AGENDA

I. Welcome and Call to Order

II. Approval of Minutes
   A. November 20, 2015

VI. State Budget Update

VII. Other
   A. Budget/Issues – Update
      1. Structural Budget Deficit
      2. Budget Allocation Model 3.0 and BAM Guidelines
   B. Part-time Faculty and Overload Budget Allocation Methodology - Update
   C. TAF – Items funded “off the top”
   D. Budget Development Calendar
      1. 2016 RCCD Planning Calendar
      2. DBAC Summer Schedule – Dates to be Added

V. Next Meeting(s)
   A. Friday, January 29, 2016 – 1pm
RIVERSIDE COMMUNITY COLLEGE DISTRICT
District Budget Advisory Council Meeting

November 20, 2015
RCC – DL 409
9:00 a.m. - 11:00 a.m.

MEETING MINUTES

PRESENT
Aaron Brown, Vice Chancellor, Business and Financial Services (District)
Norm Godin, Vice President Business Services (Moreno Valley)
Beth Gomez, Vice President, Business Services (Norco)
Mazie L. Brewington, Vice President, Business Services (Riverside)
Mary Legner, Professor, Mathematics (Riverside)
Dianne Thursby, Classified Representative (Norco)
Michael McQuead, Associate Professor, CIS (Moreno Valley)
Nate Finney, Classified Representative (Moreno Valley)
Tim Ragusa, Classified Representative (District)
Rachelle Arispe, Executive Administrative Assistant to the Vice Chancellor (Recorder)

GUEST
Majd Askar, Director, Business Services (District)

ABSENT
Tom Wagner, Associate Professor, Business Administration (Norco)
Mark Sellick, Associate Professor, Politics (Riverside)
Jennifer Lawson, Classified Representative (Riverside)
Arturo Quiroz, Student Representative (Riverside)

I. MEETING WAS CALLED TO ORDER
   A. By Aaron Brown

II. MINUTES
   A. Once a quorum was achieved, Brown reviewed minor changes to the minutes (Wagner added as present, and IV.C.6.e added per the request of Godin); Legner moved, and Ragusa seconded, approval of the minutes for October 30, 2015.

III. COORDINATION WITH DISTRICT STRATEGIC PLANNING
   A. Brown provided members with a revised proposal (attached) of the District Strategic Planning Committee’s (DSPC) purpose, functions, and membership, presented by Chancellor Burke on November 6th.
      1. DSPC members suggested a representative from Student Success and Student Equity be included; possibly a Vice President of Student
Services with rotation by a college Vice President of Academic Affairs. Either one can serve as a representative for both Academic Affairs and Student Services.

2. On page six, letter “b”, there was a discussion on how recommendations are made. A decision was made by DSPC to add the word “majority” for voting.

3. There was a discussion on the proposed membership not being consistent with the education code or accreditation standards. The discussion will resume at the December DSPC meeting for further review.

4. A suggestion was made that each of the colleges include co-chairs from their Strategic Planning Councils.

5. A suggestion was made for a revision on page five to include more faculty representatives.

6. Brown reminded DBAC members that they can return to their college committees to make their recommendations to DSPC and/or he can take them as long as DBAC makes a formal recommendation.

7. At the next DSPC meeting there will be a discussion on establishing Institutional goals; aiming at student success, student equity and student completion. Dr. Burke is working on the roles, scope and charge of DSPC. Mark Sellick and Melissa Bader are working on the organization chart for the structure of the committees in conjunction with the Academic Senates. David Torres is drafting a document of key performance indicators. Current DSPC members are supposed to review the structure charts as they exist at the colleges and be prepared to discuss.

8. College Presidents will need to appoint someone to represent the Admissions Office and the Enrollment Management Committee.

9. Brown indicated that there was some discussion on full time hires within the District. Peggy Campo brought a document displaying the allocation of faculty at each of the colleges. This was provided to members to inform about future new faculty allocations when the time comes. No decision was made. Information was only for discussion purposes.

10. Gomez commented that the representation for DSPC should be equitable by each college that way it does not skew the representation.

11. Godin motioned, and Thursby seconded; Brown to carry a recommendation to DSPC to add a college Vice President of Business Services representative to the DSPC membership with an annual rotation.
IV. **DBAC PURPOSE/MEMBERSHIP**

A. Brown provided members with a draft (attached) of the DBAC purpose and membership as discussed at the last DBAC meeting (October 30\(^{th}\)).

1. Brown requested members to review the proposed DBAC purpose and provide any suggestions or updates.

2. *Gomez motioned, and Legner seconded; to move forward the proposed DBAC purpose to DSPC for approval with the edits suggested as follows:*
   a. Last sentence of the purpose be consistent with the accreditation standards language as follows: “DBAC works towards continuous evaluation and quality improvement of the budget…”

3. Brown requested members to review the proposed DBAC membership categories and provide any suggestions or updates.
   a. Gomez reminded the members that the representatives need to be equitable so the votes are not skewed.

4. *Godin motioned, and Finney seconded; to move forward the proposed DBAC membership to DSPC for approval with the edits suggested as follows:*  
   a. On last page, No. 4 change to “College Academic Senate Presidents will appoint faculty representatives for the college. District Academic Senate will appoint the District wide representative.”
   b. Add on last page, “Student Trustee will appoint the student representative.”

V. **BUDGET/ISSUES – UPDATE**

A. Structural Budget Deficit - Brown updated the members on the subgroup meeting he had with the Vice Presidents of Business Services and Director of Business Services regarding the structural budget deficit and the budget allocation model revision.


2. The subgroup is trying to get a sense of the budget items that are not identified for a specific purpose and find why there is a differential. Once the details are known then DBAC can design how to address the problem.
3. Godin is asking for backfill from the CSEA holding account for the CSEA President from his college.

4. Employee benefits code will be broken out in different categories to see if savings can be identified.

5. The subgroup is looking at carryover balances and indirect cost transfers that are in a holding account. Askar is following up on making sure the transfers are being completed in a timely manner. Non-resident tuition expenditure alignment needs to be explored. The subgroup will be working on establishing principles for restricted fund use, parking, carryover balances, etc. A discussion also ensued on the budget allocation items such as Center for Civil Liberties & Social Justice Building and Disabled Student Services match – Should they be allocated directly to the entity or taken from the “off-the-top”?

6. At the next subgroup meeting: (1) Brown will be providing a worksheet to show the one time budget shortfall and factor in carryover items and employee benefit savings; (2) Gomez is creating a BAM model with FY2015-16 budget and it will be reviewed to see how we can deal with the high cost programs and the budget shortfall; (3) a staff analysis will be reviewed which will include the FTE at each college and employee categories.

7. McQuead suggested that a narrative of the subgroup meetings would be helpful for the DBAC members. Brown responded that he would provide a synopsis by email to the members like he did for October.

B. Budget Development Calendar - Brown reviewed the Budget Development Timeline FY 2015-16 and the Annual Planning Calendar with members (attached). The dates used on the Annual Planning Calendar were provided by each college and by the Budget office. The Budget Development Timeline provides information to see if the alignment between the colleges and district are in sync.

1. Brown stated that it is his commitment to bring information forward as it occurs and he is open to having the DBAC meetings every month, including December, June, July and August to keep the colleges and faculty involved in the final budget decisions. Brown explained that the final budget development time period in the summer is limited to a month and a half and it is during the time that shared governance committee meetings are not held and faculty is on summer break, making this a difficult task.

2. Brewington thinks that the district should be doing monthly closings that way the year end projections are tight and there won’t be as many changes impacting the final budget. Brown disagreed and explained
that the Budget office does projections beginning in November, tightening the projections each month thereafter, which accomplishes the same as a monthly close. Brown will provide the monthly projections by college at each DBAC meeting so the Vice Presidents of Business Services can review their monthly estimated balances. They could request a modification to their assumptions, if needed.

3. Brown explained that major decisions on the budget should be decided by June to involve college constituents. As identified in the timeline, the Governor’s May Revision comes out mid-May; the State does not adopt a budget until the end of June (right before the shared governance committees are on summer break); on July 1st year-end closing begins and is completed in mid-August; then there are only a couple of weeks for development of the final budget in order to meet the due dates for the Chancellor’s Cabinet and Board of Trustees meetings in September.

4. Godin commented that in reviewing the Annual Planning Calendar, it could take two months for DSPC approval of an item. He indicated that we need to be cognizant of the schedule since we need the college constituents to review and approve. Godin noted that the colleges are flexible with committee dates and it would be helpful for the Board to be flexible with the Board meeting dates. Gomez added that there needs to be some flexibility with the deadlines to be able to refine the Tentative and Final Budgets. Gomez suggested that maybe there should be a special meeting or move the Board meeting date in June.

5. After continued discussion, the Vice Presidents of Business Services agreed to add a college governance committee meeting the beginning of June for the constituents to review the Tentative Budget before being reviewed at the June 7, 2016 Board of Trustees Committee meeting and approved at the June 21, 2016 regular Board of Trustees meeting. However, with adding the college governance committee meeting the beginning of June, the Chancellor’s Cabinet meeting and Board of Trustees Committee meeting would need to be delayed by one week.

6. Finney motioned, and Thursby seconded; to formally recommend a change to the anticipated Board of Trustees Committee meeting on June 7, 2016 to June 14, 2016, to align with the colleges strategic planning processes in advance of the Tentative Budget going to the DSPC and the Board of Trustees for approval.

7. Vice Presidents of Business Services requested to add DBAC meetings for December, June, July and August.
   a. December 10, 2015 – morning time frame was confirmed by most members.
b. June, July and August dates will be forwarded by email as suggested dates.

C. Part-time Faculty and Overload Budget Allocation Methodology Update – Brown briefly updated the members on the subgroup meeting he had with the Vice Presidents of Business Services and Director of Business Services.
   1. Currently, the data identifies summer, fall, winter, and spring as the terms, but since the colleges have a truncated summer, there was a recommendation to split it out on the worksheet in accordance with the fiscal year.
   2. Gomez is working on revising the spreadsheet and will return to the next subgroup meeting for discussion.

D. Enrollment Management Committee Update – Brown updated the members on items discussed at the Enrollment Management Committee meeting.
   1. The committee discussed the drop process for non-payment of tuition, if it needed to be modified and the reasons for students not paying their fees on time. Brown said that there will be more discussion at the next Enrollment Management Committee meeting.
      a. Brewington suggested that maybe we need to evaluate the waitlist. Brown responded that the waitlist has not been researched.
      b. Brown indicated that the change to the BOG fee waiver qualification could adversely impact enrollment.
      c. Godin commented that the cap to the waitlist is at 30, therefore, it does not show a true demand.
      d. Finney indicated that there is no historical data of the waitlist since Information Services did not retain the information after each semester.
      e. Brown explained that whether or not we collect tuition, the district still must report the enrollment fees for apportionment purpose. The State takes 98% of the enrollment fees. It is important that we collect tuition.
   2. The committee also discussed the allocation of FTES. There was a lot of discussion on methodology and bringing back data to the Enrollment Management Committee. However, a decision needs to be made by a certain date to meet the scheduling timelines for summer and fall. A January committee meeting will be scheduled to discuss further.
      a. Brown indicated that the targets have already been increased by 130 for FTES for FY 2015-16. Currently, our district is meeting FTES targets per Bajaj’s data.
b. Godin does not agree with increasing the targets any further.
c. Brown suggests we look at costs and efficiency. He discussed at the committee that since districts are still restoring their workload and we already restored, the first call for any available funding will go to the districts that still need to restore. RCCD’s current estimate is at 500 over the funded level, which does not overextend us. The colleges should be monitoring their demand to help inform FTES decisions for 2015-16.
d. McQueed suggests that there needs to be a marketing plan. Enrollment occurs when the economy shifts. When the economy improves, people leave school and get jobs. Our marketing needs to be improved. Godin added that marketing needs are done by our Public Information Officer - it is centralized.

VI. NEXT MEETING
   A. Meeting added for December, scheduled for Friday, December 10, 2015, 9 a.m. to 11:00 a.m., location to be determined.
District Strategic Planning Committee

(Adopted February 27, 2009
As Amended on 09/13/13)

Purpose

The District Strategic Planning Committee (DSPC), with consensus from the District and College Academic Senates per Title 5 regulations and Board Policy 4005, is responsible for the development and coordination of District Strategic Planning, as well as ensuring that the planning process is responsive to structural change and the academic needs of the District. This committee is an advisory committee to the District’s Chancellor.

Through the DSPC, it is the intent of the RCCD to

- foster intentionality across key strategic functions of Strategic planning, Student Success and Student Equity, Enrollment Management, Resource Allocation, Facilities Development, Information Technology, and Grants Development.
- To use data and trend forecasting in our region to better serve the educational needs of our communities
- To ensure strategic planning drives resource allocation
- To communicate with our stakeholders to improve student success and student equity.

The DSPC exists to also facilitate collegial consultation, resulting in a planning process based on trust and open dialogue.

The role of the committee is limited to the activities of the District and does not extend to the activities of the Colleges, which is within the scope of each College’s strategic planning committee.

The District Strategic Planning Committee and the three college-wide strategic planning committees, consulting with the District and College Academic Senates, develops, recommends, and maintains the strategic plan, goals, vision, and processes for the District.

The strategic planning committee structure is geared toward addressing issues pertaining to long-range strategic planning and resource allocation.
The committee, when appropriate, also makes recommendations about District procedures and practices where they relate to strategic planning and long-term budgeting resource allocation.

In addition, the committee facilitates collegial consultation resulting in a planning process based on common values, trust, and open dialogue.

**Functions Role and Scope**

The DSPC has the following functions:

1. The DSPC will serve as the RCCD’s primary shared governance group engaged in comprehensive, integrated strategic planning. It will also serve as a vehicle to communicate with college planning councils, the Academic Senates, the constituent groups, and the various district-wide planning and work groups.

2. The DSPC will serve to integrate college planning across the District to achieve the RCCD’s Strategic Planning Goals and will be responsible for creating, monitoring, revising, and renewing the RCCD’s Strategic Plan. It will also periodically review the RCCD Mission and Vision statements and will monitor metrics associated with the goals of the RCCD Strategic Plan.

3. The DSPC establishes and coordinates District planning processes, and develops and recommends approval of the District Strategic Plan.

4. The DSPC receives reports of the activities of the College’s Strategic Planning Committees.

5. The DSPC must review and make a recommendation regarding any new construction plan (capital funding) that might affect all three Colleges, or the allocation of state or local bond money.

6. The District Strategic Planning Committee (DSPC) considers, reviews, and analyzes programmatic changes that have District-wide implications. New programs requiring additional District funding necessitate a recommendation from the DSPC before they can be funded under the line item, “New District/College Programs/Initiatives” of the Budget Allocation Model.

7. The DSPC reviews recommendations from its membership regarding planning or strategic concerns and forms subcommittees as needed to research and propose practice, policy or resource changes.
8. The DSPC will routinely receive reports, trend analysis, forecasts, and recommendations from the district-wide councils and planning groups. Upon evaluation of these recommendations, it will choose to endorse recommendations to the Chancellor’s Cabinet for consideration. Upon approval by the Chancellor’s Cabinet, such recommendations will be implemented or forwarded to the Board of Trustees for approval/consideration.

9. The DSPC makes recommendations to the Chancellor on any planning item or issue that affects all three Colleges and District-wide programs.

10. All requests for action should include:
   • A description ensuring that student success is central to the proposal
   • An analysis of the long-term impact of the proposal
   • Quantitative and qualitative data supporting the request where appropriate
   • Alternatives to the recommendations when feasible.
Composition of District Strategic Planning Committee

Chancellor (Committee Chair)
Provost and Vice Chancellor, Educational Services
Vice Chancellor, Administration and Finance
Vice Chancellor, Diversity and Human Resources
Associate Vice Chancellor, Information Services
Associate Vice Chancellor, Economic Development
Associate Vice Chancellor, Facilities, Planning and Development
District’s General Counsel
Director, RCCD Foundation
Dean, Grants
Dean, Institutional Research
Chief of Staff

President, Moreno Valley College
Strategic Planning Committee Co-Chair, Moreno Valley College (Admin)
Strategic Planning Committee Co-Chair, Moreno Valley College (Faculty)
Academic Senate President, Moreno Valley College

President, Norco College
Strategic Planning Committee Co-Chair, Norco College (Admin)
Strategic Planning Committee Co-Chair, Norco College (Faculty)
Academic Senate President, Norco College

President, Riverside City College
Strategic Planning Co-Chair, RCC (Admin)
President, Academic Senate, RCC (Faculty)
Vice President, Academic Affairs, RCC

Confidential Staff Representative
CSEA Representative
Student Trustee

Committee Staff: Administrative Assistant, Educational Services
Membership

1. Colleges

**Moreno Valley**
- a. President (Sandra Mayo)
- b. Strategic Planning Committee Co Chairs (Robin Steinback, Ree Amezquita, Leslie Salas)
- c. Academic Senate President (LaTonya Parker)

**Norco College**
- d. President (Paul Parnell)
- e. Strategic Planning Co-Chairs (Diane Dieckmeyer, Melissa Bader, Ruth Leal)
- f. Academic Senate President (Peggy Campo, District Senate Chair)

**Riverside City College**
- g. President (Wolde-Ab Isaac)
- h. VP Academic Affairs (Virginia McKee-Leone)
- i. Strategic Planning Committee Co-Chairs (Cecilia Alvarado, Tom Allen)
- j. Academic Senate President (Mark Sellick)

3 Constituent Groups Representatives
- a. CSEA Representative (Eric Muehlbach)
- b. Student Representative (Ryan Rudolph), Student Trustee
- c. Confidential Representative (Michelle Davila)

4 District Work Groups Representatives
- a. VC, Business Services, Aaron Brown for District Budget Advisory Committee
- b. VC, Ed Services, assigned to S.Thomas for Enrollment Management Committee
- c. Dean, Grants, Richard Keeler for Grants Council
- d. Chief of Staff/Facilities, Chris Carlson for Facilities Council
- e. AVC, IT, Rick Herman for Information Technology Strategic Council
- f. TBD, for Student Success and Student Equity

5 CHAIR (ex officio)
- Chancellor (Michael Burke)

6 Ex Officio Members
- a. David Torres (IR and SP)
- b. John Tillquist (Economic Development)
- c. Peggy Cartwright (Strategic Communications)

7 Committee Staff: Administrative Assistant, Educational Services, Debbie McDowell
Operating Procedures

The District Strategic Planning Committee functions optimally when the organizational culture encourages robust discourse about each recommendation. Committee members are encouraged to be mindful of the District’s mission, traditions and values at all times. Members should ensure that cost-effectiveness is also considered and that multiple solutions or alternatives are proposed and discussed. Membership on this committee carries with it a great responsibility for attendance, participation, research, open exploration of alternatives, and communication to constituent groups. Members are also expected to be able to work collaboratively to implement decisions that may be reached as a result of this committee’s work.

Meetings, Decision-Making and Minutes: (converted from paragraph to list)

a. Meetings are typically held once every semester month during the academic year or as needed.
b. Recommendations are made by a majority vote of those in attendance.
d. All action items brought before the DSPC are decided openly at its meetings, and are considered recommendations through the Chancellor’s Cabinet to the Chancellor.
e. The Chancellor will report the recommendation of the committee to the Board when appropriate.
f. Items that require above the base budget allocation necessitate a favorable DSPC recommendation. These include but are not necessarily limited to: new programs or initiatives which require start-up funding and new operational base funding, or additional operating costs associated with the opening of new and/or remodeled facilities.
g. The committee publishes and disseminates their agenda and minutes via their website.

Agenda Items (converted from paragraph to list)

a. Agenda items should be submitted a minimum of eight (8) working days prior to the scheduled meeting.
b. Agenda items should be submitted in a format similar to that acceptable for Board of Trustees Reports, and must include all supporting documents in electronic format.
c. Requests for action should include:
   i. A description ensuring that student learning is at the center of the proposal
   ii. An analysis of the long term impact of the proposal
   iii. Quantitative and qualitative data supporting the request where appropriate
   iv. Alternatives to the recommendations when feasible.
District Budget Advisory Council

The District Budget Advisory Council (DBAC) serves as the primary advisor on fiscal and budget matters Reporting to the District Strategic Planning Committee (DSPC). The District Budget Advisory Council (DBAC) provides a collaborative forum for the dual exchange of information necessary to inform strategic decisions regarding budget and fiscal policies, procedures, planning, budget development, and resource allocations within the Riverside Community College District (RCCD), and its three colleges: Moreno Valley, Norco, and Riverside. DBAC works towards continuous quality improvement of the budget allocation process by systematically assessing the effectiveness of resource allocation methodologies within approved principles and guidelines to advance the mission and institutional goals of RCCD, and its three colleges.
Current Membership:

Vice Chancellor, Business and Financial Services (District) – Aaron Brown
Associate Professor, Politics (Riverside) – Mark Sellick
Professor, Mathematics (Riverside) – Mary Legner
Associate Professor, CIS (Moreno Valley) – Michael McQuead
Associate Professor, Business Administration (Norco) – Tom Wagner
Student (Riverside) – Arturo Quiroz
Classified Representative (Norco) – Diane Thursby
Classified Representative (Riverside) – Jennifer Lawson
Classified Representative (Moreno Valley) – Nate Finney
Classified Representative (District) – Tim Ragusa
Vice President, Business Services (Norco) – Beth Gomez
Vice President, Business Services (Riverside) – Mazie L. Brewington
Vice President Business Services (Moreno Valley) – Norm Godin

Proposed Membership Categories:

District

Vice Chancellor, Business and Financial Services – Chair
Director, Business Services
Classified – 1

Riverside City College

Vice President, Business Services
Faculty – 1
Classified – 1

Moreno Valley College

Vice President Business Services
Faculty – 1
Classified – 1

Norco College

Vice President Business Services
Faculty – 1
Classified – 1

Districtwide

Faculty – 1
Student – 1
Notes:

1. Vice Chancellor, Director of Business Services, Vice Presidents of Business Services positions are permanent members of the Council
2. All other members commit to serving a minimum of two year terms
3. Vice Chancellor votes on recommendations only in the event of a tie
4. Academic Senates appoint faculty representatives
5. Members may send proxies to DBAC meetings
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### Important Dates - State/Internal
- Colleges
- ITSC
- DBAC
- DSPC
- Report(s) Due - Chancellor’s Cabinet
- Chancellor’s Cabinet
- Report(s) Due - BOT Meetings
- BOT Meetings

DBAC 10-30-2015
College Master Calendar’s for DBAC
(Related to Finance)

MVC – Resource Subcommittee Meeting Dates (1:30-3pm/SAS101 & HUM234)
- September 16, 2015
- October 21, 2015
- November 18, 2015
- December 9, 2015
- January – Dark
- February 17, 2016
- March 16, 2016
- April 20, 2016
- May 18, 2016

NC – Business & Facilities Planning Council Meeting Schedule (9-11am/ST107)
- September 8, 2015
- October 13, 2015
- November 10, 2015
- December 8, 2015
- January 12, 2016
- February 9, 2016
- March 8, 2016
- April 5, 2016
- May 10, 2016
- June – Meeting if necessary
- July & August – Dark

RCC – Resource Development & Administrative Services Leadership Council (12:30-2pm/DL409)
- September 17, 2015
- October 15, 2015
- November 19, 2015
- December 10, 2015
- February 18, 2016
- March 17, 2016
- April 21, 2016
- May 19, 2016
# Budget Development Timeline
## FY 2015-16

<table>
<thead>
<tr>
<th>DATE</th>
<th>Task/Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>3-Apr</td>
<td>Begin Tentative Budget Development</td>
</tr>
<tr>
<td>13-May</td>
<td>Governor’s May Revision is Released</td>
</tr>
<tr>
<td>21-May</td>
<td>Tentative Budget Due for Chancellor’s Cabinet</td>
</tr>
<tr>
<td>25-May</td>
<td>Chancellor’s Cabinet Meeting</td>
</tr>
<tr>
<td>26-May</td>
<td>Tentative Budget Due for June Resources Committee</td>
</tr>
<tr>
<td>2-Jun</td>
<td>Tentative Budget Due for June Regular Board</td>
</tr>
<tr>
<td>16-Jun</td>
<td>Tentative Budget Due for Sept. Resources Committee</td>
</tr>
<tr>
<td>28-Jun</td>
<td>Tentative Budget Due for September Regular Board</td>
</tr>
<tr>
<td>2-Jul</td>
<td>Tentative Budget Due for September Regular Board</td>
</tr>
<tr>
<td>19-Aug</td>
<td>Year End Close</td>
</tr>
<tr>
<td>19-Aug</td>
<td>Final Budget Due for Chancellor’s Cabinet</td>
</tr>
<tr>
<td>25-Aug</td>
<td>Final Budget Due for Sept. Resources Committee</td>
</tr>
<tr>
<td>1-Sep</td>
<td>September Resources Committee Meeting</td>
</tr>
<tr>
<td>8-Sep</td>
<td>Final Budget Due for September Regular Board</td>
</tr>
<tr>
<td>15-Sep</td>
<td>September Regular Board Meeting</td>
</tr>
</tbody>
</table>
Brown, Aaron  

Subject: RE: [External Sender] LAO Fiscal Outlook

From: Troy, Dan [mailto:dtsroy@CCCO.EDU]  
Sent: Wednesday, November 18, 2015 11:32 AM  
To: SO2CBO@LISTSERV.CCNEXT.NET  
Subject: [External Sender] LAO Fiscal Outlook

Colleagues,

The Legislative Analyst’s Office (LAO) has just released their Fiscal Outlook. This document, released annually each November, provides updates on state revenues for the current and recent prior years and provides a 5-year revenue forecast to help the Legislature with their deliberations on the budget. Included in this analysis, is an updated projection of the Proposition 98 minimum funding guarantee which is crucial to community college funding.

The LAO finds that the Prop 98 guarantee has been underfunded in the 14-15 and 15-16 fiscal years by a cumulative $2.3B. If this projection turns out to be accurate, additional 1-time funds would be available for appropriation to K14 districts. Assuming the community colleges receive the traditional 11% split within the guarantee, this would equate to approximately $253M in 1-time funds. Please note that these funds, to the extent they materialize, would likely be appropriated in concert with the approval of the 2016-17 budget, so the cash would not be available until the next fiscal year.

For the 2016-17 fiscal year, the LAO projects that $3.6B in new ongoing proposition 98 funds would be available for K14 education. Again, assuming the traditional 11% split, this means community colleges would receive approximately $396M in in ongoing increases for the 16-17 fiscal year. They estimate the statutory COLA at 1.99%.

In discussing Proposition 98, the LAO notes a few key issues. The maintenance factor that accumulated rapidly during the recession (once totaling over $11B) would be entirely paid off in the 2015-16 year. Also, they project that the Test 3 will be operative in 16-17 and throughout the forecast, which has the effect of providing only modest growth in the guarantee over the next few years. For example, they currently project growth to be 1.6% for the 18-19 fiscal year and 2.2% in 19-20. While any increase looks positive relative to the drastic reductions of the recession years, this analysis reminds us that the large spike in funding received in the current year was anomalous.

Please note that this analysis does NOT assume an extension of Proposition 30 revenues. If an extension of some kind is approved by the voters, the outlook for the 18-19 and subsequent fiscal years would improve significantly.

Of course, these are merely point-in-time projections, which can change as more data is gathered during the year. The Governor will provide his estimate of revenues when he released his 2016-17 budget proposal in January.

The full LAO report can be found at this link: http://www.lao.ca.gov/Publications/Report/3305

Regards,
Dan Troy

Vice Chancellor, College Finance and Facilities Planning
California Community Colleges Chancellor’s Office

*******************************************************************************
BOG Approves System Budget Request for 2016-17

Today, September 21, 2015, the Board of Governors (BOG) approved the California Community Colleges System Budget Request for 2016-17, as follows:

- $175 million (3%) in growth/restoration funding
- $100 million (1.6%) for the statutory cost-of-living adjustment
- $250 million (just more than 4%) to augment base funding to address increasing pension contributions and other increasing operating expenses
- $80 million to hire additional full-time faculty
- $200 million to fund career technical education by implementing recommendations of the Task Force on Workforce, Job Creation, and a Strong Economy
- $55 million to restore categorical programs to pre-recession levels
- $50 million for the Student Success and Support Program and Student Equity Plans
- $22 million for the Telecommunications and Technology Infrastructure Program
- $20 million for basic skills
- $15 million for training and other activities through the Institutional Effectiveness Division of the Chancellor’s Office
- $1.5 million for the I Can Afford College campaign

The System Budget Request also suggests that, if there is one-time funding that becomes available, priority should be given to funding deferred maintenance, instructional equipment, and discretionary block grants. There is also a request for the state to further increase Cal Grant funding for 2016-17.

Lastly, there is a request for a guaranteed revenue backfill for local property tax and fee revenue shortfalls, as there is a commitment to backfill redevelopment agency funds and Education Protection Account funds.

The next step is to formally submit the System Budget Request to the Department of Finance, which will develop the Governor’s proposal for the entire State Budget for 2016-17 to be released in early January 2016.

—Sheila G. Vickers

posted 09/21/2015
<table>
<thead>
<tr>
<th></th>
<th>Target Summ 15</th>
<th>Actual Summ 15</th>
<th>Diff</th>
<th>Target Fall 15</th>
<th>Est Fall 15</th>
<th>Diff</th>
<th>Target Win16</th>
<th>Est Win 16</th>
<th>Diff</th>
<th>Revised Target Spr16</th>
<th>Revised District Target 2015-2016</th>
<th>Estimated Actual</th>
<th>Diff</th>
<th>P3 2014-2015 July 15th</th>
<th>Added FTES</th>
</tr>
</thead>
<tbody>
<tr>
<td>MVC</td>
<td>632.00</td>
<td>590.88</td>
<td>(41.12)</td>
<td>2,830.00</td>
<td>2,872.00</td>
<td>42.00</td>
<td>453.00</td>
<td>580.00</td>
<td>127.00</td>
<td>2,690.95</td>
<td>6,605.95</td>
<td>6,702.88</td>
<td>96.93</td>
<td>6,464.48</td>
<td>30.95</td>
</tr>
<tr>
<td>NC</td>
<td>394.53</td>
<td>407.71</td>
<td>13.18</td>
<td>2,959.01</td>
<td>2,956.00</td>
<td>(3.01)</td>
<td>394.53</td>
<td>504.00</td>
<td>109.47</td>
<td>2,858.44</td>
<td>6,606.51</td>
<td>6,695.20</td>
<td>88.69</td>
<td>6,337.64</td>
<td>30.95</td>
</tr>
<tr>
<td>RCC</td>
<td>1,301.73</td>
<td>1,238.00</td>
<td>(63.73)</td>
<td>6,508.67</td>
<td>6,500.00</td>
<td>(8.67)</td>
<td>1,301.73</td>
<td>1,268.00</td>
<td>(33.73)</td>
<td>6,274.47</td>
<td>15,386.60</td>
<td>15,208.38</td>
<td>(178.22)</td>
<td>14,701.05</td>
<td>72.09</td>
</tr>
<tr>
<td>District</td>
<td>2,328.26</td>
<td>2,236.59</td>
<td>(91.67)</td>
<td>12,297.68</td>
<td>12,328.00</td>
<td>30.32</td>
<td>2,149.26</td>
<td>2,352.00</td>
<td>202.74</td>
<td>11,823.87</td>
<td>28,599.07</td>
<td>28,606.46</td>
<td>7.39</td>
<td>27,503.17</td>
<td>134.00</td>
</tr>
</tbody>
</table>

Compiled by Raj

Notes:
- Estimate based on 90% positive attendance
- Summer 2015: Actuals
- For MOV, 104.11 FTES from Bridge Classes accounted for in Summer 2015.
- 71.63 FTES from Bridge Classes accounted for in Fall 2015.
- Fall 2015: Expected variation of 1% (+/-)
- Win 2016: Based on actual scheduled sections.
- TBA complaints not yet accounted for.
Budget Shortfall Meeting – November 19, 2015

Attendees – Aaron Brown, Beth Gomez, Mazie Brewington, Norm Godin, Majd Askar

Distributed:

- FY 14-15 and FY 15-16 Resource 1000 Revenue Information with carryover items identified
- FY 15-16 Holding Account Information
- Historical Summary of Budget vs. Actual – “Discretionary” accounts, FY 10-11 thru FY 14-15
- Revised BAM Concepts

Holding Accounts

- Identify the balances at the end of each fiscal year
- Identify “Other” (SPP 999)
- CSEA President – OT Backfill – Norm to work with Majd to identify amount of OT paid to backfill for CSEA President duties in order to transfer funds from holding account
- Identify composition of “District” Personnel Changes account
- Determine how often Indirect Transfers are occurring

Other

- Non-Resident Tuition – Explore establishment of expenditure budget to go along with revenues
- Establish General Principles
  - Unrestricted vs. Restricted
    - Carryover
    - Prop 20 Lottery
    - Parking
- Take a look at treatment of “off-the-top” items in the next BAM revision
  - Examples – Center for Social Justice Funding, DSPS and FWS Match

Next Meeting – December 3, 2015

- FY 15-16 Ongoing Budget Shortfall Worksheet
  - Prepare Historical Budget vs. Actual worksheet for Object 3000 – Employee Benefits to determine percentages left unspent
  - Prepare Revenue Carryover worksheet
  - Model FY 15-16 Ongoing Budget Shortfall worksheet by adjusting for Object 3000 unspent percentage and carryover balances
- Prepare follow-up information for the Holding Account items identified above
- Update Revised BAM Concepts with FY 15-16 Budget Information
- Prepare updated staffing FTE information by entity
Budget Shortfall Meeting – December 03, 2015

Attendees – Aaron Brown, Beth Gomez, Norm Godin, Majd Askar

Distributed:

- FY 14-15 and FY 15-16 Resource 1000 Revenues with Updated Carryover Items
- FY 15-16 Updated Holding Account Information
- Historical Summary of Budget vs. Actual – Object 3000, FY 10-11 thru FY 14-15
- Part-Time Faculty and Overload Budget Allocation Methodology Worksheet

Part-Time Faculty and Overload Budget Allocation Methodology

- Summer was split from a single line item to two separate line items to reflect the two different summer periods in a fiscal year.
- Split was based on historical summer ratios from FY 13-14 and FY 14-15
- Rick Herman to look into splitting Summer on Enrollment Management Dashboard
- Khaled Khalil to review expenditures included on worksheet

Other

- Reviewed FY 15-16 Ongoing Budget Shortfall worksheet with adjustments for Object 3000 – Employee Benefits unspent percentage and Carryover balances
- Discussion ensued regarding conceptual framework for items impacting budget shortfall
  - Current Board Policy regarding basis for reserve calculation
  - Different basis for calculation
  - Carryover balances
  - Object 3000 unspent percentage

Next Meeting – ??????, 2015

- Model the following scenarios using FY 15-16 Adopted Budget Information
  - Reserve Calculation using Revenues only
  - Reserve Calculation using Expenditures only
  - Include provision for entities holding a percentage of their own carryover balances and expenditure budget that will remain unspent during fiscal year
- Update Revised BAM Concepts with FY 15-16 Budget Information
- Prepare updated Staffing FTE information by entity
### Exhibit D
Riverside Community College District

**FY 2015-2016**

**Budget Allocation Model - Final Budget**

<table>
<thead>
<tr>
<th>Budget Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Contingency Budget from FY 2014-2015</strong></td>
<td>$7,801,811</td>
</tr>
<tr>
<td><strong>Apportionment</strong></td>
<td></td>
</tr>
<tr>
<td>Basic Allocation</td>
<td>$10,774,172</td>
</tr>
<tr>
<td>Cr FTES (MVC - 6,250.04; NC - 6,250.04; RCC - 14,556.37 (27,056.45))</td>
<td>$126,513,315</td>
</tr>
<tr>
<td>COLA at 1.02%</td>
<td>$1,404,189</td>
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<tr>
<td>Full-Time Faculty Hiring</td>
<td>$1,487,154</td>
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<tr>
<td>Base Increase</td>
<td>$6,693,612</td>
</tr>
<tr>
<td>Growth at 3.88% (MVC - 237.88; NC - 237.88; RCC - 554.02 (1,029.78))</td>
<td>$4,864,305</td>
</tr>
<tr>
<td><strong>Total Gross Apportionment</strong></td>
<td>$151,736,747</td>
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<tr>
<td>Less, Property Taxes</td>
<td>$34,003,620</td>
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<tr>
<td>Less, Enrollment Fees</td>
<td>$8,837,384</td>
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<tr>
<td>Less, Estimated Deficit Factor (.0093)</td>
<td>$1,415,718</td>
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<tr>
<td><strong>Total Net Apportionment</strong></td>
<td>$107,480,025</td>
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<tr>
<td><strong>Total Beginning Balance and Apportionment</strong></td>
<td>$115,281,836</td>
</tr>
<tr>
<td>Less, Contingency Reserve (Board Policy at 5.00% or more)</td>
<td>($10,447,116)</td>
</tr>
<tr>
<td>Less, DO Allocation</td>
<td>($4,062,065)</td>
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<td>Less, DSS Allocation</td>
<td>($17,417,248)</td>
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<tr>
<td>Less, Outgoing Transfer for CSJCL (Resource 1120)</td>
<td>($159,847)</td>
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<tr>
<td>Less, Outgoing Transfer for DSSP Match, FWS Support and Veterans Educ</td>
<td>($1,008,341)</td>
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<tr>
<td><strong>Total Funds for Per Credit FTES Calculation</strong></td>
<td>$82,187,219</td>
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<tr>
<td>Target Credit FTES Target</td>
<td>$28,465.64</td>
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<tr>
<td><strong>Total Funding Rate Per Target Credit FTES</strong></td>
<td>$2,887,2430</td>
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<tr>
<td>Target Credit FTES (Adjusted per Entity)</td>
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<tr>
<td>Moreno Valley</td>
<td>$2,887,2430</td>
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<tr>
<td>Norco</td>
<td>$2,955,9167</td>
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<tr>
<td>Riverside</td>
<td>$3,419,4720</td>
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<tr>
<td><strong>Total Funds for Per Credit FTES Calculation</strong></td>
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</tr>
<tr>
<td>FY 2014-15 Excess (Shortfall) of Budgeted Revenues</td>
<td>$2,686,307</td>
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<tr>
<td>FY 2014-15 Excess (Shortfall) of Budgeted Expenditures</td>
<td>$2,289,431</td>
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<tr>
<td>Non-Credit FTES</td>
<td>$392,662</td>
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<tr>
<td>Federal Revenues</td>
<td>$188,246</td>
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<td>Other State Revenues</td>
<td>$7,056,813</td>
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<td>Local Revenues</td>
<td>$46,712,128</td>
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<td>Incoming Transfer from Customized Solutions (Resource 1170)</td>
<td>$56,714</td>
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<td>Incoming Transfer from Bookstore (Resource 1110)</td>
<td>$612,035</td>
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<tr>
<td><strong>Total Available Funds</strong></td>
<td>$142,181,555</td>
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<tr>
<td><strong>Base Expenditures for FY 2015-2016</strong></td>
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<tr>
<td>FY 2015-2016</td>
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<tr>
<td>Budget (Shortfall) or Excess</td>
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<tr>
<td><strong>Total Available Funds</strong></td>
<td></td>
</tr>
</tbody>
</table>

| FY 2014-15 Excess (Shortfall) of Budgeted Revenues                        | $32,346,681   |
| FY 2014-15 Excess (Shortfall) of Budgeted Expenditures                    | $30,688,815   |
| Local Revenues                                                           | $79,146,059   |
| **Total Available Funds**                                                | $1,771,549    |
| **Budget (Shortfall) or Excess**                                          | ($19,188,797) |
| **Total Available Funds**                                                | $15,254,481   |

| FY 2015-2016                                                             | ($19,316,546) |
| **Budget (Shortfall) or Excess**                                          | ($4,062,065)  |
2016 Budget Development Calendar

May 9, 2016  –  May Revise
May 10, 2016  –  NC Business & Facilities Planning Council Meeting
  *Request to be moved to the week of May 16th
May 13, 2016  –  DSPC Meeting
  *Request to be moved to the week of May 23rd
May 16, 2016  –  Schedule a meeting to discuss May Revise w/ Subgroup
May 18, 2016  –  MVC Resource Subcommittee Meeting
May 19, 2016  –  RCC Resource Dvlpmt. & Administrative Services Leadership Council
May 20, 2016  –  DBAC Meeting
June 1, 2016  –  Due Date for Chancellor’s Cabinet
June 6, 2016  –  Chancellor Cabinet Meeting
June 7, 2016  –  Due Date for Committee Board Reports