



GOVERNING BOARD MEETING MINUTES

South Bay Regional Public Safety Training Consortium

Thursday, September 17, 2020
10:00 a.m. – South Bay Regional Public Safety Training

Zoom Meeting

I. Call to Order

Dr. Kathleen Rose called the meeting to order at 10:00 a.m.

Present:	Dr. Kathleen Rose	Gavilan College
	Mr. David Martin	Monterey Peninsula College
	Ms. Michelle Schneider	College of San Mateo
	Ms. Gerlinde Brady	Cabrillo College
	Dr. Chris Dela Rosa	Ohlone College
	Dr. Ghada Al-Masri	Ohlone College
	Dr. Cathryn Wilkinson	Hartnell College
	Mr. Brad Deeds	Lake Tahoe Community College
	Mr. Jeff DeFranco	Lake Tahoe Community College
	Ms. Linda Vaughn	SBRPSTC
	Mr. Gregg Giusiana	SBRPSTC
	Mr. Ernie Smedlund	SBRPSTC
	Mr. Edward Flores	SBRPSTC
	Mr. Michael Manning	SBRPSTC

Absent:	Mr. Michael Renzi	Gavilan College
	Mr. Michael Claire	College of San Mateo
	Ms. Kim Lopez	College of San Mateo
	Dr. Jon Knolle	Monterey Peninsula College
	Dr. Kathleen Welch	Cabrillo College
	Ms. Linda Wilzcewski	Hartnell College

a. Approval of Agenda (A)

Motion: Dr. Cathryn Wilkinson

2nd: Ms. Michelle Schneider

Agenda approved unanimously

II. Approval of Minutes (A)

a. July 16, 2020

Motion: Dr. Chris Dela Rosa 2nd: Dr. Cathryn Wilkinson

Minutes approved unanimously

b. July 23, 2020

Motion: Ms. Michelle Schneider 2nd: Dr. Chris Dela Rosa

Minutes approved unanimously

III. Public Comment

No public members present.

IV. Closed Session: None

V. Business

a. Coyote Valley Campus Joint Use Agreement (A)

Ms. Linda Vaughn provided a brief background on the Consortium's presence on the Gavilan College District Coyote Valley Campus. The Consortium has been in negotiations with the Gavilan College District. The new Use Agreement is based upon \$1.50 per sqft. (gross area). The agreement also includes a 3% annual multiplier beginning year 2 for a five-year term. The annual cost is approximately \$502,000 in addition to \$225,000, for overhead costs, that have already been built into the FY2020-21 Budget. Gavilan is requesting the agreement be retroactive to July 1, 2020.

After the last meeting, the Consortium provided some information to the Board and to the Public to include a Budget under the SCFF model, with the rental expense and the progressive rental increases. This report projects use of reserve funds which would sustain us to FY 2023-24. At the Board's request, Capital Projects funding has been suspended beginning this year and moving forward in FY 2021-22, costs associated with thatx fund are expenses that are already obligated.

Ms. Vaughn recommends that the Consortium engage in a 1-2-year lease agreement, with the Gavilan District, to allow for more time to re-envision how to move forward with the organization as a whole while meeting the needs of the colleges, partnering agencies, students and the industries that we serve.

Mr. DeFranco asked for clarification on the \$225,000 in overhead costs. This amount is separate from the \$502,000 (cost of rental expense) and does not

include the payroll assistance from Gavilan College. The cost is directly associated with the indirect expenses that are associated with the building (janitorial, electricity, water, etc.) Dr. Rose added that the \$225,000 also includes maintenance and security that will also be provided by the Gavilan District.

Dr. Rose asked if there is any possibility of adding accelerated rotation offerings to serve more students and generate additional income for the Consortium. Mr. Gregg Giusiana replied that sessions have been added for specific courses due to COVID-19 protocols and reduced class sizes. The Basic Police Academy is longer, more complex and limited to available equipment therefore additional offerings are not possible.

The budget impact shown in this item assumes the Consortium will absorb the cost of the rental agreement. Other items on the agenda for this meeting will be dependent upon the action taken on this item.

Ms. Vaughn addressed questions regarding increasing the Consortium fund balance over time. Based on the SCFF Model Budget, the Consortium is looking for opportunities for expanding some programs if financially viable. There are many unknown circumstances surrounding funding. With pandemic restrictions still in effect indefinitely, a conservative approach is being taken with the goal to augment the budget to break even.

Ms. Vaughn shared that she has been involved in discussions about AB720 with Kindred Murillo, chair of the SCFF Advisory. The discussions include keeping it associated with Instructional Services Agreements, or identifying entry level public safety students as a special population, but there remains questions surrounding how will it be funded.

Motion: To amend the Joint Use Agreement with Gavilan College for a 2-year agreement at the proposed rates beginning at \$502,000 with review after year two.

Motion: Mr. Jeff DeFranco 2nd: Ms. Michelle Schneider

6 in favor / 1 abstention / Motion carries

b. Funding Options for Additional Facility Expenses (A)

At the Board's request, the Consortium is presenting options to address the expense of the rental agreement with the Gavilan District. One option shows the impact on the Consortium's reserve balance, resulting in a negative balance by FY 2024-25. The other option shows what the shared cost would look like if the member colleges shared the expense based on FTES allocation percentages. CSM is not included in the calculations due to the allocations given to them in lieu of rent.

Motion: A 2-year plan for the colleges to share in the cost of the agreement based on the FTES allocations. Sharing 50% of the cost during year one and 100% of the cost at year two.

Motion: Mr. Jeff DeFranco 2nd: Dr. Chris Dela Rosa

Ms. Vaughn addressed questions in regards to the budget for Contract courses and testing. Based on the current limitations, we don't have the ability to run testing at maximum capacity as before the pandemic. For the contract courses, POST has extended 2019-20 contracts and allowed us the opportunity to present courses that we had to cancel or postpone in the last fiscal year. The other option is to possibly expand other programs; however, this will require us to "unfreeze" staffing positions. This makes it difficult for us to add courses without adding the positions to manage and coordinate. Mr. Ernie Smedlund added that all of the Coordinators are working at capacity and doesn't foresee being able to expand our programs at this time.

Mr. David Martin provided his input on sharing the cost of the rental agreement through the standpoint of MPC. MPC is currently in a hold harmless situation. They pay approximately 1.9 million to be a part of the JPA. Contributing to the cost of the rental would increase this allocation making it less viable to their District.

Based on feedback from the other member colleges, they have already had their budgets approved for the fiscal year and don't foresee being able to add this new expense into the budget for FY2020-21.

Based on the discussions the motion was withdrawn and tabled for the next meeting.

Withdraw of motion approved unanimously.

c. Consortium Funding Model for FY 2020-21 (A)

Based upon the action in Item b. (item tabled to next meeting), Item c. has been tabled to the next meeting.

d. Proposed Budget Report (A)

Based upon the action in Item b., the Consortium is requesting approval on the FY2020-21 budget based upon the SCFF Model with the Consortium incurring the entire costs of the Lease Agreement. The budget includes a projected loss of \$1,046,325, pending future budget adjustments associated with tabled Agenda Items.

Motion: Approval of the budget to include the additional expense of the rental agreement and no additional income from the colleges.

Motion: Mr. David Martin

2nd: Dr. Chris Dela Rosa

Dr. Cathryn Wilkinson asked how the Consortium responded to deferrals from the state? Ms. Vaughn clarified that the Consortium does not get paid by the state. In prior discussions, if any one of the member colleges needed payments to the Consortium deferred, those conversations would be had individually. Mr. Smedlund added that invoices were sent to the colleges in August and everyone is current on their payments. The cash flow should be able to sustain us through the Spring.

Mr. Martin asked about the final budget for FY2019-20? Ms. Vaughn advised that the beginning fund balance in the report is the final audited number. The final audited budget report for FY2019-20 is being finalized. The final report will be presented at the next meeting.

Mr. Martin also brought up a budgeting tool used by his district used to determine the percentage of the reserves, taking the ending fund balance and dividing it by the total expenditures. Based on the Consortiums figures, this gives us 28% reserves. Ms. Vaughn shared that due to the nature of the organization there are not many organizations to which we can be compared. The Consortium was asked to divest some of its dependency on the colleges. We've gone from 90-95% dependency on the colleges, to a proposed 52%. The reserves are based more on how can we sustain the organization on our own; not if, but when the need arises. The combined losses associated with FY2019-20 and proposed FY2020-21 budget, the Consortium will have used 1/3 of the FY 2019-20 beginning reserve balance.

Mr. Flores reiterated the importance of the reserve fund balance. A number of things effect the Consortium; the revenue streams coming in, the cost to run the operations, and the unexpected circumstances that occur that are beyond control. When there are down turns in the economy, the first affected are counties and cities, which then trickles down to the Public Safety agencies. In turn, this has an effect on us. Overall, he feels that the size of the reserve balance fund is justifiable based upon the fact that the upswings and downswings can be drastic at times.

Motion approved unanimously.

e. Public Records Request (D)

On August 10, 2020, the Consortium and its member colleges received a Public Records Request from News Editor Jennifer Wadsworth at Metro News. The Consortium contacted Ms. Wadsworth and she agreed to allow the Consortium to

be the sole provider of all requested documents associated with Consortium business to reduce redundancy. After relaying this information to the member colleges, the Consortium submitted an official letter response to Ms. Wadsworth on August 18th, along with copies of the JPA Board Member Orientation Handbook, the 2008 Grand Jury Report and a summary document of Title 5 and Education Code requirements related to vocational programs and courses. Additional documents will be provided to Ms. Wadsworth on September 18th with a projected completion date in June 2021.

Mr. Smedlund shared that we have accumulated over 3,000 documents for her review. This includes copies of check registers, financial records, ISA's, POST contracts, and other requested documents. There is no clarity as to the target of the investigation.

Mr. Ed Flores added that he had an initial, and follow-up, conversations with Ms. Wadsworth. During those called he acknowledged her PRR requests and advised that we were willing to move forward.

Ms. Vaughn advised that Ms. Wadsworth has also reached out to some of our partnering agencies as well as former employees. We have everything that she has requested and have advised her that there would be a fee of about \$3,000 for copies of additional information (actual checks, individual travel reimbursement forms, etc).

f. Strategic Plan Update (D)

Ms. Vaughn advised that the strategic plan was updated to reflect new personnel, responsibilities and due dates. All Executive Staff have been working on various internal initiatives, and internal and external Consortium communication goals. We will begin reaching out and reengaging with the member colleges to discuss the Funding Model, A&R Workgroup, Website update & review, and facilities.

Mr. Flores advised he is taking a look at A&R processes and looking at ways of streamlining. He will also be providing quarterly reports to the colleges, relative to the number of courses we are registering at each college.

Dr. Rose recommended that it might be appropriate to add some study session time in a future meeting to review the Strategic Plan as a Board. To see if any modifications need to be made, look at the metrics and discuss if the goals still fit.

VI. Announcements

Dr. Chris Dela Rosa wanted to thank Ms. Vaughn for agreeing to do her presentation on the Call to Action at Ohlone College next week.

Dr. Cathryn Wilkinson shared that VP, Ms. Linda Wilzcewski, has accepted a new position in the West Valley District and will no longer be a representative of Hartnell College.

Ms. Michelle Schneider thanked Ms. Vaughn for the Call to Action presentation and advised that the conversation is ongoing at CSM. Mr. Michael Claire has indicated that he will be reaching out to the member colleges and districts to have a wider discussion on this topic.

VII. Adjournment

Meeting was adjourned at 11:31 p.m.

Next regular JPA Board meeting is scheduled for November 19, 2020

FINAL BUDGET REPORT



**FISCAL YEAR 2020 - 2021
JULY 1, 2020 THROUGH JUNE 30, 2021**

**South Bay Regional Public Safety Training Consortium
560 Bailey Avenue
San Jose, CA 95141**

Board of Directors

Dr. Kathleen Rose	Chair
Mr. David Martin	Vice Chair
Mr. Chris Dela Rosa	Director
Ms. Michelle Schneider	Director
Mr. Daniel Peck	Director
Dr. Cathryn Wilkinson	Director
Mr. Jeff DeFranco	Director
Ms. Gerlinde Brady	Director

President/CEO
Linda Vaughn

FISCAL YEAR 2020-2021

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Final Budget 2020-21

September 17, 2020

EXECUTIVE SUMMARY

South Bay Regional Public Safety Training Consortium (the Consortium) has historically developed its budgets on limited information provide through Program Allocation Letters from each of its member colleges. These letters are generated by the Consortium in April/May of the previous fiscal year based upon current FTES program allocations and discussions between the President and Board members. For Fiscal Year 2020-21, the anticipated FTES for the Consortium Program is 2433, inclusive of 60 FTES generated in lieu of cash rent for facilities.

The Consortium did not meet the FTES requests for all member colleges in FY 2019–20. This short fall was attributed to the COVID-19 Crisis. We were able to continue the delivery of the Basic Courses as they met the essential function exemption within the Health Orders, however other courses had to be postponed or cancelled due to regulatory delivery restrictions and diminished enrollment. We are addressing curriculum requirements and rescheduling courses as appropriate to minimize the potential impact reoccurrence of similar circumstances might have this coming fiscal year; however, there are numerous other factors that can impact the Consortium’s enrollment including natural disasters and retirement/new hire trends. Based upon the factors we can predict, we continue to be conservative with our allocations to the member colleges moving forward to better ensure our meeting FTES goals for FY 2020–21.

The JPA Board directed the Consortium to develop the Final Budget based upon the Student Centered Funding Formula (SCFF) FTES values for the FY 2020-21 Budget, and suspended the Capital Projects funding. This represents over a 22% decrease in base FTES funding, with supplemental funding (based upon past performance) assisting to reduce that figure to an approximate 16% decrease in funding for the operating budget. Compounded by the suspension of the Capital Projects funding, the total impact to the Consortium is an approximate 18% decrease in overall funding. Funding from the colleges will represent approximately 52% of the Consortium’s total revenue. 26% of from Contract Education courses and fee-based Pre-Employment Testing and other services, with the remaining 22% of revenue from pass-through fees associated with courses, registration and materials expenses. The strong budgets over the past few years have allowed the Consortium to replenish some of the reserve funds spent during the previous lean years. The FY 2019-20 Audited Projections indicate use of approximately \$809,000 of reserves. As presented, the Consortium will utilize approximately \$1,065,205 of the remaining reserves to balance the FY 2020-21 budget. The cumulative impact is use of over 34% of the Consortium’s total Reserve Fund.

Many factors will play a role in the long-term outlook for the Consortium. The evolving application of the SCFF, the ongoing discussion surrounding Instructional Service Agreement (ISA) funding, as well as the overall State Budget situation could have either positive or negative impact on the organization as a whole. Enrollment in Basic courses, the Consortium’s primary mission, continues to be robust with reservation lists filling early, and requiring students to be

wait-listed. The continued Health Order restrictions limit the number of students we are able to support within our classrooms and has already negatively impacted enrollment in three (3) Basic Academy courses. Facilities continue to be a challenge and will present additional expenses for the Consortium into the future. Through the development of new and expanded relationships with partner agencies and organizations, the Consortium has been able to mitigate its facility and equipment short-comings for the immediate future while a plan is developed and implemented toward a long-term solution.

As the Consortium works toward meeting the goals of its strategic plan, standardization, efficiencies, and stronger relationships with member colleges we anticipate greater long-term stability for the organization. The health crisis, civil unrest, and fire storm situations this year have created additional challenges for the Consortium and its member colleges, and hindered the development and implementation of a long-term funding plan which could create greater stability for the program and the Consortium colleges. Board review and input of this report will provide the Consortium greater clarity regarding the future funding direction for the organization.

GENERAL INFORMATION

Guided by its overarching legislated obligation, the Consortium is committed to the delivery of public safety training. Established specifically to support the participating Joint Powers Agency colleges with the delivery of public safety training, we remain focused and committed to that mission:

To meet the educational and training needs of public safety students within the areas represented by the participating community college districts. Courses offered must meet a regional need of either small or large public safety agencies. Courses will also be carefully articulated with lower division academic programs and upper division transfer degree programs.

The mission will be accomplished in an effective and efficient manner to ensure the highest quality training for public safety professionals.

In concert with and at the direction of the JPA's Board of Directors representing each of the participating JPA colleges, the Consortium completed its Strategic Plan. We have taken steps to incorporate the plan into all organizational considerations and fiscal planning decisions. Resources are being allocated to prioritized services and products or personnel requests which are supported by organizational goals and the strategic plan.

Due to the periodic uncertainty and fluctuation given the Consortium's funding model, significant emphasis and priority must be given to carefully identifying priorities which sustain the organization's operational services and long-term fiscal stability. Never before was that made more abundantly clear than during the economic "crisis" of 2008-2014. Reduced engagements by member colleges forced drastic changes which had negative impacts on the organization. In FY 2017-18, we restored the last of the benefits (retirement match) that had been taken from staff during the lean years to sustain the organization.

In response to that budget "wake-up call," the Consortium recognized the need to reduce its budgetary dependence on apportionment revenue as its primary funding source. During the subsequent years, identification of increased contract education opportunities with affiliated agencies, and the expansion of fee-based pre-employment testing services, the Consortium has successfully reduced its dependence on apportionment revenue by more than 30%.

Historically, the Consortium program has also experienced instability in enrollment based upon economic variables affecting industry partners and the colleges. To mitigate some of the variables, the Consortium has initiated pathway and pipeline partnerships with Learning for Life Explorer Programs (Boy Scouts of America) and the Silicon Valley Career Education Center. These partnerships support the needs of our industry partners and Consortium programs, while enhancing student success and completion rates. The partnerships include the development of dual enrollment agreements, internships and certificates that provide stepping-stone employment opportunities for students, ultimately leading to their desired profession.

Performance Measures and Goals for the Consortium have been based primarily on the generation of FTES for the member colleges; meeting or not meeting the FTES allocations for

each member college as well as the overall program FTES figure. Over the past 7 years the Consortium has worked to establish Certificate programs at member colleges as program review matrixes have begun to change. The Consortium has been instrumental in securing Chancellor's Awards for a number of our member colleges based upon completion rates for students in our programs. The Consortium will continue to add courses to the member colleges' catalogs, and congruent certificates and/or degrees, to meet the reporting needs of all the colleges under the new performance-based SCFF model. We have updated our duplicative enrollment system to capture the requisite information and report how the Consortium program performs under the SCFF system.

The Consortium is active at the State level in the development of standardized courses within public safety and will continue to add to the member colleges' offerings and student success reporting into the future. The Consortium programs are aligned to support the greatest number of student completions through Certificates of Achievement, as well as leading to terminal and transferable Associate degrees. The Consortium is researching the viability of adding additional courses and disciplines to the program in an effort to meet industry needs, and create additional fiscal stability for the organization. Data from the California Labor Market Information Department (CLMID) projects increased need for police, fire, EMT, Paramedic and public safety dispatch operators through 2026. Based upon the recent crisis and anecdotal information from our industry partners, we believe retirement numbers will positively impact these figures, increasing demand for Basic Course delivery. Our ability to support these needs will be directly impacted by allocations from the colleges as well as capacity limitations due to the ongoing health crisis.

Police: increase 8.1% 2016-2026 (slower than average growth rate)

Fire: increase 3.8% 2016-2026 (slower than average growth rate)

EMT & Paramedics: increase 6.9% 2016-2026 (slower than average growth rate)

Dispatch: increase 5.7% 2016-2026 (slower than average growth rate)

Source: <https://www.labormarketinfo.edd.ca.gov/data/employment-projections.html>

FINANCIAL PLAN

ALL FUNDS

The full annual financial report is a product of three separate parts: the basic financial statements, supplementary information, and the Management Discussion and Analysis. The three sections together provide a comprehensive overview of the Consortium. The basic financials are comprised of two kinds of statements that present financial information from different perspectives: organization-wide and funds.

- Organization-wide financial statements, which comprise the first two statements, provide both short-term and long-term information about the organization's overall financial position.
- Individual parts of the organization, which are reported as fund financial statements, focus on reporting the Consortium's operations in more detail. These fund financial statements comprise the remaining statements.
- Basic services funding (i.e., Full Time Equivalent funding) is described in the governmental funds statements. These statements include short-term financing and balances remaining for future spending.

The Organization as a whole is reported in the organization-wide statements and uses accounting methods similar to those used by companies in the private sector. All of the organization's assets and liabilities are included in the statement of net assets. The statement of activities reports all of the current year's revenues and expenses regardless of when cash is received or paid.

The Consortium's financial health or position (net assets) can be measured by the difference between the organization's assets and liabilities.

- Increases or decreases in the net assets of the Organization over time are indicators of whether its financial position is improving or deteriorating, respectively.
- Additional non-financial factors such as condition of classroom buildings and other facilities, and changes in the FTES base of the Organization need to be considered in assessing the overall health of the Consortium. In the Statement of Net Assets and the Statement of Activities, we divide the organization into two kinds of activities:

1. Governmental activities:

The basic services provided by the organization, such as instruction, administration, and facilities are included here. JPA member FTES program allocations and contract classes finance most of these activities.

2. Business-type activities:

At present, SBRPSTC does not have any business-type activities.

GENERAL FUND

The proposed budget is based on the signed Allocation Letters from each of the member colleges. "Non-apportionment" revenue is derived from executed contracts and projected additional funds based upon prior year and anticipated trends. Revenue for the Capital Projects Fund has been suspended and therefore will not have any positive impact on the Consortium's revenue. This report reflects the two distinct Funds related to Revenue and Expenditures, and each will be discussed separately.

The Consortium Revenue is based upon the June 2020 SCFF funding rates and performance measures.

GENERAL FUND SCFF REVENUE

<u>Revenues</u>	
Apportionment	\$ 5,708,014
Supplemental Funding	482,429
Contract Classes	2,205,694
Agency Reimbursement	654,215
Rental Income	12,555
Interest Income	115,596
Driver Train, Sim & Supervis	552,623
Miscellaneous Income	49,208
Testing Income	292,842
In-Kind Lease Agreement	240,540
Bookstore Income	904,007
Registration Fees	698,542
Student Refunds	(75,593)
Total Revenues	<u>\$ 11,840,672</u>

The Consortium GF revenue assumes that college allocations to the program will remain stable through the fiscal year: no reductions or additional requests. As the Consortium's primary mission is basic course delivery, the budget is based upon presenting nine (9) Basic Police Academy courses with reduced capacity, one (1) Fire Fighter 1/2 Academy course, two (2) EMT Academy courses, five (6) Basic Dispatch Academy courses, and two (2) Community Service Officer courses. It is also based upon the current contract with POST to deliver the suite of POST Certified Investigator, Simulator, Supervisory, Management, and Instructor Development courses. Due to the COVID-19 Crisis we received an extension of our POST Contracts to deliver the balance of courses we were required to cancel/postpone. Our ability to deliver all cancelled/postponed courses will be inhibited by time, facility and instructor availability constraints. The delivery of required and certified advanced and continued professional courses will be scheduled and delivered as necessary to meet student needs.

Testing and Bookstore Income are dependent upon the delivery of the basic courses. These figures are based upon full enrollment in the above listed courses. The Registration Fees and Agency Reimbursement are linked together and may fluctuate based upon how course fees are collected from any one student within our courses.

SCFF Revenue is based upon the Base Allocation and Supplemental Funding values published by the Chancellor's Office Community College 2019-20 Exhibit C dated 06/24/2020. The SCFF supplemental headcounts are based upon projected numbers from FY 2019-20 and assumes similar figures will be attained in FY 2020-21. Use of the SCFF model will have a negative impact on the Consortium cash flow with Base Allocation Funding invoiced over ten (10) equal payments and Supplemental (performance-based) Funding invoiced separately as the measures are met/completed at the individual colleges.

GENERAL FUND EXPENDITURES

As is the case for most budgets, the largest expense for the Consortium budget can be attributed to staffing and instructional costs equating to 60% of the total expenditures. Consortium staff is not represented by bargaining units. Consequently, adjustments in salaries and benefits can be reviewed and considered based on the fiscal health of the organization. Consortium salary increases over the past ten years have averaged 1.4% per year. The Consortium had two (2) employees accept other employment opportunities during the Health Crisis and one retirement as of June 30th. After conducting an evaluation of our staffing needs, we opted to freeze vacant positions where possible and redistributed workload, and is not recommending a salary increase for the organization at this time. Should the financial situation for the Consortium improve, the Executive Team requests the ability to reconsider these decisions. Beyond the anticipated marginal increases to the cost in the employee medical benefits package provided by the Consortium, there are no other significant increases anticipated during FY 2020-21. Consortium instructors are supported through the Gavilan College payroll system and although we have a negotiated hourly rate of pay for them, their benefits package is tied to the Gavilan College Faculty Agreement. STRS contributions have increased an average of approximately 1.5% per year, over the past three years. The Consortium anticipates a similar increase in this area for FY 2020-21.

Approximately 22% of the remaining expenditures are directly related to the cost of delivering courses: registration, bookstore and other instructional expenses. Just as with the revenue side of the equation, this budget assumes delivery of the above listed courses with maximum enrollment in each course. Rental expense associated with member college facilities has historically been based upon FTES in lieu of cash payments. FY 2020-21 indicates 60 FTES in lieu of rental fees for MPC and CSM (30 FTES each), and an estimated \$225,000 expense to Gavilan College for overhead costs associated with the Coyote Valley Campus. The lease agreement for the Coyote Valley Campus is approximately \$520,000 for FY2020-21. Facility costs will represent a minimum of 11%, previously 5%, of annual expenses into the future. The last 7% of Consortium expenses are predicated upon needs of the organization and the planned/unexpected costs of

maintaining or replacing equipment, a fleet of vehicles, and other material needs of the organization. Future facility costs will fluctuate, and potentially decrease, based upon strengthening relationships with partner agencies and organizations.

<u>Expenditures</u>	
Salaries & Wages	5,808,357
Benefits	1,499,256
Agency Revenue Sharing	780,892
Registration	1,393,137
Instructional Expenses	173,749
Rental Expense & In-Kind	1,126,182
Legal & Professional	116,497
Instructional Contractors	225,961
Other Contractors	83,686
Travel - Conferences, Fuel	624,109
Repairs & Maintenance	250,406
Bookstore Supplies	445,478
Equipment, Tools & Software	44,024
Postage, Delivery & Freight	6,974
Dues, Subscriptions & Advert.	22,852
Bank Fees	18,521
Telephone Expense	31,455
Insurance Expense	55,446
Other Operating Expenses	4,137
Total Expenses	<u>12,886,998</u>

The Academy’s IT Department continues its mission to provide, develop and further enrich, efficient, readily-available access to information and knowledge for all within the public safety and local communities. To advance these goals the Academy has upgraded and enhanced the functionality of its student & instructor registration system through the development of a secure, cloud-based platform that can be accessed via the internet while eliminating the overhead incurred by hosting in-house server-based systems. The POST TMAS testing system required for Basic Police Academy students has been reconfigured to utilize the campus’ robust WIFI providing a seamless, trouble-free experience for those students enrolled in selected public safety courses. The Academy’s website host will require additional upgrades to meet ADA requirements, ensure a more secure platform that provides new tools for development, and improve site availability. New opportunities to provide efficient, cost-effective and secure technologies are regularly assessed to further the department’s mandate to deliver the best possible experience for its customers.

The Capital Projects Fund continues to be utilized to provide additional support for specific categorical purchases.

CAPITAL PROJECTS FUND

The Capital Projects Fund revenue has been suspended for FY 2020-21. The 2020-21 Capital Projects fund has an audited beginning fund balance of \$211,791.

The Consortium Executive Team set a minimum threshold of \$1,000.00 for the purchase of any one item or a quantity of a single item in one transaction that exceeds the \$1,000.00 minimum for expenses attributed to this fund. Expenses for the fund are projected for five (5) years, by Consortium department, to plan for maintenance and replacement of equipment critical for Consortium operations. The five-year projections assume the member colleges will reinstitute contributing revenue to the fund beginning FY 2021-22.

Expenses associated with the Consortium Law Enforcement Program will equate to approximately 58% of the expenses for FY 2020-21. Consortium's IT and Facilities Departments represents the majority of the remaining expenditures. The Fire discipline has consistently had the smallest impact on this fund as many of their purchases do not meet the minimum cost standard and are subsequently charged against the GF.

The FY 2020-21 Capital Projects Fund Budget projects to have a positive balance at the end of this fiscal year. \$50,000 has been budgeted toward potential loan payments should a suitable EVOC location be identified. Although potential expenditures have been projected for five years, pending the Board's future decisions surrounding revenue for the fund, these expenditures are only anecdotal.

RESERVE FUND

The reserve fund is based upon audited figures for 2019-20 Fiscal Year and the anticipated revenues and expenditures from all Consortium funds. The FY 2020-21 Proposed Budget projects a <\$870,447> loss, sans any salary savings due to vacancies, and a Capital Projects Fund balance of \$35,913, for a final total fund reserve balance of either \$3,686,764. Based upon direction from the Board regarding future funding and facility expenses, the Consortium can balance future budgets against the Reserve Fund for three (3) or more years. The Consortium would need to set aside approximately \$350,000 of the Reserve Fund for the funded liability associated with vacation balances currently held by Consortium employees.

During the lean years the Consortium was forced to make dramatic cuts to disciplines and staffing, and spent over \$2.64 million of the Consortium's Reserves. During this time there was an associated reduction in FTES, therefore a reduction in workload. The proposed budgets do not indicate a workload reduction, only reduction of the revenue associated with the equivalent work. Consideration of further reduction of staff would not be appropriate at this time.

The Consortium was able to replenish its fiscal reserves and expand several of its non-FTES based presentations to arrive at the 2018-19 Reserve Fund balance. As such, the fund was able to sustain the organization through the COVID-19 crisis and beyond. Stability in the partnerships between the colleges and the Consortium are key to the continued long-term viability of the Consortium. Leveraging the strengths of the Consortium will permit sustainability, and consideration of potential expansion or growth.

Relocation of its organizational headquarters to Gavilan College's Coyote Valley Educational Center resolved at least one critical Consortium facilities need. Gavilan has requested rent for the Coyote Valley campus be on a cash basis rather than FTES in the future. In order to maximize and leverage the Consortium "balance sheet," resources and emphasis must be dedicated towards developing or securing those training venues essential to the delivery of those "non-classroom" training activities essential to public safety training. The Consortium acquisition and management of congruent facilities would direct funds towards long term assets for the organization as well opportunities to generate income to offset the costs.

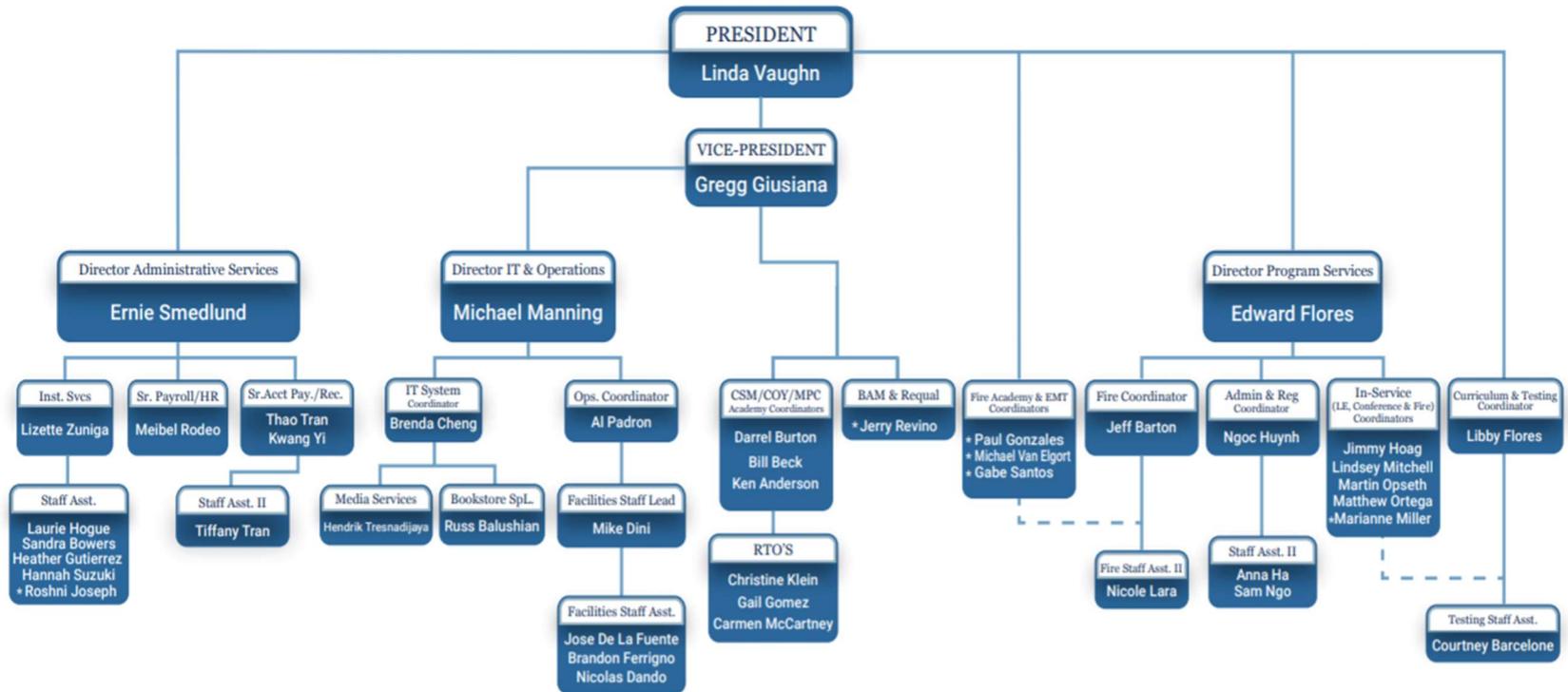
The Consortium Executive Team is working collaboratively with our partner agencies to identify solutions to our Regional Emergency Vehicle Operations facility need, and are at the beginning stages of a viability study on one such property in Gilroy. We anticipate continuing conversations with San Francisco Sheriff as the year progresses. We continue to partner with local agencies to secure firearms training facilities for the Police Academies, as well as Fire Academy training facilities.

EXHIBITS

EXECUTIVE ORGANIZATIONAL CHART



ORGANIZATIONAL STRUCTURE South Bay Regional Public Safety Training Consortium

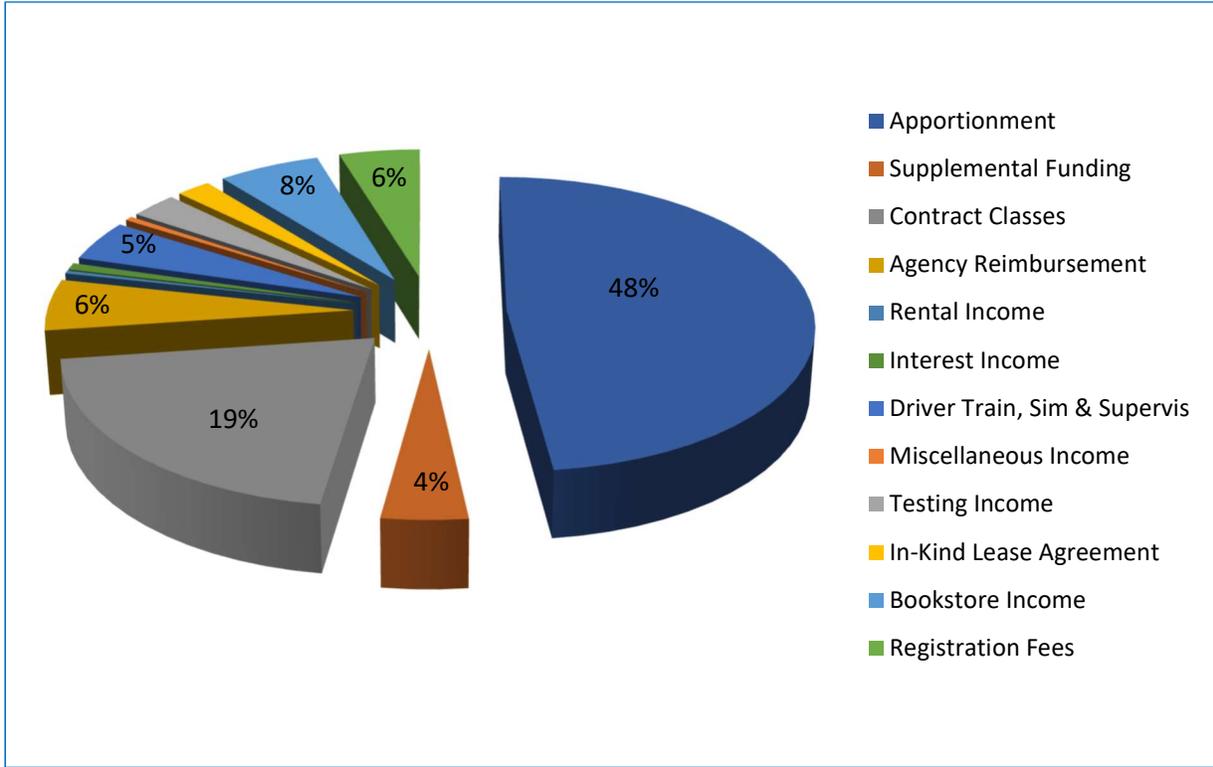


Rev : 9-1-2020
* Part time hourly

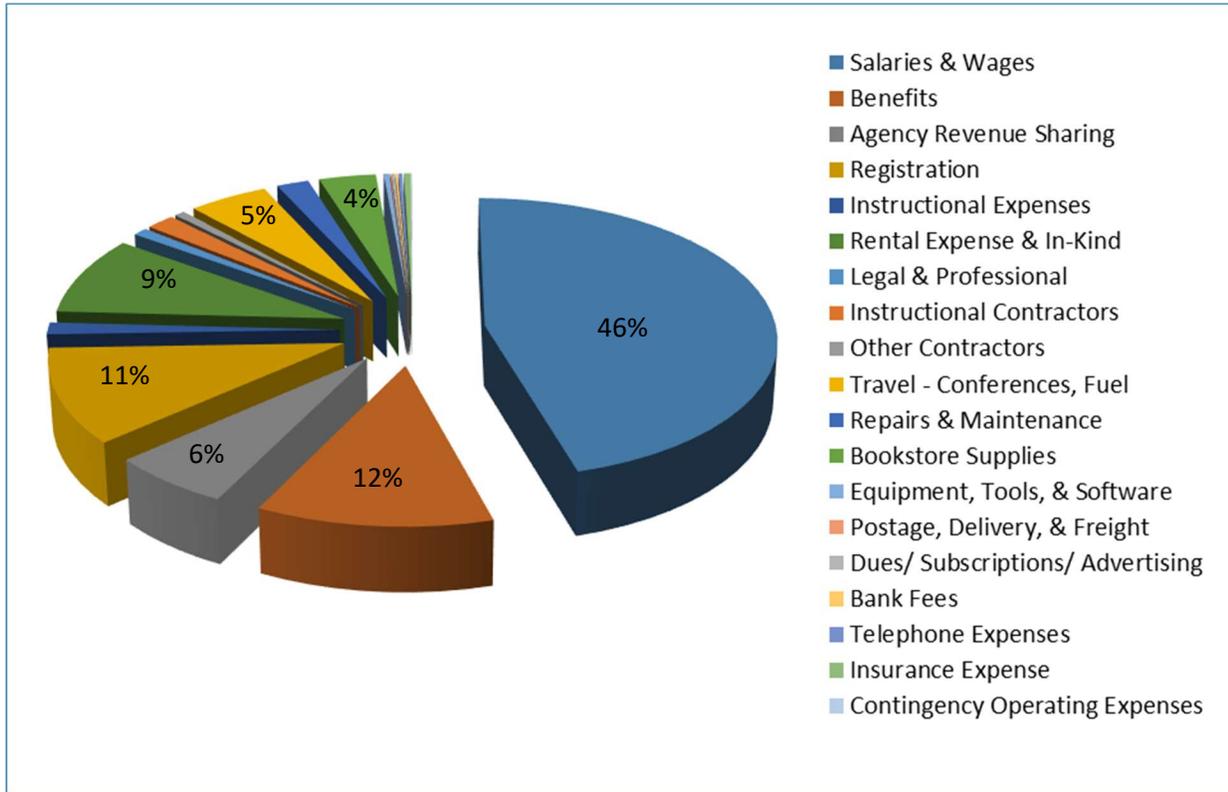
Proposed SCFF Budget FY 2020-21

South Bay Regional Public Safety Training Consortium					
All Funds - Consolidated					
Proposed SCFF w/Lease 2020-21					
* Based upon 2373 +60 FTE					
Description	General Fund	Other Funds			Total All Funds
		Capital Projects Fund	Deferred Maintenance Fund	Self Insurance Fund	
Revenues					
Apportionment	\$5,708,014	\$0	\$0	\$0	\$5,708,014
Supplemental Funding	\$482,429				\$482,429
Contract Classes	2,205,694	-	-	-	2,205,694
Agency Reimbursement	654,215	-	-	-	654,215
Rental Income	12,555	-	-	-	12,555
Interest Income	115,596	-	-	-	115,596
Driver Train, Sim & Supervis	552,623	-	-	-	552,623
Miscellaneous Income	49,208	-	-	-	49,208
Testing Income	292,842	-	-	-	292,842
In-Kind Lease Agreement	240,540	-	-	-	240,540
Bookstore Income	904,007	-	-	-	904,007
Registration Fees	698,542	-	-	-	698,542
Student Refunds	(75,593)				(75,593)
Total Revenues	\$11,840,672	\$0	\$0	\$0	\$11,840,672
Expenditures					
Salaries & Wages	5,808,357	-	-	-	5,808,357
Benefits	1,499,256	-	-	-	1,499,256
Agency Revenue Sharing	780,892	-	-	-	780,892
Registration	1,393,137	-	-	-	1,393,137
Instructional Expenses	173,749	-	-	-	173,749
Rental Expense & In-Kind	1,126,182	-	-	-	1,126,182
Legal & Professional	116,497	-	-	-	116,497
Instructional Contractors	225,961	-	-	-	225,961
Other Contractors	83,686	-	-	-	83,686
Travel - Conferences, Fuel	624,109	-	-	-	624,109
Repairs & Maintenance	250,406	175,879	-	-	426,285
Bookstore Supplies	445,478	-	-	-	445,478
Equipment, Tools, & Software	44,024	-	-	-	44,024
Postage, Delivery, & Freight	6,974	-	-	-	6,974
Dues/ Subscriptions/ Advertising	22,852	-	-	-	22,852
Bank Fees	18,521	-	-	-	18,521
Telephone Expenses	31,455	-	-	-	31,455
Insurance Expense	55,446	-	-	-	55,446
Contingency Operating Expenses	4,137	-	-	-	4,137
Total Expenses	\$12,711,119	\$175,879	\$0	\$0	\$12,886,998
Excess Revenue Over/(Under)					
Expenditures	-\$870,447	-\$175,879	\$0	\$0	-\$1,046,325
Begin Fund Balance 7/1/20	2,299,100	211,791	2,222,198	-	4,733,089
Transfer- In / (Out):					
Capital Projects Fund	-	-	-	-	-
Deferred Maintenance Fund	-	-	-	-	-
Self Insurance Fund	-	-	-	-	-
Total Transfers	-	-	-	-	-
Projected End. Fund Balance	\$1,428,653	\$35,913	\$2,222,198	\$0	\$3,686,764

**General Fund Revenue
SCFF**



General Fund Expenses



General Fund Revenue by Object Code

Income		
41000	· Apportionment Income	\$ 5,708,014
	Supplemental Allocations	\$ 482,429
42000	· Contract Class Revenue	2,205,694
42200	· Agency Reimbursement Income	654,215
43000	· Rental Income	
	43110 · Equipment Rental	9,815
	43120 · Room & Range Rentals	2,740
Total 43000 · Rental Income		12,555
43300	· Interest Income	115,596
43310	- Processing fees	
	43315 - Credit Card Fee-Recapture	11,122
	43320 - Agency Processing Fee	25,367
	43310 - Processing Fees - Other	-
Total 43310 - Processing Fees		36,489
43400	· Driver Training	
	43410 · POST Driver Training	180,000
	43420 · Non Affiliate Driver Training	90,033
Total 43400 · Driver Training		270,033
43500	· POST Supervisory Course Revenue	62,370
43600	· Simulator Income	
	43610 · POST Simulator Income	220,220
	43620 · Other Simulator Income	-
Total 43600 · Simulator Income		220,220
44000	· Miscellaneous Income	12,719
45000	· Testing Income	292,842
46000	· In-Kind Lease income	240,540
47000	· Bookstore Sales	
	47050 - Bookstore Register Sales	35,022
	47100 · Books & Supplies Cost Recovery	444,742
	47200 · Ammunition & Target Cost Recover	404,575
	47300 · Chemical Agent Sales Cost Recover	6,026
	47400 · Maintenance & Equipment Cost Rec	13,642
Total 47000 · Bookstore Sales		904,007
48000	· Registration Fees	
	48100 · Reg-Misc-Student, Health, Cert	684,609
	48200 · Parking Fees	13,933
Total 48000 · Registration Fees		698,542
	Rounding Adjustment	
49000	· Refunds	(75,593)
Total Income		11,840,672

General Fund Expenditures by Object Code

Expense		
50000 · Salaries & Wages-SBRPSTC		
50100 · Full Time Salaries		
50110 · Management		639,457
50120 · Administrators		2,513,222
Total 50100 · Full Time Salaries		3,152,679
50200 · Part Time Salaries		
50210 · Administrative		485,890
50220 · Course Assistants		1,356,780
Total 50200 · Part Time Salaries		1,842,670
Total 50000 · Salaries & Wages-SBRPSTC		4,995,349
50900 · Certificated Instructors		
		813,008
51000 · Payroll Taxes & Benefits		
51100 · SB-Tax, Benefits, Workers Comp.		1,352,568
51200 Employer 457(B) Pension Exp.		136,536
51300 · Compensated Absences		10,152
Total 51000 · Payroll Taxes & Benefits		1,499,256
52000 · Agency Revenue Sharing Expenses		
52100 · \$1.50 Per Contact Hour		188,284
52200 · \$1.65 Per Contact Hour		16,249
52300 · \$1.75 Per Contact Hour		76,365
52400 · \$2.00 Per Contact Hour		17,302
52500 · \$2.25 Per Contact Hour		447,189
52600 · \$2.50 Per Contact Hour		16,455
52700 · \$2.65 Per Contact Hour		12,527
52800 - Agency Expense-Multiple Rates		6,521
52000 - Agency Rev Share Expenses-Other		-
Total 52000 · Agency Revenue Sharing Expens		780,892
53000 · Registration Expenses		
53100 · Registration Fees-Agency/Studen		1,272,556
53200 · Registration Fees-SBRPSTC		63,710
53300 · Refund Expenses		53,043
53400 · Parking Fees		3,828
53500 · Certificate Fees		-
Total 53000 · Registration Expenses		1,393,137
53900 · Passthrough Expenses		
		78,807
54000 · Office & Copier Supplies		
		24,893
54500 · Instructional Supplies		
		70,049
54600 · Rental Expenses		
54610 · In-Kind Facilities Rental		966,660
54620 · Facilities Rental		141,012
54630 · Equipment Rental		18,510
Total 54600 · Rental Expenses		1,126,182
54700 · Legal & Professional		
54710 · Legal Expenses		32,685
54720 · Accounting & Audit Services		83,812
Total 54700 · Legal & Professional		116,497
54800 · Independent Contractors		
54810 · Contractors & Guest Speakers		225,961
54820 · Other Service Contractors		83,686
Total 54800 · Independent Contractors		309,647
54900 · Travel Expenses		
54910 · Travel, Mileage, & Lodging		555,401
54920 · Conferences & Meetings		2,884
54930 · Gasoline		62,640
54940 · Staff Development		3,184
54900 - Travel Expenses - Other		-
Total 54900 · Travel Expenses		624,109
55000 · Repairs & Maintenance		
55010 · Vehicle Repairs & Maintenance		177,264
55020 · Other Repairs & Maintenance		67,511
55030 · Maintenance Agreements		5,631
Total 55000 · Repairs & Maintenance		250,406
55300 · Equipment, Tools, & Software		
		44,024
55400 · Postage, Delivery, & Freight		
		6,974
55500 · Advertising & Promotional		
		11,170
55600 · Dues & Subscriptions		
		11,682
55700 · Bank Fees		
		18,521
55800 · Telephone Expenses		
		31,455
55900 · Insurance Expense		
		55,446
56000 · Bookstore Costs		
56100 · Books & Supplies		260,403
56200 · Ammunition & Targets		173,366
56300 · Chemical Agents		5,069
Total 56000 · Bookstore Costs		438,838
57000 · Contingency Expense		
		4,137
57500 · Sales Tax Expenses		
		6,640
66100 - Bad Debt Expense		
		-
Rounding Adjustment		
		-
Total Expense		12,711,119

Capital Projects Fund

Capital Projects Fund	Year End Actual 2019-20	Proposed Budget 2020-21	Proposed Budget 2021-22	Proposed Budget 2022-23	Proposed Budget 2023-24	Proposed Budget 2024-25
Revenue						
Beginning Fund Balance	\$192,241	\$211,791	\$35,913	-\$166,730	-\$203,380	-\$251,830
Directed Transfer (In/Out)	\$2,772					
Equipment Funding	\$204,044	\$0	\$237,300	\$237,300	\$237,300	\$237,300
Total	\$399,057	\$211,791	\$273,213	\$70,570	\$33,920	-\$14,530
Expenses						
IT Department						
AV/Mix Station			\$10,000			
Cameras						
Computers	\$6,877	\$10,000		\$10,000	\$10,000	
End User Software/Updates	\$7,616		\$5,000		\$5,000	
iPads				\$10,000		\$10,000
Projectors				\$3,000		\$3,000
Website Development			\$130,000			
PSTC Software Development	\$10,806	\$10,000	\$10,000	\$5,000	\$5,000	\$3,000
Routers			\$2,000		\$5,000	
Servers	\$1,306		\$7,500		\$7,500	
Sub-Total	\$26,605	\$20,000	\$164,500	\$28,000	\$32,500	\$16,000
Facilities Department						
Admin Vehicles Lease						
Admin Vehicle Purchase	\$35,292		\$50,000			
Conex Containers/Storage						
EVOC Facility	\$5,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Firing Range			\$50,000	\$75,000	\$75,000	\$75,000
Furniture	\$12,187		\$5,000			
Installation Expenses	\$1,750					
Mats			\$5,000		\$5,000	
Misc. Equipment	\$4,458					
Moving Expense						
Service Vehicles	\$21,844		\$25,000			\$30,000
Sub-Total	\$80,532	\$50,000	\$185,000	\$125,000	\$130,000	\$155,000
Law Enforcement Program						
Airsoft Guns		\$4,000		\$4,000		\$4,000
Brake System				\$7,000	\$7,000	
Car Radios				\$400	\$400	
Drag Dummies		\$2,500		\$2,500		\$2,500
EVOC Cars Lease	\$58,029	\$58,029	\$59,343	\$80,000	\$80,000	
EVOC Cones/Deliniators						\$3,000
EVOC Lighting System	\$1,967		\$5,400			
Light Bars				\$600	\$600	
Numb John		\$3,000		\$3,000		
Handheld Radios		\$18,000	\$5,000	\$5,000	\$18,000	\$5,000
Range Speaker System			\$3,700			
Red Suit	\$3,425	\$3,250		\$3,250		\$3,250
Cuff Dummies		\$5,200	\$5,200		\$3,250	
Storage Building						
Shot Guns		\$4,500			\$4,500	
Golf Cart	\$4,194	\$3,000				\$5,000
Simulator Guns and Inserts			\$2,000		\$2,000	
Skid Car System	\$8,087			\$10,000		
Sub-Total	\$75,702	\$101,479	\$80,643	\$115,750	\$115,750	\$22,750
Fire Program						
Ambulance						
Brush Patrol						
Chain Saws		\$1,800		\$1,800		\$1,800
Circular Saws			\$1,800		\$1,800	
Conex Containers/Storage						
Fire Burn Car						
Fire Truck						
Forcible Entry Props	\$1,333		\$3,000			\$3,000
Hoses & Couplings	\$1,817	\$2,600	\$2,000	\$2,000	\$4,300	\$2,000
Iron Kits			\$1,000			\$1,000
Ladders	\$1,277		\$2,000	\$1,400	\$1,400	
Moveable Walls						
PT Equipment						
Shipping Container Fire Tower						
Utility truck/trailer						
Sub-Total	\$4,427	\$4,400	\$9,800	\$5,200	\$7,500	\$7,800
Total Expenses	\$187,266	\$175,879	\$439,943	\$273,950	\$285,750	\$201,550
Net Fund Balance	\$211,791	\$35,913	-\$166,730	-\$203,380	-\$251,830	-\$216,080

Chancellor's Office Exhibit C

California Community Colleges																											
South Bay Regional Public Safety Training Consortium																											
Exhibit C																											
Total Computational Revenue and Revenue Source																											
Total Computational Revenue (TCR)			60% Rate																								
I. Base Allocation (FTES + Basic Allocation)	\$ 9,513,357.00		\$ 5,708,014.20																								
II. Supplemental Allocation	\$ 8,532.00		\$ 5,119.20																								
III. Student Success Allocation	\$ 795,507.00		\$ 477,304.20																								
Student Centered Funding Formula (SCFF) Calculated Revenue	\$ 10,317,396.00		\$ 6,190,437.60																								
	<i>2020-21 Hold Harmless Protection Adjustment</i>	\$ 293,499.20	\$ 176,099.52																								
	2020-21 TCR	\$ 10,610,895.20	\$ 6,366,537.12																								
Revenue Sources																											
Property Tax																											
Less Property Tax Excess	<i>South Bay Does not have a TCR so this is based upon \$5150.92 FTES value</i>																										
Student Enrollment Fees																											
<u>State General Apportionment</u>																											
General Apportionment	\$10,610,895.20																										
Full-Time Faculty Hiring (FTFH) Apportionment	\$0.00																										
Total State General Apportionment	\$10,610,895.20																										
Education Protection Account (EPA)																											
	Total Available Revenue	\$ 10,610,895.20																									
<table style="width: 100%; border-collapse: collapse;"> <tr> <td colspan="4">South Bay Value at 60%</td> </tr> <tr> <td style="text-align: right;">Unadjusted SCFF</td> <td style="text-align: right;">\$ 6,190,437.60</td> <td style="text-align: right;"><i>check figures</i></td> <td style="text-align: right;">1</td> </tr> <tr> <td style="text-align: right;">Based upon \$5150.92 FTES Value</td> <td style="text-align: right;">\$ 6,366,537.12</td> <td></td> <td style="text-align: right;">1</td> </tr> <tr> <td style="text-align: right;">Difference</td> <td style="text-align: right;">\$ (176,099.52)</td> <td></td> <td></td> </tr> <tr> <td style="text-align: right;">Adjusted TCR</td> <td style="text-align: right;">\$ 6,366,537.12</td> <td></td> <td></td> </tr> <tr> <td style="text-align: right;">Difference</td> <td style="text-align: right;">\$ -</td> <td></td> <td></td> </tr> </table>				South Bay Value at 60%				Unadjusted SCFF	\$ 6,190,437.60	<i>check figures</i>	1	Based upon \$5150.92 FTES Value	\$ 6,366,537.12		1	Difference	\$ (176,099.52)			Adjusted TCR	\$ 6,366,537.12			Difference	\$ -		
South Bay Value at 60%																											
Unadjusted SCFF	\$ 6,190,437.60	<i>check figures</i>	1																								
Based upon \$5150.92 FTES Value	\$ 6,366,537.12		1																								
Difference	\$ (176,099.52)																										
Adjusted TCR	\$ 6,366,537.12																										
Difference	\$ -																										

Section II: Supplemental Allocation						
				2019-20 Headcount	2019-20 Rate	Revenue
Pell Grant Recipients				2	\$ 948.00	\$ 1,896.00
AB540 Students					\$ 948.00	-
California Promise Grant Recipients				7	\$ 948.00	6,636.00
Total Supplemental Allocation						\$ 8,532.00
Section III: Student Success Allocation						
All Students				2019-20 Headcount	2019-20 Rate	Revenue
Associate Degrees for Transfer					2236.00	\$ -
Associate Degrees for Transfer					1677.00	-
Baccalaureate Degrees					1677.00	-
Credit Certificates				274	1118.00	306,332.00
Transfer Level Math and English					1118.00	-
Transfer					838.50	-
Nine or More CTE Units				591	559.00	330,369.00
Regional Living Wage				274	559.00	153,166.00
All Students subtotal				1139		\$ 789,867.00
Pell Grant recipients						
Associate Degrees for Transfer					846.00	\$ -
Associate Degrees for Transfer					634.00	-
Baccalaureate Degrees					634.00	-
Credit Certificates				2	423.00	846.00
Transfer Level Math and English					423.00	-
Transfer					317.25	-
Nine or More CTE Units				2	211.50	423.00
Regional Living Wage				2	211.50	423.00
Pell Grant Recient subtotal				6		\$ 1,692.00
California Promise Grant Recipients						
Associate Degrees for Transfer					564.00	\$ -
Associate Degrees for Transfer					423.00	-
Baccalaureate Degrees					423.00	-
Credit Certificates				7	282.00	1,974.00
Transfer Level Math and English					282.00	-
Transfer					211.50	-
Nine or More CTE Units				7	141.00	987.00
Regional Living Wage				7	141.00	987.00
California Promise Grant subtotal				21		\$ 3,948.00
Total Student Success Allocation						\$ 795,507.00

Budget to Actuals History

	2006-07		2007-08		2008-09		2009-10		2010-11	
	Budget	Actual								
FTES Allocation		2412	2499	2485	2535	2451	2535	2204	2226	2221
Total Revenue		\$8,520,423	\$7,660,400	\$8,760,750	\$9,405,919	\$9,209,011	\$9,405,919	\$7,847,187	\$7,278,436	\$7,935,951
Total Expenses		\$7,340,670	\$8,193,054	\$8,505,257	\$9,832,803	\$9,881,125	\$9,967,186	\$8,806,141	\$8,018,594	\$8,304,508
Over/(Under)	\$0	\$1,179,753	(\$532,654)	\$255,493	(\$426,884)	(\$672,114)	(\$561,267)	(\$958,954)	(\$740,158)	(\$368,557)
Ending Fund Balance (all funds)		\$3,406,749	\$2,874,095	\$3,662,242	\$3,235,358	\$2,990,128	\$2,428,861	\$2,031,174	\$1,291,016	\$1,662,617
	2011-12		2012-13		2013-14		2014-15		2015-16	
	Budget	Actual								
FTES Allocation	1887	1876	1651	1814	1673	1951	2138	2148	2493	2472
Total Revenue	\$5,932,159	\$7,649,217	\$7,220,378	\$8,502,715	\$8,255,224	\$8,971,611	\$10,088,958	\$10,564,349	\$11,955,867	\$12,140,264
Total Expenses	\$6,720,372	\$8,108,219	\$7,765,168	\$8,676,737	\$8,541,941	\$8,978,760	\$10,340,549	\$10,437,753	\$11,597,520	\$11,066,672
Over/(Under)	(\$788,213)	(\$459,002)	(\$544,790)	(\$174,022)	(\$286,717)	(\$7,149)	(\$251,591)	\$126,596	\$358,347	\$1,073,592
Ending Fund Balance (all funds)	\$874,404	\$1,203,615	\$658,825	\$1,029,593	\$742,876	\$1,022,444	\$770,853	\$1,149,040	\$1,507,387	\$2,222,632
	2016-17		2017-18		2018-19		2019-20		2020-21	
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	SCFF Budget	Projected
FTES Allocation	2593	2590	2553	2635	2583	2394	2558	2162.75	2433	
Total Revenue	\$12,419,777	\$13,109,219	\$13,074,313	\$13,122,470	\$12,840,316	\$12,457,873	\$13,425,486	\$10,871,839	\$11,840,672	
Total Expenses	\$12,247,892	\$11,684,721	\$12,383,846	\$11,495,396	\$12,290,134	\$12,156,127	\$13,303,795	\$11,699,480	\$12,711,119	
Over/(Under)										
Operating Budget	\$171,885	\$1,424,498	\$690,467	\$1,627,074	\$550,182	\$301,746	\$121,691	(\$827,641)	(\$870,447)	\$0
Ending Fund Balance (all funds)	\$ 2,394,517	\$ 3,647,130	\$ 4,258,522	\$ 5,179,699	\$ 5,650,806	\$ 5,541,180	\$ 5,585,942	\$ 4,733,089	\$ 3,686,764	