

# **Coast Community College District ADMINISTRATIVE PROCEDURE**

## **Chapter 6**

### **Business and Fiscal Affairs**

#### **AP 6200 Budget Preparation**

##### **References:**

Education Code Section 70902(b)(5); Title 5 Sections 58300 et seq.;

ACCJC Accreditation Standards 3.4, 3.5, 3.6, 3.7, 4.6;

Board Policies 6200 and 6300, Administrative Procedure 6305

##### **I. Background:**

Budget planning supports District goals and is linked to other District planning efforts. The budget is a financial plan for the operation of the District for the fiscal year, developed in accordance with Board-adopted educational goals and objectives and fiscal standards.

The Vice Chancellor of Finance and Administrative Services, is responsible for administering this Procedure.

The tentative budget shall be prepared and presented to the Board no later than July 1 [Title 5, Section 58305(a)], and the final budget shall be prepared and presented to the Board no later than September 15 [Title 5, Section 58305(c)]. A public hearing on the final budget shall be held on or before September 15 [Title 5, Section 58301].

Development of the budget shall begin early in the calendar year in order to provide ample opportunities for the Board, staff, and constituencies to consider all relevant data, parameters, and issues in accordance with state law, Board Policies and Administrative Regulations, prior to Board adoption.

In accordance with Title 5 regulations, the budget shall include estimated income and proposed expenditures in sufficient detail to permit comparisons between the proposed budget and the actual revenues and expenses in the current year.

##### **II. Budget Preparation**

To meet the regulatory requirements outlined above, and maintain the fiscal stability of the District, the budget preparation process shall:

1. Provide an annual budget that shall be prepared in conformance with the California Community College Budget and Accounting Manual, and in conformance with provisions of the Education Code.
2. Provide for responsible stewardship of available resources.

3. Provide for safeguarding and managing District assets to ensure ongoing effective operations; maintenance of adequate cash reserves; implementation and maintenance of effective internal controls; determination of sources of revenues prior to making short-term and long-term commitments; establishment of a plan for the repair and replacement of equipment and facilities.
4. Provide that appropriate administrators keep the Board current on the fiscal condition of the District as an integral part of policy and decision-making.
5. Provide for development and communication of fiscal policies, objectives and constraints to the board, staff and students.
6. Provide for appropriate fiscal policies and procedures and adequate controls to ensure that established fiscal objectives are met.
7. Provide a process to evaluate significant changes in the fiscal environment and make necessary, timely, financial and educational adjustments.
8. Provide both short term and long-term goals and objectives, and broad-based input coordinated with District educational planning.

The following parameters shall serve to guide budget development and management:

1. Assumptions upon which the budget is based are presented to the Board for review.
2. Total amounts budgeted as the proposed expenditure for each major classification of expenditures shall be the maximum expended for that classification for the school year, except as specifically authorized by the Board.
3. Transfers made from the reserve or contingencies to any expenditure classification requires written resolution of the Board, and must be approved by a two-thirds vote of the members of the Board.
4. Transfers made between expenditure classifications requires written resolution of the Board, and must be approved by a super-majority of the members of the Board.
5. Additional funds, not recognized in the Adopted Budget, are available for appropriation only by resolution of the Board setting forth the need according to major classification.
6. Additional funding received by the District after the budget is adopted, not directly attributable to an individual college, shall be distributed through the allocation model as delineated in the above revenue parameters.

To achieve and maintain fiscal stability and to dedicate resources to meet the objectives of strategic planning, the District will follow a plan that requires a balanced budget on a year-to-year basis. To achieve each of the standards of the plan, each year the District will develop a budget that results in steady progress toward achieving each of the requirements of these Fiscal Standards and which reflects the Board's annual budget priorities to the extent possible. While the development of the annual budget occurs through the shared governance process, the Chancellor, through the Vice Chancellor of Finance and Administrative Services, is responsible for submitting a budget to the Board for approval.

As required by law, the Board shall be presented with a quarterly report showing the financial and budgetary conditions of the District. Annual financial reports will be produced in accordance with Generally Accepted Accounting Principles (GAAP) as defined by the Governmental Accounting Standards Board (GASB) and the California Community College's Budget and Accounting Manual. The annual financial statements will reflect the business-type activities consistent with GASB.

An internal control structure, which includes documentation of procedures, will be in place to ensure reasonable accuracy of accounting information, to safeguard assets from loss and to ensure operating policies and procedures are being followed.

As required by the Budget and Accounting Manual, expenditures shall be recognized in the accounting period in which the liability is incurred and shall be limited to the amount budgeted for each major classification of accounts and to the total amount of the budget for each fund.

### **III. Operating Budget Goals and Standards**

The following are the overall operating budget goals and standards. The District-wide Strategic Plan provides specific goals and objectives.

1. Align ongoing expenditures with ongoing revenues to eliminate/prevent deficit spending and ensure the unrestricted general fund reserve level requirement is met and the District has a stable fiscal condition.
2. In the unrestricted general fund (UGF), ongoing expenses should not exceed 90% of on-going revenues.
3. The percentage of UGF salaries and benefits should not exceed 85% of the total UGF expenditures.

### **Revenue Standards**

State funded growth revenue is actively pursued. Growth revenue is viewed as an essential element in obtaining the resources necessary to meet goals of providing and increasing community access.

Colleges, as appropriate, will provide community services and contract education to meet the needs of the community and to maximize non-State funding.

Community services and contract education courses shall, in general, be self-sufficient or revenue producing.

Categorical and grant revenue provided by State and local agencies for specific support purposes are to be pursued by each College and the District when these services are consistent with the objectives and are financially beneficial to the District.

One-time revenues will be used for one-time expenditures or to temporarily augment

department budgets. One-time expenditures will not be used to establish on-going and recurring costs.

#### **IV. STUDENT CENTERED FUNDING FORMULA**

The Student-Centered Funding Formula (SCFF) was adopted in the 2018-19 state budget to allocate funds to community colleges. It represented a shift from SB 361 funding solely based on enrollment to a model that incentivizes equity and student success. The SCFF includes a base allocation, a supplemental allocation for students receiving financial aid, and a student success allocation with a premium for low-income students achieving specific outcomes. Each allocation has different rates that are applied to multiple metrics. The SCFF also includes provisions for stability funding and hold harmless/funding floor protections that guarantee minimum funding levels. The basic allocation remains intake and a component of the base allocation. The basic allocation takes economies of scale and size of approved colleges and centers into consideration.

#### **V. UNRESTRICTED GENERAL FUND**

The unrestricted general fund comprises the vast majority of the revenues and expenditures of the District. The revenue for the unrestricted general fund is mostly from apportionment (state funding, property taxes, and enrollment fees) but also includes revenue from the state lottery, nonresident tuition, student fees, and local unrestricted revenue sources. Expenses incurred to the unrestricted general fund include personnel and the supplies, materials, and equipment needed for operations. All funds discussed in this section are accounted for in the District's Unrestricted General Fund.

##### **A. BUDGET DEVELOPMENT**

Budget development is informed internally by productivity measures, student success, collective bargaining, and program review, and externally by state statutes, regulations, and inputs from the California Community Colleges Chancellor's Office.

##### **1. Beginning Balance**

A fund's current year beginning balance is defined as the ending fund balance from the prior year. The balance for the Unrestricted General Fund is delineated into the following three categories:

- a. Board designated reserves per Board Policy 6200 and Administrative Procedure 6305 for all locations, and other funds upon which the Board has, by official action, designated a specific District-wide or location-specific purpose.
- b. College and District Office discretionary reserves are unspent allocations from the prior year. The amount is

calculated as the location's prior year beginning balance plus prior year actual revenue less prior year actual operating expenditures.

- c. Unreserved/undesignated fund balance.

Adjustments to Beginning Balance: Adjustments to the current year's beginning balance may occur throughout the budget cycle as the result of the prior year's closing activities. These may include, but are not limited to audit adjustments, grant disallowances, bad debt write offs, and accounts receivable and liability liquidations. Any increase or decrease in the beginning balance occurring after budget adoption will be identified by source and the adjustment will be applied to the appropriate reserve category listed above.

## **2. SCFF Metrics Projections**

The initial step in budget development is the projection of SCFF metrics, including enrollment; students receiving certain types of financial aid; and completion metrics.

The primary metric is enrollment. Enrollment includes resident and non-resident full-time equivalent student (FTES) enrollment in credit and non-credit programs. FTES projections are based on an analysis of enrollment history, program plans, projected state funding including caps on growth funding, etc. The College Presidents provide information, oversight, and review of this process for their respective Colleges.

NOTE: For District apportionment purposes outlined below, FTES refers to resident FTES only, unless otherwise stated.

FTES growth and FTES targets will be determined on the percentage of base college-funded FTES to total District-funded FTES that each college is charged to maintain.

A projection for each metric will be developed for the budget year and two subsequent years. These projections will be developed by the Chancellor in consultation with the Chancellor's Cabinet. They will consider the District-wide FTES growth target and the collective impact of each college's strategy on the preceding three-year historical trend for each metric.

- a. For purposes of Tentative Budget development for the ensuing year, the projection will consider the three-year historical trend inclusive of the most recent year's First Principal (P1) Apportionment Report's and P1 CCFS 320 Enrollment Report

- data for each type of resident FTES.
- b. For purposes of the Adopted Budget, the projections will be updated to consider the most recent year's Second Principal (P2) Apportionment Report's and P2 CCFS 320 Enrollment Report data.
  - c. For purposes of multi-year projections for subsequent year, projections will be updated as better information becomes available through actual enrollment and other trends.

While the projected SCFF metrics will be used to construct the District's budget, the SCFF revenues apportioned to the District will be based on the calculations performed by the State Chancellor's Office. The District will continue to use the historical percentage distribution framework for purposes of the allocation model to distribute SCFF revenues to colleges as follows:

- Orange Coast 52.11%
- Golden West 30.51%
- Coastline 17.38%

In a year with no funded growth, if a college exceeds its FTES enrollment target, it will assume responsibility for absorbing any expense incurred without receiving an additional revenue allocation.

If for any other reason(s) at the end of the fiscal year the District as a whole does not meet its maximum funded FTES base, a District-wide strategy will be established by the Chancellor in consultation with the Chancellor's Cabinet. If the District's calculated SCFF revenue falls below the Stability Guarantee, the Stability Protection Adjustment (T-5 § 58776) provides one-year funding equal to the prior year plus COLA for the District.. Declines in college FTES that result in a reduction of calculated basic allocation will not cause a reduction in basic allocation base revenue until the third year after the year of the FTES decline, and the basic allocation will not be reduced if the FTES is restored back to or above the pre-decline base.

Districts shall be entitled to restore any reductions in apportionment revenue due to declines in FTES during the three years following the initial year of decline in credit, noncredit, or career development and college preparation FTES if there is a subsequent increase in FTES (T-5 § 58777).

### **3. Operating Resource Allocation Process**

The computation of projected operating revenue is prepared by the Vice Chancellor of Finance and Administrative Services. This is primarily the calculation of SCFF revenue utilizing the metric projections as influenced by other economic factors, and estimates of other operating revenue

sources based on past experience and/or anticipated changes.

Separate projections are made for restricted funds (which must be used for specific purposes) and the unrestricted fund. Major emphasis of the SCFF model is on the unrestricted fund. Revenue projections rely upon many assumptions about the future which guide the estimates of allocable revenue for the District. The possibility of changing economic and political conditions and the necessary tentativeness of the revenue total must be accepted and understood. Projected revenue should not be viewed as absolute.

Another important function of revenue analysis is to provide a reasonable estimate of the change in revenue for the budget year compared to the current year. From this difference, any program changes with budget impact or improvements in programs may be considered for funding, in addition to the necessity of funding incremental and inflationary increases in existing programs.

If the forecast is for diminished revenue, such recommendations involving budgetary and expenditure reductions will be discussed in Chancellor's Cabinet.

#### **4. Allocation of Projected Revenue**

The combination of state general fund revenue, local property taxes and enrollment fee revenue reflects the majority of the District unrestricted general fund, and is primarily a function of funded FTES. In addition to the state and local resources detailed below, each college receives a Basic Allocation based upon college size using state funded rates. Further, revenue from non-resident tuition, unrestricted state lottery and other specific state allocations are subject to distribution through the revenue allocation model.

The District utilizes the state general apportionment and other FTES-driven revenue to the colleges. Total allocations for college operations are determined using the following six- step process:

- STEP 1** Determine District apportionment revenue for the budget year to include the SCFF Total Computational Revenue (TCR).
- STEP 2** Apportionment revenue distributed to the colleges using historical proportions as noted in Section V.A.2.
- STEP 3** Project "other state revenue" based upon unrestricted Lottery, Enrollment Fee Administration and Part Time Faculty Parity, and any new programs using the FTES projections and projected rates from the best available sources and apportion using percentages in STEP 2.

- STEP 4** Project "District-wide Local Revenue" based upon prior year actuals which will be distributed through the allocation model and distribute using percentages in STEP 2.
- STEP 5** The Total from Steps 1 thru 4 represents the total dollars available for distribution thru the model and the proportional amounts distributed to the colleges based upon percentages as noted in STEP 2.
- STEP 6** In consultation with Chancellor's Cabinet, deduct assessments represented by costs to provide District Services and to fund District-wide expense.
- STEP 7** Result of STEP 6 is the net allocation amounts to each College.
- STEP 8** Add budget year projection based upon prior year actuals for dedicated revenue attributable to each college.
- STEP 9** Net allocation through the allocation model plus the dedicated revenue will result in the dollars available to each college.
- STEP 10** A retrospective review of the budget which shall include a review of the Allocation Model.

Exhibit A to this procedure demonstrates, in summary form, the implementation of this allocation model. The following information details each of the steps.

#### **STEP 1**      Computation of Apportionment Revenue

The base revenues for the District shall be the SCFF Total Computational Revenue (TCR) which is the greater of the SCFF Calculated Revenue, Stability Guarantee, or the Funding Floor Guarantee. The SCFF Calculated Revenue is the sum of the following allocations:

- a. **Base Allocation:** This allocation is based on the total number of resident full-time equivalent students (FTES) enrolled in the college, including credit and non-credit FTES. A three-year average is used for regular credit FTES and only current year FTES is used for the remaining types of FTES in the calculation. There are different rates depending on the type of FTES; the rates increase by COLA annually. The Basic allocation, which provides funding based on the size of the college, is included in the Base Allocation.
- b. **Supplemental Allocation:** This allocation is based on the number of students that receive AB 540, Pell, and College Promise grants. The prior-year headcount of students that received these types of financial

aid is used in the calculation. A single rate, which is increased by the COLA annually, is used for each type of headcount.

- c. **Student Success Allocation:** This allocation is based on student outcomes, ranging from associates with transfer degrees (ADTs) to nine-unit certificates and other academic milestones. A three-year average ending with the prior year is used for all completion counts. There are a range of rates, increased by the COLA annually, with the highest rate given for ADTs and the lowest rates for nine-unit certificates.

These annual allocation amounts for the current year are provided in the State Chancellor's Office First Principal Apportionment Report, Schedule C, released each February. This First Principal Apportionment report information shall be used to inform an initial estimate of revenue for the budget year. To project basic allocation revenue for the new budget year during the budget development process, these amounts are adjusted for anticipated changes in SCFF metrics, funding changes anticipated for the new budget year, including any state-funded cost of living adjustment (COLA) or anticipated deficit/workload adjustments.

- i. **Allocation of Growth/Decline Revenue**

Growth: the colleges will be funded retroactively, for growth based upon the historical proportional FTES distribution and subject to the District funded growth cap:

In all cases, when District FTES growth is below the state-prescribed growth cap (FTES growth for which the District will be paid), actual growth, if any, will be funded and allocated to the colleges based upon the historical proportional FTES.

Enrollment Decline: Even though a College or Colleges within the District fail to achieve their growth target or if they experience an enrollment decline, no revenue adjustment will be necessary as long as the District-wide FTES base is maintained.

Should District-wide enrollment decline occur any budget adjustment shall be based on the Annual CCFS Enrollment Report filed in July or as amended in October following fiscal year end. In addition, the state general revenue base for the subsequent year will be adjusted according to the state allocation model if actual FTES falls below the funded base.

Such enrollment declines may be mitigated through Stability as reflected in Section A.2, or through a Strategic Shift of Summer FTES as noted in Section V-A-4-iii below.

ii. **Apportionment Revenue Adjustments/Reconciliation**

There is a recalculation of apportionment revenue that occurs in February following the close of the fiscal year. Any required reconciliation (increase or decrease) to prior year revenues is treated as an addition or reduction to the colleges' and the District Office's current budget year. In such an event the District will endeavor to use one-time resources, to the extent they are available, so as not to interrupt current year services.

If apportionment revenue is reduced from the prior year base for any of the following reasons: a) prospective revenue reduction anticipated in budget development; b) mid-year deficit resulting from insufficient tax revenues or enrollment fees; or c) as a result of end-of-year adjustment, the amount calculated in Step 1 will be reduced resulting in a proportionate budgetary reduction. Potential mid-year adjustments or any re-shifting of FTES between sites shall be agreed upon by the Chancellor's Cabinet.

Additional funding received by the District after the budget is adopted, not directly attributable to an individual college, shall be distributed through the allocation model as delineated in the above revenue allocation parameters.

In the event that actual revenues vary from the amounts projected and allocated to colleges and District Office for the fiscal year, the college and the District Office budgets will be recalculated and adjusted accordingly during a year-end "reconciliation."

iii. **Strategic Shift of Summer FTES**

There may be times where it is in the best financial interest of the District to shift summer FTES between fiscal years. It should be noted that the impact of shifting summer FTES is lessened in the SCFF due to the three-year averaging of credit FTES and may not be valuable. However, it remains an option. FTES shall be shifted, as necessary, to meet targeted needs. If this is not possible, then care needs to be exercised to ensure that any such shift does not create an undue disadvantage to any of the colleges such as impacting Basic Allocation funding. If a disadvantage is

apparent, then steps to mitigate this occurrence will be developed by the Chancellor's Cabinet.

Restoring "borrowed" FTES should occur on the same basis as it was drawn down up to the levels of FTES borrowed. If it cannot be restored in that fashion, care should be taken to evaluate if a disadvantage is created for any college.

Borrowing of summer FTES is not a college-level decision, but rather a District-level determination that is made in consultation and concurrence with the Chancellor's Cabinet. It is not a mechanism available to individual colleges to sustain their internal FTES levels. In the event the District borrows summer FTES, any disproportionate advantages or disadvantages resulting from that decision shall be reviewed, and possibly rectified, by the Chancellor's Cabinet.

**STEP 2 – Other State Revenues-included in this step to be distributed thru the model-includes:**

**a. On-going:**

- i. Lottery (unrestricted)
- ii. Enrollment Fee Administration (2% of Fee)

**b. One-time:**

- i. Part-Time Faculty Parity
- ii. Mandate Cost Reimbursement

**STEP 3 – District-wide local revenues to be distributed through the allocation model Include:**

- a. Joint Use Development Revenue
- b. La Habra Rentals Revenue
- c. KOCE Debt Payment
- d. Interest Income

**STEP 4 - District Services and District-wide Operational Costs**

Assessments shall be deducted from computed allocation revenue for services provided to the colleges or for each location to fund its proportional share of District-wide expense.

**District-wide**

District-wide expenditures are those that are contractual, regulatory or committed and of benefit to the entire District. Activities and related costs for these three categories include, but are not limited to, the following:

### **1. Contractual Expenses (collective bargaining)**

Included in this category are costs related to implementation of various employee contracts and are subject to revision of collective bargaining agreements.

- a. CFE Senate Release Time
- b. CFE Collective Bargaining Release Time
- c. Sabbatical Bonding Reimbursement
- d. Classified Collective Bargaining Release Time
- e. Management Professional Development
- f. Classified Professional Development
- g. Confidential Professional Development
- h. CFE and CCA Professional Development
- i. CFE and Classified Retraining

### **2. Regulatory Expenses**

Included in this category are mandated or unavoidable/fixed costs such as:

- a. District-wide independent audit
- b. District-wide insurance programs, e.g. property and liability, student accident
- c. Unemployment insurance local experience charges
- d. Election expenses
- e. Specified District-wide utilities
- f. Legal expenses
- g. Technology maintenance agreements

### **3. Other Contractual**

Included in this category is funding for future events and current initiatives such as:

- a. Other post-employment benefits (OPEB) reserve fund
- b. Self-Insurance Fund
- c. Legal settlements

District-wide operational costs are estimated for budget development utilizing the best-known information at the time and are adjusted for actual expenditures at the end of the fiscal year during the "reconciliation."

### **District Services/District Office**

These are the costs incurred for the operation of centralized services provided by District Office staff. The assessment to support District Services is based upon actual cost and review of historical expenditures as may be adjusted by current conditions.

The cost represented in the District Service assessment funds activities overseen by the District Office such as: District Governing Board, Chancellor's Office, Educational Services, Administrative Services, Human Resources, Finance, Facilities Planning, Information Technology, Marketing, Internal Auditing, International Education and Research.

## **STEP 5 – Dedicated Revenue**

Dedicated revenue is defined as those revenues earned specifically by location and directly under the control of each college or the District Office, including, but not limited to, the following examples:

1. Facility rentals – based on each location's estimate of revenues to be collected from external use of District facilities
2. Student Transcript Fees
3. Non-Resident Tuition (operational and capital)
4. Bookstore Operations
5. Student Parking Fees
6. Enterprise Program (Swap Meet Operation)
7. Contract Education

## **5. Expenditure Budgets**

Annual spending plans for each college, the District Office, and District-wide, shall be developed as reflected in this section. All such budget expenditure plans must be developed with consideration of the parameters outlined below:

- i. allocating resources to achieve the funded level of FTES is a primary objective for all colleges;
- ii. requirements of the collective bargaining contracts apply to college level decisions;
- iii. the state-required, full-time Faculty Obligation Number (FON) must be maintained. (Due to funding implications, care must be exercised to maintain equitable full-time/part-time balance at each college. Full-time faculty numbers, ratios and staffing plans will be monitored on a District-wide basis.);
- iv. in making expenditure decisions, the impact upon the 50% law calculation must be considered and budgeted appropriately;
- v. care should be exercised in maintaining the public investment in the physical plant, facilities and grounds of the

- campuses;
- vi. in order to promote similar levels of support services at each of the colleges, appropriate levels of classified and management staffing need to be maintained.

**a. Colleges**

Subsequent to allocation of revenue, each College will develop a balanced budget plan in accordance with the District Budget Calendar and agreed upon District-wide budget assumptions. The allocations may be stretched to meet as many needs as possible in a process involving participation of faculty and other college staff to ensure (1) the resource requirements for educational and support programs are considered, and (2) priorities are developed.

Colleges are responsible for developing an expenditure budget that utilizes the level of funding outlined in the revenue sections above, and for funding the following programs as part of their budget plans:

- i. management sabbaticals
- ii. part-time faculty office hours
- iii. Step/Column
- iv. COLA
- v. part-time faculty health insurance
- vi. department chair reassigned time
- vii. faculty substitutes
- viii. vacation pay offs
- ix. re-classification effects

**b. District Office/District Services**

The development of the District Office Budget Plan is the responsibility of District Office staff. District Office is responsible for utilizing its allocation to provide centralized services to the colleges that are efficient, cost effective, and responsive to campus needs. Examples of such services include the Chancellor's Office, Board of Trustees, Public Affairs/Marketing, Human Resources, Risk Management, Educational Services, Institutional Research, Business Operations, Internal Auditing, Fiscal Services, Payroll, Purchasing, Facilities Planning, and Information Technology. It shall reflect the program elements noted below.

- i. management sabbaticals
- ii. Step/Column
- iii. COLA

- iv. vacation pay offs
- v. re-classification effects

**c. District-wide**

The Development of the annual expenditure budgets for District-wide operational costs (Step 6) are the responsibility of District Office staff. Based on projected levels of expenditure for the current fiscal year and taking into account new District-wide requirements, as well as unusual or one-time anomalies, the District-wide budget shall be appropriately framed to meet the obligations of the District. Examples of District-wide services include those expenses associated with State and Federal regulatory issues, insurances, legal costs, Independent Audit Expenses and Retiree Health Benefit Costs.

College- and District Office-proposed expenditure budgets are compared to the departmental annual operational plans for consistency and to ensure adequate funding for location priorities. Final submittal is done to the District Office Finance Department where all location budgets are consolidated into a single budget document.

**6. Long Term Plans**

The District's budgeting process includes long-range planning and provides linkages to the District's program planning, review efforts and accreditation. The District will develop a three-year budgetary look-ahead plan. Each campus is also responsible for developing its budget with a multi-year outlook.

**a. Colleges**

Each of the colleges shall maintain a long-term plan for facilities maintenance/improvement/expansion and new or expanded programs. The Chancellor, in consultation with the Presidents, will evaluate the availability and source of additional funding that may accrue to the colleges beyond what the model provides. Approved projects shall be included in the colleges' balanced budget proposals.

**b. District Office**

District Office and District-wide operational costs also may require additional funding to implement new initiatives in support of the colleges and the District. The Chancellor will evaluate requests for

such funds on a case-by-case basis. The source of this funding must be identified. Should the source be other than District Office revenue and/or District Office reserves, the requests will also be evaluated by the Chancellor's Cabinet. Approved projects shall be included in the District Office balanced budget proposal.

## **7. Reserves and Deficits**

### **a. Reserves**

In order to maintain a sufficient level of budgetary reserve, each college will be allowed to retain unspent funds from the prior year. The combination of the beginning balance and the current year budgeted revenue represents the total resources available at each college.

Unspent funds from the District Office will become part of District-wide fund balance.

District-wide reserves represent minimum reserve levels established by the Board per Board Policy 6200, budget guidelines and budget planning parameters.

**Deficits** A budgetary deficit is defined as a budget imbalance where current revenue is insufficient to cover expenses within a specific fiscal year. In the event that a deficit exists at a District site (District Office or Colleges), reserves shall be used to cover the deficit generated by that District site.

## **B. BUDGET CONTROL, ADMINISTRATION, AND REPORTS**

### **1. Budget Control**

Budget control is an instrument for planning because a budget prescribes resources to carry out those plans. This makes it possible to set priorities and maintain control over resources to achieve those priorities. A budget must present current expenditures in balance with projected current-year resources.

The Vice President of Administrative Services at each College is responsible for accurate projections which are vital to budget control. The Vice Chancellor of Finance and Administrative Services is responsible for District-wide oversight and compliance. During the course of the fiscal year, the Vice Chancellor of Finance and Administrative Services must analyze revenue projections. If updated revenue projections are less than

budgeted amounts, recommendations must be developed for resolving the imbalance and communicated to each location.

The District's principal source of revenue is based upon enrollment and FTES data. Actual summer school and fall semester FTES estimates (based on student census data) will be available by November 1. At this point, the Chancellor and College Presidents will be advised whether or not actual enrollment varies from that previously estimated.

In mid-January, the above process will be repeated based on First Period Attendance Reports which are due to the State Chancellor's Office by January 15.

Another check point occurs in mid-April when census spring semester enrollments are available. Second period of enrollment is reported by April 20. State apportionment revenue for the year will not become firm until the Second Period Apportionment notice is received from the State in late June.

## **2. Budget Administration**

Subsequent to revenue allocation, the colleges shall administer their expenditure budgets with a primary focus on reaching its FTES target and meeting its student performance goals. The allocation system at the college level fixes the budget responsibility at the organizational unit level (dean, senior dean, administrator, etc.).

Flexibility in making budget transfers within available budget balances is permissible. Overspending is not permitted. All financial transactions, including certain budget transfers, require Board approval, either by ratification or approval in advance for larger items.

## **3. Budget Reports**

Account balance reports and detailed expenditure reports are available to all organizational units. Reports are also available at summary levels for use by the College Presidents. In addition, finance system information is readily available on-line for immediate inquiry as to budget account status and expenditure transactions detail.

This system ensures a non-deficit financial operation by establishing a reserve and allocating available money only. Budget balancing and constant monitoring at various levels throughout the year provide proper protection.

## **VI. RESTRICTED GENERAL FUND**

The restricted general fund consists of federal, state, and local categorical programs, parking, and other external funding sources such as private grants. All funds discussed in this section are accounted for in the District's Restricted General Fund.

### **A. BUDGET DEVELOPMENT AND CONTROL**

In addition to the general principles and practices of budgeting outlined above, categorical funds require specialized budget development and control. These funds originate from a variety of state, federal and private sources. They are allocated to the District and/or the colleges with a wide range of specific requirements and restrictions for program operations and budgeting, periods of expenditure, periodic reporting requirements and financial/program auditing. Depending on the source of the allocation or grant, the budget year may coincide with the District's fiscal year, or it may require accounting for revenue and expenditures in a different fiscal year period (e.g., federal grants typically use an October 1 to September 30 fiscal year). In some cases, allocations and grants may extend to multiple years and require special oversight. Because these requirements and restrictions are different for each allocation or grant, budget development for these funds is necessarily done on an individualized basis.

#### **1. College-Specific Allocations and Grants**

In cases in which the funds come to the District as a specific college allocation or grant, that college will receive the funds directly and will assume responsibility for:

- a. planning the program and developing a budget that meets the requirements of the grantor;
- b. managing the program and associated budget for the lifetime of the allocation or grant;
- c. identifying and working with the District Office to resolve any issue that might otherwise result in disallowed or questioned costs;
- d. preparing accurate interim and final program and financial reports and submitting them to the grantor in a timely manner, as required; and
- e. providing staff services to auditors for program and/or financial audits, as required.

The District Office oversees and monitors the processes described above and assumes responsibility for:

- a. reviewing and certifying program plans and associated budgets prior to

- submission to the grantor for compatibility with District rules of operation; standards for purchasing; policies and practices for the hiring, compensation and evaluation of grant funded positions;
- b. ensuring ongoing compliance of all program and budget requirements during the life of the allocation or grant;
  - c. identifying and working with the college to resolve any issue that might otherwise result in disallowed or questioned costs, and
  - d. reviewing and certifying interim and final program and financial reports prior to submission to the grantor.

## **2. Non-College-Specific Allocations and Grants**

When funding is not College specific, allocation to the Colleges will be in the same manner as provided to the District by the grantor, unless there are compelling educational reasons to do otherwise. Certain state allocations, such as Extended Opportunity Programs and Services (EOPS), Disabled Students Programs & Services (DSPS), and Student Equity and Achievement Program (SEAP), have restricted expenditure requirements that determine allocations to colleges. Federal, state, or private grants will be allocated and administered per the grant agreement.

In cases in which non-College specific funding is allocated to the colleges for management, the Colleges and the District Office assume responsibilities as outlined in Section III.A., College-Specific Allocations and Grants.

When funding remains at the District level, the District Office assumes full responsibility for management of the funds as outlined in Section III.A., College-Specific Allocations and Grants.

## **VII. SUMMARY**

The revenue allocation model provides the colleges with autonomy and local decision-making ability while maintaining a consistent service level from the District Office. The principles upon which the model was founded are:

1. the model must be perceived as fair;
2. the model must be easily understood;
3. the model must provide proper performance incentives; and
4. the model must work in years of growth and contraction.

The model will be continually assessed in order to adhere to these principles and to provide the necessary adjustments over time.

Ratified December 2, 2013

Ratified June 17, 2015

Ratified June 18, 2025