

SAN MATEO COUNTY COMMUNITY COLLEGE DISTRICT

2017-18 FINAL BUDGET REPORT



CAÑADA COLLEGE



COLLEGE of SAN MATEO



SKYLINE COLLEGE

CHANCELLOR'S MESSAGE

Dear Colleagues,

There is an old saying, “Show me your budget, and I’ll tell you what your priorities are.” After reviewing the budget of the San Mateo County Community College District, you will be able to clearly see that our priorities focus on enhancing human assets – students, employees, the region’s workers, as well as members of our local community. We are deeply grateful to have the support of our community in addition to the good fortune of living in a vibrant region of the state that provides critical economic resources for our three Colleges to provide first-rate educational opportunities to address the broad needs of our community.

Our priorities are guided by the District’s Strategic Plan, which was adopted by the Board of Trustees in 2015 and clearly directs the emphasis of our work in the following areas:

1. Develop and strengthen educational offerings, interventions, and support programs that increase student access and success;
2. Establish and expand relationships with school districts, 4-year college partners, and community-based organizations to increase higher education attainment in the County;
3. Increase program delivery options, including the expanded use of instructional technology, to support student learning and success; and
4. Ensure necessary resources are available to implement this strategic plan through sound fiscal planning and management of allocations. Protect community-supported status and undertake the development of innovative sources of revenue that support educational programs beyond that which is available from community and state allocations.

These primary goals have Districtwide strategies that impact our individual Colleges. This budget document reflects the funding that has been allocated specifically to implement the plan. A key component to the District’s Strategic Plan is to provide all students access to quality higher education and that the “life costs” associated with attending college should not be a limiting factor. For instance, last year, Skyline College launched its Promise Program designed to eliminate or greatly reduce all fiscal impediments to students who have limited economic means. College of San Mateo and Cañada College are implementing similar programs this fall in an attempt to serve and support all of our students’ academic achievement. At the District, staff is diligently working to remove barriers that adversely affect student success such as textbook costs, transportation and food insecurity. I am confident that these combined forces will allow many more students to pursue their academic dreams!

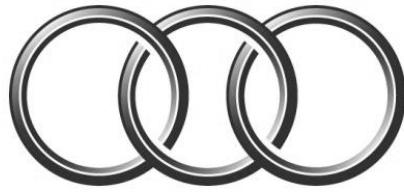
Providing safe, welcoming, state-of-the-art learning facilities is also important to ensure long-term success for our region. Thanks to the generous support of our community, the District continues to move forward with Phase III of our voter-approved bond program. With these much needed capital resources, we continue to enhance our existing buildings as well as construct new facilities such as a Math/Science building and a new Kinesiology building at

Cañada College, in addition to a new Social Science/Creative Arts building and an Environmental Studies building at Skyline College.

I am reminded of a Chinese proverb that goes: “If you want one year of prosperity, grow grain. If you want ten years of prosperity, grow trees. If you want 100 years of prosperity, grow people.” In all of our work, we have taken those words to heart. I am proud that we, the San Mateo County Community College District, are in the “people-growing” business. We work tirelessly to help our students expand and reach their full academic potential in addition to training and educating qualified workers for the jobs of today and the careers of tomorrow. We invest heavily in our faculty and staff and, in turn, they proudly serve our students and our community. And we grow our alumni into future leaders who help our region be safe, clean, healthy and vibrant. Our budget reflects our priorities, and those priorities will keep our District strong and vital for many years to come.

All my best,

Ron Galatolo
Chancellor



SAN MATEO COUNTY
COMMUNITY
COLLEGE DISTRICT

2017-18 *Final Budget* *Report*

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**San Mateo County Community College District
2017-18 Final Budget Report**

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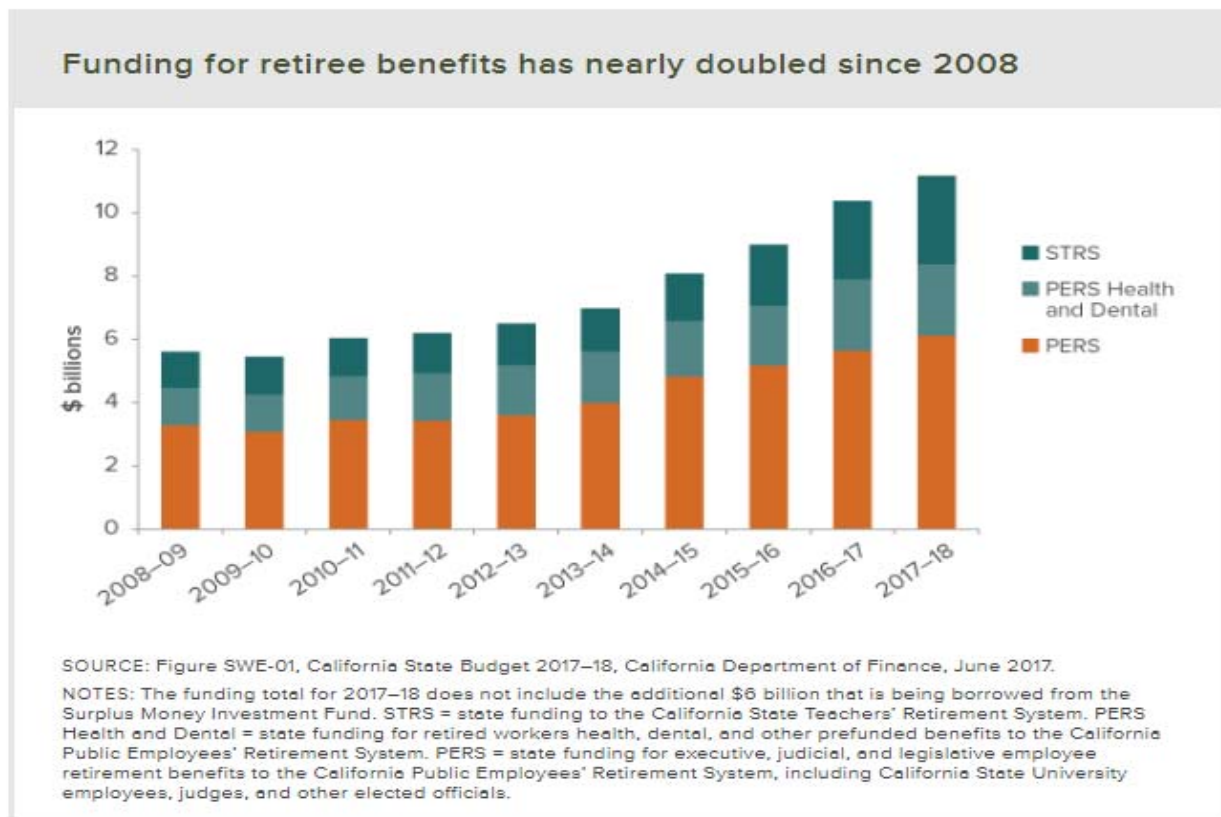
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2017-18 Final Budget Report

The California State Legislature approved the 2017-18 State Budget totaling \$125 billion which the Governor approved and signed on June 27, 2017 without a single appropriation veto. It is the largest budget in California to date. Estimated General Fund revenues are projected to be \$127.5 billion or \$6.1 billion more than the May Revise. The enacted budget continues to increase the Rainy Day Fund to address the impact of potential changes to federal policies and anticipates any economic uncertainty as well as pay down liabilities. It focuses on priorities to education, supports working families and improves transportation infrastructure. It also continues to pay down long-term liabilities, thus, accelerating payments to CalPERS that will reduce the unfunded pension liability by \$6 billion in borrowed funds. This essentially doubles the annual payment and mitigates the impact of substantial pension contributions and the CalPERS board’s decision to lower the assumed investment rate of return from 7.5% to 7%.



Sources: California State Budget 2017-18, California Department of Finance, June 2017; Overview of the 2017 Transportation Funding Package, Legislative Analyst Office, June 2017.

The 2017-18 Budget includes an \$8.6 billion increase in funding to community colleges which, when combined with adjustments to the 2015-16 and 2016-17 fiscal years, provides a \$587.8 million increased investment to community colleges over this three-year period.

In this budget, as in previous years since his term in office, Governor Brown has shown his commitment to supporting community college goals of educating the State’s most underserved populations. This funding support has been demonstrated in appropriations to schools. In particular, several allocations have been made in the two

primary areas of instructional design and student support with a \$150 million Guided Pathways framework one-time investment.¹

COMMUNITY COLLEGE BUDGET HIGHLIGHTS

The major components of the 2017-18 California Community Colleges budget as provided by State Vice Chancellor Mario Rodriguez include:

Apportionments

- \$183.6 million to support increased community college operating expenses in areas such as employee benefits, facilities, professional development, converting faculty from part-time to full-time, and other general expenses.
- \$97.6 million for a 1.56 percent cost-of-living adjustment.
- \$57.8 million for enrollment growth of one percent.
- \$31.7 million one-time to be allocated on an FTES basis to backfill for lower than estimated RDA revenue.
- \$9 million one-time to be allocated on an FTES basis due to 2015-16 Apportionment having revenue in excess of the entitlement.

Institutional Redesign

- \$150 million one-time for Guided Pathways grants to support colleges as they develop an integrated, institution-wide approach to student success based on the Guided Pathways framework.
- \$20 million one-time for Innovation Awards to provide funding for the development and implementation of innovative practices.

Technology

- \$10 million to provide system-wide access to the Online Education Initiative's learning management system.
- \$6 million one-time to facilitate the development of an integrated library system that, once operational, will allow California community college students access to a cloud-based library system.

Student Services

- \$25 million for the Community College Completion Grant to provide grants of up to \$2,000 to students who take at least 15 units per term and are on track to graduate in a timely manner.
- \$25 million to increase the Full-Time Student Success Grant to \$1,000.
- \$12 million, of which \$7 million is one-time, to develop and enhance veterans' resource centers. Of the one-time increase, \$2 million is for Norco College to expand the capacity of its student veterans' service center and establish articulation agreements, policies, and processes related to awarding course credit for prior military service.
- \$5.7 million for a 1.56 percent cost-of-living adjustment for the Apprenticeship, EOPS, DSPS, CalWORKs and the Child Care Tax Bailout programs.
- \$5 million for the Part-Time Faculty Office Hours program.
- \$2.5 million to support the development and expansion of the Umoja program.
- \$1 million to support the administration of financial aid offices.
- \$4.5 million one-time to support mental health services training and support.
- \$2.5 million one-time to support training and compliance with Title IX.
- \$2.5 million one-time for Hunger-Free Campus grants.
- \$1.7 million non-Proposition 98 to increase Cal Grant C from \$547 to \$1,094 annually.

¹ <https://www.ccleague.org/i4a/pages/index.cfm?pageID=3855>

- \$250,000 one-time non-Proposition 98 to expand UC Berkeley’s Underground Scholars inmate education program.

Other

- \$11.3 million one-time to support the transition of Compton Community College from a learning center back to a community college. In addition, the college is provided three years of enrollment stability.
- \$1 million to support the Academic Senate as they continue to implement C-ID. In addition, the Chancellor’s Office can enter into direct contracts with the Academic Senate to support statewide initiatives funded with Proposition 98.

Staffing

- \$618,000 General Fund for six new positions and funding for an additional executive position, to support the Chancellor’s priorities to provide greater leadership and technical assistance.

As in previous reminders, the State Chancellor’s Office is asking the colleges to plan and prepare for substantial pension increases to CalPERS and CalSTRS employer rates. While the employer pension rate increases have totaled only \$317 million between 2013-14 and 2017-18, the Legislative Analyst’s Office expects this to reach \$902 million between through 2024-25. It is important for colleges to properly plan for how they will absorb the remaining rate increases between now and 2024-25.

State Overview

California’s economy remains fundamentally healthy and strong. California continues to grow, with the population now above 39 million, more than the entire country of Canada and 12 million more than fast-growing Texas. The State’s economy is not only strong, but is the second-strongest in America, trailing only Washington state. *What gives California its top-flight rating? The State is seventh in the U.S. in growth of gross domestic production, 15th in exports per capita despite its population, 10th in median household income, eighth in upswing of nonfarm payrolls and last year had the seventh-largest state budget surplus per capita.*²

In 2016, California was the sixth largest economy in the world, its Gross Domestic Product (GDP) at \$2.6 trillion compared to the United Kingdom at \$2.63 trillion according to International Monetary Fund (IMF) data. It is larger than France and India.³

The nation’s economy is in the longest recovery ever (albeit slowest too). While economic optimism continues, warnings have been issued to prepare for the next downturn.

Local Economy

San Mateo County enjoys one of the highest employment rates in the State with the unemployment rate at 3.3% (July 2017), compared to the State average of 4.8% and national average of 5.2% with job growth of 3.79%. Future job growth is predicted at 44.29% over the next 10 years.⁴

Many analysts say the San Mateo County economic outlook as it relates to housing is to provide better opportunities for increased home ownership. With the nation’s homeowner participation rate at or near the lowest level in decades, there is really only one direction it can go. Increasing home ownership means making mortgage lending more easily accessible and more affordable to more families — in the face of what many believe will be

²<http://www.ocregister.com/2017/07/18/californias-economy-outstrips-other-states-including-texas/>

³<https://www.aei.org/publication/putting-americas-ridiculously-large-18-6t-economy-into-perspective-by-comparing-us-state-gdps-to-entire-countries-2/>

⁴ http://www.bestplaces.net/economy/county/california/san_mateo

slightly higher interest rates next year.⁵ Due to high market demand, San Mateo County's positive economic outlook is expected to continue.

District Status

The District continues its community-supported status for the seventh year (since 2011-12). To ensure protection against any legislation that may threaten this status, District officials continue to play an active and vital role in policy and advocacy positions and participate in many Statewide committees to represent District views and interests.

As the District pursues different avenues and approaches to address community needs, which also include responding to the educational requirements of its student population, there is a strong commitment to maintain a prudent and stable financial position. The future continues to look promising with the addition of new faculty and staff to improve and enhance District goals. These goals are aligned with the District Strategic Plan as programs are put in place and implemented. The allocation of Innovation funds to the Colleges and District Office since 2015-16 has already had a major impact in enhancing existing programs and in development of new programs.

College Promise Programs

The Skyline College Commitment

Skyline College has always strived to empower its students to reach their educational goal, and, by extension, empower them to achieve their dreams beyond their education. Completing college is the most significant step a person can take to improve their life circumstances.

The Skyline College Promise is a commitment to deliver an end-to-end, best practice-based educational experience designed to enable Skyline College students to finish college. To do that, the College embarked on redesigning its processes, programs and services so that the application process will be streamlined; students will get proactive academic and social support as they progress through college, and the path to completion will be clear and efficient.

The Skyline College Promise means more people will be able to pursue education as a means to personal agency, enfranchisement and prosperity for themselves, their families and their communities. This commitment applies to ALL students.

Three Components, One Promise

A commitment of this scale requires an integrated response across the full spectrum of the campus community and organization. Three primary programs will form the backbone of the Promise, together scaling a comprehensive education experience with a focus on bringing students through to completion.

1. The Promise Scholars Program

The Promise Scholars Program provides financial, academic and personalized student services for first-year students enrolled full-time. It is designed to alleviate barriers that often keep first-year students from the strong start associated with completing college. The program includes the Summer Scholars Institute (an intensive summer bridge program), the Promise Scholarship (last-dollar funding to cover fees), and proactive, dedicated counselors delivering personalized academic and socio-cultural support and performance-triggered interventions. Promise scholars also receive a loaner laptop, access to a textbook lending library, and transportation and meals.

2. Contemporary Pedagogy

Students who love their classes stay in school, and teachers create the attraction. The College is developing 21st-century pedagogy—contemporary teaching centered on best practices and critical consciousness—to make classes

⁵ <http://sanmateocountyrealestate.biz/san-mateo-county-economic-outlook-the-election-impact/>

more engaging and effective. Research demonstrates students learn more when teachers adapt to students and course material is relevant. New faculty and staff professional development infuses this pedagogy with cultural fluency and digital savvy. The Comprehensive Diversity Framework applies an equity lens to teaching practice, strengthening connections across the diverse Skyline College student population.

3. *Guided Pathways*

Guided pathways intentionally support students to declare a major, connect their studies to careers and simplify and clarify requirements to finish their education. Guided pathways solve a pervasive community college problem: too many program and course choices with unclear completion tracks that inevitably lead to students taking more time, spending more money and taking more classes than necessary. By organizing education and career options within broad fields called meta-majors, the College will make it easier for students to explore directions based on their interests and abilities. By mapping the way through programs, time and money are optimized so students can finish college. Meta-majors will be launched in Fall 2018. The College's plans include providing students, faculty and counselors access to real-time data on student performance in classes and programs, with online applications facilitating academic choices and tracking progress.

Tangible Results

Over the last year, Skyline College successfully launched the inaugural Promise Scholars Program, covering student fees, providing individualized counseling and access to a lending library for 138 students. Data shows an 80% persistence rate in the first cohort. That is just the beginning – in the coming 2017-2018 academic school year, the program is expected to scale up to 300 students, and then 500 in the following year. The Skyline College Promise Scholars Program is available to high school graduates and students who recently completed their GED or Adult Education program, and who enroll at Skyline College full-time and plan to earn a certificate or degree. The program supports the College's commitment to empower students to graduate on time by making college more affordable and ensuring that higher education is achievable for all members of the community. In addition to the Promise Scholars Program, important steps are being taken to advance the work on both Contemporary Pedagogy and Guided Pathways. Throughout the year, faculty, staff, and administrators came together to map out ways to move the College forward, bridging academic concentrations to examine and integrate best practices across the entire institution. This work will continue into the year ahead, identifying transformational opportunities and implementing impactful changes focused on ensuring Skyline College students get in, get through and graduate on time.

Cañada Promise Program

Beginning Fall 2017, Cañada College will launch its Promise Program consisting of a Promise Scholarship with a goal of providing 75 students with tuition, fees, and textbook support.

With \$250,000 in Innovation funding this year, Cañada will be able to reinforce its commitment to “Start Strong, Stay Strong, and Finish Strong” as it adds to current support services that wrap around student and academic support. Programs such as Math Jam, Word Jam, Proactive Registration, COLTS Academy, and FAFSA workshops serve hundreds of students each semester. These activities provide direct support to students and have proven results of increased retention, persistence, and success. These successful activities have grown substantially over the past few years, allowing the College to serve more students. The addition of the Promise Scholars program we will provide additional financial and staff support.

Funding received through District Innovation Funds will allow the college to scale up and expand these effective practices, providing Promise Scholars with the intrusive support services needed to succeed.

College of San Mateo Promise Program

The College of San Mateo is gearing up for its Promise Program as well. The Innovation funding allocated in 2017-18 will assist in achieving and fulfilling similar goals as both Skyline College and Cañada College.

Innovation Funds

With the Innovation funding, the District has explored opportunities in many areas and invested in academic and community programs to meet the State’s goal of transfer and completion. This combination of one-time and ongoing funding will assist the sites to continue efforts that meet the District Strategic Plan goals.

Summary of Approved Innovation Funds Initiatives

Institution/Program	Amount Requested	District Strategic Goal(s) Supported
Cañada College		
SparkPoint	\$200,000	1, 2, 3
College for Working Adults	\$300,000	1, 2, 3
The JAM Programs at Cañada College	\$300,000	1, 2, 3
College of San Mateo		
Small Business Development Center	\$100,000	3, 4
SparkPoint	\$150,000	1, 2
First Year	\$225,000	1, 2
Project Coordinator for Professional Development	\$125,000	2
Skyline College		
Baccalaureate Program – Bachelor of Science in Respiratory Care	\$250,000	1, 2, 3
Workforce Development Program	\$200,000	1, 2, 3
Career Advancement Academy	\$150,000	1, 2, 3
District Office – Human Resources		
Human Resources/Employee Relations Programs	\$226,400	3, 4
District Office – IT Services		
Banner Version 9 Implementation	\$335,700	1
District Office – Community, Continuing and Corporate Education		
Silicon Valley Intensive English Program (SVIEP)	\$167,732	1
District Office – Research Office		
Districtwide Research	\$200,000	1
District Office – International Education		
International Programs	\$567,486	1, 4

In the following section, the Colleges are reporting to address their on-going annual allocations and the District Office is reporting on the remaining one-time allocation of \$2.198M from 2015-16.

Cañada College

SparkPoint: \$200,000

District Strategic Goals Met: 1, 2, 3

SparkPoint at Cañada College provides students and community members with the opportunity to achieve financial self-sufficiency. In partnership with the United Way of the Bay Area (UWBA) and the Working Student Success Network (WSSN), SparkPoint focuses on several service areas: (1) Financial coaching; (2) Financial literacy; (3) Expanding career workshops; (4) Financial asset building; (5) Financial aid; and (6) Benefits access.

Funding provided through District Innovation Funds supported implementation of the ‘Cañada Cash’ program, where 65 students received incentives of nearly \$3,700. SparkPoint also partnered with the Opportunity Fund to enroll 21 students in the ‘College Savers’ program. These students saved nearly \$29,000 once the Opportunity Fund provided match savings to the students.

SparkPoint partnered with Second Harvest Food Bank to stock the Cañada College Food Pantry. Throughout the year, the food pantry provided 81,147 pounds of food to individuals and families in need. These efforts offset nearly \$96,000 in grocery costs to recipients and is a critical step towards addressing food insecurities of our students.

In partnership with the Cañada College DREAM Center, SparkPoint offered a series of free legal consultations to our students and the community. More than 70 individuals consulted with an attorney on matters such as immigration, family law, and tenant rights. More than 65% of the consultations were related to immigration matters, resulting in the addition of more afternoon legal clinic hours to meet the high demand.

The infusion of District Innovation Funds provided the opportunity to increase SparkPoint services, resulting in more than 1,300 students receiving general financial literacy and support services, 531 students receiving comprehensive (‘high touch’) support services.

College for Working Adults: \$300,000

District Strategic Goals Met: 1, 2, 3

The College for Working Adults (CWA) is a pathway program for evening and weekend students. The program provides the opportunity for students to complete 3 Associate Degrees in 3 years (Psychology AA-T, Economics AA, Arts and Humanities AA, or Social/Behavioral Science AA). The program integrates instruction and support services through proactive registration, dedicated counseling and tutoring, robust faculty engagement, and evening activities in partnership with the Associated Students of Cañada College.

Funding provided through District Innovation Funds were used to institutionalize and expand the CWA program at Cañada College. The program hired two part-time instructional aides to provide tutoring in Math and English, and expanded counseling support to include summer. The instructional aides were available in the evening and supported faculty by visiting classrooms and assisting with in-class activities. During the year, instructional aides provided 107 tutoring sessions, with students participating in an average of 4 sessions each.

CWA enrollment grew by 25% (195 new students) from FY 2015-16, and additional sections of English were added to meet enrollment demand.

The JAM Programs at Cañada College: \$300,000

District Strategic Goals Met: 1, 2, 3

The JAM programs at Cañada College began in 2009 with the Math Jam program. Math Jam was originally funded by an external grant, with the goal of improving placement and success of math students. The success of

Math Jam led to content expansion to include Physics and Word Jams, now collectively called ‘The JAM Programs at Cañada College’. The JAM programs serve any Cañada student in the subject of Math (all levels), ESL, grammar, and physics. There are two primary goals for the JAM programs: (1) Decrease the time to graduation, transfer, and/or completion; and (2) Increase course success rates.

Funding provided through District Innovation Funds were used to provide a faculty coordinator that helps ensure curriculum is aligned and develops training and information for faculty. The Word JAM is now offered three times a year and includes more faculty involvement. The program was able to intentionally support student retention and attrition with the inclusion of an opening orientation, scheduling calendar, and consistent messaging from faculty and tutors.

In FY 2016-17, a total of 624 students participated in one of the JAM Programs. Math JAM had 422 participants, Word JAM had 172 participants, and Physics JAM had 30 participants. In Fall 2016, 64% of students participating in JAM programs reported feeling more prepared for their upcoming math or physics classes.

College of San Mateo

Small Business Development Center: \$100,000

District Strategic Goals Met: 3, 4

The San Mateo Small Business Development Center (SBDC) is a nonprofit organization that provides expert no-cost advising, low cost workshops and small business trainings/seminars/workshops to guide small businesses to success and accomplishment. The SBDC receives funding from the SBA, SMCCD and a one-time grant of \$60,000 from the City of San Mateo that will be fully expended at the end of the 2017 calendar year.

The San Mateo SBDC serves all of San Mateo County, is hosted by San Mateo County Community College District at the College of San Mateo, and is part of the Northern California SBDC network. Services are provided through a team of Independent Consultants who are subject matter experts (SME’s) in their field and experienced business owners. They work hands-on with entrepreneurs and business owners to address challenges, seize opportunities and grow the client’s bottom line.

Key Activities / Accomplishments to date include:

- Provided Total Capital (Loans and Equity) to businesses of \$15,746,172
- Counseled 325 clients
- Through counseling assisted in creating 140 jobs
- Through counseling assisted in retaining 63 jobs
- Increased sales of clients \$2,252,943
- Held 60 workshops/ seminars and training events
- Partnering with the County of San Mateo to provide counseling and training services to the unincorporated North Fair Oaks are of the county comprised of predominately Hispanic businesses.
- Partnering with the City of Pacific and local chamber of commerce to provide target training and counseling services to the business community.
- Partnering with the City of South San Francisco and local chamber of commerce to provide target training and counseling services to the business community.
- Partnered with the Economic Development Department of the City of San Mateo to provide counseling services to the North “B” Street corridor comprised largely of Hispanic businesses.

- Partnering with San Mateo NAACP to provide training services to members on Entrepreneurship

SparkPoint: \$150,000

District Strategic Goals Met: 1, 2

Because United Way is currently unable to add any new official SparkPoint Centers, CSM is expanding “SparkPoint”-like services using innovation funds. CSM currently operates a Food Pantry for students and the community. CSM staff are preparing to add a financial literacy/financial coaching component utilizing services available from the San Mateo Credit Union. In addition, CSM is planning to provide legal assistance for students, many of whom are undocumented. The additional services, with the exception of the food pantry, will be housed in the Multicultural Center which will be relocating to larger space to better serve students. A part time OAI will assist in providing office coverage.

First Year: \$225,000

District Strategic Goals Met: 1, 2

The Year One Initiative at College of San Mateo is a first-year student success program intended to significantly improve persistence, success, and completion rates by providing staff, faculty, and resources as support in the framework of a guided program while students are enrolled in high school and through the first year at CSM. CSM has collaborated with local high schools to redesign the path from high school to college. *Year One* is built on three major pillars: Momentum, Support, and Pathways. We believe that *Year One* will allow us to efficiently scale our efforts to the entire institution, resulting in the greatest long-term impact on overall college persistence, success and completion.

The program serves first year students by providing a Summer Experience course (Pathway to College), Math Jam and other “Jams”, and a range of activities during Fall & Spring semesters, including Family Night, workshops, speaker engagements, university trips and social events. Most recently, Year One now includes an interdisciplinary course that students take in their first semester at College of San Mateo, called College 1, which seeks to help students identify and build the skills and knowledge they need to have a successful first year in college.

CSM has already implemented several action steps with our high school and adult school partners to provide momentum to students.

- Early College High School (Cabrillo Unified School District) Dual Enrollment Classes
- Expanded Middle College High School, almost doubling enrollment to over 100 students starting Fall 2017
- Implemented Multiple Measures Placement for Math and English

CSM has started work on developing clear, simple, and efficient pathways that lead to transfer and/or job placement. SMCCCD is working in collaboration with the Career Ladders Project and the RP Group to begin a college-wide conversation at CSM on how to create clear and simple steps for students that link majors with careers and transfer opportunities. As well as, how to best provide student services with instruction so that students receive the necessary support to ensure completion in a timely manner.

CSM has launched its Promise Scholarship for the 2017-18 year and also expanding its SparkPoint-like offerings to support these students.

Project Coordinator for Professional Development: \$125,000

District Strategic Goal Met: 3

The College has filled a position whose responsibilities include overseeing Professional Development (PD) for faculty, staff, and management. The role of the coordinator for Professional Development is to assist in the planning, coordination, and implementation of professional development activities for faculty, staff, and managers. The coordinator monitors systems to track professional development activities, budgets, and expenditures while helping interpret and applying college and district policies and prescribed procedures for participants. The coordinator oversees the campus Professional Development Budgets under direction. The coordinator is also responsible for tracking and reconciling employee conference requests and reimbursements for all activities.

Skyline College

Baccalaureate Program – Bachelor of Science in Respiratory Care – \$250,000

District Strategic Goals Met: 1, 2, 3

The Bachelor of Science in Respiratory Care (BSRC) program at Skyline College builds upon its well-established Associate of Science (AS) program in Respiratory Care. A minimum of 26.5 units of upper division major course work builds upon the 48.5 units of lower division major course work and includes employer identified skills and abilities in the areas of advanced cardiopulmonary pathophysiology, respiratory disease management, health education, leadership and management, and research principles. The baccalaureate degree also includes 15 units of upper division general education courses as per CSU guidelines. Additionally, lower division general education units will count towards the overall 120 units required for the baccalaureate. Following a “2+2” model, students who complete an approved accredited AS Degree in Respiratory Care can then continue on to the baccalaureate degree.

The ongoing District Innovation Funds have supported in part many components of the BSRC program in providing access and supporting success for students who may otherwise not have the opportunity to complete a bachelor’s degree in this discipline area.

- The Program Services Coordinator assists in planning, coordination, and support of services such as student recruitment, application processes, orientation, job skills, special events and activities within the program. The PSC also works collaboratively with faculty in providing student case management and follow up. All of these supportive activities directly support student success. Student feedback indicates the role of the PSC is a valuable asset to helping them stay organized and focused through the academic year.
- A dedicated 50% full time and 20% part time counselor has been assigned to the program. Counseling services are an integral component of the student process and help with outreach to other colleges to ensure a streamlined matriculation of credits. These counselors have been trained to understand and evaluate the various complexities of students and their transfer credit needs from public and private educational institutions locally and across California. They also have connected with counseling departments at the other 4 colleges that graduate associate degree respiratory care practitioners (Foothill, Hartnell, Napa, and Ohlone) in the Bay Area to support educational planning of potential matriculating students. The program has been successful in recruiting a diverse pool of student graduates from local respiratory care associate degree programs as well from outside the bay region. Counselors provide intensive educational planning sessions upon application and entry for students and continue to connect with them every semester through graduation.
- The program has been developed in hybrid instructional format to provide working adults flexibility to attend school while maintaining professional and personal life responsibilities. Students engage in

instruction online through a learning management system interface and meet once weekly on campus. Courses are scheduled two at a time in nine week terms with faculty teaching collaboratively and synergistically providing students a cohesive and integrated learning experience. Assignments are project based allowing students to integrate professional experience into their learning in a collaborative way. Professional development for faculty and staff has been provided for instructional pedagogy and technology. Series of workshops have been offered to assist faculty in integrated active relevant forms of pedagogy using Canvas and other technology based methods of instruction. Faculty participates in a community of practice that provides a forum to share best practices and provide feedback. These collaborative meetings provide for formative assessment and in time revision of lesson plans and curriculum. The program plans to launch a fully online program beginning Fall 2018. The next phase of professional development will focus on adapting pedagogy to a fully online format integrating both synchronous and asynchronous instruction for supporting student engagement and success.

- The college continues to seek a full-time tenure track faculty member who meets minimum qualifications to teach in the Bachelor's program. The pool for master's prepared candidates is small and attracting a candidate from industry has been a difficult task. Most master degree prepared candidates are employed as clinical educators and managers. These positions start well over \$100,000 annually. We have gone through two rounds of recruitment processes yielding no qualified candidates. The position will be posted again in mid fall with targeted recruitment strategies aimed at new master's degree graduates. Instruction has been staffed with qualified adjunct faculty that are currently practicing in healthcare and bring relevant expertise and experience into the classroom.
- The BS degree program currently has two cohorts. The first cohort started in fall 2016 with 31 students. There are 26 students who continued in the program for their final year. This class will graduate in May 2018.
- The State provided one-time funding in the amount of \$350K. The Respiratory Care and Allied Health program is using this funding to develop a state-of-the-art simulation lab. The program has purchased RespiSim equipment with ASL 5000 technology. Faculty training for this model is scheduled before the fall semester. The program is also in process of purchasing Gaumard adult and pediatric simulation equipment for Respiratory Care and Allied Health students' use.

Workforce Development Program – \$200,000

District Strategic Goals Met: 1, 2, 3

The investment of District Innovation Funds has allowed Skyline College to establish the Center for Workforce Development. CWD facilitates the delivery of workforce development programs and services designed to meet local labor market needs and to support entry or advancement in the workplace. The CWD collaborates with Skyline College departments and programs, business and industry, community based organizations, and governmental agencies to connect individuals, agencies or organizations to effective career programs that provide college credit while preparing for upwardly mobile careers.

The CWD also develops and administers grants and contracts for economic and workforce development projects and initiatives. This includes funding from the CCCCO for the Strong Workforce Program (SWP) and the Deputy Sector Navigator (DSN) for Retail, Hospitality and Tourism.

The CWD also works with business to provide customized training and education solutions for both credit and not-for-credit on-site workforce preparation and development needs. The CWD is responsible for coordinating the delivery of contracted credit and not-for-credit courses, associated services, and programs requested by business, industry, governmental or community agencies in partnership with the SMCCCD Community Education Program. The CWD works with faculty and industry partners to develop responsive curriculum for emerging and evolving Career and Technical Education (CTE) sectors. This includes developing a partnership with Apple to offer its SWIFT programming curriculum (<https://skylineshines.skylinecollege.edu/uncategorized/newly->

[developed-partnership-brings-apple-technologies-to-skyline-college/](#)) among other innovative programs. Additionally, the CWD supports all existing CTE programs at Skyline College by facilitating business advisory boards and funding curriculum development efforts as needed.

The CWD supports the Skyline College Promise through its focus on developing guided pathways in CTE beginning with dual-credit experiences at the high school level and continuing with clear pathways to completion of certificates, degrees, and/or transfer, as well as job placement. Through collaboration with the SparkPoint Center and Career Services at Skyline College, the CWD develops relationships with employers for placement in Coop experiences, internships, and employment. Through the use of Job Developers aligned with key CTE areas, the CWD develops sustainable partnerships and works to align curriculum with employer need to ensure that Skyline College graduates are able to enter the workforce immediately upon completion of key milestones.

The ongoing District Innovation Funds have supported many components of the CWD and have allowed for the expansion and centralization of college CTE programs including Carl Perkins Funding, Strong Work Force funding, and CTE Transitions. The District Innovation Funds, in combination with these other funding streams, support the Director of the CWD and staffing for the Department.

Career Advancement Academy – \$150,000

District Strategic Goals Met: 1, 2, 3

The Career Advancement Academy (CAA) at Skyline College is designed to prepare students for today's competitive job market by providing relevant job skills through industry-recognized certificates. The CAAs are one of the program areas that fall under the Center for Workforce Development (CWD). CAAs increase foundational skills in reading, writing and math while enrolling students in career technical training programs that lead to careers in high-demand career technical education industry sectors. Students can expect to achieve college credit, career and technical education (CTE) certificates and advanced skills through hands-on classroom instruction and specialized support from faculty and staff. A guided pathway based cohort model that includes contextualized curriculum and specialized academic support services are what makes CAAs unique in their approach to CTE. Strong industry collaboration for internship opportunities and job placement is also a focus of the CAA.

The Career Advancement Academy received a grant from the State Chancellor's Office. As a result, the innovation funding was made available to temporarily backfill the Baccalaureate program. Subsequently, these dollars will be used to support the CAAs after the state grant funding expires.

District Office – Human Resources

Human Resources/Employee Relations Programs – carryover \$226,420 (\$164,826 remaining)

District Strategic Goal Met: 1

The Office of Human Resources was allocated \$226,420 in one time funds to use on special projects in support of the District's Strategic Plan. In 2016-17, Human Resources spent \$61,594 on the following items: outside investigators to investigate complaints made by students against faculty and staff; conflict resolution sessions hosted by a certified mediator for disputes between employees (both classified and faculty); equipment for employees, such as special chairs, desks and computers, in need of a reasonable accommodation to allow these employees to continue to be productive at work without jeopardizing the physical well-being; the Museum of Tolerance "Post-Program" which provides funds for each group that returns from their MOT diversity training to sponsor an diversity-related event for students and employees; and Title IX training for the District's Title IX coordinators and membership in ATIXA, the national Title IX organization which enables District employees to remain up to date on the latest laws and regulations. The Office of Human Resources also purchased a high speed scanner so that it could improve the process of electronically archiving all employee records, which allows the District to retain its records in a format that not only takes up significantly less space but is also more user-friendly. These funds were used to train a Human Resources Representative to become a Certified Corporate

Wellness Specialist so that she will have the skills necessary to establish a Districtwide wellness program for 2018. Finally, the funds allowed the District to hold a successful health fair that provides employees with the opportunity to speak to health plan representatives but also gives them an opportunity to receive health screenings, talk to health coaches, learn about healthy food choices, and mental well-being.

District Office – IT Services

Banner Version 9 Implementation – carryover \$335,700 (\$210,063 remaining)

District Strategic Goals Met: 1, 3

The one-time funds provided in fund code 18002 are being used to support the implementation of the Banner 9 version (formerly Banner XE) of the District's ERP system. This new version of Banner was developed using a different set of tools and technologies from the current version and requires a new set of skills to support it. There is also additional work required to analyze and, when necessary, redo changes and enhancements made to the existing version. Most of the funding has been spent in additional staff salaries and wages (\$117,976), training, and a small portion on software licensing. The remaining balance is \$210,063 and will primarily be spent on salaries and wages.

To date, ITS has built the new Banner 9 computing environment, transformed 54 of 93 pages and forms with local customizations to the new Banner 9 format. All custom reporting programs serving student administration have been upgraded to Banner 9 as well. Several portions of the new system have been integrated with the existing Banner 8 platform. The Banner 9 login system has been deployed and currently supports the District's learning management system, Canvas. Canvas provides all faculty the ability to make their courses and materials available online. Nearly 18,000 students and over 600 faculty have accessed Canvas via Banner 9's login system.

District Office – Community, Continuing and Corporate Education

Silicon Valley Intensive English Program (SVIEP) – carryover \$167,732 (\$0 remaining)

District Strategic Goal Met: 4

The Silicon Valley Intensive English Program (SVIEP) was founded in the summer of 2015 thanks to the support of innovation funds provided by the District. The goal was to provide a pathway to college for international students who did not have sufficient TOEFL scores to be accepted for academic study at any of our three colleges.

Over a 12-month period beginning in the summer of 2015, CCCE staff built the program from the ground up and received federal approval in the spring of 2016 to operate Intensive English Programs at both Cañada College and Skyline College. Although work on the program began in 2015, which necessitated staff hiring and purchase of program resources, SVIEP did not have its first paying class of international students until the fall of 2016. Since the program's inception in 2015, the \$417,000 in innovation funds provided by the District have been used to pay for salaries and benefits of 3 dedicated staff and other allocated personnel, marketing and advertising expenses, database development, instructional fees, international recruitment and travel costs to attend international student and agent fairs for the purpose of building and enhancing an international recruiting pipeline, and other program related costs.

Throughout its first full year of operations, which completed in the summer of 2017, SVIEP served a total of 71 F-1 students (37 new and 34 continuing), 24 of whom elected to matriculate from SVIEP to Cañada College (9), College of San Mateo (8), and Skyline College (7). SVIEP is pleased to have increased international student enrollments through these matriculations. If these 24 students complete 60 units as students at one of our three colleges, the requirement for a transfer to University of California, the revenue represents a combined total value of approximately \$387,360 in tuition for the District. Significantly, none of these 24 would have been eligible to attend any of our three colleges without the existence of SVIEP. Consistent with the District Strategic Plan Goal 4 strategy to link the District's community and international education efforts to create synergies that strengthen both programs, our teams are invested in the success of this program at every level. We are fortunate to be

working hand in hand with the administration, faculty and staff at Cañada College and Skyline College serving these students as they work toward matriculation to one of our three colleges. The SVIEP team is continuing recruitment efforts this year in key target areas including China, Japan, Vietnam and Korea to increase international student enrollments at Skyline College, Cañada College, and College of San Mateo.

District Office – Research Office

Districtwide Research – carryover \$200,000 (\$133,180 remaining)

District Strategic Goals Met: 1, 3

The funds were requested to help with centralizing and coordinating research activities at SMCCCD. The innovation funds for district research were used to create a user friendly data dashboard that incorporates the District scorecard metrics from the Strategic Plan.

The dashboard pulled in data from multiple sources and formats for all three Colleges, established clear benchmarks, and includes longitudinal data. The District scorecard will be imbedded in the district Facebook on the website and updated annually so that the public will have full access to our student success data. In addition, this dashboard enables the colleges to establish targets for their success goals and to measure them against the benchmarks in the scorecard.

District Office – International Education

Districtwide International Programs – carryover \$567,486 (\$255,582 remaining)

District Strategic Goals Met: 1, 2, 3

Since 2016-17, the International Program has commenced, and in some instances completed, several initiatives to increase the number and variety of international students attending our schools and to improve the quality of the student experience.

With regard to recruitment, the District has begun recruiting students from Africa and increased efforts in Latin America. These recruiting efforts were initiated in conjunction with Department of Commerce and/or EducationUSA efforts to increase enrollment of students from certain regions/countries in U.S. schools. The District added local representatives in Vietnam and China to assist with recruiting from these areas and to provide more timely responses to potential students located throughout Asia.

The District also initiated the first of its kind “Pre-departure” orientations in China, Myanmar and Nepal. These events serve both to provide future students (and their families) with advanced preparation prior to the transition to the U.S. and to introduce the District to potential students. The District’s recruiting efforts have also been supported by the expansion of high school counselor workshops which bring select high school counselors – chosen because of their ability to influence opinions – to our campuses so that they experience our programs first hand and then share the information when they return to their home countries.

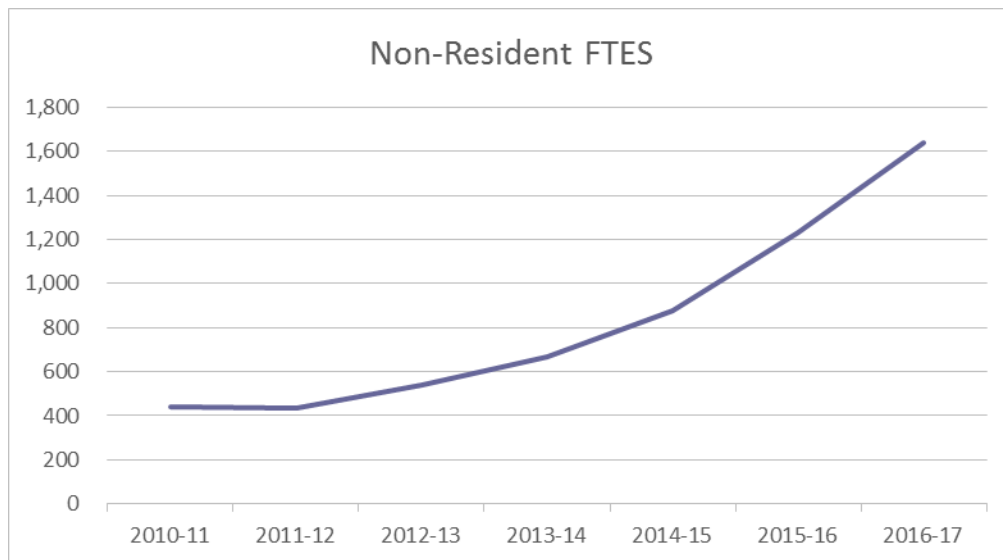
In the past two years, the international program completely overhauled its marketing collateral to better highlight the District’s programs and services that distinguish it from its peers. The response to these upgrades has been overwhelmingly positive. The International Program has also used some of its funds to conduct focus groups for international students to better understand their experience on our campuses so that the colleges can improve service delivery and retention. Finally, the International Program has purchased Salesforce CRM software to manage student recruitment and application processing. It is expected that this will make the process much more efficient, resulting in higher conversion rates of prospects.

Note: The District Office plans to spend all of the one-time Innovation funds allocated in 2015-16 described above in 2017-18.

International Education

Although the overall rate of growth in international students this year has slowed for US colleges, with some institutions experiencing a decrease of 20%, our Colleges continued double digit growth (13% for Fall 2017). International student revenue continues to increase and is expected to exceed prior year revenue by 24%. We are expected to educate close to 1,200 international students in 2017-18. The District currently ranks in the top ten in the State in the number of international students enrolled and continues to be the fastest growing program as recognized by IIE (Institute of International Education). Due to the District’s resident enrollment dropping with the decrease in unemployment, international students are able to fill empty seats in our classrooms. This means that the funding that would otherwise be used to teach international students is available for adding sections and student services for our resident students.

Having international students in the classroom brings “study abroad” to our campuses which add diversity to the classrooms, enhances the learning experience, and prepares our students for multicultural and multinational experiences. Additionally, it creates an atmosphere of global learning and intercultural understanding.



The international education team of the District Colleges continues implementing the strategies discussed at the Board of Trustees Study Session of June 8, 2016. The goals of the International Education Program at the District are developed according to the District’s Strategic Plan. They are to provide additional revenue in order to offer additional resources to local students; to enhance globalization and cultural diversity; to develop transfer partnerships that benefit all students in the District; and to cultivate a new generation of leaders.

Being community-supported, the District has no enrollment cap and no local students are denied access to the Colleges because more international students enroll. Every 2.5 international students subsidize one additional section. For every dollar spent on campus by the international students, four dollars are spent in the immediate community.

International students achieve academic success. They consistently outperform domestic students in terms of GPA and success rate. Most transfer to four-year institutions. The work in developing transfer pathways for International students also benefited our domestic transfers. As an example, the number of transfers to the UCs increased by 73% since 2012 when the District Colleges embarked on strategic development for international education. To ease the transition with the growth of the number of international students, the campuses have created cohorts and adopted a model curriculum for students. They have also provided professional development opportunities, established International Education Committees, and promoted collaboration with faculty and staff.

2017-18 SMCCCD Budget

The 2017-18 Tentative Budget was based on the most current revenue assumptions available in early May. The Final Budget assumptions have been adjusted to reflect the State budget and our community-supported status. Changes have occurred since May that form the basis for revised revenue and expenditure budgets as follows:

2017-18 Tentative Budget Assumptions

1. Continuation of SB 361 funding as proposed at the State budget workshops. No fee increases.
2. 2016-17 FTES based on the District’s P-2 (Second Principal Apportionment) report to the State as of April 30, 2017:

<u>Campus</u>	<u>FTES</u>
Cañada College	3,957
College of San Mateo	6,903
Skyline College	<u>7,405</u>
Total	18,265

3. 2017-18 FTES estimates based on the Colleges’ goals in April 2017:

<u>Campus</u>	<u>FTES</u>
Cañada College	3,888
College of San Mateo	6,838
Skyline College	<u>7,346</u>
Total	18,071

4. State revenue COLA does not apply
5. Best guesses on fixed costs
6. No increase for full time faculty outside of what Colleges fund from their site allocations
7. Utilities and benefits are based on 2016-17 increase over 2015-16

Summary

Total Projected Revenue	\$173,603,529
Total Projected Expenses	<u>\$173,603,529</u>
Estimated Surplus	\$(-0-)

2017-18 Final Budget Assumptions

1. Continuation of SB 361 funding as proposed at the State budget workshops. No fee increases and an increase in BOG fee waivers.
2. 2016-17 FTES based on the District’s P-A (Annual Principal Apportionment) report as on July 15, 2017:

<u>Campus</u>	<u>FTES</u>
Cañada College	3,959
College of San Mateo	6,891
Skyline College	<u>7,094</u>
Total	18,144

3. 2017-18 FTES are based on the Colleges’ goals in 2017-18:

<u>Campus</u>	<u>FTES</u>
Cañada College	3,852
College of San Mateo	6,945
Skyline College	<u>7,346</u>
Total	18,143

4. 2017-18 Non-resident FTES based on the International Education Plan
5. State revenue projections do not apply to community-supported districts
6. Compensation adjustments based on AFT negotiated agreements are still pending ratification
7. Changes to full time faculty staff are funded from the College site allocations
8. Utilities and benefits based on current estimates

Summary

Total Projected Revenue	\$177,330,818
Total Projected Expenses	<u>\$177,330,818</u>
Marginal Deficit	\$(-0-)

NOTE: Beginning with the 2015-16 fiscal year, SMCCCD implemented the use of a new resource allocation model to reflect the District’s community-supported status that prioritizes programs and services according to the needs of the local community as defined in our Strategic Plan.

The chart below was prepared for the first day of Fall 2017 classes. To make productivity reports more accurate, contract courses (attendance method=occupational courses) are excluded from Enrollment, FTES, WSCH, Load and Sections. Data from all prior terms still include these courses; however, the impact of this change is small. The Office of the Vice Chancellor of Educational Services and Planning can assist in providing detailed enrollment information.

The decline in enrollment is partially attributed to the dramatic improvement in the economy as more people find employment as shown in the County’s extremely low unemployment rate. Interestingly, internet enrollments have risen for the third year in a row.

End of First Day of Classes

Wednesday, August 16, 2017

	Cañada		CSM		Skyline		SMCCCD	
Overview	Count	Change	Count	Change	Count	Change	Count	Change
Course Enrollments	12,544	-6.36%	22,349	-0.63%	21,388	-3.90%	56,281	-3.20%
College Headcounts	6,145	-2.75%	9,118	2.67%	8,803	-3.41%	24,066	-1.02%
FTES*	1,587	-5.56%	2,905	-2.76%	2,962	-0.72%	7,454	-2.58%
Load**	460	0.30%	457	-1.78%	488	2.5%	469	0.20%

Sub-Populations	Count	Change	Count	Change	Count	Change	Count	Change
First-Time	488	-6.51%	1,124	-7.41%	907	5.10%	2,519	-3.08%
First-Time Transfer	432	-1.59%	720	18.42%	536	-11.11%	1,688	2.30%
Returning	468	9.86%	619	3.17%	704	-2.63%	1,791	2.40%
Returning Transfer	342	-8.80%	546	10.75%	521	1.36%	1,409	1.95%
Concurrent K-12	243	-15.63%	351	29.04%	294	6.14%	888	6.09%
Continuing	4,172	-2.27%	5,758	1.12%	5,841	-4.78%	15,771	-2.03%
Internet Enrollments	3,420	42.09%	3,954	18.28%	3,567	7.25%	10,941	20.55%

Source: Argos Enrollment Statistics Reports (End of First Day of Classes – Argos Report dated 8/16/17)
 For this report, Course Enrollments, FTES, and Load are based on DESR-history files.

Note: Change refers to the difference in percentages from a comparable day a year ago.

*FTES: Full Time Equivalent Student. A full time equivalent student (FTES) represents 525 hours of class instruction.

**Load: Teaching Load is taken as the ratio of WSCH[□] to FTE^{□□}. It is point in time and will change as the semester progresses.

[□]WSCH: Weekly Student Contact Hours

^{□□}FTE: The Full-Time Equivalent faculty count is determined by a set of rules provided to each college at the time the data are requested. Generally, the figures are the decimal fraction of the teaching hours or units (whichever is standard at a given college) ascribed to the faculty member for teaching work done. Non-teaching time is specifically excluded so that it does not affect the value of the data. Work done by non-certificated personnel is not included.

General Fund Revenues

The General Fund consists of two segments – “Unrestricted” and “Restricted.” At SMCCCD, the Unrestricted General Fund is commonly referred to as “Fund 1” and the Restricted Fund is referred to as “Fund 3.” Approximately 80% of the General Fund is made up of the unrestricted portion of the General Fund budget and supports most of the general programs of the District.

The restricted portion of the General Fund (approximately 20%) accounts for federal, state, and local money that must be spent for a specific purpose by law, regulation or delegation. Examples of Restricted Funds include Student Success and Support Programs (SSSP), Extended Opportunity Programs and Services (EOPS), and Disabled Students Programs and Services (DSPS).

Other funds come from foundations, fundraising and partnerships with industry, the community and grants from the State and federal governments.

The information in this report focuses primarily on the Unrestricted General Fund; however, the District’s other funds are also included.

2017-18 Unrestricted General Fund Revenue

Under State law, each district has a “revenue limit,” which is a maximum amount of the general purpose funding. Base revenue is drawn from three primary sources: local property taxes, student enrollment fees and State general apportionment.

However, since becoming community-supported, the District does not receive State general apportionment. Rather, the District receives the bulk of its unrestricted revenue from property taxes and redevelopment funds as well as student fees including non-resident tuition. These two primary sources represent more than 93% of the unrestricted revenues.

District Cash Flow and Reserves

With its current community-supported status, the District is no longer entirely dependent on State apportionment. This means that funding is more predictable. The majority of revenues are received twice a year, in December and April, when tax revenues are distributed by the County.

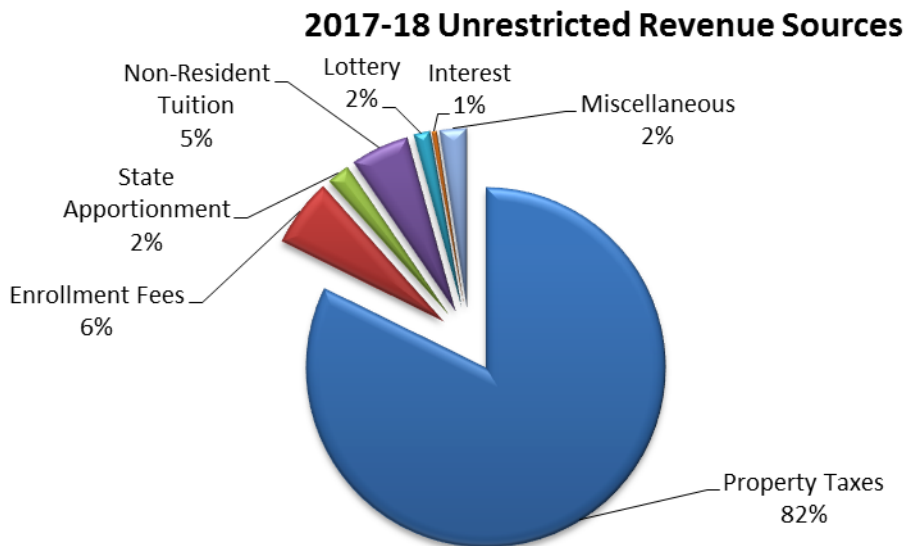
Between the months of July and December, without significant cash receipts, cash management is vital. In order to simplify the process and obtain the best pricing for issuance costs, the District participates in the California School Boards Association (CSBA) *California Reserve Program* for issuance of tax-exempt tax revenue anticipation notes (TRANS). In past years, it had been standard practice to issue TRANS to provide the necessary cash flow to fund District operations to meet payroll and other District obligations during the months before property taxes are available. However, due to its favorable financial position, it was not necessary for the District to issue TRANS this year for cash flow purposes.

This current budget reflects the recommendation to increase budgeted reserves by two percent each year. This year’s increase is up from 11% to 13% of expenditures. For the current budget year, this translates to approximately two months’ of payroll. The plan is that these increases will gradually increase reserves for budget contingency, emergency management and cash flow to 15%. The appropriate level of reserves will be maintained in the District’s Unrestricted General Fund.

2017-18 Unrestricted General Fund Revenue Assumptions

2017-18 Final	REVENUE
\$156,686,058	Base Revenue - Includes property taxes, supplemental taxes, student enrollment fees, redevelopment (RDA) funds and no State general apportionment (as community-supported). Property Taxes (secured, unsecured, prior year) - \$138,011,771 RDA AB1290 - \$282,532 RDA residual - \$7,583,550 Student Fees - \$10,808,205
1,626,819	Educational Protection Account (Prop 30/55) - State allocation of personal income taxes calculated at \$100 per resident FTES.
2,634,675	Lottery – Projection is based on estimated receipts for 2017-18. Proposition 20 restricts a certain portion of lottery funding for the purchase of instructional materials which are included in the Restricted General Fund.
1,359,858	State allocations for Part-Time Faculty Parity for Office Hours and Medical reimbursements.
238,730	Apprenticeship – Programs at CSM and Skyline.
455,509	Mandated Costs – The District is claiming \$28 per FTES in 2017-18 plus additional one-time funds.
9,329,586	Non-Resident Tuition – The non-resident rate is \$228 per unit plus \$8 capital outlay fee which is charged to all non-residents including out-of-state students and students of a foreign country (calculated based on State cost-related parameters and approved by the Board of Trustees). The total also reflects an increase in enrollment.
800,000	Interest – Combined short-term interest rates and investment interest projections based on favorable economic climate.
4,199,583	Miscellaneous – Includes most current projections for cosmetology sales, facility use fees, library fines, class audit fees, transcript fees, satellite dish income, and other miscellaneous student fees and income.
\$177,330,818	TOTAL PROJECTED REVENUE

The District Committee on Budget and Finance reviews and assists in formulating the District’s revenue assumptions. The following pie chart illustrates the various sources of revenue.



2017-18 BEGINNING BALANCE

The 2017-18 General Fund beginning balance is \$33,882,786. The beginning balance includes reserves for specific projects and activities of the 2016-17 year that have been carried over into the new fiscal year as committed to those purposes.

The beginning balance also includes an increase to the District’s contingency reserve to 13% and the 2016-17 site ending balances. The table below details the components of the District’s 2017-18 beginning balance.

Project/Activity	Balance
Faculty Professional Development	\$372,124
Staff Development	301,862
Miscellaneous Designated Funds:	
Emergency Preparedness	414,527
Fleet Program	32,883
Telecommunications Contracts	274,655
Indirect Cost Pool (all sites)	344,514
Colleges:	
Skyline various projects	980,398
CSM various projects	974,222
Cañada various projects	84,742
Allocated Innovation Funds:	
Cañada College	527,698
College of San Mateo	1,482,395
Skyline College	847,507
District Office	792,560
Miscellaneous Projects	-0-
Apprenticeship	259,155
Site Prior Yr Commitments (Encumb)	63,987
College Events Funds	83,137
Site Ending Balances:	
Cañada College	644,558
College of San Mateo	564,352
Skyline College	800,602
District Office	268,144
Facilities	683,258
Contingency Reserve (13%)	23,053,006
Unallocated Reserve	32,500
Total	\$33,882,786

Reserves

The 2017-18 Budget includes a District reserve of \$23,053,006 in its fund balance which has been increased from 11% to 13%. The State recommends a 5% minimum reserve. The District’s reserve includes reserves for budget contingency, emergency response and cash flow.

The contingency reserve is not budgeted as a line item as there is no intention to expend these funds except in an emergency.

2017-18 Unrestricted General Fund Expenditure Plan

Expenditure projections are adjusted throughout the budget development process as new information becomes available.

The expenditure budget for the unrestricted portion of the general fund amounts to \$177,330,818 which represents an increase of \$3,727,289 from the tentative budget estimate of \$173,603,529. Changes were due in large part to the accounting for STRS pass-through on behalf payments, staff development, District retirement contributions, Telephone and Software/Hardware as well as Museum of Tolerance expenses. To comply with GASB 45, benefits charged for Post-Retirement medical benefits for permanent employees are reflected as part of the Post Retirement Reserve Fund.

Negotiations for all bargaining units including CSEA and AFSCME were settled in 2016-17.

The Non-Represented units were also finalized at the end of 2016-17. Final agreement with AFT will be ratified by the membership in early September and the Board is scheduled to approve the agreement at the regular meeting in September.

2017-18 Unrestricted General Fund Expenditure Plan

2017-18 Final	EXPENDITURES
\$139,452,905	<p>Site Allocations – Includes allocations for salaries and benefits adjusted for growth per the allocation model, for step and column changes and longevity known to date. Also includes EPA (Educational Protection Account) allocation. Refer to the following page for details.</p> <p>Benefits – Includes benefit increases known to date. This also includes a benefit for the future cost for District paid retiree medical benefits to comply with GASB 45 requirements.</p>
7,333,693	Retiree Benefits – Includes benefit increases for more than 737 retirees' health premiums.
3,159,653	Other Benefit costs for part time adjunct faculty medical reimbursement program, transfer to the Parking fund for Facilities and Public Safety staff, plus STRS on-behalf payments.
1,519,340	Formula Adjustments/Contracts – Cosmetology sales, facility use rental fees, and 8% of non-resident non-international student tuition. Expenditure budget corresponds with revenue assumption in Miscellaneous revenue. Also includes telecommunications satellite contracts and expenses.
238,730	Apprenticeship – Expenditure budget corresponds with revenue assumptions. Programs include automotive technology at Skyline College and several programs at CSM.
3,275,429	Miscellaneous – Includes audit fees, banking and credit card fees, bad debt, IRS fees to process 1098 and 1099 forms, AFT and Academic Senate release time, special events fund, CalPERS/STRS administrative fee, opening day and end of the year expenses and other miscellaneous fees.
4,576,146	Utilities – Includes gas, electricity, water/irrigation, garbage, and other charges. The Facilities Department analyzes projected costs for new campus buildings as well as rate increases and offsets from the cogeneration plants and solar farm.
12,570,200	Salary commitments – Includes anticipated AFT COLA for 2 years, step and column annual increases and adjunct office hours plus other salary and benefit commitments.
50,000	Managed Hiring – Includes resources necessary for the placement of staff into unfunded classified positions, thereby avoiding layoffs.
1,236,000	Insurance – Includes transfers to the Self-Insurance fund and property liability insurance coverage in the amount.
1,175,000	Consultant/Legal/Election – Includes \$60,000 for County Counsel, \$500K in legal fees, \$320K in consulting fees and \$200K for election costs and other miscellaneous legal fees.
542,000	Staff Development – Includes annual allocation for Professional Development, Trustees, Management Development and a slight increase in the Classified Staff Development fund.
2,129,621	Software/Hardware/Telephone – Includes maintenance and operating costs for ITS software and hardware, as well as telephone charges. This line item covers Districtwide existing software and new contracts.
72,100	Museum of Tolerance – Renewal of funding for District staff attendance. Training scheduled for Fall 2017 and Spring 2018.
\$177,330,818	TOTAL PROJECTED EXPENDITURES

2017-18 BUDGETED EXPENDITURES

The total Unrestricted General Fund budget includes site allocations and the beginning balance as indicated in the following major uses:

Salaries \$109,896,755

The expenditure budget for salaries includes increases for step placement and longevity known to date and 2017-18 compensation increases except for the AFT bargaining unit. Salaries and benefits combined account for just over 80% of the total budget.

Benefits \$41,477,136

Updates to benefit rates for 2017-18 are included. The budget includes the January 1, 2018 increases in non-capped premium rates for employees and retirees and increase in employee health premium caps when part of the negotiated settlements. This amount also includes a benefit for the future cost for District paid retiree medical benefits. Each site has the responsibility of managing its own benefit budget.

Supplies \$7,777,026

Projected expenditures in this category include all types of operating expenses for miscellaneous office supplies, subscriptions, printing, gas, oil and tires.

Other Expenses and Services \$23,857,604

The expenditure budget includes increases for utilities, including projections for increases in maintenance costs. Also included are projected expenditures for insurance, telephone service, and increases in computer hardware and software contracts.

Equipment \$ 385,042

Expenditures in this category include instructional equipment, library books, furniture, and site and building improvements. A large majority of the District's capital expenses are included in the Capital Projects Fund.

Transfers/Other \$ 4,767,034

The Unrestricted General Fund includes transfers to other District funds. The projected transfers include transfers to Self-Insurance and benefit costs in the Parking Fund and Post-Retirement benefits fund. Other budgeted amounts include set-asides for contingency.

Total Expenditure Budget \$188,160,598**

**This total includes site allocations, EPA, Transfers, Central Services expenses as well as committed or carryover funds from 2016-17.

Site Allocations

Cañada College

Site Allocation	\$24,939,770
EPA (Prop 30/55)	298,193
16-17 Ending Balance	<u>644,558</u>
Total	\$25,882,521

College of San Mateo

Site Allocation	\$41,158,138
EPA (Prop 30/55)	487,333
16-17 Ending Balance	<u>564,352</u>
Total	\$42,189,823

Skyline College

Site Allocation	\$41,772,341
EPA (Prop 30/55)	498,046
16-17 Ending Balance	<u>800,602</u>
Total	\$43,070,989

District Office

Site Allocation	\$16,981,939
EPA (Prop 30/55)	189,636
16-17 Ending Balance	<u>268,144</u>
Total	\$17,439,719

Facilities

Site Allocation	\$12,973,898
EPA (Prop 30/55)	153,611
16-17 Ending Balance	<u>683,258</u>
Total	\$13,810,767

Total

Site Allocations	\$137,826,087
EPA (Prop 30/55)	1,626,819
16-17 Ending Balance	<u>2,960,914</u>
Total	<u>\$142,393,818</u>

The 2016-17 site ending balances will be used by the Colleges to cover unanticipated items. Innovation funds are included in the site allocations.

Note: Additional allocations for basic skills programs, workforce development, career technical education and instructional supplies (Prop 20) are included in the Restricted General Fund.

Budget Summary

Revenue

Beginning Balance	\$ 33,882,786
2017-18 Revenue	<u>177,330,818</u>
Total	\$211,213,604

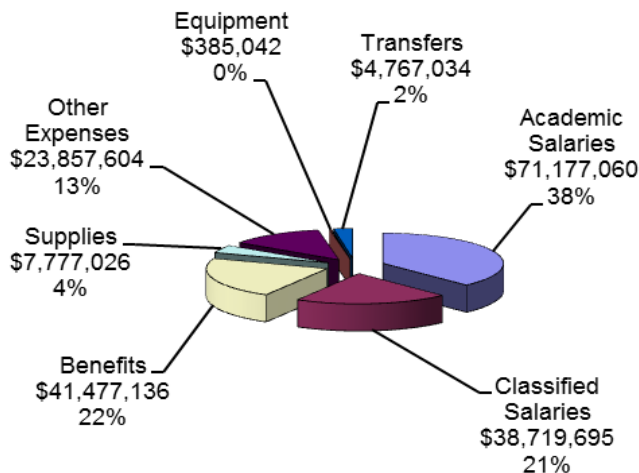
Expense

Site Allocations	\$139,452,906
Central Services	37,877,912
2017-18 Committed	<u>10,829,780</u>
Subtotal	\$188,160,598

Contingency 23,053,006

Balanced Budget \$ (0)

2017-18 Budgeted Expenditures
By Account Type



District Committee on Budget and Finance

The District Committee on Budget and Finance is a subcommittee of the District Participatory Governance Council. Its main purpose is to focus on budget planning. The Committee reviews State budget proposals and assists in developing District income assumptions, budget goals and budget allocations. The Committee meets monthly and members receive regular updates on State and District budget and finance issues. Each member actively contributes, participates and is responsible for dissemination of information to their respective constituencies.

Members for 2017-18 include:

- Kathy Blackwood, Executive Vice Chancellor
- Eloisa Briones, Budget Office, Skyline
- Anthony Burrola, AFSCME, Cañada
- Mary Chries Concha Thia, Budget Office, CAN
- Doug Hirzel, Academic Senate, Cañada
- Judy Hutchinson, Budget Office, Skyline
- Barbara Lamson, Classified, Skyline
- Steven Lehigh, AFT, CSM
- Vincent Li, Academic Senate, CSM
- Michelle Marquez, Budget Office, Cañada
- Ludmila Prisecar, Budget Office, CSM
- Jan Roecks, Budget Office, CSM
- Bernata Slater, Chief Financial Officer, District
- Linda Whitten, Academic Senate, Skyline
- TBD, student representatives from each College

OTHER FUNDS

SELF-INSURANCE FUND (FUND 2)

The District is entering into its eleventh year of a more independent risk management program since withdrawing from the Bay Area Community College Joint Powers Agency (JPA) in 2005-06. The risk management program uses a combination of self-insured retention (SIR) amounts and insured limits. The current program permits the District to manage risk with greater flexibility to meet its needs associated with its size and complexity. After withdrawing from the JPA, the District contracted for independent coverage and administration of claims from insurance underwriters and third party claims administrators (TPA’s). The largest risk programs are those for property, liability, and workers’ compensation risk coverage. The District maintains a self-insured retention (SIR) to cover expected losses, and a combination of primary insurance and re-insurance levels to cover unexpected losses. The Self-Insurance fund is used to fund and manage the expenses associated with this risk management program.

Due to its favorable insured loss experience and current insurance market conditions, the District expects minimal changes to insurance rates for 2017-18. However, refurbished buildings have resulted in higher values that have, in turn, resulted in increased property insurance expense.

Workers' compensation costs have also remained low allowing the District to reduce its internal charge percentage from 0.74% to 0.71% of salaries. This is due in large part to the emphasis that the Facilities Department has placed on safety, resulting in extraordinarily low number of accidents and claims. The District uses an actuarially based program to determine its SIR for worker’s compensation.

The District maintains a variety of insurance policies, levels of self-insured retention (deductible) and self-insurance. The chart below shows the main policies as well as the claims management contracts. In addition, the District has several smaller policies that cover business travel, crime, terrorism, cyber liability, student accident, student athlete, international student health insurance and student malpractice and Health Center malpractice.

Policy	CARRIER	A.M.BEST’S RATING	Type of Coverage
Excess Workers’ Compensation Program	Safety National Casualty Corporation	A+ XII	Statutory Workers’ Compensation and Employers’ Liability Excess Workers’ Compensation Program SIR: \$350,000 To STAT PLUS \$1M Employers Liability

Policy	CARRIER	A.M.BEST'S RATING	Type of Coverage
Property, Inland Marine and Boiler and Machinery Program	Travelers Property Casualty Company of America	A++ XV	Deductible: \$150,000
Excess Liability Program Including GL, AL, EBL, School Board Legal, EPL, Law Enforcement Liability, Sexual Harassment and Sexual Abuse. Sexual Abuse is per occurrence trigger	Princeton Excess & Surplus Lines Insurance Company, owned and operated by Munich RE Insurance	A+ XV	SIR: \$150,000 \$4,850,000 per occurrence and \$5,000,000 aggregate \$2,500 Loss Control Fund
SELF (School Excess Liability Fund)	Joint Powers Authority for Schools in the state of California	Not Applicable	\$55,000,000 in excess of \$5M
Third Party Administrator (Liability)		Neil Butterbaugh Claims Retention Services (CRS)	
Third Party Administrator (Excess Workers' Compensation)		SEDGWICK Claims Management Services (CMS)	

The 2017-18 Self-Insurance budget, detailed on Page 66, totals \$1,566,330. Estimated income is \$2,307,589 which consists of a transfer from Fund 1. The net beginning balance of the Self-Insurance Fund is \$7,635,134. This balance will cover incurred but not yet reported losses.

DEBT SERVICE FUND (FUND 25)

The purpose of the Debt Service Fund is to account for the accumulation of resources for, and the payment of, general long term debt. Revenue to this fund comes from the assessed property taxes to pay off the General Obligation Bonds.

The Debt Service Fund budget for 2017-18, shown on Page 68, totals \$54,369,200 which includes debt reduction principal and interest payments. Estimated income is projected at \$54,421,900. The net beginning balance is \$53,012,421. The schedule for long term debt can be found in the Supplemental Information section.

RESTRICTED GENERAL FUND (FUND 3)

The Restricted General Fund accounts for specially-funded federal, state or local grants or agreements which have specific purposes and must be spent accordingly. The 2017-18 Final Budget includes the most current data available. A list of the specific programs and grants can be found on Pages 70-72.

Included in the Restricted General Fund are the Health Services and Parking Programs. Health fee income is estimated at \$1,197,101. Parking fee income and fines are estimated at \$4,420,188.

The Restricted General Fund budget for 2017-18, as shown on Page 74, is \$48,185,039. This total is more than \$8.7M or 22.23% more than last year. The increase is mostly due to new federal grants for STEM programs as well as State funds carried over from 2016-17 for the Strong Workforce and Promise Innovation programs. The net beginning balance in the Restricted General Fund is \$13,696,520.

CAPITAL PROJECTS FUND (FUND 4)

The Capital Projects Fund is a restricted fund and reflects year-end data and funding carryover for projects approved but not completed in prior years. A project list can be found on Pages 76-77. Project expenditures as of June 30, 2017 were \$28,308,944.

The Bond Construction Fund, a sub-account of the Capital Projects Fund, was established for the deposit of proceeds from the sale of bonds. Deposits are used to meet the costs of property acquisition, facilities planning, inspections, surveys, new construction, modernization, and new equipment.

Capital Improvement Program

The District is nearing completion of the second phase of the Capital Improvement Program (CIP) with only a handful of projects remaining. To date, Measure A bond funds have generated interest of \$34 million, which increased the Measure A budget from \$468 million to \$502 million. As of June 30, 2017, the District has expended \$501,028,483 and committed \$762,566 of Measure A funds or 99.8% of the total authorization.

In November 2014, voters in San Mateo County voted (66.4% favorable) to pass Measure H, a \$388M bond measure that will allow the District to complete the modernization/construction/reconstruction projects as envisioned in the 2015 Facilities Master Plan Amendment that was approved by the Board in January 2015. Staff is working diligently to get the first wave projects to market, and construction on some of the projects began in May 2017. As of June 30, 2017, the District has expended \$ 26,185,152 and committed \$ 218,517,438 of Measure H funds or 63% of the total authorization.

Compilations of site-specific activities recently completed or currently in design, pre-construction, or construction, are listed below. Construction dates listed reflect currently planned schedules as of June 2017, but are subject to change.



Active Construction Projects – The following projects are under construction:

- Parking Lot and Roadway Light Upgrade, Phase 2 (LED)
 - Anticipated Completion date: Fall 2017
- Campuswide Americans with Disabilities Act (ADA) Mitigation
 - Completion date: Summer 2017

Projects In Planning – The following projects are in the planning and design stage:

- Building 1N Kinesiology and Wellness Center
- Building 9 Envelope Repairs
- Building 13 Roofing Replacement and HVAC Upgrades
- Building 23N Math/Science/Technology
- Building 3 Central Utility Plant Upgrades
- Parking Lot 6 Expansion
- South Plaza

Future State Capital Outlay Funded Projects – The following projects have been submitted for future State Capital Outlay funding:

- Building 13 Multiple Program Instructional Center (Final Project Proposal - FPP) – Pending
- Building 3 Performing Arts Center Technology and Environmental Modernization (Initial Project Proposal - IPP) – subject to approval for FPP

College of San Mateo

Completed Projects – The following projects were completed during the fiscal year:

- Campus Wide Asphalt Repairs
- North Campus Eucalyptus Tree Removal for Fire Mitigation

Active Construction Projects – The following projects are under construction:

- Parking Lot and Street Light Upgrade, Phase 2 (LED)
 - Completion date: Summer 2017
- Building 6 Aquatics Center Pool System Upgrade
 - Completion date: Summer 2017

Projects In Planning – The following projects are in the planning and design stage:

- Building 3 Humanities and Arts Renovation
- Building 17 Student Life and Learning Communities Renovation
- B36 Fume Hood Controls Upgrades
- District Office IT Server Room Fire Suppression System

Future State Capital Outlay Funded Projects – The following projects have been submitted for future State Capital Outlay funding:

- Building 9 Library Modernization (FPP) – Approved
- Campus Water Tank Replacement (FPP) – Pending



Completed Projects – The following projects were completed during the fiscal year:

- Building 5 Learning Commons, Phase 2 New Technology-Enhanced Active Learning (TEAL) Classroom and Signage Upgrades

Active Construction Projects – The following projects are under construction:

- Parking Lot L Expansion
 - Anticipated Completion date: Fall 2017
- Building 12N Environmental Science
 - Anticipated Completion date: Fall 2018

Projects In Planning – The following projects are in the planning and design stage:

- Building 1N Social Science and Creative Arts
- Building 5 Center for Transformative Teaching and Learning (CTTL)
- Building 14 Loma Chica Child Development Center
- Building 19 Pacific Heights Renovation Parcel B ADA Access

Future State Capital Outlay Funded Projects – The following projects have been submitted for future State Capital Outlay funding:

- Building 2 Workforce and Economic Development Prosperity Center (FPP) – Approved
- Building 5 Learning Resource Center Technology and Environmental Modernization (FPP) – Pending



Completed Projects – The following projects were completed during the fiscal year:

- Districtwide Earthquake Preparedness Program
- Districtwide Emergency Annunciation System Upgrade
- Districtwide Network Core Switch Upgrade
- Districtwide Electric Vehicle Charging Stations
- Districtwide Classroom Security Hardware Upgrade, Phase 2

Active Districtwide Projects: The following projects are under construction:

- Districtwide Utility Measurement & Verification
 - Anticipated Completion date: Fall 2017
- Districtwide Classroom Security Hardware Upgrade, Phases 3, 4, and 5
 - Anticipated Completion date: Fall 2017
- Districtwide Evacuation Map Upgrade
 - Anticipated Completion date: Fall 2017
- Districtwide Telephone System Replacement
 - Completion date: Summer 2017
- Districtwide UPS Device (MDF/IDF) Replacement
 - Anticipated Completion date: Fall 2017
- Districtwide Symetra UPS Device (MPOE) Replacement
 - Anticipated Completion date: Fall 2017
- Districtwide Network Switch Upgrade
 - Anticipated Completion date: Fall 2017
- Districtwide Firewall Network Switch Replacement
 - Anticipated Completion date: Fall 2017
- Districtwide Wireless Access Point Replacement
 - Anticipated Completion date: Fall 2017

Projects in Planning: The following projects are in the planning and design stage:

- Districtwide ADA Transition Plan Upgrade
- Districtwide Fire Alarm Panel Replacement

AUXILIARY and ENTERPRISE FUNDS (FUND 5)

Associated Students

The Student Bodies represent student interests at each of the Colleges. Associated Student Body reports, as submitted by the Colleges, are included on Pages 102-106 of this report. Total income and expenditures for the Associated Student Body (ASB) comparing fiscal years 2015-16 and 2016-17 are listed below:

Associated Students - Cañada	2016-17	2015-16	\$ Change	% Change
Net Income for the year	\$(27,722)	\$13,449	\$(41,170)	-306.13%
Beginning Fund Balance, July 1	301,293	287,844	13,449	4.67%
Ending Fund Balance, June 30	273,571	301,293	(27,722)	-9.20%

Associated Students - CSM	2016-17	2015-16	\$ Change	% Change
Net Income for the year	\$(53,373)	\$(17,169)	\$ (36,203)	210.86%
Beginning Fund Balance, July 1	360,524	377,693	(17,169)	-4.55%
Ending Fund Balance, June 30	307,151	360,524	(53,373)	-14.80%

Associated Students - Skyline	2016-17	2015-16	\$ Change	% Change
Net Income for the year	\$3,113	\$(61,333)	\$64,446	-105.08%
Beginning Fund Balance, July 1	532,912	594,245	(61,333)	-10.32%
Ending Fund Balance, June 30	536,025	532,912	3,113	0.58%

ASB Incomes:

Revenue source

Activity card sales are the major source of income for the Associated Students. Payment of the Student Body Fee supports many student-sponsored activities and programs and entitles students to a photo-ID student body card. Expenditures of the ASBs include normal operating expenses (office supplies, activity card, student assistant salaries and other miscellaneous expenses) as well as student programs, printing and publishing costs, scholarships and club assistance supporting campus life.

Cash Basis Accounting policy – effective Fiscal Year 2016-17

For the accounting of student fees revenues, “Accrual Basis of Accounting” was replaced by “Cash Basis” as of June 2017.

The summary on the following page illustrates the impact on ASB’s current year revenue resulted from the above change in accounting policy:

Income Comparison - Cash Basis versus Accrued Basis			
College	Cash Basis Revenue	Accrued Basis Revenue	Difference
Cañada College ASB	\$ 65,261	\$ 111,062	\$ (45,801)
College of San Mateo ASB	\$ 117,593	\$ 184,487	\$ (66,894)
Skyline College ASB	\$ 102,767	\$ 180,021	\$ (77,254)

The above change also eliminates the provision of Bad Debt Allowance, which is applicable to Accrual Basis accounting only.

ASB Expenditures:

In general, expenditures of the ASBs include normal operating expenses (office supplies, activity card, student assistant salaries and other miscellaneous expenses) as well as student programs, scholarships and club assistance supporting campus life.

The following table summarizes the number of events organized by the ASB at each College and also a comparison of total expenditure.

Associated Students	2016-17		2015-16	
Activities Vs Expenditure Analysis	# of Events	Total Expenditure	# of Events	Total Expenditure
Cañada College ASB	79	\$ 95,357	88	\$ 98,075
College of San Mateo ASB	70	143,175	98	137,086
Skyline College ASB	65	104,128	51	190,776

ASB Cañada College

At Cañada College, there were 79 ASB organized events and activities in this fiscal year compared to 88 events last year. The overall expenditures have decreased by 2.77% compared to last year with the largest decrease in office supplies by \$2,039 or 32.18%. While most operating expenditure categories have decreased, program assistance expense has increased by \$4,014 or 131% and student assistant salary has increased by \$2,298 or 19.41%. However, annual salary increases provided returning students much needed support to ensure continued success.

The decrease in revenue is due to the change in accounting method going from accrual basis to cash basis.

Cañada ASB had fewer events than last year because we had more collaboration between clubs. Office supplies decreased because the Student Senate and inter-club council created a go-green initiative and stopped printing agendas, sign-up sheets, and supporting documents which now are all posted online. Overall, most of the expenses were lower this year, salaries had increased because of the increase in step to continue to provide returning and successful students the ability to get a step increase as their progress improved. The increase in program assistance was due to the approval of ASCC for the transfer of \$3,741.77 to provide students with discounted bus tokens.

ASB College of San Mateo

At College of San Mateo, there were 70 ASB organized events and activities in this fiscal year compared to 98 events last year. The overall program expenses have increased due to fewer but bigger events hosting more participants this year. Student Assistant salaries also increased by \$4,564 or by 28%.

Although there were fewer events this fiscal year, increased costs such as insurance, speaker fees, and the use of outside vendors caused an increase in overall program expenses. Additionally, clubs did not host as many fund raising events in 2017-18 as they had previously, primarily because ASCSM increased overall funding to clubs. This decreased the overall number of events, since fund raisers are included as events in the quarterly report. Several clubs also expended support funds on outside speakers, whose speaking fees were provided through ASCSM. The ASB also expended funds to allow more students to participate in the annual Student Leadership Conference (Fall 2017) and provided more support to College programs, such as the International Education Program and the Multicultural Center. Student assistant salaries increased due to student employees having more availability and the need for more support for ASB and Student Life activities. Increases to pay rates for student assistants (effective January 2017) also accounts for some of this increase.

ASB Skyline College

At Skyline, despite a reduction in revenue by \$17,450 or 14.52%, the overall expenditures have decreased by \$86,647 or 45%.

The current year net income of \$3,112 was primarily a result of an overall decrease in expenditures as summarized below:

- The College Program Assistance expense significantly decreased by \$27,258 or by 94%.
- During FY 2016-17, the ASB discontinued sponsoring as extensively several events and activities conducted in FY 2015-16 – notably the College Lecture Series, the PIF/President’s Breakfast Scholarship and LIFE/Cultural in CUBA.
- Student Assistant Salaries dropped by \$14,505 or by 32%.
- Program expenses went down by \$24,943 or by 50%.
- Office supplies expense decreased by \$6,799 or by 45%.

The ASSC decided intentionally to reduce the expenditure budget to reflect anticipated ASB income. Through selective program planning, coordination of student work schedules, and inventory management, the ASSC was able to manage their budget more effectively. Despite the decrease in expenditures, the ASSC did organize 65 events and activities compared to 51 in the prior year.

Bookstores

San Mateo County Community College District Auxiliary Services and Enterprise Operations provide indispensable services to students, faculty, staff and the community at large. The services are provided at all three Colleges including the operations of the Bookstores, College dining services, College vending services, Community Continuing and Corporate Education serving the three Colleges and the San Mateo County community, and the San Mateo Athletic Club and Aquatic Center at College of San Mateo which now serves nearly 6,000 members of our College and campus community.

Each of the operations is unique in the services it provides. The financial presentation for the Bookstores, cafés and the San Mateo Athletic Club is highlighted below with a brief narrative for each service. The District

Auxiliary Services and Enterprise Operations Annual Report will be published in early October 2017 and will go into great detail on each operation's performance along with highlights. As the work of Community, Continuing and Corporate Education (CCCE) is still relatively new within the Enterprise Operations, a full report of the operations programs and progress is included in this narrative.

The landscape of collegiate retailing continues to change at a rapid and dramatic pace. At one time, the College Bookstore was the one place students could go to purchase all of the required academic materials to achieve success. Today, nothing could be further from the truth. The reality is that the College Bookstores of today have had to change their way of thinking and operating to compete in this electronically content-driven economy. This paradigm, while not new, is still in its infancy but is growing at an incredible pace. Some colleges and universities are adopting a total electronic platform and have done away with textbooks altogether. Others have taken the more common hybrid approach, and while they still have textbooks for some of their classes, encourage faculty to seek out less expensive, electronic media for their classes. That is the case here in our District. A growing number of faculty are choosing to put the textbook aside and are using on-line materials exclusively.

For a number of years, our innovative and talented Bookstore team have worked hard to address the issue of textbook costs by creating one of the largest textbook rental programs in the country, investing in digital books, and partnering with publishers to provide "no frills" textbooks at a lower cost, along with other cost saving measures. These efforts have helped our Bookstores maintain a competitive edge, and although we have faced declining enrollment for the last several years, our textbook unit sales stayed equal to or slightly ahead of the enrollment decline. We were sustaining the business that so many other stores were losing because they were not addressing increasing textbook costs aggressively enough. Many of those college-run stores have since transferred their operations to management companies to take on these challenges. Our store managers and staff are taking the lead and managing through this changing dynamic as effectively and successfully as they have over these last eleven years. Despite several years of flat to declining enrollment Districtwide, along with the switch to alternative content delivery methods, the College stores continue to identify new products and services to attract both our student and staff customers. Textbook rentals do still give us an edge despite a nationwide decline in textbook sales. Textbook rentals provide students who would not be able to afford college textbooks a low cost option that provides critical access to the course materials required for academic success. In addition to the textbook rental program, the investment made in transitioning significant portions of the retail space to our coffee and convenience shops has continued to strengthen the Bookstores' financial position as well dramatically increase the customer interactions on each campus, with over 10,000 transactions each day. As we continue to add products and services, this category has allowed the Bookstore to return a surplus this year despite the enrollment decline resulting in a decline in unit textbook sales.

Inclusive Access is a content delivery model available for courses which require access to online resources and/or homework management chosen by faculty teaching the course. It provides access to course required material on the very first day of class at a lower cost than can be obtained directly from the publisher or traditional packages sold in the Bookstore. Piloted at the Cañada Bookstore in the 2016-17 academic year, 44 sections of different courses were delivered using the Inclusive Access model. This model has been rolled out Districtwide, and, in addition to the materials being significantly less expensive than traditional textbooks, it ensures that every student has the materials available on the first day of class.

Financial Information

The following data reflects Bookstore operations for the fiscal year beginning July 1, 2016 through June 30, 2017. It includes Fall 2016, Spring 2017 and a portion of the Summer 2017 semesters.

Bookstore Sales	2016-17	2015-16	\$ Change	% Change
Regular Merchandise Sales	\$ 5,671,329	\$ 5,888,370	\$ (217,041)	-3.7%
Computer Products Sales	245,547	230,050	15,497	6.7%
Total Merchandise Sales	5,916,877	6,118,421	(201,544)	-3.3%
Textbook Rental Income	546,794	568,938	(22,143)	-3.9%
Production Service Income	442,184	444,039	(1,855)	-0.4%
Total Sales	\$ 6,905,855	\$ 7,131,397	\$ (225,542)	-3.2%

The Bookstore Fund budget for 2017-18 totals \$7,693,000 as indicated on Page 80. The net beginning balance for the Bookstore Fund is \$8,024,627. The budget includes provisions for increased annual cash flow requirements, inventory and full maintenance needs of the store facilities.

Regular merchandise sales decreased 3.7% this year compared to last year primarily due to the decrease in textbook sales as discussed above. The decrease in textbook sales is a result of lower enrollment, the impact on actual sales of textbook rentals, web codes and Inclusive Access sales, as well as all of the other competitive factors mentioned earlier. The sale of computers and computer products increased 6.7% over last year due to the Skyline College Bookstore’s providing Chromebooks for students to rent and purchase at the College. Another strong merchandise category for the Bookstores is our convenience store and coffee sales. Sales in this category continue to increase over last year despite the continued decrease in headcount at all three Colleges. Textbook rentals decreased for the first time since we have been renting textbooks, primarily due to lower enrollment coupled with the impact of Inclusive Access digital materials being delivered to students electronically at a significantly reduced cost.

Cost of sales decreased by 1.4% this year. Overall inventory shrinkage was less than 1% of sales again this year. The industry standard is 2%. Shrinkage has a direct impact on the net profit of the Bookstores. We have had consistently low shrinkage for the last several years due to increased efforts on the part of our staff towards loss prevention as well as improvements in invoice processing. Total Operating Expenses increased 3.4% this year due to salaries, benefits and step increases as well as the cost of renewing both software and hardware support and warranty services with our point of sale system provider. Interest and other income increased minimally due to continued low interest rates on our investments.

Exacerbated by the year over year reductions in textbook sales along with increasing salary, benefit and other costs, the Bookstores ran an operational deficit for the first time in 12 years. There are numerous factors that had an impact on the operation this year but the deficit is not indicative of all of the positive work and effort by the Bookstore staff. The programs that have directly benefitted from the efforts of the Bookstore team are numerous and will be discussed in detail in our 2016-17 Annual Report.

Below is a summary of comparative figures:

Bookstore Recap	2016-17	2015-16	\$ Change	%Change
Operations				
Merchandise Sales	\$ 5,916,877	\$ 6,118,421	\$ (201,544)	-3.3%
Textbook Rental Income	546,794	568,938	(22,143)	-3.9%
Production Service Income	442,184	444,039	(1,855)	-0.4%

Cost of Goods Sold	3,857,418	3,912,565	(55,147)	-1.4%
Gross Profit from Operations	3,048,437	3,218,833	(170,395)	-5.3%
Total Operating Expenses	3,221,991	3,115,062	106,929	3.4%
Net Income/(Loss) from Operations	(173,554)	103,771	(277,325)	-267.2%
Interest and Other Income	243,775	236,246	7,529	3.2%
Net Income Before District Support	\$ 70,221	\$ 340,016	\$ (269,795)	-79.3%
District Support				
District Support Income	48,385	6,507	41,878	643.6%
Admin Salary & Benefits Expenses	(142,738)	(69,311)	(73,427)	105.9%
Other Expenses	(148,138)	(151,032)	2,894	-1.9%
Total District Support Net	(242,490)	(213,836)	(28,654)	13.4%
Net Change in Fund Balance	\$ (172,269)	\$ 126,181	\$ (298,450)	-236.5%

It will continue to be a very challenging time for college bookstores in California in general as enrollments are trending lower and competition in course materials delivery is prevalent from on-line operators to alternative delivery methods. These challenges will put added pressure on the bookstores' overall financial performance but should also provide us with opportunities to succeed.

All District Auxiliary and Commercial Operations are dependent on a strong, stable enrollment for continued success. The growth of the coffee and convenience shop operations as well as the promising future of the copy centers at both CSM and Skyline College is an example of the proactive measures we have taken to ensure the financial stability of the Bookstores during uncertain economic times. The Bookstores are committed to focusing on efforts to improve service, offer more used textbooks, continue to grow the rental program, further integrate digital textbooks and Inclusive Access at all three Colleges, increase the amount of custom and institutionally adopted textbooks Districtwide and further maximize the interest and other income potential of each College Bookstore. Part of this strategy will include the continued focus on the coffee and convenience items sold at each location. This has been the strongest and most consistent merchandise category in the Bookstores over the last several years. Although even it has faced downward pressure due to lower enrollments, the margins in this merchandise category are an essential component of our livelihood. We will also continue to support the efforts of our copy centers located on each campus as they not only support the work of the Colleges but also local businesses who use our services.

Lastly, the Bookstores will continue to expand its role as a Livescan service provider. In the last three years, we have stepped in for the County Office of Education and provide Livescan services to the District staff as well as to other districts throughout the County.

Cafeterias

The Cafeteria Fund budget for 2017-18 totals \$289,000 as indicated on Page 81. The net beginning balance in the Cafeteria Fund is \$642,470.

Beverage, Snack and Food Service Vendors –

- The District's beverage vending service partner is Pepsi Bottling Group. The contract was awarded effective July 1, 2017, ending on June 30, 2024 with the option of renewing for three one year terms at the discretion of the District.
- The District's snack vending partner is Compass Group USA through its Canteen Vending

Services Division. The contract was effective July 1, 2017, ending on June 30, 2022.

- The District's food service partner is Pacific Dining Services. The contract was awarded on July 1, 2017 through June 30, 2022 with an option for one five year renewal at the discretion of the District.

Fourth quarter comparisons are noted below:

Cafeteria Recap	2016-17	2015-16	\$ Change	% Change
Revenues				
Food Service Income	\$212,177	\$187,206	\$24,971	13.3%
Vending Income	69,042	65,963	3,079	4.7%
Interest Income	6,296	4,817	1,480	30.7%
Event Rental	97,553	76,171	21,381	28.1%
Total Revenues	\$385,068	\$ 334,157	\$50,911	15.2%
Expenditures	\$313,053	\$ 270,721	\$42,332	15.6%
Net Change in Fund Balance	\$72,015	\$ 63,436	\$8,578	13.5%

Food Service Income	2016-17	2015-16	\$ Change	% Change
PACIFIC DINING				
Skyline	\$70,592	\$55,795	\$14,797	26.5%
Cañada	30,371	37,160	-6,789	-18.3%
CSM	85,019	72,950	12,069	16.5%
Le Bulldog	26,196	21,302	4,894	23.0%
Total Food Service Income	\$212,177	\$187,206	\$24,971	13.3%

Food service income has increased 13.3% or \$24,971 over last year. The increase is notable since decreases in enrollment, both in FTES and more notably in our headcount at all three Colleges usually have direct impact on auxiliary enterprise operations. The decreases notwithstanding, the increase is evidence that students “vote with their feet” regarding where they choose to spend their time and money when they are at each of the Colleges. By providing our students a variety of tasty food options at a fair price in a clean and vibrant environment, all three dining facilities are thriving and are packed with students each day as they make these places their “homes away from home.” Event rentals at the Bayview Dining Room at College of San Mateo continue to be robust. Event rental revenue increased 28.1% over the same period last year. The Annual Report will highlight many of the events we hosted last year including weddings, bar and bat mitzvahs, proms, homecomings, fundraisers, special events for San Mateo County and many more.

Vending income has increased compared to last year by 4.7%. The increase in vending income may be attributed to facilities rentals by outside groups as well as to the large number of people, both children and adults, who attend the San Mateo Athletic Club as members and as swim team participants, guests who attend the many events hosted at SMAC, and all of the visitors who attend the Colleges' special events held almost every day of the calendar year. Vending income is an important revenue stream for each of the three Colleges' Associated Students, to which all of the funds are directed each month.

Total expenditures increased significantly by 15.6% or \$42,332 over last year. Expenses related to the repair and maintenance of equipment at the three College dining locations have increased as equipment ages. This year, preventive maintenance programs were put in place for the equipment at each College's cafeteria, which

includes quarterly equipment checks. The program has increased expenses, but the expectation is that the equipment will have a longer life and cost less over time. In addition, all of outside events hosted in the Bayview Dining Room with over 100 people in attendance are staffed by District Facilities and IT staff who receive overtime pay for supporting the events.

Income from food service and vending contracts enables the District to provide food and beverage services to the students. These combined resources, along with interest income, also provide a stable Cafeteria Fund not requiring support from the General Fund. As part of the Enterprise Fund, the cafeteria and vending operations are fully self-supporting. The fund is also responsible for the long-term maintenance and upgrading of aging facilities and equipment, as well as all expenses relating to the ongoing operational requirements under the food service and vending contracts.

San Mateo Athletic Club and San Mateo Aquatic Center (SMAC)

The San Mateo Athletic Club budget for 2016-17 totals \$3,940,000 as indicated on Page 82. The net beginning balance is \$3,163,713.

Fourth quarter comparisons are shown below:

San Mateo Athletic Club and Aquatic Center financial summary:

San Mateo Athletic Club and Aquatic Center	2016-17	2015-16	\$ Change	%Change
Operating Revenues				
Registration & Membership	\$ 3,453,045	\$ 3,278,460	\$ 174,585	5.3%
Personal Training	382,964	365,862	17,102	4.7%
Aquatics	895,415	826,744	68,671	8.3%
Parking	77,823	81,932	(4,108)	-5.0%
Group Exercise	219,012	115,560	103,452	89.5%
Retail	16,915	18,508	(1,593)	-8.6%
Other Income	24,746	24,096	650	2.7%
Total Operating Revenue	\$ 5,069,920	\$ 4,711,162	\$ 358,758	7.6%
Operating Expenses **	\$ 3,766,912	\$ 3,496,689	\$ 270,223	7.7%
Net Operating Income/(Loss), prior to District and College Support	\$ 1,303,008	\$ 1,214,473	\$ 88,535	7.3%
District Support				
District Support Income				
Interest Income on Investments	53,926	18,044	35,883	198.0%
Operating Expenses charge back to District	84,064	88,891	(4,827)	-5.4%
Other Income	380	-	380	0.0%
Total District Support Income	138,371	106,935	31,436	29.4%
District Support Expense				
Admin Salaries & Benefits ***	357,007	272,354	84,652	31.1%
Equipment Use Fee & Depreciation	54,099	31,919	22,180	69.5%

Miscellaneous Expenses	21,447	11,650	9,797	84.1%
Pool Maintenance	52,619	31,507	21,112	67.0%
Total District Support Expense	485,172	347,430	137,742	39.6%
Net Income/(Loss) after District Support, prior to College Support	\$ 956,207	\$ 973,977	\$ (17,770)	-1.8%
College Support Expense				
Operating Expense charge back waived	\$ 84,064	\$ 88,511	\$ (4,447)	-5.0%
Donation to College	\$ 300,000	\$ 230,000	\$ 70,000	30.4%
Total College Support Expense	\$ 384,064	\$ 318,511	\$ 65,553	20.6%
Net Income/(Loss) after District and College Support	\$ 572,143	\$ 655,466	\$ (83,323)	-12.7%

**Operating expenses consists of salaries and benefits paid by EXOS.

***District Support Expense consists of SMCCCD Administrative and Facilities salaries and benefits.

Operating as an enterprise through Auxiliary Services and Enterprise Operations, the San Mateo Athletic Club (SMAC) is a self-sustaining, community-centered, fee-based operation offering a variety of service options to the San Mateo campus community and the community-at-large. The concept of a multi-use space enables the District to maximize the use of facility resources and consequently create a revenue stream that will supplement the facility budgetary needs, including equipment maintenance and replacement, and has gained the attention of other community colleges up and down the State. SMAC provides the community broader access to the College of San Mateo (CSM) and demonstrates in a very real way that the District is a community-based organization serving a wide spectrum of educational and training opportunities.

Approaching the conclusion of a full seven years of service to the District and to the San Mateo community, the financial performance of SMAC continues to be remarkable. Net Operating Income, prior to District and College support, was \$1,303,008 compared to \$1,214,473 last year, representing a 7.3% increase. Despite being a mature health club, SMAC continues to exceed budget expectations and has increased gross and net revenue every year. SMAC membership is currently just over 5,800 members and month over month, we add more members than we lose, ending the year with a 225 net member gain.

The revenue from the operations at SMAC pays for all of the direct expenses of the club and all expenses incurred by the CSM academic programs including shared supplies, cleaning, equipment maintenance and repair, as well as all facilities related costs. In addition to all of these expenses being allocated to SMAC, with the support and approval of the District Board of Trustees, \$200,000 of this year's operating profit was transferred to College of San Mateo to be used by the College President for programs important to the College. In addition to this transfer of our net surplus, the Board of Trustees approved the transfer of \$100,000 to Cañada College to be used by the College President for programs important to the College. Both presidents have indicated that this funding will be used to support first year initiatives and the Promise programs.

The building of the financial reserve is critical as SMAC not only funds the maintenance and repair of every piece of equipment in the facility, but is also funding the replacement of equipment with an average lifecycle of between five and seven years. We continue to replace equipment used by the Colleges and the club as it ages and we inspect every piece of equipment at least twice each month to ensure operating efficiency. Addressing these equipment needs benefits both the academic and community program and reduces fiscal impact on General Fund as maintenance and replacement expenses are funded completely by the SMAC reserve.

Below are just a few facts about SMAC (a full listing will appear in the Auxiliary Services 2016-17 Annual Report to be released in October 2017):

SMAC employs 136 individuals of whom:

- 32% are currently enrolled within the SMCCCD
- 25% have graduated from CSM
- 48% overall are active college/university students

Fun Facts

- 318,557 member check-in's; this is an increase of 5% over previous year with an average 875 member visits per day.
- Over 4,500 CSM Kinesiology student visits per month
- We wash, launder and fold over 1,000 towels per day
- SMAC offers over 90 group fitness classes per week as part of a membership to SMAC. These classes boast an average attendance of 17.5 students per class. (Industry average is 12)
- SMAC gives a 'onesie' with our logo to every newborn (members and staff)
- On average, over 60% of new members are referred by existing members
- Our SMAC logo wear can be seen all over San Mateo as our members continue to wear/use our t-shirts, caps, re-usable shopping bags, backpacks, parking permits and hoodies.

Notable Accomplishments:

- Over 70 member success stories ('Journeys') are posted throughout SMAC. These are stories submitted to us....unsolicited....from members who want us to know what they have accomplished because of their membership to SMAC. We also include these stories in every newsletter.
- SMAC members continue to take SMAC logo wear on their vacations and for the 5th year, "***Where in the World***" garnered pictures from members wearing the SMAC logo in Africa, Iceland, New Zealand, Hawaii and many more locations. It is truly humbling that members think of SMAC when they pack for a vacation and then again when they arrive at their destinations to take a picture and then send to us for display at the club.
- SMAC introduced EXOS Journey and ESD as part of the membership.

Journey is a digital hub available on mobile and desktop devices. When a member signs into Journey they will find the guidance they need to achieve their goals. These include:

- **Workout library:** Dozens of workouts and plans, with personalized recommendations in the *My Movements* section
- **Guided Paths:** step-by-step lessons on Mindset, Nutrition, Movement, and Recovery
- **Meal builder:** your personalized nutrition blueprint
- **Movement App:** workout videos led by EXOS performance specialists you can access anytime, anywhere

ESD (Energy Systems Development) Technology is now installed on our Precor cardio equipment. This technology measures current fitness levels and makes personalized training recommendations taking the guesswork out of cardio. This ensures each workout is as impactful as possible and allows you to continue training at your convenience. This has been proven to burn three times more calories than self-guided cardio.

- For the 3rd year, SMAC complemented the Bay Area Pathways Academy (BAPA) program by providing physical activity classes including swimming, water polo, counselor in training, yoga, dance and X-fit. SMAC provided instructions and instructors for over 350 classes over the 6 weeks of camp.
- With the help of 10 United States Olympians and a star from the hit TV show “Dancing with the Stars”, once again SMAC raised a significant amount of money for cancer research for UCSF Children’s Benioff Hospitals. Rob Butcher, the CEO of Swim Across America, attended the event along with EXOS National Group Exercise Director, Melissa Towey, supporting the event by swimming, coaching from the deck and dancing. This year’s contributions tallied over \$85,000 honoring the life and contributions of Deputy Chancellor Jim Keller who passed away in January 2016. The funds were delivered to UCSF Benioff Children’s Hospital and Children’s Hospital, Oakland to fund critically important and successful research to help children suffering with cancer.
- Over 1,600 members participated in “**Winter Warrior.**” Back for its fifth season, members earn prizes related to their attendance during specified dates.
- SMAC sends an electronic newsletter every month to over 9,200 people with an average open rate of 41% (e-marketing industry average 25.7%).

We continue to:

- Advertise for: Bay Area Pathways Academy, SMCCD Foundation, Campus Copy and Post, Bayview Pavilion and Community, Continuing and Corporate Education on club signage and in club e-newsletters.
- Contribute funds to College of San Mateo (6th year in a row) and for the first time Cañada College
- Participate in CSM events: Yoga fair, health fairs, and Connect to College.
- We are a donation location for CSM Associated Students’ canned food and toy drives.
- Provide guest speakers for CSM classes (Nursing, Pilates, Yoga, Dance)
- SMAC assists with all emergency situations for classes held within SMAC and pool deck, and staff are usually the first responders.
- Provide raffle contributions (1-3 month memberships) to numerous campus departments.
- Maintain, repair, and replenish all equipment and supplies with SMAC.
- Provide all preventive maintenance for CSM classes held within SMAC including the adaptive studio.
- Provide all aquatic supplies (backstroke flags, class equipment).
- Provide lifeguards for all programs/classes held within pools.
- Issue all cosmetology parking permits for cosmetology patrons.
- Provide all cleaning chemicals and equipment maintenance for cosmetology laundry.

As a premier facility, SMAC strives to be a place to teach, learn and develop habits, impart knowledge, skills and abilities that will benefit all who step through its doors. Through its partnership with EXOS, SMAC has proven to be a successful endeavor for the District. EXOS has brought a wealth of industry experience and specialized club management expertise combined with a firm belief in health and fitness as a lifestyle. As a result of this partnership, SMAC is now known to be among the top fitness clubs in San Mateo County and the Bay Area, working to improve people’s daily lives.



Community, Continuing & Corporate Education

Cañada College - College of San Mateo - Skyline College



Community, Continuing and Corporate Education (CCCE)

Education That Works

Advancing the Mission of Our Colleges

Pursuant to its goal of creating innovative educational programs, renowned signature programs, and global impact for international students and groups, CCCE is pleased to have made significant contributions towards advancing the mission of the District and its three colleges throughout fiscal year 2016-17. During this period, CCCE's collaborations with Cañada College, College of San Mateo (CSM), Skyline College, and the District's Human Resources Department directly resulted in many new and noteworthy grants, programs, and enrollments for the colleges, as seen in the select accomplishments below:

- **Awarding of \$50,000 State Chancellor's Office Institutional Effectiveness Partnership Initiative Grant** for Leadership Development at each of three colleges (the first IEPI grant awarded directly to the District);
- **Awarding of prestigious \$150,000 State Department grant to Skyline College** for the Young African Leaders Initiative (the first Mandela Washington Fellowship grant awarded to a community college);
- **Collaborative development with CSM and Skyline College of two credit-bearing programs:** a Digital Advertising program at College of San Mateo and a Construction Management program at Skyline College;
- **Collaborative design of the Multimedia Arts Summer Academy at Cañada College**, a not-for-credit pipeline designed to increase enrollments in credit-bearing Multimedia Arts programs at Cañada College;
- **Collaborative development of the Future Scholars Program**, a college and career readiness program at Skyline College designed to help develop a college-going identity and a vision for success throughout college and beyond for middle school students from Boys & Girls Club of North San Mateo County;
- **Matriculation of 24 international students from Silicon Valley Intensive English Program (SVIEP)** to Cañada College (9), College of San Mateo (8), and Skyline College (7); these 24 students would not have been eligible to attend any of our three colleges without SVIEP, which has been in operation for one year.

\$50,000 State Chancellor’s Office Institutional Effectiveness Partnership Initiative (IEPI) Grant



In September 2016, Executive Vice Chancellor of Human Resources & General Counsel Eugene Whitlock challenged leaders

from Human Resources (HR Manager Cassandra Jackson) and CCCE (Executive Director Jonathan Bissell) to apply for competitive IEPI funding from the State Chancellor’s Office to support leadership development within the District. With a short two-week turnaround, the duo created a Coordinated Leadership Development plan resulting in an award of \$50,000 in funding to implement the plan – the first IEPI grant awarded directly to the District. Designed to support the colleges through the development of a yearlong multifaceted Coordinated Leadership Development Program, the project launched in January 2017 with a District-wide Leadership Summit at Skyline College, followed by mid-spring Campus Leadership Retreats at College of San Mateo and Cañada College. Fall 2017 efforts will include a Campus Leadership Team Retreat at Skyline College and focused training for Senior Administrators, Deans, and Directors, culminating in a District-wide Leadership Summit to close out the implementation cycle.

“...thank you for organizing and facilitating such a productive management retreat...”

Michael Claire, President
College of San Mateo

“...the team and I thoroughly enjoyed the retreat. The training was informative and insightful... I would highly recommend they continue this work throughout the district...”

Dr. Jamillah Moore, President
Cañada College

\$150,000 State Department Mandela Washington Fellowship Grant for Skyline College



YALI Fellows with Jack Dorsey, Founder of Twitter

In October 2016, Executive Vice Chancellor Whitlock again posed a challenge to secure highly competitive funding, this time to leaders from Skyline College (Dean Tammy Robinson, Ed.D.) and CCCE (Executive Director Jonathan Bissell) to apply for competitive Mandela Washington Fellowship funding from the State Department, a grant previously awarded only to select four-year institutions across the United States. With a two-week turnaround, the duo, with the support of Vice Chancellor Whitlock, submitted and were awarded \$150,000 in funding for a comprehensive six-week Business and Entrepreneurship Institute at Skyline College – the first community college to ever receive this prestigious grant.

The Mandela Washington Fellowship, the flagship program of the Young African Leaders Initiative (YALI), empowers young African leaders through academic coursework, leadership training, and networking opportunities. Fellows are from every country in Sub-Saharan Africa, each with established records of accomplishment in promoting innovation and positive change in their organizations and communities. Implementation of the program took place in June and July 2017, led by Dr. Robinson and her team at Skyline College.



Skyline Representatives with Congresswoman Jackie Speier

The team guided 25 Fellows through a rigorous 6-week program covering Global Trade and Logistics, including topics such as the role of technology and the product lifecycle from idea generation through product distribution. The cohort of 25 Fellows was part of a larger group of 1,000 Mandela Washington Fellows studying at institutions across the United States during summer 2017. Fellows from across the country met at the end of their institutes in Washington, D.C. for the Mandela Washington Fellowship Summit, where they took part in networking and panel discussions with each other and U.S. leaders from the public, private, and non-profit sectors.

Collaborative Development of Credit-Bearing Digital Advertising Program at College of San Mateo

Due to SMCCCD and CCCE's shared regional commitment to creating a diverse workforce, NOVA Workforce Board (a nonprofit, federally funded employment and training agency that provides customer-focused workforce development services in San Mateo and Santa Clara Counties) introduced the Interactive Advertising Bureau's Education Foundation to CCCE in 2015 with a request to create and pilot a first-of-its-kind Digital Advertising Program. CCCE initiated a partnership with the Digital Media program at College of San Mateo and collaborated with CSM and the Interactive Advertising Bureau's iDiverse Initiative to develop and launch **the nation's first-ever entry-level Digital Advertising program leading to industry-recognized certification**. Designed to run as a pilot not-for-credit program while simultaneously being submitted for credit-bearing approval and taught by certificated faculty at CSM, this rigorous program serves as a model for rapid development of industry-initiated training from not-for-credit to credit-bearing programming. Through CCCE's collaboration and support, this course is now running as an approved, credit-bearing course operated by the Digital Media program at CSM and has now graduated two cohorts of students, many of whom have passed both the



Digital Advertising graduate Dorothy Davis, speaking at a press conference at CSM with Congresswoman Jackie Speier



course and the industry certification exam. In collaboration with the IAB Education Foundation, the program seeks to increase racial, gender, economic, and cultural diversity in the digital media and marketing workforce through the provision of industry-validated, entry-level technical and soft skills needed for future career advancement, and to prepare participants for entry-level positions in the digital advertising industry. The program also features advertising industry guest speakers and not-for-credit skill-building workshops such as presentation skills, effective teamwork, customer service, and career navigation. Graduates such as Dorothy Davis, featured in the photos above and now in a supervisory position, are turning their success in the program into good jobs in the industry.

Collaborative Development of Credit-Bearing Construction Management Career Certificate at Skyline College

In response to a request from Skyline College President Dr. Regina Stanback Stroud to help Skyline College develop a for-credit Construction Management program, CCCE worked closely with full time faculty member Bruce Greenstein and Deans Ray Hernandez and Christine Roumbanis to secure feedback from industry advisory partners, develop and run a pre-marketing Construction Management Speakers Series, and recruit qualified faculty. This series of initiatives led to the creation of a **Construction Management Career Certificate** designed to focus on the core technical and management skills required in the field of Construction Management and to meet the needs of students seeking to pursue skills and abilities within the profession. The certificate is intended to provide students currently employed in the construction industry the opportunity for entry into and/or advancement in management positions. The program was approved by the Skyline College Curriculum Committee in Spring 2016, and began its first for-credit classes in Fall 2016.



Multimedia Arts Summer Academy at Cañada College



CCCE began collaborating with full-time faculty in the Multimedia Arts program at Cañada College in Fall 2016 to design the **Multimedia Arts Summer Academy (MASA)**, a not-for-credit pipeline intended to increase future enrollments in credit-bearing Multimedia Arts programs at Cañada College. Initially conceived as a

pipeline for high school students, the program is examining expansion of its target audience to middle school students to extend the pipeline and to help develop a college-going identity and a vision for success at Cañada College. The program is planned to run in Summer 2018 as a tuition-based and scholarship-supported opportunity for area students to build technical skills, develop a portfolio, learn about concurrent/dual enrollment and certificate/degree opportunities at Cañada College, develop a peer learning community, and discover if Multimedia Arts is a career pathway they wish to pursue. Students will enjoy classes taught by adjunct faculty from Cañada College as well as external professionals, and will prepare for a final Portfolio Show (open to the public) in which prizes will be awarded by a panel of industry experts. CCCE will work closely with Cañada College and with representatives from the County Office of Education and the Sequoia Union High School District to create awareness about program scholarships and to secure matching funds for student scholarships from area companies wishing to support talented yet under-resourced students. More about the program is available at <http://smccd.edu/masa>.

Collaborative Development of the Future Scholars Program at Skyline College

At the request of Skyline College President Dr. Regina Stanback Stroud, Vice Chancellor of Auxiliary Services Tom Bauer directed CCCE to develop a draft Future Scholars proposal for a summer learning initiative for underserved and under-resourced area students at Skyline College. Subsequent visioning conversations with Dr. Stroud and CEO Aubrey Merriman of Boys & Girls Clubs of North San Mateo led to collaborative development between CCCE and Skyline College's Career and Workforce Programs on design of the Future Scholars Program. These efforts culminated in a College and Career Connection Experience for 20+ middle school students from Boys & Girls Club of North San Mateo County from July 24 – 27, 2017 at Skyline College, implemented by the Career and Workforce Program team. Students visited Skyline College for four days and participated in college and career readiness activities such as Apple Technologies Swift Software Training, hands-on Digital Media simulations, engagement with the MIT-built Fabrication Lab, exposure to Biotechnology and Network Engineering, and engagement with the Skyline College Promise and Campus Tour. The Future Scholars Program successfully contributed to developing a college-going identity and a vision for success throughout college and beyond for these middle school students from Boys & Girls Club of North San Mateo.



Building a Legacy of Innovation

As evidenced by the many significant grants, programs, and matriculations highlighted above, CCCE continues to build a legacy of innovation that fosters positive impact both internally among our colleges and externally within our community of residents, businesses, nonprofits and agencies, and both locally and globally within San Mateo County, the Silicon Valley region, and across the Globe. In addition to these outstanding contributions, CCCE's efforts throughout the 2016-17 fiscal year have resulted in the development of numerous innovative educational programs, the strengthening of renowned signature programs, and an increase in global impact for international students and groups. Select examples of these accomplishments include the following:

Robotics & Innovation Training and Corporate Site Visits for Chinese Delegation



CCCE was selected by Global Corporate College and GATE to deliver a robust program for 23 technical leaders from Chinese State Owned Enterprises. Delivery of the program ran from late August through early September 2016, with provision of interactive management training from expert CCCE trainers, as well as CCCE-led company site visits related to robotics and automation. During company visits, delegation members enjoyed facility tours, learned



about new technology and industry trends, how the company continually trains its workforce, and other topics such as how it engages in innovation and quality improvement, and how the company focuses on sustainability.



In addition to visiting companies in the Silicon Valley region, delegation members participated in hands-on interactive sessions and expert presentations at the MIT-built Fab Lab at Skyline College, and the Electronics Lab at College of San Mateo. Out of three regions visited by the group for training and company site visits, CCCE was ranked highest in satisfaction and experience, and has been asked by GATE to host a new delegation in Fall 2017.

Second Foreign Language School Affiliated to Shanghai Normal University Delegation

In its second year of collaboration, CCCE hosted 30 Chinese high school students and 4 teachers from Shanghai, China in June 2017. During their visit, students toured Skyline College, Cañada College, and College of San Mateo, and enjoyed the opportunity to learn about the college experience and special programs and services related to each campus. Students also participated in campus-specific trainings in Surgical Technology and 3-D Printing (Skyline College), Entrepreneurship (Cañada College), and Digital Media (College of San Mateo).



Innovation Summer Camp for Doshisha International High School (Japan)



Continuing its partnership with Doshisha International High School in Japan, CCCE again designed a highly successful 10-day Innovation Summer Camp for 7 Japanese high school students with instruction in the history and spirit of Silicon Valley entrepreneurship, an understanding of innovation and design thinking, college-level academic study and critical thinking skills, and American culture training combined with homestays and visits to local Silicon Valley attractions. The Innovation Summer Camp was offered immediately following the Bay Area Pathways Academy (BAPA) and serves as a model for

Innovation Camp requests from students and professionals from various countries.

Expansion of Nonprofit Leadership Program with Center for Excellence in Nonprofits (CEN)



The Nonprofit Leadership Program is designed for new executives, managers and emerging professionals in the

nonprofit sector. Developed and offered collaboratively with the Center for Excellence in Nonprofits (CEN), the Nonprofit Leadership program has equipped over 60 nonprofit professionals since the program’s inception with the knowledge and tools needed to sustain themselves and their organizations, while also improving their leadership capabilities and people management skill set. Taught by CEN Experienced Instructors Jennifer Simmons (CEN Executive Director) and Donna Wies (CEN Senior Consultant), along with expert guest speakers, the Nonprofit Leadership program is now offered twice per semester in an accelerated 3-day boot camp format to increase scheduling convenience for busy professionals and to enhance the cohort experience.



“The Nonprofit Leadership Certificate program offered the perfect springboard into my new role as Executive Director of a nonprofit organization...My experience with the leadership certificate program provided me with valuable training that boosted my confidence and helped me to feel ready to take on such an important leadership role...”

Lisa Rock, Executive Director
Palo Alto Community Child Care

“Just a quick note to let you know that I have a job offer for a position I applied for a couple of weeks ago...Thanks so much for your help and support. Your software training really helped me with the skills testing...Am really happy to have found a job with health insurance.”

Sue, CalWORKs Client

Continuation of Training for Human Service Agency Clients

CCCE was pleased to continue its partnership with the San Mateo County Human Services Agency to serve clients in the CalWORKs and Service Connect populations, utilizing its expert trainers to deliver Administrative Professional training to three cohorts of participants, enabling a more successful transition to the world of employment for participants. Through its expanded yearlong contract of \$95,000, CCCE provided training in areas such as Customer Service, Written & Verbal Communication, Microsoft Office Excel, Word, and PowerPoint, Email Communication, Computer System & Data Management, Use of Social Media in the Workplace, Time Management, and more.

Professional Development Training for District and College Supervisors and Staff

Offered by Human Resources in collaboration with CCCE, supervisors and staff from across the District and Colleges participated in professional development opportunities with professional trainers from CCCE in topics such as Emotional Intelligence, Conflict Resolution, MS Office training in Excel, Word, and PowerPoint, Project Management, and more. Human Resources and CCCE will seek ways to leverage the IEPI grant experience to develop professional development opportunities for the leadership teams at each college, and will continue to design a variety of professional development opportunities for supervisors and staff to enhance their skills.



Increase in Signature Program Enrollments and Impact

Bay Area Pathways Academy (BAPA) for Summer 2017



Beginning in June 2017, BAPA launched another successful 6-week summer program at the College of San Mateo, serving an increased enrollment of over 400 students in grades 6 through 9 from both



“My child liked all of her classes...she enjoyed the variety and really felt like she loved them all. Every day she was excited to tell me about all of her experiences and couldn't pick a favorite. Thanks for the wonderful program and summer. Wish we had done it sooner!”

BAPA Parent

near and far, including both San Mateo County and a cohort of middle school students from China. Providing a comprehensive academic, enrichment and fitness summer



program, the program is tuition supported yet open to all local students through the provision of need-based

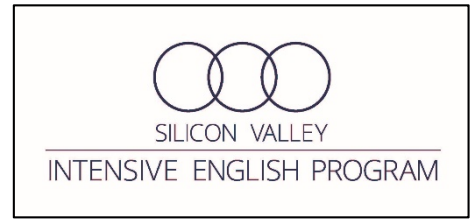
scholarships. The BAPA 2017 program offered full and half-day options for students and provided Monday to Friday programming for up to three 2-week sessions, with exciting classes in Sign Language, Coding, Acting Improv, Chess, Growth Mindset, Career Exploration, Math, Science, Social Studies, English, Water Polo, and many more. The 2017 version of the program can be found online at <http://smccd.edu/bapa>.

Silicon Valley Intensive English Program (SVIEP) for Year One



SVIEP students with staff at Skyline

The Silicon Valley Intensive English Program (SVIEP) was founded in the summer of 2015 thanks to the support of innovation funds provided by the District. Our goal was to provide



a pathway to college for international students who did not have sufficient TOEFL scores to study in the United States. Over a twelve month period, CCCE staff built the program from the ground up and received our federal approval to operate a language school in the spring of 2016. The SVIEP

team, located at both Skyline College and Cañada College, proudly completed its first full year of operations in summer 2017. Throughout their first year, SVIEP served a total of 71 F-1 students (37 new and 34 continuing), 24 of whom elected to matriculate from SVIEP to Cañada College (9), College of San Mateo (8), and Skyline College (7). SVIEP is pleased to have increased international student enrollments through these matriculations. If these 24 students complete 60 units as students at one of our three colleges, the requirement for a transfer to University of California, the revenue represents a combined total value of approximately **\$390,000** in tuition for the District. Significantly, none of these 24 would have been eligible to attend any of our three colleges without the existence of SVIEP. Consistent with the District Strategic Plan Goal 4 strategy to link the District's community and international education efforts to create synergies that strengthen both programs, our teams are invested in the success of this program at every level. We are fortunate to be working hand in hand with the administration, faculty and staff at Cañada College and Skyline College serving these students as they work toward matriculation to one of our three college. The SVIEP team is continuing recruitment efforts this year in our key target areas including China, Japan, Vietnam and Korea to increase international student enrollments at Skyline College, Cañada College, and College of San Mateo.

Growth Areas and Challenges

As an operational entity just 2.5 years into its new identity as Community, Continuing and Corporate Education, CCCE has accomplished much and anticipates much, yet lives in the space between new growth opportunities and the resource investments needed to take advantage of these opportunities – all of which can be found within CCCE's Strategic Goals for 2015-2020 as outlined below.

CCCE Strategic Goals for 2015-2020

1. Increase Community, Continuing and Corporate Education (CCCE) training and services to San Mateo County residents, families and businesses through increased lifelong learning and professional certifications for adults, expanded academic and fitness programming for youth, and customized workforce training for public and private-sector organizations.
2. Increase revenue-generating contract training for public and private-sector organizations.
3. Develop internationally-recognized, revenue-generating Intensive English Programs for students, educators, administrators and executives.
4. Contribute to the economic development of San Mateo County through collaborative partnerships with industry and workforce/economic development agencies.
5. Increase credit-based enrollments through new credit/not-for-credit hybrid programming.
6. Create or expand revenue-generating programs in collaboration with the San Mateo Athletic Club.

CCCE's accomplishments and revenue growth have been significant despite its small team of three dedicated staff for the Silicon Valley Intensive English Program, and three dedicated and one part-time staff for all remaining CCCE operations. Staff time is devoted not only to CCCE operations, but also to all requested grant support and collaboratively developed programs with the District and Colleges. This devotion of CCCE's time and resources has proven very beneficial to the District and Colleges, creating the tremendous impact outlined in the first half of this report, and yielding hundreds of thousands of dollars in value to the Colleges.

CCCE's support for District and College grants and new program development, while worthwhile, needed and requested, has not yielded significant financial returns for CCCE and the investment of CCCE staff time for these

activities has impacted the department's capacity to fully devote its attention to creating more direct, bottom-line value for its own operations. In addition to this valuable yet significant impact, the impact of retroactive staff pay increases under the new contract, and the deferment of anticipated opportunities for CCCE in fiscal year 2016-17, contributed to a slight shortfall in revenues as seen in the chart below. These deferred opportunities included corporate training opportunities, international training camps, and funding opportunities from external partners that were not realized within the fiscal year.

The 2017-18 budget for Community, Continuing and Corporate Education totals \$1,391,000 as detailed on Page 83. Estimated income is projected at \$1,400,000. The net beginning balance is \$531,524.

CCCE Financial Summary

CCCE and SVIEP Combined 2016-17	CCCE	SVIEP	Total
Revenues 16-17	\$ 918,138	\$ 151,860	\$ 1,069,998
Innovation Fund carried from 15-16	-	167,732	167,732
Expenditures			
Salaries and Benefits	447,635	\$ 433,855	881,490
Other Operating Expenses	492,656	216,073	708,729
Total Expenses	940,291	649,928	1,590,219
Net Change in Fund Balance	\$ (22,153)	\$ (330,336)	\$ (352,489)

As described in the narrative above, CCCE continued its strong revenue growth yet experienced a temporary shortfall for fiscal year 2016-17 due to the combination of value-added yet resource-intensive activities conducted on behalf of the District and Colleges, one-time retroactive pay increases, and deferred opportunities not realized within the fiscal year period. In regards to the Silicon Valley Intensive English Program (SVIEP), its rising growth trajectory in the face of international recruiting and political headwinds remains positive, and its goal of increasing international student enrollments across the District has now been clearly demonstrated through the matriculation of 24 F-1 international students into the Colleges as described earlier in this report.

Looking Ahead for Community, Continuing and Corporate Education

Developing the infrastructure required to continue fueling and accelerating CCCE's revenues and profitability will require a sustained focus on both maintaining its mission and support for the District and the Colleges, but also on focusing more deeply on both domestic and international growth opportunities. Building on the initial success of existing accomplishments in both corporate and international trainings, CCCE will increase its focus on meeting Strategic Goals 2 and 3 through expansion of corporate training outreach and marketing to Silicon Valley companies, and expansion of short-term trainings and camp outreach and marketing to international student groups and professionals from overseas.

As we look forward to a new year filled with possibility and growth, CCCE remains energized by the future, inspired by our mission, and poised to continue our evolving story of Innovative Education, Signature Programs, and Global Impact!

CHILD DEVELOPMENT FUND (FUND 6)

The Child Development Fund detailed on Pages 86-87 maintains the required financial accounting for the District's Child Development Centers. The Fund was established by the Board of Trustees on April 8, 1981, to account for the Child Development Center (CDC) at College of San Mateo (Mary Meta Lazarus Child Development Center). During spring 1996, the Skyline College Children's Center (Skyline College Child Development Laboratory Center) was established. Cañada College currently does not operate a Child Development Center.

The 2017-18 budget for the Child Development Fund totals \$1,269,697. Estimated income is projected at \$749,996. There is no net beginning balance for the Child Development Fund. Income and expenditures are estimated based on 2016-17 amounts. The Board has approved a transfer from redevelopment (RDA) funds to cover deficits for the CDC that used to come from the General Fund.

TRUST FUNDS (FINANCIAL AID—FUND 7)

The Student Aid Fund detailed on Pages 90-91 includes the 2017-18 estimated allocations from the Federal government for Pell Grants (PELL), Supplemental Educational Opportunity Grants (SEOG) and Federal Direct Student Loans (FDSL), as well as estimated State funding for Cal Grants and scholarships from the SMCCC Foundation that are disbursed through District accounts.

The 2017-18 budget for the Student Aid Fund totals \$17,942,178. Estimated income in the Student Aid Fund is also \$17,942,178. The net beginning balance of the Fund is \$81,380.

State BOGG (Board of Governors Grant) funding is not reflected within this fund, but rather as an offset to enrollment fees within the Unrestricted General Fund.

The Fund does not include Federal Work Study payments, which are considered wages for work rather than financial assistance in the form of aid. Work Study funds are maintained in the Restricted General Fund.

Direct financial aid payments to students from College EOPS and CARE grants typically are paid from the Student Aid Fund. Other College programs that pay direct grants and scholarships to students include Federal TRiO and National Science Foundation (NSF) funds, the State Full-time Incentive Grant program, and the Grove Foundation Scholarships. New this year is the State Community College Completion Grant program. Income and expenditures will be recognized in this Fund when these grants are finalized and amounts are determined for aid purposes.

RESERVE FUND FOR POST-RETIREMENT BENEFITS (FUND 8)

The Reserve Fund for Post-Retirement Benefits budget for 2017-18 totals \$4,200,000 as shown on Page 94. The net beginning balance in the fund totals \$16,672,716. The Fund consists of estimated interest income and transfers from other funds.

According to GASB 45 requirements, a district must determine its overall liability of post-retirement medical benefits plan regularly. An actuarial study uses assumptions for future medical costs. The District charges itself an amount to cover the future medical benefit costs for current employees. These charges appear as part of the benefit expenses in all funds, and are transferred to this fund.

In 2009, the District established an irrevocable trust, the Futuris Other Post-Employment Benefits (OPEB) Trust. Establishing the trust and the agreements does not obligate the District to place funds in the trust, and funds may

be disbursed from the trust for any current retiree benefit expense. This tends to lessen the restrictive aspects of the trust and continues to allow the District cash management flexibility. The Trust enables the District to invest in longer term investments and receive a better return which in turn reduces our liability.

In 2016-17, the District deposited \$8 million into this irrevocable trust and the current budget allows for another \$12 million to be transferred into the trust by the end of June 2018.

The District's Investment Trust portfolio had an ending asset allocation in mutual funds of 49% in fixed income funds, 44% in equity funds (equity funds comprised 27% in domestic equity and 17% in international equity) and 7% in real estate. The value of the portfolio as of June 30, 2017 was \$97,070,909 and includes contributions during the year of \$8 million. The District contracted with Geoff Kischuk of Total Compensation Systems, Inc. to prepare an Actuarial Study of Retiree Health Liabilities in compliance with Governmental Accounting Standards Board (GASB) Statements 74 and 75. The new actuarial report will be available in September 2017. The last report (June 2015) listed the liability at \$119,086,798 funded by District investments at approximately 69.7%.

For more information on the District's retirement investments and minutes of the Retirement Board of Authority (RBOA), please go to the website at: <https://smccd.sharepoint.com/sites/dis/srba/default.aspx>

2017-18 FINAL BUDGET SUMMARY

The 2017-18 budgets for each fund include, for the most part, expenditure budgets. For fund balance information, please refer to the summary Pages 54-55. The relationship of each fund to the total Final Budget is illustrated in the following table:

Fund	2017-18 Budget	% of Total
Unrestricted General Fund	\$177,330,818	42.58%
Self-Insurance Fund	1,566,330	0.38%
Debt Service Fund	54,369,200	13.05%
Restricted General Fund	48,185,039	11.57%
Capital Projects Fund	98,296,552	23.60%
Bookstore Fund	7,693,000	1.85%
Cafeteria Fund	289,000	0.07%
San Mateo Athletic Club (SMAC)	3,940,000	0.95%
Community, Continuing, and Corp Ed	1,391,000	0.33%
Child Development Fund	1,269,697	0.30%
Trust Funds (Financial Aid)	17,942,178	4.31%
Reserve for Post-Retirement Benefits	4,200,000	1.01%
TOTAL	\$416,472,814	100.00%



SAN MATEO COUNTY
COMMUNITY
COLLEGE DISTRICT

Budget Tables

Page 53 – **SMCCCD Funds Chart**

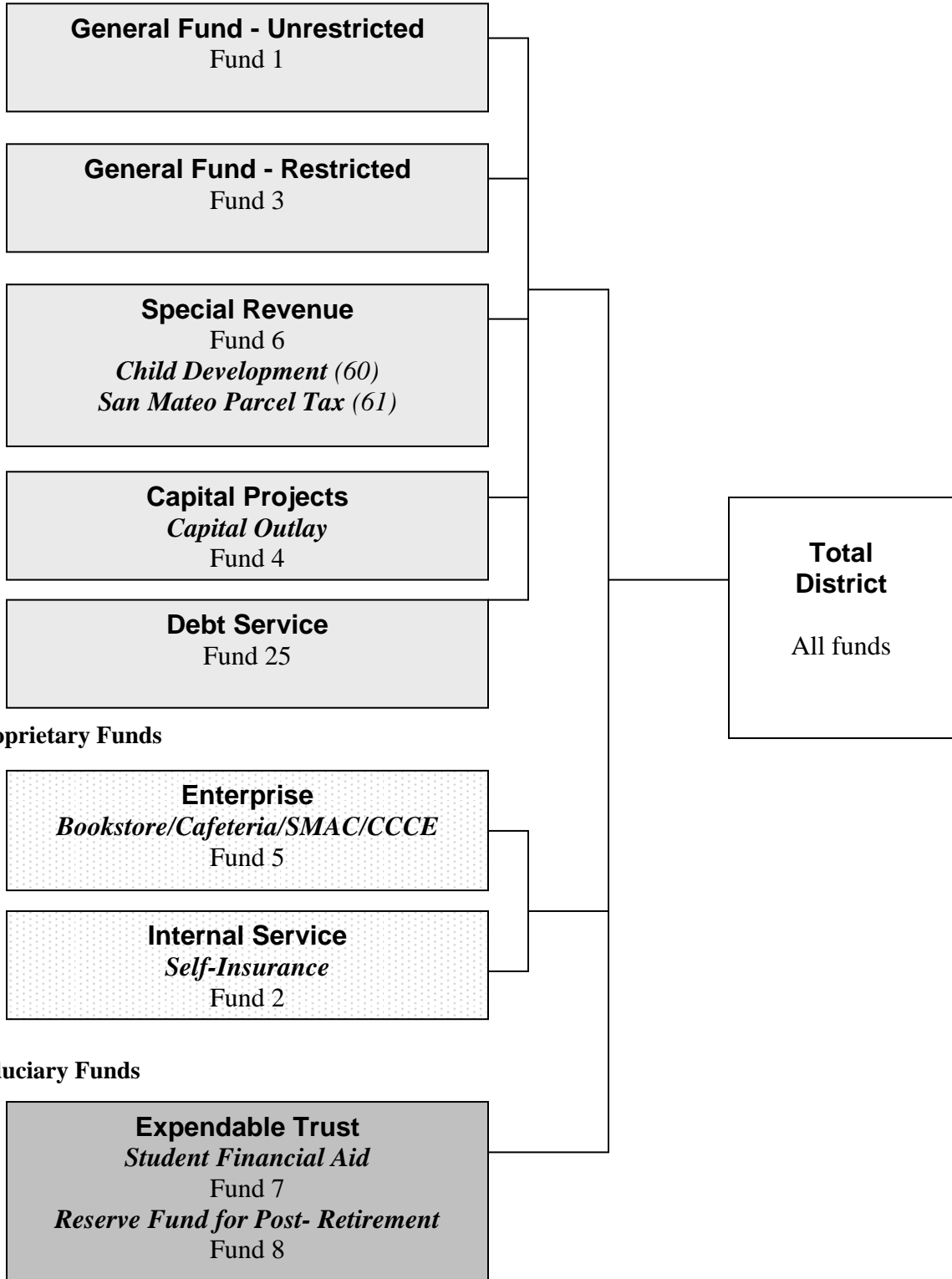
Page 54 – **2017-18 Adoption Budget**

Page 56 – **2016-17 Year-End Actuals**

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San Mateo County Community College District Funds

Governmental Funds





San Mateo County Community College District
2017-2018
Final Budget - All Funds

Governmental Funds					Proprietary
Total General Fund		Special Revenue	Capital Projects	Debt Service	Enterprise Fund
Unrestricted	Restricted	Child Development	Capital Outlay	Debt Service	CCC Education

Revenue

1	Federal Revenue	0	13,157,978	54,000	0	400	0
2	State Revenue	9,927,904	23,144,892	121,600	1,686,174	0	0
3	Local Revenue	167,402,914	10,290,525	574,396	1,098,000	54,421,500	1,400,000
4	Total Revenue	177,330,818	46,593,395	749,996	2,784,174	54,421,900	1,400,000

Expenses

5	Cost of Sales	0	0	0	0	0	0
6	Certificated Salaries	71,177,060	6,871,132	216,052	0	0	0
7	Classified Salaries	38,719,695	14,810,949	644,427	3,550,000	0	600,000
8	Employee Benefits	41,477,136	8,481,937	329,310	1,495,000	0	220,000
9	Materials & Supplies	7,777,026	2,888,089	76,158	5,313,327	0	26,000
10	Operating Expenses	23,857,604	14,506,991	3,750	14,879,977	0	545,000
11	Capital Outlay	385,042	625,941	0	73,058,248	0	0
12	Total Expenses	183,393,563	48,185,039	1,269,697	98,296,552	0	1,391,000

Transfers & Other

13	Transfers In	0	3,132,586	519,701	0	0	0
14	Other Sources	0	0	0	0	0	0
15	Transfers out	(4,683,407)	0	0	(372,259)	0	0
16	Contingency/Deficit	(83,627)	0	0	0	0	0
17	Other Out Go	0	(1,795,706)	0	0	(54,369,200)	0
18	Total Transfers/Other	(4,767,034)	1,336,880	519,701	(372,259)	(54,369,200)	0

Fund Balance

19	Net Change in Fund Balance	(10,829,780)	(254,764)	0	(95,884,637)	52,700	9,000
20	Beginning Balance, July 1	33,882,785	13,676,520	0	209,642,303	53,012,421	531,524
21	Adjustments to Beginning Balance	0	0	0	0	0	0
22	Net Fund Balance, 6/30	23,053,006	13,421,756	0	113,757,667	53,065,121	540,524

***Note: Minor differences in dollar amounts due to rounding*

**San Matlo County Community Colligl District
2017-2018
Final Budget - All Funds**

Proprietary Funds				Fiduciary Funds			Total District All Funds	
Enterprise Funds		Internal Service		Expendable Trusts				
Bookstore	Cafeteria	San Mateo Athletic Club	Self- Insurance	Trust Fund (Student Aid)	Retirement Reserve			
0	0	0	0	15,757,178	0	28,969,556	1	
0	0	0	0	1,185,000	0	36,065,570	2	
7,800,000	410,000	5,050,000	0	1,000,000	32,000	249,479,335	3	
7,800,000	410,000	5,050,000	0	17,942,178	32,000	314,514,461	4	
4,325,000	0	0	0	0	0	4,325,000	5	
0	0	0	0	0	0	78,264,244	6	
1,960,000	69,000	260,000	43,209	0	0	60,657,279	7	
640,000	15,000	80,000	19,552	0	0	52,757,935	8	
30,000	75,000	0	5,000	0	0	16,190,600	9	
738,000	130,000	3,600,000	1,498,569	0	6,000	59,765,891	10	
0	0	0	0	0	0	74,069,231	11	
7,693,000	289,000	3,940,000	1,566,330	0	6,000	346,030,182	12	
0	0	0	1,403,379	0	0	5,055,666	13	
0	0	165,000	904,210	0	4,200,000	5,269,210	14	
0	0	0	0	0	0	(5,055,666)	15	
0	0	0	0	0	0	(83,627)	16	
0	0	(208,000)	0	(17,942,178)	(12,200,000)	(86,515,084)	17	
0	0	(43,000)	2,307,589	(17,942,178)	(8,000,000)	(81,329,502)	18	
107,000	121,000	1,067,000	741,259	0	(7,974,000)	(112,845,222)	19	
8,024,627	642,470	3,163,713	7,635,134	81,380	16,672,716	346,965,594	20	
0	0	0	0	0	0	0	21	
8,131,627	763,470	4,230,713	8,376,393	81,380	8,698,716	234,120,372	22	



San Mateo County Community College District
2016-2017
Year End Actuals - All Funds

Governmental Funds					Proprietary
Total General Fund		Special Revenue	Capital Projects	Debt Service	Enterprise Fund
Unrestricted	Restricted	Child Development	Capital Outlay	Debt Service	CCC Education

Revenue

1 Federal Revenue	831	5,638,776	52,574	0	385	0
2 State Revenue	12,691,600	17,954,252	144,902	3,654,661	216,539	0
3 Local Revenue	158,528,582	6,020,335	573,438	1,849,379	50,403,248	1,069,998
4 Total Revenue	171,221,013	29,613,363	770,913	5,504,040	50,620,173	1,069,998

Expenses

5 Cost of Sales	0	0	0	0	0	0
6 Certificated Salaries	58,436,164	7,730,922	236,683	0	0	0
7 Classified Salaries	35,885,912	11,749,933	633,415	2,622,142	0	656,847
8 Employee Benefits	40,521,976	6,413,535	338,716	943,341	0	224,642
9 Materials & Supplies	2,034,176	2,232,267	78,743	1,252,118	0	27,932
10 Operating Expenses	13,189,500	5,299,064	5,119	6,792,894	0	680,798
11 Capital Outlay	245,516	956,674	0	16,698,448	0	0
12 Total Expenses	150,313,244	34,382,395	1,292,676	28,308,944	0	1,590,219

Transfers & Other

13 Transfers In	44,566	4,834,905	521,763	4,888,563	0	0
14 Other Sources	0	0	0	2,241,998	0	0
15 Transfers out	(19,189,241)	(795,982)	0	(386,959)	0	0
16 Contingency	0	0	0	0	0	0
17 Other Out Go	(65,928)	(650,198)	0	0	(51,816,725)	0
18 Total Transfers/Other	(19,210,603)	3,388,726	521,763	6,743,603	(51,816,725)	0

Fund Balance

19 Net Change in Fund Balance	1,697,166	(1,380,307)	0	(16,061,302)	(1,196,552)	(520,221)
20 Beginning Balance, July 1	32,185,619	15,056,827	0	225,703,605	54,208,973	1,051,745
21 Adjustments to Beginning Balance	0	0	0	0	0	0
22 Net Fund Balance, June 30	33,882,785	13,676,520	0	209,642,303	53,012,421	531,524

***Note: Minor differences in dollar amounts due to rounding.*

**San Mateo County Community College District
2016-2017
Year End Actuals- All Funds**

Proprietary Funds				Fiduciary Funds			Total District All Funds	
Enterprise Funds			Internal Service	Expendable Trusts				
Bookstore	Cafeteria	San Mateo Athletic Club	Self- Insurance	Trust Fund (Student Aid)	Retirement Reserve			
0	0	0	0	15,421,018	0	28,633,396	1	
0	0	0	0	1,149,714	0	36,030,284	2	
7,198,015	381,822	5,069,920	0	989,344	(20,247)	248,806,188	3	
7,198,015	381,822	5,069,920	0	17,560,076	(20,247)	313,469,868	4	
3,857,418	0	0	0	0	0	3,857,418	5	
0	0	0	0	0	0	78,264,244	6	
2,083,826	72,921	280,217	241,030	0	0	61,003,064	7	
632,851	15,372	76,790	113,959	0	0	52,842,355	8	
22,360	0	0	319	0	0	16,103,279	9	
773,829	148,717	3,766,912	1,683,105	0	9,770	60,175,655	10	
0	0	0	0	0	0	74,069,231	11	
7,370,284	237,010	4,123,919	2,038,412	0	9,770	346,315,247	12	
0	0	0	1,334,149	757,016	8,000,000	20,380,962	13	
0	0	138,400	861,152	0	5,389,998	6,389,551	14	
0	0	0	0	(8,781)	0	(20,380,962)	15	
0	0	0	0	0	0	(83,627)	16	
0	(72,797)	(512,228)	0	(18,308,310)	(8,000,000)	(83,058,241)	17	
0	(72,797)	(373,828)	2,195,301	(17,560,076)	5,389,998	(76,752,318)	18	
(172,269)	72,015	572,173	156,889	0	5,359,981	(109,597,696)	19	
8,196,896	570,455	2,591,540	7,478,245	81,380	11,312,735	340,976,805	20	
0	0	0	0	0	0	0	21	
8,024,627	642,470	3,163,713	7,635,134	81,380	16,672,716	231,379,108	22	

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Unrestricted General Fund (Fund 1)

*The **Unrestricted General Fund** is maintained to account for those monies that are not restricted in their use by external sources. This is one of the largest of the funds and the one we most commonly think of when discussing the budget.*

Proposition 30 (EPA) funds are included as part of Fund 1. The site allocation budgets are shown in detail following the General Fund pages in this section.

In general, there are no external restrictions imposed on the use of these monies; however, the District's Board of Trustees may designate portions of this fund as special allocations or set-asides for specific purposes. Examples of these designated allocations include the set aside for Faculty Professional Development or Classified Staff Development, which provides financing for efforts to enhance staff development skills.

San Mateo County Community College District
2017-18 Budget
Unrestricted General Fund (Fund 1)



	Cañada	CSM	Skyline	District Office	Central Services	2017-18 Adoption Budget
Revenue						
1 Federal Revenue	\$0	\$0	\$0	\$0	\$0	0
2 State Revenue	298,193	487,333	498,046	343,247	8,301,085	9,927,904
3 Local Revenue	5,076,350	12,540,901	7,415,526	63	142,370,074	167,402,914
4 Total Revenue	\$5,374,543	\$13,028,234	\$7,913,572	\$343,310	\$150,671,159	177,330,818
Expenses						
5 Certificated Salaries	\$12,586,041	\$22,346,455	\$21,888,898	\$1,134,522	\$13,221,144	\$71,177,060
6 Classified Salaries	\$5,771,634	\$8,372,844	\$7,998,347	\$15,866,488	\$710,382	38,719,695
7 Employee Benefits	\$6,283,956	\$9,004,490	\$9,773,728	\$7,785,142	\$8,629,821	41,477,136
8 Materials & Supplies	\$217,164	\$942,813	\$1,368,217	\$1,513,375	\$3,735,458	7,777,026
9 Operating Expenses	\$1,320,259	\$5,914,180	\$2,854,735	\$3,425,321	\$10,343,110	23,857,604
10 Capital Outlay	\$0	\$20,000	\$38,776	\$230,900	\$95,366	385,042
11 Total Expenses	\$26,179,054	\$46,600,782	\$43,922,700	\$29,955,747	\$36,735,281	183,393,563
Transfers & Other						
12 Transfers In	\$0	\$0	\$0	\$0	\$0	0
13 Other Sources	\$0	\$0	\$0	\$0	\$0	0
14 Transfers out	(\$369,424)	(\$219,491)	(\$793,304)	\$0	(\$3,301,188)	(\$4,683,407)
15 Contingency			(83,627)			(83,627)
16 Other Out Go						0
17 Total Transfers/Other	(\$369,424)	(\$219,491)	(\$876,932)	\$0	(\$3,301,188)	(\$4,767,034)
Fund Balance						
Net Change in Fund						
18 Balance	(\$21,173,935)	(\$33,792,039)	(\$36,886,060)	(\$29,612,437)	\$110,634,691	(\$10,829,780)
19 Beginning Balance, July 1	0	0	0	0	0	33,882,785
20 Adjustments to Beginning Balance	0	0	0	0	0	0
21 Net Fund Balance, June 30	(\$21,173,935)	(\$33,792,039)	(\$36,886,060)	(\$29,612,437)	\$110,634,691	23,053,006

*****The total expense amount shown includes EPA funds (Prop 30/55) which is broken down by site on the following page.

San Mateo County Community College District
2017-18 Final Budget
Unrestricted General Fund (Fund 1) - Total District



	2016-17 Adoption Budget	2016-17 Actual	2017-18 Adoption Budget	
Revenue				
1 Federal Revenue	\$0	\$831	\$0	1
2 State Revenue	8,930,564	12,691,600	9,927,904	2
3 Local Revenue	154,809,787	158,528,582	167,402,914	3
4 Total Revenue	\$163,740,351	\$171,221,013	\$177,330,818	4
Expenses				
5 Certificated Salaries	\$68,583,686	\$58,436,164	\$71,177,060	5
6 Classified Salaries	36,246,813	35,885,912	38,719,695	6
7 Employee Benefits	36,108,532	40,521,976	41,477,136	7
8 Materials & Supplies	6,151,421	2,034,176	7,777,026	8
9 Operating Expenses	25,469,280	13,189,500	23,857,604	9
10 Capital Outlay	278,980	245,516	385,042	10
11 Total Expenses	\$172,838,712	\$150,313,244	\$183,393,563	11
Transfers & Other				
12 Transfers In	\$0	\$44,566	\$0	12
13 Other Sources	0	0	0	13
14 Transfers out	(\$5,075,819)	(\$19,189,241)	(\$4,683,407)	14
15 Contingency	0	0	(83,627)	15
16 Other Out Go	0	(65,928)	0	16
17 Total Transfers/Other	(\$5,075,819)	(\$19,210,603)	(\$4,767,034)	17
Fund Balance				
18 Net Change in Fund Balance	(\$14,174,180)	\$1,697,166	(\$10,829,780)	18
19 Beginning Balance, July 1	32,185,619	32,185,619	33,882,785	19
20 Adjustments to Beginning Balance	0	0	0	20
21 Net Fund Balance, June 30	\$18,011,439	\$33,882,785	\$23,053,006	21

*****The total expense amount shown includes EPA funds (Prop 30/55)

San Mateo County Community College District
2017-18 Final Budget
Unrestricted General Fund (Fund 11002)
Education Protection Account

	Cañada	CSM	Skyline	District Office	2017-18 Adoption Budget	
Revenue						
1 Federal Revenue	\$0	\$0	\$0	\$0	\$0	1
2 State Revenue	298,193	487,333	498,046	343,247	1,626,819	2
3 Local Revenue	0	0	0	0	0	3
4 Total Revenue	\$298,193	\$487,333	\$498,046	\$343,247	\$1,626,819	4
Expenses						
5 Certificated Salaries	\$225,117	\$316,237	\$376,467	\$0	\$917,821	5
6 Classified Salaries	0	0	0	234,143	234,143	6
7 Employee Benefits	73,076	115,427	121,579	109,104	419,186	7
8 Materials & Supplies	0	0	0	0	0	8
9 Operating Expenses	0	55,669	0	0	55,669	9
10 Capital Outlay	0	0	0	0	0	10
11 Total Expenses	\$298,193	\$487,333	\$498,046	\$343,247	\$1,626,819	11
Transfers & Other						
12 Transfers In	\$0	\$0	\$0	\$0	0	12
13 Other Sources	\$0	\$0	\$0	\$0	0	13
14 Transfers out	\$0	\$0	\$0	\$0	\$0	14
15 Contingency						15
16 Other Out Go					0	16
17 Total Transfers/Other	\$0	\$0	\$0	\$0	\$0	17
Fund Balance						
18 Net Change in Fund Balance	\$0	\$0	\$0	\$0	\$0	18
19 Beginning Balance, July 1	0	0	0	0	0	19
20 Adjustments to Beginning Balance	0	0	0	0	0	20
21 Net Fund Balance, June 30	\$0	\$0	\$0	\$0	0	21

San Mateo County Community College District
2017-18 Final Budget
Education Protection Account (EPA)



	2016-17 Adoption Budget	2016-17 Actual	2017-18 Adoption Budget	
Revenue				
1 Federal Revenue	\$0	\$0	\$0	1
2 State Revenue	1,732,048	1,640,671	1,626,819	2
3 Local Revenue	0	0		3
4 Total Revenue	\$1,732,048	\$1,640,671	\$1,626,819	4
Expenses				
5 Certificated Salaries	\$896,252	\$1,005,487	\$917,821	5
6 Classified Salaries	435,280	184,881	234,143	6
7 Employee Benefits	400,516	450,303	419,186	7
8 Materials & Supplies	0	0	0	8
9 Operating Expenses	0	0	55,669	9
10 Capital Outlay	0	0	0	10
11 Total Expenses	\$1,732,048	\$1,640,671	\$1,626,819	11
Transfers & Other				
12 Transfers In	\$0	\$0	\$0	12
13 Other Sources	0	0	0	13
14 Transfers out	\$0	\$0	\$0	14
15 Contingency	0	0	0	15
16 Other Out Go	0	0	0	16
17 Total Transfers/Other	\$0	\$0	\$0	17
Fund Balance				
18 Net Change in Fund Balance	\$0	\$0	\$0	18
19 Beginning Balance, July 1	0	0	0	19
20 Adjustments to Beginning Balance	0	0	0	20
21 Net Fund Balance, June 30	\$0	\$0	\$0	21

**Education Protection Account (EPA) Prop 55 replaced Prop 30

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SAN MATEO COUNTY
COMMUNITY
COLLEGE DISTRICT

Internal Service Fund (Fund 2)

*This fund is used to account for the financing of tangible goods provided by one department or agency to other departments or agencies on a cost-reimbursement basis. The **Self-Insurance Fund** is the fund designated to account for revenue and expense of the District's self-insurance programs, including both Property and Liability and Workers' Compensation insurance needs.*

An amount is transferred into this fund each year from the Unrestricted General Fund in anticipation of estimated losses. This is a reserve for current and future losses; it may or may not be depleted during the year.

San Mateo County Community College District
2017-18 Final Budget
Internal Service - Self-Insurance Fund (Fund 2) - Central Services



	2016-17 Adoption Budget	2016-17 Actual	2017-18 Adoption Budget	
Revenue				
1 Federal Revenue	\$0	\$0	\$0	1
2 State Revenue	0	0	0	2
3 Local Revenue	0	0	0	3
4 Total Revenue	\$0	\$0	\$0	4
Expenses				
5 Certificated Salaries	\$0	\$0	\$0	5
6 Classified Salaries	37,855	241,030	43,209	6
7 Employee Benefits	15,841	113,959	19,552	7
8 Materials & Supplies	5,000	319	5,000	8
9 Operating Expenses	1,300,000	1,683,105	1,498,569	9
10 Capital Outlay	0	0	0	10
11 Total Expenses	\$1,358,696	\$2,038,412	\$1,566,330	11
Transfers & Other				
12 Transfers In	\$1,401,659	1,334,149	\$1,403,379	12
13 Other Sources	1,191,900	861,152	\$904,210	13
14 Transfers out	0	0	0	14
15 Contingency	0	0	0	15
16 Other Out Go	0	0	0	16
17 Total Transfers/Other	\$2,593,559	\$2,195,301	\$2,307,589	17
Fund Balance				
18 Net Change in Fund Balance	\$1,234,863	\$156,889	\$741,259	18
19 Beginning Balance, July 1	7,478,245	7,478,245	7,635,134	19
20 Adjustments to Beginning Balance	0	0	0	20
21 Net Fund Balance, June 30	\$8,713,108	\$7,635,134	\$8,376,393	21



SAN MATEO COUNTY
COMMUNITY
COLLEGE DISTRICT

Debt Service Fund (Fund 25)

The Debt Services Fund is used to account for the accumulation of resources for, and the payment of general long-term debt.

*The fund which is used to record transactions related to the receipt and expenditure of the general obligation bond is called the **Bond Interest Redemption Fund**.*

San Mateo County Community College District
2017-18 Final Budget
Debt Service Fund (Fund 25) - Central Services



	2016-17 Adoption Budget	2016-17 Actual	2017-18 Adoption Budget	
Revenue				
1 Federal Revenue	\$1,200	\$385	\$400	1
2 State Revenue	237,000	216,539	0	2
3 Local Revenue	51,880,355	50,403,248	54,421,500	3
4 Total Revenue	\$52,118,555	\$50,620,173	\$54,421,900	4
Expenses				
5 Certificated Salaries	\$0	\$0	\$0	5
6 Classified Salaries	0	0	0	6
7 Employee Benefits	0	0	0	7
8 Materials & Supplies	0	0	0	8
9 Operating Expenses	0	0	0	9
10 Capital Outlay	0	0	0	10
11 Total Expenses	\$0	\$0	\$0	11
Transfers & Other				
12 Transfers In	\$0	\$0	\$0	12
13 Other Sources	\$0	\$0	\$0	13
14 Transfers out	0	0	0	14
15 Contingency	0	0	0	15
16 Other Out Go	(51,816,725)	(51,816,725)	(54,369,200)	16
17 Total Transfers/Other	(\$51,816,725)	(\$51,816,725)	(\$54,369,200)	17
Fund Balance				
18 Net Change in Fund Balance	\$301,830	(\$1,196,552)	\$52,700	18
19 Beginning Balance, July 1	54,208,973	54,208,973	53,012,421	19
20 Adjustments to Beginning Balance	0	0	0	20
21 Net Fund Balance, June 30	\$54,510,803	\$53,012,421	\$53,065,121	21



SAN MATEO COUNTY
COMMUNITY
COLLEGE DISTRICT

Restricted General Fund (Fund 3)

*The **Restricted General Fund** is maintained to account for those monies that are restricted in their use by law, regulations, donors, or other outside Federal, State, and Local agencies.*

Examples of restricted sources of monies include Extended Opportunity Programs and Services (EOPS), Matriculation, Disabled Students Programs & Services (DSPS), State Instructional Equipment, Federal Work-Study Program, KCSM grants and donations, Parking (includes parking permit and parking citation revenue), and Health Services.

A complete list of these specially funded programs showing project budgets which may not coincide with the fiscal year budget are detailed on the following pages.

San Mateo County Community College District

**2017-18 FINAL BUDGET - SPECIALLY FUNDED PROGRAMS
New Funds for the Current Fiscal Year**

<u>Fund</u>	<u>Program</u>	<u>Source</u>	<u>College of San Mateo</u>	<u>Cañada College</u>	<u>Skyline College</u>	<u>Chancellor's Office</u>	<u>Total</u>
30005	Work Study	Federal	106,385	83,799	262,102		452,286
30007	CTEA Perkins IV-1C	Federal	167,891	122,113	209,120		499,124
30057	Workability III CA Rehab	Federal			149,214		149,214
30105	CTE Transitions	Federal	41,592	41,592	41,592		124,776
30121	HSI Institutional ESO	Federal		524,975			524,975
30127	TRIO - SSS	Federal			496,320		496,320
30128	TRIO - SSS	Federal		243,987			243,987
30129	Math Science Eng Improvement Prog Coop	Federal		300,000			300,000
30133	Math Science Eng Improvement Prog Inst	Federal		250,000			250,000
30134	HSI Institutional ESO Adelante	Federal		645,178			645,178
30135	HSI STEM GANAS	Federal		864,665			864,665
30136	HSI STEM	Federal	1,171,887				1,171,887
30142	NOVA Adult/Dislocated Worker WIOA	Federal			251,958		251,958
30143	TRIO - Upward Bound	Federal		270,375			270,375
31002	DSP&S	State	859,656	405,821	573,300		1,838,777
31003	EOP&S	State	604,313	506,037	531,819		1,642,169
31004	EOP&S/CARE	State	33,136	50,903	51,244		135,283
31009	Student Success and Support Program	State	1,573,793	1,103,664	1,612,128		4,289,585
31012	Foster Care Education	State		79,875			79,875
31013	Foster Care Education CSEC	State		4,250			4,250
31016	AB602-Board Fin Asst Prog Adm Allow	State	276,903	231,961	332,663		841,527
31031	CalWORKs	State	124,633	137,276	125,686		387,595
31033	TANF	Federal	27,285	29,384	27,460		84,129
31045	Staff Diversity	State				50,000	50,000
31055	MESA/CCCP/FSS	State	70,250	70,250	70,250		210,750
31065	RCSD CBET	State		50,000			50,000
31078	Enrollment Growth AD Nursing	State	119,800				119,800
31142	Student Equity Program	State	454,162	323,589	605,058		1,382,809
31157	UC Regents Puente Program	State		1,500			1,500
31158	Full-Time Student Success Grant	State	150,931	101,604	204,754		457,289
31168	CalSTRS On-behalf Payments	State				350,000	350,000
31170	Assessment, Remediation AD Nursing	State	79,800				79,800
31177	Go-Biz HSUSPF	State	15,000				15,000
31190	Sierra College CCCCo Maker Grant	State	100,000				100,000
31191	Basic Skills 2017-18	State	45,000	45,000	45,000		135,000
31192	Adult Ed Block Grant 2017-18	State	76,750	80,905	84,136		241,790
31193	Deputy Navigator-Global Trade	State			200,000		200,000
31194	Deputy Navigator-Retail	State			200,000		200,000
31195	Guided Pathways	State	130,612	104,020	158,467		393,099
31196	Strong Workforce Program	State				1,054,618	1,054,618
32004	Public Bdcst-CSG-FM	Local	142,590				142,590
32017	Menlo Park Redevelopment	Local		293,000			293,000
32063	SMCOE - First 5 Early Childhood - EQuIP	Local		149,680			149,680
32101	Silicon Valley Comm Foun	Local		40,100			40,100
32110	Public Bdcst-CSG-FM Restricted	Local	50,282				50,282
35022	KCSM TV	Local	2,609,894				2,609,894
35023	KCSM FM	Local	1,707,000				1,707,000
35045	Financial Aid Admin Cost Allow	Local		9,667			9,667
35046	Peninsula Library System	Local				50,000	50,000
35060	District Innovation Fund-Sparkpoint	Local		133,068			133,068
38187	Middle College HS	Local			600,000		600,000
38188	Middle College HS	Local		27,228			27,228
39001	Parking Fees	Local				4,420,188	4,420,188
39030	Health Service Fees	Local	473,166	353,935	370,000		1,197,101
Total 2017-2018 New Funds			\$11,212,711	\$7,679,402	\$7,202,271	\$5,924,805	\$32,019,188

San Mateo County Community College District

2017-18 FINAL BUDGET - SPECIALLY FUNDED PROGRAMS
Carry-over balances from the prior year for current fiscal year expenditures

<u>Fund</u>	<u>Program</u>	<u>Source</u>	<u>College of San Mateo</u>	<u>Cañada College</u>	<u>Skyline College</u>	<u>Chancellor's Office</u>	<u>Total</u>
30005	Work Study	Federal			8,496		8,496
30102	HSI STEM	Federal		200,201			200,201
30110	TRIO Upward Bound	Federal		70,137			70,137
30111	HSI Cooperative A2B	Federal		888,769			888,769
30117	NSF ASPIRES	Federal		251,113			251,113
30120	NSF CALSTEP	Federal		284,454			284,454
30121	HSI-ESO	Federal		535,299			535,299
30126	NSF BioBridge	Federal			69,678		69,678
30127	TRIO Student Support Services	Federal			63,519		63,519
30128	TRIO SSS Canada	Federal		58,082			58,082
30129	MSEIP Cooperative	Federal		199,908			199,908
30132	BART FTA Transit Career Ladders	Federal	68,984				68,984
30133	MSEIP Institutional	Federal		197,743			197,743
30134	HSI-ESO Adelante	Federal		440,775			440,775
30135	HSI STEM GANAS	Federal		710,553			710,553
30136	HSI STEM CSM	Federal	532,056				532,056
30137	SBDC-HSUSPF	Federal	66,932				66,932
30138	NSF S-STEM	Federal			629,736		629,736
30139	STEP-Hannover	Federal			5,000		5,000
30140	IREX YALI	Federal			143,455		143,455
30141	KCSM TV Spectrum Repacking Exps	Federal	1,519,881				1,519,881
31030	T-Com and Technolgy	State			9,039	3,654	12,694
31045	AB1725 Staff Diversity	State				60,319	60,319
31046	Faculty and Staff Development	State			14,123		14,123
31069	Lottery -- Prop 20 -- Instr Matrls	State	456,096	149,822	508,887	(457)	1,114,348
31077	MESA/CCCP/FSS	State		33,774	9,839		43,613
31135	CCCCO-CEP-CAA	State			732,246		732,246
31158	Full-Time Student Success Grant	State	29,162	13,651	53,375		96,188
31159	SJECCD Calif Career Pathways Trust	State			183,488		183,488
31161	Baccalaureate Pilot Degree Program	State			190,967		190,967
31162	SMUHSD - ACCEL AEBG 2015-16	State		9,277			9,277
31163	Student Success and Support Program	State	694,716	87,666	329,812		1,112,194
31164	Student Equity Program	State	241,961	114,435	195,666		552,061
31166	Ohlone CCD DSN Biotech Summer	State			4,431		4,431
31169	Basic Skills 16-17 appropriation	State	90,000	84,093	15,661		189,754
31171	Deputy Navigator-Global	State			69,607		69,607
31172	Deputy Navigator-Retail	State			47,408		47,408
31173	SMUHSD - ACCEL AEBG 2016-17	State	102,482	89,054	137,488		329,024
31174	SCCCD Innovation and Effectiveness	State		192,828	129,950		322,778
31175	RSCCD CTE Data Unlocked Initiative	State	50,000	41,359	36,500		127,859
31176	CCCCO Strong Workforce Program 60%	State	578,719	464,970	795,111		1,838,800
31178	CCCCO FA Awareness BA Res Care	State			7,410		7,410
31179	IEPI CCC Leadership Development	State				30,498	30,498
31181	Chabot-LP CCD IDRC Skyline Auto	State			6,526		6,526
31182	Feather River CCD IDRC Skyline	State			5,000		5,000
31183	Cabrillo CCD DSN Sm Bus Mini-Grant	State			10,999		10,999
31184	FHDACCD SB1070 CTE SWPC	State			15,000		15,000
31186	Cabrillo CCD Strong Workforce 40%	State	409,692	315,304	475,976		1,200,973
31187	Promise Innovation Grant CCCCCO	State	125,000	75,000	522,253		722,253
31188	SCCCD IEPI Assessment	State		67,593			67,593
31189	Cabrillo CCD DSN Sm Busn Mini-Grant	State	6,554				6,554
32011	Pen Com Fdt C/S Grant	Local		982			982
32045	SMCCCD Fdtn-New Gateway Project	Local		2,474			2,474
32059	SMCCC Fndtn/SBC Pacific Bell	Local			4,862		4,862
32080	The Grove Foundation-CAN CBET	Local		13,781			13,781
32081	SMCGS Grant - Canada Coll Library	Local		2,180			2,180
32099	The Grove Fdtn. - SKY CTE Scholars	Local			28,784		28,784
32101	SVCF-EWAP	Local		9,315			9,315
32103	WFSN Grant	Local		23,034			23,034
32106	UWBA-SparkPoint	Local		11,905			11,905
32109	Cerritos College Fdtn	Local			23,355		23,355

San Mateo County Community College District

2017-18 FINAL BUDGET - SPECIALLY FUNDED PROGRAMS
Carry-over balances from the prior year for current fiscal year expenditures

<u>Fund</u>	<u>Program</u>	<u>Source</u>	<u>College of San Mateo</u>	<u>Cañada College</u>	<u>Skyline College</u>	<u>Chancellor's Office</u>	<u>Total</u>
32111	Johnson Fndtn Guardian Scholars	Local			50,537		50,537
32112	JobTrain ICT Career Pathway	Local		1,635			1,635
32113	Each One Reach One - Project Change	Local	23,902				23,902
32118	WSSN Financial Products Prototypes	Local		8,850			8,850
32119	Skyline College Express Shuttle	Local			230,878		230,878
32121	FCCC Civic Impact Project	Local		4,455			4,455
32122	LJA Foundation ASAP	Local			752,279		752,279
32123	Genentech Grant	Local			138,000		138,000
32124	J M Littlefield Foundation SMCCCF	Local			150,000		150,000
35001	Miscellaneous Donations	Local	53,958	6,497	58,671		119,126
35004	General Instruction	Local			250		250
35014	Expand Your Horizons	Local			6,907		6,907
35021	Bookstore	Local			1,460		1,460
35029	Career Development	Local	11,831		2,111		13,942
35036	Bookstore PLS Support	Local				15,996	15,996
35037	Instrument Tech Consortium	Local	779				779
35041	Ctr for Int'l Trade Match	Local			4,601		4,601
35045	Financial Aid Admin Cost Allow	Local	10,077	2,333	15,390	2,704	30,504
35046	Peninsula Library System	Local				15,158	15,158
35048	SMCCC Fdtn Donations	Local	288	739			1,027
35057	SBDC Program Income	Local	540				540
35058	Skyline President's Innovation Fund	Local			19,361		19,361
38001	Contract/Community Educ Indirect	Local			37,937	124,795	162,732
38190	City of San Mateo EDD CSM SBDC	Local	18,253				18,253
39024	Summer Camp Volleyball	Local			957		957
Total 2017-2018 Carry-over Funds			<u>\$5,091,864</u>	<u>\$5,664,041</u>	<u>\$6,952,986</u>	<u>\$252,667</u>	<u>\$17,961,557</u>
Total 2017-2018 Specially Funded Programs			<u>\$16,304,574</u>	<u>\$13,343,443</u>	<u>\$14,155,256</u>	<u>\$6,177,472</u>	<u>\$49,980,745</u>

San Mateo County Community College District
2017-18 Final Budget
Restricted General Fund (Fund 3)



	Cañada	CSM	Skyline	District Office	2017-18 Adoption Budget	
Revenue						
1 Federal Revenue	\$7,213,102	\$3,702,894	\$2,241,982	\$0	\$13,157,978	1
2 State Revenue	5,099,665	8,031,698	9,301,266	712,264	23,144,892	2
3 Local Revenue	770,629	4,959,393	2,012,009	2,548,495	10,290,525	3
4 Total Revenue	\$13,083,395	\$16,693,985	\$13,555,256	\$3,260,759	\$46,593,395	4
Expenses						
5 Certificated Salaries	\$2,613,464	\$1,927,864	\$2,329,804	\$0	\$6,871,132	5
6 Classified Salaries	\$4,638,123	\$4,384,706	\$2,941,195	\$2,846,926	14,810,949	6
7 Employee Benefits	\$2,515,784	\$2,444,889	\$1,914,974	\$1,606,289	8,481,937	7
8 Materials & Supplies	\$739,747	\$904,251	\$1,031,374	\$212,718	2,888,089	8
9 Operating Expenses	\$2,200,701	\$6,098,403	\$4,700,897	\$1,506,990	14,506,991	9
10 Capital Outlay	\$165,192	\$142,763	\$313,437	\$4,550	625,941	10
11 Total Expenses	\$12,873,011	\$15,902,875	\$13,231,681	\$6,177,472	\$48,185,039	11
Transfers & Other						
12 Transfers In	\$324,232	143,166	600,000	2,065,188	\$3,132,586	12
13 Other Sources	\$0	0	0	0	0	13
14 Transfers out	\$0	0	0	0	\$0	14
15 Contingency	0	0	0	0	0	15
16 Other Out Go	(\$470,432)	(401,699)	(923,575)	0	(1,795,706)	16
17 Total Transfers/Other	(\$146,200)	(\$258,533)	(\$323,575)	\$2,065,188	\$1,336,880	17
Fund Balance						
18 Net Change in Fund Balance	\$64,185	\$532,577	(\$0)	(\$851,526)	(\$254,764)	18
19 Beginning Balance, July 1	0	0	0	0	13,676,520	19
20 Adjustments to Beginning Balance	0	0	0	0	0	20
21 Net Fund Balance, June 30	\$64,185	\$532,577	(\$0)	(\$851,526)	\$13,421,756	21

San Mateo County Community College District
2017-18 Final Budget
Restricted General Fund (Fund 3) - Total District



	2016-17 Adoption Budget	2016-17 Actual	2017-18 Adoption Budget	
Revenue				
1 Federal Revenue	\$8,524,064	\$5,638,776	\$13,157,978	1
2 State Revenue	20,775,141	17,954,252	23,144,892	2
3 Local Revenue	6,970,352	6,020,335	10,290,525	3
4 Total Revenue	\$36,269,557	\$29,613,363	\$46,593,395	4
Expenses				
5 Certificated Salaries	\$6,238,951	\$7,730,922	\$6,871,132	5
6 Classified Salaries	11,904,237	11,749,933	14,810,949	6
7 Employee Benefits	6,564,657	6,413,535	8,481,937	7
8 Materials & Supplies	3,407,616	2,232,267	2,888,089	8
9 Operating Expenses	11,170,029	5,299,064	14,506,991	9
10 Capital Outlay	134,480	956,674	625,941	10
11 Total Expenses	\$39,419,970	\$34,382,395	\$48,185,039	11
Transfers & Other				
12 Transfers In	\$3,619,761	\$4,834,905	\$3,132,586	12
13 Other Sources	0	0	0	13
14 Transfers out	\$0	(\$795,982)	\$0	14
15 Contingency	0	0	0	15
16 Other Out Go	(1,170,828)	(650,198)	(1,795,706)	16
17 Total Transfers/Other	\$2,448,933	\$3,388,726	\$1,336,880	17
Fund Balance				
18 Net Change in Fund Balance	(\$701,480)	(\$1,380,307)	(\$254,764)	18
19 Beginning Balance, July 1	15,056,827	15,056,827	13,676,520	19
20 Adjustments to Beginning Balance	0	0	0	20
21 Net Fund Balance, June 30	\$14,355,347	\$13,676,520	\$13,421,756	21



SAN MATEO COUNTY
COMMUNITY
COLLEGE DISTRICT

Capital Projects Fund (Fund 4)

The District's Capital Outlay Fund is used to account for construction and acquisition of major capital improvements. Included are the acquisition or construction of all major fixed assets. In addition, site improvements, buildings, and equipment purchased as part of a large facility project are included.

The Revenue Bond Construction Fund, which is included as a sub-account of the Capital Projects Fund, has been established for the deposit of proceeds from the sale of revenue bonds. The deposits are used to meet the costs of property acquisition, facilities planning, inspections, surveys, new construction, modernization, and new equipment.

**2016-2017 Capital Projects Financial Summary
Budget Expenditures as of June 30, 2017**

LOCATION	PROJECT NAME	FUND NUMBER	ORIGINAL BUDGET	2016-17 BUDGET	EXPENDITURE YTD *	ENCUMBRANCE	AVAILABLE BALANCE *	
CAÑADA	CAN Housing Maintenance Reserve	40303	40303 Total	128,619	1,252,886	-208,398	290,342	1,170,943
CAÑADA	CAN Walkway Lighting	41322	41322 Total	4,752	80,780	80,196	584	0
CAÑADA	CAN FY1516 SMSR Projects	43340	43340 Total	145,020	181,503	181,503	0	0
CAÑADA	CAN FY1617 SMSR Projects	43341	43341 Total	0	383,108	0	0	383,108
CAÑADA	CAN Instructional Equipment	43383	43383 Total	1,554,968	1,954,968	32,012	1,413	1,921,543
CAÑADA	CAN Solar Photovoltaic System	44345	44345 Total	0	82,107	82,107	0	0
CAÑADA	CAN Bldg 1 Kinesiology and Wellness	44347	44347 Total	40,300,000	40,300,000	0	23,733,677	16,566,323
CAÑADA	CAN Bldg 1 Kinesiology and Wellness	45309	45309 Total	21,063,925	45,850,178	4,338,485	41,092,500	419,193
CAÑADA	CAN B23N Math/Science/Tech	45310	45310 Total	55,574,306	55,574,306	2,339,231	39,649,819	13,585,257
CAÑADA	CAN Emergency Building Repairs	45311	45311 Total	960,000	960,000	197,753	8,654	753,593
CAÑADA	CAN Technology and Equipment	45312	45312 Total	398,629	1,198,629	250,167	21,030	927,431
CAÑADA	CAN Access Compliance Corrective Items	45313	45313 Total	560,932	705,932	331,565	351,178	23,189
CAÑADA	CAN Bldg 9 Exterior Envelope Leak Repair	45314	45314 Total	0	745,141	387,169	356,838	1,134
CAÑADA	CAN Central Plant Upgrade	45315	45315 Total	0	2,000,000	78,980	0	1,921,020
CAÑADA	CAN Small Projects	45322	45322 Total	578,803	578,803	0	0	578,803
CAÑADA	CAN Small Projects	47323	47323 Total	167,315	329,846	321,961	7,885	0
CAÑADA	CAN Emergency Building Repairs	47324	47324 Total	33,322	40,103	40,103	0	0
CAÑADA	CAN Solar PV System	47342	47342 Total	0	14,771	14,771	0	0
CAÑADA	CAN Bldg 1 Kinesiology and Wellness	47345	47345 Total	0	-524,514	-524,514	0	0
CSM	CSM Housing Maintenance Reserve	40403	40403 Total	1,017,710	1,118,337	14,716	1,250	1,102,371
CSM	CSM Exterior Walkway Lighting	41421	41421 Total	6,279	18,344	17,660	684	0
CSM	CSM Solar and Energy Storage	41423	41423 Total	0	640,020	0	0	640,020
CSM	CSM Equipment Recycling	42404	42404 Total	0	84,977	0	0	84,977
CSM	CSM Hallmark Running Track	42405	42405 Total	0	100,000	20,063	3,111	76,826
CSM	CSM Instructional Equipment	43483	43483 Total	0	1,979,940	110,518	0	1,869,422
CSM	CSM Solar and Energy Storage	43487	43487 Total	0	2,555,600	193,741	357,961	2,003,898
CSM	CSM FY1516 SMSR Projects	43488	43488 Total	374,224	450,108	450,108	0	0
CSM	CSM FY1617 SMSR Projects	43489	43489 Total	0	2,437,792	0	0	2,437,792
CSM	Ergonomic office furniture (completion)	44435	44435 Total	6,233	6,233	936	0	5,297
CSM	Haz. Mat. clean-up/disposal	44438	44438 Total	8,962	8,962	0	0	8,962
CSM	CSM Claims Contingency	44457	44457 Total	3,438,725	3,438,725	587,410	0	2,851,315
CSM	CSM Solar and Energy Storage	45406	45406 Total	0	600,399	0	0	600,399
CSM	CSM Bldg 3 Modernization	45407	45407 Total	13,051,418	15,669,626	1,480,042	519,476	13,670,108
CSM	CSM B17 Student Life/Learning Comm	45408	45408 Total	3,440,120	3,484,120	242,887	347,445	2,893,789
CSM	CSM B19 Center for Emerging Tech.	45409	45409 Total	2,902,418	2,902,418	197,242	44,503	2,660,673
CSM	CSM Emergency Building Repairs	45411	45411 Total	1,018,239	1,018,239	278,151	26,000	714,088
CSM	CSM Technology and Equipment	45412	45412 Total	0	1,200,000	192,386	0	1,007,614
CSM	CSM Marie Curie Pkg Lot Renovation	45413	45413 Total	278,381	-160,389	-160,389	0	0
CSM	CSM Water Supply System Upgrade	45415	45415 Total	0	150,000	72,696	23,900	53,404
CSM	CSM Asphalt Repairs Project	45416	45416 Total	0	1,500,000	417,389	970,639	111,972
CSM	CSM Small Projects	45422	45422 Total	600,000	600,000	33,663	0	566,337
CSM	CSM North Gateway	47408	47408 Total	236,428	498,169	164,308	333,860	0
CSM	CSM Small Projects	47423	47423 Total	22,890	309,707	296,194	0	13,513
CSM	CSM Emergency Building Repairs	47424	47424 Total	9,079	8,289	8,289	0	0
CSM	CSM Instructional Equipment	47432	47432 Total	941	941	941	0	0
CSM	CSM Bldg 6 Aquatic System Pool Upgrade	47449	47449 Total	402,606	470,138	98,324	317,897	53,917
CSM	CSM B36 Chemistry Ventilation	47452	47452 Total	0	4,852	4,852	0	0
CSM	CSM Marie Curie Pkg Lot Renovation	47458	47458 Total	71,735	622,017	622,017	0	0
CSM	CSM North Campus Safety Enhancement	47461	47461 Total	30,845	110,854	110,854	0	0
DISTRICTWIDE	General Capital Projects	40000	40000 Total	13,855,447	12,701,365	0	0	12,701,365
DISTRICTWIDE	College Contingency	40001	40001 Total	17,763,415	21,951,979	0	0	21,951,979
DISTRICTWIDE	College One Time Fd Reserve	40006	40006 Total	4,500,000	4,500,000	0	0	4,500,000
DISTRICTWIDE	Aux Services Use Fee	40007	40007 Total	96,664	96,664	0	0	96,664
DISTRICTWIDE	DW Construction Planning Internal Svc Fund	40009	40009 Total	0	38,831	28,600	0	10,231
DISTRICTWIDE	DO Parking Lot Retaining Wall	42005	42005 Total	447,900	447,900	0	0	447,900
DISTRICTWIDE	DO Rm 303 Furniture Upgrade	42006	42006 Total	0	20,000	14,542	0	5,458
DISTRICTWIDE	DW Athletic Fields Replacement	42103	42103 Total	901,453	901,453	133,649	11,480	756,325
DISTRICTWIDE	Redevelopment Program	43001	43001 Total	1,646,808	1,988,623	0	0	1,988,623
DISTRICTWIDE	Property Management Study	44001	44001 Total	55,190	55,190	0	0	55,190
DISTRICTWIDE	PE Vans Purchase	44003	44003 Total	418,719	418,719	70,383	0	348,336
DISTRICTWIDE	DW EV Charging Stations Expansion	44004	44004 Total	0	72,000	72,000	0	0
DISTRICTWIDE	District Facilities Projects	44102	44102 Total	1,629,369	1,469,964	665,174	61,411	743,379
DISTRICTWIDE	District Funded FCI Contingency	44103	44103 Total	2,781,019	3,681,019	0	0	3,681,019
DISTRICTWIDE	Energy Efficiency Projects Fund	44108	44108 Total	3,062,065	3,769,349	11,655	0	3,757,694
DISTRICTWIDE	DW L-T Support/Service/Maintenance	44111	44111 Total	0	79,591	30,497	0	49,094
DISTRICTWIDE	DW CIP3 Master	45000	45000 Total	90,178,632	8,447,851	0	0	8,447,851
DISTRICTWIDE	DW CIP3 Planning	45001	45001 Total	7,443,623	20,900,534	690,559	1,401,851	18,808,124
DISTRICTWIDE	DW Network Core Switch upgrade	45002	45002 Total	489,586	39,586	9,240	0	30,345
DISTRICTWIDE	DW UPS Device(MDF/IDF) Replacement	45003	45003 Total	21,197	471,197	119,449	0	351,749
DISTRICTWIDE	DW Symetra UPS Device(MPOE) Replace	45004	45004 Total	178,538	178,538	49,723	0	128,815
DISTRICTWIDE	DW Network Firewall Switch Replacmt	45005	45005 Total	1,000,000	1,000,000	259,826	19,150	721,024
DISTRICTWIDE	DW Telephone System Replacement	45006	45006 Total	1,563,092	1,563,092	68,903	0	1,494,189

* NOTE: All negative budget and expenditures reflect prior year corrections. Budgets for projects with negative balances will be revised in the next quarter.

2016-2017 Capital Projects Financial Summary

Budget Expenditures as of June 30, 2017

LOCATION	PROJECT NAME	FUND		ORIGINAL BUDGET		EXPENDITURE		AVAILABLE
		NUMBER		BUDGET	2016-17 BUDGET	YTD *	ENCUMBRANCE	BALANCE *
DISTRICTWIDE	DW Wireless Access Point(WAP) Repl	45007	45007 Total	656,990	656,990	256,012	22,712	378,266
DISTRICTWIDE	DW Network Switch Upgrade (10 GB)	45008	45008 Total	1,577,213	1,496,850	1,056,630	0	440,220
DISTRICTWIDE	DW Server Replacement	45009	45009 Total	2,000,000	2,000,000	194,344	0	1,805,656
DISTRICTWIDE	DW Fire Alarm Panels Upgrade	45010	45010 Total	1,486,924	3,986,924	227,825	48,879	3,710,221
DISTRICTWIDE	DW Classroom Security Hardware	45011	45011 Total	1,400,298	1,400,298	516,977	22,387	860,934
DISTRICTWIDE	DW EV Charging Stations Expansion	45012	45012 Total	574,053	620,554	356,015	0	264,539
DISTRICTWIDE	DW Signage Upgrades	45013	45013 Total	0	141,000	77,455	37,453	26,092
DISTRICTWIDE	DW Technology Replacement	45019	45019 Total	0	2,066,500	619,596	2,089	1,444,815
DISTRICTWIDE	Facilities Excellence (Foundation)	46112	46112 Total	0	12,924	12,924	0	0
DISTRICTWIDE	IVES ITS Project	46113	46113 Total	6	6	0	0	6
DISTRICTWIDE	Bond Construction General	47000	47000 Total	22,500	22,500	0	0	22,500
DISTRICTWIDE	DW CIP2 Planning	47001	47001 Total	4,000	12,900	8,900	4,000	0
DISTRICTWIDE	DW Utility Consumption Measurement	47017	47017 Total	693,010	640,030	561,673	78,357	0
DISTRICTWIDE	DW Computer Lab Replacement Project	47019	47019 Total	0	-172	-172	0	0
DISTRICTWIDE	DW Onuma Integration	47024	47024 Total	61,672	3,174	3,174	0	0
DISTRICTWIDE	DW ESCO Multi Phase Project	47027	47027 Total	66,352	62,587	42,021	20,566	0
DISTRICTWIDE	DW UPS Device(MDF/IDF) Replacement	47031	47031 Total	42,884	42,844	42,844	0	0
DISTRICTWIDE	DW Telephone System Replacement	47033	47033 Total	291,391	291,072	291,072	0	0
DISTRICTWIDE	DW Network Switch Upgrade (10 GB)	47035	47035 Total	0	-92	-92	0	0
DISTRICTWIDE	DW EAS Upgrade	47036	47036 Total	3,802	11,161	11,161	0	0
DISTRICTWIDE	DO Generator Transfer Switch Replacement	47037	47037 Total	0	42,844	42,844	0	0
SKYLINE	SKY Walkway Lighting	41225	41225 Total	12,039	15,296	13,920	1,376	0
SKYLINE	SKY Bldg 6 Servery	42206	42206 Total	199,737	288,373	23,992	0	264,381
SKYLINE	SKY Housing	42210	42210 Total	140,294	840,294	200,470	64,860	574,965
SKYLINE	SKY Small Projects	42211	42211 Total	500,000	500,000	160,833	4,499	334,669
SKYLINE	SKY FY1516 SMSR Projects	43245	43245 Total	229,559	117,249	117,249	0	0
SKYLINE	SKY Instructional Equipment	43283	43283 Total	483,585	998,911	659,842	69,652	269,416
SKYLINE	SKY Bldg 1 Social Science/Creative Arts	45204	45204 Total	114,986,934	158,026,700	1,691,180	104,225,468	52,110,053
SKYLINE	SKY Bldg 12 Environmental Science	45205	45205 Total	2,245,387	28,445,387	2,829,197	24,551,845	1,064,345
SKYLINE	SKY Lot L Expansion	45208	45208 Total	4,888,933	9,278,496	1,567,695	3,627,891	4,082,910
SKYLINE	SKY Bldg 19 and North Campus Improvements	45209	45209 Total	17,900,640	5,261,076	456,098	720,580	4,084,399
SKYLINE	SKY B14 Loma Chica/CDC Renovations	45210	45210 Total	0	2,800,000	272,182	417,127	2,110,691
SKYLINE	SKY Emergency Building Repairs	45211	45211 Total	1,018,528	1,018,528	106,426	8,026	904,077
SKYLINE	SKY Technology and Equipment	45212	45212 Total	398,469	1,198,469	73,452	0	1,125,016
SKYLINE	SKY Small Projects	45222	45222 Total	600,000	600,000	43,027	0	556,973
SKYLINE	SKY Emergency Building Repairs	47224	47224 Total	2,019	20,644	20,644	0	0
SKYLINE	SKY Bldg 14 Replacement	47253	47253 Total	0	3,735	3,735	0	0
SKYLINE	SKY B7 Fabrication Lab Setup	47255	47255 Total	106,384	115,612	115,612	0	0
SKYLINE	Sky B1 Social Science/Creative Arts	47256	47256 Total	9,900	9,900	9,900	0	0
TOTAL				449,024,043	501,379,976	28,308,944	243,882,304	229,188,728

* NOTE: All negative budget and expenditures reflect prior year corrections. Budgets for projects with negative balances will be revised in the next quarter.

San Mateo County Community College District
2017-18 Final Budget
Capital Projects Fund (Fund 4) - Total District



	2016-17 Adoption Budget	2016-17 Actual	2017-18 Adoption Budget	
Revenue				
1 Federal Revenue	\$0	\$0	\$0	1
2 State Revenue	2,820,900	3,654,661	1,686,174	2
3 Local Revenue	1,860,506	1,849,379	1,098,000	3
4 Total Revenue	\$4,681,406	\$5,504,040	\$2,784,174	4
Expenses				
5 Certificated Salaries	\$0	\$0	\$0	5
6 Classified Salaries	2,700,000	2,622,142	3,550,000	6
7 Employee Benefits	960,000	943,341	1,495,000	7
8 Materials & Supplies	3,000,000	1,252,118	5,313,327	8
9 Operating Expenses	5,500,000	6,792,894	14,879,977	9
10 Capital Outlay	8,500,000	16,698,448	73,058,248	10
11 Total Expenses	\$20,660,000	\$28,308,944	\$98,296,552	11
Transfers & Other				
12 Transfers In	\$0	\$4,888,563	\$0	12
13 Other Sources	0	2,241,998	0	13
14 Transfers out	(380,733)	(386,959)	(372,259)	14
15 Contingency	0	0	0	15
16 Other Out Go	0	0	0	16
17 Total Transfers/Other	(\$380,733)	\$6,743,603	(\$372,259)	17
Fund Balance				
18 Net Change in Fund Balance	(\$16,359,327)	(\$16,061,302)	(\$95,884,637)	18
19 Beginning Balance, July 1	225,703,605	225,703,605	209,642,303	19
20 Adjustments to Beginning Balance	0	0	0	20
21 Net Fund Balance, June 30	\$209,344,278	\$209,642,303	\$113,757,667	21

Includes combined total of Central Services, District Office, Cañada College, College of San Mateo, and Skyline College.



Enterprise Fund Auxiliary Fund (Fund 5)

The District maintains enterprise funds. These funds account for operations that the Board requires to be self-supporting. These funds are maintained independently of other District funds to facilitate the entrepreneurial nature of the activities involved and also provide the necessary flexibility to report the retail and operational requirements of these self-supporting services.

*The **Bookstore Fund** is used to account for revenues received and expenses made to operate the District's bookstores. **The Cafeteria Fund** is used to account for revenues received and expenses related to contracted food service and vending operations of the District. **The San Mateo Athletic Club (SMAC)** accounts for revenues received and expenses related to the operations of the athletic club and aquatic center. **The Community, Continuing, and Corporate Education (CCCE)** is the newest addition to the enterprise funds with the goal of increasing and meeting educational opportunities and needs in San Mateo County.*

San Mateo County Community College District
2017-18 Final Budget
Enterprise Fund - Bookstore (Fund 5)



	2016-17 Adoption Budget	2016-17 Actual	2017-18 Adoption Budget	
Income				
1 Federal Income	\$0	\$0	\$0	1
2 State Income	0	0	0	2
3 Local Income	7,400,000	7,198,015	7,800,000	3
4 Total Income	\$7,400,000	\$7,198,015	\$7,800,000	4
Expenses				
5 Cost of Sales	\$3,900,000	\$3,857,418	\$4,325,000	5
6 Certificated Salaries	0	0	0	6
7 Classified Salaries	1,975,000	2,083,826	1,960,000	7
8 Employee Benefits	562,000	632,851	640,000	8
9 Materials & Supplies	40,000	22,360	30,000	9
10 Operating Expenses	800,000	773,829	738,000	10
11 Capital Outlay	0	0	0	11
12 Total Expenses	\$7,277,000	\$7,370,284	\$7,693,000	12
Transfers & Other				
13 Transfers In	\$0	\$0	\$0	13
14 Other Sources	0	0	0	14
15 Transfers out	0	0	0	15
16 Contingency	0	0	0	16
17 Other Out Go	0	0	0	17
18 Total Transfers/Other	\$0	\$0	\$0	18
Fund Balance				
19 Net Change in Fund Balance	\$123,000	(\$172,269)	\$107,000	19
20 Beginning Balance, July 1	8,196,896	8,196,896	8,024,627	20
21 Adjustments to Beginning Balance	0	0	0	21
22 Net Fund Balance, June 30	\$8,319,896	\$8,024,627	\$8,131,627	22

San Mateo County Community College District
2017-18 Final Budget
Enterprise Fund - Cafeteria (Fund 5)



	2016-17 Adoption Budget	2016-17 Actual	2017-18 Adoption Budget	
Income				
1 Federal Income	\$0	\$0	\$0	1
2 State Income	0	0	0	2
3 Local Income	350,000	381,822	410,000	3
4 Total Income	\$350,000	\$381,822	\$410,000	4
Expenses				
5 Certificated Salaries	\$0	\$0	\$0	5
6 Classified Salaries	70,000	72,921	69,000	6
7 Employee Benefits	15,000	15,372	15,000	7
8 Materials & Supplies	60,000	0	75,000	8
9 Operating Expenses	130,000	148,717	130,000	9
10 Capital Outlay	0	0	0	10
11 Total Expenses	\$275,000	\$237,010	\$289,000	11
Transfers & Other				
12 Transfers In	\$0	\$0	\$0	12
13 Other Sources	0	0	0	13
14 Transfers out	0	0	0	14
15 Contingency	0	0	0	15
16 Other Out Go	0	(72,797)	0	16
17 Total Transfers/Other	\$0	(\$72,797)	\$0	17
Fund Balance				
18 Net Change in Fund Balance	\$75,000	\$72,015	\$121,000	18
19 Beginning Balance, July 1	570,455	570,455	642,470	19
20 Adjustments to Beginning Balance	0	0	0	20
21 Net Fund Balance, June 30	\$645,455	\$642,470	\$763,470	21

San Mateo County Community College District
2017-18 Final Budget
Enterprise Fund - San Mateo Athletic Club/CSM Fitness Center



	2016-17 Adoption Budget	2016-17 Actual	2017-18 Adoption Budget	
Revenue				
1 Federal Revenue	\$0	\$0	\$0	1
2 State Revenue	0	0	0	2
3 Local Revenue	4,877,626	5,069,920	5,050,000	3
4 Total Revenue	\$4,877,626	\$5,069,920	\$5,050,000	4
Expenses				
6 Salaries	222,000	280,217	260,000	6
7 Employee Benefits	61,000	76,790	80,000	7
8 Materials & Supplies	0	0	0	8
9 Operating Expenses**	3,690,000	3,766,912	3,600,000	9
10 Capital Outlay	0	0	0	10
11 Total Expenses	\$3,973,000	\$4,123,919	\$3,940,000	11
Transfers & Other				
12 Transfers In	\$0	\$0	\$0	12
13 Other Sources	170,000	138,400	165,000	13
14 Transfers out	0	0	0	14
15 Contingency	0	0	0	15
16 Other Out Go	(370,000)	(512,228)	(208,000)	16
17 Total Transfers/Other	(\$200,000)	(\$373,828)	(\$43,000)	17
Fund Balance				
18 Net Change in Fund Balance	\$704,626	\$572,173	\$1,067,000	18
19 Beginning Balance, July 1	2,591,540	2,591,540	3,163,713	19
20 Adjustments to Beginning Balance	0	0	0	20
21 Net Fund Balance, June 30	\$3,296,166	\$3,163,713	\$4,230,713	21

**Operating expenses consists of salaries and benefits paid by EXOS

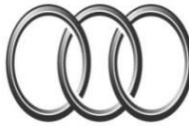
San Mateo County Community College District
Enterprise Fund
Community, Continuing, and Corporate Education (Fund 5)



	2016-17 Adoption Budget	2016-17 Actual	2017-18 Adoption Budget	
Income				
1 Federal Income	\$0	\$0	\$0	1
2 State Income	0	0	0	2
3 Local Income	1,175,000	1,069,998	1,400,000	3
4 Total Income	\$1,175,000	\$1,069,998	\$1,400,000	4
Expenses				
6 Classified Salaries	460,000	656,847	600,000	6
7 Employee Benefits	132,000	224,642	220,000	7
8 Materials & Supplies	23,000	27,932	26,000	8
9 Operating Expenses	485,000	680,798	545,000	9
10 Capital Outlay	0	0	0	10
11 Total Expenses	\$1,100,000	\$1,590,219	\$1,391,000	11
Transfers & Other				
12 Transfers In	\$0	\$0	\$0	12
13 Other Sources	0	0	0	13
14 Transfers out	0	0	0	14
15 Contingency	0	0	0	15
16 Other Out Go	0	0	0	16
17 Total Transfers/Other	\$0	\$0	\$0	17
Fund Balance				
18 Net Change in Fund Balance	\$75,000	(\$520,221)	\$9,000	18
19 Beginning Balance, July 1	1,051,745	1,051,745	531,524	19
20 Adjustments to Beginning Balance	0	0	0	20
21 Net Fund Balance, June 30	\$1,126,745	\$531,524	\$540,524	21

* CCCE was previously included in Fund 1 before it moved to Fund 5 in the FY 2015-16

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SAN MATEO COUNTY
COMMUNITY
COLLEGE DISTRICT

Special Revenue Fund (Fund 6)

This fund is used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes.

Special Revenue Funds encompass activities not directly related to the educational program of the College but that provide a service to students—and which may provide non-classroom instructional or laboratory experience for students and incidentally produce revenue and non-instructional expense.

*The District maintains one such fund, the **Child Development Fund**, which is used to account for the activities of the child development centers at the Colleges.*

San Mateo County Community College District
2017-18 Final Budget
Child Development Fund (Fund 60) - Total District



	Skyline	CSM	2017-18 Adoption Budget		
Revenue					
1	Federal Revenue	\$35,000	\$19,000	\$54,000	1
2	State Revenue	90,600	31,000	121,600	2
3	Local Revenue	185,000	389,396	574,396	3
4	Total Revenue	\$310,600	\$439,396	\$749,996	4
Expenses					
5	Certificated Salaries	\$120,607	\$95,446	\$216,052	5
6	Classified Salaries	329,828	314,599	644,427	6
7	Employee Benefits	165,000	164,310	329,310	7
8	Materials & Supplies	38,858	37,300	76,158	8
9	Operating Expenses	3,750	0	3,750	9
10	Capital Outlay	0	0	0	10
11	Total Expenses	\$658,042	\$611,655	\$1,269,697	11
Transfers & Other					
12	Transfers In	\$347,442	\$172,259	\$519,701	12
13	Other Sources	0	0	\$0	13
14	Transfers out	0	0	\$0	14
15	Contingency	0	0	\$0	15
16	Other Out Go	0	0	\$0	16
17	Total Transfers/Other	\$347,442	\$172,259	\$519,701	17
Fund Balance					
18	Net Change in Fund Balance	\$0	\$0	\$0	18
19	Beginning Balance, July 1	0	0	0	19
20	Adjustments to Beginning Balance	0	0	0	20
21	Net Fund Balance, June 30	\$0	\$0	\$0	21

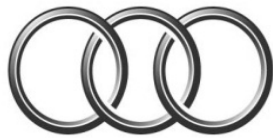
San Mateo County Community College District
2017-18 Final Budget
Child Development Fund (Fund 60) - Total District



	2016-17 Adoption Budget	2016-17 Actual	2017-18 Adoption Budget		
Revenue					
1	Federal Revenue	\$73,000	\$52,574	\$54,000	1
2	State Revenue	172,000	144,902	121,600	2
3	Local Revenue	554,955	573,438	574,396	3
4	Total Revenue	\$799,955	\$770,913	\$749,996	4
Expenses					
5	Certificated Salaries	\$224,800	\$236,683	\$216,052	5
6	Classified Salaries	590,531	633,415	644,427	6
7	Employee Benefits	329,833	338,716	329,310	7
8	Materials & Supplies	87,723	78,743	76,158	8
9	Operating Expenses	2,200	5,119	3,750	9
10	Capital Outlay	0	0	0	10
11	Total Expenses	\$1,235,087	\$1,292,676	\$1,269,697	11
Transfers & Other					
12	Transfers In	\$435,132	\$521,763	\$519,701	12
13	Other Sources	0	0	0	13
14	Transfers out	0	0	0	14
15	Contingency	0	0	0	15
16	Other Out Go	0	0	0	16
17	Total Transfers/Other	\$435,132	\$521,763	\$519,701	17
Fund Balance					
18	Net Change in Fund Balance	\$0	\$0	\$0	18
19	Beginning Balance, July 1	0	0	0	19
20	Adjustments to Beginning Balance	0	0	0	20
21	Net Fund Balance, June 30	\$0	\$0	\$0	21

Includes combined total of District Office, College of San Mateo and Skyline College.

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SAN MATEO COUNTY
COMMUNITY
COLLEGE DISTRICT

Expendable Trust Fund

Student Financial Aid

(Fund 7)

Funds of this type account for assets held by the District as trustee. Funds in this category include financial aid such as Federal Student Aid PELL/SEOG, Federal Academic Competitiveness Grants, Cal Grants, and EOPS Direct Aid to Students.

San Mateo County Community College District
2017-18 Final Budget
Student Aid Fund (Fund 7) - Total District



	Cañada	CSM	Skyline	2017-18 Adoption Budget		
Revenue						
1	Federal Revenue	\$3,697,151	\$5,112,002	\$6,948,025	\$15,757,178	1
2	State Revenue	265,000	440,000	480,000	1,185,000	2
3	Local Revenue	300,000	400,000	300,000	1,000,000	3
4	Total Revenue	\$4,262,151	\$5,952,002	\$7,728,025	\$17,942,178	4
Expenses						
5	Certificated Salaries	\$0	\$0	\$0	\$0	5
6	Classified Salaries	0	0	0	0	6
7	Employee Benefits	0	0	0	0	7
8	Materials & Supplies	0	0	0	0	8
9	Operating Expenses	0	0	0	0	9
10	Capital Outlay	0	0	0	0	10
11	Total Expenses	\$0	\$0	\$0	\$0	11
Transfers & Other						
12	Transfers In	\$0	\$0	\$0	\$0	12
13	Other Sources	0	0	0	0	13
14	Transfers out	0	0	0	0	14
15	Contingency	0	0	0	0	15
16	Other Out Go	(4,262,151)	(5,952,002)	(7,728,025)	(17,942,178)	16
17	Total Transfers/Other	(\$4,262,151)	(\$5,952,002)	(\$7,728,025)	(\$17,942,178)	17
Fund Balance						
18	Net Change in Fund Balance	\$0	\$0	\$0	\$0	18
19	Beginning Balance, July 1	0	0	0	81,380	19
20	Adjustments to Beginning Balance	0	0	0	0	20
21	Net Fund Balance, June 30	\$0	\$0	\$0	\$81,380	21

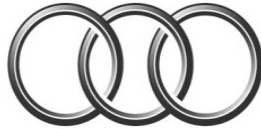
San Mateo County Community College District
2017-18 Final Budget
Student Aid Fund (Fund 7) - Total District



	2016-17 Adoption Budget	2016-17 Actual	2017-18 Adoption Budget	
Revenue				
1 Federal Revenue	\$17,362,416	\$15,421,018	\$15,757,178	1
2 State Revenue	1,020,000	1,149,714	1,185,000	2
3 Local Revenue	890,000	989,344	1,000,000	3
4 Total Revenue	\$19,272,416	\$17,560,076	\$17,942,178	4
Expenses				
5 Certificated Salaries	\$0	\$0	\$0	5
6 Classified Salaries	0	0	0	6
7 Employee Benefits	0	0	0	7
8 Materials & Supplies	0	0	0	8
9 Operating Expenses	0	0	0	9
10 Capital Outlay	0	0	0	10
11 Total Expenses	\$0	\$0	\$0	11
Transfers & Other				
12 Transfers In	\$0	\$757,016	\$0	12
13 Other Sources	0	0	0	13
14 Transfers out	0	(8,781)	0	14
15 Contingency	0	0	0	15
16 Other Out Go	(19,272,416)	(18,308,310)	(17,942,178)	16
17 Total Transfers/Other	(\$19,272,416)	(\$17,560,076)	(\$17,942,178)	17
Fund Balance				
18 Net Change in Fund Balance	\$0	\$0	\$0	18
19 Beginning Balance, July 1	81,380	81,380	81,380	19
20 Adjustments to Beginning Balance	0	0	0	20
21 Net Fund Balance, June 30	\$81,380	\$81,380	\$81,380	21

Includes combined total of District Office, Cañada College, College of San Mateo, and Skyline College, as well as entire beginning balance.

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SAN MATEO COUNTY
COMMUNITY
COLLEGE DISTRICT

Retirement Reserve Fund Expendable Trust (Fund 8)

*Also an Expendable Trust, the **Reserve for Post-Retirement Benefits** was established to reflect the District liability that has already been incurred and continues to incur as employees earn the right to health benefits at retirement.*

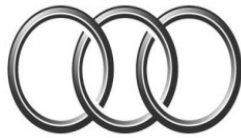
This Fund has been generated by transfers made from the Unrestricted General Fund. Effective July 2009, these transfers come from all funds and are now charged as part of the benefit expense in those funds. This reserve is minimal compared to the total liability already incurred, so current retiree benefits continue to be paid from the General Fund on a “pay as you go” basis. The goal is to eventually have enough funds in this reserve to pay the ongoing costs of retiree benefits.

**San Mateo County Community College District
2017-18 Final Budget**

Reserve Fund for Post Retirement Benefits (Fund 8) - Central Services



	2016-17 Adoption Budget	2016-17 Actual	2017-18 Adoption Budget	
Revenue				
1 Federal Revenue	\$0	0	\$0	1
2 State Revenue	0	0	0	2
3 Local Revenue	70,232	(20,247)	32,000	3
4 Total Revenue	\$70,232	(\$20,247)	\$32,000	4
Expenses				
5 Certificated Salaries	\$0	0	\$0	5
6 Classified Salaries	0	0	0	6
7 Employee Benefits	0	0	0	7
8 Materials & Supplies	0	0	0	8
9 Operating Expenses	7,000	9,770	6,000	9
10 Capital Outlay	0	0	0	10
11 Total Expenses	\$7,000	\$9,770	\$6,000	11
Transfers & Other				
12 Transfers In	\$0	8,000,000	\$0	12
13 Other Sources	\$4,150,000	5,389,998	\$4,200,000	13
14 Transfers out	0	0	0	14
15 Contingency	0	0	0	15
16 Other Out Go	(8,000,000)	(8,000,000)	(12,200,000)	16
17 Total Transfers/Other	(\$3,850,000)	\$5,389,998	(\$8,000,000)	17
Fund Balance				
18 Net Change in Fund Balance	(\$3,786,768)	5,359,981	(\$7,974,000)	18
19 Beginning Balance, July 1	11,312,735	11,312,735	16,672,716	19
20 Adjustments to Beginning Balance	0	0	0	20
21 Net Fund Balance, June 30	\$7,525,967	\$16,672,716	\$8,698,716	21



SAN MATEO COUNTY
COMMUNITY
COLLEGE DISTRICT

Supplemental Information

Page 96 - **Resource Allocation Model**

Page 98 - **Full Absorption Budget**

Page 100 - **FTE Analysis**

Page 102 - **Associated Student Body Reports**

Page 107 - **CCFS-311Q Report (6/30/17)**

Page 109 - **Cash Flow Summary (6/30/17)**

Page 110 - **Debt Services Payment Schedule**

Page 111 - **County Interest and Investment
Pool Rates**

2017-18

Resource Allocation: 17/18 Budget Scenario

Worksheet A

1. Review Base Allocation and FTES Allocation (should be 80%/20% of funding). If a College should receive additional funding based on the review, allocate that.

Current Allocations are:

	Skyline	Cañada	CSM	District Office	Facilities	Central Svcs	Total	
16/17 Site Allocations	\$ 39,346,696	\$ 23,557,862	\$ 38,500,393	\$ 14,981,688	\$ 12,135,582	\$ 33,486,083	\$ 162,008,303	(A)(B)
	38.8%	23.2%	38.0%					
16/17 FTES	7,294	3,959	6,891				18,144	
15/16 FTES	7,658	4,056	6,911				18,625	
14/15 FTES	7,939	4,097	6,906				18,942	
13/14 FTES	7,857	4,205	7,105				19,167	
12/13 FTES	8,168	4,386	7,685				20,239	
5 yr average	7,783	4,141	7,099				19,023	(C)
Percent of total	40.9%	21.8%	37.3%					

Adjustment #1 is the increases from the Site Allocations. No college gets a decrease. No further adjustments at this time.

Adjustment #1 \$ -

2. Allocate any increase in Central Services costs.

Based on 17/18 Budget

	Skyline	Cañada	CSM	District Office	Facilities	Central Svcs	Total	
Increased Costs						\$ 3,384,721	\$ 3,384,721	(B)

3. Allocate \$3.38 per square foot increase over previous year.

Change from Fall 16 to Fall 17 Space Inventory Report

	Skyline	Cañada	CSM	District Office	Facilities	Central Svcs	Total	
					\$ (289,431)		\$ (289,431)	

4. Allocate growth based on increase (or decrease) in 5-year FTES average.

Based on FTES Goals for 17/18

	Skyline	Cañada	CSM	District Office	Facilities	Central Svcs	Total	
17/18 FTES	7,346	3,852	6,945				18,143	
New 5 yr average	7,619	4,034	6,951			0	18,604	
Change in 5 yr average	(164)	(107)	(148)			0	(419)	

Allocate growth for international students only per the international student formula.

Growth allocation						\$ -	\$ -	
International Students	\$ 647,136	\$ (130,238)	\$ 651,891				\$ 1,168,789	(D)
Total	\$ 647,136	\$ (130,238)	\$ 651,891				\$ 1,168,789	

5. District Office & Central Services get growth in international students costs per the formula.

	Skyline	Cañada	CSM	District Office	Facilities	Central Svcs	Total	
Growth allocation				\$ -	\$ -		\$ -	(E)
International Students				\$ 58,625		\$ 189,683	\$ 248,308	
Total	\$ -	\$ -	\$ -	\$ 58,625	\$ -	\$ 189,683	\$ 248,308	

agreed upon amount

6. Allocate any special amounts agreed upon.

Allocate 17/18 projected step and column increases. Allocate compensation where settled and reserve where not settled.

	Skyline	Cañada	CSM	District Office	Facilities	Central Svcs	Total	
Step & Column	\$ 443,450	\$ 258,495	\$ 330,435	\$ 385,816	\$ 47,505	545,384	\$ 2,011,087	(A)
Compensation	\$ 149,162	\$ 22,822	\$ 148,054	\$ 152,472	\$ 153,631	2,520,251	\$ 3,146,393	
1% one time bonus						689,869	\$ 689,869	
Adjustment for 17/18 reserve						1,989,546	\$ 1,989,546	
adjust 16/17 reserve						(2,000,000)	\$ (2,000,000)	

2017-18

Prior Yr steps column	\$ 126,620	\$ 71,587	\$ 51,451	\$ 100,777	\$ 111,062	(461,497)	\$ -
Prior Year Comp	\$ 567,976	\$ 408,971	\$ 557,965	\$ 620,307	\$ 310,908	(2,466,128)	\$ -
CPI non Pos Control	\$ 49,439	\$ 22,502	\$ 45,708	\$ 37,403	\$ 62,308		\$ 217,360
Other	\$ (438,561)				\$ 325,000		\$ (113,561)
Innovation Fund	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ 2,000,000
	<u>\$ 1,398,086</u>	<u>\$ 1,284,377</u>	<u>\$ 1,633,613</u>	<u>\$ 1,796,776</u>	<u>\$ 1,010,415</u>	<u>\$ 817,426</u>	<u>\$ 7,940,694</u>

7. Allocate any remaining funds across the board (plus or minus).

Assume the district receives growth and no budget stability. Hold aside unallocated resources.

Calculate new base revenue and what is left after allocations 1 through 6.

Prior Year Alloc	\$ 162,008,303	16/17 FTES	18,144	(Funded, includes NR & Appren)
Prop Tax Growth	\$ 9,004,099	17/18 FTES	18,143	(Estimated actual)
RDA Growth	\$ 585,297	Funded Growth	-	
Other Revenue	\$ 4,106,300	Deficit budget		
16/17 Revenue	\$ 175,703,999	Reserve for future years		
Increase	\$ 13,695,696			
Plus deficit budget/less	\$ 13,695,696			
Less allocations:				
1. Adjustment #1	\$ -			
2. Central Svcs	\$ 3,384,721			
3. Square Footage	\$ (289,431)			
4. Growth	\$ 1,168,789			
5. DO & Facilities	\$ 248,308			
6. Special Allocations	\$ 7,940,694			
	\$ 12,453,080			
Available for allocation	\$ 1,242,616			

(B)

	Skyline	Cañada	CSM	District Office	Facilities	Central Svcs	Total
16/17 Site Allocations	\$ 39,346,696	\$ 23,557,862	\$ 38,500,393	\$ 14,981,688	\$ 12,135,582	N/A	\$ 128,522,220
% of Total	31%	18.3%	30%	12%	9%		100%
Adjustment #7	\$ 380,423	\$ 227,769	\$ 372,241	\$ 144,850	\$ 117,333	\$ -	\$ 1,242,616

8. Final allocations

Sum the 16/17 Site Allocations with all of the adjustments.

	Skyline	Cañada	CSM	District Office	Facilities	Central Svcs	Total
16/17 Site Allocations	\$ 39,346,696	\$ 23,557,862	\$ 38,500,393	\$ 14,981,688	\$ 12,135,582	\$ 33,486,083	\$ 162,008,303
1. Adjustment #1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2. Fixed Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,384,721	\$ 3,384,721
3. Square Footage	\$ -	\$ -	\$ -	\$ -	\$ (289,431)	\$ -	\$ (289,431)
4. Growth	\$ 647,136	\$ (130,238)	\$ 651,891	\$ -	\$ -	\$ -	\$ 1,168,789
5. DO & Facilities	\$ -	\$ -	\$ -	\$ 58,625	\$ -	\$ 189,683	\$ 248,308
6. Special Allocations	\$ 1,398,086	\$ 1,284,377	\$ 1,633,613	\$ 1,796,776	\$ 1,010,415	\$ 817,426	\$ 7,940,694
7. Adjustment #7	\$ 380,423	\$ 227,769	\$ 372,241	\$ 144,850	\$ 117,333	\$ -	\$ 1,242,616
Total Increase	\$ 2,425,645	\$ 1,381,907	\$ 2,657,746	\$ 2,000,251	\$ 838,316	\$ 4,391,830	\$ 13,695,696

	Skyline	Cañada	CSM	District Office	Facilities	Central Svcs	Total
17/18 Site Allocations	\$ 41,772,341	\$ 24,939,770	\$ 41,158,138	\$ 16,981,939	\$ 12,973,898	\$ 37,877,912	\$ 175,703,999
Prop 30/55/One Time	\$ 498,046	\$ 298,193	\$ 487,333	\$ 189,636	\$ 153,611		\$ 1,626,819
Total Allocation	\$ 42,270,387	\$ 25,237,962	\$ 41,645,472	\$ 17,171,575	\$ 13,127,509	\$ 37,877,912	\$ 177,330,818

Facilities Square Footage 1,620,579
 50% of funds per sq. foot \$ 3.74 they get half of money from growth and half from FTES
 50% of funds for growth 6.0%
 District Office percentage 14.8%

Full Absorption Budget for 17/18 GENERAL FUND (Fund 1)

	Skyline	Cañada	CSM	District Office	Facilities	Central Svcs	Total
17/18 Site Allocations	\$ 42,270,387	\$ 25,237,962	\$ 41,645,472	\$ 17,171,575	\$ 13,127,509	\$ 37,877,912	\$ 177,330,817
Central Services	\$ 11,869,365	\$ 7,896,082	\$ 13,522,967	\$ 2,788,514	\$ 1,800,984	\$ (37,877,912)	\$ -
Subtotal	\$ 54,139,752	\$ 33,134,044	\$ 55,168,439	\$ 19,960,089	\$ 14,928,493	\$ -	\$ 177,330,817
Facilities Allocation	\$ 5,234,343	\$ 3,041,091	\$ 6,412,842	\$ 240,217	\$ (14,928,493)		\$ -
Subtotal	\$ 59,374,095	\$ 36,175,135	\$ 61,581,281	\$ 20,200,306	\$ -	\$ -	\$ 177,330,817
District Office	\$ 7,078,630	\$ 5,010,238	\$ 8,111,438	\$ (20,200,306)			\$ -
Total	\$ 66,452,725	\$ 41,185,373	\$ 69,692,719	\$ 0	\$ -	\$ -	\$ 177,330,817
% of Total funding	37%	23%	39%				
FTEs Goal for 17/18	7,346	3,852	6,945				18,143
% of Total FTEs	40%	21%	38%				
\$ per FTEs	\$ 9,046	\$ 10,692	\$ 10,035				\$ 9,774
\$ before absorption	\$ 5,754	\$ 6,552	\$ 5,996				
% of base amt/total	64%	61%	60%				

Detail of Allocations

Central Services:

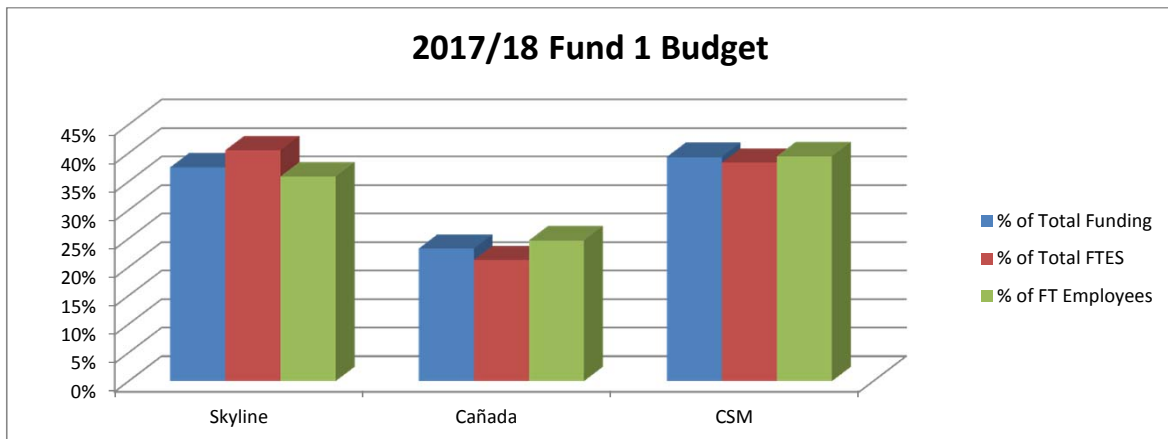
Utilities	35%	20%	43%	2%			
Square footage	543,204	315,595	665,505	24,929			1,549,233
	\$ 1,604,524	\$ 932,209	\$ 1,965,778	\$ 73,636		\$ (4,576,146)	
Retiree/other benefits	25%	17%	27%	20%	11%		
Number of FT employees	306	210	336	242	140		1,234
	\$ 1,816,708	\$ 1,248,811	\$ 1,995,280	\$ 1,439,975	\$ 832,919	\$ (7,333,693)	
Insurance	Based on square footage						
	\$ 433,376	\$ 251,786	\$ 530,949	\$ 19,889		\$ (1,236,000)	
Managed hiring	actual						
		\$ -	\$ 50,000			\$ (50,000)	
Salary commitments	based on # of faculty						
	132.00	84.00	142.00				358.00
	\$ 4,634,822	\$ 2,949,432	\$ 4,985,945	\$ -	\$ -	\$ (12,570,200)	
Staff development	based on # of employees						
	\$ 134,265	\$ 92,294	\$ 147,462	\$ 106,422	\$ 61,557	\$ (542,000)	
Tele/Hard/Soft Maint	based on # of computers/smart classrooms						
PCs	1,107	1,097	1,117	114			
Macs	214	167	456	1			
Total	1,321	1,264	1,573	115			
Percentage	31%	30%	37%	3%			
	\$ 658,373	\$ 629,965	\$ 783,968	\$ 57,315		\$ (2,129,621)	
Legal/Election	Based on % of budget						
Percent of budgets	30%	18%	30%	12%	9%		
	\$ 356,161	\$ 212,650	\$ 350,896	\$ 144,684	\$ 110,610	\$ (1,175,000)	
Formula Adjustment	per college						
	\$ 189,477	\$ 364,047	\$ 526,134	\$ 70,000	\$ 180,000	\$ (1,329,658)	
Apprenticeship	per college						
	\$ 6,876		\$ 231,854			\$ (238,730)	
Miscellaneous & MOT	per college						
	\$ 51,599	\$ 30,808	\$ 50,836	\$ 20,961		\$ (154,203)	
Per employee	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Per % of budget	\$ 1,983,184	\$ 1,184,080	\$ 1,953,865	\$ 805,633	\$ 615,899	\$ (6,542,661)	

Full Absorption Budget for 17/18 GENERAL FUND (Fund 1)

	Skyline	Cañada	CSM	District Office	Facilities	Central Svcs	Total
District Office:							
General Services	based on operating budget						
	\$ 241,509	\$ 147,145	\$ 250,487	\$ (639,141)			
EVC/Business Serv/Acctng	based on operating budget						
	\$ 1,187,833	\$ 723,716	\$ 1,231,989	\$ (3,143,538)			
ITS	based on # of computers						
PCs	1,125	1,012	1,049				
Macs	204	157	446	-			
Total	1,329	1,169	1,495	-			
Percentage	33%	29%	37%	0%			
	\$ 2,244,890	\$ 1,974,625	\$ 2,525,290	\$ (6,744,804)			
HR	based on # of employees						
	\$ 809,418	\$ 556,397	\$ 888,979	\$ (2,254,794)			
International Ed	based on FTES						
	315.00	141.50	725.00				1,181.50
	\$ 361,167	\$ 162,238	\$ 831,257	\$ (1,354,662)			
Chancellor's Office/Found/Board	based on # of employees						
	\$ 711,722	\$ 489,240	\$ 781,680	\$ (1,982,642)			
VC Ed Serv	based on # of employees						
	\$ 259,913	\$ 178,665	\$ 285,460	\$ (724,038)			
Comm & Govt Rel	based on # of employees						
	\$ 117,728	\$ 80,927	\$ 129,301	\$ (327,956)			
Remaining alloc	based on operating budget						
	\$ 1,144,450.90	\$ 697,285.00	\$ 1,186,995	\$ (3,028,731)			

Total Absorption Budget Fund 1 2017/18

	Skyline	Cañada	CSM
% of Total Fundin	35%	23%	39%
% of Total FTES	40%	21%	38%
% of FT Employee	36%	25%	39%



San Mateo County Community College District
FTES ANALYSIS

	<u>Annual 2013-14</u>	<u>Amended Annual 2013-14</u>	<u>Annual 2014-15</u>	<u>Annual 2015-16</u>	<u>1st Period 2016-17</u>	<u>2nd Period 2016-17</u>	<u>Annual 2016-17</u>
<i>College of San Mateo</i>							
Resident							
Fall & Spring	5,943	5,942	5,574	5,429	5,144	5,188	5,187
Fall & Spring (NC)	3	3	4	3	2	2	3
Shifting	-	-	-	-			
Summer (NC)	1	1	1	-	0	0	0
Summer	<u>786</u>	<u>786</u>	<u>757</u>	<u>718</u>	<u>672</u>	<u>671</u>	<u>654</u>
Total, Resident	6,733	6,732	6,336	6,150	5,818	5,861	5,845
Total, Apprenticeship	88	88	62	64	96	96	94
Flex-time	5	5	5	8	4	4	5
Non-Resident							
Fall & Spring	343	343	472	642	815	877	881
Fall & Spring (N/C)	-	-	1	1	1	1	1
Summer	<u>23</u>	<u>23</u>	<u>31</u>	<u>44</u>	<u>64</u>	<u>64</u>	<u>64</u>
Total, Non-Resident	366	366	504	687	880	942	947
COLLEGE OF SAN MATEO TOTAL	7,192	7,191	6,907	6,909	6,798	6,904	6,891
<i>Canada College</i>							
Resident							
Fall & Spring	3,592	3,593	3,419	3,333	3,164	3,200	3,203
Fall & Spring (N/C)	23	23	24	16			0
Shifting	-	-	-	-			
Summer (N/C)	8	8	9	8	4	4	4
Summer	<u>463</u>	<u>463</u>	<u>488</u>	<u>450</u>	<u>462</u>	<u>460</u>	<u>460</u>
Total, Resident	4,086	4,087	3,940	3,807	3,630	3,664	3,668
Flex-time	4	4	5	6	5	6	6
Non-Resident							
Fall & Spring	103	103	134	216	235	257	255
Fall & Spring (N/C)	1	1	2	2			
Summer (N/C)	0	0	-	1	0	0	0
Summer	<u>10</u>	<u>10</u>	<u>16</u>	<u>19</u>	<u>30</u>	<u>30</u>	<u>30</u>
Total, Non-Resident	114	114	152	238	265	287	285
CANADA COLLEGE TOTAL	4,204	4,205	4,097	4,051	3,900	3,957	3,959

San Mateo County Community College District
FTES ANALYSIS

	<u>Annual</u> <u>2013-14</u>	<u>Amended</u> <u>Annual</u> <u>2013-14</u>	<u>Annual</u> <u>2014-15</u>	<u>Annual</u> <u>2015-16</u>	<u>1st Period</u> <u>2016-17</u>	<u>2nd Period</u> <u>2016-17</u>	<u>Annual</u> <u>2016-17</u>
<i>Skyline College</i>							
Resident							
Fall & Spring	6,710	6,626	6,531	6,245	6,088	6,020	5,911
Fall & Sprin(N/C)	37	37	81	55	38	40	46
Shifting	-	-	-	-			
Summer (N/C)	4	4	7	6	5	5	5
Summer	<u>998</u>	<u>998</u>	<u>1,067</u>	<u>1,025</u>	<u>925</u>	<u>918</u>	<u>918</u>
Total, Resident	7,749	7,665	7,686	7,331	7,057	6,983	6,880
Total, Apprenticeship	2	2	2	5	4	3	3
Flex-time	1	1	3	4	4	4	4
Non-Resident							
Fall & Spring	170	170	193	276	349	379	369
Fall & Sprin(NC)	1	1	4	2	2	2	3
Summer (NC)	0	0	-	-	0		0
Summer	<u>18</u>	<u>18</u>	<u>23</u>	<u>31</u>	<u>35</u>	<u>35</u>	<u>35</u>
Total, Non-Resident	189	189	220	309	386	416	407
SKYLINE COLLEGE TOTAL	7,941	7,857	7,911	7,649	7,451	7,405	7,294
<i>District</i>							
Resident							
Fall & Spring	16,245	16,161	15,524	15,007	14,396	14,408	14,302
Fall & Sprin(N/C)	63	63	109	74	40	42	49
Shifting	0	0	0	0	0	0	0
Summer (N/C)	13	13	17	14	9	9	9
Summer	<u>2,247</u>	<u>2,247</u>	<u>2,312</u>	<u>2,193</u>	<u>2,059</u>	<u>2,049</u>	<u>2,032</u>
Total, Resident	18,568	18,484	17,962	17,288	16,505	16,508	16,392
Total, Apprenticeship	90	90	64	69	100	99	97
Flex-time	10	10	13	18	14	14	15
Non-Resident							
Fall & Spring	616	616	799	1,134	1,399	1,513	1,506
Fall & Sprin(N/C)	2	2	7	5	2	2	4
Summer (N/C)	1	1	0	1	0	0	0
Summer	<u>51</u>	<u>51</u>	<u>70</u>	<u>94</u>	<u>129</u>	<u>129</u>	<u>129</u>
Total, Non-Resident	670	670	876	1,234	1,530	1,645	1,639
DISTRICT TOTAL	19,338	19,254	18,915	18,609	18,149	18,266	18,144

Associated Students of Cañada College
4th Quarter Report
April 2017-June 2017

The following is a summary highlighting the events and activities of ASCC this quarter:

Participatory Governance

The students continue to serve on **16** committees at Cañada College and the District.

Student Identification Cards

The Center for Student Life and Leadership Development continues to produce Student Body Cards for the student body. The Center produced **144** cards this quarter, also helped students print **38,859** free pages this quarter, and provided **1,800** discounted bus tokens in this quarter.

Inter-Club Council (ICC)

The ASCC continues to encourage students to become an active member on campus through their handouts, fliers, activities, social media and Inter-Club Council. This past quarter **30** clubs staid active.

Events & Activities

- April 2017
 - Ongoing ASCC Meetings: Every Thursday from 3:30-5:30pm in CIETL
 - Ongoing ICC Meetings: Every Other Monday from 3:30-4:30 in Building 2-10
 - Ongoing Programming Board Meetings: Every Tuesday from 3:00-4:00pm
 - Alternative Spring Break on April 3, 4, 5th
 - **Sponsored: Computer Science Club Colt-Hax Hackathon** April 13th
 - Student Trustee Elections on April 11, 12, 13, 14th
 - Earth Day on April 19th
 - **Sponsored: Beating the Odds Professional Mixer** on April 20th
 - **Sponsored: Young Americans for Freedom Club Speaker** on April 25th
 - Student Senate Election on April 25, 26, 27th
 - **Sponsored: We 'Heart' Social Sciences** on April 26th

- May 2017
 - Refugee Awareness on May 2nd
 - Human Trafficking Awareness on May 3rd
 - **Sponsored: Transfer and Scholarship Ceremony** on May 12th
 - **Sponsored: EOPs End of the Year Dance** on May 13th
 - **Sponsored: UC Santa Cruz Visit** May 16th
 - Leadership Awards on May 19th
 - **Sponsored: ECE Graduation** on May 26th
 - **Sponsored: Commencement** on May 27th

- June 2017
 - **Sponsored: California Community College Student Affairs Association Professional Conference** June 7, 8, 9, 10
 - **Sponsored: Photon Masters Club Graduation from Radiologic Technology** on June 15

Associated Students of College of San Mateo 4th Quarter Report, April 2017 – June 2017

The Associated Students of College of San Mateo (ASCSM) has had a productive second quarter of the Spring 2017 semester. ASCSM has been able to successfully continue to participate in college governance and to create a lively and entertaining campus atmosphere for CSM students, faculty, staff, and administrators. Some of the highlights from the quarter of the are:

Ongoing Activities

In addition to participating in their weekly Student Senate meetings, the members of the ASCSM have also been actively involved with each of their standing committees, including the Executive Cabinet, the Advocacy Board, the Cultural Awareness Board, the Programming Board, and the Inter Club Council (ICC).

Members of the ASCSM Student Senate continued to participate in College and District governance committees. At the College level, student leaders are attending numerous committee meetings, including the Institutional Planning Committee (IPC), Faculty Academic Senate, Committee on Instruction, Diversity in Action Group, College Auxiliary Services Advisory Committee and the College Assessment Committee. At the District level, students are also involved in the District Participatory Governance Council, the District Committee on Budget & Finance, the District Auxiliary Services Advisory Committee and the District Student Council.

The ASCSM, in cooperation with the Center for Student Life and Leadership continued to issue credit card style Student ID Cards. To date, the A.S. has issued thousands of ID Cards to students. Due to the planned rollout of employee ID cards, the students have stopped producing ID cards for CSM faculty, staff, and administrators.

Events and Activities of Note

April 2016

- April 6-8: PTK International Convention Conference, *PTK*
- April 11 & 13: Yoga workshop with Jason Crandell, *Open Heart Yoga*
- April 19: “Real Crime Profiles” Speakers, *Psychology Club*
- April 21: Speaker on Financial Investments, *Finance & Investment Club*
- April 21-23: AGS Statewide Conference, *AGS*
- April 25-27: Cultural Heritage Festival, *ASCSM*
- April 28: Induction Ceremony, *PTK*

May 2016

- May 2-4: Campus wide Elections, *ASCSM*
- May 2-3: Spring Fling!, *ASCSM*
- May 2: Business of Yoga workshop, *Open Heart Yoga*
- May 10: Club Awareness Event, *EOPS*

June 2016

No Activities

**Associated Students of Skyline College
2016-2017: Budget Report for the 4th Quarter
Summary of Programs and Activities
June 30, 2017**

The following is a summary highlighting the events and activities of this quarter.

Participatory Governance

The students continue to serve on the following committees at Skyline College and the District:

Governance Committees

Academic Senate Governing Council

Accreditation Oversight Committee

College Governance Council

Curriculum Committee

District Committee on Budget Finance

District Participatory Governance Council

District Student Council

Ed Policy

Health and Safety Committee

Institutional Effectiveness Committee

PEDAC / Professional Enrichment and Development Advisory Committee

SEED / Student Equity Committees

Strategic Planning and Allocation of Resources Committee

Technology Advisory Committee

Task Forces & Operational Work Groups

Art on Campus

Campus Auxiliary Services Advisory Committee

Commencement Committee

Outreach Committee

Recruitment of Students

The ASSC continues to encourage student engagement in activities, events, and student government with the help of handouts, flyers, social media, and giveaways to increase participation and attendance. The ASSC held elections for the 2017 - 2018 academic year and successfully elected representatives for the next year.

Student Identification Cards

The Center for Student Life and Leadership Development continues to produce Student ID Cards for the student body with assistance from the ASSC.

Skyline Organizations and Clubs (SOCC)

The ASSC members always encourage other students to become active on campus by their work through SOCC. They also encourage students who do not find a club that interests them to start their own. The Native American Club became an official SOCC member this quarter.

Programs and Events:

ASSC Meetings

The ASSC continued weekly meetings on Tuesdays from 4-6pm in room 6202 through the end of the semester.

SOCC Meetings

4/19/17, 5/3/17, 5/17/17

SOCC continued meeting twice a month on Wednesdays from 2-4pm in room 6202 through the end of the semester.

Trojan Tuesdays

4/11/17, 5/2/17

Students enjoyed a 5% discount at World Cup Coffee and Pacific Dining with their student ID. Trojan Tuesdays are every first Tuesday of the month and are incentives for students to get their student body cards.

Earth Appreciation Day

4/19/17

The ASSC worked with the Skyline Environmental Club to host an earth appreciation day in honor of Earth Day to inspire awareness and appreciation for Earth's environment. There were many activities including a water bucket run to increase awareness of those who do not have direct access to clean water, a tap vs bottle test where students were asked to tell the difference between tap water and bottled water to promote less use of plastic water bottles, a pledge to be more green and they also gave out free water bottles to promote reduced use of plastic and be more sustainable.

Asian American & Pacific Islander (AAPI) Heritage Month:

Burmese New Year

4/17/17

The ASSC kicked off Asian American & Pacific Islander Heritage Month with a Burmese New Year celebration inside the Fireside Dining Room. Traditionally called Thingyan, the Burmese New Year is the largest festival in Myanmar. Students got to participate in a Tha Nat Khar demonstration where they decoratively applied traditional cosmetic paste to their face or arms. Students also learned about the history and culture of Myanmar and Thingyan while enjoying traditional Burmese cuisine.

Tattoo Lecture featuring Lane Wilcken

4/24/17

Continuing their tradition from last year, the ASSC welcomed Lane Wilcken, Tattoo artist and author, who gave a presentation on traditional Filipino tattoo and its significance in Filipino culture and history. The lecture profoundly examined the remnants of Filipino traditional tattoo art in its proper socio-cultural and spiritual context. The Skyline College Photography Club participated in

this event by showcasing their photographs of students with traditional Asian and Pacific Islander-influenced tattoos.

Polynesian Lu'au

4/26/17

To wrap up Asian American and Pacific Islander Heritage Month the ASSC hosted a Polynesian Lu'au which featured a cultural Polynesian performance by O Hina'aro Nui, Anjelica Gacutan-Viloria, Kalani Viloria, and the children of the Child Development Center.

ASSC Elections:

Campaigning

4/24/17 – 5/11/17

Candidates running for office on the ASSC council for the 2017 – 2018 year were allotted three weeks to campaign and promote themselves through flyers, handouts and social media.

Campaigning rules which can be found in the [Campaigning Rules Packet](#) were followed to ensure fairness.

Meet the Candidates

5/1/17

Students met the candidates running for positions on ASSC council for next year and asked them questions to determine who would best represent them if elected to serve on council. This was an opportunity for students and candidates to figure out what issues mattered to students and discuss possible ways to proceed next year.

Executive Debate

5/1/17

Following the Meet the Candidates event, there was an executive debate where candidates running for executive offices on the ASSC council expressed their opinions and plans for the following year. This was an opportunity for students to learn more about the candidates running for office to help them make more informed decisions when voting.

Voting Days

5/8/17 – 5/11/17

Four days were set aside for students to vote for their representatives on next year's council. To encourage and promote more votes the ASSC gave out Dole Whip soft serve ice cream as well as raffle prizes for students that could prove that they voted. Results of the election were announced that Friday.

Drug Trafficking Awareness Tabling

5/4/17

ASSC Vice President, Brian Guardado, led the planning of this event which aimed to increase campus awareness of the issue of drug trafficking, particularly in the South American region, and what we can do to help fight the problem.

Mental Health Awareness Tabling

5/16/17

The ASSC tabled to bring awareness to different mental illnesses and ways that we can help ourselves and those around us stay mentally healthy. The ASSC gave out buttons and informational pamphlets donated by the Skyline College Health Center as well as informed students of the services available at the Skyline College Health Center.

**CALIFORNIA COMMUNITY COLLEGES
CHANCELLOR'S OFFICE**

Quarterly Financial Status Report, CCFS-311Q
VIEW QUARTERLY DATA

CHANGE THE PERIOD ▾

Fiscal Year: 2016-2017**Quarter Ended: (Q4) Jun 30, 2017****District: (370) SAN MATEO**

Line	Description	As of June 30 for the fiscal year specified			
		Actual 2013-14	Actual 2014-15	Actual 2015-16	Projected 2016-2017
I. Unrestricted General Fund Revenue, Expenditure and Fund Balance:					
A. Revenues:					
A.1	Unrestricted General Fund Revenues (Objects 8100, 8600, 8800)	135,790,198	141,694,473	166,502,653	170,906,515
A.2	Other Financing Sources (Object 8900)	4,553,777	2,396,839	39,665	359,065
A.3	Total Unrestricted Revenue (A.1 + A.2)	140,343,975	144,091,312	166,542,318	171,265,580
B. Expenditures:					
B.1	Unrestricted General Fund Expenditures (Objects 1000-6000)	119,336,708	126,732,713	137,053,786	150,313,244
B.2	Other Outgo (Objects 7100, 7200, 7300, 7400, 7500, 7600)	20,586,908	15,294,035	19,491,605	19,255,169
B.3	Total Unrestricted Expenditures (B.1 + B.2)	139,923,616	142,026,748	156,545,391	169,568,413
C.	Revenues Over(Under) Expenditures (A.3 - B.3)	420,359	2,064,564	9,996,927	1,697,167
D.	Fund Balance, Beginning	19,703,769	20,124,128	22,188,692	32,185,619
D.1	Prior Year Adjustments + (-)	0	0	0	0
D.2	Adjusted Fund Balance, Beginning (D + D.1)	19,703,769	20,124,128	22,188,692	32,185,619
E.	Fund Balance, Ending (C. + D.2)	20,124,128	22,188,692	32,185,619	33,882,786
F.1	Percentage of GF Fund Balance to GF Expenditures (E. / B.3)	14.4%	15.6%	20.6%	20%

II. Annualized Attendance FTES:

G.1	Annualized FTES (excluding apprentice and non-resident)	18,578	17,975	17,306	16,407
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III. Total General Fund Cash Balance (Unrestricted and Restricted)

Line	Description	As of the specified quarter ended for each fiscal year			
		2013-14	2014-15	2015-16	2016-2017
H.1	Cash, excluding borrowed funds		22,959,649	28,607,090	41,570,786
H.2	Cash, borrowed funds only		0	0	0
H.3	Total Cash (H.1+ H.2)	26,729,654	22,959,649	28,607,090	41,570,786

IV. Unrestricted General Fund Revenue, Expenditure and Fund Balance:

Line	Description	As of the specified quarter ended for each fiscal year			
		Adopted Budget (Col. 1)	Annual Current Budget (Col. 2)	Year-to-Date Actuals (Col. 3)	Percentage (Col. 3/Col. 2)
I. Revenues:					
I.1	Unrestricted General Fund Revenues (Objects 8100, 8600, 8800)	163,740,351	164,086,784	170,906,515	104.2%
I.2	Other Financing Sources (Object 8900)	0	348,351	359,065	103.1%
I.3	Total Unrestricted Revenue (I.1 + I.2)	163,740,351	164,435,135	171,265,580	104.2%
J. Expenditures:					
J.1	Unrestricted General Fund Expenditures (Objects 1000-6000)	172,755,085	166,935,201	150,313,244	90%
J.2	Other Outgo (Objects 7100, 7200, 7300, 7400, 7500, 7600)	5,159,446	11,674,114	19,255,169	164.9%
J.3	Total Unrestricted Expenditures (J.1 + J.2)	177,914,531	178,609,315	169,568,413	94.9%
K.	Revenues Over(Under) Expenditures (I.3 - J.3)	-14,174,180	-14,174,180	1,697,167	
L.	Adjusted Fund Balance, Beginning	32,185,619	32,185,619	32,185,619	
L.1	Fund Balance, Ending (C. + L.2)	18,011,439	18,011,439	33,882,786	
M	Percentage of GF Fund Balance to GF Expenditures (L.1 / J.3)	10.1%	10.1%		

V. Has the district settled any employee contracts during this quarter? YES

If yes, complete the following: (If multi-year settlement, provide information for all years covered.)

Contract Period Settled (Specify) YYYY-YY	Management		Permanent		Academic		Temporary		Classified	
	Total Cost Increase	% *	Total Cost Increase	% *	Total Cost Increase	% *	Total Cost Increase	% *	Total Cost Increase	% *
a. SALARIES:										
Year 1: 2016-17	454,264	3.65%							2,180,854	2.85%
Year 2: 2017-18	394,192	2.82%						2,057,212	2.24%	
Year 3:										
b. BENEFITS:										
Year 1: 2016-17	275,342	3.65%							1,541,379	2.85%
Year 2: 2017-18	255,001	2.82%						1,322,402	2.24%	
Year 3:										

* As specified in Collective Bargaining Agreement or other Employment Contract

c. Provide an explanation on how the district intends to fund the salary and benefit increases, and also identify the revenue source/object code.
 District is planning to fund increases in salaries and benefits from excess property tax revenues

VI. Did the district have significant events for the quarter (include incurrence of long-term debt, settlement of audit findings or legal suits, significant differences in budgeted revenues or expenditures, borrowing of funds (TRANS), issuance of COPs, etc.)? **NO**

If yes, list events and their financial ramifications. (Enter explanation below, include additional pages if needed.)

VII. Does the district have significant fiscal problems that must be addressed? **NO**
 This year? **NO**
 Next year? **NO**

If yes, what are the problems and what actions will be taken? (Enter explanation below, include additional pages if needed.)

**San Mateo County Community College District
DISTRICT CASH FLOW SUMMARY
FOR THE QUARTER ENDING June 30, 2017**

	<u>GENERAL FUND</u>	<u>Payroll Fund</u>	<u>GENERAL RESTRICTED FUND</u>	<u>INSURANCE & Debt Services FUND</u>	<u>CAPITAL OUTLAY FUND</u>	<u>CHILD CARE FUND</u>	<u>STUDENT AID FUND</u>	<u>POST- RETIREMENT RESERVES</u>
Beg. Cash Balance in County Treasury	8,502,422	3,473,825	16,630,842	63,392,357	215,584,192	21,305	159,856	0
Cash inflow from operations:								
Year-to-date Income	171,265,579		34,448,268	52,815,474	12,634,601	1,292,676	18,317,091	13,369,751
Accounts Receivable	1,743,490	-6,300	1,019,206	-5,420	4,377,844	78,441	-68,787	-8,049,854
Advances / Prepaid	-79,381	-8,706	-43,921	1,175	-538,253	434		
Cash awaiting for deposit	20,481							
Total Income	181,452,593	3,458,819	52,054,395	116,203,586	232,058,385	1,392,856	18,408,160	5,319,898
Cash outflow for operations:								
Year to date expenditure	169,568,413		35,828,575	53,855,137	28,695,903	1,292,676	18,317,091	8,009,770
Deferred Income	636,927		-2,662,428		-34,625	-12,200	-92,155	396
Account Payable	-3,693,225	-1,673,556	-703,572	-83,046	-3,009,751	-44,562	13,207	
Cash Balance From Operations	14,940,478	5,132,375	19,591,820	62,431,495	206,406,857	156,942	170,017	-2,690,268
Other Cash inflow								
Medical Flex Plan / Revolv. Fund	0			0				
TRANS	0							
Trusts (JPA & 3CBG)								
Beg. Investment Balance								
LAIF Balance	425.21							0
County Pool Balance	-							8,408,897
Special Bond					1,126			0
C.O.P. & Others	39,516,001			0	5,000			1,771,213
Total Beg. Balance	39,516,426			0	6,126			10,180,110
Y.T.D. Investment Balance								
LAIF Balance	576							0
County Pool Balance	-							7,523,925
Special Bond				0	0			0
C.O.P./Bank CD	37,784,049			0	5,000			0
Y.T.D. Balance	37,784,625			0	5,000			7,523,925
Net Cash changes from Investment	1,731,801			0	1,126			2,656,185
Net changes from unrealized gain / (loss)	174,312			223,816	889,788			34,083
Cash Balance in County Treasury	16,846,590	5,132,375	19,591,820	62,655,311	207,297,771	156,942	170,017	0
Net Cash (Excluding TRANS & Trusts)	16,846,590	5,132,375	19,591,820	62,655,311	207,297,771	156,942	170,017	0

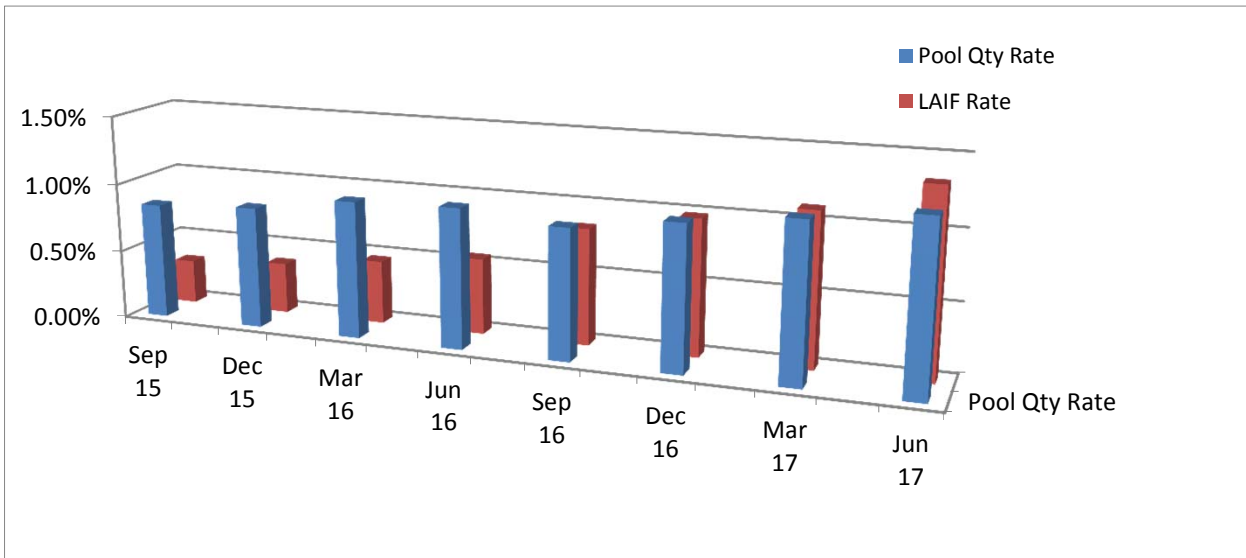
**San Mateo County Community College District
Debt Service Payment Schedules**

	2001 GO BONDS	2001 GO BONDS	2001 GO BONDS	2005 GO BONDS	2005 GO BONDS	2004 C.O.P.	2012 GO	2014 GO	2015 GO BONDS	
	SERIES A	SERIES B	SERIES C	SERIES A	SERIES B		Refunding Bonds	Refunding Bonds	SERIES A	Total Payment
2003	\$ 6,645,013									\$ 6,645,013
2004	6,976,628					\$ 515,790				6,976,628
2005	7,322,978	\$ 1,061,410				1,497,456				8,384,388
2006	4,695,828	3,072,488								7,768,315
2007	4,818,977	2,441,288	\$ 1,299,763	\$ 13,347,694	\$ 5,773,125	(Defeasances				27,680,846
2008	5,067,178	2,788,088	1,203,865	15,066,138	8,313,300	on April 2006)				32,438,568
2009	5,325,963	2,944,088	1,239,615	7,506,738	8,313,300					25,329,703
2010	5,597,119	3,089,688	1,298,138	7,824,138	8,783,300					26,592,381
2011	5,880,869	3,240,038	1,363,306	8,159,538	9,276,850					27,920,600
2012**	3,489,200	2,463,338	1,430,213	6,666,563	9,582,800		1,024,831			24,656,943
2013	-	2,632,288	1,497,588	7,475,000	9,692,800		8,398,490			29,696,165
2014	-	2,807,288	1,575,000	7,749,000	10,378,000		8,764,457			31,273,745
2015	-	-	1,275,750	7,540,000	6,457,250		11,233,225	6,014,274	3,717,642	36,238,141
2016	3,350,000	-	1,360,000	7,860,000	7,030,375		8,486,025	5,753,600	17,976,725	51,816,725
2017	3,660,000	-	1,440,000	8,195,000	-		16,565,325	5,753,050	18,755,825	54,369,200
2018	3,980,000	-	1,530,000	8,550,000	-		17,393,325	6,165,350	14,463,500	52,082,175
2019	4,315,000	-	1,630,000	8,925,000	-		18,778,625	5,743,300	3,977,156	43,369,081
2020	4,680,000	-	1,725,000	9,310,000	8,720,000		11,380,825	5,741,200	4,135,438	45,692,463
2021	5,055,000	4,495,000	1,825,000	9,720,000	9,645,000		7,344,025	5,741,000	4,135,438	47,960,463
2022	5,450,000	4,750,000	1,935,000	10,155,000	10,675,000		7,364,500	5,889,538	4,335,313	50,554,350
2023	4,915,000	5,020,000	2,050,000	10,605,000	11,720,000		8,388,438	5,743,275	4,500,563	52,942,275
2024	5,315,000	5,305,000	2,165,000	11,080,000	12,825,000		4,734,000	8,900,550	4,671,438	54,995,988
2025	5,735,000	5,600,000	2,295,000	11,575,000	14,000,000		4,872,125	8,871,550	4,973,813	57,922,488
2026	6,180,000	5,915,000	2,425,000	12,100,000	15,245,000		5,007,125	9,022,438	5,036,563	60,931,125
2027	-	15,565,000	6,220,000	12,645,000	16,560,000			8,790,700	5,227,438	65,008,138
2028	-	16,380,000	6,550,000	13,220,000	17,945,000			8,724,825	5,426,063	68,245,888
2029	-	-	6,895,000	13,830,000	19,415,000			25,442,700	5,631,438	71,214,138
2030	-	-	26,125,000	14,465,000	20,960,000			7,732,325	5,879,094	75,161,419
2031	-	-	5,815,000	-	34,995,000			17,564,575	6,067,875	64,442,450
2032	-	-	-	-	36,680,000			10,611,575	6,300,000	53,591,575
2033	-	-	-	-	39,325,000			10,386,575	6,553,250	56,264,825
2034	-	-	-	-	42,110,000			10,148,200	6,788,000	59,046,200
2035	-	-	-	-	45,035,000			9,876,575	7,075,531	61,987,106
2036	-	-	-	-	48,110,000			9,606,363	7,307,575	65,023,938
2037	-	-	-	-	51,350,000			9,317,488	7,584,975	68,252,463
2038	-	-	-	-	54,750,000			9,010,475	7,870,206	71,630,681
2039					-				8,166,300	8,166,300
2040					-				8,476,025	8,476,025
2041					-				8,805,625	8,805,625
2042					-				9,134,125	9,134,125
2043					-				9,481,750	9,481,750
2044					-				9,840,875	9,840,875
2045					-				10,209,000	10,209,000
Total	108,454,750	89,569,998	84,168,236	243,569,806	593,666,100	2,013,246	139,735,340	216,551,499	232,504,555	1,708,220,284

** 2012 GO Bond refunding.

Quarterly Interest Rate for County Pool Vs Sacramento LAIF

	Pool Qty Rate	LAIF Rate
Sep 13	0.79%	0.26%
Dec 13	0.72%	0.26%
Mar 14	0.75%	0.23%
Jun 14	0.87%	0.22%
Sep 14	0.82%	0.24%
Dec 14	0.83%	0.25%
Mar 15	0.98%	0.26%
Jun 15	0.95%	0.28%
Sep 15	0.84%	0.32%
Dec 15	0.88%	0.37%
Mar 16	0.99%	0.46%
Jun 16	1.01%	0.55%
Sep 16	0.94%	0.84%
Dec 16	1.04%	0.98%
Mar 17	1.13%	1.10%
Jun 17	1.22%	1.33%



County Interest Rate <http://www.sanmateocountytreasurer.org/investmentReports.html>

	<u>08-09</u>	<u>09-10</u>	<u>10-11</u>	<u>11-12</u>	<u>12-13</u>	<u>13-14</u>	<u>14-15</u>	<u>15-16</u>	<u>16-17</u>
July	3.20%	1.12%	1.25%	1.04%	0.77%	0.75%	0.70%	0.72%	0.900%
Aug	3.00%	0.92%	1.48%	1.25%	0.88%	0.75%	0.77%	0.85%	0.920%
Sept	3.44%	1.02%	1.64%	1.31%	0.98%	0.79%	0.82%	0.84%	0.944%
Oct	2.30%	1.04%	1.25%	1.04%	0.88%	0.75%	0.80%	0.90%	0.900%
Nov	2.45%	1.10%	1.25%	1.04%	1.00%	0.75%	0.80%	0.90%	1.130%
Dec	2.54%	1.11%	1.04%	1.19%	0.97%	0.72%	0.83%	0.88%	1.042%
Jan	2.05%	1.02%	1.10%	1.01%	0.75%	0.75%	1.00%	0.89%	1.050%
Feb	1.92%	1.02%	1.15%	1.02%	0.75%	0.75%	0.88%	0.92%	1.100%
Mar	1.60%	1.01%	1.12%	1.04%	0.84%	0.75%	0.98%	0.99%	1.129%
Apr	1.77%	0.94%	1.07%	1.00%	0.73%	0.62%	0.65%	0.88%	1.130%
May	2.15%	1.15%	1.10%	1.00%	0.73%	0.67%	0.80%	0.97%	1.180%
Jun	2.42%	1.54%	1.35%	1.02%	0.73%	0.87%	0.95%	1.01%	1.218%

