

# Santa Fe College



Budget Presentation

June 3, 2020

SF SANTA FE  
COLLEGE



# President Introduction

## *Budgeting Framework*

- *Fiscal Responsibility*
- *Effectively Shepherd Resource*
- *Mission Driven / Strategic Plan Focused*
- *Informed Decision Making*
  - *Input from Shared Governance and RPC*

# President Introduction

*"We are successful because our students are successful"* *Trustee Tom Mallini*

- *Ensure that you have the tools and resources to best deliver service*
- *Difficult decisions to ensure continued advancement*
- *Position ourselves as the college of choice and as the employer of choice* *(SF Strategic plan)*

# President Introduction

## *Budgeting through uncertain times*

- *Provost and VP's placed 23 positions on hold in addition to recapturing an additional 1.2 million of funds for budget reallocation*
- *There is an additional contingency budget within the budget to account for uncertainty*

# President Introduction

*We are steadfast in our commitment to you  
our employees*

*This proposed budget reflects:*

*The completion of the Career Service and A&P  
salary study*

*An increase in the adjunct faculty rate*

*A non-recurring Supplement for all employees*

*Continuation of 100% paid health benefits.*

# President Introduction

*Thank you !!*

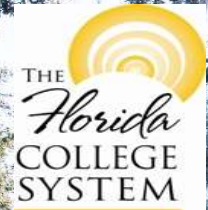
*VP Andy Barnes*

*Our shared governance leaders*

*Our Provost and Vice President's*

*And everyone who has contributed to the  
development of this budget*





# Florida College System Budgeting and Fund Accounting

# Fund 1 - Current Unrestricted

## Current Funds

1 - Unrestricted

2 - Restricted

3 - Auxiliary

5 - Scholarships

## Non-Current Funds

4 - Loan and Endowment

6 - Agency

## Plant Funds

7 - Unexpended Plant

8 - Debt Services

9 - Investment in Plant



# Fund 1 - Current Unrestricted Operating Budget

	<b>Budgeted</b>
<b>Beginning Fund Balance July 1, 2020</b>	<b>\$13,684,597</b>
<b>Plus: Revenue</b>	<b>\$82,767,942</b>
<b>Less: Expenditures</b>	<b>\$89,703,785</b>
<b>Equals: Ending June 2021 Fund Balance</b>	<b>\$6,748,754</b>
<b>5% Statutory and 2% Board Rule</b>	

## Fund 1 - Current Unrestricted

**Why was it important to reallocate \$1.2M and continue to hold 23 total positions in the planning process?**





# Fund 1 - Current Unrestricted Operating Budget

## Sources of Funds (Revenues)

<u>State</u>	<u>Tuition and Fees</u>	<u>Other</u>
<b>General Revenue (Sales, Corporate Taxes)</b>	<b>Tuition (Resident &amp; Non- Resident)</b>	<b>Contracted Instruction</b>
<b>Lottery (EEFT: Educational Enhancement Trust Fund)</b>	<b>Laboratory</b>	<b>Indirect Cost Recovery</b>
	<b>Technology</b>	<b>Transfer from Other Funds</b>
	<b>Distance Learning Course User Fee</b>	<b>Interest Earnings</b>
	<b>Access</b>	<b>Use of Facilities</b>
	<b>Testing</b>	<b>Fiscal Agent Fees</b>
		<b>Instructional Agreements</b>

# Performance Based Incentive Funding

## Student Success Incentive Funds

**2018-2019, colleges received performance funding based upon the following:**

1. Retention Rates
2. Completion Rates
3. Entry-level Wages
4. Job Placement/Continuing Ed (Outcome measures for AA degree recipients)

**For 2020-21, \$20 million was provided to support the college system efforts to improve the success of those with associate degrees who transfer to baccalaureate degree programs. An additional \$10 million was provided to further incentivize job placement in high paying jobs. *Due to incentives awarded based on quantity and not percentage driven Santa Fe College has seen reduced funding.***

# 2020-2021 Performance Funding Allocation

## Performance Funding History



# 2020-2021 Incentive Funds

## 2+2 Student Success Incentive Fund Pay for Key Student Achievements or Outcomes

### Measure 1 - Critical Year-One Course Completions

a-Number of high school students passing ENC 1101 (dual enrollment)

b-Number of FTIC AA Degree students passing ENC 1101 (standard enrollee)

c-Number of high school students passing a Gateway Math Course (dual enrollment)

d-Number of FTIC AA Degree students passing a Gateway Math Course (standard enrollee)

### Measure 2 - Retention

a-Number of Fall FTIC AA Degree students (Year 1) found retained in Year 2 (Fall, Spring, OR Summer semester)

b-Number of students retained in Measure #2a who completed at least 24 credits (C or better)

### Measure 3 - On-Time Graduation

a-Number of AA Degree graduates who completed within 150% of Calendar Time

**OR**

b-Number of AA Degree graduates who completed within 200% of Calendar Time

### Measure 4 - Transfer to Bachelor Degree Program

a-Number of AA Degree graduates found enrolled in a Bachelor's Degree program within one year of completing their AA degrees

# 2020-2021 Incentive Funds

## College Work Florida Incentive Fund Pay for Key Student Achievements or Outcomes

### Measure 1 - On-time Completion

a-Number of Workforce Education\* graduates who completed within 150% of calendar time

**OR**

d-Number of Workforce Education\* graduates who completed within 200% of calendar time

### Measure 2 - Job Placement

a-**High Skill/High Wage Earnings** - Number of Workforce Education graduates\* found continuing their education **OR** employed within one year of graduation with wages equal to or greater than the High Skill/High Wage entry level threshold for the corresponding Workforce Development Region

**OR**



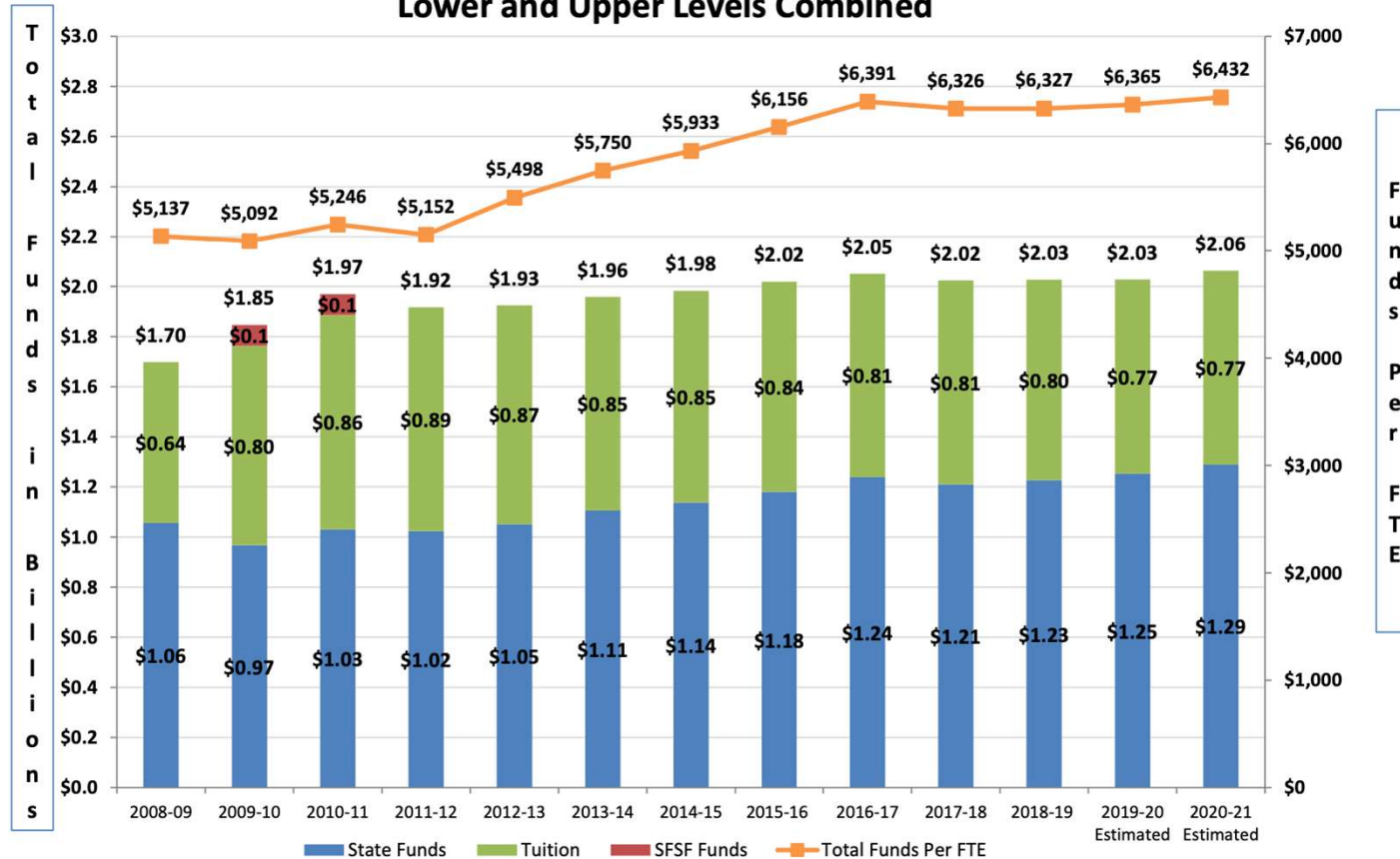
b- **High Demand Occupations** - Number of Workforce Education graduates\* **NOT** found in Measure #2a who completed programs linked to occupations on the Statewide or Regional Demand Occupations Lists **AND** were found employed (any wage level) within one year of graduation

#### \*Workforce Education Graduates include the following credentials:

Certificates (PSVC)/College Credit Certificates (CCC); Applied Technical Diploma (ATD); Advanced Technical Certificate (ATC); Associate of Science (AS); Associate of Applied Science (AAS); Bachelor of Science (BS); and Bachelor of Applied Science (BAS) degree.

# FCS Program Funds by Source and FTE

The Florida College System  
 Program Fund Appropriations by Source and Per FTE Student  
 Lower and Upper Levels Combined

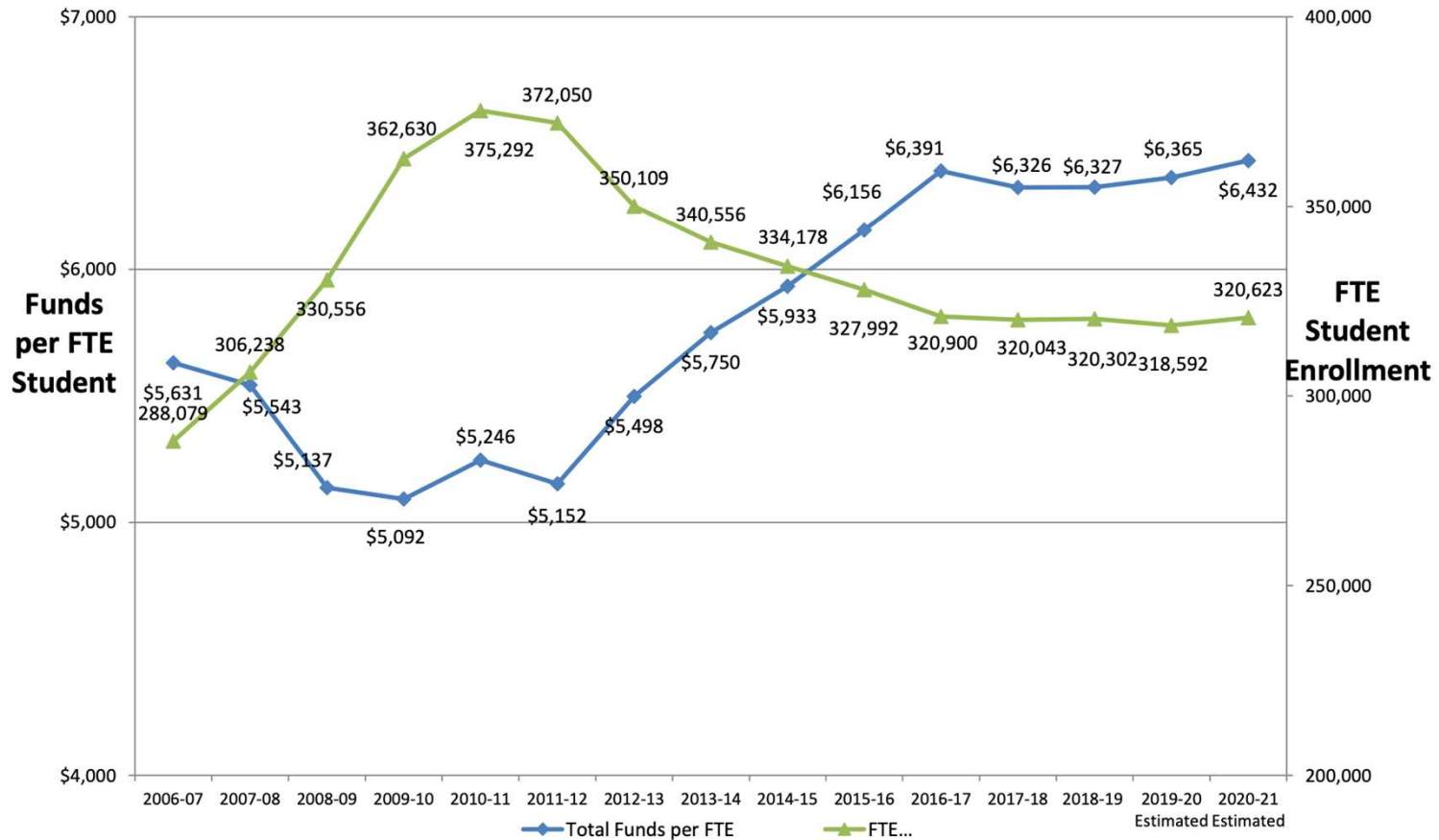


Note: Amounts reflect appropriations for Community College Program Fund/Florida College System Program Fund (CCPF/FCSPF) (all years), upper-level categorical appropriations (2008-09 through 2009-10) and Performance-Based Incentives (through 2008-09, 2013-14 through 2020-21). State funds include General Revenue and Educational Enhancement Trust Fund. Tuition includes out-of-state fee and technology fees. Tuition amounts for 2019-20 through 2020-21 are estimated based on 2019-20 FTE-2A. Totals may not add due to rounding.



# FCS FTE Compared to State Funds per FTE

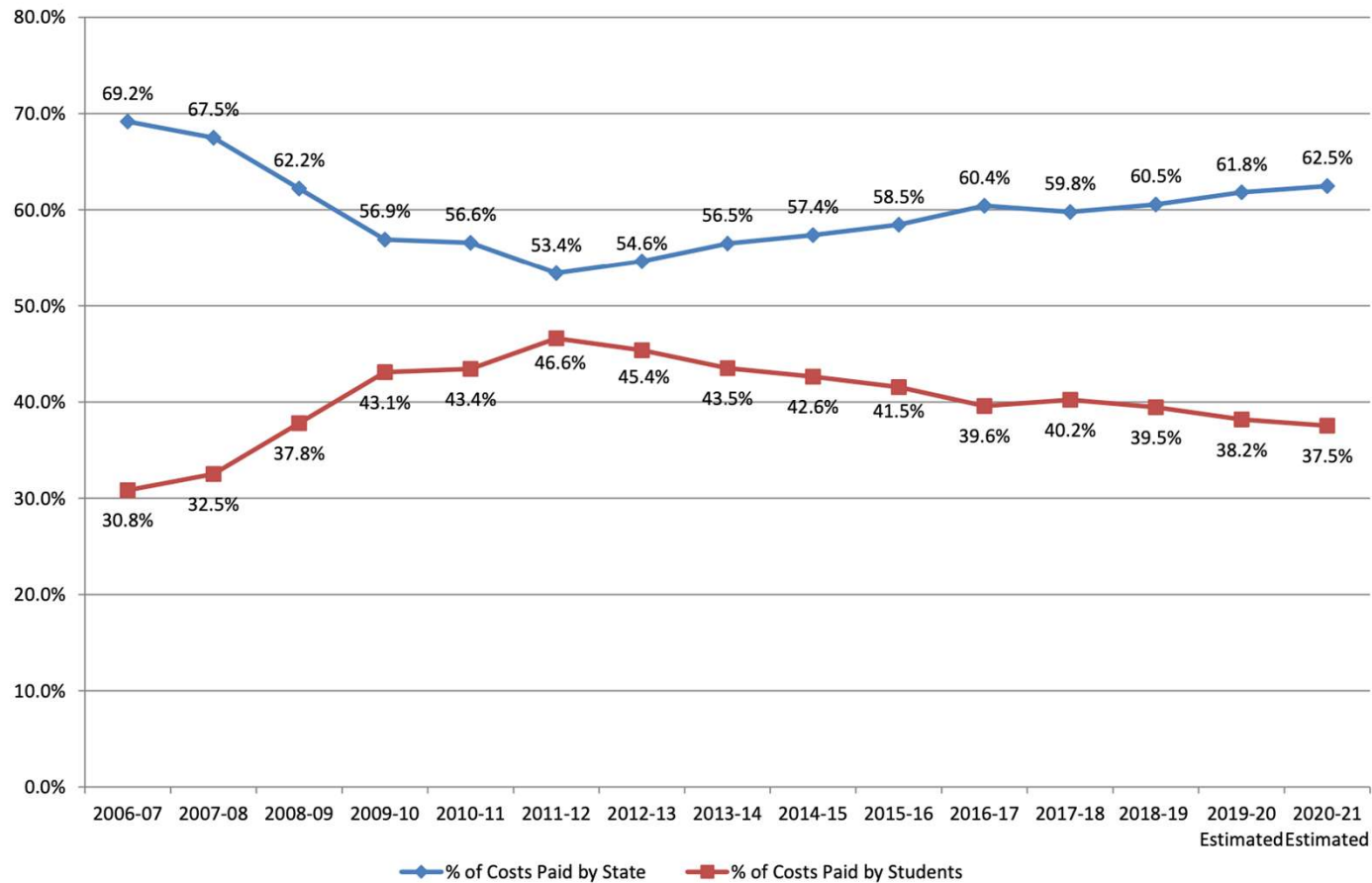
The Florida College System Comparison of FTE Students to Total Program Fund Appropriations per FTE, Lower and Upper Levels Combined



Note: All years reflect actual FTE and appropriations, except 2018-19 through 2019-20, which reflects estimated tuition based on 2018-19 FTE.-2A. Total program funds include GR, EETF, Federal SFSF (2009-10 and 2010-11) and Tuition. Tuition includes out-of-state fees and technology fees.

# State/FCS Student Share of Program Funds

The Florida College System State/Student Share of Operating Budgets



Note: All years reflect actual FTE students and appropriations, except 2019-20 and 2020-21, which reflects estimated tuition based on 2019-20 FTE-2A. Total program funds include GR, EETF, Federal SFSF (2009-10 and 2010-11) and Tuition. Tuition includes out-of-state fees and technology fees.

# LEGISLATION

- ❖ **HB 5001 General Appropriations Act (GAA)**
- ❖ **HB 5003 Implementation Bill**
- ❖ **HB 5007 FRS Bill**
  - ❖ **Enacted an 18% increase to the FRS Contribution rate for employers**





**SANTA FE COLLEGE**

**2020-2021**

**Proposed Operating Budget**

**(Fund 1)**



# BUDGET PLANNING



- *Students*
- *Employees*
- *Board of Trustees*

# PROCESS

- Budget Process begins with the Strategic Planning discussion at each Trustee Meeting
  - *February Budget Calendar and Manual Published in February on Office for Finance website and is driver for budgeting information and activities*
  - *Continuation budget worksheets provided to each division with an area to make requests and provide support*
  - *Each division with help from campus at large provides input into the request process*

# PROCESS

- *All requests are compiled and returned to the President's Budget Committee for prioritization and consideration for funding*
  - *Requests are categorized as recurring or non-recurring*
- *Funding is dependent upon priority, alignment with Strategic Initiatives, and type of funding available*
- *Results are compiled and presented to the Board of Trustees at a budget workshop and approval for approval in June*

# OPERATING BUDGET (Fund 1) COMPONENTS

- **Revenue**
  - ~ **By Source**
- **Expenditures**
  - ~ **By Function**
  - ~ **By Category**
- **Recurring vs. Non-Recurring**
- **Reserves**
  - ~ **Contingency**
  - ~ **Designated**
  - ~ **Fund Balance**



# 2020-21 COVID-19 Support

- **2020-2021 Appropriations Bill HB 5001 is being reviewed by Governor**
  - Likely being reviewed for Veto priorities
    - Current potential risk to Santa Fe College is the estimated \$251,000 pro-rata share of the tiered funding model
- **FLDOE and Governor's response to COVID-19**
  - **DOE Order No. 2020-EO-02 provides**
    - Colleges allowed to exceed the 1 percent cap on tuition waivers through Spring 2021
    - Rule 6A-14.0715, of the Florida administrative code is suspended in part to allow fund 7 to return funds to fund 1 for operation
- **Cont'd**

# 2020-21 COVID-19 Support

- **Requirements in sections 1013.841(2)(b), and (3)(b), F.S., for colleges to submit a spending plan for all fund balances over five or seven percent targets is suspended for Fiscal year 2019-20.**

# 2020-21 Budget Planning

## Additional flexibility through DOE Order No. 2020-EO-02

- The testing requirement for student eligibility for initial enrollment in college credit dual enrollment courses taken through December 31, 2020 provided in section 1007.271(3) is suspended
- The requirement in section 1007.263(1), F.S., to use a placement test to demonstrate achievement of college-level communication and computation skills is suspended through the fall semester of 2020. In addition to or in lieu of tests, college credit programs are permitted to use alternative methods selected by the college for placement into developmental education, where applicable.
- The 45-day requirement in section 1004.085(5), F.S., is suspended for Florida College System institutions for course sections that were modified to virtual or remote delivery modalities for 2020 summer terms that result in changes to textbooks or instructional materials. (Textbook Affordability)

# 2020-21 Budget Planning

- **Stimulus CARES Act**

- **Emergency Student Aid** **\$3.929M**

- Disbursed to date

- Processed through Financial Aid

- **Institutional Aid** **\$3.929M**

- Allowable Use still being determined

- Most apparent use is for IT and distance education

- **Aid Through Title III** **\$387k**

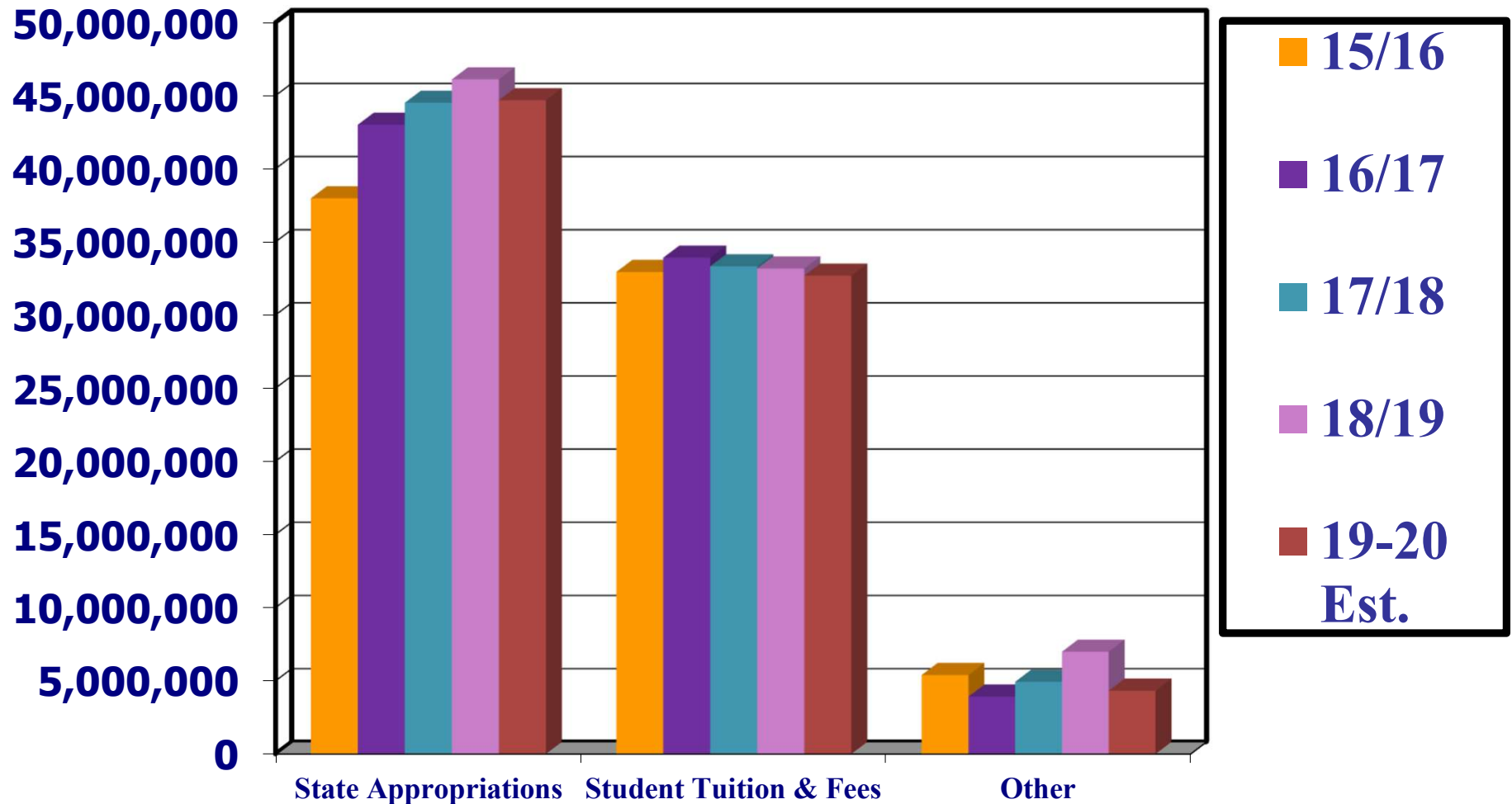
- Most Flexible can be used to offset revenue losses



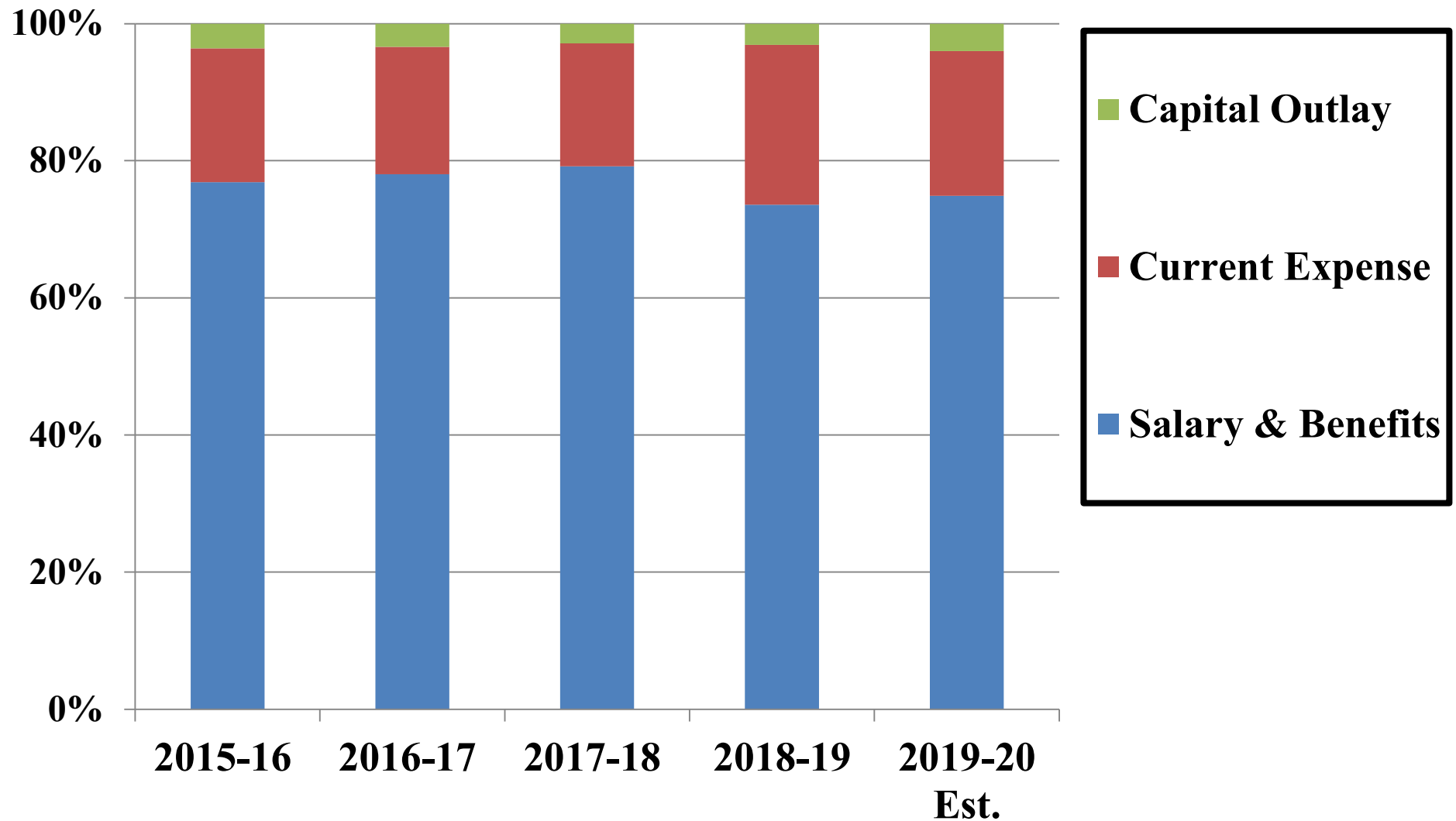
The background of the slide features a photograph of an American flag on a tall pole, situated in a grassy field. In the foreground, a calm pond reflects the flag and the surrounding landscape. The sky is a clear, bright blue. The title text is overlaid on this scene.

# *Historical General Operating Data*

# ACTUAL OPERATING REVENUE



# ACTUAL EXPENDITURES



# REVENUE

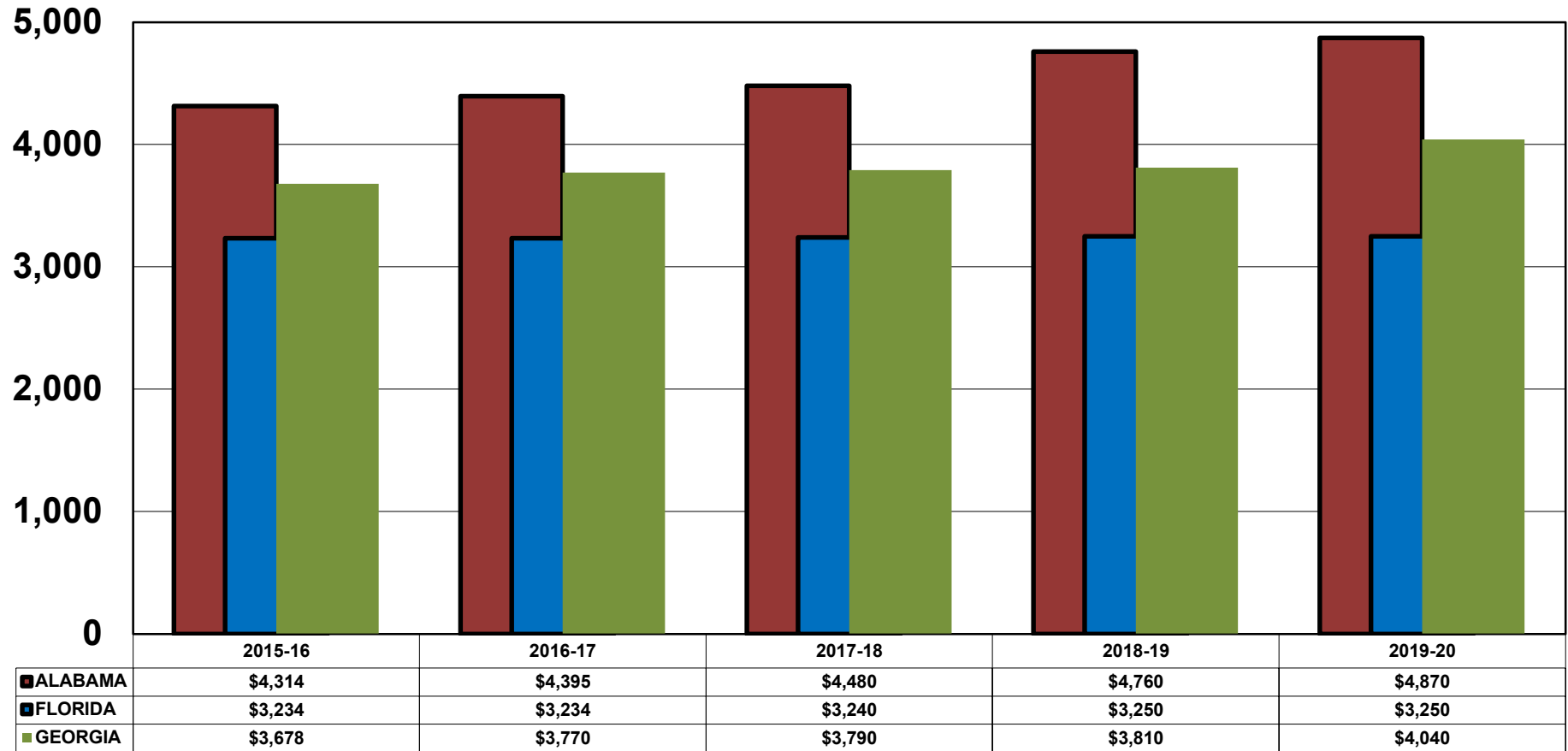
## Student Tuition and Fees and State Support





# FL College System Student Fees

## FLORIDA COMPARED TO SOUTHERN STATES



Notes: Fees are for Academic Year (30 credit hours)

Sources: The College Board, Annual Survey of Colleges

# FL College System : FEES 2019-20

CREDIT PROGRAMS RESIDENT FEE PER CREDIT HOURS	TOTAL TUITION & DISCRETIONARY FEES	TOTAL TUITION & FEES FOR ACADEMIC YEAR
Gulf Coast State College	94.80	2,844.00
North Florida Community College	99.80	2,994.00
Tallahassee Community College	100.83	3,024.90
Palm Beach State College	101.00	3,030.00
<b>Santa Fe College</b>	<b>101.77</b>	<b>3,053.10</b>
Chipola College	102.00	3,060.00
Florida Gateway College	102.32	3,069.60
Daytona State College	102.38	3,071.40
State College of Florida, Manatee-Sarasota	102.48	3,074.40
Valencia College	103.08	3,092.40
Indian River State College	103.83	3,114.90
Hillsborough Community College	103.85	3,115.50
Eastern Florida State College	104.00	3,120.00
Northwest Florida State College	104.01	3,120.30
Seminole State College of Florida	104.08	3,122.40
South Florida State College	104.52	3,135.60
Pensacola State College	104.58	3,137.40
Florida State College at Jacksonville	104.88	3,146.40
Pasco-Hernando State College	105.18	3,155.40
Saint Johns River State College	106.00	3,180.00
Lake-Sumter State College	107.73	3,231.90
Florida Keys Community College	109.22	3,276.60
Polk State College	111.22	3,336.60
Florida SouthWestern State College	111.36	3,340.80
Saint Petersburg College	111.75	3,352.50
Broward College	111.90	3,357.00
College of Central Florida	112.92	3,387.60
Miami-Dade College	115.22	3,456.60
WEIGHTED MEAN	106.97	3,209.10

# 2020-21 BUDGET

*Where are we at....*

# SUMMARY of Funds Available

## 2020-2021

**Projected Recurring Revenue:** **\$ 82,769,942**

**Carry forward (Fund Balance) from  
prior years above 5 and 2% budgeted FB: \$ 6,894,081**

**Total Est. Funds Available to Budget** **\$ 89,703,785**

***5% and 2% Proj. 2020-21 Fund Balance*** ***\$ 6,748,754***



# REVENUES

## Major Changes in 2020-2021 *Recurring* Revenues

	<u>2019-2020</u>	<u>2020-2021</u>	<u>\$ Change</u>
• State Appropriations	\$ 43,083,439	\$ 43,335,377	\$ 251,938**
• Performance Funding*	1,579,851	1,516,678	<63,173>
• Student Fees	33,535,041	33,035,041	<500,000>
• All Other	<u>4,917,694</u>	<u>4,882,846</u>	<u>&lt;34,848&gt;</u>
<b>TOTAL</b>	<u><b>\$ 83,116,025</b></u>	<u><b>\$ 82,769,942</b></u>	<u><b>&lt;346,083&gt;</b></u>

- \*New performance metrics 2019/20 so allocation of funding can shift from year to year
- \*\* Estimated Revenue from Tiered Funding Formula \$251,938

# REVENUES

## Major Issues/Changes

### State Support

- Tiered Funding Model Allocation
  - \$29.4M
  - Santa Fe College is estimating \$251k

### Student Fees Changes in Revenues

- Decrease Laboratory Fees - <\$40,000>
- Increase CWE Fees - \$40,000
- Decrease Distance Learning Course User Fees - <\$3,500>
- Increase Access Fee - \$3,800
- Decrease Technology Fee - <\$34,000>
- Decrease Testing Fee - \$1,000

# REVENUES

## Student Fees-cont.

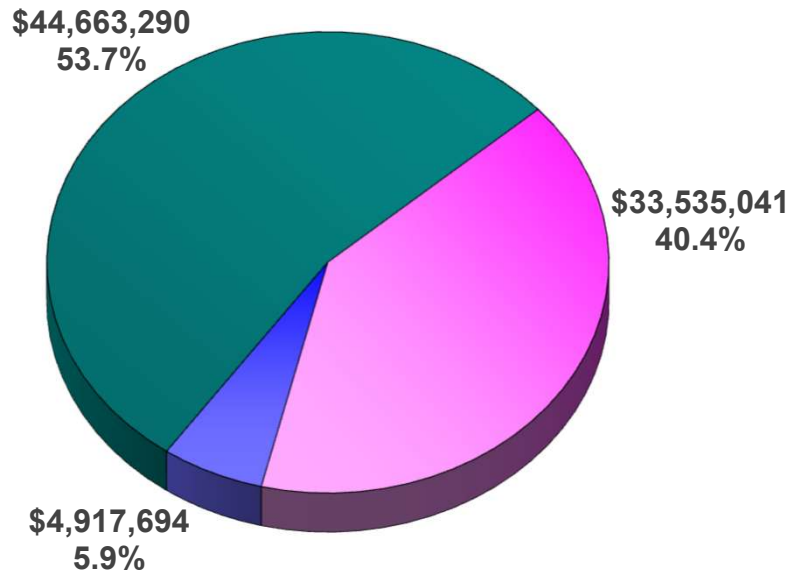
### ➤ Tuition Changes for 2020-21

- ❖ Increase in Upper Division Tuition - \$93,000
- ❖ Decrease in Lower Division Tuition est. - <\$557,300>\*
- ❖ Decrease in Community Education - <\$10,000>
- ❖ **Net Decrease in Tuition - <\$500,000>**

\*This is net of non-resident enrollments granted tuition waivers for non-resident fees.

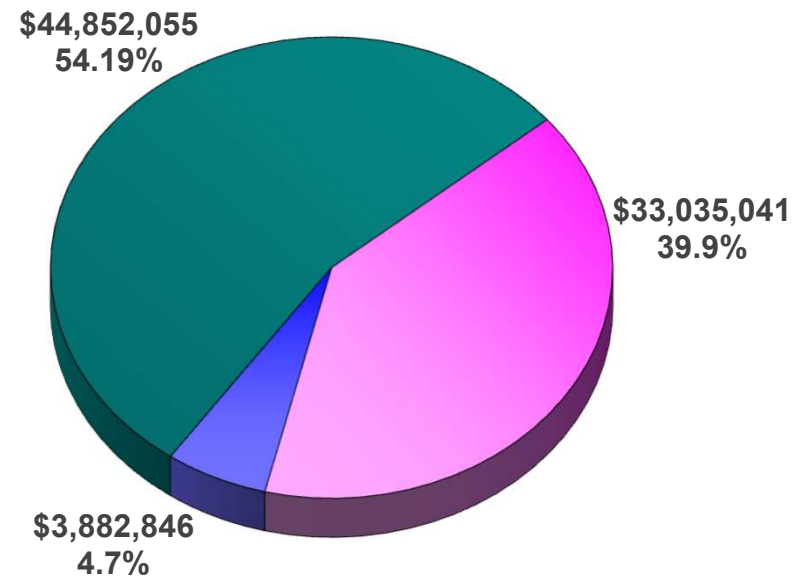
# TOTAL RECURRING REVENUE BY SOURCE

## 2019-2020



**2019-2020**  
**\$83,116,025**

## 2020-2021



**2020-2021**  
**\$82,769,942**

State

Student Fees

Other



# SUMMARY of Fund 1 BUDGET

## REVENUE SOURCES

**Total Estimated Recurring Funds Available: \$ 82,769,942**

### Sources:

• 2019-2020 beginning revenue budget	\$ 83,116,025
• Increase/decrease State appropriations*	188,765
• Net change Upper degree and lower degree tuition	<464,300>
• Net change Community and Continuing Education	30,000
• Net decrease other student fees	<65,700>
• Net change other sources	<34,848>

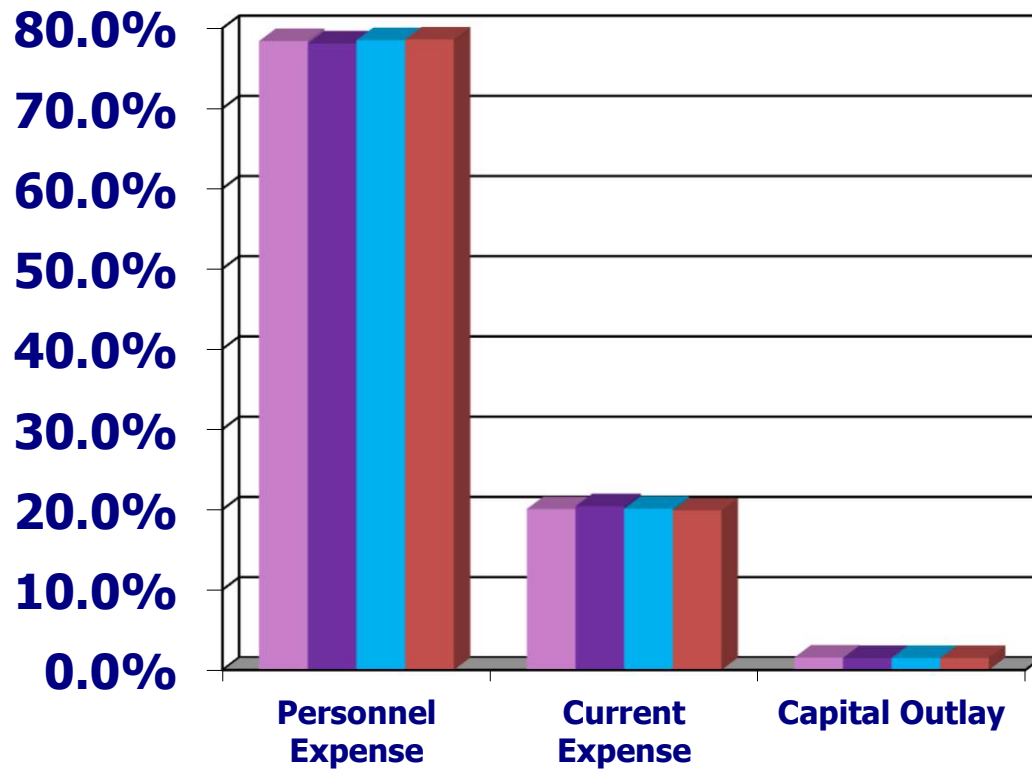
**Est. Non-Recurring Funds Available: \$ 13,642,835**

• Fund balance in excess of 7%	\$ 6,494,081
• Statutory 5% and 2% Board Designated	6,748,754
• Est. Designated Technology Fee carry forward	400,000

\*State Investment of Performance Funds (\$30 Million FCS) budgeted as recurring to SF

# RECURRING EXPENDITURES

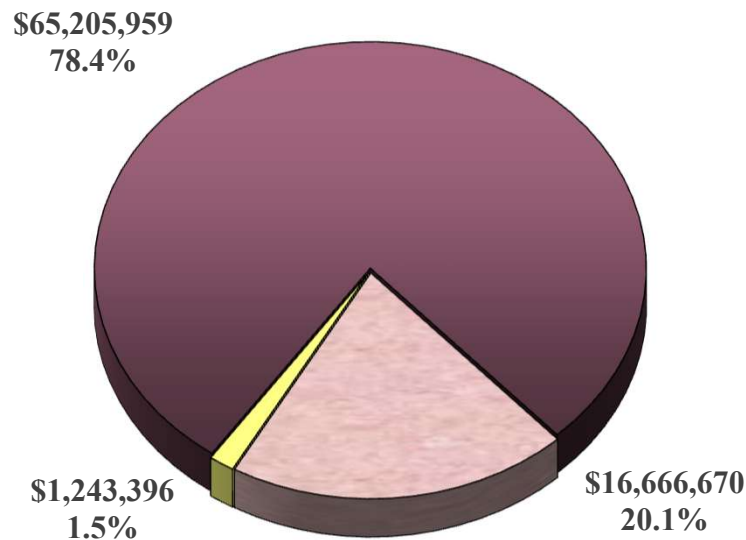
Comparison of Budgeted Recurring Expenditures by Category  
FY 2017/2018 through FY 2020/2021



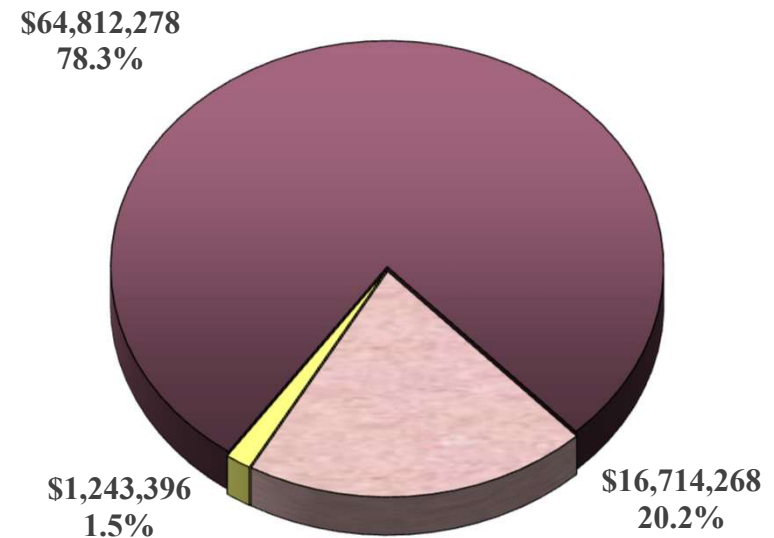
17/18 18/19 19/20 20/21

# RECURRING EXPENDITURES

## Budgeted Expenditures by Category 2019-2020 2020-2021



2019-2020 \$83,116,025



2020-2021 \$82,769,942

 Personnel  Current Expense  Capital Outlay

# NON-RECURRING BUDGETED EXPENDITURES

**Use of Estimated Available Non-Recurring Funds** **\$6,894,081.00**

- **College Initiatives and Department Objectives** **2,941,912**
  - **Includes Non-Recurring \$500 Supplement to all employees total cost is \$449,053**
- **Contingency** **1,000,000**
- **Capital Outlay\*** **1,568,522**
- **Terminal Payouts/Contract Obligations** **400,000**
- **Property Insurance Assessments** **431,042**
- **Minor Ren/Remodel** **225,000**



# SANTA FE COLLEGE

## 2020-2021



# 2020-2021 Projected Auxiliary Budget

## Revenue

Commission/Rent	\$	871,566
Interest		<u>2,500</u>
<b>Total Funds Available</b>	<b>\$</b>	<b><u><u>874,066</u></u></b>

## Expenditures

General Operational/Administrative	\$	231,930
UF Tuition Exchange Program (900 Hrs & @ 105.77/ch)		95,193
SF Student Hardship Funding		25,000
SF EE/Dependent Waivers (900 Hrs @ 98.27ch)		88,443
Non-Mandatory Transfers to Fund 1 for Prom/PR & Hospitality		260,400
Non-Mandatory Transfer to Fund 1 for Custodial Services		38,500
Non-Mandatory Transfers Fund 5 for Student F/A Scholarships		250,000
Misc items to add to interior of Food Court; Misc Capital purchases/replacements; Interior and Exterior Renovations; Pay for Print Equipment		162,107
Seahorse Key Investment		15,000
Use of Non-recurring funds		<u>(292,507)</u>
<b>Total Proposed Allocation</b>	<b>\$</b>	<b><u><u>874,066</u></u></b>

# **SANTA FE COLLEGE**

**2020-2021**

**Student Financial Aid Fee  
used for Board Scholarships**

**(Fund 5)**

# 2020-2021 Projected Student Financial Aid Fee Budget

<u>Revenue</u>	<u>Projected</u>
Financial Aid Fees	\$ 1,296,000
Financial Aid Fees BAS	78,800
Transfers from Auxilliary	200,000
<b><i>Total Revenue</i></b>	<b><u>\$ 1,574,800</u></b>
<u>Expenditures</u>	
Athletic Scholarships	\$ 618,624
Athletic Stipends	162,500
Creative Arts	109,800
Baccalaureate Scholarships	18,960
Santa Fe Scholarship (Need Based)	159,900
Need Based Scholarship	421,200
Merit Based Scholarship(Honors)	70,200
Student Government Scholarships	28,080
Academic Teams Scholarships	14,040
College Achievement Program	140,400
Public Service Scholarship	30,186
Career & Technical Education Scholarships	63,180
Student Ambassador Scholarships	31,320
Student Ambassador Scholarships-Wages	10,800
<b><i>Total Expenditures</i></b>	<b><u>\$ 1,879,190</u></b>



# SANTA FE COLLEGE

## 2020-2021

# Projected Activity and Service Fee Budget (Fund 2)



# 2020-2021 Student Activity and Service Fee Budget

## Revenue

Estimated Activity and Service Fee	\$ 2,118,528
Transportation Access Fee	828,000
Carry Forward	153,382
Other Sales and Service	<u>12,000</u>
<b>Total Funds Available</b>	<b><u>\$ 3,111,910</u></b>

## Expenditures

Transit Services Agreement	\$ 828,000
Athletics and Fitness Center	1,088,817
Student Life Administration and Programming	868,860
Student Government/Advisor Stipends	86,720
Student Health Care Center (Contract with UF)	160,000
Civic Engagement and Service	10,200
Multicultural Student Center	4,960
Student Leadership Development	11,040
Intramurals/Club Sports	9,105



# 2020-2021 Student Activity and Service Fee Budget

## Expenditures-continued

Educational Centers	8,400
Upper Division	18,768
My Brother's Keeper	4,800
Student Activities	12,000
Alcohol Awareness Programs	<u>2,240</u>
	<u>\$ 3,111,910</u>





# 2020-2021 Fixed Capital Outlay Projects



# 2020-2021 Fixed Capital Outlay Projects

## Unexpended Plant (Fund 7)

### Blount Center Expansion Project

- Board Approved Project Budget \$ 36,493,446
- Funding to date \$ 33,493,446  
*(SF Foundation, EDA Grant, BOT Designated & State Funds)*
- Estimated Balance to Fund Project \$ 3,000,000

### State Funding Sources

- PECO & Sum-of-the-digits \$ 0

### Capital Improvement Fees \$ 3,000,690

- Fine Arts Hall Bond Debt Payment <\$ 1,027,250>



# 2020-2021



## Salary Changes



*Salary and Benefit  
Recommendations to the  
District Board of Trustees*

# 2020-2021 Salary Schedule

- **Full Implementation of Market Study**
- **\$500 Non-Recurring Supplement Paid in a one time payment in November 2020**
  - **The \$500 will become recurring and will be added to the base salary on June 30, 2021 if the following conditions are met:**
    - **Tuition Revenue meets or exceeds budget**
    - **State Appropriations remain intact and are not impacted by a legislative holdback of funds**

# FRINGE BENEFITS

- **Health Insurance - Full-time employee benefit college covers 100% of cost**
- **Life Insurance - Full-time employee benefit college purchase coverage at 1.5 X Annual Base Salary paid 100% by College.**
- **Sick and Vacation Leave - Board of Trustees offers maximum earnings set forth in statute up to 42 days.**
- **Designation of Holidays - Board authorizes an average of 22 PAID College Holidays**

# FRINGE BENEFITS

- **Sick Leave Pool Program**
- **Terminal Leave Payouts - Maximum for payouts limited by statutes. Board of Trustees determines payout up to maximum and currently SF pays at maximum limits.**
- **Holiday pay - Authorized by Board of Trustees to be paid at time and ½ times hourly rate of pay for hours worked plus paid hourly rate of pay for the holiday of 8 hours, which is above what law requires.**



# FRINGE BENEFITS

- **Santa Fe College Fee Waivers for Full-time Employees and Dependents and Part-time faculty.**  
**Total expense to college:**
  - AA degree taking 60 credit course hours  
**\$5,896.20**
  - BAS degree taking 60 credit course hours  
**\$7,004.40**
- **UF Fee Waivers available each term for:**
  - Full-time employees and their dependents
  - Part-time faculty (after 18 CH taught at SF)
  - Part-time professional/career service (after 2080 hours worked)

# FRINGE BENEFITS

- **Professional Development Scholarships/Opportunities for full and part-time employees**
- **Wellness Program for all employees**
- **Employee Assistance Program for full and part time employees offering free confidential access to a multitude of programs and services aimed at increasing happiness and healthiness**
- **Unlimited access to regional transit service (RTS) with valid SF ID for all SF employees**
- **Free Parking (Average Cost per Employee at UF \$612)**
- **Senate and Career Service Councils (Shared Governance)**
- **Grievance Policy and Procedure**

**Questions?**  
**Please contact Andy Barnes**  
**at**  
**[Andy.Barnes@sfccollege.edu](mailto:Andy.Barnes@sfccollege.edu)**  
**352-395-5208**