



Southwestern Community College District

Adoption Budget FY 2023-24

Presentation to Governing Board

September 11, 2023

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ADOPTION BUDGET FY 2023-24

SOUTHWESTERN COMMUNITY COLLEGE DISTRICT

Executive Summary

Southwestern Community College District (SCCD), the only public institution of higher education in southern San Diego County, provides services to a diverse community of students by providing a wide range of dynamic and high-quality academic programs and comprehensive student services, including those offered through distance education.

The District serves one of the most racially, ethnically and culturally diverse communities among the 116 colleges and 73 districts comprising the California Community College (CCC) system. Of the 2.1 million students enrolled in a CCC, our District serves approximately 25,000 students each year.

Southwestern's budgeting and financial planning, processes, and oversight are guided by Board Policy and Administrative Procedures. The District is committed to a transparent and effective resource allocation process that is rooted in shared consultation and integrated with institutional planning, relies on its mission, strategic planning priorities, program review, and a realistic assessment of the financial assets and needs.

The public health emergency associated with the coronavirus disease (COVID-19) pandemic has had a significant impact on budget and financial management since spring of 2020. As of this writing, concerns over the pandemic have largely receded. However, the fiscal impact of the global health crises continues to contribute to hardship for families, businesses, and governments at all levels.

State Budget

The fiscal year (FY) 2023-24 California Budget Act continues what has become a common narrative in this era of rapid shifts in our economic landscape. The Budget Act includes state expenditures of approximately \$310 billion, reflecting an increase over the 2022-23 enacted budget of slightly under one percent. However, significant revenue shortfalls related to a downturn in the stock market and a decline in income tax withholdings have led to a budget deficit estimated to be \$31.5 billion. The Budget Act uses several mechanisms to close the projected shortfall, including some funding delays and reductions from the 2021-22 and 2022-23 budgets, and some internal fund shifts and internal borrowing.

Community College Funding

The budgets enacted for each segment of higher education continue to be shaped by multi-year frameworks introduced in 2022-23, including the Governor's Roadmap for the Future for the California Community Colleges. The Governor's Roadmap and the aligned California Community Chancellor's

Vision 2030 are intended to advance equity, student success and the system’s ability to prepare students for California’s future.

For community colleges, the 2023-24 Budget Act reflects a small increase in overall funding based on \$308.6 million in policy adjustments compared to 2022-23 expenditure levels. Notably, the Budget Act includes \$790 million for an 8.22% cost-of-living adjustment (COLA) for the Student Centered Funding Formula (SCFF) and select categorical programs, and early estimations are that close to half (42.8%) of this COLA will be based on one-time funds. The Budget Act also cuts prior-year one-time funding for deferred maintenance and retention and enrollment strategies while providing flexibility in the use of several sources of one-time funds.

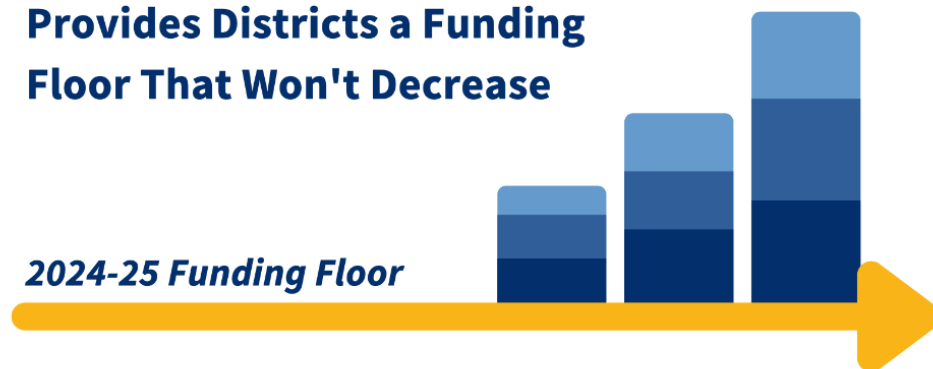
The State of California provides over 90% of the District’s unrestricted general fund revenues. The majority of State revenue is apportioned based on the Total Computational Revenues calculated under the SCFF. The amount of funds available for State apportionment each year is fixed by the California Constitution. Therefore, the available revenue for any one district depends on what happens at each of the 73 community college districts in the state.

Hold Harmless Protections Extended in Modified Form

The 2021 Budget Act extended the Student Centered Funding Formula’s (SCFF) hold harmless provision through 2024-25, under which districts will earn at least their 2017-18 total computational revenue (adjusted by COLA each year). The 2022 Budget Act extended the revenue protections in a modified form beginning in 2025-26, with a district’s 2024-25 funding representing its new “floor.” Starting in 2025-26, districts will be funded at their SCFF generated amount that year or their “floor” (2024-25 funding amount), whichever is higher. This revised hold harmless provision will no longer include adjustments to reflect cumulative COLAs over time, as is the case with the provision in effect through 2024-25, so a district’s hold harmless amount would not grow.

Predictability & Stability

Provides Districts a Funding Floor That Won't Decrease



Southwestern College Funding

For FY 23-24, the Budget Act provides Community Colleges with an 8.22% cost-of-living adjustment for apportionment under the SCFF, selected categorical funds, basic needs centers, mental health services, rapid rehousing, NextUp, MESA, Puente, Umoja and veterans resource centers. The resulting total State apportionment for the District under the SCFF for FY 23-24 is estimated to be \$128 million. State apportionment is general unrestricted funding.

SOUTHWESTERN SCFF APPORTIONMENT REVENUE PROJECTION FY 23-24

Institutional Effectiveness (Basic Allocation)	\$ 14,881,366	11.6%
Student Access (FTES)	\$ 78,392,059	61.1%
Supplemental Allocation/Student Equity	21,964,909	17.1%
Student Success	13,021,365	10.2%
	\$ 128,259,699	100.0%

The District also receives general unrestricted funding from additional Federal, State, and Local sources. For FY 23-24, the total revenue from these sources is estimated to be \$13,226,829, a decrease of 12.7% from FY 22-23. The District's total estimated general unrestricted funding for FY 23-24 is estimated to be \$141,486,528.

Apportionment Revenue	\$ 128,259,699	90.7%
Other Federal, State, and Local Revenue	\$ 13,226,829	9.3%
	\$ 141,486,528	100.0%

Note: The State's funding cycle is such that a district's final apportionment revenue for any fiscal year is unknown until approximately eight months after the fiscal year ends. A fiscally sound approach for mitigating risks in times of uncertainty is to avoid overestimating revenue or underestimating expenses during budget preparation.

Unrestricted General Fund Revenue and Expenses

Total unrestricted revenues and expenses projected for FY 23-24 are presented below.

Unrestricted General Fund 11	FY 23-24 Adoption Budget
Revenue	
Federal	\$ 86,600
State	93,368,722
Local	48,031,206
Total Revenue	\$ 141,486,528
Expenses	
Salaries	\$ 83,756,379
Employee Benefits	39,713,830
Vacant Positions - Savings	(3,581,505)
SERP Premiums	1,563,745
Total Personnel Expenses	\$ 121,452,450
Supplies and Materials	\$ 1,840,761
Other Operating Expenses and Services	13,466,440
Capital Outlay	
Other Outgo and Transfers Out	3,359,819
Total Other Expenses	\$ 18,667,020
Total Expenses	\$ 140,119,470
Excess (Deficit)	\$ 1,367,058

Unrestricted General Fund Ending Fund Balance

Unrestricted general fund reserves provide protection against any unforeseen economic changes that could have a significant impact on the District’s operations. The Governing Board reviews this annually and has the opportunity to adjust the local fund balance requirement.

For FY 23-24, the unrestricted general fund ending balance is \$19.5 million. This represents a deficit of \$2.9 million in the desired reserve for economic uncertainties of \$22.4 million.

Unrestricted General Fund 11	FY 23-24 Adoption Budget
Other Operating Expenses and Services	13,466,440
Capital Outlay	
Other Outgo and Transfers Out	3,359,819
Total Other Expenses	\$ 18,667,020
Total Expenses	\$ 140,119,470
Excess (Deficit)	\$ 1,367,058
Beginning Fund Balance	\$ 18,140,066
Excess (Deficit)	1,367,058
Ending Fund Balance	\$ 19,507,125
Committed for Economic Uncertainty (Governing Board Reserve)	(22,419,115)
Governing Board Reserve Excess (Deficit)	\$ (2,911,990)

Restricted General Fund Revenue and Expenses

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

Almost all restricted general fund revenue sources require that the funds be totally expended in the year that they are allocated, so there is very little carryover from prior years accounted for within this funding category. Total restricted revenues and expenses projected for FY 23-24 are presented below.

Restricted Fund 12	FY 23-24 Adoption Budget
Revenue	
Federal	\$ 12,313,500
State	34,143,802
Local	4,787,586
Transfers In	2,338,861
Total Revenue	\$ 53,583,749
Expenses	
Salaries	\$ 16,490,358
Employee Benefits	7,428,575
Total Personnel Expenses	\$ 23,918,933
Supplies, Materials, and Other	\$ 5,043,199
Services and Operating Expenditures	19,175,000
Capital Outlay	385,421
Other Outgoing	5,061,197
Total Other Expenses	\$ 29,664,816
Total Expenses	\$ 53,583,749
Excess (Deficit)	\$ -

Total Budgeted Revenue: All Funds

In addition to General Funds (unrestricted and restricted), the District’s budget incorporates a number of other special purpose funds. In total, the District’s budgeted revenue for FY 23-24 is \$208.8 million.

	FY 23-24 Adoption Budget All Funds
General Fund	
Unrestricted	141,486,528
Restricted	53,583,749
Total General Fund	195,070,277
Other Funds	
Proposition R Construction Bond Fund	250,000
Proposition Z Construction Bond Fund	6,000,000
Capital Outlay	800,000
Enterprise Funds	
Bookstore	3,315,000
Food Services	1,175,500
Civic Center-Facilities Leasing	800,000
Fitness Center	850,000
Student Center	149,200
Student Representation Fee	74,376
Associated Student Organization (ASO)	300,000
Self-Insurance	-
Total Other Funds	13,714,076
Total Budgeted Revenue	208,784,353

Overview of Southwestern Community College District (SCCD)

Governing Board

Roberto Alcantar <i>Board President</i>	Don Dumas <i>Board Vice President</i>
Robert Moreno <i>Board Member</i>	Corina Soto <i>Board Member</i>
Kristine Galicia Brown <i>Board Member</i>	Jose M. Perez <i>Student Trustee</i>

Mission Statement

Southwestern Community College District (SCCD) is the premier public institution of higher education in southern San Diego County that serves a diverse community of students by providing quality academic programs, comprehensive student support services that ensure equitable access and clear pathways to student success.

Southwestern Community College District promotes learning and success to prepare students to become critical thinkers and engaged life-long learners/global citizens. The District is committed to continuous improvements through the use of data-informed planning, implementation and evaluation.

Southwestern Community College District utilizes a variety of instructional modalities to provide educational and career opportunities in the following areas: Associate degree and certificate programs, transfer, professional, technical and career advancement, foundational skills, personal enrichment and continuing education.

Values

Student Success ▪ Equity ▪ Scholarship ▪ Professional Excellence ▪ Cultural Proficiency ▪ Sustainability of Stewardship ▪ Community ▪ Inclusionary Practices

Vision

Southwestern College is the leader in equitable education that transforms the lives of students and communities.

About SCCD

Southwestern Community College District, the only public institution of higher education in southern San Diego County, provides services to a diverse community of students by providing a wide range of dynamic and high-quality academic programs and comprehensive student services, including those offered through distance education. The College District also stimulates the development and growth of the region through its educational, economic and workforce opportunities, community partnerships and services.

Established in 1961 and located in the urban corridor between the City of San Diego and the international border with Mexico, Southwestern College serves approximately 20,000 students each semester and offers more than 320 degrees and certificates. Specialty programs in allied health, international trade, child development and public safety are offered at its three Higher Education Centers, and a full aquatic program at the Crown Cove Aquatic Center. A host of noncredit courses designed to enhance personal and professional development are also offered through the College's Continuing Education Department.

Whether pursuing an A.A. degree, preparing to transfer to a four-year college or university, or acquiring new occupational skills, students attending Southwestern College are given every opportunity to meet their educational goals. See Appendix A for the most current SCCD Success and Equity Metrics.

Our Community

The District serves one of the most racially, ethnically and culturally diverse communities among the 116 colleges and 73 districts comprising the California Community College (CCC) system. Of the 2.1 million students enrolled in a CCC, our District serves approximately 25,000 students each year. The SCCD service area is estimated to number 505,970 and is projected to grow to 589,235 by 2050 based on demographic estimates from the San Diego Association of Governments (SANDAG). The District service area is predominantly Hispanic, with 60% of SCCD residents falling within this demographic category. The District service area is slightly more male than female with 71% under the age of 49 and 29% age 50 or over.

Budget Planning

Budget Planning: Financial Policies and Procedures

Southwestern's budgeting and financial planning, processes, and oversight are guided by Board Policy and Administrative Procedures. These procedures follow guidelines and recommendations from the State and are regularly reviewed and updated through collegial consultation processes and then routed to the Governing Board for review and approval.

The District is committed to a transparent and effective resource allocation process that is integrated with institutional planning, relies on its mission, strategic planning priorities, program review, and a realistic assessment of our financial assets and needs. SCCD plans for short-term and long-term financial

conditions and makes decisions based on a well-developed process that is open and transparent.

The Planning and Budget Committee

The Planning and Budget Committee (PBC) is a standing committee of the Shared Consultation Council (SCC) and guides the process for integrated planning and resource allocation. The Committee uses a shared planning and decision-making approach to develop a process for creating an annual operating budget for the College District and provides oversight for all matters related to planning and budget development. The PBC is committed to a budget development process that supports the College District's mission, is based on needs identified through Institutional Program Review and is data-informed regarding outcomes assessment in both instructional and non-instructional areas.

The PBC plays an important oversight role in the SCC's annual prioritization process for resource allocation, and the PBC provides input to the College District's Accrediting Commission for Community and Junior Colleges (ACCJC) Institutional Self-Evaluation Study Report for Standards related to its mission.

The Committee is also responsible for regular reporting to the SCC on the status of Institutional Planning and the Financial Resources portion of the Physical and Financial Resources Development Strategic Priority of the Strategic Plan, as well as the overall financial health of the College District.

In alignment with the College's mission, the PBC upholds the integration of SCCD's planning efforts ensuring that they are followed by budget development in order to provide the needed resources for student success; specifically, the PBC makes recommendations to the SCC regarding processes, timelines, analysis and outcomes for institutional planning and resource allocation.

The PBC is comprised of the following membership:

- Vice President of Business and Financial Affairs or designee (co-convener) – Rizza Dela Cuadra
- Academic Senate Vice-President or designee (co-convener) – Rebekah Stassinopoulos
- Dean of Institutional Research and Planning or designee (co-convener) – Joachim Latzer
- Academic Senate President or designee – Jetta Posey
- Director of Facilities or designee – Aurora Ayala
- SCCDAA President or designee – Marquise Jackson
- CSEA President or designee – Silvia Nogales
- ASO President or designee – Alicia Gan
- CSEA Institutional Technology Representative - *pending*
- CSEA Representative – Matt Millus
- Faculty Representative – Elena Arteaga
- Confidentials Representative – Andrea Cletus
- Vice President of Student Affairs or designee – Rachel Fischer
- SCEA Representative – Gail Stockin

In addition, the PBC includes the following resource members who do not vote:

- Vice President of Academic Affairs – Isabelle Saber (designee-Silvia Nadalet)
- Superintendent/President – Mark Sanchez
- Grants Representative – Farrah Morrisey

The Committee is co-chaired by the Vice President for Business and Financial Affairs, Academic Senate Vice President, and Dean of Institutional Research and Planning.

Fund Accounting, Measurement Focus, and Basis of Accounting

The community college fund structure presented here is based largely on concepts and principles contained in Governmental Accounting and Financial Reporting guidelines. This structure not only allows districts to establish any number of funds for internal reporting, but also requires that all accounts be consolidated for external financial reporting purposes. Fund accounting, therefore, is used as a control device to separate financial resources and ensure that they are used for their intended purposes with the fund as the basic recording entity for reporting specified assets, liabilities and related transactional movements of its resources.

Table 1 contains a list of District Funds along with a brief description of each.

Table 1: Fund Descriptions

FUND DESCRIPTIONS		
Fund	Purpose	
11	General Fund - Unrestricted	Used to account for resources available for the general District operations and support for educational programs.
12	General Fund - Restricted	Restricted monies are from an external source that requires the monies be used for a specific purpose or purposes.
35	General Obligation Bond (Prop R)	Designated to account for the proceeds from the sale of the bonds under Proposition 39, and the related expenditures related to the acquisition and construction of the projects included in the ballot language approved by voters.
39	Student Center Fee	Accounts for student fees collected by the District for the purpose of establishing an annual building and operating fee to finance, construct, enlarge, remodel, refurbish, and operate a student center.
41	Capital Outlay Projects	Used to account for the accumulation and expenditure of monies for the acquisition or construction of significant capital outlay items and scheduled maintenance and special repairs projects.

Fund		Purpose
42	General Obligation Bond (Prop Z)	Designated to account for the proceeds from the sale of the bonds under Proposition 39, and the related expenditures related to the acquisition and construction of the projects included in the ballot language approved by voters.
51	Bookstore	Receives the proceeds derived from the bookstore operations. All necessary expenses for the bookstore may be paid from generated revenue.
52	Food Services	Receives all monies from the sale of food or any other services performed by the cafeteria. Costs incurred from the operation and maintenance of the cafeteria are paid from this fund.
59	Facilities Leasing & Fitness Center	Receives all monies from the sale of fitness center memberships, facilities leasing, or any other services performed by the departments. Costs incurred from the operation and maintenance of these departments are paid from this fund.
61	District Self-Insurance Fund	The District maintains all required insurance coverage. This fund is used to provide for deductibles, losses or payments arising from self-insurance programs, and losses or payments due to non-insured perils. As the detail budget report shows, this fund is rarely utilized.
71	Associated Student Government	This budget represents the monies held in trust by the District for the operation of its organized student body association, excluding student clubs.
72	Student Representative Fee	Accounts for student fees collected to provide support for students or representatives who may be stating their positions and viewpoints before city, county, and district government, and before offices and agencies of the State and Federal government. Effective January 1, 2020, 50% of the fees collected will be expended to support the Student Senate of the California Community Colleges (SCCC).

Generally Accepted Accounting Principles (GAAP) further require that all accounts reported within a single fund group use the same “basis of accounting” for timing the recognition of revenues, expenditures and transfers. For financial reporting purposes, the District is considered a special purpose government engaged only in business-type activities. Accordingly, the District’s financial statements have been presented using the total economic resources measurement focus and the accrual basis of accounting. The District records revenues and expenses when they occur regardless of the timing of the related cash flow.

Budget and Planning Integration

Southwestern's budgeting and financial planning, processes, and oversight are guided by Board Policy and Administrative Procedures. The District is committed to a transparent and effective resource allocation process that is rooted in shared consultation and integrated with institutional planning, relies on its mission, strategic planning priorities, program review, and a realistic assessment of our financial assets and needs. See Appendix B for the District's Integrated Planning and Budget Development Process.

The budgeting process is an iterative one. However, a logical sequence of steps is the foundation of good budgeting techniques.

1. Start with a baseline budget.
2. Estimate beginning fund balance.
3. Develop assumptions.
4. Project full-time equivalent students (FTES) and other revenues.
5. Project expenditures.
6. Estimate ending fund balance.
7. Analyze multiple 'what-if' scenarios.

The California Community College Chancellor's Office (CCCCO) has established *Vision 2030*, guided by the Governor's Roadmap for the Future for the California Community Colleges, that includes the goal of closing achievement gaps for historically underrepresented students. The Student Centered Funding Formula (SCFF) addresses this vision by providing additional funding for districts to enroll low-income students but also ensuring those students succeed.

Program Review and Resource Allocation

Resource allocations align with the SCCD mission and provide resources needed to accomplish institutional goals and objectives. As institutional goals reflect the College District's commitment to its mission, the purpose of the resource allocation process is to fund programs and services that both directly and indirectly promote student learning.

Funding occurs in two stages. The first stage allocation identifies and secures an annual funding amount for satisfaction of program review resource requests. The second stage of funding involves the prioritization of program review resource requests eligible for funding.

Prioritization is a key step in the planning process providing a foundation for dialog and resource allocation analysis. After program review reports are completed, a technical review of each report suggests improvements as well as verifies completeness. Resource requests are then prioritized by a task force of the Institutional Program Review Committee and the prioritized list is reviewed and approved by the District's Executive Leadership Team. The approved prioritized list of requested resources is provided to the Division of Business and Financial Affairs to appropriately align secured funding sources and implement the funding awards process accordingly.

The Goal of Budgeting

The District’s budget is a plan of expenditures for operations and estimated revenues for a given period of time called a fiscal year (FY). The budget represents the operational plans of the District in terms of economic decisions to meet its needs, commitments and strategic planning goals. The budgetary accounts have been recorded and maintained in accordance with the Chancellor’s Office of the CCC’s Budget and Accounting Manual.

The annual budget is built to support the District’s mission statement and Educational Vision Plan. Reserves for economic uncertainty are defined in Board Policy 6210: General Fund Reserves. This Policy aligns reserves for economic uncertainties with the Chancellor’s Office official recommendation and the Government Finance Officers Association best practice of two months’ worth of unrestricted expenditures.

Expenditures from this reserve require the approval of the Governing Board. The Policy shall be reviewed annually; any material changes in any assumptions upon which the budget was based are reported to the Governing Board in a timely manner.

Budget Calendar and Apportionment Cycle

The amount of funds available for State apportionment each year is fixed. Therefore, the available revenue for any one district depends on what happens at each of the 73 community college districts in the state. The State’s funding cycle is such that a district’s final apportionment revenue for any fiscal year is unknown until approximately eight months after the fiscal year ends. A fiscally sound approach for mitigating risks in times of uncertainty is to avoid overestimating revenue or underestimating expenses during budget preparation.

Table 2: Apportionment Cycle

APPORTIONMENT CYCLE		
Certification Period	Timing	Payments
Advance Apportionment	July 15 of the current fiscal year	July through January
First Principal Apportionment	February 20 of the current fiscal year	February through May
Second Principal Apportionment	June 25 of the current fiscal year	June
Recalculation	February 20 of the subsequent fiscal year	February of the subsequent fiscal year

Budget projections address long-term District goals and commitments. A budget calendar is established and approved by the PBC, including information for the dates of the preliminary, tentative and final budget presentations. Workshops and trainings are planned throughout the year and are open to all campus constituents.

The PBC involves the appropriate groups in defining a consultation process for budget development. The Vice President for Business and Financial Affairs is responsible for the timely submission of all financial forms, including the 311 forms required by the Chancellor’s Office.

The timing of important budgetary milestones is specified in California Regulation, Title 5, sections 58300, 58301, 58305(a), 58305(c), 58305(d), and 59106 (5 Cal. Code Regs. 52020.) and establishes deadlines for local budgets, annual financial and budget reports (CCFS-311), and district audit reports. The District’s Administrative Procedure 6200 stipulates that the Adoption Budget shall be presented to the Governing Board for adoption no later than September 15 of each fiscal year.

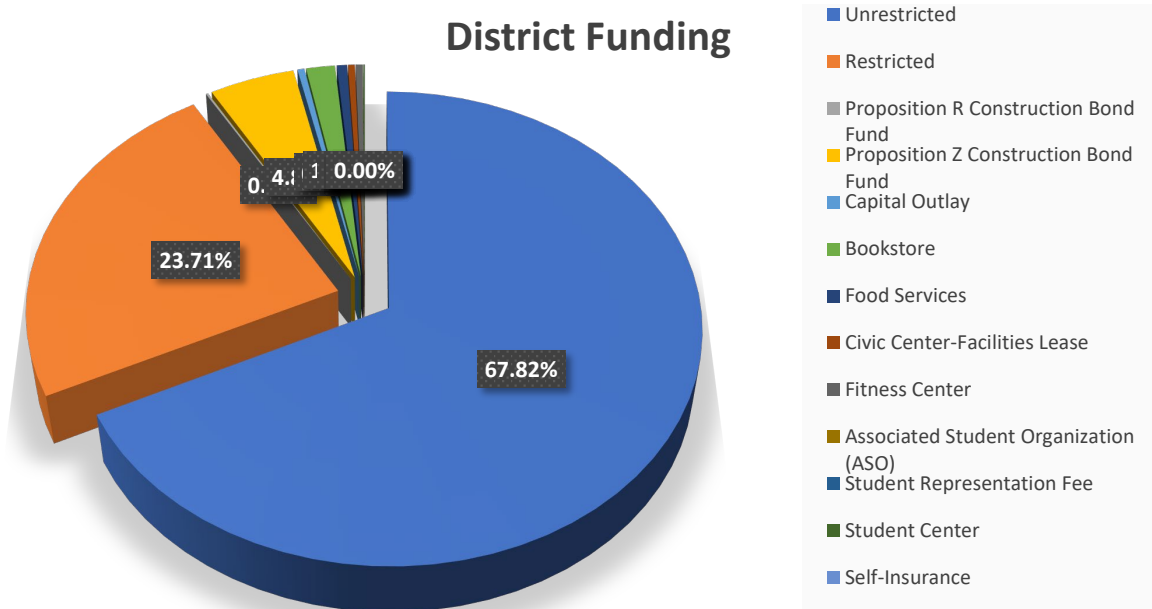
Table 3: Fiscal Reporting Due Dates

FISCAL REPORTING DUE DATES		
Activity	Regulatory Due Date	Title 5 Section
Submit tentative budget to Chancellor’s Office.	July 1	58305(a)
Make available for public inspection a statement of prior year receipts and expenditures and current year expenses.	September 15	58300
Hold a public hearing on the proposed budget. Adopt a final budget.	September 15	58301
Complete the adopted annual financial and budget report and make public.	September 30	58305(d)
Submit an annual financial and budget report to Chancellor’s Office.	October 10	58305(d)
Submit an audit report to the Chancellor’s Office.	December 31	59106

Financial Analysis and Comparison Sheets

**Southwestern Community College District
FY 2023-2024 Adoption Budget
All District Funds**

	FY 23-24 Tentative Budget All Funds	FY 23-24 Adoption Budget All Funds
General Fund		
Unrestricted	\$ 137,427,441	\$ 141,486,528
Restricted	48,046,830	53,583,749
Total General Fund	\$ 185,474,271	\$ 195,070,277
Other Funds		
Proposition R Construction Bond Fund	\$ 250,000	\$ 200,000
Proposition Z Construction Bond Fund	9,800,000	6,000,000
Capital Outlay	800,000	800,000
Enterprise Funds		
Bookstore	3,315,000	3,315,000
Food Services	1,175,500	1,175,500
Civic Center-Facilities Leasing	800,000	800,000
Fitness Center	850,000	850,000
Student Center	149,200	149,200
Student Representation Fee	10,000	74,376
Associated Student Organization (ASO)	300,000	300,000
Self-Insurance	3,600	-
Total Other Funds	\$ 17,453,300	\$ 13,664,076
Total Budgeted Revenue	\$ 202,927,571	\$ 208,734,353



Southwestern Community College District
FY 2023-2024 Adoption Budget
Fund Summary

	FY 23-24 Unrestricted Fund 11	FY 23-24 Restricted Fund 12	FY 23-24 Total Funds 11 & 12
Revenue			
Federal	\$ 86,600	\$ 12,313,500	\$ 12,400,100
State	93,368,722	34,143,802	127,512,524
Local	48,031,206	4,787,586	52,818,792
Transfers In	-	2,338,861	2,338,861
Total Revenue	<u>\$ 141,486,528</u>	<u>\$ 53,583,749</u>	<u>\$ 195,070,277</u>
Expenses			
Salaries	\$ 83,756,379	\$ 16,490,358	\$ 100,246,737
Employee Benefits	41,277,576	7,428,575	48,706,151
Vacant Position Savings (Net)	(3,581,505)	-	(3,581,505)
Total Personnel Expenses	<u>\$ 121,452,450</u>	<u>\$ 23,918,933</u>	<u>\$ 145,371,383</u>
Supplies and Materials	\$ 1,840,761	\$ 5,043,199	\$ 6,883,960
Other Operating Expenses and Services	13,466,440	19,175,000	32,641,440
Capital Outlay	-	385,421	385,421
Transfers Out	2,338,861	1,425,428	3,764,289
Other Outgo	1,020,958	3,635,769	4,656,727
Total Other Expenses	<u>\$ 18,667,020</u>	<u>\$ 29,664,816</u>	<u>\$ 48,331,836</u>
Total Expenses	<u>\$ 140,119,470</u>	<u>\$ 53,583,749</u>	<u>\$ 193,703,219</u>
Surplus (Deficit)	<u>\$ 1,367,058</u>	<u>\$ -</u>	<u>\$ 1,367,058</u>

**Southwestern Community College District
FY 2023-2024 Adoption Budget
General Fund Revenue**

General Fund 11	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 23-24
	Audited	Audited	Unaudited	Tentative	Adoption
	Actuals	Actuals	Actuals	Budget	Budget
<u>Student Centered Funding Formula</u>					
<u>State Apportionment</u>					
Basic Allocation					
Single College District - Medium	\$ 5,394,006	\$ 5,667,482	\$ 7,857,734	\$ 8,251,255	\$ 8,503,639
State Approved Centers - 3 Centers	4,045,503	4,250,610	5,893,298	6,188,439	6,377,727
Total Basic Allocation	\$ 9,439,509	\$ 9,918,092	\$ 13,751,032	\$ 14,439,694	\$ 14,881,366
FTES					
Credit FTES	\$ 58,230,819	\$ 61,869,705	\$ 70,414,608	\$ 73,941,027	\$ 76,202,689
Regular Non-Credit CDCP	285,707	300,192	341,652	358,763	369,736
Non-Credit FTES	166,564	175,008	199,179	209,154	215,552
Special Admit	1,065,358	1,119,371	1,273,969	1,337,769	1,378,690
Incarcerated Credit	174,168	182,998	317,521	218,703	225,392
Total FTES	59,922,616	\$ 63,647,274	\$ 72,546,929	\$ 76,065,416	\$ 78,392,059
Total Base Allocation (Basic + FTES)	\$ 69,362,125	\$ 73,565,366	\$ 86,297,961	\$ 90,505,110	\$ 93,273,425
Supplemental Allocation/Student Equity	22,035,312	20,382,450	20,296,534	21,313,000	21,964,909
Student Success Allocation	9,169,195	10,246,030	12,032,309	12,634,897	13,021,365
Stability/Hold Harmless Protection	-	1,471,514	-	-	-
Total Computational Revenue (TCR)	\$ 100,566,632	\$ 105,665,360	\$ 118,626,804	\$ 124,453,007	\$ 128,259,699
Deficit Factor Adjustment					
Total Apportionment Revenue	\$ 100,566,632	\$ 105,665,360	\$ 118,626,804	\$ 124,453,007	\$ 128,259,699
<u>Other Revenue</u>					
Federal	\$ 25,000	\$ 101,961	\$ 48,085	\$ 86,600	\$ 86,600
State					
Lottery	2,755,688	2,749,282	3,227,066	2,535,600	2,535,600
Full-Time Faculty Hiring	591,549	1,957,091	1,957,091	2,054,946	1,957,091
Mandated Cost Reimbursement	428,015	455,070	490,481	609,805	609,805
On Behalf Pass-through	3,870,695	4,765,668	3,775,393	4,257,765	4,257,765
Other State Revenue	618,744	722,841	1,409,846	300,000	397,855
Local					
Interest Revenue	251,354	168,904	731,651	900,000	900,000
Non-Resident Tuition	1,175,249	2,000,330	2,101,781	2,000,000	2,000,000
Student Course Material Fees	87,291	96,596	137,914	129,718	258,350
Other Local Revenue	1,231,541	1,279,955	1,270,193	100,000	223,763
Total Other Revenue	\$ 11,035,126	\$ 14,297,698	\$ 15,149,501	\$ 12,974,434	\$ 13,226,829
Total Unrestricted Revenue	\$ 111,601,758	\$ 119,963,058	\$ 133,776,305	\$ 137,427,441	\$ 141,486,528

**Southwestern Community College District
FY 2023-2024 Adoption Budget
General Fund Summary**

Unrestricted General Fund 11	FY 20-21 Audited Actuals	FY 21-22 Audited Actuals	FY 22-23 Unaudited Actuals	FY 23-24 Tentative Budget	FY 23-24 Adoption Budget
Revenue					
Federal	\$ 25,000	\$ 101,961	\$ 48,085	\$ 86,600	\$ 86,600
State	71,638,381	77,586,784	86,054,640	90,462,616	93,368,722
Local	39,938,377	42,274,313	47,673,581	46,878,225	48,031,206
Total Revenue	<u>\$ 111,601,758</u>	<u>\$ 119,963,058</u>	<u>\$ 133,776,306</u>	<u>\$ 137,427,441</u>	<u>\$ 141,486,528</u>
Expenses					
Salaries	\$ 63,066,783	\$ 74,742,533	\$ 85,560,780	\$ 84,902,251	\$ 83,756,379
Employee Benefits	29,244,741	31,287,445	33,917,053	39,094,108	39,713,831
Vacant Positions - Savings	-	-	-	(3,010,749)	(3,581,505)
SERP Premiums	1,746,164	1,892,211	2,163,087	(700,505)	1,563,745
Total Personnel Expenses	<u>\$ 94,057,688</u>	<u>\$ 107,922,189</u>	<u>\$ 121,640,920</u>	<u>\$ 120,285,105</u>	<u>\$ 121,452,450</u>
Supplies and Materials	\$ 1,676,369	\$ 1,678,335	\$ 1,566,267	\$ 1,837,761	\$ 1,840,761
Other Operating Expenses and Services	8,550,732	9,691,091	11,955,369	11,916,440	13,466,440
Capital Outlay	237,346	107,850	-	93,316	-
Other Outgo and Transfers Out	932,501	1,297,988	2,732,116	3,294,819	3,359,819
Total Other Expenses	<u>\$ 11,396,948</u>	<u>\$ 12,775,264</u>	<u>\$ 16,253,752</u>	<u>\$ 17,142,336</u>	<u>\$ 18,667,020</u>
Total Expenses	<u>\$ 105,454,636</u>	<u>\$ 120,697,453</u>	<u>\$ 137,894,673</u>	<u>\$ 137,427,441</u>	<u>\$ 140,119,470</u>
Excess (Deficit)	<u>\$ 6,147,122</u>	<u>\$ (734,395)</u>	<u>\$ (4,118,367)</u>	<u>\$ -</u>	<u>\$ 1,367,058</u>
Beginning Fund Balance	\$ 16,845,706	\$ 22,992,828	\$ 22,258,433	\$ 26,000,580	\$ 18,140,066
Excess (Deficit)	6,147,122	(734,395)	(4,118,367)	-	1,367,058
Ending Fund Balance	<u>\$ 22,992,828</u>	<u>\$ 22,258,433</u>	<u>\$ 18,140,066</u>	<u>\$ 26,000,580</u>	<u>\$ 19,507,124</u>
Ending Fund Balance	\$ 22,992,828	\$ 22,258,433	\$ 18,140,066	\$ 26,000,580	\$ 19,507,124
Committed for Compensated Absences	(4,132,241)	(4,132,241)	-	(4,012,190)	-
Committed for Economic Uncertainty (Governing Board Reserve)	(7,381,825)	(19,311,592)	(22,063,148)	(21,988,390)	(22,419,115)
Remaining Fund Balance	<u>\$ 11,478,762</u>	<u>\$ (1,185,400)</u>	<u>\$ (3,923,081)</u>	<u>\$ -</u>	<u>\$ (2,911,991)</u>
Governing Board Reserve as % of Total Expenses	7%	16%	16%	16%	16%
Uncommitted Fund Balance as % of Total Expenses	11%	-1%	-3%	0%	-2%
Personnel Costs as a % of Total Expenses	89%	89%	88%	88%	87%

**Southwestern Community College District
FY 2023-2024 Adoption Budget
Restricted Fund Summary**

Restricted Fund 12	FY 20-21 Audited Actuals	FY 21-22 Audited Actuals	FY 22-23 Unaudited Actuals	FY 23-24 Tentative Budget	FY 23-24 Adoption Budget
Revenue					
Federal	\$ 17,968,183	\$ 40,665,775	\$ 10,685,012	\$ 12,313,500	\$ 12,313,500
State	21,156,148	28,292,432	45,709,274	29,375,883	34,143,802
Local	1,738,960	10,055,930	5,161,691	4,018,586	4,787,586
Transfers In	2,046,577	-	2,786,999	2,338,861	2,338,861
Total Revenue	<u>\$ 42,909,868</u>	<u>\$ 79,014,137</u>	<u>\$ 64,342,975</u>	<u>\$ 48,046,830</u>	<u>\$ 53,583,749</u>
Expenses					
Salaries	\$ 17,460,500	\$ 17,100,993	\$ 18,187,813	\$ 15,214,293	\$ 16,490,358
Employee Benefits	5,715,081	6,520,422	6,757,813	7,275,910	7,428,575
Total Personnel Expenses	<u>\$ 23,175,581</u>	<u>\$ 23,621,415</u>	<u>\$ 24,945,626</u>	<u>\$ 22,490,203</u>	<u>\$ 23,918,933</u>
Supplies, Materials, and Other	\$ 2,286,232	\$ 3,961,639	\$ 4,140,102	\$ 3,262,342	\$ 5,043,199
Services and Operating Expenditures	7,646,301	20,743,989	18,695,737	16,994,286	19,175,000
Capital Outlay	459,973	1,281,118	1,624,781	385,421	385,421
Other Outgoing	9,599,935.00	29,487,483	14,987,039	4,914,578	5,061,197
Total Other Expenses	<u>\$ 19,992,441</u>	<u>\$ 55,474,229</u>	<u>\$ 39,447,660</u>	<u>\$ 25,556,627</u>	<u>\$ 29,664,816</u>
Total Expenses	<u>\$ 43,168,022</u>	<u>\$ 79,095,644</u>	<u>\$ 64,393,285</u>	<u>\$ 48,046,830</u>	<u>\$ 53,583,749</u>
Excess (Deficit)	<u>\$ (258,154)</u>	<u>\$ (81,507)</u>	<u>\$ (50,310)</u>	<u>\$ -</u>	<u>\$ -</u>

Southwestern Community College District
FY 2023-2024 Adoption Budget
Expenditure Detail

Object	Description	FY 23-24		FY 23-24		FY 23-24	
		Unrestricted	Fund 11	Restricted	Fund 12	Total	Funds 11 & 12
511	Instructional Salaries	\$	22,169,282	\$	149,231	\$	22,318,513
512	Non-Inst Salaries, Contract		12,355,331		4,300,738		16,656,069
513	Instructional Salaries, Other		16,500,000		104,000		16,604,000
514	Non-Inst Salaries, Other		1,225,318		1,169,336		2,394,654
	Academic Salaries	\$	52,249,930	\$	5,723,305	\$	57,973,235
521	Non-Inst Salaries, Full-time	\$	25,979,894	\$	8,421,830	\$	34,401,724
522	Instructional Salaries		3,289,492		-		3,289,492
523	Non-Inst Salaries, Other		1,220,390		1,903,747		3,124,137
524	Instructional Aides		1,016,673		441,476		1,458,149
	Non-Academic Salaries	\$	31,506,449	\$	10,767,053	\$	42,273,502
	Vacant Position Savings (Net)	\$	(3,581,505)	\$	-	\$	(3,581,505)
							-
530	Benefits	\$	39,713,831	\$	7,428,575	\$	47,142,406
534	SERP Premium		1,563,745		-		1,563,745
	Employee Benefits	\$	41,277,576	\$	7,428,575	\$	48,706,151
	Total Personnel	\$	121,452,450	\$	23,918,933	\$	145,371,383
541	Text Books, First-aid and Software	\$	121,598	\$	37,968	\$	159,566
542	Books and Manuals		52,458		20,337		72,795
543	Instructional Supplies		372,528		2,544,953		2,917,481
544	Non-Instructional Supplies		1,294,177		2,437,941		3,732,118
545	Repair Supplies and Cash Short		-		2,000		2,000
	Supplies and Materials	\$	1,840,761	\$	5,043,199	\$	6,883,960
551	Contract Services	\$	2,295,324	\$	16,250,471	\$	18,545,795
552	Travel and Business Related		645,088		2,306,338		2,951,426
553	Dues and Memberships		247,928		12,539		260,467
554	Insurance		925,564		68,000		993,564
555	Utilities		4,715,912		21,342		4,737,254
556	Maintenance Contracts		3,342,761		203,015		3,545,776
557	Audit, Legal and Election		787,021		25,000		812,021
558	Bank Fees and Postage		712,456		1,431		713,887
559	Indirect Expenses		(205,614)		286,864		81,250
	Other Operating Expenses and Services	\$	13,466,440	\$	19,175,000	\$	32,641,440
561	Sites and Improvements	\$	-	\$	-	\$	-
563	Library Books		-		10,000		10,000
564	Equipment		-		375,421		375,421
	Capital Outlay	\$	-	\$	385,421	\$	385,421
573	Transfers Out	\$	2,338,861	\$	1,425,428	\$	3,764,289
575	Other Outgo-Grants and Waivers		105,958		1,000		106,958
576	Other Outgo-Student Aid		150,000		3,634,769		3,784,769
579	Other Outgo-Contingency		765,000		-		765,000
	Other Outgo	\$	3,359,819	\$	5,061,197	\$	8,421,016
	Total Other Expenses	\$	18,667,020	\$	29,664,816	\$	48,331,836
	Total Expenses	\$	140,119,470	\$	53,583,749	\$	193,703,219

**Southwestern Community College District
 FY 2023-2024 Adoption Budget
 Transfers & Other Outgo**

Transfers and Other Outgo	FY 23-24 Adoption Budget
SWC Foundation	
Salaries	\$ 398,683
Benefits	145,613
Non-Personnel	53,889
Total for Foundation	\$ 598,185
SWC Campus Police	
Supplemental Revenue	\$ 1,630,000
Total for Campus Police	\$ 1,630,000
Enterprise Services	
Salaries	\$ 66,644
Benefits	44,032
Non-Personnel	-
Total for Enterprise Services	\$ 110,676
Total Transfer Out	\$ 2,338,861
Other Outgo	\$ 1,020,958
Total Other Outgoing	\$ 1,020,958
Total Transfers Out & Other Outgoing	\$ 3,359,819

Southwestern Community College District
FY 2023-2024 Adoption Budget
Fund 12 Programs

	<u>Student Equity and Access</u>	<u>Student Access</u>	<u>Student Success and Community</u>	<u>Institutional Effectiveness</u>	<u>Total</u>
Federal					
Business Basics	\$ -	\$ -	\$ 329,579	\$ -	\$ 329,579
Child Care Access Means Parents in School (CCAMPIS)	-	210,000	-	-	210,000
Connecting Minority Communities	-	-	1,353,493	-	1,353,493
Developing Effective Bilingual Educators with Resources (DEBER)	45,363	-	-	-	45,363
Defense Logistics Agency	-	-	536,437	-	536,437
EDA Build to Scale	-	-	1,500,000	-	1,500,000
Federal Work Study	436,400	-	-	-	436,400
Fresh Success Program	140,000	-	-	-	140,000
Mentored Pathways	-	-	766,168	-	766,168
Math Persistence Inquiry Equity (MPIE)	195,939	-	-	-	195,939
Perkins	-	-	891,521	-	891,521
Small Business Administration	-	-	2,537,605	-	2,537,605
SBDC Cares Act	-	-	1,934,922	-	1,934,922
State Vocational Rehabilitation Program	-	-	177,627	-	177,627
Title V	-	-	592,359	-	592,359
Veterans Reporting Fees	-	12,000	-	-	12,000
Women's Business Center	-	-	654,087	-	654,087
TOTAL FEDERAL	\$ 817,702	\$ 222,000	\$ 11,273,798	\$ -	\$ 12,313,500
State					
Adult Education Consortium Block Grant (AB104)	\$ -	\$ 495,065	\$ -	\$ -	\$ 495,065
Basic Needs	-	-	496,043	-	496,043
BFAP	-	805,907	-	-	805,907
Boating Waterways Grant	-	40,000	-	-	40,000
California Promise Grant (AB19)	1,097,698	-	-	-	1,097,698
California Work Opportunities and Responsibility for Kids	588,712	-	-	-	588,712
CalOSBA WBCEP	-	-	2,586,666	-	2,586,666
CCCCO CITC Grant	-	-	390,000	-	390,000
City of Chula Vista Project	-	-	769,000	-	769,000
Data Modernization & Protection	-	-	-	990,000	990,000
Disabled Students Programs & Services (DSPS)	-	2,352,152	-	-	2,352,152
Dreamer	127,021	-	-	-	127,021
EOPS CARE Support	445,365	-	-	-	445,365
Extended Opportunities, Programs and Services (EOPS)	-	3,567,848	-	-	3,567,848
Financial Aid Technology	-	-	-	56,616	56,616
GoBiz-SDSBDC	-	112,743	-	-	112,743
GoBiz-Tech Assistance Program	-	1,515,340	-	-	1,515,340
Guided Pathways 2.0	-	-	629,381	-	629,381
Human Resources Staff Diversity (EEO)	-	-	-	50,000	50,000
Mental Health	356,684	-	-	-	356,684
Native American Student Support	-	-	600,000	-	600,000
NextUp Program	-	-	602,401	-	602,401
Nursing Education	-	200,190	-	-	200,190
Planning Grants: Student Housing	-	-	385,695	-	385,695
Proposition 20 (Lottery Funds)	-	1,231,468	-	-	1,231,468
Retention & Enrollment Outreach	-	1,380,442	-	-	1,380,442
Rising Scholars Restorative Justice	-	166,000	-	-	166,000
SB TAEP Grant	-	3,658,757	-	-	3,658,757
Strong Workforce	-	1,912,201	-	-	1,912,201
Student Equity Program (SEP)	2,063,649	-	-	-	2,063,649
Student Success and Support Program (SSSP CREDIT)	-	4,385,254	-	-	4,385,254
Tech Assistance Expansion Program	-	322,000	-	-	322,000
Temporary Assistance for Needy Families (TANF)	-	89,091	-	-	89,091
Veteran Resource Center	263,413	-	-	-	263,413
Zero Textbook Cost Program	-	180,000	-	-	180,000
TOTAL STATE	\$ 4,942,542	\$ 22,414,458	\$ 6,459,186	\$ 1,096,616	\$ 34,912,802
Local					
Automotive Technology	\$ -	\$ 12,000	\$ -	\$ -	\$ 12,000
Auxiliary-Foundation	-	-	708,861	-	708,861
CCAC Fee Based Classes	-	-	-	282,517	282,517
Fee Funded Programs	-	-	-	2,230,071	2,230,071
Health Services	756,998	-	-	-	756,998
Local Sponsors	-	-	-	247,000	247,000
Parking Funds	-	-	-	1,900,000	1,900,000
Pay for Print	200,000	-	-	-	200,000
Other Local Revenue	-	-	-	20,000	20,000
TOTAL LOCAL	\$ 956,998	\$ 12,000	\$ 708,861	\$ 4,679,588	\$ 6,357,447
TOTAL RESTRICTED INCOME	\$ 6,717,242	\$ 22,648,458	\$ 18,441,845	\$ 5,776,204	\$ 53,583,749

Southwestern Community College District
FY 2023-2024 Adoption Budget
Proposition R

Proposition R Fund 35	FY 20-21 Audited Actuals	FY 21-22 Audited Actuals	FY 22-23 Unaudited Actuals	FY 23-24 Tentative Budget	FY 23-24 Adoption Budget
Beginning Fund Balance	\$ 24,867	\$ 25,253,966	\$ 67,863,487	\$ 42,829,908	\$ 13,795,994
Income					
Interest	\$ 207,777	\$ 382,921	\$ 1,375,975	\$ 250,000	\$ 200,000
Other Revenue (Settlements, Local Rev)	-	-	-	-	-
Net Inc (Dec) in FV of Investment	104,850	(1,921,828)	1,222,954	-	-
Total Income	<u>\$ 312,627</u>	<u>\$ (1,538,907)</u>	<u>\$ 2,598,929</u>	<u>\$ 250,000</u>	<u>\$ 200,000</u>
Other Financing Sources					
Proceeds from Sale of Bonds - Net	\$ 24,912,972	\$ 73,477,580	\$ -	\$ -	\$ -
Total Other Financing Sources	<u>\$ 24,912,972</u>	<u>\$ 73,477,580</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Total Sources	\$ 25,225,599	\$ 71,938,673	\$ 2,598,929	\$ 250,000	\$ 200,000
Expenses					
Capital Outlay/Renovation	\$ (3,500)	\$ 29,329,152	\$ 56,666,422	\$ 43,079,908	\$ 13,995,994
Total Expenses	<u>\$ (3,500)</u>	<u>\$ 29,329,152</u>	<u>\$ 56,666,422</u>	<u>\$ 43,079,908</u>	<u>\$ 13,995,994</u>
Fund Balances, End of Year	<u><u>\$ 25,253,966</u></u>	<u><u>\$ 67,863,487</u></u>	<u><u>\$ 13,795,994</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>

Southwestern Community College District
FY 2023-2024 Adoption Budget
Projects-Proposition R

Proposition R Fund 35	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 23-24
	Audited	Audited	Unaudited	Tentative	Adoption
	Actuals	Actuals	Actuals	Budget	Budget
Projects					
Program Mgmt	\$ (1,744)	\$ -	\$ 2,117,114	\$ -	\$ -
Baseball & Softball Fields	-	-	521,998	-	-
Buildings 103 & 105 Remodel	-	-	153,171	-	-
Campus Police Building	-	-	42,989	-	-
Campus-Wide Trellis/CV Infra	-	-	-	3,703,383	3,703,383
Ceramics Relocation	-	-	56,299	-	-
CV Campus Infrastructure	-	-	205,526	-	-
CV Campus Solar Relocation	-	-	609,962	-	-
Electrical Panel	-	-	27,053	-	-
Finance Office/Audit Contract	-	5,000	-	-	-
Fire Alarm Upgrades	-	-	91,104	-	-
HECOM Auto Shop	-	-	540,281	-	-
HECOM Fire/EMT/Police	-	-	1,455,031	-	-
HECOM Parking	-	-	656	-	-
Instructional Bldg No 1	-	-	15,257,132	-	-
IT Data Center	-	17,670,296	4,588,580	1,909,919	1,909,919
IT Infrastructure	-	-	125,231	-	-
Jaguar Village-Temp Portables	-	1,850,308	975,440	1,743,687	1,743,687
Landscape Nursery Technology	-	-	7,279,111	14,865,414	6,639,005
Mayan Hall Demolition	-	-	239,058	-	-
National City Classroom	(1,757)	-	-	-	-
Performing Arts	-	-	149,940	-	-
Sewer Line & Path of Travel	-	-	2,296,582	-	-
Student Union	-	-	12,560,999	-	-
Warehouse/Maint/Grounds	-	9,803,548	7,373,165	20,857,505	-
Total Expenditures	\$ (3,500)	\$ 29,329,152	\$ 56,666,422	\$ 43,079,908	\$ 13,995,994

**Southwestern Community College District
FY 2023-2024 Adoption Budget
Proposition Z**

Proposition Z Fund 42	FY 20-21 Audited Actuals	FY 21-22 Audited Actuals	FY 22-23 Unaudited Actuals	FY 23-24 Tentative Budget	FY 23-24 Adoption Budget
Beginning Fund Balance	\$ 75,192,902	\$ 98,465,156	\$ 245,127,264	\$ 234,623,620	\$ 249,175,816
Income					
Interest	\$ 674,307	\$ 1,298,761	\$ 5,238,749	\$ 9,800,000	\$ 6,000,000
Net Inc (Dec) in FV of Investment	425,260	(6,680,875)	(718,356)	-	-
Total Income	<u>\$ 1,099,567</u>	<u>\$ (5,382,114)</u>	<u>\$ 4,520,393</u>	<u>\$ 9,800,000</u>	<u>\$ 6,000,000</u>
Other Financing Sources					
Proceeds from Sale of Bonds	\$ 75,790,200	\$ 183,647,420	\$ -	\$ -	\$ -
Total Other Financing Sources	<u>\$ 75,790,200</u>	<u>\$ 183,647,420</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Total Sources	<u>\$ 76,889,767</u>	<u>\$ 178,265,306</u>	<u>\$ 4,520,393</u>	<u>\$ 9,800,000</u>	<u>\$ 6,000,000</u>
Expenses					
Capital Outlay/Renovation	\$ 53,617,513	\$ 31,603,198	\$ 471,841	\$ 244,423,620	\$ 255,175,816
Total Expenses	<u>\$ 53,617,513</u>	<u>\$ 31,603,198</u>	<u>\$ 471,841</u>	<u>\$ 244,423,620</u>	<u>\$ 255,175,816</u>
Fund Balances, End of Year	<u><u>\$ 98,465,156</u></u>	<u><u>\$ 245,127,264</u></u>	<u><u>\$ 249,175,816</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>

**Southwestern Community College District
FY 2023-2024 Adoption Budget
Projects-Proposition Z**

Proposition Z Fund 42	FY 20-21 Audited Actuals	FY 21-22 Audited Actuals	FY 22-23 Unaudited Actuals	FY 23-24 Tentative Budget	FY 23-24 Adoption Budget
Projects					
Finance - Audit Contract	\$ -	\$ 5,000	\$ -	\$ -	\$ -
Program Management	2,916,115	2,345,244	280,396	3,120,495	3,776,030
Performing Arts	25,466,370	9,107,718	-	1,818,236	1,818,236
Student Union	2,847,503	2,645,438	513	88,623,953	94,623,953
Central Plant Expansion	34,231	-	-	-	-
Wayfinding	305,356	5,569	-	-	-
CV Campus Infrastructure (Trellis Repair)	463,646	513,465	-	-	-
Electrical Panel Upgrades	476,385	-	-	6,981,270	6,981,270
Transit Center Relocation	(21,515)	-	-	-	-
HECOM Fire/EMT/Police	11,331,229	7,689,653	-	1,147,337	1,147,337
HECOM Auto Shop	923,193	49,453	-	635,863	635,863
Landscape Nursery Technology	1,269,560	759,843	-	35,992,193	22,990,897
Warehouse/Maint/Grounds	781,363	661,799	-	-	-
Instructional Bldg # 1	1,476,443	3,788,755	-	90,062,753	98,062,753
IT Data Center	680,882	842,055	-	-	-
Math & Science	2,120	-	-	-	-
Campus Police Building	19,427	169,718	-	-	-
Demo of 300 Buildings	124,304	53,831	-	-	-
Jaguar Village	523,182	358,886	-	-	-
CV Campus Solar Relocation/Tennis Courts	1,983,567	246,652	-	10,338,255	14,338,255
Ceramics Relocation	215,650	277,089	-	145,613	145,613
Mayan Hall Demolition	73,400	1,289,868	-	925,845	925,845
Baseball & Softball Fields	76,285	193,012	-	2,376,312	2,376,312
Buildings 103 & 105 Renovations	129,481	31,792	-	1,083,586	1,083,586
OM HEC Parking	1,267,570	256,959	-	-	-
Sewer Line & Path of Travel	47,613	-	513	713,796	713,796
Procurement Central Services	-	-	190,419	-	-
Fire Alarm Upgrades	204,155	311,401	-	76,553	76,553
Other Projects/Reserve	-	-	-	381,560	5,479,517
Total Expenditures	\$ 53,617,513	\$ 31,603,198	\$ 471,841	\$ 244,423,620	\$ 255,175,816

**Southwestern Community College District
FY 2023-2024 Adoption Budget
Capital Outlay**

Capital Outlay Fund 41	FY 20-21 Audited Actuals	FY 21-22 Audited Actuals	FY 22-23 Unaudited Actuals	FY 23-24 Tentative Budget *	FY 23-24 Adoption Budget
Beginning Fund Balance	\$ 3,126,328	\$ 3,350,593	\$ 8,285,608	\$ 4,924,616	\$ 10,606,718
Revenue					
Redevelopment	\$ -	\$ -	\$ 772,853	\$ 600,000	\$ 600,000
Other Revenue	290,478	443,803	-	200,000	200,000
Transfers In	-	5,686,430	3,971,475	-	-
Total Revenue	<u>\$ 290,478</u>	<u>\$ 6,130,233</u>	<u>\$ 4,744,327</u>	<u>\$ 800,000</u>	<u>\$ 800,000</u>
Expenses					
Redevelopment, Clean Energy and Scheduled Maintenance	\$ 66,213	\$ 1,195,218	\$ 2,423,217	\$ 14,578,986	\$ 11,406,718
Transfers Out	-	-	-	-	-
Total Expenses	<u>\$ 66,213</u>	<u>\$ 1,195,218</u>	<u>\$ 2,423,217</u>	<u>\$ 14,578,986</u>	<u>\$ 11,406,718</u>
Excess of Revenues Over (Under) Expenditures	<u>\$ 224,265</u>	<u>\$ 4,935,015</u>	<u>\$ 2,321,110</u>	<u>\$ (13,778,986)</u>	<u>\$ (10,606,718)</u>
Fund Balances, End of Year	<u>\$ 3,350,593</u>	<u>\$ 8,285,608</u>	<u>\$ 10,606,718</u>	<u>\$ -</u>	<u>\$ -</u>

*Note: Tentative Budget beginning balance was approved as \$4,924,616. This should be \$13,778,986, which then correctly calculates to ending balance of \$0 as noted.

**Southwestern Community College District
 FY 2023-2024 Adoption Budget
 Capital Outlay Projects**

Capital Outlay Projects Fund 41	FY 23-24 Tentative Budget	FY 23-24 Adoption Budget
State Scheduled/Deferred Maintenance Funds		
Prior Years Scheduled Maintenance	\$ 5,882,245	\$ 5,882,245
22-23 Scheduled Maintenance	7,201,437	4,029,169
Total	\$ 13,083,682	\$ 9,911,414
Redevelopment Funds		
Campus Repairs & Maintenance	\$ 600,000	\$ 600,000
ADA Access Upgrade	34,341	34,341
Total	\$ 634,341	\$ 634,341
Capital Outlay-Priority Projects		
Campus Repairs & Maintenance	\$ 860,963	\$ 860,963
Total	\$ 860,963	\$ 860,963
Total Capital Outlay Projects	\$ 14,578,986	\$ 11,406,718

**Southwestern Community College District
FY 2023-2024 Adoption Budget
Enterprise Funds Summary**

Enterprise Funds 51, 52 & 59	BOOKSTORE		FOOD SERVICES		CIVIC CENTER LEASING		FITNESS CENTER-JAWS		COMBINED	
Beginning Fund Balance	\$	1,336,943	\$	-	\$	603,967	\$	1,153,179	\$	3,094,089
Operations										
Sales and Leasing	\$	3,315,000	\$	1,175,500	\$	800,000	\$	850,000	\$	6,140,500
Less Cost of Sales		(2,070,000)		(755,500)		(65,000)		-		(2,890,500)
Other Operating Income		-		-		5,000		-		-
Total Operating Revenue	\$	1,245,000	\$	420,000	\$	740,000	\$	850,000	\$	3,250,000
Operating Expenses										
Salaries	\$	623,111	\$	568,416	\$	247,100	\$	663,625	\$	2,102,252
Employee Benefits		330,689		359,036		97,160		342,261		1,129,146
Supplies & Replacement		38,000		10,000		10,000		10,000		68,000
Other Operating Costs		110,500		57,000		111,500		112,980		391,980
Capital Outlay		-		-		-		-		-
Total Operating Expense	\$	1,102,300	\$	994,452	\$	465,760	\$	1,128,866	\$	3,691,378
Net Operating Income (Loss)	\$	142,700	\$	(574,452)	\$	274,240	\$	(278,866)	\$	(441,378)
Other Revenue/(Expense)										
Other Income	\$	-	\$	-	\$	-	\$	-	\$	-
Transfers In		-		574,452		-		-		574,452
Non-Operating Expense		-		-		-		-		-
Inventory Adjustment		-		-		-		-		-
Transfers Out		(574,452)		-		-		-		(574,452)
Net Other Revenues (Expenses)	\$	(574,452)	\$	574,452	\$	-	\$	-	\$	-
Ending Fund Balance	\$	905,191	\$	-	\$	878,207	\$	874,313	\$	2,652,711

Southwestern Community College District
FY 2023-2024 Adoption Budget
Bookstore

Bookstore Fund 51	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 23-24
	Audited	Audited	Unaudited	Tentative	Adoption
	Actuals	Actuals	Actuals	Budget	Budget
Beginning Fund Balance	\$ 2,371,380	\$ 2,622,939	\$ 2,152,680	\$ 2,338,680	\$ 1,336,943
Operations					
Sales	\$ 1,573,852	\$ 2,283,538	\$ 5,300,650	\$ 3,315,000	\$ 3,315,000
Less Cost of Sales	(670,662)	(1,135,030)	(2,551,182)	(2,070,000)	(2,070,000)
Total Revenue	\$ 903,190	\$ 1,148,508	\$ 2,749,468	\$ 1,245,000	\$ 1,245,000
Salaries	\$ 447,912	\$ 467,848	\$ 617,460	\$ 623,111	\$ 623,111
Employee Benefits	190,224	226,572	297,766	330,689	330,689
Supplies & Replacement	15,773	28,487	17,614	38,000	38,000
Other Operating Costs	-	227,167	2,530,108	110,500	110,500
Total Expenses	\$ 653,909	\$ 950,074	\$ 3,462,948	\$ 1,102,300	\$ 1,102,300
Net Operating Income (Loss)	\$ 249,281	\$ 198,434	\$ (713,480)	\$ 142,700	\$ 142,700
Other Revenue/(Expense)					
Other Income	\$ -	\$ 172,571	\$ -	\$ -	\$ -
Transfers In	-	610,718	(41,996)	-	-
Non-Operating Expense	2,278	-	-	(52,000)	-
Inventory Adjustment	-	(1,451,982)	-	-	-
Transfers Out	-	-	(60,261)	(525,000)	(574,452)
Net Other Revenues (Expenses)	\$ 2,278	\$ (668,693)	\$ (102,257)	\$ (577,000)	\$ (574,452)
Ending Fund Balance	\$ 2,622,939	\$ 2,152,680	\$ 1,336,943	\$ 1,904,380	\$ 905,191

Southwestern Community College District
FY 2023-2024 Adoption Budget
Food Services

Food Services Fund 52	FY 20-21 Audited Actuals	FY 21-22 Audited Actuals	FY 22-23 Unaudited Actuals	FY 23-24 Tentative Budget	FY 23-24 Adoption Budget
Beginning Fund Balance	\$ (137,180)	\$ 548,425	\$ 1,159,482	\$ 220,013	\$ -
Operations					
Sales & Catering	\$ 152	\$ 406,229	\$ 1,496,472	\$ 1,175,500	\$ 1,175,500
Less Cost of Sales	-	(276,760)	(362,233)	(755,500)	(755,500)
Other Revenue	108,052	-	-	-	-
Total Revenue & Transfers	<u>\$ 108,204</u>	<u>\$ 129,469</u>	<u>\$ 1,134,239</u>	<u>\$ 420,000</u>	<u>\$ 420,000</u>
Salaries	\$ 568,538	\$ 672,213	\$ 855,986	\$ 568,416	\$ 568,416
Employee Benefits	256,301	268,969	322,542	359,036	359,036
Supplies & Replacement	92,844	15,807	11,609	10,000	10,000
Other Operating Costs	3,450	8,741	762,148	57,000	57,000
Total Expenses	<u>\$ 921,133</u>	<u>\$ 965,730</u>	<u>\$ 1,952,285</u>	<u>\$ 994,452</u>	<u>\$ 994,452</u>
Net Operating Income (Loss)	\$ (812,929)	\$ (836,261)	\$ (818,046)	\$ (574,452)	\$ (574,452)
Other Revenue/(Expense)					
Other Income	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers In	1,498,534	1,447,318	255,261	525,000	574,452
Non-Operating Expense	-	-	(596,697)	-	-
Transfers (Out)	-	-	-	-	-
Net Other Revenues (Expenses)	<u>\$ 1,498,534</u>	<u>\$ 1,447,318</u>	<u>\$ (341,436)</u>	<u>\$ 525,000</u>	<u>\$ 574,452</u>
Ending Fund Balance	<u><u>\$ 548,425</u></u>	<u><u>\$ 1,159,482</u></u>	<u><u>\$ -</u></u>	<u><u>\$ 170,561</u></u>	<u><u>\$ -</u></u>

**Southwestern Community College District
FY 2023-2024 Adoption Budget
Civic Center Facilities Leasing**

Civic Center Facilities Leasing Fund 59	FY 20-21 Audited Actuals	FY 21-22 Audited Actuals	FY 22-23 Unaudited Actuals	FY 23-24 Tentative Budget	FY 23-24 Adoption Budget
Beginning Fund Balance	\$ 11,801	\$ 253,235	\$ 541,661	\$ 585,062	\$ 603,967
Operations					
Facility Rentals and Leases	\$ 40,347	\$ 245,537	\$ 696,030	\$ 800,000	\$ 800,000
Less Tfr to Facilities (Energy/Util/Cstdl)	-	-	-	(65,000)	(65,000)
Other Operating Revenue	-	-	90	5,000	5,000
Total Revenue	<u>\$ 40,347</u>	<u>\$ 245,537</u>	<u>\$ 696,120</u>	<u>\$ 740,000</u>	<u>\$ 740,000</u>
Salaries	\$ 89,947	\$ 168,386	\$ 367,653	\$ 160,826	\$ 247,100
Employee Benefits	50,771	41,133	171,380	71,903	97,160
Supplies & Replacement	999	34,853	45,147	10,000	10,000
Other Operating Costs	-	10,935	52,097	89,000	111,500
Total Expenses	<u>\$ 141,717</u>	<u>\$ 255,307</u>	<u>\$ 636,277</u>	<u>\$ 331,729</u>	<u>\$ 465,760</u>
Net Operating Income (Loss)	\$ (101,370)	\$ (9,770)	\$ 59,843	\$ 408,271	\$ 274,240
Other Revenue/(Expense)					
Other Income	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers In	495,881	298,196	-	-	-
Non-Operating Expense	(153,077)	-	2,463	-	-
Transfers (Out)	-	-	-	-	-
Net Other Revenues (Expenses)	<u>\$ 342,804</u>	<u>\$ 298,196</u>	<u>\$ 2,463</u>	<u>\$ -</u>	<u>\$ -</u>
Ending Fund Balance	<u><u>\$ 253,235</u></u>	<u><u>\$ 541,661</u></u>	<u><u>\$ 603,967</u></u>	<u><u>\$ 993,333</u></u>	<u><u>\$ 878,207</u></u>

**Southwestern Community College District
FY 2023-2024 Adoption Budget
Fitness Center-JAWS**

Fitness Center Fund 59	FY 20-21 Audited Actuals	FY 21-22 Audited Actuals	FY 22-23 Unaudited Actuals	FY 23-24 Tentative Budget	FY 23-24 Adoption Budget
Beginning Fund Balance	\$ (111,090)	\$ 500,103	\$ 2,004,308	\$ 1,758,949	\$ 1,153,179
Operations					
Sales	\$ 98,575	\$ 119,208	\$ 661,428	\$ 850,000	\$ 850,000
Other Income	-	-	-	-	-
Total Revenue	\$ 98,575	\$ 119,208	\$ 661,428	\$ 850,000	\$ 850,000
Salaries	\$ -	\$ 296,157	\$ 920,513	\$ 663,625	\$ 663,625
Employee Benefits	-	93,820	289,247	342,261	342,261
Supplies & Replacement	-	18,184	23,469	10,000	10,000
Other Operating Costs	298,702	32,676	279,328	112,980	112,980
Total Expenses	\$ 298,702	\$ 440,837	\$ 1,512,557	\$ 1,128,866	\$ 1,128,866
Net Operating Income (Loss)	\$ (200,127)	\$ (321,629)	\$ (851,129)	\$ (278,866)	\$ (278,866)
Other Revenue/(Expense)					
Other Income	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers In	811,320	1,825,834	-	-	-
Non-Operating Expense	-	-	-	-	-
Transfers (Out)	-	-	-	-	-
Net Other Revenues (Expenses)	\$ 811,320	\$ 1,825,834	\$ -	\$ -	\$ -
Ending Fund Balance	\$ 500,103	\$ 2,004,308	\$ 1,153,179	\$ 1,480,083	\$ 874,313

**Southwestern Community College District
FY 2023-2024 Adoption Budget
Student Center**

Student Center Fund 39	FY 20-21 Audited Actuals	FY 21-22 Audited Actuals	FY 22-23 Unaudited Actuals	FY 23-24 Tentative Budget	FY 23-24 Adoption Budget
Beginning Fund Balance	\$ 400,863	\$ 402,443	\$ 466,811	\$ 477,196	\$ 433,979
Revenue					
Interest	\$ 1,580	\$ 649	\$ 8,121	\$ 500	\$ 500
Student Fees	-	41,733	84,631	148,700	148,700
Transfers In	-	147,208	-	-	-
Total Revenue	<u>\$ 1,580</u>	<u>\$ 189,590</u>	<u>\$ 92,752</u>	<u>\$ 149,200</u>	<u>\$ 149,200</u>
Expenses					
Supplies	\$ -	\$ -	\$ -	\$ -	\$ -
Other Expenses	-	-	-	-	-
Bond Payment	-	125,222	125,584	126,834	264,875
Total Expenses	<u>\$ -</u>	<u>\$ 125,222</u>	<u>\$ 125,584</u>	<u>\$ 126,834</u>	<u>\$ 264,875</u>
Excess of Revenues Over (Under) Expenses	<u>\$ 1,580</u>	<u>\$ 64,368</u>	<u>\$ (32,832)</u>	<u>\$ 22,366</u>	<u>\$ (115,675)</u>
Ending Fund Balance	<u><u>\$ 402,443</u></u>	<u><u>\$ 466,811</u></u>	<u><u>\$ 433,979</u></u>	<u><u>\$ 499,562</u></u>	<u><u>\$ 318,304</u></u>

**Southwestern Community College District
FY 2023-2024 Adoption Budget
Student Representation Fee**

Student Representation Fee Fund 72	FY 20-21 Audited Actuals	FY 21-22 Audited Actuals	FY 22-23 Unaudited Actuals	FY 23-24 Tentative Budget	FY 23-24 Adoption Budget
Beginning Fund Balance	\$ 1,524	\$ 7,576	\$ 8,528	\$ 12,104	\$ 78,692
Revenue					
Other Income	\$ -	\$ -	\$ -	\$ -	\$ -
Student Fees	7,576	4,210	74,374	10,000	74,376
Total Revenue	\$ 7,576	\$ 4,210	\$ 74,374	\$ 10,000	\$ 74,376
Expenses					
Payment to SWC ASO for Student Representation Fee	\$ 762	\$ -	\$ 2,105	\$ 3,788	\$ 37,188
Payment to Student Senate of CCC (SISCCC)	762	3,258	2,105	3,258	37,188
Administrative Fee Paid to District	-	-	-	530	-
Total Expenses	\$ 1,524	\$ 3,258	\$ 4,210	\$ 7,576	\$ 74,376
Excess of Revenues Over (Under) Expenses	\$ 6,052	\$ 952	\$ 70,164	\$ 2,424	\$ -
Ending Fund Balance	\$ 7,576	\$ 8,528	\$ 78,692	\$ 14,528	\$ 78,692

**Southwestern Community College District
FY 2023-2024 Adoption Budget
Associated Student Organization**

Associated Student Org. Fund 71	FY 20-21 Audited Actuals	FY 21-22 Audited Actuals	FY 22-23 Unaudited Actuals	FY 23-24 Tentative Budget	FY 23-24 Adoption Budget
Beginning Fund Balance	\$ 572,968	\$ 616,921	\$ 596,175	\$ 604,936	\$ 577,309
Revenue					
Student Activity Cards	\$ 296,726	\$ 230,088	\$ 246,376	\$ 300,000	\$ 300,000
Other Revenue	-	8,791	17,432	-	-
Transfers In	-	6,652	-	-	-
Total Revenue	<u>\$ 296,726</u>	<u>\$ 245,531</u>	<u>\$ 263,808</u>	<u>\$ 300,000</u>	<u>\$ 300,000</u>
Expenses					
Classified & Student Salaries	\$ 48,617	\$ 48,087	\$ 55,009	\$ 55,637	\$ 55,637
Employee Benefits	-	31,955	36,555	36,761	36,761
Supplies & Replacement	124,109	181,326	175,003	185,402	185,402
Other Operating Costs	37,047	4,909	16,107	22,000	22,000
Other Uses	43,000	-	-	-	-
Total Expenses	<u>\$ 252,773</u>	<u>\$ 266,277</u>	<u>\$ 282,674</u>	<u>\$ 299,800</u>	<u>\$ 299,800</u>
Excess of Revenues Over (Under) Expenses	<u>\$ 43,953</u>	<u>\$ (20,746)</u>	<u>\$ (18,866)</u>	<u>\$ 200</u>	<u>\$ 200</u>
Ending Fund Balance	<u>\$ 616,921</u>	<u>\$ 596,175</u>	<u>\$ 577,309</u>	<u>\$ 605,136</u>	<u>\$ 577,509</u>

**Southwestern Community College District
FY 2023-2024 Adoption Budget
Self-Insurance**

Self-Insurance Fund 61	FY 20-21 Audited Actuals	FY 21-22 Audited Actuals	FY 22-23 Unaudited Actuals	FY 23-24 Tentative Budget	FY 23-24 Adoption Budget
Beginning Fund Balance	\$ 586,585	\$ 594,688	\$ 581,156	\$ 601,932	-
Revenue					
Interest	\$ 8,103	\$ (13,532)	\$ -	\$ 3,600	-
Other Revenue	-	-	11,187	-	-
Total Revenue	\$ 8,103	\$ (13,532)	\$ 11,187	\$ 3,600	-
Expenses					
Supplies	\$ -	\$ -	\$ -	\$ -	-
Other Expenses	-	-	592,343	-	-
Total Expenses	\$ -	\$ -	\$ 592,343	\$ -	-
Excess of Revenues Over (Under) Expenses	\$ 8,103	\$ (13,532)	\$ (581,156)	\$ 3,600	-
Ending Fund Balance	\$ 594,688	\$ 581,156	\$ -	\$ 605,532	-

Glossary

Glossary

AB: Adopted Budget.

AP: Administrative Procedure.

Accrual basis: The method of accounting which calls for recognizing revenue/gains and expenses/losses in the accounting period in which the transactions occur regardless of the timing of the related cash flows.

Administrator: For the purpose of Education Code Section 84362, “administrator” means any employee in a position having significant responsibilities for formulating district policies or administering district programs.

Allocation: Division or distribution of resources according to a predetermined plan.

Apportionment: Allocation of State or Federal aid, district taxes, or other monies to community college districts or other governmental units.

Appropriation: A legal authorization granted by a legislative or governing body to make expenditures and incur obligations for a specified time and purpose.

Appropriation for contingencies: That portion of a current fiscal year’s budget not appropriated for any specific purpose and held subject to intra-budget transfer, i.e., transfer to other specific appropriations as needed during the fiscal year.

ASO: Associated Student Organization.

Audit: An official examination and verification of financial statements and related documents, records, and accounts for the purpose of determining the propriety of transactions, whether transactions are recorded properly, and whether statements drawn from accounts reflect an accurate picture of financial operations and financial status. Audit procedures may also include examination and verification of compliance with applicable laws and regulations, economy and efficiency of operations, and effectiveness in achieving program results. The general focus of the annual audit conducted on the district is usually a financial statement examination and compliance audit.

Balanced budget: A budget in which receipts are equal to or greater than outlays in a fiscal period.

Basis of accounting: A term used to refer to when revenues, expenditures, expenses, and transfers (and the related assets and liabilities) are recognized in the accounts and reported in the financial statements. Specifically, it relates to the timing of the measurements made, regardless of the nature of the measurement, on either the cash or the accrual method.

Beginning fund balance: Unencumbered resources available in a fund from the prior year after payment of the prior-year expenses.

BFB: Beginning Fund Balance.

Bond: Most often a written promise to pay a specified sum of money, called the face value, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate.

Bond Interest and Redemption Fund: The fund designated to account for receipt and expenditure of property tax revenue specified for payment of the principal and interest on outstanding bonds of the district.

Bond premium: The excess of the purchase or sale price of a bond, exclusive of accrued interest, over its face value.

Bonded debt: The portion of district indebtedness represented by outstanding bonds.

Bonds authorized and unissued: Legally authorized bonds that have not been sold.

BOT: Board of Trustees.

BP: Board Policy.

Budget document: The instrument used by the budget-making authority to present a comprehensive financial program to the governing authority (form CCFS-311 for California community colleges).

Included is a balanced statement of revenues and expenditures (both actual and budgeted) as well as other exhibits.

Budgeting: The process of allocating available resources among potential activities to achieve the objectives of an organization.

CalPERS (PERS): California Public Employees' Retirement System.

CalSTRS (STRS): California State Teachers' Retirement System.

Capital outlay: The acquisition of or additions to fixed assets, including land or existing buildings, improvement of grounds, construction of buildings, additions to buildings, remodeling of buildings, or equipment.

Categorical funding: Allocations that are required to be spent in a particular way or for a designated program.

CCC: California Community College.

CCCCO: California Community College Chancellor's Office.

CDCP: Career Development and College Preparation program.

Chart of accounts: A systematic list of accounts applicable to a specific entity.

Classified employee: A district employee who is not required to meet minimum academic standards as a condition of employment.

COLA: Cost-of-Living Adjustment.

Contracted services: Services rendered by personnel who are not on the payroll of the college system, including all related expenses covered by the contract.

Debt limit: The maximum amount of bonded debt for which an entity may legally obligate itself.

Debt service: Expenditures for the retirement of principal and interest on long-term debt.

Deferred revenue: Revenue received prior to being earned, such as bonds sold at a premium, advances received on Federal or State program grants, or enrollment fees received for a subsequent period.

Deficit factor: Applied to apportionment revenue based on available funding from the California Community Colleges Chancellor's Office.

Educational administrator: Education Code Section 87002 and California Code of Regulations Section 53402(c) defines "educational administrator" as an administrator who is employed in an academic position designated by the governing board of the district as having direct responsibility for supervising the operation of or formulating policy regarding the instructional or student services program of the college or district. Educational administrators include, but are not limited to, chancellors, presidents, and other supervisory or management employees designated by the governing board as educational administrators.

EFB: Ending Fund Balance.

Employee benefits: Amounts paid by an employer on behalf of employees. Examples are group health or life insurance payments, contributions to employee retirement, district share of OASDI (Social Security) taxes, and workers' compensation payments. These amounts are not included in the gross salary but are over and above. While not paid directly to employees, they are a part of the total cost of employees.

Ending fund balance: Unencumbered resources available in a fund from the current year after payment of the current-year expenses.

Enterprise funds: A subgroup of the proprietary funds group used to account for operations when the governing board has decided either that the total cost of providing goods and services on a continuing basis (expenses including depreciation) be financed or recovered primarily through user charges or that the periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

Estimated revenue: Expected receipt or accruals of monies from revenue or nonrevenue sources during a given period.

Expenditures: Payment of cash or cash equivalent for payroll, goods or services, or a charge against available funds in settlement of an obligation.

Expense of education: This includes all general fund expenditures, restricted and unrestricted, for all objects of expenditure from 1000 through 5000, and all expenditures of activity from 0100 through 6700. (See also 50% Law.)

Fifty Percent (50%) Law: Education Code Section 84362, commonly known as the 50% Law, requires that a minimum of 50 percent of the district's Current Expense of Education (CEE) be expended during each fiscal year for "Salaries of Classroom Instructors."

Fiscal year: A 12-month period to which the annual operating budget applies and, at the end of which, a government determines its financial position and the results of its operations. For governmental entities in the state of California, the period begins on July 1 and ends on June 30.

FTEF: Shall mean “full-time equivalent faculty.” FTEF is expressed as the percentage of hours per week considered to be a full-time assignment.

FTES: Shall mean “full-time equivalent students.” The units of resident FTES are the primary basis of revenue to the college. A single unit of FTES represents 525 instructional contact hours. Annually, the State sets a level of funding for each college, expressed in units of FTES, that constitutes the vast majority of income to the institution.

Full-time equivalent (FTE) employees: Ratio of the hours worked based upon the standard work hours of one full-time employee. For example, classified employees may have a standard workload of 40 hours per week. If several classified employees worked 380 hours in one week, the FTE conversion would be $380/40$ or 9.5 FTE.

Fund: An independent fiscal and accounting entity with a self-balancing set of accounts for recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein.

Fund balance: The difference between fund assets and fund liabilities of governmental and similar trust funds.

FVP: Facilities Vision Plan.

GASB: Governmental Accounting Standards Board.

General fund: The fund used to account for the ordinary operations of the district. It is available for any legally authorized purpose not specified for payment by other funds.

General reserve: An account to record the reserve budgeted to provide operating cash in the succeeding fiscal year until taxes and State funds become available.

GFOA: Government Finance Officers Association.

Governmental Accounting Standards Board (GASB): The authoritative accounting and financial reporting standard-setting body for governmental entities.

Governmental funds: Grouping of funds used to account for activities directly related to an institution’s educational objectives. These funds include the General Fund, Debt Service Funds, Special Revenue Funds, and Capital Project Funds.

Grants: Contributions or gifts of cash, or other assets, from another government or private organization to be used or expended for a specified purpose, activity, or facility.

Hold Harmless: Ensures that no district will receive less than it received in 2017-18. Thereafter, each district would be held harmless through 2021-22 based on 2017-18 TCR grown by COLA annually.

Indirect expenses or costs: Those elements of cost necessary in the production of a good or service, which are not directly traceable to the product or service. Usually these costs relate to objects of expenditure that do not become an integral part of the finished product or service, such as rent, heat, light, supplies, management, and supervision.

Instructional service agreement (ISA): An agreement with a third party to provide instruction that is open to all students and is eligible for apportionment, if specific criteria are met.

Interfund transfers: Money that is taken from one fund and added to another fund without an expectation of repayment.

Intrabudget transfers: Amounts transferred from one appropriation account to another within the same fund.

Intrafund transfer: The transfer of monies within a fund of the district.

JPA: Joint Powers Agreement.

Liabilities: Debt or other legal obligations (exclusive of encumbrances) arising out of transactions in the past that must be liquidated, renewed, or refunded at some future date.

Load: Shall mean the number of hours assigned to a full-time or full-time equivalent faculty member.

Long-term debt: A borrowing that extends for more than one year from the beginning of the fiscal year.

Modified accrual basis (modified cash basis): The accrual basis of accounting adapted to the governmental fund-type measurement focus. Under it, revenues and other financial resource increments (e.g., bond-issue proceeds) are recognized when they become susceptible to accrual, that is, when they become both “measurable” and “available” to finance expenditures of the current period.

“Available” means collectible in the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are recognized when the fund liability is incurred except for (1) inventories of materials and supplies that may be considered expenditures either when purchased or when used, and (2) prepaid insurance and similar items that may be considered expenditures either when paid for or when consumed. All governmental funds, expendable trust funds, and agency funds are accounted for using the modified accrual basis of accounting.

Object code: Revenue or expenditure classification within the system-wide chart of accounts.

OPEB: Other Post-Employment Benefits.

Operating expenses: Expenses related directly to the entity’s primary activities. Generally used in proprietary funds and the full-accrual entity-wide financial statements.

Operating income: Revenues received directly related to the entity’s primary activity. Generally used in proprietary funds and the full-accrual entity-wide financial statements.

Other Post-Employment Benefits (OPEB): Post-employment benefits that an employee will begin to receive at the start of retirement. This does not include pension benefits paid to the retired employee.

Other postemployment benefits that a retiree can be compensated for are life-insurance premiums, healthcare premiums, and deferred-compensation arrangements.

P1: First principal apportionment.

P2: Second principal apportionment.

Par value: The nominal or face value of a security.

PBC: Planning and Budget Committee.

PERS: California “Public Employees’ Retirement System”.

Program: Category of activities with common outputs and objectives. A program may cut across existing departments and agencies.

Program accounting: A system of accounting in which records are maintained to accumulate income and expenditure data by program rather than by organization or by fund.

Program costs: Costs incurred and allocated by program rather than by organization or by fund.

Proprietary Funds Group: A group of funds used to account for those ongoing government activities which, because of their income-producing character, are similar to those found in the private sector.

Reimbursement: (1) Repayments of amounts remitted on behalf of another party; and (2) Interfund transactions that constitute reimbursements to a fund for expenditures or expenses initially made from it, but that properly apply to another fund (e.g., an expenditure properly chargeable to a special revenue fund is initially made from the general fund and is subsequently reimbursed). These transactions are recorded as expenditures or expenses (as appropriate) in the reimbursing fund and as reductions of expenditures or expenses in the fund reimbursed.

Reserve: An amount set aside to provide for estimated future expenditures or losses, for working capital, or for other specified purposes.

Restricted accounts: Cash or other assets that are limited as to use or disposition by their source. Their identity is therefore maintained, and their expenditure or use is also recorded separately.

Revenue: Increase in net assets from other than expense or expenditure refunds or other financing sources (e.g., long-term debt proceeds, residual equity, operating transfers, and capital contributions).

Salaries of Classroom Instructors: Salaries of classroom instructors, as prescribed in California Code of Regulations (CCR), Title 5, Section 59204, means (1) “that portion of salaries paid for purposes of instruction of students by full-time and part-time instructors employed by a district; and (2) all salaries paid to classified district employees who are (a) assigned the basic title of “Instructional Aide” or other appropriate title designated by the governing board that denotes that the employees’ duties include instructional tasks, and (b) employed to assist instructors in the performance of their duties, in the supervision of students, and in the performance of instructional tasks.”

SBRPSTC: South Bay Regional Public Safety Training Consortium.

SCC: Shared Consultation Council.

SCCD: Southwestern Community College District.

SCFF: Student Centered Funding Formula.

Schedules: Explanatory or supplementary statements that accompany the balance sheet or other financial statements.

Self-Insurance Fund: An internal service fund designated to account for income and expenditures of self-insurance programs.

SERP: Supplemental Employee Retirement Plan.

SSCG: Student Success Completion Grant.

STRS: California “State Teachers’ Retirement System”.

Student Centered Funding Formula (SCFF): Funds districts using a base allocation tied to enrollment, a supplemental allocation based on student demographics correlated with higher need students, and a student success allocation based on outcomes. 2018-19 was the first year of implementation of the SCFF.

TB: Tentative Budget.

TCR: Total Computational Revenue.

Total computational revenue (TCR): Describes the calculation of a district’s total entitlement based on full-time equivalent students (FTES), infrastructure factors, and the number of colleges and centers a district operates. The TCR provides the basis for general apportionment funding to be distributed throughout the community college system. It is from this number that the California Community Colleges Chancellor’s Office distributes apportionment as per the allocation process described in Title 5 Section 58770.

Appendices

Appendix A – Success and Equity Metrics

Student Equity Plan	Revised Data and Goals		Progress Update			Equity Gap Update			
	Baseline 2017-18	Goal 2021-22	Update 2021-22	Increase/Decrease Over 2017-18	Remaining to Reach Goal	Equity Gaps 2017-18		Equity Gaps 2021-22	
1) Increase percentage of applicants who enroll	40.2%	43.3%	38.2%	-2.1 Percentage Points	5.1 Percentage Points	AK Native/Amer. Indian (23%, 15/64) Asian (10%, 69/690) African-American (6%, 89/1,531) Pac Islander/HI Native (13%, 13/99) White (6%, 184/2,901) Female (3%, 338/12,829)	AK Native/Amer. Indian (16%, 9/58) Asian (8%, 46/554) African American (7%, 80/1,153) White (17%, 539/3,212) Female (4%, 549/12,330) Non-Binary (9%, 12/127)		
2) Increase percentage of students retained from fall to spring	70.4%	73.5%	68.2%	-2.2 Percentage Points	5.3 Percentage Points	Asian (10%, 31/326) African-American (9%, 74/840) White (5%, 91/2,005) Female (2%, 162/9,413)	Asian (6%, 16/255) African-American (4%, 25/641) White (8%, 94/1,178) Homeless (12%, 9/74)		
3) Increase percentage of students who complete transfer-level math and English in first academic year	4.9%	23.9%	12.6%	7.7 Percentage Points	11.3 Percentage Points	Hispanic (2%, 85/4,438) Female (1%, 30/3,320)	African American (9%, 19/218) Hispanic (2%, 69/3,214) Female (3%, 61/2,397)		
4) Increase number of students annually who earn an Associate Degree or Chancellor's Office Approved Credit Certificate	1585	1793	1847	262	Goal exceeded	African-American (2%, 24/1,317) Two or More Races (2%, 19/980) Foster Youth (2%, 9/365)	African-American (2%, 21/1,030) LGBT (6%, 32/550)		
5) Increase the number of students annually who transfer to a four-year institution	1407 (2016-17)	1449	1768 (2020-21)	361	Goal exceeded	Foster Youth (2%, 7/350) LGBT (2%, 7/333)	LGBT (2%, 12/517)		
6) Eliminate all equity gaps under goals above*	(% , X/Y)=Percent, Number of Additional Students from Population Needed to Close Gap								
*See equity gap update columns									

Vision for Success	Revised Data and Goals		Progress Update			Equity Gap Update			
	Baseline 2016-17	Goal 2021-22	Update 2021-22	Increase/Decrease Over 2016-17	Remaining to Reach Goal	Equity Gaps 2016-17		Equity Gaps 2021-22	
1) Increase number of students annually who earn an Associate Degree or Chancellor's Office Approved Credit Certificate	1,494	1,793	1,847	353	Goal exceeded	African-American (1%, 16/1,265) Two or More Races (2%, 17/776) LGBT (3%, 9/333)	African-American (2%, 21/1,030) LGBT (6%, 32/550)		
2) Increase number of students annually who earn an Associate Degree for Transfer <i>Note: Allowable proxy for students who transfer to a UC or CSU</i>	584	788	874	290	Goal exceeded	African-American (2%, 21/1,265) Filipino (2%, 32/1,801) Two or More Races (2%, 14/776) White (2%, 51/2,882)	Filipino (4%, 70/1,947) White (3%, 57/1,975) Non-Binary (3%, 2/79)		
3) Decrease the average number of units accumulated by students earning as Associate Degree	91	84	85	-6	1				
4) Increase percent of exiting CTE students who report being employed in their field of study	61.1% (2014-15)	76.0%	56.4% (2019-20)	-4.7% Percentage Points	19.6% Percentage Points	Veteran (12%, 2/17)	Hispanic (11%, 11/109) Economically Disadv. (6%, 8/150)		
5) Reduce all equity gaps under goals above*	(% , X/Y)=Percent, Number of Additional Students from Population Needed to Close Gap								
*See equity gap update columns									

Appendix B – Integrated Planning and Budget Development Process

SOUTHWESTERN COLLEGE INTEGRATED PLANNING AND BUDGET DEVELOPMENT PROCESS TIMELINE

JANUARY - FEBRUARY

Program Review*

- Training and individual consultations (cont.)
- Program Review – Level 3

Budget Development

- Planning and Budget Committee (PBC) examines budget assumptions based on current fiscal state, the college district mission, vision and values statements, and the institution's strategic planning goals documents.
- Reviews past year's budget and PBC annual Full Report at SCC meeting.
- Training for budget managers. Proposed budgets on needs identified in program review and strategic planning goals found in institutional planning documents.

MARCH - MAY

Program Review*

- Training and individual consultations (cont.)
- Program Review – Level 2

Prioritization*

- IPRC Prioritization Task Force training and prioritization

Program Review*

- Participant and Task Force surveys

Budget Development

- Training for budget managers; Proposed budgets on needs identified in program review and strategic planning goals found in institutional planning documents continues.
- Budget managers submit electronic budget proposals to Finance Office. Finance Office brings draft to Planning and Budget Committee for input. The Planning and Budget Committee provides support for SCC Prioritization Process and reviews the prioritization list.

JUNE – JULY

Strategic Plan/Vision for Success

- Annual Review

Prioritization*

- Identification of funding sources and notice of award

Program Review*

- Develop research and data needs

Budget Development

- Tentative budget presented to public. Governing Board adopts tentative budget.
- The Planning and Budget Committee, and the Finance Office continue to discuss the tentative budget.

AUGUST - OCTOBER

Faculty/Resource Allocation (FHP)

- FHP training
- Faculty Proposal Development

Institutional Planning

- Enrollment Management Plan

Program Review*

- Develop research and data

Budget Development

- The Planning and Budget Committee, and the Finance Office continue to discuss the tentative budget.
- Governing Board reviews final budget proposal and approves the final budget at its September meeting.
- The Planning and Budget Committee continues training and providing oversight for adopted budget. Reviews budget development process. Provides oversight for previous year's SCC prioritization list. In addition, provides oversight for annual Strategic Plan assessment.

OCTOBER - DECEMBER

Institutional Planning

- Institutional Technology Plan

Faculty/Resource Allocation (FHP)

- Develop data for FHP prioritization
- FHP Committee prioritization

Program Review*

- Training and individual consultations

Budget Development

- The Planning and Budget Committee continues training and providing oversight for adopted budget. Reviews budget development process. Provides oversight for previous year's SCC prioritization list. In addition, provides oversight for annual Strategic Plan assessment.

**Program review currently in multi-year pilot process and program review timelines above subject to change
SCC Approved May 2019; SCC Approval of program review pilot process July 2020*