RANCHO SANTIAGO COMMUNITY COLLEGE DISTRICT

website: Fiscal Resources Committee

Agenda for November 16, 2016

1:30 p.m. - 3:00 p.m.

Executive Conference Room #114

1. Welcome

2. State/District Budget Update – Hardash
   - LAO 2017-18 Fiscal Outlook Report

3. Report from the BAM Language Subcommittee
   - Recommended BAM Language Changes
   - College Comparisons

4. District Council November 7, 2016 meeting
   - POE Committee – Goals Progress Report/Status Report Forms

5. Informational Handouts
   - District-wide expenditure report link: https://intranet.rsccd.edu
   - Vacant Funded Position List as of November 10, 2016
   - Measure "E" Project Cost Summary as of October 31, 2016
   - Measure "Q" Project Cost Summary as of October 31, 2016
   - Monthly Cash Flow Summary as of October 31, 2016

6. Approval of FRC Minutes – October 19, 2016

7. Other

Next FRC Committee Meeting: (Executive Conference Room #114 1:30 pm – 3:00 pm)

January 25, 2017 by email only

The mission of the Rancho Santiago Community College District is to provide quality educational programs and services that address the needs of our diverse students and communities.

Updated November 16, 2016

Rancho Santiago Community College District
Budget Allocation Model
Based on SB 361

- The *"Rancho Santiago Community College District Budget Allocation Model Based on SB361, February 8, 2012"* was approved at the February 22, 2012 Budget Allocation and Planning Review Committee Meeting

Introduction

In 2008, both colleges were visited by ACCJC Accreditation Teams in the normal accreditation cycle. The Teams noticed that the district's budget allocation model that was in place for approximately ten years had not been annually reviewed as to its effectiveness as stated in the model documents. The existing revenue allocation model was developed when the district transformed into a multi college district. The visiting Team recommended a review of the existing budget allocation model and recommended changes as necessary.

The Budget Allocation and Planning Review Committee (BAPR) charged the BAPR Workgroup, a technical subgroup of BAPR, with the task of reviewing the ten year old model. In the process, the Workgroup requested to evaluate other California Community College multi-campus budget allocation models. Approximately twenty models were reviewed. Ultimately, the Workgroup focused on a revenue allocation model as opposed to an expenditure allocation model. A revenue allocation model allocates revenues (state and local) generated in a budget year to the college campuses in the district based on the state funding model that allocates state apportionment revenues to districts. An expenditure allocation model allocates, by agreed upon formulas, expenditure appropriations for full-time faculty staffing, adjunct faculty staffing, classified and administrative staffing, associated health and welfare benefit costs, supply and equipment budgets, utility costs, legal and other services. The BAPR Workgroup ultimately decided on a revenue allocation formula in order to provide the greatest amount of flexibility for the campuses.

Senate Bill 361, passed in 2006, changed the formula of earned state apportionment revenues to essentially two elements, 1) Basic Allocations for college/center base funding rates based on FTES size of the college and center and 2) Full Time Equivalent Students (FTES) based on earned and funded FTES. The BAPR Workgroup determined that since this is how our primary funding comes from the state this model should be used for distribution on earned revenues to the colleges. The colleges and centers are the only entities in the district that generates this type of funding. Revenue earned and funded by the state will be earned and funded at the colleges. The Budget Allocation Model (BAM) described in this document provides the guidelines, formulas, and basic steps for the development of an annual district budget including the allocation of budget expenditure responsibilities for Santa Ana College, Santiago Canyon College and District Services referred to as the three district Budget Centers. The budget is the financial plan for the district, and application of this model should be utilized to implement the district's vision, mission statement, district strategic plan and the technology strategic plan as well as the colleges' mission statements, educational master plans, facilities master plans and other planning resources. The annual implementation of the budget allocation model is to be aligned with all of these plans. To ensure that budget allocation is tied to planning, it is the responsibility of District Council to review budget and planning during the fiscal year and, if necessary, recommend adjustments to the budget allocation model to keep the two aligned for the coming year. The Chancellor and the Board of Trustees are ultimately responsible for the annual budget and the expenditures associated with the budget. In February of 2013, the Board of Trustees adopted a new planning design manual. This document eliminated BAPR and created the Fiscal Resources Committee (FRC). FRC is responsible for recommending the annual budget to the District Council for its recommendation to the Chancellor and Board of Trustees. FRC is also responsible for annual review of the model for accreditation and can recommend any modifications to the guidelines.

The goal of the BAM is to create a documented revenue allocation process that provides financial stability and encourages fiscal accountability at all levels in times of either increasing or decreasing revenue streams. It is also intended to be simple, transparent, easy to understand, fair, predictable and consistent, using quantitative, verifiable factors with performance incentives. District Council should conduct a review(s) during each fiscal year to assess if the operation of the budget allocation model is meeting the goal.

Under state law, the District is the legal entity and is ultimately responsible for actions, decisions and legal obligations of the entire organization. The Board of Trustees of the Rancho Santiago Community College District has clear statutory authority and responsibility and, ultimately, makes all final decisions. Likewise, the Chancellor, under the direction of the Board of Trustees, is responsible for the successful operation, reputation, and fiscal integrity of the entire District. The funding model does not supplant the Chancellor's role, nor does it reduce the responsibility of the District Services staff to fulfill their fiduciary role of providing appropriate oversight of the operations of the entire District. It is important that guidelines, procedures and responsibility be clear with regard to District compliance with any and all laws and regulations such as the 50% Law, full-time/part-time faculty requirements, Faculty Obligation Number (FON), attendance accounting, audit requirements, fiscal and related accounting standards, procurement and contract law, employment relations and collective bargaining, payroll processing and related reporting requirements, etc. The oversight of these requirements are to be maintained by District Services, which has a responsibility to provide direction and data to the colleges to assure they have appropriate information for decision making with regard to resource allocation at the local level, thus, assuring District compliance with legal and regulatory requirements.

All revenue is considered District revenue because the district is the legal entity authorized by the State of California to receive and expend income and to incur expenses. However, the majority of revenue is provided by the taxpayers of California for the sole purpose of providing educational services to the communities and students served by the District. Services such as classes, programs, and student services are, with few exceptions, the responsibility of the colleges. It is the intent of the Revenue Allocation Model to allocate the majority of funds to the colleges in order to provide those educational services. The model intends to provide an opportunity to maximize resource allocation decisions at the local college level. Each college president is responsible for the successful operation and performance of his/her college as it relates to resource allocation and utilization. The purpose and function of the District Services in this structure is to maintain the fiscal and operational integrity of the District and its individual colleges and centers and to facilitate college operations so that their needs are met and fiscal stability is assured. District Services has responsibility for providing certain centralized functions, both to provide efficient operations as well as to assist in coordination between District Services and the colleges. Examples of these services include human resources, business operations, fiscal and budgetary oversight, procurement, construction and capital outlay, and information technology. On the broadest level, the goal of this partnership is to encourage and support collaboration between the colleges and District Services.

Implementation

A detailed transition plan for the implementation of the new BAM should include:

- Standards and milestones for the initial year
- An evaluation process to determine if the standards and milestones have been achieved or if there is adequate progress
- A process to ensure planning is driving the budget

The 2012-2013 fiscal year is the transitional year from the old budget allocation model to the new SB 361 model. Essentially, the first year (2012-2013) of the new model is a rollover of expenditure appropriations from the prior year 2011-2012. Therefore the 2011/12 ending balance funds are used on a one time basis to cover the structural deficit spending in the 2012/13 fiscal year.

An SB 361 Budget Allocation Model Implementation Technical Committee (BAMIT) was established by the Budget Allocation and Planning Review Committee (BAPR) and began meeting in April 2012. The team included:

District Office:	
Peter Hardash	Vice Chancellor, Business Operations/Fiscal Services
John Didion	Executive Vice Chancellor
Adam O'Connor	Assistant Vice Chancellor, Fiscal Services
Gina Huegli	Budget Analyst
Thao Nguyen	Budget Analyst
Santa Ana College:	
Linda Rose	Vice President, Academic Affairs
Jim Kennedy	Interim Vice President, Administrative Services
Michael Collins	Vice President, Administrative Services
Santiago Canyon College:	
Aracely Mora	Vice President, Academic Affairs
Steve Kawa	Vice President, Administrative Services

BAMIT was tasked with evaluating any foreseeable implementation issues transitioning from the old model and to make recommendations on possible solutions.

The team spent the next five months meeting to discuss and agree on recommendations for implementing the transition to new model using a series of discussion topics. These agreements are either documented directly in this model narrative or included in an appendix if the topic was related solely to the transition year.

It was also agreed by BAMIT that any unforeseen issue that would arise should be brought back to FRC for review and recommendation.

Revenue Allocation

The SB 361 funding model essentially allocates revenues to the colleges in the same manner as received by the District from the State of California. This method allocates all earned revenues to the colleges.

College and District Services Budgets and Expenditure Responsibilities

Since the BAM is a revenue allocation model, all expenditures and allocation of revenues under the model are the responsibilities of the colleges and centers. Expenditure responsibilities for the colleges, District Services and Institutional Costs are summarized in Table 1.

Revenue and budget responsibilities are summarized on Table 2. The total annual revenue to each college will be the sum of base funding for each college and center as defined by SB 361 and applying the current FTES rates for credit base, noncredit base, career development and college preparation noncredit base revenues as well as any local unrestricted or restricted revenues earned by the college.

The revenue allocations will be regularly reviewed by FRC. In reviewing the allocation of general funds, FRC should take into consideration all revenues, including restricted revenues, available to each of the Budget Centers less any apportionment deficits, property tax shortfalls or uncollected student fees or shortfalls. If necessary, FRC will recommend adjustments to District Council for submission to the Chancellor.

The expenditures allocated for District Services and for Institutional Costs will be developed based on the projected levels of expenditure for the prior fiscal year, taking into account unusual or one-time anomalies, reviewed by FRC and the District Council and approved by the Chancellor and the Board of Trustees.

DISTRICT SERVICES – Examples are those expenses associated with the operations of the Chancellor's Office, Board of Trustees, Public Affairs, Human Resources, Risk Management, Educational Services, Institutional Research, Business Operations, Internal Auditing, Fiscal Services, Payroll, Purchasing, Facilities Planning, ITS and Safety Services. Economic Development expenditures are to be included in the District Services budget but clearly delineated from other District expenditures.

INSTITUTIONAL COSTS – Examples are those expenses associated with State and Federal regulatory issues, property, liability and other insurances, board election, interfund transfers and Retiree Health Benefit Costs. As the board election expense is incurred every other year, it will be budgeted each year at one-half of the estimated cost. In the off years, the funds will remain unspent and specifically carried over to the next year to be used solely for the purpose of the election expense. If there is insufficient budget, the colleges will be assessed the difference based on the current FTES split. If any funds remain unspent in an election year, it will be allocated to the colleges based on the current FTES split for one-time uses.

An annual review of District Services and Institutional Costs will be conducted by District Council each fall in order to give time to complete the evaluation in time to prepare for the following fiscal year budget cycle and implement any suggestions. The review will include an evaluation of the effectiveness of the services provided to assure the District is appropriately funded. If District Council believes a change to the allocation is necessary, it will submit its recommendation to FRC for funding consideration and recommendation to the Chancellor.

District Reserves and Deficits

The Board of Trustees will establish a reserve through board policy, state guidelines and budget assumptions.

The Chancellor reserves the right to adjust allocations as necessary.

The Board of Trustees is solely responsible for labor negotiations with employee groups. Nothing in this budget model shall be interpreted to infringe upon the Board's ability to collectively bargain and negotiate in good faith with employee organizations and meet and confer with unrepresented employees.

College Budget and Expenditure Responsibilities

Colleges will be responsible for funding the current programs and services that they operate as part of their budget plans. There are some basic guidelines the colleges must follow:

- Allocating resources to achieve the state funded level of FTES is a primary objective for all colleges.

- Requirements of the collective bargaining agreements apply to college level decisions.

- The FON (Faculty Obligation Number) must be maintained by each college. Full-time faculty hiring recommendations by the colleges are monitored on an institutional basis. Any financial penalties imposed by the state due to FON non-compliance will be borne proportionately by the campus not in compliance.

- In making expenditure decisions, the impact upon the 50% law calculation must be considered and budgeted appropriately. Any financial penalties imposed by the state due to 50% law non-compliance will be borne proportionately (by FTES split) by both campuses.

- With unpredictable state funding, the cost of physical plant maintenance is especially important. Lack of maintenance of the operations and district facilities and grounds will have a significant impact on the campuses and therefore needs to be addressed with a detailed plan and dedicated budget whether or not funds are allocated from the state.

Budget Center Reserves and Deficits

~~It is strongly recommended that each college~~ At the Adopted Budget each college shall set aside ~~at least~~ a ~~1%~~ contingency reserve in the Unrestricted General Fund equal to a minimum of 1% of its total current year budgeted Fund 11 expenditures to handle unforeseen expenses. If the contingency reserve is unspent by fiscal year end, th~~is~~e college reserve ~~falls~~ rolls over into the colleges' ~~year-end balance and is included in the colleges'~~ beginning balance for the following fiscal year. The District Services and Institutional Cost allocations are budgeted as defined in the model for the appropriate operation of the district and therefore are not subject to carryover, unless specifically delineated. The Chancellor and Board of Trustees reserve the right to ~~augment~~ modify the budget as deemed necessary.

If a ~~Budget Center~~ college incurs an overall deficit for any given year, the following sequential steps will be implemented:

The ~~Budget Center~~ college reserve shall first be used to cover any deficit (structural and/or one-time). If reserves are not sufficient to cover ~~budget expenses~~ the deficit ~~and/or reserves are not able to be replenished the following year~~, then the ~~Budget Center~~ college is to prepare an immediate expenditure reduction plan that covers the amount of deficit along with a plan to replenish the 1% minimum reserve level. ~~and/or submit a request for the use of District Reserves to help offset the deficit. The expenditure reduction plan and/or a request to use District Reserves is to be submitted to FRC. If FRC agrees with the expenditure reduction plan and/or the request to use District Reserves,~~ Once the college reserve has been exhausted, in circumstances when any remaining deficit is greater than 1.5% of budgeted Fund 11 expenditures, and a reduction plan has been prepared up to the 1.5% level, the college may request a temporary loan from District Reserves. The request, including a proposed payback period, should be submitted to FRC for review. If FRC supports the request, it will forward the recommendation to District Council for review and recommendation to the Chancellor who will make the final determination.

Revenue Modifications

Apportionment Revenue Adjustments

It is very likely each fiscal year that the District's revenues from state apportionment could be adjusted after the close of the fiscal year in the fall, but most likely at the P1 recalculation, which occurs eight months after the close of the fiscal year. This budget model therefore will be fluid, with changes made throughout the fiscal year (P-1, P-2, P-annual) as necessary. Any increase or decrease to prior year revenues is treated as a onetime addition or reduction to the colleges' current budget year and distributed in the model based on the most up to date FTES split reported by the District and funded by the state.

An example of revenue allocation and FTES change:
$100,000,000 is originally split 70% Santa Ana College ($70,000,000) and 30% Santiago Canyon College ($30,000,000) based on FTES split at the time. At the final FTES recalculation for that year, the District earns an additional $500,000 based on the total funded FTES. In addition, the split of FTES changes to 71%/29%. The total revenue of $100,500,000 is then redistributed $71,355,000 to Santa Ana College and $29,145,000 to Santiago Canyon College which would result in a shift of $855,000 between the colleges. A reduction in funding will follow the same calculation.

It is necessary in this model to set a base level of FTES for each college. Per agreement by the Chancellor and college Presidents, the base FTES split of 70.80% SAC and 29.20% SCC will be utilized for the 2013/14 tentative budget. Similar to how the state sets a base for district FTES, this will be the beginning base level for each college. Each year through the planning process there will be a determination made if the district has growth potential for the coming fiscal year. Each college will determine what level of growth they believe they can achieve and targets will be discussed and established through Chancellor's Cabinet. For example, if the district believes it has the opportunity for 2% growth, the colleges will determine the level of growth they wish to pursue. If both colleges decide to pursue and earn 2% growth and the district is funded for 2% growth, then each college's base would increase 2% the following year. In this case the split would still remain 70.80%/29.20% as both colleges moved up proportionately (Scenario #1). If instead, one college decides not to pursue growth and the other college pursues and earns the entire district 2% growth, all of these FTES will be added to that college's base and therefore its base will grow more than 2% and the split will then be adjusted (Scenario #2).

Using this same example in which the district believes it has the opportunity for 2% growth, and both colleges decide to pursue 2% growth, however one college generates 3% growth and the other generates 2%, the college generating more FTES would have unfunded over cap FTES. The outcome would be that each college is credited for 2% growth, each base increases 2% and the split remains (Scenario #3). If instead, one college generates 3% and the other college less than 2%, the college generating the additional FTES can earn its 2% target plus up to the difference between the other college's lost FTES opportunity and the total amount funded by the district (Scenario #4).

This model should also include a stability mechanism. In a year in which a college earns less FTES than its base, the base FTES will remain intact following the state method for stabilization. That college is in funding stability for <u>one year</u>, but has up to three years in which to earn back to its base FTES. The funding for this stability will be from available district Budget Stabilization Funds. If this fund has been exhausted, the Chancellor will determine the source of funding. If the college does not earn back to its base during this period, then the new lower FTES base will be established. As an example (Scenario #5), year one there is 2% growth opportunity. One of the colleges earns 2% growth but the other college declines by 1%, going into stability. This year the college that declined is held at their base level of FTES while the other college is credited for their growth. In the second year of the example, there is no growth opportunity, but the college that declined recaptures FTES to the previous year base to emerge from stability. Note that since the other college grew in year one, the percentage split has now changed.

All of these examples exclude the effect of statewide apportionment deficits. In the case of any statewide deficits, the college revenues will be reduced accordingly. In addition, the Chancellor reserves the right to make changes to the base FTES as deemed necessary in the best interest of the district as a whole.

	Base FTES	% split	Scenario #1	New FTES	% split
SAC	19,824	70.80%	2.00%	20,220.48	70.80%
SCC	8,176	29.20%	2.00%	8,339.52	29.20%
	28,000		2.00%	28,560.00	
	Base FTES	**% split**	**Scenario #2**	**New FTES**	**% split**
SAC	19,824	70.80%	2.82%	20,384.00	71.37%
SCC	8,176	29.20%	0.00%	8,176.00	28.63%
	28,000		2.00%	28,560.00	
	Base FTES	**% split**	**Scenario #3**	**New FTES**	**% split**
SAC	19,824		3.00%	20,418.72	
unfunded				(198.24)	
SAC	19,824	70.80%	2.00%	20,220.48	70.80%
SCC	8,176	29.20%	2.00%	8,339.52	29.20%
	28,000		2.00%	28,560.00	
	Base FTES	**% split**	**Scenario #4**	**New FTES**	**% split**
SAC	19,824		3.00%	20,418.72	
unfunded				(136.92)	
SAC	19,824	70.80%	2.31%	20,281.80	71.01%
SCC	8,176	29.20%	1.25%	8,278.20	28.99%
	28,000		2.00%	28,560.00	
YEAR 1	**Base FTES**	**% split**	**Scenario #5**	**New FTES**	**% split**
Actual Generated:					
SAC	19,824	70.80%	-1.00%	19,625.76	70.18%
SCC	8,176	29.20%	2.00%	8,339.52	29.82%
	28,000		-0.124%	27,965.28	
Calculated for Stability:					
SAC	19,824		-1.00%	19,625.76	
stabilization				282.24	
SAC	19,824	70.80%	0.42%	19,908.00	70.48%
SCC	8,176	29.20%	2.00%	8,339.52	29.52%
	28,000		0.884%	28,247.52	
YEAR 2					
Actual Generated:					
SAC	19,625.76	70.18%	1.44%	19,908.00	70.48%
SCC	8,339.52	29.82%	0.00%	8,339.52	29.52%
	27,965.28		1.009%	28,247.52	

Allocation of New State Revenues

Growth Funding: Plans from the Planning and Organizational Effectiveness Committee (POE) to seek growth funding requires FRC recommendation and approval by the Chancellor, and the plans should include how growth funds will be distributed if one of the colleges does not reach its growth target. A college seeking the opportunity for growth funding will utilize its own carryover funds to offer a schedule to achieve the desired growth. Once the growth has been confirmed as earned and funded by the state and distributed to the district, the appropriate allocation will be made to the college(s) generating the funded growth back through the model. Growth/Restoration Funds will be allocated to the colleges when they are actually earned.

Revenues which are not college specific (for example, student fees that cannot be identified by college), will be allocated based on total funded FTES percentage split between the campuses.

After consultation with district's independent audit firm, the implementation team agreed that any unpaid uncollected student fees will be written off as uncollectible at each year end. This way, only actual collected revenues are distributed in this model. At P-1, P-2 and P-annual, uncollected fee revenues will be adjusted.

Due to the instability of revenues, such as interest income, discounts earned, auction proceeds, vendor rebates (not including utility rebates which are budgeted in Fund 41 for the particular budget center) ~~and mandated cost reimbursements~~, revenues from these sources will **not** be part of the revenue allocation formula. Income derived from these sources will be deposited to the institutional reserves. ~~If an allocation is made to the colleges from mandated cost reimbursements and the claims are later challenged and require repayment, the colleges receiving the funds will be responsible for repayment at the time of repayment or withholding of funds from the state.~~ The ongoing state allocation for the Mandates Block Grant will be allocated to the colleges through the model. Any one-time Mandates allocations received from the state will be discussed by FRC and recommendations will be made for one-time uses.

Cost of Living Adjustments: COLAs included in the tentative and adopted budgets shall be sequestered and not allocated for expenditure until after collective bargaining for all groups have been finalized.

Lottery Revenue: Income for current year lottery income is received based on the prior fiscal year's FTES split. At Tentative Budget, the allocation will be made based on projected FTES without carryover. At Adopted Budget, final FTES will be used and carryovers will be included.

Other Modifications

Salary and Benefits Cost

All authorized full time and ongoing part time positions shall be budgeted with corresponding and appropriate fixed cost and health and welfare benefits. Vacant positions will be budgeted at the beginning of the fiscal year or when newly created at the ninth place ranking level (Class VI, Step 10) for full-time faculty and at the mid-level for other positions (ex. Step 3 for CSEA, Step 4 for Management, and AA step 6 for teachers and BA step 6 for master teachers in child development), with the district's contractual cap for the health and welfare benefits. The full cost of all positions, regardless of the budgeted amount, including step and column movement costs, longevity increment costs and any additional collective bargaining agreement costs, will be charged to the particular Budget Center. The colleges are responsible for this entire cost, including any increases or adjustments to salary or benefits throughout the year. If a position becomes vacant during a fiscal year, the Budget Center has the discretion to move unused and available budget from the previous employee's position for other one-time costs until filled or defunded. Any payoffs of accrued vacation, or any additional costs incurred at separation from employment with the district, will be borne by the particular Budget Center. When there is a vacancy that won't be filled immediately, Human Resources should be consulted as to how long it can remain vacant. The colleges should also consult Human Resources regarding the FON when recommending to defund faculty positions.

Grants/Special Projects

Due to the timeliness issues related to grants, approvals rest with the respective Chancellor's Cabinet member, through established processes, in all cases except for Economic Development grants in which a new grant opportunity presents itself which requires an increase to the District Office budget due to match or other unrestricted general fund cost. In these cases, the grant will be reviewed by Chancellor's Cabinet with final approval made by the Chancellor.

Some grants allow for charges of indirect costs. These charges will accumulate by Budget Center during each fiscal year. At fiscal year end, once earned, each college will be allocated 100% of the total indirect earned by that college and transferred into Fund 13 the following year to be used for one-time expenses. The indirect earned by district projects will roll into the institutional ending fund balance with the exception of the District Educational Services grants. In order to increase support services and resources provided to the colleges and to acknowledge the additional costs associated with administering grants, any accumulated indirect generated from these grants will be distributed as follows: 25% will roll into the institutional ending fund balance, 25% will offset the overall District Services expenditures in that given year, and 50% will carryover specifically in a Fund 13 account under Educational Services to be used for one-time expenses to increase support services to the colleges.

It is the district's goal to fully expend grants and other special project allocations by the end of the term, however sometimes projects end with a small overage or can be under spent. For any overage or allowable amount remaining, these amounts will close into the respective Budget Center's Fund 13 using 7200 transfers.

Banked LHE Load Liability

Beginning in 2012/13, the liability for banked LHE will be accounted for in separate college accounts. The cost of faculty banking load will be charged to the college during the semester the course is taught and added to the liability. When an instructor takes banked leave, they will be paid their regular salary and district office will make a transfer from the liability to the college 1300 account to pay the backfill cost of teaching the load. A college cannot permanently fill a faculty position at the time someone takes their final year or semester off before retirement. Filling a vacancy cannot occur until the position is actually vacant. In consultation with Human Resources and Fiscal Services, a college can request to swap another faculty vacancy they may have in another discipline or pay the cost differential if they determine programmatically it needs to be filled sooner.

This method will appropriately account for the costs of each semester offerings and ensure an appropriate liability. Although the liability amounts will be accounted for by college, only District Fiscal Services will be able to make transfers from these accounts. Each year end a report will be run to reconcile the total cost of the liability and if any additional transfers are required, the colleges will be charged for the differences.

Other Possible Strategic Modifications
Summer FTES

There may be times when it is in the best financial interest of the District to shift summer FTES between fiscal years. When this occurs, the first goal will be to shift FTES from both colleges in the same proportion as the total funded FTES for each of the colleges. If this is not possible, then care needs to be exercised to ensure that any such shift does not create a disadvantage to either college. If a disadvantage is apparent, then steps to mitigate this occurrence will be addressed by FRC.

Borrowing of summer FTES is not a college-level decision, but rather it is a District-level determination. It is not a mechanism available to individual colleges to sustain their internal FTES levels.

Long-Term Plans

Colleges: Each college has a long-term plan for facilities and programs. The Chancellor, in consultation with the Presidents, will evaluate additional funding that may accrue to the colleges beyond what the model provides. The source of this funding will also have to be identified.

Santa Ana College utilizes the Educational Master Plan in concert with the SAC Strategic Plan to determine the long-term plans for the college. Long-term facilities plans are outlined in the latest Facilities Master Plan, and are rooted in the Educational Master Plan. SAC links planning to budget through the use of the SAC Comprehensive Budget Calendar, which includes planning milestones linked to the college's program review process, Resource Allocation Request (RAR) process, and to the District's planning and budget calendar. As a result of the Program Review Process, resource allocation needs are requested via the RAR process, which identifies specific resources required to achieve specific intended outcomes. The budget augmentation requests are then prioritized at the department, division, and area level in accordance with established budget criteria. The college's Planning and Budget Committee reviews the prioritized RARs, and they are posted to the campus Planning and Budget web page for the campus community to review. As available resources are realized, the previously prioritized RAR are funded.

At Santiago Canyon College, long-term plans are developed similarly to short-term plans, and exist in a variety of interconnected processes and documents. Department Planning Portfolios (DPP) and Program Reviews are the root documents that form the college's Educational Master Plan and serve to align planning with resource allocation. The allocation of resources is determined through a formal participatory governance process. The Planning and Institutional Effectiveness (PIE) committee is the participatory governance committee that is charged with the task of ensuring resource allocation is tied to planning. Through its planning cycle, the PIE committee receives resource requests from all college units and ensures that each request aligns with the college mission, college goals, program reviews, and DPPs. All requests are then ranked by the PIE committee, placed on a college-wide prioritized list of resource requests, and forwarded to the college budget committee for review. If the budget committee identifies available funds, those funds are noted on the prioritized list, and sent back to the PIE committee. The PIE committee then forwards the prioritized list, along with the budget committee's identification of available funds, to College Council for approval of the annual budget.

District Services: District Services and Institutional Costs may also require additional funding to implement new initiatives in support of the colleges and the district as a whole. POE will evaluate budget augmentation requests and forward a recommendation to District Council. District Council may then refer such requests to FRC for funding consideration.

Full-Time Faculty Obligation Number (FON)

To ensure that the District complies with the State required full-time Faculty Obligation Number (FON), the Chancellor will establish a FON for each college. Each college shall be required to fund at least that number of full-time faculty positions. If the District falls below the FON and is penalized, the amount of the penalty will be deducted from the revenues of the college(s) causing the penalty. FRC, along with the District Enrollment Management Committee, should regularly review the FON targets and actuals and determine if any budget adjustment is necessary. If an adjustment is needed, FRC should develop a proposal and forward it to POE Committee for review and recommendation to the Chancellor.

Budget Input

Using a system for Position Control, Fiscal Services will budget 100% of all regular personnel cost of salary and benefits, and notify the Budget Centers of the difference between the computational total budget from the Budget Allocation Model and the cost of regular personnel. The remaining line item budgets will roll over from one year to the next so the Budget Centers are not required to input every line item. The Budget Centers can make any allowable budget changes at their discretion and will also be required to make changes to reconcile to the total allowable budget per the model.

Appendix Attached

A. Definition of Terms

	TABLE 1 Expenditure and Budget Responsibilities	Santa Ana College & CEC ☑	Santiago Canyon College & OEC ☑	District Services ☑	Institutional or Districtwide monitoring ☑
Academic Salaries- (1XXX)					
1	State required full-time Faculty Obligation Number (FON)	✓	✓	✓	✓
2	Bank Leave	✓	✓		✓
3	Impact upon the 50% law calculation	✓	✓	✓	✓
4	Faculty Release Time	✓	✓		✓
5	Faculty Vacancy, Temporary or Permanent	✓	✓		
6	Faculty Load Banking Liability	✓	✓		✓
7	Adjunct Faculty Cost/Production	✓	✓		
8	Department Chair Reassigned Time	✓	✓		✓
9	Management of Sabbaticals (Budgeted at colleges)	✓	✓		✓
10	Sick Leave Accrual Cost	✓	✓		✓
11	AB1725	✓	✓		
12	Administrator Vacation	✓	✓	✓	
Classified Salaries- (2XXX)					
1	Classified Vacancy, Temporary or Permanent	✓	✓	✓	
2	Working Out of Class	✓	✓	✓	
3	Vacation Accrual Cost	✓	✓	✓	
4	Overtime	✓	✓	✓	
5	Sick Leave Accrual Cost	✓	✓	✓	
6	Compensation Time taken	✓	✓	✓	
Employee Benefits-(3XXX)					
1	STRS Employer Contribution Rates, Increase/(Decrease)	✓	✓	✓	
2	PERS Employer Contribution Rates, Increase/(Decrease)	✓	✓	✓	
3	OASDI Employer Rates, Increase/(Decrease)	✓	✓	✓	
4	Medicare Employer Rates, Increase/(Decrease)	✓	✓	✓	
5	Health and Welfare Benefits, Increases/(Decrease)	✓	✓	✓	
6	SUI Rates, Increase/(Decrease)	✓	✓	✓	
7	Workers' Comp. Rates, Increase/(Decrease)	✓	✓	✓	
8	Retiree Health Benefit Cost				
	-OPEB Liability vs. "Pay-as-you-go"				✓

9	Cash Benefit Fluctuation, Increase/(Decrease)	✓	✓	✓	
Other Operating Exp & Services-(5XXX)					
1	Property and Liability Insurance Cost				✓
2	Waiver of Cash Benefits	✓	✓	✓	
3	Utilities				
	-Gas	✓	✓	✓	
	-Water	✓	✓	✓	
	-Electricity	✓	✓	✓	
	-Waste Management	✓	✓	✓	
	-Water District, Sewer Fees	✓	✓	✓	
4	Audit			✓	✓
5	Board of Trustee Elections				✓
6	Scheduled Maintenance	✓	✓		✓
7	Copyrights/Royalties Expenses	✓	✓		
Capital Outlay-(6XXX)					
1	Equipment Budget				
	-Instructional	✓	✓	✓	✓
	-Non-Instructional	✓	✓	✓	✓
2	Improvement to Buildings	✓	✓	✓	✓
3	Improvement to Sites	✓	✓	✓	✓

TABLE 2 **Revenue and Budget Responsibilities**		**Santa Ana College & CEC ☑**	**Santiago Canyon College & OEC ☑**	**District Services ☑**	**Institutional or Districtwide monitoring ☑**
Federal Revenue- (81XX)					
1	Grants Agreements	✓	✓	✓	
2	General Fund Matching Requirement	✓	✓	✓	
3	In-Kind Contribution (no additional cost to general fund)	✓	✓	✓	
4	Indirect Cost (overhead)	✓	✓	✓	✓
State Revenue- (86XX)					
1	Base Funding	✓	✓		✓
2	Apportionment	✓	✓		✓
3	COLA or Negative COLA	✓	✓	✓	✓ subject to collective bargaining
4	Growth, Work Load Measure Reduction, ***Negative Growth***	✓	✓	✓	✓
5	Categorical Augmentation/Reduction	✓	✓	✓	
6	General Fund Matching Requirement	✓	✓	✓	
7	Apprenticeship	✓	✓		

8	In-Kind Contribution	✓	✓	✓	
9	Indirect Cost	✓	✓	✓	✓
10	Lottery				
	- Unrestricted (abate cost of utilities)	✓	✓	✓	
	- Restricted-Proposition 20	✓	✓		
11	Instructional Equipment Matches (3:1)	✓	✓		✓ and will have chargeback to site proportionally
12	Scheduled Maintenance Matches (1:1)	✓	✓	✓	✓ and will have chargeback to site proportionally
13	Part time Faculty Compensation Funding	✓	✓		✓ subject to collective bargaining
14	State Mandated Cost	✓	✓		✓
Local Revenue- (88XX)					
1	Contributions	✓	✓	✓	
2	Fundraising	✓	✓	✓	
3	Proceed of Sales	✓	✓	✓	
4	Health Services Fees	✓	✓		
5	Rents and Leases	✓	✓	✓	
6	Enrollment Fees	✓	✓		
7	Non-Resident Tuition	✓	✓		
8	Student ID and ASB Fees	✓	✓		
9	Parking Fees			✓	✓

Rancho Santiago Community College District

Budget Allocation Model Based on SB 361

Appendix A – Definition of Terms

AB 1725 – Comprehensive California community college reform legislation passed in 1988, that covers community college mission, governance, finance, employment, accountability, staff diversity and staff development.

Accreditation – The review of the quality of higher education institutions and programs by an association comprised of institutional representatives. The Accrediting Commission for Community and Junior Colleges (ACCJC) of the Western Association of Schools and Colleges (WASC) accredits California's community colleges.

Apportionments – Allocations of state or federal aid, local taxes, or other monies among school districts or other governmental units. The district's base revenue provides most of the district's revenue. The state general apportionment is equal to the base revenue less budgeted property taxes and student fees. There are other smaller apportionments for programs such as apprenticeship and EOPS.

Augmentation – An increased appropriation of budget for an intended purpose.

Bank Leave – Faculty have the option to "bank" their beyond contract teaching load instead of getting paid during that semester. They can later request a leave of absence using the banked LHE.

BAM – Budget Allocation Model.

BAPR – Budget and Planning Review Committee.

Base FTES – The amount of funded actual FTES from the prior year becomes the base FTES for the following year. For the tentative budget preparation, the prior year P1 will be used. For the proposed adopted budget, the prior year P2 will be used. At the annual certification at the end of February, an adjustment to actual will be made.

Budget Center – The three Budget Centers of the district are Santa Ana College, Santiago Canyon College and the District Services.

Budget Stabilization Fund – The portion of the district's ending fund balance, in excess of the 5% reserve, budget center carryovers and any restricted balances, used for one-time needs in the subsequent year.

Cap – An enrollment limit beyond which districts do not receive funds for additional students.

Capital Outlay – Capital outlay expenditures are those that result in the acquisition of, or addition to, fixed assets. They are expenditures for land or existing buildings, improvement of sites, construction of buildings, additions to buildings, remodeling of buildings, or initial or additional equipment. Construction-related salaries and expenses are included.

Categorical Funds – Money from the state or federal government granted to qualifying districts for special programs, such as Matriculation or Vocational Education. Expenditure of categorical funds is restricted to the fund's particular purpose. The funds are granted to districts in addition to their general apportionment.

Center – An off-campus site administered by a parent college that offers programs leading to certificates or degrees that are conferred by the parent institution. The district centers are Centennial Education Center and Orange Education Center.

COLA – Cost of Living Adjustment allocated from the state calculated by a change in the Consumer Price Index (CPI).

College Reserve – College-specific one-time funds set aside to provide for estimated future expenditures or deficits, for working capital, economic uncertainty, or for other purposes.

Ending Fund Balance – Defined in any fiscal year as Beginning Fund Balance plus total revenues minus total expenditures. The Ending Fund Balance rolls over into the next fiscal year and becomes the Beginning Fund Balance. It is comprised of College Reserves, Institutional Reserves and any other specific carryovers as defined in the model or otherwise designated by the Board.

Defund – Permanently eliminating a position and related cost from the budget.

Fifty Percent Law (50% Law) – Section 84362 of the Education Code, commonly known as the Fifty Percent Law, requires each community college district to spend at least half of its "current expense of education" each fiscal year on the "salaries of classroom instructors." Salaries include benefits and the salaries of instructional aides.

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.

FON – Faculty Obligation Number, the number of full time faculty the district is required to employ as set forth in title 5, section 53308.

FRC – Fiscal Resources Committee.

FTES – Full Time Equivalent Students. The number of students in attendance as determined by actual count for each class hour of attendance or by prescribed census periods. Every 525 hours of actual attendance counts as one FTES. The number 525 is derived from the fact that 175 days of instruction are required each year, and students attending classes three hours per day for 175 days will be in attendance for 525 hours. That is, three times 175 equals 525.

Fund 11 – The unrestricted general fund used to account for ongoing revenue and expenditures.

Fund 12 – The restricted general fund used to account for categorical and special projects.

Fund 13 – The unrestricted general fund used to account for unrestricted carryovers and one-time revenues and expenses.

Growth – Funds provided in the state budget to support the enrollment of additional FTE students.

In-Kind Contributions – Project-specific contributions of a service or a product provided by the organization or a third-party where the cost cannot be tracked back to a cash transaction which, if allowable by a particular grant, can be used to meet matching requirements if properly documented. In-kind expenses generally involve donated labor or other expense.

Indirect Cost – Indirect costs are institutional, general management costs (i.e., activities for the direction and control of the district as a whole) which would be very difficult to be charged directly to a particular project. General management costs consist of administrative activities necessary for the general operation of the agency, such as accounting, budgeting, payroll preparation, personnel services, purchasing, and centralized data processing. An indirect cost rate is the percentage of a district's indirect costs to its direct costs and is a standardized method of charging individual programs for their share of indirect costs.

Institutional Reserve – Overall districtwide one-time funds set aside to provide for estimated future expenditures or deficits, for working capital, economic uncertainty, or for other purposes. The Institutional Reserve consists of the Board Policy Contingency, the Budget Stabilization Fund, and any other contingency fund held at the institutional level over and above the College Reserves.

LHE – Lecture Hour Equivalent. The standard instructional work week for faculty is fifteen (15) LHE of classroom assignments, fifteen (15) hours of preparation, five (5) office hours, and five (5) hours of institutional service. The normal teaching load for faculty is thirty (30) LHE per school year.

Mandated Costs – District expenses which occur because of federal or state laws, decisions of federal or state courts, federal or state administrative regulations, or initiative measures.

Modification – The act of changing something.

POE – Planning and Organizational Effectiveness Committee.

Proposition 98 – Proposition 98 refers to an initiative constitutional amendment adopted by California's voters at the November 1988 general election which created a minimum funding guarantee for K-14 education and also required that schools receive a portion of state revenues that exceed the state's appropriations limit.

Reserves – Funds set aside to provide for estimated future expenditures or deficits, for working capital, economic uncertainty, or for other purposes. Districts that have less than a 5% reserve are subject to a fiscal 'watch' to monitor their financial condition.

SB 361 – The New Community College Funding Model (Senate Bill 361), effective October 1, 2006, includes funding base allocations depending on the number of FTES served, credit FTES funded at an equalized rate, noncredit FTES funded at an equalized rate, and enhanced noncredit FTES funded at an equalized rate. The intent of the formula is to provide a more equitable allocation of system wide resources, and to eliminate the complexities of the previous Program Based Funding model while still retaining focus on the primary component of that model, instruction. In addition, the formula provides base operational allocations for colleges and centers scaled for size.

Seventy-five/twenty-five (75/25) – Refers to policy enacted as part of AB 1725 that sets 75 percent of the hours of credit instruction as a goal for classes to be taught by full-time faculty.

Target FTES – The estimated amount of agreed upon FTES the district or college anticipates the opportunity to earn growth/restoration funding during a fiscal year.

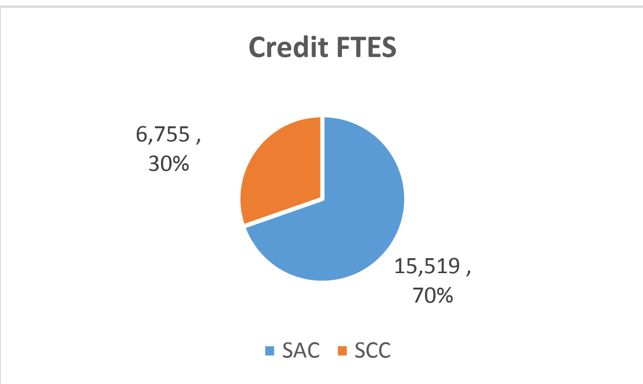
Title 5 – The portion of the California Code of Regulations containing regulations adopted by the Board of Governors which are applicable to community college districts.

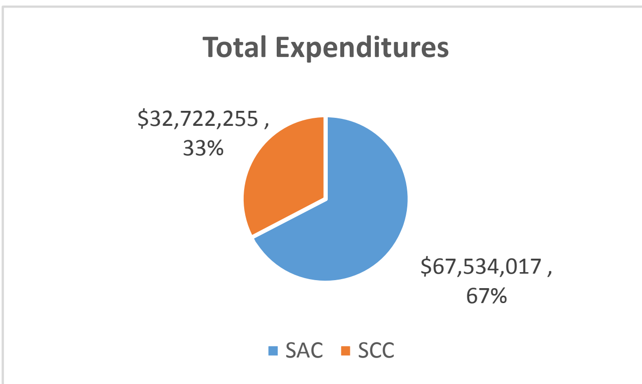
1300 accounts – Object Codes 13XX designated to account for part time teaching and beyond contract salary cost.

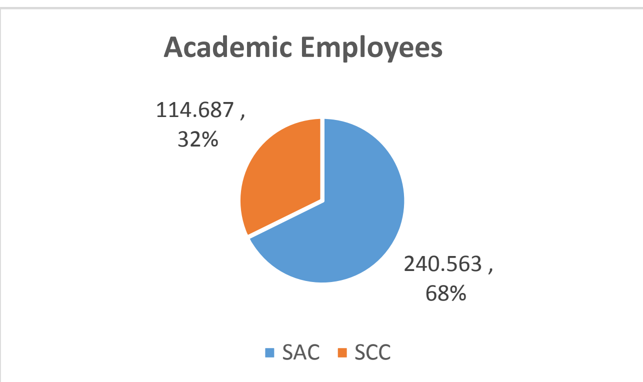
7200 Transfers – Intrafund transfers made between the restricted and unrestricted general fund to close a categorical or other special project at the end of the fiscal year or term of the project.

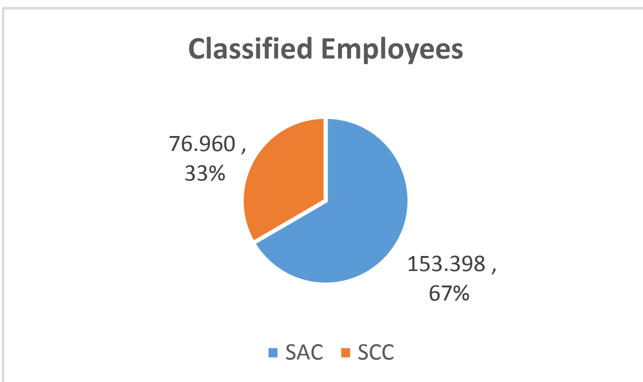
FD 11/13 - CREDIT - FY 2015/16

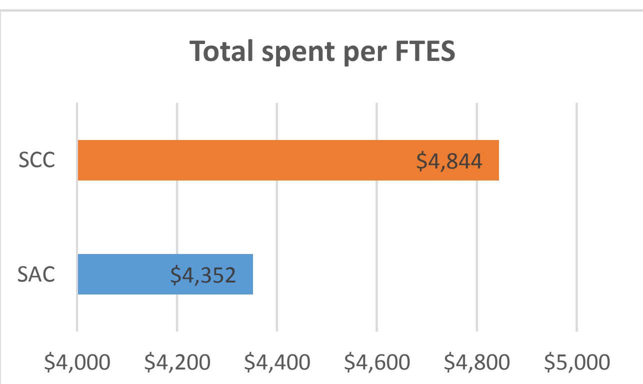
Expenditures by Object	SAC	%	SCC	%	Total Exp
Academic Salaries	$35,980,563	68.61%	$16,463,869	31.39%	$52,444,432
Classified Salaries	10,059,563	68.05%	4,723,052	31.95%	14,782,615
Employee Benefits	14,705,372	67.72%	7,009,941	32.28%	21,715,313
Books and Supplies	384,508	81.73%	85,981	18.27%	470,489
Services and Other Operating Expenses	6,225,310	58.63%	4,392,791	41.37%	10,618,101
Sites, Buildings, Books, and Equipment	163,490	90.11%	17,945	9.89%	181,435
Other Outgo and Contingencies	15,211	34.66%	28,676	65.34%	43,887
Total Expenditures	**$67,534,017**	**67.36%**	**$32,722,255**	**32.64%**	**$100,256,272**
Credit FTES	**15,519**	**69.67%**	**6,755**	**30.33%**	**22,274**
FTE Academic Employees	**240.563**	**67.72%**	**114.687**	**32.28%**	
FTE Classified Employees	**153.398**	**66.59%**	**76.960**	**33.41%**	
Total spent per FTES	**$ 4,352**		**$ 4,844**		
Academic S&B per FTES	**$ 2,922**		**$ 3,080**		
Classified S&B per FTES	**$ 992**		**$ 1,094**		
FTES per # FTE Faculty	**70.52**		**65.78**		

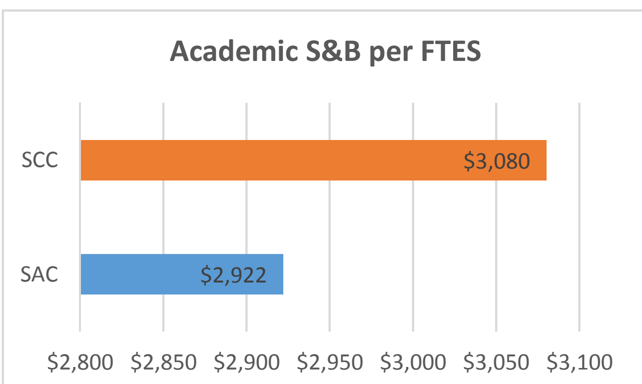


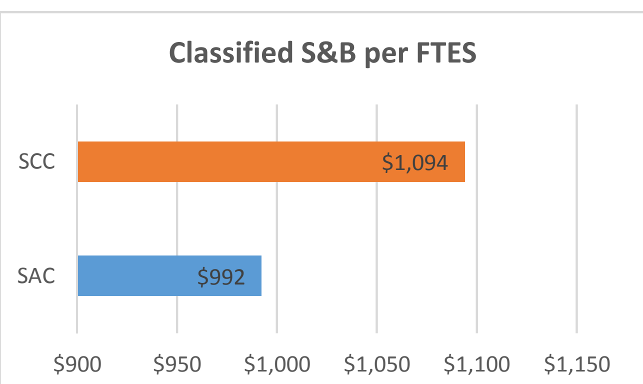


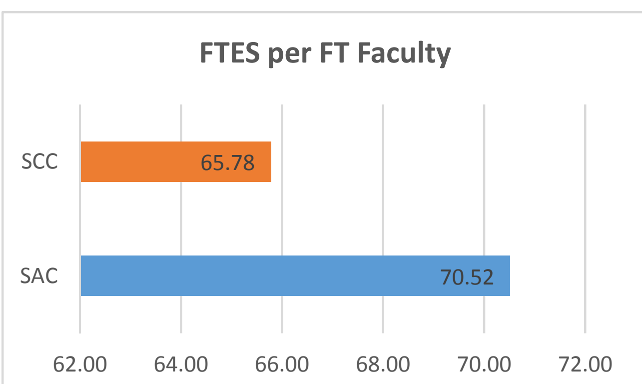






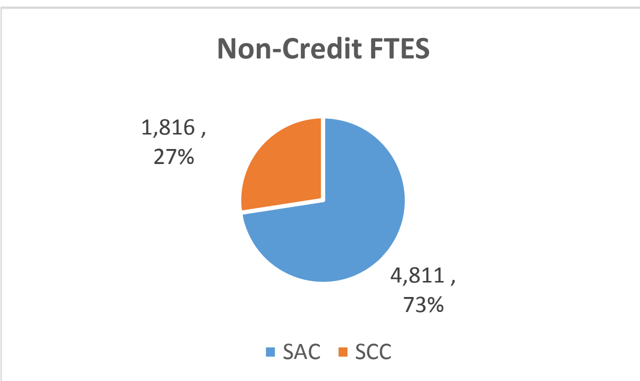


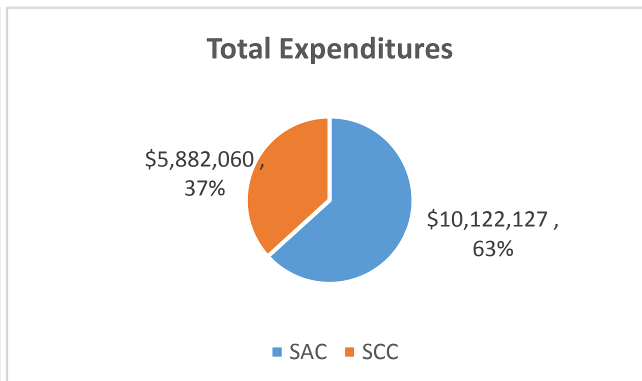


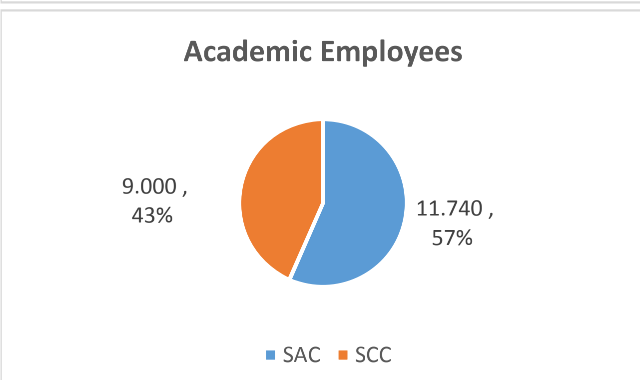


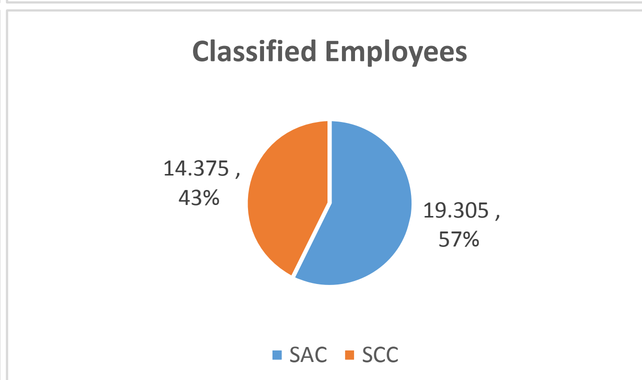
FD 11/13 - NON-CREDIT - FY 2015/16

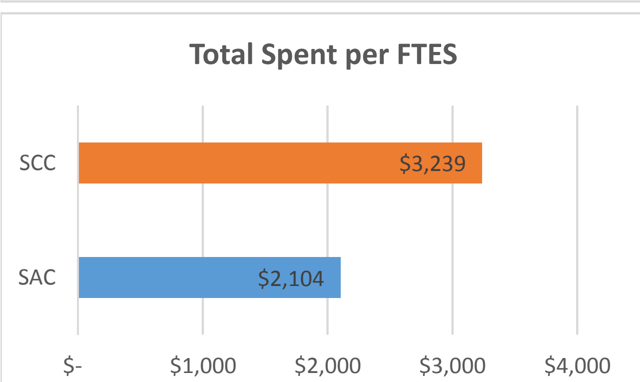
Expenditures by Object	SAC	%	SCC	%	Total Exp
Academic Salaries	$6,689,194	64.07%	$3,751,480	35.93%	$10,440,674
Classified Salaries	1,239,415	58.08%	894,693	41.92%	2,134,108
Employee Benefits	1,768,984	61.37%	1,113,706	38.63%	2,882,690
Books and Supplies	14,046	41.86%	19,506	58.14%	33,552
Services and Other Operating Expenses	410,488	80.49%	99,529	19.51%	510,017
Sites, Buildings, Books, and Equipment	-	0.00%	3,146	100.00%	3,146
Other Outgo and Contingencies	-	0.00%	-	0.00%	-
Total Expenditures	**$10,122,127**	**63.25%**	**$5,882,060**	**36.75%**	**$16,004,187**
Non-Credit FTES	**4,811**	**72.60%**	**1,816**	**27.40%**	**6,628**
FTE Academic Employees	**11.740**	**56.61%**	**9.000**	**43.39%**	
FTE Classified Employees	**19.305**	**57.32%**	**14.375**	**42.68%**	
Total Spent per $FTES	**$ 2,104**		**$ 3,239**		
Academic S&B per FTES	**$ 1,568**		**$ 2,313**		
Classified S&B per FTES	**$ 448**		**$ 858**		
Total FTES per # FTE Faculty	**616.85**		**302.68**		

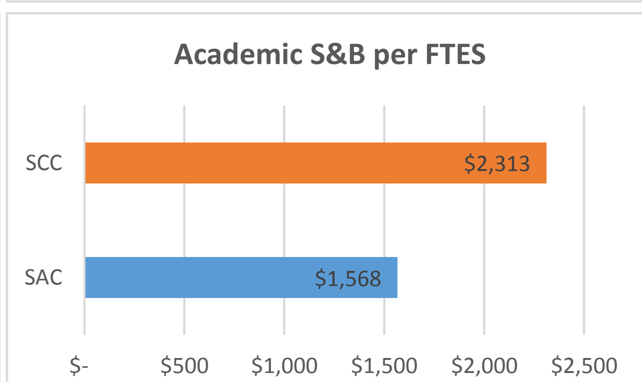


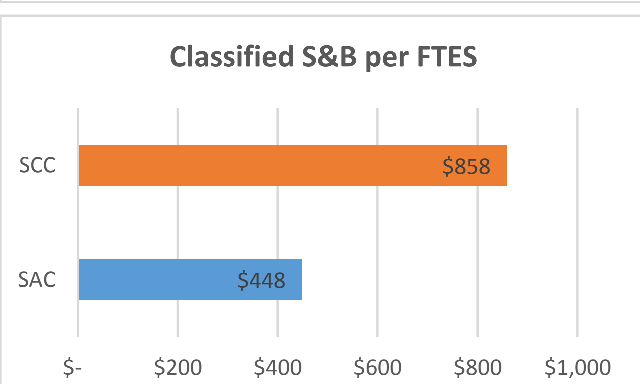


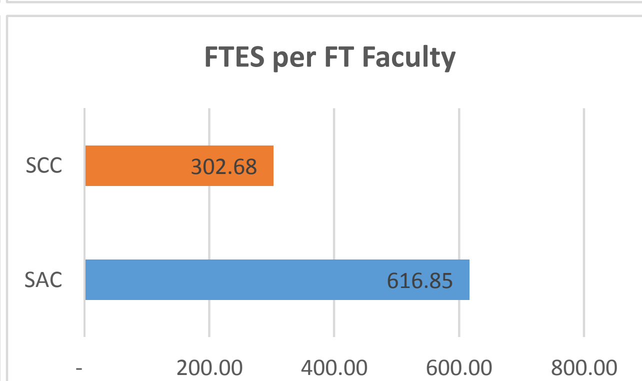












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RANCHO SANTIAGO
Community College District

Building the future through quality education

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Santa Ana College • Santiago Canyon College

District COMMITTEE:________________________________

GOALS 2016-2017

1.
2.
3.
4.

Mid-year (Dec. 15) Status Report:

Date:____________________

Status:

Goal 1:____

Goal 2:____

Goal 3:____

Goal 4:____

End-of-Year (June 15) Progress Report:

Completed (C) **Revised (R)** **Ongoing (O)** **Deleted (D)**

Please give brief narrative:

Goal 1:

Goal 2:

Goal 3:

Goal 4:

POE approved: 10-26-16

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COMMITTEE: Planning and Organizational Effectiveness

Mid-year (Dec. 15) Status Report

GOALS 2016-2017
1. Work to align the planning and budget cycles between the colleges and the District 2. Serve as the oversight committee for the RSCCD Mission and Strategic Plan 3. Ensure integration of clearer responsibilities between the Fiscal Resources Committee (FRC) and POE utilizing District Council as the designator of responsibilities 4. Assist in planning the District Governance Summit 5. Serve as the oversight committee for district-wide grants 6. Inform district governance committees of their respective roles in accreditation so they may serve as a support to the colleges
Status Report
Date:____________________ Status: Goal 1:____________________ Goal 2:____________________ Goal 3:____________________ Goal 4:____________________ Goal 5:____________________ Goal 6:____________________

POE approved: September 28, 2016

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COMMITTEE: Planning and Organizational Effectiveness

End of-Year (June 15) Progress Report

GOALS 2016-2017			
1. Work to align the planning and budget cycles between the colleges and the District 2. Serve as the oversight committee for the RSCCD Mission and Strategic Plan 3. Ensure integration of clearer responsibilities between the Fiscal Resources Committee (FRC) and POE utilizing District Council as the designator of responsibilities 4. Assist in planning the District Governance Summit 5. Serve as the oversight committee for district-wide grants 6. Inform district governance committees of their respective roles in accreditation so they may serve as a support to the colleges			
Progress Report: **Completed (C)**	**Revised (R)**	**Ongoing (O)**	**Deleted (D)**
Please give brief narrative:			
Goal 1:			
Goal 2:			
Goal 3:			
Goal 4:			
Goal 5:			
Goal 6:			

POE approved: September 28, 2016

Vacant Funded Positions as of 11/10/2016 - Projected Annual Salary and Benefits Savings

Fund	Management/ Academic/ Confidential	Title	Reasons	Site	Effective Date	Notes	2016-17 Annual Budgeted Sal/Ben	Total Unr. General Fund by Site
11	Colver, Michael	LT District Safety & Sec	Resignation	**District**	7/17/2016	CL16-0864	141,599	
11	Marshall, Steven	Facilities Project Manager	Resignation	**District**	8/2/2016	CL16-0829	143,655	
11	Oropeza, Alfonso	Director, Information Systems	Transfer to SCC	**District**	12/17/2015		183,760	**599,524**
11	Sergeant #3 - reorg #899	Sergeant #3	Reorg#899	**District**			130,510	
11	Winter, Alistair	Chief District Safety/Security	Promotion	**District**	7/1/2016	Interim Chief, Toni Bland	-	
55%-fd 11 45%-fd 12	Aguilar Beltran, Maria	Coordinator Physical Disabled	took another coord	**SAC**	7/30/2015		77,016	
11	Bridges, Avie	Dean, Kinesiology, Health & Ath	Retirement	**SAC**	8/30/2016	Interim Dean, Kenneth Wright Jr.	-	
11	Burke, Jeffrey	Assistant Professor/Math Cente	Resignation	**SAC**	8/1/2016		132,484	
11	Dooley, Bennie Allen	Dean, Business Division	Resignation	**SAC**	8/1/2014	New req#AC16-0576 (old req#AC14-0393)- Madeline Grant interim Dean	-	
11	Eastmond, Thomas	Professor of Physics/Astronomy	Retirement	**SAC**	6/8/2017		-	
11	Ghelfi, Gerald	Professor, History	Retirement	**SAC**	6/9/2017		-	
11	Grant, Madeline	Professor, Management/Marke	Interim assisgnmer	**SAC**	9/23/2014	Interim Dean, Business Division	130,144	**1,127,735**
11	Haglund, Becky	Professor, Health Science/Nursi	Retirement	**SAC**	6/29/2017		-	
11	Montiel-Childress, Dena	Professor, Business Applicatior	Retirement	**SAC**	6/3/2016		130,144	
11	Moore, George	Assistant Professor/Welding	Resignation	**SAC**	6/4/2016		128,937	
11	Morris, Marilou	Professor, Communication Stud	Retirement	**SAC**	6/3/2016		124,686	
11	Public Information Officer	Public Information Officer	Reorg#967	**SAC**	9/14/2016	Reorg#967 Req#CL16-0868	141,505	
11	Simmons, Kathleen	Professor, ESL/Reading	Retirement	**SAC**	6/3/2016		114,363	
11	Smorstok Stephens, Mary	Professor, High School Subject	Retirement	**SAC**	6/30/2016	Funded Reorg #965 and used to fund OOC position for Accountant will DEFUND position in FY 17/18	69,814	
11	Tanakeyowma, Lilia	Dean, Student Affairs	Retirement	**SAC**	12/29/2016		78,644	
11	Wood, Sandra	Professor, Anthropology/Sociol	Retirement	**SAC**	6/8/2017		-	
11	Babeshoff, Ruth	Dean of Counseling & Student S	Interim assisgnmer	**SCC**	7/1/2016	Jennifer Coto, interim Dean, Counseling & Student Support Services	-	
11	Baez, Elizabeth	Professor, Spanish	Retirement	**SCC**	6/9/2017		-	
11	Coto, Jennifer	Coordinator	Interim assisgnmer	**SCC**	7/1/2016	Interim for Ruth Babeshoff	-	
11	Hernandez, John	Vice President of Student Services	Interim assisgnmer	**SCC**	7/1/2016	Ruth Babeshoff, interim VP Student Services	-	
11	Kennedy, James	Dean, Instr & Std Svcs	Promotion	**OEC**	8/1/2011	Promotion to VP CEC effective March 11,2	193,424	
11	Martinez-Flores, Marilyn	Dean, Arts/Humanities/Social S	Promotion	**SCC**	7/19/2016		184,289	
11	Mc Mullin, Mary	Professor, Reading	Retirement	**SCC**	12/9/2016		78,745	
11	Powers, Charleen	Professor, Biology	Retirement	**SCC**	6/9/2017		-	**710,894**
11	Strother, Judy	Counselor	Retirement	**SCC**	6/2/2016		124,293	
11	Walker, Mary	Coordinator, ESL Integrated	Retirement	**SCC**	6/30/2016	interim for James Kennedy-now vacant	130,144	
11	Weispfenning, John	President, SCC	Resignation	**SCC**	7/15/2016	John Hernandez, interim President	-	
							2,438,153	

Fund	Classified	Title	Reasons	Site	Effective Date	Notes	2015-16 Annual Budgeted Salary/Ben	Total Unr. General Fund by Site
11	Administrative Secretary	Administrative Secretary-P/T	reorg #856	**District**		reorg #856 - CL14-0584 (cancelled reorg#829)	27,585	
11	Carmichael, Marsha	Buyer	Retirement	**District**	12/30/2016		41,508	
11	Cardenas, Raul	Technical Specialist I	Promotion	**District**	11/7/2016		55,995	
11	Dao, Quynh-Giao	Senior Account Clerk	Promotion	**District**	10/25/2016		57,765	
48%-fd 11 52%-fd 12	Frausto Aguado, Erica	Business Services Coordinator	Resignation	**District**	9/26/2014	CL14-0608 - FUNDING NEEDS TO BE ALL FD 12 WHEN HIRED	-	
11	Gayotin, Neoray	Warehouse Storekeeper	Resignation	**District**	11/18/2016		31,716	**499,624**
11	Hunt, Michael	Custodian	Resignation	**District**	9/22/2015		19,915	
11	Senior Account Clerk	Senior Account Clerk	Reorg#963	**District**		Reorg#963	76,145	
11	Miller, Lisa	Financial Aid Account Clerk	Reorg#963	**District**	12/30/2016	Reorg#963-to defund FY 17-18	-	
11	Nevils, Marcelina	Purchasing Assistant	Promotion	**District**	9/25/2016	CL16-0863	75,756	
11	Senior Clerk	Senior Clerk	Reorg#963	**District**		Reorg#963	76,854	
11	Vink, Eileen	Desktop Publishing Tech	Retirement	**District**	12/29/2016		36,383	
11	Andreacchi, Bart	Learning Facilitator	Resignation	**SAC**	8/7/2015	CL 15-0758	-	
11	Andrews, Thomas	Skilled Maintenance Worker	Retirement	**SAC**	3/30/2016		88,785	
11	Armstrong, Dawn	Learning Facilitator	Resignation	**SAC**	8/6/2015	CL 15-0758	-	
11	Barker, Hillary	General Office Clerk	Promotion	**SAC**	10/22/2015		19,284	
11	Brennan, Stephen	Media Systems Electronic Techr	Retirement	**SAC**	6/30/2016		84,505	
11	Castellanos, Margie	Counseling Assistant	Resignation	**SAC**	6/5/2015	CL15-0721	20,558	
50%-fd 11 50%-fd 12	Covit, Raissa	Research Analyst	Resignation	**SAC**	10/1/2016		50,094	
11	Diaz, Ana	Administrative Clerk	Promotion	**SAC**	9/14/2015		25,109	
11	Donelan, Cynthia	Learning Facilitator	Resignation	**SAC**	1/28/2016		-	
11	Fernandez, Luis	Admissions/Records Spec III	Resignation	**SAC**	8/12/2016		67,177	
11	Freeman, Dianne	Support Services Assistant	Retirement	**SAC**	7/1/2016		70,811	
11	Guevara, Angela	Success Center Specialist	FT Coordinator	**SAC**	8/14/2016		78,085	
11	Houghtaling, Charlotte	Instructional Center Technician	Medical Layoff	**SAC**	3/2/2015		-	
11	Kehler, Jason	Sports Information Coordinator	Resignation	**SAC**	7/4/2016		83,526	
11	Leonor, Henry	Instructional Assistant	Resignation	**SAC**	4/28/2016		-	**827,610**
11	Lopez, Jacqueline	Student Services Specialist	Resignation	**SAC**	10/6/2016		10,664	
50%-fd 11 50%-fd 12	Ngo, Joseph	Instructional Assistant	Resignation	**SAC**	10/30/2015		-	
11	Ordiano, Cesar	Video Technician	Resignation	**SAC**	10/19/2015		-	
11	Pham, Elaine	Instructional Center Spec	Resignation	**SAC**	8/21/2016		68,587	
11	Rodriguez, Barbara	Admission & Records Spec I	Retirement	**SAC**	10/22/2015		21,299	
50%-fd 11 50%-fd 12	Sandoval, Juan	Instructional Assistant	Resignation	**SAC**	2/1/2016		-	
11	Scolaro, Denise	Financial Aid Analyst	Resignation	**SAC**	6/12/2016		88,786	
11	Steward, Christie-50%	Admission/Rec Spec I	Retirement	**SAC**	10/17/2016		27,293	
11	Vo, Hong Ha	Instructional Assistant	Resignation	**SAC**	5/4/2015	CL15-0683	-	
11	Weiss, Scott	Video Technician	Resignation	**SAC**	2/29/2016		23,046	
11	Zambrano, Adalberto	Instructional Assistant	Resignation	**SAC**	8/16/2015		-	
11	Banderas, Justin	Library Technician	went to SAC	**SCC**	10/2/2016		70,248	
11	Barrios, Blanca	Instructional Assistant	Resignation	**SCC**	9/4/2015	CL15-0725	-	

Vacant Funded Positions as of 11/10/2016 - Projected Annual Salary and Benefits Savings

Fund	Management/ Academic/ Confidential	Title	Reasons	Site	Effective Date	Notes	2016-17 Annual Budgeted Sal/Ben	Total Unr. General Fund by Site
28%-fd 11 72%-fd 12	Bergara, Elizabeth	Financial Aid Analyst	Promotion	**SCC**	10/3/2016		17,948	
11	Cervantes, Guadalupe	Admissions/Records Spec I	Resignation	**SCC**	11/28/2016		30,469	
60%-fd 11 40%-fd 12	Dillon, Victoria	Intermediate Clerk	Retirement	**SCC**	6/30/2016		40,318	
11	Garrahy, Barbara	Administrative Secretary	Retirement	**SCC**	12/30/2016		38,663	
11	Gonzalez Del Rio, Raul	Accountant	Resignation	**SCC**	10/21/2016		49,843	
11	Holmes, Michelle	Learning Assistant	Resignation	**SCC**	2/8/2013		23,016	**537,277**
11	Lara, Rene	Custodian	Fulltime	**SCC**	10/17/2016		11,617	
11	Luna, Miguel	Transfer Center Specialist	Promotion	**SCC**	8/9/2016		52,210	
11	Narvaez Gomez, Filadelfo	Custodian	Resignation	**SCC**	9/5/2016		14,937	
11	Odegard, Esther	Administrative Secretary	Promotion	**SCC**	8/22/2016		84,996	
11	Rodriguez, Maria	Graduation Specialist	Resignation	**SCC**	1/15/2016	CL15-0757 - Miguel Luna 2ADM-CF-SPGR2-OOC - Graduation Specialist currently receiving out of class assignment effective 1/2016	103,012	
TOTAL							**4,302,663**	

RANCHO SANTIAGO COMMUNITY COLLEGE DISTRICT

MEASURE E

Projects Cost Summary

As of 10/31/16 on 11/01/16

Special Project Numbers	Description	Project Allocation	Total PY Expenditures	FY 2016-2017 Expenditures	FY 2016-2017 Encumbrances	Cumulative Exp & Enc	Project Balance	% Spent
ACTIVE PROJECTS								
SANTA ANA COLLEGE								
3054	Temporary Village Phase 2	1,159,046	994,922	78,982	4,108	1,078,012	81,034	93%
	TOTAL SANTA ANA COLLEGE	**1,159,046**	**994,922**	**78,982**	**4,108**	**1,078,012**	**81,034**	**93%**
SANTIAGO CANYON COLLEGE								
3672	SCC Building U Portables Certification	1,300,000	254,315	7,866	18,817	280,998	1,019,002	22%
3058	SCC Aquatic Bleachers Certification	100,266	10,919	28,690	7,856	47,465	52,801	47%
	TOTAL SANTIAGO CANYON COLLEGE	**1,400,266**	**265,234**	**36,556**	**26,673**	**328,463**	**1,071,803**	**23%**
DISTRICT/ DISTRICTWIDE OPERATIONS								
3044	Project Closeout/Certification	513,005	419,805	-	-	419,805	93,200	82%
	TOTAL DISTRICT/DISTRICTWIDE	**513,005**	**419,805**	**-**	**-**	**419,805**	**93,200**	**82%**
	ACTIVE PROJECTS - ALL SITES	**3,072,317**	**1,679,961**	**115,538**	**30,781**	**1,826,280**	**1,246,037**	**59%**

RANCHO SANTIAGO COMMUNITY COLLEGE DISTRICT
MEASURE E
Projects Cost Summary
As of 10/31/16 on 11/01/16

Special Project Numbers	Description	Project Allocation	Total PY Expenditures	FY 2016-2017 Expenditures	FY 2016-2017 Encumbrances	Cumulative Exp & Enc	Project Balance	% Spent
COMPLETED PROJECTS/PENDING CLOSEOUT								
SANTA ANA COLLEGE								
3001	Renovation of Buildings / Building "G" Renovation	9,302,490	9,302,490	-	-	9,302,490	-	100%
3002	SAC Library Renovation	339,623	339,623	-	-	339,623	-	100%
3003	Renovate Campus Infrastructure Design/Construct Maintenance/Operations Design/Construct Classroom Building	24,927,689	24,927,689	-	-	24,927,689	-	100%
3007	Child Care/Classroom-Centennial Renovate and Improve Centennial Ed Center	1,662,032	1,662,032	-	-	1,662,032	-	100%
3008	Renovate & Expand Athletic Fields	10,082,438	10,082,438	-	-	10,082,438	-	100%
3013	Acquisition of Land Adjacent to SAC	15,962,453	15,962,453	-	-	15,962,453	-	100%
3016	Design New Child Development Center Construct New Child Development Center	10,362,051	10,362,051	-	-	10,362,051	-	100%
3017	Design Women's Locker Room Construct Women's Locker Room Augment State-Funded PE Seismic Project	14,455,332	14,455,332	-	-	14,455,332	-	100%
3019	Design Sheriff Training Facility Construct Sheriff Training Facility Fire Science Program (Net 6 Facility) Fire Science Prog. @ MCAS, Inc. 2	29,121,885	29,121,885	-	-	29,121,885 -	-	100%
3020	Design/Construct Digital Media Center	14,000,656	14,000,656	-	-	14,000,656	-	100%
3028	Design & Construct Parking Structure	2,046,955	2,046,955	-	-	2,046,955	-	100%
3029	Parking Lot #11 Expansion and Improvements	10,434,241	10,434,241		-	10,434,241	0	100%
3030	Perimeter Site Improvements	6,736,615	6,736,615	-	-	6,736,615	0	100%
3031	Tessman Planetarium Upgrade and Restroom Addition	3,686,064	3,686,064	-	-	3,686,064	0	100%
3032	Dunlap Hall Renovation	5,267,967	5,267,967	-	-	5,267,967	0	100%
3034	SAC Sheriff Training Academy Road	56,239	56,239	-	-	56,239	-	100%
3035	Johnson Center Renovation	49,300	49,300	-	-	49,300	0	100%
3036	Temporary Village	3,868,982	3,868,982	-	-	3,868,982	-	100%
3038	Campus Lighting Upgrade	6,825	6,825	-	-	6,825	-	100%
3042	Central Plant Infrastructure	4,467,571	4,467,571	-	-	4,467,571	0	100%
3043	Property Acquisition 17th/Bristol	5,110,237	5,110,237	-	-	5,110,237	-	100%
3045	Chavez Hall Renovation	138,168	138,168	-	-	138,168	-	100%
	TOTAL SANTA ANA COLLEGE	**172,085,813**	**172,085,812**	**-**	**-**	**172,085,812**	**0**	**100%**
SANTIAGO CANYON COLLEGE								
3004	SCC Infrastructure	37,187,826	37,187,826	-	-	37,187,826	-	100%
3011	Land Acquisition	24,791,777	24,791,777	-	-	24,791,777	-	100%
3012	Acquire Prop & Construct Cont Ed	27,554,640	27,554,640	-	-	27,554,640	-	100%
3014	Construct New Library & Resource Center	4,375,350	4,375,350	-	-	4,375,350	-	100%
3021	Construct Student Services & Classroom Bldg	8,073,049	8,073,049	-	-	8,073,049	-	100%
3022	Humanities Building	32,558,237	32,558,237		-	32,558,237	0	100%
3025	Athletics and Aquatics Center: Netting and Sound System	19,940,273	19,940,273	-	-	19,940,273	0	100%
3026	Science and Math Building	26,415,964	26,415,964	-	-	26,415,964	-	100%
3027	Construct Additional Parking Facilities	1,047,212	1,047,212	-	-	1,047,212	-	100%
3046	Orange Education Center Building Certification	1,337,157	1,337,157	-	-	1,337,157	-	100%
	TOTAL SANTIAGO CANYON COLLEGE	**183,281,485**	**183,281,485**	**0**	**0**	**183,281,485**	**0**	**100%**
DISTRICT/ DISTRICTWIDE OPERATIONS								
3009	Replace Aging Telephone & Computer Network	14,056,433	14,056,433	-	-	14,056,433	-	100%
3039	LED Lighting Upgrade	157,200	157,200	-	-	157,200	-	100%
	TOTAL DISTRICT/DISTRICTWIDE	**14,213,633**	**14,213,633**	**-**	**-**	**14,213,633**	**-**	**100%**
	COMPLETED PROJECTS - ALL SITES	**369,580,931**	**369,580,930**	**-**	**-**	**369,580,930**	**0**	**100%**
	RECAP:							
	Santa Ana College	173,244,859	173,080,734	78,982	4,108	173,163,824	81,034	**100%**
	Santiago Canyon College	184,681,751	183,546,719	36,556	26,673	183,609,948	1,071,803	**99%**
	District/Districtwide Operations	14,726,638	14,633,438	0	0	14,633,438	93,200	**99%**
	GRAND TOTAL - ALL SITES	**372,653,248**	**371,260,891**	**115,538**	**30,781**	**371,407,210**	**1,246,037**	**100%**

SOURCE OF FUNDS

ORIGINAL Bond Proceeds	337,000,000
Refunding Proceeds	5,001,231
Interest Earned	30,652,017
Totals	**372,653,248**

RANCHO SANTIAGO COMMUNITY COLLEGE DISTRICT

MEASURE Q

Projects Cost Summary

10/31/16 on 11/01/16

Special Project Numbers	Description	Project Allocation	Total PY Expenditures	FY 2016-2017 Expenditures	FY 2016-2017 Encumbrances	Cumulative Exp & Enc	Project Balance	% Spent
ACTIVE PROJECTS								
SANTA ANA COLLEGE								
3032	Dunlap Hall Renovation	12,634,041	12,620,659	-	13,382	12,634,041	0	100%
	Agency Cost		559	-		559		
	Professional Services		1,139,116	-	13,382	1,152,498		
	Construction Services		11,480,984	-	-	11,480,984		
	Furniture and Equipment		-	-		-		
3035	Johnson Student Center	38,957,630	509,351	40,540	4,136,040	4,685,930	34,271,700	12%
	Agency Cost		343	133	-	476		
	Professional Services		509,007	40,407	4,136,035	4,685,450		
	Construction Services		-	-	4	4		
	Furniture and Equipment		-	0	-	-		
3042	Central Plant Infrastructure	68,170,000	13,755,800	6,733,201	18,197,114	38,686,116	29,483,884	57%
	Agency Cost		322,282	-	1,905	324,187		
	Professional Services		5,629,739	483,809	6,086,859	12,200,407		
	Construction Services		7,803,780	6,249,392	12,108,350	26,161,522		
	Furniture and Equipment		-		-	-		
3043	17th & Bristol Street Parking Lot	2,500,000	136,167	1,228	44,886	182,281	2,317,719	7%
	Agency Cost		15,110	-	139	15,249		
	Professional Services		68,061	1,228	44,747	114,036		
	Construction Services		52,996	-	-	52,996		
	Furniture and Equipment		-		-	-		
3049	Science Center & Building J Demolition	73,380,861	1,709,965	426,571	2,954,133	5,090,669	68,290,192	7%
	Agency Cost		348	3,600	2,000	5,948		
	Professional Services		1,709,617	422,971	2,952,133	5,084,721		
	Construction Services		-	-	-	-		
	Furniture and Equipment		-	-	-	-		
3056	Johnson Demolition	2,500,000	605	990	700	2,295	2,497,705	0%
	Agency Cost		120	-	-	120		
	Professional Services		485	-	-	485		
	Construction Services			990	700	1,690		
	Furniture and Equipment			-	-	-		
	TOTAL	**198,142,532**	**28,732,546**	**7,202,529**	**25,346,256**	**61,281,331**	**136,861,201**	**31%**
	ACTIVE PROJECTS	**198,142,532**	**28,732,546**	**7,202,529**	**25,346,256**	**61,281,331**	**136,861,201**	**31%**

SOURCE OF FUNDS	
ORIGINAL Bond Proceeds	198,000,000
Interest Earned	142,532
Totals	**198,142,532**

Rancho Santiago Community College
Unrestricted General Fund Cash Flow Summary
FY 2016-2017, 2015-2016, 2014-2015
YTD Actuals-October 31, 2016

	FY 2016/2017											
	July Actual	August Actual	September Projection	October Projection	November Projection	December Projection	January Projection	February Projection	March Projection	April Projection	May Projection	June Projection
Beginning Fund Balance	$37,337,509	$43,659,310	$38,942,521	$40,606,947	$36,225,443	$36,225,443	$36,225,443	$36,225,443	$36,225,443	$36,225,443	$36,225,443	$36,225,443
Total Revenues	13,118,834	7,775,788	14,807,440	9,586,607								
Total Expenditures	6,797,032	12,492,578	13,143,013	13,968,111								
Change in Fund Balance	6,321,801	(4,716,789)	1,664,426	(4,381,504)	0	0	0	0	0	0	0	0
Ending Fund Balance	$43,659,310	$38,942,521	$40,606,947	$36,225,443	$36,225,443	$36,225,443	$36,225,443	$36,225,443	$36,225,443	$36,225,443	$36,225,443	$36,225,443

	FY 2015/2016											
	July Actual	August Actual	September Projection	October Projection	November Projection	December Projection	January Projection	February Projection	March Projection	April Projection	May Projection	June Projection
Beginning Fund Balance	$26,389,958	$33,760,785	$28,433,699	$33,215,060	$26,385,950	$22,398,504	$48,655,042	$42,536,913	$37,514,073	$38,286,526	$47,812,448	$40,669,186
Total Revenues	14,244,503	6,444,443	17,588,326	7,209,443	11,458,655	38,551,516	5,737,888	8,326,767	14,201,229	22,411,480	7,788,719	17,380,868
Total Expenditures	6,873,676	11,771,529	12,806,966	14,038,552	15,446,100	12,294,979	11,856,017	13,349,606	13,428,776	12,885,558	14,931,981	20,712,546
Change in Fund Balance	7,370,827	(5,327,086)	4,781,361	(6,829,110)	(3,987,446)	26,256,537	(6,118,129)	(5,022,839)	772,453	9,525,922	(7,143,262)	(3,331,678)
Ending Fund Balance	$33,760,785	$28,433,699	$33,215,060	$26,385,950	$22,398,504	$48,655,042	$42,536,913	$37,514,073	$38,286,526	$47,812,448	$40,669,186	$37,337,509

	FY 2014/2015											
	July	August	September	October	November	December	January	February	March	April	May	June
Beginning Fund Balance	$27,739,523	$32,666,433	$29,404,614	$28,748,094	$21,976,034	$22,144,852	$37,611,213	$38,435,535	$31,154,090	$31,279,907	$39,748,481	$32,434,104
Total Revenues	12,347,417	7,989,510	12,117,283	7,274,970	13,596,920	27,460,042	13,197,669	5,864,310	12,974,089	20,664,808	5,750,375	10,406,896
Total Expenditures	7,420,507	11,251,330	12,773,804	14,047,030	13,428,102	11,993,681	12,373,347	13,145,754	12,848,272	12,196,234	13,064,752	16,451,041
Change in Fund Balance	4,926,911	(3,261,819)	(656,520)	(6,772,060)	168,818	15,466,361	824,322	(7,281,444)	125,817	8,468,574	(7,314,377)	(6,044,146)
Ending Fund Balance	$32,666,433	$29,404,614	$28,748,094	$21,976,034	$22,144,852	$37,611,213	$38,435,535	$31,154,090	$31,279,907	$39,748,481	$32,434,104	$26,389,958

Notes:
[1] Beginning in FY 2015/16, cash flow activity will be for Unrestricted Ongoing General Fund (11) and not Unrestricted One-Time Funds (13)

Fiscal Resources Committee

Executive Conference Room – District Office
1:30 p.m. – 3:00 p.m.

Meeting Minutes for October 19, 2016

FRC Members Present: Jimmy Nguyen, Arleen Satele, Steven Deeley, Mary Mettler, Pilar Gutierrez-Lucero, Peter Hardash, Adam O'Connor, Lee Krichmar and Morrie Barembaum

Alternates/Guests Present: Esmeralda Abejar, Jim Kennedy, Jose Vargas and Richard Kudlik

1. Welcome: Mr. Hardash called the meeting at 1:32 p.m. Committee members were introduced.

2. State/District Budget Update – Hardash/O'Connor
   - Chancellor's Fall Forums – Budget PowerPoint Presentation: Employee Forums were held at the colleges and District Office; the PowerPoint slides were distributed as information and available on the District website. Recap on revenues:
     - No COLA
     - No Growth
     - Base Allocation $1.9 million in revenue assumptions
     - Major expense assumption includes step and column - $1.1 million; health and welfare - $610,000; PERS increase - $630,000 and STRS increase - $1.16 million.

     Expenses increase approximately $5 million or more each year regardless of new revenue sources.
   - SSC Update – Forecasters See Slow Economic Growth in 2016: No indication what the Governor will propose by January 10th. First week of November, the LAO puts out their assessment of the economy and revenue, the Fiscal Outlook. Information is provided gradually on the LAO's website.
   - Community College Update – UCLA Forecaster: Sees a slow economic growth for 2016. The US economy has been running at a 1% growth rate since the fourth quarter. The Board of Governors (BOG) approved the 2017-18 system budget request. Prop 98 for 2017/18 will bring in approximately $300 million to the system in augmentations from the $1 billion in requests. Calculated COLA is 1%, this year was zero.

3. 2015-16 320 FTES Recalculation – Hardash
   Mr. Hardash reviewed "The State Apportionment Decoder and Other Handy CBO Tools" presentation by Kathy Blackwood, Jeff DeFranco and Ann-Marie Gable at the ACBO Spring Conference. Mr. Hardash reviewed the following slides as it relates to Rancho Santiago CCD:
   - Exhibit C: base rates per FTES; grandfathered centers; last and this year's funded FTES; property taxes and enrollment fees
   - Apportionment Simulation: Worksheets developed by the Chancellor's office; an interactive excel document for each of the 72 districts can be found at www.acbo.org
   - Decline, Stability and Restoration: A college is in declining mode when it has fewer FTES than the previous year; non-credit and CDCP switching can be complicated. Colleges get stability the first year they decline and funded at the same rate as the previous year.
     - Restoration is bringing the college back into the previous years' FTES level; Districts have three years to restore; oldest decline is restored first and the

dollar value is restored, however, the mix of FTES may change. Mr. Hardash reviewed the stabilization and restoration scenario for Lake Tahoe Community College as an example.

- o Title 5 Budget stability – Districts receive stability funding only in the initial year of decline; declines in college FTES resulting in a reduction of calculated basic allocation doesn't cause a reduction in basic allocation base revenue until the third year after the year of the FTES decline. The basic allocation will not be reduced if the FTES is restored back to or above the pre-decline base. Base funding rates includes three levels – level 1: 9,940 FTES or less ($3,402,370 for both single and multi-college districts); level 2: 9,940.01 to 19,880 FTES ($4,536,493 for single colleges, $3,969,432 for multiple colleges) and level 3: 19,880.01 FTES or more ($5,670,617 for single colleges and $4,536,493 for multiple colleges).

- New FON - $1.5 million for RSCCD: 16 new faculty members were hired. This amount was included in the marginal funded rate.

Discussion ensued on future borrowing and stabilization for RSCCD.

4. Multi-year Projections (MYP) – O'Connor
   Mr. O'Connor reviewed the new scenario, version #9 per discussion at the September meeting of this committee. This version projects going into decline this year by 2%, growing it back fully in 17/18 and growing our maximum constrained growth cap of 0.6% each out year and reducing health and welfare by 3.5%.

5. Informational Handouts - Hardash
   - District-wide expenditure report link: https://intranet.rsccd.edu
   - Vacant Funded Position List as of October 7, 2016
   - Measure "E" Project Cost Summary as of September 30, 2016. Committee met last evening.
   - Measure "Q" Project Cost Summary as of September 30, 2016. This committee will meet on November 1, 2016. Both the E and Q committees are working on their Annual Reports to the Community and will be presented to our Board of Trustee at their November 2016 meeting.
   - Monthly Cash Flow Statement as of September 30, 2016

6. Approval of the FRC Minutes – September 28, 2016 – Hardash
   Mr. Hardash called for a motion to approve the Fiscal Resources Committee Minutes of the September 28, 2016 meeting. A motion was made by Mr. Deeley, seconded by Mr. Nguyen and approved unanimously.

Next meeting: Wednesday, November 16, 2016, 1:30 – 3:00 in the Executive Conference Room, District Office.

The meeting was adjourned at 2:30 p.m.