ANTELOPE VALLEY COLLEGE

Budget Committee Agenda	Wednesday, September 28, 2016 SSV-151 2:30 p.m. – 3:30 p.m.

Type of Meeting: *Regular Meeting*
Note Taker:
Please Review/Bring: *Agenda, Minutes, Supporting documents*

Committee Members:

Diana Keelen, Co-Chair	Executive Director of Business Services (Co-Chair)
Cynthia Wishka, Co-Chair	Academic Senate President or Designee (Co-Chair)
Jill Zimmerman	Dean - Student Services
Riley Dwyer*	Dean - Academic Affairs
Pamela Ford	Classified Union
Violet Christopher	Faculty Union
David Adams*	Faculty Staff
Jonathan Over	Adjunct Faculty Staff
Maria West	Classified Staff
Nichelle Williams	CMS
Jared Simmons	Facilities
Maxine Griffin	Human Resources
Rick Shaw	Information Technology Committee
VACANT	Outcomes Committee
Carol Eastin	Program Review Committee
Vanessa Gibson	Student Success Committee
VACANT	Enrollment Management Committee
VACANT	ASO Representative
Mark Bryant	VP HR & Employee Relations, Ex-Officio
Erin Vines	VP Student Services, Ex-Officio
Bonnie Suderman	VP Academic Affairs, Ex-Officio
Wendy Dumas	Proxy for Co-Chair

*New representative

	Items	Person	Action
I.	**Introduction of New Members to Committee**	*Ms. Keelen*	
II.	**Approval of Minutes:** August 24, 2016	*All*	
III.	**Discussion Items:** 2017-18 Budget Call	*Ms. Keelen*	

2016-17 Allocation of One-Time Funds	*Ms. Keelen*	
IV. **Information Items:** 16-17 Meetings Schedule		2016: 7/27, 8/24, 9/28, 10/26, 11/23 2017: 1/25, 2/22, 3/22, 4/26, 5/24, 6/28
NEXT MEETING DATE: Budget Committee October 26, 2016, SSV-151 2:30 p.m.		

ANTELOPE VALLEY COLLEGE

Budget Committee Minutes	Wednesday, August 24, 2016 SSV-151 2:30 p.m. – 3:30 pm

Type of Meeting: *Regular*
Note Taker: *Rhonda Burgess*
Please Review/Bring: *Agenda, Minutes, Supporting Docs*

Committee Members:

Diana Keelen, Co-Chair	Executive Director of Business Services (Co-Chair)	
Cynthia Wishka, Co-Chair	Academic Senate President or Designee (Co-Chair)	
Jill Zimmerman	Dean of Student Services (Proxy – Gary Roggenstein)	
Rick Motawakel	Dean of Academic Affairs	Absent
Pamela Ford	Classified Union (Proxy - Jenell Paul)	
Violet Christopher	Faculty Union	
Justin Shores	Faculty Staff	Absent
Jonathan Over	Adjunct Faculty Staff	
Maria West	Classified Staff	Absent
Nichelle Williams	CMS Staff (Proxy – Yulianna Martinez)	
Jared Simmons	Facilities	
Maxine Griffin	Human Resources	Absent
Rick Shaw	Information Technology Committee	Absent
VACANT	Outcomes Committee	VACANT
Carol Eastin	Program Review Committee	
Vanessa Gibson	Student Success Committee	
VACANT	Enrollment Management Committee	VACANT
VACANT	ASO Representative	VACANT
Mark Bryant	VP HR & Employee Relations, Ex-Officio	
Erin Vines	VP Student Services, Ex-Officio	
Bonnie Suderman	VP Academic Affairs, Ex-Officio	
Wendy Dumas	Proxy for Co-Chair	

	Items	Person	Action
I.	**Approval of Minutes:** June 22, 2016 Meeting	*All*	The minutes of the June 22, 2016 Budget Committee meeting were approved by unanimous consent.
II.	**Discussion Items:** Presentation of 2016-2017 Adopted Budget	*Ms. Keelen*	**Issues Discussed:** Viewed PowerPoint presentation of adoptive budget overview. A handout was distributed of the Governor's Budget Summary for 2016-2017. **Action Taken:** N/A

		Follow Up Items: N/A
	NEXT MEETING DATE: 9/28/2016 SSV-151, 2:30 pm	

INTRODUCTION

Since 2011, the State of California's fiscal situation has dramatically turned around. When Governor Brown took office in 2011, the state faced a $26.6 billion immediate budget problem and estimated yearly gaps between spending and revenues of roughly $20 billion. The budget was balanced with permanent spending cuts, temporary taxes from Proposition 30, and a solid economic recovery.

As the state's economy has recovered, the past three budgets have restored some previous budget cuts and expanded services, such as extending health care coverage to millions of Californians, creating the state's first earned income tax credit, and spending multiple hundreds of millions of dollars for movie tax credits and child care. In addition, the state has paid down its budgetary borrowing and addressed some long-standing problems—such as implementing a plan to restore fiscal health to teacher pensions and making major improvements to the state's water system.

A strengthening state economy is continuing to push revenues higher. The state's unemployment rate is below 6 percent for the first time since 2007. In 2015, capital gains—the state's most volatile revenue source—reached an all-time high. Despite the increase in one-time revenues, the Budget remains precariously balanced for the long term after paying for existing obligations and the Proposition 30 temporary tax revenues expire.

The economy is finishing its seventh year of expansion, already two years longer than the average recovery. While the timing is uncertain, the next recession is getting

closer, and the state must begin to plan for it. If new ongoing commitments are made now, then the severity of cuts will be far greater—even devastating—when the recession begins.

Without question, the best way to protect against future cuts is to build up the state's Rainy Day Fund. Today, the fund is at 37 percent of its constitutional target (10 percent of General Fund tax revenues). The Budget proposes to bring its balance to 65 percent. The state must also take this opportunity to address its long-term liabilities—restoring and upgrading the state's infrastructure and creating a sustainable path for state worker retiree health benefits.

Maintaining Fiscal Balance Is an Ongoing Challenge

The fiscal stability from a balanced budget and a recovering state economy has been a welcome reprieve from the prior decade's budget deficits. Yet, maintaining a balanced budget for the long term will be an ongoing challenge—requiring fiscal restraint and prudence. As shown in Figure INT-01, since 2000, the state's short periods of balanced budgets have been followed by massive budget shortfalls. In fact, the sum of all the deficits during this period is seven times greater than the sum of all the surpluses.

Figure INT-01
**Balanced Budgets Have Been Quickly
Followed by Huge Deficits[1]**
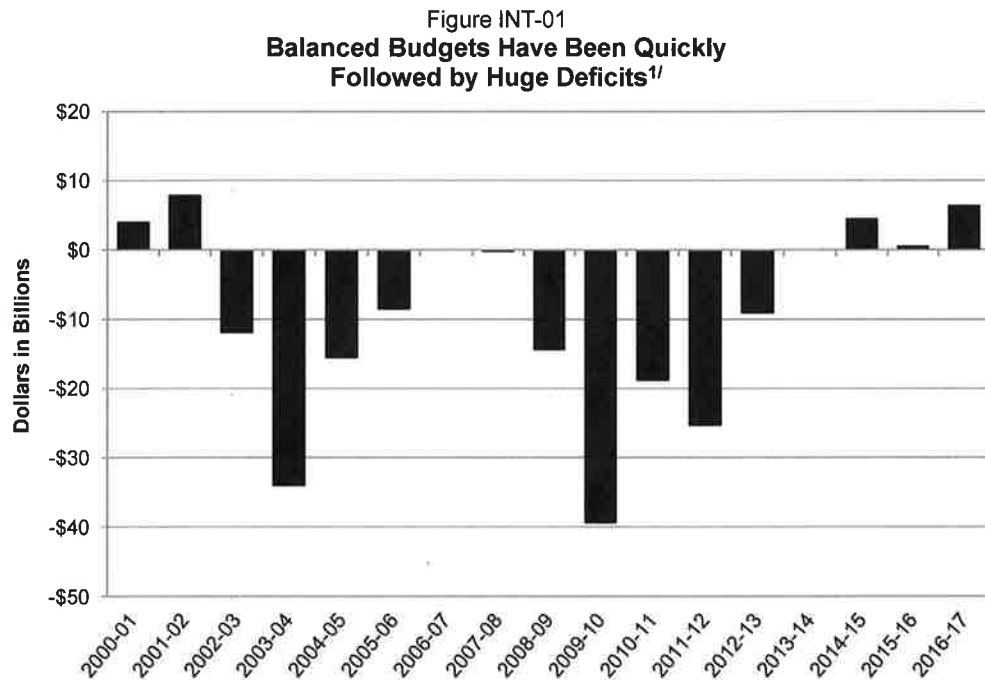
[1] Budget shortfalls or surplus, measured by the annual Governor's Budget.

With California's complicated budget, there will continue to be year-to-year fluctuations, risks and cost pressures, including from the federal government and ballot initiatives. The current fiscal year is the last one with the full revenues of Proposition 30. As it was intended, the measure has provided the state with increased resources on a short-term basis to give the economy time to recover. Under the measure, the state has been able to restore funding for education and the safety net, expand health care coverage, and pay off its budgetary borrowing.

Still, as shown in Figure INT-02, the state has $224 billion in long-term costs, debts, and liabilities. The vast majority of these liabilities—$220 billion—are related to retirement costs of state and University of California employees. For 15 years, Proposition 2 provides a dedicated funding source to help address these liabilities, but that funding alone will not eliminate the liabilities.

Figure INT-02
Debts and Liabilities Eligible for Accelerated Payments Under Proposition 2
(Dollars in Millions)

	Outstanding Amount at Start of 2016-17	Proposed Use of 2016-17 Pay Down
Budgetary Borrowing		
Loans from Special Funds	$1,806	$955
Underfunding of Proposition 98—Settle-Up	1,232	257
Repayment of pre-Proposition 42 Transportation Loans	879	173
State Retirement Liabilities		
State Retiree Health	71,773	0
State Employee Pensions	43,291	0
Teacher Pensions [1/]	72,718	0
Judges' Pensions	3,358	0
Deferred payments to CalPERS	570	0
University of California Retirement Liabilities		
University of California Employee Pensions	10,786	171
University of California Retiree Health	17,270	0
Total	**$223,683**	**$1,556**

1/ The state portion of the unfunded liability for teacher pensions is $14.916 billion.

ELIMINATING THE RETIREE HEALTH UNFUNDED LIABILITY

Over the past several years, the Governor and Legislature have taken significant steps to address the long-term costs of pensions. In 2012, the California Public Employees' Pension Reform Act was enacted to save billions of taxpayer dollars by capping benefits, increasing the retirement age, stopping abusive practices and requiring employees to pay at least half of their pension costs. In 2014, a funding plan was implemented to restore fiscal solvency to the state's teacher pension system over three decades. The state must now turn its attention to the $72 billion unfunded liability that exists for retiree health care benefits.

The state's pay-as-you-go system for retiree health benefits is not working. The costs remain one of the fastest growing areas of the state budget. In 2001, retiree health benefits made up 0.6 percent of the General Fund budget ($458 million) but today absorb 1.7 percent ($2 billion). As shown in Figure INT-03, without action, the state's unfunded liability will grow from $72 billion to $100 billion by 2020-21 and $300 billion by 2047-48.

Figure INT-03
**Eliminating Unfunded Liability for
Retiree Health Care**
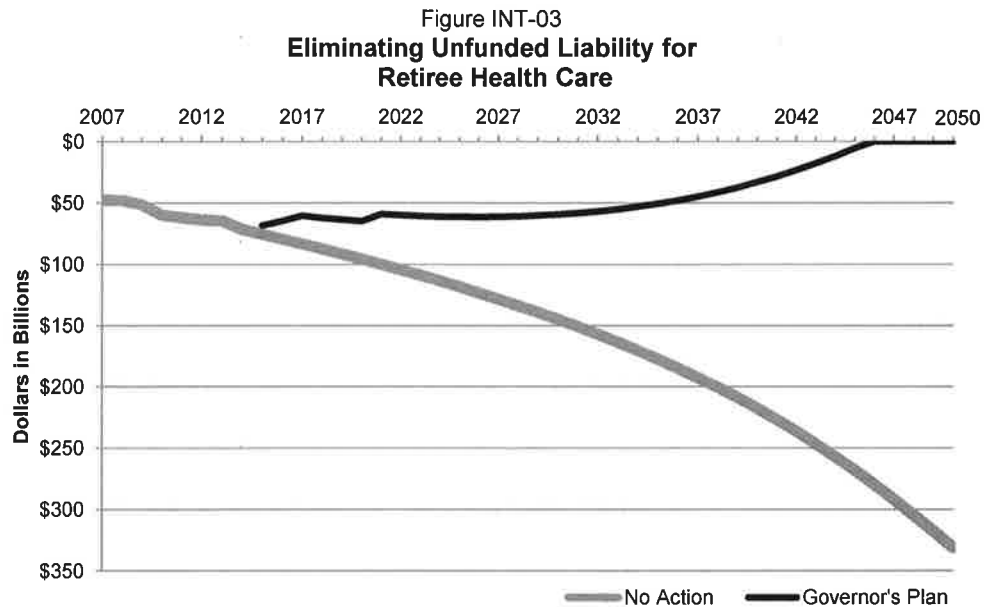
Even though the private sector is eliminating these types of benefits, the state can preserve retiree health benefits for career workers. Last year's state agreement with Bargaining Unit 9 (professional engineers), combined with the statutory protection of the

funds, lays out the approach. The state and its employees share equally in the prefunding of retiree health benefits, similar to the new pension-funding standard. Under this plan, investment returns will help pay for future benefits, just as with the state's pension plans, to eventually eliminate the unfunded liability over three decades.

The Administration will be negotiating with its other bargaining units this year to implement this critical, cost-sharing agreement as part of labor contracts. Over the next 50 years, this approach will save $240 billion statewide. The Budget sets aside $300 million General Fund to pay for potential increases in employee compensation as part of these good faith negotiations.

Planning for the Next Recession

The passage of Proposition 2 in 2014 gives the state an opportunity to mitigate the boom-and-bust cycle of the past two decades. Recent budget shortfalls have been driven by making ongoing commitments based upon temporary spikes in revenues primarily from capital gains. Under Proposition 2, these spikes in capital gains will instead be used to save money for the next recession and to pay down the state's debts and liabilities. Proposition 2 establishes a constitutional goal of having 10 percent of tax revenues in the Rainy Day Fund.

Capital gains are at an all-time high in 2015. As a result, by the end of 2015-16, the state's Rainy Day Fund will have a total balance of $4.5 billion (37 percent of the target). Based on recent history, however, we know that capital gains will dive downward at some point (see Figure INT-04).

The Budget assumes the continued expansion of the economy. Yet, economic expansions do not last forever. In the post-war period, the average expansion has been about five years. As shown in Figure INT-05, the current expansion has already exceeded the average by nearly two years.

While there are few signs of immediate contraction, another recession is inevitable and should be planned for. To that end, the Department of Finance has modeled a recession of average magnitude to occur in 2017-18. As shown in Figure INT-06, revenues from the state's "big three" taxes—the personal income, sales, and corporation taxes—drop a total of $55 billion from the start of the recession through 2019-20. The state's financial obligation under Proposition 98, the funding formula for K-14 education, would also drop. Under such a model, the state would be left with a $29 billion General Fund deficit by

Figure INT-04
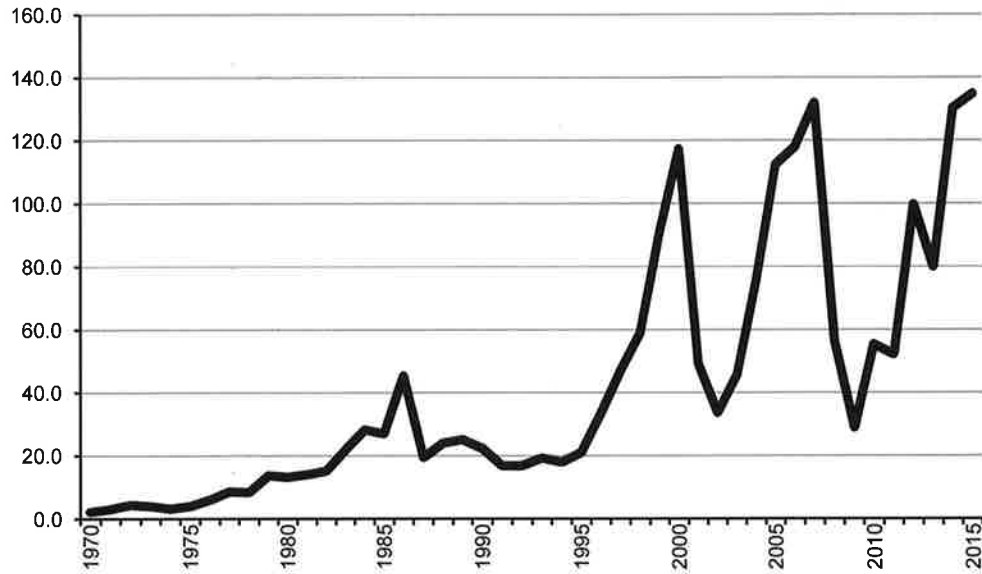**Unpredictable Capital Gains**
(Dollars in Billions)

Figure INT-05
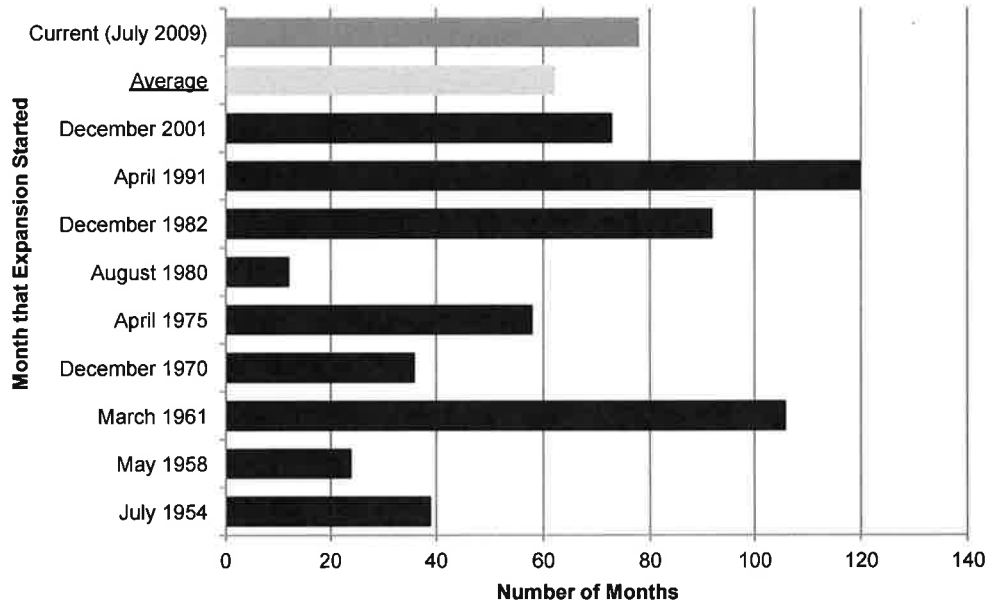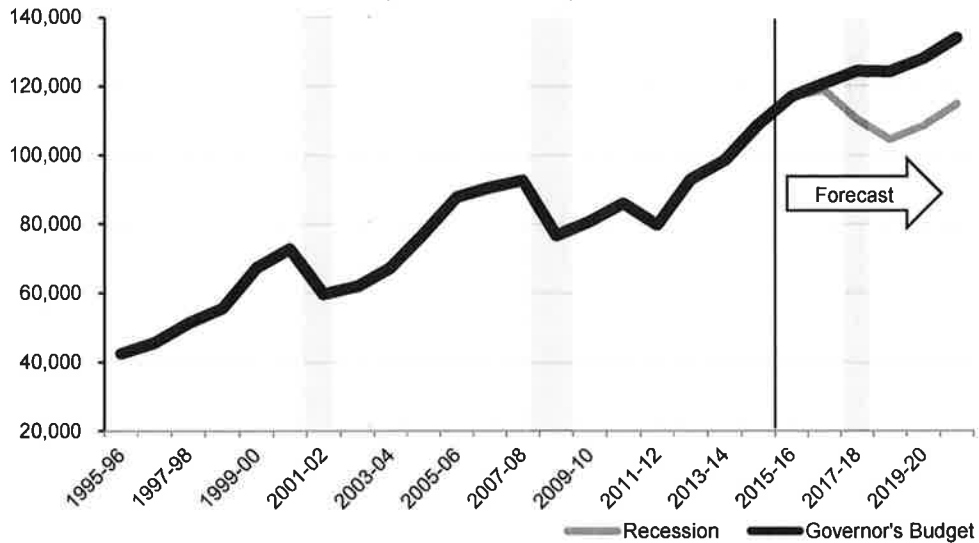**Current Recovery Already Two Years Longer Than Average**

Figure INT-06
**Recession Could Cause Loss of $55 Billion
in Revenues by 2019-20**
(Dollars in Millions)

2019-20 under the Governor's approach—even without accounting for higher safety net program spending caused by the recession. If, however, the budget embarks on higher ongoing spending this year, rather than the one-time purposes as proposed by the Governor, the deficit would grow to more than $43 billion by 2019-20.

In the short term, fully filling the Rainy Day Fund by the time the next recession begins should be the primary fiscal goal of the state. Under Proposition 2, its balance would grow to $6 billion, or 48 percent of its full amount in 2016-17. The Budget proposes to make an additional $2 billion deposit, bringing the Rainy Day Fund to $8 billion, or 65 percent of the target. While a full Rainy Day Fund might not eliminate the need for some spending reductions in case of a recession, saving now would allow the state to spend from its Rainy Day Fund later to soften the magnitude and length of any necessary cuts.

CONTINUING TO INVEST IN EDUCATION

The Proposition 30 temporary taxes were premised on the need to increase funding for education. As shown in Figure INT-07, the minimum guarantee of funding for K-14 schools was $56.6 billion in 2007-08 and sank to $47.3 billion in 2011-12. From this

Figure INT-07
Proposition 98 Funding
2007-08 to 2016-17
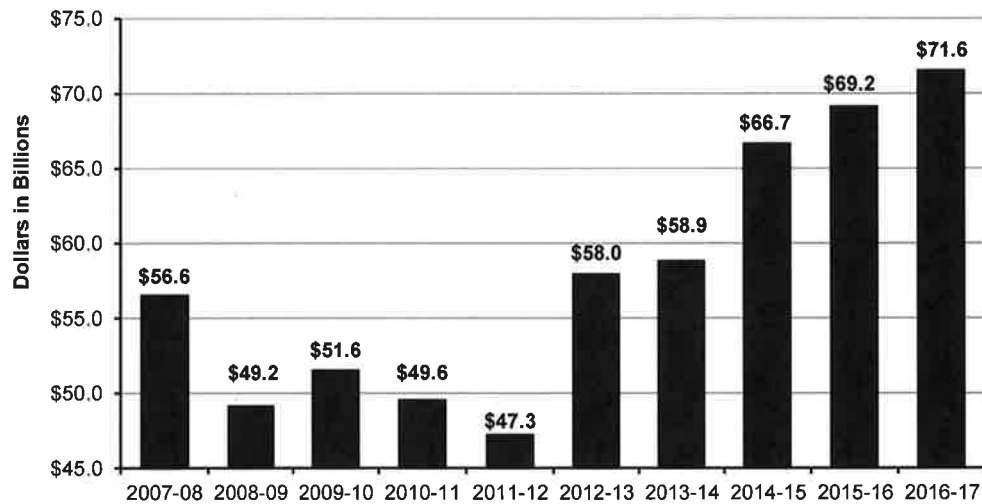
recent low, funding has been at all-time highs since 2012-13 and is expected to grow to $71.6 billion in 2016-17, an increase of $24.3 billion in five years (51 percent).

K-12 Education

For K-12 schools, funding levels will increase by nearly $3,600 per student in 2016-17 over 2011-12 levels. This reinvestment provides the opportunity to correct historical inequities in school district funding with continued implementation of the Local Control Funding Formula. The Budget provides $2.8 billion in new funding, bringing the formula's implementation to 95 percent complete.

The Budget seeks to extend the goals of the Local Control Funding Formula to the state's early education programs. The Budget proposes a $1.6 billion early education block grant by combining three existing programs to promote local flexibility, focusing on disadvantaged students and improved accountability.

Higher Education

The Budget also invests in the state's higher education system to maintain the quality and affordability of one of California's greatest strengths. The Budget keeps tuition

at 2011-12 levels. By focusing on reducing the time it takes a student to successfully complete a degree or certificate, colleges and universities can ensure their systems are financially viable over the long term. Increased funding must be used to get students their degrees in a timely manner, not just admit more students.

The Administration's higher education efforts—keeping student costs low, promoting new technology and innovation, rethinking remediation practices, easing the transfer process from community colleges to universities, and improving graduation rates—will support students' success in achieving their educational goals. Proposed funding will maintain affordability and strengthen pathways through education and into the workforce.

STRENGTHENING OUR INFRASTRUCTURE

The construction and maintenance of key physical infrastructure is one of the core functions of state government. Infrastructure and capital assets allow for the delivery of public services and the movement of goods across the state—both essential components in fostering the state's long-term economic growth. Despite the investment of tens of billions of dollars over the past decade, the state's infrastructure demands continue to grow.

The deferred maintenance on existing state infrastructure is staggering—estimated to total $77 billion. The state's largest deferred maintenance is on its highways, roads and bridges. Annual maintenance and repairs are billions of dollars more than can be funded annually within existing revenues. The state must address deferred maintenance in its transportation system through expanded and ongoing funding sources. The Budget reflects the Governor's transportation package first outlined last summer that would provide $36 billion over the next decade to improve the maintenance of highways and roads, expand public transit, and improve critical trade routes. The proposal includes an $879 million commitment from the General Fund to accelerate the repayment of loans to transportation projects. The increased funding would be coupled with Caltrans efficiencies, streamlined project delivery, and accountability measures.

The Budget also includes $807 million ($500 million General Fund) for critical deferred maintenance at levees, state parks, universities, community colleges, prisons, state hospitals, and other state facilities. The Budget supports a major investment in renovating Sacramento's aged and inadequate state office infrastructure. A study of state offices completed in 2015 documented serious deficiencies with state office buildings that will

require their replacement or renovation. The Budget proposes a $1.5 billion General Fund down payment to begin that work for three buildings, including the State Capitol Annex.

California needs a new school facilities program that provides enhanced local flexibility and reflects the major changes in demographics and lower local bond authorization thresholds of recent years. A proposed $9 billion school bond for the November 2016 ballot makes no changes to the existing program. It would add an additional $500 million a year in General Fund debt service (on top of the over $2 billion annually already committed to school bonds). The Administration intends to continue a dialogue with the Legislature to shape a state program that focuses on districts with the greatest needs, while providing substantial new flexibility for districts to raise the necessary resources for their facilities.

COUNTERACTING THE EFFECTS OF POVERTY

For the last several years, the Census Bureau has reported that about 16 percent of California residents are living in poverty—slightly above the national average of 14.8 percent. The Census Bureau's supplemental measure of poverty, which considers broader measures of income and the cost of living, reflects an even higher poverty rate. While the state's economic condition has improved since the Great Recession, much of the gains are being made by the state's wealthiest residents.

California has an extensive safety net for the state's neediest residents who live in poverty, and the state has maintained those core benefits despite the recession. Compared to other states, California provides broader health care coverage to a greater percentage of the population, including in-home care, and guarantees access to services for persons with developmental disabilities. California makes available higher cash assistance to families, continues that assistance to children after their parents lose eligibility, and provides extensive child care to working families with children up to age 13. Finally, the state provides generous financial aid to those seeking higher education.

In the past three years, the recovering economy has allowed the state to take even greater steps to assist the state's neediest residents. The implementation of health care reform has increased coverage under Medi-Cal to an additional 5 million Californians in just four years. The Local Control Funding Formula is concentrating the greatest school funding to those students with the greatest needs. The state guaranteed that 6.5 million workers are eligible for sick leave. The 2015 Budget Act created California's first earned income tax credit to help the poorest working families in California and encourage

more families to claim the existing federal credit. The Budget proposes the first state cost-of-living increase for Supplemental Security Income/State Supplementary Payment (SSI/SSP) recipients since 2006.

RAISING THE MINIMUM WAGE

In 2013, the Governor signed legislation to raise the state minimum wage by 25 percent, from $8 an hour to $10 an hour in two steps. The second increase to $10 an hour just went into effect on January 1, 2016. On an inflation-adjusted basis, the new level is the highest minimum wage in California since 1979. The higher minimum wage will raise the income of an estimated 2.2 million workers. However, higher minimum wage laws are not free. They raise the operating costs of many businesses, and the state must shoulder higher wages in its programs, particularly In-Home Supportive Services and developmental services. For example, the increase to $10 an hour has raised General Fund costs by over $250 million annually.

Already, there are proposals to raise the minimum wage further. At $15 an hour, as two ballot measures propose, the General Fund would face major increased costs, estimated at more than $4 billion annually by 2021. Based on current projections, such a change would return the state budget to annual deficits—even assuming a continued economic expansion. Yet under the measures, one or more increases would likely occur at the same time that California is experiencing a recession. Such an increase would require deeper cuts to the budget and exacerbate the recession by raising businesses' costs, resulting in more lost jobs.

Further raising the minimum wage is a noble goal but it must be done responsibly. Any further increases in the state minimum wage should be implemented on timelines that allow the budget to absorb their costs and have appropriate off-ramps in case the economy is experiencing a recession.

ADDRESSING CLIMATE CHANGE

The California Global Warming Solutions Act of 2006 (AB 32) set greenhouse gas emission reduction goals for 2020. Last year, California adopted its climate change goals beyond 2020 with several ambitious and sweeping policies. The Budget supports these efforts with a $3.1 billion Cap and Trade expenditure plan that will reduce greenhouse gas emissions through programs that support clean transportation, reduce short-lived climate pollutants, protect natural ecosystems, and benefit disadvantaged communities.

In addition to reducing emissions, the state also is taking actions to mitigate the impacts of climate change. These impacts, such as increased fires, floods, severe storms and heat waves, will in unpredictable ways become more frequent and more damaging. California has experienced four consecutive years of below-average rain and snow and unprecedented drought. The Budget includes a total of $719 million in new General Fund resources to pay for the costs of wildfires and for other effects of the drought.

Budget Call Memorandum

To: All Vice Presidents, Deans, Directors and Program Coordinators

From: Diana Keelen, Executive Director of Business Services, Budget Committee Co Chair

Date: October 3, 2016

Re: Budget Development Process Fiscal Year 2017– 2018

The Budget Committee has reviewed the budget development process. While revenues at the State remain flat, accreditation requires that schools plan and review programs and operations to support student learning and success. Enclosed you will find copies of the following to assist in the budget planning process:

- o (1) Budget Instructions
- o (2) Budget Request Structure
- o (3) Budget Development Calendar
- o (4) Resource Allocation Proposal (One for operational requests and one for academic/non-operational requests.)
- o (5) Annual Budget Request Form (MS Excel Document)

The **two*** electronic forms are designed to assist in the development of the annual budgets. The Annual Budget Request Form is in MS Excel format and allows you to prioritize your budgetary requests. The form is supported by "Comments" in the header cells to assist the preparer. To help ensure that budget requests are coded correctly, an excel version of the updated "Chart of Accounts" can be found on the fiscal reports drive. The supporting Resource Allocation Proposal is in MS Word. This form is used to document how your Department or Division aligns your budget requests with the institutional and operational and student learning outcomes of the college to support the mission of Antelope Valley College.

*Please do not include permanent employees. You may include temporary or student worker requests. Permanent employee requests are going the human resources subgroup to develop the staffing plan. If you have questions on permanent staffing, please contact Mark Bryant in Human Resources. **The Resource Allocation Proposal is required for each request above the baseline budget in 2016-2017.***

Please submit your top three requests electronically to Wendy Dumas by 12/16/16. As always, please feel free to contact me if you need assistance. Training will be provided at Administrative Council. In the meantime, Happy Budgeting!

Respectfully,

Diana Keelen

Diana Keelen
Executive Director of Business Services, Budget Committee Co Chair

Budget Request Instructions

Budget is driven by the strategic planning process of the college, which is derived from the educational master plan, facilities master plan, information technology plan, program reviews and other planning documents of the college. The budget does not drive the need for resources, only the ability to fund those resources. Please include those identified needs through the resource allocation proposal process.

1.   There must be a **current program review** or annual update given to the program review coordinator in advance before you can request resources. If a current program review or annual update has not been submitted to the program review coordinator, your request **will be removed from consideration.**

2.   **Requests for marketing, information technology hardware, audio visual equipment, facility alteration & repair, vehicles and financial systems have been centralized.** If you are requesting items that fit into these categories, you must see the responsible executive director to be considered in the overall prioritization of these items for the District as a whole.

   Marketing: Executive Director of Marketing & Public Relations
   Financial Systems: Executive Director of Business Services
   Audio Visual Equipment or Information Technology Equipment: Executive Director of Information Technology Services
   Facility Alteration & Repair and Vehicles: Executive Director of Facilities Planning

If you submit a request for the above referenced items that has not been coordinated with and signed off by the above Executive Director, your request **will not be considered.**

3.   Each administrator must assign a priority rank to the requests coming from their areas. For example, you have 5 total requests. The administrator must assign #1 as the first priority, #2 as the second and so on.

Budget Request Instructions

There can only be one #1, one #2, etc. from the Divisions or Departments as follows:

- Inst. Advancement
- IERP
- PIO/Marketing
- Business Services
- Facilities
- ITS
- Academic Division #1
- Academic Division #2
- Academic Division #3
- Academic Division #4
- Academic Division #5
- Risk Management
- Student Life & Development
- Enrollment Management
- Counseling & Matriculation
- Office of Student Services
- Office of Human Resources/Payroll
- Office of Academic Affairs
- Office of the President

4.   There are two forms for use. One is for operational requests. The other is for academic/non operational requests. Determining which one to use depends upon the nature of the request itself.

Operations is typically the general operation of the college. Meaning when the campus opens its doors there are things that must function in order for the college to operate, e.g., the facility, utilities, wi-fi, systems, networking, administration, etc. It is the indirect support to our educational and student support activities.

Academic/Non- Operational is typically tied to the direct instruction of students or the support services that affect student learning outcomes and program learning outcomes. Typically it is tied to some sort of program. Such as classroom that requires instructional materials & equipment, counseling programs, library services, etc.

Budget Request Instructions

Some requests may teeter on operational or academic/non operational. If your request fits within majority of the following goals, then use the corresponding request form:

Operational Request	Academic/Non Operational Request
Maintaining Health/Safety	Provide environment which supports learning and facilities student success
	Increase in transfer rates
Ensuring Compliance	Expand and diversify career & tech ed options
Enhancing Operational Support	Increase student success in basic skills and ESL courses
Utilize campus resources efficiently and effectively	Utilize campus resources efficiently and effectively
Maintain & enhancing community partnerships	Maintain & enhancing community partnerships
Increase resources to enhance technology support of mission & processes	Increase resources to enhance technology support of mission & processes

5.   Do not enter in the existing baseline budget amount. The request process is for anything above and beyond your existing baseline budget. For example, the existing baseline budget is $2,000 in travel. An additional $500 is needed for a total of $2,500. The request would be for the additional amount, which is $500.

6.   If the request is for equipment, then please submit a resource allocation proposal for each piece of equipment unless this is relating to successful completion of a project. For example, the request is for two carts. Submit a request for each cart. Another example would be if there is a project to implement security gates in the library. The project requires 4 security gates. A request for each security gate is not necessary because it relates to the replacement of security gates project. Only one proposal is necessary in this case.

7.   Please identify in the check box of the proposal if partial funding is acceptable and the minimum amount of funding that you would accept.

ANTELOPE VALLEY COLLEGE

Budget Request Structure

2017-2018

Areas

- Inst. Advancement
- IERP
- PIO/Marketing
- Business Services
- Facilities
- ITS
- Rhetoric & Literacy Division
- Health & Safety Sciences Division
- Career Technical Education Division
- Math, Science & Engineering Division
- Arts & Humanities Division
- Social & Behaviorial Sciences Division
- Risk Management
- Student Life & Development
- Enrollment Management
- Counseling & Matriculation
- Office of Student Services
- Office of Human Resources/Payroll
- Office of Academic Affairs
- Office of the President

Discussion: Limit to top three requests for consideration (one time and on going). With 19 departments, we would be evaluating 57 requests.

2017-2018 Budget Development Calendar

Task Name	Start	Finish
2017-2018 Budget Development Calendar as of 9/23/16	**Fri 9/23/16**	**Wed 10/4/17**
Non-Personnel College Budget Call	**Fri 9/23/16**	**Fri 12/16/16**
Budget Committee Budget Call Review	Fri 9/23/16	Fri 9/23/16
Budget Call Issue Date & Due Date	Mon 10/3/16	Fri 12/16/16
Budget Instructions/Training Admin Council & Dept Chairs	Tue 10/25/16	Tue 10/25/16
Personnel Prioritization	**Mon 10/3/16**	**Tue 1/3/17**
Faculty Prioritization List	Mon 10/3/16	Tue 1/3/17
CMS & Administrator Prioritization List	Mon 10/3/16	Tue 1/3/17
Classified Prioritization List	Mon 10/3/16	Tue 1/3/17
Annual Budget Committee Goal Setting and Review of Prior Year	Wed 10/26/16	Wed 10/26/16
Governor's 2016-2017 Budget Released	Sun 1/15/17	Sun 1/15/17
Tentative Budget Development	**Fri 1/13/17**	**Fri 6/30/17**
Other Funds Budget Call Issued	Mon 3/13/17	Fri 4/14/17
Restricted/Grant Budget Call Issued	Mon 3/13/17	Fri 4/14/17
2014-2015 Recalculation Issued (R1)	Mon 2/20/17	Mon 2/20/17
2015-2016 First Principle Apportionment Issued (P1)	Mon 2/20/17	Mon 2/20/17
Business Services compiles New Resource Requests	Tue 1/3/17	Thu 1/19/17
Resource Requests sent to BC Members prior to meeting	Fri 1/20/17	Fri 1/20/17
Budget Committee Reviews Resource Requests	Wed 1/25/17	Wed 2/15/17
Budget Committee Q&A of Requestors	Wed 2/22/17	Fri 2/24/17
Requestors Present to BC based on Questions	Wed 2/22/17	Wed 2/22/17
Deadline for BC to Score Requests	Wed 3/15/17	Wed 3/15/17
Budget Committee reviews scoring results	Wed 3/22/17	Wed 3/22/17
Budget Committee Joint Meeting with Strategic Planning Committee	Wed 3/29/17	Wed 3/29/17
Budget Committee sends Recommendations to Exec Council	Fri 3/31/17	Fri 3/31/17
Executive Council Reviews Recommendations	Mon 4/3/17	Mon 4/3/17
Final List to Budget Committee	Wed 4/26/17	Wed 4/26/17
Tentative Budget Development	Mon 2/27/17	Fri 6/2/17
Tentative Budget Presented to Budget Committee	Wed 5/24/17	Wed 5/24/17
Tentative Budget Presented to Strategic Planning Committeee	Wed 5/31/17	Wed 5/31/17
Tentative Budget Presented to Executive Council	Mon 6/5/17	Mon 6/5/17
Budget sent to President's Office	Mon 6/5/17	Mon 6/5/17
Board of Trustees Approves Tentative Budget	Mon 6/12/17	Mon 6/12/17
Tentative Budget Presented to Administrative Council	Tue 6/27/17	Tue 6/27/17
Memos to Requestors issued for Resource Allocation Disposition	Fri 6/30/17	Fri 6/30/17
Governor's 2015-2016 May Revision	Mon 5/15/17	Mon 5/15/17
2015-2016 Second Principle Apportionment Issued (P2)	Mon 6/26/17	Mon 6/26/17
State Budget Enacted	Mon 7/3/17	Mon 7/3/17
2016-2017 Advanced Apportionment Issued (AD)	Mon 7/18/16	Mon 7/18/16
2016-2017 Chancellor's Office Budget Workshop	Mon 7/31/17	Mon 7/31/17
Adopted Budget Development	**Fri 8/5/16**	**Wed 10/4/17**
2015-2016 Unaudited Actuals Available	Mon 8/7/17	Mon 8/7/17
Adopted Budget Presented to Budget Committee	Wed 8/23/17	Wed 8/23/17
Adopted Budget Presented to Strategic Planning Committee	Wed 8/30/17	Wed 8/30/17
Adopted Budget Presented to Executive Council	Mon 9/4/17	Mon 9/4/17
Final Adopted Budget sent to President's Office	Mon 9/4/17	Mon 9/4/17
Board of Trustees Adopts the Budget	Mon 9/11/17	Mon 9/11/17
Adopted Budget Presented to Administrative Council	Tue 9/26/17	Tue 9/26/17
Budget Committee Review for Process Improvement	Wed 9/27/17	Wed 9/27/17
Budget Committee Joint Meeting with Strategic Planning Committee	Wed 10/4/17	Wed 10/4/17

*Dates subject to change. Notification will be given if changed.

Antelope Valley College
Annual Budget Request
Fiscal Year 2017-2018

Department/Division:
Type Your Department/Division Name Here

Priority Ranking	Description	Prior Yr Yes? No?	One Time or On Going	FOAP						Amount Requested Above Base Line Budget
				Fund Type	Sub Fund	Fund	Org	Account	Program	
1	1 - Computer SAMPLE	N	On Going	01	0	00000	14020	4500	672000	$1,500.00
									TOTAL	$1,500.00

ANTELOPE VALLEY COMMUNITY COLLEGE DISTRICT
BUDGET DEVELOPMENT FISCAL 2017-2018
Resource Allocation Proposal
Operational Request

Budget Committee use:
_____

ANTELOPE VALLEY COLLEGE

Originator: _____   Date Submitted: _____

Program or Department Name: _____

Lead for Implementation: _____   Campus: _____

Brief Description of Request
(Also used on Budget Sheet) _____

Project Start & End Dates: _____

Departments for Coordination: _____   Dept Head Signature: _____

FOAP: _____

Annual
One Time Funding Amount
$_____

Incremental Increase
Above Annual Base Budget
On Going Funding Amount
$_____

☐ Check if partial funding is acceptable
Minimum amount $_____

Briefly describe your request. (100 words or less)
_____
_____
_____

Section I

Planning Documents

Check the applicable planning document below that supports your request (Select all that apply):

___ Program Review/Annual Program Assessment

___ Action Plan

___ Educational Master Plan

___ Facilities Master Plan

___ Technology Plan

___ Human Resources Plan

___ (List other planning document)

Briefly demonstrate how your request is supported by the planning documents listed above:

_____

_____

_____

_____

Section II

Institutional Goals

Check all the applicable Institutional Goals below that support your request (Select all that apply):

___ Maintaining Health/Safety

___ Enhancing Operational Support

___ EMP Goal #2: Enhancing Efficient & Effective Use of Resources

___ Ensuring Compliance

___ Enhancing Community Partnerships

___ Enhancing Technology Support

Briefly describe how your request supports the institutional goals above:

_____

_____

_____

_____

_____

_____

Section III

President's Goals

Check all the applicable President's Goals below that are supported by your request (Select all that apply):

___ Supports successful preparation for full accreditation process
___ Supports conducting a successful bond campaign
___ Supports completing a new 10-year facilities master plan
___ Supports a fully-integrated system of record implementation and fiscal independence from LACOE
___ Supports completion of 10-year educational master plan supported by a 3-year strategic plan
___ Supports increasing all outcomes on the Student Success Scorecard
___ Supports completely integrating class schedules that is sequenced for degree programs and supports student educational planning & completion
___ Supports completing a three-year integrated planning system that includes Strategic Plan, Facilities, Information Technology, Human Resources staffing, Marketing, Student Equity and Enrollment Management
___ Supports completing construction and moving to the new Palmdale Center location
___ Supports successfully opening the new bachelor's degree program
___ Supports expanding participation and streamlining the participatory governance structure of the college

How does your request support the President's goals above?:

_____
_____
_____
_____
_____
_____

Section IV

Measureable Outcomes

What is the measureable outcome of your request?

_____
_____

Which learning outcomes are supported by your request?

_____
_____

When will the outcomes be measured (timeline)?

_____
_____

How will you measure the desired outcomes?

_____
_____

_____

Administrator's Typed or Printed Name

_____   _____

Administrator's Signature   Date

ANTELOPE VALLEY COMMUNITY COLLEGE DISTRICT
BUDGET DEVELOPMENT FISCAL 2017-2018
Resource Allocation Proposal
Academic/Non-Operational Request

Budget Committee use:
_____

Originator: _____

Date Submitted: _____

Program or Department Name: _____

Lead for Implementation: _____

Campus: _____

Brief Description of Request
(Also used on Budget Sheet) _____

Project Start & End Dates: _____

Departments for Coordination: _____

Dept Head Signature: _____

FOAP: _____

Annual
One Time Funding Amount
$_____

Incremental Increase
Above Annual Base Budget
On Going Funding Amount
$_____

☐ Check if partial funding is acceptable
Minimum amount $_____

Briefly describe your request. (100 words or less)

_____
_____
_____

Section I

Planning Documents

Check the applicable planning document below that supports your request (Select all that apply):

___ Program Review/Annual Program Assessment   ___ Technology Plan

___ Action Plan   ___ Human Resources Plan

___ Educational Master Plan   ___ (List other planning document)

___ Facilities Master Plan

Briefly demonstrate how your request is supported by the planning documents listed above:

_____

_____

_____

_____

Section II

Institutional Goals

Check all the applicable Institutional Goals below that support your request (Select all that apply):

___ EMP Goal #1: Commitment to strengthen Institutional Effectiveness measures & practices
___ EMP Goal #2: Increase efficient & effective use of all resources (2.1-Technology, 2.2-Facilities, 2.3-Human Resources, 2.4-Business Services)
___ EMP Goal #3: Focus on utilizing proven instructional strategies that will foster transferable intellectual skills
___ EMP Goal #4: Advance more students to college level coursework (4.1-Develop and implement effective placement tools)
___ EMP Goal #5: Align instructional programs to the skills identified by the labor market.

Briefly describe how your request supports the institutional goals above:

_____

_____

_____

_____

_____

Section III

President's Goals

Check all the applicable President's Goals below that are supported by your request (Select all that apply):

___ Supports successful preparation for full accreditation process
___ Supports conducting a successful bond campaign
___ Supports completing a new 10-year facilities master plan
___ Supports a fully-integrated system of record implementation and fiscal independence from LACOE
___ Supports completion of 10-year educational master plan supported by a 3-year strategic plan
___ Supports increasing all outcomes on the Student Success Scorecard
___ Supports completely integrating class schedules that is sequenced for degree programs and supports student educational planning & completion
___ Supports completing a three-year integrated planning system that includes Strategic Plan, Facilities, Information Technology, Human Resources staffing, Marketing, Student Equity and Enrollment Management
___ Supports completing construction and moving to the new Palmdale Center location
___ Supports successfully opening the new bachelor's degree program
___ Supports expanding participation and streamlining the participatory governance structure of the college

How does your request support the President's goals above?:

_____
_____
_____
_____
_____
_____

Section IV

Measureable Outcomes

What is the measureable outcome of your request?

_____
_____

Which learning outcomes are supported by your request?

_____
_____

When will the outcomes be measured (timeline)?

_____
_____

How will you measure the desired outcomes?

_____
_____

_____

Administrator's Typed or Printed Name

_____   _____

Administrator's Signature   **Date**

Non-Permanent Staffing Prioritization Rubric
Academic/Non-Operational Request
Fiscal Year 2017-2018

Committee Member _____ Requested Resource _____
Department _____ Date _____

Scoring Area	Related Components	Scoring	Score
Section I: Planning Documents	- Program Review(PR)/ Annual Program Assessment (APA) - Action Plan - Educational Master Plan - Facilities Master Plan - Technology Plan - Human Resources Plan - Other planning documents	**Max 30 Points:** **0 points:** No demonstrated need supported by PR/APA **15 points:** Demonstrates need from Program by PR/APA **30 points:** Demonstrates need from PR/APA and linked to Outcomes	
Section II: Alignment with Annual Institutional Goals	- Goals of the Educational Master Plan	**Max 29 Points:** Sum the points for all institutional goals that the request supports **5 points:** Goal #1: Commitment to strengthen Institutional Effectiveness measures and practices **7 points:** Goal #2: Increase efficient and effective use of all resources (2.1-Technology, 2.2-Facilities, 2.3-Human Resources & 2.4-Business Services) **7 points:** Goal #3: Focus on utilizing proven instructional strategies that will foster transferable intellectual skills **7 points:** Goal #4: Advance more students to college-level coursework (4.1- Develop and implement effective placement tools) **3 points:** Goal #5: Align instructional programs to the skills identified by the labor market	
Alignment with President's Goals	- 2016-2017 President's Goals	**Max 21 Points:** - **0 points** if it does not support any of the goals - **11 points** if it supports some of the goals - **21 points** if it supports most of the goals * Supports successful preparation for full accreditation process * Supports conducting a successful bond campaign * Supports completing a new 10-year facilities master plan. * Supports a fully-integrated system of record implementation and fiscal independence from LACOE * Supports completion of 10-year educational master plan supported by a 3-year strategic plan * Supports increasing all outcomes on the Student Success Scorecard * Supports completely integrating class schedules that is sequenced for degree programs and supports student educational planning & completion * Supports completing a three-year integrated planning system that includes Strategic Plan, Facilities, Information Technology, Human Resources staffing, Marketing, Student Equity and Enrollment Management * Supports completing construction and moving to the new Palmdale Center location * Supports successfully opening the new bachelor's degree program * Supports expanding participation and streamlining the participatory governance structure of the college	
Section IV: Measurable Assessment Outcomes	- Outcomes Assessment	**Max 20 Points:** **0 points:** No outcomes **10 points:** Documented Measurable Outcome **20 points:** Documented Measurable Outcome tied to SLO/PLO/ILO/OO	
		Total Points (Max 100):	

23-Sep-16

Committee Member _____   Requested Resource _____

Department _____   Date _____

Scoring Area	Related Components	Scoring Rubric	Score
Section I: Planning Documents	- Program Review(PR)/ Annual Program Assessment (APA) - Action Plan - Educational Master Plan - Facilities Master Plan - Technology Plan - Human Resources Plan - Other planning documents	**Max 30 Points:** **0 points:** No demonstrated need supported by PR/APA **15 points:** Demonstrates need from Program by PR/APA **30 points:** Demonstrates need from PR/APA and linked to Outcomes	
Alignment with Annual Operational/ Institutional Goals	- Operational/ Institutional Goals	**Max 29 Points:** Sum the points for all operational goals that the request **6 points:** Maintaining Health/Safety **6 points:** Ensuring Compliance **4 points:** Enhancing Operational Support **5 points:** EMP Goal #2-Efficient and Effective Use of Resources **4 points:** Enhancing Community Partnerships **4 points:** Enhancing Technology Support	
Alignment with President's Goals	- 2016-2017 President's Goals	**Max 21 Points:** - **0 points** if it does not support any of the goals - **11 points** if it supports some of the goals - **21 points** if it supports most of the goals * Supports successful preparation for full accreditation process * Supports conducting a successful bond campaign * Supports completing a new 10-year facilities master plan. * Supports a fully-integrated system of record implementation and fiscal independence from LACOE * Supports completion of 10-year educational master plan supported by a 3-year strategic plan * Supports increasing all outcomes on the Student Success Scorecard * Supports completely integrating class schedules that is sequenced for degree programs and supports student educational planning & completion * Supports completing a three-year integrated planning system that includes Strategic Plan, Facilities, Information Technology, Human Resources staffing, Marketing, Student Equity and Enrollment Management * Supports completing construction and moving to the new Palmdale Center location * Supports successfully opening the new bachelor's degree program * Supports expanding participation and streamlining the participatory governance structure of the college	
Measurable Assessment Outcomes	- Outcomes Assessment	**Max 20 Points:** **0 points:** No outcomes **10 points:** Documented Measurable Outcome **20 points:** Documented Measurable Outcome tied to SLO/PLO/ILO/OO	
		Total Points (Max 100):	

23-Sep-16

AVC
Budget Request Score Card - One Time
2016-17
Blue=Funded. Do not score.

Budget Request ID	Binder Tab	Description	On Going or One Time	Score	Other Potential Funding Sources	Amount Requested	Amount Awarded	Cumulative
HR-002	G	32 fireproof cabinets	OT	Funded	15-16 Mandated Cost	$ 113,000	$ 113,000	$ 113,000
C&M-001	J	15 desk chairs (ergonomic concern)	OT	Funded	Mandated Cost	$ 6,000	$ 6,000	$ 119,000
C&M-002	J	10 keyboard trays (ergonomic concern)	OT	Funded	Mandated Cost	$ 3,000	$ 3,000	$ 122,000
FAC-001	P	New Palmdale Center FF&E Phase 2	OT	Funded	Lease Rev Bond	$ 665,592	$ 665,592	$ 787,592
FAC-003	P	Utility valve & piping repair/replacement	OT	1025	SM	$ 400,000	$ 150,000	$ 150,000
FAC-002	P	Replace instructional furniture	OT	973	Block Grant	$ 432,325	Pending	$ 582,325
ITS-002	Q	ERP Platform migration - from HPUX to Linux	OT	952	District	$ 126,300	$ 126,300	$ 708,625
FAC-004	P	Boiler Replacement Campus Wide	OT	926	SM	$ 240,000	$ 300,000	$ 1,008,625
CTE-004	B	JRCERT Midterm Report	OT	852	District	$ 1,575	$ 1,575	$ 1,010,200
CTE-006	B	AFAB Supply Budget	OT	773	District	$ 15,000	$ 15,000	$ 1,025,200
LIB-002	R	21 computers: 4 for student lounge, 4 to add to reference area, and 13 replacement computers for reference area.	OT	772	District	$ 15,000	$ 15,000	$ 1,040,200
SL&D-003	L	Job Placement copier	OT	771	District	$ 15,000	$ 15,000	$ 1,055,200
MAR-001	S	Dynamic monument for K & 30th intersection	OT	751	Funded Mandated Cost One Time	$ 250,000	$ 250,000	$ 1,305,200
V&K-003	F	Weight room equipment	OT	729	District	$ 10,000	$ 10,000	$ 1,315,200
HR-001	G	3 computers	OT	676	District	$ 1,500	$ 1,500	$ 1,316,700
LA-002	C	Learning Center datase dev/purchase estimate	OT	673	District	$ 20,000	$ 20,000	$ 1,336,700
SBS-001	E	Fireproof file cabinets for new Palmdale Center	OT	534	District	$ 14,000	$ 14,000	$ 1,350,700
HR-003	G	Payroll cubicle wall expansion	OT	299	District	$ 5,000	$ 5,000	$ 1,355,700
C&M-003	J	8 Internet drops / 1 data switch (call center)	OT	183	District	$ 7,100	$ 7,100	$ 1,362,800

Grand Total One Time Requests	**$ 2,150,392**
District Funded	$ 230,475
15-16 Mandated Cost	$ 372,000
Lease Revenue Bond	$ 665,592
Total District Funded	$ 1,268,067
Scheduled Maintenance	$ 450,000
Block Grant - Pending	$ 432,325
Total Other Funding Sources	$ 882,325
Total Funded	$ 2,150,392