

Budget Committee Agenda

Wednesday, October 28, 2020
Zoom ID 91843062384
2:30 p.m. - 3:30 p.m.

Type of Meeting: *Regular*

Please Review/Bring: *Agenda, Minutes and Supporting Documents*

Committee Members:

Sarah Miller, Co-Chair	Exec Director of Fiscal & Financial Services (Co-Chair)
Ty Mettler, Co-Chair	Academic Senate President Designee (Co-Chair)
Wendy Rider	Adjunct Faculty
Cameron Zappetta	Associated Student Organization
Wade Saari	Classified
Nichelle Williams	Confidential, Management, Supervisory
Riley Dwyer	Dean of Academic Affairs
LaDonna Trimble	Dean of Student Services
Svetlana Deplazes	Enrollment Management Committee
Jared Simmons	Facilities
Karen Heinzman	Faculty
Harmony Miller	Human Resources
Rick Shaw	Information Technology Committee
<i>Vacant</i>	Outcomes Committee
Richard Fleishman	Program Review Committee
Vanessa Gibson	Student Success Committee
Pamela Ford	Classified Union
<i>Vacant</i>	Faculty Union

Ex-Officios:

<i>Vacant</i>	Interim VP Academic Affairs
Jennifer Burchett	VP HR & Employee Relations
Erin Vines	VP Student Services
Ed Knudson	Superintendent/President

Items	Person	Action / Notes
I. Approval of Minutes: September 23, 2020 Meeting	Ms. Miller	
II. Information Items: 2021-2022 Budget Call	Ms. Miller	Attachments: <ul style="list-style-type: none"> • Budget Call Memo • Budget Development Calendar • Budget Instructions • Prioritization Rubric – Academic-Non Operational • Prioritization Rubric – Operational



		<ul style="list-style-type: none"> • Resource Allocation Proposal – Academic-Non Operational • Resource Allocation Proposal – Operational • Utilization Report
III.	2020-2021 Meeting Dates and Schedule	Ms. Miller Attachment
IV.	Discussion Items: Charter	Mr. Mettler Attachment
V.	Ground Rules	Mr. Mettler Attachment
VI.	Membership Updates	Mr. Mettler Attachment
VII.	2020-2021 Goal Setting	Ms. Miller Attachments
VIII.	Fiscal Health Risk Analysis	Ms. Miller Attachment

**NEXT MEETING DATE:
November 25, 2020**

2020 Meetings: ~~7/22, 8/26, 9/23, 10/28~~, 11/25
2021 Meetings: 1/27/21, 2/24, 3/24, 4/28, 5/26, 6/23, 7.28

Next Joint BC and SPC Meeting: TBD

Budget Committee Minutes

Wednesday, September 23, 2020
Via Zoom Teleconference
2:30 p.m. – 3:30 p.m.

Type of Meeting: *Regular*
Note Taker: *Rhonda Burgess*

Committee Members:

Sarah Miller, Co-Chair	Executive Director of Fiscal & Financial Services (Co-Chair)
Ty Mettler, Co-Chair	Academic Senate President or Designee (Co-Chair)
Wendy Rider	Adjunct Faculty
Cameron Zappetta	Associated Student Organization
Wade Saari	Classified
Nichelle Williams	Confidential, Management, Supervisory
Riley Dwyer LaDonna	Dean of Academic Affairs
Trimble Svetlana	Dean of Student Services
DePlazes Jared	Enrollment Management Committee
Simmons Karen	Facilities
Heinzman Harmony	Faculty
Miller	Human Resources
Rick Shaw	Information Technology Committee
<i>Vacant</i>	<i>Outcomes Committee</i>
Richard Fleishman	Program Review Committee - Absent
Vanessa Gibson	Student Success Committee - Absent
Pamela Ford	Classified Union
<i>Vacant</i>	<i>Faculty Union</i>

Ex Officios:

<i>Vacant</i>	VP Academic Affairs, Ex-Officio
Jennifer Burchett Erin	VP HR & Employee Relations, Ex-Officio
Vines	VP Student Services, Ex-Officio
Ed Knudson	Superintendent/President

Items	Person	Action
I. Introduction of New Members:	Ms. Miller	Introduced new members: <ul style="list-style-type: none"> Wendy Rider LaDonna Trimble
II. Approval of Minutes: May 27, 2020 Meeting	Ms. Miller	Minutes were approved as presented.
III. Information Items: Presentation of 2020-2021 Adopted Budget	Ms. Miller/ Ms. Diana Keelen	The 2020-2021 Adopted Budget was presented.



NEXT MEETING DATE:
October 28, 2020



2021-2022 Budget Call Memorandum

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

From: Sarah Miller, Executive Director of Fiscal & Financial Services, Budget Committee Co-Chair

Date: October 26, 2020

Re: Budget Development Process Fiscal Year 2021–2022

We are heading into our fourth year of the electronic process for submitting, reviewing, approving and scoring budget requests.

As part of the Budget Committee's annual process improvement, we are streamlining the request process by asking that you only provide budget requests ABOVE YOUR EXISTING BASELINE for ongoing requests. Please also submit for ONE-TIME REQUESTS that are greater than \$7,500 ONLY. Vice Presidents and Executive Directors will be given funds, *when available in the budget*, to address requests that are \$7,500 or less. There is a lot of time and effort put into the request process and the Budget Committee has determined that it would be a better use of time evaluating those requests of a higher dollar threshold. Requests \$100K or more will require a resource utilization report as part of the feedback loop to Budget Committee.

The Budget Committee has reviewed the budget development process. Even though the District is not providing a resource allocation at this time due to apportionment deferrals, accreditation requires that schools plan and review programs and operations to support student learning and success. We develop our planning and prioritization and then apply the available funding when it is available. Enclosed you will find copies of the following to assist in the budget planning process:

- (1) Budget Instructions
- (2) Budget Development Calendar
- (3) Budget Scoring Rubrics
- (4) Resource Utilization Report (Only for those funded requests for \$100K or more)

Please do not include permanent employees. You may include temporary or student worker requests. Permanent employee requests are going through the human resources subgroup to develop the staffing plan. If you have questions on permanent staffing, please contact Jennifer Burchett in Human Resources.

The Resource Allocation Proposal is required for each request above the baseline budget in 2021-2022.

Please submit requests electronically by Friday, January 17, 2021. Please feel free to contact me if you need assistance. In the meantime, Happy Budgeting!

Respectfully,

Sarah Miller

Sarah Miller

Executive Director of Fiscal & Financial Services, Budget Committee Co-Chair

2020-2021 Budget Development Calendar

Task Name	Start	Finish
2021-2022 Budget Development Calendar as of 7/23/2020	Mon 10/12/20	Wed 10/6/21
Non-Personnel College Budget Call	Wed 10/28/20	Mon 1/18/21
Budget Committee Budget Call Review	Wed 10/28/20	Wed 10/28/20
Annual Budget Committee Goal Setting	Wed 10/28/20	Wed 10/28/20
Strategic Planning Committee Budget Call Review	Wed 11/4/20	Wed 11/4/20
Budget Call Issue Date & Due Date	Tue 11/10/20	Mon 1/18/21
Resource Allocation Training	TBD	TBD
Personnel Prioritization	Mon 10/12/20	Fri 1/8/21
Faculty Prioritization List	Mon 10/12/20	Fri 1/8/21
CMS & Administrator Prioritization List	Mon 10/12/20	Fri 1/8/21
Classified Prioritization List	Mon 10/12/20	Fri 1/8/21
2019-2020 Audit Presentation to the Board of Trustees	Mon 1/11/21	Mon 1/11/21
Governor's 2021-2022 Budget Released	Fri 1/15/21	Fri 1/15/21
Tentative Budget Development	Mon 1/18/21	Mon 6/21/21
Other Funds Budget Call Issued	Mon 2/15/21	Fri 3/19/21
Restricted/Grant Budget Call Issued	Mon 2/15/21	Fri 3/19/21
2020-2021 Recalculation Issued (R1)	Fri 2/26/21	Fri 2/26/21
2020-2021 First Principle Apportionment Issued (P1)	Fri 2/26/21	Fri 2/26/21
Business Services compiles New Resource Requests	Mon 1/18/21	Wed 1/20/21
Resource Requests sent to BC Members prior to meeting	Wed 1/25/21	Wed 1/25/21
Budget Committee Reviews/Scores Resource Requests	Wed 1/27/21	Fri 3/19/21
Deadline for BC to Score Requests	Fri 3/19/21	Fri 3/19/21
Budget Committee reviews scoring results	Wed 3/24/21	Wed 3/24/21
Budget Committee Joint Meeting with Strategic Planning Committee	Wed 4/28/21	Wed 4/28/21
Budget Committee sends Recommendations to Exec Council	Fri 4/30/21	Fri 4/30/21
Executive Council Reviews Recommendations	Mon 5/3/21	Mon 5/3/2021
Tentative Budget Presented to Administrative Council	Tue 5/25/21	Tue 5/25/21
Final List to Budget Committee	Wed 5/26/21	Wed 5/26/21
Tentative Budget Presented to Budget Committee	Wed 5/26/21	Wed 5/26/21
Report on Accomplishments of 2020-2021 Goals	Wed 5/26/21	Wed 5/26/21
Budget sent to President's Office	Fri 5/28/21	Fri 5/28/21
Tentative Budget Presented to Strategic Planning Committee	Wed 6/2/21	Wed 6/2/21
Board of Trustees Approves Tentative Budget	Mon 6/14/21	Mon 6/14/21
Memos to Requestors issued for Resource Allocation Disposition	Mon 6/21/21	Mon 6/21/21
Governor's May Revision	Fri 5/14/21	Fri 5/14/21
2020-2021 Second Principle Apportionment Issued (P2)	Fri 6/25/21	Fri 6/25/21
State Budget Enacted	Thu 7/1/21	Thu 7/1/21
2021-2022 Advanced Apportionment Issued (AD)	Fri 7/30/21	Fri 7/30/21
2021-2022 Chancellor's Office Budget Workshop	Fri 8/13/21	Fri 8/13/21
Adopted Budget Development	Tue 8/10/21	Wed 10/6/21
2020-2021 Unaudited Actuals Available	Mon 8/9/21	Mon 8/9/21
Adopted Budget Presented to Administrative Council	Tue 8/24/21	Tue 8/24/21
Adopted Budget Presented to Budget Committee	Wed 8/25/21	Wed 8/25/21
Final Adopted Budget sent to President's Office	Fri 8/27/21	Fri 8/27/21
Adopted Budget Presented to Strategic Planning Committee	Wed 9/1/21	Wed 9/1/21
Board of Trustees Adopts the Budget	Mon 9/13/21	Mon 9/13/21
Budget Committee Review for Process Improvement	Wed 9/22/21	Wed 9/22/21
Budget Committee Joint Meeting with Strategic Planning Committee	Wed 10/6/21	Wed 10/6/21



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 the above executive director, your request ***will not be considered.***

3. Requestors can log into the NEW resource allocation website at: <https://webservices.avc.edu/?service=budget>. Please see below based upon which role that you serve: Requestor, Approver or Budget Committee Scorer.
4. 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:

- Institutional Effectiveness, Research & Planning/Library Services
- Public Information Officer/Marketing
- Business & Auxiliary Services
- Facilities Services
- Information Technology Services/IMC
- Rhetoric & Literacy Division
- Health & Safety Sciences Division
- Career Technical Education Division
- Math, Science & Engineering Division
- Arts & Humanities Division
- Social & Behavioral Sciences Division
- Palmdale/Extended Learning Division
- Risk Management
- Student Life & Development Division
- Enrollment Services Division
- Counseling & Matriculation Division
- Office of Student Services
- Office of Human Resources/Payroll
- Office of Academic Affairs
- Office of the President

- Bachelor's Degree Program



Budget Request Instructions-Requestor

- The request process will be online at: <https://webservices.avc.edu/?service=budget>
- At first login, you will be asked to identify your role. Please pick the department in which you are submitting the resource request. You will only have to do this once. Click budget request on the right hand side of the request. Next, pick the fiscal year of your request, which will be 2021-2022. If it already shows 2021-2022, then pick the type of request. Operational/Academic (Non-Operational). Here is a visual as an example:

(Example of system below only for illustration purposes)

Budget Development Fiscal 2018-2019 Resource Allocation Proposal

Type of request:

- Dashboard
- Budget Request
- Business Services**
- Approve Requests/Set Priorities
- Modify Data**
- Modify System

- There are two types of requests. 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.

Operational 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 programs such as classroom that require instructional materials & equipment, counseling programs, library services, etc.

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	EMP Goal #1: Commitment to strengthen Institutional Effectiveness measures and practices
Ensuring Compliance	EMP Goal #2: Increase efficient and effective use of all resources (2.1-Technology, 2.2-Facilities, 2.3-Human Resources & 2.4-Business Services)
Enhancing Operational Support	EMP Goal #3: Focus on utilizing proven instructional strategies that will foster transferable intellectual skills
Utilize campus resources efficiently and effectively	EMP Goal #4: Advance more students to college-level coursework (4.1- Develop and implement effective placement tools)
Maintain & enhancing community partnerships	EMP Goal #5: Align instructional programs to the skills identified by the labor market
Increase resources to enhance technology support of mission & processes	

- Through the campus wide planning retreats, the 2021-2022 priorities will be on EMP Goal #1, #2 & #4, with EMP Goal #1 as an overarching priority over the next several years. We will plan for ALL EMP goals, but the prioritized EMP goals will carry a higher weight in the resource allocation process. As a reminder, here are specific examples of focus:
 - EMP Goal #1: Commitment to strengthen Institutional Effectiveness measures and practices.
 - EMP Goal #1 is an overarching priority over the next few years.
 - EMP Goal #2: Increase efficient and effective use of all resources.
 - Budgeting, planning & forecasting, Facilities Plan build out.
 - EMP Goal #4: Advance more students to college-level coursework.
- 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 ongoing 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.



Do not enter any ONE-TIME REQUESTS BELOW \$7,500. If funds are available, each Vice President and Executive Director will be given funds to address those requests below the threshold on a prioritized basis.

- 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.
- Please identify in the check box of the proposal if partial funding is acceptable and the minimum amount of funding that you would accept.
- Requests over \$100K that are funded will require a feedback loop to Budget Committee at the end of the year.

Please fill out all items on your request.

Section I will ask you to check all applicable planning documents and to briefly describe how your request is supported by the planning documents that you list. **Please specifically list the planning document, include the specific language and where it can be located. For example: BSA program review, “the request for software to automate the invoicing system in accounts payable” found on page 10. Failure to identify the exact language and location in the program review may remove your request from consideration.**

Section II will ask you to identify the institutional goals/EMP goals and to describe how your request is within that goal. Please make sure you describe how each box is checked and how it applies to the request. For example, EMP Goal #2: Enhancing Efficient & Effective Use of Resources: this request will reduce the amount of late vendor payments and create an electronic tracking system of where an invoice is in process. Page 10 of the BSA program review. If you are checking more than one box, do this for each box checked and where it can be found in a planning document.

Section III are the President’s Goals. Please check all that apply and describe how it applies to each goal. For example: “Supports a fully-integrated system of record implementation and fiscal independence from LACOE. Page 10 of the BSA program review. Accounts payable software will track the progress of invoices submitted electronically and payment timelines. Timely payments will ensure that the district can maintain fiscal independence by ensuring the District does not have adverse reporting to credit rating agencies that can affect the



District’s ability to sell bonds at lower interest rates.” If you are checking more than one box, do this for each box checked and where it can be found in a planning document.

Section IV will ask that you submit how the use of this requested resource will be measured. You can use qualitative or quantitative methods of measurement. For example: Timeline of payments to vendors will be reduced by 20% in the first year. A system report will be used to track recurring payment due dates and payment dates compare a sampling of the previous year.

Once you submit your request, it will go to the supervising administrator for review, approval and prioritization.



Budget Request Instructions-Approver

The approval process for budget requests will be online at:
<https://webservices.avc.edu/?service=budget>

- At first login, you will be asked to identify your role. Please pick the area that you are approving. You will only have to do this once.
- It is recommended that you review the budget request instructions-requestor to get familiar with what the information that has been given to those submitting requests.
- Once you are logged in, you will see a section to the right:
(Example of system below only for illustration purposes)

AVC Budget Request System Dashboard

Welcome, Diana Keelen.

My Requests

Fiscal Year:

- Dashboard
- Budget Request
- Business Services**
- Approve Requests/Set Priorities

- The Dashboard will allow you to view all requests that have been submitted by clicking the fiscal year.
- Click the approve requests/set priorities to view, approve, send back or prioritize requests.

Approve Requests/Set Priorities

Fiscal Year:

Originator	Department	Support	Date Submitted	Short Description	Priority	Prior Year	Status	Funded	Source	View
sburns@avc.edu	Information Technology Services		05/22/2017	A New Hope	<input type="text" value="1"/>	<input type="text" value="no"/>	<input type="text" value="approved"/>	<input type="text"/>	<input type="text"/>	View Request
sburns@avc.edu	Information Technology Services	ITS: YES FAC: YES MAR: YES	06/14/2017	A New Hope	<input type="text" value="2"/>	<input type="text" value="no"/>	<input type="text" value="approved"/>	<input type="text"/>	<input type="text"/>	View Request

- Under this section, you will be able to change the status of each request. Here are the options:

Approve Requests/Set Priorities

Fiscal Year:

Originator	Department	Support	Date Submitted	Short Description	Priority	Prior Year	Status	Funded	Source	View
sburns@avc.edu	Information Technology Services		05/22/2017	A New Hope	<input type="text" value="1"/>	<input type="text" value="no"/>	<input type="button" value="submitted"/> <input type="button" value="revise"/> <input checked="" type="button" value="approved"/> <input type="button" value="remove"/>	<input type="text"/>	<input type="text"/>	View Request
sburns@avc.edu	Information Technology Services	ITS: YES FAC: YES MAR: YES	06/14/2017	A New Hope	<input type="text" value="2"/>	<input type="text" value="no"/>	<input type="text" value="approved"/>	<input type="text"/>	<input type="text"/>	View Request

- Once a request has been submitted, it will show submitted until it is dispositioned. All submitted requests will need to be approved, removed or revised.



Budget Request Instructions-Budget Committee Scorer

- The approval process for budget requests will be online at:
<https://webservices.avc.edu/?service=budget>
- At first login, you will be asked to identify your role. Please pick the area that you are approving. You will only have to do this once.
- It is recommended that you review the budget request instructions-requestor to get familiar with what the information that has been given to those submitting requests.
- Once logged in, you can go to score requests on the right-hand side:

Budget Committee

Score Requests

- Once in the score request screen, you will be able to view all requests that are available for scoring, score the requests and view the score. If there is no score given, this means that you have not scored the request.

(Example of system below only for illustration purposes)

Home » Administration » Business Services » Business Services Budget Request System » Budget Request System Dashboard » Scoring

Dept/Division	Priority	Description	Score Given	Score Request
Information Technology Services	1	A New Hope		Score Request
Information Technology Services	2	A New Hope		Score Request

- By clicking on score request, you can see the details of the request and at the bottom of the page, will be able to provide a score based on what is provided in the request.

Here is an example:

Operational Request

Priority: 1

Originator: sburns@avc.edu

Date Submitted: 05/22/2017

Program or Department Name: Information Technology Services

Lead for Implementation: Stephen Burns

Campus: Palmdale

Brief Description: A New Hope

Project Start & End Dates: Now until forever

Departments for Coordination: ITS

FOAP: 12546124312562122222

Annual One Time Funding Amount: 5000

Incremental increase Above Annual Base Budget On Going Funding Amount: NA

Partial Funding Miniumum Amount: NA

Briefly describe your request:
asdfasdf

Section I: Planning Documents

- Program Review/Annual Program Assessment

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

Section II: Institutional Goals

- Enhancing Operational Support
- Maintaining Health/Safety

Section III: President's Goals

- Supports a fully-integrated system of record implementation and fiscal independence from LACOE
- Supports completing a new 10-year facilities master plan
- Supports conducting a successful bond campaign
- Supports successful preparation for full accreditation process

How does your request support the President's goals above:
A briefly brief description

Section IV: Measureable Outcomes

What is the measureable outcome of your request:
asdf

Which learning outcomes are supported by your request:
asdf

When will the outcomes be measured (timeline):
asdf

How will you measure the desired outcomes:
asdf

Administrator's signature: Not Approved Yet

Date: 05/24/2017

[Open Request in New Window](#)

Scoring Area	Related Components	Scoring Rubric	Score
Section I: Planning Documents	<ul style="list-style-type: none"> -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	<input type="text"/>
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	<input type="text"/>
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	<input type="text"/>
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	<input type="text"/>



**Non-Permanent Staffing Prioritization Rubric
Academic/Non-Operational Request**

Fiscal Year 2021-2022

Committee Member _____ Requested Resource _____
 Department _____ Date _____

Scoring Area	Related Components	Scoring	Score
I: Planning Documents	<ul style="list-style-type: none"> - Program Review(PR)/ Annual Program Assessment (APA) - Action Plan - Educational Master Plan/ 3-Year Strategic Plan - Facilities Master Plan - Technology Plan - Human Resources Plan - Other planning documents 	<p>Max 30 Points:</p> <p>0 points: No demonstrated need supported by PR/APA</p> <p>15 points: Demonstrates need from Program by PR/APA</p> <p>30 points: Demonstrates need from PR/APA and linked to Outcomes</p>	
II: Alignment with Annual Institutional Goals	- Goals of the Educational Master Plan	<p>Max 29 Points: Sum the points for all institutional goals that the request supports</p> <p>7 points: Goal #1: Commitment to strengthen Institutional Effectiveness measures and practices</p> <p>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)</p> <p>5 points: Goal #3: Focus on utilizing proven instructional strategies that will foster transferable intellectual skills</p> <p>3 points: Goal #4: Advance more students to college-level coursework (4.1- Develop and implement effective placement tools)</p> <p>7 points: Goal #5: Align instructional programs to the skills identified by the labor market</p>	
III. Alignment with President's Goals	- President's Goals	<p>Max 21 Points:</p> <p>- 0 points if it does not support any of the goals</p> <p>- 11 points if it supports some of the goals</p> <p>- 21 points if it supports most of the goals</p> <p>*Supports successful preparation for mid-term report and full accreditation process</p> <p>*Supports the Guided Pathways Program</p> <p>*Supports completing facilities master plan build out of Measure AV projects</p> <p>*Supports a fully-integrated system of record continued implementation of all modules</p> <p>* Supports completion of a 10-year educational master plan supported by a 3-year strategic plan</p> <p>* Supports increasing all outcomes on the Student Success Scorecard/Vision for Success</p> <p>* Supports completely integrating class schedules that are sequenced for degree programs and supports student educational planning & completion</p> <p>* Supports completing a three-year integrated planning system that includes Strategic Plan, Facilities, Information Technology, Human Resources staffing, Marketing, Student Equity and Enrollment Management</p> <p>* Supports the new Palmdale Center expansion and Fox Field renovations to further workforce development support</p> <p>* Supports successfully increasing enrollment of the bachelor's degree program</p> <p>* Supports expanding participation and streamlining the participatory governance structure of the college</p>	
IV. Measurable Assessment Outcomes (SLO/PLO/ILO/OO, etc)	- Outcomes Assessment	<p>Max 20 Points:</p> <p>0 points: No outcomes</p> <p>10 points: Documented Measurable Outcome</p> <p>20 points: Documented Measurable Outcome tied to SLO/PLO/ILO/OO</p>	
Total Points (Max 100):			



Non-Permanent Staffing Prioritization Rubric

Operational Request

Fiscal Year 2021-2022

Committee Member _____ Requested Resource _____
 Department _____ Date _____

Scoring Area	Related Components	Scoring Rubric	Score
I: Planning Documents	<ul style="list-style-type: none"> - Program Review(PR)/ Annual Program Assessment (APA) - Action Plan - Educational Master Plan/ 3-Year Strategic Plan - Facilities Master Plan - Technology Plan - Human Resources Plan - Other planning documents 	<p>Max 30 Points:</p> <p>0 points: No demonstrated need supported by PR/APA</p> <p>15 points: Demonstrates need from Program by PR/APA</p> <p>30 points: Demonstrates need from PR/APA and linked to Outcomes</p>	
II. Alignment with Annual Operational/ Institutional Goals	- Operational/ Institutional Goals	<p>Max 29 Points: Sum the points for all operational goals that the request supports</p> <p>6 points: Maintaining Health/Safety</p> <p>6 points: Ensuring Compliance</p> <p>4 points: Enhancing Operational Support</p> <p>5 points: EMP Goal #2-Efficient and Effective Use of Resources</p> <p>4 points: Enhancing Community Partnerships</p> <p>4 points: Enhancing Technology Support</p>	
III. Alignment with President's Goals	- President's Goals	<p>Max 21 Points:</p> <ul style="list-style-type: none"> - 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 <p>*Supports successful preparation for mid-term report and full accreditation process</p> <p>*Supports the Guided Pathways Program</p> <p>*Supports completing facilities master plan build out of Measure AV projects</p> <p>*Supports a fully-integrated system of record continued implementation of all modules</p> <p>* Supports completion of a 10-year educational master plan supported by a 3-year strategic plan</p> <p>* Supports increasing all outcomes on the Student Success Scorecard/Vision for Success</p> <p>* Supports completely integrating class schedules that are sequenced for degree programs and supports student educational planning & completion</p> <p>* Supports completing a three-year integrated planning system that includes Strategic Plan, Facilities, Information Technology, Human Resources staffing, Marketing, Student Equity and Enrollment Management</p> <p>* Supports the new Palmdale Center expansion and Fox Field renovations to further workforce development support</p> <p>* Supports successfully increasing enrollment of the bachelor's degree program</p> <p>* Supports expanding participation and streamlining the participatory governance structure of the college</p>	
IV. Measurable Assessment Outcomes (SLO/PLO/ILO/OO, etc)	- Outcomes Assessment	<p>Max 20 Points:</p> <p>0 points: No outcomes</p> <p>10 points: Documented Measurable Outcome</p> <p>20 points: Documented Measurable Outcome tied to SLO/PLO/ILO/OO</p>	
Total Points (Max 100):			



**ANTELOPE VALLEY COMMUNITY COLLEGE DISTRICT
 BUDGET DEVELOPMENT FISCAL 2021-2022
 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: _____

Project Start & End Dates: _____

Departments for Coordination: _____ Dept. Head Signature: _____

FOAP: _____

	Incremental Increase	
Annual	<u>Above Annual Base Budget</u>	
One-Time Funding Amount	On Going Funding Amount	<input type="checkbox"/> 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 II

	Section III. President's Goals
	<p>Check all the applicable President's Goals below that are supported by your request (Select all that apply):</p> <ul style="list-style-type: none"> <input type="checkbox"/> Supports successful preparation for mid-term report and full accreditation process <input type="checkbox"/> Supporting the Guided Pathways program <input type="checkbox"/> Supports completing facilities master plan build out of Measure AV projects <input type="checkbox"/> Supports a fully-integrated system of record continued implementation of all modules <input type="checkbox"/> Supports completion of a 10-year educational master plan supported by a 3-year strategic plan <input type="checkbox"/> Supports increasing all outcomes on the Student Success Scorecard/Vision for Success <input type="checkbox"/> Supports completely integrating class schedules that are sequenced for degree programs and supports student educational planning & completion <input type="checkbox"/> Supports completing a three-year integrated planning system that includes Strategic Plan, Facilities, Information Technology, Human Resources staffing, Marketing, Student Equity and Enrollment Management <input type="checkbox"/> Supports the new Palmdale Center expansion and Fox Field renovations to further workforce development support <input type="checkbox"/> Supports successfully increasing enrollment of the bachelor's degree program <input type="checkbox"/> Supports expanding participation and streamlining the participatory governance structure of the college <p>How does your request support the President's goals above?</p> <hr/> <hr/> <hr/> <hr/> <hr/>

Section IV	Section IV. Measureable Outcomes
	<p>What is the measureable outcome of your request?</p> <hr/> <hr/>
	<p>Which learning outcomes are supported by your request?</p> <hr/> <hr/>
	<p>When will the outcomes be measured (timeline)?</p> <hr/> <hr/>

How will you measure the desired outcomes?

NOT FILLING OUT THE SECTIONS IN DETAIL CAN RESULT IN A SCORE OF 0. PLEASE FILL OUT IN DETAIL TO BE CONSIDERED.

Administrator's Typed or Printed Name

Administrator's Signature

Date



**ANTELOPE VALLEY COMMUNITY COLLEGE DISTRICT
 BUDGET DEVELOPMENT FISCAL 2021-2022
 Resource Allocation Proposal
 Operational Request**

Budget Committee use:

Originator: _____ Date Submitted: _____

Program or Department Name: _____

Lead for Implementation: _____ Campus: _____

Brief Description of Request: _____

Project Start & End Dates: _____

Departments for Coordination: _____ Dept. Head Signature: _____

FOAP: _____

	Incremental Increase	
	<u>Above Annual Base Budget</u>	
Annual	On Going Funding Amount	<input type="checkbox"/> Check if partial funding is acceptable
One-Time Funding Amount	\$ _____	Minimum Amount\$ _____
\$ _____		

Briefly describe your request. (100 words or less)

Section I	Section I. Planning Documents
	Check the applicable planning document below that supports your request (Select all that apply):
	<input type="checkbox"/> Program Review/Annual Program Assessment <input type="checkbox"/> Technology Plan
	<input type="checkbox"/> Action Plan <input type="checkbox"/> Human Resources Plan
	<input type="checkbox"/> Educational Master Plan <input type="checkbox"/> (List other planning document)
	<input type="checkbox"/> Facilities Master Plan
	Briefly demonstrate how your request is supported by the planning documents listed above:
	<hr/>
	<hr/>
	<hr/>
	<hr/>

Section II	Section II. Institutional Goals
	Check all the applicable Institutional Goals below that support your request (Select all that apply):
	<input type="checkbox"/> Maintaining Health/Safety <input type="checkbox"/> Ensuring Compliance
	<input type="checkbox"/> Enhancing Operational Support <input type="checkbox"/> Enhancing Community Partnerships
	<input type="checkbox"/> EMP Goal #2: Enhancing Efficient & Effective Use of Resources <input type="checkbox"/> Enhancing Technology Support
	Briefly describe how your request supports the institutional goals above:
	<hr/>
	<hr/>
	<hr/>
	<hr/>
	<hr/>

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 mid-term report and full accreditation process
- Supporting the Guided Pathways program
- Supports completing facilities master plan build out of Measure AV projects
- Supports a fully-integrated system of record continued implementation of all modules
- Supports completion of a 10-year educational master plan supported by a 3-year strategic plan
- Supports increasing all outcomes on the Student Success Scorecard/Vision for Success
- Supports completely integrating class schedules that are 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 the new Palmdale Center expansion and Fox Field renovations to further workforce development support
- Supports successfully increasing enrollment of the 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)?

Section IV

How will you measure the desired outcomes?

NOT FILLING OUT THE SECTIONS IN DETAIL CAN RESULT IN A SCORE OF 0. PLEASE FILL OUT IN DETAIL TO BE CONSIDERED.

Administrator's Typed or Printed Name

Administrator's Signature

Date



Antelope Valley College Resource Utilization Report

The **purpose of this document** is to report back to the AVC Budget committee the effectiveness and the utilization of the allocation of funds. Administrators of all funded projects are required to submit this document to the Budget Committee by June 1st following allocation of funds for requests that are \$100K or more.

Name (print): _____ Date: _____

Program/ Department name: _____

Administrator: _____ Location (circle): Lancaster / Palmdale Center / Foxfield / Other _____

FOAP: _____

One-Time Funding ___ On Going___

Summary of Request:

Goals, Outcomes and Assessment:

Please describe how these funds enhanced your program goals and specific outcomes that were achieved through the use of these funds.



<u>Identify cost in terms</u>	<u>of:</u>	Amount Requested	Actual spent	Variance*
1XXX (_____):	\$	<input type="text"/>	- <input type="text"/>	= <input type="text"/>
2XXX (personnel):	\$	<input type="text"/>	- <input type="text"/>	= <input type="text"/>
3XXX (benefits):	\$	<input type="text"/>	- <input type="text"/>	= <input type="text"/>
4XXX (supplies):	\$	<input type="text"/>	- <input type="text"/>	= <input type="text"/>
5XXX (services):	\$		-	=
6XXX: ⁽¹⁾	\$	<input type="text"/>	- <input type="text"/>	= <input type="text"/>
Total	\$	<input type="text"/>	- <input type="text"/>	= <input type="text"/>

(1) equipment/remodel/site improvement

Outline any major **challenges or obstacles** related to the Budget Request Process:

As noted above the cost of the item for which we requested funding had increased during the time between submitting the resource allocation request and the purchase order submission.

Signature: _____

Date: _____

Administrator's Signature: _____

Date: _____

Budget Committee 2020-2021 Meeting Schedule

7/22/2020	AS NEEDED
8/26/2020	Presentation of Adopted Budget (Delay to September in 2020 due to COVID-19)
9/23/2020	Goal Setting / Review Charter and Ground Rules / FCMAT Self-assessment (Delay to October)
10/7/2020 Joint SPC & BC	(During SP Meeting) Review Strategic Priorities of Institution / Budget Update
10/28/2020	Review Budget Call
11/25/2020	AS NEEDED
December	DARK
1/27/2021	Review Budget Requests
2/24/2021	Review Budget Request Scoring / Questions
3/24/2021	Review Budget Request Survey Results / Process Improvement
4/28/2021 Joint SP & BC	(During BC meeting) Review Prioritization Lists
5/26/2021	Presentation of Tentative Budget Annual Report / Accomplishments / FCMAT Self-assessment
6/23/2021	Review Funding Allocations / Feedback Loop
7/28/2021	AS NEEDED



Budget Committee Charter

The Budget Committee is responsible for analyzing and determining the financial impact and necessary resources to implement the Educational Master, Facilities, Human Resources, Technology, Enrollment Management, Program Review Plans and other institutional plans.

The Budget Committee is responsible for evaluating and prioritizing the annual budget requests to most efficiently and effectively utilize institutional resources and present those recommendations to the Executive Council. The Budget Committee meets with the Strategic Planning Committee to review the prioritized resource requests to ensure the district's strategic goals and Institutional Learning Outcomes are aligned. The Superintendent/President submits budget recommendations to the Board of Trustees for approval.

As cited in both Education Code and Title 5, The Superintendent/President may recommend budget expenditures to the Board of Trustees without consensus of the Budget Committee in those instances of legal and fiscal responsibility.

Last updated: March 2, 2016

Reviewed: October 23, 2019

Budget Committee Ground Rules

Attendance

- Make every effort to be present 75%. If away a designated proxy will attend.

Consistency

- Agendas and Minutes available within 48 hours prior to the meeting to allow adequate prep time for members
- Feedback loop for matters that are addressed within the scope of the Budget Committee meeting

Professionalism

- Come solution minded
- Support consensus in and out of committee meetings
- Respecting members with an equal voice
- Active listening, no side conversations
- No talking over other members while they have the floor
- No eye rolling
- No inappropriate laughing
- No inappropriate body language
- Chairs to manage the meeting and ensure ground rules are followed

Reviewed: October 23, 2019



**College Coordinating Council
Committee Information Sheet**

**Budget Committee 2020 – 2021
DRAFT**

APPOINTMENT	MEMBER	TERM	EXPIRATION	NOTES
Executive Director of Business Services – Co-Chair	Sarah Miller	Standing	Standing	
Academic Senate President or Designee – Co-Chair	Ty Mettler	Standing	Standing	
Adjunct Faculty	Wendy Rider	1 of 1	<i>August 15, 2021</i>	1-yr term
Associated Student Organization	Cameron Zappetta	1 of 1	<i>August 15, 2021</i>	1-yr term
Classified	Wade Saari	1 of 3	<i>Summer End 2023</i>	<i>Adjust 1-yr to 3-yr term</i>
Confidential, Management, Supervisory	Nichelle Williams	3 of 3	<i>August 15, 2021</i>	<i>3-yr term</i>
Dean of Academic Affairs	Riley Dwyer	2 of 3	<i>Summer End 2022</i>	<i>3-yr term</i>
Dean of Student Services	LaDonna Trimble	1 of 3	<i>Summer End 2023</i>	<i>3-yr term</i>
Enrollment Management Committee	Svetlana Deplazes	2 of 2	<i>August 16, 2021</i>	<i>Adjust 3-yr to 2-yr term</i>
Facilities	Jared Simmons	1 of 2	<i>Summer End 2022</i>	<i>Adjust 3-yr to 2-yr term</i>
Faculty	Karen Heinzman	1 of 2	<i>Summer End 2022</i>	<i>Adjust 3-yr to 2-yr term</i>
Human Resources	Harmony Miller	2 of 2	<i>August 15, 2021</i>	<i>Adjust 3-yr to 2-yr term</i>
Information Technology Services	Rick Shaw	2 of 2	<i>August 15, 2021</i>	<i>Adjust 3-yr to 2-yr term</i>
Outcomes Committee	Vacant	2 years		<i>Adjust 3-yr to 2-yr term</i>
Program Review Committee	Richard Fleishman	1 of 2	<i>Summer End 2022</i>	<i>Adjust 3-yr to 2-yr term</i>
Student Success Committee	Vanessa Gibson	2 of 2	<i>August 15, 2021</i>	<i>Adjust 3-yr to 2-yr term</i>
Classified Union	Pamela Ford	1 of 2	<i>Summer End 2022</i>	<i>Adjust 3-yr to 2-yr term</i>
Faculty Union	Vacant	2 years		<i>Adjust 3-yr to 2-yr term</i>
EX-OFFICIO				
Superintendent/President	Edward Knudson	Standing	Standing	
VP Academic Affairs	Vacant	Standing	Standing	
VP Student Services	Erin Vines	Standing	Standing	
VP Human Resources	Mark Bryant	Standing	Standing	
<i>Italics = proposed changes</i>				

Committee/Authority:

The Budget Committee is a shared governance committee defined in administrative procedure 2510.

Purpose:

The Budget Committee is responsible for analyzing and determining the financial impact and necessary resources to implement the Educational Master, Facilities, Human Resources, Technology, Enrollment Management, Program Review Plans and other institutional plans.

The Budget Committee is responsible for evaluating and prioritizing the annual budget requests to most efficiently and effectively utilize institutional resources and present those recommendations to the Executive Council. The Budget Committee meets with the Strategic Planning Committee to review the prioritized resource requests to ensure the district's strategic goals and Institutional Learning Outcomes are aligned. The Superintendent/President submits budget recommendations to the Board of Trustees for approval.

As cited in both Education Code and Title 5, The Superintendent/President may recommend budget expenditures to the Board of Trustees without consensus of the Budget Committee in those instances of legal and fiscal responsibility.

Committee submits recommendations to:

Administration.

Product:

Recommendations for funding annual budget and hiring requests.

Composition:

One representative per designation.

Terms:

Standing terms for co-chairs and ex-officios, one-year (1) term for ASO and Adjunct Faculty, three-year (3) term for Classified, CMS, Dean of Academic Affairs and Dean of Student Services, two-year (2) term for Enrollment Management Committee, Facilities, Faculty, Human Resources, Information Technology Services, Outcomes Committee, Program Review Committee, Student Success Committee, Classified Union, Faculty Union

Quorum:

Fifty percent of the committee's composition, plus one.

Meetings:

Meetings are held monthly (4th Wednesday).

Minutes/Records:

Minutes are posted to the Budget Committee webpage.

Operations:

Participatory Governance.



Budget Committee

Chairs/Co-Chairs:
Diana Keelen / Van Rider

Annual Report Goals 2019-2020

List Committee Goals for 2019/2020

I.	Alleviate the unrestricted fund where possible by shifting legally allowable expenditures to grants and categorical programs
II.	Complete the Financial Crisis Management Assistance Team (FCMAT) fiscal health analysis and include as an annual review https://www.fcmat.org/fiscal-health
III.	Perform a review of the SCFF and budget impacts at Advanced, P1, P2 and Recalculation Apportionment Reports
IV.	Training for new committee members

Describe accomplishments made to meet your committee goals:

I.	
II.	
III.	
IV.	

What did your committee accomplish to further the College Mission?

Mission: Antelope Valley College, a public institution of higher education, provides a quality, comprehensive education to a diverse population of learners. We are committed to student success offering value and opportunity, in service to our community.

Accomplishments:

What did your committee accomplish to further the 2019-2020 College Goals?

Goal 1:
Accomplishments:

Goal 2:
Accomplishments:

Goal 3:
Accomplishments:

What issues do you foresee your committee working through in the upcoming year?

Recommendations for change in membership or function:



Budget Committee

Chairs/Co-Chairs:
Sarah Miller/Ty Mettler

Annual Report Goals 2020-2021

List Committee Goals for 2020-2021

I.

II.

III.

Describe accomplishments made to meet your committee goals:

I.

II.

III.

What did your committee accomplish to further the College Mission?

Mission: Antelope Valley College, a public institution of higher education, provides a quality, comprehensive education to a diverse population of learners. We are committed to student success offering value and opportunity, in service to our community.

Accomplishments:

What did your committee accomplish to further the 2020-2021 College Goals?

Goal 1:

Accomplishments:

Goal 2:

Accomplishments:

Goal 3:

Accomplishments:

What issues do you foresee your committee working through in the upcoming year?

Recommendations for change in membership or function:

Fiscal Health Risk Analysis for Community Colleges

The Fiscal Crisis and Management Assistance Team (FCMAT) has developed the Fiscal Health Risk Analysis (FHRA) as a tool to help evaluate a community college's fiscal health and risk of insolvency in the current and two subsequent fiscal years.

The FHRA includes 18 sections, each containing specific questions. **In this Excel file, every question in every section must be answered with a "Yes," "No," or "N/A" for the scoring at the end to be accurate.** Unanswered questions will be counted as "no" answers and thus will raise a district's risk score.

Each section and specific question is included based on FCMAT's work since the inception; they are the common indicators of risk or potential insolvency for districts that have neared insolvency and needed assistance from outside agencies. Each section of this analysis is critical to an organization, and lack of attention to these critical areas will eventually lead to a district's failure.

The greater the number of "no" answers to the questions in the analysis, the higher the score, which points to a greater potential risk of insolvency or fiscal issues for the district. Not all sections in the analysis, and not all questions within each section, carry equal weight; some are deemed more important and thus count more heavily toward or against a district's fiscal stability percentage. For this tool, 100% is the highest total risk that can be scored, thus a low total percentage score is desirable. A "yes" or "n/a" answer is assigned score of 0, so the risk percentage increases only with a "no" answer or with an unanswered question.

A score of 40% or more is considered high risk; a score of 25%-39% is considered moderate risk; and a score of 24% or lower is considered low risk.

Identifying issues early is the key to maintaining fiscal health. Diligent planning will enable a district to better understand its financial objectives and strategies to sustain a high level of fiscal efficiency and overall solvency. A district should consider completing the FHRA annually to assess its own fiscal health risk and progress over time.

District (Enter district name on the Tool tab)	Low < 24%	Moderate 25-39%	High 40% <	Score 100%
--	---------------------	---------------------------	----------------------	----------------------

Score Breakdown by Section:

Note: Categorical values will calculate after all questions are answered with a "Yes", "No" or "N/A" on the Tool tab.

Because the score is not calculated by category, category values provided are subject to minor rounding error and are provided for informational purposes only.

Annual Independent Audit Report	-
Budget Development and Adoption	-
Budget Monitoring and Updates	-
Cash Management	-
Collective Bargaining Agreements	-
Intrafund and Interfund Transfers	-
Deficit Spending	-
Employee Benefits	-
Enrollment and Attendance	-
Facilities	-
Fund Balance and Reserve for Economic Uncertainty	-
General Fund - Current Year	-
Information Systems and Data Management	-
Internal Controls and Fraud Prevention	-
Leadership and Stability	-
Multiyear Projections	-
Non-Voter-Approved Debt and Risk Management	-
Position Control	-