

# COUNCIL ON BUDGET AND FACILITIES

February 10, 2025

2:00 p.m.

Anaheim Campus – Chancellor’s Conference Room

**Videoconferencing of the meeting will be available at Cypress College President’s Conference Room and the Fullerton College President’s Conference Room B**

## AGENDA

- |  |                                 |             |
|--|---------------------------------|-------------|
| 1. Approval of February 10, 2025 Summary Notes | Irma Ramos                      | Action      |
| 2. Budget Update                               |                                 |             |
| • District Fiscal Position                     | Fred Williams/<br>Erika Almaraz | Information |
| • P-1 Memo                                     |                                 |             |
| 3. Vacancy List by Budget Center               | Erika Almaraz                   | Information |
| 4. One-time Funding                            | Fred Williams                   | Discussion  |
| ➤ Student Success Advocates Request            | Campus CBOs                     | Action      |
| 5. Facilities Updates                          | Budget Officers                 | Information |
| 6. Other Items                                 |                                 |             |
| 7. Future Meeting Dates:                       |                                 |             |
| April 14*                                      |                                 |             |
| May 12   |                                 |             |
| June 9   |                                 |             |

NOTE: The numerical order of items on this agenda is for convenience of reference. To promote efficiency and as an accommodation to the parties involved, agenda items may be taken out of order upon request of the Chair or Members of the CBF.

**COUNCIL ON BUDGET AND FACILITIES**  
**February 10, 2025**

**UNAPPROVED SUMMARY**

**Members Present:** Belinda Allan, Erika Almaraz, Terry Cox, Karla Frizler, Henry Hua, Bridget Kominek, Cherry Li-Bugg, Elaine Loayza, Kathleen McAlister, Michelle Patrick-Norng, Jeremy Peters, Nathan Truong, Leslie Tsubaki, Lourdes Valiente, and Fred Williams

**Members Absent:** Sammy Garcia, Irma Ramos, and Marlo Smith

**Guests Present:** Debbie Shandy and Scott Thayer

**Call to Order:** The meeting was called to order at 2:01 p.m.

1. **Summary:** The summary notes of December 9, 2024 meeting were approved and will reflect the language change on page 2 from A&R counselors to A&R support.

Vice Chancellor Williams began the meeting with committee member introductions.

2. **Governor's Budget & Economic Outlook** – Vice Chancellor, Fred Williams and Executive Director, Erika Almaraz provided the following highlights:

Governor's 2025-26 Proposed Budget

- Presented a balanced budget that overall would be higher than 2024-25 by about 8% to \$322 billion and reflecting higher projected state revenues and cost reductions taken in the 2024-25 budget.
- General Fund spending would increase by 8.2% to \$229 billion.
- 2.43% COLA for apportionments and certain categorical programs, but the District does not expect COLA for apportionment until we're out of hold harmless.
- 0.5% for enrollment growth.
- Capital Outlay funds for 31 projects systemwide, including the Fullerton College STEM Vocational Center (\$1.9 million of Proposition 2 funds).
- Funding for the Master Plan for Career Education, Career Passport, Credit for Prior Learning, and a Systemwide Common Data Platform to address the State's workforce needs, allow more people to turn their real-world experience into college credit and integrate various technology tools.

Question/Comments:

1. *What is the downside to the Systemwide Common Data Platform?* It is a large investment and by implementing the new platform, any previous modifications would be wiped clear and everyone would start from a general baseline. While there are some inconsistencies in date, the ERP system is very complicated, and the implementation could be horrendous. The platform has been implemented for the UC systems but has not been successful.
2. *ERP – what does it stand for?* Enterprise resource planning (ERP) is a software system that helps manage core processes and operations.

Legislative Analyst's Office Analysis

- Cautioned that reliance on a stock market rally may not be sustainable.
- Revenue projections which are lower than what's included in the Proposed Budget.
- A 3-Year forecast suggests revenues are unlikely to grow fast enough to catch up to high spending growth.

- Estimating average growth in spending of 5.8% compared to revenue growth of about 4%.
- Concluded there is no capacity for new ongoing commitments in 2025-26, as outyear estimates reflect operating deficits.
- The impact of recent wildfires is unknown.

#### Enrollment & Expected Revenues for 2024-25

- Cypress College and NOCE are above target FTES at P-1 and Fullerton College is below target.
- Total FTES at P-1 are below target by 254.81 FTES.
- All three campuses show an increase in FTES at P-1 compared to the prior year and while FTES are not at pre-pandemic levels yet, they are moving in the right direction.
- The District expects to be funded at our hold harmless level for 2024-25 (\$262.4 million).

#### Questions/Comments:

1. *Why were the CDCP calculations significantly lower than projected?* NOCE is seeing tremendous growth with its LEAP programs, however, any FTES produced by LEAP is paid out at a lower rate. NOCE Director, Terry Cox will follow up and report back with additional details.

#### Next Steps

- In February we expect to see a large deficit factor for the 2024-25 budget at P-1, which is likely to significantly reduce by P-2, and we'll know if the 2023-24 deficit factor materializes.
- In March there will be a formal budget presentation which will include the fiscal outlook and fiscal health risk analysis.
- In May the Governor's 2025-26 May Revision will be released.

#### **Budget Assumptions for the Tentative Budget**

Erika Almaraz, Executive Director, Fiscal Affairs, provided handouts of the early overview of the Resource Allocation Model and the preliminary budget which is broken down by revenues and expenditures.

#### Questions/comments:

1. *Is COLA applied to these calculations?* A 2.43% COLA is applied to the SCFF calculation.

Ms. Almaraz provided a summary of local and other (unrestricted) revenues and general ongoing and self-supported/local expenditures. It was also noted that some of the unknown expenses were not included in the budgeted expenses. Estimates were used to calculate the revenues and expenditures and will be updated as more information is provided closer to the release of the tentative and proposed budget.

Vice Chancellor Williams noted that the \$6,655,410 calculation for the Job Study cost is still an estimate based on finding in the IT Job Study and noted that the calculations were very close to the 50% law.

#### Question/Comments:

1. *Is the estimated cost for the Job Study to implement the recommendations as a result of the Job Study? Not the costs to conduct the Job Study.* Correct, the fees to conduct the

job study have already been determined. The cost for the results and to implement the recommendations is a huge unknown at this time.

2. *How many job studies are left?* 51 employees have been completed and over 600 remain.
3. *Will there be conversations on prioritizing the needs after the results are received from McKnight (vendor)?* Vice Chancellor Williams commented that while he is not directly associated with the process, he does know that the study was scheduled to be completed within a two-year period. The Finance & Facilities Department submitted the changes to McNight and is currently in the second phase of the process. Once all of the job descriptions are completed, McNight will then do a comparison with outside venues. The questions remain, will the campuses be able to absorb these expenses associated with the Job Study.
4. *How was the 1.5% increase for CSEA salaries calculated?* UF settled at 1.5% and was used for CSEA as a rough estimate to provide numbers to the Board and show a calculation at 1.5%. The calculations will be updated once negotiations are settled with CSEA.
5. *Is there a specific date or time period where Full-Time Faculty need to submit their intent to retire to be counted towards the FON?* Faculty can submit their retirement paperwork at any time, however, if you receive notice 90 days before the end of the year, that position can be counted towards the obligation. Mr. Williams commented that the District is still way over the FON.
6. *How long are vacancies budgets for?* The campuses are responsible for removing and prioritizing the positions. A summary of the vacant positions are included on page 200 of the Budget Book. While the exact positions are not listed, the number of vacant positions are shown. It was noted that the ideal time to reassess the vacancies within each of the planning committees would be early on in the calendar year.
7. *What is the approval process for approving/removing vacant positions?* Each of the budget centers have their own processes and committee review.
8. *A request was made to provide information on the vacant positions, including the duration of the vacancy, at the next CBF meeting.*
9. *What is the ride share program?* Based on student/staff feedback, at each of the campuses, incentives are given out to individuals using public transportation, ride shares, etc.

### **3. Future Discussions**

One-time funding – Vice Chancellor Williams reminded the committee of a remaining balance of \$1.5 million of unallocated dollars. Fullerton College is looking to request additional dollars for the Student Success Advocates program and will collaborate with other two campuses for the funding request at the next CBF meeting.

### **4. Facilities Updates**

**Fullerton College** – VPAS, Henry provided an update on behalf of the campus.

- 300 Building Renovation – Project completion date is anticipated for Summer 2026. A site walk is scheduled later this month.
- M&O Building – The project is a little behind schedule but moving in the right direction. The team is scheduled to have the furniture, fixtures, and equipment (FF&E) walkthrough this week. There was an issue with the Glass Fiber Reinforced Concrete (GFRC) installation, but the team is working to resolve it.
- Chapman/Newell Instructional Building (New Student Support Center) – Should be operational before Summer 2025.
- Wilshire Chiller Plant Relocation – The unforeseen conditions are about 80% complete and about three weeks ahead of schedule.

- Performing Arts Center – Received 3 bids relatively close in prices and received three protests. The project is still \$13M short. The campus plans to use \$5M from infrastructure, an additional \$5M from parking structure, and \$3M interest allocations.
- Athletic Field, Softball Field – Currently in the design phase and is scheduled to be submitted to DSA prior to June.
- Central Plant – The original project was completed two years ago; however, staff are currently working with the contractors to resolve some issues.

**Cypress College** – *President, Scott Thayer, provided an update on behalf of the campus.*

- Fine Arts Renovation – The project is 40% complete, framing continues, and slabbing is complete. Most of the underground work is complete and project completion is anticipated in fall 2026.
- Health and Wellness Center Renovation – Framing is underway. Project completion anticipated in fall 2025.
- Softball Field Renovation – Design package meeting underway and the cost estimate is due February 10, 2025. Completion anticipated in fall 2026.
- New LLRC Tutoring Reconfiguration – Project was recently bid and will begin construction during winter break. Project involves reconfiguring the existing space to better accommodate group tutoring as well as student guided collaboration.
- New TE III X-Ray Replacement – New equipment is being installed, completion anticipated in February 2026.
- New LLRC Exterior Patio Upgrades – User group kickoff meeting is scheduled for March 4. Project completion date anticipated for March 2026.
- New Central Plant Upgrades – Project includes increasing the chiller capacity in the south plant and making modifications to the plant to ensure it can support the north plant and vice versa. Phase one has begun with the vendor.
- New Aviation Upgrades TE II – The project was submitted to DSA for approval on December 10. Construction is anticipated for late spring/early summer 2025.
- Scheduled Maintenance Projects – Auto body shop floor refinish, LLRC boiler replacement, food pantry electrical upgrades, Theater Arts seating and carpet replacement, TE Ed I Reroof, asphalt slurry – lots #1 and portions of #9, pool mechanical room main boiler heater exchange installation.

**Anaheim Campus** – Fred Williams provided an update on behalf of the campus.

- Board Room Renovation – Demolition is now complete. Occupancy is anticipated in June 2025. Project included major ADA upgrades to the Board Room and sound system. An additional space will also be included on the dais for the new NOCE student trustee position.
- Swing Space – NOCE will remain in its temporary location until the Board Room renovation is complete. Culinary Arts is scheduled to return to the main tower in June.
- Outdoor Patio Remodel – Demolition is complete, and the project remains on schedule. Grading has begun, along with the installation of underground electrical systems and pathways. The canopy, a high-demand system with a four-month manufacturing timeline, is expected to arrive by April, with reopening anticipated in May.
- Interior and Exterior Wayfinding Signage – The team is completing some last-minute updates to the project.

- Community Green Space – Will be a gathering space for Anaheim Campus students and staff. Project is currently in the planning phases with the architect. A major concern with the project is addressing the student drop off to the main entrance.
4. **Future Meeting** – During the Anaheim Campus construction, meetings will be held in the Chancellor’s Conference Room. Videoconferencing options are also available on the campuses.
- March 10
  - April 14\*
  - May 12
  - June 9

**Meeting was adjourned at 3:51 p.m.**

# COUNCIL ON BUDGET & FACILITIES

Agenda Item Submittal Form

Date: **March 5, 2025**

From: **Fred Williams, Vice Chancellor, Finance and Facilities**

Re: **Agenda Item for Council on Budget and Facilities of March 10, 2025**

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1. AGENDA ITEM NAME

**Budget Update**

2. AGENDA ITEM ACTION (Please check one)

- Information Only**
- Review/Discussion**
- Action**

3. ESTIMATED TIME REQUIRED FOR PRESENTATION/DISCUSSION:

**20 minutes**

4. BRIEF NARRATIVE SUMMARY OF AGENDA ITEM

**An outline of the District's fiscal position for the current fiscal year as well as three subsequent years. Budget Staff will present information on the following information:**

- **2023-24 Actuals**
- **Current year (2024-25) Budget**
- **Budget assumptions for 2025-26**
- **Economic Outlook**
- **Multi-Year Projections**
- **Fiscal Crisis Management Assistance Team (FCMAT) Fiscal Health Risk Analysis**
- **Benchmarking Fiscal Performance against all 72 California Community Colleges using various key indicators**
- **Budget Planning Considerations**

5. RECOMMENDATION

**It is recommended that the committee receive the information on the District's fiscal position.**

# Prior Year and Current Year Budget Update

## **2023-24 Actuals**

On February 24, 2025, the District received the Fiscal Year 2023-24 Recalculation from the State Chancellor's Office. At year-end close, the District recorded a 1.0% deficit factor which equated to \$2.66M. The 2023-24 Recalculation showed a 0.0% deficit factor which means an additional \$2.66M will be recognized as revenue. The adjustment will run through the Fiscal Year 2024-25.

## **2024-25 Budget at P1 (January 2025)**

The District reported 30,976.14 FTES at P1 which was 254.81 FTES below the target used during the proposed budget. This only resulted in a shift between earned revenue and the hold harmless amount of \$1.75M, while total revenue is not affected.

At Proposed Budget (August 2024), the District did not include a deficit factor for Fiscal Year 2024-25. However, the deficit factor reported by the Chancellor's Office at P1 is 7.11% or \$18.68M for our District. District staff believe that the deficit will shrink as property taxes are normally trued-up at P2 (April) and more information is released regarding EPA funding by June. At this point, District staff are comfortable using the 1.0% deficit factor carried over from the prior year. Bottomline, District staff believe that the District will have an overall surplus at the end of the fiscal year.



North Orange County Community College District  
 2025-26 Early Preliminary Budget  
 Resource Allocation Model - Budget Assumptions

**Student-Centered Funding Formula**

Estimated COLA	2.43%	
	January	
Apportionment Base:	<u>2025-26</u>	
Basic Allocation	\$	17,777,618
Credit FTES		137,052,476
Special Admit		5,812,539
Non-Credit FTES		14,190,694
CDCP		<u>11,310,462</u>
Subtotal	\$	186,143,789
Supplemental Allocation		43,721,464
Student Success Incentive Allocation		26,342,223
<b>SCFF Earned Allocation</b>	\$	256,207,476
<b>2025-26 SCFF Total Revenue</b>	\$	<b>256,207,476</b>
<b>2025-26 SCFF Hold Harmless Allocation</b>	\$	<b>262,433,892</b> <A>
Amount available for backfill and reserves	\$	<u><u>6,226,416</u></u>

**State Revenue**

<b>Enrollment Fee Waiver</b>		
2% fee waiver administration allocation estimate:	\$	532,095 <A>
<b>Full-Time Faculty Hiring Funds 2018-19</b>		
Provided separately from SCFF in 2018-19 (no COLA on this since initial allocation)	\$	1,441,228 <A>
<b>Part-Time Faculty Compensation Items</b>		
Est. reimbursement for PT faculty office hours	\$	2,295,425 <A>
Est. reimbursement for PT faculty compensation	\$	703,647 <A>
<b>Lottery Funds</b>		
Unrestricted lottery projection, \$191 per FTES:	\$	6,016,170 <A>
Restricted lottery projection, \$82 per FTES:	\$	2,582,858
<b>Mandated Costs</b>		
Budget proposal includes funding for Mandated Block Grant, \$36.51 per FTES:	\$	1,154,664 <A>

**Local Revenue/Self-Supporting Revenue**

<b>Interest &amp; Investment Income</b>		
Interest earnings estimate	\$	3,000,000 <A>
<b>Miscellaneous Districtwide Income</b>		
Other miscellaneous income estimate:	\$	10,000 <A>
<b>Budget Center Revenues</b>		
Budget Centers have provided for the self-supported activities for each quarter. Included in this section, Cypress College and Fullerton College have budgeted Nonresident Tuition as part of ongoing revenues.	\$	7,702,860 <A>
<b>Interfund Transfer In</b>		
Transfer In from Redevelopment Funds:	\$	1,000,000 <A>
<b>Additional Contribution from OPEB Trust</b>		
Up to \$6.0M for FY 2024-25, 2025-26, 2026-27	\$	5,750,057
<b>Total Revenues (excluding Contrib. from OPEB Trust)</b>	\$	<b>286,289,980</b> = sum of <A>

**North Orange County Community College District  
2025-26 Early Preliminary Budget  
Resource Allocation Model - Budget Assumptions**

**Appropriations and Expenditures**

**Position Control Budgets (Permanent Positions)**

All Permanent Positions have been budgeted based on applicable employee step, grade, and, if applicable, longevity, premium pay, professional growth and education stipends. \$ 188,042,777

The current rates for benefits have been applied as follows:

	24-25	25-26 Prelim
<u>STRS</u> : For employer share of contributions towards STRS pension costs.	19.10%	19.10%
<u>PERS</u> : For employer share of contributions toward PERS pension costs.	27.05%	27.40%
<u>OASDI</u> : For State Disability Insurance and Medicare required.	6.20% & 1.45%	6.20% & 1.45%
<u>SUI</u> : State Unemployment Insurance.	0.05%	0.05%
<u>WC</u> : Worker's Compensation Rate to contribute towards worker's comp costs.	0.50%	0.50%
<u>RB</u> : Contribution rate toward ongoing retiree health benefit costs.	0.00%	0.00%

**Health Costs** \$ 12,654,370

Health costs are expected to increase. This estimates an increase of 5% over prior calendar year. \$ 632,718

**Dependent Care Coverage Costs**

All groups' current agreements include a contribution by the District toward dependent care coverage as well as full family coverage. An estimate of these costs was added based on 24-25 employee participation. \$ 7,574,515

**Total Estimated Position Control Costs** \$ 208,904,380

**Other Operating Expenses**

The remaining costs outside of position control have been budgeted to help meet departmental needs at each budget center. Included herein are estimated costs for Adjunct faculty.

**Extended Day (including Adjunct & Overload)**

Extended Day budgets estimated using 24-25 Proposed Budget. Associated benefits have been included. \$ 38,888,970  
Estimated cost of increasing overload by 15% \$ 1,758,750

**Health Costs**

Part-time Faculty Insurance premiums \$ 4,924,500  
Expected reimbursement \$ (4,924,500)

**Other Budget Center Expenses:** Amounts estimated based on 23-24 actuals and increased by 2.92% CPI. \$ 18,815,794

**Districtwide Expenses**

Districtwide expenses include budget for costs that have been approved through CBF and DCC and that will be shared across all budget centers. \$ 6,005,349

**Total Expenses (net of Contrib. from OPEB Trust)** \$ 274,373,243

**Items not included in Budgeted Expense:**

Estimated cost of increasing CSEA salary schedule by 1.5%, including statutory fringe benefits. \$ 1,196,441

Estimated cost of increasing Adjunct Faculty rates:

By 1%	\$ 328,171
By 5%	\$ 1,640,855
By 10%	\$ 3,281,710
By 15%	\$ 4,922,565

Estimated cost of adding 34 new Full-Time Faculty, including benefits

Cypress - adding 15	\$ 2,820,540
Fullerton - adding 15	\$ 2,820,540
NOCE - adding 4	\$ 752,144

Estimated cost savings from vacant positions, including benefits (using 24-25 Position Control) \$ (13,174,893)

Potential estimated cost of Job Family Study (ITS) \$ 618,954

Potential estimated cost of other Job Family Studies \$ 6,655,410

Other Budget Center costs (student food program, student advocates, book program) TBD

**North Orange County Community College District**  
**2025-26 Early Preliminary Budget**  
**Districtwide (DW) Expenses in Fund 11200 (Ongoing Budget only)**  
**February 6, 2025**

	<b>Actuals</b>	<b>Budget</b>	<b>Budget</b>
	<b>2023-24</b>	<b>2024-25</b>	<b>2025-26</b>
Sabbatical Replacement Costs	\$ -	\$ 300,000	\$ 300,000
Related Activity (Additional Duty Days for Faculty)	\$ 442,561.68	350,000	350,000
Subtotal 10000's	<u>\$ 442,561.68</u>	<u>650,000</u>	<u>650,000</u>
Retiree Medical Benefits	\$ 5,395,476.93	5,750,057	5,750,057
Contribution from Retiree OPEB Trust	\$ -	(5,750,057)	(5,750,057) ***
Net Retiree Medical Benefits Cost	\$ 5,395,476.93	-	-
Part-time Faculty Insurance reimbursement program	\$ 134,095.85	215,000	225,750
Part-time Faculty Insurance premiums	\$ 2,304,834.59	4,475,000	4,698,750
Expected Reimbursement	\$ (2,333,385.59)	(4,690,000)	(4,924,500) ◆
Net Part Time Health Insurance Program Expense	\$ 105,544.85	-	-
Fringe Benefits Clearing	\$ 600,574.29	1,000,000	1,000,000
Adjustments/Fees from STRS	\$ 24,607.16	40,000	40,000
Fees from PERS	\$ -	10,000	10,000
Load Banking Benefits Accrual Adjustment*	\$ 39,409.01	15,000	45,000
Subtotal 30000's	<u>\$ 6,165,612.24</u>	<u>1,065,000</u>	<u>1,095,000</u>
Other (Memberships per Contracts for Employees)	\$ -	6,000	6,000
Recruiting Budget	\$ 43,761.55	55,000	55,000
Fingerprinting	\$ 19,595.00	25,000	25,000
Sabbatical Bond Reimbursements	\$ 4,446.50	4,500	4,500
Districtwide Memberships	\$ 142,042.22	143,000	143,000
Audit Expenses*	\$ 121,800.00	133,500	150,300
Information & Emergency Communication System	\$ 47,481.28	51,280	51,280
Sewer Expenses*	\$ 98,726.46	99,000	115,000
Additional Attorney Expenses	\$ 250,968.14	350,000	350,000
Waste Disposal	\$ 196,244.28	200,000	200,000
Election Expense*	\$ -	300,000	150,000
Ride Share (AQMD)	\$ 100,432.78	120,000	120,000
Student Insurance*	\$ 235,394.00	236,000	280,000
Employee Assistance Program	\$ 41,437.02	60,000	60,000
Interest	\$ 66,711.23	90,000	90,000
Life insurance	\$ 171,912.25	172,000	172,000
Mandated Fees from PERS (for reports)	\$ 350.00	350	350
County Payroll Postage Charges	\$ 5,513.42	5,700	5,700
DW IT Expenses	\$ 1,551,350.03	1,907,219	1,907,219
Subtotal 50000's	<u>\$ 3,098,166.16</u>	<u>3,958,549</u>	<u>3,885,349</u>
FC Child Care Center Contribution (B/A 4/14/09)	\$ 250,000.00	250,000	250,000
Hospitality	\$ 195,000.00	-	- ❖
Subtotal 70000's	<u>\$ 445,000.00</u>	<u>250,000</u>	<u>250,000</u>
EEO Plan Implementation	\$ -	25,000	25,000
Student Success	\$ -	100,000	100,000
Subtotal 79000's (Contingencies)	<u>\$ -</u>	<u>125,000</u>	<u>125,000</u>
Total Districtwide Expenses	<u><u>\$ 10,151,340.08</u></u>	<u><u>\$ 6,048,549</u></u>	<u><u>\$ 6,005,349</u></u>
Total	<u><u>10,151,340.08</u></u>		

\*\*\*: The Retiree Trust Board approved the use of trust fund assets for the pay-as-you-go annual costs for the health retiree benefits.

◆: We will be using the reimbursement from the state to cover the cost of the part-time faculty health insurance program.

❖: Beginning 24-25, hospitality will no longer be a districtwide shared expense. Hospitality will be budgeted at each budget center.

# Economic Outlook

## Key Economic Indicators

- Cost of Living Rising & Potential Tariffs
- Unemployment Higher than National Average
- Construction Activity Slows
- Reliance on the Stock Market
- High School Graduates Continuing to Trend Down

## Sources:

**School Services of California** - State Cash Receipts Below Forecast for January

<https://www.sscal.com/publications/community-college-update/state-cash-receipts-below-forecast-january>

**School Services of California** - Financial Projection Dashboard 2025-26 Governor's Budget

[https://www.sscal.com/sites/default/files/2025-01/CCU\\_SSC%20Dashboard\\_2025-26\\_Governor%27s\\_Budget.pdf](https://www.sscal.com/sites/default/files/2025-01/CCU_SSC%20Dashboard_2025-26_Governor%27s_Budget.pdf)

**Legislative Analyst's Office** - Updated "Big Three" Revenue Outlook

<https://lao.ca.gov/LAOEconTax/Article/Detail/777>

**State of California, Department of Finance** - California Public K-12 Graded Enrollment and High School Graduate Projections by County, 2024 Series. Sacramento, California, November 2024.

<https://dof.ca.gov/forecasting/demographics/public-k-12-graded-enrollment/>

Four Year Forecast - Scenario 1  
 General Fund Ongoing Resources

*This scenario uses the 2024-25 FTES at P1 and assumes no growth in FTES. Budgeted expenses are based on 2023-24 actuals as a starting point, adjusted for salary increases per current collective bargaining agreements, annual step and column increases, annual increases in pension costs, an estimated annual increase in health and welfare costs of 5%, and estimated increases to non-personnel costs by the change in the Consumer Price Index (CPI). This scenario assumes the retiree benefit contribution is paid from the irrevocable trust. CPI and COLA for out years were obtained from the School Services of California Financial Projection Dashboard as of January 31, 2025.*

<b>Scenario Assumptions:</b>					
Enrollment Growth after 2024-25:	0%	0%	0%	0%	0%
COLA Rate Increase to SCFF Rates:	2.43%	3.52%	3.63%	3.49%	3.49%
Salary Increase:	Varies	Varies	0.00%	0.00%	0.00%
PERS Rate:	27.40%	27.50%	28.50%	28.20%	28.20%
Health & Welfare Increases:	5.00%	5.00%	5.00%	5.00%	5.00%
CPI increases to nonpersonnel costs:	2.92%	2.70%	2.76%	2.90%	2.90%
	2024-25	2025-26	2026-27	2027-28	2028-29
FTES	30,976.14	30,976.14	30,976.14	30,976.14	30,976.14
Total Base (ECA, then phasing out)	31,447.62	30,626.78	30,976.14	30,976.14	30,976.14
<b>Revenues</b>					
<b>SCFF Revenues</b>					
Calculated Revenue	\$ 246,013,336	\$ 256,207,476	\$ 267,187,143	\$ 276,886,325	\$ 286,549,541
Add'l from Emergency Conditions FTES	\$ 9,078,819	\$ -	\$ -	\$ -	\$ -
Add'l from Stability/HH/Floor Revenues	\$ 7,341,737	\$ 6,226,416	\$ -	\$ -	\$ -
<b>Total SCFF Revenues</b>	<b>\$ 262,433,892</b>	<b>\$ 262,433,892</b>	<b>\$ 267,187,143</b>	<b>\$ 276,886,325</b>	<b>\$ 286,549,541</b>
Other Revenues	\$ 21,294,166	\$ 23,856,088	\$ 23,856,088	\$ 23,856,088	\$ 23,856,088
Backfill from Campus	\$ 2,969,842	\$ -	\$ -	\$ -	\$ -
<b>Total Revenues</b>	<b>\$ 286,697,900</b>	<b>\$ 286,289,980</b>	<b>\$ 291,043,231</b>	<b>\$ 300,742,413</b>	<b>\$ 310,405,629</b>
<b>Expenses</b>					
Expenses 11200	\$ 261,458,958	\$ 272,722,009	\$ 278,523,533	\$ 283,688,834	\$ 288,077,471
Expenses Self-Supporting	\$ 1,372,231	\$ 1,397,333	\$ 1,422,223	\$ 1,447,795	\$ 1,474,351
<b>Total Expenses</b>	<b>\$ 262,831,189</b>	<b>\$ 274,119,342</b>	<b>\$ 279,945,756</b>	<b>\$ 285,136,629</b>	<b>\$ 289,551,822</b>
<b>Surplus (Deficit)</b>	<b>\$ 23,866,711</b>	<b>\$ 12,170,639</b>	<b>\$ 11,097,475</b>	<b>\$ 15,605,784</b>	<b>\$ 20,853,807</b>
Expenses based on 2024-25 Budget:	\$ 281,107,182				
<b>Surplus (Deficit)</b>	<b>\$ 5,590,718</b>				

Four Year Forecast - Scenario 2  
 General Fund Ongoing Resources

*This scenario is the same as Scenario 1 but assumes 1% growth in FTES annually. Budgeted expenses are the same as Scenario 1.*

<b>Scenario Assumptions:</b>					
Enrollment Growth after 2024-25:	1%	1%	1%	1%	1%
COLA Rate Increase to SCFF Rates:	2.43%	3.52%	3.63%	3.63%	3.49%
Salary Increase:	Varies	Varies	0.00%	0.00%	0.00%
PERS Rate:	27.40%	27.50%	28.50%	28.50%	28.20%
Health & Welfare Increases:	5.00%	5.00%	5.00%	5.00%	5.00%
CPI increases to nonpersonnel costs:	2.92%	2.70%	2.76%	2.76%	2.90%

	2024-25	2025-26	2026-27	2027-28	2028-29
FTES	30,976.14	31,285.90	31,598.76	31,914.75	32,233.89
Total Base (ECA, then phasing out)	31,447.62	30,765.74	31,340.84	31,654.25	31,970.79
<b>Revenues</b>					
<b>SCFF Revenues</b>					
Calculated Revenue	\$ 246,013,336	\$ 256,983,796	\$ 269,281,939	\$ 280,905,395	\$ 292,640,715
Add'l from Emergency Conditions FTES	\$ 9,078,819	\$ -	\$ -	\$ -	\$ -
Add'l from Stability/HH/Floor Revenues	\$ 7,341,737	\$ 5,450,096	\$ -	\$ -	\$ -
<b>Total SCFF Revenues</b>	<b>\$ 262,433,892</b>	<b>\$ 262,433,892</b>	<b>\$ 269,281,939</b>	<b>\$ 280,905,395</b>	<b>\$ 292,640,715</b>
Other Revenues	\$ 21,294,166	\$ 23,856,088	\$ 23,856,088	\$ 23,856,088	\$ 23,856,088
Backfill from Campus	\$ 2,969,842	\$ -	\$ -	\$ -	\$ -
<b>Total Revenues</b>	<b>\$ 286,697,900</b>	<b>\$ 286,289,980</b>	<b>\$ 293,138,027</b>	<b>\$ 304,761,483</b>	<b>\$ 316,496,803</b>
<b>Expenses</b>					
Expenses 11200	\$ 261,458,958	\$ 272,722,009	\$ 279,017,276	\$ 284,182,578	\$ 288,571,214
Expenses Self-Supporting	\$ 1,372,231	\$ 1,397,333	\$ 1,422,223	\$ 1,447,795	\$ 1,474,351
<b>Total Expenses</b>	<b>\$ 262,831,189</b>	<b>\$ 274,119,342</b>	<b>\$ 280,439,499</b>	<b>\$ 285,630,373</b>	<b>\$ 290,045,565</b>
<b>Surplus (Deficit)</b>	<b>\$ 23,866,711</b>	<b>\$ 12,170,639</b>	<b>\$ 12,698,528</b>	<b>\$ 19,131,110</b>	<b>\$ 26,451,238</b>

Compared to Scenario #1: \$ - \$ - \$ 1,601,053 \$ 3,525,327 \$ 5,597,431

Four Year Forecast - Scenario 3  
 General Fund Ongoing Resources

*This scenario is the same as Scenario 1 but assumes 1% decline in FTES annually. Budgeted expenses are the same as Scenario 1.*

**Scenario Assumptions:**

Enrollment Growth after 2024-25:	-1%	-1%	-1%	-1%
COLA Rate Increase to SCFF Rates:	2.43%	3.52%	3.63%	3.49%
Salary Increase:	Varies	Varies	0.00%	0.00%
PERS Rate:	27.40%	27.50%	28.50%	28.20%
Health & Welfare Increases:	5.00%	5.00%	5.00%	5.00%
CPI increases to nonpersonnel costs:	2.92%	2.70%	2.76%	2.90%

	2024-25	2025-26	2026-27	2027-28	2028-29
FTES	30,976.14	30,666.38	30,359.71	30,056.12	29,755.55
Total Base (ECA, then phasing out)	31,447.62	30,487.83	30,614.22	30,308.07	30,004.99
<b>Revenues</b>					
<b>SCFF Revenues</b>					
Calculated Revenue	\$ 246,013,336	\$ 255,431,209	\$ 265,108,541	\$ 272,927,265	\$ 280,603,015
Add'l from Emergency Conditions FTES	\$ 9,078,819	\$ -	\$ -	\$ -	\$ -
Add'l from Stability/HH/Floor Revenues	\$ 7,341,737	\$ 7,002,683	\$ -	\$ -	\$ -
<b>Total SCFF Revenues</b>	<b>\$ 262,433,892</b>	<b>\$ 262,433,892</b>	<b>\$ 265,108,541</b>	<b>\$ 272,927,265</b>	<b>\$ 280,603,015</b>
Other Revenues	\$ 21,294,166	\$ 23,856,088	\$ 23,856,088	\$ 23,856,088	\$ 23,856,088
Backfill from Campus	\$ 2,969,842	\$ -	\$ -	\$ -	\$ -
<b>Total Revenues</b>	<b>\$ 286,697,900</b>	<b>\$ 286,289,980</b>	<b>\$ 288,964,629</b>	<b>\$ 296,783,353</b>	<b>\$ 304,459,103</b>
<b>Expenses</b>					
Expenses 11200	\$ 261,458,958	\$ 272,722,009	\$ 278,033,606	\$ 283,198,908	\$ 287,587,545
Expenses Self-Supporting	\$ 1,372,231	\$ 1,397,333	\$ 1,422,223	\$ 1,447,795	\$ 1,474,351
<b>Total Expenses</b>	<b>\$ 262,831,189</b>	<b>\$ 274,119,342</b>	<b>\$ 279,455,829</b>	<b>\$ 284,646,703</b>	<b>\$ 289,061,896</b>
<b>Surplus (Deficit)</b>	<b>\$ 23,866,711</b>	<b>\$ 12,170,639</b>	<b>\$ 9,508,800</b>	<b>\$ 12,136,650</b>	<b>\$ 15,397,207</b>
<i>Compared to Scenario #1:</i>	\$ -	\$ -	\$ (1,588,676)	\$ (3,469,134)	\$ (5,456,600)

Four Year Forecast - Scenario 4  
 General Fund Ongoing Resources

*This scenario is the same as Scenario 1 but assumes 3% growth in FTES annually. Budgeted expenses are the same as Scenario 1.*

<b>Scenario Assumptions:</b>					
Enrollment Growth after 2024-25:	3%	3%	3%	3%	3%
COLA Rate Increase to SCFF Rates:	2.43%	3.52%	3.63%	3.63%	3.49%
Salary Increase:	Varies	Varies	0.00%	0.00%	0.00%
PERS Rate:	27.40%	27.50%	28.50%	28.50%	28.20%
Health & Welfare Increases:	5.00%	5.00%	5.00%	5.00%	5.00%
CPI increases to nonpersonnel costs:	2.92%	2.70%	2.76%	2.76%	2.90%

	2024-25	2025-26	2026-27	2027-28	2028-29
FTES	30,976.14	31,905.42	32,862.59	33,848.46	34,863.91
Total Base (ECA, then phasing out)	31,447.62	31,043.64	32,078.57	33,040.92	34,032.15
<b>Revenues</b>					
<b>SCFF Revenues</b>					
Calculated Revenue	\$ 246,013,336	\$ 258,536,386	\$ 273,519,614	\$ 289,125,080	\$ 305,266,215
Add'l from Emergency Conditions FTES	\$ 9,078,819	\$ -	\$ -	\$ -	\$ -
Add'l from Stability/HH/Floor Revenues	\$ 7,341,737	\$ 3,897,506	\$ -	\$ -	\$ -
<b>Total SCFF Revenues</b>	<b>\$ 262,433,892</b>	<b>\$ 262,433,892</b>	<b>\$ 273,519,614</b>	<b>\$ 289,125,080</b>	<b>\$ 305,266,215</b>
Other Revenues	\$ 21,294,166	\$ 23,856,088	\$ 23,856,088	\$ 23,856,088	\$ 23,856,088
Backfill from Campus	\$ 2,969,842	\$ -	\$ -	\$ -	\$ -
<b>Total Revenues</b>	<b>\$ 286,697,900</b>	<b>\$ 286,289,980</b>	<b>\$ 297,375,702</b>	<b>\$ 312,981,168</b>	<b>\$ 329,122,303</b>
<b>Expenses</b>					
Expenses 11200	\$ 261,458,958	\$ 272,722,009	\$ 280,016,096	\$ 285,181,398	\$ 289,570,034
Expenses Self-Supporting	\$ 1,372,231	\$ 1,397,333	\$ 1,422,223	\$ 1,447,795	\$ 1,474,351
<b>Total Expenses</b>	<b>\$ 262,831,189</b>	<b>\$ 274,119,342</b>	<b>\$ 281,438,319</b>	<b>\$ 286,629,193</b>	<b>\$ 291,044,385</b>
<b>Surplus (Deficit)</b>	<b>\$ 23,866,711</b>	<b>\$ 12,170,639</b>	<b>\$ 15,937,383</b>	<b>\$ 26,351,975</b>	<b>\$ 38,077,918</b>

Compared to Scenario #1: \$ - \$ - \$ 4,839,908 \$ 10,746,192 \$ 17,224,111



Four Year Forecast - Scenario 5  
 General Fund Ongoing Resources

This scenario is the same as Scenario 1 but assumes FTES growth subsides and then stabilizes over the next four years. Budgeted expenses are the same as Scenario 1.

<b>Scenario Assumptions:</b>					
Enrollment Growth after 2024-25:	3%	2%	1%	0%	
COLA Rate Increase to SCFF Rates:	2.43%	3.52%	3.63%	3.49%	
Salary Increase:	Varies	Varies	0.00%	0.00%	
PERS Rate:	27.40%	27.50%	28.50%	28.20%	
Health & Welfare Increases:	5.00%	5.00%	5.00%	5.00%	
CPI increases to nonpersonnel costs:	2.92%	2.70%	2.76%	2.90%	
	2024-25	2025-26	2026-27	2027-28	2028-29
FTES	30,976.14	31,905.42	32,543.53	32,868.96	32,868.96
Total Base (ECA, then phasing out)	31,447.62	31,043.64	31,935.45	32,513.57	32,779.24
<b>Revenues</b>					
<b>SCFF Revenues</b>					
Calculated Revenue	\$ 246,013,336	\$ 258,536,386	\$ 272,691,871	\$ 285,979,918	\$ 297,560,003
Add'l from Emergency Conditions FTES	\$ 9,078,819	\$ -	\$ -	\$ -	\$ -
Add'l from Stability/HH/Floor Revenues	\$ 7,341,737	\$ 3,897,506	\$ -	\$ -	\$ -
<b>Total SCFF Revenues</b>	<b>\$ 262,433,892</b>	<b>\$ 262,433,892</b>	<b>\$ 272,691,871</b>	<b>\$ 285,979,918</b>	<b>\$ 297,560,003</b>
Other Revenues	\$ 21,294,166	\$ 23,856,088	\$ 23,856,088	\$ 23,856,088	\$ 23,856,088
Backfill from Campus	\$ 2,969,842	\$ -	\$ -	\$ -	\$ -
<b>Total Revenues</b>	<b>\$ 286,697,900</b>	<b>\$ 286,289,980</b>	<b>\$ 296,547,959</b>	<b>\$ 309,836,006</b>	<b>\$ 321,416,091</b>
<b>Expenses</b>					
Expenses 11200	\$ 261,458,958	\$ 272,722,009	\$ 279,820,997	\$ 284,986,299	\$ 289,374,935
Expenses Self-Supporting	\$ 1,372,231	\$ 1,397,333	\$ 1,422,223	\$ 1,447,795	\$ 1,474,351
<b>Total Expenses</b>	<b>\$ 262,831,189</b>	<b>\$ 274,119,342</b>	<b>\$ 281,243,220</b>	<b>\$ 286,434,094</b>	<b>\$ 290,849,286</b>
<b>Surplus (Deficit)</b>	<b>\$ 23,866,711</b>	<b>\$ 12,170,639</b>	<b>\$ 15,304,739</b>	<b>\$ 23,401,912</b>	<b>\$ 30,566,805</b>
Compared to Scenario #1:	\$ -	\$ -	\$ 4,207,264	\$ 7,796,129	\$ 9,712,998

# Fiscal Health Risk Analysis

## Background

The Fiscal Crisis & Management Assistance Team (FCMAT) was created by Assembly Bill (AB) 1200 in 1991. FCMAT's primary mission is to help California's local TK-14 educational agencies identify, prevent and resolve financial, operational and data management challenges.

FCMAT has developed the Fiscal Health Risk Analysis as a tool to help evaluate a local education agency's (LEA's) fiscal health and risk of insolvency in the current and two subsequent fiscal years. The analysis focuses on essential functions and processes to determine the level of risk at the time of assessment. Listed below are the topics included in the analysis:

- Annual Independent Audit Report
- Budget Development and Adoption
- Budget Monitoring and Updates
- Cash Management
- Collective Bargaining Agreements
- Intrafund and Interfund Transfers
- Deficit Spending
- Employee Benefits
- Enrollment and Attendance
- Facilities
- Fund Balance and Reserve for Economic Uncertainty
- General Fund – Current Year
- Information Systems and Data Management
- Internal Controls and Fraud Prevention
- Leadership and Stability
- Multi-Year Projections
- Non-Voter Approved Debt and Risk Management
- Position Control

## Scoring

- 40% or greater = High Risk
- 25% to 39% = Moderate Risk
- 24% or less = Low Risk

## Prepared By

The Fiscal Health Risk Analysis for North Orange County Community College District was prepared by Fred Williams, Vice Chancellor, Finance & Facilities, and Erika Almaraz, Director, Fiscal Affairs, with input from administrators in key areas such as Information Services, Human Resources, and the Campus Business Offices.

## Summary of Results

District	Score
North Orange County Community College District	17.2%

### Score Breakdown by Section:

*Note: Categorical values will calculate after all questions are answered with a "Yes", "No" or "N/A" on the Tool tab.  
Because the score is not calculated by category, category values provided are subject to minor rounding errors and are provided for informational purposes only.*

Annual Independent Audit Report	0.0%
Budget Development and Adoption	0.6%
Budget Monitoring and Updates	3.1%
Cash Management	0.0%
Collective Bargaining Agreements	2.9%
Intrafund and Interfund Transfers	2.0%
Deficit Spending	0.0%
Employee Benefits	1.2%
Enrollment and Attendance	1.8%
Facilities	0.0%
Fund Balance and Reserve for Economic Uncertainty	0.0%
General Fund - Current Year	1.2%
Information Systems and Data Management	0.0%
Internal Controls and Fraud Prevention	1.0%
Leadership and Stability	0.0%
Multiyear Projections	0.0%
Non-Voter-Approved Debt and Risk Management	0.0%
Position Control	3.3%

# Fiscal Health Risk Analysis for Community Colleges



FISCAL CRISIS & MANAGEMENT  
ASSISTANCE TEAM

District:

North Orange County Community College District

**Total Risk Score, All Areas**

**17.2%**

Response

**Annual Independent Audit Report**

1.1 Has the independent audit report for the most recent fiscal year been completed and presented to the board by the statutory timeline of December 31? (Extensions of the timeline granted by the Chancellor's Office should be explained.)	yes
1.2 Were the district's most recent and prior two independent audits reports free of material findings of weakness?	yes
1.3 Has the district corrected all audit findings from the recent and prior two audits?	n/a
1.4 Has the district corrected the most recent and prior two years' audit findings without affecting its fiscal health (e.g., material apportionment or internal control findings)?	n/a

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*Section Score (0.5% maximum):* 0.0%

**Self-assessment notes:**

No audit findings noted in the 2022, 2023, and 2024 reports.

# Fiscal Health Risk Analysis for Community Colleges



FISCAL CRISIS & MANAGEMENT  
ASSISTANCE TEAM

District:

North Orange County Community College District

## Total Risk Score, All Areas

**17.2%**

### Budget Development and Adoption

2.1 Does the district develop and use written budget assumptions and multiyear projections that are reasonable, clearly articulated, and aligned with the signed state budget and the Student-Centered Funding Formula (SCFF)?	yes
2.2 Does the district use a budget development method other than a prior-year rollover budget, and if so, is there a procedure to evaluate prior year and future expenses (nonfixed expenditures, supplies, adjunct and other hourly positions) and removal of one-time revenues and expenses?	yes
2.3 Does the district use position control data for budget development?	yes
2.4 Does the district coordinate program review as part of the budget development process and include input from faculty/staff, administrators, the governing board, and the budget committee in accordance with a documented planning model?	yes
2.5 Does the budget development process include an explanation of the calculation of the SCFF (base full time equivalent students [FTES], supplemental low income and student success portion of the funding) with reasonable assumptions?	yes
2.6 Does the district budget and expend restricted funds as authorized by the funding source before expending unrestricted funds?	yes
2.7 Does the district have a documented policy and/or procedure for evaluating the proposed acceptance of grants and other types of restricted funds to assess their congruence with the institution's strategic plan and the potential multiyear impact on the district's unrestricted general fund?	yes
2.8 Are expected revenues (not based on actuals) more than or equal to expected expenditures (not based on actuals) in the district's adopted budget (budget is not dependent on carryover funds to be balanced)?	no
2.9 Has the district refrained from using negative or contra expenditure accounts (excluding appropriate abatements in accordance with the Budget and Accounting Manual [BAM]) in its budget?	yes
2.10 Does the district have a board-adopted budget calendar that includes statutory due/closing dates (accounts receivable, accounts payable, closing of purchase orders, journal entries, etc.), major budget development tasks and deadlines, and the staff member/department responsible for completing them?	yes
2.11 Did the district close its books with the county office of education on time?	yes

Section Score (8.0% maximum):

0.6%

**Self-assessment notes:**

2.8 - We do match on-going revenue to on-going expenses. We also budget carryover funds.

# Fiscal Health Risk Analysis for Community Colleges



FISCAL CRISIS & MANAGEMENT  
ASSISTANCE TEAM

District:

North Orange County Community College District

## Total Risk Score, All Areas

**17.2%**

### Budget Monitoring and Updates

3.1 Are actual revenues and expenditures consistent with the most current budget projection of each major object code?	no
3.2 Are revenue and expenditure budget revisions posted at least quarterly in the financial system?	yes
3.3 Are quarterly financial status reports, 311Q, submitted to the board quarterly with a clearly written summary of the report, budget assumptions and budget revisions?	yes
3.4 Following board approval of collective bargaining agreements, does the district make necessary budget revisions in the financial system to reflect settlement costs before the next financial reporting period?	yes
3.5 Has the district addressed any budget-related deficiencies identified in the most recent ACCJC Annual Fiscal Report?	n/a
3.6 If a college in the district has been notified that it is on enhanced monitoring or watch-list status based on the college's ACCJC Annual Fiscal Report, have the district and college(s) created a written plan to address the issues of concern identified by the ACCJC?	n/a
3.7 Does the district's enterprise software system include hard budget blocks that prevent the processing of requisitions or purchase orders when the budget is insufficient to support the expenditure?	yes
3.8 Does the district encumber and adjust encumbrances for salaries and benefits?	no
3.9 Are all balance sheet accounts in the general ledger reconciled each quarter, at a minimum, and at year-end close?	no

Section Score (9.8% maximum):

3.1%

#### Self-assessment notes:

- 3.1 - Actual expenditures are lower than budget mostly due to budgeting for vacant positions. Campuses are working on reviewing vacant positions before the Tentative Budget.
- 3.8 - The District encumbers salaries but not benefits.
- 3.9 - Fringe Benefits clearing account, the Financial Aid Fund Balance, and Cash in County need to be reconciled more often. Accounting Department is in the process of filling 2 vacancies to help address this.

# Fiscal Health Risk Analysis for Community Colleges



FISCAL CRISIS & MANAGEMENT  
ASSISTANCE TEAM

District:

North Orange County Community College District

## Total Risk Score, All Areas

**17.2%**

### Cash Management

- |   |     |
|---|-----|
| 4.1 Does the district balance all cash and investment accounts with bank statements monthly?  | yes |
| 4.2 Are outstanding amounts in the cash and investment account reconciliations less than one year old, or if older, have a resolution?  | yes |
| 4.3 Are accounts held by the county treasurer reconciled and balanced with the district's and county office of education's reports monthly?   | yes |
| 4.4 Does the district forecast its general fund cash flow for the current and subsequent year and update it as needed to ensure cash flow needs are known?  | yes |
| 4.5 If the district's cash flow forecast shows insufficient cash in its general fund to support its current and projected obligations, does the district have a reasonable plan to address its cash flow needs for the current and subsequent year? | n/a |
| 4.6 Does the district have sufficient cash resources in its other funds to support its current and projected obligations in those funds?  | yes |
| 4.7 If interfund borrowing is occurring, does the district comply with Object Code 7300 requirements in the BAM?  | n/a |
| 4.8 If the district is managing cash in any funds through external borrowing, such as a TRANS, has the district provided a written plan for repayment attributable to the same year the funds were borrowed?  | n/a |

Section Score (8.6% maximum):

0.0%

Self-assessment notes:

# Fiscal Health Risk Analysis for Community Colleges



District:

North Orange County Community College District

## Total Risk Score, All Areas

**17.2%**

### Collective Bargaining Agreements

5.1 Does the district accurately quantify the effects of collective bargaining agreements and include them in its budget and multiyear projections by conducting a pre-settlement analysis and identifying ongoing revenue sources or expenditure reductions to support the agreement?	yes
5.2 In the current and prior two years has the district settled all new employee compensation costs (salary, benefits, load factoring, etc.) in the bargaining agreements at or under the funded cost of living adjustment (COLA)?	no
5.3 If settlements have not been reached in the past two years, has the district identified resources to cover the estimated costs of district proposals?	n/a
5.4 Has the district's board of governors approved and certified collective bargaining agreements with all its bargaining units for the current and the prior two years?	no
5.5 Has the district conducted a faculty release and reassign time analysis in the last two years and determined how it may impact the overall cost to the district as it relates to collective bargaining?	no

Section Score (4.9% maximum):

2.9%

**Self-assessment notes:**

- 5.2 - COLA for 2024-25 was 1.07%. District agreed to increase salary schedule by 1.50% for United Faculty, management, and confidentials.
- 5.4 - The District has not settled Ad Fac and CSEA negotiations for 2024-25.
- 5.5 - The District will work on preparing this analysis for 2025-26.



# Fiscal Health Risk Analysis for Community Colleges



FISCAL CRISIS & MANAGEMENT  
ASSISTANCE TEAM

District:

North Orange County Community College District

## Total Risk Score, All Areas

**17.2%**

### Intrafund and Interfund Transfers

6.1 Does the district have a board-approved plan to eliminate, reduce or control intrafund transfers from the general fund unrestricted subfund to the general fund restricted subfund?	no
6.2 Does the board approve any intrafund or interfund transfers (contributions/encroachments) from or to the unrestricted general fund prior to occurrence?	no
6.3 If the district has deficit spending in funds other than the unrestricted general fund, has it included in its multiyear projection any transfers from the unrestricted general fund to any resulting negative fund balance (e.g., interfund transfers)?	yes
6.4 If any interfund transfers were required for other funds in either of the prior two fiscal years, and the need is recurring in the current year, did the district budget for them at reasonable levels?	yes

Section Score (4.1% maximum):

2.0%

**Self-assessment notes:**

- 6.1 - Currently, there is no formalized board-approved plan to control these types of transfers. However, transfers are presented to the Board for approval each month.
- 6.2 - Transfers are approved by the Board after-the-fact.

# Fiscal Health Risk Analysis for Community Colleges



FISCAL CRISIS & MANAGEMENT  
ASSISTANCE TEAM

District:

North Orange County Community College District

## Total Risk Score, All Areas

**17.2%**

### Deficit Spending

7.1 Is the district avoiding a structural deficit in the current and two subsequent fiscal years? (A structural deficit is when ongoing unrestricted expenditures and contributions exceed ongoing unrestricted revenues.) If no, has the board approved and implemented a plan to reduce and/or eliminate deficit spending? yes

7.2 If the district has deficit spending in the current or two subsequent fiscal years, has the board approved and implemented a plan to reduce and/or eliminate deficit spending to ensure fiscal solvency? yes

7.3 Has the district decreased deficit spending over the past two fiscal years? n/a

Section Score (2.7% maximum):

0.0%

#### Self-assessment notes:

7.2 - Deficit occurred in 2023-24 due to the deficit factor that was recorded in 2023-24. We recorded a 1% deficit factor that equated to \$2.66M.

# Fiscal Health Risk Analysis for Community Colleges



District:

North Orange County Community College District

## Total Risk Score, All Areas

**17.2%**

### Employee Benefits

8.1 Has the district completed an actuarial valuation in accordance with Governmental Accounting Standards Board (GASB) requirements to determine its unfunded liability for other post-employment benefits (OPEB)?	yes
8.2 Is the district funding a board-adopted plan to fund its projected liabilities for retiree health benefits?	yes
8.3 Is the district funding a board-adopted plan to fund its projected employer contributions to CalSTRS and CalPERS?	no
8.4 Is the district following a board-adopted policy to limit faculty banked hours?	no
8.5 Within the last five years, has the district conducted a verification and determination of eligibility for benefits for all active and retired employees and dependents?	yes
8.6 Does the district track, reconcile and report employees' compensated leave balances on the balance sheet?	yes

Section Score (4.1% maximum):

1.2%

#### Self-assessment notes:

8.3 - There is no board-adopted plan, however, increases in STRS and PERS rates are budgeted for each year as part of budget development.

8.4 - There is no board-adopted policy. Load banked assignments may accumulate indefinitely. However, accumulated load banked assignments may not exceed the equivalent of the minimum regular contract workload for one (1) semester for credit instructors. For counselors, librarians and noncredit instructors accumulated load banked assignments may not exceed one-half the number of hours comprising the Unit Member's annual regular contract workload.

# Fiscal Health Risk Analysis for Community Colleges



FISCAL CRISIS & MANAGEMENT  
ASSISTANCE TEAM

District:

North Orange County Community College District

## Total Risk Score, All Areas

**17.2%**

### Enrollment and Attendance

9.1 Has the district's enrollment been increasing or remained stable for the current and two prior years?	yes
9.2 Does the district monitor and analyze enrollment, weekly student contact hours (WSCH) and full-time equivalent students (FTES) data at least monthly through the second reporting period (P2)?	yes
9.3 Does the district track historical WSCH and FTES data to establish future trends?	yes
9.4 Do colleges within a multi-college district maintain a record of WSCH or FTES that is reconciled monthly at the college and district levels at least through the second reporting period?	yes
9.5 Are the district's enrollment projections and assumptions based on historical data, demographic trend analysis, high school enrollments, community participation rates and other industry standards, in addition to any board policies that limit enrollment?	yes
9.6 Do the institutional research staff and business/fiscal staff work together to develop enrollment and FTES predictions?	yes
9.7 Do the colleges' comprehensive enrollment plans set goals for the funding elements in the SCFF?	no
9.8 Does the comprehensive enrollment plan establish academic productivity goals?	no

Section Score (7.1% maximum):

1.8%

#### Self-assessment notes:

9.7 - Currently, there is not a comprehensive enrollment plan that sets goals for all the funding elements in the SCFF. The largest portion of the SCFF (70%) is based on FTES and the campuses do set FTES targets annually.

9.8 - Currently, there is not a comprehensive enrollment plan.

# Fiscal Health Risk Analysis for Community Colleges



FISCAL CRISIS & MANAGEMENT  
ASSISTANCE TEAM

District:

North Orange County Community College District

## Total Risk Score, All Areas

**17.2%**

### Facilities

10.1 Does the district have sufficient and available capital outlay and/or bond funds to cover all contracted obligations for capital facilities projects?	yes
10.2 Does the district properly track and account for facility-related projects?	yes
10.3 Does the district use lecture classrooms for at least 48 or 53 hours per 70-hour week as defined by the Board of Governors (BOG) policy on Utilization and Space Standards?	yes
10.4 Does the district use laboratory classrooms for at least 27.5 hours per 70-hour week as defined by the BOG policy on Utilization and Space Standards?	yes
10.5 Does the district include facility needs (maintenance, repair and operating requirements) when adopting a budget?	yes
10.6 Has a quantitative Facilities Condition Index assessment been conducted sometime in the last three years through the Foundation for California Community Colleges?	yes
10.7 Does the district follow a five-year scheduled maintenance plan?	yes
10.8 If the district passed a Proposition 39 general obligation bond, has it met the requirements for audit, reporting, and a citizens' bond oversight committee?	yes
10.9 If the district has passed a Proposition 39 general obligation bond or a parcel tax and it has received any legal challenges or program audit findings concerning the use of those funds, has it resolved those complaints and/or findings?	n/a
10.10 Does the district have a long-range facilities master plan that reflects its current and projected facility needs and aligns with the five-year capital outlay plan?	yes
10.11 Is the district following an Americans with Disabilities Act (ADA) transition plan that was developed within the past 5 to 10 years?	yes

Section Score (0.8% maximum):

0.0%

Self-assessment notes:

# Fiscal Health Risk Analysis for Community Colleges



FISCAL CRISIS & MANAGEMENT  
ASSISTANCE TEAM

District:

North Orange County Community College District

## Total Risk Score, All Areas

**17.2%**

### Fund Balance and Reserve for Economic Uncertainty

*In this section, all questions refer to the Unrestricted General Fund (URGF).*

11.1 Has the district adopted policies to maintain sufficient unrestricted reserves with a suggested minimum of two months of general fund operating expenditures or revenues, consistent with Budgeting Best Practices published by the Government Finance Officers Association, which they have followed?	yes
11.2 Did the district's adopted budgets for the subsequent two years include at least two months of operating expenditures in the Reserve for Economic Uncertainty?	yes
11.3 Does the district have at least a minimum of two months of general fund operating expenditures or revenues in the Reserve for Economic Uncertainty in its budget projections for the two subsequent years?	yes
11.4 If the district's budget projections for the subsequent two years do not include at least a minimum of two months of general fund operating expenditures or revenues in the Reserve for Economic Uncertainty, does the district's multiyear fiscal plan include a board-approved plan to restore at least the Reserve for Economic Uncertainty to at least a minimum of general fund operating expenditures or revenues?	n/a
11.5 Is the district's projected unrestricted general fund ending balance stable or increasing in the two subsequent fiscal years?	yes
11.6 If the district has unfunded or contingent liabilities or one-time costs other than post-employment benefits, does the unrestricted general fund balance include sufficient reserves above the recommended minimum reserve level of two months of operating expenditures?	yes

Section Score (5.7% maximum):

0.0%

Self-assessment notes:

# Fiscal Health Risk Analysis for Community Colleges



FISCAL CRISIS & MANAGEMENT  
ASSISTANCE TEAM

District:

North Orange County Community College District

## Total Risk Score, All Areas

**17.2%**

### General Fund - Current Year

12.1 Does the district ensure that one-time revenues do not pay for ongoing expenditures?	yes
12.2 Is the percentage of the district's general fund unrestricted budget that is allocated to salaries and benefits, instructional service agreement, backfill of categorical to employee compensation, and pay as you go retiree health benefit expenses at or below 85% for the three prior years as reported by the CCCCCO?	yes
12.3 Is the district in compliance with the Fifty Percent Law (Education Code Section 84362) for the last three years?	yes
12.4 Is the district at or above its Full-Time Obligation Number (FON)? If the district is over its FON, is it within 3% of the published FON?	yes
12.5 Does the district either ensure that restricted dollars are sufficient to pay for staff assigned to restricted programs or have a plan to fund these positions with unrestricted funds?	no
12.6 Is the district using its restricted dollars fully by expending allocations for restricted programs within the required time?	yes
12.7 Does the district consistently account for all program costs, including maximum allowable indirect costs, for each restricted resource?	no

Section Score (5.5% maximum):

1.2%

#### Self-assessment notes:

12.5 - The initial budget for restricted programs factors in employee salaries and benefits. Should restricted funds run out or be reappropriated by the State Chancellor's Office, the District does not have a plan to fund these positions.

12.7 - The District does not always charge the maximum allowable indirect cost rate. The grant sponsor may have limits on the indirect cost that can be charged.

# Fiscal Health Risk Analysis for Community Colleges



FISCAL CRISIS & MANAGEMENT  
ASSISTANCE TEAM

**District:**

*North Orange County Community College District*

## **Total Risk Score, All Areas**

**17.2%**

### **Information Systems and Data Management**

13.1 Does the district use a human resources system and position control system that is integrated with the financial reporting system?	yes
13.2 Does the district have an emergency data recovery systems?	yes
13.3 Are enrollment class schedule software and budget development systems integrated?	yes
13.4 Does the district conduct regularly scheduled evaluation tests of the security measures that protect student and employee personal information?	yes
13.5 Does the district use reports from its management information systems to validate the supplemental and success outcomes funded in the SCFF?	yes

*Section Score (3.7% maximum):*

*0.0%*

**Self-assessment notes:**



# Fiscal Health Risk Analysis for Community Colleges



FISCAL CRISIS & MANAGEMENT  
ASSISTANCE TEAM

District:

North Orange County Community College District

## Total Risk Score, All Areas

**17.2%**

### Internal Controls and Fraud Prevention

14.1 Does the district have controls that limit access to and include multiple levels of authorizations within its financial system?	yes
14.2 Are the district's financial system's access and authorization controls reviewed and updated upon employment actions (e.g., resignations, terminations, promotions or demotions) and at least annually?	yes
14.3 Is there a desk manual that segregates duties in the following areas, and are staff supervised and monitored accordingly?	
a. Accounts payable	yes
b. Accounts receivable	yes
c. Cash management	yes
d. Budget monitoring and review	yes
e. Purchasing and contracts	yes
f. Payroll	yes
g. Human resources	yes
h. Associated student body	yes
i. Warehouse and receiving	n/a
14.4 Are beginning balances for the new fiscal year posted and reconciled with the ending balances for each fund from the prior fiscal year?	yes
14.5 Does the district review and clear prior year accruals by October 31?	yes
14.6 Does the district reconcile all suspense accounts, including salaries and benefits, at least each quarter and at the close of the fiscal year?	no
14.7 Has the district reconciled and closed the general ledger (books) within the time prescribed by the county office of education?	yes
14.8 Does the district have processes and procedures to discourage and detect fraud?	yes
14.9 Does the district maintain an independent fraud reporting hotline or other reporting service(s)?	yes
14.10 14.10 Does the district have a process for collecting and following up on reports of possible fraud (such as an anonymous fraud reporting hotline)?	yes
14.11 Does the district have an internal audit department or dedicated staff?	yes

# Fiscal Health Risk Analysis for Community Colleges



FISCAL CRISIS & MANAGEMENT  
ASSISTANCE TEAM

**District:**

*North Orange County Community College District*

## **Total Risk Score, All Areas**

**17.2%**

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14.12 Does the district limit the issuance of Cal-Cards (credit cards) and have procedures in place for appropriate use (e.g., allowable expenses, daily limit, etc.)?

yes

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*Section Score (14.5% maximum):*

*1.0%*

**Self-assessment notes:**

14.3 - District does not have a centralized Warehouse.

14.6 - Fringe Benefits clearing account needs to be reconciled more often. Accounting Department is in the process of filling 2 vacancies to help address this.

# Fiscal Health Risk Analysis for Community Colleges



FISCAL CRISIS & MANAGEMENT  
ASSISTANCE TEAM

District:

North Orange County Community College District

## Total Risk Score, All Areas

**17.2%**

### Leadership and Stability

15.1 Does the district have a chief business official (CBO) who has been with the district as CBO for more than two years?	yes
15.2 Does the district have a chief executive officer (CEO) who has been with the district as CEO for more than two years?	yes
15.3 Does the CEO meet on a scheduled and regular basis with all members of their administrative cabinet?	yes
15.4 Is training on the financial procedure manual, budget, and procurement development provided to district, college and department administrators who are responsible for budget management?	yes
15.5 Does the governing board follow an approved schedule to review and revise policies and administrative regulations?	yes
15.6 Are newly adopted or revised board policies and administrative regulations formally implemented, communicated and available to staff?	yes
15.7 Do all board members attend training on the budget and governance at least every two years?	yes
15.8 Is the CEO's evaluation performed according to the terms of the contract?	yes

Section Score (6.5% maximum):

0.0%

Self-assessment notes:

# Fiscal Health Risk Analysis for Community Colleges



FISCAL CRISIS & MANAGEMENT  
ASSISTANCE TEAM

District:

*North Orange County Community College District*

## **Total Risk Score, All Areas**

**17.2%**

### **Multiyear Projections**

16.1 Has the district developed multiyear projections that include detailed assumptions aligned with industry standards, including CCCCCO and ACCJC? yes

16.2 Did the district include the calculation of SCFF breakdown (base FTES, supplemental low income, and student success portions) with multiyear considerations to help calculate its multiyear projections? yes

16.3 Does the district use its most current multiyear projection when making financial decisions? yes

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*Section Score (3.1% maximum):*

*0.0%*

**Self-assessment notes:**

# Fiscal Health Risk Analysis for Community Colleges



FISCAL CRISIS & MANAGEMENT  
ASSISTANCE TEAM

District:

North Orange County Community College District

## Total Risk Score, All Areas

**17.2%**

### Non-Voter-Approved Debt and Risk Management

17.1 Are the sources of repayment for non-voter-approved debt (such as certificates of participation (COPs), bridge financing, bond anticipation notes [BANS] and tax revenue anticipation notes [TRANS]) predictable and stable, and not from the unrestricted general fund? n/a

17.2 If the district has issued non-voter-approved debt, has its credit rating remained stable or improved during the current and two prior fiscal years? n/a

17.3 If the district is self-insured, does the district have a recent (every two years) actuarial study and a plan to pay for any unfunded liabilities? yes

17.4 If the district has non-voter-approved debt (such as COPs, bridge financing, BANS, TRANS and others), is the total of annual debt service payments no greater than 2% of the district's unrestricted general fund revenues? n/a

Section Score (3.7% maximum): 0.0%

Self-assessment notes:

# Fiscal Health Risk Analysis for Community Colleges



FISCAL CRISIS & MANAGEMENT  
ASSISTANCE TEAM

District:

North Orange County Community College District

## Total Risk Score, All Areas

**17.2%**

### Position Control

18.1 Does the district use a documented position control system that ties all positions and costs data to eliminate disparities between human resources, payroll, and budget?	yes
18.2 Does the district analyze and adjust permanent staffing based on enrollment?	yes
18.3 Does the district reconcile budget, payroll and position control regularly, meaning at least at budget adoption and quarterly reporting periods?	no
18.4 Does the governing board approve all new positions and extra assignments with a budget source identified before positions are posted?	no
18.5 Is the approval of hiring staff using categorical or other restricted dollars subject to adequate program funding?	yes
18.6 Are there standing meetings for managers and staff responsible for the district's human resources, payroll and budget functions to discuss and improve processes?	no

Section Score (6.7% maximum):

3.3%

#### Self-assessment notes:

- 18.3 - The District does not reconcile position control quarterly due to system and staffing limitations. Position control is reviewed before Tentative Budget and before the Proposed Budget.
- 18.4 - Board approval is obtained before an employee is hired, but not before positions are advertised.
- 18.6 - Currently, there are no standing meetings between Human Resources, Payroll, and Budget. However, these areas communicate regularly to work through changes and issues as they arise.

Unrestricted General Fund

District	2023-24 Total FTES	2023-24 Unrestricted Fund Balance	2023-24 Unrestricted Fund Balance as a % of Total Expenditures	2023-24 50% Law	Academic Salaries (1000)	Classified Salaries (2000)	Employee Benefits (3000)	Supplies and Materials and Other Operating Expenses (4000-5000)	Total Expenditures Excluding Capital Outlay & Other Outgo (1000-5000)	Total Expenditures Including Capital Outlay & Other Outgo (1000-7000)	Salaries & Benefits as a % Total Expenditures (Incl Capital & Outgo)	Academic Salaries per Total FTES	Classified Salaries per Total FTES	Benefits per Total FTES	Total Expenditures per Total FTES
ALLAN HANCOCK	8,459	32,078,903	38.20%	50.07%	\$ 28,092,884	\$ 21,002,180	\$ 17,664,820	\$ 9,905,129	\$ 76,665,013	\$ 83,888,712	79.58%	\$ 3,321	\$ 2,483	\$ 2,088	\$ 9,917
ANTELOPE VALLEY	10,061	69,798,929	74.50%	50.95%	37,710,108	20,489,656	20,839,842	12,829,746	91,869,352	93,636,546	84.41%	3,748	2,037	2,071	9,307
BARSTOW	2,942	10,683,498	28.90%	50.61%	9,404,507	5,628,384	6,678,919	3,574,154	25,285,964	36,972,630	58.72%	3,197	1,913	2,270	12,567
BUTTE	8,829	46,303,616	46.00%	52.23%	36,011,590	20,630,838	25,059,572	6,451,082	88,153,082	100,681,421	81.15%	4,079	2,337	2,838	11,403
CABRILLO	8,184	23,479,274	26.00%	50.39%	34,668,566	16,923,000	25,371,347	9,493,866	86,456,779	90,328,009	85.20%	4,236	2,068	3,100	11,037
CALBRIGHT	0	9,032,512	56.50%	8.30%	3,974,320	7,624,130	3,599,416	799,337	15,997,203	15,997,203	95.00%	N/A	N/A	N/A	N/A
CERRITOS	15,950	58,095,919	35.80%	55.62%	72,853,567	27,766,388	40,841,439	10,059,862	151,521,256	162,214,425	87.21%	4,568	1,741	2,561	10,170
CHABOT-LAS POSITAS	14,783	21,005,322	12.70%	50.66%	66,549,256	29,259,206	40,636,742	17,559,618	154,004,822	165,384,584	82.50%	4,502	1,979	2,749	11,187
CHAFFEY	16,737	53,162,199	31.60%	50.77%	57,046,781	30,097,140	45,351,848	13,824,637	146,320,406	168,483,187	78.64%	3,408	1,798	2,710	10,067
CITRUS	9,618	42,285,769	41.00%	50.86%	37,736,968	21,045,345	28,940,822	9,194,292	96,917,427	103,167,647	85.03%	3,924	2,188	3,009	10,727
COAST	27,057	68,126,206	24.60%	50.43%	106,442,821	58,440,125	82,703,566	25,079,642	272,666,154	277,449,079	89.24%	3,934	2,160	3,057	10,254
COMPTON	3,654	19,750,747	36.30%	45.82%	13,552,899	10,787,981	12,132,772	6,980,719	43,454,371	54,426,267	67.01%	3,709	2,952	3,320	14,895
CONTRA COSTA	28,322	81,699,177	31.50%	50.88%	99,051,723	44,927,981	73,584,909	24,538,530	242,103,143	259,243,816	83.92%	3,497	1,586	2,598	9,153
COPPER MOUNTAIN	1,238	13,959,728	68.50%	51.62%	7,471,624	3,856,606	4,877,074	2,889,140	19,094,444	20,365,671	79.57%	6,035	3,115	3,939	16,450
DESERT	9,266	35,675,883	34.90%	50.83%	36,199,483	19,839,862	25,418,714	11,589,308	93,047,367	102,330,195	79.60%	3,907	2,141	2,743	11,044
EL CAMINO	17,316	50,387,002	26.80%	54.79%	84,403,436	38,085,038	47,698,328	12,521,844	182,708,646	188,222,932	90.42%	4,874	2,199	2,755	10,870
FEATHER RIVER	1,927	18,227,674	77.90%	54.01%	5,393,916	4,814,444	4,156,703	6,114,130	20,479,193	23,390,679	61.41%	2,799	2,498	2,157	12,138
FOOTHILL-DEANZA	24,076	51,630,418	21.00%	50.78%	94,939,549	45,978,398	62,519,387	28,042,002	231,479,336	246,092,596	82.67%	3,943	1,910	2,597	10,221
GAVILAN JOINT	5,353	20,262,663	40.50%	51.01%	15,807,262	8,222,127	10,786,556	7,540,272	42,356,217	50,048,773	69.56%	2,953	1,536	2,015	9,350
GLENDALE	14,048	19,425,155	15.50%	50.92%	51,988,073	23,955,986	31,844,585	12,598,785	120,387,429	125,403,188	85.95%	3,701	1,705	2,267	8,927
GROSSMONT-CUYAMACA	16,535	23,442,690	15.30%	52.91%	56,218,627	26,847,937	39,872,057	17,743,945	140,682,566	153,361,713	80.16%	3,400	1,624	2,411	9,275
HARTNELL	7,801	16,259,626	21.90%	50.77%	24,359,701	13,749,170	19,126,885	11,532,729	68,768,485	74,274,770	77.06%	3,123	1,762	2,452	9,521
IMPERIAL	7,755	21,405,458	26.90%	50.39%	27,180,226	12,924,438	19,345,638	6,903,219	66,353,521	79,685,916	74.61%	3,505	1,667	2,495	10,275
KERN	27,266	177,451,265	75.80%	51.15%	82,008,847	38,373,472	58,808,731	35,682,522	214,873,572	233,999,862	76.58%	3,008	1,407	2,157	8,582
LAKE TAHOE	2,276	4,912,502	19.10%	51.91%	7,266,361	4,965,374	5,226,154	6,844,630	24,302,519	25,742,680	67.82%	3,193	2,182	2,296	11,310
LASSEN	1,299	9,987,148	46.20%	54.44%	7,555,476	4,203,224	6,015,551	3,139,783	20,914,034	21,607,331	82.26%	5,816	3,236	4,631	16,634
LONG BEACH	20,423	74,570,583	39.00%	51.65%	71,003,440	37,778,699	54,389,611	16,105,702	179,277,452	191,151,805	85.36%	3,477	1,850	2,663	9,360
LOS ANGELES	92,055	175,525,701	19.30%	52.59%	361,867,083	160,779,718	236,651,067	114,162,057	873,459,925	908,615,569	83.57%	3,931	1,747	2,571	9,870
LOS RIOS	44,955	175,960,681	38.10%	50.79%	182,869,282	86,677,089	107,606,057	53,310,348	430,462,776	462,177,489	81.60%	4,068	1,928	2,394	10,281
MARIN	3,758	25,052,474	29.70%	46.69%	26,688,760	16,904,375	20,099,288	9,600,673	73,293,096	84,446,922	75.42%	7,102	4,498	5,348	22,471
MENDOCINO-LAKE	2,751	10,511,126	27.70%	52.40%	13,062,903	6,800,780	9,160,458	3,372,768	32,396,909	37,974,302	76.43%	4,748	2,472	3,330	13,804
MERCED	10,254	17,937,865	18.20%	50.64%	30,983,056	16,925,736	28,000,702	9,032,423	84,941,917	98,359,582	77.18%	3,022	1,651	2,731	9,592
MIRACOSTA	9,905	39,861,228	24.40%	50.09%	52,947,399	35,580,791	39,626,474	12,878,538	141,033,202	163,404,320	78.43%	5,346	3,592	4,001	16,497
MONTEREY	5,918	11,052,593	19.30%	52.81%	20,565,504	9,542,372	17,442,439	9,128,158	56,678,473	57,289,311	83.00%	3,475	1,612	2,947	9,681
MT. SAN ANTONIO	34,396	71,646,290	24.20%	50.68%	121,777,404	67,353,601	76,083,789	27,837,577	293,052,371	295,449,101	89.77%	3,540	1,958	2,212	8,590
MT. SAN JACINTO	13,396	85,772,472	76.30%	50.19%	43,061,490	24,731,796	26,739,543	11,740,406	106,273,235	112,364,053	84.13%	3,215	1,846	1,996	8,388
NAPA	3,412	8,085,089	16.50%	44.57%	15,785,311	10,158,575	9,497,965	6,441,284	41,883,135	49,042,290	72.27%	4,626	2,977	2,784	14,373
NORTH ORANGE	29,767	131,423,487	42.20%	50.86%	118,949,379	64,394,250	78,308,828	23,319,036	284,971,493	311,326,764	84.04%	3,996	2,163	2,631	10,459
OHLONE	7,092	14,718,592	19.60%	51.83%	29,731,688	16,700,240	16,650,704	10,697,367	73,779,999	75,094,920	84.00%	4,192	2,355	2,348	10,589
PALO VERDE	2,807	15,322,139	48.60%	55.94%	8,526,650	3,941,404	4,939,772	7,984,504	25,392,330	31,523,959	55.22%	3,038	1,404	1,760	11,230
PALOMAR	14,453	54,197,788	33.80%	50.15%	62,675,836	33,173,069	44,511,255	15,236,115	155,596,275	160,563,106	87.42%	4,337	2,295	3,080	11,109
PASADENA	21,855	53,860,029	24.30%	52.76%	92,558,415	33,598,321	53,669,044	16,746,223	196,572,003	221,646,534	81.13%	4,235	1,537	2,456	10,142

Unrestricted General Fund

District	2023-24 Total FTES	2023-24 Unrestricted Fund Balance	2023-24 Unrestricted Fund Balance as a % of Total Expenditures	2023-24 50% Law	Academic Salaries (1000)	Classified Salaries (2000)	Employee Benefits (3000)	Supplies and Materials and Other Operating Expenses (4000-5000)	Total Expenditures Excluding Capital Outlay & Other Outgo (1000-5000)	Total Expenditures Including Capital Outlay & Other Outgo (1000-7000)	Salaries & Benefits as a % Total Expenditures (Incl Capital & Outgo)	Academic Salaries per Total FTES	Classified Salaries per Total FTES	Benefits per Total FTES	Total Expenditures per Total FTES
PERALTA	14,363	25,419,609	13.40%	50.28%	60,129,771	35,608,203	45,924,105	24,888,126	166,560,205	190,169,569	74.49%	4,186	2,479	3,197	13,240
RANCHO SANTIAGO	29,609	108,927,680	44.20%	54.63%	98,164,425	43,922,182	70,020,952	23,064,566	235,172,125	246,466,925	86.06%	3,315	1,483	2,365	8,324
REDWOODS	3,588	8,916,941	20.80%	53.70%	17,604,184	8,609,914	10,321,802	4,598,934	41,134,834	42,872,584	85.22%	4,906	2,400	2,877	11,949
RIO HONDO	11,806	70,257,970	58.30%	55.24%	47,995,259	19,821,745	38,122,874	14,197,169	120,137,047	120,575,807	87.86%	4,065	1,679	3,229	10,213
RIVERSIDE	30,944	76,075,183	24.70%	51.52%	126,672,854	60,649,031	85,375,829	26,602,690	299,300,404	307,478,051	88.69%	4,094	1,960	2,759	9,937
SAN BERNARDINO	14,560	34,429,575	24.30%	50.22%	53,166,154	32,922,917	31,199,634	15,155,714	132,444,419	141,613,202	82.82%	3,652	2,261	2,143	9,726
SAN DIEGO	39,158	76,978,494	22.40%	50.23%	130,256,768	76,219,402	100,113,421	31,524,457	338,114,048	343,909,988	89.15%	3,326	1,946	2,557	8,783
SAN FRANCISCO	16,289	33,383,845	17.00%	51.55%	77,903,281	39,398,191	58,994,964	12,808,263	189,104,699	196,178,673	89.87%	4,783	2,419	3,622	12,044
SAN JOAQUIN DELTA	16,872	27,124,085	18.50%	50.98%	48,940,746	26,548,314	38,450,899	16,382,940	130,322,899	146,832,696	77.60%	2,901	1,574	2,279	8,703
SAN JOSE-EVERGREEN	10,659	50,960,776	30.80%	50.09%	61,670,113	32,112,729	42,728,178	12,679,124	149,190,144	165,659,858	82.40%	5,786	3,013	4,009	15,542
SAN LUIS OBISPO	7,967	42,843,002	60.40%	53.13%	29,415,344	13,323,289	15,367,927	10,477,674	68,584,234	70,948,248	81.90%	3,692	1,672	1,929	8,905
SAN MATEO	15,479	52,913,292	19.70%	41.10%	81,595,393	56,011,497	57,952,315	24,232,791	219,791,996	268,322,078	72.88%	5,271	3,619	3,744	17,335
SANTA BARBARA	12,918	36,043,557	28.50%	53.22%	51,873,559	25,705,262	31,948,848	13,962,343	123,490,012	126,416,444	86.64%	4,016	1,990	2,473	9,786
SANTA CLARITA	15,716	17,501,134	11.40%	52.38%	57,613,717	37,786,602	37,655,414	15,598,667	148,654,400	153,776,869	86.53%	3,666	2,404	2,396	9,785
SANTA MONICA	20,682	27,153,961	12.00%	50.05%	93,411,051	45,793,082	67,379,984	19,643,570	226,227,687	226,530,335	91.19%	4,517	2,214	3,258	10,953
SEQUOIAS	10,638	29,738,783	28.20%	51.18%	40,053,379	19,192,222	22,543,859	10,733,682	92,523,142	105,283,556	77.68%	3,765	1,804	2,119	9,897
SHASTA-TEH-TRI	6,311	18,341,853	27.40%	50.10%	23,708,874	14,890,930	15,680,244	8,778,027	63,058,075	66,866,465	81.18%	3,757	2,360	2,485	10,595
SIERRA	13,627	30,146,915	22.80%	50.10%	48,811,015	24,476,138	31,234,978	14,973,853	119,495,984	132,090,343	79.13%	3,582	1,796	2,292	9,693
SISKIYOU	1,663	10,438,252	42.10%	53.41%	6,855,128	5,037,926	5,612,257	5,655,472	23,160,783	24,799,744	70.59%	4,122	3,029	3,375	14,913
SOLANO	6,825	35,577,135	50.50%	50.00%	27,867,735	14,236,771	19,182,060	9,020,895	70,307,461	70,416,204	87.03%	4,083	2,086	2,811	10,317
SONOMA	14,004	41,233,225	26.70%	50.97%	64,316,571	31,638,446	38,686,816	15,781,466	150,423,299	154,709,951	87.03%	4,593	2,259	2,763	11,048
SOUTH ORANGE	27,871	124,868,884	33.90%	53.94%	110,326,614	56,825,217	74,690,381	24,209,024	266,051,236	367,895,321	65.74%	3,958	2,039	2,680	13,200
SOUTHWESTERN	16,139	26,808,115	18.60%	50.57%	58,903,758	28,721,792	39,150,983	13,632,383	140,408,916	143,792,326	88.17%	3,650	1,780	2,426	8,910
STATE CENTER	32,890	96,132,453	29.90%	50.05%	119,449,524	52,735,095	69,621,272	35,388,862	277,194,753	321,711,644	75.16%	3,632	1,603	2,117	9,781
VENTURA	26,259	95,100,598	38.30%	50.04%	85,806,222	42,760,200	54,055,285	22,466,625	205,088,332	247,996,337	73.64%	3,268	1,628	2,059	9,444
VICTOR VALLEY	12,471	50,275,578	49.30%	55.23%	42,950,893	19,607,826	25,226,830	12,413,719	100,199,268	101,906,132	86.14%	3,444	1,572	2,023	8,171
WEST HILLS	5,586	39,500,372	66.10%	52.59%	20,109,282	9,114,274	14,216,057	4,673,539	48,113,152	59,765,529	72.68%	3,600	1,632	2,545	10,699
WEST KERN	2,354	20,693,261	61.60%	50.03%	11,533,928	6,634,617	10,419,158	4,523,740	33,111,443	33,579,768	85.13%	4,900	2,818	4,426	14,265
WEST VALLEY	11,652	118,913,958	64.20%	51.42%	71,397,304	31,973,741	43,226,562	13,525,377	160,122,984	185,323,557	79.10%	6,127	2,744	3,710	15,905
YOSEMITE	16,202	46,106,882	31.30%	50.48%	52,524,633	28,102,670	40,195,364	12,821,870	133,644,537	147,516,459	81.90%	3,242	1,735	2,481	9,105
YUBA	6,678	29,269,728	39.10%	50.12%	23,886,522	11,535,125	14,839,156	7,155,428	57,416,231	74,773,189	67.22%	3,577	1,727	2,222	11,197
<b>Statewide</b>	<b>1,079,729</b>				<b>\$ 4,201,856,172</b>	<b>\$ 2,137,394,596</b>	<b>\$ 2,832,617,781</b>	<b>\$ 4,201,856,172</b>	<b>\$ 10,314,465,641</b>	<b>\$ 11,203,007,711</b>		<b>\$ 3,892</b>	<b>\$ 1,980</b>	<b>\$ 2,623</b>	<b>\$ 10,376</b>



# Budget Planning Considerations

## Board Policies & Strategic Direction

- Assure fiscal health and stability (BP 2200, Board Duties and Responsibilities)
- Maintain unrestricted general fund reserves no less than two months of total general fund expenditures (BP 6250, Budget Management)
- Revenues accruing to the District in excess of amounts budgeted shall be added to the District's reserve for contingencies. They are available for appropriation only upon a resolution of the Board of Trustees. (BP 6250, Budget Management)
- The District will promote a shared vision of responsible stewardship of District resources through transparent and inclusive decision-making and integrated planning. (2020-2030 NOCCCD Strategic Directions)

## Budget Process Major Principles

Established by the Council on Budget and Facilities

- Balance on-going expenditures with on-going revenues.
- Maintain board policy reserve for economic uncertainties.
- Maintain appropriate autonomy for each budget center (CC, FC, NOCE, DS) to use resources in a manner that best addresses the budget center's needs. Budget center allocations are expected to align with the NOCCCD Mission Statement and link District Strategic Directions and District Objectives to the resources needed to accomplish these institutional goals.

## Other

- Ongoing Revenue Growth.
- 50 Percent Law Compliance. Reduction of non-instructional expenses or increasing instructional expenses charged to the Unrestricted General Fund.
- Construction & Facilities Maintenance. The State has not funded scheduled maintenance in recent years despite the systemwide need.
- Insurance limits and Uninsured Risks. The District does not have earthquake coverage, nor is the District fully insured against atomic verdicts (AB 218).
- Uncertainties – such as the impact of the job family studies, collective bargaining negotiations, the impact of wildfires, the volatility in the stock market, and the transition of a new federal administration – necessitate a cautious approach to budgeting.



February 20, 2025

FS 25-02 | Via Website and Email

**TO:** Chief Executive Officers  
Chief Business Officers

**FROM:** Fiscal Services Unit  
College Finance and Facilities Planning Division

**RE:** 2024-25 First Principal Apportionment

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This memo describes the 2024-25 First Principal (P1) apportionment calculations for the Student Centered Funding Formula (SCFF) and various categorical programs. Associated exhibits are available on the Chancellor's Office [Fiscal Services Unit Apportionment Reports website](#).

## **SCFF General Background**

The SCFF consists of three principal components – the base allocation, supplemental allocation, and student success allocation with the following parameters:

- The base allocation: consisting of 1) the basic allocation which relies on college and center size based on prior year data, and 2) the Full Time Equivalent Students (FTES) allocation which is based on current year FTES enrollment and a three-year average for credit FTES.
- The supplemental allocation, based on prior year data.
- The student success allocation, based on an average of three prior years of data.

Generally, the Chancellor's Office certifies apportionments three times per year with the Advance Apportionment (AD) released in July, First Principal (P1) and Recalculation (R1) in February, and Second Principal (P2) in June. Additional certification revisions are completed as necessary.

## **SCFF 2024-25 P1**

At 2024-25 P1, SCFF calculations reflect district reported FTES estimates, supplemental and student success metric data reported as of January 15, 2025, county reported property tax, district reported enrollment fees, estimated 2024-25 Education Protection Account (EPA) resources, and available general fund.

## **FTES Allocation**

If a district was opted-in to an optional Title 5 COVID-19 emergency conditions allowance in 2022-23, the emergency conditions allowance credit FTES is used as a data point in calculating the credit FTES three-year average.

**Chancellor's Office, College Finance and Facilities Planning**

1102 Q Street, Sacramento, CA 95811 | 916.445.8752 | [www.cccco.edu](http://www.cccco.edu)

## **2024-25 First Principal Apportionment**

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Growth has been applied to districts that reported an increase in FTES value above the prior year base value (2023-24 Applied #3) that exceeds the available restoration balance. Statewide growth need exceeded the statewide growth budget at 2024-25 P1. Growth applied beyond districts' growth targets was proportionally adjusted to not exceed the budget. Growth will be reassessed at 2024-25 P2 with updated FTES data.

### **Basic Allocation**

Prior year FTES data is used to determine the current year basic allocation for college and center size. If a district's reported FTES for a college or center is below the prior year funding size, the prior three FTES data years are used to determine eligibility for a stability protection. If a district was opted-in to the COVID-19 emergency conditions allowance in prior years, the emergency conditions allowance FTES is used to determine stability funding size. Declines in college or center FTES will not result in a reduction to base revenue until the third year after the decline, and there is no base revenue reduction if the college or center FTES has been restored back to or above the pre-decline amount.

### **Supplemental and Student Success Allocations**

The supplemental and student success allocations at 2024-25 P1 reflect metric data updates provided by districts through January 15, 2025.

### **Total Computational Revenue**

The 2024-25 P1 Total Computational Revenue (Max TCR) consists of the highest of the following three TCR calculations for each district: (A) TCR calculated by formula in 2024-25, (B) TCR stability protection (2023-24 calculated TCR plus COLA), or (C) Hold Harmless (2017-18 TCR plus yearly COLAs). At 2024-25 P1, the statewide SCFF Max TCR is \$9.70. billion.

### **Temporary Revenue Deficit**

The revenue deficit at 2024-25 P1 for non-basic aid districts increased to 7.12% compared to 4.72% at 2024-25 Advance September 2024. A significant part of the revenue deficit is attributable to the timing of available funding sources, mainly Education Protection Account (EPA) and local property tax revenues. The administration is anticipating an EPA budget that is roughly \$342 million higher than what is currently being used to calculate the SCFF. Ahead of 2024-25 P2, the Department of Finance will issue an updated estimate of transfers to the EPA account, at which time the SCFF will be processed reflecting latest EPA budget.

The administration anticipates property tax revenues will be roughly \$200 million higher than the estimates provided by counties for 2024-25 P1. Property tax revenues will be adjusted at each apportionment period to reflect the latest data. When timing of revenues is considered, the 2024-25 SCFF deficit is estimated to be around 1.5% to 2%. The Chancellor's Office will continue to collaborate with the Department of Finance and Legislature to fully fund the SCFF.

**2024-25 First Principal Apportionment**

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<b>SCFF Component</b>	<b>2024-25 P1 Amount (Statewide) (In Millions)</b>
FTES Allocation	\$5,851
Basic Allocation	\$1,001
Supplemental Allocation	\$1,617
Student Success Allocation	\$1,029
SCFF Calculated Revenue (TCR A)	\$9,497
TCR Stability (TCR B)	\$9,510
Hold Harmless Revenue (TCR C)	\$8,790
2024-25 TCR (Max of A, B, or C)	\$9,702
Stability Protection Adjustment	\$71
Hold Harmless Protection Adjustment	\$135
Property Tax & ERAF	\$4,636
Less Property Tax Excess	(\$516)
Student Enrollment Fees	\$427
Education Protection Account (EPA)	\$1,053
State General Fund Allocation	\$3,470
Statewide Deficit Factor	6.51%
(Deficit)	(\$632)

## 2024-25 First Principal Apportionment

February 20, 2025

2024-25 P1 TCR Status	Number of Districts
SCFF Calculated Revenue (TCR A)	30
TCR Stability (TCR B)	26
Hold Harmless Revenue (TCR C)	16

### 2024-25 P1 Exhibits

- Exhibit A (District Monthly Payments by Program)
- Exhibit B4 (County Monthly Payment Schedule)
- Exhibit C (Statewide and District SCFF details)
- Educational Revenue Augmentation Fund (ERAF) Memo
- ERAF and Property Tax Distribution by County and District

### SCFF 2023-24 R1

At 2023-24 R1, SCFF calculations were updated with actual FTES data, offsetting revenues, including district reported property tax, district reported student enrollment fees, and an updated annual certification of the Education Protection Account (EPA), and other minor adjustments.

Growth has been applied to districts that reported an increase in FTES value above the prior year base value (2022-23 Applied #3) that exceeds the available restoration balance. Statewide growth need exceeded the statewide growth budget at 2023-24 R1. Growth applied beyond districts' growth targets was proportionally adjusted to not exceed the budget.

The 2023-24 R1 Total Computational Revenue (Max TCR) consists of the highest of the following three TCR calculations for each district: (A) TCR calculated by formula in 2023-24, (B) TCR stability protection (2022-23 calculated TCR plus COLA), or (C) Hold Harmless (2017-18 TCR plus yearly COLAs). At 2023-24 R1, the statewide SCFF Max TCR is \$9.57 billion.

SCFF Component	2023-24 R1 Amount (Statewide) (In Millions)
FTES Allocation	\$5,964
Basic Allocation	\$986

**2024-25 First Principal Apportionment**

February 20, 2025

<b>SCFF Component</b>	<b>2023-24 R1 Amount (Statewide) (In Millions)</b>
Supplemental Allocation	\$1,434
Student Success Allocation	\$1,025
SCFF Calculated Revenue (TCR A)	\$9,409
TCR Stability (TCR B)	\$9,387
Hold Harmless Revenue (TCR C)	\$8,697
2023-24 TCR (Max of A, B, or C)	\$9,569
Stability Protection Adjustment	\$70
Hold Harmless Protection Adjustment	\$90
Property Tax & ERAF	\$4,579
Less Property Tax Excess	(\$454)
Student Enrollment Fees	\$413
Education Protection Account (EPA)	\$867
State General Fund Allocation	\$4,163
Deficit Factor	0.00%
(Deficit)	(\$0)

February 20, 2025

2023-24 R1 TCR Status	Number of Districts
SCFF Calculated Revenue (TCR A)	35
TCR Stability (TCR B)	26
Hold Harmless Revenue (TCR C)	11

### SCFF Funding Protections

There are several funding protections applicable under the SCFF, summarized below.

Protection	Description
Hold Harmless (EDC 84750.4(h))	Districts receive no less than their 2017-18 TCR plus applicable cumulative annual cost of living adjustments through 2024-25.  The 2022 Budget Act extended the Hold Harmless protection in a modified form. <b>Starting in 2025-26, the Hold Harmless provision will no longer reflect cumulative COLAs over time. A district’s 2024-25 TCR will represent its new “floor,” below which it cannot drop.</b>
Stability Protection (EDC 84750.4(g)(4)(A))	Commencing in 2020-21, declines in the SCFF TCR (excluding the hold harmless) are applicable in the year after the decline and include any applicable COLA.
FTES Restoration Protection (EDC 84750.4(d)(2)(D))	Ability to restore FTES that have declined in the previous 3 years.
Basic Allocation Protection (Title 5 § 58776)	Declines in college and center basic allocation tiers are effective 3 years after the initial decline. Increases or new colleges or centers are eligible for funding in the year following the increase or establishment.

### SCFF Dashboard

Since the adoption of the SCFF, the Chancellor’s Office has collaborated with system partners to develop tools and resources to support SCFF implementation. The [SCFF Dashboard](#) provides analytics and visualizations about the California Community Colleges funding formula. There are three dashboard interfaces:

- Prior Formula Comparison to SCFF: Presents an analysis and comparison of the prior funding formula (SB 361) and SCFF. This data is updated each year after Recalculation. Data last

## 2024-25 First Principal Apportionment

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updated February 2023 and will no longer be updated.

- Analysis of Counts and Patterns Across the SCFF: Provides analysis and trends in the SCFF supplemental and student success counts, funding protections, and race and ethnicity analyses. This data is updated each year after Recalculation. Data last updated June 2024.
- SCFF Resource Estimator: Provides districts with a planning tool to estimate funding amounts. This data is updated after each apportionment period. Data last updated September 2024.

The SCFF Resource Estimator, allows users to modify assumptions about levels of general enrollment, low-income student enrollment, and student success, in addition to cost of living adjustments to generate projections of funding levels in future years. The SCFF Resource Estimator is designed to provide outyear estimates. The SCFF Resource Estimator will be updated with 2024-25 P1 data in the coming weeks.

## Categorical Programs

A total of 62 categorical programs certified their district allocations at 2024-25 P1 totaling over \$2.8 billion. The following exhibits pertaining to 2024-25 P1 categorical program allocations can be found on our [website](#):

- Exhibit A (District Monthly Payments by program)
- Exhibit A/B4 (Apprenticeship Training and Instruction, Local Education Agencies)
- Exhibit A/B-4 (Statewide Community College)

Additional information regarding categorical programs can be found in the Compendium of Allocations and Resources (the Compendium) on the [Budget News](#) web page.

## Contacts

For questions regarding the SCFF please email [scff@cccco.edu](mailto:scff@cccco.edu).

For general questions regarding apportionment payments please email [apportionments@cccco.edu](mailto:apportionments@cccco.edu).

For questions regarding specific categorical programs, please contact the appropriate staff specified in Appendix B: Summary of Categorical Program Accounting of the Compendium on the [Budget News](#) web page.



# COUNCIL ON BUDGET & FACILITIES

Agenda Item Submittal Form

Date: **March 5, 2025**

From: **Fred Williams, Vice Chancellor, Finance and Facilities**

Re: **Agenda Item for Council on Budget and Facilities of March 10, 2025**

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1. AGENDA ITEM NAME

**Vacant Positions by Budget Center as of February 26, 2025.**

2. AGENDA ITEM ACTION (Please check one)

- Information Only**
- Review/Discussion**
- Action**

3. ESTIMATED TIME REQUIRED FOR PRESENTATION/DISCUSSION:

**10 minutes**

4. BRIEF NARRATIVE SUMMARY OF AGENDA ITEM

**At the February 10, 2025, Council on Budget and Facilities meeting the committee requested a list of vacant positions by budget center.**

**As of February 26, 2025, a list of vacant positions has been compiled by budget center, cost associated with the position, and the last activity date.**

5. RECOMMENDATION

**Members are asked to receive and review the information.**

### Vacancy Listing as of 02-26-2025

Campus	Posn_Suf	Job_Title	Last Activity Date	11200	Other Funds	Grand Total
District	DEC907-	District Accounting Analyst	NEW	165,474		165,474
District	DEC908-	District Accounting Analyst	NEW	165,474		165,474
District	DEC966-	Buyer II	1/31/2025	130,473		130,473
District	ISC968-	IT Project Leader	7/31/2024	241,050		241,050
District	ISM972-	Information Security Architect	NEW	234,050		234,050
<b>SUBTOTALS:</b>				<b>936,521</b>	<b>-</b>	<b>936,521</b>
Campus	Posn_Suf	Job_Title	Last Activity Date	11200	Other Funds	Grand Total
Cypress	CCC553-	Administrative Assistant II	NEW	129,198		129,198
Cypress	CCC554-	Admissions & Records Analyst	NEW	141,746		141,746
Cypress	CCC555-	Student Services Technician/VRC	NEW	116,998		116,998
Cypress	CCC557-	Tutorial Services Coordinator	NEW	131,752		131,752
Cypress	CCC667-	Campus Safety Officer II	7/31/2024	159,848		159,848
Cypress	CCC671-	System Analyst-Applications	NEW	183,451		183,451
Cypress	CCC675-	Skilled Maintenance Mechanic	11/1/2024	131,077		131,077
Cypress	CCC730-	Clerical Assistant II	12/31/2024	139,170		139,170
Cypress	CCC774-	Administrative Assistant II	2/14/2025	127,361		127,361
Cypress	CCC779-	Groundskeeper	4/14/2024	112,149		112,149
Cypress	CCC814-	Administrative Assistant I	12/31/2024	125,969		125,969
Cypress	CCC817-	Facilities Custodian I	7/31/2024	112,700		112,700
Cypress	CCC843-	Administrative Assistant I	2/1/2025	90,478		90,478
Cypress	CCC886-	IT Services Coordinator I	7/31/2024	203,996		203,996
Cypress	CCC905-	Facilities Custodian I	12/30/2024	111,950		111,950
Cypress	CCC970-	Financial Aid Coordinator	7/31/2024	138,309		138,309
Cypress	CCF681-	Instructor, Biology	NEW	173,188		173,188
Cypress	CCF682-	Instructor, Computer Information Systems	NEW	172,757		172,757
Cypress	CCF684-	Instructor, Business	NEW	173,188		173,188
Cypress	CCF685-	Inst, Diagnostic Med Sono	3/31/2024	140,333		140,333
Cypress	CCF706-	Instructor, Psych Tech	5/31/2024	140,333		140,333
Cypress	CCF707-	Instructor, Psych Tech	1/31/2024	140,333		140,333
Cypress	CCF721-	Instructor, Foreign Language (Spanish)	NEW	173,188		173,188
Cypress	CCF724-	Librarian	6/30/2024	167,263		167,263
Cypress	CCF726-	Instructor, Communication Studies	NEW	167,462		167,462
Cypress	CCF732-	Instructor, Health Info Tech	10/31/2024	177,029		177,029
Cypress	CCF744-	Instructor, Film/Media Arts Design	NEW	111,870		111,870
Cypress	CCF750-	Instructor, Biological Science	NEW	192,138		192,138
Cypress	CCF758-	Instructor, Mathematics	5/31/2023	131,356		131,356
Cypress	CCF765-	Instructor, Theater Arts	6/30/2023	135,847		135,847
Cypress	CCF776-	Instructor, Physical Education	11/1/2024	196,501		196,501
Cypress	CCF786-	Instructor, Nursing	10/31/2024	193,309		193,309
Cypress	CCF794-	Instructor, Physical Sciences	5/31/2023	151,059		151,059
Cypress	CCF802-	Instructor, Mathematics	5/31/2023	144,812		144,812
Cypress	CCF843-	Instructor, Economics	10/31/2024	186,824		186,824
Cypress	CCF849-	Counselor	10/31/2024	234,458		234,458
Cypress	CCF854-	Instructor, Radiologic Tech	10/31/2024	204,535		204,535
Cypress	CCF875-	Instructor, Health Info Tech	10/31/2024	163,571		163,571
Cypress	CCF898-	Counselor	7/1/2024	224,662		224,662
Cypress	CCF926-	Counselor	7/1/2024	217,795		217,795
Cypress	CCF958-	Counselor	7/1/2024	214,351		214,351
Cypress	CCF963-	Instructor, Chemistry	10/31/2024	199,469		199,469
Cypress	CCF979-	Instructor, Automotive Tech	10/31/2024	199,336		199,336
Cypress	CCM687-	Director, Transfer Center	NEW	198,716		198,716
Cypress	CCM691-	Dir, Special Assignment	11/30/2023		204,645	204,645
Cypress	CCM957-	Dir, Student Equity/Success	5/31/2024		204,646	204,646
Cypress	CCM962-	Vice President, Admin Svcs	7/1/2024	282,174		282,174
Cypress	CCM964-	Mgr, International Student Pgm	7/31/2024		211,030	211,030
Cypress	CCM971-	Div Dean, Business & CIS	11/1/2023	235,984		235,984
Cypress	CCT680-	Temp Instructor, Diagnostic Medical Sonography	12/14/2024	55,244		55,244
Cypress	CCT689-	SP Mgr, MESA	2/2/2025		112,164	112,164

Cypress	CCT693-	SP Director, Re-Engagement	6/30/2024		132,952	132,952	
Cypress	CCT699-	SP Coord, Student Equity	7/31/2024		79,121	79,121	
Cypress	CCT716-	SP Coord, Dual Enrollment	6/30/2024		79,133	79,133	
Cypress	CCT718-	SP Dir, Development	12/31/2024		131,522	131,522	
Cypress	CCT722-	SP Coord, STEM	6/30/2024		95,055	95,055	
Cypress	CCT727-	SP Mgr, Distance Learning	2/28/2023		96,704	96,704	
<b>SUBTOTALS:</b>					<b>7,655,234</b>	<b>1,346,972</b>	<b>9,002,206</b>

<b>Campus</b>	<b>Posn_Suf</b>	<b>Job_Title</b>	<b>Last Activity Date</b>	<b>11200</b>	<b>Other Funds</b>	<b>Grand Total</b>
Fullerton	FCC535-	Administrative Assistant II	NEW		129,198	129,198
Fullerton	FCC536-	Accounting Specialist	NEW		137,988	137,988
Fullerton	FCC538-	Plumber	NEW	84,394		84,394
Fullerton	FCC540-	Student Services Specialist/EOPS	NEW		58,375	58,375
Fullerton	FCC557-	Student Services Coordinator	7/31/2023	132,359		132,359
Fullerton	FCC562-	Student Services Coordinator	1/14/2025	140,838		140,838
Fullerton	FCC571-	Administrative Assistant III	9/30/2024		142,142	142,142
Fullerton	FCC593-	Student Services Tech/Ed Partn	5/1/2024		44,172	44,172
Fullerton	FCC615-	Student Services Special/DSS	2/1/2025		123,953	123,953
Fullerton	FCC640-	Admissions & Records Tech	10/31/2024	111,130		111,130
Fullerton	FCC649-	IT Specialist, Network	4/1/2024	135,004		135,004
Fullerton	FCC654-	Skilled Maintenance Mechanic	11/14/2024	138,272		138,272
Fullerton	FCC674-	Financial Aid Technician	9/1/2024		129,894	129,894
Fullerton	FCC707-	User Support Analyst	10/20/2023	102,996		102,996
Fullerton	FCC709-	Administrative Assistant II	2/1/2025		112,530	112,530
Fullerton	FCC810-	Administrative Asst I	5/1/2024	98,159		98,159
Fullerton	FCC826-	IT Services Coordinator II	2/28/2023	156,833		156,833
Fullerton	FCC829-	Administrative Asst II	2/1/2025	113,412	22,672	136,084
Fullerton	FCC849-	Production Center Coord	9/30/2024	131,546		131,546
Fullerton	FCC873-	Math Lab Coordinator	9/30/2023	125,363		125,363
Fullerton	FCC925-	Administrative Assistant II	1/14/2025	133,010		133,010
Fullerton	FCC977-	Administrative Asst I	3/1/2024	134,872		134,872
Fullerton	FCC981-	Administrative Assistant I	5/1/2024	111,130		111,130
Fullerton	FCC997-	Student Services Tech/Ed Partn	3/1/2024		32,898	32,898
Fullerton	FCF564-	Instructor, Musical Theater	NEW	173,188		173,188
Fullerton	FCF565-	Instructor, Admin of Justice	NEW	173,188		173,188
Fullerton	FCF566-	Counselor, EOPS	NEW		187,246	187,246
Fullerton	FCF567-	Counselor, CalWORKs	NEW		187,246	187,246
Fullerton	FCF568-	Instructor, Construction Technology	NEW	173,188		173,188
Fullerton	FCF569-	Instructor, Philosophy/Religious Studies	NEW	173,188		173,188
Fullerton	FCF570-	Librarian	NEW	173,458		173,458
Fullerton	FCF571-	Instructor, Child Development & Educational Studies	NEW	172,757		172,757
Fullerton	FCF572-	Instructor, Ethnic Studies (Native American)	NEW	172,757		172,757
Fullerton	FCF573-	Counselor, Umoja	NEW	183,910		183,910
Fullerton	FCF628-	Counselor	7/1/2024		182,947	182,947
Fullerton	FCF729-	Instructor, Accounting	10/31/2024	209,023		209,023
Fullerton	FCF775-	Instructor, Art	7/1/2024	134,048		134,048
Fullerton	FCF776-	Instructor, Phys Educ, Women	10/31/2024	144,620		144,620
Fullerton	FCF801-	Instructor, Biological Science	10/31/2024	191,582		191,582
Fullerton	FCF842-	Instructor, Anatomy/Physiology	10/31/2024	172,276		172,276
Fullerton	FCF904-	Instructor, Speech	6/1/2024	234,352		234,352
Fullerton	FCF924-	Instructor, Computer Science	10/31/2024	185,907		185,907
Fullerton	FCF954-	Instructor, English	6/30/2024	205,865		205,865
Fullerton	FCF962-	Counselor	5/20/2024	216,747		216,747
Fullerton	FCF975-	Instructor, Anatomy/Phys	10/31/2024	140,333		140,333
Fullerton	FCF985-	Instructor, Phys Educ, Women	10/31/2024	199,228		199,228
Fullerton	FCM935-	Manager, Mental Health Services	NEW		212,321	212,321
Fullerton	FCM948-	Dir, Behavioral Health Service	8/1/2024		263,824	263,824
Fullerton	FCM950-	Proj Mgr, Campus Capital Proj	12/31/2024		270,651	270,651
Fullerton	FCM952-	Dir, Grants/Eco Workforce Dev	2/1/2024	212,174		212,174
Fullerton	FCM959-	Dir, Disability Support Svcs	1/31/2025		238,611	238,611
Fullerton	FCT564-	SP Coordinator, Dual Enrollment	NEW		44,048	44,048
Fullerton	FCT567-	Temp Proj Admin, Head Coach I	12/31/2024	107,396		107,396

Fullerton	FCT576-	SP Director, Student Supp & Resource Team	7/31/2024		133,193	133,193
Fullerton	FCT583-	SP Mgr, Student Supp Serv	9/30/2024	38,062	76,136	114,198
Fullerton	FCT584-	SP Coord, EOPS	6/30/2023		79,121	79,121
Fullerton	FCT976-	SP Mgr, Umoja	6/30/2023	91,429	22,857	114,286
<b>SUBTOTALS:</b>				<b>5,727,991</b>	<b>2,832,020</b>	<b>8,560,011</b>

Campus	Posn_Suf	Job_Title	Last Activity Date	11200	Other Funds	Grand Total
NOCE	SCC810-	Admissions & Records Spec	NEW	129,198		129,198
NOCE	SCC812-	Communications Coordinator - Community Engagement	NEW	28,854	115,416	144,270
NOCE	SCC814-	Grants & Special Projects Asst	NEW		134,091	134,091
NOCE	SCC816-	Student Services Specialist/Coun & Stud Serv	NEW		156,507	156,507
NOCE	SCC832-	Program Coordinator	1/14/2025	20,603	126,560	147,163
NOCE	SCC861-	Testing & Assessment Spec	2/1/2024		105,544	105,544
NOCE	SCC873-	Student Services Technician/SS	11/14/2024		117,216	117,216
NOCE	SCC876-	Admissions & Records Analyst	10/31/2024	147,577		147,577
NOCE	SCC924-	Instructional Assistant/ESL	8/31/2024	22,628	22,628	45,256
NOCE	SCC927-	Student Services Tech/SSSP	12/31/2024		59,683	59,683
NOCE	SCC960-	Admissions & Records Tech	12/31/2024	144,126		144,126
NOCE	SCC976-	Administrative Assistant II	2/1/2025		125,197	125,197
NOCE	SCF962-	NC Instructor, Basic Skills	NEW	173,188		173,188
NOCE	SCF963-	NC Instructor, Older Adults Program	NEW	173,188		173,188
NOCE	SCF976-	NC Counselor, Matriculation	1/25/2025		223,181	223,181
NOCE	SCF998-	NC Instructor, DSPS	1/31/2024		135,847	135,847
NOCE	SCM966-	Director, Distance Education	NEW	8,630	77,669	86,299
NOCE	SCM967-	Director, NOCE CC TAP (CC Tech Assistance Provider)	NEW		239,880	239,880
NOCE	SCM973-	Dir, NOCE Adult Ed Block Gr Co	3/1/2024		247,021	247,021
NOCE	SCT932-	SP Coordinator, ESL Curr	NEW		46,256	46,256
NOCE	SCT936-	SP Coord, Counseling & Stud Serv	7/31/2024		94,579	94,579
NOCE	SCT940-	Temp Inst, NC Phar Tech	6/1/2024	182,535		182,535
NOCE	SCT946-	SP Mgr, Student Services	7/31/2024		115,367	115,367
<b>SUBTOTALS:</b>				<b>1,030,526</b>	<b>2,142,640</b>	<b>3,173,166</b>
<b>GRAND TOTAL:</b>				<b>15,350,271</b>	<b>6,321,632</b>	<b>21,671,904</b>

\*\*\* Campuses are still reviewing the list of vacancies.

North Orange County Community College District

# COUNCIL ON BUDGET & FACILITIES

Agenda Item Submittal Form

Date: **March 5, 2025**

From: **Fred Williams, Vice Chancellor, Finance and Facilities**

Re: **Agenda Item for Council on Budget and Facilities of March 10, 2025**

---

1. AGENDA ITEM NAME

**One-time Funding**

2. AGENDA ITEM ACTION (Please check one)

- Information Only**
- Review/Discussion**
- Action**

3. ESTIMATED TIME REQUIRED FOR PRESENTATION/DISCUSSION:

**10 minutes**

4. BRIEF NARRATIVE SUMMARY OF AGENDA ITEM

**As of March 2025, \$1,487,011 of one-time Districtwide funds remain unallocated and available for distribution.**

5. RECOMMENDATION

**It is recommended that the committee members review the unallocated dollars and discuss possible allocations for future use.**

**North Orange County Community College District**  
**One-time Funding Discussion**  
**CBF**  
March 10, 2025

<b>Districtwide</b>	<b>Districtwide</b>
<b>Beginning Balance 7/1/24</b>	<b>5,797,284</b>
Adjustment - PY Apportionment	179,727
Network Refresh - Phase II (Approved 8/26/24 by DCC)	4,490,000
Student Success Advocates (new request)	1,400,000
Unallocated	<hr/> <b>87,011</b> <hr/>

# COUNCIL ON BUDGET & FACILITIES

Agenda Item Submittal Form

Date: **March 5, 2025**

From: **Campus Budget Officers**

Re: **Agenda Item for Council on Budget and Facilities of March 10, 2025**

---

1. AGENDA ITEM NAME

**One-time Funding Request – Student Success Advocates**

2. AGENDA ITEM ACTION (Please check one)

- Information Only
- Review/Discussion
- Action

3. ESTIMATED TIME REQUIRED FOR PRESENTATION/DISCUSSION:

**20 minutes**

4. BRIEF NARRATIVE SUMMARY OF AGENDA ITEM

**Cypress College, Fullerton College, and NOCE has made great strides to increase retention and persistence through the support for use of Student Advocates through prior funding by CBF. Our collective institutions would like to request to continue these efforts with additional funding by CBF to keep the momentum of student success through retention and persistence efforts for the upcoming fiscal year.**

5. RECOMMENDATION

**It is recommended that the committee award \$1,400,000 to the campuses to continue the efforts and use of Student Advocates.**



PROPOSAL

# Student Success Advocates

Continuation Program

Henry Hua

Vice President Administrative Services



# What Would Advocates Focus On?

## Enrollment

- Help Students who have not yet registered
- Help Students to remain enrolled
- Help Students connect to the support needed in:
  - Basic Needs Resources
  - Tutoring
  - Academic Counseling
- Help Students achieve their goals

## Increase

- Enrollment
- Retention
- Course Completion
- Term to term persistence
- Graduation

# Success of our Advocates – Fullerton College




## Persistence Rates For Fall to Winter/Spring 2025

Term	Count	Persisted to FC Only	Percent	Persisted Districtwide	Percent
Fall 2024	17,570	12,268	70%	12,929	74%
Fall 2023	16,915	11,200	66%	11,770	70%

Enrollment Status	Fall 2023	Fall 2024	Difference
First-time student	75%	80%	+5%
First-time transfer student	57%	57%	0%
Returning student	51%	60%	+9%
Continuing student	74%	76%	+2%
<b>Total</b>	<b>70%</b>	<b>74%</b>	<b>+4%</b>

# Retention Rates of Students – NOCE

**Table 1: Comparison of Fall 2024 to Spring 2025 vs. Fall 2023 to Spring 2024 Retention by Program**

Program	Student HC Fall 2024	Retained Spring 2025	Percent Retained (2024-25)	Student HC Fall 2023	Retained Spring 2024	Percent Retained (2023-24)
CTE	2,279	1,280	 56%	1,696	921	46%
BSP	726	321	 44%	527	186	35%
ESL	4,125	2,157	 52%	3,545	1,968	52%
UDW	21	12	57%	N/A	N/A	N/A

# Success of our Advocates – Cypress College Persistence Rates For Fall to Winter/Spring 2025

Academic Year Comparison			
Student Type	Fall 2023 to Winter/Spring 2024 Persistence Rate	Fall 2024 to Winter/Spring 2025 Persistence Rate	Difference
<i>Continuing student</i>	67.5%	71.0%	3.5%
<i>First-time student</i>	71.9%	77.2%	5.4%
<i>First-time transfer student</i>	54.9%	56.5%	1.7%
<i>Returning student</i>	47.3%	54.9%	7.5%
<b>Overall</b>	<b>65.0%</b>	<b>69.3%</b>	<b>4.3%</b>

- Overall, the 4.3% increase in persistence translates into approximately 592 additional students enrolling in Winter/Spring 2025
- Conservative estimates of FTES based on 592 additional students persisting to Spring 2025 and enrolling in one 3-unit course for Spring 2025: 61.4 FTES or \$349,980
- (Note: Average Spring 2025 units is 8.9 per student)
- SSA Call Campaign: Conservative estimates of FTES based on 325 students enrolling in additional courses in the Fall or in an English requirement for Spring 2025: 33.7 FTES or \$192,307

# Extra Support Can Prevent Enrollment Losses

- For example, had the FC persistence rate remained flat, we would have lost 702 students
- Spring average unit load = 9 units
- $(9 \text{ units} \times 17.5 \text{ contact hours} \times 702 \text{ students}) / 525 = 210 \text{ FTES}$
- Each FTES earns us \$5,700 from the state
- $\$5,700 \times 210 \text{ students}$  translates to.....
- Enrollment cost of \$1,197,000

It's time to try a new layer of support for students

# North Orange County Community College Support System



Fullerton



Cypress



NOCE

Row Labels	Sum of Total Budget	Sum of YTD	Sum of Committments	Sum of Avail. Bal.
Cypress College	\$792,000	\$173,210	\$4,621	\$614,168
Fullerton College	\$954,000	\$180,526	\$2,000	\$771,473
NOCE	\$396,000	\$114,978	\$0	\$281,020
<b>Grand Total</b>	<b>\$2,142,000</b>	<b>\$468,714</b>	<b>\$6,621</b>	<b>\$1,666,661</b>

# NOCCCD Projected Upcoming Expenses



Fullerton

Fiscal Year	Est Total Cost
2024-25	\$460,000
2025-26	\$735,000
<b>Total</b>	<b>\$1,195,000</b>



Cypress

Academic Year	Estimated Cost
2024-25	\$ 528,000
2025-26	\$ 600,000
<b>Overall</b>	<b>\$ 1,128,000</b>



NOCE

Academic Year	Salaries	Benefits	Total Cost
2024-2025*	\$259,908.90	\$58,743.63	\$318,657.53
2025-2026	\$304,442.60	\$85,602.13	\$390,044.73

# Request: Additional One Time Funding



**Project Leadership Team**

\$588,000



**Advocates**

30

\$672,000



**Enhanced Technology**

\$140,000

Total Request: \$1,400,000



# Tasks

- Get to know students in their group via online meet ups and in person meet up on campus
- Contact students who start an application but do not finish
- Contact students with multiple absences
- Contact students who are referred for support by you
- Contact students who do not register for the upcoming term
- contact students who are undecided/undeclared
- Contact students to invite to helpful events/services
- Contact students who do not complete Math & English Successfully
- Contact students who do not have an Education Plan on file
- Contact students who have earned 45 degree applicable units to help enroll in remaining 15
- Contact students who are potentially heading toward academic probation/dismissal
- Contact students who apply for FAFSA but do not apply to the college
- Contact students who complete application but do not register
- Contact students to schedule appointment to conduct career inventory

# Extra Support Can Prevent Enrollment Losses



**INCREASE HIRING**



**TRAIN**



**CONTINUE SUCCESS**

**Questions?**

# SUMMARY REPORT

## Term-to-Term Persistence and Student Success Advocates

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Cypress College

Institutional Research & Planning

This report provides an overview of term-to-term persistence and a preliminary evaluation of the impact of Student Success Advocates' (SSA) efforts in supporting continuous enrollment and student success.

### Key Findings

- Persistence rates increased across all student types, with the most significant gains among returning students (47.3% to 54.9%) and first-time students (71.9% to 77.2%).
- Overall, the 4.3% increase in persistence translates into approximately 592 additional students enrolling in Winter/Spring 2025<sup>1</sup>.
- SSA Call Campaigns resulted in 325 students enrolling in additional courses in the Fall or enrolling in an English requirement for Spring 2025.
- SSA engages students through registration-specific workshops, which 532 attended via Zoom (134) and in-person (398) in Fall 2024. Additional workshops are planned for the Spring Semester.
- Conservative estimates of FTES based on 592 additional students persisting to Spring 2025 and enrolling in one 3-unit course for Spring 2025:
  - $(592 * 54.5^2 \text{ contact hours})/525 = 61.4 \text{ FTES}$  or \$349,980<sup>3</sup> in additional revenue
  - The average Spring 2025 unit load is nine units per student, which would equate to approximately \$1 million in additional revenues from FTES
- Conservative estimates of FTES based on 325 students enrolling in additional courses in the Fall or in an English requirement for Spring 2025:
  - $(325 * 54.5 \text{ contact hours})/525 = 33.7 \text{ FTES}$  or \$192,307<sup>4</sup> in additional revenue

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<sup>1</sup> Based on calculating the difference between the actual number of students who persisted in Fall 2024 (9,529) and expected number of persisting students in Fall 2024 if the persistence rate had remained at the Fall 2023 rate of 65% (8,936).

<sup>2</sup> A 3-unit course is approximately 54.5 contact hours given our compressed calendar

<sup>3</sup> Dollar amount based on \$5,700 from state per FTES.

<sup>4</sup> See above

## Term-to-Term Persistence

A student's term-to-term persistence is a critical momentum point in their academic journey, indicating whether they are on track to achieve their educational and career goals. Consistent enrollment ensures continued access to campus resources, supports academic progress, and minimizes certificate or degree completion delays.

Tables 1 and 2 show the term-to-term persistence from Fall 2023 to Winter/Spring 2024 and Fall 2024 to Winter/Spring 2025, respectively. Table 3 compares the persistence rates across the two academic years. In these tables, persistence is defined as a Fall student who enrolled in at least 0.5 units at Cypress College in the subsequent winter/spring term. This rate excludes special admit/dual enrollment students and any student who completed a degree or certificate within the district.

**Table 1. Fall 2023 to Winter/Spring 2024 Persistence at Cypress College by Student Type**

Student Type	Cohort	Persisted to Winter/Spring	Persistence Rate
<i>Continuing student</i>	6,996	4,721	67.5%
<i>First-time student</i>	2,736	1,966	71.9%
<i>First-time transfer student</i>	1,327	728	54.9%
<i>Returning student</i>	1,308	619	47.3%
<b>Overall</b>	<b>12,367</b>	<b>8,034</b>	<b>65.0%</b>

**Table 2. Fall 2024 to Winter/Spring 2025 Persistence at Cypress College by Student Type**

Student Type	Cohort	Persisted to Winter/Spring	Persistence Rate
<i>Continuing student</i>	7,560	5,368	71.0%
<i>First-time student</i>	3,301	2,550	77.2%
<i>First-time transfer student</i>	1,624	918	56.5%
<i>Returning student</i>	1,263	693	54.9%
<b>Overall</b>	<b>13,748</b>	<b>9,529</b>	<b>69.3%</b>

**Table 3. Academic Year Persistence Rate Comparison**

<b>Student Type</b>	<b>Fall 2023 to Winter/Spring 2024 Persistence Rate</b>	<b>Fall 2024 to Winter/Spring 2025 Persistence Rate</b>	<b>Difference</b>
<i>Continuing student</i>	67.5%	71.0%	3.5%
<i>First-time student</i>	71.9%	77.2%	5.4%
<i>First-time transfer student</i>	54.9%	56.5%	1.7%
<i>Returning student</i>	47.3%	54.9%	7.5%
<b>Overall</b>	<b>65.0%</b>	<b>69.3%</b>	<b>4.3%</b>

The data shows an overall improvement in term-to-term persistence from Fall 2023 to Winter/Spring 2024 (65.0%) to Fall 2024 to Winter/Spring 2025 (69.3%), a 4.3% increase from 2023-2024 to 2024-2025. Persistence rates increased across all student types, with the most significant gains among returning students (47.3% to 54.9%) and first-time students (71.9% to 77.2%). Overall, the 4.3% increase in persistence translates into approximately 592 additional students enrolling in Winter/Spring 2025<sup>5</sup>.

## The Student Success Advocates

In Summer 2024, the Student Success Advocates (SSA) initiative was implemented to improve persistence rates by providing proactive, personalized student support. Through a series of strategic interventions—including targeted call campaigns encouraging enrollment, personalized messages through Starfish, a student success technology platform, celebrating student achievements and providing enrollment guidance, and interactive workshops—the SSA team worked to ensure students remained engaged and supported throughout their academic journey.

### *Call Campaigns*

The SSA completed 10 call campaigns with nearly 9,000 calls made. These campaigns focus on a range of students, including students who applied to enroll, dropped below full-time units, dropped a course early in the Fall, or needed an English or Math course for Spring 2025. Three of the most successful call campaigns are as follows:

- Campaign: CEP Full-Time to Not Full-Time Fall 2024
  - Focused on Charger Experience Programs (CEP) students who were previously full-time but dropped units and were at risk of losing their free tuition benefit
    - **69 of 247 students contacted enrolled back to full-time status**
- Campaign: Late Start Dropped Course Fall 2024
  - Focused on students who dropped a course early into the fall semester and had a late-start option
    - **29 of 111 students contacted enrolled in a late-start course**
- Campaign: English Call Campaign Fall 2024
  - Focused on students who were not yet enrolled or needed to complete the required GE English course, sharing options available for the spring semester.
    - **227 of the students contacted enrolled in an English course for Spring 2025**

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<sup>5</sup> Based on calculating the difference between the actual number of students who persisted in Fall 2024 (9,529) and expected number of persisting students in Fall 2024 if the persistence rate had remained at the Fall 2023 rate of 65% (8,936).

In these three campaigns alone, the SSA efforts contributed to over 300 students enrolling in additional courses in the Fall or enrolling in an English requirement for Spring 2025.

### *Starfish Emails*

The Student Advocates sent out various emails via Starfish that validated first-year students' experiences and encouraged students throughout the semester. The messages sent were as follows:

<b>Date</b>	<b>Topic</b>	<b>Number of Emails Sent</b>
9/23/2024	Congrats 1st Month: You completed the first month	1,989
10/15/2024	Congrats Week 7: Congrats on making it 2 months	2,865
11/13/2024	Spring 25 Registration	2,623
1/14/2025	45 or More Units Completed	2,437
<b>Total</b>		<b>9,914</b>

### Fall Workshop Engagement

The Student Success Advocates hosted various workshops throughout the term, providing students with a "one-stop, non-stop" experience. The workshops and the number of students attending include:

- Recharge Stress Less: 54
- Campus Quest: Navigating your Resources: 16
- Exploring Majors: 15
- Paint Away Anxiety: 24
- Time Management: 40
- Vision Board to Graduation: 46

The SSA also held registration-specific workshops, which 532 students attended via Zoom (134) and in-person (398). Additional workshops are planned for Spring 2025 on stress management, study habits, self-efficacy, and wellness.



# RESEARCH MEMO

OFFICE OF INSTITUTIONAL EFFECTIVENESS AT FULLERTON COLLEGE



MARCH 2025

## Preliminary Fall 2024 to Spring 2025 Persistence Rates

By: Daniel Javier Berumen

The following memo provides different data points related to the persistence of students who were enrolled in the fall 2023 and fall 2024 terms.

Table 1 below breaks out students enrolled in the last two spring terms by their enrollment status. The data are collected from Banner, which runs a process to recategorize students each semester. The statuses are based on [statewide MIS categories](#). The category “continuing student” is used to tag students who had an enrollment in the previous primary term. As of 2/25/25, there are 473 more “continuing students” in spring 2025 than the final numbers for spring 2024.

**Table 1. Spring 2024 and 2025 Students by Enrollment Status**

Enrollment Status	Spring 2024 Final	Spring 2025 (2-25-2025)	Difference	Percent Change
First-time student	932	944	+12	+1%
First-time transfer student	1,121	1,119	-2	0%
Returning student	1,441	1,340	-101	-7%
Continuing student	13,135	13,608	+473	+4%
Special Admit	1,214	1,752	+538	+44%
<b>Total*</b>	<b>17,843</b>	<b>18,763</b>	<b>+920</b>	<b>+5%</b>

Identifying the number of students who “persisted” is calculated differently. The rate is calculated by taking a cohort of fall students<sup>1</sup> and identifying those who enrolled in at least 0.5 units in the subsequent spring term. The persistence rates on the next page exclude special admit/dual enrollment students from the calculation. They also exclude any students that earned a degree or certificate within the district. While some of these students may continue enrolling at the College, historically the majority do not. Since the Winter intersession is still categorized as part of the spring term for state reporting purposes, winter enrollments are included in the counts.

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<sup>1</sup> An earlier version of this memo included only fall students who stayed enrolled/completed at least 0.5 units in the term. The current version of this memo now includes students who dropped all their fall classes prior to the end of the term.

For fall 2024, the persistence rate was 74%, an increase of 4 percentage points compared to fall 2023 (Table 2 below). For context, had the persistence rate stayed at 70%, there would have been 703 less students enrolled at the district.

**Table 2. Fall 2023 and Fall 2024 Persistence to Winter/Spring**

Term	Cohort Count	Persisted to Winter/Spring (Districtwide)	Persistence Rate
Fall 2023	16,915	11,770	70%
Fall 2024	17,570	12,929	74%

In tables 3 and 4, the data is broken out by whether students were enrolled exclusively at Fullerton College (FC) or were concurrently enrolled at Cypress. In addition, the columns include how many persisted just at FC or persisted at either FC or Cypress (Districtwide). In all categories, persistence rates are higher for the fall 2024 cohort (Table 3) than for the fall 2023 cohort (Table 4).

**Table 3. Fall 2024 Students' Persistence to Winter/Spring 2025 by College Enrollment**

Student Type	Count	Persisted to FC Only	Percent	Persisted Districtwide	Percent
FC Only	15,831	11,363	72%	11,580	73%
FC + Cypress	1,739	905	52%	1,349	78%
<b>Total</b>	<b>17,570</b>	<b>12,268</b>	<b>70%</b>	<b>12,929</b>	<b>74%</b>

**Table 4. Fall 2023 Students' Persistence to Winter/Spring 2024 by College Enrollment**

Student Type	Count	Persisted to FC Only	Percent	Persisted at Districtwide	Percent
FC Only	15,332	10,410	68%	10,605	69%
FC + Cypress	1,583	790	50%	1,165	74%
<b>Total</b>	<b>16,915</b>	<b>11,200</b>	<b>66%</b>	<b>11,770</b>	<b>70%</b>



# NOCE Student Navigator Impact Report

Office of Institutional Research and Planning, NOCE

March 2025

## Program Overview

NOCE's Student Success Navigator Program is being implemented under the Counseling and Student Services department and includes a Student Services Coordinator (30%), a Student Services Specialist (100%), and 10 Student Success Navigators (PE positions). The Student Services Coordinator acts as the project lead and provides overall program coordination, oversight and training of the Student Success Navigators, collaborates with the Student Services Specialist for Starfish implementation, and works with the department liaisons from the instructional programs who provide department-level updates and support. The Student Services Specialist provides oversight of the Starfish platform, oversees the cohorts, and provides hands-on and technical training for the Navigators. The Student Success Navigators are assigned to cohorts of students in the High School Diploma Program, ESL, CTE, and Special Populations (i.e. United Domestic Workers cohort). Student Success Navigators provide case management with their identified cohorts through engagement activities, direct contact, and promotion of workshops, important dates, and hands-on support. The goal is to help our current students remain enrolled, achieve their goals, and receive NOCE student support services.

## Purpose of Report

The NOCE Student Navigator Impact Report provides **preliminary analysis** of student retention rates across NOCE programs that have implemented the Student Navigator program beginning in the 2024-25 academic year. This report highlights the role of the NOCE Student Navigator Program in supporting student engagement and persistence, with a particular focus on the High School Diploma Program, Career Technical Education (CTE), and English as a Second Language (ESL).

Retention is measured by tracking students who were enrolled in Fall and subsequently re-enrolled in Spring. Given NOCE's predominantly open-entry/open-exit model—this methodology provides a broad perspective on student continuation patterns rather than a strict persistence measure. The open-entry structure allows students to enroll and complete courses on a flexible schedule, making retention analysis more complex than in traditional credit-based institutions.




The following sections present the preliminary retention rates for Fall 2024 to Spring 2025, broken down by program, alongside data on student engagement activities facilitated by the NOCE Student Navigator Program. This report aims to provide valuable insights into student enrollment behaviors, highlight trends in retention, and measure the impact of student navigation efforts in helping students continue their educational journeys at NOCE.

## Preliminary Retention Analysis

The tables below compare NOCE retention rates for Fall 2024 to Spring 2025 against Fall 2023 to Spring 2024. The data illustrates changes in student retention across key programs and provide insight into the effectiveness of student support initiatives.

- **CTE programs experienced an increase in retention**, with a 10% rise from 46% in 2023-24 to 56% in 2024-25. This improvement suggests that interventions and outreach efforts have positively impacted student continuation rates.
- **Basic Skills Program (BSP) retention also improved**, increasing from 35% in 2023-24 to 44% in 2024-25. This increase highlights the effectiveness of targeted student support services.
- **ESL program retention remained stable**, with a consistent retention rate of 52% across both academic years. This consistency may indicate steady enrollment trends and the importance of ongoing student engagement efforts.
- **The United Domestic Workers (UDW) cohort showed a retention rate of 57%**, though prior year comparisons are not available because this program began in the 2024-25 academic year.

**Table 1: Comparison of Fall 2024 to Spring 2025 vs. Fall 2023 to Spring 2024 Retention by Program**

Program	Student HC Fall 2024	Retained Spring 2025	Percent Retained (2024-25)	Student HC Fall 2023	Retained Spring 2024	Percent Retained (2023-24)
CTE	2,279	1,280	 56%	1,696	921	46%
BSP	726	321	 44%	527	186	35%
ESL	4,125	2,157	 52%	3,545	1,968	52%
UDW	21	12	57%	N/A	N/A	N/A

Additionally, the following table provides insight into retention rates both overall and within the same program. While some students continue their education at NOCE, they may shift to a different program.

- The within-program retention rate for CTE is 44%, meaning a notable portion of students continued within the same CTE pathway.
- BSP within-program retention is lower at 37%, suggesting that some students transition to other programs or complete their intended coursework before the spring term.
- ESL within-program retention remains high at 50%, reinforcing the stability of this student population within NOCE.

**Table 2: Fall 2024 to Spring 2025 Retention Rates – Overall and Within Program**

Program	Student HC Fall 2024	Retained Spring 2025	Percent Retrained	Retained In Program	Percent Retained in Program
CTE	2,279	1,280	56%	1,002	44%
BSP	726	321	44%	271	37%
ESL	4,125	2,157	52%	2,070	50%
UDW	21	12	57%	N/A	N/A

## Student Navigator Program Impact

The NOCE Student Navigator Program aims to ensure students have access to the necessary resources, information, and guidance to continue their educational journey. The program focuses on retention efforts within NOCE's High School Diploma, CTE, and ESL programs.

**Table 3: Count of Students Served by Student Navigator Program**

Program	Fall 2024 Students Engaged	Spring 2025 Students Engaged	Total Engagements
High School Diploma	N/A	150	150
CTE	N/A	33	33
ESL	2,853	321	3,174
<b>Total</b>	2,853	504	3,357

**Table 4: Number of Events and Student Engagements**

Event Type	Fall 2024	Spring 2025	Total
Workshops / Classroom Presentations	1	8	9
Tabling	18	11	29
Events	7	2	9
Program Support	15	0	15
<b>Total</b>	41	21	62

## Disclaimer on Retention Data

It is important to note that NOCE operates primarily as an open-entry/open-exit institution, which significantly affects retention calculations. The methodology used in this report tracks students who were enrolled in Fall 2024 and re-enrolled in Spring 2025. However, given that many NOCE students enroll for short-term courses or intermittent study periods, term-to-term retention calculated prior to the semester ending does not fully capture student success or program effectiveness. Controlled enrollment programs, primarily in CTE, are less affected by this issue, but the data should still be interpreted with context.

This report is intended to provide insights into the work of NOCE Student Navigators in supporting student retention and success.

## Program Cost

The NOCE Student Navigator Program requires ongoing financial support to sustain its operations and effectiveness in supporting student retention. Below is an overview of the projected program costs for the 2024-2025 and 2025-2026 academic years.

**Table 5: NOCE Student Navigator Program Costs**

Academic Year	Salaries	Benefits	Total Cost
2024-2025*	\$259,908.90	\$58,743.63	\$318,657.53
2025-2026	\$304,442.60	\$85,602.13	\$390,044.73

\*Delays in filling temporary reassignment and PE positions occurred.

### 2025-2026 Projected Cost: \$390,044.73

- Student Services Coordinator (30%): \$27,604.80 (salary) + \$16,110.12 (benefits) = \$43,716.90
- Student Services Specialist (100%): \$86,983.90 (salary) + \$53,707.01 (benefits) = \$140,690.91
- Student Success Navigators (25 hours/week X \$20/hour X 38.5 weeks) = \$19,250 (salary) + \$1,578.50 (benefits) = \$20,828.50/Navigator
  - 10 Navigators = \$192,500 (salary) + \$15,785 (benefits) = \$208,285
- Total (all positions): \$304,442.60 (salary) + \$85,602.13 (benefits) = \$390,044.73

## Conclusion

The NOCE Student Navigator Program continues to play a critical role in increasing student engagement and retention. The data in this report provides a foundation for evaluating program effectiveness and identifying areas for improvement in student support services. Further refinement in retention tracking methodologies and expanded engagement efforts will be essential for strengthening NOCE's student success initiatives.