

**RANCHO SANTIAGO COMMUNITY COLLEGE DISTRICT**  
website: [Fiscal Resources Committee](#)

**Agenda for October 18, 2017**

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

Executive Conference Room #114

1. Welcome
2. State/District Budget Update – O’Connor
  - System Budget Request for 2018/19
3. Discussion of Restoration of FTES – O’Connor
  - Presentation from September 29 Declining Enrollment Workshop
4. BAM Language Review
  - Report from BAM Language Subcommittee
5. Standing Report from District Council – Mettler
6. Informational Handouts
  - District-wide expenditure report link: <https://intranet.rscsd.edu>
  - Vacant Funded Position List as of October 6, 2017
  - Measure “Q” Project Cost Summary September 30, 2017
  - Monthly Cash Flow Summary as of September 30, 2017
  - [SAC Planning and Budget Committee Agendas and Minutes](#)
  - [SCC Budget Committee Agendas and Minutes](#)
7. Approval of FRC Minutes – September 27, 2017
8. Other

**Next FRC Committee Meeting:** November 15, 2017

**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.**

**CALIFORNIA COMMUNITY COLLEGES  
2018-19 BUDGET & LEGISLATIVE PROPOSAL**



*SEPTEMBER 18, 2017*

**PREPARED BY**

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LAURA METUNE, VICE CHANCELLOR, GOVERNMENTAL RELATIONS**

**CHANCELLOR'S OFFICE, CALIFORNIA COMMUNITY COLLEGES  
1102 Q STREET  
SACRAMENTO, CA 95811-6549**

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*Vice Chancellor / Governmental Relations*

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*Vice Chancellor / College Finance and Facilities Planning*

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## INTRODUCTION

The California Community Colleges (CCCs) represent the largest system of higher education in the country and the largest workforce provider in California. More than two million students attend CCCs each year, seeking degrees and transfer to university, career technical education, and basic skills and remediation education. Our students represent one of the most diverse student bodies of any system, roughly matching the demographics of the state. The accessibility, affordability and quality of our community colleges has allowed California to send more young people to college than any other state, and to provide students seeking to transfer to a university a strong academic foundation.

Community colleges also face serious challenges as a system. Too few of our students make it to their desired goal, only 48 percent of community college students achieved their goal of obtaining a degree, certificate, or transfer within 6-years. Students who do complete their associate degree goals take a long time to do so, an average of 5.2 years; and, students accumulate significantly more units than are needed to graduate. Older and working adults are too often left behind due to a lack of supports and programming that serves adults who must also balance work, childcare and household demands. A focus on tuition has masked the overall affordability challenges our students face, and the state's financial aid structure does not provide sufficient assistance with non-tuition related costs of attendance. Serious achievement gaps exist, for low-income and students of color, and for regions throughout the state.

In July 2017, at the direction of Chancellor Oakley, the Foundation for California Community Colleges released the Vision for Success. This document outlined a vision for our system, with clear goals centered on the current and future needs of California. The report provided an honest look at the strengths and weaknesses of our system and framed a series of commitments that the system must make to California and our students in order to advance our goals for success.

The Vision for Success calls for the following system-wide five-year goals:

1. Increase by at least 20 percent the number of CCC students annually who acquire associate degrees, credentials, certificates, or specific skill sets that prepare them for an in-demand job.
2. Increase by 35 percent the number of CCC students system-wide transferring annually to a UC or CSU.
3. Decrease the average number of units accumulated by CCC students earning an associate's degree, from approximately 87 total units (the most recent system-wide average) to 79 total units.
4. Increase the percent of exiting CTE students who report being employed in their field of study, from the most recent statewide average of 60 percent to an improved rate of 69 percent.

5. Reduce equity gaps across all of the above measures by 40 percent within 5 years and closing those achievement gaps for good within 10 years.
6. Reduce regional achievement gaps across all of the above measures, with the ultimate goal of closing regional achievement gaps for good within 10 years.

The Vision for Success outlines seven core commitments the CCC system should make to achieve these ambitious goals:

1. Focus relentlessly on students' end goals.
2. Always design and decide with the student in mind.
3. Pair high expectations with high support.
4. Foster the use of data, inquiry, and evidence.
5. Take ownership of goals and performance.
6. Enable action and thoughtful innovation.
7. Lead the work of partnering across systems.

This document is built around the goals and commitments outlined in the Vision for Success and proposes to increase the state's investment in education to improve the colleges' ability to meet California's education and training needs.

The next section, 2018-19 Budget and Legislative Overview, describes the key pieces of the request in greater detail, while the last section contains the specific priorities for funding and policy changes for 2018-19.

## **CALIFORNIA COMMUNITY COLLEGES 2018-19 BUDGET AND LEGISLATIVE REQUEST OVERVIEW**

Historically, the Governmental Relations and Finance & Facilities Planning Divisions of the Chancellor's Office have worked independently to develop and present annual budget and legislative requests to the Board of Governors. In approaching the 2018-19 budget and policy agenda, the Chancellor's Office determined that change was necessary. Recognizing the interconnectedness of the Legislative fiscal and policy processes, and the need to collaborate and integrate across Chancellor's Office divisions, this document represents a combined California Community Colleges' Board of Governors' 2018-19 Budget and Legislative Request.

The timing of the release of the Vision for Success and the requirements of the budget cycle meant that the traditional process for consultation had to be condensed. Members of Consultation Council as well as internal and external stakeholders were invited to a joint legislative and budget planning meeting on August 21, 2017. This meeting provided an opportunity for the Chancellor's Office to provide an overview of budget and policy priorities and allow participants to submit additional items for consideration.

This request reflects the funding and policy priorities necessary to advance the goals outlined in the strategic vision, and identifies the following priorities:

- Base increase to provide flexible funding to provide high-quality educational opportunities
- Promise programs to assist students transitioning from high school to community college
- Financial aid that reflects the total cost of attendance to help students succeed
- Additional resources for full-time and part-time faculty
- Expansion of online learning options for students
- Support for a culture of data-informed decision-making

The system budget request for 2018-19 totals approximately \$382.5 million, the specific recommended funding increases are described in further detail in the next section, 2018-19 Budget and Legislative Request Narrative.

## **2018-19 BUDGET AND LEGISLATIVE REQUEST NARRATIVE**

The California Community Colleges budget and legislative request identifies the resources necessary for colleges to provide high-quality educational services that advance the goals outlined in the Vision for Success. The CCC system has been fortunate to receive increased funding in the past three budget cycles, and the increased revenue, combined with flexibility to address local needs, has gone a long way towards ensuring that the colleges can meet the challenges of meeting the state's workforce and educational needs for the 21<sup>st</sup> century.

This 2018-19 Board of Governors Budget and Legislative Proposal has been developed by the Chancellor's Office to ensure that colleges can function at maximum effectiveness to ensure the success of all students to meet their educational goals. The proposal identifies core priorities for funding and legislative changes in each of the Vision for Success goals. Details on each of these areas are provided below.

### **Vision for Success Goal #1**

**Increase by at least 20 percent the number of CCC students annually who acquire associate degrees, credentials, or specific skill sets that prepare them for an in-demand job.**

#### **General Operating Expenses**

**(\$200 million)**

For 2018-19 the system is requesting an increase in base funding of \$200 million to help address general operating expenses. A base increase is vital to providing colleges with unrestricted resources that allow colleges to enhance local programming and address regional and community needs. This request will support colleges as they work to address all of the goals outlined in the Vision for Success.

In 2015-16, 2016-17, and 2017-18, the CCC system received \$267 million, \$75 million, and \$183.6 million respectively, as an augmentation to base funding, partly in recognition of increasing costs and a decline in purchasing power due to non-payment of COLAs between 2007-08 and 2012-13. We estimate the cumulative purchasing power lost over those years at nearly \$1 billion. Compounded with the lost purchasing power is the fact that over the last 10 years, the colleges have experienced raising costs due to information technology to provide modern instruction, costs of modern equipment necessary for students to gain up-to-date skills and be competitive in the job market, higher utility bills and health care costs, campus security, and other expenses. Colleges do not have enough discretionary funding to cover these increasing costs which are essential to providing higher education in the 21<sup>st</sup> century.

#### **Flexible Learning Outcomes for Workers**

**(Funding/Statutory TBD)**

This spring, Governor Brown asked CCC Chancellor Oakley to review and recommend options for establishing a community college that exclusively offers fully online degree programs to make college more accessible and affordable for non-traditional students. Since this time, the Board of Governors has accepted the Vision for Success, which calls for the system to better serve working

adults in order to meet California’s workforce needs. Chancellor Oakley has convened a workgroup to develop a plan to provide 3 – 5 options that enable the community colleges of California to better deliver on the student success goals outlined on in the Vision for Success, including online opportunities. This work group is co-chaired by Executive Vice Chancellor for Workforce and Digital Futures Van Ton-Quinlivan and Cerritos Colleges President Jose Fierro and has representation from the Academic Senate (ASCCC) and other system representatives. Chancellor Oakley has defined the target population for these options as ‘adults with some college and no certification’ as well as ‘working adults with vocational needs’ to enable them to earn certifications that lead better workforce outcomes. This endeavor is called “Flex Learning Options for Workers” (FLOW).

On August 28-29, the workgroup met to review proposals in response to the Governor’s request and Vision for Success goals. At the November meeting, the Board of Governors will be provided an overview of the workgroup findings and recommendations and will be asked to approve an associated budget and legislative request.

### **Vision for Success Goal #2**

**Increase by 35 percent the number of CCC students system-wide transferring annually to a UC or CSU.**

#### **Full-Time Faculty Hiring**

**(\$75 million)**

Full-time faculty benefit students and colleges by providing critical services such as academic advising during faculty office hours, ongoing curriculum development, and by participating in institutional planning and shared governance. Hiring additional full-time faculty will advance all of the goals in the Strategic Vision, and is a key component of academic and curricular redesign. Faculty are vital to meeting the goal of increasing transfer-intersegmental faculty partnerships can advance new transfer pathways and help ensure CCC students are well prepared for success at four-year universities. For 2018-19, the system is requesting \$75 million to support the hiring of approximately 800 additional full-time faculty.

#### **Part-Time Faculty Support**

**(\$25 million)**

While full-time faculty are crucial to the success of our students, part-time faculty also play a very important role in the CCC system. The three part-time faculty categorical programs (parity, office hours, and health insurance) were reduced by over 40 percent during the economic recession. The 2016-17 budget included \$3.7 million to restore the part-time faculty office hours program to the pre-recession level. The 2017-18 budget included \$5 million for the part-time faculty offices hours program. For 2018-19, we are requesting \$25 million to support part-time faculty.

#### **Cal Grants to Better Serve Community College Students**

**(TBD/Statutory)**

While Cal Grant funding is not part of the California Community Colleges’ budget, expansion of the Cal Grant funding available to community college students is a key component of achieving

the goals outlined in the Vision for Success. Two-thirds of California's higher education students are attending a California Community College, however only six percent of the total funding awarded by the Cal Grant program goes to community college students. This funding disparity reduces the ability of community college students to take more classes, increasing the time it takes to obtain a degree.

To help our students achieve their educational goals and ultimately increase the number of bachelor's degrees in this state, we encourage the state to accelerate the investment in Cal Grant through expanding the Cal Grant Entitlement Program to cover a larger proportion of Community College students and increasing the number of Competitive awards. Given the importance of the state's need to support equity and access, the Chancellor's Office will seek an increase in Cal Grant funding and associated statutory changes to expand and enhance the program.

### **Vision for Success Goal #3**

**Decrease the average number of units accumulated by CCC students earning an associate's degree, from approximately 87 total units (the most recent system-wide average) to 79 total units.**

#### **Basic Skills Transformation Grants**

**(\$25 million, one-time / Statutory)**

Many students entering the CCC system need additional support in order to be successful in transfer-level coursework in English and/or math, but outcomes for students who are required to enroll in a traditional basic skills sequence are poor. According to the 2017 Statewide Student Success Scorecard, 34.2% of students who took a basic skills math course completed a college level math course within six years and 46.9% of students who took a basic skills English course completed a college-level English course within six years. The CCC and the state have sought to improve basic skills through expanding funding for the Basic Skills Initiative (BSI) and through establishing the Basic Skills and Student Outcomes Transformation Program. Colleges that have implemented high-impact practices to improve delivery of basic skills education have seen significant improvements. Funding has been insufficient to bring successful programs to scale.

The 2018-19 budget and legislative request includes the creation of a basic skills transformation grant program 2.0, to provide \$25 million (one-time) to fund grants to community colleges to support full-scale adoption of high-impact practices such as co-requisite remediation and contextualized basic skills courses.

#### **Professional Development**

**(\$25 million/Statutory)**

Ongoing professional development is a fundamental component of supporting the systemic change that will improve student success. Without a sustained and focused approach to professional development, individual institutions, let alone an entire educational system, cannot expect to change attitudes, help faculty and staff rethink how their colleges approach the issue of student success, and implement a continuous assessment process that brings about iterative improvement. Professional Development provides faculty and staff with the tools and skills necessary to address

the multiple needs and challenges faced with a comprehensive effort to improve student success in the CCC. Professional development enables faculty to be better prepared to work with all students from multiple backgrounds and educational needs. The increased use of technology will require new skills to facilitate more effective teaching and learning methods. For 2018-19, we are requesting \$25 million and associated statutory guidance to provide professional development that supports evidence-based practices aligned with the Strategic Vision.

**CCCCO Staffing and Professional Development** **(\$2.5 million)**

The Strategic Vision highlights the importance of the Chancellor's Office establishing a clear focus on student success, and providing strong, continuous support colleges as they strive to achieve these goals. For the CCCCCO, this means a transition away from a compliance-oriented oversight structure and toward a structure of support and technical assistance for colleges. This will require professional development and staffing resources aligned to this new role and responsibility. For 2018-19, we request \$2.5 million to support additional staff and ongoing professional development.

**Vision for Success Goal #4**

**Increase the percent of exiting CTE students who report being employed in their field of study, from the most recent statewide average of 60 percent to an improved rate of 69 percent.**

**Adult Education Data Sharing Agreements** **(Statutory)**

AB 104 (Chapter 13, Statutes of 2015) established the Adult Education Block Grant (AEBG), an integrated, regional delivery system designed to provide education and workforce services to underserved adults. To ensure that funding accelerates adults into employment, living wages, and full engagement in society, the legislation required the CCC Chancellor's Office and the California Department of Education to identify a process and indicators for measuring the effectiveness of each regional consortium. The 2018-19 Budget and Legislative Request includes a statutory proposal to authorize a data sharing arrangement to allow access to aggregate wage data to support program evaluation.

**Vision for Success Goal #5**

**Reduce equity gaps across all of the above measures by 40 percent within 5 years and closing those achievement gaps for good within 10 years.**

**Integration of Student Support Services** **(Statutory)**

SB 85 (2017 Education Trailer Bill) established the California Community College Guided Pathways Grant Program and required the Chancellor's Office to establish a program to support college implementation of the Guided Pathways framework. Specifically called out in the statute

is the goal of ensuring colleges integrate existing student-success programs and services. This request will authorize the Chancellor's Office to build on the integration effort that established a single report structure for the Basic Skills Initiative, Student Success and Support Program, and Student Equity Program and seek statutory changes that align these programs to the integration required under the Guided Pathways framework. This will create a flexible intake process to support students and will assist colleges in advancing the goal of reducing achievement gaps for underserved student populations.

### **Equal Employment Opportunity**

**(\$5 million)**

California Code of Regulations, title 5 section 53024.1 states that "[e]stablishing and maintaining a richly diverse workforce is an on-going process that requires continued institutionalized effort." Our colleges serve a highly diverse student population, reflective of the broader population of California, with 55 to 70 percent underrepresented students. Yet, in the past ten years, only 20 to 30 percent of full-time faculty hires were from underrepresented communities. At least 75 percent of the EEO Fund must be allocated to the districts to support activities to promote equal employment opportunity, including outreach and recruitment and in service training on the EEO requirements in title 5. In 2016, the Chancellor's Office changed the EEO Fund allocation model from an FTES allocation model to a performance-based method, whereby districts are required to meet multiple methods of success in promoting EEO in their pre-hiring, hiring, and post-hiring processes. The multiple methods allocation model required districts to certify compliance with certain title 5 requirements and identify specific efforts to promote EEO at the local level. Additional funding allocated to the districts would help colleges prioritize their efforts, institutionalize improved processes, and maintain positive momentum for EEO programs statewide. Additional funding for statewide EEO activities would allow the Chancellor's Office to provide further technical assistance, service, monitoring, and compliance functions.

### **Vision for Success Goal #6**

**Reduce regional achievement gaps across all of the above measures, with the ultimate goal of closing regional achievement gaps for good within 10 years.**

### **California Promise Framework**

**(\$25 million/Statutory)**

A successful College Promise program increases the number of high school students who graduate prepared for college, increases the number of students who earn a credential or degree from a community college, increases the number of student who successfully transfer to a UC or CSU, and reduces and eliminates achievement gaps and regional achievement gaps. The 2018-19 budget and legislative request proposes to establish a California Promise framework for the CCC system, to be administered by the Chancellor's Office. Under the program, which will require both budget appropriation and statutory authority, colleges would become eligible for funding to support the regional California Promise if they meet specified outlined participation requirements such as helping all students complete financial aid applications and participating in the guided pathways framework. The Chancellor's Office would be responsible for administering and monitoring compliance with the program.

**2018-19 BUDGET AND LEGISLATIVE REQUEST SUMMARY**

<b>Item</b>	<b>Funding</b>	<b>Statutory Change</b>
General Operating Expenses	\$200 Million	-
Project FLOW (Online Education)	TBD	TBD
Full-Time Faculty Hiring	\$75 Million	-
Part-Time Faculty Support	\$25 Million	-
Cal Grant Program / Financial Aid	TBD	Yes
Basic Skills Transformation Grants	\$25 Million (one-time)	Yes
Professional Development	\$25 Million	Yes
CCCCO Staffing and Development	\$2.5 Million	-
Adult Education Data Sharing	-	Yes
Integration of Student Support Services	-	Yes
Equal Employment Opportunity	\$5 Million	-
College Promise	\$25 Million	Yes

**Total On-Going Funding Request****\$382.5 million**



# Stability Funding, Summer Shift of FTES & FON Impact

Mario Rodriguez, CCCCCO

Fred Williams, NOCCCD

# Stabilization and Summer Shift

- Shell game or “effective management strategy”
- Provides district with Stability and Flexibility



# Strategic FTES Borrowing

- **If there are new registration regulations or other uncertainty in the coming year**
  - Repeatability restrictions
  - Increase in enrollment fees
  - Change in BOG Fee Waiver administration
- **There is extra growth on the table**
  - 3% growth in current year, following year is less
  - Maximize growth potential
- **Final year of restoration and not fully restored**
  - Maximize your base FTES

# Borrowing Summer FTES

- What is it and why use it?
- “Summer Shift” rules – courses that overlap fiscal years (Title 5 Sec. 58010)
- Summer FTES may be reported:
  - In the fiscal year in which **census** occurs OR
  - When the **course ends**



# Stabilization and Restoration

- Districts in stabilization
- Districts in restoration and/or growth
- What is the difference?
- What is “summer shift”?
- Why would a district “borrow” FTES?



# Growth History

	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17 (P2)
Growth (Growth FTES/Base FTES)*	1.35%	2.00%	-3.55%	2.40%	-7.24%	0.91%	1.72%	2.73%	2.21%	0.67%
Unfunded Growth	1.13%	4.54%	8.23%	3.20%	3.51%	0.55%	1.34%	0.53%	0.00%	0.00%
# Districts in Stabilization	8	1	2	4	14	17	20	17	29	30
# Districts Restoring	30	20	5	4	2	8	9	14	11	21

# Statewide Implications

## Stability Adjustment – 30 districts

- \$196.8 million cost for stability in 2016-17
- \$194.9 available to be restored in 2017-18 (1<sup>st</sup> year)
- \$25.7 million may be lost if older than 3 years

NOTE: \$76.2 million is from community supported CCD's and  
San Francisco

# Statewide Implications

## Stability Restoration – 24 districts

- DOF estimates using a rolling 3-year average
- Any amount earned and not in the budget will contribute to the deficit factor for all
- Amount left available to restore for the district will carry to the next year, or be lost if older than 3 years

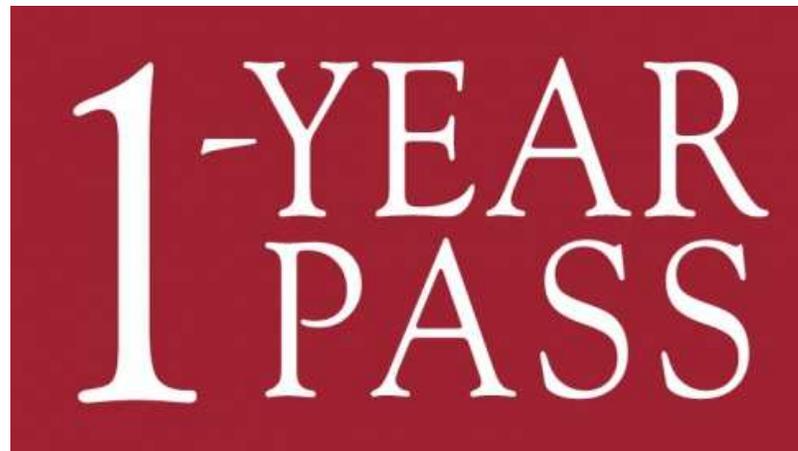


# Statewide Trends

- 51 districts in stability or restoration (at P-2)
  - 30 districts on stabilization (initial year of decline)
  - 21 districts in restoration (restoring from decline)
  - Economy
  - Course Repetition
  - BOG Fee Waiver SAP
  - Accountability Measures
  - Accelerated Completion Agenda
  - Few Units per Semester
  - 18-24 Year Old Population
  - Minimum Wage Increase
  - Promise Programs

# **Budget Stability Title 5 § 58776**

Districts shall receive stability funding only in the initial year of decline in FTES in an amount equaling the revenue loss associated with the FTES reduction for that year.



# Budget Stability Title 5 § 58776

Declines in college FTES that result in a reduction of calculated basic allocation will not cause a reduction in basic allocation base revenue until the third year after the year of the FTES decline, and the basic allocation will not be reduced if the FTES is restored back to or above the pre-decline base.



# Restoration

- Restoration takes place by increasing FTES after a decline year. Total available restoration level is based on the previous total computational revenue amount.
- The makeup of non-credit, credit, and CDCP can change and the district can still restore to an FTES level that is equivalent to the previous revenue level.



# **Decline Restoration**

## **Title 5 § 58777**

Districts shall be entitled to restore any reductions in apportionment revenue due to declines in FTES during the three years following the initial year of decline in credit, noncredit, or career development and college preparation FTES if there is a subsequent increase in FTES.

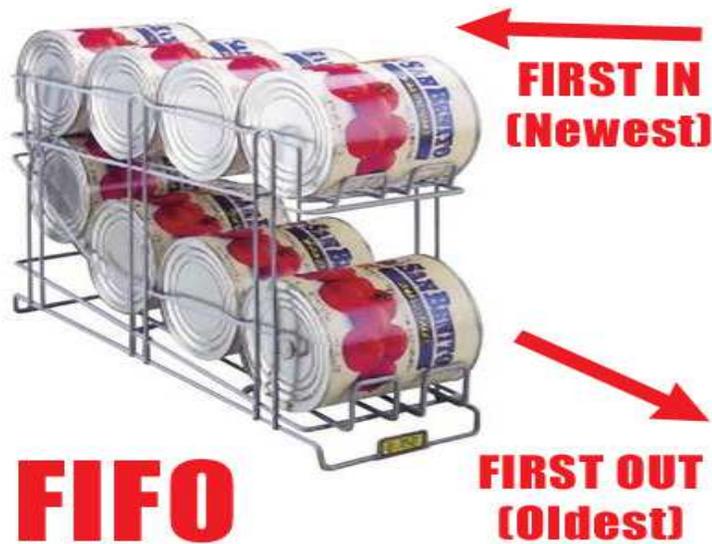
Restoration of revenue for declining workload and the inflation adjustments made between the year of decline and the year of restoration shall be made at the district's current marginal funding rate.

# A Quick Review: Decline, Stability, Restoration & Growth

- Decline is when a college has fewer FTES than the previous year
- A college gets Stability funding the 1st year of decline
  - Funded at the same FTES as the previous year
- Restoration brings the college back to previous year's FTES level
  - Three years to restore the FTES
- Growth funding is earned after all lost FTES has been restored

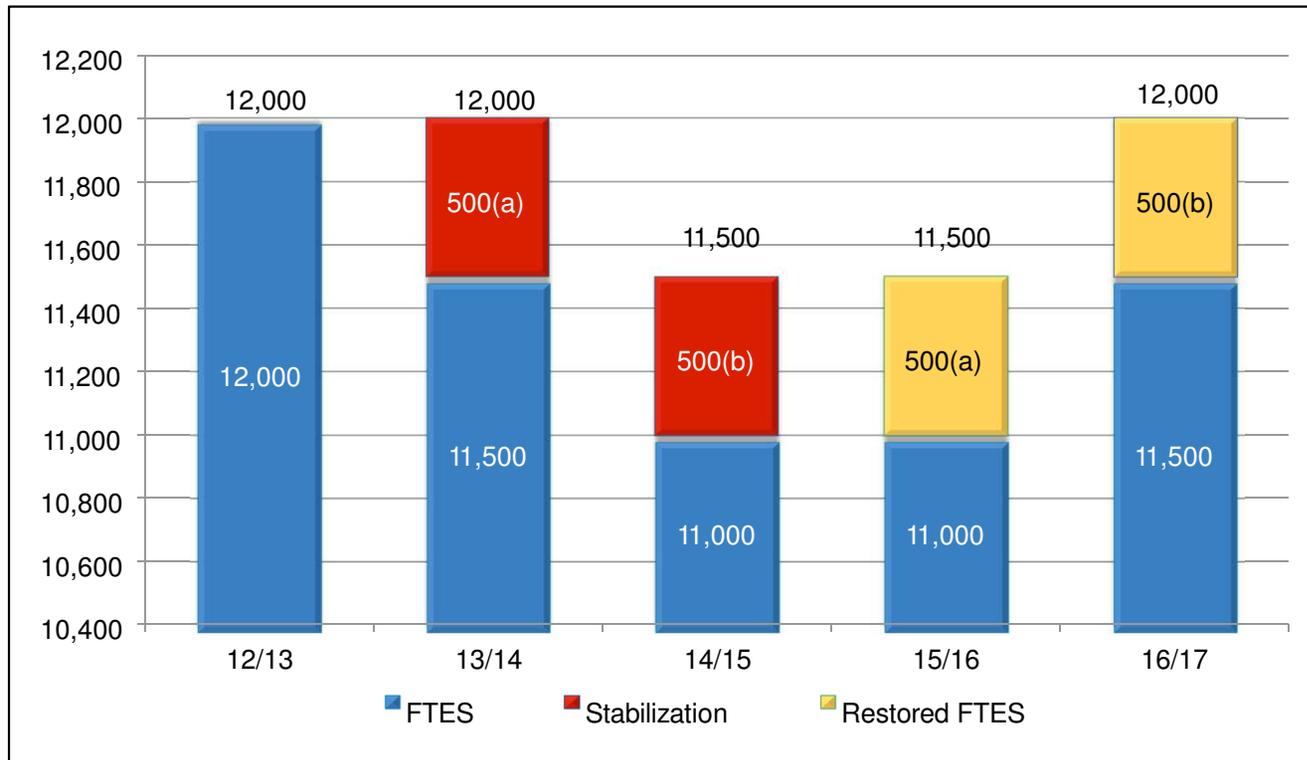
# Decline/Stability/Restoration

- There may be 3 years of decline simultaneously
- The oldest decline is restored first
- The dollar value is restored; the mix of the FTES may change



# Scenario 3: Stabilization Followed By Restoration

FIRST APPORTIONMENT REVENUE LOST IS FIRST APPORTIONMENT REVENUE RESTORED



# Borrowing Tips

- Borrowing can be used for restoration AND growth
- Borrowing can retain the ability for the college to earn revenue that it would otherwise lose
- No Summer Shift or “not borrowing” - when and why
- When you borrow it changes your cash flow



## Vacant Funded Positions as of 10/6/2017 - 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	Conner-Crabbe, Tracey	Director, Purchasing Services	Retirement	District	8/1/2017	Linda Melendez Interim Assignment 08/01/17-02/01/18	122,210	
11	Kincheloe, Diane	Accounting Manager Payroll	Retirement	District	1/1/2018	Tove Johnson Interim 8/22/17-12/29/17	22,050	291,580
11	Kudlik, Richard	Fiscal Services Manager	Resignation	District	8/18/2017	CL17-1026	147,321	
11	Bryant, Micki	Dean of Counseling	Retirement	SAC	7/7/2017	Victoria Lugo Interim Assignment 8/21/2017 Not to exceed 82 days	130,218	
11	Becerra, Rosio	Associate Dean of Student Development	Resignation	SAC	4/24/2017	John Steffens - interim Associate Dean of Student Development	-	
11	Dahlen, Noel	Professor, Computer Science	Retirement	SAC	6/11/2017		158,122	
11	Director of Criminal Justice Academies (New Position)	Director of Criminal Justice Academies (New Position)	New position	SAC	9/15/2017	REORG#1042	154,045	
11	Gaer, Susan	Professor/Coordinator	Retirement	CEC	12/21/2017		83,315	
11	Grant, Madeline	Professor, Management/Marketing	Promotion	SAC	9/23/2014		148,269	1,616,402
11	Goldmann, Dan	Professor, Biology	Retirement	SAC	12/16/2017		83,315	
11	Harding, Glen	Professor, Computer Science	Retirement	SAC	12/16/2017		84,167	
11	Huynh-Dang, KC	Professor, Pharmacy	Deceased	SAC	4/30/2017		140,081	
70%-fd 11 30%-fd 31	Langston, Rhonda	Director, Auxiliary Services	Retirement	SAC	5/1/2017	Jennie Adams interim Director Auxiliary Services 7/1/17-12/31/17	121,019	
11	Lopez, Carlos	VP, Academic Affairs	Resignation	SAC	8/28/2017	Carol Comeau Interim 8/21/17	119,920	
11	Lunquist, Sara	Vice President of Student Service	Retirement	SAC	8/1/2017	Frances Gusman Interim Assignment 8/21/2017 Not to exceed 77 days	113,258	
11	Marecek, Lynn	Professor, Math	Retirement	SAC	6/2/2018		-	
11	Shigematsu, Ted	Professor, Philosophy	Retirement	SAC	6/8/2017		143,991	
11	Valdez, Susanne	Professor, Human Development	Resignation	SAC	8/11/2017		136,680	
69%-fd 11 31%-fd 12	Carr-Rollitt, Lucy	Professor/Learning Disabilities	Retirement	SCC	6/1/2018		-	
11	Irwin, Kari	Assoc Dean, BCTED	Resignation	SCC	6/2/2017	Elizabeth Arteaga Interim Assignment	50,246	
11	Hernandez, John	Vice President of Student Services	Promotion	SCC	7/1/2016	Ruth Babeshoff, interim VP Student Services 7/1/17-06/30/18	32,678	
11	Kennedy, James	Dean, Instr & Std Svcs	Promotion	OEC	8/1/2011	A. Isira was interim, now vacant	193,258	410,796
11	Parrella, Michael	Professor, Political Science	Retirement	SCC	6/2/2018		-	
11	Walker, Mary	Coordinator, ESL Integrated	Retirement	SCC	6/30/2016	Reduced annual salary by \$11,211. Mr. Vargas VP moved funds to cover contract extension cost for D. Salcido 11-0000-493062- 28200-1112	134,613	
	<b>Classified</b>	<b>Title</b>	<b>Reasons</b>		<b>Effective Date</b>	<b>Notes</b>	<b>2016-17 Annual Budgeted Salary/Ben</b>	<b>Total Unr. General Fund by Site</b>
11	Cadotte, Angela	Payroll Specialist	Promotion	District	4/26/2017		92,541	
11	Easter, Candi	Accountant	Promotion	District	5/31/2017		99,400	
11	Elzea, Lynn	Technical Specialist I	Retirement	District	8/24/2017		71,765	
50%-fd 11 50%-fd 12	Enriquez, Janet	Research Analyst	Resignation	District	7/21/2017	CL17-1041	41,664	
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	Gonzalez, Jaime	District Safety Office	Resignation	District	8/27/2017		12,161	644,721
11	Hernandez, Saira	Senior Accountant (Reorg 1038)	Rescinded	District	9/19/2017	reorg 1038 Accountant (K. Truong vacant position) to Sr. Accountant	100,151	
11	Information Security Specialist REORG#1034	Information Security Specialist REORG#1034	REORG#1034	District	7/1/2017	CL17-1033	152,639	
11	Mora, Guadalupe	Custodian	Resignation	District	8/7/2017		15,607	
11	Pleitez, Roxana	Senior Account Clerk	Transfer	District	10/23/2017		58,794	
70%-fd 11 30%-fd 12	Andrade, Jose	Instructional Center Technician	Promotion	SAC	2/12/2017		58,831	
11	Ames, Richard P	Gardener/Utility Worke	Retirement	SAC	6/11/2017		98,634	
36%-fd 11 64%-fd 12	DSPS Specialist REORG#1020	DSPS Specialist REORG#1020	REORG#1020	SAC	7/1/2017		33,315	
11	Freeman, Dianne	Support Services Assistant	Retirement	SAC	7/1/2016		95,953	
11	Guevara, Angela	Success Center Specialist	FT Coordinator	SAC	8/14/2016		89,881	
36%-fd 11 64%-fd 12	Instructional Center Technician REORG#1020	Instructional Center Technician REORG#1020	REORG#1020	SAC	7/1/2017	CL17-1044	29,772	
70%-fd 11 30%-fd 12	Lopez Mercedes, Jose A.	Administrative Secretary	Promotion	SAC	8/20/2017		58,204	969,648
11	Ma, Yan	Research Analyst	Resignation	SAC	9/8/2017		76,099	
11	Palomares, Maria	Custodian	Promotion	SAC	9/7/2017		62,996	
50%-fd 11 50%-fd 12	Pedroza, Guadalupe	Admission & Records Spec II	Retirement	SAC	12/30/2015		43,138	
75%-fd 11 25%-fd 12	Sanchez-Moreno, Marisol	Senior Clerk	Promotion	SAC	9/25/2017	Site submitted BCF for \$6,772 for substitute Senior Clerk for 40hrs for 12 weeks	38,932	
11	Smith, Kaye	Administrative Secretary	Retirement	SAC	8/27/2017		79,551	
11	Steward, Christie-50%	Admission/Rec Spec I	Retirement	SAC	10/17/2016		34,048	
11	Villegas Villalpando, Jose Javier	Sr Custodian/Util Work	Retirement	SAC	6/30/2017		82,700	
94%-fd 11 6%-fd 31	White, Kathleen	Senior Accountant	Change site	SAC	9/5/2017	CL17-1055	87,595	
11	Bellis, Barbara	Library Technician	Retirement	SCC	8/18/2017		12,617	
14%-fd 11 86%-fd 12	Berganza, Leyvi C	High School & Community Outreach	Promotion	OEC	3/19/2017		14,163	
11	Cain, Nevin	Adm/Rec Spec I	Resignation	SCC	6/30/2017	CL17-1051	56,187	
11	Campbell, Amanda	Transfer Center Specialist	Resignation	SCC	8/11/2017		59,278	386,561

## Vacant Funded Positions as of 10/6/2017 - 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	Jensen, Ashley C.	Science Lab Coordinator	Resignation	SCC	8/1/2017	CL17-1025	71,581	
11	McWilliam, Janell	Instructional Coordinator/Analyst	Retirement	SCC	12/31/2017		55,885	
11	Truong, James	Admissions & Records Spec II	Resignation	SCC	9/15/2017	CL17-1054	49,269	
11	Vasquez, Pilar	Senior Account Clerk	Promotion	SCC	8/6/2017	CL17-1045	67,581	
<b>TOTAL</b>							<b>4,319,709</b>	

## RANCHO SANTIAGO COMMUNITY COLLEGE DISTRICT

## MEASURE Q

Projects Cost Summary  
09/30/17 on 10/10/17

Special Project Numbers	Description	Project Allocation	Total PY Expenditures	FY 2017-2018		Cumulative Exp & Enc	Project Balance	% Spent
				Expenditures	Encumbrances			
<b>ACTIVE PROJECTS</b>								
<b>SANTA ANA COLLEGE</b>								
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	39,449,764	1,839,798	156,876	3,349,822	5,346,496	34,103,268	14%
	Agency Cost		5,019	-	1,557	6,576		
	Professional Services		1,834,779	156,876	3,348,265	5,339,920		
	Construction Services		-	-	-	-		
	Furniture and Equipment		-	-	-	-		
3042	Central Plant Infrastructure	68,170,000	42,835,552	4,043,250	13,641,507	60,520,309	7,649,691	89%
	Agency Cost		315,395	74	1,905	317,374		
	Professional Services		7,845,853	393,136	3,548,783	11,787,772		
	Construction Services		34,674,304	3,650,040	10,068,981	48,393,325		
	Furniture and Equipment		-	-	21,837	21,837		
3043	17th & Bristol Street Parking Lot	2,500,000	198,141	-	639	198,780	2,301,220	8%
	Agency Cost		16,151	-	139	16,290		
	Professional Services		128,994	-	500	129,494		
	Construction Services		52,996	-	-	52,996		
	Furniture and Equipment		-	-	-	-		
3049	Science Center & Building J Demolition	73,380,861	3,711,723	173,828	4,195,358	8,080,909	65,299,952	11%
	Agency Cost		389,194	2,850	2,603	394,647		
	Professional Services		3,322,529	170,977	4,192,755	7,686,262		
	Construction Services		-	-	-	-		
	Furniture and Equipment		-	-	-	-		
3056	Johnson Demolition	2,500,000	2,780	1,866	-	4,646	2,495,354	0%
	Agency Cost		120	1,866	-	1,986		
	Professional Services		485	-	-	485		
	Construction Services		2,175	-	-	2,175		
	Furniture and Equipment		-	-	-	-		
<b>TOTAL</b>		<b>198,634,666</b>	<b>61,208,652</b>	<b>4,375,820</b>	<b>21,200,708</b>	<b>86,785,180</b>	<b>111,849,486</b>	<b>44%</b>
<b>ACTIVE PROJECTS</b>								
<b>ACTIVE PROJECTS</b>		<b>198,634,666</b>	<b>61,208,652</b>	<b>4,375,820</b>	<b>21,200,708</b>	<b>86,785,180</b>	<b>111,849,486</b>	<b>44%</b>
<b>SOURCE OF FUNDS</b>								
ORIGINAL Bond Proceeds		198,000,000						
Interest Earned		634,666						
<b>Totals</b>		<b>198,634,666</b>						

**Rancho Santiago Community College**  
**FD 11-Unrestricted General Fund Cash Flow Summary**  
**FY 2017-18, 2016-17, 2015-16**  
**YTD Actuals-September 30, 2017**

FY 2017/2018												
	July Actual	August Actual	September Actual	October Actual	November Actual	December Actual	January Actual	February Actual	March Actual	April Actual	May Actual	June Actual
<b>Beginning Fund Balance</b>	\$32,022,154	\$36,829,813	\$31,281,854	\$31,741,788	\$31,741,788	\$31,741,788	\$31,741,788	\$31,741,788	\$31,741,788	\$31,741,788	\$31,741,788	\$31,741,788
<b>Total Revenues</b>	13,055,511	6,308,570	13,681,936									0
<b>Total Expenditures</b>	8,247,852	11,856,529	13,222,002									0
<b>Change in Fund Balance</b>	4,807,659	(5,547,959)	459,933	0	0	0	0	0	0	0	0	0
<b>Ending Fund Balance</b>	36,829,813	31,281,854	31,741,788	31,741,788	31,741,788	31,741,788	31,741,788	31,741,788	31,741,788	31,741,788	31,741,788	31,741,788

FY 2016/2017												
	July Actual	August Actual	September Actual	October Actual	November Actual	December Actual	January Actual	February Actual	March Actual	April Actual	May Actual	June Actual
<b>Beginning Fund Balance</b>	\$22,761,766	\$29,083,567	\$24,366,720	\$26,036,297	\$18,487,187	\$19,653,832	\$27,883,820	\$28,558,283	\$17,225,147	\$17,587,250	\$25,705,845	\$14,151,827
<b>Total Revenues</b>	13,118,834	7,775,788	14,807,440	6,989,278	16,318,429	21,285,974	12,932,478	2,505,845	14,007,467	21,314,466	6,217,900	36,050,939
<b>Total Expenditures</b>	6,797,032	12,492,636	13,137,862	14,538,388	15,151,783	13,055,987	12,258,015	13,838,981	13,645,364	13,195,872	17,771,919	18,180,612
<b>Change in Fund Balance</b>	6,321,801	(4,716,848)	1,669,577	(7,549,110)	1,166,645	8,229,987	674,464	(11,333,136)	362,103	8,118,595	(11,554,018)	17,870,327
<b>Ending Fund Balance</b>	29,083,567	24,366,720	26,036,297	18,487,187	19,653,832	27,883,820	28,558,283	17,225,147	17,587,250	25,705,845	14,151,827	32,022,154

FY 2015/2016												
	July Actual	August Actual	September Actual	October Actual	November Actual	December Actual	January Actual	February Actual	March Actual	April Actual	May Actual	June Actual
<b>Beginning Fund Balance</b>	\$11,814,215	\$19,185,043	\$13,857,956	\$18,639,317	\$11,810,207	\$7,822,762	\$34,079,299	\$27,961,170	\$22,938,331	\$23,710,784	\$33,236,706	\$26,093,444
<b>Total Revenues</b>	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
<b>Total Expenditures</b>	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
<b>Change in Fund Balance</b>	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)
<b>Ending Fund Balance</b>	19,185,043	13,857,956	18,639,317	11,810,207	7,822,762	34,079,299	27,961,170	22,938,331	23,710,784	33,236,706	26,093,444	22,761,766

**Notes:**

<sup>1</sup> Beginning in FY 2015/16, will show cash flow activity 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 September 27, 2017**

**FRC Members Present:** Morrie Barembaum, Michael Collins, Steven Deeley, Ed Fosmire, Maria Gil, Pilar Gutierrez-Lucero, Peter Hardash, Lee Krichmar, Mary Mettler, Adam O'Connor, Arleen Satele, Monica Zarske

**Alternates/Guests Present:** Esmeralda Abejar, James Kennedy, Linda Melendez, Thao Nguyen, Leanna Nolan, Jose Vargas

1. Welcome: Mr. Hardash called the meeting at 1:30 p.m.  
Brief introductions were made.
2. State/District Budget Update – Hardash
  - 2017-2018 Adopted Budget approved by Board on September 11, 2017
  - Budget updates available on RSCCD website
  - Budget is balanced with one time funds
  - \$1.3 million deficit
  - Does not include collective bargaining or other unforeseen costs
  - Currently in restoration for 2017-2018
  - Census to census data (Fall 2016 to Fall 2017) shows continued decline
    - i. Santa Ana College: approximately 1% decline
    - ii. Santiago Canyon College: approximately 3% decline
  - Governor will give proposal in January 2018
  - Legislative Analyst's Fiscal Outlook will come out with report in November
3. Discussion of Summer FRC Schedule – Barembaum  
A history of the meeting schedules and agendas from 2013 through the draft of 2018-2019 were provided. A discussion regarding email only meetings occurred. There were some concerns that email only meetings make it more difficult to have discussions, especially when there are action items.

A motion was made to change the January 24, 2018 and May 23, 2018 meetings to in person by Mr. Deeley, seconded by Dr. Collins, and approved unanimously.

4. Multi-Year Projections (MYP) – O'Connor  
A simple family budget version of the multi-year projection template was included to help clarify how the projections are calculated based on a more personal level. The excel template is available on the FRC site for anyone who wants to utilize it.

Mr. Hardash discussed how restoration or lack thereof effects base funding and Mr. O'Connor walked the committee through the three versions.

- All include updated information from close out of 2016-2017
- Base version
  - 4.79% decline in FTES
  - Stabilization in 2016-2017
  - Budgeting to restore to \$6 million

- Would take permanent loss of \$1.1 million
- Ongoing portion of budget has \$1.3 million deficit
- Borrowing from 2018-2019, going into stabilization
- Borrowing each year, deficit will increase
- Best Case
  - Full restore without borrowing
  - Growth at 1%
  - Deficit begins in 2019-2020
- Worst Case
  - Restore half of FTES, unable to borrow
  - 1% decline in FTES per year
  - Increase in utilities, health and welfare
  - Deficits increase dramatically
- Graphs show yearly comparisons for three models
- No best case scenario that completely eliminate deficit
- Similar trends for other districts across state

Mr. Hardash reminded the committee that it is important for representative to share this information with their constituents. He also reminded the committee that it is important to keep the conversation going on the budget.

5. Request from Santa Ana College Regarding Carryover Shift/Review of BAM Language - Collins

A discussion on the shift in FTES between Santa Ana College and Santiago Canyon College due to changing levels of enrollment occurred. Shifting occurred due to different levels of declined enrollment between the two campuses. There was a request to review the language in the Budget Allocation Model and to examine procedures to ensure they follow the model. It was recommended that the discussion be agendaized for the next meeting so that all members can have the full model's documentation to prepare and for the Chancellor to join the discussion.

After further discussion, a motion was made to recommend to District Council that the BAM language be reviewed and the language in it be honored. The motion was made by Ms. Mettler, seconded by Ms. Zarske, and approved with one no vote by Mr. Hardash.

6. Review Committee Purpose Statement - Mettler

A discussion occurred as to the content and adjustments to the proposed statement. The committee agreed to change "Resource Allocation Model" to "Budget Allocation Model" and add "recommends" in addition to developing budget assumptions. The full statement reads: *"The Fiscal Resources Committee provides district-level fiscal review including annual evaluation of the District's Budget Allocation Model, as well as, develops and recommends tentative and adopted budget assumptions to District Council"*. Mr. O'Connor moved to approve the statement with those modifications, seconded by Dr. Collins and approved unanimously.

7. Standing Report from District Council – Mettler

Ms. Mettler informed the committee of the Human Resources Committee's new training requirements for all participants on hiring committees. They will be recommending training be required every two years. Ms. Mettler and Ms. Krichmar also discussed updates from the Technology Advisory Group regarding issues with the portal.

## 8. Informational Handouts

The following handouts were distributed:

- District-Wide Expenditure Report
- Vacant Funded Position List as of September 20, 2017
- Measure “Q” Project Cost Summary June 30, 2017
  - Annual report was approved at the last Measure Q Meeting
- Monthly Cash Flow Summary as of August 31, 2017
- SAC Planning and Budget Committee Agendas and Minutes
- SCC Budget Committee Agendas and Minutes

## 9. Approval of FRC Minutes – July 5, 2017 – Hardash

Mr. Hardash called for a motion to approve the Fiscal Resources Committee Minutes of the July 5, 2017 meeting. A motion was made by Dr. Collins, seconded by Ms. Krichmar, and approved with one abstention.

## 10. Other

- Next meeting will discuss MYP’s, Stabilization, and Restoration in more detail
- Will also be discussing Budget Allocation Model at next meeting
- Reminder: if anyone finds anything on the Vacancy List is incorrect, please inform Mr. O’Connor or Ms. Nguyen in Fiscal Services

Next meeting reminder: Wednesday, October 18, 2017, 1:30 – 3:00 in the Executive Conference Room, District Office

The meeting was adjourned at 2:54 p.m.