

*Chabot – Las Positas
Community College District*



Adoption Budget

*Fiscal Year
Beginning July 1, 2014
and
Ending June 30, 2015*

CHABOT - LAS POSITAS COMMUNITY COLLEGE DISTRICT

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**Chabot - Las Positas Community College District
District Offices
7600 Dublin Blvd., 3rd Floor
Dublin, CA 94568
Phone: (925) 485-5201
www.clpccd.org**

CHABOT-LAS POSITAS COMMUNITY COLLEGE DISTRICT

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2014 – 15**

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CHABOT-LAS POSITAS COMMUNITY COLLEGE DISTRICT

ADOPTION BUDGET 2014-15

The Adoption Budget is based on the Senate Bill, SB 852 signed by Governor Jerry Brown on June 20, 2014.

The State Budget anticipates total general fund expenditures of \$108 billion, with a reserve of \$1.4 billion. The Governor is projecting a 2014-15 net expenditure increase of \$12 billion above last year's budget, driven by higher incomes through bonus payments and federal tax policy changes in 2012. As a result, the higher revenues are largely one time and not ongoing. This revenue increase is offset by increased costs in health care, drought, pension costs and other programs.

Below is a summary of the State Budget as it relates to the California Community Colleges and the Chabot-Las Positas Community College District.

Proposition 98

Due to the change in state revenues, lower property taxes, and higher enrollment in K-12 schools, state General Fund costs for the Proposition 98 minimum guarantee for education is \$60.9 billion with the Community College share at \$6.6 billion. The funding sources for Proposition 98 are comprised of \$44.5 billion from the General Fund and \$16.4 billion from Local Property Taxes.

Apportionments

- \$47.3 million to fund a cost-of-living adjustment of .85%.
- \$42.4 million added to offset decreases in local property tax and fee revenue estimates for the 2014-15 fiscal year.
- \$140.4 million for growth of 2.75%. A new growth formula will be implemented in 2015-16.
- \$100 million for the Student Success and Support Programs (formerly Matriculation).
- \$70 million for Student Equity Plans.
- \$30 million for Disabled Student Programs and Services (DSPS).
- Districts will be provided with flexibility to reallocate up to 25% of select categorical programs to support the work of the Student Success Task Force to improve completion rates while closing achievement gaps.
- \$4.6 million for Telecommunications and Technology initiatives started in the 2013-14 fiscal year, including electronic transcripts, electronic planning, incoming student evaluation, and the online education initiative.

Proposition 39

The Budget approved \$39.7 million for energy efficiency job creation program grants to be allocated at the discretion of the Systems Office Chancellor. 2014-15 is the second year of the five year program.

Deferrals

- \$498 million for paying down deferrals. Only \$94 million left.

Redevelopment Agency Fund (RDA)

The Budget allocates \$38.4 million in 2013-14 and \$35.6 million in 2014-15 to provide for stability in apportionment. These funds resolve deficits prior to the end of the fiscal year rather than after the fact.

One-Time Funds

- \$148 million for deferred maintenance and instructional equipment/library materials – no matching funds will be required.
- \$50 million toward Economic and Workforce Development programs to increase student success in career technical education programs. The funds will help develop, enhance, and expand Career Technical Education programs that build upon existing regional capacity to better meet regional market demands.

Mandated Cost Block Grant

The Budget allocates \$49.5 million to fund mandated costs reimbursements to offset districts prior claims to the extent they exist.

State Teachers' Retirement System (STRS)

- 30-year obligation of \$74.4 billion (only 67% funded)
- Agreement reached:
 - State general fund contribution to increase from 3% to 6.3% as of 2016-17
 - Employee rate will increase from 8% to 10.25% as of 2016-17
 - Employer rate will increase from 8.25% to 19.1% as of 2021 (increase to 8.88% in 2014-15)
- Significant cost obligation for colleges and schools

Rainy Day Fund

The Budget creates a fund that sets aside nearly \$1.4 billion in the General Fund in 2014-15 to be split between debt repayment and building a Rainy Day reserve. This amount increases to nearly \$2.0 billion in future years (\$1.9 billion in 2015-16, \$2.0 billion in 2016-17, and \$2.2 billion by 2017-18).

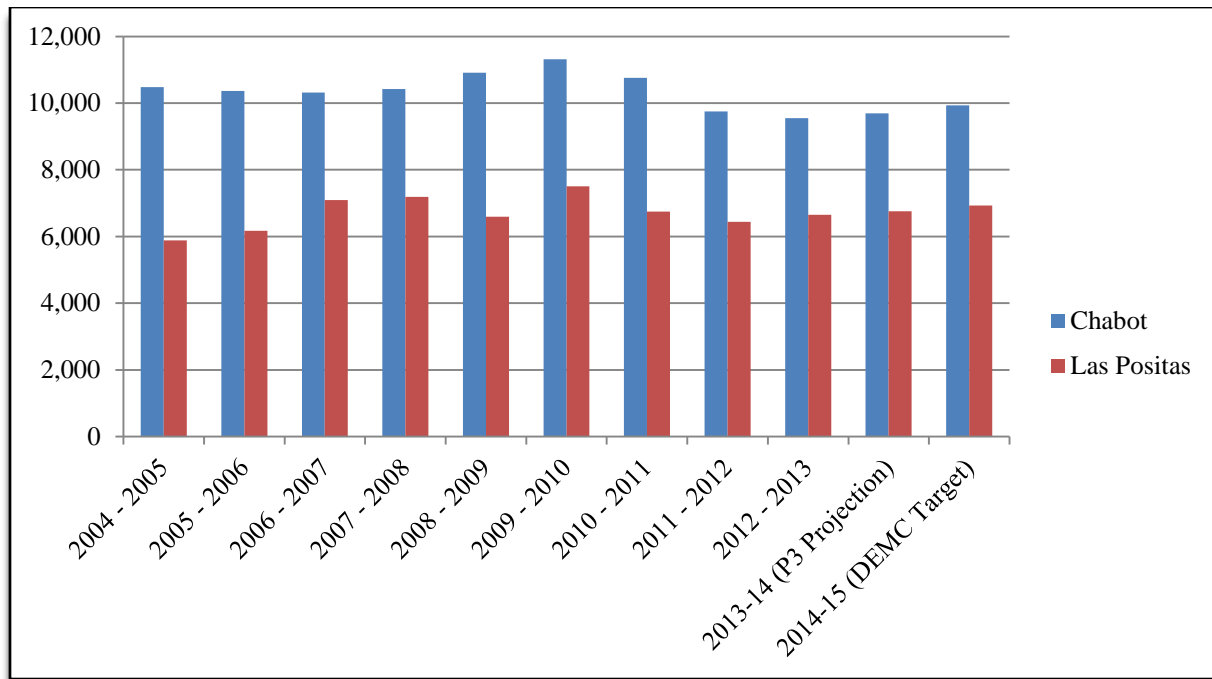
Policy Changes

The Governor maintains student fees at \$46 per credit unit. He proposes to increase the enhanced noncredit funding rate to the credit rate beginning in 2015-16. He does not propose to fund FTES based on completion. He does not propose to require all students seeking fee waivers to complete a FAFSA (Free Application for Federal Student Aid).

STUDENT ENROLLMENT DATA

Full Time Equivalent Student (FTES)

YEAR	CHABOT	% Growth	LPC	% Growth	TOTAL	% Growth
2004-2005	10,477	1.4	5,886	3.1	16,363	2.1
2005-2006	10,367	(1.1)	6,171	4.8	16,538	1.1
2006-2007	10,313	(0.5)	7,089	14.9	17,402	5.2
2007-2008	10,420	1.0	7,186	1.4	17,606	1.2
2008-2009	10,912	4.7	6,591	(8.3)	17,503	(0.6)
2009-2010	11,315	3.7	7,501	13.8	18,816	7.5
2010-2011	10,756	(4.9)	6,744	(10.1)	17,500	(7.0)
2011-2012	9,754	(9.3)	6,442	(4.5)	16,196	(7.5)
2012-2013	9,552	(2.0)	6,651	3.2	16,203	0.0
* 2013-14(P3 Projection)	9,693	1.5	6,758	1.6	16,451	1.5
2014-15 (DEMC Target)	9,935	2.5	6,926	2.5	16,861	2.5



*The District rolled back 190.46 FTES from summer (Chabot: 62.23; Las Positas: 128.23).

Board Mission Statement

The Chabot-Las Positas Community College District (CLPCCD) prepares students to succeed in a global society by challenging them to think critically, to engage socially, and to acquire workplace knowledge and educational skills.

Approved: July 15, 2014

Board Priorities (2013-2016)

The Chabot-Las Positas Community College District's Board of Trustees will work as an ethical and cohesive team in supporting the Chancellor's maintenance of a fiscally sound and creative learning environment for students and a productive and rewarding environment for staff.

Priorities:

- Implement the Student Success Initiative that will:
 - Create successful opportunities and open doors for students;
 - Support access, nurturing, and values of life-long learning;
 - Provide curriculum in Transfer, life-long learning and CTE programs;
- Complete the review and rewriting of Board Policies and Administrative Procedures;
- Maximize resources to be fiscally solvent and stable;
- Complete facility projects in a cost effective manner;
- Hire personnel who anticipate and believe in future changes;
- Create an evolutionary process for people to learn and keep up to date;
- Create an atmosphere of success for our staff, faculty, and students;
- Develop international student program at both colleges;
- Develop contemporary curriculum that responds to the society in which we live;
 - Expand the use of technology;
- Value and appreciate all roles and functions as we focus on one organization with the common vision of preparing citizens in a Global Society.

Approved: May 21, 2013

Board Values

Words that describe what we value about ourselves as individuals and how we work together as a Board of Trustees for CLPCCD.

- | | |
|----------------|-------------|
| • Transparent | • Fair |
| • Integrity | • Sensitive |
| • Confidential | • Honest |
| • Trustworthy | • Creative |

Approved: February 22, 2013

Major Revenue Assumptions
Adoption Budget
2014 – 15

Apportionment revenue is based on the 2013-14 Third Principal Apportionment. For 2014-15 the State General Apportionment is based on the following assumptions:

General Apportionment Revenue: 2014 – 15

➤ Base FTES apportionment	\$76,087,693
➤ Basic allocation apportionment	7,371,801
➤ 2014-15 COLA @ .85%	646,745
➤ 2014-15 Access @ 2.5%	1,883,667
TOTAL	<u>\$85,989,907</u>

Other Major Revenue Sources

➤ Lottery Revenue	\$2,105,695
➤ Mandated Cost Reimbursement	460,621
➤ Part Time Faculty Allocation	410,684
➤ Non-resident tuition	2,300,000
TOTAL	<u>\$5,277,000</u>

State Apportionment Funding Rates

➤ Credit base funding rate per FTES	\$4,636
➤ Non – credit base funding rate per FTES	2,788
➤ Credit marginal funding (growth) per FTES	4,676
➤ Non – credit marginal funding (growth) per FTES	2,812
➤ Basic Allocation for Multi College > 9,660 FTES	3,969,431
➤ Basic Allocation for Multi College <= 9,660 FTES	3,402,370

Major Expenditure Assumptions
Adoption Budget
2014 – 15

The expenditures are based on serving 16,861 FTES with the necessary faculty and support staff. In addition, the budget accounts for anticipated inflationary increases and changes in expenses such as health and welfare insurance, property and liability insurance, and utilities.

<u>Salaries and Benefits</u>	<u>Rate for FY14-15 (as % of salary)</u>	<u>Rate for FY13-14 (as % of salary)</u>	<u>Change from 13-14</u>
Cost of Living Adjustment (COLA)	0.00%	0.00%	0.00%
State Teachers Retirement System	8.88%	8.25%	7.63%
Public Employees Retirement System	11.77%	11.44%	2.89%
OASHDI (Social Security)	6.20%	6.20%	0.0%
Medicare	1.45%	1.45%	0.0%
Long-Term Disability Insurance	.37%	.34%	10.0%
State Unemployment Insurance	0.05%	0.05%	0.0%
Workers Compensation	1.29%	1.20%	7.2%
STRS Cash Balance Plan (Hourly Academic)	4.00%	4.00%	0.0%
Alternate Retirement System (Hourly Non-Academic)	3.75%	3.75%	0.0%

- Step/column and longevity increases are included in the compensation expenditures.
- Health and Welfare benefits (medical, dental, life insurance, vision) are budgeted at an average cost per employee. Employee contributions to medical premiums are included.
- Retiree Health Benefits budget of \$6,089,992, an increase of 5% over prior year.
- Property & Liability Insurance budget of \$590,100, no increase over prior year.
- Utilities budget (electricity, natural gas, water, and disposal services) of \$2,327,000, an increase of 2.7% over prior year.

CHABOT-LAS POSITAS COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET
2014-15

General Fund

The General Fund is the primary operating fund of the district. It is used to account for those transactions that, in general, cover the full scope of operations of the district (instruction, administration, student services, maintenance and operations, etc.). All financial resources, and transactions except those required to be accounted for in another fund, shall be accounted for in the General Fund.

Examples of activities that should **not** be accounted for in the General Fund include non-instructional expenditures of the district's child development program, cafeteria, bookstore, or farm operations, which are accounted for within the Special Revenue or Enterprise Funds as determined by the district governing board. Similarly, resources used for major capital outlay projects, including Scheduled Maintenance and Special Repairs (SMSR), are accounted for in a Capital Projects Fund; and the accumulation of resources for the repayment of long term debt will be accounted for in a Debt Service Fund.

General purpose revenues received from the State may not be used to subsidize Community Service (*EC §78300*) or Contract Education (*EC §78021*) programs. Such programs must recover the actual costs, including administrative costs, of providing the programs from public or private contracts, contributions, donations, or user fees.

For purposes of flexibility, the district may establish any number of subfunds or accounts to constitute its General Fund; however, for financial reporting, these must be consolidated into either the Unrestricted Subfund (11) or Restricted Subfund (12).

Division of the General Fund into two subfunds reflects the need to differentiate truly discretionary revenue from restricted revenue, while preserving a complete accounting of the financial operation and support of educational programs. Accordingly, restricted revenues (such as those for categorically-funded programs) are accounted separately from other general purpose moneys, but classified as a component of the total fund that provides instructional and support services.

General Fund Subfunds

The Unrestricted Subfund is used to account for resources available for the general purposes of district operations and support of its educational program. The unrestricted subfund includes co-curricular funds.*

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

California Community Colleges Budget and Accounting Manual

**Co-curricular funds are reflected as part of the Unrestricted General Fund at Adoption Budget*

CHABOT-LAS POSITAS COMMUNITY COLLEGE DISTRICT

**ADOPTION BUDGET
2014-15**

General Fund District Total	2013-14 <u>Adoption Budget</u>	2013-14 <u>Actual</u>	2014-15 <u>Adoption Budget</u>
Revenue			
State Revenue			
Apportionment & Alloc Via Model	\$ 85,713,407	\$ 86,097,193	\$ 89,604,406
Other State Revenue	5,252,531	6,286,837	9,299,978
Local Revenue	12,491,174	13,852,230	13,670,575
Federal Revenue	<u>3,809,005</u>	<u>5,605,932</u>	<u>6,368,079</u>
Total Revenue	107,266,116	111,842,192	118,943,038
Transfers In			
Admin & Fiscal/Sab Leave	177,891	429,267	589,597
Other	<u>1,368,736</u>	<u>2,570,684</u>	<u>1,875,909</u>
Total Transfers In	<u>1,546,627</u>	<u>2,999,951</u>	<u>2,465,506</u>
Total Revenue and Transfers In	\$ 108,812,743	\$ 114,842,144	\$ 121,408,544
Expenditures			
Academic Salaries	\$ 41,107,822	\$ 42,854,772	\$ 42,724,133
Classified Salaries	22,014,145	22,713,270	23,686,938
Benefits	20,305,462	19,792,093	21,013,635
RUMBL Benefits	5,799,993	5,799,993	6,089,992
SERP Payment	749,677	749,677	363,955
Supplies	2,428,521	2,048,772	2,210,923
Services	15,178,773	14,625,114	21,802,964
Capital Outlay	13,948	469,795	355,384
Other Outgo/Payment to Students	<u>260,668</u>	<u>323,214</u>	<u>285,219</u>
Total Expenditures	107,859,008	109,376,699	118,533,143
Transfers Out			
Admin & Fiscal/Sab Leave	251,376	251,376	248,575
Other	<u>1,492,088</u>	<u>3,263,099</u>	<u>2,483,913</u>
Total Transfers Out	<u>1,743,464</u>	<u>3,514,475</u>	<u>2,732,488</u>
Total Expenditures and Transfers Out	\$ 109,602,472	\$ 112,891,174	\$ 121,265,631
Increase/(Decrease) in Fund Balance	\$ (789,728)	\$ 1,950,969	\$ 142,913
Beginning Balance	<u>\$ 8,541,627</u>	<u>\$ 9,742,208</u>	<u>\$ 11,693,177</u>
Ending Balance	<u><u>\$ 7,751,899</u></u>	<u><u>\$ 11,693,177</u></u>	<u><u>\$ 11,836,090</u></u>

Note: Numbers subject to rounding.

**CHABOT-LAS POSITAS COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET
2014-15**

General Fund	2013-14	2013-14	2014-15
District Total - Unrestricted	<u>Adoption Budget</u>	<u>Actual</u>	<u>Adoption Budget</u>
Revenue			
State Revenue			
Apportionment & Alloc Via Model	\$ 85,713,407	\$ 86,097,193	\$ 89,604,406
Other State Revenue	155,853	371,979	155,853
Local Revenue	10,477,539	11,589,360	11,282,097
Federal Revenue	<u>-</u>	<u>5,112</u>	<u>-</u>
Total Revenue	96,346,799	98,063,644	101,042,356
Transfers In			
Admin & Fiscal/Sab Leave	177,891	429,267	589,597
Other	<u>1,368,736</u>	<u>2,505,362</u>	<u>1,795,909</u>
Total Transfers In	<u>1,546,627</u>	<u>2,934,629</u>	<u>2,385,506</u>
Total Revenue and Transfers In	\$ 97,893,426	\$ 100,998,273	\$ 103,427,862
Expenditures			
Academic Salaries	\$ 40,198,116	\$ 40,492,048	\$ 41,477,653
Classified Salaries	18,483,384	17,998,586	19,138,385
Benefits	18,523,452	17,955,859	19,146,377
RUMBL Benefits	5,799,993	5,799,993	6,089,992
SERP Payment	749,677	749,677	363,955
Supplies	1,590,026	1,235,625	1,417,295
Services	11,262,245	11,373,275	12,774,352
Capital Outlay	10,797	135,506	84,276
Other Outgo/Payment to Students	<u>-</u>	<u>27,409</u>	<u>20,000</u>
Total Expenditures	96,617,690	95,767,978	100,512,285
Transfers Out			
Admin & Fiscal/Sab Leave	251,376	251,376	248,575
Other	<u>1,492,088</u>	<u>2,760,213</u>	<u>2,117,795</u>
Total Transfers Out	<u>1,743,464</u>	<u>3,011,589</u>	<u>2,366,370</u>
Total Expenditures and Transfers Out	\$ 98,361,154	\$ 98,779,568	\$ 102,878,655
Increase/(Decrease) in Fund Balance	\$ (467,728)	\$ 2,218,706	\$ 549,207
Beginning Balance	\$ 7,564,072	\$ 8,764,653	\$ 10,983,359
Ending Balance - Unrestricted General Reserve	\$ 7,096,344	\$ 10,983,359	\$ 11,532,565
Reserve percentage	7.34%	11.47%	11.47%
Recap beginning balances:			
Unrestricted excluding co-curricular		\$ 7,559,877	\$ 9,773,133
Co-curricular funds		<u>\$ 1,204,776</u>	<u>\$ 1,210,226</u>
Beginning fund balances		<u>\$ 8,764,653</u>	<u>\$ 10,983,359</u>

Note: Numbers subject to rounding.

**CHABOT-LAS POSITAS COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET
2014-15**

General Fund	2013-14	2013-14	2014-15
District Total - Restricted	<u>Adoption Budget</u>	<u>Actual</u>	<u>Adoption Budget</u>
Revenue			
State Revenue			
Other State Revenue	\$ 5,096,678	\$ 5,914,858	\$ 9,144,125
Local Revenue	2,013,635	2,262,869	2,388,478
Federal Revenue	<u>3,809,005</u>	<u>5,600,820</u>	<u>6,368,079</u>
Total Revenue	10,919,317	13,778,548	17,900,682
Transfers In			
Other	<u>-</u>	<u>65,323</u>	<u>80,000</u>
Total Transfers In	<u>-</u>	<u>65,323</u>	<u>80,000</u>
Total Revenue and Transfers In	\$ 10,919,317	\$ 13,843,870	\$ 17,980,682
Expenditures			
Academic Salaries	\$ 909,706	\$ 2,362,723	\$ 1,246,480
Classified Salaries	3,530,761	4,714,683	4,548,553
Benefits	1,782,010	1,836,234	1,867,258
Supplies	838,495	813,148	793,628
Services	3,916,528	3,251,839	9,028,611
Capital Outlay	3,151	334,289	271,108
Other Outgo/Payment to Students	<u>260,668</u>	<u>295,805</u>	<u>265,219</u>
Total Expenditures	11,241,318	13,608,721	18,020,858
Transfers Out			
Other	<u>-</u>	<u>502,885</u>	<u>366,118</u>
Total Transfers Out	<u>-</u>	<u>502,885</u>	<u>366,118</u>
Total Expenditures & Transfers Out	\$ 11,241,318	\$ 14,111,607	\$ 18,386,976
Increase/(Decrease) in Fund Balance	\$ (322,000)	\$ (267,736)	\$ (406,294)
Beginning Balance	\$ <u>977,555</u>	\$ <u>977,555</u>	\$ <u>709,818</u>
Ending Balance	\$ <u><u>655,555</u></u>	\$ <u><u>709,818</u></u>	\$ <u><u>303,525</u></u>

Note: Numbers subject to rounding.

CHABOT COLLEGE

Vision, Mission, and Value Statements

**Approved May 26, 2004 by Institutional Planning and Budget Council (IPBC)
Adopted July 1, 2004 by College Council; Board Approved March 18, 2014 updated Mission Statement**

Vision

Chabot College is a learning-centered institution with a culture of thoughtfulness and academic excellence, committed to creating a vibrant community of life-long learners.

Mission

Chabot College is a public comprehensive community college that prepares students to succeed in their education, progress in the workplace, and engage in the civic and cultural life of the community. Our students contribute to the intellectual, cultural, physical, and economic vitality of the region.

The college responds to the educational and workforce development needs of our regional population and economy. As a leader in higher education, we promote excellence and equity in our academic and student support services. We are dedicated to student learning inside and outside the classroom to support students' achievement of their educational goals.

Values

The college's vision and mission are supported by the following collective values:

LEARNING AND TEACHING

- supporting a variety of teaching philosophies and learning modalities
- providing an environment conducive to intellectual curiosity and innovation
- encouraging collaboration that fosters learning
- engaging in ongoing reflection on learning, by students and by staff
- cultivating critical thinking in various contexts
- supporting the development of the whole person

COMMUNITY AND DIVERSITY

- building a safe and supportive campus community
- treating one another with respect, dignity, and integrity
- practicing our work in an ethical and reflective manner
- honoring and respecting cultural diversity
- encouraging diversity in our curriculum and community of learners

INDIVIDUAL AND COLLECTIVE RESPONSIBILITY

- taking individual responsibility for our own learning
- cultivating a sense of social and individual responsibility
- developing reflective, responsible and compassionate citizens
- playing a leadership role in the larger community
- embracing thoughtful change and innovation

**CHABOT-LAS POSITAS COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET
2014-15**

General Fund	2013-14	2013-14	2014-15
Chabot College - Total	<u>Adoption Budget</u>	<u>Actual</u>	<u>Adoption Budget</u>
Revenue			
State Revenue			
Apportionment & Alloc Via Model	\$ 36,224,971	\$ 36,224,971	\$ 36,846,484
Other State Revenue	3,579,730	4,153,600	3,691,577
Local Revenue	3,762,220	3,506,426	4,122,989
Federal Revenue	<u>2,852,205</u>	<u>4,637,838</u>	<u>5,061,614</u>
Total Revenue	46,419,125	48,522,835	49,722,664
Transfers In			
Admin & Fiscal/Sab Leave	57,767	57,767	188,773
Other (Reassign Time/Special Programs)	<u>410,091</u>	<u>1,355,717</u>	<u>926,615</u>
Total Transfers In	<u>467,858</u>	<u>1,413,484</u>	<u>1,115,388</u>
Total Revenue and Transfers In	\$ 46,886,983	\$ 49,936,319	\$ 50,838,052
Expenditures			
Academic Salaries	\$ 24,687,402	\$ 25,845,770	\$ 25,241,553
Classified Salaries	7,826,905	7,940,436	8,232,226
Benefits	9,474,891	9,450,912	10,181,603
Supplies	1,087,918	709,868	754,691
Services	3,863,753	3,941,842	5,561,335
Capital Outlay	7,448	300,035	48,730
Other Outgo/Payment to Students	<u>260,668</u>	<u>212,843</u>	<u>253,172</u>
Total Expenditures	47,208,984	48,401,705	50,273,310
Transfers Out			
Admin & Fiscal/Sab Leave	160,204	160,204	157,795
Other	<u>136,982</u>	<u>745,584</u>	<u>406,947</u>
Total Transfers Out	<u>297,186</u>	<u>905,788</u>	<u>564,742</u>
Total Expenditures & Transfers Out	\$ 47,506,170	\$ 49,307,493	\$ 50,838,052
Increase/(Decrease) in Fund Balance	\$ (619,186)	\$ 628,826	\$ -
Beginning Balance		\$ 1,225,700	\$ 1,854,526
Ending Balance		\$ 1,854,526	\$ 1,854,526

Note: Numbers subject to rounding.

**CHABOT-LAS POSITAS COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET
2014-15**

General Fund	2013-14	2013-14	2014-15
Chabot College - Unrestricted	<u>Adoption Budget</u>	<u>Actual</u>	<u>Adoption Budget</u>
Revenue			
State Revenue			
Apportionment & Alloc Via Model	\$ 36,224,971	\$ 36,224,971	\$ 36,846,484
Other State Revenue		128,508	-
Local Revenue	3,035,585	2,810,670	3,223,511
Federal Revenue	<u>-</u>	<u>5,112</u>	<u>-</u>
Total Revenue	39,260,556	39,169,261	40,069,995
Transfers In			
Admin & Fiscal/Sab Leave	57,767	57,767	188,773
Other (Reassign Time/Special Programs)	<u>410,091</u>	<u>1,355,717</u>	<u>926,615</u>
Total Transfers In	<u>467,858</u>	<u>1,413,484</u>	<u>1,115,388</u>
Total Revenue and Transfers In	\$ 39,728,414	\$ 40,582,745	\$ 41,185,383
Expenditures			
Academic Salaries	\$ 23,892,889	\$ 24,034,374	\$ 24,469,501
Classified Salaries	5,491,143	5,259,659	5,598,987
Benefits	8,633,430	8,348,197	8,992,402
Supplies	256,726	197,549	234,716
Services	1,449,929	1,459,256	1,550,000
Capital Outlay	4,297	23,888	25,000
Other Outgo/Payment to Students	<u>-</u>	<u>20,549</u>	<u>20,000</u>
Total Expenditures	39,728,414	39,343,473	40,890,606
Transfers Out			
Admin & Fiscal/Sab Leave	160,204	160,204	157,795
Other	<u>136,982</u>	<u>274,593</u>	<u>136,982</u>
Total Transfers Out	<u>297,186</u>	<u>434,797</u>	<u>294,777</u>
Total Expenditures and Transfers Out	\$ 40,025,600	\$ 39,778,270	\$ 41,185,383
Increase/(Decrease) in Fund Balance	\$ (297,186)	\$ 804,475	\$ -
Beginning Balance		\$ 864,103	\$ 1,668,578
Ending Balance		\$ 1,668,578	\$ 1,668,578
Recap beginning balances:			
Unrestricted excluding co-curricular		\$ 433,738	\$ 1,187,360
Co-curricular funds		\$ 430,365	\$ 481,218
Beginning fund balances		<u>\$ 864,103</u>	<u>\$ 1,668,578</u>

Note: Numbers subject to rounding.

**CHABOT-LAS POSITAS COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET
2014-15**

General Fund	2013-14	2013-14	2014-15
Chabot College - Restricted	<u>Adoption Budget</u>	<u>Actual</u>	<u>Adoption Budget</u>
Revenue			
State Revenue			
Other State Revenue	\$ 3,579,730	\$ 4,025,092	\$ 3,691,577
Local Revenue	726,635	695,756	899,478
Federal Revenue	<u>2,852,205</u>	<u>4,632,726</u>	<u>5,061,614</u>
Total Revenue	7,158,569	9,353,574	9,652,669
Transfers In			
Other	<u>-</u>	<u>-</u>	<u>-</u>
Total Transfers In	<u>-</u>	<u>-</u>	<u>-</u>
Total Revenue and Transfers In	\$ 7,158,569	\$ 9,353,574	\$ 9,652,669
Expenditures			
Academic Salaries	\$ 794,513	\$ 1,811,396	\$ 772,052
Classified Salaries	2,335,762	2,680,776	2,633,239
Benefits	841,461	1,102,715	1,189,200
Supplies	831,192	512,319	519,975
Services	2,413,824	2,482,586	4,011,335
Capital Outlay	3,151	276,147	23,730
Other Outgo/Payment to Students	<u>260,668</u>	<u>192,294</u>	<u>233,172</u>
Total Expenditures	7,480,570	9,058,232	9,382,704
Transfers Out			
Other	<u>-</u>	<u>470,991</u>	<u>269,965</u>
Total Transfers Out	<u>-</u>	<u>470,991</u>	<u>269,965</u>
Total Expenditures and Transfers Out	\$ 7,480,570	\$ 9,529,223	\$ 9,652,669
Increase/(Decrease) in Fund Balance	\$ (322,000)	\$ (175,649)	\$ -
Beginning Balance	\$ <u>361,598</u>	\$ <u>361,597</u>	\$ <u>185,948</u>
Ending Balance	\$ <u><u>39,598</u></u>	\$ <u><u>185,948</u></u>	\$ <u><u>185,948</u></u>

Note: Numbers subject to rounding.

LAS POSITAS COLLEGE

Institutional Principles

Mission Statement

Las Positas College is an inclusive learning-centered institution providing educational opportunities and support for completion of students' transfer, degree, basic skills, career-technical, and retraining goals.

Vision Statement

Las Positas College strives to be California's premier Community College, setting the standard through opportunities for developing knowledge, skills, values, and abilities that foster engaged and contributing members of the society.

Values Statement

Las Positas College thrives as a collaborative teaching and learning community committed to integrity and excellence by:

- ❖ Encouraging and celebrating lifelong learning;
- ❖ Responding to the needs of the ever-changing workplace;
- ❖ Demonstrating civic, social and environmental responsibility;
- ❖ Promoting ethical behavior, tolerance and mutual respect in a diverse community;
- ❖ Fostering a climate of discovery and creativity; and personal development;
- ❖ Holding firm to the belief that each of us makes an astonishing difference.

Strategic Goals

1. Provide excellence in teaching, student learning, services to students, and scholarship by providing state of the art learning facilities, equipment, supplies and resources, and staffing. (Teaching and Learning)
2. Increase recognition of Las Positas College as a premier institution of innovative higher education that prepares talented, competent, and engaged members of the community. (Institutional Advancement)
3. Ensure the highest level of service to students and the community through continuous and purposeful evaluation of programs and services that situates student learning, community responsiveness, and employee engagement as the center of all we do. (Accountability)
4. Offer cutting edge educational opportunities designed to accelerate the economic development of the Tri-Valley region. (Economic Development)
5. Provide excellence in the stewardship of the community's investment in Las Positas College and expand the institution's capacity to apply resources to meet the needs of students, staff, and faculty through strategic assessment and resource allocation. (Resource Development and Allocation)
6. Commit to excellence in teaching, student learning, and scholarship by expanding professional development for all employees and nurturing the intellectualism within the campus culture. (Academic and Professional Excellence)
7. Serve a diverse college community by maintaining and expanding an environment of accessibility, equality, and social justice. (Diversity and Pluralism)
8. Craft a culture of collective responsibility through an enhancement of College processes and systems, reinforcing internal communication, integrating internal planning processes that promote coordination and accountability, and strengthening a sense of community and collaboration internally and within the District. (Communication and Infrastructure)
9. Serve as a catalyst for enhanced community life through outreach, partnerships, services, and significant contributions to quality arts, cultural, wellness and vitality experiences and activities in the Tri-Valley. (Community Life)
10. Engage in sustainable stewardship and community leadership as an institution through our use of products and technology, our practices and curriculum, our policies, and our philosophy as represented through institutional culture and leadership. (Sustainability)

**CHABOT-LAS POSITAS COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET
2014-15**

General Fund	2013-14	2013-14	2014-15
Las Positas College - Total	<u>Adoption Budget</u>	<u>Actual</u>	<u>Adoption Budget</u>
Revenue			
State Revenue			
Apportionment & Alloc Via Model	\$ 25,365,170	\$ 25,365,170	\$ 26,203,727
Other State Revenue	1,508,613	1,764,437	2,205,520
Local Revenue	2,038,734	3,141,165	2,519,084
Federal Revenue	<u>956,800</u>	<u>968,094</u>	<u>967,266</u>
Total Revenue	29,869,317	31,238,866	31,895,597
Transfers In			
Admin & Fiscal/Sab Leave	120,124	120,124	152,249
Other	108,645	314,461	188,645
Transition Funding	<u>850,000</u>	<u>850,000</u>	<u>637,500</u>
Total Transfers In	<u>1,078,769</u>	<u>1,284,585</u>	<u>978,394</u>
Total Revenue and Transfers In	\$ 30,948,086	\$ 32,523,451	\$ 32,873,991
Expenditures			
Academic Salaries	\$ 16,180,420	\$ 16,747,625	\$ 17,242,581
Classified Salaries	5,130,094	5,899,893	5,633,369
Benefits	6,445,902	6,192,734	6,431,897
Supplies	449,800	553,092	598,153
Services	2,251,429	1,610,152	2,275,631
Capital Outlay	-	85,584	279,534
Other Outgo/Payment to Students	<u>-</u>	<u>110,371</u>	<u>32,047</u>
Total Expenditures	30,457,644	31,199,451	32,493,211
Transfers Out			
Admin & Fiscal/Sab Leave	91,172	91,172	90,780
Other	<u>505,106</u>	<u>655,947</u>	<u>210,000</u>
Total Transfers Out	<u>596,278</u>	<u>747,119</u>	<u>300,780</u>
Total Expenditures and Transfers Out	\$ 31,053,922	\$ 31,946,569	\$ 32,793,991
Increase/(Decrease) in Fund Balance	\$ (105,836)	\$ 576,882	\$ 80,000
Beginning Balance		\$ 822,273	\$ 1,399,155
Ending Balance		\$ 1,399,154	\$ 1,479,154

Note: Numbers subject to rounding.

**CHABOT-LAS POSITAS COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET
2014-15**

General Fund	2013-14	2013-14	2014-15
Las Positas College - Unrestricted	<u>Adoption Budget</u>	<u>Actual</u>	<u>Adoption Budget</u>
Revenue			
State Revenue			
Apportionment & Alloc Via Model	\$ 25,365,170	\$ 25,365,170	\$ 26,203,727
Other State Revenue	-	87,618	-
Local Revenue	1,771,734	2,600,717	2,030,084
Federal Revenue	<u>-</u>	<u>-</u>	<u>-</u>
Total Revenue	27,136,904	28,053,505	28,233,811
Transfers In			
Admin & Fiscal/Sab Leave	120,124	120,124	152,249
Other (Reassign Time)	108,645	249,138	108,645
Transition Funding	<u>850,000</u>	<u>850,000</u>	<u>637,500</u>
Total Transfers In	<u>1,078,769</u>	<u>1,219,262</u>	<u>898,394</u>
Total Revenue and Transfers In	\$ 28,215,673	\$ 29,272,767	\$ 29,132,205
Expenditures			
Academic Salaries	\$ 16,065,227	\$ 16,196,297	\$ 16,768,152
Classified Salaries	4,560,488	4,564,794	4,481,612
Benefits	5,828,935	5,750,743	6,015,564
Supplies	449,800	313,088	397,000
Services	820,781	1,168,499	1,136,941
Capital Outlay	-	27,441	32,156
Other Outgo/Payment to Students	<u>-</u>	<u>6,860</u>	<u>-</u>
Total Expenditures	27,725,231	28,027,723	28,831,425
Transfers Out			
Admin & Fiscal/Sab Leave	91,172	91,172	90,780
Other	<u>505,106</u>	<u>631,936</u>	<u>210,000</u>
Total Transfers Out	<u>596,278</u>	<u>723,108</u>	<u>300,780</u>
Total Expenditures and Transfers Out	\$ 28,321,509	\$ 28,750,831	\$ 29,132,205
Increase/(Decrease) in Fund Balance	\$ (105,836)	\$ 521,936	\$ -
Beginning Balance		\$ 773,154	\$ 1,295,090
Ending Balance		\$ 1,295,090	\$ 1,295,090

Recap beginning balances:

Unrestricted excluding co-curricular	\$ -	\$ 566,082
Co-curricular funds	\$ 773,154	\$ 729,008
Beginning fund balances	<u>\$ 773,154</u>	<u>\$ 1,295,090</u>

Note: Numbers subject to rounding.

**CHABOT-LAS POSITAS COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET
2014-15**

General Fund Las Positas College - Restricted	2013-14 <u>Adoption Budget</u>	2013-14 <u>Actual</u>	2014-15 <u>Adoption Budget</u>
Revenue			
State Revenue			
Other State Revenue	\$ 1,508,613	\$ 1,676,819	\$ 2,205,520
Local Revenue	267,000	540,448	489,000
Federal Revenue	<u>956,800</u>	<u>968,094</u>	<u>967,266</u>
Total Revenue	2,732,413	3,185,362	3,661,786
Transfers In			
Other	<u>-</u>	<u>65,323</u>	<u>80,000</u>
Total Transfers In	<u>-</u>	<u>65,323</u>	<u>80,000</u>
Total Revenue and Transfers In	\$ 2,732,413	\$ 3,250,684	\$ 3,741,786
Expenditures			
Academic Salaries	\$ 115,193	\$ 551,327	\$ 474,429
Classified Salaries	569,606	1,335,099	1,151,757
Benefits	616,967	441,991	416,333
Supplies	-	240,004	201,153
Services	1,430,648	441,653	1,138,690
Capital Outlay	-	58,142	247,378
Other Outgo/Payment to Students	<u>-</u>	<u>103,511</u>	<u>32,047</u>
Total Expenditures	2,732,413	3,171,728	3,661,786
Transfers Out			
Other	<u>-</u>	<u>24,011</u>	<u>-</u>
Total Transfers Out	<u>-</u>	<u>24,011</u>	<u>-</u>
Total Expenditures and Transfers Out	\$ 2,732,413	\$ 3,195,739	\$ 3,661,786
Increase/(Decrease) in Fund Balance	\$ -	\$ 54,946	\$ 80,000
Beginning Balance	\$ 49,120	\$ 49,119	\$ 104,065
Ending Balance	\$ 49,120	\$ 104,065	\$ 184,065

Note: Numbers subject to rounding.

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***CONTRACT EDUCATION/
ECONOMIC DEVELOPMENT***

MAINTENANCE & OPERATIONS

DISTRICT SERVICES

**CHABOT-LAS POSITAS COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET
2014-15**

General Fund	2013-14	2013-14	2014-15
Contract Ed/M&O/District Services - Unrestricted	<u>Adoption Budget</u>	<u>Actual</u>	<u>Adoption Budget</u>
Revenue			
State Revenue			
Apportionment & Alloc Via Model	\$ 14,321,494	\$ 14,321,494	\$ 14,799,167
Other State Revenue	155,853	155,853	155,853
Local Revenue	5,670,220	6,177,974	6,028,502
Federal Revenue	<u>-</u>	<u>-</u>	<u>-</u>
Total Revenue	20,147,567	20,655,321	20,983,522
Transfers In			
Other	<u>-</u>	<u>50,507</u>	<u>123,149</u>
Total Transfers In	<u>-</u>	<u>50,507</u>	<u>123,149</u>
Total Revenue and Transfers In	\$ 20,147,567	\$ 20,705,828	\$ 21,106,671
Expenditures			
Academic Salaries	\$ 240,000	\$ 261,378	\$ 240,000
Classified Salaries	8,395,653	8,138,283	9,021,686
Benefits	3,980,597	3,787,225	4,057,921
Supplies	805,000	669,679	725,579
Services	5,934,523	5,662,550	6,392,711
Capital Outlay	6,500	84,176	27,120
Other Outgo/Payment to Students	<u>-</u>	<u>-</u>	<u>-</u>
Total Expenditures	<u>19,362,273</u>	<u>18,603,290</u>	<u>20,465,017</u>
Intrafund Transfers Out			
Other	<u>-</u>	<u>34,485</u>	<u>-</u>
Total Intrafund Transfers Out	<u>-</u>	<u>34,485</u>	<u>-</u>
Total Expenditures and Transfers Out	\$ 19,362,273	\$ 18,637,775	\$ 20,465,017
Increase/(Decrease) in Fund Balance	<u>\$ 785,294</u>	<u>\$ 2,068,053</u>	<u>\$ 641,654</u>

Fund balance included under Total Unrestricted General Fund

Note: Numbers subject to rounding.

**CHABOT-LAS POSITAS COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET
2014-15**

General Fund	2013-14	2013-14	2014-15
Contract Ed/M&O/District Services - Restricted	<u>Adoption Budget</u>	<u>Actual</u>	<u>Adoption Budget</u>
Revenue			
State Revenue	\$ 8,335	\$ 212,947	\$ 3,247,028
Local Revenues	1,020,000	1,026,665	1,000,000
Federal Revenues	-	-	339,199
Total Revenue	<u>1,028,335</u>	<u>1,239,611</u>	<u>4,586,227</u>
Transfers In			
Other	-	-	-
Total Transfers In	<u>-</u>	<u>-</u>	<u>-</u>
Total Revenue and Transfers In	\$ 1,028,335	\$ 1,239,611	\$ 4,586,227
Expenditures			
Academic Salaries	\$ -	\$ -	\$ -
Classified Salaries	625,394	698,808	763,557
Benefits	323,582	291,528	261,725
Supplies	7,303	60,825	72,500
Services	72,056	327,599	3,878,586
Capital Outlay	-	-	-
Other Outgo/Payment to Students	-	-	-
Total Expenditures	<u>1,028,335</u>	<u>1,378,761</u>	<u>4,976,368</u>
Transfers Out			
Other	-	7,884	96,153
Total Transfers Out	<u>-</u>	<u>7,884</u>	<u>96,153</u>
Total Expenditures & Transfers Out	\$ 1,028,335	\$ 1,386,644	\$ 5,072,521
Increase/(Decrease) in Fund Balance	\$ 0	\$ (147,033)	\$ (486,294)
Beginning Balance	\$ 566,838	\$ 566,838	\$ 419,805
Ending Balance	\$ 566,838	\$ 419,805	\$ (66,489)

Note: Numbers subject to rounding.

**CHABOT-LAS POSITAS COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET
2014-15**

General Fund	2013-14	2013-14	2014-15
Contract Ed - Unrestricted	<u>Adoption Budget</u>	<u>Actual</u>	<u>Adoption Budget</u>
Revenue			
State Revenue			
Other State Revenue	\$ 155,853	\$ 155,853	\$ 155,853
Local Revenue	5,607,220	5,995,231	5,940,202
Federal Revenues	<u>-</u>	<u>-</u>	<u>-</u>
Total Revenue	5,763,073	6,151,084	6,096,055
Transfers In			
Other	<u>-</u>	<u>-</u>	<u>-</u>
Total Transfers In	<u>-</u>	<u>-</u>	<u>-</u>
Total Revenue and Transfers In	\$ 5,763,073	\$ 6,151,084	\$ 6,096,055
Expenditures			
Academic Salaries	\$ -	\$ -	\$ -
Classified Salaries	564,061	506,089	586,363
Benefits	226,181	162,961	229,797
Supplies	-	67,061	-
Services	4,187,537	4,502,463	4,646,527
Capital Outlay	-	-	-
Other Outgo/Payment to Students	<u>-</u>	<u>-</u>	<u>-</u>
Total Expenditures	4,977,779	5,238,574	5,462,687
Transfers Out			
Other	<u>-</u>	<u>-</u>	<u>-</u>
Total Transfers Out	<u>-</u>	<u>-</u>	<u>-</u>
Total Expenditures and Transfers Out	\$ 4,977,779	\$ 5,238,574	\$ 5,462,687
Increase/(Decrease) in Fund Balance	<u>\$ 785,294</u>	<u>\$ 912,510</u>	<u>\$ 633,368</u>

Note: Numbers subject to rounding.

**CHABOT-LAS POSITAS COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET
2014-15**

General Fund	2013-14	2013-14	2014-15
Contract Ed - Restricted	<u>Adoption Budget</u>	<u>Actual</u>	<u>Adoption Budget</u>
Revenue			
State Revenue	\$ -	\$ -	\$ 2,499,999
Local Revenue	-	-	-
Federal Revenues	-	-	339,199
	<u>-</u>	<u>-</u>	<u>339,199</u>
Total Revenue	-	-	2,839,198
Transfers In			
Other	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>
Total Transfers In	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>
Total Revenue and Transfers In	\$ -	\$ -	\$ 2,839,198
Expenditures			
Academic Salaries	\$ -	\$ -	\$ -
Classified Salaries	-	-	305,124
Benefits	-	-	19,675
Supplies	-	-	12,500
Services	-	-	2,405,746
Capital Outlay	-	-	-
Other Outgo/Payment to Students	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>
Total Expenditures	-	-	2,743,045
Transfers Out			
Other	-	-	96,153
	<u>-</u>	<u>-</u>	<u>96,153</u>
Total Transfers Out	-	-	96,153
	<u>-</u>	<u>-</u>	<u>96,153</u>
Total Expenditures and Transfers Out	\$ -	\$ -	\$ 2,839,198
	<u>-</u>	<u>-</u>	<u>2,839,198</u>
Increase/(Decrease) in Fund Balance	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Note: Numbers subject to rounding.

**CHABOT-LAS POSITAS COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET
2014-15**

General Fund	2013-14	2013-14	2014-15
District Services - Unrestricted	<u>Adoption Budget</u>	<u>Actual</u>	<u>Adoption Budget</u>
Revenue			
State Revenue			
Apportionment & Alloc Via Model	\$ 7,895,279	\$ 7,895,279	\$ 8,158,615
Other State Revenue	-		-
Local Revenue	63,000	179,990	86,300
Federal Revenue	<u>-</u>	<u>-</u>	<u>-</u>
Total Revenue	7,958,279	8,075,269	8,244,915
Transfers In			
Other	<u>-</u>	<u>50,507</u>	<u>123,149</u>
Total Transfers In	<u>-</u>	<u>50,507</u>	<u>123,149</u>
Total Revenue and Transfers In	\$ 7,958,279	\$ 8,125,776	\$ 8,368,064
Expenditures			
Academic Salaries	\$ 240,000	\$ 261,378	\$ 240,000
Classified Salaries	4,334,148	4,319,004	4,622,300
Benefits	1,980,556	1,963,765	1,957,311
Supplies	54,000	64,350	56,150
Services	1,343,075	848,217	1,342,034
Capital Outlay	6,500	13,063	27,120
Other Outgo/Payment to Students	<u>-</u>	<u>-</u>	<u>-</u>
Total Expenditures	7,958,279	7,469,777	8,244,915
Transfers Out			
Other	<u>-</u>	<u>34,485</u>	<u>-</u>
Total Transfers Out	<u>-</u>	<u>34,485</u>	<u>-</u>
Total Expenditures & Transfers Out	\$ 7,958,279	\$ 7,504,262	\$ 8,244,915
Increase/(Decrease) in Fund Balance	<u>\$ -</u>	<u>\$ 621,514</u>	<u>\$ 123,149</u>

Note: Numbers subject to rounding.

**CHABOT-LAS POSITAS COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET
2014-15**

General Fund	2013-14	2013-14	2014-15
District Services - Restricted	<u>Adoption Budget</u>	<u>Actual</u>	<u>Adoption Budget</u>
Revenue			
State Revenue	\$ 8,335	\$ 212,947	\$ 747,029
Local Revenue	1,020,000	1,026,665	1,000,000
Federal Revenue	<u>-</u>	<u>-</u>	<u>-</u>
Total Revenue	1,028,335	1,239,611	1,747,029
Transfers In			
Other	<u>-</u>	<u>-</u>	<u>-</u>
Total Transfers In	<u>-</u>	<u>-</u>	<u>-</u>
Total Revenue and Transfers In	\$ 1,028,335	\$ 1,239,611	\$ 1,747,029
Expenditures			
Academic Salaries	\$ -	\$ -	\$ -
Classified Salaries	625,394	698,808	458,433
Benefits	323,582	291,528	242,050
Supplies	7,303	60,825	60,000
Services	72,056	327,599	1,472,840
Capital Outlay	-	-	-
Other Outgo/Payment to Students	<u>-</u>	<u>-</u>	<u>-</u>
Total Expenditures	<u>1,028,335</u>	<u>1,378,761</u>	<u>2,233,323</u>
Transfers Out			
Other	<u>-</u>	<u>7,884</u>	<u>-</u>
Total Transfers Out	<u>-</u>	<u>7,884</u>	<u>-</u>
Total Expenditures and Transfers Out	\$ 1,028,335	\$ 1,386,644	\$ 2,233,323
Increase/(Decrease) in Fund Balance	<u>\$ 0</u>	<u>\$ (147,033)</u>	<u>\$ (486,294)</u>

Note: Numbers subject to rounding.

**CHABOT-LAS POSITAS COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET
2014-15**

General Fund	2013-14	2013-14	2014-15
Maintenance & Operations - Unrestricted	<u>Adoption Budget</u>	<u>Actual</u>	<u>Adoption Budget</u>
Revenue			
State Revenue			
Apportionment & Alloc Via Model	\$ 6,426,215	\$ 6,426,215	\$ 6,640,552
Other State Revenue			
Local Revenue	-	2,753	2,000
Federal Revenues	-	-	-
	<u>6,426,215</u>	<u>6,428,968</u>	<u>6,642,552</u>
Total Revenue	6,426,215	6,428,968	6,642,552
Transfers In			
Other	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>
Total Transfers In	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>
Total Revenue and Transfers In	\$ 6,426,215	\$ 6,428,968	\$ 6,642,552
Expenditures			
Academic Salaries	\$ -	\$ -	\$ -
Classified Salaries	3,497,444	3,313,190	3,813,023
Benefits	1,773,860	1,660,499	1,870,813
Supplies	751,000	538,268	669,429
Services	403,911	311,870	404,150
Capital Outlay	-	71,113	-
Other Outgo/Payment to Students	-	-	-
	<u>6,426,215</u>	<u>5,894,939</u>	<u>6,757,415</u>
Total Expenditures	6,426,215	5,894,939	6,757,415
Transfers Out			
Other	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>
Total Transfers Out	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>
Total Expenditures & Transfers Out	\$ 6,426,215	\$ 5,894,939	\$ 6,757,415
	<u>\$ 6,426,215</u>	<u>\$ 5,894,939</u>	<u>\$ 6,757,415</u>
Increase/(Decrease) in Fund Balance	\$ 0	\$ 534,029	\$ (114,863)
	<u>\$ 0</u>	<u>\$ 534,029</u>	<u>\$ (114,863)</u>

Note: Numbers subject to rounding.

**CHABOT-LAS POSITAS COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET
2014-15**

General Fund	2013-14	2013-14	2014-15
Districtwide - Unrestricted (3A Expenses)	<u>Adoption Budget</u>	<u>Actual</u>	<u>Adoption Budget</u>
Revenue			
State Revenue			
Apportionment & Alloc Via Model	\$ 9,801,772	\$ 10,185,558	\$ 11,755,028
Total Revenue	9,801,772	10,185,558	11,755,028
Transfers In			
Admin & Fiscal/Sab Leave	-	251,376	248,575
Other	-	-	-
Total Transfers In	-	251,376	248,575
Total Revenue and Transfers In	\$ 9,801,772	\$ 10,436,934	\$ 12,003,603
Expenditures			
Academic Salaries	\$ -	\$ -	\$ -
Classified (Board Member Comp)	36,100	35,850	36,100
Benefits	80,490	69,694	80,490
RUMBL Benefits	5,799,993	5,799,993	6,089,992
SERP Payments	749,677	749,677	363,955
Supplies	78,500	55,309	60,000
Services	3,057,012	3,082,970	3,694,700
Capital Outlay	-	-	-
Other Outgo/Payment to Students	-	-	-
Total Expenditures	9,801,772	9,793,493	10,325,237
Transfers Out			
Reassigned Time/Special Programs	-	969,199	1,133,313
Other/Transition Funding to LPC	850,000	850,000	637,500
Total Transfers Out	850,000	1,819,199	1,770,813
Total Expenditures & Transfers Out	\$ 10,651,772	\$ 11,612,692	\$ 12,096,050
Increase/(Decrease) in Fund Balance	\$ (850,000)	\$ (1,175,758)	\$ (92,447)

Fund balance included under Total Unrestricted General Fund

Note: Numbers subject to rounding.

CHABOT-LAS POSITAS COMMUNITY COLLEGE DISTRICT

ADOPTION BUDGET
2014-15

Cafeteria Fund

The Cafeteria Fund is the fund designated to receive all moneys from the sale of food or for any other services performed by the cafeteria when recovery of the cost of providing such services is not the objective of the governing board. If vending is an integral part of the district's food service, the activity should be recorded in this fund. Costs...may include the cost of housing and equipping the cafeteria and the cost of replacement of equipment and utilities if the governing board elects to subsidize such costs. The intent of the CCR §59013 appears to be for the food service operation to be a cost recovery rather than a revenue-producing activity.

If the district and/or college contract for its cafeteria operations and the contractor assumes all responsibilities for the operation, then the revenues, except for those which must be placed in a debt service fund, shall be treated as General Fund Unrestricted revenues.

California Community Colleges Budget and Accounting Manual

BUDGET ASSUMPTIONS:

REVENUES

2014-15 estimated revenues are based on past performance and/or contractual agreements.

EXPENDITURES

These expenses are for the maintenance of the cafeteria at Chabot College. The expenses for 2014-15 consist of salary and benefit expenses for custodial services.

All commissions from vending machine sales are transferred to the Associated Students of Chabot College.

**CHABOT-LAS POSITAS COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET
2014-15**

Cafeteria Fund District Total	<u>2013-14 Adoption Budget</u>	<u>2013-14 Actual</u>	<u>2014-15 Adoption Budget</u>
Revenue			
Cafeteria Operations	\$ 50,684	\$ 79,160	\$ 70,684
Vending Commissions	6,000	12,782	9,000
Interest	200	219	160
Interfund Transfers In	<u>-</u>	<u>-</u>	<u>-</u>
Total Revenue	\$ 56,885	\$ 92,161	\$ 79,844
Expenditures			
Academic Salaries			
Classified Salaries	\$ 25,119	\$ 19,073	\$ 19,498
Benefits	14,447	6,992	11,236
Services	<u>5,502</u>	<u>36</u>	<u>-</u>
Total Expenditures	\$ 45,069	\$ 26,101	\$ 30,734
Increase/(Decrease) in Fund Balance	\$ 11,816	\$ 66,060	\$ 49,110
Beginning Balance	\$ 56,348	\$ 56,348	\$ 122,408
Ending Balance	\$ 68,164	\$ 122,408	\$ 171,517

Note: Numbers subject to rounding.

**CHABOT-LAS POSITAS COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET
2014-15**

Cafeteria Fund Chabot College	<u>2013-14 Adoption Budget</u>	<u>2013-14 Actual</u>	<u>2014-15 Adoption Budget</u>
Revenue			
Cafeteria Operations	\$ 35,684	\$ 33,284	\$ 35,684
Vending Commissions	-	-	-
Interest	<u>-</u>	<u>8</u>	<u>-</u>
Total Revenue	\$ 35,684	\$ 33,292	\$ 35,684
Expenditures			
Academic Salaries			
Classified Salaries	\$ 19,073	\$ 19,073	\$ 19,498
Benefits	11,109	6,992	11,236
Services	<u>5,502</u>	<u>36</u>	<u>-</u>
Total Expenditures	\$ 35,684	\$ 26,101	\$ 30,734
Increase/(Decrease) in Fund Balance	\$ -	\$ 7,191	\$ 4,950
Beginning Balance	<u>\$ (3,339)</u>	<u>\$ (3,339)</u>	<u>\$ 3,852</u>
Ending Balance	<u><u>\$ (3,339)</u></u>	<u><u>\$ 3,852</u></u>	<u><u>\$ 8,802</u></u>

Note: Numbers subject to rounding.

**CHABOT-LAS POSITAS COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET
2014-15**

Cafeteria Fund Las Positas College	<u>2013-14 Adoption Budget</u>	<u>2013-14 Actual</u>	<u>2014-15 Adoption Budget</u>
Revenue			
Cafeteria Operations	\$ 15,000	\$ 45,876	\$ 35,000
Vending Commissions	6,000	12,782	9,000
Interest	<u>200</u>	<u>211</u>	<u>160</u>
Total Revenue	\$ 21,200	\$ 58,869	\$ 44,160
Expenditures			
Classified Salaries	\$ 6,046	\$ -	\$ -
Benefits	<u>3,338</u>	<u>-</u>	<u>-</u>
Total Expenditures	<u>\$ 9,384</u>	<u>\$ -</u>	<u>\$ -</u>
Increase/(Decrease) in Fund Balance	\$ 11,816	\$ 58,869	\$ 44,160
Beginning Balance	<u>\$ 59,687</u>	<u>\$ 59,687</u>	<u>\$ 118,556</u>
Ending Balance	<u><u>\$ 71,503</u></u>	<u><u>\$ 118,556</u></u>	<u><u>\$ 162,716</u></u>

Note: Numbers subject to rounding.

CHABOT-LAS POSITAS COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET
2014-15

Child Development Fund

The Child Development Fund is the fund designated to account for all revenues for, or from the operation of, child care and development services, including student fees for child development services. Costs incurred in the operation and maintenance of the child care and development services are paid from this fund. However, those segments of child care and development activities that are part of the instructional activity of the college or district must be accounted for in the General Fund.

California Community Colleges Budget and Accounting Manual

BUDGET ASSUMPTIONS:

REVENUES

Revenues for the support of the child development center come from several sources including fees paid by parents, State preschool grants, Federal Head-start and local programs.

There is an Interfund Transfer in amounts of \$136,982 and \$130,000 from Chabot College and Las Positas College, respectively, to maintain a balanced budget.

EXPENDITURES

The expenditures for the operation of the child development center include the salaries and benefits of the staff and necessary supplies, such as learning materials and food for the children.

**CHABOT-LAS POSITAS COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET
2014-15**

Child Development Fund District Total	2013-14 <u>Adoption Budget</u>	2013-14 <u>Actual</u>	2014-15 <u>Adoption Budget</u>
Revenue			
State Revenue	\$ 593,000	\$ 254,516	\$ 433,854
Child Care Fees	235,000	284,825	254,709
Federal Revenue	285,000	345,697	275,000
Local Revenues	-	-	-
Interest	<u>-</u>	<u>6</u>	<u>-</u>
Total Revenue	1,113,000	885,044	963,563
Transfers In			
Transfer from Unrestricted for Deficit	231,691	401,191	266,982
Other Transfers	<u>-</u>	<u>-</u>	<u>-</u>
Total Transfers In	<u>231,691</u>	<u>401,191</u>	<u>266,982</u>
Total Revenue and Transfers In	\$ 1,344,691	\$ 1,286,235	\$ 1,230,545
Expenditures			
Classified Salaries	\$ 874,635	\$ 820,007	\$ 793,298
Benefits	385,056	408,986	362,547
Supplies	67,000	48,246	61,700
Services	<u>18,000</u>	<u>8,996</u>	<u>13,000</u>
Total Expenditures	\$ 1,344,691	\$ 1,286,235	\$ 1,230,545
Increase/(Decrease) in Fund Balance	\$ -	\$ -	\$ -
Beginning Balance	\$ -	\$ -	\$ -
Ending Balance	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>

Note: Numbers subject to rounding.

**CHABOT-LAS POSITAS COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET
2014-15**

Child Development Fund Chabot College	2013-14 <u>Adoption Budget</u>	2013-14 <u>Actual</u>	2014-15 <u>Adoption Budget</u>
Revenue			
State Revenue	\$ 593,000	\$ 254,516	\$ 433,854
Child Care Fees	15,000	27,050	20,000
Federal Revenue	285,000	345,697	275,000
Local Revenues	-	-	-
Interest	-	6	-
	<u>893,000</u>	<u>627,269</u>	<u>728,854</u>
Transfers In			
Transfer from Unrestricted for Deficit	136,982	259,388	136,982
Other Transfers	-	-	-
	<u>136,982</u>	<u>259,388</u>	<u>136,982</u>
Total Revenue and Transfers In	\$ 1,029,982	\$ 886,657	\$ 865,836
Expenditures			
Classified Salaries	\$ 648,554	\$ 572,552	\$ 547,788
Benefits	304,428	270,308	256,348
Supplies	62,000	40,264	53,700
Services	15,000	3,533	8,000
	<u>1,029,982</u>	<u>886,657</u>	<u>865,836</u>
Increase/(Decrease) in Fund Balance	\$ -	\$ -	\$ -
Beginning Balance	\$ -	\$ -	\$ -
Ending Balance	\$ -	\$ -	\$ -

Note: Numbers subject to rounding.

**CHABOT-LAS POSITAS COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET
2014-15**

Child Development Fund Las Positas College	<u>2013-14 Adoption Budget</u>	<u>2013-14 Actual</u>	<u>2014-15 Adoption Budget</u>
Revenue			
State Revenue	\$ -	\$ -	\$ -
Child Care Fees	220,000	257,775	234,709
Federal Revenue	-	-	-
Local Revenues	-	-	-
Interest	-	-	-
	<hr/>	<hr/>	<hr/>
Total Revenue	220,000	257,775	234,709
Transfers In			
Transfer from Unrestricted for Deficit	94,709	141,803	130,000
Other Transfers	-	-	-
	<hr/>	<hr/>	<hr/>
Total Transfers In	94,709	141,803	130,000
	<hr/>	<hr/>	<hr/>
Total Revenue and Transfers In	\$ 314,709	\$ 399,578	\$ 364,709
Expenditures			
Classified Salaries	\$ 226,081	\$ 247,455	\$ 245,510
Benefits	80,628	138,678	106,199
Supplies	5,000	7,982	8,000
Services	3,000	5,464	5,000
	<hr/>	<hr/>	<hr/>
Total Expenditures	\$ 314,709	\$ 399,578	\$ 364,709
	<hr/>	<hr/>	<hr/>
Increase/(Decrease) in Fund Balance	\$ -	\$ -	\$ -
Beginning Balance	\$ -	\$ -	\$ -
	<hr/>	<hr/>	<hr/>
Ending Balance	\$ -	\$ -	\$ -
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

Note: Numbers subject to rounding.

CHABOT-LAS POSITAS COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET
2014-15

Self Insurance Fund

The Self-Insurance Fund is the fund designated by EC §81602 to account for income and expenditures of self-insurance programs authorized by EC §72506(d). This fund is maintained in the county treasury and used to provide for payments on deductible types of insurance policies, losses or payments arising from self-insurance programs, and losses or payments due to noninsured perils.

The Self-Insurance Fund shall operate as an Internal Service Fund using accounting principles specified in GASB Statement No. 10, "Accounting and Financial Reporting for Risk Financing and Related Insurance Issues". In accordance with Internal Service Funds accounting, the Self-Insurance Fund shall charge other funds for their proportionate share of the estimated premiums, claims and expenses incurred plus contingencies, and reflect the receipt of money as revenue.

California Community Colleges Budget and Accounting Manual

This fund is also referred to as the Retiree Unfunded Medical Benefit Liability (RUMBL) Fund. The District pays for the cost of medical benefits for qualified retirees. An actuarial study determined that the annual expense for these benefits would eventually rise to a level that could not be supported by the District's normal operating budget. The annual increase in expenses is due to a combination of the increasing number of retirees and the increasing cost of the medical benefits.

The transfer amount for 2014-15 has been increased to \$6,089,992 to approximate actual annual cost.

BUDGET ASSUMPTIONS:

REVENUES

Sources of revenue are interest income and a transfer from the General Fund.

EXPENDITURES

The expenditures are based on the actual number of retirees and potential increase in medical benefit costs.

**CHABOT-LAS POSITAS COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET
2014-15**

Self Insurance Fund (RUMBL) District Total	<u>2013-14 Adoption Budget</u>	<u>2013-14 Actual</u>	<u>2014-15 Adoption Budget</u>
Revenue			
Contract Services	\$ 5,799,993	\$ 5,799,993	\$ 6,089,992
Interest	<u>7,000</u>	<u>3,353</u>	<u>4,000</u>
Total Revenue	<u>5,806,993</u>	<u>5,803,346</u>	<u>6,093,992</u>
Repayment of loan from capital fund	<u>-</u>	<u>2,489,841</u>	<u>-</u>
Total Revenue & Transfers In	\$ 5,806,993	\$ 8,293,187	\$ 6,093,992
Expenditures			
Services	<u>\$ 5,799,993</u>	<u>\$ 4,877,087</u>	<u>\$ 6,089,992</u>
Total Expenditures	<u>\$ 5,799,993</u>	<u>\$ 4,877,087</u>	<u>\$ 6,089,992</u>
Increase/(Decrease) in Fund Balance	\$ 7,000	\$ 3,416,100	\$ 4,000
Beginning Balance	<u>\$ 842,066</u>	<u>\$ 842,066</u>	<u>\$ 4,258,165</u>
Ending Balance	<u><u>\$ 849,066</u></u>	<u><u>\$ 4,258,165</u></u>	<u><u>\$ 4,262,165</u></u>

In 2011-12, \$2,489,841 was transferred from the Self Insurance Fund (RUMBL) to the General Fund.

This loan was repaid in 2013-14.

Note: Numbers subject to rounding.

CHABOT-LAS POSITAS COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET
2014-15

Measure B Funds

The General Obligation Bond Fund is designated to account for the proceeds from the sale of bonds under Proposition 39, and the related expenditures related to the acquisition and construction of projects voted and approved by the local property owners.

The proceeds from the sale of bonds are deposited with the county treasury and recorded as Other Financing Sources. Moneys may only be expended for the purposes authorized by the language of the Proposition 39 Bond voter approved ballot measure. As there may be several projects on-going at any moment in time, multiple sub funds of the General Obligation Bond Fund may be used, but all projects and sub funds will be rolled up and reported to the Chancellor's Office as one fund.

California Community Colleges Budget and Accounting Manual

On March 2, 2004, Alameda County voters and those Contra Costa County voters within the District's boundaries approved Measure B, the \$498 million dollar Chabot-Las Positas Community College District capital improvement (construction) bond. The measure passed with a 59% yes vote. The first bond issuance, Series "A" Bonds in the amount of \$100 million was issued in July of 2004. Series A Bonds were refunded (2006 General Obligations Refunding Bonds) in March 2006 with an issuance premium of about \$14 million. The repayment of the bond is through the property tax levy of \$19.88 per \$100,000 of assessed valuation.

On October 17, 2006, the balance of \$398 million was issued as Series B and C. Series B and C was refunded (2016 Crossover Refunding) in March 2013. The remaining bond proceeds are invested in the Alameda County Treasurer's investment pool.

On March 19, 2013, a portion of Series B and Series C Bonds were refunded [2013 General Obligation Refunding Bonds (2016 Crossover Refunding)].

The Facilities Modernization Program funded by Measure B continued to achieve significant progress. As of June 30, 2014, Chabot College with 39 projects valued at \$264.1M is 82% complete, Las Positas College with 31 projects valued at \$248.5M is 85% complete and there are 26 District wide projects valued at \$90.6M 82% complete.

For Fiscal Year 2014-15 we have budgeted \$24M in program expenditures. Projects include:

Library Building 100 w/Seismic Strengthening, CC (\$6M); Library Building 2000 Remodel, LPC (\$4M); Classroom Buildings 1700, 1800, CC (\$2.5M); Campus Repairs/Small Projects, CC (\$2M); Chabot Hesperian Landscape, CC (\$1.5M); Information Technology & Tech Upgrades, DW (\$1.5M); Buildings 100, 700, 900, 1300, 1700 Renovate/Repurpose, LPC (\$1M); Small Projects/Scheduled Maintenance, LPC (\$1M); Classroom/Lab Equipment & Library Materials, CC (\$1M); 25+ Other Projects District wide (\$3.5M)

**CHABOT-LAS POSITAS COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET
2014-15**

Measure B Capital Project Fund District Total	<u>2013-14 Adoption Budget</u>	<u>2013-14 Actual</u>	<u>2014-15 Adoption Budget</u>
Revenue			
Interest	\$ 131,063	\$ 228,464	\$ 141,427
Property Tax Refund	-		-
Other Revenue		49,278	
Total Revenue	<u>\$ 131,063</u>	<u>\$ 277,743</u>	<u>\$ 141,427</u>
Expenditures			
Classified Salaries	\$ 600,065	\$ 562,697	\$ 461,356
Benefits	232,974	204,845	206,671
Supplies	10,000	4,602	5,000
Services	1,000,000	1,319,880	1,200,000
Capital Outlay	31,156,961	18,939,926	22,126,973
Retirement of Debt/Cost of Issuance	-	(10,964)	-
Total Expenditures	<u>\$ 33,000,000</u>	<u>\$ 21,020,987</u>	<u>\$ 24,000,000</u>
Increase/(Decrease) in Fund Balance	\$ (32,868,937)	\$ (20,743,244)	\$ (23,858,573)
Beginning Balance	<u>\$ 121,491,426</u>	<u>\$ 121,495,621</u>	<u>\$ 100,752,377</u>
Ending Balance	<u><u>\$ 88,622,489</u></u>	<u><u>\$ 100,752,377</u></u>	<u><u>\$ 76,893,804</u></u>

Note: Numbers subject to rounding.

CHABOT-LAS POSITAS COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET
2014-15

Capital Projects Fund

The Capital Outlay Projects Fund is used to account for the accumulation and expenditure of moneys for the acquisition or construction of significant capital outlay items, and Scheduled Maintenance and Special Repairs...projects. In general, this fund shall be established and maintained in the appropriate county treasury and moneys shall be used only for capital outlay purposes.

The Capital Outlay Projects Fund is used to account for the receipt and expenditure of State Funded capital projects, scheduled maintenance projects. As legal and contractual requirements will vary from one project or class of projects to another, an individual capital outlay project sub fund may be established for each authorized project or bond issue, as necessary. However, in reporting fund balances and operations in the *Annual Financial and Budget Report* (CCFS-311) all capital outlay project sub funds are to be combined.

California Community Colleges Budget and Accounting Manual

Construction Projects

Chabot College

- Math-Science Building 1700/1800 Modernization

District Wide

- Proposition 39 Energy Improvement Projects

**CHABOT-LAS POSITAS COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET
2014-15**

Capital Projects Fund District Total	2013-14 <u>Adoption Budget</u>	2013-14 <u>Actual</u>	2014-15 <u>Adoption Budget</u>
Revenue			
State Revenue	\$ -	\$ (2,486)	\$ 1,341,134
Local Revenue	1,700,000	2,282,513	1,964,485
Interest	<u>12,000</u>	<u>14,273</u>	<u>12,000</u>
Total Revenue	1,712,000	2,294,301	3,317,619
Transfers In			
Other		308,218	
	<u>1,712,000</u>	<u>2,602,519</u>	<u>3,317,619</u>
Total Revenue and Transfers In			
	\$ 1,712,000	\$ 2,602,519	\$ 3,317,619
Expenditures			
Supplies	\$ 8,000	\$ 16,046	\$ 16,000
Services	600,000	523,160	550,000
Capital Outlay	<u>3,648,577</u>	<u>3,295,545</u>	<u>1,341,134</u>
Total Expenditures	4,256,577	3,834,750	1,907,134
Transfers Out			
Re-pay RUMBL	-	2,489,841	-
Other	<u>-</u>	<u>308,218</u>	<u>-</u>
Total Transfers Out	<u>-</u>	<u>2,798,059</u>	<u>-</u>
	<u>4,256,577</u>	<u>6,632,809</u>	<u>1,907,134</u>
Total Expenditures & Transfers Ou			
	\$ 4,256,577	\$ 6,632,809	\$ 1,907,134
Increase/(Decrease) in Fund Balance	\$ (2,544,577)	\$ (4,030,290)	\$ 1,410,485
Beginning Balance	\$ 8,455,055	\$ 9,130,108	\$ 5,099,818
Ending Balance	\$ 5,910,479	\$ 5,099,818	\$ 6,510,303

Note: Numbers subject to rounding.

CHABOT-LAS POSITAS COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET
2014-15

Special Reserve Fund

The Property Sale Fund accounts for the monies received for the sale of District owned property in Castro Valley (Nike site).

Property Sale Fund

The only source of revenues for this fund is interest earned on the balance in the fund. Interest income will decrease as the fund balance decreases. Interest income varies based on rates earned in the county's pooled investment.

In 2008-09, each campus was allocated \$500,000 to be used in accordance with the Board approved Public Art initiative. Chabot College has completed its projects. All \$500,000 allocated to Las Positas College is carried forward.

**CHABOT-LAS POSITAS COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET
2014-15**

Special Reserve Funds (Nike Project, COP) District Total	2013-14 <u>Adoption Budget</u>	2013-14 <u>Actual</u>	2014-15 <u>Adoption Budget</u>
Revenue			
Interest	\$ 5,000	\$ 6,737	\$ 3,000
Total Revenue	\$ 5,000	\$ 6,737	\$ 3,000
Expenditures			
Supplies	\$ -	\$ 375	\$ -
Capital Outlay	<u>513,697</u>	<u>-</u>	<u>513,322</u>
Total Expenditures	<u>\$ 513,697</u>	<u>\$ 375</u>	<u>\$ 513,322</u>
Increase/(Decrease) in Fund Balance	\$ (508,697)	\$ 6,362	\$ (510,322)
Beginning Balance	<u>\$ 3,336,445</u>	<u>\$ 3,336,445</u>	<u>\$ 3,342,808</u>
Ending Balance	<u><u>\$ 2,827,748</u></u>	<u><u>\$ 3,342,808</u></u>	<u><u>\$ 2,832,486</u></u>

Note: Numbers subject to rounding.

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Exhibits

CHABOT-LAS POSITAS COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET
2014-15

Budget Development Calendar 2014-15

Key Dates

January 9	Governor's January Budget Proposal
May 13	Governor's May Revise
June 30	Tentative Budget Due to the State
September 15	Adoption Budget Due to the State

EXHIBIT A

**CHABOT-LAS POSITAS COMMUNITY COLLEGE DISTRICT
2014-15 BUDGET DEVELOPMENT CALENDAR**

DATE	RESPONSIBILITY	ACTION
Preliminary Budget		
Thurs, Jan 9	Vice Chancellor Business Services	Governor releases 2014-15 budget
Fri, Jan 17	Vice Chancellor Business Services, College Vice Presidents, Director Business Services	Attend statewide workshop on Governor's proposed budget in Sacramento
Tues, Jan 21	Vice Chancellor Business Services	Report on Governor's 2014-15 budget proposal to Board of Trustees
Fri, Jan 31	Vice Chancellor Business Services, Director Business Services, Budget Officer	Distribute initial position control worksheets
Mon, Feb 10	Vice Chancellor Educational Services	Prepare DEMC projection for 2014-15
Mon, Feb 10	Vice Chancellor Business Services, Director Business Services, Budget Officer	Finalize budget priorities and assumptions, draft budget allocation model
Thurs, Feb 13	College Vice Presidents, District Cost Center Managers, Budget Officer	Submit position control worksheets with any adjustments to District Budget Officer
Fri, Feb 28	Vice Chancellor Business Services, Director Business Services, Budget Officer	Prepare personnel budget based on position control
Tentative Budget		
Wed, Mar 26	Vice Chancellor Educational Services	Submit any FTES/FTEF changes to District Budget Officer
Fri, Mar 28	Budget Officer	Send out tentative position control worksheets and budget allocation model
Mon, Apr 28	College Vice Presidents, District Cost Center Managers, Budget Officer	Submit position control worksheets with any adjustments to District Budget Officer; sites load budget entries into Banner, including site-specific revenue
Mon, May 5	Budget Officer	Prepare draft tentative budget
Fri, May 9	Vice Chancellor Business Services,	Review draft tentative budget
Mon, May 12	Chancellor, Vice Chancellors, College	Review draft tentative budget at Senior Leadership Team meeting
Tues, May 13- Mon, Jun 9	Vice Chancellor Business Services, Director Business Services, Budget Officer	Prepare tentative budget book
Tues, Jun 10	Chancellor	Mail tentative budget to Board of Trustees
Tues, Jun 17	Chancellor, Vice Chancellor Business Services	Recommend adoption of tentative budget to Board of Trustees, tentative budget adopted
Wed, Jun 18	Budget Officer	Load approved tentative budget into Banner
Adoption Budget		
Mon, Jun 9	Budget Officer	Send out final position control worksheets
Wed, Jun 18	Vice Chancellor Educational Services	Submit any FTES/FTEF changes to District Budget Officer
Mon, Jun 30	College Vice Presidents, District Cost Center Managers, Budget Officer	Submit final corrections for position control worksheets to District Budget Officer
Mon, Jul 7	Budget Officer	Send out final revenue allocation model (after P2)
Mon, Aug 4	College Vice Presidents, District Cost Center Managers, Budget Officer	Enter final adjustments in Banner, budget balanced, finalize site-specific revenue
Wed, Aug 6	Vice Chancellor Business Services, Director Business Services, Budget Officer	Review draft adoption budget
Mon, Aug 11	Chancellor, Vice Chancellors, College Presidents	Review draft adoption budget at Senior Leadership Team meeting
Tues, Aug 12- Mon, Sep 8	Vice Chancellor Business Services, Director Business Services, Budget Officer	Prepare adoption budget book for submission to the Board of Trustees
Fri, Sep 5	Director Business Services	Publish public notice in newspaper
Tues, Sep 9	Chancellor	Mail adoption budget to Board of Trustees
Thurs, Sep 11	Director Business Services	Budget available for public inspection
Tues, Sep 16	Chancellor, Vice Chancellor Business	Recommend adoption to Board of Trustees, adoption budget adopted
Wed, Sep 17	Budget Officer	Load adoption budget into Banner

EXHIBIT A

CLPCCD Allocation of FTEF by FTES (2014-15)

Proposal
21-Mar-14

Scenario: Target 2.5% Growth over 16,450 FTES

Current BASE (Estimated 2013-14 Funding Level) >> **16,450 FTES**

FTES TARGET for 2014-15 >> **16,861 FTES** 2.50%

Apportionment Base >> 9,692.3 Difference to BASE

Chabot College 58.92% **TARGET: 9,934.6** FTES

	FTES TARGET	WSCH/ FTES	WSCH	WSCH/ FTEF	Allocated FTEF
Non-Credit Projection	40.0	30.50	1220	950	1.3
Apprenticeship	0.0	30.50	0	0	0.0
Nursing & Dental Hygiene >>	220.0	30.43	6695	220	30.4
CREDIT: Main Group >>	9,674.65	30.69	296915	520	571.0
<i>Lab Load Factor Adjustment >></i>					5.0
TOTAL	9934.6	30.68	304830	501.6	607.7

% 59.634%

Apportionment Base >> 6,757.7

Las Positas College 41.08% **TARGET: 6,926.6** FTES

	FTES TARGET	WSCH/ FTES	WSCH	WSCH/ FTEF	Allocated FTEF
Non-Credit Projection	80.0	30.50	2440	950	2.6
Sheriff Academy Projection	115.0	30.50	3508	470	7.0
CREDIT: Main Group >>	6731.6015	30.82	207468	520	399.0
<i>Lab Load Factor Adjustment >></i>					2.8
TOTAL	6926.6	30.81	213415	518.8	411.3

District Totals	FTES %	FTES TARGET	WSCH/ FTES	WSCH	WSCH/ FTEF	Allocated FTEF
<i>NON-CREDIT</i>	0.71%	120.0	30.50	3660	950.0	3.9
<i>CREDIT</i>	99.29%	16741.3	30.74	514585	510.8	1007.4
<i>Lab Load Factor Adjustment >></i>					7.8	
District TOTAL >>>	100.00%	16861.3	30.74	518245	508.6	1019.0

EXHIBIT B

Chabot/Las Positas Community College District
 Handling of the FON in New Budget Allocation Model
 February 2013

Under the existing allocation model the FON (faculty obligation number) has been managed as a district and not necessarily linked to the funded FTES levels of the colleges. Under the new model the intention is to link FON to the funded levels of FTES for both financial fairness and programmatic integrity.

Based on Fall 2012 information the required FON is 277. The district reported 278.21 with 176.48 at Chabot and 101.72 at Las Positas. This is a ratio between the colleges of 63.44% for Chabot and 36.56% at Las Positas. The funded FTES ratios are 58.92% at Chabot and 41.08% at Las Positas.

Bringing the FON split into alignment with the FTES will require Las Positas to increase its full time faculty by 12 FTE and Chabot to reduce its full time faculty FTE by the same number. The colleges could elect to support a higher number than the FON requires if it so chooses and can afford to do so within its resource allocation.

	Chabot		Las Positas	
	FTE	Ratio	FTE	Ratio
Current FTE	176.48	63.44%	101.72	36.56%
New Model FON	<u>163.20</u>	58.92%	<u>113.80</u>	41.08%
Changes in FTE	(12.00)		12.00	
FTE Above FON	1.28			

To accomplish the realignment of the FON Chabot will need to reduce its full time faculty while Las Positas increases its number. There needs to be coordination of these actions so that the district is able to maintain its required FON. Because there are 12 positions affected and there is a district-wide desire to implement the new model in the 2013-14 fiscal year, the FTE faculty changes will need to be incremental.

Requiring immediate compliance with this realignment would be detrimental since Chabot will not be able to reduce its FTE as quickly as Las Positas might be able to hire. This puts budgetary pressure on Chabot and adds costs unnecessarily.

A combination of the following actions will be utilized to move the two colleges into a closer alignment of their full time faculty FTE requirements under the FON.

1. If Chabot has funded faculty vacancies that can remain unfilled or addressed through adjunct faculty, then Las Positas will hire the equivalent number of FTE. This mechanism would remain in place until there is a balance in the FON between the colleges.

EXHIBIT C

2. As the district is required to increase FON due to FTES restoration or growth, Las Positas will be required to hire the requisite number of new faculty called for in the new FON calculation. This mechanism would remain in place until there is a balance in the FON between the colleges.
3. If there are full time faculty members at Chabot willing to transfer to Las Positas and Las Positas has a need and is willing to accept such a transfer, and it is in compliance with the FA contract, then faculty could be reassigned to Las Positas from Chabot as a means of addressing this issue.
4. Based on the number of positions, within the 12 to be realigned, being maintained by Chabot to sustain the FON, Las Positas will transfer to Chabot \$60,289 for the 2013-14 fiscal year (amount based on Chancellor's Office Statewide Average Replacement Cost). The amount would be recalculated for 2014-15 and 2015-16 based on the number of positions still being continued by Chabot as an offset to the Las Positas shortage on its FON ratio.

VARIOUS OPTIONS ON POINT NUMBER 5

1. A. It is the district's desire to complete this realignment within the next three budget cycles, 2013-14, 2014-15, and 2015-16, however circumstances may not allow the district to fully achieve the adjustment within that timeframe.
 - B. Stay silent and delete this point.
 - C. The district will develop a timeline and procedures to accomplish the shift.
 - D. CLPCCD is committed to maintaining the District FON level and is committed to internal equality in distribution of both the costs and benefits of full time faculty on each campus. The District Administration will work with the colleges to establish business processes that restore the balance of full time faculty to each campus. These business processes will provide guidelines for the following (not comprehensive and not necessarily in order of operation):
 - a. Metrics for evaluating the fiscal impact on each college of adding faculty
 - b. A process to provide voluntary (for faculty) and mutually beneficial (for the colleges) transfers of existing faculty
 - c. A process to evaluate transfer of vacant, funded faculty positions in a manner that balances equitable distribution against programmatic needs
 - d. A process for annually calculating an internal FON distribution based on FTES
 - e. A process for allocating new, full time faculty that comes as a result in an increase in the FON
 - f. An annual report on the steps taken and progress made toward balancing the internal FON

EXHIBIT C

BUDGET ALLOCATION MODEL

Determine Number of Students

Full Time Equivalent Students (FTES) determined by District Enrollment Management Committee (DEMC)



Calculate State Funding

Apportionment, COLA, Lottery, Mandated Costs, Other State Revenues



Fund District-wide Expenses

Contractual, Regulatory, Retiree Health Benefits, Insurance, Utilities & Audit



Fund District Office/Maintenance and Operations

District Office @ 10.48%; Maintenance and Operations @ 8.53%



Allocate Balance of Funds to Colleges Based on FTES

Chabot College @58.92%; Las Positas @ 41.08%

EXHIBIT D

Determine Number of Students	Funded FTES for 2014-15 BASE FTES (DEMC Projection)	16,861 16,450	<i>Assumptions</i> Growth @ 2.5% COLA @ .85%
	STEP 1 FUNDED FTES RATIOS	<u>CHABOT</u> 9,934.65 58.92%	<u>LAS POSITAS</u> 6,926.65 41.08%
Calculate State Funding	STEP 2 APPORTIONMENT		\$85,989,906
	Foundation w COLA Growth COLA (exclude Foundation) Gen'l Apport (Enrollment Fees/Taxes/GA) LOTTERY (\$126@ 16,450) MANDATED COSTS (\$28 @ 16,450) OTHER STATE FAC REIMB ALLOCATION REVENUES		\$7,371,801 \$1,883,667 \$646,745 \$76,087,693 \$2,105,695 \$460,621 \$410,684 \$88,966,906
Fund District-wide Expenses	STEP 3A Nursing/Dental Hygiene/Special Programs Contractual, Committed, Regulatory Costs Faculty Reassign Time		-\$575,000 * -\$10,325,237 -\$217,291 -\$11,117,528
	* funded based on 230 program FTES @ \$2,500 each STEP 3B (Step 2 less Step 3A)		\$77,849,378
Fund District Office & Maintenance	STEP 4 DISTRICT OFFICE OPERATION	-10.48%	-7,386,050 DISTRICT RATIO
	MAINTENANCE/OPERATIONS STEP 5 REMAINDER STEP 6 TOTAL BALANCE FOR STEP 7	-8.53%	-6,011,737 M&O RATIO \$64,451,590 -\$7,371,801 \$57,079,789
Allocate Balance of Funds to Colleges Based on FTES Ratio	STEP 6 FOUNDATION ALLOCATION (District Office: \$772,565; M&O: \$628,815)	<u>CHABOT</u> \$3,215,072	<u>LAS POSITAS</u> \$2,755,350
	STEP 7 FTES RATIOS FORMULA ALLOCATION TOTAL ALLOCATION*	<u>\$33,631,412</u> <u>\$36,846,483</u> \$37,530,129	<u>\$23,448,377</u> <u>\$26,203,727</u> \$26,312,373
	STEP 8 LOCAL REVENUES TO BE ADDED <i>*Implementation Phase Adjustments</i> *FACULTY REASSIGNED TIME (3A) *CC NURSING/DENTAL AUGMENT <i>Note: Numbers subject to rounding</i>		<u>\$108,646</u> <u>\$108,646</u> <u>\$575,000</u>

EXHIBIT D

List of STEP 3A expenses

Districtwide :	Adoption FY 13-14	Tentative FY 14-15	\$ Change	% Change
RUMBL	\$ 5,799,993	\$ 6,089,992	\$ 289,999	5.0%
SERP	749,677	363,955	(385,722)	-51.5%
	<u>6,549,670</u>	<u>6,453,947</u>	<u>(95,723)</u>	<u>-1.5%</u>
District Office:				
Property & Liability Insurance	590,100	590,100	-	0.0%
Board Member Compensation	116,590	116,590	-	0.0%
Chancellor (Contract for Svcs)	12,000	-	(12,000)	-100.0%
Annual Audit	90,300	75,000	(15,300)	-16.9%
Telephone	54,000	45,000	(9,000)	-16.7%
EAP & SAP	8,000	12,000	4,000	50.0%
Fingerprinting	7,920	8,000	80	1.0%
TB exams	8,000	4,000	(4,000)	-50.0%
Convocation	3,000	4,000	1,000	33.3%
Accreditation	-	10,000	10,000	100.0%
Educational Master Plan	-	250,000	250,000	100.0%
Trustee elections	-	350,000	350,000	100.0%
	<u>889,910</u>	<u>1,464,690</u>	<u>574,780</u>	<u>64.6%</u>
Maintenance & Operations:				
Electricity	1,285,275	1,440,800	155,525	12.1%
Natural gas	510,000	450,000	(60,000)	-11.8%
Water & sanitation	436,217	379,200	(57,017)	-13.1%
Fuel	78,500	60,000	(18,500)	-23.6%
Disposal services	35,000	57,000	22,000	62.9%
Security services for Franklin Bldg	11,700	12,800	1,100	9.4%
Licenses & permits	5,500	6,800	1,300	23.6%
	<u>2,362,192</u>	<u>2,406,600</u>	<u>44,408</u>	<u>1.9%</u>
Campus Operations				
Reassigned Time	217,291	217,291	-	0.0%
Subsidized Program Units (Nursing/DH,etc)	575,000	575,000	-	0.0%
	<u>792,291</u>	<u>792,291</u>	<u>-</u>	<u>0.0%</u>
Total expenses in STEP 3A	10,594,063	11,117,528	523,465	4.9%
Plus Transition Funding	850,000	637,500	(212,500)	-25.0%
	<u>\$ 11,444,063</u>	<u>\$ 11,755,028</u>	<u>310,965</u>	<u>2.7%</u>

EXHIBIT D



CHABOT-LAS POSITAS COMMUNITY COLLEGE DISTRICT

Office of Human Resource Services

Benefits Office

Classified - Academic - Executive Administrators,

Classified & Confidential/Supervisory

Monthly Premium Rates

Fiscal Year July 1, 2014 - June 30, 2015



	Monthly Premium	District Contribution	Employee Contribution
Kaiser Permanente High HMO \$5 co-pay	\$	\$	\$
Employee only	691.24	641.24	50.00
Employee + 1	1,382.48	1,282.48	100.00
Employee + 2 or more	2,073.72	1,923.72	150.00
Kaiser Permanente Low HMO \$20 co-pay			
Employee only	671.22	651.22	20.00
Employee + 1	1,342.44	1,302.44	40.00
Employee + 2 or more	2,013.66	1,953.66	60.00
Anthem Blue Cross HMO \$15 co-pay (CaliforniaCare High HMO Plan)			
Employee only	855.05	770.05	85.00
Employee + 1	1,708.84	1,538.84	170.00
Employee + 2 or more	2,821.43	2,566.43	255.00
Anthem Blue Cross HMO \$30 co-pay (Low HMO Plan)			
Employee only	808.90	758.90	50.00
Employee + 1	1,616.41	1,516.41	100.00
Employee + 2 or more	2,669.22	2,519.22	150.00
Anthem Blue Cross PPO			
Employee only	1,586.24	855.05	711.19
Employee + 1	3,133.06	1,708.84	1,424.22
Employee + 2 or more	5,169.45	2,821.43	2,348.02
Delta Dental - Standard			
Employee only	69.10	69.10	0.00
Employee + 1	138.21	138.21	0.00
Employee + 2 or more	203.86	203.86	0.00
Delta Dental - Enhanced			
Employee only	85.64	69.10	16.54
Employee + 1	171.27	138.21	33.06
Employee + 2 or more	252.63	203.86	48.77
VSP Vision			
Employee only	13.46	13.46	0.00
Employee + 1	26.91	26.91	0.00
Employee + 2 or more	40.37	40.37	0.00

Rates are subject to change July 1 of each year.

EXHIBIT E



CHABOT-LAS POSITAS COMMUNITY COLLEGE DISTRICT
Office of Human Resource Services
Benefits Office



Faculty
 Monthly Premium Rates
 Fiscal Year July 1, 2014 - June 30, 2015

	Monthly Premium	District Contribution	Faculty Contribution 10 months	Annual Faculty Contribution
Kaiser Permanente \$5 High HMO	\$	\$		
Employee only	691.24	631.24	60.00	600.00
Employee + 1	1,382.48	1,262.48	120.00	1,200.00
Employee + 2 or more	2,073.72	1,893.72	18000	1,800.00
Kaiser Permanente \$20 Low HMO				
Employee only	671.22	647.22	24.00	240.00
Employee + 1	1,342.44	1,294.44	48.00	480.00
Employee + 2 or more	2,013.66	1,941.66	72.00	720.00
Anthem Blue Cross High HMO (\$15 plan)	<i>(Contractual Change for 2013-14: Office Visits: \$10; and Rx: \$10 Generic/\$20 Brand)</i>			
Employee only	855.05	753.05	102.00	1,020.00
Employee + 1	1,708.84	1,504.84	204.00	2,040.00
Employee + 2 or more	2,821.43	2,515.43	30600	3,060.00
Anthem Blue Cross \$30 Low HMO				
Employee only	808.90	748.90	60.00	600.00
Employee + 1	1,616.41	1,496.41	120.00	1,200.00
Employee + 2 or more	2,669.22	2,489.22	180.00	1,800.00
Anthem Blue Cross PPO				
Employee only	1,566.24	855.05	853.43	8,534.28
Employee + 1	3,133.06	1,708.84	1,709.06	17,090.64
Employee + 2 or more	5,169.45	2,821.43	2,817.62	28,176.24
Delta Dental - Standard				
Employee only	69.10	69.10	0.00	0.00
Employee + 1	138.21	138.21	0.00	0.00
Employee + 2 or more	203.86	203.86	0.00	0.00
Delta Dental - Enhanced				
Employee only	85.64	69.10	19.85	198.48
Employee + 1	171.27	138.21	39.67	396.72
Employee + 2 or more	252.63	203.86	48.77	585.24
VSP Vision				
Employee only	13.46	13.46	0.00	0.00
Employee + 1	26.91	26.91	0.00	0.00
Employee + 2 or more	40.37	40.37	0.00	0.00

Rates are subject to change July 1 of each year.

EXHIBIT E

California Community Colleges

Sound Fiscal Management Self-Assessment Checklist

- 1. Deficit Spending – Is this area acceptable? Yes / No**
 - Is the district spending within their revenue budget in the current year?
 - Has the district controlled deficit spending over multiple years?
 - Is deficit spending addressed by fund balance, ongoing revenue increases, or expenditure reductions?
 - Are district revenue estimates based upon past history?
 - Does the district automatically build in growth revenue estimates?

- 2. Fund Balance – Is this area acceptable? Yes / No**
 - Is the district's fund balance stable or consistently increasing?
 - Is the fund balance increasing due to on-going revenue increases and/or expenditure reductions?

- 3. Enrollment – Is this area acceptable? Yes / No**
 - Has the district's enrollment been increasing or stable for multiple years?
 - Are the district's enrollment projections updated at least semi-annually?
 - Are staffing adjustments consistent with the enrollment trends?
 - Does the district analyze enrollment and full-time equivalent students (FTES) data?
 - Does the district track historical data to establish future trends between P-1 and Annual for projection purposes?
 - Has the district avoided stabilization funding?

- 4. Unrestricted General Fund Balance – Is this area acceptable? Yes / No**
 - Is the district's unrestricted general fund balance consistently maintained at or above the recommended minimum prudent level (5% of the total unrestricted general fund expenditures)?
 - Is the district's unrestricted fund balance maintained throughout the year?

- 5. Cash Flow Borrowing – Is this area acceptable? Yes / No**
 - Can the district manage its cash flow without Interfund borrowing?
 - Is the district repaying TRANS and/or borrowed funds within the required statutory period?

- 6. Bargaining Agreements – Is this area acceptable? Yes / No**
 - Has the district settled bargaining agreements within new revenue sources during the past three years?
 - Did the district conduct a pre-settlement analysis identifying an ongoing revenue source to support the agreement?
 - Did the district correctly identify the related costs?
 - Did the district address budget reductions necessary to sustain the total compensation increase?

- 7. Unrestricted General Fund Staffing – Is this area acceptable? Yes / No**
 - Is the district ensuring it is not using one-time funds to pay for permanent staff or other ongoing expenses?
 - Is the percentage of district general fund budget allocated to salaries and benefits at or less than the statewide average (i.e. the statewide average for 2003-04 is 85%)?

- 8. Internal Controls – Is this area acceptable? Yes / No**
 - Does the district have adequate internal controls to insure the integrity of the general ledger?
 - Does the district have adequate internal controls to safeguard the district's assets?

EXHIBIT F

- 9. Management Information Systems – Is this area acceptable? Yes / No**
- Is the district data accurate and timely?
 - Are the county and state reports filed in a timely manner?
 - Are key fiscal reports readily available and understandable?
- 10. Position Control – Is this area acceptable? Yes / No**
- Is position control integrated with payroll?
 - Does the district control unauthorized hiring?
 - Does the district have control over part-time academic staff hiring?
- 11. Budget Monitoring – Is this area acceptable? Yes / No**
- Is there sufficient consideration to the budget, related to long-term bargaining agreements?
 - Are budget revisions completed in a timely manner?
 - Does the district openly discuss the impact of budget revisions at the board level?
 - Are budget revisions made or confirmed by the board in a timely manner after the collective bargaining agreements are ratified?
 - Has the district's long-term debt decreased from the prior fiscal year?
 - Has the district identified the repayment sources for the long-term debt?
 - Does the district compile annualized revenue and expenditure projections throughout the year?
- 12. Retiree Health Benefits – Is this area acceptable? Yes / No**
- Has the district completed an actuarial calculation to determine the unfunded liability?
 - Does the district have a plan for addressing the retiree benefits liabilities?
- 13. Leadership/Stability – Is this area acceptable? Yes / No**
- Has the district experienced recent turnover in its management team (including the Chief Executive Officer, Chief Business Officer, and Board of Trustees)?
- 14. District Liability – Is this area acceptable? Yes / No**
- Has the district performed the proper legal analysis regarding potential lawsuits that may require the district to maintain increased reserve levels?
 - Has the district set up contingent liabilities for anticipated settlements, legal fees, etc?
- 15. Reporting – Is this area acceptable? Yes / No**
- Has the district filed the annual audit report with the System Office on a timely basis?
 - Has the district taken appropriate actions to address material findings cited in their annual audit report?
 - Has the district met the requirements of the 50 percent law?
 - Have the Quarterly Financial Status Reports (CCFS-311Q), Annual Financial and Budget Reports (CCFS-311), and Apportionment Attendance Reports (CCFS-320) been submitted to the System Office on or before the stated deadlines?

EXHIBIT F

EXHIBIT G

(All links are disabled within this document. To access the original document, copy and paste the following web address to your browser - <http://www.clpccd.org/board/CLPCCDIPBMFINAL.php>)

Integrated Planning & Budget Model (IPBM)

Presentation by Chancellor Jackson on IPBM

Click here to go to the new IPBM District-wide Committee meeting information webpages.

If you would like to provide feedback on the IPBM process, please send an email to districtipb@clpccd.org. Beginning in 2014 we will establish a discussion board for comments.

The following documents are a result of comments and modifications from the CLPCCD community based on open forums held on the campuses and meetings with all constituency groups: DBSG 12/20/13, Administrator 1/10/14, Chabot Open Forum 1/30/14, District Open Forum 2/4/14, Las Positas Town Hall 2/5/14, DBSG 2/7/14 and DBSG 3/7/14.

Click here to view the draft redline versions of the documents that were changed based on feedback received from all the constituency groups.

TABLE OF CONTENTS

This document contains the following sections that outline the general structure of the Integrated Planning and Budget (IPB) process.

I. Introduction

II. Background

- Progress
- Long Range Budget Plan
- Deficit Spending
- Reserves

III. A Collaborative Process

- List of STEP 3A expenses

IV. Guiding Principles of the IPB Process

V. Guiding Principles of the District Wide Committee

VI. Shared Agreement Decision Model

- Support for Effectiveness

VII. College Planning

VIII. District Support Services Planning

IX. Review and Update

ATTACHMENTS

Attachment 1 - CWG Meeting Notes

Attachment 2 - Chancellor's Work Group (CWG) Membership

Attachment 3 - CWG Guiding Principles and Timeline

Attachment 4 - Survey of Campus Budget Allocation Models, Feb 2, 2010

Attachment 5 - CLPCCD BAM PowerPoint- Convocation Presentation

Attachment 6 - Coast Community College District "Adopted Budget Allocation"

Attachment 7 - Gavilan Joint Community College "Linking Program Review and the Annual Budget for Better Outcomes" presented at the Spring 2008 Conference of the Association of College Business Officials (ACBO), 5/18/08

Attachment 8 -

A. Kern Community College District, "Budget Allocation Model: BAM" presented at the ACBO Spring 2008 Conference, 5/19/08

B. Kern Centralization of Business Services

C. Kern Mapping of Decision Making

Attachment 9 -

A. Los Angeles Community College District Budget Allocation Model, presented at the ACBO 2008 Conference, 5/19/08

B. Los Angeles Community College District Budget 2007-08

Attachment 10 - Los Rios Community College District, "Budgeting Principles and Formulas"

Attachment 11 -

A. Peralta Community College District, "Budget Allocation Model"

B. Peralta Community College District Budget Allocation Model Additions-Modifications Supplemental Information

C. Peralta Community College District Budget Allocation Model Assessment 2013

Attachment 12 - Skyline College, "Balanced Scorecard", Fall 2007, Office of Planning, Research and Institutional Effectiveness

Attachment 13 -

A. CLPCCD Budget Allocation Model (BAM) Administrative Procedures

B. CLPCCD Budget Allocation Model (BAM) Procedural Steps and Budget Allocations

Attachment 14 - Status of Deficient Spending

Attachment 15 - Status of Reserves Level

Attachment 16 - Email from LPC President on IPB Process with URL links

DIAGRAMS

Diagram 1. Chabot College Planning & Budget Process

Diagram 2. Las Positas College Planning & Budget Process

Diagram 3. District Service Centers Planning & Budget Process (TBD)

Diagram 4. Integrated Planning and Budget Model (DRAFT)

Diagram 5. Cyclical Evaluation, Planning & Improvement Model

DISTRICT-WIDE COMMITTEES

District Educational Support Services Committee

District Facilities Committee

District Planning & Budget Committee

District Technology Coordinating Committee

I. INTRODUCTION

The District Budget Study Group (DBSG) held its initial meeting for the academic year 2013-14 on September 6, 2013. During the course of this meeting the new Chancellor, hired in July 2013 raised the question of the district's procedures for integrating the budget with the planning processes conducted at the campuses. Based upon the discussion that ensued it was agreed that a subcommittee of the DBSG would be formed to address the lack of a "formal" budget integration process to include the campuses, the district service centers and Maintenance & Operations.

This ad-hoc group would be called the Chancellor's Work Group (CWG) and would meet in lieu of the full DBSG during the fall semester to establish the parameters and guiding framework for the district-wide integrated planning & budget process (IPB). The meeting notes for this committee are attached as reference ([Attachment 1](#)). The CWG membership as well as the committee's charge and timeline are also included as [Attachments 2](#) and [Attachment 3](#).

In order to expedite the process, a subcommittee of the CWG was formed to conduct the preliminary review of IPB plans from the following seven colleges and districts:

1. Coast Community College District "Adopted Budget Allocation" ([Attachment 6](#))
2. Gavilan Joint Community College "Linking Program Review and the Annual Budget for Better Outcomes" presented at the Spring 2008 Conference of the Association of College Business Officials (ACBO), May 18, 2008 ([Attachment 7](#))
3. Kern Community College District, "Budget Allocation Model: BAM" presented at the ACBO Spring 2008 Conference, May 19, 2008 ([Attachment 8A](#), [Attachment 8B](#), [Attachment 8C](#))
4. Los Angeles Community College District Budget Allocation Model, presented at the ACBO 2008 Conference, May 19, 2008 ([Attachment 9A](#), [Attachment 9B](#))
5. Los Rios Community College District, "Budgeting Principles and Formulas" ([Attachment 10](#))
6. Peralta Community College District, "Budget Allocation Model" ([Attachment 11A](#), [Attachment 11B](#), [Attachment 11C](#))
7. Skyline College, "Balanced Scorecard", Fall 2007, Office of Planning, Research and Institutional Effectiveness ([Attachment 12](#))

Also included in the subcommittee's review was the CLPCCD district report from School Services of California, Inc. (SSCal), "Survey of Campus Budget Allocation Models". This report was completed in 2010 and was used to inform the current budget allocation model (BAM) adopted in FY 2012-13; with initial implementation slated for FY 2013-14 ([Attachment 4](#) and [Attachment 5](#)). The SSCal report addressed the question: What models are multi-campus districts using to allocate budgets to their campuses? The districts surveyed included:

- Foothill-DeAnza Community College District
- Kern Community College District*

- Los Angeles Community College District*
- Los Rios Community College District*
- Rancho Santiago Community College District
- San Diego Community College District
- San Mateo Community College District, and
- Yuba Community College District

As noted above with the asterisk (*), there was a duplication of three colleges from the original report by School Services and those reviewed by the CWG. In total, twelve different colleges and districts informed the recommendations contained herein as part of the CLPCCD Integrated Planning and Budgeting (IPB) process.

II. BACKGROUND

In November 2009, the Accrediting Commission for Community and Junior Colleges (ACCJC) conducted a comprehensive site visit at the two colleges in the Chabot-Las Positas Community College District (CLPCCD): Chabot College and Las Positas College.

The ACCJC made the following recommendation under Standard IIIB.

“To meet the standards, the team recommends that the district and the college complete the evaluation of the resource allocation process in time for budget development for the 2010-2011 academic year, ensuring transparency and assessing the effectiveness of resource allocations in supporting operations”.

On September 4, 2012, the Accrediting Commission for Community and Junior Colleges notified the Chabot-Las Positas Community College District that after its review of the district’s Annual Fiscal Report (AFR), the District had been identified as having a potential financial risk. The reasons for the review were negative ending balance and significant enrollment loss.

In October 2012, Chabot College and Las Positas College submitted the Midterm Reports outlining the Progress Made, Analysis of Results Achieved, and Evidence, as required for a Midterm Report. The ACCJC accepted the reports from both colleges.

Evidence:

Chabot College Evaluation Report - College/District Recommendation 1 & 2

<http://www.chabotcollege.edu/accreditation/documents/AccreditationEvaluation.pdf>

ACCJC Letter of Acceptance of Mid-Term Report from Chabot College

<http://www.chabotcollege.edu/accreditation/letter.asp>

Las Positas College Mid-Term Report – College/District Recommendation 1 & 2

http://www.laspositascollege.edu/accreditation/documents/01MidtermReportLPCFinal_10-15_12_withlinks.pdf

ACCJC Letter of Acceptance of Mid-Term Report from Las Positas College

<http://www.laspositascollege.edu/accreditation/documents/AccredMidtermLetter2-12-13LPC.pdf>

On December 18, 2012, the ACCJC notified the CLPCCD that the Financial Review Team had met and conducted an in-depth analysis of the institution's financial reports. The Team recommended that the District provide a Special Report to the Commission. On February 5, 2013, the ACCJC requested that the Special Report be provided to the Commission by April 1, 2013. The purpose of the Special Report was to develop a long range budget plan to address deficit spending and low reserves.

Progress

Since the writing of the Midterm Reports there has been another Joint Consortium meeting and several DBSG meetings held. The Interim Chancellor held a Joint Consortium Special Meeting on September 11, 2012 with Chancellor's Cabinet, Chancellor's Council and the DBSG. The purpose of the Consortium meeting was to create values (how we are going to heal ourselves and each other) that will be used as we work together throughout the year on various issues including the crafting of a Budget Allocation Model, and of CLPCCD, given the changes happening in higher education. The values and compelling statements from this work were carried forward as the DBSG continued to meet.

Evidence

<http://www.clpccd.org/board/Chancellor.php>

The DBSG met on October 26, 2012; November 16, 2012; December 7, 2012; January 25, 2013, February 8, 2013; and March 15, 2013.

Evidence

<http://www.clpccd.org/business/BusinessServicesDistrictBusinessBudgetStudyGroup.php>

Response to Financial Review Team Recommendation

Long Range Budget Plan

At its meeting on March 15, 2013, the DBSG approved and adopted a Funding Allocation Model (Attachment 13A and 13B) to be utilized in the development of a 3-year budget cycle starting with fiscal year 2013-14. A vote was taken with 20 yes, 3 no and 3 abstained.

This model was recommended to the Chancellor, who in turn recommended it to the Board of Trustees at its March 19, 2013 meeting.

Recommended Action: The Board of Trustees approves the Funding Allocation Model recommended by the District Budget Study Group (DBSG) and the Chancellor. This approval is a commitment to a three (3) year budget cycle from 2013-14 to 2015-16 and is to be reviewed annually.

By this recommendation, the Board authorizes the Chancellor to develop Board Policy and Administrative Procedures utilizing the appropriate shared governance processes to implement this model beginning FY 2013-14. The Board also authorizes the Chancellor to conduct an external study of District Operations (District Office and Maintenance & Operations) to determine the appropriate size of District operations to support the Colleges. This study is to be completed within the FY 2013-14.

The Board of Trustees unanimously approved the Funding Allocation Model recommended by the District Budget Study Group (DBSG) and the Chancellor. Adoption of the new model

provides the District with the financial tool for long-range budget planning that addresses deficit spending and low reserves. This approval is a commitment to a three (3) year budget cycle from 2013-14 to 2015-16 and is to be reviewed annually.

Evidence:

Draft minutes of March 15, 2013 DBSG meeting

<http://www.clpccd.org/business/BusinessServicesDistrictBusinessBudgetStudyGroup.php>

Draft minutes of March 19, 2013 Board meeting

<http://www.clpccd.org/board/BoardAgendaArchives.php>

Deficit Spending

The District has reversed its deficit spending as shown in Attachment 14. For the 2012-13 fiscal year, district revenues are more than expenditures by about \$1.7 million. The two (2) main reasons for the reversal in deficit spending are: 1) expenditure reductions made by the district and 2) the passage of Proposition 30 and avoidance of mid-year trigger cuts.

Evidence:

Board Presentation - Budget Update for FY 2012-13 & New Allocation Model

<http://www.clpccd.org/business/documents/AllocationModelUpdate3-5-13BoardMtng-BoardPosting- Revc.pdf>

Reserves

The District Reserve is now projected at \$7.6 million or about 8.37% of expenditures as shown in Attachment 15. And with the district no longer deficit spending, the reserve is expected to increase above its current level. The new Funding Allocation Model also incorporates a process by which reserves can be increased district-wide and by location (College, District Office and Maintenance & Operations).

Evidence:

Board Presentation - Budget Update for FY 2012-13 & New Allocation Model

<http://www.clpccd.org/business/documents/AllocationModelUpdate3-5-13BoardMtng-BoardPosting- Revc.pdf>

March 15, 2013 Meeting Minutes

<http://www.clpccd.org/business/BusinessServicesDistrictBusinessBudgetStudyGroup.php>

March 19, 2013 Meeting Minutes <http://www.clpccd.org/board/BoardAgendaArchives.php>

The new Funding Allocation Model provides the district with a financial tool that gives the following:

- Treats all employees fairly
- Simple to understand
- It is Revenue Based
- Puts money out to Colleges
- The College Budget Committees are empowered to make decisions
- We are all responsible to live within our means
- Promotes accountability and transparency district-wide
- Incorporates a process to build back our RUMBL and Reserve
- Addresses ACCJC Accreditation Recommendations

The following is the DBSG Committee composition and the constituencies they represent. A step-by-step narrative and the accompanying calculations are shown in Attachment 13.

Chancellor's Executive Staff:

Judy E. Walters – Interim Chancellor
Jeffrey Kingston – Vice Chancellor, Education Planning
Lorenzo Legaspi – Vice Chancellor, Business Services
Wyman Fong – Vice Chancellor, Human Resources
Susan Sperling – President, Chabot College
Kevin Walthers – President, Las Positas College

District Budget Study Group

Judy Walters - Interim Chancellor-Ex Officio
Lorenzo Legaspi - V.C. Business Services
Barbara Yesnosky- Director - Business Services
Tim Nelson - Director - M&O
Judy Hutchinson - Budget Officer - Ex Officio
Joanne Bishop-Wilbur - Classified Senate
Pedro Ruiz DeCastilla - Classified
Linda Wilson – SEIU
Pushpa Swamy – Business Operations Coordinator
Kevin Walthers - Presidents- Ex Officio
Susan Sperling - Presidents- Ex Officio
Designee - Natasha Lang - V.P. Business Services
Connie Willis - V.P. Business Services
Janice Noble - V.P Academic Services
Dale Wagoner (Interim) - V.P Academic Services
Diana Rodriguez - V.P. Student Services
Gerald Shimada (Interim) - V.P. Student Services
Dave Fouquet - Faculty Association
Kathy Kelley - Faculty Senate
Charlotte Lofft - Faculty Senate
Ming-Lun Ho - Faculty Senate
Yvonne Wu-Craig - Classified Senate
Gordon Watt - Classified
Andrea Preciado- Student
LaVaughn Hart - Faculty Association
Sarah Thompson - Faculty Senate
Bob D'Elena - Faculty Senate
Justin Garoupa - Faculty Senate
Todd Steffan - Classified Senate
Heidi Ulrech - Classified
Sundeep Sidhu- Student

III. A Collaborative Process

The IPB process outlines the partnership between the district and the Colleges in order to identify budget guidelines derived from several planning documents. These planning documents

include the colleges' educational master plans, colleges/district technology plans, facility plans, strategic goals established by the Board of Trustees, as well as other goals or board priorities that may require resource allocations that do not fall under one specific category. In developing the budget, resources will be allocated to the extent that funds are available taking a conservative approach to allocation of funds.

In developing the final budget the first priority is to allocate sufficient resources to maintain those functions that support the mission of the colleges and the district so that high quality instructional services can be offered to students. The district recognizes that there are a number of permanent fixed costs that exist; these expenditures are identified in "STEP #3A" which represents those commitments and contractual obligations that support district-wide commitments:

<u>List of STEP 3A expenses</u>		<u>FY 13-14</u>
District-wide:		
RUMBL	\$	5,799,993
SERP	\$	749,677
	\$	6,549,670
District Office:		
Property & Liability Insurance	\$	590,100
Board Member Compensation	\$	116,590
Chancellor (Contract for Svcs)	\$	12,000
Annual Audit	\$	90,300
Telephone	\$	54,000
EAP & SAP	\$	8,000
Fingerprinting	\$	7,920
TB exams	\$	8,000
Convocation	\$	3,000
	\$	889,910
Maintenance & Operations:		
Electricity	\$	1,285,275
Natural gas	\$	510,000
Water & sanitation	\$	436,217
Fuel	\$	78,500
Disposal Services	\$	35,000
Security services for Franklin Bldg	\$	11,700
Licenses & permits	\$	5,500

			2,362,192
	Campus Operations		
	Reassigned Time	\$	217,291
	Subsidized Program Units (Nursing/DH,etc.)	\$	575,000
		\$	792,291
	Total expenses in STEP 3A	\$	10,594,063
	Less Campus Operations	\$	(792,291)
	Plus Transition Funding	\$	850,000
	Total expenses in 3A less Campus Operations Plus Transition Funding	\$	10,651,772

In keeping with the alignment of college and district goals the Chabot Las Positas Community College District (CLPCCD) Board of Trustees adopted the following mission statement on April 16, 2013

The Chabot-Las Positas Community College District (CLPCCD) prepares students to think critically, engage socially, and acquire workplace knowledge and educational skills in order to contribute ethically as citizens in a Global Society.

The Las Positas College mission statement was also adopted on April 16th:

Las Positas College is an inclusive learning-centered institution providing educational opportunities and support for completion of students' transfer, degree, basic skills, career-technical, and retraining goals.

Chabot College has also updated its mission statement and is currently in the college review process and the final statement should be approved in spring 2014.

The following functional charts outline the campus and district allocation processes.

Diagram 1. Chabot College Integrated Planning & Assessment Diagram

Diagram 2. Las Positas College Integrated Planning & Assessment Diagram

Diagram 3. District Service Centers (In Progress)

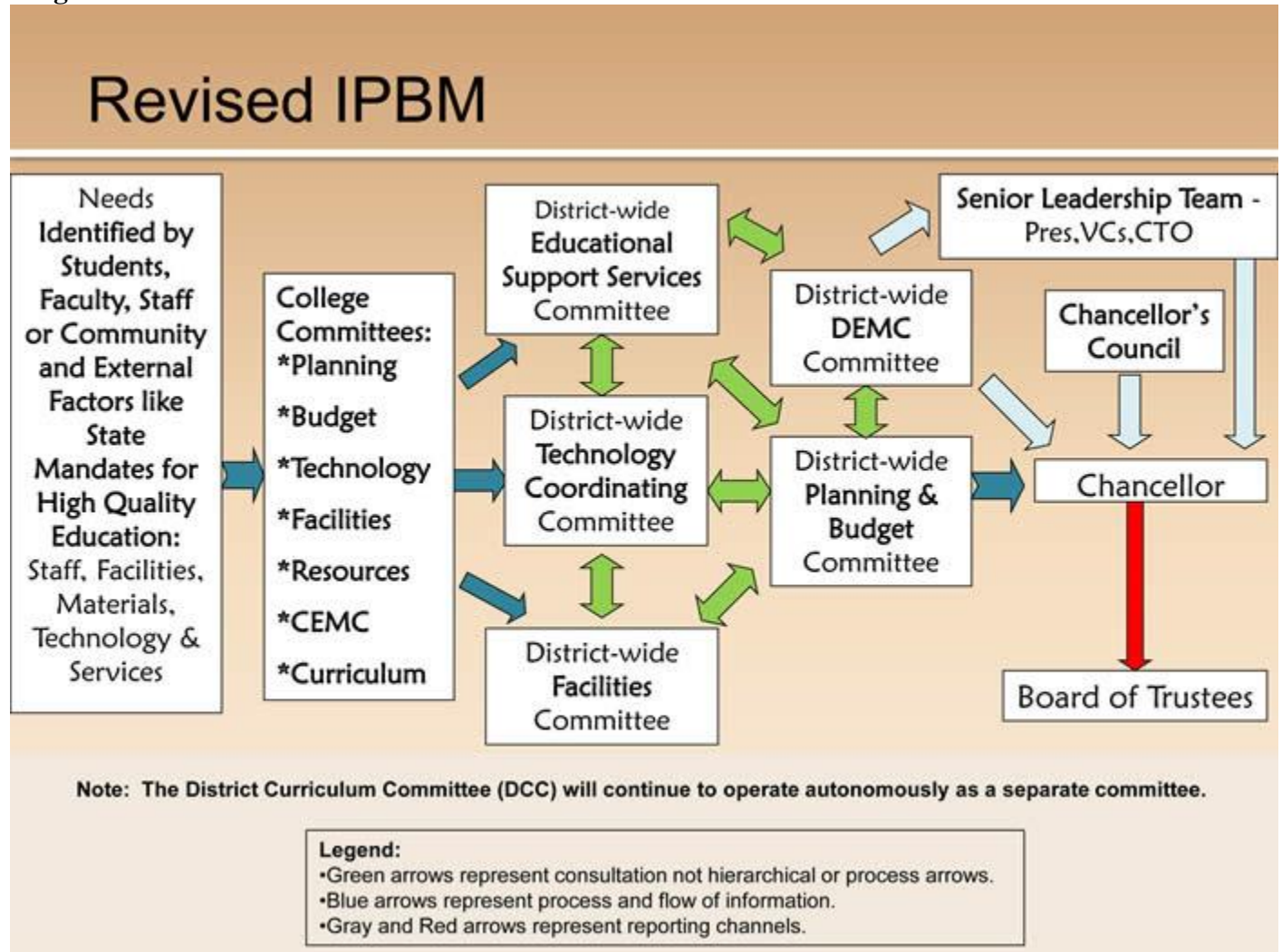
Diagram 4. DRAFT-Integrated Planning & Budget Model

IV. GUIDING PRINCIPLES of the Integrated Planning and Budgeting (IPB) PROCESS

In an effort to increase communication, provide transparency and develop trust in the process the Chancellor's Work Group (CWG) established the following guiding principles in the development of this IPB model.

- Educational planning and needs should be the foundation of all decision-making and should be in alignment with the colleges' and district educational missions.
- College planning should be the primary determinant for establishing shared governance recommendation.
- Be easily understood and provide a forum for shared participation in the decision-making process.
- Insure educational planning, student needs and assessment of Key Performance Indicators (KPIs) are the foundation of all budget decision making.
- Provide a written narrative of the Integrated Planning and Budget (IPB) process and the Budget Allocation Model (BAM) in order to memorialize the process.
- Provide consistency in the allocation of funds in order to promote transparency and the integration of planning into the budgeting process while maintaining alignment with the State of California's SB 361 funding model.
- Provide clear accountability amongst all stakeholders on roles and responsibilities and establish a periodic review and assessment of the process to make recommendations for improvement.
- Provide for autonomous decision making at the college level while using the college planning process as the primary source for determining shared governance recommendations.
- Provide a clear path from recommendations to consideration in the decision-making cycle in order to integrate policy, planning and budgeting across all major areas.
- The current district committees for District Enrollment Management Committee (DEMC), District Curriculum Committee (DCC), and the Academic Calendar Committee will continue to operate autonomously as separate committees.

Diagram 4



DISTRICT-WIDE COMMITTEES

[District Educational Support Services Committee](#)

[District Facilities Committee](#)

[District Planning & Budget Committee](#)

[District Technology Coordinating Committee](#)

V. Guiding Principles of the District Wide Committees

1. The role of district-wide committees is to provide uniform data, assure consistent processes, and to encourage and promote coordination and communication. The Colleges are the primary source because they are closest to student needs and have educational expertise to strengthen student success, completion and equity in alignment with the district and colleges' educational missions.
2. There needs to be a clear flow of communication between committees so that the development of recommendations is transparent and logical. Additionally, some recommendation(s) cross committee boundaries and clear communication ensures the

recommendations are developed in the spirit of transparency and there is a logical process for review.

3. This IPB process provides a clear path from recommendation(s) inception to consideration/enactment in the decision-making cycle in order to integrate policy, planning and budgeting across all major areas.
4. All decisions and minutes shall be documented and publicized widely, using all available means. This ensures effective communication to colleges and constituencies.
5. The Planning and Budget Committee has the authority to make recommendations to the Chancellor and to make recommendations on initiatives proposed by the Chancellor. The Chancellor on behalf of the Board, and/or the Board Chair, provides a response to advisory and constituency bodies if the recommendations are not adopted or are substantively modified.
6. All committees have the right to make recommendations directly to the Chancellor and Board of Trustees. No committee can veto a recommendation; however comments and/or modifications are encouraged in order to promote widespread support. The committees will regularly evaluate and assess the effectiveness of their processes, identify areas for improvement and make recommendations where appropriate.
7. The PBC is charged with using a district-wide viewpoint of what is best for the organization as a whole.
8. There needs to be consistency of membership to ensure the ability to function as a team in making tough decisions. Therefore, alternates are not allowed. Decisions will continue to be made if members are absent and they cannot challenge decisions made in their absence. If a member misses three sessions, the PBC will ask the appointing group to name a replacement, but the appointing group can only do this once during a term to avoid a loss of continuity and efficiency.
9. The initial term of membership will be two years to allow the system to be developed and run effectively before a new slate of members is installed. This allows for continuity and the development of a collaborative practice. Members are allowed to miss three meetings with no penalties; additional absenteeism will allow the appointing body to select a new member for the remainder of the term.
10. Start with a retreat to review the Chancellor's and Board's goals at the beginning of the year. This will help ensure a common direction and focus across the committees.

VI. Consensus Decision Model

The recommended decision model has three key elements:

1. All decisions are documented: Every recommendation will be documented in detail and forwarded to the Chancellor.
2. Primary Decision Rule is through "Consensus": The PBC is charged with developing district-wide recommendations that best serve students and the community using evidence-based

processes and criteria. Therefore, it recommended that the PBC work towards solutions that are based on the results of such agreed-upon processes and criteria, and the “consensus” decision model. Consensus is achieved when all members of the group rate a proposal as A, B or C:

A: *Unqualified support*

B: *Acceptable* – best of the options we have

C: *Can live with the decision* – not especially enthusiastic but the process was followed and all viewpoints received a fair hearing. If all members do not indicate A, B, or C the group can continue to refine the proposal if there is sufficient time to do so to arrive at consensus. Consensus can also be achieved if a majority of the group indicates A, B, or C, and the remaining members indicate:

D: Do not fully agree with the recommendation but feel the process was followed; need to have my viewpoint included in the documentation as a minority report

3. Voting is the Back-up Process: If consensus cannot be reached within the time constraints of the planning-budgeting cycle, the PBC will vote on the issue. However, voting will not be used to achieve a decision based on a majority of votes, but rather as a method of recording committee members’ assessment of proposals. The full record of the vote including any alternative viewpoints will be documented and sent to the Chancellor.

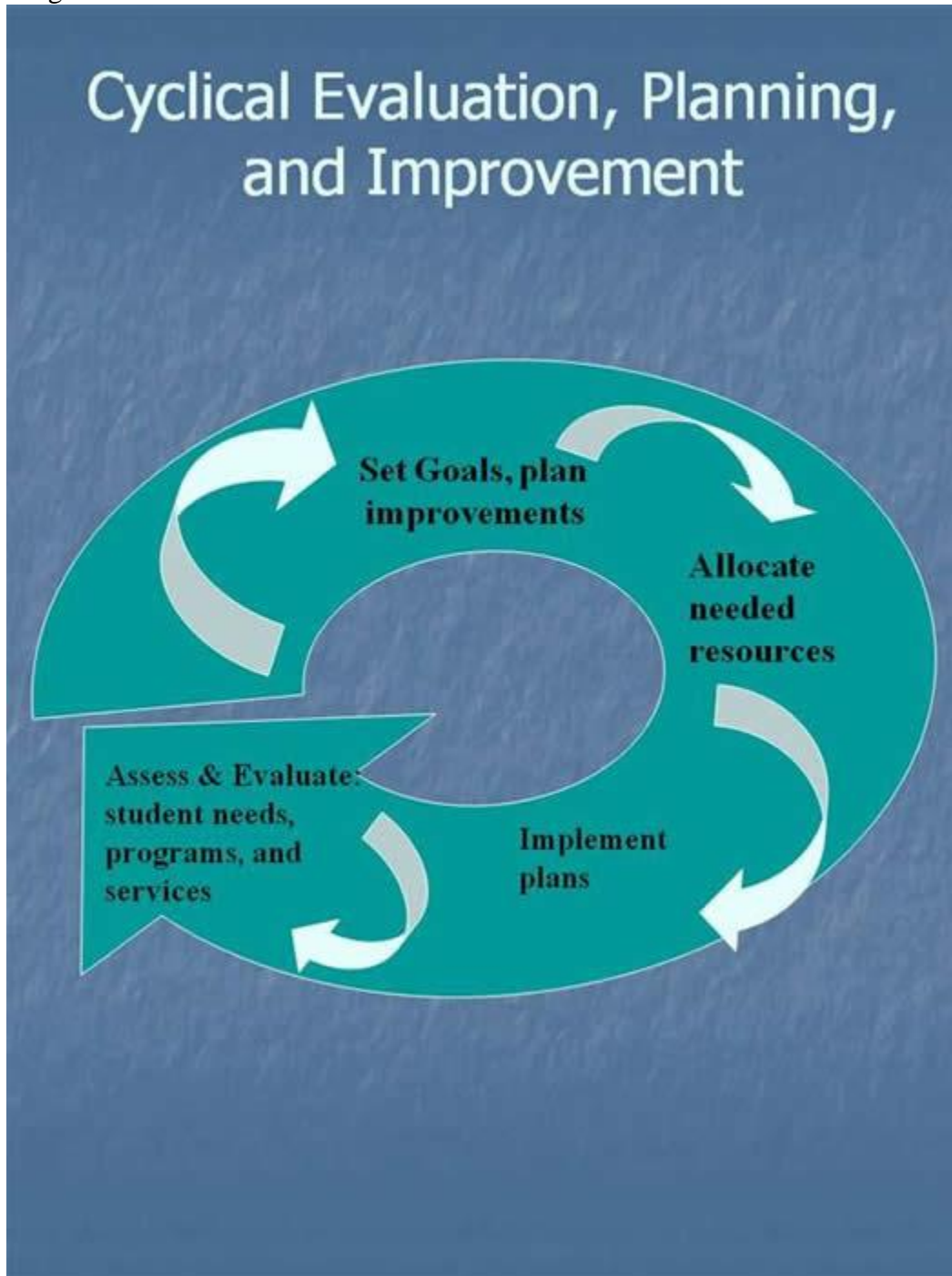
Support for Effectiveness

The district will provide support for the PBI. This includes providing appropriate technical support (e.g., research, policy) and logistics and minutes.

The goal is to have fewer, more highly supported action meetings at key decision-making milestones, rather than more frequent discussion-oriented sessions.

An important support for effectiveness is to institute a regular review of district and college implementation successes and challenges, i.e., an assessment of whether previous year plans are being acted upon using agreed upon matrices or established rubrics. The following cyclic evaluation planning and improvement diagram provides a macro overview of the process.

Diagram 5



VII. College Planning

Each college is responsible for its planning and shared governance processes. With this in mind, the CWG recommends that each college conduct a process to assess, strengthen and streamline their local governance processes. This would allow the colleges to ensure a solid foundation for planning decisions that will move through the district-wide planning and budget integration process. Such a review would also provide an opportunity for the colleges to consider changes that might help to align their efforts with the IPBM.

VIII. District Support Services Planning

Similar to the college's program review process, each district service area is responsible for its planning and budgeting in order to effectively support the CLPCCD's mission and to provide services to the campus sites. The district planning and budgeting process will be aligned with the established budget calendar prepared by the Planning & Budgeting Committee (PBC) and each senior administrator is responsible for completing an annual service area report.

Prior to review by the appropriate district wide committee, the chancellor (in collaboration with the district senior executive staff) will consolidate and prioritize the requests. Whenever possible, decisions will be data-driven to insure equity, accountability and transparency. Service area plans will identify needed resources to include, but not limited to equipment, personnel, facilities and/or technology.

IX. Review and Update

The Chancellor's Working Group (CWG) will review the overall effectiveness of the implementation of this document after one year.

EXHIBIT H

Common Terminology

50 Percent Law: The “50 Percent Law”, as defined in *Education Code* Section 84362 and *California Code of Regulations* Section 59200 et seq., requires California Community College districts to spend each fiscal year 50% of the current expense of education for payment of salaries of classroom instructors. The intent of the statute is to limit class size and contain the relative growth of administrative and non-instructional costs. The *Annual Financial and Budget Report* (CCFS-311) includes actual data on the district’s current expense of education and compliance with the 50% Law. (See Current Expense of Education.)

Abatement: A complete or partial cancellation of an item of income or expenditure.

Academic Employee: A district employee who is required to meet minimum academic standards as a condition of employment.

Account Code: A sequence of numbers and/or letters assigned to ledger accounts to classify transactions by fund, object, activity, etc.

Accounting: (1) The special field concerned with the design and implementation of procedures for the accumulation and reporting of financial data. (2) The process of identifying, measuring, and communicating financial information to permit informed judgments and decisions by users of the information.

Accounting Period: Any period of time at the end of which a district determines its financial position and results of operations.

Accounting Procedures: All processes which identify, record, classify, and summarize financial information to produce reports and to provide internal control.

Accounting System: The total structure of records and procedures which identify, record, classify, and report information on the financial operations of an agency through its funds, account groups, and organizational components.

Accounts Payable: A short-term liability account reflecting amounts due to others for goods and services received prior to the end of an accounting period (includes amounts billed, but not paid). Most of these definitions are from *Governmental Accounting, Auditing, and Financial Reporting* (GAAFR).

Accounts Receivable: An asset account reflecting amounts due from others for goods and services provided prior to the end of an accounting period (includes amounts advanced but not repaid).

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. (Contrast with Cash Basis.)

Activity: A set of institutional functions or operations related to an academic discipline or a grouping of services.

Actuarial Report: A report prepared by an actuary to determine the financial impact of risks and uncertainties. Generally used to determine the required contributions of post employment benefits or self insured liabilities.

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.

Ad Valorem Tax: A tax based on the assessed value of real estate or personal property.

Agency Fund: A fund used to account for assets held by a governmental unit as an agent for individuals, private organizations, other governments, and/or other funds; for example, taxes collected and held by the county for a college district.

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

Amortization: (1) The portion of the cost of a limited-life or intangible asset charged as an expense during a particular period. (2) The reduction of debt by regular payments of principal and interest sufficient to retire the debt by maturity.

Annual Appropriation Limit (Gann Limit): In California, all governmental jurisdictions, including community college districts, must compute an annual appropriation limit based on the amount in prior years adjusted for changes in population, cost-of-living, and other factors, if applicable (Article XIII-B of the *State Constitution*).

Annuity: A series of equal money payments made, or received, at equal intervals during a designated period of time.

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

Apportionment Notice: A document notifying community college districts of moneys deposited on their behalf with the county treasurer.

Appraisal: An estimate of value made by the use of systematic procedures based upon physical inspection and inventory, engineering studies, and other economic factors.

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 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.

Appropriation Ledger: A set of accounts for amounts allocated or budgeted. Such accounts usually show the amount originally appropriated, transfers to or from other accounts, amounts charged against the appropriation, encumbrances, unencumbered balances, and other related information.

Arbitrage: Classically, the simultaneous purchase and sale of the same or an equivalent security in order to profit from price discrepancies. In government finance, the most common occurrence of arbitrage involves the investment of the proceeds from the sale of tax-exempt securities in a taxable money market instrument that yields a higher rate, resulting in interest revenue in excess of interest costs.

Assessed Valuation: Value placed upon personal and real property by a governmental unit as a basis for levying taxes.

Assessment: (1) The process of making the official valuation of property for purposes of taxation. (2) The valuation placed upon property as a result of this process.

Assessment Roll: In the case of real property, the official list containing the legal description of each parcel of property and its assessed valuation. The name and address of the last known owner are usually listed. In the case of personal property, the assessment roll is the official list containing the name and address of the owner, a description of the personal property, and its assessed value.

Asset: A probable future economic benefit obtained or controlled by an entity as a result of past transactions or events. (See also Current assets and Fixed assets.)

Associated Students Fund: The fund designated to account for moneys held in trust by the district for student body associations.

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.

Auditors' Opinion: A statement signed by an auditor which states that she or he has examined the financial statements of the entity in accordance with generally accepted auditing standards (with exceptions, if any) and expresses an opinion on the financial position and results of

operations of an entity.

Automated Clearing House (ACH): A nationwide banking network that provides for electronic distribution and settlement of funds.

Auxiliary Enterprise: Self-supporting activities which provide non-instructional support in the form of goods and services to students, faculty, and staff upon payment of a specific user charge or fee for the goods and services provided (e. g. Student Housing, Transportation and Parking Services). The general public may be served only incidentally.

Available Cash: Cash on hand or on deposit in a given fund that is unencumbered and can be utilized for meeting current obligations.

Balance Sheet: A basic financial statement that shows assets, liabilities, and equity of an entity as of a specific date conformity with GAAP.

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.

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 Anticipation Note: Debt instrument used to secure short term financing in anticipation of a Bond issuance.

Bond Discount: The excess of the face value of a bond over the price (exclusive of accrued interest) for which it is acquired or sold.

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. (See also Revenue Bond Interest and Redemption Fund.)

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.

Book Value: Value as shown in the “book” of accounts. In the case of assets subject to reduction by valuation allowances, “book value” refers to cost or stated value less any appropriate allowance. A distinction is sometimes made between “gross book value” and “net

book value”, the former designating value before allowances, and the latter after their deduction. In the absence of any modifier, however, “book value” is synonymous with “net book value.”

Books of Original Entry: The ledgers in which transactions are formally recorded for the first time (e.g. the cash journal, check register, or general journal). With automated bookkeeping methods, one transaction may be recorded simultaneously in several records, one of which may be regarded as the book of original entry. Memorandum books, check stubs, files of duplicate sales invoices, etc., whereon first or prior business notations may have been made, are not books of original entry in the accepted meaning of the term, unless they are also used as the medium for direct posting to the ledgers.

Bookstore Fund: The fund designated to account for operation of the college store.

Budget: A plan of financial operation for a given period consisting of an estimate of expenditures and the proposed means of financing them. The most common assumptions of budgeting include:

- **Centralized Budget:** This budget localized resource allocation into central operations. A strategy used to provide additional control is usually instituted when resources are reduced. This tends to be a leaner allocation since there is only a single institutional contingency needed.
- **Decentralized Budget:** This budget process allows resource allocation to take place outside of central operations, giving greater control to the programs that have direct interaction with students. Because the contingency must be spread over a large number of departments or programs, these budgets tend to be larger than those of the same size organization with a centralized budget.
- **Incremental or Rollover Budget:** This is the most widely used form of budgeting in higher education. It assumes that each year is relatively the same and that any new activity is an add-on. It is the most efficient, cost-effective way to budget and usually has a large centralized component. It focuses on inputs rather than outcomes.
- **Zero-based Budget:** This type of budget assumes that each year stands on its own. All expenditures must be justified each year. This strategy creates a very lean budget with only known expenditures present.
- **Formula Budget:** Objective formulas based on systematic data are used to distribute resources to ensure each program or entity is receiving a fair share. This is most often used at the state level.

- **Planning, Programming, and Budgeting Systems (PPBS):** This system focuses on cost benefits and continuous analysis of alternatives for each program and systematically links them to the strategic plan.
- **Incentive-Driven Budget:** This budget falls into two categories. The first is used at the state level to provide up-front funding to achieve a specific outcome. The second is used in research institutes to decentralize resource allocation to the various departments so that more timely and accurate decisions can be made.
- **Performance-Driven Budget:** This process uses performance measures to allocate resources and is used primarily at the state level. In this model the funding comes after the measures have been achieved. It has been successfully implemented in the K-12 environment.
- **Responsibility/or Cost Center Budget:** This model recognizes that each instructional program can stand on its own and has a relative ability to generate income. This model allocates all of the revenue to each department and uses a charge back or tax to cover the expenses of the cost centers like central services.

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.

Budgetary Control: The management of business affairs in accordance with an approved plan of estimated income and expenditures.

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

Cafeteria Fund: The fund designated to account for food services.

Capital Assets: See Fixed Assets.

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

Capital Outlay Projects Fund: The fund designated to account for the accumulation of receipts and disbursements for the acquisition or construction of capital outlay items. A fund established under Capital Projects Funds.

Capital Projects Fund Type: Category of funds in the Governmental Funds Group used to account for the acquisition or construction of capital outlay items.

Cash: An asset account reflecting currency, checks, money orders, bank deposits, and banker's drafts either on hand or on deposit with an official or agent designated as custodian of cash. Any restrictions or limitations as to the use of cash must be indicated.

Cash Advance: Money received or paid out before the goods or services.

Cash Basis of Accounting: Method of accounting in which income and expenditures are recorded only when cash is actually received or disbursed.

Cash Collections Awaiting Deposit: Receipts on hand or in the bank awaiting deposit in the county treasury.

Cash Discount: An allowance received or given for payment made on an account within a stated period. The term is not to be confused with "trade discount."

Cash in Bank: Cash balances in bank accounts.

Cash in County Treasury: Cash balances in the county treasury.

Cash with Fiscal Agent: An asset account reflecting deposits with fiscal agents, such as a commercial bank or a trust company, designated by the district to act as a fiduciary and as the custodian of moneys relating to debt financing.

CFDA: Catalog of Federal Domestic Assistance (Website location: www.cfda.gov).

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

Certificate of Participation (COP): A type of financing where an investor purchases a share of the lease revenues of a program.

Certified Public Accountant: An accountant to whom a State has granted a certificate showing that he or she has met prescribed educational experience, and examination requirements designed to insure competence in the practice of public accounting. The accountant holding such a certificate is permitted to use the designation Certified Public Accountant.

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

Check: A written order on a bank to pay on demand a specific sum of money to the order of the named payee(s) out of money on deposit to the credit of the maker (payor).

Child Development Fund: The fund designated to account for child development services.

Classification: Assignment of items into a system of categories.

Classification by Activity: Categorization of district activities according to the unique function or purpose served.

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

Clearing Accounts: Accounts used to accumulate total receipts for clearing prior to depositing

the funds with the county treasury and distributing to the accounts to which such receipts are properly allocable.

Code: (1) A distinguishing reference number or symbol. (2) A statement of the laws of a specific field; e.g., *Education Code* (EC), *Penal Code* (PC), *Civil Code* (CC), *Labor Code* (LC), etc.

Coding: A system of numbering or otherwise designating accounts, entries, invoices, vouchers, etc., in such a manner that the symbol used reveals quickly certain required information. An example is the numbering of monthly recurring journal entries to indicate the month and the nature of the entry and the numbering of invoices or vouchers so that the number reveals the date of entry.

Cognizant Agency: The Federal agency responsible for reviewing, negotiating, and approving cost allocation plans, or indirect cost proposals developed under OMB Circular A-87 on behalf of all Federal agencies.

COLA: Cost of Living Allowance.

Commingling: To deposit or record funds in a general account without the ability to identify each specific source of funds for any expenditure

Community Services: Educational, cultural, and recreational services which an educational institution may provide for its community in addition to its credit and noncredit programs.

Community college districts receive no direct State apportionment for community services.

Compensated Absences: Absences, such as vacation, and compensatory time off for which it is expected employees will be paid. The term does not encompass severance or termination pay, postretirement benefits, deferred compensation, or other long-term fringe benefits, such as group insurance, and long-term disability pay.

Construction in Progress (CIP): A general ledger account that reflects that cost of construction work undertaken on capital projects, but not completed as of the end of the accounting period.

Contingent Liabilities: Items which may become liabilities as a result of conditions undetermined at a given date, such as guarantees, pending law suits, judgments under appeal, unsettled disputed claims, unfilled purchase orders, and uncompleted contracts. All contingent liabilities should be disclosed within the basic financial statements, including the notes thereto when there is a reasonable possibility a loss may have occurred.

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

Contributed Capital: The permanent fund capital of a proprietary fund. Contributed capital forms one of two classifications of equity found on the balance sheet of a proprietary fund.

Contributed capital is created when a residual equity transfer is received by a proprietary fund, when a fixed asset is “transferred” to a proprietary fund, or when a grant is received that is externally restricted to capital acquisition or construction. Contributions restricted to capital acquisition and construction and fixed assets received from developers and customers, as well as amounts of tap fees in excess of related costs, also would be reported in this category.

Controlling Account: A summary account, usually maintained in the general ledger, in which is recorded the aggregate of debit and credit postings to a number of identical, similar, or related accounts called subsidiary accounts. Its balance equals the sum of the balances of the detailing accounts.

Conversion Entries: Entries performed of public entities at year-end to convert the modified accrual fund financial statements into full accrual, entity-wide GASB 35 compliant financial statements.

Cost: The amount of money or other consideration exchanged for goods or services. Cost may be incurred even before money is paid; that is, as soon as liability is incurred.

Cost Accounting: The method of accounting which provides for the assembling and recording of all the elements of cost incurred to accomplish a purpose, to carry on an activity or operation, or to complete a unit of work or a specific job.

Cost of Goods Sold: The dollar amount incurred for materials, labor, etc., used in producing a good sold during the period. For example, amount paid for lumber, labor, and utilities used to manufacture a chair would be the cost of that item.

Credit: The right side of a double-entry accounting entry. A credit reduces assets or expenditures and increases income, liabilities, or fund balance.

Current Asset: Assets that are available or can be made readily available to pay for the cost of current operations or to pay current liabilities.

Current Expense of Education (CEE) – EC §84362, CCR §59200 et seq: The Unrestricted General Fund expenditures of a community college district in Objects of Expenditure 1000 through 5000 and 6400 (Equipment Replacement Subobject) for activity codes 0100 through 6700 for the calculation of compliance with the 50% Law. Excluded from the current expense of education are expenditures for student transportation, food services, community services, lease agreements for plant and equipment, and other costs specified in law and regulations. Amounts expended from State Lottery proceeds are also excluded. (See 50 Percent Law.)

Current Liabilities: Amounts due and payable for goods and services received prior to the end of the fiscal year. Current liabilities are paid within a relatively short period of time, usually within a year.

Current Loan: A loan payable in the same fiscal year in which the money was borrowed.

Current Taxes: Taxes levied and becoming due within one year.

Debarment: An action taken by a Federal agency to exclude a person or company from participating in covered transactions. A person or company so excluded is “debarred”.

Data Processing: (1) The preparation and handling of information and data from source media through prescribed procedures to obtain such end results as classification, problem solution, summarization, and reports. (2) The preparation and handling of financial information wholly or partially by mechanical or electronic means. (See Electronic Data Processing [EDP].)

Debit: The left side of a double-entry accounting entry. A debit increases assets or expenditures and reduces income, liabilities, or fund balance.

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.

Deferrals: State withhold of apportionment funding due to cash flow shortages.

Deferred Charges: Expenditures that are not chargeable to the fiscal period in which they are made, but that are carried as an asset on the balance sheet pending amortization or other disposition (e.g., bond issuance costs). Deferred charges differ from prepaid items in that they usually extend over a long period of time and are not regularly recurring costs of operations which are paid for prior to their occurrence. Examples include discounted bonds sold and prepaid expenses, such as insurance.

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: (1) The excess of liabilities over assets. (2) The excess of expenditures or expenses over revenues during an accounting period.

Deficit Factor: Applied to Apportionment Revenue based on available funding from the State Chancellor’s Office.

Delinquent Taxes: Taxes remaining unpaid on or after the date on which a penalty for nonpayment is attached (see also Prior Years’ Taxes).

Depreciation: Expiration in the service life of fixed assets, other than wasting assets, attributable to wear and tear, deterioration, action of the physical elements, inadequacy and obsolescence. In accounting for depreciation, the cost of a fixed asset, less any salvage value, is prorated over the estimated service life of such an asset, and each period is charged with a portion of such cost. Through this process, the entire cost of the asset is ultimately charged off

as an expense.

Designated Income: Income received for a specific purpose.

Direct Activity Charges: Charges for goods or services that exclusively benefit the activity.

Direct Expenses or Costs: Expenses specifically traceable to specific goods, services, activities, programs, functions, units, or departments.

Disbursements: Payments by currency, check, or warrant (the term is not synonymous with expenditures).

Double Entry: A system of bookkeeping that maintains equality of debits and credits.

Drawdown: Process whereby a State or district requests and receives Federal funds.

Due From Other Fund: An asset account used by the lender fund to reflect short-term obligations owed by another fund.

Due To Other Fund: A liability account used by the borrowing fund to reflect short-term obligations owed to another fund.

Interest Income: A sum of money received or due to be received for the use of money loaned or invested.

Educational Administrator: *Education Code* Section 87002 and *California Code of Regulations* Section 53402(c) define “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.

Effective Interest Rate: The rate of earning on a bond investment based on the actual price paid for the bond, the coupon rate, the maturity date, and the length of time between interest dates, in contrast with the nominal interest rate.

Electronic Data Processing (EDP): Data processing by means of electronic equipment.

Eminent Domain: The power of a government to acquire private property for public purposes. It is frequently used to obtain real property which cannot be purchased from owners in a voluntary transaction. Where the power of eminent domain is exercised, owners are compensated by the government in an amount determined by the courts.

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 O.A.S.D.I. (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.

Encumbrances: Commitments related to unperformed (executory) contracts for goods or services. Used in budgeting, encumbrances are not GAAP expenditures or liabilities, but represent the estimated amount of expenditures ultimately to result if unperformed contracts in process are completed.

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.

Entitlement: The amount of payment to which an entity is entitled pursuant to an allocation formula contained in applicable statutes.

Entry: (1) The record of a financial transaction in its appropriate book of account. (2) The act of recording a transaction in the books of account.

Equipment: Tangible property with a purchase price of at least \$200 and a useful life of more than one year, other than land or buildings and improvements thereon. (See Appendix D, Guidelines for Distinguishing Between Supplies and Equipment.)

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

Expendable Trust Fund: A Trust Fund whose resources, including both principal and earnings, may be expended. Expendable Trust Funds are accounted for in essentially the same manner as governmental funds.

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 1000 through 5000 and all expenditures of activity from 0100 through 6700. (See also 50% Law.)

Expenses: Outflows or other using up of assets or incurrences of liabilities (or a combination of both) from delivering or producing goods, rendering services or carrying out other activities that constitute the entity's ongoing major or central operations.

Face value: The value stated on a negotiable instrument. As applied to securities, the amount stated in the security document.

Farm Operation Fund: The fund designated to account for the operation of the college farm.

Fees: Amounts collected from or paid to individuals or groups for services or for use purchase of goods or services.

Fidelity bond: A written promise to indemnify an employer for losses arising from theft, defalcation, or misappropriation of moneys by government officers and employees.

Fiduciary Funds Group: A group of funds used to account for assets held by the district in a trustee or agent capacity on behalf of individuals, private organizations, student organizations, other governmental units, and/or other funds.

Financial and Compliance Audit: An examination leading to the expression of an opinion on (1) the fairness of presentation of the audited entity's basic financial statements in conformity with GAAP, and (2) the audited entity's compliance with the various finance-related legal and contractual provisions used to assure acceptable governmental organizational performance and effective management stewardship. Public sector oversight bodies typically require independent auditors to include responses to standardized legal compliance audit questionnaires in financial and compliance audit reports.

Financial resources: Cash and other assets that, in the normal course of operations, will become cash.

Fiscally Independent/Fiscally Dependent Government: A government is fiscally independent if it can (1) determine its budget without another government having the substantive authority to approve and modify that budget, (2) levy taxes or set rates or charges without substantive approval by another government, and (3) issue bonded debt without substantive approval by another government. A government is fiscally dependent if it is unable to complete one or more of these procedures without the substantive approval of another government.

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 beginning July 1 and ending June 30.

Fixed assets: Long-lived tangible assets having continuing value such as land, buildings, machinery, furniture, and equipment.

Fixed costs: Costs of providing goods and services that do not vary proportionately to enrollment or to the volume of goods or services provided (e.g., insurance and contributions to retirement systems).

Fixtures: Attachments to buildings that are not intended to be removed and cannot be removed without damage to the buildings. Those fixtures with a useful life presumed to be as long as that of the building itself are considered a part of the building; all others are classified as equipment.

Flow of Current Financial Resources: A measurement focus that recognizes the net effect of

transactions on current financial resources by recording accruals for those revenue and expenditure transactions which have occurred by year end that are normally expected to result in cash receipt or disbursement early enough in the following year either (a) to provide financial resources to liquidate liabilities recorded in the fund at year end, or (b) to require the use of available expendable financial resources reported at year end.

Flow of Economic Resources: The measurement focus used in the commercial model and in proprietary and similar trust funds to measure economic resources, the claims to those economic resources and the effects of transactions, events, and circumstances that change economic resources and claims to those resources. This focus includes depreciation of fixed assets, deferral of unearned revenues and prepaid expenses, and amortization of the resulting liabilities and assets. Under this measurement focus, all assets and liabilities are reported on the balance sheet, whether current or noncurrent. Also, the accrual basis of accounting is used, with the result that operating statements report expenses rather than expenditures.

Flow of Financial Resources Measurement Focus: A measure of the extent to which financial resources obtained during a period are sufficient to cover claims incurred during that period against financial resources, and the net financial resources available for future periods. This is accomplished by measuring the increases and decreases in net financial resources and the balances of and claims against financial resources using an accrual basis of accounting. This definition uses the term “financial resources” in a way that differs from its current use. See Financial Resources. In this instance, the term means cash, claims to cash (e.g., accounts and taxes receivable), and claims to goods or services (e.g., prepaid items) obtained or controlled as a result of past transactions or events. (See Flow of Current Financial Resources.)

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 work load 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.

Full-Time Equivalent (FTE) Faculty: Ratio of the standard work load for a full-time faculty, (e.g. 15 units).

Full-Time Equivalent Faculty Obligation: The number of full-time faculty positions that are required to be maintained within a district per Title 5 Section 51025. This section requires a community college district to increase the number of full-time faculty over the prior year in proportion to the amount of growth in funded credit FTES. The inverse applies when there are Workload Measure Reduction.

Full-Time Equivalent Students (FTES): An FTES represents 525 class (contact) hours of

student instruction/activity in credit and noncredit courses. Full-time equivalent student (FTES) is one of the workload measures used in the computation of state aid for California Community Colleges. (See form CCFS-320, “Apportionment Attendance Report.”)

Functional accounting: A system of accounting in which records are maintained to accumulate income and expenditure data by purpose and usually are further classified within generalized functional areas such as instruction, administration, or operations.

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.

Fund group: Compilation of two or more individual funds used to report sources and uses of resources in providing some major service or group of services.

Gann Limit: See Annual Appropriation Limit.

Generally Accepted Accounting Principles (GAAP): These are the uniform minimum standards for financial accounting and reporting. They govern the form and content of the financial statements of an entity. GAAP encompass the conventions, rules, and procedures to define accepted accounting practice at a particular time. They include not only broad guidance of general application, but also detailed practices and procedures. The primary authoritative body on the application of GAAP to state and local governments is the Governmental Accounting Standards Board (GASB).

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 ledger: A record containing the accounts needed to reflect the financial position and the results of operations. General ledger accounts may be kept for any group of items of receipts or expenditures.

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.

Gift: Anything of value received from any source for which no repayment or service to the contributor is expected.

Governmental accounting: The composite activity of analyzing, recording, summarizing, reporting, and interpreting the financial transactions of a governmental entity.

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.

Governmental-Type Activities: Those activities of a government that are carried out primarily to provide services to citizens and that are financed primarily through taxes and intergovernmental grants.

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.

Gross profit: Net sales less cost of goods sold exclusive of selling and general expenses within the Proprietary or Enterprise Funds.

Gross Sales: Total sales before deduction of sales returns and sales allowance.

Imprest account: An account into which a fixed amount of money is placed to make minor disbursements or for a specific purpose. As disbursements are made, a voucher is completed to record their date, amount, nature, and purpose. At periodic intervals, or when the money is completely expended, a report with substantiating vouchers is prepared and the account is replenished for the exact amount of the disbursements, and appropriate general ledger accounts are charged. The total of cash plus substantiating vouchers must at all times equal the total fixed amount of money set aside in the imprest account. (See Petty cash and Revolving cash account.)

Income: A term used in proprietary fund-type accounting to represent (1) revenues, or (2) the excess of revenues over expenses.

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.

In-Kind Contributions: "Third party in-kind contributions" means the value of non-cash contributions provided by non-federal third parties. Third party in-kind contributions may be in the form of real property, equipment, supplies, and other expendable property and the value of goods and services directly benefiting and specifically identifiable to the project or program.

Instructional aide: A person employed to assist classroom instructors and other certificated personnel in the performance of their duties; in the supervision of students; and in instructional tasks which, in the judgment of the certificated personnel to whom the instructional aide is assigned, may be performed by a person not licensed as a classroom instructor (*EC* §88243).

Interest: A fee charged a borrower for the use of money.

Interfund accounts: Accounts in which transactions between funds are reflected.

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

Internal audit: An examination made by one or more employees to make continuous or periodic checks to determine whether acceptable policies and procedures are followed, established standards are met, resources are used efficiently and economically, accounting and reporting procedures are reliable, and the organization's objectives are being achieved.

Internal control structure: A plan of organization in which employees' duties are arranged and records and procedures designated to provide a system of self-checking, thereby enhancing accounting control over assets, liabilities, income, and expenditures. Under such a system the employees' work is subdivided so that no one employee performs a complete cycle of operation; such procedures call for proper delegation by designated officials.

Internal Service Funds: A subgroup of the Proprietary Funds Group used to account for the financing of goods or services provided on a cost reimbursement basis by one department to other departments within or outside the community college district.

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

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

Inventory: A detailed list showing quantities and description of property on hand at a given time. It may also include units of measure, unit prices, and values.

Instructional Service Agreement: An agreement with a third party to provide instruction which is open to all students and is eligible for apportionment if specific criteria are met. See Appendix C for the Contract Guide for Instructional Service Agreements between College Districts and Public Agencies.

Investments: Securities, real estate, etc., held for the production of revenues in the form of interest, dividends, rentals, or lease payments. The term excludes fixed assets used in governmental operations.

Invoice: An itemized statement of charges from the vendor to the purchaser for merchandise sold or services rendered.

Journal: Any accounting record in which financial transactions of an entity are formally recorded for the first time; e.g., the cash receipts book, check register, and journal voucher.

Journal voucher: A form provided for the recording of certain transactions or information in place of, or supplementary to, the journal or registers.

Judgments: Amounts due to be paid or collected by an entity as the result of court decisions.

Ledger: A group of accounts in which the financial transactions of a governmental unit or other

organization are recorded. (See also General ledger and Appropriation ledger.)

Levy: The imposition of taxes, special assessments, or service charges for the support of governmental activities; also, the total amount of taxes, special assessments, or service charges imposed by a governmental unit.

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

LEA (Local Educational Agency): A public board of education or other public authority legally constituted within a state for either administrative control of or direction of, or to perform service functions for, public elementary or secondary schools in: a city, county, township, school district, or other political subdivision of a state; or such combination of school districts or counties a state recognizes as an administrative agency for its public elementary or secondary schools. Any other public institution or agency that has administrative control and direction of a public elementary school or secondary school. As used in 34 CFR, Part 400, 408, 525, 526, and 527 (vocational education programs), the term also includes any other public institution or agency that has administrative control and direction of a vocational education program.

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

Marginal costs: Costs incurred as a result of adding one unit of enrollment or production.

Matching funds: The value of third-party, in-kind contributions and that portion of the costs of a grant supported project or program not borne by the Federal government.

Measurement Focus: The accounting convention that determines (1) which assets and which liabilities are included on a government's balance sheet and where they are reported there, and (2) whether an operating statement presents information on the flow of financial resources (revenues and expenditures) or information on the flow of economic resources (revenues and expenses).

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.

Multiyear Financial Plan (MYFP): A plan that presents financial estimates of programs in tabular form for a period of years. These estimates would reflect the future financial impact of current decisions. Data in the MYFP should be organized along the lines of the program structure.

Net assets: The residual value left for future expense after deducting all liabilities from all assets within the entity-wide financial statements.

Net profit: Gross profit less selling and general expenses.

Nonexpendable Trust Fund: A Trust Fund, the principal of which may not be expended. Nonexpendable Trust Funds are accounted for on a full accrual basis of accounting.

Nonrevenue receipts: Amounts received that either incur an obligation that must be met at some future date or change the form of an asset from property to cash and therefore decrease the amount and value of property. Money received from loans, sale of bonds, sale of property purchased from capital funds, and proceeds from insurance adjustments constitute most nonrevenue receipts.

Object Code: Revenue or Expenditure classification within the system – wide chart of accounts.

Obligations: Amounts that an entity may be legally required to pay out of its resources. Included are not only actual liabilities, but also unliquidated encumbrances. (See also Liabilities.)

OMB: The United States Office of Management and Budget (Web site: www.omb.gov).

OMB Circular A-21: Defines direct and indirect costs for purposes of accounting for Federal funds. (See <http://www.whitehouse.gov/omb/circulars/a021/a021.html>.)

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.

Opportunity costs: The value of an activity or opportunity that must be foregone to implement an alternative.

Overdraft: The amount by which checks, drafts, or other demands for payment on the treasury or on a bank account exceed the amount of the balance upon which they are drawn; or the amount by which encumbrances and expenditures exceed the appropriation to which they are chargeable.

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

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

Payroll register: A document accompanying one or more orders on a fund for the payment of salaries or wages to employees which contains the names of such employees and provides information substantiating such orders.

Payroll warrant: A document used as an order or a requisition on funds of an entity to pay salaries or wages.

Periodic Inventory: A system whereby the entity performs a physical count of its inventory periodically, at least annually at fiscal year end.

Perpetual Inventory: A system whereby the inventory quantities and values for all purchases and issuances are recorded directly in the inventory system as they occur.

Petty cash: A sum of money set aside on an imprest basis to make change or to pay small accounts for which the issuance of a formal voucher and check would be too expensive and time consuming. (See also Imprest account and Revolving cash account.)

Posting: The act of transferring data in an account in a ledger the data, either detailed or summarized, from a book or document of original entry to an account in a ledger.

Prepaid expenses: Goods or services for which payment has been made, but for which benefits have not been realized as of a certain date; e.g., prepaid rent, prepaid interest, and premiums on unexpired insurance. Expenses are recorded in the accounting period in which the related benefits are received.

Prior Years' Taxes: Taxes received in the current fiscal year for delinquencies or impounds in previous fiscal years.

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.

Property tax rate: See Tax rate.

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.

Proration: Allocation of expenditures or income from a single source to two or more accounts to show the correct distribution of charges or income.

Protested (impounded) taxes: Tax money paid under protest and held by the county auditor pending settlement of the protest.

Purchase order: A document authorizing the delivery of specified merchandise or the rendering of certain services and the making of a charge for them.

RFP: Request for Proposal

RFQ: Request for Quote

RFR: Request for Review

RIF: Reduction in Force

Real property: Property consisting of land, buildings, minerals, timber, landscaping, and related improvements.

Reasonable Assurance: The concept that internal control, no matter how well designed and operated, cannot guarantee an organization's objectives will be met. This is because of inherent limitations in all internal control systems.

Rebate: Abatement or refund which represents the return of all or part of a payment.

Reclassification: Redesignation of current year's income or expenditure items previously posted to one account and later determined to be more properly charged to a different account.

Refund: (*Noun*) An amount paid back or credit allowed on account of an over collection. (See Rebate.) (*Verb*) To pay back or allow credit for an amount because of an over collection or because of the return of an object sold. (*Verb*) To provide for the payment of an obligation through cash or credit secured by a new obligation.

Registered warrant: A warrant that is registered for future payment on account of a present lack of funds and that is to be paid with interest in the order of its registration number.

Registers: A listing of transactions of like kind that may be totaled and summarized for convenience in posting; e.g., payroll registers, warrant registers, and attendance registers.

Reimbursement: (1) Repayments of amounts remitted on behalf of another party. (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. (See also Refund.)

Replacement cost: The amount of cash or other consideration that would be required today to obtain the same asset or its equivalent.

Requisition: A written demand or request, usually from one department to the purchasing officer or to another department, for specified articles or services.

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

Reserve for Encumbrances: The segregation of a portion of a fund balance to provide for unliquidated encumbrances. Separate accounts may be maintained for current and prior year encumbrances.

Resources: All assets owned including land, buildings, cash, estimated income not realized, and, in certain funds, bonds authorized but unissued.

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

Retained Earnings: The accumulated earnings of a proprietary fund that are not reserved.

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

Revenue Bond Construction Fund: The fund designated to account for receipts and disbursements of the proceeds from the sale of community college revenue bonds for the acquisition or construction of authorized auxiliary or supplementary facilities.

Revenue Bond Interest and Redemption Fund: The fund designated to pay current interest and principle on bonds issued from receipts recorded in the Revenue Bond Project Fund.

Revenue Bond Project Fund: The fund designated to receive revenues from operation and disburse moneys for operation and maintenance of auxiliary or supplementary facilities for individual or group accommodation acquired or constructed from authorized community college revenue bonds.

Revenue bonds: Bonds whose principal and interest are payable exclusively from earnings of the funded facilities operation.

Revolving Cash Fund: A stated amount of money authorized by the district governing board to be used primarily for emergency or small sundry disbursements. The fund is reimbursed periodically through properly documented expenditures, which are summarized and charged to proper account classifications.

Sales and use tax: A tax imposed upon the sale of goods and services. The use tax is paid in lieu of the sales tax on goods purchased outside the state, but intended for use in the state.

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

financial statements.

Scholarship and Loan Fund: The fund designated to account for moneys received and disbursed for scholarships, grants, and loans to students.

Secured roll: Assessed value of real property, such as land, buildings, secured personal property, or anything permanently attached to land as determined by each county assessor plus the value of the property of public utilities as determined by the State Board of Equalization.

Securities: Bonds, notes, mortgages, or other forms of negotiable or nonnegotiable instruments.

Self-Insurance Fund: An Internal Service Fund designated to account for income and expenditures of self-insurance programs.

Separation of Duties: An internal control practice in that no one person has complete control over any financial transaction. Each person's work should routinely serve as a complementary check on another's work.

Serial annuity bonds: Consecutively numbered or otherwise identified notes or other evidence of obligation in which the annual payment of principal and interest combined are approximately the same each year.

Serial bonds: Consecutively numbered or otherwise identified notes or other evidences of obligation redeemable by installment, each of which is to be paid out of income of the year in which it matures.

Shared revenue: Revenue collected by one governmental unit but shared, usually in proportion to the amount collected, with another unit of government or class of governments.

Short-Term Debt: Debt with a maturity of one year or less after the date of issuance. Short term debt usually includes variable-rate debt, bond anticipation notes, tax revenue anticipation notes, and revenue anticipation notes.

Site: Land which has been acquired or is in the process of being acquired.

Source document: Any voucher or other document that supports an entry in the accounting records.

Special Populations: Used to identify individuals with the same or similar characteristics. Commonly used in connection with categorical funding sources to identify eligible recipients. More specific information about certain categories of special populations may be obtained with the assistance of college staff working in those program areas.

Special Revenue Funds: A category of funds used to account for proceeds of specific legally restricted revenue for and generated from activities not directly related to the educational program of the college.

Specifications: Those particular qualities required of products or services.

Statements: Formal written presentations setting forth financial information. The term includes exhibits, schedules, and written reports.

Stipend: For career staff, a regular or fixed payment made to an individual in recognition of added responsibility.

Stores: (1) A system that enables supplies to be purchased in large quantities and charged to an asset account. The supplies are charged to the department when distributed. (2) The stockpiling of large amounts of supplies usually in a warehouse for future use. (3) Large quantities of supplies in storage.

Student Body Fund: A fund to control the receipts and disbursements for student association activities.

Student Financial Aid Fund: The fund designated to account for the deposit and payment of student financial aid including grants and loans or other moneys intended for similar purposes and excluding administrative costs.

Sub-recipient: A non-federal entity that expends Federal awards received from a pass-through entity to carry out a Federal program, but does not include an individual that is a beneficiary of the program. A sub-recipient may also be a recipient of other Federal awards directly from a Federal awarding agency. Guidance on distinguishing between a sub-recipient and a vendor is provided in subpart B – Audits .210 (OMB Circular A-133).

Subsidiary account: A related account that supports in detail the debt and credit summaries recorded in a controlling account.

Subsidiary ledger: A group of subsidiary accounts, the sum of the balances of which equal the balance of the related controlling account.

Subvention: A grant or provision of assistance or financial support, usually from one governmental unit to a subordinate jurisdiction.

Summary: Consolidation of like items for accounting purposes.

Supervisor: For the purpose of *Education Code* Section 84362 (the Fifty Percent Law), “Supervisor” means any employee having authority, on behalf of the district, to hire, transfer, suspend, lay off, recall, promote, discharge, assign, reward, discipline other employees, adjust their grievances, or effectively recommend such action, if the exercise of such authority is not of a merely routine or clerical nature.

Supplanting: To use one type of funds to provide goods or services previously paid for with another type of funds. Generally, this practice is prohibited when State or Federal funds are used to replace local funds.

Supply: A material item of an expendable nature that is consumed, wears out, or deteriorates in

use; or one that loses its identity through fabrication or incorporation into a different or more complex unit or substance.

Surety bond: A written promise to pay damages or to indemnify against losses caused by the party or parties named in the document through nonperformance or through defalcation. For example, a surety bond might be required of a contractor or an official who handles cash or securities.

Suspense Account: An account to which postings are made temporarily pending determination of the proper account to be charged or credited.

Taxes: Compulsory charges levied within its boundaries by a governmental unit against the income or property of persons, natural or corporate, to finance services performed for the common benefit.

Taxes Receivable: An asset account representing the collected portion of taxes not yet apportioned to an entity at the close of the fiscal year.

Tax Revenue Anticipation Notes (TRAN): Instruments issued to secure short-term moneys borrowed in expectation of collection of taxes.

Tax liens: Claims by governmental units upon properties for which taxes levied remain unpaid.

Tax rate: The amount of tax stated in terms of a unit of the tax base; for example, 25 mills per dollar of assessed valuation of taxable property.

Tax rate limit: The maximum rate of tax that a governmental unit may levy.

Tax redemption: Proceeds from the sale of tax-delinquent property.

Tax relief subventions: Amounts received to compensate community colleges for revenues lost due to tax exemptions, such as for business inventory or owner occupied property.

Tax roll: The list showing the amount of taxes levied against each taxpayer or property.

Term bonds: Bonds of the same issue maturing at specified times.

Trade discount: A reduction of the list price usually expressed as a percent and related to volume of business transacted (not to be confused with cash discount).

Trial Balance: A list of the balances of the accounts in a ledger kept by double entry with the debit and credit balances shown in separate columns. If the totals of the debit and credit columns are equal or if their net balance agrees with a controlling account, the ledgers from which the figures are taken are said to be “in balance.”

Trust Fund: A fund consisting of resources received and held by an entity as trustee to be expended or invested in accordance with the conditions of the trust.

Tuition: An amount charged to students for instructional services provided to students.

Unencumbered balance: That portion of an appropriation or allotment not yet expended or

obligated.

Unit cost: The total expenditure for a product, program, or service divided by the total quantity obtained or some other quantitative measure; e.g., total expenditure divided by number of students equals cost per student.

Unrealized income: Estimated income less income received to date; also, the estimated income for the remainder of the fiscal year.

Unsecured roll: Assessed value of personal property other than secured property.

Useful life: The period of time that an asset is of physical useful value. It is established primarily for depreciation and insurance purposes.

Wire Transfer: This is an electronic transfer of funds from the district's bank to the bank account of the vendor. Funds being wired can be US Dollars or foreign currency to either US Bank or Foreign Bank. With a wire transfer nothing is mailed from Accounts Payable.

Variable costs: Those costs that fluctuate directly with enrollment or volume of business, as opposed to fixed cost.

Voucher: A written document that evidences the propriety of transactions and usually indicates the accounts in which they are to be recorded.

Voucher warrant: A form embodying a warrant and voucher in one document.

Warrant: A written order drawn by the governing board or its authorized officer(s) or employee(s) and allowed by the county auditor, directing the county treasurer to pay a specified amount to a designated payee. A warrant may or may not be payable on demand and may or may not be negotiable.

Warrants payable: The face amount of warrants outstanding and unpaid.

Withholding: Money deducted from an amount payable to an employee or a business (e.g., Federal and State income taxes withheld from employee payroll checks and by contract agreement the amount retained until final inspection and acceptance on construction projects).

Work in Process (WIP): An asset representing the value of partially completed work. (See also Construction in Progress)

Work Load Measure Reduction: Utilized to quantify the reduction in FTES required when corresponding reductions in revenues have been imposed.

Work order: A written authorization for the performance of a particular job containing a description of the nature and location of the job and specifications for the work to be performed. Such authorizations are usually assigned job numbers and provision is made for accumulating and reporting labor, material, and other costs.