

III.D Financial Resources

- 1. Financial resources are sufficient to support and sustain student learning programs and services and improve institutional effectiveness. The distribution of resources supports the development, maintenance, allocation and reallocation, and enhancement of programs and services. The institution plans and manages its financial affairs with integrity and in a manner that ensures financial stability. (ER 18)**

Evidence of Meeting the Standard

Mt. SAC has sufficient financial resources to support and sustain student learning programs and services and improve institutional effectiveness. The Vice President of Administrative Services collaborates with constituents to effectively manage the budget through enrollment fluctuations, apportionment deficits, and ongoing operating expenditure increases. In 2021-22, expenditures in the unrestricted general fund totaled \$243.2 million and \$77.7 million in the restricted general fund. Instructional Salary Cost, directly related to student learning programs and services, has been over 50% of the Current Expense of Education in the Unrestricted General Fund, averaging 54.09% for the last five years (**III.A.7.2 Average Percent of Current Expense of Education**). Expenditures also include \$62 million in the bond interest and redemption fund, \$30.6 million in the capital project fund, \$118.7 million in the general obligation bond fund, and \$75.3 million in the student financial aid fund (**III.D.1.1 CCSF-311 2021-2022 p33-42**).

The Vice President of Administrative Services and the President and Board of Trustees ensure the College's revenues are sufficient to maintain and grow educational programs. Unrestricted general fund revenues increased from \$203.5 million in 2017-18 to \$245.3 million in 2021-22. Mt. SAC implemented the legislated Student-Centered Funding Formula (SCFF) in the fiscal year 2018-2019. As part of this implementation, the President provided a "how-to" Student Centered Funding Formula (SCFF) study session with President's Cabinet to ensure executive administrators understood the key components of the SCFF (**III.D.1.2 SCFF Cabinet Study Session**). The College made considerable progress in increasing revenues from \$203.5 million in 2017-18 to \$225.9 million in 2019-20 under this revised funding model (**III.D.1.3 Average Reserves 2017-18 to 2022-23**). Due to the pandemic, enrollment in community colleges decreased statewide, including Mt. SAC. The State offered an Emergency Conditions Allowance funding to maintain funding at the 2019-20 Full Time Equivalent Student (FTES) levels. Mt. SAC applied for this incentive and preserved FTES funding at the level of 2019-20 from 2019-20 to 2021-22 (**III.D.1.4 Emergency Conditions Allowance**).

Mt. SAC's integrated planning process supports the distribution of resources through the development, maintenance, allocation, reallocation, and enhancement of programs and services. The Vice President of Administrative Services leads the allocation and distribution of resources through the budget review and development process, which provides means for

setting priorities for funding institutional improvements. This process is integrated with the Planning for Institutional Effectiveness (PIE) process. The PIE process includes specific planning goals and innovation for student learning driven by the Strategic Plan. Departments/units submit requests for new resources, including facilities and technology resources (**I.B.9.1 Integrated Planning Calendar**). Resources for the modernization, expansion, alteration, and repair of existing facilities are allocated and prioritized as prescribed by Administrative Procedure (AP) 6610 (**III.B.2.6 AP 6610 Facilities Project Prioritization**). These requests are prioritized at several levels, from the units through the divisions/departments, until they reach the Vice President/Provost level. They are ultimately presented and discussed with President's Cabinet, including the Vice Presidents'/Provost's recommendations for funding. The President makes the final funding decision, which is communicated to the College and presented to the Board of Trustees for approval (**I.B.6.2 Cabinet Action Notes 8-17-22**).

The College consistently receives federal and state funding to maintain and enhance educational programs and services. In 2021-2022, Mt. SAC received \$87.9 million in grants and categorical programs (**III.D.1.1 CCSF-311 2021-2022 p33**). Soon after the pandemic began, the U.S. Department of Education awarded Mt. SAC \$118.4 million in Higher Education Emergency Relief Funds (HEERF) (**III.D.1.5 HEERF**). The College invested these funds in student emergency grants, student laptops and hot spots, personal protective equipment, instructional materials and equipment, faculty training, compensation of essential workers, revenue loss recovery, campus safety operations, contact tracing, COVID-19 vaccines, mental health services, COVID-19 testing, and student debt relief (**III.D.1.6 Tentative Budget Presentation 6-23-21 p16-22**). The major sources of revenue that provide funding for facilities and equipment are State funds and bond funds (\$353 million Measure RR and \$750 million Measure GO (**III.B.2.7 BOT Measure GO Issuance 7-14-21**)). The College carefully plans the issuance of bonds to provide sufficient funding for upcoming projects. Credit bond ratings are in very good standing, with an AA from Standard & Poor's and an Aa1 with Moody's, validating the financial stability of Mt. SAC (**III.D.1.7 Rating Letters**).

Board Policy (BP) 6300, Fiscal Management, ensures financial stability by requiring adequate internal controls. Fiscal objectives, procedures, and constraints are communicated to the Board of Trustees and College employees, and budget adjustments are made promptly whenever necessary (**III.D.1.8 BP 6300**). Despite the enormous hardship caused by the pandemic, the College consistently maintained its reserves above the 10 percent unrestricted general fund policy (**III.D.1.9 BP 6250 Budget Management**). From the fiscal year 2017-18 to 2021-22, Mt. SAC grew and innovated in its educational programs while maintaining an average year-end reserve balance of 26.37 percent (**III.D.1.3 Average Reserves 2017-18 to 2022-23**). The College recently received approval for a Bachelor of Science in Histotechnology. Mt. SAC's strong and projected financial position will provide sufficient resources to support this program's implementation and maintenance (**III.D.1.10 Substantive Change Application BS Histotechnology p17**).

Analysis and Evaluation

Mt. SAC's distribution of resources supports the development, maintenance, allocation, reallocation, and enhancement of programs and services. The College plans and manages its financial affairs with integrity and in a manner that ensures financial stability. Mt. SAC effectively manages its budget regardless of enrollment fluctuations, continuous apportionment deficits, and ongoing operating expenditure increases. Through an integrated planning process, the College distributes its resources to support the development, maintenance, allocation, and reallocation of programs and services. Based on the narrative above, the College meets ER 18.

- 2. The institution's mission and goals are the foundation for financial planning, and financial planning is integrated with and supports all institutional planning. The institution has policies and procedures to ensure sound financial practices and financial stability. Appropriate financial information is disseminated throughout the institution in a timely manner.**

Evidence of Meeting the Standard

Mt. SAC remains a financially healthy district due to a history of conservative financial policies, integration of institutional planning with strategic goals and fiscal management, and in-depth analysis and review of the outcomes through the program review process, Planning for Institutional Effectiveness (PIE). The College's mission and goals are the foundation for financial planning and are integrated with and support all College planning through the PIE process (**I.B.4.9 Unit PIE Template**). Every level of the College organization participates annually in PIE, including short-term and long-range plans. The PIE process includes the Unit, Manager, and President/Vice President/Provost PIE reports that must follow the Budget Review and Development Guide for Resource Allocation (**I.B.4.11 Budget Review and Development Guide**). The PIE process is aligned to match the budget development process. The planning process is documented in the Strategic Plan (**I.A.2.5 Strategic Plan 2022-25**). The PIE Committee and the Institutional Effectiveness Committee (IEC) oversee PIE and consist of representatives from all constituent groups (**I.A.2.7 IEC Committee; I.A.2.9 PIE Committee**).

Campus committees and councils engage in an annual committee review process to align their functions with the College's mission and strategic priorities (**III.D.2.1 Budget Committee Minutes 11-2-22**). Board Policies and Administrative Procedures define budget management requirements to ensure financial stability. Unit leaders and administrators carefully review their current budget to determine necessary changes (**III.D.2.2 2022-23 Budget Development Memo**). The President, Vice Presidents, and Provost prioritize new resource requests with their teams (**III.D.2.3 Instructional Leadership Team Agenda**). President's Cabinet then reviews prioritized new resource requests to ensure they "support the achievement of one or more College Priorities." After the Vice Presidents and Provost make prioritization

recommendations at President's Cabinet, the President makes final funding decisions (**I.B.6.2 Cabinet Action Notes 8-17-22**). These decisions are later presented to the Board of Trustees via annual budget approval or monthly approval of budget revisions. This process allows for openness and transparency (**III.D.2.4 Board of Trustees Minutes 12-14-22**).

The two major operational funds are the Unrestricted and Restricted General Funds for the 2022-23 budget of \$452 million (**III.D.2.5 2022-23 Adopted Budget Presentation p22**). The major source of funding in the Unrestricted General Fund comes from the Student Centered Funding Formula. The sources of funding in the Restricted General Fund come from categorical programs and grants. The Grants Office oversees the application processes for grants and contracts for various College programs. It provides a quarterly report to President's Cabinet and periodic reports to the Board of Trustees (**III.D.2.6 Board Meeting 2-23-22 Grants Update Report**). The Mt. SAC Foundation also supports students and the College with donations for student scholarships, campus projects, and capital campaigns. With these additional sources of funds, the unrestricted general fund balance, and conservative fiscal practices, Mt. SAC continues its long history of sufficient cash flow and reserves to maintain stability. The College is also insured to maintain financial stability in accordance with BP/AP 6540 to cover losses occurring to property, employees, and third-party liability. The College budget is sufficient for such instances where the College carries deductibles for losses to property and liability. During budget development, insurance rate increases are analyzed to allocate a sufficient budget based on negotiated insurance premiums (**III.D.2.7 BP 6540 Insurance; III.D.2.8 AP 6540 Insurance**). Mt. SAC established an irrevocable trust fund to pay for retiree health benefits. A third-party vendor conducts a biennial actuarial study to ensure that funding is adequate and to ensure the necessary reserves to pay outstanding liabilities (**III.D.2.9 Actuarial Report 6-30-22**).

Financial information is disseminated across the campus in a timely manner. One of the goals of the College Budget Committee, a governance committee composed of faculty, classified professionals, confidential staff, administrators, and student representatives, is to communicate effectively with the campus community (**III.D.2.10 Budget Meeting 6-1-22; I.B.7.18 Budget Committee**). The Vice President of Administrative Services and Chief Compliance and College Budget Officer provide regular budget presentations to the Budget Committee, the President's Cabinet, and the Board of Trustees regarding the tentative and adopted budgets (**III.D.2.5 2022-23 Adopted Budget Presentation**). This information is then disseminated to all budget managers and appropriate employees (**III.D.2.11 Email to Dean 2022-23 Adopted Budget**). The College President also uses his weekly Cabinet Action Notes to disseminate information about budget matters (**III.D.2.12 Cabinet Action Notes 12-13-22 p17**). Budget transfer and reallocation information is presented for public review and comment in Board of Trustees agendas when appropriate (**III.D.2.13 Board Agenda 11-9-22**). Fiscal Services consistently sends e-mail messages to the College employee Listserv regarding year-end deadlines (**III.D.2.14 2021-22 Fiscal Services Year-end Deadlines**).

Analysis and Evaluation

Mt. SAC's mission and priorities are the foundation for financial planning that is integrated with and supports College planning. The College has policies and procedures to ensure sound financial practices. Appropriate financial information is disseminated in a timely manner.

- 3. The institution clearly defines and follows its guidelines and processes for financial planning and budget development, with all constituencies having appropriate opportunities to participate in the development of institutional plans and budgets.**

Evidence of Meeting the Standard

Members of the Planning for Institutional Effectiveness (PIE) Committee assess the effectiveness of the PIE processes and procedures based on input from constituent groups (**I.A.2.9 PIE Committee Purpose and Function**). The PIE process and procedures are clearly defined for budget managers and unit member participants (**III.D.3.1 PIE Process and Procedures**). The budget development calendar and guidelines are documented in BP 6250 Budget, which defines budget management and AP 6200 Budget Preparation (**III.D.1.9 BP 6250; III.D.3.2 AP 6200**). Administrative Procedure (AP) 6250 Budget Management defines practices and processes, including appropriate codes and regulations (**III.D.3.3 AP 6250**). The Budget Committee, which includes widespread constituency representation from faculty, classified professionals, administrators, and students, develops and maintains the Budget Review and Development Guidelines as required in AP 6200 (**I.B.4.11 Budget Review and Development Guide**). Additionally, weekly President's Cabinet Notes allow employees to understand resource allocation processes (**III.D.3.4 Cabinet Action Notes 7-13-21**). Campus-wide constituencies (faculty, classified professionals, students, and administrators) have representation on the Budget Committee and the Institutional Effectiveness Committee (IEC) (**I.A.2.7 IEC Committee; I.B.7.18 Budget Committee**).

Analysis and Evaluation

All constituencies have opportunities to participate in the development of institutional plans and budgets. Mt. SAC clearly defines and follows its guidelines and processes for financial planning and budget development.

- 4. Institutional planning reflects a realistic assessment of financial resource availability, development of financial resources, partnerships, and expenditure requirements.**

Evidence of Meeting the Standard

The institutional planning process at Mt. SAC reflects a realistic assessment of financial resource availability, development of financial resources, and expenditure requirements. The process begins in January as Fiscal Services starts to build the anticipated budget by projecting the personnel budget for regular employees (**III.D.4.1 22-23 Budget Calendar**). In

February/March, when the College receives its final apportionment calculation of the previous year and first principal apportionment of the current year, Fiscal Services prepares preliminary revenue estimates for the tentative budget of the following fiscal year. On March 1, Fiscal Services distributes the status quo budget templates to budget managers with projected salaries for the next fiscal year (**III.D.4.2 2022-23 Budget Template**). Budget managers make the necessary adjustments in alignment with the budget allocated to their department. Budget managers at the unit level identify new resource needs, prepare supporting documentation, and include them in the PIE process, which is program review (**III.D.4.3 PIE Administrative Services Fiscal Services Resource Unit p3**).

According to the budget process, the President, in coordination with President's Cabinet, identifies new resource needs in anticipation of the New Resource Allocation (NRA) process. This process is discussed and decided at President's Cabinet with resource allocation priorities established (**III.D.4.4 22-23 NRA Priorities**). NRA request summaries begin at the dean/director level. In consultation with faculty and classified professionals, recommended requests are prioritized at the President, Vice President, and Provost's levels. The President, Vice Presidents, and Provost present and recommend funding for prioritized requests, and the President makes the final funding decision (**III.D.4.5 Cabinet Action Notes 2-25-20**). New resource requests are prioritized at all levels according to educational and operational needs and in alignment with the strategic plan and mission of the College. Members of the Budget Committee review and evaluate the process and make recommendations to the President's Advisory Council (PAC) to revise or update as necessary (**I.B.4.11 Budget Review and Development Guide**). Based on the Governor's May Revise budget, Fiscal Services prepares the budget scenarios that reflect the most recent revenue estimates and current fiscal condition. The current fiscal condition is evaluated by comparing the Adopted Budget with the Projected Actuals to determine the Projected Ending Fund Balance for the fiscal year (**III.D.4.6 2021-22 Tentative Budget p1**). President's Cabinet determines which revenue estimates will be used for the tentative budget (**III.D.4.7 Budget Meeting 6-2-21; III.D.4.8 2021-22 Budget Comparison History**).

The budget and resource allocation processes are flexible and adaptable. When additional sources of revenue are identified, the NRA process immediately begins. The immediate needs process allows funding when a sudden, one-time budget increase is needed to continue a critical mandated program or service (**I.B.9.13 Immediate Need Request Form; III.D.4.9 Cabinet Notes 2-22-22**). AP 6610 identifies a process to fund emergency or urgent facilities improvement and equipment replacement to address unforeseen or emergent conditions (**III.B.2.6 AP 6610 Facilities Project Prioritizing**). The Tentative Budget and Adopted Budget are reviewed at the Budget Committee and PAC and are presented to and approved by the Board of Trustees annually, in June and September, respectively (**III.D.2.5 2022-23 Adopted Budget Presentation**). Constituent group leaders are represented on the Budget Committee and PAC and provide information and analysis to their respective groups (**III.D.4.10 Budget**

Committee Packet 3-22-22). Once the Board of Trustees approves the budget, detailed information is available in the Banner System in real-time for individuals involved in institutional planning and operations (**III.D.4.11 Banner System President's Office Budget and Expenditures**).

Analysis and Evaluation

Mt. SAC planning reflects realistic assessments of financial resource availability, development of financial resources, partnerships, and expenditure requirements directly tied to resource allocation. Planning processes allow effective and appropriate responses to any arising budget issues.

- 5. To assure the financial integrity of the institution and responsible use of its financial resources, the internal control structure has appropriate control mechanisms and widely disseminates dependable and timely information for sound financial decision making. The institution regularly evaluates its financial management practices and uses the results to improve internal control systems.**

Evidence of Meeting the Standard

Mt. SAC has an internal control structure with appropriate control mechanisms to ensure the dissemination of information for sound financial decision-making. The College ensures oversight of revenue and expenditures through a process that includes multiple constituents, including faculty, classified professionals, managers, and the executive team (**III.D.1.8 BP 6300 Fiscal Management**). An annual budget presentation is made to the Board of Trustees (**III.D.2.5 2022-23 Adopted Budget Presentation**). The budget is prepared in accordance with Title 5 of the California Code of Regulations and with the California Community Colleges Budget and Accounting Manual (**III.D.3.2 AP 6200; III.D.1.9 BP 6250 Budget Management**). The General Fund supports the College's mission, educational plans, goals, and priorities. The College's budgetary process includes review and input from the College's Budget Committee, and the College's budgetary process allows for revisions and appropriation transfers, as needed by individual units within guidelines specified in Administrative Procedure (AP) 6200 and AP 6250 (**III.D.3.2 AP6200; III.D.3.3 AP6250**). After Board approval, the College uploads the final budget to the Banner Finance System. Administrators and their support staff are responsible for budgets and have 24/7 access to the budget system. The system includes various organizational levels of budget controls, expenditure approvals, and timely financial information for decision-making and reporting (**III.D.4.11 Banner System President's Office Budget and Expenditures**).

Financial officers consistently evaluate and improve the College's fiscal management practices with internal controls reviewed daily (e.g., separation of duties, custody of assets, reconciliation). For example, the College implemented the Questica Budget Software, which enables users to prepare their operating budgets and allows for the separation of duties and

an organizational level of budget expenditure approval (**III.D.5.1 Questica Budget Development Guide February 2022**). This system provides accurate budget financial information while facilitating internal controls. The Fiscal Services Department audits and verifies the College's financial transactions and ensures that they are accurate, have appropriate managerial oversight, and follow the approved Fiscal Independence procedures as agreed with the Los Angeles County Office of Education (LACOE) (**III.D.5.2 LACOE Approved Fiscal Independence; III.D.5.3 Fiscal Independence Oversight Report; III.D.5.4 Fiscal Independence Procedures**). These procedures include a series of internal controls that the College must align for fiscal, budget, human resources/payroll, and fiscal management system processes, including oversight of the internal audit function for issuing payroll and commercial warrants. The College engages independent auditors to evaluate its finances annually, including internal control over financial reporting and tests, compliance with pertinent laws, regulations, contracts, and grant agreements. The College audit reports for the years ending June 30, 2020, 2021, and 2022, include unmodified audit opinions, demonstrating high integrity of fiscal management practices and internal controls (**III.D.5.5 2019-20 Audit; III.D.5.6 2020-21 Audit; III.D.5.7 2021-22 Audit p108**). This indicates an absence of deficiencies in the internal controls, such as material weaknesses or reportable conditions.

Analysis and Evaluation

The internal control structure at Mt. SAC assures financial integrity and responsibility by having appropriate control mechanisms. Dependable and timely information is widely disseminated for sound financial decision-making. The College regularly evaluates its fiscal management practices and uses the results to improve internal control systems.

- 6. Financial documents, including the budget, have a high degree of credibility and accuracy, and reflect appropriate allocation and use of financial resources to support student learning programs and services.**

Evidence of Meeting the Standard

Financial documents at Mt. SAC, including the budget, have a high degree of credibility and accuracy. The audit statements, which include unmodified opinions from the past three years, indicate that the institutional budget is an accurate reflection of institutional spending. In the auditor's assessment, the financial statements fairly present the finances of the College and are in accordance with accepted accounting principles (**III.D.5.5 2019-20 Audit p113; III.D.5.6 2020-21 Audit p109; III.D.5.7 2021-22 Audit p108**). Budget credibility with constituents begins with the Budget Committee, which evaluates College budget models (**I.B.7.18 Budget Committee**). In addition, the budget has a high degree of credibility and accuracy because the President, Vice Presidents, Provost, and other administrative support staff consistently plan and monitor the components of the Student Centered Funding Formula (SCFF). The Vice President of Administrative Services and the Chief Compliance and College Budget Officer develop assumptions for revenues and expenditures. The revenue budget is based on

enrollment/Full Time Equivalent Students and budget information released by the Community College Chancellor's Office. Expenditure allocations, primarily comprised of salaries and benefits, include salary progression and cost-of-living adjustments. The expenditure budget includes new resource allocations, employer benefit rate increases, and other operating increases (**III.D.6.1 2022-23 Adopted Budget pages 18 and 19**). Financial documents reflect the appropriate allocation and use of financial resources to support student learning programs and services. Resource allocations are based on the needs of each unit or department, as defined in the Planning for Institutional Effectiveness (PIE) process (**I.B.6.3 PIE Manager Humanities Division 2019-20 p2**).

Analysis and Evaluation

Financial documents at Mt. SAC have a high degree of credibility and accuracy and reflect the appropriate allocation and use of financial resources to support student learning programs and services. The College's audit statements indicate that the institutional budget is an accurate reflection of institutional spending.

7. Institutional responses to external audit findings are comprehensive, timely, and communicated appropriately.

Evidence of Meeting the Standard

In accordance with Title 5 regulations, the College annually engages with external auditors to complete an audit of all funds, books, and accounts. The audit is performed in two comprehensive phases: interim and final fieldwork. After the final fieldwork, the auditors communicate potential audit findings to the Chief Compliance and College Budget Officer before issuing the audit draft report. This is intended to provide sufficient time to notify the Vice President of Administrative Services and work with the respective managers of the appropriate areas if an audit finding occurred. Once the College receives the audit draft, it evaluates, works on a corrective action plan, and responds promptly to any findings. The final audit report is disseminated among constituent groups via Board of Trustees meetings (**III.D.7.1 Meeting Board of Trustees 12-8-21 – Accept Audit Reports**). Audit findings are also presented to the Institutional Effectiveness Committee (IEC) as part of the ACCJC Annual Fiscal Report to ensure accountability and transparency. They are posted on the Fiscal Services website after they are presented to the Board of Trustees. (**III.D.7.2 2020-21 ACCJC Annual Fiscal Report item 17; III.D.7.3 IEC Minutes 3-14-21**). Auditors follow up on implementing a corrective action plan for the next fiscal year. Over the last six fiscal years, the College has had only one audit finding in the fiscal year 2017-18. The College incorrectly awarded enrollment fee waivers to students (**III.D.7.4 2017-18 Audit p117**). After immediately correcting the error, the College implemented an independent eligibility determination process to ensure accuracy and validity (**III.D.7.5 2018-19 Audit p120**).

Analysis and Evaluation

The College's responses to external audit findings are comprehensive, timely, and communicated appropriately. Audit findings are reviewed with appropriate department managers who implement corrective actions as needed. External audit findings are reported to the campus constituents and the Board of Trustees annually in December.

8. The institution's financial and internal control systems are evaluated and assessed for validity and effectiveness, and the results of this assessment are used for improvement.

Evidence of Meeting the Standard

Mt. SAC's internal controls are supported by a strong framework of core values, Board Policies (BP), Administrative Procedures (AP), fiscal independence standards, and federal, state, and local regulations. The College Integrity and Effective Stewardship core values demonstrate the level of commitment to ethical conduct (**III.D.8.1 Mt. SAC Core Values**). BP 6300 Fiscal Management establishes procedures to assure adequate internal controls exist (**III.D.1.8 BP 6300**). The College holds Fiscal Independence status under the oversight of the Los Angeles County Superintendent of Schools (LACOE). If at any time LACOE determines that the accounting controls of the College are inadequate, they may recommend to the Board of Governors that Fiscal Independence status be revoked the following fiscal year (**III.D.8.2 BOG Approval Fiscal Independence 7-1-12 p3**). LACOE's fiscal oversight is conducted based on accounting control standards prescribed by the Community College's Board of Governors.

These standards mandate that the College avoids deficit balances in its funds, maintains a prudent reserve in its unrestricted general fund over the preceding five fiscal years, and makes only lawful and appropriate expenditures in carrying out the programs authorized by the governing board. They also require that personnel in accounting, budgeting, contracts, management information systems, internal audits, and procurement are adequate in number and skill level to administer programs, independent of detailed review by the county office of education and to provide an internal audit function that assures adequate internal controls. These employees must also exercise independent judgment to assure the legality of transactions (**III.D.8.2 BOG Approval Fiscal Independence 7-1-12 p3 and 4**).

Fiscal Services consistently evaluates Mt. SAC's financial internal controls and management processes. The results of the evaluations are used to improve fiscal management systems. For example, the COVID-19 pandemic made paper timesheet processing impractical. The Payroll department developed and implemented an electronic solution processing timesheet via spreadsheet/upload to the Banner system for approximately 1,700 temporary hourly employees. This implementation has resulted in fewer data entry errors, fewer late timesheets, less overall processing time, additional time for the campus departments to gather and submit data, and earlier detection of unprocessed hire documents (**III.D.8.3 Mass Hourly Time Entry**). Every fiscal year, Fiscal Services evaluates budgets versus actuals. The result of this analysis is used to effectively plan the following year's budget (**III.D.6.1 2022-23**

Adopted Budget p15).

Mt. SAC's internal control environment begins with leadership creating an environment that fosters ethical and responsible business behavior (**III.D.8.4 Internal Controls Bond Measures Report**). The external auditors evaluate and assess the internal controls annually. The audits demonstrate high integrity of fiscal management practices and internal controls. The College receives annual unmodified audit opinions, which means the financial statements are in accordance with generally accepted accounting principles, and auditors found no deficiencies in the internal controls, such as material weaknesses or reportable conditions (**III.D.5.7 2021-22 Audit p108**).

Analysis and Evaluation

Mt. SAC's financial and internal control systems are regularly evaluated and assessed for validity and effectiveness, and the assessment results are used for improvement.

9. The institution has sufficient cash flow and reserves to maintain stability, support strategies for appropriate risk management, and, when necessary, implement contingency plans to meet financial emergencies and unforeseen occurrences.

Evidence of Meeting the Standard

Since 2017-18, Mt. SAC has enjoyed a healthy unrestricted general fund balance above 10%, the minimum amount required by Board Policy (BP) (**III.D.1.9 BP 6250 Budget Management**). This reserve ensures Mt. SAC's financial stability. The 2022-23 adopted budget projects an unrestricted general fund balance of \$54.1 million, which is 19.88%; the 2021-22 Fiscal Year (FY) ended with an actual unrestricted general fund balance of \$60.4 million or 24.15%; and the 2020-21 FY ended with an actual unrestricted general fund balance of \$65.2 million or 28.93% (**III.D.9.1 2021-22 Adopted Budget**). In 2022-23, the College will receive an additional \$31.9 million in revenue, which, along with its healthy reserves, ensures the continuity of Mt. SAC's stability with sufficient resources for financial emergencies and unforeseen occurrences (**III.D.6.1 2022-23 Adopted Budget p 23-24**). The College maintains sufficient cash liquidity to respond to financial emergencies and avoid short-term borrowing by issuing Tax Revenue Anticipation bonds (TRAN). In the 2020-21 fiscal year, the College responded to the historic State cash deferrals, totaling for Mt. SAC \$45.1 million (**III.D.9.2 2020-21 Adopted Budget p3; III.D.9.3 Cash Balances**). The College entered the downturn in a strong position with a fund balance of \$62 million due to fiscal prudence. The College implemented budget reductions that avoided layoffs or furloughs of permanent employees and continued to provide services to students. The College's strategies to avoid the anticipated fiscal shortfall included reductions of ongoing discretionary budgets, reductions of new resource allocations, the establishment of only essential hiring, and limiting the use of overtime and long-term hourly positions (**III.D.9.2 2020-21 Adopted Budget p4**).

Sources of revenue do not create any cash-flow difficulties, insurance is more than adequate

to meet College needs, and reserves are sufficient to cover contingencies or emergencies. The College is required to purchase insurance in accordance with Board Policy and Administrative Policy (AP) 6540 to cover losses that occur to property, employees, and third-party liability (**III.D.2.7 BP 6540 Insurance; III.D.2.8 AP 6540 Insurance**). The College participates in joint powers agreements (JPAs) for property and liability insurance with the Statewide Association of Community Colleges. It obtains excess insurance with the Schools Association for Excess Risk (SAFER) (**III.D.9.4 Property Liability Insurance BOT 7-13-22**). The College also participates in the Southern California Community College District Joint Powers Agency (“SCCCD-JPA”) for workers’ compensation insurance coverage, where the College has maintained representation on the board over the past six years (**III.D.9.5 SCCCDCD-JPA Agenda 2-1-23**).

Analysis and Evaluation

The College maintains sufficient cash flow and reserves to maintain financial stability, support strategies for appropriate risk management, and, when necessary, implement contingency plans to deal with financial emergencies and unforeseen occurrences.

10. The institution practices effective oversight of finances, including management of financial aid, grants, externally funded programs, contractual relationships, auxiliary organizations or foundations, and institutional investments and assets.

Evidence of Meeting the Standard

Fiscal Services ensures effective oversight of finances by regularly reviewing overall expenditures for the entire campus. Every March, they electronically distribute the status quo budget templates to develop the budget for the following fiscal year (**III.D.4.2 2022-23 Budget Template**). This process provides administrators and unit leaders with a budget and expenditure comparative report, including three years of historical budget and expenditure data. Based on feedback from the budget managers, Fiscal Services prepares tentative and adopted budget reports, which are available 24/7 in the enterprise application system after the Board of Trustees approves the budgets. As mandated by Title 5 regulations, the Board of Trustees (BOT) annually approves the tentative budget in June and the adopted budget on or before September 15 (**III.D.10.1 2022-23 Budget Adoption by Board of Trustees 9-14-22**).

Mt. SAC uses multiple levels of oversight for issuing purchase orders and approving budget revisions, including a review by Fiscal Services with oversight of the BOT, ensuring the account has sufficient funds to approve expenditures. Appropriation transfers and budget revisions follow College policies and procedures (**III.D.1.9 BP 6250; III.D.3.3 AP 6250**). The BOT approves budget revisions monthly (**III.D.10.2 Board of Trustees Minutes 12-14-22**). The College’s fiscal management adheres to Title 5 procedures, and its books and records adhere to the California Community Colleges Budget and Accounting Manual. Board Policies and Administrative Procedures provide direction and lines of responsibility for the campus's fiscal management (**III.D.1.8 BP 6300; III.D.10.3 AP 6300 Fiscal Management**). The College prepares

and delivers the Quarterly Financial Status Report (CCFS-311Q) containing the financial and budgetary situation of the general fund to the Board of Trustees as required by law (**III.D.10.4 Quarterly Financial Status Report December 2022 Board Meeting 3-9-22**). The College also prepares and delivers the annual financial report (CCSF-311). This report is submitted to the California Community Colleges Chancellor's Office and distributed to all constituent groups (**III.D.10.5 Email sending 311Qs and CCSF-311 to Faculty Association**).

Due to the COVID-19 pandemic, the College was awarded \$118.4 million in Higher Education Emergency Relief Funds (HEERF) (III.D.1.5 HEERF). The College developed guiding principles and a structure of internal controls to approve funding of expenditures, ensuring compliance with federal regulations (**III.D.10.6 Budget Committee Minutes 5-6-20; III.D.10.7 2021-22 HEERF Request Form**).

Mt. SAC's Financial Aid Office adheres to Title IV of the Higher Education Act. Policies and procedures are posted on the College website and sent to students directly (**III.D.10.8 Financial Aid Policies Definitions**). The audit of federal funds includes compliance with the financial aid process, which is jointly managed by Financial Aid, which oversees the awarding of financial aid and the reporting compliance process, and the Fiscal Services Department, which oversees the cash management process of financial aid, including drawdowns and remittance of funds to the third-party payment servicer. Evidence of effective oversight is demonstrated in the auditor's opinion for federal programs, including the HEERF program and other federal programs (**III.D.5.7 2021-22 Audit p84, p100**). The external auditors also audit the auxiliary services organization, which is an integral part of the College operations for the bookstore and dining services. The audits resulted in no findings, thereby attesting to the effective use of resources (**III.D.10.9 2021-22 Mt. SAC Auxiliary Audit**).

The Mt. SAC Foundation is a separate 501 (c) legal entity with its own board of directors responsible for overseeing management, investments, and donor restrictions. The Foundation's purpose is to support Mt. SAC programs that enrich student's learning environment and educational experience. It is the primary fundraising entity that provides student scholarships and financing initiatives. The Foundation has annual external audits obtaining unmodified audit opinions for the last three years, demonstrating effective oversight of resources (**III.D.10.10 Foundation Audit 2019 p2; III.D.10.11 Foundation Audit 2020 p2; III.D.10.12 Foundation Audit 2021 p2**).

Analysis and Evaluation

Mt. SAC practices effective oversight of finances, including management of financial aid, grants, externally funded programs, contractual relationships, auxiliary organizations or foundations, and institutional investments and assets.

11. The level of financial resources provides a reasonable expectation of both short-term and

long-term financial solvency. When making short-range financial plans, the institution considers its long-range financial priorities to assure financial stability. The institution clearly identifies, plans, and allocates resources for payment of liabilities and future obligations.

Evidence of Meeting the Standard

Mt. SAC's financial resources provide for an expectation of both short-term and long-term financial solvency. The Vice President of Administrative Services prepares multi-year revenue projections for decision-making and communicates with constituent groups to ensure financial stability (**III.D.11.1 Cabinet Notes 4-19-22 item 3**). President's Cabinet plans for facilities maintenance and improvements through appropriate measures, such as the issuance of bonds. The status of current and future projects, which are the result of the College's integrated planning processes, is analyzed to determine the need for funds and the repayments of current and future obligations (**III.D.11.2 Cabinet Notes 4-13-21 item 7**).

The College provides health benefits for its retirees and manages the liabilities closely. Fiscal Services updated its actuarial study on retiree health liabilities on June 30, 2022 (**III.D.11.3 Mt. SAC Actuarial 2022**). This valuation is the basis of the audit report, which showed that the plan is 58.43% percent funded (**III.D.5.7 2021-22 Audit p56**). The state's two largest pension systems, the California Public Employees' Retirement System (CalPERS) and the California State Teachers' Retirement System (CalSTRS), have increased their contribution rates since 2013-14. The budget includes an irrevocable trust to address future payments (**III.D.2.5 2022-23 Adopted Budget Presentation p26; III.D.11.4 STRS-PERS September 2022**).

Analysis and Evaluation

The level of financial resources at Mt. SAC provides a reasonable expectation of both short- and long-term financial solvency. When making financial plans, the College assures financial stability by identifying, planning, and allocating resources for payment of liabilities and future obligations.

12. The institution plans for and allocates appropriate resources for the payment of liabilities and future obligations, including Other Post-Employment Benefits (OPEB), compensated absences, and other employee related obligations. The actuarial plan to determine Other Post-Employment Benefits (OPEB) is current and prepared as required by appropriate accounting standards.

Evidence of Meeting the Standard

In 2007 Mt. SAC established an irrevocable Government Accounting Standards Board (GASB) qualifying trust to fund its accrued liability for the College's Other Post-Employment Benefits (OPEB Trust) (**III.D.12.1 OPEB Trust Resolution**). The College makes an ongoing annual contribution of \$2,500,000 to the OPEB Trust pursuant to a directive from the Mt. SAC Board

of Trustees. The College made a \$9,500,000 contribution to the OPEB on June 2022 (**III.D.12.2 One-Time OPEB Contribution; III.D.6.1 2022-23 Adopted Budget p25**). As required by GASB No. 75 Accounting and Financial Reporting for Post-Employment Benefits Other Than Pensions, the College updated its actuarial study on retiree health liabilities on June 30, 2022 (**III.D.11.3 Mt. SAC Actuarial 2022**). The fiduciary net position as a percentage of the OPEB liability or funded ratio as of June 30, 2022, was 58.43% (**III.D.5.7 2021-22 Audit p56**).

The California Public Employees' Retirement System (CalPERS) and the California State Teachers' Retirement System (CalSTRS) costs continue to increase. CalPERS employer rate increased from 11.4% in 2013-14 to 25.37% in 2022-23 (**III.D.2.5 2022-23 Adopted Budget Presentation p26**). To hedge against future obligations, the College holds an irrevocable trust for CalSTRS and CalPERS increases (**III.D.12.2 STRS-PERS Trust Resolution**). The College maintains a vacation liability account for payment of compensated absences based on past service. This account is reviewed every year, at year-end, by Fiscal Services, for compliance with GASB 16 accounting for compensated absences (**III.D.6.1 2022-23 Adopted Budget p98**).

Analysis and Evaluation

Mt. SAC plans for and allocates appropriate resources to pay liabilities and future obligations, including OPEB, compensated absences, and other employee-related obligations. The actuarial plan to determine OPEB is current and prepared as required.

13. On an annual basis, the institution assesses and allocates resources for the repayment of any locally incurred debt instruments that can affect the financial condition of the institution.

Evidence of Meeting the Standard

Mt. SAC assesses the repayment of locally incurred debt instruments annually. The level of locally incurred debt as of June 30, 2022, is \$1.4 million. This balance primarily includes the remaining principal debt of \$437 million in Measure RR general obligation bonds (Election 2008), \$558.6 million in Measure GO general obligation bonds (Election 2018), and \$137.6 outstanding refunding bond debt. The bonds financed the repair, upgrade, acquisition, construction, and equipment of selected College property and facilities. The bond debt does not adversely impact the current and future obligations because the College's voter-approved unlimited property tax pledge secured these bonds' repayment. Los Angeles County levies, collects, and disburses the district's property taxes, including the portion restricted to pay the debt service on the general obligation bonds. The balance also includes the net pension liability of \$159.2 million, which is the result of the recognition of the proportionate share of the California State Teachers' Retirement System and the California Public Employees' Retirement System pension expense (**III.D.5.7 2021-22 Audit p24**).

Analysis and Evaluation

Annually, Mt. SAC assesses and allocates resources for the repayment of any locally incurred debt instruments that can affect its financial condition.

14. All financial resources, including short- and long-term debt instruments (such as bonds and Certificates of Participation), auxiliary activities, fund-raising efforts, and grants, are used with integrity in a manner consistent with the intended purpose of the funding source.

Evidence of Meeting the Standard

Mt. SAC ensures that financial resources are used with integrity and consistent with the intended purpose of the funding source by maintaining a chart of accounts in accordance with the California Community College Budget and Accounting Manual, published by the California Community Colleges Chancellor's Office (**III.D.14.1 Mt. SAC Chart of Accounts**). This ensures the consistent reporting of all its restricted funds, including grants, with integrity. The College abides by Title 5 Regulations for Categorical Programs such as Student Equity and Achievement Program, the Accessibility Resource Center, Extended Opportunity Programs and Services (EOPS), and CalWORKs, which have specific guidelines as to how their respective funds may be spent (**III.D.14.2 EOPS Guidance**).

External auditors audit Mt. SAC's bond funds annually. The performance audits consistently state that the College expended proceeds of the bonds for the purposes approved in the voter-approved projects. The College aligns with Proposition 39 mandates and maintains a Citizens' Oversight Committee (COC) primarily responsible for ensuring proper expenditure of bond funding for campus construction, reconstruction, rehabilitation, or replacement of campus facilities, and informing the public concerning the expenditure of bond proceeds (**III.B.2.9 COC Purpose and Function; III.D.14.3 Bond Performance Financial Audits**). Mt. SAC adheres to the Governmental Accounting Standards Board (GASB) statements when planning long-term fiscal resources such as California Public Employees' Retirement System and California State Teachers' Retirement System retirement benefits and Other Post-Employment Benefits (OPEB) for retirees' healthcare benefits. An OPEB actuarial report is prepared every two years to align with GASB requirements (**III.D.2.9 Actuarial Report 6-30-22**). Mt. San Antonio College Auxiliary Services is a separate organization that oversees the dining services and bookstore operations currently outsourced to Sodexo and Barnes and Noble. Auxiliary Services engages external auditors annually, and reports reflect unmodified audit opinions which demonstrate the integrity of the use of financial resources (**III.D.10.9 2021-22 Mt. SAC Auxiliary Audit p1**). The Mt. SAC Foundation provides support with fundraising activities for college programs and scholarships. The Foundation also engages an external auditor annually, consistently obtaining unmodified audit opinions, demonstrating the integrity of the use of financial resources (**III.D.10.12 Foundation Audit 2021 p2**).

Analysis and Evaluation

All of Mt. SAC's financial resources, including short- and long-term debt instruments such as

bonds and Certificates of Participation, auxiliary activities, fundraising efforts, and grants, are used with integrity in a manner consistent with the intended purpose of the funding source.

15. The institution monitors and manages student loan default rates, revenue streams, and assets to ensure compliance with federal requirements, including Title IV of the Higher Education Act, and comes into compliance when the federal government identifies deficiencies.

Evidence of Meeting the Standard

The College monitors and manages student loan default rates, revenue streams, and assets. Mt. SAC's Cohort Default Rate has decreased from 6.1% to 4.2% (**III.D.15.1 NSDL Official Cohort Default Rates**) from 2017 to 2019. Mt. SAC's annual cohort default rates remain within federal guidelines. The rates are below the Department of Education's monitoring level, and the College has not been asked for a detailed Default Prevention Plan and U.S. Department of Education Audits/reports (**III.D.15.2 2019-2020 FISAP; III.D.15.3 2020-2021 FISAP; III.D.15.4 2021-2022 FISAP**). Mt. SAC recognizes the benefits of default prevention efforts. Thus, the College has a financial literacy program for its students while increasing its efforts with default prevention. Some of these efforts include continued exit loan counseling, monthly review of delinquency reports, and periodic briefings with consultants provided by the California Community Colleges Chancellor's Office to project future cohort default rates with real data. A financial aid specialist, in collaboration with the Financial Aid management team, is responsible for default prevention and provides student interventions such as workshops offered to prevent the default rate from increasing (**III.D.15.5 Student Loan Borrower Updates Webinar**). Mt. SAC's Financial Aid Office adheres to Title IV of the Higher Education Act. Policies and procedures are posted on the College website and sent to students directly (**III.D.10.8 Financial Aid Policies Definitions**). The College also sends targeted communications to students to help them prepare for possible financial aid eligibility issues, such as a reminder when the student is in "Warning" status for Satisfactory Academic Progress, defining what this means, what the student needs to complete for the current term, and what the impact is for the subsequent term (**III.D.15.6 Satisfactory Academic Progress**).

Analysis and Evaluation

The Financial Aid Office monitors and manages student loan default rates, revenue streams, and assets to ensure compliance with federal requirements. The College's annual cohort default rates are within federal guidelines, and student interventions are provided to prevent the default rate from increasing.

16. Contractual agreements with external entities are consistent with the mission and goals of the institution, governed by institutional policies, and contain appropriate provisions to maintain the integrity of the institution and the quality of its programs, services, and operations.

Evidence of Meeting the Standard

Mt. SAC's Board Policies (BPs) and Administrative Procedures (APs) establish the authority to enter into contractual agreements and clearly identify which contracts can be approved under delegated authority (**III.D.16.1 BP 6340 Contracts; III.D.16.2 AP 6340 Bids and Contracts; III.D.16.3 AP 6350 Contracts-Construction; III.D.16.4 AP 6360 Contracts-Electronics Systems and Materials; III.D.16.5 AP 6365 Accessibility of Information Technology; III.D.16.6 AP 6370 Contracts Personal Services**). BP 6150 designates specific administrators with the responsibility to sign contractual agreements. The President, Vice President of Instruction, and Vice President of Administrative Services are authorized to execute documents for purchasing contract functions. The Purchasing Department oversees all contracts on behalf of the College. The Board of Trustees approves all contracts and contract amendments (**III.D.16.7 BP 6150 Designation of Authorized Signatures**). All contracts include indemnification and termination clauses to protect the College. BP and AP 2710 specify the College conflict-of-interest policy for Board members and employees that prohibits personal financial interest when entering in a contract for the College (**I.C.14.2 BP 2710 Conflict of Interest; I.C.14.3 AP 2710 Conflict of Interest**). The Facilities Advisory Committee reviews facilities-related contracts to ensure that new and renovated facilities are consistent with the Educational Facilities Master Plan developed to align with the College mission and to meet College goals (**III.D.16.8 Facility Advisory Committee Minutes September 2021**).

Mt. SAC holds a variety of contractual agreements that range in depth and breadth from a single-use agreement for the use of a college facility to long-term professional service agreements and major construction contracts. For construction projects valued at \$5,000 to \$59,999, short-form contracts ensure compliance with applicable codes, safety policies, adequate supervision, material substitution, hazardous materials compliance, the standard of care, indemnification, termination provisions, and payment and performance bond requirements (**III.D.16.9 Construction Filed Contract \$5,000 to \$24,999; III.D.16.10 Construction Field Contract \$25,000 to \$59,999**). For publicly bid construction contracts over \$59,999, extensive contract general conditions and special conditions ensure compliance with applicable codes, safety policies, adequate supervision, material substitution, hazardous materials compliance, and standard of care. Contract documents are periodically reviewed and updated with support from legal counsel. Project-specific contract documents used for special projects such as design-build, energy projects, and lease-leaseback agreements for professional services such as construction management and architectural and engineering services include specific terms and conditions to ensure compliance with the College mission, internal policies and with applicable codes and best practices (**III.D.16.11 Exhibit A - Agreement Master; III.D.16.12 Exhibit B – Architectural Agreement T&Cs; III.D.16.13 Exhibit C – Project Assignment Master**).

Analysis and Evaluation

Contractual agreements with external entities are consistent with the mission and goals of Mt. SAC, governed by institutional policies, and contain appropriate provisions to maintain the integrity of the College and the quality of its programs, services, and operations.

Conclusions on Standard III.D: Fiscal Resources

Mt. SAC effectively uses its financial resources to achieve its mission and improve institutional effectiveness. The College is fiscally responsible and stable, as evidenced by the reserve fund balance, annual audit reports, internal controls, and financial planning. Fiscal management is transparent and aligns with the College's mission and goals for student learning. Long-term planning, in consultation with financial experts, ensures that liabilities are identified and funded annually.

Evidence List

III.D.1

- III.A.7.2 Average Percent of Current Expense of Education
- III.D.1.1 CCSF-311 2021-2022 p33-42
- III.D.1.2 SCFF Cabinet Study Session
- III.D.1.3 Average Reserves 2017-18 to 2022-23
- III.D.1.4 Emergency Conditions Allowance
- I.B.9.1 Integrated Planning and Budgeting Process Calendar
- III.B.2.6 AP6610 Facilities Project Prioritization
- I.B.6.2 Cabinet Action Notes 8-17-22
- III.D.1.1 CCSF-311 2021-2022 p33
- III.D.1.5 HEERF
- III.D.1.6 Tentative Budget Presentation 6-23-21 p16-22
- III.B.2.7 BOT Measure GO Issuance 07-14-21
- III.D.1.7 Rating Letters
- III.D.1.8 BP 6300
- III.D.1.9 BP 6250 Budget Management
- III.D.1.10 Substantive Change Application BS Histotechnology p17

III.D.2

- I.B.4.9 Unit PIE Template
- I.B.4.11 Budget Review and Development Guide
- I.A.2.5 Strategic Plan 2022-25
- I.A.2.7 IEC Committee
- I.A.2.9 PIE Committee
- III.D.2.1 Budget Committee Minutes 11-2-22
- III.D.2.2 2022-23 Budget Development Memo

- III.D.2.3 Instructional Leadership Team Agenda
- I.B.6.2 Cabinet Action Notes 8-17-22
- III.D.2.4 Board of Trustees Minutes 12-14-22
- III.D.2.5 2022-23 Adopted Budget Presentation p22
- III.D.2.6 Board Meeting 2-23-22 Grants Update Report
- III.D.2.7 BP 6540 Insurance
- III.D.2.8 AP 6540 Insurance
- III.D.2.9 Actuarial Report 6-30-22
- III.D.2.10 Budget Meeting 6-1-22
- I.B.7.18 Budget Committee
- III.D.2.11 Email to Dean 2022-23 Adopted Budget
- III.D.2.12 Cabinet Action Notes 12-13-22
- III.D.2.13 Board Agenda 11-9-22
- III.D.2.14 2021-22 Fiscal Services Year-end Deadlines

III.D.3

- I.A.2.9 PIE Committee
- III.D.3.1 PIE Process and Procedures for Units and Managers
- III.D.1.9 BP 6250 Budget Management
- III.D.3.2 AP 6200 Budget Preparation
- III.D.3.3 AP 6250 Budget Management
- I.B.4.11 Budget Review and Development Guide
- III.D.3.4 Cabinet Action Notes 7-13-21
- I.A.2.7 IEC Committee
- I.B.7.18 Budget Committee

III.D.4

- III.D.4.1 22-23 Budget Calendar
- III.D.4.2 2022-23 Budget Template
- III.D.4.3 PIE Administrative Services Fiscal Services Resource Unit p3
- III.D.4.4 22-23 NRA Priorities
- III.D.4.5 Cabinet Action Notes 2-25-20
- I.B.4.11 Budget Review and Development Guide
- III.D.4.6 2021-22 Tentative Budget p1
- III.D.4.7 Budget Meeting 6-2-21
- III.D.4.8 2021-22 Budget Comparison History
- I.B.9.13 Immediate Need Request Form
- III.D.4.9 Cabinet Notes 2-22-22
- III.B.2.6 AP6610 Facilities Project Prioritization

- III.D.2.5 2022-23 Adopted Budget Presentation
- III.D.4.10 Budget Meeting Packet 3-22-22
- III.D.4.11 Banner System President’s Office Budget and Expenditures

III.D.5

- III.D.1.8 BP 6300 Fiscal Management
- III.D.2.5 2022-23 Adopted Budget Presentation
- III.D.3.2 AP 6200 Budget Preparation
- III.D.3.3 AP 6250 Budget Management
- III.D.4.11 Banner System President’s Office Budget and Expenditures
- III.D.5.1 Questica Budget Development Guide February 2022
- III.D.5.2 LACOE Approved Fiscal Independence
- III.D.5.3 Fiscal Independence Oversight Report
- III.D.5.4 Fiscal Independence Procedures
- III.D.5.5 2019-20 Audit
- III.D.5.6 2020-21 Audit
- III.D.5.7 2021-22 Audit

III.D.6

- III.D.5.5 2019-20 Audit p113
- III.D.5.6 2020-21 Audit p109
- III.D.5.7 2021-22 Audit p 108
- III.D.6.1 2022-23 Adopted Budget pages 18 and 19
- I.B.6.3 PIE Manager Humanities Division 2019-20 p2

III.D.7

- III.D.7.1 Meeting Board of Trustees 12-8-21 – Accept Audit Reports
- III.D.7.2_2020-21 ACCJC Annual Fiscal Report item17
- III.D.7.3 IEC Minutes 3-14-21
- III.D.7.4 2017-18 Audit p117
- III.D.7.5 2018-19 Audit p120

III.D.8

- III.D.8.1 Mt. SAC Core Values
- III.D.1.8 BP 6300 Fiscal Management
- III.D.8.2 BOG Approval Fiscal Independence p3-4
- III.D.8.3 Mass Hourly Time Entry
- III.D.6.1 2022-23 Adopted Budget p15
- III.D.5.7 2021-22 p108

- III.D.8.4 Internal Controls Bond Measures Report

III.D.9

- III.D.1.9 BP 6250 Budget Management
- III.D.9.1 2021-22 Adopted Budget
- III.D.6.1 2022-23 Adopted Budget p 23-24
- III.D.9.2 2020-21 Adopted Budget p3
- III.D.9.3 Cash Balances
- III.D.9.2 2020-21 Adopted Budget p4
- III.D.2.7 BP 6540 Insurance
- III.D.2.8 AP 6540 Insurance
- III.D.9.4 Property Liability Insurance BOT 7-13-22
- III.D.9.5 SCCCD-JPA Agenda 2-1-23

III.D.10

- III.D.4.2 2022-23 Budget Template
- III.D.10.1 2022-23 Budget Adoption by Board of Trustees 9-14-22
- III.D.1.9 BP 6250 Budget Management
- III.D.3.3 AP 6250 Budget Management
- III.D.10.2 Board of Trustees Minutes 12-14-22
- III.D.1.8 BP 6300 Fiscal Management
- III.D.10.3 AP 6300 Fiscal Management
- III.D.10.4 Quarterly Financial Status Report December 2022 Board Meeting 3-9-22
- III.D.10.5 Email sending 311Qs and CCSF-311 to Faculty
- III.D.1.5 HEERF
- III.D.10.6 Budget Committee Minutes 5-6-20
- III.D.10.7 2021-22 HEERF Request Form
- III.D.10.8 Financial Aid Policies Definitions
- III.D.5.7 2021-22 Audit p84, p100
- III.D.10.9 2021-22 Mt. SAC Auxiliary Audit
- III.D.10.10 Foundation Audit 2019 p2
- III.D.10.11 Foundation Audit 2020 p2
- III.D.10.12 Foundation Audit 2021 p2

III.D.11

- III.D.11.1 Cabinet Action Notes 4-19-22 item 3
- III.D.11.2 Cabinet Action Notes 4-13-21 item 7
- III.D.11.3 Mt. SAC Actuarial 2022
- III.D.5.7 2021-22 Audit p56

- III.D.2.5 2022-23 Adopted Budget Presentation p26
- III.D.11.4 STRS-PERS September 2022

III.D.12

- III.D.12.1 OPEB Trust Resolution
- III.D.12.2 One-Time OPEB Contribution
- III.D.6.1 2022-23 Adopted Budget p25, p98
- III.D.11.3 Mt. SAC Actuarial 2022
- III.D.5.7 2021-22 Audit p56
- III.D.12.2 STRS-PERS Trust Resolution
- III.D.2.4 2022-23 Adopted Budget Presentation p26

III.D.13

- III.D.5.7 2021-22 Audit p24

III.D.14

- III.D.14.1 Mt. SAC Chart of Accounts
- III.D.14.2 EOPS Guidance
- III.B.2.9 COC Purpose and Function
- III.D.14.3 Bond Performance Financial Audits
- III.D.2.9 Actuarial Report 6-30-22
- III.D.10.9 2021-22 Mt. SAC Auxiliary Audit p1
- III.D.10.12 Foundation Audit 2021 p2

III.D.15

- III.D.15.1 NSDL Official Cohort Default Rates
- III.D.15.2 2019-2020 FISAP
- III.D.15.3 2020-2021 FISAP
- III.D.15.4 2021-2022 FISAP
- III.D.15.5 Student Loan Borrower Updates Webinar
- III.D.10.8 Financial Aid Policies Definitions
- III.D.15.6 Satisfactory Academic Progress

III.D.16

- III.D.16.1 BP 6340 Contracts
- III.D.16.2 AP 6340 Bids and Contracts
- III.D.16.3 AP 6350 Contracts-Construction
- III.D.16.4 AP 6360 Contracts-Electronics Systems and Materials
- III.D.16.5 AP 6365 Accessibility of Information Technology

- III.D.16.6 AP 6370 Contracts Personal Services
- III.D.16.7 BP 6150 Designation of Authorized Signatures
- I.C.14.2 BP 2710 Conflict of Interest
- I.C.14.3 AP 2710 Conflict of Interest
- III.D.16.8 Facility Advisory Committee Minutes September 2021
- III.D.16.9 Construction Filed Contract \$5,000 to \$24,999
- III.D.16.10 Construction Field Contract \$25,000 to \$59,999
- III.D.16.11 Exhibit A - Agreement Master
- III.D.16.12 Exhibit B – Architectural Agreement T&Cs
- III.D.16.13 Exhibit C – Project Assignment Master