

# **Foothill-De Anza Community College District**

**January 2009**

## **Sound Fiscal Management** **Self-Assessment Checklist**

**1. Deficit Spending - Is this area acceptable? Yes**

**Is the district spending within their revenue budget in the current year?**

Even though the California Community Colleges System Office uses financial reports from both the General Purpose Fund (Fund 14) and the Self-Sustaining Fund (Fund 15), the district concentrates on the General Purpose Fund (Fund 14) because this fund captures most of the district's operating revenue and expenses.

This Fiscal Self Management Self-Assessment Checklist summarizes activities for FY 2007-08 as well as projects balances into FY 2008-09. In FY 2007-08 the district adopted a structurally balanced budget, however state imposed mid-year cuts due to property tax shortfall reduced our revenue by \$2.6M. In addition, FTES growth system-wide was deficit, reducing our revenue by approximately \$1.0M. Without these cuts the district would end the fiscal year with operating revenues matching operating expenses. Mid year cuts reduced operating Gain/Loss by approximately \$3.6M. This one time loss was covered by the ending fund balance and, fortunately, with the passing of the state budget, the district received backfill of property tax shortfall (approximately \$2M) as well as more per FTES funding for growth from the final recalculation of state growth apportionment (approximately \$800,000).

In the General Purpose Fund (Fund 14), the district carried over \$4.2 million from FY 07-08 unrestricted one-time funding excess of the 5% reserves. (See Exhibit 1). These funds were set aside to partially offset FY 2008/09 operating deficit of approximately \$7.9 million (Adopted Budget estimate). Other solutions that were used to offset 2008/09 deficit were:

- Use of recovery of property tax backfill from FY 2007/08 (est. \$2M)
- Use of savings from medical benefits generated in prior years (transfer in from internal Service fund) (\$1.5M)
- Use of restricted carryover from colleges and Central Services (\$530,000) (Adopted Budget estimate).

Currently the district experiences deficit spending of approximately \$7.5M (est. 1<sup>st</sup> qtr). We are currently well positioned to weather cuts in FY 2008/09 with colleges and Central Services one-time carryover, but to the extent this carryover is used in FY 2008/09, fewer funds will be available to offset any deficit in the following year and structural solutions to the budget will need to be implemented sooner. District is currently working on a strategy to balance its internal deficit, projected in excess of \$10M and offset additional potential state cuts in FY 2009/10 with a combination of one-time and ongoing solutions. Although governor's January proposed budget for FY 2009/10 does not project any additional cuts to community colleges other than to categorical programs, we have serious doubts in current economic and political climate we will be able to avoid some level of reductions to our apportionment funding. We are currently preparing for the best and worst case scenario to prepare for late and drastically reduced budget. Various projections have been shared with the Board of Trustees at various meetings and workshops.

**Has the district controlled deficit spending over multiple years?**

Yes, the District's General Purpose Fund (Fund 14) Net Change in Fund Balance for FY 03-04 was \$210,047; for FY 04-05 was \$24,230; for FY 05-06 was \$5,693,811; and for FY 06-07 was \$12,702,807. In FY 07-08 the district experienced mid-year cuts, which put the district's general Fund in deficit

spending. For FY 2008-09 the district is projecting an ongoing deficit of approximately \$7.5M mitigated by a transfer in of \$1.5M from medical benefits savings in Fund 61. (See Exhibit 1)

**Is deficit spending addressed by fund balance, ongoing revenue increases, or expenditure reductions?**

In the past years (FY 02-03) the district's General Fund (Fund 14) deficit spending of \$4,569,232 was addressed through expenditure reduction and efforts to increase revenue through increased student enrollment. This strategy was successful, and the following year the net change in fund balance was \$210,047. FY 04-05, 05-06 and 06-07 ended with positive net changes in the fund balance. (See Exhibit 1) The following years resulted in a positive net change in the fund balance with the exception of 2007-08, the year in which mid-year cuts were implemented. Our current strategy is to close operating deficit in FY 2008-09 with one time savings. For FY 2009-10 our strategy is to start implementing ongoing solutions to bring the budget into structural balance in FY 2010-11 with help of use of one time funds available from variety of funding sources: medical benefit savings, accumulated ending fund balance (colleges and Central Services carryover funds, transfers in of funds from other funds/programs and transfers out of expenses to other programs, depending on outcome of state budget written into law.

**Are district revenue estimates based upon past history?**

District revenue estimates are based upon a combination of:

Enrollment estimates generated from collaboration of Business Services and the campuses' enrollment management teams; historical data; campuses' input on locally generated income; state assumptions on COLA, growth, and the state funding formula (SB361) as well as lottery estimates, etc.

**Does the district automatically build in growth revenue estimates?**

No, the District's growth revenue estimates are based on the colleges' FTES growth estimates.

2. **Fund Balance – Is this area acceptable? Yes**

**Is the district's fund balance stable or consistently increasing?**

Yes, the District's General Fund balance (Unrestricted) is very stable, varying between \$3M and \$6M in excess of 5% contingency for the past two years. (See Exhibit 1). In FY 08-09 and beyond we are forced to use the unrestricted ending fund balance to cover operating deficit before structural solutions to balanced budget are put in place.

**Is the fund balance increasing due to on-going revenue increases and/or expenditure reductions?**

No, The District's fund balance increased due to one-time funds received in FY 06/07 from Prop 98 and Equalization as well as savings from medical benefits retained one-time in General Fund for the purpose of closing operating deficit.

3. **Enrollment - Is this area acceptable? Yes**

**Has the district's enrollment been increasing or stable for multiple years?**

Enrollment declined in the 04-05 year for a variety of reasons. The district was in "stability funding" that year and was able to regain the lost FTES in the 05-06 year along with some modest growth. Growth was targeted again in the 06-07 year but an actual decline resulted. Although the 2007/08 Budget targeted a moderate rate of growth sufficient only for recovery, actual growth of approximately 1%, net of recovery, was realized in the 2007/08 FY.

**Are the district's enrollment projections updated at least semiannually?**

Yes, enrollment projections are reviewed and updated at the beginning of every quarter. (See Exhibit 2)

**Are staffing adjustments consistent with the enrollment trends?**

The Board approved a "growth model" which funds additional positions, teaching and support, in direct proportion to FTES growth. While the law requires an increase in full time faculty consistent with FTES increases, the district's model uses that same rationale for growth of non-teaching positions. By way of example, the two percent targeted growth in the 06-07 FY resulted in the Board's approving 10 new faculty positions and 10 new non-teaching positions.

**Does the district analyze enrollment and full time equivalent students (FTES) data?**

Yes, every quarterly report includes an analysis of FTES and productivity. In addition to this report to the Board, the Office of Institutional Research sends out “dashboard” reports starting several weeks before the quarter to analyze trends and to display comparative data. Finally, district staff has access to an FTES database. This database shows enrollment trends down to the individual class and instructor level and can be aggregated by department, division and college.

**Does the district track historical data to establish future trends between P-1 and annual for projection purposes?**

Yes, the Chief Instructional Officer at each college is responsible for forecasting winter and spring enrollment at P-1. It is through that analysis that the “multiplier” is adjusted on the 320 report to insure consistency with projections.

**Has the district avoided stabilization funding?**

No. The district has experienced a slight enrollment decline in the 06-07 FY and received stabilization funding. In the 07-08 FY the district targeted recovery and experienced growth net of recovery as noted above.

**4. Unrestricted General Fund Balance – Is this area acceptable? Yes**

**Is the district’s unrestricted general fund balance consistently maintained at or above the recommended minimum prudent level (5% of the total unrestricted general fund expenditures)?**

Yes, the district’s unrestricted general fund balance has been maintained above the minimum prudent level of 5%. The California Community Colleges System Office requires that we report the unrestricted general fund balance and other required financial information in the Annual Financial and Budget Report (CCFS-311). The unrestricted general fund balance includes the General Purpose Fund (Fund 14) and the Self-Sustaining Fund (Fund 15). The unrestricted general fund balance for the past five years is shown below:

	<u>Actual</u>
2003/04	12.6%
2004/05	12.8%
2005/06	15.5%
2006/07	21.8%
2007/08	18.4%

**Is the district’s unrestricted fund balance maintained throughout the year?**

Yes, the district’s unrestricted fund balance was maintained above 18.4% of the total unrestricted general fund expenditures in any given month throughout fiscal year 2007/08. It’s our strategic plan to spend down the General Purpose Fund balance as outlined in the Deficit Spending section, item No. 1, above. Although a Strategic Plan to spend down the General Purpose Fund balance over three years was developed, because of the state’s budget crisis discretionary spending has been curtailed in an effort to maximize ending fund balance and better prepare the district to weather this crisis.

**5. Cash Flow Borrowing - Is this area acceptable? Yes**

**Can the district manage its cash flow without interfund borrowing?**

Yes, the district managed a positive cash flow in the unrestricted general fund without interfund borrowings, with the exceptions of December 2002, December 2003, and January 2004 before receiving the December property tax allocations.

**Is the district repaying TRANS and/or borrowed funds within the required statutory period?**

The district has not borrowed funds from TRANS since fiscal year 1996/97 when it issued a TRANS in the amount of \$4.4 million. The district did not issue a TRANS in fiscal year 2007/08 and we do not anticipate issuing one in 2008/09.

6. **Bargaining Agreements - Is this area acceptable? Yes**

**Has the district settled bargaining agreements within new revenue sources during the past three years?**

Bargaining settlements have been funded through COLA and growth in fiscal years 2004/05, 2005/06 and 2006/07. Evidence of this can be seen by analyzing the operating revenues compared to the operating expenses which have been in the positive range for this period. Growth that was anticipated to occur in 2006/07 did not fully materialize although staffing increases were implemented. That growth did occur in the 2007/08 fiscal year and the proceeds from that enrollment growth that would have otherwise been used for staffing were available for bargaining purposes.

**Did the district conduct a pre-settlement analysis identifying an ongoing revenue source to support the agreement?**

Yes, the Vice Chancellor, Business Services, confers with the lead negotiator (Vice Chancellor HR) on all proposals. Analyses of the proposals are jointly presented to the Board of Trustees in closed session. In many cases, the costs of proposals are jointly analyzed with the Faculty Association on complicated cost proposals so that there is no disagreement with the cost analysis.

**Did the district correctly identify the related costs?**

Yes, all related costs for "mandatory benefits" such as PERS, STRS, UI, Social Security, etc., are always included in the cost analysis of any proposal.

**Did the district address budget reductions necessary to sustain the total compensation increase?**

The district's budget planning process is addressing the potential of both the internal operating deficit and the state's budget crisis and pending mid-year cuts.

7. **Unrestricted General Fund Staffing - Is this area acceptable? Yes**

**Is the district ensuring it is not using one-time funds to pay for permanent staff or other ongoing expenses?**

Permanent staff are controlled through position control and are budgeted from ongoing revenue. Any increases in staffing are funded through the District developed growth model which is based on FTES growth and corresponding ongoing revenue growth.

**Is the percentage of district general fund budget allocated to salaries and benefits at or less than the statewide average (i.e. the statewide average for 2003-04 is 85%)?**

In FY 03-04 the District was at 83%; in FY 04-05 the District was at 80%; in FY 05-06 the District was at 79%; in FY 06-07 the District was at 79%; and in FY 07-08 the district was at 80%. The 06-07 and 07-08 percentages are artificially low because of infusion of one-time funds received and distributed in FY 06-07 that increased operating budget. (This data is utilizing data from System Office Fiscal Trend analysis which combines Funds 14 and 15, see Exhibit 3). For FY 08-09, the District is budgeting 76%.

8. **Internal Controls - Is this area acceptable? Yes**

**Does the district have adequate internal controls to insure the integrity of the general ledger?**

Yes, in addition to the annual financial audit report, which includes a report on internal control over financial reporting and tests of compliance with certain provisions of laws, regulations, contracts, grant agreements and other matters, the district has contracted with independent certified public accounting firms over the past two years to perform performance audits on Measure E Overhead, De Anza College Cash Handling Procedures, District Procurement Card, Foothill College Cash Handling Procedures, and Measure C Overhead. In fiscal year 2007-08 the district contracted to perform performance audits in the areas of Police Parking Fees Cash Handling Procedures and De Anza College Facilities Rental Cash Handling Procedures.

**Does the district have adequate internal controls to safeguard the district's assets?**

Yes, the district has written cash handling procedures for De Anza College and Foothill College as well as written district petty cash procedures to safeguard cash. In addition to the required annual audit, the

district goes above that requirement and contracts for annual performance audits at its various cash collection points. The district also has Board Policy and Administrative Procedures on Capitalization of District Property and on Disposal of District Property.

9. **Management Information Systems - Is this area acceptable? Yes**

**Is the district data accurate and timely?**

Yes, through the combination of the SIS, HRS and FRS systems combined with MAUI, there is ready access to financial, student and human resources data. While there are some inconsistencies in the timing in which the data is recorded and when it is forecast, for the most part there is widespread financial, student and human resources data available. One of the main problems we continue to encounter is that the databases that exist are not efficiently integrated. Our Institutional Research department has embarked on a long-term project to archive data within the district and has provided some amazing research emanating from the analysis of this data base. This problem, along with the general user unfriendliness of the antiquated data base, are the main reasons the decision was made to include funds in the Measure C bond to acquire and install a new management information system. In February 2008 the Board authorized acquisition of a new Educational Information System (EIS). The Finance module is scheduled to go live in July 2009 with Human Resource and Student Information modules to follow.

**Are the county and state reports filed in a timely manner?**

Yes, all state, county and federal reports are filed in a timely manner. The independent auditors test the accuracy of these reports. There have been no exceptions related to these reports in recent years.

**Are key fiscal reports readily available and understandable?**

For the most part, the data is available and understandable, but there are many work-around systems which users have become accustomed to in order to achieve their needs.

10. **Position Control – Is this area acceptable? Yes**

**Is position control integrated with payroll?**

Yes, there is a very strong position control system where a position number is necessary for each hire.

**Does the district control unauthorized hiring?**

Yes, all positions to be refilled or newly created positions are assigned a position control number. Each “staff requisition” which is necessary to start the hiring process must be approved by the Chancellor’s Staff and must have a valid position control number.

**Does the district have controls over part-time academic staff hiring?**

For the most part, yes. Each year the district budgets the dollar amount to be allocated for PT faculty (1320) based on total FTES, less the number of full time faculty, and driven by the agreed upon productivity numbers. The colleges are responsible for developing a schedule of classes synching with the agreed upon budget. Changes in FTES targets or productivity budgets need to be agreed upon at the district level so budgets can be adjusted accordingly. While there has been no formal administrative procedure in recent years for penalties or incentives if the colleges varied from FTES or productivity targets, there has been continuous adherence to these budgets with very little variance.

11. **Budget Monitoring - Is this area acceptable? Yes**

**Is there sufficient consideration to the budget, related to long-term bargaining agreements?**

Yes, see question 6.

**Are budget revisions completed in a timely manner?**

Yes, budget revisions are processed in a timely manner and subject to the board review and approval with each quarter end report.

**Does the district openly discuss the impact of budget revisions at the board level?**

Yes, the board receives a complete reconciliation of all revisions and transfers processed in each quarter and all questions are answered in a timely manner by the Vice Chancellor of Business Services or Director of Budget Operations.

**Are budget revisions made or confirmed by the board in a timely manner after the collective bargaining agreements are ratified?**

Yes, the board receives and approves a complete reconciliation of all revisions and transfers processed in each quarter, as well as the 311 report which includes a summary of costs due to collective bargaining agreements.

**Has the district's long-term debt decreased from the prior fiscal year?**

The District did not issue any additional debt in fiscal year 2007/08. Therefore, yes, the long-term debt decreased in comparison to the prior year.

**Has the district identified the repayment sources for the long-term debt?**

Yes, the long-term debt is financed through special revenue sources. The parking structure debt is financed through the parking revenue. The Technical infrastructure debt is financed through district general fund. The Foothill College Campus Center debt and the De Anza College Campus Center debt are financed through campus center use fees. The Foothill College Bookstore equipment acquisition is financed through the Foothill College Bookstore operations.

**Does the district compile annualized revenue and expenditure projections throughout the year?**

Yes, the District Budget Committee and Audit and Finance Committee review revenue and expense projections at each quarter end before they are approved in the Quarter End Report by the Board of Trustees.

**12. Retiree Health Benefits - Is this area acceptable? Yes**

**Has the district completed an actuarial calculation to determine the unfunded liability?**

Yes, the most recent actuarial was completed in April 2008. It is the intent of the Board that the actuarial study is updated every year for the next few years. We will budget the ARC using a three-year smoothing approach in order to minimize major fluctuations in the ARC.

**Does the district have a plan for addressing the retiree benefits liabilities?**

Yes, the Board of Trustees adopted a plan at the November 6, 2006, board meeting to fully fund the Annual Required Contribution (ARC) as calculated in the August 2006 actuarial study. The district is a member of the Community College League of California (CCLC) retiree Joint Powers Authority and has set up the annual contributions in an irrevocable trust. The annual contribution is intended to continue for the next 30 years as allowed under the provisions of GASB 43/45. The district has completed the preparation of the retiree "plan". Business Services has developed and distributed a Request For Proposals (RFP) to seek the GASB 43/45 compliance vendor who offers the best value to the district.

**13. Leadership/Stability - Is this area acceptable? Yes**

**Has the district experienced recent turnover in its management team (including the Chief Executive Officer, Chief Business Officer, and Board of Trustees)?**

Until recently this had been a challenging area. While the Chancellor is completing her sixth year, the balance of the Chancellor's Cabinet are relatively newer to their positions. The Vice Chancellor, Educational Technology Services and the Executive Director of Facilities began their terms in Fall 2006; the Foothill College President and the Vice Chancellor of Business Services were seated in July 2007. The newest addition to the Chancellor's Cabinet, the Vice Chancellor of Human Resources, began her tenure in February 2008. The prior incumbents have made themselves available on a consulting basis to ease this transition and add valuable human resource capacity to the organization. Also, former trustee Paul Fong was elected to the legislature in November 2008, and his replacement was seated in December 2008.

14. **District Liability** – Is this area acceptable? **Yes**  
**Has the district performed the proper legal analysis regarding potential lawsuits that may require the district to maintain increased reserve levels?**  
Yes.

15. **Reporting** – Is this area acceptable? **Yes**  
**Has the district filed the annual audit report with the System Office on a timely basis?**  
Yes, for fiscal years 2003/04 through 2007/08 the annual audit report has been brought to the Board of Trustees as a consent item on the first meeting in December of each year. As contractually agreed upon with our external auditors, the auditors have filed the annual audit report with the System Office on a timely basis.

**Has the district taken appropriate actions to address material findings cited in their annual audit report?**

Yes, each year in November we discuss the audit findings and recommendations of the fiscal year just ended with the Audit and Finance Committee. Subsequently, in February we provide the Audit and Finance Committee with the status of management's response and action taken to correct these findings.

**Has the district met the requirements of the 50 percent law?**

Yes, for fiscal years 2003/04 through 2007/08 the district has met the requirements of the 50% law. The percentage of Instructional Salary Costs to Current Expense of Education for each of these years is:

2003/04	53.47%
2004/05	53.86%
2005/06	52.57%
2006/07	52.72%
2007/08	51.50%

**Have the Quarterly Financial Status Reports (CCFS-311Q), Annual Financial and Budget Reports (CCFS311), and Apportionment Attendance Reports (CCFS-320) been submitted to the System Office on or before the stated deadlines?**

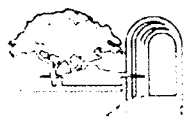
Yes, for the years 2003/04 through 2007/08 each of these quarterly and annual reports has been submitted to the System Office by the stated deadlines.

## Changes in Fund 14 Revenue and Expenses

	02/03 Actual	%	03/04 Actual	%	04/05 Actual	%	05/06 Actual	%	06/07 Actual	%	07/08 Actual	%	08/09 Adopt Budget	%
<b>Revenues</b>														
Base Revenue & Equalization	115,877,462	79.65%	117,271,492	80.23%	124,924,272	82.43%	143,368,551	86.64%	150,791,141	81.73%	156,876,264	85.27%	158,311,051	85.90%
PY Gen Apport			982,506	0.67%				0.00%						
PFE	7,910,647	5.44%	6,767,432	4.63%	5,795,010	3.82%		0.00%						
Lottery	4,294,484	2.95%	4,053,732	2.77%	4,280,647	2.82%	4,046,409	2.45%	4,592,748	2.49%	4,157,083	2.26%	4,408,969	2.39%
NR Tuition	11,189,527	7.69%	11,795,607	8.07%	10,917,695	7.20%	11,240,839	6.79%	13,219,114	7.16%	15,002,590	8.15%	15,638,294	8.49%
Other Revenue:				0.00%		0.00%		0.00%						
PT Faculty Funding	1,654,974	1.14%	1,475,772	1.01%	1,475,772	0.97%	1,475,772	0.89%	1,475,772	0.80%	1,475,772	0.80%	1,313,437	0.71%
2% Resident Enrollment Fees	149,731	0.10%	191,777	0.13%	273,632	0.18%	335,014	0.20%	335,014	0.18%	335,014	0.18%	335,014	0.18%
Interest	1,214,571	0.83%	784,323	0.54%	1,372,660	0.91%	1,928,047	1.17%	3,504,022	1.90%	3,694,312	2.01%	1,800,000	0.98%
Campus Generated Income	1,826,664	1.26%	1,915,056	1.31%	1,767,222	1.17%	1,814,500	1.10%	2,436,701	1.32%	1,845,152	1.00%	2,309,963	1.25%
One-Time Prop 98 funds and Equalization									7,202,514	3.90%			0	
Other Revenue	1,361,783	0.94%	935,806	0.64%	738,780	0.49%	1,260,673	0.76%	952,390	0.52%	582,720	0.32%	181,579	0.10%
<b>Total Revenue</b>	<b>145,479,843</b>	<b>100.00%</b>	<b>146,173,504</b>	<b>100.00%</b>	<b>151,545,690</b>	<b>100.00%</b>	<b>165,469,805</b>	<b>100.00%</b>	<b>184,509,416</b>	<b>100.00%</b>	<b>183,968,907</b>	<b>100.00%</b>	<b>184,298,308</b>	<b>100.00%</b>
<b>Expenses</b>														
Salaries	97,431,628	64.93%	93,233,218	63.87%	94,060,832	62.08%	97,081,510	60.76%	105,432,628	59.92%	116,310,415	62.04%	118,999,439	62.43%
Benefits	28,825,979	19.21%	32,151,961	22.03%	29,490,850	19.46%	32,146,500	20.12%	34,832,553	19.79%	38,325,192	20.44%	42,535,269	22.31%
Materials and Supplies	3,609,078	2.41%	2,999,861	2.06%	3,280,972	2.17%	3,544,544	2.22%	4,031,069	2.29%	4,573,983	2.44%	1,895,374	0.99%
Operating Expenses	12,294,031	8.19%	13,309,265	9.12%	12,612,404	8.32%	16,368,891	10.24%	15,651,886	8.89%	17,192,338	9.17%	20,581,999	10.80%
Capital Outlay	1,044,348	0.70%	787,495	0.54%	700,833	0.46%	1,233,987	0.77%	1,115,529	0.63%	781,161	0.42%	70,565	0.04%
Transfers (net)	6,844,012	4.56%	3,481,657	2.39%	11,375,569	7.51%	9,400,562	5.88%	10,742,944	6.11%	10,306,780	5.50%	6,541,067	3.43%
<b>Total Expenses</b>	<b>150,049,076</b>	<b>100.00%</b>	<b>145,963,457</b>	<b>100.00%</b>	<b>151,521,460</b>	<b>100.00%</b>	<b>159,775,994</b>	<b>100.00%</b>	<b>171,806,609</b>	<b>100.00%</b>	<b>187,489,869</b>	<b>100.00%</b>	<b>190,623,714</b>	<b>100.00%</b>
<b>Net Gain/Loss</b>	<b>(4,569,233)</b>		<b>210,047</b>		<b>24,230</b>		<b>5,693,811</b>		<b>12,702,807</b>		<b>(3,520,962)</b>		<b>(6,325,406)</b>	
<b>Beginning Fund Balance</b>	<b>20,087,908</b>		<b>15,518,676</b>		<b>15,728,723</b>		<b>15,752,953</b>		<b>21,446,764</b>		<b>34,149,571</b>		<b>30,628,609</b>	
<b>Ending Fund Balance</b>	<b>15,518,675</b>		<b>15,728,723</b>		<b>15,752,953</b>		<b>21,446,764</b>		<b>34,149,571</b>		<b>30,628,609</b>		<b>24,303,203</b>	
<b>Restricted Fund Balance</b>	<b>789,525</b>		<b>2,594,151</b>		<b>4,269,943</b>		<b>9,267,224</b>		<b>21,607,611</b>		<b>16,401,721</b>		<b>16,401,721</b>	
<b>Unrestricted Fund Balance</b>	<b>14,729,150</b>		<b>13,134,572</b>		<b>11,483,010</b>		<b>12,179,540</b>		<b>12,541,960</b>		<b>14,226,888</b>		<b>7,901,482</b>	
<b>5% Reserve</b>	<b>7,500,000</b>		<b>7,300,000</b>		<b>7,870,000</b>		<b>8,010,000</b>		<b>9,260,000</b>		<b>10,000,000</b>		<b>10,430,000</b>	
<b>Variance from reserve</b>	<b>7,229,150</b>		<b>5,834,572</b>		<b>3,613,010</b>		<b>4,169,540</b>		<b>3,281,961</b>		<b>4,226,889</b>		<b>(2,528,517)</b>	

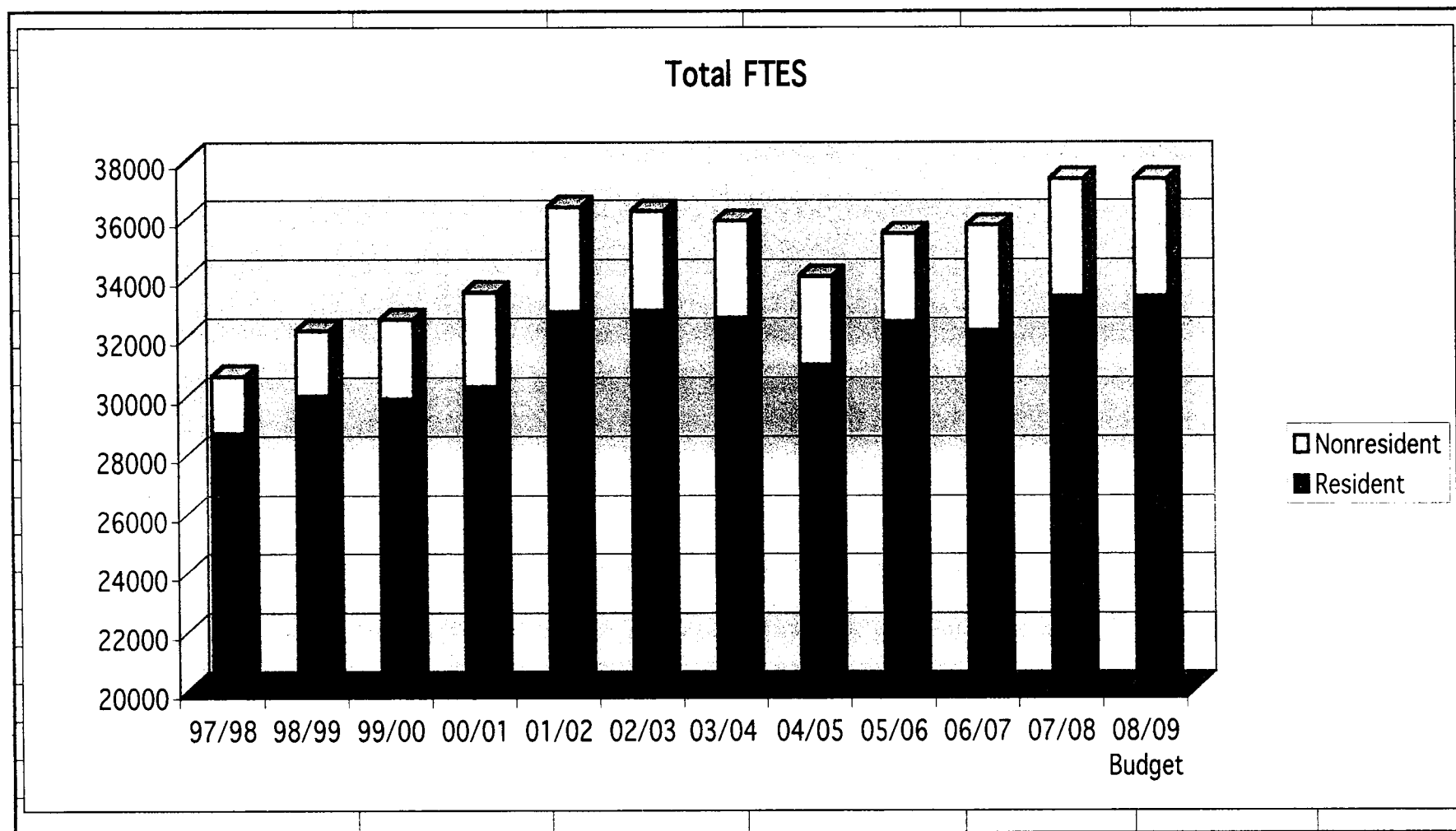
includes one  
time transfer  
in from  
Medical  
Benefit  
Savings of  
\$1.5M.





FOOTHILL-DE ANZA  
Community College District

# Chart on Foothill-De Anza Enrollment



**Analysis of Selected Data from the Annual Fin. and Budget Report (CCFS-311), Otriy. Fin. Status Report (CCFS-311Q), and Fiscal Data Abstract  
For the period FY 2004-05 to 2008-09**

Updated\_2/18/2009

420		Unrestricted GF - Col. 2		Unrestricted GF - Fund 11, Col. 1							Year-to-Year Change								
Foothill-DeAnza Community College District		Budgeted		Actual		Actual		Actual			Change from 07/08 to 08/09		Change from 06/07 to 07/08		Change from 05/06 to 06/07		Change from 04/05 to 05/06		
EDP No.	Acct Description	2008-09	08/09 Line Item %	2007-08	07/08 Line Item %	2006-07	06/07 Line Item %	2005-06	05/06 Line Item %	2004-05	04/05 Line Item %	07/08 to 08/09 \$ Change	07/08 to 08/09 % Change	06/07 to 07/08 \$ Change	06/07 to 07/08 % Change	05/06 to 06/07 \$ Change	05/06 to 06/07 % Change	04/05 to 05/06 \$ Change	04/05 to 05/06 % Change
8100	Federal Revenues	2,089	0.0%		0.0%													288	13.1%
8600	State Revenues	91,378,979	46.4%		45.7%			1,141,514	1.4%	1,141,514	1.4%	1,784,207	2.0%			25,261,391	35.8%	13,961,826	24.7%
8800	Local Revenues	104,115,245	52.8%		54.1%			1,141,514	1.4%	1,141,514	1.4%			6,755,386	6.8%			297,333	0.3%
8900	Other Financing Sources ☐	1,564,007	0.8%		0.2%							1,175,059	302.1%						
801	Total Revenues	197,060,320	100.0%		100.0%			1,141,514	1.4%	1,141,514	1.4%	801,579	0.4%	522,465	0.3%	20,278,141	11.6%	13,875,386	8.6%
1000	Academic Salaries	82,024,469	37.4%		40.4%			1,141,514	1.4%	1,141,514	1.4%	1,458,388	1.8%	7,309,319	10.0%	5,188,600	7.6%	2,042,017	3.1%
2000	Classified Salaries	40,792,446	18.6%		20.0%			1,141,514	1.4%	1,141,514	1.4%	883,303	2.2%	4,233,277	11.9%	3,520,877	10.9%	879,246	2.8%
3000	Employee Benefits	43,599,577	19.9%		19.7%			1,141,514	1.4%	1,141,514	1.4%	4,375,651	11.2%	3,603,335	10.1%	2,803,487	8.5%	2,635,346	8.7%
4000	Supplies and Materials	2,463,730	1.1%		2.5%			1,141,514	1.4%	1,141,514	1.4%			600,528	13.7%	547,167	14.3%	14,171	0.4%
5000	Other Operating Expenses and Services	41,979,707	19.2%		11.6%			1,141,514	1.4%	1,141,514	1.4%	18,787,880	81.0%	2,075,416	9.8%			4,725,212	28.8%
6000	Capital Outlay	181,566	0.1%		0.5%													519,286	63.0%
7000	Other Outgo ☐	8,131,398	3.7%		5.3%											760,864	7.4%		
501	Total Expenditures	219,172,893	100.0%		100.0%			1,141,514	1.4%	1,141,514	1.4%	19,856,431	10.0%	16,972,874	9.3%	12,662,647	7.5%	8,902,079	5.5%
201	Excess/(Deficiency) of Rev. over Expenditures		n/a		n/a											7,615,494	131.8%	4,973,307	618.7%
901	Net Increase/(Decrease) in Fund Balance															7,615,494	131.8%	4,973,307	618.7%
902	Net Beginning Balance, July 1	36,687,950	251.7%		108.3%									13,392,688	50.8%	5,777,194	28.1%	803,887	4.1%
903	Prior Year Adjustment		n/a		0.0%							n/a	n/a	n/a	n/a	0	n/a	0	n/a
904	Adjusted Beginning Balance		n/a		108.3%							n/a	n/a	n/a	n/a	5,777,194	28.1%	803,887	4.1%
905	Ending Balance, June 30	14,575,377	100.0%		100.0%											13,392,688	50.8%	5,777,194	28.1%
Fund Balance:		2008-09										Change from 07/08 to 08/09		Change from 06/07 to 07/08		Change from 05/06 to 06/07		Change from 04/05 to 05/06	
Fund Balance % [905/501]		6.7%										% Change		% Change		% Change		% Change	
Required Fund Balance to meet 5% threshold		10,958,645										992,822	10.0%	848,644	9.3%	633,132	7.5%	445,104	5.5%
Over -Under 5% threshold		3,616,732														12,759,558	71.4%	5,332,090	42.5%
FTES: ☐		2008-09 1st Qtr 311Q Report										Change from 07/08 to 08/09		Change from 06/07 to 07/08		Change from 05/06 to 06/07		Change from 04/05 to 05/06	
FTES - Resident		33,026										# Change		# Change		# Change		# Change	
FTES - Nonresident												% Change		% Change		% Change		% Change	
FTES - Apprentice												# Change		# Change		# Change		# Change	
Total FTES												% Change		% Change		% Change		% Change	
50 % Law: ☐		2008-09										Change from 07/08 to 08/09		Change from 06/07 to 07/08		Change from 05/06 to 06/07		Change from 04/05 to 05/06	
Instructional Salary Costs (AC 100-5000 and 6110)												\$ Change		\$ Change		\$ Change		\$ Change	
Current Expense of Education (AC 100-6799)												% Change		% Change		% Change		% Change	
% of Instructional Salary Costs to CCE												\$ Change		\$ Change		\$ Change		\$ Change	
50% Requirement												% Change		% Change		% Change		% Change	
Over -Under 50% Requirement												\$ Change		\$ Change		\$ Change		\$ Change	
Salaries and Benefits as % of Total Expenditures		75.9%										% Change		% Change		% Change		% Change	
GF Cash Balance (unrestricted and restricted):		2008-09 1st Qtr 311Q Report										Change from 07/08 to 08/09		Change from 06/07 to 07/08		Change from 05/06 to 06/07		Change from 04/05 to 05/06	
Cash Balance Per 311Q (excluding investments)		17,935,567										\$ Change		\$ Change		\$ Change		\$ Change	
												% Change		% Change		% Change		% Change	

①: For purposes of this analysis, Other Financing Sources is combined into Total Revenues and Other Outgo is combined with Total Expenditures.  
 ②: FTES data for 2007-08, 2006-07, 2005-06, and 2004-05 is from System Office Data Abstract; 2008-09 Total Resident FTES from latest 311Q and is an projected amount.  
 ③: 50% law data from data abstract. (Instructional Salary Costs/Current Expense of Education) >= 50%  
 Note: If "no data" is displayed for any FTES or GF Cash Balance, the district did not submit CCFS-311Q as of the date of this analysis