



**PUBLIC REQUEST TO ADDRESS  
THE BOARD OF SUPERVISORS  
COUNTY OF LOS ANGELES, CALIFORNIA**

MEMBERS OF THE BOARD

HILDA L. SOLIS  
HOLLY J. MITCHELL  
LINDSEY P. HORVATH  
JANICE HAHN  
KATHRYN BARGER

**Correspondence Received**

The following individuals submitted comments on agenda item:				
Agenda #	Relate To	Position	Name	Comments
48.		Oppose	Monisha Parker	<p>To explain the revenue and expenditures for the budget of the Mt. San Antonio Community College District (Mt. SAC) for the fiscal years 2026-2027 and 2027-2028, it's important to provide a structured overview that clearly delineates key components. Here's a guide on how to present this information effectively:</p> <p>1. Overview of the Budget Process</p> <ul style="list-style-type: none"><li>• Briefly explain the purpose of the budget and its significance in planning for the future operations of Mt. SAC.</li><li>• Mention how budgets are typically developed based on projected enrollment, state funding, local revenues, and other financial considerations.</li></ul> <p>2. Revenue Sources</p> <p>State Funding: Discuss the anticipated state allocations, including funding formulas, increases, and any factors that might affect this income (e.g., legislative changes).</p> <p>Local Revenue: Outline expected income from local property taxes, bond measures, or other local funding mechanisms.</p> <p>Student Fees: Mention any tuition and fees projected for the upcoming years, explaining how these contribute to total revenue.</p> <p>Grants and Donations: Highlight any federal or state grants, as well as private donations that the district expects to receive.</p> <p>Auxiliary Services: If applicable, include income from services like bookstore sales, food services, or other auxiliary functions.</p> <p>3. Expenditures</p> <p>Instructional Costs: Break down expenses related to faculty salaries, instructional materials, and technology investments aimed at enhancing student learning.</p> <p>Administrative Expenses: Discuss overall administrative costs, including salaries of administrative staff and operational expenses.</p> <p>Facilities and Maintenance: Include costs associated with the maintenance of campus facilities, upcoming capital projects, and improvements.</p> <p>Student Services: Describe expenditures focused on student success initiatives, counseling services, financial aid, and support programs.</p> <p>Debt Service: If applicable, mention any obligations related to bonds or loans, and how these are incorporated into the budget.</p> <p>4. Balance Projection</p> <ul style="list-style-type: none"><li>• Present the projected revenue versus expenditures for both fiscal years, emphasizing any expected deficits or surpluses.</li><li>• Discuss strategies or measures that the district might consider to address any budgetary imbalance, such as cost-cutting, seeking additional funding, or</li></ul>

As of: 7/26/2025 9:00:10 PM



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adjusting fees.

#### 5. Financial Health Indicators

- Highlight key financial ratios or indicators that show the stability and health of the district's finances, including fund balances and reserves.
- Rely on historical data to compare revenue and expenditure trends over the past few years, if relevant.

#### 6. Strategic Goals Alignment

- Explain how the budget aligns with the district's strategic goals, such as improving access to education, enhancing student outcomes, or investing in technology.
- Mention any specific initiatives that the budget will support, demonstrating how funding translates into value for students and the community.

#### 7. Conclusion

- Summarize the importance of the budget process in ensuring the ongoing viability of programs and services at Mt. SAC.
- Encourage community and stakeholder engagement in the budget review process to foster transparency and accountability.

#### Additional Tips

Visual Aids: Consider using charts, graphs, or tables to better illustrate revenue streams and expenditure comparisons.

Stakeholder Perspectives: If applicable, include insights from stakeholders such as students, faculty, and community members regarding the budget priorities.

Questions and Feedback: Invite questions and discussions to engage stakeholders further in the budgeting process.

By presenting the information in a structured, clear, and comprehensive manner, you can effectively convey the budgetary information for the Mt. San Antonio Community College District for the fiscal years 2026-2027 and 2027-2028.

Strengthening the financial sustainability of an educational institution like the Mt. San Antonio Community College District while reducing expenditures involves a strategic approach that encompasses a range of initiatives. Here are several suggestions tailored to address each expenditure category you've mentioned:

#### 1. Instructional Costs

Optimize Course Offerings: Analyze course enrollment data to identify low-demand courses. Consolidate or eliminate these offerings to reduce costs.

Adjunct Faculty Utilization: Consider increasing the use of adjunct faculty for high-demand courses to reduce salary expenses. However, ensure that this doesn't negatively affect the quality of education.

Curriculum Review: Regularly review and update the curriculum to eliminate



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redundancies and incorporate interdisciplinary courses that can be taught simultaneously.

### **2. Administrative Expenses**

**Technology and Automation:** Implement technology solutions to automate administrative tasks such as enrollment, budgeting, and reporting. This can reduce the number of administrative staff needed.

**Shared Services:** Partner with other institutions to share administrative services (like HR, IT, or payroll), which can lead to economies of scale.

**Professional Development:** Invest in professional development for staff to enhance efficiency and reduce turnover, minimizing recruitment and training costs.

### **3. Facilities and Maintenance**

**Energy Efficiency:** Invest in energy-efficient systems and practices (LED lighting, solar panels, etc.) to reduce utility costs over time.

**Regular Maintenance Schedule:** Implement a preventive maintenance schedule to avoid costly repairs in the long run and to extend the life of existing facilities.

**Utilize Space Efficiently:** Evaluate classroom and office space usage and make adjustments to ensure optimal utilization of facilities.

### **4. Student Services**

**Streamline Services:** Assess student service programs for effectiveness and efficiency, potentially consolidating similar services to reduce overhead.

**Leverage Technology:** Use online platforms to provide services such as advising, tutoring, and counseling, which can reduce staffing needs and operational costs.

**Engage Community Resources:** Partner with local organizations to offer free or low-cost services, reducing the burden on college resources.

### **5. Debt Service**

**Refinancing Debt:** Explore opportunities to refinance existing loans at lower interest rates, which can significantly reduce debt service payments.

**Strategic Planning:** Limit new borrowing and ensure that any new projects are not financed through debt unless absolutely necessary. Focus on self-funding initiatives when possible.

**Additional Revenue Streams:** Establish or enhance revenue-generating programs, such as extended education programs or community workshops, to create additional funds that can be applied to debt service.

### **Cross-Cutting Strategies**

**Grant Writing and Partnerships:** Actively pursue grants and partnership opportunities to gain funding for programs, facilities, and student services, which can reduce general fund expenditures.

**Budget Review and Transparency:** Regularly review the budget, providing transparency to stakeholders, and engage them in decision-making processes. This can foster innovative ideas for cost reduction.

**Feedback Mechanisms:** Solicit regular feedback from faculty, staff, and students about areas where costs can be reduced or efficiencies can be

				improved.
				Conclusion By adopting a multifaceted approach to strengthening the financial health of the Mt. San Antonio Community College District, focused on strategic cost reduction and efficiency improvements while maintaining educational quality, the institution can work towards a sustainable model that benefits both the college and its students. Regular assessments and community involvement will be key to achieving these goals.
		Item Total	1	
Grand Total			1	