



**Rancho Santiago Community College District  
District Council Meeting**

**August 30, 2021**

**1:30 p.m.**

**Via Zoom**

<https://cccconfer.zoom.us/j/91440006717>

669-900-6833 / 914 4000 6717

Passcode is required and provided to District Council members in separate email.

Contact Debra Gerard at [gerard\\_debra@rsccd.edu](mailto:gerard_debra@rsccd.edu) to obtain passcode.

**Agenda**

- |   |  |
|---|--|
| 1. Call to Order  | Perez  |
| 2. Approval of Minutes - <b>ACTION</b><br>a. August 2, 2021 Meeting   | Perez  |
| 3. Approval of 2021-2022 Adopted Budget – <b>ACTION</b>   | Ingram                                       |
| 4. Approval of Human Resource Items – <b>ACTION</b><br>a. Job Description – Assistant Vice Chancellor, People & Culture/<br>Human Resources – Learning, Innovation, Wellness, and Equity<br>b. Job Description – Manager, People & Culture/Human Resources<br>Employee Relations and District Investigations<br>c. Job Description – Director of Grants | Hou  |
| 5. Administrative Regulation - <b>ACTION</b><br>a. AR 6330 – Purchasing<br>b. AR 7325 – Vaccination and Immunization Program (NEW)  | Ingram<br>Hou                                |
| 6. Data Governance – <b>ACTION</b><br>a. BP 3750 – Data Governance (NEW)<br>b. AR 3750.1 – Data Governance (NEW)  | Gonzalez                                     |
| 7. Colleague Cloud Hosting Activities – <b>INFORMATION</b>  | Gonzalez                                     |
| 8. Committee Reports – <b>INFORMATION</b><br>a. Planning & Organizational Effectiveness Committee<br>b. Human Resources Committee<br>c. Fiscal Resources Committee<br>d. Physical Resources Committee<br>e. Technology Advisory Group   | Perez<br>Hou<br>Ingram<br>Ingram<br>Gonzalez |

9. Constituent Representative Reports - **INFORMATION**

- a. Academic Senate - SAC
- b. Academic Senate - SCC
- c. Classified Staff
- d. Student Government - SAC
- e. Student Government – SCC

Isbell  
Rutan  
Martin  
Luna  
Neely

Next Meeting: October 4, 2021



# Rancho Santiago Community College District District Council Meeting

## MINUTES

August 2, 2021

Members:	Marvin Martinez	Present
	Enrique Perez	Present
	Iris Ingram	Present
	Cheng Yu Hou	Present
	Marilyn Flores	Present
	Pamela Ralston	Present
	Jesse Gonzalez	Present
	Jim Isbell	Present
	Craig Rutan	Present
	Monica Zarske	Absent
	Michael Taylor	Present
	Susan Hoang	Present
	Sheryl Martin	Present
	Ambar Nakagami	Present
	Zina Edwards	Absent
	Julio Luna	Present
	Elisabeth Neely	Present
Guest:	Alistair Winter	

Chancellor Marvin Martinez convened the meeting via Zoom Conference at 1:35 p.m.

1. Chancellor's Update

- a. Chancellor Martinez welcomed Dr. Pamela Ralston, the new SCC President to District Council.
- b. Chancellor Martinez shared concern about the increase in COVID-19 cases and stressed the importance of vaccination in curbing the spread of the disease.

2. Approval of Minutes

- a. It was moved by Mr. Perez, seconded by Ms. Neely and, by roll call vote, carried unanimously to approve the minutes of the July 19, 2021 meeting.

3. Approval of Human Resources Items

- a. Reorg 1230 – DO/Ed Svcs/Communications-Marketing-Public Relations – it was moved by Mr. Hou, seconded by Ms. Ingram and, by roll call vote, carried unanimously to approve Reorg 1230.
- b. Director of People and Culture/Human Resources Job Description – it was moved by Mr. Isbell, seconded by Dr. Flores and, by roll call vote, carried unanimously to approve the job description.

4. Committee Reports

- a. Planning and Organizational Effectiveness Committee (POEC)  
Mr. Perez reported on the July 28, 2021 meeting.
- b. Human Resources Committee (HRC)  
Mr. Hou reported that the June 2021 meeting was cancelled and the next meeting will be held on September 15, 2021.
- c. Fiscal Resources Committee (FRC)  
Ms. Ingram reported that the next meeting will be held on August 18, 2021.
- d. Physical Resources Committee (PRC)  
Ms. Ingram reported that the next meeting will be held on September 1, 2021.
- e. Technology Advisory Group (TAG)  
Assistant Vice Chancellor Jesse Gonzalez the next meeting will be held September 3, 2021.

7. Constituent Representative Reports

- a. Academic Senate/SAC: Mr. Jim Isbell reported the Academic Senate Retreat will be held on August 18, 2021.
- b. Academic Senate/SCC: Mr. Rutan reported the Academic Senate Retreat will be held on August 18, 2021.
- c. CSEA: Ms. Martin reported they are working with staff on their return to work.
- d. Student Government/SAC: Mr. Luna reported on the activities of the SAC ASG.
- e. Student Government/SCC: Ms. Neely reported on the activities of the SCC ASG.

8. Other

- a. Chancellor Martinez congratulated Dr. Flores on the Johnson Student Center Opening held last week. It was a successful event and the building will be a valuable addition to the campus in support of students.
- b. Chancellor Martinez announced that a welcome reception will be held on August 19 for Dr. Ralston.
- c. Dr. Flores reported that the open houses held last week after the Johnson Student Center opening resulted in an increase in enrollment, which is encouraging.
- d. Mr. Rutan asked about the status of the letter from legal counsel about Brown Act meetings. Chancellor Martinez reported that an email will be sent out soon with the information requested.

9. Next Meeting: The next meeting will be held on Monday, August 30, 2021.

Meeting Adjourned: 2:10 p.m.

Approved: August 30, 2021

**RANCHO SANTIAGO COMMUNITY COLLEGE DISTRICT  
UNRESTRICTED GENERAL FUND  
2021/22 Adopted Budget Assumptions  
August 12, 2021**

I. State Revenue

A. Budgeting will begin using the new Student Centered Funding Formula (SCFF) at the hold harmless provision for the 2017/18 Total Computational Revenue plus outyear cost of living adjustments (COLA) as we are a hold harmless district less estimated deficit factor.

B. FTES Workload Measure Assumptions:

Year	Base	Actual	Funded	Actual Growth
2015/16	28,908.08	28,901.64	28,901.64	-0.02%
2016/17	28,901.64	27,517.31	28,901.64 a	-4.79%
2017/18	28,901.64	29,378.53	29,375.93 b	1.65%
2018/19	P3	25,925.52	28,068.86 c	-11.75%
2019/20	P3	27,028.98	26,889.30	4.26%
2020/21	P3	24,962.90		-7.64%

a - based on submitted P3, District went into Stabilization in FY 2016/17

b - based on submitted P3, the district shifted 1,392.91 FTES from summer 2018

c - To maintain the 2015/16 funding level and produce growth FTES in 2017/18, the district borrowed from summer 2018 which reduced FTES in 2018/19.

The governor's state budget proposal includes .5% systemwide growth funding, 5.07% COLA, and no base allocation increase. The components now remain at 70/20/10 split with funded COLA added to all metrics each year. Any changes to our funding related to the SCFF will be incorporated when known.

Projected COLA of 5.07%	\$8,864,293
Projected Growth/Access	\$0
Deficit Factor (2%)	(\$3,674,048)
Apportionment Base Incr (Decr) for 2020/21	<u>\$5,190,245</u>

2021/22 Potential Growth at 0.5%	<u>27,164</u>
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C. Education Protection Account (EPA) funding estimated at \$36,656,734 based on 2021/22 @ Advance. These are not additional funds. The EPA is only a portion of general purpose funds that offsets what would otherwise be state aid in the apportionments. We intend to charge a portion of faculty salaries to this funding source in compliance with EPA requirements.

D. Unrestricted lottery is projected at \$163 per FTES (\$4,143,784). Restricted lottery at \$65 per FTES (\$1,652,429). (2020/21 @ P3 of resident & nonresident factored FTES, 25,421.99 x \$163 = \$4,143,784 unrestricted lottery; 25,421.99 x \$65 = \$1,652,429.) Increase of \$1,302.

E. Estimated reimbursement for part-time faculty compensation is estimated at \$607,563 (2021/22 @ Advance). Increase of \$149,004.

F. Categorical programs will continue to be budgeted separately; self-supporting, matching revenues and expenditures. COLA is being proposed on certain categorical programs. Without COLA, other categorical reductions would be required to remain in balance if settlements are reached with bargaining groups. The colleges will need to budget for any program match requirements using unrestricted funds.

G. College Promise Grants (BOG fee waivers 2% administration) funding estimated at 2021/22 @ Advance of \$275,040. Slight decrease.

H. Mandates Block Grant estimated at a total budget of \$779,692 (\$30.67 x 25,421.99). Decrease of \$90,231. No additional one-time allocation proposed.

II. Other Revenue

I. Non-Resident Tuition budgeted at \$2,700,000. (SAC \$2,000,000, SCC \$700,000). Increase of \$800,000.

J. Interest earnings estimated at \$1,000,000. Decrease of \$400,000.

K. Other miscellaneous income (includes fines, fees, rents, etc.) is estimated at approximately \$404,737. Decrease of \$2,943 for F/T Faculty Hiring.

L. Apprenticeship revenue estimated at \$3,951,786. Unchanged. (Corresponding expenses are also budgeted for additional apprenticeship course offerings.)

M. Scheduled Maintenance/Instructional Equipment allocation. \$12.5 million estimated in the state budget.

**RANCHO SANTIAGO COMMUNITY COLLEGE DISTRICT  
UNRESTRICTED GENERAL FUND  
2021/22 Adopted Budget Assumptions  
August 12, 2021**

III. Appropriations and Expenditures

- A. As the District's budget model is a revenue allocation model, revenues flow through the model to the colleges as earned. The colleges have the responsibility, within their earned revenue, to budget for ALL necessary expenditures including but not limited to all full time and part time employees, utilities, instructional services agreements, multi-year maintenance and other contracts, supplies, equipment and other operating costs.
- B. The state is providing 5.07% Cost of Living Allowance (COLA). COLA of 4% was negotiated for FARSCCD & CSEA bargaining groups. COLA of 3% for Management. This salary increase excludes employees who took the Supplemental Retirement Program (SRP). The College will need to budget for bargained increased costs in Salaries and Benefits for part-time employees. The estimated cost of a 1% salary increase is \$1.92 million for all funds. The estimated cost of a 1% salary increase is \$1.47 million for the unrestricted general fund.
- C. Step and column movement is budgeted at an additional cost of approximately \$1.30 million including benefits for FD 11 & 13 (FARSCCD approximate cost \$487,405 CSEA approximate cost \$439,025, Management/Other approximate cost \$376,085) For all funds, it is estimated to = \$1.78 million (FARSCCD = \$575,363, CSEA = \$703,059, Management/Others = \$504,457) In addition, the colleges would need to budget for step/column increases for P/T faculty.
- D. Health and Welfare benefit premium cost increase as of 1/1/2022 is estimated at 3.5% for an additional cost of approximately \$859,571 for active employees and a reduction of \$440,379 for retirees, for a combined increase of \$419,192 for unrestricted general fund. The additional cost increase for all funds is estimated to = \$1,130,585  
State Unemployment Insurance local experience charges are estimated at \$250,000 (2019/20 budgeted amount). Unchanged.  
CalSTRS employer contribution rate will increase in 2021/22 from 16.15% to 16.92% for an increase of \$573,989.  
(Note: The cost of each 1% increase in the STRS rate is approximately \$740,000.)  
CalPERS employer contribution rate will increase in 2021/22 from 20.70% to 22.91% for an increase of \$877,511.  
(Note: The cost of each 1% increase in the PERS rate is approximately \$390,000.)
- E. The full-time faculty obligation (FON) for Fall 2021 has not been calculated at this time. The Fall 2020 report indicated the District was 33.8 faculty over its FON. This number will be reduced based on faculty taking the SRP. The current cost for a new position is budgeted at Class VI, Step 12 at approximately \$156,349. Penalties for not meeting the obligation amount to approximately \$82,754 per FTE not filled. Each faculty hired over the FON adds cost of \$101,463 (\$156,349 - \$54,886).
- F. The current rate per Lecture Hour Equivalent (LHE) effective 7/1/21 for hourly faculty is \$1,513. Increase of \$58 per LHE. (Total cost of salary and benefits of part-time faculty to teach 30 LHE = \$54,886)
- G. Retiree Health Benefit Fund (OPEB/GASB 75 Obligation) - The calculated Actuarially Determined Contribution (ADC) for FY 2021/22 is estimated to be \$10,478,640. The District will therefore increase the employer payroll contribution rate of 1.10% to 2.00% of total salaries. This increases of \$1,036,245 to the unrestricted general fund and \$1,456,616 for all funds.
- H. Capital Outlay Fund - The District will continue to budget \$1.5 million for capital outlay needs.
- I. Utilities cost increases of 2.5%, estimated at \$100,000.
- J. Information Technology licensing contract escalation cost of 7%, estimated at \$125,000.
- K. Property and Liability Insurance transfer estimated at \$1,970,000. Unchanged.
- L. Other additional DS/Institutional Cost expenses:
 

	Ongoing Cost	One-time Cost
ODEI/Leadership Academy	\$ 518,379	
DMC Operating Cost	\$ 96,682	\$ 71,500
- M. Fifth contribution of Santiago Canyon College ADA Settlement expenses of \$2 million from available one-time funds.

<b>Rancho Santiago Community College District</b> <b>Unrestricted General Fund Summary</b> <b>2021/22 Adopted Budget Assumptions</b> <b>August 12, 2021</b>
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*	<u><b>New Revenues</b></u>	Ongoing Only	One-Time
<b>A</b>	Student Centered Funding Formula		
<b>B</b>	Projected COLA of 5.07%	\$8,864,293	
<b>B</b>	Growth	\$0	
<b>B</b>	Deficit Factor (2%) - additional	(\$177,286)	
<b>D</b>	Unrestricted Lottery	\$1,302	
<b>H</b>	Mandates Block Grant	(\$90,231)	
<b>I</b>	Non-Resident Tuition	\$800,000	
<b>J</b>	Interest Earnings	(\$400,000)	
<b>L</b>	Apprenticeship - SCC	\$0	
<b>EGK</b>	Misc Income	\$142,605	
	<b>Total</b>	\$9,140,683	\$0
	<b><u>New Expenditures</u></b>		
<b>B</b>	Salary Schedule Increases/Collective Bargaining **	\$3,985,266	
<b>C</b>	Step/Column	\$1,302,515	
<b>D</b>	Health and Welfare/Benefits Increase (3.5%)	\$859,571	
<b>D</b>	H/W Estimated Savings due to Retiree Companion Care	(\$440,379)	
<b>D</b>	CalSTRS Increase	\$573,989	
<b>D</b>	CalPERS Increase	\$877,511	
<b>E</b>	Full Time Faculty Obligation Hires	\$0	
<b>E/F</b>	Hourly Faculty Budgets (Match Budget to Actual Expense)	\$0	
<b>G</b>	Increased Cost of Retiree Health Benefit ADC	\$1,036,245	
<b>H</b>	Capital Outlay/Scheduled Maintenance Contribution	\$0	
<b>I</b>	Utilities Increase	\$100,000	
<b>J</b>	ITS Licensing/Contract Escalation Cost	\$125,000	
<b>K</b>	Property, Liability and All Risks Insurance	\$0	
<b>II.L</b>	Apprenticeship - SCC	\$0	
<b>L</b>	Other Additional DS/Institutional Costs	\$615,061	\$71,500
<b>M</b>	SCC ADA Settlement Costs	\$0	\$2,000,000
	<b>Total</b>	\$9,034,779	\$2,071,500
	2021/22 Budget Year Unallocated (Deficit)	\$105,903	
	2020/21 Structural Unallocated (Deficit)	(\$2,228,268)	
	Summer 2021 Est. Utilities Savings for 4/10 work schedule	\$120,000	
	Unemployment rate change from 0.05% to 0.50%	(\$517,410)	
	HEERF transfer for SUI increase	\$517,410	
	HEERF Indirect Cost Revenue Offset	\$2,361,566	
	SRP 1 Estimated Savings		
	SRP 2 Estimated Savings		
	Other Estimated Expense	(\$359,201)	
	<b>Total Net Unallocated (Deficit)</b>	\$0	(\$2,071,500)

In addition, as both college budgets for adjunct faculty have been underbudgeted in total by approximately \$6.5 million, the colleges need to appropriately fund adjunct faculty costs tied to the class schedules offered and prior year actual costs when adjusted for new full-time faculty hired.

\* Reference to budget assumption number  
 \*\* 4% for FARSCCD/CSEA/CEFA and 3% for Management

**Rancho Santiago Community College District**  
*Adopted Budget*  
**2021-22**

To ensure compliance with the California Community Colleges Budget and Accounting Manual, Title 5 of the California Code of Regulations and the California Education Code, the financial resources of the District are divided into separate funds for which separate accounts are maintained for recording cash, other resources, and all related liabilities, obligations and equities.

General Fund

The General Fund is maintained to account for the transactions that cover the full scope of operations for the District (instruction, administration, student services, maintenance and operations, capital improvements and other expenditures). All transactions that are not specifically required to be accounted for in other funds are recorded in the General Fund.

All monies received by or for a community college district from state apportionments or county or local property taxes shall be deposited in the General Fund.

For purposes of flexibility, the District may establish any number of accounts within the General Fund to facilitate reporting, management, and control.

The General Fund is divided into three subfunds: the Unrestricted Ongoing General Fund, Unrestricted One-time Funds, and the Restricted General Fund. This reflects the need to differentiate truly discretionary revenue from restricted revenue, while preserving a complete accounting of the financial operation and support of educational programs. Restricted monies such as those for categorically-funded programs are accounted for separately from other general purpose monies, but classified as a component of the total general fund that provides instructional and support services.

The ongoing unrestricted subfund shall be used to account for the ongoing resources that are available for the general purposes of each district's operation and support of its educational program. The governing board of the district may elect to set aside unrestricted monies for specific future operating purposes. The governing board may elect to transfer unrestricted monies to other funds. Similarly, the governing board may elect to return any balance of designated monies appearing in other fund groups to the General Fund. The unrestricted one-time funds subfund shall be used to account for one-time and carryover funds.

The restricted subfund shall be used to account for resources that are available for the operation and support of the educational programs that are specifically restricted by law, regulations, donors, or other outside agencies as to their expenditure. Such externally imposed restrictions are to be contrasted with internally created designations imposed by the governing board on unrestricted monies. Restricted monies are from a specific source that require monies to be used for specific purposes.

**Rancho Santiago Community College District**  
*Adopted Budget*  
**2021-22**

<b>Unrestricted General Fund Revenue Budget - Fund 11</b>					
<u>Revenues by Source</u>	<b>2019-20 Actual Revenue</b>	<b>2020-21 Actual Revenue</b>	<b>2021-22 Tentative Budget</b>	<b>2021-22 Adopted Budget</b>	<b>% change 21/22 Adopt/ 20/21 Actual</b>
8100 Federal Revenues					
8110 Forest Reserve	\$666	\$8,943	\$0	\$0	(100.00)
Total Federal Revenues	<u>666</u>	<u>8,943</u>	<u>0</u>	<u>0</u>	(100.00)
8600 State Revenues					
8611 Apprenticeship Allowance	3,951,786	3,901,642	3,951,786	3,951,786	1.29
8612 State General Apportionment	55,133,399	30,417,162	48,538,268	32,404,149 *	6.53
8612 State General Apportionment-estimated COLA	5,519,778	0	7,080,944	8,864,293 *	-
8612 Base Allocation Increase	0	0	0	0 *	-
8612 State General Apportionment-Deficit	(3,496,762)	(1,335,989)	(3,638,381)	(3,674,048) *	175.01
8612-8630 State General Apportionment&EPA-prior year adjustment	623,650	(1,604,230)	0	0	(100.00)
8619 Other General Apportionments-Full-time Faculty Allocation	1,304,941	1,304,941	1,307,884	1,304,941	-
8619 Other General Apportionments-Enrollment Fee Admin-2%	281,212	279,888	279,888	275,040	(1.73)
8619 Other General Apportionments-Part-time Faculty Compensation	397,898	649,853	554,206	607,563	(6.51)
8619 Other General Apportionments-Part-time Faculty Office Hour	65,490	0	0	0	-
8629 Other General Categorical-Return to Title IV- 18/19 Recal	5,235	0	0	0	-
8630 Education Protection Account	19,755,427	44,529,069	29,927,255	36,656,734 *	(17.68)
8672-8673 Homeowners' Property Tax Relief/Timber Yield Tax	267,061	260,951	288,123	278,767 *	6.83
8681 State Lottery Proceeds	3,549,384	4,985,883	3,757,379	4,143,784	(16.89)
8682 State Mandated Costs	859,434	809,978	869,923	779,692	(3.74)
Total State Revenues	<u>88,217,933</u>	<u>84,199,148</u>	<u>92,917,275</u>	<u>85,592,701</u>	1.66
8800 Local Revenues					
8811 Tax Allocation, Secured Roll	52,062,939	54,438,308	53,253,286	58,154,978 *	6.83
8812 Tax Allocation, Supplement Roll	1,089,842	1,102,157	1,620,143	1,177,404 *	6.83
8813 Tax Allocation, Unsecured Roll	1,583,620	1,599,178	1,577,368	1,708,359 *	6.83
8816 Prior Years' Taxes	446,879	386,086	582,322	412,445 *	6.83
8817 Education Revenue Augmentation Fund (ERAF)	23,482,497	25,332,588	25,000,000	27,062,121 *	6.83
8818 RDA Funds - Pass Thru AB	530,959	574,739	451,127	613,978 *	6.83
8819 RDA Funds - Residuals	6,275,689	7,552,267	6,100,233	8,067,883 *	6.83

**Rancho Santiago Community College District**  
*Adopted Budget*  
**2021-22**

<b>Unrestricted General Fund Revenue Budget - Fund 11</b>					
<u>Revenues by Source</u>	<b>2019-20 Actual Revenue</b>	<b>2020-21 Actual Revenue</b>	<b>2021-22 Tentative Budget</b>	<b>2021-22 Adopted Budget</b>	<b>% change 21/22 Adopt/ 20/21 Actual</b>
8850 Rents and Leases	197,217	84,048	338,480	338,480	302.72
8860 Interest & Investment Income	3,292,512	1,307,061	1,000,000	1,000,000	(23.49)
8866/8867 Gain(Loss)on Invest-Realized/Unrealized	0	166,141	0	0	(100.00)
8874 CCC Enrollment Fees	8,690,034	8,645,622	7,500,000	8,301,307 *	(3.98)
8875 Bachelor's Program Fee	47,712	47,964	40,000	40,000	(16.60)
8880 Nonresident Tuition	3,166,363	2,600,988	2,700,000	2,700,000	3.81
8890 Other Local Revenues (Student Transcript/Representation/ Discounts/Fines/Instr. Mat./Health Serv. Use Fees, etc.)	1,201,891	3,115,905	24,200	524,200	(83.18)
8891 Other Local Rev - Special Proj	0	0	0	0	-
Total Local Revenues	102,068,154	106,953,052	100,187,159	110,101,155	2.94
8900 Other Financing Sources					
8910 Proceeds-Sale of Equip & Suppl	39,189	32,615	5,000	5,000	(84.67)
8981/8983 Interfund Transfer In/Intrafund Transfer In	0	1,770,376	4,091,787	2,361,566	33.39
Total Other Sources	39,189	1,802,991	4,096,787	2,366,566	31.26
Total Revenues	190,325,942	192,964,134	197,201,221	198,060,422	2.64
Net Beginning Balance	0	0	0	0	-
Adjustments to Beginning Balance	0	0	0	0	-
Adjusted Beginning Fund Balance	0	0	0	0	-
Total Revenues, Other Financing Sources and Beginning Fund Balance	\$190,325,942	\$192,964,134	\$197,201,221	\$198,060,422	2.64
* Component of Apportionment				\$180,028,370	

**Rancho Santiago Community College District**  
**Adopted Budget**  
**2021-22**

**Unrestricted General Fund Expenditure Budget - Fund 11**

<u>Expenditures by Object</u>	2019-20 Actual Expenses	2020-21 Actual Expenses	2021-22 Tentative Budget	2021-22 Adopted Budget	% change 21/22 Adopt/ 20/21 Actual
1000 Academic Salaries					
1100 Instructional Salaries, Regular Contract	\$30,521,540	\$30,094,025	\$34,558,062	\$34,558,062	14.83
1200 Non-Instructional Salaries, Regular Contract	14,341,338	13,325,498	15,479,418	15,488,942	16.24
1300 Instructional Salaries, Other Non-Regular	27,904,529	26,698,780	26,651,792	26,603,051	(0.36)
1400 Non-Instructional Salaries, Other Non-Regular	1,602,043	1,860,402	1,601,729	1,658,237	(10.87)
Subtotal	<u>74,369,450</u>	<u>71,978,705</u>	<u>78,291,001</u>	<u>78,308,292</u>	8.79
2000 Classified Salaries					
2100 Non-Instructional Salaries, Regular Full Time	30,140,706	30,799,310	35,458,374	35,441,621	15.07
2200 Instructional Aides, Regular Full Time	474,438	497,852	553,600	596,439	19.80
2300 Non-Instructional Salaries, Other	1,603,188	1,258,594	1,395,313	1,367,999	8.69
2400 Instructional Aides, Other	1,757,403	1,533,516	1,861,674	1,861,674	21.40
Subtotal	<u>33,975,735</u>	<u>34,089,272</u>	<u>39,268,961</u>	<u>39,267,733</u>	15.19
3000 Employee Benefits					
3100 State Teachers' Retirement System Fund	12,030,301	10,943,927	12,678,270	12,635,880	15.46
3200 Public Employees' Retirement System Fund	6,804,296	7,022,014	9,230,935	9,233,993	31.50
3300 Old Age, Survivors, Disability, and Health Ins.	3,886,861	3,841,630	4,293,322	4,293,376	11.76
3400 Health and Welfare Benefits	27,182,850	25,690,768	28,458,046	28,891,088	12.46
3500 State Unemployment Insurance	113,831	74,669	310,675	310,858	316.31
3600 Workers' Compensation Insurance	1,734,408	1,667,465	1,783,176	1,782,694	6.91
3900 Other Benefits	1,387,774	2,446,261	1,450,103	1,449,816	(40.73)
Subtotal	<u>53,140,321</u>	<u>51,686,734</u>	<u>58,204,527</u>	<u>58,597,705</u>	13.37
<b>TOTAL SALARIES/BENEFITS</b>	<b>161,485,506</b>	<b>157,754,711</b>	<b>175,764,489</b>	<b>176,173,730</b>	<b>11.68</b>
<b>Salaries/Benefits Cost % of Total Expenditures</b>	<b>89.83%</b>	<b>90.38%</b>	<b>89.81%</b>	<b>89.68%</b>	

**Rancho Santiago Community College District**  
**Adopted Budget**  
**2021-22**

**Unrestricted General Fund Expenditure Budget - Fund 11**

<b>Expenditures by Object</b>	<b>2019-20 Actual Expenses</b>	<b>2020-21 Actual Expenses</b>	<b>2021-22 Tentative Budget</b>	<b>2021-22 Adopted Budget</b>	<b>% change 21/22 Adopt/ 20/21 Actual</b>
4000 Books and Supplies					
4100 Textbooks	0	0	0	0	-
4200 Other Books	690	593	1,268	1,268	113.83
4300 Instructional Supplies	1,618	6,553	9,572	8,322	27.00
4400 Media Supplies	0	0	0	0	-
4500 Maintenance Supplies	97,127	58,278	95,253	111,928	92.06
4600 Non-Instructional Supplies	753,946	267,446	651,691	580,988	117.24
4700 Food Supplies	9,959	2,990	10,056	11,806	294.85
Subtotal	863,340	335,860	767,840	714,312	112.68
5000 Services and Other Operating Expenses					
5100 Personal & Consultant Svcs	1,445,177	1,159,149	1,790,270	2,369,923	104.45
5200 Travel & Conference Expenses	141,323	10,946	157,004	160,026	1,361.96
5300 Dues & Memberships	150,250	115,115	114,127	124,728	8.35
5400 Insurance	1,970,000	1,970,090	1,970,090	1,970,090	-
5500 Utilities & Housekeeping Svcs	3,028,703	3,099,537	3,061,445	3,071,721	(0.90)
5600 Rents, Leases & Repairs	3,554,035	3,527,110	4,247,845	4,071,099	15.42
5700 Legal, Election & Audit Exp	781,922	658,213	885,377	950,454	44.40
5800 Other Operating Exp & Services	4,251,032	3,591,876	5,243,448	5,236,104	45.78
5900 Other (Transp., Postage, Reproduction, Special Proj., etc.)	644,919	734,049	1,085,940	1,219,744	66.17
Subtotal	15,967,361	14,866,085	18,555,546	19,173,889	28.98
6000 Sites, Buildings, Books, and Equipment					
6100 Sites & Site Improvements	0	0	0	0	-
6200 Buildings	1,012,809	1,333,594	0	0	(100.00)
6300 Library Books	4,985	964	920	1,070	11.00
6400 Equipment	426,389	247,928	612,426	377,421	52.23
Subtotal	1,444,183	1,582,486	613,346	378,491	(76.08)
Subtotal, Expenditures (1000 - 6000)	179,760,390	174,539,142	195,701,221	196,440,422	12.55

**Rancho Santiago Community College District**  
*Adopted Budget*  
**2021-22**

**Unrestricted General Fund Expenditure Budget - Fund 11**

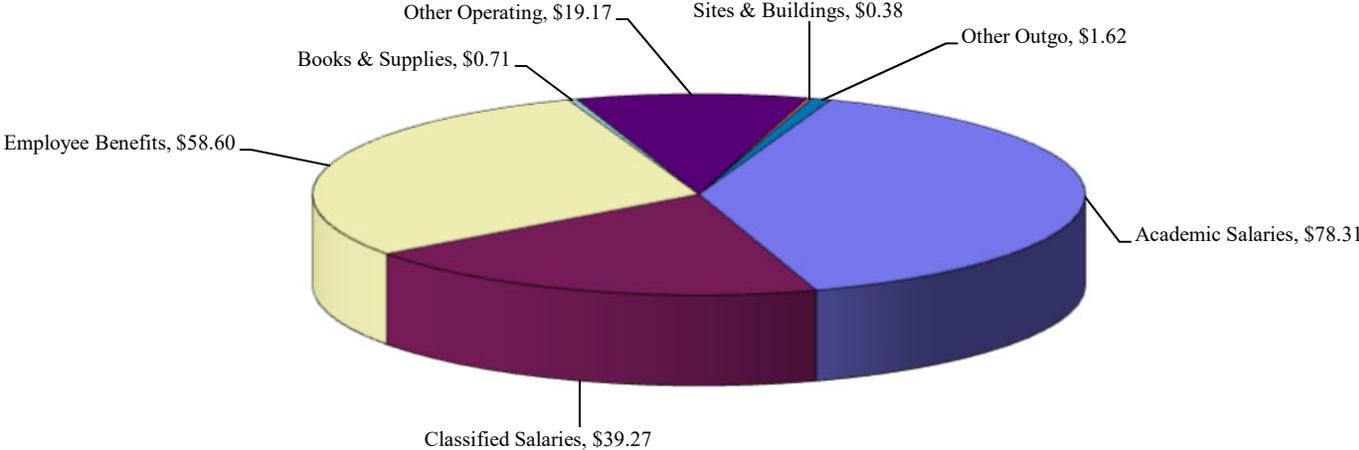
<b>Expenditures by Object</b>		<b>2019-20 Actual Expenses</b>	<b>2020-21 Actual Expenses</b>	<b>2021-22 Tentative Budget</b>	<b>2021-22 Adopted Budget</b>	<b>% change 21/22 Adopt/ 20/21 Actual</b>
7000	Other Outgo					
7200	Intrafund Transfers Out	3,554	(5,911)	0	0	(100.00)
7300	Interfund Transfers Out	4,140,000	4,000,000	1,500,000	1,500,000	(62.50)
7600	Other Student Aid	0	0	0	120,000	-
	Subtotal	<u>4,143,554</u>	<u>3,994,089</u>	<u>1,500,000</u>	<u>1,620,000</u>	(59.44)
	Subtotal, Expenditures (1000 - 7000)	<u>183,903,944</u>	<u>178,533,231</u>	<u>197,201,221</u>	<u>198,060,422</u>	10.94
7900	Reserve for Contingencies					
7910	Estimated COLA	0	0	0	0	-
7910	Estimated Restoration/Access/Growth	0	0	0	0	-
7950	Budget Stabilization	0	0	0	0	-
	Total Designated	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	-
7910	Unrestricted Contingency	<u>6,421,998</u>	<u>14,430,903</u>	<u>0</u>	<u>0</u>	(100.00)
	Subtotal Expenditures (7900)	<u>6,421,998</u>	<u>14,430,903</u>	<u>0</u>	<u>0</u>	(100.00)
	Total Expenditures, Other Outgo and Ending Fund Balance	<u>\$190,325,942</u>	<u>\$192,964,134</u>	<u>\$197,201,221</u>	<u>\$198,060,422</u>	2.64

**Rancho Santiago Community College District**  
*Adopted Budget 2021-22*  
**General Fund - Unrestricted - Fund 11**

**Revenue in Millions**



**Expenditures in Millions**



**Rancho Santiago Community College District**  
*Adopted Budget*  
**2021-22**

<b>Unrestricted - One-Time - General Fund Revenue Budget - Fund 13</b>						
<u>Revenues by Source</u>		2019-20 Actual Revenue	2020-21 Actual Revenue	2021-22 Tentative Budget	2021-22 Adopted Budget	% change 21/22 Adopt/ 20/21 Actual
8100	Federal Revenues					
	Total Federal Revenues	\$0	\$0	\$0	\$0	-
8600	State Revenues					
8611	Apprenticeship Allowance	0	0	0	0	-
8682	State Mandated Costs	0	0	0	0	-
8699	Other Misc State Revenue-STRS on behalf entry	7,584,025	6,337,820	7,584,025	7,584,025	19.66
	Total State Revenues	<u>7,584,025</u>	<u>6,337,820</u>	<u>7,584,025</u>	<u>7,584,025</u>	19.66
8800	Local Revenues					
8850	Rents and Leases	16,827	396	45,000	45,000	11,263.64
8890	Other Local Revenues (Student Transcript/Representation/ Discounts/Fines/Instr. Mat./Health Serv. Use Fees, etc.)	174,089	173,550	91,630	101,491	(41.52)
8891	Other Local Rev - Special Proj	0	0	0	0	-
	Total Local Revenues	<u>190,916</u>	<u>173,946</u>	<u>136,630</u>	<u>146,491</u>	(15.78)
8900	Other Financing Sources					
8910	Proceeds-Sale of Equip & Suppl	0	0	0	0	-
8981/8983	Interfund Transfer In/Intrafund Transfer In	0	51,803	0	0	(100.00)
	Total Other Sources	<u>0</u>	<u>51,803</u>	<u>0</u>	<u>0</u>	(100.00)
	Total Revenues	<u>7,774,941</u>	<u>6,563,569</u>	<u>7,720,655</u>	<u>7,730,516</u>	17.78
	Net Beginning Balance	38,759,046	38,043,630	40,852,661	46,370,068	21.89
	Adjustments to Beginning Balance	0	0	0	0	-
	Adjusted Beginning Fund Balance	<u>38,759,046</u>	<u>38,043,630</u>	<u>40,852,661</u>	<u>46,370,068</u>	21.89
	Total Revenues, Other Financing Sources and Beginning Fund Balance	<u>\$46,533,987</u>	<u>\$44,607,199</u>	<u>\$48,573,316</u>	<u>\$54,100,584</u>	21.28

**Rancho Santiago Community College District**  
*Adopted Budget*  
**2021-22**

<b>Unrestricted - One-Time - General Fund Expenditure Budget - Fund 13</b>					
<u>Expenditures by Object</u>	<b>2019-20 Actual Expenses</b>	<b>2020-21 Actual Expenses</b>	<b>2021-22 Tentative Budget</b>	<b>2021-22 Adopted Budget</b>	<b>% change 21/22 Adopt/ 20/21 Actual</b>
1000 Academic Salaries					
1100 Instructional Salaries, Regular Contract	\$0	\$0	\$0	\$0	-
1200 Non-Instructional Salaries, Regular Contract	50,857	305,271	131,726	131,726	(56.85)
1300 Instructional Salaries, Other Non-Regular	0	0	28,931	728,931	-
1400 Non-Instructional Salaries, Other Non-Regular	395,122	376,633	46,750	391,467	3.94
Subtotal	<u>445,979</u>	<u>681,904</u>	<u>207,407</u>	<u>1,252,124</u>	83.62
2000 Classified Salaries					
2100 Non-Instructional Salaries, Regular Full Time	156,296	82,414	199,468	116,151	40.94
2200 Instructional Aides, Regular Full Time	0	0	0	0	-
2300 Non-Instructional Salaries, Other	157,306	199,751	19,916	219,916	10.10
2400 Instructional Aides, Other	6,443	0	0	0	-
Subtotal	<u>320,045</u>	<u>282,165</u>	<u>219,384</u>	<u>336,067</u>	19.10
3000 Employee Benefits					
3100 State Teachers' Retirement System Fund	7,642,665	6,432,959	7,604,302	7,781,069	20.96
3200 Public Employees' Retirement System Fund	41,454	29,452	60,897	41,734	41.70
3300 Old Age, Survivors, Disability, and Health Ins.	29,294	29,985	22,784	31,442	4.86
3400 Health and Welfare Benefits	76,600	78,982	71,670	74,908	(5.16)
3500 State Unemployment Insurance	362	553	206	5,426	881.19
3600 Workers' Compensation Insurance	11,754	14,932	6,153	23,551	57.72
3900 Other Benefits	3,331	4,202	4,682	3,182	(24.27)
Subtotal	<u>7,805,460</u>	<u>6,591,065</u>	<u>7,770,694</u>	<u>7,961,312</u>	20.79
<b>TOTAL SALARIES/BENEFITS</b>	<b>8,571,484</b>	<b>7,555,134</b>	<b>8,197,485</b>	<b>9,549,503</b>	<b>26.40</b>

**Rancho Santiago Community College District**  
**Adopted Budget**  
**2021-22**

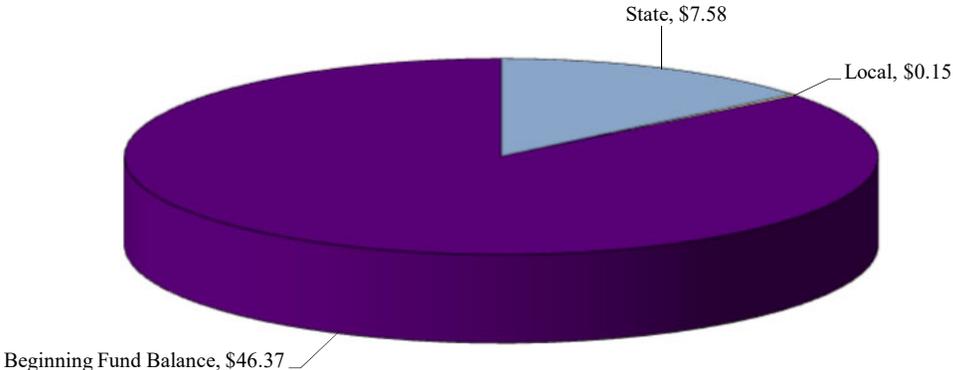
<b>Unrestricted - One-Time - General Fund Expenditure Budget - Fund 13</b>					
<b>Expenditures by Object</b>	<b>2019-20 Actual Expenses</b>	<b>2020-21 Actual Expenses</b>	<b>2021-22 Tentative Budget</b>	<b>2021-22 Adopted Budget</b>	<b>% change 21/22 Adopt/ 20/21 Actual</b>
4000 Books and Supplies					
4100 Textbooks	0	0	0	0	-
4200 Other Books	0	3,726	0	0	(100.00)
4300 Instructional Supplies	193,911	29,350	6,960	6,960	(76.29)
4400 Media Supplies	0	0	0	0	-
4500 Maintenance Supplies	18,223	63,475	117,997	134,561	111.99
4600 Non-Instructional Supplies	320,810	196,745	330,289	333,789	69.66
4700 Food Supplies	116	0	0	0	-
Subtotal	<u>533,060</u>	<u>293,296</u>	<u>455,246</u>	<u>475,310</u>	62.06
5000 Services and Other Operating Expenses					
5100 Personal & Consultant Svcs	929,175	781,603	1,760,862	1,732,558	121.67
5200 Travel & Conference Expenses	30,362	13,260	111,247	110,152	730.71
5300 Dues & Memberships	12,061	34,023	68,620	68,620	101.69
5400 Insurance	0	0	0	0	-
5500 Utilities & Housekeeping Svcs	2,784	112,857	278,926	273,926	142.72
5600 Rents, Leases & Repairs	656,757	640,904	903,735	914,099	42.63
5700 Legal, Election & Audit Exp	539,152	172,926	229,200	222,350	28.58
5800 Other Operating Exp & Services	239,577	475,833	1,845,570	2,279,240	379.00
5900 Other (Transp., Postage, Reproduction, Special Proj., etc.)	59,883	110,219	1,739,882	4,158,821	3,673.23
Subtotal	<u>2,469,751</u>	<u>2,341,625</u>	<u>6,938,042</u>	<u>9,759,766</u>	316.79
6000 Sites, Buildings, Books, and Equipment					
6100 Sites & Site Improvements	0	0	0	0	-
6200 Buildings	22,761	0	8,239	8,239	-
6300 Library Books	0	0	0	0	-
6400 Equipment	814,979	224,090	22,730	32,591	(85.46)
Subtotal	<u>837,740</u>	<u>224,090</u>	<u>30,969</u>	<u>40,830</u>	(81.78)
Subtotal, Expenditures (1000 - 6000)	<u>12,412,035</u>	<u>10,414,145</u>	<u>15,621,742</u>	<u>19,825,409</u>	90.37

**Rancho Santiago Community College District**  
*Adopted Budget*  
**2021-22**

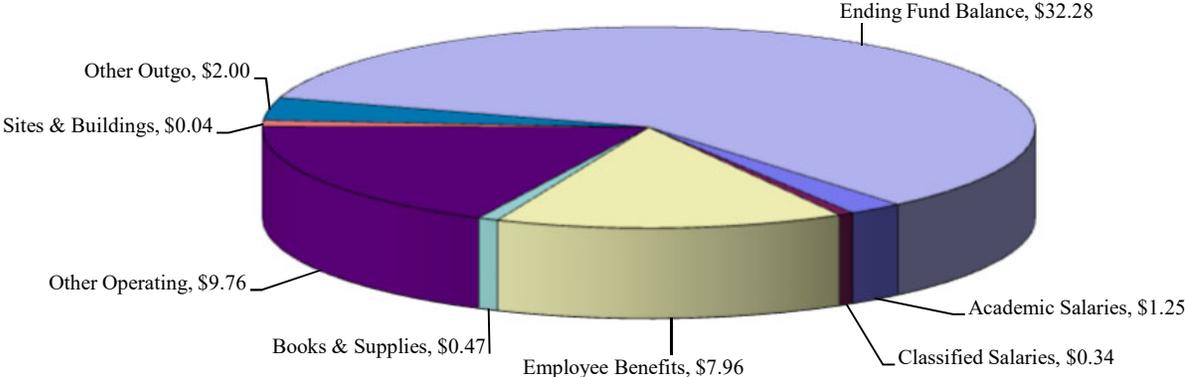
<b>Unrestricted - One-Time - General Fund Expenditure Budget - Fund 13</b>						
<b>Expenditures by Object</b>		<b>2019-20 Actual Expenses</b>	<b>2020-21 Actual Expenses</b>	<b>2021-22 Tentative Budget</b>	<b>2021-22 Adopted Budget</b>	<b>% change 21/22 Adopt/ 20/21 Actual</b>
7000	Other Outgo					
7200	Intrafund Transfers Out	0	0	0	0	-
7300	Interfund Transfers Out	2,500,000	2,242,900	2,000,000	2,000,000	(10.83)
7600	Other Student Aid	320	10,989	0	0	(100.00)
	Subtotal	<u>2,500,320</u>	<u>2,253,889</u>	<u>2,000,000</u>	<u>2,000,000</u>	(11.26)
	Subtotal, Expenditures (1000 - 7000)	<u>14,912,355</u>	<u>12,668,034</u>	<u>17,621,742</u>	<u>21,825,409</u>	72.29
7900	Reserve for Contingencies					
7930	Board Policy Contingency (12.5%)	0	0	25,874,285	26,537,726	-
7940	Revolving Cash Accounts	0	0	100,000	100,000	-
7940	Employee Vacation Payout	0	0	50,000	50,000	-
7950	Budget Stabilization	0	0	1,310,423	1,970,583	-
	Total Designated	<u>0</u>	<u>0</u>	<u>27,334,708</u>	<u>28,658,309</u>	-
7910	Unrestricted Contingency					
	SAC	0	0	183,000	183,000	-
	SCC	0	0	0	0	-
	DS	0	0	0	0	-
7910	SRP-savings	0	0	3,433,866	3,433,866	-
7910	Unrestricted Contingency	31,621,632	31,939,165	0	0	(100.00)
	Subtotal Expenditures (7900)	<u>31,621,632</u>	<u>31,939,165</u>	<u>30,951,574</u>	<u>32,275,175</u>	1.05
	Total Expenditures, Other Outgo and Ending Fund Balance	<u><u>\$46,533,987</u></u>	<u><u>\$44,607,199</u></u>	<u><u>\$48,573,316</u></u>	<u><u>\$54,100,584</u></u>	21.28

**Rancho Santiago Community College District**  
*Adopted Budget 2021-22*  
**Unrestricted - One-Time - General Fund - Fund 13**

**Revenue in Millions**



**Expenditures in Millions**



**Rancho Santiago Community College District**  
*Adopted Budget*  
**2021-22**

<b>General Fund Revenue Budget - Combined - Unrestricted - Fund 11, 13</b>						
<b>Revenues by Source</b>	<b>2020-21 Adopted Budget</b>	<b>2020-21 Allocated Budget</b>	<b>2020-21 Actual Revenue</b>	<b>% change 20/21 Actual/ 20/21 Budget</b>	<b>2021-22 Adopted Budget</b>	<b>% change 21/22 Adopt/ 20/21 Actual</b>
8100 Federal Revenues						
8110 Forest Reserve	\$0	\$0	\$8,943	-	\$0	(100.00)
Total Federal Revenues	<u>0</u>	<u>0</u>	<u>8,943</u>	-	<u>0</u>	<u>(100.00)</u>
8600 State Revenues						
8611 Apprenticeship Allowance	3,951,786	3,951,786	3,901,642	(1.27)	3,951,786	1.29
8612 State General Apportionment	52,028,093	52,028,093	30,417,162	(41.54)	32,404,149	6.53
8612 State General Apportionment-estimated COLA	0	0	0	-	8,864,293	-
8612 State General Apportionment-Deficit	(3,496,762)	(3,496,762)	(1,335,989)	(61.79)	(3,674,048)	175.01
8612-8630 State General Apportionment-Prior year adjustment	0	0	(1,604,230)	-	0	(100.00)
8619 State General Apportionments-Full-Time Faculty Alloc	1,307,884	1,307,884	1,304,941	(0.23)	1,304,941	-
8619 Other General Apportionments-Enroll Fee Admin-2%	278,496	278,496	279,888	0.50	275,040	(1.73)
8619 Other General Apportionments-Part-Time Fac Comp	458,559	458,559	649,853	41.72	607,563	(6.51)
8630 Education Protection Account	26,437,430	26,437,430	44,529,069	68.43	36,656,734	(17.68)
8672/8673 Homeowners' Property Tax Relief/Timber Yield Tax	288,123	288,123	260,951	(9.43)	278,767	6.83
8681 State Lottery Proceeds	4,142,482	4,142,482	4,985,883	20.36	4,143,784	(16.89)
8682 State Mandated Costs	869,923	869,923	809,978	(6.89)	779,692	(3.74)
8699 Other Misc State Revenue	7,584,025	7,584,025	6,337,820	(16.43)	7,584,025	19.66
Total State Revenues	<u>93,850,039</u>	<u>93,850,039</u>	<u>90,536,968</u>	<u>(3.53)</u>	<u>93,176,726</u>	<u>2.92</u>
8800 Local Revenues						
8811 Tax Allocation, Secured Roll	53,253,286	53,253,286	54,438,308	2.23	58,154,978	6.83
8812 Tax Allocation, Supplement Roll	1,620,143	1,620,143	1,102,157	(31.97)	1,177,404	6.83
8813 Tax Allocation, Unsecured Roll	1,577,368	1,577,368	1,599,178	1.38	1,708,359	6.83
8816 Prior Years' Taxes	582,322	582,322	386,086	(33.70)	412,445	6.83
8817 Education Revenue Augmentation Fund (ERAF)	25,000,000	25,000,000	25,332,588	1.33	27,062,121	6.83
8818 RDA Funds - Pass Thru AB	451,127	451,127	574,739	27.40	613,978	6.83
8819 RDA Funds - Residuals	6,100,233	6,100,233	7,552,267	23.80	8,067,883	6.83
8850 Rents and Leases	363,480	363,480	84,444	(76.77)	383,480	354.12
8860 Interest & Investment Income	1,400,000	1,400,000	1,307,061	(6.64)	1,000,000	(23.49)

**Rancho Santiago Community College District**  
*Adopted Budget*  
**2021-22**

<b>General Fund Revenue Budget - Combined - Unrestricted - Fund 11, 13</b>						
<b>Revenues by Source</b>	<b>2020-21 Adopted Budget</b>	<b>2020-21 Allocated Budget</b>	<b>2020-21 Actual Revenue</b>	<b>% change 20/21 Actual/ 20/21 Budget</b>	<b>2021-22 Adopted Budget</b>	<b>% change 21/22 Adopt/ 20/21 Actual</b>
8867 Gain(Loss)on Invest-Unrealized	0	0	166,141	-	0	(100.00)
8874 CCC Enrollment Fees	7,500,000	7,500,000	8,645,622	15.27	8,301,307	(3.98)
8875 Bachelor's Program Fee	40,000	40,000	47,964	19.91	40,000	(16.60)
8880 Nonresident Tuition	1,900,000	1,900,000	2,600,988	36.89	2,700,000	3.81
Other Local Revenues (Student Transcript/ 8890 Representation/Discounts/Fines/ Instr. Mat./Health Serv. Use Fees, etc.)	182,168	200,554	3,289,455	1,540.18	625,691	(80.98)
8891 Other Local Rev - Special Proj	0	0	0	-	0	-
Total Local Revenues	<u>99,970,127</u>	<u>99,988,513</u>	<u>107,126,998</u>	7.14	<u>110,247,646</u>	2.91
8900 Other Financing Sources						
8910 Proceeds-Sale of Equip & Suppl	5,000	5,000	32,615	552.30	5,000	(84.67)
8981 Interfund Transfer In	0	0	1,822,179	-	2,361,566	29.60
Total Other Sources	<u>5,000</u>	<u>5,000</u>	<u>1,854,794</u>	36,995.88	<u>2,366,566</u>	27.59
Total Revenues	<u>193,825,166</u>	<u>193,843,552</u>	<u>199,527,703</u>	2.93	<u>205,790,938</u>	3.14
Net Beginning Balance	38,043,630	38,043,630	38,043,630	-	46,370,068	21.89
Adjustments to Beginning Balance	0	0	0	-	0	-
Adjusted Beginning Fund Balance	<u>38,043,630</u>	<u>38,043,630</u>	<u>38,043,630</u>	-	<u>46,370,068</u>	21.89
Total Revenues, Other Financing Sources and Beginning Fund Balance	<u>\$231,868,796</u>	<u>\$231,887,182</u>	<u>\$237,571,333</u>	2.45	<u>\$252,161,006</u>	6.14

**Rancho Santiago Community College District**  
*Adopted Budget*  
**2021-22**

**General Fund Expenditure Budget - Combined - Unrestricted - Fund 11, 13**

<u>Expenditures by Object</u>	<b>2020-21 Adopted Budget</b>	<b>2020-21 Allocated Budget</b>	<b>2020-21 Actual Expenses</b>	<b>% change 20/21 Actual/ 20/21 Budget</b>	<b>2021-22 Adopted Budget</b>	<b>% change 21/22 Adopt/ 20/21 Actual</b>
1000 Academic Salaries						
1100 Instructional Salaries, Regular Contract	\$33,127,035	\$31,015,944	\$30,094,025	(2.97)	\$34,558,062	14.83
1200 Non-Instructional Salaries, Regular Contract	14,880,315	13,950,041	13,630,769	(2.29)	15,620,668	14.60
1300 Instructional Salaries, Other Non-Regular	26,974,489	26,691,165	26,698,780	0.03	27,331,982	2.37
1400 Non-Instructional Salaries, Other Non-Regular	1,487,162	2,056,704	2,237,035	8.77	2,049,704	(8.37)
Subtotal	<u>76,469,001</u>	<u>73,713,854</u>	<u>72,660,609</u>	(1.43)	<u>79,560,416</u>	9.50
2000 Classified Salaries						
2100 Non-Instructional Salaries, Regular Full Time	33,867,458	31,514,375	30,881,724	(2.01)	35,557,772	15.14
2200 Instructional Aides, Regular Full Time	558,938	541,040	497,852	(7.98)	596,439	19.80
2300 Non-Instructional Salaries, Other	1,590,818	1,655,839	1,458,345	(11.93)	1,587,915	8.88
2400 Instructional Aides, Other	1,836,457	1,828,380	1,533,516	(16.13)	1,861,674	21.40
Subtotal	<u>37,853,671</u>	<u>35,539,634</u>	<u>34,371,437</u>	(3.29)	<u>39,603,800</u>	15.22
3000 Employee Benefits						
3100 State Teachers' Retirement System Fund	19,359,604	18,883,865	17,376,886	(7.98)	20,416,949	17.49
3200 Public Employees' Retirement System Fund	8,108,669	7,697,494	7,051,466	(8.39)	9,275,727	31.54
3300 Old Age, Survivors, Disability, and Health Ins.	4,185,741	3,995,880	3,871,615	(3.11)	4,324,818	11.71
3400 Health and Welfare Benefits	26,606,771	25,616,065	25,769,750	0.60	28,965,996	12.40
3500 State Unemployment Insurance	309,131	306,450	75,222	(75.45)	316,284	320.47
3600 Workers' Compensation Insurance	1,736,939	1,661,314	1,682,397	1.27	1,806,245	7.36
3900 Other Benefits	1,463,698	2,544,434	2,450,463	(3.69)	1,452,998	(40.71)
Subtotal	<u>61,770,553</u>	<u>60,705,502</u>	<u>58,277,799</u>	(4.00)	<u>66,559,017</u>	14.21
<b>TOTAL SALARIES/BENEFITS</b>	<b>176,093,225</b>	<b>169,958,990</b>	<b>165,309,845</b>	<b>(8.72)</b>	<b>185,723,233</b>	<b>12.35</b>
<b>Salaries/Benefits Cost % of Total Expenditures</b>	<b>87%</b>	<b>86%</b>	<b>89%</b>		<b>86%</b>	

**Rancho Santiago Community College District**  
**Adopted Budget**  
**2021-22**

**General Fund Expenditure Budget - Combined - Unrestricted - Fund 11, 13**

<u>Expenditures by Object</u>	<b>2020-21 Adopted Budget</b>	<b>2020-21 Allocated Budget</b>	<b>2020-21 Actual Expenses</b>	<b>% change 20/21 Actual/ 20/21 Budget</b>	<b>2021-22 Adopted Budget</b>	<b>% change 21/22 Adopt/ 20/21 Actual</b>
4000 Books and Supplies						
4100 Textbooks	0	0	0	-	0	-
4200 Other Books	1,268	5,468	4,319	(21.01)	1,268	(70.64)
4300 Instructional Supplies	52,008	76,862	35,903	(53.29)	15,282	(57.44)
4400 Media Supplies	0	0	0	-	0	-
4500 Maintenance Supplies	180,762	207,047	121,753	(41.20)	246,489	102.45
4600 Non-Instructional Supplies	1,631,025	1,581,331	464,191	(70.65)	914,777	97.07
4700 Food Supplies	10,556	9,566	2,990	(68.74)	11,806	294.85
Subtotal	<u>1,875,619</u>	<u>1,880,274</u>	<u>629,156</u>	(66.54)	<u>1,189,622</u>	89.08
5000 Services and Other Operating Expenses						
5100 Personal & Consultant Svcs	2,912,636	2,955,957	1,940,752	(34.34)	4,102,481	111.39
5200 Travel & Conference Expenses	270,373	215,403	24,206	(88.76)	270,178	1,016.16
5300 Dues & Memberships	183,247	196,997	149,138	(24.29)	193,348	29.64
5400 Insurance	1,970,090	1,970,090	1,970,090	-	1,970,090	-
5500 Utilities & Housekeeping Svcs	3,484,210	3,348,833	3,212,394	(4.07)	3,345,647	4.15
5600 Rents, Leases & Repairs	5,151,953	4,901,541	4,168,014	(14.97)	4,985,198	19.61
5700 Legal, Election & Audit Exp	1,114,577	1,014,673	831,139	(18.09)	1,172,804	41.11
5800 Other Operating Exp & Services	6,268,323	6,747,566	4,067,709	(39.72)	7,515,344	84.76
5900 Other (Transp., Postage, Reprod., Spec. Proj., etc.)	2,118,850	1,529,699	844,268	(44.81)	5,378,565	537.07
Subtotal	<u>23,474,259</u>	<u>22,880,759</u>	<u>17,207,710</u>	(24.79)	<u>28,933,655</u>	68.14
6000 Sites, Buildings, Books, and Equipment						
6100 Sites & Site Improvements	0	0	0	-	0	-
6200 Buildings	8,239	1,220,083	1,333,594	9.30	8,239	(99.38)
6300 Library Books	920	920	964	4.78	1,070	11.00
6400 Equipment	1,049,370	843,586	472,018	(44.05)	410,012	(13.14)
Subtotal	<u>1,058,529</u>	<u>2,064,589</u>	<u>1,806,576</u>	(12.50)	<u>419,321</u>	(76.79)
Subtotal, Expenditures (1000 - 6000)	<u>202,501,632</u>	<u>196,784,612</u>	<u>184,953,287</u>	(6.01)	<u>216,265,831</u>	16.93

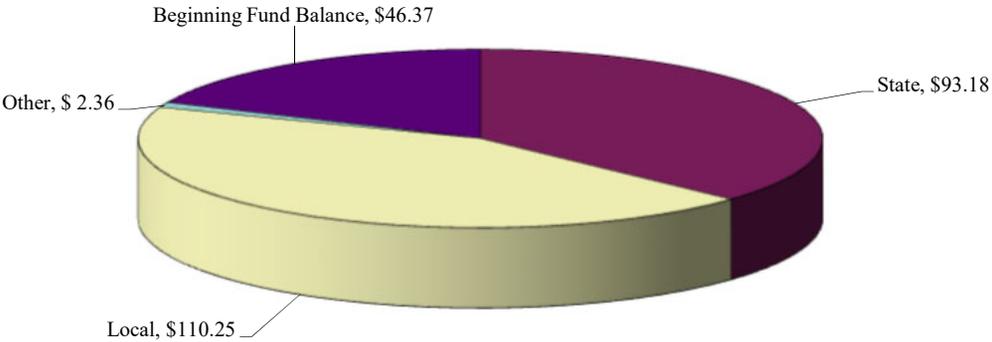
**Rancho Santiago Community College District**  
*Adopted Budget*  
**2021-22**

**General Fund Expenditure Budget - Combined - Unrestricted - Fund 11, 13**

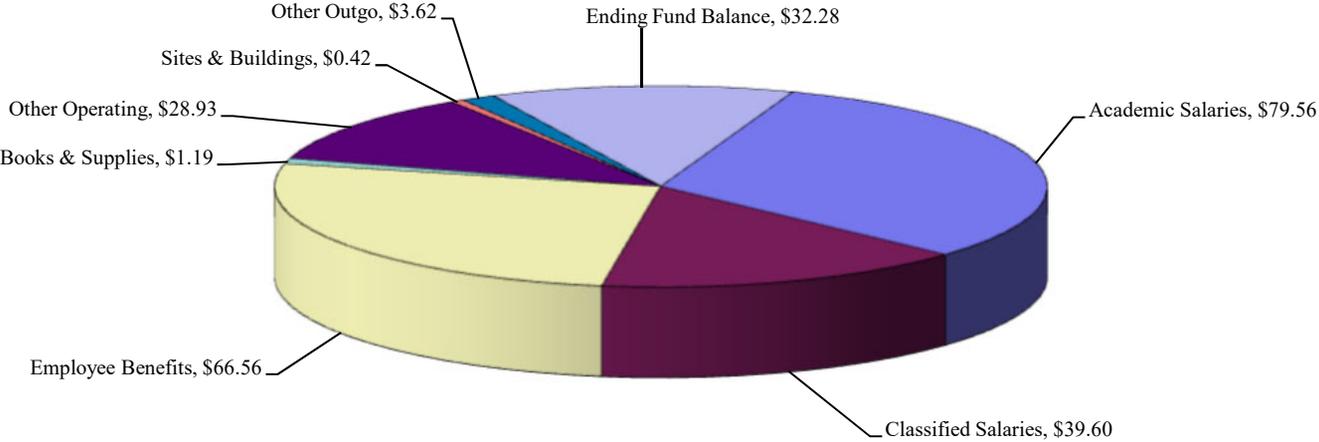
<u>Expenditures by Object</u>	<b>2020-21 Adopted Budget</b>	<b>2020-21 Allocated Budget</b>	<b>2020-21 Actual Expenses</b>	<b>% change 20/21 Actual/ 20/21 Budget</b>	<b>2021-22 Adopted Budget</b>	<b>% change 21/22 Adopt/ 20/21 Actual</b>
7000 Other Outgo						
7200 Intrafund Transfers Out	0	0	(5,911)	-	0	(100.00)
7300 Interfund Transfers Out	3,725,000	6,242,900	6,242,900	-	3,500,000	(43.94)
7600 Other Student Aid	0	34,400	10,989	(68.06)	120,000	992.00
Subtotal	<u>3,725,000</u>	<u>6,277,300</u>	<u>6,247,978</u>	(0.47)	<u>3,620,000</u>	(42.06)
Subtotal, Expenditures (1000 - 7000)	<u>206,226,632</u>	<u>203,061,912</u>	<u>191,201,265</u>	(5.84)	<u>219,885,831</u>	15.00
7900 Reserve for Contingencies						
7910 Estimated COLA	0	0	0	-	0	-
7930 Board Policy Contingency (12.5%)	24,830,326	24,830,326	0	(100.00)	26,537,726	-
7940 Revolving Cash Accounts	100,000	100,000	0	(100.00)	100,000	-
7940 Employee Emergency Vacation Payout	50,000	50,000	0	(100.00)	50,000	-
7950 Budget Stabilization	1,500,423		0	-	1,970,583	-
Total Designated	<u>26,480,749</u>	<u>24,980,326</u>	<u>0</u>	(100.00)	<u>28,658,309</u>	-
7910 Unrestricted Contingency						
SAC	1,389,683	0	0	-	183,000	-
SCC	0	0	0	-	0	-
DS	0	0	0	-	0	-
7910 Unrestricted Contingency	(2,228,268)	3,844,944	46,370,068	1,106.00	0	(92.59)
7910 SRP Savings	0	0	0	-	3,433,866	-
Subtotal Expenditures (7900)	<u>25,642,164</u>	<u>28,825,270</u>	<u>46,370,068</u>	60.87	<u>32,275,175</u>	(30.40)
Total Expenditures, Other Outgo and Ending Fund Balance	<u>\$231,868,796</u>	<u>\$231,887,182</u>	<u>\$237,571,333</u>	2.45	<u>\$252,161,006</u>	6.14

**Rancho Santiago Community College District**  
*Adopted Budget 2021-22*  
**General Fund - Combined - Unrestricted - Fund 11, 13**

**Revenue in Millions**



**Expenditures in Millions**



**Rancho Santiago Community College District**  
*Adopted Budget*  
**2021-22**

<b>Revenues by Source</b>		<b>Restricted General Fund Revenue Budget - Fund 12</b>				
		<b>2019-20 Actual Revenue</b>	<b>2020-21 Actual Revenue</b>	<b>2021-22 Tentative Budget</b>	<b>2021-22 Adopted Budget</b>	<b>% change 21/22 Adopt/ 20/21 Actual</b>
8100	Federal Revenues					
8120	Higher Education Act	\$2,623,567	\$2,375,782	\$3,573,180	\$1,490,431	(37.27)
8140	Temporary Assistance for Needy Families (TANF)	98,243	75,074	75,148	75,148	0.10
8150	Student Financial Aid	4,801	27,756	224,446	242,770	774.66
8170	Vocational Technical Education Act (VTEA)	1,550,993	1,415,973	1,385,513	1,372,788	(3.05)
8199	Other Federal Revenues (ABE, CAMP, SBA, Gear Up, NSF)	5,200,370	16,312,196	23,496,716	36,176,769	121.78
	Total Federal Revenues	<u>9,477,974</u>	<u>20,206,781</u>	<u>28,755,003</u>	<u>39,357,906</u>	94.78
8600	State Revenues					
8622	Extended Opportunity Programs & Services (EOPS)	2,053,744	2,017,009	2,380,901	2,350,862	16.55
8623	Disabled Students Programs & Services (DSPS)	1,728,656	1,756,926	1,856,671	1,832,911	4.32
8625	CalWORKS	524,675	572,410	596,336	589,349	2.96
8626	Telecomm./Technology Infrastructure Prog. (TTIP)	148	1,075	3,674	2,599	141.77
8629	Other Gen Categorical Apport-BSI	798,225	564,802	1,032,157	467,355	(17.25)
8629	Other Gen Categorical Apport-CARE	112,818	121,431	148,065	164,799	35.71
8629	Other Gen Categorical Apport-Adult Ed Block/CTE SWP	67,900,239	83,867,490	170,299,955	85,575,029	2.04
8629	Other Gen Categorical Apport-Equal Employment Opportunity	32,563	22,302	67,194	67,329	201.90
8629	Other Gen Categorical Apport-Guided Pathways	635,545	427,595	1,137,575	948,437	121.81
8629	Other Gen Categorical Apport-Instructional Equipment	100,272	0	0	0	-
8629	Other Gen Categorical Apport-Matriculation-Credit	6,980,165	3,954,306	4,745,227	5,370,895	35.82
8629	Other Gen Categorical Apport-Matriculation-Non-Credit	2,473,112	1,696,152	1,697,018	1,588,360	(6.36)
8629	Other Gen Categorical Apport-SEAP	0	4,961,005	4,952,093	4,466,654	(9.96)
8629	Other Gen Categorical Apport-Student Equity	2,757,529	1,996,724	2,827,177	2,832,480	41.86
8629	Other Gen Categorical Apport-Student Financial Aid Admin	1,045,814	1,037,558	1,059,753	1,064,469	2.59
8629	Other Gen Categorical Apport-Other	1,033,959	1,844,588	3,698,158	3,078,577	66.90
8659	Other Reimb Categorical Allow-Career Tech/Econ Dev	32,418,483	15,125,757	51,496,504	4,961,842	(67.20)
8659	Other Reimb Categorical Allow-Other	805,751	189,223	1,703,225	151,511	(19.93)
8681	State Lottery Proceeds	1,259,930	2,023,357	1,227,410	1,652,430	(18.33)

**Rancho Santiago Community College District**  
*Adopted Budget*  
**2021-22**

<b>Restricted General Fund Revenue Budget - Fund 12</b>					
<b>Revenues by Source</b>	<b>2019-20 Actual Revenue</b>	<b>2020-21 Actual Revenue</b>	<b>2021-22 Tentative Budget</b>	<b>2021-22 Adopted Budget</b>	<b>% change 21/22 Adopt/ 20/21 Actual</b>
8699 Other Misc State	1,069,106	1,068,040	3,619,818	3,301,506	209.12
Total State Revenues	<u>123,730,734</u>	<u>123,247,750</u>	<u>254,548,911</u>	<u>120,467,394</u>	(2.26)
8800 Local Revenues					
8820 Contrib, Gifts, Grants & Endowment	3,227	0	561	561	-
8831 Contract Instructional Service/Other Contract Serv	45,000	44,133	44,177	1,243,632	2,717.92
8867 Gain (Loss) on Invest	0	184,388	0	0	(100.00)
8876 Health Services Fees	1,194,722	1,035,808	972,300	972,300	(6.13)
8882 Parking Fees & Bus Passes	572,597	43,714	1,405,631	1,405,631	3,115.52
8890 Other Local Revenues (Instr. Mat./Health Serv. Use Fees, etc.)	200,434	166,262	232,307	204,755	23.15
8891 Other Local Rev - Special Proj	345,143	489,098	894,906	413,826	(15.39)
Total Local Revenues	<u>2,361,123</u>	<u>1,963,403</u>	<u>3,549,882</u>	<u>4,240,705</u>	115.99
8900 Other Financing Sources					
8910 Proceeds-Sale of Equip & Suppl	0	0	0	0	-
8981 Interfund Transfer In	26,137	798,264	0	0	(100.00)
8999 Revenue - Clearing	0	0	0	0	-
Total Other Sources	<u>26,137</u>	<u>798,264</u>	<u>0</u>	<u>0</u>	(100.00)
Total Revenues	<u>135,595,968</u>	<u>146,216,198</u>	<u>286,853,796</u>	<u>164,066,005</u>	12.21
Net Beginning Balance	3,581,339	3,368,721	1,571,114	4,433,337	31.60
Adjustments to Beginning Balance	0	0	0	0	-
Adjusted Beginning Fund Balance	<u>3,581,339</u>	<u>3,368,721</u>	<u>1,571,114</u>	<u>4,433,337</u>	31.60
Total Revenues, Other Financing Sources and Beginning Fund Balance	<u>\$139,177,307</u>	<u>\$149,584,919</u>	<u>\$288,424,910</u>	<u>\$168,499,342</u>	12.64

**Rancho Santiago Community College District**  
*Adopted Budget*  
**2021-22**

**Restricted General Fund Expenditure Budget - Fund 12**

<u>Expenditures by Object</u>	2019-20 Actual Expenses	2020-21 Actual Expenses	2021-22 Tentative Budget	2021-22 Adopted Budget	% change 21/22 Adopt/ 20/21 Actual
1000 Academic Salaries					
1100 Instructional Salaries, Regular Contract	\$195,506	\$243,265	\$183,501	\$161,786	(33.49)
1200 Non-Instructional Salaries, Regular Contract	4,474,885	5,309,226	5,492,738	5,312,637	0.06
1300 Instructional Salaries, Other Non-Regular	268,748	208,191	327,133	201,216	(3.35)
1400 Non-Instructional Salaries, Other Non-Regular	4,392,579	4,566,732	4,313,698	3,553,791	(22.18)
Subtotal	<u>9,331,718</u>	<u>10,327,414</u>	<u>10,317,070</u>	<u>9,229,430</u>	(10.63)
2000 Classified Salaries					
2100 Non-Instructional Salaries, Regular Full Time	10,734,799	10,713,624	16,398,772	12,291,456	14.73
2200 Instructional Aides, Regular Full Time	35,233	77,199	106,485	69,564	(9.89)
2300 Non-Instructional Salaries, Other	3,894,237	3,362,688	4,302,057	3,499,464	4.07
2400 Instructional Aides, Other	1,008,829	1,028,485	948,351	910,414	(11.48)
Subtotal	<u>15,673,098</u>	<u>15,181,996</u>	<u>21,755,665</u>	<u>16,770,898</u>	10.47
3000 Employee Benefits					
3100 State Teachers' Retirement System Fund	2,318,878	2,165,246	2,599,428	2,543,356	17.46
3200 Public Employees' Retirement System Fund	2,635,954	2,826,224	5,210,654	4,175,715	47.75
3300 Old Age, Survivors, Disability, and Health Ins.	1,213,475	1,261,379	1,734,659	1,343,722	6.53
3400 Health and Welfare Benefits	4,031,946	3,917,824	5,625,117	4,987,694	27.31
3500 State Unemployment Insurance	11,937	13,196	17,155	95,041	620.23
3600 Workers' Compensation Insurance	371,152	384,911	482,949	400,937	4.16
3900 Other Benefits	308,706	298,594	419,460	337,434	13.01
Subtotal	<u>10,892,048</u>	<u>10,867,374</u>	<u>16,089,422</u>	<u>13,883,899</u>	27.76
<b>TOTAL SALARIES/BENEFITS</b>	<b>35,896,864</b>	<b>36,376,784</b>	<b>48,162,157</b>	<b>39,884,227</b>	<b>9.64</b>

**Rancho Santiago Community College District**  
**Adopted Budget**  
**2021-22**

**Restricted General Fund Expenditure Budget - Fund 12**

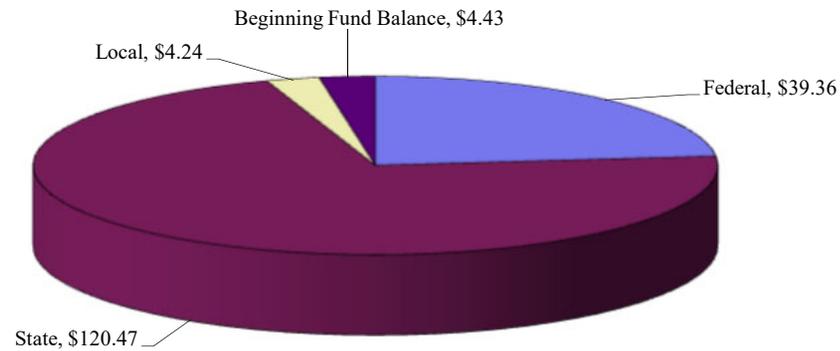
<b>Expenditures by Object</b>	<b>2019-20 Actual Expenses</b>	<b>2020-21 Actual Expenses</b>	<b>2021-22 Tentative Budget</b>	<b>2021-22 Adopted Budget</b>	<b>% change 21/22 Adopt/ 20/21 Actual</b>
4000 Books and Supplies					
4100 Textbooks	1,742	0	3,031	0	-
4200 Other Books	86,668	66,233	63,991	92,864	40.21
4300 Instructional Supplies	1,749,024	2,406,598	1,684,894	4,647,789	93.13
4400 Media Supplies	0	0	0	0	-
4500 Maintenance Supplies	11,643	9,594	17,950	17,950	87.10
4600 Non-Instructional Supplies	428,791	616,453	1,248,113	696,823	13.04
4700 Food Supplies	189,619	119,240	280,454	286,497	140.27
Subtotal	2,467,487	3,218,118	3,298,433	5,741,923	78.42
5000 Services and Other Operating Expenses					
5100 Personal & Consultant Svcs	89,031,424	88,512,148	199,295,650	77,169,982	(12.81)
5200 Travel & Conference Expenses	500,860	94,846	585,974	676,944	613.73
5300 Dues & Memberships	82,543	53,916	130,510	95,856	77.79
5400 Insurance	59,553	56,697	59,995	59,995	5.82
5500 Utilities & Housekeeping Svcs	67,391	66,771	135,470	153,618	130.07
5600 Rents, Leases & Repairs	348,293	493,406	388,765	225,189	(54.36)
5700 Legal, Election & Audit Exp	0	0	0	0	-
5800 Other Operating Exp & Services	1,997,775	2,133,089	3,132,366	7,701,206	261.04
5900 Other (Transp., Postage, Reproduction, Special Proj., etc.)	772,165	923,054	26,538,132	29,025,042	3,044.46
Subtotal	92,860,004	92,333,927	230,266,862	115,107,832	24.66
6000 Sites, Buildings, Books, and Equipment					
6100 Sites & Site Improvements	0	12,531	145,109	417,731	3,233.58
6200 Buildings	176,449	181,949	182,000	400,349	120.03
6300 Library Books	260,012	246,727	210,449	268,405	8.79
6400 Equipment	2,824,206	3,048,673	3,186,074	3,672,606	20.47
Subtotal	3,260,667	3,489,880	3,723,632	4,759,091	36.37
Subtotal, Expenditures (1000 - 6000)	134,485,022	135,418,709	285,451,084	165,493,073	22.21

**Rancho Santiago Community College District**  
*Adopted Budget*  
**2021-22**

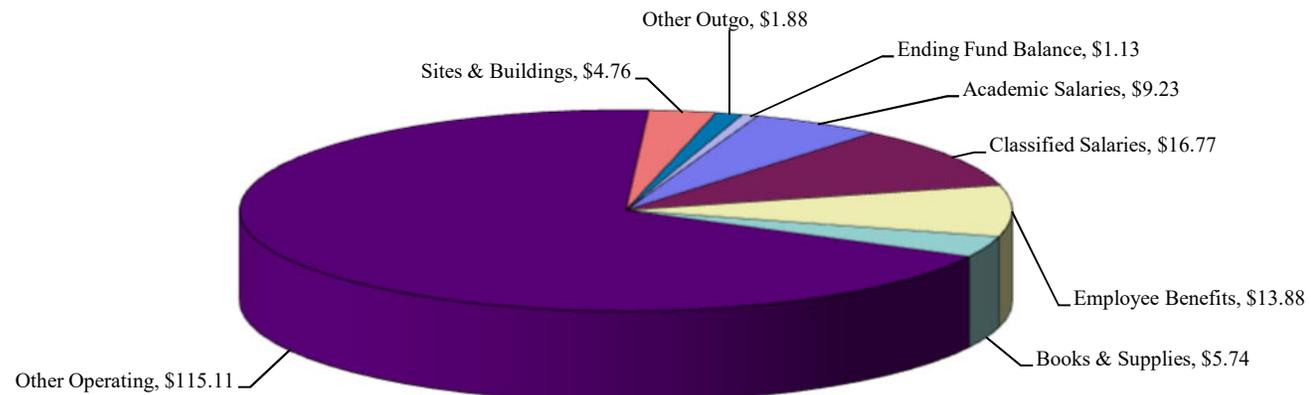
<b>Restricted General Fund Expenditure Budget - Fund 12</b>					
<u>Expenditures by Object</u>	<b>2019-20 Actual Expenses</b>	<b>2020-21 Actual Expenses</b>	<b>2021-22 Tentative Budget</b>	<b>2021-22 Adopted Budget</b>	<b>% change 21/22 Adopt/ 20/21 Actual</b>
7000 Other Outgo					
7200 Intrafund Transfers Out	(3,554)	2,626,353	0	0	(100.00)
7300 Interfund Transfers Out	400,069	5,682,728	0	0	(100.00)
7500 Student Scholarship	0	0	0	28,206	-
7600 Other Student Aid	927,049	1,423,792	2,227,871	1,847,248	29.74
Subtotal	<u>1,323,564</u>	<u>9,732,873</u>	<u>2,227,871</u>	<u>1,875,454</u>	(80.73)
Subtotal, Expenditures (1000 - 7000)	<u>135,808,586</u>	<u>145,151,582</u>	<u>287,678,955</u>	<u>167,368,527</u>	15.31
7900 Reserve for Contingencies					
7920 Restricted Contingency-Family Pact-2339 & 2340	0	0	137,174	132,864	-
7920 Restricted Contingency-Campus Health Services-3250	0	0	126,689	130,153	-
7920 Restricted Contingency-Health Services Fees-3450	0	0	482,092	683,410	-
7920 Restricted Contingency-Safety & Parking-3610	0	0	0	0	-
Total Designated	<u>0</u>	<u>0</u>	<u>745,955</u>	<u>946,427</u>	-
7910 Unrestricted Contingency	3,368,721	4,433,337	0	184,388	(95.84)
Subtotal Expenditures (7900)	<u>3,368,721</u>	<u>4,433,337</u>	<u>745,955</u>	<u>1,130,815</u>	(74.49)
Total Expenditures, Other Outgo and Ending Fund Balance	<u>\$139,177,307</u>	<u>\$149,584,919</u>	<u>\$288,424,910</u>	<u>\$168,499,342</u>	12.64

**Rancho Santiago Community College District**  
*Adopted Budget 2021-22*  
**General Fund - Restricted - Fund 12**

**Revenue in Millions**



**Expenditures in Millions**



**Rancho Santiago Community College District**  
*Adopted Budget*  
**2021-22**

<b>Santa Ana College</b>	<b>Fund 11 Unrestricted</b>	<b>%</b>	<b>Fund 13 One-Time</b>	<b>%</b>	<b>Fund 11/13 Unrestricted</b>	<b>%</b>	<b>Fund 12 Restricted</b>	<b>%</b>
Academic Salaries	52,373,426		172,775		52,546,201		6,277,489	
Classified Salaries	15,028,083		55,488		15,083,571		8,470,374	
Employee Benefits	27,024,426		82,453		27,106,879		6,580,999	
Supplies & Materials	423,276		200,766		624,042		2,963,473	
Other Operating Exp & Services	4,476,914		6,513,388		10,990,302		27,267,536	
Capital Outlay	16,312		11,861		28,173		2,885,236	
Other Outgo	0		183,000		183,000		2,072,072	
<b>Grand Total</b>	<b>\$99,342,437</b>	<b>53.29%</b>	<b>\$7,219,731</b>	<b>58.70%</b>	<b>\$106,562,168</b>	<b>53.63%</b>	<b>\$56,517,179</b>	<b>33.98%</b>

<b>Santiago Canyon College</b>	<b>Fund 11 Unrestricted</b>	<b>%</b>	<b>Fund 13 One-Time</b>	<b>%</b>	<b>Fund 11/13 Unrestricted</b>	<b>%</b>	<b>Fund 12 Restricted</b>	<b>%</b>
Academic Salaries	24,806,965		1,028,931		25,835,896		2,951,941	
Classified Salaries	8,136,777		219,916		8,356,693		4,994,888	
Employee Benefits	13,719,397		243,568		13,962,965		3,757,590	
Supplies & Materials	0		267,918		267,918		2,607,526	
Other Operating Exp & Services	4,258,429		1,977,537		6,235,966		10,960,213	
Capital Outlay	2,674		16,969		19,643		1,203,037	
Other Outgo	0		0		0		749,809	
<b>Grand Total</b>	<b>\$50,924,242</b>	<b>27.32%</b>	<b>\$3,754,839</b>	<b>30.53%</b>	<b>\$54,679,081</b>	<b>27.52%</b>	<b>\$27,225,004</b>	<b>16.37%</b>

<b>District Services</b>	<b>Fund 11 Unrestricted</b>	<b>%</b>	<b>Fund 13 One-Time</b>	<b>%</b>	<b>Fund 11/13 Unrestricted</b>	<b>%</b>	<b>Fund 12 Restricted</b>	<b>%</b>
Academic Salaries	1,127,901		50,418		1,178,319		0	
Classified Salaries	16,102,873		60,663		16,163,536		3,305,636	
Employee Benefits	9,789,753		51,266		9,841,019		1,565,310	
Supplies & Materials	291,036		6,626		297,662		170,924	
Other Operating Exp & Services	8,343,546		1,143,841		9,487,387		76,880,083	
Capital Outlay	359,505		12,000		371,505		670,818	
Other Outgo	120,000		0		120,000		0	
<b>Grand Total</b>	<b>\$36,134,614</b>	<b>19.39%</b>	<b>\$1,324,814</b>	<b>10.77%</b>	<b>\$37,459,428</b>	<b>18.85%</b>	<b>\$82,592,771</b>	<b>49.65%</b>

<b>Total Expenditures-excludes Institutional Costs</b>	<b>\$186,401,293</b>	<b>100.00%</b>	<b>\$12,299,384</b>	<b>100.00%</b>	<b>\$198,700,677</b>	<b>100.00%</b>	<b>\$166,334,954</b>	<b>100.00%</b>
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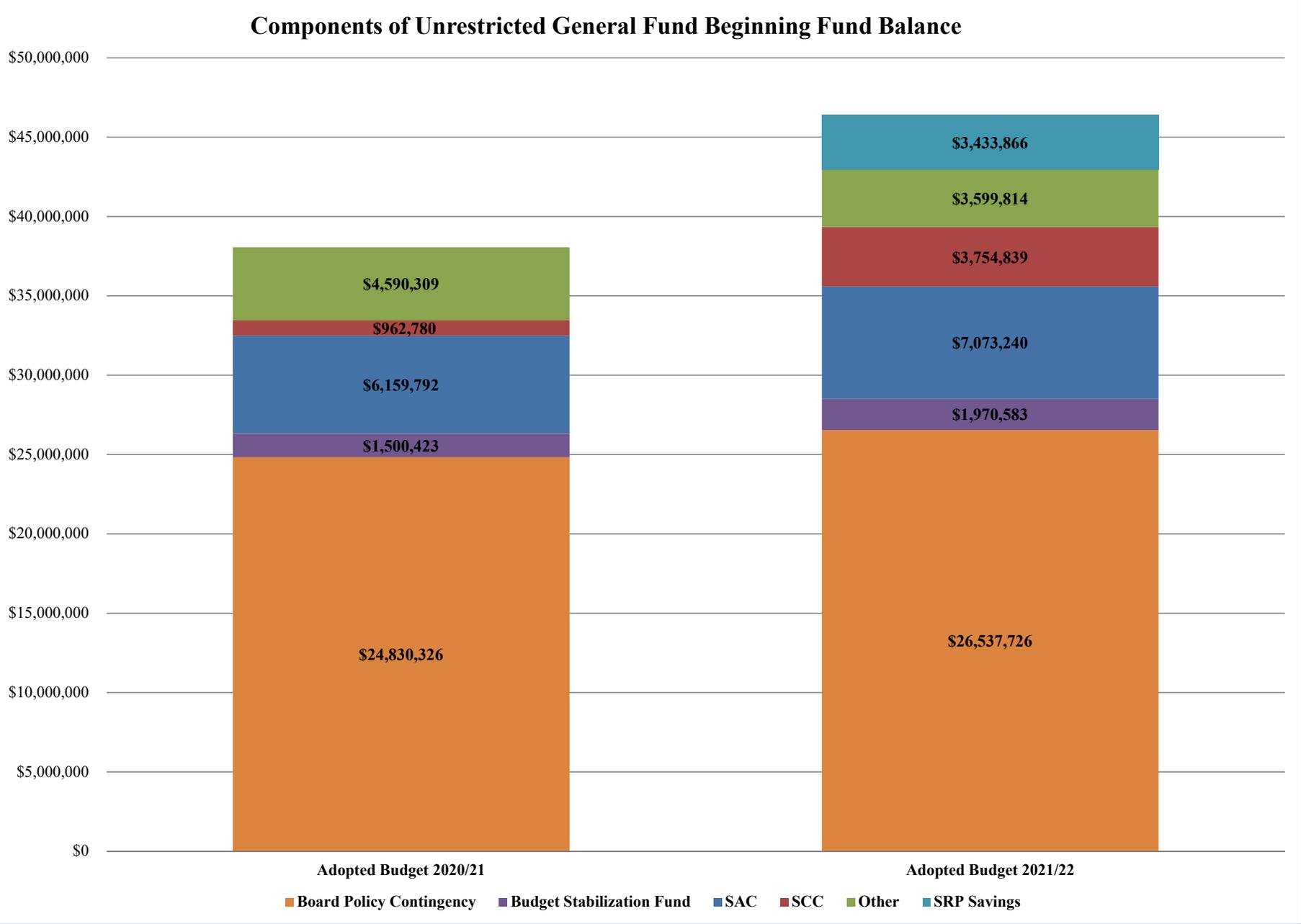
<b>Institutional Costs</b>	<b>Fund 11 Unrestricted</b>	<b>%</b>	<b>Fund 13 One-Time</b>	<b>%</b>	<b>Fund 11/13 Unrestricted</b>	<b>%</b>	<b>Fund 12 Restricted</b>	<b>%</b>
Employee Benefits-retiree benefits/local experience charge	8,064,129		7,584,025		15,648,154		1,980,000	
Election	125,000		125,000		250,000		0	
Other Operating Exp & Services-prop&liability ins	1,970,000		0		1,970,000		0	
Other Outgo-Interfund Transfers	1,500,000		2,000,000		3,500,000		0	
Other Outgo-Board Policy Contingency	0		26,537,726		26,537,726		0	
SRP Savings	0		3,433,866		3,433,866		0	
Other Outgo-Reserves	0		2,120,583		2,120,583		184,388	
<b>Grand Total</b>	<b>\$11,659,129</b>		<b>\$41,801,200</b>		<b>\$53,460,329</b>		<b>\$2,164,388</b>	

<b>Total Expenditures-includes Institutional Costs</b>	<b>\$198,060,422</b>		<b>\$54,100,584</b>		<b>\$252,161,006</b>		<b>\$168,499,342</b>	
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**Rancho Santiago Community College District**  
*Adopted Budget*  
**2021-22**

<b>FY 2020-21 Ending Balance and Carryover</b>		
<b>BREAKDOWN OF FUND BALANCE</b>		
<b>2020/21 Beginning Fund Balance</b>		\$ 38,043,630
<b>2020/21 Change in Fund Balance</b>		8,326,438
<b>Ending Balance FY 2020-21 / Beginning Balance FY 2021-22</b>		<u>46,370,068</u>
FD 11 Budgeted Deficit - FY 2021-22		(2,361,566)
HEERF Indirect Cost Revenue Offset		2,361,566
Carryover for Santa Ana College	\$ 7,073,240	
Carryover for Santiago Canyon College	3,754,839	
Carryover for SRP Savings	3,433,866	
Carryover for District Services:		
Publication	43,186	
Human Resources	161,299	
50 % Indirect - Educational Services (prior years)	734,054	
50 % Indirect - Educational Services (FY 20/21)	<u>314,775</u>	
Total Budget Center Carryovers		15,515,259
SCC ADA Settlement Costs		2,000,000
Election Carryover		125,000
Other One-time Additional DS		71,500
Revolving Cash/Vacation Payout		150,000
12.5% Board Policy Contingency		26,537,726
Ending Budget Stabilization		<u>1,970,583</u>
Unrestricted Balance		<u>\$ 0</u>
Beginning Budget Stabilization Fund		\$ 1,500,423
Awards Incentives		3,407
Interest		1,473,202
Gains (Loss)/Outlawed Checks		137,908
Proceeds-sales of equipment		32,615
25% DS Indirect		157,387
Increase Board Reserve		<u>(1,334,359)</u>
Ending Budget Stabilization Fund		<u>\$ 1,970,583</u>

Rancho Santiago Community College District  
Adopted Budget  
2021-22



RSCCD - Estimate 2021/22 Revenue Allocation Simulation for Unrestricted General Fund -- FD 11  
Based on Student Centered Funding Formula - Hold Harmless Calculation 2020/21 TCR + COLA

	SAC/CEC	SAC	CEC	SCC/OEC	SCC	OEC	District Services	Institutional Cost	TOTAL
<b>APPORTIONMENT REVENUE</b>									
Basic Allocation	\$ 6,742,507	\$ 5,394,006	\$ 1,348,501	\$ 5,394,003	\$ 4,045,502	\$ 1,348,501			\$ 12,136,510
FTES - based on 20/21 @ Annual	\$ 78,360,201	\$ 57,042,449	\$ 21,317,752	\$ 37,342,966	\$ 25,603,909	\$ 11,739,057			\$ 115,703,167
SCFF - Supplemental Allocation	\$ 18,636,756	\$ 18,636,756	\$ -	\$ 6,389,496	\$ 6,389,496	\$ -			\$ 25,026,252
SCFF - Student Success Allocation	\$ 12,277,393	\$ 12,277,393	\$ -	\$ 5,824,597	\$ 5,824,597	\$ -			\$ 18,101,990
Stabilization	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			\$ -
Subtotal	\$ 116,016,857	\$ 93,350,604	\$ 22,666,253	\$ 54,951,062	\$ 41,863,504	\$ 13,087,558			\$ 170,967,919
20/21 Hold Harmless Protection Adjustment	\$ 2,626,277	\$ 2,113,180	\$ 513,097	\$ 1,243,929	\$ 947,665	\$ 296,263			\$ 3,870,206
21/22 COLA - 5.07%	\$ 6,015,207	\$ 4,840,014	\$ 1,175,193	\$ 2,849,086	\$ 2,170,526	\$ 678,560			\$ 8,864,293
Deficit Coefficient (-2%)	\$ (2,493,167)	\$ (2,006,076)	\$ (487,091)	\$ (1,180,881)	\$ (899,634)	\$ (281,248)			\$ (3,674,048)
Additional Student Centered Funding Formula	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			\$ -
<b>TOTAL ESTIMATED APPORTIONMENT REVENUE</b>	<b>\$ 122,165,175</b>	<b>\$ 98,297,723</b>	<b>\$ 23,867,452</b>	<b>\$ 57,863,196</b>	<b>\$ 44,082,062</b>	<b>\$ 13,781,134</b>			<b>\$ 180,028,370</b>
Percentages	67.86%	54.60%	13.26%	32.14%	24.49%	7.65%			
<b>OTHER STATE REVENUE</b>									
Lottery, Unrestricted	\$ 2,782,216	\$ 2,108,001	\$ 674,215	\$ 1,361,568	\$ 975,931	\$ 385,637			\$ 4,143,784
State Mandate	\$ 522,649	\$ 522,649	\$ -	\$ 257,043	\$ 257,043	\$ -			\$ 779,692
Full-Time Faculty Hiring Allocation	\$ 870,004	\$ 870,004	\$ -	\$ 434,937	\$ 434,937	\$ -			\$ 1,304,941
Part-Time Faculty Compensation	\$ 407,266	\$ 306,595	\$ 100,672	\$ 200,297	\$ 142,715	\$ 57,582			\$ 607,563
Subtotal, Other State Revenue	\$ 4,582,135	\$ 3,807,248	\$ 774,887	\$ 2,253,845	\$ 1,810,626	\$ 443,219			\$ 6,835,980
<b>TOTAL ESTIMATED REVENUE</b>	<b>\$ 126,747,310</b>	<b>\$ 102,104,971</b>	<b>\$ 24,642,339</b>	<b>\$ 60,117,040</b>	<b>\$ 45,892,688</b>	<b>\$ 14,224,352</b>			<b>\$ 186,864,350</b>
Percentages	67.83%	54.64%	13.19%	32.17%	24.56%	7.61%			
Less Institutional Cost Expenditures								\$ 11,659,129	
Less Net District Services Expenditures								\$ 34,125,374	
								\$ 141,079,847	
<b>ESTIMATED REVENUE</b>	<b>\$ 95,692,362</b>	<b>\$ 77,087,758</b>	<b>\$ 18,604,605</b>	<b>\$ 45,387,485</b>	<b>\$ 34,648,307</b>	<b>\$ 10,739,178</b>			<b>\$ 141,079,847</b>
<b>BUDGET EXPENDITURES FOR FY 2021/22</b>									
SAC/CEC Expenses - F/T & Ongoing	\$ 99,342,437	\$ 88,208,906	\$ 11,133,531						\$ 99,342,437
SCC/OEC Expenses - F/T & Ongoing				\$ 50,924,242	\$ 43,753,884	\$ 7,170,358			\$ 50,924,242
District Services Expenses - F/T & Ongoing							\$ 36,134,614		\$ 36,134,614
Institutional Cost									
Retirees Instructional-local experience charge								\$ 3,577,620	\$ 3,577,620
Retirees Non-Instructional-local experience charge								\$ 4,486,509	\$ 4,486,509
Property & Liability								\$ 1,970,000	\$ 1,970,000
Election								\$ 125,000	\$ 125,000
Interfund Transfer								\$ 1,500,000	\$ 1,500,000
<b>TOTAL ESTIMATED EXPENDITURES</b>	<b>\$ 99,342,437</b>	<b>\$ 88,208,906</b>	<b>\$ 11,133,531</b>	<b>\$ 50,924,242</b>	<b>\$ 43,753,884</b>	<b>\$ 7,170,358</b>	<b>\$ 36,134,614</b>	<b>\$ 11,659,129</b>	<b>\$ 198,060,422</b>
Percent of Total Estimated Expenditures	50.16%	44.54%	5.62%	25.71%	22.09%	3.62%	18.24%	5.89%	
<b>ESTIMATED EXPENSES UNDER/(OVER) REVENUE</b>	<b>\$ (3,650,075)</b>	<b>\$ (11,121,148)</b>	<b>\$ 7,471,074</b>	<b>\$ (5,536,757)</b>	<b>\$ (9,105,577)</b>	<b>\$ 3,568,820</b>			<b>\$ (9,186,832)</b>

OTHER STATE REVENUE

Apprenticeship				\$ 3,951,786	\$ 3,951,786				\$ 3,951,786
Enrollment Fees 2%								\$ 275,040	\$ 275,040

LOCAL REVENUE

Non Resident Tuition	\$ 2,000,000	\$ 2,000,000		\$ 700,000	\$ 700,000				\$ 2,700,000
Interest/Investments								\$ 1,000,000	\$ 1,000,000
Rents/Leases	\$ 48,480	\$ 48,480		\$ 125,000	\$ 125,000		\$ 205,000		\$ 378,480
Proceeds-Sale of Equipment								\$ 5,000	\$ 5,000
Other Local								\$ 524,200	\$ 524,200
Intrafund Transfer In (HEERF Indirect Cost Revenue Offset)	\$ 1,602,531	\$ 1,289,444	\$ 313,087	\$ 759,035	\$ 578,257	\$ 180,777			\$ 2,361,566
Subtotal, Other Local Revenue	\$ 3,651,011	\$ 3,337,924	\$ 313,087	\$ 5,535,821	\$ 5,355,043	\$ 180,777	\$ 205,000	\$ 1,804,240	\$ 11,196,072

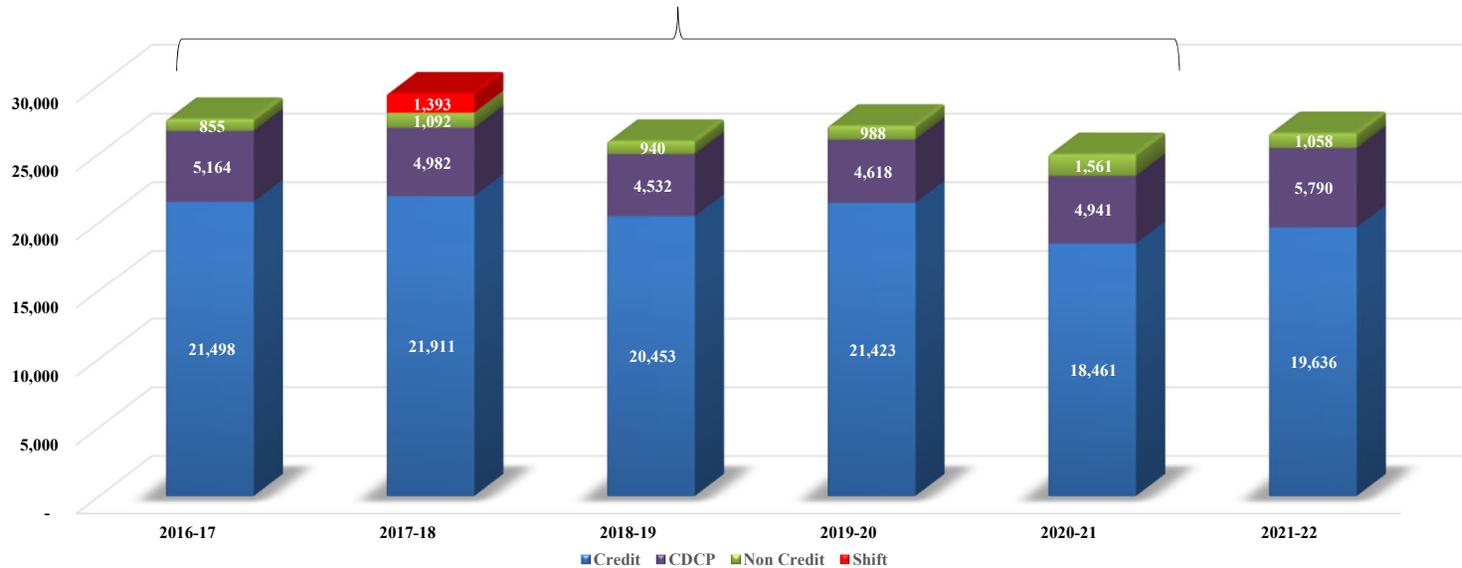
<b>ESTIMATED ENDING BALANCE FOR 6/30/22</b>	<b>937</b>	<b>\$ (7,783,224)</b>	<b>\$ 7,784,361</b>	<b>(937)</b>	<b>\$ (3,750,534)</b>	<b>\$ 3,749,597</b>			<b>\$ 0</b>
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Rancho Santiago Community College District  
 Adopted Budget  
 2021-22

Recap of Full-Time Equivalent Students

	2016-17 Actual		change FTES	2017-18 Actual		change FTES	2018-19 Actual		change FTES	2019-20 Actual		change FTES	2020-21 Actual		change FTES	2021-22 Targets		change FTES	
<b>SAC</b>																			
Credit	14,935			15,296			14,247			14,779			12,597			13,470			
Shift				942															
CDCP	3,668			3,538			3,183			3,161			3,272			3,855			
Non-Credit	504			666			594			578			864			543			
Total	19,107	69.44%	-6.02%	20,442	69.58%	6.99%	18,024	69.52%	-11.83%	18,518	68.51%	2.74%	16,733	67.03%	-9.64%	17,868	67.47%	6.78%	
<b>SCC</b>																			
Credit	6,563			6,615			6,206			6,644			5,864			6,166			
Shift				451															
CDCP	1,496			1,444			1,349			1,457			1,669			1,935			
Non-Credit	351			426			346			410			697			515			
Total	8,410	30.56%	-1.88%	8,936	30.42%	6.25%	7,901	30.48%	-11.58%	8,511	31.49%	7.72%	8,230	32.97%	-3.30%	8,616	32.53%	4.69%	
<b>Total</b>																			
Credit	21,498			21,911			20,453			21,423			18,461			19,636			
Shift				1,393															
CDCP	5,164			4,982			4,532			4,618			4,941			5,790			
Non-Credit	855			1,092			940			988			1,561			1,058			
Total	27,517	100.00%	-4.79%	29,378	100.00%	6.76%	25,925	100.00%	-11.75%	27,029	100.00%	4.26%	24,963	100.00%	-7.64%	26,484	100.00%	6.09%	

9.28% OVERALL DECREASE



**Rancho Santiago Community College District**  
*Adopted Budget*  
**2021-22**

**FTES Analysis and Targets**  
**As of August 9, 2021**

	2017/18		2018/19		2019/20		2020/21			2021/22			
	Actual w/ borrowing	%	Actual	%	Actual	%	Target	Actual	%	Difference Target to Actual	Target *	%	
<b>SAC/CEC</b>													
Credit	16,238.52	55.27%	14,246.86	54.95%	14,778.67	54.68%	14,643.00	12,597.03	50.46%	(2,045.97)	-13.97%	13,470.00	50.86%
CDCP	3,537.62	12.04%	3,183.21	12.28%	3,160.98	11.69%	2,744.00	3,272.41	13.11%	528.41	19.26%	3,855.00	14.56%
Non-credit	666.33	2.27%	594.43	2.29%	578.25	2.14%	487.00	863.88	3.46%	376.88	77.39%	543.00	2.05%
	<b>20,442.47</b>	<b>69.58%</b>	<b>18,024.50</b>	<b>69.52%</b>	<b>18,517.90</b>	<b>68.51%</b>	<b>17,874.00</b>	<b>16,733.32</b>	<b>67.03%</b>	<b>(1,140.68)</b>	<b>-6.38%</b>	<b>17,868.00</b>	<b>67.47%</b>
<b>SCC/OEC</b>													
Credit	7,066.02	24.05%	6,205.77	23.94%	6,643.58	24.58%	6,715.00	5,863.71	23.49%	(851.29)	-12.68%	6,166.00	23.28%
CDCP	1,444.09	4.92%	1,349.22	5.20%	1,457.44	5.39%	1,543.00	1,669.08	6.69%	126.08	8.17%	1,935.00	7.31%
Non-credit	425.95	1.45%	346.04	1.33%	410.06	1.52%	339.00	696.79	2.79%	357.79	105.54%	515.00	1.94%
	<b>8,936.06</b>	<b>30.42%</b>	<b>7,901.03</b>	<b>30.48%</b>	<b>8,511.08</b>	<b>31.49%</b>	<b>8,597.00</b>	<b>8,229.58</b>	<b>32.97%</b>	<b>(367.42)</b>	<b>-4.27%</b>	<b>8,616.00</b>	<b>32.53%</b>
<b>District Total</b>													
Credit	23,304.54	79.33%	20,452.63	78.89%	21,422.25	79.26%	21,358.00	18,460.74	73.95%	(2,897.26)	-13.57%	19,636.00	74.14%
CDCP	4,981.71	16.96%	4,532.43	17.48%	4,618.42	17.09%	4,287.00	4,941.49	19.80%	654.49	15.27%	5,790.00	21.86%
Non-credit	1,092.28	3.72%	940.47	3.63%	988.31	3.66%	826.00	1,560.67	6.25%	734.67	88.94%	1,058.00	3.99%
	<b>29,378.53</b>	<b>100.00%</b>	<b>25,925.53</b>	<b>100.00%</b>	<b>27,028.98</b>	<b>100.00%</b>	<b>26,471.00</b>	<b>24,962.90</b>	<b>100.00%</b>	<b>(1,508.10)</b>	<b>-5.70%</b>	<b>26,484.00</b>	<b>100.00%</b>
<i>Growth</i>			<i>-11.75%</i>		<i>4.26%</i>		<i>-7.64%</i>					<i>6.09%</i>	

\* The District was in stabilization in FY 2016/17 and therefore was in restoration in FY 2017/18. The FTES reported on the 320 submitted at 2017/18 Annual maintains/exceeds the 2015/16 funding level as the district shifted FTES from summer 2018 for reporting purposes.

**Rancho Santiago Community College District**  
*Adopted Budget*  
**2021-22**

<b>Budget Allocation Model</b>						
<b>FTES Credit vs. Non-Credit Breakdown</b>						
<u><b>Full-Time Equivalent Students</b></u>	<b>Santa Ana College</b>		<b>Santiago Canyon College</b>		<b>Total FTES</b>	
	<b>FTES</b>	<b>%</b>	<b>FTES</b>	<b>%</b>		
<b>2020/21 Annual</b>						
Credit	12,597	68.24%	5,864	31.76%	18,461	
CDCP	3,272	66.22%	1,669	33.78%	4,941	
Non-Credit	864	55.35%	697	44.65%	1,561	
Total	<u>16,733</u>	<u>67.03%</u>	<u>8,230</u>	<u>32.97%</u>	<u>24,963</u>	
<b>2021/22 Projected *</b>						
Credit	13,470	68.60%	6,166	31.40%	19,636	
CDCP	3,855	66.58%	1,935	33.42%	5,790	
Non-Credit	543	51.32%	515	48.68%	1,058	
Total	<u>17,868</u>	<u>67.47%</u>	<u>8,616</u>	<u>32.53%</u>	<u>26,484</u>	
<b>Expenditures by Major Object (2 Colleges Only) (Fund 11)</b>						
<u><b>Expenditures by Object</b></u>	<b>Santa Ana College</b>		<b>Santiago Canyon College</b>		<b>Adopted Budget</b>	
	<b>\$</b>	<b>%</b>	<b>\$</b>	<b>%</b>		
1000 Academic Salaries	\$52,373,426	67.86%	\$24,806,965	32.14%	\$77,180,391	
2000 Classified Salaries	15,028,083	64.87%	8,136,777	35.13%	23,164,860	
3000 Employee Benefits	27,024,426	66.33%	13,719,397	33.67%	40,743,823	
4000 Books and Supplies	423,276	100.00%	-	0.00%	423,276	
5000 Services and Other Operating Expenses	4,476,914	51.25%	4,258,429	48.75%	8,735,343	
6000 Sites, Buildings, Books, and Equipment	16,312	85.92%	2,674	14.08%	18,986	
7000 Other Outgo and Contingencies	-	0.00%	-	0.00%	-	
Total Expenditures	<u>\$99,342,437</u>	<u>66.11%</u>	<u>\$50,924,242</u>	<u>33.89%</u>	<u>\$150,266,679</u>	

**Rancho Santiago Community College District**  
*Adopted Budget*  
**2021-22**

**Compliance with the 50% Law**

Education Code Section 84362 requires community college districts to expend 50% of the district’s Current Expense of Education on the salaries and fringe benefits of classroom instructors.

The “Current Expense of Education” includes the unrestricted General Fund operating expenditures excluding expenditures for food services, community services, capital (except equipment replacement), auxiliary services and other costs specifically excluded by law.

The “Salaries for Classroom Instructors” includes the salaries and fringe benefits for classroom instructors and instructional aides (full-time and part-time) and other costs specifically included by law.

This table recaps the district’s 50% computation for the fiscal years 1994-95 through 2020-21 (expressed as a percentage).

<u>Fiscal Year</u>	<u>50% Computation</u>
1994-95	55.58
1995-96	53.95
1996-97	53.70
1997-98	53.85
1998-99	52.89
1999-00	52.47
2000-01	52.03
2001-02	50.35
2002-03	57.51
2003-04	55.20
2004-05	50.12
2005-06	50.28
2006-07	50.24
2007-08	51.16
2008-09	50.89
2009-10	50.46
2010-11	50.54
2011-12	50.18
2012-13	50.09
2013-14	50.18
2014-15	51.38
2015-16	52.55
2016-17	54.06
2017-18	55.08
2018-19	55.11
2019-20	54.00
2020-21	54.16

**Rancho Santiago Community College District**  
*Adopted Budget*  
**2021-22**

**STRS & PERS - Future Employer Rates and Additional Ongoing Unrestricted General Fund Costs**

	STRS				PERS				Total Annual Impact	Combined Cumulative Impact
	Annual Change	Rate	Annual Impact <sup>1</sup>	Cumulative Impact	Annual Change	Rate	Annual Impact <sup>2</sup>	Cumulative Impact		
2013-14		8.250%				11.442%				
2014-15	0.630	8.880%	\$493,129	\$493,129	0.329	11.771%	\$173,291	\$173,291	\$666,420	\$666,420
2015-16	1.850	10.730%	\$1,248,486	\$1,741,615	0.076	11.847%	\$12,188	\$185,479	\$1,260,674	\$1,927,094
2016-17	1.850	12.580%	\$1,148,294	\$2,889,909	2.041	13.888%	\$749,510	\$934,989	\$1,897,804	\$3,824,898
2017-18	1.850	14.430%	\$1,318,567	\$4,208,476	1.643	15.531%	\$615,944	\$1,550,933	\$1,934,511	\$5,759,409
2018-19	1.850	16.280%	\$1,752,070	\$5,960,546	2.531	18.062%	\$1,325,675	\$2,876,608	\$3,077,745	\$8,837,154
2019-20	0.820	17.100%	\$1,675,035	\$7,635,581	1.659	19.721%	\$761,820	\$3,638,428	\$2,436,855	\$11,274,009
2020-21	-0.950	16.150%	-\$613,281	\$7,022,300	0.979	20.700%	\$350,052	\$3,988,480	-\$263,229	\$11,010,780
2021-22	0.770	16.920% *	\$573,989	\$7,596,289	2.210	22.910%	\$877,511	\$4,865,991	\$1,451,500	\$12,462,280
2022-23	2.180	19.100% *	\$1,657,561	\$9,253,850	3.190	26.100%	\$1,291,966	\$6,157,957	\$2,949,527	\$15,411,807
2023-24	0.000	19.100% *	\$0	\$9,253,850	1.000	27.100%	\$413,105	\$6,571,062	\$413,105	\$15,824,912
2024-25	0.000	19.100% *	\$0	\$9,253,850	0.600	27.700%	\$252,820	\$6,823,883	\$252,820	\$16,077,733
2025-26	0.000	19.100% *	\$0	\$9,253,850	0.100	27.800%	\$42,979	\$6,866,862	\$42,979	\$16,120,712
2026-27	0.000	19.100% *	\$0	\$9,253,850	0.000	27.800%	\$0	\$6,866,862	\$0	\$16,120,712

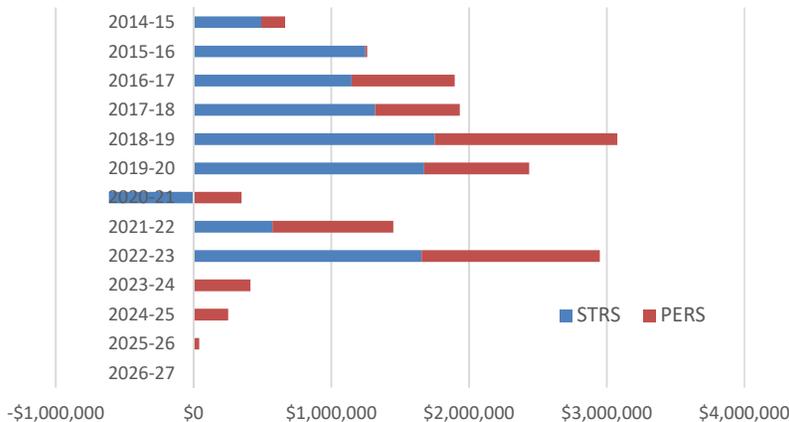
<sup>1</sup> Each 1% increase in STRS rate is approximately \$740,000

<sup>2</sup> Each 1% increase in PERS rate is approximately \$390,000

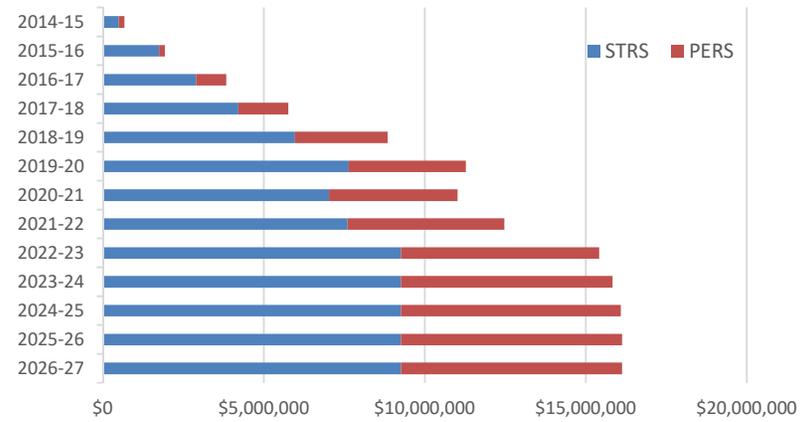
Employee Contribution % for STRS = 10.25%/10.205%

Employee Contribution % for PERS = 7.00%/7.00%

STRS & PERS Annual Increases



STRS & PERS Cumulative Impact



\* Beginning in 2021-22, the CalSTRS Board has authority to increase and decrease employer contribution rates within certain boundaries in order to fully exhaust the CalSTRS unfunded liability by 2045-46. These percentages reflect CalSTRS current estimates.

**Rancho Santiago Community College District**  
*Adopted Budget*  
**2021-22**

**Cost-of-Living Adjustment**

The Cost-of-Living Adjustment (COLA) is a reflection of the percentage change of the Implicit Price Deflator for state and local government purchases of goods and services for the United States, as published by the United States Department of Commerce. Although a COLA is specified in statute for the system, the recent history of the community colleges clearly demonstrates that during the recession of the early 1990's no COLA was received for four consecutive years, and in the recession beginning in late 2007, no COLA was funded for five consecutive years. For the first time in recent history statutory COLA was computed at zero for 2016-17. In 39% of the last 31 years the State has provided no COLA.

**California Community Colleges COLA History Since 1991-92**

<u>Fiscal Year</u>	<u>Statutory COLA</u>	<u>Funded CCC COLA</u>	<u>Negotiated COLA</u>	<u>Fiscal Year</u>	<u>Statutory COLA</u>	<u>Funded CCC COLA</u>	<u>Negotiated COLA</u>
1991-92	5.11%	0.00%	4.460%	2007-08	4.53%	4.53%	5.000%
1992-93	2.18%	0.00%	0.000%	2008-09	4.94%	0.00%	0.000%
1993-94	2.05%	0.00%	2.530%	2009-10	4.25%	0.00%	0.000%
1994-95	1.99%	0.00%	0.000%	2010-11	-0.39%	0.00%	0.000%
1995-96	3.07%	3.00%	3.070%	2011-12	2.24%	0.00%	1.053%
1996-97	3.06%	3.06%	5.750%	2012-13	3.24%	0.00%	1.000%
1997-98	2.97%	2.97%	2.790%	2013-14	1.57%	1.57%	1.570%
1998-99	2.26%	2.26%	3.260%	2014-15	0.85%	0.85%	0.850%
1999-00	1.41%	1.41%	1.520%	2015-16	1.02%	1.02%	1.550%
2000-01	3.17%	4.17%	6.900%	2016-17	0.00%	0.00%	1.060%
2001-02	3.87%	3.87%	4.260%	2017-18	1.56%	1.56%	3.546%
2002-03	1.66%	2.00%	3.750%	2018-19	2.71%	2.71%	1.894%/FARSCCD 2.71% CSEA
2003-04	1.80%	0.00%	0.000%	2019-20	3.26%	3.26%	4% FARSCCD/CSEA
2004-05	2.41%	2.41%	0.000%	2020-21	2.31%	0.00%	4% FARSCCD/CSEA
2005-06	4.23%	4.23%	4.000%	2021-22	1.70%	5.07%	4% FARSCCD/CSEA
2006-07	5.92%	5.92%	4.000%				
<b>TOTALS</b>					<b>80.95%</b>	<b>55.87%</b>	<b>67.63% - 76.63%</b>

**Rancho Santiago Community College District**  
*Adopted Budget*  
**2021-22**

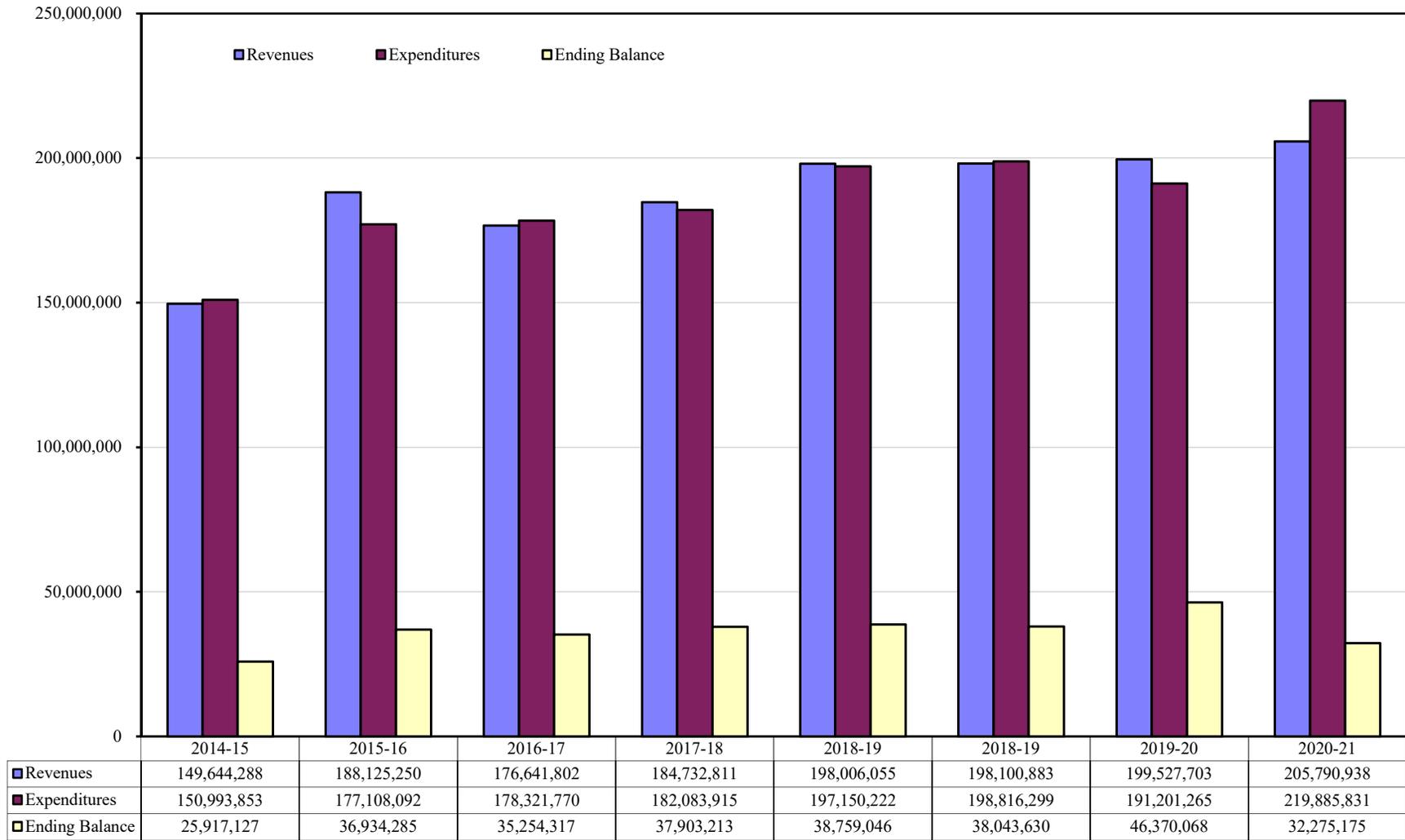
**Recap of Revenue and Expenses - General Fund 11 and 13**

The table of multi-year financial information allows a comparison of prior fiscal years to projections for the current fiscal year. The table covers the following periods: fiscal years 2014-15 through 2021-22

	Actual 14-15	Actual 15-16	% Change	Actual 16-17	% Change	Actual 17-18	% Change	Actual 18-19	% Change	Actual 19-20	% Change	Actual 20-21	% Change	Adopted Budget 21-22	% Change
Adj. Beg. Balance	27,266,692	25,917,127	-4.95%	36,934,285	42.51%	35,254,317	-4.55%	37,903,213	7.51%	38,759,046	2.26%	38,043,630	-1.85%	46,370,068	21.89%
<b>Revenues:</b>															
Federal Income	-	-	0%	9,909	0%	18,675	88.47%	-	-100.00%	666	0.00%	8,943	124279.28%	-	-100.00%
<b>State Income:</b>															
General Apportionment	54,571,608	57,785,815	5.89%	52,117,505	-9.81%	48,353,198	-7.22%	52,656,233	8.90%	57,780,065	9.73%	27,476,943	-52.45%	38,899,335	41.57%
Lottery	3,844,324	4,421,852	15.02%	4,324,568	-2.20%	4,218,563	-2.45%	5,277,791	25.11%	3,549,384	-32.75%	4,985,883	40.47%	4,143,784	-16.89%
EPA	24,593,717	23,577,290	-4.13%	22,186,845	-5.90%	22,927,757	3.34%	25,493,388	11.19%	19,755,427	-22.51%	44,529,069	125.40%	36,656,734	-17.68%
Other State	4,819,536	26,283,934	445.36%	12,436,759	-52.68%	11,544,612	-7.17%	17,456,392	51.21%	14,717,082	-15.69%	13,545,073	-7.96%	13,476,873	-0.50%
<b>Total State</b>	<b>87,829,185</b>	<b>112,068,891</b>	<b>27.60%</b>	<b>91,065,677</b>	<b>-18.74%</b>	<b>87,044,130</b>	<b>-4.42%</b>	<b>100,883,804</b>	<b>15.90%</b>	<b>95,801,958</b>	<b>-5.04%</b>	<b>90,536,968</b>	<b>-5.50%</b>	<b>93,176,726</b>	<b>2.92%</b>
<b>Local Income:</b>															
Property Taxes	49,230,216	50,448,132	2.47%	52,992,580	5.04%	56,450,938	6.53%	60,025,533	6.33%	61,989,928	3.27%	65,652,735	5.91%	70,135,047	6.83%
ERAF	281,777	12,590,255	4368.16%	18,917,141	50.25%	26,389,168	39.50%	21,394,784	-18.93%	23,482,497	9.76%	25,332,588	7.88%	27,062,121	6.83%
Interest	271,538	543,831	100.28%	808,845	48.73%	1,418,945	75.43%	2,765,823	94.92%	3,292,512	19.04%	1,307,061	-60.30%	1,000,000	-23.49%
Enrollment Fees	8,744,537	8,677,600	-0.77%	8,850,604	1.99%	8,578,846	-3.07%	8,343,536	-2.74%	8,690,034	4.15%	8,645,622	-0.51%	8,301,307	-3.98%
Non-resident Tuition	2,100,223	2,875,471	36.91%	3,247,985	12.95%	3,687,654	13.54%	3,391,208	-8.04%	3,166,363	-6.63%	2,600,988	-17.86%	2,700,000	3.81%
Other Local	1,177,835	912,621	-22.52%	600,579	-34.19%	1,135,312	89.04%	1,181,547	4.07%	1,637,736	38.61%	3,588,004	119.08%	1,049,171	-70.76%
<b>Total Local</b>	<b>61,806,126</b>	<b>76,047,910</b>	<b>23.04%</b>	<b>85,417,734</b>	<b>12.32%</b>	<b>97,660,863</b>	<b>14.33%</b>	<b>97,102,431</b>	<b>-0.57%</b>	<b>102,259,070</b>	<b>5.31%</b>	<b>107,126,998</b>	<b>4.76%</b>	<b>110,247,646</b>	<b>2.91%</b>
Transfers/Others	8,977	8,449	-5.88%	148,482	1657.39%	9,143	-93.84%	19,820	116.78%	39,189	97.72%	1,854,794	4632.95%	2,366,566	27.59%
<b>Total Revenues</b>	<b>149,644,288</b>	<b>188,125,250</b>	<b>25.71%</b>	<b>176,641,802</b>	<b>-6.10%</b>	<b>184,732,811</b>	<b>4.58%</b>	<b>198,006,055</b>	<b>7.19%</b>	<b>198,100,883</b>	<b>0.05%</b>	<b>199,527,703</b>	<b>0.72%</b>	<b>205,790,938</b>	<b>3.14%</b>
<b>Total Available</b>	<b>176,910,980</b>	<b>214,042,377</b>	<b>20.99%</b>	<b>213,576,087</b>	<b>-0.22%</b>	<b>219,987,128</b>	<b>3.00%</b>	<b>235,909,268</b>	<b>7.24%</b>	<b>236,859,929</b>	<b>0.40%</b>	<b>237,571,333</b>	<b>0.30%</b>	<b>252,161,006</b>	<b>6.14%</b>
<b>Expenditures:</b>															
Academic Salaries	61,579,162	63,842,107	3.67%	67,519,283	5.76%	69,495,581	2.93%	74,139,232	6.68%	74,815,429	0.91%	72,660,609	-2.88%	79,560,416	9.50%
Classified Salaries	29,591,168	29,063,337	-1.78%	30,660,767	5.50%	31,246,558	1.91%	33,240,377	6.38%	34,295,780	3.18%	34,371,437	0.22%	39,603,800	15.22%
Employee Benefits	36,193,816	44,977,079	24.27%	47,089,952	4.70%	52,733,788	11.99%	61,203,730	16.06%	60,945,781	-0.42%	58,277,799	-4.38%	66,559,017	14.21%
Supplies & Materials	686,574	761,759	10.95%	1,058,740	38.99%	1,091,765	3.12%	1,512,714	38.56%	1,396,400	-7.69%	629,156	-54.94%	1,189,622	89.08%
Other Operating	16,617,663	18,416,657	10.83%	16,616,262	-9.78%	16,837,354	1.33%	16,972,159	0.80%	18,437,112	8.63%	17,207,710	-6.67%	28,933,655	68.14%
Capital Outlay	3,946,167	3,302,600	-16.31%	5,977,215	80.99%	5,268,000	-11.87%	3,671,109	-30.31%	2,281,923	-37.84%	1,806,576	-20.83%	419,321	-76.79%
Transfers	2,379,303	16,744,553	603.76%	9,399,551	-43.87%	5,410,869	-42.43%	6,410,901	18.48%	6,643,874	3.63%	6,247,978	-5.96%	3,620,000	-42.06%
<b>Total Expenditures</b>	<b>150,993,853</b>	<b>177,108,092</b>	<b>17.29%</b>	<b>178,321,770</b>	<b>0.69%</b>	<b>182,083,915</b>	<b>2.11%</b>	<b>197,150,222</b>	<b>8.27%</b>	<b>198,816,299</b>	<b>0.85%</b>	<b>191,201,265</b>	<b>-3.83%</b>	<b>219,885,831</b>	<b>15.00%</b>
Ending Balance	25,917,127	36,934,285	42.51%	35,254,317	-4.55%	37,903,213	7.51%	38,759,046	2.26%	38,043,630	-1.85%	46,370,068	21.89%	32,275,175	-30.40%
Adjustment to Beginning Balance	-	-		-		-		-		-		-	-	-	
Adjusted Beginning Fund Balance	25,917,127	36,934,285		35,254,317		37,903,213		38,759,046		38,043,630		46,370,068		32,275,175	
Ending Balance (% of Exp)	17.16%	20.85%		19.77%		20.82%		19.66%		19.14%		24.25%		14.68%	

**Rancho Santiago Community College District**  
*Adopted Budget*  
**2021-22**

Recap of Revenues and Expenditures  
 General Fund 11 and 13  
 2014-15 to 2021-22



**Rancho Santiago Community College District**  
*Adopted Budget*  
 2021-22

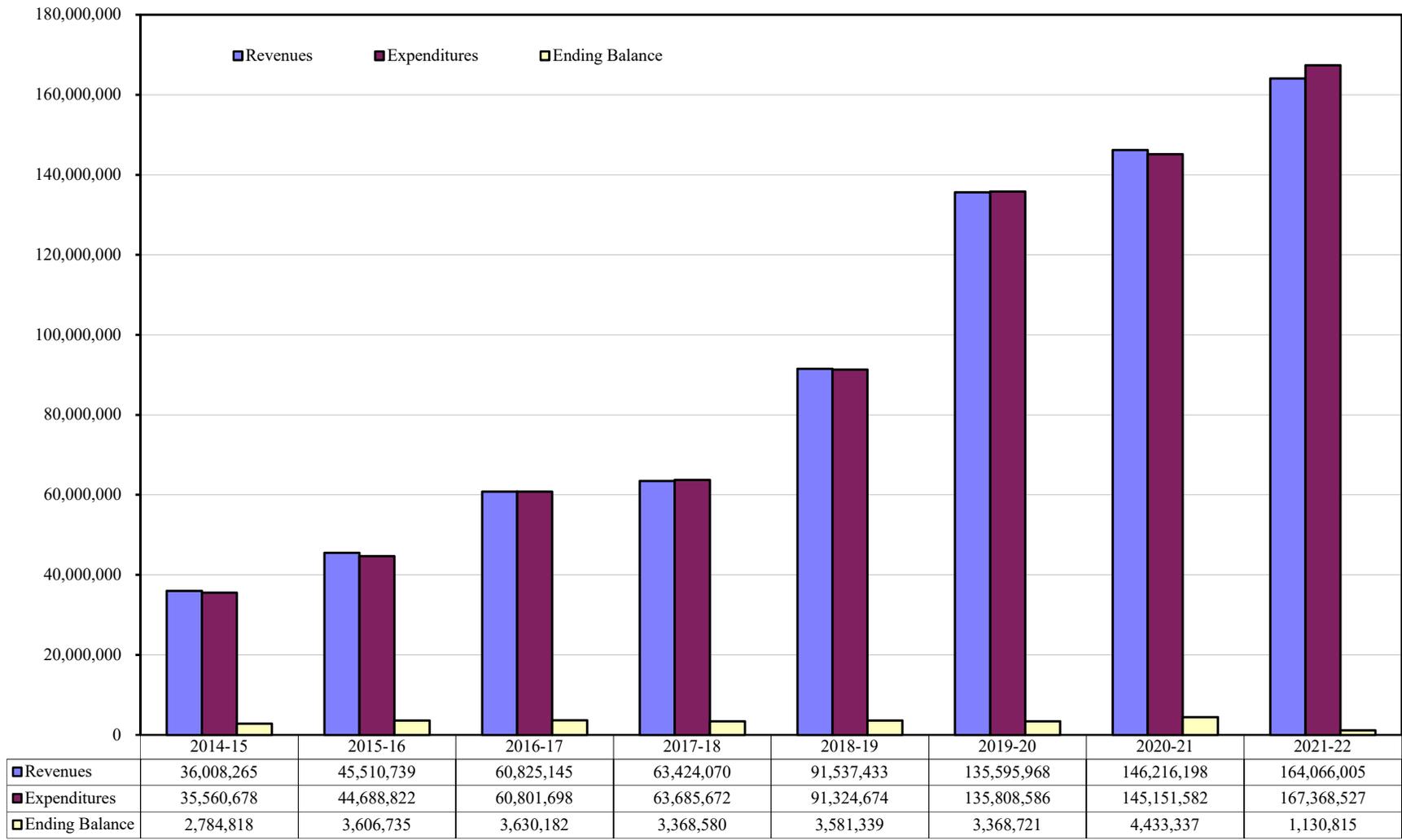
Recap of Revenue and Expenses - General Fund 12

The table of multi-year financial information allows a comparison of prior fiscal years to projections for the current fiscal year. The table covers the following periods: fiscal years 2014-15 through 2021-22

	Actual 14-15	Actual 15-16	% Change	Actual 16-17	% Change	Actual 17-18	% Change	Actual 18-19	% Change	Actual 19-20	% Change	Actual 20-21	% Change	Adopted Budget 21-22	% Change
Adj. Beg. Balance	2,337,231	2,784,818	19.15%	3,606,735	29.51%	3,630,182	0.65%	3,368,580	-7.21%	3,581,339	6.32%	3,368,721	-5.94%	4,433,337	31.60%
<b>Revenues:</b>															
Federal Income	11,125,714	10,011,533	-10.01%	9,652,027	-3.59%	8,495,780	-11.98%	9,495,922	11.77%	9,477,974	-0.19%	20,206,781	113.20%	39,357,906	94.78%
State Income:															
Lottery	1,104,150	1,525,122	38.13%	1,437,686	-5.73%	1,637,596	13.90%	2,222,329	35.71%	1,259,930	-43.31%	2,023,357	60.59%	1,652,430	-18.33%
Other State	21,210,798	31,633,314	49.14%	47,449,282	50.00%	51,002,415	7.49%	77,256,386	51.48%	122,470,804	58.53%	121,224,393	-1.02%	118,814,964	-1.99%
Total State	22,314,948	33,158,436	48.59%	48,886,968	47.43%	52,640,011	7.68%	79,478,715	50.99%	123,730,734	55.68%	123,247,750	-0.39%	120,467,394	-2.26%
Local Income:															
Other Local	2,567,603	2,340,770	-8.83%	2,286,150	-2.33%	2,288,279	0.09%	2,562,796	12.00%	2,361,123	-7.87%	1,963,403	-16.84%	4,240,705	115.99%
Total Local	2,567,603	2,340,770	-8.83%	2,286,150	-2.33%	2,288,279	0.09%	2,562,796	12.00%	2,361,123	-7.87%	1,963,403	-16.84%	4,240,705	115.99%
Transfers/Others	-	-	0.00%	-	0.00%	-	0.00%	-	0.00%	26,137	0.00%	798,264	295415.31%	-	-100.00%
Total Revenues	36,008,265	45,510,739	26.39%	60,825,145	33.65%	63,424,070	4.27%	91,537,433	44.33%	135,595,968	48.13%	146,216,198	7.83%	164,066,005	12.21%
Total Available	38,345,496	48,295,557	25.95%	64,431,880	33.41%	67,054,252	4.07%	94,906,013	41.54%	139,177,307	46.65%	149,584,919	7.48%	168,499,342	12.64%
<b>Expenditures:</b>															
Academic Salaries	7,248,036	8,388,502	15.73%	10,423,306	24.26%	9,864,269	-5.36%	9,809,173	-0.56%	9,331,718	-4.87%	10,327,414	10.67%	9,229,430	-10.63%
Classified Salaries	9,666,467	11,868,603	22.78%	12,882,796	8.55%	13,305,439	3.28%	15,276,311	14.81%	15,673,098	2.60%	15,181,996	-3.13%	16,770,898	10.47%
Employee Benefits	4,819,924	6,306,769	30.85%	7,842,052	24.34%	9,339,580	19.10%	11,904,399	27.46%	10,892,048	-8.50%	10,867,374	-0.23%	13,883,899	27.76%
Supplies & Materials	1,699,439	1,983,824	16.73%	2,721,167	37.17%	2,153,441	-20.86%	2,560,649	18.91%	2,467,487	-3.64%	3,218,118	30.42%	5,741,923	78.42%
Other Operating	8,866,099	10,909,044	23.04%	21,501,755	97.10%	25,497,199	18.58%	48,134,434	88.78%	92,860,004	92.92%	92,333,927	-0.57%	115,107,832	24.66%
Capital Outlay	2,489,409	4,004,708	60.87%	4,299,964	7.37%	2,451,092	-43.00%	2,102,656	-14.22%	3,260,667	55.07%	3,489,880	7.03%	4,759,091	36.37%
Transfers	771,304	1,227,372	59.13%	1,130,658	-7.88%	1,074,652	-4.95%	1,537,052	43.03%	1,323,564	-13.89%	9,732,873	635.35%	1,875,454	-80.73%
Total Expenditures	35,560,678	44,688,822	25.67%	60,801,698	36.06%	63,685,672	4.74%	91,324,674	43.40%	135,808,586	48.71%	145,151,582	6.88%	167,368,527	15.31%
Ending Balance	2,784,818	3,606,735	29.51%	3,630,182	0.65%	3,368,580	-7.21%	3,581,339	6.32%	3,368,721	-5.94%	4,433,337	31.60%	1,130,815	-74.49%
Adjustment to Beginning Balance	-	-		-		-		-		-		-		-	
Adjusted Beginning Fund Balance	2,784,818	3,606,735		3,630,182		3,368,580		3,581,339		3,368,721		4,433,337		1,130,815	
Ending Balance (% of Exp)	7.83%	8.07%		5.97%		5.29%		3.92%		2.48%		3.05%		0.68%	

**Rancho Santiago Community College District**  
*Adopted Budget*  
**2021-22**

Recap of Revenues and Expenditures  
 General Fund 12  
 2014-15 to 2021-22



**ASSISTANT VICE CHANCELLOR, PEOPLE &  
CULTURE/HUMAN RESOURCES  
LEARNING, INNOVATION, WELLNESS, AND EQUITY  
JOB DESCRIPTION – CLASSIFIED ADMINISTRATOR**

**POSITION OVERVIEW**

The Assistant Vice Chancellor, People & Culture/Human Resources innovates, delivers, and collaborates on Districtwide people and culture functions related to learning and development, policy/process innovations, and equity compliance/investigations. The Assistant Vice Chancellor will create and bring to life differentiated yet relatable lean learning and development programs, modernized policy and processes, as well as equitable compliance and investigations to ensure belonging. The Assistant Vice Chancellor also serves as the District’s Title IX and Section 504/ADA coordinator and oversees duties encompassing all aspects of U.S. Equal Employment Opportunity Commission (“EEOC”), California Department of Fair Employment and Housing (“DFEH”), U.S. Department of Education Office of Civil Rights (“OCR”), Title IX, Jeanne Clery Act, and related federal/state/local legislations. The Assistant Vice Chancellor reports to the Vice Chancellor of Human Resources.

**REPRESENTATIVE DUTIES**

- Partners closely with peers and stakeholders across the District to assess existing people and culture programs, processes, and practices and to identify gaps and inefficiencies, and innovate to enhance the employee experience and support long-term growth objectives.
- Consults with senior leaders, managers, and employees in providing expertise in the areas such as learning & development, process innovation, total rewards, investigations, employee relations, performance management, alternative dispute resolution/mediation, and risk management.
- Builds and sustains a performance-based culture focused on setting measurable objectives, engendering accountability, and delivering consistent feedback.
- Leads, assesses, and mentors team members to ensure daily operations excellence and encourage and inspire creativity.
- Develops and delivers training programs that are tailored around lean 80/20 learning with research-based impact and sustainable results on topics such as Title IX prevention and awareness program, AB 1825 sexual harassment prevention, child abuse and neglect mandated reporters, Title IX sexual violence prevention, unlawful discrimination, and other people & culture topics.
- Oversees all District investigations of complaints of discrimination, alternative dispute resolution, EEOC/DFEH responses and State Chancellor’s Officer affairs.
- Recruits, trains and manages investigators, adjudicators, advisors for all Title IX and Equity cases.
- Conducts intake interviews, investigations, and mediation (as needed).
- Pens comprehensive reports of findings of fact and recommendations for appropriate remedies within mandatory deadlines

**ASSISTANT VICE CHANCELLOR, PEOPLE &  
CULTURE/HUMAN RESOURCES  
LEARNING, INNOVATIONS, WELLNESS, AND EQUITY  
JOB DESCRIPTION – CLASSIFIED ADMINISTRATOR**

- Prepares, in collaboration with various stakeholders, annual statistical reports to state and federal agencies, Chancellor, Presidents, Board of Trustees, and others in the campus community on incidences of sexual offense and claims of discrimination or harassment.
- Establishes and maintains comprehensive case logs, files and notes.
- Leads regular collaboration sessions with campus Deputy Title IX stakeholders and the District Office of Diversity, Equity, and Inclusion.
- Maintains the Title IX website and people & culture social media platforms to publicize campus and community resources.
- Performs case management services such as sustaining parties' communications throughout the investigation and resolution process
- Assesses and takes action to mitigate any potential safety risks.
- Coordinates and makes referrals for support services and as needed the County Sheriff's Office as well as other authorities.
- Collaborates with District Public Safety to fulfill the objectives of Clery Compliance and ensure consistent compliance with Student Affairs and the District's Annual Security.
- Liaisons and innovates with outside counsel to ensure efficiency, accountability, and accuracy.
- Evaluates and enhances existing Board Policies, Administrative Regulations, and related policies/procedures.
- Supports and coaches supervisors in developing, delivering, and monitoring Performance Improvement Plans and reviews complaints or concerns from teammates regarding the process.
- Innovates and implements new ideas for continuous and sustainable improvement, including process enhancements that reduce costs, strengthen stakeholder satisfaction, and/or improve the effective delivery of services.
- Manages and collaborates with stakeholders on complex risk management, leaves of absences, and accommodation affairs.
- Collaborates with the Vice Chancellor, Human Resources with annual operating budgets for the department.
- Performs other duties as assigned and serves as a backup to the Vice Chancellor of Human Resources.

**KNOWLEDGE AND ABILITIES**

**Thorough Knowledge of:**

- 1) Successful strategies with providing people and culture support in a multi-stakeholder organization across multiple locations.
- 2) Risk, control, and compliance operating models in the people and culture/human resources space.
- 3) Leaves and accommodation management strategy, tracking, models, systems, and compliance.
- 4) Learning strategies and blended learning approaches to support a learner-centric experience.
- 5) Innovative, varied and simplified solutions which maximize knowledge and skill acquisition.
- 6) Strategic ideas within the people and culture space through EEO, TIX, and civil rights compliance monitoring, technology, trend forecasting, and stakeholder collaboration.

**ASSISTANT VICE CHANCELLOR, PEOPLE &  
CULTURE/HUMAN RESOURCES  
LEARNING, INNOVATIONS, WELLNESS, AND EQUITY  
JOB DESCRIPTION – CLASSIFIED ADMINISTRATOR**

- 7) Applicable sections of California Education Code, Title 5, California Fair Housing and Employment Act, Clery Act, Violence Against Women Act, Campus SaVE Act, Americans with Disabilities Act, the Child Abuse and Neglect Reporting Act (CANRA), and Meyers-Milias-Brown Act.
- 8) Methods and techniques of trauma-informed investigations and adjudications pursuant to California Education Code Section 67386 (b) (12) and other legal requirements.
- 9) Principles, practices and techniques used in the analysis, evaluation, design, planning and management of a comprehensive equal employment opportunity/Title IX/civil rights/restorative justice program and its integration with a full-scale human resources program including employee relations, employee and management training and development, and employee discipline and corrective action.
- 10) Proven practices and strategies for investigation, negotiation, alternative dispute resolution, mediation, and arbitration.
- 11) Strategies identifying and building cross-functional partnerships to understand challenges.
- 12) Intersectional diversity, inclusion, belonging, equity, antiracism, and equal opportunity.
- 13) Research techniques, data mining practices, and people analytics strategies.
- 14) Experience with software such as Advocate/Maxient, Ellucian Banner/Colleague, case management, and related HRIS/people and culture software.
- 15) Effective and concise verbal and written communication skills with the ability to collaborate and influence with cross-functional team members.

**Ability to:**

- 1) Analyze and strategize with data and metrics to guide strategy.
- 2) Innovate on software packages for recruitment, personnel, spreadsheets, and databases.
- 3) Show success utilizing employee attraction, engagement, and retention strategies.
- 4) Gather data, analyze/reason logically, and draw valid conclusions.
- 5) Investigate and/or mediate TIX, EEO, and related complaints.
- 6) Spearhead with expedited resolution in various employee relations matters.
- 7) Audit various people and culture processes, practices, and procedures to ensure alignment and compliance.
- 8) Analyze situations and make appropriate decisions and/or recommendations.
- 9) Quickly learn and effectively interpret and apply rules, regulations, and precedents to personnel issues with working solutions.
- 10) Clearly communicate ideas and recommendations.
- 11) Write clear and concise reports, presentations, and related communications.
- 12) Work with and provide direction to other employees in the completion of the day-to-day work.
- 13) Excel in an ever-changing environment using an ambitious mindset.

**MINIMUM QUALIFICATIONS**

**Education and Experience:**

Bachelor's Degree from an accredited college or university and five (5) years of related work experience OR Master's Degree/Juris Doctorate/Doctorate degree from an accredited college or university and three (3) years of related work experience OR Equivalent combination of training and experience.

Board Approved: \_\_\_\_\_

**MANAGER OF PEOPLE & CULTURE/HUMAN RESOURCES  
EMPLOYEE RELATIONS AND DISTRICT INVESTIGATIONS**

**POSITION OVERVIEW**

The Manager of People & Culture innovates, delivers, and collaborates on duties in promulgating the District's commitment to foster an inclusive and equitable environment where our campus community is able to thrive and belong authentically. The Manager serves as the District's Title IX Investigator, Alternate Title IX Coordinator, Section 504/ADA Deputy Coordinator and supports via duties encompassing all aspects of U.S. Equal Employment Opportunity Commission ("EEOC"), California Department of Fair Employment and Housing ("DFEH"), U.S. Department of Education Office of Civil Rights ("OCR"), Title IX, Jeanne Clery Act, and related federal/state/local legislations. The Manager further ensures the delivery of consistently excellent People & Culture related strategies in areas such as, learning and development, leaves management, process innovation, total rewards, and employee relations. The Manager of People & Culture reports to the Assistant Vice Chancellor of People & Culture/Human Resources.

**REPRESENTATIVE DUTIES**

1. Leads, assesses, and mentors team members to ensure daily operations and inspire creativity.
2. Innovates and implements new ideas for continuous and sustainable improvement, including process enhancements that reduce cost, strengthen stakeholder satisfaction, and improve the effective delivery of services.
3. Collaborates with senior leaders, managers, and employees in providing expertise in the areas such as learning & development, process innovation, total rewards, investigations, employee relations, performance management, alternative dispute resolution, and risk management.
4. Partners closely with peers and stakeholders across the District to assess existing People & Culture programs, processes, and practices and to identify gaps and inefficiencies, and innovate to enhance the employee experience and support long-term growth objectives.
5. Conducts thorough and comprehensive investigations to ensure the District's proactive alignment with the Civil Rights Act of 1964 (Title VII), the Education Amendments of 1972 (Title IX), the Clery Act as amended by the Violence Against Women Act Reauthorization of 2013 (VAWA), the Americans with Disabilities Act, the California Code of Regulations Title 5, all other relevant federal, state, and local laws, statutes, regulations, and District policies and procedures particularly related to matters of unlawful discrimination, harassment, and sexual assault.
6. Monitors and informs on legislative changes relevant to People & Culture.
7. Creates and maintains a case management electronic filing system that records, monitors, and keeps current all unlawful discrimination complaints, investigations, and grievances and associated documents.

**MANAGER OF PEOPLE & CULTURE/HUMAN RESOURCES  
EMPLOYEE RELATIONS AND DISTRICT INVESTIGATIONS**

8. Plans, recommends, and develops District procedures that enable the District to proactively respond to unlawful discrimination issues.
9. Recommends proactive changes to District policies, procedures, and practices to ensure ongoing commitment to diversity, inclusion, equity, and belonging.
10. Prepares investigative reports regarding EEO/Civil Rights/Title IX complaints with findings of fact, analysis of credibility, and determination of responsibility on a timely basis.
11. Collaborates with faculty, staff, and administrators, provides leadership to plan, develop, organize, coordinate, and implement programs, activities, initiatives, and operations that support the District's commitment to a discrimination and harassment free environment, and a safe climate for all college community members.
12. Innovates and develops, in collaboration with the Assistant Vice Chancellor, People & Culture, learning and development programs that are tailored around lean 80/20 learning with research-based impact and sustainable results on topics such as Title IX sexual misconduct prevention and awareness, AB 1825 sexual harassment prevention, child abuse and neglect mandated reporters, unlawful discrimination, and other People & Culture topics.
13. Collaborates in District alternative dispute resolution processes, EEOC/DFEH/OCR responses, and State Chancellor's Office affairs.
14. Participates in regular collaboration sessions with campus Deputy Title IX stakeholders and the District's Office of Diversity, Equity, and Inclusion.
15. Collaborates with stakeholders to participate in negotiation, administration, and interpretation of labor agreements.
16. Coaches stakeholders on People practices that will create a highly engaged Culture of high performance; delivers management coaching and training where needed to front-line managers and senior leaders.
17. Collaborates to provide strategies to resolve complex and escalated employee relations affairs.
18. Maintains in-depth knowledge of legal requirements related to day-to-day management of team members, reducing legal risks, and ensuring regulatory compliance.
19. Operates in a collaborative, positive and open manner - modeling key cultural indicators in their work, team interactions, and relationships with partners and employees.
20. Constructs effective work relationships at all levels of the organization, influences behavior, and manages positive change.
21. Proposes and facilitates action to support employee engagement.
22. Partners closely with management and team members globally to improve work relationships, build morale, and increase productivity and retention.
23. Supports leadership in enhancing People & Culture visibility and providing innovative and proactive needs for District and campus stakeholders.
24. Leads, coaches, supervises, and leads classified staff in a variety of People & Culture areas.
25. Performs other duties as assigned and serves as a backup to the Assistant Vice Chancellor of People & Culture/Human Resources.

**MANAGER OF PEOPLE & CULTURE/HUMAN RESOURCES  
EMPLOYEE RELATIONS AND DISTRICT INVESTIGATIONS**

**KNOWLEDGE AND ABILITIES**

**Thorough Knowledge of:**

1. Success with providing People & Culture support in a multi-stakeholder organization across multiple locations.
2. Applicable sections of California Education Code, Title 5, California Fair Housing and Employment Act, Clery Act, Violence Against Women Act, Campus SaVE Act, Americans with Disabilities Act, the Child Abuse and Neglect Reporting Act (CANRA), and Meyers-Milias-Brown Act.
3. Methods and techniques of trauma-informed investigations and adjudications pursuant to California Education Code Section 67386 (b) (12) and other legal requirements.
4. Principles, practices, and techniques used in the analysis, evaluation, design, planning, and management of a comprehensive EEO/Title IX/Civil Rights/Restorative Justice program and its integration with a full-scale human resources program including employee relations, employee and management training and development, and employee discipline and corrective action.
5. Proven practices and strategies for investigation, negotiation, alternative dispute resolution, mediation, and arbitration.
6. Intersectional diversity, inclusion, belonging, equity, antiracism, and equal opportunity.
7. Software such as Advocate/Maxient, Ellucian Banner/Colleague, case management, and related HRIS/People & Culture software.
8. High degree of business insight; results-oriented with an ability to work independently.
9. Strategies identifying and building cross-functional partnerships to understand challenges.

**Ability to:**

1. Analyze and strategize with People metrics to guide strategy.
2. Respond to change with strategy and innovation.
3. Innovate on software packages for recruitment, personnel, spreadsheets and databases.
4. Strong business and financial acumen with the ability to understand drivers of shareholder value and relevant business models, and how to translate these into People & Culture initiatives.
5. Show success utilizing employee attraction, engagement, and retention strategies
6. Gather and analyze data, reason logically and draw valid conclusions.
7. Analyze situations and make appropriate decisions and/or recommendations.
8. Quickly learn and effectively interpret and apply rules, regulations and precedents to personnel issues and develop working solutions.
9. Clearly communicate ideas and recommendations.
10. Write clear, comprehensive and concise reports.
11. Work with and provide direction to other employees in the completion of the day-to-day work.
12. Excel in an ever-changing environment using an ambitious mindset.

**MANAGER OF PEOPLE & CULTURE/HUMAN RESOURCES  
EMPLOYEE RELATIONS AND DISTRICT INVESTIGATIONS**

**MINIMUM QUALIFICATIONS**

**Education and Experience:**

Bachelor's Degree from an accredited college or university and three (3) years of related work experience OR Juris Doctorate from an accredited college or university and one (1) years of related work experience OR Equivalent combination of training and experience.

Board Approved: \_\_\_\_\_

## **DIRECTOR OF GRANTS**

### **CLASS SUMMARY**

Directly responsible for the leadership and administration of grant development and grant program administration efforts to support ongoing success of the district and its colleges and other instructional sites, including pre- and post- award activities for federal, state, and local government grants and private competitive grants; management of grant programs, as assigned.

### **REPRESENTATIVE DUTIES**

Manages and is accountable for all functions within the Resource Development Department, including preparation of grant proposals, negotiation of awards, initiation of projects, fiscal oversight, interface with project personnel and funding source personnel, report preparation, project termination, and assurance of required compliance with all district, federal, state, and other regulations and policies. Identifies and disseminates information on public funding opportunities that align with the district's mission and goals. Serves as RSCCD's primary liaison to public funding sources, and promotes the district's interests with these agencies. Supervises staff assigned to the Resource Development Department; assigns and reviews work for completion and accuracy; identifies staff training needs; trains staff as needed; completes periodical performance reviews. Develops and implements operating procedures to enhance and ensure efficiency and effectiveness of operations. Assists in drafting and implementing policies for improved grant development and operating procedures. Maintains accurate records on grant development efforts and prepares annual report on outcomes of these activities. Develops and administers grant programs, including responsibility for budget and program management. Consults with college departments, faculty and staff relative to resource development needs, opportunities and obligations. Develops and presents grant workshops to faculty and staff. Facilitates cooperation between departments and between the district/colleges and outside agencies on collaborative grant proposals. Facilitates group development of programs and strategies relative to proposal development. Provides ongoing technical assistance to managers and staff of grant-funded programs. Monitors developments in federal and state agencies as they impact-funding opportunities. Serves on committees whose functions relate directly or indirectly to the administration of grant programs.

### **ORGANIZATIONAL RELATIONSHIPS**

This position reports to the designated Administrator.

## **DIRECTOR OF GRANTS cont'd**

### **MINIMUM QUALIFICATIONS**

#### **Training and Experience**

Bachelor's degree from an accredited college or university. A minimum of five (5) years of recent and successful grant proposal development and grant management experience, preferably in a higher education setting.

#### **Knowledge and Abilities**

Thorough Knowledge of: The principles and practices of grant administration, including funding sources, administrative requirements, cost principles and state and federal regulations; principles and practices of grant writing, including interpreting "requests for proposals (RFP)"; data-driven, research-based program design and development; understand how to address each section of the RFP to secure the highest score; English language grammar usage in a higher education setting, budget planning and development, proposal development, assembly and submission.

General Knowledge of: the goals and objectives of higher education and, specifically, community colleges; crafting competitive proposals founded on data, research and a strong rationale to achieve measurable outcomes and objectives; financial management principles and practices; principles of public and non-profit administration; personnel supervision; applicable uses of word processing, spreadsheet and database software packages and the Internet.

Ability to: learn different subjects quickly and locate reliable sources of information to keep up-to-date on the state of the field and develop credible proposals on different topics: e.g., academic disciplines, workforce and economic development, educational needs of different populations, etc.; plan, organize, and efficiently manage concurrent demands and meet deadlines in a complex and fast-paced environment; lead teams, groups and meetings; resolve group conflict; gather varied data, analyze and resolve complex problems, visualize operational and program implications, reason logically, draw valid conclusions, recommend alternatives and take appropriate actions; plan, organize and direct and coordinate the work of others; communicate clearly and professionally, both orally and in writing; develop, implement, interpret and apply a wide variety of governmental and department policies and procedures; establish and maintain cooperative working relationships with internal college district constituencies, external funding agencies, auditors, community and educational partners.

Skills: Professional writing, budget development and management, evidence of a sensitivity to and understanding of diverse academic, socioeconomic, cultural, racial/ethnic, and disadvantaged or underrepresented populations on campus and in the community.

**Rancho Santiago Community College District**  
**ADMINISTRATIVE REGULATION**  
Chapter 6  
Business and Fiscal Affairs

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## **AR 6330 Purchasing**

### **References:**

Education Code 81656  
Public Contract Code 20650-20653 and 20651;

### **Delegation and Approval Limits**

A. The District has established a centralized Purchasing Services department through which, all required contracts for goods and services and all requests for purchasing utilizing any District funds shall be routed for review, approval and processing. The Purchasing Services department shall enforce compliance with all applicable laws and regulations, federal and state statutes, administrative codes, court decisions, legal opinions, policies of the Board of Trustees and their subcommittees and Board of Trustees approved cooperative agreements when conducting purchasing and contracting activities on behalf of the District. The Purchasing Services department shall also adhere to generally accepted purchasing standards, principles and practices, and ensure and maintain the existence of a competitive environment. A competitive environment requires that, at a certain price threshold, multiple informal or formal quotes, Requests for Proposals (RFP), Requests for Quotes/Qualifications (RFQ), Solicitation of Quotes (SoQ), informal or formal bids be issued to an adequate number of qualified sources to permit reasonable competition consistent with the nature and requirement of the procurement. This objective is to purchase from the lowest, responsive and responsible bidder considering each of the following requirements in accordance with the law:

1. Purchase of proper product for the purpose required
2. Availability of the product when needed
3. Purchase in quantities appropriate for the rate of use
4. Payment to the lowest price obtainable for the quantity required
5. Purchasing without favor or prejudice while considering the factors of quality, quantity and service in addition to price

The purchasing power of the District shall not be used to procure or to secure advantage in the purchase of any goods and services for employees, officers or any other individuals. Recognizing that individual preferences have a high value to those requesting goods and services, nevertheless the Purchasing Services department has a duty to seek opportunities to standardize items when there are significant benefits in cost, quality, value or maintenance. When feasible, the Purchasing Services department will develop more than one source of supply to encourage competition, avoid charges of favoritism and ensure deliveries.

B. The Board delegates to the Director, Purchasing Services and the Vice Chancellor, Business Services the authority to sign purchase orders and contracts, on behalf of the District, pursuant to proper application of all other Board policies and per established standard processes and procedures in alignment with specified deadlines.

The Vice President, Administrative Services at each college is delegated the authority to purchase supplies, materials and services related to Associated Student Government funds, Bookstore funds and Other Trust and Agency funds, subject to the following requirements:

1. No such purchase shall exceed \$5,000 except for bookstore purchases of inventory for resale.
2. No technology/software purchases shall be made without the prior approval of the Information Technology Services (ITS) department to ensure technical compatibility of both systems and support.
3. No other equipment purchases shall be made without the prior approval of the College President.
4. All such transactions shall be reviewed and approved by ratification on the purchase order list by the Board of Trustees on a monthly basis.

C. The Board shall require its advance approval of all contracts or purchase orders for transactions in the following or higher annual dollar amounts, including applicable sales taxes, freight, and other initial purchase costs:

1. Equipment, materials, supplies, and services \*(Bid limit is adjusted annually for each calendar year pursuant to Public Contract Code #20651)
2. Public works above \$15,000 \*\*(e.g., construction, alterations, repairs, or improvements)
3. Consulting or instructional services \$15,000. The legislative body of any public or municipal corporation or district may contract with and employ any persons for the furnishing to the corporation or district special services and advice in financial, economic, accounting, engineering, legal, or administrative matters if such persons are specially trained and experienced and competent to perform the special services required.

\*2021 (\$96,700)

\*\* (Subject to the District's adoption of BP6603, Informal Bidding Procedures Under the California Uniform Public Construction Cost Accounting Act)

D. Procedures will be implemented to assure that there are not multiple transactions to the same vendor, by the same department, within a fiscal year to exceed \$15,000. Any request which exceeds \$15,000 will require two or three competitive quotes and/or Board approval prior to procurement or start of service. Employees who violate the approval limit procedures can be subject to disciplinary action up to and including termination.

E. Employees who violate the approval limit procedures, as specified in AR6150, can be subject to disciplinary action up to and including termination.

F. Multi-year contracts which annually or in the aggregate require spending in excess of the amounts listed in section C 1-3 above must have advanced approval by the Board of Trustees. If a long-term contract with renewal options, not to exceed a term of five years, has been approved, each annual renewal does not required Board approval.

G. Purchase orders for transactions amounting to less than the amounts specified in section C 1-3 above can be executed by the Director, Purchasing Services, the Vice Chancellor, Business Services, or the Assistant Vice Chancellor, Fiscal Services on behalf of the District and submitted for Board ratification within 60 days of execution, as long as all of the policy and procedural guidelines stipulated by the Board are adhered.

H. The Auxiliary Services Business Office shall be responsible for centralized purchasing for the auxiliary operations and shall follow identical processes and procedures as stated in BP 6330 and as specified in AR 6330 for the procurement of goods and services.

I. Any District employee who evades purchasing procedures or violates the limit procedures and commits the District to financial obligations without proper authority are personally liable for those commitments and subject to disciplinary action up to and including termination.

### **Reimbursement for Purchases**

Employees purchasing items for District use from their own funds and expecting to be reimbursed do so at their own risk. The District has set a limit for reimbursement to employees purchasing items for District use only to no more than \$500 per transaction. Reimbursement will be made only if in the normal purchasing sequence, a purchase order would have been issued for the item or services purchased. All requests for reimbursement purchases must be reviewed and approved through the manager responsible for the budget funds to be utilized for reimbursement and supervisor to requesting employee prior to initiating the purchases. If reimbursement is expected to be made from a special project fund, advanced approval from the Resource Development department is required. Examples of why a reimbursement might not be allowed are:

1. Not an urgent need
2. Unsuitable or unsafe for its intended usage
3. Not legally viable (e.g. a contractual obligation to purchase from another vendor)
4. Product is not commercial or industrial grade and does not meet the required warranties and guarantees needed to support use in District/College environment
5. Insufficient budget funds at time of purchase or available funds to reimburse cost
6. May have been purchased at a significantly lower price from another source
7. Failure of the product to meet established District standards
8. Not an allowable cost (applicable to special project terms and conditions)
9. Repeated abuse and/or pattern of requests for reimbursement of unauthorized purchases.
10. Failure to request reimbursement via a **Request for Check** form including original receipts, approved by manager and submitted to Accounts Payable within five (5) business days of purchase.

Requests for reimbursement must be made by submitting a Request for Check accompanied by an itemized original receipt(s). The appropriate budget manager must approve the request by signature on the **Request for Check** form. The District may deny reimbursement if the process is not followed correctly. In a rare occurrence that a purchase is needed, outside of the processes and procedures as stated in this administrative regulation, any reimbursement request exceeding the maximum allowable amount of \$500 will require, prior to purchase, written approval from their respective Chancellor's Cabinet member and the Vice Chancellor, Business Services to authorize the reimbursement. Once approval has been obtained, the purchase may be made, and the request is to be submitted through **Request for Check** form and submitted to Accounts Payable within five (5) business days of purchase.

### **Fiscal Management**

The Vice Chancellor, Business Services, Assistant Vice Chancellor, Fiscal Services and Director, Purchasing Services will do the following:

1. Maintain regular lines of communication with other District departments to inform them of District policies/procedures and to obtain their support regarding compliance.
2. Maintain regular lines of communication with the business community and the State Chancellor's Office for direction and information.
3. Provide adequate training and communication for staff members to align purchases with required compliance with policies.
4. Review spending trends and patterns for compliance with policies during budget cycles, year-end audit and financial reporting cycles.
5. Prepare and analyze various reports throughout the year and as part of the fiscal year-end review process.

### **Grant (Special Projects) Funds**

The grant project director and/or project administrators are responsible for effective and compliant management of grant funds, which entails adhering to grant-specific terms and conditions, standard grant management practices and procedures, and the district's policies, procedures and timelines. Categorical allowability does not override any Board Policy, Administrative Regulation or District procedures.

The Resource Development department manager is responsible for providing guidance and training on grant fund management and will do the following:

1. Develop written guidance on effective grant management practices.
2. Provide training to grant managers on effective grant management practices.
3. Provide grant start-up meetings to new grant managers and for existing managers when new grant programs are awarded.

### **Internal Audit**

The Internal Audit Manager is responsible for performing a broad range of reviews and analysis to support the operations of the District including all funds and special projects.

The Internal Audit Manager may, as requested, directed or as part of an overall audit program, do the following:

1. Periodically review and audit spending trends and specific purchases to ensure accuracy, compliance and alignment with District Board Policies and Procedures.
2. Perform reviews of both transactions and operational processes in order to detect, deter and prevent fraud.
3. Issue reports of observations, participate in the development of guidelines and make recommendations for improvement as a result of any reviews as deemed appropriate.

### **Cooperative Purchasing**

The Director, Purchasing Services is authorized to make purchases through the State of California Cooperative Purchasing Program operated by the Department of General Services, the Foundation of California Community Colleges and via liaison systems established with other public agencies including county, city, town or district. These types of purchases will be executed when they are in the best interest of the District relative to optimum pricing, delivery, and purchasing logistics.

To accomplish BP 6330, the Director, Purchasing Services will do the following:

1. Establish systems which will enable them to maintain a liaison with the Department of General Services and stay current on available cooperative or piggybackable purchasing arrangements which meet the above criteria. Possible sources are: a. Affiliation with CASBO and similar professional organizations, b. Affiliation with the Orange County Department of Education, c. Affiliation with the Foundation for California Community Colleges, d. The use of automated bulletin boards and other formal or informal information systems.
2. Work closely with Facility Planning, District Construction and Support Services, Information Technology Services, and other departments during the plans for major procurement items so that possible cooperative and piggybackable options can be explored.
3. Provide adequate training and communication for staff members to facilitate their compliance with the policy.

### **Purchasing Code of Ethics**

To comply with the Purchasing Code of Ethics the Director, Purchasing Services will do the following:

1. Establish systems which will enable staying current on all significant changes in legal codes and regulations affecting community college purchasing. Sources for this are: a. Affiliation with CASBO, Foundation for Community Colleges and similar professional organizations b. The use of manual or automated published legal services which provide current reference data.
2. Publish and keep current Purchasing Services brochure for vendors, which includes basic information regarding the District's Purchasing Code of Ethics, for distribution to current and prospective vendors.
3. Provide adequate training and communication for staff members to facilitate their compliance with the Purchasing Code of Ethics.
4. Develop resources to assist District/Colleges related to practices, procedures, compliance, training materials and a Purchasing Services Handbook.

To facilitate this policy the Vice Chancellor, Business Services will:

1. Maintain separation of duties between Purchasing Services, Accounts Payable and cash disbursements functions.
2. Instruct the Assistant Vice Chancellor, Fiscal Services, Fiscal Services Manager and Internal Audit Manager to review transactions for compliance.
3. Instruct the District's independent auditors to periodically examine Purchasing Services operations for compliance.

### **Resources**

All resources including fiscal year deadlines, training materials, forms, applications and guides are available to all employees via the employee intranet at:

<https://intranet.rccd.edu/Purchasing/Pages/Forms-and-Resources.aspx>

**Responsible Manager:** Director, Purchasing Services

**Revised:** March 17, 2014 (Previously AR3300, AR3302, AR3304 and AR3306)

**References Updated:** March 16, 2015

**Revised:** August 21, 2017

**Complete Rewrite:** August 23, 2021

**Rancho Santiago Community College District**  
**ADMINISTRATIVE REGULATION**  
Chapter 7  
Human Resources

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**AR 7325 COVID 19 Vaccination and Immunization Program (NEW)**

**Reference(s):**

- Americans with Disabilities Act
- DFEH Employment Information on COVID-19
- EEOC Technical Assistance, updated May 28, 2021
- Rancho Santiago Community College District COVID-19 Prevention Plan
- Title VII of the Civil Rights Act
- USDOJ Slip Opinion on Section 564 of the Food, Drug, and Cosmetic Act, issued July 6, 2021
- USFDA Press Release

**Purpose**

The Rancho Santiago Community College District (“the District”) is committed to providing a safe and healthy campus. In an effort to promulgate this commitment, this protocol intends to mitigate the risks surrounding exposure to COVID-19 by requiring that all employees and volunteers who are on District premises have received the full COVID-19 vaccine.

The novel coronavirus and the disease it causes, COVID-19, is a global pandemic and has resulted in widespread severe illness and death worldwide, in the United States, and in California. COVID-19 spreads mainly through close contact from person to person, including between people who are physically near each other (within about 6 feet). People who are infected but do not show symptoms can also spread the virus to others.<sup>1</sup> The Centers for Disease Control and Prevention (CDC) notes that “**COVID-19 spreads very easily from person to person**” and that “[t]he virus that causes COVID-19 appears to spread more efficiently than influenza....”<sup>2</sup> The transmission of COVID-19 has markedly slowed, and vaccination is an important part of slowing transmission.

According to the CDC, vaccination is a safe and effective way to prevent people who are vaccinated from becoming seriously ill with COVID-19. The CDC recommends widespread vaccination and states:

**COVID-19 vaccination will help keep you from getting COVID-19.**

- All COVID-19 vaccines currently available in the United States have been shown to be highly effective at preventing COVID-19.

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<sup>1</sup> CDC, <https://www.cdc.gov/coronavirus/2019-ncov/prevent-getting-sick/how-covid-spreads.html>. [July 14, 2021.]

<sup>2</sup> CDC, <https://www.cdc.gov/coronavirus/2019-ncov/prevent-getting-sick/how-covid-spreads.html>. [July 14, 2021.]

- All COVID-19 vaccines that are in development are being carefully evaluated in clinical trials and will be authorized or approved only if they make it substantially less likely you'll get COVID-19.
- Based on what we know about vaccines for other diseases and early data from clinical trials, experts believe that getting a COVID-19 vaccine may also help keep you from getting seriously ill even if you do get COVID-19.
- Getting vaccinated yourself may also protect people around you, particularly people at increased risk for severe illness from COVID-19.
- Experts continue to conduct more studies about the effect of COVID-19 vaccination on severity of illness from COVID-19, as well as its ability to keep people from spreading the virus that causes COVID-19.

### **COVID-19 vaccination is a safer way to help build protection.**

- COVID-19 can have serious, life-threatening complications, and there is no way to know how COVID-19 will affect you. And if you get sick, you could spread the disease to friends, family, and others around you.
- Clinical trials of all vaccines must first show they are safe and effective before any vaccine can be authorized or approved for use, including COVID-19 vaccines. The known and potential benefits of a COVID-19 vaccine must outweigh the known and potential risks of the vaccine for use under what is known as an Emergency Use Authorization (EUA). [As of August 23, 2021,<sup>3</sup> the United States Food and Drug Administration has fully approved the Pfizer vaccine.]
- Getting COVID-19 may offer some natural protection, known as immunity. Current evidence suggests that reinfection with the virus that causes COVID-19 is uncommon in the 90 days after initial infection. However, experts don't know for sure how long this protection lasts, and the risk of severe illness and death from COVID-19 far outweighs any benefits of natural immunity. COVID-19 vaccination will help protect you by creating an antibody (immune system) response without having to experience sickness.
- Both natural immunity and immunity produced by a vaccine are important parts of COVID-19 disease that experts are trying to learn more about, and CDC will keep the public informed as new evidence becomes available.

### **COVID-19 vaccination will be an important tool to help stop the pandemic.**

- Wearing masks and social distancing help reduce your chance of being exposed to the virus or spreading it to others, but these measures are not enough. Vaccines will work with your immune system so it will be ready to fight the virus if you are exposed.
- The combination of getting vaccinated and following CDC's recommendations to protect yourself and others will offer the best protection from COVID-19.
- Stopping a pandemic requires using all the tools we have available. As experts learn more about how COVID-19 vaccination may help reduce spread of the disease in communities, CDC will continue to update the recommendations to protect communities using the latest science.

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<sup>3</sup> USFDA, <https://www.fda.gov/news-events/press-announcements/fda-approves-first-covid-19-vaccine>. [August 23, 2021.]

(See more from the CDC on the benefits of vaccination at <https://www.cdc.gov/coronavirus/2019-ncov/vaccines/vaccine-benefits.html>.)

The California Department of Public Health (CDPH) also recommends that people get vaccinated to slow the spread of COVID-19. The CDPH has its own “Scientific Safety Review Workgroup,” which has confirmed that “vaccines have met high standards for safety and efficacy.”<sup>4</sup> Based on the ease of transmission of the virus that causes COVID-19 and the safety and effectiveness of vaccination, this protocol operates to protect employees, volunteers, and the community.

## **Protocol**

### **I. Scope of Coverage**

All volunteers and employees must be fully vaccinated<sup>5</sup> against the virus that causes COVID-19 in order to be physically present on District premises for an extended amount of time, generally more than 15 minutes, or inside a building or office unless they receive an approved medical exemption, disability accommodation, or a religious accommodation. People are considered fully vaccinated for COVID-19 two weeks or more after they have received the second dose in a 2-dose series (e.g., Pfizer-BioNTech or Moderna), or two weeks or more after they have received a single-dose vaccine (e.g., Johnson and Johnson J&J/Janssen.) This mandatory program is a condition of employment and as such employees and volunteers, who do not comply with these procedures or falsify information may face discipline up to and including termination.<sup>6</sup>

### **II. Effective Dates**

This mandatory program shall remain in effect until the District determines that the program is no longer necessary. This Protocol may be amended or revoked at any time. The District will provide all employees up to 8 weeks (defined as 60 calendar days) to allow time for employees to become fully vaccinated and provide proof of vaccination.

According to the CDC website,<sup>7</sup> CDC advises individuals who obtain the following two-doses vaccine in the prescribed timeframe:

- Pfizer-BioNTech COVID-19 vaccine should get their second shot 3 weeks (or 21 calendar days) after the first shot; and
- Moderna COVID-19 vaccine should get their second shot 4 weeks (or 28 calendar days) after the first shot.

### **III. Obtaining a COVID-19 Vaccine**

Individuals may obtain a COVID-19 vaccine from any County provider or any health care provider authorized to administer the vaccine.

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<sup>4</sup> CDPH, [https://www.cdph.ca.gov/Programs/CID/DCDC/CDPha%20Document%20Library/COVID-19/COVID\\_VACCINE\\_FACT\\_SHEET-ENG-08.pdf](https://www.cdph.ca.gov/Programs/CID/DCDC/CDPha%20Document%20Library/COVID-19/COVID_VACCINE_FACT_SHEET-ENG-08.pdf), [April 2, 2021.]

<sup>5</sup> Fully vaccinated may include booster shots as guided by federal, state, and local public health authorities. <https://www.cdc.gov/media/releases/2021/s0818-covid-19-booster-shots.html> [August 18, 2021]

<sup>6</sup> USDOJ, <https://www.justice.gov/sites/default/files/opinions/attachments/2021/07/26/2021-07-06-mand-vax.pdf>, [August 23, 2021.]

<sup>7</sup> CDC, <https://www.cdc.gov/coronavirus/2019-ncov/vaccines/second-shot.html>, [August 21, 2021.]

The District will provide employees with reasonable release time to travel and become vaccinated, as required by law. Compensation shall be at the employee's regular rate of pay. Employees will arrange vaccination time with their supervisors.

The District will provide employees who become vaccinated with sick leave that may be used in order to recover from any side effects of the COVID-19 vaccinations, as required by law.

#### **IV. Proof of Vaccination**

Once fully vaccinated with the COVID-19 vaccine, volunteers and employees must provide to the District proof of vaccination in order to be physically present on campus as described above. Pursuant to the CDPH Guidance for Vaccine Records Guidelines & Standards,<sup>8</sup> only the following modes may be used as proof of vaccination:

- COVID-19 Vaccination Record Card (issued by the Department of Health and Human Services Centers for Disease Control & Prevention or WHO Yellow Card) which includes name of person vaccinated, type of vaccine provided, and date last dose administered); OR
- a photo of a Vaccination Record Card as a separate document; OR
- a photo/screenshot of the client's Vaccination Record Card stored on a phone or electronic device; OR
- documentation of COVID-19 vaccination from a health care provider; OR
- digital record that includes a QR code that when scanned by a SMART Health Card reader displays to the reader client name, date of birth, vaccine dates and vaccine type. The QR code must also confirm the vaccine record as an official record of the state of California; OR
- documentation of vaccination from other contracted employers who follow these vaccination records guidelines and standards.

Employees can submit proof of vaccination at the online upload form at: <http://www.rscdd.edu/VaccinationUpload>. This form requires a picture of your vaccination card/documentation or verification of vaccination ready to upload as attached documents. Once the photo of your vaccination card is uploaded the form is completed, and your vaccine record has been submitted to Human Resources.

Instructions on uploading your vaccination card and release can be found at: <http://www.rscdd.edu/VaccinationUpload>.

Employees and volunteers who have been vaccinated are required to continue to abide by all District policies, procedures, and protocols regarding COVID-19 until the District directs otherwise. The District's COVID-19 Prevention Plan is available here: <https://www.rscdd.edu/Departments/Human-Resources/Pages/COVID-Prevention-Plan.aspx>.

#### **V. Health or Medical Records**

The District will not request any health or medical information for the purpose of enforcement of this Protocol other than the proof of vaccination. Unless consent is given, the District will not

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<sup>8</sup> CDPH, <https://www.cdph.ca.gov/Programs/CID/DCDC/Pages/COVID-19/Vaccine-Record-Guidelines-Standards.aspx> [August 21, 2021.]

request or receive any medical information from volunteers, employees, or vaccination providers, or give any medical information to any vaccination provider. Any proof of vaccination a volunteer or employee provides to the District will be stored in a manner consistent with applicable law and in accordance with the District's practice for storing medical information for employees.

## **VI. Exemptions from Vaccination Requirement**

District employees and volunteers may be exempt from the mandatory COVID-19 vaccine requirements in this program only under the following circumstances:

- A. **New Employees/Volunteers:** If an applicant for District employment meets all other requirements for employment as applicable but needs additional time to obtain and / or provide their vaccination records or to obtain an exemption, the person's assignment will be conditional for a maximum of 8 weeks (60 calendar days) upon signing and submitting a written statement attesting that they have been vaccinated as required or upon seeking an exemption pursuant to this program.
- B. **Medical Exemption:** The employee or volunteer submits the district medical exemption form a written statement from a licensed medical provider (such as a physician, physician assistant or nurse practitioner) exempting them due to the person's disability or serious medical condition. This statement must provider's printed name, license number, signature and date the statement is issued. Employees and volunteers should submit the statement on the district website.
- C. **Religious Exemption:** The employee or volunteer objects based on a sincerely held religious belief. If a volunteer, or employee objects on this basis, the employee or volunteer must complete and submit the corresponding Religious Accommodation Request Form for COVID-19 on the district website.

## **VII. Accommodations Process**

If the District determines that an employee has not received the COVID-19 vaccination due to disability or medical condition, or a sincerely held religious belief, the District will engage in an interactive accommodations process to determine whether a reasonable accommodation can be provided. The accommodations process will determine whether a reasonable accommodation exists to enable an employee to perform the "essential functions" of their job. Essential functions vary by job class and therefore the process shall be case-by-case and may result in different outcomes in different cases. The District will follow its normal accommodations policy in determining a reasonable accommodation. Accommodations may not be possible where it would result in an undue burden to the District.

The District may require Covid-19 testing for any employee or volunteer, when indicated by health screening via qualifying exemption and/or exposure to Covid-19. As to any changes in this Protocol regarding testing of employees and volunteers, the District will be guided by ongoing information from the federal, state, and local authorities.

### **VIII. Prohibition of Harassment Discrimination**

The District will not discriminate against any volunteer or employee who receives an exemption from receiving the COVID-19 vaccine, although the District will take any legitimate business action to maintain the safety of the campus(es) and community. The District will not tolerate any discrimination or harassment against volunteers, or employees based on vaccination status or individuals taking mitigation measures, such as wearing a face mask. Employees and volunteers found to be engaging in such discrimination or harassment may face discipline up to and including termination. If you believe you have experienced harassment, discrimination, or retaliation due to an exemption from receiving the COVID-19 vaccine, please immediately contact Human Resources or file a report here: <https://www.rscsd.edu/report/Pages/default.aspx>

### **IX. Revisions to the Protocol**

The District reserves the right to revise and update this Protocol as necessary based upon ongoing information and guidance from the Federal, State and Local guide authorities.

### **X. Questions?**

For employees and volunteers, questions about the Protocol may be directed by email to Human Resources.

**Adopted: xxxxxxxx, 2021**

**Rancho Santiago Community College District**  
**BOARD POLICY**  
Chapter 3  
General Institution

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**BP 3750 Data Governance (NEW)**

**Reference(s):**

Title 5, section 58311, Principles for Sound Fiscal Management  
U.S. Department of Education Privacy Technical Assistance Center (PTAC) Data Governance Checklist

The District recognizes that quality data is an organizational asset. To that end, the Chancellor, in consultation with staff, shall establish administrative regulations to assure adequate oversight of data management practices, encompassing the full life cycle of data, including collection, use, reporting for local, state and federal purposes and disposal.

Data Governance procedures shall include, but not be limited to:

- Procedures over Student Center Funding Formula (SCFF) data management to ensure that data collected and reported to the Chancellor's Office are accurate and complete;
- Responsibilities for SCFF data management are clearly defined and assigned;
- Information systems used to collect and report SCFF data are monitored and maintained to ensure that timely, accurate, and reliable SCFF data is available for planning, decision making, and budgetary control.

**Adopted: xxxxxxx, 2021**

**Rancho Santiago Community College District**  
**ADMINISTRATIVE REGULATION**  
Chapter 3  
General Institution

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**AR 3750.1 Data Governance (NEW)**

**Reference(s):**

U.S. Department of Education Privacy Technical Assistance Center (PTAC) Data Governance Checklist

**Purpose and Scope**

The objective of this Administrative Regulation is to identify the minimum standards to govern the appropriate use and management of institutional data and to define roles and responsibilities related to adequate data management.

This Administrative Regulation applies to all faculty, staff and third-party agents of the District as well as any other affiliates who are authorized to access Institutional Data.

**Data Governance**

Data governance focuses on improving data quality, protecting access to data, establishing business definitions, maintaining metadata and documenting data policies and procedures. The District's institutional information is an asset and must be maintained and protected as such. It is vital to have accurate, trusted data to make sound decisions at all levels of an organization. Data governance helps to provide data transparency and results in confidence among District faculty, staff and management to trust and rely on data for information and decision support.

**Governing Institutional Data**

The following principles are set forth as minimum standards to govern the appropriate use and management of institutional data:

- Institutional data is the property of the District and shall be managed as a key asset
- Unnecessary duplication of institutional data is discouraged
- Institutional data shall be protected
- Institutional data shall be accessible according to defined needs and roles
- Institutional representatives will be held accountable to their roles and responsibilities
- Necessary maintenance of institutional data shall be defined
- Resolution of issues related to institutional data shall follow consistent processes
- Data stewards are responsible for the subset of data in their charge

**Data Governance: Roles and Responsibilities**

Several roles and responsibilities govern the management of, access to, and accountability for institutional data. These are defined as follows:

## **Data Trustee**

Data Trustees are senior district or college officials who have oversight responsibility for institutional data that is related to the functions managed, administered or run by the units and personnel who report to them.

### **Data Trustee responsibilities:**

- Assign Data Stewards to be responsible for data management within the Data Trustee's functional area.
- Manage, protect, and ensure the integrity and usefulness of institutional data.
- Identify the sensitivity and criticality of the data. Ensure that appropriate business processes are in place to keep the data secure, maximize data accuracy, and ensure that responsible staff are trained to maintain data quality.
- Ensure compliance with local, state and federal laws related to data governance.
- Support planning and governance to meet the data needs of the community.
- Serve as escalation point for Data Stewards on issues related to data governance.

## **Data Steward**

Data Stewards are college or district employees with oversight responsibility for a designated subset of institutional data. A Data Steward is a functional end user within an operational area who is deemed an expert regarding data managed by that operational area. A Data Steward is assigned by a Data Trustee.

### **Data Steward responsibilities:**

- Implement data standards.
- Manage data definitions and data elements in their operational area, in conjunction with their colleagues, other data stewards and data trustees.
- Ensure that employees who maintain data are trained to follow standards.
- Monitor data quality and ensure data accuracy.
- Work with technical and operational staff to identify data entry errors and correcting the data to match institutional data standards.
- Report and escalate any issues that may require larger action on behalf of the district's data governance structure to their corresponding Data Trustee.
- Make decisions regarding data access, data classification, data compliance, data definitions and data privacy.
- Receive and respond to any inquiries related to data that originates from the area they oversee; e.g. questions regarding access, standardization, organization, definition and usage, etc.

## **Data Custodian**

Data Custodians are usually technical professionals who are responsible for the management and operation of many of the systems that serve as sources of institutional data. Data Custodians usually have the authority to grant internal access to institutional data, in accordance with the guidance of Data Stewards and/or Data Trustees. Data Custodians can also have data collection and data handling responsibilities.

### **Data Custodian responsibilities:**

- Provide a secure infrastructure in support of the data. This includes, but is not limited to, physical security, backup and recovery processes, and secure transmission of the data.
- Grant access privileges to authorized system users as requested by Data Stewards and/or Data Trustees, documenting those with access and controlling level of access to ensure that individuals have access only to that information for which they have been authorized and that access is removed in a timely fashion when no longer needed.
- Install, configure, patch, and upgrade hardware and software used for data management, ensuring that system availability and response time are maintained in accordance with district policies and/or processes.
- Participate in setting data governance priorities.

### **Data User**

Data Users are individuals or areas who have access to institutional data as part of assigned duties or in fulfillment of assigned roles or functions within the district or college community.

### **Data User responsibilities:**

- Follow district policies and procedures related to data management and protection.
- Attend training and abide by the data standards established by Data Stewards and/or Data Trustees.
- Report concerns related to data management, weaknesses in data protection, failure to follow data management policies, or specific issues of quality or integrity of institutional data and protection to the appropriate Data Stewards and/or Data Trustees.

### **Technology Operational Workgroup**

This workgroup is comprised of functional data trustees from across all functions and departments of the District.

### **Technology Operational Workgroup responsibilities**

- Oversee the initiatives of the data governance program at a strategic level.
- Identify and prioritize data governance and other functional projects.
- Set goals for future state of data management capabilities.
- Advocate for governance and improved data management.
- Provide resolution of districtwide data issues and anything else which is not resolved at the data stewardship level.
- Serve as a communication vehicle towards the institution and their own functional/operational area.
- Create a data centric culture where data is everyone's responsibility.

For detailed information regarding designated data trustees, data stewards and data custodians go to <https://intranet.rscsd.edu/XXXXXXXX>

**Adopted: xxxxxx, 2021**

Area of Focus	College Credit		Noncredit		Districtwide	
	Data Trustee	Co-Trustee	Data Trustee	Co-Trustee	Data Trustee	Co-Trustee
Academic Affairs	Jeff Lamb	*Martin Stringer	Stephanie Paramore	Chrissy Gascon		
Student Services	Vaniethia Hubbard		Stephanie Paramore	Chrissy Gascon		
Human Resources			Stephanie Paramore	Chrissy Gascon	Cheng Yu Hou	Alistair Winter
Fiscal Services	Bart Hoffman	Arlene Satele	Bart Hoffman	Arlene Satele	Iris Ingram	Adam O'Connor
Inst. Research	Aaron Voelcker		Nga Pham	Cristina Gheorghe	Nga Pham	
Risk Management					Don Maus	
Child Development					Janneth Linnell	MyLe Pham
Payroll			Stephanie Paramore	Chrissy Gascon	Nancy Tanner	
IT Support					Jesse Gonzalez	Dane Clacken

\*Interim Role

Credit Data Stewards					
Area of Focus	Role	Data Steward	Role	Co-Steward	Sub-Areas Supported
Human Resources	Human Resource Analyst	Penny Wilkerson	Human Resources Analyst		Human Resources
Fiscal	Fiscal Services Manager	Erika Almaraz	Manager, Budget, Forecasting & Analysis	Thao Nguyen	Accounting, Accounts Payable, Purchasing
Payroll	Payroll Specialist	Sherri Basham	Payroll Specialist	Victor Negron	Payroll
Financial Aid	Associate Dean of Fin. Aid	Robert Manson	Assistant Dean, Financial Aid, Scholarships & Veterans	Sheena Tran	Financial Aid
Admissions	Assistant Dean	Tuyen Nguyen	Dean, Enrollment Services	Mark Liang	Admissions, Registration, Graduation
Curriculum	Curriculum Specialist	Reyes Vazquez	Curriculum Specialist	Ana Garcia	Curriculum
Auxiliary Services	Senior Accountant	Kathy White	Director, Auxiliary Services	Jennie Adams	Auxiliary Services (Student Payments & Refunds)
Scheduling/Payroll	Instructional Coordinator			Huong Banh	Scheduling
Special Populations	DSPS Specialist	Robert Norris	DSPS Specialist	Michael Rinaldi	DSPS
Special Populations	Administrative Clerk	Daniel Cristobal	Counselor	Juana Galvan	CalWorks
Special Populations	Director Special Program	Kimberly Mathews	Director of Student Information Systems	Sergio Rodriguez	CTE
Special Populations	High School & Community Outreach Specialist	Maria Carranza	High School & Community Outreach Specialist	Angelica Melgoza	EOPS
Special Populations	Director of Special Programs	Brenda Estrada	Director of Student Information Systems	Sergio Rodriguez	Military
Special Populations	Student Services Specialist	Lupe Capistran	Student Services Coordinator	Rosemarie Touyanou	Foster Youth
Special Populations	MESA Coordinator (Interim)	Jeff Cutkomp			MESA
Special Populations	Counselor	Reina Sanabria			PUENTE
Special Populations	Adjunct Faculty	Ruth Olivos			MCHS
Special Populations	Dean, Enrollment Services	Mark Liang			Baccalaureate
Special Populations	Dean, Enrollment Services	Mark Liang	Assistant Dean	Tuyen Nguyen	CAP Students
Special Populations	Varies	Varies	Financial Aid Computer Analyst	Linda Gunderson	Economically Disadvantaged Students
Special Populations	Dean, Enrollment Services	Mark Liang	Assistant Dean	Tuyen Nguyen	Ex-Offender
Special Populations	Associate Dean of Fin. Aid	Robert Manson	Assistant Dean	Tuyen Nguyen	Homeless
Special Populations	Counselor/Instructor	Leo Pastrana	Information Systems Specialist	Jason Ta	Counseling
Special Populations	Graduation Specialist	Christine Gorlato	Graduation Specialist	Tiffany Garbis	Graduation
Special Populations	Instructional Center Specialist	Grace Ball	Assistant Professor/Counselor	Dora Escobar	Assessment
Special Populations	Full Time Faculty/Sociology Instructor	Kalonji Saterfield/Alondo Campbell			U2 Scholars
320 Reporting Needs	Budget Analyst	Gina Huegli	Manager, Budget, Forecasting & Analysis	Thao Nguyen	320/321 Apportionment Reporting
MIS Reporting Needs	Business Systems Analyst	Hugh Hoang	Business Systems Analyst	Anabelle Cabrera	MIS Reporting
IPEDs Reporting Needs	Director of Research	Nga Pham			IPED's & Scorecard Reporting
		Year 1		Year 1	
		Year 2	Steward and Co-Steward Roles reverse every year for parity	Year 2	

Noncredit Data Stewards					
Area of Focus	Role	Data Steward	Role	Co-Steward	Sub-Areas Supported
Human Resources	Human Resource Analyst	Penny Wilkerson	Human Resources Analyst	Rick Sturru	Human Resources
Fiscal	Fiscal Services Manager	Gina Huegli	Manager, Budget, Forecasting & Analysis	Thao Nguyen	Accounting, Accounts Payable, Purchasing
Payroll	Payroll Specialist	Sherri Basham	Payroll Specialist	Victor Negron	Payroll
Admissions	Registrar	Pat Alvano	Director Continuing Education Support Services	Nicole Gallegos	Admissions, Registration, Graduation
Curriculum	Curriculum Specialist	Reyes Vazquez	Curriculum Specialist	Ana Garcia	Curriculum
Scheduling	Support Services Assistant	Alan Casas	Student Program Specialist	Monique Marthell	Scheduling
Special Populations	Registrar	Pat Alvano	Interim Executive Director of AEBG	Joseph Alonzo	Incarcerated Students
Special Populations	Registrar	Pat Alvano	Director of Special Programs	Chrissy Gascon	CTE
Special Populations	Registrar	Pat Alvano	Dean, Instruction & Student Services	Nicole Gallegos	Foster Youth
Special Populations	Registrar	Pat Alvano	Interim Executive Director of AEBG	Joseph Alonzo	Inmate Ed.
Special Populations	Registrar	Pat Alvano	Director Continuing Education Support Services	Nicole Gallegos	Econ. Disadv.
Special Populations	Registrar	Pat Alvano	Director Continuing Education Support Services	Nicole Gallegos	Ex-Offender
Special Populations	Registrar	Pat Alvano	Director Continuing Education Support Services	Nicole Gallegos	Homeless
Special Populations	Registrar	Pat Alvano	Director Continuing Education Support Services	Nicole Gallegos	Longterm Unempl
Special Populations	Registrar	Pat Alvano	Director Continuing Education Support Services	Nicole Gallegos	Cultural Barrier
Special Populations	Registrar	Pat Alvano	Director Continuing Education Support Services	Nicole Gallegos	Seasonal Farm Worker
Special Populations	Registrar	Pat Alvano	Director Continuing Education Support Services	Nicole Gallegos	Literacy

Special Populations	Registrar	Pat Alvano	Director Continuing Education Support Services	Nicole Gallegos	Work Based Learning
Special Populations	Student Program Specialist	Wendy Esparza	Dean, Instruction & Student Services	Stephanie Paramore	Counseling
Special Populations	Graduation Specialist	Sarah Salas	Graduation Specialist	Levy Berganza	Graduation
Special Populations	Student Services Coordinator	Yuri Betancourt	Student Program Specialist	Monique Marthell	Assessment
320 Reporting Needs	Budget Analyst	Gina Huegli	Manager, Budget, Forecasting & Analysis	Thao Nguyen	320/321 Apportionment Reporting
MIS Reporting Needs	Business Systems Analyst	Hugh Hoang	Business Systems Analyst	Anabelle Cabrera	MIS Reporting
IPEDs Reporting Needs	Director of Research	Nga Pham (currently there are no IPEDS report for NC)			IPEDs Reporting Needs
Reporting Needs	Student Services Coordinator	Yuri Betancourt	Student Program Specialist	Araceli Trujillo	CASAS Reporting (WIOA/AEBG)
		Year 1		Year 1	
		Year 2	Steward and Co-Steward Roles reverse every year for parity	Year 2	

Current Ellucian Cloud Services Contract (3% escalation per year)  
 Estimated Cost for Self Hosting on AWS - Optimized Costs  
 Estimated Savings

Year 1 ('21/'22)	Year 2 ('22/'23)	Year 3 ('23/'24)	Year 4 ('24/'25)	Year 5 ('25/'26)	Total 5 Year
\$831,684	\$856,635	\$882,334	\$908,804	\$936,068	\$4,415,523
\$939,812	\$558,480	\$303,022	\$303,022	\$303,022	\$2,407,358
-\$108,128	\$298,155	\$579,312	\$605,782	\$633,046	\$2,008,165

New 5 year Ellucian Cloud Services Contract Proposal (3% escalation per year)  
 Estimated Cost for Self Hosting on AWS - Optimized Costs  
 Estimated Savings

Year 1 ('21/'22)	Year 2 ('22/'23)	Year 3 ('23/'24)	Year 4 ('24/'25)	Year 5 ('25/'26)	Total 5 Year
\$463,000	\$476,140	\$489,674	\$490,502	\$504,467	\$2,423,783
\$939,812	\$558,480	\$303,022	\$303,022	\$303,022	\$2,407,358
-\$476,812	-\$82,340	\$186,652	\$187,480	\$201,445	\$16,425

 Cloud Renewal Proposal	Current Maintenance Renewal Assumed at 5yr/5% - Managed Cloud Renewal at 5yr/3%					
	Year 1 ('21/'22)	Year 2 ('22/'23)	Year 3 ('23/'24)	Year 4 ('24/'25)	Year 5 ('25/'26)	Total 5 Year
Current Managed Cloud ("MC") <sup>1</sup>	\$354,350	\$364,981	\$375,930	\$387,208	\$398,824	\$1,881,292
<u>Add'l MC Hosting: Colleague 4 UI</u> <sup>1</sup> Cost to host both Colleague UI 4 and 5 in Cloud. Rancho confirmed decommission of Colleague 4 UI on 12/16/2020						\$0
<u>Add'l MC Hosting: DB Upsizing</u> <sup>1</sup> Related to additional load on DB due to customizations	\$63,650	\$65,560	\$67,526	\$69,552	\$71,639	\$337,926
<u>Add'l MC Hosting: Payment Gateway</u> <sup>1</sup> Additional servers to run a second payment gateway. Migrate to 1, these costs go away.	\$0	\$0	\$0	\$0	\$0	\$0
<u>Add'l MC Hosting: Custom objects DB</u> <sup>1</sup> Hosting for additional database for custom objects. Remove customizations, save costs.	\$0	\$0	\$0	\$0	\$0	\$0
Addt'l MC Hosting: Ellucian Content Management (ECM) Perceptive ImageNow <sup>1</sup>	\$0	\$0	\$0	\$0	\$0	\$0
Addt'l MC Hosting: SQL Reporting Database <sup>1</sup>	\$0	\$0	\$0	\$0	\$0	\$0
Cloud Export Service – 200GB Addon	\$8,000	\$8,240	\$8,487	\$8,742	\$9,004	\$42,473
Addt'l MC Hosting: Ellucian Mobile <sup>1</sup>	\$12,000	\$12,360	\$12,731	\$0	\$0	\$37,091
Self hosting perceptive content	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$62,500
Self-hosting reporting DB	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$62,500
Cloud Hosting Total	\$463,000	\$476,140	\$489,674	\$490,502	\$504,467	\$2,423,783