

# NAPA VALLEY COLLEGE FINANCIAL RESOURCES AND THEIR IMPLICATIONS FOR PLANNING

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TOWN HALL MEETING – MARCH 30, 2023

DR. TORENCE POWELL - PRESIDENT

JIM REEVES - VICE PRESIDENT, ADMINISTRATIVE SERVICES

# TOWN HALL MEETING OBJECTIVES

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- A review of revenue sources for California Community Colleges
- A review of enrollment, staffing, and expense trends at Napa Valley College
- Looking Ahead - Projecting revenues and expenses for Napa Valley College
- Supplemental projections for NVC – What if...
- Matching needs with resources
- The “How” – Key Next Steps to Addressing Institutional Needs

# REVENUE | COMMUNITY SUPPORTED VS STATE SUPPORTED

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## Community Supported Institutions Source of Revenues

- Property Taxes
- \$100/FTES for EPA
- Enrollment Fees
- Categorical, Grant, and Special Program Funds
- Limited Apportionment Funding

## State Supported Institutions Source of Revenues

- Funded based on metrics defined in the Student Centered Funding Formula (SCFF)
  - Base Allocation
  - Supplemental Allocation
  - Success Allocation
  - Categorical, Grant, and Special Program Funds

# SOME KEY METRICS – *GENERAL FUND UNRESTRICTED REVENUES*

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## 2022-2023 Unrestricted General Fund

Budgeted Revenue - \$46,947,624

- Federal Income – .1%
- State Income – 6.2 %
- Local Property Taxes – 84.8%
- Other Local Income – 6.2%
- Other Financing Sources – 2.8%

# SOME KEY METRICS – *RESTRICTED REVENUES*

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## 2022-2023 Restricted Fund Revenues - Approximately \$19 M

- Restricted Funding includes programmatic support for student and institutional initiatives in the following areas (partial list):
  - Student Equity & Achievement
  - Funds to support student Basic Needs
  - California College Promise Program
  - COVID Recovery
  - Disabled Students Programs & Support
  - Emergency Financial Aid Assistance
  - Mental Health Services
  - Physical Plant & Instructional Support
  - Retention & Enrollment Outreach
  - Guided Pathways
  - Information Security Funding

# SOME KEY METRICS – *GENERAL FUND EXPENDITURES*

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## 2022-2023 Unrestricted General Fund

Budgeted Expenditures - \$46,561,053

- Salaries 58.4%
- Employee Benefits 22.5%
- Books & Supplies 1%
- Other Operating Expenses 12.4%
- Capital Outlay 1.8%
- Other Outgo (OPEB) 3.9%

# LOOKING BACK – TRENDING DATA

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- In a functionally balanced district, revenue, expenses, enrollment, personnel should trend the same direction.
- Enrollment drives personnel needs.
- Personnel (total compensation) is the largest driver of expenses.
- If enrollment and revenue are significantly decreasing or increasing, staffing levels should be adjusted accordingly.

*Multiyear trends are the only way to visualize the change*

(referenced trend information utilizes the FCMAT historical data and methodology. All data is actual with the exception of the 2022-2023 data which is projected)

# ENROLLMENT HISTORY 2014-15 TO 2022-23

NOTE: 2022-2023 ARE PROJECTIONS

- Noncredit total has decreased 74%

- Class size has decreased 8%

- Credit total has decreased 43%

- Efficiency has decreased 26%

			2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	9 Year
Produced FTES	Noncredit	Summer	48.61	100.77	64.02	97.84	69.90	62.08	13.24	12.79	20.75	
		Primary Terms Noncredit	444.97	452.73	401.43	326.68	342.80	215.69	53.71	84.86	106.46	-76%
		Primary Terms ISA's										
		Subtotal	493.58	553.50	465.45	424.52	412.70	277.77	66.95	97.65	127.21	-74%
	Credit	Summer	508.04	540.64	473.28	484.25	461.42	507.27	392.89	435.82	289.76	
		Primary Terms Credit	4,667.38	4,496.10	4,367.72	4,265.38	3,892.46	3,853.46	3,561.60	2,975.65	2,656.05	-43%
		Primary Terms ISA's										
		Subtotal	5,175.42	5,036.74	4,841.00	4,749.63	4,353.88	4,360.73	3,954.49	3,411.47	2,945.81	-43%
		Total	5,669.00	5,590.24	5,306.45	5,174.15	4,766.58	4,638.50	4,021.44	3,509.12	3,073.02	-46%
	Efficiency	Average Class Size (annual)	22.26	22.42	22.62	22.75	22.30	22.60	23.23	20.83	20.45	-8%
FTES/FTEF (semester)		13.94	13.28	13.43	13.80	11.80	12.01	10.97	10.47	10.37	-26%	



# PERSONNEL HISTORY 2014-15 TO 2022-23

NOTE: 2022-2023 ARE PROJECTIONS

- Contract Faculty (full-time) has increased 8%
- Overload has increased 38 %
- Non-Contract (part-time) has reduced 45%
- Management has decreased by 13%
- Staff has increased by 9%
- Confidential has increased by 39%

			2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	9 Year
Staffing	All Teaching FTEF	Contract (full-time)*	73.44	78.28	73.27	77.59	80.53	83.62	82.04	83.18	79.42	8%
		Overload	11.48	9.68	11.50	11.59	16.72	19.27	20.10	19.33	15.80	38%
		Non-Contract (part-time)	87.87	84.72	83.99	76.48	78.36	72.34	73.40	55.08	48.10	-45%
	Unrestricted Gen Fund FTE	Management	23.35	23.85	22.05	31.80	32.55	34.90	35.75	30.00	20.25	-13%
		Staff	102.03	103.22	98.05	99.59	102.67	110.56	114.90	117.45	110.90	9%
		Confidential	7.75	7.75	5.75	7.75	12.75	12.75	12.50	12.75	10.75	39%



# EXPENSE HISTORY 2014-15 TO 2022-23

NOTE: 2022-2023 ARE PROJECTIONS

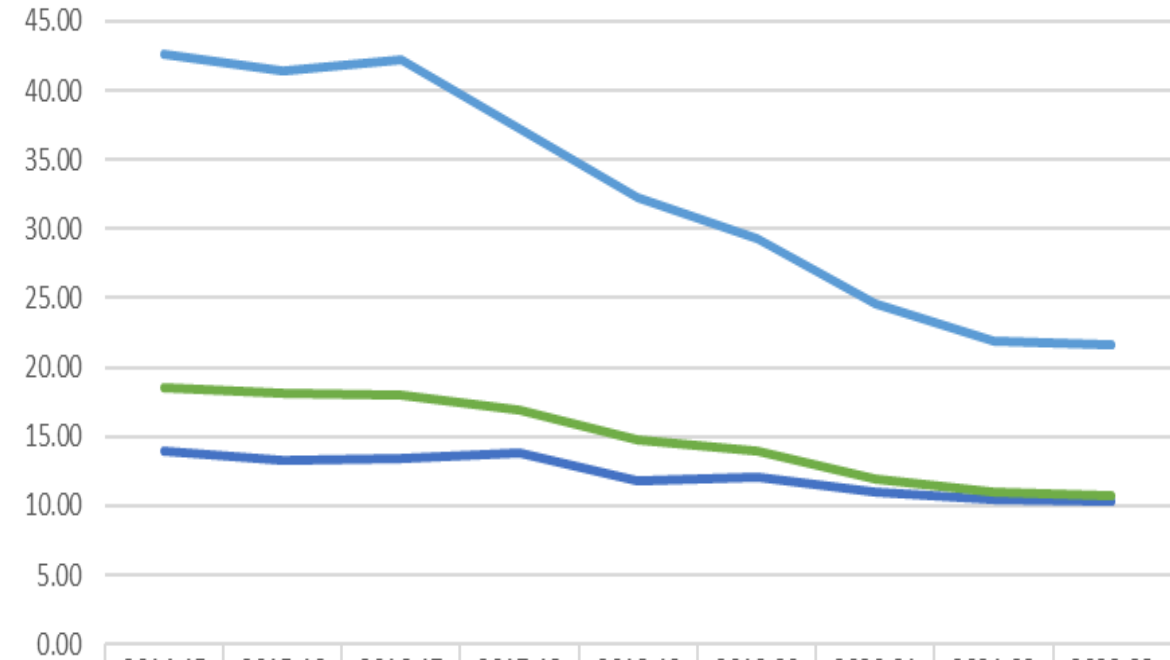
- Salaries have increased \$5.6 M or 26%
- Benefits have increased \$3.2 M or 43%
- Other Expenses have increased \$1.8 M or 26.3%

			2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	9 Year
Unrestricted General Fund Salary & Benefits	Salaries	Subtotal	21,640,202	21,770,828	23,167,446	24,093,144	25,749,016	27,200,713	27,248,966	26,965,574	27,192,665	26%
		CalPERS (w/o on-behalf)	917,434	1,140,317	1,398,724	1,604,132	2,069,317	2,354,341	2,214,377	2,566,295	3,121,024	240%
		CalSTRS (w/o on-behalf)	1,223,103	1,135,022	1,384,073	1,573,330	1,933,862	2,321,848	2,510,826	2,268,384	2,465,886	102%
	Benefits	Health Insurance	3,446,916	3,461,761	3,283,964	3,754,746	2,668,234	4,002,798	2,943,383	2,643,546	2,983,234	-13%
		Other Benefits	1,719,880	1,363,162	1,454,170	1,506,313	1,559,144	1,613,122	1,686,641	1,722,598	1,902,346	11%
		Subtotal	7,307,333	7,100,262	7,520,931	8,438,521	8,230,557	10,292,109	9,355,227	9,200,823	10,472,490	43%
Unrestricted General Fund Expenses	4000	Supplies	965,242	988,107	673,197	799,153	705,937	750,036	411,573	462,139	470,469	-51%
	5000	Other Operating	4,734,301	5,268,954	5,636,134	6,372,026	5,717,023	6,084,292	4,791,812	5,335,332	5,768,779	22%
	6000	Capital Outlay	275,252	279,399	595,769	590,094	551,155	620,410	398,988	779,830	855,500	211%
	7000	Other Outgo	1,093,597	1,135,810	904,769	1,258,049	-	18,029	2,052,713	1,450,257	1,801,149	65%
			Subtotal	7,068,392	7,672,270	7,809,869	9,019,322	6,974,115	7,472,767	7,655,086	8,027,558	8,895,897
		Total	\$ 36,015,927	\$ 36,543,360	\$ 38,498,246	\$ 41,550,987	\$ 40,953,688	\$ 44,965,589	\$ 44,259,279	\$ 44,193,955	\$ 46,561,052	29%

# CHANGES IN INSTITUTIONAL EFFICIENCY 2014-15 TO 2022-23

- Classroom Efficiency FTES/FTEF
- Non-Classroom Efficiency FTEF/FTE Staff (management, classified & confidential)
- Institutional Efficiency Produced FTES/ Staffing Total (contract, overload, non-contract, management, staff & confidential)

Institutional Efficiency



	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Classroom Efficiency	13.94	13.28	13.43	13.80	11.80	12.01	10.97	10.47	10.37
Non-Classroom Efficiency Total	42.58	41.46	42.16	37.19	32.21	29.32	24.65	21.90	21.66
Institutional Efficiency	18.53	18.18	18.01	16.98	14.73	13.91	11.87	11.04	10.77

# LOOKING AHEAD – PROJECTIONS BASED UPON PLANNING ASSUMPTIONS

FY 2022-2023 THROUGH FY 2026-2027

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- Financial projections are based upon fixed commitments (e.g., employee contracts) and assumptions about how key metrics will perform based upon recent history (i.e., historical levels of property tax revenues).
- The further away from the base year, the less reliable the planning assumption.
- Planning assumptions must be regularly updated to maintain/improve reliability.
- Create contingency plans to address changing assumptions.

**NAPA VALLEY COMMUNITY COLLEGE DISTRICT  
UNRESTRICTED GENERAL FUND (FUND 11)  
FOR THE FISCAL YEARS 2022-23 Through 2026-27**

		(Footnote A & B)			(Footnote A & B)			(Footnote A & B)			(Footnote A & B)		
Final Budget FY 2022-2023		Incr	Projected Budget	C.Y. over P.Y. Dollar	Incr	Projected Budget	C.Y. over P.Y. Dollar	Incr	Projected Budget	C.Y. over P.Y. Dollar	Incr	Projected Budget	C.Y. over P.Y. Dollar
		%	2023-24	Change	%	2024-525	Change	%	2025-26	Change	%	2026-27	Change
<b>Revenues</b>													
Federal Income	\$ 25,134	0.0%	25,134	-	0.0%	25,134	-	0.0%	25,134	-	0.0%	25,134	-
State Income	2,911,798	3.6%	3,016,914	105,116	3.6%	3,126,730	109,816	3.6%	3,240,543	113,813	3.6%	3,357,850	117,308
Local Income			-	-					-				
Property Taxes	39,816,410	5.6%	42,038,166	2,221,756	3.6%	43,568,355	1,530,189	3.6%	45,154,243	1,585,888	3.6%	46,788,827	1,634,584
Other Local Income	2,900,772	2.0%	3,271,891	371,119	2.0%	3,337,329	65,438	2.0%	3,404,076	66,747	2.0%	3,472,157	68,082
Other Financing Sources	1,293,510	0.0%	-	(1,293,510)	0.0%	-	-	0.0%	-	-	0.0%	-	-
<b>Total Revenues</b>	<b>46,947,624</b>		<b>48,352,105</b>	<b>1,404,481</b>		<b>50,057,548</b>	<b>1,705,443</b>		<b>51,823,995</b>	<b>1,766,448</b>		<b>53,643,968</b>	<b>1,819,973</b>
<b>Expenditures</b>													
<b>Salaries</b>													
Faculty Salaries - Permanent	10,458,238	7.0%	11,190,315	732,077	3.6%	11,597,642	407,327	3.6%	12,019,796	422,154	3.6%	12,454,913	435,117
Faculty Salaries - Temporary	3,811,537	+7% / -3%	4,562,086	750,550	3.6%	4,728,146	166,060	3.6%	4,900,251	172,105	3.6%	5,077,640	177,389
Admin. - Academic Permanent	1,823,139	3.5%	1,886,949	63,810	3.6%	1,955,634	68,685	3.6%	2,026,819	71,185	3.6%	2,099,784	72,965
Classified Salaries - Permanent	7,662,314	+3.5% / -5%	7,533,970	(128,344)	3.6%	7,808,207	274,237	3.6%	8,092,425	284,219	3.6%	8,383,753	291,327
Classified Salaries - Temporary	627,238	+0% / -5%	595,876	(31,362)	0.0%	595,876	-	0.0%	595,876	-	0.0%	595,876	-
Student Employment	85,293	0.1%	85,378	85	0.1%	85,464	85	0.1%	85,549	85	0.1%	85,635	86
Admin./Confidential - Permane	2,724,906	+3.5% / -5%	2,679,264	(45,642)	3.6%	2,776,789	97,525	3.6%	2,877,864	101,075	3.6%	2,981,467	103,603
<b>Total Salaries</b>	<b>27,192,665</b>		<b>28,533,838</b>	<b>1,341,174</b>		<b>29,547,758</b>	<b>1,013,919</b>		<b>30,598,581</b>	<b>1,050,823</b>		<b>31,679,068</b>	<b>1,080,487</b>
<b>Employee Benefits</b>													
State Teachers Retirement Sys.	2,465,886	5.0%	2,589,180	123,294	3.6%	2,682,391	93,210	3.6%	2,778,957	96,566	3.6%	2,878,999	100,042
Public Employees Retirement S	3,121,024	-1%	3,095,476	(25,548)	5.7%	3,272,352	176,876	4.0%	3,401,970	129,618	3.6%	3,524,441	122,471
FICA/OASDI	1,259,102	4.7%	1,318,283	59,181	3.4%	1,363,520	45,236	3.4%	1,410,346	46,826	3.4%	1,458,449	48,103
Health and Welfare Benefits	2,983,234	3.9%	3,099,580	116,346	3.9%	3,220,464	120,884	3.9%	3,346,062	125,598	3.9%	3,476,558	130,496
Unemployment Insurance	135,030	-56.0%	59,413	(75,617)	3.4%	61,452	2,039	3.4%	63,562	2,110	3.4%	65,730	2,168
Workers Comp. Insurance	492,858	4.7%	516,024	23,166	3.4%	533,731	17,707	3.4%	552,060	18,330	3.4%	570,890	18,829
Other Employee Benefits	15,356	4.7%	16,078	722	3.4%	16,629	552	3.4%	17,201	571	3.4%	17,787	587
<b>Total Employee Benefits</b>	<b>10,472,490</b>		<b>10,694,034</b>	<b>221,544</b>		<b>11,150,539</b>	<b>456,504</b>		<b>11,570,158</b>	<b>419,620</b>		<b>11,992,855</b>	<b>422,697</b>
<b>Books and Supplies</b>													
Computer Software/Books	928	2.0%	946	19	2.0%	965	19	2.0%	985	19	2.0%	1,004	20
Instructional Supplies/Material	202,422	2.0%	206,470	4,048	2.0%	210,600	4,129	2.0%	214,812	4,212	2.0%	219,108	4,296
Office Supplies	15,851	2.0%	16,168	317	2.0%	16,492	323	2.0%	16,821	330	2.0%	17,158	336
Other Supplies	251,268	2.0%	256,294	5,025	2.0%	261,420	5,126	2.0%	266,648	5,228	2.0%	271,981	5,333
<b>Total Books and Supplies</b>	<b>470,469</b>		<b>479,878</b>	<b>9,409</b>		<b>489,476</b>	<b>9,598</b>		<b>499,266</b>	<b>9,790</b>		<b>509,251</b>	<b>9,985</b>

<b>Other Operating Expenses</b>													
Other Professional Services	627,576	2.0%	640,128	12,552	2.0%	652,930	12,803	2.0%	665,989	13,059	2.0%	679,309	13,320
Travel/Conference/Prof. Dev.	144,699	2.0%	147,593	2,894	2.0%	150,545	2,952	2.0%	153,556	3,011	2.0%	156,627	3,071
Insurance and Utilities	2,121,862	2.0%	2,164,299	42,437	2.0%	2,207,585	43,286	2.0%	2,251,737	44,152	2.0%	2,296,772	45,035
Maintenance and Repairs	1,648,151	2.0%	1,681,114	32,963	2.0%	1,714,736	33,622	2.0%	1,749,031	34,295	2.0%	1,784,012	34,981
Legal, Election and Audit	259,972	2.0%	265,172	5,199	2.0%	270,475	5,303	2.0%	275,885	5,410	2.0%	281,402	5,518
Advertising and Printing	41,526	2.0%	42,357	831	2.0%	43,204	847	2.0%	44,068	864	2.0%	44,949	881
Dues and Memberships	97,879	2.0%	99,836	1,958	2.0%	101,833	1,997	2.0%	103,870	2,037	2.0%	105,947	2,077
Rentals	340,627	2.0%	347,439	6,813	2.0%	354,388	6,949	2.0%	361,476	7,088	2.0%	368,705	7,230
Other Operating Expenses	486,486	2.0%	496,216	9,730	2.0%	506,141	9,924	2.0%	516,263	10,123	2.0%	526,589	10,325
<b>Total Other Operating Supplies</b>	<b>5,768,779</b>		<b>5,884,154</b>	<b>115,376</b>		<b>6,001,837</b>	<b>117,683</b>		<b>6,121,874</b>	<b>120,037</b>		<b>6,244,311</b>	<b>122,437</b>
<b>Capital Outlay</b>	<b>855,500</b>	2.0%	<b>872,610</b>	<b>17,110</b>	2.0%	<b>890,063</b>	<b>17,452</b>	2.0%	<b>907,864</b>	<b>907,864</b>	2.0%	<b>926,021</b>	<b>18,157</b>
<b>Other Outgo</b>													
Other Outgo/Interfund Transfer	318,872	0.0%	318,872	-	0.0%	318,872	-	0.0%	318,872	-	2.0%	325,250	6,377
OPEB	1,482,277	3.9%	1,540,085	57,809	3.9%	1,600,149	60,063	3.9%	1,662,555	62,406	3.9%	1,727,394	64,840
<b>Total Other Outgo</b>	<b>1,801,149</b>		<b>1,858,958</b>	<b>57,809</b>		<b>1,919,021</b>	<b>60,063</b>		<b>1,981,427</b>	<b>62,406</b>		<b>2,052,644</b>	<b>71,217</b>
<b>Total Expenditures</b>	<b>46,561,053</b>		<b>48,323,473</b>	<b>1,762,422</b>		<b>49,998,693</b>	<b>1,675,220</b>		<b>51,679,169</b>	<b>2,570,539</b>		<b>53,404,150</b>	<b>1,724,981</b>
<b>Increase/(Decrease) in Fund Bala</b>	<b>386,571</b>		<b>28,632</b>			<b>58,854</b>			<b>144,826</b>			<b>239,818</b>	
<b>Beginning Fund Balance</b>	<b>4,411,105</b>		<b>4,797,676</b>			<b>4,826,308</b>			<b>4,885,162</b>			<b>5,029,988</b>	
<b>Ending Fund Balance</b>	<b>\$ 4,797,676</b>		<b>\$ 4,826,308</b>			<b>\$ 4,885,162</b>			<b>\$ 5,029,988</b>			<b>\$ 5,269,806</b>	
<b>Fund Balance Amount as a Percentage of Total</b>	<b>10.30%</b>		<b>9.99%</b>			<b>9.77%</b>			<b>9.73%</b>			<b>9.87%</b>	

**Revenues:** 1) The Tax Revenue Projection for 2023-24 assumes an increase based on the average increase of the previous two years. 2) All other increases in State Revenue and Taxes (after 2023-24) are increased by the projected COLA per the School Services Dartboard. 3) Other Local Revenue (starting in 2023-24) includes revenue from the UVC Lease, and reclassification of the annual DAS contribution (as "Other Financing Resources" are interpreted by ACCJC and FCMAT as one-time sources). As the majority of "Other Local Revenues" is comprised of enrollment fees and non-resident tuition fees, an annual 2% increase is applied for anticipated growth.

**Expenditures:** 1) For 2023-24, the projected budget assumes a 7% Increase in Faculty Salaries which matches the amount receivable under contract when there's a 5.58% increase in Taxes. 2) For the years after 2023-24, the increase in Faculty Salaries assumes an increase commensurate with the increase in tax revenue (Note: any actual increase in salaries and benefits ... after 2023-24 ... will depend upon a new Collective Bargaining Agreement). 3) The change in Faculty Salaries - Temporary assumes the same changes as the Faculty Salaries, with the exception of 2023-24, which assumes an additional reduction in the course schedule. 4) Increases in Classified Salaries are per contract in 2023-24, and afterwards, the increase assumes an increase commensurate with the increase in tax revenue (Note: any actual increase in salaries and benefits ... after 2023-24 ... will depend upon a new Collective Bargaining Agreement) 5) The increase in Administrative/Confidential Salaries matches the increases to Classified. 6) Both the Administrative/Confidential and Classified Salaries assume a 5% attrition reduction in staffing over the previous year. 7) The increase reflects the salary increases, as the contribution rate holds at 19.1%, per this School Services Dartboard. 8) The increase in PERS reflects the gradual change of rate from 26.1% to 27.8% (from 2022-23 to 2025-26) per the School Services Dartboard, and as affected by salary increases. 9) A 3.9% annual increase in Health Benefits. 10) Other Payroll Expenditure Increases matching changes in salaries, with the exception of Unemployment Insurance, in 2023-24, which also reflects a rate decrease from 0.5% to 0.2%. 11) a General annual Increase of 2% (which is inflation increases held down by cost reduction efforts).

# CREATING BUDGET SPACE TO ADDRESS COLLEGE PRIORITIES SUPPLEMENTAL ASSUMPTIONS

*(THESE SHOULD NOT BE ASSUMED TO BE A DEFINITIVE LISTING OF ADDITIONAL ASSUMPTIONS)*

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## Increased Revenue

- Increased non-resident students – 2024-2025, 50 additional students
- 2025-2026, 25 additional students, 2026-2027, 25 additional students (100 additional students over three years)
- Revenue from student housing initiative – 75% of anticipated revenue based on pro forma projections.

## Reduced Expenses

- Payroll reductions from 2023 SERP

## Increased Expenses

- Cost of SERP annuity (OPEB expense)

**NAPA VALLEY COMMUNITY COLLEGE DISTRICT  
UNRESTRICTED GENERAL FUND (FUND 11)  
FOR THE FISCAL YEARS 2022-23 Through 2026-27**

	Final Budget FY 2022-2023	(Footnote A & B)			(Footnote A & B)			(Footnote A & B)			(Footnote A & B)		
		Incr	Projected Budget	C.Y. over P.Y. Dollar	Incr	Projected Budget	C.Y. over P.Y. Dollar	Incr	Projected Budget	C.Y. over P.Y. Dollar	Incr	Projected Budget	C.Y. over P.Y. Dollar
		%	2023-24	Change	%	2024-25	Change	%	2025-26	Change	%	2026-27	Change
<b>Revenues</b>													
Federal Income	\$ 25,134	0.0%	25,134	-	0.0%	25,134	-	0.0%	25,134	-	0.0%	25,134	-
State Income	2,911,798	3.6%	3,016,914	105,116	3.6%	3,126,730	109,816	3.6%	3,240,543	113,813	3.6%	3,357,850	117,308
Local Income			-	-					-				
Property Taxes	39,816,410	5.6%	42,038,166	2,221,756	3.6%	43,568,355	1,530,189	3.6%	45,154,243	1,585,888	3.6%	46,788,827	1,634,584
Other Local Income	2,900,772	2.0%	3,271,891	371,119	2.0%	3,337,329	65,438	2.0%	3,404,076	66,747	2.0%	3,472,157	68,082
Non Resident Tuition						537,600			806,400	268,800		1,075,200	268,800
Residential Income						490,936			330,695	(160,241)		422,557	91,862
Other Financing Sources	1,293,510	0.0%	-	(1,293,510)	0.0%	-	-	0.0%	-	-	0.0%	-	-
<b>Total Revenues</b>	<b>46,947,624</b>		<b>48,352,105</b>	<b>1,404,481</b>		<b>51,086,084</b>	<b>1,705,443</b>		<b>52,961,091</b>	<b>1,875,007</b>		<b>55,141,725</b>	<b>2,180,634</b>
<b>Expenditures</b>													
<b>Salaries</b>													
Faculty Salaries - Permanent	10,458,238	7.0%	11,190,315	732,077	3.6%	11,597,642	407,327	3.6%	12,019,796	422,154	3.6%	12,454,913	435,117
SERP Reduction - 2023 Program			(479,389)			(479,389)			(479,389)			(479,389)	
Faculty Salaries - Temporary	3,811,537	+7% / -3%	4,562,086	750,550	3.6%	4,728,146	166,060	3.6%	4,900,251	172,105	3.6%	5,077,640	177,389
Admin. - Academic Permanent	1,823,139	3.5%	1,886,949	63,810	3.6%	1,955,634	68,685	3.6%	2,026,819	71,185	3.6%	2,099,784	72,965
Classified Salaries - Permanent	7,662,314	+3.5% / -5%	7,533,970	(128,344)	3.6%	7,808,207	274,237	3.6%	8,092,425	284,219	3.6%	8,383,753	291,327
SERP Reduction - 2023 Program			(458,134)			(458,134)	-		(458,134)			(458,134)	-
Classified Salaries - Temporary	627,238	+0% / -5%	595,876	(31,362)	0.0%	595,876	-	0.0%	595,876	-	0.0%	595,876	-
Student Employment	85,293	0.1%	85,378	85	0.1%	85,464	85	0.1%	85,549	85	0.1%	85,635	86
Admin./Confidential - Permane	2,724,906	+3.5% / -5%	2,679,264	(45,642)	3.6%	2,776,789	97,525	3.6%	2,877,864	101,075	3.6%	2,981,467	103,603
SERP Reduction - 2023 Program			(98,941)			(98,941)	-		(98,941)	-		(98,941)	-
<b>Total Salaries</b>	<b>27,192,665</b>		<b>27,497,374</b>	<b>1,341,174</b>	0	<b>28,511,294</b>	<b>1,013,919</b>	0	<b>29,562,117</b>	<b>1,050,823</b>	0	<b>30,642,604</b>	<b>1,080,487</b>
<b>Employee Benefits</b>													
State Teachers Retirement Sys.	2,465,886	5.0%	2,589,180	123,294	3.6%	2,682,391	93,210	3.6%	2,778,957	96,566	3.6%	2,878,999	100,042
Public Employees Retirement S	3,121,024	-1%	3,095,476	(25,548)	5.7%	3,272,352	176,876	4.0%	3,401,970	129,618	3.6%	3,524,441	122,471
FICA/OASDI	1,259,102	4.9%	1,320,514	61,412	3.6%	1,367,474	46,960	3.6%	1,416,083	48,609	0.0%	1,416,083	-
Health and Welfare Benefits	2,983,234	3.9%	3,099,580	116,346	3.9%	3,220,464	120,884	3.9%	3,346,062	125,598	3.9%	3,476,558	130,496
Unemployment Insurance	135,030	-56.0%	59,413	(75,617)	3.6%	61,526	2,113	3.6%	63,713	2,187	0.0%	63,713	-
Workers Comp. Insurance	492,858	4.9%	516,897	24,039	3.6%	535,279	18,382	3.6%	554,306	19,027	0.0%	554,306	-
Other Employee Benefits	15,356	4.9%	16,105	749	3.6%	16,678	573	3.6%	17,271	593	0.0%	17,271	-
<b>Total Employee Benefits</b>	<b>10,472,490</b>		<b>10,697,166</b>	<b>224,676</b>		<b>11,156,164</b>	<b>458,998</b>		<b>11,578,362</b>	<b>422,198</b>		<b>11,931,371</b>	<b>353,010</b>



<b>Books and Supplies</b>													
<b>Computer Software/Books</b>	<b>928</b>	2.0%	946	19	2.0%	965	19	2.0%	985	19	2.0%	1,004	20
<b>Instructional Supplies/Materials</b>	<b>202,422</b>	2.0%	206,470	4,048	2.0%	210,600	4,129	2.0%	214,812	4,212	2.0%	219,108	4,296
<b>Office Supplies</b>	<b>15,851</b>	2.0%	16,168	317	2.0%	16,492	323	2.0%	16,821	330	2.0%	17,158	336
<b>Other Supplies</b>	<b>251,268</b>	2.0%	256,294	5,025	2.0%	261,420	5,126	2.0%	266,648	5,228	2.0%	271,981	5,333
<b>Total Books and Supplies</b>	<b>470,469</b>		479,878	9,409		489,476	9,598		499,266	9,790		509,251	9,985
<b>Other Operating Expenses</b>													
<b>Other Professional Services</b>	<b>627,576</b>	2.0%	640,128	12,552	2.0%	652,930	12,803	2.0%	665,989	13,059	2.0%	679,309	13,320
<b>Travel/Conference/Prof. Dev.</b>	<b>144,699</b>	2.0%	147,593	2,894	2.0%	150,545	2,952	2.0%	153,556	3,011	2.0%	156,627	3,071
<b>Insurance and Utilities</b>	<b>2,121,862</b>	2.0%	2,164,299	42,437	2.0%	2,207,585	43,286	2.0%	2,251,737	44,152	2.0%	2,296,772	45,035
<b>Maintenance and Repairs</b>	<b>1,648,151</b>	2.0%	1,681,114	32,963	2.0%	1,714,736	33,622	2.0%	1,749,031	34,295	2.0%	1,784,012	34,981
<b>Legal, Election and Audit</b>	<b>259,972</b>	2.0%	265,172	5,199	2.0%	270,475	5,303	2.0%	275,885	5,410	2.0%	281,402	5,518
<b>Advertising and Printing</b>	<b>41,526</b>	2.0%	42,357	831	2.0%	43,204	847	2.0%	44,068	864	2.0%	44,949	881
<b>Dues and Memberships</b>	<b>97,879</b>	2.0%	99,836	1,958	2.0%	101,833	1,997	2.0%	103,870	2,037	2.0%	105,947	2,077
<b>Rentals</b>	<b>340,627</b>	2.0%	347,439	6,813	2.0%	354,388	6,949	2.0%	361,476	7,088	2.0%	368,705	7,230
<b>Other Operating Expenses</b>	<b>486,486</b>	2.0%	496,216	9,730	2.0%	506,141	9,924	2.0%	516,263	10,123	2.0%	526,589	10,325
<b>Total Other Operating Supplies</b>	<b>5,768,779</b>		5,884,154	115,376		6,001,837	117,683		6,121,874	120,037		6,244,311	122,437
<b>Capital Outlay</b>	<b>855,500</b>	2.0%	872,610	17,110	2.0%	890,063	17,452	2.0%	907,864	907,864	2.0%	926,021	18,157
<b>Other Outgo</b>													
<b>Other Outgo/Interfund Transfer</b>	<b>318,872</b>	0.0%	318,872	-	0.0%	318,872	-	0.0%	318,872	-	2.0%	325,250	6,377
<b>OPEB</b>	<b>1,482,277</b>	3.9%	1,540,085	57,809	3.9%	1,600,149	60,063	3.9%	1,662,555	62,406	3.9%	1,727,394	64,840
<i>SERP Offering - 2023</i>			232,091			232,091			232,091			232,091	
<b>Total Other Outgo</b>	<b>1,801,149</b>		2,091,049	57,809		2,151,112	60,063		2,213,518	62,406		2,284,735	71,217
<b>Total Expenditures</b>	<b>46,561,053</b>		47,522,232	1,765,553		49,199,945	1,677,714		50,883,000	2,573,117		52,538,294	1,655,294
<b>Increase/(Decrease) in Fund Balance</b>	<b>386,571</b>		829,873			1,886,138			2,078,091			2,603,431	
<b>Beginning Fund Balance</b>	<b>4,411,105</b>		4,797,676			5,627,549			7,513,688			9,591,779	
<b>Ending Fund Balance</b>	<b>\$ 4,797,676</b>		\$ 5,627,549			\$ 7,513,688			\$ 9,591,779			\$ 12,195,210	
<b>Fund Balance Amount as a % of Total Expenditures</b>	<b>10.30%</b>		11.84%			15.27%			18.85%			23.21%	

# PROJECTIONS AS CONTEXT FOR ADDRESSING NVC NEEDS

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- Investing in improving Student Outcomes Initiatives
- Strengthening College Reserves
  - 2-3 months of expenditures
  - Maintaining \$650,000 to address subordinate liability (River Trail Village)
- Adding necessary staff that are currently unfunded
- Adequate and ongoing investment in IT infrastructure, management, and equipment
- Addressing employee salary schedules and benefits
- OPEB funding solution
- Other needs?

# THE “HOW “ COMPONENT: KEY NEXT STEPS IN ADDRESSING INSTITUTIONAL NEEDS

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- Initial realignment in response to SERPs
- Emphasis on college strategic planning
  - College Mission, Vision, and Values statements
  - Educational Master Plan
  - Strategic Planning
- Engagement of college leadership in prioritization
  - Resources
  - Initiatives/Projects
  - Organizational Structure

# POST-SERP ORGANIZATIONAL CHANGES

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- Initially focused on management unit
- Realignment of reporting structure
- Attention to our operating budget
- April 19<sup>th</sup> presentation on realigned management structure

# POST-SERP ORGANIZATIONAL CHANGES

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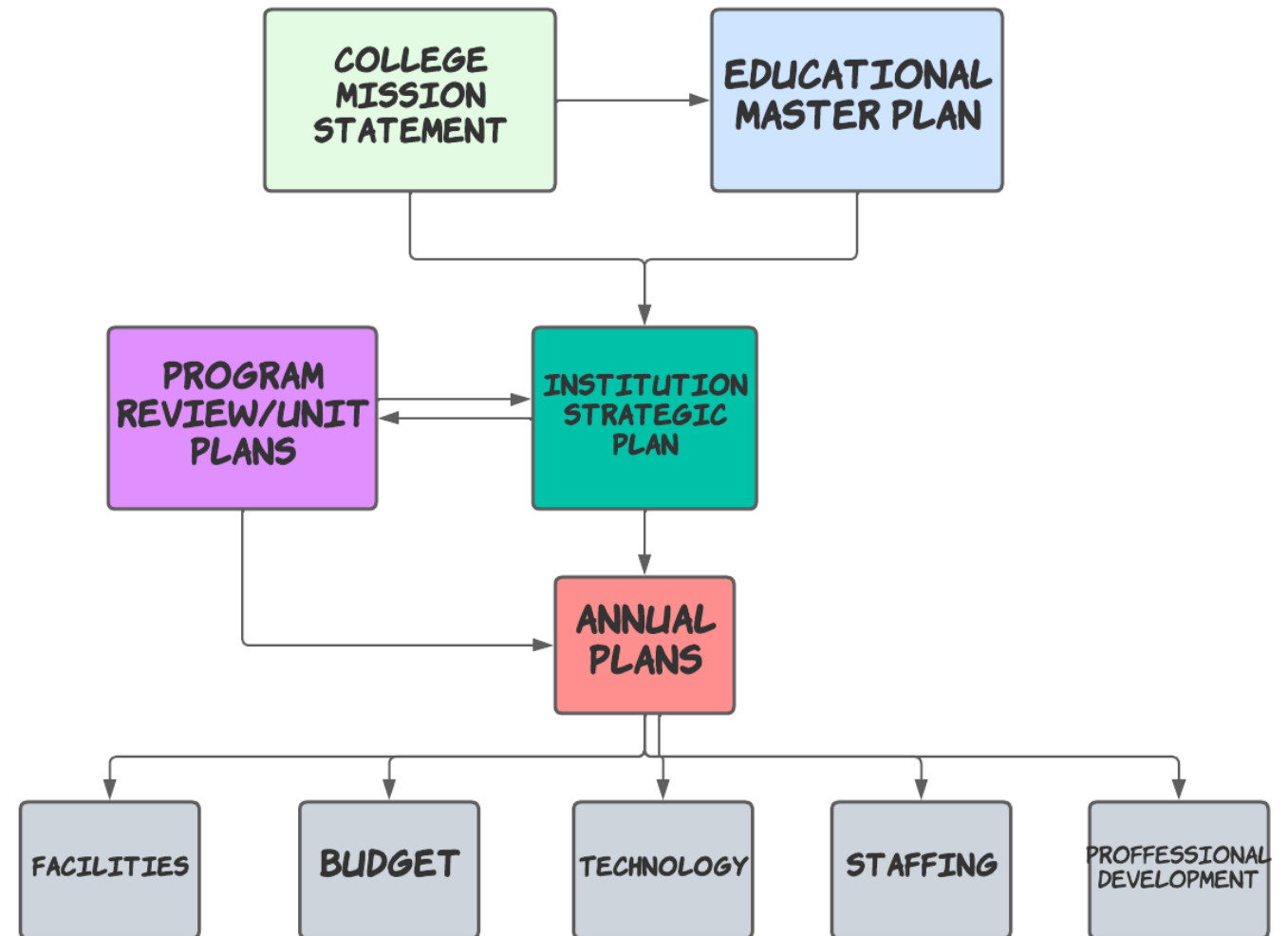
- Assessment of our college structure
- Unit-based approach
  - Stake-Holder centric
  - Unit Plans
  - Assessment of best practices from other institutions
  - Research
  - Iterative
- Beginning with Student Affairs

# BUILD AN INFRASTRUCTURE FOR DECISION MAKING

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- College priorities drive decisions
- Resource allocation is aligned with institutional priorities
- District Committees work to prioritize resource requests based on alignment to institutional priorities

## BASIC PLANNING PROCESS



# KEY BENCHMARKS – THE WHAT, THE WHEN, AND THE WHO

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- Post-SERP Management Team realignment – April 2023 – Cabinet
- Mission Statement – Spring 2023 – Planning Committee
- Education Master Plan – Fall 2023 – Consultant TBD
- Institution Strategic Plan – Begin Fall 2023 – Planning Committee
- Committee Charter Development – Spring 2023 through Fall 2023 – Planning, Budget, Facilities, Technology



**QUESTIONS**

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