



TENTATIVE BUDGET 2020-21

Governing Board Meeting

June 17, 2020

SERVING SOLANO COUNTY AND THE CITY OF WINTERS, CALIFORNIA



TRANSFORMING STUDENTS' LIVES



REPORT BY:

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SOLANO COMMUNITY COLLEGE DISTRICT

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SOLANO COMMUNITY COLLEGE DISTRICT

Mission Statement

MISSION:	Solano Community College's mission is to educate a culturally and academically diverse student population drawn from our local communities and beyond. We are committed to student learning and achievement and to helping our students achieve their educational, professional, and personal goals. Solano transforms students' lives with undergraduate education, transfer courses, career and technical education, certificate programs, workforce development and training, basic-skills education, and lifelong-learning opportunities.
VISION:	Solano Community College will be a recognized leader in educational excellence – transforming students' lives.

STRATEGIC GOALS: *(from the 2019-2022 strategic plan)*

Goal 1:	Honor and empower students by helping them succeed in achieving their educational or career goals
Goal 2:	Honor and empower students to transfer in a timely fashion
Goal 3:	Honor and empower students to attain their education goals in a timely fashion while embracing the process of learning
Goal 4:	Honor and empower students to gain meaningful employment/careers in their chosen field of study
Goal 5:	Honor and empower student equity and success by eliminating equity gaps with a focus on disproportionately impacted populations
Goal 6:	Strengthen ties to the community and local school districts to ensure access to college for all students
Goal 7:	Honor and empower the college community by maintaining adequate and sustainable financial resources to create an environment that supports teaching and learning
Goal 8:	Maintain a campus culture that honors and empowers teaching and learning

CALIFORNIA STATE BUDGET (COMMUNITY COLLEGES)

In the Spring of 2020, California and the nation experienced the beginning of a pandemic from a Corona Virus, COVID-19. To protect public health, Solano County and State health authorities issued shelter-in-place orders. As of the preparation of this report, the shelter-in-place orders appear to have reduced the incidence of the virus, but the shelter-in-place orders have significantly impacted economic activity. The three primary sources of taxes in California (Personal Income tax, Sales Tax, and Corporate Tax) have declined dramatically. As a result, the Governor’s “May Revise” budget proposal for 2020-21 proposed substantial budget cuts to California Community Colleges. The table below summarizes the Governor’s proposed 2020-21 budget:

Program	2019-20 Revised	2020-21 Proposed	Change (Amount)	Change (Percent)	Explanation of Change
Student Centered Funding Formula	\$7,430	\$6,842	-\$588	-8%	Proposed reduction (\$592 million) and minor technical adjustments; portion of reduction to be achieved through categorical programs
Deferrals-- Student Centered Funding Formula	-330	-662	-332	101%	Shift payments to next fiscal year
Student Equity and Achievement Program	475	390	-85	-18%	Reduce by 15% and shift program set-aside to System Support Program
CCC Strong Workforce Program	248	100	-148	-60%	Eliminate \$6.7 million ongoing restoration, reduce by \$128.9 million, and shift program set-aside to System Support Program

Program	2019-20 Revised	2020-21 Proposed	Change (Amount)	Change (Percent)	Explanation of Change
Student Success Completion Grant	150	159	9	6%	Adjust for revised estimates of recipients
Disabled Students Programs and Services (DSPS)	124	124	-	-	
CCC System Support Program	0	106	106	N/A	Consolidate set aside and infrastructure funds from multiple programs and reduce by 15%

IMPACT ON SOLANO COMMUNITY COLLEGE DISTRICT

The overall impact on Community Colleges is estimated as a 14% revenue decline. The 2020-21 Tentative Budget for Solano addresses the revenue decline by adapting as follows:

- This tentative budget includes deficit spending of \$1,000,000. The District has adequate stability reserve to support deficit spending at this level for several years.
- Salaries and benefits are being reduced by 10%. To avoid or minimize layoffs, the District is working with employee groups to develop and implement other methods of reducing salaries and benefits.
- Almost all temporary employees have been released.
- Consultant costs are being reduced. Only essential consulting contracts will be approved.
- Overtime and compensating time off are substantially reduced
- When a position vacancy occurs, only critical positions will be filled.
- All existing positions are being evaluated. Some employees are being transferred from their existing position to a vacant position that better serves the campus.
- Travel is limited to only essential trips. All travel must be approved by the Superintendent-President.
- Food is no longer allowed for meetings or events.
- Only essential expenditures are being approved

2020-21 TENTATIVE BUDGET

2020-21 REVENUE ASSUMPTIONS

Revenue assumptions in the unrestricted general fund project a decline by 12% in 2020-21. This projection includes all aspects of the May Revise and allows for an expected deficit factor to be applied by the State mid-year. Any changes from these amounts will be included in the 2020-21 final adopted budget. The primary source of revenues, known as apportionment revenue, is shown below:

APPORTIONMENT REVENUE COMPONENTS	
Local Sources (Property Taxes & Enrollment Fees)	\$ 20,061,027
State Apportionment	25,816,695
TOTAL	\$ 45,877,823

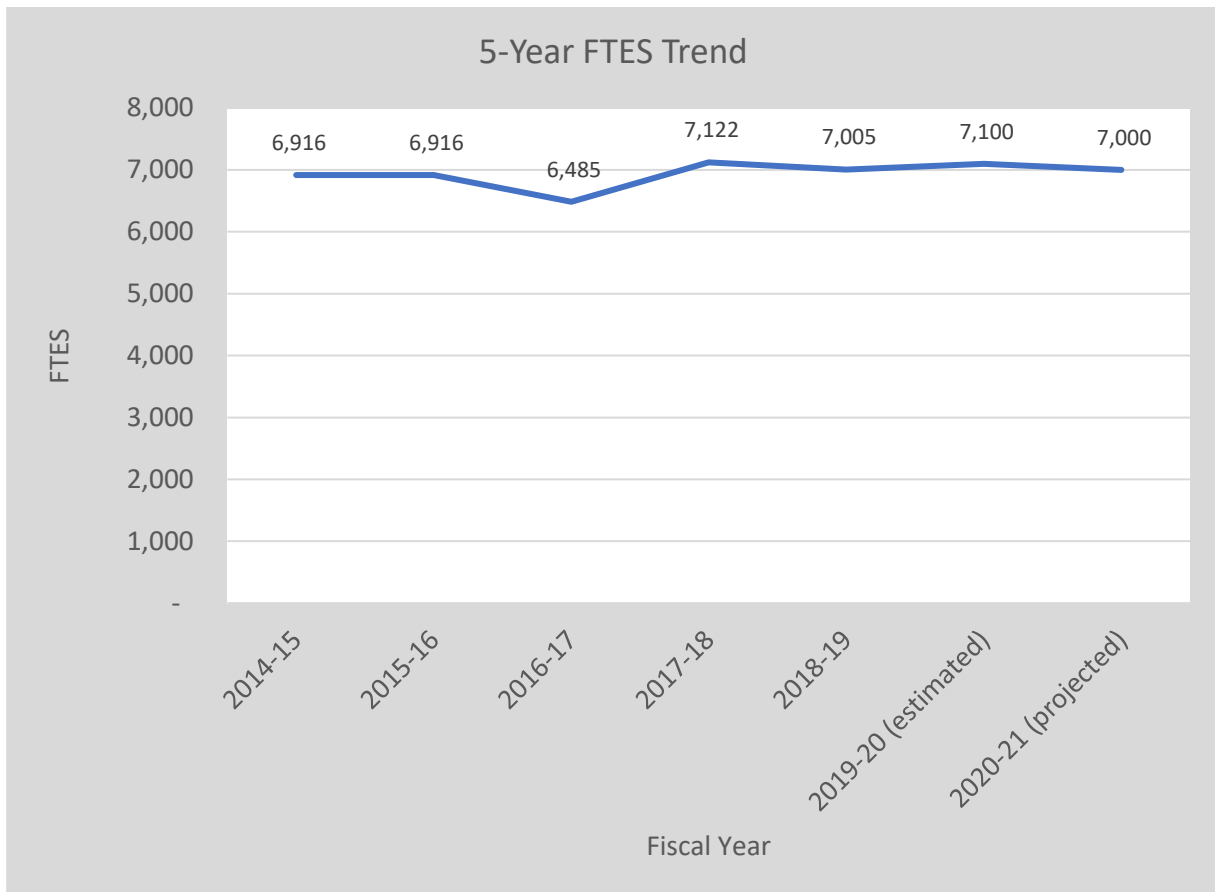
2020-21 EXPENDITURE ASSUMPTIONS

Salaries & Benefits	10% Decline
Supplies, Services, Equipment	10% Decline
OPEB, eliminate annual contribution of \$320,000	\$0
Deficit spending	\$1,000,000

2020-21 TENTATIVE BUDGET

FULL-TIME EQUIVALENT STUDENTS & HOLD HARMLESS

Solano is a “Hold Harmless” district under the Student-Centered Funding Formula (SCFF). During the hold-harmless period, District revenues are protected from declines in the SCFF metrics. The Governor’s “May Revise” proposed to extend the hold harmless period an additional two years, through 2023-24. Assuming no change in SCFF metrics, beginning in 2023-24 District revenues will be affected by changes in enrollments. The District has experienced several years of stable enrollments.



DISTRICT FUNDS

1. GENERAL FUNDS

- a. Unrestricted [11]
- b. Restricted [12x-14x]

2. DEBT SERVICE

- a. Measure G-Bond Interest & Redemption [2106,2107,2108]
- b. Measure Q-Bond Interest & Redemption [2101,2102,2103,2105]

3. SPECIAL REVENUE FUNDS

- a. Child Development [33x]

4. CAPITAL PROJECTS FUNDS

- a. Capital Outlay [411]
- b. State Funded Project-Library Construction [416]
- c. Measure Q – Construction [421x]

5. INTERNAL SERVICE FUNDS

- a. Self-Insurance [61x]

6. FIDUCIARY FUNDS

- a. TRUST FUNDS
 - i. Student Financial Aid [74x]
 - ii. PERS/STRS Premium Trust [7901]
 - iii. CCLC Retiree Health Benefit JPA [84x]

7. OTHER SCHEDULES

- a. General Fund Best and Worst Case Alternatives
- b. General Fund Multi-Year Budget Projection

2020-21 TENTATIVE BUDGET

GENERAL FUND: UNRESTRICTED [11]

	<i>Adopted Budget</i>	<i>Projected Actual</i>	<i>Tentative Budget</i>
	<i>2019-20</i>	<i>2019-20</i>	<i>2020-21</i>
REVENUES:			
Federal Sources	\$ -	\$ -	\$ -
State Sources, Ongoing	29,667,838	29,337,154	25,816,695
Local Sources	24,865,984	22,796,736	20,061,127
Other Revenue	0	0	0
TOTAL REVENUES	54,533,822	52,133,889	45,877,823
EXPENDITURES:			
Academic Salaries	21,506,505	21,207,225	19,085,699
Classified Salaries	10,237,287	10,196,767	9,176,704
Benefits	13,442,983	13,155,420	11,839,379
Supplies and Materials	551,103	594,304	534,851
Other Operating	7,719,601	6,642,603	5,978,091
Capital Outlay	239,795	126,214	113,588
Other Outgo	70,036	149,510	149,510
Contingency appropriation	206,000	0	0
TOTAL EXPENDITURES	53,973,310	52,072,043	46,877,823
OTHER FINANCING SOURCES (USES):			
Transfer to retiree benefits trust	(320,000)	0	0
Transfer to PERS/STRS Premium Trust	(4,525,000)	(4,525,000)	0
Total other financing sources (uses)	(4,845,000)	(4,525,000)	0
NET INCREASE (DECREASE) IN FUND BALANCE	(4,284,488)	(4,463,154)	(1,000,000)
Beginning Fund Balance	14,224,032	14,224,032	9,760,878
Estimated Ending Balance	9,939,544	9,760,878	8,760,878
Fund Balance / Reserver Ratio	18.4%	18.7%	18.7%
FUND BALANCE COMPOSITION			
Board Required Minimum 5% Reserve	2,730,757	2,730,757	2,343,891
Designated Reserve: OPEB Liability	4,000,000	4,000,000	4,000,000
Stability Reserve	3,208,787	3,030,121	2,416,987
	\$ 9,939,544	\$ 9,760,878	\$ 8,760,878
NOTE: Fund Balances currently under review - 'subject to change'.			

2020-21 TENTATIVE BUDGET

GENERAL FUND: RESTRICTED [12]

	<i>Adopted Budget</i> 2019-20	<i>Projected Actual</i> 2019-20	<i>Tentative Budget</i> 2020-21
REVENUES:			
Federal Sources	\$ 1,030,013	\$ 1,039,658	\$ 1,038,403
State Sources	9,287,885	8,708,799	6,564,340
Local Sources	1,015,000	800,000	620,000
Other Revenue	0	0	0
TOTAL REVENUES	11,332,898	10,548,457	8,222,743
EXPENDITURES:			
Federal Programs -			
College Work Study	181,485	187,304	187,304
NSF-STEM	130,543	182,487	182,487
Perkins	463,183	350,413	350,000
TANF/Calworks	44,802	43,612	43,612
Other Federal	210,000	275,842	275,000
TOTAL Federal Programs	1,030,013	1,039,658	1,038,403
State Programs -			
Student Equity & Achievement	2,963,494	2,822,266	0
Strong Workforce (Local and Regional)	1,162,509	1,401,453	0
CCC Support System Program	0	0	2,887,014
Physical Plant & Instructional Support	199,531	23,000	100,000
EOPS	444,565	609,148	609,148
DSPS	510,252	596,775	596,775
College Promise	696,595	454,678	654,799
Cal Works	233,087	234,723	234,723
Financial Aid Administration (SFAA-BFAP)	332,259	335,356	311,881
Lottery	357,273	388,914	470,000
Other State Programs & Rollovers	4,080,264	1,842,486	700,000
TOTAL State Programs	10,979,829	8,708,799	6,564,340
Local Programs -			
Health Center	320,000	200,000	170,000
Parking	550,000	217,000	200,000
Other Local Programs	180,000	383,000	250,000
TOTAL Local Programs	1,050,000	800,000	620,000
TOTAL EXPENDITURES	13,059,842	10,548,457	8,222,743
REVENUES OVER (UNDER) EXPENDITURES	0	0	0
Beginning Fund Balance	1,483,394	1,483,394	1,483,394
Ending Fund Balance	\$ 1,483,394	\$ 1,483,394	\$ 1,483,394
NOTE: Fund Balances currently under review - 'subject to change'.			

2020-21 TENTATIVE BUDGET

DEBT SERVICE: MEASURE G - BOND INTEREST & REDEMPTION [2101, 2102, 2103, & 2105]

	<i>Adopted Budget 2019-20</i>	<i>Projected Actual 2019-20</i>	<i>Tentative Budget 2020-21</i>
REVENUES:			
Federal Sources	\$ -	\$ -	\$ -
State Sources	0	0	0
Local Sources	9,008,919	9,012,919	9,219,003
TOTAL REVENUES	9,008,919	9,012,919	9,219,003
EXPENDITURES:			
Academic Salaries	0	0	0
Other Staff Salaries	0	0	0
Employee Benefits	0	0	0
Supplies & Materials	0	0	0
Services & Other Operating	4,400	4,000	4,000
Capital Outlay	0	0	0
TOTAL EXPENDITURES	4,400	4,000	4,000
EXCESS REVENUES (EXPENDITURES)	9,004,519	9,008,919	9,215,003
OTHER FINANCING SOURCES (USES):			
Debt Service - Principal	(7,580,000)	(7,580,000)	(8,000,000)
Debt Service - Interest	(1,428,919)	(1,428,919)	(1,215,003)
	(9,008,919)	(9,008,919)	(9,215,003)
FUND BALANCE INCREASE (DECREASE)	(4,400)	0	0
Prior Year Adjustments to Fund Balance	0	0	0
BEGINNING FUND BALANCE	9,700,795	9,700,795	9,700,795
ENDING FUND BALANCE	\$ 9,696,395	\$ 9,700,795	\$ 9,700,795
NOTE: Fund Balances currently under review - 'subject to change'.			

2020-21 TENTATIVE BUDGET

DEBT SERVICE: MEASURE Q - BOND INTEREST & REDEMPTION [2106, 2107, & 2108]

	<i>Adopted Budget 2019-20</i>	<i>Projected Actual 2019-20</i>	<i>Tentative Budget 2020-21</i>
REVENUES:			
Federal Sources	\$ -	\$ -	\$ -
State Sources	0	0	0
Local Sources	9,804,930	9,836,930	11,070,415
Total Revenue	9,804,930	9,836,930	11,070,415
EXPENDITURES:			
Academic Salaries	0	0	0
Other Staff Salaries	0	0	0
Employee Benefits	0	0	0
Supplies & Materials	0	0	0
Services & Other Operating	32,000	32,000	32,000
Capital Outlay	0	0	0
Total Expenditures	32,000	32,000	32,000
EXCESS REVENUES (EXPENDITURES)	9,772,930	9,804,930	11,038,415
OTHER FINANCING SOURCES (USES):			
Meaasure Q Debt Service - Principal	(1,460,000)	(1,460,000)	(3,725,000)
Meaasure Q Debt Service - Interest	(8,344,930)	(8,344,930)	(7,313,415)
Total Other Sources (Uses)	(9,804,930)	(9,804,930)	(11,038,415)
FUND BALANCE INCREASE (DECREASE)	(32,000)	0	0
Prior Year Adjustments to Fund Balance	0	0	0
BEGINNING FUND BALANCE	15,042,713	15,042,713	15,042,713
ENDING FUND BALANCE	\$ 15,010,713	\$ 15,042,713	\$ 15,042,713
NOTE: Fund Balances currently under review - 'subject to change'.			

2020-21 TENTATIVE BUDGET

CHILD DEVELOPMENT [33]

	<i>Adopted Budget</i>	<i>Projected Actual</i>	<i>Tentative Budget</i>
	<i>2019-20</i>	<i>2019-20</i>	<i>2020-21</i>
REVENUES:			
Federal Sources	\$ 64,954	\$ 64,954	\$ 64,954
State Sources	857,059	857,059	857,059
Local Sources	196,505	196,505	196,505
Total Revenue	1,118,518	1,118,518	1,118,518
EXPENDITURES:			
Academic Salaries	0	0	0
Other Staff Salaries	728,359	728,359	728,359
Employee Benefits	311,137	311,137	311,137
Supplies & Materials	56,760	56,760	56,760
Services & Other Operating	12,820	12,820	12,820
Capital Outlay	6,500	6,500	6,500
Total Expenditures	1,115,576	1,115,576	1,115,576
FUND BALANCE INCREASE (DECREASE)			
	2,942	2,942	2,942
Prior Year Adjustments to Fund Balance	0	0	0
BEGINNING FUND BALANCE	102,315	102,315	105,257
ENDING FUND BALANCE	\$ 105,257	\$ 105,257	\$ 108,199
NOTE: Fund Balances currently under review - 'subject to change'.			

2020-21 TENTATIVE BUDGET

CAPITAL OUTLAY [411]

	<i>Adopted Budget</i> 2019-20	<i>Projected Actual</i> 2019-20	<i>Tentative Budget</i> 2020-21
REVENUES:			
Federal Sources	\$ -	\$ -	\$ -
State Sources	0	0	0
Local Sources	1,000,000	403,000	475,000
Total Revenue	1,000,000	403,000	475,000
EXPENDITURES:			
Academic Salaries	0	0	0
Other Staff Salaries	0	0	0
Employee Benefits	0	0	0
Supplies & Materials	0	0	0
Services & Other Operating	0	523,837	460,000
Capital Outlay	800,000	13,489	15,000
Total Expenditures	800,000	537,326	475,000
EXCESS REVENUES (EXPENDITURES)	200,000	(134,326)	0
OTHER FINANCING SOURCES (USES):			
Other Sources	0	0	0
Other Uses	0	0	0
Total Other Sources (Uses)	0	0	0
FUND BALANCE INCREASE (DECREASE)	200,000	(134,326)	0
Prior Year Adjustments to Fund Balance	0	(2,639,217)	0
BEGINNING FUND BALANCE	5,194,744	2,555,527	2,421,201
ENDING FUND BALANCE	\$ 5,394,744	\$ 2,421,201	\$ 2,421,201
NOTE: Fund Balances currently under review - 'subject to change'.			

2020-21 TENTATIVE BUDGET

STATE FUNDED PROJECT - LIBRARY [416]

	<i>Adopted Budget</i> 2019-20	<i>Projected Actual</i> 2019-20	<i>Tentative Budget</i> 2020-21
REVENUES:			
Federal Sources	\$ -	\$ -	\$ -
State Sources	869,299	881,299	15,665,184
Local Sources	4,000	0	0
Total Revenue	873,299	881,299	15,665,184
EXPENDITURES:			
Academic Salaries	0	0	0
Other Staff Salaries	0	0	0
Employee Benefits	0	0	0
Supplies & Materials	4,000	2,900	0
Services & Other Operating	0	3,382	0
Capital Outlay	869,299	875,017	15,665,184
Total Expenditures	873,299	881,299	15,665,184
EXCESS REVENUES (EXPENDITURES)	0	0	0
OTHER FINANCING SOURCES (USES):			
Other Sources	0	0	0
From Capital Outlay Fund 411	1,500,000	0	0
Total Other Sources (Uses)	1,500,000	0	0
FUND BALANCE INCREASE (DECREASE)	1,500,000	0	0
Prior Year Adjustments to Fund Balance	0	1,300	0
BEGINNING FUND BALANCE	(1,300)	0	0
ENDING FUND BALANCE	\$ 1,498,700	\$ -	\$ -
NOTE: Fund Balances currently under review - 'subject to change'.			

2020-21 TENTATIVE BUDGET

MEASURE Q CAPITAL PROJECTS [421]

	<i>Adopted Budget 2019-20</i>	<i>Projected Actual 2019-20</i>	<i>Tentative Budget 2020-21</i>
REVENUES:			
Federal Sources	\$ -	\$ -	\$ -
State Sources	0	0	0
Local Sources	809,162	697,760	467,499
Total Revenue	809,162	697,760	467,499
EXPENDITURES:			
Academic Salaries	0	0	0
Other Staff Salaries	533,484	366,958	379,505
Employee Benefits	280,000	139,442	186,920
Supplies & Materials	592,074	6,000	548,586
Services & Other Operating	113,140	113,140	209,419
Capital Outlay	26,133,530	21,090,542	13,005,326
Total Expenditures	27,652,228	21,716,082	14,329,756
EXCESS REVENUES (EXPENDITURES)	(26,843,066)	(21,018,322)	(13,862,257)
OTHER FINANCING SOURCES (USES):			
Other Sources	0	0	0
Other Uses	0	0	0
Total Other Sources (Uses)	0	0	0
FUND BALANCE INCREASE (DECREASE)	(26,843,066)	(21,018,322)	(13,862,257)
Prior Year Adjustments to Fund Balance	0	(28,564,313)	0
BEGINNING FUND BALANCE	69,223,525	40,659,212	19,640,890
ENDING FUND BALANCE	\$ 42,380,459	\$ 19,640,890	\$ 5,778,633
NOTE: Fund Balances currently under review - 'subject to change'.			

2020-21 TENTATIVE BUDGET

SELF-INSURANCE [610]

	<i>Adopted Budget</i>	<i>Projected Actual</i>	<i>Tentative Budget</i>
	<i>2019-20</i>	<i>2019-20</i>	<i>2020-21</i>
REVENUES:			
Federal Sources	\$ -	\$ -	\$ -
State Sources	0	0	0
Local Sources	15,000	147,694	100,000
Total Revenue	15,000	147,694	100,000
EXPENDITURES:			
Academic Salaries	0	0	0
Other Staff Salaries	0	0	0
Employee Benefits	0	0	0
Supplies & Materials	0	0	0
Services & Other Operating	100,000	15,000	100,000
Capital Outlay	0	0	0
Total Expenditures	100,000	15,000	100,000
EXCESS REVENUES (EXPENDITURES)	(85,000)	132,694	0
OTHER FINANCING SOURCES (USES):			
Other Sources	0	0	0
Other Uses	0	0	0
Total Other Sources (Uses)	0	0	0
FUND BALANCE INCREASE (DECREASE)	(85,000)	132,694	0
Prior Year Adjustments to Fund Balance	0	0	0
BEGINNING FUND BALANCE	562,519	562,519	695,213
ENDING FUND BALANCE	\$ 477,519	\$ 695,213	\$ 695,213
NOTE: Fund Balances currently under review - 'subject to change'.			

2020-21 TENTATIVE BUDGET

FINANCIAL AID [74]

	<i>Adopted Budget 2019-20</i>	<i>Projected Actual 2019-20</i>	<i>Tentative Budget 2020-21</i>
REVENUES:			
Federal Sources	\$ 8,400,000	\$ 7,446,876	\$ 8,000,000
State Sources	580,000	686,584	800,000
Local Sources	0	0	0
Total Revenue	8,980,000	8,133,460	8,800,000
EXPENDITURES:			
Academic Salaries	0	0	0
Other Staff Salaries	0	0	0
Employee Benefits	0	0	0
Supplies & Materials	0	0	0
Services & Other Operating	0	0	0
Capital Outlay	0	1,900	0
Total Expenditures	0	1,900	0
EXCESS REVENUES (EXPENDITURES)	8,980,000	8,131,560	8,800,000
OTHER FINANCING SOURCES (USES):			
Other Sources	0	0	0
Other Uses	(8,980,000)	(8,133,460)	(8,800,000)
Total Other Sources (Uses)	(8,980,000)	(8,133,460)	(8,800,000)
FUND BALANCE INCREASE (DECREASE)	0	0	0
Prior Year Adjustments to Fund Balance	0	0	0
BEGINNING FUND BALANCE	21,774	21,774	21,774
ENDING FUND BALANCE	\$ 21,774	\$ 21,774	\$ 21,774
NOTE: Fund Balances currently under review - 'subject to change'.			

2020-21 TENTATIVE BUDGET

PERS/STRS PREMIUM TRUST [7901]

	<i>Adopted Budget 2019-20</i>	<i>Unaudited Actuals for 2019-20</i>	<i>Tentative Budget 2020-21</i>
REVENUES:			
Federal Sources	\$ -	\$ -	\$ -
State Sources			
Local Sources			
TOTAL REVENUES	0	0	0
EXPENDITURES:			
Academic Salaries			
Other Staff Salaries			
Employee Benefits			
Supplies & Materials			
Services & Other Operating			
Capital Outlay			
Other Outgo			
TOTAL EXPENDITURES	0	0	0
OTHER FINANCING SOURCES (USES):			
Transfer from General Fund	4,525,000	4,525,000	
Total other financing sources (uses)	4,525,000	4,525,000	-
NET INCREASE (DECREASE) IN FUND BALANCE	4,525,000	4,525,000	0
Beginning Fund Balance	0	-	4,525,000
Estimated Ending Balance	4,525,000	4,525,000	4,525,000

2020-21 TENTATIVE BUDGET

CCLC RETIREE HEALTH BENEFIT JPA [8401]

	<i>Adopted Budget</i> 2019-20	<i>Projected Actual</i> 2019-20	<i>Tentative Budget</i> 2020-21
REVENUES:			
Federal Sources	\$ -	\$ -	\$ -
State Sources	0	0	0
Local Sources	0	0	0
Total Revenue	0	0	0
EXPENDITURES:			
Academic Salaries	0	0	0
Other Staff Salaries	0	0	0
Employee Benefits	0	0	0
Supplies & Materials	0	0	0
Services & Other Operating	6,494	6,500	3,300
Capital Outlay	0	0	0
Total Expenditures	6,494	6,500	3,300
EXCESS REVENUES (EXPENDITURES)	(6,494)	(6,500)	(3,300)
OTHER FINANCING SOURCES (USES):			
Transfer from General Fund	320,000	0	0
Other Uses	0	0	0
Unrealized gains (losses)	100,000	(19,747)	100,000
Total Other Sources (Uses)	420,000	(19,747)	100,000
FUND BALANCE INCREASE (DECREASE)	413,506	(26,247)	96,700
Prior Year Adjustments to Fund Balance	0	0	0
BEGINNING FUND BALANCE	4,154,020	4,154,020	4,127,773
ENDING FUND BALANCE	\$ 4,567,526	\$ 4,127,773	\$ 4,224,473
NOTE: Fund Balances currently under review - 'subject to change'.			

2020-21 TENTATIVE BUDGET

PROPOSED, BEST CASE, WORST CASE BUDGETS

	<i>Adopted Budget</i>	<i>Projected Actual</i>	<i>2020-21 Tentative Budget</i>			
	<i>2019-20</i>	<i>2019-20</i>	<i>Proposed</i>	<i>Best Case</i>	<i>Worst Case</i>	
REVENUES:						
Federal Sources	\$ -	\$ -	\$ -	\$ -	\$ -	
State Sources, Ongoing	29,667,838	29,337,154	25,816,695	26,403,438	25,229,952	
Local Sources	24,865,984	22,796,736	20,061,127	20,517,062	19,605,193	
Other Revenue	0	0	0	0	0	
TOTAL REVENUES	54,533,822	52,133,889	45,877,823	46,920,500	44,835,145	
EXPENDITURES:						
Academic Salaries	21,506,505	21,207,225	19,085,699	19,327,772	18,680,250	
Classified Salaries	10,237,287	10,196,767	9,176,704	9,293,096	8,981,757	
Benefits	13,442,983	13,155,420	11,839,379	11,989,544	11,587,868	
Supplies and Materials	551,103	594,304	534,851	541,635	523,489	
Other Operating	7,719,601	6,642,603	5,978,091	6,053,914	5,851,095	
Capital Outlay	239,795	126,214	113,588	115,029	111,175	
Other Outgo	70,036	149,510	149,510	149,510	149,510	
Contingency appropriation	206,000	0	0	200,000	200,000	
TOTAL EXPENDITURES	53,973,310	52,072,043	46,877,823	47,670,500	46,085,145	
			48,739,763	49,830,440	47,899,087	
OTHER FINANCING SOURCES (USES):						
To Retiree benefits trust	(320,000)	0	0	0	0	
To PERS/STRS Premium Trust	(4,525,000)	(4,525,000)	0	0	0	
Total other financing sources (uses)	(4,845,000)	(4,525,000)	0	0	0	
NET INCREASE (DECREASE) IN FUND BALANCE	(4,284,488)	(4,463,154)	(1,000,000)	(750,000)	(1,250,000)	
Beginning Fund Balance	14,224,032	14,224,032	9,760,878	9,760,878	9,760,878	
Estimated Ending Balance	9,939,544	9,760,878	8,760,878	9,010,878	8,510,878	
Fund Balance / Reserver Ratio	18.42%	18.74%	18.69%	18.90%	18.47%	
FUND BALANCE COMPOSITION						
Board Required Minimum 5% Reserve	2,730,757	2,730,757	2,343,891	2,383,525	2,304,257	
Designated Reserve: OPEB Liability	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	
Stability Reserve	3,208,787	3,030,121	2,416,987	2,627,353	2,206,621	
	\$ 9,939,544	\$ 9,760,878	\$ 8,760,878	\$ 9,010,878	\$ 8,510,878	
NOTE: Fund Balances currently under review - 'subject to change'.						
			Assumptions:			
			Revenue decline	12.00%	10.00%	14.00%
			Expenditure decline	10.0038%	8.8623%	11.9156%

2020-21 TENTATIVE BUDGET

GENERAL FUND: UNRESTRICTED [11], MULTI-YEAR BUDGET

	<i>Tentative Budget</i>	<i>Projected Budget</i>	<i>Projected Budget</i>	<i>Projected Budget</i>
	2020-21	2021-22	2022-23	2023-24
REVENUES:				
Federal Sources	\$ -	\$ -	\$ -	\$ -
State Sources	25,816,695			
Local Sources	20,061,127			
Other Revenue	0	0	0	0
TOTAL REVENUES	45,877,823	48,630,492	51,548,321	53,094,771
EXPENDITURES:				
Academic Salaries	19,085,699	20,018,990	20,997,918	21,470,372
Classified Salaries	9,176,704	9,625,444	10,096,129	10,323,292
Benefits	11,839,379	12,418,325	13,025,581	13,318,657
Supplies and Materials	534,851	561,005	588,438	601,678
Other Operating	5,978,091	6,270,419	6,577,043	6,725,026
Capital Outlay	113,588	119,143	124,969	127,781
Other Outgo	149,510	156,821	164,490	168,191
Contingency appropriation	0	200,000	200,000	200,000
TOTAL EXPENDITURES	46,877,823	49,370,148	51,774,568	52,934,996
OTHER FINANCING SOURCES (USES):				
To restricted general fund	0	0	0	0
To child development fund	0	0	0	0
Total other financing sources (uses)	0	0	0	0
NET INCREASE (DECREASE) IN FUND BALANCE	(1,000,000)	(739,656)	(226,247)	159,775
Beginning Fund Balance	9,760,878	8,760,878	8,021,222	7,794,975
Estimated Ending Balance	8,760,878	8,021,222	7,794,975	7,954,750
	18.69%	16.25%	15.06%	15.03%
FUND BALANCE COMPOSITION				
Board Required Minimum 5% Reserve	2,343,891	2,468,507	2,588,728	2,646,750
Designated Reserve: OPEB Liability	4,000,000	4,000,000	4,000,000	4,000,000
Stability Reserve	2,416,987	1,552,714	1,206,246	1,308,000
	\$ 8,760,878	\$ 8,021,222	\$ 7,794,975	\$ 7,954,750
NOTE: Fund Balances currently under review - 'subject to change'.				
	Assumptions			
Revenue Change		6.00%	6.00%	3.00%
Expenditure Change		4.89%	4.89%	2.25%