

TENTATIVE BUDGET

Governing Board Meeting
June 11, 2019

FISCAL YEAR 2019-2020



Table of Contents

Governing Board, Mission Statement, Vision Statement, Inclusion Statement and Value Statements	1-2
Strategic Plan Priorities and Goals.....	2-3
Student-Centered Funding Formula	4
Budget Alignment and Strategic Plan	5-6
Program Review	7
Integrated Planning Calendar	8
Introduction	
Fiscal Year 2019-20 Budget.....	9
State Budget Highlights.....	9
California Community College Budget Highlights.....	9-10
Student-Centered Funding Formula Adjustments	11-12
New Longitudinal Student Data System	13
Relief on STRS Costs	13
Section 1 – General Information	
District Information and Divisional Structure	14-16
Divisional Descriptions.....	14
Office of the Superintendent/President	14
Office of Communications, Community and Government Relations.....	14
Office of Institutional Effectiveness	15
Office of Institutional Technology Services.....	15
Office of Development and Foundation.....	15
Academic Affairs	15
Business and Financial Affairs	15
Human Resources	16
Student Affairs	16
Section 2 – Budget and Financial Policies and Procedures	
Board Policy 6100 – Delegation of Authority, Fiscal	16
Board Policy 6200 – Budget Preparation.....	17
Board Policy 6250 – Budget Management	17
Administrative Procedure 6250 – Budget Management	17-18
Board Policy 6300 – Fiscal Management.....	18-19
Board Policy 6320 – Investments	19
Board Policy 6400 – Financial Audits	20
Section 3 – College Budget Information	
Fund Accounting, Measurement Focus & Basis of Accounting.....	20
Basis of Budgeting.....	20-21
Section 4 – Financial Assumptions and Information	
State Budget projections included in Southwestern Community College District Budget	21
State Budget Act Highlights and Impacts to Southwestern College	22-23
Southwestern Community College District’s Budget Building Assumptions.....	23
Full-Time Equivalent Students (FTES) Goals and Analysis	23-24
Funding Formula versus Hold Harmless	24
Revenues	24

Table of Contents

Unrestricted General Fund Revenue and Expenses	25-26
Fund Balance – Unrestricted Fund	26
Expenditures	26-27
Net Budget.....	27-28
Other Issues of Note	28
Additional Fund Revenues and Expenses Included in the Tentative Budget	
Restricted General Funds	28
Restricted General Fund Revenue.....	28
Restricted General Fund Expenses.....	28-29
Enterprise Funds	29
Proposition R – General Obligation Bond Funds	29
Proposition Z – General Obligation Bond Funds	29
Capital Outlay Funds – Fund 41	29
Associated Student Organization Trust	30
Student Center Fee	30
District Self-Insurance Fund	30
Student Success and Completion Grant Funds.....	30
Other Post Employee Benefits.....	30-31
Budget.....	32-61
Summary of Revenue Fund Budgets – All District Funds.....	33
Restricted Funds Ending Balance Summary	34
Unrestricted General Fund Ending Balance Summary.....	35
Summary of Revenue Fund Budgets – All District Funds.....	36
General Fund Revenue Summary	37
Unrestricted General Fund Balance Roll-up	38
FY 2018-19 Adopted and FY 2019-20 Tentative Budget Unrestricted Budget	
Expense Comparison.....	39
Unrestricted General Fund Revenue	40
Unrestricted General Fund Expense.....	41
Detail of Restricted Income	42
Restricted Revenue and Expense	43
Enterprise Funds Summary	44
Bookstore Fund Summary.....	45
Food Services Summary	46
Food Services: Student Union Cafeteria.....	47
Food Services: Tradewinds.....	48
Food Services: Time Out Café	49
Food Services: Concessions.....	50
Civic Center – Facility Use Funds.....	51
Proposition R Bond Funds.....	52
Proposition R Project Funds Projects	53
Proposition Z Project Funds Projects	54
Proposition Z Bond Funds	55
Capital Outlay Funds Summary – Redevelopment, Clean Energy and Scheduled Maintenance Fund	56
Capital Outlay Project Funds – Redevelopment, Clean Energy and Scheduled Maintenance Fund	57
Associated Student Organization Funds.....	58
Student Center Fund	59
Self-Insurance Fund	60
Student Success and Completion Grant Fund	61

GOVERNING BOARD

Griselda A. Delgado

Board Member

Roberto Alcantar

Board President

Leticia Cazares

Board Member

Tim Nader

Board Member

Nora E. Vargas

Board Vice President

Rudolph Villegas

Student Board Member

College Definitions for Diversity, Equity & Inclusion Mission, Vision & Value Statements

College Definitions for Diversity, Equity and Inclusion

Diversity

- Diversity is all differences and similarities including all human traits, experiences, beliefs, and backgrounds that make each individual unique.

Equity

- Equity is intentionally identifying and removing barriers to ensure access and provide meaningful opportunities and support for all to succeed.

Inclusion

- Inclusion is actively honoring and respecting diversity to foster a safe and welcoming community where all are inspired to participate and realize a sense of belonging.

Mission Statement

Southwestern Community College District 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.

Vision Statement

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

Inclusion Statement

Southwestern College actively honors and respects diversity to foster a safe and welcoming community where all are inspired to participate and realize a sense of belonging.

Value Statements

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

Student Success- Southwestern College provides a student-centered environment, through equitable access, opportunity, support, and clear pathways that enable students to achieve their educational and professional goals.

Equity - Southwestern College intentionally identifies and removes barriers to cultivate success for all, and purposely addresses the effects of systemic inequities.

Scholarship - Southwestern College inspires students to become lifelong learners and responsible global thinkers.

Professional Excellence - Southwestern College continuously supports and educates all employees to ensure effective collaboration, support student success, and uphold the highest professional standards.

Cultural Proficiency- Southwestern College engages in cultural proficiency by providing a rich learning environment that embraces our cultural differences and experiences.

Sustainability of Stewardship - Southwestern College utilizes natural, financial and physical resources effectively, equitably, and respectfully.

Community: - Southwestern College bridges the gap between higher education, civic engagement, and economic well-being to the community we serve.

Inclusionary Practices - Southwestern College actively honors and respects diversity to foster a safe and welcoming community where all are inspired to participate and realize a sense of belonging.

Southwestern Community College District Strategic Plan Priorities and Goals, 2016-2019

District Strategic Plan priorities and goals are utilized to help guide College decision-making and resource allocation processes. The District's priorities and goals are shown on the following page.

Priority: Student Access

Goal: Southwestern Community College District (SCCD) will promote a student-centered climate that provides equal access to educational achievement through collaboration that values diversity

Priority: Student Success

Goal: SCCD will promote a culture of academic success by creating a safe and supportive environment that enables students to achieve their educational goals

Priority: Teaching and Learning

Goal: SCCD will provide excellent instruction and develop a culture of independent thinkers and learners

Priority: Economic, Workforce, and Community Development

Goal: SCCD will contribute to the region's economic revitalization through resources that support the expansion of local business and industry and by expanding programs that generate new and vital workforce and business development opportunities for students and the community

Priority: Human Resources

Goal: SCCD will recruit, hire and train qualified and diverse staff, faculty, and administrators, demonstrating its commitment to providing an equitable and inclusive environment that supports professional growth and academic success of all employees and students

Priority: Physical and Fiscal Resources

Goal: SCCD will act in a responsible, accountable, and transparent manner in budget and financial matters, and will actively and ethically seek outside sources of funding in order to preserve financial solvency

Goal: SCCD will provide that the College's design and infrastructure meets the evolving needs of all students, faculty, staff, and community in support of an innovative learning environment

Priority: Organizational Effectiveness

Goal: SCCD will provide effective implementation of organizational goals/strategies by cultivating and sustaining processes, systems, and culture that supports optimal organizational structure, capacity and capability

Goal: SCCD will meet the evolving needs of students, faculty, staff and community in support of an innovative learning environment

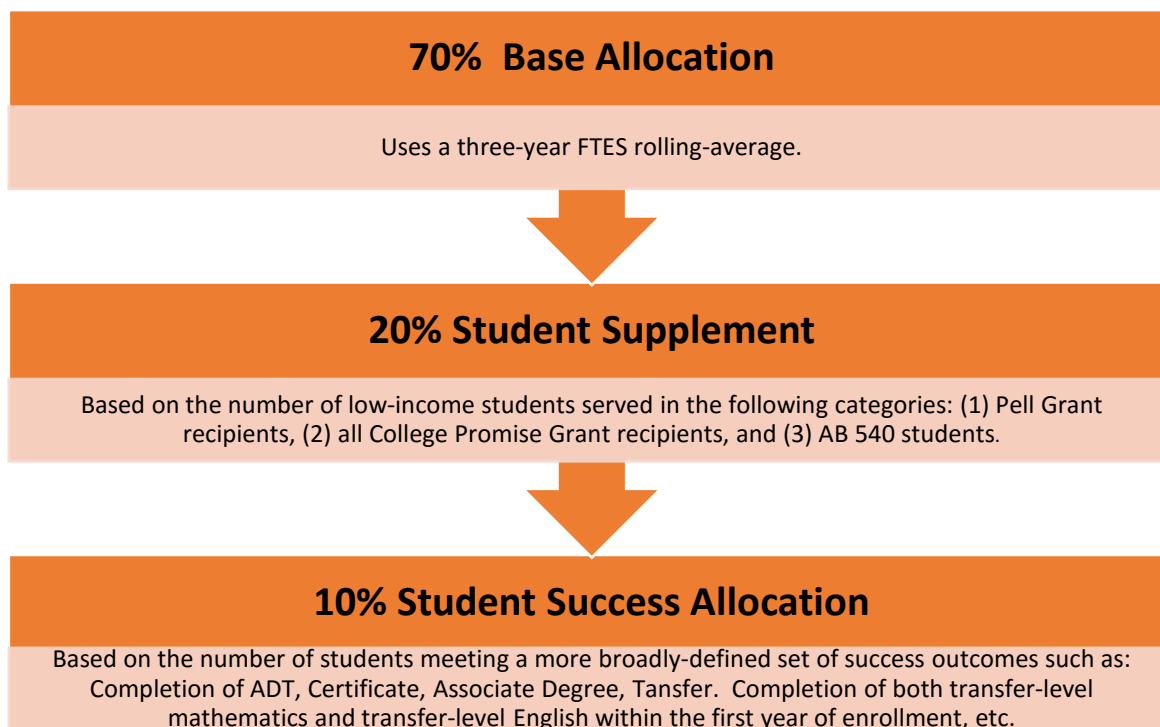
Priority: Institutional Technology and Research

Goal: SCCD will meet current and anticipated technology needs required to support and enhance the educational and workplace experience.

All funds allocated within the budget are associated with meeting the above strategic planning goals of the District and the State of California outcomes for the *Vision for Success*. District goals and state outcomes can be summarized by the primary objectives of Equity and Access, Student Success and Institutional Effectiveness.

Student-Centered Funding Formula

The State of California has adopted historic legislation to change how community college is funded. The 2018-19 State budget incorporated the new *Student-Focused Funding Formula (SCFF)*, based on principles of equity, access, student success and institutional effectiveness. The framework for the new apportionment allocation model is shown below.



The *Vision for Success* includes the goal of closing achievement gaps for historically underrepresented students, which the SCFF addresses by not only providing additional funding for districts to enroll low-income students but also ensuring those students succeed. Language in the funding formula calls on districts to set performance goals that align with the system-wide goals established in the *Vision for Success* ensuring that the colleges are aligning local goals with the equity and success metrics outlined in the *Vision for Success*.

Budget Alignment and Strategic Plan

The State's funding formula has aligned the District's FY 2019-2020 Base Revenue with the following outcomes:

Unrestricted Budget	Amount	
Institutional Effectiveness	9,403,250	10%
Student Access	58,580,562	60%
Student Equity	21,428,501	21%
Student Success	8,811,290	9%
Total Apportionment	98,223,603	100%

The District's Restricted Budget includes program details that may be categorized based on the following:

Restricted Budget	Amount	
Institutional Effectiveness	3,736,142	13%
Student Access	1,134,813	4%
Student Equity	6,183,416	21%
Student Success	18,743,481	62%
Total	29,797,851	100%

Budget Planning

The Southwestern Community College District (SCCD) 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. This 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 Planning and Budget Committee is committed to a budget development process that supports the College District's Strategic Plan and Institutional Mission that is based on planning and needs identified through Institutional Program Review, and is data-informed regarding outcomes assessment in both instructional and non-instructional areas. The Planning and Budget Committee plays an important oversight role in the SCC's annual prioritization process for resource allocation, and the Planning and Budget Committee provides input to the College District's ACCJC Self-Evaluation Study for Standards:

Standard I.C—Institutional Integrity: (I.C.14);

Standard III.B—Physical Resources: (III.B.1; III.B.2; III.B.3; III.B.4); and

Standard III.D—Financial Resources:

Planning: (III.D.1; III.D.2; III.D.3)

Fiscal Responsibility and Stability: (III.D.4; III.D.5; III.D.6; III.D.7; III.D.8; III.D.9; III.D.10)

Liabilities: (III.D.11; III.D.12; III.D.13; III.D.14; III.D.15)

Contractual Agreements: (III.D.16)

The committee is also responsible for regular reporting to the SCC on the status of Institutional Planning and the Financial Resources portion of our 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 Mission, 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 Planning and Budget Committee is comprised of the following membership:

- Vice President for Business and Financial Affairs
- 2 (two) ASO representatives
- 2 (two) Academic Senate representatives
- 2 (two) CSEA representatives
- 2 (two) SCCDAA representatives
- 1 (one) Confidential Employee representative

In addition, the Planning and Budget Committee includes the following resource members who do not vote:

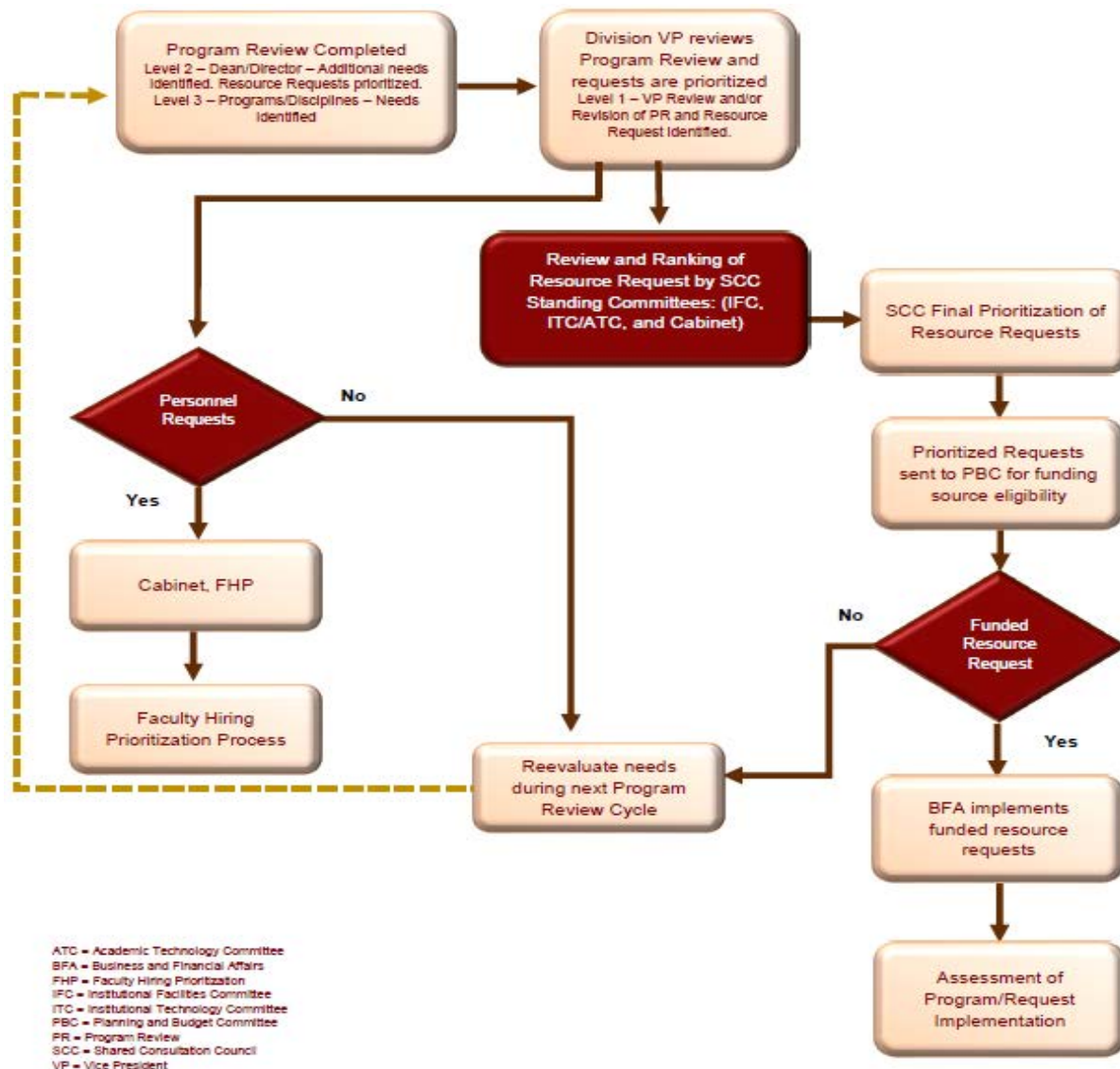
- Director of Finance
- Director of Institutional Research, Planning and Grants
- Institutional Technology designee
- 1 (one) Vice President (VP for Academic Affairs, VP for Human Resources, VP for Student Affairs – on a rotating basis)
- SCEA President or designee and faculty appointed by SCEA President
- Superintendent/President

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

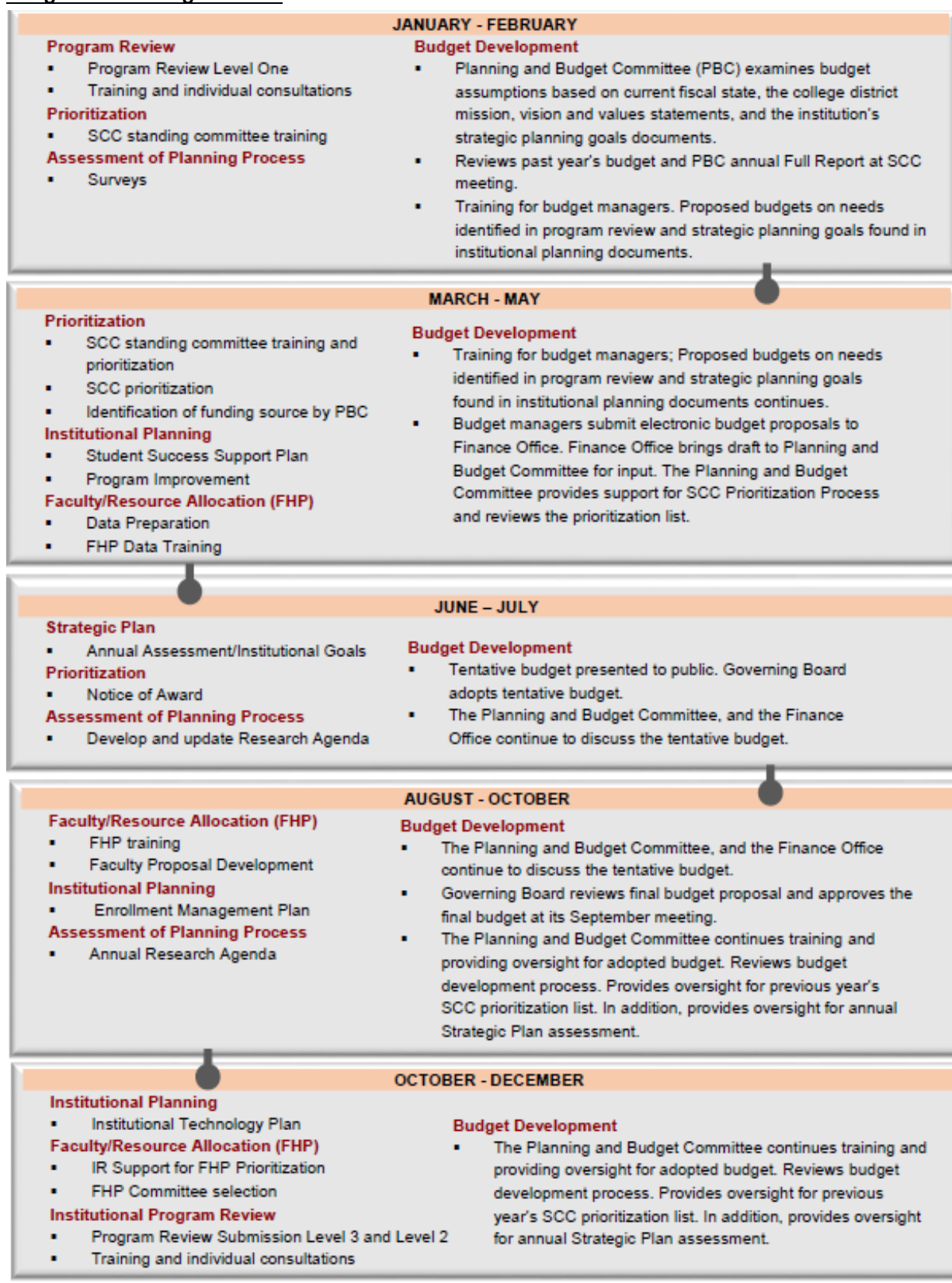
Program Review

Resource allocations align with the Southwestern Community College District mission and provide resources needed to accomplish Institutional Goals and Institutional Objectives. Since 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.

Prioritization of resources requests is a key step in the planning process providing a foundation for dialog and resource allocation analysis. Soon after program review reports are completed, a technical review of each report suggests improvements as well as verifies completeness. After program reviews are completed and reviewed, resource requests are prioritized by a sequence of steps for institutional review including, department or operational level. Further, specific standing committees of the Shared Consultation Council (SCC) also review and rank resource requests, and the final prioritization effort is conducted by SCC. The final prioritized list of requested resources is sent to the Planning and Budget Committee to determine appropriate funding sources and Business and Financial Affairs to implement the funding awards process accordingly. The process as well as the planning calendar are illustrated in the graphics on the following page.



Integrated Planning Calendar



Introduction – Fiscal Year 2019-20 Budget

The Tentative Budget book has been compiled to provide an overall accounting of the District's anticipated financial position for fiscal year 2019-20. The Tentative Budget is based on the Governor's January State budget and some May revisions, if available. The budget is developed to meet the needs identified within Southwestern Community College's various planning documents including the Educational Master Plan (EMP), Facilities Master Plan (FMP), District Strategic Plan, District Technology Plan, and Program Review. It is anticipated that these budget numbers will change before the final budget is adopted.

State Budget Highlights

The proposed State budget of 2019-20 maintains the Governor's commitment to reducing State debt, paying down liabilities, building reserves, and allocating spending to one-time initiatives. The Department of Finance projects a \$3.2 Billion in revenue above the forecast adopted in the 2018-19 budget. However, most of the increased revenues are constitutionally obligated to reserves, debt repayment, and K-12. Despite the short-term gains, slower economic growth leads to a lower forecast in out-year revenues - \$1.6 billion lower in 2022-23 compared to the forecast in January. The May revision forecast recognizes slower growth in the economy, but does not predict a recession. However, the State must be prepared for the possibility that even a moderate recession could result in revenue declines of nearly \$70 billion and a budget deficit of \$40 Billion over three years.

California Community College Budget Highlights*Proposition 98 Estimates*

The table below shows the Governor's proposed Proposition 98 funding levels for California Community Colleges (CCCs) in the Governor's January budget and May Revision. Lower property tax is offset by higher General Fund amounts. The CCC shares of Proposition 98 is at the traditional funding level of 10.93%.

Preliminary information – may be updated when detailed data is available from DOF.

Preliminary information may be updated when detailed data is available from DOT.

Source	2017-18 Revised	2018-19 Revised	2019-20 Proposed	Change From 2018-19	
				Amount	Percent
Governor's Budget					
General Fund	\$5,257	\$5,364	\$5,408	\$44	1%
Local property tax	2,963	3,119	3,321	202	6%
Totals	\$8,220	\$8,483	\$8,729	\$246	3%
May Revision					
General Fund	\$5,257	\$5,427	\$5,485	\$58	1%
Local property tax	2,980	3,056	3,244	188	6%
Totals	\$8,237	\$8,483	\$8,729	\$246	3%
Change from Governor's Budget					
General Fund	\$0	\$63	\$77		
Local property tax	17	-63	-77		
Totals	\$17	\$0	\$0		

The table below shows: Proposed 2019-20 Changes in California Community Colleges Proposition 98 Funding (In Millions).

Preliminary information – may be updated when detailed data is available from DOF.

	Governor's Budget	May Revision	Change
2018-19 Revised Budget^a	\$8,483	\$8,483	\$0
Technical Adjustments			
Student Centered Funding Formula base adjustments	\$112	\$62	-\$49.2
Remove one-time spending	-110	-110	0.0
Other technical adjustments	-28	-47	-18.7
Subtotal	-\$26	-\$94	-\$67.9
Policy Adjustments			
Provide 3.26% COLA for Student Centered Funding Formula (3.46% in January)	\$248	\$230	-\$18.3
Expand California College Promise	40	45	5.2
Fund 0.55% enrollment growth	26	25	-1.3
Adjust Student Success Completion Grant funding for workload	11	18	7.5
Provide 3.26% COLA for certain categorical programs ^b	14	13	-0.9
Make legal services to undocumented immigrants ongoing	10	10	0.0
Use reappropriation funds for CCC Strong Workforce program	-77	-1	75.2
Backfill federal funds for Foster Parent Education Program	0	0.4	0.4
Fund deferred maintenance and instructional equipment (one-time) ^c	0	0	0.0
Subtotal	\$272	\$340	\$67.9
Total Changes	\$246	\$246	\$0.0
2019-20 Proposed Budget^a	\$8,729	\$8,729	\$0.0
^a Amounts exclude Adult Education Program and K-12 Strong Workforce Program funding. ^b Applies to CalWORKs, Campus Childcare, DSPS, EOPS, apprenticeships, and Mandates Block Grant programs. ^c May Revision provides \$39.6 million for deferred maintenance from reappropriation funds. COLA = Cost-of-living adjustment			

The Governor's budget priorities for CCCs include:

Institutional Success

- Provide one-time payment to the California State Teachers' Retirement System, reducing District contribution rates.
- Provide 3.26% COLA for Student Centered Funding Formula and certain categorical programs.
- Provide additional funding to support the new funding formula oversight committee.

Student Success

- Provide additional resources to allow for free tuition for the second year of college.
- Extend legislation that provided free tuition for the first year to all first-time, full-time students.
- Creates new Cal Grant supplemental awards for community college students with children.
- Adds 4,250 competitive Cal Grant awards.

Students and their communities

- Increases CalWORKS grant payments.
- Extends Medi-Cal eligibility to young adults, ages 19 to 25, regardless of immigration status.
- Supports local government efforts to address homelessness.

Student-Centered Funding Formula Adjustments

The Governor’s budget proposal continues the Student-Centered Funding Formula but adjusts the implementation provisions, pending further data analysis. Specifically, funding rates for 2019-20 would instead reflect the 2018-19 rates plus a COLA. (The funding rates for 2020-21 and beyond would remain unchanged from current law.)

Year 1

Base Allocation = 70%
 Supplemental = 20%
 Student Success = 10%

Year 2

Base Allocation = 70%
 Supplemental = 20%
 Student Success = 10%

Year 3

Base Allocation = 60%
 Supplemental = 20%
 Student Success = 20%

As under current law, in 2019-20, a District has the choice to receive highest of the following calculations:

- (1) the amount calculated pursuant to the Student-Centered Funding Formula for 2019-20
- (2) the amount calculated pursuant to the Student-Centered Funding Formula for 2018-19, or
- (3) the amount the District received in 2017-18, adjusted by the COLAs in 2018-19 and 2019-20.

The Southwestern Community College District chose option (3). The new formula implementation includes three years of hold harmless, where districts are guaranteed to receive at least the funding they received in 2017-18 plus any cost of living adjustment (COLA) received each year.

While the Governor’s budget proposal represents significant change for our CCCDs, the underlying framework provides additional resources to support overarching system goals aligned with the *Vision for Success* and recognizes the need for funding stability for our colleges. The new community college funding formula has vastly changed the way in which CCCDs are funded. Key highlights of the 2019-20 State budget relevant to California Community College System by program (*Dollars in Millions*) are:

SOUTHWESTERN COMMUNITY COLLEGE DISTRICT – FY 2019-2020 TENTATIVE BUDGET

	2018-19	2019-20	CHANGE FROM 2018-19	
	REVISED	PROPOSED	AMOUNT	PERCENT
Student Centered Funding Formula	\$7,156	\$7,504	\$348	5%
Student Equity and Achievement Program	475	475	0	0%
Strong Workforce Program	255	171	-84	-33%
Student Success Completion Grant	132	143	11	8%
Adult Education Program	131	135	4	3%
Disabled Students Programs and Services (DSPS)	120	125	4	3%
Extended Opportunity Programs and Services (EOPS)	112	116	4	3%
California College Promise (AB 19)	46	80	34	74%
Financial aid administration	92	77	-15	-16%
Full-time faculty hiring	50	50	0	0%
CalWORKs student services	45	47	2	3%
Apprenticeship (CCC districts)	53	44	-9	-17%
Integrated technology	42	42	0	0%
Mandates Block Grant and reimbursements	33	34	1	3%
Institutional effectiveness initiative	29	28	-1	-5%
Part-time faculty compensation	25	25	0	0%
Online education initiative	58	23	-35	-60%
Economic and Workforce Development	23	23	0	0%
NextUp (foster youth program)	20	20	0	0%
California Online Community College	120	20	-100	-83%
Cooperative Agencies Resources for Education (CARE)	16	17	1	3%
Lease revenue bond payments	32	16	-16	-49%
Nursing grants	13	13	0	0%
Part-time faculty office hours	62	12	-50	-80%
Legal services	10	10	0	0%
Fund for Student Success	9	9	-1	-8%
Foster Parent Education Program	5	5	0	0%
Veterans Resource Centers	13	5	-8	-63%
Childcare tax bailout	4	4	0	3%
Other ^b	3	3	0	0%
Equal Employment Opportunity Program	5	3	-2	-43%
One-time program funding ^c	31	-	-31	-100%
Deferred maintenance and instructional equipment (one time)	28	-	-28	-100%
College-specific allocations	16	-	-16	-100%

In developing the Governor's budget proposal, the Department of Finance used the following information:

FACTOR	2017-18	2018-19	2019-20
Cost-of-living adjustment (COLA)	1.56%	2.71%	3.46%
State Lottery funding per FTE	\$205.60	\$223.23	\$222.37
Mandates Block Grant funding per FTE	\$28.44	\$29.21	\$30.22
RSI reimbursement per hour	\$5.90	\$6.26	\$6.48
Financial aid administration per College Promise Grant	\$0.91	\$0.91	\$0.91
Employer pension contribution rates			
Public Employee Retirement System (PERS)	15.53%	18.06%	20.80%
State Teachers Retirement System (STRS)	14.43%	16.28%	17.10%

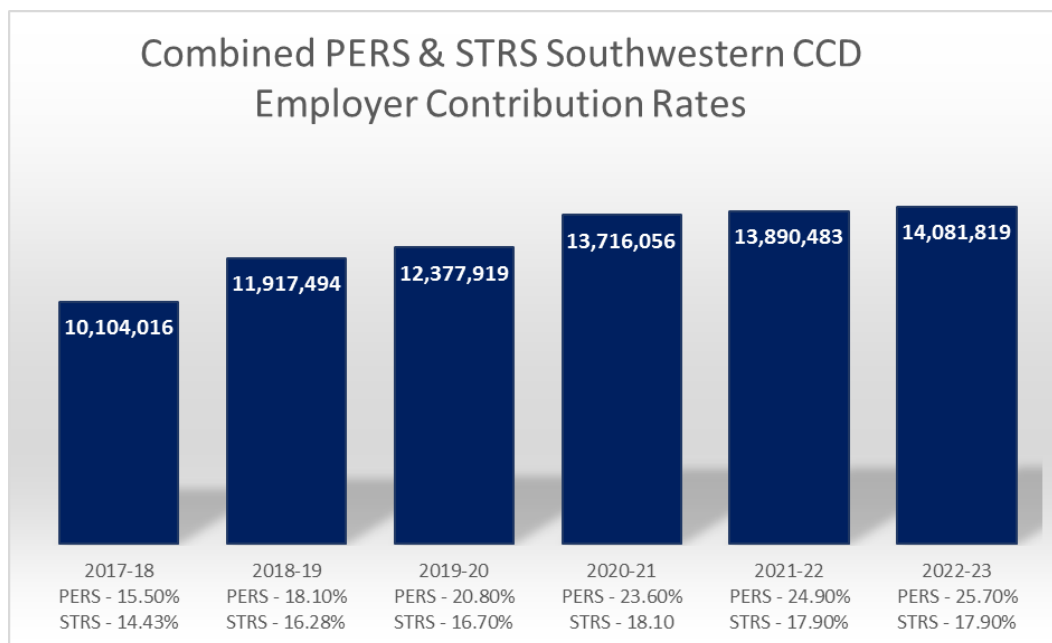
New Longitudinal Student Data System

The Governor's proposed budget includes \$10 Million in one-time funds to begin planning, and to support the initial costs of, a new statewide longitudinal student data system. The California Department of Education will serve as the fiscal agent for these funds, with the education segments expected to participate in the planning and implementation of the new system.

Relief on STRS Costs

The Governor's 2019-2020 budget proposes funding to reduce employer contribution rates for STRS. As a result, districts' required contributions for 2019-2020 would drop from 18.1% or \$8.0 Million to 16.7% or \$7.4 Million and from 19.1% to 18.1% for 2020-2021. Overall, pension cost increased in 2019-2020 by \$0.5 Million due to PERS employer contribution rate increased from 18.10% in 2018-2019 to 20.8% in 2019-2020.

This results in an ongoing cost increase to the District. Without intervention, the rates will continue to climb each year until PERS employer contributions are at 25.70%, and STRS contributions are at 17.9% in fiscal year 2022-2023. Actual rates will be applied to covered payroll. The graph below shows cost based on budgeted payroll including vacant positions.



SECTION 1 - GENERAL INFORMATION**District Information and Divisional Structure**

Established in 1961, Southwestern College is one of 112 public community colleges in the State of California and the only institute of higher education located in the southern portion of San Diego County. Nestled between the City of San Diego and the U.S.-Mexico international border on a 156-acre plot -- positions Southwestern to play an important role in the intellectual growth of the more than 400,000 residents that call South County home.

Serving approximately 20,000 students every semester, Southwestern College offers more than 320 associate degree and certificate options. 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.

Divisional Descriptions

Southwestern College is divided into five divisions and four additional offices. Each of these is headed by either the District Superintendent/President or an administrator reporting directly to the Superintendent/President. The five divisions are:

- Superintendent/President
 - Office of Communications, Community and Government Relations
 - Office of Institutional Effectiveness
 - Office of Institutional Technology Services
 - Office of Development and Foundation
- Academic Affairs Division
- Business and Financial Affairs Division
- Human Resources Division
- Student Affairs Division.

Office of the Superintendent/President - the Superintendent/President of Southwestern College serves as the Chief Executive Officer and provides District-wide leadership and direction to fulfill the institutional goals. The Office of the Superintendent/President contains the support staff for the Superintendent/President and Governing Board. The Superintendent/President oversees the integration of the following offices and divisions to ensure a seamless student experience.

Office of Communications, Community and Government Relations - is a one-stop shop for the latest news on the College, its programs, activities, faculty, staff, and students. The goal of the Office of Communications, Community and Government Relations is to enhance awareness, increase name recognition, and improve the image of the College – thereby generating enrollment and community goodwill for South San Diego County's only public institution of higher learning.

Office of Institutional Effectiveness - the mission of the Office of Institutional Effectiveness (OIE) is to guide an ongoing College-wide process of planning and annual outcomes assessment for the purpose of documenting that the College is achieving its mission and strategic priorities and that it is continuously improving its programs and services. Beginning with the College's mission, vision, and strategic priorities, the OIE works collaboratively to develop unit/division purpose statements and annual objectives and/or learning outcomes to support SCCD's mission and strategic priorities. Further, OIE assists in developing procedures, assessment methods and criteria for measuring the success of the unit/division learning outcomes. Also, OIE documents the results and use of results to show that the unit is continuously improving its programs and/or services, utilizing the continuous Planning-Implementing-Evaluating (PIE) integrated planning process.

Office of Institutional Technology Services - the Institutional Technology Services Office, under the supervision of the Chief Information Systems Officer, oversees all instructional and other information support services to promote a supportive, student-centered learning environment. This office has recently taken over the institutional research function, to assist in creating cross functional relationships with the technology department to ensure reliable and valid research data.

Office of Development and Foundation – this division is responsible for development and fundraising activities that provide student scholarships, enhanced learning experiences for students, support District priorities and public relations in the community. Development and public relation programs include alumni relations, special events, individual and corporate giving, annual fund development, scholarship fund development, planned giving, private grants, as well as oversight and management of the SCCD Foundation.

Academic Affairs Division – this division oversees all academic programs at the four campuses, academic personnel, resources, instructional research, library and LRC, instructional labs, distance education, and instructional support services. Instructional services include the development of the schedule of classes, the College catalog, tutoring, and supplemental instruction. Academic Affairs is also responsible for the regional Small Business Development Center (SBDC), the San Diego Contracting Opportunities Center (SDCOC), and the San Diego International Trade Development Center (SDITC), all part of the regional economic development efforts. All of this is accomplished through collaborative work that promotes the success of all students by advocating and sustaining a college culture and instructional programs conducive to student learning and staff professional growth.

Business and Financial Affairs Division - this division administers property and contracts; legal services; budget and financial management and planning; the acquisition of supplies, equipment, and property; the protection of assets and persons; payroll; campus planning design and construction; facilities maintenance; public safety; food service; and bookstore operations; with a focus on collaboration, sustainability, transparency and customer service. In addition, the division provides the fiscal and administrative counsel to the management team of the College, assuring that the institution operates within the financial, legal and regulatory parameters determined by the Board of Trustees as well as local, state, and federal regulatory agencies.

Human Resources Division – this division provides quality service in all human resource functions. Their goal is to support the District in the programs and services it provides to students and the campus communities by performing with integrity, responsiveness, and sensitivity. Among the services the Human Resources Office offers are coordinating and facilitating recruitment for classified and academic staff, performance evaluations, and compensation matters. In addition, the office offers assistance and resolution of employee relation matters; negotiates, interprets and implements union contracts; provides orientations for new employees; maintains personnel records; and administers employee leave benefits and other applicable fringe benefits. The office adheres to relevant State and Federal regulations. The division also houses the Title IX offices.

Student Affairs Division – through the division, a wide array of student support services are offered at all College locations. The College embraces a “one stop” approach to student support services as evidenced by the creation of the Cesar Chavez Student Services Center located in the heart of the Chula Vista main campus. The Student Services Center, known as the “One Stop” was intentionally designed to support the needs of the student along the educational pathway in one convenient location; this same philosophy extends to our higher education centers in providing support to students throughout their educational journey.

SECTION 2 - BUDGET AND 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 main Board Policies used to guide fiscal and budget decisions and processes are on the following pages:

Delegation of Authority, Fiscal (BOARD POLICY 6100)

The Governing Board delegates to the Superintendent/ President the authority to supervise the general business procedures of the District to assure the proper administration of property and contracts; the budget, audit and accounting of funds; the acquisition of supplies, equipment and property; and the protection of assets and persons. All transactions shall comply with applicable laws and regulations, and with the California Community Colleges Budget and Accounting Manual.

No contract shall constitute an enforceable obligation against the District until it has been approved or ratified by the Governing Board. The Superintendent/President in consultation with the Vice President for Business and Financial Affairs shall make appropriate periodic reports to the Governing Board and shall keep the Governing Board fully advised regarding the financial status of the District.

Budget Preparation
(BOARD POLICY 6200)

Each year, the Superintendent/President shall present to the Governing Board a budget, prepared in accordance with Title 5 and the California Community Colleges Budget and Accounting Manual. The schedule for presentation and review of budget proposals shall comply with state laws and regulations, and provide adequate time for Governing Board study.

Budget development shall meet the following criteria:

- The annual budget shall support the District's institutional planning in accordance with Policy 2510 Shared Planning and Decision Making
- Assumptions upon which the budget is based are presented to the Governing Board for review
- A schedule is provided to the Governing Board by March 15 of each year that includes dates for presentation of the tentative budget, required public hearing(s), Governing Board study session(s), and approval of the final budget. At the public hearings, interested persons may appear and address the Governing Board regarding the proposed budget or any item in the proposed budget
- Changes in the assumptions upon which the budget was based shall be reported to the Governing Board in a timely manner
- Budget projections address long-term goals and commitments.

Budget Management
(BOARD POLICY 6250)

The budget shall be managed in accordance with Title 5 and the California Community Colleges Budget and Accounting Manual. Budget revisions shall be made only in accordance with these policies and as provided by law.

Governing Board approval is required for changes between major expenditure classifications as defined in Procedure 6250 AP. Transfers from the Governing Board reserve or unallocated funds beyond that reserve to any expenditure classification must be approved by a two-thirds vote of the members of the Governing Board.

- Transfers between expenditure classifications must be approved by a majority vote of the members of the Governing Board.

Budget Management
(ADMINISTRATIVE PROCEDURE 6250)

Total amounts budgeted as the proposed expenditure for each major classification of expenditures shall be the maximum expended for that classification for the school year, except as specifically authorized by the Board. The Office of Finance manages and oversees transfers between expenditure classifications.

Transfers may be made between major expenditure classifications in the approved budget. All transfers must be approved by the Governing Board, either by ratification or advance approval,

as determined by College District operating procedures. Major expenditure classifications include the following:

- Academic Salaries
- Classified and Other Non-academic Salaries
- Employee Benefits
- Supplies and Materials
- Other Operating Expenses and Services
- Capital Outlay
- Other Outgo.

Transfers may be made from the reserve to any expenditure classification by action of the Governing Board, and must be approved by a two-thirds majority vote of the members of the Governing Board. The “reserve” is defined in District Policy No. 6210 BP as the Governing Board’s designated reserve plus the unallocated reserve of unbudgeted money to any expenditure classification. The Governing Board may decide to allocate a portion of the unallocated ending fund balance to support the SCC Prioritization List of Program Review Resource Needs or other needs identified through strategic planning.

The Capital Outlay Projects Fund may consist of multi-year projects. Governing Board approval for changes between these projects will be done on ratification basis, as long as expenditures do not exceed the approved project budget.

The College District will provide for an adequate management information system that gives timely, accurate and reliable fiscal information for planning, decision-making and budgetary control. Also, the College District will use its information system to link budget development, management, and planning with specific strategic goals and will track expenses to specific planning goals through its accounting systems and other technologies.

District Policy No. 6300 BP, “Fiscal Management,” and the accompanying procedure 6300 AP, provides guidelines for how significant changes in the fiscal environment, which may initiate the need for adjustments to the approved budget, are implemented.

Fiscal Management (BOARD POLICY 6300)

The Superintendent/President shall establish procedures to assure that the College District’s fiscal management is in accordance with the principles contained in Title 5, section 58311, including:

- Adequate internal controls exist
- Fiscal objectives, procedures, and constraints are communicated to the Board and employees
- Adjustments to the budget are made in a timely manner, when necessary
- The maintenance of adequate management information systems that provide timely, accurate, and reliable fiscal information

- Responsibility and accountability for fiscal management are clearly delineated.

The Superintendent/President shall also establish procedures that satisfy the U.S. Education Department General Administrative Regulations (EDGAR) Second Edition for any Federal funds received by the College District.

The books and records of the College District shall be maintained pursuant to the California Community Colleges Budget and Accounting Manual.

As required by law, the Governing Board shall be presented with a quarterly report showing the financial and budgetary conditions of the College District.

As required by the Budget and Accounting Manual, expenditures shall be recognized in the accounting period in which the liability is incurred, and shall be limited to the amount budgeted for each major classification of accounts and to the total amount of the budget for each fund.

Investments

(BOARD POLICY 6320)

The Superintendent/President is responsible for ensuring that the funds not required for the immediate needs of the College District are properly invested. Investments shall be in accordance with law, including California Government Code Sections 53600, et seq.

This investments policy applies to all financial assets held by the College District except those, if any, that are specifically exempted by statute or local policy. This policy applies to all transactions involving the financial assets and related activity of all funds of the College District.

The primary investment objectives, in priority order, shall be:

- Safety
- Liquidity
- Return on investment.

Management responsibility for the District's investment plan is hereby delegated to the Superintendent/President, who may delegate to the Vice President for Business and Financial Affairs, the authority to establish written procedures for the operation of the investment plan consistent with this investment policy. No person may engage in an investment transaction except as provided under the terms of this policy and the investment plan established by the Superintendent/President or designee.

The Superintendent/President shall annually present to the Governing Board as information, the written investment plan related to this Governing Board Policy, and shall periodically update the Governing Board on the status of the District's investments.

Financial Audits

(BOARD POLICY 6400)

Bids will be solicited from auditing firms who have expertise in Government audits.

Specifications and requirements to be identified by the Vice President for Business and Financial Affairs and be in conformance with the Department of Finance Standards and Procedures for Audits of California Community Colleges, the U.S. General Accounting Office's publication "Standards for Audit of Governmental Organizations, Programs, Activities, and Functions" and the American Institute of Certified Public Accounts (AICPA).

An auditing firm's contract shall be for no longer than five years.

The Vice President for Business and Financial Affairs will review bids and recommend to the Superintendent/President the audit firm to be submitted to the Governing Board for approval.

SECTION 3 - COLLEGE BUDGET INFORMATION

Fund Accounting, Measurement Focus & Basis of Accounting

The community college fund structure presented here is based largely on concepts and principles contained in Governmental Accounting and Financial Reporting. This structure allows districts to establish any number of funds for internal reporting but 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.

Generally accepted accounting principles 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.

Basis of Budgeting

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

The annual budget is built to support the District's mission statement and Educational Master Plan. Assumptions upon which the budget is based are presented to the Governing Board for review. Unrestricted general fund reserves are defined in Board Policy 6210 General Fund Reserves which states:

The District shall maintain a general fund budgeted reserve of 7% of unrestricted fund Tentative budgeted expenditures to provide for economic uncertainties. 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 projections address long-term District goals and commitments. A budget calendar is established and approved by the Planning and Budget Committee, including information for the dates of the preliminary, tentative and final budget presentations.

The final Tentative Budget is due no later than September 15. A public hearing on the final Tentative Budget shall be held on or before September 15. The September 15 deadline may be extended when adoption of the State budget is delayed. On or before September 30, the District shall complete the preparation of its Tentative annual financial and budget report and submit a copy to the Chancellor's Office on or before October 10.

The Planning and Budget Committee 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 District's budget development and management process exhibits the following budgetary principles:

- Ensure transparency in the budget process
- Plan and budget for contractual obligations and State requirements
- Ensure short-term and long-term budget sustainability
 - One-time funds used for one-time expenses
 - Consider ongoing costs of new commitments
 - Develop long range plan to address future liabilities
- Maintain reserves for future uncertainties
- Ensure short-term and long-term budget sustainability
- Budget FTES based on realistic projections.

SECTION 4 - FINANCIAL ASSUMPTIONS AND INFORMATION

State Budget projections included in Southwestern Community College District Budget

Based on the State Budget Act, the following assumptions have been built into the Southwestern Community College District Tentative Budget as identified in the following table. Allocation processes for some of the State's initiatives have not been identified yet, so the impact to SCCD is listed as to be determined (TBD). Other allocations will remain at the State level and will not be allocated to College sites, so are not included.

State Budget Act Highlights and Impacts to Southwestern College

Ongoing Funds			
Item	2019-20 State Budget Act	SCCD's Estimated allocation based on Proposal	Notes
Cost of Living Adjustment (COLA)	3.26%	\$3,199,997	Cost of Living Adjustment (COLA applied to unrestricted general fund revenues).
Enrollment Growth	0.55% \$25 M allocation	\$0	Based on current trends, growth would be difficult to achieve so it is not included in the budget.
California College Promise Program	\$45 M	TBD	Expanding California College Promise (AB 19) to provide funding for a second year of fee waivers for all first-time, full-time students. The estimated numbers of recipients are revised upward.
Full-Time Student Success Grant and the Completion Grant	\$150.0 M	TBD	The estimated numbers of recipients are revised upward.
Financial Aid Technology	\$5 M	\$56,538	For implementation of new financial aid system improvements at the colleges.
Full-time Faculty Hiring	\$50 M	TBD	Funds to hire new full-time faculty for community college districts to move toward meeting the 75% full-time faculty target. Funds have yet to be allocated by the State.
CalSTRS Relief on Pension Costs	\$2.5 Billion (Unfunded Liability)	TBD	One-time funding to reduce CalSTRS unfunded liability. According to CalSTRS, the payment would reduce the District contribution rate by about four-tenths of a percentage point beginning in 2021-22. The exact rate reduction depends on a number of factors and will likely fluctuate from year to year.
Pension Contributions to CalSTRS for 2019-20.	\$500 M	\$620,625	Payment of \$500 Million in each of the next two years to reduce District contributions. Districts required contributions for 2019-20 would drop from 18.1% of covered payroll to 16.7% for 2019-20 and from 19.1% to 18.1% for 2020-21.

State Budget Act Highlights and Impacts to Southwestern College (continued)

One-Time Funds			
Item	2019-20 State Budget Act	SCCD's Estimated allocation based on Proposal	Notes
Online Education Incentive Grants	\$ 23 M	TBD	Removal of \$35 Million one-time for community college districts to develop online programs and courses that lead to short-term, industry-valued credentials, or enable a student enrolled to seek continued education through pathways offered by an existing community college. Application and award process.
Mandates Block Grant and reimbursements	\$34 M	\$423,000	State reduction of 3.73%, COLA, revised enrollment estimates. Based on prior year allocation.
Part-time Faculty Office Hours	\$12 M	\$90,000	Allocation based on the ratio of compensated office hours throughout the State. College estimate is based on prior year amounts received.
Student Equity and Achievement Program	\$475 M	TBD	Stable.

Southwestern Community College District's Budget Building Assumptions

- Develop a balanced Tentative Budget for 2019-20 based on the 2019-20 State Budget
- Include the COLA percentage of 3.26%
- Do not include growth funds in the 2019-20 budget
- Allocate new ongoing funds to pay for increased ongoing costs first
 - FY 17-18 COLA of 1.56% applied to FY 17-18 payroll and benefit
 - FY 18-19 COLA of 2.71% plus .2% applied to FY 18-19 payroll and benefits
- Use new ongoing revenue to fund other ongoing cost increases
 - PERS/STRS, health care, categorical backfill, new facility operational costs
- Use one-time funds for one-time purposes.

Full-time Equivalent Students (FTES) Goals and Analysis

A primary source of State funding is allocated based on full-time equivalent students. In 2015-16, the District decided to enter into stabilization for the year, and strategically pushed all of the FTES earned during summer 2016 into the 2016-17 fiscal year.

Stabilization allowed the District to miss its FTES base in 2015-16 without receiving a reduction in funding in the initial year of reduction. The District completely restored its FTES base in 2016-17, and achieved growth climbing from 15,410 FTES to 15,877 FTES for the year.

The District was back in stability again in the 2017-18 fiscal year, having moved all of summer 2017 back into fiscal year 2016-17 to achieve 15,877 FTES. Last year, the District projected it would earn 14,500 FTES in 2018-19. As of period two the District has 14,815. The District did not include any growth funding in the 2019-20 Tentative Budget as we align our annual FTES projections with the new State funding formula requirements and our ability to grow and generate additional FTES within the new guidelines. The District is projecting it will earn at a minimum 14,815 FTES in 2019-20.

FTES projections may change throughout the year based on any adjustments provided by the State. Below is a table which highlights the FTES earned and projected to be earned by the District. Amounts shown below are rounded to the nearest whole number.

Fiscal Year	Goal P2	Claimed (Annual Period)	Description
2015-16	15,410	13,767	Stability year
2016-17	15,594	15,877	Growth
2017-18	15,594	13,318	Stability year
2018-19 (estimate)	14,500	14,815	Hold Harmless
2019-20 (estimate)	14,820	TBD	Hold Harmless

Funding Formula versus Hold Harmless

The new Student-Centered Funding Formula commenced with 2018-19 Fiscal Year. Under the new funding formula districts had a choice to utilize the “hold harmless” provision. As the formula is phased-in, any district can be “held harmless” where, at a minimum, it will receive resources at least equal to the amounts received in the prior year plus a cost-of-living adjustment. If at any time during the hold harmless period a district would do better under the new funding formula than the hold harmless amount they will receive the higher of the two. Fiscal Year 2019-20 is the second year in which the District’s funding will be based on the hold harmless provision.

Revenues

The District receives revenue from numerous sources that are categorized into fund groups as defined by the California Community College Budget and Accounting Manual. The main fund group is the General Fund which is used to account for transactions that cover the full scope of District operations. The General Fund is divided into two sub groups: Unrestricted General Fund and Restricted General Fund.

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

A detailed comparison between the 2019-20 general fund revenues and expenses as compared to prior years is provided in the budget detail pages 33-43. A listing and description of the major sources of revenue for the general fund are provided below.

Unrestricted General Fund Revenue and Expenses

Detail page 40, Unrestricted General Fund base revenue includes:

- Principal Apportionment, Education Protection Act revenues and the maintenance of full-time faculty hiring funds for a total of \$63.86 Million;
- Property tax and redevelopment revenue of \$29.94 Million; and
- Enrollment fees which are estimated to be \$4.44 Million.

The base revenue for fiscal year 2019-20 is estimated at \$98,223,604; calculated based on the 2018-19 Total Computational Revenue of \$98,223,604 plus 2018-19 COLA of 3.26%. Under the new formula the District's revenue would have been \$95,488,877. This is due to the impact on the funding formula of being in stability with lower FTES of 13,318 in 2017-18. The funding formula calculates the 70 % base apportionment primarily on credit FTES, using a rolling three-year average of current year, prior year, and prior, prior year FTES.

Federal Revenue is currently the smallest component of the unrestricted fund budget, totaling \$216,600. The Federal component of the unrestricted fund includes:

- Job development funds of \$25,000
- Federal Work-study Administration of \$16,800
- Pell Grant Administrative Allowance of \$28,000
- Supplemental Educational Opportunity Grant Administration Allowance of \$16,800, and a variety of other Federal Revenues Sources totaling \$130,000.

Most of the Federal funding within the unrestricted general fund is allocated to offset costs the District incurs administering Federal programs, grants and requirements.

Other State Revenue makes up \$3.25 Million of the unrestricted general fund revenue. This category includes:

- College Promise (replaces Board of Governors Grant) 2% Fee Waiver revenue, which is estimated at \$267,803. This revenue is provided to reimburse the District for fees that would have been received from students had the State not waived their enrollment fees
- Part-time Faculty Allocation is estimated at \$369,866. This revenue is provided to help equalize part-time faculty pay scales and also includes estimated reimbursement levels for office hours and other benefits provided to part-time faculty
- Unrestricted Lottery proceeds are estimated at \$2.18 Million. This revenue is considered part of the core operational budget, and calculated based on \$151 per FTES using 14,500 FTES projection for Fiscal Year 2018-19
- Mandated Cost Reimbursement is estimated at \$423,545. This block grant is used to cover State compliance costs incurred during the fiscal year. This is calculated at \$29.21 per FTES at 14,500.

Other Local Revenue is estimated at \$1.92 Million, and includes unrestricted revenues that are internally generated by the District. This revenue is comprised of the following sources:

- Interest income of \$300,000. This is revenue the District projects to earn during the course of the year through interest paid on funds deposited within the County Treasurers Office and financial institutions. This process follows Governing Board Investment Policy 6320 referred to earlier

- Other Student Fees are estimated at \$233,596. This revenue includes Governing Board approved student fees
- Tuition fees are estimated at \$1.18 Million. This revenue is generated through charging nonresident student tuition fees of \$265 per class unit as approved by the Governing Board
- Child Care and other revenue, which is estimated at \$250,000 and is comprised primarily of user fees collected by the child development center, and proceeds generated from the sale of District surplus property.

The estimated unrestricted revenue based on all of the sources listed above totals \$103.65 Million. This revenue is the primary source of funding used to support District operations and is detailed on page 40.

Fund Balance – Unrestricted Fund

Fund balance is the difference between fund assets and fund liabilities in a given year. The current Governing Board policy for the District is to maintain a minimum of 7% fund balance of the unrestricted general fund expenditure budget. These levels are set to 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 this fund balance requirement.

- At the end of fiscal year 2017-18, the unrestricted general fund balance was \$18.9 Million or 19.5% of the total unrestricted general fund expenditures.
- Of this \$18.9 Million in unrestricted general fund balance identified, \$6,829,415 Million was set aside to fund the required 7% Governing Board reserve for 2018-19, per Governing Board Policy 6210, and \$1 Million was included as a reserve leaving the college a projected ending balance of \$15.9 Million.

The projected ending fund balance of \$10.9 Million includes the 7% Board contingency of \$7.6 Million. This is detailed on page 32 of the budget book. The 2018-19 College expenses are very much in line with projections, notwithstanding the intended use of reserves for the retroactive COLA. The true ending balance amounts will be reflected in the Adopted Budget of 2019-20, as all expenses for 2018-19 will have been recognized and paid.

Expenditures

The District expenditures are categorized based on required expense types identified within the California Community College Budget and Accounting Manual. Expenses are divided into two main categories. The first category is personnel costs which include salaries and benefits. The second category is operational costs which include supplies, equipment, contracts and services, facilities repair, transfers out to other funds, and a myriad of other non-personnel costs associated with operating the institution. These expenses are detailed on pages 37, 38, 39, and 41 of the budget book.

Personnel expenses are estimated to make up approximately 85.3% of the total projected District unrestricted general fund expenses, totaling \$108.1 Million. Personnel costs include full-time and part-time faculty, full-time and part-time classified employees, hourly contingent workers, administration and their related benefit costs. Benefit costs include statutory benefits, health and welfare, and retirement benefits for current employees; and retiree health benefits costs.

There are many vacant positions currently funded within the Tentative Budget. This reflects changes in personnel due to retirements, separations, and new positions that were added to support instruction, student services and District operations.

At the time the Tentative Budget was compiled, the District budget contained 75 funded full-time and part-time vacant positions, totaling \$3.1 Million Unrestricted, \$0.85 Million Restricted and \$0.4 Million Auxiliary.

Benefits have become a growing component of the personnel budget. As mentioned earlier, PERS and STRS employer benefit costs are estimated to increase by \$1.1 Million for fiscal year 2019-20. The hiring of vacant contract faculty, staff and administrators combined with their associated benefit packages also contribute to the benefit expense line.

Other expenses make up 14.7% of the total projected unrestricted general expenses, totaling \$15.8 Million. These expenses are further broken down into four major components which include:

- Supplies and materials expenses – These expenses are for instructional and non-instructional consumable supplies and materials used by the District to support operations
- Operating expenses – These are expenses related to contracts and services needed to operate and maintain the District and its operations. This group of expenses includes contract services; business related travel; institutional dues and memberships; insurance; utilities; maintenance contracts; audit, legal and election costs; and banking fees and postage
- Capital Outlay expenses – These expenses are related to building and facility maintenance and improvements, capitalized equipment, and library books
- Other Outgo expenses – These expenses are related to student aid payments and reimbursements, and transfers to cover Public Safety costs and other special programs.

Some of the more significant changes noted within the operations budget when compared to the prior year's Tentative Budget include:

- Increase to salaries and benefits due to COLA increase and continuing increases to the employee benefit lines. This includes retirement and medical costs
- Increases to contract services which will include the new contracts required to maintain the Wellness and Aquatics Complex and the Math, Science and Engineering Complex, as well as scheduled contract increases
- An increase to utilities costs as newly constructed buildings come fully on-line
- An increase in Other Post Employee Benefit (OPEB) expense.

Total estimated unrestricted general fund expenditures total \$108.1 Million (including the emergency reserve funds).

Net Budget

The District's Tentative Budget as of May, 2019 includes a spending plan greater than projected revenues. There are several pending factors under review that will be reflected in the final Adopted Budget.

- In 2018-19, the District entered into a Supplemental Employee Retirement Plan (SERP) agreement with District Employees, as a cost-savings, best-practice, innovative solution for the District. SERP

generates fiscal savings as a result of the salary differential of a retiring employee and a new-hire. Employees participating in this program last day of employment is June 30, 2019.

- The District increased non-resident tuition fee from \$245 to \$265 is not in the tentative projection.
- Other Outgo includes \$930, 000 emergency contingency reserve using 2018-19 ending funds not covered by current year revenue.

Other Issues of Note

There are several issues that have impacted, or have the possibility of impacting the District beyond this current year.

- The new California Community Colleges Funding formula has and will continue to have a dramatic impact on the current and future Southwestern College budgets. Funding allocations in future years will be more volatile as 20% of the funding will now be based on student success and achievement
- Consolidation of categorical programs will impact the way the College plans, implements and reports student success and equity initiatives. This large block grant funding process will provide the College with additional flexibility to make changes that will improve equitable student outcomes
- The 50% law stipulates that the District must expend a minimum of 50% of educational expenses on direct classroom instruction. Increased demand for technology and other non-instructional services create obstacles for the District in maintaining compliance with the 50% law
- Changes in attendance, service area population, and graduation rates from feeder schools all impact the District's enrollment and funding. The District must continue to monitor enrollment information and adapt to the ever changing educational needs of our students and the community.

Additional Fund Revenues and Expenses Included in the Tentative Budget

Restricted General Funds

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 carry over from prior years accounted for within this funding category.

Restricted General Fund Revenue

The restricted fund is made up of Federal, State, and local grants and categorical programs. A listing of the various funding sources grouped by District goals and State funding priorities is located on page 42.

Restricted funds generated through Federal sources total \$3.9 Million. Funds generated through State sources total \$20.7 Million, and funds generated through local sources total \$5.1 Million. Total restricted general fund revenues totals \$29.8 Million. Restricted fund revenues are detailed on pages 42-43.

Restricted General Fund Expenses

Personnel expenses on page 43 are estimated to make up approximately 62.3% of total projected District restricted general fund expenses, totaling \$29.8 Million. Personnel costs include full-time and part-time faculty, full-time and part-time classified employees, hourly contingent workers, and administration and their related benefit costs. Benefit costs include statutory benefits, health and welfare, and retirement benefits. Restricted funding expenses are listed on page 43.

Other expenses make up 37.7% of the total projected general fund restricted expenses, totaling \$29.78 Million. These expenses are further broken down into similar components identified within the unrestricted general fund description which include supplies, operating expenses, books and equipment, and other payments to students.

Enterprise Funds

Enterprise funds are used to account for District operations that act as businesses where the intent is to recover, in whole or in part, the cost of providing goods and/or services to students, faculty, staff and the community. These funds are legally restricted, and are not directly related to SCCD's educational programs. District funds contained within this fund type include:

- Bookstore fund which contains the revenues and expenses derived from the operations of the College bookstore. See page 45
- Cafeteria fund is designated to encompass the revenues and expenses derived from the operations of the Cafeteria, Tradewinds Café, Concessions, the Time Out Café, and all moneys from pour rights, the sale of food and beverages, and catering services. See pages 46-50
- Civic Center fund which contains the revenues and expenses derived from the rental of District facilities. See page 51.

Proposition R – General Obligation Bond Funds

Measure R, is a \$389 Million Proposition 39 ad valorem general obligation bond, approved by area voters in 2008. These funds reflect the proceeds of the sale of bonds authorized and the expense for the construction, reconstruction and/or rehabilitation of facilities, including the furnishing and equipping of its facilities. The measure also includes the acquisition, or lease of real property for its facilities and construction management identified within the Proposition R ballot language. Projects from the College Facilities Master Plan (FMP) which have been funded are listed on pages 52-53 of this document.

Proposition Z – General Obligation Bond Funds

Measure Z, is a \$400 Million Proposition 39 ad valorem general obligation bond, approved by area voters in 2016. These funds reflect the proceeds of the sale of bonds authorized under the measure, and the expense for the construction, reconstruction and/or rehabilitation of facilities. The measure also includes the furnishing and equipping of its facilities, acquisition, or lease of real property for its facilities and construction management identified within the Proposition Z ballot language. Projects from the College Facilities Master Plan (FMP) which have been funded are listed on pages 54-55 of this document.

Capital Outlay Funds – Fund 41

Capital Outlay funds reflect the financial resources allocated for the purchase, construction, modernization, and scheduled maintenance of large Capital Outlay projects. Capital Outlay funds accounted for within Fund 41 include State Scheduled Maintenance Funds, Proposition 39 Clean Energy Funds, Program Review and Redevelopment Agency Funds allocated to facilities maintenance and improvements. A listing of the specific projects related to each fund can be located on pages 56-57. Funds that are listed as unallocated have not been designated as of the approval of the Tentative Budget. The College will utilize its planning documents and processes to prioritize the allocation of these funds.

Associated Student Organization Trust

The Associated Students Trust Fund is used to account for moneys held in trust by the District for Associated Student Organization (ASO). Revenues are mainly derived from the sales of student activity cards, and the proceeds are used to support students and the operational costs of the ASO. See page 58.

Student Center Fee

The Student Body Center Fee Trust Fund is used to account for funds collected by the District from students to finance, construct, enlarge, remodel, refurbish, and operate the District's student center. Students are charged \$1 per credit hour and do not exceed \$10 per student per fiscal year. The fee may be implemented only if approved by two-thirds of the students voting in a valid election for this purpose. See page 59.

District Self-Insurance Fund

The District maintains all required insurance coverage. This fund is used to provide for payments in the event of insurance policy 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 has been rarely utilized over the last 4 years. See page 60.

Student Success and Completion Grant Funds

The Student Success Completion Grant (SSCG) is a financial aid program for Cal Grant B and C recipients attending a California Community College full-time (12 units or more). On top of the Cal Grant B or C award paid at community colleges, the Student Success Completion Grant pays full-time Cal Grant B or C recipients a maximum of \$1,298 annually at \$649 per semester for eligible students who enroll and attend 12 through 14.99 units per term and a maximum of \$4,000 annually at \$2,000 per semester for eligible students who enroll and attend 15 units or more per term. See page 61.

Other Post Employee Benefits

The District maintains specific benefits for retirees based on the employees' classification and date of hire. Other Post-Employment Benefits (OPEB) are comprised of medical benefits that the District is currently paying for retirees, as well as anticipated costs for current employees.

Accounting principles provide that the cost of retiree benefits should be "accrued" over employees' working lifetime. For this reason, the Governmental Accounting Standards Board (GASB) issued in June of 2015 Accounting Standards 74 and 75 for retiree health benefits. These standards apply to all public employers that pay any part of the cost of retiree health benefits for current or future retirees (including early retirees) whether they pay directly or indirectly.

To actuarially accrue retiree health benefits requires determining the amount to expense each year so that the liability accumulated at retirement is, on average, sufficient (with interest) to cover all retiree health expenditures without the need for additional expenses. There are many different ways to determine the annual accrual amount. The calculation method used is called an "actuarial cost method." Under most actuarial cost methods, there are two components of actuarial cost – a "normal cost" and amortization of something called the "unfunded actuarial accrued liability." Both accounting standards and actuarial standards usually address these two components separately (though alternative terminology is sometimes

used). The normal cost can be thought of as the value of the benefit earned each year if benefits are accrued during the working lifetime of employees.

The estimated “pay-as-you-go” cost of providing retiree health benefits in the year beginning July 1, 2019 is \$998,228. The “pay-as-you-go” cost is a projection of annual amounts needed to pay the District’s share of retiree health costs, including any implicit rate subsidy. Southwestern Community College District has established a GASB 43 trust for future OPEB benefits.

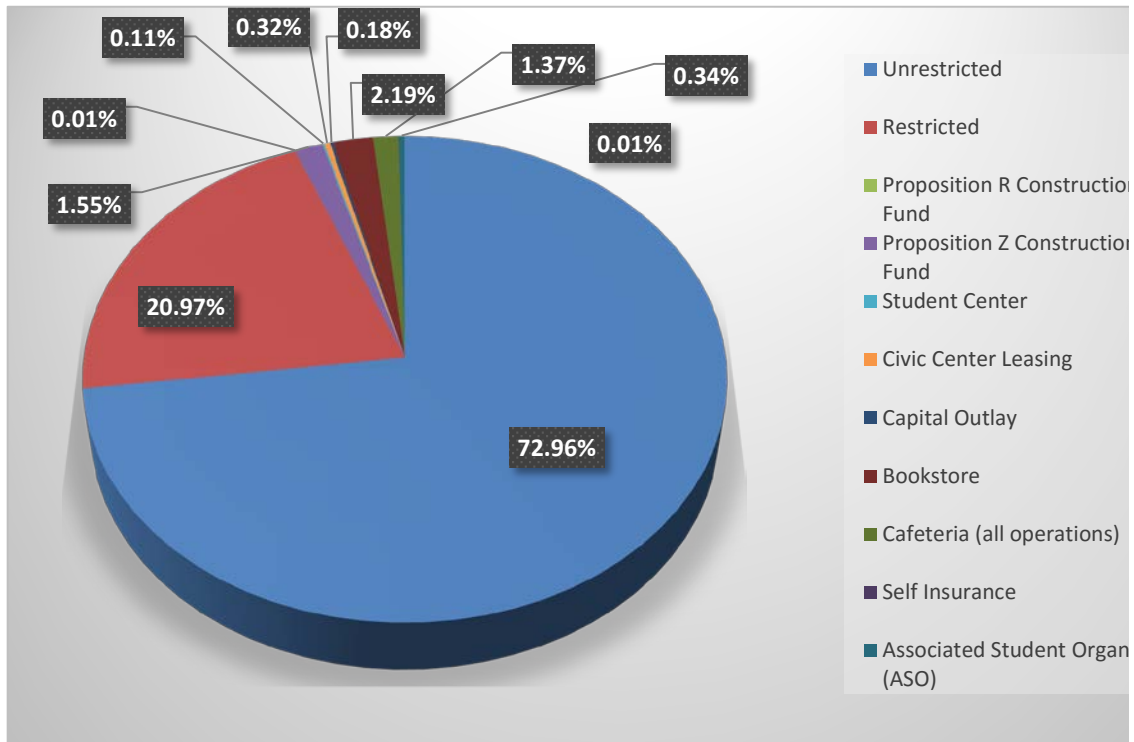
Audit Year Fiscal Year 2017-18

- The total OPEB liability as of June 30, 2017 was \$18,062,870, the actuarial value of plan assets at June 30, 2017 was \$4,227,557
- This leaves a net OPEB liability (NOL) of \$13,835,313
- The preliminary annual OPEB expense was calculated by our actuarial study at \$1,540,196 for fiscal year 2017-18.

FINANCIAL ANALYSIS AND COMPARISON SHEETS

**Southwestern Community College District
FY 2019-2020 Tentative Budget
Summary of Revenue Fund Budgets - All District Funds**

	2018-2019 Adopted Budget	2019-2020 Tentative Budget
General Fund:		
Unrestricted	\$ 100,682,081	\$ 103,653,808
Restricted	26,138,881	29,797,851
Total General Fund	\$ 119,326,884	\$ 133,451,659
Other Funds:		
Proposition R Construction Bond Fund	\$ 150,000	\$ 10,000
Proposition Z Construction Bond Fund	\$ 500,000	\$ 2,200,000
Student Center	151,500	151,500
Civic Center Leasing	450,000	450,000
Capital Outlay	550,000	250,000
Bookstore	3,110,277	3,110,277
Cafeteria (all operations)	1,818,500	1,950,100
Self Insurance	9,000	14,446
Associated Student Organization (ASO)	480,000	480,000
Total Other Funds	\$ 8,868,908	\$ 8,616,323
Total Budgeted Funds	\$ 128,195,792	\$ 142,067,982



**Southwestern Community College District
FY 2019-2020 Tentative Budget
Restricted Funds Ending Balance Summary**

	FY 2016-2017		FY 2017-2018		FY 2018-2019		FY 2019-2020
	Actual		Actual		Adopted Budget		Tentative Budget
SUMMARY OF OPERATIONS:							
Beginning Balance	\$	1,772,214	\$	1,772,214	\$	1,520,237	\$ 1,520,237
Adjustments							
Adjusted Beginning Balance	\$	1,772,214	\$	1,772,214	\$	1,520,237	\$ 1,520,237
Income	\$	23,657,797	\$	24,743,585	\$	26,138,881	\$ 29,797,851
Transfers Between Restricted and Unrestricted							
Total Income	\$	23,657,797	\$	24,743,585	\$	26,138,881	\$ 29,797,851
Total Funds Available for Distribution	\$	25,430,011	\$	26,515,799	\$	27,659,118	\$ 31,318,089
Less Expenditures		23,657,797		24,995,562		26,138,881	29,797,851
Total Ending Balance	\$	1,772,214	\$	1,520,237	\$	1,520,237	\$ 1,520,237

Southwestern Community College District
FY 2019-2020 Tentative Budget
Unrestricted General Fund Ending Balance Summary

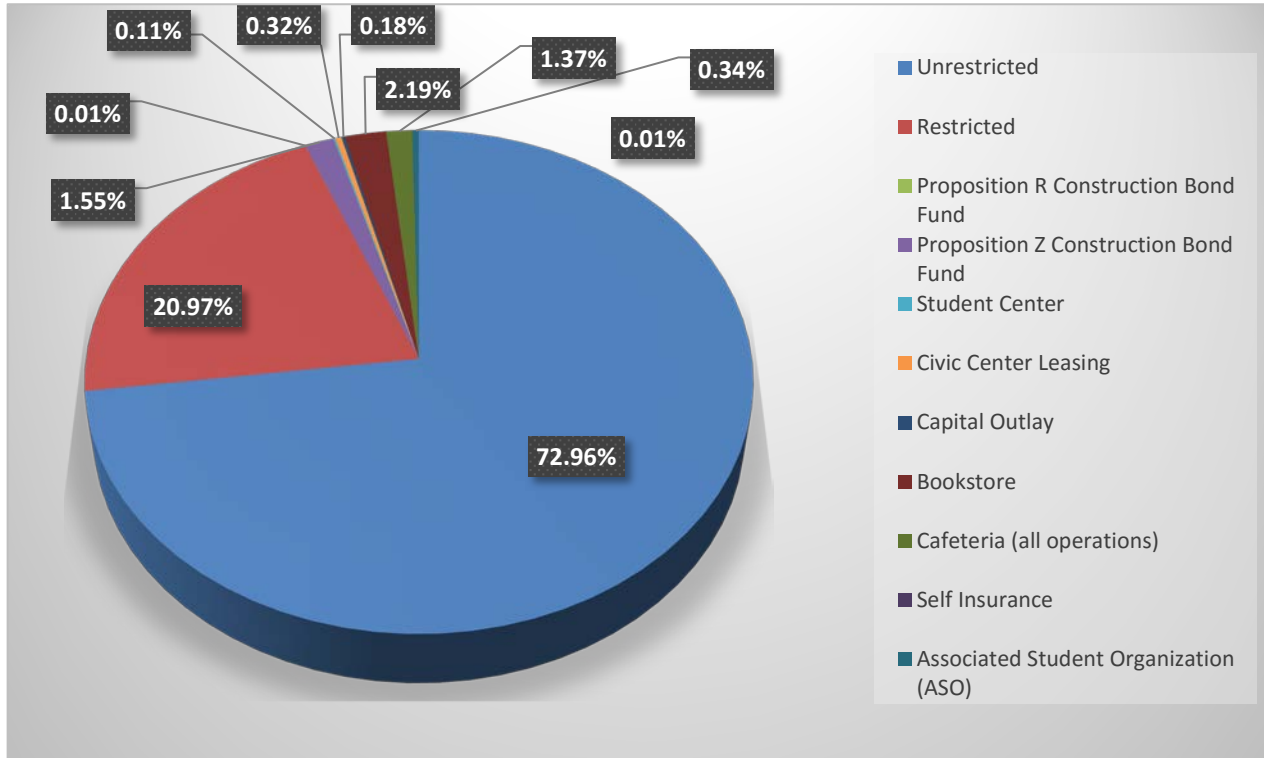
	FY 2016-2017		FY 2017-2018		FY 2018-2019		FY 2019-2020	
	Audited Actual		Audited Actual		Adopted Budget		Tentative Budget	
SUMMARY OF OPERATIONS:								
Beginning Balance	\$	11,624,241	\$	12,567,714	\$	17,874,070	\$	15,350,104
Adjustments								
Adjusted Beginning Balance	\$	11,624,241	\$	12,567,714	\$	17,874,070	\$	15,350,104
Income	\$	96,265,157	\$	103,891,696	\$	100,682,081	\$	103,653,808
Transfers Between Restricted and Unrestricted		-		-		-		-
Total Income	\$	96,265,157	\$	103,891,696	\$	100,682,081	\$	103,653,808
Total Funds Available for Distribution	\$	107,889,398	\$	116,459,410	\$	118,556,151	\$	119,003,912
Less Expenditures		95,321,684		97,563,078		101,682,081		108,131,157
Total Ending Balance	\$	12,567,714	\$	18,896,332	\$	16,874,070	\$	10,872,754

ANALYSIS OF ENDING BALANCE:

Total Ending Balance	\$	12,567,714	\$	18,896,332	\$	16,874,070	\$	10,872,754
Less Program Review committed funds								
Governing Board Reserve		(6,672,518)		(6,829,415)		(7,117,746)		(7,569,181)
Available Funds	\$	5,895,196	\$	12,066,917	\$	9,756,324	\$	3,303,573

**Southwestern Community College District
FY 2019-2020 Tentative Budget
Summary of Revenue Fund Budgets - All District Funds**

General Fund:	2018-2019 Adopted Budget	2019-2020 Tentative Budget
Total Budgeted Funds	\$ 128,195,792	\$ 142,067,982



**Southwestern Community College District
FY 2019-2020 Tentative Budget
General Fund Revenue Summary**

	Unrestricted Funds	Restricted Funds	Total All General Funds
Revenue			
Federal	\$ 216,600	\$ 3,985,346	\$ 4,201,946
State	101,474,318	20,676,987	\$ 122,151,305
Local	1,962,890	5,135,519	\$ 7,098,409
Total Revenue	\$ 103,653,808	\$ 29,797,851	\$ 133,451,659
Expenses			
Academic Salaries	\$ 44,330,386	\$ 5,416,028	\$ 49,746,414
Classified Salaries	23,917,042	8,637,888	32,554,930
Employee Benefits	25,035,815	4,496,656	29,532,471
Vacant positions - savings	(1,000,000)		(1,000,000)
Total Personnel Expense	\$ 92,283,243	\$ 18,550,572	\$ 110,833,815
Supplies and Materials	\$ 2,006,441	\$ 2,929,873	\$ 4,936,314
Operating - Utilities and Services	10,571,907	7,047,536	17,619,444
Capital Outlay	279,216	410,143	689,359
Other Outgo and transfers	2,990,350	859,726	3,850,076
Total Other Expense	\$ 15,847,914	\$ 11,247,279	\$ 27,095,193
Total Expenses	\$ 108,131,157	\$ 29,797,851	\$ 137,929,009
Surplus (Deficit)	\$ (4,477,350)	\$ 0	\$ (4,477,349)
Personnel	85.3%	62.3%	
Other Expense	14.7%	37.7%	
Total	100.0%	100.0%	

**Southwestern Community College District
FY 2019-2020 Tentative Budget
Unrestricted General Fund Balance Roll-up**

Description	2016-2017 Audited Actual	2017-2018 Audited Actual	2018-2019 Adopted Budget	2019-2020 Tentative Budget
Federal	\$ 223,242	\$ 236,526	\$ 216,600	\$ 216,600
State	70,069,063	70,607,978	65,269,156	101,474,318
Local	29,445,211	33,047,192	35,196,325	1,962,890
Total Revenue	\$ 99,737,516	\$ 103,891,696	\$ 100,682,081	\$ 103,653,808
Expenses				
Academic Salaries	\$ 41,960,222	\$ 41,435,809	\$ 42,849,715	\$ 44,330,386
Classified Salaries	21,899,770	21,516,511	22,326,326	23,917,042
Employee Benefits	18,992,675	21,204,013	22,116,611	25,035,815
Vacant positions - savings	0	0	(1,000,000)	(1,000,000)
Total Personnel Expense	\$ 82,852,667	\$ 84,156,333	\$ 86,292,652	\$ 92,283,243
Supplies and Materials	\$ 1,538,914	\$ 1,620,585	\$ 2,124,826	\$ 2,006,441
Operating - Utilities and Services	8,448,668	9,623,757	10,308,530	10,571,907
Capital Outlay	368,441	252,279	279,216	279,216
Other Outgo	5,918,971	1,910,124	2,676,857	2,990,350
Total Other Expense	\$ 16,274,994	\$ 13,406,745	\$ 15,389,429	\$ 15,847,914
Total Expenses	\$ 99,127,661	\$ 97,563,078	\$ 101,682,081	\$ 108,131,157
Excess (Deficit)	\$ 609,855	\$ 6,328,618	\$ (1,000,000)	\$ (4,477,350)
Beginning Fund Balance	\$ 8,404,996	\$ 12,567,714	\$ 17,874,070	\$ 15,350,104
Excess (Deficit)	609,855	6,328,618	(1,000,000)	(4,477,350)
Adjustments	0	0		
Ending Fund Balance	\$ 9,014,851	\$ 18,896,332	\$ 16,874,070	\$ 10,872,754
Ending Fund Balance	\$ 9,014,851	\$ 18,896,332	\$ 16,874,070	\$ 10,872,754
Program Review Commitments				
Governing Board Reserve	(6,938,936)	(6,829,415)	(7,117,746)	(7,569,181)
Remaining Fund balance	\$ 2,075,915	\$ 12,066,917	\$ 9,756,324	\$ 3,303,573
Governing Board Reserve as %	7.0%	7.0%	7.0%	7.0%

Southwestern Community College District
FY 2019-2020 Tentative Budget
FY 2018-2019 Adopted and FY 2019-2020 Tentative Budget Unrestricted Budget Expense Comparison

	2018-2019 Adopted Budget		2018-2019 Adopted Budget		2019-2020 Tentative Budget		2019-2020 Tentative Budget		Difference
	\$	%	\$	%	\$	%	\$	%	\$
Expense									
Academic Salaries	\$ 42,849,715	42.1%	\$ 44,330,386	41.0%	\$ 1,480,671				
Classified Salaries	22,326,326	21.9%	23,917,042	22.1%	1,590,716				
Employee Benefits	22,116,611	20.7%	25,035,815	22.2%	2,919,204				
Vacant positions - savings	(1,000,000)	0.0%	(1,000,000)	0.0%					
Total Personnel Expense	\$ 86,292,652	85%	\$ 92,283,243	85%	\$ 5,990,591				
Supplies	\$ 2,124,826	2.1%	\$ 2,006,441	1.9%	\$ (118,385)				
Other Operating Expenses	10,398,530	10.2%	10,571,907	9.8%	173,377				
Capital Outlay	279,216	0.3%	279,216	0.3%	0				
Other Outgo	2,676,857	2.6%	2,990,350	2.8%	313,493				
Total Other Expense	\$ 15,479,429	15%	\$ 15,847,914	15%	\$ 368,485				
Total Unrestricted Expenses	\$ 101,772,081	100.0%	\$ 108,131,157	100.0%	\$ 6,359,076				

Southwestern Community College District
FY 2019-2020 Tentative Budget
Unrestricted General Fund Revenue

Description	2016-2017 Audited Actual	2017-2018 Audited Actual	2018-2019 Adopted Budget	2019-2020 Tentative Budget
Principal Apportionment, Faculty Hiring and EPA	\$ 56,844,630	\$ 66,105,906	\$ 61,829,810	\$ 63,862,104
Tax Relief Subvention	178,229	177,586	188,632	194,401
Tax Allocation, Secured	23,414,763	23,977,688	26,748,105	27,566,086
Supplemental Tax	631,179	698,808	533,976	533,976
Tax Allocation, Unsecured	748,422	771,109	748,726	748,726
Enrollment Fees	4,444,618	4,784,923	4,448,534	4,418,312
Redevelopment and Residual	1,145,058	1,148,589	800,963	900,000
Total Base Revenue	\$ 87,406,899	\$ 97,664,609	\$ 95,298,746	\$ 98,223,604
Job Development	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Federal Work Study Admin Allowance	18,646	19,485	16,800	\$ 16,800
Pell Admin Allowance	35,025	33,335	28,000	\$ 28,000
SEOG Admin Allowance	19,827	21,732	16,800	\$ 16,800
Federal Other	144,990	136,974	130,000	\$ 130,000
Total Federal Revenue	\$ 243,488	\$ 236,526	\$ 216,600	\$ 216,600
BOGG (2%)	\$ 283,524	\$ 262,883	\$ 267,803	\$ 267,803
Part Time Faculty Allocation and Office hrs	343,289	397,608	369,866	\$ 369,866
Lottery Proceeds	1,852,245	2,784,957	2,189,500	\$ 2,189,500
Mandated Costs	1,850,564	879,038	423,545	\$ 423,545
Other	2,124,438	0	0	0
Other State Revenue	\$ 6,454,060	\$ 4,324,486	\$ 3,250,714	\$ 3,250,714
Interest Income	\$ 268,532	\$ 302,432	\$ 280,679	\$ 300,000
Other Student Fees	215,697	237,287	206,048	233,596
Tuition Fees	1,121,767	1,126,356	1,179,294	1,179,294
Local - Child-Care and Other	554,714	-	250,000	250,000
Transfer from Parking		-	-	-
Transfer from Bookstore		-	-	-
Transfer from Capital Outlay/Insurance Funds	-	-	-	-
Other Local Revenue	\$ 2,160,710	\$ 1,666,075	\$ 1,916,021	\$ 1,962,890
Total Revenue	\$ 96,265,157	\$ 103,891,696	\$ 100,682,081	\$ 103,653,808

Southwestern Community College District
FY 2019-2020 Tentative Budget
Unrestricted General Fund Expense

Object	Description	2016-2017 Audited Actual	2017-2018 Audited Actual	2018-2019 Adopted Budget	2019-2020 Tentative Budget
511	Instructional Salaries	\$ 17,145,876	\$ 17,696,091	\$ 20,042,773	\$ 21,024,325
512	Non-inst Salaries, Contract	7,398,087	7,731,853	6,407,552	6,915,432
513	Instructional Salaries, Other	15,203,137	15,117,195	15,476,550	15,476,550
514	Non-Inst Salaries, Other	680,642	890,670	922,840	914,079
	Academic Salaries	\$ 40,427,742	\$ 41,435,809	\$ 42,849,715	\$ 44,330,386
521	Non-Inst Salaries, Full-time	\$ 16,688,632	\$ 17,338,975	18,318,086	19,908,930
522	Instructional Salaries	1,911,782	1,984,606	2,100,994	2,067,097
523	Non-inst Salaries, Other	1,712,759	1,434,787	1,165,466	1,199,660
524	Instructional Aides	817,443	758,143	741,780	741,355
	Non-academic salaries	\$ 21,130,616	\$ 21,516,511	\$ 22,326,326	\$ 23,917,042
531	State Teachers Retirement	\$ 6,603,332	\$ 7,034,123	\$ 6,583,185	\$ 7,403,175
532	PERS	2,728,836	3,866,767	4,054,045	4,950,828
533	Social Security	2,154,934	2,188,410	2,307,502	2,472,444
534	Health & Welfare Benefits	8,061,196	6,238,298	7,169,354	8,127,822
535	State Unemployment Insurance	181,912	133,716	131,189	34,124
536	Worker's Compensation Ins	1,855,153	1,742,699	1,871,336	2,047,423
	Benefits	\$ 21,585,363	\$ 21,204,013	\$ 22,116,611	\$ 25,035,815
500	Vacant positions - savings			\$ (1,000,000)	\$ (1,000,000)
	Total Personnel	\$ 83,143,721	\$ 84,156,333	\$ 86,292,652	\$ 92,283,243
541	Text books, first-aid and software	\$ 62,534	\$ 87,665	\$ 88,013	\$ 83,063
542	Books and Manuals	25,015	24,425	26,769	26,769
543	Instructional supplies	596,882	327,356	496,773	493,127
544	Non-instructional supplies	1,167,551	1,180,883	1,512,971	1,403,182
545	Repair supplies and cash short	107,163	256	300	300
	Total	\$ 1,959,145	\$ 1,620,585	\$ 2,124,826	\$ 2,006,441
551	Contract services	\$ 1,241,262	\$ 1,334,422	\$ 1,577,402	\$ 1,685,752
552	Travel and business related	431,303	437,692	517,634	530,964
553	Dues and memberships	159,223	162,037	210,642	208,765
554	Insurance	766,865	776,715	915,000	915,000
555	Utilities	1,999,787	3,443,952	2,510,422	2,675,609
556	Maintenance contracts	2,481,926	2,756,965	3,469,853	3,448,440
557	Audit, legal and election	1,082,021	586,276	781,000	781,000
558	Bank fees and postage	336,203	309,751	416,578	416,378
559	Indirect expenses (contra)	(90,545)	(184,053)	(90,000)	(90,000)
	Total	\$ 8,408,045	\$ 9,623,757	\$ 10,308,530	\$ 10,571,907
561	Sites and improvements	\$ -	\$ -		
563	Library books	76,550	67,612	69,000	69,000
564	Equipment	214,496	184,667	210,216	210,216
	Total	\$ 291,046	\$ 252,279	\$ 279,216	\$ 279,216
572	Travel and business related		1,110		
573	Other Outgo/Transfer	\$ 39,112	\$ 1,856,986	\$ 1,401,507	\$ 1,885,000
575	Grants and waivers	88,518	117,248	350	350
576	Student aid	49,859	(66,057)	175,000	175,000
579-1	Contingency	1,342,238	837	1,000,000	930,000
579-2	Program Review Initiatives	-		100,000	-
	Total	\$ 1,519,727	\$ 1,910,124	\$ 2,676,857	\$ 2,990,350
	Total Other Expense	\$ 12,177,963	\$ 13,406,745	\$ 15,389,429	\$ 15,847,914
	Total Expenses	\$ 95,321,684	\$ 97,563,078	\$ 101,682,081	\$ 108,131,157

Southwestern Community College District
FY 2019-2020 Tentative Budget
Detail of Restricted Income

	Student Equity	Student Access	Student Success and Community	Institutional Effectiveness	Total
Federal					
Business Basics	\$ -	\$ 275,277			275,277
Child Care Access Means Parents in School (CCAMPIS)		149,900			149,900
Community Development Block Grant (CDBG)		0	76,935		76,935
CTE Transitions		0	26,895		26,895
Defense Logistics Agency		0	450,000		450,000
Federal Work Study	436,400				436,400
Fresh Success Program	77,437				77,437
Perkins		0	542,918		542,918
Small Business Administration		0	1,224,988		1,224,988
State Vocational Rehabilitation Program		0	162,626		162,626
Title V-Puerta's al Futuro		0	393,969		393,969
Veterans Reporting Fees		18,000			18,000
Women's Business Center		0	150,000		150,000
TOTAL FEDERAL	\$ 513,837	\$ 167,900	\$ 3,303,608	\$ -	3,985,346
State					
Adult Education Consortium Block Grant (AB104)			\$ 440,305		440,305
Basic Skills			703,439		703,439
Boating Waterways Grant			45,000		45,000
California Work Opportunities and Responsibility for Kids (CALWORKS)	\$ 467,085				467,085
Center for International Trade			200,000		200,000
Disabled Students Programs & Services (DSPS)			1,828,382		1,828,382
EEO Program Funding			50,000		50,000
EOPS CARE Support	210,603				210,603
Extended Opportunities, Programs and Services (EOPS)			2,305,895		2,305,895
Financial Aid Technology				209,191	209,191
Food Security-Hunger Free	50,000				50,000
GoBiz-SDSBDC			1,223,000		1,223,000
GoBiz-Tech Assistance Program			1,050,000		1,050,000
Guided Pathways Project			406,210		406,210
Human Resources Staff Diversity				50,000	50,000
Innovation & Effectiveness Grant				36,692	36,692
N-R Dreamer Aid			69,000		69,000
Nursing Education			200,190		200,190
Physical Plant and Instructional Support				366,809	366,809
Prop 20			768,500		768,500
Small Business Technical Assistance Expansion Program			419,044		419,044
Strong Workforce			1,424,531		1,424,531
Student Equity Program (SEP)	1,879,843				1,879,843
Student Financial Aid Administration				698,084	698,084
Student Success and Support Program (SSSP CREDIT)			3,873,756		3,873,756
Student Success and Support Program (SSSP Non CREDIT)			54,563		54,563
SBA Tech Assistance Expansion Program	1,260,000				1,260,000
Temporary Assistance for Needy Families (TANF)			78,418		78,418
Title V-Puerta's al Futuro	308,448				308,448
TOTAL STATE	\$ 4,175,979	\$ -	\$ 15,140,233	\$ 1,360,776	20,676,987
Local					
Automotive Technology			\$ 15,000		15,000
Auxiliary-Foundation	\$ 330,720				330,720
CCAC Fee Based Classes				\$ 268,314	268,314
Civic Center Facilities Leasing		\$ 450,000			450,000
Contract Instruction				30,000	30,000
Credit by Exam			4,000		4,000
Dreamer Resource Center Grant	125,000				125,000
Fee Funded Programs			178,440		178,440
Fire Science Fee Based Program			2,000		2,000
Health Services	1,037,880				1,037,880
LIPP Research Training				150,000	150,000
Local Sponsors				202,866	202,866
Parking Funds				1,724,186	1,724,186
Pay for Print		516,913			516,913
Program Income			13,000		13,000
Tennis Community Services			60,000		60,000
Other Local Revenue			27,200		27,200
TOTAL LOCAL	\$ 1,493,600	\$ 966,913	\$ 299,640	\$ 2,375,366	5,135,519
TOTAL RESTRICTED INCOME	\$ 6,183,416	\$ 1,134,813	\$ 18,743,481	\$ 3,736,142	29,797,851
	21%	4%	63%	13%	100%

Southwestern Community College District
FY 2019-2020 Tentative Budget
Restricted Revenue and Expense

Object	Description	2016-2017 Audited Actual	2017-2018 Audited Actual	2018-2019 Adopted Budget	2019-2020 Tentative Budget
481	Federal Revenue	\$ 2,813,300	\$ 3,807,817	\$ 3,450,310	\$ 3,985,346
486	State Revenue	16,668,703	16,743,032	17,760,006	20,676,987
488	Local Revenue	4,175,793	4,192,736	4,928,565	5,135,519
	Total Revenue	\$ 23,657,796	\$ 24,743,585	\$ 26,138,881	\$ 29,797,851
511	Instructional Salaries	\$ 293,844	\$ 190,272	\$ 117,635	\$ 243,736
512	Non-Inst Salaries, Contract	2,952,328	3,244,285	3,607,550	3,472,856
513	Instructional Salaries, Other	282,691	504,865	207,022	649,104
514	Non-Inst Salaries, Other	1,533,360	1,166,868	1,125,037	1,050,332
	Academic Salaries	\$ 5,062,222	\$ 5,106,290	\$ 5,057,244	\$ 5,416,028
521	Non-Inst Salaries, Full-time	\$ 4,845,833	\$ 5,340,293	\$ 5,854,079	\$ 5,903,247
522	Instructional Aides	-	-	-	-
523	Non-inst Salaries, Other	2,256,715	2,442,371	2,226,568	2,303,074
524	Hourly Aides	730,258	595,706	678,051	431,568
	Non-Academic Salaries	\$ 7,832,806	\$ 8,378,370	\$ 8,758,698	\$ 8,637,888
530	Benefit Variance				-
531	Retirement	\$ 1,293,066	\$ 1,898,447	\$ 1,796,468	\$ 2,079,130
533	Social Security and Medicare	572,937	633,801	568,748	653,490
534	Health and Welfare	1,110,540	1,228,735	1,063,978	1,276,011
535	State Unemployment Insurance	5,207	6,519	22,844	88,643
536	Worker's Compensation Insurance	371,177	403,729	332,157	399,382
	Benefits	\$ 3,352,927	\$ 4,171,231	\$ 3,784,195	\$ 4,496,656
541	Text Books	\$ 102,008	\$ 5,523	\$ 53,660	\$ 106,160
542	Books or Manuals	8,085	48,565	15,300	11,030
543	Supplies	1,785,799	1,570,331	1,784,040	1,596,382
544	Subscriptions and Minor Equipment	592,455	771,596	952,450	1,206,301
545	Other Miscellaneous	180,540	(93)	10,000	10,000
	Total Supplies	\$ 2,668,887	\$ 2,395,922	\$ 2,815,450	\$ 2,929,873
551	Contract Services	\$ 1,463,840	\$ 1,708,647	\$ 1,911,007	\$ 5,216,608
552	Travel and Business Related	707,142	744,339	877,451	1,034,346
553	Dues and Memberships	12,289	23,364	35,602	80,655
554	Insurance	58,308	54,084	75,000	68,000
555	Utilities	21,650	20,328	37,273	63,890
556	Contracts - Maintenance & Software	331,797	156,410	266,257	257,246
557	Employee Ads		23,490	15,000	15,000
558	Postage/Bond/Other	2,181	(36,771)	333,492	89,051
559	Indirect and Other Expenses	73,642	164,218	140,835	222,741
	Operating	\$ 2,670,849	\$ 2,858,110	\$ 3,691,917	\$ 7,047,536
563	Books	\$ (85)	\$ -	\$ -	\$ -
564	Equipment	276,198	515,678	423,685	410,143
	Capital Outgo	\$ 276,113	\$ 515,678	\$ 423,685	\$ 410,143
575	Student Financial Aid	\$ 5,231	\$ 138,828	\$ 8,000	\$ 5,000
576	Other Payments to Students	1,788,760	1,431,133	1,599,692	854,726
	Student Payments	\$ 1,793,991	\$ 1,569,961	\$ 1,607,692	\$ 859,726
	Total Expense	\$ 23,657,796	\$ 24,995,562	\$ 26,138,881	\$ 29,797,851
	Excess Revenue/(Deficit)	\$ 0	\$ (251,977)	\$ -	\$ 0

Southwestern Community College District
FY 2019-2020 Tentative Budget
Enterprise Funds Summary

**SOUTHWESTERN COMMUNITY COLLEGE DISTRICT
FY 2019-2020 TENTATIVE BUDGET
ENTERPRISE FUNDS SUMMARY**

	BOOKSTORE	CAFETERIA	TRADEWINDS	TIME OUT CAFÉ	CONCESSIONS	COMBINED
Revenue						
Sales	\$ 3,085,221	\$ 750,000	\$ 170,000	\$ 840,000	\$ 55,000	\$ 4,900,221
Pepsi contribution and commissions	-	106,000	-	-	-	106,000
Vending machine revenue	-	10,000	-	-	-	10,000
Other income	25,056	7,200	500	2,500	3,000	38,256
Transfers-in	-	-	1,400	4,500	-	5,900
Total revenue	\$ 3,110,277	\$ 873,200	\$ 171,900	\$ 847,000	\$ 58,000	\$ 5,060,377
Expenses						
2000 Classified & student salaries	\$ 545,709	\$ 339,794	\$ 31,694	\$ 261,788	\$ 6,000	\$ 1,184,985
3000 Employee benefits	153,893	135,201	13,785	79,626	180	382,685
4000 Supplies	2,239,507	465,300	90,394	445,725	30,000	3,270,926
5000 Other operating	148,700	79,220	16,525	84,600	4,000	333,045
6000 Capital outlay	-	-	-	-	-	-
7000 Other outgo and transfers	-	36,000	-	-	-	36,000
Total Expenses	\$ 3,087,809	\$ 1,055,515	\$ 152,398	\$ 871,739	\$ 40,180	\$ 5,207,641
Surplus (Deficit)	\$ 22,468	\$ (182,315)	\$ 19,502	\$ (24,739)	\$ 17,820	\$ (147,264)

Southwestern Community College District
FY 2019-2020 Tentative Budget
Bookstore Fund Summary

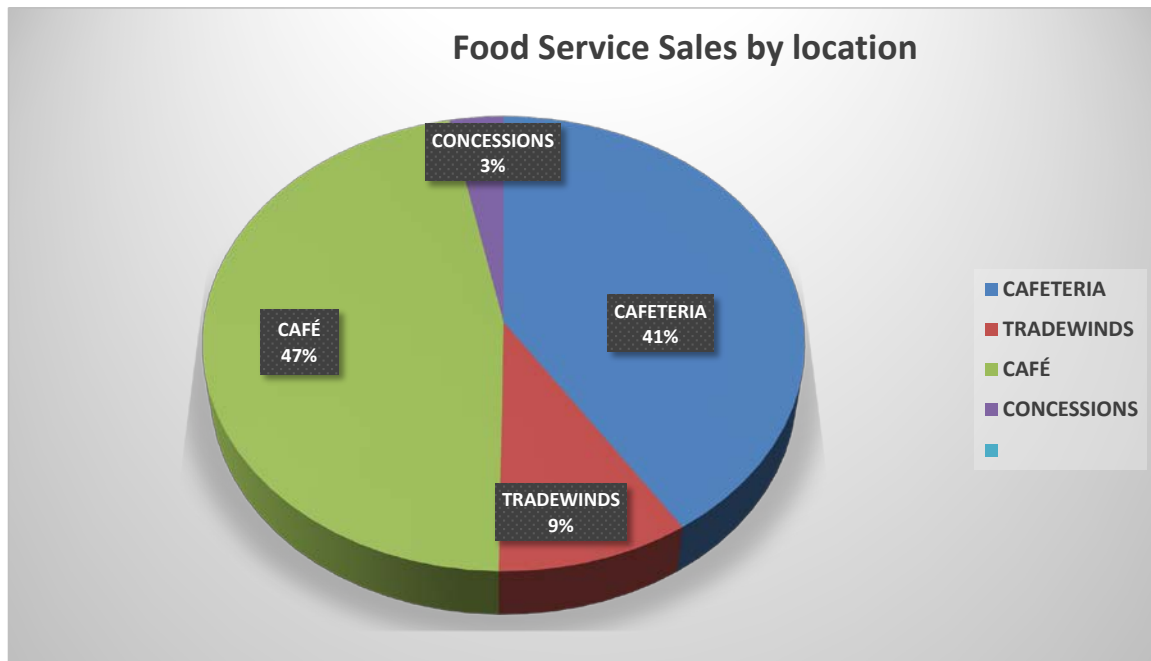
**SOUTHWESTERN COMMUNITY COLLEGE DISTRICT
FY 2019-2020 TENTATIVE BUDGET
BOOKSTORE FUND SUMMARY**

	AUDITED ACTUAL 2015-2016	AUDITED ACTUAL 2016-2017	AUDITED ACTUAL 2017-2018	ADOPTED BUDGET 2018-2019	TENTATIVE BUDGET 2019-2020
9720 Beginning Fund Balance	\$ 1,988,419	\$ 2,021,147	\$ 2,357,504	\$ 2,401,987	\$ 2,417,483
Revenue					
Sales	\$ 3,234,382	\$ 3,473,291	\$ 2,842,188	\$ 3,085,221	\$ 3,085,221
Other Income	45,196	45,380	31,630	25,056	25,056
Total Revenue	\$ 3,279,578	\$ 3,518,671	\$ 2,873,818	\$ 3,110,277	\$ 3,110,277
Expenses					
2000 Classified & Student Salaries	\$ 581,627	\$ 517,964	\$ 521,902	\$ 540,900	\$ 545,709
3000 Employee Benefits	131,228	138,510	148,874	136,371	153,893
4000 Supplies & Replacement	2,358,520	2,350,350	2,019,863	2,239,710	2,239,507
5000 Other Operating Costs	169,744	175,397	136,572	177,800	148,700
6000 Capital Outlay and transfers out	5,731	93	2,124	-	-
Total Expenses	\$ 3,246,850	\$ 3,182,314	\$ 2,829,335	\$ 3,094,781	\$ 3,087,809
9720 Ending Fund Balance	\$ 2,021,147	\$ 2,357,504	\$ 2,401,987	\$ 2,417,483	\$ 2,439,951

Southwestern Community College District
FY 2019-2020 Tentative Budget
Food Services Summary

**SOUTHWESTERN COMMUNITY COLLEGE DISTRICT
FY 2019-2020 TENTATIVE BUDGET
FOOD SERVICES SUMMARY**

	CAFETERIA	TRADEWINDS	TIME OUT CAFÉ	CONCESSIONS	COMBINED
Revenue					
Sales	\$ 750,000	\$ 170,000	\$ 840,000	\$ 55,000	\$ 1,815,000
Pepsi contribution and commissions	106,000	-	-	-	106,000
Vending machine revenue	10,000	-	-	-	10,000
Other income	7,200	500	2,500	3,000	13,200
Transfers-in	-	1,400	4,500	-	5,900
Total revenue	\$ 873,200	\$ 171,900	\$ 847,000	\$ 58,000	\$ 1,950,100
Expenses					
2000 Classified & student salaries	\$ 339,794	\$ 31,694	\$ 261,788	\$ 6,000	\$ 639,276
3000 Employee benefits	135,201	13,785	79,626	180	228,792
4000 Supplies	465,300	90,394	400,000	30,000	985,694
5000 Other operating	50,000	16,525	84,600	4,000	155,125
6000 Capital outlay	-	-	-	-	-
7000 Other outgo and transfers	36,000	-	-	-	36,000
Total Expenses	\$ 1,026,295	\$ 152,398	\$ 826,014	\$ 40,180	\$ 2,044,887
Surplus (Deficit)	\$ (153,095)	\$ 19,502	\$ 20,986	\$ 17,820	\$ (94,787)



Southwestern Community College District
FY 2019-2020 Tentative Budget
Food Services: Student Union Cafeteria

**SOUTHWESTERN COMMUNITY COLLEGE DISTRICT
FY 2019-2020 TENTATIVE BUDGET
FOOD SERVICES: STUDENT UNION CAFETERIA**

	AUDITED ACTUAL 2015-2016	AUDITED ACTUAL 2016-2017	AUDITED ACTUAL 2017-2018	ADOPTED BUDGET 2018-2019	TENTATIVE BUDGET 2019-2020
9720 Beginning Fund Balance	\$ (161,308)	\$ 269,711	\$ 456,938	\$ 341,821	\$ 170,231
Sales	\$ 655,281	\$ 690,380	\$ 668,020	\$ 650,000	\$ 750,000
Pepsi Annual Contribution	61,796	60,692	60,654	79,000	86,000
Vending Machine Income	18,000	15,000	2,980	7,200	10,000
Pepsi Commissions	24,717	17,406	20,816	5,000	20,000
Other Income	2,815	3,473	2,425	-	7,200
Transfers In	728,198	383,000	197,972	-	-
Total Revenue	<u>\$ 1,490,807</u>	<u>\$ 1,169,951</u>	<u>\$ 952,867</u>	<u>\$ 741,200</u>	<u>\$ 873,200</u>
2000 Classified & Student Salaries	\$ 476,126	\$ 410,898	\$ 453,907	\$ 325,183	339,794
3000 Employee Benefits	132,995	118,965	128,086	103,107	135,201
4000 Supplies & Replacement	370,012	362,206	383,244	400,000	465,300
5000 Other Operating Costs	44,640	49,120	67,108	48,000	79,220
7000 Transfers Out	36,015	41,535	35,639	36,500	36,000
Total Expenses	<u>\$ 1,059,788</u>	<u>\$ 982,724</u>	<u>\$ 1,067,984</u>	<u>\$ 912,790</u>	<u>\$ 1,055,515</u>
9720 Ending Fund Balance	<u>\$ 269,711</u>	<u>\$ 456,938</u>	<u>\$ 341,821</u>	<u>\$ 170,231</u>	<u>\$ (12,084)</u>

Note: Transfers Out \$30,000 to ASO per Pepsi contract based on % of cost of goods sold

Southwestern Community College District
FY 2019-2020 Tentative Budget
Food Services: Tradewinds

**SOUTHWESTERN COMMUNITY COLLEGE DISTRICT
FY 2019-2020 TENTATIVE BUDGET
FOOD SERVICES: TRADEWINDS**

	AUDITED ACTUAL 2015-2016	AUDITED ACTUAL 2016-2017	AUDITED ACTUAL 2017-2018	ADOPTED BUDGET 2018-2019	TENTATIVE BUDGET 2019-2020
9720 Beginning Fund Balance	\$ 158,427	\$ 170,134	\$ 170,643	\$ 151,265	\$ 152,481
Sales	\$ 187,872	\$ 174,058	\$ 181,867	\$ 170,000	\$ 170,000
Other Income	305	354	(200)	500	500
Transfers In	1,378	19,315	1,479	1,800	1,400
Total Revenue	<u>\$ 189,555</u>	<u>\$ 193,727</u>	<u>\$ 183,146</u>	<u>\$ 172,300</u>	<u>\$ 171,900</u>
2000 Classified & Student Salaries	\$ 62,426	\$ 68,516	\$ 64,958	\$ 41,084	\$ 31,694
3000 Employee Benefits	11,104	19,743	21,023	25,000	13,785
4000 Supplies & Replacement	88,775	89,368	101,518	90,000	90,394
5000 Other Operating Costs	15,543	15,591	15,025	15,000	16,525
7000 Transfers Out	-	-	-	-	-
Total Expenses	<u>\$ 177,848</u>	<u>\$ 193,218</u>	<u>\$ 202,524</u>	<u>\$ 171,084</u>	<u>\$ 152,398</u>
9720 Ending Fund Balance	<u><u>\$ 170,134</u></u>	<u><u>\$ 170,643</u></u>	<u><u>\$ 151,265</u></u>	<u><u>\$ 152,481</u></u>	<u><u>\$ 171,983</u></u>

Southwestern Community College District
FY 2019-2020 Tentative Budget
Food Services: Time Out Cafe

**SOUTHWESTERN COMMUNITY COLLEGE DISTRICT
FY 2019-2020 TENTATIVE BUDGET
FOOD SERVICES: TIME OUT CAFÉ**

	AUDITED ACTUAL 2015-2016	AUDITED ACTUAL 2016-2017	AUDITED ACTUAL 2017-2018	ADOPTED BUDGET 2018-2019	TENTATIVE BUDGET 2019-2020
9720 Beginning Fund Balance	\$ 179,558	\$ 215,767	\$ 250,195	\$ 251,685	\$ 248,685
Sales	\$ 768,290	\$ 836,238	\$ 844,621	\$ 840,000	\$ 840,000
Other Revenue	718	2,466	572	2,500	2,500
Transfers	8,115	9,219	4,160	4,500	4,500
Total Revenue	<u>\$ 777,123</u>	<u>\$ 847,923</u>	<u>\$ 849,353</u>	<u>\$ 847,000</u>	<u>\$ 847,000</u>
2000 Classified & Student Salaries	\$ 227,057	\$ 246,664	\$ 247,657	\$ 250,000	\$ 261,788
3000 Employee Benefits	55,476	65,660	69,270	70,000	79,626
4000 Supplies & Replacement	393,929	422,278	448,420	445,000	445,725
5000 Other Operating Costs	64,452	78,893	82,516	85,000	84,600
7000 Transfers Out	-	-	-	-	-
Total Expenses	<u>\$ 740,914</u>	<u>\$ 813,495</u>	<u>\$ 847,863</u>	<u>\$ 850,000</u>	<u>\$ 871,739</u>
9720 Ending Fund Balance	<u><u>\$ 215,767</u></u>	<u><u>\$ 250,195</u></u>	<u><u>\$ 251,685</u></u>	<u><u>\$ 248,685</u></u>	<u><u>\$ 223,946</u></u>

Southwestern Community College District
FY 2019-2020 Tentative Budget
Food Services: Concessions

**SOUTHWESTERN COMMUNITY COLLEGE DISTRICT
FY 2019-2020 TENTATIVE BUDGET
FOOD SERVICES: CONCESSIONS**

	AUDITED ACTUAL 2015-2016	AUDITED ACTUAL 2016-2017	AUDITED ACTUAL 2017-2018	ADOPTED BUDGET 2018-2019	TENTATIVE BUDGET 2019-2020
Beginning Fund Balance	\$ 23,495	\$ 56,648	\$ 94,204	\$ 116,824	\$ 132,324
Sales	\$ 64,674	\$ 59,648	\$ 62,280	\$ 55,000	\$ 55,000
Other Revenue	5,619	4,392	34	3,000	3,000
Transfers In	-	-	2,970	-	-
Total Revenue	<u>\$ 70,293</u>	<u>\$ 64,040</u>	<u>\$ 65,284</u>	<u>\$ 58,000</u>	<u>\$ 58,000</u>
2000 Student Salaries	\$ 6,351	\$ 3,485	\$ 4,912	\$ 9,500	\$ 6,000
3000 Employee Benefits	153	104	147	-	180
4000 Supplies & Replacement	27,751	18,899	28,474	30,000	30,000
5000 Other Operating Costs	2,885	3,996	9,131	3,000	4,000
7000 Transfers Out	-	-	-	-	-
Total Expenses	<u>\$ 37,140</u>	<u>\$ 26,484</u>	<u>\$ 42,664</u>	<u>\$ 42,500</u>	<u>\$ 40,180</u>
9720 Ending Fund Balance	<u><u>\$ 56,648</u></u>	<u><u>\$ 94,204</u></u>	<u><u>\$ 116,824</u></u>	<u><u>\$ 132,324</u></u>	<u><u>\$ 150,144</u></u>

Southwestern Community College District
FY 2019-2020 Tentative Budget
Civic Center - Facilities Use Funds

**SOUTHWESTERN COMMUNITY COLLEGE DISTRICT
FY 2019-2020 TENTATIVE BUDGET
CIVIC CENTER - FACILITY USE FUNDS**

Description	AUDITED ACTUAL 2015-2016	AUDITED ACTUAL 2016-2017	AUDITED ACTUAL 2017-2018	ADOPTED BUDGET 2018-2019	TENTATIVE BUDGET 2019-2020
Revenue:					
Facility Rentals and Leases	\$ 404,294	\$ 329,536	\$ 619,427	\$ 450,000	\$ 450,000
Transfer In	\$ 13,473	-			
Expenses:					
Classified Contract Salaries	\$ 125,466	\$ 121,872	\$ 130,733	\$ 128,460	\$ 128,460
Classified Overtime	26,434	60,203	65,862	40,000	40,000
Hourly Employees	53,974	46,523	56,507	48,000	48,000
Total Payroll	\$ 205,874	\$ 228,598	\$ 253,102	\$ 216,460	\$ 216,460
Benefits	\$ 58,431	\$ 12,347	\$ 74,634	\$ 54,840	\$ 54,840
Non-Instructional Supplies Materials	\$ 6,645	\$ 11,488	\$ 3,222	\$ 18,273	\$ 18,273
Non-Instructional Equipment	4,552	3,172	2,454	30,000	30,000
Equipment Replacement	88,770	12,073	5,905	-	-
Total Supplies	\$ 99,967	\$ 26,733	\$ 11,581	\$ 48,273	\$ 48,273
Contract Services	\$ 53,495	\$ 61,858	\$ 146,419	\$ 128,427	\$ 128,427
Admin Travel	-	-		2,000	2,000
Transfers Out	-	-	133,692		
Total Other	\$ 53,495	\$ 61,858	\$ 280,111	\$ 130,427	\$ 130,427
Total Expenses	\$ 417,767	\$ 329,536	\$ 619,427	\$ 450,000	\$ 450,000
Excess Revenue	\$ -	\$ -	\$ -	\$ -	\$ -

**Southwestern Community College District
FY 2019-2020 Tentative Budget
Proposition R Bond Funds**

**SOUTHWESTERN COMMUNITY COLLEGE DISTRICT
FY 2019-2020 TENTATIVE BUDGET
PROPOSITION R BOND FUNDS**

	AUDITED ACTUAL 2015-2016	AUDITED ACTUAL 2016-2017	AUDITED ACTUAL 2017-2018	ADOPTED BUDGET 2018-2019	TENTATIVE BUDGET 2019-2020
9720 Beginning Fund Balance	\$ 73,641,766	\$ 172,830,460	\$ 107,538,747	\$ 46,549,311	\$ 9,558,786
Income:					
Interest	\$ 978,984	\$ 1,491,495	\$ 947,067	\$ 150,000	\$ 10,000
Local Miscellaneous Income		-			
Sale of Bond Proceeds	120,957,734				
Settlements	100,000	221,000	-	-	-
Total Income	\$ 122,036,718	\$ 1,712,495	\$ 947,067	\$ 150,000	\$ 10,000
Expense:					
2000 Construction Hourly Salaries	\$ 55,774	\$ 54,101	\$ 53,563	\$ 84,100	
3000 Construction Benefits	17,699	18,582	19,431	22,600	
4000 Supplies	36,178	469,917	1,912,758	3,960,000	
5000 Operations	7,991,528	5,937,290	7,557,203	4,793,825	175,000
6000 Capital Outlay/Renovation	14,746,845	60,524,318	52,393,548	28,280,000	4,750,000
7000 Transfers Out					
Total Expense	\$ 22,848,024	\$ 67,004,208	\$ 61,936,503	\$ 37,140,525	\$ 4,925,000
9720 Ending Balance	\$ 172,830,460	\$ 107,538,747	\$ 46,549,311	\$ 9,558,786	\$ 4,643,786

Southwestern Community College District
FY 2019-2020 Tentative Budget
Proposition R Bond Funds Projects

**SOUTHWESTERN COMMUNITY COLLEGE DISTRICT
FY 2019-2020 TENTATIVE BUDGET
PROPOSITION R BOND FUNDS PROJECTS**

	AUDITED ACTUAL 2015-2016	AUDITED ACTUAL 2016-2017	AUDITED ACTUAL 2017-2018	ADOPTED BUDGET 2018-2019	TENTATIVE BUDGET 2019-2020
Program Management	\$ 2,264,729	\$ 2,231,702	\$ 2,519,762	\$ 1,472,700	\$ -
District Security Systems	13,750	127,300			
H Street Access					
Devore Stadium/Central Plant					
Solar Initiative	683,036	(50,000)			
Utility Infrastructure	263,150	787,594	30,009		
Four pipe loop - (Central Plant)	1,513,885				
Math and Science	2,533,917	16,431,553	28,762,921	20,982,825	4,075,000
Wellness Center	9,212,015	32,239,242	15,079,138	2,650,000	
National City Classroom	3,209,643	12,576,977	6,797,663	1,625,000	
Security Complex	19,778	36,398	96,558	6,800,000	850,000
Technology	1,150,528	91,105	770,130	-	
Performing Arts	1,983,593	804,851	739,450	760,000	
Utility Hydronics		1,727,486	5,097,676	-	
Parking structure			169,446	-	
Emergency Generator			126,430	2,075,000	
Fire Alarm Upgrades			137,339	650,000	
Building 400 Remodel			70,550		
Otay Mesa Phase II			7,068		
Temporary Parking Lot			1,445,453		
Other		-	86,910	125,000	
Total Budget	\$ 22,848,024	\$ 67,004,208	\$ 61,936,503	\$ 37,140,525	\$ 4,925,000

Southwestern Community College District
FY 2019-2020 Tentative Budget
Proposition Z Bond Funds Projects

**SOUTHWESTERN COMMUNITY COLLEGE DISTRICT
FY 2019-2020 ADOPTED BUDGET
PROPOSITION Z BOND FUNDS PROJECTS**

	AUDITED ACTUAL 2017-2018	ADOPTED BUDGET 2018-2019	TENTATIVE BUDGET 2019-2020
Program Management	\$ -	\$ 2,000,000	\$ 2,239,406
Performing Arts Center	1,535,511	26,636,000	44,800,000
Parking Structure	2,087,249		
IT	46,667	322,000	928,000
Student Union	859,714	850,000	850,000
Parking Lot Restoration	285,556	400,000	2,900,000
Electrical Panel Upgrades	500,000	650,000	2,150,000
Business/CIS Building	1,505,455		
Central Plant Expansion		2,200,000	130,000
Wayfinding		1,075,000	3,075,000
Firewall and Intrusion		700,000	
AV Upgrades		500,000	174,000
VoIP		950,000	1,025,000
Chula Vista Campus Infrastructure		1,500,000	5,500,000
HECOM - Fire-EMP-Police		4,150,000	13,500,000
HECOM - Auto Shop		500,000	6,000,000
LNT		350,000	3,500,000
Warehouse/Maintenance/Grounds		350,000	11,750,000
Instructional Building No.1		250,000	750,000
Instructional Building No.2		250,000	500,000
IT Data Center		350,000	750,000
Math & Science Building			2,500,000
Campus Police Building			1,550,000
Demo of the 300 Buildings			2,575,000
Jaguar Village - Temporary Portables			1,600,000
National City HEC Solar			2,000,000
Chula Vista Campus Solar Relocation			2,200,000
University Center			250,000
Total Budget	\$ 6,820,152	\$ 43,983,000	\$ 113,196,406

Southwestern Community College District
FY 2019-2020 Tentative Budget
Proposition Z Bond Funds

**SOUTHWESTERN COMMUNITY COLLEGE DISTRICT
FY 2019-2020 TENTATIVE BUDGET
PROPOSITION Z BOND FUNDS**

	AUDITED ACTUAL 2017-2018	ADOPTED BUDGET 2018-2019	TENTATIVE BUDGET 2019-2020
9720 Beginning Fund Balance	\$ -	\$ 139,264,460	\$ 139,264,460
Income:			
Interest	\$ 623,959	\$ 500,000	\$ 2,200,000
Local Miscellaneous Income			
Sale of Bond Proceeds	139,355,190		
Settlements	-		
Total Income	\$ 139,979,149	\$ 500,000	\$ 2,200,000
Expense:			
2000 Construction Hourly Salaries		\$ 20,000	\$ 59,506
3000 Construction Benefits			23,900
4000 Supplies	208,010	1,787,000	4,579,000
5000 Operations	355,993	11,826,000	17,554,000
6000 Capital Outlay/Renovation	150,686	30,350,000	90,980,000
7000 Transfers Out			
Total Expense	\$ 714,689	\$ 43,983,000	\$ 113,196,406
9720 Ending Balance	\$ 139,264,460	\$ 95,781,460	\$ 28,268,054

Southwestern Community College District
FY 2019-2020 Tentative Budget
Redevelopment, Clean Energy and Scheduled Maintenance Fund

**SOUTHWESTERN COMMUNITY COLLEGE DISTRICT
FY 2019-2020 TENTATIVE BUDGET
REDEVELOPMENT, CLEAN ENERGY and SCHEDULED MAINTENANCE FUND**

	AUDITED ACTUAL 2015-2016	AUDITED ACTUAL 2016-2017	AUDITED ACTUAL 2017-2018	ADOPTED BUDGET 2018-2019	TENTATIVE BUDGET 2019-2020
Beginning Fund Balance	\$ 3,218,598	\$ 6,294,656	\$ 4,567,879	\$ 3,753,230	\$ 2,248,835
Revenue - Redevelopment, Clean Energy and Scheduled Maint	\$ 3,068,195	\$ 3,037,001	\$ 1,217,619	\$ 550,000	\$ 250,000
Revenue - Other	\$ -	-	-	-	-
Transfers In	3,114,885	-	-	-	-
Total revenue	<u>\$ 6,183,080</u>	<u>\$ 3,037,001</u>	<u>\$ 1,217,619</u>	<u>\$ 550,000</u>	<u>\$ 250,000</u>
Expense:					
Redevelopment, Clean Energy and Scheduled Maintenance	\$ 3,107,022	\$ 4,763,778	\$ 2,032,268	\$ 4,303,029	\$ 2,248,835
Transfer Out	\$ -	-	-	-	-
Total Expense	<u>\$ 3,107,022</u>	<u>\$ 4,763,778</u>	<u>\$ 2,032,268</u>	<u>\$ 4,303,029</u>	<u>\$ 2,248,835</u>
Ending Fund Balance	<u><u>\$ 6,294,656</u></u>	<u><u>\$ 4,567,879</u></u>	<u><u>\$ 3,753,230</u></u>	<u><u>\$ 201</u></u>	<u><u>\$ 250,000</u></u>

Southwestern Community College District
FY 2019-2020 Tentative Budget
Redevelopment, Clean Energy and Scheduled Maintenance Fund

**SOUTHWESTERN COMMUNITY COLLEGE DISTRICT
FY 2019-2020 TENTATIVE BUDGET
REDEVELOPMENT, CLEAN ENERGY and SCHEDULED MAINTENANCE FUND**

	FY 2016-2017 ADOPTED	FY 2017-2018 ADOPTED	FY 2018-2019 ADOPTED	FY 2019-2020 TENTATIVE
Proposition 39-Clean Energy				
Otay Mesa LED FY18	\$ 365,415	\$ -	\$ 466,057	\$ -
HEC National City LED FY17		-		
Unallocated FY18	563,258	535,402	-	-
Total	\$ 928,673	\$ 535,402	\$ 466,057	\$ -
Scheduled Maintenance - Multi-Year				
Lattice Phase III FY15	\$ 95,310	\$ 5,475	\$ -	\$ -
Structural Repairs FY16	-	-	203,840	-
ADA Upgrades FY15	69,331	85,550		
Irrigation Controls FY16	247,972	148,759	185,401	-
Flooring upgrades - various classrooms AFY16	307,418	53,771	10,876	-
Electrical Upgrade 1 FY16	630	29,493	-	-
Lattice Phase IV FY16	200,000	165,763	-	-
Access Road Repair FY16	450,000	1,435	-	-
Drought Tolerant Landscaping FY16	685,935	194,102	-	-
HVAC Controls - CV FY16	630,000	202,813	12,303	-
Building 400 Electrical Upgrade FY17	600,000	34,400	-	-
Water Line Valve Upgrade FY17	200,000	600,000	490,945	150,000
Building 470 Roof Repair/Replace FY17	200,000	198,236	-	-
Structural Repairs FY17	252,572	200,000	185,648	261,483
ADA Upgrades FY17				100,000
Sewer Line Repairs FY17	-	237,085	237,085	150,000
Total	\$ 3,939,168	\$ 2,156,883	\$ 1,326,098	\$ 661,483
Redevelopment Funds				
Bermuda Grass Project	\$ 241,992	\$ 1,005	\$ -	\$ -
Building 600 HVAC	-	25,014	-	-
Retaining Wall	200,000	30,247	14,479	14,479
Track Repairs	-	5,272	-	-
Tree Trimming/Maintenance	-	44,337	22,910	22,910
Tennis Court Surfacing	18,811	2,200	-	-
Parking Lot Repairs		71,933	53,988	53,988
Building 220 HVAC		-	276,985	-
Building 550 Repairs		40,000	-	-
Storage Unit Installation		7,187	6,399	-
LED Exterior Light Poles	194,153	-	33,790	-
Grounds Restroom Repairs	101,798	13,841	-	-
Building 1200 Safety Remodel	33,200	193,020	-	-
Building 750 Repairs	15,000	61,707	-	-
Building 550 Repairs		40,498	-	-
General Campus Repairs		260,535	266,106	266,106
Carpet and Flooring Repair		64,392	47,186	33,790
ADA Access Upgrade		77,286	68,455	68,455
Relocation ISS Department		-	30,000	-
HVAC - HECOM		-	92,000	90,351
Piping Upgrades		178,972	178,969	178,969
FY18 Unallocated	511,276	450,000	803,185	603,000
Total	\$ 1,316,230	\$ 1,567,447	\$ 1,894,452	\$ 1,332,048
Capital Outlay (from General Fund)				
Logistical Service (vehicles and carts, etc.)	\$ -	\$ 67	\$ -	\$ -
Facility Use/CMMS System transfer	\$ 100,000	\$ -	\$ -	\$ -
Total	\$ 100,000	\$ 67	\$ -	\$ -
Program Review				
Program Review	\$ 2,921,415	\$ 1,293,515	\$ 616,422	\$ 255,304
Total	\$ 2,921,415	\$ 1,293,515	\$ 616,422	\$ 255,304
Total Budget	\$ 9,205,486	\$ 5,553,313	\$ 4,303,029	\$ 2,248,835

Southwestern Community College District
FY 2019-2020 Tentative Budget
Associated Student Organization

**SOUTHWESTERN COMMUNITY COLLEGE DISTRICT
FY 2019-2020 TENTATIVE BUDGET
ASSOCIATED STUDENT ORGANIZATION**

	AUDITED ACTUAL 2015-2016	AUDITED ACTUAL 2016-2017	AUDITED ACTUAL 2017-2018	ADOPTED BUDGET 2018-2019	TENTATIVE BUDGET 2019-2020
Beginning Fund Balance	\$ 886,776	\$ 885,415	\$ 745,706	\$ 745,706	\$ 745,706
Student Activity Cards - Other revenue	\$ 465,867	\$ 452,483	\$ 450,444	\$ 450,000	\$ 450,000
Transfers In	30,000	30,000	30,000	30,000	30,000
Total Revenue	\$ 495,867	\$ 482,483	\$ 480,444	\$ 480,000	\$ 480,000
Classified & Student Salaries	\$ 99,138	\$ 102,070	\$ 111,023	\$ 100,000	\$ 100,000
Employee Benefits	2,349	2,371	2,555	2,000	2,000
Supplies & Replacement	297,119	374,827	299,949	260,000	260,000
Other Operating Costs	98,622	142,924	150,677	118,000	118,000
Total Expenses	\$ 497,228	\$ 622,192	\$ 564,204	\$ 480,000	\$ 480,000
9720 Ending Fund Balance	\$ 885,415	\$ 745,706	\$ 661,946	\$ 745,706	\$ 745,706

Southwestern Community College District
FY 2019-2020 Tentative Budget
Student Center Fund

**SOUTHWESTERN COMMUNITY COLLEGE DISTRICT
FY 2019-2020 TENTATIVE BUDGET
STUDENT CENTER FUND**

	AUDITED ACTUAL 2015-2016	AUDITED ACTUAL 2016-2017	AUDITED ACTUAL 2017-2018	ADOPTED BUDGET 2018-2019	TENTATIVE BUDGET 2019-2020
9720 Beginning Fund Balance	\$ 375,975	\$ 369,260	\$ 398,914	\$ 379,880	\$ 379,880
Revenue					
Interest and Bond Proceeds	\$ 978	\$ 1,412	\$ 1,814	\$ 1,500	\$ 1,500
Student Fees	151,500	152,290	148,297	150,000	150,000
Revenue Bond	-	-	-	-	-
Total Revenue	<u>\$ 152,478</u>	<u>\$ 153,702</u>	<u>\$ 150,111</u>	<u>\$ 151,500</u>	<u>\$ 151,500</u>
Expense:					
4000 Supplies	\$ 13,129	\$ 1,704	\$ 20,728	\$ -	\$ -
5000 Other Expenses	20,570	-	23,849	50,000	50,000
5890 Bond Payment	125,494	122,344	124,568	124,568	124,568
6000 Capital Outlay					
Total Expense	<u>\$ 159,193</u>	<u>\$ 124,048</u>	<u>\$ 169,145</u>	<u>\$ 174,568</u>	<u>\$ 174,568</u>
9720 Ending Fund Balance	<u><u>\$ 369,260</u></u>	<u><u>\$ 398,914</u></u>	<u><u>\$ 379,880</u></u>	<u><u>\$ 356,812</u></u>	<u><u>\$ 356,812</u></u>

Southwestern Community College District
FY 2019-2020 Tentative Budget
Self-Insurance Fund

**SOUTHWESTERN COMMUNITY COLLEGE DISTRICT
FY 2019-2020 TENTATIVE BUDGET
SELF-INSURANCE FUND**

	AUDITED ACTUAL 2015-2016	AUDITED ACTUAL 2016-2017	AUDITED ACTUAL 2017-2018	ADOPTED BUDGET 2018-2019	TENTATIVE BUDGET 2019-2020
9720 Beginning Fund Balance	\$ 659,991	\$ 758,637	\$ 893,203	\$ 902,604	\$ 902,604
Income:					
Interest	\$ 3,621	\$ 7,512	\$ 9,401	\$ 9,000	\$ 14,446
Local Miscellaneous Income	-	127,054	-	-	-
Total Income	\$ 3,621	\$ 134,566	\$ 9,401	\$ 9,000	\$ 14,446
Expense:					
Other Operating Costs	\$ (95,025)	\$ 1,500	\$ -	\$ -	\$ -
Total Expense	(95,025)	-	-	-	-
	-	-	-	-	-
9720 Ending Fund Balance	\$ 758,637	\$ 893,203	\$ 902,604	\$ 911,604	\$ 917,050

Southwestern Community College District
FY 2019-2020 Tentative Budget
Student Success and Completion Grant Fund

**SOUTHWESTERN COMMUNITY COLLEGE DISTRICT
FY 2019-2020 TENTATIVE BUDGET
STUDENT SUCCESS AND COMPLETION GRANT FUND**

	ADOPTED BUDGET 2018-2019	TENTATIVE BUDGET 2019-2020
9720 Beginning Fund Balance	\$ -	\$ -
Income:	\$ 3,070,538	\$ 4,570,538
Interest	-	-
Local Miscellaneous Income	-	-
Total Income	<u>\$ 3,070,538</u>	<u>\$ 4,570,538</u>
Expense:		
Other Payments to Students	\$ 3,070,538	\$ 4,570,538
Total Expense	<u>3,070,538</u>	<u>4,570,538</u>
	-	-
9720 Ending Fund Balance	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>