

CHAFFEY COMMUNITY COLLEGE DISTRICT



2020-2021 ADOPTED BUDGET

SEPTEMBER 24, 2020

CHAFFEY COMMUNITY COLLEGE DISTRICT

LIST OF PRINCIPAL OFFICIALS

Governing Board

Gary C. Ovitt.....	President
Lee C. McDougal.....	Vice President
Kathleen Brugger.....	Clerk
Katherine Roberts.....	Member
Gloria Negrete McLeod.....	Immediate Past President
Lauren Sanders.....	Student Trustee

Administration

Henry D. Shannon, Ph. D.....	Superintendent/President
Lisa Bailey.....	Associate Superintendent, Business Services and Economic Development
Laura Hope.....	Associate Superintendent, Instruction and Institutional Effectiveness
Alisha Rosas.....	Interim Vice President, Student Services & Executive Director, Equity, Outreach & Communications
Melanie Siddiqi.....	Associate Superintendent, Administrative Services

CHAFFEY COMMUNITY COLLEGE DISTRICT
TABLE OF CONTENTS
2020-2021 ADOPTED BUDGET

INTRODUCTION

Understanding the Budget Document.....	4
Superintendent/President’s Letter for fiscal year 2020-2021 Operating Budget.....	5
Mission Statement.....	6
Budget Resolution of Governing Board	7
Budget Process.....	8
Budget Development Calendar.....	10
Description of Funds by Type.....	11

ORGANIZATION

Organizational Chart.....	13
Summary of Personnel Changes by Support Services and Instructional Schools/Programs.....	14

TOTAL FUNDS BUDGET SUMMARY

2020-2021 Adopted Budget Total Fund Chart	15
2020-2021 Adopted Budget Total Fund Summary.....	16

GENERAL FUND BUDGET SUMMARY

Budget Assumptions	17
Combined Unrestricted and Restricted General Fund Budget Overview	
▪ ...Charts – Revenue and Expenditures	18
▪ ...Financial Data by Object of Revenue and Expenses	20

CAMPUS, SUPPORT SERVICES AND SCHOOLS

Summary by Campus and Centers.....	38
------------------------------------	----

CHAFFEY COMMUNITY COLLEGE DISTRICT
TABLE OF CONTENTS
2020-2021 ADOPTED BUDGET (CONTINUED)

SUPPORT SERVICES

Superintendent/President's Office	39
Administrative Services	42
Business Services and Economic Development	45
Equity, Outreach and Communications	48
Foundation	51
Instruction and Institutional Effectiveness.....	54
-School of Hospitality, Fashion, Interior and Culinary Arts (Chino Campus).....	57
-Fontana Campus	60
Student Services.....	63
-Counseling and Enrollment Pathways.....	66

SCHOOLS AND PROGRAMS

Kinesiology, Nutrition and Athletics	69
Business and Applied Technology.....	72
Health Sciences.....	75
Institutional Effectiveness and Intersegmental Partnerships	78
Language Arts.....	81
Library and Learning Resources.....	84
Mathematics and Science.....	87
Social and Behavioral Sciences	90
Visual and Performing Arts	93

STUDENT'S FTE.....	96
--------------------	----

OTHER FUNDS PRESENTATIONS	97
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CAPITAL PROJECTS AND SCHEDULED MAINTENANCE.....	109
---	-----

MEASURE L AND P BONDS	114
-----------------------------	-----

GLOSSARY OF TERMS.....	122
------------------------	-----

CHAFFEY COMMUNITY COLLEGE DISTRICT

UNDERSTANDING THE BUDGET DOCUMENT

This budget document provides the public with concise and readable information about the College and displays the College's objectives and budget for Fiscal Year 2020-2021.

The budget document begins with the Superintendent/President's Letter, which provides an overview of the 2020-2021 Fiscal Year Adopted Budget by highlighting major programs and the College's overall financial position and outlook.

The **Total Funds Budget Summary** section contains beginning fund balance, revenue, expenditures and ending fund balance for all district funds.

The **General Fund Budget Summary** section contains beginning fund balance, revenue, expenditures and ending fund balance for unrestricted and restricted funds.

The **General Fund Budget** sections by Campus and Centers, Support Services and Schools & Programs contains expenditures, funding source and personnel full-time equivalents (FTES).

The **Full-Time Student Equivalents** by School section contains credit and non-credit FTES by fiscal year.

The **Capital Projects and Scheduled Maintenance** section contains a schedule of projects and their funding source for each fund.

The **Measure L and P Bonds** section contains a description and listing of projects of the General Obligation Bonds for capital improvement.

CHAFFEY COMMUNITY COLLEGE DISTRICT

DATE: September 24, 2020

TO: Governing Board Members

FROM: Henry D. Shannon, Ph.D., Superintendent/President

SUBJECT: Fiscal Year 2020-2021 Operating Budget

The 2020-2021 Chaffey College budget is presented to the Governing Board in this document. The proposed unrestricted general fund budget includes \$125,508,952 in unrestricted general fund income and \$125,362,661 in unrestricted general fund expenditures. The District's budget includes no growth and no COLA.

The annual budget, which includes the general and other funds, is an important planning document approved by the Governing Board each year. The proposed adopted budget supports the goals approved by the Governing Board, including the Board requirement to maintain at least a 7% general fund reserve. The state budget was developed during a period of the global pandemic which caused a worsening health crisis and economic downturn. The budget relies heavily on cash deferrals and anticipated federal funding. Despite the budget uncertainty, the district remains committed to supporting student success. Based on the Chancellors Office's advisory regarding projected economic uncertainties, prudent fiscal measures have been implemented, including projecting and planning for future liabilities, such as PERS & STRS increases and other post-employment benefits (OPEB).

The District will continue its commitment to teaching and learning with an emphasis on student access and completion. The institutional goals supported by the budget include:

- Be an equity-driven college that fosters success for all students.
- Ensure learning and timely completion of students' educational goals.
- Develop and maintain programs and services that maximize students' opportunities and reflect community needs.
- Optimize the use of technological tools and infrastructure to advance institutional efficiency and student learning.
- Efficiently and effectively manage systems, processes, and resources to maximize capacity.
- Responsively adapt to changes in students' academic and career needs.
- Prioritize and align professional learning for all employees to support the achievement of Chaffey Goals.

CHAFFEY COMMUNITY COLLEGE DISTRICT
MISSION STATEMENT

“Chaffey College inspires hope and success by improving lives and our community in a dynamic, supportive, and engaging environment of educational excellence where our diverse students learn and benefit from foundation, career, and transfer programs.”

-Adopted by the Governing Board on November 18, 2015

CHAFFEY COMMUNITY COLLEGE DISTRICT
BUDGET RESOLUTION OF GOVERNING BOARD

RESOLUTION 92420

**A RESOLUTION OF THE GOVERNING BOARD OF CHAFFEY COMMUNITY COLLEGE
ADOPTING THE OPERATING BUDGET OF SAID COLLEGE FOR THE FISCAL YEAR 2020-2021**

WHEREAS, the General Fund group is comprised of the Unrestricted Fund and Restricted Fund;

WHEREAS, the Capital Projects Funds Group is comprised of the following funds: Capital Projects Fund, Scheduled Maintenance Fund and Measure L and P Funds;

WHEREAS, the Enterprise Funds Group is comprised of the following funds: Campus Store, Food Services and Chaffey College Chino Community Center;

WHEREAS, the Internal Services Funds Group is comprised of the following funds: Self Insurance and Vacation Liability;

WHEREAS, the Special Revenue Funds Group is comprised of the following fund: Child Development Center;

WHEREAS, the Trust Funds Group is comprised of the following funds: Chaffey College Student Government, Chaffey College Student Representation and Auxiliary Donation Accounts;

NOW THEREFORE, be it resolved, determined and ordered by the Governing Board of Chaffey Community College District that, the College's Operating Budget for the Fiscal Year 2020-2021, submitted by the President to the Governing Board, is herewith adopted for the Chaffey Community College District for the Fiscal Year 2020-2021.

CHAFFEY COMMUNITY COLLEGE DISTRICT

BUDGET PROCESS

Title 5 of the California Code of Regulations, Section 58300, requires the District to adopt its annual budget on or before September 15, 2020. Given the uncertainty in the 20/21 state budget approval timelines and state revenues caused by COVID-19, the California Community Colleges Chancellor has granted a temporary extension to the budget adoption deadline for this year until October 31, 2020. All budgets have been prepared in accordance with state and county guidelines. The adopted budget is based on the Governor's approved state budget.

Budget development and related requests are also linked to the planning processes of the district, including the Mission Statement, Institutional Goals, Board Policies, Strategic Technology Plan, and the Program and Services Review Process. Additional sources for budget development are research office data (both external and internal), budget trends, curriculum changes and accreditation report recommendations.

Institutional Goals

1. Chaffey College will be an equity-driven college that fosters success for all students.
2. Chaffey College will ensure learning and timely completion of students' educational goals.
3. Chaffey College will develop and maintain programs and services that maximize students' opportunities and reflect community needs.
4. Chaffey College will optimize the use of technological tools and infrastructure to advance institutional efficiency and student learning.
5. Chaffey College will efficiently and effectively manage systems, processes, and resources to maximize capacity.
6. Chaffey College will responsively adapt to changes in students' academic and career needs.
7. Chaffey College will prioritize and align professional learning for all employees to support the achievement of Chaffey Goals.

CHAFFEY COMMUNITY COLLEGE DISTRICT

BUDGET PROCESS (CONTINUED)

Board Policy and Administrative Procedures

Board policy is the voice of the Governing Board and defines the general goals and acceptable practices for the operation of the District. Administrative procedures implement board policy, laws, and regulations. They address how the general goals of the District are achieved and define operations of the District.

- Board Policy **6200 Budget Preparation** – provides specific criteria for Chaffey College’s budget development process.
- Board Policy **6250 Budget Management** – provides general information related to budget management and budget revisions.

Approved Board Policies and Administrative Procedures are posted on the following website:

<https://www.chaffey.edu/policiesandprocedures/policies.php>

CHAFFEY COMMUNITY COLLEGE DISTRICT

BUDGET DEVELOPMENT CALENDAR

- Friday, November 8 Budget calendar presented to College Planning Council.
- Tuesday, December 10 Budget calendar presented to President's Cabinet.
- Friday, January 10 Governor Newsom releases the proposed 2020-2021 State budget.
- Wednesday, January 15 ACCCA/ACBO Governor's Proposed State Budget Workshop.
- Thursday, January 23 Budget calendar presented to Governing Board.
- Wednesday, February 5 District Budget Forum.
- Tuesday, March 3 & Wednesday, March 4 Budget workshops for faculty, staff, and managers (Tuesday 9:00am – 10:30am & Wednesday 2:00pm – 3:30pm). Senior budget managers receive budget work documents, including first run of budget.
- Friday, March 27 Senior budget managers' deadline to submit budget confirmations and/or changes to Budgeting & Fiscal Services.
- Friday, April 10 Budgeting & Fiscal Services office returns second run of budget to senior budget managers for review.
- Friday, April 17 Senior budget managers' deadline to submit any corrections and/or additional changes to the second run of the budget to Budgeting & Fiscal Services.
- Tuesday, May 26 Budgeting & Fiscal Services completes tentative budget draft.
- Thursday, June 25 Governing Board reviews and approves tentative budget.
- Tuesday, June 30 Tentative budget due to the County of San Bernardino.
- **Thursday, September 24 Proposed adopted budget presented to Governing Board for approval.
- **Monday, November 30 Adopted budget submitted to the County of San Bernardino.
- **Monday, November 30 Adopted budget submitted to the California Community Colleges Chancellor's Office.

*Dates not mandated are subject to change.

**Revised Dates – reporting dates extended by the Chancellor's Office due to COVID-19.

Reviewed by College Planning Council – November 8, 2019

Reviewed by President's Cabinet – December 10, 2019

Reviewed by Governing Board – January 27, 2020

CHAFFEY COMMUNITY COLLEGE DISTRICT

DESCRIPTION OF FUNDS BY TYPE

General Funds

The General Fund is the primary operating fund of the district. It is used to account for those transactions that, in general, cover the full scope of operations of the district (instruction, administration, student services, maintenance, operations, etc.). This fund is divided into two Sub funds – **Unrestricted and Restricted**.

The **Unrestricted** Sub fund is used to account for resources available for the general purpose of district operations and support of its educational programs. The **Restricted** Sub fund is used to account for resources available for the operation and support of the educational programs that are specifically restricted by laws, regulations, donors or other outside agencies as to their expenditure.

Capital Projects Funds

The Capital Projects Funds are to account for financial resources to be used for the acquisition or construction of capital outlay items, such as sites, site improvement, buildings and equipment. By state definition, this fund includes **Capital Projects, Scheduled Maintenance, Measure L and Measure P**. These funds may require District match from the general fund or some other specified source of funds.

Enterprise Funds

The Enterprise Funds are used to account for those ongoing activities that, because of their revenue producing character, are similar to those found in the private sector. Generally accepted accounting principles are similar to those employed in private sector accounting. The measurement focus is on determination of net income, financial position and changes in financial position. The **Campus Store, Chino Community Center and Food Services** are in this fund.

CHAFFEY COMMUNITY COLLEGE DISTRICT

DESCRIPTION OF FUNDS BY TYPE (CONTINUED)

Internal Services Funds

The Internal Services Funds are accounts for the long-term liability and risk related issues of the district. These areas are generally mandated by the Governmental Accounting Standards Board (GASB) and require the district to address future debts on current year financial statements. **Self Insurance** and **Vacation Liability** are in this fund.

Special Revenue Funds

The Special Revenue Funds account for the proceeds of specific revenue sources whose expenditures are legally restricted. These funds encompass activities directly related to the educational program of the college, but that provide a service to students. Such activities may provide non-classroom instructional or laboratory experience to students. Any general fund money used to support these services must be transferred to the fund so all expenditures are accounted for within that fund. The **Child Development Center** is in this fund.

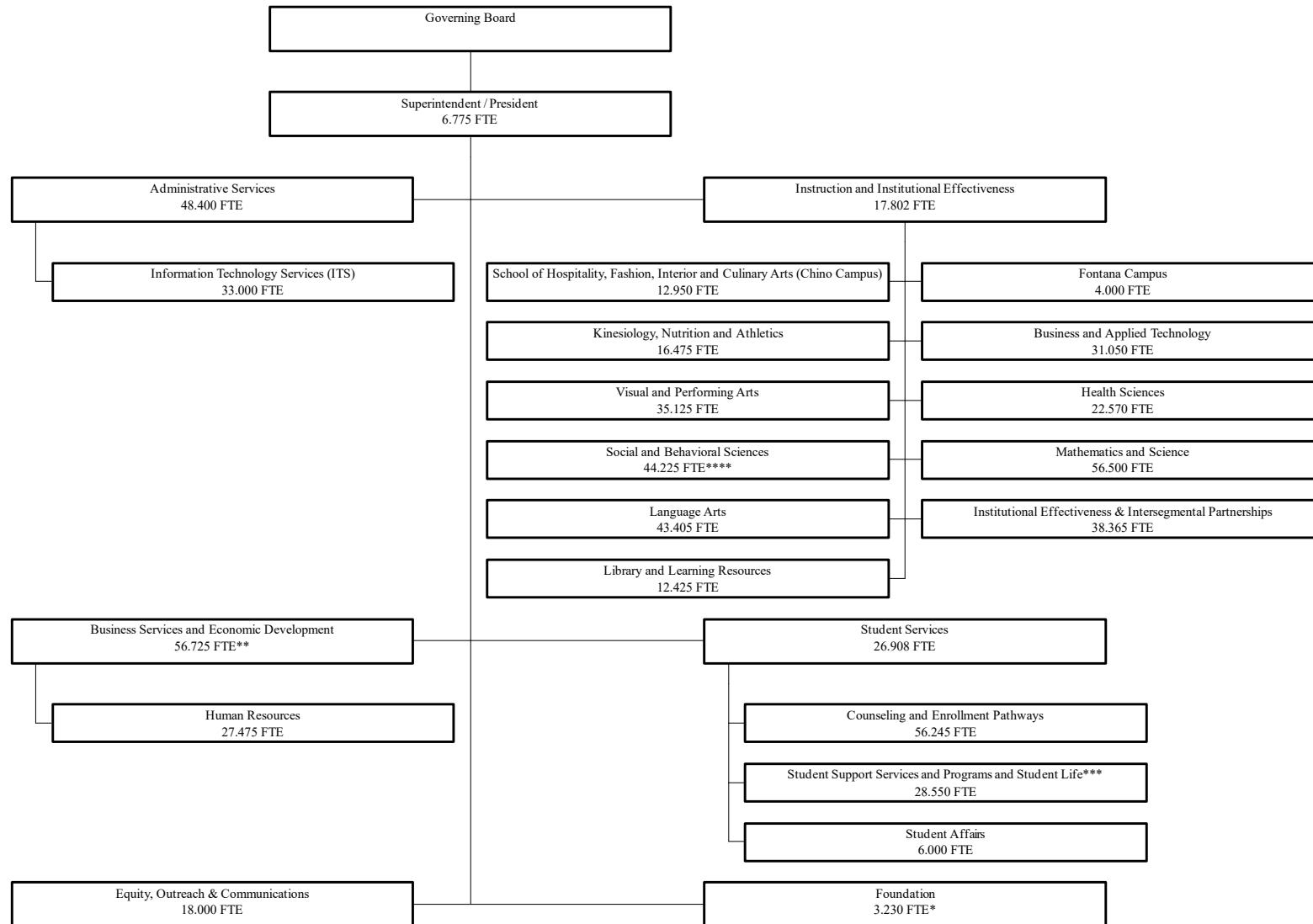
Trust Funds

The Trust Funds are used to account for assets held by the District in a trustee or agency capacity for individuals, private organizations or other governmental units. The district may exercise some discretion in the disbursement or expenditures of the monies in trust funds, although some components may need to be treated similar to agency funds. **Chaffey College Student Government, Chaffey College Student Representation** and **Auxiliary Donation Accounts** are in this fund.

CHAFFEY COMMUNITY COLLEGE DISTRICT

ORGANIZATIONAL CHART

JULY 1, 2020



*Includes Foundation funding 0.500 FTE

**Includes Auxiliary Services & Campus Store funding 15.875 FTE

NOTE: This chart includes all budgeted permanent contract positions.

***Includes CCSG (Student Life) funding 0.000 FTE

****Includes Child Development Center funding 11.750 FTE

CHAFFEY COMMUNITY COLLEGE DISTRICT

SUMMARY OF PERSONNEL CHANGES BY SUPPORT SERVICES AND INSTRUCTIONAL SCHOOLS/PROGRAMS AS OF JULY 1, 2020

	2018-2019 <u>Adopted Budget</u>	2019-2020 <u>Adopted Budget</u>	2020-2021 <u>Adopted Budget</u>	2020-2021 <u>Authorized Positions</u>
Support Services				
Superintendent/President	21.377	13.777	6.775	6.775
Foundation	3.730	2.730	2.730	2.730
Business Services & Economic Development	75.900	68.200	68.325	72.475
Administrative Services	78.900	81.900	81.400	84.400
Instruction & Institutional Effectiveness	18.990	11.450	17.802	17.802
Fontana Campus	7.000	7.000	4.000	5.000
Student Services	63.695	28.433	26.908	26.908
Equity, Outreach & Communications	0.000	19.000	18.000	18.000
Counseling and Enrollment Pathways	54.908	60.445	56.245	56.745
Student Support Services & Programs and Student Life	0.000	29.300	28.550	31.500
Student Affairs	0.000	5.250	6.000	6.000
Total Support Services	324.500	327.485	316.735	328.335
Instructional Schools / Services				
Kinesiology, Nutrition & Athletics	14.975	16.475	16.475	16.475
Business & Applied Technology	35.042	36.250	31.050	30.950
Hospitality, Fashion, Interior and Culinary Arts (Chino Campus)	10.475	13.950	12.950	12.950
Health Sciences	31.098	28.288	22.570	22.475
Institutional Effectiveness & Intersegmental Partnerships	27.300	38.240	38.365	37.565
Language Arts	42.867	44.025	43.405	45.575
Library & Learning Resources	12.425	12.675	12.425	13.425
Mathematics & Science	55.727	56.667	56.500	57.000
Social & Behavioral Sciences	36.225	35.475	32.475	32.475
Visual & Performing Arts	38.075	36.885	35.125	36.125
Total Instructional Schools/Services	304.209	318.930	301.340	305.015
Total General Fund Personnel	628.709	646.415	618.075	633.350
* Other Funds				
Foundation	0.500	0.500	0.500	0.500
Auxiliary Services & Campus Store	18.925	15.875	15.875	18.750
CCSG (Student Life)	0.000	0.000	0.000	1.000
Child Development Center	13.500	12.500	11.750	12.750
	32.925	28.875	28.125	33.000
Total Personnel	661.634	675.290	646.200	666.350

NOTE: This list includes all budgeted permanent contract positions.

Placement of positions within areas may be subject to change.

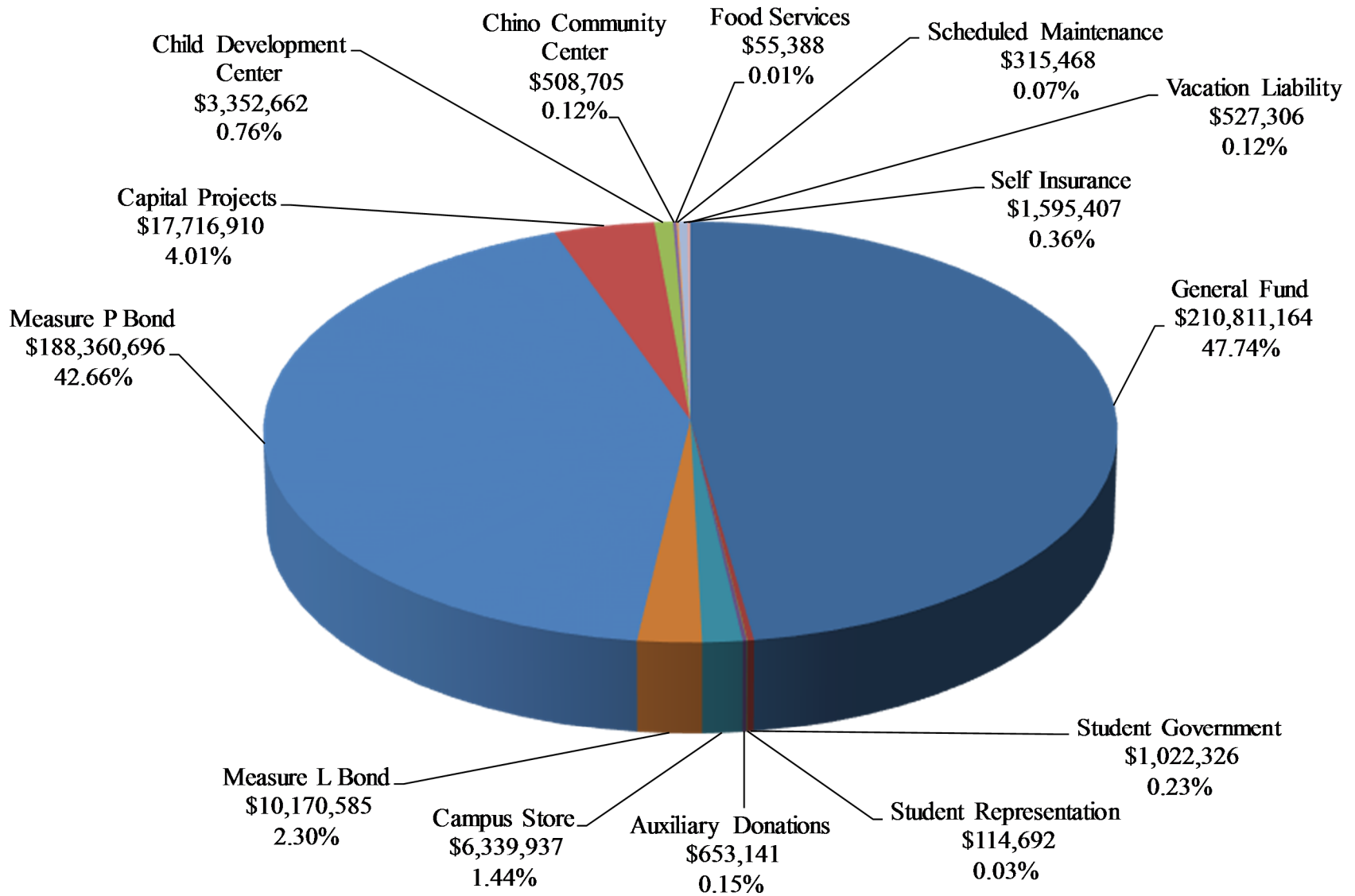
Authorized Positions Not Budgeted

-20.150

CHAFFEY COMMUNITY COLLEGE DISTRICT

2020-2021 ADOPTED BUDGET

TOTAL FUNDS SUMMARY



CHAFFEY COMMUNITY COLLEGE DISTRICT
2020-2021 ADOPTED BUDGET
TOTAL FUNDS SUMMARY

FUND	2019-2020 Actual Fund Total	2020-2021				
		Actual Beg Balance	Adopted Revenue	Adopted Expenditures	Adopted End Balance	Adopted Fund Total
General Fund - Unrestricted	\$152,635,265	\$32,179,321	\$125,508,952	\$125,362,661	\$32,325,612	\$157,688,273
General Fund - Restricted	36,020,522	4,272,601	48,850,290	53,122,891	0	53,122,891
Total General Fund	188,655,787	36,451,922	174,359,242	178,485,552	32,325,612	210,811,164
Student Government	856,864	605,326	417,000	536,602	485,724	1,022,326
Student Representation	9,384	4,692	110,000	110,000	4,692	114,692
Auxiliary Donations	490,536	330,841	322,300	322,000	331,141	653,141
Campus Store	7,303,270	2,808,437	3,531,500	3,704,391	2,635,546	6,339,937
Measure L Bond	10,369,335	9,740,510	430,075	10,117,537	53,048	10,170,585
Measure P Bond	202,161,080	186,120,696	2,240,000	184,959,616	3,401,080	188,360,696
Capital Projects	16,416,533	14,350,010	3,366,900	10,109,162	7,607,748	17,716,910
Child Development Center	3,892,627	2,426,227	926,435	932,283	2,420,379	3,352,662
Chino Community Center	713,582	277,827	230,878	390,878	117,827	508,705
Food Services	64,555	45,388	10,000	10,000	45,388	55,388
Scheduled Maintenance	276,048	12,968	302,500	273,280	42,188	315,468
Self Insurance	1,647,865	843,407	752,000	860,000	735,407	1,595,407
Vacation Liability	546,126	516,306	11,000	40,000	487,306	527,306
GRAND TOTAL	\$433,403,592	\$254,534,557	\$187,009,830	\$390,851,301	\$50,693,086	\$441,544,387

CHAFFEY COMMUNITY COLLEGE DISTRICT

2020-2021 BUDGET ASSUMPTIONS

UNRESTRICTED FUNDS

I. State Total Computational Revenue (TCR) - Student Centered Funding Formula

A. Base Allocation (Full-Time Equivalent Students + Basic Allocation) 70%

• Basic Allocation

- 1 Single-District College 10,000-20,000 FTES
- 2 State Approved Centers

• FTES - Funding based on three-year average for credit and current year for other FTES

Year	Base	Actual	Funded		Allowable/Targeted Growth	Unfunded	
2016-17	15,849	16,385	16,385		4.34%	0.00	Actual growth 3.38%
2017-18	16,385	14,627	16,385		1.92%	(1,758.07)	Stability
2018-19	-	16,916	16,389		3.24%	527.11	Restoration + 3.24% growth
2019-20	-	16,948	16,120		19.00%	828.00	Statewide rate of .55%
2020-21	-	16,948	TBD	Estimated	0.00%	TBD	Statewide rate 0%

B. Supplemental Allocation (Equity) 20%

C. Student Success 10%

II. TCR Projections & Estimates

• 19/20 Projected State Computational Revenue	\$110,421,117	COLA 3.29%	Growth .19%
• .9502% deficit	(1,049,173)		
Total 19/20 Total Computational Revenue	<u>109,371,944</u>		
• 20/21 Estimated State Total Computational Revenue	113,824,209	COLA 0%	Growth 0%
• 2.5% Estimated Deficit	(2,845,605)		
Total 20/21 Estimate	<u>110,978,604</u>		
• State Cash Deferrals Estimate (Feb thru June)	\$8m to \$19m	Amt. dependent on federal funds state receives	

III. Budgeted Local Revenue

A. Enrollment fee (\$46 per unit)	5,091,094
B. Non-resident/International Tuition	1,375,834
C. Interest earnings	900,000
D. Property taxes	43,680,000
E. Other local	2,699,142

IV. Expenditure Adjustments

A. Reductions from 19/20 budget (estimates)

Operating costs:

• Personnel Changes (net)	(927,184)
• Benefit Changes (net)	(1,065,999)
• Reverse 19/20 one-time expenses	(708,717)
• Other reductions	(16,682)
Total Operating costs reductions	<u>(\$2,718,582)</u>

B. Increases from 19/20 budget (estimates)

Operating costs:

• PY Accounts payable carryovers & other one-time	270,827
• Operating expenses	971,277
Total Operating costs increases	<u>\$1,242,104</u>

C. Changes-Other commitments, designations & considerations (estimates)

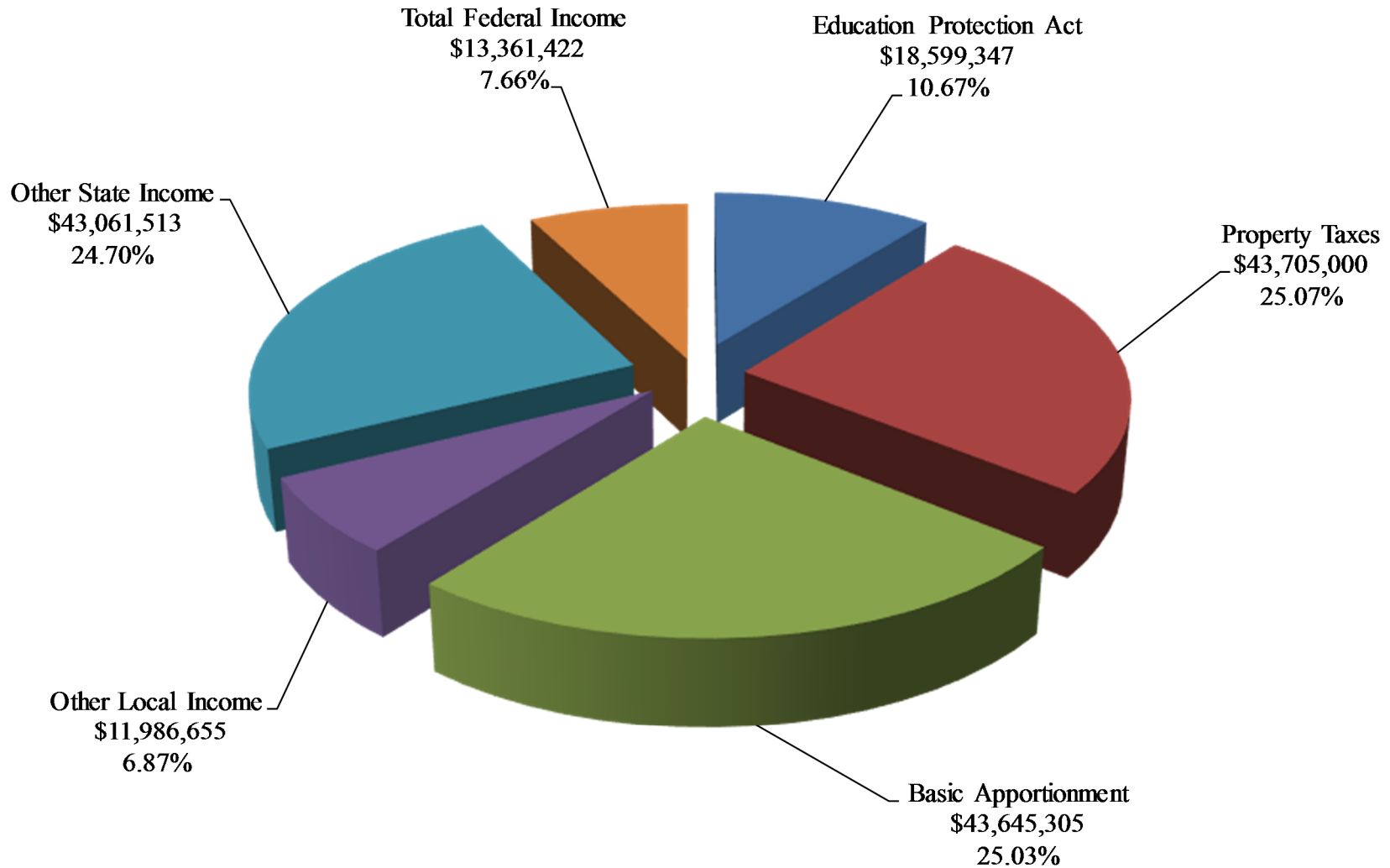
• Elections	(650,000)
• Interfund transfers decrease	(38,828)
• STRS On-behalf costs (offset by income)	1,805,397
• OPEB/PST Contribution Changes	600,000
• COVID-19 carryover & other one-time contingencies	802,987
Total Other commitments, etc. increase	<u>\$2,519,556</u>

Total Expenditure Adjustments

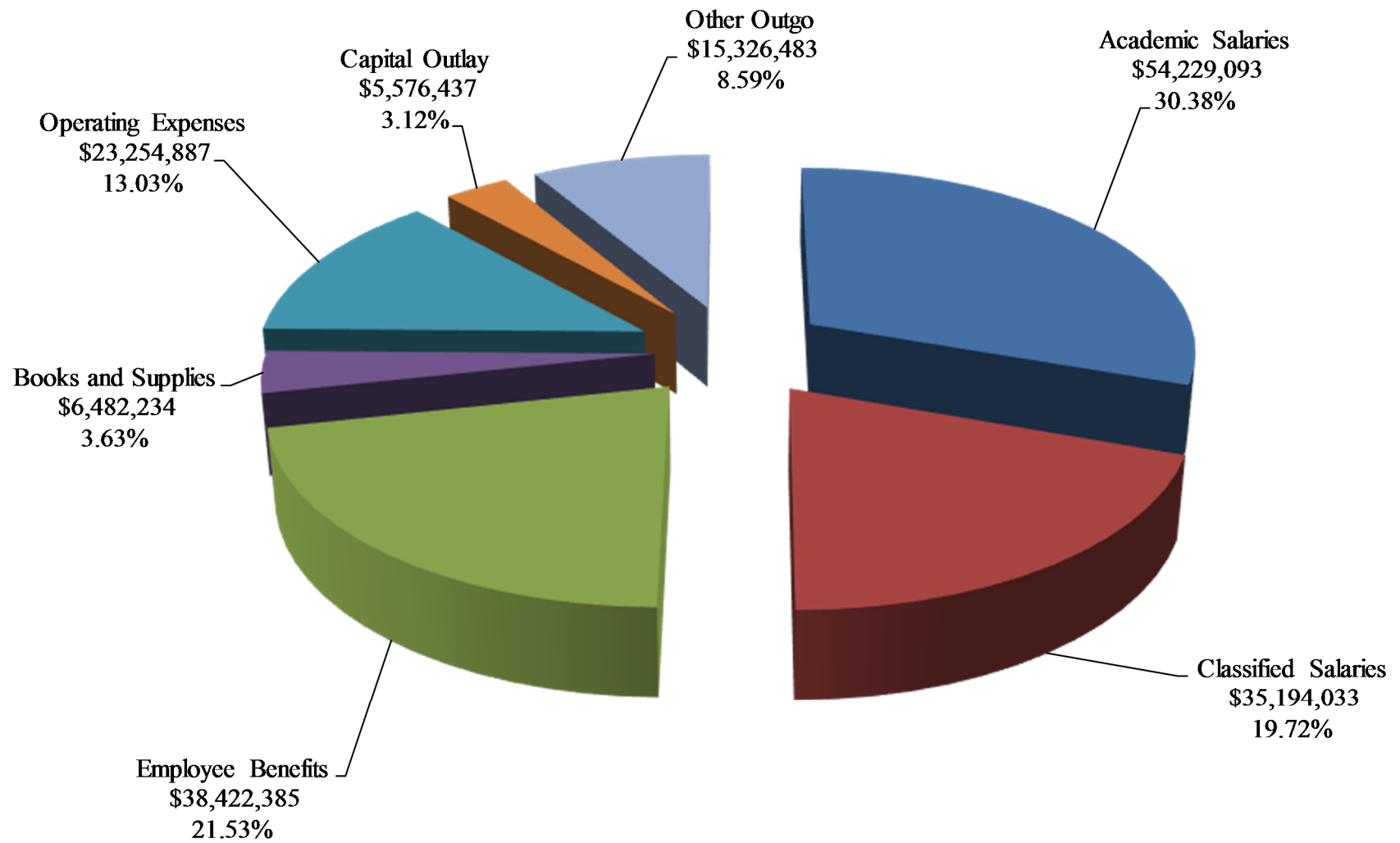
\$1,043,078

*Note: Based on Student Centered Funding Formula
All budgeted 2020-2021 appropriations will be expended.*

**CHAFFEY COMMUNITY COLLEGE DISTRICT
2020-2021 GENERAL FUND ADOPTED BUDGET
REVENUES – COMBINED UNRESTRICTED & RESTRICTED**



**CHAFFEY COMMUNITY COLLEGE DISTRICT
2020-2021 GENERAL FUND ADOPTED BUDGET
EXPENDITURES – COMBINED UNRESTRICTED & RESTRICTED**



CHAFFEY COMMUNITY COLLEGE DISTRICT
2020-2021 GENERAL FUND ADOPTED BUDGET
REVENUES – COMBINED UNRESTRICTED & RESTRICTED - DETAIL

DESCRIPTION	2019-2020 Adopted Budget	2019-2020 Actual	2020-2021 Adopted Budget	Variance	Percent* Change
Unrestricted Prior Year Ending Balance Re-allocation	\$5,399,749	\$0	\$0	(\$5,399,749)	-100.0%
Restricted Beginning Balance	3,168,061	3,168,061	4,272,601	\$1,104,540	34.9%
REVENUE					
Federal Income					
Student Financial Aid/Federal Work Study/CARES Act	665,000	675,650	9,094,834	8,429,834	1267.6%
Vocational Education	795,481	669,347	936,311	140,830	17.7%
FWS Administrative Allowance	28,800	33,782	33,000	4,200	14.6%
SEOG Grant Administrative Allowance	23,000	20,562	23,000	0	0.0%
Pell Grant Administrative Allowance	41,905	45,955	41,000	(905)	-2.2%
Forest Reserve	47,451	36,393	36,000	(11,451)	-24.1%
Other Federal Income	3,684,613	6,302,561	3,197,277	(487,336)	-13.2%
Total Federal Income	5,286,250	7,784,250	13,361,422	8,075,172	152.8%
State Income					
Basic Apportionment	39,153,469	49,300,672	43,645,305	4,491,836	11.5%
Education Protection Act	16,519,214	8,250,520	18,599,347	2,080,133	12.6%
Prior Year Adjustment	626,763	6,794,061	0	(626,763)	-100.0%
Disabled Programs & Services	1,689,072	1,320,450	1,888,795	199,723	11.8%
Extended Opportunity Programs and Services	2,351,148	1,464,443	3,280,083	928,935	39.5%
Staff Development and Diversity	58,166	53,351	118,501	60,335	103.7%
Student Success and Support Program/Student Equity	8,964,029	6,726,649	8,268,968	(695,061)	-7.8%
State Block Grant	8,284,743	5,974,774	8,160,168	(124,575)	-1.5%
Homeowners Property Tax Exemption	300,000	288,283	250,000	(50,000)	-16.7%
Mandated Costs Block Grant	491,898	491,898	485,584	(6,314)	-1.3%
Lottery	3,484,696	4,312,943	3,488,148	3,452	0.1%
Full-Time Faculty Hiring	649,702	649,702	649,702	0	0.0%
Part-Time Faculty Parity	359,863	366,011	361,611	1,748	0.5%
Strong Workforce, Welfare Reform and Economic Development	8,127,179	3,610,268	8,067,448	(59,731)	-0.7%
Center of Excellence	200,000	182,111	292,889	92,889	46.4%
STRS On-behalf Income	3,294,506	5,360,535	5,360,535	2,066,029	62.7%
Other State Income	3,032,308	2,203,835	2,639,081	(393,227)	-13.0%
Total State Income	97,586,756	97,350,506	105,556,165	7,969,409	8.2%

*Percent change is budget to budget.

CHAFFEY COMMUNITY COLLEGE DISTRICT
2020-2021 GENERAL FUND ADOPTED BUDGET
REVENUES – COMBINED UNRESTRICTED & RESTRICTED – DETAIL (CONTINUED)

DESCRIPTION	2019-2020 Adopted Budget	2019-2020 Actual	2020-2021 Adopted Budget	Variance	Percent* Change
Local Income					
Property Taxes	26,900,000	28,379,568	28,380,000	1,480,000	5.5%
Property Taxes - RDA Residual & Asset Liquidation	16,050,000	17,343,761	15,050,000	(1,000,000)	-6.2%
Contract Instruction	477,835	111,480	879,225	401,390	84.0%
Personal Property Sales	25,000	40,664	25,000	0	0.0%
Rental fees	125,000	138,419	0	(125,000)	-100.0%
Interest	850,000	939,860	900,000	50,000	5.9%
International/Non-resident Student Tuition	1,821,000	1,581,418	1,375,834	(445,166)	-24.4%
Enrollment Fees	6,490,875	5,860,988	5,091,094	(1,399,781)	-21.6%
Community Education Fees	325,000	313,110	325,000	0	0.0%
Materials Fees	200,000	144,159	125,418	(74,582)	-37.3%
Technology Fees	686,864	397,801	702,033	15,169	2.2%
Transportation Fees	465,000	436,103	465,000	0	0.0%
Student Health Fees	885,000	863,031	1,088,550	203,550	23.0%
Parking Fees	1,243,000	1,071,789	40,000	(1,203,000)	-96.8%
Center of Excellence	472,765	181,669	317,146	(155,619)	-32.9%
Other Student Fees	126,139	485,802	125,346	(793)	-0.6%
Miscellaneous Income	469,680	317,326	552,009	82,329	17.5%
Total Local Income	57,613,158	58,606,948	55,441,655	(2,171,503)	-3.8%
Total Revenue	\$160,486,164	\$163,741,704	\$174,359,242	\$13,873,078	8.6%
Total Revenue and Net Beginning Balance	\$169,053,974	\$166,909,765	\$178,631,843	\$9,577,869	5.7%

*Percent change is budget to budget.

CHAFFEY COMMUNITY COLLEGE DISTRICT
2020-2021 GENERAL FUND ADOPTED BUDGET
EXPENDITURES – COMBINED UNRESTRICTED & RESTRICTED – DETAIL

DESCRIPTION	2019-2020 Adopted Budget	2019-2020 Actual	2020-2021 Adopted Budget	Variance	Percent* Change
Academic Salaries					
Instructors Contract	\$20,378,499	\$19,399,875	\$18,979,733	(\$1,398,766)	-6.9%
Non-Instructional Contract	7,283,456	6,468,108	6,988,128	(295,328)	-4.1%
Non-Instructional Management	5,303,359	5,053,648	5,375,010	71,651	1.4%
Instructional Hourly	18,907,721	17,718,674	19,186,404	278,683	1.5%
Non-Instructional Hourly	3,671,152	3,678,943	3,699,818	28,666	0.8%
Total Academic Salaries	55,544,187	52,319,248	54,229,093	(1,315,094)	-2.4%
Classified Salaries					
Non-Instructional Contract	21,108,994	18,431,711	21,328,829	219,835	1.0%
Non-Instructional Management	6,615,851	5,501,617	6,370,655	(245,196)	-3.7%
Instructional Aides, Contract	2,576,293	2,338,366	2,675,423	99,130	3.8%
Non-Instructional Hourly	3,125,372	3,034,983	2,531,807	(593,565)	-19.0%
Instructional Hourly	2,813,035	1,946,184	2,287,319	(525,716)	-18.7%
Total Classified Salaries	36,239,545	31,252,861	35,194,033	(1,045,512)	-2.9%
Employee Benefits					
State Teachers Retirement	9,200,482	10,331,998	8,844,784	(355,698)	-3.9%
STRS On-behalf Payments	3,294,506	5,360,535	5,360,535	2,066,029	62.7%
Public Employees Retirement	6,221,931	5,277,637	6,684,150	462,219	7.4%
FICA/Medicare	3,530,858	3,318,279	3,482,536	(48,322)	-1.4%
Health and Welfare Insurance	13,086,942	14,362,749	12,573,268	(513,674)	-3.9%
Unemployment Insurance	112,838	110,024	111,159	(1,679)	-1.5%
Worker's Compensation Insurance	1,705,468	1,540,498	1,365,953	(339,515)	-19.9%
Total Employee Benefits	37,153,025	40,301,720	38,422,385	1,269,360	3.4%
Books and Supplies					
Books	160,774	72,133	175,427	14,653	9.1%
Supplies	4,662,409	2,709,799	6,306,807	1,644,398	35.3%
Total Books and Supplies	4,823,183	2,781,932	6,482,234	1,659,051	34.4%

*Percent change is budget to budget.

**CHAFFEY COMMUNITY COLLEGE DISTRICT
2020-2021 GENERAL FUND ADOPTED BUDGET**

EXPENDITURES – COMBINED UNRESTRICTED & RESTRICTED – DETAIL (CONTINUED)

DESCRIPTION	2019-2020 Adopted Budget	2019-2020 Actual	2020-2021 Adopted Budget	Variance	Percent* Change
Operating Expenses					
Service Contracts	3,321,386	2,471,024	3,879,173	557,787	16.8%
Travel/Conference/Training	1,280,813	489,281	984,088	(296,725)	-23.2%
Dues and Memberships	203,581	187,630	202,549	(1,032)	-0.5%
Postage	127,150	78,201	132,650	5,500	4.3%
Property and Liability Insurance	1,019,357	1,124,948	1,037,229	17,872	1.8%
Utilities	2,715,437	2,386,870	2,714,806	(631)	0.0%
Repairs and Maintenance	1,113,055	848,728	1,017,238	(95,817)	-8.6%
Legal, Election, and Audit Expenses	1,070,250	248,474	420,250	(650,000)	-60.7%
Other Operating Expenses	11,951,673	6,106,899	12,866,904	915,231	7.7%
Total Operating Expenses	22,802,702	13,942,055	23,254,887	452,185	2.0%
Capital Outlay					
Site Improvement	124,570	99,974	9,000	(115,570)	-92.8%
Building Improvement	704,641	245,083	1,501,579	796,938	113.1%
Library Books	53,246	24,024	29,246	(24,000)	-45.1%
Computer Equipment	235,766	543,466	871,388	635,622	269.6%
Equipment (Computer Technology)	132,614	145,277	103,345	(29,269)	-22.1%
Student Technology Plan	580,370	338,897	583,033	2,663	0.5%
Technology Plan	600,000	486,941	683,990	83,990	14.0%
Equipment	1,588,022	1,034,068	1,389,963	(198,059)	-12.5%
Vehicle Replacement	150,000	102,805	150,000	0	0.0%
Lease/Purchase Agreements	254,393	186,229	254,893	500	0.2%
Total Capital Outlay	4,423,622	3,206,764	5,576,437	1,152,815	26.1%
Other Outgo					
Student Financial Aid	4,160,559	6,138,045	7,960,294	3,799,735	91.3%
Other Uses	995,850	988,227	1,002,000	6,150	0.6%
One-Time Funding Initiative	1,043,314	0	1,846,301	802,987	77.0%
Designated Contingency (Restricted General Fund)	594,974	0	3,283,703	2,688,729	451.9%
Interfund Transfers	1,273,013	1,273,013	1,234,185	(38,828)	-3.1%
Total Other Outgo	8,067,710	8,399,285	15,326,483	7,258,773	90.0%
Total Expenditures/Appropriations	\$169,053,974	\$152,203,865	\$178,485,552	\$9,431,578	5.6%

*Percent change is budget to budget.

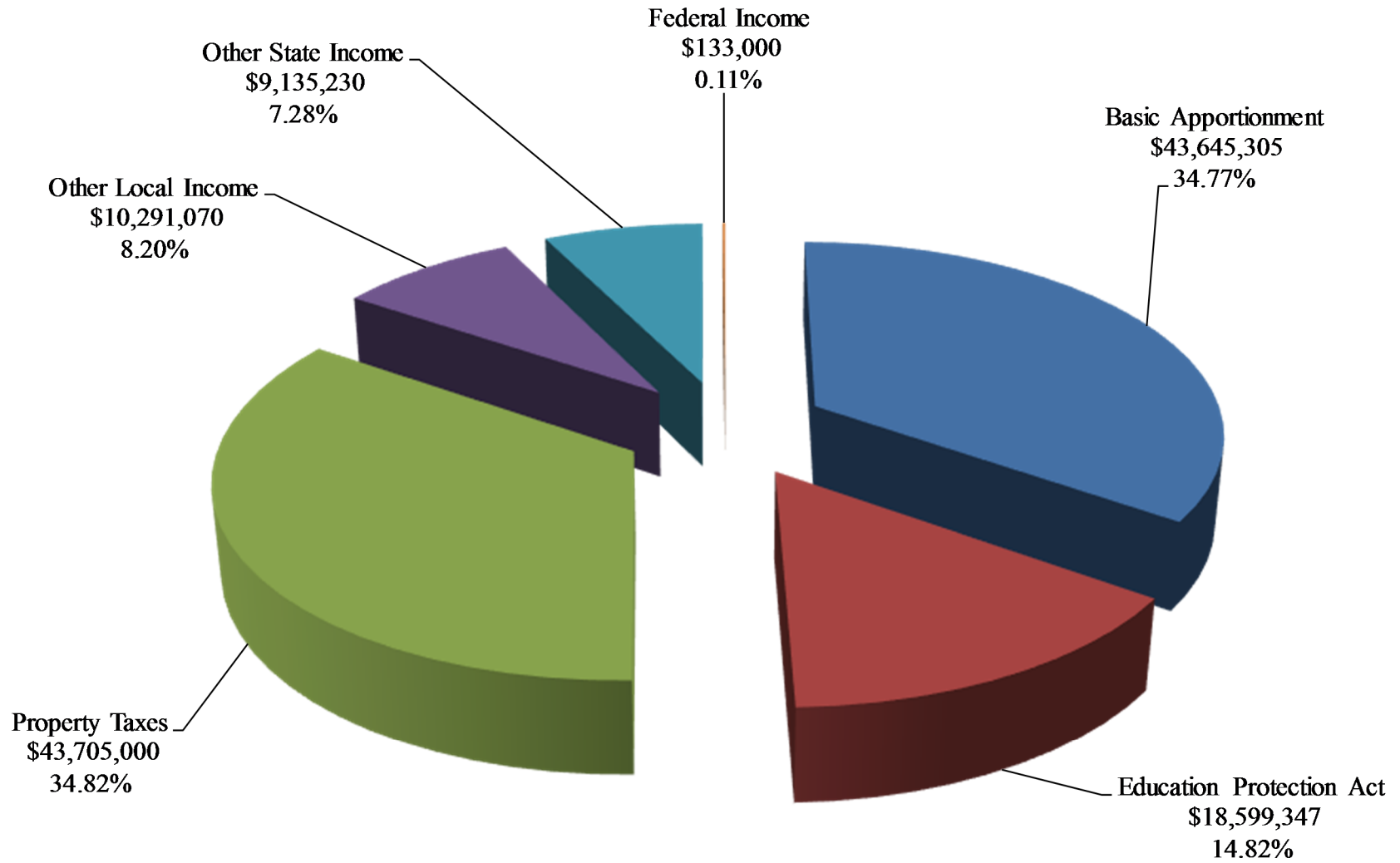
**CHAFFEY COMMUNITY COLLEGE DISTRICT
2020-2021 GENERAL FUND ADOPTED BUDGET**

EXPENDITURES – COMBINED UNRESTRICTED & RESTRICTED – DETAIL (CONTINUED)

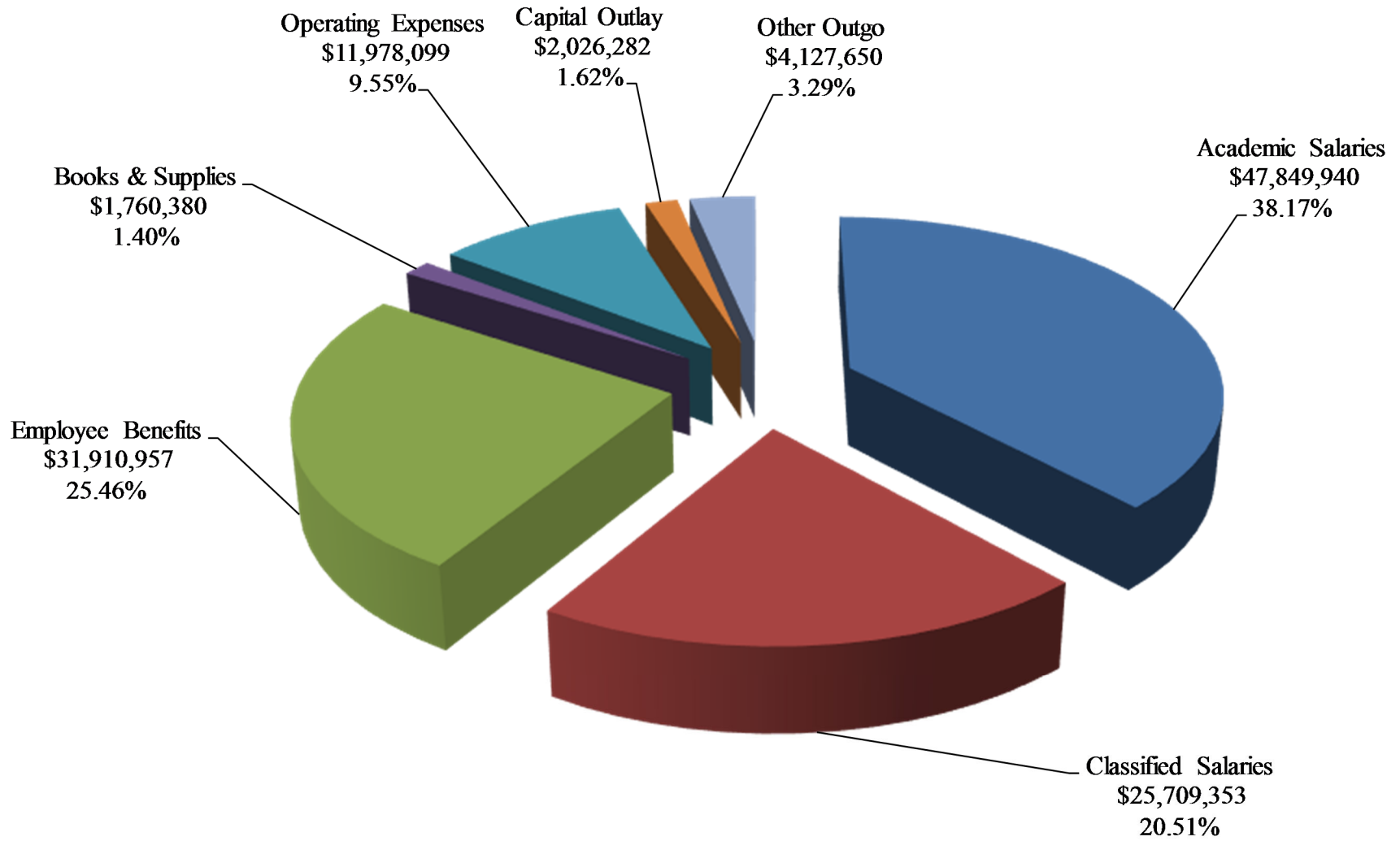
DESCRIPTION	2019-2020 Adopted Budget	2019-2020 Actual	2020-2021 Adopted Budget	Variance	Percent* Change
Surplus/(Deficit)	0	10,433,299	146,291	146,291	0.0%
Reserves and Ending Balance					
Board Designated Reserves (7%)	8,702,371	8,431,916	8,775,386	73,015	0.8%
Board Designated Project Reserves					
Revolving Cash	40,000	40,000	40,000	0	0.0%
GASB 45 Reserve	500,000	500,000	500,000	0	0.0%
Technology Reserve	600,000	600,000	1,600,000	1,000,000	166.7%
Vehicle Replacement Plan Reserve	100,000	100,000	100,000	0	0.0%
Resource Allocation Committee (RAC) Reserve	300,000	300,000	300,000	0	0.0%
Capital Outlay Replacement Reserve	300,000	300,000	300,000	0	0.0%
PERS/STRS Reserve	1,343,999	1,343,999	1,343,999	0	0.0%
One-Time Funding Reserve	1,661,425	1,033,784	33,784	(1,627,641)	-98.0%
Cash Deferral Reserve	0	19,000,000	19,000,000	19,000,000	100.0%
Undesignated Reserve	2,798,478	529,622	332,443	(2,466,035)	-88.1%
Restricted Designated Reserve / Ending Balance	0	4,272,601	0	0	0.0%
Total Reserves and Ending Balance	16,346,273	36,451,922	32,325,612	15,979,339	97.8%
Total Expenditures/Appropriations & Reserves and Ending Balance	185,400,247	188,655,787	210,811,164	25,410,917	13.7%

*Percent change is budget to budget.

**CHAFFEY COMMUNITY COLLEGE DISTRICT
2020-2021 GENERAL FUND ADOPTED BUDGET
REVENUES UNRESTRICTED**



**CHAFFEY COMMUNITY COLLEGE DISTRICT
2020-2021 GENERAL FUND ADOPTED BUDGET
EXPENDITURES UNRESTRICTED**



**CHAFFEY COMMUNITY COLLEGE DISTRICT
2020-2021 GENERAL FUND ADOPTED BUDGET
REVENUES – UNRESTRICTED DETAIL**

DESCRIPTION	2019-2020 Adopted Budget	2019-2020 Actual	2020-2021 Adopted Budget	Variance	Percent* Change
REVENUE					
Prior Year Ending Balance Re-allocation	\$5,399,749	\$0	\$0	(\$5,399,749)	-100.0%
Federal Income					
FWS Administrative Allowance	28,800	33,782	33,000	4,200	14.6%
SEOG Grant Administrative Allowance	23,000	20,562	23,000	0	0.0%
Pell Grant Administrative Allowance	41,905	45,955	41,000	(905)	-2.2%
Forest Reserve	47,451	36,393	36,000	(11,451)	-24.1%
Total Federal Income	<u>141,156</u>	<u>136,692</u>	<u>133,000</u>	<u>(8,156)</u>	<u>-5.8%</u>
State Income					
Basic Apportionment	39,153,469	49,300,672	43,645,305	4,491,836	11.5%
Education Protection Act	16,519,214	8,250,520	18,599,347	2,080,133	12.6%
Prior Year Adjustment	626,763	6,794,061	0	(626,763)	-100.0%
Homeowners Property Tax Exemption	300,000	288,283	250,000	(50,000)	-16.7%
Mandated Costs Block Grant	491,898	491,898	485,584	(6,314)	-1.3%
Lottery	2,588,148	3,172,551	2,588,148	0	0.0%
Full-Time Faculty Hiring	649,702	649,702	649,702	0	0.0%
Part-Time Faculty Parity	359,863	366,011	361,611	1,748	0.5%
STRS On-behalf Income	2,963,171	4,768,568	4,768,568	1,805,397	60.9%
Other State Income	281,617	265,556	281,617	0	0.0%
Total State Income	<u>63,933,845</u>	<u>74,347,822</u>	<u>71,629,882</u>	<u>7,696,037</u>	<u>12.0%</u>

*Percent change is budget to budget.

CHAFFEY COMMUNITY COLLEGE DISTRICT
2020-2021 GENERAL FUND ADOPTED BUDGET
REVENUES – UNRESTRICTED DETAIL (CONTINUED)

DESCRIPTION	2019-2020 Adopted Budget	2019-2020 Actual	2020-2021 Adopted Budget	Variance	Percent* Change
Local Income					
Property Taxes	26,900,000	28,379,568	28,380,000	1,480,000	5.5%
Property Taxes - RDA Residual & Asset Liquidation	16,050,000	17,343,761	15,050,000	(1,000,000)	-6.2%
Contract Instruction	477,835	111,480	879,225	401,390	84.0%
Personal Property Sales	25,000	40,664	25,000	0	0.0%
Rental fees	125,000	138,419	0	(125,000)	-100.0%
Interest	850,000	939,860	900,000	50,000	5.9%
International/Non-Resident Student Tuition	1,821,000	1,581,418	1,375,834	(445,166)	-24.4%
Enrollment Fees	6,490,875	5,860,988	5,091,094	(1,399,781)	-21.6%
Community Education Fees	325,000	313,110	325,000	0	0.0%
Other Student Fees	126,139	485,802	125,346	(793)	-0.6%
Materials Fees	200,000	144,159	125,418	(74,582)	-37.3%
Technology Fees	686,864	397,801	702,033	15,169	2.2%
Transportation Fees	465,000	436,103	465,000	0	0.0%
Miscellaneous Income	302,120	231,596	302,120	0	0.0%
Total Local Income	54,844,833	56,404,729	53,746,070	(1,098,763)	-2.0%
Subtotal Income	\$118,919,834	\$130,889,243	\$125,508,952	\$6,589,118	5.5%
Total Available Revenue	\$124,319,583	\$130,889,243	\$125,508,952	\$1,189,369	1.0%

*Percent change is budget to budget.

CHAFFEY COMMUNITY COLLEGE DISTRICT
2020-2021 GENERAL FUND ADOPTED BUDGET
EXPENDITURES – UNRESTRICTED DETAIL

DESCRIPTION	2019-2020 Adopted Budget	2019-2020 Actual	2020-2021 Adopted Budget	Variance	Percent* Change
Academic Salaries					
Instructors, Contract	\$20,224,857	\$19,318,914	\$18,895,344	(\$1,329,513)	-6.6%
Non-Instructional Contract	5,183,451	4,721,427	4,919,910	(263,541)	-5.1%
Non-Instructional Management	4,820,056	4,667,131	4,447,429	(372,627)	-7.7%
Instructional Hourly	18,605,369	17,565,851	18,673,869	68,500	0.4%
Non-Instructional Hourly	913,388	762,963	913,388	0	0.0%
Total Academic Salaries	49,747,121	47,036,286	47,849,940	(1,897,181)	-3.8%
Classified Salaries					
Non-Instructional Contract	16,061,663	15,412,600	16,858,341	796,678	5.0%
Non-Instructional Management	4,298,048	4,118,915	4,488,844	190,796	4.4%
Instructional Aides, Contract	2,332,359	2,113,394	2,420,586	88,227	3.8%
Non-Instructional Hourly	887,475	950,158	861,771	(25,704)	-2.9%
Instructional Hourly	1,159,811	1,103,810	1,079,811	(80,000)	-6.9%
Total Classified Salaries	24,739,356	23,698,877	25,709,353	969,997	3.9%
Employee Benefits					
State Teachers Retirement	8,187,084	9,558,792	7,702,362	(484,722)	-5.9%
STRS On-behalf Payments	2,963,171	4,768,568	4,768,568	1,805,397	60.9%
Public Employees Retirement	4,787,392	4,335,377	5,290,139	502,747	10.5%
FICA/Medicare	2,612,661	2,728,929	2,669,335	56,674	2.2%
Health and Welfare Insurance	10,541,685	12,694,307	10,267,958	(273,727)	-2.6%
Unemployment Insurance	104,420	104,232	101,620	(2,800)	-2.7%
Worker's Compensation Insurance	1,375,146	1,316,267	1,110,975	(264,171)	-19.2%
Total Employee Benefits	30,571,559	35,506,472	31,910,957	1,339,398	4.4%
Books and Supplies					
Books	66,235	13,578	62,803	(3,432)	-5.2%
Supplies	1,598,319	1,138,527	1,697,577	99,258	6.2%
Total Books and Supplies	1,664,554	1,152,105	1,760,380	95,826	5.8%
Operating Expenses					
Service Contracts	997,769	836,283	933,008	(64,761)	-6.5%
Travel/Conference/Training	359,168	163,575	361,858	2,690	0.7%
Dues and Memberships	178,996	175,878	176,892	(2,104)	-1.2%
Postage	126,650	76,713	126,650	0	0.0%
Property and Liability Insurance	1,009,357	1,117,749	1,027,229	17,872	1.8%
Utilities	2,712,237	2,385,310	2,712,387	150	0.0%
Repairs and Maintenance	896,132	493,453	878,176	(17,956)	-2.0%
Legal, Election, and Audit Expenses	1,070,250	248,474	420,250	(650,000)	-60.7%
Other Operating Expenses	4,898,035	3,785,836	5,341,649	443,614	9.1%
Total Operating Expenses	12,248,594	9,283,271	11,978,099	(270,495)	-2.2%

*Percent change is budget to budget.

**CHAFFEY COMMUNITY COLLEGE DISTRICT
2020-2021 GENERAL FUND ADOPTED BUDGET
EXPENDITURES – UNRESTRICTED DETAIL (CONTINUED)**

DESCRIPTION	2019-2020 Adopted Budget	2019-2020 Actual	2020-2021 Adopted Budget	Variance	Percent* Change
Capital Outlay					
Site Improvement	9,000	0	9,000	0	0.0%
Building Improvement	34,012	0	34,012	0	0.0%
Library Books	3,000	0	3,000	0	0.0%
Equipment (Computer Technology)	132,614	145,277	103,345	(29,269)	-22.1%
Student Technology Plan	580,370	338,897	583,033	2,663	0.5%
Technology Plan	600,000	486,941	683,990	83,990	14.0%
Equipment	290,259	309,811	267,935	(22,324)	-7.7%
Vehicle Replacement	150,000	102,805	150,000	0	0.0%
Lease/Purchase Agreements	191,967	130,852	191,967	0	0.0%
Total Capital Outlay	1,991,222	1,514,583	2,026,282	35,060	1.8%
Other Outgo					
Student Financial Aid	45,000	3,110	45,164	164	0.4%
Other Uses	995,850	988,227	1,002,000	6,150	0.6%
One-Time Funding Initiative	1,043,314	0	1,846,301	802,987	77.0%
Interfund Transfers	1,273,013	1,273,013	1,234,185	(38,828)	-3.1%
Total Other Outgo	3,357,177	2,264,350	4,127,650	770,473	23.0%
Total Expenditures/Appropriations	\$124,319,583	\$120,455,944	\$125,362,661	\$1,043,078	0.8%
Current Year Surplus/(Deficit)	0	10,433,299	146,291	146,291	100.0%

*Percent change is budget to budget.

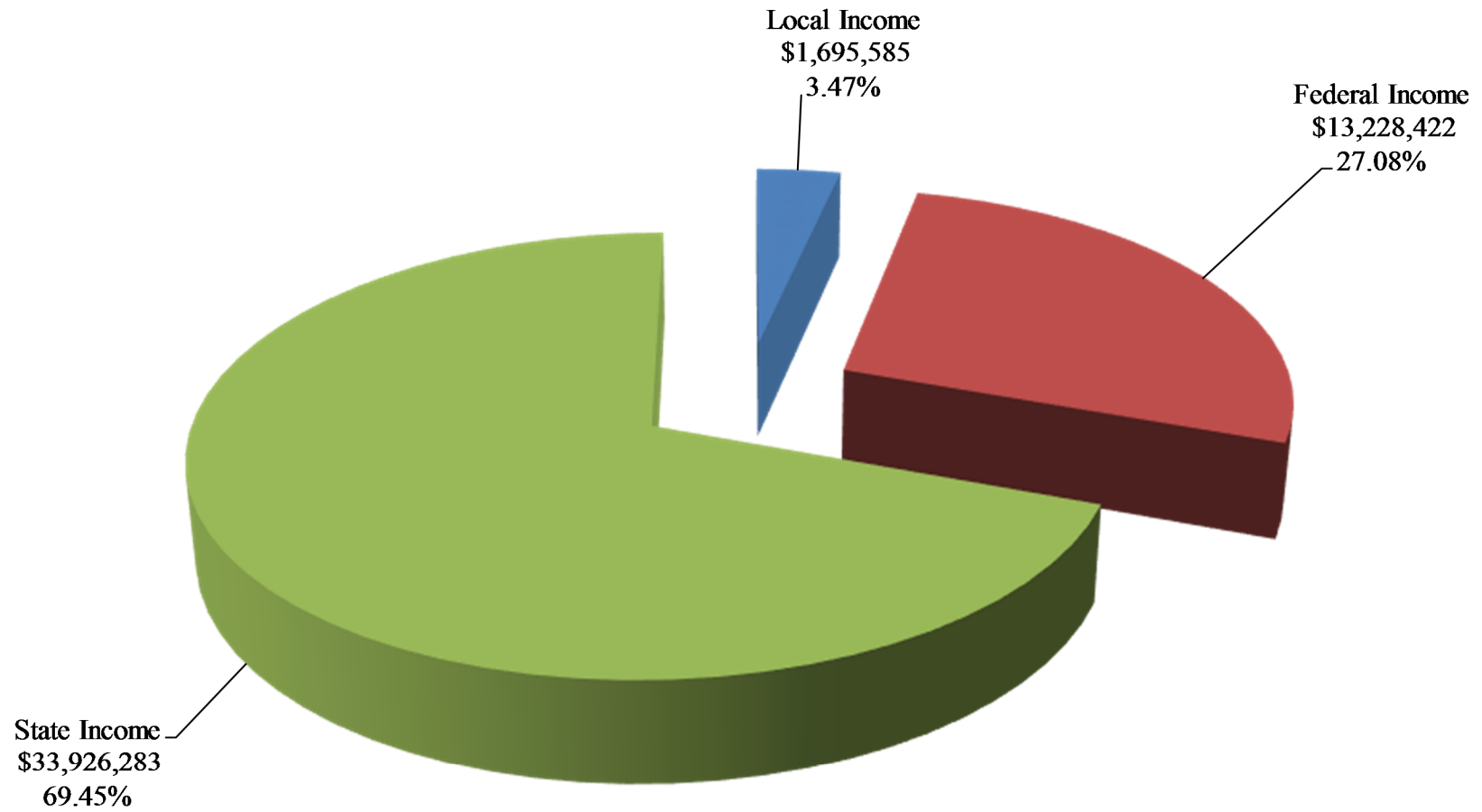
**CHAFFEY COMMUNITY COLLEGE DISTRICT
2020-2021 GENERAL FUND ADOPTED BUDGET
EXPENDITURES – UNRESTRICTED DETAIL (CONTINUED)**

DESCRIPTION	2019-2020 Adopted Budget	2019-2020 Actual	2020-2021 Adopted Budget	Variance	Percent* Change
Reserves and Ending Balance					
Board Designated Reserve (7%)	8,702,371	8,431,916	8,775,386	73,015	0.8%
Board Designated Project Reserves					
Revolving Cash	40,000	40,000	40,000	0	0.0%
GASB 45 Reserve	500,000	500,000	500,000	0	0.0%
Technology Reserve	600,000	600,000	1,600,000	1,000,000	166.7%
Vehicle Replacement Plan Reserve	100,000	100,000	100,000	0	0.0%
Resource Allocation Committee (RAC) Reserve	300,000	300,000	300,000	0	0.0%
Capital Outlay Replacement Reserve	300,000	300,000	300,000	0	0.0%
PERS/STRS Reserve	1,343,999	1,343,999	1,343,999	0	0.0%
One-Time Funding Reserve	1,661,425	1,033,784	33,784	(1,627,641)	-98.0%
Cash Deferral Reserve	0	19,000,000	19,000,000	19,000,000	100.0%
Undesignated Reserve	2,798,478	529,622	332,443	(2,466,035)	-88.1%
Total Reserves and Ending Balance	\$16,346,273	\$32,179,321	\$32,325,612	\$15,979,339	97.8%
Percent Reserves and Ending Balance	13.15%	26.71%	25.79%		96.1%
Total Expenditures/Appropriations & Reserves and Ending Balance	\$140,665,856	\$152,635,265	\$157,688,273	\$17,022,417	12.1%

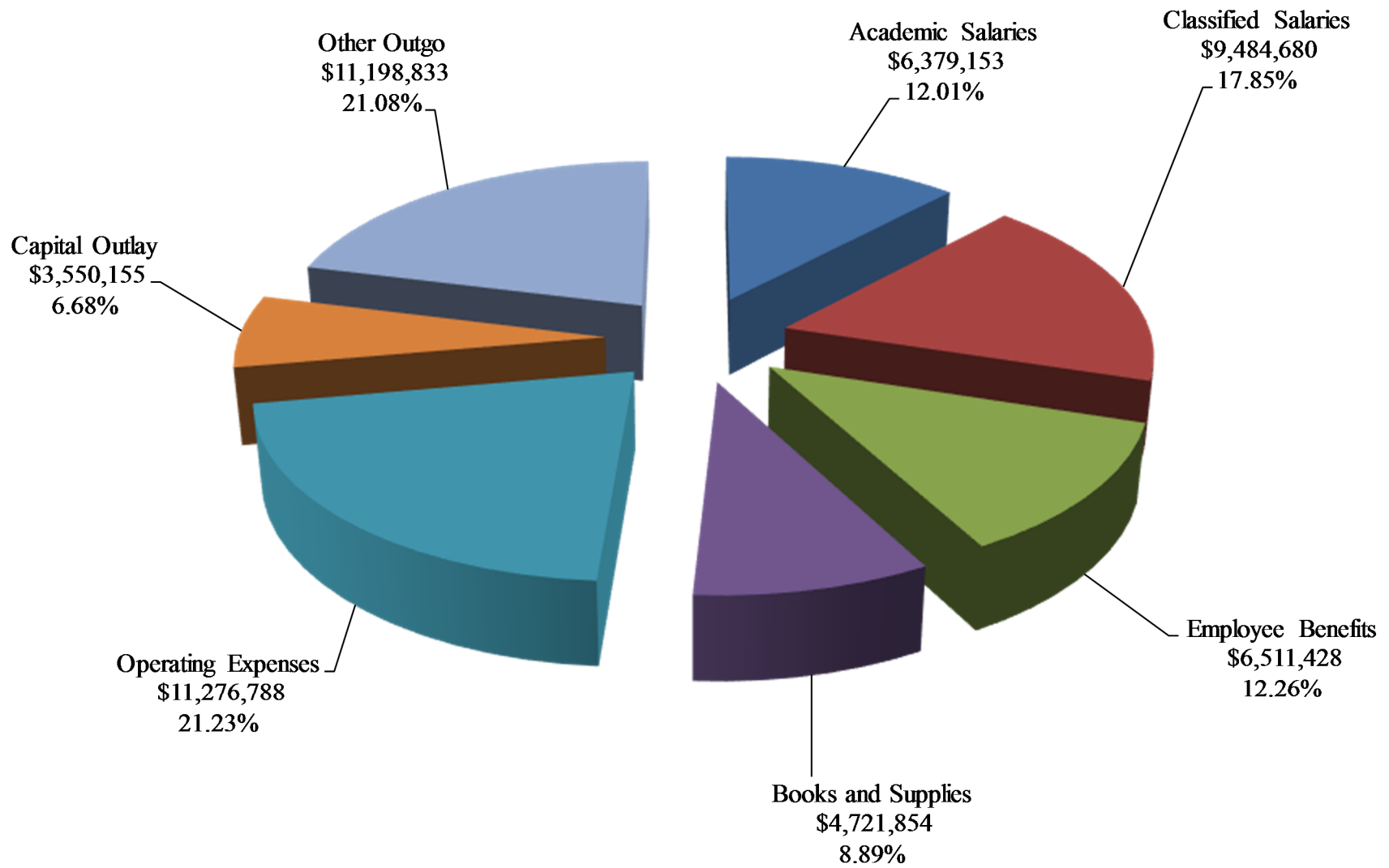
Adopted to Actuals Analysis-2019-20		
Revenues increased:	PY Apportionment Deficit Funded	\$6,679,521
	CY Deficit partially funded	3,039,031
	Other CY increases	2,250,858
Expenses decreased:	Operating expenses including travel/conference & utilities, and books, supplies, salaries, capital outlay	3,863,640
		<u>\$15,833,050</u>

*Percent change is budget to budget.

**CHAFFEY COMMUNITY COLLEGE DISTRICT
2020-2021 GENERAL FUND ADOPTED BUDGET
REVENUES - RESTRICTED**



**CHAFFEY COMMUNITY COLLEGE DISTRICT
2020-2021 GENERAL FUND ADOPTED BUDGET
EXPENDITURES - RESTRICTED**



CHAFFEY COMMUNITY COLLEGE DISTRICT
2020-2021 GENERAL FUND ADOPTED BUDGET
REVENUES – RESTRICTED DETAIL

DESCRIPTION	2019-2020 Adopted Budget	2019-2020 Actual	2020-2021 Adopted Budget	Variance	Percent* Change
Beginning Balance					
Beginning Balance	\$3,168,061	\$3,168,061	\$4,272,601	\$1,104,540	34.9%
Net Beginning Balance	3,168,061	3,168,061	4,272,601	1,104,540	34.9%
Federal Income					
Student Financial Aid/Federal Work Study/CARES Act	665,000	675,650	9,094,834	8,429,834	1267.6%
Vocational Education	795,481	669,347	936,311	140,830	17.7%
Other Federal Income	3,684,613	6,302,561	3,197,277	(487,336)	-13.2%
Total Federal Income	5,145,094	7,647,558	13,228,422	8,083,328	157.1%
State Income					
Disabled Programs and Services	1,689,072	1,320,450	1,888,795	199,723	11.8%
Extended Opportunity Programs and Services	2,351,148	1,464,443	3,280,083	928,935	39.5%
Staff Development and Diversity	58,166	53,351	118,501	60,335	103.7%
Student Success and Support Program/Student Equity	8,964,029	6,726,649	8,268,968	(695,061)	-7.8%
State Block Grant	8,284,743	5,974,774	8,160,168	(124,575)	-1.5%
Strong Workforce, Welfare Reform and Economic Development	8,127,179	3,610,268	8,067,448	(59,731)	-0.7%
Center of Excellence	200,000	182,111	292,889	92,889	46.4%
Lottery	896,548	1,140,392	900,000	3,452	0.4%
STRS On-behalf Income	331,335	591,967	591,967	260,632	78.7%
Other State Income	2,750,691	1,938,279	2,357,464	(393,227)	-14.3%
Total State Income	33,652,911	23,002,684	33,926,283	273,372	0.8%
Local Income					
Student Health Fees	885,000	863,031	1,088,550	203,550	23.0%
Parking Fees	1,243,000	1,071,789	40,000	(1,203,000)	-96.8%
Center of Excellence	472,765	181,669	317,146	(155,619)	-32.9%
Miscellaneous Income	167,560	85,730	249,889	82,329	49.1%
Total Local Income	2,768,325	2,202,219	1,695,585	(1,072,740)	-38.8%
Total Income	\$41,566,330	\$32,852,461	\$48,850,290	\$7,283,960	17.5%
Total Income and Net Beginning Balance	\$44,734,391	\$36,020,522	\$53,122,891	\$8,388,500	18.8%

*Percent change is budget to budget.

**CHAFFEY COMMUNITY COLLEGE DISTRICT
2020-2021 GENERAL FUND ADOPTED BUDGET
EXPENDITURES – RESTRICTED DETAIL**

DESCRIPTION	2019-2020 Adopted Budget	2019-2020 Actual	2020-2021 Adopted Budget	Variance	Percent* Change
Academic Salaries					
Instructors, Contract	\$153,642	\$80,961	\$84,389	(\$69,253)	-45.1%
Non-Instructional Contract	2,100,005	1,746,681	2,068,218	(31,787)	-1.5%
Non-Instructional Management	483,303	386,517	927,581	444,278	91.9%
Instructional Hourly	302,352	152,823	512,535	210,183	69.5%
Non-Instructional Hourly	2,757,764	2,915,980	2,786,430	28,666	1.0%
Total Academic Salaries	5,797,066	5,282,962	6,379,153	582,087	10.0%
Classified Salaries					
Non-Instructional Contract	5,047,331	3,019,111	4,470,488	(576,843)	-11.4%
Non-Instructional Management	2,317,803	1,382,702	1,881,811	(435,992)	-18.8%
Instructional Aides, Contract	243,934	224,972	254,837	10,903	4.5%
Non-Instructional Hourly	2,237,897	2,084,825	1,670,036	(567,861)	-25.4%
Instructional Hourly	1,653,224	842,374	1,207,508	(445,716)	-27.0%
Total Classified Salaries	11,500,189	7,553,984	9,484,680	(2,015,509)	-17.5%
Employee Benefits					
State Teachers Retirement	1,013,398	773,206	1,142,422	129,024	12.7%
STRS On-behalf Payments	331,335	591,967	591,967	260,632	78.7%
Public Employees Retirement	1,434,539	942,260	1,394,011	(40,528)	-2.8%
FICA/Medicare	918,197	589,350	813,201	(104,996)	-11.4%
Health and Welfare Insurance	2,545,257	1,668,442	2,305,310	(239,947)	-9.4%
Unemployment Insurance	8,418	5,792	9,539	1,121	13.3%
Worker's Compensation Insurance	330,322	224,231	254,978	(75,344)	-22.8%
Total Employee Benefits	6,581,466	4,795,248	6,511,428	(70,038)	-1.1%
Books and Supplies					
Books	94,539	58,555	112,624	18,085	19.1%
Supplies	3,064,090	1,571,272	4,609,230	1,545,140	50.4%
Total Books and Supplies	3,158,629	1,629,827	4,721,854	1,563,225	49.5%

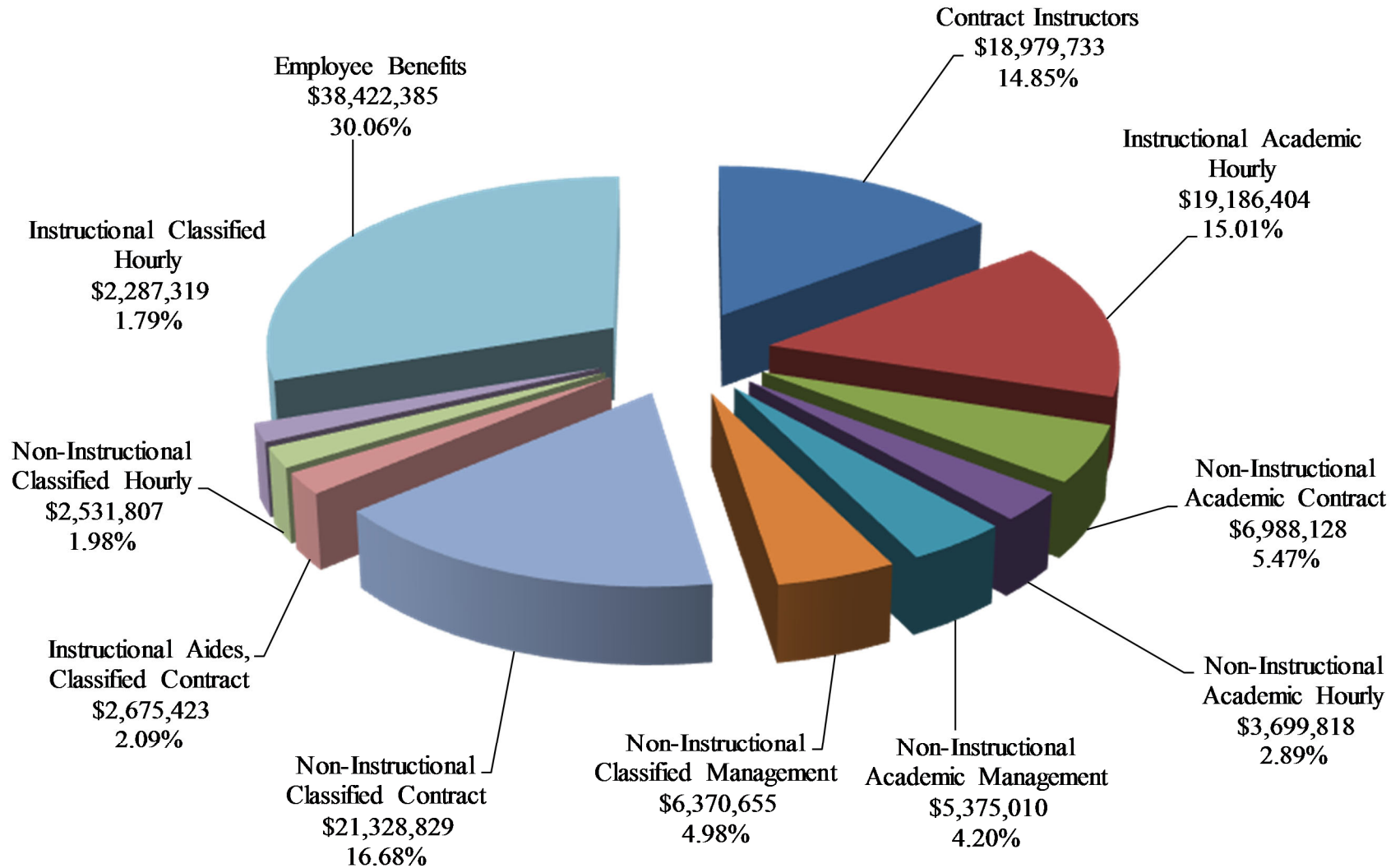
*Percent change is budget to budget.

CHAFFEY COMMUNITY COLLEGE DISTRICT
2020-2021 GENERAL FUND ADOPTED BUDGET
EXPENDITURES – RESTRICTED DETAIL (CONTINUED)

DESCRIPTION	2019-2020 Adopted Budget	2019-2020 Actual	2020-2021 Adopted Budget	Variance	Percent* Change
Operating Expenses					
Service Contracts	2,323,617	1,634,741	2,946,165	622,548	26.8%
Travel/Conference/Training	921,645	325,706	622,230	(299,415)	-32.5%
Dues and Memberships	24,585	11,752	25,657	1,072	4.4%
Postage	500	1,488	6,000	5,500	1100.0%
Property and Liability Insurance	10,000	7,199	10,000	0	0.0%
Utilities	3,200	1,560	2,419	(781)	-24.4%
Repairs and Maintenance	216,923	355,275	139,062	(77,861)	-35.9%
Other Operating Expenses	7,053,638	2,321,063	7,525,255	471,617	6.7%
Total Operating Expenses	10,554,108	4,658,784	11,276,788	722,680	6.8%
Capital Outlay					
Site Improvement	115,570	99,974	0	(115,570)	-100.0%
Building Improvement	670,629	245,083	1,467,567	796,938	118.8%
Library Books	50,246	24,024	26,246	(24,000)	-47.8%
Computer Equipment	235,766	543,466	871,388	635,622	269.6%
Equipment	1,297,763	724,257	1,122,028	(175,735)	-13.5%
Lease/Purchase Agreements	62,426	55,377	62,926	500	0.8%
Total Capital Outlay	2,432,400	1,692,181	3,550,155	1,117,755	46.0%
Other Outgo					
Student Financial Aid	4,115,559	6,134,935	7,915,130	3,799,571	92.3%
Designated Contingency	594,974	0	3,283,703	2,688,729	451.9%
Total Other Outgo	4,710,533	6,134,935	11,198,833	6,488,300	137.7%
Total Expenditures/Appropriations	\$44,734,391	\$31,747,921	\$53,122,891	\$8,388,500	18.8%
Reserves and Ending Balance					
Designated Reserve / Ending Balance	0	4,272,601	0	0	0.0%
Total Reserves and Ending Balance	0	4,272,601	0	0	0.0%
Total Expenditures/Appropriations & Reserves and Ending Balance	\$44,734,391	\$36,020,522	\$53,122,891	\$8,388,500	18.8%

*Percent change is budget to budget.

**CHAFFEY COMMUNITY COLLEGE DISTRICT
2020-2021 ADOPTED BUDGET STAFFING COSTS
GENERAL FUND – UNRESTRICTED AND RESTRICTED FUNDS**



CHAFFEY COMMUNITY COLLEGE DISTRICT
2020-2021 ADOPTED BUDGET
COMBINED UNRESTRICTED & RESTRICTED
BUDGET SUMMARY BY CAMPUS AND CENTERS

	Rancho Cucamonga Campus	Chino Campus	Fontana Campus	Other	Total
Adopted Budget					
Personnel Costs	113,769,316	7,187,044	4,346,908	2,542,243	127,845,511
Operating Costs	40,863,447	1,069,247	387,846	2,743,064	45,063,604
Capital Outlay	5,118,902	105,684	6,705	345,146	5,576,437
Total Expenditures	\$ 159,751,665	\$ 8,361,975	\$ 4,741,459	\$ 5,630,453	\$ 178,485,552
Full Time Equivalent Students (Projected) 2020-2021					
FTE'S - Credit	329.81	130.15	23.86	15,844.87	16,328.69
FTE'S - Non-Credit	0.53	2.17	0.00	433.70	436.40
Total FTES*	330.34	132.32	23.86	16,278.57	16,765.09

*The total FTES in 2019-20 (16,765.09) and projected FTES in 2020-21 (16,765.09) reflect unfactored FTES. For both years, a 0.09110996% f-factor has been applied to correct for any potential loss of FTES in daily census procedure, independent daily census procedure, or positive attendance sections as a result of flex day scheduling. Applying the f-factor, corrected FTES for 2019-2020 is 16,948.11 (the amount that will be reported on the 2019-20 recalculated apportionment attendance report in October 2020) and projected at 16,948.11 for 2020-21. The 2020-21 projection is based upon the adopted budget assumption developed by the Chaffey College Office of Budgeting & Fiscal Services and assumes that the District will achieve base apportionment in 2020-21. However, current FTES projections indicate that achievement of base apportionment is highly unlikely and that the District will experience stability in the 2020-21 fiscal year.

CHAFFEY COMMUNITY COLLEGE DISTRICT

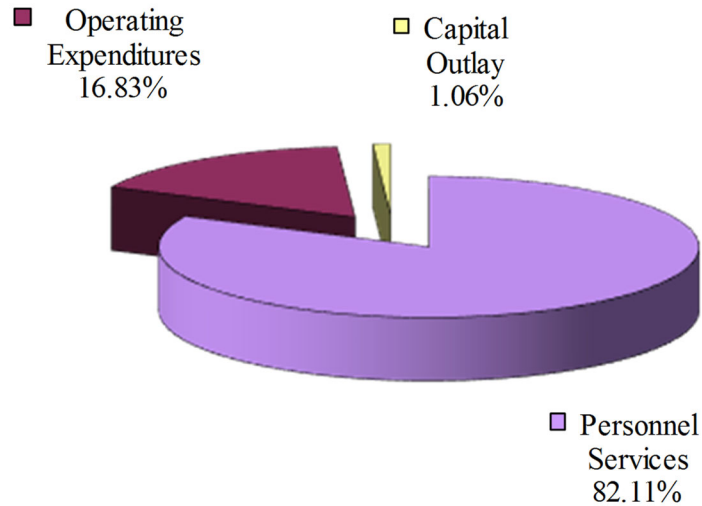
SUMMARY FOR FISCAL YEAR 2020-2021

SUPERINTENDENT / PRESIDENT'S OFFICE

Visionary Improvement Plan Goals

- Increase Chaffey's presence in the community.

Adopted Budget



Expenditures Category

<u>Expenditures Category</u>	2020-2021 <u>Adopted Budget</u>
Personnel Services*	\$1,087,757
Operating Expenditures	222,978
Capital Outlay	14,000
Total Expenditures	<u>\$1,324,735</u>
 Personnel FTE	 <u>6.775</u>

*Benefits are budgeted under the institutional budget and then distributed at yearend based on actual expenses.

NOTE: Expenses include unrestricted and restricted general fund budgets.

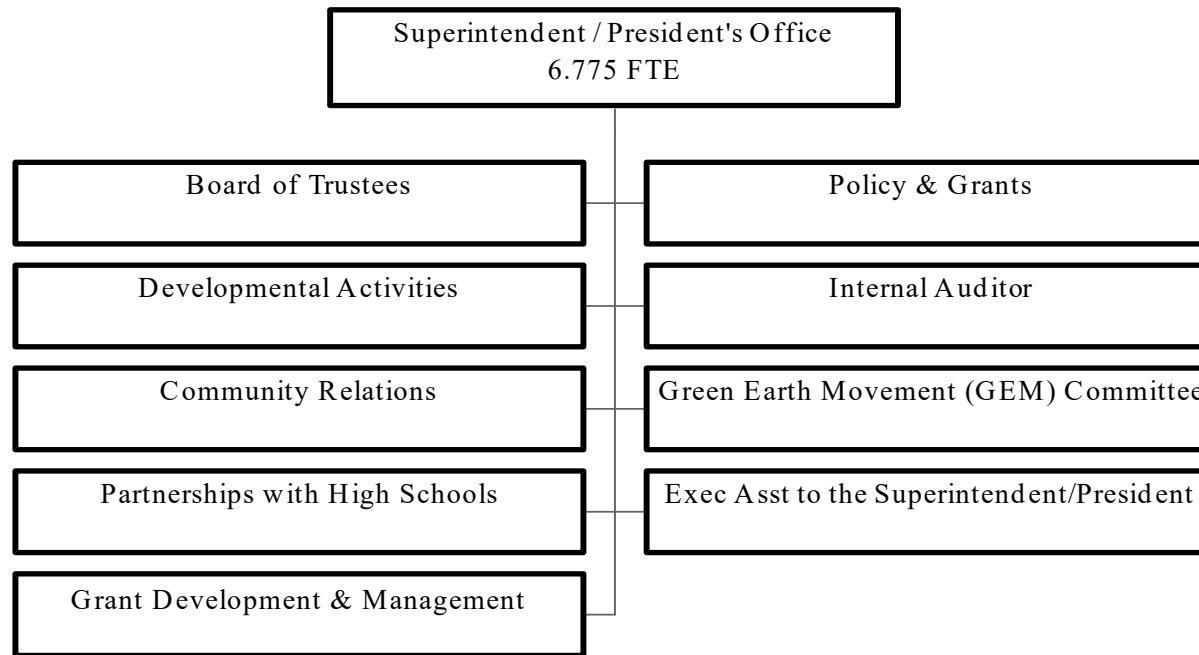
CHAFFEY COMMUNITY COLLEGE DISTRICT
VISIONARY IMPROVEMENT PLAN GOALS ACCOMPLISHMENTS FOR THE 2020-2021 FISCAL YEAR
SUPERINTENDENT / PRESIDENT'S OFFICE

Accomplishments - FY19-20 Program Goals

- The goal to prepare for a future bond was completed in 2018; however, the following activities are continuing towards implementing the bond:
 - The College has hired an in-house bond program manager.
 - Two (2) firms have been selected to perform construction management/project management services.
 - The College recently closed escrow on five (5) parcels of vacant land in Fontana.
 - The College is actively working with a realtor to secure a campus location in the City of Ontario.
 - The new Chino Instructional Building project is progressing on schedule and is currently in the design development phase with an expected project completion date of March 15, 2023.
 - The pandemic has pushed the College to reconsider future physical space needs (possibly less physical space), future technology needs (more technology needs for distance education), and replacement versus renovation (focusing on programs and services that are delivered in a physical environment).
 - The College is reviewing, reassessing and revising project priorities, as appropriate.

- The goal of increasing Chaffey's presence in the community is in progress. The following activities have been completed:
 - Guided Pathways has been implemented.
 - The Educational Master Plan was approved by the Governing Board.
 - Expansion is planned for the Rancho Cucamonga, Chino and Fontana campuses to increase the amount of instructional and collaborative spaces.
 - The College continues to be proactive in planning for growth/reduction by monitoring the state budget.
 - Following the death of George Floyd, Chaffey College submitted an article, which was published in various local newspapers.
 - The College's Center for Social Justice is organizing various programs to help with healing, such as the "Virtual Vigil for Racial Justice and the Need for Healing," which took place on June 4.

CHAFFEY COMMUNITY COLLEGE DISTRICT
DEPARTMENTAL ORGANIZATION STRUCTURE 2020-2021
SUPERINTENDENT / PRESIDENT'S OFFICE



NOTE: This chart includes all budgeted permanent contract positions.

CHAFFEY COMMUNITY COLLEGE DISTRICT

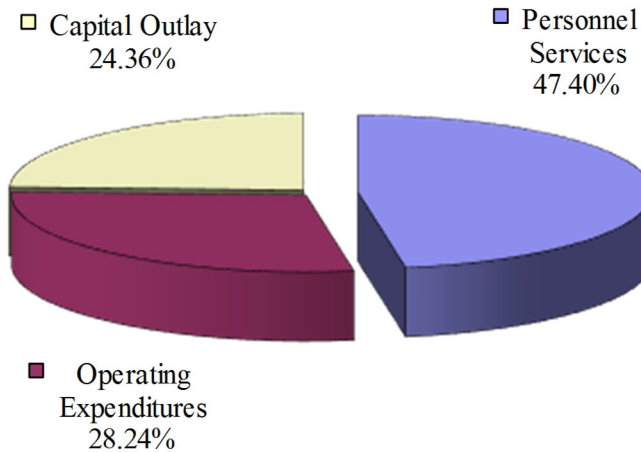
SUMMARY FOR FISCAL YEAR 2020-2021

ADMINISTRATIVE SERVICES

Visionary Improvement Plan Goals

- For the New Library/Learning Commons Project, select an architect to assist in and complete the development of criteria/bridging documents for the college's first design-build project; issue Request for Qualifications (RFQ) for Design-Build Entity for the new Library/Learning Commons Project; and issue Request for Proposals (RFP) for short-listed Design-Build Entities for new Library/Learning Commons Project.
- For the Fontana Campus, select an architect to assist in and complete the development of a master plan for the Fontana Campus, including the recently acquired property on Sierra at Under Wood.
- Complete the district-wide Americans with Disabilities Act (ADA) assessment and begin implementing necessary modifications/improvements.
- Complete and implement a Data and Information Security Plan for the District, implement the security awareness training component of the plan, and develop the remaining processes.
- Update the District's Strategic Information Technology Plan.

Adopted Budget



<u>Expenditures Category</u>	2020-2021 Adopted Budget
Personnel Services*	\$7,098,494
Operating Expenditures	4,229,223
Capital Outlay	3,648,934
Total Expenditures	<u>\$14,976,651</u>
Personnel FTE	<u>81.400</u>

*Benefits are budgeted under the institutional budget and then distributed at yearend based on actual expenses.

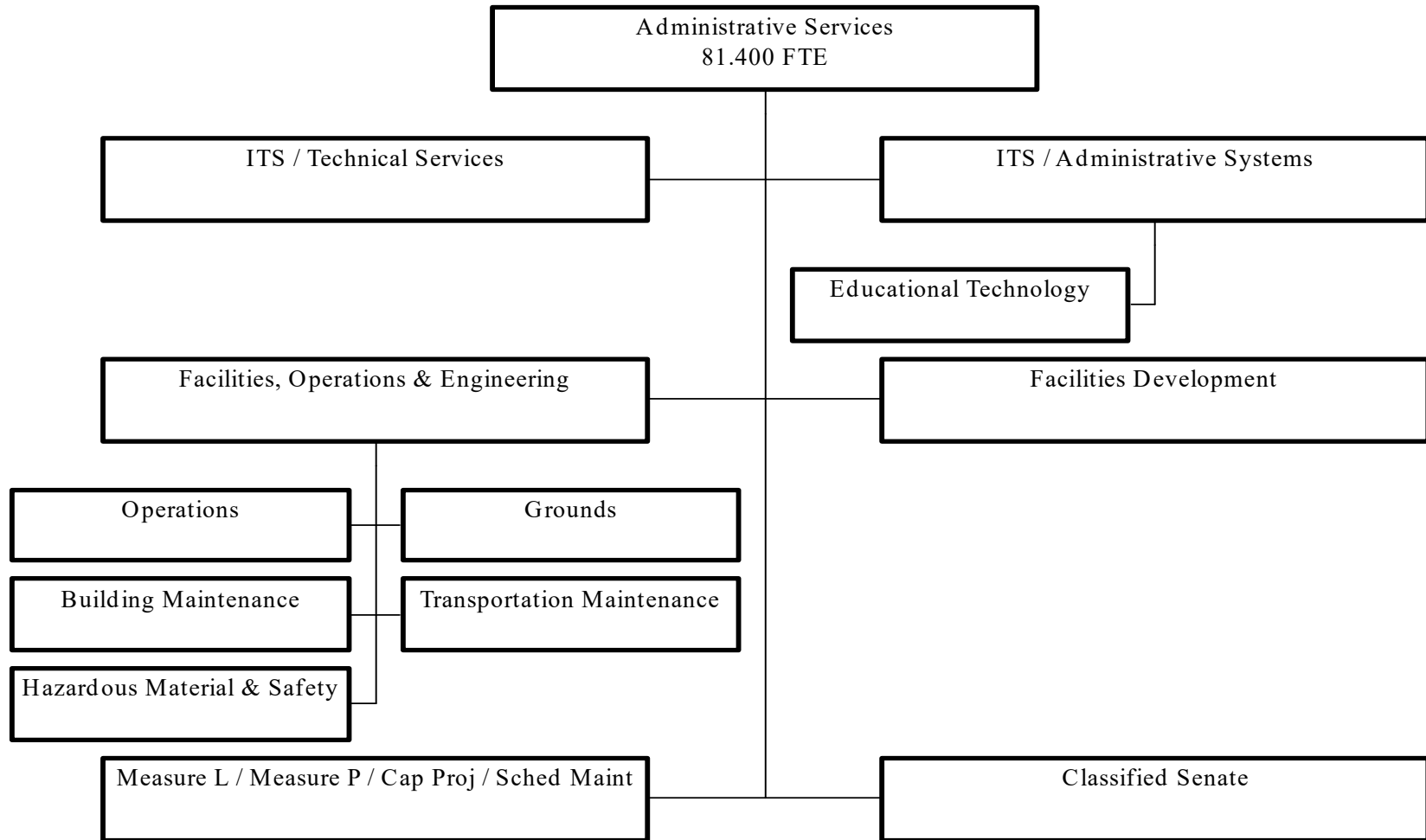
NOTE: Expenses include unrestricted and restricted general fund budgets.

CHAFFEY COMMUNITY COLLEGE DISTRICT
VISIONARY IMPROVEMENT PLAN GOALS ACCOMPLISHMENTS FOR THE 2020-2021 FISCAL YEAR
ADMINISTRATIVE SERVICES

Accomplishments - FY19-20 Program Goals

- During the 2019-20 fiscal year, the following Measure L Projects were completed and closed out with the Division of State Architect:
 - Campus Center Shade Structure
 - Campus Center East Plaza (Lot 7 Repurposing)
 - Planetarium Renovation
 - Wignall Museum Gallery Renovation

CHAFFEY COMMUNITY COLLEGE DISTRICT
DEPARTMENTAL ORGANIZATION STRUCTURE 2020-2021
ADMINISTRATIVE SERVICES



NOTE: This chart includes all budgeted permanent contract positions.

CHAFFEY COMMUNITY COLLEGE DISTRICT

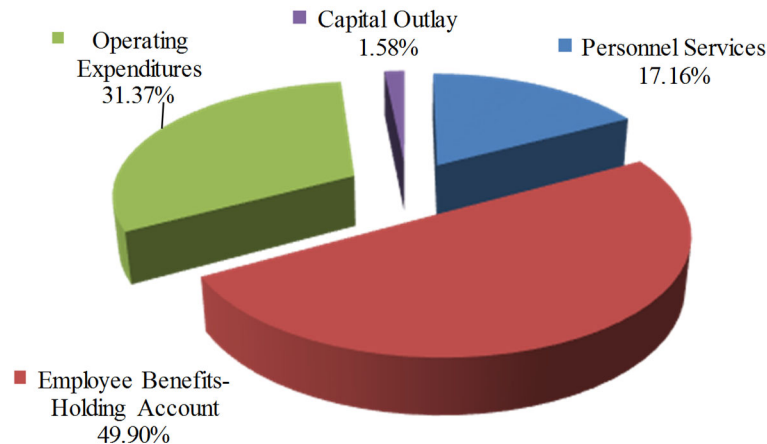
SUMMARY FOR FISCAL YEAR 2020-2021

BUSINESS SERVICES AND ECONOMIC DEVELOPMENT

Visionary Improvement Plan Goals

- Human Resources (HR) will develop a comprehensive HR Staffing Plan that incorporates the goals of the District’s EEO Plan, reviews the policies and procedures to implement the Plan, identifies staffing levels needed to support programs and services, and outlines the training to support recruitment, selection, and orientation.
- To ensure long-term sustainability, Economic Development will continue to work with instructional deans and faculty to develop credit, non-credit, and training programs to improve access, increase the number of students earning certificates, increase employment rates, and prepare students for careers that provide living wages.
- Campus Store will purchase mobile commerce system to process transactions more quickly and efficiently, using handheld devices.
- Budgeting & Fiscal Services will continue to improve the grant/restricted program processes to be effective and transparent and to ensure that processes are understandable and efficient.

Adopted Budget



<u>Expenditures Category</u>	2020-2021 <u>Adopted Budget</u>
Personnel Services*	\$10,446,189
Employee Benefits-Holding Account*	30,384,034
Operating Expenditures	19,099,968
Capital Outlay-Holding Account	367,867
Capital Outlay	591,392
Total Expenditures	<u>\$60,889,450</u>
Personnel FTE**	<u>84.200</u>

*Benefits are budgeted under the institutional budget and then distributed at yearend based on actual expenses.

**Includes Auxiliary Services & Campus Store Funds.

NOTE: Expenses include unrestricted and restricted general fund budgets.

CHAFFEY COMMUNITY COLLEGE DISTRICT
VISIONARY IMPROVEMENT PLAN GOALS ACCOMPLISHMENTS FOR THE 2020-2021 FISCAL YEAR
BUSINESS SERVICES AND ECONOMIC DEVELOPMENT

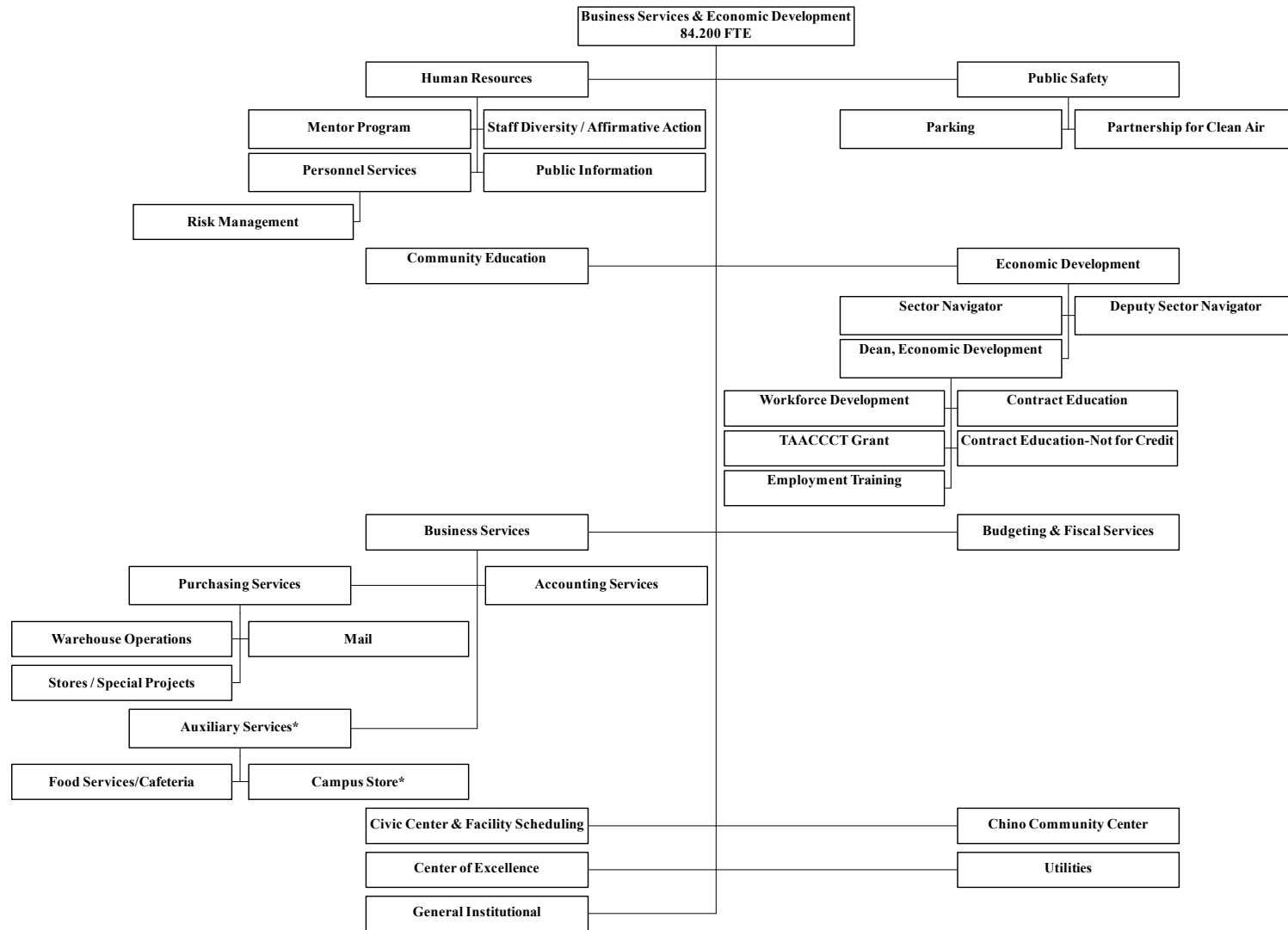
Accomplishments - FY19-20 Program Goals

- The Campus Store has purchased the mobile commerce equipment and software and implemented a mobile system in various remote operations including athletic concession stands, commencement, and drive-thru textbook purchase and drop off. This equipment also allows our current dining commons vendor to accept Campus Store Dining Cards. The Campus Store also partnered with the Chaffey College Food Pantry to provide improved food service offerings to students during more flexible and convenient times.
- The Fontana Campus Store expansion has been completed to provide additional space for convenience and food options. The additional space also allows for a more welcoming environment and a broader assortment of snacks, supplies, and apparel items.
- Accounting Services implemented the Ellucian Projects Accounting system through collaboration with Information Services Department. This module will support multiple-year budget and expenditure tracking for the Measure P program and other capital projects, easy-to-read budget reports, and drill-down capabilities to the source document level.
- In addition to securing over \$3 million in grant and contract funding, Economic Development responded to the regional request and printed 1,800 headbands in support of frontline workers at Inland Empire facilities and 120 face shields for Chaffey College employees.
- Human Resources, Maintenance and Operations, Purchasing Services, and Campus Police have been instrumental in coordinating training, procuring resources, and providing safe and secure campuses during the COVID-19 pandemic.

CHAFFEY COMMUNITY COLLEGE DISTRICT

DEPARTMENTAL ORGANIZATION STRUCTURE 2020-2021

BUSINESS SERVICES AND ECONOMIC DEVELOPMENT



*Includes Auxiliary Services & Campus Store Funds.

NOTE: This chart includes all budgeted permanent contract positions.

CHAFFEY COMMUNITY COLLEGE DISTRICT

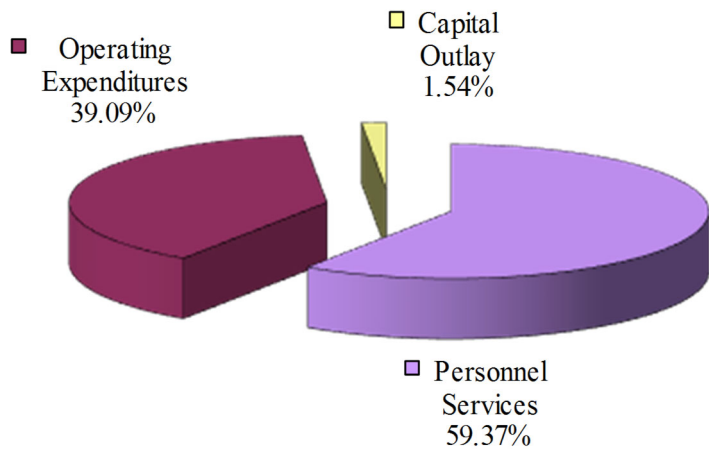
SUMMARY FOR FISCAL YEAR 2020-2021

EQUITY, OUTREACH AND COMMUNICATIONS

Visionary Improvement Plan Goals

- Develop plan that promotes intersectional work between high school outreach, equity programming and instructional success teams. This plan would connect onboarding to retention efforts so that several staff are able to know a student from their first days on all campuses (the high school age group) and help support them on their academic pathway.
- Develop a series of 40-60 videos that highlight different student support services and help make them easier for current/future students to understand. This impact would potentially help more students navigate and tap into resources available to them.
- Create “BELONGING” campaign across the college’s three campuses.

Adopted Budget



<u>Expenditures Category</u>	2020-2021 <u>Adopted Budget</u>
Personnel Services*	\$2,398,738
Operating Expenditures	1,579,218
Capital Outlay	62,034
Total Expenditures	<u>\$4,039,990</u>
 Personnel FTE	 <u>18.000</u>

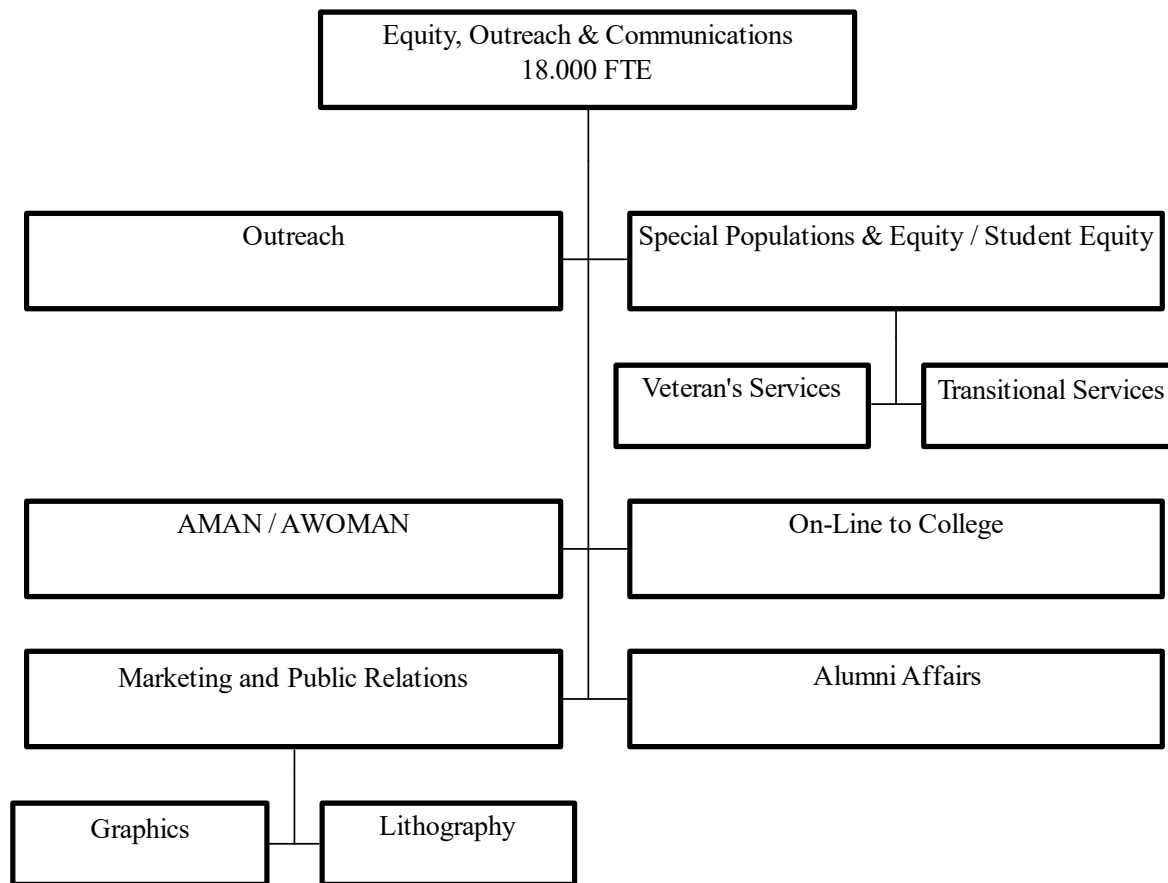
*Benefits are budgeted under the institutional budget and then distributed at yearend based on actual expenses.
 NOTE: Expenses include unrestricted and restricted general fund budgets.

CHAFFEY COMMUNITY COLLEGE DISTRICT
VISIONARY IMPROVEMENT PLAN GOALS ACCOMPLISHMENTS FOR THE 2020-2021 FISCAL YEAR
EQUITY, OUTREACH AND COMMUNICATIONS

Accomplishments - FY19-20 Program Goals

- While working toward streamlining efforts and working alongside high school outreach, equity programming and instructional success areas, the goal of developing a plan that promotes intersectional work remains in progress. Due to COVID-19 and the series of transitions and changes in Equity, Outreach and Communications, this has not been completed/finalized in plan form.
- To date, ten (10) videos have been completed for Financial Aid and five (5) videos for Online Learning, Panther Care, Cyber Security, Health Careers, and Aeronautics/Choir. The funding for this was promised from Student Services and has not been set aside at this time due to budget constraints resulting from the pandemic and recession. The goal of so many videos is not likely to be completed due to budget.
- The first phase of the goal was completed with developing and installing “BELONGING” pennants across the three campus locations. This was not scaled to its potential due to COVID-19 and the college closing in March. This is ongoing.

CHAFFEY COMMUNITY COLLEGE DISTRICT
DEPARTMENTAL ORGANIZATION STRUCTURE 2020-2021
EQUITY, OUTREACH AND COMMUNICATIONS



NOTE: This chart includes all budgeted permanent contract positions.

CHAFFEY COMMUNITY COLLEGE DISTRICT

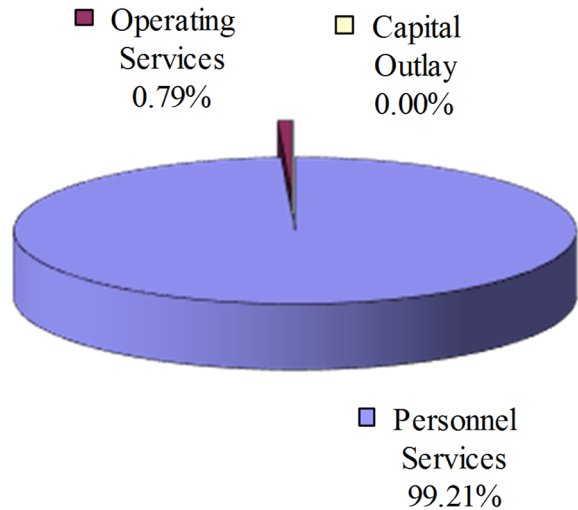
SUMMARY FOR FISCAL YEAR 2020-2021

FOUNDATION

Visionary Improvement Plan Goals

- Maintain scholarship dollars raised and distribute up to \$500,000 annually, annual funds and increased endowment with total awards of \$1,000.
- Maintain the Chaffey College Programming Support from private funders focused on foundations and corporations.

Adopted Budget



<u>Expenditures Category</u>	2020-2021 <u>Adopted Budget</u>
Personnel Services*	\$364,333
Operating Expenditures	2,909
Capital Outlay	0
Total Expenditures	<u>\$367,242</u>
Personnel FTE**	<u>3.230</u>

*Benefits are budgeted under the institutional budget and then distributed at yearend based on actual expenses.

**Includes Foundation Fund.

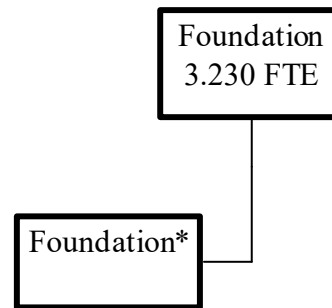
NOTE: Expenses include unrestricted and restricted general fund budgets.

CHAFFEY COMMUNITY COLLEGE DISTRICT
VISIONARY IMPROVEMENT PLAN GOALS ACCOMPLISHMENTS FOR THE 2020-2021 FISCAL YEAR
FOUNDATION

Accomplishments - FY19-20 Program Goals

- The Foundation managed and distributed \$625,265 in scholarship funds for the 2018-2019 fiscal year – almost 1,000 awards.
- The 2020 golf tournament was cancelled; however, sponsorships were garnered totaling \$67,000 in 100% donated funds.
- The Foundation increased Endowed and Permanently restricted funds by over \$265,000.
- Continuing to build partnerships with local community agencies to benefit students with scholarships and program support.
- The annual Foundation Board retreat will be held in September to develop goals for 2020-21.
- The Foundation partnered with Student Services, Equity, Outreach & Communications, Kinesiology, Nutrition & Athletics (KNA), Economic Development, and Community Education to increase support of the College with \$780,000 garnered for programming needs.
- Attendance at Community events, including State of the City throughout Chaffey's Seven Cities, the Chamber's and community partner lunch/reception/dinners.
- Worked with Associate Superintendent of Student Support Services and Legislative Affairs to coordinate support with Assembly Member Freddie Rodriguez's office for potential state budget allocation of \$2.28 million for InTech Center Welding Lab.
- Participated in monthly meetings focused on Community College related state legislation coordinated by the California Community Colleges Chancellor's Office, and the Community College League of California.
- Represented Chaffey College at events organized by local congress members, assembly members and senators.

CHAFFEY COMMUNITY COLLEGE DISTRICT
DEPARTMENTAL ORGANIZATION STRUCTURE 2020-2021
FOUNDATION



*Includes Foundation Fund.

NOTE: This chart includes all budgeted permanent contract positions.

CHAFFEY COMMUNITY COLLEGE DISTRICT

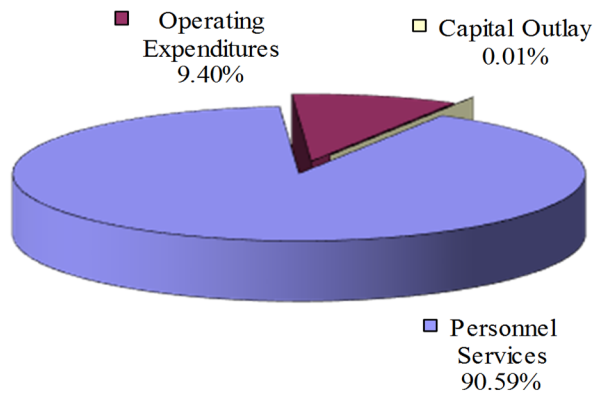
SUMMARY FOR FISCAL YEAR 2020-2021

INSTRUCTION AND INSTITUTIONAL EFFECTIVENESS

Visionary Improvement Plan Goals

- Continue to further Guided Pathways, a multi-year project, that is in practicality never complete, through new efforts and continuing the following:
 - Transformation of the front-end experience for students will be essential.
 - Real-time and virtual representation of the program maps will further refine the effort to transform the front-end experience.
 - Expanding the scale of the Success Team effort to further Guided Pathways implementation.
- The College will reapply to continue its status as a California Guided Pathways College in the first cohort of 23 institutions.
- Continue to have the deans work with the CIO to establish the infrastructure for schedule-based enrollment management, including but not limited to, the development of scheduling principles, growth strategies, low-enrolled class criteria, budget augmentation criteria, and FTES goals and targets.
- The deans will work with the CIO to establish campus identities and strategic plans for each campus location.
- The executive team, through the CIO, will also work toward integrating resources, like Strong Workforce and Perkins funding, with the Resource Allocation process.
- Completion of the Educational Master Plan to also aid in sustainability efforts in that it defines the College’s priorities and clarifies strategic commitments that align to the Chaffey goals. With the emergence of the Educational Master Plan and the commensurate strategic plans for each instructional area, the College will be better positioned to pursue partnerships that align with institutional priorities and goals.
- The Office of Instruction will continue to actively pursue fortifying key strategic relationships with community and workforce partners.
- A strategic enrollment management plan will be part of the strategic planning scheduled to occur beginning in fall 2020. Through a partnership between Instruction and Student Services, plans are being developed to increase the number of comprehensive educational plans that will inform every enrollment management effort.

Adopted Budget



<u>Expenditures Category</u>	2020-2021 Adopted Budget
Personnel Services*	\$13,349,863
Operating Expenditures	1,385,630
Capital Outlay	1,000
Total Expenditures	\$14,736,493
 Personnel FTE	 17.802

*Benefits are budgeted under the institutional budget and then distributed at yearend based on actual expenses.

**Budget includes instruction holding account.

NOTE: Expenses include unrestricted and restricted general fund budgets.

CHAFFEY COMMUNITY COLLEGE DISTRICT

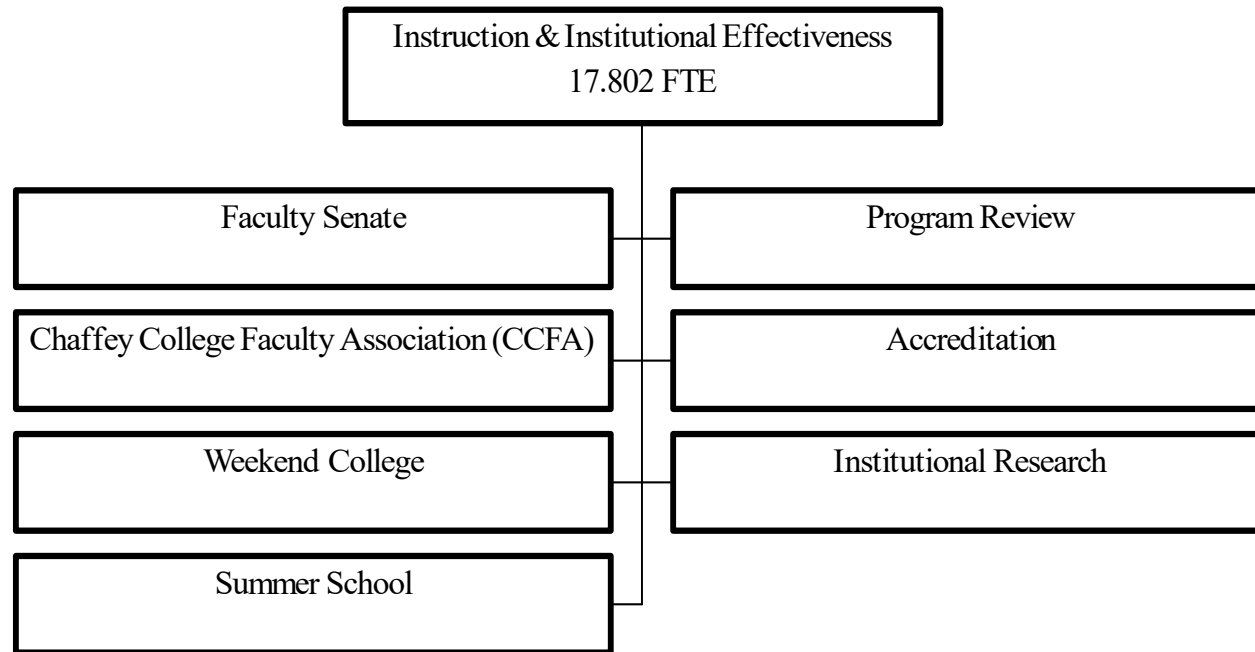
VISIONARY IMPROVEMENT PLAN GOALS ACCOMPLISHMENTS FOR THE 2020-2021 FISCAL YEAR

INSTRUCTION AND INSTITUTIONAL EFFECTIVENESS

Accomplishments - FY19-20 Program Goals

- The Office of Instruction continue with Guided Pathways implementation efforts by publishing the Academic and Career Communities program maps, advancing the local dialogue about how a “community” will be defined and supported, and implementing the Success Team efforts that defines the “Chaffey Experience.”
- The College created an oversight subcommittee for Guided Pathways efforts through Enrollment and Success Management. This group is now responsible for support of all Guided Pathways initiatives.
- The Office of Instruction team has been integral to the development of critical infrastructure to support sustainability efforts, including budgeting and forecasting tools to assist the academic managers with their planning.
- The deans have participated in presentations given by local workforce leaders and the Center of Excellence in order to refine strategies and frameworks for meeting local employment needs.
- Through the Adult Basic Education Consortium, the College hired an assistant director to support emerging efforts in the community that directly impacts employability.
- Two (2) non-credit programs became part of the Chino Valley Adult School, and the College yielded its first graduates in HVAC, a profession that will help students achieve strong employment and wages.
- The College also engaged with other partners like Garner Holt, the US Navy, and the City of Rancho Cucamonga Fire Department to develop, revise, or expand programs that lead to employability.
- The Office of Instruction has been directly involved in expansion efforts for Dual Enrollment by moving offerings into distance learning modalities and supporting labor talks among the K-12 union associations and CCFA. Through Labor Management and Contract negotiations, many concerns that were formerly associated with dual enrollment have been resolved.
- The goal of completion of the Educational Master Plan was achieved and approved by the Chaffey College Governing Board in March 2020. College Planning Council will resume strategic planning in fall of 2020. These plans will activate activities that move indicators expressed in the Educational Master Plan.
- The goal to implement coherent and rational enrollment planning structures that will promote better efficiency and better support educational outcomes, as it is complex, remains in progress. However, the deans have implemented specific enrollment management strategies. The Office of Instruction has asserted targets for budgets and for FTES, resulting in a reduction of cost per FTES by approximately 35%.
- The goal to implement professional development for deans, coordinators, and classified professionals that will strengthen role-alike networks and improve effectiveness in Instruction overall is partially implemented. The deans have been engaging in ongoing learning retreats, and the proposed CCFA contract includes a professional development program for coordinators. Additionally, a mentoring program for coordinators is also underway. The AAs/EPAs have also engaged in regular meetings that include professional learning components, and they have developed their own virtual community to provide support to each other.
- The Office of Instruction has worked with Institutional Research to develop monitoring protocols and tools to track enrollment management in order to respond to trends and changes.

CHAFFEY COMMUNITY COLLEGE DISTRICT
DEPARTMENTAL ORGANIZATION STRUCTURE 2020-2021
INSTRUCTION AND INSTITUTIONAL EFFECTIVENESS



NOTE: This chart includes all budgeted permanent contract positions.

CHAFFEY COMMUNITY COLLEGE DISTRICT

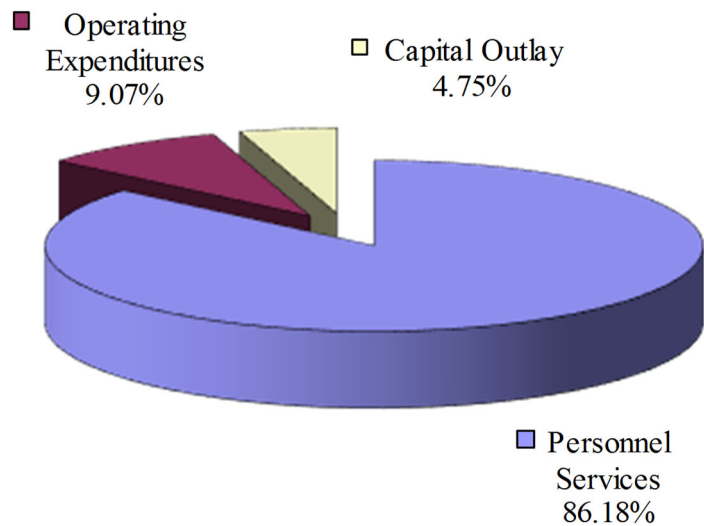
SUMMARY FOR FISCAL YEAR 2020-2021

SCHOOL OF HOSPITALITY, FASHION, INTERIOR AND CULINARY ARTS (CHINO CAMPUS)

Visionary Improvement Plan Goals

- Successful design, build and transition into the new Chino Instructional Building (CHIB).
- Research labor market data and determine which new academic programs can be offered at the Chino Campus, using the Educational Master Plan and the Campus Identity Plan as foundational pieces for discussion with faculty and staff.
- Hospitality, Fashion, Interior and Culinary Arts (HFIC) academic programs will:
 - Continue to improve retention and completion for all students.
 - Revise curriculum to include hybrid/online classes as well as face-to-face classes.
 - Continue to strengthen articulation with local high schools.
 - Work with Marketing to better advertise and brand HFIC academic programs.

Adopted Budget



Expenditures Category

<u>Expenditures Category</u>	2020-2021 <u>Adopted Budget</u>
Personnel Services*	\$1,146,714
Operating Expenditures	120,637
Capital Outlay	63,251
Total Expenditures	<u>\$1,330,602</u>
 Personnel FTE	 <u>12.950</u>

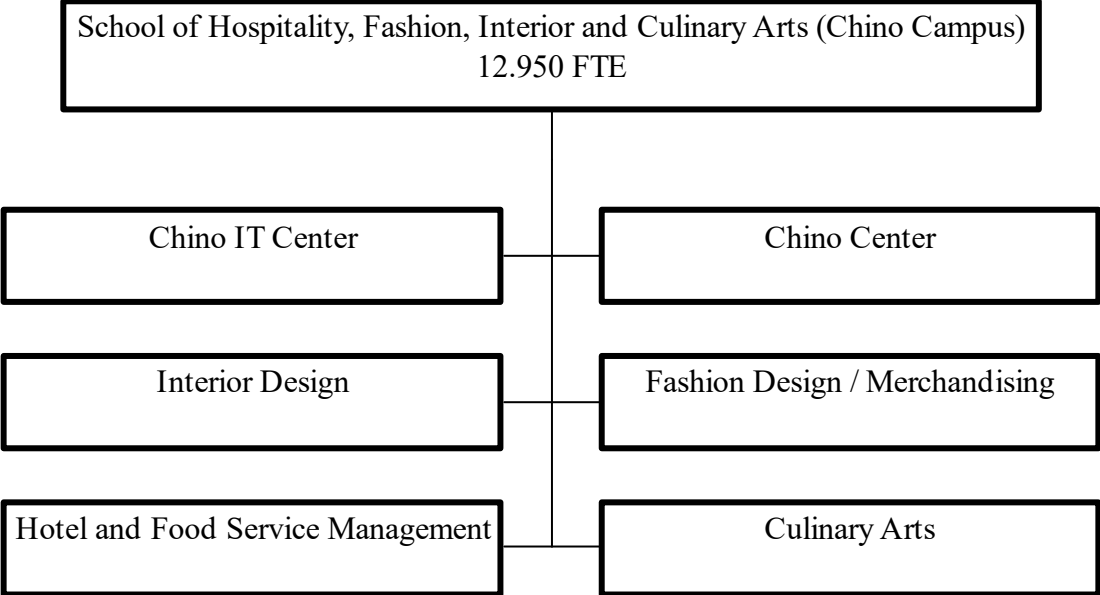
*Benefits are budgeted under the institutional budget and then distributed at yearend based on actual expenses.
 NOTE: Expenses include unrestricted and restricted general fund budgets.

CHAFFEY COMMUNITY COLLEGE DISTRICT
VISIONARY IMPROVEMENT PLAN GOALS ACCOMPLISHMENTS FOR THE 2020-2021 FISCAL YEAR
SCHOOL OF HOSPITALITY, FASHION, INTERIOR AND CULINARY ARTS (CHINO CAMPUS)

Accomplishments - FY19-20 Program Goals

- Extensive conversations and scheduling took place with coordinators and schools deans resulting in a wide variety of classes scheduled at the Chino Campus focused on students meeting their educational plans.
- The Chino Campus students participated in various programming conducted by the Chino Campus staff and Student Services.
- The Dean hosted the Chino Advisory Team meetings each month which focused on creating a welcoming and engaging environment. Maintenance & Operations staff, Campus Police Officers and various other management personnel attended the meetings to answer questions.
- An Associate Degree for Transfer (ADT) in Hospitality Management was approved and listed in the 2020-2021 catalogue.
- Outreach to local high schools was done to strengthen the program links with the students and to create a direct path to the Chino Campus programs by full time faculty conducting in-class presentations, marketing and participating in career fairs.
- All programs held Advisory Board Meetings with industry professionals.
- Program faculty increased collaboration with CTE Counselors to assist students and also attended CTE fairs.
- Full time faculty completed mapping of programs for the catalogue and college website to create a smooth pathway for students.
- Full time faculty increased collaboration with guest speakers and representatives from four-year colleges to talk to transfer students.
- There was an increase in percentage of students successfully entering the workforce after graduation as reflected in the California College Core indicator information by an increase of 9.5 percent for HOTFS.

CHAFFEY COMMUNITY COLLEGE DISTRICT
DEPARTMENTAL ORGANIZATION STRUCTURE 2020-2021
SCHOOL OF HOSPITALITY, FASHION, INTERIOR AND CULINARY ARTS (CHINO CAMPUS)



NOTE: This chart includes all budgeted permanent contract positions.

CHAFFEY COMMUNITY COLLEGE DISTRICT

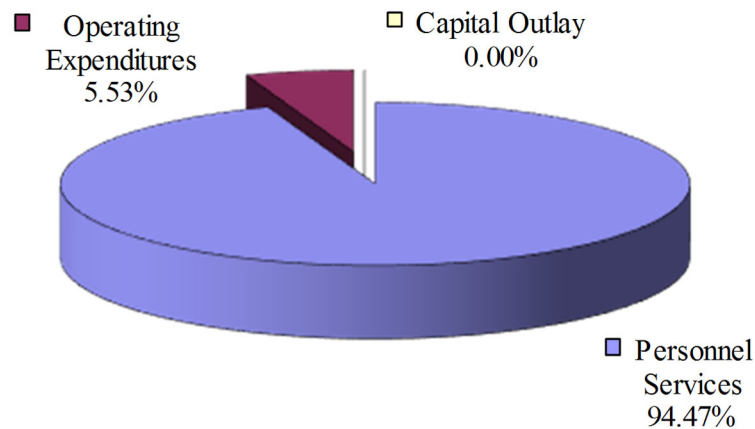
SUMMARY FOR FISCAL YEAR 2020-2021

FONTANA CAMPUS

Visionary Improvement Plan Goals

- For 2020-2021, the Fontana Campus will build partnerships with certain academic programs and with local industries to provide students with opportunities to finish a degree or certificate completely at the Fontana Campus that will be supported with increased online and in-person student services.
- Work with the School of Business and Applied Technology and the School of Health Sciences to identify and plan for degree and certificate programs that represent emerging technology and can also support the industries within the local communities.
- Increase student access to student services via online (mirror in-person services) at the Fontana Campus.

Adopted Budget



<u>Expenditures Category</u>	2020-2021 <u>Adopted Budget</u>
Personnel Services*	\$394,646
Operating Expenditures	23,111
Capital Outlay	0
Total Expenditures	<u><u>\$417,757</u></u>
Personnel FTE	<u>4.000</u>

*Benefits are budgeted under the institutional budget and then distributed at yearend based on actual expenses.

NOTE: Expenses include unrestricted and restricted general fund budgets.

CHAFFEY COMMUNITY COLLEGE DISTRICT
VISIONARY IMPROVEMENT PLAN GOALS ACCOMPLISHMENTS FOR THE 2020-2021 FISCAL YEAR
FONTANA CAMPUS

Accomplishments - FY19-20 Program Goals

- Collaborated with Admissions and Records Offices at Rancho and Chino campuses to begin duplicating in-person services and office procedures to prevent students from traveling to other campuses for assistance.
- The Dean and staff of the Fontana Campus met with instructional deans to facilitate timely completion of degrees and certificates, while simultaneously working with areas to add additional coursework that can be completed entirely at the Fontana Campus.
- Initial plans to re-imagine the spaces to integrate more student services at the Fontana Campus are still being developed and will be presented to the Executive Leadership Team.

CHAFFEY COMMUNITY COLLEGE DISTRICT
DEPARTMENTAL ORGANIZATION STRUCTURE 2020-2021
FONTANA CAMPUS

Fontana Campus
4.000 FTE

NOTE: This chart includes all budgeted permanent contract positions.

CHAFFEY COMMUNITY COLLEGE DISTRICT

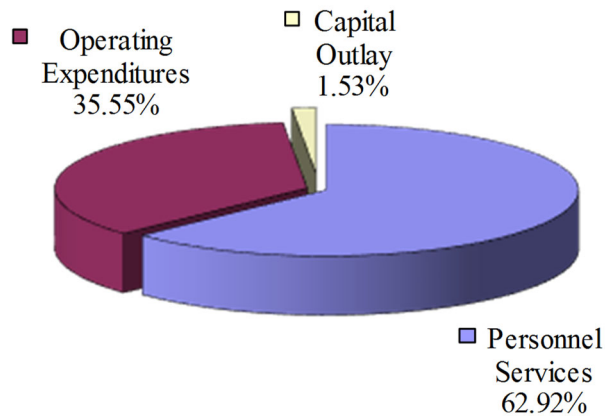
SUMMARY FOR FISCAL YEAR 2020-2021

STUDENT SERVICES

Visionary Improvement Plan Goals

- Implement a systematic and institutionalized student retention process.
- Continue to increase student completion of degrees and certificates.

Adopted Budget



<u>Expenditures Category</u>	2020-2021 Adopted Budget
Personnel Services*	\$11,515,713
Operating Expenditures	6,507,076
Capital Outlay	280,440
Total Expenditures	\$18,303,229
Personnel FTE**	61.458

*Benefits are budgeted under the institutional budget and then distributed at yearend based on actual expenses.

**Includes CCSG (Student Life) Fund.

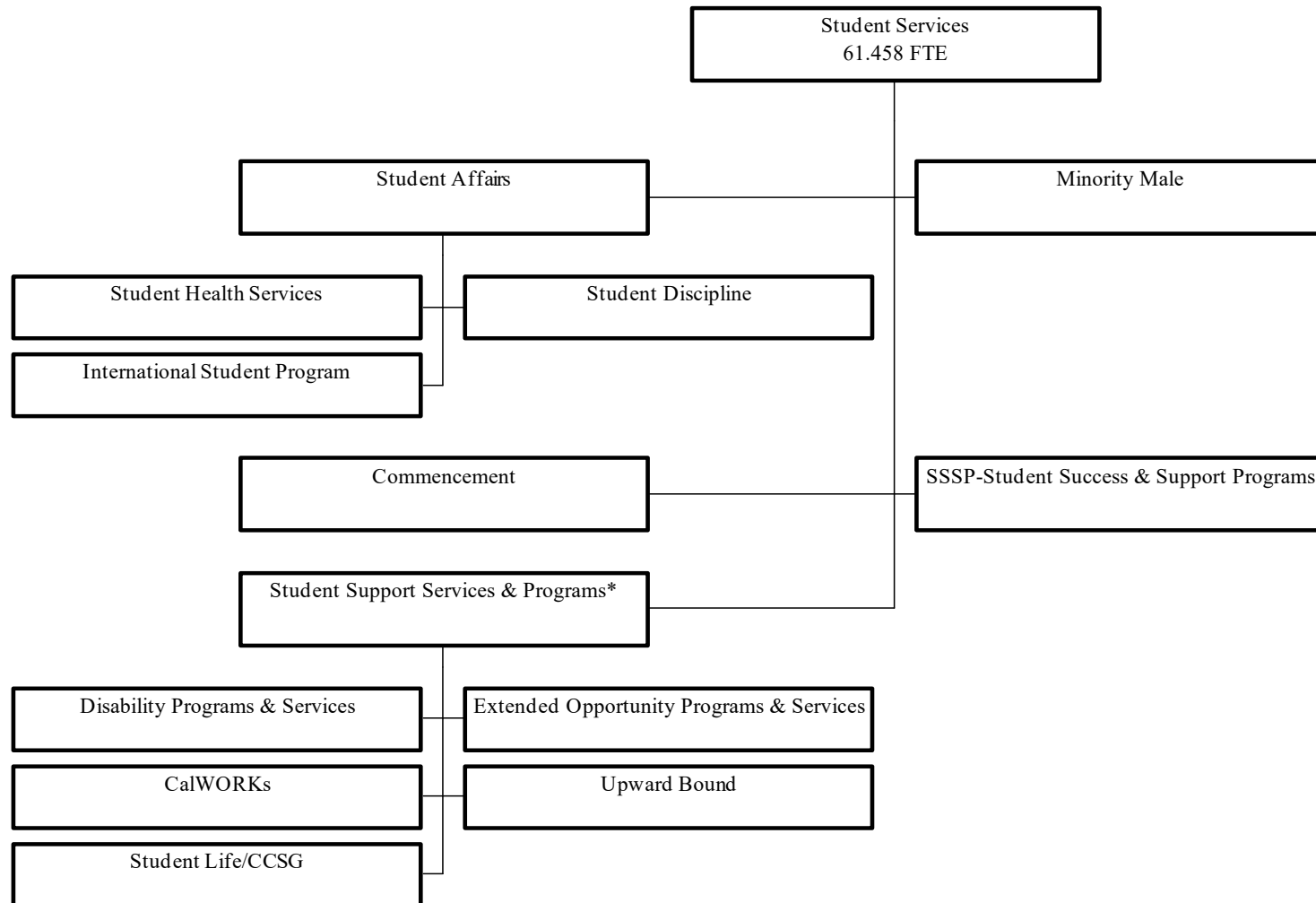
NOTE: Expenses include unrestricted and restricted general fund budgets.

CHAFFEY COMMUNITY COLLEGE DISTRICT
VISIONARY IMPROVEMENT PLAN GOALS ACCOMPLISHMENTS FOR THE 2020-2021 FISCAL YEAR
STUDENT SERVICES

Accomplishments - FY19-20 Program Goals

- The Chaffey College Class of 2020 has been awarded the most degrees and certificates in the college's history.
- The college has added additional online services, such as Campus Logic, Ocelot, Qless, and the upgrade of the student information system and cloud migration.
- The college has also added online medical and mental health services to help students navigate through the pandemic and other issues they face.
- Two (2) classified staff members have been reassigned to specifically support the Dreamer student population and the Chaffey Success Teams.
- Student retention is an ongoing effort and providing sufficient retention services remains a goal and priority.

CHAFFEY COMMUNITY COLLEGE DISTRICT
DEPARTMENTAL ORGANIZATION STRUCTURE 2020-2021
STUDENT SERVICES



*Includes CCSG (Student Life) Fund.

NOTE: This chart includes all budgeted permanent contract positions.

CHAFFEY COMMUNITY COLLEGE DISTRICT

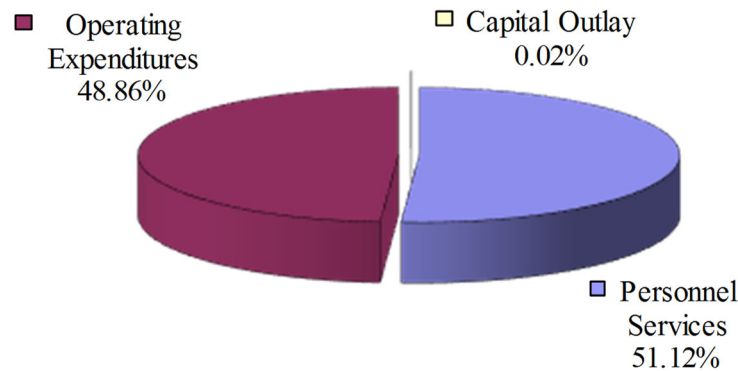
SUMMARY FOR FISCAL YEAR 2020-2021

COUNSELING AND ENROLLMENT PATHWAYS

Visionary Improvement Plan Goals

- The Counseling Department continues to seek to increase student accessibility to its services by expanding online counseling and offering Guidance courses online.
- The college will continue to implement the new Chancellor’s Office common assessment program after serving as a pilot college campus.
- The Counseling Department will continue to promote completion by communicating with students that have completed 45 units or more and employ effective strategies to invite them to complete a Preliminary Graduation Check with a counselor.

Adopted Budget



<u>Expenditures Category</u>	2020-2021 <u>Adopted Budget</u>
Personnel Services*	\$7,166,560
Operating Expenditures	6,850,765
Capital Outlay	2,500
Total Expenditures	<u>\$14,019,825</u>
 Personnel FTE	 <u>56.245</u>

*Benefits are budgeted under the institutional budget and then distributed at yearend based on actual expenses.
 NOTE: Expenses include unrestricted and restricted general fund budgets.

CHAFFEY COMMUNITY COLLEGE DISTRICT
VISIONARY IMPROVEMENT PLAN GOALS ACCOMPLISHMENTS FOR THE 2020-2021 FISCAL YEAR
COUNSELING AND ENROLLMENT PATHWAYS

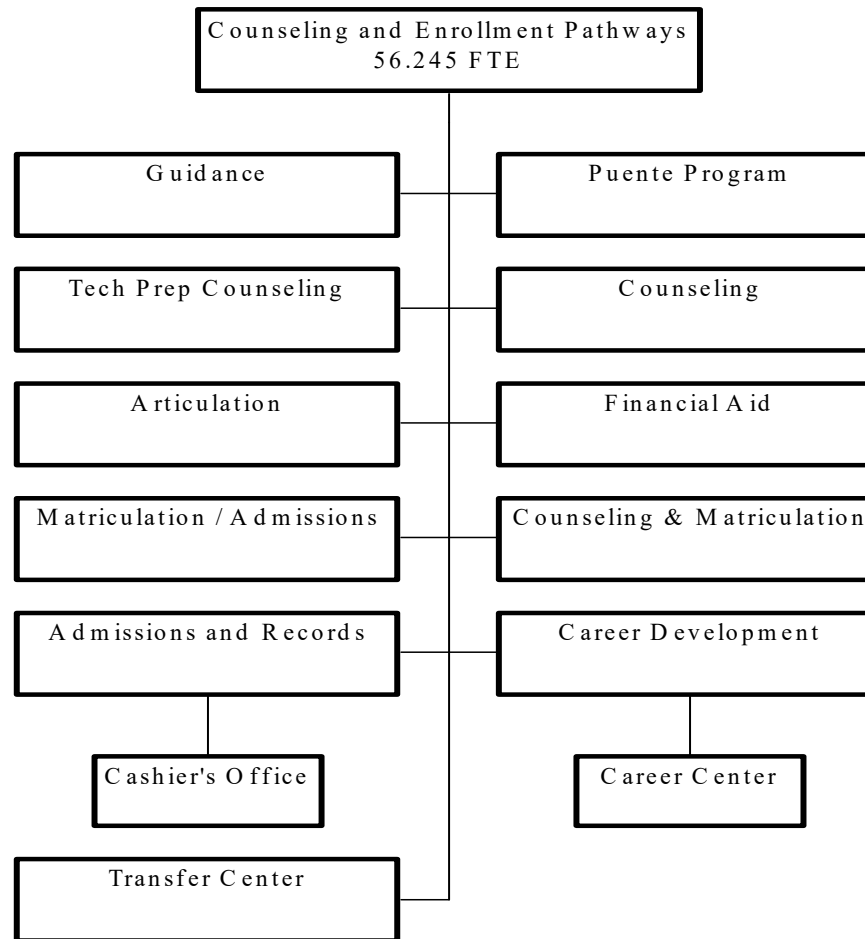
Accomplishments - FY19-20 Program Goals

- The Counseling Department has increased student accessibility to its services by expanding online counseling and by offering Guidance courses online.
- All counseling faculty are fully certified in online counseling and are meeting with students via Cranium Café – an online platform.
- Guidance 2, Guidance 3, and Guidance 507 were all offered online prior to COVID-19.
- The College implemented the new Chancellor’s Office common assessment program after serving as a pilot college campus.
- The College piloted with 804 students who received \$40.00 Amazon cards for having participated. Chaffey College was very successful.
- The Counseling Department promoted completion by communicating with students that have completed 45 units or more and employ effective strategies to invite students to complete a Preliminary Graduation Check with a counselor. This activity is expected to evolve significantly as the college phases in technological advances, such as CRM Advise, Program Mapper, and Curriculum Tracks.

CHAFFEY COMMUNITY COLLEGE DISTRICT

DEPARTMENTAL ORGANIZATION STRUCTURE 2020-2021

COUNSELING AND ENROLLMENT PATHWAYS



NOTE: This chart includes all budgeted permanent contract positions.

CHAFFEY COMMUNITY COLLEGE DISTRICT

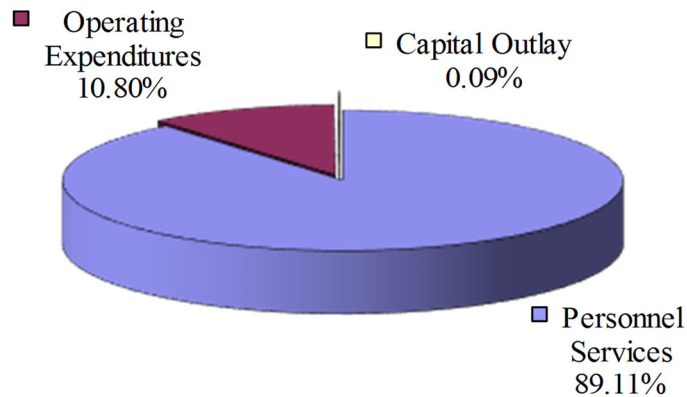
SUMMARY FOR FISCAL YEAR 2020-2021

KINESIOLOGY, NUTRITION AND ATHLETICS

Visionary Improvement Plan Goals

- To actively assist and encourage all School of Kinesiology, Nutrition and Athletics faculty and staff in striving to achieve the college's local Vision for Success and Chaffey District goals.
- Build more collateral around and promote both Guided Pathways and Career Education in all of the School of Kinesiology, Nutrition and Athletics courses and programs.
- Manage resources effectively to support the successful operations and outcomes of the School of Kinesiology, Nutrition and Athletics programs.

Adopted Budget



<u>Expenditures Category</u>	2020-2021 <u>Adopted Budget</u>
Personnel Services*	\$2,955,898
Operating Expenditures	358,166
Capital Outlay	2,912
Total Expenditures	<u>\$3,316,976</u>
 Personnel FTE	 <u>16.475</u>

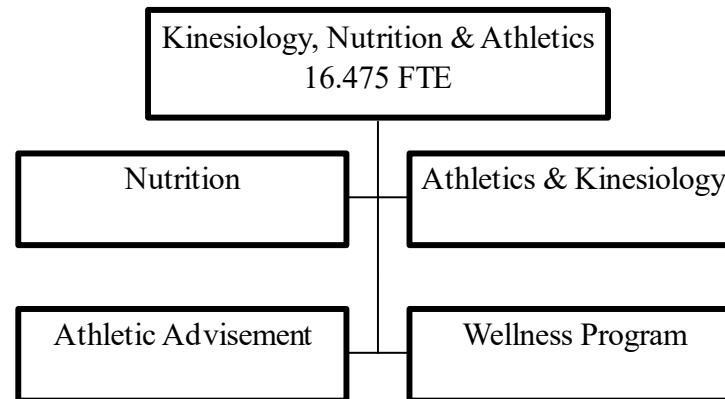
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CHAFFEY COMMUNITY COLLEGE DISTRICT
VISIONARY IMPROVEMENT PLAN GOALS ACCOMPLISHMENTS FOR THE 2020-2021 FISCAL YEAR
KINESIOLOGY, NUTRITION AND ATHLETICS

Accomplishments - FY19-20 Program Goals

- The School of Kinesiology, Nutrition and Athletics has put forth significant efforts in achieving student equity and academic excellence.
- The School of Kinesiology, Nutrition and Athletics will continue to partner with campus stakeholders to improve professional learning while cultivating a sense of belonging for students.
- The School of Kinesiology, Nutrition and Athletics will continue to collaborate with the Chaffey Marketing department and community partners to recruit students by developing sweeping outreach strategies that will promote academic and CTE programs.
- Managed resources effectively to support the successful operations and outcomes of the School of Kinesiology, Nutrition and Athletics programs. Will continue to closely monitor to better support operations and programming.

CHAFFEY COMMUNITY COLLEGE DISTRICT
DEPARTMENTAL ORGANIZATION STRUCTURE 2020-2021
KINESIOLOGY, NUTRITION AND ATHLETICS



NOTE: This chart includes all budgeted permanent contract positions.

CHAFFEY COMMUNITY COLLEGE DISTRICT

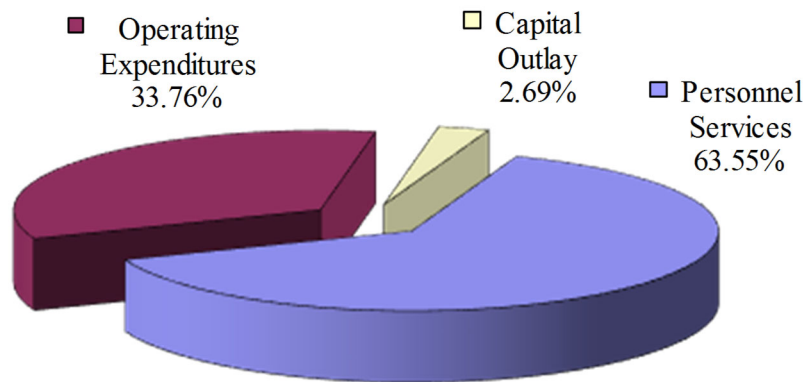
SUMMARY FOR FISCAL YEAR 2020-2021

BUSINESS AND APPLIED TECHNOLOGY

Visionary Improvement Plan Goals

- Create process and enact vehicles for deeper collaboration with Economic Development and CTE advisory committees and engage more local-area employers to assist in the creation and updating of demand-driven curriculum at the institution.
- Through an equity lens, further develop and strengthen Guided Pathways implementation in Business and Applied Technology to advance completion and reduce units toward completion in Business and Applied Technology certificates and degrees.

Adopted Budget



<u>Expenditures Category</u>	2020-2021 <u>Adopted Budget</u>
Personnel Services*	\$4,841,911
Operating Expenditures	2,572,301
Capital Outlay	204,657
Total Expenditures	<u>\$7,618,869</u>
Personnel FTE	<u>31.050</u>

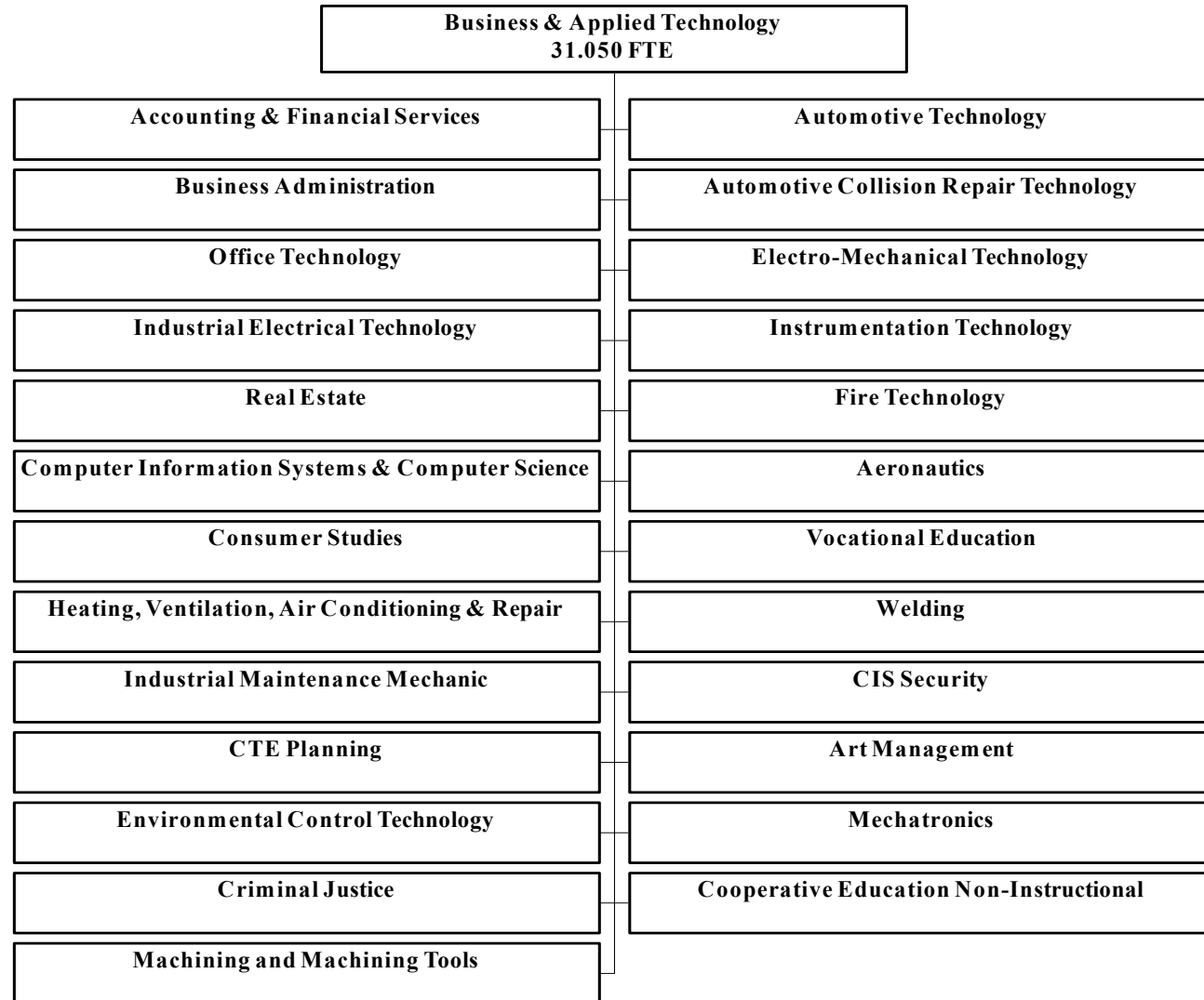
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 NOTE: Expenses include unrestricted and restricted general fund budgets.

CHAFFEY COMMUNITY COLLEGE DISTRICT
VISIONARY IMPROVEMENT PLAN GOALS ACCOMPLISHMENTS FOR THE 2020-2021 FISCAL YEAR
BUSINESS AND APPLIED TECHNOLOGY

Accomplishments - FY19-20 Program Goals

- The School of Business and Applied Technology (BAT) has outlined the processes in order to clarify roles and responsibilities in the new Career Transitions New Instructor Packet created by the Chaffey College CTE team and has been made available to all partners. The packet includes quick start guides and an outline of articulated courses and processes for new potential processes.
- The School is currently using the Minority Male Community College Collaborative publications as a mechanism to learn about successful strategies and implement them in an effort to improve success and completion for Latin X and African-American males. The School will also be seeking assistance from the Faculty Success Center and President's Equity Council for additional resources and strategies. To date, 44% of BAT faculty have attended forums and workshops to address these issues.
- The inclusion of CTE counselors has helped the School address the goal of making sure that required courses are offered at times and on campuses that coordinate with BAT needs to support student completion, as has additional work among the three campus sites to collect better data; however, the need for additional space continues to be an issue, especially at Chino and Fontana.

**CHAFFEY COMMUNITY COLLEGE DISTRICT
DEPARTMENTAL ORGANIZATION STRUCTURE 2020-2021
BUSINESS AND APPLIED TECHNOLOGY**



NOTE: This chart includes all budgeted permanent contract positions.

CHAFFEY COMMUNITY COLLEGE DISTRICT

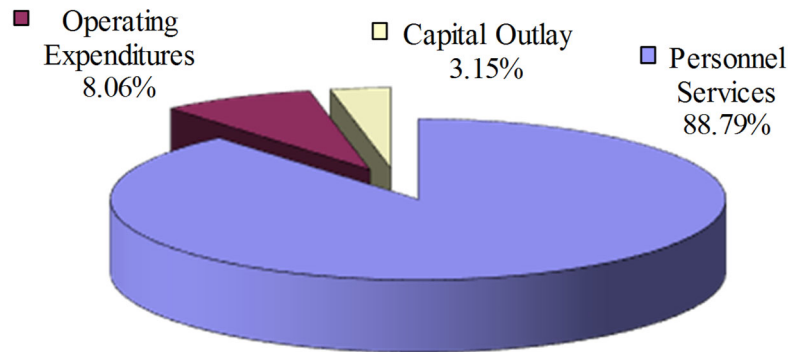
SUMMARY FOR FISCAL YEAR 2020-2021

HEALTH SCIENCES

Visionary Improvement Plan Goals

- Increase access, retention, and success in underserved students through School support operations of the Student Outcomes Specialist, and increase faculty and staff access to critical training and professional development in the areas of equity and underserved and discriminated groups.
- Bring the School’s operations in line with current technological standards to manage processes, systems, and resources, which will be accomplished through program management software. Three (3) unique software applications will be needed to improve efficiencies, accuracy, transparency, and accountability across all sectors of Health Sciences. The School wide adoption of these applications will enable the programs to capture and use data to make evidence based decisions for program improvement and operations.
- The School will continue to examine regional demands and opportunities for healthcare programs, assessing the need for a Surgical Technician program, Health Information Technology program, Occupational Therapy Assistant program, and Dental Hygienist program, at a minimum. The School will assess the viability of the CAN program and the Pharmacy Technician program for relevance and applicability in light of Chaffey’s Strategic Plan and limited resources.

Adopted Budget



<u>Expenditures Category</u>	2020-2021 <u>Adopted Budget</u>
Personnel Services*	\$4,002,677
Operating Expenditures	363,235
Capital Outlay	142,173
Total Expenditures	<u>\$4,508,085</u>
Personnel FTE	<u>22.570</u>

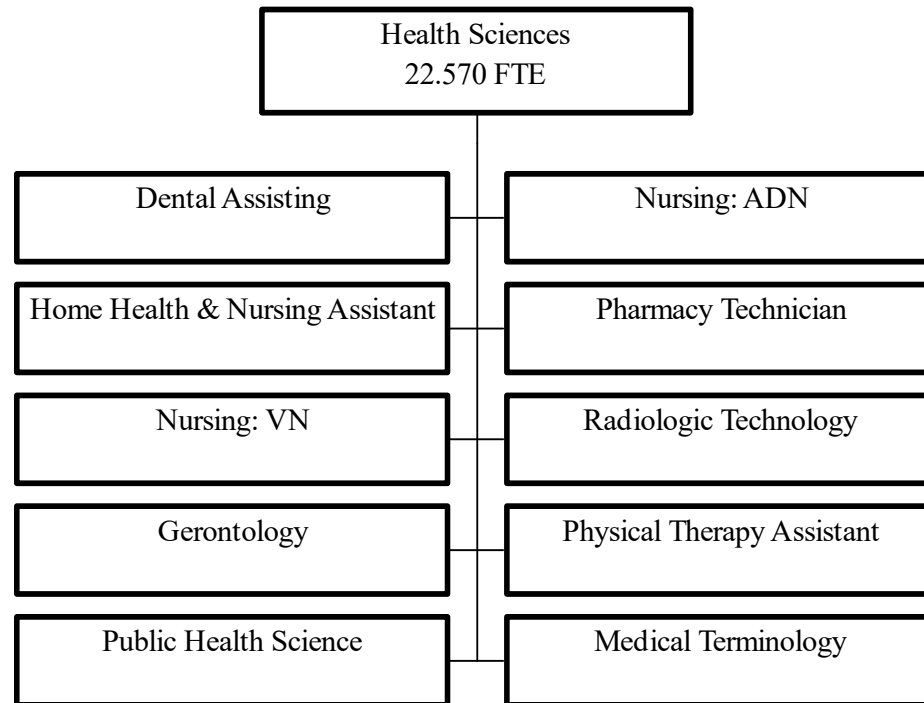
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CHAFFEY COMMUNITY COLLEGE DISTRICT
VISIONARY IMPROVEMENT PLAN GOALS ACCOMPLISHMENTS FOR THE 2020-2021 FISCAL YEAR
HEALTH SCIENCES

Accomplishments - FY19-20 Program Goals

- The School of Health Sciences received full accreditation in three programs during the 2019-20 year.
- The ADN program addressed all the recommendations from the Accreditation Commission for Education in Nursing (ACEN) 2017 site visit and was highly successful in the Board of Nursing (BRN) site visit.
- The Licensed Vocational Nursing program completed its self-study in March 2019 and received full approval from the Board of Vocational Nursing.
- The Dental Assisting program received full accreditation by the Commission on Dental Education (CODA) after the last abbreviated site visit in 2019. This was a significant achievement due to the dedication of faculty and staff and the resources assigned to the program to accomplish by the District.
- The Dental Assisting program is still awaiting a decision from the California Dental Board, but due to COVID-19, this has been delayed. The program anticipates a positive outcome due to the significant changes made to the program to address all CODA's standards.
- The Radiologic Technology program is scheduled to have a site visit in September 2020, but due to COVID-19, this may be delayed. This program also anticipates an awarding of full accreditation.

CHAFFEY COMMUNITY COLLEGE DISTRICT
DEPARTMENTAL ORGANIZATION STRUCTURE 2020-2021
HEALTH SCIENCES



NOTE: This chart includes all budgeted permanent contract positions.

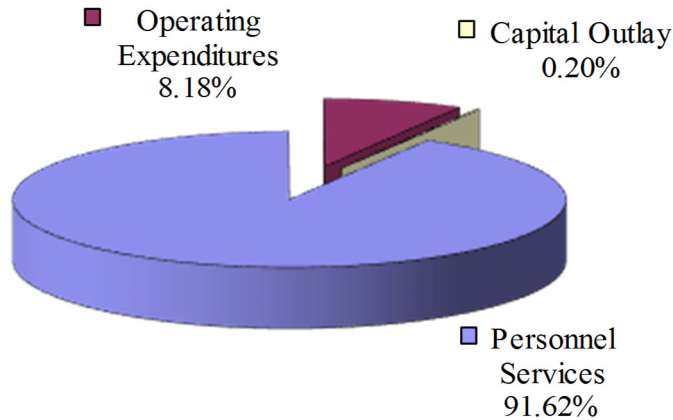
CHAFFEY COMMUNITY COLLEGE DISTRICT SUMMARY FOR FISCAL YEAR 2020-2021

INSTITUTIONAL EFFECTIVENESS AND INTERSEGMENTAL PARTNERSHIPS

Visionary Improvement Plan Goals

- The Success Centers, Supplemental Instruction, and other support programs will work to re-organize operations around the new “Academic and Career Communities.”
- SUCCESS teams will provide a coaching model to support students and help connect students to the various support structures available on campus. This structure will also organize around the “Academic and Career Communities” structure.
- Positions and infrastructure will be further institutionalized for various non-traditional revenue streams supported by the office: dual enrollment, distance education, adult education, and Turning Point.

Adopted Budget



Expenditures Category

	2020-2021 <u>Adopted Budget</u>
Personnel Services*	\$5,587,769
Operating Expenditures	499,151
Capital Outlay	11,957
Total Expenditures	<u><u>\$6,098,877</u></u>
 Personnel FTE	 <u>38.365</u>

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NOTE: Expenses include unrestricted and restricted general fund budgets.

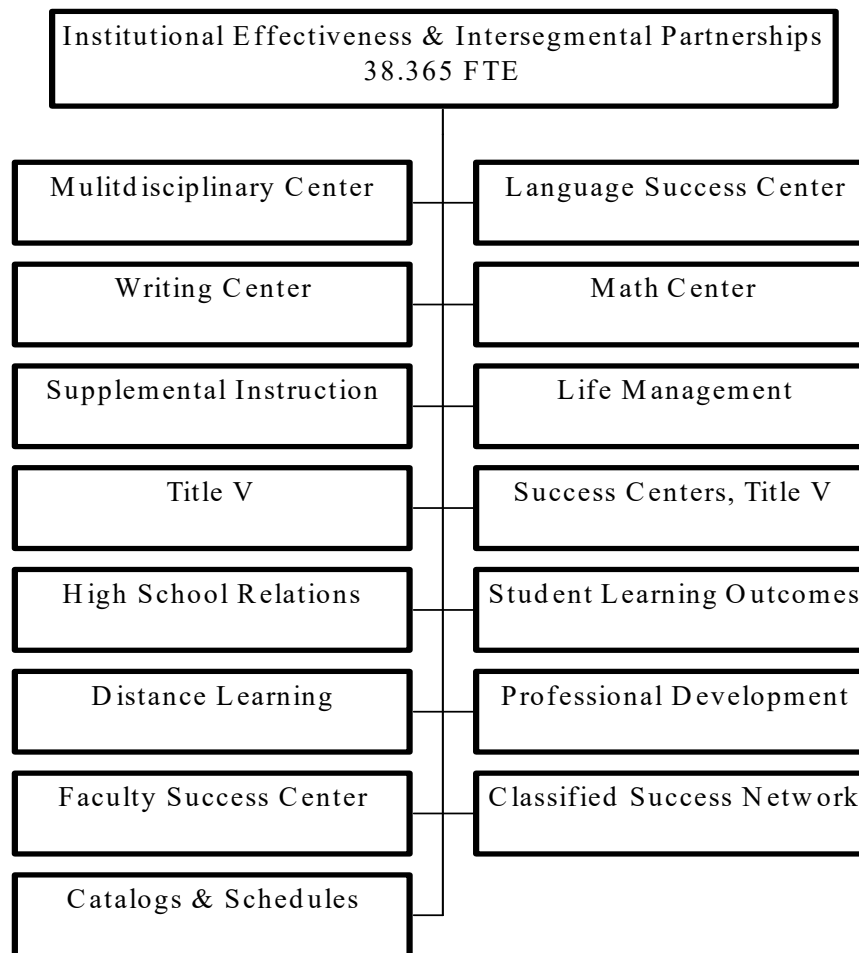
CHAFFEY COMMUNITY COLLEGE DISTRICT

VISIONARY IMPROVEMENT PLAN GOALS ACCOMPLISHMENTS FOR THE 2020-2021 FISCAL YEAR INSTITUTIONAL EFFECTIVENESS AND INTERSEGMENTAL PARTNERSHIPS

Accomplishments - FY19-20 Program Goals

- The Guided Pathways team developed “Academic and Career Communities” and “Academic Maps” for almost all programs. The document was published in the 19-20 Catalog and will serve as the foundation for Guided Pathways implementation in the future. In addition, the “Community” structure is being integrated into the website structure and overall organization of the student experience.
- A professional expert was hired to lead the SUCCESS teams. In addition, classified staff have been re-deployed to support the program and assist in coordination with other support areas.
- Although not an original goal for the 19-20 academic year, the area quickly transitioned all programming functions into the virtual domain as a response to the pandemic. Full access to services was created within days.

CHAFFEY COMMUNITY COLLEGE DISTRICT
DEPARTMENTAL ORGANIZATION STRUCTURE 2020-2021
INSTITUTIONAL EFFECTIVENESS AND INTERSEGMENTAL PARTNERSHIPS



NOTE: This chart includes all budgeted permanent contract positions.

CHAFFEY COMMUNITY COLLEGE DISTRICT

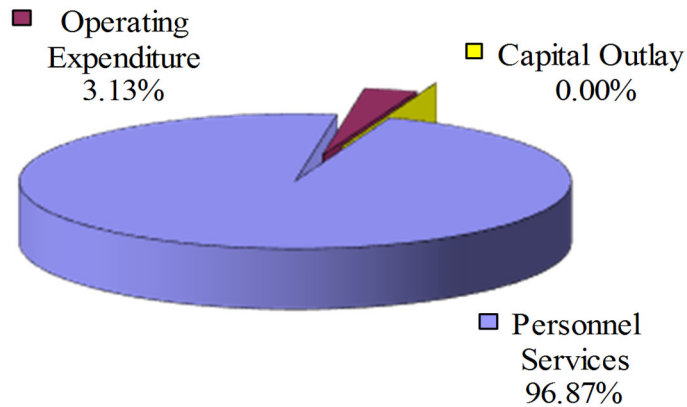
SUMMARY FOR FISCAL YEAR 2020-2021

LANGUAGE ARTS

Visionary Improvement Plan Goals

- Continue to focus on the newly designed English curriculum to comply with the requirements of AB705, as well as course offering balance to meet student demand and need.
- Continue to strategically use the \$1 million Innovation Award from the Chancellor’s Office to increase support to students, training for faculty, and statewide professional development activities.

Adopted Budget



Expenditures Category

	2020-2021 <u>Adopted Budget</u>
Personnel Services*	\$5,864,903
Operating Expenditures	189,529
Capital Outlay	0
Total Expenditures	<u>\$6,054,432</u>
Personnel FTE	<u>43.405</u>

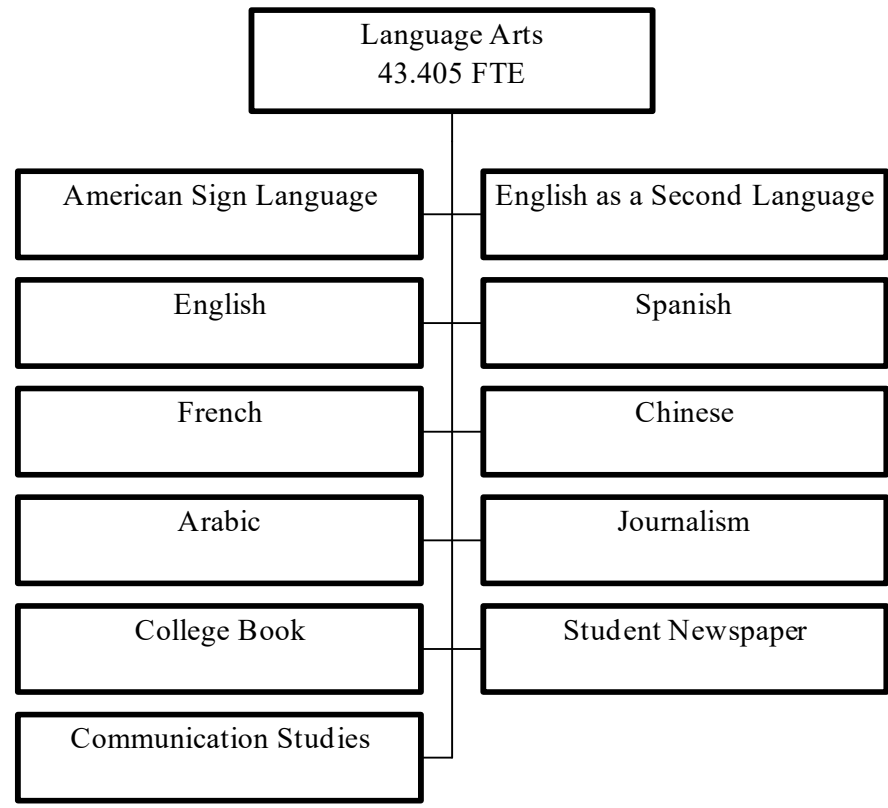
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CHAFFEY COMMUNITY COLLEGE DISTRICT
VISIONARY IMPROVEMENT PLAN GOALS ACCOMPLISHMENTS FOR THE 2020-2021 FISCAL YEAR
LANGUAGE ARTS

Accomplishments - FY19-20 Program Goals

- The English department is fully AB705 compliant. The department continues to monitor, discuss, and revise the new curriculum so that the department can best serve all students.
- ESL is also compliant with AB705. The department's recent efforts include allowing students to select their course level through Guided Self-Placement, and transforming the coursework into non-credit, which will allow students and members of the community to take the courses for free.
- As part of continued work towards improving access and success for all students, the English department launched the pilot PALs program (Personal Assistants for Learning), which aims to bring the Writing Center inside English classrooms. English PALs attend their assigned courses, hold meetings after class sessions, meet regularly to collaborate with the course professor, attend trainings to learn about best practices about community college instruction, and mentor students with their writing and navigating their first year of college. The initial semester was a success! The Innovation Award will fund PALs from Summer 2020 through Spring 2021.
- All department faculty participated in training to support student success through PALs program.
- The faculty completed the following Academic Maps which are part of the Academic and Career Communities publication for Guided Pathways: Chinese Studies AA (IGETC), Communication Studies AA-T (CSUGE), Communication Studies AA-T UC Path (IGETC), English AA-T (IGETC), Journalism AA-T (IGETC), Sign Language AA (IGETC), Spanish AA-T (IGETC), and Spanish Heritage Speakers Path AA-T (IGETC). Language Arts will continue to make these maps accessible to students through various social media platforms and copies available in classrooms.
- Having clearly defined program maps has increased degree attainment in Language Arts, including in Communication Studies, which is the highest degree-awarding department in Language Arts.
- In response to both Guided Pathways and the COVID-19 crisis, all of the Language Arts courses have gone online. Through the support of DE Coaches, faculty leadership, and the DE Team, Language Arts faculty are working diligently to ensure that student needs are met while meeting the vision of the School.

CHAFFEY COMMUNITY COLLEGE DISTRICT
DEPARTMENTAL ORGANIZATION STRUCTURE 2020-2021
LANGUAGE ARTS



NOTE: This chart includes all budgeted permanent contract positions.

CHAFFEY COMMUNITY COLLEGE DISTRICT

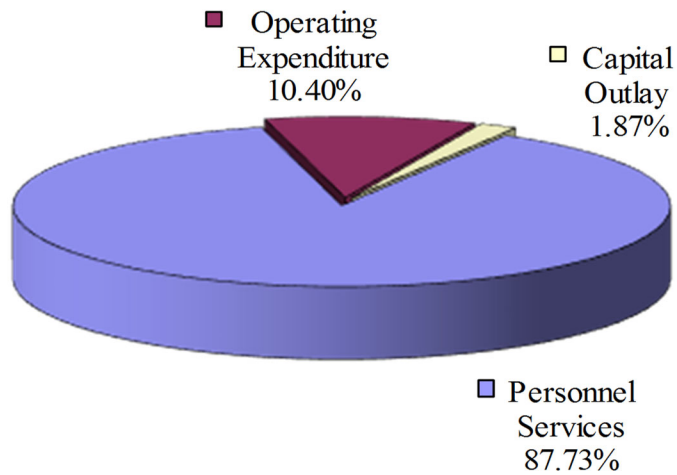
SUMMARY FOR FISCAL YEAR 2020-2021

LIBRARY AND LEARNING RESOURCES

Visionary Improvement Plan Goals

- The Libraries will continue to modify spaces (both physical and virtual) in order to improve capacity for collaborative learning and intellectual engagement.
- The Libraries will develop curbside pick-up for collection resources in order to better serve students during the current pandemic conditions.
- The Libraries will work to ensure that support services are well integrated to the new “Academic and Career Communities” structure now driving the future student experience at Chaffey College.

Adopted Budget



<u>Expenditures Category</u>	2020-2021 <u>Adopted Budget</u>
Personnel Services*	\$1,371,098
Operating Expenditures	162,527
Capital Outlay	29,246
Total Expenditures	<u>\$1,562,871</u>
Personnel FTE	<u>12.425</u>

*Benefits are budgeted under the institutional budget and then distributed at yearend based on actual expenses.
 NOTE: Expenses include unrestricted and restricted general fund budgets.

CHAFFEY COMMUNITY COLLEGE DISTRICT
VISIONARY IMPROVEMENT PLAN GOALS ACCOMPLISHMENTS FOR THE 2020-2021 FISCAL YEAR
LIBRARY AND LEARNING RESOURCES

Accomplishments - FY19-20 Program Goals

- The Library extended equitable access to services to better meet the needs of the Chino, Fontana, and Distance Education communities. Staffing patterns were adjusted and virtual deliveries were enhanced both prior to and after the onset of the pandemic.
- Improved collection management was prioritized in order to maintain better currency in the collection and maximize limited resources. Current remote access service requires even further exploration of collection management as the Library relies more and more on online resources.
- The Library worked to improve quality, engagement, and retention of information literacy concepts. Enhancements in online engagement created multiple student touch points that were better integrated within the course and student preferences.

CHAFFEY COMMUNITY COLLEGE DISTRICT
DEPARTMENTAL ORGANIZATION STRUCTURE 2020-2021
LIBRARY AND LEARNING RESOURCES

Library & Learning Resources
12.425 FTE

NOTE: This chart includes all budgeted permanent contract positions.

CHAFFEY COMMUNITY COLLEGE DISTRICT

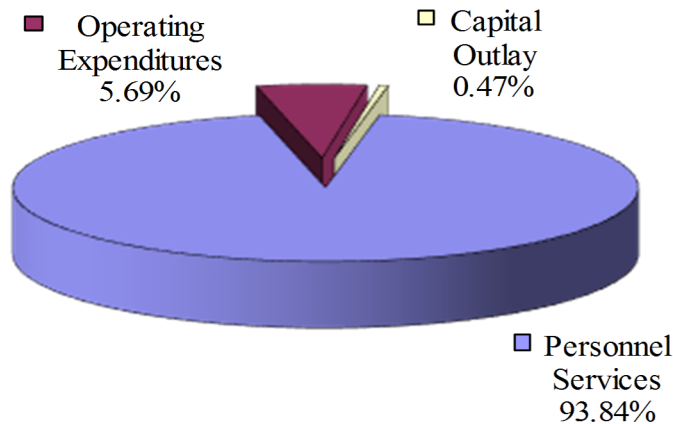
SUMMARY FOR FISCAL YEAR 2020-2021

MATHEMATICS AND SCIENCE

Visionary Improvement Plan Goals

- Continue to increase overall success in math courses, in particular, and STEM, in general, and improve the rate at which students move up through the math sequence to successful completion of their required level of math or statistics.
- Work with the Title III STEM grant to adapt the Open Lab concept to STEM in all areas to provide extra support to students at flexible times.

Adopted Budget



<u>Expenditures Category</u>	2020-2021 <u>Adopted Budget</u>
Personnel Services*	\$8,665,760
Operating Expenditures	525,468
Capital Outlay	43,864
Total Expenditures	<u>\$9,235,092</u>
Personnel FTE	<u>56.500</u>

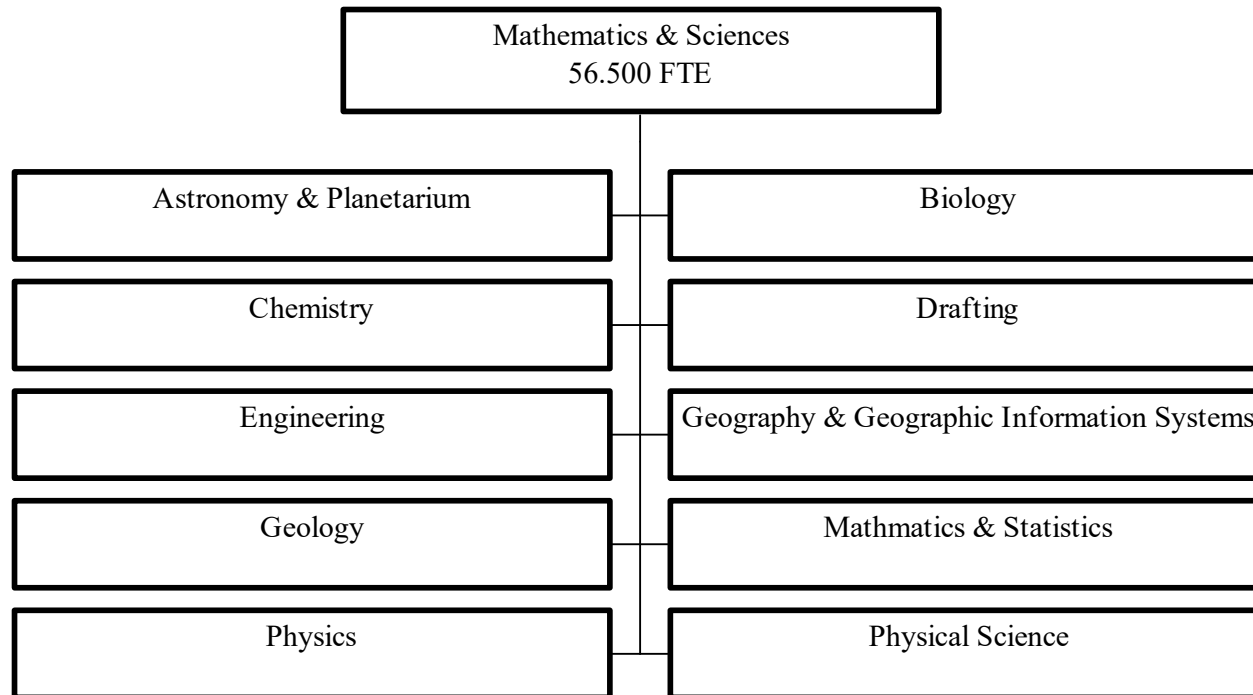
*Benefits are budgeted under the institutional budget and then distributed at yearend based on actual expenses.
 NOTE: Expenses include unrestricted and restricted general fund budgets.

CHAFFEY COMMUNITY COLLEGE DISTRICT
VISIONARY IMPROVEMENT PLAN GOALS ACCOMPLISHMENTS FOR THE 2020-2021 FISCAL YEAR
MATHEMATICS AND SCIENCE

Accomplishments - FY19-20 Program Goals

- The effort to increase overall success was a main focus of Math and Science with the full implementation of AB705 and the resulting challenges in placement and shortening of the math pathway.
- The success of the new pathways, in conjunction with the newly developed co-enrolled math courses (the 600 series) and increased Supplemental Instruction and Math Success Center focus, showed some promise in the fall.
- With the advent of COVID-19 in the spring, it is impossible to determine the success of the efforts of the new pathways.
- During the 19-20 fiscal year, the first cohort of students took the new shortened pathways along with additional support and significant increases in students taking Stat 10, Math 25, and Math 4 were observed.
- An increase in through-put was also observed in the fall.

CHAFFEY COMMUNITY COLLEGE DISTRICT
DEPARTMENTAL ORGANIZATION STRUCTURE 2020-2021
MATHEMATICS AND SCIENCE



NOTE: This chart includes all budgeted permanent contract positions.

CHAFFEY COMMUNITY COLLEGE DISTRICT

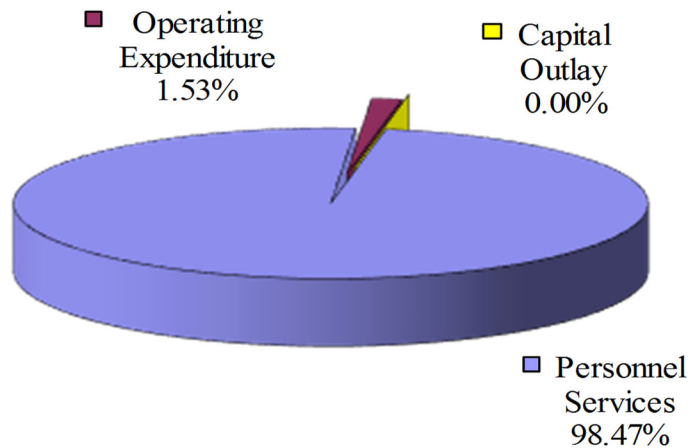
SUMMARY FOR FISCAL YEAR 2020-2021

SOCIAL AND BEHAVIORAL SCIENCES

Visionary Improvement Plan Goals

- To increase the number of Social and Behavioral Sciences (SBS) online course offerings by 100 percent, based on District data, and due to transition to DE online modality and new data; continue to work with faculty and area coordinators to increase the number of online courses, with an ultimate goal of wanting to work collaboratively with other deans and academic departments to create an online degree. Additionally, to have every SBS general education course online accessible.
- Year 2 of continuing the 3-year plus process to implement a part-time faculty mentoring plan/program within SBS.
- With 190+ part-time faculty members (and increasing every semester), improve peer support within the 10+ academic departments to improve a consistently culturally competent workplace and enrich the cultural experience for part-time faculty members in the School of SBS.
- To continue to work with all SBS faculty to increase the number of zero-cost textbook sections and courses, CVC-OEI rubrics.
- To increase the number of 14-week and fast-track classes by 20 percent over the current offerings.

Adopted Budget



<u>Expenditures Category</u>	2020-2021 <u>Adopted Budget</u>
Personnel Services*	\$4,781,216
Operating Expenditures	74,122
Capital Outlay	0
Total Expenditures	<u>\$4,855,338</u>
Personnel FTE**	<u>44.225</u>

*Benefits are budgeted under the institutional budget and then distributed at yearend based on actual expenses.

**Includes Child Development Center Fund.

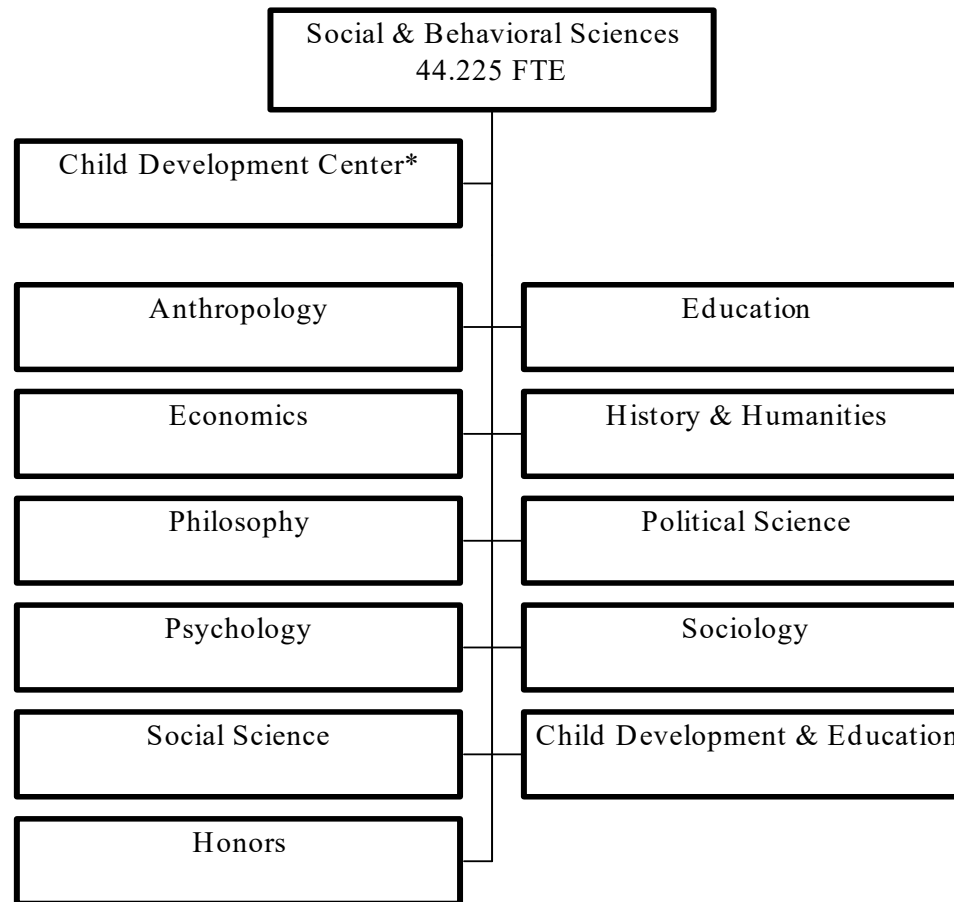
NOTE: Expenses include unrestricted and restricted general fund budgets.

CHAFFEY COMMUNITY COLLEGE DISTRICT
VISIONARY IMPROVEMENT PLAN GOALS ACCOMPLISHMENTS FOR THE 2020-2021 FISCAL YEAR
SOCIAL AND BEHAVIORAL SCIENCES

Accomplishments - FY19-20 Program Goals

- Social and Behavioral Sciences (SBS) continues to embrace a school-wide emphasis that is two-fold:
 - To embrace and enhance the Hope Mindset construct
 - To implement an emphasis on inclusion and relevance for students of color, and in particular, Men of Color.
- The School of SBS has a student-centered and learning-centered environment to assist all students' preparation for a degree or certificate, for completion, toward transfer to a four-year institution, and/or increased employment opportunities through strong and diverse offerings utilizing access as one of the metrics.
- Created a Canvas LMS for increased dialogue and interaction between full-time and part-time faculty members.
- Hired a one-year full-time faculty member in the Psychology Department, and a one-year full-time faculty member in Child Development/Early Education.
- Met with all academic department faculty, Child Development Director, Honor's Program faculty, and PTK faculty to determine where each department is currently at and to determine how the dean may more effectively serve the areas' upcoming needs.
- Held regular staff, faculty, and coordinator meetings to review data, discuss data, and plan scheduling to best meet the needs of the college, students, and the community.
- Increased the number of course offerings in the fall of 2019 and increased the number of course offerings in the spring of 2020 to meet the needs of students, particularly increasing the number of 14-week modalities and fast-track modalities.
- Increased the number of online classes.
- Grew the number of 6-week online courses during summer 2020 to meet student demand.
- Continued to provide classes at the Chino prisons, and at the local high schools as requested.

CHAFFEY COMMUNITY COLLEGE DISTRICT
DEPARTMENTAL ORGANIZATION STRUCTURE 2020-2021
SOCIAL AND BEHAVIORAL SCIENCES



*Includes Child Development Center Fund.

NOTE: This chart includes all budgeted permanent contract positions.

CHAFFEY COMMUNITY COLLEGE DISTRICT

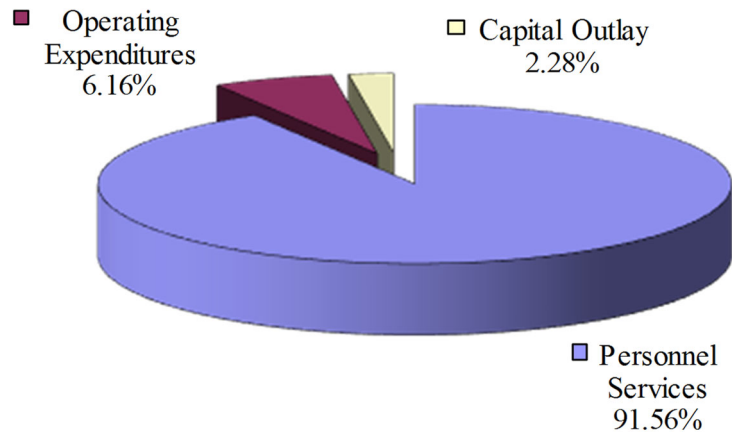
SUMMARY FOR FISCAL YEAR 2020-2021

VISUAL & PERFORMING ARTS

Visionary Improvement Plan Goals

- Provide outstanding career education: provide faculty, staff, technology, resources, facilities, and experiences to those seeking immediate work and career development, such that they will be sufficiently prepared to be successful in industry.
- Provide outstanding student experiences: provide to students, including those taking courses for general education, a vocation, and career exploration, experiences that will expand their creativity, will increase their capacity, and will foster in them a life-long connection with the arts.
- Work with faculty and staff to establish Guided Pathways across all programs to increase student completion and decrease the amount of time students take to reach their goals.
- Conduct the first online student production, ANON(YMOUS), that will be streamed online in Fall 2020.

Adopted Budget



Expenditures Category

	2020-2021 <u>Adopted Budget</u>
Personnel Services*	\$4,421,238
Operating Expenditures	297,590
Capital Outlay	110,210
Total Expenditures	<u>\$4,829,038</u>
Personnel FTE	<u>35.125</u>

*Benefits are budgeted under the institutional budget and then distributed at yearend based on actual expenses.

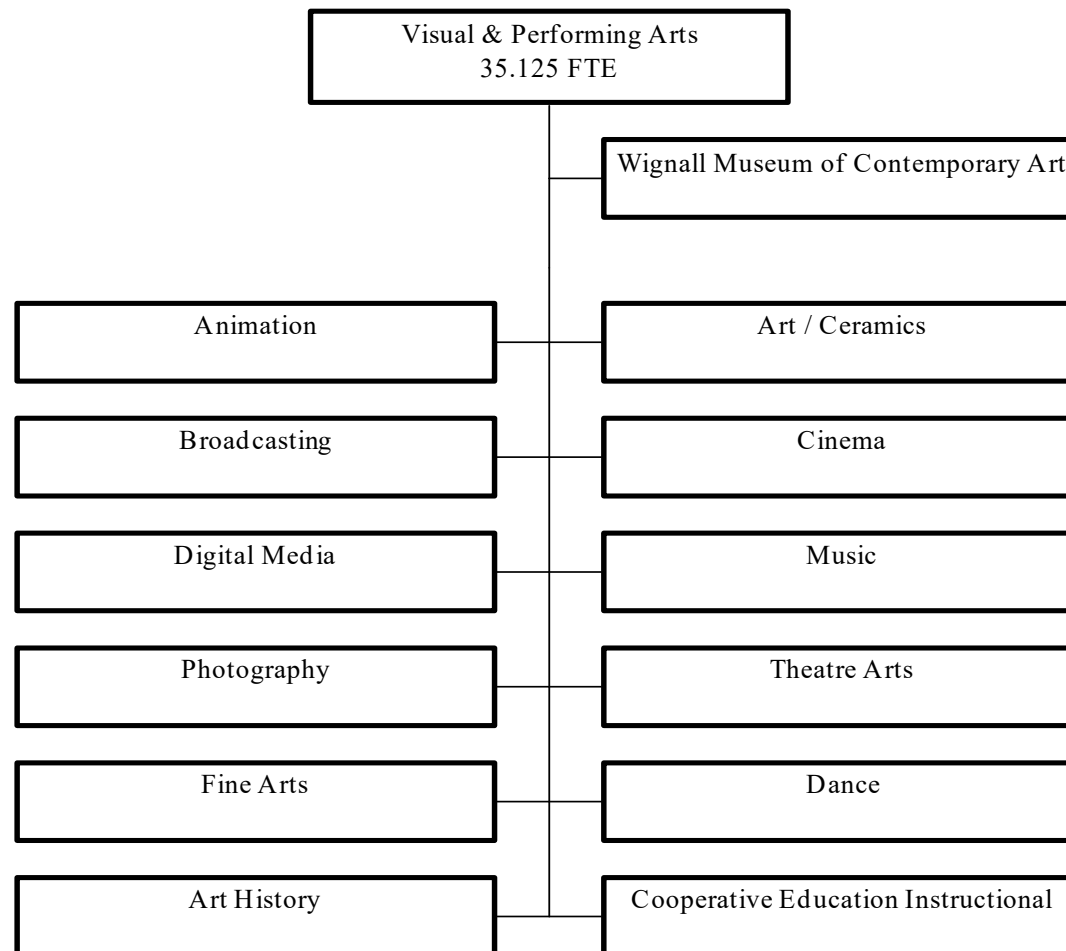
NOTE: Expenses include unrestricted and restricted general fund budgets.

CHAFFEY COMMUNITY COLLEGE DISTRICT
VISIONARY IMPROVEMENT PLAN GOALS ACCOMPLISHMENTS FOR THE 2020-2021 FISCAL YEAR
VISUAL & PERFORMING ARTS

Accomplishments - FY19-20 Program Goals

- In collaboration with Marketing and the Art Department, the Wignall Museum of Contemporary Art shifted to online exhibition of student work for the 2020 Student Invitational and the 2020 Student Expo.
- In response to the transition to online, classified instructional support developed an online presence of student work in the absence of a physical Student Gallery. The Chaffey Student Gallery is now featured on Instagram.
- In collaboration with Distance Education, classified instructional support created the “Digital HUB” in Canvas; a central location where students can virtually meet and work with one of the discipline-specific Digital, Photo, Broadcasting, Technical Theatre, and Studio Arts staff. Students have the ability to connect with instructional support in a video-conference or by appointment. Classified have built a robust support network for both students and faculty with online tutorials, technical support and resources.
- Virtual labs are facilitated by classified staff in support of Digital, Photo, Broadcasting, and Theatre courses. This has allowed students to access industry standard hardware and software with a remote desktop. This has allowed the school to eliminate barriers for students who may not otherwise have access to the tools.
- In response to the transition to online, the Chaffey College Chamber Choir pivoted from a face-to-face production output to an online digital performance. Students were able to learn new skill sets in the creation of a mosaic performance online.
- Faculty and classified have ramped up their professional learning, taking advantage of the resources available through the Vision Resource Center. Classified who have trained through the summer were focused on learning new skill sets in preparation for the fall and/or honing their existing skill sets.
- The Visual and Performing Arts Dean’s Office has expanded its online presence through Canvas. This has also increased communication within and across departments.
- Enrollment management, program mapping, outreach, and professional learning remain a priority. In order to address goals, which include Guided Pathways efforts and career exploration, the school’s attention has been focused on providing faculty and staff professional learning opportunities, such as Equity Online and Offline, Guided Pathways, Culturally Responsive Teaching, and LGBTQI training, as well as leading efforts through Caring Campus and BLOOM. Classified staff have engaged in online training through the Vision Resource Center throughout the summer in preparation for the school’s transition to online learning.
- During the 2019-20 academic year, faculty and staff engaged in reflective dialogue regarding curriculum, programming, and productions. Classified staff are committed to fostering a sense of belonging in their work with students and each other. Regular all-staff meetings provide space for learning, discussion, and intradepartmental collaboration.
- Visual and Performing Arts was provisionally awarded SWF/Perkins funding for the development of audio kits, lighting kits, and Digital Theatre + (expanded library resource) for the 2020-21 academic year. This will allow the school to better serve students choosing to take courses in Broadcasting, Photo, Technical Theatre, and Commercial Music while eliminating financial barriers and access obstacles.
- Got Culture? will live on the website in real time and will be more inclusive of the Academic and Career Communities the school serves.

CHAFFEY COMMUNITY COLLEGE DISTRICT
DEPARTMENTAL ORGANIZATION STRUCTURE 2020-2021
VISUAL & PERFORMING ARTS



NOTE: This chart includes all budgeted permanent contract positions.

CHAFFEY COMMUNITY COLLEGE DISTRICT

FULL TIME STUDENT EQUIVALENTS BY SCHOOL

2020-2021 FISCAL YEAR

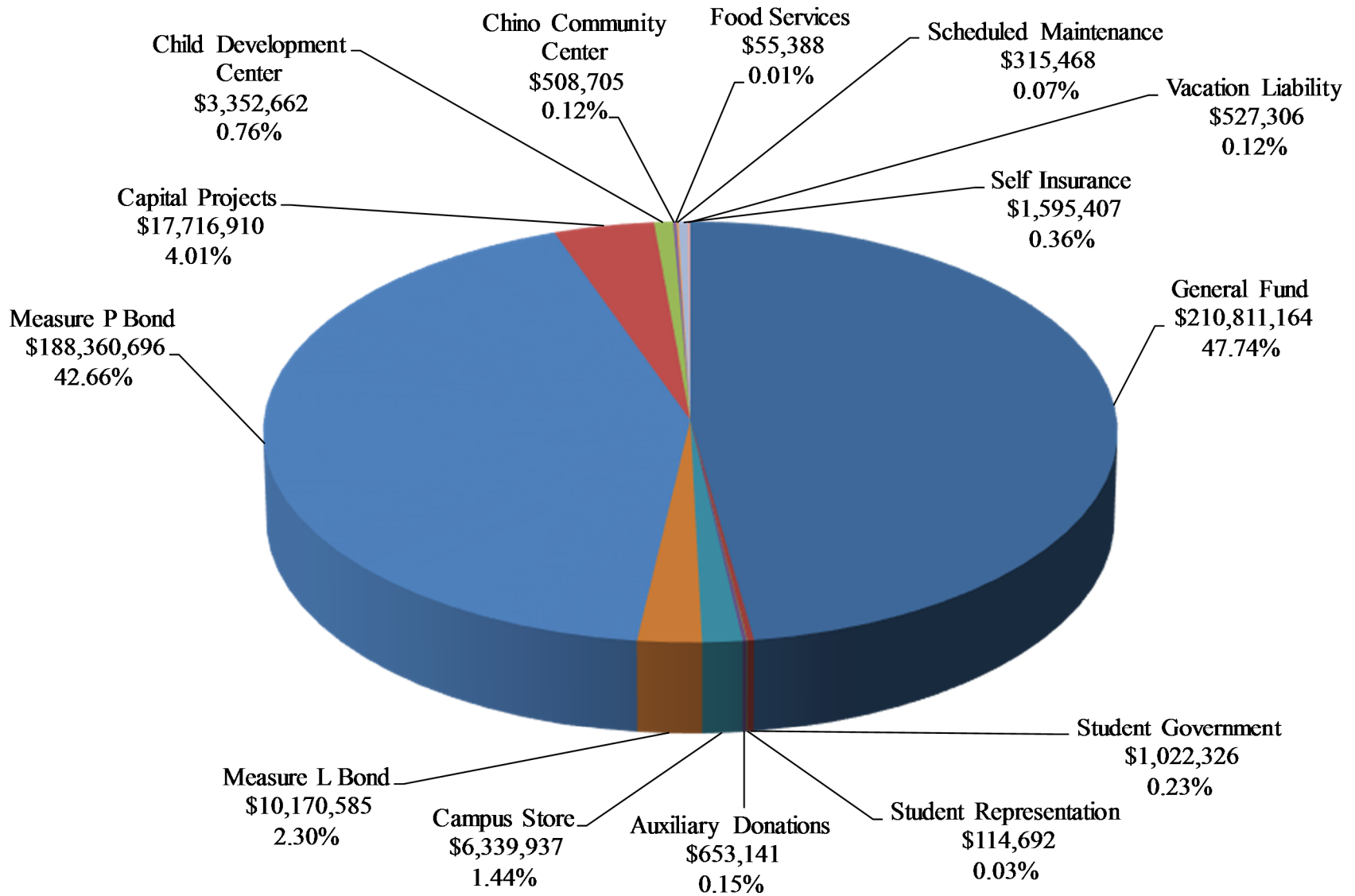
Instructional Schools/Departments	2020-21 Projected										Total FTES
	Credit FTES by Location					Non-Credit FTES by Location					
	Rancho Campus	Fontana Campus	Chino Campus	Distance Learning	Other	Rancho Campus	Fontana Campus	Chino Campus	Distance Learning	Other	
Business & Applied Technology	94.61	0.00	0.00	2,073.76	70.16	0.00	0.00	0.00	60.75	0.00	2,299.28
Counseling & Enrollment Pathways	0.00	0.00	0.00	315.87	0.00	0.00	0.00	0.00	0.00	0.00	315.87
Health Science	90.70	0.00	69.32	321.34	163.37	0.53	0.00	2.17	9.49	0.00	656.92
Hospitality, Fashion, Interior & Culinary Arts (Chino Campus)	0.00	0.00	0.00	297.88	0.00	0.00	0.00	0.00	0.00	0.00	297.88
Kinesiology, Nutrition, and Athletics	0.00	0.00	0.00	480.96	0.00	0.00	0.00	0.00	0.00	0.00	480.96
Language Arts	0.00	0.00	0.00	2,836.08	21.93	0.00	0.00	0.00	66.46	0.00	2,924.47
Mathematics & Science	144.50	23.86	60.83	3,888.72	24.05	0.00	0.00	0.00	167.02	0.00	4,308.98
Social & Behavioral Sciences	0.00	0.00	0.00	3,664.99	11.10	0.00	0.00	0.00	0.00	0.00	3,676.09
Visual & Performing Arts	0.00	0.00	0.00	1,674.66	0.00	0.00	0.00	0.00	0.00	0.00	1,674.66
Institutional Effectiveness & Intersegmental Partnerships	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	129.98	0.00	129.98
Total Instructional Schools/Departments	329.81	23.86	130.15	15,554.26	290.61	0.53	0.00	2.17	433.70	0.00	16,765.09
Instructional Schools/Departments	2019-20 Actual										Total FTES
	Credit FTES by Location					Non-Credit FTES by Location					
	Rancho Campus	Fontana Campus	Chino Campus	Distance Learning	Other	Rancho Campus	Fontana Campus	Chino Campus	Distance Learning	Other	
Business & Applied Technology	1,099.89	76.90	188.55	646.28	117.30	0.00	0.00	0.00	0.00	72.97	2,201.89
Counseling & Enrollment Pathways	110.76	16.77	23.08	91.02	31.91	0.00	0.00	0.00	0.00	106.47	380.01
Health Science	155.11	0.00	66.34	128.68	250.55	0.20	0.00	1.10	0.00	1.13	603.11
Hospitality, Fashion, Interior & Culinary Arts (Chino Campus)	7.20	0.00	160.12	13.20	0.00	0.00	0.00	0.00	0.00	0.00	180.52
Kinesiology, Nutrition, and Athletics	462.60	23.38	34.91	138.15	0.00	0.00	0.00	0.00	0.00	0.00	659.04
Language Arts	1,490.78	268.24	253.46	809.32	36.44	5.01	15.25	0.00	0.00	0.00	2,878.50
Mathematics & Science	2,756.54	371.35	522.17	640.31	24.41	18.71	7.17	3.12	0.00	0.00	4,343.78
Social & Behavioral Sciences	1,782.19	303.45	291.30	1,225.76	39.74	0.00	0.00	0.00	0.00	0.00	3,642.44
Visual & Performing Arts	1,198.87	82.86	43.69	382.32	24.23	0.00	0.00	0.00	0.00	0.00	1,731.97
Institutional Effectiveness & Intersegmental Partnerships	0.00	0.00	0.00	0.00	0.00	143.83	0.00	0.00	0.00	0.00	143.83
Total Instructional Schools/Departments	9,063.94	1,142.95	1,583.62	4,075.04	524.58	167.75	22.42	4.22	0.00	180.57	16,765.09

The total FTES in 2019-20 (16,765.09) and projected FTES in 2020-21 (16,765.09) reflect unfactored FTES. For both years, a 0.09110996% f-factor has been applied to correct for any potential loss of FTES in daily census procedure, independent daily census procedure, or positive attendance sections as a result of flex day scheduling. Applying the f-factor, corrected FTES for 2019-2020 is 16,948.11 (the amount that will be reported on the 2019-20 recalculated apportionment attendance report in October 2020) and projected at 16,948.11 for 2020-21. The 2020-21 projection is based upon the adopted budget assumption developed by the Chaffey College Office of Budgeting & Fiscal Services and assumes that the District will achieve base apportionment in 2020-21. However, current FTES projections indicate that achievement of base apportionment is highly unlikely and that the District will experience stability in the 2020-21 fiscal year.

CHAFFEY COMMUNITY COLLEGE DISTRICT

2020-2021 ADOPTED BUDGET

TOTAL FUNDS SUMMARY



CHAFFEY COMMUNITY COLLEGE DISTRICT
2020-2021 ADOPTED BUDGET
TOTAL FUNDS SUMMARY

FUND	2019-2020 Actual Fund Total	2020-2021				
		Actual Beg Balance	Adopted Revenue	Adopted Expenditures	Adopted End Balance	Adopted Fund Total
General Fund -Unrestricted	\$152,635,265	\$32,179,321	\$125,508,952	\$125,362,661	\$32,325,612	\$157,688,273
General Fund - Restricted	36,020,522	4,272,601	48,850,290	53,122,891	0	53,122,891
Total General Fund	188,655,787	36,451,922	174,359,242	178,485,552	32,325,612	210,811,164
Student Government	856,864	605,326	417,000	536,602	485,724	1,022,326
Student Representation	9,384	4,692	110,000	110,000	4,692	114,692
Auxiliary Donations	490,536	330,841	322,300	322,000	331,141	653,141
Campus Store	7,303,270	2,808,437	3,531,500	3,704,391	2,635,546	6,339,937
Measure L Bond	10,369,335	9,740,510	430,075	10,117,537	53,048	10,170,585
Measure P Bond	202,161,080	186,120,696	2,240,000	184,959,616	3,401,080	188,360,696
Capital Projects	16,416,533	14,350,010	3,366,900	10,109,162	7,607,748	17,716,910
Child Development Center	3,892,627	2,426,227	926,435	932,283	2,420,379	3,352,662
Chino Community Center	713,582	277,827	230,878	390,878	117,827	508,705
Food Services	64,555	45,388	10,000	10,000	45,388	55,388
Scheduled Maintenance	276,048	12,968	302,500	273,280	42,188	315,468
Self Insurance	1,647,865	843,407	752,000	860,000	735,407	1,595,407
Vacation Liability	546,126	516,306	11,000	40,000	487,306	527,306
GRAND TOTAL	\$433,403,592	\$254,534,557	\$187,009,830	\$390,851,301	\$50,693,086	\$441,544,387

CHAFFEY COMMUNITY COLLEGE DISTRICT
2020-2021 ADOPTED BUDGET
CHAFFEY COLLEGE STUDENT GOVERNMENT

DESCRIPTION	2019-2020 Adopted Budget	2019-2020 Actual	2020-2021 Adopted Budget	Variance	Percent* Change
BEGINNING BALANCE AND INCOME					
Beginning Balance					
CCSG	\$409,679	\$409,679	\$442,879	\$33,200	8.1%
Prior Year Ending Balance Re-allocation	0	0	119,602	119,602	100.0%
Individual Club Accounts	46,516	46,516	42,845	(3,671)	-7.9%
Total Beginning Balance	<u>456,195</u>	<u>456,195</u>	<u>605,326</u>	<u>149,131</u>	<u>32.7%</u>
Income					
Interest	500	488	500	0	0.0%
College Services Fee	450,000	390,068	360,000	(90,000)	-20.0%
Individual Club Income	68,000	10,113	56,500	(11,500)	-16.9%
Total Income	<u>518,500</u>	<u>400,669</u>	<u>417,000</u>	<u>(101,500)</u>	<u>-19.6%</u>
Total Beginning Balance and Income	<u>\$974,695</u>	<u>\$856,864</u>	<u>\$1,022,326</u>	<u>\$47,631</u>	<u>4.9%</u>
Expenditures/Appropriations & Ending Balance/Reserves					
Expenditures/Appropriations					
CCSG Expenses	38,950	2,883	39,714	764	2.0%
CCSG Salaries	75,388	74,977	75,388	0	0.0%
CCSG Expenses - Equipment	20,000	2,044	5,000	(15,000)	-75.0%
CCSG Sponsored Activities	143,162	54,624	97,000	(46,162)	-32.2%
Club Support	12,500	962	12,500	0	0.0%
District Donations	20,000	0	20,000	0	0.0%
Student Grants	50,000	37,964	100,000	50,000	100.0%
Hospitality	500	0	500	0	0.0%
CCSG Scholarships	90,000	64,300	130,000	40,000	44.4%
Individual Club Expenses	68,000	13,784	56,500	(11,500)	-16.9%
Total Expenditures/Appropriations	<u>518,500</u>	<u>251,538</u>	<u>536,602</u>	<u>18,102</u>	<u>3.5%</u>
Ending Balance/Reserves					
CCSG	394,124	554,935	426,781	32,657	8.3%
CCSG 3% Reserve	15,555	7,546	16,098	543	3.5%
Individual Club Accounts	46,516	42,845	42,845	(3,671)	-7.9%
Total Ending Balance/Reserves	<u>456,195</u>	<u>605,326</u>	<u>485,724</u>	<u>29,529</u>	<u>6.5%</u>
Expenditures/Appropriations & Ending Balance/Reserves	<u>\$974,695</u>	<u>\$856,864</u>	<u>\$1,022,326</u>	<u>\$47,631</u>	<u>4.9%</u>

*Percent change is budget to budget.

CHAFFEY COMMUNITY COLLEGE DISTRICT
2020-2021 ADOPTED BUDGET
CHAFFEY COLLEGE STUDENT REPRESENTATION

DESCRIPTION	2019-2020 ADOPTED BUDGET	2019-2020 ACTUAL	2020-2021 ADOPTED BUDGET	Variance	Percent* Change
BEGINNING BALANCE AND INCOME					
Beginning Balance					
Student Representation	\$0	\$0	\$4,692	\$4,692	100.0%
Total Beginning Balance	0	0	4,692	\$4,692	100.0%
Income					
Student Representation Fee	0	9,384	110,000	110,000	100.0%
Total Income	0	9,384	110,000	110,000	100.0%
Total Beginning Balance and Income	\$0	\$9,384	\$114,692	\$114,692	100.0%
Expenditures/Appropriations & Ending Balance/Reserves					
Expenditures/Appropriations					
Board of Governors	0	4,692	51,150	51,150	100.0%
CCSG Student Representation	0	0	51,150	51,150	100.0%
Administrative Costs	0	0	7,700	7,700	100.0%
Total Expenditures/Appropriations	0	4,692	110,000	110,000	100.0%
Ending Balance/Reserves					
Student Representation	0	4,692	4,692	4,692	100.0%
Total Ending Balance/Reserves	0	4,692	4,692	4,692	100.0%
Total Expenditures/Appropriations & Ending Balance/Reserves	\$0	\$9,384	\$114,692	\$114,692	100.0%

*Percent change is budget to budget.

CHAFFEY COMMUNITY COLLEGE DISTRICT
2020-2021 ADOPTED BUDGET
AUXILIARY DONATION ACCOUNTS

DESCRIPTION	2019-2020 Adopted Budget	2019-2020 Actual	2020-2021 Adopted Budget	Variance	Percent* Change
BEGINNING BALANCE AND INCOME					
Beginning Balance					
Donation Accounts	\$294,352	\$294,352	\$330,841	\$36,489	12.4%
Total Beginning Balance	294,352	294,352	330,841	36,489	12.4%
Income					
Interest	300	358	300	0	0.0%
Local Income	329,000	195,826	322,000	(7,000)	-2.1%
Total Income	329,300	196,184	322,300	(7,000)	-2.1%
Total Beginning Balance and Income	\$623,652	\$490,536	\$653,141	\$29,489	4.7%
Expenditures/Appropriations & Ending Balance/Reserves					
Expenditures/Appropriations					
Salaries	1,000	0	0	(1,000)	-100.0%
Supplies	143,100	47,478	99,200	(43,900)	-30.7%
Operating Expenses	142,900	64,929	138,500	(4,400)	-3.1%
Capital Outlay	8,000	0	6,000	(2,000)	-25.0%
Scholarships	19,000	47,288	62,000	43,000	226.3%
Contingency	15,000	0	16,300	1,300	8.7%
Total Expenditures/Appropriations	329,000	159,695	322,000	(7,000)	-2.1%
Ending Balance/Reserves					
Donation Accounts	294,652	330,841	331,141	36,489	12.4%
Total Ending Balance/Reserves	294,652	330,841	331,141	300	0.1%
Total Expenditures/Appropriations & Ending Balance/Reserves	\$623,652	\$490,536	\$653,141	\$29,489	4.7%

*Percent change is budget to budget.

CHAFFEY COMMUNITY COLLEGE DISTRICT
2020-2021 ADOPTED BUDGET
CAMPUS STORE

DESCRIPTION	2019-2020 Adopted Budget	2019-2020 Actual	2020-2021 Adopted Budget	Variance	Percent* Change
BEGINNING BALANCE AND INCOME					
Beginning Balance					
Cash	\$1,379,463	\$1,379,463	\$1,575,060	\$195,597	14.2%
Inventory	1,120,906	1,120,906	973,537	(147,369)	-13.1%
Accounts Receivable	437,286	437,286	86,949	(350,337)	-80.1%
Prior Year Saving for Current Year Programs	0	0	172,891	172,891	100.0%
Total Beginning Balance	2,937,655	2,937,655	2,808,437	(129,218)	-4.4%
Income					
Sales	5,262,000	4,355,615	3,531,500	(1,730,500)	-32.9%
Interfund Transfer	10,000	10,000	0	(10,000)	-100.0%
Total Income	5,272,000	4,365,615	3,531,500	(1,740,500)	-33.0%
Total Beginning Balance and Income	\$8,209,655	\$7,303,270	\$6,339,937	(\$1,869,718)	-22.8%
Expenditures/Appropriations & Ending Balance/Reserves					
Expenditures/Appropriations					
Operational Expenses					
Salaries & Benefits	1,340,451	1,283,047	1,138,674	(201,777)	-15.1%
Banking Related Charges	131,000	99,631	100,000	(31,000)	-23.7%
Supplies	30,500	20,534	20,250	(10,250)	-33.6%
Utilities	20,000	19,393	20,000	0	0.0%
Accounting Costs	70,809	70,796	71,553	744	1.1%
Custodial	12,898	12,899	13,054	156	1.2%
Conference and Travel	2,500	1,335	650	(1,850)	-74.0%
Maintenance and Repair	42,500	32,613	45,010	2,510	5.9%
Dues and Memberships	2,500	5,061	5,000	2,500	100.0%
Other Operational Expense	21,200	32,827	22,700	1,500	7.1%
Total Operational Expenses	1,674,358	1,578,136	1,436,891	(237,467)	-14.2%

*Percent change is budget to budget.

CHAFFEY COMMUNITY COLLEGE DISTRICT
2020-2021 ADOPTED BUDGET
CAMPUS STORE (CONTINUED)

DESCRIPTION	2019-2020 Adopted Budget	2019-2020 Actual	2020-2021 Adopted Budget	Variance	Percent* Change
Expenditures/Appropriations & Ending Balance/Reserves					
Merchandise					
Books	2,107,000	1,687,753	1,453,000	(654,000)	-31.0%
Other	1,320,100	1,166,330	561,000	(759,100)	-57.5%
Total Merchandise	<u>3,427,100</u>	<u>2,854,083</u>	<u>2,014,000</u>	<u>(1,413,100)</u>	<u>-41.2%</u>
Other Expenses					
Commission	15,000	9,953	2,000	(13,000)	-86.7%
Bad Debt Expense	1,000	0	1,000	0	0.0%
Donations to District Activities	45,000	40,178	43,000	(2,000)	-4.4%
Equipment	29,000	4,283	107,500	78,500	270.7%
Other Expenses	31,100	8,200	50,000	18,900	60.8%
Contingency	49,442	0	50,000	558	1.1%
Total Other Expenses	<u>170,542</u>	<u>62,614</u>	<u>253,500</u>	<u>82,958</u>	<u>48.6%</u>
Total Expenditures	<u>\$5,272,000</u>	<u>\$4,494,833</u>	<u>\$3,704,391</u>	<u>(\$1,567,609)</u>	<u>-29.73%</u>
Inventory					
Perpetual Inventory	1,108,406	961,037	961,037	(147,369)	-13.3%
Petty Cash	12,500	12,500	12,500	0	0.0%
Total Inventory	<u>1,120,906</u>	<u>973,537</u>	<u>973,537</u>	<u>(147,369)</u>	<u>-13.1%</u>
Reserves					
Future Expansion	100,000	100,000	100,000	0	0.0%
Operational Cash Flow	1,716,749	1,734,900	1,562,009	(154,740)	-9.0%
Total Reserves	<u>1,816,749</u>	<u>1,834,900</u>	<u>1,662,009</u>	<u>(154,740)</u>	<u>-8.5%</u>
Total Expenditures/Appropriations & Ending Balance/Reserves	<u>\$8,209,655</u>	<u>\$7,303,270</u>	<u>\$6,339,937</u>	<u>(\$1,869,718)</u>	<u>-22.8%</u>

*Percent change is budget to budget.

CHAFFEY COMMUNITY COLLEGE DISTRICT
2020-2021 ADOPTED BUDGET
CHILD DEVELOPMENT CENTER

DESCRIPTION	2019-2020 Adopted Budget	2019-2020 Actual	2020-2021 Adopted Budget	Variance	Percent* Change
BEGINNING BALANCE AND INCOME					
Beginning Balance	\$2,159,069	\$2,159,069	\$2,426,227	\$267,158	12.4%
Income					
Federal Income	408,567	324,485	181,574	(226,993)	-55.6%
State Income	967,994	1,085,014	537,576	(430,418)	-44.5%
Local Income	330,622	324,059	207,285	(123,337)	-37.3%
Total Income	1,707,183	1,733,558	926,435	(780,748)	-45.7%
Total Beginning Balance and Income	<u>\$3,866,252</u>	<u>\$3,892,627</u>	<u>\$3,352,662</u>	<u>(\$513,590)</u>	<u>-13.3%</u>
Expenditures/Appropriations & Ending Balance/Reserves					
Expenditures/Appropriations					
Academic Salaries	462,376	444,362	194,697	(267,679)	-57.9%
Classified Salaries	651,964	511,034	320,615	(331,349)	-50.8%
Benefits	457,120	421,809	321,422	(135,698)	-29.7%
Materials and Supplies	77,081	66,277	44,502	(32,579)	-42.3%
Operating Expenses	44,352	13,028	51,047	6,695	15.1%
Capital Outlay	14,290	9,890	0	(14,290)	-100.0%
Total Expenditures/Appropriations	1,707,183	1,466,400	932,283	(774,900)	-45.4%
Ending Balance/Reserves					
Undesignated Reserve	2,159,069	0	2,420,379	261,310	12.1%
Ending Balance	0	2,426,227	0	0	0.0%
Total Ending Balance/Reserves	2,159,069	2,426,227	2,420,379	261,310	12.1%
Total Expenditures/Appropriations & Ending Balance/Reserves	<u>\$3,866,252</u>	<u>\$3,892,627</u>	<u>\$3,352,662</u>	<u>(\$513,590)</u>	<u>-13.3%</u>

*Percent change is budget to budget.

CHAFFEY COMMUNITY COLLEGE DISTRICT
2020-2021 ADOPTED BUDGET
CHINO COMMUNITY CENTER

DESCRIPTION	2019-2020 Adopted Budget	2019-2020 Actual	2020-2021 Adopted Budget	Variance	Percent* Change
BEGINNING BALANCE AND INCOME					
Beginning Balance					
Chino Community Center	\$245,142	\$277,827	\$117,827	(\$127,315)	-51.9%
Prior Year Ending Balance Re-allocation	110,000	77,315	160,000	50,000	45.5%
Total Beginning Balance	355,142	355,142	277,827	(77,315)	-21.8%
Income					
Rental Fees	335,000	286,292	161,000	(174,000)	-51.9%
Outside Support	64,435	57,138	62,378	(2,057)	-3.2%
Sales	15,000	15,010	7,500	(7,500)	-50.0%
Total Income	414,435	358,440	230,878	(183,557)	-44.3%
Total Beginning Balance and Income	\$769,577	\$713,582	\$508,705	(\$260,872)	-33.9%
Expenditures/Appropriations & Ending Balance/Reserves					
Chino Community Center General Operational Expenses					
Salaries & Benefits	8,862	7,868	8,905	43	0.5%
Supplies	2,265	2,265	2,265	0	0.0%
Utilities	52,100	46,796	50,000	(2,100)	-4.0%
Maintenance and Repair	1,000	0	1,000	0	0.0%
Other Operational Expenses	208	208	208	0	0.0%
Total Operational Expenses	64,435	57,137	62,378	(2,057)	-3.2%
Chino Community Center Rental Operational Expenses					
Salaries & Benefits	30,674	21,957	13,104	(17,570)	-57.3%
Supplies	1,500	7,085	1,500	0	0.0%
Outside Services	115,000	94,801	72,000	(43,000)	-37.4%
Fixed Cost	5,000	5,029	3,000	(2,000)	-40.0%
Other Operational Expenses	212,000	175,271	84,750	(127,250)	-60.0%
Total Operational Expenses	364,174	304,143	174,354	(189,820)	-52.1%
Other Expenses					
Site Improvement	75,000	74,475	20,000	(55,000)	-73.3%
Equipment	5,000	0	129,290	124,290	2485.8%
Contingency	15,826	0	4,856	(10,970)	-69.3%
Total Other Expenses	95,826	74,475	154,146	58,320	60.9%
Total Chino Community Center General and Rental Expenditures	\$524,435	\$435,755	\$390,878	(\$133,557)	-25.5%
Reserves					
Operational Cash Flow	245,142	277,827	117,827	(127,315)	-51.9%
Total Reserves	245,142	277,827	117,827	(127,315)	-51.9%
Total Expenditures/Appropriations & Ending Balance/Reserves	\$769,577	\$713,582	\$508,705	(\$260,872)	-33.9%

*Percent change is budget to budget.

CHAFFEY COMMUNITY COLLEGE DISTRICT
2020-2021 ADOPTED BUDGET
FOOD SERVICES

DESCRIPTION	2019-2020 Adopted Budget	2019-2020 Actual	2020-2021 Adopted Budget	Variance	Percent* Change
BEGINNING BALANCE AND INCOME					
Beginning Balance	\$40,556	\$40,556	\$45,388	\$4,832	11.9%
Income					
Commission on Sales	35,000	23,999	10,000	(25,000)	-71.4%
Total Income	35,000	23,999	10,000	(25,000)	-71.4%
Total Beginning Balance and Income	\$75,556	\$64,555	\$55,388	(\$20,168)	-26.7%
Expenditures/Appropriations & Ending Balance/Reserves					
Expenditures/Appropriations					
Operational Expenses					
Utilities	9,100	9,063	9,100	0	0.0%
Total Operational Expenses	9,100	9,063	9,100	0	0.0%
Other Expenses					
Equipment	3,000	0	0	(3,000)	-100.0%
Maintenance/Repairs	2,000	104	500	(1,500)	-75.0%
Other Services	3,000	0	0	(3,000)	-100.0%
Interfund Transfer	10,000	10,000	0	(10,000)	-100.0%
Contingency	7,900	0	400	(7,500)	-94.9%
Total Other Expenses	25,900	10,104	900	(25,000)	-96.5%
Total Expenditures	\$35,000	\$19,167	\$10,000	(\$25,000)	-71.4%
Reserves					
Operational Cash Flow	40,556	45,388	45,388	4,832	11.9%
Total Reserves	40,556	45,388	45,388	4,832	11.9%
Total Expenditures/Appropriations & Ending Balance/Reserves	\$75,556	\$64,555	\$55,388	(\$20,168)	-26.7%

*Percent change is budget to budget.

CHAFFEY COMMUNITY COLLEGE DISTRICT
2020-2021 ADOPTED BUDGET
SELF INSURANCE

DESCRIPTION	2019-2020 Adopted Budget	2019-2020 Actual	2020-2021 Adopted Budget	Variance	Percent* Change
BEGINNING BALANCE AND INCOME					
Beginning Balance	\$896,982	\$896,982	\$843,407	(\$53,575)	-6.0%
Income					
Interest	23,000	23,883	25,000	2,000	8.7%
Interfund Transfer	727,000	727,000	727,000	0	0.0%
Total Income	<u>750,000</u>	<u>750,883</u>	<u>752,000</u>	<u>2,000</u>	<u>0.3%</u>
Total Beginning Balance and Income	<u>\$1,646,982</u>	<u>\$1,647,865</u>	<u>\$1,595,407</u>	<u>(\$51,575)</u>	<u>-3.1%</u>
Expenditures/Appropriations & Ending Balance/Reserves					
Expenditures/Appropriations					
Retiree Benefits	725,000	804,458	860,000	135,000	18.6%
Total Expenditures/Appropriations	<u>725,000</u>	<u>804,458</u>	<u>860,000</u>	<u>135,000</u>	<u>18.6%</u>
Ending Balance/Reserves					
Undesignated Reserve	921,982	0	735,407	(186,575)	-20.2%
Ending Balance	0	843,407	0	0	0.0%
Total Ending Balance/Reserves	<u>921,982</u>	<u>843,407</u>	<u>735,407</u>	<u>(186,575)</u>	<u>-20.2%</u>
Total Expenditures/Appropriations & Ending Balance/Reserves	<u>\$1,646,982</u>	<u>\$1,647,865</u>	<u>\$1,595,407</u>	<u>(\$51,575)</u>	<u>-3.1%</u>

*Percent change is budget to budget.

CHAFFEY COMMUNITY COLLEGE DISTRICT
2020-2021 ADOPTED BUDGET
VACATION LIABILITY

DESCRIPTION	2019-2020 Adopted Budget	2019-2020 Actual	2020-2021 Adopted Budget	Variance	Percent* Change
BEGINNING BALANCE AND INCOME					
Beginning Balance	\$535,937	\$535,937	\$516,306	(\$19,631)	-3.7%
Income					
Interest	11,000	10,189	11,000	0	0.0%
Total Income	11,000	10,189	11,000	0	0.0%
Total Beginning Balance and Income	\$546,937	\$546,126	\$527,306	(\$19,631)	-3.6%
Expenditures/Appropriations & Ending Balance/Reserves					
Expenditures/Appropriations					
Salaries	51,000	29,820	40,000	(11,000)	-21.6%
Total Expenditures/Appropriations	51,000	29,820	40,000	(11,000)	-21.6%
Ending Balance/Reserves					
Undesignated Reserve	495,937	0	487,306	(8,631)	-1.7%
Ending Balance	0	516,306	0	0	0.0%
Total Ending Balance/Reserves	495,937	516,306	487,306	(8,631)	-1.7%
Total Expenditures/Appropriations & Ending Balance/Reserves	\$546,937	\$546,126	\$527,306	(\$19,631)	-3.6%

*Percent change is budget to budget.

CHAFFEY COMMUNITY COLLEGE DISTRICT
2020-2021 ADOPTED BUDGET
CAPITAL PROJECTS

DESCRIPTION	2019-2020 Adopted Budget	2019-2020 Actual	2020-2021 Adopted Budget	Variance	Percent* Change
BEGINNING BALANCE/INCOME					
Beginning Balance	\$12,607,552	\$12,607,552	\$14,350,010	\$1,742,458	13.8%
Income					
State Income					
Chino Instructional Building	951,000	582,000	369,000	(582,000)	-61.2%
Local Income					
Interfund Transfer	100,000	100,000	50,000	(50,000)	-50.0%
Redevelopment Income					
Chino	442,000	465,216	450,000	8,000	1.8%
County of San Bernardino, San Sevaive	169,000	172,806	170,000	1,000	0.6%
Fontana	989,000	1,082,113	990,000	1,000	0.1%
Montclair	95,000	115,716	100,000	5,000	5.3%
Ontario	84,000	95,686	90,000	6,000	7.1%
Rialto	43,000	101,975	80,000	37,000	86.0%
Rancho Cucamonga	650,000	716,176	700,000	50,000	7.7%
Upland	107,000	125,557	120,000	13,000	12.1%
Interest Income					
General	20,000	14,900	13,000	(7,000)	-35.0%
Central Plant Energy Optimization	2,000	0	2,400	400	20.0%
Chino RDA	70,000	76,606	77,000	7,000	10.0%
Chino Health Science	3,000	3,200	3,000	0	0.0%
County of San Bernardino, San Sevaive	10,000	8,575	8,500	(1,500)	-15.0%
Fontana - RDA	8,000	10,397	9,000	1,000	12.5%
Fontana - Lease Revenue II	50,000	52,036	52,000	2,000	4.0%
Montclair RDA	8,000	12,430	12,000	4,000	50.0%
Ontario RDA	6,000	4,763	4,500	(1,500)	-25.0%
Rialto RDA	4,000	5,902	5,500	1,500	37.5%
Rancho Cucamonga RDA	15,000	12,871	10,500	(4,500)	-30.0%
Upland RDA	9,000	8,558	8,500	(500)	-5.6%
Solar Project	30,000	41,498	42,000	12,000	40.0%
Total Income	3,865,000	3,808,981	3,366,900	(498,100)	-12.9%
Total Beginning Balance and Income	\$16,472,552	\$16,416,533	\$17,716,910	\$1,244,358	7.6%

*Percent change is budget to budget.

CHAFFEY COMMUNITY COLLEGE DISTRICT
2020-2021 ADOPTED BUDGET
CAPITAL PROJECTS (CONTINUED)

DESCRIPTION	2019-2020 Adopted Budget	2019-2020 Actual	2020-2021 Adopted Budget	Variance	Percent* Change
Expenditures/Appropriations & Ending Balance/Reserves					
Expenditures/Appropriations					
Buildings	3,798,992	0	3,802,446	3,454	0.1%
Architects/Consultants	1,492,624	535,680	956,944	(535,680)	-35.9%
Sites	871,875	0	871,874	(1)	0.0%
Salaries & Benefits	6,266	6,876	8,045	1,779	28.4%
Equipment, Materials, Other Services	2,574,178	609,693	2,452,942	(121,236)	-4.7%
Project Contingencies	946,446	0	1,052,440	105,994	11.2%
Fontana - Redevelopment	140,000	140,000	140,000	0	0.0%
Fontana - Lease Revenue	774,265	774,274	824,471	50,206	6.5%
Total Expenditures/Appropriations	10,604,646	2,066,523	10,109,162	(495,484)	-4.7%
Ending Balance/Reserves					
Undesignated Reserve	668,274	660,156	710,111	41,837	6.3%
Other					
Chino Health Science	3,984	170,048	3,730	(254)	-6.4%
Fontana - Lease Revenue	214,170	2,767,520	212,107	(2,063)	-1.0%
Central Plant Energy Optimization	48,011	125,403	48,224	213	0.4%
Redevelopment					
Chino RDA	2,041,572	4,371,481	2,598,393	556,821	27.3%
County of San Bernardino, San Sevaine	448,617	448,932	477,432	28,815	6.4%
Fontana RDA	714,300	834,883	844,340	130,040	18.2%
Montclair RDA	485,957	563,651	603,651	117,694	24.2%
Ontario RDA	5,800	312,674	107,174	101,374	1747.8%
Rialto RDA	319,863	380,739	466,239	146,376	45.8%
Rancho Cucamonga RDA	561,371	1,101,627	1,171,003	609,632	108.6%
Upland RDA	313,460	474,325	314,174	714	0.2%
Solar Project	42,527	2,138,571	51,170	8,643	20.3%
Total Ending Balance/Reserves	5,867,906	14,350,010	7,607,748	1,739,842	29.7%
Expenditures/Appropriations & Ending Balance/Reserves					
	\$16,472,552	\$16,416,533	\$17,716,910	\$1,244,358	7.6%

*Percent change is budget to budget.

CHAFFEY COMMUNITY COLLEGE DISTRICT
2020-2021 ADOPTED BUDGET
SCHEDULED MAINTENANCE

DESCRIPTION	2019-2020 Adopted Budget	2019-2020 Actual	2020-2021 Adopted Budget	Variance	Percent* Change
BEGINNING BALANCE AND INCOME					
Beginning Balance	\$52,039	\$52,039	\$12,968	(\$39,071)	-75.1%
Income					
Interest	2,500	3,009	2,500	0	0.0%
Interfund Transfer	221,000	221,000	300,000	79,000	35.7%
Total Income	223,500	224,009	302,500	79,000	35.3%
Total Beginning Balance and Income	\$275,539	\$276,048	\$315,468	\$39,929	14.5%
Expenditures/Appropriations & Ending Balance/Reserves					
Expenditures/Appropriations					
Salaries and Benefits	141,627	146,583	148,088	6,461	4.6%
Operating Expenses	125,189	116,497	125,192	3	0.0%
Total Expenditures/Appropriations	266,816	263,080	273,280	6,464	2.4%
Ending Balance/Reserves					
Undesignated Reserve	8,723	0	42,188	33,465	383.6%
Ending Balance	0	12,968	0	0	0.0%
Total Ending Balance/Reserves	8,723	12,968	42,188	33,465	383.6%
Total Expenditures/Appropriations & Ending Balance/Reserves	\$275,539	\$276,048	\$315,468	\$39,929	14.5%

*Percent change is budget to budget.

CHAFFEY COMMUNITY COLLEGE DISTRICT
2020-2021 ADOPTED BUDGET
SCHEDULE OF PROJECTS

I. Capital Projects

<u>Project</u>	<u>2020-2021 Adopted Budget</u>	<u>Funding Source</u>
3000 General	\$13,045	Local Funds
3330 Chino Health Sciences Building	169,318	Local Funds
3335 Chino Instructional Building-state bond	369,000	State Funds
3350 Energy Efficiency Project	79,579	Local Funds
3905 Chino Redevelopment	2,300,088	Local Funds
3911 Fontana Lease Revenue Bond II	2,607,413	Local Funds
3913 Solar Project	2,129,401	Local Funds
3915 Fontana Redevelopment	989,543	Local Funds
3925 Montclair Redevelopment	72,000	Local Funds
3935 Ontario Redevelopment	300,000	Local Funds
3955 Rancho Cucamonga Redevelopment	641,124	Local Funds
3965 Upland Redevelopment	288,651	Local Funds
3975 County of San Bernardino, San Sevaime RDA	150,000	Local Funds
Total Capital Projects	<u>\$10,109,162</u>	

CHAFFEY COMMUNITY COLLEGE DISTRICT
2020-2021 ADOPTED BUDGET
SCHEDULE OF PROJECTS (CONTINUED)

II. Scheduled Maintenance Fund

<u>Project</u>	<u>2020-2021 Adopted Budget</u>	<u>Funding Source</u>
2371 Landscaping/Irrigation	\$6,332	Local Funds
2372 Central Plant Maintenance	118,860	Local Funds
2000 General	<u>148,087</u>	Local Funds
Total Scheduled Maintenance Projects	<u>\$273,279</u>	
Total All Projects	<u>\$10,382,441</u>	

CHAFFEY COMMUNITY COLLEGE DISTRICT
2020-2021 ADOPTED BUDGET
MEASURE L BOND

Chaffey College provides educational opportunities to the diverse communities of Rancho Cucamonga, Ontario, Fontana, Upland, Montclair, Chino and Chino Hills. Academic and job training programs provide students excellent preparation for continuing higher education or better career opportunities. Specialized programs in nursing, public safety, radiology and teacher training are well-regarded.

Chaffey College has programs for every individual; superior academic and occupational education prepares them for transfer, an associate degree or career enhancement. Chaffey College offers more than 35 career and technical education (CTE) programs including aeronautics, teaching, music, nursing, information technology and much more if they are seeking vocational training.

The college moved to the Rancho Cucamonga campus in 1960. Since this time, students' needs have changed and the facilities have been used extensively. The campus was constructed to serve 5,200 students; today, college enrollment is over 18,000 and is expected to reach approximately 25,000 in the next ten years. The lack of adequate instructional facilities resulted in challenges to our students and faculty.

In 2002, the residents of the Chaffey Community College District passed Measure L, a general obligation bond, providing the college \$230 million. Measure L provided funds for construction of a new campus in Chino, construction of several new buildings on the Rancho Cucamonga campus, upgrades to the infrastructure and many facilities and the expansion of the Fontana Campus.

In 2002, the first series (series A) of bond funds were issued for \$47.5 million. Through the outstanding efforts of college officials and financial experts, the college secured a high AAA rating and low interest rate, thus saving public funds. The tax rate increment for 2002-2003 was projected at \$14.01 per \$100,000 assessed value, yet the residents were only responsible for \$10.80. In 2002-2003 the projected tax rate was \$18.17 yet the actual rate was \$13.90.

In 2005, the second series (series B) of bond funds was issued in the amount of \$75 million. Standard & Poor gave the college an AA rating. This rating has only been received by five other community colleges. Through the outstanding efforts of college officials and financial experts, the college secured this top rating and low interest rate, thus saving public funds.

During 2006, the College took occupancy of seven new buildings on the Rancho Cucamonga campus and one on the Fontana Campus.

CHAFFEY COMMUNITY COLLEGE DISTRICT
2020-2021 ADOPTED BUDGET
MEASURE L BOND (CONTINUED)

The third series (series C) of bond funds was issued in June 2007 in the amount of \$80 million and the college again received a superior AA rating, resulting in the property taxpayers of the district continuing to pay less than projected property taxes for the college's outstanding bond issue.

During 2008 and 2009, the College took occupancy of the first three buildings to be constructed on the new campus in Chino.

Six out of the seven major Measure L projects completed in FY2010-2011 were completed under budget for a savings of over \$1.8 million.

All six major Measure L projects completed in FY2011-2012 were completed under budget for a savings of over \$3.7 million. This does not include the Fontana Academic Building, which is only partially funded by Measure L, and had a project savings total of \$3.9 million.

In fiscal year 2012-2013, Series D and E were issued simultaneously and both with Standard & Poor AA ratings; Series D in the amount of \$12.1 million and Series E in the amount of \$15.3 million. Also with Series D, a refunding bond was issued in the amount of \$47 million to refund the remaining balance of Series A and a portion of Series B. By doing this the taxpayers' interest rate was reduced and a savings realized of approximately \$4 million.

CHAFFEY COMMUNITY COLLEGE DISTRICT
2020-2021 ADOPTED BUDGET
MEASURE L BOND (CONTINUED)

Completed Projects 2002 – 2020: Renovate/paint Auto Tech Lab; Infrastructure/Campus Theme; Environmental Impact Report; Renovate Athletics Office; Scoreboards; Snack Bar; Track & Field Timer; Stadium Flag Pole; Rad Tech Retrofit; San Antonio Comm. Hosp./CNA; Master Plan (Chino); Vocational Education-Phase I; Wargin Hall-Phase I; Visitor’s Restroom/ADA Access; Science Complex Site work; Theatre Fire Alarm; Bookstore Loading Dock; North Parking Lot Irrigation; North Parking Lot Landscaping; ATL Landscaping; Nature Preserve Fence; Central Plant, Phase I; College Drive; Softball Field; Ralph M. Lewis Center (Fontana); Wilson/College Dr. Intersection; Marie Kane Center for Student Services/Administration; Theatre-Phase I; North Parking Lot; Science Complex; Don Berz Excellence Building; College Drive Landscaping; Maintenance Yard Drainage; Agricultural Demonstration Area; Skills Road Extension; Fire Lane/Science Site Lighting; New Marquee; Physical, Health, and Life Science; Health and Life Science Re-Roof; Main Instructional Bldg. (Chino); New Elevator Tower; Parking Lot 12; Health Sciences Bldg. (Chino); Community Center Bldg. (Chino); Data and Telecom Cabling; Fontana Landscaping and Irrigation; Fontana Parking Lot Upgrades; Library Lawn Landscaping; Physical Science Complex Roof Replacement; Language Arts Building – Energy Upgrades; Visual and Performing Arts Complex; Sports Center; Visual and Performing Arts Complex Fire Lane Extension; Physical Science Renovation & Math Success Center; Omnitrans Transit Center; Physical Education Facility Gym Renovation; Visual and Performing Arts Landscape Addition; Central Plant Build Out – Phase 1C Hot Water Upgrades; Aviary Landscape; Fontana Academic Building; Michael Alexander Campus Center; Business Education Renovation; Fire Alarm Upgrades – Campus Center East, IT, & Planetarium; SSA East Entrance Doors; Greenhouse; Health Science Pathway; North Parking Lot – Catch Basin Addition; Physical Education Athletics – Parking Lot Flagpole; Business Education Re-Roofing; Physical Science Renovation; Business Education Renovation; Central Plant Build Out-Phase 1C TES Tank System; Library Security Cameras; College Drive Access Improvements; Planetarium Renovation; Museum Renovation; Theatre Wings Renovation; Campus Center Shade Structure; and the Campus Center East Plaza.

All of the completed projects in the Measure L Bond Program have been successfully closed and certified with the State of California.

Since its inception, Measure L has provided over 350,000 square feet of new facilities and a multitude of completed site improvement projects that have made a significant contribution towards improving the physical learning environment at Chaffey College on all three campuses.

CHAFFEY COMMUNITY COLLEGE DISTRICT
2020-2021 ADOPTED BUDGET
MEASURE L BOND FUND

DESCRIPTION	2019-2020 Adopted Budget	2019-2020 Actual	2020-2021 Adopted Budget	Variance	Percent* Change
BEGINNING BALANCE/INCOME					
Beginning Balance	\$10,165,698	\$10,165,698	\$9,740,510	(\$425,188)	-4%
Income					
Interest & Realized Gain or Loss in Investments	395,075	203,637	430,075	35,000	9%
Total Income	395,075	203,637	430,075	35,000	9%
Total Beginning Balance and Income	\$10,560,773	\$10,369,335	\$10,170,585	(\$390,188)	-4%
Expenditures/Appropriations & Ending Balance/Reserves					
Expenditures/Appropriations					
Architect Fees	1,861,583	235,364	1,582,612	(278,971)	-15%
Operating Expenses	859,450	47,297	512,182	(347,268)	-40%
Equipment	555,154	16,737	1,976	(553,178)	-100%
Site Improvement	535,124	306,055	217,470	(317,654)	-59%
Building Improvement	5,214,345	13,947	7,628,946	2,414,601	46%
Financing Fees	41,000	9,425	0	(41,000)	-100%
Project Contingencies	1,461,282	0	174,351	(1,286,931)	-88%
Total Expenditures/Appropriations	10,527,938	628,825	10,117,537	(410,401)	-4%
Ending Balance/Reserves					
Ending Balance	32,835	9,740,510	53,048	20,213	62%
Total Ending Balance/Reserves	32,835	9,740,510	53,048	20,213	62%
Total Expenditures/Appropriations & Ending Balance/Reserves	\$10,560,773	\$10,369,335	\$10,170,585	(\$390,188)	-4%

*Percent change is budget to budget.

CHAFFEY COMMUNITY COLLEGE DISTRICT
2020-2021 ADOPTED BUDGET
MEASURE L BOND PROJECTS BUDGETED

Measure L Bond	2020-2021
Projects	Adopted Budget
3.4.6 Theatre Wings Renovation	\$170,777
5.8 Site Signage	135,346
5.9.1 Central Plant/Phase 1C	865,420
5.9.5 Irrigation & Landscaping/Community Trail	155,449
6.7 ADA Master Plan	44,658
8.4.5 Instructional Building 1, Chino	1,434,667
9.0 Unallocated Reserves	7,311,220
	<hr/> \$10,117,537

CHAFFEY COMMUNITY COLLEGE DISTRICT
2020-2021 ADOPTED BUDGET
MEASURE P BOND

In 2018, the residents of the Chaffey Community College District passed Measure P, a general obligation bond, providing the college \$700 million. Measure P provides funds for construction of a new campus in Ontario, construction of several new buildings on the Rancho Cucamonga campus, upgrades to the infrastructure and many facilities and the expansion of the Fontana and Chino campuses.

The first issuance of the bond was for \$200 million in September of 2019. Projects completed and/or currently in progress include the following:

- New Instructional Building at the Chino Campus.
- Land Acquisition in Fontana/Master Planning for the Fontana Campus expansion.
- Land Acquisition in Ontario for a new campus.
- New Library/Learning Commons on the Rancho Cucamonga campus.
- District-wide Americans with Disabilities Act/Accessibility Assessment.
- Various pre-planning surveys and assessments including, but not limited to, underground utility mapping and environmental surveys.

CHAFFEY COMMUNITY COLLEGE DISTRICT
2020-2021 ADOPTED BUDGET
MEASURE P BOND FUND

DESCRIPTION	2019-2020 Adopted Budget	2019-2020 Actual	2020-2021 Adopted Budget	Variance	Percent* Change
BEGINNING BALANCE/INCOME					
Beginning Balance	\$0	\$0	\$186,120,696	\$186,120,696	100%
Income					
Interest and Gain or Loss on Investments	0	2,161,080	2,240,000	2,240,000	100%
Bond Receipts	17,791,844	200,000,000	0	(17,791,844)	-100%
Total Income	17,791,844	202,161,080	2,240,000	(15,551,844)	-87%
Total Beginning Balance and Income	\$17,791,844	\$202,161,080	\$188,360,696	\$170,568,852	959%
Expenditures/Appropriations & Ending Balance/Reserves					
Expenditures/Appropriations					
Architect Fees	2,311,167	153,025	25,970,972	23,659,805	1024%
Operating Expenses	13,744,160	1,082,308	33,868,520	20,124,360	146%
Equipment	1,500,000	700,302	4,639,012	3,139,012	209%
Site Acquisitions	0	13,460,488	24,961,274	24,961,274	100%
Site Improvement	0	0	1,990,538	1,990,538	100%
Building Improvement	0	0	74,258,172	74,258,172	100%
Financing Fees	0	644,261	0	0	0%
Project Contingencies	236,517	0	19,271,128	19,034,611	8048%
Total Expenditures/Appropriations	17,791,844	16,040,384	184,959,616	167,167,772	940%
Ending Balance/Reserves					
Ending Balance	0	186,120,696	3,401,080	3,401,080	100%
Total Ending Balance/Reserves	0	186,120,696	3,401,080	3,401,080	100%
Total Expenditures/Appropriations & Ending Balance/Reserves	\$17,791,844	\$202,161,080	\$188,360,696	\$170,568,852	959%

*Percent change is not applicable due to no budget in prior year.

CHAFFEY COMMUNITY COLLEGE DISTRICT
2020-2021 ADOPTED BUDGET
MEASURE P BOND PROJECTS BUDGETED

Measure P Bond

Projects	2020-2021 Adopted Budget
1.1 Instructional Building 1, Rancho	\$3,459,212
1.2 Instructional Building 1, Chino	17,156,559
1.3 Instructional Building 1, Fontana	4,306,929
1.11 Automotive Technology Lab	6,816,014
2.1 Campus Center, Rancho	5,316,988
2.5 Library	74,974,095
4.1 Michael Alexander Campus Center Renovation	3,911,846
5.2 Chino Main Instructional Building Renovation	497,098
6.3 Parking & Vehicular Circulation, Fontana	5,977,839
6.6 Auquatics Center	495,007
7.1 Site Acquisitions & Master Planning, Fontana and Ontario	19,215,264
7.2 Swing Space	606,009
7.3 Ontario Campus Development	6,553,600
7.4 Instructional Equipment	4,663,387
7.7 Campus Wide Upgrades	10,751,068
6.0 Unallocated Reserves	20,258,700
	\$184,959,616

CHAFFEY COMMUNITY COLLEGE DISTRICT

GLOSSARY OF TERMS

GENERAL FUND – UNRESTRICTED

REVENUES

PRIOR-YEAR ENDING BALANCE RE-ALLOCATION

Prior-year ending balance funds may be included in funds available to cover current year expenses.

FEDERAL INCOME

Veterans Education – Based on the number of applications processed for veterans applying for benefits.

FWS, SEOG, & Pell Administrative Allowances – A percentage of funds distributed or the number of students receiving grants. The numbers change each year because the number and types of grants our students receive varies each year.

Forest Reserve – Based on a percentage of the federally protected forests within the San Bernardino County and number of Chaffey College students residing in forest areas.

STATE INCOME

Basic Apportionment – The portion of the District's state total computational revenue (TCR) that the state funds based on the District's allocation, as determined by the Student Centered Funding Formula that was implemented in 2018-2019.

Education Protection Account (EPA) – EPA funds are part of state income that fund the District's allocation, as determined by the Student Centered Funding Formula that was implemented in 2018-2019. The EPA was created in the state general fund to receive and disburse temporary tax revenues from the implementation of Proposition 30 approved by voters in November, 2012. This proposition temporarily raises the sales and use tax by .25 cents for four years and raises the income tax rate for high income earners for seven years to provide continuing funding for local school districts and community colleges. In November 2016, voters approved Proposition 55, which extended increased income taxes for high income earners but not the sales tax income, which expired in January 2017.

Homeowners Property Tax Exemption – Based on prior year income, the state controller's office and the projections provided by the County Assessor's office.

Trailer Coach Fees – Based on prior year income, the state controller's office and the projections provided by the County Assessor's office.

Mandated Costs – Regulations require the District to provide some services that may be partially reimbursed by the state (for example, health services and collective bargaining costs). Districts may opt-in to the State Mandate Programs Block Grant rather than filing a reimbursement claim and be reimbursed \$30.12 per prior year FTES, if state funds are available.

STRS On-behalf Income – To recognize the state’s STRS contribution for district employees, as required by GASB 68. This income is offset by a corresponding STRS On-behalf expense entry.

Lottery – Based on a projected dollar amount provided by the State Chancellor’s Office. The California Lottery funds are dispersed, by law, at the following percentages:

- 1) 50% must be returned to winners,
- 2) 16% is maintained for overhead costs of the lottery commission,
- 3) 34% is distributed to K-14 schools in California.

Other State Income – This account is for other state revenues.

LOCAL INCOME

Property Taxes – Based on information provided by the San Bernardino County Assessor’s Office, the Chancellor’s Office, and the State Department of Finance.

Contract Education – Based on the projected contracts with organizations in the county. Expenditures for contract education are covered by the income the District receives.

Personal Property Sales – Based on the determination of equipment obsolescence and the sale of the equipment.

Rental Fees – Based on the usage of District facilities by outside entities.

Interest – Income is projected conservatively since it is dependent on the fluctuation of interest rates and amount of funds held at the county.

Non-Resident Tuition Fee – Title 5 requires a review of this fee annually, in January, for the subsequent year. A formula is utilized to determine the cost of education related to non-resident students since the FTES generated is not included in the allocation formula. This rate must also be comparable with contiguous districts.

Enrollment Fees – For the 2020-2021 Fiscal Year, the per unit enrollment fee is \$46.

Student Transportation Fees – Student approved fee for Omnitrans bus passes. Current student transportation fees for Fall 2020 are \$9 per primary term (fall and spring) for students with six units or more and \$8 per primary term (fall and spring) for students with less than six units. For the Summer 2021 term, students with 6 units or more will be charged \$6 per summer term. Students with fewer than 6 units will be charged \$5 per summer term.

Technology Fees – Student approved fee for supporting the cost of providing student access to college technology. This fee is optional. Current technology fees are \$8 per term in the fall and spring and \$5 in the summer.

Community Education Fees – Based on projected classes to be offered by Community Education.

Other Student Fees – Examples of the fees charged are, lab fees, transcript fees, duplicate cards, etc.

Miscellaneous Income – The District receives income for tax penalties received by the county, a percentage of long distance calls made on the pay phones, reimbursement by the JPA if minimal claims were paid, etc.

EXPENDITURES

ACADEMIC SALARIES

Instructors Contract – All teaching faculty positions.

Non-Instructional Contract – Non-instructional academic positions, such as counselors, librarians, coordinators and reassignments.

Non-Instructional Management – Academic management positions.

Instructional Hourly – Adjunct faculty for the regular terms as well as the summer term and substitutes. The projected expenditures are based on proposed courses.

Non-Instructional Hourly – Hourly non-instructional staff, such as counseling, the library, instructional faculty assigned additional time for non-instructional functions, etc.

CLASSIFIED SALARIES

Non-Instructional Contract – Classified service oriented positions, such as clerical and custodial positions.

Instructional Aides Contract – Instructionally oriented positions, such as instructional assistants.

Non-Instructional Management – Classified management and supervisory positions.

Non-Instructional Hourly – All hourly, short-term, service oriented positions, including student employees and

substitutes for clerical and custodial positions. Projections are based on prior year utilization and projected needs.

Instructional Hourly – All instructionally oriented positions, including student employees and substitutes, such as instructional assistant positions. Projections are based on prior year instructional needs and utilization, as well as, projected instructional usage. This account also includes Community Services instructors. Contract Education agreements requiring instructional assistants may be included in this line item with offsetting included in the revenue appropriate income line item.

EMPLOYEE BENEFITS

State Teachers Retirement – Calculation is based on a percentage of projected employee salaries as regulated by the agency. The employer paid portion for STRS for 2020-2021 is 16.15%.

STRS On-behalf Payments – To recognize the state's STRS contribution for district employees, as required by GASB 68. This expense is offset by a corresponding STRS On-behalf income entry.

Public Employees Retirement – Calculation is based on a percentage of projected employee salaries as regulated by the agency. The employer paid portion of PERS for 2020-2021 is 20.70%.

FICA/Medicare – Calculation is based on a percentage of projected employee salaries as regulated by the agency and is 6.2% and 1.45%.

Health & Welfare Insurance – These benefits are projected for each contract employee based on the rates provided by the insurance carrier.

Unemployment Insurance – Calculation is based on a percentage of projected employee salaries as regulated by the agency and is 0.05% for 2020-2021.

Workers' Compensation Insurance – Calculation is based on a percentage of projected employee salaries as regulated by the agency and is 1.50% for 2020-2021.

BOOKS AND SUPPLIES

Books – Expenditures for books in division office libraries, and periodicals in the library. Library books are not accounted for in this line item; the state accounting manual considers them a capital expense.

Supplies – Instructional supplies, office supplies, etc.

OPERATING EXPENSES

Personal Service Contracts – Contracts with individuals or companies for services provided such as consultants and lecturers.

Travel and Conference Expenses – Travel and conference attendance, mileage for attendance at meetings, and training.

Dues and Memberships – District membership in organizations and associations that are required or will benefit the District.

Postage – All mailings such as office correspondence, bulk mailings, and the mailing of the schedule and catalogs.

Property and Liability Insurance – Costs for the District's property and liability insurance, such as fire, theft, injury, etc.

Utilities – All utilities such as water, electric, gas, waste disposal and telephone.

Repairs and Maintenance – Costs for repair of District equipment, lease of computer hardware and software, lease of facilities, and maintenance of equipment.

Legal, Election and Audit Expenses – Expenses for independent legal consultants, governing board elections, and annual fiscal audit.

Other Operating Expenses – Expenses for advertising, printing, typesetting and printing of catalogs as well as county administrative fees.

CAPITAL OUTLAY

Site Improvement – Expenditures for improving or repairing District facilities. Such costs include resurfacing of parking lots, roofing, etc.

Building Improvements – Expenditures for repairing and modifying the buildings on the campus.

Library Books – New and replacement books maintained in the library.

Technology Plan – To purchase technical equipment including computers.

Vehicle Replacement – To purchase district vehicles pursuant to the approved vehicle replacement plan.

Equipment – Purchase of new or replacement equipment. This includes the Equipment Replacement Fund of \$20,000, and the Stolen Equipment Fund of \$10,000.

Lease/Purchase Agreements – Equipment which is leased or on a lease purchase option. Such items include copiers and some maintenance equipment.

OTHER OUTGO

Interfund Transfers – Transfers from the Unrestricted General Fund to other funds of the District. This may include transfers to the Self Insurance Fund recognizing potential future indebtedness and Board approved support of the Children’s Center teaching staff.

RESERVES AND ENDING BALANCE

Board Designated Reserve – Reserve of 7% as required by Governing Board Policy 6305.

Board Designated Project Reserves – Planned projects approved by the Board but not line-itemed yet.

GASB 45 Reserve – Set aside for implementation of GASB 45-post employment retiree benefits.

Ending Balance – Funds unexpended at the end of a fiscal year that become the beginning balance in the subsequent year.

Undesignated Reserve – Funds from the prior ending balance over and above the Board Mandated Reserve. These are one-time funds and should not be used for on-going expenses.

Revolving Cash – \$40,000 authorized by the Governing Board to be used for emergency purchases. This fund is periodically reimbursed through properly documenting expenditures, which are summarized and charged to the proper account classification.

Technology Replacement Plan Reserve – Set aside for future planned replacement of technology pursuant to the technology replacement plan.

Vehicle Replacement Plan Reserve – Set aside for future planned replacement of district vehicles pursuant to the vehicle replacement plan.

Resource Allocation Committee (RAC) Reserve – Reserve for funding approved program services review items, after review by the RAC.

PERS/STRS Reserve – Reserve for funding future PERS/STRS liabilities.

One-Time Funding Reserve – 15/16 one-time state funding.

CHAFFEY COMMUNITY COLLEGE DISTRICT

GLOSSARY OF TERMS

GENERAL FUND – RESTRICTED

REVENUE

FEDERAL INCOME

Student Financial Aid/Federal Work Study – The amount is allocated by the Federal Government to be dispersed to eligible students working within the District. These funds are restricted and must be dispersed directly to students through payroll.

Vocational Education – Allocation based on Carl D. Perkins Act guidelines and student demographics of the District. Expenditures must meet specific federal guidelines.

Other Federal Grants – Grants acquired through a competitive application process with specific federal objectives and guidelines. Examples include the Title 5 Hispanic Serving Institution (HSI) grant and Upward Bound.

STATE INCOME

Disability Programs & Services – Based on prior year unduplicated disabled student count. Actual allocation will not be known until later in the fall.

Extended Opportunity Programs & Services – Based on the number of students served in the prior year. Actual allocation will not be known until later in the fall.

Staff Diversity – State funds to enhance diversity on campus. Actual allocation will not be known until later in the fall.

Student Success and Support and Student Equity – State allocations based on student enrollment data. These two programs and the Basic Skills program are now consolidated by the state with the intent to support Guided Pathways and a system-wide goal to eliminate achievement gaps. The new program is named SEAP – Student Equity and Achievement Program.

Instructional Equipment – State allocation for instructional equipment.

Economic Development – Funds provided for statewide sponsored Economic Development programs, including the Strong Workforce Program.

State Block Grant – State allocated dollars for the following programs: Physical Plant and Instructional Support, Financial Aid programs, Basic Skills and the AND Enrollment Growth grant.

Welfare Reform (TANF) & CALWORKS – This funding is provided for support services or instruction of AFDC recipients served by the district, through an annual application process.

Other State Income – This income is for projects applied for by District staff, such as grants and specialized projects.

LOCAL INCOME

Student Health Fees –California College Promise Grant (CCPG)
A students are \$10.50 per regular semester and \$9 per summer session. CCPG B and C students are \$21 per regular semester and \$18 per summer session. The current Non-CCP Grant fee is \$21 per regular semester and \$18 for summer sessions.

Parking Fees – Based on prior year revenue with an amount added for growth. Current parking fees are \$55 per regular semester and \$25 for summer session. CCPG students are \$35 per regular semester and \$25 for summer session. Motorcycle parking fees are \$20 per regular semester and \$20 for the summer session. These fees are within the limits allowed by the Education Code. These funds are restricted by the Education Code to parking related expenditures.

Miscellaneous Income – This income is from grants that are offered by agencies not affiliated with the state and in most cases must be applied for on a Request for Proposal basis.

Student Representation Fee – Assembly Bill (AB) 1504, approved by the Governor on October 4, 2019, is to support the Student Senate of the California Community Colleges (SSCCC), the statewide community college student organization. The legislation went into effect January 1, 2020. Current fees are \$2 per term in the fall and spring and \$2 in the summer.

EXPENDITURES

Restricted Expenditures Glossary Terms – are the same as Unrestricted Expenditures Glossary Terms.