

VICTOR VALLEY COMMUNITY COLLEGE DISTRICT



FINAL BUDGET 2025 - 2026

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FINAL BUDGET 2025-2026

**Presented at Board of Trustees Meeting
September 09, 2025**

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Victor Valley Community College District

Fiscal Year 2025-26 Adopted Budget

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I. Introduction



District Vision, Values, Mission & Goals

VISION

Committed to equity and social justice, Victor Valley College will be the model of an innovative community college through exceptional student experiences that drive success, promote civic engagement, and meet community needs.

MISSION

Victor Valley College, in partnership with the community, is dedicated to providing opportunities for student learning and success through academic advancement, workforce development, and personal growth.

VALUES

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

Excellence – providing superior service and educational learning opportunities

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

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

Diversity – valuing different points of view and contributions of all

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

Innovation – providing creative approaches to learning problem solving and growth

GOALS

The Vision for Success goals of Victor Valley Community College are as follows:

Student Experience and Success – Victor Valley College (VVC) will empower students and cultivate excellence in student learning and achievement, transfer-level course completion, engagement, retention, persistence, graduation, transfer and job placement for its graduates. VVC will champion an equity-minded frame that fosters responsible attitudes toward cultural diversity, personal responsibility, community engagement, inclusivity and cultural humility.

High Quality Practice/Excellence – VVC will continue to develop and implement high-impact, student-centered practices, showcasing VVC's dynamic, diverse, and highly trained workforce, to promote equitable, innovative, and evidence-based best practices across all campus operations. VVC will continuously demonstrate the quality of its programs by conducting ongoing and systematic improvements using research, assessment, and the professional expertise of its workforce members.

Institutional Learning – VVC will transform its environment through its investments in a culture of inquiry that emphasizes engaged and collaborative learning through action research. Such powerful scholarship across campus will inspire meaningful contributions to the workforce and local community to create world class innovative teaching and student service practices. In turn, VVC will empower a new generation of lifelong learners with multi-cultural and global competencies.

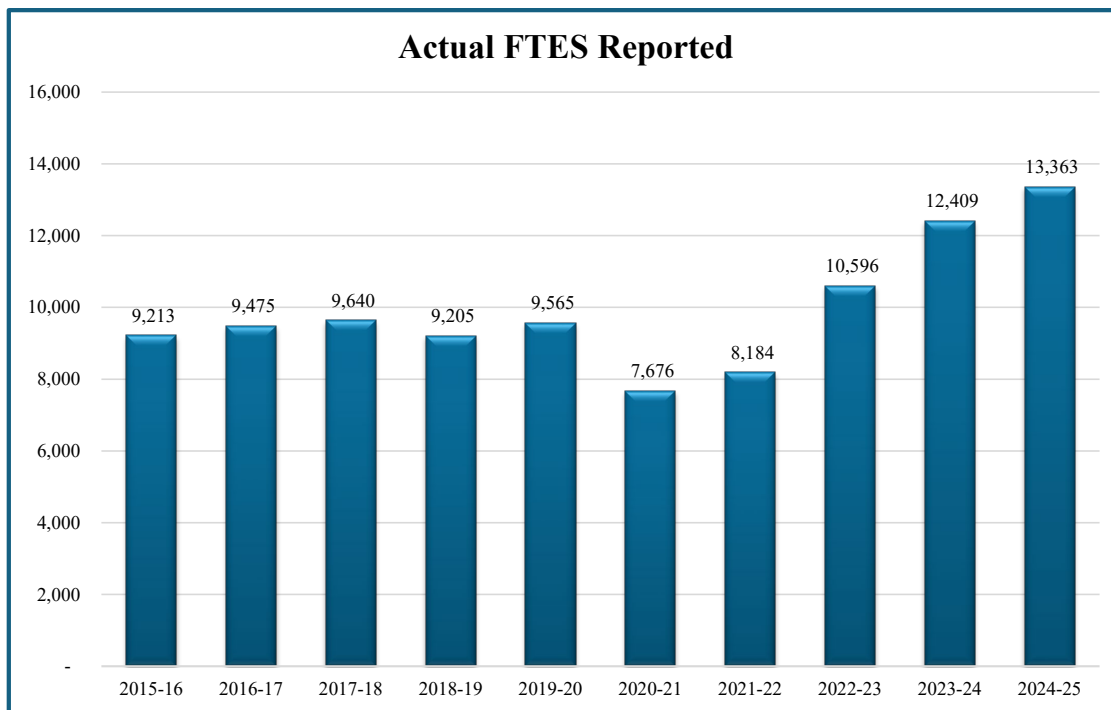
**Victor Valley Community College District
Comparative 10 Year Enrollment Data
2015-16 through 2024-25**

	<u>Credit</u>	<u>Credit %</u> <u>Change</u>	<u>Noncredit</u>	<u>Noncredit %</u> <u>Change</u>	<u>Total</u>	<u>Total %</u> <u>Change in</u> <u>FTES</u>
2015-16	9,142	4.80%	71	-7.95%	9,213	4.69%
2016-17	9,420	3.05%	55	-22.80%	9,475	2.85%
2017-18	9,561	1.50%	79	44.59%	9,640	1.75%
2018-19	9,118	-4.64%	87	9.96%	9,205	-4.52%
2019-20	9,487	4.05%	78	-10.05%	9,565	3.91%
2020-21	7,622	-19.66%	54	-31.04%	7,676	-19.75%
2021-22	8,053	5.66%	131	142.49%	8,184	6.62%
2022-23	10,386	28.97%	210	60.13%	10,596	29.47%
2023-24	12,134	16.83%	275	31.05%	12,409	17.11%
2024-25	12,971	6.90%	392	42.63%	13,363	7.69%

10-Year Average Analysis:

2025 Total FTES has increased by 45.00% over the last 10 year average.

2025 Credit FTES has increased by 41.89% over the past ten years, while Noncredit FTES has increased by 452.60%.

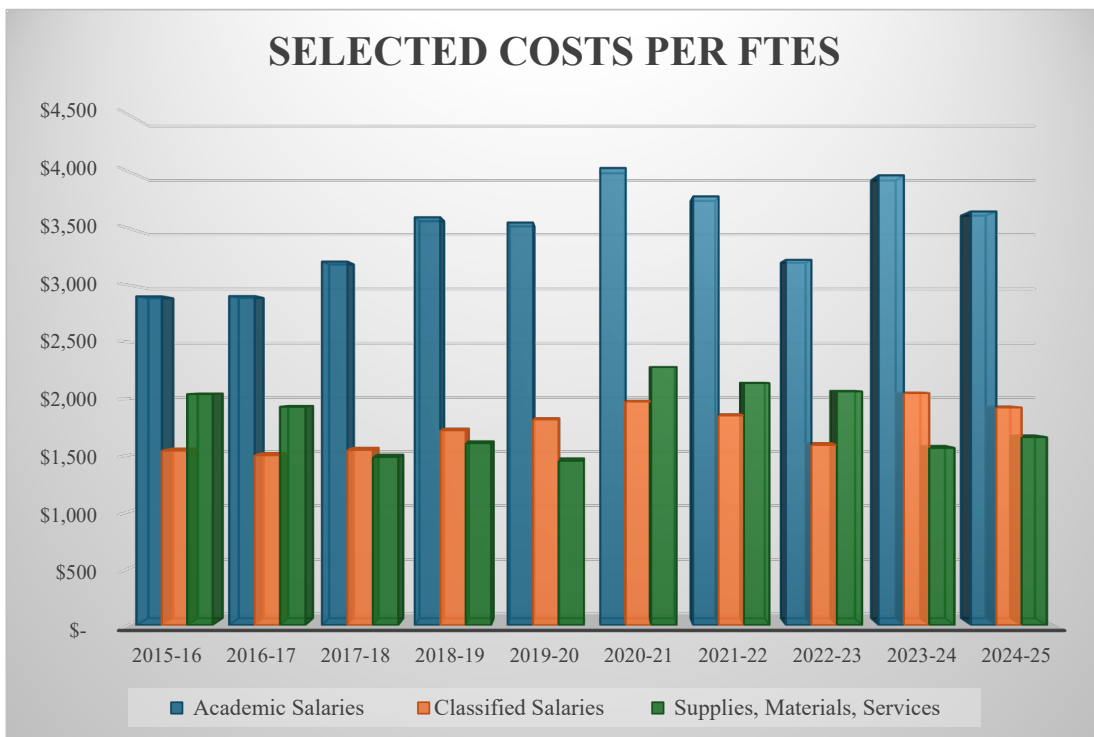


SOURCE: Report produced from CCFS-320 Report; 2024-25 data reported at Annual is not final.

**Victor Valley Community College District
Comparative 10 Year Financial Data
2015-16 through 2024-25**

SELECTED COSTS PER FTES

	<u>Academic</u> <u>Salaries</u> <u>Per</u> <u>FTES</u>	<u>Classified</u> <u>Salaries</u> <u>Per</u> <u>FTES</u>	<u>Supplies,</u> <u>Materials,</u> <u>Services</u> <u>Per</u> <u>FTES</u>
2015-16	\$ 2,900	\$ 1,541	\$ 2,039
2016-17	\$ 2,903	\$ 1,500	\$ 1,927
2017-18	\$ 3,206	\$ 1,547	\$ 1,484
2018-19	\$ 3,597	\$ 1,720	\$ 1,606
2019-20	\$ 3,550	\$ 1,815	\$ 1,451
2020-21	\$ 4,030	\$ 1,973	\$ 2,278
2021-22	\$ 3,780	\$ 1,851	\$ 2,136
2022-23	\$ 3,222	\$ 1,591	\$ 2,063
2023-24	\$ 3,965 *	\$ 2,048 *	\$ 1,564
2024-25	\$ 3,647	\$ 1,921	\$ 1,659



2016-2024 audited financial statements

2024-25 unaudited financial statements

* significant increase due to multi-year retroactive salary increases

Victor Valley Community College District
2025-26 Adopted Budget Assumptions
Unrestricted General Fund

General Assumptions:

1. The District shall maintain legal compliance with the 50% law.
2. The District will develop a budget with a minimum 16.7% ending fund balance (reserve) in compliance with Board Policy 6200 Budget Preparation.
3. The Program Review, Planning, and Budget Development Process will guide the allocation of resources.
4. Vacancies due to retirement or resignation will not automatically be filled.
5. Based upon the State's Adopted Budget, an Operating Budget has been prepared which includes estimated revenues and expenditures for 2025-26 Fiscal Year.

Revenue Assumptions:

6. The COLA for fiscal year 2025-26 is 2.30%.

Expense Assumptions:

7. PERS Employee Retirement System (PERS) district contribution decreased by .24% to 26.81%.
8. State Teacher's Retirement System (STRS) remains stable at 19.10%.
9. A 1% President's Contingency fund has been included in the Adopted Budget.

**Victor Valley Community College District
2025-26 Budget Overview - All Funds**

Below is a summary of all District funds. It includes beginning fund balances as of July 1, 2025, budgeted revenues and expenditures, and estimated ending fund balances for each fund. Sources of revenue across all funds for the District are generated from taxes, tuition, governmental sources, interest earnings, fund balance appropriations, gifts and donations, scholarships, facility rental fees, and other miscellaneous income.

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

Funds	Beginning Fund Balance July 1, 2025	Final 25-26 Budget		Ending Fund Balance June 30, 2026
		Revenue	Expense	
General				
Unrestricted	\$51,665,776	\$123,336,974	\$137,536,764	\$37,465,985
Restricted	\$5,735,958	\$62,257,252	\$62,261,412	\$5,731,798
Total	\$57,401,734	\$185,594,226	\$199,798,176	\$43,197,784
Bond Interest and Redemption				
Fund 21	\$12,814,385	\$9,026,624	\$11,817,262	\$10,023,747
Cafeteria				
Fund 32	\$173,495	\$338,418	\$473,237	\$38,676
Child Development				
Fund 33	\$1,275,587	\$1,752,368	\$1,752,368	\$1,275,587
Special Revenue - GIC				
Fund 39	\$16,397,511	\$0	\$16,397,511	\$0
Capital Outlay Projects				
Fund 41	\$24,657,726	\$33,397,511	\$28,031,000	\$30,024,237
Bond Construction Activities				
Fund 42	\$5,988,732	\$300,000	\$6,250,000	\$38,732
Self Insurance				
Fund 61	\$1,628,919	\$40,000	\$107,000	\$1,561,919
Student Body Center Fee				
Fund 73	\$179,715	\$61,000	\$0	\$240,715
Health Trust				
Fund 79	\$49,998	\$752,000	\$180,000	\$621,998
Auxiliary Services	\$935,567	\$285,200	\$42,400	\$1,178,367
Rams Bookstore	\$1,814,985	\$288,500	\$524,000	\$1,579,485
Associated Student Body	\$270,810	\$172,000	\$203,000	\$239,810
Federal and State Grants	-\$1,147,123	\$58,399,048	\$57,251,926	\$0
Hi Tech Loan	\$71,295	\$80,000	\$80,000	\$71,295
Emergency Loan	\$16,250	\$20,000	\$20,000	\$16,250
Pension Irrevocable Trust	\$7,255,005	\$701,135	\$22,201	\$7,933,939
Other Post Employment Benefits (OPEB)	\$17,423,615	\$1,765,113	\$111,207	\$19,077,521
All Funds Total	\$147,208,206	\$292,973,142	\$323,061,287	\$117,120,062

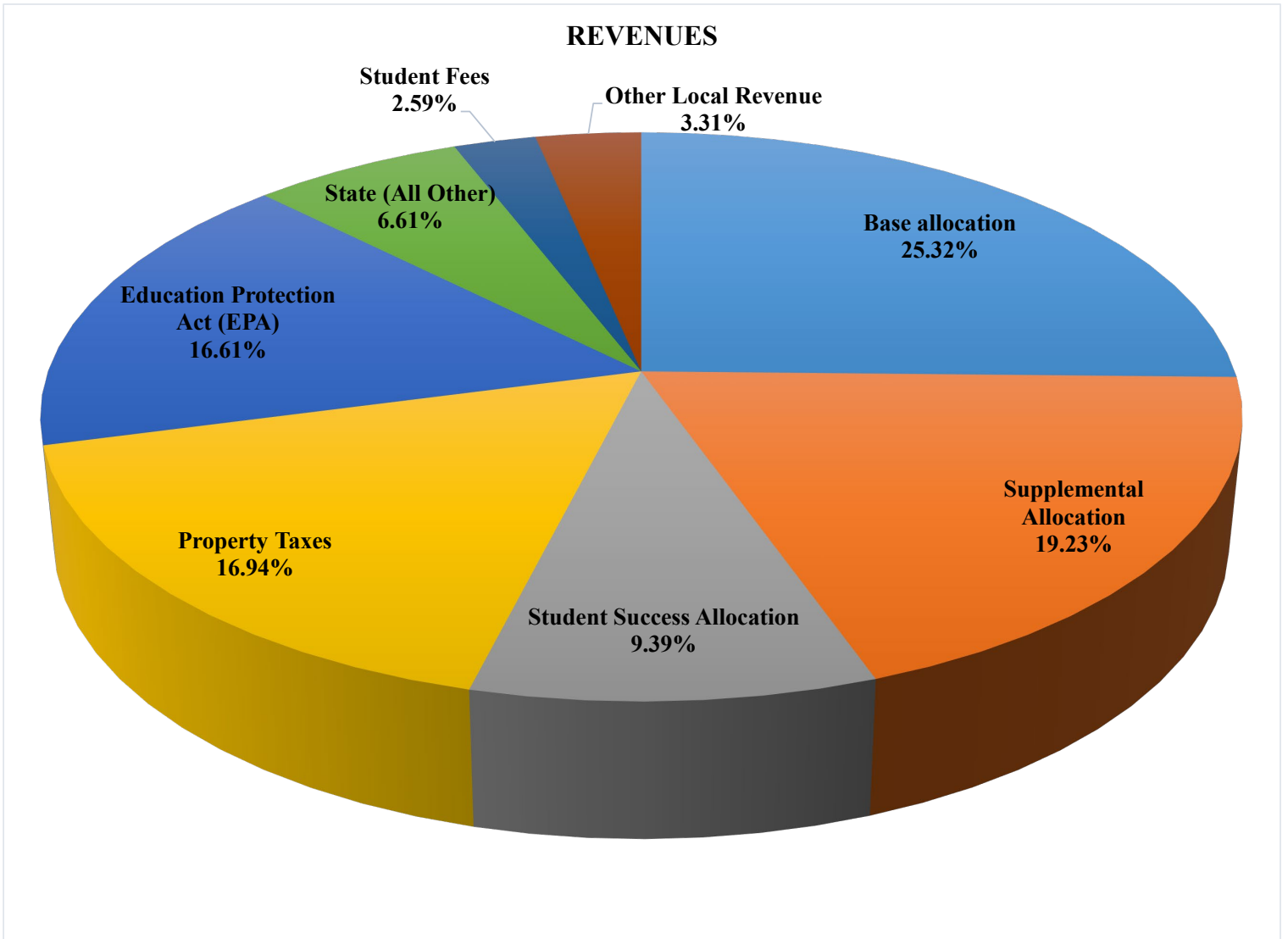
II. General Fund

**Victor Valley Community College District
Board of Trustees Meeting - September 9, 2025**

Unrestricted General Fund Budget

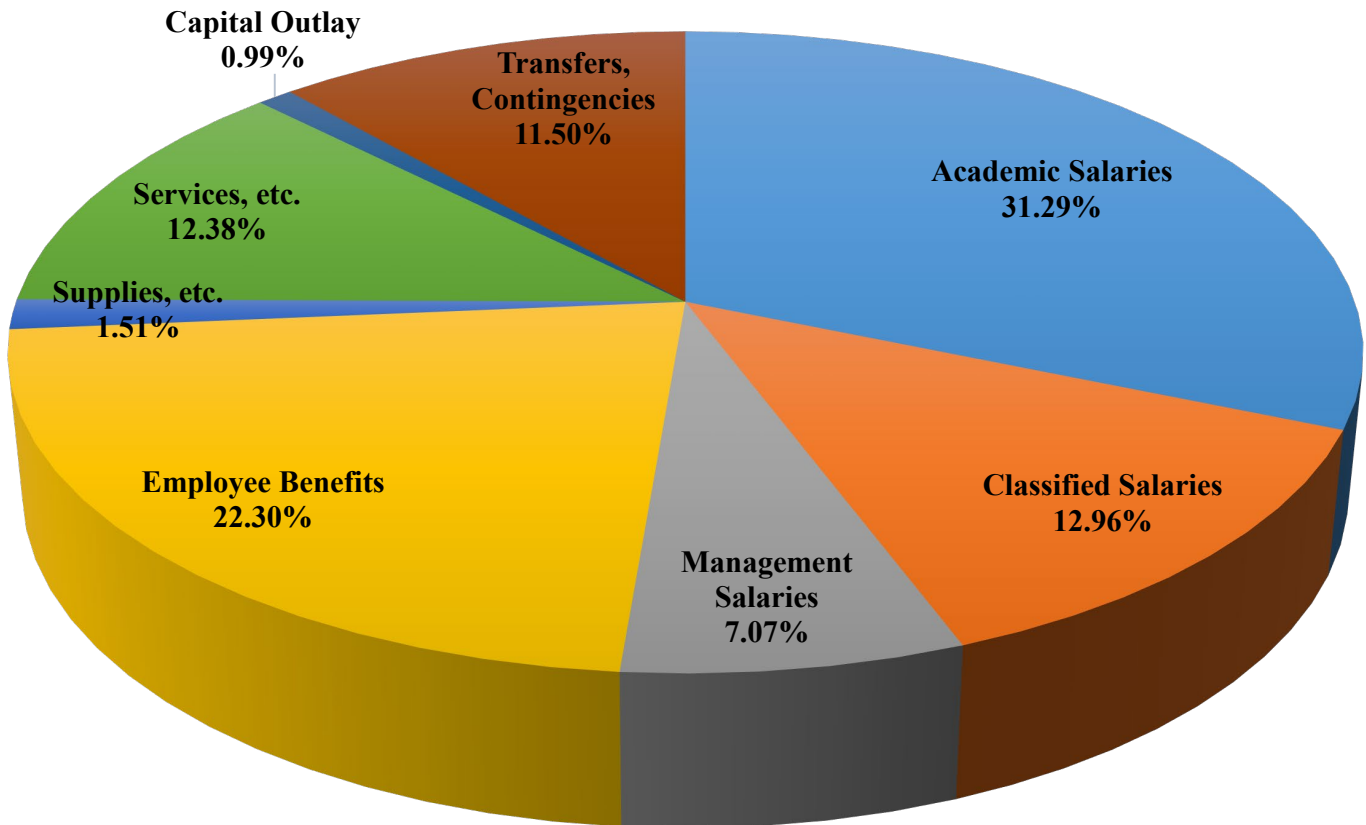
Major Range Description	2022-23		2023-24		2024-25		2025-26		2026-27		2027-28		2028-29		2029-30
	Actuals		Actuals		Unaudited Actuals		Projected Budget		Projected Budget		Projected Budget		Projected Budget		Projected Budget
Beginning Fund Balance	\$ 21,836,295		\$ 40,297,454		\$ 48,707,519		\$ 51,665,776		\$ 37,465,985		\$ 35,899,625		\$ 35,719,563		\$ 37,209,409
PY Adj. to Beginning Balance			\$ 228,260		136,486.35										
COLA/Revenue Reduction	6.56%		8.22%		1.07%		2.30%		3.02%		3.42%		3.31%		0.00%
Revenue															
State Apportionment:															
Base Allocation	20,826,347.00		31,429,091		26,291,460		31,224,482		33,047,992		34,670,648		36,307,103		36,307,103
Supplemental Allocation	14,892,645		17,756,868		23,048,611		23,723,471		25,108,922		26,341,770		27,585,101		27,585,101
Student Success Allocation	9,333,207		10,377,605		11,256,481		11,586,069		12,262,695		12,864,794		13,472,012		13,472,012
Prior Year Adjustment			8,307,830		207,761		-		-		-		-		-
Total General Apportionment	45,135,866		67,871,394		60,804,313		66,534,022		70,419,609		73,877,212		77,364,216		77,364,216
Property Taxes	19,656,867		21,890,874		23,460,028		20,894,663		22,114,911		23,200,753		24,295,829		24,295,829
Student Enrollment Fee	2,611,799		2,272,678		4,108,187		3,200,000		3,386,880		3,553,176		3,720,886		3,720,886
Education Protection Act (EPA)	12,151,446		9,337,868		19,899,683		20,482,343		21,678,512		22,742,927		23,816,393		23,816,393
Total Apportionment	79,555,978		101,372,814		108,272,211		111,111,028		117,599,912		123,374,068		129,197,324		129,197,324
Other Federal Revenue					4,872,452										
Other State Revenue*	5,704,818		4,723,365		8,038,702		8,148,479		8,624,351		9,047,806		9,474,863		9,474,863
Other Local Revenue	4,095,609		4,149,157		6,273,212		4,077,466		4,315,591		4,527,486		4,741,183		4,741,183
Total Revenue	\$ 89,356,405		\$ 110,245,336		\$ 127,456,576		\$ 123,336,974		\$ 130,539,853		\$ 136,949,360		\$ 143,413,370		\$ 143,413,370
Expenditure															
Academic Salary	\$ 26,825,924		\$ 39,726,550		\$ 39,741,326		\$ 43,029,503		\$ 46,828,994		\$ 48,430,546		\$ 50,033,597		\$ 51,534,605
Classified Salary	9,408,902		15,186,386		15,299,212		17,829,532		18,367,984		\$ 18,996,169		\$ 19,624,942		\$ 20,213,690
Management Salary	4,782,397		7,645,783		8,996,393		9,728,669		10,022,475		\$ 10,365,243		\$ 10,708,333		\$ 11,029,583
Employee Benefits*	19,978,743		25,226,830		26,703,552		30,667,763		33,016,409		\$ 34,696,535		\$ 36,146,742		\$ 37,231,144
Books and Supplies	408,819		1,089,560		1,419,788		2,070,416		2,132,943		\$ 2,205,889		\$ 2,278,904		\$ 2,347,271
Services and Operating Expenditures	8,662,491		11,481,558		13,512,723		17,023,611		17,537,724		\$ 18,137,514		\$ 18,737,866		\$ 19,300,002
Capital Outlay	802,770		1,111,683		845,379		1,365,322		1,406,555		\$ 1,454,659		\$ 1,502,808		\$ 1,547,892
Total Operating Expenditures	\$ 70,870,046		\$ 101,468,350		\$ 106,518,373		\$ 121,714,816		\$ 129,313,083		\$ 134,286,556		\$ 139,033,192		\$ 143,204,187
Other Outgo/Contingency															
Other Transfers Out	25,200		595,181		18,116,433		13,600,000		500,000		500,000		500,000		500,000
Reserve for Contingencies							2,221,948		\$ 2,293,131		\$ 2,342,866		\$ 2,390,332		\$ 2,432,042
Total Other Outgo/Contingency	25,200		595,181		18,116,433		15,821,948		2,793,131		2,842,866		2,890,332		2,932,042
Total Expenditure & Other Outgo	\$ 70,895,246		\$ 102,063,531		\$ 124,634,806		\$ 137,536,764		\$ 132,106,214		\$ 137,129,421		\$ 141,923,524		\$ 146,136,229
Ending Fund Balance	40,297,454		48,707,519		51,665,775.68	6.07%	\$ 37,465,985		35,899,624.55		35,719,563.14		37,209,409.28		34,486,549.71
State/Board Mandated Reserve **	\$ 4,467,820	5.00%	\$ 5,512,267	5.00%	\$ 21,285,248	16.70%	\$ 22,968,640	16.70%	\$ 22,061,738	16.70%	\$ 22,900,613	16.70%	\$ 23,701,228	16.70%	\$ 24,404,750 16.70%
Over/Under Board Designated Reserve	\$ 35,829,634	40.10%	\$ 43,195,252	39.18%	\$ 30,380,527	24.38%	\$ 14,497,346	10.54%	\$ 13,837,887	10.47%	\$ 12,818,950	9.35%	\$ 13,508,181	9.52%	\$ 10,081,799 6.90%
* Includes entry for State on Behalf payments to STRS															
** Starting with 25-26, calculated as percentage of expenditures.															

**Victor Valley Community College District
2025-26 Unrestricted General Fund Budget
WHERE THE MONEY COMES FROM**



**Victor Valley Community College District
2025-26 Unrestricted General Fund Budget
WHERE THE MONEY GOES**

EXPENDITURES



**Victor Valley Community College District
Board of Trustees Meeting - September 09, 2025
2025-26 Restricted General Fund Budget**

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

	FY 22/23 Actual	FY 23/24 Actual	FY24/25 Unaudited Actual	FY25/26 Budget
Beginning Fund Balance	\$ 618,702	\$ 18,072,161	\$ 4,764,193	\$ 5,735,958
PY Adj. to Beginning Balance	-	(2,611,176)	-	-
Total Beginning Fund Balance	\$ 618,702	\$ 15,460,985	\$ 4,764,193	\$ 5,735,958
Revenues				
Federal	\$22,017,630	\$ 4,073,264	\$ 2,125,730	\$ 3,168,185
State	42,473,436	21,953,602	27,811,485	49,731,948
Local	2,320,173	2,464,937	2,297,561	9,357,119
Fair Market Value Adjustments	-	(1,787,981)	1,956,800	-
Transfers In	2,076,004	2,246,653	2,246,653	-
Total Revenues	\$68,887,242	\$ 28,950,476	\$ 36,438,229	\$ 62,257,252
Expenditures				
Academic Salaries	\$ 4,137,178	\$ 4,938,366	\$ 4,820,353	\$ 7,046,421
Classified Salaries	3,781,871	4,632,514	4,112,706	7,120,161
Management Salaries	2,052,229	2,483,697	1,431,933	2,080,079
Employee Benefits	3,750,900	4,079,556	3,239,992	4,853,802
Supplies and Materials	4,831,584	3,617,277	3,955,210	4,765,787
Services and Operating	7,959,210	3,222,543	3,282,003	11,605,850
Capital Outlay	3,672,036	3,580,827	3,179,236	3,928,561
Reserves, Grants, Transfers	21,248,775	13,092,488	11,445,031	20,860,751
Total Expenditures	\$51,433,783	\$ 39,647,268	\$ 35,466,464	\$ 62,261,412
Ending Fund Balance	\$18,072,161	\$ 4,764,193	\$ 5,735,958	\$ 5,731,798

III. Other Funds

Victor Valley Community College District
Board of Trustees Meeting - September 09, 2025
2025-26 Bond Interest and Redemption Fund - Fund 21

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

	FY 22/23	FY 23/24	FY 24/25	FY 25/26
	Actual	Actual	Unaudited Actual	Budget
Beginning Fund Balance	\$ 10,702,710	\$ 10,687,369	\$ 14,439,706	\$ 12,814,385
PY Adjustment to Beginning Balance	-	(449,297)	-	-
Total Beginning Fund Balance	\$ 10,702,710	\$ 10,238,072	\$ 14,439,706	\$ 12,814,385
Revenues				
Tax Revenue	\$ 9,159,546	\$ 12,771,562	\$ 8,903,000	\$ 8,633,683
Interest Revenue - County	123,395	284,966	459,531	392,941
Fair Market Value Adjustment	208,573	(732,699)	817,813	-
Proceeds from Bonds	17,531	1,797,121	13,223	-
Total Revenues	\$ 9,509,045	\$ 14,120,950	\$ 10,193,566	\$ 9,026,624
Expenditures				
Other Outgoing Transfers:				
Debt Retirement - Debt Redemption	\$ 3,710,323	\$ 4,106,089	\$ 7,141,128	\$ 5,167,347
Debt Retirement - Int & Other Svc Chg	5,814,063	5,813,227	4,677,759	6,649,915
Total Expenditures	\$ 9,524,386	\$ 9,919,316	\$ 11,818,887	\$ 11,817,262
Ending Fund Balance	\$ 10,687,369	\$ 14,439,706	\$ 12,814,385	\$ 10,023,747

Victor Valley Community College District
Board of Trustees Meeting - September 9, 2025
2025-26 Cafeteria Fund - Fund 32

The Cafeteria Fund accounts for transactions related to the operation of food service. This fund is utilized to receive money for sale of food or recovery of other costs for goods or services.

	FY 22/23		FY 23/24		FY 24/25		FY 25/26	
	Actual		Actual		Unaudited Actual		Budget	
Beginning Fund Balance	\$	-	\$	-	\$	-	\$	173,495
Revenues								
Sales - Food	\$	79,766	\$	146,583	\$	253,786	\$	270,000
Catering		-		-		55,085		60,000
Interest Income		3,727		10,333		7,366		7,366
Fair Market Value Adjustment		-		(6,169)		7,221		1,052
Transfers In		-		570,104		387,633		-
Total Revenues	\$	83,493	\$	720,851	\$	711,091	\$	338,418
Expenditures								
Classified Salaries	\$	45,241	\$	172,066	\$	159,090	\$	187,520
Employee Benefits		24,275		61,664		63,810		67,717
Office Supplies		-		718		-		1,000
Misc Supplies		-		10,399		-		1,000
Food		12,496		146,136		166,507		170,000
Software License Renew		-		8,842		-		-
Contracted services		1,480		310,451		136,032		30,000
Credit Card/Merchant Fees		-		10,574		12,158		15,000
Repairs and Maintenance		-		-		-		1,000
Total Expenditures	\$	83,493	\$	720,851	\$	537,596	\$	473,237
Ending Fund Balance	\$	-	\$	-	\$	173,495	\$	38,676

**Victor Valley Community College District
Board of Trustees Meeting - September 09, 2025
2025-26 Child Development Fund - Fund 33**

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

	FY 22/23		FY 23/24		FY 24/25		FY 25/26
	Actual		Actual		Unaudited Actual		Budget
Beginning Fund Balance	\$ 746,020	\$	858,107	\$	1,216,576	\$	1,275,587
Fund Balance PY Adjustment to Beginning Balance	9,993		(2,291)		(37,817)		-
Total Beginning Fund Balance	\$ 756,013	\$	855,816	\$	1,178,759	\$	1,275,587
Revenues							
State Pre-School	\$ 608,861	\$	1,093,923	\$	1,193,952	\$	1,671,668
Other State Revenues	18,303		20,924		36,431		-
Interest Revenues	17,516		48,091		66,888		-
Fair Market Value Adjustment	-		(77,881)		87,972		-
Miscellaneous Income	52,506		22,729		80,013		80,700
Incoming Transfers	-		858,107		5,949		-
Total Revenues	\$ 697,186	\$	1,965,894	\$	1,471,205	\$	1,752,368
Expenditures							
Teachers Salaries	\$ 233,899	\$	323,091	\$	409,796	\$	577,523
Administrative Salaries	52,973		71,721		72,397		146,581
Classified Salaries	61,134		107,891		232,860		472,616
Benefits	183,939		254,147		282,116		326,507
Instructional Supplies	77,687		41,391		80,375		75,351
Instructional Taggable Equip	6,352		-		-		-
Non-Instructional Software	1,524		1,646		-		6,329
Food	(22,877)		(47,006)		28,832		30,475
Travel/Conference	-		-		5,024		17,138
Dues & Memberships	-		-		483		5,841
License Fees	461		1,210		2,938		2,240
Other Expenses	-		-		259,556		1,000
Reserves/Contingency	-		-		-		90,767
Other Outgoing Transfers	-		851,043		-		-
Total Expenditures	\$ 595,092	\$	1,605,133	\$	1,374,376	\$	1,752,368
Ending Fund Balance	\$ 858,107	\$	1,216,576	\$	1,275,587	\$	1,275,587

**Victor Valley Community College District
Board of Trustees Meeting - September 09, 2025
2025-26 Special Revenue Fund - GIC - Fund 39**

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

	FY 22/23 Actual	FY 23/24 Actual	FY 24/25 Unaudited Actual	FY 25/26 Budget
Beginning Fund Balance	\$ 10,608,578	\$ 13,528,219	\$ 15,249,265	\$ 16,397,511
Revenues				
Interest Revenue - County	\$ 12	\$ 59	\$ 306,460	\$ -
Interest Income - GIC	2,919,629	1,721,093	743,034	-
Fair Market Value Adjustment	-	(107)	98,751	-
Total Revenues	\$ 2,919,641	\$ 1,721,045	\$ 1,148,246	\$ -
Expenditures				
Transfers Out	-	-	-	16,397,511
Total Expenditures	\$ -	\$ -	\$ -	\$ 16,397,511
Fund Balance	\$ 13,528,219	\$ 15,249,265	\$ 16,397,511	\$ -

**Victor Valley Community College District
Board of Trustees Meeting - September 9, 2025
2025-26 Capital Outlay Projects Fund - Fund 41**

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

	FY 22/23 Actual	FY 23/24 Actual	FY 24/25 Unaudited Actual	FY 25/26 Budget
Beginning Fund Balance	\$ 9,090,681	\$ 6,082,289	\$ 8,533,149	\$ 24,657,726
Revenues				
Interest Income	\$ 65,171	\$ 489,550	\$ 893,207	\$ 1,000,000
Fair Market Value Adjustment	\$ -	\$ (901,075)	\$ 685,326	\$ -
Redevelopment Pass-Through	3,385,783	3,706,003	4,002,528	3,000,000
Miscellaneous Income	17,195	12,954	-	-
Incoming Transfers	-	-	17,339,355	29,397,511
Total Revenues	\$ 3,468,149	\$ 3,307,432	\$ 22,920,416	\$ 33,397,511
Expenditures				
Comptr Related Tag Eq	\$ 92,355	\$ 35,002	\$ -	\$ -
Supplies	29,801	5,235	10,985	15,000
Contracts-Rents & Leases	4,765	-	-	15,000
Printers/Monitor under \$500	13,169	9,387	-	-
Assessment Fee	40,646	(750)	-	-
License Fees	348	-	-	-
Advertising	-	-	498	1,000
Contracted Services	1,008,149	653,067	3,945,985	7,000,000
Site Improvements	146,601	-	861,244	2,000,000
Buildings-New & Remodel	4,214,980	-	-	17,000,000
New Equipment	871,991	136,095	1,977,127	2,000,000
Computers	15,567	-	-	-
Furniture	1,998	-	-	-
Network Hardware	36,171	18,535	-	-
Total Expenditures	\$ 6,476,541	\$ 856,571	\$ 6,795,839	\$ 28,031,000
Ending Fund Balance	\$ 6,082,289	\$ 8,533,149	\$ 24,657,726	\$ 30,024,237

Victor Valley Community College District
Board of Trustees Meeting - September 09, 2025
2025-26 Bond Construction Activities Fund - Fund 42

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

	FY 22/23	FY 23/24	FY 24/25	FY 25/26
	Actual	Actual	Unaudited Actual	Budget
Beginning Fund Balance	\$ 29,920,825	\$ 11,835,138	\$ 7,535,749	\$ 5,988,732
Revenues				
Interest Income	\$ 587,936	\$ 483,023	\$ 377,949	\$ 300,000
Fair Market Value Adjustment	357,470	(1,479,854)	504,201	-
Miscellaneous Income	-	-	6,504	-
Proceeds from Bonds	-	18,370,000	-	-
Total Revenues	\$ 945,407	\$ 17,373,169	\$ 888,654	\$ 300,000
Expenditures				
Supplies	\$ -	\$ -	\$ 48,825	\$ 250,000
Site Acquisition	2,528,384	970,580	843,097	2,000,000
Buildings New/Remodel	16,502,709	20,701,977	1,543,751	4,000,000
Total Expenditures	\$ 19,031,093	\$ 21,672,558	\$ 2,435,672	\$ 6,250,000
Ending Fund Balance	\$ 11,835,138	\$ 7,535,749	\$ 5,988,731	\$ 38,732

**Victor Valley Community College District
Board of Trustees Meeting - September 09, 2025
2025-26 Self Insurance Fund - Fund 61**

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

	FY 22/23 Actual	FY 23/24 Actual	FY 24/25 Unaudited Actual	FY 25/26 Budget
Beginning Fund Balance	\$ 656,817	\$ 279,450	\$ 835,348	\$ 1,628,919
PY Adjustment to Beginning Balance	-	263,589	(243,587)	-
Total Beginning Fund Balance	\$ 656,817	\$ 543,039	\$ 591,761	\$ 1,628,919
Revenues				
Interest Income	\$ 14,073	\$ 12,126	\$ 29,022	\$ 40,000
Fair Market Value Adjustment	-	(41,976)	38,635	-
Miscellaneous Income	-	373,848	-	-
Transfers In	24,000	303,447	1,003,998	-
Total Revenues	\$ 38,073	\$ 647,446	\$ 1,071,655	\$ 40,000
Expenditures				
Non-Instructional Computer Related Taggable Equip	\$ -	\$ 940	\$ -	\$ 2,000
Contracts-Repairs	386,800	-	-	-
Contracted Services	1,477	71,419	31,809	100,000
Other Expenses	6,862	3,332	2,688	5,000
Site Improvements	20,300	-	-	-
Other Outgoing Transfers	-	279,447	-	-
Total Expenditures	\$ 415,439	\$ 355,138	\$ 34,496	\$ 107,000
Ending Fund Balance	\$ 279,450	\$ 835,348	\$ 1,628,919	\$ 1,561,919

**Victor Valley Community College District
Board of Trustees Meeting - September 9, 2025
2025-26 Student Body Center Fee Fund - Fund 73**

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

	FY 22/23	FY 23/24	FY 24/25	FY 25/26
	Actual	Actual	Unaudited Actual	Budget
Beginning Fund Balance	\$ 20	\$ 1,270	\$ 110,671	\$ 179,715
PY Adjustment to Beginning Balance	1,270	-	-	-
Total Beginning Fund Balance	\$ 1,290	\$ 1,270	\$ 110,671	\$ 179,715
Revenues				
Interest Income	\$ 891	\$ 1,518	\$ 5,552	\$ 4,000
Fair Market Value Adjustment	-	\$ (5,553)	6,703	-
Miscellaneous Income	-	-	1,275	-
Student Center Fees	132,131	129,639	56,785	57,000
Total Revenues	\$ 133,022	\$ 125,604	\$ 70,314	\$ 61,000
Expenditures				
Other Outgoing Transfers	\$ 133,041	\$ 16,203	\$ 1,270	\$ -
Total Expenditures	\$ 133,041	\$ 16,203	\$ 1,270	\$ -
Ending Fund Balance	\$ 1,270	\$ 110,671	\$ 179,715	\$ 240,715

**Victor Valley Community College District
Board of Trustees Meeting - September 09, 2025
2025-26 Health Trust Fund - Fund 79 ***

The Health Trust Fund accounts for moneys held in trust by the District for the former student health center.
The center is not in operation and interest earned is currently the only source of revenue.

	FY 22/23	FY 23/24	FY 24/25	FY 25/26
	Actual	Actual	Unaudited Actual	Budget
Beginning Fund Balance	\$ 45,789	\$ 46,803	\$ 45,301	\$ 49,998
Revenues				
Health Fees	\$ -	\$ -	\$ -	\$ 732,000
Interest Income	1,014	1,797	2,068	20,000
Fair Market Value Adjustment	-	(3,299)	2,629	-
Total Revenues	\$ 1,014	\$ (1,502)	\$ 4,697	\$ 752,000
Expenditures				
Supplies	\$ -	\$ -	\$ -	\$ 80,000
Contracted Services	-	-	-	50,000
Buildings - New & Remodel	-	-	-	50,000
Total Expenditures	\$ -	\$ -	\$ -	\$ 180,000
Ending Fund Balance	\$ 46,803	\$ 45,301	\$ 49,998	\$ 621,998

* Fund number change from 75 to 79

**Victor Valley Community College District
Board of Trustees Meeting - September 9, 2025
2025-26 Auxiliary Services Fund**

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

	FY 25/26 Budget
Beginning Fund Balance	\$ 935,567
Revenues	
Interest Income	\$ 870
Events Center	100,000
PAC Rental	48,000
Facilities Rental	7,500
Rent:	-
Excelsior Education Center	104,830
Farmers Market	24,000
Total Revenues	\$ 285,200
Expenditures	
Supplies	\$ 5,000
Services	\$ 35,900
Other Operating	\$ 1,500
Total Expenditures	\$ 42,400
Ending Fund Balance	\$ 1,178,367

Victor Valley Community College District
Board of Trustees Meeting - September 9, 2025
2025-26 Rams Bookstore Fund

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

	FY 25/26
	Budget
Beginning Fund Balance	\$ 1,814,985
Revenues	
Shipping/handling	\$ 1,500
Gift Cards	410,000
New Text	1,500
Custom Publish	14,000
Trade Books	2,500
Clothing	240,000
Supplies	110,000
Electronics	25,000
Gifts	23,000
Bundles	-
Sundries	135,000
Computers	20,000
Graduation	110,000
Interest Income	1,000
Miscellaneous Income	5,000
Other - Commission	100,000
Used Text	-
Total Revenues	\$ 1,198,500
Cost of Goods Sold	910,000
Gross Profit on Sales	\$ 288,500
Expenditures	
Salaries	\$ 289,000
Benefits	175,000
Other Expenses	60,000
Total Expenditures	\$ 524,000
Ending Fund Balance	\$ 1,579,485

**Victor Valley Community College District
Board of Trustees Meeting - September 9, 2025
2025-26 Associated Student Body Trust Fund**

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

	FY 25/26 Budget
Beginning Fund Balance	\$ 270,810
Revenues	
ASB Card Sales	\$ 150,000
Interest Income	1,000
Miscellaneous	1,000
Student Representation Fees	20,000
Total Revenues	\$ 172,000
Expenditures	
Bank Service Charges	\$ 500
Promotional Expense	7,000
Contributions	4,500
Printing	5,000
Activities Fund	35,000
Dues & Conferences	60,000
Clubs - ICC	10,000
Supplies	15,000
Scholarships	5,000
ASB Book Vouchers	7,500
Participatory Governance	7,500
ASB Tents	5,000
Membership/Dues	1,000
Miscellaneous Expense	25,000
CI Solutions	15,000
Total Expenditures	\$ 203,000
Ending Fund Balance	\$ 239,810

Victor Valley Community College District
Board of Trustees Meeting - September 09, 2025
2025-26 Federal and State Grants Fund

The Federal and State Grants fund accounts for monies received from the Federal and State Government for student financial aid.

	FY22/23	FY 23/24	FY 24/25	FY 25/26
	Actual	Actual	Unaudited Actual	Budget
Beginning Fund Balance	\$ (6,511)	\$ (6,073)	\$ (23,009)	\$ (1,147,123)
Revenues				
PELL	\$ 20,908,560	\$ 29,369,512	\$ 36,575,398	\$ 43,890,478
SEOG	589,600	1,082,600	401,200	940,262
DIRECT LOANS	382,596	563,321	686,290	823,548
CAL GRANT	3,057,053	4,559,516	3,318,433	5,001,977
SSCG GRANT	4,172,754	7,468,092	4,862,214	7,264,466
VARIOUS GRANT	2,001,978	2,374,619	398,598	478,318
Total Revenues	\$ 31,112,541	\$ 45,417,660	\$ 46,242,133	\$ 58,399,048
Expenditures				
PELL	\$ 20,908,122	\$ 29,386,448	\$ 36,575,398	\$ 43,890,478
SEOG	589,600	1,082,600	401,200	940,262
DIRECT LOANS	382,596	563,321	686,290	823,548
CAL GRANT	3,057,053	4,559,516	4,443,845	3,854,854
SSCG GRANT	4,172,754	7,468,092	4,860,916	7,264,466
VARIOUS GRANT	2,001,978	2,374,619	398,598	478,318
Total Expenditures	\$ 31,112,103	\$ 45,434,596	\$ 47,366,247	\$ 57,251,926
Ending Fund Balance	\$ (6,073)	\$ (23,009)	\$ (1,147,123)	\$ (0)

**Victor Valley Community College District
Board of Trustees Meeting - September 09, 2025
2025-26 Hi Tech Loan Fund**

The Hi Tech Loan program is for Faculty and Staff. Those who are qualified can receive a two-year interest free loan for qualified technology purchases. These loans are paid back through payroll deductions.

	FY 22/23		FY 23/24		FY 24/25		FY 25/26	
	Actual		Actual		Actual		Unaudited Actual	
Beginning Fund Balance	\$	80,000	\$	80,000	\$	55,367	\$	71,295
Revenues								
Loan Repayments	\$	-	\$	6,227	\$	15,928	\$	80,000
Total Revenues	\$	-	\$	6,227	\$	15,928	\$	80,000
Expenditures								
Employee Loans	\$	-	\$	30,860	\$	-	\$	80,000
Total Expenditures	\$	-	\$	30,860	\$	-	\$	80,000
Ending Fund Balance	\$	80,000	\$	55,367	\$	71,295	\$	71,295

Victor Valley Community College District
Board of Trustees Meeting - September 09, 2025
2025-26 Emergency Loan Fund

The Emergency Loan Fund accounts for loans made to students who are awaiting the disbursement of Federal or State financial aid. These loan are paid back once the student's financial aid is disbursed.

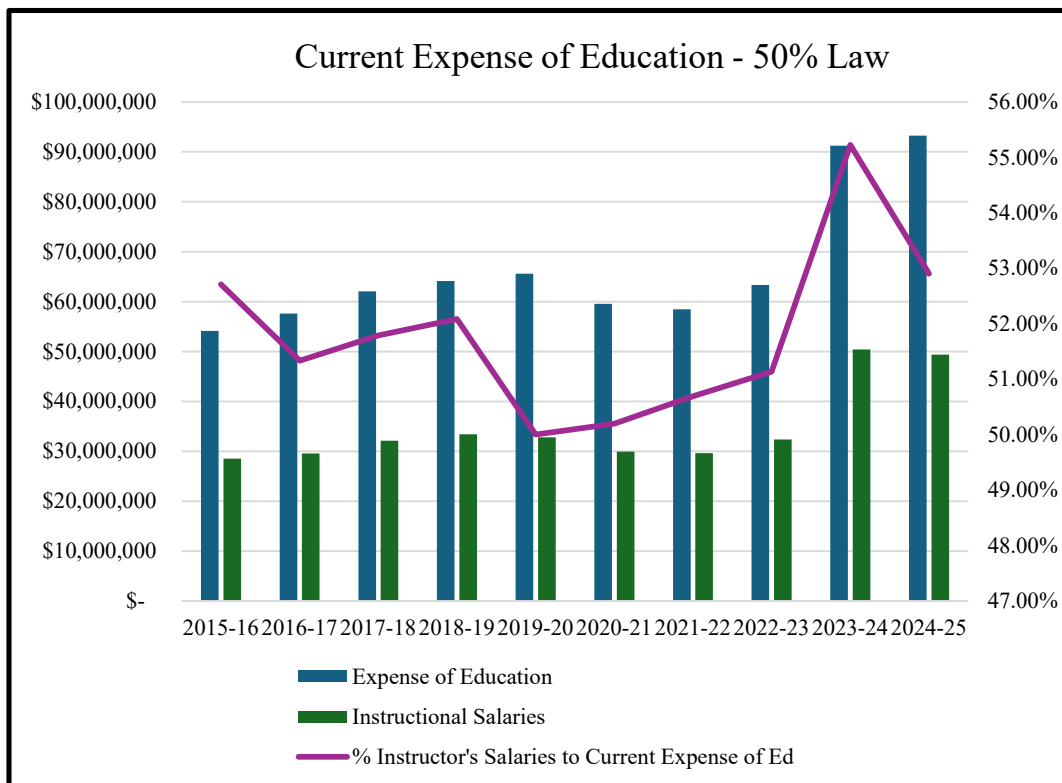
	FY 22/23		FY 23/24		FY 24/25		FY 25/26
	Actual		Actual		Unaudited Actual		Budget
Beginning Fund Balance	\$	21,238	\$	21,238	\$	17,541	\$ 16,250
Revenues							
Loan Repayments	\$	14,349	\$	4,622	\$	51,818	\$ 20,000
Total Revenues	\$	14,349	\$	4,622	\$	51,818	\$ 20,000
Expenditures							
Student Loans	\$	14,349	\$	8,319	\$	53,109	\$ 20,000
Total Expenditures	\$	14,349	\$	8,319	\$	53,109	\$ 20,000
Ending Fund Balance	\$	21,238	\$	17,541	\$	16,250	\$ 16,250

IV. Appendix

**Victor Valley Community College District
Comparative Financial Data
2015-16 through 2024-25**

CURRENT EXPENSES OF EDUCATION (50% LAW - EC84362)

	<u>Current Expense of Education</u>	<u>Instructor's Salaries</u>	<u>% of Instructor's Salaries to Current Expense of Education</u>
2015-16	\$ 54,120,227	\$ 28,527,418	52.71%
2016-17	\$ 57,599,441	\$ 29,568,109	51.33%
2017-18	\$ 62,050,879	\$ 32,134,959	51.79%
2018-19	\$ 64,140,082	\$ 33,408,786	52.09%
2019-20	\$ 65,575,323	\$ 32,789,219	50.00%
2020-21	\$ 59,579,554	\$ 29,906,869	50.20%
2021-22	\$ 58,436,855	\$ 29,621,630	50.69%
2022-23	\$ 63,323,650	\$ 32,380,126	51.13%
2023-24	\$ 91,254,567	\$ 50,396,221	55.23%
2024-25	\$ 93,282,023	\$ 49,350,193	52.90%

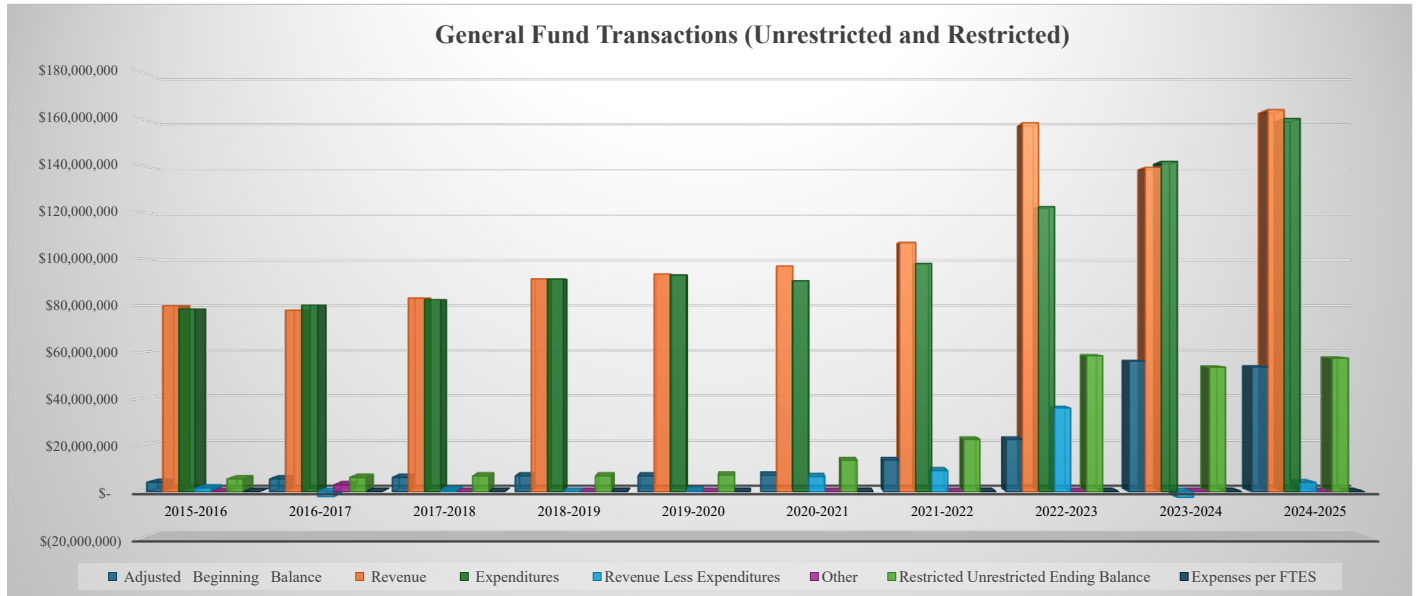


**Victor Valley Community College District
Comparative Financial Data
2015-16 through 2024-25**

SUMMARY OF GENERAL FUND TRANSACTIONS (Unrestricted and Restricted)

	<u>Adjusted Beginning Balance</u>	<u>Beginning Balance % Change</u>	<u>Revenue</u>	<u>Revenue % Change</u>	<u>Expenditures</u>	<u>Expenditure % Change</u>	<u>Revenue Less Expenditures</u>	<u>Revenue Less Expenditures % Change</u>	<u>Other</u>	<u>Restricted Unrestricted Ending Balance</u>	<u>Total % Change in Fund Balance</u>	<u>Expenses per FTES</u>	<u>% Change Since 14'-15'</u>
2015-2016	\$ 3,960,703	-62.82%	\$ 79,875,366	18.52%	\$ 78,394,189	3.37%	\$ 1,481,177	-117.54%	\$ -	\$ 5,441,880	37.40%	\$ 8,509	33.03%
2016-2017	\$ 5,441,880	37.40%	\$ 77,911,924	-2.46%	\$ 80,117,720	2.20%	\$ (2,205,796)	-248.92%	\$ 2,838,297	\$ 6,074,381	11.62%	\$ 8,456	32.19%
2017-2018	\$ 6,074,387	11.62%	\$ 83,134,568	6.70%	\$ 82,533,528	3.02%	\$ 601,040	-127.25%	\$ -	\$ 6,675,427	9.89%	\$ 8,561	33.84%
2018-2019	\$ 6,675,427	9.89%	\$ 91,383,449	9.92%	\$ 91,374,370	10.71%	\$ 9,079	-98.49%	\$ -	\$ 6,684,506	0.14%	\$ 9,927	55.18%
2019-2020	\$ 6,684,506	0.14%	\$ 93,530,983	2.35%	\$ 93,129,686	1.92%	\$ 401,297	4320.19%	\$ -	\$ 7,085,804	6.00%	\$ 9,736	52.20%
2020-2021	\$ 7,085,804	6.00%	\$ 96,942,882	3.65%	\$ 90,551,390	-2.77%	\$ 6,391,492	1492.71%	\$ -	\$ 13,477,296	90.20%	\$ 11,797	84.42%
2021-2022	\$ 13,477,296	90.20%	\$ 106,968,953	10.34%	\$ 97,991,252	8.22%	\$ 8,977,701	40.46%	\$ -	\$ 22,454,997	66.61%	\$ 11,974	87.18%
2022-2023	\$ 22,454,997	66.61%	\$ 158,243,647	47.93%	\$ 122,329,029	24.84%	\$ 35,914,618	300.04%	\$ -	\$ 58,369,615	159.94%	\$ 11,545	80.49%
2023-2024	\$ 55,986,699	149.33%	\$ 139,195,812	-12.04%	\$ 141,710,799	15.84%	\$ (2,514,987)	-107.00%	\$ -	\$ 53,471,712	-8.39%	\$ 11,679	82.57%
2024-2025	\$ 53,608,198	-4.25%	\$ 163,894,805	17.74%	\$ 160,101,270	12.98%	\$ 3,793,535	250.84%	\$ -	\$ 57,401,733	7.35%	\$ 12,343	43.22%

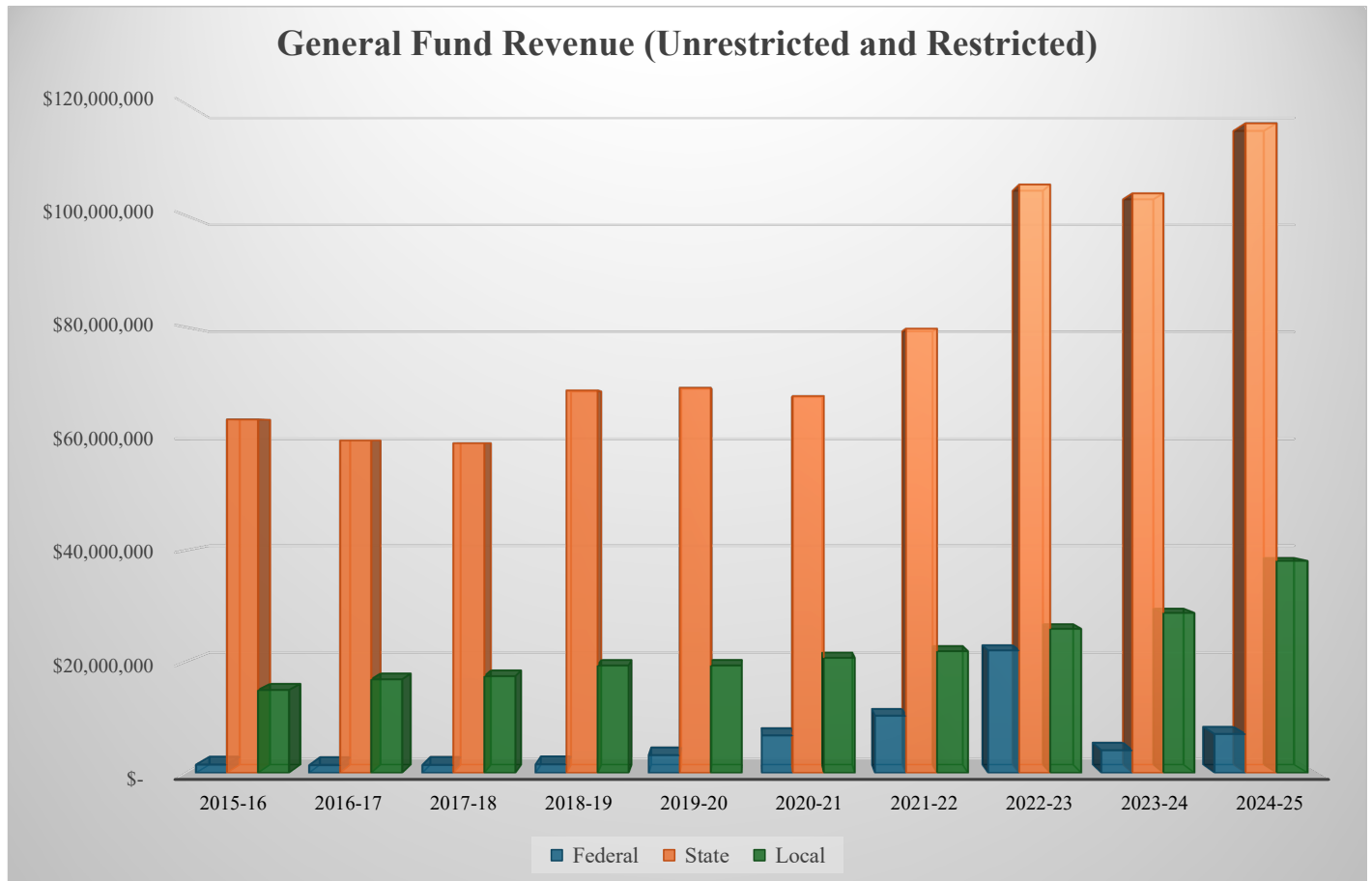
2016-2024 audited 311 Annual Report.
2024-2025 unaudited financial statements.



**Victor Valley Community College District
Comparative Financial Data
2015-16 through 2024-25**

SUMMARY OF GENERAL FUND REVENUE (Unrestricted and Restricted)

	<u>Federal</u>	<u>Federal % Change</u>	<u>State</u>	<u>State % Change</u>	<u>Local</u>	<u>Local % Change</u>	<u>Total</u>	<u>Total % Change</u>
2015-16	\$ 1,497,984	-35.04%	\$ 63,468,020	27.63%	\$ 14,909,362	-2.93%	\$ 79,875,366	18.52%
2016-17	\$ 1,400,160	-6.53%	\$ 59,693,977	-5.95%	\$ 16,817,787	12.80%	\$ 77,911,924	-2.46%
2017-18	\$ 1,443,571	3.10%	\$ 59,195,203	-0.84%	\$ 17,382,498	3.36%	\$ 78,021,271	0.14%
2018-19	\$ 1,543,136	6.90%	\$ 68,668,637	16.00%	\$ 19,303,712	11.05%	\$ 89,515,485	14.73%
2019-20	\$ 3,192,665	106.89%	\$ 69,149,305	0.70%	\$ 19,306,644	0.02%	\$ 91,648,614	2.38%
2020-21	\$ 6,740,248	111.12%	\$ 67,650,752	-2.17%	\$ 20,679,513	7.11%	\$ 95,070,513	3.73%
2021-22	\$ 10,281,935	52.55%	\$ 79,736,860	17.87%	\$ 21,868,099	5.75%	\$ 111,886,894	17.69%
2022-23	\$ 22,017,630	114.14%	\$ 105,566,911	32.39%	\$ 25,891,231	18.40%	\$ 153,475,772	37.17%
2023-24	\$ 4,073,264	-81.50%	\$ 103,984,457	-1.50%	\$ 28,754,151	11.06%	\$ 136,811,872	-10.86%
2024-25	\$ 6,998,182	71.81%	\$ 116,554,543	12.09%	\$ 38,095,788	32.49%	\$ 161,648,513	18.15%



SOURCE: 2015-2023 audited financial statements
2024-2025 unaudited financial statements

**Victor Valley Community College District
Comparative Financial Data
2015-16 through 2024-25**

TOTAL GENERAL FUND UNRESTRICTED & RESTRICTED EXPENDITURES BY TYPE

	<u>Academic</u> <u>Salaries</u>	<u>Academic</u> <u>Salaries</u> <u>% Change</u>	<u>Classified</u> <u>Salaries</u>	<u>Classified</u> <u>Salaries</u> <u>% Change</u>	<u>Benefits</u>	<u>Benefits</u> <u>% Change</u>	<u>Supplies,</u> <u>Materials,</u> <u>Services</u>	<u>Supplies,</u> <u>Materials,</u> <u>Services</u> <u>% Change</u>	<u>Capital</u> <u>Outlay</u>	<u>Capital</u> <u>Outlay</u> <u>% Change</u>	<u>Total</u>	<u>Total %</u> <u>Change</u>	<u>Expense</u> <u>Per FTES</u>	<u>Annual %</u> <u>Change</u>
2015-2016	\$ 26,720,775	-4.03%	\$ 14,196,398	-4.83%	\$ 14,664,281	24.64%	\$ 18,782,290	37.54%	\$ 4,030,445	-47.38%	\$ 78,394,189	3.37%	\$ 8,509	-1.26%
2016-2017	\$ 27,506,611	2.94%	\$ 14,215,810	0.14%	\$ 17,529,664	19.54%	\$ 18,258,081	-2.79%	\$ 2,607,554	-35.30%	\$ 80,117,720	2.20%	\$ 8,456	-0.63%
2017-2018	\$ 30,908,033	12.37%	\$ 14,916,056	4.93%	\$ 17,066,296	-2.64%	\$ 14,310,412	-21.62%	\$ 2,850,384	9.31%	\$ 80,051,181	-0.08%	\$ 8,304	-1.80%
2018-2019	\$ 33,108,741	7.12%	\$ 15,834,895	6.16%	\$ 22,289,527	30.61%	\$ 14,783,930	3.31%	\$ 2,106,476	-26.10%	\$ 88,123,570	10.08%	\$ 9,573	15.29%
2019-2020	\$ 33,957,033	2.56%	\$ 17,363,897	9.66%	\$ 22,565,295	1.24%	\$ 13,880,830	-6.11%	\$ 2,472,355	17.37%	\$ 90,239,410	2.40%	\$ 9,434	-1.46%
2020-2021	\$ 30,934,078	-8.90%	\$ 15,147,280	-12.77%	\$ 21,479,504	-4.81%	\$ 17,484,062	25.96%	\$ 1,824,558	-26.20%	\$ 86,869,483	-3.73%	\$ 11,317	19.96%
2021-2022	\$ 30,805,095	-0.42%	\$ 15,319,327	1.14%	\$ 22,090,496	2.84%	\$ 17,267,970	-1.24%	\$ 3,791,789	107.82%	\$ 89,274,677	2.77%	\$ 10,909	-3.61%
2022-2023	\$ 34,135,733	10.81%	\$ 16,852,769	10.01%	\$ 23,729,642	7.42%	\$ 21,853,756	26.56%	\$ 4,474,806	18.01%	\$ 101,046,706	13.19%	\$ 9,537	-12.58%
2023-2024	\$ 49,204,534	44.14%	\$ 25,408,762	50.77%	\$ 29,306,386	23.50%	\$ 19,410,938	-11.18%	\$ 4,692,510	4.87%	\$ 128,023,130	26.70%	\$ 10,317	8.19%
2024-2025	\$ 48,736,592	-0.95%	\$ 25,665,331	1.01%	\$ 29,943,544	2.17%	\$ 22,169,724	14.21%	\$ 4,024,615	-14.23%	\$ 130,539,806	1.97%	\$ 9,769	-5.32%

SOURCE: 2016-2024 audited financial statements
2024-2025 unaudited financial statements

**Victor Valley Community College District
Board of Trustees Meeting - September 9, 2025**

PERS/STRS CONTRIBUTION RATES

Rate changes through 2025-26:

Fiscal Year	CalPERS	CalSTRS
2015-16	11.847%	10.73%
2016-17	13.888%	12.58%
2017-18	15.53%	14.43%
2018-19	18.10%	16.28%
2019-20	19.72%	17.10%
2020-21	20.70%	16.15%
2021-22	22.91%	16.92%
2022-23	25.37%	19.10%
2023-24	26.68%	19.10%
2024-25	27.05%	19.10%
2025-26	26.81%	19.10%



AP 6200 Budget Development

Purpose

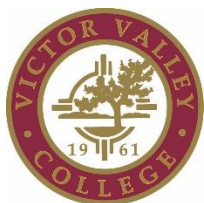
This administrative procedure is established to specify a budget development and preparation methodology that satisfies Board Policy 6200. Consistent with accreditation standards, this administrative procedure further specifies how budget development and preparation are linked to institutional planning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

Budget Development

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

Mandates

1. The fiscal year of the District is July 1 through June 30.
2. The District's chief Business officer, or designee, prepares a budget development calendar for the upcoming fiscal year's planning and budgeting process.
3. The tentative budget is presented no later than July 1 per Title 5, §58305(a), and the adopted budget no later than September 15 per Title 5, §58305(c). According to Board Policy 6200, these budgets include a tentative list of revenue and expense expectations or budget assumptions developed by the Superintendent/President or his/her designee based on prevailing fiscal conditions and/or circumstances.
4. A public hearing on the budget shall be held on or before September 15 according to Title 5, §58301.
5. On or before September 30, the District shall complete the preparation of its adopted annual financial and budget report.
6. On or before October 10, the District shall submit a copy of its adopted annual financial and budget report to the Chancellor's Office pursuant to Title 5, §58305(d).
7. Quarterly financial reports (aka 311Qs) are submitted to the Board of Trustees and the Chancellor's Office.



AP 6200 Budget Development

8. Financial report CCFS 311 is submitted to the Board of Trustees annually.

Local and General Practice

1. The term planning year or planning cycle refers to the academic year during which program review and planning occurs. The term budget year or fiscal year refers to the year for which allocation requests are being made.
2. Budgets are developed annually for the coming fiscal year in conjunction with the annual program review and planning process (aka PRAISE¹ Report process). For example, during the planning year 2019-2020, PRAISE Reports and budget requests were completed for the budget year 2020-2021.
3. Every budgeted entity may be required to submit a PRAISE Report annually. Budgeted entities fall into four different categories for the purpose of Program Review. These categories dictate which components of the Program Review are required and the type of Program Review a budgeted entity completes.

i. **Instructional Programs (Standard II.A.1 – 16)**

In alignment with Title 5 §55000, an educational program is “the organized sequence of courses leading to a defined objective, a degree, a certificate, a diploma, a license, *or* transfer to another institution of higher education.” Instructional programs, whether they offer a degree or certificate or not, comply with policies and procedures developed by the Instructional Program Review Committee (IPRC).

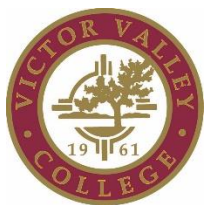
ii. **Learning Support Services (Standard II.B.1-4)**

Learning Support Services refer to additional support provided by VVC to help students engage, achieve, and thrive in their education.

iii. **Student Support Services (Standard II.C.1-8)**

Student Support Services refers to units that assist students in adjusting to the college environment and helps them ultimately prepare for the transition from college into a career or an advanced degree.

¹ Program Review and Allocations for Institutional Strategies for Excellence

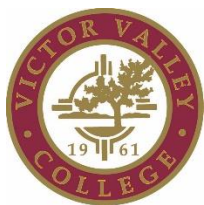


AP 6200 Budget Development

iv. Administration (Standard IV.B.3)

In compliance with the leadership and policies of the Board of Governors and the Chancellor's Office for California Community Colleges, VVC Administrative units, sometimes referred to as Administration, are areas and/or divisions that provide leadership in developing, administering, coordinating, and evaluating campus programs, policies and procedures to ensure high-quality service and excellence in higher education. For Program Review and Assessment, Administrative units tasked with completing a Program Review and/or conducting Assessment activities complete a distinct and truncated Program Review template.

4. Each entity that received augmentation funds in the prior year must document how allocated funds were utilized towards reaching institutional goals. For example, if an entity receives an augmentation in the fiscal year 2019-2020, they will need to report in the fiscal year 2020-2021 how that allocation impacted its student success goals in the planning year 2020-2021.
5. All PRAISE Reports will include:
 - a. An assessment of progress on District goals for the unit;
 - b. An evaluation of contributions (if any) to District priorities;
 - c. Proposed improvements and direction for the coming year to justify budget allocation requests;
 - d. Documentation about how augmentation funds impacted student success goals.
6. PRAISE Report processes will be evaluated, and necessary improvements will be made and distributed to users at the start of each annual cycle.
7. Upon completing PRAISE Reports by all budgetary entities, prioritization of resource requests follows two paths depending on the type of resource request. A Resource Request is defined as a request from a program, discipline, department, or administrative unit for an additional allocation to be made for budget, equipment, facilities, and/or positions. A General Resource Request includes requests for additional funds, equipment, supplies, professional training, etc. Resource requests are not needed for items already included within



AP 6200 Budget Development

department budgets (i.e. sustained budget items). A Staffing or Faculty Resource Request is a request that asks for the hire of a new District employee.

8. General Resource Requests follow conventional prioritization through the academic and administrative tiers, which include in the following order:
 - i. Tier 1: Division Dean
 - ii. Tier 2: Vice President for Instruction
 - iii. Tier 3: Finance, Budget, Planning Committee
 - iv. Tier 4: President / Superintendent with Academic Leadership Team
9. The FBPC will systematically review prioritized division requests for General Resource Requests to develop recommendations for funding to the Superintendent/President.
 - a. The subcommittee will review, discuss, and apply the rubric to division-level prioritized requests following a systematic method to assess the alignment of planning and budget requests with strategic priorities.
 - b. A final prioritized list of recommendations will then be shared with the whole FBPC for discussion, consensus, and routing of recommended priorities to the Superintendent/President.
 - c. This process is to be evaluated annually at the end of every cycle to improve the next cycle.
10. The Superintendent/President will review recommendations from the FBPC and ensure that any funding priorities will be incorporated into the budget for the coming fiscal year.
11. The Superintendent/President or designee will provide feedback to the FBPC and the college community on funding recommendations.

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

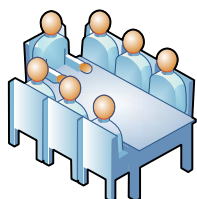
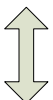
BUDGET PLANNING PROCESS



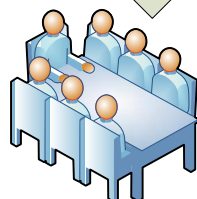
Programs (Deans, Dept. Chairs, Facilitators, Directors, etc.) prepare PRAISE documents.



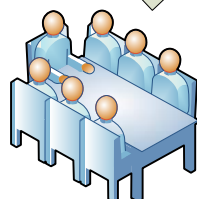
Department Chair / Supervisor, along with PRAISE preparers, meet to prioritize augmentations submitted by all departments.



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



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



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

Glossary of Finance Terms

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Fund Balance - The difference between assets and liabilities.

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

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

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

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

Headcount - An unduplicated count of enrolled students.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Revenue - Income from all sources.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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