SAN JOAQUIN DELTA COLLEGE

ADOPTED **BUDGET**

(Amended)

FY 2019-2020

SAN JOAQUIN DELTA COLLEGE

Administrative Services

Memorandum

To: Board of Trustees

From: Chris Nguyen, Vice President of Administrative Services

Date: September 10, 2019

Subject: Adopted Budget for 2019-20 (Updated)

This memo provides an overview of the Adopted Budget for 2019-20 and captures major changes made since the adoption of the Tentative Budget.

Executive Summary
The 2019-20 Adopted Budget for the District is built on several key assumptions:

1. Gradual implementation of the Student-Centered Funding Formula (SCFF)
2. Mandatory contributions of approximately $2M every year of the forecast period
3. Salary increases for Fiscal Years 2019-2020 (~$2M) and 2020-2021 (~$2m)
4. Retention of SRP savings of $1.9M
5. Continued investment in the College via technology refresh and resource support
6. Stable economy

The challenges facing us this year is similar to the prior year – uncertainty over the SCFF, enrollment challenges, contribution pressures from pension and health-related costs, increasing salary expenses and aging infrastructure. In addition to the cost tensions, the College is managing several major initiatives such as the implementation of enterprise-wide resource planning programs, Guided Pathways and greater student support resources that requires investment. This budget is built based on these parameters.

Despite increasing costs, the 2019-2020 budget is in better financial position (-$1.6M) than the prior year (-$3.0M). Moreover, we were able to model the 3-year budget to show a declining deficit for the outer years' vs lasts' increasing deficits for the outer years. We are in a better position aligning our costs to our revenue, which resulted in a healthier fund balance vs the prior budget. We were able to achieve this by shifting to the SCFF revenue model. Had we not done this, and kept the hold harmless revenue model (Tentative Budget) with the anticipated salary increases, our burn rate will accelerate in the outer years.

Table 1: Adopted Budget (SCFF)

	Actual FY 18-19	Adopted to Tentative FY 19-20	Projected FY 20-21	Projected FY 21-22
Total Revenue	$ 104,729,340	$ 104,851,035	$ 106,766,023	$ 109,695,958
Total Expenditures	103,091,920	106,431,783	110,743,489	112,624,589
Operating Results (Ttl Rev - Ttl Exp)	$ 1,637,420	$ (1,580,748)	$ (3,977,466)	$ (2,928,631)
Beginning Fund Balance/Reserve	$ 13,768,540	$ 5,096,768	$ 3,516,020	$ (461,446)
Fund Balance Change (+/-)	$ 1,637,420	$ (1,580,748)	$ (3,977,466)	$ (2,928,631)
Ending Fund Balance	$ 5,096,768	$ 3,516,020	$ (461,446)	$ (3,390,077)
Reserve (10%)	$ 10,309,192	$ 10,309,192	$ 10,309,192	$ 10,309,192
Reserve/Fund Balance as a % of Expenditures	14.94%	12.79%	8.77%	6.06%

Table 2: Base Budget (TCR)

	Actual FY 18-19	Tentative to Adopted FY 19-20	Projected FY 20-21	Projected FY 21-22
Total Revenue	$ 103,091,920	$ 108,131,783	$ 112,243,488	$ 114,124,588
Total Expenditures	$ 103,091,920	$ 108,131,783	$ 112,243,488	$ 114,124,588
Beginning Fund Balance	$ 13,768,540	$ 5,096,768	$ 1,030,735	$ (4,861,723)
Fund Balance Change (+/-)	$ 1,637,420	$ (4,066,033)	$ (5,892,458)	$ (7,773,558)
Ending Fund Balance	$ 5,096,768	$ 1,030,735	$ (4,861,723)	$ (12,635,281)
Reserve (10%)	$ 10,309,192	$ 10,309,192	$ 10,309,192	$ 10,309,192
Reserve/Fund Balance as a % of Expenditures	14.94%	10.49%	4.85%	-2.04%

As can be seen from the tables, an SCFF driven revenue model (Adopted Budget) allows us the opportunity to stabilize our operating results while the TCR driven model (Base Budget) will accelerate our deficit spending into unsustainable territory. The Base Budget's revenue assumption is the same as for the Tentative Budget – hold harmless revenue.

On the top line, we continue to benefit from higher than anticipated apportionment, which is reflected in our 18-19 Actuals and serves as the base for our 19-20 Forecast. Our modeling consistently resulted in favorable apportionment under SCFF and have incorporated this benefit into our 3-year model, resulting in full SCFF driven revenue projections for FY21-22. (Table 1) The revenue pickup is necessary to cushion the impact of the increasing costs.

On the expenditure side, we are absorbing costs related to mandatory pension and health-related spend college investments as well salary increases. The increasing marginal costs are being offset by our revenue assumption shift from hold harmless revenue build to SCFF revenue build. This can be seen from the Operating Results line between Table 1 and Table 2.

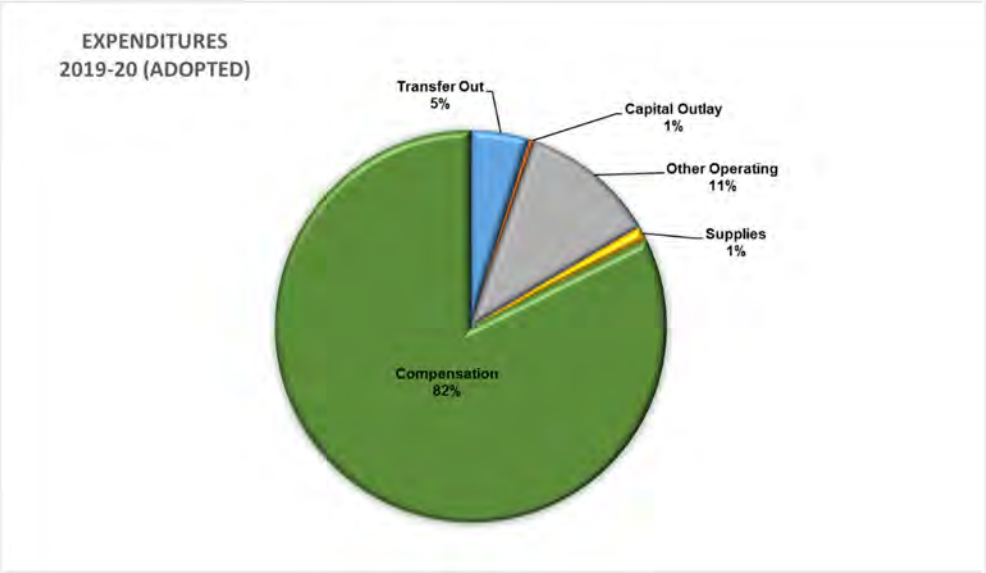
In sum, we continue to experience headwinds related to mandatory contributions, compensation related expenses, and we consciously elected to continue to invest in the College. To mitigate the negative impact of the rising costs, we changed our revenue modeling from hold harmless based to SCFF based.

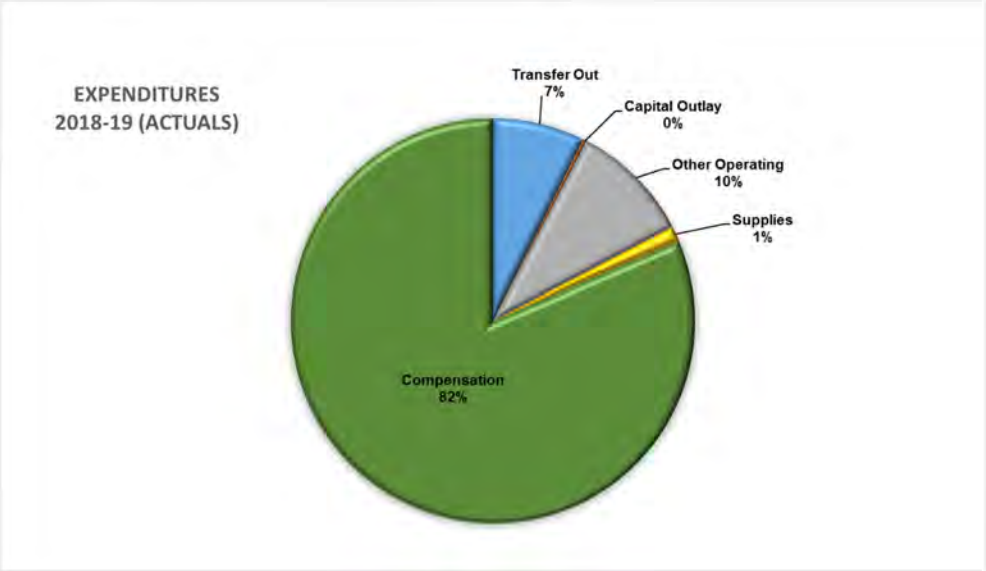
Revenue

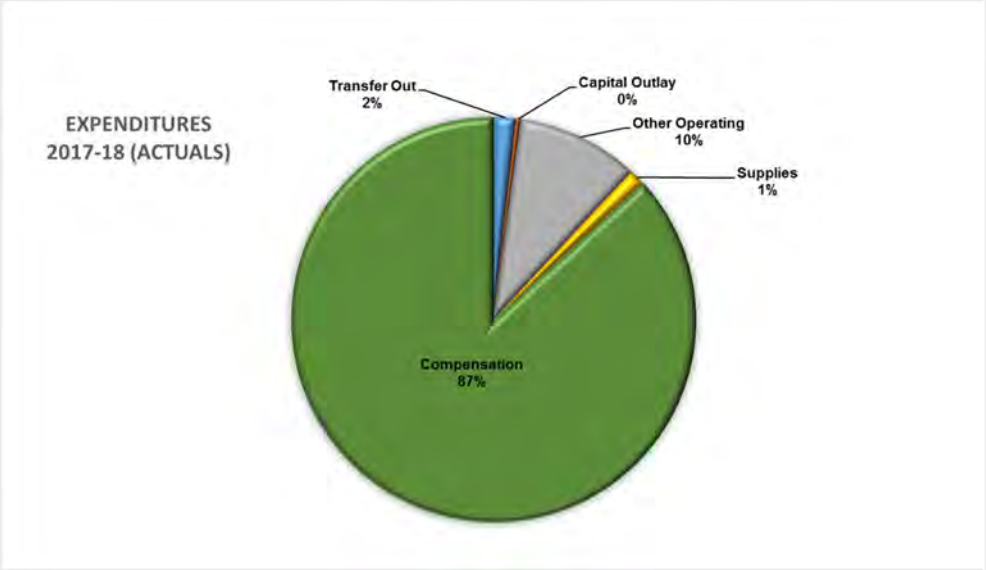
Delta College benefited from the 2018-2019 computational methodology for apportionment. In short, final funding was based on a comparison between 2017-2018 TCR + 2.71%, Constrained TCR (greater of TCR + 2.71% or 2017-2018 TCR +(3*2.71%) and SCFF, with any overages shared on a proportional basis. The net result is that Delta College received funding above TCR + COLA (2.71%) of $2.6M, bringing the apportionment amount to $95.0M, which combined with Interest and other income totaled $104.7M for 2018-2019.

Expenditures

The final expenditure for 2018-2019 stood at $103.0M, a decrease of $1.9M from the projection at the beginning of 18-19. One positive trend is Compensation (salary + benefits) as percentage of total expenses. It has decreased since Actuals 2017-2018.







Net-Results
At year-end, we realized a net position of $1.6M. This positive result will help cushion the impact of the increase costs mentioned above and gives us the flexibility to invest back into the College by adding resource to technology refresh and program review.

Reserves
Reserves are intended to protect the District against one-time events such as revenue shortfalls at both the district and state levels or unexpected expenditures that could occur in a given fiscal year. Further, reserves provide a source of cash flow, which can help the District meet obligations during the period before property taxes are received. Reserves are one-time resources that should be used only for one-time purposes.

- Consistent with these purposes, a strong reserve position affords the District the opportunity to develop a phased plan of bringing the budget into alignment.
- Provides a short-term source of funds to stimulate enrollment growth.
- Incur one-time expenditures that provide a return in the form of future savings.
- Generate interest income.

The State of California has realized the wisdom of maintaining a “rainy day” fund. The state raised its reserve level from 5% to 10% in November 2014 by a voter-approved rainy day fund to achieve greater budget stability and protect against unexpected events and revenue changes. Under the current Board of Trustees guidance, the District will maintain an unrestricted general fund reserve balance of no less than 5%. Although the amount may appear to be substantial, a 5% reserve against a budgeted expense of $100M will not be sufficient to cover payroll expenses (~$6.5M) for one month. There would not be sufficient funds to pay non-payroll obligations. Moreover, consistent with the new Strategic Goals, the District’s reserve should be 10% and our Reserve/Fund Balance table now more clearly delineate the 10% reserve (as of 2019-2020 budget) and the Fund Balance.

District Ending Reserve/Fund Balances:

2013-14	*$10.6 million*	*(12.7%) – Actual*
2014-15	*$10.6 million*	*(12.1%) – Actual*
2015-16	*$9.9 million*	*(10.23%) – Actual*
2016-17	*$10.9 million*	*(10.99%) – Actual*
2017-18	*$13.7 million*	*(14.11%) – Actual**
2018-19	*$15.4 million*	*(14.94%) – Actual*
2019-20	*$14.8 million*	*(13.88%) – Projected*
2020-21	*$11.9 million*	*(10.8%) – Projected*
2021-22	*$9.7 million*	*(8.6%) – Projected*

**reflects the change made after publication of the adopted 18-19 budget.*

The 2019-20 ending fund balance reserve is a projection based on the most recent expenditures and revenue receipts. The exact amount will not be known until the fiscal year-end closing process is completed in the summer.

Conclusion

While the District was able to achieve a stable Adopted budget for 2019-20, mandatory annual increases of ~$2 million-plus salary increases of ~$2 million will continue to exert pressure on the budget and will begin to erode the Fund Balance and tapping the Reserve Fund. We see this trend playing out in Table 1 starting with the 21-22 FY and if we assume TCR revenue, the erosion of the Reserve Fund is a year sooner (Table 2). It is critical we continue to scrutinize spending while strategically invest in enrollment growth and retention opportunities, consistent with SCFF. We note there is a limit to cost cutting and cost containment and the focus should be investing in growth opportunities while being competitive with our infrastructure. We have started on the investment path by setting aside funds for technology refresh and increase funding for program review, both on the instruction side.

Attachments

The following attachments are part of the Adopted Budget package.

<u>Attachment #</u>

1. Planning Documents
   a. Guiding Principles, Major Budget Assumptions – Revenue
   b. Major Budget Assumptions – Expenditures
   c. Strategic Goals and President's Goals
2. Changes in Revenues, 2019-20 Tentative to 2019-20 Adopted Budget
3. Changes in Expenditures, 2019-20 Tentative to 2019-20 Adopted Budget
4. Projected Fund Balance
5. Three-Year Fiscal Planning Scenarios
   a. Summary
   b. Detail
   c. Base
   d. Amended Detail
6. All Funds Description
7. Table of Inter-Fund Transfers
8. All Funds (Detail Sheets)
9. All Funds Summary
10. Glossary of Terms

San Joaquin Delta Community College District

Guiding Principles, Major Budget Assumptions and Goals

2019-20 Adopted Budget
September 10, 2019

Guiding Principles

1. Responsible stewardship of available resources will serve as the foundation for sound fiscal management.
2. The budget will be developed within the parameters of board policy, meet state requirements, and adhere to accreditation principles of integrated planning.
3. The District will strive to reach and maintain a balanced budget (ongoing revenues = ongoing expenses), to avoid a structural deficit, maintain a prudent reserve, and identify the total cost of ownership for new and continued commitments.
   - Due to the decline in FTES and the growth in annual operating costs, the district will be faced with structural deficits in the near term which will necessitate a multi-year plan to address.
   - The district will need to examine ways to increase revenue while containing costs.
4. Resources will first be allocated to support the required level of instructional and student support services necessary to achieve the state funded enrollment target.
5. Resources will be allocated or reallocated to support the District's strategic goals, program review core services priorities, and contractual obligations.
6. One-time funds including operational savings will be allocated only for one-time uses, such as equipment, facilities, technology, and addressing long-term liabilities.
7. As a means to implement the principles above, the District will continue to utilize a three-year fiscal planning model to identify current and future financial implications to help sustain sound financial operations.

Assumptions

1. The 2019-20 revenue build is based on "Hold Harmless" or TCR model rather than the new Funding Formula for the Community Colleges as the new model is undergoing review and adjustments. Hold Harmless funding has been guaranteed through FY 2021-22. Transition to full SCFF by FY 2021-22.
2. SCFF Funding formula for 2019-20: 70% base allocation, 20% equity and 10% success.
   A 3-year average was used to determine our FTES (14,076), but assumption is based on 14,386 (P-2).
3. Vacancy savings - $1.7M (Timing difference between when a position is vacant and filled).
4. All categorical and auxiliary programs are expected to be self-supporting, aside from required General Fund match.
5. The District will maintain a prudent reserve of at least 10% consistent with the new strategic goals.
6. Incorporate SRP savings and related annual annuity premium.
7. Provisions for:
   Raises
   ERP
   Program Review/Resource request support
   Step/Column/Longevity increases
   Increases for health; PERS; STRS
   Utility cost increase
   Greater instruction related expenses
   Contingency
8. Utilization of non-operational cash ("Idle Cash").

San Joaquin Delta Community College District

Guiding Principles, Major Budget Assumptions and Goals

2019-20 Adopted Budget
September 10, 2019

Strategic Goals

1. **Student Success -** Guided by a commitment to achieving equitable outcomes, San Joaquin Delta
   - **Degrees and Certificates:**
     1. Increase the total number of completed associate degrees from 1,772 in 2016-17 to 2,126 in
     2. Increase the number of completed CCCCO-approved certificates from 537 in 2016-17 to 645
     3. Increase the number of completed ADT degrees from 197 in 2016-17 to 266 in 2021-22, an
   - **Transfer:**
     1. Increase the number of transfers to UC/CSU from 949 in 2015-16 to 1,281 in 2021-22, an
     2. Increase the number of transfers to In-State private and Out-of-State universities from 408 in
   - **Unit Accumulation:**
     1. Decrease the average units earned per completed associate degree from 90 in 2016-17 to 81
   - **Employment:**
     1. Increase the percent of exiting Career Technical Education (CTE) students who report being
2. **Equity & Student Diversity -** We strive to be culturally responsive to the needs of our diverse students,
   - Recruiting and retaining diverse faculty/staff with a goal of mirroring these groups with the
   - Administering a biennial campus climate survey to faculty, staff, administrators, and students.
   - Reducing equity gaps across the above student success measures through greater
3. **Community Engagement -** Delta College fosters a high level of community engagement to improve
4. **Planning -** Delta College engages in a regular, inclusive, District-wide strategic planning processes
5. **Fiscal Responsibility -** Delta College maintains a sustainable budget through a transparent process that
   - Maintaining 10 percent budget reserves;
   - Holding budget managers accountable;
   - Providing monthly reports to budget managers; and,
   - Engaging in responsible bargaining strategies.
6. **Capital Projects -** Delta College develops and implements plans for all District service areas through a
   - Completion of current Bond and capital improvement projects with regular progress reports
   - Biennial review and revision of the Comprehensive Master Plan for improved performance and
   - Determining finance options for capital improvement projects as identified in the Comprehensive
7. **Foundation -** Develop a strategic plan for the Delta College Foundation that focuses on developing an
8. **Accreditation -** Delta College will complete ACCJC's Institutional Self Evaluation Report in fall 2019 and

President's Goals

1. Working with all members of the College community, provide leadership, direction, and resources to move the College toward the full implementation of Guided Pathways including all the necessary student services within three years.
2. Working with all members of the College community, provide leadership, direction, and resources to prepare the College's Institutional Self-Evaluation Report, undergo a visit from a team of peers, and achieve full accreditation in 2020.
3. Working with willing external partners (Health Sector; SUSD; CSU, Stanislaus; University of the Pacific; Mayor Michael Tubbs and the City of Stockton; the County of San Joaquin among others), develop and nurture partnerships with business and industry to move the College and community forward and provide living-wage jobs and professions for residents of the District.
4. Working with internal partners (Management Senate, CTA, CSEA, Academic Senate, Classified Senate, ASDC, etc.), continue to evaluate and revise the shared governance committee structures and processes to provide maximum input and collaborative decision-making and to continue to create a culture and climate of compassion, forgiveness, gratitude, equity, inclusiveness and success for all.

San Joaquin Delta Community College District

Guiding Principles, Major Budget Assumptions and Goals

2019-20 Adopted Budget
September 10, 2019

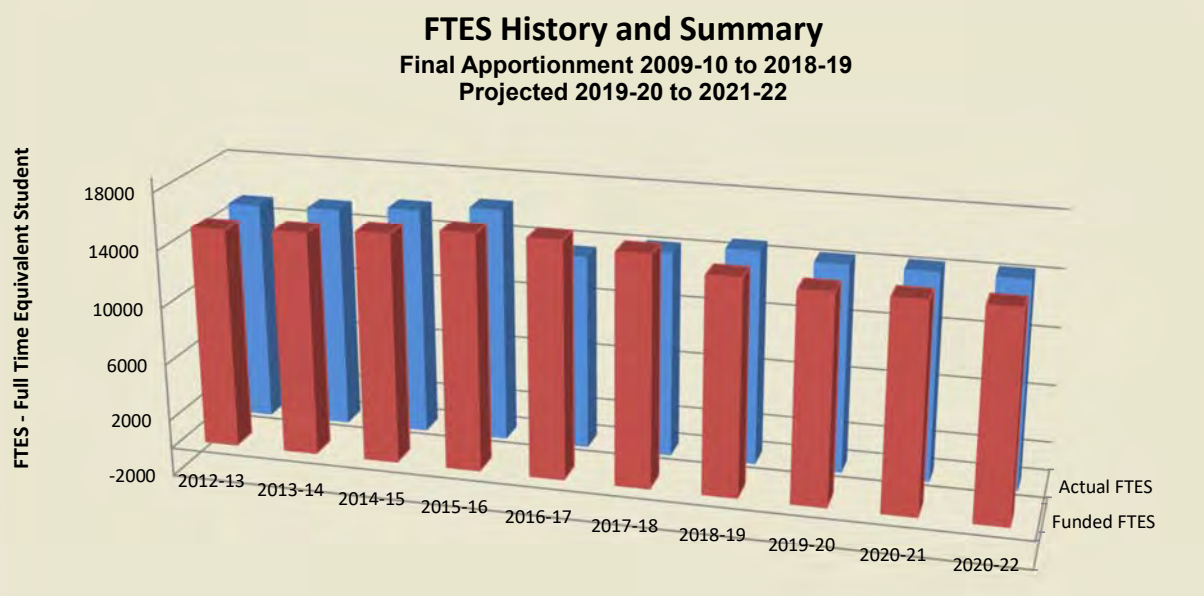
5. Working with internal and external partners, prepare the College and community for a General Obligation Bond election in 2020 that will provide adequate funds to continue to modernize and provide appropriate new facilities for the Stockton, Manteca, and the South Campus at Mountain House as are necessary to grow programs based on labor market data that lead to living-wage jobs and professions for all residents of the District.
6. With the Foundation Board, develop a strategic plan for the next three years, achievable strategic goals, and action steps for accomplishing the goals, and hire minimal staff to support Foundation fund-raising events, coordinate field trips for students, and arrange other events to assist in achieving the goals of the Foundation.

San Joaquin Delta Community College District

Full Time Equivalent Student (FTES) Review

2019-20 Adopted Budget
September 10, 2019

Note: *For consistency, the following chart has been amended. Prior years use total FTES as reflected on Chancellor's Office Recalculation report, P2, or Annual CCFS320, whichever has the most accurate information as of print date. Current and future years use projections referenced on the Three-Year Fiscal Planning Scenario (Attachment 6a/b).*



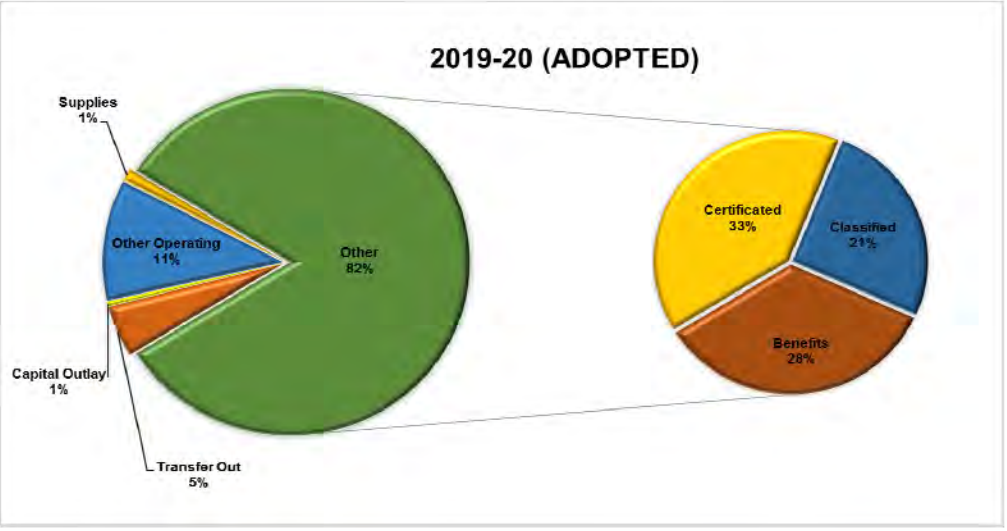
	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2020-22
Funded FTES	15226.39	15460	15860	16336	16336	15900	14841	14386	14386	14386
Actual FTES	15320.23	15460	15860	16336	13513	14274	14841	14386	14386	14386

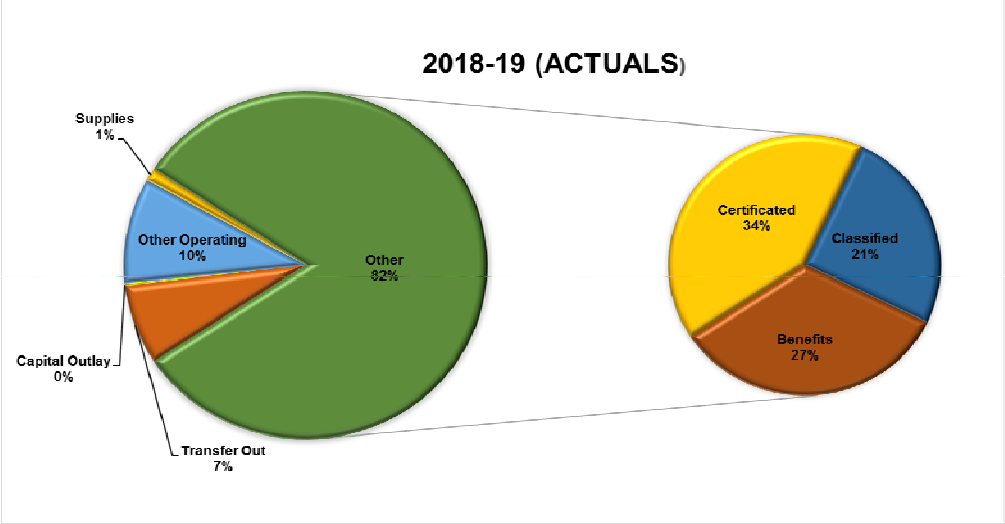
FTES for 2019-20 has declined 12% since the peak of 16,336 in 15/16.

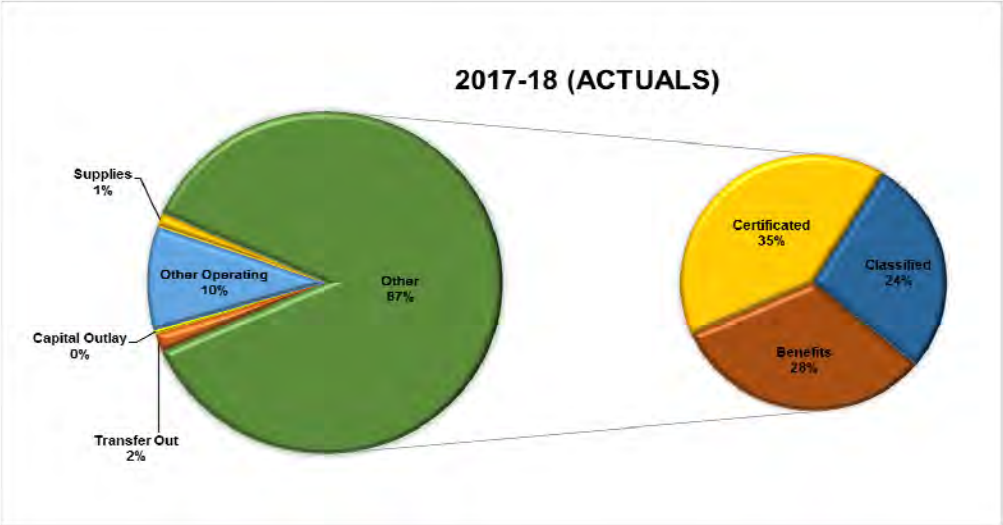
San Joaquin Delta Community College District

Compensation as % of Total Expenditures

2019-20 Adopted Budget
September 10, 2019







Other = Compensation (Salaries and Benefits)

San Joaquin Delta Community College District

Changes in Revenues - Unrestricted General Fund

2019-20 Adopted Budget
September 10, 2019

Changes in Revenue

2019-20 Tentative Budget Revenues	$	101,371,750
Increases to Revenue		
Increase in base funding	$	2,485,285
Increase in State Lottery Allocation	$	288,000
Increase in Other Apportionment Revenue	$	706,000
Net Change from 2019-20 Tentative to Adopted Budget	**$**	**3,479,285**
2019-20 Adopted Budget Revenues	**$**	**104,851,035**

San Joaquin Delta Community College District

Changes in Expenditures - Unrestricted General Fund

2019-20 Adopted Budget
September 10, 2019

Changes in Expenditures		
2019-20 Tentative Budget Expenditures	**$**	**102,371,750**
Increases to Expenditures		
Faculty Hourly		696,900
Faculty Program Review		300,000
Faculty Technology Refresh		400,000
Lottery		288,000
Other Apportionment		706,000
Projected Raise 3.5% FY 19-20 & 3% FY 20-21		2,370,523
STRS on Behalf		233,900
Tutoring		764,710
Total Increases		**5,760,033**
Decreases to Expenditures		
		-
Total Decreases		**-**
Net Change from 2019-20 Tentative to Adopted Budget	**$**	**5,760,033**
2019-20 Budget Expenditures / Ongoing & Temporary	**$**	**108,131,783**

San Joaquin Delta Community College District

Projected Fund Balance/Reserve - Unrestricted General Fund

2019-20 Adopted Budget
September 10, 2019

Reserves/Projected Fund Balance		
Reserves	$	10,309,192
Fund Balance/Reserve June 30, 2019		5,096,768
Adopted Budget Revenues		104,851,035
Adopted Budget Expenditures (net of vacancy savings)		106,431,783
Net Operating Results for 2019-20 Tentative Budget	$	(1,580,748)
Projected Ending Fund Balance/Reserve June 30, 2019	**$**	**13,825,212**
		12.79%

Notes: Expenditures assumes a $1.7M savings from vacancies and 10% minimum reserve

San Joaquin Delta Community College District

Three-Year Fiscal Planning Scenario Summary

Adopted Budget 2019-20 - Unrestricted General Fund

September 10, 2019

	Actual FY 18-19	*Adopted to Tentative FY 19-20*	*Projected FY 20-21*	*Projected FY 21-22*
Total Revenue	**$ 104,729,340**	**$ 104,851,035**	**$ 106,766,023**	**$ 109,695,958**
Total Expenditures	**103,091,920**	**106,431,783**	**110,743,489**	**112,624,589**
Operating Results (Ttl Rev - Ttl Exp)	**$ 1,637,420**	**$ (1,580,748)**	**$ (3,977,466)**	**$ (2,928,631)**
Beginning Fund Balance/Reserve	$ 13,768,540	$ 5,096,768	$ 3,516,020	$ (461,446)
Fund Balance Change (+/-)	**$ 1,637,420**	**$ (1,580,748)**	**$ (3,977,466)**	**$ (2,928,631)**
Ending Fund Balance	**$ 5,096,768**	**$ 3,516,020**	**$ (461,446)**	**$ (3,390,077)**
Reserve (10%)	**$ 10,309,192**	**$ 10,309,192**	**$ 10,309,192**	**$ 10,309,192**
Reserve/Fund Balance as a % of Expenditures	**14.94%**	**12.79%**	**8.77%**	**6.06%**

San Joaquin Delta Community College District

Three-Year Fiscal Planning Scenario Detail

Adopted Budget 2019-20 - Unrestricted General Fund

September 10, 2019

	Actual FY 18-19	*Tentative to Adopted* FY 19-20	*Projected FY 20-21*	*Projected FY 21-22*
State Resident Funded FTES Target	**15,474**	***14,386***	***14,386***	***14,386***
Revenues				
State Apportionment	$ 95,021,570	$ 95,749,535	$ 97,664,523	$ 100,594,458
Interest	100,400	450,000	450,000	450,000
Other	9,607,370	8,651,500	8,651,500	8,651,500
Total Revenue	**$ 104,729,340**	**$ 104,851,035**	**$ 106,766,023**	**$ 109,695,958**
Ongoing Expenditures	**$ 103,091,920**	**$ 102,371,750**	**$ 108,131,783**	**$ 112,243,489**
Changes Increases/(Decreases)				
Health Benefits - Active (est. 3yr avg 4%)			339,600	353,200
Step, Column, Longevity			683,300	703,800
CalPERS			691,500	712,300
CalSTRS			351,220	361,800
OPEB (other post employment benefits)			150,000	150,000
Total Compensation for Current Active Employees			**2,215,620**	**2,281,100**
Faculty hourly		696,900		
Faculty Program Review		300,000	(300,000)	
Faculty Technology Refresh		400,000		(400,000)
Lottery		288,000		
Other Apportionment		706,000		
Projected Raise 3.5% FY 19-20 & 3% FY 20-21**		2,370,523	2,196,086	
STRS on Behalf		233,900		
Tutoring		764,710		
Total Expenditures - Ongoing & Temporary	**$ 103,091,920**	**$ 108,131,783**	**$ 112,243,489**	**$ 114,124,589**
Compensation as % of total expenses	**81.5%**	**81.8%**	**83.7%**	
Vacancy Savings		**$ 1,700,000**	**$ 1,500,000**	**$ 1,500,000**
Total Expenditures	**$ 103,091,920**	**$ 106,431,783**	**$ 110,743,489**	**$ 112,624,589**
Operating Results (Rev - Exp Ongoing - Exp Temporary)	**1,637,420**	**(1,580,748)**	**(3,977,466)**	**(2,928,631)**
Beginning Fund Balance/Reserve	$ 13,768,540	$ 5,096,768	$ 3,516,020	**$ (461,446)**
Fund Balance Change (+/-)	**$ 1,637,420**	**$ (1,580,748)**	**$ (3,977,466)**	**$ (2,928,631)**
Ending Fund Balance	**$ 5,096,768**	**$ 3,516,020**	**$ (461,446)**	**$ (3,390,077)**
Reserve (10%)	**$ 10,309,192**	**$ 10,309,192**	**$ 10,309,192**	**$ 10,309,192**
Reserve/Fund Balance as a % of Expenditures	**14.94%**	**12.79%**	**8.77%**	**6.06%**

**** Potential increase of 0.25% for FY 21-22 if FTES target of 14,386 is reached in FY 19-20**

Assumptions

1. Revenue calculated at TCR plus COLA and based on P-2 April 26, 2019 update and includes SCFF shortfall.
2. Includes COLA information from the Chancellor's Office (2019-20 3.46%, 2020-21 2.86%, 2021-22 2.92%)
3. Includes increase in rates to PERS (2019-20 20.8%, 2020-21 23.8%, 2021-22 25.2%).
4. Includes increase/decrease to STRS (2019-20 18.13%, 2020-21 19.10%, 2021-22 20.10%).
5. Vacancy Savings of $1.7M average.
6. Partial SCFF 20/21; Full SCFF 21/22

San Joaquin Delta Community College District

Three-Year Fiscal Planning Scenario Detail

Base Budget TCR Scenario 2019-20 - Unrestricted General Fund

September 10, 2019

	Actual FY 18-19	*Tentative to Adopted* FY 19-20	*Projected FY 20-21*	*Projected FY 21-22*
State Resident Funded FTES Target	**15,474**	***14,386***	***14,386***	***14,386***
Revenues				
State Apportionment	$ 95,021,570	$ 92,046,250	$ 94,742,730	$ 94,721,530
COLA		1,218,000.00	1,006,800.00	1,028,000.00
Interest	100,400	450,000	450,000	450,000
Other	9,607,370	8,651,500	8,651,500	8,651,500
Total Revenue	**$ 104,729,340**	**$ 102,365,750**	**$ 104,851,030**	**$ 104,851,030**
Ongoing Expenditures	**$ 103,091,920**	**$ 102,371,750**	**$ 108,131,783**	**$ 112,243,488**
Changes Increases/(Decreases)				
Health Benefits - Active (est. 3yr avg 4%)			339,600	353,200
Step, Column, Longevity			683,300	703,800
CalPERS			691,500	712,300
CalSTRS			351,220	361,800
OPEB (other post employment benefits)			150,000	150,000
Total Compensation for Current Active Employees			**2,215,620**	**2,281,100**
Faculty hourly		696,900		
Faculty Program Review		300,000	(300,000)	
Faculty Technology Refresh		400,000		(400,000)
Lottery		288,000		
Other Apportionment		706,000		
Projected Raise 3.5% FY 19-20 & 3% FY 20-21 **		2,370,523	2,196,086	
STRS on Behalf		233,900		
Tutoring		764,710		
Total Expenditures - Ongoing & Temporary	**$ 103,091,920**	**$ 108,131,783**	**$ 112,243,488**	**$ 114,124,588**
Compensation as % of total expenses	**81.5%**	**81.8%**	**83.7%**	
Vacancy Savings		**$ 1,700,000**	**$ 1,500,000**	**$ 1,500,000**
Total Expenditures	**$ 103,091,920**	**$ 106,431,783**	**$ 110,743,488**	**$ 112,624,588**
Operating Results (Rev - Exp Ongoing - Exp Temporary)	**1,637,420**	**(4,066,033)**	**(5,892,458)**	**(7,773,558)**
Beginning Fund Balance	$ 13,768,540	$ 5,096,768	$ 1,030,735	**$ (4,861,723)**
Fund Balance Change (+/-)	**$ 1,637,420**	**$ (4,066,033)**	**$ (5,892,458)**	**$ (7,773,558)**
Ending Fund Balance	**$ 5,096,768**	**$ 1,030,735**	**$ (4,861,723)**	**$ (12,635,281)**
Reserve (10%)	**$ 10,309,192**	**$ 10,309,192**	**$ 10,309,192**	**$ 10,309,192**
Reserve/Fund Balance as a % of Expenditures	**14.94%**	**10.49%**	**4.85%**	**-2.04%**

**** Potential increase of 0.25% for FY 21-22 if FTES target of 14,386 is reached in FY 19-20**

Assumptions

1. Revenue calculated at TCR plus COLA and based on P-2 April 26, 2019 update and includes SCFF shortfall.
2. Includes COLA information from the Chancellor's Office (2019-20 3.46%, 2020-21 2.86%, 2021-22 2.92%)
3. Includes increase in rates to PERS (2019-20 20.8%, 2020-21 23.8%, 2021-22 25.2%).
4. Includes increase/decrease to STRS (2019-20 18.13%, 2020-21 19.10%, 2021-22 20.10%).
5. Vacancy Savings of $1.7M average.
6. TCR Funding

San Joaquin Delta Community College District

Detailed Three-Year Fiscal Planning Scenarios

Amended Adopted Budget 2019-20 - Unrestricted General Fund

September 10, 2019

	Actual FY 17-18	Adopted FY 18-19	Actual FY 18-19	*Adopted to Tentative* FY 19-20	*Tentative to Adopted* FY 19-20	*Projected FY 20-21*	*Projected FY 21-22*
State Resident Funded FTES Target			15,474		*14,386*	*14,386*	*14,386*
Revenues							
State Apportionment	$ 97,929,602	$ 93,177,100	$ 95,021,570	$ 92,203,746	$ 95,749,535	$ 97,664,523	$ 100,594,458
COLA				$ 1,218,000			
Interest		55,000	100,400	450,000	450,000	450,000	450,000
Other		7,657,500	9,607,370	7,500,000	8,651,500	8,651,500	8,651,500
Total Revenue	**$ 97,929,602**	**$ 100,889,600**	**$ 104,729,340**	**$ 101,371,746**	**$ 104,851,035**	**$ 106,766,023**	**$ 109,695,958**
Ongoing Expenditures	**$ 97,107,517**	**$ 104,970,700**	**$ 103,091,920**	**$ 104,970,700**	**$ 102,371,750**	**$ 107,431,783**	**$ 111,843,489**
Changes Increases/(Decreases)							
Health Benefits - Active (est. 3yr avg 4%)						339,600	353,200
Step, Column, Longevity						683,300	703,800
CalPERS						691,500	712,300
CalSTRS						351,220	361,800
OPEB (other post employment benefits)						150,000	150,000
Total Compensation for Current Active Employees						**2,215,620**	**2,281,100**
Faculty hourly					696,900		
Lottery					288,000		
Other Apportionment					706,000		
STRS on Behalf					233,900		
Projected Raise 3.5% FY 19-20 & 3% FY 20-21 **					2,370,523	2,196,086	
Tutoring					764,710		
Total Expenditures - Ongoing & Temporary	**$ 97,107,517**	**$ 104,970,700**	**$ 103,091,920**	**$ 102,371,746**	**$ 107,431,783**	**$ 111,843,489**	**$ 114,124,589**
Compensation as % of total expenses			**81.5%**		**81.8%**	**84.2%**	
Vacancy Savings		**$ 1,000,000**		**$ 1,000,000**	**$ 1,700,000**	**$ 1,500,000**	**$ 1,500,000**
Total Expenditures	**$ 97,107,517**	**$ 103,970,700**	**$ 103,091,920**	**$ 101,371,746**	**$ 105,731,783**	**$ 110,343,489**	**$ 112,624,589**
Operating Results (Rev - Exp Ongoing - Exp Temporary)	**$ 822,085**	**(3,081,100)**	**1,637,420**	**-**	**(880,748)**	**(3,577,466)**	**(2,928,631)**

Fund Balance and Reserves	**Actual FY 17-18**	**Adopted FY 18-19**	**Actual FY 18-19**	***Adopted to Tentative* FY 19-20**	**Tentative to Adopted FY 19-20**	**Projected FY 20-21**	**Projected FY 21-22**
Beginning Fund Balance/Reserve	$ 10,884,285	$ 11,706,368	$ 13,768,540	$ 8,625,268	$ 5,096,768	$ 3,252,034	$ (1,186,602)
Fund Balance Change (+/-)	**$ 822,085**	**(3,081,100)**	**$ 1,637,420**		**$ (880,748)**	**$ (3,577,466)**	**$ (2,928,631)**
Add to Reserves to maintain 10% of Exp					**$ (263,986)**	**$ (461,171)**	**$ (228,110)**
Fund Technology refresh					**$ (400,000)**	**$ (400,000)**	
Program Review					**$ (300,000)**		
Ending Fund Balance	**$ 11,706,370**	**$ 8,625,268**	**$ 5,096,768**	**$ 8,625,268**	**$ 3,252,034**	**$ (1,186,602)**	**$ (4,343,343)**
Fund balance adjusting entry post audit (reported to Board on Dec 11, 2018)	$2,884,255						
Adjusted Ending Balance + Reserves	**$ 13,768,540**		**$ 15,405,960**		**$ 13,825,212**	**$ 9,847,747**	**$ 6,919,116**
Ending fund balance % of Expenditures			**4.9%**		**3.0%**	**-1.1%**	**-3.8%**
Reserves (10% of Expenditures)			**$ 10,309,192**		**$ 10,573,178**	**$ 11,034,349**	**$ 11,262,459**
Ending Fund Balance + Reserves	**$ 13,768,540**		**$ 15,405,960**		**$ 13,825,212**	**$ 9,847,747**	**$ 6,919,116**
	14.18%		14.94%		12.87%	8.80%	6.06%

**** Potential increase of 0.25% for FY 21-22 if FTES target of 14,386 is reached in FY19-20**

San Joaquin Delta Community College District

All Funds Description

2019-20 Adopted Budget
September 10, 2019

The following fund description overview is based on the California Community College Budget and Accounting Manual that prescribes the accounting practices and uniform coding for all colleges in the California Community College System.

General Fund (11)

General Fund – Restricted (12) and Parking (13)

The Restricted Subfund is used to account for resources available for the operation and support of the educational programs that are specifically restricted by laws, regulations, donors, or other outside agencies as to their expenditure. Such externally imposed restrictions are to be contrasted with internally created designations imposed by the governing board on unrestricted moneys. In general, unrestricted moneys can be used for any legal purpose deemed necessary. Restricted moneys are from an external source that requires the moneys be used for specific purpose(s).

Monies such as matching contributions for categorical programs are unrestricted, but may be designated by the governing board for those purposes. Moneys designated as matching contributions should be maintained in the General Fund, Unrestricted Subfund. Circumstances and evidence relative to restrictions may not always be clear. The district should seek Chancellor's Office, legal, and/or contracted auditor consultation as needed.

The Parking Fund is used to account for the revenues received from parking fees collected as authorized by Education Code Section (EC §) 76360 and expenditures in support of parking services provided to students and employees.

Bond Interest and Redemption Fund (21)

The Bond Interest and Redemption Fund is the designated fund referred to in EC § 15146, 15234, 15235, 15250, 15251, and 15253 as the interest and sinking fund. This fund is to be used only to record transactions related to the receipt and expenditure of local revenues derived from the property tax levied for the payment of the principal and interest on outstanding bonds of the district. The fund is typically maintained by the County Treasury as the county assessor's office accounts for property tax receipts and the related principal and interest payment to the bond holders. Any other money remaining in this fund in excess of that needed to pay off all unpaid bonds and coupons payable from this fund, shall be transferred to the district's General Fund - Unrestricted upon the order of the county auditor. (EC §15234) Responsibility for this fund is vested with the county auditor.

Other Debt Service Fund - Passport Loan (2950)

This fund is used for the accumulation of resources for, and the payment of, other types of general long-term debt principal and interest. For example, fees collected for use of parking facilities built with student body funds under the authority of EC §76064 would be deposited in the General Fund and transferred to this fund to repay the debt. After all obligations have been paid, any unexpended balance may be expended for the purpose established in the original obligation or, if no restriction is placed on the unexpended balance, may be transferred to the General Fund-Unrestricted for expenditure. Responsibility for this fund vests with the Board.

Child Development Fund (33)

The Child Development Fund is the fund designated to account for all revenues for, or from the operation of, child care and development services, including student fees for child development services. Costs incurred in the operation and maintenance of the child care and development services are paid from this fund. This fund is established and maintained in the appropriate county treasury.

Redevelopment Fund (39)

This fund is used to account for all other specific revenue sources that are legally restricted to expenditures for specified purposes that are not an integral part of the district's instructional or administrative and support operation (e.g., dormitory replacement). This fund may be established and maintained in the county treasury or, as an alternative, the governing board may establish a bank account with a financial institution for each such fund established.

Capital Projects Fund (41)

The Capital Outlay Projects Fund is used to account for the accumulation and expenditure of moneys for the acquisition or construction of significant capital outlay items, and Scheduled Maintenance and Special Repairs (SMSR) projects. The Capital Outlay Projects Fund is used to account for the receipt and expenditure of proceeds from the sale of district bonds authorized pursuant to Education Code Section 15100 et seq. In general, this fund shall be established and maintained in the appropriate county treasury and moneys shall be used only for capital outlay purposes.

Measure L Bond Fund (42)

The Revenue Bond Construction Fund is used for acquisition or construction. The Revenue Bond Construction Fund is the fund designated in EC §81961 for the deposit of proceeds from the sale of all community college revenue bonds authorized under the provisions of EC §81901. Such deposits are used to meet the costs of acquisition or construction and all expenses of authorized projects (i.e., dormitories or other housing facilities, boarding facilities, student union or student activity facilities, vehicle parking facilities, or any other auxiliary or supplementary facilities as authorized). Proceeds from the sale of such bonds are deposited with the county treasurer and, upon order of the county auditor, credited to the district's Revenue Bond Construction Fund.

Bookstore Fund (51)

The Bookstore Fund is the fund designated to receive the proceeds derived from the district's operation of a community college bookstore pursuant to EC §81676 when it is the intent of the governing board to recover, in whole or in part, the costs of providing the services. All necessary expenses, including salaries, wages, and cost of capital improvement for the bookstore may be paid from generated revenue.

Food Service Fund (52)

The Cafeteria Fund is the fund designated to receive all moneys from the sale of food or for any other services performed by the cafeteria when it is the intent of the governing board to recover, in whole or in part, the costs of providing the services. Costs incurred in the operation and maintenance of such cafeteria are paid from this fund. The term "cafeteria" as used in this section is considered synonymous with the term "food service."

Self Insurance Fund (61)

The Self-Insurance Fund is the fund designated by EC §81602 to account for income and expenditures of self-insurance programs authorized by EC §72506(d). This fund is maintained in the county treasury and 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.

Associated Students Trust Fund (71)

The Associated Students Trust Fund is used to account for moneys held in trust by the district for organized student body associations (excluding clubs) established pursuant to EC §76060. In a multi-college district, such a fund may be established for each college's student body. Organized student body associations formed as auxiliary organizations under EC §72670 et seq., fall under the Auxiliary Organizations Requirements for Accounting, Reporting, and Auditing manual.

Student Representation Fee Trust Fund (72)

The Student Representation Fee Trust Fund is used to account for moneys collected pursuant to EC §76060.5 that provides for a student representation fee of one dollar per semester if approved by two-thirds of the students voting in the election. The election shall not be sufficient to establish the fee unless the number of students who vote in the election equals or exceeds the average of the number of students who voted in the previous three student body association elections. The fee is to be expended to provide for the support of governmental affairs representatives who may be stating their positions and viewpoints before city, county, and district governments and before offices and agencies of the State government. The district may charge a fee to recover its actual cost of administering these fees up to, but not more than, 7 percent of the fees collected and deposited.

Other Debt Service Fund - OPEB (76)

This fund is used for the accumulation of resources for, and the payment of, other types of general long-term debt principal and interest. For example, fees collected for use of parking facilities built with student body funds under the authority of EC §76064 would be deposited in the General Fund and transferred to this fund to repay the debt. After all obligations have been paid, any unexpended balance may be expended for the purpose established in the original obligation or, if no restriction is placed on the unexpended balance, may be transferred to the General Fund-Unrestricted for expenditure. Responsibility for this fund vests with the Board.

Other Trust Funds (79)

Other Trust Funds are used to account for all other moneys held in a trustee capacity by the college or district for individuals, organizations, or clubs. Such funds may be established and maintained in the appropriate county treasury, or as an alternative, the governing board may establish a bank account for each trust. Refer to Special Accounting Applications for requirements concerning separate bank accounts.

San Joaquin Delta Community College District

Table of Inter-Fund Transfers

2019-20 Adopted Budget

September 10, 2019

Transfers Out from Unrestricted General Fund Totaling		**$ 5,189,300**
1 Transfer to Child Development Fund for operational support costs		
Increase to Fund 33 Child Development Fund	$ 75,000	
Decrease to Fund 11 General Unrestricted Fund		$ (75,000)
2 Transfer to Capital Projects		
Increase to Fund 41 Capital Projects Fund - ERP	$ 2,737,300	
Increase to Fund 41 Capital Projects Fund - Program Review	800,000	
Increase to Fund 41 Capital Projects Fund - Faculty Technology Refresh	400,000	
Decrease to Fund 11 General Unrestricted Fund		(3,937,300)
3 Transfer to Capital Projects Fund for athletic facilities maintenance support costs		
Increase to Fund 41 Capital Projects Fund	$ 15,000	
Decrease to Fund 11 General Unrestricted Fund		$ (15,000)
4 Transfer to Capital Projects Fund for athletic ticket revenue		
Increase to Fund 41 Capital Projects Fund	$ 12,000	
Decrease to Fund 11 General Unrestricted Fund		$ (12,000)
5 Transfer to Other Debt OPEB		
Increase to Fund 76 Capital Projects Fund	$ 1,150,000	
Decrease to Fund 11 General Unrestricted Fund		$ (1,150,000)
Transfers Out from Bookstore Fund Totaling		**$ 617,596**
6 Transfer to Unrestricted General Fund for Administrative Fees		
Increase to Fund 11 General Unrestricted Fund	$ 379,000	
Decrease to Fund 5100 Bookstore Fund		$ (379,000)
7 Transfer to Food Service Fund for operational support costs		
Increase to Fund 52 Food Service Fund	$ 52,096	
Decrease to Fund 51 Bookstore Fund		$ (52,096)
8 Transfer to Other Trust for state playoffs, promo, competitions and intramurals		
Increase to Fund 79 Other Trust	$ 186,500	
Decrease to Fund 51 Bookstore		$ (186,500)

San Joaquin Delta Community College District

Adopted Budget - Unrestricted General

2019-20 Adopted Budget
September 10, 2019

	Actual 2018-19	Adopted 2018-19	Adopted 2019-20
Federal	$ 100,645	$ 87,700	$ 87,700
State	60,027,820	57,412,273	55,649,694
Local	44,570,018	43,369,612	49,093,632
Transfers In-Other Sources	30,856	20,000	20,000
Total Revenue	$ 104,729,339	$ 100,889,585	$ 104,851,026
Certificated Salaries	$ 34,598,807	$ 34,614,377	$ 35,491,595
Classified Salaries	21,307,062	21,708,843	22,923,364
Benefits	28,062,827	28,724,180	30,640,087
Supplies	1,224,326	1,234,196	1,239,699
Other Operating Expense	10,008,091	10,618,116	12,155,662
Capital Outlay	291,690	600,056	492,076
Transfers Out-Other Uses	7,599,113	7,470,900	5,189,300
Total Expenditures-Ongoing & Temporary	$ 103,091,916	$ 104,970,668	$ 108,131,783
Vacancy & Operational One-Time		$ (1,000,000)	$ (1,700,000)
Total Expenditures	$ 103,091,916	$ 103,970,668	$ 106,431,783
Net Operating Results Revenue - Expenditures ( ) denotes a deficit	**$ 1,637,423**	**$ (3,081,083)**	**$ (1,580,757)**
Beginning Fund Balance	**$ 13,768,538**	**$ 13,768,538**	**$ 15,405,961**
Ending Fund Balance After operating results ( ) denotes a deficit	**$ 15,405,961**	**$ 10,687,455**	**$ 13,825,204**
Compensation as % of total expenses	**81.5%**	**81.8%**	**83.7%**

Note: The total Rev and Total Exp (3 Year Model) do not foot to the Summaries due to rounding differences

San Joaquin Delta Community College District

Fund Summary - Restricted General

2019-20 Adopted Budget

September 10, 2019

	Actual 2018-19	Adopted 2018-19	Adopted 2019-20
Federal	$ 1,652,702	$ 2,161,833	$ 2,145,595
State	19,781,041	30,465,114	32,363,577
Local	1,465,046	1,869,208	3,216,451
Transfers In-Other Sources	96,179	40,000	43,000
Total Revenue	$ 22,994,968	$ 34,536,155	$ 37,768,623
Certificated Salaries	$ 3,075,883	$ 3,129,964	$ 2,948,366
Classified Salaries	5,559,065	7,066,157	6,623,870
Benefits	3,058,647	3,859,835	4,111,010
Supplies	1,056,287	1,003,304	1,310,079
Other Operating Expense	6,019,705	13,136,370	15,324,042
Capital Outlay	2,949,253	5,257,416	6,360,736
Transfers Out-Other Uses	1,276,128	1,083,109	1,090,520
Total Expenditures	$ 22,994,968	$ 34,536,155	$ 37,768,623
Net Operating Results Revenue - Expenditures ( ) denotes a deficit	**$ -**	**$ -**	**$ -**
Beginning Fund Balance	**$ 58,060**	**$ 58,060**	**$ 58,060**
Ending Fund Balance After operating results ( ) denotes a deficit	**$ 58,060**	**$ 58,060**	**$ 58,060**

Note: To the extent Categorical funds increase, so do the support demands on the General Funded personnel such as IT, Fiscal and HR support

San Joaquin Delta Community College District

Fund Summary - Parking

2019-20 Adopted Budget
September 10, 2019

	Actual 2018-19	Adopted 2018-19	Adopted 2019-20
Local	$ 684,891	$ 710,000	$ 710,000
Total Revenue	$ 684,891	$ 710,000	$ 710,000
Classified Salaries	$ 541,516	$ 444,702	$ 449,753
Benefits	122,600	126,038	135,780
Supplies	10,484	26,302	23,262
Other Operating Expense	38,850	47,198	40,998
Capital Outlay	38,002	30,760	40,000
Total Expenditures	$ 751,452	$ 675,000	$ 689,793
Net Operating Results Revenue - Expenditures ( ) denotes a deficit	**$ (66,561)**	**$ 35,000**	**$ 20,207**
Beginning Fund Balance	**$ 460,629**	**$ 460,629**	**$ 394,068**
Ending Fund Balance After operating results ( ) denotes a deficit	**$ 394,068**	**$ 495,629**	**$ 414,275**

San Joaquin Delta Community College District

Fund Summary - Other Debt Service Fund - Passport

2019-20 Adopted Budget

September 10, 2019

	Actual 2018-19	Adopted 2018-19	Adopted 2019-20
Loan Servicing		$ -	$ -
Total Revenue	$ -	$ -	$ -
Transfers Out-Other Uses	$ -	$ -	$ -
Total Expenditures	$ -	$ -	$ -
Net Operating Results Revenue - Expenditures ( ) denotes a deficit	**$ -**	**$ -**	**$ -**
Beginning Fund Balance	**$ 2,292,488**	**$ 2,292,488**	**$ 2,292,488**
Ending Fund Balance After operating results ( ) denotes a deficit	**$ 2,292,488**	**$ 2,292,488**	**$ 2,292,488**

San Joaquin Delta Community College District

Fund Summary - Child Development Center

2019-20 Adopted Budget
September 10, 2019

	Actual 2018-19	Adopted 2018-19	Adopted 2019-20
Federal Food Program	$ 65,742	$ 85,084	$ 85,084
State Meal Reimbursement	3,428	5,000	5,000
General Childcare	377,781	360,000	360,000
State Preschool	611,190	590,000	590,000
Interest	3,281	1,000	1,000
Parent Fees	30,205	32,860	32,860
Contributions Received	-	125,000	125,000
Transfer From General Fund	75,000	75,000	75,000
Total Revenue	$ 1,166,627	$ 1,273,944	$ 1,273,944
Salaries	$ 708,669	$ 814,245	$ 831,245
Benefits	306,991	388,201	411,942
Supplies	-	1,558	1,558
Food Supplies	49,181	56,000	56,000
Operating Expenses	62,028	12,440	12,440
New Equipment	1,744	1,500	1,500
Total Expenditures	$ 1,128,613	$ 1,273,944	$ 1,314,685
Net Operating Results Revenue - Expenditures ( ) denotes a deficit	**$ 38,014**	**$ -**	**$ (40,741)**
Beginning Fund Balance	**$ 364,843**	**$ 364,843**	**$ 402,857**
Ending Fund Balance After operating results ( ) denotes a deficit	**$ 402,857**	**$ 364,843**	**$ 362,116**

San Joaquin Delta Community College District

Fund Summary - Farm

2019-20 Adopted Budget
September 10, 2019

	Actual 2018-19	Adopted 2018-19	Adopted 2019-20
Crop Sales	$ 295,192	$ 207,000	$ 225,000
Total Revenue	$ 295,192	$ 207,000	$ 225,000
Classified Salaries	$ 47,274	$ 46,988	$ 48,620
Benefits	31,711	34,138	36,652
Supplies	11,886	11,250	11,250
Crop Costs	108,280	104,232	100,224
Other Operating Expense	38,933	62,672	26,800
Capital Outlay	-	1,392	140,000
Total Expenditures	$ 238,084	$ 260,672	$ 363,546
Net Operating Results Revenue - Expenditures ( ) denotes a deficit	**$ 57,108**	**$ (53,672)**	**$ (138,546)**
Beginning Fund Balance	**$ 843,927**	**$ 843,927**	**$ 901,035**
Ending Fund Balance After operating results ( ) denotes a deficit	**$ 901,035**	**$ 790,255**	**$ 762,489**

San Joaquin Delta Community College District

Fund Summary - Redevelopment District Agency (RDA)

2019-20 Adopted Budget

September 10, 2019

	Actual 2018-19	Adopted 2018-19	Adopted 2019-20
Local	$ 662,676	$ 353,760	$ 353,760
Transfer In-Other Sources	-	-	-
Total Revenue	$ 662,676	$ 353,760	$ 353,760
Other Operating	330,275	1,122,717	1,174,717
Capital Outlay	272,640	450,721	196,139
Total Expenditures	$ 602,915	$ 1,573,438	$ 1,370,856
Net Operating Results Revenue - Expenditures ( ) denotes a deficit	**$ 59,761**	**$ (1,219,678)**	**$ (1,017,096)**
Beginning Fund Balance	**$ 5,541,184**	**$ 5,541,184**	**$ 5,600,945**
Ending Fund Balance After operating results ( ) denotes a deficit	**$ 5,600,945**	**$ 4,321,506**	**$ 4,583,849**

San Joaquin Delta Community College District

Fund Summary - Capital Projects

2019-20 Adopted Budget
September 10, 2019

	Actual 2018-19	Adopted 2018-19	Adopted 2019-20
Scheduled Maintenance	$ 479,282	$ 2,283,939	$ 2,086,870
State Mandated	1,300,510	1,300,510	719,848
Prop 39	697,667	834,508	212,235
Interest	-	50,000	50,000
Transfer In-Other Sources	6,409,622	6,395,900	5,114,300
Total Revenue	$ 8,887,081	$ 10,864,857	$ 8,183,253
Supplies	$ 7,890	$ 17,000	$ 12,000
Other Operating	5,156,232	6,792,046	7,454,851
Capital Outlay	2,020,428	3,524,608	2,182,539
Transfers Out-Other Uses	-	-	-
Total Expenditures	$ 7,184,550	$ 10,333,654	$ 9,649,390
Net Operating Results Revenue - Expenditures ( ) denotes a deficit	**$ 1,702,531**	**$ 531,203**	**$ (1,466,137)**
Beginning Fund Balance	**$ 4,064,661**	**$ 4,064,661**	**$ 5,767,192**
Ending Fund Balance After operating results ( ) denotes a deficit	**$ 5,767,192**	**$ 4,595,864**	**$ 4,301,055**

San Joaquin Delta Community College District

Fund Summary - Measure L Bond

2019-20 Adopted Budget
September 10, 2019

	Actual 2018-19	Adopted 2018-19	Adopted 2019-20
Interest	$ 585,999	$ 80,000	$ 400,000
Total Revenue	$ 585,999	$ 80,000	$ 400,000
Supplies	$ 1,374	$ 6,000	$ 5,473
Other Operating	20,873	1,420,663	1,935,506
Capital Outlay	4,893,194	30,876,879	26,353,123
Total Expenditures	$ 4,915,441	$ 32,303,544	$ 28,294,102
Net Operating Results Revenue - Expenditures ( ) denotes a deficit	**$ (4,329,442)**	**$ (32,223,544)**	**$ (27,894,102)**
Beginning Fund Balance	**$ 32,223,544**	**$ 32,223,544**	**$ 27,894,102**
Ending Fund Balance After operating results ( ) denotes a deficit	**$ 27,894,102**	**$ -**	**$ -**

San Joaquin Delta Community College District

Fund Summary - Bookstore

2019-20 Adopted Budget
September 10, 2019

	Actual 2018-19	Adopted 2018-19	Adopted 2019-20
Book Sales	$ 3,693,987	$ 4,585,000	$ 4,585,000
Merchandise Sales	1,007,551	825,000	825,000
Other Revenue	142,479	5,000	5,000
Total Revenue	$ 4,844,017	$ 5,415,000	$ 5,415,000
Cost of Goods Sold	$ 3,170,399	$ 3,717,000	$ 3,717,000
Salaries	709,821	762,524	706,875
Employee Benefits	259,425	326,577	330,816
Supplies	13,018	17,000	17,000
Freight Out	50,966	72,700	72,700
Banking, Travel, Dues	145,688	43,000	43,000
Credit Card Fees	49,760	65,000	65,000
Equipment / Site Improvement	16,135	70,000	70,000
Other Expense	58,849	128,603	128,603
Depreciation	6,153	-	-
Total Operating Expenditures	$ 4,480,215	$ 5,202,404	$ 5,150,994
Food Service	$ 95,819	$ 52,096	$ 52,096
Admin. Fees	339,081	379,000	379,000
Promotion	150,000	150,000	150,000
Intramurals	900	900	900
Competitions	35,600	35,600	35,600
Total Bookstore Transfers Out	$ 621,400	$ 617,596	$ 617,596
Total Expenditures	**$ 5,101,615**	**$ 5,820,000**	**$ 5,768,590**
Net Operating Results Revenue - Expenditures ( ) denotes a deficit	**$ (257,598)**	**$ (405,000)**	**$ (353,590)**
Beginning Fund Balance	**$ 1,363,857**	**$ 1,363,857**	**$ 1,106,259**
Ending Fund Balance After operating results ( ) denotes a deficit	**$ 1,106,259**	**$ 958,857**	**$ 752,669**

Note: The Bookstore is paying a disproportionate share of the Admin Fees compared to other areas (~7% vs 4%)

San Joaquin Delta Community College District

Fund Summary - Food Service

2019-20 Adopted Budget
September 10, 2019

	Actual 2018-19	Adopted 2018-19	Adopted 2019-20
Food Sales	$ 327,532	$ 660,000	$ 621,322
Catering Sales	-	100,000	
Other Revenue	71,311	500	-
Total Revenue	$ 398,843	$ 760,500	$ 621,322
Cost of Sales	$ 171,242	$ 327,120	$ 327,120
Salaries	207,005	216,481	137,487
Employee Benefits	56,624	101,085	40,901
Supplies	15,074	71,000	71,000
Sales Tax	824	4,400	4,400
Repairs	1,349	1,200	1,200
Uniforms	1,504	1,000	1,000
Indirect Costs	27,919	53,235	53,235
Other Expense	11,615	28,850	28,850
New Equipment non capitalized	281	7,000	7,000
Depreciation	1,225	1,225	1,225
Total Expenditures	$ 494,662	$ 812,596	$ 673,418
Net Operating Results Revenue - Expenditures ( ) denotes a deficit	**$ (95,819)**	**$ (52,096)**	**$ (52,096)**
Transfer Out To Foundation-Passport	$ -		
Transfer In From Bookstore	**$ 95,819**	**$ 52,096**	**$ 52,096**
Beginning Fund Balance	**$ -**	**$ -**	**$ -**
Ending Fund Balance After operating results ( ) denotes a deficit	**$ -**	**$ -**	**$ -**

San Joaquin Delta Community College District

Fund Summary - Self Insurance

2019-20 Adopted Budget
September 10, 2019

	Actual 2018-19	Adopted 2018-19	Adopted 2019-20
Interest	$ 61,878	$ 60,000	$ 60,000
Contributions from Other Funds	2,112,322	2,060,000	2,060,000
Total Revenue	$ 2,174,200	$ 2,120,000	$ 2,120,000
Supplies	$ 2,842	$ 5,000	$ 5,000
Claims and IBNR	257,298	550,000	550,000
Claims Admin	44,418	93,000	93,000
Insurance Premiums	1,766,485	1,888,000	1,888,000
Other Operating Expense	20,780	102,000	102,000
Equipment	2,976	15,000	15,000
Total Expenditures	$ 2,094,799	$ 2,653,000	$ 2,653,000
Net Operating Results			
Revenue - Expenditures ( ) denotes a deficit	**$ 79,401**	**$ (533,000)**	**$ (533,000)**
Beginning Fund Balance	**$ 1,617,576**	**$ 1,617,576**	**$ 1,696,977**
Ending Fund Balance After operating results ( ) denotes a deficit	**$ 1,696,977**	**$ 1,084,576**	**$ 1,163,977**

San Joaquin Delta Community College District

Fund Summary - ASB, Student Fees, ID Cards

2019-20 Adopted Budget
September 10, 2019

	Actual 2018-19	Adopted 2018-19	Adopted 2019-20
Contributions Food Pantry	$ 499	$ 500	$ 500
Events Income/Flea Mkt (partial)	50	1,000	1,000
Sales	247	-	-
Student Rep Fees	17,362	23,070	23,070
Student Activity Fee	107,876	93,890	87,900
Other Local Revenue	1,065	-	-
Total Revenue	$ 127,099	$ 118,460	$ 112,470
Supplies	$ 18,028	$ 17,500	$ 21,000
Other Expense	44,261	67,045	66,670
Capital Outlay	581	1,500	5,500
Other Outgo	18,970	4,000	14,500
Total Expenditures	$ 81,840	$ 90,045	$ 107,670
Net Operating Results Revenue - Expenditures ( ) denotes a deficit	**$ 45,259**	**$ 28,415**	**$ 4,800**
Beginning Fund Balance	**$ 408,024**	**$ 408,024**	**$ 453,283**
Ending Fund Balance After operating results ( ) denotes a deficit	**$ 453,283**	**$ 436,439**	**$ 458,083**

San Joaquin Delta Community College District

Fund Summary - Other Debt Service Fund (OPEB)

2019-20 Adopted Budget

September 10, 2019

	Actual 2018-19	Adopted 2018-19	Adopted 2019-20
Transfer In-Other Sources	$ 1,000,000	$ 1,000,000	$ 1,150,000
Unrealized Gains/Losses	844,554	-	-
Total Revenue	$ 1,844,554	$1,000,000	$1,150,000
Other Operating Expense	$ 9,569	$ -	$ -
Total Expenditures	$ 9,569	$ -	$ -
Net Operating Results Revenue - Expenditures ( ) denotes a deficit	**$ 1,834,985**	**$ 1,000,000**	**$ 1,150,000**
Beginning Fund Balance	**$ 10,482,782**	**$ 10,482,782**	**$ 12,317,767**
Ending Fund Balance After operating results ( ) denotes a deficit	**$ 12,317,767**	**$ 11,482,782**	**$ 13,467,767**

San Joaquin Delta Community College District

Fund Summary - Other Trust

2019-20 Adopted Budget
September 10, 2019

	Actual 2018-19	Adopted 2018-19	Adopted 2019-20
Local	$ 817,203	$ 575,400	$ 575,400
Transfer In-Other Sources	186,500	186,500	186,500
Total Revenue	$ 1,003,703	$ 761,900	$ 761,900
Classified Salaries	$ 72,322	$ 172,165	$ 97,899
Benefits	16,689	35,130	38,055
Supplies	74,572	13,700	13,700
Other Operating Expense	732,468	540,905	612,246
Capital Outlay	17,705	-	-
Transfers Out-Other Uses	2,602	-	-
Total Expenditures	$ 916,358	$ 761,900	$ 761,900
Net Operating Results Revenue - Expenditures ( ) denotes a deficit	**$ 87,345**	**$ -**	**$ -**
Beginning Fund Balance	**$ 323,238**	**$ 323,238**	**$ 410,583**
Ending Fund Balance After operating results ( ) denotes a deficit	**$ 410,583**	**$ 323,238**	**$ 410,583**

San Joaquin Delta Community College District

All Funds Summary

2019-20 Adopted Budget
September 10, 2019

Fund	Fund Description	Beginning Fund Balance	Budgeted Revenues	Budgeted Expenditures	Ending Fund Balance
1100	Unrestricted General	$ 15,405,961	$ 104,851,026	$ 106,431,783	$ 13,825,204
1200	Restricted General	58,060	37,768,623	37,768,623	58,060
1300	Parking	394,068	710,000	689,793	414,275
2100	Bond Interest and Redemption	22,792,889	-	-	22,792,889
2910	Other Debt Service (Passport Loan)	2,292,488	-	-	2,292,488
3300	Child Development	402,857	1,273,944	1,314,685	362,116
3400	Farm	901,035	225,000	363,546	762,489
3900	Redevelopment	5,600,945	353,760	1,370,856	4,583,849
4100	Capital Projects	5,767,192	8,183,253	9,649,390	4,301,055
4200	Measure L Bond	27,894,102	400,000	28,294,102	(1)
5100	Bookstore	1,106,259	5,415,000	5,768,590	752,669
5200	Food Service	-	673,418	673,418	-
6100	Self Insurance	1,696,977	2,120,000	2,653,000	1,163,977
7100 & 7200	Associated Students	453,283	112,470	107,670	458,083
7400	Student Financial Aid	261,101	-	-	261,101
7500	Scholarship and Loan	2,051,529	-	-	2,051,529
7600	Other Debt Service (OPEB - Other Post Employment Benefits)	12,317,767	1,150,000	-	13,467,767
7900	Other Trust Fund	410,583	761,900	761,900	410,583
	Totals	$ 99,807,096	$ 163,998,394	$ 195,847,356	$ 67,958,133

Glossary of Terms

Accounting - The process of identifying, measuring and communicating financial information to permit informed judgments and decisions by users.

Accounts Payable - Accounts due and owing to persons, business firms, governmental units or others for goods and services not yet paid.

Accounts Receivable - Amounts due and owing from persons, business firms, governmental units or others for goods and services provided, but not yet collected.

Allocation - Division or distribution of resources according to a predetermined plan.

Apportionment – A state allocation to each district based on a funding formula. The three types of revenues that comprise the allocation amount are enrollment fees, local property taxes and state funds.

Apportionment Attendance Report (CCFS 320) – A report submitted three times a year for summer, fall and spring terms to report full-time equivalent student (FTES) attendance at Period 1 (P1), Period 2 (P2) and Annual. It is the primary basis of District's funding by the state.

Audit - An examination of documents, records and accounts for the purpose of determining; 1) that all present fairly the financial position of the district; 2) that they are in conformity with prescribed accounting procedures; and 3) that they are consistent with the preceding year.

Auxiliary Foundation - A separate entity created by a district as an auxiliary organization to receive, raise and manage funds from private sources.

Auxiliary Operations - Service activities indirectly related to teaching and learning. Food service and bookstore are considered auxiliary operations.

Backfill - Funds allocated by the Legislature to make up for revenues (e.g. student fee, property taxes) that were projected but not received.

Beginning Fund Balance - The funds that the district begins the year with, that include cash, accounts receivable, less accounts payable.

Block Grant - A fixed sum of money, not linked to enrollment measures, provided to a college district by the state.

Bonds - Investment securities or notes sold by a district through a financial firm for the purpose of raising funds for various capital expenditures. Prop 39 general obligation bonds are the most significant and require at least 55% vote of the electorate.

Board of Governors - The statewide governing board of the community colleges. The members are appointed by the Governor. The Board hires the Chancellor of the California Community Colleges System and makes policy decisions that affect all districts. The Board may be directed by the Legislature to regulate certain matters and it may choose to regulate others.

Board of Trustees -The local governing board of each community college district. Its members are

elected by the voters in the District. The board hires the chief administrator of the district and directs the operations of the district. It makes policy decisions that are permitted or mandated at the local level.

Budget - A plan of financial operation for a given period for a specified purpose consisting of an estimate of revenue and expenditures.

Budget and Accounting Manual - Education Code Section 70901 enumerates the responsibilities of the Board of Governors, which includes the establishing, maintaining, revising, and updating the uniform budgeting and accounting structures and procedures for the California Community Colleges. This responsibility is embodied in the California Community Colleges Budget and Accounting Manual (BAM).

Capital Projects - Capital Projects Funds are used for the acquisition or construction of capital outlay items, e.g. buildings, major equipment.

Categorical Funds - Also called restricted funds, these are monies that can only be spent for the designated purpose. Examples: funding to serve students with disabilities (DSPS) or the economically disadvantaged, low-income (EOPS), scheduled maintenance, instructional equipment, and student success (formerly matriculation).

Chart of Accounts - A systematic list of funds and accounts developed according to the California Community Colleges Budget and Accounting Manual (BAM) to uniformly capture revenues, expenditures and balance sheet activity.

Cost of Living Adjustment (COLA) - An increase in funding for revenue limits or categorical programs. Current law ties COLA to indices of inflation, although different amounts are appropriated in some years. There is no mandate that requires the state to provide COLA funding.

Deficit - In the context of a budget, a deficit is when revenues for the year are less than planned expenditures.

Disabled Student Programs & Services (DSPS) - Categorical funds designated to support and assist disabled students into the general college program.

Encumbered Funds - Obligations in the form of purchase orders, contracts, salaries, and other commitments for which budget are reserved.

Ending Balance – The funds remaining once the fiscal year end is closed and available for the new fiscal year.

Enrollment Cap – The state limits how many full-time equivalent students (FTES) that it will fund for the Community College System, and in turn, individual districts.

Estimated Income - Expected receipt or accruals of monies from revenue or nonrevenue sources (abatements, loan receipts) during a given period.

Expenditures - Amounts disbursed for all purposes.

Extended Opportunity Programs and Services (EOPS) - Categorical funds designated for supplemental services for disadvantaged students.

Fifty-Percent Law – State compliance requirement that mandates fifty percent of district expenditures in certain categories be spent for classroom instruction salaries and benefits.

Final Budget - The district budget that must approved by the board by September 15th, generally after the state allocation is determined. The Final Budget is also referred to as the Adopted Budget.

Fiscal Year - In California, it is defined as the period beginning July 1 and ending June 30. Some federal grants use a fiscal year beginning October 1 and ending September 30.

FON (Full-Time Faculty Obligation Number) - State compliance requirement that a district's full-time faculty meet a mandated figure based on various measurements, including FTES growth. The goal established by AB1725 for the ration for full-time faculty to part-time faculty is also known at 75/25.

Full Time Equivalent Students (FTES) - A standardized measure used to indicate enrollment and workload. The State General Apportionment is primarily based on FTES.

Fund – A self-balanced set of accounts for recording cash and other financial resources, together with all related liabilities as permitted by the Budget and Accounting Manual (BAM).

Fund Balance - The difference between assets and liabilities.

Gann Limitation - A ceiling on each year's appropriations supported by tax dollars. The limit applies to all governmental entities, including school districts. The base year was 1978-79. The amount is adjusted each year, based on a price index and the growth of the student population.

Governor's Budget - The Governor proposes a budget for the state each January for the fiscal year beginning the next July. It is the starting point for the budget development at the state level.

Growth - Enrollment growth is expressed in terms of FTES. Growth in FTES and growth in revenue both refer to an increase in excess of the prior year's funded enrollment level. When referring to the growth rate, the reference is to the rate at which the State will provide funding for FTES in excess of the prior year's funded enrollment.

Headcount - An unduplicated count of enrolled students.

Interfund Transfer -An interfund transfer is a transfer of monies from one fund to another fund. As an example, a transfer from the unrestricted general fund to the child development fund is an interfund transfer.

Lottery Funds -The minimum of 34 percent of lottery revenues distributed to public schools and colleges must be used for "education of pupils". Lottery income has added about 1-3 percent to community college funding. The funding has two components unrestricted (Non-Prop 20) and restricted (Prop 20).

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

May Revise -The Governor revised budget proposal in May for the next fiscal year in accordance with up-to-date projections in revenues and expenses.

Noncredit FTES - FTES earned in noncredit courses, generally Adult Education. These courses are paid at a lower rate than credit FTES.

Nonresident Tuition -A student who is not a resident of California is required, under the uniform student residency requirements, to pay tuition. The fee shall not be less than the average statewide cost per student, and is set by the board of trustees annually.

Object Code - Classification category of an item or a service purchase. Major object levels are presented in the financial statements and the CCFS 311 reports.

Other Post Employment Retiree Benefit (OPEB) - Post-employment benefits that an employee will begin to receive at the start of retirement. This does not include pension benefits paid to the retired employee. Other post-employment benefits that a retiree can be compensated for are life insurance premiums, healthcare premiums and deferred-compensation arrangements.

PERS - Public Employee's Retirement System. State law requires school district classified employees, school districts and the State to contribute to the fund for full-time classified employees.

Proposition 13 - An initiative amendment passed in June 1978 adding Article XIII A to the California Constitution. Tax rates on secured property are restricted to no more than 1 percent of full cash value. Proposition 13 also defined assessed value and required a two-thirds vote to change existing or levy new taxes.

Proposition 98 - An initiative passed in November 1988, guaranteeing at least 40 percent of the state's budget for K-12 and community colleges. The split was proposed to be 89 percent (K-12) and 11 (CCC), although the split has not been maintained.

Reserves - Funds set aside in a college district budget to provide for future expenditures or to offset future losses, for working capital, or for other purposes. There are different categories of reserves, including contingency, general, restricted and reserves for long-term liabilities.

Restricted Funds - Money that must be spent for a specific purpose either by law or by local board action.

Revenue - Income from all sources.

Revenue Limit -The specific amount of student enrollment fees, state and local taxes a college district may receive per student for its general education budget. Annual increases are determined by Proposition 98 formula or the Legislature.

State Deferrals - When apportionment revenue payments due to the district from the state for the fiscal year are delayed and paid later.

STRS - State Teacher's Retirement System. State law requires that school district employees, school districts and the State contribute to the fund for full-time certificated employees.

Student Financial Aid Funds - Funds designated for grants and loans to students. Includes federal Pell grants, College Work-Study, and the state funds EOPS grants and fee waiver programs.

Subfund - A fund may have multiple accounts that are also established as funds. Subfunds are combined for reporting purposes under the primary fund category. As an example, the Debt Service Fund has two funds; one for repayment of debt and the second for payment of the retired employee medical benefit costs.

Title 5 - The Section of the State Administrative Code that governs community colleges. The Board of Governors may change or add regulations to Title 5.

TOP Code - Taxonomy of Programs. Numbers assigned to programs to use in budgeting and reporting expenditures. The program code details the area of operations and specifies if a program is instructional or non-instructional.

TRANS - Districts finance short-term cash flow needs by issuing Tax Revenue Anticipation Notes (TRANS) through bond underwriters. The notes are paid off as cash is received by the district from enrollment fees, property taxes and state apportionment.

Transfers - Monies that are transferred from one object level account to another or fund one fund to another. Example: Transfer from supplies to equipment or transfer from the general fund to the capital projects fund.

Unfunded FTES - FTES that are generated in excess of the enrollment/FTES cap.

Warrants - A written order drawn to pay a specified amount to a designated payee, also referred to as checks.

Workload Reduction – Reduced level of FTES for which districts are funded.

Workload Restoration – Increased level of FTES for which districts are funded for previous workload reduction.

WSCH - Weekly Student Contact Hours is part of the formula used to calculate FTES.

*** List of terms was compiled from the following sources: "Understanding Funding, Finance and Budgeting" from the Chancellor's Office of the California Community Colleges, "Trustee Handbook" from Community College League of California and "California Postsecondary Education Commission –Glossary of Terms".*