

VICTOR VALLEY COMMUNITY COLLEGE DISTRICT



FINAL BUDGET 2017-2018

18422 Bear Valley Road
Victorville, CA 92395
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FINAL BUDGET 2017-2018

**Presented at Board of Trustees Meeting
September 12, 2017**

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Victor Valley Community College District Fiscal Year 2017-18 Adopted Budget

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I. Introduction



September 12, 2017

Dear Colleagues,

On June 27, 2017, Governor Brown approved the final budget package for the fiscal year 2017-2018. The 2017 Budget Act included \$8.6 billion for the Community College System, an increase of \$270.2 million over the 2016 Budget Act. Most all of the increase was dedicated to restricted programs and services. The economy continues to grow bringing new revenues to the State. The Governor continues to bolster the state's Rainy Day Fund and pay down existing debt.

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Roger W. Wagner
Superintendent / President
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The budget included \$57.8 million to fund enrollment growth of 1%, down \$69.1 million from the previous year's \$126.9 million. While the 2016 Budget Act contained no COLA, the 2017 Act includes a 1.56% cost of living adjustment which translates into \$806,429 for VVC. Funds for base augmentation were set at \$183.6 million statewide.

Board of Trustees
Brandon A. Wood, President
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President
Dennis Henderson, Clerk
Joseph W. Brady, Trustee
John Pinkerton, Trustee


Total anticipated revenues from all sources for this year are approximately \$1.1 million higher than last year's, with expenses up by \$1.2 million over last year's adopted budget. The 2016/17 budget included \$2.3 million from the GIC interest, and \$800,000 from the Employee Benefits Trust booked as local revenue. We received \$500,000 more in property tax than anticipated, non-resident tuition was up by \$227,000, and an additional \$100,000 came in as SCE Energy receivables.

In addition, \$2,000,000 was transferred from 2016-2017 ending fund balance to the Employee Benefits Trust. This will aid the District in the coming years to absorb the increase in STRS and PERS contributions.

Included in the 2017-18 budget is a \$300,000 allocation for augmentation that was identified through our PRAISE process. This is the fourth consecutive year that we have allocated augmentation funds. In the area of personnel, we have included ten new faculty positions, a vice president for student services, and four new classified positions.

We continue to balance our budget by using other local revenues derived from earned interest and drawing down from the Employee Benefits Trust. This trend is not sustainable over the long term. We will continue to focus on increasing student enrollment and programs that support retention as the means to provide sustainable budget solutions.

In closing, I want to thank each of you for the work you do throughout the year.



Dr. Roger Wagner
Superintendent/President



District Vision, Values, Mission & Goals

VISION

Victor Valley Community College District uplifts the diverse communities we teach and serve by promoting educational excellence, enhancing local prosperity, and ensuring environmental leadership.

VALUES

As a student-centered learning organization, we will uphold the following core values:

Excellence – providing superior service and educational learning opportunities

Integrity – guiding the college's actions with an internally consistent framework of principles

Accessibility – facilitating access to the college's programs from other locations

Diversity – valuing different points of view and contributions of all

Collaboration – encouraging recursive interaction of knowledge experience and mutual learning of people who are working together toward a common creative goal

Innovation – providing creative approaches to learning problem solving and growth

MISSION

The mission of Victor Valley Community College is to:

Cultivate intellectual growth, social responsibility, environmental stewardship, cultural enrichment, and economic development.

Create exceptional and accessible lifelong learning opportunities that afford students within our expanding communities the attainment of knowledge and skills necessary for success in the global economy.

Embrace difference in our communities by integrating their wealth of multicultural knowledge and wisdom into a cohesive and resourceful learning environment for all.

Inspire innovative teaching and service with imaginative uses of collaboration and technology, fostering vibrant programs that are measurably effective in addressing student learning and community needs.

Empower each student to learn by modeling academic integrity, democratic citizenship, and meaningful contribution to society.

GOALS

The goals of Victor Valley Community College are as follows:

- **Fiscal Stability.** The College's financial resources will remain sufficient to support quality programs and services, and the ongoing improvement of all college operations.
- **Student Success.** The College's courses, programs, and support services advance student success.
- **Accreditation Recommendations.** All recommendations from the ACCJC will be fully addressed to reaffirm and maintain the College's accreditation status.
- **Image.** The College's reputation among High Desert residents will be that of a quality institution of higher education.

Victor Valley College Comparative Enrollment Data 2006-07 through 2016-17

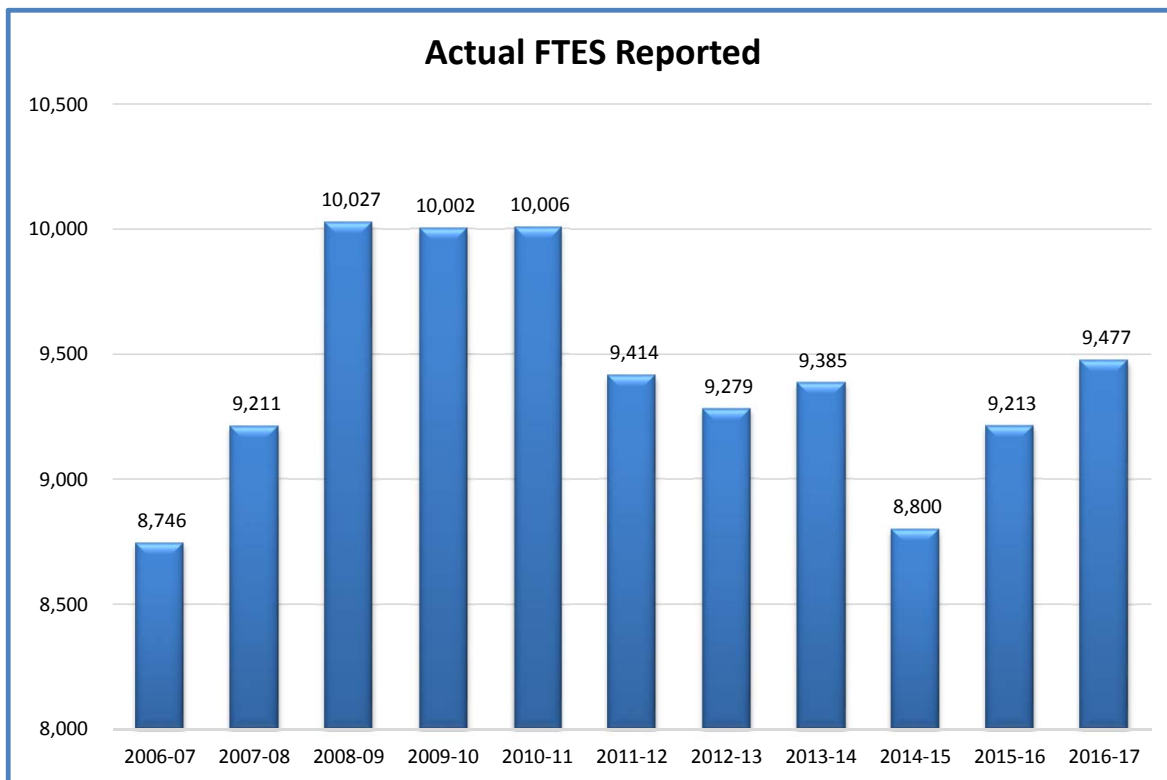
Actual FTES Reported

	<u>Credit</u>	<u>Total % Change</u>	<u>Noncredit</u>	<u>Total % Change</u>	<u>Total</u>	<u>Total % Change</u>	<u>Annual % Change in FTES</u>
2006-07	8,543	37.08%	203	-51.93%	8,746	31.43%	-3.35%
2007-08	8,946	43.55%	265	-37.15%	9,211	38.43%	5.32%
2008-09	9,681	55.35%	346	-17.99%	10,027	50.69%	8.86%
2009-10	9,826	49.58%	176	-77.26%	10,002	36.18%	-0.25%
2010-11	9,856	51.99%	150	-88.56%	10,006	28.29%	0.04%
2011-12	9,300	26.27%	115	-77.30%	9,414	19.62%	-5.92%
2012-13	9,185	19.08%	94	-88.17%	9,279	9.08%	-1.44%
2013-14	9,293	19.12%	92	-81.09%	9,385	13.24%	1.15%
2014-15	8,723	-0.66%	77	-80.66%	8,800	-4.13%	-6.23%
2015-16	9,142	4.54%	71	-76.66%	9,213	1.81%	4.69%
2016-17	9,429	10.37%	48	-76.21%	9,477	8.36%	2.87%

Analysis:

Actual FTES have increased by about 8% over the past ten years.

Actual Credit FTES have increased by 10% over the past ten years, while Noncredit FTES have decreased by 76%.

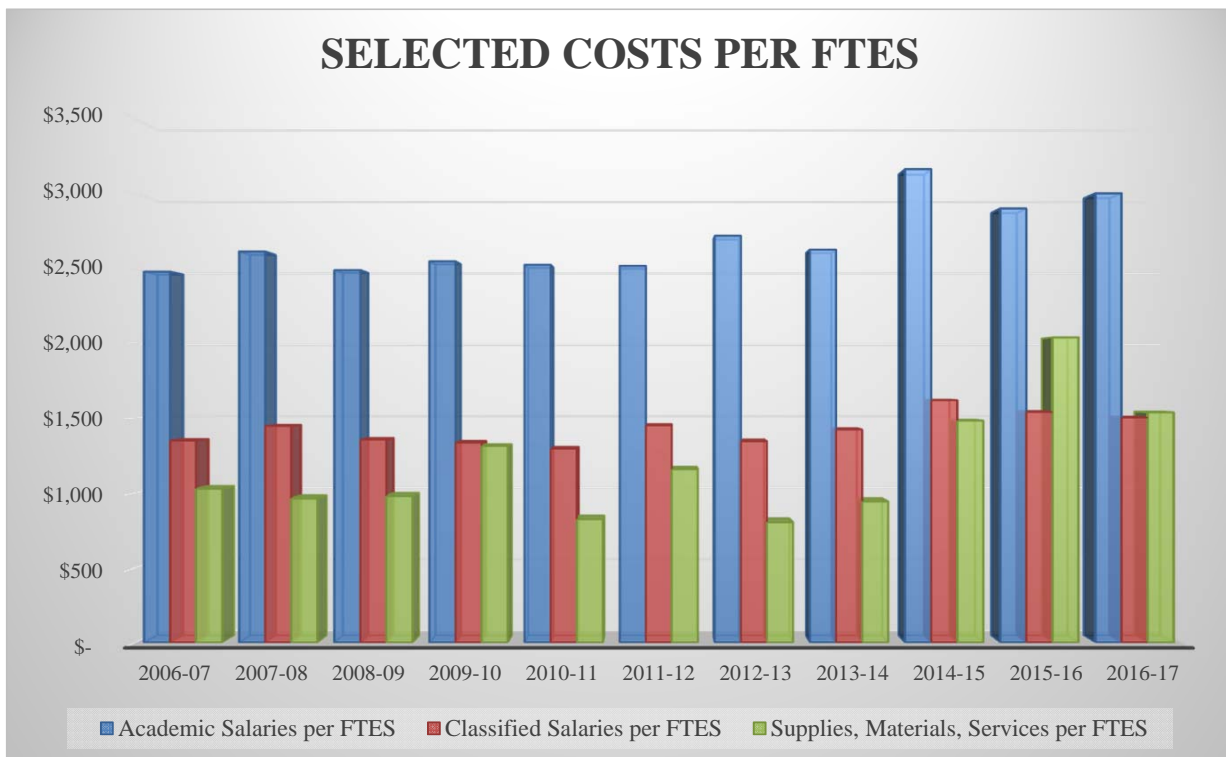


SOURCE: Report produced from CCFS-320 Report; 2016-2017 data reported at Annual is not final.

**Victor Valley College
Comparative Financial Data
2006-07 through 2016-17**

SELECTED COSTS PER FTES

	<u>Academic Salaries Per FTES</u>	<u>Classified Salaries per FTES</u>	<u>Supplies, Materials, Services Per FTES</u>
2006-07	\$ 2,479	\$ 1,350	\$ 1,027
2007-08	\$ 2,613	\$ 1,447	\$ 963
2008-09	\$ 2,489	\$ 1,356	\$ 979
2009-10	\$ 2,548	\$ 1,336	\$ 1,314
2010-11	\$ 2,524	\$ 1,295	\$ 824
2011-12	\$ 2,517	\$ 1,451	\$ 1,158
2012-13	\$ 2,718	\$ 1,345	\$ 804
2013-14	\$ 2,626	\$ 1,423	\$ 943
2014-15	\$ 3,164	\$ 1,619	\$ 1,482
2015-16	\$ 2,900	\$ 1,541	\$ 2,039
2016-17	\$ 3,002	\$ 1,504	\$ 1,538



SOURCE: Fiscal Data Abstracts 2006-07 through 2015-16 published by the Chancellor's Office
2016-17: Unaudited VVC Financial Reports

**Victor Valley Community College District
2017-18 Adopted Budget Assumptions
Unrestricted General Fund**

General Assumptions:

1. The District shall maintain legal compliance with the 50% law.
2. The District will develop a budget with a minimum 5% ending fund balance (reserve).
3. The Program Review, Planning, and Budget Development Process will guide the allocation of resources.
4. Vacancies due to retirement or resignation will not automatically be filled.
5. Based upon assumptions from the Chancellor's Office 2017-18 Advance Principal Apportionment Exhibit, known and anticipated changes to the FY 2017-18 budget, including negotiated items from the employee groups, an Adopted Operating Budget has been prepared which includes estimated revenues and expenditures for 2017-18 fiscal year.

Revenue Assumptions:

6. The 2017-18 Adopted Budget will draw down on the Irrevocable Trust set aside for CalSTRS / CalPERS increases.
7. When permitted, revenues generated from all sources will be deposited into the general fund.
8. Access/Growth Funds Statewide are projected to be 1.02%. Revised Funding Formula indicates VVC to receive up to 1.62% for Fiscal Year 2017-18. Fiscal years 2018-19 and 2019-20 are estimated at 2%.
9. Allocation of \$183.6 million system-wide as added in support of district general operating expenses.

Expense Assumptions:

10. Budget Augmentation funds of \$300,000 have been allocated to fulfill requests prioritized and approved through the Program Review process.
11. Public Employee Retirement System (PERS) district contribution increased to 15.53%, an increase of 1.64%, estimated to an additional ongoing annual cost of \$174,162.
12. State Teachers Retirement System (STRS) increased to 14.43%, an increase of 1.85%, estimated at an additional annual ongoing cost of \$484,249.
13. Increase in medical premiums to the District are estimated at \$318,000.

**Victor Valley Community College District
Fiscal Year 2017-18**

Budget Overview - All Funds

Below is a summary of all District funds. It includes beginning fund balances as of July 1, 2017, budgeted revenues and expenditures, and estimated ending fund balances for each fund. Sources of revenue across all funds for the District are generated from taxes, tuition, governmental sources, interest earnings, fund balance appropriations, gifts and donations, scholarships, facility rental fees, and other miscellaneous income.

Expenditures for the College are primarily driven by salaries, benefits, supplies and materials, services and operations, and capital outlay.

Funds	Beginning Fund Balance July 1, 2017	Final 2017-18 Budget		Ending Fund Balance June 30, 2018
		Revenue	Expense	
General				
Unrestricted	\$5,679,430	\$64,371,044	\$64,336,793	\$5,713,681
Restricted	\$394,957	\$25,850,875	\$26,026,390	\$219,442
Total	\$6,074,387	\$90,221,919	\$90,363,183	\$5,933,123
Bond Interest and Redemption				
Fund 21	\$7,812,372	\$6,864,727	\$6,864,727	\$7,812,372
Special Revenue - GIC				
Fund 39	\$29,546,771	\$2,311,700	\$2,300,000	\$29,558,471
Bond Fund Activities				
Fund 42	\$8,564,884	\$75,000	\$5,567,848	\$3,072,036
Capital Outlay Projects				
Fund 71	\$5,774,584	\$1,525,000	\$3,440,200	\$3,859,384
Child Development Fund				
Fund 72	\$174,872	\$299,494	\$371,341	\$103,025
Student Center Fee				
Fund 73	\$0	\$111,500	\$111,500	\$0
Health Trust Fund				
Fund 75	\$41,750	\$250	\$0	\$42,000
Self Insurance Fund				
Fund 78	\$670,862	\$27,000	\$116,500	\$581,362
Auxiliary Services Fund	\$346,478	\$325,000	\$323,318	\$348,160
Rams Bookstore Fund	\$1,728,742	\$859,350	\$859,350	\$1,728,742
Associated Student Body	\$370,444	\$180,000	\$236,000	\$314,444
Pension Irrevocable Trust	\$5,782,709	\$264,000	\$3,000,000	\$3,046,709
Other Post Employment Benefits (OPEB)	\$12,166,736	\$1,094,206	\$0	\$13,260,942
All Funds Total	\$79,055,591	\$104,159,146	\$113,553,967	\$69,660,770

II. General Fund

Victor Valley Community College District
2017-18 ADOPTED BUDGET
Unrestricted General Fund
Board of Trustees Meeting - September 12, 2017

09.06.17

	Adopted Budget 2016-2017	Actual Fiscal Year 2016-2017	Adopted Budget 2017-2018	Estimated Budget Year 2018-2019	Estimated Budget Year 2019-2020
Needed for Mid-Size College FTES Reported/Projected	10,000 9,531	10,000 9,477	10,000 9,621	10,000 9,813	10,000 10,010
BEGINNING FUND BALANCE	\$5,210,032	\$5,210,032	\$5,679,430	\$5,713,681	\$4,292,845
<u>ESTIMATED REVENUES</u>					
State (Apportionment)	32,538,446	32,601,137	\$33,401,856	\$33,805,173	\$35,972,476
State (Apportionment) Prior Year Recalc	-	314,614	\$0	\$0	\$0
Educational Protection Act (EPA)	7,754,720	7,706,878	\$7,299,512	\$7,157,060	\$7,157,060
State (All Other)	2,001,577	2,013,164	\$1,828,795	\$1,849,870	\$1,863,838
CalSTRS On-Behalf Payments (GASB 24)	-	1,985,376	\$2,000,000	\$0	\$0
Local (Property Tax Included)	12,610,468	14,493,965	\$14,430,181	\$14,430,181	\$14,430,181
TOTAL REVENUES	<u>\$54,905,211</u>	<u>\$59,115,134</u>	<u>\$58,960,344</u>	<u>\$57,242,284</u>	<u>\$59,423,555</u>
<u>ESTIMATED EXPENDITURES</u>					
Academic Salaries	24,041,784	24,751,946	\$25,087,409	\$25,202,409	\$25,317,409
Classified Salaries	10,402,287	9,453,032	\$10,745,272	\$10,927,020	\$10,986,020
Management Salaries	3,914,140	3,619,760	\$4,051,396	\$4,084,396	\$4,117,396
Employee Benefits	13,262,192	12,426,107	\$14,859,161	\$15,616,335	\$16,387,315
Salary & Benefit Savings	(1,376,394)		(\$1,534,650)	(\$1,500,000)	(\$1,500,000)
OPEB Liability	508,127	508,127	\$0	\$0	\$0
FON Penalty	-	533,463	\$0	\$0	\$0
CalSTRS On-Behalf Payments (GASB 24)	-	1,985,376	\$2,000,000	\$0	\$0
Supplies, Software, Subscriptions	1,031,649	444,122	\$994,005	\$1,039,857	\$1,039,857
Services and Operations	6,546,011	6,637,294	\$6,553,980	\$6,665,180	\$6,665,180
Capital Outlay	707,485	1,026,448	\$686,123	\$708,923	\$708,923
Transfers, Reserves	729,700	25,200	\$894,097	\$729,700	\$729,700
TOTAL ESTIMATED EXPENDITURES	<u>\$59,766,981</u>	<u>\$61,410,875</u>	<u>\$64,336,793</u>	<u>\$63,473,820</u>	<u>\$64,451,800</u>
FUND BALANCE	348,262	2,914,291	\$302,981	(\$517,855)	(\$735,400)
PARS Trust / GIC	3,700,000	1,100,000	5,300,000	4,700,000	1,100,000
One-Time Revenue	1,183,827	1,665,139	110,700	110,700	110,700
ENDING FUND BALANCE	\$ 5,232,089	8.8% \$ 5,679,430	9.2% \$ 5,713,681	8.9% \$ 4,292,845	6.8% \$ 475,300

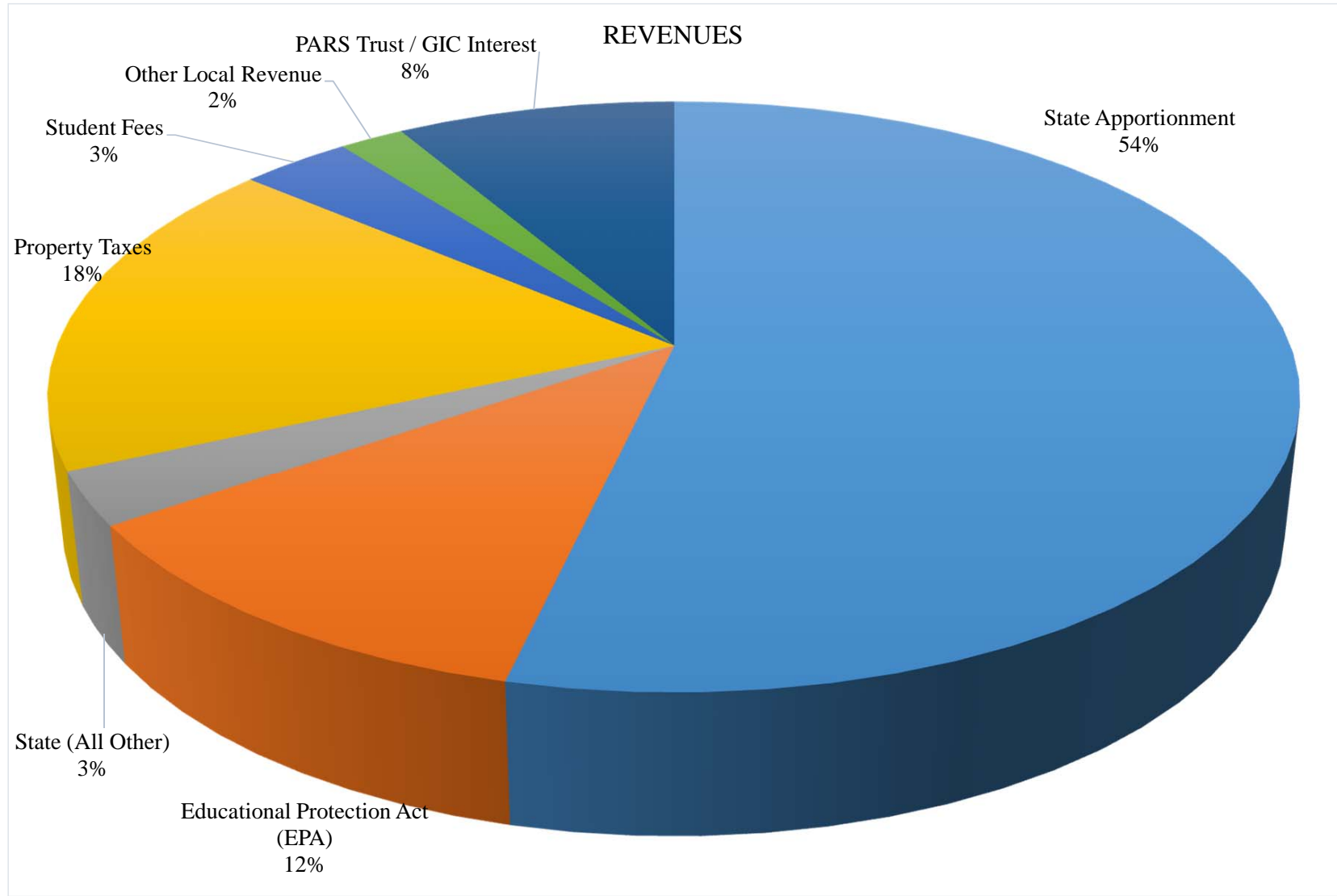
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**Victor Valley Community College District
Board of Trustees Meeting - September 12, 2017
2017-18 Adopted Unrestricted General Fund Budget**

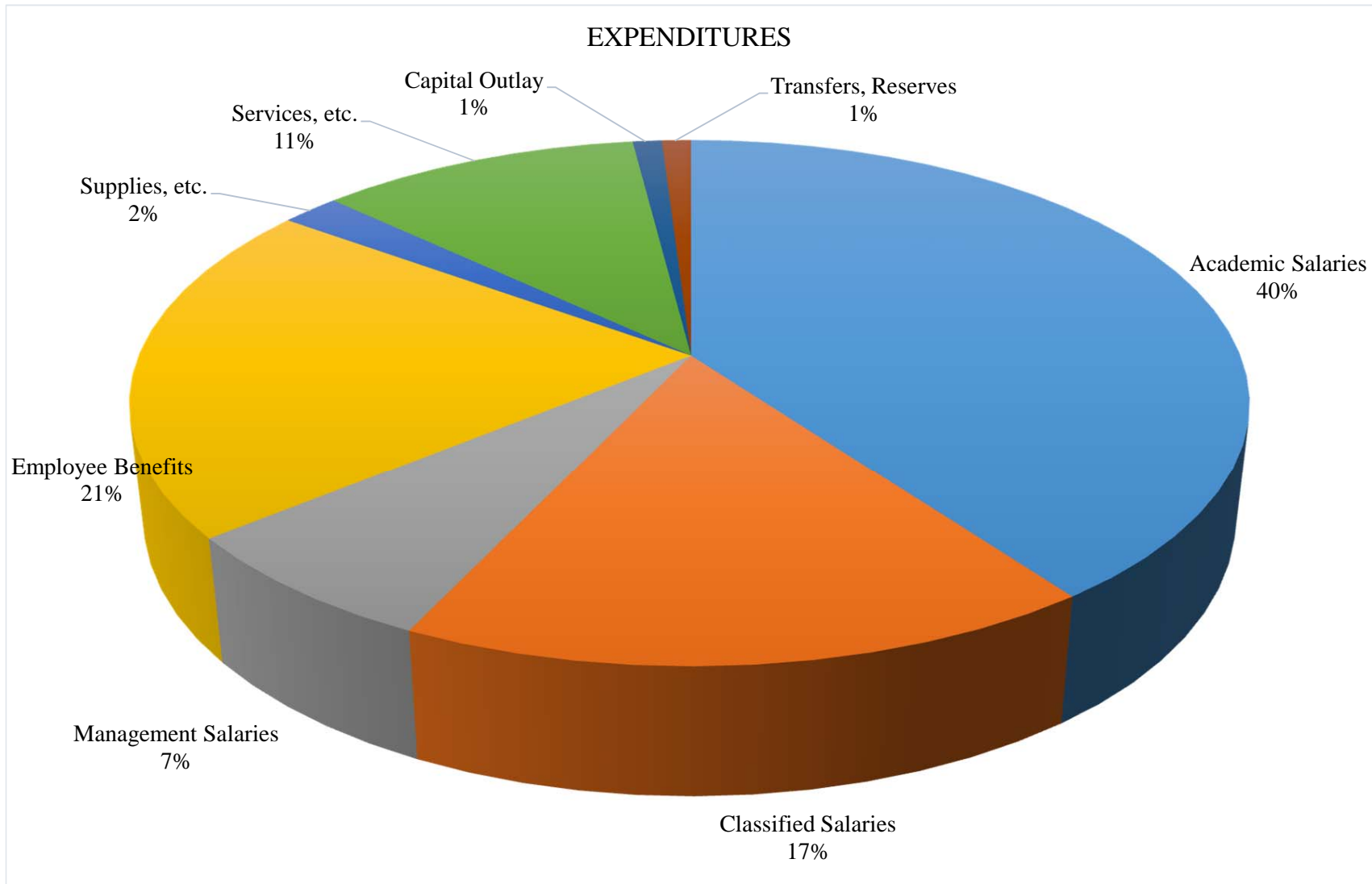
The Unrestricted General Fund budget accounts for all the revenues and expenditures used for financing the general operations of the District and support of its instructional programs. There are six major sources of revenue: State Apportionment, Educational Protection Act, State (Other), Local Revenues, One-time Revenues and Other Sources. General operational expenditures are allocated as listed below.

	FY 14/15 Actual	FY 15/16 Actual	FY 16/17 Unaudited Actuals	FY 17/18 Budget
Beginning Fund Balance	\$9,527,885	\$3,637,919	\$5,210,032	\$5,679,430
Revenues				
State (Apportionment)	\$28,117,178	\$31,016,211	\$32,601,137	\$33,401,856
State (Apportionment) Prior Year Recalc	(\$64,787)	\$652,766	\$314,614	\$0
Educational Protection Act (EPA)	\$8,779,140	\$7,993,118	\$7,706,878	\$7,299,512
State (All Other):				
Enrollment Fee Admin 2%	\$177,419	\$129,369	\$237,124	\$177,755
Homeowners Prop Tax Relief	\$177,814	\$237,696	\$5,081	\$0
Lottery	\$1,269,899	\$1,271,037	\$1,513,114	\$1,385,712
Mandated Costs	\$676,687	\$5,277,053	\$257,845	\$265,328
State Income - Miscellaneous	\$0	\$38,582	\$0	\$0
Total State (All Other):	\$2,301,819	\$6,953,737	\$2,013,164	\$1,828,795
CalSTRS On-Behalf Payments (GASB 24)	\$0	\$1,429,296	\$1,985,376	\$2,000,000
Local Revenues:				
Local Property Taxes	\$7,842,464	\$9,991,065	\$11,187,800	\$11,100,809
Contract Education	\$221,399	\$141,241	\$132,616	\$132,616
Rents & Leases	\$188,990	\$169,446	\$169,310	\$169,310
Interest Revenues	\$68,073	\$95,539	\$154,158	\$154,158
Comm Serv Class Fees	\$75,745	\$19,442	\$26,255	\$26,255
Enrollment	\$1,845,339	\$1,852,664	\$2,072,583	\$2,095,884
Student Records	\$64,329	\$70,795	\$59,959	\$59,959
NonResident Tuition	\$548,389	\$464,102	\$691,190	\$691,190
Other Local Revenue	\$2,101	\$211	\$94	\$0
Total Local Revenues:	\$10,856,829	\$12,804,505	\$14,493,965	\$14,430,181
Total Revenues	\$49,990,179	\$60,849,633	\$59,115,134	\$58,960,344
Expenditures				
Academic Salaries	\$24,562,209	\$23,486,345	\$24,751,946	\$25,087,409
Classified Salaries	\$9,747,415	\$9,667,150	\$9,453,032	\$10,745,272
Management Salaries	\$4,282,645	\$3,726,811	\$3,619,760	\$4,051,396
Employee Benefits	\$10,872,234	\$12,023,430	\$12,426,107	\$14,859,161
Salary & Benefit Savings	\$0	\$0	\$0	(\$1,534,650)
Other Post Employment Benefits (OPEB)	\$0	\$0	\$508,127	\$0
FON Penalty	\$0	\$0	\$533,463	\$0
CalSTRS On-Behalf Payments (GASB 24)	\$0	\$1,429,296	\$1,985,376	\$2,000,000
Supplies and Materials	\$630,770	\$597,685	\$444,122	\$994,005
Services and Operating	\$6,331,191	\$5,919,280	\$6,637,294	\$6,553,980
Capital Outlay	\$670,144	\$961,363	\$1,026,448	\$686,123
Reserves, Transfers	\$25,200	\$2,025,200	\$25,200	\$894,097
Total Expenditures	\$57,121,808	\$59,836,560	\$61,410,875	\$64,336,793
PARS Trust / GIC	\$0	\$0	\$1,100,000	\$5,300,000
One-Time Revenue	\$1,241,662	\$559,040	\$1,665,139	\$110,700
Ending Fund Balance	\$3,637,918	\$5,210,032	\$5,679,430	\$5,713,681

**Victor Valley College
2017-18 General Fund Budget (Unrestricted)
WHERE THE MONEY COMES FROM**



**Victor Valley College
2017-18 General Fund Budget (Unrestricted)
WHERE THE MONEY GOES**



**Victor Valley Community College District
Board of Trustees Meeting - September 12, 2017
2017-18 Adopted Restricted General Fund Budget**

The Restricted General Fund budget accounts for revenues and expenditures used for the operation and support of the instructional programs that are specifically restricted by laws, regulations, donors, or other outside agencies as to their expenditure. There are three major sources of revenue: Federal Revenue, State Revenue, and Local Revenue. Operational expenditures are allocated as listed below.

	FY 14/15 Actual	FY 15/16 Actual	FY 16/17 Unaudited Actuals	FY 17/18 Budget
Beginning Fund Balance	\$1,125,523	\$322,784	\$231,848	\$394,957
Revenues				
Federal Revenues:				
CTE Transition Grant	\$43,269	\$43,466	\$43,131	\$41,592
Federal Work Study	\$325,430	\$335,200	\$382,854	\$310,430
Pell Grants	\$31,495	\$28,620	\$30,250	\$24,823
Perkins	\$405,597	\$399,913	\$418,262	\$451,243
SEOG	\$12,179	\$12,932	\$15,381	\$11,972
TANF	\$120,073	\$116,422	\$116,942	\$0
TRIO-Upward Bound	\$177,538	\$242,018	\$215,698	\$257,500
Veterans	\$3,890	\$1,325	\$2,466	\$2,466
Gear Up Program 334A	\$0	\$0	\$0	\$0
TAACCT	\$13,213	\$13,070	\$11,189	\$11,557
BLM CA Support	\$0	\$0	\$0	\$55,000
Prior Year Carryover	\$1,173,459	\$305,018	\$163,987	\$127,823
Total Federal Revenues:	\$2,306,143	\$1,497,984	\$1,400,160	\$1,294,406
State General Apportionment				
Basic Skills	\$599	\$148,509	\$73,161	\$190,666
Part-time Faculty Allocation	\$0	\$0	\$229,789	\$246,295
Previous Year Apportionment Recalc	\$2,127	\$1	\$80	\$0
Prior Year Carryover	\$99,927	\$190,067	\$116,930	\$41,642
Total State General Apportionment:	\$102,653	\$338,577	\$419,960	\$478,603
Categorical/One-Time Revenues:				
Block Grants	\$569,275	\$1,525,530	\$886,807	\$3,086,048
CalWORKS	\$452,384	\$500,406	\$621,852	\$641,922
CARE	\$206,435	\$345,290	\$328,026	\$311,625
DSPS	\$615,315	\$535,200	\$511,406	\$479,215
EOPS	\$751,893	\$1,020,128	\$1,095,022	\$1,040,271
CA Career Pathway/Ramp Up	\$4,518,225	\$3,048,092	\$869,123	\$0
Lottery	\$410,727	\$439,060	\$485,599	\$461,904
Student Success Act-Credit	\$485,530	\$531,889	\$636,459	\$1,628,376
Student Success Act-Non Credit	\$10,348	\$21,356	\$23,185	\$18,548
Physical Plant/Deferred Maintenance	\$1,103,598	\$541,148	\$517,808	\$641,811
Student Equity	\$15,361	\$585,282	\$1,242,670	\$1,217,597
Other State Revenues	\$464,701	\$255,444	\$608,710	\$479,352
State Income Miscellaneous	\$321,210	\$849,791	\$700,878	\$1,248,975
Strong Workforce - CTE	\$0	\$0	\$68,445	\$1,273,644
Prior Year Carryover	\$438,132	\$4,759,418	\$5,074,026	\$6,435,746
Total Categorical/One-Time Revenues:	\$10,363,134	\$14,958,035	\$13,670,015	\$18,965,034

	FY 14/15	FY 15/16	FY 16/17	FY 17/18
	Actual	Actual	Unaudited Actuals	Budget
Local Revenues:				
Admin: WIA	\$0	\$0	\$0	\$0
ASE Cert Mechanic-Corrections	\$135,870	\$88,076	\$154,345	\$114,988
Citations	\$71,348	\$104,682	\$83,541	\$80,345
Community Service/Contract Education	\$241,167	\$215,111	\$294,482	\$261,444
Const & Mfg Tech-Corrections	\$26,453	\$23,727	\$23,420	\$89,578
Emergency Medical Materials	\$49,033	\$40,109	\$65,238	\$87,000
Facility Rentals	\$8,174	\$11,084	\$14,425	\$0
Fire Tech Material Fees	\$0	\$0	\$3,052	\$105,000
Foundation Mini Grants	\$26,468	\$19,192	\$14,237	\$11,029
Foundation Prem Reddy Grant	\$2,000,000	\$0	\$21,233	\$0
Instructional Trust Accounts	\$6,790	\$3,284	\$4,730	\$26,320
Miscellaneous Income	\$36,370	\$248,052	\$68,465	\$176,055
Nursing Prep Tests	\$30,395	\$28,499	\$20,144	\$49,000
Parking	\$384,557	\$407,928	\$393,607	\$531,913
Restaurant Management Income	\$33,993	\$44,187	\$25,331	\$50,000
SB County CalWORKS Work-Study	\$0	\$32,412	\$36,224	\$0
Student Transportation Fees	\$55,440	\$121,743	\$126,710	\$140,000
Wal-Mart Grant-Veterans Res Ctr	\$5,506	\$0	\$0	\$0
Waste Recycle	\$66,449	\$63,986	\$59,069	\$105,882
Prior Year Carryover	\$212,057	\$220,027	\$233,261	\$3,209,278
Total Local Revenues:	\$3,390,070	\$1,672,098	\$1,641,513	\$5,037,832
Other Revenue Sources	\$2,000,000	\$0	\$1,738,297	\$75,000
Total Revenues	\$18,162,002	\$18,466,693	\$18,869,946	\$25,850,875
Expenditures				
Academic Salaries	\$1,371,762	\$1,436,155	\$2,002,706	\$3,671,592
Classified Salaries	\$2,132,017	\$2,095,662	\$2,391,112	\$3,322,620
Management Salaries	\$431,773	\$505,048	\$479,379	\$810,634
Employee Benefits	\$1,123,430	\$1,211,554	\$1,599,334	\$2,550,245
Supplies and Materials	\$879,724	\$1,036,672	\$1,184,690	\$3,075,041
Services and Operating	\$5,415,128	\$6,811,021	\$5,780,052	\$8,267,496
Capital Outlay	\$4,369,371	\$3,069,082	\$1,309,914	\$2,447,185
Reserves, Grants, Transfers	\$3,241,536	\$2,392,436	\$3,959,650	\$1,881,577
Total Expenditures	\$18,964,741	\$18,557,629	\$18,706,836	\$26,026,390
Ending Fund Balance	\$322,784	\$231,848	\$394,957	\$219,442

III. Other Funds

**Victor Valley Community College District
Board of Trustees Meeting - September 12, 2017
2017-18 Bond Interest and Redemption Fund - Fund 21**

The Bond Interest and Redemption Fund accounts for transactions related to the receipt and expenditure of local revenues derived from the property tax levied for the payment of the principal and interest on outstanding bonds of the district. The District was successful in passing a bond measure before the voters in November 2008. Payments on the general obligation bonds are made by the bond interest and redemption fund.

	FY 14/15	FY 15/16	FY 16/17	FY 17/18
	Actual	Actual	Unaudited Actuals	Budget
Beginning Fund Balance	\$7,739,935	\$8,692,793	\$8,159,035	\$7,812,372
Revenues				
Tax Revenue	\$7,559,682	\$6,436,606	\$5,910,153	\$6,414,824
Interest Revenue - County	\$290,376	\$158,836	\$168,453	\$168,453
Proceeds from Bonds	\$0	\$0	\$281,452	\$281,450
Total Revenues	\$7,850,058	\$6,595,442	\$6,360,058	\$6,864,727
Expenditures				
Other Outgoing Transfers:				
Debt Retirement - Debt Redemption	\$1,271,500	\$1,480,643	\$3,186,668	\$1,479,432
Debt Retirement - Int & Other Svc Chg	\$5,625,700	\$5,648,557	\$3,520,053	\$5,385,295
Total Expenditures	\$6,897,200	\$7,129,200	\$6,706,721	\$6,864,727
Ending Fund Balance	\$8,692,793	\$8,159,035	\$7,812,372	\$7,812,372

**Victor Valley Community College District
Board of Trustees Meeting - September 12, 2017
2017-18 Special Revenue-GIC - Fund 39**

The Special Revenue fund accounts for transactions related to the revenue and transfers of the Guaranteed Investment Contract (GIC) earning 7.75% interest for a term of 30 yrs. and maturing December 01, 2024.

	FY 14/15 Actual	FY 15/16 Actual	FY 16/17 Unaudited Actuals	FY 17/18 Budget
Beginning Fund Balance	\$29,253,243	\$29,522,049	\$29,536,618	\$29,546,771
Revenues				
Interest Revenue - County	\$789	\$1,133	\$1,736	\$1,700
Interest Income - GIC	\$2,268,017	\$2,313,436	\$2,308,417	\$2,310,000
Transfers In	\$0	\$0	\$0	\$0
Total Revenues	\$2,268,806	\$2,314,569	\$2,310,153	\$2,311,700
Expenditures				
Fund 01 - General Fund	\$2,000,000	\$2,300,000	\$2,300,000	\$2,300,000
Total Expenditures	\$2,000,000	\$2,300,000	\$2,300,000	\$2,300,000
Ending Fund Balance	\$29,522,049	\$29,536,618	\$29,546,771	\$29,558,471

**Victor Valley Community College District
Board of Trustees Meeting - September 12, 2017
2017-18 Bond Fund Activities - Fund 42**

The Bond Fund Activities fund accounts for the receipt of proceeds of general obligation bond issuances and the expenditures of the proceeds under the Measure JJ Election of November 2008. Resources are allocated for needed repairs, upgrades and new construction projects for the College.

	FY 14/15 Actual	FY 15/16 Actual	FY 16/17 Unaudited Actuals	FY 17/18 Budget
Beginning Fund Balance	\$23,226,344	\$15,254,886	\$13,368,609	\$8,564,884
Revenues				
Interest Income	\$79,164	\$77,946	\$98,433	\$75,000
Miscellaneous Income	\$0	\$0	(\$2,100)	\$0
Proceeds from Bonds	\$0	\$0	\$0	\$0
Total Revenues	\$79,164	\$77,946	\$96,333	\$75,000
Expenditures				
Site Improvements	\$107,215	\$5,944	\$0	\$100,000
Buildings New/Remodel	\$7,943,407	\$1,958,279	\$4,900,057	\$5,467,848
Total Expenditures	\$8,050,622	\$1,964,223	\$4,900,057	\$5,567,848
Ending Fund Balance	\$15,254,886	\$13,368,609	\$8,564,884	\$3,072,036

**Victor Valley Community College District
Board of Trustees Meeting - September 12, 2017
2017-18 Capital Outlay Projects Fund - Fund 71**

The Capital Outlay Projects fund accounts for the acquisition or construction of major capital facilities and other capital outlay projects. Revenues are derived from contracts with individual Redevelopment Agencies (RDAs), in addition to the pass-thru payments governed by the health and Safety Code per RDA law.

	FY 14/15 Actual	FY 15/16 Actual	FY 16/17 Unaudited Actuals	FY 17/18 Budget
Beginning Fund Balance	\$3,537,652	\$5,806,667	\$5,828,379	\$5,774,584
Revenues				
Interest Income	\$10,492	\$30,554	\$48,072	\$25,000
Redevelopmet Pass-Through	\$1,505,393	\$1,694,473	\$1,727,204	\$1,500,000
Miscellaneous Income	\$40,932	\$11,535	\$11,535	\$0
Incoming Transfers	\$2,000,000	\$0	\$0	\$0
Total Revenues	\$3,556,817	\$1,736,562	\$1,786,810	\$1,525,000
Expenditures				
Supplies	\$2,560	\$20,407	\$0	\$10,000
Contracts-Rents & Leases	\$692	\$7,606	\$43,297	\$15,000
Contracts-Repairs	\$0	\$14,564	\$4,240	\$0
Contracts-Maint Agreements	\$10,003	\$36,388	\$29,110	\$0
Assessment Fee	\$1,047	\$0	\$0	\$7,000
License Fees	\$424	\$0	\$0	\$0
Sorftware License Fees	\$0	\$0	\$10,250	\$0
Advertising	\$1,421	\$988	\$1,666	\$0
Contracted Services	\$843,600	\$985,997	\$1,050,846	\$1,970,200
Other Expense	\$5,676	\$0	\$0	\$0
Site Improvements	\$0	\$446	\$0	\$0
Buildings-New & Remodel	\$0	\$203,410	\$97,723	\$0
New Equipment	\$152,659	\$67,057	\$376,596	\$328,915
Computers	\$111,197	\$217,249	\$124,975	\$674,085
Furniture	\$22,988	\$26,054	\$1,371	\$0
Network Hardware	\$0	\$0	\$21,016	\$0
Replacement Equipment	\$84,145	\$100,403	\$8,100	\$0
Transportation Equipment	\$51,390	\$34,282	\$71,415	\$35,000
Reserve for Contingencies	\$0	\$0	\$0	\$400,000
Total Expenditures	\$1,287,802	\$1,714,851	\$1,840,606	\$3,440,200
Ending Fund Balance	\$5,806,667	\$5,828,379	\$5,774,584	\$3,859,384

**Victor Valley Community College District
Board of Trustees Meeting - September 12, 2017
2017-18 Child Development Fund - Fund 72**

The Child Development fund accounts for all revenues for, or from the operation of, child care and development services. Costs incurred in the operation and maintenance of the child care and development services are paid from this fund.

	FY 14/15	FY 15/16	FY 16/17	FY 17/18
	Actual	Actual	Unaudited Actuals	Budget
Beginning Fund Balance	\$68,494	\$93,598	\$133,873	\$174,872
Revenues				
Child Development Apport	\$663	\$0	\$0	\$0
State Pre-School	\$123,015	\$132,275	\$139,069	\$139,069
Other State Revenues	\$0	\$7,421	\$6,315	\$0
Rental Income: Head Start	\$148,614	\$151,591	\$154,628	\$157,725
Interest Revenues	\$310	\$744	\$1,432	\$800
Miscellaneous Income	(\$12,613)	\$0	\$2,676	\$1,900
Total Revenues	\$259,989	\$292,031	\$304,120	\$299,494
Expenditures				
Teachers Salaries	\$104,902	\$108,469	\$116,115	\$163,252
Administrative Salaries	\$51,114	\$48,566	\$48,784	\$81,828
Classified Salaries	\$10,548	\$10,090	\$9,364	\$0
Benefits	\$52,462	\$72,060	\$79,896	\$97,311
Instructional Supplies	\$7,156	\$8,152	\$6,316	\$10,000
Non-Instructional Supplies	\$720	\$206	\$0	\$0
Non-Instructional Software	\$4,880	\$1,524	\$1,524	\$1,700
Travel/Conference-Instructional	\$0	\$0	\$0	\$6,000
Travel/Conference-Admin	\$1,154	\$1,554	\$57	\$4,000
Mileage/Administration	\$580	\$445	\$373	\$2,000
Dues & Memberships	\$1,150	\$450	\$450	\$2,000
License Fees	\$220	\$242	\$242	\$250
Plaques/Awards	\$0	\$0	\$0	\$1,000
Contracted Services	\$0	\$0	\$0	\$2,000
Total Expenditures	\$234,885	\$251,756	\$263,121	\$371,341
Ending Fund Balance	\$93,598	\$133,873	\$174,872	\$103,025

**Victor Valley Community College District
Board of Trustees Meeting - September 12, 2017
2017-18 Student Center Fee - Fund 73**

The Student Center Fee fund is used to account for moneys collected by the District to establish an annual building and operating fee to finance and operate the student center.

	FY 14/15	FY 15/16	FY 16/17	FY 17/18
	Actual	Actual	Unaudited Actuals	Budget
Beginning Fund Balance	\$7,781	\$0	\$0	\$0
Revenues				
Interest Income	\$200	\$283	\$347	\$350
Student Center Fees	\$112,771	\$109,963	\$111,125	\$111,150
Total Revenues	\$112,971	\$110,246	\$111,472	\$111,500
Expenditures				
Other Outgoing Transfers	\$120,752	\$110,246	\$111,472	\$111,500
Total Expenditures	\$120,752	\$110,246	\$111,472	\$111,500
Ending Fund Balance	\$0	\$0	\$0	\$0

**Victor Valley Community College District
Board of Trustees Meeting - September 12, 2017
2017-18 Health Trust Fund - Fund 75**

The Health Trust fund accounts for moneys held in trust by the District for the former student health center. The center is no longer in operation and interest earned is the only source of revenue.

	FY 14/15 Actual	FY 15/16 Actual	FY 16/17 Unaudited Actuals	FY 17/18 Budget
Beginning Fund Balance	\$41,001	\$41,162	\$41,394	\$41,750
Revenues				
Interest Income	\$161	\$232	\$356	\$250
Investment from General Fund	\$0	\$0	\$0	\$0
Total Revenues	\$161	\$232	\$356	\$250
Expenditures				
Transfer to General Fund	\$0	\$0	\$0	\$0
Total Expenditures	\$0	\$0	\$0	\$0
Ending Fund Balance	\$41,162	\$41,394	\$41,750	\$42,000

**Victor Valley Community College District
Board of Trustees Meeting - September 12, 2017
2017-18 Self Insurance Fund - Fund 78**

The Self-Insurance fund accounts for payments on deductible types of insurance policies, losses or payments arising from self-insurance programs, and losses or payments due to noninsured perils.

	FY 14/15	FY 15/16	FY 16/17	FY 17/18
	Actual	Actual	Unaudited Actuals	Budget
Beginning Fund Balance	\$135,517	\$581,229	\$526,767	\$670,862
Revenues				
Interest Income	\$650	\$2,806	\$4,816	\$3,000
Miscellaneous Income	\$51,936	\$80,335	\$178,964	\$0
Transfers In	\$641,333	\$24,000	\$24,000	\$24,000
Total Revenues	\$693,919	\$107,141	\$207,780	\$27,000
Expenditures				
Cobra Insurance	\$0	\$10,712	\$3,084	\$0
Other Supplies	\$2,160	\$0	\$0	\$1,500
Contracts-Rents & Leases	\$0	\$301	\$0	\$0
Contracts-Repairs	\$1,138	\$0	\$0	\$1,000
Contracted Services	\$61,988	\$114,308	\$58,223	\$104,000
Other Expense	\$2,228	\$4,422	\$1,070	\$2,000
Lawsuit Settlement Payments	\$173,667	\$0	\$0	\$0
Site Improvements	\$0	\$8,600	\$0	\$0
Computers	\$7,026	\$0	\$0	\$0
Furniture	\$0	\$0	\$421	\$5,000
Replacement Equipment	\$0	\$23,260	\$886	\$3,000
Total Expenditures	\$248,207	\$161,603	\$63,685	\$116,500
Ending Fund Balance	\$581,229	\$526,767	\$670,862	\$581,362

**Victor Valley Community College District
Board of Trustees Meeting - September 12, 2017
2017-18 Auxiliary Services Fund**

The Auxiliary Services fund accounts for all revenue derived from facility usage, beverage exclusivity, managed print services, food service, and vending. All necessary expenses in relation to providing such services are paid from generated revenue.

	FY 14/15 Actual	FY 15/16 Actual	FY 16/17 Unaudited Actuals	FY 17/18 Budget
Beginning Fund Balance	\$104,522	\$195,650	\$268,544	\$346,478
Revenues				
Athletic/gym/fields Rental	\$8,250	\$7,075	\$12,563	\$5,000
Beverage Commission	\$37,219	\$31,786	\$37,713	\$30,000
Beverage Exclusivity	\$27,500	\$25,000	\$25,000	\$20,000
Custodial	\$3,198	\$6,682	\$4,245	\$3,000
Facilities Admin Fees	\$152	\$4,459	\$5,605	\$5,000
Interest Income	\$574	\$901	\$1,129	\$750
Marquee Ad Income	\$660	\$1,780	\$0	\$0
Miscellaneous Income	\$7,817	\$394	\$33	\$0
PAC Rental	\$19,416	\$32,922	\$17,202	\$16,000
RPTSC Admin Fees	\$617	\$854	\$6,876	\$5,000
SAC Rental	\$20,375	\$3,942	\$1,965	\$2,000
Student Center Fee	\$120,752	\$110,246	\$111,472	\$111,500
Test Monitoring Income	\$0	\$0	\$150	\$150
Ticket Admin Fees	\$15,568	\$12,357	\$10,214	\$10,000
Vending Commission	\$9,000	\$13,489	\$13,815	\$12,000
Rent:				
Adcamp	\$1,800	\$2,200	\$2,400	\$2,400
Excelsior Education Center	\$75,731	\$78,003	\$80,343	\$80,000
Farmers Market	\$9,600	\$8,000	\$10,400	\$9,600
S&B Foods	\$8,400	\$12,600	\$10,200	\$12,600
Total Revenues	\$366,629	\$352,688	\$351,325	\$325,000
Expenditures				
Salaries	\$187,245	\$196,054	\$190,921	\$209,068
Benefits	\$62,492	\$65,781	\$61,248	\$80,000
Advertising	\$0	\$0	\$410	\$500
Bad Check Expense	\$500	\$0	\$0	\$0
Bank & Credit Card Service Charges	\$1,883	\$3,592	\$1,535	\$3,500
Contract- Repair/Webser	\$9,658	\$13,010	\$14,562	\$15,000
Contributions	\$0	\$0	\$1,000	\$1,000
Dues & Conferences	\$0	\$0	\$0	\$8,000
Equipment < \$500	\$290	\$0	\$0	\$500
Maintenance	\$1,920	\$0	\$0	\$500
Miscellaneous Expense	\$546	(\$714)	\$1,262	\$1,000
Office Supplies	\$1,027	\$2,070	\$1,932	\$2,750
Professional Services	\$0	\$0	\$291	\$500
Promotional Expense	\$0	\$0	\$0	\$500
PVC ID Card	\$9,710	\$0	\$0	\$0
Software License Fees	\$230	\$0	\$230	\$500
Total Expenditures	\$275,501	\$279,794	\$273,391	\$323,318
Ending Fund Balance	\$195,650	\$268,544	\$346,478	\$348,160

**Victor Valley Community College District
Board of Trustees Meeting - September 12, 2017
2017-18 Rams Bookstore Fund**

RAMS Bookstore fund accounts for revenue derived from the District's operation of the college bookstore. All necessary expenditures in relation to providing bookstore services are paid from generated revenue.

	FY 14/15 Actual	FY 15/16 Actual	FY 16/17 Unaudited Actuals	FY 17/18 Budget
Beginning Fund Balance	\$952,297	\$1,148,668	\$1,516,155	\$1,728,742
Revenues				
Bundles	\$5,348	\$4,143	\$1,577	\$950
Clothing	\$62,341	\$66,352	\$63,721	\$94,000
Computers	\$0	\$6,361	\$14,518	\$10,000
Custom Publish	\$11,176	\$18,056	\$30,908	\$29,000
Electronics	\$51,201	\$89,740	\$146,725	\$97,500
Gifts	\$7,828	\$6,437	\$13,843	\$9,500
Graduation	\$25,803	\$39,771	\$35,026	\$33,000
Discounts	\$11	\$25	\$22	\$0
Interest Income	\$1,247	\$1,597	\$3,683	\$1,500
Miscellaneous Income	\$20,058	\$106,075	\$171,580	\$15,000
NBC Rewards Commission	\$0	\$2,578	\$854	\$500
New Text	\$1,742,331	\$2,036,891	\$2,134,790	\$1,990,000
Shipping/handling	\$7,361	\$7,120	\$14,542	\$15,250
Sundries	\$67,548	\$48,213	\$36,542	\$35,950
Supplies	\$285,070	\$460,960	\$461,671	\$404,000
Trade Books	\$16,289	\$15,283	\$13,383	\$12,900
Used Text	\$203,560	\$267,136	\$248,876	\$236,000
Total Revenues	\$2,507,172	\$3,176,738	\$3,392,260	\$2,985,050
Cost of Goods Sold	\$1,737,122	\$2,227,084	\$2,486,852	\$2,127,700
Gross Profit on Sales	\$770,050	\$949,654	\$905,408	\$857,350
Expenditures				
Salaries-Contract	\$294,830	\$301,659	\$299,986	\$372,509
Salaries-Hourly	\$76,981	\$71,906	\$106,753	\$130,000
Benefits	\$147,228	\$154,823	\$166,996	\$191,991
Advertising	\$1,221	\$0	\$0	\$1,000
Bad Check Expense	\$1,750	(\$100)	\$148	\$0
Bad Debt Expense	\$3,803	\$31	\$11,545	\$5,500
Bank Service Charge	\$1,135	\$1,474	\$1,028	\$1,500
Cash Over/Short	(\$228)	(\$220)	\$1,287	\$250
Contract-Repair/Webser	\$22,697	\$20,946	\$30,646	\$32,000
Contributions	\$0	\$0	\$400	\$0
Contributions - VVC	\$0	\$0	\$0	\$50,000
Credit Card Fees	\$21,771	\$22,602	\$22,395	\$22,000
Credit Not Received Loss	(\$3,334)	(\$6,153)	\$2,973	\$4,000
Donations	\$0	\$3,015	\$1,742	\$4,000
Dues & Conferences	\$2,232	\$1,650	\$4,726	\$8,000
Equipment/Machinery	\$0	\$1,462	\$16,417	\$10,000
Freight	\$118	(\$11)	\$40	\$100
Membership/Dues	\$0	\$0	\$750	\$750
Miscellaneous	\$2,494	\$2,804	\$2,967	\$3,000
Office Supplies	\$8,313	\$3,078	\$10,177	\$7,000

	FY 14/15	FY 15/16	FY 16/17	FY 17/18
	Actual	Actual	Unaudited Actuals	Budget
Operating Loss	\$0	\$4,728	\$832	\$0
Penalty	\$2,468	\$562	\$261	\$550
POS/Technology Upgrades	\$0	\$0	\$0	\$2,000
Postage	(\$75)	(\$128)	(\$103)	\$200
Promotional Expense	\$870	\$212	\$6	\$1,000
RBS Prof Serv Indiv	\$0	\$0	\$4,607	\$6,000
Scholarships	\$0	\$0	\$0	\$2,000
Software License Fees	\$230	\$3,896	\$230	\$2,000
Software License Upgrade	\$0	\$0	\$9,800	\$2,000
Storage Expense	(\$139)	\$0	\$0	\$0
Total Expenditures	\$584,365	\$588,236	\$696,611	\$859,350
Other Income/Expenses				
Other Income - Commission	\$10,686	\$6,069	\$3,790	\$2,000
Total Other Income/Expenses	\$10,686	\$6,069	\$3,790	\$2,000
Ending Fund Balance	\$1,148,668	\$1,516,155	\$1,728,742	\$1,728,742

**Victor Valley Community College District
Board of Trustees Meeting - September 12, 2017
2017-18 Associated Student Body Trust Fund**

The Associated Student Body Trust fund accounts for moneys held in trust by the District for the organized student body. Student body moneys shall be expended in accordance with procedures established by the student body organization in the best interests of the student body and in accordance with Victor Valley Community College District and State of California regulations.

	FY 14/15 Actual	FY 15/16 Actual	FY 16/17 Unaudited Actuals	FY 17/18 Budget
Beginning Fund Balance	\$279,366	\$329,717	\$367,566	\$370,444
Revenues				
ASB Card Sales*	\$162,107	\$168,924	\$189,987	\$160,000
Interest Income	\$1,034	\$1,248	\$1,446	\$1,000
Miscellaneous	\$1,409	\$258	\$11	\$5,000
Student Representation Fees	\$0	\$0	\$0	\$14,000
Total Revenues	\$164,550	\$170,431	\$191,443	\$180,000
Expenditures				
Activities Fund	\$19,997	\$19,634	\$28,479	\$20,000
Advertising Expense	\$0	\$0	\$0	\$5,000
ASB Book vouchers	\$8,413	\$6,383	\$34	\$10,000
ASB Card Refunds	\$175	\$905	\$735	(\$1,000)
Athletic Expense	\$0	\$0	\$0	\$3,000
Bank Service Charge	\$7,411	\$7,599	\$7,639	\$10,000
Campus Improvement	\$0	\$0	\$0	\$10,000
Clubs - ICC	\$1,900	\$0	\$1,451	\$10,000
Contributions	\$24,852	\$21,976	\$63,956	\$15,000
Dues & Conference	\$40,437	\$52,750	\$71,777	\$40,000
Field Trips	\$0	\$0	\$0	\$10,000
Miscellaneous Expense	\$50	\$482	\$207	\$5,000
Promotional Expense	\$381	\$174	\$0	\$10,000
Scholarships	\$1,115	\$0	\$0	\$30,000
Student Rep Fee	\$0	\$0	\$0	\$14,000
Supplies Expense	\$9,468	\$19,899	\$14,288	\$35,000
Theater Arts	\$0	\$2,780	\$0	\$10,000
Total Expenditures	\$114,199	\$132,581	\$188,566	\$236,000
Ending Fund Balance	\$329,717	\$367,567	\$370,444	\$314,444

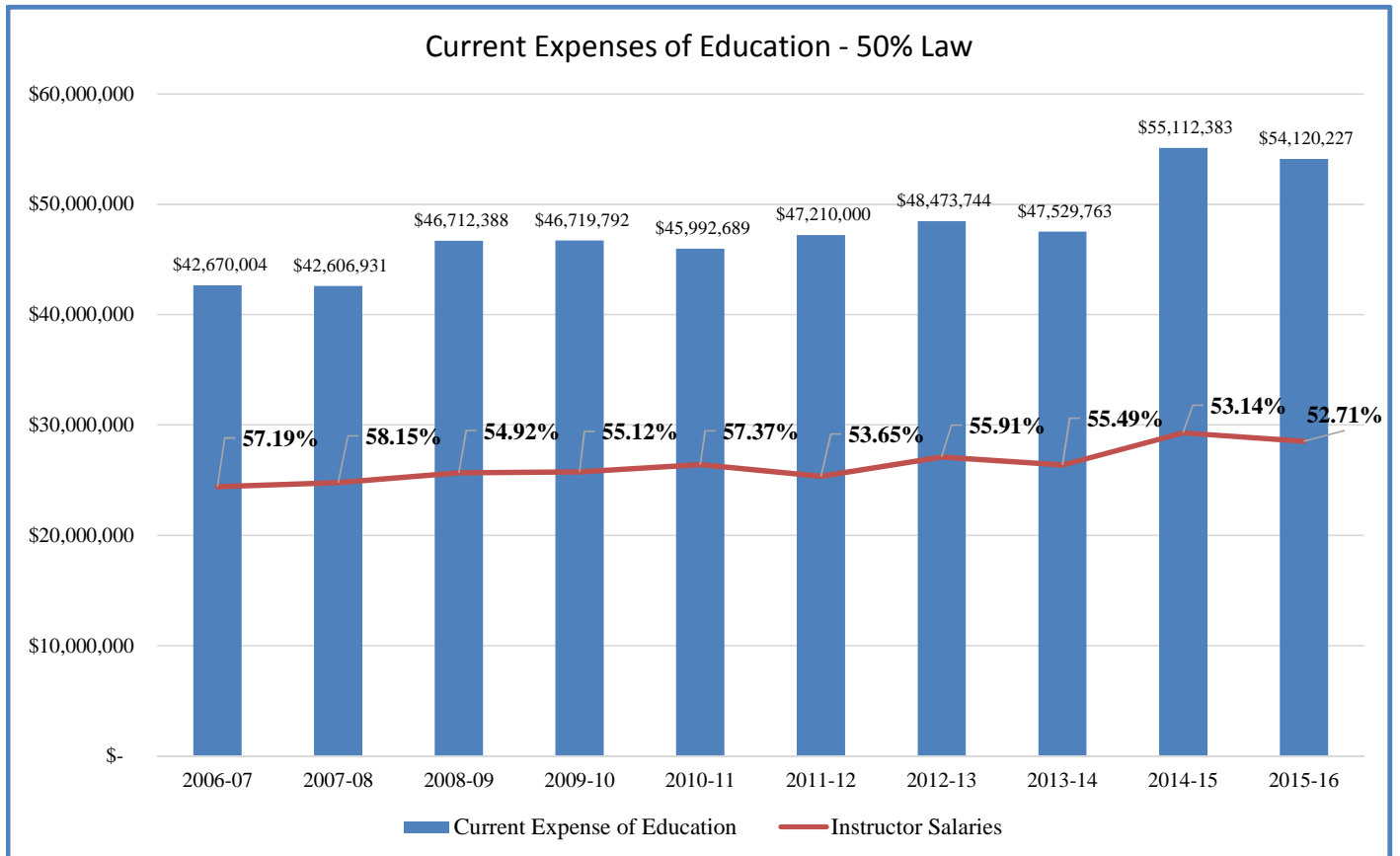
*Actuals include ASB Card Sales and Student Representation Fees

IV. Appendix

**Victor Valley College
Comparative Financial Data
2006-07 through 2015-16**

CURRENT EXPENSES OF EDUCATION (50% LAW - EC84362)

	<u>Current Expense of Education</u>	<u>Instructor's Salaries</u>	<u>Percent of Instructor's Salaries to Current Expense of Education</u>	<u>State Rank</u>
2006-07	\$ 42,670,004	\$ 24,404,227	57.19%	3rd
2007-08	\$ 42,606,931	\$ 24,775,990	58.15%	1st
2008-09	\$ 46,712,388	\$ 25,653,715	54.92%	7th
2009-10	\$ 46,719,792	\$ 25,752,490	55.12%	3rd
2010-11	\$ 45,992,689	\$ 26,388,123	57.37%	1st
2011-12	\$ 47,210,000	\$ 25,329,397	53.65%	5th
2012-13	\$ 48,473,744	\$ 27,099,521	55.91%	1st
2013-14	\$ 47,529,763	\$ 26,374,980	55.49%	1st
2014-15	\$ 55,112,383	\$ 29,287,749	53.14%	12th
2015-16	\$ 54,120,227	\$ 28,527,418	52.71%	24th



SOURCE: Fiscal Data Abstracts 2006-07 - 2015-16 published by the Chancellor's Office

**Victor Valley College
Comparative Financial Data
2001-2002 through 2015-2016**

SUMMARY OF GENERAL FUND TRANSACTIONS (Unrestricted and Restricted) Prior to audit adjustments

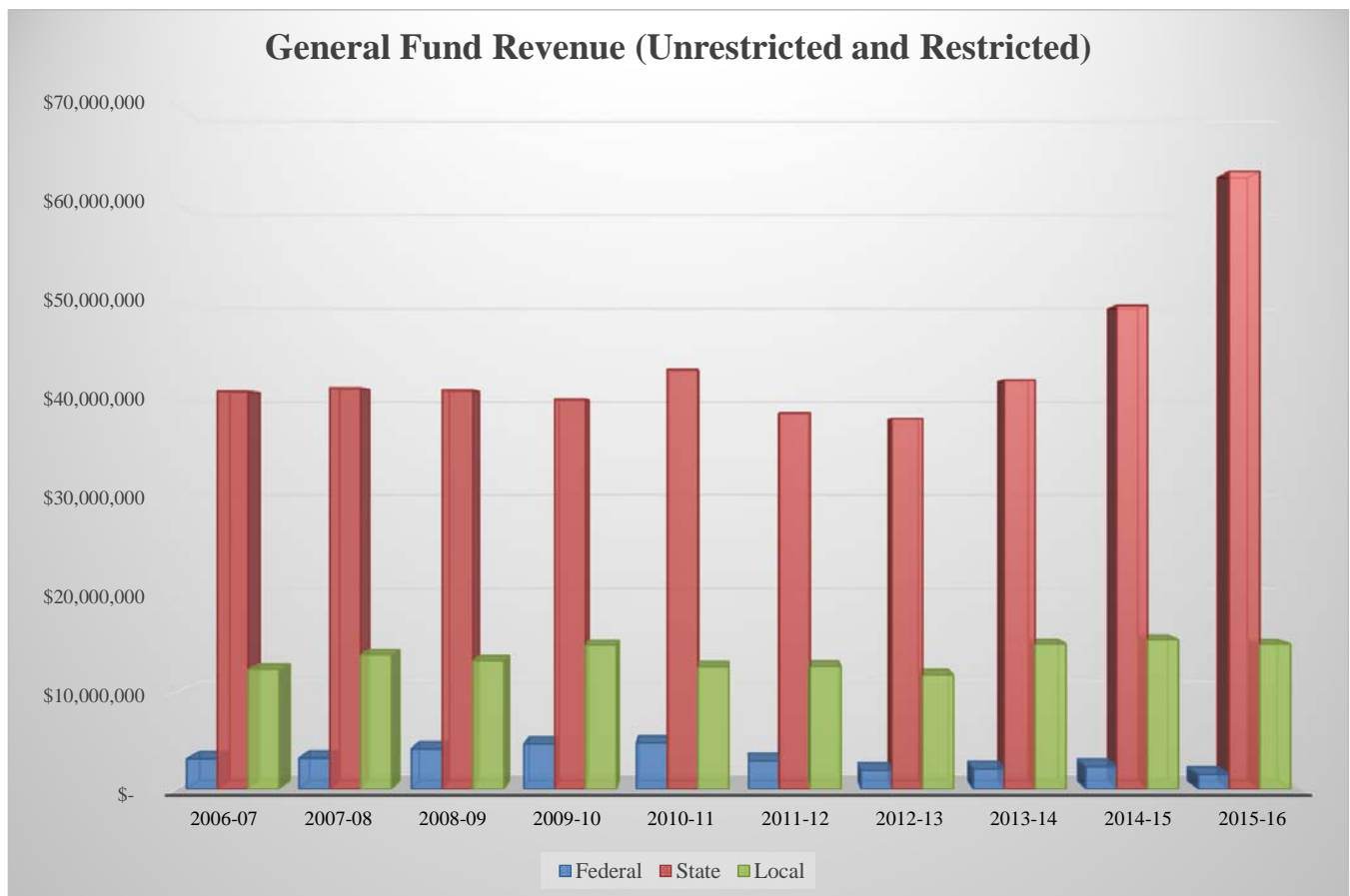
	<u>Adjusted Beginning Balance</u>	<u>Total % Change</u>	<u>Revenue</u>	<u>Total % Change</u>	<u>Expenditures</u>	<u>Total % Change</u>	<u>Revenue Less Expenditures</u>	<u>Total % Change</u>	<u>Other</u>	<u>Restricted Unrestricted Ending Balance</u>	<u>Total % Change</u>	<u>Annual % Change in Fund Balance</u>	<u>Expenses per FTES</u>	<u>% Change Since 01'-02'</u>
2001-2002	\$ 3,829,174		\$ 40,445,315		\$ 39,280,697		\$ 1,164,618		\$ (1,251,088)	\$ 3,742,704			\$ 4,991	
2002-2003	\$ 3,751,309	-2.03%	\$ 40,133,706	-0.77%	\$ 41,001,462	4.38%	\$ (867,756)	-174.51%	\$ 108,816	\$ 2,992,369	-20.05%	-20.05%	\$ 4,820	-3.42%
2003-2004	\$ 2,972,321	-20.77%	\$ 40,608,453	1.18%	\$ 40,167,356	-2.03%	\$ 441,097	-150.83%	\$ (1,120,306)	\$ 2,293,112	-23.37%	-23.37%	\$ 4,847	-2.89%
2004-2005	\$ 1,647,531	-44.57%	\$ 43,457,809	7.02%	\$ 42,673,832	6.24%	\$ 783,977	77.73%	\$ (288,041)	\$ 2,143,467	-6.53%	-6.53%	\$ 4,649	-6.85%
2005-2006	\$ 2,105,263	27.78%	\$ 50,445,581	16.08%	\$ 47,818,896	12.06%	\$ 2,626,685	235.05%	\$ (1,176,169)	\$ 3,555,779	65.89%	65.89%	\$ 5,285	5.89%
2006-2007	\$ 3,555,779	68.90%	\$ 56,362,311	11.73%	\$ 55,851,199	16.80%	\$ 511,112	-80.54%	\$ (254,004)	\$ 3,812,887	7.23%	7.23%	\$ 6,386	27.96%
2007-2008	\$ 3,812,887	7.23%	\$ 60,040,485	6.53%	\$ 59,935,279	7.31%	\$ 105,206	-79.42%	\$ -	\$ 3,918,093	2.76%	2.76%	\$ 6,507	30.37%
2008-2009	\$ 6,918,093	81.44%	\$ 63,441,496	5.66%	\$ 59,473,699	-0.77%	\$ 3,967,797	3671.46%	\$ -	\$ 10,885,890	177.84%	177.84%	\$ 5,931	18.84%
2009-2010	\$ 10,899,622	57.55%	\$ 70,295,121	10.80%	\$ 69,537,579	16.92%	\$ 757,542	-80.91%	\$ -	\$ 11,657,164	7.09%	7.09%	\$ 6,952	39.30%
2010-2011	\$ 14,757,664	35.40%	\$ 60,496,954	-13.94%	\$ 57,372,960	-17.49%	\$ 3,123,994	312.39%	\$ (678,952)	\$ 17,202,706	47.57%	47.57%	\$ 5,734	14.88%
2011-2012	\$ 20,410,754	38.31%	\$ 54,220,134	-10.38%	\$ 56,973,033	-0.70%	\$ (2,752,899)	-188.12%	\$ (425,334)	\$ 17,232,521	0.17%	0.17%	\$ 6,052	21.26%
2012-2013	\$ 17,622,499	-13.66%	\$ 51,782,398	-4.50%	\$ 58,091,125	1.96%	\$ (6,308,727)	129.17%	\$ (349,348)	\$ 10,964,424	-36.37%	-36.37%	\$ 6,261	25.44%
2013-2014	\$ 10,964,424	-37.78%	\$ 59,084,445	14.10%	\$ 58,931,035	1.45%	\$ 153,410	-102.43%	\$ (464,426)	\$ 10,653,408	-2.84%	-2.84%	\$ 6,279	25.82%
2014-2015	\$ 10,653,408	-2.84%	\$ 67,393,843	14.06%	\$ 75,839,149	28.69%	\$ (8,445,306)	-5605.06%	\$ 1,752,601	\$ 3,960,703	-62.82%	-62.82%	\$ 8,618	72.67%
2015-2016	\$ 3,960,703	-62.82%	\$ 79,875,366	18.52%	\$ 78,394,189	3.37%	\$ 1,481,177	-117.54%	\$ -	\$ 5,441,880	37.40%	37.40%	\$ 8,509	70.50%

SOURCE: Fiscal Data Abstracts 2001-2002 thru 2015-2016 published by the Chancellor's Office

**Victor Valley College
Comparative Financial Data
2006-07 through 2015-16**

SUMMARY OF GENERAL FUND REVENUE (Unrestricted and Restricted)

	<u>Federal</u>	<u>Total % Change</u>	<u>State</u>	<u>Total % Change</u>	<u>Local</u>	<u>Total % Change</u>	<u>Total</u>	<u>Total % Change</u>
2006-07	\$ 3,115,071	69.91%	\$ 40,928,670	18.12%	\$ 12,318,571	-11.77%	\$ 56,362,311	11.73%
2007-08	\$ 3,185,227	2.25%	\$ 41,239,867	0.76%	\$ 13,815,391	12.15%	\$ 58,240,485	3.33%
2008-09	\$ 4,144,202	30.11%	\$ 41,047,378	-0.47%	\$ 13,201,337	-4.44%	\$ 58,392,917	0.26%
2009-10	\$ 4,628,602	11.69%	\$ 40,113,658	-2.27%	\$ 14,809,653	12.18%	\$ 59,551,913	1.98%
2010-11	\$ 4,750,389	2.63%	\$ 43,166,998	7.61%	\$ 12,579,566	-15.06%	\$ 60,496,953	1.59%
2011-12	\$ 2,909,636	-38.75%	\$ 38,687,417	-10.38%	\$ 12,623,081	0.35%	\$ 54,220,134	-10.38%
2012-13	\$ 1,916,307	-34.14%	\$ 38,125,115	-1.45%	\$ 11,740,976	-6.99%	\$ 51,782,398	-4.50%
2013-14	\$ 2,072,194	8.13%	\$ 42,093,733	10.41%	\$ 14,918,518	27.06%	\$ 59,084,445	14.10%
2014-15	\$ 2,306,144	11.29%	\$ 49,728,598	18.14%	\$ 15,359,101	2.95%	\$ 67,393,843	14.06%
2015-16	\$ 1,497,984	-35.04%	\$ 63,468,020	27.63%	\$ 14,909,362	-2.93%	\$ 79,875,366	18.52%



SOURCE: Fiscal Data Abstracts 2006-07 through 2015-2016 published by the Chancellor's Office

**Victor Valley College
Comparative Financial Data
2002-2003 through 2016-2017**

TOTAL GENERAL FUND EXPENDITURES BY TYPE

	<u>Academic</u> <u>Salaries</u>	<u>Total %</u> <u>Change</u>	<u>Classified</u> <u>Salaries</u>	<u>Total %</u> <u>Change</u>	<u>Benefits</u>	<u>Total %</u> <u>Change</u>	<u>Supplies,</u> <u>Materials,</u> <u>Services</u>	<u>Total %</u> <u>Change</u>	<u>Capital</u> <u>Outlay</u>	<u>Total %</u> <u>Change</u>	<u>Total</u>	<u>Total %</u> <u>Change</u>	<u>Expense</u> <u>Per FTES</u>	<u>Annual %</u> <u>Change</u>
2002-2003	\$ 17,071,550	9.07%	\$ 10,153,421	8.98%	\$ 5,747,645	18.61%	\$ 6,258,904	-7.85%	\$ 1,769,942	-33.81%	\$ 41,001,462	4.38%	\$ 4,820	-3.42%
2003-2004	\$ 16,590,904	-2.82%	\$ 9,554,092	-5.90%	\$ 6,646,631	15.64%	\$ 5,592,504	-10.65%	\$ 1,783,225	0.75%	\$ 40,167,356	-2.03%	\$ 4,847	0.55%
2004-2005	\$ 17,521,264	5.61%	\$ 9,215,563	-3.54%	\$ 7,372,478	10.92%	\$ 6,779,131	21.22%	\$ 1,785,396	0.12%	\$ 42,673,832	6.24%	\$ 4,649	-4.08%
2005-2006	\$ 18,775,347	7.16%	\$ 9,977,350	8.27%	\$ 9,600,861	30.23%	\$ 7,636,152	12.64%	\$ 1,829,186	2.45%	\$ 47,818,896	12.06%	\$ 5,285	13.68%
2006-2007	\$ 21,677,667	15.46%	\$ 11,804,044	18.31%	\$ 10,429,132	8.63%	\$ 8,985,767	17.67%	\$ 2,954,590	61.52%	\$ 55,851,199	16.80%	\$ 6,386	20.84%
2007-2008	\$ 24,071,150	11.04%	\$ 13,327,303	12.90%	\$ 8,805,955	-15.56%	\$ 8,871,172	-1.28%	\$ 1,798,417	-39.13%	\$ 56,873,997	1.83%	\$ 6,174	-3%
2008-2009	\$ 24,957,183	3.68%	\$ 13,599,678	2.04%	\$ 8,851,942	0.52%	\$ 9,819,227	10.69%	\$ 1,234,977	-31.33%	\$ 58,463,007	2.79%	\$ 5,830	-6%
2009-2010	\$ 25,486,044	2.12%	\$ 13,366,435	-1.72%	\$ 15,595,152	76.18%	\$ 13,140,921	33.83%	\$ 1,583,828	28.25%	\$ 69,172,380	18.32%	\$ 6,916	19%
2010-2011	\$ 25,261,026	-0.88%	\$ 12,961,984	-3.03%	\$ 9,864,744	-36.74%	\$ 8,245,356	-37.25%	\$ 1,039,850	-34.35%	\$ 57,372,960	-17.06%	\$ 5,734	-17%
2011-2012	\$ 23,695,820	-6.20%	\$ 13,661,783	5.40%	\$ 14,355,992	45.53%	\$ 10,905,602	32.26%	\$ 980,275	-5.73%	\$ 63,599,472	10.85%	\$ 6,756	18%
2012-2013	\$ 25,222,856	6.44%	\$ 12,483,169	-8.63%	\$ 11,611,043	-19.12%	\$ 7,459,401	-31.60%	\$ 1,314,656	34.11%	\$ 58,091,125	-8.66%	\$ 6,261	-7%
2013-2014	\$ 24,641,855	-2.30%	\$ 13,359,034	7.02%	\$ 10,725,205	-7.63%	\$ 8,846,094	18.59%	\$ 1,358,847	3.36%	\$ 58,931,035	1.45%	\$ 6,279	0%
2014-2015	\$ 27,841,959	12.99%	\$ 14,916,294	11.66%	\$ 11,765,234	9.70%	\$ 13,655,865	54.37%	\$ 7,659,797	463.70%	\$ 75,839,149	28.69%	\$ 8,618	37%
2015-2016	\$ 26,720,775	-4.03%	\$ 14,196,398	-4.83%	\$ 14,664,281	24.64%	\$ 18,782,290	37.54%	\$ 4,030,445	-47.38%	\$ 78,394,189	3.37%	\$ 8,509	-1%
2016-2017	\$ 28,447,315	6.46%	\$ 14,250,620	0.38%	\$ 16,518,943	12.65%	\$ 14,579,623	-22.38%	\$ 2,336,363	-42.03%	\$ 76,132,863	-2.88%	\$ 8,034	-6%

SOURCE: Fiscal Data Abstracts 2002-2003 through 2015-2016 published by the Chancellor's Office
2016-17 Unaudited College Financial Reports
2009-10 Supplies, Materials, Services includes payoff the SERP 1 & 2

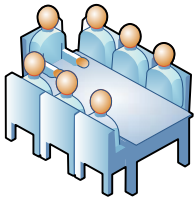
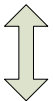
BUDGET PLANNING PROCESS



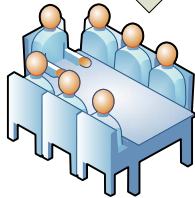
Programs (Deans, Dept. Chairs, Facilitators, Directors, etc.) prepare PRAISE documents.



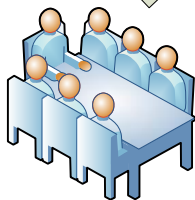
Department Chair / Supervisor, along with PRAISE preparers, meet to prioritize augmentations submitted by all departments.



Dean, along with all Department Chairs, meet to prioritize augmentations submitted by all departments as a division. *(This step applies only to Instructional departments)*



Each Vice President, along with Deans and Directors, meet to prioritize the augmentations submitted by all Deans and Directors.



Finance/Budget & Planning Committee prioritizes the augmentations from the VP's and President and establishes a recommendation list based on available funds.

VICTOR VALLEY COMMUNITY COLLEGE DISTRICT
ADMINISTRATIVE PROCEDURE

BUSINESS & FISCAL AFFAIRS

CHAPTER 6

BUDGET DEVELOPMENT

AP 6200

Purpose

This administrative procedure is established to specify a budget development and preparation methodology that satisfies Board Policy 6200. Consistent with accreditation standards this administrative procedure further specifies how budget development and preparation is linked to institutional planning efforts and, therefore, how the District budget supports institutional goals. The process culminates in both the tentative and adopted budget presentations formally provided to the Board of Trustees annually in compliance with State-established deadlines.

Budget Development

As described in Administrative Procedure 1202, Implementing Institutional Effectiveness, budget development is aligned with an annual program review and planning process that ensures campus-wide efforts in maintaining institutional effectiveness are adequately resourced. The timeline of budget planning activities is aligned with State mandates:

Mandates

1. The fiscal year of the District is July 1 through June 30.
2. A budget development calendar is prepared annually by the District's chief financial officer, the Vice President of Administrative Services, for the upcoming fiscal year's planning and budgeting process.
3. The tentative budget is presented no later than July 1 per Title 5, §58305(a), and the adopted budget no later than September 15 per Title 5, §58305(c). Pursuant to Board Policy 6200, these budgets include a tentative list of revenue and expense expectations or budget assumptions developed by the Superintendent/President or his/her designee based on prevailing fiscal conditions and/or circumstances.
4. A public hearing on the budget shall be held on or before September 15 pursuant to Title 5, §58301.
5. On or before September 30, the District shall complete the preparation of its adopted annual financial and budget report.
6. On or before October 10, the District shall submit a copy of its adopted annual financial and budget report to the Chancellor's Office pursuant to Title 5, §58305(d).

7. Quarterly financial reports (aka *311Qs*) are presented to the Board of Trustees and to the Chancellor's Office.
8. Financial report *CCFS 311* is presented to the Board of Trustees annually.

Local Practices

1. The term *planning year* or *planning cycle* refers to the academic year during which program review and planning occurs. The term *budget year* or *fiscal year* refers to the year for which allocation requests are being made. Budgets are developed annually for the coming fiscal year in conjunction with the annual program review and planning process (aka *PRAISE¹ Report process*). For example, during planning year 2012-2013, PRAISE Reports and budget requests were completed for budget year 2013-2014.
2. In addition to adhering to State mandates and Board Policy 6200, specific criteria have been established to clarify how budget planning priorities are identified. A *planning category* is derived collaboratively within each unit and division by following the decision flow represented in Figure 1. Each planning category is aligned to a *funding priority category*:

PLANNING CATEGORY	FUNDING PRIORITY CATEGORY
<p style="text-align: center;">MANDATED</p> <p>Allocation requested is mandated by statute or regulatory agency.</p>	<p style="text-align: center;">HIGH PRIORITY</p> <p>Allocation requested must be funded. ALL requests identified as MANDATED will be given a HIGH PRIORITY.</p>
<p style="text-align: center;">RETURN TO BASE-LEVEL FUNCTIONING</p> <p>Allocation requested is necessary and/or sufficient, as well as likely to have a college-wide impact by enabling a return to the basic level of functioning.</p>	<p style="text-align: center;">MEDIUM PRIORITY</p> <p>Allocation requested is recommended for funding pursuant to its rank (collaboratively assigned within each division).</p>
<p style="text-align: center;">IMPROVE EFFICIENCY</p> <p>Allocation requested may enable an improvement in efficiency and, therefore, have a college-wide impact.</p>	<p style="text-align: center;">LOW PRIORITY</p> <p>Allocation requested is recommended for funding only if all medium priority requests are allocated.</p>
<p style="text-align: center;">INNOVATION</p> <p>Allocation requested may enable moving in a new direction, but is not necessary to address campus needs.</p>	<p style="text-align: center;">NOT A PRIORITY</p> <p>Allocation requested is not recommended for funding at this time, but should be routed to grants development personnel for possible alternative funding sources.</p>

3. As specified in Administrative Procedure 1202, the *Division Review* phase of annual program review and planning is a 2-tiered process. The first tier is comprised of unit-level planning through collaboration with line managers/administrators to summarize and prioritize across all units/disciplines under their charge. Those managers/administrators then collaborate with their respective Vice President in the second tier to further summarize progress and refine priorities for the Division overall.

¹ Program Revue and Allocations for Institutional Strategies for Excellence

4. For purposes of this AP, divisions and respective administrative positions and planning tiers are shown in Table 1 of *Appendix A*.
5. The information in Table 1 of Appendix A may be periodically amended to reflect any changes made to positions or processes; also, changes may result from annual evaluation of this process to integrate improvements identified by the Finance, Budget, and Planning Committee (FBPC)—the governance entity charged with maintenance of this procedure and any of its Appendices in collaboration with the Vice President of Administrative Services.
6. Priorities will be derived collaboratively following the decision flow depicted in *Appendix B*, starting at the with unit level PRAISE Reports, up through culminating in Tier 1 and through Tier 2 summaries. “Unit level PRAISE Reports” include instructional programs as defined by Academic Senate and non-instructional programs, which includes requests by any shared governance committee in consultation with its administrative advocate. Responsible administrators will convene all program personnel to develop the output shown in Table 1 of *Appendix A*.
7. According to the [Program Review Handbook](#), the PRAISE Report templates for either instructional or non-instructional programs include:
 - a. an assessment of progress on Educational Master Plan (EMP) goals for the unit;
 - b. an evaluation of contributions (if any) to District strategic priorities as stated in the EMP for the unit; and
 - c. proposed improvements and direction for the coming year to justify budget allocation requests.
8. Each respective program review committee will manage PRAISE Report templates, which includes conducting an evaluation after every planning cycle, making the necessary improvements to the template, and distributing them to users at the start of each annual cycle.
9. Tier 1 and 2 summary forms will be provided to respective administrators annually by the Office of Institutional Effectiveness (OIE). The OIE will be responsible for managing the form, which includes conducting a user evaluation of the forms after every planning cycle, making the necessary improvements to the form, and distributing them to users at the start of each annual cycle.
10. The purpose of Tier 1 summaries is to reflect the planning and resource priorities derived by consensus within each division. These are then further prioritized across the entire college during Tier 2—the purpose of which is to compile a final list of resource priorities to be funded in the fiscal year being planned and more importantly, to develop a written summary of the strategic direction for the coming year.

11. Prioritized division requests will be systematically reviewed by the FBPC for the purpose of developing recommendations for funding to the Superintendent/President. The process developed and implemented by the FBPC for establishing these funding recommendations is as follows:
 - a. Following approval of the adopted budget by the Board of Trustees, the FBPC will be notified of the approximate funding available for augmentation requests.
 - b. A sub-committee of the FBPC will be formed that represents all groups on campus (students, staff, faculty, and management).
 - c. Sub-committee members will be trained by fiscal services personnel in the procedures to be followed, and to establish norms for the rubric used.
 - d. Subcommittee will review, rate, and discuss division-level prioritized requests following a systematic method (see *Appendix C* for rubric) to assess alignment of planning and budget requests with strategic priorities from the most recent Educational Master Plan.
 - e. A final prioritized list of recommendations will then be shared with the whole FBPC for discussion, consensus, and routing of recommended priorities to the Superintendent/President for decision following participatory governance procedures pursuant to Administrative Procedure 1201.
 - f. This process is to be evaluated annually at the end of every cycle for the purposes of improving the next cycle.
12. The Superintendent/President will review recommendations from the FBPC and will ensure that any priorities selected for funding by the Superintendent/President will be incorporated into the budget for the coming fiscal year.
13. The Superintendent/President or designee will provide feedback to the FBPC and the college community on decisions regarding funding recommendations pursuant to Administrative Procedure 1202.

References: Education Code Section 70902(b)(5); Title 5 Sections 58300 et seq.; ACCJC Accreditation Standard VI; VVCCD Board Policy 6200; VVCCD Administrative Procedure 1202; VVCCD Administrative Procedure 1201.

Appendix A

Table 1. Two-tiered Division Review – Units, Administrators, and Outputs (Planning cycle 2012-2013
(NI = Non-instructional; I = Instructional))

TIER 1			TIER 2		
UNIT	ADMIN	OUTPUT	UNIT	ADMIN	OUTPUT
Health, Public Safety, & Industrial Technologies (includes RPSTC)	Dean, Academic Programs	<ul style="list-style-type: none"> ▪ PRAISE Report (NI) for the administrative function ▪ Summary across all related instructional and non-instructional programs 	Instruction	Executive Vice President	<ul style="list-style-type: none"> ▪ Strategic Direction for Instructional Division ▪ Prioritized Budget Requests
Science, Technology, Engineering, and Math (STEM)	Dean, Academic Programs	<ul style="list-style-type: none"> ▪ PRAISE Report (NI) for the administrative function ▪ Summary across all related instructional and non-instructional programs 			
Humanities, Arts, and Social Sciences (includes Library)	Dean, Academic Programs	<ul style="list-style-type: none"> ▪ PRAISE Report (NI) for the administrative function ▪ Summary across all related instructional and non-instructional programs 			
Instruction Office	Dean, Academic Programs	<ul style="list-style-type: none"> ▪ PRAISE Report (NI) for the administrative function 			
Institutional Effectiveness and Research	Executive Dean	<ul style="list-style-type: none"> ▪ PRAISE Report (NI) 			
Office of the Executive Vice President	Executive Vice President	<ul style="list-style-type: none"> ▪ PRAISE Report (NI) for administrative function ▪ PRAISE Report (NI) for administrative support Student Services 			

Office of Student Services	Dean, Student Services	<ul style="list-style-type: none"> ▪ PRAISE Report (NI) for administrative function ▪ Division Summary across all instructional and non-instructional functions and programs under charge 	Student Services	Executive Vice President	<ul style="list-style-type: none"> ▪ Strategic Direction for Student Services Division ▪ Prioritized Budget Requests
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Appendix A

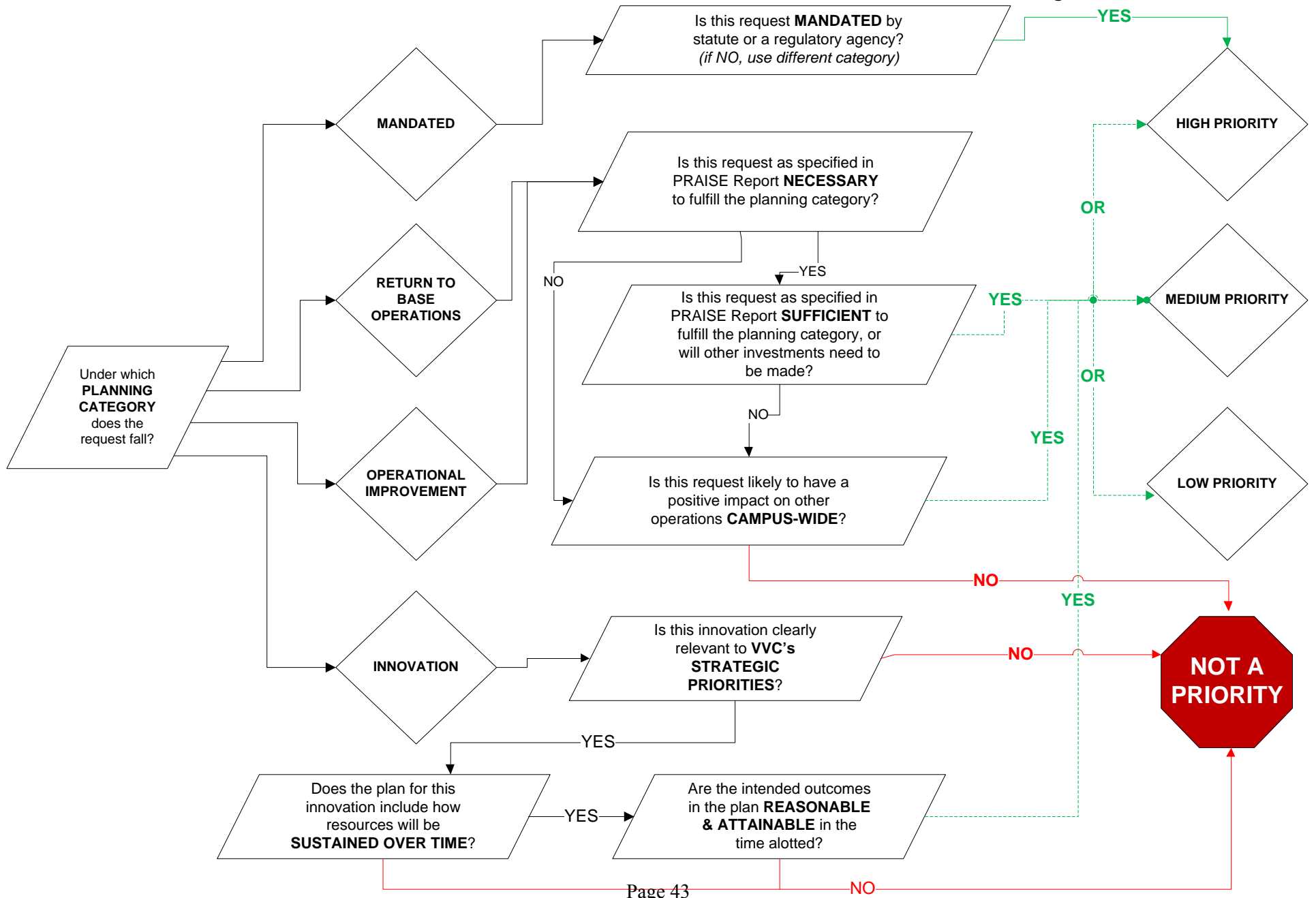
Table 1. Two-tiered Division Review – Units, Administrators, and Outputs
(NI = Non-instructional; I = Instructional)

TIER 1			TIER 2		
UNIT	ADMIN	UNIT	ADMIN	UNIT	ADMIN
Auxiliary Services/ Print Shop	Director	PRAISE Report (NI)	Administrative Services	Vice President	<ul style="list-style-type: none"> ▪ Strategic Direction for Administrative Services Division ▪ Prioritized Budget Requests
Facilities	Director	PRAISE Report (NI)			
Fiscal Services	Director	PRAISE Report (NI)			
Maintenance & Operations	Director	PRAISE Report (NI)			
Payroll	Director	PRAISE Report (NI)			
Technology & Information Resources	Executive Dean	PRAISE Report (NI)			
Instructional Media Services	Coordinator	PRAISE Report (NI)			
Management Information Systems	Director	PRAISE Report (NI)			
Office of the Vice President	Vice President	PRAISE Report (NI)			
Campus Police	Chief	PRAISE Report (NI)	Executive Office	Superintendent/ President	<ul style="list-style-type: none"> ▪ Strategic Direction for the Executive Office ▪ Prioritized Budget
Human Resources Office	Vice President	PRAISE Report (NI)			

Office of the Superintendent/ President	Superintendent/ President	PRAISE Report (NI)			Requests <ul style="list-style-type: none">Overall Strategic Direction for the College (aka Annual State of the College Report)
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Appendix B

Planning Priorities Decision Flow



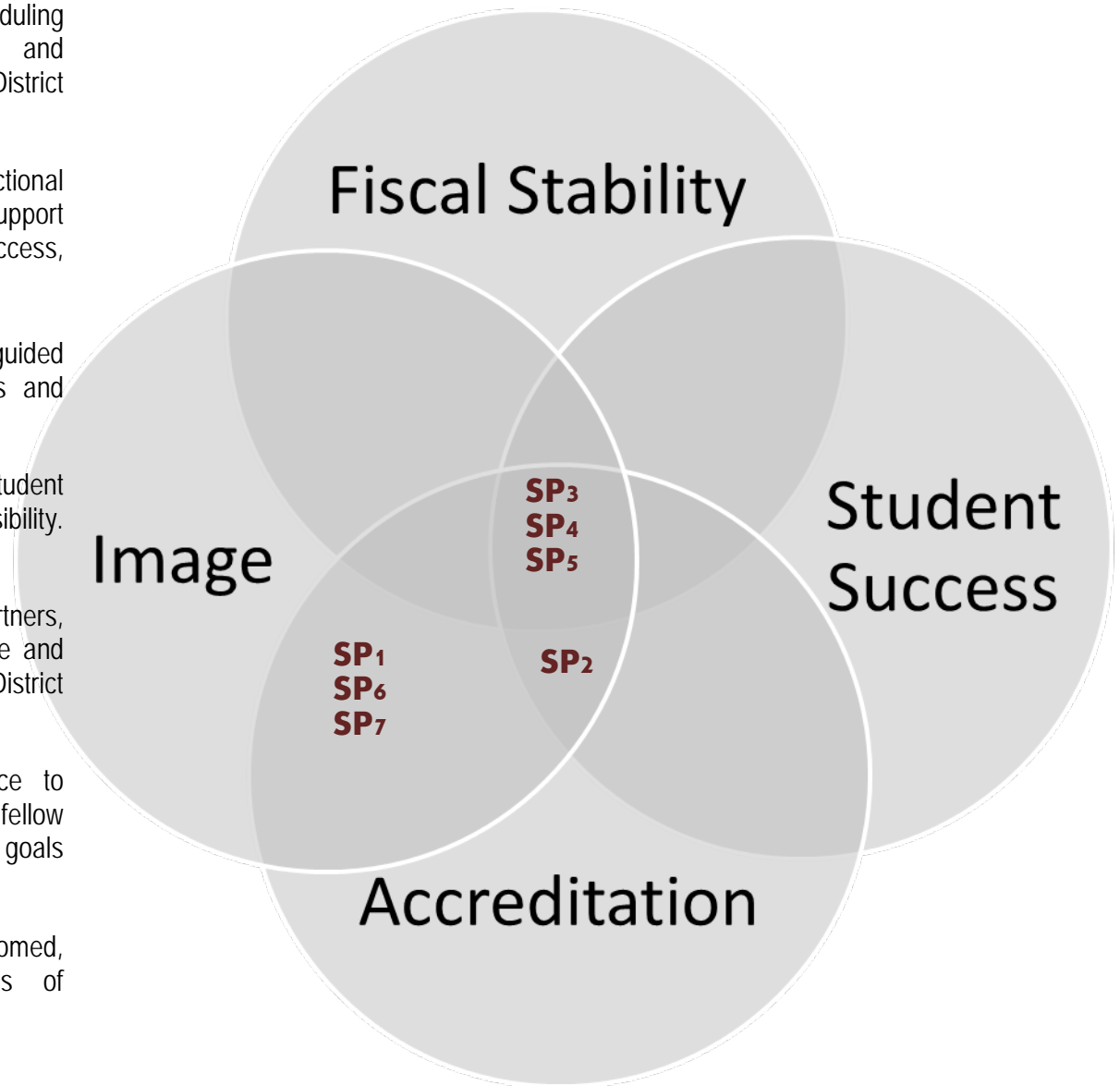
Appendix C

Rubric for Evaluating Prioritized Augmentation Requests

FACTOR	POOR ①	SATISFACTORY ②	GOOD ③	EXCELLENT ④
Relevance of program EMP goal to Strategic Planning Priorities	Program EMP goal is not clearly linked to any of the 7 Strategic Priorities identified in EMP 2012.	Program EMP goal is clearly linked to at least 1 of the 7 Strategic Priorities identified in EMP 2012.	Program EMP goal is clearly linked to more than 1 of the 7 Strategic Priorities identified in EMP 2012.	Program EMP goal is clearly linked to more than 1 of the core (SPs 3, 4, 5) Strategic Priorities identified in EMP 2012.
Progress to date on implementation of program EMP-related key strategies	None of the key strategies from the program EMP have been implemented.	At least one of the key strategies from the program's EMP have been implemented.	Several of the key strategies from the program's EMP have been implemented and are monitored.	All of the key strategies from the program EMP have been implemented and are systematically monitored.
Impacts to date on program EMP goal	No or negative impact is found on program EMP goals as no key strategies have been implemented.	Strategies have been implemented with few early signs of positive impact on program EMP goals to date.	Some positive impact is found on program EMP goal as a result of the strategies implemented to date.	Ample evidence exists of positive impact on program EMP goal as a result of the strategies implemented to date.
Reasonableness of proposed improvements to key strategies	Improvements proposed are not clearly thought-out; intended impact on program EMP goal is not articulated.	Improvements proposed are clear, and the intended impact on program EMP goal makes sense.	Improvements proposed are clear and based on evidence of learning; intended impact on goals is well-articulated.	Improvements proposed are clear and based on evidence of learning; intended impact on goals is stated in measurable terms that are feasible to assess over time.
Reasonableness of resources requested	It is not clear how the resources requested will contribute to progress on program EMP goal.	Resources requested are logically connected to proposed key strategies and to making progress on program EMP goal.	Resources requested are necessary to deploy proposed key strategies. Progress on program EMP goal as a result is likely.	Resources requested are necessary and sufficient to deploy proposed key strategies. Progress on program EMP goal as a result is likely.
Reasonableness of intended impact on District goals	Intended impact of proposed improvements and resources requested is not clear.	Intended impact of proposed improvements and resources requested is not adequately explained.	Intended impact of proposed improvements and resources requested is clearly articulated and logically sound.	Intended impact of proposed improvements and additional resources requested is clearly articulated, logically sound, and measurable.

Strategic Planning Priorities from Educational Master Plan 2012 (SPs 3, 4, and 5, considered “core” as they directly impact all 4 District goals)

- SP1. Meet the needs of all students through a variety of scheduling options, class locations, service delivery methods, and universal access to program and services. (Supports District goals of Accreditation Recommendations and Image).
- SP2. Expand the use of technology to improve instructional programs, student support services, and campus support operations. (Supports District goals of Student Success, Accreditation Recommendations and Image).
- SP3. Develop innovative education and training programs guided by market demand and available institutional assets and resources. (Supports all District goals).
- SP4. Improve institutional performance on measures of student success, institutional effectiveness, and fiscal responsibility. (Supports all District goals).
- SP5. Collaborate with regional K-12 schools, business partners, and community-based organizations to improve college and career readiness of High Desert students. (Supports all District goals).
- SP6. 6. Provide consistent, high quality customer service to empower students, community members, and fellow employees throughout the campus. (Supports District goals of Accreditation Recommendations and Image).
- SP7. Foster an inclusive campus climate where all are welcomed, respected, and valued. (Supports District goals of Accreditation Recommendations and Image).



**VICTOR VALLEY COMMUNITY COLLEGE DISTRICT
2017-18 Budget Calendar**

1/10/2017

<u>Budget Timeline:</u>	<u>Description</u>
November 4, 2016	Finance, Budget & Planning Committee: Review Budget Calendar
December 2, 2016 December 9, 2016	IPR Program Review Due To Deans Budget Calendar to President
January 15, 2017	Preliminary State Budget submitted by Governor
February 3, 2017	NIPR Program Review Due To Area Administrator
March 3, 2017 March, 2017	Tier I Summaries Due to Senior Cabinet Notice all divisions of program adjustments for 2016-17 as needed
April 3, 2017	Tier II Summaries Due to Finance, Budget & Planning Committee and Campus Communication
May 15, 2017 May 22, 2017 May 25, 2017 May 28, 2017	Governor's May Revise Finance, Budget & Planning Committee Recommendations due to Cabinet Present Preliminary Tentative Budget and Assumptions to Committee Submit Preliminary Tentative Budget and Assumptions to President
June 13, 2017	Tentative Budget and Budget Workshop to VVC Board of Trustees.
August 22, 2017 August 25, 2017 August 27, 2017	Review of Final Budget at Finance, Budget & Planning Committee Final Budget to President's office Final Budget to Cabinet
September 5, 2017 September 12, 2017 September 15, 2017 September 30, 2017	Final Budget available for public review in President's office Public Hearing / Adoption of 2016-17 Final Budget and Budget Workshop Initiate Program Review for FY 2018-19 Program adjustment notice for FY 2018-19 to Faculty Senate

FB&P Cmte. Approved: 12/16/16

PERS/STRS LIABILITIES AND RATE INCREASES

Rate increases through 2020-21:

Fiscal Year	CalPERS	CalSTRS
2013-14	11.44%	8.25%
2014-15	11.77%	8.88%
2015-16	11.847%	10.73%
2016-17	13.888%	12.58%
2017-18	15.53%	14.43%
2018-19	18.10%	16.28%
2019-20	20.80%	18.13%
2020-21	23.80%	19.10%

As of July 21, 2015 per CCLC for CalSTRS

As of Feb. 2, 2017 per CalPERS Circular Letter No. 200-009-1

Glossary of Finance Terms

Accounting - The process of identifying, measuring and communicating financial information to permit informed judgments and decisions by users.

Accounts Payable - Accounts due and owing to persons, business firms, governmental units or others for goods and services not yet paid.

Accounts Receivable - Amounts due and owing from persons, business firms, governmental units or others for goods and services provided, but not yet collected.

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

Apportionment - Federal or state taxes distributed to college districts or other governmental units according to certain formulas.

Audit - An examination of documents, records and accounts for the purpose of determining; 1) that all present fairly the financial position of the district; 2) that they are in conformity with prescribed accounting procedures; and 3) that they are consistent with the preceding year.

Auxiliary Operations - Service activities indirectly related to teaching and learning. Food service and dormitories are considered auxiliary operations.

Backfill - Funds allocated by the Legislature to make up for revenues (e.g. student fee, property taxes) that were projected but not received.

Base Revenue - The districts' total prior year revenue from state general apportionments, local property tax revenue and student enrollment fees adjusted when applicable for projected deficits.

Base Year - A year to which comparisons are made when projecting a current condition.

Beginning Balance - The money that the district begins the year with, which is based on the ending balance from the prior year (which is budgeted), unexpended funds, monies that are expected to be received and other cash on hand.

Block Grant - A fixed sum of money, not linked to enrollment measures, provided to a college district by the state.

Bonds - Investment securities (encumbrances) sold by a district through a financial firm for the purpose of raising funds for various capital expenditures. General obligation bonds require a 2/3 vote of the electorate.

Bonded Debt Limit - The maximum amount of bonded debt for which a community college may legally obligate itself. The total amount of bonds issued cannot exceed a stipulated percent of the assessed valuation of the district.

Board of Governors - The statewide governing board of the community colleges. The members are appointed by the Governor. The Board hires the Chancellor of the California Community Colleges and makes policy decisions that affect all districts. The Board may be directed by the Legislature to regulate certain matters and it may choose to regulate others.

Board of Trustees - The local governing board of each community college district. Its members are elected from the service area. The board hires the chief administrator of the district and directs the operations of the district. It makes policy decisions that are permitted or mandated at the local level.

Budget - A plan of financial operation for a given period for a specified purpose consisting of an estimate of revenue and expenditures.

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

Budget Document - A written statement translating educational plans or programs into costs, usually for one future fiscal year, and estimating income by sources to meet the costs.

Capital Projects - Capital Projects Funds are used for the acquisition or construction of capital outlay items, e.g. buildings, major equipment.

Categorical Funds - Also called restricted funds, these are monies that can only be spent for the designated purpose. Examples: funding to serve students with disabilities (DSPS) or the economically disadvantaged, low-income (EOPS), scheduled maintenance, instructional equipment, and matriculation.

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

Contingency Reserve - The contingency reserve is the amount of fund balance that is reserved for the purpose of being available to address revenue shortfalls or extraordinary expenditure increases. The minimum reserve required to stay off the Board of Governor's financial watch list is 5% of expenditures.

Cost of Living Adjustment (COLA) - An increase in funding for revenue limits or categorical programs. Current law ties COLAs to indices of inflation, although different amounts are appropriated in some years.

Deficit - In the context of this budget a deficit is when revenues for the year are less than planned expenditures and net interfund transfers.

Designated Reserve - An available fund balance that is to be used for a specific purpose but is not legally restricted from use is called a designated reserve.

Disabled Student Programs & Services (DSPS) - Categorical funds designated to integrate disabled students into the general college program.

Education Protection Account (EPA) – Based on the Proposition 30 ballot initiative, community college districts will receive a minimum of \$100 per full time equivalent student.

Encumbered Funds - Obligations in the form of purchase orders, contracts, salaries, and other commitments for which part of an appropriation is reserved.

Ending Balance - A sum of money available in the district's account at year end after subtracting accounts payable from accounts receivable.

Enrollment Cap - A limit on the number of students (FTES) for which the state will provide funding.

Estimated Income - Expected receipt or accruals of monies from revenue or non- revenue sources (abatements, loan receipts) during a given period.

Expenditures - Amounts disbursed for all purposes. Accounts kept on an accrual basis include all charges whether paid or not. Accounts kept on a cash basis include only actual cash disbursements.

Extended Opportunity Programs and Services (EOPS) - Categorical funds designated for supplemental services for disadvantaged students.

Fee - A charge to students for services related to their education.

Fifty-Percent Law - Requires that fifty percent of district expenditures in certain categories must be spent for classroom instruction.

Final Budget - The district budget that is approved by the board in September, after the state allocation is determined.

Fiscal Year - Twelve calendar months: in California, it is the period beginning July 1 and ending June 30. Some special projects use a fiscal year beginning October 1 and ending September 30, which is consistent with the federal government's fiscal year.

Foundation - A separate entity created by the districts as an auxiliary organization to receive, raise and manage funds from private sources.

FTE - Acronym for Full-time Equivalent. It refers to a measurement of enrollment derived by dividing total student credit hours for a term by 15, both for undergraduate and graduate students at the California State University.

Full Time Equivalent Students (FTES) - A measure used to indicate enrollment and workload. The State General Apportionment is based on FTES.

Fund - An independent fiscal and accounting entity with a self-balanced set of accounts for recording cash and other financial resources, together with all related liabilities

Fund Balance - The difference between assets and liabilities.

Gann Limitation - A ceiling on each year's appropriations supported by tax dollars. The limit applies to all governmental entities, including school districts. The base year was 1978-79. The amount is adjusted each year, based on a price index and the growth of the student population.

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.

Governor's Budget - The Governor proposes a budget for the state each January.

Growth - Enrollment growth is expressed in terms of FTES. Growth in FTES and growth in revenue both refer to an increase in excess of the prior year's enrollment level. When referring to the growth rate, the reference is to the rate at which the State will provide funding for FTES in excess of the prior year's funded enrollment.

Headcount - An unduplicated count of enrolled students.

Inflation Factor - An increase in apportionment provided by the state to reflect the increased cost of operation due to inflation.

Interfund/Intrafund Transfer - An interfund transfer is a transfer of monies from one fund to another fund. An intrafund transfer occurs when monies are moved from one subfund of a fund to a second subfund within the same fund. As an example a transfer from the PFE Fund to the Unrestricted General Fund is an intrafund transfer. A transfer from the unrestricted general fund to the capital projects fund is an interfund transfer.

Lease Revenue Bonds - Bonds secured by a lease agreement and rental payments. Community colleges use lease revenue bonds to finance construction or purchase of facilities.

Local Revenue - Revenue received from property tax collections by the counties, and revenue generated from fees for services are referred to as local revenue.

Lottery Funds - The minimum of 34 percent of lottery revenues distributed to public schools and colleges must be used for "education of pupils". Lottery income has added about 1-3 percent to community college funding.

Mandated Costs - College district expenditures that occur as a result of federal or state law, court decisions, administrative regulations, or initiative measures.

May Revise - The Governor revises his budget proposal in May in accordance with up-to-date projections in revenues and expenses.

Noncredit FTES - FTES earned in noncredit courses, generally Adult Education.

Nonresident Tuition - A student who is not a resident of California is required, under the uniform student residency requirements, to pay tuition. The fee shall not be less than the average statewide cost per student, and is set by the board.

Object Code - Classification category of an item or a service purchase.

Partnership for Excellence - Funds that are specially allocated to the colleges to be used to improve student performance in five areas.

PERS - Public Employee's Retirement System. State law requires school district classified employees, school districts and the State to contribute to the fund for full-time classified employees.

Program-Based Funding - The budget formula used by the Chancellor's Office to determine state allocations to local districts. It does not specify where and how the funds must be spent.

Proposition 13 - An initiative amendment passed in June 1978 adding Article XIII A to the California Constitution. Tax rates on secured property are restricted to no more than 1 percent of full cash value. Proposition 13 also defined assessed value and required a two-thirds vote to change existing or levy new taxes.

Proposition 98 - An initiative passed in November 1988, guaranteeing at least 40 percent of the state's budget for K-12 and community colleges. The split was proposed to be 89 percent (K-12) and 11 (CCC), although the split has not been maintained.

Projected Ending Balance - Healthy ending balances provides protection for the district. However, unrestricted or undesignated balances and reserves that are quite large in comparison to the budget (8% or more) may be questioned in that the funds are not being used to deliver programs and services.

Reserves - Funds set aside in a college district budget to provide for future expenditures or to offset future losses, for working capital, or for other purposes. There are different categories of reserves, including contingency, general, restricted and reserves for long-term liabilities.

Restricted Funds - Money that must be spent for a specific purpose either by law or by local board action.

Revenue - Income from all sources.

Revenue Limit - The specific amount of student enrollment fees, state and local taxes a college district may receive per student for its general education budget. Annual increases are determined by Proposition 98 formula or the Legislature.

Revolving Fund - A revolving cash account to use in securing or purchasing services or materials.

75/25 Ratio - The goal established by AB1725 for the ration for full-time faculty to part- time faculty.

Shortfall - An insufficient allocation of money, requiring an additional appropriation, and expenditures reduction, or deficits.

State Apportionment - An allocation of state money to a district, determined by multiplying the district's total FTES times its base revenue per FTES.

STRS - State Teacher's Retirement System. State law requires that school district employees, school districts and the State contribute to the fund for full-time certificated employees.

Student Financial Aid Funds - Funds designated for grants and loans to students. Includes federal Pell grants, College Work-Study, and the state funds EOPS grants and fee waiver programs.

Subfund - A fund may have multiple accounts that are also established as funds. Subfunds are combined for reporting purposes under the primary fund category. As an example, the Debt Service Fund has two funds; one for repayment of debt and the second for payment of the retired employee medical benefit costs.

Sunset - The termination of the regulations for a categorical program or regulation.

Tentative Budget - The budget approved by the board in June, prior to when state allocations have been finalized.

Title 5 - The Section of the Administrative Code that governs community colleges. The Board of Governors may change or add to Title 5.

TOP Code - Taxonomy of Programs. Numbers assigned to programs to use in budgeting and reporting.

TRANS - Districts finance short-term cash flow needs by issuing Tax Revenue Anticipation Notes (TRANS) through bond underwriters. The notes are paid off with operating revenues.

Transfers - Monies that are transferred to and from reserve accounts.

Unencumbered Balance - That portion of an appropriation or allotment not yet expended or obligated.

Unfunded FTES - FTES that are generated in excess of the enrollment/FTES cap.

Unrestricted Funds - Generally those monies of the General Fund that are not designated by law or a donor agency for a specific purpose. They are legally regarded as unrestricted since their use is at the Board's discretion.

Warrants - A written order drawn to pay a specified amount to a designated payee.

WSCH - Weekly Student Contact Hours is part of the formula used to determine faculty workload.