



**SAN DIEGO  
COMMUNITY COLLEGE  
DISTRICT**

**RESOURCE ALLOCATION FORMULA (RAF)**

**Effective July 1, 2017 through June 30, 2020**

**Includes the following employee groups:**

**AFT Guild, Local 1931 Faculty  
AFT Guild, Local 1931 Classified Staff  
AFT Guild, Local 1931 Non-Academic, Non-Classified Employees  
ACE – Confidential  
Management Association  
Supervisory & Professional Administrators Association  
Executive Management**

## PURPOSE

The purpose of this Resource Allocation Formula (RAF) is to provide a clearly defined method for the allocation of resources to employee units hereafter referred to as “units,” to cover the operating costs of the District, and to match available resources to financial commitments. The parties took into consideration priorities such as, but not limited to, the following:

- Provide for salary and benefit improvements for its employees.
- Base economic improvements for units on actual revenue received from COLA, growth, and other continuous unrestricted state apportionment general fund revenues, and to provide a pre-determined mechanism to be responsive to reductions in continuous unrestricted revenue.
- Provide resources to maintain a competitive position in the market and support the recruitment and retention of employees.
- Establish and fund FTES per FTEF productivity ratios that protect base FTES funding and promote FTES growth to maximize continuous unrestricted revenue.
- Provide resources to cover the inflationary costs and commitments made via employee agreements, legal mandates, and services and operating expenses.
- Reduce the reliance on one-time funds (ending balances) to balance the annual budget and avoid deficit spending.
- Provide funding to cover increased continuous costs related to new and expanded facilities provided through the use of Proposition S and Proposition N funds.
- Balance expenses between instructional and non-instructional costs to be in compliance with 50% law requirements.
- Maintain adequate District reserves for cash flow, self insurance retentions, deficit factors applied to revenue, and emergencies to avoid borrowing of funds.

The RAF has also been designed to allocate resources responsibly, and in such a manner in order to avoid budget reductions, hiring freezes, and/or reductions in programs and services to be able to balance the annual budget.

From the increase in qualified RAF apportionment funds made available to the employee units each year, which is provided through continuous unrestricted state apportionment revenues (COLA, Growth, and other), each unit will have general discretion over how its portion of the funds are distributed, provided they are used for improving the compensation or benefit levels of existing programs and services. The funds may also be used to pay for reassigned time for the purpose of union business, at the discretion of the union following past practice, and this new agreement does not impact any existing union related reassigned time in effect as of July 1, 2017. In addition, if any new reassigned time is created that equals or exceeds 1.0 FTE/FTEF, the cost of such reassigned time for union business shall be based on the replacement for the position(s) based on the level of FTE or FTEF reassigned time. As in past practice, faculty reassigned time will be paid for at the contract rate where a contract replacement is made, and at the adjunct or hourly rate when the release time is filled with one or more adjunct or hourly staff. It is the district's discretion as to how a reassigned time replacement is filled. If a unit wants to implement a new program or service, modify workload, or make changes that negatively impact the percent of instructional and non-instructional expenses (as defined in the state 50% law calculation) within the unit, the terms and conditions of such changes will have to be negotiated with the District.

## **Basic Principles and Formulas**

### **OVERVIEW**

A key element in the development of the budget is ensuring that financial commitments are matched against the supporting resources. Community college funding can be categorized broadly as General Fund Unrestricted (general purpose) and General Fund Restricted. This RAF will not address General Fund Restricted revenue other than to state that the District should exercise caution when making ongoing commitments against restricted funds based upon the funding terms and conditions. For general purpose funds, the important funding source distinction is between continuing (ongoing) and one-time-only resources. The nature of the revenue establishes or limits the type of expenditure that can be funded.

Once a resource has been directed toward a continuing cost, the budgeting for that resource becomes routine and on-going. Then, using established formulas, as outlined in this RAF agreement, the new resources are distributed to the participating units.

### **I NEW RESOURCES - CONTINUING**

New continuous resources are defined as those which exceed the base apportionment level from the preceding year. Currently, as per the State Principal Apportionment Report distributed by the Chancellor's Office, the primary sources of new continuing unrestricted funds are COLA, base allocation increases, and growth. A careful determination will need to be made each year when calculating how much anticipated growth to include in the attached worksheets to avoid cuts in subsequent years.

### **II NEW RESOURCES - ONE-TIME-ONLY**

The District's Lottery, Non-Resident Tuition, and Interest revenues are the only sources of what are being designated as one-time-only funds for purposes of distribution under this RAF model. The one-time-only portion of these resources available for distribution, is the amount received above the base level amount of \$10,754,411 as agreed by the parties.

Resources above this base level of \$10,754,411 shall be placed in the Board Designated PERS/STRS reserve fund until such time that \$15 million in on-going resources have been identified to cover these increased costs.

At such time that \$15 million in on-going resources have been identified to cover the increased PERS/STRS costs, revenues above this base level will be treated as one-time-only and will be distributed annually to the employee units to be used at each unit's discretion for one-time-only expenditures.

Any other additional, one-time revenue sources such as funding for mandated cost claims, shall also be placed in the PERS/STRS contingency reserve fund until such time that \$15 million in on-going resources have been identified to cover these increased costs. At that time, the parties will meet and negotiate with exclusive representatives of bargaining units, and meet and confer with each unrepresented unit, to determine how to treat these additional one-time revenues.



### **III FORMULAS FOR DISTRIBUTION OF NEW RESOURCES**

The first formula applied to new resources is the initial distribution split to the employee units and the District. The new continuing resources defined above are split 85% to the employee units and 15% to the District, and for one-time resources, the split is 80% to employee units and 20% to the District. The proportionate share calculation takes the 85% of new continuing funding from continuous unrestricted state apportionment revenues, and 80% of one-time funds, deducts ongoing financial commitments, and then distributions are made to each individual unit.

The reason the split for one-time revenues is 80/20 rather than 85/15 is due to the fact that if the District's apportionment is reduced by the State by virtue of a one-time deficit coefficient, said one-time reduction is not passed on to the units if there are no one time funds available.

### **IV Instructional Staffing**

An initial deduction is made for the added expense to teach additional sections to earn state funded growth FTES per the approved state budget, but in no case less than one percent (1%) of growth funding will be allocated.

The District funds instructional staffing levels, defined in terms of FTEF, as identified in the annual Campus Allocation Model, and established FTES/FTEF productivity ratios, as defined in this RAF agreement. Any additional instructional FTEF required to achieve targeted FTES growth, as per worksheet #3, is allocated to the campuses as adjunct or overload using the growth and productivity funding ratios also identified in the RAF agreement. The campuses then further distribute the FTEF based upon the individual campus' department and program goals.

### **V Full-Time Faculty Positions**

The District is required to grow its full-time faculty to meet its "Full-time Faculty Obligation" (FON), per Title 5 regulations. As this is a cost directly related to growth, the District charges growth funds for the number of full-time faculty required for compliance. The cost for each position, deducted from the 85% share of RAF funds, is the net cost to convert an adjunct position to a regular position.

The RAF formula allows for a maximum number of new tenure-track positions, based on the current total number of funded academic tenured/tenure-track FTEF, times the funded growth rate percentage. In years when the funded growth rate exceeds one percent (1.0%), the maximum number of new tenure-track positions that may be created shall be equal to the current total number of funded academic tenured/tenure-track FTEF, times twice the funded growth rate percentage (for example, if the growth rate is 1.3%, then 2.6% times the number of current funded FTEF could be created). All faculty positions, both classroom and non-classroom, are eligible to be funded in this manner.

### **VI Classified and Confidential Positions**

There is no direct or mandated computation to quantify the number of classified and confidential positions required to support the added demands associated with student growth, or to support existing programs and services. However, recognizing the need exists, due to the demands of new facilities such as those funded through Prop S & N, as well as other increased workload requirements, this RAF addresses funding for additional classified positions. The formula allows



for a maximum number of new positions, based on the current total number of funded classified FTE times the funded growth rate percentage. In years when the funded growth rate exceeds one percent (1.0%), the maximum number of new classified positions that may be created shall be equal to the current total number of funded classified FTE, times twice the funded growth rate percentage (for example, if the growth rate is 1.7%, then 3.4% times the number of current funded FTE could be created).

## **VII Supervisory and Management Positions**

The unit's 85% share of growth funds cannot be used for filling supervisory or management positions. These positions are funded from the District's 15% share of the RAF dollars.

## **VIII DISTRIBUTION OF FUNDS**

Once the cost of all new positions (as defined above) and any new adjunct faculty FTEF costs required for growth, as per worksheet #3 have been identified, the difference in actual inflationary costs included in the 1000, 2000, and 3000 object codes from the prior fiscal year compared to the previous fiscal year are calculated and deducted from the unit's 85% share of RAF funds. Changes in wage rates or health & welfare benefit contribution rates mandated by Federal, State, or Local regulations shall be included in these actual inflationary cost calculations.

At such time that \$15 million in on-going resources have been identified to cover the increased PERS/STRS costs, revenues above this base level will be treated as one-time-only and will be distributed annually to the employee units to be used at each unit's discretion for one-time-only expenditures.

Any other additional, one-time revenue sources such as funding for mandated cost claims, shall also be placed in the Board Designated PERS/STRS reserve fund reserve fund until such time that \$15 million in on-going resources have been identified to cover these increased costs. At that time, the parties will meet and negotiate with exclusive representatives of bargaining units, and meet and confer with each unrepresented unit, to determine how to treat these additional one-time revenues.

When calculating the difference in actual inflationary costs between the two previous fiscal years, a credit must be given to account for any newly created management positions, or classified or faculty positions over and above the maximum specified under "Full-Time Faculty Positions" and "Classified Positions" defined in this RAF agreement.

A credit must be deducted from the 1000, 2000, and 3000 object code expenses equivalent to the resources which were distributed to all units from the previous year's RAF distribution per Worksheet #2.

A credit must also be deducted equivalent to the resources received from the state to offset any mandated cost the district had to absorb in the 1000, 2000, 3000 object codes.

A credit must be deducted for FTEF expenses that exceed the greater of 1.0% or the funded state growth percentage, as per worksheet #3.

Until such time as \$15 million in on-going resources have been identified to cover increased PERS/STRS costs, a percentage of new revenues each year shall be identified and placed in the Board Designated PERS/STRS reserve fund to mitigate these costs according to the following schedule:

On-going percentage increase calculation result:	Percentage increase reduced by:
Less than 0.5%	0.00%
0.5% up to 1.0%	0.10%
1.0% up to 1.5%	0.15%
1.5% up to 2.0%	0.25%
2.0% up to 2.5%	0.50%
2.5% up to 3.0%	0.50%
3.0% up to 3.5%	0.50%
3.5% up to 4.0%	0.50%
4.0% up to 4.5%	0.50%
4.5% up to 5.0%	0.55%
5.0% up to 5.5%	0.65%
5.5% up to 6.0%	0.75%
6.0% or greater	15% of total distributed revenue

Example A: If the result of the RAF calculation results in an on-going percentage increase to each employee unit of 1.25%, then that 1.25% would be reduced by 0.15% resulting in a distribution of 1.10% to each employee unit.

Example B: If the result of the RAF calculation results in an on-going percentage increase to each employee unit of 7.5%, then 15% of the revenue which would have been distributed to each employee unit will instead be re-directed to the Board Designated PERS/STRS reserve fund, and the remaining balance will be distributed to the employee units.

#### **IX COLA, Growth & Other Continuous Unrestricted State Apportionment Revenues**

All continuous unrestricted state apportionment revenue for the current fiscal year will be distributed to the units effective January 1 of the current fiscal year. The parties will endeavor to finalize these calculations prior to October 31 of the current fiscal year based on the approved state budget.

At the conclusion of this RAF agreement the parties will meet and negotiate to reconcile any changes in unrestricted state apportionment revenues for any of the years encompassed by this RAF agreement.

#### **X Salary Equity**

Any resource identified by each unit which is a party to this RAF to be used to increase the salary schedule of contract employees must be administered in an equal percentage across the board on the salary schedule. Differential percentage increases applied to particular salary steps shall not be allowed. Elimination of salary steps in their entirety shall be allowed.

Additional steps may be added to the adjunct faculty salary schedule until it reaches pro-rata parity with the contract faculty salary schedule.



Additional steps may be added to the NANCE salary schedule until it reaches pro-rata parity with the classified staff salary schedule.

If an exclusive representative represents more than one bargaining unit, that representative may transfer funds among the units under its jurisdiction, provided that transfer does not impact the District's ability to meet its 50% law obligation.

## **San Diego Community College District**

### **RESOURCE ALLOCATION FORMULA (RAF)**

#### **A. Shared Revenue**

1. To be Utilized for Continuous Costs (85/15 split):

- 85% of continuous unrestricted state apportionment revenue allocated to the employee groups, 15% allocated to District operations, as detailed in the preceding paragraphs and the attached worksheets.

2. To Be Utilized for One-Time Purposes Only (80/20 Split):

80% of GFU revenue received from Lottery, Interest, and Non-Resident Tuition that exceeds \$10,754,411 shall be placed in the Board Designated PERS/STRS reserve fund until such time that \$15 million in on-going resources have been identified to cover these increased costs.

At such time that \$15 million in on-going resources have been identified to cover the increased PERS/STRS costs, revenues above this base level will be treated as one-time-only and will be distributed annually to the employee units to be used at each unit's discretion for one-time-only expenditures.

Any other additional, one-time revenue sources such as funding for mandated cost claims, shall also be placed in the PERS/STRS contingency reserve fund until such time that \$15 million in on-going resources have been identified to cover these increased costs. At that time, the parties will meet and negotiate with exclusive representatives of bargaining units, and meet and confer with each unrepresented unit, to determine how to treat these additional one-time revenues.

#### **B. Excluded Revenue/Funding Sources**

Revenue shared under this RAF agreement is only from General Fund Unrestricted (GFU) state apportionment revenue sources, and excludes categorical funds, state apprenticeship, and other restricted or designated revenue.

#### **C. Other (New) Unrestricted Revenue**

Should other new state apportionment or local continuous unrestricted revenues become available during the period covered by this RAF agreement as a result of changes in state or local legislated funding regulations, these new revenue source(s) shall be subject to the above RAF distribution rules.

#### **D. Percent Distribution of Resources**

The percentage distribution of RAF resources to the units shall be calculated based on prior year actuals (July 1 – June 30) for salaries and mandated benefits for each unit.

#### **E. Use of Resources**



Before distribution to the units, the 85% of continuous unrestricted state apportionment revenue is reduced for the following costs:

1. New Contract Faculty Positions:

The RAF allows for a maximum number of new permanent faculty positions, based on the current total number of academic FTEF as per the formula in section V.

2. Additional Adjunct Classroom Faculty (FTEF):

Additional adjunct classroom faculty (FTEF) required to achieve targeted FTES growth, as per worksheet #3, is based on the formula in the Campus Allocation Model for the campuses as follows:

2.1 In the Campus Allocation Model, the “Base” funding for classroom faculty FTEF based on the following productivity factors:

Credit: 17.00 FTES/FTEF per semester  
34.00 FTES/FTEF per year

Non-Credit: 15.75 FTES/FTEF per semester  
31.50 FTES/FTEF per year

2.2 Each year, the classroom FTEF base in the Campus Allocation Model is adjusted to provide funding to be able to earn all available targeted FTES growth that will be funded by the state, as per worksheet #3.

2.3 Any funded classroom FTEF costs to earn state funded growth FTES in excess of the greater of one percent (1%) or the approved state budget growth percentage will be funded from the District’s 15% share of the RAF or from one-time District resources.

3. New Classified Positions:

The RAF allows for a maximum number of new permanent classified positions, based on the current total number of FTE as per the formula in section VI.

4 Distribution of Funds:

If the total of the units’ 85% share of continuous unrestricted state apportionment revenues does not cover the inflationary increase in expenses as defined in this RAF, then the “Reduction to Continuous Revenue” section “G” goes into effect.

**F. One-Time Revenue Distribution**

Each year, the Unit’s 80% share of one-time revenue shall be adjusted as follows:

1. If the state imposes non-continuous deficit factors or other one-time revenue reductions to the General Fund Unrestricted Apportionment revenue, that amount shall be deducted from the unit’s one-time funds for that year. If, however, the base funding level of \$10,754,411 for one-time resources is not earned by the District and

the Units do not receive any one-time funds, the District shall absorb the loss in revenue from its resources.

2. The balance of the one-time funds, from the current fiscal year ending June 30, shall be distributed following the formula in Section A 2 above.

#### **G. Reduction to Continuous Revenue**

If the state imposes permanent reductions to continuous revenue, such as a negative COLA, a workload reduction, or other continuous revenue reduction, the loss in revenue will result in a reduction of compensation or revenue provided to each employee unit. The reduction will take place in the fiscal year the reduction is implemented, if known and if there is sufficient time to implement the change prior to January 1, or the following year if the change is communicated too late in the fiscal year. The level of reduction for each unit will be based on the same 85/15% formula share as is used to allocate the revenue under this RAF agreement.

If the total of the unit's share of 85% of continuous unrestricted revenues does not cover the increase in inflationary costs as defined in "Distribution of Funds" section of this RAF, then reductions will take place in the fiscal year the reduction is implemented, and the level of reduction for each unit will be based on the same 85/15% formula share as used to allocate the revenue under this RAF agreement.

Once such a reduction in continuous revenue is confirmed, and/or if the revenue from continuous unrestricted revenues does not cover the increased inflationary costs, the District will formally notify each unit, in writing, about the cause of the reduction, and provide each unit their pro-rata share to be applied. The District will negotiate with each unit represented by an exclusive representative, and will meet and confer with each unrepresented unit, regarding how the reduction will impact the unit and be implemented.

If an agreement as to how the reduction goal is to be met is not finalized and approved within 90 days of the notification by the District to the employee unit, the District may implement the required reductions at its discretion.

If the state restores a prior reduction to continuous revenue, or any portion thereof, and that previous reduction had resulted in a reduction to an employee unit, any funding lost by the unit will be restored on a pro-rata basis to each unit prospectively. For example, if 50% of the funding loss is restored, 50% of each unit's share of the reductions will be restored to the unit to be utilized at each unit's discretion.

#### **H. Cost Out Methodologies and Source Documents**

1. **Revenue:**  
The State Apportionment reports commonly referred to as "Exhibit C" or "Exhibit E", will be used to verify actual revenues.
2. **Expenses:**  
The Actual (unaudited) Expenditures of the previous fiscal year, as of the closing of the books, will be used to verify actual expenses. If a dispute arises, the final independent audit report shall also be utilized as a source document.



**I. Changes in Funding Formulas for Community Colleges**

Should the funding formulas for community colleges change substantially which negatively effect the GFU revenue of the District and the application of the provisions of this RAF, the District reserves the right to immediately suspend provisions of this RAF agreement during the year the change is effective, and re-open negotiations with the units represented by an exclusive representative, and meet and confer with the unrepresented units.

**J. Term of Agreement**

This RAF Agreement shall expire June 30, 2020. The parties mutually agree that upon expiration, compensation levels then in effect shall become the status quo, exclusive of any remaining distributions or reductions from this current agreement which had not yet been applied to compensation.