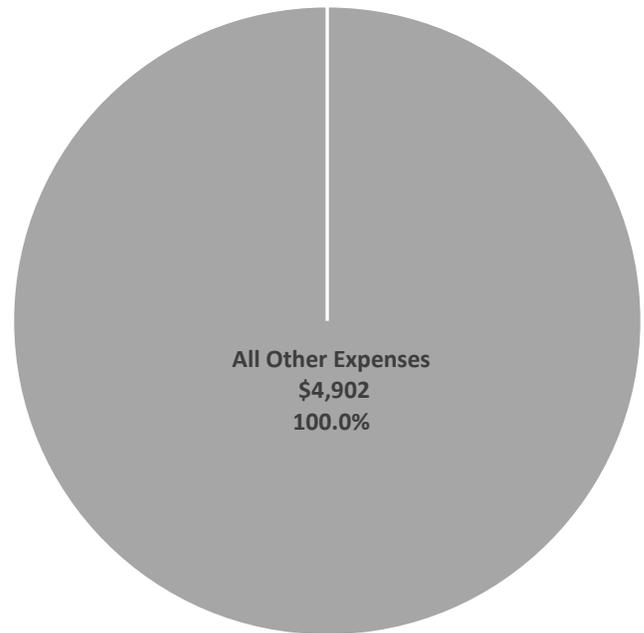


Table 11-21.

Scheduled Maintenance Fund (Fund 44) History

	2015-16	2016-17	2017-18	2018-19	2018-19	2019-20
	Actuals	Actuals	Actuals	Adopted	Actuals	Adopted
				Budget		Budget
REVENUE						
Federal	-	-	-	-	-	-
State	-	-	-	-	-	-
Local	1,891	50	73	40	99	80
Transfer/ (Contribution)	-	-	-	-	-	-
Total Revenue	1,891	50	73	40	99	80
Beginning Fund Balance	525,889	4,599	4,650	4,723	4,723	4,822
Total Rev & Beg Fund Bal	527,779	4,650	4,723	4,763	4,822	4,902
EXPENDITURES						
Salaries:						
Certificated Instruction	-	-	-	-	-	-
Certificated Non-Instruction	-	-	-	-	-	-
Classified	-	-	-	-	-	-
Total Salaries	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-
Total Sal & Frg Benefits	-	-	-	-	-	-
Supplies & Materials	-	-	-	-	-	-
Other Operating Exp/Services	-	-	-	-	-	-
Capital Outlay	523,180	-	-	4,763	-	4,902
Payments to Students	-	-	-	-	-	-
Student Financial Aid	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Transfers	-	-	-	-	-	-
Contingencies	-	-	-	-	-	-
Total Expenditures	523,180	-	-	4,763	-	4,902
Ending Fund Balance	4,599	4,650	4,723	-	4,822	-
Total Exp and End Fund Bal	527,779	4,650	4,723	4,763	4,822	4,902

Table 11-22.

GO Bond - Measure M, Series 2012 Fund (Fund 45) History

	2015-16	2016-17	2017-18	2018-19	2018-19	2019-20
	Actuals	Actuals	Actuals	Adopted	Actuals	Adopted
				Budget		Budget
REVENUE						
Federal	-	-	-	-	-	-
State	-	-	-	-	-	-
Local	2,903	-	-	-	-	-
Transfer/ (Contribution)	-	-	-	-	-	-
Total Revenue	2,903	-	-	-	-	-
Beginning Fund Balance	948,315	-	-	-	-	-
Total Rev & Beg Fund Bal	951,218	-	-	-	-	-
EXPENDITURES						
Salaries:						
Certificated Instruction	-	-	-	-	-	-
Certificated Non-Instruction	-	-	-	-	-	-
Classified	-	-	-	-	-	-
Total Salaries	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-
Total Sal & Frg Benefits	-	-	-	-	-	-
Supplies & Materials	-	-	-	-	-	-
Other Operating Exp/Services	40,648	-	-	-	-	-
Capital Outlay	910,570	-	-	-	-	-
Payments to Students	-	-	-	-	-	-
Student Financial Aid	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Transfers	-	-	-	-	-	-
Contingencies	-	-	-	-	-	-
Total Expenditures	951,218	-	-	-	-	-
Ending Fund Balance	-	-	-	-	-	-
Total Exp and End Fund Bal	951,218	-	-	-	-	-

Table 11-23.

Measure M Series 2016 Fund (Fund 46) History

	2015-16	2016-17	2017-18	2018-19	2018-19	2019-20
	Actuals	Actuals	Actuals	Adopted	Actuals	Adopted
				Budget		Budget
REVENUE						
Federal	-	-	-	-	-	-
State	-	-	-	-	-	-
Local	-	106,324	223,661	75,000	103,031	-
Transfer/ (Contribution)	-	22,379,744	-	-	-	-
Total Revenue	-	22,486,069	223,661	75,000	103,031	-
Beginning Fund Balance	-	-	14,879,504	10,442,171	10,442,171	-
Total Rev & Beg Fund Bal	-	22,486,069	15,103,165	10,517,171	10,545,202	-
EXPENDITURES						
Salaries:						
Certificated Instruction	-	-	-	-	-	-
Certificated Non-Instruction	-	-	-	-	-	-
Classified	-	-	-	-	-	-
Total Salaries	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-
Total Sal & Frg Benefits	-	-	-	-	-	-
Supplies & Materials	-	-	-	-	-	-
Other Operating Exp/Services	-	-	-	-	11,300	-
Capital Outlay	-	-	4,660,993	10,517,171	10,533,902	-
Payments to Students	-	-	-	-	-	-
Student Financial Aid	-	-	-	-	-	-
Debt Service	-	7,606,565	-	-	-	-
Transfers	-	-	-	-	-	-
Contingencies	-	-	-	-	-	-
Total Expenditures	-	7,606,565	4,660,993	10,517,171	10,545,202	-
Ending Fund Balance	-	14,879,504	10,442,171	-	-	-
Total Exp and End Fund Bal	-	22,486,069	15,103,165	10,517,171	10,545,202	-

Table 11-24.

Measure M GO Bond Election 2006 Series 2014 Fund (Fund 47) History

	2015-16	2016-17	2017-18	2018-19	2018-19	2019-20
	Actuals	Actuals	Actuals	Adopted	Actuals	Adopted
				Budget		Budget
REVENUE						
Federal	-	-	-	-	-	-
State	-	-	-	-	-	-
Local	186,560	178,640	108,842	-	-	-
Transfer/ (Contribution)	-	-	-	-	-	-
Total Revenue	186,560	178,640	108,842	-	-	-
Beginning Fund Balance	24,900,591	21,410,233	11,478,370	-	-	-
Total Rev & Beg Fund Bal	25,087,152	21,588,873	11,587,212	-	-	-
EXPENDITURES						
Salaries:						
Certificated Instruction	-	-	-	-	-	-
Certificated Non-Instruction	-	-	-	-	-	-
Classified	82,206	82,506	-	-	-	-
Total Salaries	82,206	82,506	-	-	-	-
Fringe Benefits	24,321	26,362	-	-	-	-
Total Sal & Frg Benefits	106,526	108,867	-	-	-	-
Supplies & Materials	-	-	-	-	-	-
Other Operating Exp/Services	41,650	146,300	11,300	-	-	-
Capital Outlay	3,528,742	9,855,336	11,575,912	-	-	-
Payments to Students	-	-	-	-	-	-
Student Financial Aid	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Transfers	-	-	-	-	-	-
Contingencies	-	-	-	-	-	-
Total Expenditures	3,676,918	10,110,504	11,587,212	-	-	-
Ending Fund Balance	21,410,233	11,478,370	-	-	-	-
Total Exp and End Fund Bal	25,087,152	21,588,873	11,587,212	-	-	-

Table 11-25.

Fund 48 - Measure E GO Bond Election 2016 Series 2017 Fund

	2019-20 Adopted Budget
Beginning Fund Balance	18,622,786
Revenue	300,000
Expenditures	
Certificated Instructional Salaries	-
Certificated Non-Instructional Salaries	-
Classified Holding	89,356
Classified Management Salaries	108,972
Total Salaries	198,328
Employee Benefits	86,090
Total Salary & Benefits	284,418
Supplies and Materials	-
Other Operating Expenses & Services	-
Contract Services	-
Travel and Conference Expense	-
Dues and Memberships	-
Insurances	-
Utilities and Housekeeping	-
Maintenance, Repairs and Rentals	-
Professional Services	22,700
Other Expenses	-
Capital Outlay	-
Site and Site Improvements	583,188
Building Improvements	17,681,043
Library Books & Materials	-
New Equipment	351,437
Equipment Replacement	-
Debt Retirement	-
Student Financial Aid	-
Payments to Students	-
Interfund Transfers	-
Total Expenditures	18,922,786
Net (Revenues - Expenditures)	(18,622,786)
Ending Fund Balance	-

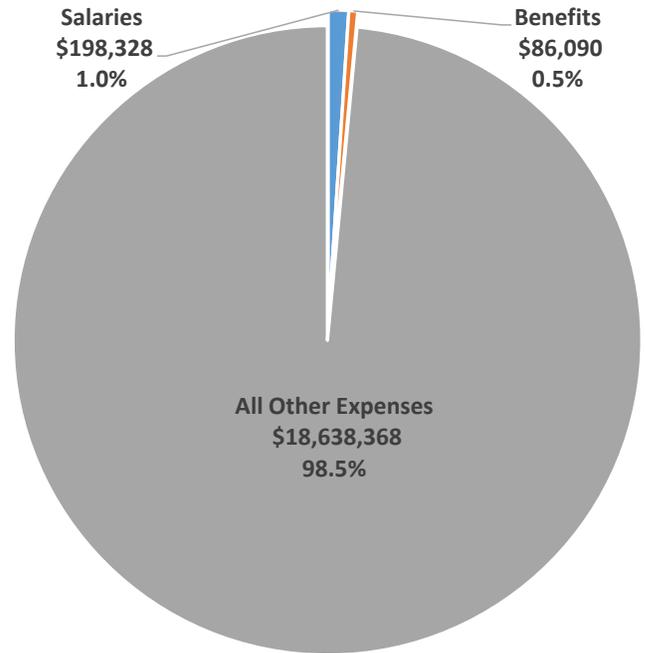


Table 11-26.

Measure E GO Bond Election 2016 Series 2017 Fund (Fund 48) History

	2015-16	2016-17	2017-18	2018-19	2018-19	2019-20
	Actuals	Actuals	Actuals	Adopted	Actuals	Adopted
				Budget		Budget
REVENUE						
Federal	-	-	-	-	-	-
State	-	-	-	-	-	-
Local	-	103,684	776,998	300,000	691,111	300,000
Transfer/ (Contribution)	-	53,499,569	-	-	-	-
Total Revenue	-	53,603,253	776,998	300,000	691,111	300,000
Beginning Fund Balance	-	-	49,853,563	48,991,674	48,991,674	18,622,786
Total Rev & Beg Fund Bal	-	53,603,253	50,630,562	49,291,674	49,682,785	18,922,786
EXPENDITURES						
Salaries:						
Certificated Instruction	-	-	-	-	-	-
Certificated Non-Instruction	-	-	-	-	-	-
Classified	-	1,520	105,720	310,000	111,672	198,328
Total Salaries	-	1,520	105,720	310,000	111,672	198,328
Fringe Benefits	-	351	33,838	124,000	37,910	86,090
Total Sal & Frg Benefits	-	1,871	139,558	434,000	149,582	284,418
Supplies & Materials	-	-	-	-	-	-
Other Operating Exp/Services	-	-	6,000	34,000	11,300	22,700
Capital Outlay	-	2,250	1,493,330	48,823,674	30,899,117	18,615,668
Payments to Students	-	-	-	-	-	-
Student Financial Aid	-	-	-	-	-	-
Debt Service	-	3,745,569	-	-	-	-
Transfers	-	-	-	-	-	-
Contingencies	-	-	-	-	-	-
Total Expenditures	-	3,749,690	1,638,888	49,291,674	31,059,999	18,922,786
Ending Fund Balance	-	49,853,563	48,991,674	-	18,622,786	-
Total Exp and End Fund Bal	-	53,603,253	50,630,562	49,291,674	49,682,785	18,922,786

Table 11-27.

Fund 49 - Field Turf Replacement Fund

	2019-20 Adopted Budget
Beginning Fund Balance	308,801
Revenue	54,000
Expenditures	
Certificated Instructional Salaries	-
Certificated Non-Instructional Salaries	-
Classified Instructional Salaries	-
Classified Non-Instructional Salaries	-
Total Salaries	-
Employee Benefits	-
Total Salary & Benefits	-
Supplies and Materials	-
Other Operating Expenses & Services	-
Contract Services	-
Travel and Conference Expense	-
Dues and Memberships	-
Insurances	-
Utilities and Housekeeping	-
Maintenance, Repairs and Rentals	-
Professional Services	-
Other Expenses	-
Capital Outlay	-
Site and Site Improvements	362,801
Building Improvements	-
Library Books & Materials	-
New Equipment	-
Equipment Replacement	-
Debt Retirement	-
Student Financial Aid	-
Payments to Students	-
Interfund Transfers	-
Total Expenditures	362,801
Net (Revenues - Expenditures)	(308,801)
Ending Fund Balance	-

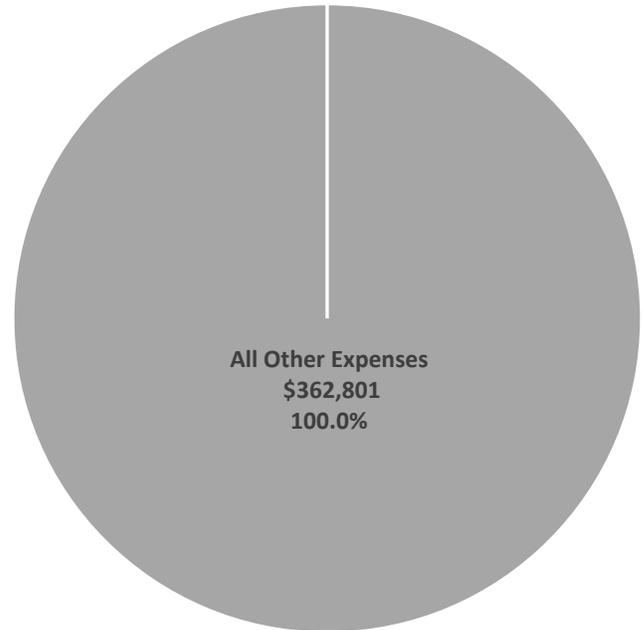


Table 11-28.

Field Turf Replacement Fund (Fund 49) History

	2015-16	2016-17	2017-18	2018-19	2018-19	2019-20
	Actuals	Actuals	Actuals	Adopted	Actuals	Adopted
				Budget		Budget
REVENUE						
Federal	-	-	-	-	-	-
State	-	-	-	-	-	-
Local	26,067	26,942	28,543	26,800	31,057	29,000
Transfer/ (Contribution)	25,000	25,000	25,000	25,000	25,000	25,000
Total Revenue	51,067	51,942	53,543	51,800	56,057	54,000
Beginning Fund Balance	101,852	147,259	199,202	252,744	252,744	308,801
Total Rev & Beg Fund Bal	152,919	199,202	252,744	304,544	308,801	362,801
EXPENDITURES						
Salaries:						
Certificated Instruction	-	-	-	-	-	-
Certificated Non-Instruction	-	-	-	-	-	-
Classified	-	-	-	-	-	-
Total Salaries	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-
Total Sal & Frg Benefits	-	-	-	-	-	-
Supplies & Materials	-	-	-	-	-	-
Other Operating Exp/Services	-	-	-	-	-	-
Capital Outlay	5,660	-	-	304,544	-	362,801
Payments to Students	-	-	-	-	-	-
Student Financial Aid	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Transfers	-	-	-	-	-	-
Contingencies	-	-	-	-	-	-
Total Expenditures	5,660	-	-	304,544	-	362,801
Ending Fund Balance	147,259	199,202	252,744	-	308,801	-
Total Exp and End Fund Bal	152,919	199,202	252,744	304,544	308,801	362,801

Table 11-29.

Fund 57 - K-12 Arts Education Outreach Fund

	2019-20 Adopted Budget
Beginning Fund Balance	-
Revenue	226,059
Expenditures	
Certificated Instructional Salaries	-
Certificated Non-Instructional Salaries	-
Classified Instructional Salaries	-
Classified Non-Instructional Salaries	40,482
Total Salaries	40,482
Employee Benefits	18,818
Total Salary & Benefits	59,300
Supplies and Materials	1,500
Other Operating Expenses & Services	-
Contract Services	159,959
Travel and Conference Expense	2,000
Dues and Memberships	-
Insurances	-
Utilities and Housekeeping	-
Maintenance, Repairs and Rentals	-
Professional Services	-
Other Expenses	3,300
Capital Outlay	-
Site and Site Improvements	-
Building Improvements	-
Library Books & Materials	-
New Equipment	-
Equipment Replacement	-
Debt Retirement	-
Student Financial Aid	-
Payments to Students	-
Interfund Transfers	-
Total Expenditures	226,059
Net (Revenues - Expenditures)	-
Ending Fund Balance	-

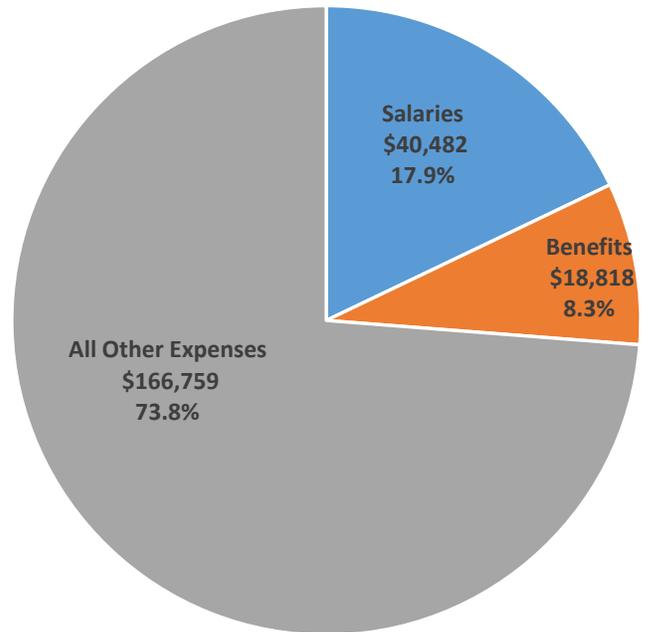


Table 11-30.

K-12 Arts Education Outreach Fund (Fund 57) History

	2015-16	2016-17	2017-18	2018-19	2018-19	2019-20
	Actuals	Actuals	Actuals	Adopted Budget	Actuals	Adopted Budget
REVENUE						
Federal	-	-	-	-	-	-
State	1,907	3,799	67	-	-	-
Local	304,081	364,942	256,730	316,077	223,688	226,059
Transfer/ (Contribution)	-	-	-	-	-	-
Total Revenue	305,988	368,741	256,797	316,077	223,688	226,059
Beginning Fund Balance	13,352	16,653	34,838	26,490	26,490	-
Total Rev & Beg Fund Bal	319,340	385,394	291,634	342,567	250,178	226,059
EXPENDITURES						
Salaries:						
Certificated Instruction	-	-	-	-	-	-
Certificated Non-Instruction	1,700	-	-	-	-	-
Classified	38,282	56,238	22,850	62,339	50,561	40,482
Total Salaries	39,982	56,238	22,850	62,339	50,561	40,482
Fringe Benefits	10,965	17,463	9,111	23,468	20,150	18,818
Total Sal & Frg Benefits	50,947	73,702	31,961	85,807	70,711	59,300
Supplies & Materials	152	1,627	1,030	1,000	36	1,500
Other Operating Exp/Services	251,587	275,228	232,153	255,760	179,431	165,259
Capital Outlay	-	-	-	-	-	-
Payments to Students	-	-	-	-	-	-
Student Financial Aid	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Transfers	-	-	-	-	-	-
Contingencies	-	-	-	-	-	-
Total Expenditures	302,687	350,557	265,144	342,567	250,178	226,059
Ending Fund Balance	16,653	34,838	26,490	-	-	-
Total Exp and End Fund Bal	319,340	385,394	291,634	342,567	250,178	226,059

Table 11-31.

Fund 58 - Performing Arts Center Fund

	2019-20 Adopted Budget
Beginning Fund Balance	-
Revenue	505,451
Expenditures	
Certificated Instructional Salaries	-
Certificated Non-Instructional Salaries	-
Classified Instructional Salaries	-
Classified Non-Instructional Salaries	72,426
Total Salaries	72,426
Employee Benefits	16,987
Total Salary & Benefits	89,413
Supplies and Materials	4,814
Other Operating Expenses & Services	-
Contract Services	306,145
Travel and Conference Expense	5,000
Dues and Memberships	-
Insurances	-
Utilities and Housekeeping	-
Maintenance, Repairs and Rentals	27,745
Professional Services	-
Other Expenses	54,744
Capital Outlay	-
Site and Site Improvements	-
Building Improvements	-
Library Books & Materials	-
New Equipment	-
Equipment Replacement	-
Debt Retirement	-
Student Financial Aid	-
Payments to Students	-
Interfund Transfers	17,590
Total Expenditures	505,451
Net (Revenues - Expenditures)	-
Ending Fund Balance	-

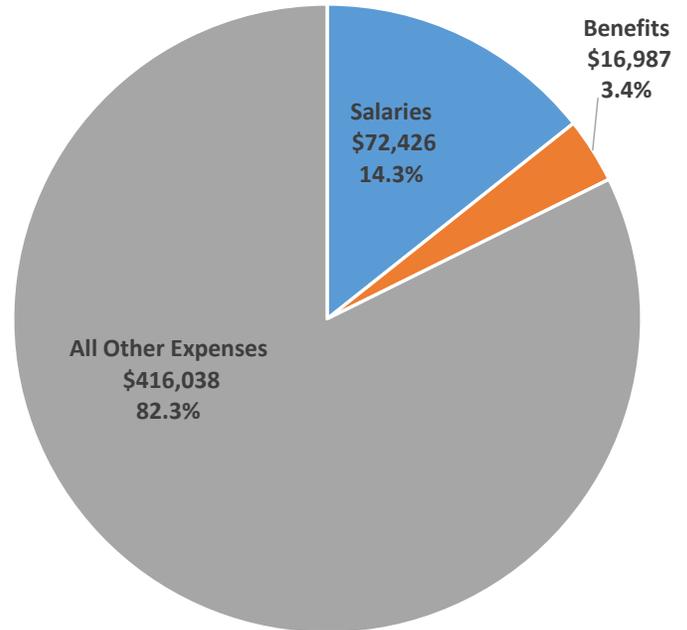


Table 11-32.

Performing Arts Center Fund (Fund 58) History

	2015-16	2016-17	2017-18	2018-19	2018-19	2019-20
	Actuals	Actuals	Actuals	Adopted	Actuals	Adopted
				Budget		Budget
REVENUE						
Federal	-	-	-	-	-	-
State	395	537	547	-	560	-
Local	313,769	481,715	486,143	470,445	376,623	505,451
Transfer/ (Contribution)	-	-	-	-	-	-
Total Revenue	314,164	482,252	486,690	470,445	377,183	505,451
Beginning Fund Balance	-	-	32,026	64,295	64,295	-
Total Rev & Beg Fund Bal	314,164	482,252	518,716	534,740	441,478	505,451
EXPENDITURES						
Salaries:						
Certificated Instruction	-	-	-	-	-	-
Certificated Non-Instruction	-	-	5,974	-	160	-
Classified	45,566	62,382	64,226	59,536	60,802	72,426
Total Salaries	45,566	62,382	70,200	59,536	60,961	72,426
Fringe Benefits	8,849	11,358	11,759	16,142	12,967	16,987
Total Sal & Frg Benefits	54,415	73,741	81,960	75,678	73,928	89,413
Supplies & Materials	1,725	609	2,688	1,195	1,772	4,814
Other Operating Exp/Services	258,024	359,640	344,772	437,590	365,778	393,634
Capital Outlay	-	-	6,554	-	-	-
Payments to Students	-	-	-	-	-	-
Student Financial Aid	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Transfers	-	16,236	18,448	20,277	-	17,590
Contingencies	-	-	-	-	-	-
Total Expenditures	314,164	450,226	454,421	534,740	441,478	505,451
Ending Fund Balance	-	32,026	64,295	-	-	-
Total Exp and End Fund Bal	314,164	482,252	518,716	534,740	441,478	505,451

Table 11-33.

Fund 59 - Employee Training Institute Fund

	2019-20 Adopted Budget
Beginning Fund Balance	312,903
Revenue	1,031,105
Expenditures	
Certificated Instructional Salaries	-
Certificated Non-Instructional Salaries	44,377
Classified Instructional Salaries	-
Classified Non-Instructional Salaries	488,416
Total Salaries	532,793
Employee Benefits	149,449
Total Salary & Benefits	682,242
Supplies and Materials	84,300
Other Operating Expenses & Services	-
Contract Services	160,414
Travel and Conference Expense	7,750
Dues and Memberships	1,000
Insurances	-
Utilities and Housekeeping	-
Maintenance, Repairs and Rentals	4,200
Professional Services	-
Other Expenses	399,602
Capital Outlay	-
Site and Site Improvements	-
Building Improvements	-
Library Books & Materials	-
New Equipment	4,500
Equipment Replacement	-
Debt Retirement	-
Student Financial Aid	-
Payments to Students	-
Interfund Transfers	-
Total Expenditures	1,344,008
Net (Revenues - Expenditures)	(312,903)
Ending Fund Balance	-

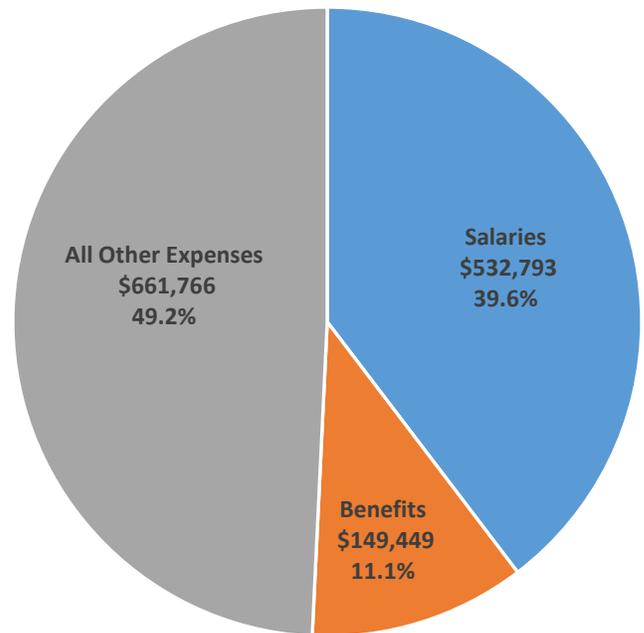


Table 11-34.

Employee Training Institute Fund (Fund 59) History

	2015-16	2016-17	2017-18	2018-19	2018-19	2019-20
	Actuals	Actuals	Actuals	Adopted	Actuals	Adopted
				Budget		Budget
REVENUE						
Federal	-	-	-	-	-	-
State	279,152	376,999	406,901	400,000	412,424	538,055
Local	652,051	651,687	612,010	470,752	435,817	493,050
Transfer/ (Contribution)	-	-	-	-	-	-
Total Revenue	931,203	1,028,686	1,018,912	870,752	848,241	1,031,105
Beginning Fund Balance	29,346	41,984	66,738	249,256	249,256	312,903
Total Rev & Beg Fund Bal	960,549	1,070,670	1,085,650	1,120,008	1,097,497	1,344,008
EXPENDITURES						
Salaries:						
Certificated Instruction	-	-	-	-	-	-
Certificated Non-Instruction	33,800	60,489	34,796	27,970	26,359	44,377
Classified	463,798	441,645	437,377	462,136	454,335	488,416
Total Salaries	497,598	502,133	472,173	490,106	480,694	532,793
Fringe Benefits	134,030	113,831	123,136	147,070	132,799	149,449
Total Sal & Frg Benefits	631,628	615,964	595,309	637,176	613,493	682,242
Supplies & Materials	47,664	44,012	42,674	42,300	35,851	84,300
Other Operating Exp/Services	239,272	343,701	196,696	434,032	129,267	572,966
Capital Outlay	-	255	1,715	6,500	5,983	4,500
Payments to Students	-	-	-	-	-	-
Student Financial Aid	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Transfers	-	-	-	-	-	-
Contingencies	-	-	-	-	-	-
Total Expenditures	918,564	1,003,932	836,394	1,120,008	784,593	1,344,008
Ending Fund Balance	41,984	66,738	249,256	-	312,903	-
Total Exp and End Fund Bal	960,549	1,070,670	1,085,650	1,120,008	1,097,497	1,344,008

Table 11-35.

Fund 68 - CalSTRS/CalPERS Liability Fund

	2019-20 Adopted Budget
Beginning Fund Balance	5,935,607
Revenue	80,000
Expenditures	
Certificated Instructional Salaries	-
Certificated Non-Instructional Salaries	-
Classified Instructional Salaries	-
Classified Non-Instructional Salaries	-
Total Salaries	-
Employee Benefits	-
Total Salary & Benefits	-
Supplies and Materials	-
Other Operating Expenses & Services	-
Contract Services	-
Travel and Conference Expense	-
Dues and Memberships	-
Insurances	-
Utilities and Housekeeping	-
Maintenance, Repairs and Rentals	-
Professional Services	-
Other Expenses	-
Capital Outlay	-
Site and Site Improvements	-
Building Improvements	-
Library Books & Materials	-
New Equipment	-
Equipment Replacement	-
Debt Retirement	-
Student Financial Aid	-
Payments to Students	-
Interfund Transfers	1,500,000
Total Expenditures	1,500,000
Net (Revenues - Expenditures)	(1,420,000)
Ending Fund Balance	4,515,607

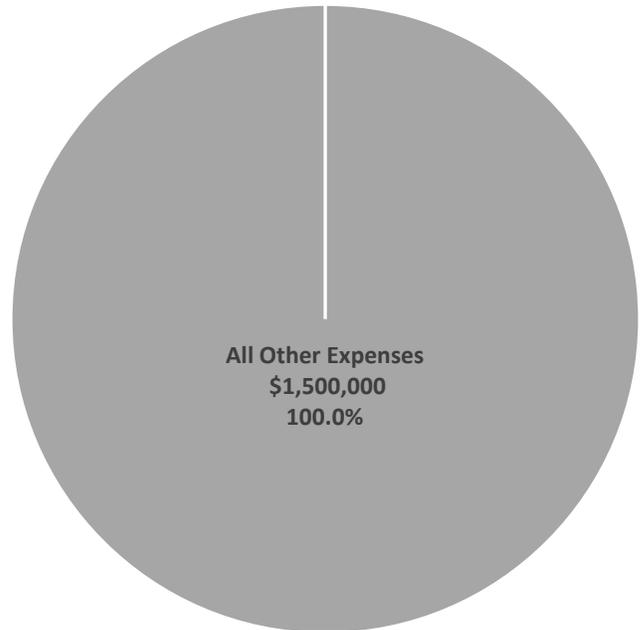


Table 11-36.

CalSTRS/CalPERS Liability Fund (Fund 68) History

	2015-16	2016-17	2017-18	2018-19	2018-19	2019-20
	Actuals	Actuals	Actuals	Adopted	Actuals	Adopted
				Budget		Budget
REVENUE						
Federal	-	-	-	-	-	-
State	-	-	-	-	-	-
Local	7,303	54,048	95,011	80,000	129,004	80,000
Transfer/ (Contribution)	4,900,000	1,100,241	-	-	-	-
Total Revenue	4,907,303	1,154,289	95,011	80,000	129,004	80,000
Beginning Fund Balance	-	4,907,303	6,061,593	6,156,604	6,156,604	5,935,607
Total Rev & Beg Fund Bal	4,907,303	6,061,593	6,156,604	6,236,604	6,285,607	6,015,607
EXPENDITURES						
Salaries:						
Certificated Instruction	-	-	-	-	-	-
Certificated Non-Instruction	-	-	-	-	-	-
Classified	-	-	-	-	-	-
Total Salaries	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-
Total Sal & Frg Benefits	-	-	-	-	-	-
Supplies & Materials	-	-	-	-	-	-
Other Operating Exp/Services	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Payments to Students	-	-	-	-	-	-
Student Financial Aid	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Transfers	-	-	-	750,000	350,000	1,500,000
Contingencies	-	-	-	-	-	-
Total Expenditures	-	-	-	750,000	350,000	1,500,000
Ending Fund Balance	4,907,303	6,061,593	6,156,604	5,486,604	5,935,607	4,515,607
Total Exp and End Fund Bal	4,907,303	6,061,593	6,156,604	6,236,604	6,285,607	6,015,607

Table 11-37.

Fund 69 - Internal Services-Retiree Benefits Fund

	2019-20 Adopted Budget
Beginning Fund Balance	6,863,750
Revenue	112,700
Expenditures	
Certificated Instructional Salaries	-
Certificated Non-Instructional Salaries	-
Classified Instructional Salaries	-
Classified Non-Instructional Salaries	-
Total Salaries	-
Employee Benefits	439,500
Total Salary & Benefits	439,500
Supplies and Materials	-
Other Operating Expenses & Services	-
Contract Services	-
Travel and Conference Expense	-
Dues and Memberships	-
Insurances	-
Utilities and Housekeeping	-
Maintenance, Repairs and Rentals	-
Professional Services	-
Other Expenses	-
Capital Outlay	-
Site and Site Improvements	-
Building Improvements	-
Library Books & Materials	-
New Equipment	-
Equipment Replacement	-
Debt Retirement	-
Student Financial Aid	-
Payments to Students	-
Interfund Transfers	-
Total Expenditures	439,500
Net (Revenues - Expenditures)	(326,800)
Ending Fund Balance	6,536,950

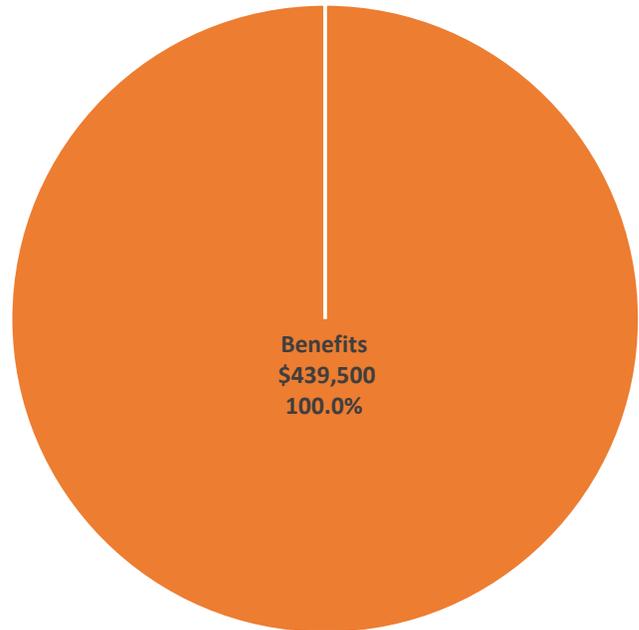


Table 11-38.

Internal Services-Retiree Benefits Fund (Fund 69) History

	2015-16	2016-17	2017-18	2018-19	2018-19	2019-20
	Actuals	Actuals	Actuals	Adopted	Actuals	Adopted
				Budget		Budget
REVENUE						
Federal	-	-	-	-	-	-
State	-	-	-	-	-	-
Local	34,854	49,066	96,465	45,000	144,422	100,000
Transfer/ (Contribution)	736,660	1,969,692	991,196	12,700	12,700	12,700
Total Revenue	771,514	2,018,758	1,087,661	57,700	157,122	112,700
Beginning Fund Balance	4,105,486	4,600,812	6,333,569	7,070,423	7,070,423	6,863,750
Total Rev & Beg Fund Bal	4,877,000	6,619,570	7,421,230	7,128,123	7,227,545	6,976,450
EXPENDITURES						
Salaries:						
Certificated Instruction	-	-	-	-	-	-
Certificated Non-Instruction	-	-	-	-	-	-
Classified	-	-	-	-	-	-
Total Salaries	-	-	-	-	-	-
Fringe Benefits	276,188	286,001	350,807	439,500	363,795	439,500
Total Sal & Frg Benefits	276,188	286,001	350,807	439,500	363,795	439,500
Supplies & Materials	-	-	-	-	-	-
Other Operating Exp/Services	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Payments to Students	-	-	-	-	-	-
Student Financial Aid	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Transfers	-	-	-	-	-	-
Contingencies	-	-	-	-	-	-
Total Expenditures	276,188	286,001	350,807	439,500	363,795	439,500
Ending Fund Balance	4,600,812	6,333,569	7,070,423	6,688,623	6,863,750	6,536,950
Total Exp and End Fund Bal	4,877,000	6,619,570	7,421,230	7,128,123	7,227,545	6,976,450

Table 11-39.

Fund 72 - Student Representation Fee Trust Fund

	2019-20 Adopted Budget
Beginning Fund Balance	350,596
Revenue	51,000
Expenditures	
Certificated Instructional Salaries	-
Certificated Non-Instructional Salaries	-
Classified Instructional Salaries	-
Classified Non-Instructional Salaries	-
Total Salaries	-
Employee Benefits	-
Total Salary & Benefits	-
Supplies and Materials	1,000
Other Operating Expenses & Services	-
Contract Services	4,000
Travel and Conference Expense	23,000
Dues and Memberships	500
Insurances	-
Utilities and Housekeeping	-
Maintenance, Repairs and Rentals	-
Professional Services	-
Other Expenses	19,000
Capital Outlay	-
Site and Site Improvements	-
Building Improvements	5,000
Library Books & Materials	-
New Equipment	23,000
Equipment Replacement	-
Debt Retirement	-
Student Financial Aid	-
Payments to Students	-
Interfund Transfers	1,800
Total Expenditures	77,300
Net (Revenues - Expenditures)	(26,300)
Ending Fund Balance	324,296

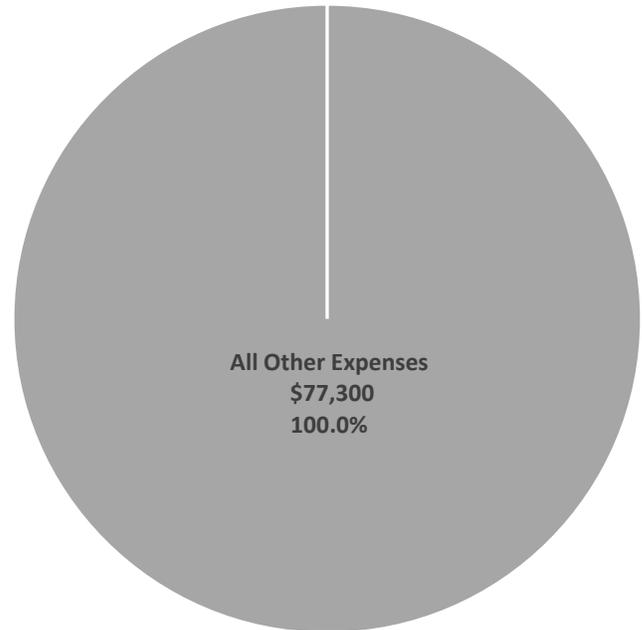


Table 11-40.

Student Representation Fee Trust Fund (Fund 72) History

	2015-16	2016-17	2017-18	2018-19	2018-19	2019-20
	Actuals	Actuals	Actuals	Adopted	Actuals	Adopted
				Budget		Budget
REVENUE						
Federal	-	-	-	-	-	-
State	-	-	-	-	-	-
Local	48,409	50,316	52,526	51,000	54,664	51,000
Transfer/ (Contribution)	-	-	-	-	-	-
Total Revenue	48,409	50,316	52,526	51,000	54,664	51,000
Beginning Fund Balance	216,111	245,898	281,402	314,401	314,401	350,596
Total Rev & Beg Fund Bal	264,520	296,214	333,928	365,401	369,065	401,596
EXPENDITURES						
Salaries:						
Certificated Instruction	-	-	-	-	-	-
Certificated Non-Instruction	-	-	-	-	-	-
Classified	-	-	-	-	-	-
Total Salaries	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-
Total Sal & Frg Benefits	-	-	-	-	-	-
Supplies & Materials	-	-	-	1,000	-	1,000
Other Operating Exp/Services	16,822	13,012	17,372	46,500	16,670	46,500
Capital Outlay	-	-	355	28,000	-	28,000
Payments to Students	-	-	-	-	-	-
Student Financial Aid	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Transfers	1,800	1,800	1,800	1,800	1,800	1,800
Contingencies	-	-	-	-	-	-
Total Expenditures	18,622	14,812	19,527	77,300	18,470	77,300
Ending Fund Balance	245,898	281,402	314,401	288,101	350,596	324,296
Total Exp and End Fund Bal	264,520	296,214	333,928	365,401	369,065	401,596

Table 11-41.

Fund 74 - Student Financial Aid Fund

	2019-20 Adopted Budget
Beginning Fund Balance	131,830
Revenue	21,478,792
Expenditures	
Certificated Instructional Salaries	-
Certificated Non-Instructional Salaries	-
Classified Instructional Salaries	-
Classified Non-Instructional Salaries	-
Total Salaries	-
Employee Benefits	-
Total Salary & Benefits	-
Supplies and Materials	-
Other Operating Expenses & Services	-
Contract Services	-
Travel and Conference Expense	-
Dues and Memberships	-
Insurances	-
Utilities and Housekeeping	-
Maintenance, Repairs and Rentals	-
Professional Services	-
Other Expenses	136,830
Capital Outlay	-
Site and Site Improvements	-
Building Improvements	-
Library Books & Materials	-
New Equipment	-
Equipment Replacement	-
Debt Retirement	-
Student Financial Aid	21,473,792
Payments to Students	-
Interfund Transfers	-
Total Expenditures	21,610,622
Net (Revenues - Expenditures)	(131,830)
Ending Fund Balance	-

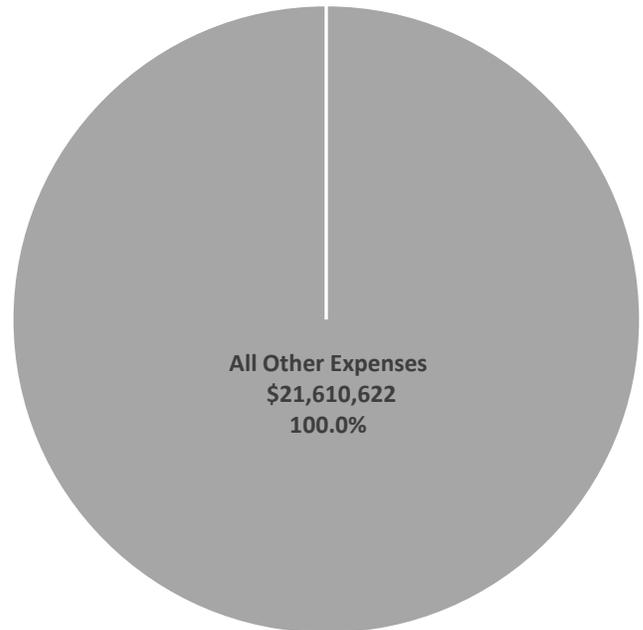


Table 11-42.

Student Financial Aid Fund (Fund 74) History

	2015-16	2016-17	2017-18	2018-19	2018-19	2019-20
	Actuals	Actuals	Actuals	Adopted Budget	Actuals	Adopted Budget
REVENUE						
Federal	19,047,622	18,124,884	16,443,744	23,462,930	15,587,523	18,966,893
State	1,509,652	1,707,616	2,253,376	2,400,000	2,528,147	2,351,268
Local	1,910	4,071	9,860	1,000	17,507	5,000
Transfer/ (Contribution)	135,608	126,792	132,726	154,310	166,310	155,631
Total Revenue	20,694,792	19,963,363	18,839,706	26,018,240	18,299,487	21,478,792
Beginning Fund Balance	96,994	77,041	136,202	116,692	116,692	131,830
Total Rev & Beg Fund Bal	20,791,786	20,040,403	18,975,908	26,134,932	18,416,179	21,610,622
EXPENDITURES						
Salaries:						
Certificated Instruction	-	-	-	-	-	-
Certificated Non-Instruction	-	-	-	-	-	-
Classified	-	-	-	-	-	-
Total Salaries	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-
Total Sal & Frg Benefits	-	-	-	-	-	-
Supplies & Materials	-	-	-	-	-	-
Other Operating Exp/Services	46,863	38,517	29,370	117,692	2,369	136,830
Capital Outlay	-	-	-	-	-	-
Payments to Students	-	-	-	-	-	-
Student Financial Aid	20,667,882	19,865,684	18,829,846	26,017,240	18,281,980	21,473,792
Debt Service	-	-	-	-	-	-
Transfers	-	-	-	-	-	-
Contingencies	-	-	-	-	-	-
Total Expenditures	20,714,745	19,904,201	18,859,216	26,134,932	18,284,349	21,610,622
Ending Fund Balance	77,041	136,202	116,692	-	131,830	-
Total Exp and End Fund Bal	20,791,786	20,040,403	18,975,908	26,134,932	18,416,179	21,610,622

Table 11-43.

Fund 75 - Scholarship and Loan Trust Fund

	2019-20 Adopted Budget
Beginning Fund Balance	76,684
Revenue	750,000
Expenditures	
Certificated Instructional Salaries	-
Certificated Non-Instructional Salaries	-
Classified Instructional Salaries	-
Classified Non-Instructional Salaries	-
Total Salaries	-
Employee Benefits	-
Total Salary & Benefits	-
Supplies and Materials	-
Other Operating Expenses & Services	-
Contract Services	-
Travel and Conference Expense	-
Dues and Memberships	-
Insurances	-
Utilities and Housekeeping	-
Maintenance, Repairs and Rentals	-
Professional Services	-
Other Expenses	-
Capital Outlay	-
Site and Site Improvements	-
Building Improvements	-
Library Books & Materials	-
New Equipment	-
Equipment Replacement	-
Debt Retirement	-
Student Financial Aid	826,684
Payments to Students	-
Interfund Transfers	-
Total Expenditures	826,684
Net (Revenues - Expenditures)	(76,684)
Ending Fund Balance	-

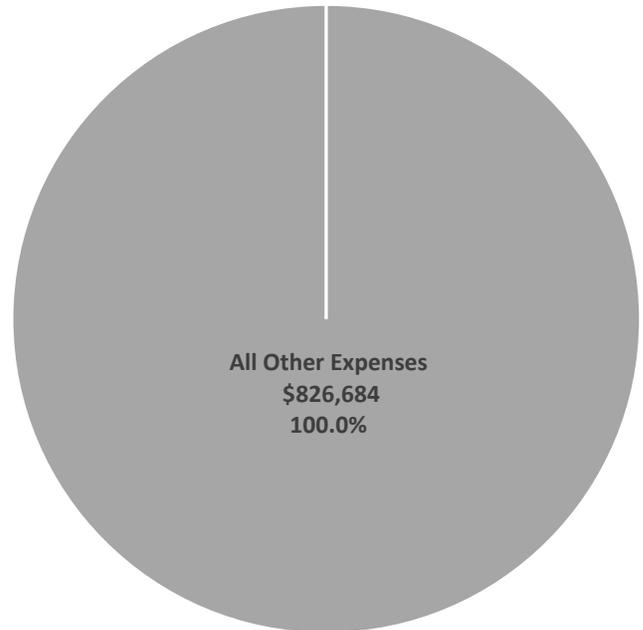


Table 11-44.

Scholarship and Loan Trust Fund (Fund 75) History

	2015-16	2016-17	2017-18	2018-19	2018-19	2019-20
	Actuals	Actuals	Actuals	Adopted	Actuals	Adopted
				Budget		Budget
REVENUE						
Federal	-	-	-	-	-	-
State	-	-	-	-	-	-
Local	-	-	-	-	76,684	750,000
Transfer/ (Contribution)	-	-	-	-	-	-
Total Revenue	-	-	-	-	76,684	750,000
Beginning Fund Balance	-	-	-	-	-	76,684
Total Rev & Beg Fund Bal	-	-	-	-	76,684	826,684
EXPENDITURES						
Salaries:						
Certificated Instruction	-	-	-	-	-	-
Certificated Non-Instruction	-	-	-	-	-	-
Classified	-	-	-	-	-	-
Total Salaries	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-
Total Sal & Frg Benefits	-	-	-	-	-	-
Supplies & Materials	-	-	-	-	-	-
Other Operating Exp/Services	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Payments to Students	-	-	-	-	-	-
Student Financial Aid	-	-	-	-	-	826,684
Debt Service	-	-	-	-	-	-
Transfers	-	-	-	-	-	-
Contingencies	-	-	-	-	-	-
Total Expenditures	-	-	-	-	-	826,684
Ending Fund Balance	-	-	-	-	76,684	-
Total Exp and End Fund Bal	-	-	-	-	76,684	826,684



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