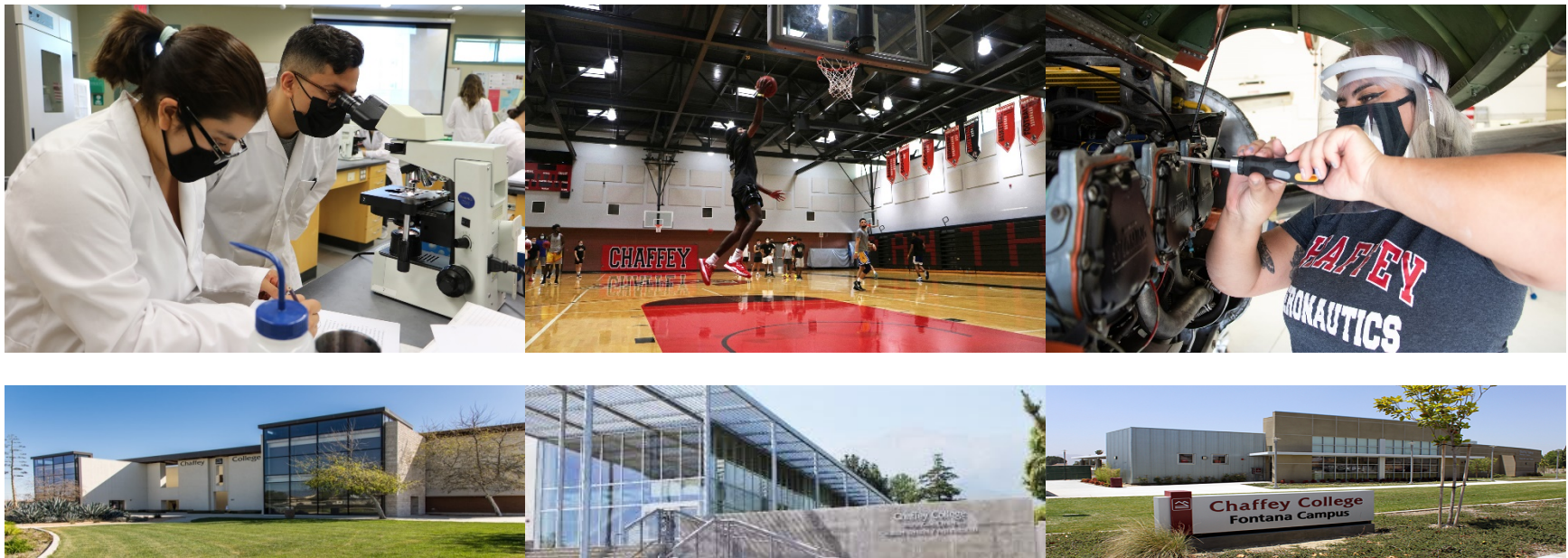


CHAFFEY COMMUNITY COLLEGE DISTRICT



2021-2022 ADOPTED BUDGET

AUGUST 26, 2021

CHAFFEY COMMUNITY COLLEGE DISTRICT

LIST OF PRINCIPAL OFFICIALS

Governing Board

Gary C. Ovitt.....	President
Lee C. McDougal.....	Vice President
Kathleen Brugger.....	Clerk
Deana Olivares-Lambert.....	Member
Gloria Negrete McLeod.....	Immediate Past President
Rousselle Douge.....	Student Trustee

Administration

Henry D. Shannon, Ph. D.....	Superintendent/President
Lisa Bailey.....	Associate Superintendent, Business Services and Economic Development
Laura Hope.....	Associate Superintendent, Instruction and Institutional Effectiveness
Alisha Rosas.....	Associate Superintendent, Student Services and Strategic Communications
Troy Ament.....	Interim Vice President, Administrative Services, Emergency Operations, Facilities and Construction

CHAFFEY COMMUNITY COLLEGE DISTRICT
TABLE OF CONTENTS
2021-2022 ADOPTED BUDGET

INTRODUCTION

Understanding the Budget Document.....	4
Superintendent/President’s Letter for fiscal year 2021-2022 Operating Budget.....	5
Mission Statement.....	6
Budget Resolution of Governing Board	7
Budget Process.....	8
Budget Development Calendar.....	10
Description of Funds by Type.....	11

ORGANIZATION

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

TOTAL FUNDS BUDGET SUMMARY

2021-2022 Adopted Budget Total Fund Chart	15
2021-2022 Adopted Budget Total Fund Summary.....	16

GENERAL FUND BUDGET SUMMARY

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

CAMPUS, SUPPORT SERVICES AND SCHOOLS

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

CHAFFEY COMMUNITY COLLEGE DISTRICT
TABLE OF CONTENTS
2021-2022 ADOPTED BUDGET (CONTINUED)

SUPPORT SERVICES

Superintendent/President's Office	39
Administrative Services, Emergency Operations, Facilities and Construction	42
Business Services and Economic Development	45
Foundation	49
Instruction and Institutional Effectiveness.....	52
-School of Hospitality, Fashion, Interior and Culinary Arts (Chino Campus).....	56
-Fontana Campus	59
Institutional Effectiveness.....	62
Student Services and Strategic Communications, Enrollment and Support Services	65
-Counseling and Student Success	68

SCHOOLS AND PROGRAMS

Kinesiology, Nutrition and Athletics	71
Business and Applied Technology.....	74
Health Sciences.....	77
Instructional Support.....	80
Language Arts.....	83
Library and Learning Resources.....	87
Mathematics and Science.....	90
Social and Behavioral Sciences	94
Visual and Performing Arts	98

STUDENT'S FTE.....	102
--------------------	-----

OTHER FUNDS PRESENTATIONS	103
---------------------------------	-----

CAPITAL PROJECTS AND SCHEDULED MAINTENANCE.....	115
---	-----

MEASURE L AND P BONDS.....	120
----------------------------	-----

GLOSSARY OF TERMS.....	128
------------------------	-----

CHAFFEY COMMUNITY COLLEGE DISTRICT

UNDERSTANDING THE BUDGET DOCUMENT

This budget document provides the public with concise and readable information about the College and displays the College's objectives and budget for Fiscal Year 2021-2022.

The budget document begins with the Superintendent/President's Letter, which provides an overview of the 2021-2022 Fiscal Year Adopted Budget by highlighting major programs and the College's overall financial position and outlook.

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

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

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

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

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

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

CHAFFEY COMMUNITY COLLEGE DISTRICT

DATE: August 26, 2021

TO: Governing Board Members

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

SUBJECT: Fiscal Year 2021-2022 Operating Budget

The 2021-2022 Chaffey College budget is presented to the Governing Board in this document. The proposed unrestricted general fund budget includes \$135,058,011 in unrestricted general fund income and \$134,724,368 in unrestricted general fund expenditures. The District's budget includes a 5.07% COLA, which is applied to the state Chancellor's Office Student Centered Funding Formula.

The annual budget, which includes the general and other funds, is an important planning document approved by the Governing Board each year. The proposed adopted budget supports the policies approved by the Governing Board, including the Board requirement to maintain at least a 7% unrestricted general fund reserve. The 2021-2022 State Budget suggests a substantial recovery to the state's finances in recent months, with the state's primary revenue sources coming in ahead of projections. To protect the district against economic uncertainties, prudent fiscal measures have been implemented, including projecting and planning for future liabilities, such as PERS & STRS increases and other post-employment benefits (OPEB).

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

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

CHAFFEY COMMUNITY COLLEGE DISTRICT
MISSION STATEMENT

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

-Adopted by the Governing Board on November 18, 2015

CHAFFEY COMMUNITY COLLEGE DISTRICT
BUDGET RESOLUTION OF GOVERNING BOARD

RESOLUTION 82621

**A RESOLUTION OF THE GOVERNING BOARD OF CHAFFEY COMMUNITY COLLEGE
ADOPTING THE OPERATING BUDGET OF SAID COLLEGE FOR THE FISCAL YEAR 2021-2022**

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

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

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

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

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

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

NOW THEREFORE, be it resolved, determined and ordered by the Governing Board of Chaffey Community College District that, the College's Operating Budget for the Fiscal Year 2021-2022, submitted by the President to the Governing Board, is herewith adopted for the Chaffey Community College District for the Fiscal Year 2021-2022.

CHAFFEY COMMUNITY COLLEGE DISTRICT

BUDGET PROCESS

Title 5 of the California Code of Regulations, Section 58300, requires the District to adopt its annual budget on or before September 15, 2021. All budgets have been prepared in accordance with state and county guidelines. The adopted budget is based on the Governor's approved state budget.

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

Institutional Goals

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

CHAFFEY COMMUNITY COLLEGE DISTRICT

BUDGET PROCESS (CONTINUED)

Board Policy and Administrative Procedures

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

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

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

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

CHAFFEY COMMUNITY COLLEGE DISTRICT

BUDGET DEVELOPMENT CALENDAR

- Friday, November 20 Budget calendar presented to Budget Advisory Committee.
- Tuesday, December 8 Budget calendar presented to President's Cabinet.
- Friday, January 8 Governor releases the proposed 2021-2022 State budget.
- Wednesday, January 20 ACCCA/ACBO Governor's Proposed State Budget Workshop.
- Thursday, January 28 Budget calendar presented to Governing Board.
- Wednesday, February 3 District Budget Forum (1pm-2pm).
- Tuesday, March 2 & Thursday, March 4 Budget workshops for faculty, staff, and managers (Tuesday 9:00am – 10:30am & Thursday 2:00pm – 3:30pm). Senior budget managers receive budget work documents, including first run of budget.
- Friday, March 26 Senior budget managers' deadline to submit budget confirmations and/or changes to Budgeting & Fiscal Services.
- Friday, April 9 Budgeting & Fiscal Services office returns second run of budget to senior budget managers for review.
- Friday, April 16 Senior budget managers' deadline to submit any corrections and/or additional changes to the second run of the budget to Budgeting & Fiscal Services.
- Friday, May 21 Budgeting & Fiscal Services completes tentative budget draft.
- Thursday, June 24 Governing Board reviews and approves tentative budget.
- Wednesday, June 30 Tentative budget due to the County of San Bernardino.
- Thursday, August 26 Proposed adopted budget presented to Governing Board for approval.
- Monday, October 11 Adopted budget submitted to the California Community College Chancellor's Office.
- Tuesday, October 12 Adopted budget submitted to the County of San Bernardino.

**Dates not mandated are subject to change.*

Reviewed by Budget Advisory Committee – November 20, 2020

Reviewed by President's Cabinet – December 8, 2020

Reviewed by College Planning Council – January 15, 2021

Reviewed by Governing Board – January 28, 2021

CHAFFEY COMMUNITY COLLEGE DISTRICT

DESCRIPTION OF FUNDS BY TYPE

General Funds

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

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

Capital Projects Funds

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

Enterprise Funds

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

CHAFFEY COMMUNITY COLLEGE DISTRICT

DESCRIPTION OF FUNDS BY TYPE (CONTINUED)

Internal Services Funds

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

Special Revenue Funds

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

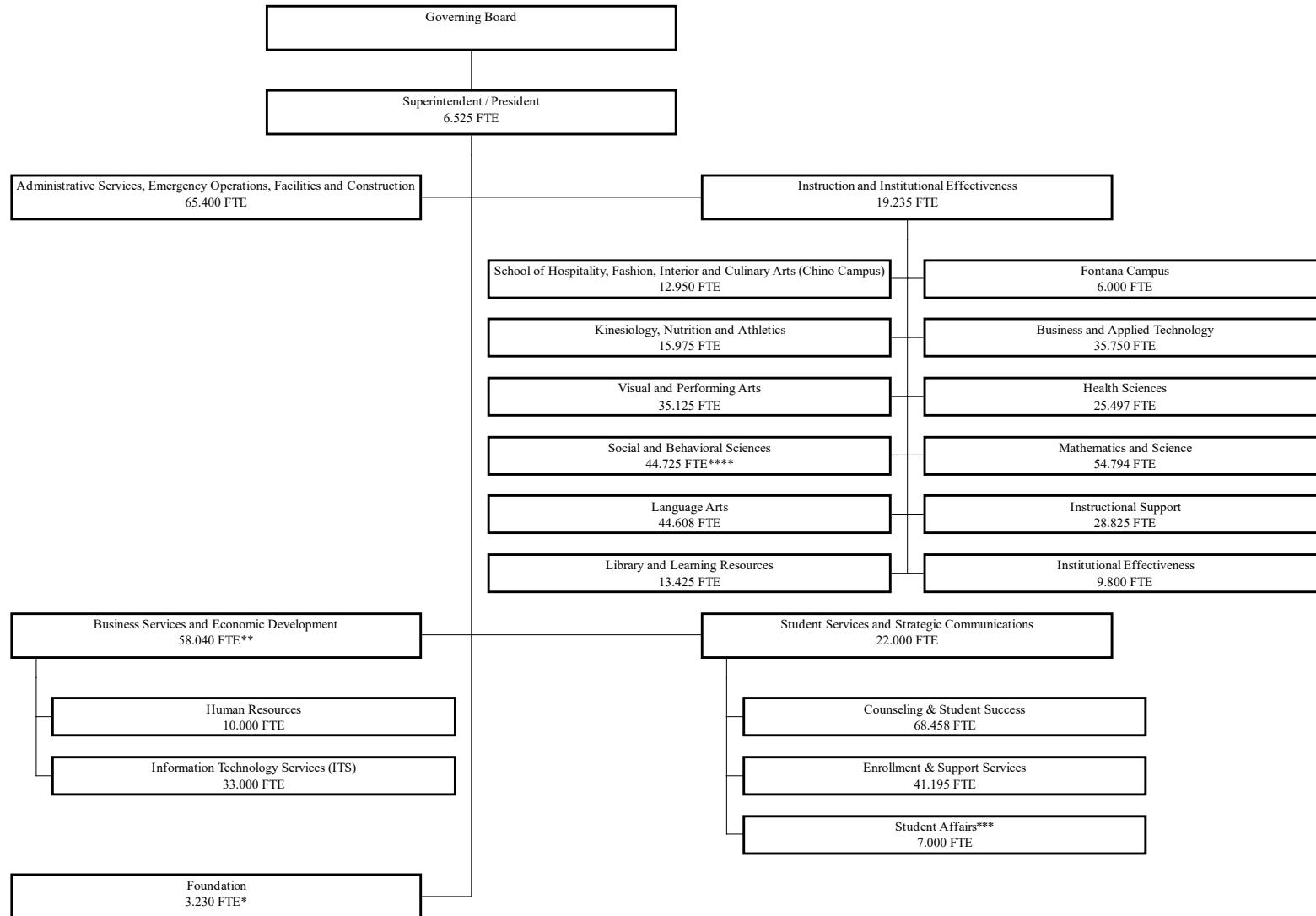
Trust Funds

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

CHAFFEY COMMUNITY COLLEGE DISTRICT

ORGANIZATIONAL CHART

JULY 1, 2021



*Includes Foundation funding 0.500 FTE

**Includes Auxiliary Services & Campus Store funding 15.875 FTE

NOTE: This chart includes all budgeted permanent contract positions.

***Includes CCSG (Student Life) funding 1.000 FTE

****Includes Child Development Center funding 11.250 FTE

CHAFFEY COMMUNITY COLLEGE DISTRICT

SUMMARY OF PERSONNEL CHANGES BY SUPPORT SERVICES AND INSTRUCTIONAL SCHOOLS/PROGRAMS AS OF JULY 1, 2021

	<u>2019-2020 Adopted Budget</u>	<u>2020-2021 Adopted Budget</u>	<u>2021-2022 Adopted Budget</u>	<u>2021-2022 Authorized Positions</u>
Support Services				
Superintendent/President	13.777	6.775	6.525	6.225
Foundation *	2.730	2.730	2.730	2.730
Business Services & Economic Development *	68.200	68.325	85.165	92.097
Administrative Services, Emergency Operations, Facilities and Construction	81.900	81.400	65.400	65.900
Instruction & Institutional Effectiveness	11.450	17.802	19.235	16.500
Fontana Campus	7.000	4.000	6.000	6.000
Institutional Effectiveness	0.000	0.000	9.800	9.300
Student Services & Strategic Communications	47.433	44.908	22.000	22.000
Enrollment & Support Services	60.445	56.245	41.195	42.195
Counseling & Student Success	29.300	28.550	68.458	70.478
Student Affairs *	5.250	6.000	6.000	7.000
Total Support Services	<u>327.485</u>	<u>316.735</u>	<u>332.508</u>	<u>340.425</u>
Instructional Schools / Services				
Kinesiology, Nutrition & Athletics	16.475	16.475	15.975	15.975
Business & Applied Technology	36.250	31.050	35.750	36.500
Hospitality, Fashion, Interior and Culinary Arts	13.950	12.950	12.950	12.950
Health Sciences	28.288	22.570	25.497	27.000
Instructional Support	38.240	38.365	28.825	27.925
Language Arts	44.025	43.405	44.608	48.475
Library & Learning Resources	12.675	12.425	13.425	13.425
Mathematics & Science	56.667	56.500	54.794	60.000
Social & Behavioral Sciences *	35.475	32.475	33.475	34.475
Visual & Performing Arts	36.885	35.125	35.125	36.375
Total Instructional Schools/Services	<u>318.930</u>	<u>301.340</u>	<u>300.424</u>	<u>313.100</u>
Total General Fund Personnel	<u>646.415</u>	<u>618.075</u>	<u>632.932</u>	<u>653.525</u>
* Other Funds				
Foundation	0.500	0.500	0.500	0.500
Auxiliary Services & Campus Store	15.875	15.875	15.875	19.350
CCSG (Student Activities)	0.000	0.000	1.000	1.000
Child Development Center	12.500	11.750	11.250	12.750
	<u>28.875</u>	<u>28.125</u>	<u>28.625</u>	<u>33.600</u>
Total Personnel	<u>675.290</u>	<u>646.200</u>	<u>661.557</u>	<u>687.125</u>

NOTE: This list includes all budgeted permanent contract positions.

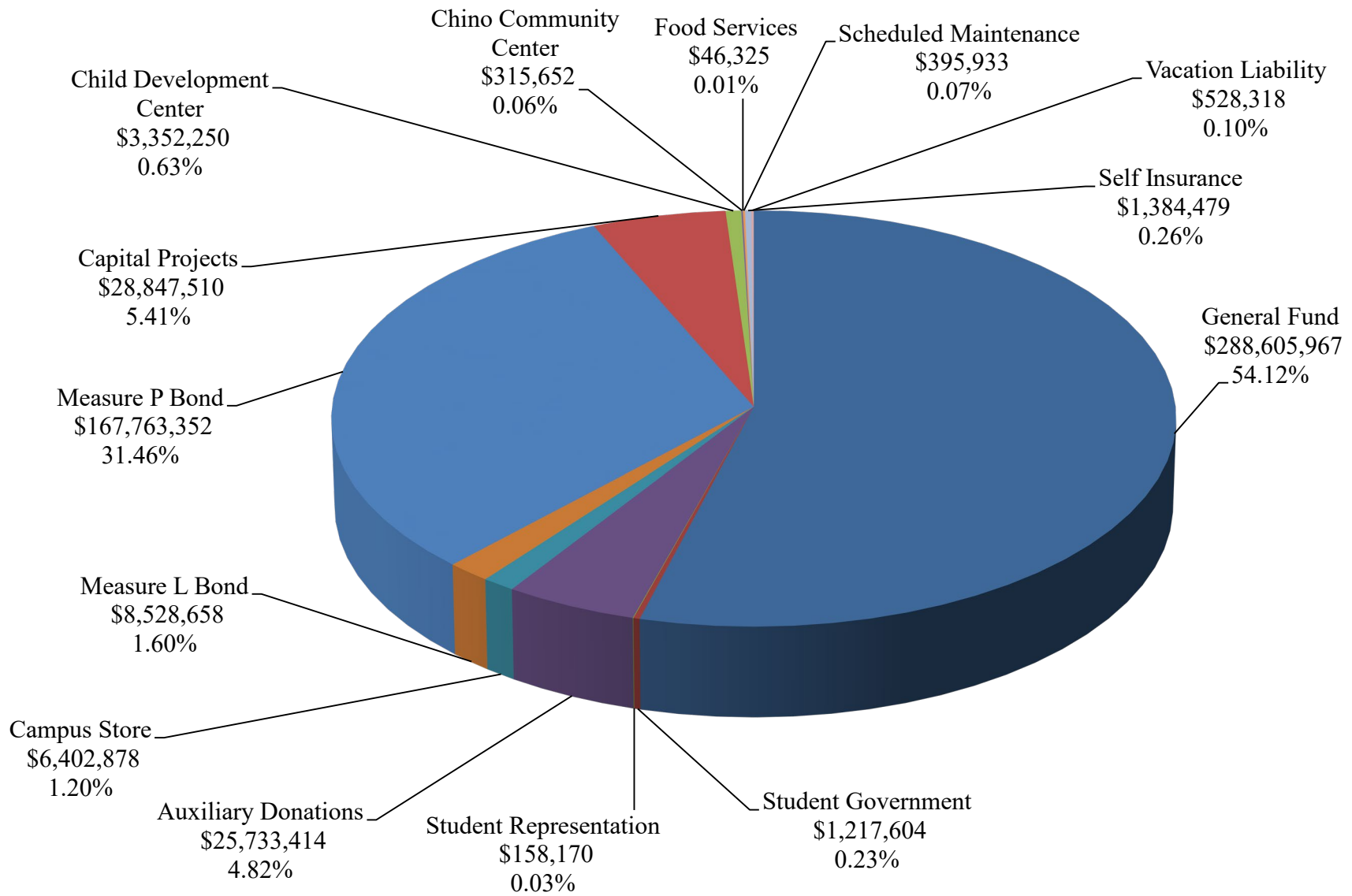
Placement of positions within areas may be subject to change.

-25.568

CHAFFEY COMMUNITY COLLEGE DISTRICT

2021-2022 ADOPTED BUDGET

TOTAL FUNDS SUMMARY



CHAFFEY COMMUNITY COLLEGE DISTRICT
2021-2022 ADOPTED BUDGET
TOTAL FUNDS SUMMARY

FUND	2020-2021 Actual Fund Total	2021-2022				
		Actual Beg Balance	Adopted Revenue	Adopted Expenditures	Adopted End Balance	Adopted Fund Total
General Fund - Unrestricted	\$159,055,453	\$42,929,470	\$135,058,011	\$134,724,368	\$43,263,113	\$177,987,481
General Fund - Restricted	41,947,883	5,052,671	105,565,815	110,618,486	0	110,618,486
Total General Fund	201,003,336	47,982,141	240,623,826	245,342,854	43,263,113	288,605,967
Student Government	898,932	721,604	496,000	566,455	651,149	1,217,604
Student Representation	105,047	48,170	110,000	110,000	48,170	158,170
Auxiliary Donations	25,419,987	25,355,114	378,300	5,253,000	20,480,414	25,733,414
Campus Store	5,148,543	2,104,378	4,298,500	4,298,500	2,104,378	6,402,878
Measure L Bond	9,839,030	8,430,418	98,240	8,528,658	0	8,528,658
Measure P Bond	188,281,805	166,057,252	1,706,100	163,735,063	4,028,289	167,763,352
Capital Projects	18,128,407	13,817,527	15,029,983	20,824,578	8,022,932	28,847,510
Child Development Center	2,746,678	2,605,614	746,636	746,636	2,605,614	3,352,250
Chino Community Center	347,316	46,774	268,878	268,878	46,774	315,652
Food Services	45,388	36,325	10,000	10,000	36,325	46,325
Scheduled Maintenance	314,519	94,433	301,500	339,772	56,161	395,933
Self Insurance	1,583,507	644,479	740,000	1,000,000	384,479	1,384,479
Vacation Liability	522,318	522,318	6,000	40,000	488,318	528,318
GRAND TOTAL	\$454,384,813	\$268,466,547	\$264,813,963	\$451,064,394	\$82,216,116	\$533,280,510

CHAFFEY COMMUNITY COLLEGE DISTRICT

2021-2022 BUDGET ASSUMPTIONS

UNRESTRICTED FUNDS

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

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

• Basic Allocation

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

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

Year	Base	Actual	Funded	Allowable/Targeted Growth	Unfunded	
2016-17	15,849	16,385	16,385	4.34%	0.00	Actual growth 3.38%
2017-18	16,385	14,627	16,385	1.92%	(1,758.07)	Stability
2018-19	-	16,916	16,389	3.24%	527.11	Restoration + 3.24% growth
2019-20	-	16,948	16,120	0.19%	828.00	Statewide rate of .55%
2020-21	16,948	10,998	16,773	0.00%	175.00	Stability-Emerg Conditions Allowance
2021-22	16,948	16,948	TBD	0.75%	TBD	Statewide rate .75%

B. Supplemental Allocation (Equity) 20%

C. Student Success 10%

II. State Total Computational Revenue (TCR) Projections & Estimates

• 20/21 Projected State Computational Revenue	\$114,709,865	COLA 0%	Growth 0%
Deficit Applies	(696,065)		
Total 20/21 Total TCR	<u>114,013,800</u>		
• 21/22 Estimated State Total Computational Revenue	122,012,769	COLA 5.07%	Growth .75%
Estimated deficit	(1,261,743)		
Total 21/22 Estimated TCR	<u>120,751,026</u>		

III. Budgeted Local Revenue

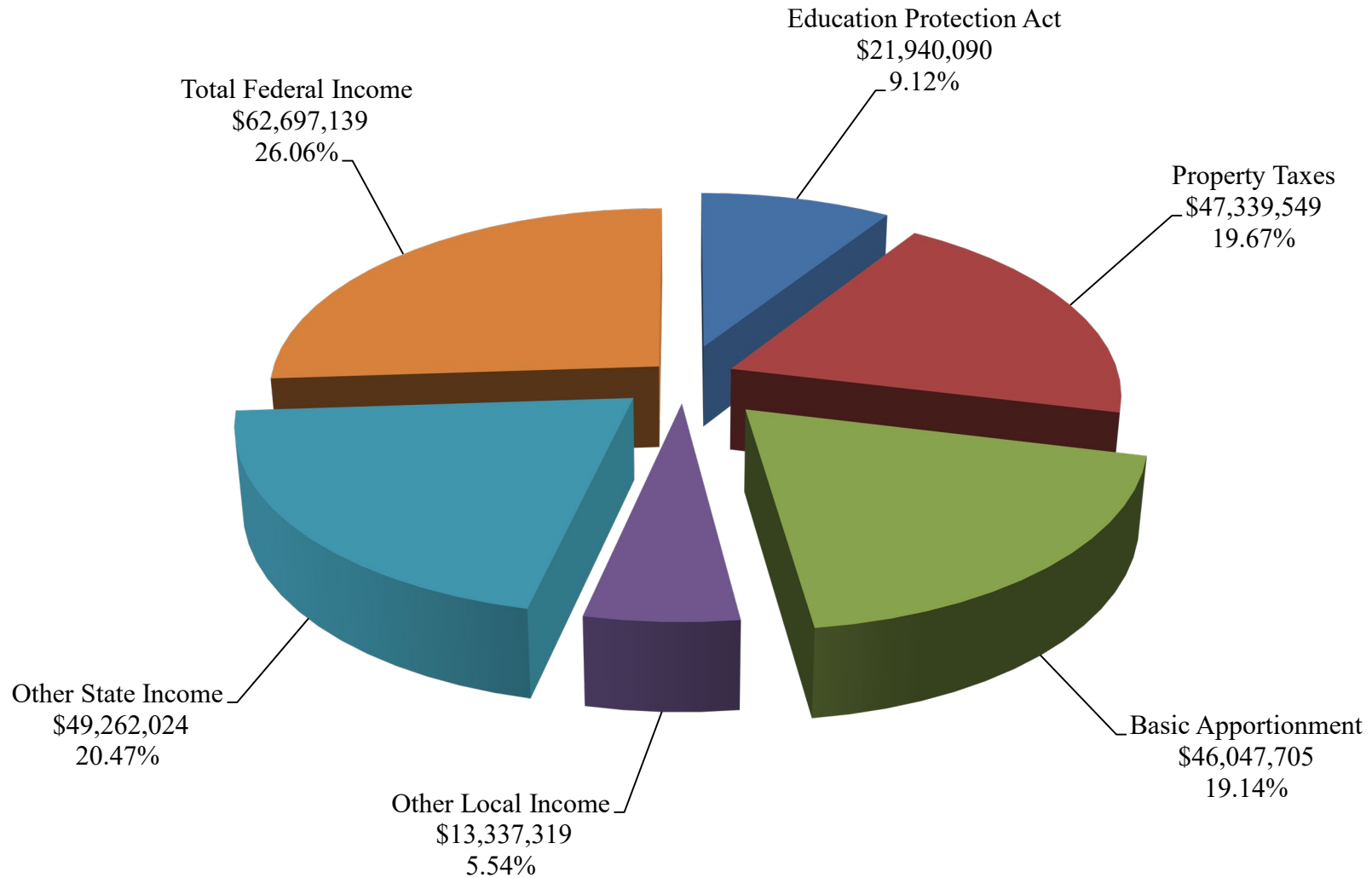
A. Enrollment fee (\$46 per unit)	5,230,473
B. Non-resident/International Tuition	1,600,000
C. Interest earnings	900,000
D. Property taxes	47,314,552
E. Other local	3,111,933

IV. Expenditure Adjustments

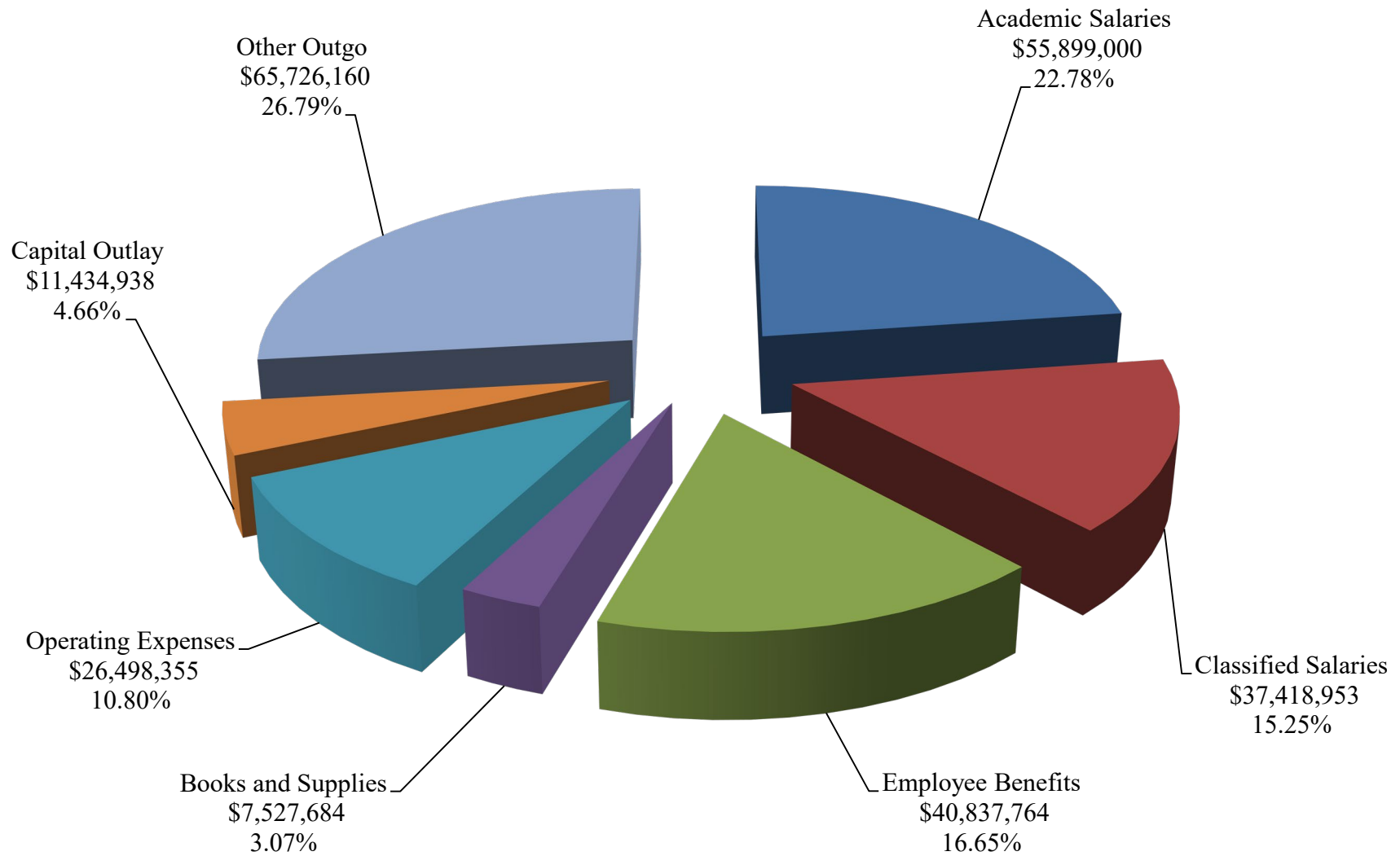
A. Reductions from 20/21 budget (estimates)	
Operating costs:	
• Reverse 20/21 one-time expenses	(115,249)
	<u>(115,249)</u>
B. Increases from 20/21 budget (estimates)	
Operating costs:	
• Salary & Benefits (net)	7,401,727
• Operating expenses	1,094,742
• PY one-time accounts payable carryover	335,344
Total Operating costs increases	<u>8,831,813</u>
C. Changes-Other commitments, designations & considerations (estimates)	
• Elections	650,000
• Solar Debt Payment adjustment	(4,857)
Total Other commitments, etc. increase	<u>645,143</u>
Total Expenditure Adjustments	<u><u>\$9,361,707</u></u>

Note: Based on Student Centered Funding Formula

**CHAFFEY COMMUNITY COLLEGE DISTRICT
2021-2022 GENERAL FUND ADOPTED BUDGET
REVENUES – COMBINED UNRESTRICTED & RESTRICTED**



**CHAFFEY COMMUNITY COLLEGE DISTRICT
2021-2022 GENERAL FUND ADOPTED BUDGET
EXPENDITURES – COMBINED UNRESTRICTED & RESTRICTED**



CHAFFEY COMMUNITY COLLEGE DISTRICT
2021-2022 GENERAL FUND ADOPTED BUDGET
REVENUES – COMBINED UNRESTRICTED & RESTRICTED – DETAIL

DESCRIPTION	2020-2021 Adopted Budget	2020-2021 Actual	2021-2022 Adopted Budget	Variance	Percent* Change
Restricted Beginning Balance	4,272,601	4,272,601	5,052,671	\$780,070	18.3%
REVENUE					
Federal Income					
Student Financial Aid/Federal Work Study	9,094,834	24,780	665,000	(8,429,834)	-92.7%
HEERF-Higher Education Emergency Relief Fund	0	9,125,580	58,466,492	58,466,492	0.0%
Vocational Education	936,311	917,664	863,315	(72,996)	-7.8%
FWS Administrative Allowance	33,000	1,239	15,000	(18,000)	-54.5%
SEOG Grant Administrative Allowance	23,000	31,100	31,000	8,000	34.8%
Pell Grant Administrative Allowance	41,000	36,170	36,000	(5,000)	-12.2%
Forest Reserve	36,000	79,543	36,000	0	0.0%
Other Federal Income	3,197,277	1,735,039	2,584,332	(612,945)	-19.2%
Total Federal Income	13,361,422	11,951,115	62,697,139	49,335,717	369.2%
State Income					
Basic Apportionment	43,645,305	34,156,823	46,047,705	2,402,400	5.5%
Education Protection Act	18,599,347	27,093,747	21,940,090	3,340,743	18.0%
Prior Year Adjustment	0	388,755	0	0	0.0%
Disability Programs & Services	1,888,795	1,308,028	2,026,552	137,757	7.3%
Extended Opportunity Programs and Services	3,280,083	2,617,923	2,655,336	(624,747)	-19.0%
Staff Development and Diversity	118,501	39,652	70,163	(48,338)	-40.8%
Student Success and Support Program/Student Equity	8,268,968	6,729,617	9,627,613	1,358,645	16.4%
State Block Grant	8,160,168	5,949,854	13,054,201	4,894,033	60.0%
Homeowners Property Tax Exemption	250,000	280,003	280,000	30,000	12.0%
Mandated Costs Block Grant	485,584	485,584	485,584	0	0.0%
Lottery	3,488,148	4,010,860	3,994,018	505,870	14.5%
Full-Time Faculty Hiring	649,702	688,713	649,702	0	0.0%
Part-Time Faculty Compensation	361,611	361,611	361,611	0	0.0%
Strong Workforce, Welfare Reform and Economic Development	8,067,448	4,021,530	7,556,523	(510,925)	-6.3%
Center of Excellence	292,889	256,592	311,297	18,408	6.3%
STRS On-behalf Income	5,360,535	4,405,214	4,405,213	(955,322)	-17.8%
Other State Income	2,639,081	1,008,216	4,064,211	1,425,130	54.0%
Total State Income	105,556,165	93,802,722	117,529,819	11,973,654	11.3%

*Percent change is budget to budget.

**CHAFFEY COMMUNITY COLLEGE DISTRICT
2021-2022 GENERAL FUND ADOPTED BUDGET**

REVENUES – COMBINED UNRESTRICTED & RESTRICTED – DETAIL (CONTINUED)

DESCRIPTION	2020-2021 Adopted Budget	2020-2021 Actual	2021-2022 Adopted Budget	Variance	Percent* Change
Local Income					
Property Taxes	28,380,000	30,388,177	30,388,177	2,008,177	7.1%
Property Taxes - RDA Residual & Asset Liquidation	15,050,000	16,646,372	16,646,372	1,596,372	10.6%
Contract Instruction	879,225	308,116	884,447	5,222	0.6%
Personal Property Sales	25,000	37,610	25,000	0	0.0%
Rental fees	0	(1,591)	70,000	70,000	0.0%
Interest	900,000	666,454	900,000	0	0.0%
International/Non-resident Student Tuition	1,375,834	1,598,126	1,600,000	224,166	16.3%
Enrollment Fees	5,091,094	5,230,473	5,230,473	139,379	2.7%
Community Education Fees	325,000	21,490	350,000	25,000	7.7%
Materials Fees	125,418	14,838	50,000	(75,418)	-60.1%
Technology Fees	702,033	363,627	1,017,368	315,335	44.9%
Transportation Fees	465,000	398,910	553,882	88,882	19.1%
Student Health Fees	1,088,550	985,130	985,161	(103,389)	-9.5%
Parking Fees	40,000	1,163,691	382,985	342,985	857.5%
Center of Excellence	317,146	63,099	264,766	(52,380)	-16.5%
Other Student Fees	125,346	75,089	125,346	0	0.0%
Miscellaneous Income	552,009	837,966	922,891	370,882	67.2%
Total Local Income	<u>55,441,655</u>	<u>58,797,577</u>	<u>60,396,868</u>	<u>4,955,213</u>	<u>8.9%</u>
Total Revenue	<u>\$174,359,242</u>	<u>\$164,551,414</u>	<u>\$240,623,826</u>	<u>\$66,264,584</u>	<u>38.0%</u>
Total Revenue and Net Beginning Balance	<u>\$178,631,843</u>	<u>\$168,824,015</u>	<u>\$245,676,497</u>	<u>\$67,044,654</u>	<u>37.5%</u>

*Percent change is budget to budget.

CHAFFEY COMMUNITY COLLEGE DISTRICT
2021-2022 GENERAL FUND ADOPTED BUDGET
EXPENDITURES – COMBINED UNRESTRICTED & RESTRICTED – DETAIL

DESCRIPTION	2020-2021 Adopted Budget	2020-2021 Actual	2021-2022 Adopted Budget	Variance	Percent* Change
Academic Salaries					
Instructors Contract	\$18,979,733	\$18,495,499	\$21,187,036	\$2,207,303	11.6%
Non-Instructional Contract	6,988,128	6,394,140	6,934,421	(53,707)	-0.8%
Non-Instructional Management	5,375,010	4,706,351	5,067,902	(307,108)	-5.7%
Instructional Hourly	19,186,404	16,295,715	18,756,858	(429,546)	-2.2%
Non-Instructional Hourly	3,699,818	3,438,234	3,952,783	252,965	6.8%
Total Academic Salaries	54,229,093	49,329,939	55,899,000	1,669,907	3.1%
Classified Salaries					
Non-Instructional Contract	21,328,829	19,659,797	22,200,314	871,485	4.1%
Non-Instructional Management	6,370,655	5,379,051	7,608,701	1,238,046	19.4%
Instructional Aides, Contract	2,675,423	2,492,511	2,785,709	110,286	4.1%
Non-Instructional Hourly	2,531,807	994,806	2,614,795	82,988	3.3%
Instructional Hourly	2,287,319	1,170,475	2,209,434	(77,885)	-3.4%
Total Classified Salaries	35,194,033	29,696,640	37,418,953	2,224,920	6.3%
Employee Benefits					
State Teachers Retirement	8,844,784	9,799,803	9,910,373	1,065,589	12.0%
STRS On-behalf Payments	5,360,535	4,405,213	4,405,213	(955,322)	-17.8%
Public Employees Retirement	6,684,150	10,208,970	7,790,238	1,106,088	16.5%
FICA/Medicare	3,482,536	3,213,662	3,623,449	140,913	4.0%
Health and Welfare Insurance	12,573,268	12,491,844	12,570,147	(3,121)	0.0%
Unemployment Insurance	111,159	75,079	1,117,151	1,005,992	905.0%
Worker's Compensation Insurance	1,365,953	1,187,818	1,421,193	55,240	4.0%
Total Employee Benefits	38,422,385	41,382,389	40,837,764	2,415,379	6.3%
Books and Supplies					
Books	175,427	439,532	509,552	334,125	190.5%
Supplies	6,306,807	2,562,274	7,018,132	711,325	11.3%
Total Books and Supplies	6,482,234	3,001,806	7,527,684	1,045,450	16.1%

*Percent change is budget to budget.

**CHAFFEY COMMUNITY COLLEGE DISTRICT
2021-2022 GENERAL FUND ADOPTED BUDGET**

EXPENDITURES – COMBINED UNRESTRICTED & RESTRICTED – DETAIL (CONTINUED)

DESCRIPTION	2020-2021 Adopted Budget	2020-2021 Actual	2021-2022 Adopted Budget	Variance	Percent* Change
Operating Expenses					
Service Contracts	3,879,173	1,925,993	3,939,711	60,538	1.6%
Travel/Conference/Training	984,088	174,475	946,411	(37,677)	-3.8%
Dues and Memberships	202,549	186,514	204,587	2,038	1.0%
Postage	132,650	112,788	182,750	50,100	37.8%
Property and Liability Insurance	1,037,229	1,247,462	1,304,360	267,131	25.8%
Utilities	2,714,806	1,904,805	2,715,987	1,181	0.0%
Repairs and Maintenance	1,017,238	865,538	1,152,643	135,405	13.3%
Legal, Election, and Audit Expenses	420,250	542,701	1,071,250	651,000	154.9%
Other Operating Expenses	12,866,904	6,954,681	14,980,656	2,113,752	16.4%
Total Operating Expenses	23,254,887	13,914,957	26,498,355	3,243,468	13.9%
Capital Outlay					
Site Improvement	9,000	0	1,000	(8,000)	-88.9%
Building Improvement	1,501,579	618,033	6,079,347	4,577,768	304.9%
Library Books	29,246	0	29,246	0	0.0%
Computer Equipment	871,388	1,434,876	636,188	(235,200)	-27.0%
Equipment (Computer Technology)	103,345	60,059	191,841	88,496	85.6%
Student Technology Plan	583,033	0	703,033	120,000	20.6%
Technology Plan	683,990	443,652	607,931	(76,059)	-11.1%
Equipment	1,389,963	1,527,583	2,723,422	1,333,459	95.9%
Vehicle Replacement	150,000	117,752	208,400	58,400	38.9%
Lease/Purchase Agreements	254,893	183,550	254,530	(363)	-0.1%
Total Capital Outlay	5,576,437	4,385,505	11,434,938	5,858,501	105.1%
Other Outgo					
Student Financial Aid	7,960,294	9,073,546	35,846,914	27,886,620	350.3%
Other Uses	1,002,000	1,002,233	997,143	(4,857)	-0.5%
One-Time Funding Initiative	1,846,301	0	1,300,380	(545,921)	-29.6%
Designated Contingency (Restricted General Fund)	3,283,703	0	25,967,757	22,684,054	690.8%
Contingency (Unrestricted General Fund)	0	0	500,000	500,000	0.0%
Interfund Transfers	1,234,185	1,234,185	1,113,966	(120,219)	-9.7%
Total Other Outgo	15,326,483	11,309,964	65,726,160	50,399,677	328.8%
Total Expenditures/Appropriations	\$178,485,552	\$153,021,200	\$245,342,854	\$66,857,302	37.5%

*Percent change is budget to budget.

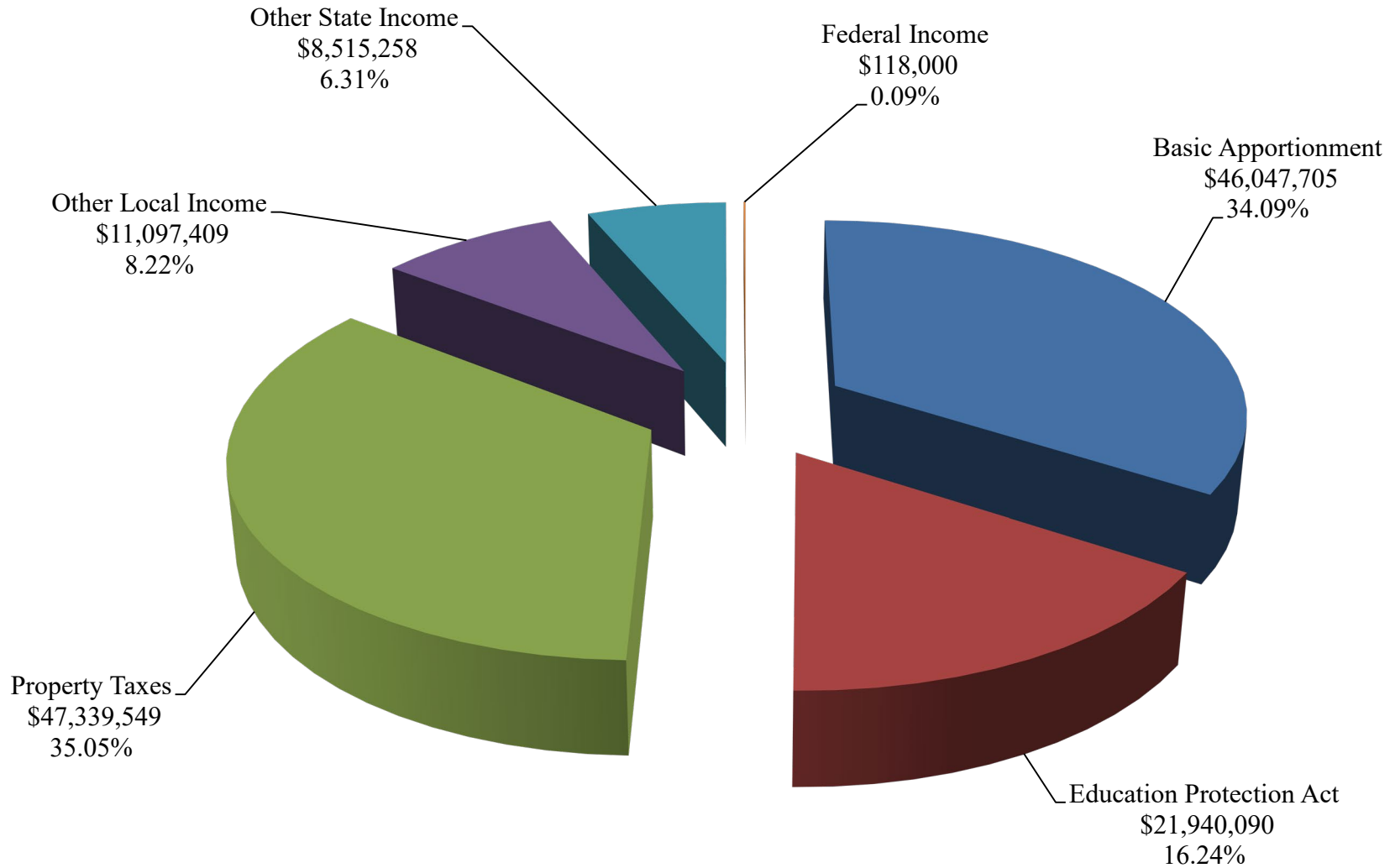
**CHAFFEY COMMUNITY COLLEGE DISTRICT
2021-2022 GENERAL FUND ADOPTED BUDGET**

EXPENDITURES – COMBINED UNRESTRICTED & RESTRICTED – DETAIL (CONTINUED)

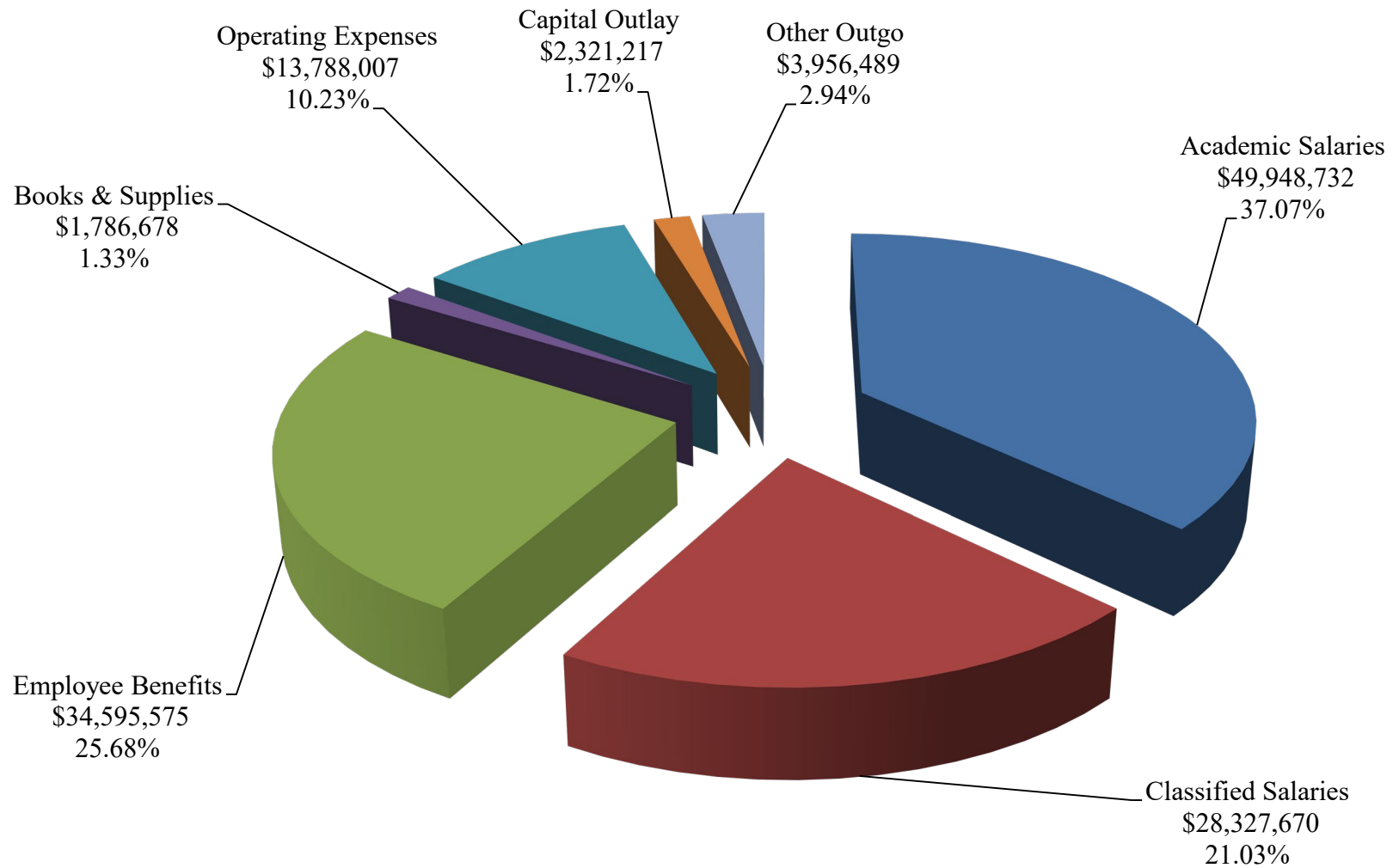
DESCRIPTION	2020-2021 Adopted Budget	2020-2021 Actual	2021-2022 Adopted Budget	Variance	Percent* Change
Surplus/(Deficit)	146,291	10,750,149	333,643	187,352	128.1%
Reserves and Ending Balance					
Board Designated Reserves (7%)	8,775,386	8,128,819	9,430,706	655,320	7.5%
Board Designated Project Reserves					
Revolving Cash	40,000	40,000	40,000	0	0.0%
OPEB Reserve	500,000	500,000	1,000,000	500,000	100.0%
Technology Reserve	1,600,000	1,600,000	2,000,000	400,000	25.0%
Vehicle Replacement Plan Reserve	100,000	100,000	500,000	400,000	400.0%
Resource Allocation Committee (RAC) Reserve	300,000	300,000	500,000	200,000	66.7%
Capital Outlay Replacement Reserve/TCO Reserve	300,000	300,000	1,000,000	700,000	233.3%
PERS/STRS Reserve	1,343,999	1,343,999	3,000,000	1,656,001	123.2%
One-Time Funding Reserve	33,784	0	0	(33,784)	-100.0%
Cash Deferral Reserve	19,000,000	19,000,000	0	(19,000,000)	-100.0%
Enrollment Reserve	0	0	10,000,000	10,000,000	0.0%
Undesignated Reserve	332,443	11,616,652	15,792,407	15,459,964	4650.4%
Restricted Designated Reserve / Ending Balance	0	5,052,666	0	0	0.0%
Total Reserves and Ending Balance	32,325,612	47,982,136	43,263,113	10,937,501	33.8%
Total Expenditures/Appropriations & Reserves and Ending Balance	\$210,811,164	\$201,003,336	\$288,605,967	\$77,794,803	36.9%

*Percent change is budget to budget.

**CHAFFEY COMMUNITY COLLEGE DISTRICT
2021-2022 GENERAL FUND ADOPTED BUDGET
REVENUES UNRESTRICTED**



**CHAFFEY COMMUNITY COLLEGE DISTRICT
2021-2022 GENERAL FUND ADOPTED BUDGET
EXPENDITURES UNRESTRICTED**



CHAFFEY COMMUNITY COLLEGE DISTRICT
2021-2022 GENERAL FUND ADOPTED BUDGET
REVENUES – UNRESTRICTED DETAIL

DESCRIPTION	2020-2021 Adopted Budget	2020-2021 Actual	2021-2022 Adopted Budget	Variance	Percent* Change
REVENUE					
Federal Income					
FWS Administrative Allowance	33,000	1,239	15,000	(18,000)	-54.5%
SEOG Grant Administrative Allowance	23,000	31,100	31,000	8,000	34.8%
Pell Grant Administrative Allowance	41,000	36,170	36,000	(5,000)	-12.2%
Forest Reserve	36,000	79,543	36,000	0	0.0%
Other Federal	0	(344)	0	0	0.0%
Total Federal Income	133,000	147,708	118,000	(15,000)	-11.3%
State Income					
Basic Apportionment	43,645,305	34,156,823	46,047,705	2,402,400	5.5%
Education Protection Act	18,599,347	27,093,747	21,940,090	3,340,743	18.0%
Prior Year Adjustment	0	388,755	0	0	0.0%
Homeowners Property Tax Exemption	250,000	280,003	280,000	30,000	12.0%
Mandated Costs Block Grant	485,584	485,584	485,584	0	0.0%
Lottery	2,588,148	2,794,018	2,794,018	205,870	8.0%
Full-Time Faculty Hiring	649,702	688,713	649,702	0	0.0%
Part-Time Faculty Compensation	361,611	361,611	361,611	0	0.0%
STRS On-behalf Income	4,768,568	3,924,726	3,924,726	(843,842)	-17.7%
Other State Income	281,617	265,022	299,617	18,000	6.4%
Total State Income	71,629,882	70,439,002	76,783,053	5,153,171	7.2%

*Percent change is budget to budget.

CHAFFEY COMMUNITY COLLEGE DISTRICT
2021-2022 GENERAL FUND ADOPTED BUDGET
REVENUES – UNRESTRICTED DETAIL (CONTINUED)

DESCRIPTION	2020-2021 Adopted Budget	2020-2021 Actual	2021-2022 Adopted Budget	Variance	Percent* Change
Local Income					
Property Taxes	28,380,000	30,388,177	30,388,177	2,008,177	7.1%
Property Taxes - RDA Residual & Asset Liquidation	15,050,000	16,646,372	16,646,372	1,596,372	10.6%
Contract Instruction	879,225	308,116	884,447	5,222	0.6%
Personal Property Sales	25,000	37,610	25,000	0	0.0%
Rental fees	0	(1,591)	70,000	70,000	0.0%
Interest	900,000	666,454	900,000	0	0.0%
International/Non-Resident Student Tuition	1,375,834	1,598,126	1,600,000	224,166	16.3%
Enrollment Fees	5,091,094	5,230,473	5,230,473	139,379	2.7%
Community Education Fees	325,000	21,490	350,000	25,000	7.7%
Other Student Fees	125,346	75,089	125,346	0	0.0%
Materials Fees	125,418	14,838	50,000	(75,418)	-60.1%
Technology Fees	702,033	363,627	1,017,368	315,335	44.9%
Transportation Fees	465,000	398,910	553,882	88,882	19.1%
Miscellaneous Income	302,120	541,731	315,893	13,773	4.6%
Total Local Income	53,746,070	56,289,422	58,156,958	4,410,888	8.2%
Subtotal Income	\$125,508,952	\$126,876,132	\$135,058,011	\$9,549,059	7.6%
Total Available Revenue	\$125,508,952	\$126,876,132	\$135,058,011	\$9,549,059	7.6%

*Percent change is budget to budget.

CHAFFEY COMMUNITY COLLEGE DISTRICT
2021-2022 GENERAL FUND ADOPTED BUDGET
EXPENDITURES – UNRESTRICTED DETAIL

DESCRIPTION	2020-2021 Adopted Budget	2020-2021 Actual	2021-2022 Adopted Budget	Variance	Percent* Change
Academic Salaries					
Instructors, Contract	\$18,895,344	\$18,411,110	\$20,957,381	\$2,062,037	10.9%
Non-Instructional Contract	4,919,910	4,411,051	4,774,169	(145,741)	-3.0%
Non-Instructional Management	4,447,429	4,532,501	4,842,529	395,100	8.9%
Instructional Hourly	18,673,869	16,100,615	18,411,952	(261,917)	-1.4%
Non-Instructional Hourly	913,388	852,277	962,701	49,313	5.4%
Total Academic Salaries	<u>47,849,940</u>	<u>44,307,554</u>	<u>49,948,732</u>	<u>2,098,792</u>	<u>4.4%</u>
Classified Salaries					
Non-Instructional Contract	16,858,341	15,677,288	18,090,593	1,232,252	7.3%
Non-Instructional Management	4,488,844	3,726,214	5,693,219	1,204,375	26.8%
Instructional Aides, Contract	2,420,586	2,245,929	2,532,640	112,054	4.6%
Non-Instructional Hourly	861,771	599,006	851,407	(10,364)	-1.2%
Instructional Hourly	1,079,811	433,724	1,159,811	80,000	7.4%
Total Classified Salaries	<u>25,709,353</u>	<u>22,682,161</u>	<u>28,327,670</u>	<u>2,618,317</u>	<u>10.2%</u>
Employee Benefits					
State Teachers Retirement	7,702,362	9,110,552	8,935,996	1,233,634	16.0%
STRS On-behalf Payments	4,768,568	3,924,726	3,924,726	(843,842)	-17.7%
Public Employees Retirement	5,290,139	9,049,643	6,314,155	1,024,016	19.4%
FICA/Medicare	2,669,335	2,604,163	2,886,599	217,264	8.1%
Health and Welfare Insurance	10,267,958	10,542,148	10,374,666	106,708	1.0%
Unemployment Insurance	101,620	61,138	970,445	868,825	855.0%
Worker's Compensation Insurance	1,110,975	1,007,543	1,188,988	78,013	7.0%
Total Employee Benefits	<u>31,910,957</u>	<u>36,299,913</u>	<u>34,595,575</u>	<u>2,684,618</u>	<u>8.4%</u>
Books and Supplies					
Books	62,803	10,550	63,402	599	1.0%
Supplies	1,697,577	1,026,398	1,723,276	25,699	1.5%
Total Books and Supplies	<u>1,760,380</u>	<u>1,036,948</u>	<u>1,786,678</u>	<u>26,298</u>	<u>1.5%</u>
Operating Expenses					
Service Contracts	933,008	770,344	1,370,573	437,565	46.9%
Travel/Conference/Training	361,858	103,492	360,658	(1,200)	-0.3%
Dues and Memberships	176,892	181,147	187,952	11,060	6.3%
Postage	126,650	8,616	126,750	100	0.1%
Property and Liability Insurance	1,027,229	1,240,136	1,294,360	267,131	26.0%
Utilities	2,712,387	1,903,512	2,713,787	1,400	0.1%
Repairs and Maintenance	878,176	489,437	877,633	(543)	-0.1%
Legal, Election, and Audit Expenses	420,250	542,701	1,071,250	651,000	154.9%
Other Operating Expenses	5,341,649	3,264,479	5,785,044	443,395	8.3%
Total Operating Expenses	<u>11,978,099</u>	<u>8,503,864</u>	<u>13,788,007</u>	<u>1,809,908</u>	<u>15.1%</u>

*Percent change is budget to budget.

CHAFFEY COMMUNITY COLLEGE DISTRICT
2021-2022 GENERAL FUND ADOPTED BUDGET
EXPENDITURES – UNRESTRICTED DETAIL (CONTINUED)

DESCRIPTION	2020-2021 Adopted Budget	2020-2021 Actual	2021-2022 Adopted Budget	Variance	Percent* Change
Capital Outlay					
Site Improvement	9,000	0	1,000	(8,000)	-88.9%
Building Improvement	34,012	0	30,012	(4,000)	-11.8%
Library Books	3,000	0	3,000	0	0.0%
Equipment (Computer Technology)	103,345	60,059	191,841	88,496	85.6%
Student Technology Plan	583,033	0	703,033	120,000	20.6%
Technology Plan	683,990	443,652	607,931	(76,059)	-11.1%
Equipment	267,935	307,478	384,033	116,098	43.3%
Vehicle Replacement	150,000	117,752	208,400	58,400	38.9%
Lease/Purchase Agreements	191,967	128,135	191,967	0	0.0%
Total Capital Outlay	2,026,282	1,057,076	2,321,217	294,935	14.6%
Other Outgo					
Student Financial Aid	45,164	2,049	45,000	(164)	-0.4%
Other Uses	1,002,000	1,002,233	997,143	(4,857)	-0.5%
One-Time Funding Initiative	1,846,301	0	1,300,380	(545,921)	-29.6%
Contingency	0	0	500,000	500,000	0.0%
Interfund Transfers	1,234,185	1,234,185	1,113,966	(120,219)	-9.7%
Total Other Outgo	4,127,650	2,238,467	3,956,489	(171,161)	-4.1%
Total Expenditures/Appropriations	\$125,362,661	\$116,125,983	\$134,724,368	\$9,361,707	7.5%
Current Year Surplus/(Deficit)	146,291	10,750,149	333,643	187,352	128.1%

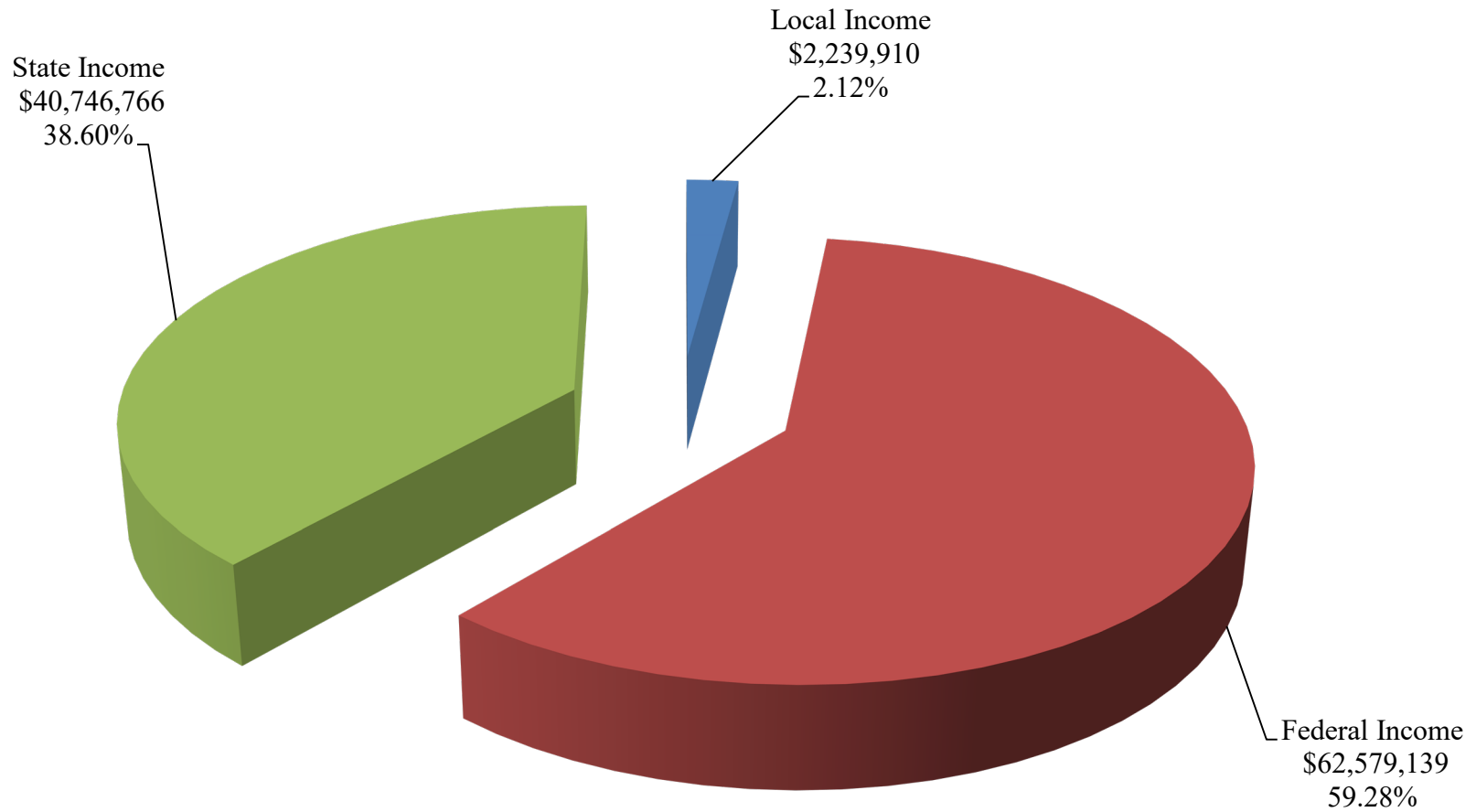
*Percent change is budget to budget.

CHAFFEY COMMUNITY COLLEGE DISTRICT
2021-2022 GENERAL FUND ADOPTED BUDGET
EXPENDITURES – UNRESTRICTED DETAIL (CONTINUED)

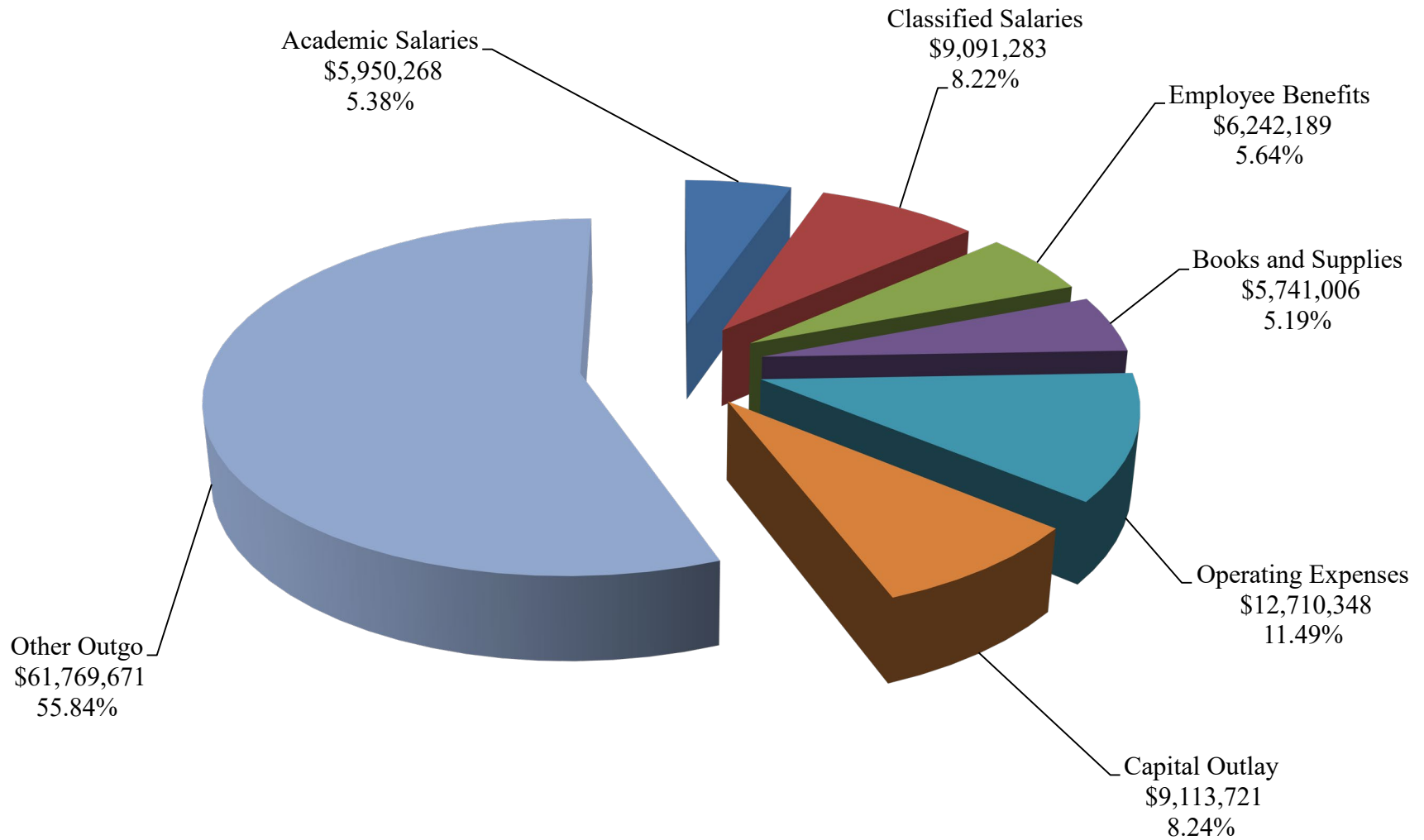
DESCRIPTION	2020-2021 Adopted Budget	2020-2021 Actual	2021-2022 Adopted Budget	Variance	Percent* Change
Reserves and Ending Balance					
Board Designated Reserve (7%)	8,775,386	8,128,819	9,430,706	655,320	7.5%
Board Designated Project Reserves					
Revolving Cash	40,000	40,000	40,000	0	0.0%
OPEB Reserve	500,000	500,000	1,000,000	500,000	100.0%
Technology Reserve	1,600,000	1,600,000	2,000,000	400,000	25.0%
Vehicle Replacement Plan Reserve	100,000	100,000	500,000	400,000	400.0%
Resource Allocation Committee (RAC) Reserve	300,000	300,000	500,000	200,000	66.7%
Capital Outlay Replacement Reserve/TCO Reserve	300,000	300,000	1,000,000	700,000	233.3%
PERS/STRS Reserve	1,343,999	1,343,999	3,000,000	1,656,001	123.2%
One-Time Funding Reserve	33,784	0	0	(33,784)	-100.0%
Cash Deferral Reserve	19,000,000	19,000,000	0	(19,000,000)	-100.0%
Enrollment Reserve	0	0	10,000,000	10,000,000	0.0%
Undesignated Reserve	332,443	11,616,652	15,792,407	15,459,964	4650.4%
Total Reserves and Ending Balance	\$32,325,612	\$42,929,470	\$43,263,113	\$10,937,501	33.8%
Percent Reserves and Ending Balance	25.79%	36.97%	32.11%		24.5%
Total Expenditures/Appropriations & Reserves and Ending Balance	\$157,688,273	\$159,055,453	\$177,987,481	\$20,299,208	12.9%

*Percent change is budget to budget.

**CHAFFEY COMMUNITY COLLEGE DISTRICT
2021-2022 GENERAL FUND ADOPTED BUDGET
REVENUES – RESTRICTED**



**CHAFFEY COMMUNITY COLLEGE DISTRICT
2021-2022 GENERAL FUND ADOPTED BUDGET
EXPENDITURES – RESTRICTED**



CHAFFEY COMMUNITY COLLEGE DISTRICT
2021-2022 GENERAL FUND ADOPTED BUDGET
REVENUES – RESTRICTED DETAIL

DESCRIPTION	2020-2021 Adopted Budget	2020-2021 Actual	2021-2022 Adopted Budget	Variance	Percent* Change
Beginning Balance					
Beginning Balance	\$4,272,601	\$4,272,601	\$5,052,671	\$780,070	18.3%
Net Beginning Balance	4,272,601	4,272,601	5,052,671	780,070	18.3%
Federal Income					
Student Financial Aid/Federal Work Study	9,094,834	24,780	665,000	(8,429,834)	-92.7%
HEERF-Higher Education Emergency Relief Fund	0	9,125,580	58,466,492	58,466,492	0.0%
Vocational Education	936,311	917,664	863,315	(72,996)	-7.8%
Other Federal Income	3,197,277	1,735,383	2,584,332	(612,945)	-19.2%
Total Federal Income	13,228,422	11,803,407	62,579,139	49,350,717	373.1%
State Income					
Disability Programs and Services	1,888,795	1,308,028	2,026,552	137,757	7.3%
Extended Opportunity Programs and Services	3,280,083	2,617,923	2,655,336	(624,747)	-19.0%
Staff Development and Diversity	118,501	39,652	70,163	(48,338)	-40.8%
Student Success and Support Program/Student Equity	8,268,968	6,729,617	9,627,613	1,358,645	16.4%
State Block Grant	8,160,168	5,949,854	13,054,201	4,894,033	60.0%
Strong Workforce, Welfare Reform and Economic Development	8,067,448	4,021,530	7,556,523	(510,925)	-6.3%
Center of Excellence	292,889	256,592	311,297	18,408	6.3%
Lottery	900,000	1,216,842	1,200,000	300,000	33.3%
STRS On-behalf Income	591,967	480,488	480,487	(111,480)	-18.8%
Other State Income	2,357,464	743,194	3,764,594	1,407,130	59.7%
Total State Income	33,926,283	23,363,720	40,746,766	6,820,483	20.1%
Local Income					
Student Health Fees	1,088,550	985,130	985,161	(103,389)	-9.5%
Parking Fees	40,000	1,163,691	382,985	342,985	857.5%
Center of Excellence	317,146	63,099	264,766	(52,380)	-16.5%
Miscellaneous Income	249,889	296,235	606,998	357,109	142.9%
Total Local Income	1,695,585	2,508,155	2,239,910	544,325	32.1%
Total Income	\$48,850,290	\$37,675,282	\$105,565,815	\$56,715,525	116.1%
Total Income and Net Beginning Balance	\$53,122,891	\$41,947,883	\$110,618,486	\$57,495,595	108.2%

*Percent change is budget to budget.

CHAFFEY COMMUNITY COLLEGE DISTRICT
2021-2022 GENERAL FUND ADOPTED BUDGET
EXPENDITURES – RESTRICTED DETAIL

DESCRIPTION	2020-2021 Adopted Budget	2020-2021 Actual	2021-2022 Adopted Budget	Variance	Percent* Change
Academic Salaries					
Instructors, Contract	\$84,389	\$84,389	\$229,655	\$145,266	172.1%
Non-Instructional Contract	2,068,218	1,983,089	2,160,252	92,034	4.4%
Non-Instructional Management	927,581	173,850	225,373	(702,208)	-75.7%
Instructional Hourly	512,535	195,100	344,906	(167,629)	-32.7%
Non-Instructional Hourly	2,786,430	2,585,957	2,990,082	203,652	7.3%
Total Academic Salaries	6,379,153	5,022,385	5,950,268	(428,885)	-6.7%
Classified Salaries					
Non-Instructional Contract	4,470,488	3,982,509	4,109,721	(360,767)	-8.1%
Non-Instructional Management	1,881,811	1,652,837	1,915,482	33,671	1.8%
Instructional Aides, Contract	254,837	246,582	253,069	(1,768)	-0.7%
Non-Instructional Hourly	1,670,036	395,800	1,763,388	93,352	5.6%
Instructional Hourly	1,207,508	736,751	1,049,623	(157,885)	-13.1%
Total Classified Salaries	9,484,680	7,014,479	9,091,283	(393,397)	-4.1%
Employee Benefits					
State Teachers Retirement	1,142,422	689,251	974,377	(168,045)	-14.7%
STRS On-behalf Payments	591,967	480,487	480,487	(111,480)	-18.8%
Public Employees Retirement	1,394,011	1,159,327	1,476,083	82,072	5.9%
FICA/Medicare	813,201	609,499	736,850	(76,351)	-9.4%
Health and Welfare Insurance	2,305,310	1,949,696	2,195,481	(109,829)	-4.8%
Unemployment Insurance	9,539	13,941	146,706	137,167	1438.0%
Worker's Compensation Insurance	254,978	180,275	232,205	(22,773)	-8.9%
Total Employee Benefits	6,511,428	5,082,476	6,242,189	(269,239)	-4.1%
Books and Supplies					
Books	112,624	428,982	446,150	333,526	296.1%
Supplies	4,609,230	1,535,876	5,294,856	685,626	14.9%
Total Books and Supplies	4,721,854	1,964,858	5,741,006	1,019,152	21.6%

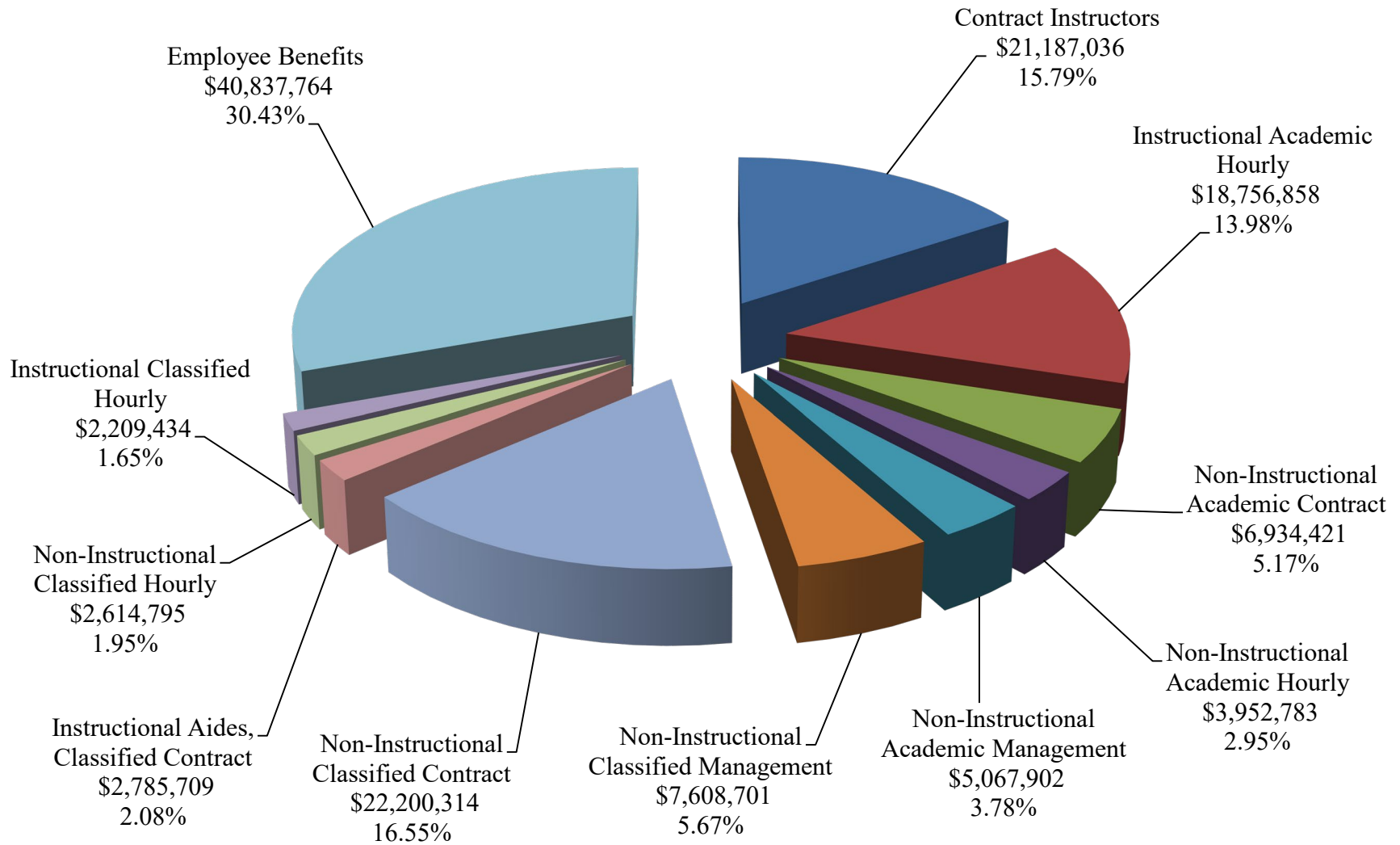
*Percent change is budget to budget.

CHAFFEY COMMUNITY COLLEGE DISTRICT
2021-2022 GENERAL FUND ADOPTED BUDGET
EXPENDITURES – RESTRICTED DETAIL (CONTINUED)

DESCRIPTION	2020-2021 Adopted Budget	2020-2021 Actual	2021-2022 Adopted Budget	Variance	Percent* Change
Operating Expenses					
Service Contracts	2,946,165	1,155,649	2,569,138	(377,027)	-12.8%
Travel/Conference/Training	622,230	70,983	585,753	(36,477)	-5.9%
Dues and Memberships	25,657	5,367	16,635	(9,022)	-35.2%
Postage	6,000	104,172	56,000	50,000	833.3%
Property and Liability Insurance	10,000	7,326	10,000	0	0.0%
Utilities	2,419	1,293	2,200	(219)	-9.1%
Repairs and Maintenance	139,062	376,101	275,010	135,948	97.8%
Other Operating Expenses	7,525,255	3,690,202	9,195,612	1,670,357	22.2%
Total Operating Expenses	11,276,788	5,411,093	12,710,348	1,433,560	12.7%
Capital Outlay					
Building Improvement	1,467,567	618,033	6,049,335	4,581,768	312.2%
Library Books	26,246	0	26,246	0	0.0%
Computer Equipment	871,388	1,434,876	636,188	(235,200)	-27.0%
Equipment	1,122,028	1,220,105	2,339,389	1,217,361	108.5%
Lease/Purchase Agreements	62,926	55,415	62,563	(363)	-0.6%
Total Capital Outlay	3,550,155	3,328,429	9,113,721	5,563,566	156.7%
Other Outgo					
Student Financial Aid	7,915,130	9,071,497	35,801,914	27,886,784	352.3%
Designated Contingency	3,283,703	0	25,967,757	22,684,054	690.8%
Total Other Outgo	11,198,833	9,071,497	61,769,671	50,570,838	451.6%
Total Expenditures/Appropriations	\$53,122,891	\$36,895,217	\$110,618,486	\$57,495,595	108.2%
Reserves and Ending Balance					
Designated Reserve / Ending Balance	0	5,052,666	0	0	0.0%
Total Reserves and Ending Balance	0	5,052,666	0	0	0.0%
Total Expenditures/Appropriations & Reserves and Ending Balance	\$53,122,891	\$41,947,883	\$110,618,486	\$57,495,595	108.2%

*Percent change is budget to budget.

**CHAFFEY COMMUNITY COLLEGE DISTRICT
2021-2022 ADOPTED BUDGET STAFFING COSTS
GENERAL FUND – UNRESTRICTED AND RESTRICTED FUNDS**



CHAFFEY COMMUNITY COLLEGE DISTRICT
2021-2022 ADOPTED BUDGET
COMBINED UNRESTRICTED & RESTRICTED
BUDGET SUMMARY BY CAMPUS AND CENTERS

	Rancho Cucamonga Campus	Chino Campus	Fontana Campus	Other	Total
Adopted Budget					
Personnel Costs	121,508,804	5,989,850	3,954,895	2,702,168	134,155,717
Operating Costs	96,133,722	1,045,684	411,977	2,160,819	99,752,202
Capital Outlay	10,197,497	283,990	229,392	724,059	11,434,938
Total Expenditures	\$ 227,840,023	\$ 7,319,524	\$ 4,596,264	\$ 5,587,046	\$ 245,342,857
Full Time Equivalent Students (Projected) 2021-2022					
FTE'S - Credit	2,771.75	877.46	634.65	10,436.27	14,720.13
FTE'S - Non-Credit	0.18	0.78	0.00	161.04	162.00
Total FTES*	2,771.93	878.24	634.65	10,597.31	14,882.13

*The total FTES in 2020-21 (10,812.27) and projected FTES in 2021-22 (14,882.13) reflect unfactored FTES. For both years, a 0.00936621% f-factor has been applied to correct for any potential loss of FTES in daily census procedure, independent daily census procedure, or positive attendance sections as a result of flex day scheduling. Applying the f-factor, corrected FTES for 2020-21 is 10,913.54 (the amount that was reported on the 2020-21 annual apportionment attendance report in July 2021) and projected at 15,021.52 for 2021-22. The 2021-22 projection is based upon the adopted budget assumption developed by the Chaffey College Office of Budgeting & Fiscal Services and assumes that the District will bring forward almost all FTES generated in the Summer 2021 semester (approx. 1,743.02 FTES) and increase apportionment generated in the primary terms (Fall 2021 and Spring 2022).

CHAFFEY COMMUNITY COLLEGE DISTRICT

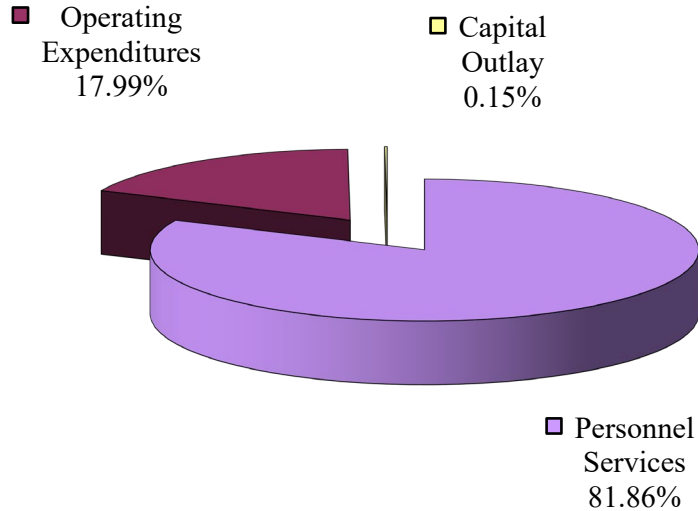
SUMMARY FOR FISCAL YEAR 2021-2022

SUPERINTENDENT / PRESIDENT'S OFFICE

Visionary Improvement Plan Goals

- Increase Chaffey's presence in the community.

Adopted Budget



<u>Expenditures Category</u>	<u>2021-2022 Adopted Budget</u>
Personnel Services*	\$1,082,824
Operating Expenditures	237,948
Capital Outlay	2,000
Total Expenditures	<u>\$1,322,772</u>
 Personnel FTE	 <u>6.525</u>

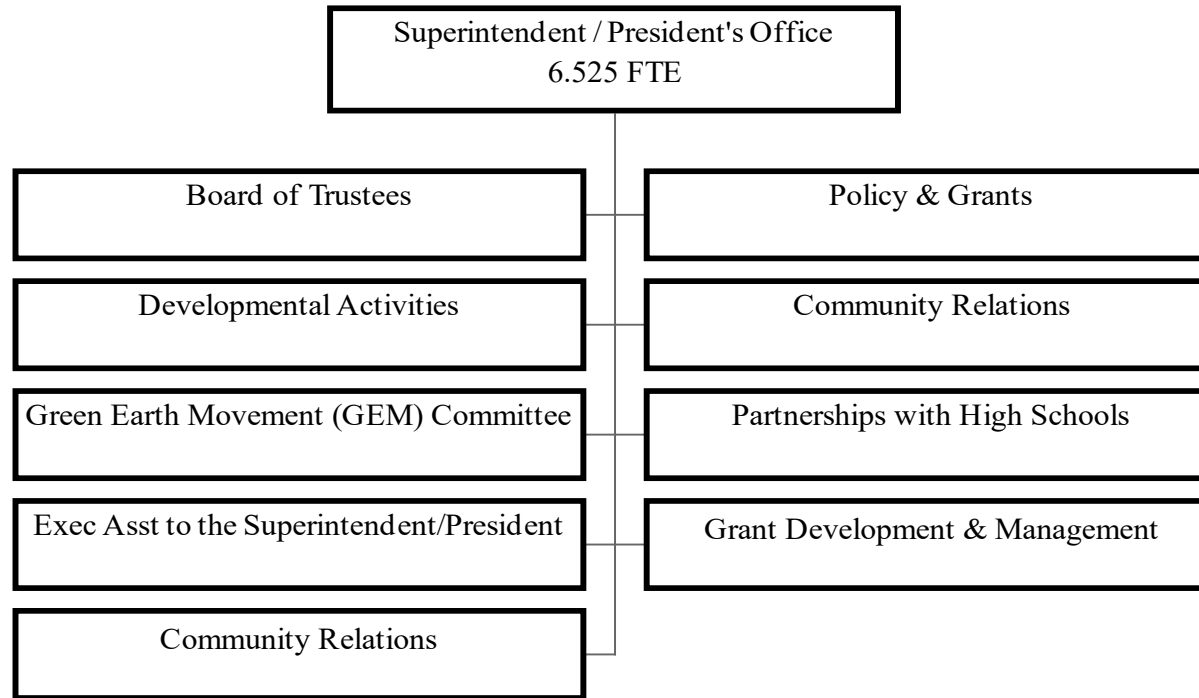
*Benefits are budgeted under the institutional budget and then distributed at yearend based on actual expenses.
 NOTE: Expenses include unrestricted and restricted general fund budgets.

CHAFFEY COMMUNITY COLLEGE DISTRICT
VISIONARY IMPROVEMENT PLAN GOALS ACCOMPLISHMENTS FOR THE 2021-2022 FISCAL YEAR
SUPERINTENDENT / PRESIDENT'S OFFICE

Accomplishments – FY20-21 Program Goals

- The Office of the Superintendent/President was involved in many efforts to increase Chaffey College's presence in the community, including:
 - Served as COVID-19 testing site for the County;
 - Chaffey College nursing students administered hundreds of COVID-19 vaccinations between December and April;
 - Implemented a new website to improve communication with the community and the College's constituents;
 - The superintendent/president offered numerous presentations, workshops and submitted op-ed articles to news organizations on the topics of equity and men of color in education;
 - The superintendent/president serves as a member of various organizations including: California Community College Athletic Association, Growing Inland Achievement, San Bernardino County Workforce Development Board, Inland Empire Community Foundation, and more;
 - The College invested and focused on outreach programs such as high school outreach, dual enrollment, and Montclair to College;
 - The superintendent/president's office hosted the virtual Global Community College Leadership Network with community college CEOs from across the nation and globe;
 - Input was sought from students, faculty, staff, and the community for the Fontana Campus master plan;
 - A 20-acre property was acquired in the City of Ontario and planning for a new campus at this site is underway;
 - Continued to be proactive in planning for growth/reduction by monitoring the state budget;
 - Distributed CARES Act funds, Chromebooks, Wi-Fi hotspots, and provisions to students in need.

CHAFFEY COMMUNITY COLLEGE DISTRICT
DEPARTMENTAL ORGANIZATION STRUCTURE 2021-2022
SUPERINTENDENT / PRESIDENT'S OFFICE



NOTE: This chart includes all budgeted permanent contract positions.

CHAFFEY COMMUNITY COLLEGE DISTRICT

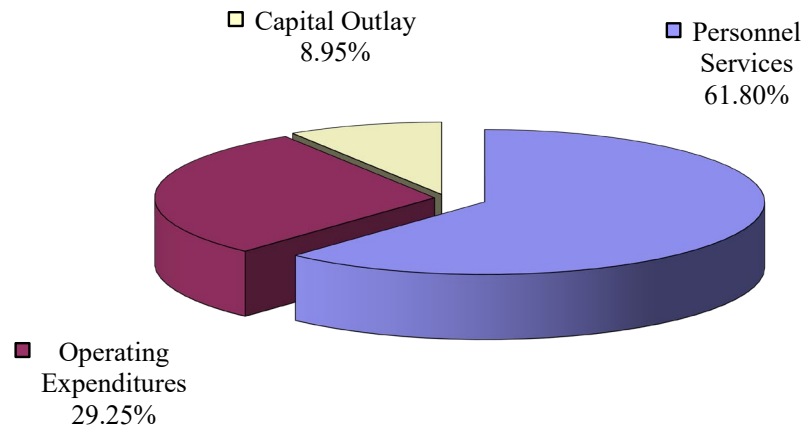
SUMMARY FOR FISCAL YEAR 2021-2022

ADMINISTRATIVE SERVICES, EMERGENCY OPERATIONS, FACILITIES AND CONSTRUCTION

Visionary Improvement Plan Goals

- Continue the implementation of Phase 1 projects of the Measure P bond program:
- The new Chino Instructional Building project is on schedule. The construction drawings were submitted to DSA at the end of December 2020 and are awaiting approval. Once approved by DSA, the College will then go out to bid for a general contractor. This is anticipated to occur in the fourth quarter of 2021.
- Issue Request for Proposal (RFP) for the new Fontana Campus Phase 1 projects for Design-Build (DB) Criteria Documents and Architect-Engineer procurement.
- Issue Request for Qualifications (RFQ) for Design-Build Entity for new Library/Learning Commons Project: In Progress – August 2021.
- Issue Request for Proposals (RFP) for short-listed Design-Build Entities for new Library/Learning Commons Project.
- Finalize the programming phase, completion document package, and begin the Schematic Design phase for the Michael Alexander Campus Center (MACC) Renovation and Expansion project.
- Issue Request for Proposal (RFP) for an architect to develop the master plan for the Ontario Property Acquisition project.
- For the Americans with Disabilities Act (ADA) Assessment, issue Task Order (TO) for a design phased implementation of a campus-wide project.

Adopted Budget



<u>Expenditures Category</u>	2021-2022 <u>Adopted Budget</u>
Personnel Services*	\$5,574,319
Operating Expenditures	2,637,663
Capital Outlay	807,662
Total Expenditures	<u>\$9,019,644</u>
Personnel FTE	<u>65.400</u>

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

NOTE: Expenses include unrestricted and restricted general fund budgets.

CHAFFEY COMMUNITY COLLEGE DISTRICT

VISIONARY IMPROVEMENT PLAN GOALS ACCOMPLISHMENTS FOR THE 2021-2022 FISCAL YEAR

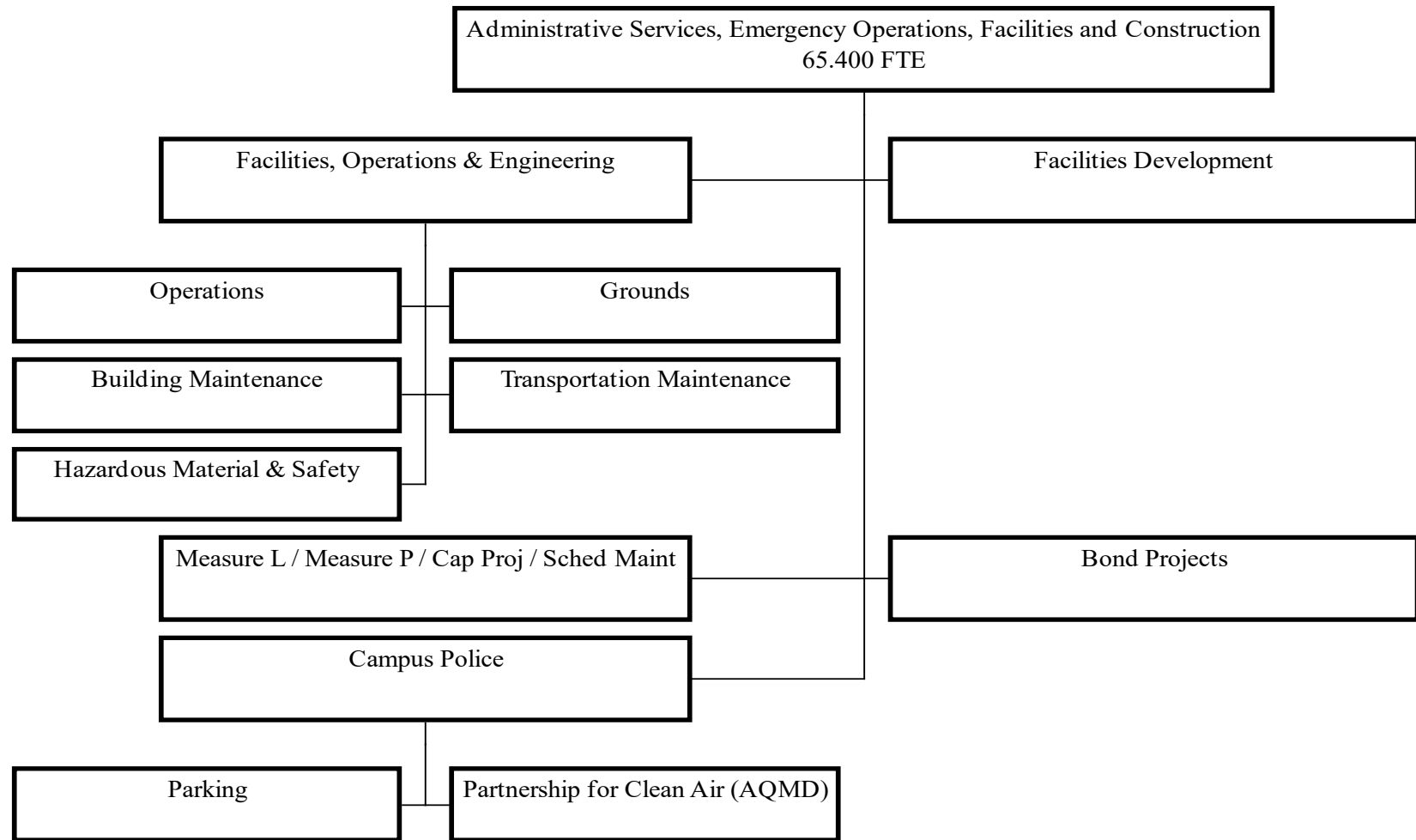
ADMINISTRATIVE SERVICES, EMERGENCY OPERATIONS, FACILITIES AND CONSTRUCTION

Accomplishments – FY20-21 Program Goals

- The selected architect, LPA, Inc., for the new Library/Learning Commons Project completed the criteria/bridging documents for the College's first design-build project with a diverse stakeholder's workgroup. The project is the first phase in the design-build construction delivery and received Governing Board approval in April 2021.
- Issue Request for Qualifications (RFQ) for Design-Build Entity for new Library/Learning Commons Project is ongoing.
- The Issuance of Request for Proposals (RFP) for short-listed Design-Build Entities for the new Library/Learning Commons Project is contingent on RFQ results.
- The selected architect, DLR Group, developed the master plan with various stakeholder workgroups for the Fontana Campus, including the recently acquired property at 11070 Sierra Avenue. The master plan received Governing Board approval in June 2021.
- The selected architect, 19-6 Architects, completed the Americans with Disabilities Act (ADA) assessment for all the College campuses. An ADA assessment workgroup met to review the assessment and make recommendations on the prioritization of corrective work.

**CHAFFEY COMMUNITY COLLEGE DISTRICT
DEPARTMENTAL ORGANIZATION STRUCTURE 2021-2022**

ADMINISTRATIVE SERVICES, EMERGENCY OPERATIONS, FACILITIES AND CONSTRUCTION



NOTE: This chart includes all budgeted permanent contract positions.

CHAFFEY COMMUNITY COLLEGE DISTRICT

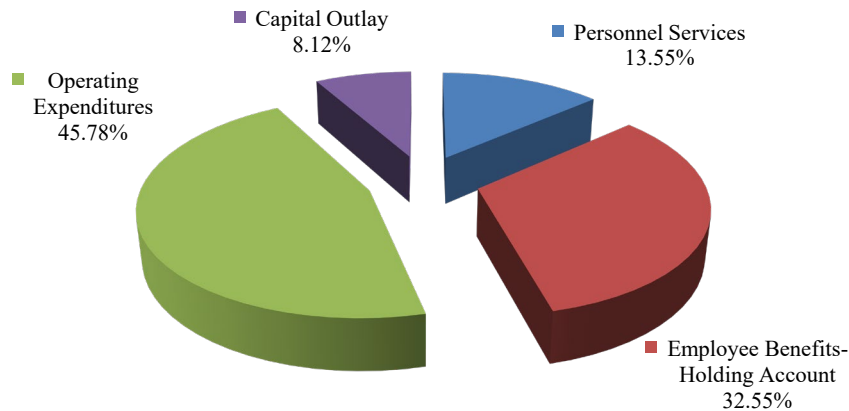
SUMMARY FOR FISCAL YEAR 2021-2022

BUSINESS SERVICES AND ECONOMIC DEVELOPMENT

Visionary Improvement Plan Goals

- Improve the budget development, budget monitoring and management, and fiscal processes by implementing new technology and tools, such as the Ellucian Modernization Plan.
- Successfully implement the new Campus Store POS system.
- Continue to work toward establishing a consistent and sustainable funding stream to support the in-demand, full-time training, pre-apprentice, paid internships, registered apprenticeship, and work-based training programs for InTech students.
- Human Resources will develop a comprehensive HR Staffing Plan that incorporates the goals of the District’s EEO Plan, reviews the policies and procedures to implement the Plan, identifies staffing levels needed to support programs and services, and outlines the training to support recruitment, selection, and orientation.
- Update the District’s Strategic Information Technology Plan.

Adopted Budget



Expenditures Category

	2021-2022 Adopted Budget
Personnel Services*	\$13,977,942
Employee Benefits-Holding Account*	33,581,611
Operating Expenditures	47,226,436
Capital Outlay-Holding Account	367,867
Capital Outlay	8,014,104
Total Expenditures	\$103,167,960
 Personnel FTE**	 <u>101.040</u>

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

**Includes Auxiliary Services & Campus Store Funds.

NOTE: Expenses include unrestricted and restricted general fund budgets.

CHAFFEY COMMUNITY COLLEGE DISTRICT
VISIONARY IMPROVEMENT PLAN GOALS ACCOMPLISHMENTS FOR THE 2021-2022 FISCAL YEAR
BUSINESS SERVICES AND ECONOMIC DEVELOPMENT

Accomplishments – FY20-21 Program Goals

- Human Resources, in collaboration with Emergency Operations, implemented safety protocols during the COVID-19 pandemic as well as provided contact tracing, implemented leave provisions, negotiated more than ten (10) MOUs with the bargaining groups, and provided guidance to safely return to on-site work.
- Budgeting Services successfully developed the 21/22 tentative budget while working remotely. Moved all budget meetings, the budget forum, budget workshops and budget development resources online, including using one-drive for school/area budget reports. Implemented a new restricted fund budget development calendar and plan that allows for an earlier and more structured efficient process.
- Center of Excellence provided timely labor market newsletters to the region. Each newsletter contained an analysis of the latest employment demand changes.
- Center of Excellence co-developed an interactive Career Education Programs, Pathways & Employers GIS map in partnership with the San Bernardino County Alliance for Education. Each sector page pinpoints community college programs, K-12 pathways, and related business employer locations by career education sector. These pages also provide the latest labor market job demand and earnings by educational requirement and links to our latest program recommendation reports.
- Accounting Services and IT implemented the Finance Query and Budget to Actuals modules in the Self-Service platform. The new query system allows budget-monitoring staff to easily access financial data with multiple layers of detail in one-step as opposed to using multiple screens and reports in Ellucian. Search criteria can be saved for better efficiency in running the query without having to re-enter search criteria with each use.
- The Campus Store integrated with Canvas to support distance learning and to allow students to view all of their course material offerings in one place. Through the “Course Material” link, the course material adopted for each course the student is enrolled in is displayed along with all of the options (e-book, used, rental, etc.) available in the market for students.
- The Campus Store successfully augmented services by adding curbside pickup for the District’s laptop and Wi-Fi distribution, rental returns, and online order access. In addition, operational modifications were made to expand safe practices with an in-person window service and reopening the storefront with reduced capacity to limit customer-to-customer interactions.

CHAFFEY COMMUNITY COLLEGE DISTRICT

VISIONARY IMPROVEMENT PLAN GOALS ACCOMPLISHMENTS FOR THE 2021-2022 FISCAL YEAR

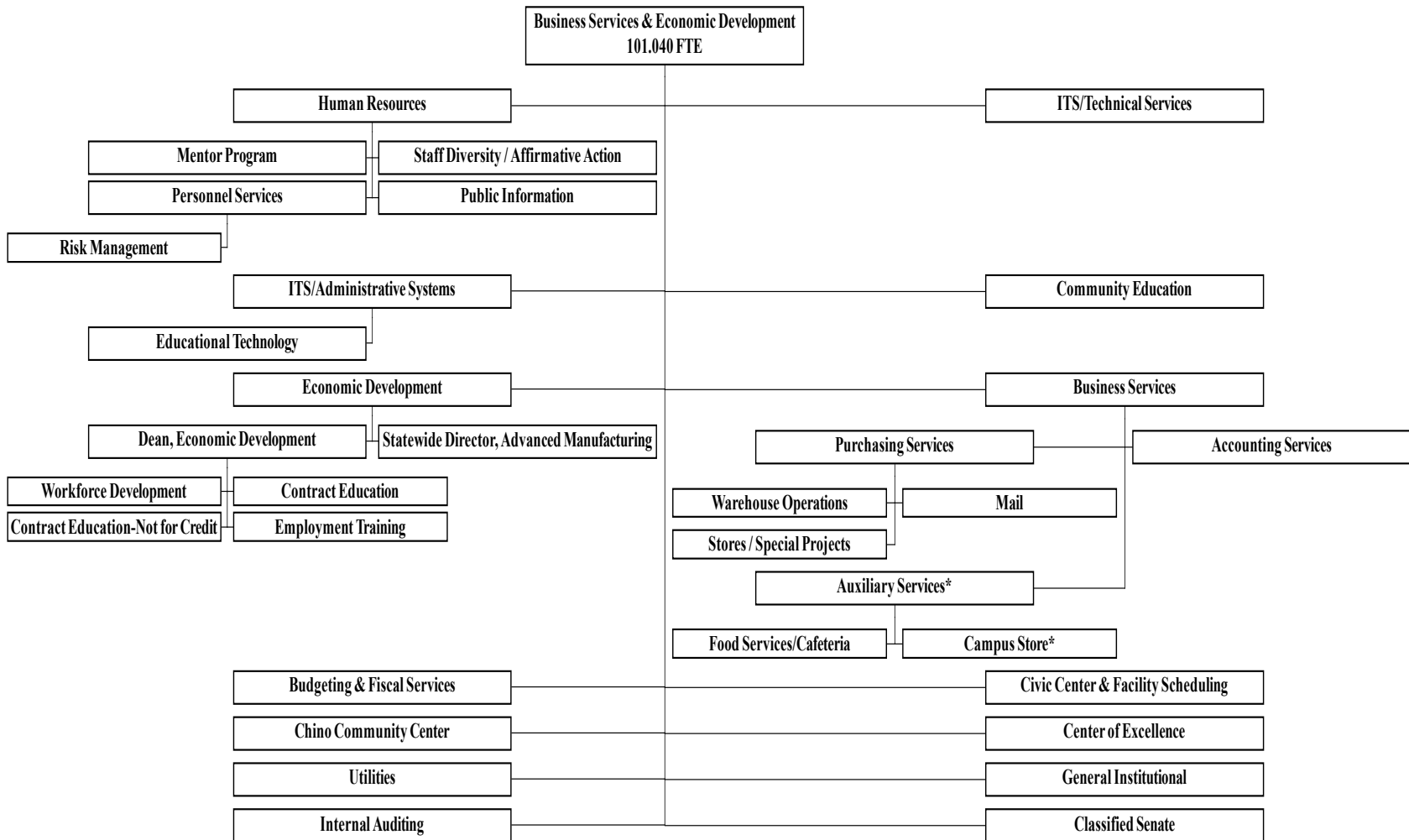
BUSINESS SERVICES AND ECONOMIC DEVELOPMENT (CONTINUED)

- Purchasing Services implemented PlanetBids to streamline the procurement process for conducting formal Bids, RFQs and RFPs. PlanetBids is an online platform that provides the ability to manage the process of issuing, monitoring, evaluating and awarding informal bids, formal bids and professional service contracts. PlanetBids is also used to manage the District's annual approved CUPCCA vendor list.
- During most of the past year, InTech continued to provide no-cost training, job placement coaches, tutoring to students, an internship program with a minimum starting wage of \$17/hr, and wrap-around services through a partnership with San Bernardino County WDD. Based on these strategies, after completion of InTech training, students secured living-wage careers that started at the average rate of \$21/hr.
- At InTech, the completion rate for entry-level training programs (industrial electrical & mechanical, welding, machining, pre-engineering): 91% with over 2,500 certificates earned and a placement rate of 86%.
- The draft Information and Data Security Plan is near completion and ready to go through the shared governance process for review. There is a mandatory security training component to the plan that is required of all employees. The Technology Committee has reviewed and recommended a security training video that will meet the annual training requirement. The video will be accessible through the portal via Cornerstone.
- The District's Strategic Information Technology Plan is in process, focusing on composing a comprehensive technology survey in fall 2021 for faculty, staff, and administrators to help identify general and specific technology needs.

CHAFFEY COMMUNITY COLLEGE DISTRICT

DEPARTMENTAL ORGANIZATION STRUCTURE 2021-2022

BUSINESS SERVICES AND ECONOMIC DEVELOPMENT



*Includes Auxiliary Services & Campus Store Funds.

NOTE: This chart includes all budgeted permanent contract positions.

CHAFFEY COMMUNITY COLLEGE DISTRICT

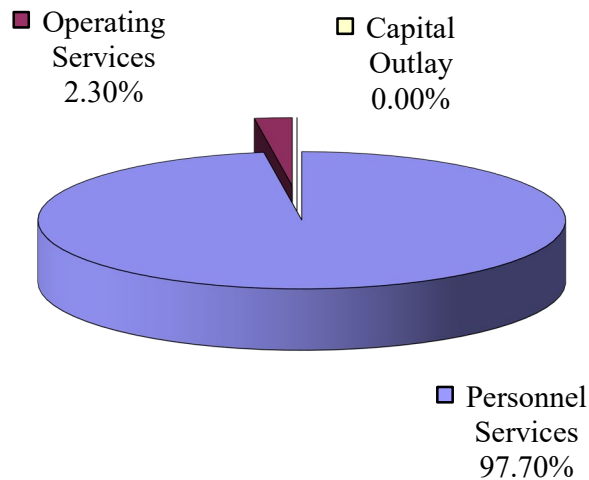
SUMMARY FOR FISCAL YEAR 2021-2022

FOUNDATION

Visionary Improvement Plan Goals

- Increase opportunities to support scholarships which foster success for all students by exploring diversified fundraising methodologies.
- Work to implement a planned giving program over the next three (3) years and explore additional virtual fundraising events (one in spring, one in fall).
- Ensure equity by expanding upon diverse award-types aimed at increasing successful student outcomes like the completion counts awards (30 additional annually) as well as emergency award funding (\$15,000 annually).

Adopted Budget



<u>Expenditures Category</u>	2021-2022 <u>Adopted Budget</u>
Personnel Services*	\$386,366
Operating Expenditures	9,089
Capital Outlay	0
Total Expenditures	<u><u>\$395,455</u></u>
Personnel FTE**	<u>3.230</u>

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

**Includes Foundation Fund.

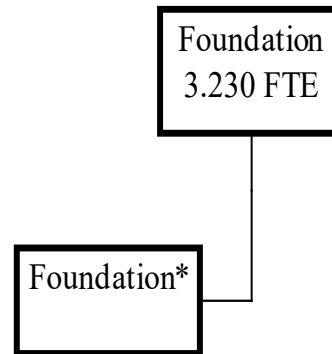
NOTE: Expenses include unrestricted and restricted general fund budgets.

CHAFFEY COMMUNITY COLLEGE DISTRICT
VISIONARY IMPROVEMENT PLAN GOALS ACCOMPLISHMENTS FOR THE 2021-2022 FISCAL YEAR
FOUNDATION

Accomplishments – FY20-21 Program Goals

- The Foundation managed and distributed \$437,604 in scholarships for 2020-2021.
- The Foundation secured \$150,000 in scholarships for the Finish Lines scholarship program in partnership with the Chaffey Experience to support student engagement and ensuring a buffer from COVID-19.
- The tournament sponsorships and golf spots sold out June 30, 2021, exceeding funds raised to date of over \$150,000 gross.
- The Foundation held its first virtual event in Spring 2021, raising over \$12,000 in support and is looking to host another in Fall 2021.
- The Foundation increased Endowed and Permanently restricted funds by over \$102,119.
- The Foundation continues to build partnerships with local community agencies to benefit students with scholarships and program support.
- The Foundation Board retreat will be held in September to develop goals for 2021-2022.
- The Foundation awarded its first cycle of Completion Counts scholarships in Spring 2021 to 32 students totaling \$12,500 for students completing their certificates or working to graduate in May '21, this program aims to award another set of scholarships in Spring 2022.
- The Foundation partnered with Student Services, Equity & Outreach Services, KNA, Economic Development and Community Education to increase support of the College with \$857,000 garnered for programming needs – of that, \$182,000 was for emergency funding for students.
- Government Relations worked with the InTech Center team to garner support from Assembly-member Freddie Rodriguez's office to successfully achieve a state budget allocation of \$2.9 million for a new Welding Lab to hopefully commence construction in 2022.
- Government Relations participated in monthly meetings focused on Community College related state legislation coordinated by the California Community Colleges Chancellor's Office and the Community College League of California.

CHAFFEY COMMUNITY COLLEGE DISTRICT
DEPARTMENTAL ORGANIZATION STRUCTURE 2021-2022
FOUNDATION



*Includes Foundation Fund.

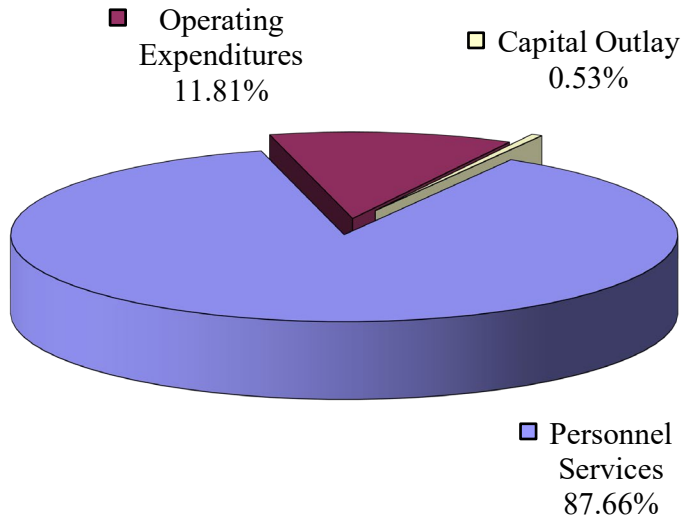
NOTE: This chart includes all budgeted permanent contract positions.

CHAFFEY COMMUNITY COLLEGE DISTRICT
SUMMARY FOR FISCAL YEAR 2021-2022
INSTRUCTION AND INSTITUTIONAL EFFECTIVENESS

Visionary Improvement Plan Goals

- Develop and implement a digital part-time availability form/reporting process.
- Implement the ‘R Shiny’ application that will enable real-time data monitoring for all campus stakeholders in order to improve short and long-term planning.
- Expand professional development for AAIIs, EPAs, Coordinators, and Deans.
- Coordinate with Human Resources and implement the suggestions made by the Hiring Practices Work Group to revise announcements by spring 2022 for faculty positions in order to improve the numbers of diverse candidates.

Adopted Budget



Expenditures Category

	2021-2022 Adopted Budget
Personnel Services*	\$22,071,497
Operating Expenditures	2,973,178
Capital Outlay	133,297
Total Expenditures	\$25,177,972
Personnel FTE	19.235

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

**Budget includes instruction holding account.

NOTE: Expenses include unrestricted and restricted general fund budgets.

CHAFFEY COMMUNITY COLLEGE DISTRICT
VISIONARY IMPROVEMENT PLAN GOALS ACCOMPLISHMENTS FOR THE 2021-2022 FISCAL YEAR
INSTRUCTION AND INSTITUTIONAL EFFECTIVENESS

Accomplishments – FY20-21 Program Goals

- Guided Pathways is a multi-year project that is, in practicality, never complete. The college is participating in both the California Guided Pathways group and the statewide project, and the Office of Instruction will continue to support and prioritize Guided Pathways efforts.
- The goal to work with the Deans to increase efficiency and create a multi-year growth plan is currently in progress. Significant progress has been made toward establishing the infrastructure for schedule-based enrollment management including, but not limited to, the development of scheduling principles, growth strategies, low-enrolled class criteria, budget augmentation criteria, and FTES goals and targets.
- The Office of Instruction continues to actively pursue and strengthen key strategic relationships with community and workforce partners.
- The Office of Instruction has established a small workgroup consisting of coordinators and deans to assist Institutional Research with the development of forms for use in fall 2021 for the next scheduling cycle. Both CCFA and the District will jointly evaluate the use of this tool that will allow part-time and full-time faculty to centralize their availability into a single database and update it in real-time.
- The Office of Instruction has worked with the Institutional Technology department to prioritize data visualization implementation as an immediate need. The first step was to implement Ellucian Analytics, which is underway now. Next, the implications of implementing R Shiny will begin to be evaluated in earnest.
- The Office of Instruction has implemented a “Coordinators’ Advisory Council” to support the development and professionalization of the coordinators. The Council advises topics for agendas and areas that the coordinators can learn more in order to be stronger individually as well as a team member with the dean.
- The Office of Instruction has also implemented a new coordinator orientation in the fall to provide essential training that will support their understanding of the role. The deans also participate in annual retreats that provide training and development opportunities to the first-level managers as they tackle institutional strategic directions the College needs to implement.
- The AAs/EPAs meet regularly with the Office of Instruction, and they have established a Canvas shell where they can share ideas and strategies to support their work and knowledge.

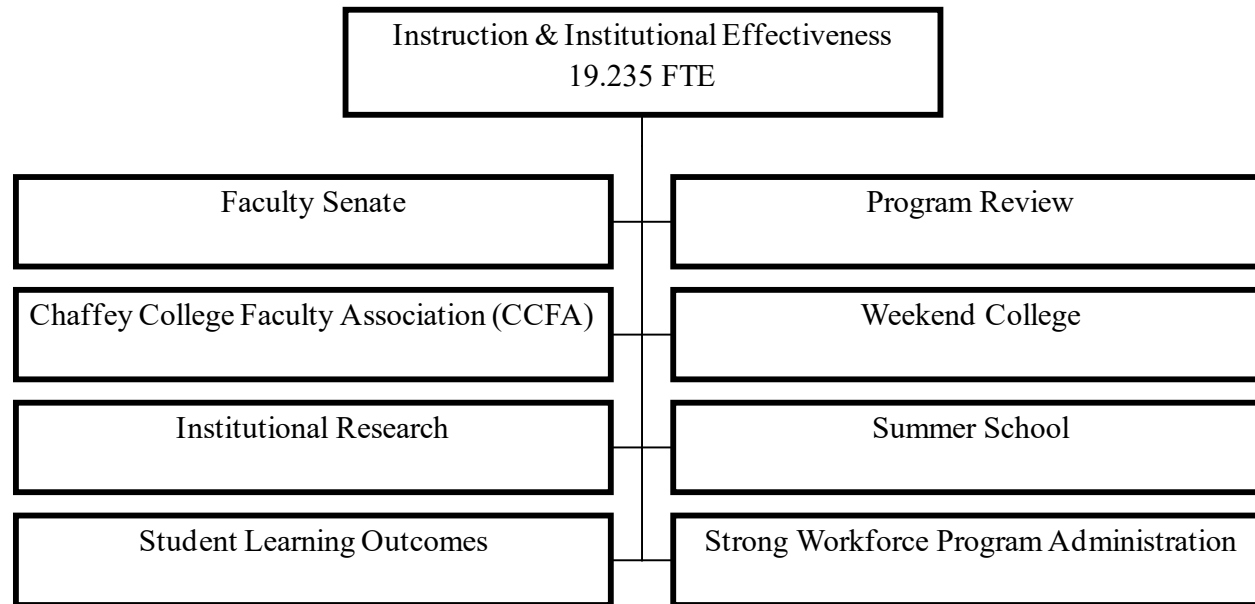
CHAFFEY COMMUNITY COLLEGE DISTRICT

VISIONARY IMPROVEMENT PLAN GOALS ACCOMPLISHMENTS FOR THE 2021-2022 FISCAL YEAR

INSTRUCTION AND INSTITUTIONAL EFFECTIVENESS (CONTINUED)

- The Office of Instruction convened a task force to improve faculty hiring practices. Recommendations from this group, that included additions to the job announcements and procedural changes that heighten the College's commitment to equity, were included by Human Resources during the processes of all the faculty recruitments in the spring of 2021. This group will continue to meet and endeavor to further refine faculty hiring processes to ensure equity and improved experiences for candidates.
- The Office of Instruction continues to work on equitable outcomes for students. Some of the efforts include the addition of a Zero/Low textbook costs faculty coaching team as the College makes progress to include more courses that include minimal material costs to students, the continued implementation of AB 705 standards, which include the removal of developmental courses from the Schedule of Classes, improving hiring rates of diverse instructors, and the implementation of Guided Pathways, which emphasize the students' experience and a sense of belonging.
- The Office of Instruction is also advancing the implementation of the Academic and Career Communities framework that supports more guided decision-making for students. A retreat will be held August 5, 2021 to map next steps of implementation as Student Services and Instruction work together to improve the educational planning element for all incoming students.
- The Office of Instruction is leading efforts with community partners to improve employability and opportunity for Chaffey's students. These efforts to date include the partnership and legislative funding for the National CORE project to develop a property management certificate, a partnership with Toyota to support Automotive Technology students, a potential partnership with the San Manuel tribe to support Hospitality Management and Culinary students, as well as dialog with CSU and UC to develop the University Center at the new Ontario site.

CHAFFEY COMMUNITY COLLEGE DISTRICT
DEPARTMENTAL ORGANIZATION STRUCTURE 2021-2022
INSTRUCTION AND INSTITUTIONAL EFFECTIVENESS



NOTE: This chart includes all budgeted permanent contract positions.

CHAFFEY COMMUNITY COLLEGE DISTRICT

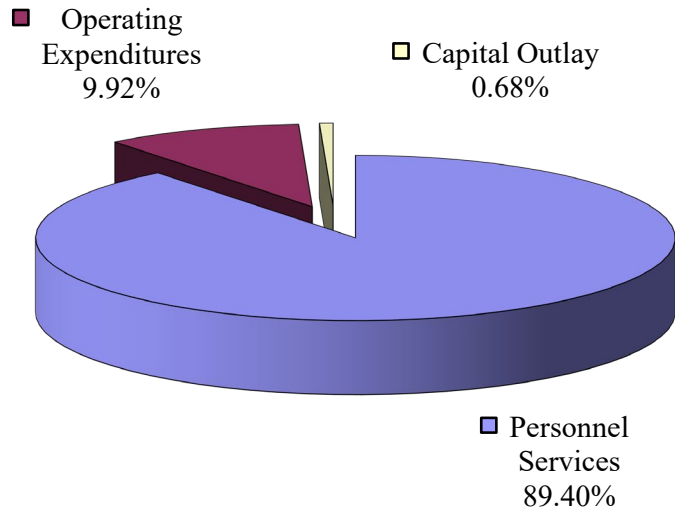
SUMMARY FOR FISCAL YEAR 2021-2022

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

Visionary Improvement Plan Goals

- Successfully design, build and transition into the new instructional building (CHIB). The Chino IB Project FF&E Meeting Users Group will meet during the fall semester.
- HFIC academic program faculty will review recent equity analyses and determine how to improve retention and success rates for the student populations that are identified in the Student Equity and Achievement Plan.
- HFIC academic programs will continue to strengthen articulation with local high schools and Intersegmental Partnerships.

Adopted Budget



<u>Expenditures Category</u>	2021-2022 Adopted Budget
Personnel Services*	\$1,032,246
Operating Expenditures	114,572
Capital Outlay	7,900
Total Expenditures	<u>\$1,154,718</u>
 Personnel FTE	 <u>12.950</u>

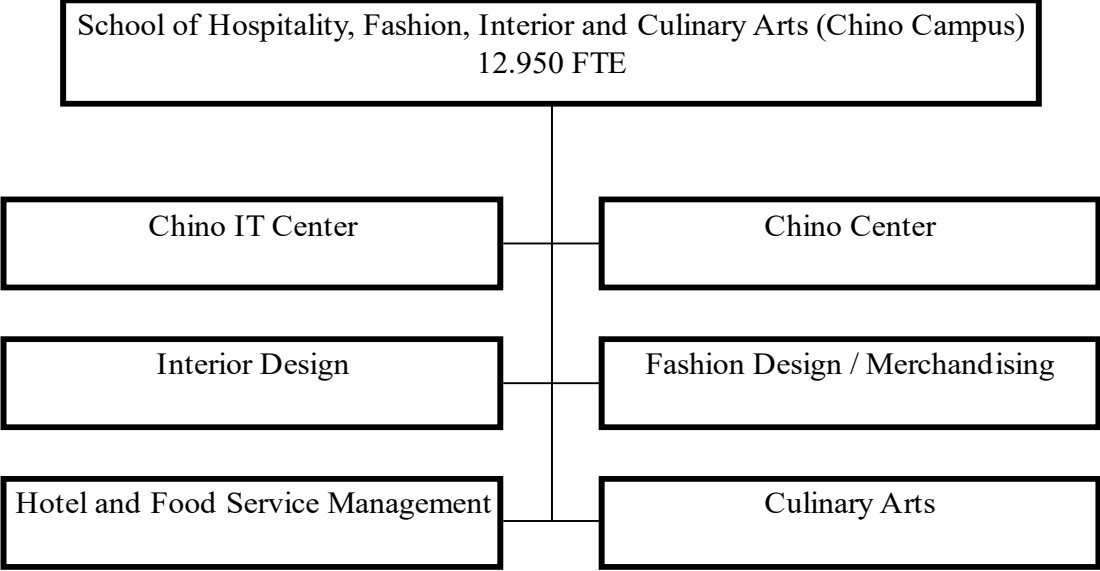
*Benefits are budgeted under the institutional budget and then distributed at yearend based on actual expenses.
 NOTE: Expenses include unrestricted and restricted general fund budgets.

CHAFFEY COMMUNITY COLLEGE DISTRICT
VISIONARY IMPROVEMENT PLAN GOALS ACCOMPLISHMENTS FOR THE 2021-2022 FISCAL YEAR
SCHOOL OF HOSPITALITY, FASHION, INTERIOR AND CULINARY ARTS (CHINO CAMPUS)

Accomplishments – FY20-21 Program Goals

- Meetings continue to be scheduled with all Stakeholders to design the new instructional building (CHIB).
- Presentations were made to the Executive Leadership Team and the Board of Trustees regarding potential new academic programs to be offered at the Chino Campus in the future.
- HFIC academic programs revised all curriculum to include hybrid/online classes as well as face-to-face classes.
- Interior Design increased their enrollments by 31% (FA20) and 41% (SP21).
- Fashion Merchandising increased their enrollments by 40% (FA20) and 66% (SP21).
- HFIC academic programs worked with marketing to better advertise and brand HFIC academic programs. Also, Hospitality Management and Interior Design were awarded additional funds from Perkins and Strong Workforce to purchase additional advertising through Google Ads and Facebook ads.

CHAFFEY COMMUNITY COLLEGE DISTRICT
DEPARTMENTAL ORGANIZATION STRUCTURE 2021-2022
SCHOOL OF HOSPITALITY, FASHION, INTERIOR AND CULINARY ARTS (CHINO CAMPUS)



NOTE: This chart includes all budgeted permanent contract positions.

CHAFFEY COMMUNITY COLLEGE DISTRICT

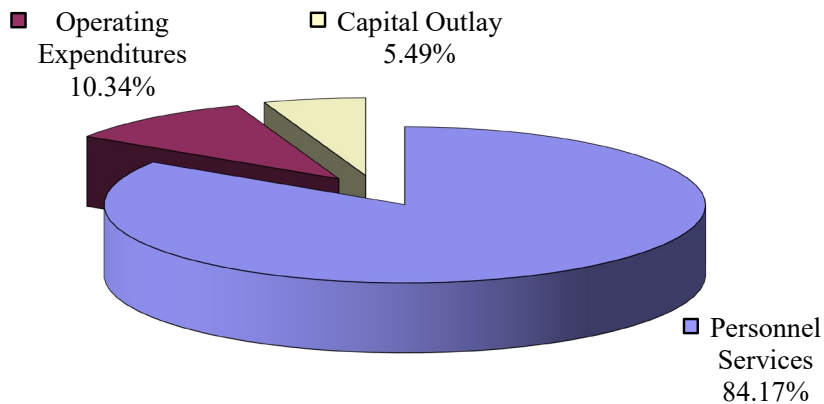
SUMMARY FOR FISCAL YEAR 2021-2022

FONTANA CAMPUS

Visionary Improvement Plan Goals

- The Fontana Campus will continue to collaborate with student services and instructional departments throughout the district to make better use of available spaces for programs geared for guided pathways type work, the facilitation of Academic and Career Communities, and strengthening equity efforts.
- During the next three (3) years, the Dean’s Office will work with campus planning on conversion of classroom equipment, campus furniture and technology modernization to enable multiple uses for a variety of spaces, i.e. classrooms that serve a computer and lecture function. Placement, workshop, and DPS testing space will be further developed to integrate more Career Services and Transfer Services participation, allow for students to move forward with academic planning, and allow for DPS students to have reliable locations for testing.

Adopted Budget



Expenditures Category

	2021-2022 <u>Adopted Budget</u>
Personnel Services*	\$894,068
Operating Expenditures	109,779
Capital Outlay	58,292
Total Expenditures	<u>\$1,062,139</u>
 Personnel FTE	 <u>6.000</u>

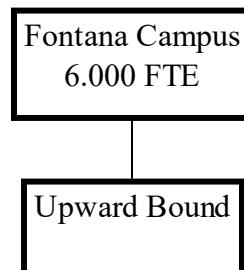
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CHAFFEY COMMUNITY COLLEGE DISTRICT
VISIONARY IMPROVEMENT PLAN GOALS ACCOMPLISHMENTS FOR THE 2021-2022 FISCAL YEAR
FONTANA CAMPUS

Accomplishments – FY20-21 Program Goals

- The Fontana Campus built partnerships with certain academic programs and with local industries to provide students with opportunities to finish a degree or certificate completely at the Fontana Campus that was supported with fully online support services.
- Collaborated with the Dean of Business and Applied Technology and the Dean of Health Sciences and identified two programs that will begin to be scheduled at the Fontana Campus in spring 2022.
- Fully online student support services are available. All student facing forms have been converted to online forms where students can access them via the myChaffey portal or via department websites. Additionally, all staff are trained in the online walk-in support system that enables students to meet with someone almost instantly.
- The Fontana Campus student lounge furniture was updated to create an environment of inclusivity coupled with practical solutions for student technology charging capabilities.

CHAFFEY COMMUNITY COLLEGE DISTRICT
DEPARTMENTAL ORGANIZATION STRUCTURE 2021-2022
FONTANA CAMPUS



NOTE: This chart includes all budgeted permanent contract positions.

CHAFFEY COMMUNITY COLLEGE DISTRICT

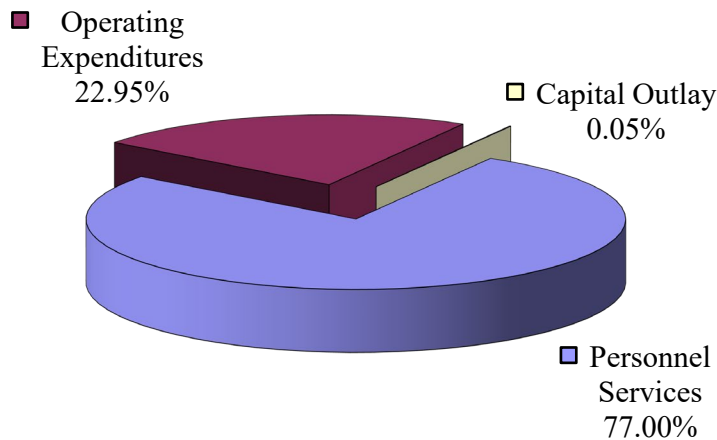
SUMMARY FOR FISCAL YEAR 2021-2022

INSTITUTIONAL EFFECTIVENESS

Visionary Improvement Plan Goals

- Increase access to Chaffey College, in particular by engaging underserved populations within the Inland Empire.
- Optimize the student experience through “Guided Pathways” and related institutional support/improvement efforts (Success Centers, Supplemental Instruction, PALs, Library, SUCCESS Coaches, Community Advising, Curriculum, Catalog/Schedule).

Adopted Budget



Expenditures Category

	2021-2022 Adopted Budget
Personnel Services*	\$2,284,905
Operating Expenditures	681,029
Capital Outlay	1,500
Total Expenditures	\$2,967,434
Personnel FTE	9.800

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

CHAFFEY COMMUNITY COLLEGE DISTRICT

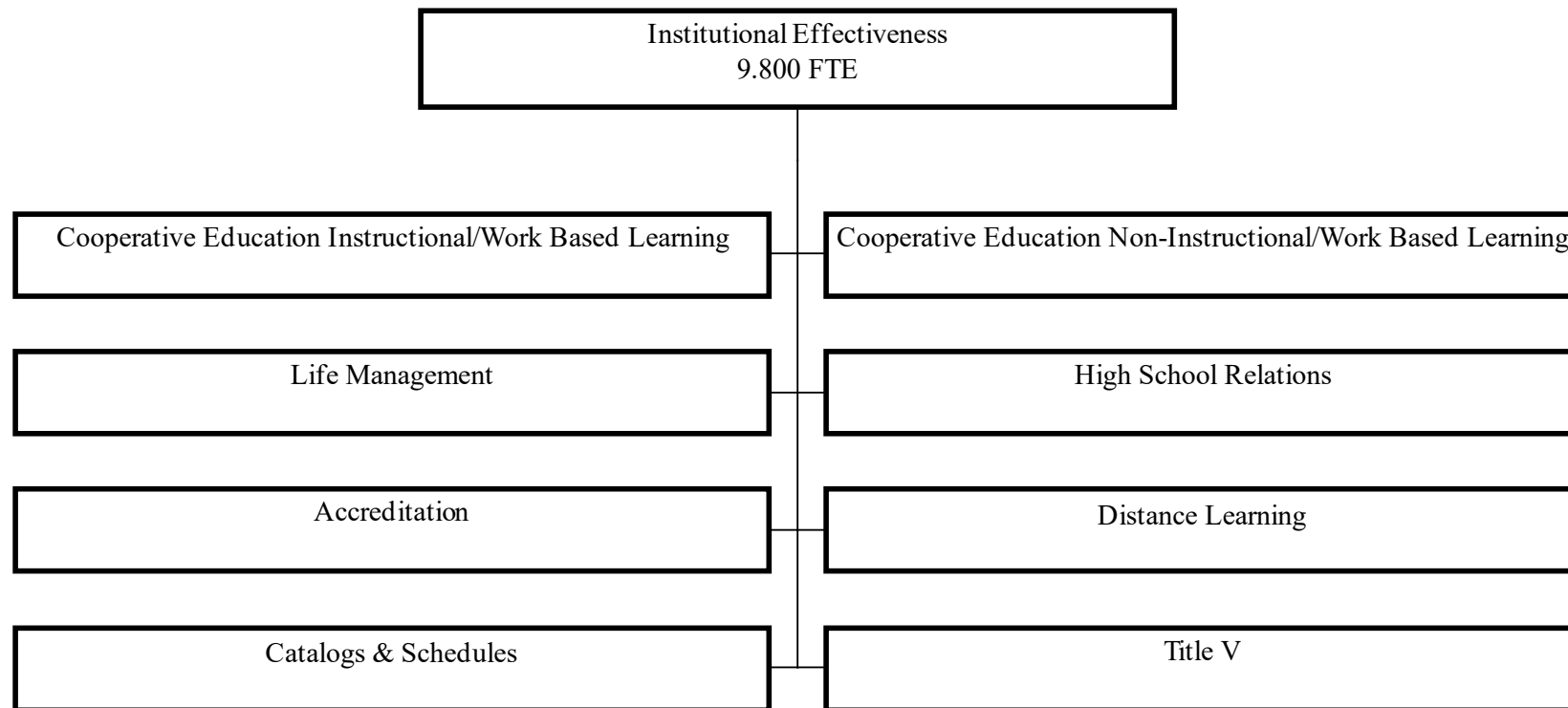
VISIONARY IMPROVEMENT PLAN GOALS ACCOMPLISHMENTS FOR THE 2021-2022 FISCAL YEAR

INSTITUTIONAL EFFECTIVENESS

Accomplishments – FY20-21 Program Goals

- A SUCCESS Coach team is in place to support students with whatever needs they have as a Chaffey College student. The team is organized by “Academic and Career Communities” and incorporates direct liaisons to Counseling, Financial Aid, and Admissions & Records.
- Both management and staff positions were created and/or filled in Dual Enrollment, Distance Education, and Adult Education. These positions will enable these programs to expand and serve more students – primarily from underserved populations included in the college’s formal Equity plan.

CHAFFEY COMMUNITY COLLEGE DISTRICT
DEPARTMENTAL ORGANIZATION STRUCTURE 2021-2022
INSTITUTIONAL EFFECTIVENESS



NOTE: This chart includes all budgeted permanent contract positions.

CHAFFEY COMMUNITY COLLEGE DISTRICT

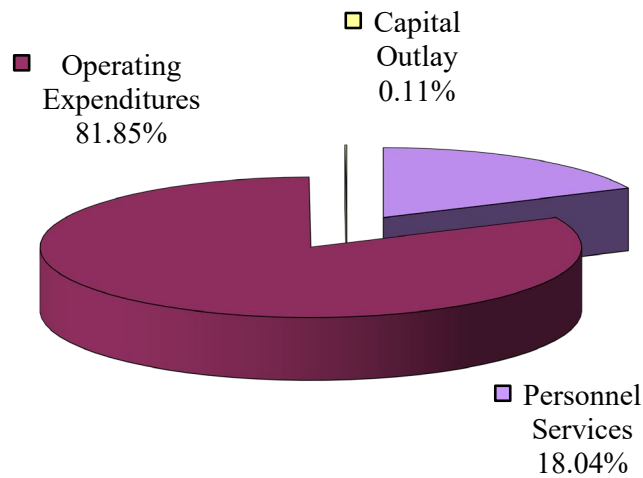
SUMMARY FOR FISCAL YEAR 2021-2022

STUDENT SERVICES AND STRATEGIC COMMUNICATIONS, ENROLLMENT AND SUPPORT SERVICES

Visionary Improvement Plan Goals

- Implement a systematic and institutionalized student retention process.

Adopted Budget



<u>Expenditures Category</u>	2021-2022 <u>Adopted Budget</u>
Personnel Services*	\$8,397,617
Operating Expenditures	38,113,716
Capital Outlay	51,420
Total Expenditures	<u>\$46,562,753</u>
 Personnel FTE**	 <u>70.195</u>

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

**Includes CCSG (Student Life) Fund.

NOTE: Expenses include unrestricted and restricted general fund budgets.

CHAFFEY COMMUNITY COLLEGE DISTRICT

VISIONARY IMPROVEMENT PLAN GOALS ACCOMPLISHMENTS FOR THE 2021-2022 FISCAL YEAR STUDENT SERVICES AND STRATEGIC COMMUNICATIONS, ENROLLMENT AND SUPPORT SERVICES

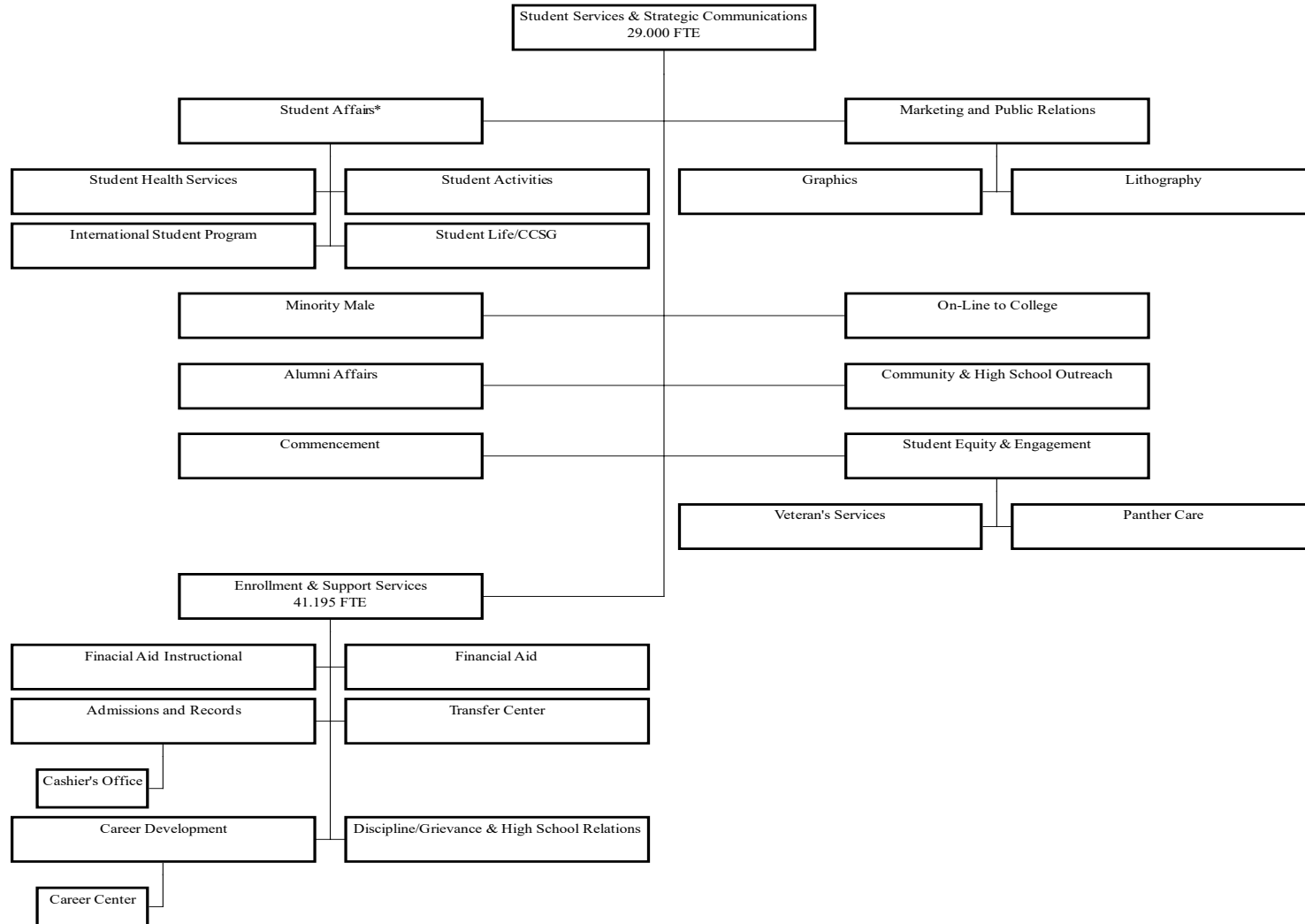
Accomplishments – FY20-21 Program Goals

- In spite of the on-going pandemic, Student Services continued to offer the following throughout the year in support of student retention:
 - Provided chrome books and wi-fi hotspots to any enrolled students in need of technological support to attend classes.
 - Continued online support with appointment scheduling and/or live chat sessions in student services areas via Ocelot, Live Chat, QLess and Cranium Café.
 - Continued online medical and mental health services for all students via First Stop Health and College Wrap.
 - Panther Promise served approximately the same number of students in 2020-21 despite a 10% decline in enrollments throughout the year.
 - Coordinated the 104th commencement ceremony graduating over 2,700 students, which was only 4 percent less graduates than the previous year and despite a 10% decline in enrollments throughout the year.

CHAFFEY COMMUNITY COLLEGE DISTRICT

DEPARTMENTAL ORGANIZATION STRUCTURE 2021-2022

STUDENT SERVICES AND STRATEGIC COMMUNICATIONS, ENROLLMENT AND SUPPORT SERVICES



*Includes CCSG (Student Life) Fund.

NOTE: This chart includes all budgeted permanent contract positions.

CHAFFEY COMMUNITY COLLEGE DISTRICT

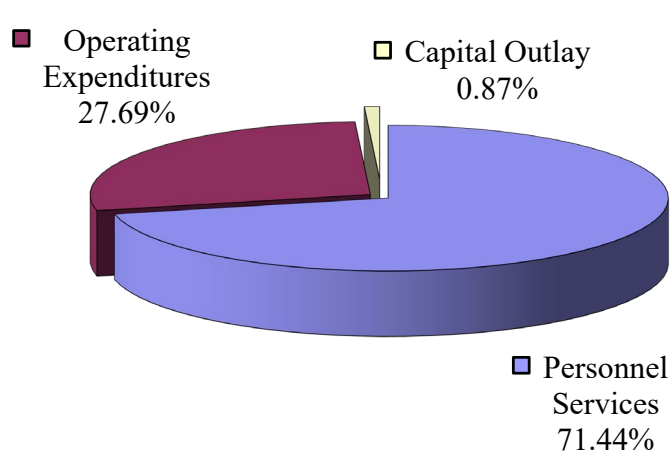
SUMMARY FOR FISCAL YEAR 2021-2022

COUNSELING AND STUDENT SUCCESS

Visionary Improvement Plan Goals

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

Adopted Budget



<u>Expenditures Category</u>	2021-2022 <u>Adopted Budget</u>
Personnel Services*	\$7,605,651
Operating Expenditures	2,947,198
Capital Outlay	93,033
Total Expenditures	<u>\$10,645,882</u>
Personnel FTE	<u>68.458</u>

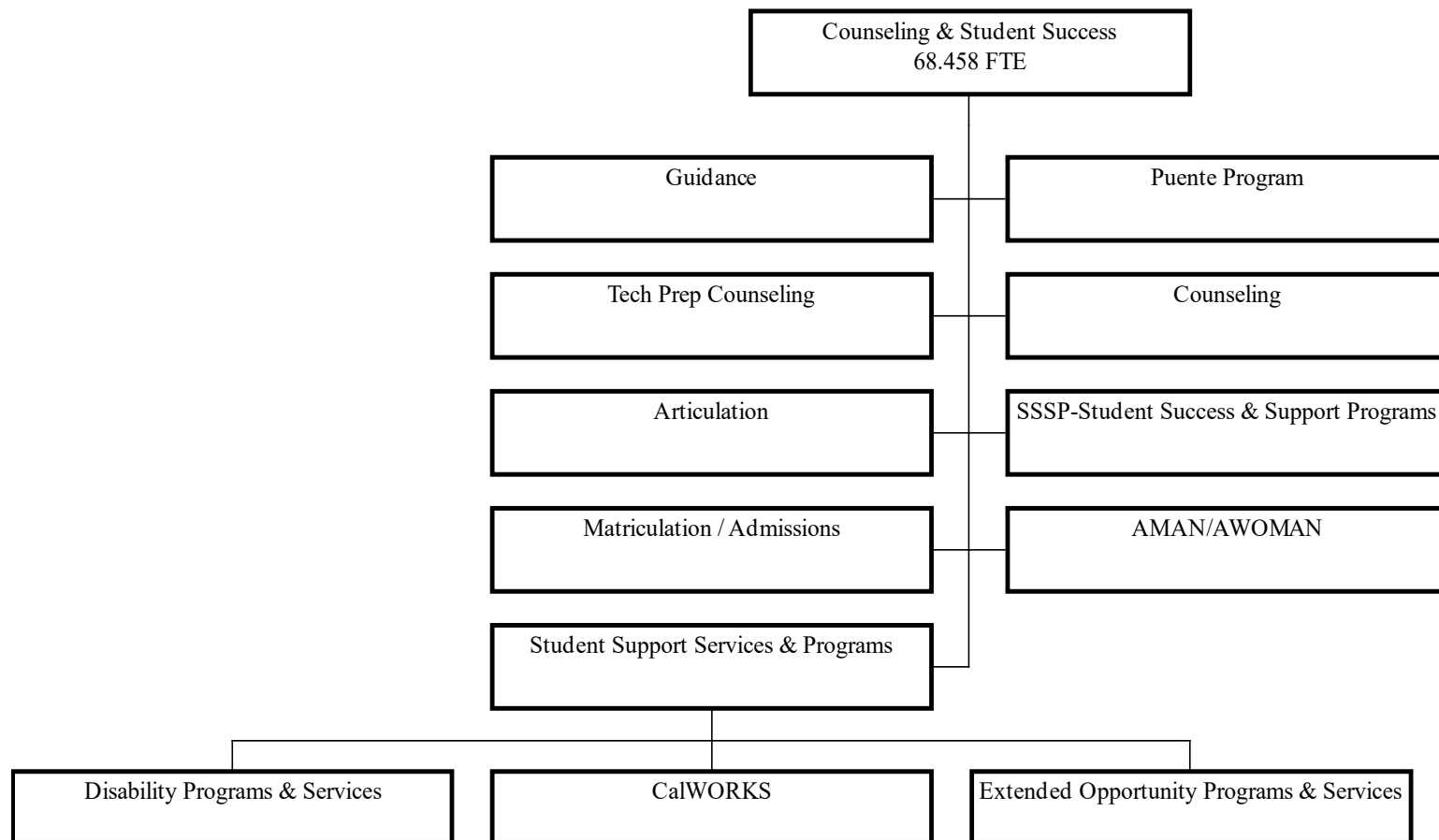
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 NOTE: Expenses include unrestricted and restricted general fund budgets.

CHAFFEY COMMUNITY COLLEGE DISTRICT
VISIONARY IMPROVEMENT PLAN GOALS ACCOMPLISHMENTS FOR THE 2021-2022 FISCAL YEAR
COUNSELING AND STUDENT SUCCESS

Accomplishments – FY20-21 Program Goals

- All counseling faculty are fully certified in online counseling. Counselors are engaging and meeting with students via Cranium Café – an online platform.
- Chaffey College was a pilot college for the Common Assessment Project. The College piloted with 804 students whom received \$40.00 Amazon cards for their participation. Chaffey outpaced all other colleges.
- The Counseling Department is continuing its quest to phase in technological advances such as CRM Advise, Program Mapper and Curriculum Tracks.

CHAFFEY COMMUNITY COLLEGE DISTRICT
DEPARTMENTAL ORGANIZATION STRUCTURE 2021-2022
COUNSELING AND STUDENT SUCCESS



NOTE: This chart includes all budgeted permanent contract positions.

CHAFFEY COMMUNITY COLLEGE DISTRICT

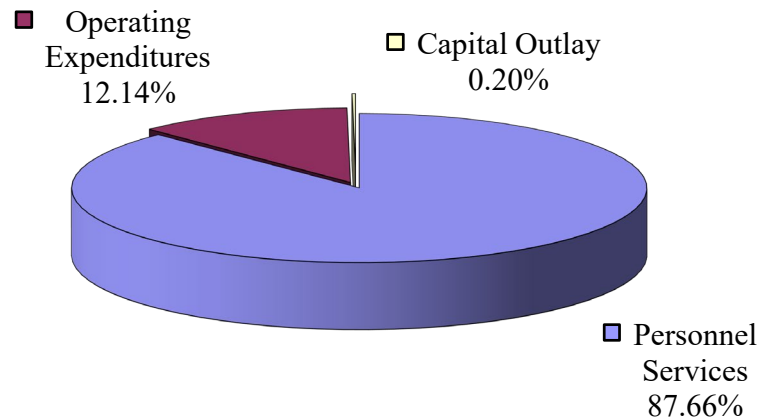
SUMMARY FOR FISCAL YEAR 2021-2022

KINESIOLOGY, NUTRITION AND ATHLETICS

Visionary Improvement Plan Goals

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

Adopted Budget



<u>Expenditures Category</u>	2021-2022 <u>Adopted Budget</u>
Personnel Services*	\$2,563,039
Operating Expenditures	354,866
Capital Outlay	5,824
Total Expenditures	<u>\$2,923,729</u>
 Personnel FTE	 <u>15.975</u>

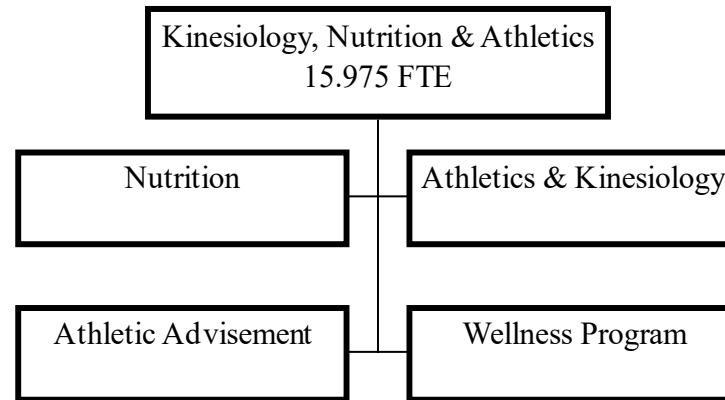
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CHAFFEY COMMUNITY COLLEGE DISTRICT
VISIONARY IMPROVEMENT PLAN GOALS ACCOMPLISHMENTS FOR THE 2021-2022 FISCAL YEAR
KINESIOLOGY, NUTRITION AND ATHLETICS

Accomplishments – FY20-21 Program Goals

- The School of Kinesiology, Nutrition and Athletics course scheduling patterns were successfully adjusted to the virtual platform and electronic communication outlets were established due to the onset of the pandemic.
- The School of Kinesiology, Nutrition and Athletics faculty developed and implemented an online equitable Distance Education standard and a Distance Education communication plan for virtual deliveries.
- The School of Kinesiology, Nutrition and Athletics maintained effective operational practices and outcomes despite the pandemic challenges.

CHAFFEY COMMUNITY COLLEGE DISTRICT
DEPARTMENTAL ORGANIZATION STRUCTURE 2021-2022
KINESIOLOGY, NUTRITION AND ATHLETICS



NOTE: This chart includes all budgeted permanent contract positions.

CHAFFEY COMMUNITY COLLEGE DISTRICT

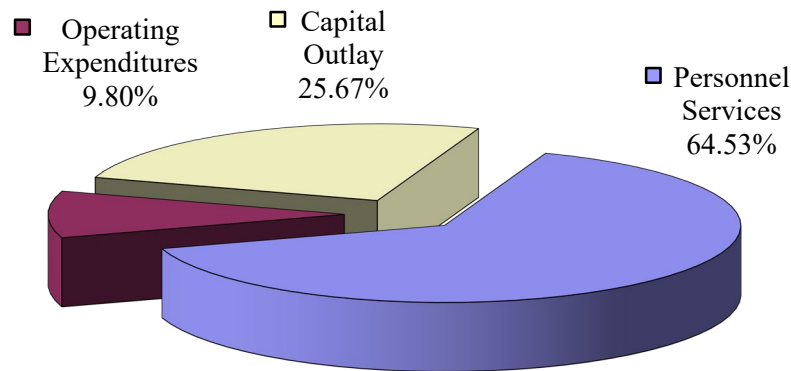
SUMMARY FOR FISCAL YEAR 2021-2022

BUSINESS AND APPLIED TECHNOLOGY

Visionary Improvement Plan Goals

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

Adopted Budget



<u>Expenditures Category</u>	2021-2022 <u>Adopted Budget</u>
Personnel Services*	\$3,721,263
Operating Expenditures	565,437
Capital Outlay	1,480,240
Total Expenditures	<u>\$5,766,940</u>
Personnel FTE	<u>35.750</u>

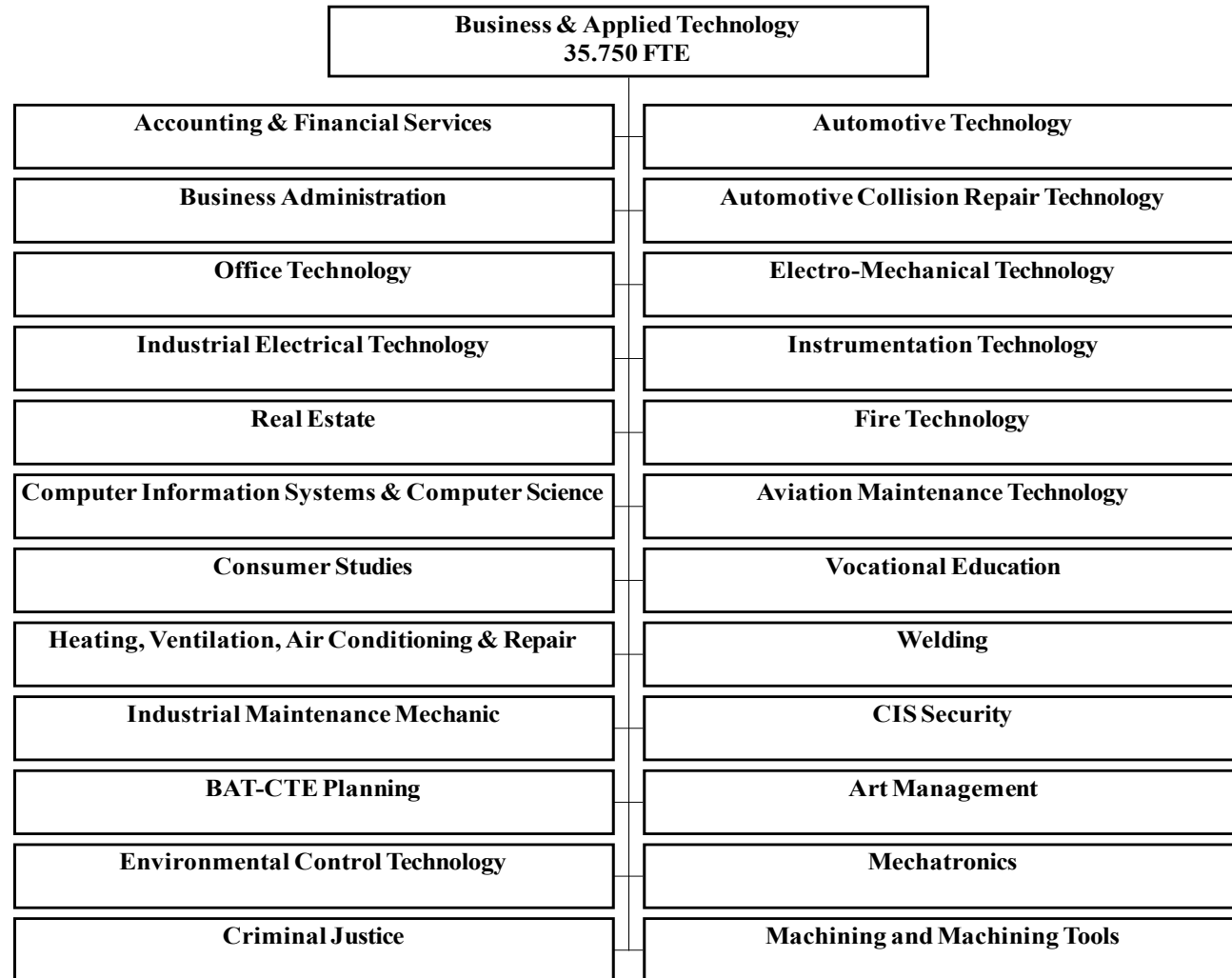
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CHAFFEY COMMUNITY COLLEGE DISTRICT
VISIONARY IMPROVEMENT PLAN GOALS ACCOMPLISHMENTS FOR THE 2021-2022 FISCAL YEAR
BUSINESS AND APPLIED TECHNOLOGY

Accomplishments – FY20-21 Program Goals

- The School of Business and Applied Technology (BAT) is meeting regularly with the leadership in Economic Development and Instruction to determine district pathways that will allow for Economic Development to establish more for-credit opportunities for contract education that helps employers meet the needs of their industries.
- The school’s faculty collaborate with Economic Development to facilitate understanding with industry partners on the pathways students can take at Chaffey that lead to Certificates and AA degrees.
- The school leadership is working with the Director of Student Equity and Engagement and other academic schools to introduce opportunities for faculty to engage with students around career exploration, student success, and increase efforts to close the achievement gaps that impact Chaffey’s disproportionately impacted student populations.
- The school plans to host virtual events in the Fall around women in “non-traditional” occupations and also emphasize small business entrepreneurship for students. These activities will assist in integrating students into their particular Academic and Career Community.

CHAFFEY COMMUNITY COLLEGE DISTRICT
DEPARTMENTAL ORGANIZATION STRUCTURE 2021-2022
BUSINESS AND APPLIED TECHNOLOGY



NOTE: This chart includes all budgeted permanent contract positions.

CHAFFEY COMMUNITY COLLEGE DISTRICT

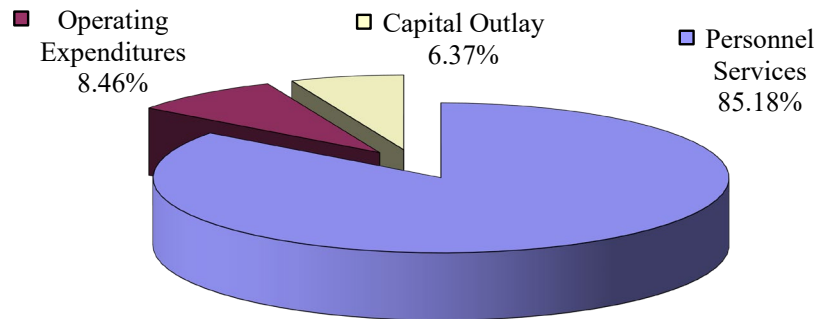
SUMMARY FOR FISCAL YEAR 2021-2022

HEALTH SCIENCES

Visionary Improvement Plan Goals

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

Adopted Budget



Expenditures Category

	2021-2022
	<u>Adopted Budget</u>
Personnel Services*	\$2,873,182
Operating Expenditures	285,255
Capital Outlay	214,783
Total Expenditures	<u>\$3,373,220</u>
 Personnel FTE	 <u>25.497</u>

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CHAFFEY COMMUNITY COLLEGE DISTRICT

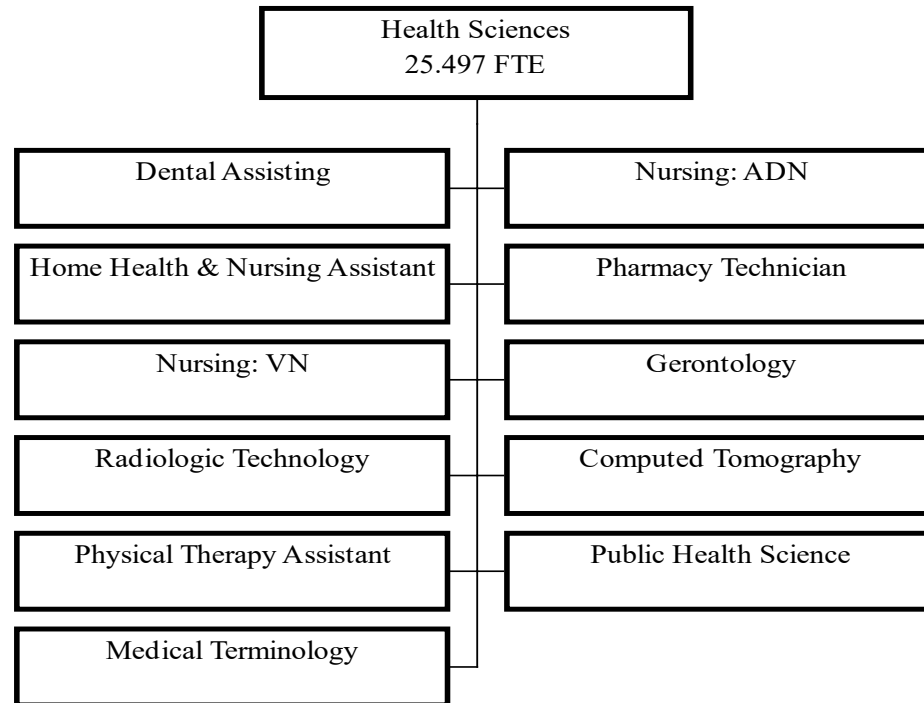
VISIONARY IMPROVEMENT PLAN GOALS ACCOMPLISHMENTS FOR THE 2021-2022 FISCAL YEAR

HEALTH SCIENCES

Accomplishments – FY20-21 Program Goals

- In September 2020, the Radiologic Technology program welcomed an accreditation site visit from Joint Review Committee on Education in Radiologic Technology (JRCERT) and was awarded the highest level of accreditation from JRCERT (8 years). This is a significant achievement, made possible by the dedication of faculty and staff, due to the unique challenges presented by COVID-19.
- The School of Health Sciences held the “Equity + Communication = Equity & Inclusion” four-part workshop series for school faculty with an outside professional addressing understanding how equity frameworks can support all students, and how effective communication practices can create a more inclusive and welcoming space for learning.
- The School of Health Sciences has begun developing metrics to identify and address latent inequities within its programs. While this project is ongoing, the School is hopeful that it will serve as a springboard for positive inclusive changes in the programs and ultimately, reduce observed disparities.
- Programs within the School of Health Sciences have begun the process of adopting eValue, a web-based data management system designed to simplify program administration, improve learning outcomes, and ensure institutional oversight of clinical education programs across the school. The School anticipates that all cohort-based Health Science programs will be using eValue to support program management by the end of the 2021-2022 academic year.

CHAFFEY COMMUNITY COLLEGE DISTRICT
DEPARTMENTAL ORGANIZATION STRUCTURE 2021-2022
HEALTH SCIENCES



NOTE: This chart includes all budgeted permanent contract positions.

CHAFFEY COMMUNITY COLLEGE DISTRICT

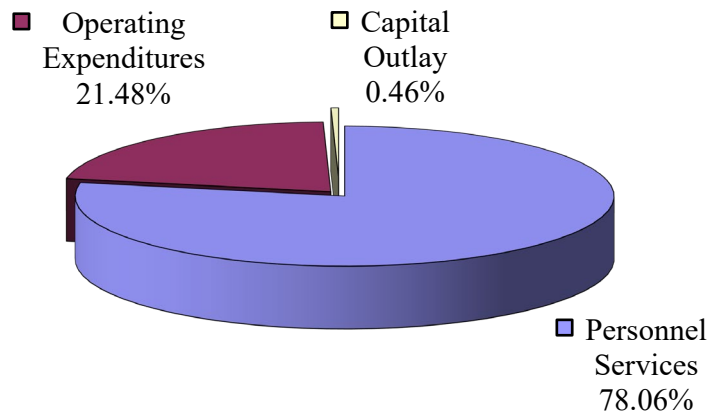
SUMMARY FOR FISCAL YEAR 2021-2022

INSTRUCTIONAL SUPPORT

Visionary Improvement Plan Goals

- Develop an on-demand network for “professional development” that supports shared learning among faculty, staff, and administration.

Adopted Budget



<u>Expenditures Category</u>	2021-2022 <u>Adopted Budget</u>
Personnel Services*	\$8,936,237
Operating Expenditures	2,459,323
Capital Outlay	52,000
Total Expenditures	<u>\$11,447,560</u>
 Personnel FTE	 <u>28.825</u>

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CHAFFEY COMMUNITY COLLEGE DISTRICT

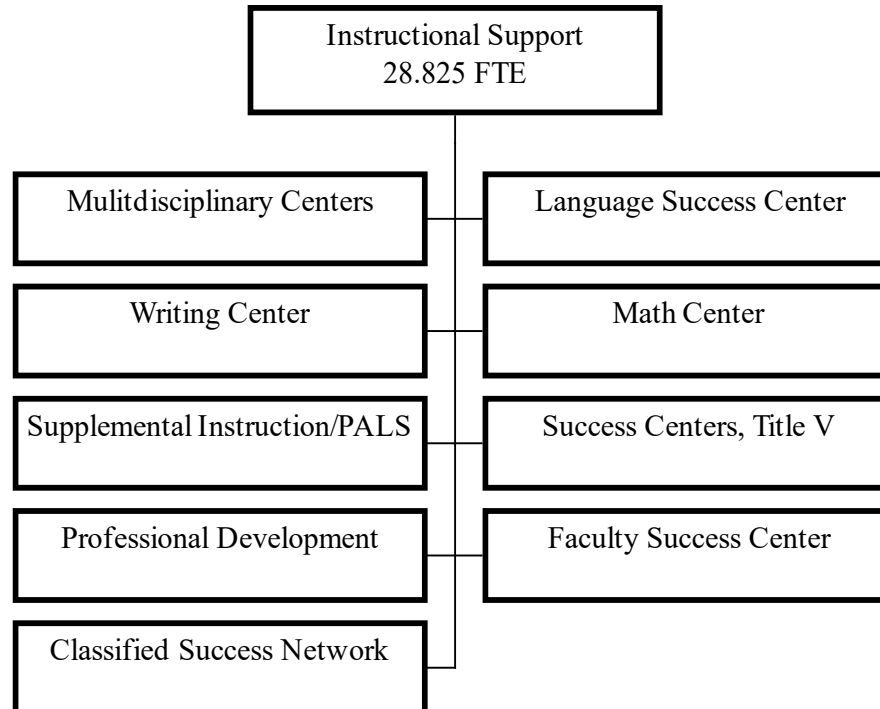
VISIONARY IMPROVEMENT PLAN GOALS ACCOMPLISHMENTS FOR THE 2021-2022 FISCAL YEAR

INSTRUCTIONAL SUPPORT

Accomplishments – FY20-21 Program Goals

- The Success Centers, Supplemental Instruction, and other support programs re-aligned operations to parallel the “Academic and Career Communities” structure.
- With all services being accessed remotely during the academic year, a single point of access was created to streamline navigation and better assist students seeking instructional support assistance.

CHAFFEY COMMUNITY COLLEGE DISTRICT
DEPARTMENTAL ORGANIZATION STRUCTURE 2021-2022
INSTRUCTIONAL SUPPORT



NOTE: This chart includes all budgeted permanent contract positions.

CHAFFEY COMMUNITY COLLEGE DISTRICT

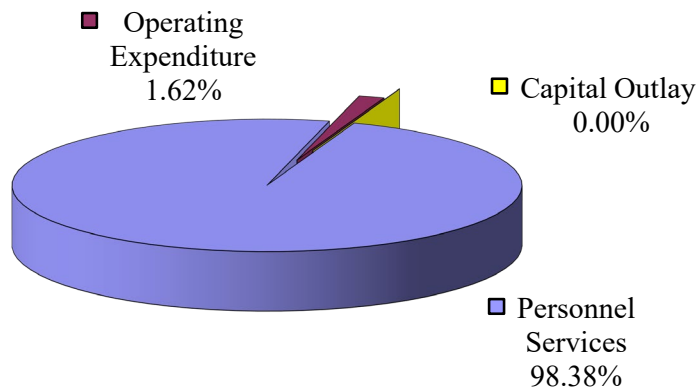
SUMMARY FOR FISCAL YEAR 2021-2022

LANGUAGE ARTS

Visionary Improvement Plan Goals

- Over the next six (6) years (by 2027), provide support and at least two (2) activities per year that focus on abolishing equity gaps in successful course completion rates among underrepresented students.
- Over the next nine (9) years (by 2030), provide support and at least two (2) activities per year that focus on abolishing equity gaps in student completion rates (degree, certificate, transfer) among underrepresented students.
- Over the next three (3) years (by 2024), provide students information about and access to at least one (1) HBCUs each year, as ADTs are recognized by HBCUs and their success in granting degrees to black students, in particular, is significant.

Adopted Budget



Expenditures Category

	2021-2022 Adopted Budget
Personnel Services*	\$4,718,021
Operating Expenditures	77,662
Capital Outlay	0
Total Expenditures	\$4,795,683
 Personnel FTE	 44.608

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

CHAFFEY COMMUNITY COLLEGE DISTRICT

VISIONARY IMPROVEMENT PLAN GOALS ACCOMPLISHMENTS FOR THE 2021-2022 FISCAL YEAR

LANGUAGE ARTS

Accomplishments – FY20-21 Program Goals

- The goal to continue to focus on the newly designed English curriculum as well as course offering balance to meet student demand and need is ongoing. The Department has made exceptional strides in evaluating the curriculum and meeting the goals of AB705.
- The goal to continue to strategically use the 1-million-dollar innovation award from the Chancellor’s Office to increase support to students, training for faculty, and statewide professional development activities is ongoing. The PALs program has maintained operation throughout the pandemic and has demonstrated that students can succeed in English 1A given the necessary support structure. The Chancellor’s Office is allowing award winners to continue expending remaining resources until projects are completed or resources expended.
- Published and disseminated map courses for programs of study in response to Guided Pathways. Academic maps are housed on the website, in the School office, and throughout the classrooms.
- Advocating and participating in building plans to address inadequate building facilities is ongoing. Some improvements have been completed and more are expected with the passing of Measure P.
- Leveraging professional development funds to maximize alignment with the College Strategic Plan is ongoing. All travel has canceled as a result of the pandemic. The School continues to support online training and events, and have supported faculty and staff training.
- The Dean’s Office has worked efficiently to meet the needs of faculty and staff. Working hours are staggered to provide maximum coverage. Staff and the dean participated in numerous committees to be sure that the School is up-to-date on processes and meets all expected timelines. The School has worked tremendously to schedule and re-schedule courses to meet demand and student need, even in the midst of the pandemic:
 - The School has met all scheduling deadlines, which have included numerous rebuilds as a result of changes due to the pandemic. The School continues to look for ways to meet the needs of the students while ensuring FTE targets are met.
 - The School has submitted all evaluations by the contractual deadlines.

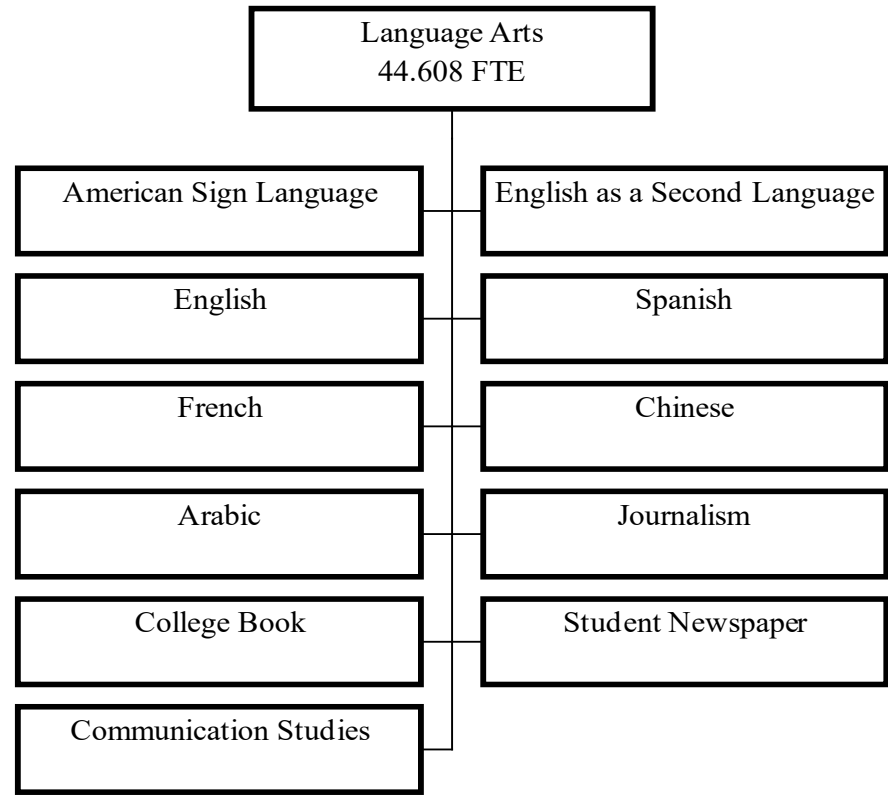
CHAFFEY COMMUNITY COLLEGE DISTRICT

VISIONARY IMPROVEMENT PLAN GOALS ACCOMPLISHMENTS FOR THE 2021-2022 FISCAL YEAR

LANGUAGE ARTS (CONTINUED)

- The School has incorporated technology to improve the efficiency of Language Arts processes using tools like One Drive and Adobe Sign.
- The School was early adopters of incorporating software and hardware to assist faculty and staff working remotely, including address label makers for shipping books and supplies, using Zoom for student, faculty, and staff meetings, Microsoft Forms for collecting data, and digital signatures for all documents.
- The School created a Language Arts Canvas page as a way to collect and distribute information including course syllabi, Distance Education training information, and school updates.
- The School established Language Arts profiles on Facebook, Instagram, and Twitter to post videos, open section advertisements, and campus events for students, faculty, and the community.

CHAFFEY COMMUNITY COLLEGE DISTRICT
DEPARTMENTAL ORGANIZATION STRUCTURE 2021-2022
LANGUAGE ARTS



NOTE: This chart includes all budgeted permanent contract positions.

CHAFFEY COMMUNITY COLLEGE DISTRICT

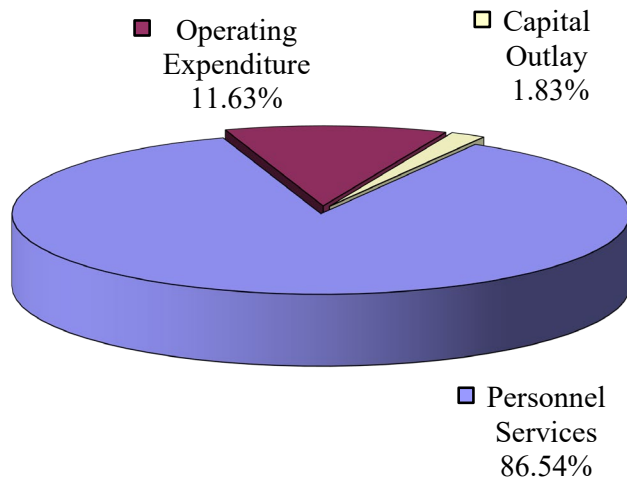
SUMMARY FOR FISCAL YEAR 2021-2022

LIBRARY AND LEARNING RESOURCES

Visionary Improvement Plan Goals

- Extend equity of access to Library services to better meet the needs of the Chino, Fontana and Distance Education communities.
- Realign collection management strategy to improve relevancy of and access to Library resources to better support student needs and instruction programs.
- Develop best practices for Library instruction modalities to better ensure quality, engagement, and retention of information literacy concepts.

Adopted Budget



Expenditures Category

	2021-2022 <u>Adopted Budget</u>
Personnel Services*	\$1,384,033
Operating Expenditures	186,073
Capital Outlay	29,246
Total Expenditures	<u><u>\$1,599,352</u></u>
 Personnel FTE	 <u>13.425</u>

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

CHAFFEY COMMUNITY COLLEGE DISTRICT

VISIONARY IMPROVEMENT PLAN GOALS ACCOMPLISHMENTS FOR THE 2021-2022 FISCAL YEAR

LIBRARY AND LEARNING RESOURCES

Accomplishments – FY20-21 Program Goals

- Despite the challenges of the pandemic, the Library ensured equitable access to instructional services via online platforms (including 24/7 Librarian access through a statewide consortium). In addition, an “embedded Librarian” model was expanded to have direct access to support via various Canvas course/department shells.
- Health and safety conditions did not allow for physical resource distribution. As an alternative, the Library expanded online subscriptions, video libraries, and e-book access in order to provide access to resources needed for coursework.
- The Library developed a liaison structure to better support the needs of departments and emerging “Academic and Career Communities”. The liaison structure ensures that every student would have access to a Librarian specifically trained in the specific discipline/area needs of all degree/certificate programs.

CHAFFEY COMMUNITY COLLEGE DISTRICT
DEPARTMENTAL ORGANIZATION STRUCTURE 2021-2022
LIBRARY AND LEARNING RESOURCES

Library & Learning Resources
13.425 FTE

NOTE: This chart includes all budgeted permanent contract positions.

CHAFFEY COMMUNITY COLLEGE DISTRICT

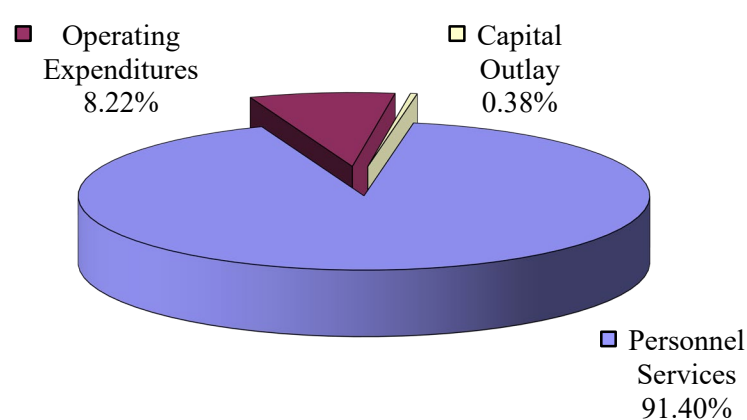
SUMMARY FOR FISCAL YEAR 2021-2022

MATHEMATICS AND SCIENCE

Visionary Improvement Plan Goals

- The School of Mathematics and Science will support, encourage, and collect plans from all its disciplines for how to implement in-course large-scale peer support, with a special focus on Mathematics and Statistics.
- The School of Mathematics and Science will support a deeper investigation into the use of student data to make curricular decisions. The School will call for plans from every Mathematics and Science department detailing how they use data to create the structure and support networks for students. All departments will participate in regular sharing sessions in a domain-specific and/or interdisciplinary basis every semester.

Adopted Budget



<u>Expenditures Category</u>	2021-2022 <u>Adopted Budget</u>
Personnel Services*	\$5,767,456
Operating Expenditures	518,569
Capital Outlay	24,270
Total Expenditures	<u>\$6,310,295</u>
Personnel FTE	<u>54.794</u>

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

CHAFFEY COMMUNITY COLLEGE DISTRICT
VISIONARY IMPROVEMENT PLAN GOALS ACCOMPLISHMENTS FOR THE 2021-2022 FISCAL YEAR
MATHEMATICS AND SCIENCE

Accomplishments – FY20-21 Program Goals

- The previous goals address student success, persistence, and transfer. However, each goal attempts to achieve this through different means and for different populations of students within the School. These goals are all ongoing because of the School’s imperative to improve in these important areas.
- The School of Mathematics and Science has been successful in percentage of transfers. The areas of Astronomy, Chemistry, Drafting, Engineering Technology, Engineering, and Physics have 100% transfer rates to UC and/or CSU for every semester from Fall 2017 to Summer 2020. Although it is difficult to address the causal factors, there are three most-likely causes for success.
 - The first is the preliminary work to create an Academic and Career Community. The School of Mathematics and Science, through a handful of faculty members, began to set up a “STEM Academy” that would provide support for those enrolled as or interested in becoming STEM majors. This community of support enabled information sharing about how to progress through Chaffey courses in order to achieve their local goals. It also provided counseling about transfer requirements and procedures. As the School moves towards an Academic and Career Community model, the School of Mathematics and Science is well poised to create efficient structures because of our previous experience setting up and running a similar structure.
 - The Second reason for this success may be the support from Instructional Support in the form of the STEM Success Center. The STEM Success Center supports all students in STEM courses, and has provided valuable student academic and career support for those areas. Although the center was known as the “Math Success Center,” the STEM Success Center has historically helped students throughout all of the STEM fields. The School can now communicate that total support more clearly.
 - Finally, students in the School of Mathematics and Science have benefited from the federal Title III grant the School received. Through the grant, the faculty were involved in providing workshops for supplemental support and mentoring students during internships related to their fields of study. This led to some life-changing student experiences. Many students were actively involved in research and publication of current scientific practice. These experiences gave those students a real and tangible advantage when applying for transfer.

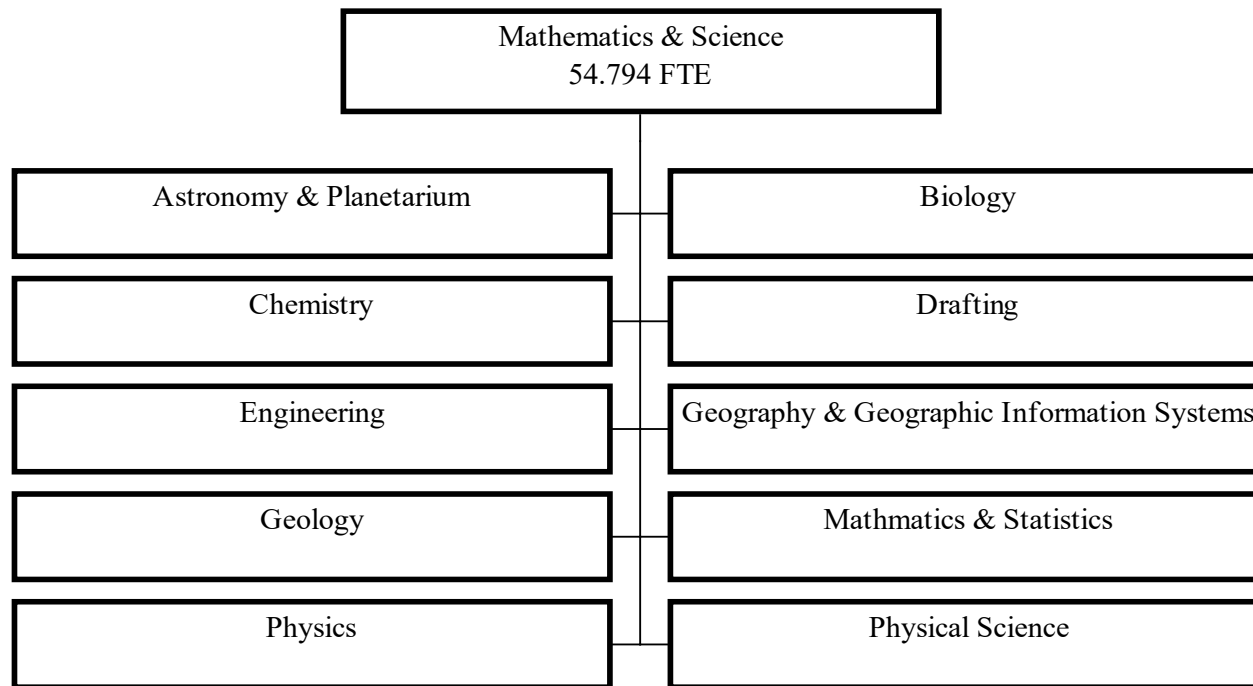
CHAFFEY COMMUNITY COLLEGE DISTRICT

VISIONARY IMPROVEMENT PLAN GOALS ACCOMPLISHMENTS FOR THE 2021-2022 FISCAL YEAR

MATHEMATICS AND SCIENCE (CONTINUED)

- The goals of success and persistence require a more thoughtful look and reflection of the School's practice. The success rates are not high enough, and the School grapples with issues of inequity. Although the success rate for Math for most semesters hovers around 50%, there are disparities when looking at success by race. The rate of success (again depending on semester) for Caucasian students is roughly double the success rate for African-American students. Consistently, there is a much greater rate of success for Asian and Caucasian students than for students of color. Looking forward, the 2021-2022 goals attempt to refocus efforts to define plans that can hopefully decrease the gaps reflected in the current data.

CHAFFEY COMMUNITY COLLEGE DISTRICT
DEPARTMENTAL ORGANIZATION STRUCTURE 2021-2022
MATHEMATICS AND SCIENCE



NOTE: This chart includes all budgeted permanent contract positions.

CHAFFEY COMMUNITY COLLEGE DISTRICT

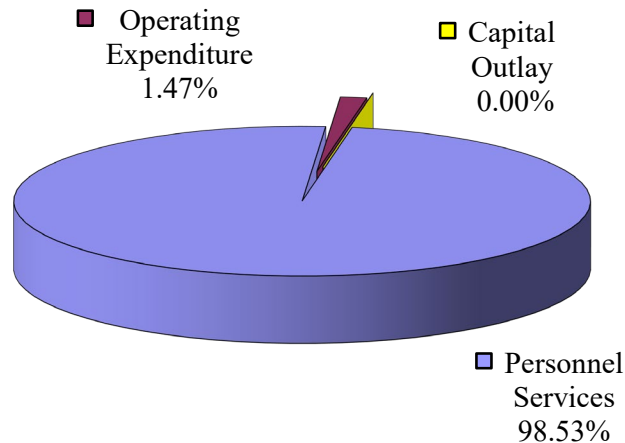
SUMMARY FOR FISCAL YEAR 2021-2022

SOCIAL AND BEHAVIORAL SCIENCES

Visionary Improvement Plan Goals

- To increase the number of Social and Behavioral Sciences (SBS) online course offerings by 100 percent, based on District data.
- Year 3 of continuing the 3-year plus process to implement a part-time faculty mentoring plan/program within SBS.
- With 190+ part-time faculty members (and increasing every semester), improve peer support within the 10+ academic departments to improve a consistently culturally competent workplace and enrich the cultural experience for part-time faculty members in the School of SBS.
- To continue to work with all SBS faculty to increase the number of zero-cost textbook sections and courses, using CVC-OEI rubrics.

Adopted Budget



<u>Expenditures Category</u>	2021-2022 <u>Adopted Budget</u>
Personnel Services*	\$3,699,398
Operating Expenditures	55,341
Capital Outlay	0
Total Expenditures	<u><u>\$3,754,739</u></u>
Personnel FTE**	<u>44.725</u>

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

**Includes Child Development Center Fund.

NOTE: Expenses include unrestricted and restricted general fund budgets.

CHAFFEY COMMUNITY COLLEGE DISTRICT
VISIONARY IMPROVEMENT PLAN GOALS ACCOMPLISHMENTS FOR THE 2021-2022 FISCAL YEAR
SOCIAL AND BEHAVIORAL SCIENCES

Accomplishments – FY20-21 Program Goals

- Social and Behavioral Sciences (SBS) continues to embrace a school-wide emphasis that is two-fold: 1) to embrace and enhance the Hope Mindset construct, and 2) to implement an emphasis on inclusion and relevance for students of color, and in particular, Men of Color.
 - The goal of embracing and enhancing the Hope Mindset construct was met, though this will expand into intentionality of cultural relevancy and inclusivity.
- The School of Social and Behavioral Sciences has a student-centered and learning centered environment to assist all students' preparation for a degree or certificate, for completion, toward transfer to a four-year institution, and/or increased employment opportunities through strong and diverse offerings utilizing access as one of the metrics.
- The goal to increase the number of SBS online course offerings by 100 percent is an ongoing goal. The School is also adding the framework of improving the academic learning and working environment to be more culturally responsive. This includes a review of course textbooks. SBS is also continuing to work collaboratively with other deans and academic departments to create an online degree and to collaboratively solidify the new Academic and Career Community of which the School is a part of.
- Created and utilized a Canvas LMS for increased dialogue and interaction between full-time and part-time faculty members. This is an on-going goal.
- The goal to continue to work with all SBS faculty to increase the number of zero-cost textbook sections and courses, using CVC-OEI rubrics is an on-going goal.
- Last academic year a one-year full-time temporary faculty member was hired in lieu of the tenure track position in Psychology, Social Statistics. The Child Development/Early Education position did not place high enough to garner a position to be hired. It will remain on the list of priorities.
- Prior to moving to the remote environment, met with all academic department faculty, Child Development Director, Honor's Program faculty, and PTK faculty to determine where each department is currently at and to determine how the dean may more effectively serve the areas' upcoming needs. Departments were also met with remotely.

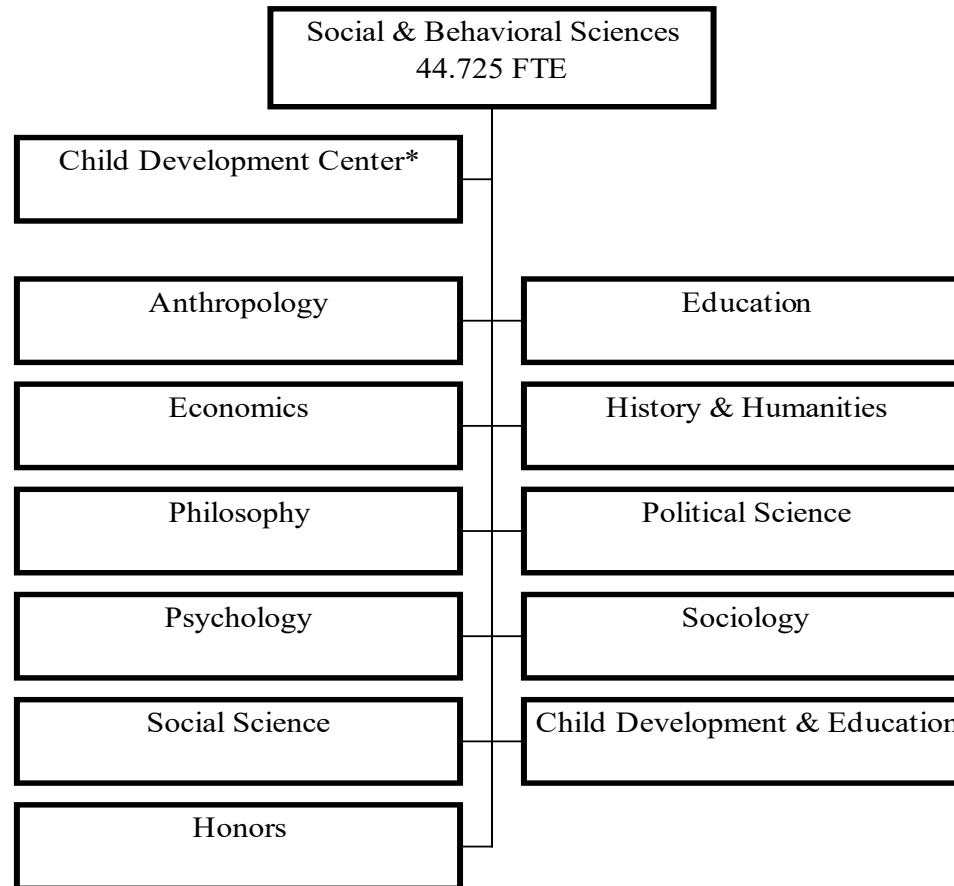
CHAFFEY COMMUNITY COLLEGE DISTRICT

VISIONARY IMPROVEMENT PLAN GOALS ACCOMPLISHMENTS FOR THE 2021-2022 FISCAL YEAR

SOCIAL AND BEHAVIORAL SCIENCES (CONTINUED)

- The goal to hold regular staff, faculty and coordinator meetings to review data, discuss data and plan scheduling to best meet the needs of the college, students and the community was met and continues remotely. The SBS scheduling has been acknowledged for its efficiency and for the high fill rates and retention rates. This will continue to be a priority.
- The target of increasing the number of course offerings in the fall of 2019 and an increase in the number of course offerings in the spring of 2020 was met to meet the needs of students, particularly increasing the number of 14-week modalities and fast-track modalities. The School went 100 percent in the number of online classes.
- SBS did grow the number of 6-week online courses during summer 2021 to meet student demand. Retention, success and fill rates were very high. The second six-week session did fare as well and saw a decrease in the number of sections that were retained.
- SBS continues to provide classes at the Chino prisons, and at the local high schools as requested. The number of sections provided has increased.

CHAFFEY COMMUNITY COLLEGE DISTRICT
DEPARTMENTAL ORGANIZATION STRUCTURE 2021-2022
SOCIAL AND BEHAVIORAL SCIENCES



*Includes Child Development Center Fund.

NOTE: This chart includes all budgeted permanent contract positions.

CHAFFEY COMMUNITY COLLEGE DISTRICT

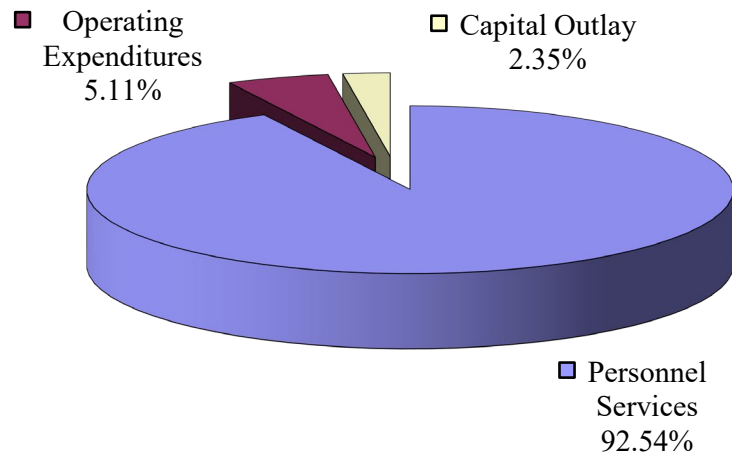
SUMMARY FOR FISCAL YEAR 2021-2022

VISUAL & PERFORMING ARTS

Visionary Improvement Plan Goals

- Provide students with the necessary resources and support as they prepare for transfer and an evolving workforce.
- Remain culturally relevant and committed to equity minded practices in Visual & Performing Arts’ content, curriculum offerings, and community engagement.

Adopted Budget



<u>Expenditures Category</u>	2021-2022 Adopted Budget
Personnel Services*	\$3,604,042
Operating Expenditures	199,068
Capital Outlay	91,500
Total Expenditures	\$3,894,610
Personnel FTE	35.125

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

CHAFFEY COMMUNITY COLLEGE DISTRICT

VISIONARY IMPROVEMENT PLAN GOALS ACCOMPLISHMENTS FOR THE 2021-2022 FISCAL YEAR

VISUAL & PERFORMING ARTS

Accomplishments – FY20-21 Program Goals

- Due to the ongoing impacts of COVID-19, the Wignall Museum of Contemporary Art and Chaffey Student Gallery shifted to online exhibitions and programming. While the physical galleries remained closed to the public, the museum and Student Gallery remained committed to engaging and supporting the student experience and broader community virtually. The following exhibitions were held during the 2020-2021 academic year:
 - Student Invitational 2021, featuring Chaffey College student artists. In this rigorous program, the selected artists work closely with faculty, the museum curators and staff, and other art professionals to create a new body of work.
 - (Dis)Comfort: A Virtual Project was an open call for community members to consider their own experiences with comfort and (dis)comfort in this time of instability, disruption, and isolation.
 - Chaffey Student Gallery has been focused on exhibiting the work of Chaffey College’s artists, designers, makers, and writers.
- The Wignall Museum of Contemporary Art curated a series of virtual programs, called Home Edition, including conversations and lectures with artists, workshops, tutorials, and other collaborative programs.
- Classified instructional support created the “Art and Digital HUB” in Canvas, which allowed students to connect with instructional support in a video-conference or by appointment. Classified professionals built a robust support network for both students and faculty with online tutorials, technical support, and resources.
- Virtual labs are facilitated by classified staff in support of Digital, Photo, Broadcasting, and Theatre courses. This has allowed students to access industry standard hardware and software with a remote desktop. This has allowed us to eliminate barriers for students who may not otherwise have access to the tools.
- Visual & Performing Arts (VPA) was awarded SWF/Perkins funding for the development of audio kits, lighting kits, and Digital Theatre + (expanded library resource) for the 2020/21 academic year. The Student Kit checkout system removed significant barriers for students taking courses in Broadcasting, Photo, Technical Theatre, and Commercial Music.
- The Chaffey College Chamber Choir remains active producing online performances that have been shared college-wide and over social media.

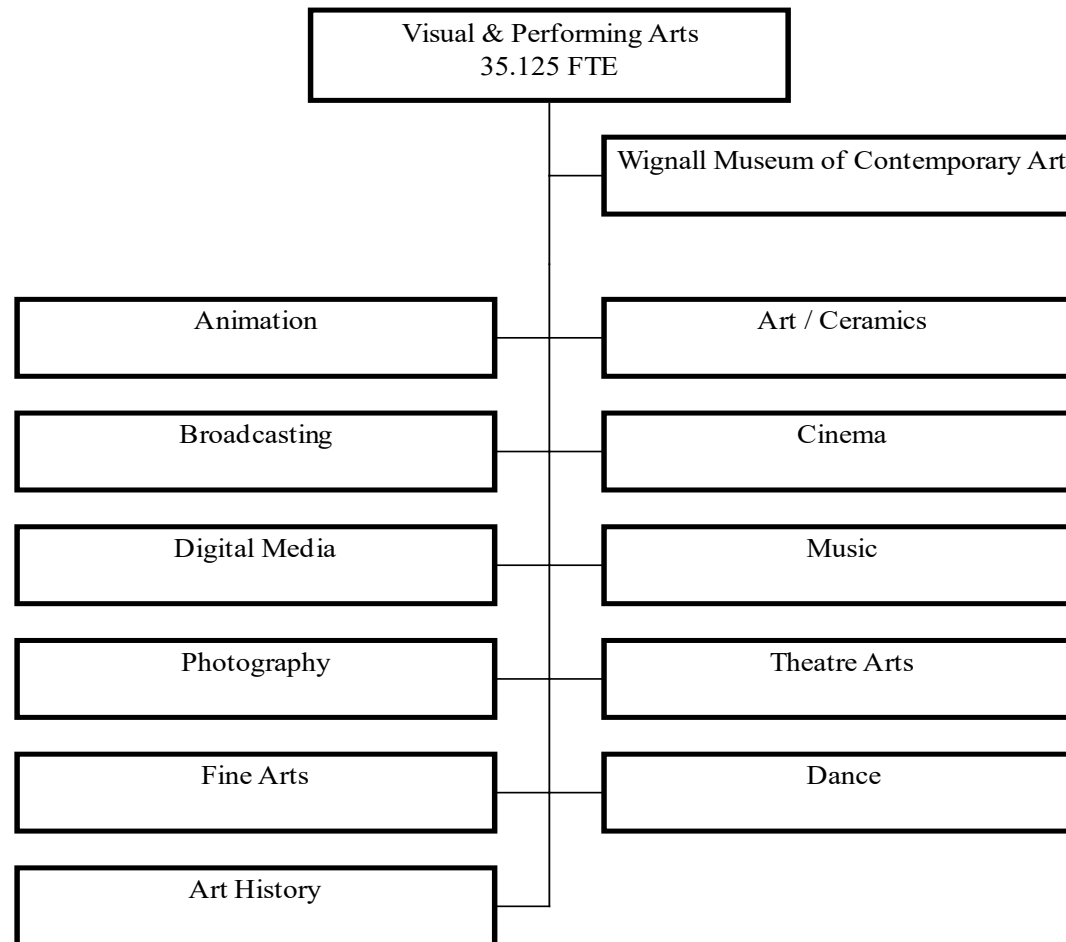
CHAFFEY COMMUNITY COLLEGE DISTRICT

VISIONARY IMPROVEMENT PLAN GOALS ACCOMPLISHMENTS FOR THE 2021-2022 FISCAL YEAR

VISUAL & PERFORMING ARTS (CONTINUED)

- The student production, The Golden Age of Radio, a series of four online pre-recorded episodes, was held in spring 2021.
- The first online student production, ANON(YMOUS), was streamed on Broadwayondemand.com.
- Faculty and classified professionals continue to focus on professional learning and take advantage of the resources available through the Vision Resource Center and inter/intradepartmental cross-training efforts. Classified professionals lead college-wide efforts, including BLOOM, engaging in writing curriculum and facilitating brave and intentional conversations around Diversity, Equity, and Inclusion. These efforts not only shape the college's DEI efforts, but contributes to VPA's aspirations to address equity and access issues experiences by students.
- VPA remained committed to ensuring students had the necessary technology and resources to support their career education experience regardless of modality. The School also remained focused on the Guided Pathways effort and have contributed to the design and implementation of the Arts, Communication, and Design Community. Deans, faculty, and staff have collaborated over the last year to design a more coherent student experience.
- VPA continues to remain proactive in its response to COVID-19. Our 2020/21 budgetary focus was reprioritized in response to Distance Education, support, and engagement opportunities across the school and within the Academic and Career Community. The School has leveraged the skills, abilities, and creativity of all staff as the School navigates online and virtual learning spaces. To that end, the School needs to remain culturally relevant in the School's content and continue the commitment toward equity minded practices in the School's program/curriculum offerings, and community engagement. The shift from live performances and exhibitions to virtual experiences provides opportunities to expand the region's creative network and provide greater access to audiences and opportunities for students. To further these efforts, the School will continue to focus on:
 - Partnering with industry leaders to cultivate opportunities for students.
 - Support professional learning opportunities with a focus on technology, equity, anti-racism, and culturally responsive teaching.
 - Long-term planning and discussions regarding curriculum, programming, and productions.
 - Commitment to fostering a sense of belonging in the School's work with students, faculty, and staff.
 - Improve enrollment and outreach strategies.

CHAFFEY COMMUNITY COLLEGE DISTRICT
DEPARTMENTAL ORGANIZATION STRUCTURE 2021-2022
VISUAL & PERFORMING ARTS



NOTE: This chart includes all budgeted permanent contract positions.

CHAFFEY COMMUNITY COLLEGE DISTRICT

FULL TIME STUDENT EQUIVALENTS BY SCHOOL

2021-2022 FISCAL YEAR

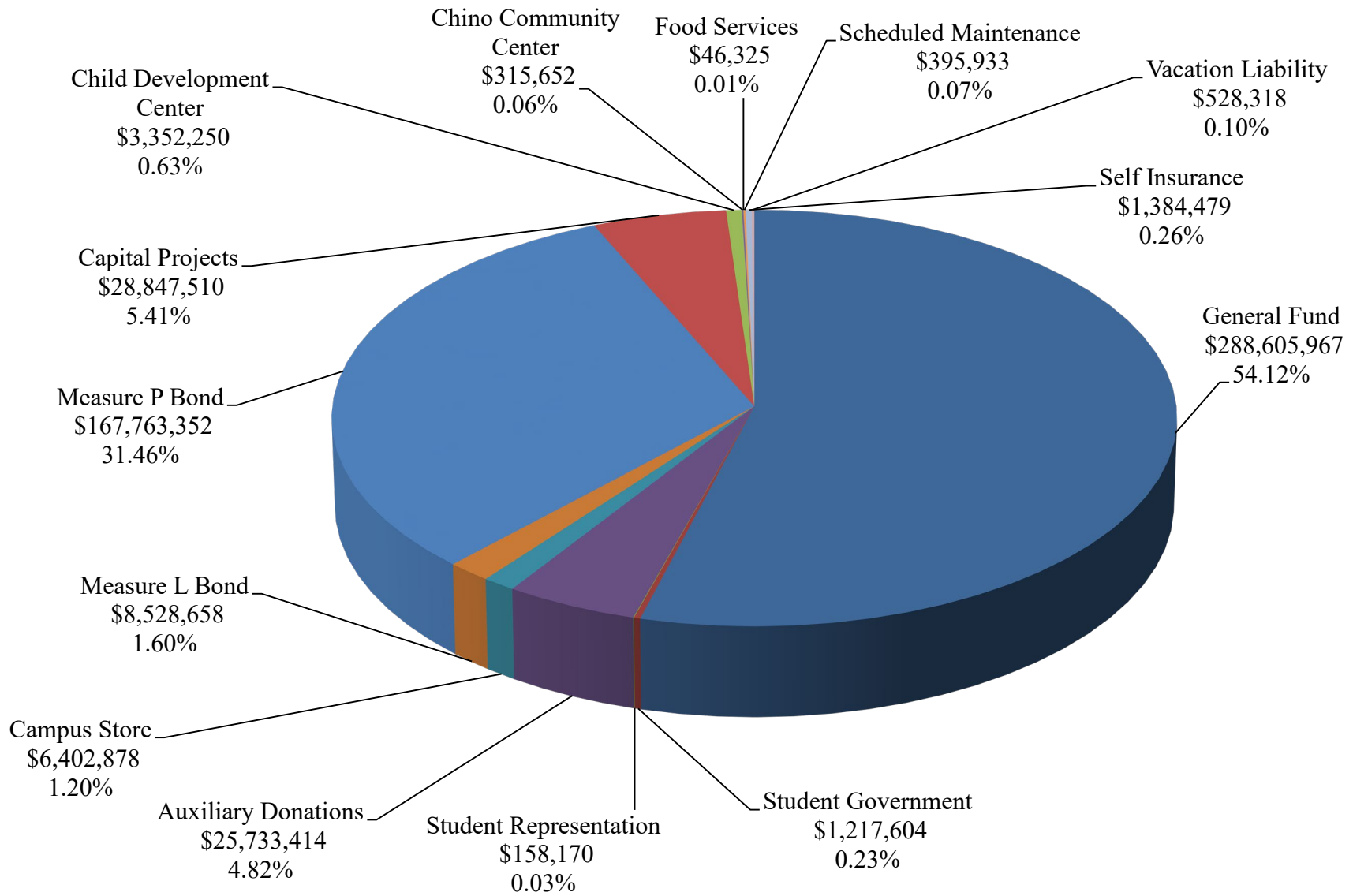
Instructional Schools/Departments	2021-22 Projected										
	Credit FTES by Location					Non-Credit FTES by Location					Total FTES
	Rancho Campus	Fontana Campus	Chino Campus	Distance Learning	Other	Rancho Campus	Fontana Campus	Chino Campus	Distance Learning	Other	
Business & Applied Technology	376.22	86.17	128.34	1,386.41	88.95	0.00	0.00	0.00	19.59	0.00	2,085.68
Counseling & Enrollment Pathways	62.41	15.06	17.78	244.68	6.24	0.00	0.00	0.00	0.00	0.00	346.17
Health Science	218.23	42.78	70.47	439.35	197.43	0.18	0.00	0.78	0.00	0.00	969.21
Hospitality, Fashion, Interior & Culinary Arts (Chino Campus)	51.29	13.86	82.00	165.48	0.00	0.00	0.00	0.00	0.00	0.00	312.63
Kinesiology, Nutrition, and Athletics	233.04	29.53	34.85	395.45	0.00	0.00	0.00	0.00	0.00	0.00	692.87
Language Arts	503.78	125.33	147.95	2,188.91	61.81	0.00	0.00	0.00	69.10	0.00	3,096.88
Mathematics & Science	573.54	145.37	187.65	1,897.41	60.26	0.00	0.00	0.00	22.18	0.00	2,886.41
Social & Behavioral Sciences	508.07	117.50	138.71	2,207.73	55.36	0.00	0.00	0.00	0.00	0.00	3,027.37
Visual & Performing Arts	245.17	59.05	69.71	1,013.31	27.49	0.00	0.00	0.00	0.00	0.00	1,414.73
Institutional Effectiveness & Intersegmental Partnerships	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	50.18	0.00	50.18
Total Instructional Schools/Departments	2,771.75	634.65	877.46	9,938.73	497.54	0.18	0.00	0.78	161.05	0.00	14,882.13
Instructional Schools/Departments	2020-21 Actual										
	Credit FTES by Location					Non-Credit FTES by Location					Total FTES
	Rancho Campus	Fontana Campus	Chino Campus	Distance Learning	Other	Rancho Campus	Fontana Campus	Chino Campus	Distance Learning	Other	
Business & Applied Technology	0.00	0.00	0.00	1,466.62	24.07	0.00	0.00	0.00	14.39	0.00	1,505.08
Counseling & Enrollment Pathways	0.00	0.00	0.00	208.67	6.87	0.00	0.00	0.00	0.00	0.00	215.54
Health Science	22.80	0.00	18.09	263.89	103.13	0.13	0.00	0.57	0.00	0.00	408.61
Hospitality, Fashion, Interior & Culinary Arts (Chino Campus)	0.00	0.00	0.00	160.67	0.00	0.00	0.00	0.00	0.00	0.00	160.67
Kinesiology, Nutrition, and Athletics	0.00	0.00	0.00	266.65	0.00	0.00	0.00	0.00	0.00	0.00	266.65
Language Arts	0.00	0.00	0.00	1,989.30	13.80	0.00	0.00	0.00	50.75	0.00	2,053.85
Mathematics & Science	33.77	5.50	15.07	2,512.33	9.63	0.00	0.00	0.00	16.29	0.00	2,592.59
Social & Behavioral Sciences	0.00	0.00	0.00	2,604.40	9.80	0.00	0.00	0.00	0.00	0.00	2,614.20
Visual & Performing Arts	0.00	0.00	0.00	956.32	1.90	0.00	0.00	0.00	0.00	0.00	958.22
Institutional Effectiveness & Intersegmental Partnerships	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	36.86	0.00	36.86
Total Instructional Schools/Departments	56.57	5.50	33.16	10,428.85	169.20	0.13	0.00	0.57	118.29	0.00	10,812.27

The total FTES in 2020-21 (10,812.27) and projected FTES in 2021-22 (14,882.13) reflect unadjusted FTES. For both years, a 0.00936621% f-factor has been applied to correct for any potential loss of FTES in daily census procedure, independent daily census procedure, or positive attendance sections as a result of flex day scheduling. Applying the f-factor, corrected FTES for 2020-21 is 10,913.54 (the amount that was reported on the 2020-21 annual apportionment attendance report in July 2021) and projected at 15,021.52 for 2021-22. The 2021-22 projection is based upon the adopted budget assumption developed by the Chaffey College Office of Budgeting & Fiscal Services and assumes that the District will bring forward almost all FTES generated in the Summer 2021 semester (approx. 1,743.02 FTES) and increase apportionment generated in the primary terms (Fall 2021 and Spring 2022).

CHAFFEY COMMUNITY COLLEGE DISTRICT

2021-2022 ADOPTED BUDGET

TOTAL FUNDS SUMMARY



CHAFFEY COMMUNITY COLLEGE DISTRICT
2021-2022 ADOPTED BUDGET
TOTAL FUNDS SUMMARY

FUND	2020-2021 Actual Fund Total	2021-2022				
		Actual Beg Balance	Adopted Revenue	Adopted Expenditures	Adopted End Balance	Adopted Fund Total
General Fund - Unrestricted	\$159,055,453	\$42,929,470	\$135,058,011	\$134,724,368	\$43,263,113	\$177,987,481
General Fund - Restricted	41,947,883	5,052,671	105,565,815	110,618,486	0	110,618,486
Total General Fund	201,003,336	47,982,141	240,623,826	245,342,854	43,263,113	288,605,967
Student Government	898,932	721,604	496,000	566,455	651,149	1,217,604
Student Representation	105,047	48,170	110,000	110,000	48,170	158,170
Auxiliary Donations	25,419,987	25,355,114	378,300	5,253,000	20,480,414	25,733,414
Campus Store	5,148,543	2,104,378	4,298,500	4,298,500	2,104,378	6,402,878
Measure L Bond	9,839,030	8,430,418	98,240	8,528,658	0	8,528,658
Measure P Bond	188,281,805	166,057,252	1,706,100	163,735,063	4,028,289	167,763,352
Capital Projects	18,128,407	13,817,527	15,029,983	20,824,578	8,022,932	28,847,510
Child Development Center	2,746,678	2,605,614	746,636	746,636	2,605,614	3,352,250
Chino Community Center	347,316	46,774	268,878	268,878	46,774	315,652
Food Services	45,388	36,325	10,000	10,000	36,325	46,325
Scheduled Maintenance	314,519	94,433	301,500	339,772	56,161	395,933
Self Insurance	1,583,507	644,479	740,000	1,000,000	384,479	1,384,479
Vacation Liability	522,318	522,318	6,000	40,000	488,318	528,318
GRAND TOTAL	\$454,384,813	\$268,466,547	\$264,813,963	\$451,064,394	\$82,216,116	\$533,280,510

CHAFFEY COMMUNITY COLLEGE DISTRICT
2021-2022 ADOPTED BUDGET
CHAFFEY COLLEGE STUDENT GOVERNMENT

DESCRIPTION	2020-2021 Adopted Budget	2020-2021 Actual	2021-2022 Adopted Budget	Variance	Percent* Change
BEGINNING BALANCE AND INCOME					
Beginning Balance					
CCSG	\$442,879	\$442,879	\$609,117	\$166,238	37.5%
Prior Year Ending Balance Re-allocation	119,602	119,602	70,455	(49,147)	-41.1%
Individual Club Accounts	42,845	42,845	42,032	(813)	-1.9%
Total Beginning Balance	<u>605,326</u>	<u>605,326</u>	<u>721,604</u>	<u>116,278</u>	<u>19.2%</u>
Income					
Interest	500	208	500	0	0.0%
College Services Fee	360,000	293,184	400,000	40,000	11.1%
Individual Club Income	56,500	214	95,500	39,000	69.0%
Total Income	<u>417,000</u>	<u>293,606</u>	<u>496,000</u>	<u>79,000</u>	<u>18.9%</u>
Total Beginning Balance and Income	<u>\$1,022,326</u>	<u>\$898,932</u>	<u>\$1,217,604</u>	<u>\$195,278</u>	<u>19.1%</u>
Expenditures/Appropriations & Ending Balance/Reserves					
Expenditures/Appropriations					
CCSG Expenses	39,714	57	29,447	(10,267)	-25.9%
CCSG Salaries	75,388	67,488	78,508	3,120	4.1%
CCSG Expenses - Equipment	5,000	0	5,000	0	0.0%
CCSG Sponsored Activities	97,000	10,987	57,500	(39,500)	-40.7%
Club Support	12,500	0	50,000	37,500	300.0%
District Donations	20,000	0	20,000	0	0.0%
Student Grants	100,000	98,669	100,000	0	0.0%
Hospitality	500	0	500	0	0.0%
CCSG Scholarships	130,000	(900)	130,000	0	0.0%
Individual Club Expenses	56,500	1,027	95,500	39,000	69.0%
Total Expenditures/Appropriations	<u>536,602</u>	<u>177,328</u>	<u>566,455</u>	<u>29,853</u>	<u>5.6%</u>
Ending Balance/Reserves					
CCSG	426,781	674,252	592,123	165,342	38.7%
CCSG 3% Reserve	16,098	5,320	16,994	896	5.6%
Individual Club Accounts	42,845	42,032	42,032	(813)	-1.9%
Total Ending Balance/Reserves	<u>485,724</u>	<u>721,604</u>	<u>651,149</u>	<u>165,425</u>	<u>34.1%</u>
Expenditures/Appropriations & Ending Balance/Reserves	<u>\$1,022,326</u>	<u>\$898,932</u>	<u>\$1,217,604</u>	<u>\$195,278</u>	<u>19.1%</u>

*Percent change is budget to budget.

CHAFFEY COMMUNITY COLLEGE DISTRICT
2021-2022 ADOPTED BUDGET
CHAFFEY COLLEGE STUDENT REPRESENTATION

DESCRIPTION	2020-2021 ADOPTED BUDGET	2020-2021 ACTUAL	2021-2022 ADOPTED BUDGET	Variance	Percent* Change
BEGINNING BALANCE AND INCOME					
Beginning Balance					
Student Representation	\$4,692	\$4,692	\$48,170	\$43,478	926.6%
Total Beginning Balance	4,692	4,692	48,170	\$43,478	926.6%
Income					
Student Representation Fee	110,000	100,355	110,000	0	0.0%
Total Income	110,000	100,355	110,000	0	0.0%
Total Beginning Balance and Income	\$114,692	\$105,047	\$158,170	\$43,478	37.9%
Expenditures/Appropriations & Ending Balance/Reserves					
Expenditures/Appropriations					
Board of Governors	51,150	50,177	51,150	0	0.0%
CCSG Student Representation	51,150	6,700	51,150	0	0.0%
Administrative Costs	7,700	0	7,700	0	0.0%
Total Expenditures/Appropriations	110,000	56,877	110,000	0	0.0%
Ending Balance/Reserves					
Student Representation	4,692	48,170	48,170	43,478	926.6%
Total Ending Balance/Reserves	4,692	48,170	48,170	43,478	926.6%
Total Expenditures/Appropriations & Ending Balance/Reserves	\$114,692	\$105,047	\$158,170	\$43,478	37.9%

*Percent change is budget to budget.

CHAFFEY COMMUNITY COLLEGE DISTRICT
2021-2022 ADOPTED BUDGET
AUXILIARY DONATION ACCOUNTS

DESCRIPTION	2020-2021 Adopted Budget	2020-2021 Actual	2021-2022 Adopted Budget	Variance	Percent* Change
BEGINNING BALANCE AND INCOME					
Beginning Balance					
Donation Accounts	\$330,841	\$330,841	\$354,826	\$23,985	7.2%
Charitable Gifts	\$0	\$0	\$25,000,288	\$25,000,288	0.0%
Total Beginning Balance	330,841	330,841	25,355,114	25,024,273	7563.8%
Income					
Interest	300	193	125,300	125,000	41666.7%
Local Income	322,000	25,088,953	253,000	(69,000)	-21.4%
Total Income	322,300	25,089,146	378,300	56,000	17.4%
Total Beginning Balance and Income	\$653,141	\$25,419,987	\$25,733,414	\$25,080,273	3839.9%
Expenditures/Appropriations & Ending Balance/Reserves					
Expenditures/Appropriations					
Supplies	99,200	16,468	81,800	(17,400)	-17.5%
Operating Expenses	138,500	39,498	112,000	(26,500)	-19.1%
Capital Outlay	6,000	0	6,000	0	0.0%
Scholarships	62,000	8,907	37,000	(25,000)	-40.3%
Contingency	16,300	0	5,016,200	4,999,900	30674.2%
Total Expenditures/Appropriations	322,000	64,873	5,253,000	4,931,000	1531.4%
Ending Balance/Reserves					
Donation Accounts	331,141	354,826	355,126	23,985	7.2%
Charitable Gifts	0	25,000,288	20,125,288	20,125,288	0.0%
Total Ending Balance/Reserves	331,141	25,355,114	20,480,414	20,149,273	6084.8%
Total Expenditures/Appropriations & Ending Balance/Reserves	\$653,141	\$25,419,987	\$25,733,414	\$25,080,273	3839.9%

*Percent change is budget to budget.

CHAFFEY COMMUNITY COLLEGE DISTRICT
2021-2022 ADOPTED BUDGET
CAMPUS STORE

DESCRIPTION	2020-2021 Adopted Budget	2020-2021 Actual	2021-2022 Adopted Budget	Variance	Percent* Change
BEGINNING BALANCE AND INCOME					
Beginning Balance					
Cash	\$1,575,060	\$1,575,060	\$1,079,273	(\$495,787)	-31.5%
Inventory	973,537	973,537	655,063	(318,474)	-32.7%
Accounts Receivable	86,949	86,949	370,042	283,093	325.6%
Prior Year Saving for Current Year Programs	172,891	0	0	(172,891)	-100.0%
Total Beginning Balance	<u>2,808,437</u>	<u>2,635,546</u>	<u>2,104,378</u>	<u>(704,059)</u>	<u>-25.1%</u>
Income					
Sales	3,531,500	2,512,997	4,298,500	767,000	21.7%
Total Income	<u>3,531,500</u>	<u>2,512,997</u>	<u>4,298,500</u>	<u>767,000</u>	<u>21.7%</u>
Total Beginning Balance and Income	<u>\$6,339,937</u>	<u>\$5,148,543</u>	<u>\$6,402,878</u>	<u>\$62,941</u>	<u>1.0%</u>
Expenditures/Appropriations & Ending Balance/Reserves					
Expenditures/Appropriations					
Operational Expenses					
Salaries & Benefits	1,138,674	1,033,849	1,222,855	84,181	7.4%
Banking Related Charges	100,000	23,817	75,000	(25,000)	-25.0%
Supplies	20,250	8,497	30,250	10,000	49.4%
Utilities	20,000	19,393	20,000	0	0.0%
Accounting Costs	71,553	73,431	77,544	5,991	8.4%
Custodial	13,054	13,054	13,476	422	3.2%
Conference and Travel	650	26	600	(50)	-7.7%
Maintenance and Repair	45,010	32,335	58,510	13,500	30.0%
Dues and Memberships	5,000	4,214	5,000	0	0.0%
Other Operational Expense	22,700	4,785	23,200	500	2.2%
Total Operational Expenses	<u>1,436,891</u>	<u>1,213,401</u>	<u>1,526,435</u>	<u>89,544</u>	<u>6.2%</u>

*Percent change is budget to budget.

CHAFFEY COMMUNITY COLLEGE DISTRICT
2021-2022 ADOPTED BUDGET
CAMPUS STORE (CONTINUED)

DESCRIPTION	2020-2021 Adopted Budget	2020-2021 Actual	2021-2022 Adopted Budget	Variance	Percent* Change
Expenditures/Appropriations & Ending Balance/Reserves					
Merchandise					
Books	1,453,000	1,134,430	1,660,000	207,000	14.2%
Other	561,000	660,355	930,000	369,000	65.8%
Total Merchandise	<u>2,014,000</u>	<u>1,794,785</u>	<u>2,590,000</u>	<u>576,000</u>	<u>28.6%</u>
Other Expenses					
Commission	2,000	424	1,000	(1,000)	-50.0%
Bad Debt Expense	1,000	0	500	(500)	-50.0%
Donations to District Activities	43,000	35,555	58,000	15,000	34.9%
Equipment	107,500	0	65,000	(42,500)	-39.5%
Other Expenses	50,000	0	0	(50,000)	-100.0%
Contingency	50,000	0	57,565	7,565	15.1%
Total Other Expenses	<u>253,500</u>	<u>35,979</u>	<u>182,065</u>	<u>(71,435)</u>	<u>-28.2%</u>
Total Expenditures	<u>\$3,704,391</u>	<u>\$3,044,165</u>	<u>\$4,298,500</u>	<u>\$594,109</u>	<u>16.04%</u>
Inventory					
Perpetual Inventory	961,037	642,563	642,563	(318,474)	-33.1%
Petty Cash	12,500	12,500	12,500	0	0.0%
Total Inventory	<u>973,537</u>	<u>655,063</u>	<u>655,063</u>	<u>(318,474)</u>	<u>-32.7%</u>
Reserves					
Future Expansion	100,000	100,000	100,000	0	0.0%
Operational Cash Flow	1,562,009	1,349,315	1,349,315	(212,694)	-13.6%
Total Reserves	<u>1,662,009</u>	<u>1,449,315</u>	<u>1,449,315</u>	<u>(212,694)</u>	<u>-12.8%</u>
Total Expenditures/Appropriations & Ending Balance/Reserves	<u>\$6,339,937</u>	<u>\$5,148,543</u>	<u>\$6,402,878</u>	<u>\$62,941</u>	<u>1.0%</u>

*Percent change is budget to budget.

CHAFFEY COMMUNITY COLLEGE DISTRICT
2021-2022 ADOPTED BUDGET
CHILD DEVELOPMENT CENTER

DESCRIPTION	2020-2021 Adopted Budget	2020-2021 Actual	2021-2022 Adopted Budget	Variance	Percent* Change
BEGINNING BALANCE AND INCOME					
Beginning Balance	\$2,426,227	\$2,426,227	\$2,605,614	\$179,387	7.4%
Income					
Federal Income	181,574	771	187,906	6,332	3.5%
State Income	537,576	131,999	493,764	(43,812)	-8.1%
Local Income	207,285	187,681	64,966	(142,319)	-68.7%
Total Income	926,435	320,451	746,636	(179,799)	-19.4%
Total Beginning Balance and Income	\$3,352,662	\$2,746,678	\$3,352,250	(\$412)	0.0%
Expenditures/Appropriations & Ending Balance/Reserves					
Expenditures/Appropriations					
Academic Salaries	194,697	420	213,765	19,068	9.8%
Classified Salaries	320,615	80,999	204,717	(115,898)	-36.1%
Benefits	321,422	45,871	200,489	(120,933)	-37.6%
Materials and Supplies	44,502	1,841	36,242	(8,260)	-18.6%
Operating Expenses	51,047	11,933	91,423	40,376	79.1%
Total Expenditures/Appropriations	932,283	141,064	746,636	(185,647)	-19.9%
Ending Balance/Reserves					
Undesignated Reserve	2,420,379	0	2,605,614	185,235	7.7%
Ending Balance	0	2,605,614	0	0	0.0%
Total Ending Balance/Reserves	2,420,379	2,605,614	2,605,614	185,235	7.7%
Total Expenditures/Appropriations & Ending Balance/Reserves	\$3,352,662	\$2,746,678	\$3,352,250	(\$412)	0.0%

*Percent change is budget to budget.

CHAFFEY COMMUNITY COLLEGE DISTRICT
2021-2022 ADOPTED BUDGET
CHINO COMMUNITY CENTER

DESCRIPTION	2020-2021 Adopted Budget	2020-2021 Actual	2021-2022 Adopted Budget	Variance	Percent* Change
BEGINNING BALANCE AND INCOME					
Beginning Balance					
Chino Community Center	\$117,827	\$277,827	\$46,774	(\$71,053)	-60.3%
Prior Year Ending Balance Re-allocation	160,000	0	0	(160,000)	-100.0%
Total Beginning Balance	<u>277,827</u>	<u>277,827</u>	<u>46,774</u>	<u>(231,053)</u>	<u>-83.2%</u>
Income					
Rental Fees	161,000	19,600	200,000	39,000	24.2%
Outside Support	62,378	49,725	62,378	0	0.0%
Sales	7,500	164	6,500	(1,000)	-13.3%
Total Income	<u>230,878</u>	<u>69,489</u>	<u>268,878</u>	<u>38,000</u>	<u>16.5%</u>
Total Beginning Balance and Income	<u>\$508,705</u>	<u>\$347,316</u>	<u>\$315,652</u>	<u>(\$193,053)</u>	<u>-37.9%</u>
Expenditures/Appropriations & Ending Balance/Reserves					
Chino Community Center General Operational Expenses					
Salaries & Benefits	8,905	8,904	9,141	236	2.7%
Supplies	2,265	2,265	2,265	0	0.0%
Utilities	50,000	38,348	49,764	(236)	-0.5%
Maintenance and Repair	1,000	0	1,000	0	0.0%
Other Operational Expenses	208	208	208	0	0.0%
Total Operational Expenses	<u>62,378</u>	<u>49,725</u>	<u>62,378</u>	<u>0</u>	<u>0.0%</u>
Chino Community Center Rental Operational Expenses					
Salaries & Benefits	13,104	1,549	13,252	148	1.1%
Supplies	1,500	1,093	3,000	1,500	100.0%
Outside Services	72,000	65,096	80,000	8,000	11.1%
Fixed Cost	3,000	1,276	3,000	0	0.0%
Other Operational Expenses	84,750	33,258	97,000	12,250	14.5%
Total Operational Expenses	<u>174,354</u>	<u>102,272</u>	<u>196,252</u>	<u>21,898</u>	<u>12.6%</u>
Other Expenses					
Site Improvement	20,000	19,257	0	(20,000)	-100.0%
Equipment	129,290	129,288	0	(129,290)	-100.0%
Contingency	4,856	0	10,248	5,392	111.0%
Total Other Expenses	<u>154,146</u>	<u>148,545</u>	<u>10,248</u>	<u>(143,898)</u>	<u>-93.4%</u>
Total Chino Community Center General and Rental Expenditures	<u>\$390,878</u>	<u>\$300,542</u>	<u>\$268,878</u>	<u>(\$122,000)</u>	<u>-31.2%</u>
Reserves					
Operational Cash Flow	117,827	46,774	46,774	(71,053)	-60.3%
Total Reserves	<u>117,827</u>	<u>46,774</u>	<u>46,774</u>	<u>(71,053)</u>	<u>-60.3%</u>
Total Expenditures/Appropriations & Ending Balance/Reserves	<u>\$508,705</u>	<u>\$347,316</u>	<u>\$315,652</u>	<u>(\$193,053)</u>	<u>-37.9%</u>

*Percent change is budget to budget.

CHAFFEY COMMUNITY COLLEGE DISTRICT
2021-2022 ADOPTED BUDGET
FOOD SERVICES

DESCRIPTION	2020-2021 Adopted Budget	2020-2021 Actual	2021-2022 Adopted Budget	Variance	Percent* Change
BEGINNING BALANCE AND INCOME					
Beginning Balance	\$45,388	\$45,388	\$36,325	(\$9,063)	-20.0%
Income					
Commission on Sales	10,000	0	10,000	0	0.0%
Total Income	10,000	0	10,000	0	0.0%
Total Beginning Balance and Income	\$55,388	\$45,388	\$46,325	(\$9,063)	-16.4%
Expenditures/Appropriations & Ending Balance/Reserves					
Expenditures/Appropriations					
Operational Expenses					
Utilities	9,100	9,063	9,100	0	0.0%
Total Operational Expenses	9,100	9,063	9,100	0	0.0%
Other Expenses					
Maintenance/Repairs	500	0	0	(500)	-100.0%
Contingency	400	0	900	500	125.0%
Total Other Expenses	900	0	900	0	0.0%
Total Expenditures	\$10,000	\$9,063	\$10,000	\$0	0.0%
Reserves					
Operational Cash Flow	45,388	36,325	36,325	(9,063)	-20.0%
Total Reserves	45,388	36,325	36,325	(9,063)	-20.0%
Total Expenditures/Appropriations & Ending Balance/Reserves	\$55,388	\$45,388	\$46,325	(\$9,063)	-16.4%

*Percent change is budget to budget.

CHAFFEY COMMUNITY COLLEGE DISTRICT
2021-2022 ADOPTED BUDGET
SELF INSURANCE

DESCRIPTION	2020-2021 Adopted Budget	2020-2021 Actual	2021-2022 Adopted Budget	Variance	Percent* Change
BEGINNING BALANCE AND INCOME					
Beginning Balance	\$843,407	\$843,407	\$644,479	(\$198,928)	-23.6%
Income					
Interest	25,000	13,100	13,000	(12,000)	-48.0%
Interfund Transfer	727,000	727,000	727,000	0	0.0%
Total Income	<u>752,000</u>	<u>740,100</u>	<u>740,000</u>	<u>(12,000)</u>	<u>-1.6%</u>
Total Beginning Balance and Income	<u>\$1,595,407</u>	<u>\$1,583,507</u>	<u>\$1,384,479</u>	<u>(\$210,928)</u>	<u>-13.2%</u>
Expenditures/Appropriations & Ending Balance/Reserves					
Expenditures/Appropriations					
Retiree Benefits	860,000	939,028	1,000,000	140,000	16.3%
Total Expenditures/Appropriations	<u>860,000</u>	<u>939,028</u>	<u>1,000,000</u>	<u>140,000</u>	<u>16.3%</u>
Ending Balance/Reserves					
Undesignated Reserve	735,407	0	384,479	(350,928)	-47.7%
Ending Balance	0	644,479	0	0	0.0%
Total Ending Balance/Reserves	<u>735,407</u>	<u>644,479</u>	<u>384,479</u>	<u>(350,928)</u>	<u>-47.7%</u>
Total Expenditures/Appropriations & Ending Balance/Reserves	<u>\$1,595,407</u>	<u>\$1,583,507</u>	<u>\$1,384,479</u>	<u>(\$210,928)</u>	<u>-13.2%</u>

*Percent change is budget to budget.

CHAFFEY COMMUNITY COLLEGE DISTRICT
2021-2022 ADOPTED BUDGET
VACATION LIABILITY

DESCRIPTION	2020-2021 Adopted Budget	2020-2021 Actual	2021-2022 Adopted Budget	Variance	Percent* Change
BEGINNING BALANCE AND INCOME					
Beginning Balance	\$516,306	\$516,306	\$522,318	\$6,012	1.2%
Income					
Interest	11,000	6,012	6,000	(5,000)	-45.5%
Total Income	11,000	6,012	6,000	(5,000)	-45.5%
Total Beginning Balance and Income	\$527,306	\$522,318	\$528,318	\$1,012	0.2%
Expenditures/Appropriations & Ending Balance/Reserves					
Expenditures/Appropriations					
Salaries	40,000	0	40,000	0	0.0%
Total Expenditures/Appropriations	40,000	0	40,000	0	0.0%
Ending Balance/Reserves					
Undesignated Reserve	487,306	0	488,318	1,012	0.2%
Ending Balance	0	522,318	0	0	0.0%
Total Ending Balance/Reserves	487,306	522,318	488,318	1,012	0.2%
Total Expenditures/Appropriations & Ending Balance/Reserves	\$527,306	\$522,318	\$528,318	\$1,012	0.2%

*Percent change is budget to budget.

CHAFFEY COMMUNITY COLLEGE DISTRICT
2021-2022 ADOPTED BUDGET
CAPITAL PROJECTS

DESCRIPTION	2020-2021 Adopted Budget	2020-2021 Actual	2021-2022 Adopted Budget	Variance	Percent* Change
BEGINNING BALANCE/INCOME					
Beginning Balance	\$14,350,010	\$14,350,010	\$13,817,527	(\$532,483)	-3.7%
Income					
State Income	369,000	369,000	11,764,000		
Chino Instructional Building				0	0.0%
Local Income					
Interfund Transfer	50,000	50,000	50,000	0	0.0%
Redevelopment Income					
Chino	450,000	504,951	500,000	50,000	11.1%
County of San Bernardino, San Sevaive	170,000	174,673	170,000	0	0.0%
Fontana	990,000	1,190,850	1,100,000	110,000	11.1%
Montclair	100,000	124,029	124,000	24,000	24.0%
Ontario	90,000	130,209	130,000	40,000	44.4%
Rialto	80,000	120,037	100,000	20,000	25.0%
Rancho Cucamonga	700,000	820,805	800,000	100,000	14.3%
Upland	120,000	131,193	130,000	10,000	8.3%
Interest Income					
General	13,000	7,834	8,000	(5,000)	-38.5%
Central Plant Energy Optimization	2,400	1,390	1,500	(900)	-37.5%
Chino RDA	77,000	50,705	50,000	(27,000)	-35.1%
Chino Health Science	3,000	1,884	2,000	(1,000)	-33.3%
County of San Bernardino, San Sevaive	8,500	5,744	5,800	(2,700)	-31.8%
Fontana - RDA	9,000	10,156	10,000	1,000	11.1%
Fontana - Lease Revenue II	52,000	25,891	26,000	(26,000)	-50.0%
Montclair RDA	12,000	6,885	6,700	(5,300)	-44.2%
Ontario RDA	4,500	4,103	4,152	(348)	-7.7%
Rialto RDA	5,500	4,817	4,500	(1,000)	-18.2%
Rancho Cucamonga RDA	10,500	13,979	14,331	3,831	36.5%
Upland RDA	8,500	5,571	5,000	(3,500)	-41.2%
Solar Project	42,000	23,691	24,000	(18,000)	-42.9%
Total Income	3,366,900	3,778,397	15,029,983	11,663,083	346.4%
Total Beginning Balance and Income	\$17,716,910	\$18,128,407	\$28,847,510	\$11,130,600	62.8%

*Percent change is budget to budget.

CHAFFEY COMMUNITY COLLEGE DISTRICT
2021-2022 ADOPTED BUDGET
CAPITAL PROJECTS (CONTINUED)

DESCRIPTION	2020-2021 Adopted Budget	2020-2021 Actual	2021-2022 Adopted Budget	Variance	Percent* Change
Expenditures/Appropriations & Ending Balance/Reserves					
Expenditures/Appropriations					
Buildings	3,802,446	12,028	13,351,063	9,548,617	251.1%
Architects/Consultants	956,944	206,407	729,199	(227,745)	-23.8%
Sites	871,874	0	1,521,874	650,000	74.6%
Salaries & Benefits	8,045	7,054	8,439	394	4.9%
Equipment, Materials, Other Services	2,452,942	1,206,720	2,740,668	287,726	11.7%
Project Contingencies	1,052,440	0	1,416,924	364,484	34.6%
Fontana - Redevelopment	140,000	2,051,000	439,401	299,401	213.9%
Fontana - Lease Revenue	824,471	827,671	617,010	(207,461)	-25.2%
Total Expenditures/Appropriations	10,109,162	4,310,880	20,824,578	10,715,416	106.0%
Ending Balance/Reserves					
Undesignated Reserve	710,111	710,934	755,495	45,384	6.4%
Other					
Chino Health Science	3,730	171,933	2,427	(1,303)	-34.9%
Fontana - Lease Revenue	212,107	868,331	176,422	(35,685)	-16.8%
Central Plant Energy Optimization	48,224	126,792	47,099	(1,125)	-2.3%
Redevelopment					
Chino RDA	2,598,393	4,766,844	2,441,695	(156,698)	-6.0%
County of San Bernardino, San Sevaine	477,432	572,594	448,394	(29,038)	-6.1%
Fontana RDA	844,340	1,066,890	979,150	134,810	16.0%
Montclair RDA	603,651	683,385	742,085	138,434	22.9%
Ontario RDA	107,174	443,410	27,562	(79,612)	-74.3%
Rialto RDA	466,239	505,594	610,094	143,855	30.9%
Rancho Cucamonga RDA	1,171,003	1,191,572	1,329,076	158,073	13.5%
Upland RDA	314,174	549,089	434,089	119,915	38.2%
Solar Project	51,170	2,160,159	29,344	(21,826)	-42.7%
Total Ending Balance/Reserves	7,607,748	13,817,527	8,022,932	415,184	5.5%
Expenditures/Appropriations & Ending Balance/Reserves	\$17,716,910	\$18,128,407	\$28,847,510	\$11,130,600	62.8%

*Percent change is budget to budget.

CHAFFEY COMMUNITY COLLEGE DISTRICT
2021-2022 ADOPTED BUDGET
SCHEDULED MAINTENANCE

DESCRIPTION	2020-2021 Adopted Budget	2020-2021 Actual	2021-2022 Adopted Budget	Variance	Percent* Change
BEGINNING BALANCE AND INCOME					
Beginning Balance	\$12,968	\$12,968	\$94,433	\$81,465	628.2%
Income					
Interest	2,500	1,551	1,500	(1,000)	-40.0%
Interfund Transfer	300,000	300,000	300,000	0	0.0%
Total Income	302,500	301,551	301,500	(1,000)	-0.3%
Total Beginning Balance and Income	\$315,468	\$314,519	\$395,933	\$80,465	25.5%
Expenditures/Appropriations & Ending Balance/Reserves					
Expenditures/Appropriations					
Salaries and Benefits	148,088	150,475	158,066	9,978	6.7%
Operating Expenses	125,192	69,611	181,706	56,514	45.1%
Total Expenditures/Appropriations	273,280	220,086	339,772	66,492	24.3%
Ending Balance/Reserves					
Undesignated Reserve	42,188	0	56,161	13,973	33.1%
Ending Balance	0	94,433	0	0	0.0%
Total Ending Balance/Reserves	42,188	94,433	56,161	13,973	33.1%
Total Expenditures/Appropriations & Ending Balance/Reserves	\$315,468	\$314,519	\$395,933	\$80,465	25.5%

*Percent change is budget to budget.

CHAFFEY COMMUNITY COLLEGE DISTRICT
2021-2022 ADOPTED BUDGET
SCHEDULE OF PROJECTS

I. Capital Projects

<u>Project</u>	<u>2021-2022 Adopted Budget</u>	<u>Funding Source</u>
3000 General	\$13,439	Local Funds
3330 Chino Health Sciences Building	171,506	Local Funds
3335 Chino Instructional Building-state bond	11,764,000	State Funds
3350 Energy Efficiency Project	81,193	Local Funds
3905 Chino Redevelopment	2,875,149	Local Funds
3911 Fontana Lease Revenue Bond II	717,909	Local Funds
3913 Solar Project	2,154,815	Local Funds
3915 Fontana Redevelopment	1,197,740	Local Funds
3925 Montclair Redevelopment	72,000	Local Funds
3935 Ontario Redevelopment	550,000	Local Funds
3955 Rancho Cucamonga Redevelopment	676,827	Local Funds
3965 Upland Redevelopment	250,000	Local Funds
3975 County of San Bernardino, San Sevaire RDA	<u>300,000</u>	Local Funds
Total Capital Projects	<u><u>\$20,824,578</u></u>	

CHAFFEY COMMUNITY COLLEGE DISTRICT
2021-2022 ADOPTED BUDGET
SCHEDULE OF PROJECTS (CONTINUED)

II. Scheduled Maintenance Fund

<u>Project</u>	<u>2021-2022 Adopted Budget</u>	<u>Funding Source</u>
2371 Landscaping/Irrigation	\$6,024	Local Funds
2372 Central Plant Maintenance	175,682	Local Funds
2000 General	<u>158,066</u>	Local Funds
Total Scheduled Maintenance Projects	<u>\$339,772</u>	
Total All Projects	<u>\$21,164,350</u>	

CHAFFEY COMMUNITY COLLEGE DISTRICT
2021-2022 ADOPTED BUDGET
MEASURE L BOND

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

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

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

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

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

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

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

CHAFFEY COMMUNITY COLLEGE DISTRICT
2021-2022 ADOPTED BUDGET
MEASURE L BOND (CONTINUED)

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

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

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

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

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

CHAFFEY COMMUNITY COLLEGE DISTRICT
2021-2022 ADOPTED BUDGET
MEASURE L BOND (CONTINUED)

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

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

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

CHAFFEY COMMUNITY COLLEGE DISTRICT
2021-2022 ADOPTED BUDGET
MEASURE L BOND FUND

DESCRIPTION	2020-2021 Adopted Budget	2020-2021 Actual	2021-2022 Adopted Budget	Variance	Percent* Change
BEGINNING BALANCE/INCOME					
Beginning Balance	\$9,740,510	\$9,740,510	\$8,430,418	(\$1,310,092)	-13%
Income					
Interest & Realized Gain or Loss in Investments	430,075	98,520	98,240	(331,835)	-77%
Total Income	430,075	98,520	98,240	(331,835)	-77%
Total Beginning Balance and Income	\$10,170,585	\$9,839,030	\$8,528,658	(\$1,641,927)	-16%
Expenditures/Appropriations & Ending Balance/Reserves					
Expenditures/Appropriations					
Architect Fees	1,582,612	852,589	1,322,999	(259,613)	-16%
Operating Expenses	512,182	137,670	864,878	352,696	69%
Equipment	1,976	416,566	0	(1,976)	-100%
Site Improvement	217,470	0	217,420	(50)	0%
Building Improvement	7,628,946	0	5,500,405	(2,128,541)	-28%
Financing Fees	0	1,787	0	0	0%
Project Contingencies	174,351	0	622,956	448,605	257%
Total Expenditures/Appropriations	10,117,537	1,408,612	8,528,658	(1,588,879)	-16%
Ending Balance/Reserves					
Ending Balance	53,048	8,430,418	0	(53,048)	-100%
Total Ending Balance/Reserves	53,048	8,430,418	0	(53,048)	-100%
Total Expenditures/Appropriations & Ending Balance/Reserves	\$10,170,585	\$9,839,030	\$8,528,658	(\$1,641,927)	-16%

*Percent change is budget to budget.

CHAFFEY COMMUNITY COLLEGE DISTRICT
2021-2022 ADOPTED BUDGET
MEASURE L BOND PROJECTS BUDGETED

Measure L Bond	2021-2022
<u>Projects</u>	<u>Adopted Budget</u>
5.8 Site Signage	\$135,346
5.9.1 Central Plant/Phase 1C, Boiler Retrofit	7,289,316
5.9.5 Irrigation & Landscaping/Community Trail	155,449
8.4.5 Instructional Building 1, Chino	843,142
9.0 Unallocated Reserves	105,405
	<hr/> \$8,528,658

CHAFFEY COMMUNITY COLLEGE DISTRICT
2021-2022 ADOPTED BUDGET
MEASURE P BOND

In 2018, the residents of the Chaffey Community College District passed Measure P, a general obligation bond, providing the college \$700 million. Measure P provides funds for construction of a new campus in Ontario, construction of several new buildings on the Rancho Cucamonga campus, upgrades to the infrastructure and many facilities and the expansion of the Fontana and Chino campuses. The first issuance of the bond was for \$200 million in September of 2019.

Measure P Projects Completed in 2020-2021: Land Acquisition in Fontana/Master Planning for the Fontana Campus expansion; Land Acquisition in Ontario for a new campus; District-wide Americans with Disabilities Act/Accessibility Assessment; New Library/Learning Commons on the Rancho Cucamonga campus planning and design criteria; Underground Utility Survey – Rancho Campus.

Measure P Projects in Construction: N/A.

Measure P Projects in Bid/Award: New Library/Learning Commons on the Rancho Cucamonga campus design-build.

Measure P Projects in Planning & Design: New Fontana Campus Expansion; New Instructional Building at the Chino Campus; Michael Alexander Campus Center (MACC) Renovation and Expansion; Swimming Pool Renovation; Boiler Retrofit Project – Rancho Campus; California Environmental Quality Act (CEQA) – Rancho Campus.

CHAFFEY COMMUNITY COLLEGE DISTRICT
2021-2022 ADOPTED BUDGET
MEASURE P BOND FUND

DESCRIPTION	2020-2021 Adopted Budget	2020-2021 Actual	2021-2022 Adopted Budget	Variance	Percent* Change
BEGINNING BALANCE/INCOME					
Beginning Balance	\$186,120,696	\$186,120,696	\$166,057,252	(\$20,063,444)	-11%
Income					
Interest and Gain or Loss on Investments	2,240,000	2,161,109	1,706,100	(533,900)	-24%
Total Income	2,240,000	2,161,109	1,706,100	(533,900)	-24%
Total Beginning Balance and Income	\$188,360,696	\$188,281,805	\$167,763,352	(\$20,597,344)	-11%
Expenditures/Appropriations & Ending Balance/Reserves					
Expenditures/Appropriations					
Architect Fees	25,970,972	1,310,144	32,029,578	6,058,606	23%
Operating Expenses	33,868,520	1,371,436	28,862,153	(5,006,367)	-15%
Equipment	4,639,012	1,051,899	5,502,678	863,666	19%
Site Acquisitions	24,961,274	18,351,323	221,979	(24,739,295)	-99%
Site Improvement	1,990,538	139,751	5,849	(1,984,689)	-100%
Building Improvement	74,258,172	0	81,126,753	6,868,581	9%
Project Contingencies	19,271,128	0	15,986,073	(3,285,055)	-17%
Total Expenditures/Appropriations	184,959,616	22,224,553	163,735,063	(21,224,553)	-11%
Ending Balance/Reserves					
Ending Balance	3,401,080	166,057,252	4,028,289	627,209	18%
Total Ending Balance/Reserves	3,401,080	166,057,252	4,028,289	627,209	18%
Total Expenditures/Appropriations & Ending Balance/Reserves	\$188,360,696	\$188,281,805	\$167,763,352	(\$20,597,344)	-11%

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

CHAFFEY COMMUNITY COLLEGE DISTRICT
2021-2022 ADOPTED BUDGET
MEASURE P BOND PROJECTS BUDGETED

Measure P Bond

Projects	2021-2022 Adopted Budget
1.1 Instructional Building 1, Rancho	\$3,717
1.2 Instructional Building 1, Chino	17,625,284
1.3 Instructional Building 1, Fontana	4,593,913
1.11 Automotive Technology Lab	5,128,194
2.2 Campus Center, Fontana	8,450,672
2.5 Library	74,175,555
2.8 Maintenance & Campust Police, Fontana	293,846
4.1 Michael Alexander Campus Center Renovation	17,343,160
6.3 Parking & Vehicular Circulation, Fontana	3,242,264
6.6 Auquatics Center	1,087,874
7.1 Site Acquisitions & Master Planning, Fontana and Ontario	295,136
7.3 Ontario Campus Development	4,552,806
7.4 Instructional Equipment	1,500,000
7.7 Campus Wide Upgrades	3,049,779
8.2 Campus Center & Student Services, Rancho	4,442,610
6.0 Unallocated Reserves	17,950,253
	\$163,735,063

CHAFFEY COMMUNITY COLLEGE DISTRICT

GLOSSARY OF TERMS

GENERAL FUND – UNRESTRICTED

REVENUES

PRIOR-YEAR ENDING BALANCE RE-ALLOCATION

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

FEDERAL INCOME

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

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

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

STATE INCOME

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

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

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

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

Mandated Costs – Regulations require the District to provide some services that may be partially reimbursed by the state (for example, health services and collective bargaining costs). Districts may opt-in to the State Mandate Programs Block Grant rather than filing a reimbursement claim and be reimbursed \$30.67 per prior year FTES, if state funds are available.

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

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

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

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

LOCAL INCOME

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

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

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

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

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

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

Enrollment Fees – For the 2021-2022 Fiscal Year, the per unit enrollment fee is \$46.

Student Transportation Fees – Student approved fee for Omnitrans bus passes. Current student transportation fees for Fall 2021 are \$9 per primary term (fall and spring) for students with six units or more and \$8 per primary term (fall and spring) for students with less than six units. For the Summer 2022 term, students with 6 units or more will be charged \$6 per summer term. Students with fewer than 6 units will be charged \$5 per summer term.

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

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

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

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

EXPENDITURES

ACADEMIC SALARIES

Instructors Contract – All teaching faculty positions.

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

Non-Instructional Management – Academic management positions.

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

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

CLASSIFIED SALARIES

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

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

Non-Instructional Management – Classified management and supervisory positions.

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

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

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

EMPLOYEE BENEFITS

State Teachers Retirement – Calculation is based on a percentage of projected employee salaries as regulated by the agency. The employer paid portion for STRS for 2021-2022 is 16.92%.

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

Public Employees Retirement – Calculation is based on a percentage of projected employee salaries as regulated by the agency. The employer paid portion of PERS for 2021-2022 is 22.91%.

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

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

Unemployment Insurance – Calculation is based on a percentage of projected employee salaries as regulated by the agency and is 1.23% for 2021-2022.

Workers' Compensation Insurance – Calculation is based on a percentage of projected employee salaries as regulated by the agency and is 1.55% for 2021-2022.

BOOKS AND SUPPLIES

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

Supplies – Instructional supplies, office supplies, etc.

OPERATING EXPENSES

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

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

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

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

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

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

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

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

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

CAPITAL OUTLAY

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

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

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

Technology Plan – To purchase technical equipment including computers.

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

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

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

OTHER OUTGO

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

RESERVES AND ENDING BALANCE

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

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

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

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

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

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

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

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

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

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

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

CHAFFEY COMMUNITY COLLEGE DISTRICT

GLOSSARY OF TERMS

GENERAL FUND – RESTRICTED

REVENUE

FEDERAL INCOME

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

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

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

STATE INCOME

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

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

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

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

Instructional Equipment – State allocation for instructional equipment.

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

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

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

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

LOCAL INCOME

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

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

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

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

EXPENDITURES

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