



## OFFICE OF THE VICE CHANCELLOR

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### MEMORANDUM

**To:** Clara Marchbanks, College Center Council Classified Senate Representative

**From:** Terry Kershaw *TK*

**Date:** May 4, 2011

**Subject:** SCCCDC Resource Allocation Model Taskforce

Chancellor Blue has asked that we convene a taskforce to address the allocation of resources relative to the budget development for the district, colleges, and centers. The immediate goal is to have the taskforce meet to establish the operational procedures, guidelines, meeting schedule, etc. which will become the foundation for the work to be done during the next academic year in the development of a resource allocation model which ultimately will be initiated for future budget development cycles.

The composition of the initial taskforce is as follows:

- 6- faculty (2 each from FCC, RC, NC)
- 3-students (1 each from FCC, RC, NC)
- 3-administrators (1 each from FCC, RC, NC)
- 3-classified senate representatives (1 each from FCC, RC, NC)
- 3- CSEA representatives (1 each from FCC, RC, NC)
- 1- Human Resources Office representative
- 1-District Facilities representative
- 1-District Information Systems/Technology representative
- Vice Chancellor of Business and Finance
- Director of Finance

The first meeting of the taskforce will be held on Friday, May 13<sup>th</sup> from 3:00-5:00 p.m. at the Clovis Center, room 305. Dr. Willard Wright, Interim Vice Chancellor of Finance and Business will chair the meeting.

I need to have the Classified Senate representative to the taskforce identified as soon as possible so please let me who will be representing the North Centers. Thank you in advance for your interest in this important project. Feel free to contact me if you have any questions.



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## MEMORANDUM

**TO:** District Resources Allocation Model Task Force      **DATE:** May 13, 2011  
**FROM:** Deborah G. Blue, Chancellor

Thank you for accepting the appointment to this new task force that is charged with the responsibility of developing and recommending to Chancellor's Cabinet and the chancellor a District Resource Allocation Model (DRAM) for future resource planning and allocation decisions.

It has been noted throughout this fiscal year as different groups have engaged in self study dialogue, there are many questions and a lack of clarity about how fiscal resources in particular, and other resources in general, are allocated in the district. Given the current fiscal climate we face as a state and fiscal challenges as a district, I view this as an opportunity for us to be proactive by forming this working group to address this self-identified district resource allocation issue.

I envision the DRAM task force's work to include: the establishment of a common contextual understanding of how California Community College Districts are funded; the development of a shared understanding of how the currently described "General Fund Resource Allocation Model" is used to allocate general fund resources to colleges/centers and the district office/centralized services units; and how it can be enhanced or changed to become a comprehensive, model formula that can inform our future planning and resource allocation decisions.

I would ask that your work be guided by the standards in Accreditation Standard III.D Financial Resources, which state that we must ensure that our financial resources are sufficient to support student learning programs and services and to improve institutional effectiveness, to which I would add, across the entire district.

### Charge

It is the charge of this District Resource Allocation Model task force to develop and recommend the elements of a comprehensive resource allocation model for the district.

While the initial work should be focused on fiscal resources, the long-range goal is to address all resources including human, physical, and technology.

The work should include an investigation of models in other multi-college districts, incorporate elements of the SB 361 funding model as applicable, and incorporate our future plans for

achieving candidacy and initial accreditation for the Willow International Center. Willow International must be addressed in its current status, as well as, how the model will address resource allocations when Willow becomes a candidate for accreditation and then a college. It will be important as the work plan is developed that there are both short-term and long-term objectives to be achieved with established timelines by which they will be completed.

As a very busy academic year comes to a successful end, thank you for all that you do to make this a great educational organization to serve students and our community. I value the expertise and commitment you will bring to this task, and sincerely thank you for accepting this challenging work. I am sure this will not be easy work, but it will improve our ability to demonstrate data-driven decision making and integrate financial resource planning with institutional planning.

cc: Chancellor's Cabinet



## RESOURCE ALLOCATION TASKFORCE

May 13, 2011 – 3:00 p.m.

Clovis Center, Room 308

### **Call to Order:**

Taskforce Chair, Willard Wright, called the meeting to order at 3:05 p.m.; Vicki Bustos recording.

#### **I. Welcome (Willard):**

*Discussion:* Dr. Wright welcomed everyone to the first Resource Allocation Taskforce meeting.

#### **II. Introduction of Membership (Jothany):**

*Discussion:* Jothany welcomed everyone and introduced herself and her role. She explained she will be available as a resource to the taskforce chair and is not an official member of the taskforce. Ms. Blackwood invited the taskforce to introduce themselves and their role with the district.

#### **III. Development of Norms (Jothany):**

*Discussion:* Jothany stressed the important of establishing norms. The following were contributed by the taskforce:

- Address the issue, not the individual.
- Meeting information should be distributed to taskforce members at least one day before meetings.
- Meetings should start promptly once a quorum is present; if no quorum is present, meeting should be cancelled (to be discussed further at the next meeting).
- Respectful communication
- No side bar conversations.
- Taskforce chair will determine who has the floor; members should raise their hand to be acknowledged.
- Members are tasked to decide what is best for the district, which may not always be what is best for their constituent groups.
- Do not dominate the conversation. Allow all to contribute.
- Limit use of acronyms.

*Action:* Norms will be distributed to each taskforce member.

#### **IV. Draft of Operating Guidelines (Willard):**

*Discussion:* Taskforce Chair, Willard Wright, reviewed the guidelines and membership. He explained that as part of the accreditation process of the Clovis Center, the district must have a resource allocation model in place. Dr. Wright also provided an overview of what occurred at Yuba College during their accreditation process as an example.

After further membership discussion, it was suggested to amend the membership to include a faculty union representative since some issues may impact negotiations. It was also suggested for District Office Accounting Manager, Wil Schofield, to be added as a taskforce member.

*Action:* Both member suggestions will be introduced at the next chancellor's cabinet meeting since the chancellor's cabinet determines the composition of the taskforce.

**V. Overview of Resource Allocation (Willard and Ed):**

a. 5.1 Glossary of Financial Terms

*Discussion:* Willard strongly encouraged members to review the glossary of terms and become familiar with them. He further recommends dedicating one meeting in the fall to reviewing the terminology. The task force should have a working knowledge of the terms.

b. 5.2 Historical Allocation within SCCC

*Discussion:* Willard reviewed the resource allocation model prepared by the former Vice Chancellor of Finance and Administration Doug Brinkley. The document explains the process of gathering the data. He reported it is the current model of the district. Other district models will be reviewed at future meetings to determine best practices and decide what works best for the district.

c. 5.3 Purpose of Developing a RAM for the District

*Discussion:* This discussion item was incorporation with item d.

d. 5.4 Common Criteria in a Typical RAM

*Discussion:* Referring to the handout provided, Dr. Wright noted it is an actual resource allocation model of a district from 2005. He further noted that Wil Schofield and Ed Eng will provide 100% of the numbers for the SCCC model. As numbers are pulled, the taskforce will be trained as to what each section entails so an informed decision can be made regarding what components we will keep.

Jothany announced it is not expected for the allocation model to be complete when the accreditation arrives in October, but we will be able to chart where we are in the process. In closing, Jothany requested to be cc'd on all data relating to the resource allocation model.

**VI. Next Meeting: September 9, 2011, 9:00 a.m. to 11:00 a.m. Clovis Center.**

*Discussion:* After a brief discussion, it was decided to change the meeting time to the afternoon in order to accommodate faculty schedules. The next meeting is scheduled for **Friday, September 9, 2011, at 2:00 p.m.**

**VII. Questions and Answers (Willard and Ed):**

*Discussion:*

Meeting adjourned at 3:50 p.m.





STATE CENTER COMMUNITY COLLEGE DISTRICT  
FRESNO • REEDLEY • CLOVIS • MADERA • OAKHURST • WILLOW INTERNATIONAL

**Resource Allocation Taskforce**  
**May 13, 2011, 3:00 p.m. 5:00 p.m.**  
**Clovis Center, Room 308**

ACTION/DISCUSSION ITEMS

1. Welcome (Willard Wright)
  2. Introduction of Membership (Jothany Blackwood)
  3. Development of Norms (Jothany Blackwood)
  4. Draft of Operating Guidelines (Willard Wright)
  5. Overview of Resource Allocation (Willard Wright and Ed Eng)
    - 5.1 Glossary of Financial Terms: Attachment
    - 5.2 Historical Allocation within SCCCCD: Attachment
    - 5.3 Purpose of Developing a RAM for the District
    - 5.4 Common Criteria in a Typical RAM: Attachment
  6. Next Meeting: September 9, 2011 9:00-11:00 a.m.
  7. Questions & Answers (Willard Wright and Ed Eng )
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## **State Center Community College District**

### **(DRAFT ONLY) RESOURCE ALLOCATION TASKFORCE**

#### **Membership shall consist of the following:**

Chairperson – Vice Chancellor Finance & Administration (1)  
Administration (3)  
CBO (3)  
Classified Senate (3)  
CSEA (3)  
Faculty/Academic Senate (6)  
Director of Finance (1)  
POA (1)  
Students (3)

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#### **Total - 24 Members**

Official membership shall be limited to those persons appointed to the Resource Allocation Model Taskforce. Each member shall have one vote. Each of the representative groups holding membership on the Resource Allocation Model Taskforce shall appoint at least one officially designated alternate. Designated alternates have full voting responsibility in the absence of the officially appointed member.

The Resource Allocation Model Taskforce shall be charged with the responsibility of making recommendations to the Chancellor on the development of a District Resource Allocation Model. The Resource Allocation Model Taskforce shall be comprised of representatives from Management, Faculty, CSEA, Classified Staff, Police Officers Association and the Student Body. A quorum shall consist of 50% plus 1 (1) with at least three of the above eight constituent groups represented.

The Resource Allocation Model Taskforce is advisory in nature. The Chancellor will make assurances to accept and follow the recommendations as made by Resource Allocation Model Taskforce .

#### **RESPONSIBILITIES**

- (1) Develop SCCCDC Resource Allocation Model.
- (2) Meet regularly to participate in a constructive manner in the development/publication of a SCCCDC Resource Allocation Model.



## PRINCIPLES

- (1) The recommendations included in the SCCCCD Educational Master Plan shall provide the underlying guidelines for the development of a Resource Allocation Model.
- (2) The RAM Work Group may request additional information necessary for a thorough and informed discussion on items under its consideration.

## PROCEDURES

- (1) Regular meetings shall be scheduled as proposed and adopted by the membership.
- (2) Special meetings may be called by the Chairperson or at the request of no less than 12 members, at a time and place determined by the Chairperson.
- (3) The Chair is responsible for appointing an acting chair to conduct the Resource Allocation Taskforce meeting in his/her absence.

May 13, 2011

## Glossary of Financial Terms

5.1

**Allocation:** Division or distribution of resources according to a predetermined plan.

**Apportionment:** Federal, state or local monies distributed to college districts or other governmental units according to legislative and regulatory formulas.

**Budget Document:** A written statement translating the educational plan or programs into costs, usually for one future fiscal year, and estimating income by sources to meet these costs.

**Budget Act:** The legislative vehicle for the State's appropriations. The Constitution requires it be passed by a two-thirds vote of each house and sent to the Governor by June 15 each year. The governor may reduce or delete, but not increase, individual items.

**Capital Outlay:** The acquisition of or additions to fixed assets, including land or existing buildings, improvements of grounds, construction of buildings, additions to buildings, remodeling of buildings, or equipment.

**Categorical Funds:** Also called restricted funds, these are monies that can only be spent for the designated purpose. Examples: funding to serve students with disabilities (DSPS) or the economically disadvantaged, low income (EOPS), scheduled maintenance, and instructional equipment.

**Contingencies Fund** (also Undistributed Reserve): That portion of the current fiscal year's budget not appropriated for any specific purpose and held subject to transfer to other specific appropriations as needed during the fiscal year.

**Cost of Living Adjustments (COLA):** An increase in funding for revenue limits or categorical programs tied to increases in the cost of living. Current law ties COLAs to indices of inflation, although different amounts may be appropriated by the legislature.

**Deficit:** The excess of liabilities over assets or the excess of expenditures or expenses over revenues during an accounting period.

**Disabled Student Programs & Services (DSPS):** Categorical or restricted funds designated to provide services that integrate disabled students into the general college program.

**Employee Benefits:** Amounts paid by an employer on behalf of employees. Examples are group health or life insurance payments, contributions to employee retirement, district share of O.A.S.D.I. (Social Security) taxes, and worker's compensation payments. These amounts are over and above the gross salary. While not paid directly to employees, they are a part of the total cost of employees.

**Ending Balance:** A sum of money available in the district's account at year end after subtracting accounts payable from accounts receivable or the difference between assets and liabilities at the end of the year.

**Enrollment Cap:** A limit on the number of students (FTES) for which the state will provide funding.

## Glossary of Financial Terms

**Enrollment Fee:** Charges to resident students for instructional costs; established in the annual budget act.

**Equipment:** Tangible property with a purchase price of at least \$200 and a useful life of more than one year, other than land or buildings and improvements thereon.

**Estimated Income:** Expected receipt or accruals of monies from revenue or non-revenue sources (abatements, loan receipts) during a given period.

**Expenditures:** Amounts disbursed for all purposes. Accounts kept on an accrual basis include all charges whether paid or not. Accounts kept on a cash basis include only actual cash disbursements.

**Extended Opportunity Programs and Services (EOPS):** Categorical funds designated for supplemental services for disadvantaged students.

**Faculty Obligation Number (FON):** The annual figure provided to each district by the Chancellor's Office for the number of full-time credit faculty positions required to comply with 75/25 goals.

**Fee:** A charge to students for services related to their education. The System Office annually publishes a list of mandated, authorized, and prohibited fees.

**Fifty-Percent Law:** Requires that fifty percent of district expenditures in certain categories are spent for classroom instruction. The intent of the statute is to limit class size and contain the relative

growth of administrative and non-instructional costs.

**Final Budget:** The district budget that is approved by the board in September, after the state allocation is determined.

**Fiscal Year:** Twelve calendar months; for governmental agencies in California, it begins July 1 and ends June 30. Some special projects have a fiscal year beginning October 1 and ending September 30, which is consistent with the federal government's fiscal year.

**Full-Time Equivalent Students (FTES):** An FTES represents 525 class (contact) hours of student instruction/activity in credit and noncredit courses, generally 15 semester credit hours. Full-time equivalent student (FTES) is the workload measure used to compute state funding for California Community Colleges.

**General Fund:** The fund used to account for the ordinary operations of the district. It is available for any legally authorized purpose not specified for payment by other funds.

**General Reserve:** An account to record the reserve budgeted to provide operating cash in the succeeding fiscal year until taxes and state funds become available.

**Governor's Budget:** The Governor proposes a budget for the state each January, which is revised in May (the May Revise) in accordance with updated revenue projections.

## Glossary of Financial Terms

**Indirect Expenses or Costs:** The elements of cost necessary in the production of a good or service not directly traceable to the product or service. Usually these costs relate to expenditures not an integral part of the finished product or service, such as rent, heat, light, supplies, management, and supervision.

**Lottery Funds:** The share of income from the State Lottery, which has added about 1-3 percent to community college funding. A minimum of 34 percent of state lottery revenues must be used for “education of pupils.”

**Mandated Costs:** Expenditures that occur as a result of (or are mandated by) federal or state law, court decisions, administrative regulations, or initiative measures.

**May Revise:** The Governor revises his or her budget proposal in May in accordance with up-dated projections in revenues and expenses.

**Noncredit:** Courses taught for which no college credit is given. Adult education and basic English as a Second Language are two examples. The state reimbursement for noncredit education is less than for credit courses.

**OPEB:** Other Post Employment Benefits, primarily retiree healthcare benefits.

**Operating Expenses:** Expenses related directly to the fund’s primary activities.

**Operating Income:** Income related directly to the fund’s primary activities.

**Proposition 13:** An initiative passed in June 1978 adding Article XIII A to the California Constitution. It provided that tax rates on secure property were restricted to no more than 1 percent of full cash value. Proposition 13 also defined assessed value and required a two-thirds vote to change existing or levy new taxes.

**Proposition 39:** An initiative passed in 2000 that reduced the voting threshold required for local bonds from two-thirds to 55% and added conditions for proposing and using bond funds.

**Proposition 98:** An initiative passed in November 1988, guaranteeing at least 40 percent of the state’s budget for K-12 and the community colleges. The split was proposed to be 89 percent (K-12) and 11 percent (CCC), although the split has not been maintained.

**Reserves:** Funds set aside in the college district budget to provide for future expenditures or to offset future losses, for working capital, or for other purposes. There are different categories of reserves, including contingency, general, restricted and reserves for long-term liabilities.

**Restricted Funds:** Money that must be spent for a specific purpose either by law or by local board action. Revenue and expenditures are recorded in separate funds. Funds restricted by board action may be called “designated” or “committed” to differentiate them from those restricted by external agencies. Examples of restricted funds include the federal vocational education act and other federal program

## Glossary of Financial Terms

funds; state “categorical” programs such as those for disabled and disadvantaged students’ state monies targeted for specific purposes, such as instructional equipment replacement; grants for specific programs; and locally generated revenues such as the health and parking fees.

**Retiree Health Benefits:** Benefits provided to retirees provide health insurance, negotiated through collective bargaining. Also called “Other Post Employment Benefits.”

**Revenue:** Income from all sources.

**Revolving Fund:** A revolving cash account used to secure or purchase services or materials.

**Shortfall:** An insufficient allocation of money, which will require additional appropriations, reduction in expenditures, and/or will result in deficits.

**Stabilization Funding:** Districts that experience enrollment decline are held harmless for any revenue loss in the year the enrollment decline occurs, and the district is funded to its base enrollment. In the year immediately following the year of decline, the revenue associated with the enrollment decline (stabilization funding) will be reduced from a district’s base revenue if the district has not restored the enrollment. (Education Code Section 84750.5)

**State Apportionment:** An allocation of state money paid to a district on a monthly basis once the state budget is enacted.

**STRS (CalSTRS) California State Teachers’ Retirement System:** State law required school district employees, school districts, and the State contribute to the fund for full-time academic employee.

**Student Financial Aid Funds:** Funds designated for grants and loans to students; includes federal Pell grants, College Work-Study, and the state funded EOPS grants and fee waiver programs.

**Tentative Budget:** The budget approved by the board in June, prior to when state allocations have been finalized.

**Title 5, California Code of Regulations:** The section of the California Administrative Code that regulates community college. The Board of Governors adopts Title 5 regulations.

**Unfunded FTES:** FTES generated in excess of the enrollment/FTES cap.

**Unrestricted Funds:** Generally those monies of the General Fund not designated by law or a donor agency for a specific purpose. They are legally regarded as unrestricted since their use is at the Board’s discretion.

## Descriptive Summary

### General Fund Resource Allocation Model:

The State Center Community College District has a long standing general fund resource allocation model. The model is designed to provide funding to four allocation centers (Districtwide/District Office Operations, Fresno City College, Reedley College, and the North Centers) and endeavors to provide a base funding for each center which will remain constant or increase (decrease) as the programs may change. There are five major components of the model to consider. These components and a description of what each provides to the model is as follows:

1. **Prior Year Base Allocation (REF 1):** An allocation center is provided a base allocation for the current fiscal year equal to prior year base allocation. This insures continued fiscal stability and support to the allocation center.
2. **Adjustments to Prior Year Base Allocation (REF 3):** The prior year base is increased (decreased) in this section to account for changes in budgetary allocation such as:
  - a. Step and/or column increases for classified and academic staff
  - b. Salary and benefit increase (decrease) generally a result from changes in the collective bargain agreements
  - c. Changes in operation expenses including expenditures for PERS, CalSTRS, unemployment insurance, or other salary driven rate increases
  - d. Changes in operation expenses such as insurance and utility
  - e. Changes in staffing at an allocation center which might include reduction or addition of position(s) for permanent and hourly staffing
3. **Current Year Adjusted Base Allocation (REF 13):** The current year adjusted base allocation is the sum of the prior year base with adjustments noted in #2. This represents the base allocation from the general fund to operate each center and will also serve as the prior year base allocation for the next fiscal year.
4. **Current Year Miscellaneous Adjustments (REF 15):** The current year adjustments represent distribution to the allocation centers and designated for a specific purpose as is the case with election costs (REF 20) or retiree health benefit (pay-as-you-go) expenditures (REF 16) or distributed based upon revenues generated by the allocation center such as for facility rental, child development center fees, library late fees, or other miscellaneous revenues earned at the center. The current year miscellaneous adjustments will change each year based upon projected expenditure or revenue generated and is not added to the base allocation. In the example you will note a \$265,000 provision for election costs which is only apportioned when a board election is anticipated.
5. **Current Year Allocation (REF 22):** The current year allocation is the sum of all funds dispersed to the allocation centers and represents the prior year base, current year adjustments to base, and current year miscellaneous adjustments. It represents the total of the FTES and miscellaneous revenue generated by the District.

# ALLOCATION MODEL FOR ACCREDITATION PURPOSES

## STATE CENTER COMMUNITY COLLEGE DISTRICT GENERAL PURPOSE FINAL ALLOCATION (XX0 Only) F.Y. Sample

REF		Districtwide/ District Office	Fresno City College	Reedley College	North Centers	TOTAL DISTRICT
1	PRIOR YEAR BASE ALLOCATION	\$19,859,905	\$71,155,372	\$25,768,713	\$16,440,774	\$133,224,764
2						
3	ADJUSTMENTS TO PRIOR YEAR BASE ALLOCATION					
4	Certificated Step/Column Increase	\$1,799	\$494,115	\$194,832	\$129,277	\$820,023
5	Classified Step Increase	54,450	122,456	57,217	43,464	277,587
6	Management/Confidential Step Increase	33,397	26,227	19,469	12,375	91,468
7	Cal PERS (.491%)	37,786	56,122	21,936	11,352	127,196
8	New Positions (Classified/Academic/Management)	82,892	56,319		56,319	195,530
9	Prop. & Liability Ins.	175,000				175,000
10	Utilities	345,000				345,000
11	SUI Increase (.42%)	38,408	223,086	79,330	53,224	394,048
12	Workers comp (10%) Rate Only	546,000				546,000
13	CURRENT YEAR ADJUSTED BASE ALLOCATION	\$21,174,637	\$72,133,697	\$26,141,497	\$16,746,785	\$136,196,616
14						
15	CURRENT YEAR MISCELLANEOUS ADJUSTMENTS					
16	Retiree Health (Pay-As-You-Go)	\$1,100,000	-	-	-	\$1,100,000
17	Facilities Rental	-	\$42,000	\$15,000	-	57,000
18	Campus Lab School Charges	-	130,000	65,000	\$140,000	335,000
19	Misc. Revenues	-	100,000	15,000	-	115,000
20	Election Costs	265,000	-	-	-	265,000
21	TOTAL CURRENT YEAR ADJUSTMENTS	\$1,365,000	\$272,000	\$95,000	\$140,000	\$1,872,000
22	CURRENT YEAR ALLOCATION					
23	(XX0 ONLY)	\$22,539,637	\$72,405,697	\$26,236,497	\$16,886,785	\$138,068,616

# Appendix A

(B)

## 2005-06 Revenue and Expenditure Assumptions September 14, 2005

REVENUE		2002-03	2003-04	2004-05	2004-05	2005-06
		Actual	Actual	Adopted Final	Actual	Adopted
1	Base Revenue	\$ 76,244,502	\$ 76,344,624	\$ 78,229,700	\$ 78,948,240	\$ 87,719,758
2	Growth	-	-	-	-	-
3	Basic Skills	611,171	382,035	300,000	72,282	-
4	PFE	4,826,332	4,225,232	3,552,400	3,535,569	-
5	Equalization	-	-	779,600	779,601	298,250
6	Lottery	1,959,216	2,756,921	2,400,000	2,314,423	2,400,000
7	State P/T Faculty Parity	1,052,438	1,229,672	938,500	936,479	938,400
8	P/T Faculty Office Hrs./Med.	-	291,193	300,000	281,930	269,600
9	Apprenticeship	669,293	340,007	356,000	356,681	360,000
10	Non-Resident	1,855,002	1,749,480	1,650,000	1,489,584	1,372,000
11	Interest	757,003	780,697	700,000	779,884	950,000
12	Mandated Costs	-	-	-	-	-
13	Other	1,187,299	495,359	526,100	1,281,926	634,118
14	Estimated Total Revenue	\$ 89,162,256	\$ 88,595,220	\$ 89,732,300	\$ 90,776,599	\$ 94,950,126
EXPENDITURES						
15A	Sites	9,044,465	9,733,281	9,852,842	10,023,308	10,247,506
15B		10,952,110	9,788,899	10,168,806	10,738,270	10,578,917
15C		18,235,586	16,696,131	16,606,064	17,511,062	17,345,244
15D		25,293,509	23,586,520	23,479,252	24,259,262	24,427,674
16	FTES Growth	-	-	-	-	750,000
17A	Benefits/MidYrInc/Savings	11,379,226	12,824,705	14,850,000	13,996,874	16,000,000
17B	Retiree Benefits Only	3,786,029	4,508,174	5,150,000	4,924,762	5,250,000
18	Formula adjustments/Contracts	525,899	406,963	387,974	308,183	618,193
19	Apprenticeship	669,293	437,074	356,000	396,616	368,000
20	Miscellaneous	1,314,519	3,138,940	575,000	2,155,021	775,000
21	Utilities	2,412,008	2,851,854	4,075,000	2,670,561	3,854,322
22	Salary Commitments	1,622,650	600,399	-	-	-
23	Insurance	654,338	552,363	800,000	883,194	800,000
24	Consult/Legal/Election	845,401	475,746	475,000	100,366	475,000
25	Staff Development	278,281	286,691	317,704	364,094	325,000
26	Tele/Soft-Hardwr Maint	582,618	533,663	597,400	597,664	597,400
27	Technology Advancement	326,755	328,588	306,900	329,553	306,900
28	Retirement Reserve Trsfr	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
29	Museum of Tolerance	33,998	34,061	50,000	38,114	50,000
29	Estimated Expenditures	\$ 89,456,684	\$ 88,284,052	\$ 89,547,942	\$ 90,796,904	\$ 94,269,156
30	Estimated Marginal Revenue/Deficit	\$ (294,428)	\$ 311,168	\$ 184,358	\$ (20,304)	\$ 680,970
Fixed Costs		25,931,014	28,479,222	29,440,978	28,265,002	30,919,815

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Diff. = 1,478,837



## Historical comparisons

## Three colleges site allocations, FTES and percentages

	Alloc	%	Alloc	%	Alloc	%	Alloc	Total	%
2001-02 FTES	\$ 9,934,273 3,621	20% 20%	\$ 23,348,247 8,025	46% 45%	\$ 17,087,234 6,033	34% 34%	\$ 50,369,755 17,679	100% 100%	
2002-03 FTES	\$ 10,764,451 4,095	20% 19%	\$ 25,463,148 9,562	46% 45%	\$ 18,541,807 7,596	34% 33%	\$ 54,769,206 21,253	100% 100%	
2003-04 FTES	\$ 9,954,704 3,753	20% 18%	\$ 23,062,187 9,597	47% 47%	\$ 16,268,756 7,127	33% 35%	\$ 49,305,647 20,478	100% 100%	
Adj FTES	4,211	20%	9,597	46%	7,127	34%	20,935	100%	
2004-05 FTES	\$ 10,168,805 4,058	20% 20%	\$ 23,601,903 8,942	47% 45%	\$ 16,606,064 6,970	33% 35%	\$ 50,376,770 19,970	100% 100%	
2005-06	\$ 10,578,917	20%	\$ 24,427,673	47%	\$ 17,345,244	33%	\$ 52,351,834	100%	

## District Office and Facilities allocations, square footage and percentages

	District Office		Facilities		
	Alloc	% of Sites	Alloc Sq Ft	% of Sites \$/Sq Ft	
2001-02 Sq Ft	\$ 4,601,770	9%	\$ 3,864,908	8%	
			1,189,794	\$ 3.25	
2002-03 Sq Ft	\$ 4,973,608	9%	\$ 4,277,917	8%	
			1,239,163	\$ 3.45	
2003-04 Sq Ft	\$ 5,795,774	12%	\$ 3,988,356	8%	
			1,255,045	\$ 3.16	
2004-05 Sq Ft	\$ 5,818,129	12%	\$ 4,034,713	8%	
			1,220,892	\$ 3.30	
2005-06 Sq Ft	\$ 6,063,463	12%	\$ 4,184,031	8%	
				#DIV/0!	

If Facilities got 1/2 of its increase by square footage and 1/2 as the colleges increase or decrease, then its numbers would be 49% of the colleges' increase/decrease and \$1,651/sq ft.

## Worksheet A

Resource Allocation: If it were implemented for 05/06 with FTES Adjusted for Summer 2003 and adjustments were made for negotiated salary increases and an allowance was made for unallocated resources.

1. Review Base Allocation and FTES Allocation (should be 80%/20% of funding). If a college should receive additional funding based on the review, allocate that.

## Current Allocations are:

	04/05 Site Allocations	\$ 15,606,064	\$ 10,166,806	\$ 23,479,252	\$ 5,818,125	\$ 4,034,713	\$ 29,440,978	\$ 89,547,942	(A), (B)
04/05 FTES	6,970	4,061	8,941					19,972	
03/04 FTES	7,128	4,211	9,597					20,936	
02/03 FTES	7,596	4,065	9,562					21,253	
3 yr average	7,231	4,122	9,367					20,720	(C)
Percent of total	35%	20%	45%						

Allocate 80% of the existing funding to each college's base  
 Base Allocation \$ 13,284,851 \$ 8,135,044 \$ 18,783,401  
 (80% \* \$15,606,064)

Allocate 20% of the existing funding to each college based on the 3 yr average of FTES

FTES Allocation \$ 3,507,707 \$ 1,999,623 \$ 4,543,495  
 (35% \* \$10,050,824)  
 Add the two amounts together and compare to 04/05 Site Allocations  
 Total \$ 16,792,558 \$ 10,134,667 \$ 23,326,896  
 Change from Site Alloc \$ 186,494 \$ (34,138) \$ (152,356)

Adjustment #1 is the increases from the Site Allocations. No college gets a decrease.  
 Adjustment #1 \$ 186,494 \$ - \$ -

2. Allocate any increase in Central Services costs.

Based on 05/06 Budget

	District Office	Facilities	Central Svcs	Total	(B)
Increased Costs			\$ 1,478,837	\$ 1,478,837	

# Appendix A

3. Allocate \$1.65 per square foot increase over previous year.  
No new buildings coming on line as yet.

	District Office	Facilities	Central Svcs	Total
			\$	-

4. Allocate growth based on increase (or decrease) in 3-year FTES average.  
Desired growth is 800 FTES or 4.5%. Add 4.5% to 04/05 FTES to get 05/06 FTES Goal.

	District Office	Facilities	Central Svcs	Total
05/06 FTES	7,284	4,244	9,344	20,872
New 3 yr average	7,127	4,172	9,294	20,593
Change in 3 yr average	(104)	50	(73)	(127)
Assume \$3930 per FTES. Allow 12% of colleges' allocations to go to District Office and 4.0% of colleges' allocations to go to facilities. Deduct Facilities' square footage allocation. This leaves \$3400 per FTES to go to the colleges.				
Growth allocation	\$ (353,498)	\$ 168,868	\$ (247,170)	\$ 3,400
			\$	(431,800)
			\$	3,930

(D)

5. District Office & Facilities gets 12% and 4.0% respectively of college growth allocations.  
Calculate 12% and 4.0% of allocations in #4.

	District Office	Facilities	Central Svcs	Total
Growth allocation	\$ (48,991)	\$ (17,334)	\$	(67,325)

(E)

6. Allocate any special amounts agreed upon.

Allocate \$750,000 of 05/06 funds for stimulating growth and staff transfer plus 04/05 negotiated salary increases.

	District Office	Facilities	Central Svcs	Total
Compensation adj	739,179	410,111	948,422	2,492,364
Growth	739,179	410,111	948,422	2,492,364
			\$ 750,000	\$ 750,000
			\$	3,242,364

(A)

7. Allocate any remaining funds across the board (plus or minus).

Assume the district received 0% growth and 4.23% revenue COLA from the state. Hold aside unallocated resources.

Calculate new base revenue and what is left after allocations 1 through 6.

District Base Revenue	\$ 89,547,942	04/05 FTES	20,870	(Funded, includes NR & Appren)
4.23% COLA	\$ 3,586,965	05/06 FTES	19,972	(Estimated actual, after deducting borrowed FTES)
Growth	\$ -	Funded Growth	-	
Other Revenues	\$ 1,134,249	Unalloc. Res.	680,970	
05/06 Resources	\$ 94,269,156			
Increase	\$ 4,721,215			

(B)

Less allocations:

1. Adjustment #1	\$ 186,494
2. Central Svcs	\$ 1,478,837
3. Square Footage	\$ -
4. Growth	\$ (431,800)
5. DO & Facilities	\$ (67,325)
6. Special Allocations	\$ 3,242,364

Available for allocation	\$ 4,408,571
	\$ 312,644

				District Office	Facilities	Central Svcs	Total
04/05 Site Allocations	\$ 16,606,064	\$ 10,168,806	\$ 23,479,252	\$ 5,818,129	\$ 4,034,713	N/A	\$ 60,106,963
% of Total	28%	17%	39%	10%	7%		
Adjustment #7	\$ 86,376	\$ 52,893	\$ 122,126	\$ 30,263	\$ 20,986	\$ -	\$ 312,644

8. Final allocations

Sum the 04/05 Site Allocations with all of the adjustments.

				District Office	Facilities	Central Svcs	Total
04/05 Site Allocations	\$ 16,606,064	\$ 10,168,806	\$ 23,479,252	\$ 5,818,129	\$ 4,034,713	\$ 29,440,978	\$ 89,547,942
1. Adjustment #1	\$ 186,494	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 186,494
2. Fixed Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,478,837	\$ 1,478,837
3. Square Footage	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4. Growth	\$ (353,498)	\$ 168,868	\$ (247,170)	\$ -	\$ -	\$ -	\$ (431,800)
5. DO & Facilities	\$ -	\$ -	\$ -	\$ (49,991)	\$ (17,334)	\$ -	\$ (67,325)
6. Special Allocations	\$ 739,179	\$ 410,111	\$ 948,422	\$ 245,334	\$ 149,318	\$ 750,000	\$ 3,242,364
7. Adjustment #7	\$ 86,376	\$ 52,893	\$ 122,126	\$ 30,263	\$ 20,986	\$ -	\$ 312,644
Total Increase	\$ 658,551	\$ 631,872	\$ 823,378	\$ 225,606	\$ 152,971	\$ 2,228,837	\$ 4,721,215

# Appendix A

	District Office		Facilities		Central Svcs	Total
05/06 Site Allocations	\$ 17,264,615	\$ 10,800,677	\$ 24,302,630	\$ 6,043,734	\$ 4,187,684	\$ 31,669,815
						\$ 94,269,156
Current 05/06 Site Alloc	\$ 17,345,244	\$ 10,578,917	\$ 24,427,674	\$ 6,063,475	\$ 4,184,031	\$ 31,669,815
Difference	\$ (80,629)	\$ 221,760	\$ (125,044)	\$ (19,741)	\$ 3,653	\$ -
Percentage Change	-0.5%	2.1%	-0.5%	-0.3%	0.1%	0.0%

(C), (D)

Facilities Square Footage 1,220,892  
50% of funds per sq. foot 1.55  
50% of funds for growth 4.0%  
District Office percentage 11.6%

## List of References:

- (A) 2005-06 Site Allocation
- (B) 2005-06 SMCCCD Revenue and Expenditure Assumptions
- (C) SMCCCD FTES Analysis
- (D) SMCCCD Exhibit C, 2004-05 Second Principal Apportionment
- (E) Historical Comparisons of Site Allocations & FTES

2005-06 Site Allocations (1A)

(A)

2004-05 Final Allocation	10,168,806	22,726,131	753,121	16,606,064	9,852,842	Total
Summer 03 AFT overload 3%	183	8,267		6,179		60,106,963
Summer 03 AFT adjunct 13.07%	3,369	65,602		53,774		14,629
Summer 04 AFT overload 3%	1,405	8,604		6,643		122,745
Summer 04 AFT adjunct 7%	15,633	40,175		34,932		16,652
2004-05 Adjusted Final Allocation (12/6/04)	10,189,396	22,848,779	753,121	16,707,592	9,852,842	90,740
Classified Transfer -	0	(45,734)	0	0	45,734	60,351,729
LSI and Step Increases (3/3/05)	99,383	170,945	0	151,266	75,620	497,214
2005-06 Preliminary Allocation (3/4/05)	10,288,779	22,973,990	753,121	16,858,858	9,974,195	60,848,943
AFSCME 2.5% COLA (3/16/05)	0	0	0	0	60,002	60,002
CSEA & Non-Rep. 2.5% COLA (3/18/05)	70,945	131,313	18,694	109,155	120,913	451,021
LSI & Step Adjustments (3/21/05)	7,386	6,258	10,371	4,391	19,040	47,446
Classified LSI Change eff. 1/1/05	2,571	4,549	0	5,154	20,273	32,547
AFT 2.75% COLA (incl. 3.75% for column 8)	117,532	359,956	0	232,714	0	710,201
AFT Step/Column Adjustments	18,426	24,877	0	24,900	0	68,203
Executive Stipends	8,028	8,028	4,032	8,028	29,892	58,008
Adjusted 2005-06 Preliminary Allocation	10,513,668	23,508,971	786,218	17,243,199	10,224,315	62,276,371
AFT Adjunct/Overload 2.75% COLA	63,143	119,034	0	92,836	0	275,013
Bay 10 Salary Survey (Payroll & KOSM)	1,210	0	5,926	2,250	2,939	13,326
Board & Chancellor COLA	0	0	0	0	11,370	11,370
Parking Adjs. (positions previously in Fd.1)	897	5,523	0	6,958	8,870	23,248
Total Increase	410,111	908,398	40,023	739,179	394,652	2,492,564
2005-06 Final Allocation	10,578,917	23,634,529	793,145	17,345,244	10,247,494	62,599,328
					4,184,031 Facilities	
					6,063,463 District Office	

Appendix A