Shasta College

Shasta-Tehama-Trinity Joint Community College District

TENTATIVE BUDGET

2021-2022

Executive Summary

Community colleges are required to approve a tentative budget on or before the first day of July each year. This is the spending plan from July 1st until a required final budget is approved on or before the 15th day of September.

The sudden drop in enrollment and fiscal impact due to the pandemic including multiple rounds of federal stimulus funding received by the District will forever mark this time as incomparable to the norms and statistics we generally compare ourselves to internally and system-wide. As a system, we have never experienced a statewide drop in enrollment as large as this past year. As a system, we have never been afforded the fiscal projections the State has made available to stabilize our funding from 2019-2020 through 2021-2022.

At this time last year, we were facing the Governor's May Budget Revision proposing an 8% reduction in funding for community college district's Total Computational Revenue (TCR) under the Student Centered Funding Formula (SCFF). The proposal also recommended significant funding reductions for categorical programs (Fund 12) such as, the Student Equity and Achievement Program (SEAP), Strong Workforce, and Adult Education. The State ultimately passed a budget in June 2020 dependent upon receiving federal stimulus dollars to avoid extended funding deferrals. The federal stimulus was not approved in the statutory timeline and ultimately system wide deferrals on state revenue were implemented. For Shasta College, this deferral meant receipt of $10.5 million of state revenue would be deferred into a future year. This forced us and all districts to rely on cash reserves and potentially short term borrowing.

The current fiscal year, 2020-2021, is projected to end in a very different fiscal position than we ever anticipated. The District typically ends a year with expenses ending under budget by 3.5%. Pandemic operations have reduced expenses in many of the operating lines and some personnel lines. The current projection is we will end approximately 6-7% under budget. In addition, the District anticipates using federal stimulus dollars to relieve an estimated $2 million of expenses in Fund 11 related to campus safety, custodial and technology from March 2020 through the next fiscal year.

The District has prepared the Fund 11 tentative budget based on the Governor's January budget proposal, which includes a 1.50% COLA to the funding formula and many of the categorical programs. The January proposal included repayment of approximately 75% of the 2020-2021 deferrals. Reengagement funds in the 2021-2022 budget were advanced to the District in spring 2021 to fund efforts at the District to reach out to students and implement changes to ease the transition back to college. The Governor's May Revision was presented on May 14th and is dramatically different from the January proposal. Due to the volume of changes and lack of clarity at this time, this tentative budget is not based on the May Revise. A few of the proposed changes in the May Revise are increasing COLA to 4.05% for the funding formula and many of the categorically funded programs, a full repayment of the 2020-2021 deferrals in July and August 2021. Approximately $1.3 billion in one-time funding system-wide, including $564 million of deferred maintenance funds. The May Revise offers significant funding for student reengagement and stability in the funding formula to pre-pandemic enrollment levels. This funding formula stability allows for normal operations as we work to rebuild enrollment. We will continue to monitor trailer bill language as we anticipate the budget being passed in late June.

OVERVIEW

The College operates accounts in five (5) fund groups. The following is a summary indicating the projected beginning balances, 2021-2022 income and expenditure budgets, and projected ending balances for each fund:

Shasta-Tehama-Trinity Joint Community College District
2021-2022
Tentative Budget - DRAFT

Summary of All Funds

Fund	Fund Title	Estimated Beginning Fund Balance	2021-2022 Budgeted Income	2021-2022 Budgeted Expenditures	Estimated Ending Fund Balance
General Funds					
11	General Fund - Unrestricted	$ 11,668,646	$ 52,691,699	$ 53,823,048	$ 10,537,297
12	General Fund - Restricted	-	22,712,447	22,712,447	-
Debt Service Funds					
23	2002 General Obligation Bond Interest & Redemption Fund	1,710,310	2,308,214	2,146,175	1,872,349
24	Lease Revenue Bond Interest & Redemption Fund	53,263	800,009	800,212	53,060
25	2016 General Obligation Bond Interest & Redemption Fund	6,411,845	6,817,533	5,816,735	7,412,643
Special Revenue Funds					
34	Revenue Fund	599,582	1,366,000	1,362,579	603,003
35	Repair and Replacement Reserve Fund	378,793	3,000	25,000	356,793
36	Auxiliary Fund	750,313	150,000	70,000	830,313
37	Parking Improvement Fund	290,195	2,000	39,644	252,551
Capital Projects Funds					
41	Capital Outlay Projects Fund	3,381,479	818,818	750,000	3,450,297
43	2016 General Obiligation Bond Project Fund	32,897,703	500,000	15,835,855	17,561,848
Trust Funds					
71	Associated Students	234,749	-	-	234,749
72	Student Rep Fee	11,400	900	-	12,300
74	Student Financial Aid Fund	9,308	28,986,031	28,986,031	9,308
75	Scholarship and Loan Fund	246,581	405,000	405,000	246,581
77	Shasta College Trustees' Scholarship Fund	5,031,333	235,000	80,000	5,186,333
78	Student Clubs	157,993	2,000	3,000	156,993
	Totals 2020-2021 Adopted Budget	**$ 63,833,492**	**$ 117,798,651**	**$ 132,855,726**	**$ 48,776,417**

Note: Estimated Beginning Fund Balance is estimated using 2020-2021 actual spending through April. Ending Fund Balance is calculated based on Estimated Beginning Fund Balance and 2021-2022 budgeted Income and Expenses.

The primary operating funds of the District that support normal operation are General Fund-Unrestricted (11) and Restricted Fund (12). Combined, these two funds account for $56.3 million, or 98% of personnel related expenses. The remaining personnel expenses are accounted for in the Revenue Fund (34), 1.2% and Bond Project (43), .8%. The beginning Unrestricted General Fund (UGF) balance is projected to be $11.6 million, or 23.7% of prior year UGF expenses. This is higher than average and the direct result of reduced spending in 2020-2021 and the projected transfer of operating expenses impacted by COVID operation to federal stimulus funds in Fund 12. The ending UGF is projected to be $12.9 million, or 25.1% of UGF expenses. The projected ending fund balance reflects a slight decrease in spending and an estimated savings of $2 million over a two year period on expenses covered by federal stimulus dollars. The estimated 25.1% UGF ending balance exceeds the Board Policy minimum 10% reserve. This level of reserves will provide the stability needed as the District rebuilds enrollment, post-pandemic, and reengages students in their educational journey and established new programs as proposed in the State budget.

The District continues to be successful in obtaining grants supporting its Mission and Strategic Plan. The District's investments in increasing enrollments and retention of students through innovative practices, Accelerated College Education (ACE), Dual Enrollment, and the addition/expansion of programs supported by Strong Workforce and CTE grant funding has resulted in positive performance under the Student Centered Funding Formula (SCFF).

This tentative budget supports the District's Mission Statement and 2012-2030 Institutional Goals. This tentative budget has been presented and discussed at multiple meetings of the Budget Committee over the past few months. While the vote was not unanimous, this tentative budget was recommended by the budget committee to move to College Council in May. The tentative budget was presented to College Council in May and following discussion it was recommended the President move the tentative budget forward to the Board of Trustees by an 8-1 vote. I would like to thank the committees for their time and effort and participation in developing the tentative budget each year. Their role of understanding the budget process, and maintaining the fiscal health of the District is appreciated and an essential part of District planning.

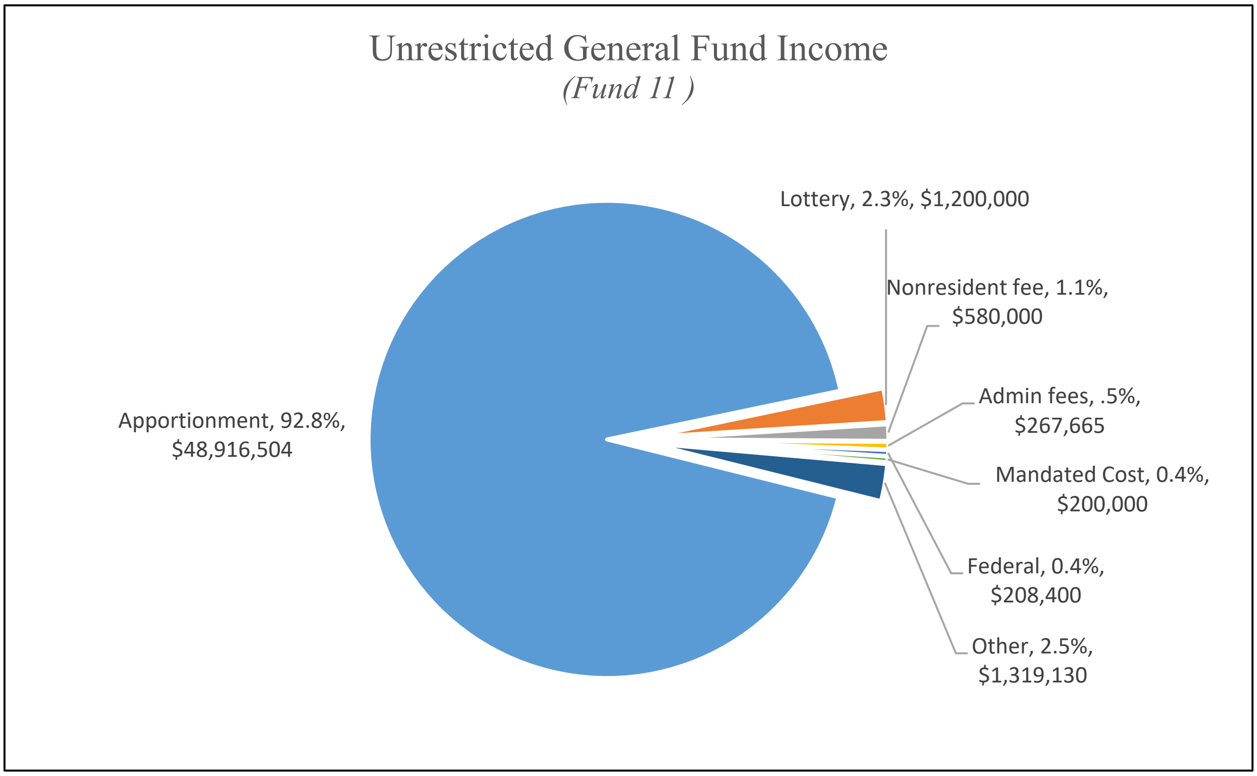
Summaries by Fund

General Fund – Unrestricted Fund 11

Revenues

The Unrestricted General Fund (UGF) is the primary operating fund of the District. It accounts for transactions that, in general, cover the full scope of operations of the District (instruction, administration, student services, maintenance and operations, etc.).

The three (3) largest sources of revenue (apportionment, lottery, and nonresident fees) total 96.2% of the total UGF revenues and are dependent primarily on the Student Centered Funding Formula (SCFF). Total projected income for Fund 11 is $52,591,699.



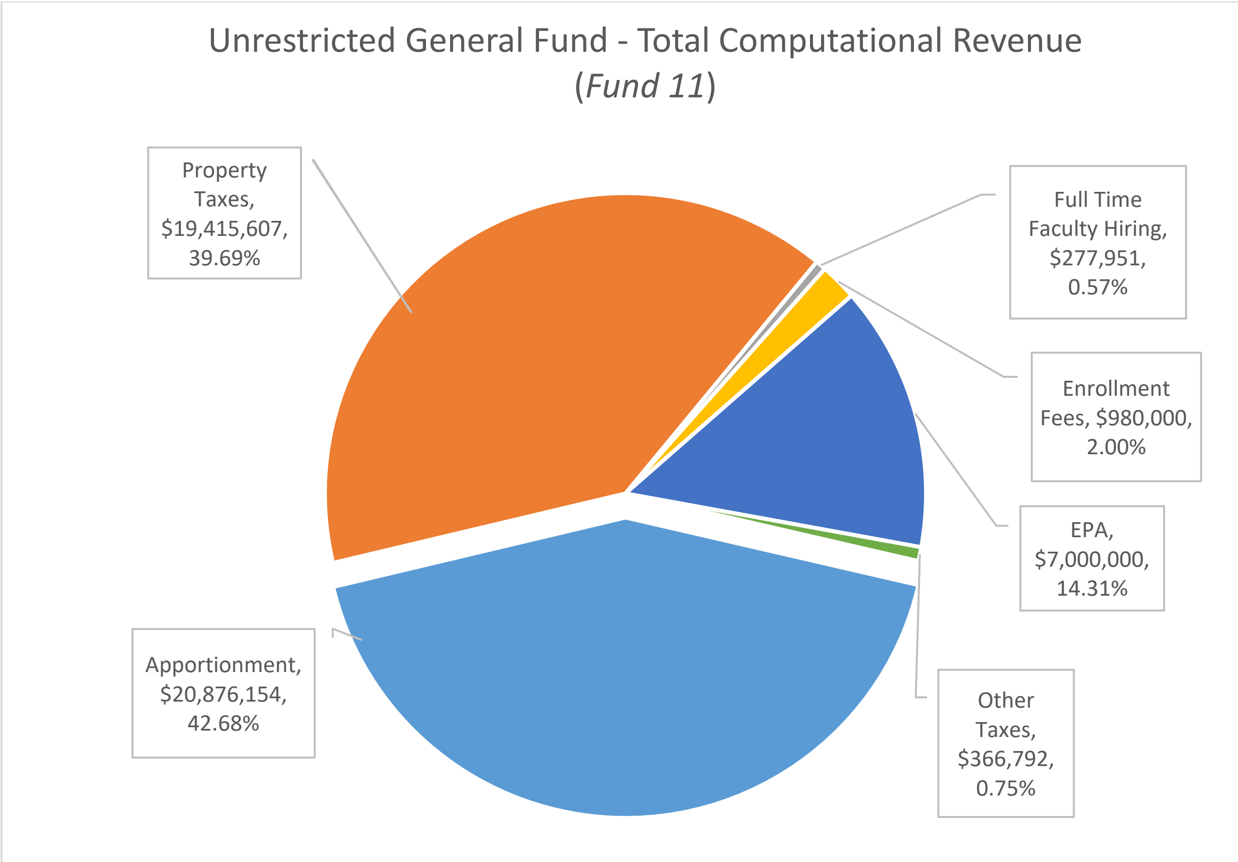
The Student Centered Funding Formula (SCFF) has created significant volatility in apportionment funding since its inception in 2018-2019 because the State has not fully funded the cost of the formula and hold harmless provisions for Districts that would lose apportionment funding due to the supplemental and student success allocations.

The SCFF includes three categories of funding:

1. Base allocation – 70%
2. Supplemental allocation – 20%
3. Student Success allocation – 10%

While the District has benefited from the State's adoption of the SCFF, the change has created greater volatility in state funding estimates, which can be observed in the apportionment reports issued by the Chancellor's Office from 2018-2019 forward. The Chancellor's Office has implemented several revisions each year to the SCFF and it appears to be stabilizing the new formula. The funding formula has yet to be fully funded by the State with deficit factors as high as 8% over the past several years. There appears to be stability in the SCFF as we head into the 2021-2022 fiscal year.

Our Total Computational Revenue (TCR) is derived from the SCFF and is funded by several income lines in Fund 11, with the State funding general apportionment at 42.7% and property tax, 36.7% of the total.

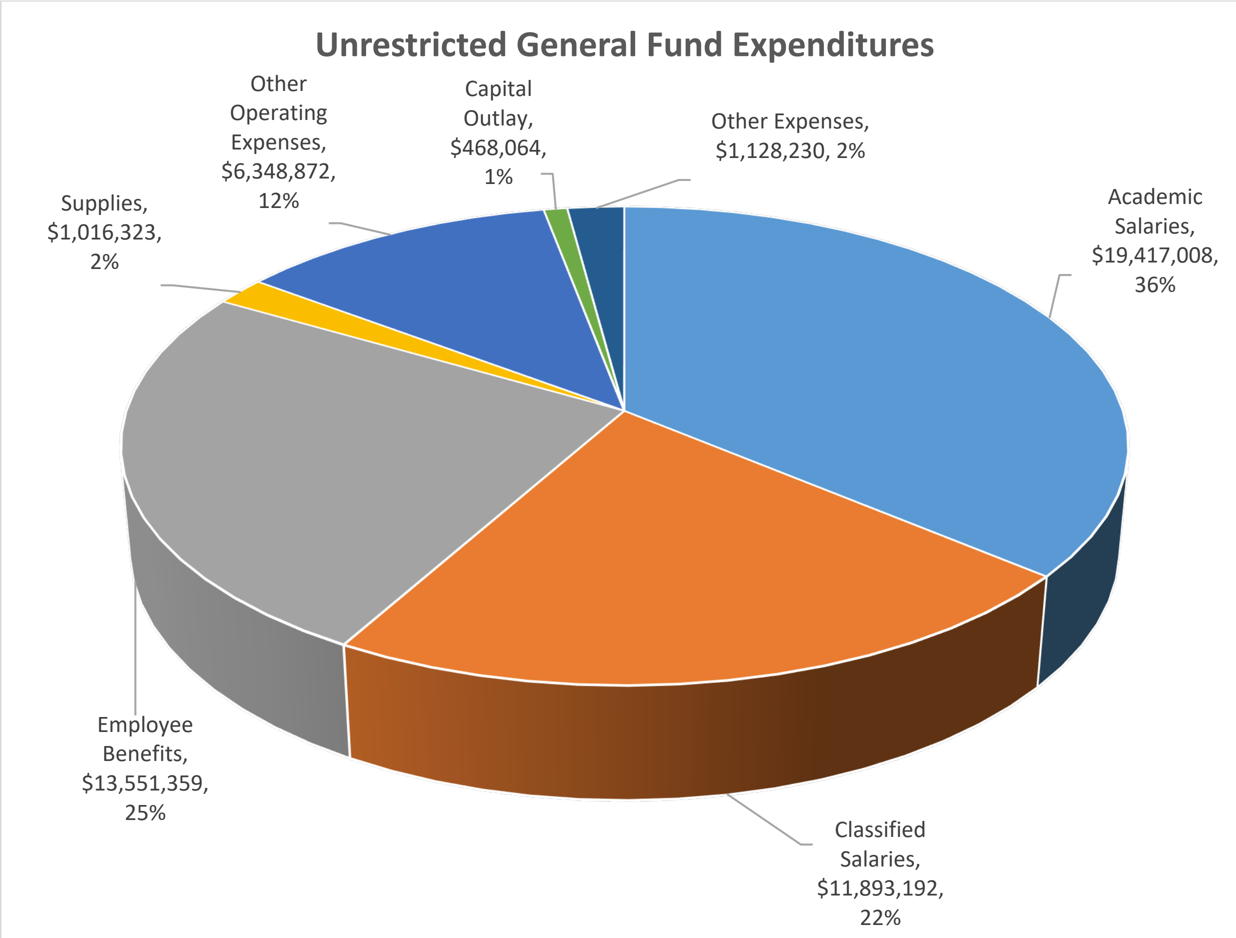


As noted in the Executive Summary, the $10.5 million of apportionment income deferred in 2020-2021 is expected to be fully repaid in the first few months of 2021-2022. When the deferrals were first implemented, a full repayment was not expected for several years. This will replenish the cash reserves of the District and avoid any short term borrowing. The State is experiencing one of the largest surpluses in budget history for 2020-2021 as the economy reopens, and projects and programs are funded through federal stimulus dollars start.

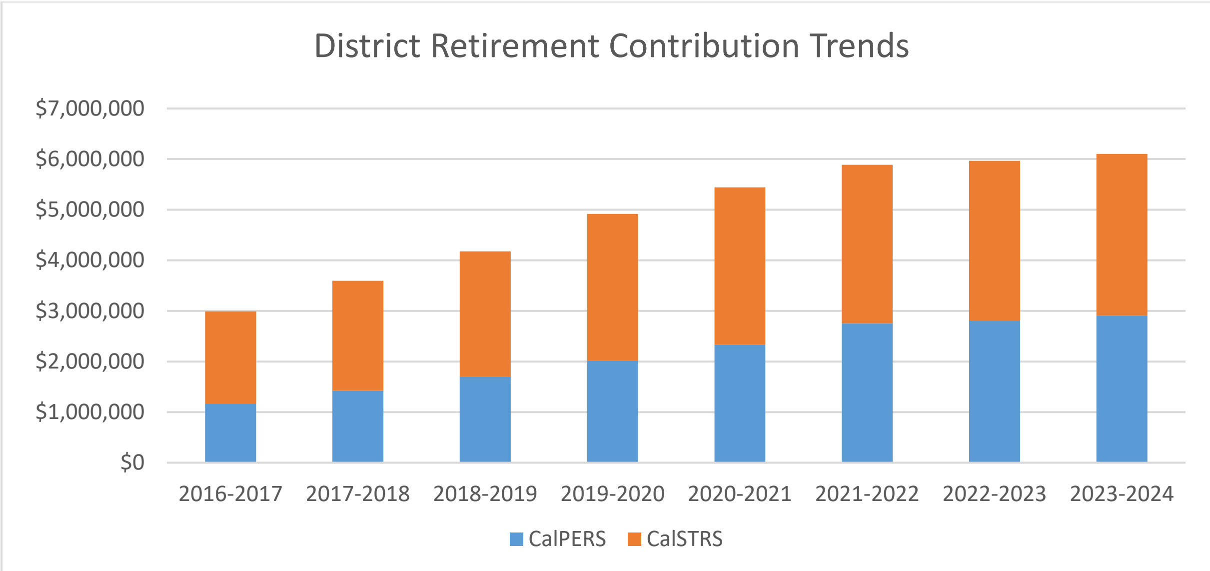
Expenses

Total budget expenditures for the Tentative Budget are $53,823,048. This represents a $1.2 million increase over the prior year adopted budget. Personnel and related cost consumes the majority of the Fund 11 budget at 83.3%, (academic salaries – 36.1%, classified salaries – 22.1%, and benefits – 25.1%). The budget assumes all scheduled and known step and column increases are accounted for and that all authorized positions will be filled for the entire fiscal year. This budget assumes a flat cost for retiree health benefits of $2,500,000. This will likely require a small withdrawal from the OPEB Trust.

The remainder of the budget is comprised of supplies, other operating expenses, capital, debt services and interfund transfers. The budget for each of those categories has remained consistent as a percentage of the total budget, approximately 17% of Unrestricted General Fund expenditures.



Employee benefits have continued to increase as a percentage of total expenses due in part to increases in the State retirement system employer contribution rates. The Governor's budget has softened that increase in the past few years by supplementing the employers share, but due to projected funded COLA from the State, that is not expected to increase going into 2021-2022. The CalSTRS employer rate for 2021-2022 is 16.92%, representing a 4.34% rate increase in a 5 year period. CalSTRS is projected to cost $3.1 million in 2021-2022, compared to $1.8 million in 2016-2017. The CalPERS employer rate for 2021-2022 is 22.71%, representing an 8.83% rate increase in a 5 year period. CalPERS is projected to cost $2.75 million in 2021-2022, compared to $1.16 million in 2016-2017. An increase in the employer's contribution rates for both retirement systems is scheduled to continue with CalPERS reaching 27.8% in 2024-2025 and CalSTRS at 18% in 2022-2023.



The District's Tentative Budget assumes all budgeted expenditures will be incurred during the fiscal year. Past performance shows the District consistently spends less than budgeted due to factors such as resignations and retirements in positions that are not immediately backfilled. To provide a more likely expected expenditure amount, a "discount factor" using a five (5) year average is calculated. Applying the discount factor provides a more realistic total expenditure projection. *The expense patterns from pandemic operations will change this calculation going forward.* For this tentative budget a discount factor of 3.5%, equaling $1,883,807, has been used, reducing total budget expenditures to $51,939,242. An additional $500,000 is anticipated to be offset by federal stimulus dollars for an ending fund balance of $12,921,103. Expenditures for normal operations were assumed to develop this budget. However, if operations do not fully return to normal in 2021-2022, we will likely see actual expenses come in lower than projected.

The following chart shows a fifteen (15) year history of net income/(loss) and ending fund balance.

Budget Year	Revenue	Expense	Net Income/(Loss)	Fund Balance
2007-08	$ 40,015,239	$ 41,043,560	$ (1,028,321)	$ 6,706,423
2008-09	$ 42,347,738	$ 41,567,533	$ 780,205	$ 7,486,628
2009-10	$ 41,282,077	$ 41,307,619	$ (25,542)	$ 7,461,086
2010-11	$ 46,745,068	$ 43,864,353	$ 2,880,715	$ 10,341,801
2011-12	$ 38,902,902	$ 38,762,895	$ 140,007	$ 10,481,808
2012-13	$ 39,139,778	$ 39,046,892	$ 92,886	$ 10,574,694
2013-14	$ 41,028,156	$ 41,519,756	$ (491,600)	$ 10,083,094
2014-15	$ 39,795,563	$ 41,402,747	$ (1,607,184)	$ 8,475,910
2015-16	$ 45,968,126	$ 44,018,646	$ 1,949,480	$ 10,425,390
2016-17	$ 44,452,929	$ 44,401,583	$ 51,346	$ 10,476,736
2017-18	$ 47,045,051	$ 46,964,927	$ 80,124	$ 10,556,860
2018-19	$ 49,385,934	$ 50,057,609	$ (671,675)	$ 9,885,185
2019-20	$ 52,472,323	$ 52,194,836	$ 277,487	$ 10,162,672
2020-21 projected*	$ 50,812,753	$ 49,306,779	$ 1,505,974	$ 11,668,646
2021-22 tentative**	$ 52,691,699	$ 51,439,242	$ 1,252,457	$ 12,921,103

* 2020-2021 projected fund balance reflects reduced spending due to pandemic in addition to a $2 million offset to Fund 11 expenses with federal stimulus funds.

** 2021-2022 fund balance at tentative is dependent upon 2020-2021 projected ending in addition to $500,000 offset to Fund 11 expenses with federal stimulus funds.

Restricted General Fund - Fund 12

The Restricted General Fund (RGF) is used to account for resources available for the operation and support of the educational programs and expenditures that are specifically restricted by laws, regulations, donors, or other outside agencies.

Through three (3) rounds of federal stimulus packages in addition to COVID block grants and early action funds released by the Chancellor's office, the District has received over $30 million of COVID related funds from state and federal government agencies. These funds have been allocated for institutional costs equaling $17.4 million and for direct student aid costs of $13.2 million. Student aid is accounted for in Fund 75, Student Financial Aid Fund.

The District has been very successful at increasing grant funding primarily for student success programs since the economic recession. The RGF revenue has increased by $14.2 million, almost threefold since 2010-2011 (from $8.1 million in 2010-2011 to $22.3 million in 2020-2021). Grant funding for 2020-2021 is projected to be $22.7 million. Grants are accounted for by source of funds; Federal $7,545,000, State $13,237,447, Local $1,230,000 and Other $700,000. The following chart describes the major funding sources in Fund 12, Restricted General Fund:

Federal Income		
	Federal Stimulus-COVID	$ 5,500,000
	College To Career	235,000
	College Work Study Program	250,000
	Office on Violence Against Women	150,000
	TANF	60,000
	TRIO/SSS	835,000
	VTEA	315,000
	Miscellaneous Federal Grants	200,000
Total	Federal Income	$ 7,545,000
State Income		
	Adult Ed Block Grant - AEBG	$ 400,000
	Block Grant/Instructional Equipment	160,000
	Board Financial Assistance	320,000
	CalWORKs	383,000
	CARE Program	110,000
	COVID Block Grant	329,447
	EOPS	905,000
	EWD Grants	900,000
	Forest Health/Cal Fire	1,500,000
	Foster Parent Training	100,000
	Guided Pathways	270,000
	Innovation Award	500,000
	Lottery	350,000
	NEXTUP, formerly CAFYES	425,000
	Nursing Grants	160,000
	PACE, formerly DSPS	590,000
	Step Up Awards	450,000
	Strong Workforce Program	1,700,000
	Student Equity and Achievement Program	2,750,000
	TAP Employability Skills	100,000
	Technology Grants	45,000
	Veterans Resource	90,000
	Miscellaneous State Grants	700,000
Total	State Income	$ 13,237,447
Local Income		
	Health Services Fees	$ 370,000
	Parking Services Fees	240,000
	Miscellaneous Local Grants	620,000
Total	Local Income	$ 1,230,000
Other Financing Sources		
	Adult Ed Consortium-Member	$ 700,000
Total	Other Financing Sources	$ 700,000
Total Income		**$ 22,712,447**

Debt Service Funds

Debt Service Funds are used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest. Revenues to these funds are from special property tax levies for General Obligation (GO) Bonds and operational income for Lease Revenue (LR) Bonds.

Fund 23 – General Obligation Bond Interest and Redemption Fund, for the 2002 GO Bond issuance and any related bond refunding.

Fund 24 – Lease Revenue Bond Interest and Redemption Fund, for the 2008, 2009, and any related bond refunding.

Fund 25 – General Obligation Bond Interest and Redemption Fund for the 2016 GO Bond issuance.

Fund	Fund Title	Estimated Beginning Fund Balance	2021-2022		Estimated Ending Fund Balance
			Budgeted Income	Budgeted Expenditures	
Debt Service Funds					
23	2002 General Obligation Bond Interest & Redemption Fund	1,710,310	2,308,214	2,146,175	1,872,349
24	Lease Revenue Bond Interest & Redemption Fund	53,263	800,009	800,212	53,060
25	2016 General Obligation Bond Interest & Redemption Fund	6,411,845	6,817,533	5,816,735	7,412,643

Special Revenue Funds

Special Revenue Funds are used to account for the proceeds of specific revenue sources whose expenditure are legally restricted. In general, these funds encompass support services that are not directly related to the educational programs of the College.

Fund 34 – Revenue Fund: bookstore, campus center, dorms, food services and bistro. These activities are supported through current and accumulated income generated within this fund.

Fund 35 – Repair and Replacement Reserve Fund: used to accumulate funds from Fund 34 income and interdepartmental charges for transportation to fund future repair or replacement of property and equipment in Fund 34 activities and transportation vehicles.

Fund 36 – Auxiliary Funds: used to account for auxiliary type activities of the College such as Celebrity Dinner Auction, General Athletics Auxiliary and other auxiliary activities related to programs or employee groups at the College.

Fund 37 – Parking Improvement Fund: used to accumulate and account for net income from parking fees collected and for improvements to parking areas on campuses.

Fund	Fund Title	Estimated Beginning Fund Balance	2021-2022		Estimated Ending Fund Balance
			Budgeted Income	Budgeted Expenditures	
Special Revenue Funds					
34	Revenue Fund	599,582	1,366,000	1,362,579	603,003
35	Repair and Replacement Reserve Fund	378,793	3,000	25,000	356,793
36	Auxiliary Fund	750,313	150,000	70,000	830,313
37	Parking Improvement Fund	290,195	2,000	39,644	252,551

Capital Projects Funds

Capital Projects Funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities and other capital outlay projects. Resources accumulated for future acquisition or construction of capital projects are recorded in this fund.

Fund 41 – Capital Outlay Projects Fund: used to accumulate funds and account for District funded capital projects such as Scheduled Maintenance funds, infrastructure projects, building remodels and energy projects.

Fund 43 – Capital Projects Fund for the 2016 GO Bond: used to account for the deposit of GO Bond sales and expenses used for the acquisition and construction of facilities and equipment.

Fund	Fund Title	Estimated Beginning Fund Balance	2021-2022		Estimated Ending Fund Balance
			Budgeted Income	Budgeted Expenditures	
Capital Projects Funds					
41	Capital Outlay Projects Fund	3,381,479	818,818	750,000	3,450,297
43	2016 General Obiligation Bond Project Fund	32,897,703	500,000	15,835,855	17,561,848

Trust Funds

Trust Funds are part of the Fiduciary Fund Group. They account for assets held by the District in a trustee or agency capacity. No District activities are reported in this fund type. The primary distinction between trust and agency funds is that the District may exercise some discretion in the disbursement of funds in a trust fund, but does not have discretionary power in agency funds.

Trust Funds

Fund 71 – Associated Student Body: used to account for money held in trust by the District for Associated Student Body activities, funds generated primarily from student activity cards sold.

Fund 72 – Student Rep Fee: used to account for monies collected from the Student Representation Fee.

Fund 74 – Student Financial Aid Fund: used to account for the deposit and direct payment of government-funded student financial aid.

Fund 75 – Scholarship and Loan Fund: used to account for gifts, donation, and bequests, subject to donor restrictions, which are to be used for scholarship, grants or loans to students.

Fund 77 – Shasta College Trustees' Scholarship Fund: used to account for any cash bequests or gifts not required for immediate needs of the District; funds transferred to Fund 75 for disbursement to students.

Fund 78 – Student Clubs: used to account for funds held in trust for clubs.

Fund	Fund Title	Estimated Beginning Fund Balance	2021-2022		Estimated Ending Fund Balance
			Budgeted Income	Budgeted Expenditures	
Trust Funds					
71	Associated Students	234,749	-	-	234,749
72	Student Rep Fee	11,400	900	-	12,300
74	Student Financial Aid Fund	9,308	28,986,031	28,986,031	9,308
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Shasta-Tehama-Trinity Joint Community College District
2021-2022
Tentative Budget - (Pending Board Approval)

Summary of All Funds					
			2021-2022		
Fund	Fund Title	Estimated Beginning Fund Balance	Budgeted Income	Budgeted Expenditures	Estimated Ending Fund Balance
General Funds					
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12	General Fund - Restricted	-	22,712,447	22,712,447	-
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43	2016 General Obiligation Bond Project Fund	32,897,703	500,000	15,835,855	17,561,848
Internal Service Funds					
67	Classified Bargaining Unit Members' Benefits Fund				
Trust Funds					
71	Associated Students	234,749	-	-	234,749
72	Student Rep Fee	11,400	900	-	12,300
74	Student Financial Aid Fund	9,308	28,986,031	28,986,031	9,308
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Shasta-Tehama-Trinity Joint Community College District
2021-2022
Tentative Budget - (Pending Board Approval)
General Fund - Unrestricted

Fund 11	2019-2020 Actuals	2020-2021 Adopted Budget	2021-2022 Tentative Budget
Beginning Fund Balance	**$ 9,885,185**	**$ 10,162,672**	
Estimated Beginning Balance 7/1/21			**11,668,646**
INCOME			
Federal Income			
Forest Reserve Fund	$ 66,367	$ 65,000	$ 60,000
Miscellaneous (Adm. Fees, Federal Projects)	125,360	144,601	148,400
Total Federal Income	$ 191,727	$ 209,601	$ 208,400
State Income			
State Apportionment	$ 24,634,832	$ 20,385,276	$ 20,876,154
PY Apportionment Adjustment	1,351,718	-	-
Educational Protection Act	2,968,986	7,395,850	7,000,000
California College Grants (BOG)	139,799	100,000	130,430
California College Promise	261,833	262,000	262,000
Full time Faculty	277,951	277,951	277,951
Part-time Faculty	218,673	204,000	204,000
Part-time Faculty Office Hours	51,741	20,000	55,000
Home Owners Exemption - All Counties	220,322	217,710	241,471
Timber Tax Receipts	114,818	110,935	125,321
Lottery	1,157,509	1,000,000	1,200,000
Mandated Cost Block Grant	206,133	200,000	200,000
Miscellaneous: Adm. Fees, State Projects	206,844	308,820	267,665
Total State Income	$ 31,811,159	$ 30,482,542	$ 30,839,992
Local Income			
Property Taxes	$ 17,814,533	$ 17,934,650	$ 19,415,607
Contract Education	3,360	25,000	25,000
Sales	51,083	66,450	53,950
Rentals and Leases (Facilities)	147,189	47,000	47,000
Interest	189,157	127,500	101,200
Community Education	111,074	160,000	150,000
Enrollment Fees	1,072,523	900,000	1,000,000
Non-Resident Tuition	610,181	560,000	580,000
Student Fees and Charges	92,885	99,900	93,550
Miscellaneous Local Income	373,227	195,110	172,000
Total Local Income	$ 20,465,212	$ 20,115,610	$ 21,638,307
Other Financing Sources			
Interfund Transfers In	$ -	$ -	$ -
Other Income	4,225	5,000	5,000
Total Other Financing Sources	$ 4,225	$ 5,000	$ 5,000
Total Income	**$ 52,472,323**	**$ 50,812,753**	**$ 52,691,699**

Shasta-Tehama-Trinity Joint Community College District
2021-2022
Tentative Budget - (Pending Board Approval)
General Fund - Unrestricted

Fund 11	2019-2020 Actuals	2020-2021 Adopted Budget	2021-2022 Tentative Budget
EXPENDITURES			
Academic Salaries			
Instructional Contract	$ 11,170,020	$ 10,688,195	$ 10,705,162
Non Instructional Contract	1,168,010	938,766	923,601
Academic Administrators	2,152,510	2,174,076	2,256,308
Instructional Hourly	5,938,299	4,920,985	5,359,059
Non Instructional Hourly	296,159	172,942	172,878
Total Academic Salaries	$ 20,724,998	$ 18,894,964	$ 19,417,008
Classified Salaries			
Non Instructional Contract	$ 6,222,439	$ 6,720,044	$ 6,910,539
Instructional Aides Contract	670,099	699,429	773,435
Classified Management/Supervisory/Confidential	2,426,682	2,881,889	2,815,515
Non Instructional Hourly	761,679	622,412	662,610
Instructional Aides Hourly	222,603	182,856	211,084
Students Hourly	301,036	431,993	520,009
Total Classified Salaries	$ 10,604,538	$ 11,538,623	$ 11,893,192
Employee Benefits			
STRS - State Teachers Retirement	$ 2,898,308	$ 3,107,178	$ 2,915,796
PERS - Public Employees Retirement	2,018,355	2,334,419	2,756,514
Social Security & Medicare	1,208,344	1,052,994	1,282,852
Medical/Dental/Vision/Life Insurance	3,248,849	3,208,457	3,153,542
Unemployment Insurance	76,364	273,002	384,017
Workers Compensation Insurance	513,463	436,928	558,638
Retirees Health Benefits	3,231,586	2,400,000	2,500,000
Total Employee Benefits	$ 13,195,269	$ 12,812,978	$ 13,551,359
Supplies			
Instructional	$ 247,155	$ 235,508	$ 339,716
Non-Instructional	682,526	830,676	676,607
Total Supplies	$ 929,681	$ 1,066,184	$ 1,016,323
Other Operating Expenses			
Dues and Memberships	$ 129,289	$ 163,564	$ 154,350
Insurance	378,719	509,475	518,500
Legal and Professional Services	214,534	292,975	331,000
Election	-	70,000	-
Postage	84,543	99,770	102,450
Staff Development, Travel, and Conference	178,771	271,627	278,186
Building and Equipment Rental/Leases	173,286	162,625	170,863
Personal/Consultant Services	218,891	252,602	251,862
Repairs	318,262	321,883	341,572
Utilities/Electricity/Gas/Water/Waste/Telephone	1,107,721	1,203,322	1,190,535
Service Fees/Other Charges	1,234,937	1,137,427	1,184,811

Shasta-Tehama-Trinity Joint Community College District
2021-2022
Tentative Budget - (Pending Board Approval)
General Fund - Unrestricted

Fund 11	2019-2020 Actuals	2020-2021 Adopted Budget	2021-2022 Tentative Budget
Software Licenses and Maintenance	879,236	1,188,204	1,237,808
Advertising, Printing, and Miscellaneous Operating	504,085	469,992	450,460
Field Trips (Classroom Related, Athletics)	220,517	373,345	361,475
Operating Backcharges	(260,962)	(213,112)	(225,000)
Total Other Operating Expenses	$ 5,381,829	$ 6,303,699	$ 6,348,872
Capital Outlay			
Site Development	$ -	$ 2,800	$ 2,800
Building Improvement	-	3,000	3,000
Library Books	15	-	-
Equipment	280,646	627,549	462,264
Total Capital Outlay	$ 280,661	$ 633,349	$ 468,064
Other Outgo			
Interfund Transfers (Debt Service, Cap. Outlay, Rev.)	$ 962,846	$ 1,283,279	$ 1,011,794
Student Aid	7,833	9,229	9,229
Debt Principal and Interest	107,181	107,207	107,207
Total Other Outgo	$ 1,077,860	$ 1,399,715	$ 1,128,230
Total Expenditures	**$ 52,194,836**	**$ 52,649,512**	**$ 53,823,048**
Discount Factor @ 3.5% (see Note below)	**$ -**	**$ (1,842,733)**	**$ (1,883,807)**
Estimated One Time Federal Stimulus Savings		**(1,500,000)**	**(500,000)**
Projected Expeditures	**$ 52,194,836**	**$ 49,306,779**	**$ 51,439,242**
Net Income (Loss)	**$ 277,487**	**$ 1,505,974**	**$ 1,252,458**
Ending Fund Balance	**$ 10,162,672**	**$ 11,668,646**	**$ 12,921,104**
	19.5%	23.7%	25.1%

Note

Budgets are created using conservative estimates which will tend to overestimate expenses. A "discount factor" using the past 5 year actual to budget is being used to provide a more realistic estimate for expenses and the ending fund balance.

FUND BALANCE			
Mandated 5% Reserve	$ 2,609,742	$ 2,632,476	$ 2,691,152
Reserve for Emergency 5%	2,609,742	2,632,476	2,691,152
Revolving Cash	152,500	152,500	152,500
Desginated - Fund 21	25,000	25,000	25,000
Undesignated Fund Balance	4,765,689	6,226,195	7,361,299
Total Ending Fund Balance	**$ 10,162,672**	**$ 11,668,646**	**$ 12,921,104**
	19.5%	23.7%	25.1%

	19/20 Actuals	20/21 Final Proposed	21/22 Tentative
TCR	$ 47,655,681	$ 48,266,305	$ 49,914,800
PY Adjust/Deficit Factor 2%	(476,557)	(965,326)	(998,296)
Full Time Faculty Hiring	(374,558)	(374,558)	(277,951)
EPA	(2,968,986)	(7,395,850)	(7,000,000)
Prop Tax	(17,814,536)	(17,934,650)	(19,415,607)
HO & Timber Tax	(335,140)	(328,645)	(366,792)
Enrollment fees collected @ 98%	(1,051,072)	(882,000)	(980,000)
General Apportionment	$ 24,634,832	$ 20,385,276	$ 20,876,154

Shasta-Tehama-Trinity Joint Community College District
2021-2022
Tentative Budget - (Pending Board Approval)
General Fund - Restricted

Fund 12	**2021-2022 Tentative**
Beginning Fund Balance	**$ -**
INCOME	
Federal Income	
Federal Stimulus-COVID	$ 5,500,000
College To Career	235,000
College Work Study Program	250,000
Office on Violence Against Women	150,000
TANF	60,000
TRIO/SSS	275,000
TRIO/Talent Search	285,000
TRIO/Upward Bound	275,000
VTEA	315,000
Miscellaneous Federal Grants	200,000
Total Federal Income	$ 7,545,000
State Income	
Adult Ed Block Grant - AEBG	$ 400,000
Block Grant/Instructional Equipment	160,000
Board Financial Assistance	320,000
CalWORKs	383,000
CARE Program	110,000
COVID Block Grant	329,447
EOPS	905,000
EWD Grants	900,000
Forest Health/Cal Fire	1,500,000
Foster Parent Training	100,000
Guided Pathways	270,000
Innovation Award	500,000
Lottery	350,000
NEXTUP, formerly CAFYES	425,000
Nursing Grants	160,000
PACE, formerly DSPS	590,000
STEP-UP Awards	450,000
Strong Workforce Program	1,700,000
Student Equity and Achievement Program	2,750,000
TAP Employability Skills	100,000
Technology Grants	45,000
Veterans Resource	90,000
Miscellaneous State Grants	700,000
Total State Income	$ 13,237,447

Shasta-Tehama-Trinity Joint Community College District
2021-2022
Tentative Budget - (Pending Board Approval)
General Fund - Restricted

Fund 12		**2021-2022 Tentative**
Local Income		
Health Services Fees	$	370,000
Lumina		25,000
Parking Services Fees		240,000
Renewing Communities		100,000
STEP-UP		215,000
TAP Training Contracts		130,000
Miscellaneous Local Grants		150,000
Total Local Income	$	1,230,000
Other Financing Sources		
Adult Ed Consortium-Member	$	700,000
Total Other Financing Sources	$	700,000
Total Income	**$**	**22,712,447**
EXPENDITURES		
Academic Salaries		
Instructional Contract	$	968,549
Non Instructional Contract		1,289,557
Academic Administrators		690,200
Instructional Hourly		-
Non Instructional Hourly		504,079
Total Academic Salaries	$	3,452,385
Classified Salaries		
Non Instructional Contract	$	2,142,778
Instructional Contract		153,482
Classified Management		1,482,970
Non Instructional Hourly		363,387
Instructional Aides Hourly		113,600
Students Hourly		521,260
Total Classified Salaries	$	4,777,477
Employee Benefits		
STRS - State Teachers Retirement	$	465,089
PERS - Public Employees Retirement		1,054,110
Social Security & Medicare		447,381
Medical/Dental/Vision/Life Insurance		885,696
Unemployment Insurance		82,758
Workers Compensation Insurance		163,547
Retirees Health Benefits		150,469
Total Employee Benefits	$	3,249,050
Supplies		
Instructional	$	440,441
Non-Instructional		350,940
Total Supplies		791,381

Shasta-Tehama-Trinity Joint Community College District
2021-2022
Tentative Budget - (Pending Board Approval)
General Fund - Restricted

Fund 12		**2021-2022 Tentative**
Other Operating Expenses		
Building and Copier Leases	$	55,000
Personal/Consultant Services		335,448
Service Fees/Other Charges		1,594,986
Software License		94,468
Travel		231,201
Advertising, Printing, and Miscellaneous Operating		208,935
Field Trips		96,800
Total Other Operating Expenses	$	2,616,838
Capital Outlay		
Buildings		
Library Books	$	73,059
Equipment		1,347,813
Federal Stimulus		5,000,000
Total Capital Outlay	$	6,420,872
Other Outgo		
Interfund Transfers	$	72,915
AEBG Fiscal Agent Transfers		723,813
Student Aid-Grant		52,200
Student Aid-Reimbursement, other		628,431
Total Other Outgo	$	1,404,444
Total Expenditures, Capital Outlay & Other Outgo	**$**	**22,712,447**
Net Income	**$**	**-**
Ending Fund Balance	**$**	**-**

Shasta-Tehama-Trinity Joint Community College District
2021-2022
Tentative Budget - (Pending Board Approval)
2002 General Obligation Bond Interest and Redemption

Fund 23		2020-2021 Estimated Actual		2021-2022 Tentative
Beginning Fund Balance	**$**	**2,685,473**	**$**	**1,710,310**
INCOME				
Interest	$	29,000	$	25,000
Taxes		1,000,000		2,283,214
Total Income	**$**	**1,029,000**	**$**	**2,308,214**

		2020-2021 Estimated Actual		2021-2022 Tentative
EXPENDITURES				
Debt Principal Reduction	$	955,000	$	1,195,000
Debt Interest Reduction		1,049,163		951,175
Total Expenditures	**$**	**2,004,163**	**$**	**2,146,175**
Net Income/(Loss)	**$**	**(975,163)**	**$**	**162,039**
Ending Fund Balance	**$**	**1,710,310**	**$**	**1,872,349**

Shasta-Tehama-Trinity Joint Community College District
2021-2022
Tentative Budget - (Pending Board Approval)
Lease Revenue Bond Interest and Redemption

Fund 24		2020-2021 Estimated Actual		2021-2022 Tentative
Beginning Fund Balance	**$**	**13,456**	**$**	**53,263**
INCOME				
Interest	$	150	$	150
Transfer from General Fund		793,813		440,117
Transfer from Revenue Fund		-		320,085
Transfer from Parking Fund		39,657		39,657
Total Income	**$**	**833,620**	**$**	**800,009**

		2020-2021 Estimated Actual		2021-2022 Tentative
EXPENDITURES				
Debt Principal Reduction	$	490,000	$	530,000
Debt Interest Reduction		303,813		270,212
Total Expenditures	**$**	**793,813**	**$**	**800,212**
Net Income/(Loss)	**$**	**39,807**	**$**	**(203)**
Ending Fund Balance	**$**	**53,263**	**$**	**53,060**

Shasta-Tehama-Trinity Joint Community College District
2021-2022
Tentative Budget - (Pending Board Approval)
2016 General Obligation Bond Interest and Redemption

Fund 25		2020-2021 Estimated Actual		2021-2022 Tentative
Beginning Fund Balance	**$**	**5,216,238**	**$**	**6,411,845**
INCOME				
Interest	$	2,000	$	40,000
Taxes		6,140,041		6,777,533
Bond Proceeds		-		-
Bond Premium		1,078,566		-
Total Income	**$**	**7,220,607**	**$**	**6,817,533**

		2020-2021 Estimated Actual		2021-2022 Tentative
EXPENDITURES				
Debt Principal Reduction	$	4,200,000	$	2,465,000
Debt Interest Reduction		1,825,000		3,351,735
Total Expenditures	**$**	**6,025,000**	**$**	**5,816,735**
Net Income/(Loss)	**$**	**1,195,607**	**$**	**1,000,798**
Ending Fund Balance	**$**	**6,411,845**	**$**	**7,412,643**

Shasta-Tehama-Trinity Joint Community College District
2021-2022
Tentative Budget - (Pending Board Approval)
Revenue Fund

Fund 34	2020-2021 Estimated Actual	2021-2022 Tentative
Beginning Fund Balance	**$ 177,498**	**$ 599,582**
INCOME		
Food Service	$ 140,000	$ 350,000
Federal Stimulus Revenue replacement Food/Dorms	674,879	200,000
Starbucks	-	350,000
Dormitory Rentals/Other Fees	-	200,000
Campus Center Fees	215,000	215,000
Bookstore Commissions	50,000	40,000
Food Service Instruction	-	10,000
Transfer In from Repair/Replacement Fund	-	
Interest	1,000	1,000
Total Income	**$ 1,080,879**	**$ 1,366,000**

	2020-2021 Estimated Actual	2021-2022 Tentative
EXPENDITURES		
2-Salaries	$ 300,000	$ 477,509
Fringe Benefits	125,000	201,593
Supplies	50,000	165,000
Utilities	100,000	100,000
Other Operating Expenses	55,000	80,000
Building	-	-
Equipment	2,000	5,000
Principal and Interest on Debt (Energy Loan)	26,795	26,802
Transfer to Interest and Redemption Fund	-	306,675
Transfers to Revenue Fund-Dorm Loan	$ -	
Total Expenditures	**$ 658,795**	**$ 1,362,579**
Net Income/(Loss)	**$ 422,084**	**$ 3,421**
Ending Fund Balance	**$ 599,582**	**$ 603,003**

Shasta-Tehama-Trinity Joint Community College District
2021-2022
Tentative Budget - (Pending Board Approval)
Repair and Replacemnt Reserve Fund

Fund 35	2020-2021 Estimated Actual	2021-2022 Tentative
Beginning Fund Balance	**$ 390,793**	**$ 378,793**
INCOME		
Interest	$ 3,000	$ 3,000
Transfers from Revenue Fund-Dorm Loan		
Transfers from Revenue Fund		
Total Income	**$ 3,000**	**$ 3,000**

	2020-2021 Estimated Actual	2021-2022 Tentative
EXPENDITURES		
Supplies	$ -	$ -
Repairs	-	
Service Fees	-	
Site Improvements	-	
Buildings	-	
Equipment	15,000	25,000
Transfer to Revenue Fund		
Total Expenditures	**$ 15,000**	**$ 25,000**
Net Income/(Loss)	**$ (12,000)**	**$ (22,000)**
Ending Fund Balance	**$ 378,793**	**$ 356,793**

Shasta-Tehama-Trinity Joint Community College District
2021-2022
Tentative Budget - (Pending Board Approval)
Auxiliary Fund

Fund 36	2020-2021 Estimated Actual	2021-2022 Tentative
Beginning Fund Balance	**$ 615,313**	**$ 750,313**
INCOME		
Local Income	$ 175,000	$ 150,000
Incoming Transfers	-	
Total Income	**$ 175,000**	**$ 150,000**

	2020-2021 Estimated Actual	2021-2022 Tentative
EXPENDITURES		
1-Salaries	$ -	$ -
Supplies	20,000	20,000
Other Operating Expenses	10,000	25,000
Equipment/Other Capital	10,000	20,000
Student Aid and Awards	-	5,000
Total Expenditures	**$ 40,000**	**$ 70,000**
Net Income/(Loss)	**$ 135,000**	**$ 80,000**
Ending Fund Balance	**$ 750,313**	**$ 830,313**

Shasta-Tehama-Trinity Joint Community College District
2021-2022
Tentative Budget - (Pending Board Approval)
Parking Improvement Fund

Fund 37		2020-2021 Estimated Actual		2021-2022 Tentative
Beginning Fund Balance	**$**	**327,839**	**$**	**290,195**
INCOME				
Interest	$	3,000	$	2,000
Transfer from Restricted Fund		-		
Total Income	**$**	**3,000**	**$**	**2,000**

		2020-2021 Estimated Actual		2021-2022 Tentative
EXPENDITURES				
Repairs and Operating Expenses	$	1,000	$	-
Site Improvement		-		
Transfer to Interest and Redemption Fund		39,644		39,644
Total Expenditures	**$**	**40,644**	**$**	**39,644**
Net Income/(Loss)	**$**	**(37,644)**	**$**	**(37,644)**
Ending Fund Balance	**$**	**290,195**	**$**	**252,551**

$334,705 remaining debt obligation for this fund, 2022-2030, interest earned and possible transfer from parking activity should be adequate to cover the remaining debt service

Shasta-Tehama-Trinity Joint Community College District
2021-2022
Tentative Budget - (Pending Board Approval)
Capital Outlay Projects Fund

Fund 41		2020-2021 Estimated Actual		2021-2022 Tentative
Beginning Fund Balance	**$**	**3,830,479**	**$**	**3,381,479**
INCOME				
Scheduled Maintenance	$	-	$	-
Redevelopment Agencies		200,000		300,000
Miscellaneous Local Income		58,000		-
Interest		30,000		25,000
Transfer from General Fund-Trans R&R				26,000
Transfer from General-Lease Rev bond payoff		467,000		467,818
Transfer from Other Funds		-		
Total Income	**$**	**755,000**	**$**	**818,818**

		2020-2021 Estimated Actual		2021-2022 Tentative
EXPENDITURES				
Supplies	$	4,000	$	-
Operating Expenses		550,000		
Site Improvement		-		100,000
Building Improvement		-		
Equipment		650,000		650,000
Transfer to Interest and Redemption Fund		-		
Total Expenditures	**$**	**1,204,000**	**$**	**750,000**
Net Income/(Loss)	**$**	**(449,000)**	**$**	**68,818**
Ending Fund Balance	**$**	**3,381,479**	**$**	**3,450,297**

Shasta-Tehama-Trinity Joint Community College District
2021-2022
Tentative Budget - (Pending Board Approval)
2016 General Obligation Bond Project Fund

Fund 43	2020-2021 Estimated Actual	2021-2022 Tentative
Beginning Fund Balance	**$ 40,422,353**	**$ 32,897,703**
INCOME		
Interest	$ 600,000	$ 500,000
Bond Proceeds- Series C	30,000,000	-
Total Income	**$ 30,600,000**	**$ 500,000**

	2020-2021 Estimated Actual	2021-2022 Tentative
EXPENDITURES		
Salaries	$ 247,834	$ 154,910
Fringe Benefits	106,992	72,260
Supplies	15,200	15,200
Operating	481,630	201,800
Bond Issuance Cost	257,500	-
Bond Projects	38,124,650	15,835,855
Total Expenditures	**$ 38,124,650**	**$ 15,835,855**
Net Income/(Loss)	**$ (7,524,650)**	**$ (15,335,855)**
Ending Fund Balance	**$ 32,897,703**	**$ 17,561,848**

Shasta-Tehama-Trinity Joint Community College District
2021-2022
Tentative Budget - (Pending Board Approval)
Associated Students and Student Rep Fee Trusts

ASSOCIATED STUDENTS	2020-2021 Estimated Actual	2021-2022 Tentative
Beginning Fund Balance - Fund 71	**$ 224,749**	**$ 234,749**
INCOME		
General	$ 1,000	$ -
Activity Cards	10,500	
Interest	5,000	
Events	-	
Total Income	**$ 16,500**	**$ -**
EXPENDITURES		
Supplies	$ 4,000	$ -
Operating Expenses	500	
Equipment	-	
Scholarships	2,000	
Total Expenditures	**$ 6,500**	**$ -**
Net Income/(Loss)	**$ 10,000**	**$ -**
Ending Fund Balance	**$ 234,749**	**$ 234,749**

STUDENT REP FEE	2020-2021 Estimated Actual	2021-2022 Tentative
Beginning Fund Balance - Fund 72	**$ 10,400**	**$ 11,400**
INCOME		
Student Rep Fee	$ 1,000	$ 900.00
Interest Income	100	100
Total Income	**$ 1,000**	**$ 900**
EXPENDITURES		
Operating Expenses	$ -	$ -
Total Expenditures	**$ -**	**$ -**
Net Income/(Loss)	**$ 1,000**	**$ 900**
Ending Fund Balance	**$ 11,400**	**$ 12,300**

Shasta-Tehama-Trinity Joint Community College District
2021-2022
Tentative Budget - (Pending Board Approval)
Student Financial Aid Fund

Fund 74	2020-2021 Estimated Actual	2021-2022 Tentative
Beginning Fund Balance	**$ 9,308**	**$ 9,308**
INCOME		
Federal		
PELL Grants	$ 15,000,000	$ 15,000,000
NSL-Federal/Local	3,500,000	3,500,000
Federal Stimulus	1,200,000	5,000,000
SEOG Grants	350,000	350,000
National Service Award	50,000	50,000
Bureau of Indian Affairs	25,000	25,000
TRiO Grants	4,000	4,000
State		
Cal Grants	$ 2,750,000	$ 2,750,000
Student Success Completion Grant	1,962,031	1,962,031
CAFYES Grant	35,000	35,000
EOPS/CARE	250,000	250,000
Equity	50,000	50,000
Other State Grants/Awards		
Local		
Other Local Grants/Awards	$ 10,000	$ 10,000
Transfer from General Fund	10,000	-
Total Income	**$ 25,196,031**	**$ 28,986,031**

	2020-2021 Estimated Actual	2021-2022 Tentative
EXPENDITURES		
Federal		
PELL Grants	$ 15,000,000	$ 15,000,000
NSL-Federal/Local	3,500,000	3,500,000
Federal Stimulus	1,200,000	5,000,000
SEOG Grants	350,000	350,000
National Service Award	50,000	50,000
Bureau of Indian Affairs	25,000	25,000
TRiO Grants	4,000	4,000
State		
Cal Grants	$ 2,750,000	$ 2,750,000
Student Success Completion Grant	1,962,031	1,962,031
CAFYES Grant	35,000	35,000
EOPS/CARE	250,000	250,000
Equity	50,000	50,000
Other State Grants/Awards		
Local		
Other Local Grants/Awards	$ 20,000	$ 10,000
Total Expenditures	**$ 25,196,031**	**$ 28,986,031**
Net Income/(Loss)	**$ -**	**$ -**
Ending Fund Balance	**$ 9,308**	**$ 9,308**

Shasta-Tehama-Trinity Joint Community College District
2021-2022
Tentative Budget - (Pending Board Approval)
Scholarship and Loan Fund

Fund 75	2020-2021 Estimated Actual	2021-2022 Tentative
Beginning Fund Balance	**$ 246,581**	**$ 246,581**
INFLOW		
Inflow		
Donations	$ 325,000	$ 325,000
Transfer from Trustee Scholarship Fund	80,000	80,000
Total Inflow	**$ 405,000**	**$ 405,000**

	2020-2021 Estimated Actual	2021-2022 Tentative
OUTGO		
Awards	$ 405,000	$ 405,000
Total Outgo	**$ 405,000**	**$ 405,000**
Net Inflow/Outgo	**$ -**	**$ -**
Ending Fund Balance	**$ 246,581**	**$ 246,581**

Shasta-Tehama-Trinity Joint Community College District
2021-2022
Tentative Budget - (Pending Board Approval)
Shasta College Trustees' Scholarship Fund

Fund 77	2020-2021 Estimated Actual	2021-2022 Tentative
Beginning Fund Balance	**$ 4,876,333**	**$ 5,031,333**
REVENUES		
Investment Earnings	$ 200,000	$ 200,000
Contributions	35,000	35,000
Total Income	**$ 235,000**	**$ 235,000**

	2019-2020 Estimated Actual	2020-2021 Tentative
EXPENDITURES		
Transfer to Scholarship/Loan Fund	$ 80,000	$ 80,000
Other Operating Expenses	-	
Total Expenditures	**$ 80,000**	**$ 80,000**
Net Income/(Loss)	**$ 155,000**	**$ 155,000**
Ending Fund Balance	**$ 5,031,333**	**$ 5,186,333**

Shasta-Tehama-Trinity Joint Community College District
2021-2022
Tentative Budget - (Pending Board Approval)
Clubs - Funds Held in Trust

CLUBS TRUST	2020-2021 Estimated Actual	2021-2022 Tentative
Beginning Fund Balance - Fund 78	**$ 156,593**	**$ 157,993**
INFLOW		
Club Activities	$ 1,500	$ 2,000
Total Infow	**$ 1,500**	**$ 2,000**
OUTGO		
Supplies	$ 100	$ 500
Operating Expenses		500
Scholarships		2,000
Total Outgo	**$ 100**	**$ 3,000**
Net Inflow/Outgo	**$ 1,400**	**$ (1,000)**
Ending Fund Balance	**$ 157,993**	**$ 156,993**