

## Resource Allocation

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Resource allocations align with the RSCCD Mission Statement and link RSCCD Goals and RSCCD Objectives to the resources needed to accomplish these institutional goals. (Standard I.B.3., Standard I.B.4., Standard III.D.3.)

Generally speaking, the goals and objectives at both district and college levels reflect the district's commitment to its mission. Therefore, the purpose of resource allocations is to fund the programs and services that both directly and indirectly promote student success.

The budget development process begins with the development of budget assumptions. The budget assumptions are the foundation for the budget development process and guide the allocation of resources. Information from a variety of sources is considered in the development of the budget assumptions, including but not limited to:

- RSCCD Goals and RSCCD Objectives;
- Priorities identified by the district's participatory governance committees that have been vetted and approved by the District Council;
- A review of the effectiveness of the prior year's resource allocations;
- Maintenance of appropriate reserves for contingencies and economic uncertainties;
- Mandates from external agencies; and
- Plans for payment of liabilities and future obligations, such as retiree health benefits, STRS, and PERS.

Budget assumptions are categorized into the following three types: general, revenue, and expenditure. General assumptions describe broad agreements, such as the revenue allocation model and the level of the reserve. Revenue assumptions summarize the current status of anticipated revenue, such as cost-of-living adjustments, growth and state apportionment. Expenditure assumptions provide projected costs of contractual agreements and required budget reductions if any.

RSCCD's three budget centers are Santa Ana College, Santiago Canyon College, and District Services. These entities have the autonomy and responsibility to provide appropriate programs and services that support achievement of the RSCCD Goals and RSCCD Objectives as well as

their respective institutional goals, objectives, and initiatives.

The RSCCD Revenue Allocation Model is patterned after the community college funding protocols established in SB 361. Revenue is allocated to the colleges based upon these parameters except for an allocation to support centralized services. Any proposed changes to the allocation for district-wide services is reviewed by the Fiscal Resources Committee and recommended to the District Council and Chancellor.

Beyond the expenditures determined through district-wide collaboration, each budget center develops individual budgets for expenditures from general fund and categorical revenue in the following categories:

- Salaries and benefits as determined by union contracts;
- Supplies and materials;
- Services and other operating expenses, such as travel;
- Capital outlay, such as equipment; and
- Maintenance.

Planning is linked to resource allocations in the following ways:

1. Each budget center (Santa Ana College, Santiago Canyon College, and District Services) has developed unique planning processes. Each set of these processes are designed so that RSCCD Goals are the basis for site planning and that the resulting plans are the basis for resource allocations within that budget center. For example, District Services relies on the RSCCD Goals to justify any requests for funding forwarded through the District Services Planning Portfolios.
2. The five district committees (Planning and Organizational Effectiveness Committee, Fiscal Resources Committee, Human Resources Committee, Physical Resources Committee, and Technology Advisory Group) provide specific recommendations for resource allocations. These Budget Modification Recommendations describe initiatives that require additional, decreased, or reallocated funding and are submitted to District Council for consideration during development of the tentative budget.



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The Budget Modification Recommendation form requires the committee to justify the modification by describing how it will contribute to the achievement of RSCCD Goals and RSCCD Objectives.

3. Once funding recommendations are received from the five district committees, District Council is responsible for ensuring that resources are allocated to initiatives that contribute to the achievement of RSCCD Goals and RSCCD Objectives. To make this link between planning and resource allocation transparent, District Council uses a Budget Modification Rubric to prioritize each Budget Modification Recommendation based on the extent to which it is aligned with current RSCCD Goals and RSCCD Objectives and/or is justified by health or safety concerns. District Council then assigns the Chancellor's Cabinet to review and recommend the source and use of funds for the prioritized recommendations, including contributions from the other budget centers and/or the re-allocation of funds. District Council reviews and acts on the proposal.
4. To provide the opportunity for Board oversight of the RSCCD Goals, when the tentative and final budgets are presented to the Board each June, the presentation includes a review of the RSCCD Mission Statement and the RSCCD Goals as well as the identification of specific budget items that directly relate RSCCD Goals and RSCCD Objectives where appropriate.

# Process for Allocating Resources

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## January

Board of Trustees and District Council review the Governor's proposed state budget.

Fiscal Resources Committee draft general and revenue budget assumptions and forward these to the District Council for review and input.

Through the spring, the Fiscal Resources Committee monitors changes in the forecasts for state allocations and revises the general and revenue budget assumptions as warranted. Any changes are submitted to the District Council for review and input.



## February

Board of Trustees' annual planning meeting includes a review and discussion of progress toward achieving RSCCD Goals, data on the 12 Measures of Success, and other assessments.



## March - April

Budget Centers receive tentative revenue allocations for the coming fiscal year based on the RSCCD Revenue Allocation Model and develop a tentative budget for that site.



## April

The five district committees (Planning and Organizational Effectiveness Committee, Fiscal Resources Committee, Human Resources Committee, Physical Resources Committee, and Technology Advisory Group) provide draft expenditure assumptions as well as complete Budget Modification Recommendations for initiatives that require additional resources. The Budget Modification Recommendation form requires the committee to justify the recommendation by describing how the initiative will contribute to the achievement of RSCCD Goals and RSCCD Objectives.

The five district committees submit the Budget Modification Recommendations to District Council.



## May

Co-chairs of the Fiscal Resources Committee revise the draft tentative budget and the revenue budget assumptions as needed based on changes to the proposed state budget and submit the revised tentative budget to District Council.

District Council revises the tentative budget as needed following their review of (i) the Governor's changes to the proposed state budget, (ii) revisions to the revenue budget assumptions if any, and (iii) the draft expenditure budget assumptions and (iv) Budget Modification Recommendations. District Council prioritizes the Budget Modification Recommendations using the Budget Modification Rubric. Highest priority is given to Budget Modification Recommendations that are linked to RSCCD Goals and RSCCD Objectives.



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### **June**

The tentative budget is presented to the Board of Trustees for approval. The presentation includes a review of the RSCCD Mission Statement and the RSCCD Goals as well as the identification of specific budget items that directly relate RSCCD Goals and RSCCD Objectives where appropriate.



### **July - August**

District Council reviews changes that impact the tentative budget and recommends revisions to the proposed budget as warranted.



### **September**

The Vice Chancellor of Business Operations and Fiscal Services prepares the final budget as determined by District Council and directed by the Chancellor.

The final budget is presented to the Board of Trustees for approval. The presentation includes a review of the RSCCD Mission Statement and the RSCCD Goals as well as identifying specific budget items that directly relate to RSCCD Goals and RSCCD Objectives.

## Appendix 2: District Services Planning Portfolio

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The District Services Planning Portfolio is the program review process for centralized services. The purpose of this process is to analyze and track the efforts of each District Service to continually improve the quality of the services provided to the colleges and to other District Services. (Standard I.B.5., Standard III.A.6., Standard III.B.2.b., Standard III.C.2., Standard III.D.3.)

District Services Planning Portfolios are designed to serve these purposes:

- Document the unique service initiatives for each District Service;
- Align and document strategies for achieving RSCCD Goals and RSCCD Objectives;
- Collect and analyze data on District Services performance;
- Provide an objective foundation for budget, staff, facilities, professional development, and other funding requests; and
- Demonstrate compliance with accreditation standards.

District Services Planning Portfolios are prepared every other year. To provide data for the analysis required by these planning portfolios, satisfaction surveys are distributed district-wide every other year requesting feedback on District Services. In the year between the preparations of comprehensive District Services Planning Portfolios, each District Service prepares an update of progress on the service initiatives undertaken to correct a weakness or work toward achievement of a RSCCD Goal or RSCCD Objective. Both the comprehensive District Services Planning Portfolios and the annual updates of progress are submitted to the Planning and Organizational Effectiveness Committee for their review and input.

This program review process is designed to lead to continuous quality improvement and therefore includes a cycle of data collection, analysis of strengths and weaknesses, development and implementation of strategies to remedy weaknesses, and re-evaluation. The steps are:

1. Describe the services provided by the District Service
  - Organizational Chart
  - Functions
  - Budget, including grants
2. Analysis of quantitative and qualitative data that reflect the services' strengths and weaknesses
  - Outcome of prior year's service initiatives
  - Results of the most recent satisfaction survey
  - Data recorded by the District Service, such as snapshots of time to complete tasks, etc.
3. Develop Service Initiatives for the coming year to (a) sustain or improve the services provided, (b) address a weakness identified through the data analysis, and (c) contribute to the achievement of RSCCD Goals and RSCCD Objectives.
4. Implement the Services Initiatives.
5. Assess the impact of the strategies.

The final step of assessment is the starting point for the development of the next year's District Services Administrative Review.

The District Services that complete a planning portfolio every other year are:

- Auxiliary Services
- Chancellor's Office
- Child Development Services
- Economic/Workforce Development
- Facilities Planning Services
- Fiscal Services
- Human Resources/Risk Management
- Information Technology Services
- Public Affairs/Publications
- Research
- Resource Development
- Safety



Resources are allocated to District Services through the RSCCD Revenue Allocation Model that is patterned after the community college funding protocols established in SB 361. Revenue is allocated to the colleges based on these parameters included in SB 361 except for an allocation to support centralized services.

There are two processes for changes to the allocation for District Services.

- Proposed changes to the proportion of the revenue allocated for District Services is reviewed by the Fiscal Resources Committee and recommended to the District Council and Chancellor.
- Specific revenue requests related to a Service Initiative presented in a District Services Planning Portfolio are submitted to the Planning and Organizational Effectiveness Committee. The Planning and Organizational Committee considers the request and the rationale presented in the District Services Planning Portfolio and prioritizes this request for consideration by the District Council. (See the "Process for Allocating Resources" timeline in this manual.)



# Process for Preparing District Services Planning Portfolios

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## **September 2013, 2015, 2017, and 2019**

District Services gathers data as needed to document progress on the previous Service Initiatives as well as feedback from the satisfaction survey. This information will be compiled into a District Services Operational Review.

The appropriate district-level administrator drafts the District Services Planning Portfolio for the area(s) under his/her supervision. Refer to the accompanying narrative for the template of the District Services Planning Portfolio.



## **October 2013, 2015, 2017, and 2019**

The administrator shares the draft District Services Planning Portfolio with other members of the unit and creates venues for discussion of the draft. The administrators revise the draft District Services Planning Portfolios based on the feedback as warranted.



## **November 2013, 2015, 2017, and 2019**

The District Services Planning Portfolios are submitted to the Planning and Organizational Effectiveness Committee for review. Funding requests, if any, are prioritized by the Planning and Organizational Effectiveness Committee and submitted to District Council.

