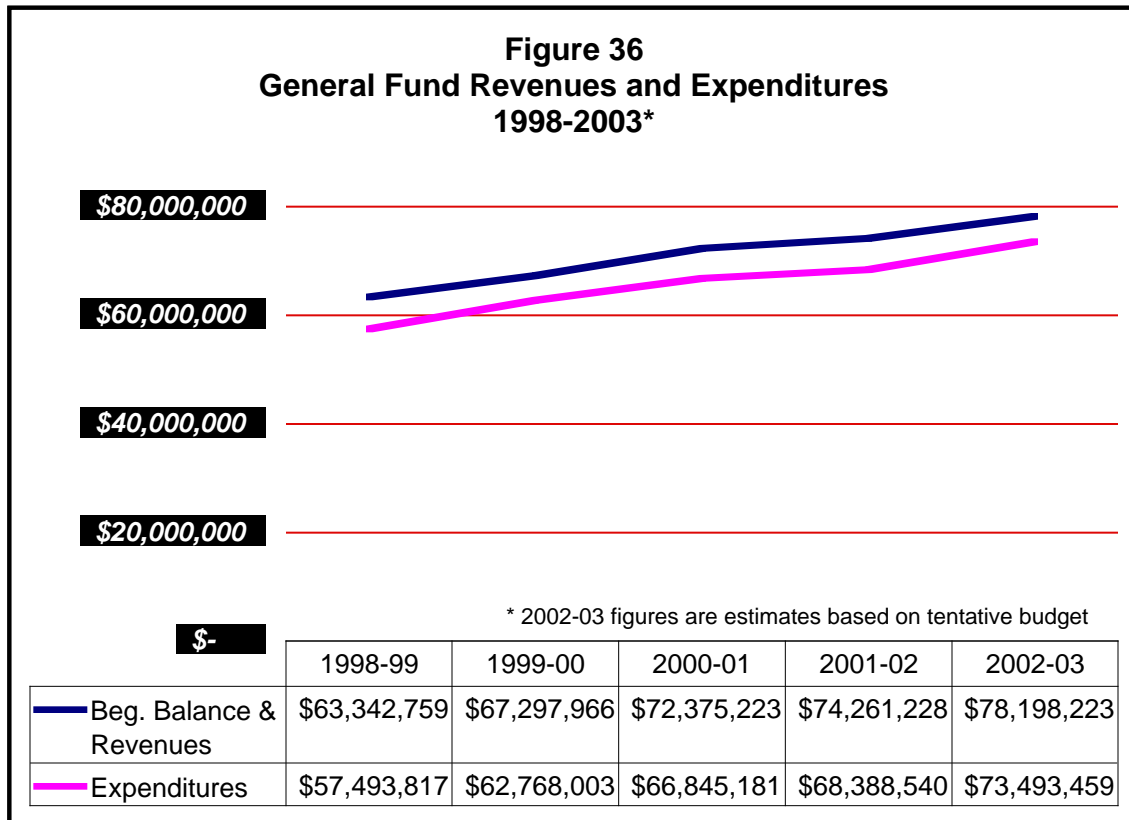


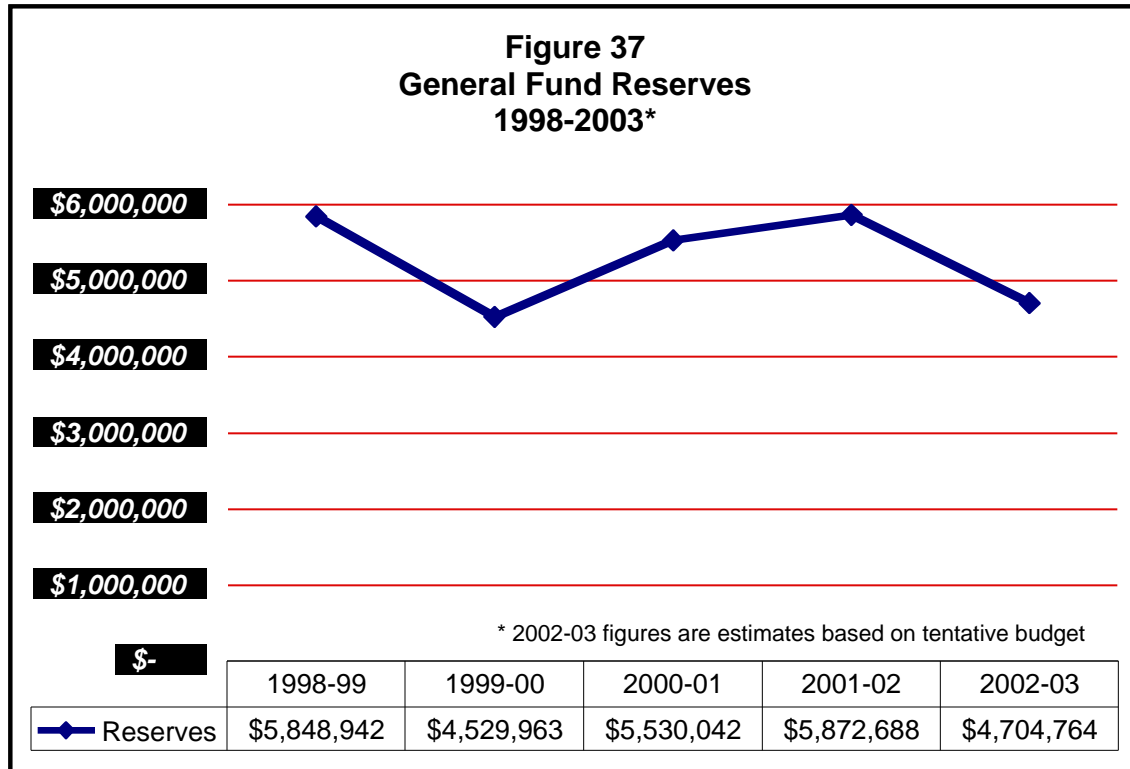
**Part Four – Fiscal and Physical Resources**

The College’s effectiveness as an institution also depends upon sound financial management and prudent use of resources to provide a quality learning environment for its students. This portion of the report explores recent trends in financial and physical resources of the College.

**General Fund Revenues, Expenditures, and Reserves**

Following Board policies, the College has maintained a balanced budget for a number of years. Figure 36 outlines the pattern of revenues and expenditures for general fund items over a five-year period. When considering the beginning operating balance, incoming revenues and expenditures, each of the last five years has seen a roughly four to six million dollar gap between revenues and expenditures. In the academic year 2001-02, the College budgeted for over \$68 million in spending, and in 2002-03, spending should exceed \$73 million. The district has consciously set aside a six percent reserve each year to maintain healthy budget reserves for unplanned contingencies (see Figure 37).

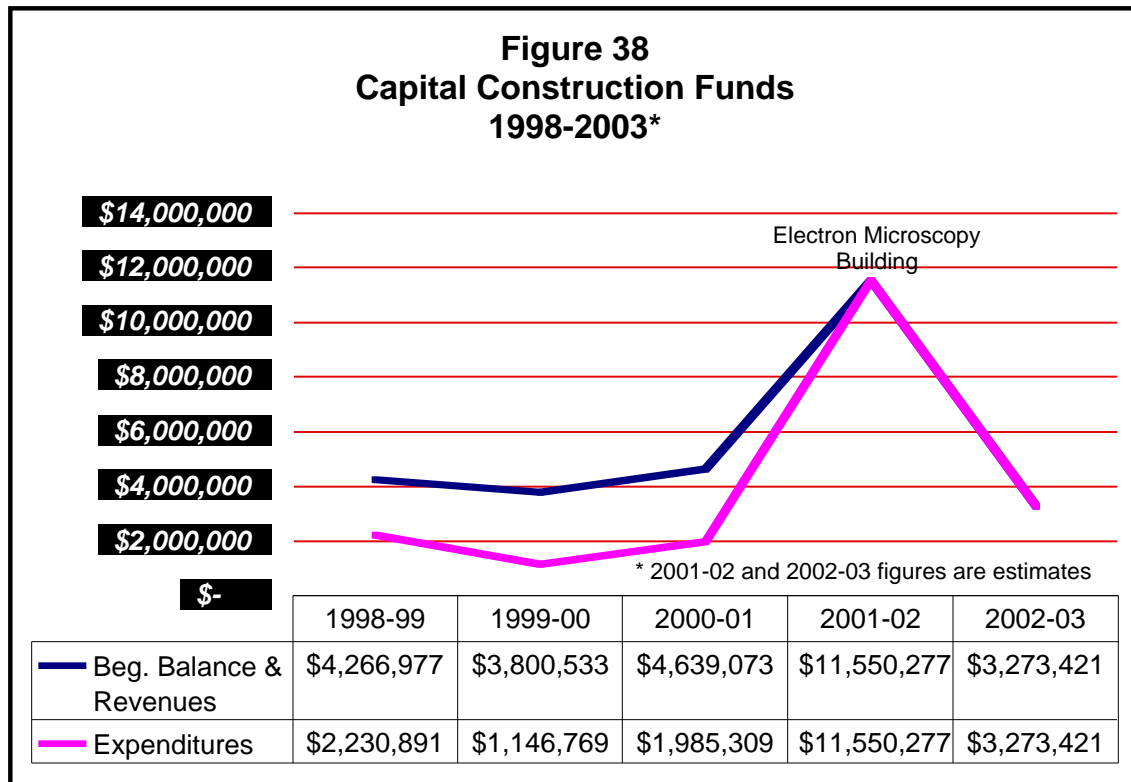




**Capital Construction Funds**

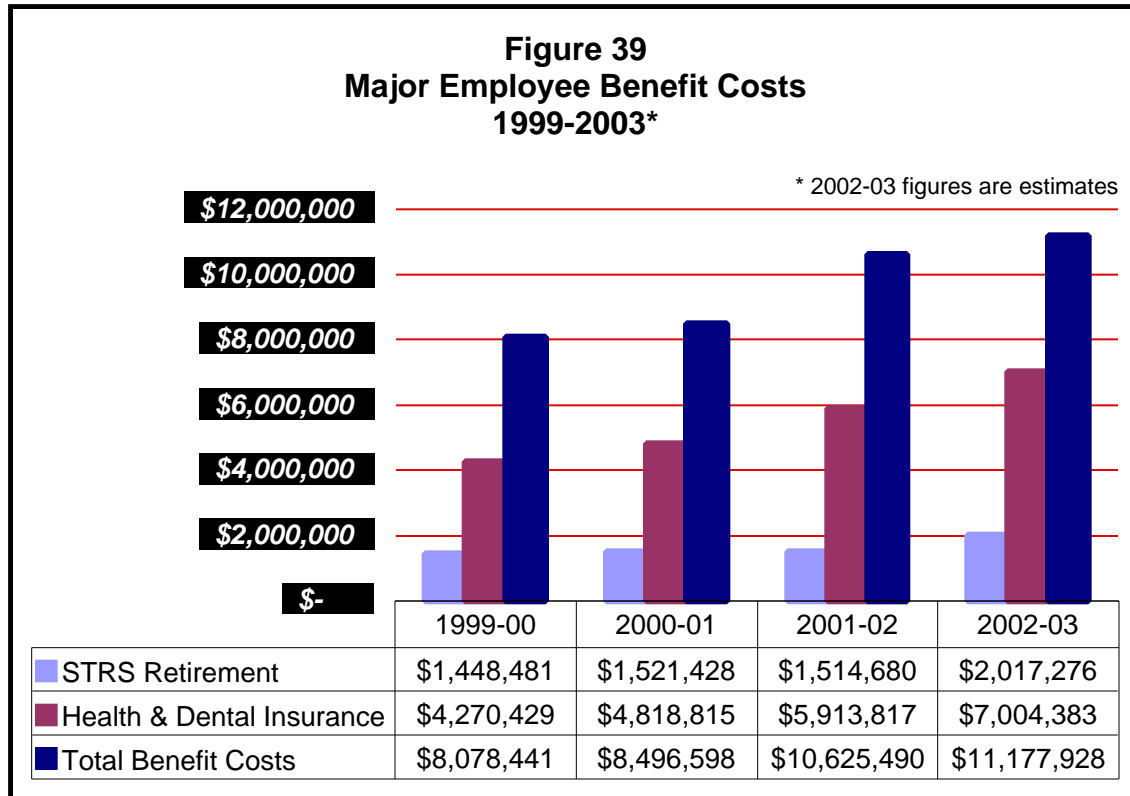
Capital construction revenues and expenditures are presented in Figure 38. For several years prior to 2001-02, the College has been using these funds for capital improvement projects that included the installation of fire alarms, electrical system upgrades, transformer replacements, crawlspace cleanup, and other costs for major system repairs. In 2001-02, the College received state funding to complete construction of the new Electron Microscopy Center on the Stockton campus (a \$6.7 million project). With the completion of the new 12,500 square foot building in fall 2002, the College’s capital construction revenues and expenditures are expected to decline noticeably in 2002-03.

In the long-term future, a number of significant capital construction projects will need to be undertaken by the College. Population growth rates in the county are projected to be some of the highest in the state, and the College has already begun the process of winning state approval for an educational center in the growing region of southern San Joaquin County. The College’s Master Plan also envisions expansion projects and facility upgrades at the Stockton campus, an attendance center in the northern part of San Joaquin County, and expanded access to education in the Sierra foothills. All of these projects will be contingent on the College’s ability to win approval from district voters for a bond measure.



**Employee Benefits Costs**

One of the largest portions of increases in recent years for the College’s budget has been in the area of employee and retiree benefit costs. While the College has been able to save some money by not having to provide Public Employer Retirement System (PERS) contributions in recent years, those one-time savings have been more than offset by significant increases in health insurance costs (see Figure 39). Over a four-year period, health and dental benefit costs have climbed by 65 percent, rising from \$4.3 million to \$7.0 million. Total benefit costs for employees and retirees of the College are projected to top the \$11 million mark in the coming academic year.



### Square Footage & Instructional Space

The College is comprised of a main campus in Stockton that is situated on 165 acres, an educational farm of 160 acres in Manteca, and an educational forestry area of 83 acres near Mountain Ranch in the Sierra Nevada range. The College has an option to purchase a 125-acre site in the Mountain House development west of Tracy for the planned development of an educational center. Currently, the College's main campus features 795,000 square feet of educational and administrative space, along with a football stadium, pool, track, baseball, softball, soccer, and tennis facilities. The College is nearing completion of a 12,000 square foot Electron Microscopy Center that will offer expanded space for labs, equipment, and larger class sizes for the College's unique training program. The College also operates the Tracy learning Center in portable buildings that are adjacent to Tracy's Merrill West High School. Other classroom spaces are leased from local school districts and communities to provide distance learning courses in Jackson, Rio Vista, Stockton, Manteca, and Lodi. In 2002, the College moved its Business Services division into leased space in an office building just west of campus on Pershing Avenue.

The College consistently wins accolades for the beauty of its campus and the overall cleanliness of the institution as it serves student and community needs. Community groups actively seek the opportunity to stage events and fundraisers on campus. Prominent community users include the Stockton Symphony

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Association, The American Heart Association, and the San Joaquin Business Leadership Summit, along with a host of other community and church organizations.

**Summary**

When summarizing recent developments concerning fiscal and physical resources of the College, the following highlights appear:

- The College has consistently balanced its budget and maintained healthy reserves for unplanned contingencies.
- Capital construction costs will go down with the completion of the College's new Electron Microscopy Center in fall 2002.
- Long-range building projects in the Tracy area, upgrades at the Stockton campus, and other regional education centers will depend upon voter approval of a bond measure.
- Employee health benefit costs have climbed by 65 percent over a four year period, stretching the College's spending on benefits to over \$11 million a year in 2002-03.
- The College has nearly 800,000 square feet of facilities in operation at its various instructional sites.
- The College continues to win high marks for its beautiful, well-maintained facilities.