Peralta Community College District

Budget Allocation Formula

FINAL REPORT AND RECOMMENDATIONS OF
BUDGET ALLOCATION COMMITTEE

DRAFT: January 26, 2006
Budget Allocation Committee Members
Howard Purdue, Co Chair
Thomas Smith, Co Chair
Anita Black
Claire Chapin
Connie Willis
Craig Hadden
George Herring
Evelyn Lord
Helena Lengel
Helene Maxwell
Gloria Vogt
Joan Berezin
John Al-Amin
Elnora Webb
Joseph Bielanski
Kerry Compton
Linda Berry-Camara
Loretta Hernandez
Mario Rivas
Maureen Knightly
Michael Mills
Paula Coil
Sheryl Queen
Shirley Coaston
Shirley Slaughter
Tae-Soon Pak
Alton Jelks
Jeffrey Heyman
Margaret Haig
OVERVIEW

The Peralta Community College District Budget Allocation Committee was initiated in 2004 to develop a method of allocating scarce resources to our four colleges: College of Alameda, Laney College, Merritt College and Berkeley City College. The Committee was requested by Chancellor Elihu Harris and is comprised of representatives from the academic, classified and management constituencies as well as representatives from each college. Our charge was to develop an allocation system that focused on student learning and student service. The model was also to shine for each college the District Office expenditures. The development of a budget allocation model is also a key part of the District’s integrated strategic planning.

The Committee will submit the allocation model to the Peralta Academic Senate as part of shared governance. The allocation model will then be presented to the Chancellor’s Budget Advisory Committee for recommendation to the Chancellor.

The Committee systematically analyzed budget allocation models and documentation received from California Community College Districts. In addition, source documents from the State Chancellor’s Office and internal Peralta documents were examined. A critical component guiding the committee was acknowledgement of the history and perceptions associated with funding the colleges. Based on these discussions, the committee sought to answer specific questions and needs which resulted in the following goals and features in the proposed model:

Student Centered:

The process and allocation formula puts the educational needs of students as our highest priority.

- The budget is based on allocating funds based on FTES production.
- The budget model recognizes the need for the District to earn growth and provide the additional funding to the colleges.
- The allocation model recognizes the need to meet the full-time faculty obligation.
- The allocation model reflects the requirement to comply with the 50% Law.
- Budget and expenditure decisions are placed closer to the student due to autonomy of the colleges.
- The allocation model and the budget process are driven by the District’s strategic plan.
- The process recognized the role of the Academic Senate and the faculty involvement in the planning and budget process.
Equitable & Transparent Allocation:

The allocation model reinforces the concept of fairness and equity for each college and establishes funding criteria that recognize the varying sizes of our colleges.

- Allocation model provides and economy of scale charge and redistribution to the smaller colleges.
- Allocates model allows a decentralized budgeting process at the colleges after revenue is allocated.
- Allocates District Office expenditures for grounds/building maintenance, custodial & physical plant based on each college’s square footage.
- Allocates District Office expenditures for A&R, police services, purchasing & warehouse, marketing, institutional research & District administration based on the college’s FTES.
- Provides a mechanism for budget carryovers to facilitate the college’s long term planning requirements.
- Provides a guarantee, that a college base budget will not decrease because of implementation of the allocation model in year one.
- The allocation model assures the District will maintain an appropriate General Fund reserve.
- The allocation model has safeguards that can be enacted in a fiscal emergency or a fundamental inequity results from the formula.
- The allocation model and the budget process are designed to be transparent so that input can be received from all interested parties.
- The allocation model and formula are regularly reviewed by the Budget Advisory Committee to assess utility, ensure flexibility and to allow for timely adjustments.
- Provides for an annual review of Central Services expenditures.
- The allocation model reflects the importance of the colleges maintaining a five year average productivity target.
MEMORANDUM

TO: Members, Budget Development Process Group
FROM: Subcommittee on Progress Report, Howard M. Perdue
RE: Progress Report
DATE: March 9, 2004

As we agreed at the last Budget Process meeting, language describing the agreed upon progress of the group would be developed and brought to the March 2nd meeting for edit and approval.

Here it is:

I. First Principles
   A. The educational enterprise drives the budget, not the reverse
   B. The budget process is transparent: all accounting and transactions can be seen by all players, in real time
   C. The first priority of the budget allocations to the colleges will be to fund base plus growth targets based on the overall 17.5 productivity ratio
   D. The budget is student centered, funding services necessary for student success
   E. The work of the Budget Development Process committee shall inform and guide the Budget Advisory Committee
   F. The work of the Budget Development Process Committee is evolutionary and will continue its work following this initial report to BAC
   G. The budget allocation will fund the colleges first, critical central services second, non-critical central services last
   H. If matriculation funds are folded into the base for 2004-2005, the colleges should be allocated the same amount of funding as the amount of matriculation funds for the 2002-2003 fiscal year and the three to one match should be maintained for matriculation services.
• Must employ centralized enrollment management to reach Base FTES + growth

• Adjust course offerings to maximize enrollment and classroom productivity

• Possibly reallocate college C hourly dollars to more productive course offerings

• Commence a marketing campaign to attract UC & CSU students who will be denied access in the fall 2004.

• Adjust course offerings to enable UC & CSU students to enroll

• Consider centralizing Admissions & Records since more & more enrollment is being completed via the web (cost savings at Peralta $500,000)

• Set not only College FTES targets, but also classroom productivity targets to save C hourly dollars (at Peralta, cut 1351 budget by 10% at each college yet increased FTES). Peralta still has $5.5 million in unfunded FTES so the 1351 budget can be reduced further.

• Possibly ask the United Faculty to temporarily suspend class size requirements to help District make base FTES

As for Budget cuts:

1. First rule is to protect the educational mission of the District

2. Must maintain student access (to extent possible) and student services. Counseling and library services are critical to student success.

3. Avoid budget reductions that have long-term adverse consequences (eliminating programs and not making Base FTES)

4. Consider a restructure of District administration (one college three campuses since two of your colleges are small)

5. Review Dean positions and possibly replace with Department Chairs to reduce administrative costs.

6. Consider a new second tier benefit plan that would stretch vesting, have higher co-pays and retirement tied more closely to Medicare.

7. For the unfunded retirement health liability research the possibility of monetizing District assets to “stretch out” the liability.
Peralta Community College District
Budget Development Calendar

January

- Governor’s proposed Budget published.

- Informational Memorandums issued on Governor’s budget proposal to all constituent groups (Board of Trustees, Academic Senate, Budget Advisory Committee, PFT, Local 790 & 39).

February

- Review Colleges actual FTES. Review college/district expenditures for first half of fiscal year. Prepare estimate of spring/intercession FTES and Expenditures.

- Chancellor approves targeted FTES to realize growth and over cap funding.

- Propose Board of Trustees Budget workshop (February or March).

- College’s Budget priorities submitted to District office.

- District office begins preparation of preliminary budget allocation.
March

- Initial proposals submitted to Chancellor for the District budget.
- Budget proposals reviewed by Budget Advisory Committee.
- Review status of budget development with PFT/Academic Senate. Academic Senate submits recommendations on budget process.

April

- Discuss carry-over fund priorities with colleges & submission of justification.

May

- Governor presents May revise to Budget (May 15th).
- Draft Tentative Budget submitted to Chancellor.

June

- Tentative Budget submitted to Board of Trustees at last June meeting (California Code of Regulations section 58305(a)).
July

- Legislature approves and Governor signs state budget by July 1st.
- California Community Colleges State Chancellor’s budget workshop in Sacramento.
- Informational Memorandums issued on proposed budget revenues to all Constituent groups (Board of Trustee’s, Academic Senate, Budget Advisory Committee, PFT, Local 790 & 39).
- Colleges meet with Academic Senates, PFT, Local 790 and Local 39 on budget priorities.
- College’s revised budget priorities submitted to Chancellor.
- Approved Tentative Budget input into Peoplesoft.

August

- Preliminary Adopted Budget available August 15th for Chancellor’s review.
- Comply with Title 5 Section 58301 by publishing dates, time and locations where public can review proposed Adopted Budge (Budget must be available at least three days prior to public hearing).
- Adopted Budget available for public review at the District office, each College Library and the offices of each College President.
September

- Board of Trustees holds public hearing and Final Budget is presented for approval (On or before September 15, 2005) (California Code of Regulations section 58305(c)).

- Completed Annual Financial Report and Adopted Budget to be submitted by September 30th to the State Chancellor, with a copy filed with the County of Alameda office of education. (California Code of Regulations section 58305(d)).
Budget Allocation Model Rules: Proposed Revision

Standards of good practice require that a budget allocation model reflects the allocation of funds to meet the institution’s program and facilities commitments in harmony with their strategic plan.

1. First year implementation will not reduce college’s budget.

2. FTES targets shall be sufficient to earn base plus growth.

3. The following are fixed costs: (Fixed cost categories are zero based budgeted each year based on projected actual costs of commitments.)

   a. The District unrestricted fund reserve is determined by the Chancellor, but cannot be less than 5%.
   b. District must comply with 50% law.
   c. Step and column salary increases.
   d. Tax and benefit cost increases
   e. Contractual labor agreements.
   f. Utilities and property/liability insurance and Fund 4 expenditures.
   g. GASB 45 compliance.
   h. Repayment of Taxable OPEB Bonds.
   i. District must comply with the 75/25 law (California Code of Regulations Title 5, §51025. Should not exceed target without appropriate justification and approval of Chancellor.
   j. DSP&S general fund transfer.
   k. Chancellor’s contingency fund

4. Allocations of new positions or possible reallocation of vacant positions will be done on a District-wide basis as approved by the Chancellor, considering the college/district strategic plan and in conjunction with productivity. The district will continue to comply with the legal agreement concerning Vista’s funding of full-time faculty.

5. For a decline in FTES, the college has one year of stability to regain base FTES plus the under target/funded amount from previous year. Failure to reach new target will cause a funding deficit in year two.
6. All categorical funds will be distributed to the colleges according to state requirements.

7. Built into the model is an economy of scale allocation (10.5%).

8. If colleges are funded based upon FTES, then upon a retirement of a vacancy in a funded position, the funding will be adjusted to the replacement cost.

9. PFT leave banking is an unallocated contingency fund.

10. In a year in which the state deficits community college funding mid year, the colleges may lose apportionment funds at the discretion of the Chief Financial Officer.

11. The District Budget Advisory Committee and the Academic Senate shall review and recommend any amendments to the Budget Allocation Model.

12. As defined by the California Ed Code, the Board of Trustees has fiduciary responsibility for the district and may amend the allocation model.

13. In a fiscal emergency, the Chancellor has the right to suspend the Budget Allocation Model.

14. At the discretion of the Chief Financial Officer, any contingent funding may remain unallocated until funding is assured.

15. College budget carryovers, may be permitted at the discretion of the Chancellor and the Chief Financial Officer. Budget carryovers are for specific future expenditures and not the result of an inability to encumber current year funds. The budget carryover must be encumbered and expended (for the intended purpose) within the following year.
<table>
<thead>
<tr>
<th>FTES</th>
<th>Alameda</th>
<th>Laney</th>
<th>Merritt</th>
<th>Vista</th>
<th>Total</th>
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<tr>
<td>Leased Facility apportionment</td>
<td>$3,958.70</td>
<td>$3,958.70</td>
<td>$3,958.70</td>
<td>$3,958.70</td>
<td>$3,999.00</td>
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<td>New facility M/O (2006)</td>
<td>$14,965,372.00</td>
<td>$32,165,360.00</td>
<td>$17,418,354.00</td>
<td>$8,980,525.00</td>
<td>$73,529,613.00</td>
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<td>FTES as % of Total</td>
<td>0.2056</td>
<td>0.4419</td>
<td>0.2393</td>
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<td>1.0000</td>
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<td>Non-resident fees (allocate actual)</td>
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<td>Lottery (partly restricted)</td>
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<td>$500,910.34</td>
<td>$236,907.82</td>
<td>$2,093,236.00</td>
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<td>Part-time party (allocate actual)</td>
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<td>$(192,798.84)</td>
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<td>$(224,410.29)</td>
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<td>PFE (in base for 2005-2006)</td>
<td>$657,354.48</td>
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<td><strong>Total Revenue</strong></td>
<td>$17,432,621.19</td>
<td>$37,469,293.05</td>
<td>$20,290,284.28</td>
<td>$10,338,817.48</td>
<td>$85,531,918.00</td>
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</table>

**Less:**

- Economy of scale allocation -10.5%
- Allocate - Square footage:
  - Grounds Maintenance (sq footage) | $100,940.17 | $175,907.20 | $122,125.64 | $398,973.00 |
  - Building maintenance (sq footage) | $245,449.72 | $427,742.22 | $296,965.05 | $970,157.00 |
  - Physical plant & Construction Custodial | $69,060.16 | $120,360.27 | $83,554.59 | $272,965.00 |
- Allocate - FTES:
  - Admissions & records | $179,927.96 | $386,797.51 | $209,439.95 | $99,055.58 | $875,221.00 |
  - Police Services | $623,151.06 | $1,339,609.92 | $725,361.02 | $2,688,122.00 |
  - Purchasing & warehouse | $150,151.75 | $322,786.53 | $174,779.81 | $82,662.91 | $730,381.00 |
  - Marketing | $154,668.28 | $332,538.88 | $180,060.43 | $85,160.40 | $752,448.00 |
  - Institutional research | $59,612.25 | $128,150.56 | $69,389.92 | $32,818.28 | $289,971.00 |
  - Administration funding@ 14.5% | $2,510,297.45 | $5,433,047.49 | $2,942,091.22 | $1,459,128.53 | $12,401,997.61 |
- **Model Allocation final amount** | $2,651,989.20 | $12,601,206.36 | $3,126,076.06 | $1,065,353.84 | $18,390,235.81 |
- **Adopted Budget 2004-2005** | $14,852,392.00 | $24,879,139.00 | $17,119,523.00 | $9,118,446.00 | $65,969,500.00 |
- **Difference** | $(71,760.01) | $(11,952.31) | $(44,885.21) | $(215,017.64) |
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<tr>
<th>FTES</th>
<th>Alameda</th>
<th>FTE</th>
<th>Laney</th>
<th>FTE</th>
<th>Merritt</th>
<th>FTE</th>
<th>Vista</th>
<th>FTE</th>
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<td>FACULTY</td>
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<td>$1,591.00</td>
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<td>REGULAR</td>
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<td>ACADEMIC MANAGERS</td>
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<td>$89.00</td>
<td>10</td>
<td>$148.00</td>
<td>7</td>
<td>$354.00</td>
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<td>TOTAL EXPENDITURE PER FTES</td>
<td>$2,527.00</td>
<td>141</td>
<td>$2,068.00</td>
<td>223</td>
<td>$2,435.00</td>
<td>155</td>
<td>$2,521.00</td>
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Notes:
FTES - Full time equivalent student
FTE - Full time employee
### CALIFORNIA COMMUNITY COLLEGES
#### 2004 - 2005 SIMULATED RECALCULATION
##### Peralta Community College District

<table>
<thead>
<tr>
<th>Workload Measures</th>
<th>Base</th>
<th>Restored</th>
<th>Actual</th>
<th>Funded</th>
<th>Base Standard</th>
<th>Current Year Standard</th>
<th>Percent of Standard</th>
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<tbody>
<tr>
<td>Credit FTEs</td>
<td>16,455.16</td>
<td>0.00</td>
<td>17,482.03</td>
<td>17,482.03</td>
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<td>New Credit Enrollment</td>
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<tr>
<td>Continuing Credit Enrollment</td>
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<td>24,267</td>
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<td>Noncredit FTEs</td>
<td>210.56</td>
<td>0.00</td>
<td>284.28</td>
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<td>Gross Square Footage</td>
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<td>1,307,643</td>
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<td>Leased Space FTEs</td>
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<td>888.62</td>
<td>888.62</td>
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#### I. Base Revenue (TS-55771).

A. Total Base Revenue: $70,674,484

1. Credit Base Revenue: $21,365,426
2. Noncredit Base Revenue: $30,234,959
3. M & D Base Revenue: $8,212,542
4. Restoration: $0
5. Decline: $0

B. Total Base Revenue (Revised): $70,674,484

#### II. Inflation Adjustment (TS-55772).

A. Statewide Cost-of-Living Adjustment: 2.41%

B. Ratio of Statewide Percent of Standard to District Percent of Standard (1.0 if < 1.0): 1.0000

C. Effective District Credit COLA Rate: 2.43%

D. Credit Base Cost-of-Living Adjustment: $1,729,920

E. Noncredit Base Cost-of-Living Adjustment: $0

F. Total Base Cost-of-Living Adjustment: $1,729,920

#### III. Growth/Restoration (Decline) Revenue (TS-55774).

A. Growth Rates:

<table>
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<th>Source</th>
<th>Rate</th>
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<td>Other</td>
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</tbody>
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B. Growth Revenue Exclusive of M & D

1. Regular Growth Revenue Cap | $7,076,246 |
2. Actual Growth | $1,204,485 |
3. Funded Overcap Growth | $271,655 |
4. Credit FTEs: 68.32
5. Noncredit FTEs: 6.73
6. Funded Supplemental Growth | $1,049,932 |
7. Noncredit FTEs: 6.32

C. M & D Growth Revenue Cap | $1,091,426 |
1. Regular Growth Revenue Cap | $180,731 |
2. Actual Growth | $-5,205 |
3. Funded Growth | $-5,296 |
4. Total Growth | $3,318,247 |

### IV. Other Revenue & Adjustments.

A. Partnership for Excellence: $3,159,961
B. P.F.E. Credit: $27,959
C. P.F.E. Non-Credit: $0
D. Audit Adjustment: $0

### V. Budget Stability (TS-55776).

- $0

### VI. Retrospective Deficit Mechanisms (TS-55779).

A. Total Computational Revenue: $76,171,066
B. Deficit Factor: 0.920704189
C. Total Available General Revenue: $70,467,407

### VII. State General Appropriation (TS-55770).

A. Total Available General Revenue: $75,467,407
B. Less Property Tax Revenue: $25,381,061
C. Less Student Enrollment Fees (10%): $4,702,705
D. State General Appropriation: $40,372,651

### VIII. Other Allotments and Total Appropriations.

A2. Full-time Faculty Adjustment (TS-51426)

### IX. Decline (INFORMATIONAL).

A. 1 Year Ago: $0
B. 2 Years Ago: $0
C. 3 Years Ago: $0

---

Report produced on Thursday, October 6, 2005 at 10:56 AM by CALHEC.

Regular Growth Caps adjusted by a factor of 5.87569972548153100 to match funding.
Partnerships for Excellence (PFE) amounts in item IV are for informational purposes only. PFE amounts are not included in Total Computational Revenue.

Funded:
- 17,482.03
- 293.26

Total: 17,775.29
### Five Year Productivity Analysis

*Figures below exclude cancelled, fee based, independent study and work experience sections*

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<tr>
<th>FTES/FTE</th>
<th>F00</th>
<th>F01</th>
<th>F02</th>
<th>F03</th>
<th>F04</th>
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<td>16.712</td>
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<td>15.417</td>
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<td>18.430</td>
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*Figures below exclude cancelled, fee based, independent study and work experience sections*

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<th>S02</th>
<th>S03</th>
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<th>S05</th>
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<td>------------------------------</td>
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<td>Vista</td>
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# PERALTA COMMUNITY COLLEGE DISTRICT
## FINANCIAL SERVICES
### STATE RESIDENTS CREDIT & NON-CREDIT FTES ANALYSIS
#### 2004-2005

<table>
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<tr>
<th>SUMMER INTERSESSION</th>
<th>1998-99</th>
<th>1999-00</th>
<th>ACTUAL FIGURES</th>
<th>P-2 03-04 to 04-05</th>
<th>P-2 04-05</th>
<th>%</th>
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<td>403</td>
<td>346</td>
<td>381</td>
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<td>908</td>
<td>910</td>
<td>816</td>
<td>998</td>
<td>1032</td>
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<td>487</td>
<td>481</td>
<td>503</td>
<td>469</td>
<td>442</td>
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<td>VISTA</td>
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<td>167</td>
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<td>176</td>
<td>186</td>
<td>35</td>
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<tr>
<td><strong>SUBTOTAL</strong></td>
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<td><strong>1,965</strong></td>
<td><strong>1,895</strong></td>
<td><strong>1,877</strong></td>
<td><strong>2,020</strong></td>
<td><strong>1,969</strong></td>
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</table>

### FALL

| ALAMEDA             | 1,412   | 1,440   | 1,425          | 1,529               | 1,674     | 1,646 | 1,646 | 1,537 | (109) | (6.62%) |
| LANEY               | 3,317   | 3,350   | 3,337          | 3,545               | 3,810     | 3,704 | 3,704 | 3,523 | (181) | (4.89%) |
| MERRITT             | 1,523   | 1,581   | 1,534          | 1,803               | 1,914     | 1,997 | 1,996 | 1,911 | (85)  | (4.26%) |
| VISTA               | 800     | 879     | 888            | 1,031               | 1,158     | 1,006 | 1,006 | 1,040 | 34    | (3.4%) |
| **SUBTOTAL**        | **7,051**| **7,249**| **7,144**     | **7,908**          | **8,356** | **8,353** | **8,352** | **8,011** | **(341) (4.08%)** |

### SPRING

| ALAMEDA             | 1,489   | 1,427   | 1,369          | 1,571               | 1,611     | 1,675 | 1,618 | 1,337 | (281) | (17.37%) |
| LANEY               | 3,336   | 3,212   | 3,149          | 3,695               | 3,733     | 3,392 | 3,325 | 3,389 | 64    | 1.9% |
| MERRITT             | 1,619   | 1,659   | 1,520          | 1,924               | 1,916     | 1,962 | 1,833 | 1,795 | (38)  | (2.07%) |
| VISTA               | 888     | 888     | 904            | 1,094               | 1,101     | 1,041 | 1,034 | 1,058 | 24    | 2.3% |
| **SUBTOTAL**        | **7,333**| **7,186**| **6,942**     | **8,284**          | **8,361** | **8,070** | **7,810** | **7,579** | **(231) (2.96%)** |

### SUMMER INTERSESSION

| ALAMEDA             | 65      | 69      | 95              | 105                 | 0        | 0    | 0    | 49   | 49    | 0.0% |
| LANEY               | 35      | 38      | 22              | 41                  | 0        | 0    | 0    | 146  | 146   | 0.0% |
| MERRITT             | 17      | 22      | 47              | 51                  | 0        | 0    | 0    | 75   | 75    | 0.0% |
| VISTA               | 0       | 0       | 3               | 1                   | 0        | 0    | 0    | 16   | 16    | 0.0% |
| **SUBTOTAL**        | **117** | **129** | **167**        | **198**             | **0**    | **0** | **0** | **286** | **286** | 0.0% |

### TOTAL

| 16,437 | 16,530 | 16,188 | 18,266 | 18,937 | 18,392 | 18,129 | 17,602 | 527 | (2.91%) |

### LOAN FTES BETWEEN YEARS

| 242 | -242 | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% |

### TOTAL REPORTED FTES

| 16,772 | 15,946 | 18,266 | 18,937 | 18,392 | 18,129 | 17,602 | 527 | (2.91%) |

### State Funded

- 16,431 | 16,793 | 16,867 | 16,867 | 17,294 |

### Unfunded FTES

- 1,835 | 2,144 | 1,525 | 1,262 | 308 |
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<th>DISTRICT</th>
<th>(1) District Reports FTE Full-time Faculty Fall 2005</th>
<th>(2) Full-time Faculty Obligation Fall 2005</th>
<th>Difference Col. 1 Less Col. 2</th>
<th>(3) District Reports FTE Full-time Faculty Fall 2005</th>
<th>(4) Total FTE for Full-time and Part-time Faculty Fall 2005</th>
<th>(5) Percent of FTEF Attributable to Full-time Faculty (col. 4+col. 5)</th>
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<td>150.1</td>
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*Subject to verification.
<table>
<thead>
<tr>
<th>College Faculty Productive</th>
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<th>Spring '05</th>
<th>Year Total</th>
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PCCD District Total 17989.43
Laney College Total 8188.775
Laney % of Total District Productivity 46%

# of Contract Faculty 131.00
# of Part-Time Faculty 307.00
# of Classified 81.00
# of Administrators 10.00

Data Source as of 3/4/05 from PED
Recommending Nature of Academic Senate Role

“The Legislature intended that academic senates retain their recommendatory character – an action that is advisory in nature rather than one having any binding effect. This is consistent with Ed Code §70901 definition of an Academic Senate, which authorizes their establishment as “an organization whose primary function is, as the representative of faculty, to make recommendations to the administration of the college and to the governing board with respect to academic and professional matters...”

Legislative Counsel of the State of California
Opinion Letter
April 1991
THE LAW

The Board of Governors of the California Community Colleges shall establish "minimum standards" and local governing boards shall "establish procedures not inconsistent" with those minimum standards to ensure:

- faculty, staff and students the right to participate effectively in district and college governance and

- the right of academic senates to assume primary responsibility for making recommendations in the areas of curriculum and academic standards.

(Education Code Sections 70901 and 70902)
"Consult collegially" means that the district governing board shall develop policies on academic and professional matters through either or both of the following methods, according to its own discretion:

1) Relying primarily upon the advice and judgment of the academic senate; or

2) That the district governing board, or such representatives as it may designate, and the representatives of the academic senate shall have the obligation to reach mutual agreement by written resolution, regulation, or policy of the governing board effectuating such recommendations.

(Title 5 §53200)
(a) The governing board of a community college district shall adopt policies for the appropriate delegation of authority and responsibility to its college and/or district academic senate. Among other matters, said policies, at a minimum, shall provide that the governing board or its designees will consult collegially with the academic senate when adopting policies and procedures on academic and professional matters.

(Title 5 §53203)
BUDGET GLOSSARY

Abatement. The return of part or all of an item of income or expenditure to its source.

Academic employee. A district employee who is required to meet minimum academic standards as a condition of employment.

Account code. A sequence of numbers and/or letters assigned to ledger accounts for ease of reference.

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

Accounting period. The periods of time for which records are maintained and at the end of which summarizing financial statements are prepared.

Accounting procedures. All processes that discover, record, classify, and summarize financial information to produce reports and to provide internal control.

Accounting system. (1) The special field concerned with the design and implementation of procedures for the accumulation and reporting of financial data. (2) The total structure of records and procedures which discover, record, classify, and report information on the financial operations of an agency through its funds, balanced account groups, and organizational components.

Accounts payable. Amounts due and owned to others for goods and services received prior to the end of the fiscal year (includes amounts billed but not paid).

Accounts receivable. Amounts due and owned from others for goods and services provided prior to the end of the fiscal year (includes amounts billed but not received and amounts advanced but not repaid).

Accrual basis. The method of accounting which calls for recording income when earned (even though not collected) and expenditures when liability is incurred (even though not paid). Contrast with cash basis.

Activity. A set of institutional functions or operations related to an academic discipline or a grouping of services.

Actuarial basis. A basis used in computing the amount of contributions to be made periodically to a fund or account so that the total contributions plus the compounded earnings thereon will equal the required payments to be made out of the fund. The factors taken into account in arriving at the amount of these contributions include the length of time over which each contribution is to be held and the rate of return compounded on such contribution over its life.

Agency Fund. A fund used to account for assets held by a government unit as agent for individuals, private organizations, other governments, and/or other funds; for example, taxes collected and held by the country for a college district.
Allocation. Division or distribution of resources according to a predetermined plan.

Annual Appropriation Limit. (Gann Limit) In California all governmental jurisdictions, including community college districts, must compute an annual appropriation limit based on the amount in prior years adjusted for changes in population, cost-of-living, and other factors, if applicable (Article XIII-B of the State Constitution).

Apportionment. Allocation of State or Federal aid, district taxes, or other moneys to community college districts or other governmental units.

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

Appropriation for contingencies (formerly termed Undistributed Reserve). That portion of current fiscal year's budget not appropriated for any specific purpose and held subject to intrabudget transfer, i.e., transfer to other specific appropriations as needed during the fiscal year.

Appropriation ledger. A set of accounts for amounts allocated or budgeted. Such accounts usually show the amount originally appropriated, transfers to or from other accounts, amounts charged against the appropriation, the encumbrances, the unencumbered balance, and other related information.

Assessed valuation. Value placed upon personal and real property by a governmental unit for taxation purposes.

Assessment. (1) The process of making the official valuation of property for purposes of taxation. (2) The valuation placed upon property as a result of this process.

Assessment roll. In the case of real property, the official list containing the legal description of each parcel of property and its assessed valuation. The name and address of the last known owner are also usually shown. In the case of personal property, the assessment roll is the official list containing the name and address of the owner, a description of the personal property, and its assessed value.

Assets. Anything owned that has value-tangible or intangible (see also current assets and fixed assets).

Average Daily Attendance (ADA). The student workload unit formerly used as the basis for computation of State support for California community colleges. An ADA represents 525 class (contact) hours of student instruction/activity. The term ADA has been replaced by Full-time Equivalent Students (FTES). For details on ADA or FTES, see the Chancellor’s Office Student Attendance Accounting Manual and Form CCFS-320.

Balance sheet. A basis financial statement that shows assets, liabilities, and fund balance by fund of an entity as of a specific date.

BAM. Budget and Accounting Manual provided by the State Chancellor for community colleges.

BFAP. Board Financial Assistance Program.
Budget. A plan of financial operation for a given period or specified purposes consisting of an estimate of income and expenditures.

Budget document. The instrument used by the budget-making authority to present a comprehensive financial program (for California Community Colleges, this is Form CCFS-311). Included is a balanced statement of revenues and expenditures (both actual and budgeted), as well as other exhibits.

Budgetary control. The management of business affairs in accordance with an approved plan of estimated income and expenditures.

Budgeting. The process of allocating available resources among potential activities to achieve the objectives of an organization.


Capital Outlay Projects Fund. The fund designated to account for the accumulation of receipts and disbursements for the acquisition or construction of capital outlay items. A fund established under Capital Projects Funds.

Capital Projects Fund. Category of funds in the Governmental Funds Group used to account for the acquisition or construction of capital outlay items.

CARE. Cooperative Agencies Resources for Education.

Cash. An asset account reflecting currency, checks, money orders, bank deposits, and banker’s drafts either on hand or on deposits with an official or agent designated as custodian of cash. Any restrictions or limitations as to the use of cash must be indicated.

Cash basis. Method of accounting in which income and expenditures are recorded only when cash is actually received or disbursed.

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

Classification. Assignment of things into a system of categories.

Classification by activity. Categorization of district activities according to the unique function or purpose served.

Clearing accounts. Accounts used to accumulate total receipts or expenditures for later distribution among the accounts to which such receipts or expenditures are properly allocable or for recording the net differences under the proper account (See also revolving cash account, prepaid expenses, and petty cash).

Code. (1) A distinguishing reference number or symbol. (2) A statement of the laws of a specific field; e.g., Educational Code (EC), Penal Code (PC), Civil Code (CC), Labor Code (LC), etc.

Coding. A system of numbering or otherwise designating accounts, entries, invoices, vouchers, etc., in such a manner that the symbol used reveals quickly certain required information. To illustrate the coding of accounts, the activity code 6720 is assigned to expenditures made by the Department of Budget and Finance.
Community services. Educational, cultural, and recreational services which an educational institution may provide for its community in addition to regularly scheduled classes. Community college districts receive no direct State apportionment for community services.

Contingent liabilities. Item which may become liabilities as a result of conditions undetermined at a given date, such as guarantees, pending law suits, judgments under appeal, unsettled disputed claims, unfilled purchase orders, and uncompleted contracts. All contingent liabilities should be disclosed within the basic financial statements, including the notes thereto.

Contracted service. Services rendered by personnel who are not on the payroll of the college system, including all related expenses covered by the contract.

Controlling account. A summary account, usually maintained in the general ledger, in which is entered the aggregate of the debit and the credit postings to a number or identical, similar, or related accounts called subsidiary accounts. Its balance equals the sum of the balances of the detailing accounts.

Cost. (1) The amount of money or other consideration exchanged for property or services. Cost may be incurred even before money is paid; that is, as soon as liability is incurred. Ultimately, however, money or other consideration must be given in exchange. Again, the cost of some property or service may, in turn, become a part of the cost of another property or service. For example, the cost of part or all of the materials purchased at a certain time will be reflected in the cost of articles made from such materials or in the cost of those services in the rendering of which the materials were used, and (2) Expense.

Cost of living adjustment (COLA). The COLA is reflection of the percentage change of the Implicit Price Deflator for State and Local Government Purchases of Goods and Services for the United States, as published by the United States Department of Commerce, from the fourth calendar quarter of the prior year to the fourth calendar quarter of the latest available year rounded up to the next hundredth. Depending upon State funds, this index is used to compute a cost of living adjustment augmentation to community college districts. Most commonly used to refer to percentage adjustments on salary schedules, i.e. for 2000-2001 the COLA was 3.17%.

Current assets. Assets that are available or can be made readily available to pay for the cost of operations or to pay current liabilities.

Current Expense of Education (CEE) –EC §84362, CCR §59200 et seq. 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.

Current liabilities. Amounts due and payable for goods and services received prior to the end of the fiscal year. Current liabilities are paid within a relatively short period of time, usually within a year.

Debt limit. The maximum amount of bonded debt for which an entity may legally obligate itself.

Debt service. Expenditures for the retirement of principal and interest on long-term debt.

Deferred charges. Expenditures which are paid for prior to their occurrence. Example include discounted bonds sold and prepaid expenses, such as insurance.
Deferred income. Revenue received prior to being earned such as bonds sold at a premium, advances received on Federal or State program grants, or registration fees received for a subsequent period.

Deficit. Excess of liabilities over assets.

Designated income. Income received for a specific purpose.

Direct activity charges. Charges for goods or services that exclusively benefit the activity.

Direct expenses or costs. Expenses that can be separately identified and charged as a part of the cost of an activity, department, service, or a product.

DSPS. Disabled Students Programs and Services.

Employee benefits. Amounts paid by an employer on behalf of employees. These amounts are not included in the gross salary, but are over and above. While not paid directly to employees, they are nevertheless a part of the cost of salaries and benefits. Examples are (1) group health or life insurance payments; (2) contributions to employee retirement; (3) district share of O.A.S.D.I. (Social Security) taxes; (4) worker's compensation payments.

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

Enrollment fees. Imposed for the first time in 1984, a per credit unit fee was assessed to all students enrolled in community colleges classes. Originally established at $50 per semester for 6 or more credit units and $5 per unit for less than 6 credit units, the State-set required enrollment fee is $11 per semester credit unit for 2000-2001.

Enterprise Funds. A subgroup of the Proprietary Funds Group used to account for operations when the governing board has decided either that the total cost of providing goods and services on a continuing basis (expenses including depreciation) be financed or recovered primarily through user charges; or that the periodic determination of revenues earned, expenses incurred, and net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

Entitlement. An amount of money to which an entity has a right as determined by the granting or awarding party.

Entry. (1) The record of a financial transaction in its appropriate book of account. (2) The act of recording a transaction in the books of account.

EOPS. Extended Opportunity Programs and Services, Part A and B.

Equalization. State funding effort to provide funds to districts in an effort to minimize the revenue/FTES differences between districts based upon funds available for this purpose.
ERAF (Educational Revenue Augmentation Fund). Begun in 1992-93, ERAF legislation took a portion of local property tax going to counties, cities and other local agencies and redirected it to education within that county.

Estimated income. Expected receipt or accruals of moneys from revenue or non revenue sources during a given period.

Expenditures. Amounts disbursed for all purposes. Accounts kept on an accrual basis include only actual cash disbursements.

Expendable Trust Fund. A Trust Fund whose resources, including both principal and earnings, may be expended. Expendable Trust Funds are accounted for in essentially the same manner as governmental funds.

Expense of Education. This includes all General Fund expenditures, restricted and unrestricted, for all objects of expenditures 1000 through 5000 and all expenditures of activity 0100 through 6700.

Expenses. Expenditures made or liabilities incurred for goods and services used in the current year.

Fees. Amounts collected from or paid to individuals or groups for services or for use of facilities.

Fiduciary Funds Group. A group of funds used to account for assets held by the district in a trustee or agent capacity on behalf of individuals, private organizations, student organizations, other governmental units, and/ or other funds.

Fifty (50) percent law. A law requiring districts to spend at least 50% of its current expense of education on the salaries and benefits of classroom instructors.

Fiscal year. For governmental entities in the State of California, the period beginning July 1 and ending June 30. Otherwise, it is usually a period of one year, which can by agreement begin at any time and end one year later.

Fixed assets. Assets of permanent character having continuing value such as land, buildings, machinery, furniture, and equipment.

Fixed costs. Those costs that remain relatively constant regardless of enrollment or volume of business. Examples include interest, insurance, and contributions to retirement systems.

Full-time Equivalent (FTE) Employees. Ratio of the hours worked based upon the standard work hours of one full-time employee. For example, classified employees may have a standard workload of 40 hours per week, if several classified employees worked 380 hours in one week, the FTE conversion would be 380/40 or 9.5 FTE.

Full-time Equivalent Students (FTES). An FTES 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 (see form CCFS-320, "Apportionment Attendance Report").
Functional Accounting. A system of accounting in which records are maintained to accumulate income and expenditure data by purpose and usually are further classified within generalized functional areas such as instruction, administration, or operations.

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 fund equity of governmental funds and Trust Funds; the difference between assets and liabilities within a fund.

Fund Group. Compilation of two or more individual funds used to report sources and uses of resources in providing some major service or group of services.

Gann Limit. See Annual Appropriation Limit.

GASB. Governmental Accounting Standards Board.

General Fixed Asset Accounting Group (GFA). A self-balancing group of accounts set up to account for fixed assets used in operations accounted for in governmental funds. General fixed assets include all fixed assets not accounted for in Proprietary Funds or in Trust and Agency Funds.

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.

General Ledger. A book, file, or other device in which accounts are kept to the degree of detail necessary to summarize the financial transactions of the community college system. General ledger accounts may be kept for any group of items of receipts or expenditures.

General Long-Term Debt Account Group (GLTD). A self-balancing group of accounts set up to account for the unmatured general long-term debt of a community college district and expected to be repaid from governmental funds.

General Reserve. An account to record the reserved budgeted to provide operating cash in the succeeding fiscal year until taxes and State funds become available.

General Revenue. An amount determined by the State-wide allocation formula for each community college district to be its base revenue, the major source of revenue for general unrestricted purposes. Components consist of property taxes, ERAF, 98% of enrollments fees, and State apportionment.

Generally Accepted Accounting Principles (GAAP). Uniform minimum standards of and guidelines for financial accounting and reporting.

Governmental Funds. Grouping of funds used to account for activities directly related to an institution's educational objective.

Imprest Account. An account into which a fixed amount of money is placed for the purpose of minor disbursements. As disbursements are made, a voucher is completed to record their date, amount, nature, and purpose. At periodic intervals, or when the money is completely expended, a report with substantiating vouchers is prepared and the account is replenished for the exact amount of the disbursements, and appropriate general ledger accounts are charged. The total of
cash plus substantiating vouchers must at all times equal the total fixed amount of money set aside in the imprest account (see petty cash and revolving cash account).

**Income.** (1) Revenues. (2) The excess of revenues over expenditures.

**Interfund accounts.** Accounts in which transactions between funds are reflected.

**Interfund transfers.** Money that is taken from one fund and added to another fund without an expectation of repayment.

**Internal Service Funds.** A subgroup of the Propriety Funds Group used to account for the financing of goods or services provided on a cost reimbursement basis by one department to other departments within or outside the community college district.

**Intrabudget transfers.** Amounts transferred from one appropriation account to another within the same fund.

**Intrafund transfer.** The transfer of moneys within a fund of the district.

**Inventory.** A detailed list showing quantities and description of property on hand at a given time. It may also include units of measure, unit prices, and values.

**Investments.** Securities, real estate, etc., held for the production of revenues in the form of interest, dividends, rentals, or lease payments. The term excludes fixed assets used in governmental operations.

**Journal.** Any accounting record in which financial transactions of an entity are formally recorded for the first time; e.g., the cash receipts book, check register, and journal voucher.

**Ledger.** A group of accounts in which are recorded the financial transactions of a governmental unit or other organization (see also General ledger and Appropriation ledger.)

**Liabilities.** Debt or other legal obligations (exclusive of encumbrances) arising out of transactions in the past which must be liquidated, renewed, or refunded at some future date.

**Lottery.** Funds derived from state lottery sales which began in 1985. Approximately 34% must be distributed to public schools and colleges. Allocation is based upon prior year resident and non-resident attendance.

**Modified accrual basis (modified cash basis).** Any method of accounting that combines the concepts of cash basis accounting with those of accrual accounting. Under the modified accrual basis those items of revenue for which a valid receivable can be recorded in advance of their due date, such as property taxes, should be recognized on the accrual basis; all other revenue items are recognized on the cash basis because the time of collection generally coincides with the determination of the amounts.
Nonexpendable Trust Fund. A Trust Fund, the principal of which may not be expended. Nonexpendable Trust Funds are accounted for in essentially the same manner as Proprietary Funds.

Nonrevenue receipts. Amounts received that either incur an obligation that must be met at some future date or change the form of an asset from property to cash and therefore decrease the amount and value of property. Money received from loans, sale of bonds, sale of property purchased from capital funds, and proceeds from insurance adjustments constitute most nonrevenue receipts.

Object. Expenditure classification category of an item or a service purchased.

Obligations. Amounts that an entity may be legally required to pay out of its resources. Included are not only actual liabilities, but also unliquidated encumbrances (see also Liabilities).

Partnership for Excellence. (Section 84754 of the Education Code) State program in support of community colleges approved as part of the State Budget within SB 1564, the major education trailer bill. This is a mutual commitment by the State and the community college system to significantly expand the contribution of the community colleges to the social and economic success of California. It is structured in phases, with substantial financial investment by the State in exchange for a credible commitment from the system to specific student and performance outcomes. (Excerpt from www.ccleague.corg/partnership) Funded at $155,000,000 for 2000-2001.

PERS. Public Employees Retirement System.

Petty cash. A sum of money set aside for the purpose of immediate payments of small accounts (see also imprest account and revolving cash account).

Posting. The act of recording in an account in a ledger the data, either detailed or summarized, contained in a book or document of original entry.

Prepaid expenses. Goods or services for which payment has been made, but for which benefits have not been realized as of a certain date; e.g., prepaid rent, prepaid interest, and premiums on unexpired insurance. Benefits and corresponding charges to expenses will be borne in future accounting periods.

Prior Years' Taxes. Taxes received in the current fiscal year for delinquencies or impounds in previous fiscal years.

Program. Category of activities with common outputs and objectives. A program may cut across existing departments and agencies.

Program accounting. A system of accounting in which records are maintained to accumulate income and expenditure data by program rather than by organization or by fund.

Program-based funding. Implemented in 1991 as a result of AB 1725 enacted in 1988, a State method of calculating base revenue for community college districts on multiple workload measures, incorporating economy of scale factor for small districts and small colleges, and establishing standards and corresponding funding specified levels to achieve standards. This is not a spending formula.
Program costs. Costs incurred and allocated by program rather than by organization or by fund.

Property tax rate. See Tax rate.

Proprietary Funds Group. A group of funds used to account for those ongoing government activities which, because of their income-producing character, are similar to those found in the private sector.

Proration. Allocation of expenditures or income from a single source to two or more accounts to show the correct distribution of charges or income.

Protested (impounded) taxes. Tax money paid under protest and held by the county auditor pending settlement of the protest.

Purchase order. A document issued to a vendor to authorize the delivery of specified merchandise or the performance of certain services and the cost of same.

Real property. Property consisting of land, buildings, minerals, timber, landscaping, and related improvements.

Rebate. Abatement or refund which represents the return of all or part of a payment.

Reclassification. Redesignation of current year’s income or expenditure items previously posted to one account and later determined to be more properly charged to a different account.

Requisition. A document submitted initiating a purchase order to secure specified articles or services.

Reserve. An amount set aside to provide for estimated future expenditures or losses, for working capital, or for other specified purposes.

Reserve for Encumbrances. The segregation of a portion of a fund balance to provide for unliquidated encumbrances. Separate accounts may be maintained for current and prior year encumbrances.

Resources. All assets owned including land, buildings, cash estimated income not realized, and, in certain funds, bonds authorized but not issued.

Restricted accounts. Cash and/or other assets which are limited as to use disposition by their source. Their identity is therefore maintained and their expenditure or use is also recorded separately.

Revenue. Increase in assets without a corresponding increase in liabilities and does not represent exchange of property for cash (see nonrevenue receipts).

Revolving cash account. A state amount of money authorized by the district governing board to be used primarily for emergency or small sundry disbursements. The fund is reimbursed periodically through properly documented expenditures, which are summarized and charged to proper account classifications.
Sales and use tax. A tax imposed upon the sale of goods and services. The use tax is paid in lieu of the sales tax on goods purchased outside the State, but intended for use in the state.

Schedules. Explanatory or supplementary statements that accompany the balance sheet or other financial statements.

Scholarship and Loan Fund. The fund designated to account for moneys received and disbursed for scholarships, grants-in-aid, and loans to students.

Secured roll. Assessed value of real property, such as land, buildings, secured personal property, or anything permanently attached to land as determined by each county assessor plus the value of the property of public utilities as determined by the State Board of Equalization.

Self-insurance Fund. An Internal Service Fund designated to account for income and expenditures of self-insurance programs.

SEOG. Supplemental Education Opportunity Grant.

Shared revenue. Revenue collected by one governmental unit but shared (usually in proportion to the amount collected) with another unit of government or class of governments.

Site. Land which has been acquired or is in the process of being acquired.

Special Populations. Used to identify individuals with the same or similar characteristics. Commonly used in connection with categorical funding sources to identify eligible recipients. More specific information about certain categories of special populations may be obtained with the assistance of college staff working in those program areas.

Special Revenue Funds. A category of funds used to account for proceeds of specific legally restricted revenue for and generated from activities not directly related to the educational program of the college.

Stability. Funds provided to districts affected by decline to spread out the resulting loss of base revenue over a three-year period.

Statements. Formal written presentations setting forth financial information. The term includes exhibits, schedules, and written reports.

State School Fund-Section B. Moneys appropriated by the Legislature for distribution to community college districts.

Stores. (1) A system that enables supplies to be purchased in large quantities and charged to an asset account. The supplies are charged to the department when distributed. (2) The stockpiling of large amounts of supplies usually in a warehouse for future uses. (3) Large quantities of supplies in storage.

STRS. State Teachers Retirement System

Student Body Fund. A fund to control the receipts and disbursements for student association activities.
Student Financial Aid Fund. The fund designated to account for the deposit and payment of student financial aid including grants and loans or other money intended for similar purposes no excluding administrative costs.

Subsidiary account. A related account that supports in detail the debit and credit summaries recorded in a controlling account.

Subsidiary ledger. A group of subsidiary accounts, the sum of the balances of which equal the balance of the related controlling account.

Subvention. A grant or provision of assistance or financial support, usually from a one government unit to a subordinate jurisdiction.

Summary. Consolidation of like items for accounting purposes.

Supplanting. To use one type of funds to provide goods or services previously paid for with another type of funds. Generally, this practice is prohibited when State or federal funds are used to replace local funds.

Supply. A material item of an expendable nature that is consumed, wears out, or deteriorates in use; or one that loses its identity through fabrication or incorporation into a different more complex unit or substance.

TANF Temporary Assistance for Needy Families.

Tax and Revenue Anticipation Notes (TRAN). Instruments issued to secure short-term moneys borrowed in expectation of collection of taxes.

Tax liens. Claim by governmental units upon properties for which taxes levied remain unpaid.

Tax rate. The amount of tax stated in terms of a unit of tax base; for example, 25 mills per dollar of assessed valuation of taxable property.

Tax rate limit. The maximum rate of that a governmental unit may levy.

Tax redemption. Proceeds from the sale of tax-delinquent property.

Tax relief subventions. Amounts received to compensate community colleges for revenues lost due to tax exemptions, such as for business inventory or owner-occupied property.

Tax roll. The listing showing the amount of taxes levied against each taxpayer or property.

Taxes. Compulsory charges levied within its boundaries by a governmental unit against the income or property of persons, natural or corporate, to support its activities for the common benefit.
Taxes Receivable. An asset account representing the collected portion of taxes not yet apportioned to an entity at the close of the fiscal year.

Trial Balance. A list of the balances of the accounts in a ledger kept by double entry with the debit and credit balances shown in separate columns. If the total of the debit and credit columns are equal or if their net balance agrees with a controlling account, the ledgers from which the figures are taken are said to be “in balance.”

Trust Fund. A fund consisting of resources received and held by an entity as trustee to be expended or invested in accordance with the conditions of the trust.

Tuition. An amount charged for instructional services provided to a student.

TTIP. Telecommunications and Technology Information Programs

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

Unrealized income. Estimated income less income received to date; also, the estimated income for the remainder of the fiscal year.

Unsecured roll. Assessed value of personal property other than secured property.

Variable costs. Those costs that fluctuate directly with enrollment or volume of business, as opposed to fixed costs.

Vocational and Applied Technology Education Act of 1990 (VATEA). Federal act which provides funds for special studies, demonstration projects, and supplemental services to special populations. Refer to the following publications for more specific information:


3. Federal Register, Volume 57, Number 58, August 24, 1992

Voucher. Any document that supports or verifies a certain financial transaction.

Voucher warrant. A form embodying a warrant and voucher in one document.

Warrant. A written order drawn by the governing board or its authorized officer(s) or employee(s) and allowed by the county auditor, directing the county treasurer to pay a specified amount to a designated payee. A warrant may or may not be payable on demand and may or may not negotiable.