



SOUTHWESTERN COMMUNITY
COLLEGE DISTRICT

ADOPTED BUDGET

FY 2024–25

Presentation to Governing Board
September 9, 2024

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ADOPTED BUDGET FY 2024-25

SOUTHWESTERN COMMUNITY COLLEGE DISTRICT

Executive Summary

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

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

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

State Budget

The fiscal year (FY) 2024-25 California Budget Act continues what has become a common narrative in this era of rapid shifts in our economic landscape. The Budget Act includes state expenditures of approximately \$297 billion, reflecting a decrease over the 2023-24 enacted budget of approximately four percent. However, the state experienced a delay in tax collections last year, which caused revenue expectations to not meet the projected amounts. The significant revenue shortfalls related to delayed tax collection have led to a budget deficit estimated to be over \$45 billion. The Budget Act, along with early legislative action, uses several mechanisms to close the projected shortfall, including some funding delays and reductions from the 2022-23 and 2023-24 budgets, cuts to state programs, internal fund shifts, internal borrowing and withdrawals from reserve funds. New this fiscal year, the Governor and legislative leaders announced a balanced budget for both 2024-25 and 2025-26.

Community College Funding

The budgets enacted for each segment of higher education continue to be shaped by multi-year frameworks introduced in 2022-23, including the Governor's Roadmap for the Future for the California Community Colleges. The Governor's Roadmap and the aligned California Community Chancellor's Vision 2030 are intended to advance equity, student success and the system's ability to prepare students for California's future.

For community colleges, the 2024-25 Budget Act reflects an increase in overall funding based on \$202.7 million in policy adjustments compared to 2023-24 expenditure levels. Notably, the Budget Act includes \$100.2 million for a 1.07% cost-of-living adjustment (COLA) for the Student-Centered Funding Formula (SCFF) and select categorical programs. The Budget Act limits one-time funding and enacts a plan to capture 2022-23 Proposition 98 overpayments, which are currently estimated to be \$8.8 billion. The majority of the overpayment, 70% or \$6.2 billion, could affect the system starting in 2026-27 and ending in 2035-36. The rest of the overpayment, 30% or \$2.6 billion, will be treated as a deferral, affecting fiscal years 2023-24, 2024-25 and 2025-26. The deferrals will affect the SCFF formula allocation for the applicable fiscal years in the amount of \$690.1 million. The state will utilize the Public School System Stabilization Account (PSSSA) to protect community college funding. Currently, the State Chancellor's Office does not anticipate any cash flow interruptions to districts for the fiscal years 2023-24 and 2024-25. Further assessment of the deferral structure will be made; impacts of the deferrals will be shared as they are known.

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

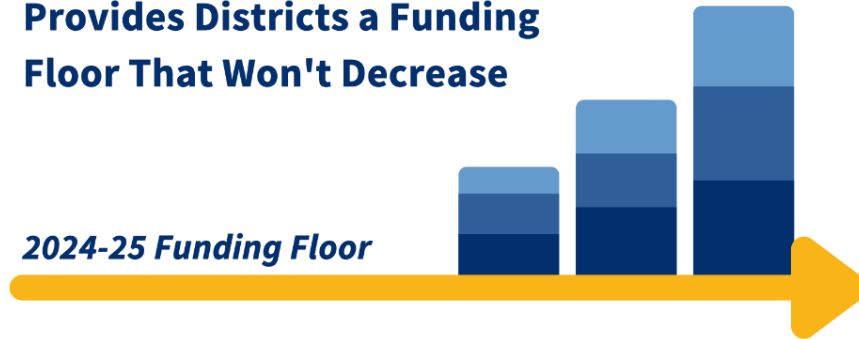
Hold Harmless Protections Extended in Modified Form

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

Predictability & Stability

Provides Districts a Funding Floor That Won't Decrease

2024-25 Funding Floor



Credit: State Chancellor's Office

Southwestern College Funding

For FY 2024-25, the Budget Act provides Community Colleges with a 1.07% cost-of-living adjustment for apportionment under the SCFF and selected categorical funds. The resulting total State apportionment for the District under the SCFF for FY 2024-25 is estimated to be \$133 million. State apportionment is general unrestricted funding.

SOUTHWESTERN SCFF APPORTIONMENT REVENUE PROJECTION FY 2024-25

<u>Source</u>	<u>Amount</u>	<u>%</u>
Institutional Effectiveness (Basic Allocation)	\$ 15,186,387	11.34%
Student Access (FTES)	80,918,473	60.40%
Supplemental Allocation/Student Equity	24,702,451	18.44%
Student Success Allocation	13,169,842	9.83%
Total Computational Revenue (TCR)	\$ 133,977,153	100.00%

The District also receives general unrestricted funding from additional Federal, State, and Local sources. For FY 2024-25, the total revenue from these sources is estimated to be \$12,982,868, a decrease of 2% from FY 2023-24. The District's total estimated general unrestricted funding for FY 2024-25 is estimated to be \$146,960,021.

<u>Source</u>	<u>Amount</u>	<u>%</u>
Apportionment Revenue	\$ 133,977,153	91.17%
Other Federal, State and Local Revenue	12,982,868	8.83%
Total FY24.25 Revenue	\$ 146,960,021	100.00%

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

Unrestricted General Fund Revenue and Expenses

Total unrestricted revenues and expenses projected for FY 2024-25 are presented below.

Unrestricted General Fund 11	FY 24-25 Adopted Budget
Revenue	
Federal	\$ 110,000
State	96,702,770
Local	50,147,251
Total Revenue	<u>\$ 146,960,021</u>
Expenses	
Salaries	\$ 80,045,284
Employee Benefits	44,367,000
Vacant Positions - Savings	(3,370,872)
SERP Premiums	1,451,898
Total Personnel Expenses	<u>\$ 122,493,310</u>
Supplies and Materials	\$ 1,561,405
Other Operating Expenses and Services	17,903,344
Capital Outlay	14,000
Other Outgo and Transfers Out	3,175,677
Total Other Expenses	<u>\$ 22,654,426</u>
Total Expenses	<u>\$ 145,147,736</u>
Excess (Deficit)	<u><u>\$ 1,812,285</u></u>

Unrestricted General Fund Ending Fund Balance

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

For FY 2024-25, the unrestricted general fund ending balance is \$22.9 million. This represents a deficit of \$3.3 million in the desired reserve for economic uncertainties of \$24.6 million.

Unrestricted General Fund 11	FY 24-25 Adopted Budget
Revenue	\$ 146,960,021
Expenses	\$ 145,147,736
Excess (Deficit)	\$ 1,812,285
Beginning Fund Balance	\$ 21,114,442
Excess (Deficit)	1,812,285
Ending Fund Balance	\$ 22,926,726
Ending Fund Balance	\$ 22,926,726
Committed for Compensated Absences	(1,599,181)
Committed for Economic Uncertainty (Governing Board Reserve)	(24,675,115)
Remaining Fund Balance	\$ (3,347,570)

Restricted General Fund Revenue and Expenses

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

Almost all restricted general fund revenue sources require that the funds be totally expended in the year that they are allocated, so there is very little carryover from prior years accounted for within this funding category. Total restricted revenues and expenses projected for FY 2024-25 are presented below.

Restricted Fund 12	FY 24-25 Adopted Budget
Revenue	
Federal	\$ 9,153,640
State	31,582,590
Local	4,773,988
Transfers In	2,517,992
Total Revenue	<u>\$ 48,028,210</u>
Expenses	
Salaries	\$ 17,063,954
Employee Benefits	6,791,980
Total Personnel Expenses	<u>\$ 23,855,934</u>
Supplies and Materials	\$ 2,903,353
Other Operating Expenses and Services	15,563,087
Capital Outlay	469,194
Other Outgo and Transfers Out	5,236,641
Total Other Expenses	<u>\$ 24,172,275</u>
Total Expenses	<u>\$ 48,028,210</u>
Excess (Deficit)	<u><u>\$ -</u></u>

Total Budgeted Revenue: All Funds

In addition to General Funds (unrestricted and restricted), the District's budget incorporates a number of other special purpose funds. In total, the District's budgeted revenue for FY 2024-25 is \$203.6 million.

	FY 24-25 Adopted Budget All Funds	
General Fund:		
Unrestricted	\$	146,960,021
Restricted		48,028,210
Total General Fund	\$	194,988,231
Other Funds:		
Proposition Z Construction Bond Fund	\$	2,300,000
Capital Outlay		800,000
Enterprise Funds		-
Bookstore		1,407,842
Food Services		1,615,071
Civic Center-Facilities Leasing		955,000
Fitness Center		864,000
Student Center		103,000
Student Representation Fee		84,426
Associated Student Organization (ASO)		500,000
Self-Insurance		5,046
Total Other Funds	\$	8,634,385
Total Budgeted Revenue	\$	203,622,616

Overview of Southwestern Community College District (SCCD)

Governing Board

Don Dumas <i>Board President</i>	Kristine Galicia Brown <i>Board Vice President</i>
Roberto Alcantar <i>Board Member</i>	Robert Moreno <i>Board Member</i>
Corina Soto <i>Board Member</i>	Chris Chandler <i>Student Trustee</i>

Mission Statement

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

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

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

Values

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

Vision

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

About SCCD

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

Established in 1961 and located in the urban corridor between the City of San Diego and the international border with Mexico, Southwestern College serves approximately 25,000 students each year and offers more than 320 degrees and certificates. Specialty programs in allied health, international trade, child development and public safety are offered at its three Higher Education Centers, and a full aquatic program at the Crown Cove Aquatic Center. A host of noncredit courses designed to enhance personal and professional development are also offered through the College's Continuing Education Department.

Whether pursuing an A.A. degree, preparing to transfer to a four-year college or university, or acquiring new occupational skills, students attending Southwestern College are given every opportunity to meet their educational goals. See Appendix A for Southwestern's Institutional Goals.

Our Community

The District serves one of the most racially, ethnically and culturally diverse communities among the 116 colleges and 73 districts comprising the California Community College (CCC) system. Of the 2.1 million students enrolled in a CCC, our District serves approximately 25,000 students each year. The SCCD service area is estimated to number 505,970 and is projected to grow to 589,235 by 2050 based on demographic estimates from the San Diego Association of Governments (SANDAG). According to the latest CCCCCO launch board student success metrics, the District service area is predominantly Hispanic, with over 66% of SCCD residents falling within this demographic category. The available launch board data shows the student self-declared enrollment is composed of 56% female students, 43% males and 0.5% non-binary students. The launch board also shows the District predominantly services students age 19 to 29, making up 74% of our student population.

Budget Planning

Budget Planning: Financial Policies and Procedures

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

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

The Planning and Budget Committee

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

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

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

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

The PBC is comprised of the following membership:

- Vice President of Business and Financial Affairs or designee (co-convener) – Omar Gutierrez
- Academic Senate Vice President or designee (co-convener) – Rebekah Stassinopoulos
- Dean of Institutional Research and Planning or designee (co-convener) – Bill Abasolo
- Academic Senate President or designee – Caree Lesh (Tanya Haddad)
- Director of Facilities or designee – Aurora Ayala
- SCCDAA President or designee – Danny Fitzgerald
- CSEA President or designee – Silvia Nogales
- ASO President or designee – Alicia Gan (Chris Chandler)
- CSEA Institutional Technology Representative - *open*
- CSEA Representative – Elizabeth Valdez
- Faculty Representative – Bruce Smith
- Confidential Representative – Andrea Cletus
- Vice President of Student Affairs or designee – Rachel Fischer
- SCEA Representative – Gail Stockin

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

- Vice President of Academic Affairs – Sam Agdasi (Silvia Nadalet)
- Superintendent/President – Mark Sanchez
- Grants Representative – Farrah Morrissey

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

Fund Accounting, Measurement Focus, and Basis of Accounting

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

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

Table 1: Fund Descriptions

FUND DESCRIPTIONS		
Fund	Purpose	
11	General Fund - Unrestricted	Used to account for resources available for the general District operations and support for educational programs.
12	General Fund - Restricted	Restricted monies are from an external source that requires the monies be used for a specific purpose or purposes.
41	Capital Outlay Projects	Used to account for the accumulation and expenditure of monies for the acquisition or construction of significant capital outlay items and scheduled maintenance and special repairs projects.
42	General Obligation Bond (Prop Z)	Designated to account for the proceeds from the sale of the bonds under Proposition 39, and the related expenditures related to the acquisition and construction of the projects included in the ballot language approved by voters.
51	Bookstore	Receives the proceeds derived from the bookstore operations. All necessary expenses for the bookstore may be paid from generated revenue.

Fund		Purpose
52	Food Services	Receives all monies from the sale of food or any other services performed by the cafeteria. Costs incurred from the operation and maintenance of the cafeteria are paid from this fund.
58	Facilities Leasing	Receives all monies from facilities leasing or any other services performed by the department. Costs incurred from the operation and maintenance of this department is paid from this fund.
59	Fitness Center	Receives all monies from the sale of fitness center memberships or any other services performed by the department. Costs incurred from the operation and maintenance of the Fitness Center is paid from this fund.
61	District Self-Insurance Fund	The District maintains all required insurance coverage. This fund is used to provide for deductibles, losses or payments arising from self-insurance programs, and losses or payments due to non-insured perils. As the detail budget report shows, this fund is rarely utilized.
71	Associated Student Government	This budget represents the monies held in trust by the District for the operation of its organized student body association, excluding student clubs.
72	Student Representation Fee	Account for student fees collected to provide support for students or representatives who may be stating their positions and viewpoints before city, county, and district government, and before offices and agencies of the State and Federal government. Effective January 1, 2020, 50% of the fees collected will be expended to support the Student Senate of the California Community Colleges (SSCCC).
73*	Student Center Fee	Account for student fees collected by the District for the purpose of establishing an annual building and operating fee to finance, construct, enlarge, remodel, refurbish, and operate a student center. <i>*Previously shown as Fund 39.</i>

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

Budget and Planning Integration

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

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

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

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

Program Review and Resource Allocation

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

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

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

The Goal of Budgeting

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

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

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

Budget Calendar and Apportionment Cycle

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

Table 2: Apportionment Cycle

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

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

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

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

Table 3: Fiscal Reporting Due Dates

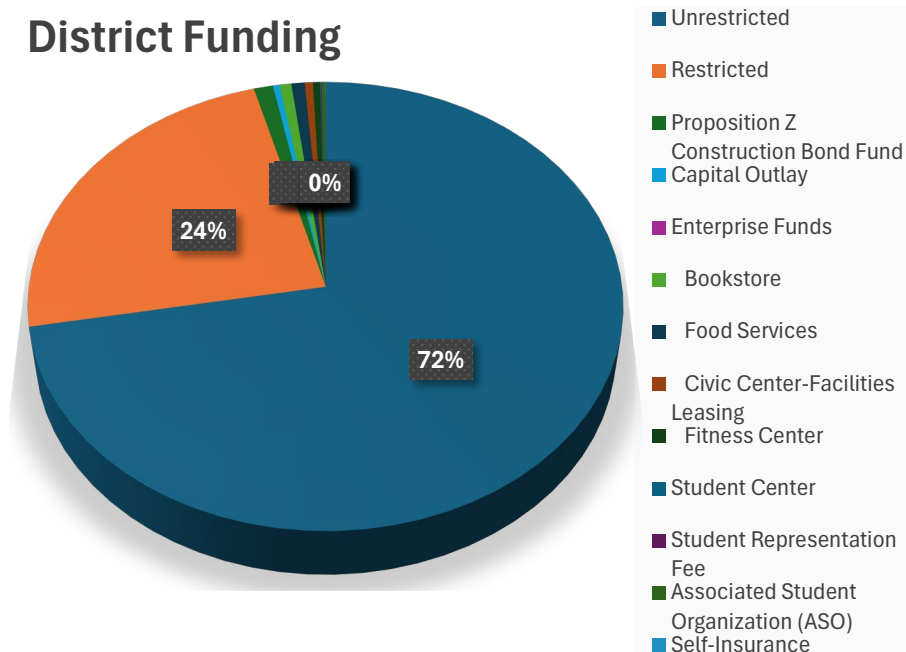
FISCAL REPORTING DUE DATES		
Activity	Regulatory Due Date	Title 5 Section
Submit tentative budget to Chancellor's Office.	July 1	58305(a)
Make available for public inspection a statement of prior year receipts and expenditures and current year expenses.	September 15	58300
Hold a public hearing on the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

Financial Analysis and Comparison Sheets

**Southwestern Community College District
FY 2024-2025 Adopted Budget
All District Funds**

	FY 24-25 Adopted Budget All Funds
General Fund:	
Unrestricted	\$ 146,960,021
Restricted	48,028,210
Total General Fund	\$ 194,988,231
Other Funds:	
Proposition Z Construction Bond Fund	\$ 2,300,000
Capital Outlay	800,000
Enterprise Funds	-
Bookstore	1,407,842
Food Services	1,615,071
Civic Center-Facilities Leasing	955,000
Fitness Center	864,000
Student Center	103,000
Student Representation Fee	84,426
Associated Student Organization (ASO)	500,000
Self-Insurance	5,046
Total Other Funds	\$ 8,634,385
Total Budgeted Revenue	\$ 203,622,616

District Funding



**Southwestern Community College District
FY 2024-2025 Adopted Budget
Fund Summary**

	FY 24-25 Adopted Budget Unrestricted Fund 11		FY 24-25 Adopted Budget Restricted Fund 12		FY 24-25 Adopted Budget Total Fund 11 & 12	
Revenue						
Federal	\$	110,000	\$	9,153,640	\$	9,263,640
State		96,702,770		31,582,590		128,285,360
Local		50,147,251		4,773,988		54,921,240
Transfers In		-		2,517,992		2,517,992
Total Revenue	\$	146,960,021	\$	48,028,210	\$	194,988,231
Expenses						
Salaries	\$	80,045,284	\$	17,063,954	\$	97,109,238
Employee Benefits		45,818,898		6,791,980		52,610,878
Vacant Position Savings (Net)		(3,370,872)		-		(3,370,872)
Total Personnel Expenses	\$	122,493,310	\$	23,855,934	\$	146,349,245
Supplies and Materials	\$	1,561,405	\$	2,903,353	\$	4,464,758
Other Operating Expenses and Services		17,903,344		15,563,087		33,466,431
Capital Outlay		14,000		469,194		483,194
Other Outgo and Transfers Out		3,175,677		5,236,641		8,412,318
Total Other Expenses	\$	22,654,426	\$	24,172,275	\$	46,826,701
Total Expenses	\$	145,147,736	\$	48,028,210	\$	193,175,946
Surplus (Deficit)	\$	1,812,285	\$	-	\$	1,812,285

**Southwestern Community College District
FY 2024-2025 Adopted Budget
General Fund Revenue**

General Fund 11	FY 21-22 Audited Actuals	FY 22-23 Audited Actuals	FY 23-24 Forecasted Actuals	FY 24-25 Tentative Budget	FY 24-25 Adopted Budget
<u>Student Centered Funding Formula</u>					
<u>State Apportionment</u>					
Basic Allocation					
Single College District - Medium	\$ 5,667,482	\$ 7,933,899	\$ 8,268,695	\$ 8,651,319	\$ 8,677,936
State Approved Centers - 3 Centers	4,250,610	5,950,422	6,201,520	6,488,489	6,508,451
Total Basic Allocation	\$ 9,918,092	\$ 13,884,321	\$ 14,470,215	\$ 15,139,808	\$ 15,186,387
FTES					
Credit FTES	\$ 61,869,705	\$ 71,097,141	\$ 73,988,792	\$ 78,317,768	\$ 77,764,598
Regular Non-Credit CDCP	300,192	344,964	402,118	249,069	489,425
Non-Credit FTES	175,008	201,110	358,487	850,742	376,230
Special Admit	1,119,371	1,286,318	1,340,598	789,101	1,406,948
Incarcerated Credit	182,998	210,291	839,712	458,908	881,272
Total FTES	\$ 63,647,274	\$ 73,139,824	\$ 76,929,707	\$ 80,665,588	\$ 80,918,473
Total Base Allocation (Basic + FTES)	\$ 73,565,366	\$ 87,024,145	\$ 91,216,040	\$ 95,805,395	\$ 96,104,860
Supplemental Allocation/Student Equity	20,382,450	20,493,269	23,536,076	24,626,684	24,702,451
Student Success Allocation	10,246,030	12,148,939	12,587,836	13,171,128	13,169,842
Stability/Hold Harmless Protection	1,471,514	-	-	-	-
Total Computational Revenue (TCR)	\$ 105,665,360	\$ 119,666,353	\$ 127,339,953	\$ 133,603,207	\$ 133,977,154
Deficit Factor Adjustment					
Total Apportionment Revenue	\$ 105,665,360	\$ 119,666,353	\$ 127,339,953	\$ 133,603,207	\$ 133,977,154
<u>Other Revenue</u>					
Federal	\$ 101,961	\$ 113,400	\$ 55,501	\$ 110,000	\$ 110,000
State					
Lottery	2,749,282	3,227,066	3,386,191	1,349,639	2,000,000
Full-Time Faculty Hiring	1,957,091	1,957,091	1,957,091	1,957,091	1,957,091
Mandated Cost Reimbursement	455,070	580,767	523,782	523,782	523,782
On Behalf Pass-through	4,765,668	3,595,393	4,456,499	3,531,873	3,531,873
Other State Revenue	722,841	226,435	3,093,997	350,251	1,238,912
Local					
Interest Revenue	168,904.00	985,930	1,620,712	500,000	500,000
Non-Resident Tuition	2,000,330	2,101,781	2,448,919	2,200,000	2,200,000
Student Course Material Fees	96,596	119,708	151,147	149,422	149,422
Other Local Revenue	1,279,955	1,344,896	1,146,991	120,000	771,787
Total Other Revenue	\$ 14,297,698	\$ 14,252,467	\$ 18,840,829	\$ 10,792,058	\$ 12,982,867
Total Unrestricted Revenue	\$ 119,963,058	\$ 133,918,820	\$ 146,180,782	\$ 144,395,265	\$ 146,960,021

Southwestern Community College District
FY 2024-2025 Adopted Budget
General Fund Summary

Unrestricted General Fund 11	FY 21-22 Audited Actuals	FY 22-23 Audited Actuals	FY 23-24 Forecasted Actuals	FY 24-25 Tentative Budget	FY 24-25 Adopted Budget
Revenue					
Federal	\$ 101,961	\$ 113,400	\$ 55,501	\$ 110,000	\$ 110,000
State	77,586,784	85,874,640	94,929,882	95,104,832	96,702,770
Local	42,274,313	47,930,780	51,195,399	49,180,432	50,147,251
Total Revenue	<u>\$ 119,963,058</u>	<u>\$ 133,918,820</u>	<u>\$ 146,180,782</u>	<u>\$ 144,395,264</u>	<u>\$ 146,960,021</u>
Expenses					
Salaries	\$ 74,742,533	\$ 85,552,221	\$ 87,823,474	\$ 80,384,906	\$ 80,045,284
Employee Benefits	31,287,445	33,538,953	37,567,909	43,558,513	44,367,000
Vacant Positions - Savings	-	-	-	-	(3,370,872)
SERP Premiums	1,892,211	2,345,234	1,563,745	1,451,898	1,451,898
Total Personnel Expenses	<u>\$ 107,922,189</u>	<u>\$ 121,436,408</u>	<u>\$ 126,955,129</u>	<u>\$ 125,395,318</u>	<u>\$ 122,493,310</u>
Supplies and Materials	\$ 1,678,335	1,588,038	\$ 1,752,457	\$ 1,506,158	\$ 1,561,405
Other Operating Expenses and Services	9,691,091	12,012,291	11,512,343	15,791,928	17,903,344
Capital Outlay	107,850	-	372,182	14,000	14,000
Other Outgo and Transfers Out	1,297,988	2,794,675	2,820,071	2,807,796	3,175,677
Total Other Expenses	<u>\$ 12,775,264</u>	<u>\$ 16,395,004</u>	<u>\$ 16,457,053</u>	<u>\$ 20,119,882</u>	<u>\$ 22,654,426</u>
Total Expenses	<u>\$ 120,697,453</u>	<u>\$ 137,831,412</u>	<u>\$ 143,412,181</u>	<u>\$ 145,515,200</u>	<u>\$ 145,147,736</u>
Excess (Deficit)	<u>\$ (734,395)</u>	<u>\$ (3,912,592)</u>	<u>\$ 2,768,600</u>	<u>\$ (1,119,935)</u>	<u>\$ 1,812,285</u>
Beginning Fund Balance	\$ 22,992,828	\$ 22,258,433	\$ 18,345,841	\$ 21,114,442	\$ 21,114,442
Excess (Deficit)	(734,395)	(3,912,592)	2,768,600	(1,119,935)	1,812,285
Ending Fund Balance	<u>\$ 22,258,433</u>	<u>\$ 18,345,841</u>	<u>\$ 21,114,442</u>	<u>\$ 19,994,506</u>	<u>\$ 22,926,726</u>
Ending Fund Balance	\$ 22,258,433	\$ 18,345,841	\$ 21,114,442	\$ 19,994,506	\$ 22,926,726
Committed for Compensated Absences	(4,132,241)	-	-	-	(1,599,181)
Committed for Economic Uncertainty (Governing Board Reserve)	(19,311,592)	(22,053,026)	(22,945,949)	(23,282,432)	(24,675,115)
Remaining Fund Balance	<u>\$ (1,185,400)</u>	<u>\$ (3,707,185)</u>	<u>\$ (1,831,507)</u>	<u>\$ (3,287,926)</u>	<u>\$ (3,347,570)</u>
Governing Board Reserve as % of Total Expenses	16%	16%	16%	16%	17%
Uncommitted Fund Balance as % of Total Expenses	-1%	-3%	-1%	-2%	-2%
Personnel Costs as a % of Total Expenses	89%	88%	89%	86%	84%

Southwestern Community College District
FY 2024-2025 Adopted Budget
Restricted Fund Summary

Restricted Fund 12	FY 21-22 Audited Actuals	FY 22-23 Audited Actuals	FY 23-24 Forecasted Actuals	FY 24-25 Tentative Budget	FY 24-25 Adopted Budget
Revenue					
Federal	\$ 24,696,246	\$ 11,100,283	\$ 8,844,703	\$ 9,147,395	\$ 9,153,640
State	60,523,941	40,946,151	26,027,788	32,447,734	31,582,590
Local	2,604,500	5,165,875	8,045,364	2,262,241	4,773,988
Transfers In	-	2,787,439	2,499,137	2,166,796	2,517,992
Total Revenue	\$ 87,824,687	\$ 59,999,748	\$ 45,416,992	\$ 46,024,166	\$ 48,028,210
Expenses					
Salaries	\$ 17,364,375	\$ 18,234,903	\$ 18,333,851	\$ 16,520,025	\$ 17,063,954
Employee Benefits	6,154,546	7,238,649	7,166,640	6,761,313	6,791,980
Total Personnel Expenses	\$ 23,518,921	\$ 25,473,552	\$ 25,500,491	\$ 23,281,338	\$ 23,855,934
Supplies and Materials	\$ 3,983,326	\$ 4,107,209	\$ 3,519,243	\$ 2,903,353	\$ 2,903,353
Other Operating Expenses and Services	20,451,493	19,516,267	10,637,653	14,133,640	15,563,087
Capital Outlay	1,270,037	1,624,781	930,515	469,194	469,194
Other Outgo and Transfers Out	29,497,322	9,509,828	4,829,090	5,236,641	5,236,641
Total Other Expenses	\$ 55,202,178	\$ 34,758,085	\$ 19,916,501	\$ 22,742,828	\$ 24,172,275
Total Expenses	\$ 78,721,099	\$ 60,231,637	\$ 45,416,992	\$ 46,024,166	\$ 48,028,210
Excess (Deficit)	\$ 9,103,588	\$ (231,889)	\$ -	\$ -	\$ -

Southwestern Community College District
FY 2024-2025 Adopted Budget
Expenditure Detail

Object	Description	FY 24-25 Adopted Budget Unrestricted		FY 24-25 Adopted Budget Restricted		FY 24-25 Adopted Budget Total	
		Fund 11		Fund 12		Fund 11 & 12	
511	Instructional Salaries	\$	24,148,214	\$	196,800	\$	24,345,014
512	Non-Inst Salaries, Contract		10,698,666		4,206,188		14,904,854
513	Instructional Salaries, Other		11,500,000		305,855		11,805,855
514	Non-Inst Salaries, Other		514,600		678,878		1,193,478
	Academic Salaries	\$	46,861,480	\$	5,387,721	\$	52,249,201
521	Non-Inst Salaries, Full-time	\$	28,786,991	\$	9,579,058	\$	38,366,050
522	Instructional Salaries		3,514,815		-		3,514,815
523	Non-Inst Salaries, Other		267,326		1,512,887		1,780,213
524	Instructional Aides		614,672		584,288		1,198,960
	Non-Academic Salaries	\$	33,183,804	\$	11,676,233	\$	44,860,038
530	Benefits	\$	45,818,898	\$	4,388,102	\$	50,207,000
	Vacant Position Savings (Net)		(3,370,872)		2,403,878		(966,994)
	Employee Benefits	\$	42,448,026	\$	6,791,980	\$	49,240,006
	Total Personnel	\$	122,493,310	\$	23,855,934	\$	146,349,245
541	Text Books, First-aid and Software	\$	87,229	\$	65,949	\$	153,178
542	Books and Manuals		2,960		20,337		23,297
543	Instructional Supplies		132,838		1,963,252		2,096,090
544	Non-Instructional Supplies		1,338,378		851,815		2,190,193
545	Repair Supplies and Cash Short		-		2,000		2,000
	Supplies and Materials	\$	1,561,405	\$	2,903,353	\$	4,464,758
551	Contract Services	\$	5,584,133	\$	11,994,346	\$	17,578,479
552	Travel and Business Related		853,849		2,946,333		3,800,182
553	Dues and Memberships		291,530		12,539		304,069
554	Insurance		78,198		68,000		146,198
555	Utilities		4,625,194		21,342		4,646,536
556	Maintenance Contracts		5,132,200		203,015		5,335,215
557	Audit, Legal and Election		787,021		25,000		812,021
558	Bank Fees and Postage		756,833		1,431		758,264
559	Indirect Expenses		(205,614)		291,081		85,467
	Other Operating Expenses and Services	\$	17,903,344	\$	15,563,087	\$	33,466,431
561	Sites and Improvements	\$	-	\$	-	\$	-
563	Library Books		-		10,000		10,000
564	Equipment		14,000		459,194		473,194
	Capital Outlay	\$	14,000	\$	469,194	\$	483,194
573	Transfers Out	\$	2,534,677	\$	257,820	\$	2,792,497
575	Other Outgo-Grants and Waivers		6,000		1,000		7,000
576	Other Outgo-Student Aid		150,000		4,977,821		5,127,821.00
579	Other Outgo-Contingency		485,000		-		485,000.00
	Other Outgo	\$	3,175,677	\$	5,236,641	\$	8,412,318
	Total Other Expenses	\$	22,654,426	\$	24,172,275	\$	46,826,701
	Total Expenses	\$	145,147,736	\$	48,028,210	\$	193,175,946

**Southwestern Community College District
FY 2024-2025 Adopted Budget
Transfers & Other Outgo**

Transfers and Other Outgo	FY 24-25 Tentative Budget	FY 24-25 Adopted Budget
SWC Foundation		
Salaries	\$ 398,683	\$ 431,216
Benefits	145,713	145,713
Non-Personnel	53,889	53,989
Total for Foundation	<u>\$ 598,285</u>	<u>\$ 630,918</u>
SWC Campus Police		
Supplemental Revenue	\$ 1,568,511	\$ 1,903,760
Total for Campus Police	<u>\$ 1,568,511</u>	<u>\$ 1,903,760</u>
Total Transfer Out	<u>\$ 2,166,796</u>	<u>\$ 2,534,677</u>
Other Outgo		
VP of Business and Financial Affairs	\$ 285,000	\$ 285,000
Grant & Waivers	6,000	6,000
Student Aid	150,000	150,000
President Contingency	200,000	200,000
Total Other Outgoing	<u>\$ 641,000</u>	<u>\$ 641,000</u>
Total Transfers Out & Other Outgoing	<u><u>\$ 2,807,796</u></u>	<u><u>\$ 3,175,677</u></u>

Southwestern Community College District
FY 2024-2025 Adopted Budget
Fund 12 Programs

Fund 12 Programs	Student Equity and Access		Student Access	Student Success and Community	Institutional Effectiveness	Total
Federal						
Business Basics	\$	-	\$	-	\$	329,579
Child Care Access Means Parents in School (CCAMPIS)		210,000		-		210,000
Connecting Minority Communities		-		-		1,353,493
Defense Logistic Agency		-		-		536,437
EDA Build to Scale		-		-		1,500,000
Federal Work Study		-	436,293	-		436,293
Fresh Success Program		-	-	-		164,956
Perkins		-	891,521	-		891,521
Small Business Administration		-	-	-		2,696,465
Title V		-	589,296	-		589,296
Women's Business Center		-	-	-		240,332
Workability Program DPT Rehab		-	-	-		205,268
TOTAL FEDERAL	\$	210,000	\$	1,917,110	\$	7,026,530
State						
Asian, American, Native Hawaiian and Pacific Island	\$	-	\$	-	\$	120,446
Access to Print & Electronic Information		11,452		-		11,452
Basic Needs		-		-	570,830	570,830
BFAP Financial Aid Capacity		-	211,745	-		211,745
Boating Waterways Grant		-	40,000	-		40,000
California International Trade Center Program		-	-	-		390,000
California Office of the Small Business Advocate		-	-	-		2,586,666
California Promise AB19		-	-	-	1,374,223	1,374,223
CalWorks		550,305	-	-		550,305
CARE		-	-	-		970,146
CBE Collaborative		-	193,986	-		193,986
College Rapid Rehousing Funds		-	-	-		928,905
DSPS Programs and Services		-	-	-		2,246,929
Extended Opportunities, Programs and Services (EOPS)		3,893,696	-	-		3,893,696
Financial Aid Technology		-	-	-		57,842
GoBiz-SDSBDC		-	-	-		1,628,083
LGBTQ+		-	-	-		123,521
Lottery Funds		-	1,231,468	-		1,231,468
Mental Health		395,304	-	-		395,304
NextUp Program		-	-	-		795,396
SFAA		810,643	-	-		810,643
Strong Workforce		-	-	-		1,532,003
SWC Dreamer Resource Center Grant		-	-	-		123,594
Technical Assistance Expansion Program		-	-	-		3,980,757
Temporary Assistance for Needy Families (TANF)		80,681	-	-		80,681
Veteran Resource Center		285,066	-	-		285,066
Student Equity Achievement Program		-	-	-		6,448,903
TOTAL STATE	\$	6,027,147	\$	1,677,199	\$	21,933,191
Local						
Automotive Technology	\$	-	\$	12,000	\$	-
Auxiliary-Foundation		-		-		614,232
Campus Police/Parking		-		-	2,787,992	2,787,992
Fee Based Classes		-	210,814	71,703		282,517
Health Services		922,879	-	-		922,879
Local Sponsors		-	-	-		247,000
Parking Funds		-	-	-	1,903,760	1,903,760
Pay Per Print		-	-	-		200,000
SDCWA Small Business Skills		-	-	-		47,600
Small Business Development Center - Match		-	-	-		274,000
TOTAL LOCAL	\$	922,879	\$	222,814	\$	4,691,752
TOTAL RESTRICTED INCOME	\$	7,160,026	\$	3,817,123	\$	6,636,805
						\$ 48,028,210

Southwestern Community College District
FY 2024-2025 Adopted Budget
Proposition Z

Proposition Z Fund 42	FY 21-22 Audited Actuals	FY 22-23 Audited Actuals	FY 23-24 Forecasted Actuals	FY 24-25 Tentative Budget	FY 24-25 Adopted Budget
Beginning Fund Balance	\$ 98,465,156	\$ 245,127,264	\$ 250,468,780	\$ 186,749,701	\$ 157,234,277
Income					
Interest	\$ 1,298,761	\$ 6,531,721	\$ 4,553,173	\$ 4,000,000	\$ 2,300,000
Net Inc (Dec) in FV of Investment	(6,680,875)	(718,356)	-	-	-
Total Income	\$ (5,382,114)	\$ 5,813,365	\$ 4,553,173	\$ 4,000,000	\$ 2,300,000
Other Financing Sources					
Proceeds from Sale of Bonds	\$ 183,647,420	\$ -	\$ -	\$ -	\$ -
Total Other Financing Sources	\$ 183,647,420	\$ -	\$ -	\$ -	\$ -
Total Sources	\$ 178,265,306	\$ 5,813,365	\$ 4,553,173	\$ 4,000,000	\$ 2,300,000
Expenses					
Capital Outlay/Renovation	31,603,198	\$ 471,849	\$ 97,787,676	\$ 190,749,701	\$ 159,534,277
Total Expenses	\$ 31,603,198	\$ 471,849	\$ 97,787,676	\$ 190,749,701	\$ 159,534,277
Fund Balances, End of Year	\$ 245,127,264	\$ 250,468,780	\$ 157,234,277	\$ -	\$ -

Southwestern Community College District
FY 2024-2025 Adopted Budget
Proposition Z Projects

Proposition Z Fund 42	FY 21-22 Audited Actuals	FY 22-23 Audited Actuals	FY 23-24 Forecasted Actuals	FY 24-25 Tentative Budget	FY 24-25 Adopted Budget
Projects					
Finance - Audit Contract	\$ 5,000	\$ -	\$ -	\$ -	\$ -
Prop Z	-	190,419	-	-	-
Program Management	2,345,244	280,396	2,122,600	3,201,208	3,201,208
Performing Arts	9,107,718	-	126,231	1,818,236	1,818,236
Student Union	2,645,438	513	28,934,630	88,623,953	88,623,953
Wayfinding	5,569	-	-	-	-
IT Infrastructure	-	-	25,647	-	-
CV Campus Infrastructure (Trellis Repair)	513,465	-	615,649	-	-
Electrical Panel Upgrades	-	-	3,024	6,981,270	6,981,270
HECOM Fire/EMT/Police	7,689,653	-	677,208	1,147,337	1,147,337
HECOM Auto Shop	49,453	-	1,726,074	635,863	635,863
Landscape Nursery Technology	759,843	-	19,811,402	21,126,779	21,126,779
Warehouse/Maint/Grounds	661,799	-	-	-	-
Instructional Bldg # 1	3,788,755	9	37,314,676	51,555,095	20,339,671
IT Data Center	842,055	-	479,153	-	-
Campus Police Building	169,718	-	-	-	-
Demo of 300 Buildings	53,831	-	-	-	-
Jaguar Village	358,886	-	60,474	-	-
CV Campus Solar Relocation/Tennis Courts	246,652	-	5,208,149	10,338,255	10,338,255
Ceramics Relocation	277,089	-	-	145,613	145,613
Myan Hall Demolition	1,289,868	-	74,915	925,845	925,845
Baseball & Softball Fields	193,012	-	377,931	2,376,312	2,376,312
Building 103 & 105 Renov	31,792	-	4,979	1,083,586	1,083,586
OM HEC Parking	256,959	-	-	-	-
Sewer Line & Path of Travel	-	513	55,137	713,796	713,796
Fire Alarm Upgrades	311,401	-	35,104	76,553	76,553
Other Projects/Reserve	-	-	-	-	-
Total Expenditures	\$ 31,603,198	\$ 471,849	\$ 97,787,676	\$ 190,749,701	\$ 159,534,277

**Southwestern Community College District
FY 2024-2025 Adopted Budget
Capital Outlay**

Capital Outlay Fund 41	FY 21-22 Audited Actuals	FY 22-23 Audited Actuals	FY 23-24 Forecasted Actuals	FY 24-25 Tentative Budget	FY 24-25 Adopted Budget
Beginning Fund Balance	\$ 3,350,593	\$ 8,285,608	\$ 10,586,282	\$ 6,770,550	\$ 7,079,474
Revenue					
Redevelopment	\$ -	\$ -	\$ -	\$ 150,000	\$ -
Other Revenue	443,803	846,213	1,175,040	200,000	800,000
Transfers In	5,686,430	3,971,475	-	-	-
Total Revenue	\$ 6,130,233	\$ 4,817,688	\$ 1,175,040	\$ 350,000	\$ 800,000
Expenses					
Capital Outlay/Renovation	\$ 1,195,218	\$ 2,517,014	\$ 4,681,848	\$ 7,120,550	\$ 7,879,474
Total Expenses	\$ 1,195,218	\$ 2,517,014	\$ 4,681,848	\$ 7,120,550	\$ 7,879,474
Excess of Revenues Over (Under) Expenditures	\$ 4,935,015	\$ 2,300,674	\$ (3,506,808)	\$ (6,770,550)	\$ (7,079,474)
Fund Balances, End of Year	\$ 8,285,608	\$ 10,586,282	\$ 7,079,474	\$ -	\$ -

**Southwestern Community College District
FY 2024-2025 Adopted Budget
Capital Outlay Projects**

Capital Outlay Projects Fund 41	FY 24-25 Tentative Budget	FY 24-25 Adopted Budget
Redevelopment Funds		
Other Projects/Reserve	\$ -	\$ 4,681,848
ADA Access Upgrade	634,341	3,197,626
Total	\$ 634,341	\$ 7,879,474
Total Capital Outlay Projects	\$ 634,341	\$ 7,879,474

**Southwestern Community College District
FY 2024-2025 Adopted Budget
Enterprise Funds Summary**

Enterprise Funds 51, 52, 58 & 59					
	BOOKSTORE	FOOD SERVICES	CIVIC CENTER LEASING	FITNESS CENTER- JAWS	COMBINED
Beginning Fund Balance	\$ 1,183,574	\$ (204,101)	\$ 745,167	\$ 416,603	\$ 2,141,243
Operations					
Sales and Leasing	\$ 3,410,842	\$ 865,161	\$ 955,000	\$ 864,000	\$ 6,095,003
Less Cost of Sales	(2,003,000)	(365,250)	-	-	(2,368,250)
Other Operating Income	-	1,115,160	-	-	-
Total Operating Revenue	\$ 1,407,842	\$ 1,615,071	\$ 955,000	\$ 864,000	\$ 3,726,753
Operating Expenses					
Salaries	\$ 739,099	\$ 458,120	\$ 441,248	\$ 703,046	\$ 2,341,513
Employee Benefits	395,670	172,411	158,187	152,346	878,614
Supplies & Replacement	65,000	2,500	10,000	4,000	81,500
Other Operating Costs	75,200	384,250	142,500	144,000	745,950
Capital Outlay	-	-	-	-	-
Total Operating Expense	\$ 1,274,969	\$ 1,017,281	\$ 751,934	\$ 1,003,392	\$ 4,047,576
Net Operating Income (Loss)	\$ 132,873	\$ 597,790	\$ 203,066	\$ (139,392)	\$ (320,823)
Other Revenue/(Expense)					
Other Income	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers In	-	-	-	-	-
Non-Operating Expense	(35,000)	-	(25,000)	-	(60,000)
Inventory Adjustment	-	-	-	-	-
Transfers Out	-	-	-	-	-
Net Other Revenues (Expenses)	\$ (35,000)	\$ -	\$ (25,000)	\$ -	\$ (60,000)
Ending Fund Balance	\$ 1,281,447	\$ 393,689	\$ 923,232	\$ 277,211	\$ 1,760,419

**Southwestern Community College District
FY 2024-2025 Adopted Budget
Bookstore**

Bookstore Fund 51	FY 21-22 Audited Actuals	FY 22-23 Audited Actuals	FY 23-24 Forecasted Actuals	FY 24-25 Tentative Budget	FY 24-25 Adopted Budget
Beginning Fund Balance	\$ 2,622,936	\$ 2,152,680	\$ 1,389,861	\$ 898,309	\$ 1,183,574
Operations					
Sales	\$ 2,283,538	\$ 2,749,468	\$ 2,635,439	\$ 3,384,542	\$ 3,410,842
Less Cost of Sales	(1,135,030)	(2,471,683)	(1,987,105)	(2,003,000)	(2,003,000)
Total Revenue	\$ 1,148,508	\$ 277,785	\$ 648,334	\$ 1,381,542	\$ 1,407,842
Salaries	\$ 467,845	\$ 704,298	\$ 562,425	\$ 710,672	\$ 739,099
Employee Benefits	226,572	297,766	221,234	395,670	395,670
Supplies & Replacement	28,487	22,094	10,548	65,000	65,000
Other Operating Costs	227,167	58,442	60,414	75,200	75,200
Total Expenses	\$ 950,071	\$ 1,082,600	\$ 854,621	\$ 1,246,542	\$ 1,274,969
		\$ 2,471,682			
Net Operating Income (Loss)	\$ 198,437	\$ (804,815)	\$ (206,287)	\$ 135,000	\$ 132,873
Other Revenue/(Expense)					
Other Income	\$ 172,571	\$ -	\$ -	\$ -	\$ -
Transfers In	610,718	41,996	-	-	-
Non-Operating Expense	-	-	-	(35,000)	(35,000)
Inventory Adjustment	(1,451,982)	-	-	-	-
Transfers Out	-	-	-	-	-
Net Other Revenues (Expenses)	\$ (470,256)	\$ (762,819)	\$ (206,287)	\$ 100,000	\$ 97,873
Ending Fund Balance	\$ 2,152,680	\$ 1,389,861	\$ 1,183,574	\$ 998,309	\$ 1,281,447

Southwestern Community College District
FY 2024-2025 Adopted Budget
Food Services

Food Services Fund 52	FY 21-22 Audited Actuals	FY 22-23 Audited Actuals	FY 23-24 Forecasted Actuals	FY 24-25 Tentative Budget	FY 24-25 Adopted Budget
Beginning Fund Balance	\$ 548,425	\$ 1,159,482	\$ (68,115)	\$ (475,727)	\$ (204,101)
Operations					
Sales & Catering	\$ 406,229	\$ 1,134,239	\$ 1,561,774	\$ 865,161	\$ 865,161
Less Cost of Sales	(276,760)	(682,752)	(768,670)	(365,250)	(365,250)
Other Revenue	-	-	-	500,000	1,115,160
Total Revenue & Transfers	\$ 129,469	\$ 451,488	\$ 793,104	\$ 999,911	\$ 1,615,071
Salaries	\$ 672,213	\$ 855,986	\$ 774,046	\$ 440,500	\$ 458,120
Employee Benefits	268,969	322,542	278,231	172,411	172,411
Supplies & Replacement	15,807	11,609	6,742	2,500	2,500
Other Operating Costs	8,741	87,250	21,678	384,250	384,250
Total Expenses	\$ 965,730	\$ 1,277,388	\$ 1,080,697	\$ 999,661	\$ 1,017,281
Net Operating Income (Loss)	\$ (836,261)	\$ (825,900)	\$ (287,593)	250	\$ 597,790
Other Revenue/(Expense)					
Other Income	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers In	1,447,318	-	99,165	475,477	-
Non-Operating Expense	-	(401,697)	52,442	-	-
Transfers (Out)	-	-	-	-	-
Net Other Revenues (Expenses)	\$ 611,057	\$ (1,227,597)	\$ (135,986)	\$ 475,727	\$ 597,790
Ending Fund Balance	\$ 1,159,482	\$ (68,115)	\$ (204,101)	\$ -	\$ 393,689

**Southwestern Community College District
FY 2024-2025 Adopted Budget
Civic Center-Facilities Leasing**

Civic Center-Facilities Leasing Fund 58	FY 21-22 Audited Actuals	FY 22-23 Audited Actuals	FY 23-24 Forecasted Actuals	FY 24-25 Tentative Budget	FY 24-25 Adopted Budget
Beginning Fund Balance	\$ 253,235	\$ 541,661	\$ 598,999	\$ 1,439,915	\$ 745,167
Operations					
Facility Rentals and Leases	\$ 245,537	\$ 696,120	\$ 821,699	\$ -	\$ 955,000
Less Tfr to Facilities (Energy/Util/Cstdl)	\$ -	-	-	-	-
Other Operating Revenue	-	-	13,930.97	-	-
Total Revenue	\$ 245,537	\$ 696,120	\$ 835,630	\$ -	\$ 955,000
Salaries	\$ 168,386	\$ 367,653	\$ 468,325	\$ -	\$ 441,248
Employee Benefits	41,133	171,379	183,819	-	158,187
Supplies & Replacement	34,853	45,146	7,090	-	10,000
Other Operating Costs	10,935	52,139	51,927	-	142,500
Total Expenses	\$ 255,307	\$ 636,317	\$ 711,161	\$ -	\$ 751,934
Net Operating Income (Loss)	\$ (9,770)	\$ 59,803	\$ 124,469	\$ -	\$ 203,066
Other Revenue/(Expense)					
Other Income	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers In	298,196	-	-	-	-
Non-Operating Expense	-	(2,465)	21,699	-	(25,000)
Transfers (Out)	-	-	-	-	-
Net Other Revenues (Expenses)	\$ 288,426	\$ 57,338	\$ 146,168	\$ -	\$ 178,066
Ending Fund Balance	\$ 541,661	\$ 598,999	\$ 745,167	\$ 1,439,915	\$ 923,232

Southwestern Community College District
FY 2024-2025 Adopted Budget
Fitness Center-JAWS

Fitness Center Fund 59	FY 21-22 Audited Actuals	FY 22-23 Audited Actuals	FY 23-24 Forecasted Actuals	FY 24-25 Tentative Budget	FY 24-25 Adopted Budget
Beginning Fund Balance	\$ 500,103	\$ 2,004,308	\$ 1,153,179	\$ -	\$ 416,603
Operations					
Sales	\$ 119,208	\$ 661,428	\$ 857,773	\$ -	\$ 864,000
Other Income	-				
Total Revenue	\$ 119,208	\$ 661,428	\$ 857,773	\$ -	\$ 864,000
Salaries	\$ 296,157	\$ 920,513	\$ 1,079,391	\$ -	\$ 703,046
Employee Benefits	93,820	289,247	391,369	-	152,346
Supplies & Replacement	18,184	23,469	5,490	-	4,000
Other Operating Costs	32,676	279,328	118,099	-	144,000
Total Expenses	\$ 440,837	\$ 1,512,557	\$ 1,594,349	\$ -	\$ 1,003,392
Net Operating Income (Loss)	\$ (321,629)	\$ (851,129)	\$ (736,576)	\$ -	\$ (139,392)
Other Revenue/(Expense)					
Other Income	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers In	1,825,834	-	-	-	-
Non-Operating Expense	-	-	-	-	-
Transfers (Out)	-	-		-	-
Net Other Revenues (Expenses)	\$ 1,504,205	\$ (851,129)	\$ (736,576)	\$ -	\$ (139,392)
Ending Fund Balance	\$ 2,004,308	\$ 1,153,179	\$ 416,603	\$ -	\$ 277,211

**Southwestern Community College District
FY 2024-2025 Adopted Budget
Student Center**

Student Center Fund 73*	FY 21-22 Audited Actuals	FY 22-23 Audited Actuals	FY 23-24 Forecasted Actuals	FY 24-25 Tentative Budget	FY 24-25 Adopted Budget
Beginning Fund Balance	\$ 402,443	\$ 466,811	\$ 435,956	\$ 171,956	\$ 300,658
Revenue					
Interest	\$ 649	\$ 9,775	\$ 22,912	\$ 6,000	\$ 8,000
Student Fees	41,733	84,954	106,665	50,000	95,000
Transfers In	147,208	-	-	-	-
Total Revenue	\$ 189,590	\$ 94,729	\$ 129,577	\$ 56,000	\$ 103,000
Expenses					
Supplies	\$ -	\$ -	\$ -	\$ -	\$ -
Other Expenses	-	-	-	-	132,000
Bond Payment	125,222	125,584	264,875	56,000	-
Transfers Out	-	-	-	-	-
Total Expenses	\$ 125,222	\$ 125,584	\$ 264,875	\$ 56,000	\$ 132,000
Excess of Revenues Over (Under) Expenses	\$ 64,368	\$ (30,855)	\$ (135,298)	\$ -	\$ (29,000)
Ending Fund Balance	\$ 466,811	\$ 435,956	\$ 300,658	\$ 171,956	\$ 271,658

**Previously shown as Fund 39*

**Southwestern Community College District
FY 2024-2025 Adopted Budget
Student Representation Fee**

Student Representation Fee Fund 72	FY 21-22 Audited Actuals	FY 22-23 Audited Actuals	FY 23-24 Forecasted Actuals	FY 24-25 Tentative Budget	FY 24-25 Adopted Budget
Beginning Fund Balance	\$ 7,576	\$ 8,528	\$ 83,474	\$ 57,318	\$ 57,318
Revenue					
Other Income	\$ -	\$ -	\$ -	\$ -	\$ -
Student Fees	4,210	74,374	84,426	74,376	84,426
Total Revenue	\$ 4,210	\$ 74,374	\$ 48,218	\$ 74,376	\$ 84,426
Expenses					
Payment to SWC ASO for Student Representation Fee	\$ -	\$ -	\$ -	\$ -	\$ 39,258
Payment to Student Senate of CCC (SSCCC)	3,258	(572)	69,168	74,376	39,258
Administrative Fee Paid to District	-	-	5,206	-	5,910
Total Expenses	\$ 3,258	\$ (572)	\$ 74,374	\$ 74,376	\$ 84,426
Excess of Revenues Over (Under) Expenses	\$ 952	\$ 74,946	\$ (26,156)	\$ -	\$ -
Ending Fund Balance	\$ 8,528	\$ 83,474	\$ 57,318	\$ 57,318	\$ 57,318

**Southwestern Community College District
FY 2024-2025 Adopted Budget
Associated Student Organization**

Associated Student Org. Fund 71	FY 21-22 Audited Actuals	FY 22-23 Audited Actuals	FY 23-24 Forecasted Actuals	FY 24-25 Tentative Budget	FY 24-25 Adopted Budget
Beginning Fund Balance	\$ 616,921	\$ 596,175	\$ 583,768	\$ 670,217	\$ 814,476
Revenue					
Student Activity Cards	\$ 230,088	\$ -	\$ -	\$ -	\$ -
Other Revenue	8,791	300,797	629,260	500,000	500,000
Transfers In	6,652	-	-	-	-
Total Revenue	\$ 245,531	\$ 300,797	\$ 629,260	\$ 500,000	\$ 500,000
Expenses					
Classified & Student Salaries	\$ 48,087	\$ 55,009	\$ 60,021	\$ 58,844	\$ 58,844
Employee Benefits	31,955	36,554	40,482	38,065	38,065
Supplies & Replacement	181,326	205,208	226,231	302,800	302,800
Other Operating Costs	4,909	16,433	71,818	88,100	88,100
Other Uses	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenses	\$ 266,277	\$ 313,204	\$ 398,552	\$ 487,809	\$ 487,809
Excess of Revenues Over (Under) Expenses	\$ (20,746)	\$ (12,407)	\$ 230,708	\$ 12,191	\$ 12,191
Ending Fund Balance	\$ 596,175	\$ 583,768	\$ 814,476	\$ 682,408	\$ 826,667

Southwestern Community College District
FY 2024-2025 Adopted Budget
Self-Insurance

Self-Insurance Fund 61	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 24-25
	Audited	Audited	Forecasted	Tentative	Adopted
	Actuals	Actuals	Actuals	Budget	Budget
Beginning Fund Balance	\$ 594,688	\$ 581,156	\$ (16,557)	\$ (12,532)	\$ (5,046)
Revenue					
Interest	\$ (13,532)	\$ 14,569	\$ 11,511	\$ 3,600	\$ 5,046
Other Revenue	-	-	-	-	-
Total Revenue	\$ (13,532)	\$ 14,569	\$ 11,511	\$ 3,600	\$ 5,046
Expenses					
Supplies	\$ -	\$ -	\$ -	\$ -	\$ -
Other Expenses	-	608,902	-	-	-
Transfers Out	-	-	-	-	-
Total Expenses	\$ -	\$ 608,902	\$ -	\$ -	\$ -
Excess of Revenues Over (Under) Expenses	\$ (13,532)	\$ (594,333)	\$ 11,511	\$ 3,600	\$ 5,046
Ending Fund Balance	\$ 581,156	\$ (13,177)	\$ (5,046)	\$ (8,932)	\$ -

Glossary

Glossary

AB: Adopted Budget.

AP: Administrative Procedure.

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

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

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

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

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

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

ASO: Associated Student Organization.

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

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

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

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

BFB: Beginning Fund Balance.

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

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

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

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

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

BOT: Board of Trustees.

BP: Board Policy.

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

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

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

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

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

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

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

CCC: California Community College.

CCCCO: California Community College Chancellor's Office.

CDCP: Career Development and College Preparation program.

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

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

COLA: Cost-of-Living Adjustment.

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

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

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

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

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

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

EFB: Ending Fund Balance.

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

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

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

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

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

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

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

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

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

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

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

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

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

FVP: Facilities Vision Plan.

GASB: Governmental Accounting Standards Board.

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

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

GFOA: Government Finance Officers Association.

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

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

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

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

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

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

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

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

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

JPA: Joint Powers Agreement.

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

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

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

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

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

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

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

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

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

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

P1: First principal apportionment.

P2: Second principal apportionment.

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

PBC: Planning and Budget Committee.

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

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

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

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

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

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

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

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

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

SBRPSTC: South Bay Regional Public Safety Training Consortium.

SCC: Shared Consultation Council.

SCCD: Southwestern Community College District.

SCFF: Student Centered Funding Formula.

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

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

SERP: Supplemental Employee Retirement Plan.

SSCG: Student Success Completion Grant.

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

TB: Tentative Budget.

TCR: Total Computational Revenue.

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

Appendices

Appendix A – Institutional Goals

Southwestern College Institutional Goals	2020-21	2021-22	2022-23	2022-23 by Race/Ethnicity
1. Increase student enrollment by headcount	24,993	22,831	24,988	American Indian/Alaskan Native 0.2% (56) Asian 2.5% (621) Black or African American 4.4% (1,099) Filipino 8.2% (2,046) Hawaiian/Pacific Islander 0.4% (92) Hispanic 67.8% (16,932) Two or More Races 4.0% (998) Unknown 1.8% (441) White 10.8% (2,703)
2. Increase number of certificates awarded annually	909	963	1,059	American Indian/Alaskan Native 0.1% (2) Asian 2.4% (25) Black or African American 2.9% (31) Filipino 11.5 % (122) Hawaiian/Pacific Islander 0.7% (7) Hispanic 68.6% (726) Two or More Races 4.9% (52) Unknown 2.0% (21) White 6.9% (73)
3. Increase number of Associate Degrees awarded annually	2,180	2,160	2,043	American Indian/Alaskan Native 0.3% (6) Asian 1.9% (38) Black or African American 4.0% (82) Filipino 11.3% (231) Hawaiian/Pacific Islander 0.1% (3) Hispanic 66.9% (1,367) Two or More Races 4.5% (92) Unknown 2.0% (40) White 9.0% (184)
4. Increase number of students who transfer to a four-year institution annually	1,577	1,488	1,265	American Indian/Alaskan Native 0.1% (1) Asian 2.9% (36) Black or African American 4.6% (58) Filipino 9.9% (125) Hawaiian/Pacific Islander 0.2% (3) Hispanic 67.3% (851) Two or More Races 5.4% (68) Unknown 1.7% (21) White 8.1% (102)
5. Increase percent of exiting students who report being employed in their field of study	73.8%	65.3%	65.1%	-

Appendix B – Integrated Planning and Budget Development Process

SOUTHWESTERN COLLEGE INTEGRATED PLANNING AND BUDGET DEVELOPMENT PROCESS TIMELINE

JANUARY - FEBRUARY

Program Review*

- Program Review – Level 2

Budget Development

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

MARCH - MAY

Program Review*

- Program Review – Level 1

Prioritization*

- IPRC Prioritization Task Force training and prioritization

Program Review*

- Participant and Task Force surveys

Budget Development

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

JUNE – JULY

Strategic Plan/Vision for Success

- Annual Review

Prioritization*

- Identification of funding sources and notice of award

Program Review*

- Develop research and data needs
- Process assessment

Budget Development

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

AUGUST - SEPTEMBER

Faculty/Resource Allocation (FHP)

- FHP training
- Faculty Proposal Development

Institutional Planning

- Enrollment Management Plan

Program Review*

- Training and individual consultations

Budget Development

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

OCTOBER - DECEMBER

Institutional Planning

- Institutional Technology Plan

Faculty/Resource Allocation (FHP)

- Develop data for FHP prioritization
- FHP Committee prioritization

Program Review*

- Program Review – Level 3

Budget Development

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

**Program review currently in multi-year pilot process and program review timelines above subject to change*