

# NEW RESOURCE ALLOCATION MODEL

The District has implemented a new internal Resource Allocation Model (RAM) in efforts to more clearly align ongoing activities within each of its budget centers.

## Principles

These are the guiding principles that were developed for the new allocation model.

- Recognize the District as the fiscal entity while honoring the unique legacy and culture of each institution
- Use planning and goals to drive the budget process
- Ensure that resource allocation decisions align with the type of funding
- Consider both the inputs and outcomes of proposed budget decisions
- Regularly assess operations and use data to inform the decision-making and planning processes
- Incentivize innovation and program development
- Take a long-term perspective
- Be transparent, simple and easy to explain

## RAM Structure

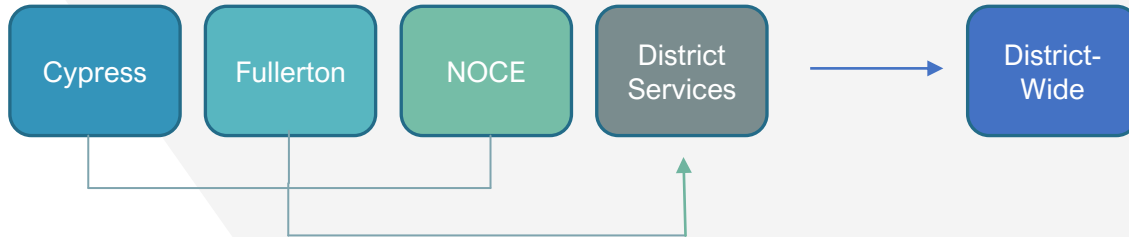
The RAM is a revenue allocation model. It incorporates:

- Student Centered Funding Formula (SCFF) apportionment revenues
- Other state revenues
- Local revenues

It then uses those revenues to cover expenses:

- District-wide shared costs
- All personnel & operating costs by budget center

## Budget Centers



The RAM establishes 4 Budget Centers:

- Cypress College
- Fullerton College
- North Orange Continuing Education
- District Services

The three educational centers contribute revenue towards district services, creating the 4 operational budget centers. The 4 budget centers then all share in covering the costs identified as institutional, or district-wide costs.

# PROPOSED RESOURCE ALLOCATION MODEL BUDGET SUMMARY

## 2020-2021

	<u>DW</u>	<u>DS</u>	<u>CC</u>	<u>FC</u>	<u>NOCE</u>	<u>Total</u>
Revenue	8,803,178.00	20,027,169.00	71,354,248.00	98,872,594.00	23,102,900.00	222,160,089.00
Add'l Hold Harmless	-	-	-	-	-	-
	8,803,178.00	20,027,169.00	71,354,248.00	98,872,594.00	23,102,900.00	222,160,089.00
Expenses	8,678,178.00	19,101,479.00	71,445,515.00	91,810,486.00	20,919,724.00	211,955,382.00
Contingency	125,000.00	1,574,932.00	-	7,245,143.00	1,380,007.00	10,325,082.00
	8,803,178.00	20,676,411.00	71,445,515.00	99,055,629.00	22,299,731.00	222,280,464.00
Difference	-	(649,242.00)	(91,267.00)	(183,035.00)	803,169.00	(120,375.00)
Intrafund Transfer Out				-	(40,649.00)	(40,649.00)
Intrafund Transfer In				-	161,024.00	161,024.00
Chargeback Expense Est.	-	(179,452.00)	(149,287.00)	-	(1,143,503.00)	(1,472,242.00)
Chargeback Revenue Est.	-	828,694.00	240,554.00	183,035.00	219,959.00	1,472,242.00
Balance	-	-	-	-	-	-

# REVENUES

For fiscal year 2020-21, the District expects to have \$222.16 million in revenues, which has been identified by budget center, either directly or by allocation formula. Those revenues form the basis for determining the operating budgets by each budget center. All revenue is considered District revenue because the district is the legal entity authorized by the State of California to receive and expend income and to incur expenses. However, the majority of revenue is provided by the taxpayers of California for the sole purpose of providing educational services to the communities and students served by the District. Services such as classes, programs, and student services are, with few exceptions, the responsibility of the colleges. It is the intent of the RAM to allocate the majority of funds to the campuses in order to provide those educational services. The model intends to provide an opportunity to maximize resource allocation decisions at the campus level. Each campus president is responsible for the successful operation and performance of their college or center as it relates to resource allocation and utilization. The purpose and function of the District Services in this structure is to maintain the fiscal and operational integrity of the District and its individual colleges and centers and to facilitate campus operations so that their needs are met and fiscal stability is assured. District Services is responsible for providing certain centralized functions, both to provide efficient operations as well as to assist in coordination between District Services and the campuses. Examples of these services include; human resources, business operations, fiscal and budgetary oversight, procurement, construction and capital outlay, educational services, and information technology.



This table provides a slightly more expanded view of the components of the RAM.

New Model



**North Orange County Community College District:**  
**2020-21 Proposed Budget Revenue Allocation**  
 General Fund Ongoing (11200) & Self-Supported/Local Revenues



Total

		Districtwide	% of Total	District Services	% of Total	Allocation	% of Total	Allocation	% of Total	Allocation	% of Total	
Revenues	Apportionment											
	Total SCFF 2020-21 State Apportionment	\$ -	0.00%	\$ -	0.00%	\$ 74,947,855	36.62%	\$ 105,207,989	51.40%	\$ 24,519,818	11.98%	\$ 204,675,662
	Total Other Unrestricted Revenue	\$ -	0.00%	\$ 334,643	1.91%	\$ 6,923,603	39.60%	\$ 8,237,863	47.12%	\$ 1,988,318	11.37%	\$ 17,484,427
	Total Revenue, 1	\$ -	0.00%	\$ 334,643	0.15%	\$ 81,871,458	36.85%	\$ 113,445,852	51.06%	\$ 26,508,136	11.93%	\$ 222,160,089
	Revenue to District Office for District Services, 9.25%	\$ -	0.00%	\$ 20,518,854	9.25%	\$ (7,573,110)	36.91%	\$ (10,493,741)	51.14%	\$ (2,452,003)	11.95%	\$ -
	Total Revenue, 2	\$ -	0.00%	\$ 20,853,497	9.39%	\$ 74,298,348	33.44%	\$ 102,952,111	46.34%	\$ 24,056,133	10.83%	\$ 222,160,089
	Districtwide Expenses	\$ 8,803,178	3.96%	\$ (826,328)	9.39%	\$ (2,944,100)	33.44%	\$ (4,079,517)	46.34%	\$ (953,233)	10.83%	\$ -
Final Revenue Allocation	\$ 8,803,178	3.96%	\$ 20,027,169	9.01%	\$ 71,354,248	32.12%	\$ 98,872,594	44.51%	\$ 23,102,900	10.40%	\$ 222,160,089	
Expenditures	Expenditures											
	Total General Fund Expenditures	\$ 8,803,178	3.96%	\$ 20,676,411	9.30%	\$ 71,445,515	32.14%	\$ 99,055,629	44.56%	\$ 22,299,731	10.03%	\$ 222,280,464
	Total Expenditures	\$ 8,803,178	3.96%	\$ 20,676,411	9.30%	\$ 71,445,515	32.14%	\$ 99,055,629	44.56%	\$ 22,299,731	10.03%	\$ 222,280,464
Total Available Revenue		\$ -	0.00%	\$ (649,242)		\$ (91,267)		\$ (183,035)		\$ 803,169		\$ (120,375)
Intrafund Transfers In/Out (To supplement Exp.)												
Intrafund Transfer In to 11200												\$ -
Intrafund Transfer Out from 11200										\$ (40,649)		\$ (40,649)
Intrafund Transfer In to Self-Supporting										\$ 161,024		\$ 161,024
Intrafund Transfer Out from Self-Supporting												\$ -
Total				\$ -		\$ -		\$ -		\$ 120,375		\$ 120,375
Chargebacks	Chargebacks (Based on Budget)											
	Fullerton College Chargebacks to NOCE							\$ 183,035		\$ (183,035)		\$ -
	Cypress College Chargebacks to NOCE					\$ 240,554				\$ (240,554)		\$ -
	NOCE Chargebacks to CC and Anaheim Campus			\$ (179,452)		\$ (40,507)				\$ 219,959		\$ -
	Anaheim Campus Chargebacks to CC and NOCE			\$ 828,694		\$ (108,780)				\$ (719,914)		\$ -
	Total			\$ 649,242		\$ 91,267		\$ 183,035		\$ (923,544)		\$ -
Final Revenue		\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -

RESOURCE  
ALLOCATION  
MODEL

These are the calculations of the SCFF funding allocated to the campuses.

New Model

Updated 9-9-2020



North Orange County Community College District:  
College Level SCFF Data



Fullerton College  
Excellence. Elevated.



District Total

\* SCFF values used for State Apportionment Funding are projected based on the most recently certified FTES. Headcount and Outcome data is the 18-19 final data as of August, 2020 per G. Stanco.

## SCFF Data for District Funding

Projected based on the most recently certified FTES. Headcount and Outcome data is the 18-19 final data as of August, 2020 per G. Stanco.																					
				2020-21 State Apportionment Funding													Total Estimated Funding (not a final allocation)				
				Data	Funding Rate		Data	2020-21 Estimated Funding	% of District Funding	Data	2020-21 Estimated Funding	% of District Funding	Data	2020-21 Estimated Funding	% of District Funding	Reported Data					
Base Allocation	Basic Allocation (\$)			\$	10,788,009		\$	4,342,174		\$	4,342,174		\$	1,240,620		\$	9,924,968				
	FTES						FTES (19-20 P1)			FTES (19-20 P1)			FTES (19-20 P1)			2019-20 P1 FTES					
	Traditional Credit 3-Year Average	27,926.95	\$ 4,009	\$	111,959,156											28,588.01	\$	114,609,332			
	Actual Traditional Credit	-	\$ -	\$	-		11,535.52	\$ 46,245,900	40.4%	17,052.49	\$ 68,363,432	59.6%		\$ -	0.0%						
	Special Admit Credit	504.03	\$ 5,622	\$	2,833,626		243	\$ 1,367,706	48.3%	260.75	\$ 1,465,921	51.7%		\$ -	0.0%	504.03	\$	2,833,626			
	Incarcerated Credit	-	\$ 5,622	\$	-			\$ -	0.0%		\$ -	0.0%		\$ -	0.0%		\$ -				
	Non-Credit	2,517.46	\$ 3,381	\$	8,510,604		65.22	\$ 220,485	2.6%	82.42	\$ 278,632	3.3%	2,369.82	\$ 8,011,485	94.1%	2,517.46	\$	8,510,601			
	Non Credit CDCP	2,630.20	\$ 5,622	\$	14,786,827			\$ -	0.0%		\$ -	0.0%	2,630.20	\$ 14,786,827	100.0%	2,630.20	\$	14,786,827			
Non-Credit Incarcerated	-	\$ 5,622	\$	-			\$ -	0.0%		\$ -	0.0%		\$ -	0.0%		\$ -					
*Total				33,578.64		\$ 148,878,222	11,844	\$ 52,176,264	34.6%	17,396	\$ 74,450,159	49.4%	5,000.02	\$ 24,038,931	16.0%	34,240	\$ 150,665,354				
Supplemental Allocation				18-19 Headcounts			18-19 Headcounts			18-19 Headcounts			18-19 Headcounts			18-19 Headcounts					
	AB540 Students	1,716.00	\$ 948	\$	1,626,768		572	\$ 542,256	33.3%	1,144	\$ 1,084,512	66.7%	-	\$ -	0.0%	1,716	\$	1,626,768			
	Pell Grant Recipients	11,465.00	\$ 948	\$	10,868,820		5,179	\$ 4,909,692	45.0%	6,334	\$ 6,004,632	55.0%	-	\$ -	0.0%	11,513	\$	10,914,324			
	California Promise Grant Recipients	26,066.00	\$ 948	\$	24,710,568		11,923	\$ 11,303,004	42.9%	15,873	\$ 15,047,604	57.1%	-	\$ -	0.0%	27,796	\$	26,350,608			
Total				39,247.00		\$ 37,206,156	17,674	\$ 16,754,952	43.1%	23,351	\$ 22,136,748	56.9%	-	\$ -	0.0%	41,025	\$	38,891,700			
Student Success Allocation	3-Yr Avg (17/18, 18/19, 18/19)						18-19 Outcomes			18-19 Outcomes			18-19 Outcomes			18-19 Outcomes					
	All Students	Associate Degrees for Transfer	1,551.00	\$ 2,236.00	\$	3,468,036		647	\$ 1,446,692	40.5%	949	\$ 2,121,964	59.5%		\$ -	0.0%	1,596	\$	3,568,656		
		Associate Degrees	1,421.67	\$ 1,677.00	\$	2,384,135		584	\$ 979,368	40.0%	877	\$ 1,470,729	60.0%		\$ -	0.0%	1,461	\$	2,450,097		
		Baccalaureate Degrees	7.33	\$ 1,677.00	\$	12,298		9	\$ 15,093	100.0%	-	\$ -	0.0%		\$ -	0.0%	9	\$	15,093		
		Credit Certificates	456.67	\$ 1,118.00	\$	510,553		283	\$ 316,394	56.0%	222	\$ 248,196	44.0%		\$ -	0.0%	505	\$	564,590		
		Transfer Level Math and English	1,194.00	\$ 1,118.00	\$	1,334,892		375	\$ 419,250	31.0%	836	\$ 934,648	69.0%		\$ -	0.0%	1,211	\$	1,353,898		
		Transfer to Four Year University	1,986.67	\$ 838.50	\$	1,665,820		709	\$ 594,497	35.9%	1,268	\$ 1,063,218	64.1%		\$ -	0.0%	1,977	\$	1,657,715		
		Nine or More CTE Units	4,746.00	\$ 559.00	\$	2,653,014		2,106	\$ 1,177,254	45.2%	2,549	\$ 1,424,891	54.8%		\$ -	0.0%	4,655	\$	2,602,145		
		Achieved Regional Living Wage	3,295.33	\$ 559.00	\$	1,842,091		1,062	\$ 593,658	30.3%	1,582	\$ 884,338	45.2%	857	\$ 479,063	24.5%	3,501	\$	1,957,059		
		Total	14,658.67		\$ 13,870,840	5,775	\$ 5,542,206	39.1%	8,283	\$ 8,147,984	57.5%	857	\$ 479,063	3.4%		\$ -	0.0%	14,915	\$	14,169,253	
	Pell Grant Recipients Bonus	Associate Degrees for Transfer	817.33	\$ 846.00	\$	691,464		348	\$ 294,408	41.9%	482	\$ 407,772	58.1%		\$ -	0.0%	830	\$	702,180		
		Associate Degrees	744.00	\$ 634.50	\$	472,068		330	\$ 209,385	43.1%	436	\$ 276,642	56.9%		\$ -	0.0%	766	\$	486,027		
		Baccalaureate Degrees	3.00	\$ 634.50	\$	1,904		4	\$ 2,538	100.0%	-	\$ -	0.0%		\$ -	0.0%	4	\$	2,538		
		Credit Certificates	196.00	\$ 423.00	\$	82,908		135	\$ 57,105	62.8%	80	\$ 33,840	37.2%		\$ -	0.0%	215	\$	90,945		
		Transfer Level Math and English	463.67	\$ 423.00	\$	196,131		1,017	\$ 430,191	49.3%	1,046	\$ 442,458	50.7%		\$ -	0.0%	2,063	\$	872,649		
		Transfer to Four Year University	986.67	\$ 317.25	\$	313,020		362	\$ 114,845	36.9%	618	\$ 196,061	63.1%		\$ -	0.0%	980	\$	310,905		
		Nine or More CTE Units	2,081.33	\$ 211.50	\$	440,202		156	\$ 32,994	32.0%	331	\$ 70,007	68.0%		\$ -	0.0%	487	\$	103,001		
		Achieved Regional Living Wage	706.00	\$ 211.50	\$	149,319		325	\$ 68,738	41.9%	415	\$ 87,773	53.5%	36	\$ 7,614	4.6%	776	\$	164,124		
		Total	5,998.00		\$ 2,347,016	2,677	\$ 1,210,203	44.3%	3,408	\$ 1,514,552	55.4%	36	\$ 7,614	0.3%		\$ -	0.0%	6,121	\$	2,732,369	
California Promise Grant Recipients Bonus	Associate Degrees for Transfer	1,161.67	\$ 564.00	\$	655,180		472	\$ 266,208	39.9%	711	\$ 401,004	60.1%		\$ -	0.0%	1,183	\$	667,212			
	Associate Degrees	1,079.00	\$ 423.00	\$	456,417		460	\$ 194,580	41.5%	649	\$ 274,527	58.5%		\$ -	0.0%	1,109	\$	469,107			
	Baccalaureate Degrees	7.00	\$ 423.00	\$	2,961		9	\$ 3,807	100.0%	-	\$ -	0.0%		\$ -	0.0%	9	\$	3,807			
	Credit Certificates	323.33	\$ 282.00	\$	91,180		203	\$ 57,246	57.2%	152	\$ 42,864	42.8%		\$ -	0.0%	355	\$	100,110			
	Transfer Level Math and English	708.67	\$ 282.00	\$	199,844		235	\$ 66,270	32.1%	497	\$ 140,154	67.9%		\$ -	0.0%	732	\$	206,424			
	Transfer to Four Year University	1,407.67	\$ 211.50	\$	297,722		516	\$ 109,134	36.8%	887	\$ 187,601	63.2%		\$ -	0.0%	1,403	\$	296,735			
	Nine or More CTE Units	3,288.67	\$ 141.00	\$	463,702		1,533	\$ 216,153	47.7%	1,679	\$ 236,739	52.3%		\$ -	0.0%	3,212	\$	452,892			
	Achieved Regional Living Wage	1,464.00	\$ 141.00	\$	206,424		649	\$ 91,509	40.8%	848	\$ 119,568	53.3%	93	\$ 13,113	5.8%	1,590	\$	224,190			
	Total	9,440.00		\$ 2,373,430	4,077	\$ 1,004,907	41.5%	5,423	\$ 1,402,457	57.9%	93	\$ 13,113	0.5%		\$ -	0.0%	9,593	\$	2,420,477		
Total				30,096.67		\$ 18,591,285	12,529	\$ 7,757,316	40.1%	17,114	\$ 11,064,992	57.3%	986	\$ 499,790	2.6%		\$ -	0.0%	30,629	\$	19,322,098
Total SCFF 2020-21 State Apportionment				\$	204,675,663		\$	76,688,531	36.7%	\$	107,651,898	51.5%	\$	24,538,721	11.7%	District Data Total		\$	208,879,151		
3 Year Average Adjustment				\$	(1,787,132)		\$	(721,124)	40.4%	\$	(1,066,008)	59.6%	\$	-	0.0%	Adjustment		\$	(1,787,132)		
Supplemental Adjustment				\$	(1,685,544)		\$	(726,150)	43.1%	\$	(959,394)	56.9%	\$	-	0.0%	Adjustment		\$	(1,685,544)		
Student Success Adjustment				\$	(730,813)		\$	(293,402)	40.1%	\$	(418,507)	57.3%	\$	(18,903)	2.6%	Adjustment		\$	(730,813)		
Total Earned Apportionment				\$	204,675,663		\$	74,947,855	36.6%	\$	105,207,989	51.4%	\$	24,519,818	12.0%	College Apportionment		\$	204,675,662		
With Hold Harmless Funding				\$	214,297,538																



## SCFF Revenue

SCFF Revenue is the amount anticipated to be received by the District as State Apportionment. Apportionment is the primary source of revenue for the District. NOCCCD's total apportionment is comprised of property tax revenues, student enrollment fees, and a state allocation, calculated using the Student Centered Funding Formula. The SCFF uses FTES and student headcount data to calculate the apportionment. We have used estimated FTES targets for each college for the upcoming academic year to allocate the base funding and have applied assumptions to the headcounts that are used for the additional SCFF components. The SCFF revenue is computed in three parts:

- **Base Allocation (70% of the SCFF):** This is the enrollment-based component that is most similar to the prior, SB361-based, funding formula. It is the sum of a Basic Allocation funding, derived from the number of colleges and centers in a district, as well as its size, and its funding for Credit, non-Credit\*, CDCP\*, Incarcerated, and Special Admit FTES.

\* Noncredit & CDCP are funded 100% from the Base Allocation and do not participate fully in the other 2 components of the SCFF

- **Supplemental Allocation (20% of the SCFF):** This is the component of the SCFF that targets equity of access and opportunity for low-income students.
- **Student Success Allocation (10% of the SCFF):** This is the component of the SCFF that targets and incentivizes successful outcomes of California Community College students. This allocation is based on a district's performance in the following eight outcome metrics: Associate's Degrees, Bachelor's Degrees, Associate's Degrees for Transfer, Credit Certificates, Completion of 9+ CTE Units, Transfer, Completion of Transfer Level Math & English in the first year, and Achievement of Regional Living Wage.

The assumptions used for the SCFF are:

- FTES on which we'll be funded will be the same as FY 19-20. Due to the challenges faced by districts to hold classes adapting to the restrictions on in-person classes under the current COVID-19 pandemic, the State Chancellor's office has permitted districts the opportunity to apply for an emergency conditions allowance. This allowance permits districts to request that FTES from a period prior to the onset of the emergency condition be used for apportionment funding purposes. The District has applied for that allowance and expects to use that allowance for the upcoming academic year.
- 18-19 headcounts are used for the Supplemental and Success components of the SCFF, which is in line with the advanced calculations prepared by the state. Ultimately, the headcounts for funding will use the actual 19-20 submitted data.
- The allocated SCFF revenue is limited to the earned revenue.

## Hold Harmless Allocation

As part of the multi-year transition into the new SCFF, a provision was added to ensure that districts would receive no less than they did for 2017-18, plus COLA, which is 2.71% for 2018-19 and 3.26% for 2019-20, and 0.00% for 2020-21. Funds received under the hold harmless allocation have not been used in the ongoing funding incorporated into the RAM. The District will use the hold harmless funding to supplement RAM, if needed, and has included it in the discussions of uses for one-time funding. The hold harmless funding is expected to end after fiscal year 2023-24.

## Additional Schedules Provided in the appendix

- SCFF Calculator for the District
- FTES trends
- Headcount trends for Supplemental Allocation
- Headcounts for Student Success Allocation



# Other Unrestricted Revenues

The RAM also includes additional unrestricted state revenues received as well as local revenues earned.

New Model

Updated 10-06-2020

North Orange County Community College District: 2020-21 Tentative Budget Revenue Allocation General Fund Ongoing (11200) & Self-Supported/Local Revenues					Cypress College		Fullerton College Excellence. Elevated.		NOCE NORTH ORANGE COUNTY EDUCATION		Total
Local and Other (Unrestricted) Revenue		Districtwide	District Services	Allocation	% of Total	Allocation	% of Total	Allocation	% of Total	Total Estimated Funding (not a final allocation)	
State Revenue	Source of Revenue										
	Enrollment Fee Waiver	\$ -	\$ -	\$ 210,772	34.6%	\$ 300,749	49.4%	\$ 97,108	16.0%	\$ 608,629	
	Full-Time Faculty Hiring Funds 2018-19	\$ -	\$ -	\$ 499,105	34.6%	\$ 712,172	49.4%	\$ 229,951	16.0%	\$ 1,441,228	
	Part-Time Faculty Compensation	\$ -	\$ -	\$ 423,115	34.6%	\$ 603,742	49.4%	\$ 194,940	16.0%	\$ 1,221,797	
	Lottery	\$ -	\$ -	\$ 1,823,845	34.6%	\$ 2,602,440	49.4%	\$ 840,292	16.0%	\$ 5,266,577	
	Mandated Costs	\$ -	\$ -	\$ 346,360	34.6%	\$ 494,221	49.4%	\$ 159,577	16.0%	\$ 1,000,158	
Total		\$ -	\$ -	\$ 3,303,197	34.6%	\$ 4,713,324	49.4%	\$ 1,521,868	15.96%	\$ 9,538,389	
Local/Dedicated Revenue	Source of Revenue										
	Allocated from DW Activity										
	ERAF	\$ -	\$ -	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	
	Interest & Investment Income*	\$ -	\$ -	\$ 346,305	35%	\$ 494,143	49%	\$ 159,552	16%	\$ 1,000,000	
	RDA Liquidation Revenue	\$ -	\$ -	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	
	RDA Pass-Through Payments	\$ -	\$ -	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	
	RDA Residual Revenue	\$ -	\$ -	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	
	Miscellaneous DW	\$ -	\$ -	\$ 3,463	35%	\$ 4,941	49%	\$ 1,596	16%	\$ 10,000	
	Sub-Total Alloc. From DW Acty	\$ -	\$ -	\$ 349,768		\$ 499,084		\$ 161,148		\$ 1,010,000	
	Budget Center Activity										
	Class Audit Fees	\$ -	\$ -	\$ 1,000	100%	\$ -	0%	\$ -	0%	\$ 1,000	
	Coin Operated Copier	\$ -	\$ -	\$ -	0%	\$ 35,000	100%	\$ -	0%	\$ 35,000	
	Community Service Classes	\$ -	\$ -	\$ -	0%	\$ 25,000	100%	\$ -	0%	\$ 25,000	
	Continuing Education Tuition Classe	\$ -	\$ -	\$ -	0%	\$ -	0%	\$ 87,500	100%	\$ 87,500	
	Contract Instructional Services	\$ -	\$ -	\$ 10,069	9%	\$ 100,000	91%	\$ -	0%	\$ 110,069	
	Contractor Commission	\$ -	\$ -	\$ 120,000	100%	\$ -	0%	\$ -	0%	\$ 120,000	
	Contrib, Gifts, Grants, & Endowment	\$ -	\$ -	\$ 46,113	100%	\$ -	0%	\$ -	0%	\$ 46,113	
	Enrollment Status Verification	\$ -	\$ -	\$ 2,600	100%	\$ -	0%	\$ -	0%	\$ 2,600	
	Graduation Application Fee	\$ -	\$ -	\$ 100	100%	\$ -	0%	\$ -	0%	\$ 100	
	Health Services	\$ -	\$ -	\$ 20,000	33%	\$ 40,000	67%	\$ -	0%	\$ 60,000	
	Instructional Materials Fees	\$ -	\$ -	\$ 162,700	100%	\$ -	0%	\$ 500	0%	\$ 163,200	
	International Student Appl. Fee	\$ -	\$ -	\$ 6,300	100%	\$ -	0%	\$ -	0%	\$ 6,300	
	Miscellaneous	\$ -	\$ 275,000	\$ 124,200	13%	\$ 560,449	58%	\$ 2,000	0%	\$ 961,649	
	Non-Resident Tuition	\$ -	\$ -	\$ 983,600	40%	\$ 1,500,000	60%	\$ -	0%	\$ 2,483,600	
	Other Contract Services	\$ -	\$ -	\$ 23,150	27%	\$ 11,102	13%	\$ 50,000	59%	\$ 84,252	
	Other Student Fees & Charges	\$ -	\$ -	\$ 64,500	68%	\$ 30,000	32%	\$ -	0%	\$ 94,500	
	Miscellaneous District Services	\$ -	\$ -	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	
	Parking Meters & Fines	\$ -	\$ -	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	
	Refund Processing Fees	\$ -	\$ -	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	
	Rentals & Leases	\$ -	\$ 59,643	\$ 1,300,000	88%	\$ 110,969	8%	\$ -	0%	\$ 1,470,612	
	Return Check Charges	\$ -	\$ -	\$ -	0%	\$ -	0%	\$ 250	100%	\$ 250	
	Student Records	\$ -	\$ -	\$ 60,000	33%	\$ 118,793	66%	\$ 2,500	1%	\$ 181,293	
	Vending Commissions	\$ -	\$ -	\$ -	0%	\$ -	0%	\$ 3,000	100%	\$ 3,000	
Sub-Total Budget Center Acty		\$ -	\$ 334,643	\$ 2,924,332		\$ 2,531,313		\$ 145,750		\$ 5,936,038	
Total		\$ -	\$ 334,643	\$ 3,274,100	47%	\$ 3,030,397	44%	\$ 306,898	4%	\$ 6,946,038	
Carry Over Revenue/Prior Year Adj.	Source of Revenue										
	Interfund Transfers-In	\$ -	\$ -	\$ 346,306	35%	\$ 494,142	49%	\$ 159,552	16%	\$ 1,000,000	
	Intrafund Transfers-In	\$ -	\$ -	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	
Total		\$ -	\$ -	\$ 346,306	34.6%	\$ 494,142	49.4%	\$ 159,552	15.96%	\$ 1,000,000	
Total Unrestricted Revenue		\$ -	\$ 334,643	\$ 6,923,603	39.6%	\$ 8,237,863	47.1%	\$ 1,988,318	11.4%	\$ 17,484,427	

State Revenues included are allocated to the campuses based on its proportion of the District's SCFF Base Allocation.

- **Enrollment Fee Waivers:** This budget is made up of 2% of the enrollment fees collected, which are not used to off-set the apportionment calculation, and the amount received from the State for the 2% that otherwise would have been collected from students had they not received fee waivers.
- **Full-Time Faculty Hiring Funds 2018-19:** Funds tied to a calculated increase in the Faculty Obligation Number by the state. This allocation was received in 2018-19 and continues to be received at the same level.
- **Part-Time Faculty Compensation:** Comprised of reimbursements for office hours and health benefits, and an allocation for compensation. The final amount the District will receive will be based on the total claims submitted system wide against the available funds. We have based our estimate on the prior year allocations, reduced by 15% factoring in estimated reductions from the state.
- **Lottery (Unrestricted portion):** The unrestricted lottery revenue is considered part of the core revenue that is used to fund operations. The District's total allocation is based on FTES and incorporates the early lottery estimates from the state.
- **Mandated Costs:** Allocation based on funded FTES, as part of a block grant to cover compliance costs incurred during 2020-21. Based upon the many uncertainties over the mandated claim process, including the State Controller's Office audits of these claims, the District has elected to opt into the more certain funding offered by participation in the block grant.

## Local Revenues

- **Districtwide Activity revenues** consist primarily of interest earned and are allocated in a manner similar to State Revenues discussed above.
- **Budget Center Activity** are funds that are received for various activities. Each budget center determined their revenue estimates based on their experiences. This also consists of self-supported activities that bring in revenue and are expected to cover their own costs.
- **Intrafund Transfers** is currently comprised of funds received as RDA revenue that we are contributing towards ongoing resources in the RAM. Allocations are made to the campuses for this contribution on the same basis as the State Revenues discussed above.

## Revenue to the District Office

District Services is considered a budget center and is funded based on an agreed-upon allocation of 9.25% of the revenues from the campuses. As part of the implementation of the RAM, several factors were considered in determining an appropriate percentage, including information on the level of service and allocations at other districts. While the District's allocations appeared low compared to the other districts surveyed, higher allocations negatively impacted one or more of the campuses taking them to potential deficits. Therefore, consideration was given to provide an allocation that was sufficient to allow District Services to operate as a budget center yet still leave each campus able to maintain its operations at the current levels (prior to any future increases in costs).

# EXPENSES

The expenses in the RAM are broken out by budget center as well as the shared district-wide expenses. The table below provides a summary of those expenses.

New Model

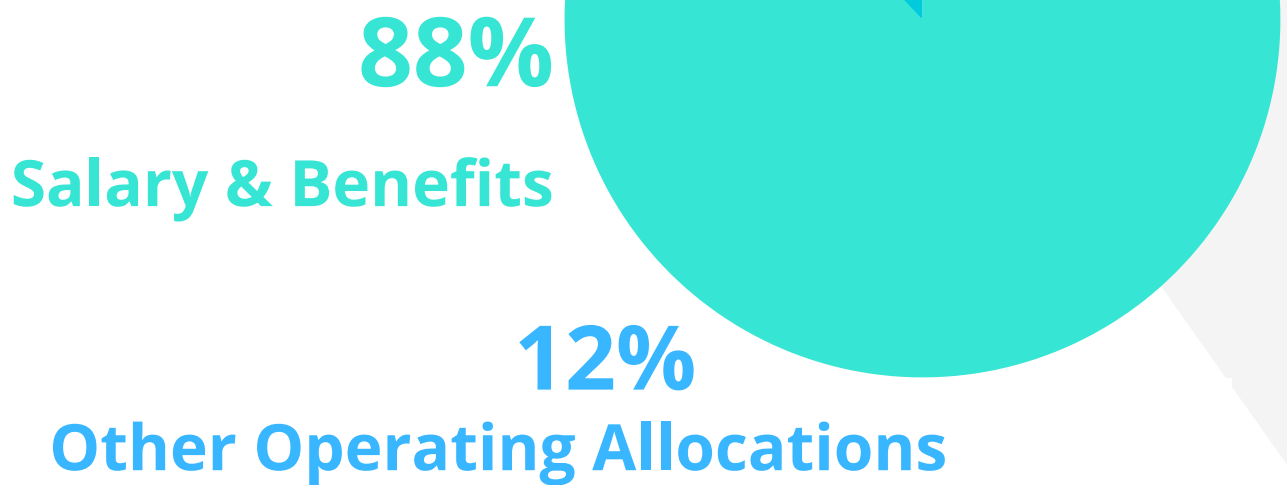
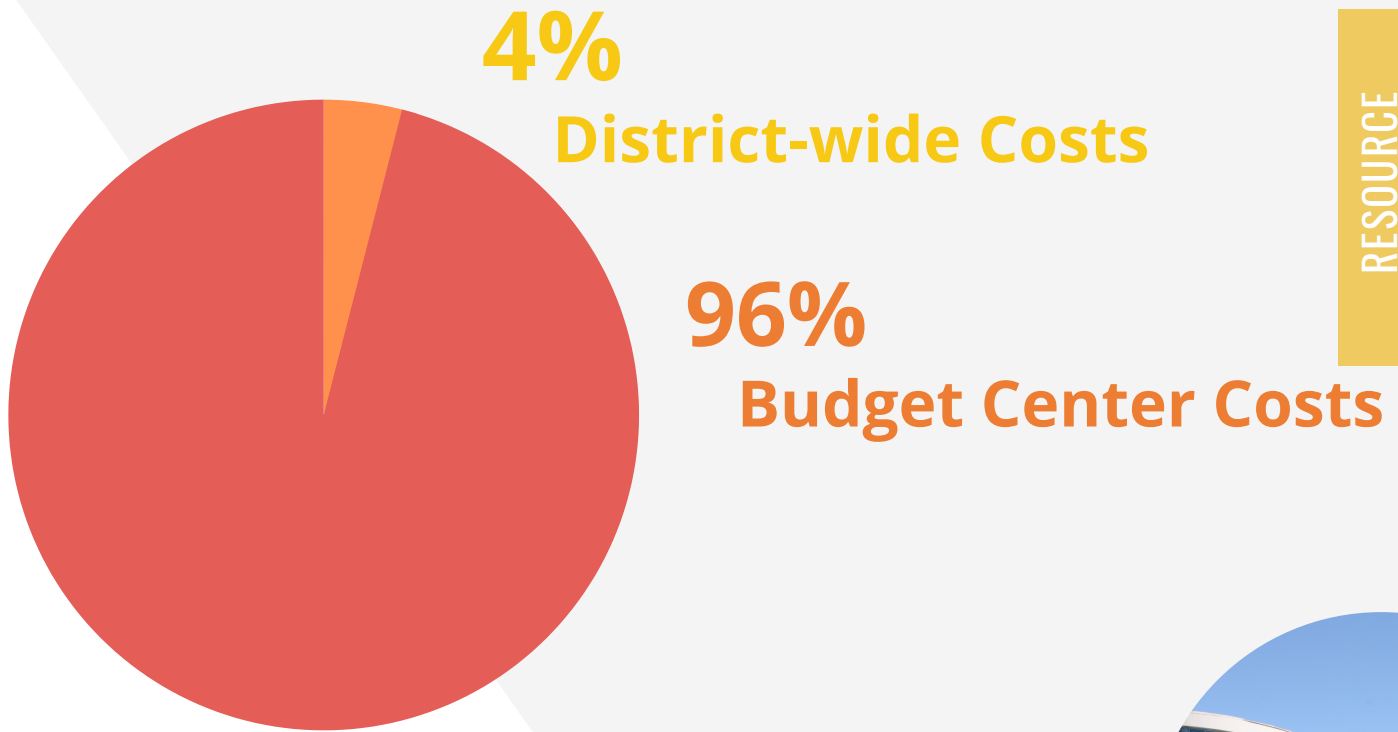


## North Orange County Community College District: 2020-21 Tentative Budget Expenditure Allocation



Total

Expense Budget		Districtwide	District Services	Allocation	% of Total	Allocation	% of Total	Allocation	% of Total	
GF Expenses	Source of Expenditure									
	01 Academic Salaries	\$ 650,000	\$ 847,920	\$ 35,834,902	38%	\$ 47,573,302	50%	\$ 9,692,871	10%	\$ 94,598,995
	02 Classified Salaries	\$ -	\$ 10,330,964	\$ 14,806,870	30%	\$ 18,852,266	38%	\$ 5,732,154	12%	\$ 49,722,254
	03 Benefits	\$ 5,901,877	\$ 3,908,516	\$ 14,741,470	31%	\$ 18,800,744	39%	\$ 4,370,146	9%	\$ 47,722,753
	04 Supplies	\$ -	\$ 286,666	\$ 622,178	30%	\$ 955,906	47%	\$ 180,553	9%	\$ 2,045,303
	05 Other Operating	\$ 1,736,301	\$ 3,048,270	\$ 3,193,087	25%	\$ 4,429,204	34%	\$ 600,559	5%	\$ 13,007,421
	06 Capital Outlay	\$ -	\$ 299,500	\$ 306,276	34%	\$ 257,966	29%	\$ 36,667	4%	\$ 900,409
	08 Other Outgo/Contingencies	\$ 515,000	\$ 1,619,932	\$ -	0%	\$ 7,154,928	67%	\$ 1,380,007	13%	\$ 10,669,867
Total		\$ 8,803,178	\$ 20,341,768	\$ 69,504,783	32%	\$ 98,024,316	45%	\$ 21,992,957	10%	\$ 218,667,002
Self Supporting Expenses	Source of Expenditure									
	01 Academic Salaries	\$ -	\$ -	\$ -	0%	\$ 7,000	100%	\$ -	0%	\$ 7,000
	02 Classified Salaries	\$ -	\$ 78,709	\$ 314,511	34%	\$ 370,253	40%	\$ 171,303	18%	\$ 934,776
	03 Benefits	\$ -	\$ 30,047	\$ 98,981	42%	\$ 66,341	28%	\$ 40,028	17%	\$ 235,397
	04 Supplies	\$ -	\$ 78,800	\$ 599,046	65%	\$ 189,474	20%	\$ 60,921	7%	\$ 928,241
	05 Other Operating	\$ -	\$ 147,087	\$ 923,656	72%	\$ 174,905	14%	\$ 32,522	3%	\$ 1,278,170
	06 Capital Outlay	\$ -	\$ -	\$ -	0%	\$ 114,340	98%	\$ 2,000	2%	\$ 116,340
	08 Other Outgo	\$ -	\$ -	\$ 4,538	4%	\$ 109,000	96%	\$ -	0%	\$ 113,538
Total		\$ -	\$ 334,643	\$ 1,940,732	54%	\$ 1,031,313	29%	\$ 306,774	8%	\$ 3,613,462
Total Expenditures		\$ 8,803,178	\$ 20,676,411	\$ 71,445,515	32.1%	\$ 99,055,629	44.6%	\$ 22,299,731	10.0%	\$ 222,280,464



## District-wide Expenses

Districtwide expenses are currently ~4% of the RAM expenses.

The table below shows the different types of costs that have been identified and determined to be shared across all entities within the district.

### DISTRICT-WIDE EXPENSES IN FUND 11200 (On-going Budget Only)

	Budget 2019-20	Actual 2019-20	Budget 2020-21
Sabbatical	\$ 300,000	\$ 105,941.47	\$ 300,000
Related Activity	350,000	450,004.48	350,000
Subtotal 10000's	650,000		650,000
Retiree Benefits	5,368,642	5,272,744.16	5,686,877
Part-time Faculty Insurance	215,000	155,156.88	215,000
Subtotal 30000's	5,583,642		5,901,877
Other (Memberships)	6,000	2,450.00	6,000
Recruiting Budget	40,000	5,138.37	40,000
Fingerprinting	25,000	15,615.25	25,000
Sabbatical Bond Reimbursements	3,000	10,435.50	3,000
Districtwide Memberships	149,000	158,251.15	160,000
Audit Expenses	121,300	116,700.00	111,200
Information & Emergency Communication System	45,000	44,375.04	45,000
Sewer Expenses	99,000	93,720.06	99,000
Additional Attorney Expenses	350,000	614,672.09	350,000
Waste Disposal	160,000	87,758.68	160,000
Election Expense	150,000	-	150,000
Ride Share	120,000	73,261.01	120,000
Utility Expenses*	3,800,000	3,086,208.36	-
CC Cogen Maintenance*	450,000	172,217.78	-
Student Insurance	214,125	214,125.00	217,101
Employee Assistance Program	30,000	22,893.24	30,000
Interest	50,000	65,664.33	70,000
Life insurance	150,000	150,000.00	150,000
Subtotal 50000's	5,962,425		1,736,301
Child Care Contribution - Per Board action 4/14/09	250,000	250,000.00	250,000
Hospitality	140,000	100,591.67	140,000
Subtotal 70000's	390,000		390,000
EEO Plan Implementation	25,000		25,000
Student Success	100,000		100,000
Subtotal 79000's (Contingencies)	125,000		125,000
Total Districtwide Expenses	\$ 12,711,067	\$ 10,711,978.57	\$ 8,803,178

\*: Utility Expense and CC Cogen Maintenance will be budgeted at the Campus Level in the new Resource Allocation Model.



## Budget Center Expenses

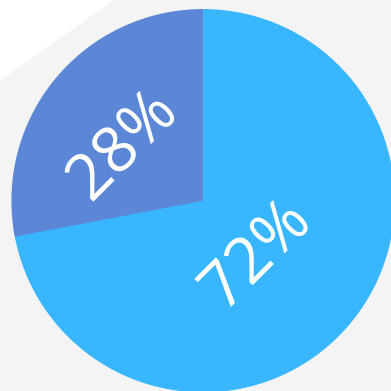
The operating budgets included in the RAM for the budget centers are shown below, separated into ongoing and self-supported activities.

### 11200 Ongoing Funds

		POSCTL*					NONPOS**					TOTAL
		DS	CC	FC	NOCE	Totals	DS	CC	FC	NOCE	Totals	BUDGET
Academic Sal	1000	845,520	26,886,495	36,747,631	4,029,349	68,508,995	2,400	8,948,407	10,825,671	5,663,522	25,440,000	93,948,995
Classified Sal	2000	9,912,310	14,389,253	17,995,172	5,650,954	47,947,689	418,654	417,617	857,094	81,200	1,774,565	49,722,254
Benefits	3000	3,871,371	12,702,373	16,519,553	3,200,734	36,294,031	37,145	2,039,097	2,281,191	1,169,412	5,526,845	41,820,876
Supplies	4000	-	-	-	-	-	286,666	622,178	955,906	180,553	2,045,303	2,045,303
Other Operating	5000	-	-	-	-	-	3,048,270	3,193,087	4,429,204	600,559	11,271,120	11,271,120
Capital Outlay	6000	-	-	-	-	-	299,500	306,276	257,966	36,667	900,409	900,409
Other Outgo	7000	-	-	-	-	-	45,000	-	9,785	-	54,785	54,785
Contingencies	7900	-	-	-	-	-	1,574,932	-	7,145,143	1,380,007	10,100,082	10,100,082
		14,629,201	53,978,121	71,262,356	12,881,037	152,750,715	5,712,567	15,526,662	26,761,960	9,111,920	57,113,109	209,863,824

### Self-Supporting Funds (Unrestricted GF Not 11100 or 11200)

		POSCTL*					NONPOS**					Totals
		DS	CC	FC	NOCE	Totals	DS	CC	FC	NOCE	Totals	Totals
Academic Sal	1000	-	-	-	-	-	-	-	7,000.00	-	7,000.00	7,000.00
Classified Sal	2000	78,709	275,511	111,133	91,153	556,506	-	39,000	259,120	80,150	378,270	934,776
Benefits	3000	30,047	95,393	42,965	33,455	201,860	-	3,588	23,376	6,573	33,537	235,397
Supplies	4000	-	-	-	-	-	78,800	599,046	189,474	60,921	928,241	928,241
Other Operating	5000	-	-	-	-	-	147,087	923,656	174,905	32,522	1,278,170	1,278,170
Capital Outlay	6000	-	-	-	-	-	-	-	114,340	2,000	116,340	116,340
Other Outgo	7000	-	-	-	-	-	-	4,538	9,000	-	13,538	13,538
Contingencies	7900	-	-	-	-	-	-	-	100,000	-	100,000	100,000
		108,756	370,904	154,098	124,608	758,366	225,887	1,569,828	877,215	182,166	2,855,096	3,613,462
TOTALS		14,737,957	54,349,025	71,416,454	13,005,645	153,509,081	5,938,454	17,096,490	27,639,175	9,294,086	59,968,205	213,477,286



72% POSCTL: \$153.5 million

28% NONPOS: \$60.0 million

\*POSCTL (a.k.a Position Control )

\*\*NONPOS (Non-Position Control)

RESOURCE  
ALLOCATION  
MODEL