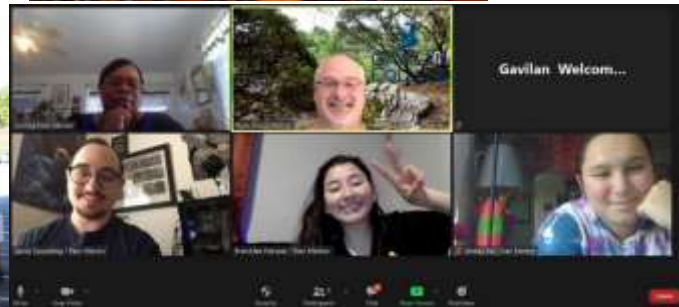


# GAVILAN JOINT COMMUNITY COLLEGE ADOPTED BUDGET 2021-2022



**BOARD OF TRUSTEES**



**FISCAL YEAR 2021 - 2022  
JULY 1, 2021 THROUGH JUNE 30, 2022**

**Gavilan Joint Community College District  
5055 Santa Teresa Boulevard  
Gilroy, CA 95020**

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## EXECUTIVE SUMMARY

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### EXECUTIVE SUMMARY

The district relies on its mission statement, goals, and strategic plan to guide the fiscal planning process. The district's mission statement reads:

"Gavilan College actively engages, empowers and enriches students of all backgrounds and abilities to build their full academic, social, and economic potential."

Gavilan's mission is further supported by the Principles of Community, which provide the foundation for the district's environment of inclusiveness and mutual respect. These principles include diversity, inclusivity, shared purpose and a commitment to equity.

### Board Budget Guidelines and Standards

In 2021, the Board adopted Budget Guidelines and Standards. This budget adheres to those standards. An analysis of the budget in respect to each of the standards is below.

## Gavilan Joint Community College District 2020-21 Budget Criteria

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### WE WILL DEVELOP A BUDGET THAT:

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1. Meets all legal, financial, and statutory requirements and board policies.
  - The budget meets legal, financial and statutory requirements as well as board policies, with the exception of using one-time HEERF funds for on-going expenses.
2. Is based upon planning that reflects both current and long-term needs and goals, provided by a second-year budget projection that meets all budget guidelines.
  - The budget was developed using both 3-year financial projections and a look at 5 years out when the hold harmless ends.
3. Makes steady progress toward correcting structural budget issues (e.g., structural deficit, declining revenue, rising costs, lack of ongoing dollars to cover ongoing expenses, etc.) through budget and enrollment strategies and collective bargaining.
  - The college will develop a 5-Year Recovery Plan during 21/22 that will cover the projected structural deficits, enrollment, staffing and student needs.
4. Has had campus community involvement and consideration during preparation.
  - Numerous forums have been held that explain our budget situation and more will happen as we embark on our 5-Year Recovery Plan process.
5. Includes all contractually negotiated costs and expenses.
  - We have reviewed all major contracts as well as included all compensation agreements.

## EXECUTIVE SUMMARY

6. Includes all known and projected increases in fixed costs; including step, column and longevity salary increases, medical rate increases and STRS & PERS pension rate increases.  
  
-The budget includes step, column and longevity increases as well as STRS & PERS increases.
7. Includes salaries and benefits that do not exceed 85% of total unrestricted budgeted expenditures.  
  
-The budget currently projects salaries and benefits in the unrestricted general fund to be 83.9% of total expenditures.
8. Identifies significant but unfunded items not included in the budget.  
  
-The narrative calls out the use of one-time HEERF funds to cover COVID-19 related staff activities that will revert to their normal activities in the following year and will need to be funded.
9. Highlights unusual items and/or provides information on substantive changes from previous budgets.  
  
-The budget narrative covers the major changes in the budget as well as assumptions used.
10. Limits annual non-trust transfer-in allocations to the unrestricted general fund of less than 2% per year of the total unrestricted expenditure budget from non-general fund sources.  
  
-There are no transfers-in budgeted for the unrestricted general fund.
11. Limits annual debt service payments by the unrestricted general fund to 5% of the total unrestricted expenditure budget where such funds do not have a matching revenue stream to offset such costs.  
  
-There are no debt service payments budgeted from the unrestricted general fund.
12. Creates time specific plans for the full funding of unfunded liabilities/obligations through specific trust funds and reserve accounts.  
  
-The District has a trust fund for its Other Post Employment Benefits (OPEB) and is funding that as a part of the benefit rate charged to all funds.
13. Is based on sound and well understood enrollment projections and trends.  
  
-The enrollment information is based on historical trends as well as actions planned to mitigate the downward slope.
14. Makes every reasonable attempt to avoid lay/off's and/or hold them to a minimum should layoffs be necessary.  
  
-There are no layoffs projected for the current budget year.



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## EXECUTIVE SUMMARY

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15. Shall make no ongoing long-term commitments with one time money.

-Any use of one-time funds other than as noted with HEERF is for one-time expenses.

16. Will strive to reduce or eliminate any kind of structural deficit.

-The college will develop its 5-Year Recovery Plan over the next fiscal year and plan for a sustainable budget.

17. The Budget Guidelines will be reviewed semi-annually by the Board of Trustees and College Staff.

-Staff will bring a second review to the Board at mid-year.

A full glossary of terms used in this document is available in Attachment B.

### **COVID-19 Campus Closure & County Shelter-in-Place**

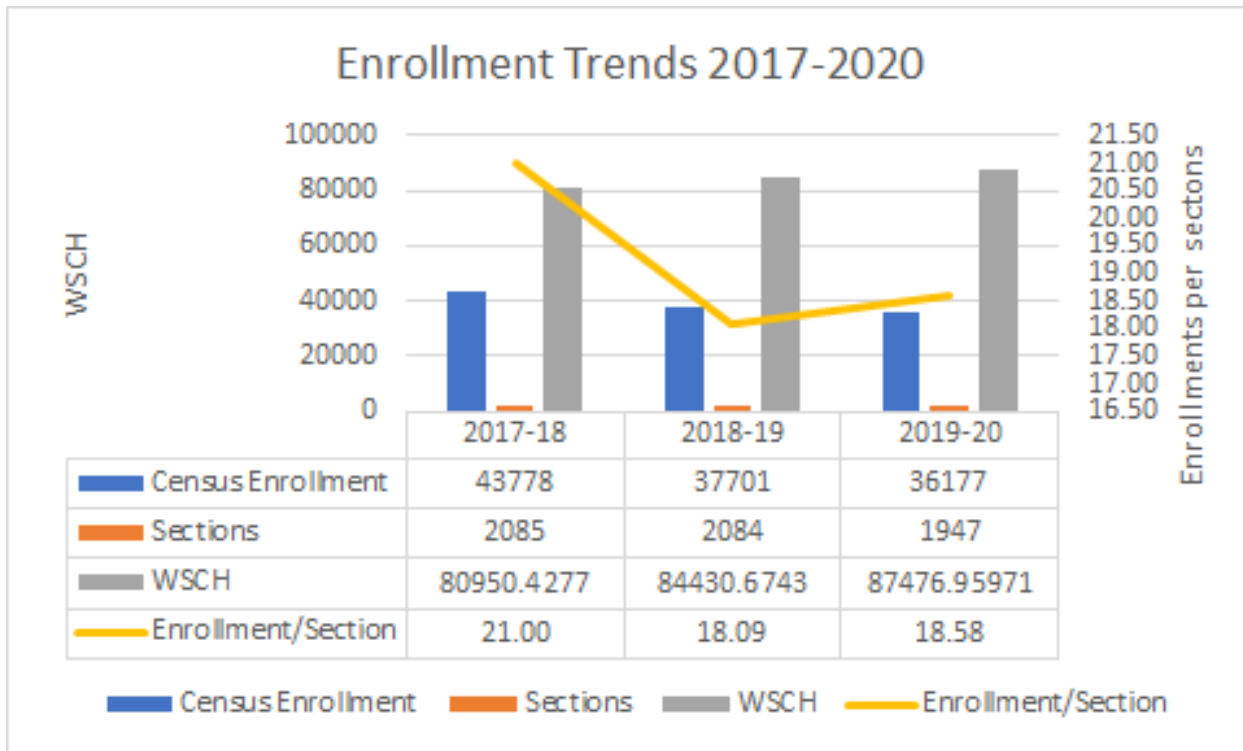
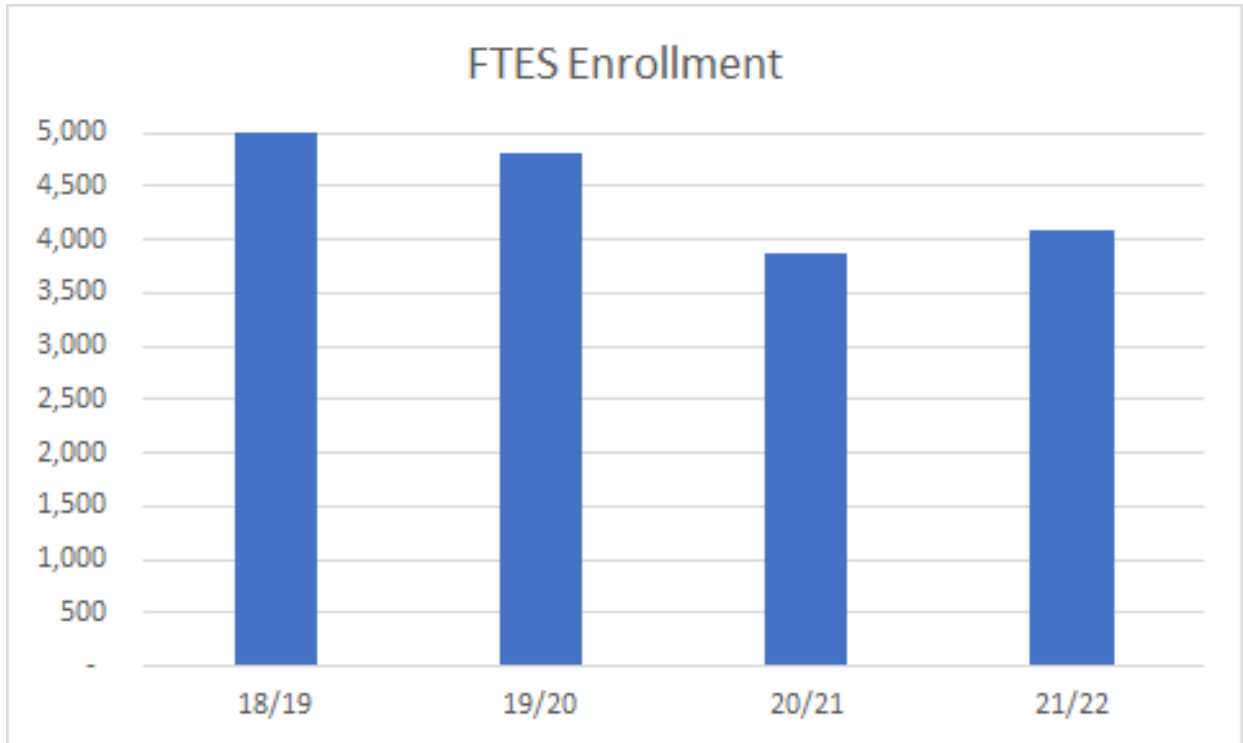
As a result of the COVID-19 (COVID) pandemic, the federal government appropriated unprecedented nationwide funding from the Higher Education Emergency Relief Funds (HEERF 1.0, 2.0, 3.0) to help defray the fiscal impacts from a global economic shutdown. Roughly half of the HEERF funds have gone directly to students and the rest to support students, staff and safety requirements during the pandemic.

Despite personnel challenges and the continuing challenges of the pandemic, the District's Emergency Operations Center continues to meet weekly, focusing on the safety and security of all campus locations. Weekly updates are distributed to the campus community and safety protocols are in place.

### **Enrollment**

As can be seen in the chart below, enrollment has been unstable and in decline since the end of the recession in 2016, with a precipitous decline due to the pandemic in FY20/21. To stabilize enrollments, the District has increased FTES allocations from the South Bay JPA over the past several years and engaged in "summer shifting" to balance previous years' enrollments. Although overall enrollment has been dropping, the number of sections offered has not dropped in proportion, and consequently, class size has dropped considerably. In FY21/22, the District will embark on a marketing and recruitment plan, reaching out to former students as well as new students and encouraging them to enroll, and accelerating degree completion. Using the HEERF funding, the District will be writing off some of the student debt, which we hope will further encourage students to enroll. In addition to increasing enrollment, we will be assessing its program reviews, implementing the newly approved policy which reviews program viability and discontinuance, and proposing changes to improve efficiencies and offerings to students.

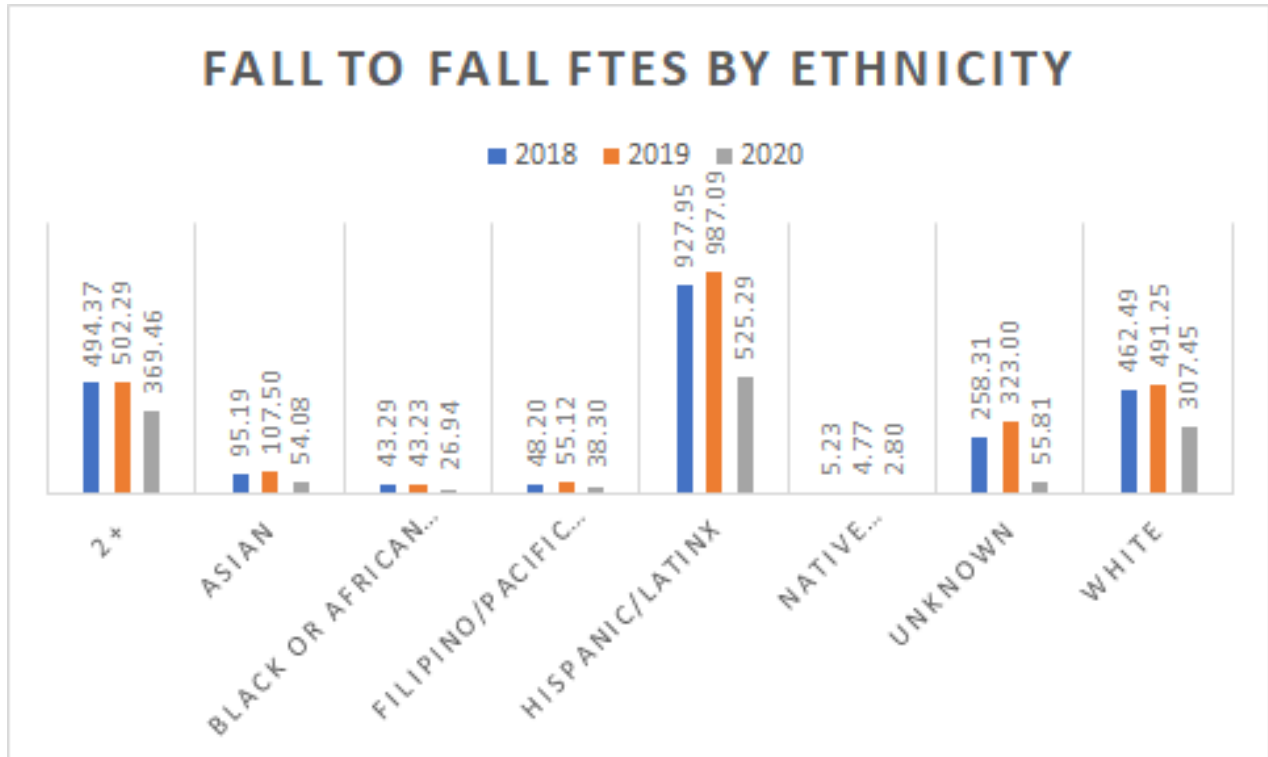
## EXECUTIVE SUMMARY



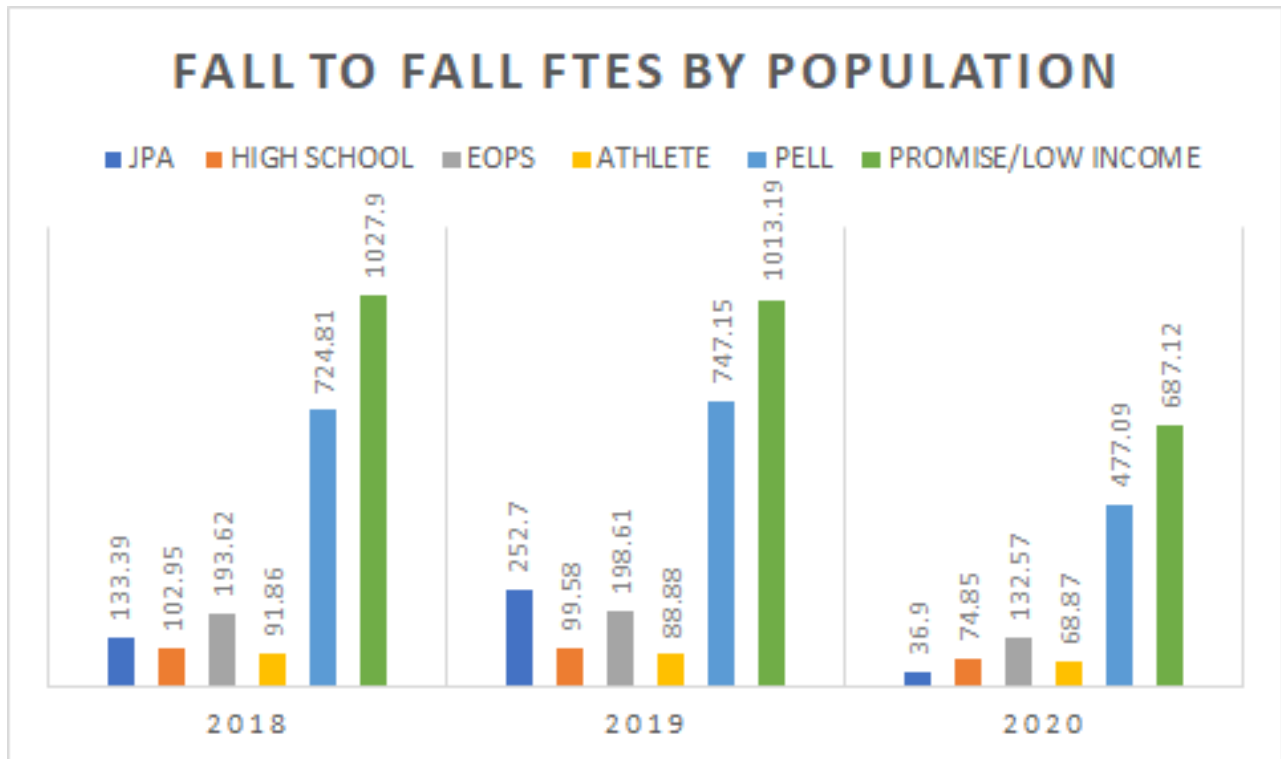
Part of the district-wide assessment towards improving efficiencies will focus on meeting local Strategic Plan and statewide *Vision for Success* outcomes, particularly with an eye on improving

## EXECUTIVE SUMMARY

instructional efficiency and ensuring equitable outcomes. As seen in the chart below, the District lost more than 400 FTES among Hispanic/Latinx students in Fall 2020. Specific outreach efforts are being made to re-engage with students who have stopped out and outreach efforts are continuing among the District's diverse student populations. The re-engagement focus will be on recovery through equity. Federal HEERF funds and the Early Budget Action Package from the State are aiding in these re-engagement and outreach efforts as the district is having several outreach events to increase enrollment.



## EXECUTIVE SUMMARY



### FCMAT

The Fiscal Crisis Management Action Team is funded by the state to review the fiscal status of K-12 school districts and community college districts that are having fiscal challenges. They can be brought in at the request of school or college who needs assistance or sent in by the state if it appears a district may be becoming fiscally insolvent. In this case, Gavilan College asked the State Chancellor's Office for assistance and they in turn approved FCMAT to review Gavilan's fiscal health. The FCMAT team interviewed staff between January and March 2021. The team provided a summary report to the Board on June 28, 2021. The FCMAT team concluded that the District is in trouble fiscally; however, they also agreed that it was not irreversible, and the District has already done several things to put itself on the road to good fiscal health over the next three years, including implementing furloughs in 2019-20 for administrators and classified staff and not using the 5.07% COLA given in FY21/22 for ongoing raises. These are major steps forward for the District to return to a healthy fiscal status, although 21/22 will be a challenging year with difficult discussions of ways in which to increase enrollment and district priorities. The District anticipates the FCMAT report will be delivered to in September.

### Higher Education Emergency Relief Funds (HEERF)

The District has been given a substantial amount of HEERF funding. The HEERF I (CARES Act) funding was allocated to the district in late May 2020, assisting community college students in the form of direct aid and instructional support. Requirements of the CARES Act committee included allocating the first 50% of its \$2.2M (\$1.1M) for direct student aid which served at least 832 qualified students with grants of \$700 to each student. In addition, the second 50% (\$1.1M) was used for institutional support directly related to the COVID response: (a) some technology improvements for faculty, staff and students, and (b) professional development for faculty to help develop distance education coursework and andragogy.

## EXECUTIVE SUMMARY

HEERF II (CRRSAA: Coronavirus Response and Relief Supplemental Appropriations Act) provided Gavilan with an additional \$1.16M for direct student aid and an additional \$4.1M for institutional recovery. HEERF II allows districts to use institutional funds to defray expenses related to the coronavirus, including reimbursing lost revenue and expenses already incurred during the pandemic, payroll, technology costs and faculty and staff trainings. Finally, HEERF III (ARP: American Rescue Plan) allocated a total of \$9.2M to Gavilan, with at least 50% of that total going to emergency student aid. As with the HEERF II allocation, institutional funds can be used to reimburse lost revenue and expenses related to the coronavirus, with the stipulation that districts must provide evidence that they are using funds to: 1) monitor and suppress coronavirus in accordance with public health guidelines; and 2) conducting financial aid outreach to applicants impacted by the pandemic. In addition, Gavilan received an allocation of \$943,000 due to being a minority-serving institution.

Based on the current projections for enrollment, Gavilan will spend approximately \$1.5M of the institutional funds on student aid, as well as \$1.2M on writing off student debt. The following chart shows the current plans, which are subject to change with student need.

	Student	Institutional	Total
HEERF I (CARES Act)	\$1,164,099	\$1,164,098	\$2,328,197
HEERF II (CRRSAA)	\$1,164,099	\$4,101,124	\$5,265,223
HEERF III	\$4,654,303	\$4,537,821	\$9,192,124
MSI		\$943,053	\$943,053
	\$6,982,501	\$10,746,096	\$17,728,597
Transfer of funds	\$1,538,599	-\$1,538,599	\$0
	\$8,521,100	\$9,207,497	\$17,728,597
Student grants	-\$8,521,100		-\$8,521,100
Institutional costs		-\$8,730,000	-\$8,730,000
Balance	\$0	\$477,497	\$477,497

### Fiscal Challenges

Gavilan Joint Community College District (Gavilan) continues to transition from the former funding allocation model (SB361) of the California Community Colleges (CCC) to the new Student-Centered Funding Formula (SCFF), the impact of a global pandemic, and enrollment decline. Like many other districts in the system, Gavilan has encountered many fiscal challenges during FY20/21.

Fiscal year 20/21 challenges began with the District completing a deep dive into the audit process from the FY19/20 year with outside consultants to aid in creating a baseline of data in accordance with accounting principles. For much of the current year, two key positions have remained vacant: the Vice President of Administrative Services and the Director of Fiscal Services. The District covered this work with the assistance of the College President, the Executive Vice President, and then a short term Interim VPAS. The District has now hired two fiscally strong candidates in both positions and is confident that this, along with the help already received by outside consultants, will ultimately usher in a period of fiscal stability for the District.

In the meanwhile, the entire campus community has been made aware of the fiscal challenges Gavilan College will face in the coming years and will be part of developing a 5-Year recovery plan.

## EXECUTIVE SUMMARY

### Budget Assumptions

As part of the budgeting process, staff have developed budget assumptions and projections for the unrestricted general fund going out 3 years: budget year plus 2 more. Here are the assumptions for those projections.

#### Assumptions

8/20/2021

	21/22	22/23	23/24
<b>FTEs</b>			
Credit & CDCP	3,612.20	3,612.20	3,612.20
Non-Credit	452.00	452.00	452.00
Non-Resident	15.80	15.80	15.80
<b>Total</b>	<b>4,080.00</b>	<b>4,080.00</b>	<b>4,080.00</b>
Productivity WSCH/FTEF	334	340	350
<b>Revenues</b>			
COLA	5.07%	2.48%	3.11%
Deficit factor	0.6%	0.6%	0.6%
Property tax increase	6.13%	6.13%	6.13%
Student fees	no change	no change	no change
NR Tuition Rate	\$ 292.00	\$ 292.00	\$ 292.00
Lottery	\$163/FTES	\$163/FTES	\$163/FTES
Mandated Cost Block Grant	30.67	31.43	32.41
FT Faculty Hiring (New \$)	376,525	376,525	376,525
South Bay Public Safety			
Rent	516,154	531,638	547,587
<b>Expenses</b>			
Compensation settlements	0%	0%	0%
Movement on column & step	1%	1%	1%
New faculty			
STRS Rate	16.92%	19.10%	19.10%
PERS Rate	22.91%	26.10%	27.10%
Health & Welfare increases			
Inflation	3.84%	2.40%	2.23%
South Bay Public Safety			
FTEs	400		
Indirect costs	(\$53,250)	(\$53,250)	(\$53,250)
Transfers Out	\$ 1,424,347	\$1,438,590	\$1,452,976
HEERF Salary			
Reimbursement	\$(1,778,309)	\$ -	\$ -

## EXECUTIVE SUMMARY

Based on the above assumptions, the unrestricted general fund projections follow:

	Unrestricted General Fund 100			
	Projected	Adopted	Projected	Projected
	Actual	Budget	Budget	Budget
	FY20/21	FY21/22	FY22/23	FY23/24
<b>Revenues:</b>				
Federal	\$6,055			
State	13,411,775	\$12,431,940	\$10,788,297	\$9,854,775
Local	25,788,614	26,816,642	28,262,543	29,796,562
<b>Total Revenues</b>	<b>\$39,206,444</b>	<b>\$39,248,583</b>	<b>\$39,050,840</b>	<b>\$39,651,336</b>
<b>Expenditures:</b>				
1000: Academic Salaries	\$12,940,177	\$13,704,857	\$13,670,575	\$13,526,344
2000: Non-Instructional Salaries	7,047,225	7,180,110	8,372,343	8,456,066
3000: Employee Benefits	9,880,528	10,548,266	11,819,292	11,888,574
4000: Books and Supplies	282,745	520,575	533,069	544,956
5000: Services and Other Operating Expense	5,046,995	5,399,426	5,529,012	5,652,309
6000: Capital Outlay	76,697	105,905	108,447	110,865
7400: Other Transfers			0	0
7000: Financial Aid/Scholarships/Debt Svc	3,483			0
<b>Total Expenditures</b>	<b>\$35,277,850</b>	<b>\$37,459,139</b>	<b>\$40,032,737</b>	<b>\$40,179,116</b>
<b>Excess of Revenues Over Expenditures</b>				
Prior to Intra/Interfund Transfers	3,928,594	1,789,444	-981,898	-527,779
Intra/Interfund Transfers Out	1,646,729	1,424,347	1,438,590	1,452,976
Intra/Interfund Transfers In/Other	2,121,494			
<b>Net Change in Ending Fund Balance</b>	<b>\$4,403,360</b>	<b>\$365,097</b>	<b>-\$2,420,488</b>	<b>-\$1,980,755</b>
Beginning Fund Balance	962,087	5,416,964	5,782,062	3,361,575
Audit adjustments	51,517			
<b>Ending Fund Balance</b>	<b>\$5,416,964</b>	<b>\$5,782,062</b>	<b>\$3,361,575</b>	<b>\$1,380,819</b>
FB as a % of expenditures and transfers out	14.67%	14.87%	8.11%	3.32%

These somewhat dire projections do not assume that the District takes any actions to improve the budget situation, which is not the current campus practice. The Institutional Efficiency Task Force will be meeting again starting in September 2021 to continue to address budget reductions. Future projections will be based on changed assumptions that will arise from our 5-Year Recovery Plan described below.

## EXECUTIVE SUMMARY

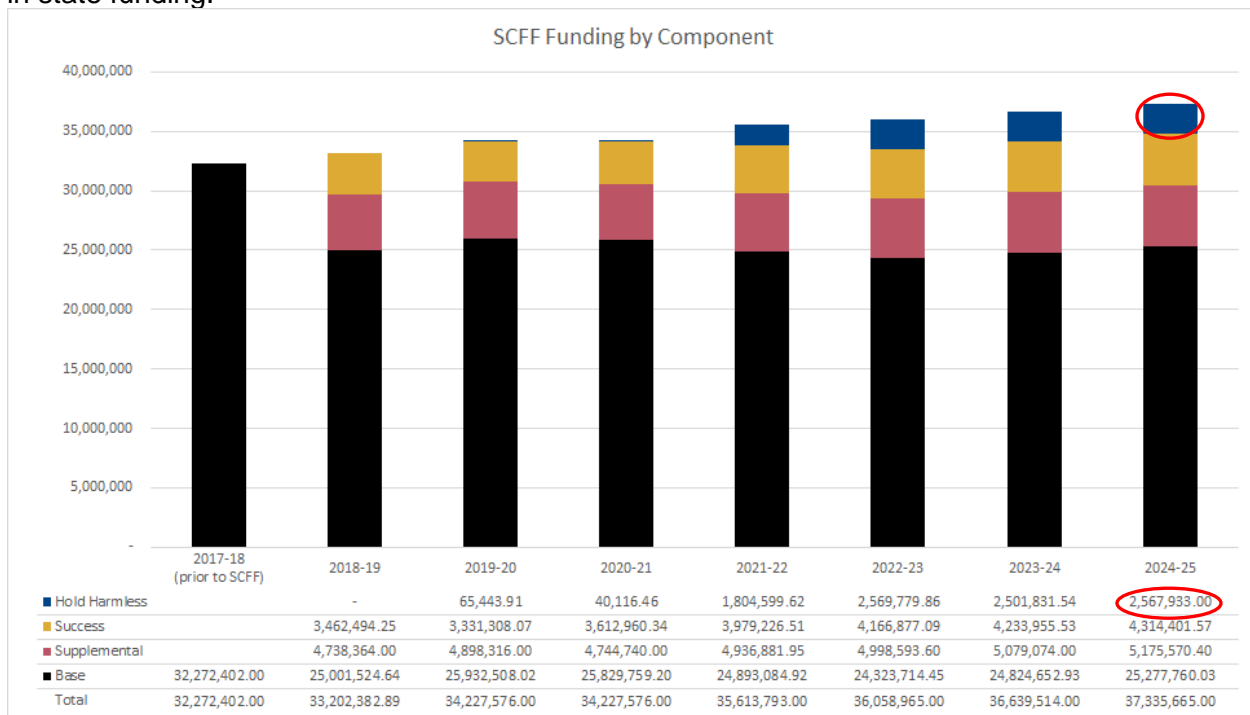
### FY20/21 Year End Close

Although the 19/20 fiscal year closed in April and the audit was finished in May, the 20/21 year-end close is on schedule and has an anticipated close date in September. In addition, the FY 20/21 audit has begun and is anticipated to conclude in December 2021.

Due to the campus closure, there are many expenses that were not incurred this year, such as some utilities, conference, and travel, etc. The additional expenses due to the pandemic are largely covered by federal funds. This combination of fewer expenditures and more revenue will result in a year-end surplus for the unrestricted general fund.

### FY21/22

Despite the dropping enrollment, the SCFF funding from the state will not drop, as the formula includes a “hold harmless” that protects the District through 24/25. However, even with that, the 21/22 unrestricted general fund budget would not be balanced if it were not for the HEERF funds. The District anticipates using \$1.7M of HEERF funds in 21/22 to support the redirection of staff to address the pandemic. By 22/23, those staff will return to their normal jobs and will need to be funded. This means that the District needs a combination of increased revenue and reduced expenses totaling \$1.7M for the 22/23 budget. In addition, the SCFF hold harmless is currently projected to end in 24/25. At that time, using our current projections, the District will lose \$2.5M in state funding.



Due to this preliminary projection, the District is embarking on a 5-Year Recovery Plan, to be developed during FY 21/22. This plan will be developed including our shared governance groups and aligning with the district’s decision-making process. We will use the three-year projection in the Adopted Budget and engage the expertise of the Institutional Efficiency Task Force (IETF) to pinpoint trends identified in the annual audit and FCMAT report for the two years that the district will no longer be held harmless. The proposed 5-year recovery plan outline will be introduced through shared governance in Fall 2021, and will include the following categories:



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## EXECUTIVE SUMMARY

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- Efficiency in scheduling classes
- Program review, including program discontinuance
- Incorporation of key planning documents (Strategic Plan, Facilities Master Plan, Educational Master Plan)
- Operational efficiencies, including use of technology
- Labor market overview
- Appropriate staffing

### Districtwide Revenue

The District's overall budget includes funding from the state from the Student-Centered Funding Formula (SCFF) in the unrestricted general fund, and state and federal grants, and categorical funding in the restricted general fund as well as federal and state financial aid revenue in the financial aid funds. It also includes local funding in the form of property taxes, student fees, and other local revenues.

#### Revenues:

Federal	\$13,475,370
State	\$22,369,521
Local	\$33,707,004
Fiscal Agent Pass Through	\$895,144
<b>Total Revenues</b>	<b>\$70,447,040</b>

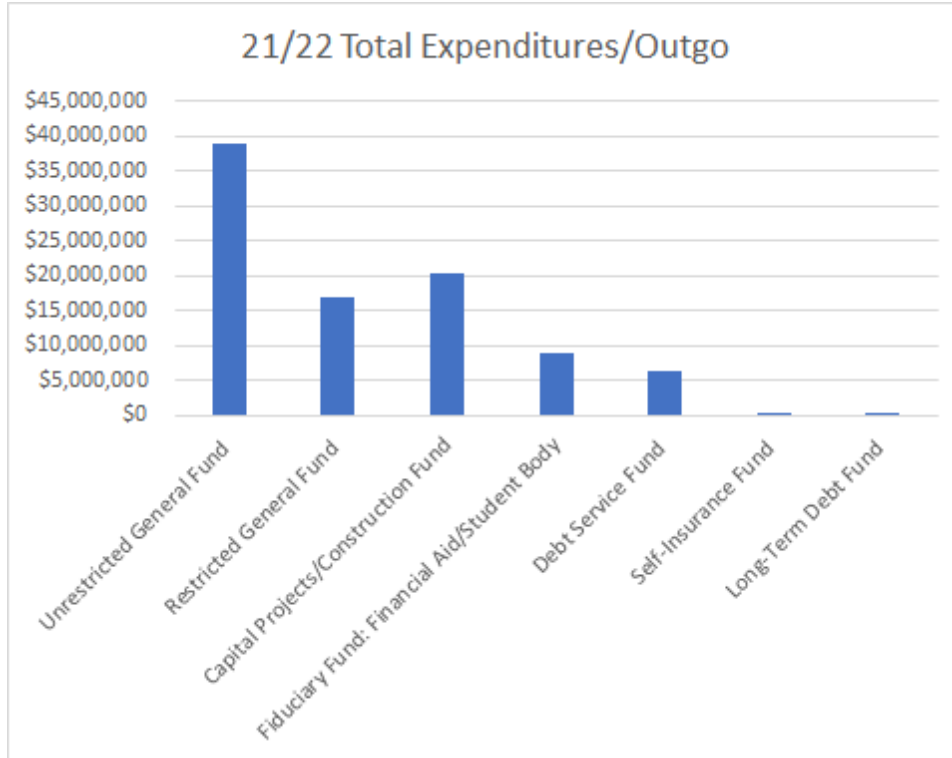
### Districtwide Expenses

The budget also includes projected expenditures for the District's Unrestricted General fund, Restricted General Fund, and other restricted funds such as the continued spending of bond funds in the capital outlay fund, primarily federal financial aid in the fiduciary fund, and small amounts in the self-insurance and long-term debt funds. Because the District is spending down its bond funds for approved projects, the overall District expenditures exceed revenues. More details for each of these funds will be found on the following pages.

#### Revenues/Transfers In:

Federal	\$13,475,370
State	\$22,369,521
Local	\$33,707,004
Fiscal Agent Pass Through	\$895,144
Transfers In	\$1,424,347
<b>Total Revenues</b>	<b>\$71,871,386</b>

## EXECUTIVE SUMMARY



### Conclusion

While many California Community College districts are sharing the same or similar fiscal challenges as Gavilan, we are addressing the budgetary challenges while serving the students of our district by strategically phasing in any recommended operational or fiscal reductions using the shared governance structure of the campus community. As we progress towards the Adopted (Final) Budget in September, the district intends to align the findings from the 19/20 audit and the final FCMAT report to create a 5-year Recovery Plan that will address the structural deficit and district growth projections.

The District remains focused on what we need to do to best serve our students. While we are facing budgetary challenges, we remain committed to being the solution for our local students in pursuing their goals. The 5-Year Recovery Plan, developed by the campus governance groups, will set the goals for the District and enable it to be fiscally healthy while providing for our students, faculty and staff.

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## GENERAL INFORMATION ABOUT GAVILAN COLLEGE

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### Overview of the District

Gavilan Joint Community College District has a rich history in Santa Clara and San Benito Counties. Gavilan College was originally established in 1919 as San Benito County Junior College. It operated under this title until 1963, when a new community college district was formed that included both San Benito and southern Santa Clara Counties. Successful passage of a local bond in 1966 provided the needed funds to construct the present campus at Santa Teresa Boulevard and Castro Valley Road in Gilroy, California. In the fall of 2019, Gavilan College celebrated its 100th year of service as a community college.

Gavilan College is one of 116 California Community Colleges that are organized into 73 districts which has district boundaries that are political subdivisions authorized by the Constitution of the State of California. A seven-member board of trustees governs the Gavilan Joint Community College District. The voters of the communities served by the district elect board members to office. The Board of Trustees is responsible for the overall direction and control of the district so that it best meets the needs of the community it serves.

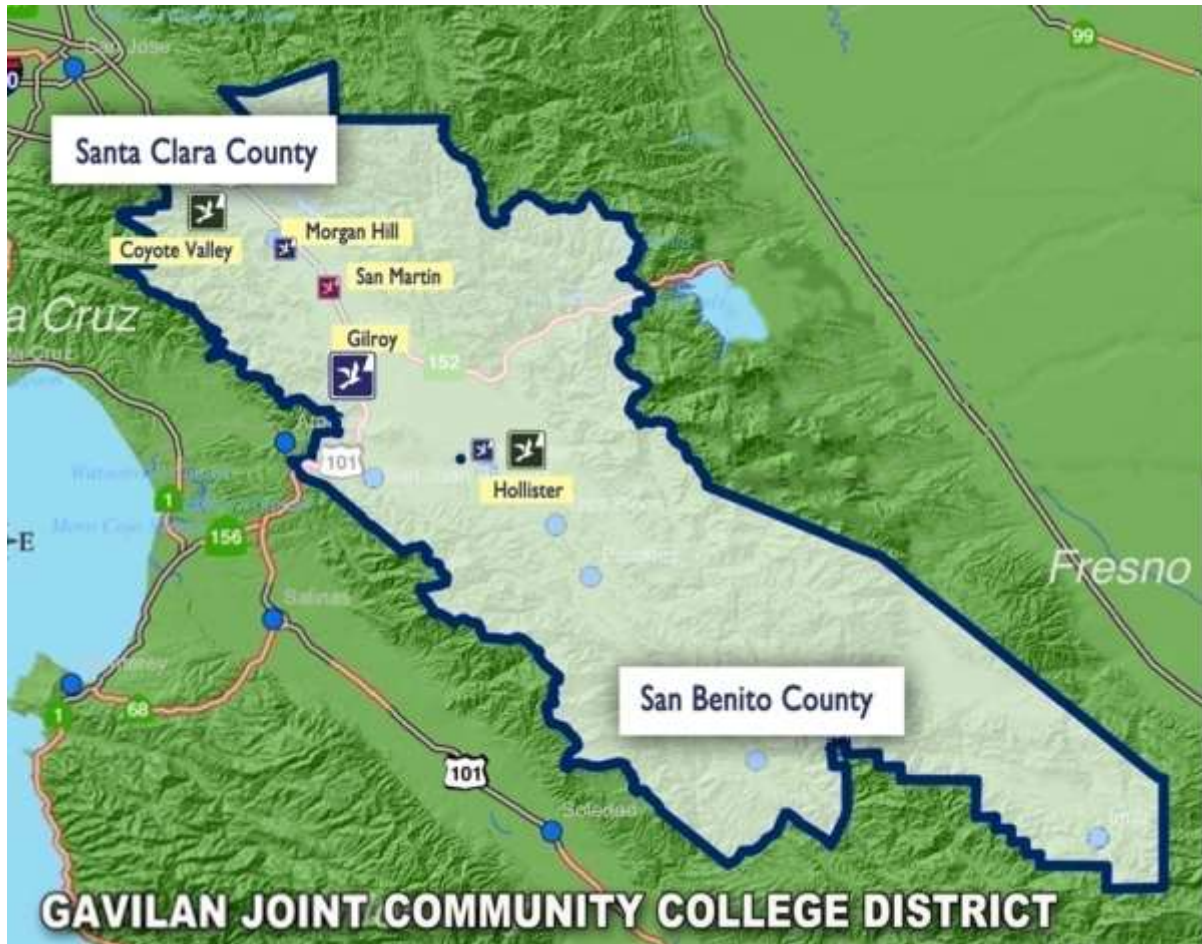
The district operates instructional sites in Hollister, San Martin, and Coyote Valley to augment their course offerings at the main (Gilroy) campus. Gavilan College is a comprehensive public community college offering a wide range of services, including programs of continuing study in liberal arts, pre-professional, business, vocational and technical fields. Courses are offered in the day, evening and on weekends. In FY18/19, Gavilan College served 6,750 students for fall semester, over 6,677 students for spring semester and 3,000 for summer session. In FY20/21, Gavilan College served 5,034 students for fall semester, 5,395 during the spring semester, and 2,536 during summer session. Gavilan College employed 202 full time permanent employees and approximately 244 part time faculty and staff employees during FY20/21.

The main campus in Gilroy rests against the foothills that form the western boundary of the Santa Clara Valley. The district is 35 miles south of San Jose, 80 miles south of San Francisco, and 40 miles northeast of the Monterey Coast. The main campus was initially master-planned to accommodate an enrollment of 5,000 students and rests on a 150-acre site that has been carefully planned to take advantage of the beautiful, natural and tranquil setting.

## GENERAL INFORMATION ABOUT GAVILAN COLLEGE

Gavilan College offers a lower division college program that prepares students for transfer to a four-year college or university. The college also offers a variety of technical, occupational and pre-professional courses of study that lead to employment. As of May 2021, students can choose among 147 degrees and certificates, including 28 Associate Degrees for Transfer (ADTs) which provides a direct pathway for students to transfer with junior standing into the California State University system.

Gavilan Joint Community College District serves residents of the Gilroy Unified, Morgan Hill Unified, Aromas-San Juan Unified, and San Benito Joint Union High School Districts. The district is comprised of approximately 2,700 square miles in southern Santa Clara County and a large portion of San Benito County (see map).



Provided by Public Information Office

### San Benito County

San Benito County is located at the southern end of Santa Clara Valley between the Gavilan and Diablo Mountain Ranges. San Benito County is a 1,396 square mile section bordered by Fresno, Merced, Monterey, and Santa Clara Counties. San Benito County's population has been increasing steadily.

San Benito has a varied economic base that is dominated by government, retail trade, and manufacturing industries. Historically, San Benito is largely an agricultural county, with the industry

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## GENERAL INFORMATION ABOUT GAVILAN COLLEGE

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currently employing 16.4 percent of the total workforce. The area typically has higher unemployment and lower income as compared to other parts of the Gavilan College service area. The total population of San Benito County in 2021 is 65,490 with approximately 42,720 residents residing in the Hollister limits.

### **Gilroy**

Gilroy is located in southern Santa Clara County and is comprised of 9,376 acres of land located 30 miles south of San Jose and 15 miles northwest of Hollister. Gilroy developed from a rural, agricultural community to a community composed of agriculture, manufacturing, and service industries, along with many commuters to Silicon Valley.

Growth in Gilroy has centered on high tech software and support industries as well as several manufacturing and production industries. Gilroy's industrial base includes food processing, sophisticated food processing, high tech software and semiconductors, wood, paper and metal fabrication and wine production. Gilroy's estimated population in 2021 is 59,920.

### **Morgan Hill**

Morgan Hill is located at the southern end of Santa Clara Valley and is 13 miles north of the College. Morgan Hill is 10 miles south of San Jose and 70 miles south of San Francisco. The city limits of Morgan Hill cover approximately 12 square miles. Morgan Hill's desirable location has made the city one of the fastest growing communities in Santa Clara County. Morgan Hill's population was estimated at 47,688 for 2020. There are approximately 6,800 residents in San Martin, Morgan Hill's Southern neighbor.

### **Coyote Valley**

Coyote Valley is an area north of Morgan Hill and South of Bernal Road in San Jose. Coyote Valley resides within the Gavilan College service area. An application to obtain state support for the District's site on Bailey Avenue has been submitted for consideration by the State Chancellor's office. Classes were held for the first time at this location in the spring of 2017. This site is currently the home of the South Bay Regional Police Academy and JPA.

### **Accreditation**

Gavilan College is accredited by the Accrediting Commission for Community and Junior Colleges, Western Association of Schools and Colleges. Gavilan College went through the accreditation process in March 2019. The Commission has fully affirmed the district's accreditation for seven years. A mid term report will be due in 2022 and the next comprehensive visit will be in 25/26.

### **Programs and Services**

Gavilan College offers an associate of arts degree and an associate of science degree. Transfer agreements exist between the University of California and California State systems, and the District has completed Associate Degrees for Transfer (ADTs) per state requirements. These agreements allow students to complete the first two years of a four-year college program at Gavilan and transfer at the junior level. Certificate and career programs are also offered to provide instruction in the skills and knowledge needed to enter a skilled or semi-professional occupation.

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## INTRODUCTION TO THE ADOPTIVE BUDGET PROCESS

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### BUDGET DEVELOPMENT AT GAVILAN COLLEGE

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#### Introduction

Gavilan College is subject to the provisions of the California Code of Regulations and other laws that regulate the operations of public agencies. The California Code of Regulations requires that the governing board of a public agency adopt a Tentative Budget on or before July 1 and an Adopted Budget no later than September 15 of each year.

This Adopted (Final) Budget is prepared to comply with the California Code of Regulations and is used by the governing board and district administration in planning for the operations of the district for the fiscal year period July 1, 2021, through June 30, 2022. This budget uses assumptions to develop revenue and expenditure projections. The assumptions are based upon information from the Chancellor's Office, California Community Colleges and judgments made by district staff and college budget committee and board budget committee as to the financial implications of anticipated district operations.

The Board of Trustees provides budget guidance to the Superintendent/President who in turn formulates goals and objectives for the operating divisions. The board communicates its goals and projected outcomes to the Superintendent/President annually. The three-year Strategic Plan, the Educational Master Plan and the Vision For Success are used to implement actions necessary to accomplish the board's goals and the goals identified during the annual planning process at the college. The Board of Trustees adopts a Budget Calendar each year. Budget Guidelines are also adopted annually and are used to provide specific directions regarding the allocation of resources to ensure objectives of the Strategic Plan are achieved. In addition to the governing board's actions, the district's internal shared governance process operates concurrently to inform all members of the district constituencies about resources expected and allocations of resources consistent with the Strategic Plan, goals, mission, and the Board's Budget Guidelines. The PIPR-RAP Committee is provided full information about the district's operations and financial position, which aids all departments as they complete the program review and resource allocation process.

#### Impact of College Planning

The Strategic Plan states broad values that allow the administration to define implementation activities. The Strategic Planning Committee continues to review new initiatives (such as the Vision for Success and Guided Pathways) and provides direction to the administration in identifying programs and activities that it feels will support strategic plan strategies. The District has formally aligned the Board Strategic Plan with the Vision for Success defined by the State Chancellor's Office and has developed goals accordingly. The Superintendent/President also aligns her goals with the Board of Trustees. The inclusive budget process is used to allocate available resources in a manner that will ensure funds required to implement action plans are provided.

As part of the strategic plan update process, the Educational Master Plan was assessed for completion of activities. In spring 2017 the Plan was updated. It consists of the program plans developed by the departments, programs, and services at the district along with the activities that support the Strategic Plan objectives. Program reviews are updated each year for budget development, every three years when reviewed by the PIPR-RAP (Planning Integrated Program Review and Resource Allocation Process), and every seven years for accreditation. This process meets accreditation standards that require integrated planning. The Educational Master Plan focuses on the instructional and student services programs of the district and the support services and facilities that will be necessary to provide the instruction and student service programs.

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## INTRODUCTION TO THE ADOPTIVE BUDGET PROCESS

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### BUDGET ADJUSTMENTS

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The budget includes several assumptions about State of California revenue and expenditures related to the operation of the district. The Board of Trustees establishes the allocation amounts for expenditures based on projected revenues. Funds are allocated in a manner that is consistent with the Budget Guidelines.

The budget is used to control or limit the expenditure of funds by major expenditure codes defined by the California Community College's Budget and Accounting Manual. The board must approve any expenditure in excess of the amount authorized by the Board of Trustees in accordance with board policy. Adjustments to the budget are submitted to the board for approval on an as needed basis. The budget is then adjusted to reflect the adjustments approved by the board.

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### LONG TERM CHALLENGES

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#### Revenues

With the adoption by the State of California on the new Community College Student Centered System Funding Formula the District is being held harmless until 2024. Revenues will need to be increased in the next two years to support program expansion and the new San Benito County Campus. A five-year plan to address the structural deficit and efficiency goals is underway and is described earlier in this document.



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**FINANCIAL PLAN – RESTRICTED GENERAL FUND**

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**FINANCIAL PLANS**

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**Unrestricted General Fund Revenues**

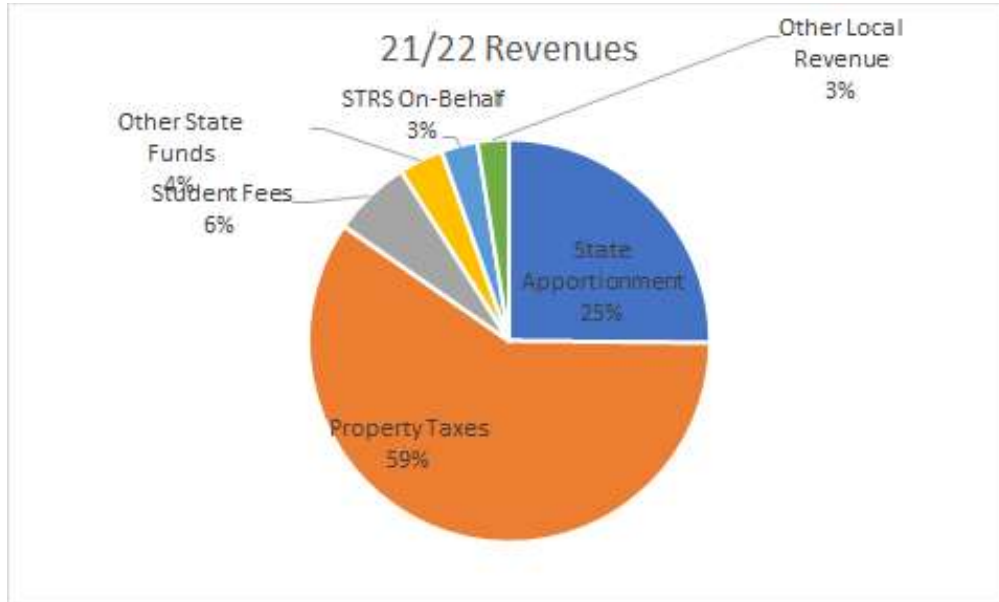
The loss in enrollment due to the pandemic has put the District into a “hold harmless” position in the SCFF funding formula. Fortunately, the hold harmless provision allows for a COLA, which is 5.07% for 21/22. However, as noted above, the District would not have a balanced budget were it not for the use of HEERF funds to defray COVID-19 expenses. The Adopted Budget shows a surplus with projected revenues slightly exceeding projected expenditures, increasing the District’s reserves. This is primarily due to anticipated reimbursements from the federal HEERF funds.

The Adopted Budget assumes FY21/22 revenues as follows:

<b>Revenue Source</b>	<b>FY21/22 Budget</b>
State Total Computational Revenue Including Local Property Taxes and Fees	\$36,240,535
Less Property Taxes	(23,343,101)
Less Enrollment Fees	(2,420,735)
Lottery	665,040
State Mandates	159,891
FT Faculty Hiring	376,525
PT Faculty	153,833
CCPG Administration	48,907
STRS On-Behalf	1,151,045
16/17 Apportionment overpayment	(600,000)
<b>State Revenue</b>	<b>\$12,431,940</b>
Local Property Taxes	\$23,343,101
Enrollment Fees	2,420,735
Interest Income	41,204
Nonresident Tuition	138,440
Facilities Rentals	633,461
Other local income	181,441
Student material fees	41,260
Other student fees	17,000
<b>Local Revenue</b>	<b>\$26,816,642</b>
<b>Total Revenue</b>	<b>\$39,248,583</b>



## FINANCIAL PLAN – RESTRICTED GENERAL FUND

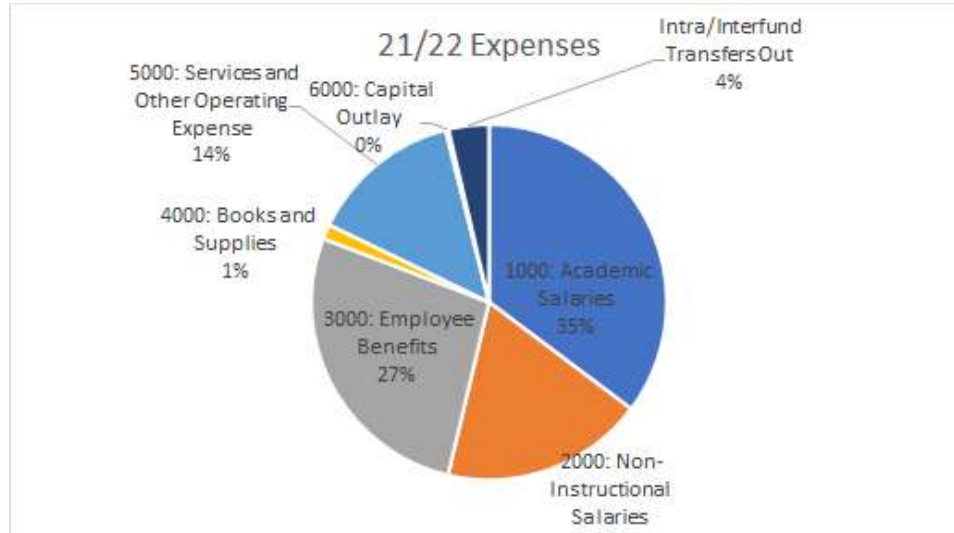


### Unrestricted General Fund Expenditures

For the second year in a row, unrestricted general fund expenditures are assumed to be less than revenues, primarily due to federal HEERF reimbursements in labor, indirect costs and lost revenues.

Expenditures Type	21/22 Expenses
1000: Academic Salaries	\$13,704,857
2000: Non-Instructional Salaries	7,180,110
3000: Employee Benefits	10,548,266
4000: Books and Supplies	520,575
5000: Services and Other Operating Expense	5,399,426
6000: Capital Outlay	105,905
Intra/Interfund Transfers Out	1,424,347
<b>Total Expenditures/Transfers Out</b>	<b>\$38,883,485</b>

## FINANCIAL PLAN – RESTRICTED GENERAL FUND



### Ending Fund Balance

For FY21/22, Gavilan College's Adopted Budget provides for a projected ending fund balance in the Unrestricted General Fund on June 30, 2022, of \$5,782,062. This balance represents 14.9% of the fund's expenditures and transfers out.

### Strategic Planning and Budget Development

Resources necessary to implement the Strategic Plan and the Educational Master Plan are aligned using the college's PIPR-RAP Committee.

### Information Technology Enhancements

In Fall 2020, the District migrated its Banner ERP from its antiquated, on-premises data center to a more secure, cloud-based environment maintained by Ellucian and Amazon Web Services. Moving the Banner ERP system to the Ellucian Cloud environment will provide the District with improved support, streamlined maintenance, disaster recovery, redundant infrastructure environment in the event of a natural disaster, and enhanced data and infrastructure security. In addition, the Ellucian Cloud will enable the District to avoid the ongoing and growing need to purchase servers, memory and storage.

### Long Term Outlook

The communities of Gilroy, Hollister, and Morgan Hill are expected to expand rapidly as a result of new construction already underway or planned over the next five years as narrated in the Educational Master Plan. The population in the effective service area grew with a 12.6%. By 2026 the population is projected to become approximately 874,500. Hispanic ethnic residents constitute an estimated 59% of the population. Throughout the effective service area, the portion of adult residents aged 25 or older that have no high school diploma is 24%. In the largest census place within the district official service area, Gilroy, 21% of the adults have no high school diploma, but an even larger proportion, 26%, in Hollister have less than a high school education. These figures, based upon the 2010 US Census, will be updated when the results of the 2020 Census, delayed due to the COVID-19 pandemic, are available.

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## FINANCIAL PLAN – RESTRICTED GENERAL FUND

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### Restricted General Fund

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Restricted general fund programs are established for the purpose of providing specialized services funded by either revenue collected from program participants or from revenues provided by a state or local agency. As the name implies restricted funds may only be used to pay for the costs of providing specific services. This section provides a description of a number of the restricted general fund programs that Gavilan College expects to use in FY20/21.

Federal, state and local agencies frequently require that a college receiving special funding provide general fund dollars to the program. This “match” varies by funding agency and may be in the form of a cash contribution to pay for specific expenditures or it may be an “in-kind” contribution that is made through allocation of existing district resources such as use of a facility, use of equipment, utilities, or personnel.

The restricted fund programs offered by Gavilan College are used to enhance the educational program of the district and to provide valuable services to the community.

#### **California Work and Responsibility To Kids (CalWORKs)**

CalWORKs serves students who receive public assistance to become self-sufficient through the provision of education, employment and supportive services. The support services that CalWORKs provides include academic, personal and career counseling, textbooks, employment preparation, job placement and serves as a liaison with county departments of social services. This year Fresh Success was added to CalWORKs to transition individuals eligible for food assistance to also benefit from college assistance.

#### **Community Services and Contract Education**

Community and Contract Education provide a variety of offerings that are of general interest and benefit to members of the community and businesses within the district. The department continues to offer new programs that will provide opportunities for community members to participate in recreational, personal enrichment and professional improvement courses.

#### **Cooperative Agencies Resources for Education (CARE)**

CARE is designed to assist single parents who attend or would like to attend Gavilan College. CARE provides a variety of services including assistance in completing college admissions, financial aid applications, counseling and class registration. To be eligible for CARE a student must be at least 18 years of age, head of household, single parent/grandparent receiving cash assistance from the Department of Social Services.

#### **Accessible Education Center (AEC)**

AEC offers support services and instruction to students with disabilities pursuant to *California Education Code* Sections 67310-12 and 84850. Support services provided in the AEC program must be in accordance with Title 5 regulations applicable to expenditures of funds:

- (a) Not duplicate services or instruction which are otherwise available to all students.
- (b) Be directly related to the educational limitations of the students to be served.

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## FINANCIAL PLAN – RESTRICTED GENERAL FUND

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- (c) Be directly related to the students' participation in the educational process.
- (d) Promote the maximum independence and integration of students with disabilities.
- (e) Support equal access and participation in pursuit of educational goals and activities consistent with the mission of community colleges.

The AEC base funding is determined using a weighted count formula by type of disability added to the Special Rate FTES revenue that is generated from students qualified to be served by the AEC. Regulations applicable to AEC require that each college calculate the amount of Special Rate FTES revenue generated from students in the AEC program and subtract that amount of revenue from AEC's total expenditures to determine the amount of direct excess costs incurred as a result of providing specialized services. The direct excess cost amount may be reimbursed to the district by the state. The actual amount received from the state depends on the amount allocated to the District.

### **Extended Opportunities Programs and Services (EOPS)**

EOPS is a state funded program established for the purpose of providing educational access to low-income students facing social, economic, and educational disadvantages. To be eligible for services students must demonstrate a financial and educational need according to program guidelines. To remain eligible for services a student must attend college on a full-time basis and maintain an average of "C" or better. The EOPS program provides the following services:

- (a) **Outreach** - provides campus tours, special orientations, and recruitment at high school events.
- (b) **Admissions** - assists in determining a student's eligibility for EOPS services and offers advice on admissions, provides pre-priority registration, and assists students in applying for financial aid.
- (c) **Retention** - assists students with class selection and scheduling, academic, career, and personal counseling, student success workshops, referral to campus and community services, student advocacy, academic progress reports, and provides grants to purchase books.
- (d) **Transfer** - assists students with transferring to a university by providing tours, assistance in the completion of application forms, assessment of transfer requirements and application for fee waivers.

An EOPS program is available to all California community colleges. Funding for the program is determined by the State Chancellor's Office using a complicated formula that considers a base funding level and the number of students served. The college pays for the cost of the EOPS Associate Dean from the unrestricted general funds as mandated by the State Chancellor's Office.

### **Faculty and Staff Diversity**

The purpose of these funds is to enable the California Community Colleges to address their goal of hiring a work force that proportionately reflects the adult population of the state. Funds provided are to be used for:

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## FINANCIAL PLAN – RESTRICTED GENERAL FUND

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- (a) The costs of publishing, distributing and reporting affirmative action success rates as provided in *California Education Code* Section 87102
- (b) The cost of preparing and updating equal opportunity plans.
- (c) Providing for outreach and recruitment of underrepresented groups, for incentives to hire underrepresented groups, for in-service training and for other related staff diversity.

### **Health Services**

Effective with the fall semester of 2013, health fees are \$19 per semester and \$16 for summer session.

In accordance with *California Education Code* Section 76355, expenditures are restricted to payment of the cost of health supervision and services, including direct or indirect medical and hospitalization services, or the operation of a student health center. Health services fees cannot be used to pay expenditures of athletic trainers' salaries, athletic insurance, medical supplies for athletes, or any other expenditure related to providing medical services specifically to athletes.

### **Instructional Equipment and Library Materials**

This is a state grant authorized for equipment purchased for instructional and/or library/learning resource center activities involving presentations and/or hands-on experience to enhance student learning and skills development. It includes the purchase of library materials such as books, periodicals, related ordering, processing, cataloging or binding costs or services, reference databases, cataloging and/or security systems, maps, documents, microforms, computer software, or prerecorded audio-visual resources for the benefit of student learning.

The allocation of these funds takes place at the department chair meeting facilitated by district administrators. The process includes the basic following formula:

The allocation of these funds takes place at the department chair meeting facilitated by district administrators. The process includes the basic following formula:

Total amount of the current year grant  
Add any prior year carryover  
Less amount allocated to library (approximately \$65,000)  
Equals amount for general instructional equipment needs

### **Student Equity and Achievement (formerly SSSP, Equity, and Basic SKILLS)**

The Student Equity and Achievement Program, established in Education Code (EC) 78222, consolidates the Basic Skills Initiative (BSI), Student Equity (SE) and the Student Success and Support Program (SSSP) with the intent of supporting Guided Pathways and the system wide goal to eliminate achievement gaps. As a condition of receiving funds, a district shall comply with the following: maintain an equity plan, provide matriculation services adopt placement policies (AB 705) and provide all students with an educational plan.

### **Mathematics, Engineering, and Science Achievement (MESA)**

Gavilan College's Mathematics, Engineering, Science Achievement (MESA) Community College Program provides science, technology, engineering and math (STEM) academic development to

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## FINANCIAL PLAN – RESTRICTED GENERAL FUND

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educationally disadvantaged undergraduate community college students. The purpose is so they will excel academically and transfer to four-year institutions in calculus-based majors.

The MESA program's strengths lie within the holistic MESA model in which the multiple program components work in combination to ensure academic achievement. The MESA program not only provides a set of services but also a culture and community geared toward student success in STEM disciplines.

The Gavilan College general fund shares in paying for the cost of the MESA Director as mandated by the State Chancellor's Office.

### **Non-Credit Program**

The goal of the Noncredit Program, often referred to as adult education, is to provide educational opportunities that assist individuals with skills that are critical to their ability to become and or remain independent and contribute to the economy. They can earn a high school diploma or GED, increase literacy skills, learn English, learn to read and write, gain American citizenship, become an effective parent, or learn a specific job skill. Gavilan College participates in the California Adult Education Program (CAEP) and serves as the fiscal agent for the Gavilan Regional ACES (Adult and Career Education Services) Consortium. Consortium partners include Gilroy Unified School District, Morgan Hill Unified School District, and San Benito High School District. The development of the Consortium was the result of AB86 and AB 104 planning grants from the state; the Consortium continues to receive funding from the CAEP block grant.

### **Parking Fund**

As authorized by *California Education Code* Section 76360, Gavilan College charges students a parking fee. The fee ranges from \$25 per semester for summer only parking to \$50 per semester for a daytime parking permit. A daily permit is also available at a cost of \$2.00. The parking fees are used to pay the salaries and related costs of security personnel and to pay for repairs for the parking lots and roadways. Parking fees have been suspended during COVID-19 and will be in place again Spring 2022.

### **Staff Development**

Staff development funds are provided by the State Chancellor's Office for the purpose of providing professional level training to the faculty, staff, and administration of the district.

### **Science, Technology, Engineering and Mathematics (STEM)**

Gavilan College in partnership with San Jose State University is the recipient of a 5-year STEM grant funded by the Department of Education. These grant monies are being used to fund the two major goals of the STEM project which are to increase the number of Hispanic and other low-income students attaining degrees in the fields of science, technology, engineering, and mathematics and to increase rigorous and engaging STEM curricula which will sustain student persistence. The Natural Sciences department is currently engaged in several activities to accomplish these goals which include streamlining STEM Pathways through collaboration with STEM-capable partners; increasing STEM support; strengthening STEM curriculum; and developing new and innovative learning spaces. The grant is also funding additional services for students such as a dedicated STEM advisor, tutoring and Supplemental Instruction and paid student internships.

### **Vocational and Technical Education Act (VTEA)**

VTEA is funded under provisions of the Carl D. Perkins Act of 1990. This federally funded program is administered by the State of California and requires that participating colleges use these funds to enhance and augment vocational training programs that meet certain eligibility criteria. Gavilan College expects to use these funds to enhance its Allied Health, Business Technology, Aviation, Cosmetology, and Child Development programs.

### **Strong Workforce Program (SWP)**

In 2016, at the recommendation of the California Community College Board of Governors, the [Governor and Legislature approved the Strong Workforce Program](#), adding a new annual recurring investment of \$248 million to spur career technical education (CTE) in the nation's largest workforce development system of 115 colleges. Grouped into seven areas targeting student success, career pathways, workforce data and outcomes, curriculum, CTE faculty, regional coordination and funding, this state economic development program is driven by "more and better" CTE. This new ongoing funding is structured as a 60 percent Local Share allocation for each community college district and a 40 percent Regional Share determined by a regional consortia of colleges to focus on the state's seven macro-economic regions. Both the Local and Regional Share require local stakeholders to collaborate, including industry and local workforce development boards. As much as possible, this program builds upon existing regional partnerships formed in conjunction with the federal Workforce Innovation and Opportunity Act, state Adult Education Block Grant and public school CTE programs. These funds are used to support high school to college career pathways, internships, equipment/supplies and marketing for all Career Education programs at Gavilan College.



**FINANCIAL PLAN – RESTRICTED GENERAL FUND**

	RESTRICTED GENERAL FUND										
	Capital Equipment/TTIP Fund		Parking Fund Fund 260			Categorical Restricted Fund 270			Total Restricted General Fund		
	Projected	Adopted		Projected	Adopted		Projected	Adopted		Projected	Adopted
	Actual	Budget	Actual	Actual	Budget	Actual	Actual	Budget	Actual	Actual	Budget
FY20/21	FY21/22	FY19/20	FY20/21	FY21/22	FY19/20	FY20/21	FY21/22	FY19/20	FY20/21	FY21/22	
<b>Expenditures:</b>											
1000: Academic Salaries	\$ -	\$ -	\$ 10,673	\$ -	\$ 8,675	\$ 3,819,788	\$ 3,576,334	\$ 2,357,624	\$ 3,830,461	\$ 3,576,334	\$ 2,366,299
2000: Non-Instructional Salaries	-	-	110,701	140,505	86,748	2,732,110	2,958,750	3,239,814	2,842,811	3,099,254	3,326,562
3000: Employee Benefits	-	-	61,864	62,090	58,777	2,656,156	2,495,046	3,232,918	2,718,020	2,557,136	3,291,695
4000: Books and Supplies	-	-	389	-	2,000	369,083	2,056,432	718,459	369,473	2,056,432	720,459
5000: Services and Other Operating Expense	-	-	18,469	6,114	4,940	1,394,797	2,371,456	4,415,189	1,413,514	2,377,570	4,420,129
6000: Capital Outlay	-	-	-	-	-	622,932	1,133,837	1,204,619	622,932	1,133,837	1,204,619
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 202,096</b>	<b>\$ 208,709</b>	<b>\$ 161,140</b>	<b>\$ 11,594,867</b>	<b>\$ 14,591,854</b>	<b>\$ 15,168,622</b>	<b>\$ 11,797,210</b>	<b>\$ 14,800,563</b>	<b>\$ 15,329,762</b>
<b>Other Sources and Uses</b>											
Intra/Interfund Transfers In	\$ -	\$ -	\$ -	\$ 152,760	\$ 9,060	\$ 1,563,258	\$ 1,733,301	\$ 1,215,575	\$ 1,563,258	\$ 1,886,061	\$ 1,224,635
Other Sources											
Intra/Interfund Transfers Out	(66,925)	-	-	-	-						
Other Outgo						(3,730,578)	(3,375,993)	(1,603,585)	(3,730,578)	(3,375,993)	(1,603,585)
<b>Total Transfers/Other</b>	<b>\$ (66,925)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 152,760</b>	<b>\$ 9,060</b>	<b>\$ (2,167,320)</b>	<b>\$ (1,642,692)</b>	<b>\$ (388,010)</b>	<b>(2,167,320)</b>	<b>(1,556,857)</b>	<b>(378,950)</b>
<b>Net Change in Ending Fund Balance</b>	<b>\$ (66,925)</b>	<b>\$ -</b>	<b>\$ (53,891)</b>	<b>\$ 17,107</b>	<b>\$ 0</b>	<b>\$ 1,311</b>	<b>\$ 117,441</b>	<b>\$ -</b>	<b>\$ 12,205</b>	<b>\$ 67,623</b>	<b>\$ 0</b>
<b>Beginning Fund Balance</b>	<b>\$ 66,925</b>	<b>\$ -</b>	<b>\$ 36,784</b>	<b>\$ (17,107)</b>	<b>\$ (0)</b>	<b>\$ 57,034</b>	<b>\$ 58,345</b>	<b>\$ 0</b>	<b>\$ 95,958</b>	<b>\$ 108,163</b>	<b>\$ (0)</b>
<b>Prior Years Adjustment</b>							(175,785)			(175,785)	
<b>Adjusted Beginning Balance</b>	<b>66,925</b>	<b>-</b>	<b>36,784</b>	<b>(17,107)</b>	<b>(0)</b>	<b>57,034</b>	<b>(117,441)</b>	<b>0</b>	<b>95,958</b>	<b>(67,623)</b>	<b>(0)</b>
<b>Ending Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (17,107)</b>	<b>\$ (0)</b>	<b>\$ 0</b>	<b>\$ 58,345</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 108,163</b>	<b>\$ (0)</b>	<b>\$ 0</b>



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## FINANCIAL PLAN – FIDUCIARY FUNDS

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### **Fiduciary Funds**

Fiduciary funds account for the revenues and expenditures, and assets held by the district in a trustee or agency capacity. Gavilan College utilizes two trust funds; Student Center Fund and Associated Student Body Fund and one agency fund; Financial Aid. A trust fund differs from an agency fund in that the district holds the funds in trust for (in this case) the student body in a trust fund and acts as a passthrough agent for the financial aid fund, acting on behalf of the federal or state government.

### **Associated Students of Gavilan College (ASGC)**

The ASGC fund is designed to account for moneys held in trust by the district for the ASGC. Students pay membership fees to the ASGC and receive special discounts on parking and entry to a variety of special events over the course of the academic year. Funds collected may be expended upon approval of three persons: an employee of the district designated by the governing board, the certificated employee who is the designated advisor, and a representative of the student body organization.

### **Student Center Fund**

Gavilan College established a student center fund for the purpose of constructing a student center. The budget for the Student Center Fund includes all revenues derived from the Student Center and all anticipated expenditures related to the maintenance and improvement of the facility.

Student Center fees are charged at the rate of \$1 per credit hour of instruction up to \$10 per student per year. *California Education Code* Section 76375 limits collection of student fees to \$10 per fiscal year.

Rental fee income is derived from lease payments for space currently used as a bookstore and a cafeteria that is located in the Student Center building. Expenditures charged to the Student Center Fund include capital improvements, cost of custodial and maintenance services, and accounting and administration fees.

### **Financial Aid Fund**

Financial aid is provided to students through federal and state grants, including PELL, SEOG, Cal Grant, etc. Gavilan College administers the programs and serves as a fiscal agent for the governments. Gavilan College makes disbursements based upon the program requirements. Revenues collected and expenditures made are reflected in the budget. As fiscal agent, Gavilan College receives a nominal amount for administrative services.

Gavilan College also participates in a federally funded work-study program. The Financial Aid department administers the federal work-study program and identifies employment sites and eligible students for the program. The actual work-study program expenses are recorded in the Restricted General Fund.

**FINANCIAL PLAN – FIDUCIARY FUNDS**

	TOTAL FIDUCIARY FUNDS											
	Associated Student Body Fund 470			Financial Aid Fund 480			Student Center Fund 660			Total Fiduciary Fund		
	Actual	Projected	Adopted	Actual	Projected	Adopted	Actual	Projected	Adopted	Actual	Projected	Adopted
	FY19/20	FY20/21	Budget FY21/22	FY19/20	FY20/21	Budget FY21/22	FY19/20	FY20/21	Budget FY21/22	FY19/20	FY20/21	Budget FY21/22
<b>Revenues:</b>												
Federal	\$ -	\$ -	\$ -	\$ 6,150,578	\$ 6,500,000	\$ 7,309,096	\$ -	\$ -	\$ -	\$ 6,150,578	\$ 6,500,000	\$ 7,309,096
State	-	-	-	-	-	1,291,598	-	-	-	-	-	1,291,598
Local	11,553	117,807	52,500	-	-	-	427	159	40,800	11,980	117,966	93,300
<b>Total Revenues</b>	<b>\$ 11,553</b>	<b>\$ 117,807</b>	<b>\$ 52,500</b>	<b>\$ 6,150,578</b>	<b>\$ 6,500,000</b>	<b>\$ 8,600,694</b>	<b>\$ 427</b>	<b>\$ 159</b>	<b>\$ 40,800</b>	<b>\$ 6,162,558</b>	<b>\$ 6,617,966</b>	<b>\$ 8,693,994</b>
<b>Expenditures:</b>												
1000: Academic Salaries	-	-	-	-	-	-	-	-	-	-	-	-
2000: Non-Instructional Salaries	-	-	-	-	-	-	-	-	25,663	-	-	25,663
3000: Employee Benefits	-	-	-	-	-	-	-	-	19,893	-	-	19,893
4000: Books and Supplies	12,843	620	3,500	-	-	-	-	-	700	12,843	620	4,200
5000: Services and Other Operating Expense	26,033	11,400	104,295	-	-	-	9,500	253	13,551	35,533	11,653	117,846
6000: Capital Outlay	-	3,430	2,500	-	-	-	-	-	-	-	3,430	2,500
<b>Total Expenditures</b>	<b>\$ 38,876</b>	<b>\$ 15,450</b>	<b>\$ 110,295</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 9,500</b>	<b>\$ 253</b>	<b>\$ 59,807</b>	<b>\$ 48,376</b>	<b>\$ 15,703</b>	<b>\$ 170,102</b>
<b>Other Sources and Uses</b>												
Intra/Interfund Transfers In	0	0	0	0	16,371	0	0	0	4,006		16,371	4,006
Other Sources												
Intra/Interfund Transfers Out	0	0	0	-	-	-	-	-	-	-	-	-
Other Outgo	(130,365)	34,526	(20,500)	(6,150,578)	(6,500,000)	(8,660,912)	-	-	-	(6,280,944)	(6,465,474)	(8,681,412)
<b>Total Transfers/Other</b>	<b>\$ (130,365)</b>	<b>\$ 34,526</b>	<b>\$ (20,500)</b>	<b>\$ (6,150,578)</b>	<b>\$ (6,483,629)</b>	<b>\$ (8,660,912)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,006</b>	<b>\$ (6,280,944)</b>	<b>\$ (6,449,103)</b>	<b>\$ (8,677,406)</b>
<b>Net Change in Ending Fund Balance</b>	<b>\$ (157,688)</b>	<b>\$ 136,883</b>	<b>\$ (78,295)</b>	<b>\$ -</b>	<b>\$ 16,371</b>	<b>\$ (60,218)</b>	<b>\$ (9,073)</b>	<b>\$ (94)</b>	<b>\$ (15,001)</b>	<b>\$ (166,761)</b>	<b>\$ 153,160</b>	<b>\$ (153,514)</b>
<b>Beginning Fund Balance</b>	<b>354,105</b>	<b>196,417</b>	<b>333,804</b>	<b>11,574</b>	<b>11,574</b>	<b>(0)</b>	<b>25,212</b>	<b>16,140</b>	<b>15,000</b>	<b>390,892</b>	<b>224,131</b>	<b>348,804</b>
<b>Prior Year Adjustments</b>		<b>\$ 504</b>			<b>\$ (27,945)</b>			<b>\$ (1,046)</b>			<b>(28,487)</b>	
<b>Ending Fund Balance</b>	<b>\$ 196,417</b>	<b>\$ 333,804</b>	<b>\$ 255,509</b>	<b>\$ 11,574</b>	<b>\$ (0)</b>	<b>\$ (60,218)</b>	<b>\$ 16,140</b>	<b>\$ 15,000</b>	<b>\$ (0)</b>	<b>\$ 224,131</b>	<b>\$ 348,804</b>	<b>\$ 195,290</b>

**CAPITAL PROJECTS FUND**

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**Capital Projects Fund**

The Capital Projects Fund is used primarily to account for the expenditure of funds for new construction projects and to complete scheduled maintenance projects.

Each year the district prepares a Five-Year Capital Construction Plan for submission to the Chancellor's Office, California Community Colleges. Projects are identified in consideration of existing lecture, laboratory and office space in relation to capacity workload measures defined by the state. Anticipated changes in programs assist in determining what additional facilities will be considered. To evaluate each college's individual need in relation to all other colleges, the state uses a criterion that prioritizes the allocation of construction funds. Projects that provide additional lecture and laboratory space receive a higher priority than other projects like administrative or student support buildings.

The Five-Year Capital Construction Plan is used for planning purposes in identifying new facility needs of the district. Funding for any project in the Plan must be requested through a separate request. Development of a funding request requires a detailed description of the project and a detailed cost projection. The cost of preparing a funding request is between \$50,000 and \$75,000.

**Fund Information / Purpose: Measure X Prop 39 Bond**

In the November 2018 Elections, the voters approved Measure X for \$248,000,000 in order to continue providing local access to high-quality affordable education for the students of Gavilan Joint Community College District. On February 12, 2019, the Board of Trustees approved the Initial Project List for the Measure X Bond Program. The Initial Project list was based on the current approved Facilities Master Plan (FMP): Vision 2030.

A review of the Facilities Master Plan (FMP): Vision 2030 resulted in the Gavilan College Specific Master Plan update. This Specific Master Plan Update builds upon the Facilities Master Plan to update the Gilroy campus. Bond List Revisions #1 and #2 were approved by the Board of Trustees to reflect project priorities, as well as the project assessments, early programming efforts and preliminary cost estimates.

The San Benito County Campus (SBCC) remains the number one priority for the District. In January 2021, a Design-Build Entity was selected for the development and construction of the SBCC. The DBE is on track to complete the construction documents and submit them to DSA for approval in December 2021. Construction is scheduled to begin in November 2022.

Priority projects for the Gilroy Campus include:

- Modernization of existing facilities and new construction of a Science, Technology, Engineering, and Math (STEM) Center. Programming began in March 2021 and is estimated to be completed in October 2021
- Construction of a new, state of the art Library and Student Resource Center. The new Library and Student Resource Center will replace the aging Library and incorporate Student Services functions into one location. Programming is ongoing.

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## FINANCIAL PLAN – CAPITAL OUTLAY FUND

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- The Theater Modernization project is home to the theater program. The project will include upgrades to the Theater, classrooms, scene shop, rehearsal rooms, offices and storage for props and equipment. Programming began in August 2021.

Other Projects currently underway on the Gilroy Campus include:

- Pedestrian Bridge: An inspection of the bridge in 2019 determined structural deterioration beyond repair. The Board of Trustees approved an agreement for the demolition of the old pedestrian bridge and construction of a new pedestrian bridge on August 10, 2021. Construction is expected to be complete in June 2022.
- Fire Alarm System Upgrade was completed in August 2021 and will provide for better safety through updated technology, notifications, and monitoring tools.
- The Boiler System Upgrade project is underway and consists of replacing the underground piping and the boilers. The agreement for the Boiler System Upgrade project will go to the Board of Trustees for review and approval on September 14, 2021. Construction is expected to be completed in February 2022.
- District-wide ADA assessments were completed, and an ADA Transition Plan was created to remove accessibility barriers. The plan will be implemented in phases over the next several years.
- The IT Infrastructure project is underway which will make significant upgrades to the District's technology systems, including: Technology data center improvements, disaster recovery expansion, network infrastructure modernization, area network infrastructure modernization, audio-visual modernization, computer replacements, phone system replacement. This project is on-going.



**FINANCIAL PLAN – CAPITAL OUTLAY FUND**

	TOTAL CAPITAL OUTLAY FUND											
	Capital Projects Fund 340			Measure E Construction Fund 600			Measure X Construction Fund 8xx			Total Capital Outlay Fund		
	Actual	Projected	Adopted	Actual	Projected	Adopted	Actual	Adjusted	Adopted	Actual	Projected	Adopted
	FY19/20	FY20/21	FY21/22	FY19/20	FY20/21	FY21/22	FY19/20	FY20/21	FY21/22	FY19/20	FY20/21	FY21/22
<b>Revenues:</b>												
Federal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
State	-	-	111,976	-	-	-	-	-	-	-	-	111,976
Local	30,082	695	-	22,526	22,526	-	512,108	105,629,819	-	564,716	105,653,040	-
<b>Total Revenues</b>	<b>\$ 30,082</b>	<b>\$ 695</b>	<b>\$ 111,976</b>	<b>\$ 22,526</b>	<b>\$ 22,526</b>	<b>\$ -</b>	<b>\$ 512,108</b>	<b>\$ 105,629,819</b>	<b>\$ -</b>	<b>\$ 564,716</b>	<b>\$ 105,653,040</b>	<b>\$ 111,976</b>
<b>Expenditures:</b>												
1000: Academic Salaries	\$ -	\$ -	\$ -	-	-	-	-	-	-	-	-	-
2000: Non-Instructional Salaries	-	-	-	-	-	-	-	-	-	-	-	-
3000: Employee Benefits	-	-	-	-	-	-	-	-	-	-	-	-
4000: Books and Supplies	5,654	-	-	-	-	-	-	-	-	5,654	-	-
5000: Services and Other Operating Expense	34,478	42,071	111,976	-	-	-	256,979	638,736	367,648	291,458	680,807	479,624
6000: Capital Outlay	184,801	495	-	-	-	-	2,359,900	4,749,427	19,993,531	2,544,702	4,749,922	19,993,531
<b>Total Expenditures</b>	<b>\$ 224,934</b>	<b>\$ 42,566</b>	<b>\$ 111,976</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,616,880</b>	<b>\$ 5,388,163</b>	<b>\$ 20,361,179</b>	<b>\$ 2,841,813</b>	<b>\$ 5,430,729</b>	<b>\$ 20,473,155</b>
<b>Other Sources and Uses</b>												
Intra/Interfund Transfers In	\$ -	\$ 451,113	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 451,113	\$ -
Other Sources	-	-	-	-	-	-	-	-	-	-	-	-
Intra/Interfund Transfers Out	-	-	-	-	(45,052)	-	-	(339,136)	-	-	(384,188)	-
Other Outgo	(339,136)	-	-	-	-	-	(103,955)	(7,110,625)	-	(443,091)	(7,110,625)	-
<b>Total Transfers/Other</b>	<b>\$ (339,136)</b>	<b>\$ 451,113</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (45,052)</b>	<b>\$ -</b>	<b>\$ (103,955)</b>	<b>\$ (7,449,761)</b>	<b>\$ -</b>	<b>\$ (443,091)</b>	<b>\$ (7,043,700)</b>	<b>\$ -</b>
<b>Net Change in Ending Fund Balance</b>	<b>\$ (533,988)</b>	<b>\$ 409,242</b>	<b>\$ -</b>	<b>\$ 22,526</b>	<b>\$ (22,526)</b>	<b>\$ -</b>	<b>\$ (2,208,727)</b>	<b>\$ 92,791,895</b>	<b>\$ (20,361,179)</b>	<b>\$ (2,720,189)</b>	<b>\$ 93,178,610</b>	<b>\$ (20,361,179)</b>
<b>Beginning Fund Balance</b>	<b>1,492,888</b>	<b>958,900</b>	<b>167,647</b>	<b>-</b>	<b>22,526</b>	<b>-</b>	<b>\$ 25,379,682</b>	<b>\$ 23,170,955</b>	<b>\$ 115,962,850</b>	<b>\$ 26,872,570</b>	<b>\$ 24,152,381</b>	<b>\$ 116,130,497</b>
<b>Prior Year Adjustments</b>		<b>\$ (1,200,495)</b>									<b>(1,200,495)</b>	
<b>Ending Fund Balance</b>	<b>\$ 958,900</b>	<b>\$ 167,647</b>	<b>\$ 167,647</b>	<b>22,526</b>	<b>-</b>	<b>\$ -</b>	<b>\$ 23,170,955</b>	<b>\$ 115,962,850</b>	<b>\$ 95,601,671</b>	<b>\$ 24,152,381</b>	<b>\$ 116,130,497</b>	<b>\$ 95,769,318</b>

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## FINANCIAL PLAN – ALL OTHER FUNDS

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### **Debt Service Fund**

The Debt Service Fund is where the District records the property taxes that the counties (Santa Clara and San Benito) collect on our behalf for the capital outlay bonds, and where the payments on those bonds are made.

### **Long-Term Debt Fund**

The current long-term debt that exists is the obligation for existing retiree health benefits. It is estimated that this obligation is \$9 million for retired former employees who are eligible for post-retirement benefits. The district is a member of a Retiree Health Benefit program along with a number of other California community colleges. By the end of FY21/22, the district projects having accumulated almost \$6 million in this fund in order to provide resources to pay for retiree health benefit obligations in the future.

### **Self-Insurance Fund**

The District records its costs for self-insurance for worker's compensation. The resources are transferred from Fund 100.



**FINANCIAL PLAN – ALL OTHER FUNDS**

	Debt Service Fund 210			Self-Insurance Fund 610			Long Term Debt Fund 920		
	Actual	Projected	Adopted	Actual	Projected	Adopted	Actual	Projected	Adopted
	FY19/20	FY20/21	Budget FY21/22	FY19/20	FY20/21	Budget FY21/22	FY19/20	FY20/21	Budget FY21/22
<b>Revenues:</b>									
Federal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
State	69,534	25,273	25,273	-	-	-	-	-	-
Local	15,356,964	6,343,501	6,343,501	3,061	41	-	-	315,000	315,000
Fiscal Agent Pass Through	-	-	-	-	-	-	-	-	-
<b>Total Revenues</b>	<b>\$ 15,426,498</b>	<b>\$ 6,368,774</b>	<b>\$ 6,368,774</b>	<b>\$ 3,061</b>	<b>\$ 41</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 315,000</b>	<b>\$ 315,000</b>
<b>Expenditures:</b>									
1000: Academic Salaries	-	-	-	-	-	-	-	-	-
2000: Non-Instructional Salaries	-	-	-	-	-	-	-	-	-
3000: Employee Benefits	-	-	-	-	-	-	-	-	-
4000: Books and Supplies	-	-	-	-	-	-	-	-	-
5000: Services and Other Operating Expense	7,860	-	-	401,980	-	195,706	-	500	500
6000: Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 7,860</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 401,980</b>	<b>\$ -</b>	<b>\$ 195,706</b>	<b>\$ -</b>	<b>\$ 500</b>	<b>\$ 500</b>
<b>Other Sources and Uses</b>									
Intra/Interfund Transfers In	-	-	-	\$ -	\$ 761,010	\$ 195,706	\$ -	\$ -	\$ -
Other Sources									
Intra/Interfund Transfers Out	-	-	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Outgo	\$ (7,702,549)	\$ (6,241,350)	\$ (6,241,350)				\$ -	\$ -	\$ -
<b>Total Transfers/Other</b>	<b>\$ (7,702,549)</b>	<b>\$ (6,241,350)</b>	<b>\$ (6,241,350)</b>	<b>\$ -</b>	<b>\$ 761,010</b>	<b>\$ 195,706</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Net Change in Ending Fund Balance</b>	<b>\$ 7,716,089</b>	<b>\$ 127,424</b>	<b>\$ 127,424</b>	<b>\$ (398,919)</b>	<b>\$ 761,051</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 314,500</b>	<b>\$ 314,500</b>
<b>Beginning Fund Balance</b>	<b>7,539,901</b>	<b>15,255,990</b>	<b>15,383,414</b>	<b>(361,560)</b>	<b>(760,479)</b>	<b>0</b>	<b>5,361,737</b>	<b>5,361,737</b>	<b>5,676,237</b>
<b>Prior Year Adjustments</b>					<b>\$ (572)</b>				
<b>Ending Fund Balance</b>	<b>\$ 15,255,990</b>	<b>\$ 15,383,414</b>	<b>\$ 15,510,838</b>	<b>\$ (760,479)</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 5,361,737</b>	<b>\$ 5,676,237</b>	<b>\$ 5,990,737</b>

## FINANCIAL PLAN – INTERFUND TRANSFERS

### Interfund Transfers

Funding guidelines of the State of California, for some programs, requires that a college receiving program funds provide an unrestricted general fund contribution to pay program expenditures. The unrestricted general fund transfers funds to the restricted general fund and other funds to pay for matching fund contributions, self insurance, and capital outlay projects. The amounts vary by program and are unique to each program. The following chart shows the interfund transfers planned for 21/22.

#### Interfund Transfers

From	To						Total
	270	260	340	480	610	660	
<b>100</b>	\$1,215,575	\$9,060			\$195,706	\$4,006	\$1,424,347
<b>Total</b>	\$1,215,575	\$9,060	\$0	\$0	\$195,706	\$4,006	\$1,424,347



# EXHIBITS

## Exhibit 1. Gavilan College Organization Chart



**EXHIBITS**

**Exhibit 2. Budget Consolidated Summary of all Funds**

	Unrestricted General Fund	Restricted General Fund	Capital Outlay Fund	Fiduciary Fund	Debt Service Fund	Self Insurance Fund	Long-Term Debt Fund	All Funds Memo Budget
	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
	FY21/22	FY21/22	FY21/22	FY21/22	FY21/22	FY21/22	FY21/22	FY21/22
<b>Revenues:</b>								
Federal	\$0	\$6,166,274	\$0	\$7,309,096	\$0	\$0	\$0	\$13,475,370
State	13,384,165	7,556,509	111,976	1,291,598	25,273	0	0	22,369,521
Local	25,864,418	1,090,785	0	93,300	6,343,501	0	315,000	33,707,004
Fiscal Agent Pass Through		895,144						895,144
<b>Total Revenues</b>	<b>39,248,583</b>	<b>15,708,712</b>	<b>111,976</b>	<b>8,693,994</b>	<b>6,368,774</b>	<b>0</b>	<b>315,000</b>	<b>70,447,039</b>
<b>Expenditures:</b>								
1000: Academic Salaries	\$13,704,857	\$2,366,299	\$0	\$0	\$0	\$0	\$0	\$16,071,156
2000: Non-Instructional Salaries	7,180,110	3,326,562	0	25,663	0	0	0	10,532,335
3000: Employee Benefits	10,548,266	3,291,695	0	19,893	0	0	0	13,859,854
4000: Books and Supplies	520,575	720,459	0	4,200	0	0	0	1,245,234
5000: Services and Other Operating Expense	5,399,426	4,420,129	479,624	117,846	0	195,706	500	10,613,231
6000: Capital Outlay	105,905	1,204,619	19,993,531	2,500	0	0	0	21,306,555
<b>Total Expenditures</b>	<b>\$37,459,139</b>	<b>\$15,329,762</b>	<b>\$20,473,155</b>	<b>\$170,102</b>	<b>\$0</b>	<b>\$195,706</b>	<b>\$500</b>	<b>\$73,628,364</b>
<b>Other Sources and Uses</b>								
Intra/Interfund Transfers In	<b>\$0</b>	\$1,224,635	\$0	\$4,006	\$0	\$195,706	\$0	\$1,424,347
Other Sources								\$0
								\$0
Intra/Interfund Transfers Out	-\$1,424,347	\$0	\$0	\$0	\$0	\$0	\$0	-\$1,424,347
Other Outgo		-\$1,603,585	\$0	-\$8,681,412	-\$6,241,350		\$0	-\$16,526,347
<b>Total Transfers/Other</b>	<b>-\$1,424,347</b>	<b>-\$378,950</b>	<b>\$0</b>	<b>-\$8,677,406</b>	<b>-\$6,241,350</b>	<b>\$195,706</b>	<b>\$0</b>	<b>-\$16,526,347</b>

**EXHIBITS**

<b>Net Change in Ending Fund Balance</b>	<b>\$365,098</b>	<b>\$0</b>	<b>-\$20,361,179</b>	<b>-\$153,514</b>	<b>\$127,424</b>	<b>\$0</b>	<b>\$314,500</b>	<b>-\$19,707,671</b>
<b>Beginning Fund Balance</b>	<b>\$3,295,470</b>	<b>\$0</b>	<b>\$116,130,497</b>	<b>\$348,804</b>	<b>\$15,383,414</b>	<b>\$0</b>	<b>\$5,676,237</b>	<b>\$140,834,421</b>
<b>Prior Years Adjustment</b>								<b>\$0</b>
<b>Adjusted Beginning Balance</b>	<b>\$3,295,470</b>	<b>\$0</b>	<b>\$116,130,497</b>	<b>\$348,804</b>	<b>\$15,383,414</b>	<b>\$0</b>	<b>\$5,676,237</b>	<b>\$140,834,421</b>
<b>Ending Fund Balance</b>	<b>\$3,660,568</b>	<b>\$0</b>	<b>\$95,769,318</b>	<b>\$195,290</b>	<b>\$15,510,838</b>	<b>\$0</b>	<b>\$5,990,737</b>	<b>\$121,126,750</b>

## ATTACHMENTS

### Attachment A. Budget Calendar

<b>FISCAL YEAR 2021-22 BUDGET CALENDAR</b>		
<u>Date</u>	<u>Event / Task</u>	<u>Owner</u>
<b>SEPTEMBER - 2021</b>		
Week 1	Board and College Budget Committees development of <i>ensuing fiscal year</i> Budget Calendar	VPAS
<b>OCTOBER - 2021</b>		
Week 1	First Budget Meeting 5-Year Recovery Plan Draft	PIPR/RAP
<b>NOVEMBER - 2021</b>		
Week 2	Input of program plans and budget requests completed.	.Dept Mgrs.
Week 4	Cost out intersession/spring class schedule	Deans / VPAA
<b>DECEMBER - 2021</b>		
Week 1	Complete review/rank of program plans with budget requests	Dept Mgrs.
Week 2	Approval of financial audit of the <i>prior fiscal year that just closed</i> .	Board of Trustees
Week 3	Complete 90% of adjunct salary assignments	Deans
<b>JANUARY - 2022</b>		
Week 1	Governor's Budget Proposal for <i>ensuing fiscal year</i> is released	Governor's Office
Week 2	Cabinet complete review/ranking of program plans	Cabinet
Week 2	Completion of Board of Trustee goals	President & BOT
Week 2	Distribute <i>ensuing fiscal year</i> position control file (Group 1 and 2), all positions, all departments, all funds for permanent and non-permanent staff to Cabinet for review.	VPAS & HR
Week 3	State budget workshop-Sacramento	VPAS
Week 4	Distribute <i>ensuing fiscal year</i> budget line-item detail for other expenditures (4/5/6's) for all departments/all funds to Cabinet for review	VPAS
Week 4	Program plan and budgets requests loaded into database	Webmaster
<b>FEBRUARY - 2022</b>		
Week 1	Mid-year review (fund balance projections) of budget to actual expenditures, all funds for <i>current fiscal year budget</i> .	VPAS & Depts
Week 2	Development of Strategic Plan (Budget Guidelines) by the Board of Trustees and Campus Community.	President
Week 3	Begin prioritization process of program plans with budget requests	PIPR/RAP
Week 3	Reconciliation of position control file, (Group 1 and 2), all positions, all departments, all funds due to Director of Human Resources	Cabinet & Dept Mgr.
Week 3	Budget line-item detail for other expenditures (4/5/6's) for all departments/all funds to the VP of Administrative Services & Business Services	Cabinet & Dept Mgr.
<b>MARCH - 2022</b>		
Week 1	For the <i>ensuing fiscal year</i> position control file, (Group 1 and 2) projections (Version #1) due to Business Services	VPAS & HR

## ATTACHMENTS

Week 2	Approval of <i>ensuing fiscal year</i> Budget Guidelines (Strategic Plan)	President's Council
Week 3	Submit prioritized program plans with budget requests to President's Council	PIPR/RAP
Week 3	March 15 – Academic and Unrepresented Positions Non-Renewal Notice/Layoff Notice Deadline, If Applicable	HR
Week 4	Revenue and expenditures calculations; general fund only (Exhibit 2, Version #1) due to Cabinet	VPAS
Week 4	Final deadline for changes to the <i>ensuing fiscal year</i> Tentative Budget document due to VP of Administrative Services & Business Services	Cabinet & Dept Mgr.
Week 4	Program plans with budget requests recommendation to President	President's Council
Week 4	Review revenue and expenditure calculations with Board and College Budget Committees	VPAS
<b>APRIL - 2022</b>		
Week 1	Cost out summer/fall class schedule	VPAA/SS & Deans
Week 2	Discussion/Approval of <i>ensuing fiscal year</i> Strategic Plan to Board of Trustees	President
Week 3	Revenue and expenditures calculation; all funds (Exhibit 2, Version #2) due to Cabinet	VPAS
Week 4	Final status of <i>ensuing fiscal year</i> Budget Guidelines to VP of Administrative Services	President
Week 4	Board and College Budget Committee review of Tentative Budget document	VPAS & HR
Week 4	Final revenue and expenditures calculation; all funds (Exhibit 2, Version #3) due to VP Admin. Services.	VPAS & HR
Week 4	April 29 is the classified layoff notice deadline. Anytime other than June 30 requires a 60 day notice as per the Collective Bargaining Agreement (CBA).	HR
<b>MAY - 2022</b>		
Week 2	Governor's May revise with district review	Cabinet & Dept Mgr.
Week 3	Complete Tentative Budget to printer	VPAS
Week 4	Re-review of prioritized program plans with budget requests in light of May revise revenue assumptions and expenditures	PIPR/RAP
<b>JUNE - 2022: FY23 TENTATIVE BUDGET PHASE</b>		
Week 2	Tentative Budget adopted by Board of Trustees	Board of Trustees
Week 3	Preliminary financial and compliance audit	VPAS & Dept Mgrs.
<b>JULY - 2022</b>		
Week 2	Re-review of prioritized program plans with budget requests in light of actual Budget Act revenue assumptions and expenditures	PIPR/RAP
Week 2	Final deadline for the addition of new positions (Group 1 and 2) to the Final Budget. Freeze position file for Final Budget document due to VP of Administrative Services	Cabinet & Dept Mgr.
Week 3	Changes in budget line-item detail for other expenditures (4/5/6's) department budgets, all funds due to VP of Administrative Services	Cabinet & Dept Mgr.
<b>AUGUST - 2022: FY22 YEAR END CLOSE PHASE</b>		
Week 1	State budget workshop	VPAS

## ATTACHMENTS

Week 2	Revise Tentative Budget for Final Budget	VPAS
Week 2	Board Budget Committees review of Final Budget (College Committee does not meet in the summer)	VPAS
Week 2	Categorical year-end close of the <i>current fiscal year</i> .	VPAS
Week 4	Complete Final Budget to printer	VPAS
Week 4	All funds year-end close, of the <i>current fiscal year</i> .	VPAS
<b>SEPTEMBER - 2022: FY23 FINAL/ADOPTED BUDGET PHASE</b>		
Week 2	Review Final Budget with PIPR/RAP	VPAS & PIPR/RAP
Week 2	Database available for input of <i>new fiscal year</i> program plans with or without budget requests.	Business Services
Week 3	Final financial and compliance audit	VPAS & Dept Mgrs.
<b>OCTOBER - 2022</b>		
Week 4	Draft Audited <i>prior fiscal year close</i> Financial Statements Review	VPAS
<b>NOVEMBER - 2022: FY24 BUDGET DEVELOPMENT PHASE</b>		
Week 1	Input of program plans, and budget requests completed.	Deans & Dept Mgrs.
Week 2	Approval of budget calendar <i>next ensuing fiscal year</i> .	Board of Trustees
Week 2	Board and College Budget Committees development of <i>next ensuing</i> Budget Calendar	VPAS
Week 3	Cost out intersession/spring class schedule	VPAA/SS & Deans
<b>DECEMBER - 2022: FY24 PROGRAM REVIEW &amp; RESOURCE ALLOCATION PHASE</b>		
Week 1	Complete review/rank of program plans with budget requests	Dept Mgrs.
Week 2	Approval of financial audit for <i>prior fiscal year close</i> .	Board of Trustees
Week 3	Complete 90% of adjunct salary assignments	Deans
<b>JANUARY - 2023: FY24 CABINET REVIEWS RESOURCE PRIORITIES &amp; TENTATIVE APPROVES</b>		
Week 1	Cabinet complete review/ranking of program plans with budget requests.	Cabinet
Week 1	Completion of Board of Trustees goals	President & BOT
Week 2	State budget workshop, Sacramento	VPAS
Week 3	Distribute FY2021-22 position control file (Group 1 and 2), all positions, all departments, all funds for permanent and non-permanent staff to Cabinet for review.	VPAS & HR
Week 4	Distribute FY2021-22 budget line-item detail for other expenditures (4/5/6's) for all departments/all funds to Cabinet for review	VPAS

## ATTACHMENTS

### Attachment B.

#### Personnel Unrestricted General Fund

INSTRUCTIONAL PROGRAMS - ALL FACULTY - UNRESTRICTED	Budget FY 21/22	CLASSIFIED PERSONNEL - UNRESTRICTED	Budget FY 21/22
<b>LIFE SCIENCES - UNRESTRICTED</b>		<b>INSTRUCTIONAL PROGRAMS - UNRESTRICTED</b>	
Biology	1.92	Business Building Tech	0.00
Zoology	0.00	Athletics	3.60
Anatomy	0.00	Aviation Tech	1.00
Microbiology	0.00	Dramatic Arts	1.25
Ecology	0.00	Chemistry	1.87
<b>TOTAL</b>	<b>1.92</b>	Biotechnology	0.00
<b>NATURAL SCIENCES - UNRESTRICTED</b>		Cosmetology	0.50
Physical Science		Health Education	2.00
Physics	1.00	Curriculum	6.77
Chemistry	0.00	Academic Admin	0.00
<b>TOTAL</b>	<b>1.00</b>	Learning Center	0.00
<b>SOCIAL SCIENCES - UNRESTRICTED</b>		Library	3.00
Anthropology	0.20	Media Services	2.00
Psychology	0.00	Tutoring	0.00
History	0.00	Computer Science	1.00
Sociology	0.80	ESL Tutoring	0.00
Political Science	1.00	Math Tutoring	0.00
Admin of Justice	1.00	Writing Center	0.50
Child Development	2.00	<b>TOTAL</b>	<b>23.49</b>
<b>TOTAL</b>	<b>5.00</b>	<b>STUDENT SUPPORT SERVICES - UNRESTRICTED</b>	
<b>ENGLISH - UNRESTRICTED</b>		Admissions & Records	6.00
English	0.00	Off Site Services	2.07
English Comp	4.40	Financial Aid	5.45
Humanities	0.00	Institutional Research	2.00
Remedial English	2.00	Transfer Center	0.00
Comparative Literature	0.00	Technical and Vocational Studies	0.00
Remedial Reading	0.00	Enrollment Management	0.00
Reading and Writing	0.00	Student Assessment	0.00
<b>TOTAL</b>	<b>6.40</b>	Public Information Office	2.00
<b>ESL - UNRESTRICTED</b>		Community Development and Grants Mgmt	2.00
ESL	2.00	<b>TOTAL</b>	<b>19.52</b>
<b>TOTAL</b>	<b>2.00</b>	<b>ADMINISTRATIVE SUPPORT - UNRESTRICTED</b>	
<b>FINE ARTS - UNRESTRICTED</b>		Custodial	7.00
Speech Debate	1.60	Maintenance	4.00
Speech Communication	0.00	Grounds	4.93
Journalism	0.00	Business Services	8.00
Art	0.00	Payroll	2.00
Studio Art	2.00	Management Info Systems	9.00
Music/Music Theory	1.80	Personnel	1.00
Dramatic Arts	1.00	Reprographics	1.00
Spanish	2.00	Switchboard/Eve Sec/Mail room	0.00
Philosophy	0.00	Warehouse/Receiving	1.00
Theatre	0.00	Security	4.40
<b>TOTAL</b>	<b>8.40</b>	Community Development and Grants Mgt	0.00
<b>MATHEMATICS - UNRESTRICTED</b>		Facilities Use Scheduler	0.00
Math	4.36	<b>TOTAL</b>	<b>42.33</b>
Remedial Math	1.00	<b>TOTAL CLASSIFIED - UNRESTRICTED</b>	
<b>TOTAL</b>	<b>5.36</b>	<b>85.34</b>	
<b>SUB-TOTAL FACULTY - UNRESTRICTED</b>			
<b>30.08</b>			

## ATTACHMENTS

### Personnel Unrestricted General Fund

INSTRUCTIONAL PROGRAMS - ALL FACULTY - UNRESTRICTED	Budget FY 21/22	NON-FACULTY PERSONNEL - UNRESTRICTED	Budget FY 21/22
<b>BUSINESS - UNRESTRICTED</b>		<b>CONFIDENTIAL/SUPERVISORY - UNRESTRICTED</b>	
Accounting	1.00	President/Board of Trustees	2.00
Business Mgmt	0.00	Instructional Programs	2.28
Business Off Tech	0.00	Student Support	4.00
Economics	1.00	Administrative Services	13.10
Data Processing	0.00	<b>TOTAL</b>	<b>21.38</b>
<b>TOTAL</b>	<b>2.00</b>		
<b>COMPUTER SCIENCES - UNRESTRICTED</b>		<b>ADMINISTRATION - UNRESTRICTED</b>	
CSIS/Digital Media	2.00	President/Board of Trustees	1.00
<b>TOTAL</b>	<b>2.00</b>	Instructional Programs	9.94
		Student Support	5.90
		Administrative Services	2.13
		<b>TOTAL</b>	<b>18.97</b>
<b>ALLIED HEALTH - UNRESTRICTED</b>		<b>TOTAL NON-FACULTY UNRESTRICTED</b>	
Health Education	0.00		<b>125.69</b>
Nursing Assistant	1.00		
Registered Nursing	0.50	<b>GRAND TOTAL UNRESTRICTED FUND</b>	
Licensed Voc Nurse	1.00		<b>175.57</b>
Health Admin	0.00		
<b>TOTAL</b>	<b>2.50</b>		
<b>VOCATIONAL/TECHNICAL - UNRESTRICTED</b>			
Vocational Technical	2.00		
Library	2.00		
Cosmetology	1.00		
Curriculum	4.20		
Staff Dev	0.00		
Kinesiology	3.00		
Athletics	0.60		
Faculty Senate	0.50		
Counseling			
Health/Safety	0.00		
Special Project	0.00		
<b>TOTAL</b>	<b>13.30</b>		
<b>TOTAL FACULTY UNRESTRICTED</b>			
	<b>49.88</b>		



## ATTACHMENTS

### Attachment C.

#### Personnel Restricted General Fund

	Budget FY 21/22
<b>INSTRUCTIONAL PROGRAMS - ALL FACULTY - RESTRICTED</b>	
Administration of Justice	0.00
CalWorks	0.00
Disability Resource Center (DRC)	2.60
Extended Opportunities Programs & Services	0.00
Fresh Success	0.00
GAIN	0.00
Health Services	0.00
Guided Pathways	0.00
STEM Grant	0.20
Title V - 2020	0.00
<b>TOTAL</b>	<b>2.80</b>
<b>CLASSIFIED PERSONNEL - RESTRICTED</b>	
Adult Education	1.20
BFAP Staffing	0.55
Biotechnology	0.00
CalWORKS	1.25
CARE	0.85
Carpentry	0.00
Child Development Center	0.00
Community Education	0.00
Community Development and Grants Management	0.00
Disabilities Resource Center	9.38
Dream Resource Liason Support	0.20
Extended Opportunities Programs & Services	1.95
Fresh Success	0.60
GAIN	0.65
Guided Pathways	0.50
Hunger Free Campus	0.10
Financial Aid	0.00
Matriculation	0.00
MESA	0.67
Parking Fund	1.60
Rapid Rehousing	0.50
Regional Occupational Program (ROP)/VTEA	0.50
STEM	0.21
Student Center Fund	0.50
Student Equity and Achievement	5.78
SWP	2.50
Title V	0.18
Institutional Research	0.00
Veteran Resource Center	0.60
TRIO Grant	0.00
<b>TOTAL</b>	<b>30.21</b>
<b>CONFIDENTIAL/SUPERVISORY PERSONNEL - RESTRICTED</b>	
CalWORKS	0.30
Community and Contract Education	0.68
Fresh Success	0.30
GAIN	0.38
Hunger Free Campus	0.03
IEPI - Partnership Resource Teams	0.10
Matriculation	0.00
MESA Director	0.00
TRIO Director	0.00
SWP	1.00
Title V	0.85
Institutional Research	0.00
<b>TOTAL</b>	<b>3.62</b>

Attachment C

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## ATTACHMENTS

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### Personnel Restricted General Fund

<b>ADMINISTRATIVE AND SUPPORT SERVICES - RESTRICTED</b>	
Disability Resource Center	2.80
Adult Education	1.00
Bach to Blues	0.20
CalWORKS	0.40
Extended Opportunities Programs & Services	2.29
Fresh Success	0.30
GAIN	0.30
Guided Pathways	0.52
Health Services	0.20
Matriculation	0.00
Science Alive	0.40
Special Projects	0.00
STEM	0.52
SWP	1.00
Student Equity and Achievement	3.07
Title V	0.30
Basic Skills	0.00
Parking Fund	0.05
Small Business Development Center	0.00
<b>TOTAL</b>	<b>13.35</b>
<hr/>	
<b>GRAND TOTAL - RESTRICTED FUND</b>	<b>49.98</b>

**Attachment D.**

## Glossary of Terms

**AB 1725**

Comprehensive California community college reform legislation passed in 1988, that covers community college mission, governance, finance, employment, accountability, staff diversity and staff development.

**ACADEMIC EMPLOYEES**

Those persons who are employed in positions for which the Board of Governors has established Minimum Qualifications. The term generally includes faculty (including librarians and counselors) and academic administrators.

**ACADEMIC YEAR**

Period of time schools use to measure a quantity of study. Academic year can vary from school to school and even from educational program to educational program at the same school, but generally refers to July 1 through June 30.

**ACCREDITATION**

The review of the quality of higher education institutions and programs by an association comprised of institutional representatives. The Accrediting Commission for Community and Junior Colleges (ACCJC) of the Western Association of Schools and Colleges (WASC) accredits California's community colleges.

**ALLOCATION**

The division or distribution of resources according to a formula or plan.

**APPORTIONMENT**

The method by which the system office distributes federal, state and local monies to community college districts according to specified formulas.

**ARTICULATION**

The process of developing a formal, written agreement that identifies courses (or sequences of courses) on a "sending" campus that are comparable to, or acceptable in lieu of, specific course requirements at a "receiving" campus.

**BASE**

A foundation to which comparisons are made when projecting a current condition; also refers to ongoing funding to which additions or subtractions are made in the annual budget. In the SCFF, the base is the funding coming primarily from FTES and the size and number of colleges in a district.

**BENEFITS/BURDENS**

Gavilan College pays for a number of payroll related expenditures in addition to the health benefit allowances provided to each category of employee. These expenditures are collectively referred to as employee burdens. The cost of the expenditure is identified as a percentage of the

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## ATTACHMENTS

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employees' gross wages. The employee burdens are described below and represent only the portion of cost paid by Gavilan College.

1. 16.92% State Teachers Retirement System - Applies to all academic employees who meet (STRS) membership requirements prescribed by STRS. This applies to all full time and some part time academic employees and certificated administrators.
2. 22.91% Public Employees Retirement System – Applies to all classified employees who meet (PERS) membership requirements prescribed by PERS. This applies to all full-time classified employees and some part time classified employees.
3. 6.20% Federal Insurance Contribution - Applied to all gross wages of employees (FICA) who are not members of STRS.
4. 1.45% Medicare Insurance - Applied to all gross wages of every employee hired after 1986.
5. 2.5% Worker's Compensation - Applied to all gross wages of every employee.
6. .05% Retiree Health Benefit Liability Fund – Applied to all gross wages of every employee.
7. 1.23% Unemployment Insurance - Applied to all gross wages of every employee.
8. 1.00% Deferred Compensation Plan - Applied as an “up to” match for participating employees.
9. Health Benefits - Gavilan College offers a health benefit program that provides medical, dental, and vision insurance for the employee and the employee's dependents. Employees also receive a \$50,000 term life insurance policy. The cost for health benefits ranges from \$9,577 to \$28,500 per employee annually.

### **BLOCK GRANT**

The provision of funds for distinct purposes in a single allocation that allows local discretion in spending among those purposes.

### **BROWN ACT**

State law that establishes notice and open meeting requirements for county and local governmental bodies, including the Gavilan Board of Trustees.

### **BUDGET CHANGE PROPOSAL**

A request developed by a state agency and provided to the Department of Finance to request changes in the amount of money the state provides for any purpose.

### **CAL GRANT**

An Entitlement Cal Grant is available to help pay educational expenses available to all California resident high school graduates who apply in their senior year and meet income and GPA requirements. A Competitive Cal Grant is available to a limited number of Cal Grants to help pay college expenses, available on a competitive basis to students who are not recent high school graduates or otherwise don't qualify for an Entitlement Cal Grant.

### **CALIFORNIA ARTICULATION NUMBER**

A course identification system that facilitates the identification of lower-division, transferable major preparation courses taught at one CCC or CSU campus, as comparable to similar courses taught at another.

### **CATEGORICAL PROGRAMS/CATEGORICAL FUNDS**

Provided in the law and budget for specific uses. Examples of categorical programs are Physical Plant and Support Services, SEAP, EOPS and DSP&S.

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### **CCCAPPLY**

A California Community Colleges website ([www.cccapply.org](http://www.cccapply.org)), that supports a common online admissions application accepted by most colleges in the system. It also provides information about campus programs and services and is the primary student portal to the system for those who do not enter through a specific college.

### **CENSUS WEEK**

A week during each semester used to count enrollment for funding purposes.

### **CENTER**

An off-campus site administered by a parent college that offers programs leading to certificates or degrees that are conferred by the parent institution.

### **CERTIFICATES OF COMPLETION OR ACHIEVEMENT**

For students completing credit courses in prescribed pathways, a certificate of achievement may be awarded for Chancellor's Office approved programs of study of 18 or more units. "Low unit" certificates may also be offered by a college and awarded as certificates of achievement when the program of study consists of 12-18 units and is approved by the Chancellor's Office. Certificates of achievement may be awarded for completion of CSU-Breadth General Education or Intersegmental General Education Transfer Curriculum (IGETC).

Typically, certificates of achievement are developed in the Career Technical Education (CTE) areas. Some certificates also lead to associate degrees in the same field. Colleges may not award a certificate of achievement for basic skills or English as Second Language (ESL) coursework.

### **CERTIFICATES OF PARTICIPATION**

Used to finance the lease/purchase of capital projects. Essentially, they are the issuance of shares in the lease for a specified term.

### **CHIEF EXECUTIVE OFFICER**

A term used to describe a multi-campus district chancellor, the superintendent/president of a single-campus district, or the president of a college in a multi-college district.

### **CLASSIFIED STAFF**

Employees of a district not in academic positions, including secretarial staff, computer and program technicians, instructional aides, accountants and maintenance personnel. Classified staff include both represented (union) employees and unrepresented employees, typically classified administrators, supervisors and confidential staff.

### **COMMON COURSE NUMBERING**

A numbering system to identify comparable courses at multiple institutions. The CAN numbering system has been adopted by the California Community Colleges as its official common course numbering system.

### **COMMUNITY COLLEGE PROMISE GRANT**

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## ATTACHMENTS

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A state-funded program that waives enrollment fees for California residents if they are (a) recipients of CalWORKs, SSI or General Assistance benefits; (b) are in low-income households based on income and family size; or (c) have financial need according to federal standards for student financial aid. Students who qualify for the CCPG are also entitled to discounted parking fees and a waiver of any health services fees charged by a district.

### **COMMUNITY SERVICE (EXTENSION COURSES)**

One of the missions of the community colleges; the Ed Code authorizes colleges to offer not-for-credit classes and events of interest to the community. Fees paid by students must support the full cost of such classes.

### **COMMUNITY-SUPPORTED (BASIC AID) DISTRICT**

A community college (Community-Supported) or K-12 (Basic Aid) district that does not receive state funds because its revenues from local property taxes and student fees provide more than it would receive under state formulas.

### **CONTRACT EDUCATION**

Courses or programs that provide customized training on a fee- for-service basis for businesses and government agencies.

### **COOPERATIVE AGENCIES RESOURCES FOR EDUCATION (CARE)**

A state-funded program that provides EOPS students who are welfare-dependent single heads of household with supplemental educational support, such as specialized counseling and advisement, peer support, grants and allowances for childcare, transportation, textbooks and school supplies, tutoring, and other services.

### **DATA MART**

A database program maintained on the Chancellor's Office website ([www.cccco.edu/division/tris/mis/reports.htm](http://www.cccco.edu/division/tris/mis/reports.htm)) that enables external users to query student and staff MIS data and generate aggregated reports by college, district or statewide.

### **DEPARTMENT OF FINANCE**

A state agency that represents the Governor's office in shaping budgetary priorities and controlling state spending.

### **DISABLED STUDENTS PROGRAMS AND SERVICES (DSPS)**

A state-funded categorical program that provides funds for the additional costs related to supporting students with disabilities in community colleges.

### **DISCIPLINES**

Curricular subject matter areas designated by the Board of Governors (relying on the work of the Academic Senate) and used in establishing Minimum Qualifications for faculty.

### **DUAL ADMISSIONS**

A program where an applicant to a four-year institution of higher education is guaranteed admission in a future academic year upon completion of specified courses and requirements at a community college.

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### **STRONG WORKFORCE PROGRAM**

A California Community College program that supports regional centers and systemwide initiatives to address current and emerging workforce development needs. It links colleges and employers so that training programs are up to current industry standards, students have immediate employment options upon graduation, and business innovation and development is supported.

### **EDUCATIONAL EMPLOYMENT RELATIONS ACT**

Regulates collective bargaining for K-12 and community college districts. Also called the Rodda Act.

### **EDUCATION CODE**

The body of California law governing elementary, secondary and postsecondary education in California. Implementing regulations are contained in Title 5 of the California Administrative Code.

### **ENROLLMENT CAP**

An enrollment limit beyond which districts do not receive funds for additional students.

### **ENROLLMENT FEE**

The fee charged by districts pursuant to Ed. Code section 76300 per credit unit of enrollment. The enrollment fee for 2021-22 is \$46 per unit.

### **ENROLLMENT MANAGEMENT**

The term used to describe processes related to setting priorities for student enrollment.

### **EXTENDED OPPORTUNITY PROGRAMS AND SERVICES (EOPS)**

A state-funded program to support the enrollment of disadvantaged students through services including counseling and advisement, tutoring, peer support, books and financial aid.

### **FIELD ACT**

A law that defines building standards for school and community college facilities.

### **FIFTY-PERCENT LAW**

Requires at least 50 percent of each district's Current Expense of Education to be spent on the salaries of classroom instructors and instructional aides.

### **FISCAL YEAR**

In California, it is the period beginning July 1 and ending June 30. Federally funded programs use a fiscal year beginning October 1 and ending September 30.

### **FLEXIBLE CALENDAR**

Colleges may designate up to 10 instructional days per year for professional development. "Flex" activities are designed for faculty and staff development.

### **FREE APPLICATION FOR FEDERAL STUDENT AID (FAFSA)**

The uniform application for federal, Cal Grant and campus-based financial aid.

### **FULL-TIME EQUIVALENT FACULTY (FTEF)**

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## ATTACHMENTS

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The total number of full- and part-time faculty counted in terms of full teaching loads, not headcount.

### **FULL-TIME EQUIVALENT STUDENTS (FTES)**

A "full-time student" is defined as one who is enrolled in 12 or more units. Typically, this is equated to 15 hours of instruction a week for 2 semesters for a total of 35 weeks. One FTES is defined as 525 contact hours with an instructor.

### **FULL-TIME FACULTY**

Includes regular (those who have tenure) and contract (those hired on a year-to-year basis, prior to achieving tenure) faculty who are hired as full-time employees.

### **FULL-TIME FACULTY OBLIGATION**

The number of full-time faculty a district is required to hire or maintain under Education Code requirements aimed at achieving the goal that 75 percent of the hours of credit instruction provided by each college be taught by full-time faculty.

### **FUND ACCOUNTING**

Resources The following is a description of the funds used in California community college accounting:

#### **GOVERNMENTAL FUNDS GROUP**

Resources used or available for use in conducting a district's educational objectives are included in the Governmental Funds Group. Gavilan College has established the following funds that are within the group of governmental funds:

- **General Fund – Unrestricted**  
Used to account for resources available for the general-purpose use of the district's operations and support all of its educational program.
- **General Fund – Restricted**  
Used to account for resources available for the operation and support of the educational programs of the district that are specifically restricted by laws, regulations, donors, or other outside agencies as to their expenditures. Many of these funds must be expended within the fiscal year. Unexpended funds are returned to the funding agency. The primary difference between restricted funds and unrestricted funds is the fact that externally imposed restrictions will not allow use of funds for any purpose other than that specified. In contrast, unrestricted funds may be used for any legal purpose deemed necessary.
- **Special Revenue Fund**  
Used to account for the proceeds of specific revenue resources whose expenditures are legally restricted. These funds are not directly related to the educational program of the district but provide a service to students.
- **Capital Projects Fund, Other**  
Used to account for financial resources used for the acquisition or construction of capital outlay projects such as buildings, sites, site improvements, library books and equipment.



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Gavilan College uses this fund primarily each year for scheduled maintenance projects funded in part by the state as well as for new building construction.

- **Capital Projects Fund, Bond**  
Used to account for financial resources secured through voter approved general obligation bonds and the associated expenditures. Measure X passed by voters in November 2018 is accounted under this fund.
- **Debt Service Fund**  
Used to account for the accumulation of funds for payment of long-term debt obligations. Gavilan College's long-term debts are consisting of the general-obligation bonds issued. Gavilan records the property taxes collected by the county assessors' offices and the payments made by the counties for the bond obligations.

### PROPRIETARY FUNDS GROUP

#### Internal Service Funds

Used to account for the financing of goods or services provided by one department or organizational unit on a cost-reimbursement. Gavilan has one of internal service fund: the Self-Insurance Fund is used to provide for payments on deductible types of insurance policies, losses or payments arising from self-insurance programs, and losses or payments due to noninsured perils.

### FIDUCIARY FUNDS GROUP

The Fiduciary Funds Group is used to account for assets held by the district in a trustee or agency capacity. Gavilan College accounts for the disbursement of federally funded financial and serves as fiscal agent for that purpose. The Financial Aid Fund is an agency fund. Gavilan College also utilizes two trust funds: Associated Student Body and the Student Center Fund. A trust fund is one where a district recognizes revenues and expenditures related to trust activities and does exercise some discretion in the expenditure of those funds. The agency and trust funds used are:

1. Financial Aid Fund
2. Associated Student Body Fund
3. Student Center Fund

### GENERAL EDUCATION

A required pattern of courses covering a breadth of subjects thought to be useful for all college students regardless of major.

### GROWTH

Funds provided in the state budget to support the enrollment of additional FTE students.

### HEADCOUNT ENROLLMENT

The actual number of students enrolled at a specified point in time.

### HOLD HARMLESS

Any mechanism that assures that no district will receive fewer funds under a new funding system than under a prior one.

### INSTRUCTIONAL SERVICES

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Services that support the teaching-learning process, such as libraries and media centers.

### **INTERSEGMENTAL GENERAL EDUCATION TRANSFER CURRICULUM (IGETC)**

A set of courses meeting lower division general education requirements for CSU, UC and the community colleges.

### **INTERSEGMENTAL MAJOR PROGRAM ARTICULATED CURRICULUM**

A joint effort of the UC, CSU and CCC Academic Senates to define common lower division coursework in college majors.

### **LEASE REVENUE BONDS**

Bonds secured by a lease agreement and rental payments. Community colleges use lease revenue bonds to finance construction or purchase facilities.

### **LOCAL REVENUES**

Like other community colleges, the largest amount of revenue received by Gavilan College is from state appropriations. Colleges are authorized to receive funds from sources other than state appropriations. At Gavilan College those other revenues are primarily:

1. Lottery Revenue - This is revenue received from the Lottery Commission and is based on each public education institution's Average Daily Attendance (K-12) or FTES. A portion of the revenue is restricted for instructional and library materials and is recorded in the Restricted General Fund.
2. Interest Income - This is revenue received from funds on deposit in the County Treasury.
3. Non-Resident Tuition - This is revenue received from non-resident students who pay the out-of-state student tuition rate. The State of California does not provide apportionment revenue for these students. These students are charged the non-resident tuition rate of \$292 per unit in addition to enrollment fees.
4. Mandated Cost Allocation- The state pays \$30.67 per FTES in lieu of the District tracking and then invoicing the state for activities that are mandated by the state. These activities include collective bargaining, health services, etc.
5. Facilities Rentals- This includes rent paid to the District by the South Bay Regional Public Safety Consortium for the use of the Coyote Valley site.
6. Other Local Revenue - This is revenue received for other student fees such as material fees and transcripts as well as cosmetology income, etc.

### **MANAGEMENT INFORMATION SYSTEM**

Refers to computer-based systems that manage student, fiscal and other information. Gavilan uses Banner for its MIS.

### **MANDATED COSTS**

College district expenditures that occur as a result of federal or state law, court decisions, administrative regulations or initiative measures.

### **MATHEMATICS ENGINEERING SCIENCE ACHIEVEMENT**

A state-funded grant program administered by UC to encourage educationally disadvantaged students to seek careers in math, science and engineering.

### **MAY REVISE**

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## ATTACHMENTS

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The Governor's revision of his January budget proposal based on up-to-date projections of revenues and expenses.

### **MIDDLE COLLEGE HIGH SCHOOL**

Collaborative high school/community college programs that enable high potential, "at-risk" students to complete their high school education while concurrently receiving direct access to college courses and services.

### **MINIMUM QUALIFICATIONS**

Statewide standards adopted by the Board of Governors (relying on the Academic Senate) that faculty must have in order to be hired. They are discipline based.

### **NONCREDIT EDUCATION**

Courses for adults that may include basic skills, English as a second language, short-term vocational programs, parenting, health and safety, home economics, and specialized courses for immigrants and older adults.

### **OPEB (OTHER POST-EMPLOYMENT BENEFITS)**

OPEB benefits are those other than pensions, typically health insurance during retirement. Gavilan College provides lifetime health benefits to classified employees who were employed prior to July 1, 1980 and are 55 years of age or older at the time of retirement. To qualify for lifetime benefits, an employee must have ten consecutive years immediately preceding retirement, served the district in an assignment of half time or more and worked ten or more months per year. Employees hired after July 1, 1986, will receive post-retirement benefits only until the employee reaches age 65 or elects to take Medi-Care or Medi-Cal whichever occurs first.

Academic and administrative employees who retire after July 1, 1980 and who have served the district full-time for ten or more consecutive years immediately prior to retirement will receive paid health benefits until age 65, or earlier if the retired employee accepts Medi-Care.

### **OVERLOAD**

Refers to classes taught by faculty that are over the contractual full-time faculty workload and compensated as such.

### **PART-TIME FACULTY**

Faculty who teach less than 60 percent of a full workload annually.

### **PELL GRANT**

A federal financial aid program that provides funds to low-income students to help pay their educational expenses.

### **PHI THETA KAPPA**

The honors society for community college students.

### **POSITIVE ATTENDANCE**

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## ATTACHMENTS

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Alternative to census week counts, positive attendance counts the actual number of persons present in class each day.

### **PROGRAM AND COURSE APPROVAL**

A process whereby colleges submit new programs and courses that they have locally approved through their curriculum committee for required Chancellor's Office approval.

### **PROPERTY TAX BACKFILL**

A mechanism to make district budgets whole if property tax revenues fall short of projected revenues for a given year. Only K-12 currently has an automatic property tax backfill required. Community colleges have been lobbying for this provision for years.

### **PROPOSITION 98**

Constitutional provisions that set minimum funding levels as a share of total state revenues for K-12 schools and community colleges.

### **PUBLIC EMPLOYEES RETIREMENT SYSTEM(PERS)**

One of two major statewide retirement programs. Academic employees generally belong to the State Teachers Retirement System, while administrators, classified and state employees belong to PERS.

### **PUBLIC EMPLOYMENT RELATIONS BOARD**

"Court of appeal" for collective bargaining conflicts.

### **REQUEST FOR PROPOSAL**

Announces the availability of contract funds; outlines the process for application and selection. State agencies and districts utilize the RFP process to select vendors for equipment, services, etc.

### **REVENUE LIMIT**

The specific amount of student enrollment fees and state and local taxes a college district may receive per student for its general education budget. Annual increases are determined by a Proposition 98 formula or the Legislature. The revenue limit is called the Total Computational Revenue or TCR in community college state schedules.

### **RODDA ACT**

The Act that established collective bargaining for K-12 schools and community colleges. Also called the EERA.

### **RP GROUP**

Research and Planning Group for California Community Colleges; the professional association for community college institutional researchers.

### **PHYSICAL PLANT AND INSTRUCTIONAL SUPPORT**

State funds provided for major repairs of buildings and equipment, as well as repair or replacement of instructional equipment and library materials.

### **SERVICE LEARNING**

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## ATTACHMENTS

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A policy and programs that advocate community service as an integrated component of a student's education.

### **SEVENTY-FIVE/TWENTY-FIVE (75/25)**

Refers to policy enacted as part of AB 1725 that sets 75 percent of the hours of credit instruction as a goal for classes to be taught by full-time faculty.

### **SHARED GOVERNANCE**

The practice of involving faculty, staff, administrators, and students in policy discussions at the local and state levels.

### **SHORTFALL**

An insufficient allocation of money, requiring an additional appropriation, expenditure reduction, or producing deficits.

### **SMALL COLLEGE FACTOR**

A factor in funding formulas that recognizes the disproportionately higher per-student costs of operation for small colleges.

### **SPECIAL ADMITS**

High school students who are able to attend community colleges for advanced scholastic course work with parental and principal permission.

### **STATE TEACHERS RETIREMENT SYSTEM (STRS)**

A retirement system utilized by K-12 and community college faculty.

### **STUDENT EQUITY AND ACHIEVEMENT PROGRAM (SEAP)**

A state-funded categorical program that combined the older programs for Student Success and Support, Basic Skills and Student Equity. The SEA Program requires colleges to implement the Guided Pathways framework offering a clear path to a stated goal, to provide all students with an education plan based on that goal, and to toss aside outdated and inaccurate placement policies that are keeping far too many from completing their goals in a timely manner. Colleges must also maintain a student equity plan.

### **SUNSET**

A fixed date by which a program, unless reauthorized, will terminate.

### **TAXONOMY OF PROGRAMS CODES**

Used by the Chancellor's Office to code teaching disciplines and other program areas.

### **TAX REVENUE ANTICIPATION NOTES**

A cash management tool used by districts to borrow money in anticipation of receiving state and local tax revenues.

### **TEMPORARY ASSISTANCE TO NEEDY FAMILIES**

The federal welfare program that replaced Aid to Families with Dependent Children; known in California as CalWORKs.

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## ATTACHMENTS

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### **TENURE**

Employment protection provided to established faculty to allow academic freedom.

### **TITLE 5**

The portion of the California Code of Regulations containing regulations adopted by the Board of Governors which are applicable to community college districts.

### **TRAILER LEGISLATION OR TRAILER BILL**

Legislation that follows other adopted legislation to clean up or correct technical issues. Also refers to legislation implementing provisions of the Budget Act.

### **TRANSFER ADMISSION AGREEMENT**

An agreement between a four-year institution and a community college student that guarantees he/she will be accepted as a transfer student to that institution if certain conditions are met. May also be called a Transfer Admission Guarantee (TAG).

### **UNDUPLICATED ANNUAL HEADCOUNT ENROLLMENT**

Represents the number of distinct individuals who have enrolled in any community college course or program during a specified twelve-month period. A student who was enrolled full-time in the fall and spring terms and a student who took a single .5-unit course are each counted once.

### **WEEKLY STUDENT CONTACT HOURS**

A measure of the hours students are in classes, including lecture, laboratory and other modes of instruction. 30 students in class for 2 hours a week general 60 WSCH.

### **WORKFORCE DEVELOPMENT**

Programs designed to anticipate emerging industry needs in order to prepare students for real jobs when they leave college.

### **WORKFORCE INVESTMENT ACT**

Federal legislation to support workforce training.

### **WORK STUDY**

A type of financial aid program that provides money for students in return for working at the college or in off-campus placements made by the college.