

FISCAL YEAR 2018-2019



GAVILAN COLLEGE

ADOPTED BUDGET

FISCAL YEAR 2018 – 2019

JULY 1, 2018 THROUGH JUNE 30, 2019

GAVILAN JOINT COMMUNITY COLLEGE DISTRICT

5055 SANTA TERESA BOULEVARD

GILROY, CA 95020 www.gavilan.edu

ADOPTED BUDGET

**FISCAL YEAR 2018 - 2019
JULY 1, 2018 THROUGH JUNE 30, 2019**

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

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JULY 1, 2018 – JUNE 30, 2019

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Kent Child	Chairperson
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FY 18/19

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EXECUTIVE SUMMARY - ADOPTED BUDGET FISCAL YEAR 18/19

September 12, 2018

INTRODUCTION

The district relies on its mission statement to guide the fiscal planning process. The district's mission statement is as follows: " Gavilan College cultivates learning and personal growth in students of all backgrounds and abilities through innovative practices in both traditional and emerging learning environments; transfer pathways, career and technical education, developmental education, and support services to prepare students for success in a dynamic and multicultural world."

The Board of Trustees, administrators, faculty, managers and professional support staff of Gavilan College identify primary values and goals through a Strategic Plan update process. The product of this process is the five-year Strategic Plan. The Strategic Plan lists specific objectives intended to enhance the achievement of the district's mission. The Strategic Plan is updated annually. The Educational Master Plan, Facilities Master Plan and the Technology Plan, and department unit plans provide the goals from which the district derives its multi-year Strategic Plan. This plan in turn forms the budget guidelines. In FY 2016-17 the Educational Master Plan was updated and the Facilities Master Plan was updated in FY 2017-18.

The district continues its effort to integrate the Strategic Plan in all its planning activities. The fiscal standards of the budget building process set an operations baseline to maintain acceptable operational funding while still allowing pursuit of the Strategic Plan goals. Resources are allocated to priority activities identified through the strategic planning process. Any requests for products, services or personnel requests that a department feels are key to their continued success must be supported by one of the current fiscal year's strategic plans or goals, ensuring the individual department needs are in line with the institution's goals. Primary priority is given to identifying the level of necessary ongoing expenditures to sustain the district's current level of operational services. Based on funding availability, subsequent priority is given to selecting improvements to enhance the college's services for students.

Consistently allocating financial resources to strategic plan initiatives has resulted in a more focused learning and working environment at Gavilan College. Capitalizing on past successes, Gavilan College continues to support its service communities and increase access to the district through educational sites in Hollister, Morgan Hill, San Martin and Coyote Valley. The schedules of classes at all sites are coordinated, so that students are able to further their goals by access to a wide range of courses at all sites.

During the years 2009 to 2014, California's weak economic climate resulted in a significant reduction of funding to all community colleges. As a result of the district's conservative fiscal planning and its Board's commitment to keeping unrestricted reserves at a minimum of 10%, the district has been able to successfully weather the state budget crisis in the past and current enrollment challenges in FY 2018-19.

In response to state budget issues, Gavilan has repositioned itself to a smaller but adequately supported college. This approach has moved the on-going revenue closer to the amount of on-going costs. At the end of FY 17/18 Gavilan lost enrollment, causing the District to be placed on stability for FY 18-19 by the Chancellor's Office. However, by the end of FY18-19 the District will regain student enrollments and anticipates it will no longer be on stability for FY 18-19. The new growth allocation formula that was put in place in FY 15/16 has worked against the District in obtaining growth dollars. In FY 15/16 the District did not receive any of the \$289,465 growth funding, because of being placed on stability in FY 16-17. For FY 17-18 the District received \$119,180 in new growth funding. For FY 18-19 the state budget proposes a one percent growth factor.

In FY11/12 California implemented a workload reduction process that decreased Gavilan's funded FTES by 414, resulting in a significant decrease in its apportionment base. The college was facing an additional workload reduction and corresponding base apportionment reduction in FY12/13, but the passage of Proposition 30 in November 2012 temporarily halted any further decrease in funding. Proposition 30 has stabilized college funding. The intent is that by the time the sales tax expires at the end of 2016 and the income tax increase expires at the end of 2030, the economy will have improved to the point it can sustain the current and future fiscal needs of the elementary, secondary and community college educational systems.

Gavilan College has also sought alternative funding, specifically through federal grants. In the past five years, the district has been awarded a \$3.8 million STEM grant, a \$1.2 million Title V grant, a second \$2.4 million STEM grant and a second \$3.75 million Title V grant. While the Title V grants are ending, new applications have been submitted for new Title V grants. The District has also been notified of an extension of the STEM grant for another year in the amount of \$1.1 million. Also the TRIO Student Support Services grant for 1.1 million was acquired. For the FY18/19 academic year, student demand will be more closely aligned with funding provided by the state.

BUDGET HIGHLIGHTS

UNRESTRICTED GENERAL FUND REVENUE

For FY18/19 it is projected that the District will be eligible for 2.71% inflation, but currently it will not add to the District base funding. The new funding formula allocation for the District was about \$3 million less than expected and at the time of this Adopted budget it is not completely understood how it will affect future revenues. The Adopted Budget shows a balanced budget with projected revenues equal to projected expenditures.

For this Adopted budget revenues available for appropriation, including local, non-state revenue in FY 18/19 are estimated as follows:

State Revenue Including Local Property Taxes & Fees	\$ 34,506,311
Less Property Taxes	(29,669,348)
Less Enrollment Fees	(2,211,272)
Full-time Faculty	180,800
Enrollment Fee Waiver Admin	50,000
Lottery	800,000
Actual State Revenue	3,656,491
Local Property Taxes	29,669,348
Enrollment Fees	2,211,272
State Mandates	159,180
Interest Income	5,000
Non-Resident Tuition	100,000
Other Local Revenue	613,108
Total	\$ 36,414,399
Transfer Requirements (In)	-
Transfer Requirements (Out)	(1,387,712)
Net Revenue Available for Appropriation	\$ 35,026,687

UNRESTRICTED GENERAL FUND EXPENDITURES

STRATEGIC PLANNING AND BUDGET DEVELOPMENT

Resources necessary to implement the Strategic Plan and the Educational Master Plan are aligned using the college's internal Strategic Planning Committee and the Budget Committee.

SALARIES AND BENEFITS-85% OF GENERAL FUND EXPENDITURES

Gavilan College is in the process of negotiating an agreement with the Gavilan College Faculty Association (GCFA) and with California School Employees Association (CSEA).

TELECOMMUNICATIONS/TECHNOLOGY

Gavilan College continues to enhance its telecommunications system with a 200% increase in the Internet bandwidth. Wireless continues to expand as needed and is now available in all areas on campus and at the off-sites. The college's online portal, in use by faculty, staff, and students has also being upgraded, and Students are able to make testing appointments online. Our orientation classes were also upgraded to allow online orientation. The new OpenCCCApply on-line application module was implemented and integrated with Banner. The district also went live with Banner HR/Payroll integration starting January 1, 2017. It is the first time that the college has produced payroll in-house for all employees. Grant funding also provided the college with an enterprise-wide reporting system, Argos, and work continues to create reports to enable data-on-demand and provide data for

research. We implemented CurricUNET, which is a web-based interface for instructors to create new curriculum and curriculum changes, which will interface with the Chancellor's Office Curriculum Inventory. The District will be adding more CurricUNET components for reporting capabilities in 2018. Student email using Google's Gmail was implemented in spring, 2014 and has become the primary method of Gavilan contact with students in the future. The Operational Data Storage (ODS) was upgraded in 2017. Many new technology enhancements were implemented in Student Services. We are also auditing our network infrastructure to determine essential upgrades required to maintain network availability, backup and security. Security has been a major focus this year with bring payroll in-house, records are now encrypted for security purposes. These programs enhance Gavilan College's efforts to bring more technology to the classroom.

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. Using data from the California Labor Market Information Department (CLMID), projections forecast that Gavilan's district service area total population will reach 189,070 by the year 2018. Projected growth for Morgan Hill in the year 2017 is estimated to reach 52,872. Growth in Gilroy is projected to reach 70,809 by the year 2017. The economic downturn clearly affected service area population and student growth, as more residents became college students and as a result FY09/10 was Gavilan's highest year of enrollment. In San Benito County and southern Santa Clara County, proposed foreclosures and unemployment rates have decreased since the highs of FY08/09. For example, in San Benito County in April 2016, unemployment (not seasonally adjusted) was 7% (CLMID). While San Benito County's rate is still higher than the statewide average for April 2016 (5.2%), it reflects a trend of improvement that has likely affected college enrollment. As the economic status of the service area slowly recovers, we typically experience lower enrollment as students return to work. For the next five years the college is expecting to balance out the lost enrollment resulting from students returning to the workforce with the increase in the local population resulting from expanded residential construction.

CONCLUSION

During FY 15/16 the state experienced a large surplus caused by the improving economy. Community colleges have lost a considerable amount of instructional capacity as a result of the reductions in base workload imposed in FY 09/10 and FY 11/12. In the FY 16/17 year the District had FTES of 5,302 and in FY17/18 FTES is expected to be 5,302 for FY 18/19 is expected to increase 1% to 3%.

During the past five years Gavilan College was able to maintain its existing workforce, provide at least 2% salary increases four out of six years and was able to retain its ending fund balance intact as well as retaining the funding for the retired employee health benefit obligation at over \$8.8 million. In FY 2017-18 the District used \$2.6 million to pay for health benefits bringing the balance down to \$6 million.

Through the Strategic Plan, Gavilan College has positioned itself to expand and take advantage of the additional growth opportunities in the future. Revenue available for program enhancements will be used to provide quality education to the communities served by the district. As a cautionary note, over the long term we recognize that Gavilan College will need to be diligent in its efforts to achieve and maintain the ever-increasing level of FTES required to generate additional revenues.

GENERAL INFORMATION ABOUT GAVILAN COLLEGE

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 will celebrate its 100th year of operation as a community college.

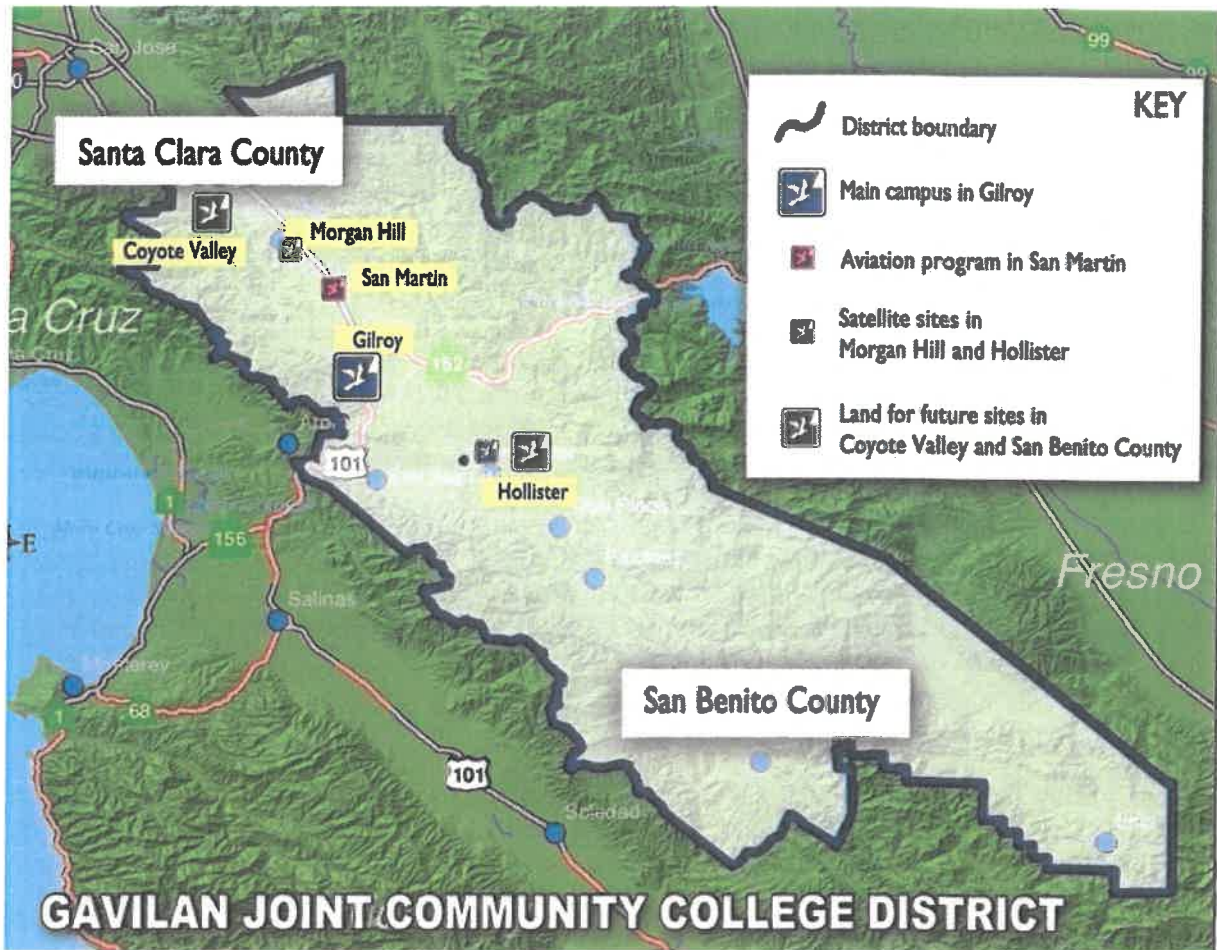
Gavilan College is one of 114 California Community Colleges that are organized into 72 districts which are political subdivisions authorized by the Constitution of the State of California. A seven-member board of trustees governs the Gavilan Joint Community College District. The voters of the communities 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, Morgan Hill, 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 FY 16/17, Gavilan College served an estimated 7,810 students for fall semester, 6,972 students for spring semester and 3,437 for summer session. Gavilan College employs 244 full time permanent employees and approximately 235 part time faculty and staff employees each semester.

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.

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 2017, students can choose among 130 degrees and certificates, including 23 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 2017 total service area populations are approximately 177,445 (US Census Data). 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

Information about each service area is presented below. Data were obtained from a U.S. Department of the Census and Census/GIS, California Department of Finance, California Labor Market Information Department, RAND, ABAG, and the City of San Jose population studies.

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. Using data from the U. S. Census Bureau, the population of the County was 60,310 in 2017.

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 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.

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 a large number of commuters to Silicon Valley. Gilroy's population was estimated at 57,664 for 2017.

Growth in Gilroy has centered on high tech software and support industries as well as a number of 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 is known as the "Garlic Capital of the World" because it processes garlic and plays host to over 102,000 visitors at the annual Gilroy Garlic Festival.

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 covers 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 45,037 for 2017.

Morgan Hill's work force includes a large number of highly technical and scientific residents, many commuting to the Silicon Valley to work. It is home to two of the ten largest business parks in Silicon Valley. Primary employers in Morgan Hill are manufacturers of electronics products and sports equipment and service providers specializing in precision machining and software duplication. Morgan Hill is also the home of a number of mushroom farms and wineries.

Coyote Valley Development 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 college'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.

MISSION OF GAVILAN COLLEGE AS DEFINED BY THE BOARD OF TRUSTEES

Gavilan College cultivates learning and personal growth in students of all backgrounds and abilities through innovative practices in both traditional and emerging learning environments; transfer pathways, career and technical education, developmental education, and support services to prepare students for success in a dynamic and multicultural world.

ACCREDITATION

Gavilan College is accredited by the Accrediting Commission for Community and Junior Colleges, Western Association of Schools and Colleges.

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 college 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. Certificate and career programs are also offered to provide instruction in the skills and knowledge needed to enter a skilled or semi-professional occupation.

ORGANIZATION AND PERFORMANCE OF GAVILAN COLLEGE

The district operates under the direction of the Superintendent/President. The district is organized into three primary divisions: Administrative Services, Academic Affairs, and

Student Services. **Exhibit 1** is an organizational chart illustrating the management structure as of February 2018.

Administrative Services is responsible for the administrative support of the district. Administrative Services includes: equal opportunity and grievance officer, risk management, facility construction and maintenance, labor relations, health and safety, fiscal services, payroll, technical support and internal/external contract management. Departments include: Facilities' Services, Management Information Systems (MIS), Business Services and Security & Support Services. The Human Resource Department is currently reporting to the Superintendent/President.

Academic Affairs is responsible for the educational programs of the district. Curriculum, the schedule of classes, meeting state and accreditation requirements, program review and development of new educational programs and services to meet the needs of the community are the broad responsibilities of the division. Each full-time faculty member receives a teaching load assignment of 14-16 lecture equivalent hours per semester. This teaching load is consistent with other California community colleges. The number of students per class varies widely between basic skills, transfer and vocational courses.

Instructional Services includes Career Technical Education, General Education, Title V grants, and Noncredit instructional programs.

Student Services is responsible for creating a pathway from admissions through the SSSP requirements of assessment, orientation, educational planning, and follow up. This follow up includes assisting students in determining a major, maintaining academic progress and succeeding academically. Special support programs to assist students in being successful as college students are under the Student Services division. Student Services include: Admissions and Records, Financial Aid, Counseling, Accessible Education Center, Extended Opportunity Program and Services, TRIO, Health Services, Career Transfer Center, Associated Students, and the Hollister, Morgan Hill, San Martin, and Coyote Valley off sites.

Total Resources Available to Operate Gavilan College

To support the operations of Gavilan College, financial resources from a number of different origins are used. Many of the resources provided to operate district programs and functions specify the nature of expenditures that may be made with those resources. The district actively pursues special sources of funds that provide services that enhance the general operations of the district. Revenues received and expenditures made from special sources are separated from the district's general operating fund to allow better accountability for the disposition of those funds. To fully understand the operations of Gavilan College, it is necessary to consider all resources applied to provide services.

The funds used to account for the services and the projected cost of expenditures for FY 2018/19 are as follows:

Schedule of Resources Available to Operate Gavilan College
Adopted Budget Fiscal Year 2018-19

Unrestricted General Fund	\$ 35,026,687	62.68%
Parking Fund	120,000	0.21%
Restricted General Fund	13,165,955	23.56%
Capital Projects Fund	825,000	1.48%
Self-Insurance Fund	50,000	0.09%
Long Term Debt Fund	500	0.00%
Associated Student Body Fund	130,000	0.23%
Financial Aid Fund	6,500,000	11.63%
Student Center Fund	<u>62,700</u>	<u>0.11%</u>
Total Expenditures	<u><u>\$ 55,880,842</u></u>	<u><u>100.00%</u></u>

BUDGET DEVELOPMENT AT GAVILAN COLLEGE

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 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, 2017 through June 30, 2018. 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 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 objectives to the Superintendent/President. The Strategic Plan and the Educational Master Plan 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 (Attachment A)** each year. **Budget Guidelines (Attachment B)** 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 participatory 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 and the Board's Budget Guidelines. The College Budget Committee is provided full information about the district's operations and financial position.

IMPACT OF THE STRATEGIC PLAN

The Board of Trustees, faculty, managers and professional support staff of Gavilan College have outlined primary values through a strategic planning update process. The product of this process is the updated five-year Strategic Plan that identifies objectives for fiscal years 2017/18 - 2021/22. The Board of Trustees strategic planning values and objectives for calendar year 2017 are included in **Attachment B** of this report.

The Strategic Plan states broad values that allow the administration to define implementation activities. The Strategic Planning Committee continues to review new initiatives and provides direction to the administration in identifying programs and activities that it feels will support strategic plan strategies. The 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 plans are updated each year for budget development, every four years when reviewed by the Institutional Effectiveness Committee and every six 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. The Educational Master Plan (updated in fall 2017) produced a series of program changes as well as standards of support necessary to effectively provide the highest quality programs that the district is capable of delivering. Both the Board of Trustees' Budget Committee and the College Budget Committee review the budget to ensure that the allocation of resources is consistent with program changes identified in the Strategic Plan and the supporting Facilities, Technology and Human Resource staffing plans.

FISCAL STANDARDS

Gavilan College follows standards that impact revenues and expenditures. The Strategic Plan identifies the long-term direction and goals of the district while these fiscal standards set an operations baseline that is applied to maintain acceptable operating standards in pursuit of Strategic Plan goals.

OPERATING BUDGET STANDARDS

Total Salaries and Benefits - Total salary and benefit costs should not exceed 80% of total expenditures. This level is consistent with other California community colleges. Within this expenditure level is the flexibility to increase or decrease actual expenditures because about 15% of budgeted expenditures are paid to part time faculty members who work on an assignment by assignment basis. Permanent additions to staff levels will be made under the following conditions:

- 1) Increases in full time faculty personnel required by increased state funding
- 2) Additional staff that will result in an increase in FTES revenue
- 3) Inability to obtain part time faculty within an academic discipline
- 4) Workload demands resulting from growth and increased volume of work
- 5) Enhancements to support services necessary to support growth in instructional programs, student retention efforts or increased technology

Salary Rates - The Board of Trustees follows a practice of retaining a salary structure that is equal to the median range of other like agencies. For faculty members, the comparison is made against California community colleges. Classified employees are compared to local public agencies within the district's service area. Administrative employees are compared to California community colleges. The comparison entity bases for Gavilan College positions have been established in recognition of the target recruitment area that is used to hire employees. For example, the recruitment area for new faculty members is the State of California at a minimum and usually nationwide. To effectively compete for new faculty members, Gavilan College acknowledges that the salaries should be at the median range of

all California community colleges. The college is ranked between the 22nd and 26th place using a faculty union salary assessment distributed annually across the state.

New Positions:

Faculty - A full time faculty requirement is established for each college based on prior year credit enrollment. Increases in full time faculty members are required when a college receives credit growth revenue. Gavilan College complies with the state requirement for employing the required minimum number of faculty. The district follows a process to evaluate the need for additional full time faculty members in order to meet instructional demands.

Classified - Classified employee positions are evaluated on a year-to-year basis to determine where additional employees are needed to support student success, the instructional program or to enhance the working and learning environment. Support staffing levels are also considered when evaluating changes to instructional programs and student services.

Maintenance - An allocation of ½ to 1% of the unrestricted general fund revenues in excess of permanent staff costs and services agreements will be made each year, if possible, to preserve and enhance the district's investment in its facilities. These expenditures will be used to address recurring and on-going maintenance needs. The district has made a considerable number of renovations and improvements since March 2004 through the use of Measure E facility improvement bonds. All Measure E funds were spent in FY 201/18.

REVENUE STANDARDS

Gavilan College actively pursues state funded growth revenue. Growth revenue is viewed as an essential element in obtaining the resources necessary to meet the Strategic Plan goals of providing increasing community access to the district's educational services and in bringing high technology into the classroom.

Categorical revenue provided by state and local agencies for specific support purposes is pursued by the district when these services are consistent with the objectives of the Strategic Plan.

RESERVE STANDARD

General Fund Designated for Economic Uncertainties - The district will budget for a General Fund Designated for Economic Uncertainties of no less than \$1.2 Million. The target is 10% of the Unrestricted General Fund. This was considered an acceptable level because of the relatively small size of the district's budget. It is to be used for unanticipated and adverse changes in expenditures or revenues. The District may need to increase this percentage, because of cash flow needs in the future.

Debt Service Reserve - The district has a reserve to fund the liability for retiree health benefits. Each year, if possible, funds will be allocated to increase this reserve.

Investments - Cash not required for ongoing operations will be invested with the Santa Clara County or a local agency investment fund.

DEBT AND CAPITAL LEASE OBLIGATIONS STANDARDS

Long term debt and capital lease obligations will not exceed 5% of total unrestricted general fund revenue. Long term debt will only be issued to obtain capital equipment or facilities for which state funds are unavailable or insufficient to meet the cost of these projects. Prior to financing any project, an assessment will be made to define how it assists in meeting the goals of the Strategic Plan.

Long term debt will not be used to pay for operating fund deficits.

Capital lease obligations will only be incurred for capital purchases in excess of \$25,000 and will have a lease term of no longer than five years.

Certificate of Participation issues will not exceed 10 years.

ACCOUNTING, AUDITING AND FINANCIAL REPORTING STANDARDS

Independent audits will be performed each year as required by law.

Annual financial reports will be produced in accordance with Generally Accepted Accounting Principles (GAAP) as defined by the Governmental Accounting Standards Board and, the *California Community College's Budget and Accounting Manual*.

An internal control structure will be in place to ensure reasonable accuracy of accounting information, to safeguard assets from loss and to ensure operating policies and procedures are being followed.

CAPITAL BUDGET STANDARDS

A Five-Year Capital Construction Plan will be prepared each year. The Plan will be developed based on facility needs identified in the Educational Master Plan.

A construction management firm will be used as a project manager whenever there is new construction work in excess of \$750,000 for the district.

Every ten years a Facility Master Plan is revised. The Facility Master Plan was updated in spring 2018.

BUDGET COMMITTEE

The district formed a college budget committee to allow constituency groups affected by decisions to be consulted collegially and have the opportunity to comment on proposed actions. The College Budget Committee assists in providing open access to the budget development process for all constituency groups. The committee consists of representatives of the Associated Student Body, faculty, classified, supervisor/confidential and administrative employees. The committee members receive detailed information about revenue assumptions, expenditure patterns and information about the various financial risks associated with the operation of the district. The committee meets during the year to review current information about the district's operations and to discuss actual performance in relation to the budget.

BUDGET ADJUSTMENTS

The Board of Trustees approves a tentative budget no later than June 30 of each fiscal year. An Adopted budget is approved no later than September 15 of each fiscal year. The budget includes a number of 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. 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.

LONG TERM CONCERNS

REVENUES

In FY 11/12, the state budget included provisions that reduce workload (FTES) measures to the amount of state funding available. The FY11/12 workload reduction decreased state funding to Gavilan by \$1.8 million. Due to the passage of Proposition 30 in FY12/13, workload remained the same with an opportunity for a small amount of growth. The FY 18/19 Adopted Budget assumes .5% in growth or \$119,180 and 2.71% cost of living adjustment which will not be ongoing or added to the District's base.

The increase in the population of the district's service area should affect Gavilan College's growth rate in future fiscal years. These revenues are contingent on state revenues being allocated for this purpose.

OFF-SITE DEVELOPMENT:

Educational outreach services are still maintained in leased facilities in Hollister and Morgan Hill. Construction finished in August 2016 on new facilities for the Aviation Maintenance Technology program at the South County Airport in San Martin, and for the Coyote Valley Educational Center on Bailey Avenue in South San Jose with occupancy at both sites in the Fall of 2016 and Spring of 2017 consecutively. Soon thereafter, state educational center status will be sought for the Coyote Valley Educational Center site.

FINANCIAL PLAN - ALL FUNDS UTILIZED BY GAVILAN COLLEGE

INTRODUCTION

The State Chancellor's Office provides funding to the community colleges using criteria established by the Board of Governors of California Community Colleges. The Governor appoints members to the Board of Governors. The board is responsible for establishing, among other things, the budget and accounting structure for the California Community Colleges.

Consistency and comparability in recording of transactions is achieved through a systematic classification scheme prescribed by the *California Community College's Budget and Accounting Manual*. The board of governors in accordance with *California Education Code* Section 70901 is responsible for defining, establishing and maintaining the budget and accounting structure and procedures for the California Community Colleges. *California Education Code* Section 84030 requires each community college to follow the procedures prescribed by the board of governors.

GAVILAN COLLEGE USES FUND ACCOUNTING TO REPORT ITS ACTIVITIES

Fund accounting is used when a governmental agency receives revenues from various sources. A single fund is established to report and account for sources and uses of revenues available for or restricted to the same purpose. Each fund is considered a separate reporting entity. An understanding of a governmental agency requires the reader of financial statements to consider all funds established to operate the various programs or services offered by that agency. This budget includes revenue and expenditure projections for all of the funds used to provide programs and services.

Gavilan College uses modified accrual accounting consistent with government accounting standards and *California Community College's Budget and Accounting Manual*. Revenues are classified primarily by source and secondarily by purpose. Expenditures are classified by activity and by object. Activity relates to the purpose of the expenditure such as instructional activities. The object classification relates to the product or service obtained such as academic salaries and instructional supplies.

The diverse nature of public operations and the complexity of legal requirements prevent governmental agencies from maintaining financial transactions and balances in a single accounting entity. A single accounting entity is used in private business accounting and use of fund accounting sets governmental agencies aside from private industry because of this reporting structure. For the public readers of this budget document an explanation of governmental fund accounting is important in understanding Gavilan College's proposed use of public funds.

PROVIDED FUNDS ARE GROUPED BY THE MAJOR SERVICE OR GROUP OF SERVICE

Gavilan College uses two fund groups to report its operations. The groups are the Governmental Funds Group and the Fiduciary Funds Group.

This budget provides information about the district's sources of revenues and details the anticipated revenues by major category. Due to the requirements of fund accounting, this report follows a format that provides information by fund. The majority of the report focuses on the Unrestricted General Fund because it is the primary fund of the district.

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 of the district's operations and support 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. **The majority 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. **Exhibit 5** shows the restricted general fund program accounts Gavilan College uses.

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. Gavilan College has one special revenue fund: the **Parking Fund**.

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. 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.

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 obligations of the general fund. Funds are transferred from the General Fund to the Debt Service Fund for accounting and payment purposes.

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** which is maintained in the county treasury and 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 PELL Grants 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:

- Financial Aid Fund
- Associated Student Body Fund
- Student Center Fund

BUDGET PRESENTATION

Exhibit 2, pages 1 - 6 is a consolidated summary of the budgets for all funds used by Gavilan College.

FINANCIAL PLAN - GENERAL FUND

INTRODUCTION

This Adopted Budget incorporates revenue and expenditure projections reported in the accounting structure format described in the *California Community College's Budget and Accounting Manual*. The budget uses revenue assumptions from the State of California Budget as projected by the State Chancellor's Office. Expenditure projections are made by the district in consideration of the Board of Trustees approved budget guidelines and known expenditure obligations for employee salaries and benefits, long term debt obligations and retiree health benefits. Expenditure amounts presented are expected to be reasonably accurate projections of expenditures for the fiscal year. There are no identified contingencies that could affect the expenditure projections shown in this budget. Adequate reserves are maintained to allow the district to absorb unanticipated adverse financial actions.

STATE REVENUES

PROPOSITION 98 REQUIREMENT

Proposition 98 requires that a specified amount of State of California revenues be provided to public education institutions. Proposition 98 funds are shared between the kindergarten through high school system (K-12) and the community college system. These two public education systems are collectively referred to as K-14 and receive the specified Proposition 98 funding on a shared basis. The allocation of Proposition 98 funds is determined by the Legislature.

PROPOSITION 30 REQUIREMENT

Proposition 30 temporarily increases the state sales tax rate for all taxpayers and the personal income tax rates for upper-income taxpayers. 89% is allocated to K-12 and 11% to community colleges. These temporary taxes will maintain and restore funding to the K-14 educational systems. Proposition 30 funds are only allowed for use on instructional and student support services. Last year was the last one with full revenues from Proposition 30. The quarter-cent sales tax increase under the measure expired at the end of 2016 and the income tax rates on the state's wealthiest residents will expire at the end of 2030.

STANDARDS FOR FUNDING

A new approach to community college funding was implemented effective July 1, 2006 as a result of SB 361. The Governor changed this funding formula at the end of June 2018 for years going forward. The District is receiving an estimated \$3 million less than expected for the Adopted Budget.

This approach provides for the distribution of funds to community colleges that is simpler. Each district receives a "base allocation" based on the number of colleges and centers in the district. In addition to this "base allocation", each district receives an equalized rate for its full-time equivalent students (FTES). This will change if the new funding formula is adopted.

Other than the base allocation, credit and non-credit FTES, are the primary factors that determine the amount of revenue a college will receive. Variations in FTES impact the amount of state apportionment revenue received.

Community colleges are allocated a maximum state apportionment revenue amount. The revenue is provided to the colleges through a combination of student tuition fees, local county property taxes and state apportionment revenue. Local property tax estimates provided by local county auditors are subtracted from the maximum state apportionment revenue. Enrollment fees expected to be collected from students are also subtracted from the maximum state apportionment revenue. The State Chancellor's Office pays the college the difference between the maximum state revenue and the amount paid to the college in the form of local property taxes and enrollment fees. However, if the state does not have resources to make up this difference or "backfill", districts must make up the difference themselves. When a college receives more property tax than this revenue limit they become community supported and no longer receive apportionment from the state.

Article XIII-B of the *California Constitution* and Chapter 1205 of the Statutes of 1980 require that each community college calculate its appropriations limit for each fiscal year. This limit referred to as the GANN limit allows public agencies to receive a maximum amount of funds from taxes. If revenue projections are expected to exceed the GANN limit, the voters must approve the amount in excess of the limit.

SPECIAL PROGRAM REVENUE

Section 56070 of Subchapter 1 of Chapter 7 of Division 6 of Title 5 of the *California Code of Regulations* requires that colleges calculate the amount of FTES revenue earned from credit and noncredit special classes. The revenue generated from these special classes is then subtracted from the costs incurred to provide the program services. At Gavilan College, the Accessible Education Center (AEC) program generates the type of revenue subject to the Title 5 regulation. The revenue attributed to AEC is estimated at \$737,641.

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:

- **Other State Revenue** – This is state revenue other than base revenue. For example, Gavilan receives additional revenue for full-time faculty compensation in the amount of \$180,800.
- **Lottery Revenue** - This is revenue received from The Lottery Commission and is based on each public education institution's Average Daily Attendance (ADA). Total revenue from the lottery restricted and unrestricted for budget purposes is projected at \$800,000.
- **Interest Income** - This is revenue received from funds on deposit in the County Treasury and also includes interest income from Tax Revenue Anticipation Note investment proceeds. The projected revenue from interest income is \$5,000.

- **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 \$233 per unit. The projected revenue is \$100,000.
- **Mandated Cost Reimbursement** - Although defined as revenue, mandated cost reimbursements are based on actual expenditures for state mandated activities. Gavilan College receives reimbursement for costs associated with holding open public meetings and for costs associated with the collective bargaining process. This budget does include a reimbursement projection of \$159,180.
- **Other Local Revenue** - This is revenue received for cosmetology services, use of college facilities, and for indirect costs. Indirect costs are the fees the general fund is able to charge to various grants and other programs for such services as board of trustees, institutional administration, business, human resources, facilities, and security. Other local revenue is projected at \$613,108.

EXPENDITURES

Gavilan College has maintained an ending fund balance of approximately 10% plus in the past five fiscal years. This level of ending fund balance, even with funding decreases, was considered a prudent reserve and accordingly appropriations for expenditures were set close to a level equal to estimated revenue. The Adopted Budget ending fund balance is 12.71% of expenditures and transfers out and is above the required Chancellor's Office minimum reserve set at 5%. The district's ending fund balance should not drop below the 10% level set by the Board of Trustees.

The general fund expenditures are summarized into the program areas of instruction, instructional support, student support, administrative support, executive administration, and community support. Expenditure allocations are made using the following criteria:

1. Fixed costs receive the first priority. Fixed costs include salaries and benefits for permanent employees, adjunct faculty salaries, lease payments, and unrestricted general fund allocations required to obtain restricted specially funded program funds.
2. Expenditures necessary to provide adequate instructional and student support services
3. Expenditures necessary to implement a course of action within the scope of the strategic plan objectives for the fiscal year
4. Expenditures that enhance the Educational Master Plan
5. Expenditures that reduce long term debt
6. Any residual funds are retained and designated in the ending fund balance Utilizing the guidelines listed above along with the Budget Guidelines adopted by the Board of Trustees, and fiscal policies used by Gavilan College, the allocations by program for the FY 16/17 and the FY 18/19 budget are as follows:

Instructional Program Funding Department	<u>Adjusted Budget</u> FY17/18		<u>Adopted Budget</u> FY 18-19	
	<u>Amount</u>	<u>Percent</u>	<u>Amount</u>	<u>Percent</u>
Allied Health	\$ 1,294,562	3.98%	1,297,415	3.70%
Athletics	1,032,006	3.18%	998,840	2.85%
Business	560,762	1.73%	671,224	1.92%
NonCredit	727,902	2.24%	790,831	2.26%
Computer Sciences	624,535	1.92%	675,527	1.93%
English	1,490,163	4.59%	1,515,492	4.33%
English-Second Language	554,765	1.71%	479,488	1.37%
Fine Arts	1,990,710	6.13%	1,846,760	5.27%
Guidance	103,138	0.32%	46,769	0.13%
Mathematics	1,012,042	3.11%	1,064,764	3.04%
Natural Sciences	881,665	2.71%	950,235	2.71%
Physical Education	742,689	2.29%	726,854	2.08%
Police Academy	1,706,403	5.25%	1,461,386	4.17%
Santa Clara County Sheriff Office	400,000	1.23%	208,650	0.60%
Social Sciences	1,154,379	3.55%	1,125,017	3.21%
Vocational/Technical	1,156,961	3.56%	1,070,478	3.06%
Part-Time Faculty, Instructional Subs Adjunct	466,754	1.44%	450,000	1.28%
Total Instructional Programs	\$ 15,899,436	48.93%	\$ 15,379,731	43.91%

Administrative and Support Services

Executive Administration Services

Communication Office	381,353	1.17%	455,073	1.30%
Governing Board	179,647	0.55%	232,269	0.66%
President's Office	829,736	2.55%	683,582	1.95%
Travel, Conference, Equipment	22,138	0.07%	22,138	0.06%
Total Executive Administration Services	\$ 1,412,874	4.35%	\$ 1,393,062	3.98%

Instructional Support

Academic Administration	602,825	1.86%	582,910	1.66%
Dean, Liberal Arts	297,833	0.92%	304,191	0.87%
Dean, Technical & Public Services	356,498	1.10%	358,603	1.02%
Dean, Instruction	-	0.00%	-	0.00%
Computer Place	120,894	0.37%	133,798	0.38%
Distant Education	209,868	0.65%	227,212	0.65%
Faculty Senate	144,762	0.45%	148,914	0.43%
Hollister Satellite	376,127	1.16%	417,176	1.19%
Library	824,130	2.54%	861,309	2.46%
Media Services	213,824	0.66%	233,727	0.67%
Morgan Hill Satellite	477,063	1.47%	494,989	1.41%
Television Services	1,000	0.00%	1,000	0.00%
Television Channel 18	(1,100)	0.00%	934	0.00%
Tutoring	235,623	0.73%	240,532	0.69%
Total Instructional Support	\$ 3,859,348	11.88%	\$ 4,005,296	11.43%

Student Support Services

Admissions and Records	641,658	1.97%	716,402	2.05%
Career Center	4,869	0.01%	3,089	0.01%
Counseling	721,664	2.22%	902,775	2.58%
Enrollment Management	296,705	0.91%	199,881	0.57%
Financial Aid Office	499,664	1.54%	752,756	2.15%
Graduation	33,395	0.10%	33,395	0.10%
Institutional Researcher	298,838	0.92%	644,884	1.84%
Scholarship Award Ceremony	994	0.00%	994	0.00%
Student Services	7,445	0.02%	147,760	0.42%
Student Activity	-	0.00%	-	0.00%
Work Study	8,927	0.03%	11,293	0.03%
Total Student Support Services	\$ 2,514,159	7.74%	\$ 3,413,228	9.74%

Administrative Services

Business Services	2,336,837	7.19%	2,811,724	8.03%
Classified Staff Development	4,000	0.01%	4,000	0.01%
Custodial	696,481	2.14%	739,362	2.11%
Duplicating	72,450	0.22%	82,107	0.23%
Facility Usage	82,548	0.25%	103,191	0.29%
Grounds	567,921	1.75%	657,580	1.88%
Health/Safety	122,254	0.38%	78,281	0.22%
Insurance	235,000	0.72%	235,000	0.67%
Maintenance	772,365	2.38%	958,003	2.74%
Management Information Systems	2,312,083	7.12%	2,967,795	8.47%
Personnel	880,119	2.71%	970,628	2.77%
Security	646,720	1.99%	676,311	1.93%
Campus Services	(1,106)	0.00%	147,883	0.42%
Utilities	910,305	2.80%	910,305	2.60%
Warehouse	253,257	0.78%	255,752	0.73%
Foundation & Alumni	142,465	0.44%	113,760	0.32%
Bond Consultant Survey	\$88,500	0.27%	-	0.00%
MP Building Renovations	\$7,684	0.02%	7,684	0.02%
Chillers	-	0.00%	-	0.00%
Fairview Corners	\$40,000	0.12%	40,000	0.11%
Walkway Roofs	-	0.00%	-	0.00%
Boiler Replacement	-	0.00%	-	0.00%
Police Academy	-	0.00%	610,787	1.74%
Coyote / MH Custodial, etc.	114,380	0.35%	114,380	0.33%
Energy Assess/Property Development/Puente	90,318	0.28%	90,318	0.26%
Retiree Health Benefits	(271,193)	-0.83%	380,151	1.09%
Total Administrative Services	10,103,388	31.09%	12,955,003	36.99%

Total All Support Services

17,889,769	55.05%	21,766,589	62.14%
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Total All Expenditures

\$ 32,495,264	100.00%	\$ 35,026,687	100.00%
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SALARIES AND EMPLOYEE EXPENDITURES

As an educational institution the primary expenditure for Gavilan College is salaries and employee related expenditures. Through definitions described in the *California Education Code*, employees are grouped into three different categories. The categories are academic, classified and administrative. The distinction of employee categories is important in defining classroom instruction costs, support and administrative management costs. Each community college is required to expend at least 50% of its budget on classroom instruction costs as defined by *California Educational Code* Section 84362. Gavilan College expects to expend at least 50% of its expenditures in this area during FY 18/19.

ACADEMIC EMPLOYEE EXPENDITURES

Academic employees are employees in positions for which minimum qualifications have been established by the board of governors pursuant to *California Education Code* Section 87356.

The Gavilan College Faculty Association (GCFA) represents academic employees. GCFA is affiliated with the California Teachers Association. GCFA negotiates its salary and benefits through a collective bargaining process which is currently in process. Currently, the FY 18/19 salary schedule provides compensation that ranges from \$58,561 to \$122,360 per academic year, depending on education and experience.

Full time faculty members teach approximately 60% of all courses offered at Gavilan College. Adjunct or part -time faculty members teach the remaining courses. Adjunct faculty members are hired to teach specific courses on a semester basis. Gavilan College employs on the average 230 adjunct faculty during each of the spring and fall semesters.

Using the FY 18/19 salary schedule, lecture adjunct faculty members earn an estimated amount between \$64.88 and \$101.69 per hour.

Use of adjunct faculty is an extremely important resource that is used to increase course offerings and to manage enrollment. Because adjunct faculty members are hired as needed, Gavilan College retains a great deal of control over expenditures for adjunct faculty and is able to balance enrollment requirements with available funding.

CLASSIFIED EMPLOYEE EXPENDITURES

Classified employees provide professional, technical, and clerical support services that support classroom instruction and maintain the district. A classified employee is an employee defined by *California Education Code* Section 88001 as an employee in a position that has a designated title, a regular minimum number of assigned hours per day, days per week, and months per year, a specific statement of the duties required to be performed by the employees in each position, and has a regular monthly salary defined by a salary range for each position. A classified employee that has served in and successfully completed a probationary period is considered a permanent classified employee.

The classified workforce provides support services to the district's administrative operations and instructional programs. Samples of the job description titles in the classified work force are office assistant, instructional program specialist, accountant, admissions and student records technician, and library technician.

Classified employees can earn between \$25,832 and \$106,637 on a twelve-month assignment. Classified employees are placed on a salary range that is determined through the classification process. Any employee hired into a classified position will be paid on one of the steps within the salary range for the position. Unlike academic employees, once hired and placed on the salary schedule, classified employees move one step per year until they reach Step 5. Movement from one salary range to another salary range is possible if the employee changes jobs or the position they currently serve in is reclassified to another salary range.

An employee may be placed anywhere between Step 1 and 5 of a salary range depending on previous relevant experience. Once placed on the salary schedule, assuming satisfactory performance, the employee will advance one step per year on the first day of the anniversary month of hire. Gavilan College also provides employees with longevity increases that provide for a \$100 per month increase after nine years of service; \$225 per month increases after 14 years of service and \$450 per month after 19 years of service.

CONFIDENTIAL AND SUPERVISORY EMPLOYEES

Confidential/Supervisory employees are not represented by a bargaining unit and are either responsible for the management of specific support functions or serve in positions where confidentiality related to negotiations is required.

ADMINISTRATIVE EMPLOYEES

Administrative employees are those employees responsible for managing the operations of the district and provide direction and leadership to all functions of the district.

Exhibit 6 provides a complete detail by FTE of all permanent employees paid out of the Unrestricted General Fund. The exhibit compares prior year staffing levels for FY 15/16 and FY 16/17 to budgeted levels for FY 18/19.

BOARD OF TRUSTEES

Members of the Board of Trustees receive a monthly stipend of \$265 dependent upon attendance at all board meetings scheduled for the month. The members of the Board of Trustees are the governing body of Gavilan Joint Community College district. Public meetings of the board are held monthly and at other times as needed to provide direction to the administration and to review and approve as appropriate district operating transactions that require the expenditure of funds.

PAYROLL COSTS, EMPLOYEE HEALTH BENEFITS, AND RETIREMENT

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

- **16.28% 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.
- **18.06% 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.

- **6.20% Federal Insurance Contribution** - Applied to all gross wages of employees (FICA) who are not members of STRS.
- **1.45% Medicare Insurance** - Applied to all gross wages of every employee hired after 1986.
- **.05% Worker's Compensation** - Applied to all gross wages of every employee.
- **.5% Retiree Health Benefit Liability Fund** – Applied to all gross wages of every employee.
- **.5% Unemployment Insurance** - Applied to all gross wages of every employee.
- **1.00% Deferred Compensation Plan** - Applied as an "up to" match for participating employees.
- **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.

RETIREE HEALTH BENEFIT OBLIGATIONS

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.

INTRAFUND/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, debt service, and capital outlay projects. The amounts vary by program and are unique to each program.

Exhibit 4 provides a breakout of intrafund/interfund transfers.

ENDING FUND BALANCE

For FY 18/19, Gavilan College's Adopted Budget provides for a projected ending fund balance at June 30, 2019 of \$4,627,414. The \$4,627,414 is classified as designated for economic uncertainties representing 12.71% of total expenditures and transfers out. The beginning fund balance is estimated to be \$4,627,414 for this balanced adopted budget.

FINANCIAL BUDGET PRESENTATIONS- UNRESTRICTED GENERAL FUND

Exhibits 2 (page 1) and Exhibit 3 provide additional details about Unrestricted General Fund expenditures.

RISK MANAGEMENT AND INSURANCE

JOINT POWERS AUTHORITIES ARE USED TO STABILIZE EXPENDITURES AND MANAGE BUSINESS RISK

A JPA is an organization formed by governmental entities, including community colleges for the purpose of providing services that each individual entity has the ability to provide. By combining services the JPA has the ability to provide services on a more economical basis or on a basis that provides less risk of loss to each participating governmental entity. The combining of similar services provides more flexibility in offering services and in many cases, due to the expense of providing the various services provides the colleges the only opportunity to continue to offer some services. Gavilan College is a member of 4 JPA's: 2 for liability transfer, 1 for a health benefit trust, and 1 for academic services.

NORTHERN CALIFORNIA COMMUNITY COLLEGE POOL (NCCCP)

The NCCCP is a JPA that was formed for the purpose of combining the workers' compensation claims. The NCCCP JPA provides coverage for all workers' compensation claims filed at each of the participating college districts. The JPA administers all claims and works directly with the injured employee and the member college district. The JPA administrator is required to comply with all State of California laws that govern workers' compensation and works closely with each member district to ensure compliance with the law.

A Board of Directors governs the NCCCP JPA. Participating community college districts include Cabrillo, Gavilan, Monterey Peninsula, San Jose-Evergreen, and West Valley Mission. The Board of Directors approves claim payments, settlements and the contribution rates to be levied against each district. Since all workers' compensation injuries are related to workplace safety, the JPA hired a safety officer who is responsible for ensuring each district has an ongoing safety program and for providing technical expertise in hazard mitigation. As a condition of membership in the JPA each college district has agreed to maintain a safety program.

Gavilan College is assessed a contribution amount that for FY 18/19 is estimated to be \$246,609. The contribution is determined by the dollar amount of total payroll and the district's claims history and can rise or fall each year depending on the claims made during the year. The contribution for workers' compensation administration is included in this budget as a statutory employee cost.

STATEWIDE ASSOCIATION OF COMMUNITY COLLEGES, JPA

The Statewide Association of Community Colleges JPA (SWACC) provides coverage for a wide variety of liability claims including general liability, discrimination, wrongful termination, and property damage. Coverage for claims is defined by a Memorandum of Coverage that is approved by SWACC and may change as claim events at the colleges' change. In accordance with the Memorandum of Coverage, a claim made against Gavilan College is first reviewed by the district's Board of Trustees and if denied is forwarded to SWACC for defense as appropriate.

A Board of Directors governs the SWACC. There are 48 participating community college districts out of 72 districts. The Board of Directors approves claim payments, settlements and contribution rates.

Gavilan College's contribution for coverage provided by the SWACC for FY 18/19 is estimated to be \$138,255. The contribution is based on a number of items such as the membership of the JPA as well as individual college factors.

THE SOUTH BAY REGIONAL PUBLIC SAFETY CONSORTIUM

The South Bay Regional Public Safety Consortium is a JPA formed by eleven colleges for the purpose of providing public safety training. This JPA provides an academic service that generates FTES, which is then reported by each member college district on its attendance reports. The FTES reported results in the colleges receiving state apportionment revenue. The apportionment revenue to be received by Gavilan College is included in the state computational revenue amount shown in this report.

The South Bay Regional Public Safety Consortium is reimbursed for instructional costs based on the FTES provided to each college district. Colleges identify their desired participation level for each year. The contribution to the JPA is based on each college's cost of education. In FY 18/19 Gavilan College is providing an estimated \$1,582,301 to the JPA and will in turn receive 510 credit FTES.

RETIREE HEALTH BENEFIT PROGRAM, JPA

Governmental entities in the United States, comply with provisions of pronouncements issued by the Governmental Accounting Standards Board (GASB). One pronouncement, GASB45, required agencies to begin recording past and projected costs related to past employees. GASB requires agencies to record and report the status of retiree health benefit costs for current and retired employees and progress made on funding this obligation.

To meet this requirement Gavilan and a number of other California community college districts have joined together as members of the Retiree Health Benefit Program, JPA.

The JPA provides the actuarial services required to properly calculate each district's annual post-employment benefit cost and accumulated liability every two years as required. It also created a trust arrangement for accumulating irrevocable benefit funds and operates a pooled investment program for accumulated benefit funds. By the end of FY 18/19, Gavilan College projects its funds invested and on deposit to be \$6 million. The total liability is \$12 million.

FINANCIAL PLAN – RESTRICTED GENERAL FUND

Restricted general fund programs are established for the purpose of providing specialized services funded by either revenues 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 FY 18/19.

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 college 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. A number of these programs are described below with financial information appearing in **Exhibit 5**.

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
- (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:

- (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

The district received \$834,373 in FY 16/17 and is estimating receiving \$825,000 for this purpose in FY18/19.

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 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.

NONCREDIT 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. Randy is going to want to add to this.

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.

TRIO

TRIO Student Support Services is a federally funded Program designed to empower first generation, low income, and disabled Gavilan College students as they prepare to obtain a two-year degree and/or transfer to a four-year university. TRIO's community of success includes support so you can graduate and/or transfer to a four-year university, specialized academic counseling & guidance, priority registration before all the continuing students, TRIO financial grants, summer bridge program, laptop & calculator lending, financial aid assistance, campus visits to four year universities, informational workshops, cultural & campus activities, and career & personal development activities.

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.

FINANCIAL BUDGET PRESENTATION – RESTRICTED GENERAL FUND

Exhibit 5 is a budget for the Restricted General Fund.

Exhibit 7 provides a complete detail by FTE of all permanent employees paid out of the Restricted General Fund. The exhibit compares FY 16/17 and FY 17/18 staffing to the FY 18/19 staffing plan.

FINANCIAL PLAN – ALL OTHER FUNDS

SPECIAL REVENUE FUNDS

Special revenue funds are to account for revenues whose expenditures are not legally restricted. The special revenues collected are used to pay for the cost of providing services that are not necessarily part of the educational program of the district but enhance the district's ability to serve its students. Gavilan College utilizes one special revenue fund; the Parking Fund.

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.

FIDUCIARY FUNDS GROUP

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 has some discretion in the expenditure of trust funds and does not have discretion in the expenditure of agency funds.

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 a Federal Pell Grant. Gavilan College administers the program and serves as a fiscal agent for the federal

government. Gavilan College makes disbursements based upon the Federal Pell Grant program requirements and then obtains reimbursement for the grants made. 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.

In addition to the Pell Grant and work-study programs, Gavilan College provides a number of financial aid services to its students. The cost for other unrestricted program services is included in the Unrestricted General Fund.

CAPITAL PROJECTS FUND

The Capital Projects Fund is used primarily to account for the expenditure of funds provided by the state 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. In order for the district to receive funding it must demonstrate high utilization of existing facilities.

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.

In November 2003, the Board of Trustees approved a revision to the district's Facilities Master Plan. With the passage of Gavilan's \$108 million Measure E General Obligation Bond in March, 2004, the Board of Trustees asked that a new Facilities Master Plan be developed to guide the design and construction efforts of the Measure E Bond Program. To this end a series of planning meetings were held with campus committees and stakeholders to develop criteria for the Plan. A Draft Master Plan document was submitted for review and comment in a series of five (5) public forums. In addition, copies were distributed to all public libraries within the district's service area and the document was made available on-line, for collecting interactive feedback from students, staff, and the community. Additional meetings were held with each building user-group to develop final recommendations. From the data collected a final set of prioritized recommendations were developed to define scope, budget, and schedule for each of the proposed projects. All Measure E General Obligation Bonds are to be spent by June 2018.

On February 14, 2006, the Board of Trustees approved a two-volume Facilities Master Plan, dated February 14, 2006, including appendices, which is the plan for the facilities portion of

the Measure E Bond Program. The Plan reflects the framework for design and construction of the various projects. It is to serve as the guideline for decision-making, capital-outlay expenditures, and educational facilities design.

In October 2012, the Facilities Master Plan was updated to show the projects completed and status of open projects. This document is available for review only.

In FY17/18 the Facilities Master Plan was updated to show the future needs of all campus sites.

PROPOSITION 39, ENERGY SAVINGS PROJECTS

Proposition 39 funds are available to colleges to support energy reduction projects such as replacement of high energy use lighting, replacing motors and drives or other projects approved by the Energy Commission and the Community College Chancellor's office. The funding is based on FTES and is scheduled to be available for five years beginning with 2013-2014.

DEBT SERVICE FUND

LONG TERM DEBT

The current long term debt that exists is the obligation for existing retiree health benefits. It is estimated that this obligation is \$12 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 FY 18/19, the district projects having accumulated \$6 million in this fund in order to provide resources to pay for retiree health benefit obligations in the future. Although the district continues to pay for the immediate year costs of retiree health benefits by allocating current year budget funds, the Adopted Budget includes a .5% charge on all payroll expenditures to fund existing retiree health benefit obligations.

Consolidated Summary All Funds
 Adopted Budget FY 2018-2019

	Unrestricted General Fund 100			Instructional Equipment/TTIP Fund 240			Parking Fund Fund 260		
	Actual	Adjusted	Adopted	Actual	Adjusted	Adopted	Actual	Adjusted	Adopted
	FY16/17	FY17/18	FY18/19	FY16/17	FY17/18	FY18/19	FY16/17	FY17/18	FY18/19
Revenues:									
Federal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
State	6,506,597	8,892,035	3,656,491	217,801	326,402	300,000	-	-	-
Local	27,403,725	25,052,199	32,757,908	-	-	-	65,947	140,669	198,771
Fiscal Agent Pass Through	-	-	-	-	-	-	-	-	-
Total Revenues	\$ 33,910,322	\$ 33,944,234	\$ 36,414,399	\$ 217,801	\$ 326,402	\$ 300,000	\$ 65,947	\$ 140,669	\$ 198,771
Expenditures:									
1000: Academic Salaries	\$ 12,555,104	\$ 11,624,069	\$ 12,814,580	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2000: Non-Instructional Salaries	5,723,397	6,634,838	7,030,959	-	-	-	34,351	55,983	115,000
3000: Employee Benefits	6,878,927	6,214,416	7,739,909	-	-	-	21,363	35,686	22,946
4000: Books and Supplies	535,921	569,046	612,945	39,695	-	-	507	-	-
5000: Services and Other Operating Expense	5,186,844	6,971,893	6,621,678	11,110	-	-	6,851	19,000	20,000
6000: Capital Outlay	1,274,031	468,597	206,616	167,064	326,402	300,000	2,876	30,000	40,825
7400: Other Transfers	-	-	-	-	-	-	-	-	-
7000: Financial Aid/Scholarships/Debt Svc	-	-	-	-	-	-	-	-	-
Total Expenditures	\$ 32,154,224	\$ 32,482,859	\$ 35,026,687	\$ 217,868	\$ 326,402	\$ 300,000	\$ 65,947	\$ 140,669	\$ 198,771
Excess of Revenues Over Expenditures									
Prior to Intra/Interfund Transfers	1,756,098	1,461,375	1,387,712	(67)	-	-	-	-	-
Intra/Interfund Transfers Out	1,488,909	1,454,379	1,387,712	-	-	-	-	-	-
Intra/Interfund Transfers In	-	-	-	-	-	-	-	-	-
Net Change in Ending Fund Balance	\$ 267,189	\$ 6,996	\$ -	\$ (67)	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Fund Balance	4,353,229	4,620,418	4,627,414	67	-	-	-	-	-
Ending Fund Balance	\$ 4,620,418	\$ 4,627,414	\$ 4,627,414	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	13.73%	13.64%	12.71%						

Consolidated Summary All Funds
Adopted Budget FY 2018-2019

	Categorical Restricted Fund 270			Total General Fund		
	Actual	Adjusted	Adopted	Actual	Adjusted	Adopted
	FY16/17	FY17/18	FY18/19	FY16/17	FY17/18	FY18/19
Revenues:						
Federal	\$ 3,408,962	\$ 4,909,134	\$ 3,902,738	\$ 3,408,962	\$ 4,909,134	\$ 3,902,738
State	6,723,261	9,723,194	9,350,995	13,447,659	18,941,631	13,307,486
Local	440,648	819,748	1,226,045	27,910,321	26,012,616	34,182,724
Fiscal Agent Pass Through	990,094	-	871,408	990,094	-	871,408
Total Revenues	\$ 11,562,965	\$ 15,452,076	\$ 15,351,185	\$ 45,757,035	\$ 49,863,381	\$ 52,264,355
Expenditures:						
1000: Academic Salaries	\$ 3,013,727	\$ 4,315,103	\$ 2,563,227	\$ 15,568,831	\$ 15,939,172	\$ 15,377,807
2000: Non-Instructional Salaries	2,670,417	2,835,271	2,423,702	8,428,164	9,526,092	9,569,661
3000: Employee Benefits	1,936,708	2,245,035	2,707,169	8,836,998	8,495,137	10,470,024
4000: Books and Supplies	302,889	872,496	1,241,441	879,011	1,441,542	1,854,386
5000: Services and Other Operating Expense	2,078,298	4,597,453	5,160,398	7,283,104	11,588,346	11,802,076
6000: Capital Outlay	887,919	1,013,377	642,005	2,331,890	1,838,376	1,189,446
7400: Other Transfers	990,094	-	871,408	990,094	-	871,408
7000: Financial Aid/Scholarships/Debt Svc	1,291,340	1,146,680	1,116,847	1,291,340	1,146,680	1,116,847
Total Expenditures	\$ 13,171,392	\$ 17,025,415	\$ 16,726,197	\$ 45,609,432	\$ 49,975,345	\$ 52,251,655
Excess of Revenues Over Expenditures						
Prior to Intra/Interfund Transfers	(1,608,427)	(1,573,339)	(1,375,012)	147,603	(111,964)	12,701
Intra/Interfund Transfers Out	-	-	-	1,488,909	1,454,379	1,387,712
Intra/Interfund Transfers In	1,608,427	1,573,339	1,375,012	1,608,427	1,573,339	1,375,012
Net Change in Ending Fund Balance	\$ -	\$ -	\$ -	\$ 267,122	\$ 6,996	\$ 1
Beginning Fund Balance	-	-	-	4,353,296	4,620,418	4,627,414
Ending Fund Balance	\$ -	\$ -	\$ -	\$ 4,620,418	\$ 4,627,414	\$ 4,627,414

Consolidated Summary All Funds
 Adopted Budget FY 2018-2019

	Capital Projects Fund 340			Measure E Construction Fund 600		
	Actual FY16/17	Adjusted Budget FY17/18	Adopted Budget FY18/19	Actual FY16/17	Adjusted Budget FY17/18	Adopted Budget FY18/19
Revenues:						
Federal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
State	952,428	825,447	-	-	-	-
Local	11,805,870	7,800,246	-	61,603	24,832	-
Fiscal Agent Pass Through	-	-	-	-	-	-
Total Revenues	\$ 12,758,298	\$ 8,625,693	-	\$ 61,603	\$ 24,832	\$ -
Expenditures:						
1000: Academic Salaries	-	-	-	-	-	-
2000: Non-Instructional Salaries	-	-	-	-	-	-
3000: Employee Benefits	-	-	-	-	-	-
4000: Books and Supplies	910	-	-	5,854	-	-
5000: Services and Other Operating Expense	4,414,236	825,447	925,000	1,768,391	100,000	-
6000: Capital Outlay	2,619,631	18,615,437	-	3,932,046	4,844,528	-
7400: Other Transfers	-	-	-	-	-	-
7000: Financial Aid/Scholarships/Debt Svc	143,566	-	-	-	-	-
Total Expenditures	\$ 7,178,343	\$ 19,440,884	\$ 925,000	\$ 5,706,291	\$ 4,944,528	\$ -
Excess of Revenues Over Expenditures						
Prior to Intra/Interfund Transfers	5,579,955	(10,815,191)	(925,000)	(5,644,688)	(4,919,696)	-
Intra/Interfund Transfers Out	-	-	-	-	-	-
Intra/Interfund Transfers In	2,235,236	-	-	-	-	-
Net Change in Ending Fund Balance	\$ 7,815,191	\$ (10,815,191)	\$ (925,000)	\$ (5,644,688)	\$ (4,919,696)	\$ -
Beginning Fund Balance	75,833	7,891,024	(2,924,167)	10,564,384	4,919,696	-
Ending Fund Balance	\$ 7,891,024	\$ (2,924,167)	\$ (3,849,167)	4,919,696	-	\$ -

Consolidated Summary All Funds
 Adopted Budget FY 2018-2019

	Measure E Debt Service Fund 210			Self-Insurance Fund 610			Long Term Debt Fund 920		
	Actual FY16/17	Adjusted Budget FY17/18	Adopted Budget FY18/19	Actual FY16/17	Adjusted Budget FY17/18	Adopted Budget FY18/19	Actual FY16/17	Adjusted Budget FY17/18	Adopted Budget FY18/19
Revenues:									
Federal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
State	37,061	47,328	-	-	-	-	-	-	-
Local	6,514,546	6,183,309	-	-	293,963	50,000	1,620,542	315,000	315,000
Fiscal Agent Pass Through	-	-	-	-	-	-	-	-	-
Total Revenues	\$ 6,551,607	\$ 6,230,637	\$ -	\$ -	\$ 293,963	\$ 50,000	\$ 1,620,542	\$ 315,000	\$ 315,000
Expenditures:									
1000: Academic Salaries	-	-	-	-	-	-	-	-	-
2000: Non-Instructional Salaries	-	-	-	-	-	-	-	-	-
3000: Employee Benefits	-	-	-	-	-	-	-	-	-
4000: Books and Supplies	-	-	-	-	-	-	-	-	-
5000: Services and Other Operating Expense	4,997	-	-	-	293,963	50,000	500	500	500
6000: Capital Outlay	-	-	-	-	-	-	-	-	-
7400: Other Transfers	-	-	-	-	-	-	-	-	-
7000: Financial Aid/Scholarships/Debt Svc	6,355,119	6,060,769	-	-	-	-	-	-	-
Total Expenditures	\$ 6,360,115	\$ 6,060,769	\$ -	\$ -	\$ 293,963	\$ 50,000	\$ 500	\$ 500	\$ 500
Excess of Revenues Over Expenditures									
Prior to Intra/Interfund Transfers	191,492	169,868	-	-	-	-	1,620,042	314,500	314,500
Intra/Interfund Transfers Out	-	-	-	-	-	-	-	-	-
Intra/Interfund Transfers In	-	-	-	-	-	-	-	-	-
Net Change in Ending Fund Balance	\$ 191,492	\$ 169,868	\$ -	\$ -	\$ -	\$ -	\$ 1,620,042	\$ 314,500	\$ 314,500
Beginning Fund Balance	4,275,476	4,466,968	4,636,836	-	-	-	6,358,440	7,978,481	8,292,981
Ending Fund Balance	\$ 4,466,968	\$ 4,636,836	\$ 4,636,836	\$ -	\$ -	\$ -	\$ 7,978,481	\$ 8,292,981	\$ 8,607,481

Consolidated Summary All Funds
 Adopted Budget FY 2018-2019

	Associated Student Body Fund 470			Financial Aid Fund 480			Student Center Fund 660		
	Actual FY16/17	Adjusted Budget FY17/18	Adopted Budget FY18/19	Actual FY16/17	Adjusted Budget FY17/18	Adopted Budget FY18/19	Actual FY16/17	Adjusted Budget FY17/18	Adopted Budget FY18/19
Revenues:									
Federal	\$ -	\$ -	\$ -	\$ 5,692,687	\$ 6,494,210	\$ 6,500,000	\$ -	\$ -	\$ -
State	-	-	-	-	-	-	-	-	-
Local	152,026	207,379	102,961	-	-	-	61,918	50,150	50,000
Fiscal Agent Pass Through	-	-	-	-	-	-	-	-	-
Total Revenues	\$ 152,026	\$ 207,379	\$ 102,961	\$ 5,692,687	\$ 6,494,210	\$ 6,500,000	\$ 61,918	\$ 50,150	\$ 50,000
Expenditures:									
1000: Academic Salaries	-	-	-	-	-	-	-	-	-
2000: Non-Instructional Salaries	130	-	-	-	-	-	6,957	27,053	7,340
3000: Employee Benefits	2	-	-	-	-	-	3,440	12,321	4,060
4000: Books and Supplies	72,100	77,114	75,000	-	-	-	18	-	-
5000: Services and Other Operating Expense	46,951	305,225	20,000	-	9,475	-	51,820	51,300	51,300
6000: Capital Outlay	31,683	9,436	20,000	-	-	-	-	-	-
7400: Other Transfers	-	-	-	-	-	-	-	-	-
7000: Financial Aid/Scholarships/Debt Svc	6,497	16,500	15,000	5,692,687	6,484,735	6,500,000	-	-	-
Total Expenditures	\$ 157,363	\$ 408,275	\$ 130,000	\$ 5,692,687	\$ 6,494,210	\$ 6,500,000	\$ 62,235	\$ 90,674	\$ 62,700
Excess of Revenues Over Expenditures									
Prior to Intra/Interfund Transfers	(5,337)	(200,896)	(27,039)	-	-	-	(317)	(40,524)	(12,700)
Intra/Interfund Transfers Out	-	-	-	-	-	-	-	-	-
Intra/Interfund Transfers In	-	-	-	-	-	-	317	40,524	12,700
Net Change in Ending Fund Balance	\$ (5,337)	\$ (200,896)	\$ (27,039)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Fund Balance	488,472	483,135	282,239						
Ending Fund Balance	\$ 483,135	\$ 282,239	\$ 255,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Consolidated Summary All Funds
Adopted Budget FY 2018-2019

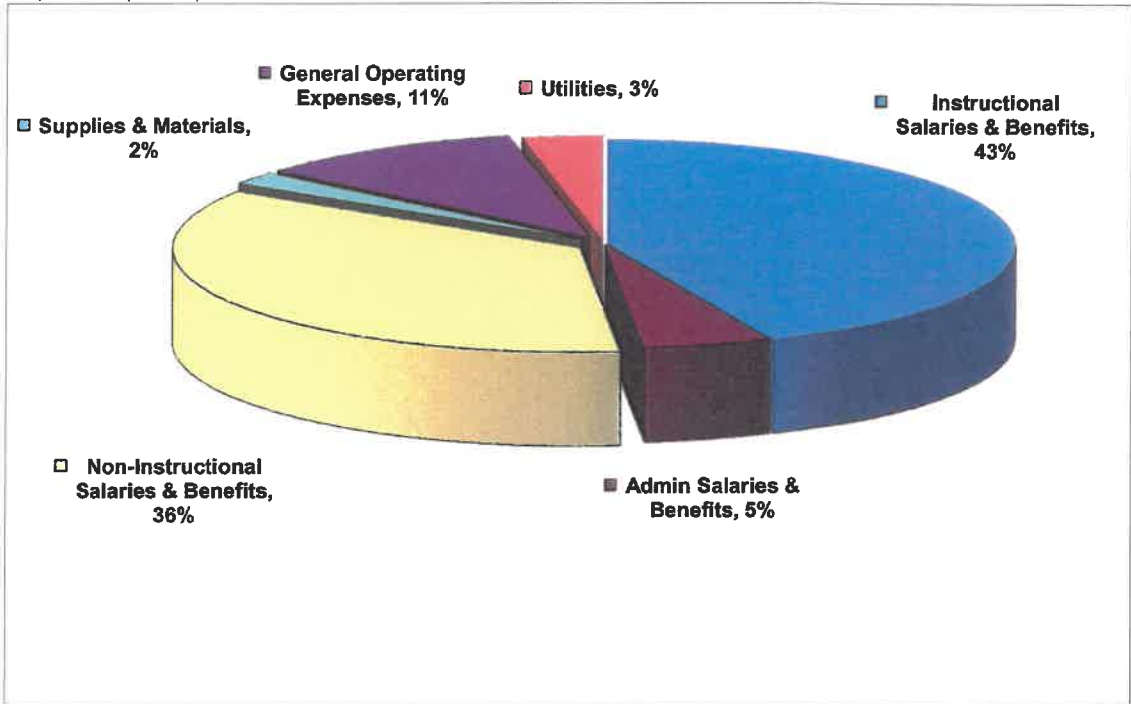
	Total Fiduciary Fund			Total All Funds for Memorandum Only		
	Actual	Adjusted	Adopted	Actual	Adjusted	Adopted
	FY16/17	FY17/18	FY18/19	FY16/17	FY17/18	FY18/19
Revenues:						
Federal	\$ 5,692,687	\$ 6,494,210	\$ 6,500,000	\$ 9,101,649	\$ 11,403,344	\$ 10,402,738
State	-	-	-	\$ 14,437,148	19,814,406	13,307,486
Local	213,944	257,529	152,961	\$ 48,126,824	40,887,495	34,700,685
Fiscal Agent Pass Through	-	-	-	\$ 990,094	-	871,408
Total Revenues	\$ 5,906,631	\$ 6,751,739	\$ 6,652,961	\$ 72,655,715	\$ 72,105,245	\$ 59,282,316
Expenditures:						
1000: Academic Salaries	-	-	-	15,568,831	15,939,172	15,377,807
2000: Non-Instructional Salaries	7,087	27,053	7,340	8,435,252	9,553,145	9,577,001
3000: Employee Benefits	3,442	12,321	4,060	8,840,440	8,507,458	10,474,084
4000: Books and Supplies	72,118	77,114	75,000	957,893	1,518,656	1,929,386
5000: Services and Other Operating Expense	98,771	366,000	71,300	13,569,998	13,174,256	12,798,876
6000: Capital Outlay	31,683	9,436	20,000	8,915,249	25,307,777	1,209,446
7400: Other Transfers	-	-	-	990,094	-	871,408
7000: Financial Aid/Scholarships/Debt Svc	5,699,184	6,501,235	6,515,000	13,489,208	13,708,684	7,631,847
Total Expenditures	\$ 5,912,285	\$ 6,993,159	\$ 6,692,700	\$ 70,766,965	\$ 87,709,148	\$ 59,919,855
Excess of Revenues Over Expenditures						
Prior to Intra/Interfund Transfers	(5,654)	(241,420)	(39,739)	1,888,750	(15,603,903)	(637,539)
Intra/Interfund Transfers Out	-	-	-	1,488,909	1,454,379	1,387,712
Intra/Interfund Transfers In	317	40,524	12,700	3,843,980	1,613,863	1,387,712
Net Change in Ending Fund Balance	\$ (5,337)	\$ (200,896)	\$ (27,039)	\$ 4,243,822	\$ (15,444,419)	\$ 287,492
Beginning Fund Balance	488,472	483,135	282,239	26,115,901	30,359,722	14,915,303
Ending Fund Balance	\$ 483,135	\$ 282,239	\$ 255,200	\$ 30,359,722	\$ 14,915,303	\$ 14,277,765

General Fund Expenditures by Object Code
Tentative Budget 2018-2019

Account Number	Description	Amount	Instructional Salaries & Benefits	Admin Salaries & Benefits	Non-Instructional Salaries & Benefits	Supplies & Materials	General Operating Expenses	Utilities
1110	Full-Time Instructor	4,622,766	4,622,766	-	-	-	-	-
	Add'l Instr Assign / Stipend (Paid as Reg)	72,143	-	-	72,143	-	-	-
1190	Academic Project Director	226,367	-	-	226,367	-	-	-
1240	Academic Administrator (VP/Dean)	1,481,008	-	1,481,008	-	-	-	-
1250	Librarians	191,292	-	-	191,292	-	-	-
1260	Superintendent/President	285,651	-	285,651	-	-	-	-
1270	Counselors	462,846	-	-	462,846	-	-	-
1290	FT Faculty Reassigned, Non-Inst	184,079	-	-	184,079	-	-	-
	Other Academic Salaries, Non-Inst. Regular	98,283	-	-	98,283	-	-	-
1310	Adjunct Faculty	4,701,986	4,701,986	-	-	-	-	-
1311	Adjunct -Admin of Justice	112,345	112,345	-	-	-	-	-
	Adjunct Faculty-Stipends (Instructional)	21,888	21,888	-	-	-	-	-
1315	Adjunct - Police Academy	31,278	-	-	31,278	-	-	-
1320	Instructor Substitutes, Instructional	32,791	32,791	-	-	-	-	-
	Full-Time Faculty Stipends (Instructional, add'l)	18,792	18,792	-	-	-	-	-
1350	Full-Time Faculty Overload (add'l)	58,484	58,484	-	-	-	-	-
1390	Other Instructional Salaries, Non-Reg	0	-	-	-	-	-	-
1410	Non-Teaching Adjunct Counselors	27,620	27,620	-	-	-	-	-
1420	FT Counseling Overload	1,875	1,875	-	-	-	-	-
1430	Department Chair (ad'l)	69,513	-	-	69,513	-	-	-
1450	Faculty Senate Officers	29,836	-	-	29,836	-	-	-
1490	Faculty Stipends, Non-Instructional	83,738	-	-	83,738	-	-	-
2110	Full-Time Regular Classified	4,206,279	-	-	4,206,279	-	-	-
2150	Full-Time Classified Manager/Sup	1,391,582	-	-	1,391,582	-	-	-
2160	Confidentials	693,525	-	-	693,525	-	-	-
2210	Full-Time Regular Instructional Aide	351,430	351,430	-	-	-	-	-
2310	Part-Time/Hourly Classified Non-Inst	120,460	-	-	120,460	-	-	-
2311	Classified Overtime, Non-Inst	87,817	-	-	87,817	-	-	-
2312	Classified Add'l Assign, Non-Inst	4,532	-	-	4,532	-	-	-
2315	Student Workers (Institutional)	886	-	-	886	-	-	-
2370	Board Member Compensation	24,908	-	24,908	-	-	-	-
2390	Classified Substitutes, Non-Inst	43,390	-	-	43,390	-	-	-
2399	Other Non-Inst. Classified Salaries	0	-	-	-	-	-	-
2405	Assistant Coaches	69,331	69,331	-	-	-	-	-
2411	Instructional Aide, Overtime	0	-	-	-	-	-	-
2412	Instructional Aide, Substitutes	0	-	-	-	-	-	-
	Classified Add'l Assign / Stipends	0	-	-	-	-	-	-
2415	Direct Inst	0	-	-	-	-	-	-
2430	Tutors	36,820	36,820	-	-	-	-	-
3100	STRS,PERS,Medicare,Wks Comp	3,575,344	1,950,289	-	1,625,056	-	-	-
3400	Dental, Medical, Vision, Life, 457	3,864,565	1,247,205	-	2,617,360	-	-	-
3400	Retiree-Health Benefits	300,000	-	-	300,000	-	-	-
4200	Books	1,377	-	-	-	1,377	-	-
4310	Instructional Supplies	144,588	-	-	-	144,588	-	-
4317	Student Kits Expense	78,014	-	-	-	78,014	-	-
4510	Office Supplies	115,005	-	-	-	115,005	-	-
4530	Grounds & Maintenance Supplies	89,065	-	-	-	89,065	-	-
4540	Custodial Supplies	75,600	-	-	-	75,600	-	-
4550	Fuel/Oil	22,633	-	-	-	22,633	-	-
4570	Meeting Expenses	6,446	-	-	-	6,446	-	-
4710	Food	17,908	-	-	-	17,908	-	-
4711	Clothing/Uniforms	62,309	-	-	-	62,309	-	-
4712	General Athletic Expenses	0	-	-	-	-	-	-
5100	Contracted Instructed Services	3,448	-	-	-	-	3,448	-
5110	Guest Speaker / Lecturer	353	-	-	-	-	353	-
5130	Athletic Services	34,415	-	-	-	-	34,415	-
5140	Instructional- Police Academy/CTC	1,956,403	1,956,403	-	-	-	-	-
5150	Printing	44,244	-	-	-	-	44,244	-
5155	Postage	38,566	-	-	-	-	38,566	-
5210	Faculty Travel	28,697	-	-	-	-	28,697	-
5220	Board Travel	9,179	-	-	-	-	9,179	-
5230	Administration Travel	46,001	-	-	-	-	46,001	-
5240	Team/Student Field Trip	14,073	-	-	-	-	14,073	-
5250	Mileage	30,779	-	-	-	-	30,779	-
5260	Classified Travel	19,614	-	-	-	-	19,614	-
5263	Travel & Conference - Sup/Staff Dev	3,102	-	-	-	-	3,102	-
5264	Travel & Conference - Athletics	6,709	-	-	-	-	6,709	-
5300	Memberships/Subscriptions	123,419	-	-	-	-	123,419	-
5420	All Other Insurance	225,000	-	-	-	-	225,000	-
5425	Licenses/Permits/Fees	18,360	-	-	-	-	18,360	-
5430	Team Accident Insurance	48,899	-	-	-	-	48,899	-
5510	Gas	110,805	-	-	-	-	-	110,805
5511	Electric	599,574	-	-	-	-	-	599,574

General Fund Expenditures by Object Code
Tentative Budget 2018-2019

Account Number	Description	Amount	Instructional Salaries & Benefits	Admin Salaries & Benefits	Non-Instructional Salaries & Benefits	Supplies & Materials	General Operating Expenses	Utilities
5520	Water	45,423	-	-	-	-	-	45,423
5530	Utilities-Telephone	186,503	-	-	-	-	-	186,503
5540	Sewer	146,550	-	-	-	-	-	146,550
5545	Trash Collection	37,275	-	-	-	-	-	37,275
5550	Laundry/Dry Cleaning	950	-	-	-	-	950	-
5610	Rent & Leases	21,645	-	-	-	-	21,645	-
5612	Facility Rental	390,460	-	-	-	-	390,460	-
5613	Vehicle Rental	57,482	-	-	-	-	57,482	-
5630	Repairs/Maintenance	108,459	-	-	-	-	108,459	-
5636	Software Support/Maintenance	471,138	-	-	-	-	471,138	-
5638	Hazardous Waste	14,599	-	-	-	-	14,599	-
5810	Legal Services	120,000	-	-	-	-	120,000	-
5812	Auditing/Election Services	124,315	-	-	-	-	124,315	-
5813	Election	-	-	-	-	-	-	-
5823	Advertising	94,951	-	-	-	-	94,951	-
5825	Administrative/Collection Fees	24,396	-	-	-	-	24,396	-
5831	Contracted Services/Noninstruc	1,294,738	-	-	-	-	1,294,738	-
5834	Fingerprinting/TB Test	18,592	-	-	-	-	18,592	-
5840	Accreditation	27,091	-	-	-	-	27,091	-
5841	Consultants/Non Instructional	25,260	-	-	-	-	25,260	-
5843	Awards/Recognition Dinner	6,269	-	-	-	-	6,269	-
5846	Charge Card Fees	43,952	-	-	-	-	43,952	-
6100	Site & Site Improvements	1,685	-	-	-	-	1,685	-
6200	Building	-	-	-	-	-	-	-
6310	Library Books	11,688	-	-	-	-	11,688	-
6400	Software & Equipment \$500-\$5,000	193,243	-	-	-	-	193,243	-
Total		\$ 35,026,687	\$ 15,210,024	\$ 1,791,567	\$ 12,540,261	\$ 612,945	\$ 3,745,761	\$ 1,126,130
Percentage of Total Expenditures (rounded)		100%	43%	5%	36%	2%	11%	3%



**Schedule of Intrafund and Interfund Transfers
Adopted Budget Fiscal Year 2018-2019**

Intrafund Transfers to Restricted General Fund (see note 1)		
Staff Development	\$ 40,437	
Accessible Education Center	1,134,808	
Extended Opportunities Programs and Services (EOPS)	159,576	
MESA Grant	40,191	
Total Intrafund Transfers	1,375,012	\$ 1,375,012
 Interfund Transfers to Other Funds		
Student Center	\$ 12,700	
Total Interfund Transfers	12,700	12,700
 Total General Fund Intrafund/Interfund Transfers to Other Funds		\$ 1,387,712

Note 1 Transfers to Accessible Education Center, EOPS, FSWP, and MESA are required to meet funding agency requirements for a General Fund cash match .

Restricted General Fund
Adopted Budget 2018-2019

	Object	Community Ed / Career Pathways	Guidede Pathways	Teacher Preparation	St. Louis Grant	Hunger Free Campus	Equal Employment
	Code	Svcs Classes		Pipeline			Opportunity
Revenues:							
Federal	8100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
State	8600	-	667,328	29,721	-	3,697	82,808
Local	8800	405,398	-	-	77,146	-	-
Fiscal Agent Pass Through	8900	-	-	-	-	-	-
Total		\$ 405,398	\$ 667,328	\$ 29,721	\$ 77,146	\$ 3,697	\$ 82,808
Expenditures:							
Instructional Salaries	1000	88,905	-	-	-	-	-
Non-Instructional Salaries	2000	105,733	-	-	-	-	-
Employee Benefits	3000	100,010	-	-	-	-	-
Instructional & Office Supplies, Meetings	4000	3,032	-	-	-	-	-
Contracted Services, Speakers	5100	64,063	-	-	-	-	-
Printing & Postage	5150	8,882	-	-	-	-	-
Travel, Mileage	5210	2,720	-	-	-	-	-
Memberships,Subscriptions, Insurance	5300	875	-	-	-	-	-
Utilities	5500	-	-	-	-	-	-
Rent & Leases, Repairs, Software,Utilities	5610	7,500	-	-	-	-	-
Indirect cost	5710	-	-	-	-	-	-
Advertising, Admin Fees, Contracted Svcs	5800	7,458	667,328	29,721	77,146	3,697	82,808
Building Remodeling,Furniture,Equipment	6000	16,200	-	-	-	-	-
Student Financial Aid, Books, Supplies	7500	-	-	-	-	-	-
Other Student Aid	7600	-	-	-	-	-	-
Other Transfers	7400	-	-	-	-	-	-
Unrestricted Reserve, Other Outgo	7390	-	-	-	-	-	-
Total		\$ 405,398	\$ 667,328	\$ 29,721	\$ 77,146	\$ 3,697	\$ 82,808
Net Charge to General Fund		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Resinicted General Fund
 Adopted Budget 2018-2019

	Object	Lottery Proposition		Theater Arts Gate		Athletics Gate		Staff		Accessible Education		Veteran Resource		Workability		CalWorks		Fresh
		20		Receipts		Receipts		Dev		Center		Center		Center		San Benito, Santa Clara	Success	
Revenues:																		
Federal	8100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 230,950	\$ -	\$ -	\$ 193,014
State	8600	249,600	-	-	-	-	-	-	-	737,641	-	55,266	-	-	-	384,169	-	-
Local	8800	-	15,351	16,318	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fiscal Agent Pass Through	8900	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total		\$ 249,600	\$ 15,351	\$ 16,318	\$ 16,318	\$ -	\$ -	\$ -	\$ -	\$ 737,641	\$ 55,266	\$ 230,950	\$ 384,169	\$ 193,014				
Expenditures:																		
Instructional Salaries	1000	-	-	-	-	-	-	-	-	706,506	-	79,746	3,470	-	-	17,352	-	-
Non-Instructional Salaries	2000	-	34	-	-	-	-	-	-	522,781	-	53,718	165,942	-	-	44,774	-	-
Employee Benefits	3000	-	8,209	-	-	-	-	-	-	643,162	-	67,691	136,343	-	-	38,439	-	-
Instructional & Office Supplies, Meetings	4000	-	2,368	9,030	-	-	-	-	-	-	27,633	27,295	-	-	-	3,000	-	-
Contracted Services, Speakers	5100	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4,000	-	-
Printing & Postage	5150	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Travel, Mileage	5210	-	-	2,097	-	-	-	40,436	-	-	-	2,500	-	-	-	1,000	-	-
Memberships, Subscriptions, Insurance	5300	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	5500	54,912	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rent & Leases, Repairs, Software, Utilities	5610	-	-	2,600	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Indirect cost	5710	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Advertising, Admin Fees, Contracted Svcs	5800	-	4,740	2,091	-	-	-	-	-	-	27,633	-	-	-	-	70,697	-	-
Building Remodeling, Furniture, Equipment	6000	194,688	-	500	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Student Financial Aid, Books, Supplies	7500	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Student Aid	7600	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Transfers	7400	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Unrestricted Reserve, Other Outgo	7390	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total		\$ 249,600	\$ 15,351	\$ 16,318	\$ 16,318	\$ 40,436	\$ 1,872,449	\$ 55,266	\$ 230,950	\$ 384,169	\$ 193,014							
Net Charge to General Fund		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,134,808	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Restricted General Fund
 Adopted Budget 2018-2019

	Object	-----EOPS-----							----- Financial Aid -----			Full-Time
		CARE	EOPS	GAIN	TANF	Region 4	Lifeline/MAA	FWSP	BFAP	Student Success		
Code												
Revenues:												
Federal	8100	\$ -	\$ -	\$ 154,535	\$ 50,618	\$ -	\$ -	\$ -	\$ 498,198	\$ -	\$ -	\$ -
State	8600	176,791	636,723	-	-	10,000	26,451	-	-	206,665	-	183,000
Local	8800	-	-	-	-	-	-	-	-	-	-	-
Fiscal Agent Pass Through	8900	-	-	-	-	-	-	-	-	-	-	-
Total		\$176,791	\$ 636,723	\$ 154,535	\$ 50,618	\$ 10,000	\$ 26,451	\$ 498,198	\$ 206,665	\$ 183,000		
Expenditures:												
Instructional Salaries	1000	-	237,143	48,583	-	-	-	-	-	-	-	
Non-Instructional Salaries	2000	34,738	152,360	28,351	-	-	-	87,808	71,483	-	-	
Employee Benefits	3000	19,772	225,434	77,601	-	-	-	44	99,155	-	-	
Instructional & Office Supplies, Meetings	4000	900	17,125	-	7,000	1,800	-	-	17,750	-	-	
Contracted Services, Speakers	5100	-	300	-	-	-	-	-	-	-	-	
Printing & Postage	5150	-	1,252	-	-	-	-	-	-	-	-	
Travel, Mileage	5210	3,000	10,351	-	15,300	8,200	-	-	3,500	-	-	
Memberships,Subscriptions, Insurance	5300	200	400	-	-	-	-	-	75	-	-	
Utilities	5500	-	-	-	-	-	-	-	-	-	-	
Rent & Leases, Repairs, Software,Utilities	5610	-	-	-	-	-	-	-	204	-	-	
Indirect cost	5710	-	-	-	-	-	-	-	-	-	-	
Advertising, Admin Fees, Contracted Svcs	5800	2,000	5,339	-	2,000	-	26,451	4,390	14,498	-	-	
Building Remodeling,Furniture,Equipment	6000	-	-	-	-	-	-	-	-	-	-	
Student Financial Aid, Books, Supplies	7500	116,181	146,595	-	7,650	-	-	405,956	-	-	183,000	
Other Student Aid	7600	-	-	-	18,668	-	-	-	-	-	-	
Other Transfers	7400	-	-	-	-	-	-	-	-	-	-	
Unrestricted Reserve, Other Outgo	7390	-	-	-	-	-	-	-	-	-	-	
Total		\$176,791	\$ 796,299	\$ 154,535	\$ 50,618	\$ 10,000	\$ 26,451	\$ 498,198	\$ 206,665	\$ 183,000		
Net Charge to General Fund		\$ -	\$ 159,576	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	

Restricted General Fund
 Adopted Budget 2018-2019

Object	----- Grants -----				RN Enrollment	Health Fee	Student Equity & Achievement	Student Equity & Achievement	CDTC	Science
	MESA	TRIO	AB104	Adult Ed						
Code					Growth	Services	Achievment	Achievment		Alive
Revenues:										
Federal	\$ -	\$ 383,341	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
State	118,686	-	883,775	-	154,000	-	1,225,633	632,594	-	-
Local	-	-	-	-	-	551,241	-	-	5,000	1,975
Fiscal Agent Pass Through	-	-	871,408	-	-	-	-	-	-	-
Total	\$ 118,686	\$ 383,341	\$ 1,755,183	\$ 154,000	\$ 154,000	\$ 551,241	\$ 1,225,633	\$ 632,594	\$ 5,000	\$ 1,975
Expenditures:										
Instructional Salaries	13,882	-	161,235	-	-	85,707	324,087	68,113	-	-
Non-Instructional Salaries	59,338	100,808	49,901	-	-	-	272,007	264,690	-	-
Employee Benefits	31,896	48,441	81,384	-	-	33,399	351,021	174,783	-	-
Instructional & Office Supplies, Meetings	36,694	167,040	131,419	-	103,102	251,916	187,844	-	-	1,975
Contracted Services, Speakers	5100	-	3,000	-	-	-	-	4,000	-	-
Printing & Postage	5150	1,500	-	-	-	400	-	2,000	-	-
Travel, Mileage	5210	5,087	16,000	-	15,500	1,400	30,720	5,382	-	-
Memberships, Subscriptions, Insurance	5300	399	-	-	1,775	200	27,906	-	-	-
Utilities	5500	-	-	-	-	-	-	-	-	-
Rent & Leases, Repairs, Software, Utilities	5610	1,538	-	-	-	550	8,000	-	-	-
Indirect cost	5710	1,942	-	-	5,923	-	-	-	370	-
Advertising, Admin Fees, Contracted Svcs	5800	-	19,275	-	-	-	-	-	-	-
Building Remodeling, Furniture, Equipment	6000	28,001	394,561	-	-	177,019	20,048	83,626	-	-
Student Financial Aid, Books, Supplies	7500	7,000	7,000	-	27,700	650	4,000	-	4,630	-
Other Student Aid	7600	-	20,000	-	-	-	-	-	-	-
Other Transfers	7400	-	-	-	-	-	-	-	-	-
Unrestricted Reserve, Other Outgo	7390	-	871,408	-	-	-	-	-	-	-
Total	\$ 158,877	\$ 383,341	\$ 1,755,183	\$ 154,000	\$ 154,000	\$ 551,241	\$ 1,225,633	\$ 632,594	\$ 5,000	\$ 1,975
Net Charge to General Fund	\$ 40,191	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Restricted General Fund
 Adopted Budget 2018-2019

	Object	California Completion		UCSC Access	Water Pathway	Title V Gavilan		STEM III	CTE Data Unlocked	Prop 39 Heating & Ventilation	CTE Strong Workforce	CTE Transitions
		Grant										
Revenues:												
Federal	8100	\$ -	\$ -	\$ -	\$ -	\$ 726,270	\$ 1,495,932	\$ -	\$ -	\$ -	\$ -	\$ 41,592
State	8600	78,000	-	-	-	-	-	50,000	14,267	-	1,740,904	-
Local	8800	-	-	-	153,616	-	-	-	-	-	-	-
Fiscal Agent Pass Through	8900	-	-	-	-	-	-	-	-	-	-	-
Total		\$ 78,000	\$ -	\$ 153,616	\$ 726,270	\$ 1,495,932	\$ 50,000	\$ 14,267	\$ 1,740,904	\$ 41,592		
Expenditures:												
Instructional Salaries	1000	-	-	-	-	147,094	260,732	-	-	-	112,682	-
Non-Instructional Salaries	2000	-	-	-	-	55,533	89,290	-	-	-	187,408	16,965
Employee Benefits	3000	-	-	-	-	105,835	173,209	-	-	-	139,000	9,777
Instructional & Office Supplies, Meetings	4000	-	-	-	-	40,675	146,033	-	-	-	-	900
Contracted Services, Speakers	5100	-	-	-	-	51,882	115,000	-	-	-	-	-
Printing & Postage	5150	-	-	-	-	-	-	-	-	-	-	-
Travel, Mileage	5210	-	-	-	-	4,000	8,000	-	-	-	-	3,379
Memberships, Subscriptions, Insurance	5300	-	-	-	-	1,000	-	-	-	-	-	-
Utilities	5500	-	-	-	-	-	-	-	-	-	-	-
Rent & Leases, Repairs, Software, Utilities	5610	-	-	-	-	-	-	-	-	-	-	3,200
Indirect cost	5710	-	-	-	-	-	-	-	-	-	-	3,288
Advertising, Admin Fees, Contracted Svcs	5800	-	-	-	153,616	320,251	659,203	50,000	14,267	-	998,876	4,083
Building Remodeling, Furniture, Equipment	6000	-	-	-	-	-	44,465	-	-	-	302,938	-
Student Financial Aid, Books, Supplies	7500	78,000	-	-	-	-	-	-	-	-	-	-
Other Student Aid	7600	-	-	-	-	-	-	-	-	-	-	-
Other Transfers	7400	-	-	-	-	-	-	-	-	-	-	-
Unrestricted Reserve, Other Outgo	7390	-	-	-	-	-	-	-	-	-	-	-
Total		\$ 78,000	\$ -	\$ 153,616	\$ 726,270	\$ 1,495,932	\$ 50,000	\$ 14,267	\$ 1,740,904	\$ 41,592		
Net Charge to General Fund		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Restricted General Fund
 Adopted Budget 2018-2019

	Object	Basic Skills	Student Equity & Achievement	Basic Skills Student Outcomes	VTEA	Total
	Code					
Revenues:						
Federal	8100	\$ -	\$ -	\$ -	\$ 128,288	\$ 3,902,738
State	8600	141,964	68,448	792,864	-	9,350,995
Local	8800	-	-	-	-	1,226,045
Fiscal Agent Pass Through	8900	-	-	-	-	871,408
Total		\$ 141,964	\$ 68,448	\$ 792,864	\$ 128,288	\$ 15,351,185
Expenditures:						
Instructional Salaries	1000	39,480	-	168,510	-	2,563,227
Non-Instructional Salaries	2000	18,968	-	24,107	16,965	2,423,702
Employee Benefits	3000	56,974	-	75,813	9,777	2,707,169
Instructional & Office Supplies, Meetings	4000	26,542	-	-	30,368	1,241,441
Contracted Services, Speakers	5100	-	-	-	-	242,265
Printing & Postage	5150	-	-	-	-	14,034
Travel, Mileage	5210	-	-	-	14,200	197,924
Memberships, Subscriptions, Insurance	5300	-	-	-	7,700	40,530
Utilities	5500	-	-	-	-	54,912
Rent & Leases, Repairs, Software, Utilities	5610	-	-	-	-	23,592
Indirect cost	5710	-	-	-	6,414	37,212
Advertising, Admin Fees, Contracted Svcs	5800	-	68,448	524,434	6,000	4,549,929
Building Remodeling, Furniture, Equipment	6000	-	-	-	36,864	642,005
Student Financial Aid, Books, Supplies	7500	-	-	-	-	1,051,805
Other Student Aid	7600	-	-	-	-	65,042
Other Transfers	7400	-	-	-	-	871,408
Unrestricted Reserve, Other Outgo	7390	-	-	-	-	-
Total		\$ 141,964	\$ 68,448	\$ 792,864	\$ 128,288	\$ 16,726,197
Net Charge to General Fund		\$ -	\$ -	\$ -	\$ -	\$ 1,375,012

**Personnel
Unrestricted General Fund**

INSTRUCTIONAL PROGRAMS - ALL FACULTY - UNRESTRICTED			
	Budget FY 16/17	Budget FY 17/18	Budget FY 18/19
LIFE SCIENCES - UNRESTRICTED			
Biology	2.00	2.00	2.00
Zoology	0.00	0.00	0.00
Anatomy	0.00	0.00	0.00
Microbiology	1.00	1.00	1.00
Ecology	0.00	0.00	0.00
TOTAL	3.00	3.00	3.00
NATURAL SCIENCES - UNRESTRICTED			
Physical Science	0.00	0.00	0.00
Physics	1.00	1.00	1.00
Chemistry	1.00	1.00	1.00
TOTAL	2.00	2.00	2.00
SOCIAL SCIENCES - UNRESTRICTED			
Anthropology	1.00	1.00	1.00
Psychology	1.00	1.00	1.00
History	2.00	2.00	2.00
Sociology	1.00	1.00	1.00
Political Science	1.00	1.00	1.00
Admin of Justice	1.00	1.00	1.00
Child Development	1.00	1.00	1.00
TOTAL	8.00	8.00	8.00
ENGLISH - UNRESTRICTED			
English	6.40	6.40	6.40
English Comp	0.60	0.60	0.60
Humanities	0.00	0.00	0.00
Remedial English	0.60	0.60	0.60
Comparative Literature	0.00	0.00	0.00
Remedial Reading	0.00	0.00	0.00
Reading and Writing	0.00	0.00	0.00
TOTAL	7.60	7.60	7.60
ESL - UNRESTRICTED			
ESL	3.30	3.30	3.30
TOTAL	3.30	3.30	3.30
FINE ARTS - UNRESTRICTED			
Speech Debate	0.00	0.00	0.00
Speech Communication	2.00	2.00	2.00
Journalism	0.00	0.00	0.00
Art	1.00	1.00	1.00
Studio Art	1.00	1.00	1.00
Music/Music Theory	2.00	2.00	2.00
Dramatic Arts	0.00	0.00	0.00
Spanish	2.00	2.00	2.00
Philosophy	0.00	0.00	0.00
Theatre	1.00	1.00	1.00
TOTAL	9.00	9.00	9.00
MATHEMATICS - UNRESTRICTED			
Math	3.70	3.70	3.70
TOTAL	3.70	3.70	3.70
TOTAL FACULTY - UNRESTRICTED	33.60	33.60	33.60

CLASSIFIED PERSONNEL - UNRESTRICTED			
	Budget FY 16/17	Budget FY 17/18	Budget FY 18/19
INSTRUCTIONAL PROGRAMS - UNRESTRICTED			
Business Building Tech	1.00	1.00	1.00
Athletics	1.50	1.50	1.50
Aviation Tech	0.625	0.625	0.625
Dramatic Arts	1.00	1.00	1.00
Chemistry	0.88	0.88	2.25
Biotechnology	0.50	0.50	0.50
Cosmetology	0.50	0.50	0.50
ESL	0.50	0.50	0.50
Health Education	2.00	2.00	2.00
Curriculum	1.00	1.00	1.00
Academic Admin	2.38	2.38	2.38
Learning Center	0.75	0.75	0.75
Library	4.00	4.00	4.00
Media Services	2.30	2.30	2.00
Tutoring	0.00	0.00	0.60
Computer Place	1.00	1.00	1.00
ESL Tutoring	0.75	0.75	0.75
Math Tutoring	0.50	0.50	0.50
Writing Center	0.50	0.50	0.50
TOTAL	21.68	21.68	23.36
STUDENT SUPPORT SERVICES - UNRESTRICTED			
Admissions & Records	5.00	5.00	5.00
Off Site Services	2.00	2.00	2.00
Financial Aid	1.50	1.50	1.50
Transfer Center	0.25	0.25	0.25
Enrollment Management	1.00	1.00	1.00
Student Assessment	1.00	1.00	1.00
Public Information Office	0.80	0.80	1.00
Community Development and Grants Mgmt	0.95	0.95	0.95
TOTAL	12.50	12.50	12.70
ADMINISTRATIVE SUPPORT - UNRESTRICTED			
Custodial	7.750	8.750	9.500
Maintenance	1.90	2.90	3.00
Grounds	4.00	4.00	4.00
Business Services	6.875	7.875	7.875
Management Info Systems	6.00	7.00	8.00
Reprographics	1.00	1.00	1.00
Switchboard/Eve Sec/Mail room	0.50	0.50	0.50
Receiving	1.00	1.00	1.00
Security	3.65	2.65	4.40
Community Development and Grants Mgt	1.00	1.00	1.00
Facilities Use Scheduler	1.00	1.00	1.00
TOTAL	34.68	37.68	41.28
TOTAL CLASSIFIED - UNRESTRICTED	68.86	71.86	77.33

**Personnel
Unrestricted General Fund**

INSTRUCTIONAL PROGRAMS - ALL FACULTY - UNRESTRICTED			
	Actual	Actual	Budget
	FY 16/17	FY 17/18	FY 18/19
BUSINESS - UNRESTRICTED			
Accounting	1.00	1.00	1.00
Business Mgmt	0.00	0.00	0.00
Business Off Tech	0.00	0.00	0.00
Economics	1.00	1.00	1.00
Data Processing	0.00	0.00	0.00
TOTAL	2.00	2.00	2.00
COMPUTER SCIENCES - UNRESTRICTED			
CSIS/Digital Media	3.00	3.00	3.00
TOTAL	3.00	3.00	3.00
ALLIED HEALTH - UNRESTRICTED			
Health Education	0.20	0.20	0.20
Registered Nursing	1.30	1.30	1.30
Licensed Voc Nurse	2.00	2.00	2.00
Health Admin	0.50	0.50	0.50
TOTAL	4.00	4.00	4.00
VOCATIONAL/TECHNICAL - UNRESTRICTED			
Vocational Technical	4.00	4.00	4.00
Library	2.80	2.80	2.80
Curriculum	0.20	0.20	0.20
Staff Dev	0.20	0.20	0.20
Kinesiology	3.80	3.80	3.80
Faculty Senate	0.40	0.40	0.40
Counseling	4.00	4.00	4.00
Health/Safety	0.30	0.30	0.30
Special Project	0.00	0.00	0.00
TOTAL	15.70	15.70	15.70
TOTAL FACULTY UNRESTRICTED	61.30	61.30	61.30

NON-FACULTY PERSONNEL - UNRESTRICTED			
	Actual	Budget	Actual
	FY 16/17	FY 17/18	FY 18/19
CONFIDENTIAL/SUPERVISORY - UNRESTRICTED			
President/Board of Trustees	2.00	2.00	2.00
Instructional Programs	2.00	2.00	2.00
Student Support	5.15	5.15	5.15
Administrative Services	9.50	8.50	10.00
TOTAL	18.65	17.65	19.15
ADMINISTRATION - UNRESTRICTED			
President/Board of Trustees	1.00	1.00	1.00
Instructional Programs	3.85	3.85	3.85
Student Support	1.70	1.70	2.00
Administrative Services	1.00	2.00	2.00
TOTAL	7.55	8.55	8.85
TOTAL NON FACULTY UNRESTRICTED	95.06	98.06	105.33
GRAND TOTAL UNRESTRICTED FUND	156.36	159.36	166.63

**Personnel
Restricted General Fund**

	Actual FY16/17	Actual FY17/18	Budget FY 18/19
INSTRUCTIONAL PROGRAMS - ALL FACULTY - RESTRICTED			
Administration of Justice	0.00	0.00	0.00
Child Development Center	0.00	0.00	0.00
Disability Resource Center (DRC)	8.00	8.00	9.00
Extended Opportunities Programs & Services	2.00	2.00	2.00
Health Services	0.70	0.70	0.70
Matriculation	0.00	0.00	0.00
Regional Occupational Program (ROP)	0.00	0.00	0.00
STEM Grant	3.10	3.10	3.10
Title V - CTE	1.00	1.00	1.00
Title V - Gavilan	2.40	2.40	2.40
TOTAL	17.20	17.20	18.20
CLASSIFIED PERSONNEL - RESTRICTED			
Biotechnology	0.00	0.00	0.00
Child Development Center	3.00	3.00	3.00
Carpentry	1.00	1.00	1.00
Community Education	2.00	2.00	2.00
Community Development and Grants Management	0.05	0.05	0.05
Disabilities Resource Center	9.35	9.35	9.35
Extended Opportunities Programs & Services	4.00	4.00	4.00
Financial Aid	2.50	2.50	2.50
Matriculation	2.00	2.00	2.00
MESA	0.00	0.00	0.00
Parking Fund	0.75	0.75	0.75
Regional Occupational Program (ROP)/VATEA	0.00	0.00	0.00
STEM	1.00	1.00	1.00
Student Center Fund	1.10	1.10	1.10
Title V	1.50	1.50	1.50
Institutional Research	0.00	0.00	2.00
TRIO Grant	0.00	0.00	0.00
TOTAL	28.25	28.25	30.25
CONFIDENTIAL/SUPERVISORY PERSONNEL - RESTRICTED			
CalWORKS	1.00	1.00	1.00
Child Development Center	0.00	0.00	0.00
Community and Contract Education	0.00	0.00	0.00
Matriculation	0.30	0.30	0.30
MESA Director	1.00	1.00	1.00
Parking Fund	0.00	0.00	0.00
TRIO Director	0.00	0.00	0.00
Institutional Research	0.05	0.05	2.00
TOTAL	2.35	2.35	4.30
ADMINISTRATIVE AND SUPPORT SERVICES - RESTRICTED			
Title V Hartnell	0.00	0.00	0.00
Disability Resource Center	1.00	1.00	1.00
Extended Opportunities Programs & Services	1.00	1.00	1.00
Special Projects	0.00	0.00	0.00
HSIAC	0.00	0.00	0.00
Title V CTE	0.65	0.65	0.65
Basic Skills	0.00	0.00	1.00
Matriculation	0.30	0.30	0.30
Small Business Development Center	0.00	0.00	0.00
TOTAL	2.95	2.95	3.95
GRAND TOTAL - RESTRICTED FUND	50.75	50.75	56.70

GLOSSARY

Administrators/Supervisors	Those employees responsible for managing the operations of the college and provide direction and leadership to all functions of the college.
Base Revenue	State apportionment revenue from the prior fiscal year plus increases for growth revenue, cost of living allowances and program improvement funds.
COLA	Cost of Living Allowance - a percentage increase applied to State of California apportionment revenue to offset expenditure increases in salaries and benefits, supplies and materials, and purchased services.
CSEA	California State Employees Association - The representative organization for all classified employees other than those who serve as confidential or supervisory employees.
Certificated Employee	An academic employee for which minimum qualifications have been established by the board of governors pursuant to <i>California Education Code</i> Section 87356. Prior to 1990 an academic employee was required to meet minimum qualifications established for each academic discipline and upon completion, was issued a <i>certificate</i> .
Classified Employee	Classified employees provide professional, technical, and clerical support services that support classroom instruction and maintain the college. A classified employee is an employee defined by <i>California Education Code</i> Section 88001 as an employee in a position that has a designated title, a regular minimum number of assigned hours per day, days per week, and months per year, a specific statement of duties required to be performed by the employees in each position, and has a regular monthly salary defined by a salary range for each position.
Confidential Employee	These employees are not represented by a bargaining unit and are either responsible for the management of specific support functions or serve in positions where confidentiality regarding negotiations is required.
FTES	Full Time Equivalent Student
GCFA	Gavilan College Faculty Association
JPA	Joint Powers Authorities - an organization formed by governmental entities, including community colleges for the purpose of providing services that each individual entity has the ability to provide.

**Gavilan Joint Community College District
Budget Planning Calendar for FY 2018 - 19**

<u>Deadline Date</u>	<u>Event</u>	<u>Responsible Party</u>
November 2017		
November 1	Input of program plans and budget requests completed.	Staff
November 14	Approval of budget calendar for 2018-19	Board of Trustees
December 2017		
December 12	Approval of financial audit for 2016-17	Board of Trustees
December 15	Complete review/rank of program plans with budget requests	Managers, Supervisors, and Deans
December 29	Complete 90% of adjunct salary assignments	Deans
January 2018		
January 8	Governor's Budget Proposal for 2018-19 is released	Governor
January 8	Cabinet complete review/ranking of program plans	Cabinet
January 9	Completion of Board of Trustee goals	President / Board of Trustees
January 19	Distribute FY 2018-19 position control file (Group 1 and 2), all positions, all departments, all funds for permanent and non-permanent staff to Cabinet for review.	AVP, Human Resources & Labor Relations
January 17	State budget workshop-Sacramento	Cabinet and AVP, Business Services & Security
January 27	Distribute FY 2018-19 budget line item detail for other expenditures (4/5/6's) for all departments/all funds to Cabinet for review	Vice President of Administrative Services and AVP, Business Services & Security
January 31	Program plan and budgets requests loaded into database	Webmaster
February 2018		
February 8	Mid-year review of budget to actual expenditures, all funds for FY 2017-18	Vice President of Administrative Services and AVP, Business Services & Security
February 12	Development of Strategic Plan (Budget Guidelines)	President

<u>Deadline Date</u>	<u>Event</u>	<u>Responsible Party</u>
February 16	Begin prioritization process of program plans with budget requests	College Budget Committee
February 19	Reconciliation of position control file, (Group 1 and 2), all positions, all departments, all funds due to Director of Human Resources	Cabinet
February 23	Budget line item detail for other expenditures (4/5/6's) for all departments/all funds to the VP of Administrative Services	Cabinet

March 2018

March 5	FY 2018-19 position control file, (Group 1 and 2) projections (Version #1) due to AVP, Business Services & Security	AVP, Human Resources & Labor Relations
March 14	Approval of FY 2018-19 Budget Guidelines (Strategic Plan)	President's Council
March 16	Submit prioritized program plans with budget requests to President's Council	College Budget Committee
March 19	Revenue and expenditures calculations; general fund only (Exhibit 2, Version #1) due to Cabinet	AVP, Business Services & Security and AVP, Human Resources & Labor Relations
March 19	Final deadline for changes to the Tentative Budget document due to VP of Administrative Services	Cabinet
March 26	Program plans with budget requests recommendation to President	President's Council
March 30	Review revenue and expenditure calculations with Board and College Budget Committees	AVP, Business Services & Security

April 2018

April 6	Cost out summer/fall class schedule	Vice President of Instructional Services, Vice President of Student Services, and Deans
April 10	FY 2018-19 Strategic Plan to Board of Trustees	President
April 16	Revenue and expenditures calculation; all funds (Exhibit 2, Version #2) due to Cabinet	AVP, Business Services & Security and AVP, Human Resources & Labor Relations
April 20	Final status of prior year Budget Guidelines to VP of Administrative Services	President
April 25	Board and College Budget Committee review of Tentative Budget document	AVP, Human Resources & Labor Relations

<u>Deadline Date</u>	<u>Event</u>	<u>Responsible Party</u>
April 30	Final revenue and expenditures calculation; all funds (Exhibit 2, Version #3) due to VP Admin. Services	AVP, Business Services & Security and AVP, Human Resources & Labor Relations
May 2018		
May 14	Governor's May revise with district review	Cabinet
May 28	Complete Tentative Budget to printer	Vice President of Administrative Services
May 30	Re-review of prioritized program plans with budget requests in light of May revise revenue assumptions and expenditures	College Budget Committee
June 2018		
June 12	Tentative Budget adopted by Board of Trustees	Board of Trustees
June 29	Preliminary financial and compliance audit	Vice President of Administrative Services, AVP, Business Services & Security, various program managers, VPs, and Deans
July 2018		
July 11	Re-review of prioritized program plans with budget requests in light of actual Budget Act revenue assumptions and expenditures	College Budget Committee
July 17	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
July 31	Changes in budget line item detail for other expenditures (4/5/6's) department budgets, all funds due to VP of Administrative Services	Cabinet
August 2018		
August 1	State budget workshop	Cabinet and AVP, Business Services & Security
August 13	Revise Tentative Budget for Final Budget	AVP, Business Services & Security
August 14	Board Budget Committees review of Final Budget (College Committee does not meet in the summer)	AVP, Business Services & Security

<u>Deadline Date</u>	<u>Event</u>	<u>Responsible Party</u>
August 17	Categorical year-end close, FY 2017-18	AVP, Business Services & Security
August 31	Complete Final Budget to printer	Vice President of Administrative Services
August 31	All funds year-end close, FY 2017-18	AVP, Business Services & Security

September 2018

September 11	Review Final Budget with College Budget Committee	AVP, Business Services & Security
September 18	Database available for input of FY 2018-19 program plans with or without budget requests.	Staff
September 22	Final financial and compliance audit	Vice President of Administrative Services, Director Business Services, various program managers, VPs, and Deans

October 2018

October 31	Draft Audited 2017-18 Financial Statements Review	Vice President of Administrative Services, Director Business Services
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November 2018

November 13	Approval of budget calendar for 2019-20	Board of Trustees
November 9	Input of program plans and budget requests completed.	Staff
November 16	Board and College Budget Committees development of FY 2019-20 budget calendar	AVP, Business Services & Security
November 26	Cost out intersession/spring class schedule	Vice President of Instructional Services, Vice President of Student Services, and Deans

December 2018

December 5	Complete review/rank of program plans with budget requests	Managers, Supervisors, and Deans
December 11	Approval of financial audit for 2017-18	Board of Trustees
December 17	Complete 90% of adjunct salary assignments	Deans

<u>Deadline Date</u>	<u>Event</u>	<u>Responsible Party</u>
January 2019		
January 7	Cabinet complete review/ranking of program plans with budget requests.	Cabinet
January 8	Completion of Board of Trustees goals	President / Board of Trustees
January 16	State budget workshop, Sacramento	Cabinet
January 25	Distribute FY 2019-20 position control file (Group 1 and 2), all positions, all departments, all funds for permanent and non-permanent staff to Cabinet for review.	Director Human Resources
January 31	Distribute FY 2019-20 budget line item detail for other expenditures (4/5/6's) for all departments/all funds to Cabinet for review	Vice President of Administrative Services and AVP, Business Services & Security

GAVILAN JOINT COMMUNITY COLLEGE DISTRICT

Budget Guidelines

FY 2018 - 2019

This budget guideline document is designed to identify the funding priorities for FY 2017-2018 as established through the Strategic Plan and Board Goals. These budget guidelines are derived from several planning documents. The planning documents include the college's strategic plan and the annual goals established by the Board of Trustees. Other priorities in need of resource allocations are also included although they may not specifically fall under one major strategy or board priority. In developing the budget, resources will be allocated to the extent that funds are available.

This document will also be used to report on the effectiveness of the resources allocated within the fiscal year on activities made possible through resource allocations. An assessment section will be added under each goal that summarizes whether the college received the benefits it was expecting when allocating these resources. Refer to **Attachment C** for an evaluation of the effectiveness of resource allocations in the prior year.

In developing the Tentative Budget the first priority is to allocate sufficient resources to maintain those functions that support the mission of the college so that high quality instructional services can be offered to students. A number of permanent fixed costs exist throughout the college. The budget reflects those commitments and contractual obligations.

The Strategic Plan Fiscal Years 2017/18 – 2021/22 has been updated and approved by the Board of Trustees at the December 12, 2017 Board meeting. The Board of Trustees goals for the calendar year 2017 are identified in Section 1.

Gavilan College Mission Statement: The mission of the Gavilan Joint Community College District was revised and adopted in BP 1200 District Mission:

Gavilan College cultivates learning and personal growth in students of all backgrounds and abilities through innovative practices in both traditional and emerging learning environments; transfer pathways, career and technical education, developmental education, and support services to prepare students for success in a dynamic and multicultural world.

The mission is evaluated and revised on a regular basis.

Section 1 – Strategies from Strategic Plan Fiscal Years 2017/18 – 2021/22

STRATEGY #1

Optimize enrollment, course offerings, and services to reflect the findings of the 2017 Educational Master Plan (EMP).

Goal #1 Create an institutional approach to offer and integrate student outreach activities, recruitment, assessment, orientation, counseling, retention and follow-up efforts, with particular attention to educationally under-represented student populations as reflected in the demographic information of the EMP.

December 12, 2017

- Goal #2 Strengthen career programs by participating in regional career technical education collaboratives and initiatives from the Chancellor's Office.
- Goal #3 Assess course and program offerings with a strategic emphasis on Transfer Model Curriculum (AA/AS-Ts) and Guided Pathways.
- Goal #4 Support programs that bridge pre-collegiate credit/non-credit courses and other learning support options intended to prepare students for entry into basic skills, transfer, and career technical programs.
- Goal #5 Evaluate alternate delivery of courses and services such as online, hybrid, and dual and concurrent enrollment. Develop comprehensive distance education plan based on data from EMP.
- Goal #6 Use data to plan a complete general education transfer pattern of courses and appropriate basic skills and career technical courses at the Hollister, Coyote Valley and Morgan Hill facilities, and the Gilroy campus in the afternoons, evenings and weekends.

STRATEGY #2

Increase student completion and meet institutional goals, improve student services and enhance curriculum and programs.

- Goal #1 Increase student, institutional and programmatic outcomes as defined by Institutional Effectiveness, Equity, and other college benchmarks.
- Goal #2 Assess Service Area and Student Learning results to inform program plans, make program improvements, and determine resource allocation.
- Goal #3 Develop professional development activities for faculty and staff to improve teaching, curriculum, and service delivery across campus.
- Goal #4 Evaluate gaps in student outcomes and identify and implement programs and services to increase student achievement.

STRATEGY #3

Provide students with expanded and upgraded facilities that support the campus and community needs as defined by the Facilities Master Plan.

- Goal #1 Complete new Facilities Master Plan to develop Fairview Corners, expand Coyote Valley Center, replace failing infrastructure and provide for new/upgraded educational & support facilities at the Gilroy main campus.
- Goal #2 Develop a campaign to successfully pass a district wide General Obligation Bond in November 2018.
- Goal #3 Complete facility projects currently in progress which includes final Measure E General Obligation Bond projects.
- Goal #4 Complete all accreditation substantive change requirements for San Martin and Coyote Valley sites.

STRATEGY #4

Recruit and develop employees to foster success for our diverse students.

- Goal #1 Maintain a competitive compensation package to ensure the attraction and retention of quality employees.
- Goal #2 Assess professional development needs for employees and provide training opportunities.
- Goal #3 Revise the College's Equal Opportunity Employment Plan and include initiatives that promote diversity and provide educational benefits to students.

STRATEGY #5

Foster a college culture of engagement and excellence through integrated planning, improved communication, coordination, collaboration, and participation.

- Goal #1 Improve internal communication through the creation of a district internal communication plan.
- Goal #2 Improve communication to external constituents of the college to promote the value Gavilan College brings to residents of Santa Clara and San Benito Counties.
- Goal #3 Improve integration of instruction, student services, and college operations to build collaboration at every level and meet student achievement objectives.
- Goal #4 Foster a culture of cross-disciplinary discussions with special attention to the inclusion of students, classified staff and part-time faculty.
- Goal #5 Integrate planning and activities across the master, strategic, and operational levels.
- Goal #6 Build an environment that supports participation of all constituent groups in participatory governance.

STRATEGY #6

Commitment to the practice of continuous quality improvement in accordance with accreditation standards.

Goal #1 Through structured planning, engage college constituents in reflection, research and evaluation in the writing of the college's pre-accreditation visit Institutional Self- Evaluation Report (ISER).

Goal #2 Informed by the ISER, plan to focus on one to two projects for the required Quality Focus Essay (QFE) with evidence and assessment.

Goal #3 Create a formal continuous quality improvement process.

GAVILAN JOINT COMMUNITY COLLEGE DISTRICT

Status of Previous Budget Guidelines

Strategic Plan FY 2017-18 through 2021-22

Updated January 17, 2018

The purpose of this document is to report on the effectiveness of the resources allocated within the 2017-2018 fiscal year on activities made possible through resource allocations. The assessment section under each goal summarizes whether the college received the benefits it was expecting when allocating these resources. Evaluating the effectiveness of resource allocations has occurred in previous years. Additional baseline data and identification of elements to be evaluated will be necessary in order to make definite conclusions about the effectiveness of resource allocations in future planning updates.

Gavilan College Mission Statement: The mission of the Gavilan Joint Community College District was revised and adopted in BP 1200 District Mission:

Gavilan College cultivates learning and personal growth in students of all backgrounds and abilities through innovative practices in both traditional and emerging learning environments; transfer pathways, career and technical education, developmental education, and support services to prepare students for success in a dynamic and multicultural world.

The mission is evaluated and revised on a regular basis.

	Comments on Status	Responsible Review Parties
<u>Strategy 1</u>		
Optimize enrollment, course offerings, and services to reflect the findings of the 2017 Educational Master Plan (EMP).		

<p>Goal 1</p>	<p>Create an institutional approach to offer and integrate student outreach activities, recruitment, assessment, orientation, counseling, retention and follow-up efforts, with particular attention to educationally under-represented student populations as reflected in the demographic information of the EMP.</p>	<p>The Noncredit Division has increased its in-reach into underrepresented communities with peer advisors, marketing, and locating classes in targeted neighborhoods. CTE, Community Education, and Noncredit have collaborated to add additional career and vocational opportunities to the Community Education's annual marketing publication.</p> <p>The Student Services Division sponsored first annual Super Saturday event in May 2017, and was highly successful in showcasing College to local area seniors. More than 200 graduating seniors participated in event, completing enrollment steps for fall 2017. Planning is underway for second annual event, May 5, 2018.</p> <p>With the completion of upgrades to Administration and Student Services building completed in May 2017, integration of admissions and financial aid offices into common space has strengthened</p>	<p>K. Moberg, E. Cervantes, C. Whitney</p> <p>V. Martinez - added</p>
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		academic standing to be provided in a timely manner for follow up contact to students.	
Goal 2	Strengthen career programs by participating in regional career technical education collaboratives and initiatives from the Chancellor's Office.	<p>Gavilan CTE division participates in a variety of collaboratives and initiatives from the Chancellor's Office. For example: VTEA, CTE Transitions, SWP.</p> <p>The Gavilan Regional Adult Career and Education Services Consortium collaborates with other Adult Education providers and community-based agencies to develop and support short term vocational programs.</p>	S. Carr
Goal 3	Assess course and program offerings with a strategic emphasis on Transfer Model Curriculum (AA/AS-Ts) and Guided Pathways.	<p>The College's Guided Pathways effort is underway with the establishment of a task force and completion of the CCCCO self-assessment. In Spring 2018, work groups will begin planning and implementation work.</p> <p>Child Development is one of the first programs to lead the campus in developing a pilot of the Guided Pathways model.</p> <p>Cohorts of STEM students are participating in Guided pathways through the STEM grant, and STEM faculty participated in an all day retreat where pathways were mapped. The Accreditation QFE will spell out a five year plan for Guided pathways.</p>	R. Brown, S. Carr, F. Lozano

		<p>The Education Master Plan as well as several trend analyses by major and degree have provided information to decision-makers about various program performance metrics and new possibilities for future planning.</p>	<p>P. Wruck</p>
<p>Goal 4</p>	<p>Support programs that bridge pre-collegiate credit/non-credit courses and other learning support options intended to prepare students for entry into basic skills, transfer, and career technical programs.</p>	<p>CTE works with non credit and workforce development regularly to develop new programs and create seamless pathways for students.</p> <p>The Noncredit program has increased its contacts with students so as to build educational plans for transitions into further education and training. Noncredit peer advisors are increasing the touch points students experience by visiting all community-based classes on a regular basis. At K-12 Adult Schools, Non-credit counselors will be providing weekly visits for students making transitions from adult education programs.</p> <p>A collaborative group has been regularly meeting with CTE representatives from each of the high school districts, Noncredit, Community Education, and CTE. The group has developed a marketing plan to increase high school vocational students' awareness of CTE and vocational opportunities at Gavilan College and other community colleges.</p> <p>The ESL Department has created mirrored classes in the Non-credit program that allow broad numbers of students to participate in language development with opportunities to move into basic</p>	<p>R. Brown, S. Carr, F. Lozano</p>

		<p>skills courses. Vocational ESL classes help prepare students for Career Technical pathways.</p> <p>RPIE has developed a variety of tools used for tracking the progress of students through these content levels, enabling program administrators and faculty to evaluate the effectiveness of their efforts</p> <p><i>The CalWORKs and Fresh Success programs work closely with Non-Credit, CTE, and Contract and Community Education to provide supportive services to students in common such as textbook vouchers, required tools and materials, transportation assistance, ed-plan development and tracking and case management.</i></p>	<p>P. Wruck</p>
<p>Goal 5</p>	<p>Evaluate alternate delivery of courses and services such as online, hybrid, and dual and concurrent enrollment. Develop comprehensive distance education plan based on data from EMP.</p>	<p>CTE now offers the High Step program to 5 local high schools. Other forms of dual enrollment options are currently in discussions with MHUSD.</p> <p>Supported by the Title V grant, seventeen faculty have completed the intensive Distance Education (DE) training project, which is focused on preparing instructors to offer engaging and effective DE courses.</p> <p>Hybrid courses have shown the greatest development in Liberal Arts and Sciences. The Distance Education Committee is assessing online</p>	<p>P. Wruck, F. Lozano, S. Carr</p>

		<p>development given the California State Online Education Initiative consolidation plan as well as the proposed independent online university. Biology classes will be offered in Hollister through partnership with San Benito High School.</p> <p>The instructional Deans, new VPAA, DE faculty, and the dean of RPIE will collaboratively create a single DE plan based upon the demographic findings from the EMP. Included in the plan will be multifaceted evaluation strategy, including evaluation of course success rates as well as fiscal sustainability. Additionally, as a part of work on Guided Pathways, the plan will need to evaluate whether our DE offerings constitute a complement to our face to face instruction or whether DE itself could be the primary basis for a degree. In either case, a systematic approach to the courses offered to achieve the goal is required.</p>	<p>P. Wruck</p>
<p>Goal #6</p>	<p>Use data to plan a complete general education transfer pattern of courses and appropriate basic skills and career technical courses at the Hollister, Coyote Valley and Morgan Hill facilities, and the Gilroy campus in the afternoons, evenings and weekends.</p>	<p>CTE and LAS have developed a 2 year AJ-AST program scheduled to begin Fall 2018 at the Coyote site. Data provided the scope and of the program including courses, schedule and format.</p> <p>The Scheduling Summit of Fall 2017 helped identify areas where courses were needed and opened up the 7:30 a.m. start time to expand offering. The Hollister evening program has been expanded through the partnership with San Benito High School where four courses will be offered in Spring 2018.</p>	<p>P. Wruck, S. Carr, L. Bernabe, J. Rodriguez, K. Moberg, F. Lozano</p>

		<p>Students are surveyed every Fall semester at the sites for input on courses they would like to see offered.</p> <p>A college-wide student scheduling preferences survey was conducted last academic year. This informed scheduling decisions within the last 12 months as well as the findings presented in the EMP.</p> <p>Additionally, a new Enrollment Management Plan and a reconstituted Enrollment Management Team are in place and moving forward to improve scheduling for the next (summer/fall) cycle.</p>	P. Wruck
<u>STRATEGY #2</u>			
<i>Increase student completion and meet institutional goals, improve student services and enhance curriculum and programs.</i>			
Goal #1	Increase student, institutional and programmatic outcomes as defined by Institutional Effectiveness, Equity, and other college benchmarks.	<p>The Institutional Effectiveness Committee process is undergoing an update to review more closely program and course effectiveness.</p> <p>The equity committee is undergoing reporting for each funded equity area that includes an assessment, outcomes, and narrative descriptions. In addition, an Integrated Plan Including Basic Skills, Equity and S.S.P., was developed to further align institutional efforts and outcomes</p>	P. Wruck, E. Cervantes, C. Cisneros, B. Boeding

		<p>The Veterans Resource Center (VRC) hired a full time veterans counselor to provide veterans specific counseling services within the VRC. The VRC will complete a student survey in the spring 2018 semester to assess and improve veterans services on campus.</p> <p>A full time Foster Youth and Calworks counselor was hired to provide the underrepresented populations with specific counseling services to meet their academic needs.</p> <p>The Accessible Education Center surveyed students at the off-sites (Hollister and Morgan Hill) to assess the level of need for improved services for students with disabilities.</p> <p>RPIE has conducted a comprehensive quantitative analysis of several support service programs, including EOPS, CaWORKS, and supplemental instruction. AEC is the next program to be evaluated. Results of these analyses will be made widely available as completed.</p>	<p>P. Wruck</p>
<p>Goal #2</p>	<p>Assess Service Area and Student Learning results to inform program plans, make program improvements, and determine resource allocation.</p>	<p>In progress. 17-18 SAOs will be a baseline.</p> <p>The program plan process will be revisited this year to better align the process with the current program review process and explicitly tie programmatic and strategic goals into the annual program plans in a manner not previously considered. This includes revising the scoring</p>	<p>K. Moberg, P. Wruck, F. Harris P. Wruck</p>

		<p>metrics. As a part of this discussion, particular attention will be given to strategies for integrating the program plans into other operational activities on campus, turning them into “living documents.”</p> <p><i>CalWORKs and Fresh Success developed and conducted a satisfaction and interest survey to students during fall 2017 term. We will use this as a baseline to improve service delivery as well as identify what services are most valuable to students.</i></p>	
Goal #3	Develop professional development activities for faculty and staff to improve teaching, curriculum, and service delivery across campus.	<p>Student Services was surveyed for training needs. Training schedule will be implemented spring 18. The Counseling department has created a manual in iLearn for all counselors. A follow up survey will be given after spring semester to see what additional training or refreshers of old material are needed.</p> <p>RPIE has created a proposal for a new employee mentoring program (with no direct costs), based upon a model used at Korn Ferry, that will be presented to HR for consideration in the coming months.</p>	<p>E. Ramones, K. Moberg, F. Harris</p> <p>P. Wruck</p>
Goal #4	Evaluate gaps in student outcomes and identify and implement programs and services to increase student achievement.	Noncredit is developing tools using the Gavdata platform to track student success and transitions in order to evaluate and improve its services.	<p>P. Wruck, F. Lozano, S. Carr, R. Brown</p>

The English Department is introducing its comprehensive acceleration plan this Spring, and Math has added Boot Camps and acceleration courses each semester in accordance with the Basic Skills Outcomes Transformation grant. 14 staff members will attend the California Acceleration Project conference this Spring. Supplemental Instruction is provided in Math and English, and multiple measures placement begins Spring 2018.

P. Wruck

In the last year, RPIE has published several reports on student achievement outcomes as well as made the new GavDATA tool available for all employees. These data products contain a wealth of information pertinent to decision-makers as well as the thoughtful completion of the program review process. These efforts dovetail with grant-based program evaluation as well as other in-house evaluation projects, such as that conducted for EOPS. Additionally, these reports inform our IEPI outcomes.

Moving forward, the program plan and program review processes will be revamped to add meaningful outcomes data into a prospective process that plans ahead for 1 and 3 years. RPIE will serve as a "consultant" to programs to help them identify short- and long-term measurable goals. This process will inform a college-wide discussion about our institution set standards and IEPI goals.

		<p>EAB provides all employees with access to a rich and easy-to-use literature on best practices that can inform programmatic decisions, identify new intervention strategies, and comment on the effectiveness of existing strategies from a national perspective.</p> <p>RPIE plans to conduct a variety of “data workshops” for employees this spring that will help establish a common frame of reference and language for discussing outcomes on campus.</p>
<u>STRATEGY #3</u>		
Goal #1	<p>Complete new Facilities Master Plan to develop Fairview Corners, expand Coyote Valley Center, replace failing infrastructure and provide for new/upgraded educational & support facilities at the Gilroy main campus.</p>	<p>Plan is on target for an April/May board adoption. First draft will be circulated to constituent groups in the next few weeks.</p>
Goal #2	<p>Develop a campaign to successfully pass a district wide General Obligation Bond in November 2018.</p>	<p>The present STEM Center is a huge boon for STEM students; the Natural Science faculty and STEM Activity Director Marla Dresch are prepared to speak to the design and function of a new STEM Center.</p>
		<p>ALL</p>

Goal #3	Complete facility projects currently in progress which includes final Measure E General Obligation Bond projects.	<p>RPIE previously completed a “stakeholder analysis” for all four of our major communities in the District (Morgan Hill, Gilroy, Hollister, and greater San Benito County). These documents are available on the college website and can be updated with current data so as to help better inform the community on our College’s impact.</p> <p><i>CalWORKs/Fresh Success is participating in informational meetings related to the General Obligation Bond to support the overall college efforts.</i></p> <p>PIO worked with consultant to create informational fact sheets, slideshow, and web page regarding a potential bond measure in November 2018.</p> <p>PIO distributed a press release regarding the community survey to assess support for a potential bond measure.</p> <p>PIO completed the 2017 Report to the Community with information about projects that had been completed for Measure E.</p> <p>Projects in progress are the Coyote Valley Center, Phase I and the Kinesiology remodel. Refer to the “Gavilan College Report to the Community 2017” for details.</p>	F. Harris, W. Ellis, J. Gopp
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Goal #4	Complete all accreditation substantive change requirements for San Martin and Coyote Valley sites.	All accreditation substantive change requirements have been submitted(Coyote and San Martin Airport)	S. Carr
<u>STRATEGY #4</u>			
<i>Recruit and develop employees to foster success for our diverse students.</i>			
Goal #1	Maintain a competitive compensation package to ensure the attraction and retention of quality employees.	Completion of classification and compensation study set salary schedules for management/classified employees to a competitive level. Switching benefits providers for medical insurance provided an enhanced benefit package for employees.	W. Ellis, F. Harris, E. Ramones
Goal #2	Assess professional development needs for employees and provide training opportunities.	Staff will meet in the Spring 2018 to create a strategy for a training needs assessment.	E. Ramones
Goal #3	Revise the College's Equal Opportunity Employment Plan and include initiatives that promote diversity and provide educational benefits to students.	The Equal Employment Opportunity Advisory Committee will provide a final draft of the revised EEO plan to key stakeholders for feedback with the goal of board approval in Spring 2018.	E. Ramones
<u>STRATEGY #5</u>			
<i>Foster a college culture of engagement and excellence through integrated planning, improved communication, coordination, collaboration, and participation.</i>			

<p>Goal #1</p>	<p>Improve internal communication through the creation of a district internal communication plan.</p>	<p><i>CaIWORKs, Fresh Success, and the Food Pantry are providing information to the PIO to incorporate important reminders, date, etc. into the weekly all campus bulletins.</i></p> <p><i>PIO has created a weekly newsletter for students called "What You Need to Know This Week" that aggregates information for students and is distributed weekly.</i></p> <p><i>A monthly newsletter for staff and faculty, "First Friday," is now regularly produced. It includes a letter from the president, upcoming events, and news stories regarding students, programs, and faculty.</i></p> <p><i>A Program Plan has been submitted to bring digital signage to campus and the offsites, in order to provide timely and consistent information across the district.</i></p> <p><i>Posting Procedures have been reviewed and updated.</i></p> <p><i>The Communications FIG will meet during the Spring semester 2018 to finalize the internal communications plan.</i></p> <p>J.B. Chargin, ALL</p>
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<p>Goal #2</p>	<p>Improve communication to external constituents of the college to promote the value Gavilan College brings to residents of Santa Clara and San Benito Counties.</p>	<p><i>CalWORKs, Fresh Success, and the Food Pantry work collaboratively with both San Benito and Santa Clara Counties to provide information regarding our programs and services.</i></p> <p><i>A newsletter for the community has been started, based upon the internal "First Friday." The email list has been populated and promoted through widgets in social media.</i></p> <p><i>Social media advertising campaigns have been increased and have used to target external audiences by geography, interests, and goals.</i></p> <p><i>Direct mail is used 2-3 times per year to reach all district residents with information about enrollment.</i></p> <p><i>The Community Education catalog has been reimaged and redesigned and now includes CTE and noncredit courses. The mailing has been expanded to include the entire district, and not just selected areas.</i></p> <p><i>Radio advertising has been expanded in the northern part of the district to increase visibility of the new Coyote Valley Center and the new Aviation site in San Martin.</i></p> <p>J. B. Chargin, ALL</p>
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		<p>To improve accessibility and searchability of Board agendas and college policy documents, the college is now implementing BoardDocs.</p>	
<p>Goal #3</p>	<p>Improve integration of instruction, student services, and college operations to build collaboration at every level and meet student achievement objectives.</p>	<p>CTE, Non Credit and Workforce Development have developed an operational model integrating credit, non credit, community education and workforce development.</p> <p>As the college further develops its approach to shifting operations towards a guided pathways model, cross-disciplinary workgroups will be established to plan and implement improvements. AEC continues to collaborate with programs, instructors and other student services to ensure timely service for students with disabilities on campus.</p> <p>RPiE has collaborated on nearly 100 projects with requesters from all corners of the college in the last twelve months. Many major projects, like the EMP and FMP, have involved constituent groups from all organizational levels and units. Additionally, the revamped program review, program planning, college-wide project management, and enrollment management projects already underway will continue to facilitate integrated collaboration across campus.</p> <p><i>In collaboration with Contract and Community Education we developed an approved matrix of courses for Santa Clara County CaWORKS and the Fresh Success program. We will be</i></p>	<p>ALL</p>

		<p><i>able to provide matriculation and supportive services for students in common. Additionally, CaWORKs and Fresh Success staff is active participants in Guided Pathways and Integrated Planning.</i></p> <p><i>The PIO has supported integrated operations through the redesign of the Community Education catalog, and the communication to internal and external audiences of initiatives such as guided pathways.</i></p> <p><i>Instruction, Student Services, the Public Information Office, and the Gavilan College Educational foundation worked together to successfully implement a series of Gavilan College Educational forums at district high schools.</i></p>	
<p>Goal #4</p>	<p>Foster a culture of cross-disciplinary discussions with special attention to the inclusion of students, classified staff and part-time faculty.</p>	<p>As the college further develops its approach to shifting operations towards a guided pathways model, cross-disciplinary workgroups will be established to plan and implement improvements.</p> <p>A variety of college-wide workgroups and teams are deliberately constituted from members of all of these groups, including strategic planning, EMP and FMP teams, and other standing committees.</p>	<p>ALL</p>

Goal #5	Integrate planning and activities across the master, strategic, and operational levels.	<p>Integrative planning has begun to incorporate the EMP, FMP, Equity, SSSP and Technology Master Plans. The Strategic Plan through 2020 has been finalized and the task group is now focused on the development of a three year plan.</p> <p>Additionally, operational (i.e., program) plans will be revamped in the next year so as to better align activities and evaluation benchmarks with the aforementioned strategic and master plans.</p> <p style="text-align: right;">ALL</p>
Goal #6	Build an environment that supports participation of all constituent groups in participatory governance.	<p>The college's shared governance handbook is currently being updated by a representative group of faculty, staff, and administrators to help support the participation of all constituency groups. This includes making recommendations on the committee structure at the college.</p> <p>Multiple communication linkages have been established on campus to ensure a transparent communication environment that is community friendly and inclusive.</p> <p><i>CaIWORKs and Fresh Success meet twice per year with its advisory board committee that is made up of staff, students and community members. The committee provides input and feedback.</i></p> <p style="text-align: right;">ALL</p>

<u>STRATEGY #6</u>		
<i>Commitment to the practice of continuous quality improvement in accordance with accreditation standards.</i>		
Goal #1	Through structured planning, engage college constituents in reflection, research and evaluation in the writing of the college's pre-accreditation visit Institutional Self- Evaluation Report (ISER).	The Accreditation writing groups are presently at work on writing and providing evidence for each standard. Editing of the group drafts will take place in February, and the first draft will be ready for review in March.
Goal #2	Informed by the ISER, plan to focus on one to two projects for the required Quality Focus Essay (QFE) with evidence and assessment.	One of the QFE projects will be the College's planning efforts for implementation of a Guided Pathways model. As a companion to the QFE Guided pathway project will be a Focused Education project which will follow the enrollment management principles being developed in the new committee.
Goal #3	Create a formal continuous quality improvement process.	New processes in enrollment management, outcome mapping, and integrated planning will provide the mechanisms for quality review. Additionally, the new Shared Governance handbook will recommend the creation of a CQI
		ALL
		ALL
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		coordinating committee, housed within and supported by RPIE, focused on managing a system for project-based action teams to work on mapping and improving processes on campus.	
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