



Yosemite Community College District District Fiscal Advisory Council (DFAC)

Thursday, November 21, 2019

1:00 p.m.

District Office Building, Conference Room A & Manzanita Building, President's Conference Room

Agenda

1:00 p.m. to 1:10 p.m.	Roll call Approval of the minutes from the November 7, 2019 meeting
1:10 p.m. to 1:30 p.m.	19-20 Institutional Expenditures
1:30 p.m. to 1:50 p.m.	Ending Balances
1:50 p.m. to 2:50 p.m.	Resource Allocation Model (RAM)
2: 50 p.m. to 3:00 p.m.	January 2, 2020 DFAC Meeting

Next Meeting: December 5, 2019

UNAPPROVED MINUTES
Yosemite Community College District
District Fiscal Advisory Council (DFAC)
November 7, 2019

Present: Jenni Abbott, Kevin Alavezos, Shelley Akiona, Florida Arias, Kathy Blackwood, Elissa Creighton, Pam Guerra-Schmidt, Josh Hash, Judy Lanchester, Amy Lovett, Laura Maki, Crista Noakes (Recorder), Melissa Raby, Brian Sanders, Sarah Schrader, Trevor Stewart, Susan Yeager

Council Members Absent: Coni Chavez, Doralyn Foletti, Cecilia Hudelson, Kathren Pritchard, Henry Yong, Jennifer Zellet, ASMJC Student Designee, ASCC Student Designee

1. Roll Call

2. Acceptance of the Minutes of the October 17, 2019, District Fiscal Advisory Council

Consensus was met to approve the minutes. The minutes are approved.

3. Website Update

Crista Noakes provided the Council an update on the DFAC website. She reported the full agenda packets are now available on the website. Joshua Hash, Senior IT Director, request was made to attach the website link to the DFAC meeting invites moving forward.

4. Resource Allocation Model (RAM)

A. Existing RAM

Kathy Blackwood, RAM Consultant, provided a handout and reviewed the current YCCD RAM. The handout included Pros and Cons of the current RAM. Dr. Susan Yeager, Vice Chancellor of Fiscal Services, stated institutional costs will be discussed in the future to help build transparency. Ms. Blackwood will compile a list of items needed for the new RAM. She hopes to have a model available within the next few meetings. Ms. Blackwood recommended the DFAC use the prior year state numbers to run the new model. The Council also discussed the need for an Enrollment Management Committee.

B. RAM Metrics

Ms. Blackwood provided a handout of the Student Centered Funding Formula (SCFF) Data Elements for YCCD. The DFAC discussed the metrics that are most important to the YCCD. Dr. Yeager stated it will be beneficial to the YCCD when the State begins to provide information by college. Jenni Abbott, Dean of Institutional Effectiveness, reported data is already available by college however, the total of the colleges

numbers do not match the District totals the State is reporting. Utilizing the college data at the state level may be more beneficial to use as the data we currently have available is from 2017-2018. Ms. Blackwood recommended the new RAM be reviewed on a regular basis moving forward.

C. Feedback from Constituent Groups

Dr. Sarah Schrader, Interim Vice President of College & Administrative Services, MJC, provided a handout that included RAM information from the last Resource Allocation Council (RAC) meeting. The document included characteristics, behavioral and data driven goals for the RAM. Dr. Yeager suggested adding a glossary to the RAM document. Trevor Stewart, Vice President of College & Administrative Services, CC recommended allowing the Colleges and Central Services to keep salary and benefit savings from vacant positions. The group agreed ongoing funding criteria should be established for vacant positions via the RAM. Trevor also suggested one-time allocations based on how the fiscal years pan out. Dr. Yeager stated as long as the fund balance is increased, some savings can be dispersed. Dr. Yeager also stated the Board of Trustees has asked to increase the Reserve to 12% and she would like the Fund Balance increased to 15%.

Ms. Blackwood stated the Institutional Costs document will be reviewed at the next DFAC meeting and the DFAC will discuss Ending Balances.

5. Close/Next Meeting

The next District Fiscal Advisory Council meeting will be held on **Thursday, November 21, 2019, at 1:30 p.m.** in the YCCD District Office, Meeting Room A, located at 2201 Blue Gum Avenue, Modesto, CA and Columbia College Manzanita Building, President's Conference Room located at 11600 Columbia College Drive, Sonora, CA.

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Criteria	Actual				Percentage		
	MJC	Columbia	Central Services	Total	MJC	Columbia	Central Services
# of Buildings	82	32	24	138	59.4%	23.2%	17.4%
Assignable Square Footage of Buildings	795,241	160,820	94,568	1,050,629	75.7%	15.3%	9.0%
Outside Square Footage of Buildings	1,107,201	227,740	116,802	1,451,743	76.3%	15.7%	8.0%
Acreage	287	269		556	51.7%	48.3%	
Head Count of Students - Fall 2019	17,773	2,856		20,629	86.2%	13.8%	
Student FTE (prior to roll)(prior year)	14,399	1,871		16,270	88.5%	11.5%	
Student FTE (prior to roll)(3 year avg.)	14,356	1,862		16,218	88.5%	11.5%	
Full Time Staff (as of 03/29/19)	590	153	121	864	68.3%	17.7%	14.0%
Number of Staff (03/29/19&04/15/19)	1,783	468	133	2,384	74.8%	19.6%	5.6%
Number of Computers	2,912	801	130	3,843	75.8%	20.8%	3.4%
Number of Phones				0			
Number of Purchase Orders (18-19)	2,584	857	1,026	4,467	57.8%	19.2%	23.0%
Number of PO Payments (18-19)	7,396	2,619	6,672	16,687	44.3%	15.7%	40.0%
Pool Maintenance				0			

		2019-20 Budget	Criteria	Percentage			MJC	CC	CS
				MJC	Columbia	Central Services			
Information Technology									
Ellucian Contract	\$	595,594	Number of Computers	75.8%	20.8%	3.4%	451,306	124,140	20,148
Computer Land Contract	\$	157,557	Number of Computers	75.8%	20.8%	3.4%	119,387	32,840	5,330
Facilities Planning & Operation									
Utilities (3 sites)	\$	3,488,150	# of Buildings	59.4%	23.2%	17.4%	2,072,669	808,846	606,635
Building Maintenance and Repairs	\$	2,625,552	Outside Square Footage of Buildings	76.3%	15.7%	8.0%	2,002,430	411,880	211,242
Custodial Staff	\$	4,258,545	Outside Square Footage of Buildings	76.3%	15.7%	8.0%	3,247,865	668,053	342,627
Grounds Staff	\$	1,006,284	# of Buildings	59.4%	23.2%	17.4%	597,937	233,341	175,006
Maintenance Staff	\$	848,921	# of Buildings	59.4%	23.2%	17.4%	504,431	196,851	147,638
Legal Fees	\$	232,645	Number of Staff (03/29/19&04/15/19)	74.8%	19.6%	5.6%	173,996	45,670	12,979
Annual Audit Fees	\$	100,000	Full Time Staff (as of 03/29/19)	68.3%	17.7%	14.0%	68,287	17,708	14,005
Retiree Benefits *	\$	-	Full Time Staff (as of 03/29/19)	68.3%	17.7%	14.0%	665,799	172,656	136,545
Insurance (Risk Management)	\$	865,952	Number of Staff (03/29/19&04/15/19)	74.8%	19.6%	5.6%	647,648	169,994	48,310
Student Insurance	\$	65,925	Head Count of Students - Fall 2019	86.2%	13.8%		56,798	\$ 9,127.04	
Staff Development	\$	-							
Campus Safety	\$	1,852,425	Number of Staff (03/29/19&04/15/19)	74.8%	19.6%	5.6%	1,385,434	363,647	103,344
Human Resources	\$	1,730,675	Number of Staff (03/29/19&04/15/19)	74.8%	19.6%	5.6%	1,294,376	339,747	96,552

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Jackie Hernandez

To: Cari Craven; Melissa Raby; Brian Sanders; Trevor Stewart; Jennifer Zellet; Sarah Schrader; Amy Lovett; Doralyn Foletti; Jenni Abbott; Judy Lanchester; Andrew Campbell; ASCCPresident; Crista Noakes; Henry Yong; Coni Chavez; Kevin Alavezos; Joshua Hash; Flerida Arias; Pam Guerra-Schmidt; Cecelia Hudelson; Kathren Pritchard; Laura Maki; Geri Wend; DO Meeting Room A; Kathy Blackwood - San Mateo CCCD (kathylblackwood@gmail.com); Shelley Akiona; Jeremy Salazar; Joey Partridge

Subject: DFAC Docs

Attachments: YCCD Draft RAM 11.21.19 Binder.pdf; Institutional Costs.pdf

Dear Colleagues

Please see attached a narrative and spreadsheet with a VERY draft resource allocation model. Please do not spend an inordinate amount of time looking the numbers in so far as allocations to the colleges because we are only basing this on the 2018-19 Constrained TCR of \$103.4 million. Kathy Blackwood will walk us through the various assumptions and decisions that are made within the model based on discussions we've had in our meetings. Please note: this should be considered a prototype – a starting point – where we can all start to see how the concepts we have been discussing work together.

Additionally, there is an analysis of institutional costs for discussion. These costs are not yet included in the RAM as institutional costs beyond those costs already included in the 2019-20 Final Budget.

See you on Thursday.

Susan Yeager, EdD
Vice Chancellor Fiscal Services
Yosemite Community College District
P.O. Box 4065
Modesto, CA 95352
209/575-6530

Yosemite Community College District

Proposed Resource Allocation Model

Draft #1 11/21/2019

District Mission: The Yosemite Community College District is committed to responding to the needs of our diverse community through excellence in teaching, learning and support programs contributing to social, cultural, and economic development and wellness.

Columbia College Mission: Centered in the Sierra foothills, Columbia College offers students of diverse backgrounds many opportunities for discovery and success. Through a supportive and engaging learning environment, students master foundational skills, explore their passions, attain degrees and certificates, and pursue career and transfer pathways. We collaborate with surrounding communities to cultivate intellectual, cultural and economic vitality. Columbia College inspires students to become inquisitive, creative, and thoughtful life-long learners.

Modesto Junior College Mission: MJC is committed to transforming lives through programs and services informed by the latest scholarship of teaching and learning. We provide a dynamic, innovative, undergraduate educational environment for the ever-changing populations and workforce needs of our regional community. We facilitate lifelong learning through the development of intellect, creativity, character, and abilities that shape students into thoughtful, culturally aware, engaged citizens.

Background: The District Fiscal Advisory Council has been meeting first once and now twice a month during the Fall semester, 2019, to learn about the current resource allocation model (RAM), research other multi-college districts' resource allocation models and ultimately develop a new model for YCCD. This document represents the first draft of the proposed model. This model allocates budget to the 2 colleges, Central Services and for institutional needs. This model only addresses Fund 11, the unrestricted general fund.

The Council developed lists of characteristics, behavioral and data driven elements that would be considered as part of the RAM. Those lists are available on the DFAC website.

One of the stated values was the desire to tie the allocation of resources to the outcomes that generate much of those resources. This means tying the allocation to the Student Centered Funding Formula (SCFF) that drives the funding from the state to the district. However, the SCFF is still undergoing changes at the state level, and the data coming from the state does not match the local data submitted to the state, that is, the state has not been transparent about how they derive the data elements from each district's MIS submissions. Nonetheless, the data from the state is data that is used for the state funding, and so it makes sense to use it to drive the local allocations.

Much as the state does for credit FTES, the proposal includes 3-year averaging for all metrics. This allows a decline to be managed over time, and growth to be rewarded over time as well. In addition, growth funding will be allocated in the year after it is earned, again based on 3-year averages.

Another area of discussion has been that of institutional costs. Institutional costs are defined as those costs currently charged to Central Services that benefit the institution as a whole and are not controlled

at the District level. A list of those costs is attached. These costs are assumed to be taken off the top, and there is no question about funding them. Central Services will consist of those expenses more closely attributable to the District functions such as the Chancellor's Office, Human Resources, Finance, etc.

This RAM allocates ongoing dollars. One-time allocations are added after the budget is balanced, and are assumed to either come from carryovers (such a ending balances or encumbrances) or from one-time revenue sources.

Resource Allocation Model

Step 1: The first step established the base funding for each of the four entities (Columbia, Modesto, Central Services and Institutional Costs). This is the prior year allocation less any one-time allocations included in the prior year.

Step 2: In order to address perceived inequities in the funding between Columbia and Modesto, the percentage split between the two colleges is compared to the funding split based on 3-year averages of the metrics and the SCFF values for those metrics. The college which is under funded receives an additional allocation. Depending on the total difference, this allocation may have to bring the funding to parity over a period of several years. Note that the college that is "over funded" does not lose any funding.

Step 3: Add any changes (increases or decreases) to the institutional costs for the upcoming budget year. These budgets are usually estimated by the Fiscal Office, but should be reviewed by DFAC.

Step 4: The base allocation does not include budgeted expenses to match the budgeted revenue for select revenue streams such as non-resident and baccalaureate tuition, PT and FT faculty state allocations, etc. Each college is allocated an expense budget to match the budgeted revenue.

Step 5: Increased compensation costs are added to each site. This includes: movement on column and step, longevity increases, changes to employer rates for PERS/STRS/Workers Comp, changes to medical benefits and any negotiated increases to total compensation. An estimate will be made for the increases to PT faculty and overload costs, which will be trued up at the end of the year. The intent of this step is to hold the sites harmless from any increases not in their control. This step does not include new positions or reclassifications.

Step 6: This is the step that adds any items that aren't in the budget that have been agreed upon. Decisions on what is to be added should be made in the Chancellor's Cabinet.

Step 7: The next step is to balance the budget. After all of the allocations are made and summed with the base, the total is compared to the ongoing revenue available. If there is budget remaining, it is divided between the sites according to their percentages identified in Step 1. If there is a shortfall, that is also divided similarly. Institutional costs are not changed.

Step 8: The final step adds the one-time allocations for carryforwards, encumbrances and any one-time funds received that are passed on to the sites. Ending balances shall first be used to augment the Fund 11 ending balance to the percentage of expenses specified in Board Policy x.xx. Ending balances from institutional needs shall not carryforward, but will be used first to address the need to augment the Fund 11 ending balance.

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Issues still to be considered:

- 1. A procedure for an annual review of institutional costs needs to be written and implemented. Criteria should be developed for what constitutes an institutional cost to guide additions to the list in the future.**
- 2. A discussion should be held both at DFAC and ultimately at the Board level as to appropriate levels of reserves, the appropriate uses of the reserves, and how and when they are replenished. This should include reserves such as the PERS/STRS Rate Change Reserve and the various reserves for TCO. These discussions should result in new or clearer policies.**
- 3. As the SCFF changes, the RAM will need to mirror those changes to be used in determining the relative splits between the colleges.**
- 4. DFAC should review the costs incurred by Central Services to understand and be aware of the services provided. Periodic increases to Central Services may be necessary and there should be a procedure for approving those, presumably by Chancellor's Cabinet.**

Assumptions for the 20/21 Budget

- 1. SCFF formula as proposed in budget workshop.**
- 2. Inflation on fixed expenses per School Services Dartboard 3.14%**
- 3. COLA per School Services Dartboard until May Revise 3.00%**
- 4. Prior year growth funding based on 19/20 P2 \$20,000**
- 5. Utilities increase per Facilities 7.00%**

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SCFF Data Elements for YCCD

YCCF Data Elements for YCCD			Columbia			3-year	Modesto			3-year		
			2015-16	2016-17	2017-18	Average	2015-16	2016-17	2017-18	Average	Points	Multiplier
Base Allocation	Credit FTES	Basic Allocation										
		3-Year Average Credit	1,718.02	1,637.69	1,604.17	1,653	14,246.82	13,125.36	14,117.08	13,830		\$3,727.00
		Special Admit	74.14	71.43	111.84	86	147.27	138.37	170.28	152		\$5,456.57
		Incarcerated Credit	11.25	30.76	66.57	36	168.85	186.56	232.57	196		\$5,456.57
	Subtotal											
	Non-Credit FTES	Traditional Non Credit	81.59	96.66	100.16	93	94.07	106.67	137.07	113		\$3,347.49
		CDCP			1.04	1						\$5,456.57
		Incarcerated Non-Credit			1.22	1						\$3,347.49
	Subtotal		1,885.00	1,836.54	1,885.00	1,870	14,657.01	13,556.96	14,657.00	14,290		
	Total											
<hr/>												
Supplemental Allocation	Pell Grant Recipients		911	902	906	906	8212	7913	8036	8,054		\$ 919.00
	State Nonresident Fee Waiver (AB540)		41	30	56	42	539	546	581	555		\$ 919.00
	California Promise Grant Recipients		2229	2291	2349	2,290	17581	16973	16948	17,167		\$ 919.00
	Total											
<hr/>												
Student Success Allocation	All Students	Associate Degrees	164	154	179	166	987	939	1002	976	Points	Multiplier
		Baccalaureate Degrees									3	\$ 440.00
		Associate Degrees for Transfer	44	51	61	52	361	394	460	405	4	\$ 440.00
		Credit Certificates	50	35	59	48	355	420	673	483	2	\$ 440.00
		Nine or More CTE Units	354	341	354	350	2355	2466	2479	2,433	1	\$ 440.00
		Transfer	201	179	n/a	190	1540	1435	n/a	1,488	1.5	\$ 440.00
		Transfer Level Math and English	30	28	25	28	32	34	51	39	2	\$ 440.00
		Achieved Regional Living Wage	428	497	n/a	463	2150	2603	n/a	2,377	1	\$ 440.00
	Subtotal											
	Equity: Pell Grant Recipients	Associate Degrees	98	93	77	89	625	582	631	613	3	\$ 166.50
		Baccalaureate Degrees									3	\$ 166.50
		Associate Degrees for Transfer	28	29	32	30	233	258	266	252	4	\$ 166.50
		Credit Certificates	33	24	22	26	242	270	390	301	2	\$ 166.50
		Nine or More CTE Units	185	172	191	183	1400	1462	1391	1,418	1	\$ 166.50
		Transfer	80	71	n/a	76	842	783	n/a	813	1.5	\$ 166.50
		Transfer Level Math and English	0	0	13	4	15	12	21	16	2	\$ 166.50
		Achieved Regional Living Wage	133	154	n/a	144	976	1165	n/a	1,071	1	\$ 166.50

SCFF Data Elements for YCCD

		Columbia			3-year	Modesto			3-year		
		2015-16	2016-17	2017-18	Average	2015-16	2016-17	2017-18	Average	Points	Multiplier
Subtotal											
Equity, California Promise Grant Recipients	Associate Degrees	130	120	123	124	801	763	824	796	3	\$ 111.00
	Baccalaureate Degrees									3	\$ 111.00
	Associate Degrees for Transfer	0	36	43	26	302	330	366	333	4	\$ 111.00
	Credit Certificates	38	0	25	21	296	348	508	384	2	\$ 111.00
	Nine or More CTE Units	261	258	269	263	1843	1960	1902	1,902	1	\$ 111.00
	Transfer	124	102	n/a	113	1184	1116	n/a	1,150	1.5	\$ 111.00
	Transfer Level Math and English	15	16	0	10	0	17	33	17	2	\$ 111.00
	Achieved Regional Living Wage	219	284	n/a	252	1524	1824	n/a	1,674	1	\$ 111.00
	Subtotal										
Success Growth	Preliminary Total										
	Available Growth										
	Maximum Growth										
	Funded Growth										
	Total										
Total without Basic Allocation											

		Subtotal
		Associate Degrees
		Baccalaureate Degrees
		Associate Degrees for
		Transfer
		Credit Certificates
		Nine or More CTE Units
		Transfer
		Transfer Level Math and
		English
		Achieved Regional Living
		Wage
		Subtotal
		Preliminary Total
		Available Growth
		Maximum Growth
		Funded Growth
		Total
		Total without Basic Allocation

[illegible]**Total without Basic Allocation**

SCFF Data Elements for YCCD

CTCP Data Elements for FY2020			3-year				
			Columbia	Modesto	Columbia	Modesto	
Base Allocation	Credit FTES	Basic Allocation	\$ 3,917,761	\$ 4,570,724	46.2%	53.8%	
		3-Year Average Credit	\$ 6,161,824	\$ 51,543,491	10.7%	89.3%	
		Special Admit	\$ 468,192	\$ 829,253	36.1%	63.9%	
		Incarcerated Credit	\$ 197,491	\$ 1,069,451	15.6%	84.4%	
		Subtotal	\$ -	\$ -			
	Non-Credit FTES	Traditional Non Credit	\$ 310,658	\$ 376,939	45.2%	54.8%	
		CDCP	\$ 5,675	\$ -	100.0%	0.0%	
		Incarcerated Non-Credit	\$ 4,084	\$ -	100.0%	0.0%	
		Subtotal					
	Total		\$ 11,065,686	\$ 58,389,858	15.9%	84.1%	
Supplemental Allocation	Pell Grant Recipients		\$ 832,920	\$ 7,401,320	10.1%	89.9%	
	State Nonresident Fee Waiver (AB540)		\$ 38,904	\$ 510,351	7.1%	92.9%	
	California Promise Grant Recipients		\$ 2,104,204	\$ 15,776,779	11.8%	88.2%	
	Total		\$ 2,976,028	\$ 23,688,450	11.2%	88.8%	
Student Success Allocation	All Students	Associate Degrees	\$ 1,320.00	\$ 218,680	\$ 1,288,320	14.5%	85.5%
		Baccalaureate Degrees	\$ 1,320.00	\$ -	\$ -		
		Associate Degrees for Transfer	\$ 1,760.00	\$ 91,520	\$ 712,800	11.4%	88.6%
		Credit Certificates	\$ 880.00	\$ 42,240	\$ 424,747	9.0%	91.0%
		Nine or More CTE Units	\$ 440.00	\$ 153,853	\$ 1,070,667	12.6%	87.4%
		Transfer	\$ 660.00	\$ 125,400	\$ 981,750	11.3%	88.7%
		Transfer Level Math and English	\$ 880.00	\$ 24,347	\$ 34,320	41.5%	58.5%
		Achieved Regional Living Wage	\$ 440.00	\$ 203,500	\$ 1,045,660	16.3%	83.7%
		Subtotal		\$ -	\$ -		
		Associate Degrees	\$ 499.50	\$ 44,622	\$ 306,027	12.7%	87.3%
	Equity: Pell Grant Recipients	Baccalaureate Degrees	\$ 499.50	\$ -	\$ -		
		Associate Degrees for Transfer	\$ 666.00	\$ 19,758	\$ 168,054	10.5%	89.5%
		Credit Certificates	\$ 333.00	\$ 8,769	\$ 100,122	8.1%	91.9%
		Nine or More CTE Units	\$ 166.50	\$ 30,414	\$ 236,042	11.4%	88.6%
		Transfer	\$ 249.75	\$ 18,856	\$ 202,922	8.5%	91.5%
		Transfer Level Math and English	\$ 333.00	\$ 1,443	\$ 5,328	21.3%	78.7%
		Achieved Regional Living Wage	\$ 166.50	\$ 23,893	\$ 178,238	11.8%	88.2%

SCFF Data Elements for YCCD

				3-year			
		Subtotal		Columbia	Modesto	Columbia	Modesto
				\$ -	\$ -		
Equity: California Promise Grant Recipients	Associate Degrees	\$	333.00	\$ 41,403	\$ 265,068	13.5%	86.5%
	Baccalaureate Degrees	\$	333.00	\$ -	\$ -		
	Associate Degrees for						
	Transfer	\$	444.00	\$ 11,692	\$ 147,704	7.3%	92.7%
	Credit Certificates	\$	222.00	\$ 4,662	\$ 85,248	5.2%	94.8%
	Nine or More CTE Units	\$	111.00	\$ 29,156	\$ 211,085	12.1%	87.9%
	Transfer	\$	166.50	\$ 18,815	\$ 191,475	8.9%	91.1%
	Transfer Level Math and						
	English	\$	222.00	\$ 2,294	\$ 3,700	38.3%	61.7%
	Achieved Regional Living						
	Wage	\$	111.00	\$ 27,917	\$ 185,814	13.1%	86.9%
		Subtotal		\$ 1,143,233	\$ 7,845,090	12.7%	87.3%
		Preliminary Total					
Success Growth	Available Growth						
	Maximum Growth						
	Funded Growth						
	Total			\$ 15,184,947	\$ 89,923,398	14.4%	85.6%
Total without Basic Allocation				\$ 11,267,186	\$ 85,352,674	11.7%	88.3%

SCFF Data Elements for YCCD

			3-year			
			Columbia	Modesto	Columbia	Modesto
		Subtotal	\$	\$		
		Associate Degrees	\$ 333.00	\$ 41,403	\$ 265,068	13.5% 86.5%
		Baccalaureate Degrees	\$ 933.00	\$	\$	
Equity: California Promise Grant Recipients:		Associate Degrees for				
		Transfer	\$ 444.00	\$ 11,692	\$ 147,704	7.3% 92.7%
		Credit Certificates	\$ 222.00	\$ 4,662	\$ 85,248	5.2% 94.8%
		Nine or More CTE Units	\$ 111.00	\$ 29,156	\$ 211,085	12.1% 87.9%
		Transfer	\$ 166.50	\$ 18,815	\$ 191,475	8.9% 91.1%
		Transfer Level Math and				
		English	\$ 222.00	\$ 2,294	\$ 3,700	38.3% 61.7%
		Achieved Regional Living				
		Wage	\$ 111.00	\$ 27,917	\$ 185,814	13.1% 86.9%
		Subtotal		\$ 1,143,233	\$ 7,845,090	12.7% 87.3%
Success Growth		Preliminary Total				
		Available Growth				
		Maximum Growth				
		Funded Growth				
		Total		\$ 15,184,947	\$ 88,923,398	14.4% 85.6%
		Total without Basic Allocation		\$ 11,267,186	\$ 85,352,674	11.7% 88.3%

Revenue Budget

	19/20 Budget	19/20 Actual	20/21 Budget
State computational revenue	\$ 103,403,451		\$ 103,403,451
less deficit factor			\$ -
State mandated block grant	\$ 475,000		\$ 475,000
Part time faculty allocation	\$ 340,000		\$ 340,000
Enrollment administration fee	\$ 270,000		\$ 270,000
Lottery	\$ 2,800,000		\$ 2,800,000
Non resident tuition	\$ 720,000		\$ 720,000
Interest income	\$ 450,000		\$ 450,000
Enrollment fee- Baccalaureate	\$ 40,000		\$ 40,000
Other local revenue	\$ 250,000		\$ 250,000
CalSTRS On-Behalf payment	\$ 2,900,000		\$ 2,900,000
Tsfr in from Pension Rate Stab. Trust	\$ 718,190		\$ -
	<u>\$ 112,366,641</u>		<u>\$ 111,648,451</u>

Institutional Costs

	19/20 Budget	19/20 Actual	20/21 Budget	Change in Budget
Information Technology				
Ellucian contract			\$ -	\$ -
Computer Land contract			\$ -	\$ -
Facilities Planning & Operations				\$ -
Utilities (3 sites)			\$ -	\$ -
Building repair and maintenance			\$ -	\$ -
Custodial staff				\$ -
Grounds staff				\$ -
Maintenance staff				\$ -
Legal fees			\$ -	\$ -
Annual Audit fees			\$ -	\$ -
Retiree Benefits			\$ -	\$ -
Insurance (Risk Management)			\$ -	\$ -
Student Insurance			\$ -	\$ -
Staff Development			\$ -	\$ -
Campus Safety			\$ -	\$ -
Retiree Liability Transfer				\$ -
Facilities TCO				\$ -
IT TCO				\$ -
				\$ -
	\$ -	\$ -	\$ -	\$ -

Institutional Costs

	19/20 Budget	19/20 Actual	20/21 Budget	Change in Budget
Information Technology				
Ellucian contract			\$ -	\$ -
Computer Land contract			\$ -	\$ -
Facilities Planning & Operations				\$ -
Utilities (3 sites)			\$ -	\$ -
Building repair and maintenance			\$ -	\$ -
Custodial staff				\$ -
Grounds staff				\$ -
Maintenance staff				\$ -
Legal fees			\$ -	\$ -
Annual Audit fees			\$ -	\$ -
Retiree Benefits			\$ -	\$ -
Insurance (Risk Management)			\$ -	\$ -
Student Insurance			\$ -	\$ -
Staff Development			\$ -	\$ -
Campus Safety			\$ -	\$ -
Retiree Liability Transfer				\$ -
Facilities TCO				\$ -
IT TCO				\$ -
				\$ -
	\$ -	\$ -	\$ -	\$ -

Resource Allocation Model for 20/21

1. Start with the budget from 19/20 less any one-time allocations.

	Columbia	MJC	Central Serv	Institutional	Total
19/20	\$ 14,610,717	\$ 61,673,474	\$ 33,162,866	\$ 2,919,184	\$ 112,366,241
Less 1X	(230,666)	(742,922)	(209,777)	(12,684)	(1,196,049)
20/21 Base	\$ 14,380,051	\$ 60,930,552	\$ 32,953,089	\$ 2,906,500	\$ 111,170,192
Percentage of total	12.9%	54.8%	29.6%	2.6%	
Percentage without Institutional Cost:	13.3%	56.3%	30.4%		
Columbia/MJC split	19.1%	80.9%			

2. Add adjustments for SCFF split. No college loses money, but an additional allocation may be made.

SCFF split using 3 yr average	14.4%	85.6%			
Dollars split according to SCFF	\$ 10,880,083	\$ 64,430,520			
Adjustment	\$ -	\$ 3,499,968			\$ 3,499,968
	\$ 14,380,051	\$ 64,430,520	\$ 32,953,089	\$ 2,906,500	\$ 114,670,160

3. Add changes to institutional costs.

				\$ -	\$ -
	\$ 14,380,051	\$ 64,430,520	\$ 32,953,089	\$ 2,906,500	\$ 114,670,160

4. Add prior year growth using the 3-year average excluding Basic Allocation

19/20 Growth					\$ 20,000
19/20 3 year average	11.7%	88.3%	30%		
	\$ 1,622	\$ 12,290	\$ 6,088		\$ 20,000
	\$ 14,381,673	\$ 64,442,810	\$ 32,959,177	\$ 2,906,500	\$ 114,690,160

4. Add allocations based on budgeted revenues:

International Student Tuition					\$ -
Baccalaureate Tuition					\$ -
	\$ 14,381,673	\$ 64,442,810	\$ 32,959,177	\$ 2,906,500	\$ 114,690,160

5. Add compensation costs:

Meet and confer					\$	-	
Classification review					\$	-	
Long/Step/Column					\$	-	
PERS/STRS Rate Increase					\$	-	
Fringe Benefit Increase					\$	-	
Compensation settlement					\$	-	
	\$	14,381,673	\$	64,442,810	\$	32,959,177	
				\$	2,906,500	\$	114,690,160

6. Add new agreed upon items:

Academic technology					\$	-	
Professional development					\$	-	
Strategic initiatives					\$	-	
	\$	14,381,673	\$	64,442,810	\$	32,959,177	
				\$	2,906,500	\$	114,690,160

7. Balance the budget

Total Revenue	\$	111,648,451					
Less Allocations	\$	(114,690,160)					
Remaining (Over)	\$	(3,041,709)					
Allocate the difference	\$	(404,013)	\$	(1,711,867)	\$	(925,829)	
					\$	(3,041,709)	
20/21 Ongoing Budget	\$	13,977,660	\$	62,730,943	\$	32,033,347	
				\$	2,906,500	\$	111,648,451

8. Add any one-time allocations

Encumbrance carryforwards							
Ending balance carryforwards							
Negotiations meet & confer							
Operational costs							
Augmentations to fund balance							
20/21 Ongoing & One time budget	\$	13,977,660	\$	62,730,943	\$	32,033,347	
				\$	2,906,500	\$	111,648,451

5. Add compensation costs:

Meet and confer					\$	-	
Classification review					\$	-	
Long/Step/Column					\$	-	
PERS/STRS Rate Increase					\$	-	
Fringe Benefit Increase					\$	-	
Compensation settlement					\$	-	
	\$	14,381,673	\$	64,442,810	\$	32,959,177	
				\$	2,906,500	\$	114,690,160

6. Add new agreed upon items:

Academic technology					\$	-	
Professional development					\$	-	
Strategic initiatives					\$	-	
	\$	14,381,673	\$	64,442,810	\$	32,959,177	
				\$	2,906,500	\$	114,690,160

7. Balance the budget

Total Revenue	\$	111,648,451				
Less Allocations	\$	(114,690,160)				
Remaining (Over)	\$	(3,041,709)				

Allocate the difference	\$	(404,013)	\$	(1,711,867)	\$	(925,829)	\$	(3,041,709)
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20/21 Ongoing Budget	\$	13,977,660	\$	62,730,943	\$	32,033,347	\$	2,906,500	\$	111,648,451
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8. Add any one-time allocations

Encumbrance carryforwards										
Ending balance carryforwards										
Negotiations meet & confer										
Operational costs										
Augmentations to fund balance										

20/21 Ongoing & One time budget	\$	13,977,660	\$	62,730,943	\$	32,033,347	\$	2,906,500	\$	111,648,451
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