



SAN JOSÉ · EVERGREEN
Community College District

BUDGET STUDY SESSION

MAY11, 2021

Evergreen Valley College

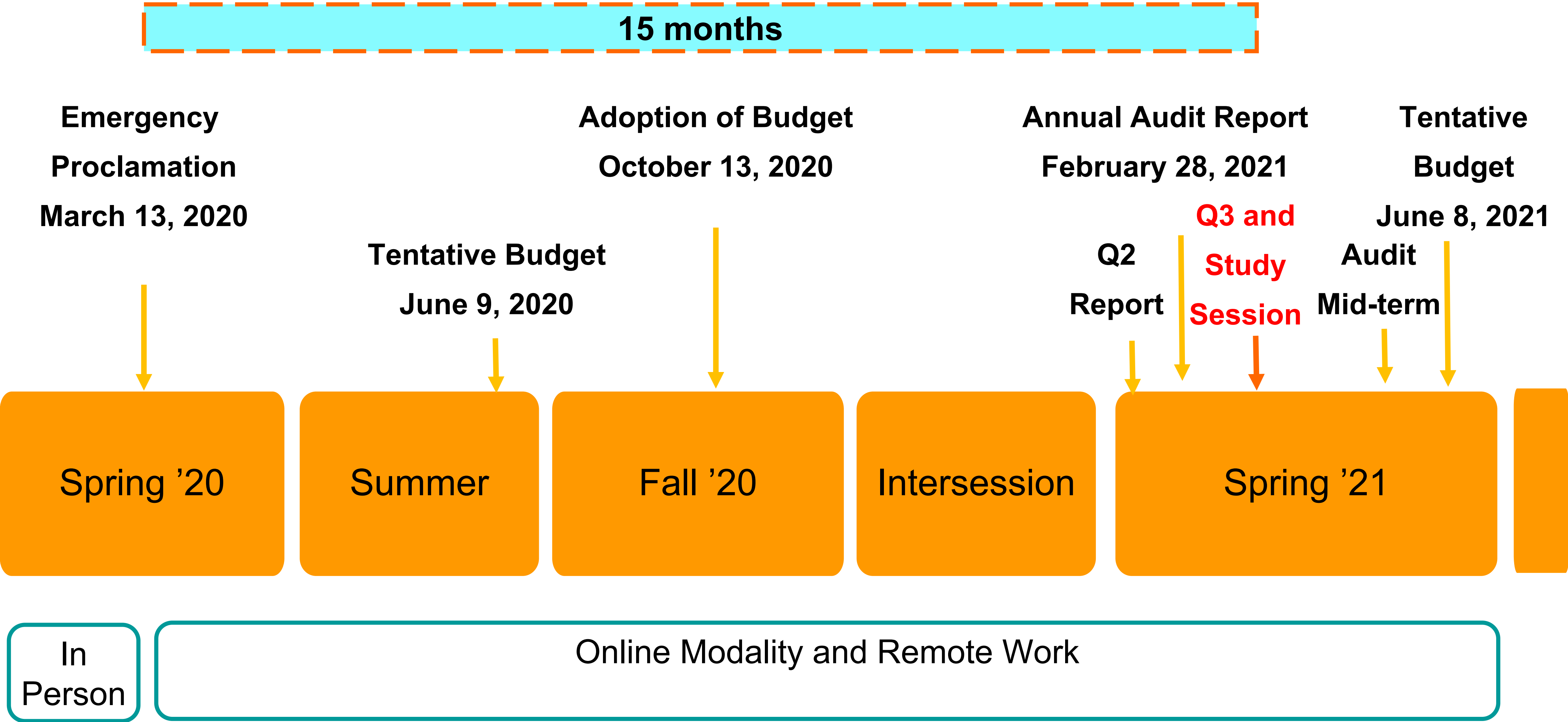
San José City College

San José - Evergreen Community College Extension at Milpitas

**Community College Center
for Economic Mobility**

District Services

FISCAL TIMELINE



Based on new guidelines



What They Are

- General budget guidelines.
- Overarching values to help frame and guide budget deliberations.
- Overarching values for prioritization and resource allocation.
- Provide a standard against which our fiscal performance will be judged.

15 BOARD BUDGET PRINCIPLES

1. Trustees to provide the Chancellor and staff with policy framework for managing an “appropriate” fund balance and structural balance.
2. Affirm a “student-centered” approach that ensures our values of opportunity, equity, and social justice.
3. Compliance with accreditation standards.
4. Distinguish between on-going vs. one-time resources and expenses.
5. Manage all resource allocations or funding reductions systematically to maximize student equity and success.
6. Seek efficiencies and revenue opportunities.
7. Establish and maintain an employee salary and compensation structure that is competitive among the Bay 10 Community College Districts.
8. Maintain a minimum 7% Unrestricted General Fund reserve consistent with board policy.
9. District Stabilization Fund: \$2.5M
10. Establish and maintain a balanced funding model that is centered on our mission, vision, values, Board Ends Policies, and strategic plan.
11. Property Tax projections will be based on 3.5% growth and will be adjusted each period based on County Tax Collector updates.
12. Adopted Budgets and Quarterly Reports will include long-term revenue and expenditure forecasts, enrollment trends, and financial risk analysis.
13. Use data to inform decision making.
14. Seed Student Opportunity and Access Revenue/promise (S.O.A.R) from current land-lease proceeds.
15. Financially plan and budget for total cost of ownership, including building-related expenses and program-related expenses.

- History and projections of property taxes
- Enrollment projections, attrition and retention
- H&W, retirement and other staffing costs
- Categorical and grant funds availability and liabilities
- Non resident enrollment, auxiliary functions and facility rentals
- State and other fees revenue
- Total cost of operation (fixed v. variable costs)
- Carry over limits at end of fiscal year

FISCAL ASSUMPTIONS: KEY METRICS

STRS/PERS RATES

HEALTH COST PROJECTION

50% LAW & FON

PROJECTED FISCAL YEAR END
EXPENSES AND RUN RATES

PROPERTY TAXES – DATA
POINTS

STAFFING AND VACANCIES –
DISCOUNT FACTOR

SABBATICALS

ENROLLMENT AND COLLEGES
PLANS

ACCJC Standard III: RESOURCES

The institution effectively uses its human, physical, technology, and financial resources to achieve its mission and to improve academic quality and institutional effectiveness.

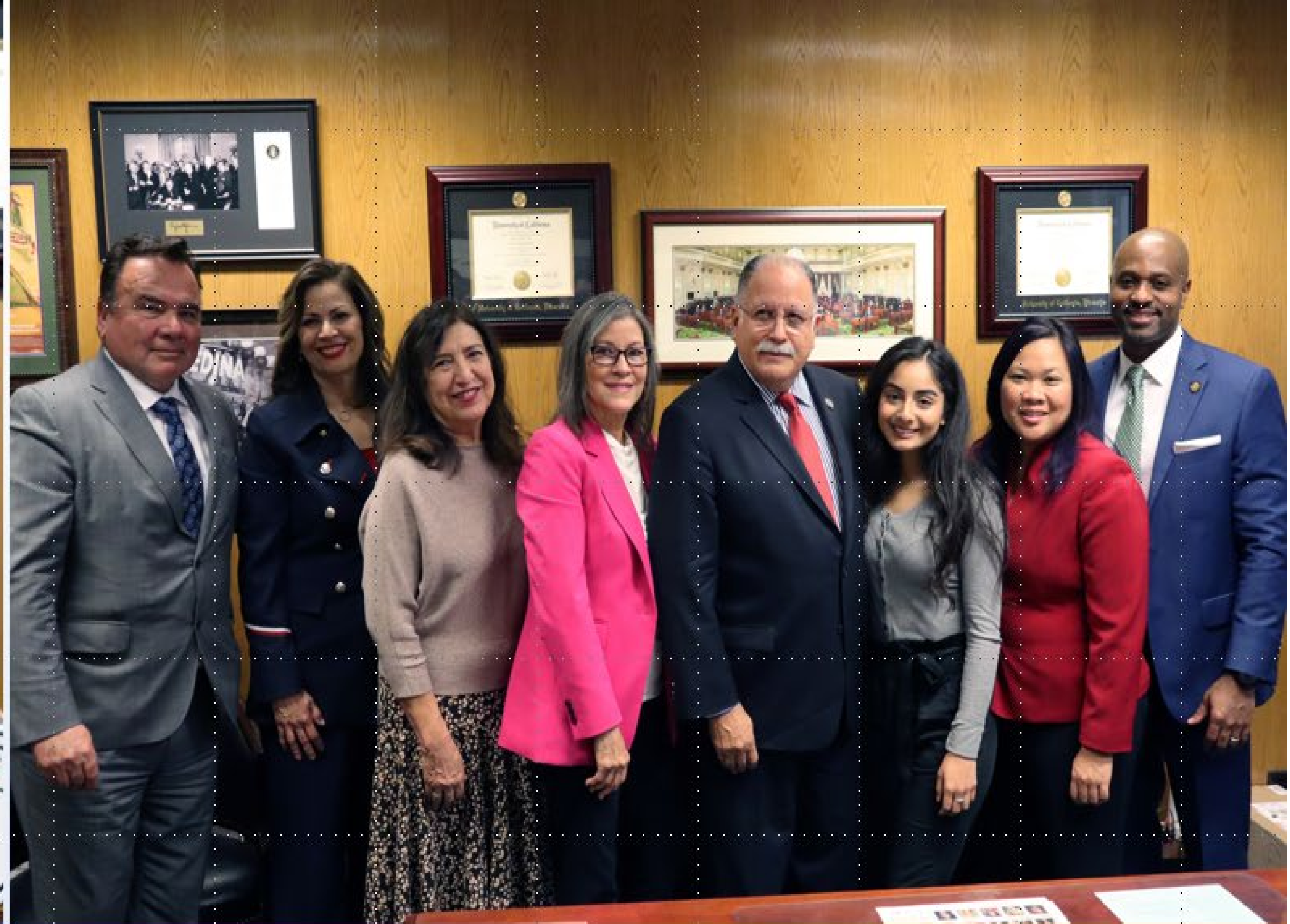
Accredited colleges in multi-college systems may be organized so that responsibility for resources, allocation of resources, and planning rests with the district/system. In such cases, the district/system is responsible for meeting the Standards, and an evaluation of its performance is reflected in the accredited status of the institution(s).

- A. Human Resources
- B. Physical Resources
- C. Technological Resources
- D. Financial Resources: Planning, Fiscal Responsibility and Stability, Liabilities, Contractual Agreements

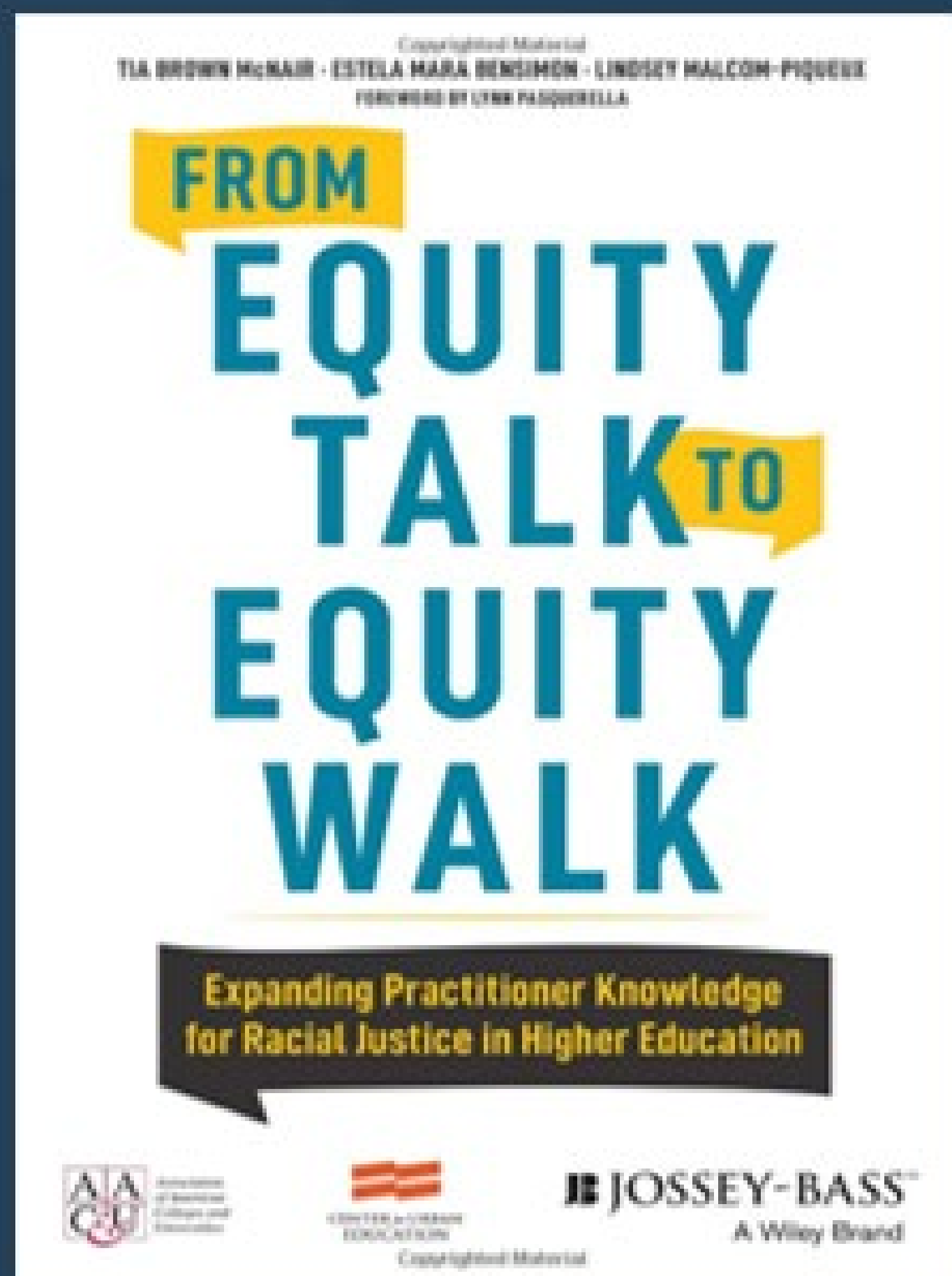
CHAPTER 6: BP and AP

CHAPTER 6 - BUSINESS AND FISCAL AFFAIRS

BP	Title	AP	Title
BP 6100	Delegation of Authority, Business & Fiscal Affairs	AP 6100	Delegation of Authority, Business & Fiscal Affairs
BP 6150	Designation of Authorized Signatures	AP 6150	Designation of Authorized Signatures
BP 6200	Budget Preparation	AP 6200	Budget Preparation
BP 6250	Budget Management	AP 6250	Budget Management
BP 6300	Fiscal Management	AP 6300	Fiscal Management
		AP 6305	Reserves
BP 6307	Debt Issuance and Management	AP 6307	Debt Issuance and Management
		AP 6310	Accounting
		AP 6315	Warrants
BP 6320	Investments	AP 6320	Investments
		AP 6322	Employee Indemnity Bonds
		AP 6325	Payroll
BP 6330	Purchasing	AP 6330	Purchasing
BP 6340	Bids and Contracts	AP 6340	Bids and Contracts
		AP 6345	Bids and Contracts (UPCCAA Option)
		AP 6350	Contracts - Construction
		AP 6355	Job Order Contracts
		AP 6360	Contracts - Electronic Systems and Materials
		AP 6365	Contracts – Accessibility of Information Technology
		AP 6370	Contracts - Personal Services
BP 6380	Vendors	AP 6380	Vendors
BP 6400	Financial Audits	AP 6400	Financial Audits
BP 6450	Wireless or Cellular Phone Use	AP 6450	Wireless or Cellular Phone Use
BP 6500	Property Management	AP 6500	Property Management
BP 6520	Security for District Property	AP 6520	Security for District Property
BP 6530	District Vehicles	AP 6530	District Vehicles
BP 6535	Use of District Equipment	AP 6535	Use of District Equipment
BP 6540	Insurance	AP 6540	Insurance
BP 6550	Disposal of Property	AP 6550	Disposal of Property
BP 6600	Capital Construction	AP 6600	Capital Construction
BP 6620	Naming of Properties, Facilities, and Programs	AP 6620	Naming of Properties, Facilities, and Programs
BP 6700	Civic Center and Other Facilities Use	AP 6700	Civic Center and Other Facilities Use
BP 6740	Citizens' Bond Oversight Committee	AP 6740	Citizens' Bond Oversight Committee
BP 6750	Parking	AP 6750	Parking



SAN JOSÉ - EVERGREEN COMMUNITY COLLEGE DISTRICT 2020 CCLC ANNUAL LEGISLATIVE CONFERENCE



“

Equity minded sense-making... involves interpreting equity gaps as a signal that practices are not working as intended and asking equity-minded questions about how and why current practices are failing to serve students who are experiencing inequities.

– “Equity Talk to Equity Walk”

2020 FALL FAST FACTS*

EVERGREEN VALLEY COLLEGE | WWW.EVC.EDU

(*AT CENSUS)

2021 SPRING FAST FACTS*

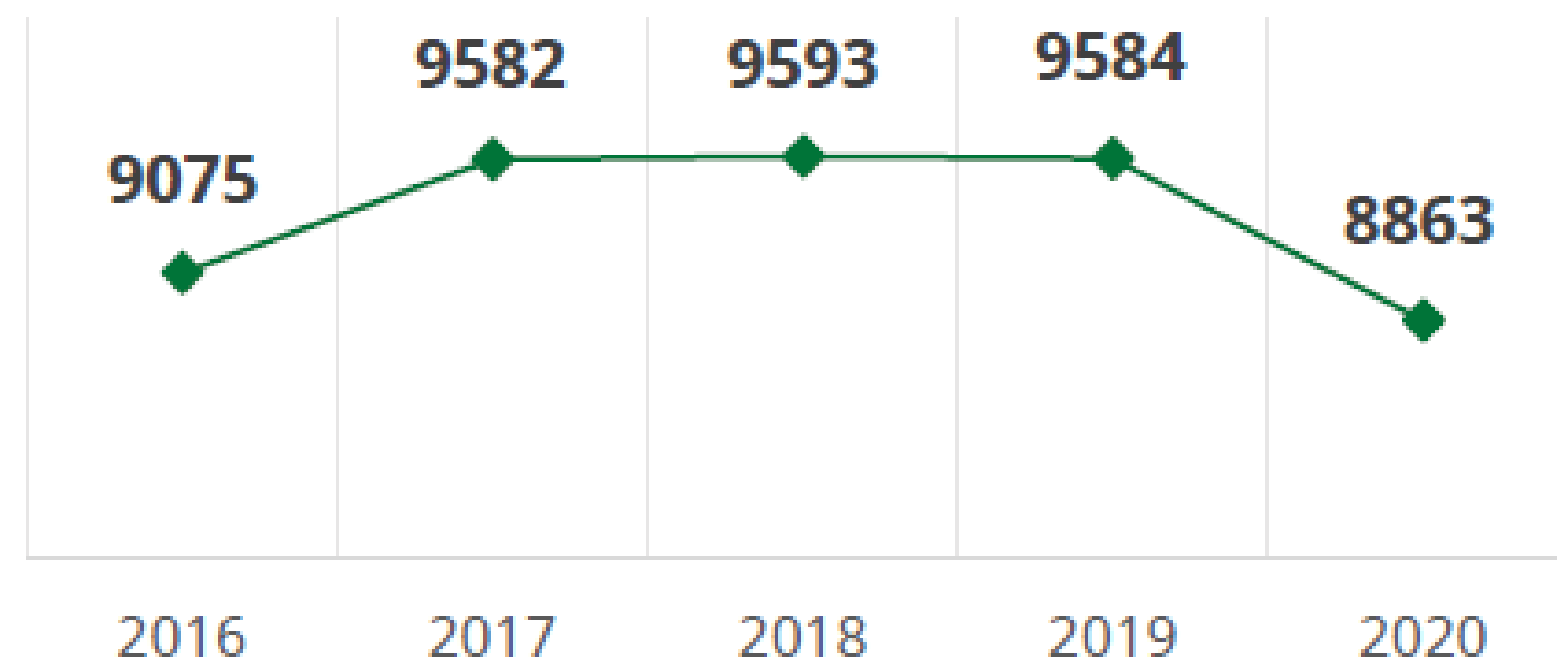
EVERGREEN VALLEY COLLEGE | WWW.EVC.EDU

(*AT CENSUS)

STUDENT ENROLLMENT

Headcount	8,863
Full-Time Equivalent	3,142

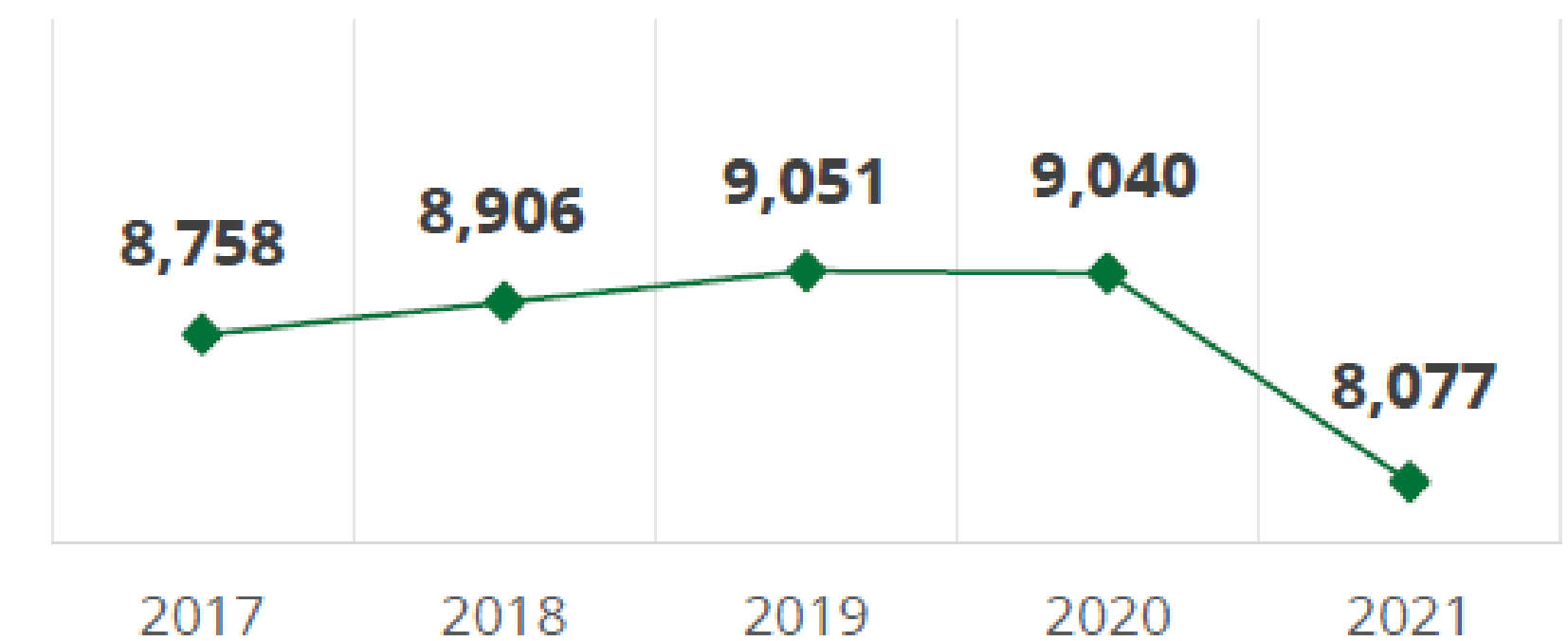
FIVE-YEAR TREND (HEADCOUNT)



STUDENT ENROLLMENT

Headcount	8,077
Full-Time Equivalent	2,139

FIVE-YEAR TREND (HEADCOUNT)



2020 FALL FAST FACTS*

SAN JOSÉ CITY COLLEGE | WWW.SJCC.EDU

(*AT CENSUS)

STUDENT ENROLLMENT

Headcount	8,773
Full-Time Equivalent	2,129

FIVE-YEAR TREND (HEADCOUNT)



2021 SPRING FAST FACTS*

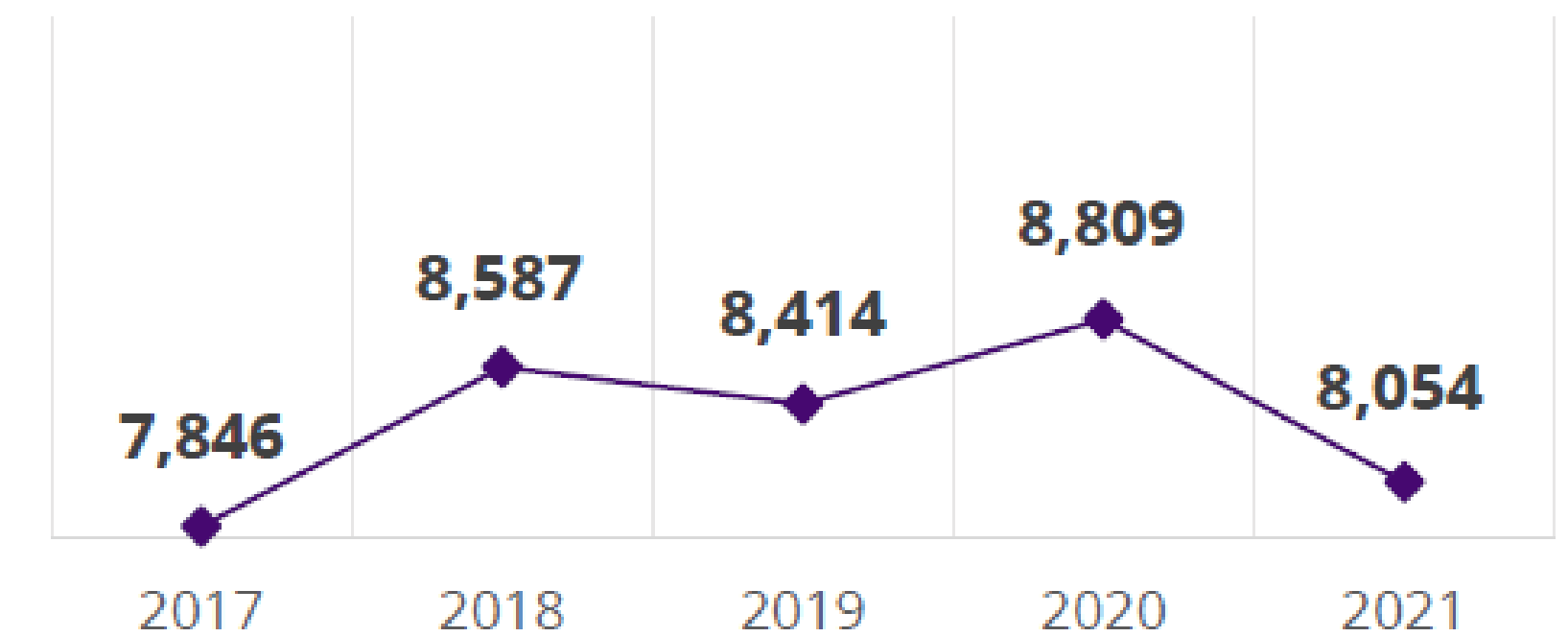
SAN JOSÉ CITY COLLEGE | WWW.SJCC.EDU

(*AT CENSUS)

STUDENT ENROLLMENT

Headcount	8,054
Full-Time Equivalent	1,909

FIVE-YEAR TREND (HEADCOUNT)



EdSource

HIGHLIGHTING STRATEGIES FOR STUDENT SUCCESS

Enrollment declines at California's community colleges far greater than earlier predictions

Steep drops threaten 'viability' of some colleges, college administrators say

MICHAEL BURKE
AND

MARCH 19, 2021 | LOUIS FREEDBERG

In a dramatic illustration of the impact of the pandemic on many students' college plans, enrollments at California's community colleges are down an average of 11% to 12% systemwide, far higher than the [preliminary estimates of 5% to 7%](#) after schools opened last fall.

According to a [memo](#) sent to the board of governors of the 116 community college system, the decline in student headcounts — referring to the total number of both part-time and full-time students — in some colleges ranged from 30% to 50%. The board will consider the issue at its [meeting](#) to be held on Monday and Tuesday next week.

Presented by vice chancellors Marty Alvarado and Lizette Navarette, the memo described the declines in stark terms, including suggesting that the existence of some of the colleges with the steepest declines could be at risk.

"These declines represent a significant challenge for the system overall, and potential future threat to individual viability barring significant local efforts to remain student centered," the memo stated, without naming any individual colleges.

The greatest declines have been among older students, male students and first-time students.

As a Community Funded District, we have the resources to streamlining time-to-degree completion.

To alleviate the impact of Covid-19 more than ever **we should manage program, course, and delivery options and implement technology solutions for educational plans, degree audits, coordinating calendars, block scheduling, and the placement and numbers of course sections is important.**

Coordination of degree/certificate criteria, **CCAP**, and **articulation agreements** with four-year university partners is critical to assist students in completion and transfer.

ENROLLMENT ATTRIBUTION BY DIVISION

SEAT COUNT BY DIVISION FY19-20

EVC		SJCC	
DIVISION	%	DIVISION	%
Humanities and Social Sciences	28.1%	Humanities and Social Sciences	33.0%
Math, Science and Engineering	25.5%	Math and Science	19.2%
Language Arts	20.0%	Language Arts	20.4%
Business and Workforce Development	10.4%	Business and Workforce Development	17.2%
Nursing and Allied Health	3.3%		
Kinesiology	5.7%	Athletics and Kinesiology	6.0%
Library Learning Resources	4.2%	Library Learning Resources & Distance Ed	2.2%
Student Success and Counseling	2.8%	Student Success and Counseling	2.0%
TOTAL EVC	100.0%	TOTAL SJCC	100.0%

Differentiators: CE programs, DSPS, Athletics, non-credit, international, Allied Health

Instructional Group	FTES FY19-20	% of FTES
Full-Time Faculty	3,377	35.2%
Full-Time Faculty Overload	1,199	12.5%
Adjunct Faculty	5,012	52.3%
Total	9,588	100.0%

FACULTY OBLIGATION NUMBER (FON)

California Community Colleges
Full-Time Faculty Obligation
Fall 2020 Compliance Report

Community College District: San Jose/Evergreen

1) Total full-time equivalent faculty (FTEF) attributable to instructional and noninstructional Full-Time Faculty based on Title 5 Sections 53302 and 53309	239.23
2) Total FTEF attributable to instructional and noninstructional Part-Time Faculty based on Title 5 Sections 53301 and 53310	151.76
3) Total FTEF for Full-Time Faculty and Part-Time Faculty (line 1 + line 2)	390.99
4) Percentage of FTEF attributable to Full-Time Faculty (line 1/line 3)	61.2%
5) Fall 2020 Full-Time Faculty Obligation (see "Fall 2020 Compliance FON" on table "Fall 2020 Compliance")	192.8
6) Difference between Full-time Faculty Obligation and Total Full-Time faculty (line 1 minus line 5)	46.4

To the extent that the required number of full-time faculty have not been retained for a fiscal year, the Chancellor is required to reduce a district's revenue for the fiscal year by an amount equal to the average replacement cost for the fiscal year multiplied by the deficiency in the number of equivalent full-time faculty.

If a district has incurred a penalty, the Chancellor's Office will provide further information and issue an invoice to the district for the penalty amount.

The average replacement cost of a Full-Time Faculty for 2020 is \$82,754.

Estimated Full-Time Faculty Obligation Penalty for Fall 2020

(negative value on line 6 x average replacement cost)

0

I hereby certify that the information above is true and correct to the best of my knowledge.

SIGNED
Byron D. Clift Breland

Byron D. Clift Breland (Oct 28, 2020 14:40 PDT)

District Chief Executive Officer

10/28/2020

Date

District Contact

Name Elvira Valderrama

Email elvira.valderrama@sjeccd.edu

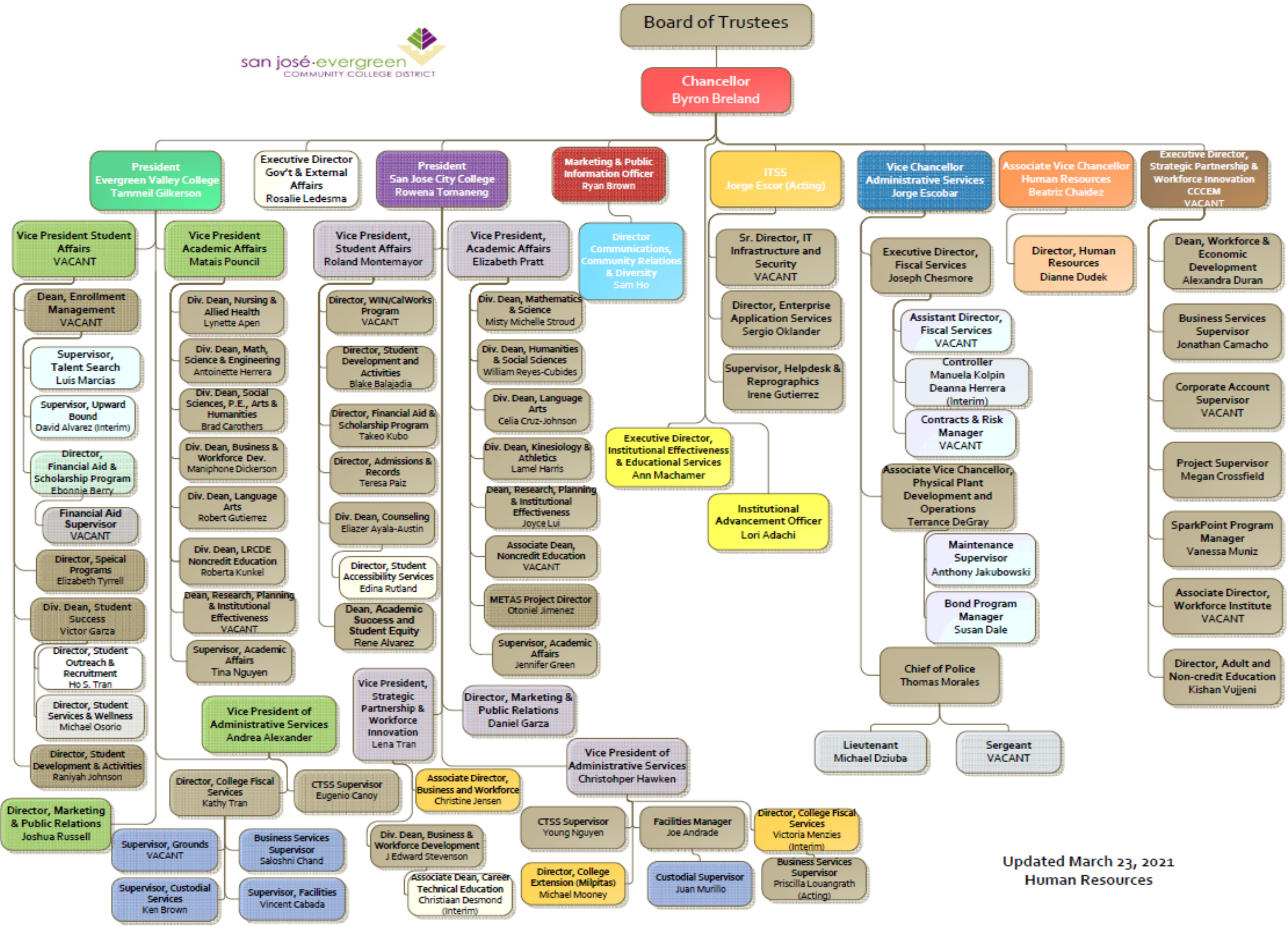
Phone (408)270-6419

Please complete and return this form to fiscalstandards@cccco.edu by November 1, 2020.

We have exceeded our Faculty Obligation Number (FON) due to sustained low classroom productivity (FTES per FTEF) and non instructional assignments.

Increasing this productivity to the appropriate productivity level of 17.5 will free up resources and will serve more students while aiming for stronger fiscal sustainability.

OUR INSTITUTION



Updated March 23, 2021
Human Resources

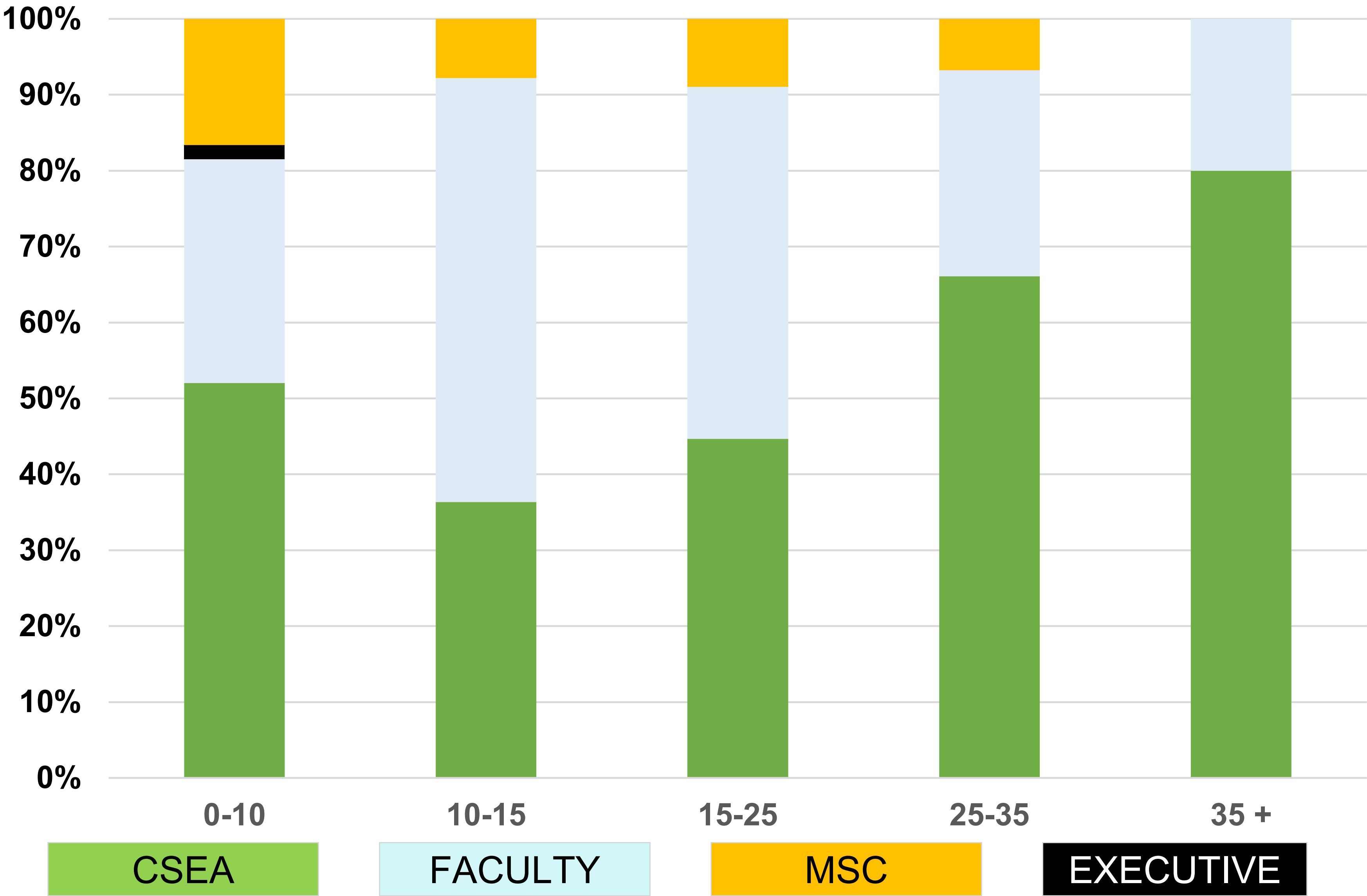
EEO REPORT

San Jose Evergreen Community College District Demographic Report - Fall 2020

District-Wide												
	Student		Full-time Faculty		Adjunct Faculty		Classified		Management/Supervisor		Employee TOTAL	
<i>Ethnicity</i>	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Asian	6284	34%	55	22%	107	24%	76	23%	13	18%	251	23%
Black	713	4%	20	8%	22	5%	14	4%	3	4%	59	5%
Hispanic	8278	45%	66	26%	72	16%	132	40%	25	34%	295	27%
Native American	47	0%	2	1%	4	1%	1	0%	1	1%	8	1%
Other	491	3%	7	3%	4	1%	3	1%	0	0%	14	1%
Pacific Islander	90	0%	0	0%	1	0%	3	1%	0	0%	4	0%
Unknown	739	4%	21	8%	31	7%	32	10%	17	23%	101	9%
White	1739	9%	80	32%	201	45%	67	20%	14	19%	362	33%
Total	18381	100%	251	100%	442	100%	328	100%	73	100%	1094	100%
<i>Ethnicity by Minorities</i>												
Under-represented Groups	15412	84%	143	57%	206	47%	226	69%	42	58%	617	56%
White	1739	9%	80	32%	201	45%	67	20%	14	19%	362	33%
<i>Gender</i>												
Male	8070	44%	94	37%	196	44%	118	36%	37	51%	445	41%
Female	10212	56%	157	63%	246	56%	210	64%	36	49%	649	59%
Decline to State	99	0.5%	0	0%	0	0%	0	0%	0	0%	0	0%
Total	18381	100%	251	100%	442	100%	328	100%	73	100%	1094	100%

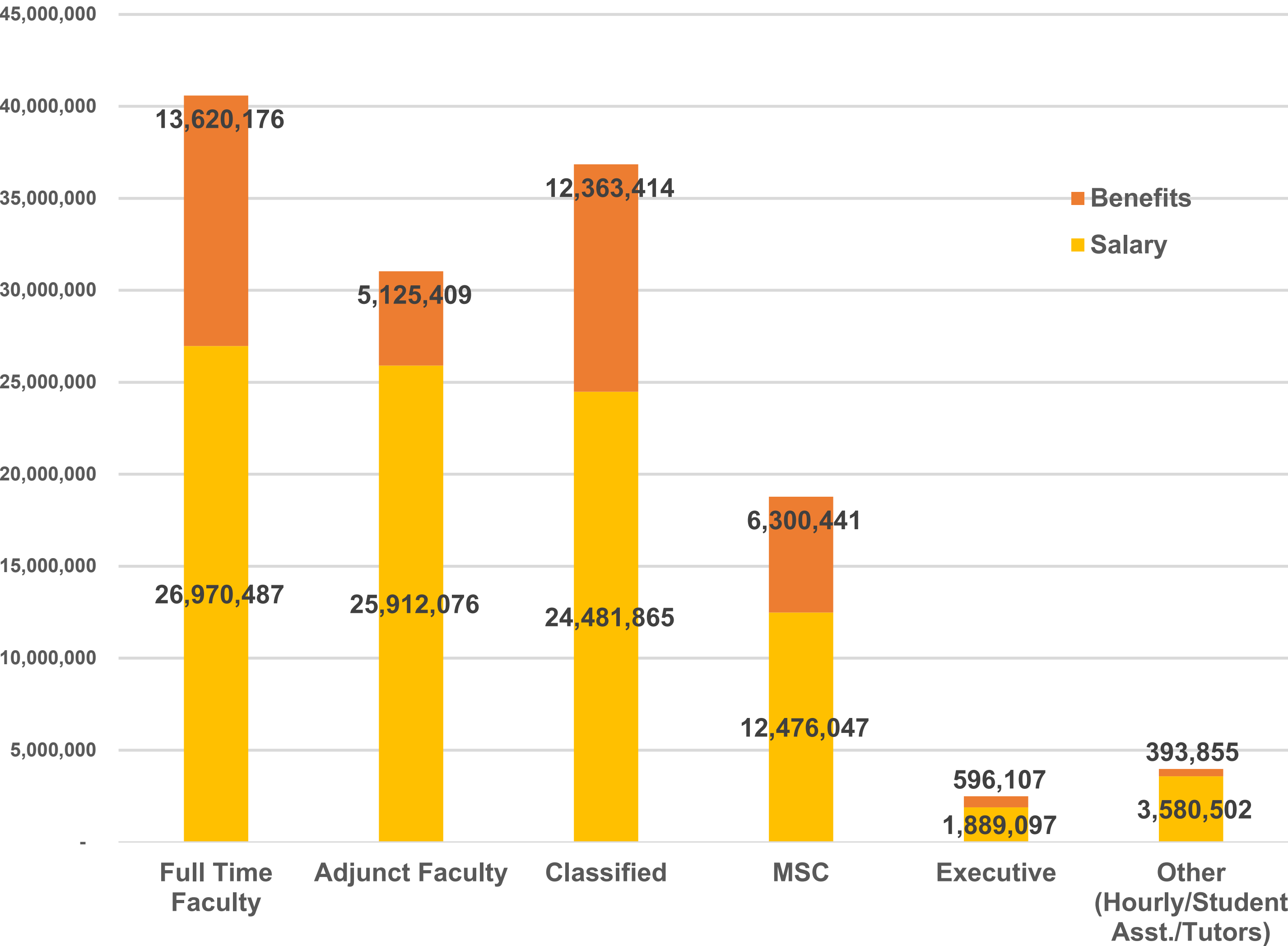
Data Source: SJECCD Datatel Oct. 2020; CCCC Student Enrollment Data Fall 2019

YEARS OF SERVICE BY GROUP



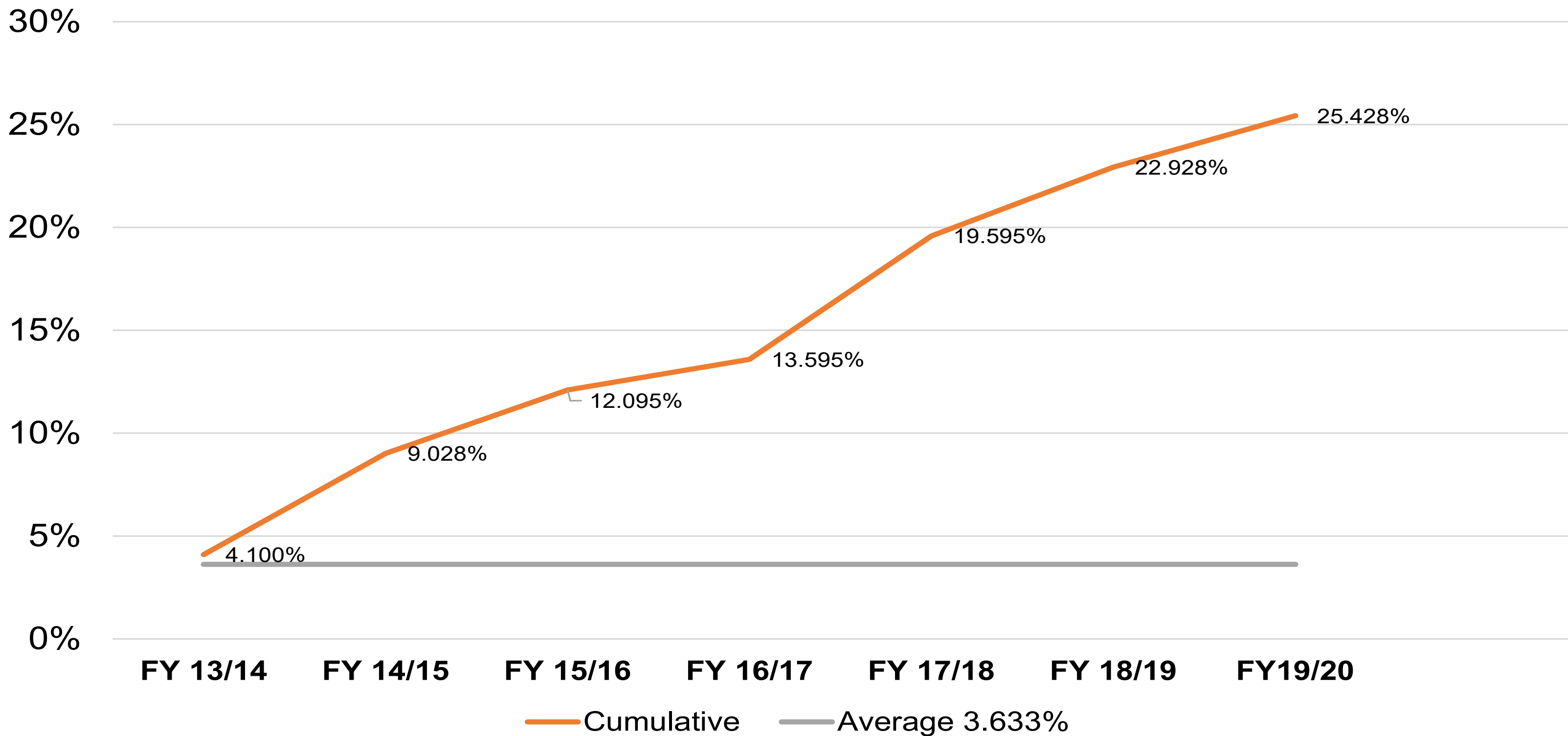
COMPENSATION BY GROUP

Compensation by Classification Group
FY 2019/2020



Classification	Salary	Benefits	TOTAL
Full Time Faculty	26,970,487	13,620,176	40,590,663
Adjunct Faculty	25,912,076	5,125,409	31,037,485
Classified	24,481,865	12,363,414	36,845,279
MSC	12,476,047	6,300,441	18,776,488
Executive	1,889,097	596,107	2,485,204
Other (Hourly/Student Asst./Tutors)	3,580,502	393,855	3,974,358
Grand Total	95,310,074	38,399,402	133,709,476

Increase to Salary Schedules FY13-14 through FY19-20 (X related benefits) and Step/column



ENDING FUND BALANCE BAY AREA

ENDING FUND BALANCE FY 2019-2020			
COMMUNITY FUNDED	DISTRICT	\$	%
YES	WEST VALLEY	59,127,795	45.8%
YES	SAN MATEO	55,723,193	31.5%
	HARTNELL	14,179,920	26.8%
	GAVILAN JOINT	7,969,680	24.4%
	FOOTHILL-DEANZA	47,236,283	24.1%
YES	SAN JOSE-EVERGREEN	29,589,887	23.4%
	OHLONE	12,842,447	21.7%

Source: CCFS 320 Annual Report - Total Unrestricted General Funds

INSTRUCTIONAL RELEASE TIME ASSIGNMENTS



11.54 Full time faculty
~\$1.63M

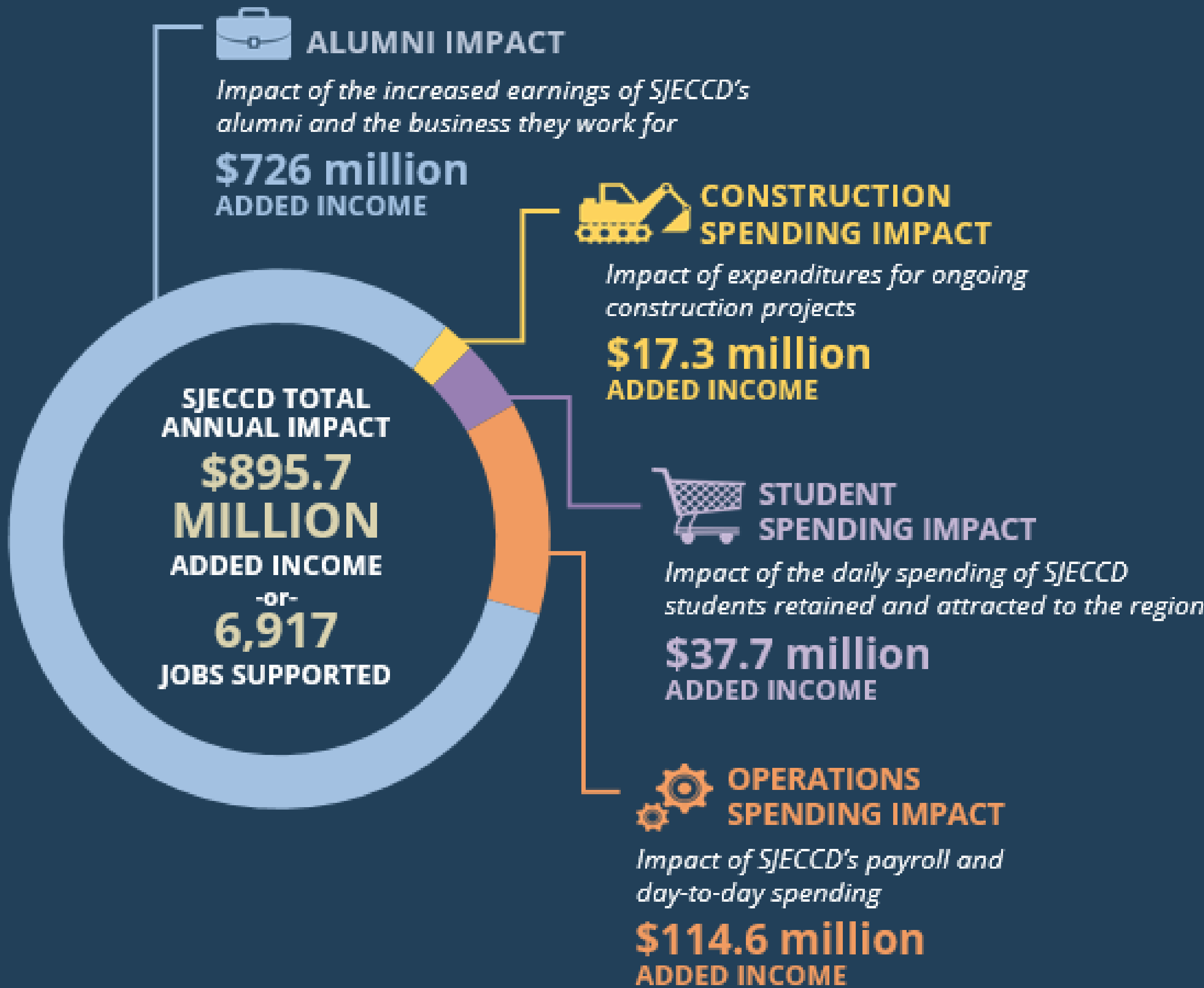


7.25 Full time faculty
~ \$1.06M

Additionally we have **10 Full time** faculty (SJCC + EVC) on Sabbatical. College budgets are augmented to cover the additional cost of **~\$798K** for instruction with adjunct faculty.

ECONOMIC IMPACT

TOTAL ANNUAL ECONOMIC IMPACT



ANNUAL RETURN ON INVESTMENT

20.7% AVERAGE ANNUAL RETURN FOR STUDENTS

6.1% AVERAGE ANNUAL RETURN FOR TAXPAYERS

FOR EVERY \$1 INVESTED BY...

STUDENTS
\$1 = \$6.10
gain in lifetime earnings

TAXPAYERS
\$1 = \$2.30
gain in added tax revenue and public sector savings

SOCIETY
\$1 = \$12.00
gain in added income and social savings

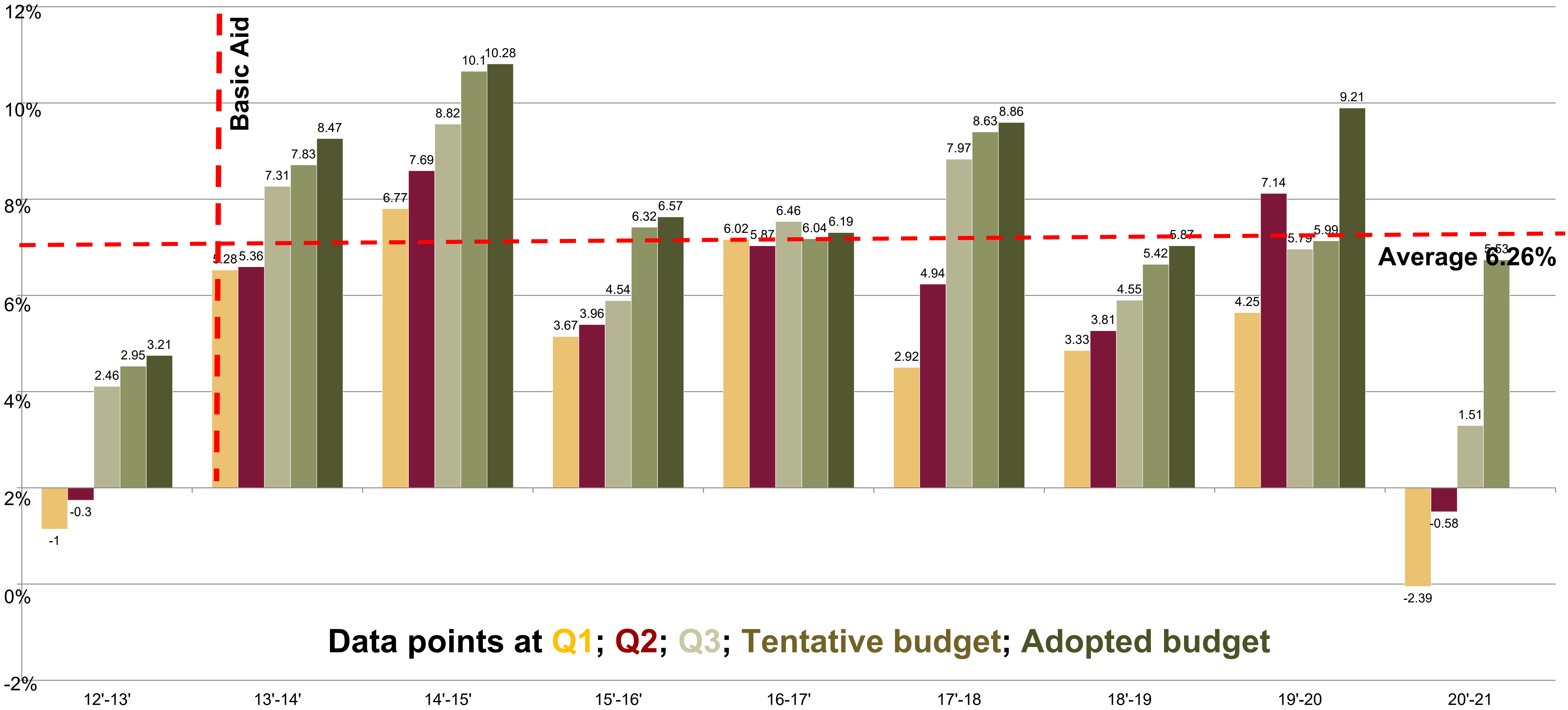
STUDENT CENTERED FUNDING FORMULA

SAN JOSE/EVERGREEN COMMUNITY COLLEGE DISTRICT FY 2020-2021 QUARTERLY REPORT - Quarter Ended 3/31/21

FY19-20 Apportionment	Base FTEs (Funded) FY 18/19	2.26% Growth	Funded FTEs (3 Yr Avg.) FY19/20	Fund Rate	FY19/20 Funding
Credit	11,449.01	258.81	11,707.82	\$4,027.00	47,147,391
Special Admit Credit	587.37	(587.37)		\$5,646.30	0
Non-Credit	208.36	69.42	277.78	\$3,380.63	939,071
Total	12,244.74	(259.14)	11,985.60		48,086,463
FY19-20					
FTEs Allocation	48,086,463				
CCCCO Adjustment	-717,411				
Basic Allocation	8,091,004 (Per State Apportionment 9/16/20_Exh. C))				
Supplemental Allocation	15,558,576 (Per State Apportionment 9/16/20_Exh. C))				
Student Success Allocation	6,978,463 (Per State Apportionment 9/16/20_Exh. C))				
Full-Time Faculty Hiring	717,521 (Per State Advance Apportionment 11/6/20_Exh. A))				
Total Revenue Entitlement	78,714,616				
Estimated Property Taxes	112,395,273 (9.21% Increase over last year)				
Est. Education Protection Account (Prop 55)	1,207,947				
Est. Student Enrollment Fee	5,857,241 (conservative number less 2%)				
Total Estimated Local/Prop 30 Revenue	119,460,461				
Excess Funds Over Revenue Entitlement	40,745,846				

SJECED receives \$40+ million compared to the apportionment formula

COUNTY ASSESSOR'S DATA POINTS



DISTRICT WIDE EXPENSES

District Administered Expenses (DW)

Expense Category	Amount
Compensation liabilities	\$ 5,272,094
573 Interfund Transfers	\$ 4,267,965
555 Utilities & Housekeeping	\$ 3,621,282
551 Professional Services	\$ 2,795,351
554 Insurance	\$ 1,573,877
556 M&O	\$ 793,510
543 Non-Instructional Supplies	\$ 567,104
558 Other Services	\$ 533,232
557 Adv/Legal Fees/Audits/Elections	\$ 471,394
Total	\$ 19,895,809

The District Office, administers approximately \$20M of services required for the operation of the Institution (SJECCD), including technology licenses, utilities, insurance, cost of retiree benefits, OPEB cash contributions.

UTILITIES – SAMPLE DISTRICT WIDE EXPENSE

2019 Utilities Usage

Electricity

	Total kWh Usage	Percent
40 s. Market	775,073	6.11%
EVC	5,759,627	45.42%
SJC	6,105,137	48.14%
Milpitas	41,083	0.32%
TOTAL	12,680,920	100.00%

Gas

	Total Therm Usage	Percent
40 s. Market	1,029	0.17%
EVC	376,565	62.60%
SJC	216,828	36.05%
Milpitas	7,073	1.18%
TOTAL	601,495	100.00%

Water

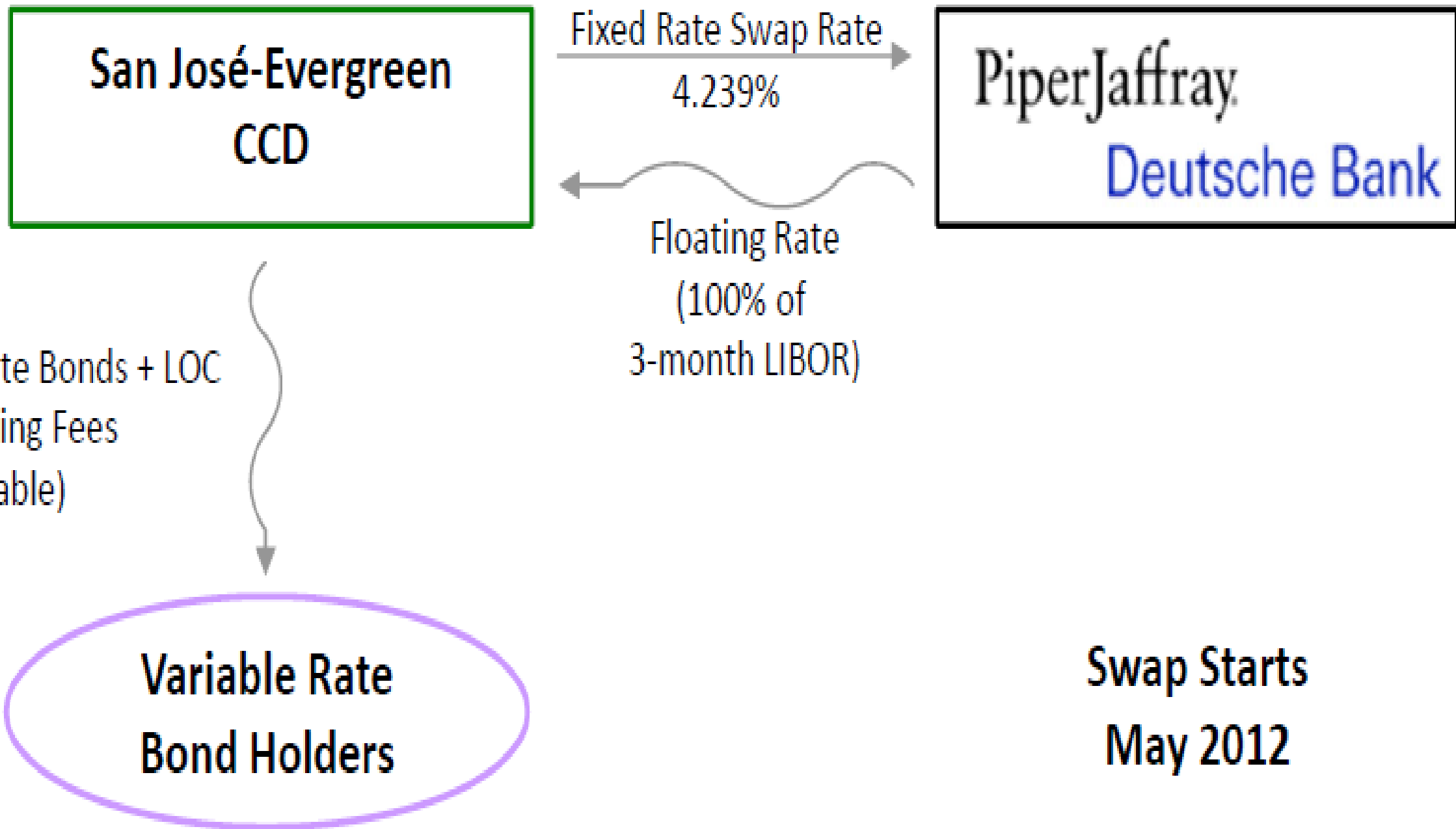
	Total CCF Usage	Percent
40 s. Market	1,135	2.14%
EVC	23,362	44.08%
SJC	28,506	53.78%
Milpitas		0.00%
TOTAL	53,003	100.00%



Not Available: Milpitas Union High School pays water bills

There will likely be increased utility costs for electricity in the coming years for modifications to mechanical systems for increased outside air. We don't have the buildings sub metered, so it's hard to give exact numbers on percentage.

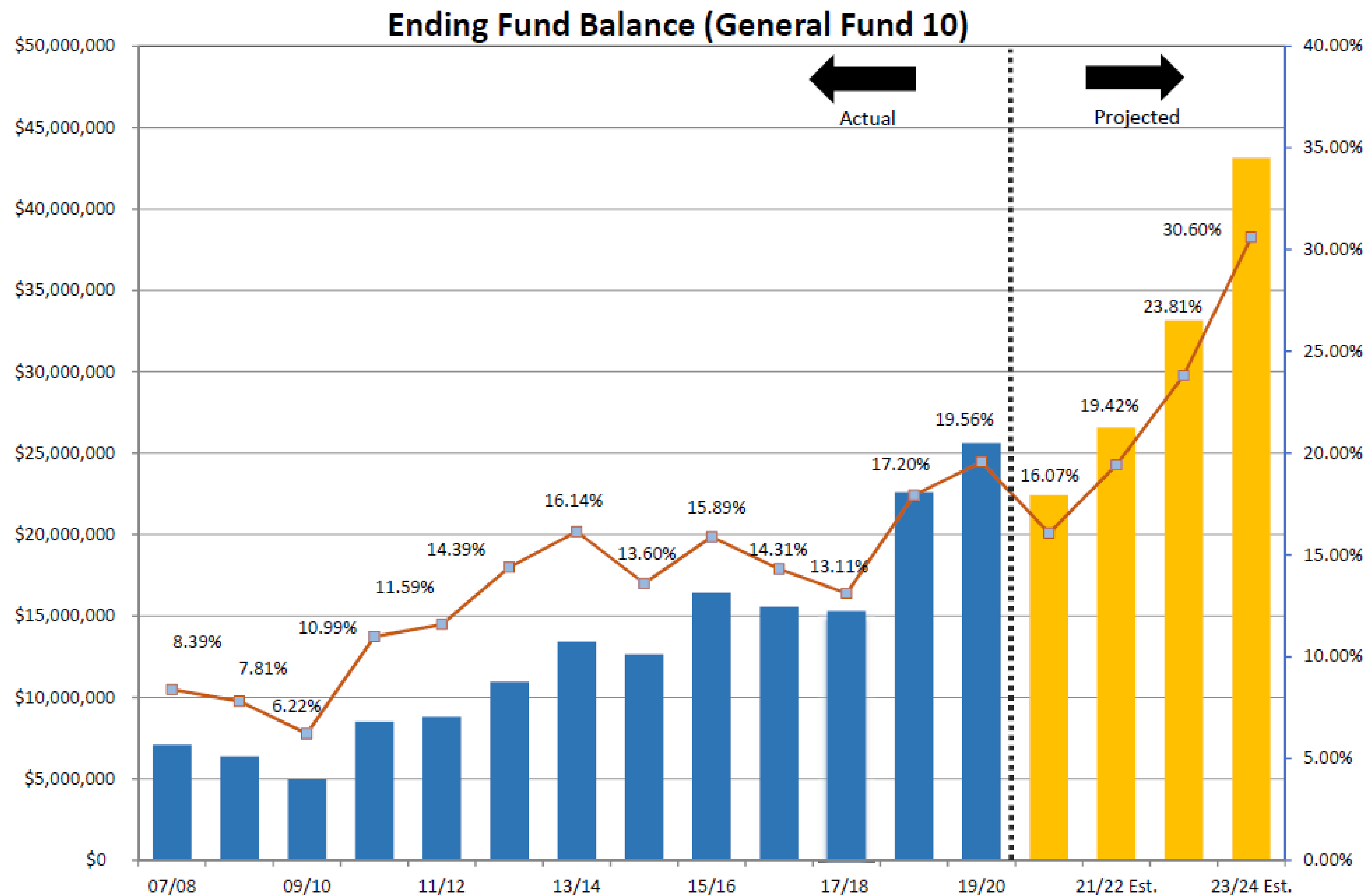
OTHER POST-EMPLOYMENT BENEFITS (OPEB) BOND



2009 OPEB Bonds directly purchased by First Republic Bank.

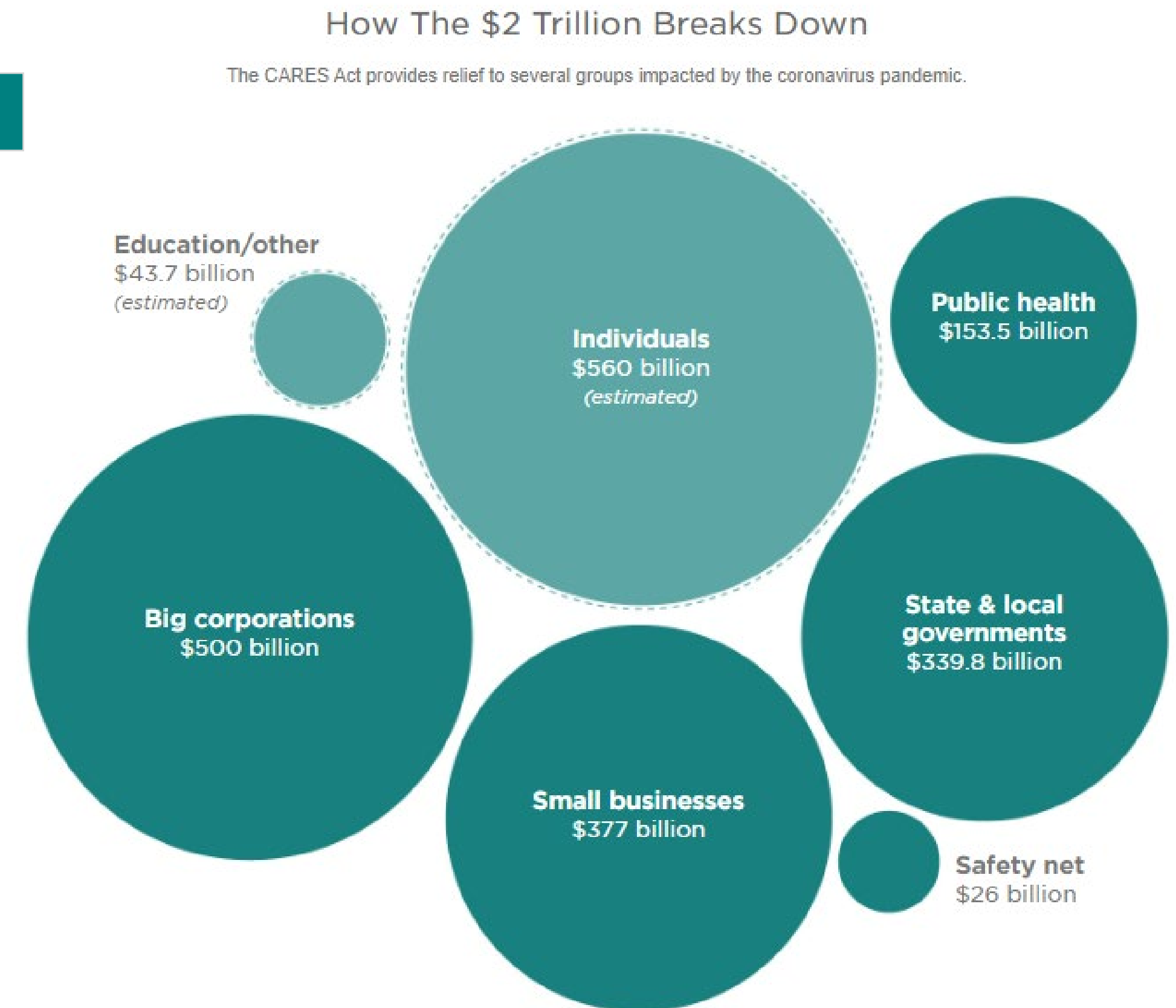
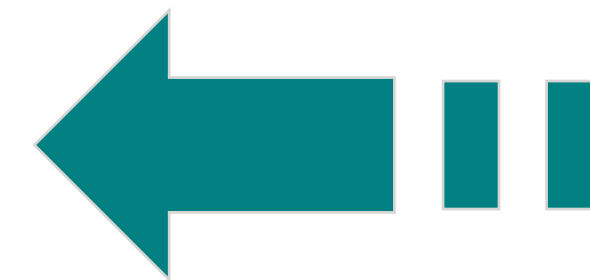
Year Ending	Current Payment		
	Principal	Interest	Total Debt Service Payment
7/1/2022	\$190,000	\$2,458,642	\$2,648,642
7/1/2023	\$285,000	\$2,452,525	\$2,737,525
7/1/2024	\$400,000	\$2,444,956	\$2,844,956
7/1/2025	\$515,000	\$2,419,806	\$2,934,806
7/1/2026	\$640,000	\$2,399,957	\$3,039,957
7/1/2027	\$775,000	\$2,369,456	\$3,144,456
7/1/2028	\$930,000	\$2,335,232	\$3,265,232
7/1/2029	\$1,085,000	\$2,281,704	\$3,366,704
7/1/2030	\$1,260,000	\$2,230,558	\$3,490,558
7/1/2031	\$1,440,000	\$2,166,163	\$3,606,163
7/1/2032	\$1,650,000	\$2,094,895	\$3,744,895
7/1/2033	\$1,870,000	\$2,002,262	\$3,872,262
7/1/2034	\$2,125,000	\$1,907,520	\$4,032,520
7/1/2035	\$2,395,000	\$1,796,191	\$4,191,191
7/1/2036	\$2,690,000	\$1,673,406	\$4,363,406
7/1/2037	\$3,010,000	\$1,527,326	\$4,537,326
7/1/2038	\$3,350,000	\$1,372,094	\$4,722,094
7/1/2039	\$3,715,000	\$1,196,588	\$4,911,588
7/1/2040	\$4,110,000	\$1,003,571	\$5,113,571
7/1/2041	\$4,535,000	\$785,370	\$5,320,370
7/1/2042	\$4,995,000	\$549,047	\$5,544,047
7/1/2043	\$5,485,000	\$287,359	\$5,772,359
7/1/2044			
7/1/2045			
7/1/2046			
7/1/2047			
7/1/2048			
	\$47,450,000	\$39,754,627	\$87,204,627

FORECASTED END OF YEAR FY20-21



CARES ACT – HIGHER EDUCATION RELIEF FUND

Cares Act Grant Applications	SJCC	EVC
	Allocation \$	Allocation \$
Student grant	\$ 1,137,482	\$ 1,974,993
Institutional grant	\$ 1,137,482	\$ 1,974,992
MSCI grant	\$ 164,245	\$ 317,569
Total	\$ 2,439,209	\$ 4,267,554



Source: Estimates for third relief bill based on bill text, committee and administration numbers.
Credit: Audrey Carlsen/NPR

The Coronavirus Aid, Relief, and Economic Security (CARES) Act – Restricted funds

San Jose City College (SJCC) and Evergreen Valley Community College (EVC) acknowledged, signed and returned to the Department of Education the Certification and Agreement and intend to distribute no less than 50% of the funds received under Section 18004(a)(1) of the CARES Act to provide Emergency Financial Aid Grants to students.

HEERF FUNDS



The total award is 14 million, which 11 Million is for the institution and the rest is student aid.

HEERF II [Section 314(a)(1)] Student and Institution Allocations for CA Community College Districts, as of 1/14/2021

OPEID	Institution Name	School Type	State	Total Award	CARES Act Minimum Amount for Emergency Financial Aid Grants to Students	Section 314(a)(1)(E) & 314(a)(1)(F) Allocation	Min Amount for Student Aid Portion (CFDA 84.425E Allocation)	Max Amount for Institutional Portion (CFDA 84.425F Allocation)
1245200	Evergreen Valley College	Public	CA	\$ 9,289,992	\$ 1,974,993	\$ 72,567	\$ 1,974,993	\$ 7,314,999
0128200	San Jose City College	Public	CA	\$ 5,691,504	\$ 1,137,482	\$ 87,141	\$ 1,137,482	\$ 4,554,022
Total CC Allocation				\$ 14,981,496				

COVID-19: FFE PURCHASES

Description	Quantity
Laptops	2630
Hotspots	480
Desks	415
Webcams	310
Monitors	295
Chairs	275
Headsets	175
Drawing Tablets	107
Docking Stations	100
Tripods and Goosenecks	98
iPads, MS Surface	90
Stylus Pens	90
White Boards	40

At EVC 566 laptops and at SJCC 469 are in the hands of students this semester (Spring 2021). After Fall 2020 semester, they got collected, cleaned, re-booted, and recirculated. Some 380 hotspots are currently with students. Multiple equipment and food distribution drives got completed. Equipment is available in case new students request them in upcoming terms.

THE NEW NORMAL – DIGITAL TRANSFORMATION



We have a unique opportunity to integrate and strategically develop short and long term **digital transformation plans.**

This will require the right investment and institutional focus.

**NO RULES
RULES
NETFLIX
and the
Culture of
Reinvention
REED
HASTINGS
ERIN
MEYER**

Leverage our great teams to modernize our technology environment and manage it as an Asset. This will allow our District to achieve a new high, delivering the best education in Silicon Valley.

BOARD BUDGET PRINCIPLES IN ACTION

1. ✓ Trustees to provide the Chancellor and staff with policy framework for managing an “appropriate” fund balance and structural balance.
2. ■ Affirm a “student-centered” approach that ensures our values of opportunity, equity, and social justice.
3. ✓ Compliance with accreditation standards.
4. ✓ Distinguish between on-going vs. one-time resources and expenses.
5. ■ Manage all resource allocations or funding reductions systematically to maximize student equity and success.
6. ■ Seek efficiencies and revenue opportunities.
7. ✓ Establish and maintain an employee salary and compensation structure that is competitive among the Bay 10 Community College Districts.
8. ✓ Maintain a minimum 7% Unrestricted General Fund reserve consistent with board policy.
9. ✓ District Stabilization Fund: \$2.5M
10. ■ Establish and maintain a balanced funding model that is centered on our mission, vision, values, Board Ends Policies, and strategic plan.
11. ✓ Property Tax projections will be based on 3.5% growth and will be adjusted each period based on County Tax Collector updates.
12. ✓ Adopted Budgets and Quarterly Reports will include long-term revenue and expenditure forecasts, enrollment trends, and financial risk analysis.
13. ✓ Use data to inform decision making.
14. ✓ Seed Student Opportunity and Access Revenue/promise (S.O.A.R) from current land-lease proceeds.
15. ■ Financially plan and budget for total cost of ownership, including building-related expenses and program-related expenses.

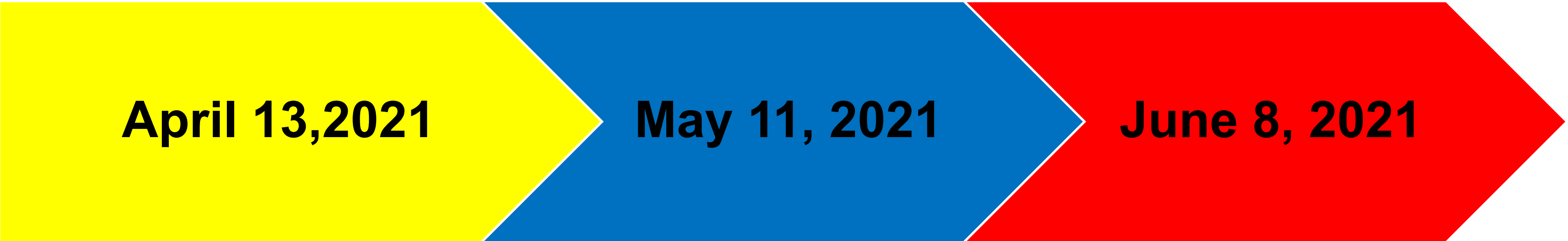
ALIGNING WITH BOARD ENDS POLICIES AND VISION FOR SUCCESS

- Student centered quality instruction and services
- Develop the golden pipeline with emphasis in Dual enrollment and middle college @Milpitas
- Improve retention, persistence and graduation
- Reduce the time to completion and improve on-time graduation (2 yrs.)
- Guided Pathways: UC/CSU transfer, on-time degree completion
- Maximize categorical programs, grants and Cares Act

TENTATIVE BUDGET TIMELINE

Done

Done



Thank you.
Tentative Budget
will be next.