

**BFPC**  
Business & Facilities Planning Council  
Tuesday, October 8, 2019  
11:15am-12:45pm  
OC116

**MINUTES**

*Present: Michael Collins, Jim Thomas, Dan Lambros, Esmeralda Abejar, Andy Aldasoro, Mike Angeles, Courtney Buchanan, Misty Griffin, Ana Hernandez, Tenisha James, Robert Kleveno, Sam Lee, Steve Marshall, Patty Sanchez, Kaneesha Tarrant*

*Guests: Jim McMahon, Justin Czerniak, Kristine Anderson*

1. Welcome
2. Public Comments
  - None
3. Approval of Meeting Minutes from September 10, 2019
  - Motion to approve by: Andy Aldasoro
    - Seconded by: Patty Sanchez
    - Abstentions: 3
    - Motion carried
4. 2020 Accreditation Institutional Self-Evaluation Report-Second Read (Kris Anderson/Sam Lee)
  - Council was directed to and briefly reviewed each of the different sections of the updated self-evaluation draft that was initially started in 2014 and is soon to be finalized.
    - Standard I: Mission, Academic Quality and Institutional Effectiveness, and Integrity
    - Standard II: Student Learning Programs and Support Services
    - Standard III: Resources
    - Standard IV: Leadership and Governance
    - Newly Added Section H: Quality Focus Essay (2-3 projects that will enhance student learning institutional-wide, focusing on equity)
  - The current version of the draft can be found at:  
<https://studentrcc.sharepoint.com/:w:/r/sites/ISERNCLayouts/15/Doc.aspx?sourcedoc=%7B638874E5-2F9B-4AC9-A9BF-4177CC4C8201%7D&file=Draft%20ISER-2October2019.docx&action=default&mobileredirect=true&cid=00b102e6-1856-4bae-b271-5a2174c88b82>
  - Important dates to remember: March 2-5, 2020 is the ACCJC Accreditation team site visit
  - Motion was made to move recommendation of ISER draft forward to ISPC made by: Jim Thomas
    - Seconded by: Courtney Buchanan
    - Abstentions: 0
    - Motion carried

**BFPC Statement of Purpose**

*(Approved by BFPC on May 14, 2013)*

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5. Educational Master Plan Draft Review – Dr. Collins

- Council reviewed the draft document that was sent out to Nor-All on October 2 by Dr. Monica Green.
- Review summary page of changes (Handout)
  - Overall, we have kept the integrity of the document and just made minor changes in verbiage and/or updated certain figures or percentages where needed.
- Matrix reporting alignment detailed.
- Future intent remains to move forward with offerings of a middle college high school, but no need to make reference to an exact school or school district throughout the document.
- Document references a 5.5% goal to meet regional needs as population growth escalates, but we also kept reference to the 3.0% FTES growth target to align with the district strategic plan. To clarify:
  - The referenced FTES goal is what our college has identified as the need for our regional service area.
- The review of the document will continue to go through various meetings in accordance with our strategic planning process.

6. Budget Update Presentation – Esmeralda Abejar

- The information for the Districts adopted budget was presented and can be found at: <https://www.rccd.edu/administration/adminfinance/Documents/Adopted%20Budgets%20and%20Presentations/2019-20/09172019%20FY%202019-20%20Adopted%20Budget.pdf>
- Adopted Budget Update – Fund 11 & 12 (Handout)

FUND 11		
BUDGETED EXPENSES	FY 18/19 Revised Budget	FY 19/20 Adopted Budget
Academic Salaries	18,901,155	20,554,681
Classified Salaries	5,368,328	5,908,885
Benefits	9,930,915	10,794,965
<b>Total Salaries &amp; Benefits</b>	<b>34,200,398.00</b>	<b>37,258,531.00</b>
Supplies & Materials	1,151,423	1,193,882
Services & Operating Exp	6,401,512	6,042,019
Capital Outlay	550,172	198,840
Total Outgo	-	28,408
<b>Total Non-Salary</b>	<b>8,103,107.00</b>	<b>7,463,149.00</b>
<b>Total Budgeted Expenses (includes holding accts)</b>	<b>42,303,505.00</b>	<b>44,721,680.00</b>

83.3% 19/20 Budget - Salaries and Benefits

16.7% of 19/20 Budget Non-Salary

FUND 12		
BUDGETED EXPENSES	FY 18/19 Revised Budget	FY 19/20 Adopted Budget
Academic Salaries	2,552,325	2,779,229
Classified Salaries	5,942,128	5,486,822
Benefits	3,727,787	3,589,660
<b>Total Salaries &amp; Benefits</b>	<b>12,222,240.00</b>	<b>11,855,711.00</b>
Supplies & Materials	2,670,981	3,614,887
Services & Operating Exp	8,392,073	5,144,066
Capital Outlay	11,456,114	8,589,828
Total Outgo	1,196,279	429,014
<b>Total Non-Salary</b>	<b>23,715,447</b>	<b>17,777,795</b>
<b>Total Budgeted Expenses</b>	<b>35,937,687.00</b>	<b>29,633,506.00</b>

40 % of 19/20 budget - Salaries and Benefits

60 % of 19/20 budget - Non-Salary expenses

- The document details that Norco College currently has 29.6M in grant/categorical funding, which is on par with some research institutions and 4-year universities.

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- One of the Chancellors goals is to have 30% of all revenue to the district, be from grant/categorical funds. Norco is currently at 24% for just salaries/benefits and 40% of the total budget including operational expenses, so we are well on the way to meeting and exceeding that target.
- Our goal is to continue to build sustainability of these targets at the college.

- First Quarter Budget Performance Report – Fund 11 (Handout)

NORCO COLLEGE				BUDGET PERFORMANCE REPORT 1ST QUARTER					
Fund:	11	Resource:	1000	FY 2019/20					
Object	Object Description	Prior Year 2018/19 Actual	Current Year 2019/20 Revised Budget	Actuals				Balance	% Used
				JUL	AUG	SEP	YTD		
Total Budget 1000-7999)		39,733,495.65	44,677,972.00	2,713,193.67	2,046,698.78	2,315,941.74	7,075,834.19	37,602,137.81	23.46%

- During the 1<sup>st</sup> quarter, we have used just under 25% of our total budget.
- We will continue to monitor the various areas that have spent over 25% of their individual budgets, to analyze and potentially implement spending changes or needs in the future.

- Budget Allocation Model (BAM) Update:

- The Council was reminded to read the email that was sent out to RCCD-All just before this BFPC meeting from Aaron Brown, in regards to implementing the new BAM model in the 2020/2021 fiscal year. (Email included a 29 page attachment)
- 2020/2021 BAM Concept is as follows:
  - The District is primarily funded through apportionment, based on the number of Full-time Equivalent Students (FTES) we serve annually, even under the new Student Centered Funding Formula (SCFF) wherein enrollment comprises 70% of the apportionment calculation.
  - The revised BAM is being developed using the concept of “FTES as Currency”.
  - Each FTES generated has a value (currency) that can be assigned based on a “Standard” or “Exchange Rate” for each instructional program or discipline.
  - The BAM will use the FTES “Exchange Rates” that are developed to allocate resources to the colleges.
  - Revised BAM will be implemented in the 2020-21 fiscal year.
  - 2019-20 fiscal year is a “hold harmless” year, expense budgets are not impacted.
- Procedural Steps in 2018/19:
  - To determine the “Exchange Rate” per FTES, the project team gathered multi-year historical “Discipline Cost per FTES” information for each college.
  - The “Discipline Cost per FTES” includes the following:
    - Direct Cost of Instruction (Faculty, Lab Technicians, Classified Positions, etc.)
    - Non-Instructional Costs (Deans, Administrative Staff, etc.)
      - Allocated to disciplines based on the Direct Costs of Instruction FTES Ratio.
    - Shared costs (administration/support – Business Services, Student Services and Other)
      - Allocated on the same basis as Non-Instructional costs
  - Disciplines were grouped into the following categories to derive consistency and comparability among the college (STEM/Liberal Arts/CTE/”Unique”-Defined as

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discipline only offered at one college)

- Instructional Discipline Cost per FTES by category, was accumulated for each of the following fiscal years, 2015-16, 2016-17, 2017-18 and 2018-19 (estimated), to calculate an average cost per FTES.
  - This was done to smooth out year-over-year cost fluctuations and;
  - To provide for comparison between the colleges for common disciplines.
- Council reviewed FTES Cost Comparison of Mean vs. Median, which will continue to be discussed at the next DBAC meeting.

**FTES Cost Comparison - Mean vs. Median**  
**Direct Instructional & Academic Affairs Costs Per Category (STEM, Liberal Arts, CTE, Unlque)**

STEM	FY 15/16	FY 16/17	FY 17/18	FY 18/19
NC Cost Per FTES - STEM	\$ 2,592	\$ 2,671	\$ 3,008	\$ 3,407
MVC Cost Per FTES - STEM	\$ 2,780	\$ 2,920	\$ 3,273	\$ 3,840
RCC Cost Per FTES - STEM	\$ 2,902	\$ 2,916	\$ 3,184	\$ 3,489
<b>RCCD Median</b>	<b>\$ 2,780</b>	<b>\$ 2,916</b>	<b>\$ 3,184</b>	<b>\$ 3,489</b>
<b>RCCD Mean</b>	<b>\$ 2,758</b>	<b>\$ 2,836</b>	<b>\$ 3,155</b>	<b>\$ 3,579</b>
Liberal Arts	FY 15/16	FY 16/17	FY 17/18	FY 18/19
NC Cost Per FTES - Liberal Arts	\$ 2,692	\$ 2,827	\$ 3,146	\$ 3,395
MVC Cost Per FTES - Liberal Arts	\$ 2,878	\$ 3,172	\$ 3,298	\$ 3,931
RCC Cost Per FTES - Liberal Arts	\$ 3,199	\$ 3,146	\$ 3,412	\$ 3,521
<b>RCCD Median</b>	<b>\$ 2,878</b>	<b>\$ 3,146</b>	<b>\$ 3,298</b>	<b>\$ 3,521</b>
<b>RCCD Mean</b>	<b>\$ 2,923</b>	<b>\$ 3,048</b>	<b>\$ 3,285</b>	<b>\$ 3,616</b>
CTE	FY 15/16	FY 16/17	FY 17/18	FY 18/19
NC - Cost Per FTES - CTE	\$ 3,402	\$ 3,398	\$ 3,636	\$ 3,779
MVC - Cost Per FTES - CTE	\$ 3,627	\$ 3,319	\$ 3,623	\$ 5,195
RCC - Cost Per FTES - CTE	\$ 2,920	\$ 3,001	\$ 3,080	\$ 3,115
<b>RCCD Median</b>	<b>\$ 3,402</b>	<b>\$ 3,319</b>	<b>\$ 3,623</b>	<b>\$ 3,779</b>
<b>RCCD Mean</b>	<b>\$ 3,316</b>	<b>\$ 3,239</b>	<b>\$ 3,446</b>	<b>\$ 4,030</b>

**Revised BAM**  
**FINAL BUDGET - FY 2019/20**  
**FY 18/19 MEAN**

**19/20 Revenue Allocation**  
 Direct Instructional, Academic Affairs,  
 Student Services, Business Services and Other Costs

Norco College	
Total FTES	7,367
Direct Instructional & Academic Affairs Costs	29,544,512
Student Services, Business Services, and Other	10,339,579
<b>Total Norco College</b>	<b>\$ 39,884,091</b>
Moreno Valley College	
Total FTES	7,336
Direct Instructional & Academic Affairs Costs	31,880,375
Student Services, Business Services, and Other	10,296,394
<b>Total Moreno Valley College</b>	<b>\$ 42,176,769</b>
Riverside City College	
Total FTES	17,667
Direct Instructional & Academic Affairs Costs	73,220,710
Student Services, Business Services, and Other	24,796,647
<b>Total Riverside City College</b>	<b>\$ 98,017,357</b>

**Revised BAM**  
**FINAL BUDGET - FY 2019/20**  
**Using District-Wide Avg. based on FY 18/19 MEDIAN**

**19/20 Revenue Allocation**  
 Direct Instructional, Academic Affairs,  
 Student Services, Business Services and Other Costs

Norco College	
Total FTES	7,367
Direct Instructional & Academic Affairs Costs	28,749,112
Student Services, Business Services, and Other	11,084,844
<b>Total Norco College</b>	<b>\$ 39,833,956</b>
Moreno Valley College	
Total FTES	7,336
Direct Instructional & Academic Affairs Costs	31,154,281
Student Services, Business Services, and Other	11,038,546
<b>Total Moreno Valley College</b>	<b>\$ 42,192,827</b>
Riverside City College	
Total FTES	17,667
Direct Instructional & Academic Affairs Costs	71,467,474
Student Services, Business Services, and Other	26,583,960
<b>Total Riverside City College</b>	<b>\$ 98,051,434</b>

**Revised BAM**  
**FINAL BUDGET - FY 2019/20**  
**Using FY 18-19 Actual Cost**

**19/20 Revenue Allocation**  
 Direct Instructional, Academic Affairs,  
 Student Services, Business Services and Other Costs

Norco College	
Total FTES	7,367
Direct Instructional & Academic Affairs Costs	28,040,467
Student Services, Business Services, and Other	10,780,494
<b>Total Norco College</b>	<b>\$ 38,820,961</b>
Moreno Valley College	
Total FTES	7,336
Direct Instructional & Academic Affairs Costs	34,427,786
Student Services, Business Services, and Other	10,735,467
<b>Total Moreno Valley College</b>	<b>\$ 45,163,253</b>
Riverside City College	
Total FTES	17,667
Direct Instructional & Academic Affairs Costs	70,239,942
Student Services, Business Services, and Other	25,854,061
<b>Total Riverside City College</b>	<b>\$ 96,094,003</b>

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- Current “To Do” Tasks identified for 2019/20:
  1. Analyze and justify “Unique” disciplines.
    - See what other colleges are expending for similar programs.
    - Are these programs linked to the goals of the board of trustees/state?
    - Consider how much programs can grow, (what programs are the exception to the norm, are they reasonable and justifiable expenses?)
  2. Develop a treatment for “District Operations” costs.
    - Base district Office funding on Service Level Agreements.
    - Use functional maps as starting point.
    - Use program review for budget augmentations.
  3. Establish the “Exchange Rate” (mean or median) for discipline categories.
    - At next DBAC subgroup meeting the exchange rate is being determined. The group is considering the Median, which will protect the model from big swings in cost/FTES.
  4. Model revenue flow through the revised BAM- determine true impacts to the college.
    - Incorporate the same budget allocation model that the State utilizes now based on SCCF. 70% Enrollment, 20% Supplemental and 10% Student Success. Possibly for FY 2021/22.
  5. Analyze/implement budget development improvements that allow for planning.
    - Determine FTES by discipline in November, this will allow for proper planning for 2021.
    - Utilize prior year discipline cost per FTES-(FY 18/19) and determine and escalation factor to account 19/20 increases.
  6. Analyze strategic programs/considerations that impact the cost of an FTES.
  7. Further consider the “Comprehensive College” allocation. (Inconclusive at this point).
  8. Prep for implementation of the revised BAM in 2020-21 budget year.
- DBAC subgroup continues to meet and discuss the development of the BAM and an update will be reported at BFPC meetings.

7. Norco College Facilities Master Plan Narrative Update – Dr. Collins

- Currently working with DLR Architects on developing the narrative that accompanies the NC master plan that was approved by the Board of Trustees in June.
- The narrative will detail and outline the current campus, space analysis, sustainability and energy saving projects, our 2030 vision, estimated phasing costs, and other various development opportunities.
- A draft will be presented at the December BFPC meeting for review.
- The final draft is scheduled to be presented as an informational item at the December or January Board of Trustees meeting.

8. District Solar Planning Initiative – Dr. Collins

- Chancellor asked for “study team” to convene in regards to moving forward with the Photovoltaic (PV) Solar Planning Initiative project.
- Request for qualifications/proposals are scheduled to go out in October.
- The initial evaluation committee will have participation from each of the colleges, such as representatives

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from the Faculty Association, Academic Senate, CSEA, Students, etc.

- The specialized and independent solar consultant that provides technical, financial and program management expertise for the District. The scope of services may include: conduct feasibility study, assess electricity demand, assess the feasibility of becoming zero-net-energy (ZNE) sites, evaluate energy savings, integrate master plans into the study, etc.
- The proposals should be returned and evaluated by the end of November with the goal of A Board of Trustees presentation in December. If approved, begin the work at the end of the year.

#### 9. Business & Facilities Resource Requests for 2019/20 – Dr. Collins

- Staff team members internally rank their selections as how the information is entered in their program review.
- BFPC Sub Committee Selection for Ranking Prioritization.
  - Members selected: Steve Marshall, Esmeralda Abejar, Courtney Buchanan, Jim Thomas, Michael Collins, Andy Aldasoro, Dan Lambros, Patty Sanchez, and Mike Angeles.
  - Ranking template will be emailed to subcommittee and asked to complete by Friday, October 18<sup>th</sup>.
  - The sub-committee will meet to finalize and present the results at our November 12 BFPC meeting.

#### 10. Standing Items/Reports:

- Facilities Project Update – Steve Marshall (Handout)
  - LRC Associate Faculty projected move date: late Oct.
  - Engagement center (ST107&108) furniture will be arriving soon (ETA end of Oct/early Nov)
  - CSS219 exterior furniture – currently on order.
  - Transfer Center space planning continues (need to identify funding source).
  - STEM solar display projects beginning (PO pending for design phase to begin).
  - ADA path of travel improvement (Mustang Cir/WEQ Dr) in preconstruction phase.
  - Lot A parking refurbishment/improvement project in 2 phases, beginning in winter break.
  - Amphitheater shade project: in design phase.
  - Amphitheater Tables & Umbrellas in procurement.
  - Soccer field turf replacement project is estimated to begin in March 2020.
  - Hydration stations installation project awaiting PO (Little Theater and IT Bldg).
  - Veterans Resource Center in design phase and going out to bid in January, with the estimated start of construction in February.
  - Early Childhood Education Center Ongoing – Planning & Site Investigation (State appropriation).
  - Key Control System Update – currently in the design phase.
  - Lighting replacement near CSS building completed- crisp white LED up-lighting on trees/foilage and down-lighting on sidewalks.
  - Library roof project will be completed this week.
  - Future project idea: STEM field lab – exploratory residential roof simulation (solar project).

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- Facilities/M&O Update – Jim McMahon
  - Events update:
    - Dodge ball tournament was a great success.
    - Women in the Arts event was well received.
    - CNUUSD Expo had over 1000 attendees/participates.
    - Harvest Festival scheduled for Friday, October 25.
    - Combat for Cancer walk is Saturday, October 19.
    - Tree trimming projects continue college-wide.
    - Weed abatement project continues college-wide.
    - Working with staff on program review resource requests for next fiscal year.
    - CSS217 set ups discussed (changes coming soon):
      - A minimum of 30 minutes or more is needed in between reservations, to allow for set up: changes of tables and chairs. (Conference layout, event layout, classroom layout, special meetings, etc.)
      - Facilities staff is limited, and the new multi-use of this room has become increasingly problematic with the room set up sometimes being changed 2-3 times in one day.
    - Ongoing successful use of the athletic field for both college and external soccer clubs and cross country.
- Safety & Emergency Preparedness Update – Justin Czerniak
  - Safety Committee meeting on October 9 in CSS 217 from 9:00 to 11:00am, everyone is welcome to attend.
  - A post-event debrief meeting to discuss the 2nd Annual Norco College Preparedness Fair – is scheduled on October 9 in CSS 217 from 11:00am-12:30pm.
  - Reminder: the Great Shakeout Drill is October 17 at 10:17am – Drop, cover, and hold on in your respective areas for 1 minute.
- Technology & IMC Update – Dan Lambros & Mike Angeles
  - IMC Report (Handout)
    - IT101 Audio/Visual Equipment Update – In Progress (ETA: Late Fall)
    - A&R and Veterans Center Interactive Kiosks – Completed (New digital signage)
    - HUM101 New project install – In progress (ETA: Fall)
  - TSS Report:
    - Finalizing computer updates for HUM/CACT/IT/ST.
    - Last inventory identified 86 computers (within the 25% refresh) and 4 computer labs that need replacement in our current inventory (approximately 86 computers).

## 11. Good of the Order

- Sgt. Kleveno stated the Veteran's parking space proposal was presented at the last District Parking Committee meeting and did not receive any opposition, so the plan will proceed as follows:
  - 4 parking spots (2 double-sided poles) for lot A, B, C, D, and 2 spots at STEM to begin with. Once the new Veterans Resource Center opens, we can revisit the need at STEM. This is a grand total of 18 designated spots for Norco College.

## 12. Next Meeting: Tuesday, November 12, 2019 11:15am-12:45pm OC116.

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## 2030 Educational Master Plan - Summary of Changes

The changes presented for the college’s review and consideration can be summarized around four guiding principles; feedback from District Strategic Planning Council, ensuring alignment with the approved Facilities Master Plan, re-locating non-measurable objectives, and to demonstrate a clear alignment with the District Strategic Plan by matching metric reporting. The summary below provides an overview of the changes by chapter with the attached track changes document available for a more detailed review. Instructions for enabling the track changes view are also attached.

Please provide your questions and feedback to [Denise Terrazas](mailto:Denise.Terrazas@norco.edu) via email by Friday, October 4.

EMP Approval Timeline	
October 2	ISPC – Information Item
October 16	ISPC – 1 <sup>st</sup> Read
November 6	ISPC - Vote
November 7	Committee of the Whole – Vote
November 15	District Strategic Planning Council
December 3	Board Committee
December 10	Board of Trustees Approval

EMP Presentations	
October 2	Norco 9
October 7	Academic Senate
October 8	Business and Facilities Planning Council
October 9	Management Team
October 11	Academic Planning Council
October 18	Associated Students Norco College
October 23	Student Services Planning Council

### Cover Sheet, Table of Contents

- Update revision date and page numbers

### Chapter 1: Introduction

- Move Chapter 5 Mission, Vision, and Values to the top of the document which is now Chapter 2
- Combine Goals 5 and 7 to for clarity and alignment
- Reordering of Goal numbers to reflect the combining of goals
- Changes to Mission, Vision, and Values to reflect ISPC recommendations
- Wordsmithing, spelling out of acronyms, grammar corrections, formatting, and reordering of numbers

### Chapter 2: Mission, Vision, Values

- Inserted Chapter on Mission, Vision, Values

### Chapter 3: Student Transformation (Strategic Development 1)

- Formatting updates
- Inserted language under Vision for Strategic Direction #1: Student Transformation and moved the information from the middle of the chapter to the top



- Combined and reorganized Completion Initiative major activities to remove duplication and provide clarity.
- Wordsmithing, spelling out of acronyms, grammar corrections, formatting, and reordering of numbers

#### Chapter 4: Regional Transformation (Strategic Direction 2)

- Inserted language under Vision of Strategic Direction #2: Regional Transformation and moved the information from the middle of the chapter to the top
- Moved Table 1 to Appendix
- Removed reference to OSCA
- Added “foster online offerings across all disciplines and courses” under the reference to trainings and resources afforded to faculty
- Wordsmithing, spelling out of acronyms, grammar corrections, formatting, and reordering of numbers

#### Chapter 5: College Transformation (Strategic Direction 3)

- Removed language on construction methods
- Moved Tables 2-7 to Appendix
- Alphabetized content under categories of programs for growing into a more comprehensive college
- Removed South Corona/Temescal Valley Campus with High School from list of facilities and structures formally or informally discussed
- Removed distinction of Veterans, Foster Care, International Housing for Students from list of facilities and structures formally or informally discussed
- Removed paragraph on construction methods
- Comments for updates on budget numbers
- Wordsmithing, spelling out of acronyms, grammar corrections, formatting, and reordering of numbers

#### Chapter 6: 5-Year Strategic Planning Goals (2019-2024)

- Re-located non-measurable objectives to the Strategic Plan
- Wordsmithing, spelling out of acronyms, grammar corrections, formatting, and reordering of numbers

#### Chapter 7: Planning Integration

- Wordsmithing, spelling out of acronyms, grammar corrections, formatting, and reordering of numbers

#### Chapter 8: Assessment, Tracking, and Reporting

- Wordsmithing, spelling out of acronyms, grammar corrections, formatting, and reordering of numbers

#### Chapter 9: Deliberation Process

- Wordsmithing, spelling out of acronyms, grammar corrections, formatting, and reordering of numbers

#### Chapter 10: College History

- No changes

3 Years-FUND 12 REPORT BY SPP

View Budget						
Generated By	294024 on 9/24/2019, 6:15:41 PM					
County						
District						
Function	FY 2017-18 Prior Year Actual Expenditures	FY 2018-19 Revised Budget	FY 2018-19 Actual Expenses as of 6/30/19	FY 2018-19 Budget balance as of 6/30/19	FY 19/20 Adopted Budget	Function Description
000 Total	78,391.	34,043.	121,535.	-87,492.	0.	Unrest. Gen
023 Total	42,424.	270,872.	270,872.	0.	0.	BASIC SKILLS/ESL 2017/2018
024 Total	0.	313,296.	79,607.	233,689.	233,689.	BASIC SKILLS/ESL 2018/2019
025 Total	116,163.	0.	0.	0.	0.	BASIC SKILLS/ESL 2016/2017
026 Total	0.	0.	0.	0.	297,631.	BASIC SKILLS/ESL 2019/2020
031 Total	5,449.	94,551.	93,135.	1,416.	0.	PROPOSITION 39 CLEAN ENERGY GRANT
032 Total	9,993.	65,420.	61,533.	3,887.	21,585.	VETERAN RESOURCE CENTER - ONGOING
035 Total	0.	76,805.	11,296.	65,509.	84,401.	HUNGER FREE CAMPUS SUPPORT ALLOCATION 17/18 - 19/20
045 Total	0.	665,090.	665,091.	-1.	397,500.	NEXTUP (CAFYES)
048 Total	38,623.	0.	0.	0.	0.	ONE-TIME EMERGENCY AID FUNDING FOR DREAMER STUDENTS
051 Total	0.	278,571.	77,534.	201,037.	654,163.	CALIFORNIA COLLEGE PROMISE (AB 19)
053 Total	0.	18,140.	0.	18,140.	18,140.	CAMPUS SAFETY AND SEXUAL ASSAULT
054 Total	16,870.	23,129.	22,519.	610.	0.	JFK MIDDLE COLLEGE HS COUNSELING
060 Total	469,868.	486,181.	478,802.	7,379.	535,207.	EOPS
061 Total	31,963.	40,937.	40,582.	355.	45,911.	EOPS CARE
067 Total	243,302.	253,921.	253,920.	1.	254,473.	SFAA - CAPACITY (old term Augmentation)
069 Total	94,694.	100,056.	100,055.	1.	96,961.	SFAA - CAPACITY (old term Augmentation)
074 Total	4,454.	476,412.	330,045.	146,367.	364,944.	GUIDED PATHWAYS
075 Total	223,188.	123,147.	25,017.	98,130.	162,306.	INSTRUCTIONAL EQUIPMENT
080 Total	1,534,092.	1,767,443.	1,542,188.	225,255.	1,740,740.	STUDENT SUCCESS & SUPPORT PROGRAM (old term MATRICULATION)
081 Total	1,022,021.	905,666.	706,990.	198,676.	952,977.	STUDENT EQUITY
103 Total	74,163.	88,535.	42,066.	46,469.	100,355.	HERE TO CAREER
118 Total	97,677.	0.	0.	0.	100,000.	MIDDLE COLLEGE HIGH SCHOOL - NORCO 15/16
121 Total	0.	100,000.	100,001.	-1.	0.	MIDDLE COLLEGE HIGH SCHOOL - NORCO
132 Total	627,721.	688,467.	521,211.	167,256.	692,257.	TITLE V - ACCELERATING PATHWAYS TO GRADUATION & TRANSFER
133 Total	274,579.	860,429.	835,111.	25,318.	0.	COMM. COLLEGES BASIC SKILLS & STUDENT OUTCOMES TRANSFORMATION PROG.
134 Total	220.	6,215.	3,493.	2,722.	2,722.	CACT-SEMINARS
135 Total	211,131.	367,962.	323,219.	44,743.	332,280.	UPWARD BOUND - CORONA HIGH SCHOOL 17/22
137 Total	66,000.	0.	0.	0.	0.	COMMUNITY COLLEGE COMPLETION GRANT
141 Total	0.	94,621.	35,650.	58,971.	92,734.	FINANCIAL AID TECHNOLOGY
150 Total	0.	62,242.	45,700.	16,542.	16,542.	MENTAL HEALTH SUPPORT
156 Total	0.	0.	-358.	358.	0.	TITLE V - PORTAL TO YOUR FUTURE - NORCO COLLEGE 09/14
160 Total	9,976.	67,654.	11,621.	56,033.	56,033.	THE CALIFORNIA WELLNESS FOUNDATION
164 Total	99,004.	0.	0.	0.	0.	COMPLETION INITIATIVE PLANNING GRANT
166 Total	10,710.	60,529.	54,068.	6,461.	73,150.	INNOVATION IN HIGHER EDUCATION GRANT
168 Total	0.	476,042.	0.	476,042.	0.	STUDENT SUCCESS COMPLETION (SSCG)
174 Total	42,363.	435,831.	138,944.	296,887.	296,885.	CALIFORNIA APPRENTICESHIP INITIATIVE

3 Years-FUND 12 REPORT BY SPP

Function	FY 2017-18 Prior Year Actual Expenditures	FY 2018-19 Revised Budget	FY 2018-19 Actual Expenses as of 6/30/19	FY 2018-19 Budget balance as of 6/30/19	FY 19/20 Adopted Budget	Function Description
175 Total	0.	199,999.	72,803.	127,196.	358,147.	NORCO COLLEGE APPRENTICESHIP PROGRAM
178 Total	0.	200,000.	7,700.	192,300.	192,300.	STUDENT-CENTERED COLLEGE COMPLETION GRANT
180 Total	658,063.	719,504.	755,281.	-35,777.	909,714.	DSP&S
188 Total	291,438.	412,030.	370,291.	41,739.	395,615.	UPWARD BOUND - CENTENNIAL HIGH SCHOOL 17/22
189 Total	0.	0.	0.	0.	113,636.	CFIS REENTRY PROGRAM
190 Total	79,914.	1,920,087.	268,324.	1,651,763.	1,651,765.	VETERANS RESOURCE CENTER
191 Total	0.	5,000,000.	288.	4,999,712.	4,999,712.	EARLY CHILDHOOD EDUCATION CENTER
192 Total	0.	1,000,000.	0.	1,000,000.	1,000,000.	NEW WORKFORCE DEVELOPMENT CENTER
193 Total	0.	100,000.	3,391.	96,609.	96,608.	VETERANS RESOURCE CENTER - VISION FOR SUCCESS
199 Total	126,331.	0.	0.	0.	0.	TITLE V - HSI STEM AND ARTICULATION PROGRAMS
207 Total	0.	200,000.	0.	200,000.	200,000.	WORKFORCE ACCELERATOR FUND (WAF)
225 Total	1,064,568.	2,220,342.	1,585,857.	634,485.	1,834,485.	STEM ENGINEERING PATHWAYS
233 Total	0.	0.	0.	0.	5,000.	QSSB BARRIERS TO BRIDGES PROGRAMS
236 Total	0.	105,000.	0.	105,000.	105,000.	MENTAL HEALTH SERVICES
249 Total	0.	46,543.	0.	46,543.	46,543.	UMOJA COMMUNITY EDUCATION FOUNDATION
250 Total	0.	0.	0.	0.	30,000.	EXPANDING COMMUNITY COLLEGE APPRENTICESHIPS
271 Total	625,773.	2,904,984.	830,597.	2,074,387.	2,074,388.	NATIONAL CENTER FOR SUPPLY CHAIN AUTOMATION
272 Total	259,457.	640,668.	399,017.	241,651.	511,844.	UPWARD BOUND - NORTE VISTA HIGH SCHOOL
277 Total	5,000.	0.	0.	0.	0.	CITY OF CORONA 5K
284 Total	0.	0.	0.	0.	0.	UPWARD BOUND - AUSD
285 Total	49,232.	0.	0.	0.	0.	UPWARD BOUND - CENTENNIAL HIGH SCHOOL
286 Total	40,825.	0.	0.	0.	0.	UPWARD BOUND - CORONA HIGH SCHOOL
297 Total	220,172.	320,642.	280,380.	40,262.	272,531.	SSS RISE - NORCO 15/20
300 Total	34,899.	66,625.	51,758.	14,867.	35,977.	FWS OFF CAMPUS (COMMUNITY SERVICE)
301 Total	5,066.	0.	4,327.	-4,327.	0.	FWS OFF CAMPUS 100% - AMERICAL READS
302 Total	20,724.	0.	6,380.	-6,380.	0.	FWS OFF CAMPUS 100% - AMERICA COUNTS
304 Total	286,598.	293,150.	289,838.	3,312.	323,797.	FWS ON CAMPUS (INSTRUCTIONAL/NON-INSTRUC)
305 Total	5,116.	0.	6,812.	-6,812.	0.	FWS ON CAMPUS CALWORKS (75%) / FWS (25%)
334 Total	904,280.	76,001.	76,001.	0.	0.	TRADE ADJUSTMENT ASSISTANCE COMMUNITY COLLEGE AND CAREER TRAINING
335 Total	29,303.	0.	0.	0.	0.	FOSTER YOUTH STUART GRANT
339 Total	282,760.	326,594.	310,383.	16,211.	260,200.	STUDENT SUPPORT SERVICES TRIO-NORCO 15/20
340 Total	3,633,327.	2,931,458.	2,930,460.	998.	0.	CALIFORNIA CAREER PATHWAYS TRUST
344 Total	178,132.	417,480.	417,480.	0.	0.	STRONG WORKFORCE PROGRAM LOCAL 16/17
345 Total	253,112.	282,057.	279,733.	2,324.	0.	STRONG WORKFORCE PROGRAM REGIONAL 16/17
346 Total	0.	712,043.	259,174.	452,869.	452,869.	STRONG WORKFORCE PROGRAM LOCAL 17/18
347 Total	0.	819,722.	457,236.	362,486.	362,485.	STRONG WORKFORCE PROGRAM REGIONAL 17/18
348 Total	0.	768,286.	0.	768,286.	768,286.	STRONG WORKFORCE PROGRAM LOCAL 18/19
349 Total	0.	1,575,375.	192,233.	1,383,142.	1,383,143.	STRONG WORKFORCE PROGRAM REGIONAL 18/19
350 Total	0.	0.	0.	0.	563,913.	STRONG WORKFORCE PROGRAM REGIONAL 19/20
351 Total	0.	0.	0.	0.	797,552.	INSTRUCTIONAL SUPPORT-STRONG WORKFORCE PROGRAM REGIONAL 19/20
365 Total	0.	774,250.	98.	774,152.	774,153.	JAMES IRVINE FOUNDATION - APPRENTICESHIP NETWORK
366 Total	44,537.	45,706.	43,663.	2,043.	46,119.	TANF (TEMPORARY ASSTCE TO NEEDY FAMILIES)

3 Years-FUND 12 REPORT BY SPP

Function	FY 2017-18 Prior Year Actual Expenditures	FY 2018-19 Revised Budget	FY 2018-19 Actual Expenses as of 6/30/19	FY 2018-19 Budget balance as of 6/30/19	FY 19/20 Adopted Budget	Function Description
367 Total	248,570.	245,660.	246,531.	-871.	250,261.	CAL WORKS
370 Total	303,091.	397,295.	390,915.	6,380.	219,422.	PERKINS - TITLE I-C
374 Total	0.	50,000.	50,000.	0.	0.	CTE DATA UNLOCKED INITIATIVE
375 Total	0.	0.	0.	0.	367,855.	ONLINE CTE PATHWAYS GRANT PROGRAM
382 Total	0.	59,524.	59,484.	40.	0.	AB 86 ADULT EDUCATION BLOCK GRANT 17/18
383 Total	321,000.	0.	0.	0.	0.	FULL TIME STUDENT SUCCESS
386 Total	0.	0.	0.	0.	0.	BULLETPROOF VEST PARTNERSHIP
387 Total	0.	0.	0.	0.	67,598.	AB 86 ADULT EDUCATION BLOCK GRANT
388 Total	56,556.	9,510.	0.	9,510.	0.	AB 86 ADULT EDUCATION BLOCK GRANT 16/17
709 Total	3,089.	186,706.	74,390.	112,316.	119,076.	NON-RESIDENT CAPITAL OUTLAY SURCHARGE FEE
730 Total	3,110.	3,093.	2,911.	182.	5,553.	VETERANS EDUCATION
735 Total	516,954.	605,146.	560,372.	44,774.	414,373.	LOTTERY
Grand Total	15,996,036.	35,937,687.	18,275,555.	17,662,132.	29,633,506.	

NORCO COLLEGE				BUDGET PERFORMANCE REPORT 1ST QUARTER					
Fund:	11	Resource:	1000	FY 2019/20					
		Prior Year 2018/19	Current Year 2019/20	Actuals				Balance	%
Object	Object Description	Actual	Revised Budget	JUL	AUG	SEP	YTD		Used
1110	INSTRUCTORS, FULL TIME	6,635,667.33	7,611,342.00	596,834.80	703,566.19	691,732.33	1,992,133.32	5,619,208.68	26.17%
1160	INSTRUCTORS, SUBSTITUTE	-	-	-	-	-	-	-	
1170	INSTRUCTORS, RELEASE / REASSIGN TIME	63,789.40	69,036.00	6,315.44	6,315.44	6,205.01	18,835.89	50,200.11	27.28%
1180	INSTRUCTORS, SABBATICAL	125,015.04	185,486.00	-	-	-	-	185,486.00	0.00%
11xx	FT, Academic Inst Salary	6,824,471.77	7,865,864.00	603,150.24	709,881.63	697,937.34	2,010,969.21	5,854,894.79	25.57%
1218	ACADEMIC MANAGERS FULL TIME	2,230,139.70	2,036,562.00	239,757.68	144,055.88	185,209.89	569,023.45	1,467,538.55	27.94%
1219	COUNSELORS / LIBRARIANS / COORDINATORS	2,058,734.56	2,402,532.00	149,418.83	166,197.74	172,342.15	487,958.72	1,914,573.28	20.31%
1280	ACADEMIC ADMINISTRATORS, SABBATICAL	-	-	-	-	-	-	-	
12xx	FT, Academic, Non-Inst Salary	4,288,874.26	4,439,094.00	389,176.51	310,253.62	357,552.04	1,056,982.17	3,382,111.83	23.81%
1330	INSTRUCTORS, PART TIME FALL	2,407,630.83	2,298,560.00	-	773.67	9,678.77	10,452.44	2,288,107.56	0.45%
1331	INSTRUCTORS, PART TIME SUMMER (ODD YR)	335,055.80	390,797.00	340,205.56	18,058.10	-	358,263.66	32,533.34	91.68%
1332	INSTRUCTORS, PART TIME WINTER	541,120.73	588,900.00	-	-	-	-	588,900.00	0.00%
1333	INSTRUCTORS, PART TIME SPRING	2,396,619.44	2,102,241.00	-	-	-	-	2,102,241.00	0.00%
1334	INSTRUCTORS, PART TIME SUMMER (EVEN YR)	330,342.46	205,620.00	-	-	-	-	205,620.00	0.00%
1335	INSTRUCTORS, FULL TIME OVERLOAD FALL	413,635.36	443,554.00	3,013.08	-	138,479.86	141,492.94	302,061.06	31.90%
1336	INSTRUCTORS, FULL TIME OVERLOAD SUMME	214,327.08	149,235.00	11,284.38	-	-	11,284.38	137,950.62	7.56%
1337	INSTRUCTORS, FULL TIME OVERLOAD WINTER	523,247.30	619,605.00	-	-	-	-	619,605.00	0.00%
1338	INSTRUCTORS, FULL TIME OVERLOAD SPRING	432,602.54	442,427.00	-	-	-	-	442,427.00	0.00%
1339	INSTRUCTORS, FULL TIME OVERLOAD SUMME	249,189.86	271,361.00	257,514.13	(265.38)	-	257,248.75	14,112.25	94.80%
1360	INSTRUCTORS, SUBSTITUTES	23,793.24	-	1,704.04	400.20	-	2,104.24	(2,104.24)	
1370	INSTRUCTORS, EXTRA DUTY	29,196.40	43,618.00	1,009.00	3,253.00	1,009.00	5,271.00	38,347.00	12.08%
1371	INSTRUCTORS, LARGE LECTURE STIPENDS	30,534.62	175,679.00	-	1,828.72	-	1,828.72	173,850.28	1.04%
13xx	PT & Overload, Academic, Inst Salary	7,927,295.66	7,731,597.00	614,730.19	24,048.31	149,167.63	787,946.13	6,943,650.87	10.19%
1439	ACADEMIC - PT COUNSELORS / LIBRARIANS / C	791,875.50	347,377.00	61,612.45	21,360.64	6,224.18	89,197.27	258,179.73	25.68%
1460	LONG TERM SUBSTITUTES FOR COUNSELORS /	-	-	-	-	-	-	-	
1469	SHORT TERM (DAILY) SUBSTITUTE COUNSELOR	8,572.55	7,839.00	348.48	(696.96)	-	(348.48)	8,187.48	-4.45%
1470	NONINSTRUCTIONAL SALARIES, OTHER EXTRA	-	-	-	-	-	-	-	
1479	EXTRA DUTY STIPENDS	85,754.53	89,813.00	5,105.62	4,787.66	5,892.88	15,786.16	74,026.84	17.58%
1490	ACADEMIC SPECIAL PROJECTS	36,344.72	108,056.00	-	5,544.49	23,412.50	28,956.99	79,099.01	26.80%
14xx	PT & Overload, Academic, Non-Inst Salary	922,547.30	553,085.00	67,066.55	30,995.83	35,529.56	133,591.94	419,493.06	24.15%
	<b>Academic Salaries</b>	<b>19,963,188.99</b>	<b>20,589,640.00</b>	<b>1,674,123.49</b>	<b>1,075,179.39</b>	<b>1,240,186.57</b>	<b>3,989,489.45</b>	<b>16,600,150.55</b>	<b>19.38%</b>
2117	CLASSIFIED FULL TIME SUPERVISOR	81,448.84	78,457.00	7,125.92	7,125.92	7,125.92	21,377.76	57,079.24	27.25%

NORCO COLLEGE				BUDGET PERFORMANCE REPORT 1ST QUARTER					
Fund:	11	Resource:	1000	FY 2019/20					
		Prior Year 2018/19	Current Year 2019/20	Actuals				Balance	% Used
Object	Object Description	Actual	Revised Budget	JUL	AUG	SEP	YTD		
2118	CLASSIFIED FULL TIME ADMINISTRATOR	716,543.57	927,903.00	65,525.98	65,525.98	67,900.25	198,952.21	728,950.79	21.44%
2119	CLASSIFIED FULL TIME STAFF	3,645,204.78	4,135,596.00	350,828.97	305,204.93	327,335.37	983,369.27	3,152,226.73	23.78%
2129	CLASSIFIED PERMANENT PART TIME STAFF	123,969.87	147,607.00	13,901.48	10,988.84	13,670.57	38,560.89	109,046.11	26.12%
21xx	Classified, Non-Inst Reg Salary	4,567,167.06	5,289,563.00	437,382.35	388,845.67	416,032.11	1,242,260.13	4,047,302.87	23.49%
2210	INSTRUCTIONAL CLASSIFIED FULL TIME STAFF	315,866.12	328,380.00	25,423.43	26,151.62	27,187.65	78,762.70	249,617.30	23.99%
2220	INSTRUCTIONAL CLASSIFIED PERM PART TIME S	109,289.11	130,176.00	9,139.79	8,399.45	8,856.16	26,395.40	103,780.60	20.28%
22xx	Classified, Inst Aide Reg Salary	425,155.23	458,556.00	34,563.22	34,551.07	36,043.81	105,158.10	353,397.90	22.93%
2331	SHORT-TERM STUDENT HELP, NON-INSTRUCTIO	30,328.86	44,729.00	-	1,120.75	2,087.34	3,208.09	41,520.91	7.17%
2339	SHORT-TERM NONCLASSIFIED, NON-INSTRUCTI	67,567.96	46,098.00	-	3,780.00	6,004.12	9,784.12	36,313.88	21.22%
2349	SHORT-TERM OVERTIME, NON-INSTRUCTIONAL	85,360.89	25,330.00	17,864.05	960.96	1,659.87	20,484.88	4,845.12	80.87%
2369	SHORT-TERM SUBSTITUTES, NON-INSTRUCTION	213,665.33	46,239.00	-	17,040.72	20,063.27	37,103.99	9,135.01	80.24%
2390	SHORT-TERM SPECIAL PROJECT, NON-INSTRUC	-	600.00	-	-	-	-	600.00	0.00%
2399	CLASSIFIED PRESENTERS - COMM. ED / CUSTO	-	-	-	-	-	-	-	
23xx	Non-Instructional Salary, Other	396,923.04	162,996.00	17,864.05	22,902.43	29,814.60	70,581.08	92,414.92	43.30%
2430	SHORT-TERM STUDENT HELP, INSTRUCTIONAL	5,877.00	22,796.00	-	-	84.00	84.00	22,712.00	0.37%
2431	SHORT-TERM SUMMER COACHING, INSTRUCTIO	-	-	-	-	-	-	-	
2440	SHORT-TERM OVERTIME, INSTRUCTIONAL	730.56	-	-	-	590.79	590.79	(590.79)	
2449	SHORT-TERM NONCLASSIFIED, INSTRUCTIONAL	11,195.60	7,212.00	755.84	755.84	4,383.84	5,895.52	1,316.48	81.75%
2469	SHORT-TERM SUBSTITUTES, INSTRUCTIONAL	4,621.28	-	-	-	-	-	-	
24xx	Instructional Aides, Other	22,424.44	30,008.00	755.84	755.84	5,058.63	6,570.31	23,437.69	21.90%
	<b>Classified Salaries</b>	<b>5,411,669.77</b>	<b>5,941,123.00</b>	<b>490,565.46</b>	<b>447,055.01</b>	<b>486,949.15</b>	<b>1,424,569.62</b>	<b>4,516,553.38</b>	<b>23.98%</b>
3110	INSTRUCTIONAL STRS	2,003,989.80	2,494,184.00	196,674.45	127,169.53	139,979.28	463,823.26	2,030,360.74	18.60%
3150	CALSTRS ON-BEHALF FOR INSTRUCTIONAL	932,674.92	-	-	-	-	-	-	
3210	INSTRUCTIONAL PERS	59,804.24	73,671.00	5,765.86	5,682.50	5,886.83	17,335.19	56,335.81	23.53%
3310	INSTRUCTIONAL FICA	23,458.26	23,162.00	1,812.71	1,805.90	1,925.70	5,544.31	17,617.69	23.94%
3315	INSTRUCTIONAL MEDICARE	218,099.29	231,182.00	18,003.62	10,958.51	12,636.93	41,599.06	189,582.94	17.99%
3410	INSTRUCTIONAL HEALTH & WELFARE	2,090,475.71	2,260,317.00	7,979.90	8,228.74	8,228.74	24,437.38	2,235,879.62	1.08%
3450	OPEB, TEACHERS AND AIDES	30,398.27	32,174.00	2,506.40	1,538.55	1,776.40	5,821.35	26,352.65	18.09%
3510	INSTRUCTIONAL SUI	15,668.14	11,962.00	626.39	383.86	443.31	1,453.56	10,508.44	12.15%
3610	INSTRUCTIONAL WC	233,036.72	257,377.00	20,051.18	12,307.74	14,209.59	46,568.51	210,808.49	18.09%
	Instructional Benefits	5,607,605.35	5,384,029.00	253,420.51	168,075.33	185,086.78	606,582.62	4,777,446.38	11.27%
3440	RETIREE BENEFITS ACAD & CLASS	244,347.21	217,491.00	-	-	-	-	217,491.00	0.00%

NORCO COLLEGE				BUDGET PERFORMANCE REPORT 1ST QUARTER					
Fund:	11	Resource:	1000	FY 2019/20					
		Prior Year 2018/19	Current Year 2019/20	Actuals				Balance	% Used
Object	Object Description	Actual	Revised Budget	JUL	AUG	SEP	YTD		
3120	CLASSIFIED STRS - (FOR CLASSIFIED EMPLOYEE	(238.76)	-	-	-	-	-	-	-
3130	NON-INSTRUCTIONAL STRS - FOR ACADEMIC AD	616,172.35	705,921.00	52,811.74	49,101.12	54,538.83	156,451.69	549,469.31	22.16%
3160	CALSTRS ON-BEHALF CLASSIFIED	-	-	-	-	-	-	-	-
3170	CALSTRS ON-BEHALF NON-INSTRUCTIONAL ACA	235,735.16	-	-	-	-	-	-	-
3220	CLASSIFIED PERS	806,298.80	1,023,841.00	84,066.29	78,158.65	79,225.32	241,450.26	782,390.74	23.58%
3230	NON-INSTRUCTIONAL PERS	149,358.42	163,687.00	13,265.85	13,329.29	13,329.29	39,924.43	123,762.57	24.39%
3320	CLASSIFIED FICA	282,742.13	316,673.00	27,268.39	23,898.44	24,386.04	75,552.87	241,120.13	23.86%
3325	CLASSIFIED MEDICARE	70,102.37	78,415.00	6,494.02	5,872.29	6,381.55	18,747.86	59,667.14	23.91%
3330	NON - INSTRUCTIONAL FICA	48,403.53	44,699.00	5,196.25	5,167.59	3,857.51	14,221.35	30,477.65	31.82%
3335	NON - INSTRUCTIONAL ACADEMIC MEDICARE -	75,396.78	72,385.00	6,600.77	4,925.91	5,678.60	17,205.28	55,179.72	23.77%
3420	CLASSIFIED HEALTH & WELFARE	1,503,355.58	1,644,528.00	8,016.65	7,325.45	7,570.25	22,912.35	1,621,615.65	1.39%
3430	NON - INSTRUCTIONAL HEALTH & WELFARE (CO	927,960.73	937,649.00	3,749.45	3,545.54	3,571.46	10,866.45	926,782.55	1.16%
3460	OPEB, CL EMPLOYEES	10,545.26	10,918.00	910.50	823.46	891.67	2,625.63	8,292.37	24.05%
3470	OPEB, OTHER CE EMPLOYEES	10,397.34	9,984.00	912.47	682.46	786.15	2,381.08	7,602.92	23.85%
3520	CLASSIFIED SUI	8,911.37	23,003.00	223.89	202.46	220.05	646.40	22,356.60	2.81%
3530	NON - INSTRUCTIONAL SUI - (COUNSELORS / LI	7,107.21	12,755.00	227.63	169.84	195.78	593.25	12,161.75	4.65%
3620	CLASSIFIED WC	73,480.05	87,340.00	7,110.49	6,518.85	7,087.78	20,717.12	66,622.88	23.72%
3630	NON - INSTRUCTIONAL WC - COUNSELORS / LI	77,855.53	79,874.00	7,299.95	5,460.01	6,289.30	19,049.26	60,824.74	23.85%
3900	OTHER BENEFITS	-	-	-	-	-	-	-	-
3910	CalSTRS On Behalf	4.75	-	-	-	-	-	-	-
3920	CalSTRS On Behalf	3,680.66	-	-	-	-	-	-	-
3930	CalSTRS On Behalf	740.22	-	-	-	-	-	-	-
3912	PAYPRO 125 PLANS	-	-	-	-	-	-	-	-
3999	PAYROLL TAX ADJUSTMENTS	-	-	-	-	-	-	-	-
	Non-Instructional Benefits	4,908,009.48	5,211,672.00	224,154.34	205,181.36	214,009.58	643,345.28	4,568,326.72	12.34%
	<b>Benefits</b>	<b>10,759,962.04</b>	<b>10,813,192.00</b>	<b>477,574.85</b>	<b>373,256.69</b>	<b>399,096.36</b>	<b>1,249,927.90</b>	<b>9,563,264.10</b>	<b>11.56%</b>
	<b>Total Salaries &amp; Benefits</b>	<b>36,134,820.80</b>	<b>37,343,955.00</b>	<b>2,642,263.80</b>	<b>1,895,491.09</b>	<b>2,126,232.08</b>	<b>6,663,986.97</b>	<b>30,679,968.03</b>	<b>17.84%</b>
4230	REFERENCE BOOKS / MATERIALS	4,722.95	9,222.00	-	-	(272.00)	(272.00)	9,494.00	-2.95%
4320	INSTRUCTIONAL SUPPLIES	6,721.60	69,315.00	-	-	-	-	69,315.00	0.00%
4330	PERIODICALS / MAGAZINES / SUBSCRIPTIONS IN	26.00	109.00	-	-	-	-	109.00	0.00%
4351	INSTRUCTIONAL MEDIA	-	1,000.00	-	-	-	-	1,000.00	0.00%
4360	TESTS	-	-	-	-	-	-	-	-

NORCO COLLEGE				BUDGET PERFORMANCE REPORT 1ST QUARTER					
Fund:	11	Resource:	1000	FY 2019/20					
		Prior Year 2018/19	Current Year 2019/20	Actuals				Balance	% Used
Object	Object Description	Actual	Revised Budget	JUL	AUG	SEP	YTD		
4370	COMMENCEMENT - OTHER THAN ADMISSION	-	-	-	-	-	-	-	-
4510	MAINTENANCE SUPPLIES	-	-	-	-	-	-	-	-
4520	CUSTODIAL SUPPLIES	47,004.99	70,024.00	4,291.57	2,264.61	2,348.00	8,904.18	61,119.82	12.72%
4530	GROUNDS / GARDEN SUPPLIES	40,719.36	20,638.00	2,663.30	1,099.19	2,501.87	6,264.36	14,373.64	30.35%
4540	HEALTH SUPPLIES	-	-	-	-	-	-	-	-
4555	COPY / PRINTING	16,956.92	9,282.00	-	-	-	-	9,282.00	0.00%
4575	SOFTWARE - LESS THAN \$200 OR USEFUL LIFE	2,542.16	2,205.00	-	-	625.00	625.00	1,580.00	28.34%
4580	THEATRE SUPPLIES	-	-	-	-	-	-	-	-
4590	OFFICE SUPPLIES	157,215.85	934,880.00	202.09	8,904.28	5,416.07	14,522.44	920,357.56	1.55%
4591	PURCHASE / COST OF GOODS SOLD - USE REST	-	-	-	-	-	-	-	-
4592	MAJOR GIFTS CAMPAIGN - CLEARING ACCOUNT	-	-	-	-	-	-	-	-
4599	CONTRACT EDUCATION - INSTRUCTIONAL SUPP	-	-	-	-	-	-	-	-
4630	TIRES AND TUBES	-	-	-	-	-	-	-	-
4644	REPAIR PARTS - (PARTS ONLY -- LABOR PROVID	72,118.10	32,969.00	284.47	3,784.28	9,647.12	13,715.87	19,253.13	41.60%
4690	TRANSPORTATION SUPPLIES, INCLUDING FUEL	8,265.89	14,510.00	-	(134.67)	1,154.57	1,019.90	13,490.10	7.03%
4710	FOOD -- FUNDING SOURCE OTHER THAN GENE	789.16	-	-	-	-	-	-	-
4711	PROTEIN - (RESOURCE 3200)	-	-	-	-	-	-	-	-
4712	DESSERT - (RESOURCE 3200)	-	-	-	-	-	-	-	-
4713	DAIRY - (RESOURCE 3200)	-	-	-	-	-	-	-	-
4714	PRODUCE - (RESOURCE 3200)	-	-	-	-	-	-	-	-
4715	BEVERAGE - (RESOURCE 3200)	-	-	-	-	-	-	-	-
4716	BREAD - (RESOURCE 3200)	-	-	-	-	-	-	-	-
4717	GROCERIES - (RESOURCE 3200)	-	-	-	-	-	-	-	-
4720	SUBSIDIZED MEALS - (RESOURCE 3200 AND 330	-	-	-	-	-	-	-	-
4790	OTHER SUPPLIES - (RESOURCE 3200)	-	-	-	-	-	-	-	-
4791	PAPER PRODUCTS- (RESOURCE 3200 AND 3300	-	-	-	-	-	-	-	-
4792	CLEANING SUPPLIES - (RESOURCE 3200)	-	-	-	-	-	-	-	-
4793	KITCHEN EXPENDABLES - (RESOURCE 3200)	-	-	-	-	-	-	-	-
4999	OUT OF STATE SALES TAX HOLDING FOR ACCOU	-	-	-	-	-	-	-	-
	<b>Supplies &amp; Materials</b>	<b>357,082.98</b>	<b>1,164,154.00</b>	<b>7,441.43</b>	<b>15,917.69</b>	<b>21,420.63</b>	<b>44,779.75</b>	<b>1,119,374.25</b>	<b>3.85%</b>
5045	POSTAGE / SHIPPING	-	224.00	-	-	-	-	224.00	0.00%
5110	CONSULTANTS	304,769.10	144,036.00	18,000.00	13,350.00	23,400.00	54,750.00	89,286.00	38.01%



NORCO COLLEGE				BUDGET PERFORMANCE REPORT 1ST QUARTER					
Fund:	11	Resource:	1000	FY 2019/20					
		Prior Year 2018/19	Current Year 2019/20	Actuals				Balance	% Used
Object	Object Description	Actual	Revised Budget	JUL	AUG	SEP	YTD		
5120	LECTURERS	8,700.00	5,000.00	-	2,500.00	-	2,500.00	2,500.00	50.00%
5130	DOCTORS / NURSES	-	-	-	-	-	-	-	
5151	TEMPORARY SERVICES	4,650.00	2,211.00	-	-	-	-	2,211.00	0.00%
5160	AMBULANCE	-	-	-	-	-	-	-	
5192	SCOUTING	-	-	-	-	-	-	-	
5194	FILMING	-	-	-	-	-	-	-	
5195	ENTRY FEES	-	-	-	580.00	455.00	1,035.00	(1,035.00)	
5197	GRANT / CONTRACT SUB-AGREEMENT	-	-	-	-	-	-	-	
5198	PROFESSIONAL SERVICES	47,371.63	11,877.00	-	-	6,050.00	6,050.00	5,827.00	50.94%
5210	MILEAGE / TOLL FEES	8,672.39	6,521.00	39.44	513.35	307.11	859.90	5,661.10	13.19%
5211	MEETING EXPENSES	1,146.83	120.00	-	-	120.00	120.00	-	100.00%
5219	TRAVEL EXPENSES - NON-RCCD EMPLOYEES / S	4,098.13	2,739.00	-	-	-	-	2,739.00	0.00%
5220	CONFERENCES (INCLUDING WEBINAR PROGRA	72,059.93	33,259.00	2,415.62	1,056.60	(1.63)	3,470.59	29,788.41	10.44%
5250	TRAVEL EXPENSES - EMPLOYEE CANDIDATES	-	-	-	-	-	-	-	
5310	MEMBERSHIP / DUES	44,620.78	77,264.00	33,405.00	1,053.00	9,653.35	44,111.35	33,152.65	57.09%
5400	INSURANCE	-	-	-	-	-	-	-	
5410	FIRE AND THEFT INSURANCE	-	-	-	-	-	-	-	
5420	LIABILITY INSURANCE	-	-	-	-	-	-	-	
5421	GENERAL LIABILITY AND PROPERTY EXPENSE	405,995.11	424,589.00	-	-	-	-	424,589.00	0.00%
5430	FIDELITY BOND PREMIUMS	1,265.00	986.00	-	-	-	-	986.00	0.00%
5440	STUDENT INSURANCE	-	-	-	-	-	-	-	
5450	INSURANCE CLAIMS EXPENSE (EXTERNAL INS C	-	-	-	-	-	-	-	
5451	SELF INSURANCE CLAIMS	-	-	-	-	-	-	-	
5510	NATURAL GAS	217,864.99	225,391.00	-	2,240.05	14,219.46	16,459.51	208,931.49	7.30%
5520	ELECTRICITY	438,057.37	494,537.00	-	65,244.94	78,167.86	143,412.80	351,124.20	29.00%
5530	WATER	137,575.49	142,335.00	-	12,011.55	12,404.89	24,416.44	117,918.56	17.15%
5540	TELEPHONE	9,929.28	36,585.00	2,852.70	3,287.40	1,336.23	7,476.33	29,108.67	20.44%
5541	CELLULAR TELEPHONE	23,713.02	25,428.00	154.95	164.14	1,024.08	1,343.17	24,084.83	5.28%
5550	LAUNDRY AND CLEANING	9,449.38	5,500.00	343.47	823.40	506.07	1,672.94	3,827.06	30.42%
5560	TOWEL SERVICE	-	-	-	-	-	-	-	
5570	WASTE DISPOSAL	43,347.77	43,495.00	1,896.72	1,896.72	1,485.19	5,278.63	38,216.37	12.14%
5610	COUNTY CONTRACTS	29,363.78	30,001.00	-	-	-	-	30,001.00	0.00%

NORCO COLLEGE				BUDGET PERFORMANCE REPORT 1ST QUARTER					
Fund:	11	Resource:	1000	FY 2019/20					
		Prior Year 2018/19	Current Year 2019/20	Actuals				Balance	% Used
Object	Object Description	Actual	Revised Budget	JUL	AUG	SEP	YTD		
5621	CATALOG PRINTING	-	-	-	-	-	-	-	
5622	CLASS SCHEDULE PRINTING	-	-	-	-	-	-	-	
5630	RENTS AND LEASES	115,872.75	96,819.00	106.16	3,871.14	85.72	4,063.02	92,755.98	4.20%
5631	FILM RENTAL	-	-	-	-	-	-	-	
5632	SCENIC RENTALS	-	-	-	-	-	-	-	
5633	COSTUME RENTALS	-	-	-	-	-	-	-	
5644	REPAIR SERVICES - PERFORMED BY AN OUTSID	310,982.28	306,611.00	4,000.88	5,294.12	8,843.61	18,138.61	288,472.39	5.92%
5649	COMPUTER / SOFTWARE - MAINTENANCE / LIC	36,455.31	44,242.00	-	-	649.95	649.95	43,592.05	1.47%
5650	TRANSPORTATION CONTRACTS	(435.00)	650.00	-	698.76	122.76	821.52	(171.52)	126.39%
5660	TRANSPORTATION IN LIEU	-	-	-	-	-	-	-	
5691	GOVERNMENTAL FEES	-	-	-	-	-	-	-	
5710	AUDIT SERVICES	-	-	-	-	-	-	-	
5720	ELECTIONS	-	-	-	-	-	-	-	
5730	LEGAL	-	-	-	-	-	-	-	
5740	ADVERTISING - MAY INCLUDE SPONSORSHIP IF	29,970.23	78,984.00	-	6,370.00	-	6,370.00	72,614.00	8.06%
5790	OTHER - (FEES FOR LICENSES, PERMITS, PROCE	23,724.71	14,617.00	-	(52.53)	557.42	504.89	14,112.11	3.45%
5810	APPRAISALS	-	-	-	-	-	-	-	
5820	INTEREST	-	-	-	-	-	-	-	
5821	STRS PENALTIES & INTEREST	-	-	-	-	-	-	-	
5822	TRAN EXPENSE	-	-	-	-	-	-	-	
5830	SURVEYS	19,020.00	19,020.00	-	-	-	-	19,020.00	0.00%
5840	PHYSICALS	-	-	-	-	-	-	-	
5850	FINGERPRINTS	-	-	-	-	-	-	-	
5855	PRE-EMPLOYMENT TESTING	-	-	-	-	-	-	-	
5861	THEFT	-	-	-	-	-	-	-	
5863	BODILY INJURY EXPENSE	-	-	-	-	-	-	-	
5870	CONSORTIUM EXPENSE	-	-	-	-	-	-	-	
5880	DAMAGE TO PERSONAL PROPERTY	-	-	-	-	-	-	-	
5881	DAMAGE TO DISTRICT PROPERTY	-	-	-	-	-	-	-	
5890	OTHER SERVICES	292,756.16	650,309.00	273.50	6,802.65	(88.30)	6,987.85	643,321.15	1.07%
5891	SALES TAX	-	-	-	-	-	-	-	
5892	BANK CHARGES	45,737.15	41,118.00	-	6,990.92	2,513.06	9,503.98	31,614.02	23.11%

NORCO COLLEGE				BUDGET PERFORMANCE REPORT 1ST QUARTER					
Fund:	11	Resource:	1000	FY 2019/20					
		Prior Year 2018/19	Current Year 2019/20	Actuals				Balance	% Used
Object	Object Description	Actual	Revised Budget	JUL	AUG	SEP	YTD		
5893	RETURNED ITEMS	-	-	-	-	-	-	-	
5894	INTER - LIBRARY LOANS	-	-	-	-	-	-	-	
5899	ADMINISTRATIVE CONTINGENCY	-	2,979,233.00	-	-	-	-	2,979,233.00	0.00%
5910	INDIRECT CHARGES (GRANTS)	-	-	-	-	-	-	-	
	<b>Services &amp; Operating Expenses</b>	<b>2,686,733.57</b>	<b>5,943,701.00</b>	<b>63,488.44</b>	<b>134,696.21</b>	<b>161,811.83</b>	<b>359,996.48</b>	<b>5,583,704.52</b>	<b>6.06%</b>
6111	SITE - ADVERTISING & LEGAL	-	-	-	-	-	-	-	
6112	SITE - APPRAISAL & INSURANCE	-	-	-	-	-	-	-	
6113	SITE - PURCHASE	-	-	-	-	-	-	-	
6119	SITE - OTHER	-	-	-	-	-	-	-	
	Sites	-	-	-	-	-	-	-	
6121	ADVERTISING & LEGAL	-	-	-	-	-	-	-	
6122	ENGINEERING	-	-	-	-	-	-	-	
6123	ARCHITECT'S FEES	-	-	-	-	-	-	-	
6124	TESTING	-	-	-	-	-	-	-	
6125	DEMOLITION / GRADING	-	-	-	-	-	-	-	
6126	CONSTRUCTION CONTRACT	308,590.13	120,594.00	-	-	-	-	120,594.00	0.00%
6127	FIXTURES & FIXED EQUIPMENT	119.39	4,250.00	-	-	52.20	52.20	4,197.80	1.23%
6128	INSPECTION	1,454.25	-	-	-	-	-	-	
6129	OTHER	-	2,528.00	-	-	-	-	2,528.00	0.00%
	Site Improvement	310,163.77	127,372.00	-	-	52.20	52.20	127,319.80	0.04%
6210	PURCHASE	-	-	-	-	-	-	-	
6211	ADVERTISING / LEGAL	-	-	-	-	-	-	-	
6212	ENGINEERING	-	-	-	-	-	-	-	
6213	ARCHITECT'S FEES	-	-	-	-	-	-	-	
6214	TESTING	-	-	-	-	-	-	-	
6215	DEMOLITION / GRADING	-	-	-	-	-	-	-	
6216	CONSTRUCTION CONTRACT	-	-	-	-	-	-	-	
6217	FIXTURES & FIXED EQUIPMENT	-	-	-	-	-	-	-	
6218	INSPECTION	-	-	-	-	-	-	-	
6219	OTHER	-	-	-	-	-	-	-	
	New Buildings	-	-	-	-	-	-	-	
6221	ADVERTISING / LEGAL	-	-	-	-	-	-	-	

NORCO COLLEGE				BUDGET PERFORMANCE REPORT 1ST QUARTER					
Fund:	11	Resource:	1000	FY 2019/20					
		Prior Year 2018/19	Current Year 2019/20	Actuals				Balance	% Used
Object	Object Description	Actual	Revised Budget	JUL	AUG	SEP	YTD		
6222	ENGINEERING	-	-	-	-	-	-	-	-
6223	ARCHITECT'S FEES	-	-	-	-	-	-	-	-
6224	TESTING	-	-	-	-	-	-	-	-
6225	DEMOLITION / GRADING	-	-	-	-	-	-	-	-
6226	REMODEL PROJECTS	42,059.14	-	-	-	-	-	-	-
6227	FIXTURES & FIXED EQUIPMENT	19,292.68	1,750.00	-	-	-	-	1,750.00	0.00%
6228	INSPECTION	-	-	-	-	-	-	-	-
6229	OTHER	-	-	-	-	-	-	-	-
	Building Remodel	61,351.82	1,750.00	-	-	-	-	1,750.00	0.00%
6310	LIBRARY BOOKS / PURCHASE	-	-	-	-	-	-	-	-
6311	LIBRARY MEDIA MATERIAL	-	-	-	-	-	-	-	-
6312	LIBRARY SUBSCRIPTIONS FOR DATABASE & PRI	-	-	-	-	-	-	-	-
	Library Books	-	-	-	-	-	-	-	-
6481	EQUIPMENT NEW ADDITIONAL - \$200 - \$4,999	80,670.32	63,291.00	-	-	-	-	63,291.00	0.00%
6482	EQUIPMENT NEW ADDITIONAL - OVER \$5,000	8,372.98	15,567.00	-	-	6,425.00	6,425.00	9,142.00	41.27%
6485	COMPUTER EQUIPMENT NEW ADDITIONAL - \$	23,598.76	1,662.00	-	593.79	-	593.79	1,068.21	35.73%
6486	COMPUTER EQUIPMENT NEW ADDITIONAL - C	9,037.29	-	-	-	-	-	-	-
6487	COMP EQUIP REPLACEMENT \$200-\$4999	-	-	-	-	-	-	-	-
6491	EQUIPMENT REPLACEMENT - \$200 - \$4,999 (ID	-	13,187.00	-	-	-	-	13,187.00	0.00%
6492	EQUIPMENT REPLACEMENT - OVER \$5,000 (ID	-	-	-	-	-	-	-	-
6495	COMPUTER EQUIPMENT REPLACEMENT - \$200	-	3,333.00	-	-	-	-	3,333.00	0.00%
6496	COMPUTER EQUIPMENT REPLACEMENT - OVER	-	-	-	-	-	-	-	-
	Equipment	121,679.35	97,040.00	-	593.79	6,425.00	7,018.79	90,021.21	7.23%
	Capital Outlay	493,194.94	226,162.00	-	593.79	6,477.20	7,070.99	219,091.01	3.13%
7390	INTRAFUND TRANSFERS OUT	61,663.36	-	-	-	-	-	-	-
7510	STUDENT SCHOLARSHIPS (GRANTS)	-	-	-	-	-	-	-	-
7511	STDNT FINANCIAL AID - TUITION	-	-	-	-	-	-	-	-
7520	STDNT FINANCIAL GRANT	-	-	-	-	-	-	-	-
7521	STDNT FINANCIAL AID - REGISTRATION RELATE	-	-	-	-	-	-	-	-
7620	STUDENT FINANCIAL GRANTS - GRANTS / CATE	-	-	-	-	-	-	-	-
7640	BOOK GRANTS - GRANTS / CATEGORICALS	-	-	-	-	-	-	-	-
7650	MEAL GRANTS - GRANTS / CATEGORICALS	-	-	-	-	-	-	-	-

NORCO COLLEGE				BUDGET PERFORMANCE REPORT 1ST QUARTER					
Fund:	11	Resource:	1000	FY 2019/20					
		Prior Year 2018/19	Current Year 2019/20	Actuals				Balance	%
Object	Object Description	Actual	Revised Budget	JUL	AUG	SEP	YTD		Used
7660	TRANSPORTATION / BUS PASSES - GRANTS / CA	-	-	-	-	-	-	-	
7661	EDUCATIONAL SUPPLIES PURCHASED BY GRAN	-	-	-	-	-	-	-	
	Student Aid	-	-	-	-	-	-	-	
	<b>Total Outgo</b>	<b>61,663.36</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
	<b>Total Non-Salary</b>	<b>3,598,674.85</b>	<b>7,334,017.00</b>	<b>70,929.87</b>	<b>151,207.69</b>	<b>189,709.66</b>	<b>411,847.22</b>	<b>6,922,169.78</b>	<b>5.62%</b>
	<b>Total Budget 1000-7999)</b>	<b>39,733,495.65</b>	<b>44,677,972.00</b>	<b>2,713,193.67</b>	<b>2,046,698.78</b>	<b>2,315,941.74</b>	<b>7,075,834.19</b>	<b>37,602,137.81</b>	<b>23.46%</b>

## Revised Budget Allocation Model

On September 17, 2019, the Board of Trustees approved the District's FY 2019-2020 Final Budget. With that action, the Board also approved the Phase I implementation of the revised Budget Allocation Model (BAM).

The District recently completed a two-year process to assess the previous District Strategic Plan in conjunction with the development of a new District Strategic Plan. As part of that assessment, the connection between resource allocation and the district strategic plan was found to be inadequate. As a result, the existing Budget Allocation Model (BAM) needed to be revised.

It was recognized that instructional costs can vary significantly by discipline due to special instructional programs and certain CTE programs higher instructional costs. For disciplines taught at all three colleges (or two colleges) there is an expectation that the instructional cost per FTES should be somewhat similar, relatively speaking. However, when one observes the English discipline for example, the FY 2018-19 cost per discipline at the three colleges ranges from \$5,416 on the low end to \$5,467 in the middle and finally to \$5,912 at the high end.

The construct of the prior BAM was to allocate resources based on the historical cost to deliver instruction. Resources were allocated without regard to varying discipline costs or efficiency and cost effectiveness of instructional delivery.

The revised BAM was developed to allocate resources based on the following core principles:

- **Fair** – Resource allocation decisions will be informed by objective, predictable, verifiable, and easily accessible data and will be made in an impartial and consistent manner.
- **Equitable** – Resources will be distributed in a manner that adequately supports the full array of programs offered at each college while ensuring compliance with statutory and regulatory requirements; efficient and strategic use of resources is expected, and inefficiencies will not be subsidized or supported.
- **Transparent** – Resource allocation decisions will be made in an open and consultative manner with representative stakeholder groups and that it is simple, easy to administer and communicate as possible.

The revised BAM: prioritizes district initiatives, especially new programs and facilities; reflects over-arching district goals established through a deliberative process by the Board of Trustees; identifies inefficiencies; creates incentives and disincentives; supports the equitable allocation of resources; promotes accountability regarding the efficient and effective use of resources; and permits redirection of resources to align with and to achieve strategic objectives.

The revised BAM was developed using the concept of "FTES as Currency" whereby each FTES generated has a value that can be assigned to each of the instructional categories of STEM, Liberal Arts, and CTE based on an "exchange rate". The revised BAM uses the same "Exchange Rate" per category to allocate resources to the colleges. It is expected that the colleges will develop internal budget allocation models that will emulate this framework.

## Revised Budget Allocation Model

The “exchange rate” concept can be illustrated by comparing the cost components for two separate disciplines:

- Nursing (Higher Cost per FTES – \$15,732 for FY 2018-19)
  - Low Student/Faculty Ratio
  - Dean of Nursing
  - Lab Technicians, Equipment and Supplies
  - Program Accreditation Cost
  - Classified Administrative Staff
  - Clinical Sites
  - Staff Travel
  
- Political Science (Lower Cost per FTES – \$4,368 at the high end for FY 2018-19)
  - Higher Student/Faculty Ratio
  - No Lab Equipment, Supplies, or Technicians
  - Shared Dean with Other Disciplines
  - No Accreditation Costs

This iteration of the revised BAM is considered the first phase of implementation. As such, no modifications were made to college expenditure allocations in FY 2019-20. In other words, the colleges’ FY 2018-19 expenditure budgets were rolled-over to FY 2019-20 with increases for COLA, bargaining unit contractual cost increases, pension and health insurance increases, etc.

The District Budget Advisory Council (DBAC) will continue to assess the BAM through Fall 2019 for the following items in preparation for FY 2020-21 Phase II BAM implementation:

- 1) Exchange Rate determination
- 2) Treatment of District Office costs based on service level expectations
- 3) Student Centered Funding Formula considerations for Equity and Success outcomes
- 4) Comprehensive college improvement
- 5) Guided Pathways scaling
- 6) Funding alignment with strategic objectives

The District Budget Advisory Council (DBAC) was charged by the District Strategic Planning Council with completing the BAM Revision Project. A subgroup of DBAC was formed consisting of the following individuals: Vice Chancellor of Business; College Vice Presidents of Business; Academic Senate President; District and College Directors of Business; and College Financial Technical Analysts.

Summary of Moves and Projects - Norco College 2019-20

Ref. No.	Item	Current Location/Description	New Location	Staff/Program	Requirements	Furniture Devl & Install Date	Projected Move Date	Funding Required	Funding Source	Primary Contact	PO #/Date issue	Status	NOTES
1	LRC Associate Faculty				Refitting of the room to transform from a testing facility to an office/work space for Associate Faculty	After ST 107 & 108	Late October		Grant			Temporarily located in ST 108.	Move old furniture, Electrical disconnect. Relocate LRC tables and chairs
2	ST 107 & 108 Engagement Center		In Progress - See Notes		Furniture has been selected and ordered 5-28-19	10/7/2019	10/11/19		Non-Resident Capital outlay	Dr James Dr Tarrant		In Progress - Expected delivery date of furnishings are end of Oct.	9-3-19: ST 108 is to be used as Adjunct office space until furnishings arrive . July 10 - Additional proposals being requested for PO to be issued. June 24 & 25th - Removal of AV in both rooms. June 24 - Removal of desks and carpet cleaning in 108. Paint colors have been selected
3	CSS 219 Exterior Furniture		CSS 219	Phoenix Scholars Center	Placement of new exterior furniture outside of CSS 219				NextUp Funds	Dr Ocequera Bernice Delgado		Furniture on order	No M& Work
4	Transfer Space		SSV 2nd floor		New partitions and furnishings	TBD	TBD		TBD	Dr James		Funding source required	10-1-19 Finish color selection is to be confirmed 10-4-19. Layout has been selected. Proposal requested 8-13-19. Remove and replace all of the existing partitions and furnishings.
5	STEM - Solar Displays		Bamboo Garden & STEM	STEM	Installation of mounting poles	TBD	TBD	Completed	STEN Grant	Dr Parks & Patricia Gill		PO for Design	Design and installation of 6" display posts for the mounting of solar projects.
6	ADA Path of Travel		Parking Lots B & D		Asphalt & concrete replacement	Start Jan 13, 20			Scheduled Main/District	Steve Marshall	Contract issued	Pre-Construction	Revisions to ADA path of travel in Parking lot B & D.
7	Parking Lot A - Refurbishment		Parking Lot A		Refurbishment of asphalt	Start Dec 16, 19			1 Time Funds	Steve Marshall		Bidding phase	Grind, resurface, seal & stripe Parking Lot A.
8	Amphitheater Shading		Amphitheater		Shading of Amphitheater seating area	TBD			1 Time Funds	Steve Marshall	PO being issued for Arch't	Design phase	Design and installation shading for the seating area of the Amphitheater
9	Amphitheater tables & Umbrellas		Amphitheater		10 tables w/ umbrellas	1-Nov-19			1 Time Funds	Steve Marshall	PO being revised	Procurement	10 tables with umbrellas for the Amphitheater area
10	Soccer Field Turf Replacement		Soccer Field		Replacement of existing field turf	Start March 2020			Measure "C"	Steve Marshall		Design phase	Replacement of the existing field turf and the possible addition of Rugby lines and goals(pending funding)
11	Hydration Stations		Theater/IT		Installation of 2 hydration stations	Start Oct 2020			ASNC/1 Time Funds	Steve Marshall Sarah Gadalla	PO's being issued	PO issuance	Replacement of 2 existing drinking fountains and replacement with hydration stations with bottle filler at the Theater and IT Bldgs
12	Key Control		Campus		Replacement and update of the campus keying system	Spring 2020			1 Time Funds	Steve Marshall		Design phase	Replacement of the existing door cylinders and updating of the existing keying system with updated and streamlined keying organization.
13	Veterans Resource Center		VRC	VRC	New VRC Building	Start Feb 2020			State Appropriation	Steve Marshall		Design phase	DSA has approved plans. Pending DTSC testing results and any additional actions.
14	Early Childhood Education Center		TBD		Development of an Early Childhood Education Center	TBD			State Appropriation	TBD		Planning & Site Investigation	Development of an Early Childhood Education Center
15													

Planning and Check Lists

Item	Responsibility	What	When	Where
Work Order for Electronics move Storage, surplus or reuse of furniture	End User End User/M&O	CPU's & AV	4 month storage maximum 2 month Storage maximum	Warehouse M&O



## Instructional Media Center Technology Updates

Current Location/Description	Status	Notes	Project Date
Industrial Technology Room 101 Audio/Visual Equipment Upgrade	In Progress	Waiting on Proposals	Late Fall
A/R and Veterans Center Interactive Kiosks	Complete	New Kiosk Digital Signage	Done
HUM 101 New Projector Install	In Progress	Replacing projector only	This Fall