

ANNUAL BUDGET

2012-2013

Tentative Recommendation



City College of San Francisco

June 28, 2012

(revised June 25, 2012)

Foreword

This document contains the annual budget and annual plan for fiscal year 2012-2013. This version is the Tentative Budget. As specified by the California Code of Regulations, the governing board of each community college district is required to adopt a Tentative budget for the ensuing fiscal year on or before June 30. The code further requires a hearing and the adoption of a final budget on or before the 15th day of September. The Budget contained herein is recommended as the Tentative Budget. The Final Budget is subject to confirmation of revenue forecasts and state funding allocations.

Annual Budget 2012-2013

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District Board of Trustees

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Chris Jackson, Member
Milton Marks, Member
Steve Ngo, Member
Lawrence Wong, Esq., Member
William Walker, *Student Trustee*

Planning and Budgeting Council

Dr. Pamila Fisher, *Interim Chancellor*

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Peter Goldstein, VCFA	Steve Kech, SEIU	Alisa Messer, AFT	Julie Du, AS
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Joanne Low, Interim VCAA		Karen Saginor, AS	
		Jane Sneed, AS	
		Frederic Teti, AS	

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Monica Liu		

For more information see http://www.ccsf.edu/Offices/Shared_Governance/pbc.html

Documents from Board Planning and Budget Committee meetings can be viewed at:

<http://www.ccsf.edu/NEW/en/about-city-college/board-of-trustees/budget.html>

Introduction and Budget Message

Chancellor's Budget Message

The Tentative Budget for FY 2012-13 is presented to the City College of San Francisco Board of Trustees for their consideration and approval. This document contains budget information for the unrestricted general fund, restricted programs funded by state apportionment, on-going restricted programs that have a significant impact on the operational budget of the District on a year to year basis, and capital projects.

The Tentative Budget I am recommending for fiscal year 2012-13 reflects the significant financial challenges City College faces as it continues to adjust to a substantially lower level of state support. The Fiscal Year 2012-13 budget is more complex than usual as there are two key measures headed for the November ballot that will impact the College. The Tentative Budget is based on the Governor's plan which assumes that state voters will support increases in both the state's income and sales tax schedules. However, even with this assumption the College could still face a projected deficit of more than \$14 million in 2013-2014. Should the Governor's plan be rejected by state voters, automatic trigger cuts would once again be levied against community colleges resulting in an additional \$10 million cut in 2012-2013 for City College (total reduction of more than \$24 million). If a parcel tax is approved by local voters in November, the College would gain approximately \$14 million in annual revenue each year for eight years. The budget presented in this document does not assume passage of the parcel tax.

Although the college deficit spent during FY 2011-12, this year was made worse primarily as the result of two factors, the loss of \$17 million in state apportionment funding, and the lack of on-going spending reductions by the College. The Tentative Budget I am recommending incorporates strategies that have been discussed with the Board of Trustees and the College's shared governance groups over the past few weeks. It is a budget that is based on the following actions and principles:

- Substantial savings through changes in compensation negotiated with the College's labor unions, all of which are near completion
- Savings related to significant attrition based on actual declarations for retirement
- Modest savings in non-personnel categories
- Modest savings from non-instructional assignments
- Adequate funds to ensure that the College will reach base enrollment targets
- Any classes added during the course of the year will be only those classes that are likely to generate high enrollment
- No additional funds will be drawn from the college's reserve which are precariously low
- Annual payment towards the College's long term liability for retiree health insurance will remain at \$500,000
- Summer Session for 2013 will be determined later based primarily on whether or not the Governor's proposals pass

It is appreciated that numerous college groups have worked hard to identify options leading to these reductions. However, most of these actions provide short-term solutions only. They do not address the systemic changes that will be necessary to stabilize the college fiscally.

In addition to making some permanent reductions to address the on-going fiscal instability, the district must find a way to allocate resources to the following major challenges:

- 1) Raising the reserves to a minimum of 5%;
- 2) Making a significant annual contribution to OPEB;
- 3) Funding a technology replacement plan;
- 4) Strategically replacing selected vacant classified and administrative positions.

With the leadership of the Board of Trustees, the college community needs to engage immediately in the process of identifying and discussing dramatic systemic changes necessary to achieve fiscal stability. This is what the community expects and what the Accrediting Commission requires. Most likely this will require reducing the percentage of our budget that is expended on personnel (92%) to an amount that allows funding of other critical needs.

Dr. Pamela Fisher, Interim Chancellor

June 18, 2012

**Revenue Assumptions
And
Tentative Revenue Budget**

Revenue Assumptions for FY 2012-13

- The tentative budget is based on the Governor's May revision of the state budget for FY 2012-13;
- State funding for enrollment will be reduced by \$10.3 million if the Governor's Tax Initiative fails;
- Lottery income will be \$0.420 million lower during 2011-12;
- Sales tax revenue will be the same as 2011-12;
- Non-resident tuition will be the same as 2011-12;
- Net Interest income will be negative or zero;
- Other revenues will be relatively flat;
- Transfers into the Unrestricted General Fund will return to their historic trend of \$0.900 million during 2012–13;
- Internal and External Fundraising goals in the 2012-13 budget are \$300K;
- The District's enrollment strategy is funded to make base which currently is estimated by the Community College League at 34,057 FTES;
- Closeout from 2011-12 will be zero;
- This budget does not currently include any of the one-time revenue solutions applied to balance the 2011-2012 budget.

Enrollment Projections:

The College forecast for enrollment in 2012-2013 along with historic trends is summarized in the following table.

ENROLLMENT GROWTH 2007 to 2013 FULL TIME EQUIVALENT STUDENT (FTES)

	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012		2012-2013
	Base FTES ⁽³⁾	Base FTES ⁽³⁾	Base FTES ⁽³⁾	Base FTES ⁽³⁾	Base FTES ⁽³⁾	Projected Base FTES ⁽⁴⁾	Targeted Enrollment FTES ^{(3)(3a)}	FTES ⁽³⁾
Credit	20,986	24,265	25,346	24,805	23,379	23,607	22,390	24,018
Noncredit CDCP ⁽²⁾	N/A	8,396	8,087	8,237	8,030	7,798	7,257	7,217
Noncredit	11,758	3,742	3,757	3,182	3,332	2,821	2,953	2,822
Total	32,744	36,403	37,190	36,224	34,741	34,226	32,600	34,057

(1) Projected FTES based on Projected P2 Report.

(2) CDCP=Career Development College Preparation funding differential started in 2006-2007.

2007-2008 Base FTES are from 2006-2007 CDCP funding levels.

(3) California Community Colleges state apportionment is primarily driven by the Full-Time Equivalent Student (FTES) workload measure.

FTES is not "headcount enrollment," but is the equivalent of 525 hours of student instruction per each FTES for both credit and noncredit.

(3a) The target enrollment takes into account the Flex Day Factor.

(4) Exhibit E 10-11 recalculation.

Overall District Budget at a Glance

Fund Type	Fund Description	FY 2008-09 ⁽³⁾	FY 2009-10 ⁽³⁾	FY 2010-11 ⁽³⁾	FY 2011-12 ⁽³⁾	FY 2012-13 ⁽³⁾
11	General Fund Unrestricted	\$ 198,760,446	\$ 193,524,356	\$ 195,783,698	\$ 190,794,117	\$ 186,572,237
14	Departmental Accounts ⁽¹⁾	964,289	1,048,738	1,249,246	1,391,296	1,559,765
15	Designated Internal Service Funds ⁽¹⁾	-	-		3,077,030	1,196,322
12	Restricted Programs ⁽²⁾	35,896,052	30,177,979	34,676,963	29,110,951	27,353,587
21	Child Development ⁽²⁾	7,805,088	6,755,109	2,027,515	2,576,548	2,343,022
22	Cafeteria Fund	930,000	930,000	930,000	1,807,816	1,475,000
41	Capital Projects – Fed/State/Local ⁽¹⁾	1,813,987	2,395,024	423,701	1,262,004	1,752,889
42	Capital Projects – Bonds 1997/99 ⁽¹⁾⁽⁴⁾	2,398,804	2,468,214	4,112,042	4,316,508	833,062
43	Capital Projects - Bonds 2001 ⁽¹⁾⁽⁷⁾	14,993,263	10,186,467	17,501,761	34,010,687	26,025,207
44	Capital Projects - Bonds 2005 ⁽¹⁾⁽⁷⁾	140,609,594	98,950,467	130,486,680	104,017,391	62,221,606
51	Auxiliary Enterprise-Bookstore ⁽⁵⁾	9,300,000	8,965,000	7,365,000	6,585,000	5,900,000
71	Student Financial Aid ⁽²⁾	28,554,527	29,000,000	40,000,000	42,000,000	52,500,000
72	General Trusts ⁽¹⁾⁽⁶⁾	61,921	35,257	11,263	604,449	5,777,822
73	Associated Students ⁽¹⁾	707,497	676,112	688,782	609,927	613,135
74	Scholarship ⁽¹⁾	250,017	340,446	420,420	532,722	567,065
75	Trust Funds and Accommodation Accounts ⁽¹⁾	117,342	111,597	112,423	83,787	84,050
Total		\$ 443,162,827	\$ 385,564,766	\$ 435,789,494	\$ 422,780,233	\$ 376,774,769

(1) FY 2012-13 represents fund balance as of June 18, 2012.

(2) Fund Types 12, 21 & 71 for FY2012-13 will increase or decrease as restricted funds authorization letters are received.

(3) FT 11 Expenditures are presented net of unallocated restricted fund charge-outs, if applicable.

(4) FT 42 1997/1999 Bond fund is closed except for the sale of the mission campus.

(5) Amount represents the Bookstore Preliminary Revenue estimate for 2012-2013.

(6) FY 2012-13 represents fund balance as of June 18, 2012 plus District Trust funds returned from the Foundation (BR # 111215-B4)

(7) The Capital Projects Bond funds for 2001 and 2005, fund Types 43 and 44, represent multi-year appropriations previously approved by the Board.

SFCCD Schedule of Revenues Unrestricted General Fund, FY 2012-13

	A	B	C	D	E	F
		Actual Revenue FY2008-09	Actual Revenue FY2009-10	Actual Revenue FY2010-11	Estimated Final Revenue FY2011-12	Tentative Budget Estimated Revenue FY2012-13
1						
2						
3						
4						
5	State General Apportionment ⁽¹⁾	\$ 115,521,727	\$ 83,879,369	\$ 81,446,295	\$ 98,957,432	\$ 98,957,432
6	State General Apportionment - Noncredit	-	6,375,652	6,329,970	-	-
7	State General Apportionment - Noncredit CDCP	-	19,411,903	19,272,814	-	-
8	Growth:credit, noncredit CDCP rate increase	-	-	-	-	-
9	Growth:CREDIT	1,971,517	-	3,756,289	-	-
14	State COLA Apportionment	-	-	-	-	-
18	Total	117,493,244	109,666,924	110,805,368	98,957,432	98,957,432
19						
20	Local Property Taxes	42,637,559	43,843,481	47,817,794	46,221,252	46,221,252
21	Student Enrollment Fees (98%)	7,295,100	8,744,521	7,551,276	10,073,942	10,073,942
22		49,932,659	52,588,002	55,369,070	56,295,194	56,295,194
23						
24	Total District General Revenues	167,425,903	162,254,926	166,174,438	155,252,626	155,252,626
25	Deficit Factor	0.98515425	0.99886762	0.99676839	0.97650559	0.99330089
26	Revised Deficit Affected Revenues	164,940,339	162,071,192	165,637,427	151,605,058	154,212,572
27		-	-	-	-	-
28		164,940,339	162,071,192	165,637,427	151,605,058	154,212,572
29						
30	Prior Year Correction	2,551,789	1,399,692	501,467	68,342	-
31	Lottery	4,374,928	4,457,924	3,789,392	4,640,000	4,220,000
32	Mandated Cost	1,239,184	376,285	568,943	120,720	950,000
33	Part-Time Equalization	1,482,297	785,955	785,955	785,955	785,955
34	Part-Time Faculty Instructional/Health Ins	165,000	93,385	84,569	84,569	84,569
35	Part-Time Faculty Office Hours	48,120	35,454	35,812	35,812	35,812
37	Apprenticeship	477,187	232,414	232,547	232,547	232,547
38	One-Time Equalization	-	-	-	-	-
39	Sales Tax	14,815,434	13,795,174	14,841,656	15,415,000	15,415,000
40	Interest Income (net)	-	51,179	80,054	-	-
41	Non-Resident Tuition	6,665,348	7,187,172	7,924,894	8,923,084	8,923,084
42	Enrollment Fee	88,280	93,171	119,892	132,165	112,699
43	Other Revenue Fundraising External/Internal	-	-	459,702	183,817	300,000
44	Unclaimed Credit Balances	-	-	-	850,000	-
45	Other Revenue	843,888	851,987	1,454,846	426,201	400,000
46	Transfers	184,199	1,690,187	923,049	2,781,330	900,000
47	Transfers In - BD Reserve	-	-	-	-	-
48	Total District Other Revenues	32,935,653	31,049,978	31,802,777	34,679,541	32,359,665
49						
50	Total Unrestricted Revenues	197,875,992	193,121,170	197,440,204	186,284,599	186,572,237
51	Beginning Balance	2,291,520	1,917,921	1,917,921	2,721,330	-
52	Additional Release of Corpus (Note 3)	-	-	-	1,076,000	-
53	Dept of Election PPD	-	-	-	-	-
54	Dividend Refund from Insurance JPA	-	-	-	-	-
55	Prior Year ADJUSTMENTS-ISA Agrees	-	-	284,515	-	-
56	Transfers from Board Designated Reserves	-	-	-	2,000,000	-
57	Total Resources	\$ 200,167,512	\$ 195,039,091	\$ 199,642,640	\$ 192,081,929	\$ 186,572,237
58						
59	(1) For 2010-2011 includes Restoration funding.					
60	(2) Basic Skills was fully Unrestricted up through 2005-2006 and thereafter is treated as restricted funding from 2006-2007 forward.					
61	(3) For fiscal year 2011-2012 the \$1,076,000 amount includes \$570,000 in release of corpus. Donor's permission pending.					

Tentative Budget Summary for FY 2012-2013
 Resolution No. 120628-B1a
 For Restricted General Fund & Special Revenue Fund

	Fund Code	FY 2012-2013 +Carry-forward Budget to	*FY 2012-2013 Renewal Award	FY 2012-2013 Total Appropriation
Restricted General Fund:				
Federal Sources:				
	NSF - Biolink National ATE Center	121009	\$ 1,457,827	\$ - \$ 1,457,827
	NSF - MPIC T Program	121044	666,990	666,990
	NSF - STEM Program 5 yrs	121038	15,363	15,363
	NSF - Stem Cell Pipeline	121047	279,314	279,314
	NSF - UMASS Synergy	121014	14,972	14,972
	NSF - UMASS - ASSECT	121017	5,651	5,651
	NSF - UMASS - BATEC	121050	99,790	99,790
	SBA - HSUSPFoundation - SBDC Center	121294	124,280	124,280
	HSUSPF Federal Jobs Bill	121295	47,406	47,406
	USDC - ARRA FCCC CA Connects	121951	3,324	3,324
	USDC - SF CBOP BTOP	121952	394,321	394,321
	USDE-Federal Work Study-Campus Based (#4)	121366/121367		690,000
	USDE - FIPSE - SFSU Metro Academy	121825	102,120	102,120
	USDE - TRIO Writing Success	121437	24,509	24,509
	USDE - CCCCO Vtea Perkins Basic	121459		1,508,044
	USDE - PAAPI Leadership	121783	92,774	92,774
	USDEE-Transportation Electrification	122471	150,137	150,137
	USDHHS-CDE-Early Child Care Mentoring	122524	1,766,697	1,766,697
fb	USDHHS-CMS-Medical Admin Allowance	125513/5515	1,398,016	1,398,016
*	WIA - CaDe ABE/321 & Citizenship	121329		1,124,879
*	WIA - CCCCO - TANF Base	121669		99,380
	Total Federal Sources		\$ 6,643,490	\$ 3,422,303 \$ 10,065,793
State Sources:				
	AB 1725 Staff Development	123008/123011	\$ 8,756	\$ - \$ 8,756
	AB 1725 Staff Diversity	123034	25,817	25,817
*	Board of Financial Assistance Prog	123049		889,227
*	Calworks Program	123089		323,475
	CTE - Community Collaborative	123672/123675	651,023	651,023
	CTE - Community Collaborative Suppl	123671	77,250	77,250
	CTE - Teacher Prep Pipeline	123674	93,052	93,052
*	DSPS Excess Cost	123069		1,563,673
*	EOPS Part A, B, & C	123132		957,275
*	EOPS/CARE	123159		39,598
	EWD - Adv Transportation Tech Center	123396	151,401	151,401
	EWD - Cabrillo CCD SBDC BEC/YEP	123286	40,000	40,000
	EWD-Strategic Hubs	123676	150,000	150,000
*	Matriculation Credit	123179		779,758
*	Matriculation Non-credit	123199		1,251,034
	Transfer & Articulation	123632	9,397	9,397
	Inst Materials & Lib Materials	123741/123746	33,136	33,136
*	FY07 General Purpose Trailer	123742	97,899	97,899
*	FY07 General Purpose Reapp	123743	490,882	490,882
*	FY07 SB1133 Settle-Up	123747	4,396	4,396
	FY12 Basic Skills Apportionment (#4)	124997 (#4)		970,970
	Restricted Lottery Inst Materials (#4)	124524 (#4)		400,000
	CIRM - Bridges to Stem Cell	123689	271,680	271,680
	Total State Sources		\$ 2,104,690	\$ 7,175,010 \$ 9,279,700
City College San Francisco Foundation Pass thru:				
	Rosenberg - for Library Use	125053	\$ 42,665	\$ - \$ 42,665
	Wells Fargo Foundation-Teachers Academy	125055	34,716	34,716
	Bechtel Foundation - Idesign Summer Program	125060	30,480	30,480
	Total City College SF Foundation		\$ 107,862	\$ - \$ 107,862

* Projected to be \$0 (zero) on June 30, 2012

Tentative Budget Summary for FY 2012-2013
 Resolution No. 120628-B1a
 For Restricted General Fund & Special Revenue Fund

	Fund Code	FY 2012-2013 +Carry-forward Budget to	*FY 2012-2013 Renewal Award	FY 2012-2013 Total Appropriation
Foundations				
Avon Foundation - m.powerment	125159	\$ 2,498	\$ -	\$ 2,498
Gates Foundation SFDCYF Bridge to Success	125162 (#4)		-	-
Genentech Foundation	125009	10,125		10,125
Genentech Biolink Registry	125014	5		5
HAAS - Metro Academy for ECE	125166	82,843		82,843
LEF Foundation - Liberal Arts	125171	13,745		13,745
Leong May Way Scholar	125046	7,834		7,834
Lipman - Guardian Scholars	125204	23,750		23,750
Mimi & Peter Haas Fund Prof Dev #10	125150 (#4)		400,000	400,000
Osher - Computer Lab	125021	50,000		50,000
Pottruck Family Foundation	125071	23,312		23,312
Registry Foundation - Second Chance	125064	266		266
SD Bechtel Jr Foundation	125168	234,765		234,765
The SF Foundation - Bridge to Biotech	125169	61,321		61,321
The SF Foundation - Way Pass Program	125070	6,021		6,021
Ticket to Dream Foundation	125158	34,625		34,625
Walter S Johnson Foundation	125157 (#4)			-
Wells Fargo Foundation - Foster Youth	125202	892		892
Total Foundations		\$ 552,003	\$ 400,000	\$ 952,003
Other Organizations/Entity:				
Amer Assn of Commtly College-TSA Training	129105	\$ 122,106	\$ -	\$ 122,106
Federal Work Study - Off Campus Share	1213xx	5,244		5,244
Jumpstart - Academy Administration	125316	6,496		6,496
Single Stop USA Financial Aid	125317	83,841		83,841
NACME Pipeline Partnership	125310 (#4)	32,109		32,109
Growth Sector=Stem Summer Intern	125321	6,000		6,000
UCSF-CTSI CHW Health Program	125701 (#4)	13,420		13,420
SFUSD- Teacher Academy Summer	125704 (#4)	34,000		34,000
				-
Total Community Based Organization		\$ 303,217	\$ -	\$ 303,217
SF City Subcontracts				
Mayors' Office Channel 27 - Operational	125250 (#4)	\$ -	\$ 100,500	\$ 100,500
SFDHHS-Career Link	125506 (#4)	789		789
SFOWED - City Build Gen Fund	125332	518,555		518,555
SFHSA - LIFT	125337 (#4)	26,047		26,047
				-
Total SF City Sub-contracts		\$ 545,391	\$ 100,500	\$ 645,891
Contract Education Programs				
CT Ed - SF DHR	127448	\$ 6,960	\$ -	\$ 6,960
CT Ed - Meitetsu Travel #13	127861	3,099		3,099
CT Ed SEIU-UHW Ed Fund #9	128075 (#4)	214,615		214,615
CT Ed - Year Up #7 & 8	128084/128088	107,345		107,345
Total Contract Education Programs		\$ 332,020	\$ -	\$ 332,020
Restricted Student Fees				
Parking Fees	125503 (#4)	\$ -	\$ 900,000	\$ 900,000
Student Health Services	125504 (#4)		1,877,400	1,877,400
Total Restricted Student Fees		\$ -	\$ 2,777,400	\$ 2,777,400

Tentative Budget Summary for FY 2012-2013
 Resolution No. 120628-B1a
 For Restricted General Fund & Special Revenue Fund

	Fund Code	FY 2012-2013 +Carry-forward Budget to	*FY 2012-2013 Renewal Award	FY 2012-2013 Total Appropriation
Restricted Program Income				
fb Program Income - SBDC	125510 (#4)	\$ 2,000	\$ -	\$ 2,000
fb Program Income- REEC	125511 (#4)	10,168		10,168
fb Program Income-EWD ATT Center	125517 (#4)	14,498		14,498
fb Program Income-EWD COEx	125521 (#4)	113,693		113,693
fb Program Income ECMP Material Sales	214002 (#4)	7,942		7,942
Total Restricted Program Income		\$ 148,301	\$ -	\$ 148,301
Total Restricted Student Fees & Program Income		\$ 148,301	\$ 2,777,400	\$ 2,925,701
Unrestricted Transfer & Bailout				
Federal Work Study Institutional Match	121366 (#4)	\$ -	\$ 157,997	\$ 157,997
Categorical Program Transfer-In, OPEB, FT 61		-	2,583,404	2,583,404
Total Unrestricted Transfer & Bailout		\$ -	\$ 2,741,401	\$ 2,741,401
Total General Fund - Restricted		\$ 10,736,973	\$ 16,616,615	\$ 27,353,587
Special Revenue Fund:				
Child Development Fund:				
Federal Sources:				
Child Care Food Program	211049/211050	\$ 88,643	\$ -	\$ 88,643
State Sources:				
Child Care Tax Bailout *	212018	\$ -	\$ 73,293	\$ 73,293
General Child Care Center Based	212074 (#4)		168,290	168,290
State Preschool - Half Day	212129 (#4)		1,284,783	1,284,783
Foundation & Other Organization/Entity				
Haas Fund - Child Care Center Materials	213012	\$ 7,672	\$ -	\$ 7,672
City College Foundation Pass Thru:				
Orfalea Foundation-Child Care Center	213019 (#4)		350,000	350,000
fb Child Care & Services Parent Fees	214001 (#4)	55,341		55,341
Transfer-In to Child Care Program			315,000	315,000
Total Child Development Fund		\$ 151,655	\$ 2,191,366	\$ 2,343,022
Cafeteria Fund	220000 (#4)	\$ -	\$ 1,000,000	\$ 1,000,000
Transfer-In to Cafeteria Operations			475,000	475,000
Total Special Revenue Funds		\$ 151,655	\$ 3,666,366	\$ 3,818,022
Total Restricted General Funds and Special Revenue Funds		\$ 10,888,628	\$ 20,282,981	\$ 31,171,609

Note#1 Note #2

Notes:

+ Carry-forward Balances rolled over at this date are estimated as of May 18, 2012

* Budgets for 2012-2013 are calculated at 95% of 2011-2012 for the restricted programs marked

#1 General Fund - Restricted Programs and Child Development Programs eligible to carry-forward commitments and available balance to be used in the Annual Appropriation for FY 2011-12

#2 General Fund - Restricted and Child Development Fund appropriations shall be increased or in accordance with the amount made available during fiscal year 2011-2012. This is informed decreased to the Board of Trustees in the For Info Only pages of the monthly agenda.

#3 Unrestricted General Fund appropriates this transfer to various State Categorical and Child Care Program Awards in the event the authorized operational cost would overrun the State Allocations. State Categorical may include Disabled Program, EOPS, Matriculation Credit and Non-credit and Basic Skills. Child Care Centers are funded by California Dept of Education under Child Care Block Grant, State Preschool Program and Orfalea Foundation.

#4 Estimated Budget or currently in research.

Tentative Budget Summary for FY 2012-2013
Resolution No.120628-B1a
For Internally Restricted Program Fund/Internal Services

	Fund Code	Fund Balance	Carry-forward Budget to FY 2012-13	*FY 2012-2013 Estimated Budget	FY 2012-2013 Total Appropriation
Fee Based Program:					
fb Chinatown Rental Properties	125112	\$ -	\$ -	\$ -	\$ -
#4 Continuing Education Programs	125501	128,591		541,500	541,500
#4 College for Teens	125514	183,089		185,153	185,153
#4 ESL International Institute	125502	101,491		753,548	753,548
#4 ESL Processing Fees	125505	106,200		55,290	55,290
#4 Web & Telephone Fees	125508	42,976		213,750	213,750
fb GIS Center Training Fees	125518	35,434		35,434	35,434
fb Dacum -Workshop Fees	129102	3,692		3,692	3,692
fb District Property Mgt Fees	125520	28,505		28,505	28,505
Participating F & A Cost Recovery:					
fb Contract Ed Dept Incentives	125601	35,680		\$ 35,680	\$ 35,680
fb Continuing Ed Dept Incentives	125602	32,068		32,068	32,068
#4 Grant Fiscal F & A Cost Recovery	125603	96,937		451,127	451,127
#4 Research F & A Cost Recovery	125607	(82,966)		281,188	281,188
#4 Contract Ed F & A Cost Recovery	129991	(25,398)		-	-
Board Designated Program Service Funds					
#5 Innovation Fund	153001	-		-	\$ -
+ Second Chance Program	153002	98,632		-	-
+ Mentoring and Service Learning Lab	153003	100,000		-	-
Total Internally Designated Fund Type 15			\$ -	\$ 2,616,934	\$ 2,616,934
+ Departmental Fund Type 14			\$ 1,563,000	\$ -	\$ 1,563,000
Total Designated Internally Funded Program			\$ 1,563,000	\$ 2,616,934	\$ 4,179,934

Notes:

Carryforward Balances rolled over at this date are estimated as of June 9, 2011
Final rollover amount will be determined in the Recommended Final Budget.

+ Carry-forward Balances rolled over at this date are estimated as of June 19, 2012.

* Budgets for 2012-2013 are calculated at 95% of 2011-2012 for the restricted programs marked.

#1 General Fund - Restricted Programs and Child Development Programs eligible to carry-forward commitments and available balance to be used in the Annual Appropriation for FY 2011-12.

#2 General Fund - Restricted and Child Development Fund appropriations shall be increased or in accordance with the amount made available during fiscal year 2011-2012. This is informed decreased to the Board of Trustees in the For Info Only pages of the monthly agenda.

#3 Unrestricted General Fund appropriates this transfer to various State Categorical and Child Care Program Awards in the event the authorized operational cost would overrun the State Allocations. State Categorical may include Disabled Program, EOPS, Matriculation Credit and Non-credit and Basic Skills. Child Care Centers are funded by California Dept of Education under Child Care Block Grant , State Preschool Program and Orfalea Foundation.

#4 Estimated Budget or currently in research.

#5 Innovation Fund Classes are now incorporated in base funding.

**Expenditure Assumptions
And
Tentative Expenditure Budget**

Expenditure Assumptions: Tentative Budget 2012-13

- Adequate funding will be budgeted to generate base enrollment;
- A Summer session will be held in 2013;
- Significant increased costs for fringe benefits such as health insurance and the SF Employee Retirement System will be incurred;
- Transfer out from the Unrestricted Fund to Categorical Restricted Funds excluding Basic Skills classes is budgeted at \$2.0 Million;
- Spending for non-instructional assignments will be reduced \$250K;
- The college will downsize by the equivalent of about 80 positions in combined all categories;
- Non personnel spending reduction including consultants, legal, contracts will be reduced.

	A	B	C	D	E	F	G	H	I	J
2	SFCCD		Personnel Expenditures: Budget, Forecast and Actual							
3	SFCCD		Actual		Actual		Forecast		Tentative Budget	
4	Tentative Budget		2009-2010		2010-2011		2011-2012		2012-2013	
5	Unrestricted Fund		Total		Total		Total		Total	
6	Fiscal Year 2012-2013		Unrestricted		Unrestricted		Unrestricted		Unrestricted	
7										
8	Certificated Salaries									
9	1120 - Faculty-Sch1	\$	49,028,135	\$	49,527,265	\$	50,177,429	\$	46,608,454	
10	1129 - Faculty-Long Term Substitute		152,211		150,685		94,400		90,418	
11	1210 - Administrators		6,978,406		5,131,893		5,234,659		4,706,124	
12	1220 - Nonteaching-Sch1		2,154,973		2,165,398		2,058,798		1,956,554	
13	1230 - Librarians-Sch1		1,685,600		1,720,768		1,810,844		1,568,158	
14	1240 - Counselors-Sch1		5,784,377		6,071,341		6,455,628		6,046,561	
15	1250 - Student Health Personnel						76,149			
16	1280 - Supervisors		1,227,076		1,109,668		1,090,754		1,214,366	
17	1322 - Faculty-Regular Hours		2,574,347		2,640,093		2,387,885		2,392,625	
18	1323 - Faculty-Reg Hrs PBL		18,739,405		15,592,023		14,873,970		17,571,361	
19	1324 - Faculty-Summer/Int Hourly		1,592,420		1,575,303		1,089,633		2,706,706	
20	1325 - Faculty-Subs		1,021,716		1,019,124		602,426		565,763	
21	1333 - Faculty-Reg Hrs Ovrl'd By Loa		1,657,117		3,284,488		2,721,619		1,923,836	
22	1412 - Supervisors-Hourly		-		-		59,397		44,953	
23	1422 - Nonteaching-Hourly		2,295,380		2,275,036		2,139,661		2,219,111	
24	1423 - Part-time Office Hours		479,800		464,216		402,578		432,151	
25	1424 - Nonteaching-Sum/Int		31,119		19,338		45,056		8,490	
26	1432 - Librarians-Hourly		30,926		17,814		16,615		10,615	
27	1442 - Counselors-Hourly		526,020		590,372		482,601		511,619	
28	1444 - Counselors-Sum/Int		61,221		103,149		116,011		159,834	
29	1452 - Student Health Persn-Hourly		12,570		7,385		-			
30	1484 - Supervisors-Stipends		525,156		553,116		617,992		531,983	
31	1990 - Grievance-Acad Settle		90,774		20,769		4,377			
32	1992 - AFT-contract retros		10,569		7,618		96,477			
33	1XXX - Budget Undistributed-to Balance		-		(70,000)		-			
34	Total Certificated Salaries	\$	<u>96,659,318</u>	\$	<u>93,976,862</u>	\$	<u>92,648,959</u>	\$	<u>91,269,682</u>	
35										
36	Classified Salaries									
37										
38	2110 - Classified-Reg		34,101,083		33,206,124		32,089,311	\$	30,107,471	
39	2113 - Classified-Perm Non-Sched Extra Hrs		287							
40	2115 - Governing Board		41,757		41,439		41,439		42,000	
41	2210 - Instructional Aides-Reg		2,439,280		2,517,110		2,219,747		2,303,140	
42	2330 - Classified-NI Temp		1,208,684		1,385,418		1,327,346		1,141,855	
43	2334 - Classified-Sum/Int		34,490		52,673		35,228		75,009	
44	2370 - Classified-NI Coll Aide		1,317,514		1,455,469		1,364,368		1,387,150	
45	2374 - Classified-Summer Lab Aide		76,921		58,698		74,762		75,000	
46	2375 - Classified-NI Coll Aide WK Stdy		81		8,075		5,499			
47	2410 - Instructional Aides-Non Reg		480,099		422,199		412,595		446,126	
48	2380 - Classified-Overtime		180,937		197,483		161,495		180,024	
49	2386 - Classified-Lead Pay		246							
50	2XXX - Adjustments		-		(279,007)		291,805			
51	Total Classified Salaries	\$	<u>39,881,379</u>	\$	<u>39,065,681</u>	\$	<u>38,023,595</u>	\$	<u>35,757,775</u>	
52										
53	Fringe Benefits-Budget Only									
54										
55	3100 - STRS		7,196,258		7,069,382		7,009,424	\$	7,059,884	
56	3200 - PERS Retirement		500,163		428,366		382,651		453,713	
57	3300 - OASDI		2,375,686		2,288,004		2,231,994		2,404,500	
58	3320 - Medicare		1,759,703		1,734,208		1,772,384		1,821,881	
59	3400 - Heath Plan		13,032,494		13,593,750		13,859,924		13,233,239	
60	3414 - Lila ER Contribution		18,519		(22,601)		-			
61	3420 - Dental		2,774,580		2,832,684		2,852,181		2,779,066	
62	3430 - Life Insurance		150,545		151,254		141,662		148,608	
63	3440 - Prescriptions		127,399		126,798		125,190		122,232	
64	3460 - Post-Retirement		5,720,950		6,317,670		6,868,088		7,500,000	
65	3500 - State Unemployment Insurance		697,123		1,205,514		2,270,458		1,754,327	
66	3600 - Workers Compensation		1,330,840		1,294,218		1,328,624		1,620,011	
67	3700 - SF Retirement System		5,920,627		5,917,687		6,102,190		6,163,493	
68	3901 - Budget Undistributed-to Balance		6,197		15,118					
69	3980 - Other Benefits (Note 1)		45,919		150,963		(18,229)		(1,171,294)	
70	Total Fringe Benefits	\$	<u>41,657,003</u>	\$	<u>43,103,015</u>	\$	<u>44,926,541</u>	\$	<u>43,889,660</u>	
71										
72	Subtotal Salaries and Benefits		<u>178,197,700</u>		<u>176,145,558</u>		<u>175,599,095</u>		<u>170,917,117</u>	
73										
74	Note 1: This is the calculated amount that correlates with changes in compensation that have not yet been ratified.									
75										

	A	B	C	D	G	H
1	SFCCD	Non-personnel Expenditures: Budget, Forecast and Actual				
2		2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
3	Tentative Budget	Actual	Actual	Actual	Forecaste	Tentative
4	Unrestricted Fund	Total	Total	Total	Total	Total
5	Fiscal Year 2012-2013	Unrestricted Actual	Unrestricted Actual	Unrestricted Actual	Unrestricted Estimated	Unrestricted Tentative Budget
6	Acct Code & Title	FY08-09	FY09-10	FY10-11	FY11-12	FY12-13
7						
8	4000-Budget-Supplies/Materials *	\$ -	\$ -	\$ -	\$ -	\$ -
9	4102-Textbooks	32,333	546	2,417	2,441	2,500
10	4103-Other Books	6,568	13,494	8,333	11,382	11,400
11	4211-Cafeteria-COGS (Food)	222	-	-	-	-
12	4301-Printing Supplies	588,697	209,428	230,319	139,868	140,000
13	4302-Computer Supplies	34,613	33,626	24,655	24,029	24,000
14	4303-Other Supplies	990,736	927,154	886,703	903,132	877,000
15	4304-Durable Supplies	13,853	335	335	4,958	5,000
16	4305-Instructional Supplies	142,660	40,357	32,459	242,183	242,199
17	4306-Food Supplies	-	26,153	25,125	-	-
18	4313-BKST Bags & Packing (BSTORE ONLY)	-	-	-	-	-
19	4402-Uniforms	10,991	13,957	26,903	25,163	25,200
20	4405-Paper/Plastic Supplies	-	-	-	3,005	3,000
21	4410-Miscellaneous	(17)	-	-	-	-
22	4888-SUPPLIES EXPENSE RECOVERY	-	-	-	-	-
23	Total	\$ 1,820,655	\$ 1,265,050	\$ 1,237,249	\$ 1,356,161	\$ 1,330,299
24						
25						
26	5000-Budget-Other Operating Expenses *	\$ -	\$ -	\$ -	\$ -	\$ -
27	5060-Depreciation-Computer Equipment	1,628	-	-	-	-
28	5070-Depreciation-Misc. Equipment	687	-	-	-	-
29	5080-Capital Lease Amortization	155,556	-	-	-	-
30	5101-Instructional Service Agreements	1,367,371	(4,636)	100,000	393,025	125,000
31	5110-Guest Lecturer	3,000	3,014	2,631	862	1,000
32	5120-Computer Consulting	200	-	-	-	-
33	5130-Dues and Memberships	163,297	121,598	197,166	191,876	188,876
34	5131-Participants Cost	-	(7,407)	-	-	-
35	5190-Other Consulting	1,086,344	716,614	758,062	1,017,695	800,000
36	5191-Misc Personal Services	108	-	32,479	-	-
37	5192-Stipends	-	2,164	3,666	14,400	14,400
38	5193-Honorarium	-	-	1,480	-	-
39	5202-Conference and Food Services	45,668	2,375	3,577	729	-
40	5210-Travel - Non-Local	108,741	32,127	49,190	32,428	15,000
41	5212-Travel - Local	35,133	10,098	9,463	39,850	15,000
42	5254-Election	1,116,710	(529,820)	120,000	-	-
43	5350-Postage	347,863	192,434	139,252	96,825	100,000
44	5410-Insurance	1,055,639	1,058,864	1,197,616	1,181,055	1,200,000
45	5450-Self-Insurance Claims	-	-	(31,135)	31,235	32,000
46	5510-Water/Sewage	459,540	487,043	425,433	498,285	550,000
47	5520-Gas/Electricity	1,487,799	1,324,246	1,260,314	1,221,122	1,526,122
48	5530-Telephone	379,526	190,450	189,634	201,160	175,000
49	5540-Other utilities	-	293	-	357	-
50	5560-Housekeeping	461,318	458,375	540,042	502,069	530,000

	A	B	C	D	G	H
2	SFCCD	Non-personnel Expenditures: Budget, Forecast and Actual				
3		2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
4	Tentative Budget	Actual	Actual	Actual	Forecaste	Tentative
5	Unrestricted Fund	Total	Total	Total	Total	Total
6	Fiscal Year 2012-2013	Unrestricted	Unrestricted	Unrestricted	Unrestricted	Unrestricted
		Actual	Actual	Actual	Estimated	Tentative Budget
7	Acct Code & Title	FY08-09	FY09-10	FY10-11	FY11-12	FY12-13
8						
52	5610-Other Property Leases	701,923	723,888	690,581	715,487	716,000
53	5620-Property Leases - SFUSD	773,657	914,401	813,257	786,383	243,575
54	5631-Vehicle Leases	52,319	43,276	16,707	12,895	11,000
55	5632-Copier Leases	210,259	293,857	258,852	267,457	340,000
56	5633-Other Leases	77,527	73,312	174,659	158,818	153,000
57	5640-Maint & Repair - Non-Equipment	991,483	803,160	973,597	779,227	815,000
58	5650-Maint & Repair - Equipment	602,935	516,317	665,396	622,732	638,000
59	5655-Maint & Repair - Vehicles	77,664	67,875	78,515	81,129	65,000
60	5656-Software License Fees	779,119	758,599	911,851	657,497	660,000
61	5657-Maint - Hazardous Materials	152,989	125,513	125,972	142,843	65,000
62	5658-Maint - Other	2,900	6,840	3,544	4,336	-
63	5720-Litigation	314,851	250,829	175,843	58,693	100,000
64	5721-Judgments/Claims/Settlements	7,830	(14,616)	85,529	-	100,000
65	5722-Legal Services	168,846	577,847	196,932	358,588	400,000
66	5723-Alternative Dispute Resolution	7,035	-	-	-	-
67	5724-Investigations	193,999	2,400	3,360	-	-
68	5801-Broadcasting	66,156	21,062	70,326	44,144	45,000
69	5802-Print Advertising	53,500	21,366	84,944	33,375	34,000
70	5803-Other Advertising	11,665	5,582	1,250	160	-
71	5804-Community Outreach	15,965	4,364	2,085	1,751	1,800
72	5805-Student Outreach	34,299	148	-	150	-
73	5888-SERVICES EXPENSE RECOVERY	(16,701)	(1,264)	(1,448)	(26,417)	-
74	5901-Interest expense	13	168	54,274	-	-
75	5901T-Interest expense-TRAN	299,685	346,976	288,923	-	-
76	5902-Testing Services	21,556	-	-	-	-
77	5903-City Services	17,844	18,924	19,704	19,122	21,000
78	5904-Meals for Governing Board	12,843	1,930	-	1,845	2,000
79	5906-Credit Card Fees	274,685	294,105	329,546	337,169	328,000
80	5907-Over/Short	200	(212)	114	(276)	-
81	5908-Bank Service Fees	86,418	88,081	100,179	91,252	92,000
82	5909-Receivable Write-Off	-	718,122	2,931	-	400,000
83	5910-Other Expenses	109,577	17,766	41,629	52,282	100
84	5911-Tuition Reimbursement	30,908	37,622	36,993	36,010	40,000
85	5912-Fees for Services	15,867	302,969	262,713	124,709	126,000
86	5913-Banquet and Other Food Expenses	48,172	1,225	159	957	-
87	5914-Governmental Fees, Taxes & License	-	440	-	13,709	14,000
88	5XXX-Unallocated					
89	Total	\$ 14,474,115	\$ 11,080,702	\$ 11,467,789	\$ 10,799,000	\$ 10,682,873
90						
91	6000-Budget-Capital Outlay *	\$ -	\$ -	\$ -	\$ -	\$ -
92	6102-Site Improvements	-	-	-	-	-
93	6201-Planning Costs	-	-	150	-	-
94	6202-Construction in Progress	-	-	60,589	-	-

	A	B	C	D	G	H
2	SFCCD	Non-personnel Expenditures: Budget, Forecast and Actual				
3		2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
4	Tentative Budget	Actual	Actual	Actual	Forecaste	Tentative
5	Unrestricted Fund	Total	Total	Total	Total	Total
6	Fiscal Year 2012-2013	Unrestricted	Unrestricted	Unrestricted	Unrestricted	Unrestricted
7	Acct Code & Title	Actual FY08-09	Actual FY09-10	Actual FY10-11	Estimated FY11-12	Tentative Budget FY12-13
8						
95	6308-Video	5,014	4,372	5,127	3,313	1,260
96	6411-Add-Furniture/Fixtures	3,988	3,287	15,809	-	-
97	6412-Add-Vehicles	-	-	15,770	-	-
98	6413-Add-Computer Equipment	21,980	2,320	27,501	789	50,000
99	6414-Add-Miscellaneous Equipment	5,061	20,204	17,340	-	-
100	6431-Repl-Furniture/Fixtures	12,700	-	-	-	-
101	6432-Repl-Vehicles	21,436	19,489	24,770	23,946	21,000
102	6433-Repl-Computer Equipment	2,600	-	1,869	2,915	2,000
103	6434-Repl-Miscellaneous Equipment	9,770	29,363	(190)	5,369	5,200
104	6441-Add-Non Cap Custodial Furn/Fix	-	-	12,203	5,669	700
105	6443-Add-Non Cap Computer Eqp	6,095	-	2,506	-	-
106	6444-Add-Non Cap Custodial Misc Equip	14,544	27,020	11,265	-	14,700
107	6451-Add-Expendable Furniture/Fixt	963	(0)	2,735	2,462	6,600
108	6453-Add-Expendable Computer Equip	-	9,524	16,237	-	-
109	6454-Add-Expendable Misc Equipment	650	9,791	14,653	14,384	9,087
110	Total	\$ 104,802	\$ 125,369	\$ 228,334	\$ 58,847	\$ 110,547
111						
112	7000-Budget - Other outgoing	\$ -	\$ -	\$ -	\$ -	\$ -
113	7320-Transfer out - General Restrict	225,452	1,116,141	5,810,229	5,008,573	2,000,000
114	7330-Transfer out - Cafeteria, PYMTS to Studen	772,943	781,918	656,679	492,800	475,000
115	7340-Transfer out - Child Development	938,331	565,000	381,732	542,356	315,000
116	7370-Transfer out - Self-Insurance	173,920	147,439	131,577	83,404	83,404
117	7380-Transfer out - Financial Aid	-	-	-	157,816	157,997
118	7382-Transfer out - OPEB Trust Fund	-	-	29,855	500,000	500,000
119	7383-Transfer out - Scholarship Trust	41,400	23,400	9,000	7,200	
120	7501-Payments to Students				-	
121	7600-Other Payments to/for Students	28,318	-	-	-	
122	7901- Unallocated Cost	-	-	-	-	-
123	Total	\$ 2,180,364	\$ 2,633,898	\$ 7,019,072	\$ 6,792,149	\$ 3,531,401
124						
125	Subtotal Non-Personnel	\$ 18,579,936	\$ 15,105,019	\$ 19,952,444	\$ 19,006,157	\$ 15,655,120
126	Subtotal Salaries and Benefits					\$ 170,917,117
127	Total Budget					\$ 186,572,237
128						
129	* Will seek to backfill with Prop 20					
130						

Budget Resolution

DATE: June 28, 2012

B1

2nd Reading

SUBJECT: GENERAL FUND
Adoption of Tentative Annual 2012-2013 Budget
(Tentative Budget)
(Resolution No. 120628-B1a)

BACKGROUND INFORMATION:

The California Code of Regulations requires the governing board of each community college district to adopt a Tentative budget for the ensuing fiscal year on or before June 30th. The Tentative Annual Budget for 2012-2013 is a roll-over of current expenses plus unavoidable cost increases, minus anticipated savings, as reviewed by the planning and budget council. In addition, the Board's Budget Committee conducted several public meetings to review the proposed budget. This budget is detailed in the "Tentative Annual Budget 2012-2013 Tentative Recommendation", to be presented to the Board of Trustees at the June 28, 2012, meeting.

Tentative Annual Budget for 2012-2013: Tentative Recommendations

The 2012-2013 Tentative Annual Budget for the General Fund Unrestricted is based on the Governor's May Revised Budget with projected revenue and resources totaling \$186,572,237 of which \$186,572,237 represents the sum of state and local allocations and fees and \$0 represents the prior year's forecasted unreserved undesignated fund balance.

The General Fund Unrestricted Expenditure Budget for FY 2012-2013 is currently projected at \$186,572,237. This budget generally continues operational expenditures from the prior fiscal year.

After the State budget is approved, a Final FY 2012-13 District Budget will be developed and will be presented at the September 2012 Board of Trustees meeting.

The recommended 2012-2013 Tentative Annual Budget, as proposed by the Chancellor and submitted to the Board of Trustees for approval, is as follows:

Revised
06-28-2012

General Fund - Unrestricted

Estimated Revenue Appropriations

Estimated Revenues and Transfers-in	\$186,572,237
Add: Beginning Balance	-
Add: Transfer from Designated Reserve	-
Total Estimated Revenue & Resources	<u>186,572,237</u>

Estimated Expenditure Appropriations

Estimated Expenditures	\$186,572,237
Less: Unallocated Abatements	-
Total Estimated Expenditures	<u>186,572,237</u>

Estimated Surplus / (Deficit)

\$ -

Projected Board Designated Reserve 6/30/2012 ^(Note 1)	\$ 3,152,879
Projected Board Designated Reserve 6/30/2013	<u>\$ 3,152,879</u>

Internally Designated Fees & Services Fund Type 15	2,616,934
Internally Designated Departmental Fund Type 14	<u>\$ 1,563,000</u>
Total Internally Designated Unrestricted Funds	<u>4,179,934</u>

Federal	\$ 10,065,793
State	9,279,700
Pass Thru the City College of San Francisco	107,862
Foundations	952,003
Community Based Organizations	303,217
City and County of San Francisco	645,891
Contract Education Programs	332,020
Fees and Restricted Program Income	2,925,701
FWS Inst match & Categorical Transfer Bailout	2,741,401
Total Restricted Funds Type 12	<u>\$ 27,353,588</u>
Special Revenue Fund - Child Development Funds Type 21	<u>\$ 2,343,022</u>
Special Revenue Fund – Cafeteria Funds Type 22	<u>\$ 1,475,000</u>

Total Restricted and Special Revenue Funds

\$ 31,171,610

Capital Projects Funds (Estimated Fund Balance 06/30/2012)

Local Capital Projects	\$ 1,752,889
1997/1999 Bonds	\$ 833,062
2001 Bond	26,025,207
2005 Bond	62,221,606

Total Capital Projects Funds

\$ 90,832,764

Notes:

(1) Estimated Fund Balance includes up to an estimated additional \$1.5 million transfer from the Board Designated Reserve. The Authorizing resolution for this transfer will be brought before the Board in July 2012.

Part 1: Adoption of the Tentative Annual Budget

- Section 1 In accordance with Title 5, California Code of Regulations, Section 58196 the Board of Trustees of the San Francisco Community College District hereby adopts the Tentative Annual Budget for 2012-2013, hereafter termed the Tentative Annual Budget of the San Francisco Community College District, as detailed on Community College District forms and summarized by fund, purpose, and amount as follows:
- Section 2 Any action taken by the Board of Trustees at its meeting June 28, 2012 shall be incorporated in the 2012-2013 Tentative Annual Budget and a copy of the 2012-2013 Tentative Annual Budget with modifications shall be placed in the official files of the Board of Trustees.
- Section 3 The estimated receipts, income and revenue enumerated in the Tentative Annual Budget are hereby appropriated to the several funds and departments indicated in the Tentative Annual Budget for the purpose of meeting expenditure appropriations provided in the Tentative Annual Budget. These proposed expenditures are hereby appropriated to the funds and departments enumerated in the Tentative Annual Budget. Each department for which an expenditure appropriation is made is hereby authorized to use, in the manner provided by law, the amounts so appropriated for the purpose specified in the Tentative Annual Budget.
- Section 4 The Chancellor and Vice Chancellor of Finance and Administration are also authorized to execute all necessary budgetary documents, including current and subsequent budget transfers as required to maintain depository accounts with the San Francisco Controller and Treasurer, provided they are within the purposes and amounts of the budgets adopted on Community College District forms.
- Section 5 The Chancellor and Vice Chancellor of Finance and Administration are hereby authorized to withhold filing the documents described in Section 4 above until such time as they are legally required to be filed with the local and state agencies.
- Section 6 The Chancellor and Vice Chancellor of Finance and Administration are hereby authorized and obligated to the Administrative Provisions as contained in the attachment to this resolution entitled, Administrative Provisions, 2012-2013.

Part 2: General Fund Restricted

- Section 1 The General Fund - Restricted portion of the SFCCD Tentative Annual Budget contains appropriation of categorical funds from various granting

agencies, thru RFP's, Apportionment, Allocations, Subcontracts, Sub-Recipient Agreements, Fee Based Programs, Property rentals and overhead. Such appropriation shall be increased or decreased in accordance with the amount made available during the year 2012-2013 by cash receipts or allocations from the State of California or by amounts carried over from the prior fiscal year. Throughout the year, General Fund - Restricted Awards, Allocations, Sub-contract, Sub-recipients Agreements accepted by the District are communicated to the Board of Trustees monthly and appropriated to the Annual Budget. Such receipts are hereby appropriated in accordance with law for the purpose and subject to the conditions under which each receipt was received. Within each categorical program, transfers from unallocated amounts, transfers between accounts, and transfers between major classes are authorized to be made by the Chancellor and Vice Chancellor of Finance and Administration to the extent permitted by the laws and regulations of the State of California.

Part 3: Child Development Fund

Section 1 The Child Development Fund portion of the SFCCD Tentative Annual Budget contains appropriations of categorical funds from California Dept. of Education thru RFP's, Subcontracts, Sub-Recipient Agreements or gifts from various donors. Such appropriations shall be increased or decreased in accordance with the amount made available during fiscal year 2012-2013 by cash receipts or allocations from the State of California. Through out the year, General Fund - Restricted Awards, Allocations, Sub-contract, Sub-recipients Agreements accepted by the District are communicated to the Board of Trustees monthly and appropriated to the Annual Budget. Such receipts are hereby appropriated in accordance with law for the purpose and subject to the conditions under which each receipt was received. Within each categorical program, transfers from unallocated amounts, transfers between accounts, and transfers between major classes are authorized to be made by the Chancellor and Vice Chancellor of Finance and Administration to the extent permitted by the laws and regulations of the State of California.

Administrative Provisions 2012-2013

Section 1 Because total appropriations contained in the Tentative Annual Budget are based on estimated revenues which may not be fully realized, it shall be incumbent upon the Chancellor and Vice Chancellor of Finance and Administration to review revenue estimates each month. If such revenue estimates indicate a shortage, the Chancellor and Vice Chancellor of Finance and Administration are authorized to freeze an equivalent amount of expenditure appropriations and report this action to the Board of Trustees. These frozen appropriations may only be released if subsequent estimates indicate that the collection of the amount originally estimated is assured.

- Section 2 The Chancellor and Vice Chancellor of Finance and Administration are hereby authorized to make any transfer necessary to correct technical errors. In contrast, transfers from the unallocated appropriations to any expenditure classification shall be made only by formal resolution approved by a two-thirds vote of the members of the Governing Board as provided for in Title 5, California Code of Regulations, Section 58199; in addition transfers between major budget classifications shall be made only by a formal resolution approved by a majority of the members of the Board of Trustees as provided for in Title 5, California Code of Regulations, Section 58199. Transfers between subordinate accounts within a single major classification may be made by the Chancellor and Vice Chancellor of Finance and Administration.
- Section 3 The Chancellor and Vice Chancellor of Finance and Administration are hereby authorized; first, to expend from the available funds budgeted for any approved position; second, to transfer subject to the provisions of Title 5, California Code of Regulations, Section 58199 and expend from the available funds budgeted for personal services; and third, to transfer subject to the provisions of Title 5, California Code of Education, Section 58199 and expend from any other available budgeted funds for lump sum payments to classified employees upon death or retirement for service or separation caused by industrial accident for accumulated sick leave benefits in accordance with Civil Service Commission Rules 22, Section 22.02.B9. Provided, however, that the position held by an employee who is entitled to such lump sum payment will not be filled with either a permanent or temporary replacement until such lump sum payment has been recovered from funds budgeted for personal services, and further provided that in the event that said position must be filled immediately it may be so filled on the authorization of the Chancellor or the Vice Chancellor of Finance and Administration.
- Section 4 That the San Francisco Community College District is hereby authorized and directed to continue the existing special and trust funds, reserves; and the receipts in each such fund are hereby appropriated in accordance with law and the conditions under which such fund was established. The Chancellor and the Vice Chancellor of Finance and Administration are hereby authorized and directed to set up additional special and trust funds and reserves as may be created by either additional requests or under other conditions and the receipts in each fund are hereby appropriated in accordance with law for the purposes and subject to the conditions under which each fund was established.
- Section 5 That whenever the San Francisco Community College District shall receive for a special purpose from the United States of America, the State of California, or from any public or semi-public agency, or from any private person, firm or corporation any money or property to be converted into

money, there shall be set up in the accounting records of the San Francisco Community College District, a special fund or account evidencing the amount received and specifying the special purposes for which it has been received and for which it is held. Such an account or fund shall be maintained as long as any portion of said money or property remains. Such receipts are hereby appropriated in accordance with law for the purpose and subject to the conditions under which each receipt was received.

Section 6 Permanent certificated and classified positions continued or created by the Board of Trustees in the Tentative Annual Budget, may be increased, decreased, or reclassified only by approval of the Chancellor and Vice Chancellor of Finance and Administration. Funds provided with approval of the Chancellor and Vice Chancellor of Finance and Administration may be used to provide temporary employment when it becomes necessary to replace a permanent occupant of a position while on extended leave without pay, or for the temporary filling of a vacancy for a permanent classified position. Funds provided in the Tentative Annual Budget for permanent certificated positions may be with the approval of the Chancellor and Vice Chancellor of Finance and Administration transferred to other certificated positions.

Section 7 Money received as payment for damage to SFCCD property is hereby appropriated to pay the cost of repairing such equipment or property. Any excess funds, and any amount received for damaged equipment which is not to be repaired shall be credited to Miscellaneous Revenues of the General Fund; provided that where the property is damaged during construction and such construction is funded from the Capital Outlay Projects Fund, the excess funds shall be credited to the specific construction project in the Capital Outlay Projects Fund.

RECOMMENDATION:

RESOLVED: Any and all changes to the Tentative Budget adopted by the Board of Trustees at its meeting June 28, 2012 shall be incorporated into the final budget.

FURTHER BE IT RESOLVED: That the Chancellor, Vice Chancellor of Finance and Administration and/or their designee are hereby authorized to execute any and all documents on behalf of the District to effectuate this resolution.

SHARED GOVERNANCE REVIEW:

___ This resolution does not require review by the Shared Governance System.

___ This resolution requires review by the Shared Governance System for recommendation to the Chancellor. The following Shared Governance body(ies) reviewed this resolution and took action on it on the date indicated:

	Date	Recommended	Not Recommended	Reviewed Only
Academic Senate				
CAC				
College PBC				

College PBC discussed the assumptions and strategies related to this budget on May 22, 2012.

Only _____ required to review this resolution

Recommended for adoption:

Dr. Pamela Fisher, Interim Chancellor

Supplemental Schedules

	A	B	X	AA	AE	AF	AG	AI	AL
1									
2	SFCCD		Estimate		June 23, 2012 Version				
	Forecasted Actual Revenues and Expenditures 2011-2012		Forecast		Governor's compromise ballot measure passes and the Parcel tax passes	Only Parcel Tax Measure Passes	Governor's compromise ballot measure passes and the Parcel tax fails (Note 1)	Governor's compromise ballot measure fails and Parcel tax fails	
	Budgeted Revenues and Expenditures 2012-2013		Unrestricted						Notes:
3			FY 2011-12		FY 2012-13	FY 2012-13	FY 2012-13	FY 2012-13	
4									
6	State General Apportionment (TCR)		\$ 98,957,432		155,252,626	155,252,626	155,252,626	155,252,626	
7	State General Apportionment - Noncredit								
8	State General Apportionment - Noncredit CDCP								
9	Growth								
10	COLA								
11	If Revenue Measures Fail In November 2012					(10,346,559)		(10,346,559)	CC League Simulation 6/18/12
12	Governors Compromise Ballot Measure								
13	Total Apportionment				155,252,626	144,906,067	155,252,626	144,906,067	
14									
15	Property tax		46,221,252						
16	Student Enrollment Fees (98%)		10,073,942						
17	Subtotal		56,295,194						
18									
19	Total District General Revenues		155,252,626		155,252,626	144,906,067	155,252,626	144,906,067	
20	Deficit Factor		0.97651		0.99500	0.99500	0.99330	0.99000	
21	Revised Deficit Affected Revenues		151,605,057		154,476,363	144,181,537	154,212,571	143,457,006	
22									
23									
24									
25									
26	Partnership for Excellence ()								
27	Prior Year Correction (1)		68,342						
28	Lottery		4,640,000		4,220,000	4,220,000	4,220,000	4,220,000	
29	Mandated Cost		120,720		950,000	-	950,000	-	
30	Part-Time Equalization		785,955		785,955	785,955	785,955	785,955	
31	Part-Time Faculty Health Ins		84,569		84,569	84,569	84,569	84,569	
32	Part-Time Faculty Office Hours		35,812		35,812	35,812	35,812	35,812	
33	Basic Skills ()		-		-	-	-	-	
34	Apprenticeship		232,547		232,547	232,547	232,547	232,547	
35	One-Time Equalization		-		-	-	-	-	
36	Sales Tax		15,415,000		15,415,000	15,415,000	15,415,000	15,415,000	Increase offset by drop off in FTE's.
37	Parcel Tax				14,000,000	14,000,000	-	-	
38	Interest Income (net)		-		-	-	-	-	
39	Non-Resident Tuition		8,923,084		8,923,084	8,923,084	8,923,084	8,923,084	Flat
40	Enrollment Fee		132,165		93,171	93,171	112,699	93,171	
41	Other Revenue Fundraising External (collected)		183,817		300,000	300,000	300,000	300,000	
42	Other Revenue Fundraising Internal (collected/new/released)				-	-	-	-	Zeroed Out
43	Unclaimed Credit Balances		850,000		-	-	-	-	
44	Other Revenue (See note XX)		426,201		400,000	400,000	400,000	400,000	
45	Transfers IN (additional Items see Note 2)		2,781,330		900,000	900,000	900,000	900,000	
46	Transfers In - Designated Internal Service								
47	Total Categorical Revenues awarded with The Costs								
48	Total District Other Revenues		34,679,542		46,340,138	45,390,138	32,359,666	31,390,138	
49									
50	Total Unrestricted Revenues		186,284,599		200,816,501	189,571,675	186,572,237	174,847,144	
51									
52	Beginning Balance		2,721,330		-	-	-	-	2011-2012 Probable Scenario. No Reserve in 2012-2013.
53	Add'l Corpus Release (Note2:)		1,076,000		-	-	-	-	
54	Departmental Funds		-		-	-	-	-	
55	Dept Of Election PPD		-		-	-	-	-	
56	Dividend Refund from Insurance JPA		-		-	-	-	-	
57	Pr Yr ADJ 'S- for Allow Debt Accts		-		-	-	-	-	
58	Transfers from Board Designated Reserves		2,000,000		-	-	-	-	
59	Total Resources		192,081,929		200,816,501	189,571,675	186,572,237	174,847,144	
60									
61	Total Estimated Expenditures, FY 12. Budget Summary Sheet FY 13		194,605,252		186,572,237	186,572,237	186,572,237	186,572,237	
62									
63	Surplus (Deficit) of Revenues over Expenditures "GAP"		(2,523,323)		14,244,264	2,999,437	(0)	(11,725,093)	
286	"Additional" solutions both Revenue and Expenditure		1,500,000						
287	Estimated Additional Amount from Board Designated Reserve		(1,023,323)						
288									
289	Budget cuts and negotiated concessions to balance					2,999,437	(0)	(11,725,093)	
290									(See Note 1)
291									
292	Note 1:								
293	Personnel Expenditures in this draft budget reflect approximately \$6.0 Million in negotiated changes with the employee organizations which represent the College's employees. These changes have not yet been agreed to or ratified.								
294									
295	Note 2:								
296	Amount includes \$570,000 in release of corpus gift still outstanding with Donor(s).								
297									

	A	B	E	X	AI	AE	AF	AG	AI	AL
1										
2		SFCCD		Estimate		May 24, 2012 Version				
		Forecasted Actual Revenues and Expenditures 2011-2012		Forecast		Governor's compromise ballot measure passes and the Parcel tax passes	Only Parcel Tax Measure Passes	Governor's compromise ballot measure passes and the Parcel tax fails (Note 1)	Governor's compromise ballot measure fails and Parcel tax fails	
		Budgeted Revenues and Expenditures 2012-2013		Unrestricted						Notes:
3										
4				FY 2011-12		FY 2012-13	FY 2012-13	FY 2012-13	FY 2012-13	
6		State General Apportionment (TCR)				154,156,945	154,156,945	154,156,945	154,156,945	
7		State General Apportionment - Noncredit								
8		State General Apportionment - Noncredit CDCP								
9		Growth								
10		COLA								-
11		If Revenue Measures Fail In November 2012					(9,005,405)		(9,005,405)	CC League Simulation 5/15/12
12		Governors Compromise Ballot Measure								
13		Total Apportionment				154,156,945	145,151,540	154,156,945	145,151,540	
15		Property tax								
16		Student Enrollment Fees (98%)								
17		Subtotal								
19		Total District General Revenues (154,412,574-255,629)		154,156,945		154,156,945	145,151,540	154,156,945	145,151,540	
20		Deficit Factor		0.96581		0.99500	0.99500	0.99500	0.99000	
21		Revised Deficit Affected Revenues		148,885,942		153,386,160	144,425,782	153,386,160	143,700,025	
22		Property Tax Adjust for San Mateo Basic Aid		1,400,000						
23				150,285,942						
26		Partnership for Excellence ()								
27		Prior Year Correction (1)		68,342						
28		Lottery		4,640,000		4,220,000	4,220,000	4,220,000	4,220,000	
29		Mandated Cost		120,720		950,000	-	950,000	-	
30		Part-Time Equalization		785,955		785,955	785,955	785,955	785,955	
31		Part-Time Faculty Health Ins		84,569		84,569	84,569	84,569	84,569	
32		Part-Time Faculty Office Hours		35,812		35,812	35,812	35,812	35,812	
33		Basic Skills ()		-		-	-	-	-	
34		Apprenticeship		232,547		232,547	232,547	232,547	232,547	
35		One-Time Equalization		-		-	-	-	-	
36		Sales Tax		15,415,000		15,415,000	15,415,000	15,415,000	15,415,000	Increase offset by drop off in FTE's.
37		Parcel Tax				14,000,000	14,000,000	-	-	
38		Interest Income (net)				-	-	-	-	
39		Non-Resident Tuition		8,978,710		8,978,710	8,978,710	8,978,710	8,978,710	Flat
40		Enrollment Fee		112,699		93,171	93,171	112,699	93,171	
41		Other Revenue Fundraising External (collected)		750,000		300,000	300,000	300,000	300,000	
42		Other Revenue Fundraising Internal (collected/new/released)		-		-	-	-	-	Zeroed Out
43		Unclaimed Credit Balances		700,000		-	-	-	-	
44		Other Revenue (See note XX)		424,500		400,000	400,000	400,000	400,000	
45		Transfers IN (additional items see Note 2)		2,781,330		900,000	900,000	900,000	900,000	
46		Transfers In - Designated Internal Service				-	-	-	-	
47		Total Categorical Revenues awarded with The Costs				-	-	-	-	
48		Total District Other Revenues		35,130,184		46,395,764	45,445,764	32,415,292	31,445,764	
49										
50		Total Unrestricted Revenues		185,416,126		199,781,924	189,871,546	185,801,452	175,145,789	
52		Beginning Balance		2,721,330		-	-	-	-	2011-2012 Probable Scenario. No Reserve in 2012-2013.
53		Add'l Corpus Release		660,000		-	-	-	-	
54		Departmental Funds		-		-	-	-	-	
55		Dept Of Election PPD		-		-	-	-	-	
56		Dividend Refund from Insurance JPA		-		-	-	-	-	
57		Pr Yr ADJ 'S- for Allow Debt Accts		-		-	-	-	-	
58		Transfers from Board Designated Reserves		2,000,000		-	-	-	-	
59		Total Resources		190,797,456		199,781,924	189,871,546	185,801,452	175,145,789	
60										
61		Total Estimated Expenditures, FY 12. Budget Summary Sheet FY 13		194,605,252		200,411,868	199,887,249	199,887,249	199,887,249	
62										
63		Surplus (Deficit) of Revenues over Expenditures "GAP"		(3,807,796)		(629,944)	(10,015,703)	(14,085,797)	(24,741,460)	
286		"Additional" solutions both Revenue and Expenditure		2,000,000						
287		Estimated Additional Amount from Board Designated Reserve		(1,807,796)						
288										
289		Budget cuts and negotiated concessions to balance				-	(10,015,703)	(14,085,797)	(24,741,460)	
290								(See Note 1)		
291										
292		Note 1:								
293		The estimated deficit if the Governor's tax proposal is enacted is \$14.09 M. The Administration has already identified \$7.4M that will be generated via savings from attrition, reductions in non-instructional assignments and non-personnel costs, and reductions in the number of class sections offered. An additional \$6.7M in labor cost reductions are subject to negotiations between the District and affected employee organizations.								
294										

**CPBC Work Group on Campuses
CCSF Campuses Cost Model Summary
FALL 2012**

		Airport	Castro	Chinatown	Civic Center (and FTM)	Downtown	Evans	Gough	John Adams	Mission	Southeast
State Basic Allocation	FTES										
	State Approved Center	0	0	\$ 1,107,182.00	\$ 1,107,182.00	\$ 1,107,182.00	\$ 830,386.00	0	\$ 1,107,182.00	\$ 1,107,182.00	\$ 276,795.00
Instruction- Classes	Number of Credit Classes	5	46	20	46	82	68	0	103	116	33
	Number of Noncredit Classes	0	1	218	79	199	49	0	266	261	26
Student Services	A&E/Matriculation staff	0	0	3.4	1.3	1	0	0	4	1	1.4
	A&R staff	0	0	0	0	0	0	0	1	1	0
	CDPC	0	0	0	0	0	0	0	0.2		
	Counselors	0	0								
	Counseling Support Staff	0	0	1.4	0	1	0	0	1.5	1	1
	DSPS	0	0								
	DSPS Staff	0	0						3.8		
	Financial Aid	0	0	0.3	0.1	0.1	0.6	0	0.3	1	0.1
	Librarians	0	0	1	0	1	0	0	1.3	1	1
Library Staff	0	0	0	0	2	0	0	2	2	1	
Institutional Support	Bookstore Staff										
	Buildings & Grounds	0	0	1	0	2	0	0	1	2	0
	CCSF Police	0	0	2	2	2	1	2	2	3	3
	Custodians										
Operating Expenses	Leases or Rental Agreements										
	Electric										
	Gas										
	Water										
	Garbage										

Campus Summary-Prelim-FY12-13
DRAFT

**CPBC Work Group on Campuses
CCSF Campuses Cost Model Summary
SUMMER 2012**

		Airport	Castro	Chinatown	Civic Center (and FTM)	Downtown	Evans	Gough	John Adams	Mission	Southeast
State Basic Allocation	FTES										
	State Approved Center	0	0	\$ 1,107,182.00	\$ 1,107,182.00	\$ 1,107,182.00	\$ 830,386.00	0	\$ 1,107,182.00	\$ 1,107,182.00	\$ 276,795.00
Instruction- Classes	Number of Credit Classes	1	0	0	0	5	10	0	3	9	5
	Number of Noncredit Classes	0	0	22	136	160	5	0	21	40	4
Student Services	A&E/Matriculation staff	0	0	3.4	1.3	1	0	0	4	1	1.4
	A&R staff	0	0	0	0	0	0	0	1	1	0
	CDPC	0	0	0	0	0	0	0	0.2	0	0
	Counselors	0	0	0	0	0	0	0	0	0	0
	Counseling Support Staff	0	0	1.4	0	1	0	0	1.5	1	1
	DSPS	0	0	0	0	0	0	0	0	0	0
	DSPS Staff	0	0	0	0	0	0	0	3.8	0	0
	Financial Aid	0	0	0.3	0.1	0.1	0.6	0	0.3	1	0.1
	Librarians	0	0	1	0	1	0	0	1.3	1	1
Library Staff	0	0	0	0	2	0	0	2	2	1	
Institutional Support	Bookstore Staff										
	Buildings & Grounds	0	0	1	0	2	0	0	1	2	0
	CCSF Police	0	0	2	2	2	1	2	2	3	3
	Custodians										
Operating Expenses	Leases or Rental Agreements										
	Electric	\$27.00	\$-	\$3,736.00	\$1,659.00	\$6,830.00	\$2,350.00	\$1,835.00	\$2,403.00	\$9,174.00	\$-
	Gas	620.00	-	6,455.00	3,132.00	2,800.00	606.00	2,669.00	4,018.00	8,895.00	-
	Water	349.00	-	3,402.00	1,320.00	3,667.00	1,253.00	928.00	2,322.00	5,698.00	-
	Garbage	224.00	-	2,943.00	1,978.00	5,782.00	2,511.00	1,894.00	3,346.00	5,660.00	-

Campus Summary-Prelim-FY12-13
DRAFT

Appendices



Annual Plan 2012 – 2013

Draft – May 21, 2012

DRAFT:

Note: This Plan remains a draft until approved by the College's Board of Trustees.

Introduction

Dear Colleagues, Community Partners, and Friends,

As described in our Mission and Vision, City College strives to provide superior and affordable educational experiences for all students within a supportive, caring, inclusive, and diverse College culture that fosters student success. To move the College closer to this vision of excellence, the Strategic Plan for 2011-2016 identifies these six Strategic Priorities:

- A. EXCELLENCE IN TEACHING, LEARNING, AND SUPPORT SERVICES.**
Strengthen and improve academic and student development programs to enhance student learning outcomes and promote access, progress, and success for all students.
- B. COMMUNICATION AND INFORMATION**
Improve communication among all CCSF constituencies, including students, alumni, and community partners. Coordinate the dissemination of information to these groups.
- C. CAMPUS FACILITIES AND COMMUNITIES**
Respond to the changing academic, CTE, student service, cultural and personal goals and needs of students and communities throughout San Francisco.
- D. DIVERSITY AND INCLUSIVENESS**
Promote diversity and inclusiveness at all levels of the College.
- E. TECHNOLOGY**
Update technology infrastructure, hardware, and software to support the College's vision and mission.
- F. RESOURCES AND STAFFING**
Support workforce practices that put students first and that are economically, socially, and environmentally sustainable for the College and its employees.

The Annual Plan serves as a key integration point for the College's planning, budgeting, and assessment processes. The purpose of this Plan is not to detail the regular work of every department and unit at the College. Rather, the Annual Plan builds upon the broad framework provided by the Strategic Priorities, drawing from the College's other long-range plans and incorporating applicable priorities identified through the Program Review process.

Achievement of the 2012-2013 Annual Objectives partly depends on the resources available this Fiscal Year; however, some progress can be achieved even in the face of diminished resources. This year's Annual Plan focuses on attainable, cost-neutral and cost-containing activities. Annual Objectives include specific measures to gauge progress. Toward the end of the Fiscal Year, the College's Planning and Budgeting Council, as well as the Board's Planning and Budgeting Committee, will review the data collected to assess the Plan's implementation.

Regarding the structure of this Plan: The Annual Plan uses the six Strategic Priorities for 2011-2016 as a transparent reference point. In addition, the Annual Plan includes all Major Objectives from the Strategic Plan (identified by italics). Major Objectives will be implemented from Fall 2011 through Spring 2016. While the College attempts to make progress in nearly all of these areas each year, for some areas where no cost-neutral measures of progress could be delineated, no Annual Objectives are identified for Fiscal Year 2012-2013.

A. EXCELLENCE IN TEACHING, LEARNING, AND SUPPORT SERVICES: During this fiscal year, the College will strengthen and improve academic and student development programs to enhance student learning outcomes and promote access, progress, and success for all students, including the development and promotion of programs, services and strategies that narrow achievement gaps and support student preparedness and success, teaching and learning, multicultural infusion and exchange, and a global learning perspective. These efforts include a focus on gateway courses in math and English and services/programs that target underserved, educationally disadvantaged and first generation college students. Additional focus includes professional development covering the relevant areas of GED and adult basic education, basic and developmental skills, English as a Second Language, cohort based learning communities, career technical education, interdisciplinary and intersegmental pathways and connections, immigrant and multicultural populations. Academic Freedom and collegial professionalism create a foundational environment of inquiry, discussion, and critical judgment. Academic Freedom allows the faculty to be bold and visionary as they deliver instruction. Students are provided with opportunities to learn about and try out different perspectives. The process of examining and assessing different perspectives encourages students to contextualize and synthesize what they learn. Freedom of inquiry is essential to City College's goal of providing not just acquisition of skills and credentials, but a full education of the whole person.

- I. *Continue to put students' needs first and continue to acknowledge academic freedom and collegial professionalism of the entire college including students, faculty, the administration, classified staff, and the Board of Trustees as integral to our mission.*
 - a. Assess the vitality of Academic Freedom and Professionalism at the College by reporting on aggregate data from student evaluations of faculty to determine the degree to which faculty respect for Academic Freedom is reported by our diverse student population, specifically whether instructors "respect your efforts and opinions as an individual" (Credit), "respect your individual efforts and opinions" (Noncredit), and "show courtesy and respect to all students" (Noncredit).

- II. *Implement strategies to close achievement gaps for identified groups, increase retention and persistence, and support all students in achieving their goals including transfer and achievement of certificates and degrees.*
 - a. Assess whether the implementation of dedicated lab hours for the Math/Stat program has a positive effect by comparing the number of students across all ethnic groups who use the lab while completing the Math 45-Math 80/Psych 5 sequence and achieve transfer level status in 2013 as compared to 2012 and 2011
 - b. Assess our ability to facilitate transfer opportunities for students by measuring the number of new transfer programs approved by the State Chancellor's Office in 2012-2013 under Senate Bill 1440 and the number of students transferring using any of the SB 1440 approved degrees. In addition, measure the number of 2013 Transfer Admission Guarantees (TAG) applications and acceptances as compared to 2012.
 - c. Expand the use of automated certificate evaluation and measure the related increase in the number of certificates awarded to students.
 - d. Identify bridge and academy programs in Career and Technical Education departments that strive for higher transfer and completion rates while focusing on students' long-term employment goals and identify data points for assessing/measuring their effectiveness

- e. Continue to work toward full implementation of the plan to create an English Department Reading and Writing Center. Once established, assess whether there is a positive effect on retaining students, achieving desired learning outcomes, strengthening college readiness, making better use of the lab budget, and improving the morale of students, faculty, and staff.

III. Strengthen and improve programs and courses including alignment with the Educational Master Plan, student learning outcomes, and the accreditation self-study report.

- a. Assess effectiveness in promoting program improvement in CTE departments, by evaluating the research conducted in the Perkins-funded Student Success Initiative. This initiative has been supporting program improvement in career and technical education departments through conducting qualitative and quantitative research with students and faculty and supporting professional development activities.
- b. Assess effectiveness in developing remaining program SLOs (Student Learning Outcomes) that reflect critical skills and competencies for student success and completion and finalizing corresponding assessment plans by comparing 2013 percent completion of program SLOs to that of 2012 and 2011.

IV. Respond to the educational and training needs of students and communities through implementation of workforce, STEM, and community development initiatives.

- a. Continue to update Career and Technical Education, as well as student services needs, by requesting, evaluating, and including as appropriate the input of CTE students, industry advisory committees, and community partners.
- b. Assess ability to identify and advocate for viable career and technical education programs and services that are identified by employers, industry sectors and communities.
- c. Assess the collaborative work of the Student Development Division in initiating new internships and distributing employment opportunity information to students who successfully complete their programs of study.
- d. Assess effectiveness in providing Career and Technical Education students with tools for post CCSF program employment by working with the Student Job Placement Task Force to continue assessment of piloting employment portal software. Obtain Input from the Task Force on how to better serve students with post-CCSF employment.

V. Strengthen links between/among departments and programs with classes in basic skills instruction, including but not limited to: Transitional Studies, ESL, Mathematics, English, and Career Technical Education.

VI. Strengthen collaboration among various departments and segments within the College including enhancement of noncredit offerings with facilitation of seamless student movement between noncredit and credit.

- a. Identify opportunities and/or programs where students move seamlessly between noncredit and credit, and measure number of students that transition from noncredit to credit and or straddle both divisions by taking coursework in noncredit and credit.

VII. Assess student and academic support systems, under the direction of its departments, and develop and implement strategies to most effectively serve students.

- a. Continue to assess support services needs and financial aid literacy levels, of students in targeted Career and Technical Education programs.
- VIII. *Assess the College curriculum with analytical writing, numeracy, critical thinking, communication skills, and information competencies among the criteria for excellence in order to better prepare students for careers and transfer.*
- a. Examine feasibility of making these areas part of the SLO expectations for students in all disciplines where appropriate.
- IX. *Assess the College curriculum, with multicultural perspectives and inclusiveness among the criteria for excellence.*
- a. To measure faculty access to Multicultural Infusion Project training, we will report by campus the number of faculty who participate in MIP training, and to measure effectiveness, faculty participants will be surveyed about their satisfaction with the training and its perceived impact on student learning in the classroom.
 - b. Compare passing rates of students in accelerated English and Math with those of students in regular English and Math courses.
 - c. Identify and measure increases in opportunities for students to engage in out-of-classroom learning activities (including service learning, internships, tutoring, mentoring, and cultural and recreational activities at all campuses.)
 - d. Measure participation of faculty and staff in professional development opportunities related to diversity issues and multicultural perspectives.
 - e. Promote contextualized and experiential learning strategies, especially in English, ESL, and Math. Begin collecting data to measure and assess the impact on student learning.
 - f. Promote and assess Writing Across the Curriculum in departments other than English that promote language skills.
- X. *Strive to make multicultural perspectives and civic engagement the norm for all disciplines, as appropriate.*
- XI. *Promote the infusion of sustainability practices and themes, as appropriate, into curriculum, learning resources, student support services, and staff development initiatives.*
- a. Identify courses that include project based learning focused on sustainable practices. Continue to identify and promote best practices that can be shared with departments throughout the college.
- XII. *Integrate artistic and cultural resources into the institutional life of the College.*
- XIII. *Support faculty and staff in the use of effective practices in teaching and learning and develop ongoing professional learning programs that promote such strategies.*
- a. To assess professional development activities, both those focusing on scholarly content and those centered on pedagogy, examine the diversity of content and availability to faculty of activities offered during flex days and throughout the year. The number of related sessions held during flex days will be compared to the previous year.

- b. Compare the amount of funding to support innovative efforts to enhance student learning with previous year, and establish a forum for sharing reports on the effectiveness of innovative strategies for teaching and learning.
- XIV. *Encourage out-of-classroom learning activities to provide a range of opportunities, including service learning, internships, tutoring, mentoring, and cultural and recreational activities.*
 - a. Assess effectiveness in expanding experiential learning opportunities, by comparing the number of new internship, service learning, and mentoring courses developed by departments, the number of such courses scheduled, and their corresponding enrollments in 2013 as compared to 2012 and 2011.
- XV. *Provide on and off campus opportunities for cultural exchange including exposure to diverse environments and global careers.*
- XVI. *Develop explicit benchmarks and certificates to acknowledge and document noncredit student achievement.*

B. COMMUNICATION AND INFORMATION: During this fiscal year, the College will improve communication among all CCSF constituencies, including students, alumni, and community partners, and coordinates the dissemination of information to these groups. The College will increase the number of opportunities for constituency groups to engage in communication and collaboration that will provide consistent and complete information about college programs, resources, and policies. These efforts will use electronic forms of communication in order to reach and inform the greatest numbers of constituent groups, including faculty, staff, administration, Board members, current and future students, alumni, members of the community, and employers. A major focus of this coming year will include identifying and disseminating online information, particularly promoting easy access to the location of program, resource, and policy information. This will also support the college's commitment to environmentally sustainable practices. Email blasts, City Currents, and CCSF's website will also be used to inform the community of new or revised policies and new and existing resources.

- I. *Increase opportunities to engage in communication and collaboration across all constituent groups to develop more consistent and complete information about college programs, resources, and policies.*
 - a. Continue to work through the appropriate Shared Governance Committees to update online information and create the ability to easily respond to electronic student requests. Continue to use and expand upon the Office of Shared Governance Facebook page to provide up to date information to students.
 - b. Encourage departments and shared governance groups to use social media and relevant communication vehicles to outreach constituents and provide an opportunity for involvement and information on the college. Continue to share information in publications, websites, and other forms of communication used by the college. Encourage constituent groups to review, update and further disseminate to inform the greatest number of users.
 - c. The College's Planning and Budgeting Council Workgroups will continue to develop data on college resources, including campuses and staffing levels, to make well informed and data supported budget decisions.
 - d. Produce materials to provide accurate information about grants at City College and promote college-wide discussion clarifying the role of grants.
- II. *Increase use of social media and other communication tools across the College and for communication with the students and communities the college serves.*
 - a. Continue to identify and promote the use of existing CCSF Facebook and other social media pages of other forms of communication used by CCSF.
 - b. Continue to use the WebCred Work Group to update Department and program webpages and promotional materials. Continue the development of a process for ongoing updating and maintenance. Report the number of sites on CCSF's webpage that have been updated or revised.
- III. *Design outreach communications (publications, web, visual, audio) to appeal to local, state, national and global audiences, including translation of print materials into multiple languages.*
 - a. Continue to strive to reinvigorate the Office of Marketing and Public Information. By hiring a Dean of Marketing and Public Information, CCSF will improve marketing, promotional materials, and communication. The new Dean would ensure that

information resources will be inventoried, standardized, and centralized. Until the new Dean can be hired, support the efforts to engage the services of a private higher education marketing firm to assist in conveying the College's messages to the community.

- b. Continue to work with the Foundation of CCSF to increase online communications with alumni providing opportunities to stay in touch with CCSF, to participate in CCSF activities, and to support CCSF fundraising campaigns.
- IV. *Coordinate the dissemination of information to potential students to ensure greater success in outreach activities.*
- V. *Strengthen and support College shared governance, including educating the College community about its processes.*
- a. Continue to inform the college community of the shared governance process to increase greater college wide participation using City Currents, the college website and Facebook pages. Survey faculty, staff, and students to determine the level of participation and understanding of shared governance and identify factors that motivate participation.
- VI. *Collect, analyze, review and disseminate a broad array of relevant data to inform decision making in all areas of the college.*
- a. Continue to evaluate and assess the data accessed through the Employment Outcomes Pilot Project, which CCSF is involved with along with the Bay Area Community College Consortium (BACCC) and the RP Group. This project uses completer and leaver surveys to assess the outcomes of the CTE programs at Bay Area community colleges, including CCSF, and will consider whether students became employed within their field of study, if their community college coursework positively affected their earning potential, and why students dropped out of CTE programs. Continue to use After College, an online internship and employment tool which was recommended by the CCSF Work Group.
 - b. The Research & Planning and Technology Offices will continue to coordinate and collaborate in order to provide easily accessible and accurate data regarding programs, outcomes, enrollment patterns, etc
 - c. Continue to review and update the Office of Grants and the Office of the Controller websites to include reporting procedures, fundraising protocols and resources, and information on local, state, and federal regulations. Continue to develop an online Grants Manual and standardized grant activity procedures. These procedures, protocols, and guidelines should be regularly reviewed by the Grants Office, the Controller's Office, the Internal Auditor's Office and Legal Counsel for accuracy and compliance with government and District policies and requirements. The grants management site links to the relevant Business Office web pages and the Business Office links back to it. A formal, collaborative review among the relevant offices should be conducted.
 - d. Continue to provide a centralized repository of surveys conducted and provide assistance in the use of Survey Monkey.
- VII. *Conduct employer and professional practice surveys to evaluate curriculum competencies in career and technical education disciplines.*

VIII. Implement strategies to preserve institutional knowledge.

IX. Promote sustainability efforts throughout the College using educational materials about environmentally sustainable practices and policies.

- a. Continue to encourage faculty to develop and present sustainability workshops for flex day and other college-wide activities that include topics such as, paperless classrooms, zero waste or how to reduce what is added to landfill, and green purchasing practices. Flex day schedule and other CCSF publications should be encouraged to continue to include information on CCSF Recycling. CCSF's Sustainability Subcommittee has developed a new Sustainability Website, which would be promoted.

X. Ensure appropriate levels of privacy and security for electronic and other communications.

- a. Inform the College community about effective virus protection and other methods of adequately securing electronic information.

C. CAMPUS FACILITIES AND COMMUNITIES: During this fiscal year, the College will continue to respond to the changing needs of students and communities throughout San Francisco. We will work with employers and community partners to identify Career and Technical Education and student services needs. We will enhance, as needed, the physical and operational structure of the College campuses. To support the College's mission we participate in outreach activities in local neighborhoods and communities to improve access to the College. We will administer surveys and conduct focus groups to determine whether appropriate and relevant education programs are offered at campuses. We will continue to conduct outreach activities to underrepresented populations.

- I. *Continue to improve our outreach services and partnerships with high schools and local community organizations.*
 - a. Identify the number of SFUSD high schools participating in concurrent enrollment programs. Compare the number of students enrolled in this year's program to last year.
 - b. Identify by campus the number of community based organizations currently working in some type of partnership with the different campuses, and list the different types of services being offered.
- II. *Move toward an equitable level of student services and curricular offerings at each campus.*
 - a. Document the utilization and student satisfaction of a Pilot "One Stop" Enrollment Services Centers that will integrate Admissions, Financial Aid, matriculation and New Student Counseling Services at Civic Center, John Adams, Mission, Evans and Southeast Campuses.
 - b. Increase staffing, if possible, and document the effects in the Financial Aid Office at the Chinatown Campus.
 - c. In the Fall 2012, fully implement and assess a Web-Registration process for noncredit business students at the Downtown, Mission and Civic Center Campuses.
- III. *Collaborate with community partners to provide wrap-around services for students who need extra support to succeed (i.e. services that contribute to physical, mental, social and economic well-being).*
 - a. Identify the current number of grant funded programs that include wrap-around services provided by community partners. Identify the number of participants in each program and inventory the types of services provided.
- IV. *Complete building projects currently in progress, and assess future needs for facilities planning, funding, construction, utilization and consolidation, always adhering to College standards for sustainability.*
- V. *Improve the availability of facilities at all campuses as feasible, including classrooms, tutoring spaces, group study rooms, and labs.*
 - a. Evaluate the physical layout (use of space) and operational structure at the campuses and assess the College's success at enhancing the programs and services offered at, in particular, the Civic Center, Evans, Mission Campus and Southeast Campuses.

- b. Continue collaborating with PUC to remodel Southeast.
- VI. Develop regular maintenance plans, including retrofits for existing facilities, to provide a high quality educational environment and meet the needs of programs and students, always adhering to College standards for sustainability.*
- VII. Collaborate with community partners in promoting sustainability.*
- VIII. Provide sustainable, ergonomic seating, furniture, equipment, and ADA accommodations for all facilities.*
- IX. Create a maintenance plan for artistic and cultural resources of the College.*
- X. Maintain clean and functional facilities that support student learning.*

D. DIVERSITY AND INCLUSIVENESS: During this fiscal year, the College will continue to promote diversity and inclusiveness at all levels of the College. The College will implement initiatives to close student achievement gaps by increasing support for underrepresented populations through improved registration and placement test processes, expanded peer mentoring and tutoring opportunities, greater access to quality counseling services at all campuses, targeted outreach at San Francisco high schools, and increased support for retention-based programs and services assisting underrepresented students. As appropriate, the College will continue to make multicultural perspectives and civic engagement the norm for all disciplines. The College will continue to tie all programs and services to ADA compliance and increase data collection for additional at-risk populations. The College will work to increase the success of underrepresented students in meeting certificate, degree and transfer goals.

- I. *Foster a supportive, positive, and productive environment for our diverse employees and students.*
- II. *Implement strategies to close student achievement gaps for identified underrepresented groups.*
 - a. Continue to implement and assess strategies (such as priority registration for high school students and accelerated sequencing in English and math courses) for reducing the achievement gap by measuring the following (from 2008-09 baseline data):
 - i. the number of high school graduates successfully transitioning to City College and enrolling full time (12 units), including demographic data.
 - ii. persistence in enrollment for underrepresented student groups from fall to spring semesters
 - iii. increases in the number of underrepresented students with a first semester passing GPA (min. 2.0)
 - iv. the number of underrepresented students taking and passing accelerated and traditional sequence English and Math courses as well as transfer/college-level English and Math course sequences
 - v. the number of underrepresented students who utilize the new pilot course placement criteria and subsequently pass (2.0+) their English and Math courses
 - b. Provide additional support for underrepresented students through current retention programs and other retention initiatives to assist students in meeting transfer goals.
 - c. After appropriate Shared Governance review, begin implementation of measures and effective best practices for retention as recommended in the (Haas grant-funded) Strategic Plan for Retention with the aim of increasing access, persistence and transfer readiness.
- III. *Collect and assess data for groups not yet identified who might be affected by achievement gaps. Groups for which we need data so that achievement gaps may be identified include, but are not limited to, transgender students, foster youth, homeless / at risk students, and AB540 students, and in noncredit, students who received less than a 6th grade education in their native language.*
 - a. Begin to gather demographic information for additional at-risk populations to be included in future institutional research reports.
- IV. *Provide support for and expand the success of underrepresented students in meeting transfer goals.*
 - a. Track the number of students who earn certificates, graduate or transfer. Compare with baseline data broken out demographically.

- b. Access and publish the longitudinal data, including demographics, on the transfer rates of students enrolling in the Puente Project.
 - c. Collect baseline data on the number of underrepresented students successfully submitting Transfer Admission Guarantee agreements.
- V. *Support and maintain successful College retention programs and other programs for underserved students, underrepresented students of color, and all underrepresented student populations.*
- a. Continue to collect data for longitudinal comparison of current data to the baseline established in the 2012 research report on retention programs and counseling.
 - b. To assess the effectiveness of the Gateway to College program, measure the persistence of students from fall to spring/spring to fall semesters and establish trend data on cumulative GPA and the number of students passing (2.0+) each course.
- VI. *Increase the opportunity for students to support other students through peer mentors, tutors, and other appropriate methods.*
- a. Maintain the Peer mentoring program and assess its effectiveness through qualitative analysis and quantitative data evaluating the retention and completion rates of program participants.
 - b. Continue to develop the Leadership in Action Speaker Series and build the leadership internship program (housed in the Office of Student Affairs) to provide students with the opportunity to enhance their leadership and mentoring skills.
- VII. *Maintain a commitment to ensure that all programs and services are in compliance with the Americans with Disabilities Act of 1990 (ADA).*
- a. Conduct an analysis of DSPP activities to ensure ADA compliance for all City College programs.
- VIII. *Expand distance education offerings where possible and appropriate in order to accommodate students who are unable to attend classes where they are offered, including exploring methods to document attendance for noncredit online classes.*
- a. Maintain distance learning offerings to include a variety of courses and programs. Compare, by department, the number of 2013 online offerings and the number of students completing the courses to that of 2012 and 2011. Continue to maintain training of faculty teaching online, and track the number of faculty, by department, trained in 2013 to the number trained in 2012 and 2011.
- IX. *Increase the opportunity for students from underrepresented populations to access educational technology readily and easily by ensuring that appropriate equipment is accessible on all campuses and tech support is available.*
- a. To continue closing the digital divide, identify potential space where an additional academic computer lab could be located to support underrepresented populations in special retention-focused programs.
- X. *Improve the registration process to enable students, especially recent graduates of San Francisco high schools, to better access all pre-collegiate and collegiate courses in a manner that promotes persistence in the sequence.*

- a. To assess the effectiveness of outreach efforts to underrepresented and low-enrolling, first generation students enrolled in San Francisco high schools, measure the number of graduating seniors completing the five matriculation steps compared to past averages.
- b. Continue to encourage concurrent enrollment participation of underrepresented student populations through targeted outreach programs into SFUSD high schools.

XI. Develop policies and support systems to increase opportunities for incoming students to accurately demonstrate their abilities on CCSF placement examinations, including the exploration of alternative testing methods and modalities.

- a. Implement placement methods for incoming students into Math and English course sequences utilizing identified components to support multiple measures; begin to track students who use alternative placement methods to establish course success (GPA of 2.0+) and persistence into the next course sequence; and compare these success and persistence rates to the rates for students who followed traditional placement methods.
- b. Improve advertising of the college's new placement retest policies, and pursue test preparation options to better inform students about the importance and implications of test results.

XII. Improve and promote greater access to financial aid and other support resources for all credit and noncredit students.

- a. Implement Phase Two of the Financial Aid document imaging system which will allow students to submit financial aid documents on line
- b. Review and streamline financial aid information available to students
- c. Develop, implement and analyze a financial aid student satisfaction survey
- d. Continue to expand financial literacy services to students

XIII. Create structures that encourage and support student participation from diverse segments of the CCSF community in the college's sustainability efforts.

XIV. Promote inclusiveness of all four constituent groups, namely; administrators, classified employees, faculty and students, in the shared governance process by preserving independent appointments for each group, collegial interaction, as well as support the impartial coordinating unit of the Office of Shared Governance.

- a. The College Advisory Council, based on the results of the Bi-Annual CCSF Shared Governance Evaluation, will make recommendation to implement for the next two years by the College and the Office of Shared Governance. Recommendations include:
 - i. Maintain existing interactions such as the Shared Governance Handbook, Brochure, Annual Report, New Employees Orientation, Facebook page, Shared Governance Calendar, and staff to the CAC.
 - ii. Create, disseminate and collect a one time, student only, CCSF Shared Governance Evaluation.
 - iii. Work with the ASC and Associated Dean of Student Activities in the students' effort to establish a new district-wide student appointment system.

E. TECHNOLOGY: During this fiscal year, the College will seek to update technology infrastructure, hardware, and software to support the College's vision and mission. The College will continue to provide technology that enhances the student's learning environment and allows greater informational access. The College will continue to provide online training opportunities for faculty in how to use the College's learning management system (Insight) to tech-enhance face-to-face courses and training in various software to support instruction. The use of Insight will continue to be promoted for greater efficiencies and waste reduction. Technological support for distance learning and tech-enhanced learning modalities will be provided through a Distance Learning and Teaching Specialist and by working creatively to maintain student support for Insight. The College will ensure equitable student access to library resources for distance learning and other outside-the-classroom learning modalities. The College will increase efficiency in response to technology project and maintenance requests. The College will ensure technical systems' availability will remain high for equitable access for all students.

- I. *Establish a "refresh program" that updates, recycles, or replaces obsolete hardware, software, and infrastructure by investing in cost effective technology and adopting application replacement cycles throughout the district.*
 - a. To better ensure availability of technological systems, complete the data center remodel. The remodel will install new power circuits, connect the data center to an emergency generator, provide for an uninterruptable power supply, remove and replace the data center's HVAC unit.
- II. *Encourage departmental collaboration in the procurement and use of equipment and software.*
 - a. To increase collaboration, interdepartmental requests will be encouraged through program review and related processes. Results will be measured by totaling the number of new collaborations and estimating cost savings.
- III. *Encourage standardization of equipment for simpler maintenance and repair.*
- IV. *Increase access and support for appropriate technology-mediated instructional equipment used to enhance student learning such as smart classrooms and instructional labs.*
 - a. Ensure adequate information is available to faculty regarding the availability of technology-mediated instructional equipment.
- V. *Improve the use of interactive digital technologies especially those used by students such as CCC Apply, application processes for financial aid and certificates of achievement.*
 - a. Gather business requirements for document imaging requests from Admissions & Records and Payroll.
- VI. *Make education technology programs and services accessible across all campuses and online, to all employees including part-time faculty.*
 - a. To measure accessibility of online training opportunities, we will report by campus the number of faculty who participate in the six hour online class established in spring 2011. To measure effectiveness, we will compare completion rates by campus with faculty completing the face to face training.
- VII. *Use technologies to promote sustainable practices, greater efficiencies, and reduce waste.*

- a. To assess the degree to which Insight has promoted sustainability goals, we will determine the number of faculty who in face-to-face sections use Insight to provide digital versions of course materials, thereby decreasing paper consumption. This will be compared to the prior year's baseline.

VIII. Increase access and technological support for distance learning and other outside-the-classroom learning modalities.

- a. To measure improved support for distance learning, we will identify the number of faculty who used this technology for the first time in 2012-13, compared to the number of faculty who started use of the technology in 2011-12.
- b. Support for distance learning and tech-enhanced learning modalities will be provided through a Distance Learning and Teaching Specialist and by working creatively to maintain student support for Insight as resources allow.
- c. To improve student access to courses, equipment allowing the production and distribution of content via EATV and online was installed in MU 389. Use of this new equipment will be piloted with three faculty members. Based on these pilots, BEMA and ETD will develop guidelines for the coordination of and usability of the room.

IX. Ensure equitable access to library resources for distance learning and other outside the classroom learning modalities by providing adequate levels of online library resources.

X. Improve student access to computer labs and other technology resources using integrated systems and consistent policies and procedures.

XI. Create structures to evaluate and disseminate information about appropriate technologies and institutional effectiveness.

F. RESOURCES AND STAFFING: During this fiscal year, the College will support workforce practices that put students first and that are economically, socially, and environmentally sustainable for the College and its employees. The College will continue to maintain overall solvency and seek funding streams that will support operations and innovation. The College will increase the efficiency of its use of resources and operate with fewer filled positions for administrators and classified staff, as well as less funding for non-personnel costs. Staff development needs will be assessed and professional development opportunities will be made available. Recruitment efforts for hiring will be used to increase diversity of the College's workforce. The viability of a college-owned bookstore will be determined. The College will continue to work to meet its commitment to employee needs during challenging economic times so that it can attract, retain, and support a highly qualified, diverse workforce.

- I. *Advocate for state and local policies that provide a sustainable resource base for community colleges.*
 - a. To maintain the district's solvency, we will conservatively estimate with total available resources for Fiscal Year 2012-13 to determine how much the College can spend. We will also compare the balance in the Board Designated Reserve on June 30, 2013 with the amounts in the Reserve on June 30, 2012 and June 30, 2011.
- II. *Identify dependable funding streams for operational priorities and innovation while ensuring educational excellence and cost effective and equitable use of College resources.*
 - a. To determine whether efforts to raise funds to support operations have been successful, we will compare total funds raised for supporting operations for FY 2012-13 with the amounts raised during previous years.
 - b. Pursue a parcel tax in November 2012.
 - c. Coordinate the fundraising efforts of the Office of College Development and the CCSF Foundation.
- III. *Review and improve efficient use of resources, including reorganizing and re-engineering College operations and systems as needed to maximize efficient use of resources and maintain solvency.*
 - a. To measure the efficiency with which resources are used, we will compare total expenditures per full time equivalent student (FTES) for FY 2012-13 with previous years.
 - b. To measure the efficiency with which resources are used, we will compare 311 Report data related to the 50 per cent rule (direct expense of education) for FY 2012-13 with previous years.
 - c. To assess the viability of the College continuing to own its own bookstore, financial statements for the bookstore for FY 2012-13 will be compared with previous years and forecasts will be reviewed to determine appropriate action.
- IV. *Develop employment practices that ensure sufficient service to employees and students to maintain the continuity of services.*
 - a. To measure the efficiency with which resources are used, we will compare total non-personnel spending per FTES for FY 2012-13 with previous years.

- b. A comprehensive effort will be conducted to assess historic classified staffing levels and to guide decisions for limited hiring with a goal of rebalancing human resources. This effort will be coordinated by senior management and the Human Resources Department.
- V. *Assess staffing levels across departments and programs and make adjustments that rebalance human resources.*
 - a. To determine whether staffing levels are equitable across departments and programs, we will assess the number of FTE for each major employee group within departments and programs for FY 2012-13 and compare it with other departments and programs of similar size (or serving similar numbers of students).
 - b. The College will share resources across departments, including staff.
- VI. *Increase the recruitment and hiring of a diverse faculty, staff, and administration.*
 - a. Implement those portions of the Blueprint of College-wide Implementation Strategy for Improving Equal Opportunity in Faculty Recruitment and Selection where mutual agreement has been reached between the Board and the Academic Senate or where mutual agreement is not required.
 - b. To assess the effectiveness of efforts to increase the diversity of the College's workforce, we will compare demographic data for all employees hired during FY 2012-13 with previous years.
 - c. Support efforts to increase hiring of a diverse faculty by researching the effectiveness of the Faculty Diversity Internship Program and the Grow Your Own program, and by pursuing best strategies to cultivate and support a future corps of diverse faculty for CCSF. Compare the number of 2012-13 participants in FDIP with the number of 2011-12 participants. Identify alumni of GYO and FDIP employed by CCSF by department.
- VII. *Address cyclical workloads through College-wide cooperation and sharing professional expertise.*
- VIII. *Support critical collaborations between and among counseling faculty, instructional faculty, librarians, administrators, and classified staff.*
- IX. *Provide support for the College's sustainability/green efforts.*
 - a. Continue to provide electronic updates on free and easy sustainable practices, such as double sided printing, recycling of supplies and material, etc.
 - b. Identify current sustainable/green best practice efforts already in place and create an opportunity to share throughout the College.
 - c. Compare and evaluate the results of activities and efforts, to date, implemented by the Office of Buildings and Grounds' Recycling Program.
 - d. Add more facilities to the MUB model for solid waste collection.
- X. *Conduct periodic assessments of professional development needs including input from key college constituencies.*

- a. To determine which professional development opportunities are most needed, we will conduct a survey of the college workforce and compare the results with data on current and past staff development offerings.

XI. Ensure professional development opportunities are available to all CCSF employees, especially for new faculty, classified staff, and administrators.

**Additional Graphic Illustrations of District Budget
(Available in Final Budget)**

Glossary of Terms and Definitions

GLOSSARY OF FINANCE TERMS

Accounting – The process of identifying, measuring, and communicating financial information to permit informed judgments and decisions by users.

Apportionment – Federal or state taxes distributed to college districts or other governmental units according to certain formulas.

Appropriation – An allocation of funds made by a legislative or governing body for a specified time and purpose.

Base Revenue – The districts' total prior year revenue from state general apportionment's, local property tax revenue, and student enrollment fees, adjusted when applicable for projected deficits.

Block Grant – A fixed sum of money, not linked to enrollment/ FTES measures.

Budget – A plan of financial operation for a given period for a specified purpose consisting of an estimate of revenue and expenditures. (Ideally, an educational plan expressed in dollars.)

Career Development College Prep – Enhanced Non-credit funding applied to these student FTE's.

Categorical Funds – Funds received by a district for a certain purpose which can only be spent for that purpose. Examples: Funding for the disabled, EOPS, deferred maintenance, and matriculation.

Chart of Accounts – A systematic list of accounts applicable to a specific entity.

Cost of Living Adjustments (COLA) – an increase in funding for revenue limits or categorical programs. Current law ties COLAs to indices of inflation, although different amounts are appropriated in some years.

Current Expense of Education (CEE) – ECS 84362 – The current General Fund operating expenditures of a community college district excluding expenditures for food services, community services, object classifications 6000 (except equipment replacement) and 7000, and other costs specified in law and regulations.

Deferred Maintenance – Major repairs of buildings and equipment which have been postponed by college districts. Some matching state funds are available to districts which establish a deferred maintenance program.

Encumbrances – Obligations in the form of purchase orders, contracts, salaries, and other commitments for which part of an appropriation is reserved.

Enrollment/FTES Cap – A limit on the number of students (FTES) for which the state will provide funding.

Equalization – Funds allocated by the Legislature to raise districts with lower revenue limits toward the statewide average.

Expenditures – Amounts disbursed for all purposes. Accounts kept on an accrual basis include all charges whether paid or not. Accounts kept on a cash basis include only actual cash disbursements.

Fifty Percent Law – Requires that fifty percent of district expenditures in certain categories must be spent for salaries and benefits of classroom instructors and some instructional aides. Salaries of counselors and librarians are not included in this classification.

Full-time Equivalent Student – An FTES is a student workload measure that represents 525 class (contact) hours of student instruction/activity in credit and noncredit courses. Full-time equivalent student (FTES) is one of the workload measures used in the computation of state support for California community colleges.

Fund – An independent fiscal and accounting entity with a self-balancing set of accounts for recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein.

Fund Balance – The difference between assets and liabilities.

General Fund – The fund used to account for the ordinary operations of the district. It is available for any legally-authorized purpose not specified for payment by other funds.

Mandated Costs – College district expenditures which occur as a result of federal or state law, court decisions, administrative regulations, or initiative measures.

Reserve – Funds set aside in a college district budget to provide for future expenditures or to offset future losses, for working capital, or for other purposes.

Restricted Funds – Money which must be spent for a specific purpose either by law or by local board action.

Revenue – Income from all sources.

Shortfall – An insufficient allocation of money, requiring an additional appropriation or resulting in deficits.

State Apportionment – An allocation of state money to a district based on total available general revenues less property taxes and enrollment fees.

Unencumbered Balance – That portion of an appropriation or allotment not yet expended or obligated.

Unfunded FTES – FTES which are generated in excess of the enrollment/FTES cap.