

FINAL BUDGET

2019 - 2020



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MESSAGE FROM THE PRESIDENT

September 12, 2019

Members of the Board of Trustees and the MiraCosta College Campus Community:

I am pleased to present the FY2019–20 Annual Budget. Many thanks to the Administrative Services Division, the MiraCosta College Budget and Planning Committee, and the college’s divisions/ departments for their leadership in this effort. This budget reflects the priorities of the MiraCosta Community College District Board of Trustees, the college’s Institutional Goals, and the Comprehensive Master Plan updates.

The budget supports our students, employees, and community to bring quality education through the four focused areas: programs and services for our students, facilities and infrastructure, financial stability, and staffing needs. The budget development includes short-term, organization-wide factors through the program review process, enrollment management, and the local economy; and long-term regional economic factors such as property-tax revenue projections and rising costs in salaries and fringe benefits.

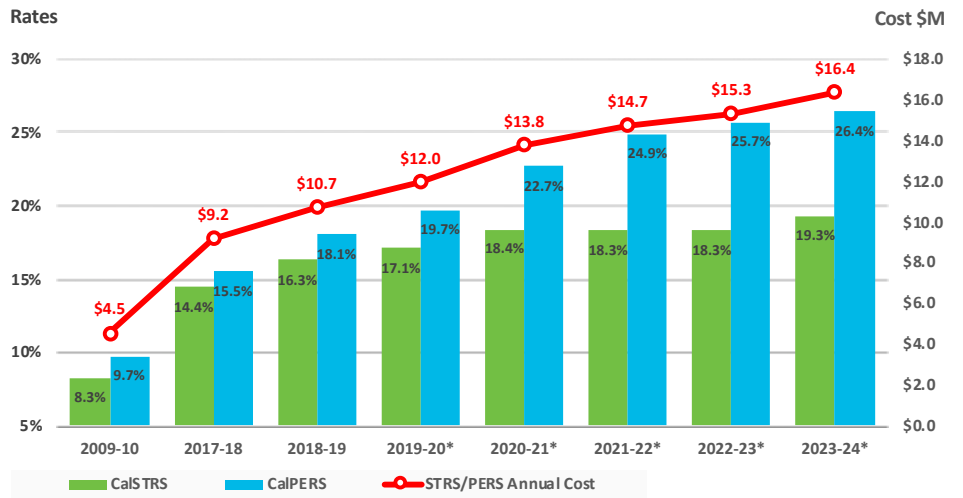
There are program and service initiatives that continue from year-to-year to ensure our students have equitable access and support services to achieve their educational goals. Funding for student equity and achievement and financial aid programs from the state’s categorical funds enhances our ability to create learning environments to assist, guide, and counsel students on their educational goals and career paths. As one of only 15 new bachelor degree programs offered by a California community college, the first biomanufacturing baccalaureate cohort graduated with their bachelor’s degree in spring 2019.

In November 2016 with the support of the community and the entire college, the voters passed a \$455 million general obligation bond to improve the college’s aging facilities and infrastructure. The Facilities Master Plan was updated to inform the board, community, students, and employees of the crucial construction and remodeling needs from the growth in enrollment from the past decades. The facilities project plan will span over eight years with construction to the three campuses owned by the district: Community Learning Center (CLC), San Elijo Campus (SAN), and the main Oceanside Campus (OC). The district sold \$100 million of the first series of bonds to fund phase one of the facilities project with the focus on new buildings. A program management firm was hired, environmental studies have been completed, design in underway, and construction on some projects have already been completed. The first phase is targeted to be completed by the end of 2020. The district’s second phase of the project is targeted to start in the fall of 2020 and thus will sell the second series of the bond at the start of phase two projects.

The district is moving towards fiscal independence from the San Diego County Office of Education and implementing a new Enterprise Resource software system by January 2020. This system will support payroll, human resources, purchasing, and financial accounting.

Financial responsibility and stability requires a multi-year approach. Each year, the college budget plan includes the new fiscal year budget and the financial projections for the next four years, which make up the rolling five-year financial plan. Board policy requires a minimum of 15 percent reserve balances to sustain the district through potential future risks, including an economic turndown. The college has maintained a healthy reserve of 20 percent for the past few years and the plan is to continue that trend.

CalSTRS & CalPERS RATES



As with other community colleges, salaries and benefits make up 83 percent of the budget.

Included in the benefits are the defined pension plans for CalSTRS and CalPERS.

In FY2009–10, the rates were below 10 percent; by FY2020–21, the rates will more than double, and continue

to rise for CalPERS, which will put tremendous pressure on rising costs of salaries and benefits. As a community supported district, local property taxes make up 84.8 percent of the unrestricted general fund. The November 2018 report from the City of San Diego Fiscal Year 2020–2024 Five Year Financial Outlook* projects local property tax growth from 5.25% down to 4.25% by 2024. With careful planning, the college is able to fund the increasing costs with increases to property tax revenues, projected at 5.4 percent in FY2019–20, with a steady decline to 3.5 percent over the next five years.

The district aims to recruit and retain excellent talent and the philosophy of compensation is meant to ensure this. This fiscal year’s budget includes two new, full-time faculty and replacement for vacant positions for both faculty and staff. The district’s job classification and salary compensation benchmark study was completed in 2018, and implementation is in year two of a three year phase in. Salaries are projected to increase from the salary schedules, which includes a range of 0.50 percent to 2.25 percent COLA (cost-of-living adjustment).

The district is well poised to address the needs of the students, employees, and the community. Long term planning supports MiraCosta College’s continued commitment to providing exceptional, affordable, and accessible higher-education opportunities for students and an outstanding work environment for employees. This year’s budget is proof of our strong commitment to financial responsibility and ability to meet the needs of our college.

Sincerely,

Sunita V. Cooke, Ph.D.
Superintendent/President

*Source: https://www.sandiego.gov/sites/default/files/fy20_24outlook.pdf, page 10

BOARD OF TRUSTEES & MISSION STATEMENT

BOARD OF TRUSTEES

The seven elected members of the MiraCosta Community College District Board of Trustees each represent and must reside in a specific area of the college district. The term of office is four years, and beginning in 2014, members are elected by trustee areas. The MiraCosta College District includes the communities of Oceanside, Carlsbad, Leucadia, Encinitas, Olivenhain, Rancho Santa Fe, Cardiff, Solana Beach, Del Mar, Carmel Valley, and parts of Camp Pendleton. A student trustee, elected by the student body, also sits on the Board of Trustees.



David Broad
President



George McNeil



Jacqueline Simon



Rick Cassar
Vice President



Frank Merchat



Raquel Parizeau
Student Trustee



William C. Fischer



Anna Pedroza

For a map showing trustee area boundaries and communities served, see page 84.

MISSION STATEMENT

The MiraCosta Community College District mission is to provide superior educational opportunities and student-support services to a diverse population of learners with a focus on their success. MiraCosta offers undergraduate degrees, university-transfer courses, career-and-technical education, certificate programs, basic-skills education, and lifelong-learning opportunities that strengthen the economic, cultural, social, and educational well-being of the communities it serves.

BUDGET SUMMARY

Budget Directives from the Board of Trustees

Allocate funding to realistically achieve the district's highest-priority goals and objectives (enrollment, programs, and services) consistent with the MiraCosta Community College District (MCCD) Comprehensive Master Plan, MCCD Strategic Plan, and institutional program review activities, such that planning reflects a realistic assessment of financial resource availability, development of financial resources, partnerships, and expenditure requirements; and ensure financial resources are sufficient to support and sustain student learning and improve institutional effectiveness.

PROGRAMS & SERVICES

- Maintain student access at the same enrollment level as FY2018–19
- Maintain support for student success and equity initiatives
- Expand MiraCosta Promise: tuition funding for eligible students

FACILITIES & INFRASTRUCTURE

- Implement the Master Facilities Plan
 - New buildings
 - Improve existing buildings/offices
 - Technology
 - Infrastructure

FINANCIAL

- Maintain a minimum 15% total fund balance for the FY2019–20 budget

STAFFING

- Increase full-time/part-time faculty ratio in support of student success
- Maintain competitive salaries and benefits to recruit and retain a quality workforce

Budget Assumptions

REVENUE ASSUMPTIONS

- 5.4% (\$5.7 million) increase in local property taxes
- \$1 million of Proposition 30 Education Protection Act (EPA)

EXPENSE ASSUMPTIONS

- Step and Column salary increases
- Implement the job classification and salary compensation benchmark study, second of three year implementation
- 1%–2.25% COLA per 3-year salary contracts
- CalSTRS rates: from 16.28% to 17.1%, an increase of .82%
- CalPERS rates: from 18.06% to 19.72%, an increase of 1.66%
- Increase full-time faculty by two new faculty to increase full-time/part-time faculty ratio in support of student success
- Minimum wage increase from \$12.00 to \$13.00 effective January 1, 2020
- Inflation factored in supplies, services, and equipment, minor impacts
- 4% health benefit cost increases
- Expansion of College Promise Program

EXPENSE ASSUMPTIONS &

OTHER OUTGOING TRANSFERS

- Capital Outlay for Technology:
 - \$1.6 million: maintain for ongoing needs
 - \$3.0 million: for new ERP system. Current ERP is not being supported by Oracle starting January 1, 2018.
- Capital Outlay for Facilities:
 - \$1.2 million: maintain for ongoing non-bond projects
 - \$2 million: towards facilities contingencies, not covered by the general obligation bond

- Debt Services:
 - The 2010B bond debt service ends in FY2020 and remaining reserves will transfer to Fund 41

Budget Priorities

- Provide instructions for an estimated 10,229 full-time equivalent students
- Invest in student programs and service to increase success through state initiatives and locally funded programs
- Invest in facilities, technology, and infrastructure for ongoing needs
- Implement the Facilities Master Plan Update with the general obligation bond
- Provide competitive salaries and benefits for faculty, staff, and administrators
- Ensure that increases to CalSTRS and CalPERS are budgeted for future years

Enrollment Assumptions

MCCD completed a comprehensive Education Plan Addendum 2016–2020 to provide direction and guidance for the district for the next five years. The Education Plan provides an analysis of the local economy, labor markets, and trends in demographics that are key drivers to enrollment planning and program planning/development. Overall enrollment for Community Colleges has declined for the state due to high employment and changes in demographics. Prior to FY2018–19, enrollment for the previous four years were above 11,000 Full Time Equivalent Students (FTES). In FY2018–19, FTES declined 7.3% from the prior year to 10,229 FTES. MCCD enrollment strategy is to maintain the same level as prior year.

General Fund—Unrestricted Fund Balance

Fund balance is the difference between fund assets and fund liabilities of governmental and similar trust funds. It is the net assets or available resources of a fund. The board directive for the district is to maintain a minimum of a 15% fund balance of the expenditure budget. The state recommends a minimum of a 5% fund balance. These levels are set to accommodate any unforeseen economic changes that may have a significant impact on the district's operations.

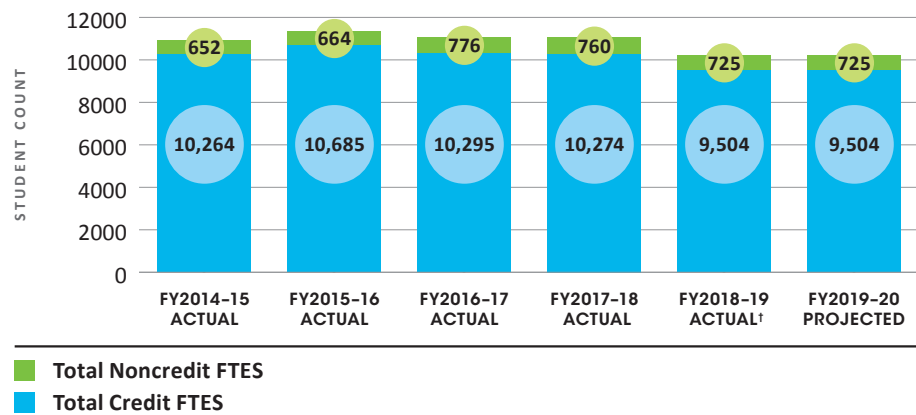
At the end of FY2018–19, the unrestricted general fund balance was \$30.7 million, or 24.8% of the annual expenditures, which is approximately three months of operational cost. The ending balance was an improvement from the budget by three percentage points due to timing/delay in spending in supplies, other operating costs, and capital outlay (equipment) expenses; in addition, the district did not contribute \$1.0 million to the Other Post Employment Benefit (retiree health benefit) trust fund since the district met the accrued liability goal of 100%. The FY2019–20 budget fund reserve balance is projected to end at \$27.3 million, or at 20.4%, or 2.4 months of operation cost.

Balanced Budget

The projected FY2019–20 budget includes transfers from reserve of \$3.0 million to fund the Enterprise Resource Planning system that will replace the nineteen year old system, which is no longer supported with upgrades or maintenance by the vendor. The district continues to support and transfer funds to Fund 41 for the Facilities Master Plan needs. Both technology and facilities funding are investments for the future. Excluding transfers from reserves, the district operates with a balanced budget, where revenues exceed operational expenses.

MIRACOSTA COMMUNITY COLLEGE DISTRICT FULL TIME EQUIVALENT STUDENTS (FTES)

| | FY2014-15 ACTUAL | FY2015-16 ACTUAL | FY2016-17 ACTUAL | FY2017-18 ACTUAL | FY2018-19 ACTUAL† | FY2019-20 PROJECTED |
|---|---------------------|---------------------|---------------------|---------------------|----------------------|------------------------|
| Total Credit FTES | 10,264 | 10,685 | 10,295 | 10,274 | 9,504 | 9,504 |
| Total Noncredit FTES | 652 | 664 | 776 | 760 | 725 | 725 |
| Total FTES | 10,915 | 11,348 | 11,071 | 11,034 | 10,229 | 10,229 |
| Total FTES Annual Change from Prior Year | (33) | 433 | (277) | (37) | (805) | 0 |
| Total Credit FTES % Change Year-to-Year | 0.5% | 4.1% | -3.6% | -0.2% | -7.5% | 0 |
| Total Noncredit FTES % Change Year-to-Year | -11.4% | 1.8% | 16.9% | -2.0% | -4.6% | 0 |
| Total FTES % Change Year-to-Year | -0.3% | 4.0% | -2.4% | -0.3% | -7.3% | 0 |



†Source: MCCD Period 3 July 2019 Attendance Report

INSTITUTIONAL GOALS & OBJECTIVES

GOAL I

MiraCosta Community College District will become a vanguard educational institution committed to innovation and researched best practices, broad access to higher education, and environmental sustainability.

Institutional Objective I.1. Foster an inclusive community of learning and practice.

Institutional Objective I.2. Identify and implement best practices for promoting and increasing access to college programs and services.

Institutional Objective I.3. Integrate sustainability into the college environment, culture, and experience, and extend outreach to the communities we serve.

GOAL II

MiraCosta Community College District will become the institution where each student has a high probability of achieving academic success.

Institutional Objective II.1. Ensure educational planning tools, processes, and resources are contemporary and optimize student success.

Institutional Objective II.2. Foster an intellectual environment where faculty have regular access to and opportunities to engage in practices of teaching excellence.

Institutional Objective II.3. Utilize researched best practices and innovative strategies to develop and/or sustain communities of learning designed to produce equity in student outcomes.

GOAL III

MiraCosta Community College District will institutionalize effective planning processes through the systematic use of data to make decisions.

Institutional Objective III.1. Advance our culture of evidence by maximizing the access to and use of data.

Institutional Objective III.2. Employ strategic collaboration throughout the institution to move from evidence to action.

GOAL IV

MiraCosta Community College District will demonstrate high standards of stewardship and fiscal prudence.

Institutional Objective IV.1. Maintain budget practices that result in sustainable, balanced budgets and sufficient reserves.

Institutional Objective IV.2. Maintain a system of internal controls that results in unqualified audits.

Institutional Objective IV.3. Invest in and preserve assets (land and physical plant, technology, and equipment) that serve district needs.

GOAL V

MiraCosta Community College District will be a conscientious community partner.

Institutional Objective V.1. Collaborate and partner with employers and the business community to address global workforce needs and trends.

Institutional Objective V.2. Collaborate with community partners to create pathways for students that provide opportunities for learning and development outside of the classroom.

Institutional Objective V.3. Increase the two-year high school capture rate in comparison to the fall 2010 rate.

STATE BUDGET UPDATE

Higher Education

The Budget represents a significant investment in the state's public higher education segments—the University of California (UC), the California State University (CSU), and the California Community Colleges (CCC)—and the students of California. The Budget provides significant ongoing increases in base funding to all three segments and unprecedented investments in financial aid programs that will increase the quality of education, expand access, improve timely degree completion, and support upward economic mobility for Californians. Overall, these investments reflect the Administration's commitment to affordability, access, and efficiency in higher education. The Budget includes total funding of \$36.9 billion (\$20.8 billion General Fund and local property tax and \$16.1 billion other funds) for all higher education entities in 2019–20.

California Community Colleges

The CCCs are the largest system of higher education in the nation, serving roughly one-quarter of the nation's community college students, or approximately 2.1 million students. The CCCs provide basic skills, career education, and undergraduate transfer education with 73 districts, 115 colleges, and 78 educational centers. In 2017–18, the community colleges awarded more than 96,000 certificates and 160,000 degrees.

Revisions to the Student-Centered Funding Formula

The Administration continues to support the goals of the Student-Centered Funding Formula, including increasing students' timely completion and supporting low-income students. The Budget adopts a revised implementation plan for the Student-Centered Funding Formula, which was established as part of the 2018 Budget Act and allocates funding to community college districts based upon total enrollment, the number of low-income students enrolled, and the number of students who meet specified student success metrics, such as completion of a degree or certificate. The adopted revisions include:

- Distributing 70 percent of funding to districts based on enrollment, 20 percent based on enrollment of low-income students, and 10 percent based on student success metrics.
- Annually including only a student's highest outcome earned for specified student success metrics.
- Implementing the use of a three-year average for all student success metrics.
- Extending the existing hold harmless provision of the Formula by an additional year so that no district will receive less funding than they received in 2017–18 with cost-of-living adjustments until 2021–22.
- Clarifying the definition of a transfer student for purposes of the Formula.



STATE BUDGET UPDATE

Two Free Years of Community College Tuition

The Budget includes \$42.6 million ongoing Proposition 98 General Fund to support a second year of free tuition for students. This extends the California College Promise to waive enrollment fees for first-time, full-time students for a second academic year. Based on 2017–18 data, approximately 33,000 first-time, full-time students are projected to be eligible for a second year of free tuition, assuming their CCC meets the participation requirements of the program.

Other Significant Adjustments:

- CCC State Operations—An ongoing increase of \$516,000 non-Proposition 98 General Fund for four new positions to support the Chancellor’s Office state operations. These positions are for the Chancellor’s Office to improve data security capacity, to support accounting operations, and to monitor districts’ fiscal health and provide technical assistance to districts in need.
- Student-Focused Funding Formula—An ongoing increase of \$254.7 million Proposition 98 General Fund to support the funding formula, which includes the following:
 - An increase of \$230 million to support a 3.26-percent cost-of-living adjustment for total apportionment growth.
 - An increase of \$24.7 million for enrollment growth of 0.55 percent.
- Rapid Rehousing—An ongoing increase of \$9 million Proposition 98 General Fund to provide support for community college students who are homeless or experiencing housing insecurity, including connecting students to safety net resources and providing emergency grants to secure housing or prevent the imminent loss of housing.
- Veteran Resource Centers—An ongoing increase of \$5 million Proposition 98 General Fund to augment an existing allocation that establishes or enhances veteran resource centers at community colleges. In addition, an increase of \$2.25 million Proposition 98 settle-up funds is provided to expand veteran resource centers at specified colleges.
- Retirement Systems’ Employer Contribution Rate—As referenced in the K-12 Education Chapter, the Budget includes a \$3.15 billion one-time non-Proposition 98 General Fund payment on behalf of local educational agencies and community college districts to CalSTRS and the CalPERS Schools Pool.
- Deferred Maintenance and Instructional Equipment—A one-time increase of \$13.5 million Proposition 98 settle-up for deferred maintenance, instructional equipment, and specified water conservation projects.
- Mental Health Services—A one-time increase of \$7 million Proposition 63 funds to create a grant program for colleges, in collaboration with county behavioral health departments, to establish or improve access to mental health services and early identification or intervention programs.
- Workforce Development Programs—A one-time increase of \$4.75 million Proposition 98 settle-up to support the improvement of workforce development programs at specified colleges.



STATE BUDGET UPDATE

- Student Basic Needs Programs—A one-time increase of \$3.9 million Proposition 98 settle-up to address student basic needs at community colleges, including housing and food insecurity.
- Reentry of Incarcerated Individuals Program Grants—A one-time increase of \$3.5 million Proposition 98 settle-up to provide support for a grant program to provide student support services for currently and formerly incarcerated students who are focused on reentry into their communities.
- Foster Care Education Program—An ongoing increase of \$400,000 Proposition 98 General Fund to sustain program funding at its current level for foster and relative or kinship care education and training, due to a projected decrease of federal matching funds.
- Historically Black Colleges and Universities (HBCU) Transfer Pathway Program—An increase of \$81,000 ongoing Proposition 98 General Fund to support the development of transfer guarantee agreements between the California Community Colleges and partner HBCU institutions.
- CCC Facilities—An increase of \$535.3 million in general obligation bond funding for 39 new and 20 continuing projects. This allocation represents the next installment of the \$2 billion available to CCCs under Proposition 51 and will address critical fire and life safety issues at campuses statewide.

California Student Aid Commission

The California Student Aid Commission, which administers the state's financial aid programs, the largest of which is the Cal Grant, supports over 490,000 financial aid awards to students accessing higher education. The Budget includes significant investments in financial aid programs to provide students of all backgrounds access to higher education.

CAL Grant Access Awards for Student Parents

As referenced in the Early Childhood Education Chapter, to expand opportunities for student-parents, increase their graduation rates, and reduce child poverty, the Budget includes \$96.7 million ongoing General Fund to establish or increase access awards for students with dependent children attending the UC, CSU, or CCCs. Qualifying new or renewal Cal Grant A recipients will receive an access award of up to \$6,000, qualifying new or renewal Cal Grant B recipients will see their access award increase from \$1,648 to \$6,000, and qualifying Cal Grant C recipients will see their book and supply award increase from \$1,094 to \$4,000. These access awards and increased award levels will better enable students with dependent children to meet their families' basic needs and increase their likelihood of degree completion.

Significant Adjustments:

- Cal Grant Program Costs—An increase of \$27.6 million in 2018–19 and \$178.7 million in 2019–20 to reflect an increase in the number of new and renewal awardees in 2018–19 and 2019–20.
- Temporary Assistance for Needy Families (TANF) Reimbursements—A decrease of \$5.9 million in federal TANF reimbursements in 2019–20 which increases General Fund support for the Cal Grant program by an equal amount.



STATE BUDGET UPDATE

- Golden State Teacher Grant Program—As referenced in the K-12 Education Chapter, an increase of \$89.8 million one-time General Fund to support grants to students enrolled in teacher preparation programs who commit to working in a high-need field at school sites with the highest rates of non-credentialed or waiver teachers.
- Competitive Cal Grants—An increase of \$41.8 million ongoing General Fund to increase the number of new competitive Cal Grants available annually from 25,750 to 41,000.
- Child Savings Account Grant Program—An increase of \$25 million one-time General Fund to support grants to local governments and nonprofit organizations that sponsor or create local or regional child savings account programs. The Budget also includes \$25 million for savings accounts at the ScholarShare Investment Board (see below).
- Grant Delivery System—An increase of \$6.2 million one-time General Fund to fund the second year of project costs for the Grant Delivery System Modernization Project.



ABOUT THE DISTRICT

Description of the District

In 1934, the Oceanside-Carlsbad Union High School District Board of Education voted to establish a community college to be located in one



wing of Oceanside High School. Known then as the Oceanside-Carlsbad Junior College Department of the Oceanside-Carlsbad High School District, the school

opened on September 3, 1934, with 20 faculty members who taught about 120 students.

Today, the MiraCosta Community College District is located in San Diego County along the southern California coast, between Orange County to the north and the metropolitan area of San Diego to the south. The district is approximately 35 miles north of San Diego and 90 miles south of Los Angeles and includes the communities of Oceanside, Carlsbad, Leucadia, Encinitas, Olivenhain, Rancho Santa Fe, Cardiff, Solana Beach, Del Mar, Carmel Valley, and parts of Camp Pendleton.

MiraCosta College is accredited by the Accrediting Commission for Community and Junior Colleges (ACCJC) of the Western Association of Schools and Colleges (WASC). ACCJC is an institutional accrediting body recognized by the Commission on Recognition of Postsecondary Accreditation and the U.S. Department of Education, and approved

by the California State Department of Education Office of Private Post-Secondary Education for training veterans and other eligible persons under the provisions of the GI Bill. The University of California, California State Universities, and private universities of high rank give credit for transfer courses completed at MiraCosta College.

The district operates four locations.

The **Oceanside Campus** (OC) moved to its 121.5-acre site in 1964 and houses a comprehensive public community college offering credit, fee-based, and noncredit courses. In the 2018–19 academic year, the college offered general education credit courses that applied towards 82 degrees, 55 Certificates of Proficiency, 62 Certificates of Achievement, and one Baccalaureate Degree. Some noncredit classes and community services courses are also offered on this campus. More than 13,000 students, the majority of the district's students, attend the Oceanside Campus.

The **San Elijo Campus** (SAN) in Cardiff offers a wide range of credit courses leading to transfer, associate degrees, and career certificates. Each semester, approximately 400 sections are offered on this campus to a student body of more than 4,000 students, with support services in tutoring, counseling, library, and student activities. A rich variety of community service courses are also offered year-round at the San Elijo Campus.

Oceanside Campus



San Elijo Campus

Community Learning Center



The **Community Learning Center (CLC)** opened in fall 2000, serves approximately 4,200 students and is located on 7.6 acres in downtown Oceanside. The CLC hosts a wide variety of noncredit programs, including English as a second language, the Adult High School Diploma Program, classes for older adults, health classes, parenting classes, and classes for those who are physically and mentally challenged. The center also houses the Cisco Networking Academy, which prepares students for computer industry certifications. Credit courses that fulfill general education requirements are also offered at this location. The credit courses offered at the CLC are intended to support students' transition from noncredit to credit enrollment.

MiraCosta College's **Technology Career Institute (TCI)** is part of MiraCosta College's Career Education Department. It offers our local community members the opportunity to enhance their lives and their careers with low-cost, convenient classes, workshops, and programs. From enrichment classes to job training programs, the TCI provides the types of classes that make it easy for students to reach their goals, no matter what age. All of the programs and classes at the TCI are fee-based and not-for-credit.



Technology Career Institute

Developments at the College

Over the years, the college's per semester enrollment has grown to just over 21 thousand credit students and an additional 3,450 noncredit students. In addition, the Community Education & Workforce Development fee-based and not-for-credit enrollment is approximately 6,500 and varies within a semester, since many courses are less than a semester's duration. As the student population has progressed, so have the district's locations. Welcoming students the first day of fall 2018, the Theatre & Dance Building provides 6,700 square feet of new studio space to allow for better collaboration between programs. The Capital Improvement Program is overseeing the construction in progress at three locations to include the Athletic Field Renovation on Oceanside and new Student Services Buildings at San Elijo and Community Learning Center.

With the increase of demands our students face, MiraCosta has increased the flexibility of courses. Students are taking more online classes than ever before, and on-campus offerings have expanded to include more core classes on Fridays and Saturdays, allowing students to get into the classes they need most.

There was a lot of growth at the college during the early part of the decade, and perhaps none as dramatic as the growth in the number of students who are currently serving in the military or who

are military veterans. A significant percentage of MiraCosta College's student population is active duty military, veterans, and members of their families.

The needs of active-duty and veteran students are a top priority. With the district's close proximity to Camp Pendleton, we serve approximately 3,500 military active duty, veterans, and their dependents. In response to this, the college has made it a priority to meet the needs of these students.

The college's partnership with local elementary, middle, and high schools continues to be strong. In 2011, MiraCosta College received a seven-year, \$7 million federal GEAR UP grant, which provides multiple services to ensure middle school students and their families are prepared for college and career choices. In fall 2018, MiraCosta College's GEAR UP grant was renewed—over \$11 million dollars for seven years, services have continued at all four middle schools in the Oceanside Unified School District.

To further encourage high school students to start their college career early and to better serve the community of Carlsbad, the college partnered with the Carlsbad Unified School District to share several classrooms at the new Sage Creek High School. Beginning in spring 2014, high school students, the public, and other currently enrolled high school students from any school district can take MiraCosta College courses on the high school campus. MiraCosta College has gone a step further by waiving the enrollment fees for any high school student who takes a college-level course offered by MiraCosta College.

MiraCosta College is dedicated to removing barriers for those looking to earn a degree or transfer to a university. Starting fall 2019, all first-time students to attend college who enroll in at least 12 units per semester at MiraCosta College are eligible to receive two-years of college free. MiraCosta College also provides a wide range of free student success support services, such as academic counseling and educational planning. MiraCosta College continues to play a strong role in preparing local adult students

for high-tech jobs. In fall 2013, the Department of Labor awarded MiraCosta College a \$2.75 million federal grant to start a Technology Career Institute (TCI) aimed at filling a growing demand for qualified machinists and industrial technicians in North San Diego County.

The federal grant helps support a comprehensive training facility that prepares participants—including returning military veterans and the unemployed—for high-skilled, high-paying employment in the manufacturing and technology industries.

With more than 50 years since MiraCosta passed a facilities bond to repair or improve its facilities, the district placed Measure MM on the November 2016 general election ballot to continue providing a high-quality education for local students. The measure passed and will generate \$455 million to upgrade the college's facilities and cost approximately \$14.99 per \$100 thousand of assessed property value per year.

As the decades roll by, MiraCosta College is preparing to continue its expansion and growth, attract new populations of students, and adapt facilities and programs to meet the changing needs of students and the community.

ORGANIZATION DESCRIPTIONS

Divisional Descriptions

MiraCosta College is divided into five divisions. Each of the divisions is headed by either the college president or a vice president.

- Office of the Superintendent/President
- Instructional Services Division
- Student Services Division
- Administrative Services Division
- Human Resources Division

Office of the Superintendent/President

The superintendent/president of MiraCosta College serves as the chief executive officer and provides districtwide leadership and direction to fulfill the institutional goals. The Office of the Superintendent/President contains the support staff for the president and Board of Trustees. This division oversees the following offices:

- **Office of Institutional Advancement (IA)**—responsible for leading a comprehensive advancement program for the college directing the areas of public and governmental relations, marketing and communications; development and alumni relations; grants; and special events. IA works in tandem with the College Foundation to formulate policies and programs to enhance scholarships and educational resources in support of the district.
- **Office of Research, Planning & Institutional Effectiveness**—responsible for providing evidence, resources, and support to facilitate districtwide decision making.

Instructional Services Division

The Instructional Services Division is responsible for all of the college's educational programs. With the assistance of department chairs, deans, faculty, and staff, the college's instructional programs are proposed, developed, and implemented for the primary purpose of providing opportunities for students to achieve their desired educational goals. Such goals include associate degrees, a baccalaureate degree, certificates of achievement and proficiency in many career and technical education areas, and diplomas and certificates in the noncredit program for adults seeking to finish their basic or high school education, and fee based training.

The vice president of instructional services oversees articulation, catalog production, class scheduling, curriculum, and the administration of the college's educational programs. It is organized into five schools and five areas of instructional responsibility as follows:

SCHOOLS

- Arts and International Languages
- Behavioral Sciences, History and Continuing Education
- Career Education
- Letters and Communication Studies
- Mathematics and Sciences plus Biomanufacturing Bachelor's Degree Program

INSTRUCTIONAL AREAS

- San Elijo Campus Site Administration
- Community Learning Center Site Administration
- Library and Academic Information Services
- Curriculum and Articulation Support
- Technology Career Institute

Student Services Division

The Student Services Division is responsible for supporting students in the areas of admissions, counseling, student development, and a variety of special programs so that students are successful in their academic pursuits.

- **Admissions & Records**—provides enrollment services, including registration, transcripts, and graduation
- **Athletics & Intramurals**—puts equal emphasis on the academic and athletic achievements of our student-athletes
- **Counseling**—provides student counseling and career services
- **Disabled Students Programs & Services (DSPS)**—ensures access for educational opportunities for students with visual, hearing, physical, learning and mental disabilities

- **Extended Opportunities Programs & Services (EOPS)**—provides supplemental services and financial aid to academically and financially at-risk students
- **Financial Aid**—oversees application for and disbursement of federal and state financial aid
- **Health Services**—provides first aid, urgent care, and mental health services
- **Institute for International Perspectives**—promotes global awareness by recruiting international students and creating opportunities for students to study abroad
- **School Relations & Diversity Recruitment**—participates in community outreach to local school districts through the Student Ambassador Program
- **Service Learning**—promotes course and co-curricular service opportunities at local non-profits and public schools through the Student Advocate Program. The center also houses the campus food pantry and coordinates the monthly farmers market
- **Student Equity**—increases equitable college access and student success with specialized support and guidance and provides leadership for specialized academic programs
- **Student Success & Support Programs (SSSP)**—provides orientation services, assessment advising, academic progress monitoring
- **Student Life & Leadership**—promotes engagement in clubs and co-curricular activities; supports and guides the Associated Student Government
- **Testing Services**—provides assessment and proctoring services to current and incoming MiraCosta students
- **Transfer Center**—provides information and guidance about transfer opportunities, as well as support for the transfer process
- **Veterans Services**—provides all military affiliated students with education counseling, on-and-off campus resources, and a place to build camaraderie, regardless of GI Bill benefit usage

Administrative Services Division

The vice president of administrative services is responsible for overseeing the following operational units:

- **Cashiering Services**—cash receipts, petty cash, student accounts, ticket sales
- **College Police & Safety**—responsible for safety and security of students, staff, and property throughout the district
- **Facilities**—construction projects, facilities planning, grounds, maintenance, transportation
- **Fiscal Services**—budgeting, accounting, audit, payroll, auxiliary services, financial reporting
- **Purchasing & Material Management**—purchasing, contracting, bidding, asset management, shipping and receiving, copy/printing services, mail services, records management

Human Resources Division

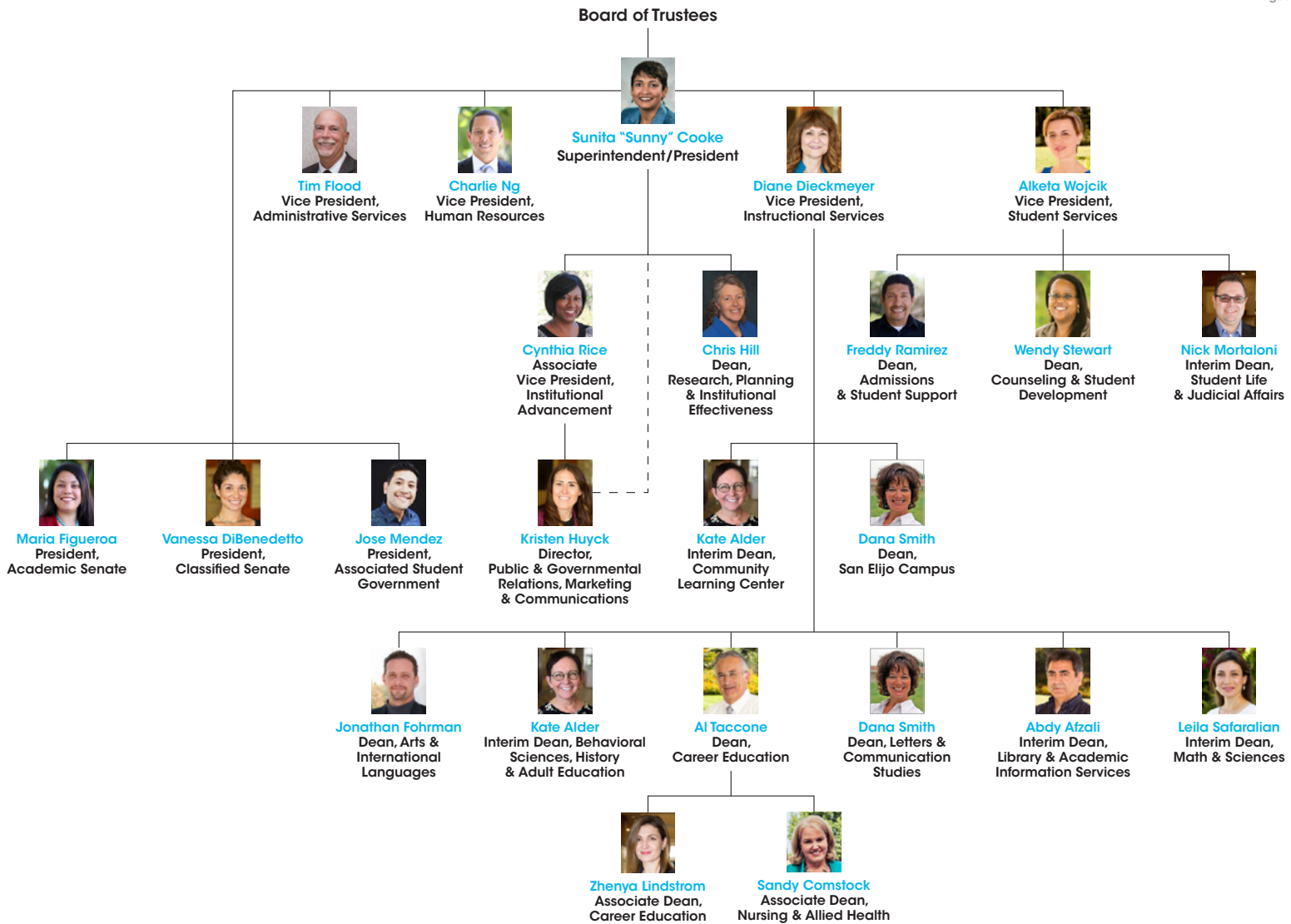
The vice president of human resources is responsible for overseeing the following operational units:

- **Human Resources**—recruiting, equal opportunity, employee benefits, compensation, employee training and development, labor relations, Title IX, organization development
- **Payroll**—payroll processing and reporting, paychecks and garnishments
- **Risk Management**—health and safety, insurance, risk management programs, workers' compensation, loss control



Organizational Chart

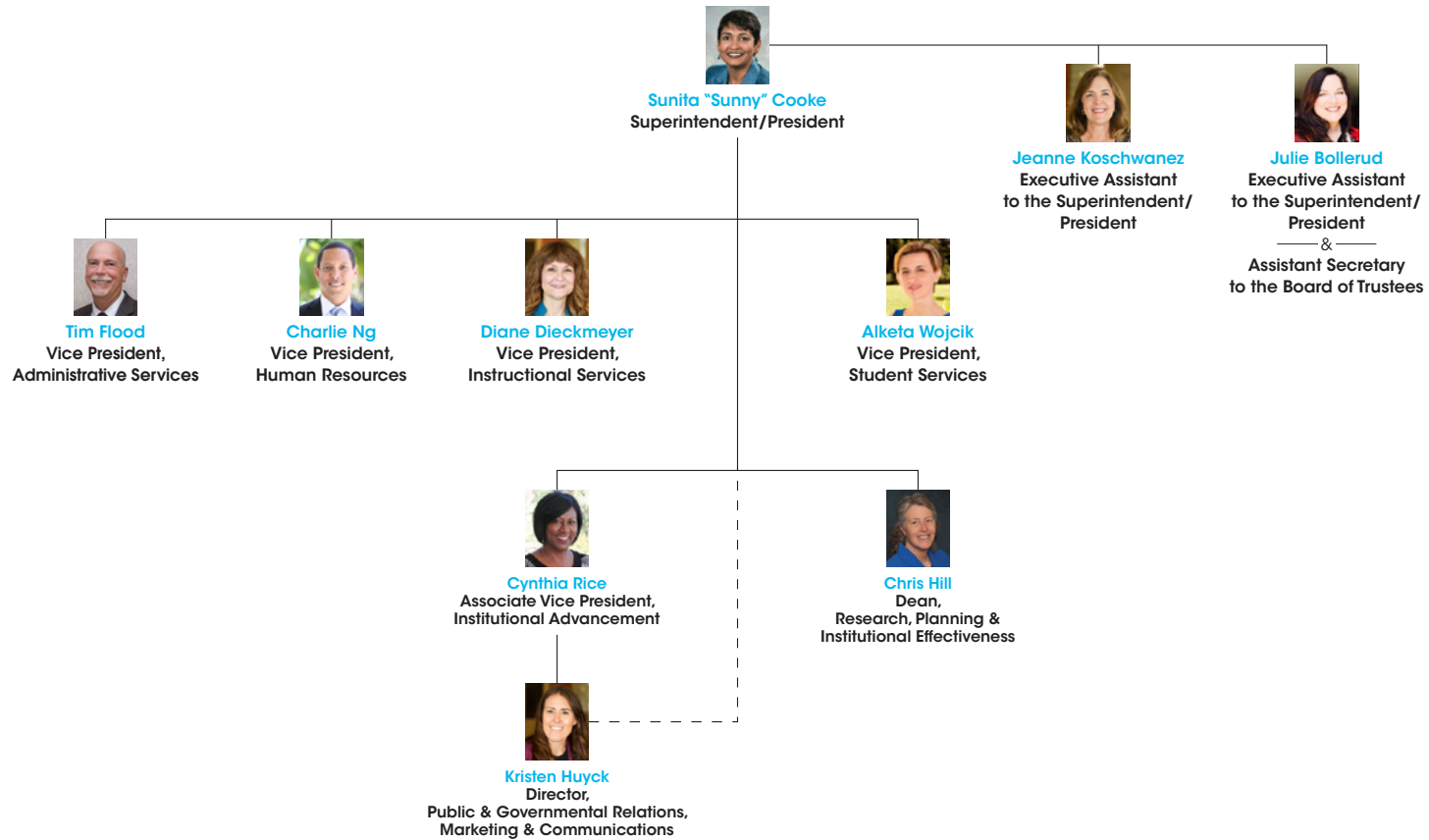
August 2, 2019





Office of the Superintendent/President Functional Chart

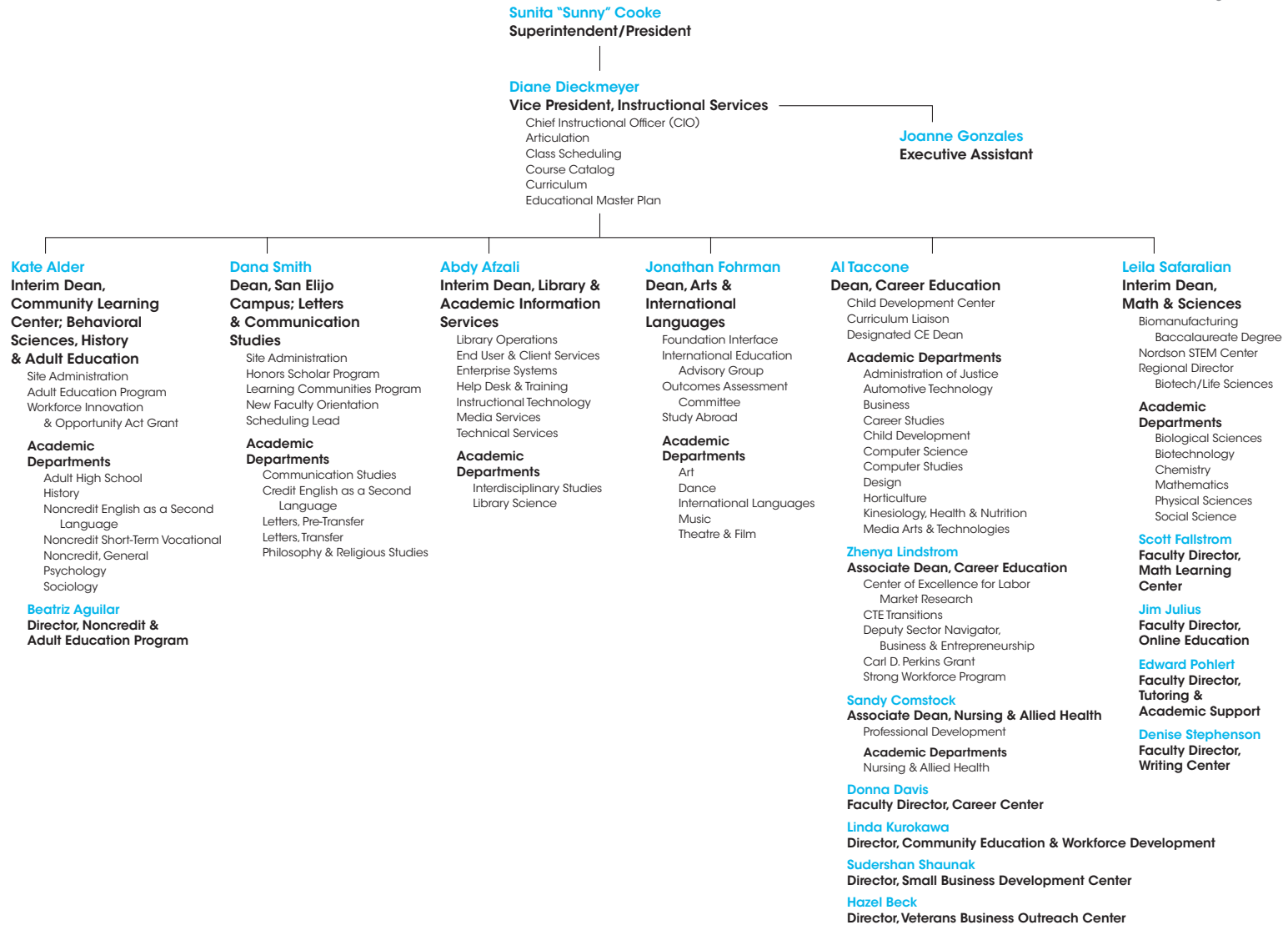
January 30, 2019





Instructional Services Division Functional Chart

August 22, 2019





Student Services Division Functional Chart

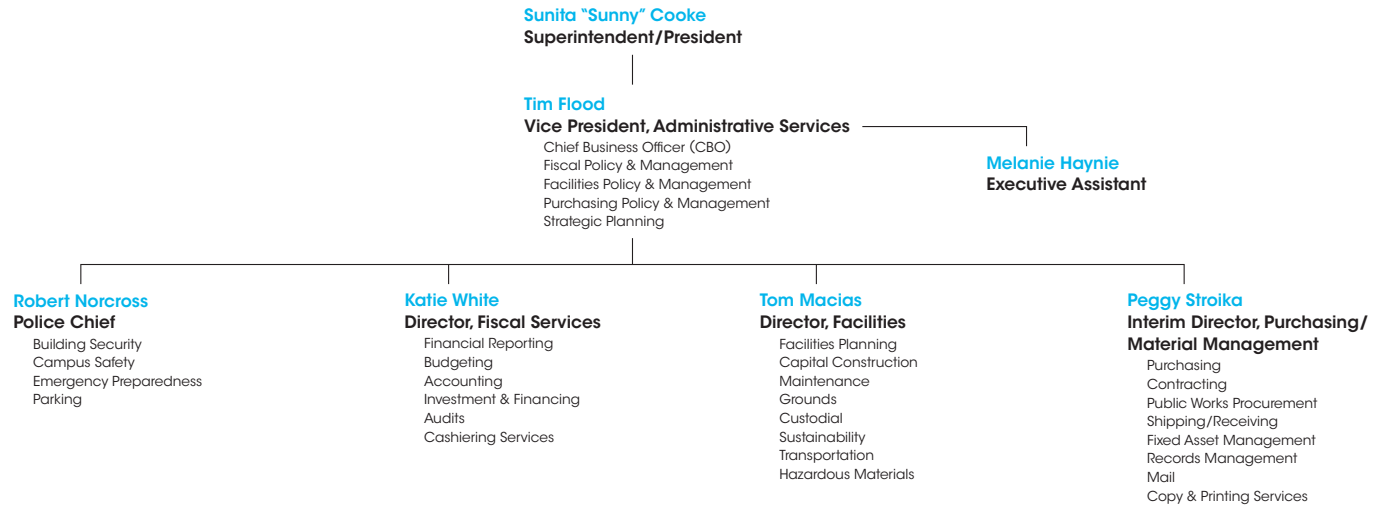
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Administrative Services Division Functional Chart

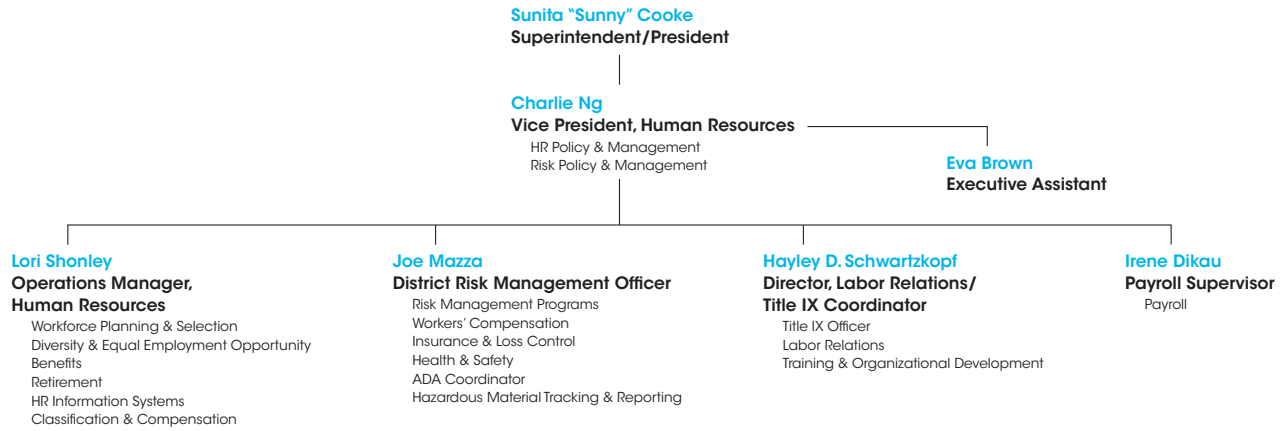
July 24, 2019





Human Resources Division Functional Chart

June 18, 2019



FINANCIAL POLICIES

Delegation of Authority, Business & Administrative Services

(BOARD POLICY 6100)

The Board of Trustees delegates to the superintendent/president the authority to supervise the general business procedures of the district to assure the proper administration of property and contracts; the budget, audit, and accounting of funds; the acquisition of supplies, equipment and property; and the protection of assets and persons. All transactions shall comply with applicable laws and regulations, and with the California Community Colleges Budget and Accounting Manual. The superintendent/president may delegate such authority as necessary to other officers of the district. No contract shall constitute an enforceable obligation against the district until it has been approved or ratified by the board. The superintendent/president shall make appropriate periodic reports to the board and shall keep the board fully advised regarding the financial status of the district.

Budget Preparation (BOARD POLICY 6200)

Each year, the superintendent/president shall present to the Board of Trustees a budget prepared in accordance with Title 5 and the California Community Colleges Budget and Accounting Manual. The schedule for presentation and review of budget proposals shall comply with state laws and regulations and provide adequate time for board study. Budget development shall meet the following criteria:

- A. The annual budget shall support the district's mission statement and educational master plan.
- B. Results of program review shall be linked to the annual budget development process.
- C. Assumptions upon which the budget is based are presented to the board for review.
- D. A schedule is provided to the board by December of each year, which includes dates for presentation of the tentative budget, required public hearings, board study sessions, and approval of the final budget. At the public hearings, interested persons may appear and address the board regarding the proposed budget or any item in the proposed budget.
- E. Unrestricted general reserves are defined in Administrative Procedure 6305 but shall be not less than the prudent reserve defined by the California Community Colleges Chancellor's Office as a general fund balance of not less than five percent of expenditures.
- F. Changes in the assumptions upon which the budget was based shall be reported to the board in a timely manner.
- G. Budget projections address long-term goals and commitments.

Budget Management (BOARD POLICY 6250)

The budget shall be managed in accordance with Title 5 and the California Community Colleges Budget and Accounting Manual. Budget revisions shall be made only in accordance with these policies and as provided by law.

Revenues accruing to the district in excess of amounts budgeted shall be added to the district's available reserves, which are available for appropriation only upon a resolution of the board that sets forth the need according to major budget classifications in accordance with applicable law.

Approval by the Board of Trustees is required for changes between major expenditure classifications. Transfers from general reserves to any expenditure classification must be approved by a two-thirds vote of the members of the board. Transfers between expenditure classifications must be approved by a majority vote of the members of the board. Board approval of transfers between major expenditure classifications (Major Object Classifications 10, 20, 30, 40, 50, 60, 70, and 80) may be on a ratification basis. The board may adopt an annual resolution to be filed with the County Superintendent of Schools, permitting the County Superintendent of Schools to originate intrabudget transfers necessary for closing the district's records by authority given under Education Code §70902.

Fiscal Management (BOARD POLICY 6300)

The superintendent/president shall establish procedures to assure that the district’s fiscal management is in accordance with the principles contained in Title 5, §58311, including:

- A. Adequate internal controls exist.
- B. Fiscal objectives, procedures, and constraints are communicated to the Board of Trustees and employees.
- C. Adjustments to the budget are made in a timely manner, when necessary.
- D. The management information system provides timely, accurate, and reliable fiscal information.
- E. Responsibility and accountability for fiscal management are clearly delineated.

The books and records of the district shall be maintained pursuant to the California Community Colleges Budget and Accounting Manual. The books, records, and internal controls of the district shall be compliant with Generally Accepted Government Auditing Standards and/or Generally Accepted Accounting Principles, as applicable. As required by law, the Board of Trustees shall be presented with a quarterly report showing the financial and budgetary conditions of the district. As required by the Budget and Accounting Manual, expenditures shall be recognized in the accounting period in which the liability is incurred, and shall be limited to the amount budgeted for each major classification of accounts and to the total amount of the budget for each fund.

Debt Issuance & Management

(BOARD POLICY 6307)

The superintendent/president shall establish procedures to ensure the district is professionally managing its debt and fulfills its annual debt issuance reporting requirements to the California Debt and Investment Advisory Commission. Procedures shall include:

- A. The purposes for which the debt proceeds may be used.
- B. The types of debt that may be issued.

- C. The relationship of the debt to, and integration with, the district’s capital improvement program or budget, if applicable.
- D. Policy goals related to the district’s planning goals and objectives.
- E. The internal control procedures that the district has implemented, or will implement, to ensure that the proceeds of the proposed debt issuance will be directed to the intended use.

Investments (BOARD POLICY 6320)

The superintendent/president is responsible for ensuring that funds not required for the immediate needs of the district are invested in accordance with law, including California Government Code §§53600, et seq.

Investments shall be made based on the following criteria:

- A. The preservation of principal shall be of primary importance.
- B. The investment program must remain sufficiently liquid to permit the district to meet all operating requirements.
- C. Return on investment shall be sought for funds not required for the immediate needs of the district.

Transactions should be avoided that might impair public confidence.

Financial Audits (BOARD POLICY 6400)

There shall be an annual outside audit of all funds, books, and accounts of the district in accordance with the regulations of Title 5. The superintendent/president shall assure that an annual outside audit is completed. The superintendent/president shall recommend a certified public accountancy firm to the board with which to contract for the annual audit.

FUND DESCRIPTIONS

| GOVERNMENTAL | PROPRIETARY | FIDUCIARY |
|---|---|--|
| Governmental funds are used to track information on resources associated with the district's educational objectives. | Proprietary funds are for tracking district activities similar to those used in private-sector accounting due to their income-producing character. | Fiduciary funds account for assets held on behalf of another party for which the district has some discretionary authority. |
| <p>GENERAL FUND</p> <ul style="list-style-type: none"> ▪ Restricted ▪ Unrestricted <p>DEBT SERVICE</p> <ul style="list-style-type: none"> ▪ Bond Interest & Redemption <p>CAPITAL PROJECTS</p> <ul style="list-style-type: none"> ▪ Capital Outlay Projects ▪ General Obligation Bond | <p>ENTERPRISE FUNDS</p> <ul style="list-style-type: none"> ▪ Bookstore ▪ Cafeteria <p>INTERNAL SERVICE</p> <ul style="list-style-type: none"> ▪ Self-Insurance | <p>TRUST FUNDS</p> <ul style="list-style-type: none"> ▪ Associated Student Government ▪ Student Center Fee ▪ Student Financial Aid ▪ Other Trust Fund |

| FUND | PURPOSE |
|---|--|
| 11 General Fund—Unrestricted | Used to account for resources available for the general district operations and support for educational programs. |
| 12 General Fund—Restricted | Restricted monies are from an external source that requires the monies be used for a specific purpose or purposes. |
| 29 Debt Service | Used only for the accumulation of resources for, and the payment of, other types of general long-term debt principal and interest. |
| 41 Capital Outlay Projects | Used to account for the accumulation and expenditure of monies for the acquisition or construction of significant capital outlay items and scheduled maintenance and special repairs projects. |
| 43 General Obligation Bond | Designated to account for the proceeds from the sale of the bonds under Proposition 39, and the related expenditures related to the acquisition and construction of the projects voted and approved by the local property owners. |
| 51 Bookstore | Receives the proceeds derived from the bookstore operations. All necessary expenses for the bookstore may be paid from generated revenue. |
| 52 Cafeteria | Receives all monies from the sale of food or any other services performed by the cafeteria. Costs incurred from the operation and maintenance of the cafeteria are paid from this fund. |
| 61 Self-Insurance | Used to account for income and expenditures of authorized self-insurance programs. |
| 71 Associated Student Government | These monies are held in trust by the district for its organized student body associations, excluding clubs. |
| 73 Student Center Fee | Accounts for monies collected by the district for the purpose of establishing an annual building and operating fee to finance, construct, enlarge, remodel, refurbish, and operate a student center. |
| 74 Student Financial Aid | Accounts for the deposit and direct payment of government-funded student financial aid. |
| 79 Other Trust Fund | Other Trust Funds are used to account for all other moneys held in a trustee capacity by the college or district. Such funds may be established and maintained in the appropriate country treasury or the governing board may establish a bank account for each trust. |

BUDGET PROCESS

Fund Accounting, Measurement Focus, & Basis of Accounting

The community college fund structure presented here is based largely on concepts and principles contained in Governmental Accounting and Financial Reporting. This structure allows districts to establish any number of funds for internal reporting but requires that all accounts be consolidated for external financial reporting purposes. Fund accounting, therefore, is used as a control device to separate financial resources and ensure that they are used for their intended purposes with the fund as the basic recording entity for reporting specified assets, liabilities, and related transactional movements of its resources.

Generally accepted accounting principles further require that all accounts reported within a single fund group use the same “basis of accounting” for timing the recognition of revenues, expenditures, and transfers. For financial reporting purposes, the district is considered a special purpose government engaged only in business-type activities. Accordingly, the district’s financial statements have been presented using the total economic resources measurement focus and the accrual basis of accounting. The district records revenues and expenses when they occur regardless of the timing of the related cash flow.

Basis of Budgeting

The district budget is a plan of proposed expenditure for operations and estimated revenue for a given period of time called a fiscal year. The budget represents the operational plans of the district in terms of economic decisions. The budgetary accounts have been recorded and maintained in accordance with the Budget and Accounting Manual developed by the California Community Colleges Chancellor’s Office.

Budget Preparation

(ADMINISTRATIVE PROCEDURE 6200)

The annual budget shall support the district’s mission statement and educational master plan. Assumptions upon which the budget is based shall be presented to the Board of Trustees for review. Unrestricted general fund reserves are defined in Administrative Procedure 6305, District Reserves, but shall be not less than the prudent reserve defined by the California Community Colleges Chancellor’s Office as a general fund balance of not less than 5% of expenditures. Material changes in any assumptions upon which the budget was based shall be reported to the board in a timely manner.

Budget projections shall address long-term district goals and commitments. A budget calendar shall be established and approved by the Budget and Planning Committee, including information for the dates of the preliminary, tentative, and final budget presentations.

The preliminary budget review shall be presented to the board in February of each year.

The tentative budget shall be presented to the board no later than July 1, and the final adoption budget no later than September 15. A public hearing on the final adoption budget shall be held on or before September 15. The September 15 deadline may be extended when adoption of the state budget is delayed. On or before September 30, the district shall complete the preparation of its adopted annual financial and budget report and submit a copy to the Chancellor’s Office on or before October 10.

The Budget and Planning Committee will involve the appropriate groups in defining a consultation process for budget development. The vice president, business and administrative services shall be responsible for the timely submission of all financial forms, including the 311 forms required by the Chancellor’s Office.

Budget Management

(ADMINISTRATIVE PROCEDURE 6250)

Budget management shall conform to the following standards:

1. Total amounts budgeted as the proposed expenditure for each major classification of expenditures shall be the maximum expended for that classification for the fiscal year, except as specifically authorized by the Board of Trustees.
2. The term “major classification” shall refer to the major object code classifications from the Budget and Accounting Manual (1000, 2000, 3000...).
3. Transfers may be made from the available reserves to any expenditure classification by written resolution of the board and must be approved by a two-thirds vote of the members of the board.
4. Transfers may be made between expenditure classifications by written resolution of the board and may be approved by a majority of the members of the board. The board approval may be on a ratification basis.
5. The board may adopt an annual resolution to be filed with the County Superintendent of Schools permitting the County Superintendent of Schools to originate intrabudget transfers necessary for closing the district’s records. Excess funds must be added to the general reserve of the district and are not available for appropriation except by resolution of the board setting forth the need according to major classification.
6. Transfers of money within the same major classification of accounts may be made without prior board approval.

The district’s budget development and management process exhibits the following budgetary principles:

1. The Board of Trustees vests in the superintendent/president the authority and responsibility to implement the approved annual budget while exercising its appropriate oversight responsibilities.
2. The budgeting process is transparent in design and application to include the district’s compliance with the 50% Law, the 75:25 Ratio for full-time and associate faculty, and the other required standards established by the state.
3. All divisions and programs are the subject of a program review process.

Resource Allocation

Resource allocation processes link institutional program reviews and institutional objectives to the resources needed to accomplish the institutional goals identified in the Comprehensive Master Plan (CMP). The guiding principles for all resource allocation processes are as follows:

1. Resources include all assets of the district, including its fiscal resources, personnel, facilities, equipment, and the time and talents of its faculty, staff, and administrators.
2. The processes for allocating resources are transparent. All members of the district community are informed about the process and components of planning that lead to resource allocations.
3. The resource allocation process begins with a review of the effectiveness of prior years’ resource allocations and a forecast of potential funds for faculty, staff, and administrative positions and the institutional program review assessments and plans.
4. Priority is given to resource requests that support:
 - Achievement of institutional goals and objectives
 - Health, safety, and accessibility
 - Compliance/legal requirements

To ensure a clear link between planning and resource allocation, the responsible party for a specific action plan includes the request for funding in the resource allocation process that links to the program review. In addition, the Budget and Planning Committee (BPC) assesses funding requests based on a rubric that requires funding requests to address the link between the request and:

- The district's mission statement
- Institutional program review
- Institutional objectives and action plans
- Student learning outcomes, administrative unit outcomes, or service area outcomes
- Assessment measures/evaluation plan

Budget Calendar

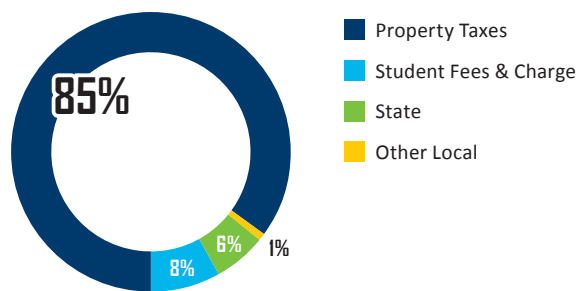
| | | |
|--|--|--|
| <p>APRIL 2019</p> <ul style="list-style-type: none"> ▪ Development of 2019-20 budget by each department | <p>MAY 2019</p> <ul style="list-style-type: none"> ▪ BPC reviews draft of TENTATIVE 2019-20 budget | <p>JUNE 2019</p> <ul style="list-style-type: none"> ▪ Board of Trustees workshop for TENTATIVE 2019-20 budget ▪ Board of Trustees approves TENTATIVE 2019-20 budget |
| <p>JULY 2019</p> <ul style="list-style-type: none"> ▪ State of California enacts 2019-20 budget | <p>AUGUST 2019</p> <ul style="list-style-type: none"> ▪ BPC reviews draft of FINAL 2019-20 budget | <p>SEPTEMBER 2019</p> <ul style="list-style-type: none"> ▪ Board of Trustees workshop for FINAL 2019-20 budget ▪ Board of Trustees approves FINAL 2019-20 budget |
| <p>OCTOBER 2019</p> <ul style="list-style-type: none"> ▪ Submit ADOPTED 2019-20 budget and prior year financial report (311 Annual Report) to California Community Colleges Chancellor's Office | <p>FEBRUARY 2020</p> <ul style="list-style-type: none"> ▪ Board of Trustees reviews status of 2019-20 budget ▪ Board of Trustees approves assumptions/directions for 2020-21 budget | <p>APRIL 2020</p> <ul style="list-style-type: none"> ▪ Development of 2020-21 budget by each department |

REVENUES

General Fund—Unrestricted

The General Fund, Unrestricted is the primary operating fund of the district. It is used to account for those transactions that, in general, cover the full scope of operations of the district (instruction, administration, student services, and maintenance and operations). There are three major sources of revenue available to the district for this fund. These include local property taxes, enrollment fees, and state apportionment. The remaining revenue sources include interest, mandated costs, and other local fees.

FY2019–20 UNRESTRICTED GENERAL FUND REVENUES



Property Taxes

The largest source of revenue for the district comes from property taxes. The County of San Diego Tax Assessor’s Office is responsible for the assessment of all taxable real property. Secured property taxes attach as an enforceable lien on property as of January 1. Taxes are payable in two installments on November 1 and February 1. Unsecured property taxes are payable in one installment on or before August 31. The County of San Diego bills and collects the taxes on behalf of the district. The assumptions used to project property tax revenue are based on information compiled by the county on locally assessed values within the district’s boundaries.

Assessed values have increased in San Diego County and within the district’s boundaries. As a result, property tax revenue is expected to increase and is budgeted at 5.4% (\$5.7 million), the same growth rate as the prior year actuals.

Enrollment Fees

The cost of enrollment fees is determined by the state of California. The current fee is \$46 per unit and an additional \$265/unit for nonresidents of California. The district establishes a budget for enrollment fees based on current enrollment data and past trends. The information is evaluated by the Enrollment Management Committee and a recommendation for the upcoming fiscal year is determined. The full-time equivalent student (FTES) projection for FY2019–20 is expected to be the same level as last year, with slightly lower enrollment revenue at \$7.8 million due to additional waivers from the College Promise Grant. Enrollment fees from Community Education (not-for-credit) is projected at \$2.5 million. The total enrollment fees revenue makes up 8% of the general unrestricted revenues.

Proposition 55—Education Protection Account/ Other State Revenue

Proposition 30, The Schools & Local Public Safety Protection Act of 2012, passed in November 2012. This proposition temporarily raised the sales and use tax by .25% for four years (ended December 2016) and raised the income tax rate for high-income earners for seven years (ending December 2018) to provide continuing funding for local school districts and community colleges. Proposition 55, the California extension of the Proposition 30 Income Tax Increase Initiative, was approved in November 2016 to continue the income tax portion for 12 more years through December 2030. The Education Protection Account (EPA) revenue is accounted for in the General Fund and the district is expected to receive \$1.0 million annually (\$100 per FTES) from this revenue source in FY2019–20. Other unrestricted state revenues include mandated block grants, state lottery funds, and state tax subvention revenue. A new Governmental Accounting Standards Board rule requires community colleges to report the state’s direct contribution to the CalSTRS pension plan in both the revenue and expenses for a zero dollar (\$0) impact to the fund balance (MCCD does not receive nor spend this; it is only for reporting and accounting purposes). The projected revenue and expenses are \$3.3 million. The unrestricted revenue from the state is 6.6%.

Other Local Revenues

Additional revenue generated from Other Local Sources includes the following fees: course fees, transcripts fees, testing fees, student ID cards, and business development contracts.

Highlights of General Fund—Restricted & Other Funds

Revenues in these funds are restricted by the parameters of each respective fund in accordance with the California Community Colleges Budget and Accounting Manual.

General Fund—Restricted

General Fund, Restricted revenues are specifically restricted by laws, regulations, donors, or other outside agencies as to their expenditures. Such externally imposed restrictions are to be contrasted with internally created designations imposed by the Board of Trustees on unrestricted monies.

Federal restricted grants are projected at \$6.5 million. The largest grant is from the Department of Labor (DOL) America’s Promise Job-Driven Grant Program for \$6 million that was awarded in FY2016–17 and will be received and spent over several years.

State restricted revenues are projected at \$20.2 million, primarily from general categorical programs:

- Student Equity & Achievement
- Student Financial Aid Programs (BOG Fee Waivers and SFAA—Student Financial Aid Administration)
- Student Success Completion
- EOPS—Extended Opportunity Programs & Services
- CARE—Cooperative Agencies Resources for Education
- DSPS—Disabled Students Programs & Services
- CalWORKs—California Work Opportunities and Responsibility to Kids
- Veteran Resource Center
- EEO—Equal Employment Opportunity
- Part-Time Faculty Compensation

- Strong Workforce Program
- PPIS—Physical Plant & Instructional Support
- Nursing Education
- California College Promise
- Adult Education Program
- Guided Pathways

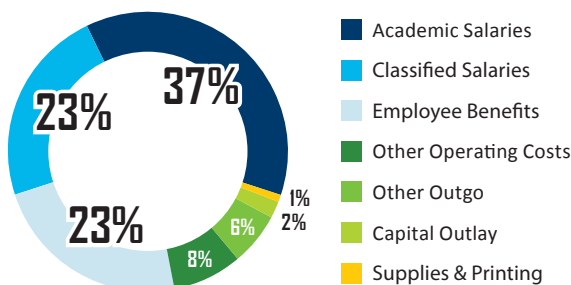
Locally restricted revenues are projected at \$1.7 million, primarily from health service and parking fees. These fees typically correlate to enrollment patterns.

EXPENDITURES

General Fund—Unrestricted

There are six major object codes to record the district’s expenditures. These object codes include academic salaries, classified salaries, benefits, supplies, other expenses and services, and capital outlay.

FY2019–20 UNRESTRICTED GENERAL FUND EXPENDITURES



Academic & Classified Salaries and Benefits

Salaries and employee benefits are the district’s greatest expense, accounting for approximately 83% of the annual operating budget. Academic salaries are budgeted at \$49.7 million, which represents an increase from last year due to the approval of two new, full time faculty positions. Classified salaries are budgeted at \$30.1 million. Both increase in

salaries are due to replacement of vacant positions, annual salary step-and-column increases, and a 0.50%–2.25% cost-of-living adjustment (COLA) increase. The expenditures for benefits is expected to increase due to the following factors: CalSTRS rate increase from 16.28% to 17.1%, CalPERS rate increase from 18.06% to 19.72%, and a 4% annual increase for health benefits.

Implementation of the job classification and salary compensation benchmark study will also contribute to some of the increase over the next two years.

Supplies & Other Operating Expenses

The budgets for supplies and Other Operating Expenses is projected to be higher due to inflationary costs.

Other Outgo

The budget for Other Outgo are inter-fund transfers from the general unrestricted fund to other special use funds: Fund 41—Capital Outlay, Fund 52—Cafeteria, and Fund 61—Self-Insurance. Total Other Outgo transfers are budgeted at \$8.1 million, an increase of \$1.2 million from the prior year. Transfer to Fund 41 for technology is budgeted at \$4.6 million, an increase of \$2 million in support of the cost of a new Enterprise Resource Planning (ERP) system and implementation. In addition, transfers to Fund 41 for facilities is budgeted at \$1.2 million for ongoing facilities projects (not covered by the general obligation bond) and an additional \$2 million for facilities reserves.

Highlights of General Fund—Restricted & Other Funds

General Fund—Restricted

Expenses are budgeted at the same level as the projected restricted funding sources. Some restricted funding sources allow carryovers up to the end of the grant contract or categorical funds with specified end dates. Thus expenses will vary year to year from new grants, spend down of grants, and allowable carryovers.

Capital Projects Funds

Expenses in Fund 41—Capital Outlay Projects are in support of ongoing technology and facility needs for the college that are not funded by the general obligation bond. Fund 43—General Obligation Bond is a fund established with the passage of the \$455 million general obligation bond (Measure MM) in November 2016. The first issue of the bonds sold in August 2017 for \$100 million; these funds will be used for new buildings and improvement/renovations of existing buildings. Future bond issues will be sold for phase II and phase III of the Master Facilities Plan Update. See section Resource Allocation (page 59) for additional information.

All Other Funds

Other Fund Expenses are budgeted based on the projected revenues for those respective funds. See each fund statement sections for additional information.

FISCAL YEAR 2019-20 BUDGETED REVENUES, EXPENDITURES & CHANGES IN FUND BALANCE

| | GENERAL FUND | | DEBT SERVICE | CAPITAL PROJECTS | | ENTERPRISE FUNDS | | INTERNAL SERVICE | TRUST FUNDS | | | TOTAL |
|---|-------------------|--------------------|------------------|------------------|-------------------------|------------------|----------------|------------------|-------------------------------|--------------------|-----------------------|---------------------|
| | RESTRICTED | UNRESTRICTED | BONDS/ INTEREST | CAPITAL PROJECTS | GENERAL OBLIGATION BOND | BOOKSTORE | CAFETERIA | SELF-INSURANCE | ASSOCIATED STUDENT GOVERNMENT | STUDENT CENTER FEE | STUDENT FINANCIAL AID | ALL FUNDS |
| REVENUES | | | | | | | | | | | | |
| TOTAL FEDERAL REVENUES | \$6,576,747 | — | — | — | — | — | — | — | — | — | \$18,090,000 | \$24,666,747 |
| TOTAL STATE REVENUES | 20,190,487 | \$8,598,055 | — | — | — | — | — | — | — | — | 2,427,681 | 31,216,223 |
| TOTAL LOCAL REVENUES | 1,696,193 | 121,671,908 | \$10,000 | \$960,000 | \$1,100,000 | \$202,300 | \$26,000 | \$2,000 | \$28,000 | \$112,000 | — | 125,808,401 |
| OTHER FINANCING SOURCES | | | | | | | | | | | | |
| Incoming Transfers | — | — | — | 8,434,732 | — | — | 110,000 | 50,000 | 125,000 | — | — | 8,719,732 |
| Proceeds from Financing | — | — | — | — | — | — | — | — | — | — | — | — |
| Sale of Fixed Assets | — | 20,000 | — | — | — | — | — | — | — | — | — | 20,000 |
| NET OTHER FINANCING SOURCES | — | 10,000 | — | 6,600,000 | — | — | 145,000 | 50,000 | 125,000 | — | — | 6,930,000 |
| TOTAL REVENUES | 28,463,427 | 130,289,963 | 10,000 | 9,394,732 | 1,100,000 | 202,300 | 136,000 | 52,000 | 153,000 | 112,000 | 20,517,681 | 190,431,103 |
| EXPENDITURES | | | | | | | | | | | | |
| Academic Salaries | 3,443,670 | 49,651,267 | — | — | — | — | — | — | — | — | — | 53,094,937 |
| Classified Salaries | 8,550,771 | 30,116,136 | — | 94,080 | — | 15,000 | 5,000 | — | 15,000 | 78,000 | — | 38,873,987 |
| Employee Benefits | 4,130,881 | 30,999,724 | — | 47,648 | — | 7,260 | 2,092 | — | 1,600 | 28,900 | — | 35,218,105 |
| Supplies & Printing | 1,355,420 | 1,952,232 | — | 9,542 | 40,000 | — | 3,360 | 5,000 | 60,000 | 2,000 | — | 3,427,554 |
| Other Operating Costs | 4,121,154 | 10,563,277 | 1,300 | 1,487,128 | 450,000 | 48,500 | 125,548 | 75,000 | 60,900 | 8,000 | — | 16,940,807 |
| Capital Outlay | 3,019,569 | 2,404,142 | — | 6,836,998 | 61,155,852 | — | — | 30,000 | 500 | 60,000 | — | 73,507,061 |
| Other Outgo | 1,880,307 | 8,065,700 | 786,983 | — | — | 170,000 | — | — | 15,000 | — | 20,517,681 | 31,435,671 |
| Contingencies & Suspense | — | — | — | 1,000,000 | — | — | — | 30,000 | — | 40,000 | — | 1,070,000 |
| TOTAL EXPENDITURES | 26,501,772 | 133,752,478 | 788,283 | 9,475,396 | 61,645,852 | 240,760 | 136,000 | 140,000 | 153,000 | 216,900 | 20,517,681 | 253,568,122 |
| REVENUES OVER/(UNDER) EXPENDITURES | 1,961,655 | (3,462,515) | (778,283) | (80,664) | (60,545,852) | (38,460) | — | (88,000) | — | (104,900) | (0) | (63,137,018) |
| FUND BALANCE | | | | | | | | | | | | |
| FUND BALANCE, JULY 1 | 2,513,056 | 30,742,377 | 778,283 | 9,613,188 | 71,673,800 | 590,028 | 85,784 | 350,930 | 187,712 | 139,947 | — | 116,675,105 |
| FUND BALANCE, JUNE 30 | 4,474,711 | 27,279,862 | — | 9,532,524 | 11,127,948 | 551,568 | 85,784 | 262,930 | 187,712 | 35,047 | (0) | 53,538,087 |
| FUND BALANCE % OF EXPENDITURE | 16.9% | 20.4% | | | | | | | | | | |

FUNDS

Fund 11 General Fund—Unrestricted

The Unrestricted General Fund is the primary operating fund of the district. It is used to account for those transactions that, in general, cover the full scope of operations of the district (instruction, administration, student services, and maintenance and operations).

The largest source of revenue in the general fund comes from property taxes. The assumptions used to project the FY2019–20 property taxes are based on the County of San Diego’s Assessor’s Office assessed property values for the district. The district property tax revenue is projected to be \$110.5 million in FY2019–20, an increase of 5.4% (\$5.7 million) from the FY2018–19 receipt of \$104.9 million.

The district will continue to receive revenue from Proposition 55, the California extension of Proposition 30 (EPA-Education Protection Account) Income Tax Increase Initiative that was approved in November 2016 to continue the income tax portion for 12 more years through December 2030. The EPA is accounted for in the General Fund and the district is expected to receive \$1.0 million annually (\$100 per FTES) from this revenue source in FY2019–20. Proposition 30, the Schools and Local Public Safety Protection Act of 2012 (EPA) temporarily raised the sales and use tax by .25 cents for four years (which ended in December 2016) and raised the income tax rate for high income earners for seven years (ends in December 2019).

Other state revenues that are accounted for in the general fund are Lottery funds estimate of \$1.7 million.

Revenue generated from Other Local Sources includes the following fees: enrollment fees and nonresident fees, course fees, transcripts fees, testing fees, and Community Education enrollment fees.

Expenditures budgeted for the FY2019–20 Final Budget total \$133.8 million. The Academic and Classified salaries along with benefits represent 82.8% of total expenses. The combined total of salaries and benefits for FY2019–20 reflects an increase of \$7.2 million from the FY2018–19

actual. This is primarily due to higher contributions for CalSTRS and CalPERS due to higher rates (annual increase is estimated at \$1.2 million) the annual increases of salaries from the step and column schedules, increase of COLA (cost of living adjustments), the second year of the class and compensation implementation. In addition, planned hires of two new full time faculty and hiring of classified staff vacant positions.

The budget for Supplies/Printing, Other Operating Costs and Capital Outlay are budgeted at \$14.9 million, relatively flat from prior year’s budget, but an increase of \$1.5 million from prior year actuals.

The resource allocation request from Program Review was finalized in June with a budget of \$0.8 million for on-going and one-time needs.

Expenditures in the Other Outgo category of \$8.1 million represents the transfers from the General Fund to the following funds as incoming revenue: Fund 41—Capital Outlay Projects (\$7.8 million), Fund 61—Self-Insurance, and Fund 52—Cafeteria. Transfer to Fund 74—Student Financial Aid are for general fund match on certain Financial Aid programs.

Fund 12 General Fund—Restricted

General Fund restricted resources are specifically restricted by laws, regulations, donors or other outside agencies as to their expenditures. Such externally imposed restrictions do not include internally designated restrictions imposed by governing boards on unrestricted moneys. (The district will change the fund number from Fund 11 to Fund 12 for general fund restricted with the implementation of the new financial system to be in line with Chancellor’s office fund numbers). Matching contributions for categorical programs and other programs are included in the Unrestricted General Fund.

The Restricted General Fund balance consists of allowable carryover amounts from FY2018–19 to FY2019–20 of unspent funds.

Federal restricted awards include:

- College Work Study
- GEAR-UP (Gaining Early Awareness & Readiness for Undergraduate Programs)
- Perkins for Career & Technical Education
- Adult Basic Education Programs
- Small Business Development Center Trade & Commerce funds
- America's Promise Grant, DOL (Department of Labor)

State restricted categorical and grant programs include:

- Student Equity & Achievement
- Student Financial Aid Programs
- Student Success Completion
- EOPS—Extended Opportunity Programs & Services
- CARE—Cooperative Agencies Resources for Education
- DSPS—Disabled Student Programs & Services
- CalWORKs—California Work Opportunities & Responsibility to Kids
- EEP—Equal Employment Opportunity
- Part-Time Faculty Compensation
- Strong Workforce Program
- PPIS—Physical Plant & Instructional Support
- Nursing Education
- California College Promise
- Adult Education Program
- Guided Pathways
- Veteran Resource Center

Local restricted resources are primarily from health service fees and parking fees. To some extent, these fees typically correlate with enrollment patterns.

Fund 29 Debt Service

The Debt Service Fund is used for the payment of long term debt principal and interest from the borrowing and/or issues (sale) of long term debt bonds. Funds are transferred from the general fund to the Debt Service fund to process the debt payments.

In 2006, the district entered into a debt financing agreement with SunTrust for the energy conservation retrofit projects; final payment on the lease agreement with SunTrust was in FY2017–18 for \$128 thousand.

In 2010, the district issued a lease revenue bond of \$3.1 million for capital improvements for the Community Learning Center. The debt matures in 2020 and the total debt remaining balance of \$152.2 thousand will be paid in spring 2020. The remaining reserves of \$634.7 thousand will be transferred to Fund 41 for the ERP project that will result with an ending reserve balance of \$0 in Fund 29.

Fund 41 Capital Outlay Projects

The Capital Outlay Projects Fund is used to account for financial resources to be used for the acquisition or construction of major capital facilities. Other activities recorded in this fund are improvements or extensions to the life of existing capital facilities, including major repair and remodeling projects such as scheduled maintenance.

The district may provide for the accumulation of moneys over a period of years for specific capital outlay purposes through inter-fund transfers of general purpose moneys into this fund. Income in this fund is generated through annual inter-fund transfers from the General Fund to support facilities projects and information technology costs. Other Local Revenue of \$438 thousand for FY2016–17 was the Foundation raised funds for the STEM Center project transferred to Fund 41. The inter-fund transfer for FY2019–20 will increase to \$8.4 million (\$7.8 million from Fund 11 and \$0.6 million from Fund 29).

The expenditures in the Capital Outlay Projects Fund will vary by project and duration from single-year to multi-year that span several fiscal years. Technology expenses in software and hardware costs are budgeted at \$1.6 million for on-going support services and \$3.3 million for the ERP project. Facilities scheduled maintenance and new projects are budgeted at \$3.6 million and \$1.0 million contingency for unforeseen repair/maintenance potential need.

Fund 43 General Obligation Bond

In November 2016, the voters approved Measure MM, General Obligation Bond Measure with 62.39% of the votes (minimum requirement was 55%). The \$455 million bond will fund facilities projects outlined in the Facilities Master Plan.

In September 2017, the first issue of the general obligation bond was sold and the district received \$100 million to be used in the next three years. \$12.1 million was transferred to an escrow account for the payment of the 2015 Lease Purchase debt obligation and \$300 thousand was for cost of issuance of the bond. The remaining fund of \$87.6 million will fund the phase I projects of the Facilities Master Plan. The interest earned on the bond fund balance was 2.27% in FY2018–19, from the county's pooled investments. In order to comply with the tax-exempt status of the bond, the interest earned must be lower than 2.583%. The capital project expense-to-date at the end of FY2018–19 was \$18.0 million, with the majority of funds to be spent in FY2019–20 with a budget of \$61.6 million, for a combined total of \$79.6 million that results with 90% total spending by September 2020. For the tax exempt bonds, the district must spend at least 85% within the first three years from the sale of the bonds.

Fund 51 Bookstore

The bookstore is operated by a third-party company and the district receives commission revenues of approximately \$200,000 annually. All proceeds are to support student-based activities and funds are transferred to the Cafeteria Fund 52 (\$45 thousand) and the Associated Student Government Fund 71 (\$125 thousand), reflected in the Other Outgo line.

The district is reimbursed for equipment, facilities maintenance and replacement, insurance, and fifteen percent of an Accounting Technician's salary and benefits that is reflected on the Expenditure section.

Fund 52 Cafeteria

The agreement for food services includes both the Oceanside Campus (OC) and San Elijo Campus (SAN). The service offered at SAN historically resulted in a net loss to the Food Service Fund. The projected loss for FY2019–20 will be offset by a transfer from the Unrestricted General Fund (\$65 thousand) and the Bookstore Fund (\$45 thousand). The district could eliminate the loss in the Food Service Fund by radically reducing hours of service and reducing the quality of the operations. The district has chosen to maintain its quality food services as an additional incentive for students to remain on campus and, hopefully, enjoy a better chance of educational success. The future loss in this fund may diminish over time as a result of expanded course offerings at SAN.

Fund 61 Self-Insurance

The Self-insurance Fund is used for payments of insurance policy deductibles and any uninsured perils. All insurance premium payments are paid from general funds and are listed under Other Operating Expenses in the Unrestricted General Fund budget. A transfer from the General Fund is processed yearly to cover the anticipated deductibles and uninsured losses when necessary.

Insurance for property and liability losses is provided through the San Diego County Schools Risk Management Joint Powers Authority.

The Self-Insurance Fund expenses varies annually. Due to the uncertain nature of insurance needs, the district budgets a contingency expense of \$30,000 with a projected fund ending balance of \$263 thousand.

Fund 71 Associated Student Government

The Associated Student Government sources of funds are the sale of ID cards and incoming transfers from the bookstore proceeds with an annual budget of \$153 thousand. All expenditures are approved by a district administrator and is audited as part of the overall annual district audit.

Fund 73 Student Center Fee

The restricted Student Center Fee Fund is used to account for funds collected from students for the construction, remodel, and operation of the Student Center. The Associated Student Government and the district administration jointly determine the projects to be funded with a portion of the Student Center fees collected. Recommended projects to be funded are determined at a Student Senate meeting in the coming fiscal year. The Student Center and clubroom remodel project was a two-year project in FY2015–16 and FY2016–17 (Capital Outlay line).

The Student Center Fee Fund FY2019–20 revenue budget is \$112 thousand and expense budget is \$216.9 thousand, which results with a fund ending balance of \$35 thousand. \$100 thousand of the expense budget is for equipment and contingency. If the need does not occur, then the fund ending balance will be \$135 thousand.

Fund 74 Student Financial Aid

The district is required to establish and maintain a specific fund for certain types of financial aid programs. The allowable expenditures are strictly regulated by the funding sources, and any unused budget must be returned to the funding agency. Due to the regulations requiring the return of any unused student financial aid funds, no beginning or ending balance is reflected. The budget for FY2019–20 is projected at \$20.5 million.

Fund 79 Other Trust Fund

Other trust funds are used to account for all other moneys held in a trustee capacity by the district for individuals, organizations, or clubs. Such funds may be established and maintained in the county treasury or a bank account for each trust. The district is a member of the Community College League of California's Retiree Health Benefit JPA (Joint Power Authority) who works in conjunction with US Bank and Meketa Investment group under the direction of the JPA directors. The district's trust account is invested in the Balanced Fund, where the portfolio is 50% equity and 50% fixed income, with a target annual rate of return of 6%.

The district established a trust fund for the Other Post Employment Benefit (OPEB) retiree health benefit cost liability. While it is not required to establish a trust fund for the accrued future liability, it is fiscally prudent to establish a trust fund to ensure that the accrued liability is funded (similar to funding a pension plan). Starting in FY2018–19, the district created Fund 79 in the financial system to record the trust balance and activities (revenue from dividends and market changes and trust management fees). At the end of FY2018–19, the trust ending balance was \$26.8 million, with a rate of return of 5.9%. Based on the June 2019 actuarial study, the district is 100% funded for accrued liabilities.

BUDGETED REVENUES & EXPENDITURES BY FUND

Total All Funds

| | FY2017-18 ACTUAL | FY2018-19 ACTUAL UNAUDITED | FY2019-20 FINAL BUDGET |
|--|---------------------|----------------------------------|------------------------------|
| REVENUES | | | |
| <i>FEDERAL REVENUES</i> | | | |
| Higher Education Act | \$1,325,147 | \$1,656,640 | \$2,554,609 |
| Student Financial Aid | 18,351,869 | 18,267,685 | 18,115,000 |
| Perkins: Vocational & Technical Education Act (VTEA) | 411,172 | 389,955 | 417,902 |
| Temporary Assistance for Needy Families (TANF) | 68,616 | 64,646 | 64,623 |
| Veterans Education | 8,709 | 5,420 | 31,507 |
| Workforce Investment Act (WIA) | 190,487 | 28,735 | — |
| Other Federal Revenues | 2,364,495 | 3,011,804 | 3,483,106 |
| TOTAL FEDERAL REVENUES | 22,720,495 | 23,424,885 | 24,666,747 |
| <i>STATE REVENUES</i> | | | |
| General Apportionments | 968,771 | 1,301,988 | 1,296,932 |
| General Categorical Programs | 12,170,435 | 12,425,677 | 14,041,914 |
| Reimbursable Categorical | 2,671,494 | 3,337,270 | 4,764,455 |
| Other Special State Funding | 1,239,480 | 1,181,685 | 2,766,990 |
| Other State Revenues | 2,604,627 | 5,754,668 | 4,743,932 |
| State Non-Tax Revenue | 3,022,371 | 2,946,036 | 2,942,000 |
| State Tax Subventions | 666,353 | 664,900 | 660,000 |
| TOTAL STATE REVENUES | 23,343,531 | 27,612,225 | 31,216,223 |
| <i>LOCAL REVENUES</i> | | | |
| Local Property Taxes | 99,460,854 | 104,864,424 | 110,527,103 |
| Student Fees & Charges | 13,682,662 | 11,834,428 | 11,775,553 |
| Contract Services | 43,743 | 171,545 | 155,648 |
| Interest & Investment Income | 1,598,621 | 3,066,759 | 1,876,300 |
| Rentals & Leases | 135,722 | 164,578 | 95,800 |
| Sales & Commissions | 308,045 | 363,617 | 311,000 |
| Other Local Revenues | 1,159,869 | 880,515 | 1,066,997 |
| TOTAL LOCAL REVENUES | 116,389,517 | 121,345,865 | 125,808,401 |
| <i>OTHER FINANCING SOURCES</i> | | | |
| Incoming Transfers | 6,159,853 | 6,873,615 | 8,719,732 |
| Proceeds from Financing | 100,000,000 | — | — |
| Sale of Fixed Assets | 16,014 | 38,849 | 20,000 |
| NET OTHER FINANCING SOURCES | 106,175,866 | 6,912,463 | 8,739,732 |
| TOTAL REVENUES | 268,629,410 | 179,295,439 | 190,431,103 |

(continued on next page)

Total All Funds *(continued)*

| | FY2017-18 ACTUAL | FY2018-19 ACTUAL UNAUDITED | FY2019-20 FINAL BUDGET |
|---|---------------------|----------------------------------|------------------------------|
| EXPENDITURES | | | |
| Academic Salaries | 48,700,112 | 50,634,202 | 53,094,937 |
| Classified Salaries | 32,157,825 | 34,958,717 | 38,873,987 |
| Employee Benefits | 31,583,011 | 33,134,168 | 35,218,105 |
| Supplies & Printing | 2,590,144 | 2,670,840 | 3,427,554 |
| Other Operating Costs | 14,136,254 | 14,334,062 | 16,940,807 |
| Capital Outlay | 17,217,731 | 21,974,892 | 73,507,061 |
| Other Outgo | 39,700,879 | 28,754,796 | 31,435,671 |
| Contingencies & Suspense | — | — | 1,070,000 |
| TOTAL EXPENDITURES | 186,085,957 | 186,461,676 | 253,568,122 |
| REVENUES OVER/(UNDER) EXPENDITURES | 82,543,453 | (7,166,238) | (63,137,018) |
| FUND BALANCES | | | |
| FUND BALANCE, JULY 1 | 41,297,890 | 123,841,343 | 116,675,105 |
| FUND BALANCE, JUNE 30 | 123,841,343 | 116,675,105 | 53,538,087 |

Fund
11&12

General Fund—Total

| | FY2017-18 ACTUAL | FY2018-19 ACTUAL UNAUDITED | FY2019-20 FINAL BUDGET |
|--|---------------------|----------------------------------|------------------------------|
| REVENUES | | | |
| <i>FEDERAL REVENUES</i> | | | |
| Higher Education Act | \$1,325,147 | \$1,656,640 | \$2,554,609 |
| Student Financial Aid | 21,565 | 23,525 | 25,000 |
| Perkins: Vocational & Technical Education Act (VTEA) | 411,172 | 389,955 | 417,902 |
| Temporary Assistance for Needy Families (TANF) | 68,616 | 64,646 | 64,623 |
| Veterans Education | 8,709 | 5,420 | 31,507 |
| Workforce Investment Act (WIA) | 190,487 | 28,735 | — |
| Other Federal Revenues | 2,364,495 | 3,011,804 | 3,483,106 |
| TOTAL FEDERAL REVENUES | 4,390,191 | 5,180,725 | 6,576,747 |
| <i>STATE REVENUES</i> | | | |
| General Apportionments | 968,771 | 1,301,988 | 1,296,932 |
| General Categorical Programs | 9,995,259 | 10,075,712 | 11,614,233 |
| Reimbursable Categorical | 2,671,494 | 3,337,270 | 4,764,455 |
| Other Special State Funding | 1,239,480 | 1,181,685 | 2,766,990 |
| Other State Revenues | 2,604,627 | 5,754,668 | 4,743,932 |
| State Non-Tax Revenue | 3,022,371 | 2,946,036 | 2,942,000 |
| State Tax Subventions | 666,353 | 664,900 | 660,000 |
| TOTAL STATE REVENUES | 21,168,355 | 25,262,260 | 28,788,542 |
| <i>LOCAL REVENUES</i> | | | |
| Local Property Taxes | 99,460,854 | 104,864,424 | 110,527,103 |
| Student Fees & Charges | 13,560,297 | 11,725,256 | 11,665,553 |
| Contract Services | 43,743 | 171,545 | 155,648 |
| Interest & Investment Income | 517,382 | 943,185 | 600,000 |
| Rentals & Leases | 43,904 | 164,378 | 94,800 |
| Sales & Commissions | 90,427 | 94,085 | 85,000 |
| Other Local Revenues | 1,129,896 | 842,731 | 239,997 |
| TOTAL LOCAL REVENUES | 114,846,503 | 118,805,605 | 123,368,101 |
| <i>OTHER FINANCING SOURCES</i> | | | |
| Sale of Fixed Assets | 16,014 | 38,849 | 20,000 |
| NET OTHER FINANCING SOURCES | 16,014 | 38,849 | 20,000 |
| TOTAL REVENUES | 140,421,063 | 149,287,439 | 158,753,390 |

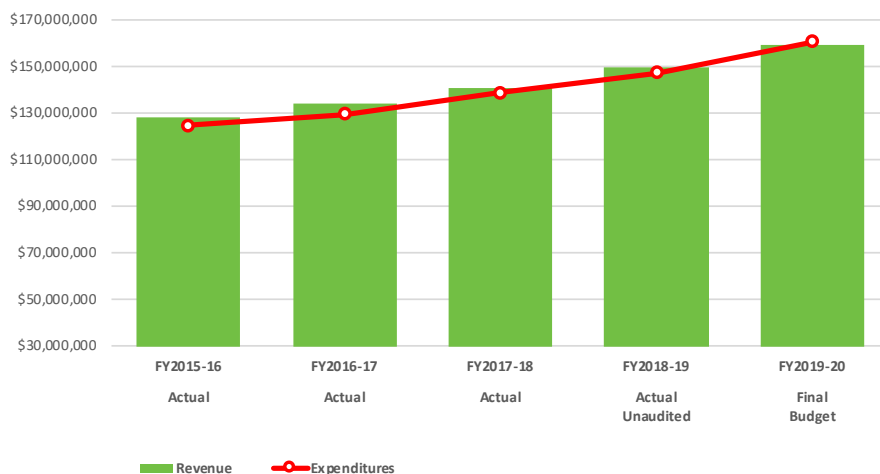
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**Fund
11 & 12**

General Fund—Total *(continued)*

| | FY2017-18 ACTUAL | FY2018-19 ACTUAL UNAUDITED | FY2019-20 FINAL BUDGET |
|---|---------------------|----------------------------------|------------------------------|
| EXPENDITURES | | | |
| Academic Salaries | 48,700,112 | 50,634,202 | 53,094,937 |
| Classified Salaries | 32,040,920 | 34,847,342 | 38,666,907 |
| Employee Benefits | 31,539,288 | 33,093,553 | 35,130,605 |
| Supplies & Printing | 2,528,672 | 2,591,230 | 3,307,652 |
| Other Operating Costs | 13,324,663 | 13,504,143 | 14,684,431 |
| Capital Outlay | 3,970,240 | 4,641,023 | 5,423,711 |
| Other Outgo | 6,434,570 | 7,574,232 | 9,946,007 |
| Contingencies & Suspense | — | — | — |
| TOTAL EXPENDITURES | 138,538,466 | 146,885,726 | 160,254,250 |
| REVENUES OVER/(UNDER) EXPENDITURES | 1,882,597 | 2,401,713 | (1,500,860) |
| FUND BALANCES | | | |
| FUND BALANCE, JULY 1 | 28,971,123 | 30,853,720 | 33,255,433 |
| FUND BALANCE, JUNE 30 | 30,853,720 | 33,255,433 | 31,754,573 |
| FUND BALANCE % OF EXPENDITURE | 22.3% | 22.6% | 19.8% |

GENERAL FUND—TOTAL: REVENUE & EXPENDITURES



Fund 11 General Fund—Unrestricted

REVENUES

FEDERAL REVENUES

STATE REVENUES

General Apportionments
 Reimbursable Categorical
 Other Special State Funding
 Other State Revenues
 State Non-Tax Revenue
 State Tax Subventions
TOTAL STATE REVENUES

LOCAL REVENUES

Local Property Taxes
 Student Fees & Charges
 Interest & Investment Income
 Rentals & Leases
 Sales & Commissions
 Other Local Revenues
TOTAL LOCAL REVENUES

OTHER FINANCING SOURCES

Sale of Fixed Assets
NET OTHER FINANCING SOURCES
TOTAL REVENUES

EXPENDITURES

Academic Salaries
 Classified Salaries
 Employee Benefits
 Supplies & Printing
 Other Operating Costs
 Capital Outlay
 Other Outgo
TOTAL EXPENDITURES

REVENUES OVER/(UNDER) EXPENDITURES

FUND BALANCES

FUND BALANCE, JULY 1
FUND BALANCE, JUNE 30
FUND BALANCE % OF EXPENDITURE

| | FY2017-18 ACTUAL | FY2018-19 ACTUAL UNAUDITED | FY2019-20 FINAL BUDGET |
|---|---------------------|----------------------------------|------------------------------|
| <i>FEDERAL REVENUES</i> | — | — | — |
| <i>STATE REVENUES</i> | | | |
| General Apportionments | \$968,771 | \$1,301,988 | \$1,296,932 |
| Reimbursable Categorical | 91,307 | 185,605 | — |
| Other Special State Funding | 1,117,841 | 1,037,999 | 1,000,000 |
| Other State Revenues | 3,105,331 | 3,307,123 | 3,307,123 |
| State Non-Tax Revenue | 2,345,408 | 2,171,062 | 2,334,000 |
| State Tax Subventions | 666,353 | 664,900 | 660,000 |
| TOTAL STATE REVENUES | 8,295,011 | 8,668,678 | 8,598,055 |
| <i>LOCAL REVENUES</i> | | | |
| Local Property Taxes | 99,460,854 | 104,864,424 | 110,527,103 |
| Student Fees & Charges | 11,991,082 | 10,559,842 | 10,282,000 |
| Interest & Investment Income | 517,382 | 943,185 | 600,000 |
| Rentals & Leases | 43,904 | 164,378 | 94,800 |
| Sales & Commissions | 90,427 | 94,085 | 85,000 |
| Other Local Revenues | 994,156 | 686,824 | 83,005 |
| TOTAL LOCAL REVENUES | 113,097,805 | 117,312,738 | 121,671,908 |
| <i>OTHER FINANCING SOURCES</i> | | | |
| Sale of Fixed Assets | 16,014 | 38,849 | 20,000 |
| NET OTHER FINANCING SOURCES | 16,014 | 38,849 | 20,000 |
| TOTAL REVENUES | 121,408,830 | 126,020,264 | 130,289,963 |
| EXPENDITURES | | | |
| Academic Salaries | 45,700,519 | 47,013,143 | 49,651,267 |
| Classified Salaries | 25,808,668 | 27,328,765 | 30,116,136 |
| Employee Benefits | 28,356,773 | 29,193,568 | 30,999,724 |
| Supplies & Printing | 1,513,130 | 1,457,708 | 1,952,232 |
| Other Operating Costs | 10,986,950 | 10,363,211 | 10,563,277 |
| Capital Outlay | 1,534,669 | 1,558,540 | 2,404,142 |
| Other Outgo | 6,033,188 | 6,811,874 | 8,065,700 |
| TOTAL EXPENDITURES | 119,933,897 | 123,726,810 | 133,752,478 |
| REVENUES OVER/(UNDER) EXPENDITURES | 1,474,933 | 2,293,454 | (3,462,515) |
| FUND BALANCES | | | |
| FUND BALANCE, JULY 1 | 26,973,991 | 28,448,924 | 30,742,377 |
| FUND BALANCE, JUNE 30 | 28,448,924 | 30,742,377 | 27,279,862 |
| FUND BALANCE % OF EXPENDITURE | 23.7% | 24.8% | 20.4% |

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**Fund
11**

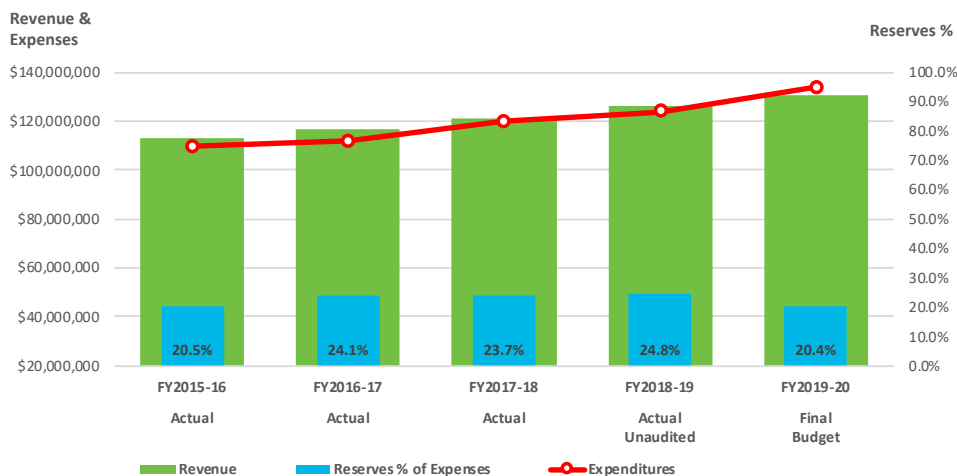
General Fund—Unrestricted *(continued)*

| | FY2017-18 ACTUAL | FY2018-19 ACTUAL UNAUDITED | FY2019-20 FINAL BUDGET |
|--------------------------------------|---------------------|----------------------------------|------------------------------|
| ENDING RESERVE BALANCES | | | |
| General Reserves 5% | 5,996,695 | 6,186,341 | 6,687,624 |
| Reserves for Emergencies 10% | 11,993,390 | 12,372,681 | 13,375,248 |
| Reserves for Health Benefits | 3,000,000 | 3,000,000 | 3,000,000 |
| Unavailable Ending Balance | 20,990,085 | 21,559,022 | 23,062,872 |
| Available Ending Balance | 7,458,839 | 9,183,356 | 4,216,991 |
| Total Ending Reserves Balance | 28,448,924 | 30,742,377 | 27,279,862 |

ENDING RESERVE BALANCES

General Reserves 5%
 Reserves for Emergencies 10%
 Reserves for Health Benefits
 Unavailable Ending Balance
 Available Ending Balance
 Total Ending Reserves Balance

GENERAL FUND—UNRESTRICTED: REVENUE, EXPENDITURES & RESERVES



**Fund
12**

General Fund—Restricted

REVENUES

FEDERAL REVENUES

| | FY2017-18 ACTUAL | FY2018-19 ACTUAL UNAUDITED | FY2019-20 FINAL BUDGET |
|--|---------------------|----------------------------------|------------------------------|
| Higher Education Act | \$1,325,147 | \$1,656,640 | \$2,554,609 |
| Student Financial Aid | 21,565 | 23,525 | 25,000 |
| Perkins: Vocational & Technical Education Act (VTEA) | 411,172 | 389,955 | 417,902 |
| Temporary Assistance for Needy Families (TANF) | 68,616 | 64,646 | 64,623 |
| Veterans Education | 8,709 | 5,420 | 31,507 |
| Workforce Investment Act (WIA) | 190,487 | 28,735 | — |
| Other Federal Revenues | 2,364,495 | 3,011,804 | 3,483,106 |
| TOTAL FEDERAL REVENUES | 4,390,191 | 5,180,725 | 6,576,747 |

STATE REVENUES

| | | | |
|------------------------------|-------------------|-------------------|-------------------|
| General Categorical Programs | 9,995,259 | 10,075,712 | 11,614,233 |
| Reimbursable Categorical | 2,580,187 | 3,151,665 | 4,764,455 |
| Other State Revenues | (500,705) | 2,447,545 | 1,436,809 |
| State Non-Tax Revenue | 676,964 | 774,974 | 608,000 |
| TOTAL STATE REVENUES | 12,873,344 | 16,593,583 | 20,190,487 |

LOCAL REVENUES

| | | | |
|-----------------------------|-------------------|-------------------|-------------------|
| Student Fees & Charges | 1,569,215 | 1,165,415 | 1,383,553 |
| Contract Services | 43,743 | 171,545 | 155,648 |
| Sales & Commissions | — | — | — |
| Other Local Revenues | 135,741 | 155,907 | 156,992 |
| TOTAL LOCAL REVENUES | 1,748,698 | 1,492,867 | 1,696,193 |
| TOTAL REVENUES | 19,012,234 | 23,267,175 | 28,463,427 |

EXPENDITURES

| | | | |
|---------------------------|-------------------|-------------------|-------------------|
| Academic Salaries | 2,999,593 | 3,621,059 | 3,443,670 |
| Classified Salaries | 6,232,251 | 7,518,578 | 8,550,771 |
| Employee Benefits | 3,182,515 | 3,899,984 | 4,130,881 |
| Supplies & Printing | 1,015,543 | 1,133,522 | 1,355,420 |
| Other Operating Costs | 2,337,713 | 3,140,932 | 4,121,154 |
| Capital Outlay | 2,435,571 | 3,082,483 | 3,019,569 |
| Other Outgo | 401,382 | 762,358 | 1,880,307 |
| TOTAL EXPENDITURES | 18,604,569 | 23,158,916 | 26,501,772 |

REVENUES OVER/(UNDER) EXPENDITURES

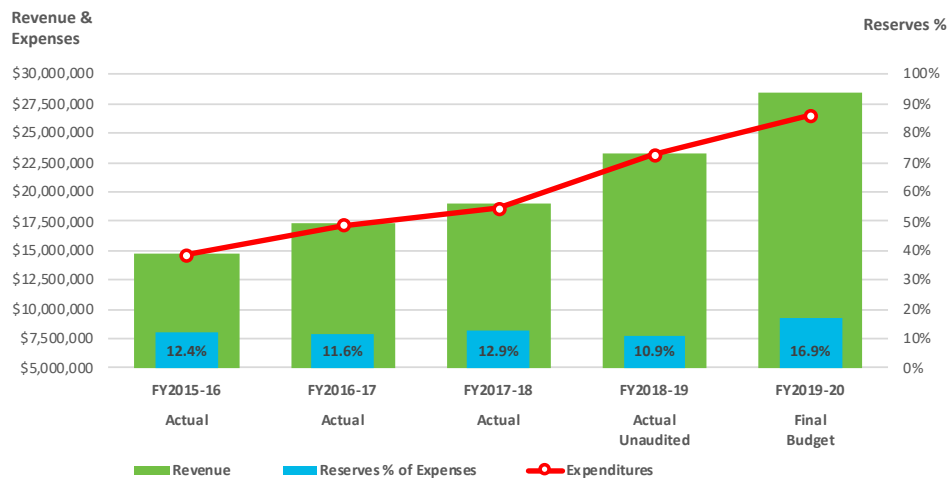
| | | | |
|--|----------------|----------------|------------------|
| | 407,665 | 108,259 | 1,961,655 |
|--|----------------|----------------|------------------|

FUND BALANCES

| | | | |
|--------------------------------------|------------------|------------------|------------------|
| FUND BALANCE, JULY 1 | 1,997,132 | 2,404,796 | 2,513,056 |
| FUND BALANCE, JUNE 30 | 2,404,796 | 2,513,056 | 4,474,711 |
| FUND BALANCE % OF EXPENDITURE | 12.9% | 10.9% | 16.9% |



GENERAL FUND—RESTRICTED: REVENUE, EXPENDITURES & RESERVES



2019

Fund 29 Debt Service

REVENUES

LOCAL REVENUES

Interest & Investment Income
 Rentals & Leases
TOTAL LOCAL REVENUES

OTHER FINANCING SOURCES

Incoming Transfers
 NET OTHER FINANCING SOURCES
TOTAL REVENUES

EXPENDITURES

Other Operating Costs
 Debt Payment & Other Outgo
TOTAL EXPENDITURES

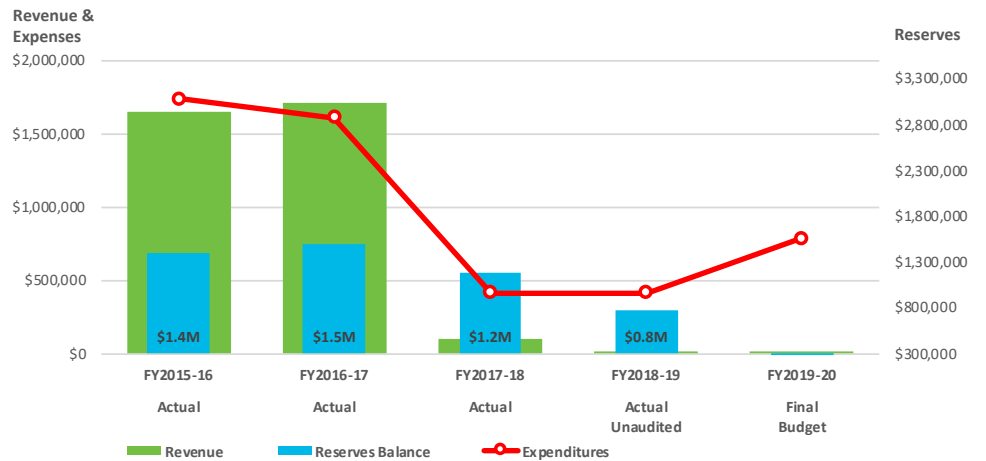
REVENUES OVER/(UNDER) EXPENDITURES

FUND BALANCES

FUND BALANCE, JULY 1
 FUND BALANCE, JUNE 30

| | FY2017-18 ACTUAL | FY2018-19 ACTUAL UNAUDITED | FY2019-20 FINAL BUDGET |
|---|---------------------|----------------------------------|------------------------------|
| TOTAL LOCAL REVENUES | 105,366 | 15,753 | 10,000 |
| TOTAL REVENUES | 105,366 | 15,753 | 10,000 |
| TOTAL EXPENDITURES | 418,875 | 416,825 | 788,283 |
| REVENUES OVER/(UNDER) EXPENDITURES | (313,509) | (401,072) | (778,283) |
| FUND BALANCE, JULY 1 | 1,492,864 | 1,179,355 | 778,283 |
| FUND BALANCE, JUNE 30 | 1,179,355 | 778,283 | — |

DEBT SERVICE FUND: REVENUE, EXPENDITURES & RESERVES



Note: Final debt service for the Lease Revenue Bond (2010B) will be fully paid by the end of FY2019-20. Remaining reserves will be transferred to Fund 41.

Fund 41 Capital Outlay Projects

REVENUES

LOCAL REVENUES

Interest & Investment Income
Other Local Revenues
TOTAL LOCAL REVENUES

OTHER FINANCING SOURCES

Incoming Transfers
Proceeds from Financing
NET OTHER FINANCING SOURCES
TOTAL REVENUES

EXPENDITURES

Supplies & Printing
Other Operating Costs
Capital Outlay
Contingencies & Suspense
TOTAL EXPENDITURES

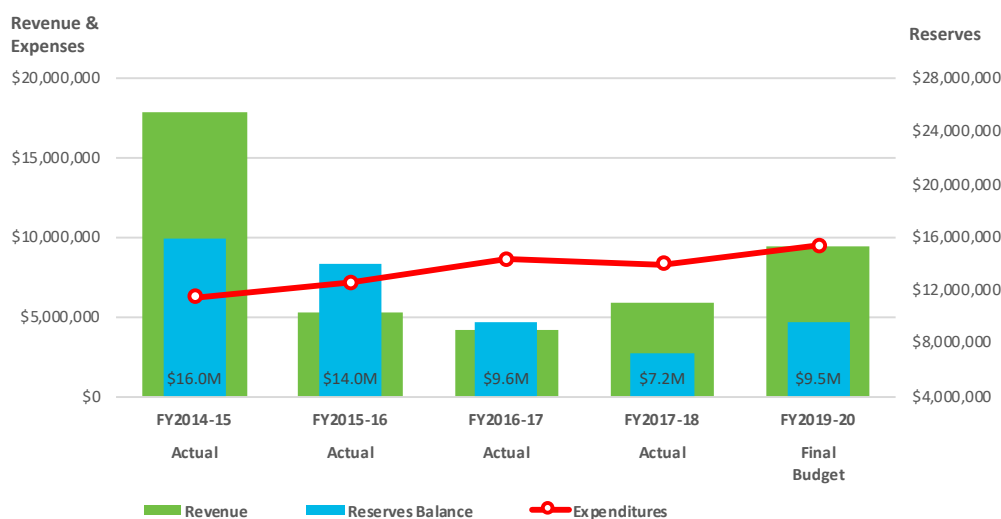
REVENUES OVER/(UNDER) EXPENDITURES

FUND BALANCES

FUND BALANCE, JULY 1
FUND BALANCE, JUNE 30

| | FY2017-18 ACTUAL | FY2018-19 ACTUAL UNAUDITED | FY2019-20 FINAL BUDGET |
|---|---------------------|----------------------------------|------------------------------|
| TOTAL LOCAL REVENUES | 114,045 | 227,275 | 960,000 |
| NET OTHER FINANCING SOURCES | 5,800,000 | 6,600,000 | 8,434,732 |
| TOTAL REVENUES | 5,914,045 | 6,827,275 | 9,394,732 |
| TOTAL EXPENDITURES | 8,295,469 | 4,446,847 | 9,475,396 |
| REVENUES OVER/(UNDER) EXPENDITURES | (2,381,424) | 2,380,429 | (80,664) |
| FUND BALANCE, JULY 1 | 9,614,183 | 7,232,759 | 9,613,188 |
| FUND BALANCE, JUNE 30 | 7,232,759 | 9,613,188 | 9,532,524 |

CAPITAL OUTLAY PROJECTS FUND: REVENUE, EXPENDITURES & RESERVES



Note: FY2014-15 Revenue: \$12.6M LRB

43

Fund 43 General Obligation Bond

REVENUES

LOCAL REVENUES

Interest & Investment Income
TOTAL LOCAL REVENUES

OTHER FINANCING SOURCES

Proceeds from Financing
NET OTHER FINANCING SOURCES
TOTAL REVENUES

EXPENDITURES

Supplies & Printing
 Other Operating Costs
 Capital Outlay
 Other Outgo
TOTAL EXPENDITURES

REVENUES OVER/(UNDER) EXPENDITURES

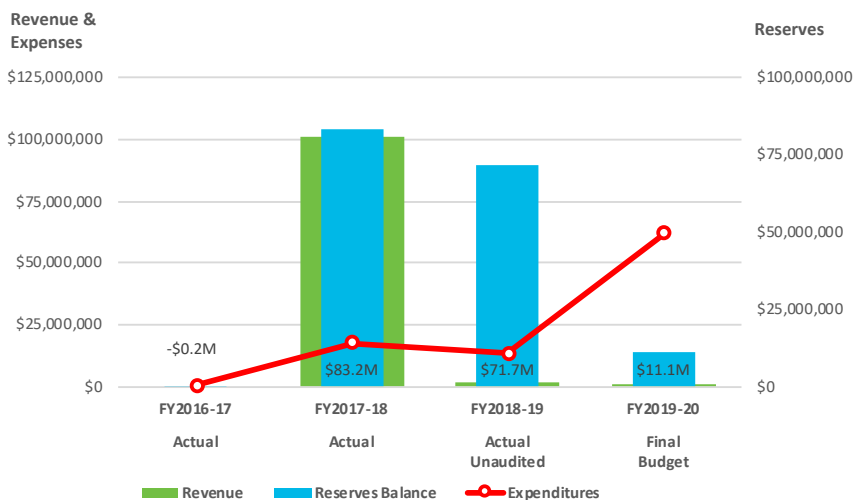
FUND BALANCES

FUND BALANCE, JULY 1
FUND BALANCE, JUNE 30

| | FY2017-18 ACTUAL | FY2018-19 ACTUAL UNAUDITED | FY2019-20 FINAL BUDGET |
|---|---------------------|----------------------------------|------------------------------|
| Interest & Investment Income | \$943,514 | \$1,908,461 | \$1,100,000 |
| TOTAL LOCAL REVENUES | 943,514 | 1,908,461 | 1,100,000 |
| Proceeds from Financing | 100,000,000 | — | — |
| NET OTHER FINANCING SOURCES | 100,000,000 | — | — |
| TOTAL REVENUES | 100,943,514 | 1,908,461 | 1,100,000 |
| Supplies & Printing | — | 23,412 | 40,000 |
| Other Operating Costs | 410,566 | 252,691 | 450,000 |
| Capital Outlay | 5,073,778 | 13,169,021 | 61,155,852 |
| Other Outgo | 12,084,068 | — | — |
| TOTAL EXPENDITURES | 17,568,413 | 13,445,123 | 61,645,852 |
| REVENUES OVER/(UNDER) EXPENDITURES | 83,375,102 | (11,536,663) | (60,545,852) |
| FUND BALANCE, JULY 1 | (164,639) | 83,210,463 | 71,673,800 |
| FUND BALANCE, JUNE 30 | 83,210,463 | 71,673,800 | 11,127,948 |

Note for FY2017-18: \$100 million Series A general obligation bond sold on 8/22/2017 with final closing funding to the district on 9/12/2017. Remaining general obligation bond will be sold in future series based on cash flow requirements of the Facilities/Construction Plan.

GENERAL OBLIGATION BOND FUND: REVENUE, EXPENDITURES & RESERVES



Note: FY2017-18 Revenue, \$100M General Obligation Bond

51

Fund 51 Bookstore

REVENUES

LOCAL REVENUES

Interest & Investment Income
 Sales & Commissions
TOTAL LOCAL REVENUES

OTHER FINANCING SOURCES

Incoming Transfers
 NET OTHER FINANCING SOURCES
TOTAL REVENUES

EXPENDITURES

Classified Salaries
 Employee Benefits
 Other Operating Costs
 Other Outgo
TOTAL EXPENDITURES

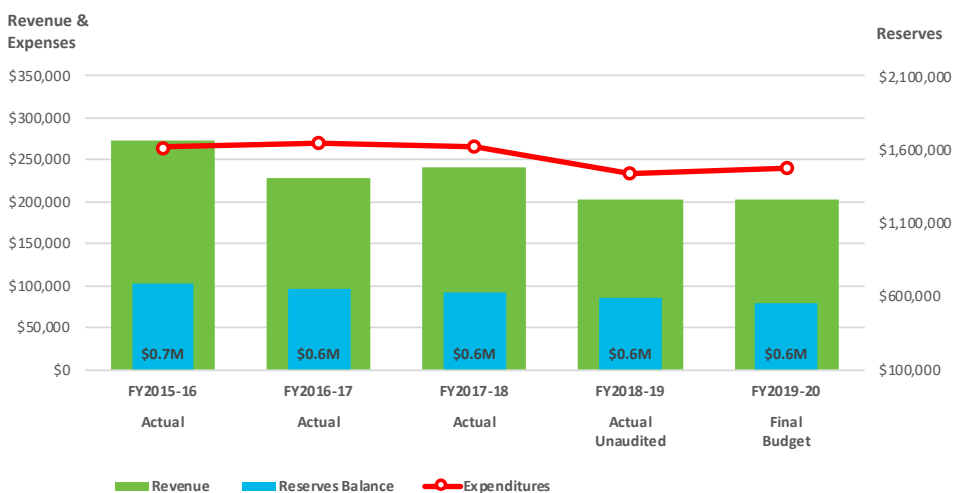
REVENUES OVER/(UNDER) EXPENDITURES

FUND BALANCES

FUND BALANCE, JULY 1
 FUND BALANCE, JUNE 30

| | FY2017-18 ACTUAL | FY2018-19 ACTUAL UNAUDITED | FY2019-20 FINAL BUDGET |
|---|---------------------|----------------------------------|------------------------------|
| TOTAL LOCAL REVENUES | 201,924 | 202,775 | 202,300 |
| TOTAL REVENUES | 241,776 | 202,775 | 202,300 |
| TOTAL EXPENDITURES | 265,793 | 234,546 | 240,760 |
| REVENUES OVER/(UNDER) EXPENDITURES | (24,016) | (31,771) | (38,460) |
| FUND BALANCE, JULY 1 | 645,816 | 621,799 | 590,028 |
| FUND BALANCE, JUNE 30 | 621,799 | 590,028 | 551,568 |

BOOKSTORE FUND: REVENUE, EXPENDITURES & RESERVES



52

Fund 52 Cafeteria

REVENUES

LOCAL REVENUES

Sales & Commissions
TOTAL LOCAL REVENUES

OTHER FINANCING SOURCES

Incoming Transfers
NET OTHER FINANCING SOURCES
TOTAL REVENUES

EXPENDITURES

Classified Salaries
 Employee Benefits
 Supplies & Printing
 Other Operating Costs
 Capital Outlay
 Other Outgo
TOTAL EXPENDITURES

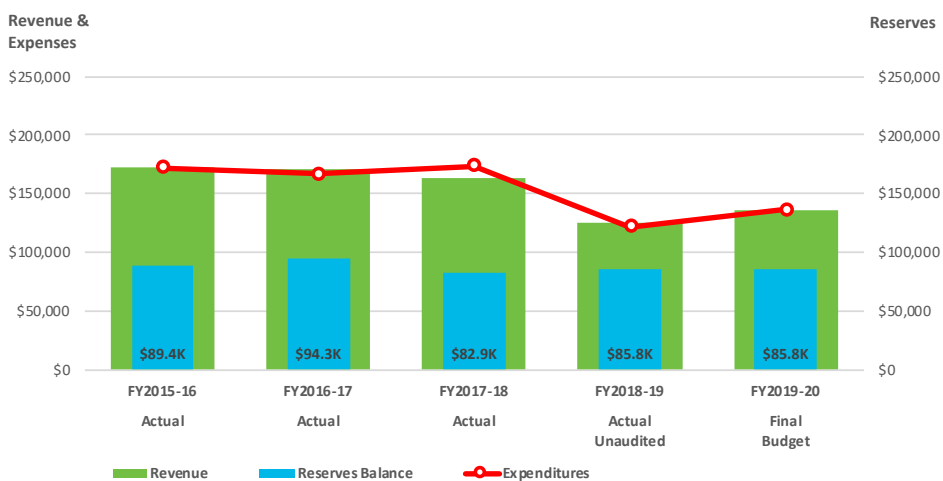
REVENUES OVER/(UNDER) EXPENDITURES

FUND BALANCES

FUND BALANCE, JULY 1
FUND BALANCE, JUNE 30

| | FY2017-18 ACTUAL | FY2018-19 ACTUAL UNAUDITED | FY2019-20 FINAL BUDGET |
|---|---------------------|----------------------------------|------------------------------|
| TOTAL LOCAL REVENUES | \$17,619 | \$26,385 | \$26,000 |
| TOTAL REVENUES | 17,619 | 26,385 | 26,000 |
| NET OTHER FINANCING SOURCES | 145,000 | 98,615 | 110,000 |
| TOTAL REVENUES | 162,619 | 124,999 | 136,000 |
| EXPENDITURES | | | |
| Classified Salaries | 4,516 | 4,776 | 5,000 |
| Employee Benefits | 2,124 | 2,223 | 2,092 |
| Supplies & Printing | — | 2,366 | 3,360 |
| Other Operating Costs | 110,614 | 112,732 | 125,548 |
| Capital Outlay | 16,907 | — | — |
| Other Outgo | 39,853 | — | — |
| TOTAL EXPENDITURES | 174,013 | 122,097 | 136,000 |
| REVENUES OVER/(UNDER) EXPENDITURES | (11,394) | 2,902 | — |
| FUND BALANCES | | | |
| FUND BALANCE, JULY 1 | 94,276 | 82,881 | 85,784 |
| FUND BALANCE, JUNE 30 | 82,881 | 85,784 | 85,784 |

CAFETERIA FUND: REVENUE, EXPENDITURES & RESERVES



61

Fund 61 Self-Insurance

REVENUES

LOCAL REVENUES

Interest & Investment Income
 Other Local Revenues
TOTAL LOCAL REVENUES

OTHER FINANCING SOURCES

Incoming Transfers
 NET OTHER FINANCING SOURCES
TOTAL REVENUES

EXPENDITURES

Supplies & Printing
 Other Operating Costs
 Capital Outlay
 Contingencies & Suspense
TOTAL EXPENDITURES

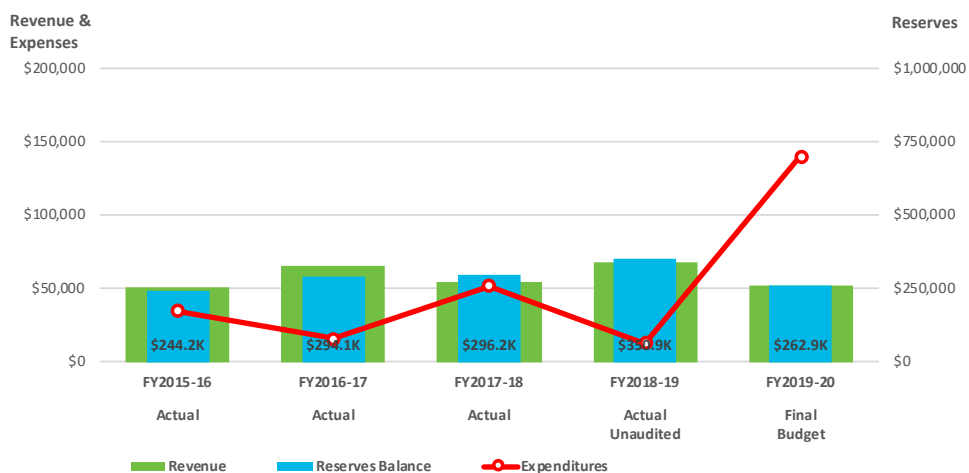
REVENUES OVER/(UNDER) EXPENDITURES

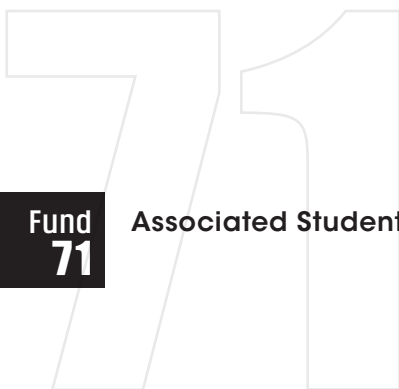
FUND BALANCES

FUND BALANCE, JULY 1
 FUND BALANCE, JUNE 30

| | FY2017-18 ACTUAL | FY2018-19 ACTUAL UNAUDITED | FY2019-20 FINAL BUDGET |
|---|---------------------|----------------------------------|------------------------------|
| TOTAL LOCAL REVENUES | 4,107 | 17,780 | 2,000 |
| TOTAL REVENUES | 54,107 | 67,780 | 52,000 |
| TOTAL EXPENDITURES | 52,041 | 13,000 | 140,000 |
| REVENUES OVER/(UNDER) EXPENDITURES | 2,066 | 54,780 | (88,000) |
| FUND BALANCE, JULY 1 | 294,085 | 296,150 | 350,930 |
| FUND BALANCE, JUNE 30 | 296,150 | 350,930 | 262,930 |

SELF-INSURANCE FUND: REVENUE, EXPENDITURES & RESERVES





Fund 71 Associated Student Government

REVENUES

LOCAL REVENUES

| | | | |
|-----------------------------|---------------|---------------|---------------|
| Rentals & Leases | \$1,068 | \$200 | \$1,000 |
| Other Local Revenues | 29,973 | 27,580 | 27,000 |
| TOTAL LOCAL REVENUES | 31,041 | 27,780 | 28,000 |

OTHER FINANCING SOURCES

| | | | |
|------------------------------------|----------------|----------------|----------------|
| Incoming Transfers | 125,000 | 125,000 | 125,000 |
| NET OTHER FINANCING SOURCES | 125,000 | 125,000 | 125,000 |
| TOTAL REVENUES | 156,041 | 152,780 | 153,000 |

EXPENDITURES

| | | | |
|---------------------------|----------------|----------------|----------------|
| Classified Salaries | 3,421 | 10,699 | 15,000 |
| Employee Benefits | 111 | 2,023 | 1,600 |
| Supplies & Printing | 57,063 | 48,000 | 60,000 |
| Other Operating Costs | 43,615 | 30,533 | 60,900 |
| Capital Outlay | — | 2,823 | 500 |
| Other Outgo | 14,333 | 12,250 | 15,000 |
| TOTAL EXPENDITURES | 118,544 | 106,328 | 153,000 |

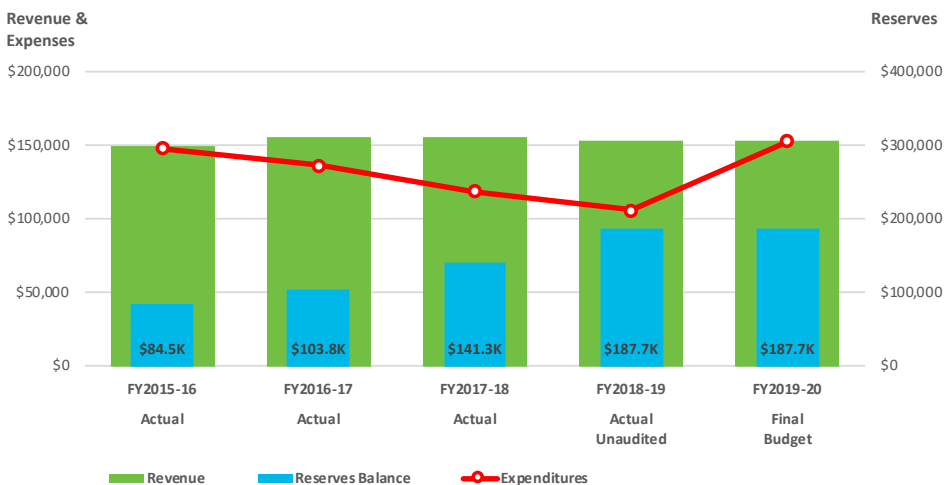
REVENUES OVER/(UNDER) EXPENDITURES

| | | |
|---------------|---------------|----------|
| 37,497 | 46,452 | — |
|---------------|---------------|----------|

FUND BALANCES

| | | | |
|------------------------------|----------------|----------------|----------------|
| FUND BALANCE, JULY 1 | 103,763 | 141,259 | 187,712 |
| FUND BALANCE, JUNE 30 | 141,259 | 187,712 | 187,712 |

ASSOCIATED STUDENT GOVERNMENT FUND: REVENUE, EXPENDITURES & RESERVES



73

Fund 73 Student Center Fee

REVENUES

LOCAL REVENUES

Student Fees & Charges

Interest & Investment Income

TOTAL LOCAL REVENUES

TOTAL REVENUES

EXPENDITURES

Classified Salaries

Employee Benefits

Supplies & Printing

Other Operating Costs

Capital Outlay

Contingencies & Suspense

TOTAL EXPENDITURES

REVENUES OVER/(UNDER) EXPENDITURES

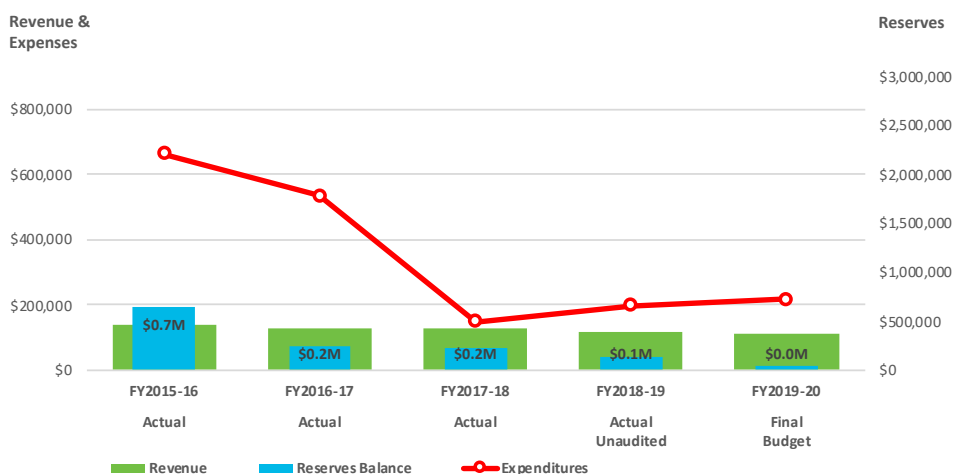
FUND BALANCES

FUND BALANCE, JULY 1

FUND BALANCE, JUNE 30

| | FY2017-18 ACTUAL | FY2018-19 ACTUAL UNAUDITED | FY2019-20 FINAL BUDGET |
|---|---------------------|----------------------------------|------------------------------|
| Student Fees & Charges | \$122,366 | \$109,172 | \$110,000 |
| Interest & Investment Income | 3,033 | 4,881 | 2,000 |
| TOTAL LOCAL REVENUES | 125,399 | 114,053 | 112,000 |
| TOTAL REVENUES | 125,399 | 114,053 | 112,000 |
| Classified Salaries | 95,420 | 73,731 | 78,000 |
| Employee Benefits | 35,116 | 27,562 | 28,900 |
| Supplies & Printing | 251 | 205 | 2,000 |
| Other Operating Costs | 7,273 | 3,753 | 8,000 |
| Capital Outlay | 10,803 | 91,809 | 60,000 |
| Contingencies & Suspense | — | — | 40,000 |
| TOTAL EXPENDITURES | 148,863 | 197,060 | 216,900 |
| REVENUES OVER/(UNDER) EXPENDITURES | (23,464) | (83,008) | (104,900) |
| FUND BALANCE, JULY 1 | 246,420 | 222,955 | 139,947 |
| FUND BALANCE, JUNE 30 | 222,955 | 139,947 | 35,047 |

STUDENT CENTER FEE FUND: REVENUE, EXPENDITURES & RESERVES



Note: FY2015-16 & FY2016-17 2-Yr Remodel Project Expenses \$1.0M, Reserves at \$35K at end of FY2019-20.

Fund 74 Student Financial Aid

REVENUES

FEDERAL REVENUES

Student Financial Aid
TOTAL FEDERAL REVENUES

STATE REVENUES

General Categorical Programs
TOTAL STATE REVENUES
TOTAL REVENUES

EXPENDITURES

Other Outgo
TOTAL EXPENDITURES

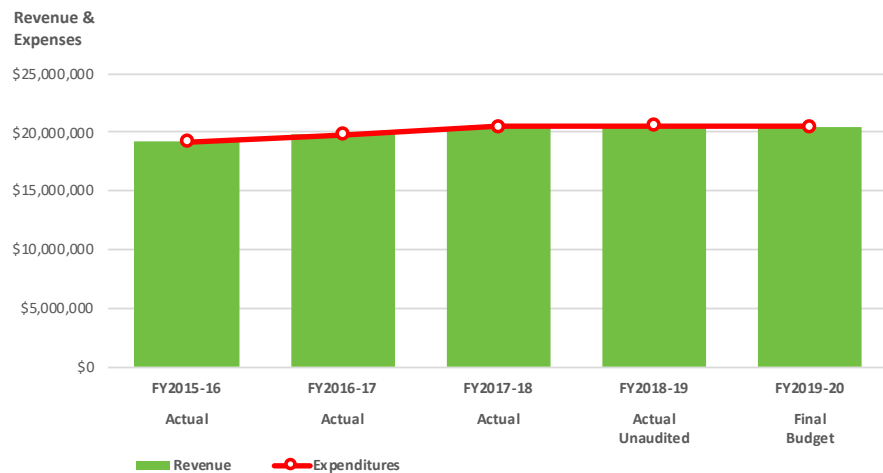
REVENUES OVER/(UNDER) EXPENDITURES

FUND BALANCES

FUND BALANCE, JULY 1
FUND BALANCE, JUNE 30

| | FY2017-18 ACTUAL | FY2018-19 ACTUAL UNAUDITED | FY2019-20 FINAL BUDGET |
|---|---------------------|----------------------------------|------------------------------|
| <i>FEDERAL REVENUES</i> | | | |
| Student Financial Aid | \$18,330,304 | \$18,244,160 | \$18,090,000 |
| TOTAL FEDERAL REVENUES | 18,330,304 | 18,244,160 | 18,090,000 |
| <i>STATE REVENUES</i> | | | |
| General Categorical Programs | 2,175,176 | 2,349,965 | 2,427,681 |
| TOTAL STATE REVENUES | 2,175,176 | 2,349,965 | 2,427,681 |
| TOTAL REVENUES | 20,505,480 | 20,594,125 | 20,517,681 |
| EXPENDITURES | | | |
| Other Outgo | 20,505,480 | 20,594,125 | 20,517,681 |
| TOTAL EXPENDITURES | 20,505,480 | 20,594,125 | 20,517,681 |
| REVENUES OVER/(UNDER) EXPENDITURES | — | — | (0) |
| FUND BALANCES | | | |
| FUND BALANCE, JULY 1 | — | — | — |
| FUND BALANCE, JUNE 30 | — | — | (0) |

STUDENT FINANCIAL AID FUND: REVENUE & EXPENDITURES



Note: All Financial Aid Revenues are distributed to students. Reserves Balance are \$0.

79

Fund 79 Other Trust—OPEB

REVENUES

LOCAL REVENUES

Interest & Investment Income

TOTAL LOCAL REVENUES

TOTAL REVENUES

EXPENDITURES

Other Operating Costs

TOTAL EXPENDITURES

REVENUES OVER/(UNDER) EXPENDITURES

FUND BALANCES

FUND BALANCE, JULY 1

FUND BALANCE, JUNE 30

ACTUARIAL STUDY 2019—ACCRUED LIABILITY

ACCRUED FUNDED LIABILITY RATIO

RATE OF RETURN, PORTFOLIO TARGET

RATE OF RETURN, ACTUAL & PROJECTION

| | FY2018-19 ACTUAL UNAUDITED | FY2019-20 FINAL BUDGET |
|--|----------------------------------|------------------------------|
| | | |
| Interest & Investment Income | \$1,536,630 | \$1,338,325 |
| TOTAL LOCAL REVENUES | 1,536,630 | 1,338,325 |
| TOTAL REVENUES | 1,536,630 | 1,338,325 |
| | | |
| Other Operating Costs | 37,186 | 37,000 |
| TOTAL EXPENDITURES | 37,186 | 37,000 |
| REVENUES OVER/(UNDER) EXPENDITURES | 1,499,444 | 1,301,325 |
| | | |
| FUND BALANCE, JULY 1 | 25,267,059 | 26,766,503 |
| FUND BALANCE, JUNE 30 | 26,766,503 | 28,067,828 |
| ACTUARIAL STUDY 2019—ACCRUED LIABILITY | 26,714,849 | 26,714,849 |
| ACCRUED FUNDED LIABILITY RATIO | 100.2% | 105.1% |
| RATE OF RETURN, PORTFOLIO TARGET | 6.0% | 6.0% |
| RATE OF RETURN, ACTUAL & PROJECTION | 5.9% | 5.0% |

OPEB—Other Post Employment Benefit. Irrevocable Trust fund of district’s accrued liability for eligible retiree health benefits. The OPEB trust fund can only be used for retiree’s health benefit costs, if necessary. The trust fund was set-up many years ago and reported on the board of trustee’s docket. Starting in FY2018–19, Fund 79 was set-up in the financial system. Other Operating costs are the trust investment management cost.

CAPITAL EXPENDITURES

Capital expenditures are incurred when money is spent to purchase a fixed asset or add to the value of an existing fixed asset that has a useful life extending beyond the taxable year. Capital expenditures are used to acquire or upgrade physical assets such as equipment, property, or industrial buildings. In accounting, a capital expenditure is added to an asset account (“capitalized”), thus increasing the asset’s basis (the cost or values of an asset as adjusted for tax purposes). The district maintains an initial unit cost capitalization threshold of \$5,000 and an estimated useful life greater than one year. Buildings, as well as renovations to buildings, infrastructure, and land improvements with a unit cost of \$50 thousand or more that significantly increase the value or extend the useful life of the structure, are capitalized.

Comprehensive Master Plan

The district regularly evaluates and assesses its short-term and long-term needs through an integrated planning process. The Comprehensive Master Plan is the overarching long-term planning document which contains the Education and Facilities Plans. In fall 2015, the district completed a revision to the Comprehensive Master Plan by revising and updating the educational plan. The revised 2015 educational plan data was then used to update the 2011 Facilities Master Plan.

Facilities Master Plan Update

Following the 2015 revision of the Education Plan data, the 2011 Facilities Master Plan was updated in 2016 to align with the current and future needs of MiraCosta College identified in the updated 2015 Education Plan component of the Comprehensive Master Plan.

In order to fully understand MiraCosta’s needs and issues, a large and diverse set of stakeholders—from the Board of Trustees to students, from faculty to facilities personnel—participated in the Facilities Master Plan Update process through online surveys, workshop discussions, meetings, campus forums, and presentations. The college also completed an analysis of its existing facilities and conditions.

The results of this extensive investigative and collaborative planning process are documented in the 2016 Facilities Master Plan and appendices. An overall process summary and master plan visioning goals are included in the plan.

5-Year Construction Plan

The 5-Year Construction Plan identifies the capital construction projects the district plans on implementing within the next 5 years. The plan conveys the facilities master planning context, current capital outlay needs and objectives, and the list of proposed project schedules and costs by phase. The plan is updated annually and submitted to the California Community Colleges Chancellor’s Office. The current 5-Year Construction Plan objectives include:

- Facilitate learning and student support through facility enhancements
- Ensure facility compliance with environmental, health, and safety regulations
- Extend the life expectancies of buildings and infrastructure
- Construct new facilities to meet the academic and student support demands of the community

In June 2019, the Board of Trustees approved the 2021–2025 5-Year Construction Plan, identifying the projects to be completed to meet projected facility needs of the District.

Program Review Needs

Projects are identified through the continuous improvement process, also known as program review, and are aimed at improving facility deficiencies for various academic and support programs. Funding for these programs will come from a combination of funding sources including Measure MM, state scheduled maintenance, and/or college capital improvement.

Planning Priorities

The district’s planning priorities promote the development and renovation of facilities that support the highest standards in instructional methodology, equity, the protection of the environment, and public health and safety. Based on the updated Education Master Plan, institutional goals, and the facilities assessments, district leadership identified in no particular order for the 2016 Facilities Master Plan Update the following priorities to address:

HIGHEST PRIORITY

- 21st century learning environments
- Meeting/study/gathering space
- Adjacencies
- Office/work environment
- Parking
- Infrastructure
- Building systems
- Safety and security
- Eliminate nonfunctional space
- Improve efficiency/utilization of facilities
- Right size the campus to address program needs
- Enhance the campus environment
- Develop the path to sustainability

HIGH PRIORITY

- Outdoor work space
- Optimize space utilization
- Identity
- Athletics/gym replacement
- Sustainability
- Replacement of temporary buildings
- Total cost of ownership

Total Cost of Ownership

The Budget and Planning Committee (BPC) total cost of ownership (TCO) subcommittee was formed to review and improve the current practices used to address TCO regarding facilities, equipment maintenance and replacement, and technology. In 2014, the TCO subcommittee developed findings and recommendations for BPC to consider for future implementation. One of the 307 recommendations included integrating TCO into the program review and resource allocation process. In 2016, the college hired a construction program management consultant to develop an improved TCO process and report. Findings from the report will be used to improve the college’s efforts in capital planning in order to include more accurate reflections of the TCO of new facilities construction, as well as deferred maintenance and equipment costs.

Implementing the 5-Year Construction Plan

In November 2016, the district successfully passed general obligation bond Measure MM with 62.39% of the votes (minimum requirement was 55%). This measure provided the district with \$455 million, which will allow for implementation of the projects identified in the 2016 Facilities Master Plan Update. Additional funds from the district’s Fund 41 Capital Construction, State Scheduled Maintenance, Grants, and other sources of funding, will also be used to implement the overall Capital Construction Program Plan.

Prior to the sale of the districts first \$100 million bond allotment in September 2017, MiraCosta Community College District earned the highest ratings from both Moody’s Investors Services (Moody’s) and Standard & Poor’s Global (S&P). Moody’s and S&P rated MiraCosta College as AAA, the highest issuer credit rating. Both rating services recognized the district’s solid financial position, experienced management team, and construction track record in their reports.

Proposed Capital Projects

OCEANSIDE CAMPUS

ACTIVE PROJECTS IN FY2019-2020

- Athletic Field Renovation
 - Currently in construction; scheduled to be completed summer 2020
- Building 1000 Renovation
 - Currently in design
- New Parking Lot/New Gym Building/
New Allied Health Building
 - Criteria design completed; RFP for selection of design build entity in progress
- New Student Services Building
 - Criteria design completed; RFP for selection of design build entity in progress
- New Chemistry and Biotechnology Building
 - Criteria design completed; RFQ/RFP for selection of design build entity in progress

TRACK & FIELD AND SUPPORT BUILDING RENOVATION

The removal of the track will facilitate the addition of an international sized soccer field and a multi-purpose field in its place. A walking/jogging path will be located around the perimeter of the athletic fields. This will help to create a small athletics field complex that better utilizes the “bowl” area. The softball/baseball field will be relocated to the east of the new gym complex. The estimated budget for this project is \$9,948,699.

BUILDING 1000 ADMINISTRATION RENOVATION

Major renovation and remodeling/repurposing of space for staff offices in the building. The scope includes a complete renovation of staff office space. The estimated budget for this project is \$13,315,305.

NEW PARKING LOT 5A, PHOTOVOLTAIC & TENNIS

A new parking lot supplying 537 parking spots will be located to the south of the new Allied Health hub near the main entrance to the campus. A new drive aisle leading to the lot will be strategically located to provide a four-way intersection which will simplify the vehicular entrance sequence to the campus. A reconfiguration and expansion of Lot 5A will provide 97 parking spaces north of the health hub with a direct adjacency to the new gym complex. The estimated budget for this project is \$16,884,320.

BUILDING 5000 NEW GYMNASIUM COMPLEX

The Gym Complex will replace the existing gym buildings and provide a consolidated location for athletics instruction spaces, locker rooms, kinesiology, and the Wellness Center. Its proximity to the new Allied Health building will help to create a health and wellness hub with shared outdoor spaces. The master plan assumes a single-story building. The Gym Complex design will be coordinated with the new Allied Health building to provide a unified campus and design aesthetic. The estimated budget for this project is \$37,046,356.

BUILDING 5100 NEW ALLIED HEALTH

A new facility for Allied Health will provide a consolidated location and appropriate facilities for all of the Allied Health programs. The location of the Allied Health building will allow the building to act as a terminus to the main east-west campus promenade. Coupling the Allied Health building with the new Gym Complex will create a new health and wellness academic hub and allow for inter-professional collaboration. The preliminary program includes state-of-the art simulation spaces, including patient rooms and operation rooms, as well as hands-on skills labs and classrooms. The master plan recommends a single-story building, whose design is coordinated with the gym complex to create a unified campus and design aesthetic. The estimated budget for this project is \$27,980,422.

OCEANSIDE CAMPUS

**BUILDING 1400 NEW STUDENT SERVICES
(INCLUDES VETERANS)**

The new Student Services building will consolidate all of the student service functions, currently scattered throughout the campus, to a single one-stop-shop. In addition to allowing the services programs to grow to serve a growing student population, this new building will dramatically improve the student experience for both current and prospective students. Located at the current Pedley Park, the new building is strategically located to act as a gateway building for the campus, providing a much-needed sense of entry and easy wayfinding for new or prospective students. Proposed as a two-story structure, the building will also allow access and entry from the street level for visitors and campus promenade level for current students. The estimated budget for this project is \$54,058,324.

BUILDING 1300 NEW CHEMISTRY & BIOTECHNOLOGY

The new Chemistry & Biotechnology building will provide a state-of-the-art science facility for 21st century learning science environments. As the biotechnology program continues to expand as its baccalaureate degree comes online, the building will provide a new, larger home for the program. Also included in the preliminary program are new chemistry labs and 40-person, flexible classrooms. To maintain the scale of the campus and respond to nearby buildings, the master plan recommends a single-story building. As the building is placed over a site grade change, a multi-story building may be explored. The estimated budget for this project is \$35,979,358.

**NEW NORTH CAMPUS PARKING LOT 4C
EXTENSION**

The extension of Lot 4C will provide additional spaces for the campus and repairs/resurfacing of the parking lot. The estimated budget for this project is \$3,056,341.

BUILDING 2800 NEW ARTS/MEDIA SERVICES

The new Arts/Media Services building will house a wide variety of functions, serving the students of the arts hub and the campus as a whole, including the art gallery, student study spaces, faculty offices, the media arts labs, and a food or coffee cart type element. It will serve as the main student resources space for the arts hub, providing dedicated student-friendly study and collaboration spaces. Proposed as a single-story building, the building should engage the campus promenade and offer display opportunities for the arts. The estimated budget for this project is \$14,158,706.

**BUILDING 1200 LIBRARY RENOVATION
& MODERNIZATION**

Major renovation and modernization work will be done to remodel and/or repurpose the building for new functions. The scope includes renovation of the existing academic information systems office suite to centralize staff and provide for growth, as well as provide new student study spaces. Modernization will include general interior finish and FF&E upgrades, building envelope repairs and accessibility updates. The estimated budget for this project is \$20,877,468.

BUILDING 3000 CLASSROOMS RENOVATION

Major renovation work and full remodeling will occur to repurpose the building to construct new 21st century learning environments (classrooms and study space) as well as additional faculty office space. Provide student study and collaboration space. The estimated budget for this project is \$5,928,074.

**BUILDING 3200 STUDENT RESOURCES
RENOVATION**

Major renovation work and full remodeling will occur to renovate existing classrooms to 21st century learning environments (classrooms and study space), create student study and collaboration spaces and upgrade restrooms that meet ADA accessibility requirements. The estimated budget for this project is \$2,830,981.

OCEANSIDE CAMPUS

BUILDING 3300 CLASSROOMS RENOVATION

Major renovation work and full remodeling will occur to renovate existing classrooms to 21st century learning environments (classrooms, labs and study space), construct additional faculty office space and replace the roof. The project will also provide a minimum of three classrooms (mix of TACs and tables & chairs) for 40 students each, at least one computer lab, student study space and a minimum of 2,100 square feet of office space. The estimated budget for this project is \$3,857,364.

BUILDING 3700 CLASSROOMS RENOVATION

Major renovation work and full remodeling will occur to renovate existing classrooms to 21st century learning environments (classrooms, labs and study space) and construct additional faculty office space. The estimated budget for this project is \$3,347,358.

BUILDING 4100 OFFICE/MEETING SPACE RENOVATION

Major renovation work and full remodeling will occur to repurpose the existing Wellness Center to offices and meeting spaces. The estimated budget for this project is \$2,408,026.

BUILDING 3100 OFFICE/CLASSROOMS RENOVATION

Moderate renovation work will occur to update office space finishes, replace mechanical and plumbing systems, and accessibility upgrades. The estimated budget for this project is \$3,784,474.

CAMPUS WIDE ADA IMPROVEMENT PROJECT RENOVATION

A comprehensive ADA plan will be developed for the Oceanside campus to ensure compliance with applicable federal and state regulations for campus facilities. Development of the plan will include analysis of the paths of travel from parking lots and transit facilities to destination buildings, surveys of interior and exterior ADA access to establish the level of compliance of existing campus facilities, and design of solutions that will assure full compliance with state codes. The estimated budget for this project is \$1,254,924.

BUILDING 4700 OFFICE MODERNIZATION

Moderate renovation work will occur to update office space finishes, replace mechanical and plumbing systems and accessibility upgrades. The estimated budget for this project is \$1,353,959.

CAMPUS WIDE UTILITY INFRASTRUCTURE PROJECT RENOVATION

The infrastructure projects planned for the Oceanside campus, not included as part of building projects, look to improve existing infrastructure and mitigate future issues. Where possible, infrastructure upgrades have been strategically planned to be incorporated into the designs for the proposed new buildings. The estimated budget for this project is \$4,637,121.

NORTH STORM DRAIN REPLACEMENT

This project will construct a new storm drain to replace an existing damaged drain line. The project will include drainage improvements, including the replacement of surface drainage facilities and landscaping. The estimated budget for this project is \$750,000.

SWING SPACE

Temporary Structures (or “swing space”) will be utilized to house campus activities and instruction displaced by construction. These temporary buildings, housed on the north side of campus, include five classroom trailers, a restroom trailer, and an office trailer to be used during miscellaneous modernization projects throughout the campus. The estimated budget for this project is \$5,458,137.

BUILDING 4500 SCIENCE RENOVATION

Major renovations will convert existing Chemistry labs and associated support spaces to new labs for Physical and Earth Science programs. The project will include upgrades of all remaining science labs, accessibility upgrades, and the replacement of aging air handling units. The estimated budget for this project is \$21,444,413.

SAN ELIJO CAMPUS

ACTIVE PROJECTS IN FY2019-2020

- Temporary Portables/Swing Space Phase 3
 - Complete construction summer 2019
- Building 300 Classroom Modernization
 - Complete construction summer 2019
- New Student Services and Administration Building
 - Construction scheduled to start fall 2019
- Building 500 Renovation
 - In construction
- Building 200 Modernization
 - In design
- Building 100 Modernization
 - In design

operations under one roof. The new building will provide administrative offices and meetings spaces, allowing staff to properly serve the student body. The estimated budget for this project is \$12,385,629.

BUILDING 500 LANGUAGE LABS RENOVATION

Moderate renovation and modernization work will focus on improving existing functions through systems and space upgrades. The renovations will include modernizing classrooms, renovating educational spaces to provide two new computer labs, and roof re-tiling. The estimated budget for this project is \$3,464,024.

BUILDING 200 FINE ARTS LABS MODERNIZATION

Modernization work will include primarily the upgrade of interior spaces and repair the exterior elements and/or building systems. Specific areas included in the scope are full building modernization of classrooms and labs, replacement of heat pumps and roof re-tiling. The estimated budget for this project is \$3,470,077.

BUILDING 100 LIBRARY RENOVATION

Moderate renovation work will focus on improving existing functions through systems and space upgrades. The renovations will include renovating computer labs into an expanded tutoring center, renovating electrical systems, replacing heat pump, and roof re-tiling. The estimated budget for this project is \$5,223,014.

BUILDING 900 STUDENT CENTER RENOVATION

Moderate modernization work will focus on improving existing functions through systems and space upgrades. The renovations will include reconfiguring the bookstore to student spaces, including additional student life/club spaces and general meeting space, general building renovation, and roof re-tiling. The estimated budget for this project is \$1,348,064.

SWING SPACE

Temporary structures (or “swing space”) will be utilized to house campus activities and instruction displaced by construction. These temporary buildings, housed on the north side of campus, include five classroom trailers, a restroom trailer, and an office trailer to be used during miscellaneous modernization projects throughout the campus. The estimated budget for this project is \$2,916,709.

BUILDING 300 CLASSROOM MODERNIZATION

Modernization work will include primarily the upgrade of interior spaces and repair the exterior elements and/or building systems. Specific areas included in the scope are full building modernization of classrooms and roof re-tiling. The estimated budget for this project is \$2,662,382.

BUILDING 1100 NEW STUDENT SERVICES & ADMINISTRATION

The Student Services & Administration Building will provide a new gateway and face of the Elijo campus. It will replace the existing administration building and consolidate all of the student services

SAN ELIJO CAMPUS

BUILDING 400 SCIENCE LABS RENOVATION

Moderate renovation work will focus on improving existing functions through systems and space upgrades. The renovations will include improving classrooms and science lab spaces to developed space standards and fix configuration issues, and roof re-tiling. The estimated budget for this project is \$2,696,309.

BUILDING 800 DEMOLITION

The sole demolition project at Elijo campus involves removing the existing administration building. The building is being replaced with a new Student Services building. This existing building is poorly organized and lacks adequate space for staff and offices; existing spaces are also poorly configured. The estimated budget for this project is \$97,434.

CENTRAL CAMPUS QUAD RENOVATION

The central quad will link together key student-focused facilities, such as the student center, library, and Student Services building, and create dynamic outdoor areas that can supplement instruction and study, while also providing welcoming and engaging areas to gather and socialize. The planned entry plaza and quad landscaping will enhance campus identity and provide a sense of arrival. The design will include a blend of hard and soft-scapes, with attractive native plantings and bio wales that will help mitigate drainage issues, create a more sustainable landscape, and comply with anticipated storm water runoff regulations. The estimated budget for this project is \$1,682,918.

MECHANICAL & ELECTRICAL UTILITIES RENOVATION

The electrical needs of the campus are being served by four transformers located throughout the campus, which is comprised of ten separate buildings. Each transformer meets the demands of a cluster of buildings. As part of planned upgrades to facility systems, replacements are planned for transformers, panel boards, and switchboards which have or are near to completing their useful life expectancy. A

number of heat pumps and cooled circuit coolers are past their life expectancy and will be replaced along with aging boilers to improve utility efficiencies and reduce maintenance. The estimated budget for this project is \$627,737.

NEW PHOTOVOLTAIC PANELS

Campus parking lots within the Elijo campus will be retrofitted with photovoltaic carports. New planned surface parking lots will also feature solar carports. The project supports MiraCosta's ongoing initiative to create more sustainable campus environments. The work will involve installation of canopy-mounted photovoltaic panels at surface parking lots and electric vehicle (EV) charging stations. The estimated budget for this project is \$985,244.

BUILDING 700 RENOVATION

Building 700 serves as the home for the campus' facilities team. The building renovation project will include replacement of the aging heat pump and roof retiling. The estimated budget for this project is \$457,263.

COMMUNITY LEARNING CENTER

ACTIVE PROJECTS IN FY2019-2020

- New Student Services Building
 - Currently in design; construction scheduled to start fall 2019
- New Monument Sign/SBDC & Arby's Demolition
 - In construction
- Buildings A & B Renovation
 - In design

BUILDINGS A & B CLASSROOMS & OFFICES RENOVATION (FUTURE BUILDINGS 100 & 200)

The renovation scope includes complete renovation of interiors including reconfiguring interior partitions, finishes, and FF&E (furniture, fixtures, and equipment), renovation of building systems, substantial impact to building envelope and roof, and restroom and accessibility upgrades. The renovation of instructional spaces will continue the current classroom modernization effort already underway on the Oceanside campus. These projects primarily deal with the upgrade of interior space or the repair of exterior elements and/or building systems, restrooms & accessibility upgrades. The estimated budget for this project is \$11,421,405.

BUILDING 300 NEW STUDENT SERVICES

The new Student Services building provides the flexibility to become a student-friendly space that consolidates the study and social spaces into a single dynamic environment or a student services center that provides the staff spaces required to properly serve the needs of the CLC. The estimated budget for this project is \$12,255,973.

PARKING & BUILDING C DEMOLITION

Building C was constructed as a temporary facility in 2002. It is underutilized and poorly organized, and will be demolished to create space for critically-needed parking. The estimated budget for this project is \$1,672,450.

MONUMENT SIGN & SBDC DEMOLITION

A new monument sign and entry structure will provide an iconic and modern welcoming identity for the CLC, and help improve wayfinding, especially in the evenings, as the entry structure features light up. The project also involves the demolition of the district's Small Business Development Center (SBDC) which is in critically poor condition and will be relocated to the new Student Services Building. The estimated budget for this project is \$1,130,514.

ARBY'S BUILDING DEMOLITION

The project involves the demolition of the existing abandoned Arby's building that is located on the property of the CLC. The estimated budget for this project is \$150,000.

Facilities Master Plan Update—Projects by Campus

Following is a comprehensive list of planned Capital Construction Projects identified in the 2016 Facilities Master Plan (subject to change):

OCEANSIDE CAMPUS

NEW BUILDING PROJECTS

- Student Services Building (includes Veterans Center)
- Gym Complex
- Chemistry & Biotechnology Building
- Allied Health Building
- Arts/Media Services Building
- College Police Building
- Resource Center
- Miscellaneous Support Buildings

RENOVATION PROJECTS

- Administration Building 1000
- Library Building 1200
- Student Center Building 3400
- Theatre Building 2000
- Art Building 2100
- Instructional Building 3000
- Instructional Building 3100
- Instructional Building 3200
- Instructional Building 3300
- Tutoring Building 3601
- Instructional Building 3700
- Automotive Building 4000
- Building 4100
- Building 4400
- Science Building 4500
- Student Resources Building 4600
- Instructional Building 4800

MODERNIZATION PROJECTS

- Library 1200
- Facilities (Buildings 4200 & 4300)
- Instructional Building 3500
- Automotive Building 4000
- Faculty Office Building 4700

INFRASTRUCTURE PROJECTS

- Domestic Water Repair
- Sanitary Sewer Repair
- Storm Drainage Repair
- Natural Gas Repair & Valves
- Communications

LANDSCAPE PROJECTS

- Campus Quad
- Promenades
- Academic Hub Plazas
- Outdoor Classrooms
- Athletic Fields
- Bioswales & Native Plantings
- Sod Removal

SITE IMPROVEMENT PROJECTS

- Transit Center
- Pedestrian Bridge
- Monument Signs
- Sidewalk Improvement
- Site Lighting

PARKING PROJECTS

- New Parking Lots
- Expanded & Reconfigured Lots
- Visitor Parking



SAN ELIJO CAMPUS

NEW BUILDING PROJECTS

- Student Services & Administration Building

RENOVATION PROJECTS

- Library Building 100
- Student Center Building 900
- Science Building 400
- Instructional Building 500

MODERNIZATION PROJECTS

- Instructional Building 200
- Instructional Building 300
- Instructional Building 600
- Facilities Building 700

INFRASTRUCTURE PROJECTS

- Sanitary Sewer Repair
- Storm Drainage Repair
- Natural Gas Repair
- Communications

LANDSCAPE PROJECTS

- Entry Plaza & Quad Landscaping
- Outdoor Learning Spaces
- Landscaping Improvement
- Bioswale & Native Plantings
- Sidewalk Improvement

COMMUNITY LEARNING CENTER

NEW BUILDING PROJECTS

- Student Services Building

RENOVATION PROJECTS

- Building A, Student Resources

MODERNIZATION PROJECTS

- Building A & B, Classrooms

INFRASTRUCTURE PROJECTS

- Natural Gas Repair

PARKING PROJECTS

- Expanded & Reconfigured Parking

LANDSCAPE PROJECTS

- New Campus Quad
- New Entry/Gateway
- Bioswales & Native Plantings

DEBT MANAGEMENT

Legal Debt Limits

The district does not have a legal debt limit threshold to adhere to.

Lease Revenue Bonds

On July 1, 1999, the district issued lease revenue bonds in the amount of \$7.3 million to be used to refund the 1998 issue of certificates of participation and to fund the construction of the Community Learning Center. Those bonds were paid off in September 2010 with the issuance of the lease revenue refunding. On September 16, 2010, the district issued lease revenue bonds in the amount of \$3.07 million to be used to refinance the acquisition and construction of capital improvement, fund debt service reserve accounts, and to pay the cost of issuing the bonds. The bonds mature in 2019 with interest yields ranging from 3% to 4%.

| FISCAL YEAR | PRINCIPAL | INTEREST | TOTAL |
|--------------|------------------|----------------|------------------|
| 2016 | \$370,000 | \$47,450 | \$417,450 |
| 2017 | 385,000 | 34,275 | 419,275 |
| 2018 | 395,000 | 22,575 | 417,575 |
| 2019 | 405,000 | 10,575 | 415,575 |
| 2020 | 150,000 | 2,250 | 152,250 |
| TOTAL | 1,705,000 | 117,125 | 1,822,125 |

On February 1, 2015, the district issued a 15-year lease/purchase bond in the amount of \$12.65 million to be used for capital improvement projects for the construction of new instructional space and the modernization, renovation, and repair of many buildings, including parking spaces and sewer lines. Included in the total amount was the cost of issuing the bond, \$150 thousand. The bond matures in 2030 with interest at 3.09%. Annual debt service payments are approximately \$1.06 million each year for 15 years. In 2017, \$12.1 million from the 2016 general obligation bond was placed in an escrow account with U.S. Bank, N.A. to pay the remaining principal and interest annually until the bond matures in 2030. This debt has been removed from MCCD's financial statements. If the balance in the escrow fund does not cover the final bond payment, the district will be obligated to transfer the necessary funds.

Post-Employment Benefits

The district's annual Other Post-Employment Benefit (OPEB) cost is calculated based on the actuarially valuation study of the total OPEB liability. The OPEB liability assumes the district's funding strategy is to fund the normal cost (current accrual for benefits being earned) plus an amortization of the unfunded accrued liability.

From the June 30, 2019, actuarial study and the OPEB Trust balance as of June 30, 2019, the district is 100% funded of the Total OPEB Liability (TOL).

The table below presents the actuarial accrued liability and the value of the Trust Fund.

| OPEB FUNDING PROGRESS AS OF JULY 1, 2019 | |
|--|--------------|
| Actuarial Total OPEB Liability (TOL) | \$26,714,849 |
| Trust Fund Asset Value (6/30/2019) | 26,766,503 |
| Net OPEB Liability Funded | 100% |

LONG-RANGE FINANCIAL PLANNING

Economic Conditions

The district's economic condition is directly affected by the economic wellbeing of the state of California. The California Community Colleges Chancellor's Office, the California Department of Finance, and the California Legislative Analyst's Office (LAO) have predicted a 6% steady growth in California's economic health. According to the November 2018 California's Fiscal Outlook, issued by the LAO, the state budget situation is positive. The city of San Diego's economic outlook from fiscal year 2020–2024 from the November 2018 report,

predicted a 5.5% growth for FY2018–19 and a 5.25% growth for FY2019–20. MCCD received an updated district property assessment growth of 5.4% in July 2019 for FY2019–20, which was used for the FY2019–20 budget. The local property tax growth has a direct impact to the district's annual revenues, since MCCD is one of six community colleges that are funded by local property tax revenues and not through the state apportionment funding formula for general funds. The following economic outlook predicts a declining growth rate in the next 4 years.

ECONOMIC TRENDS

[Fiscal Year 2020–2024 Five-Year Financial Outlook, City of San Diego]*

The major factors influencing property tax revenue are the California Consumer Price Index (CCPI), home sales, home price, and foreclosures. The CCPI limits assessed valuation growth under Proposition 13 which specifies that a property's value may increase at the rate of the CCPI, but cannot exceed 2.0 percent per year unless the property is improved or sold to establish a new assessed value. In compliance with Revenue and Taxation Code section 51, the San Diego County Assessor's Office uses the October CCPI to assess property values under Proposition 13. However, at the time of preparing this report, the October CCPI has not been released. The latest CCPI released by the California Department of Finance (DOF) was 273.844 as of August 2018, a 3.9 percent increase from the August 2017 CCPI of 263.473. Assuming the CCPI holds constant, the assessed valuation of properties not improved or sold will increase by 2.0 percent for FY 2020, the maximum allowable increase. The City has experienced positive growth in home prices, with an increase of 9.3 percent in the median home price from

(continued on next page)

**Table 2.2 - Property Tax Components
(\$ in Millions)**

| | FY 2019 Adopted | FY 2019 Projection | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 |
|--|--------------------|-----------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Growth Rate | 5.50% | 5.50% | 5.25% | 5.00% | 4.75% | 4.50% | 4.25% |
| 1% Property Tax | \$ 393.5 | \$ 394.4 | \$ 415.3 | \$ 436.3 | \$ 457.2 | \$ 477.9 | \$ 498.3 |
| MVLF Backfill | \$ 144.5 | \$ 145.8 | \$ 153.7 | \$ 161.4 | \$ 169.0 | \$ 176.6 | \$ 184.1 |
| RPTTF Pass-Through Tax Sharing Payment | \$ 7.2 | \$ 7.5 | \$ 7.8 | \$ 8.2 | \$ 8.6 | \$ 9.0 | \$ 9.4 |
| RPTTF Residual Property Tax Payment | \$ 14.8 | \$ 20.9 | \$ 21.0 | \$ 23.7 | \$ 25.9 | \$ 27.7 | \$ 29.4 |
| Total Property Tax Projection | \$ 560.0 | \$ 568.7 | \$ 597.9 | \$ 629.6 | \$ 660.8 | \$ 691.2 | \$ 721.2 |

[page 13]

*Source: https://www.sandiego.gov/sites/default/files/fy20_24outlook.pdf

ECONOMIC TRENDS *(continued)*

September 2017 to September 2018. Despite the rise in home prices, the growth in the number of home sales has slowed. Year-to-date home sales, as of September 2018, have decreased by 7.6 percent compared to year-to-date as of September 2017. Based on property sales that have occurred as of September 2018 and an approximate 2.0 percent increase in the CCPI, it is estimated the City's assessed valuation will see a positive increase in assessed valuation for FY 2020. [page 7]

Other factors to consider in developing a revenue projection for property tax include mortgage rates, changes to federal tax policy, and property tax refunds. Over the past year, federal interest rates have increased. These increases along with the continued strength in the economy support the case for a rise in mortgage rates which combined with federal tax policy limiting mortgage interest deductions would likely contribute to a restrained housing market. While property tax revenue growth is expected to remain positive throughout the Outlook period, property tax growth is anticipated to slowly return to lower levels of growth in outer years. [pages 11–12]

**General Fund—Unrestricted
5-Year Financial Plan**

The tables on pages 72–73 outline MiraCosta College District's 5-Year Financial Plan of the General Fund's unrestricted revenues and expenditures for FY2019–20 through FY2023–24. The long-range plan links directly to the district's institutional goals and institutional objectives outlined on page 10 and the board directives. The 5-Year Financial Plan continues to fund programs and initiatives for student success by investing in resources while enabling the college to be flexible and change with the needs of the students and the local community.

The 5-Year Financial Plan revenue assumption from local property tax revenues decreases from 5.4% to 3.5% over 5 years based on the San Diego economic outlook report.

Expenses are projected to increase each year due to annual salary step-and-column increases, cost-of-living adjustment increases, health benefit costs, CalSTRS and CalPERS increases, and inflation. Two new, full time faculty were hired for 2019–20, then two new faculty are projected per year over the next four years from the Staffing Plan and Program Review assessments. Enrollment is projected to remain flat for the next four years.

In summary, the plan includes some modest revenue growth and expenditures to retain a fund balance above 15% of expenditures through FY2023–24. This plan assumes revenue growth rates comparable to the San Diego Fiscal Outlook Report. Should economic conditions match the local economic outlook and MiraCosta College manages its expenditures, the reserve balance in FY2023–24 will remain above 15%.

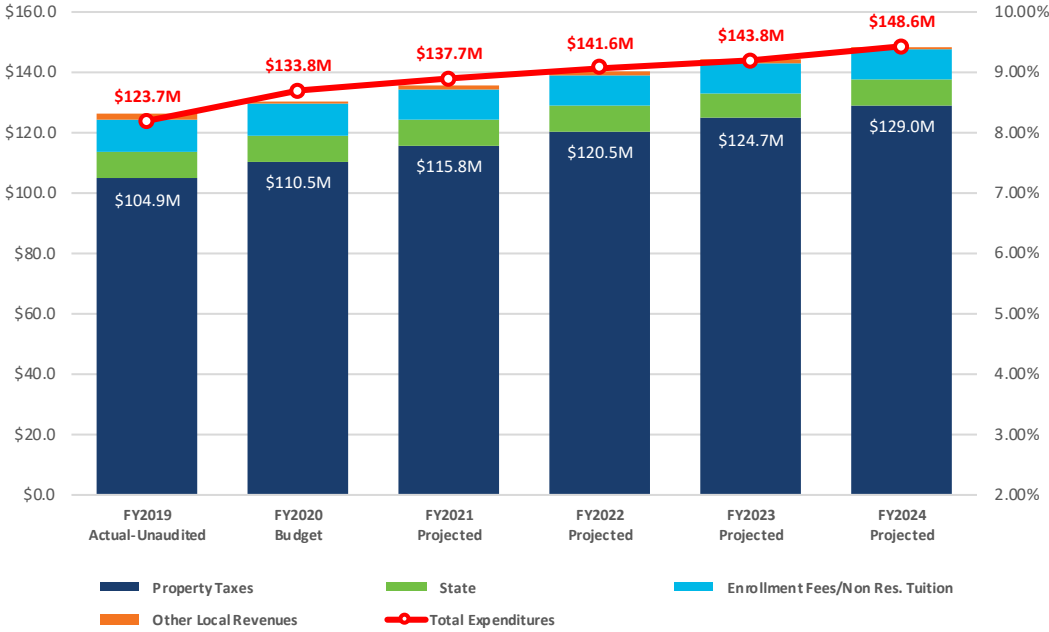
5-YEAR FINANCIAL PLAN

| GENERAL FUND—UNRESTRICTED | | | | | |
|--|---|---|---|---|---|
| | FY2019-20 BUDGET | FY2020-21 PROJECTED | FY2021-22 PROJECTED | FY2022-23 PROJECTED | FY2023-24 PROJECTED |
| ASSUMPTIONS | | | | | |
| Proposition 30 (Proposition 55 Extension to Year 2030) Sales Tax Ends December 2016; Income Tax Extended | No Change to EPA Prop 30 funding | No Change to EPA Prop 30 funding | No Change to EPA Prop 30 funding | No Change to EPA Prop 30 funding | No Change to EPA Prop 30 funding |
| Property Tax Revenue % Change | 5.4% | 4.8% | 4.0% | 3.5% | 3.5% |
| Enrollment Fee Increases (Enrollment Revenues) | -3% | -2% | 0% | 0% | 0% |
| DISTRICT PLANS | | | | | |
| Enrollment (Credit & Noncredit) | -2.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Academic Salaries: Step & Column | 1.5% | 1.5% | 1.2% | 1.2% | 1.2% |
| Academic Salaries: COLA | 2.25% | 2.25% | 1.0% | 1.0% | 1.0% |
| Academic Salaries: Change in Positions, Programs or Services (Program Review & Staffing Plan) | Hire 2 New Faculty | Hire 2 New Faculty | Hire 2 New Faculty | Hire 2 New Faculty | Hire 2 New Faculty |
| Classified Salaries: Step & Column | 1.2% | 2.0% | 1.0% | 1.0% | 1.0% |
| Classified Salaries: COLA | 2.25% | 2.25% | 1.0% | 1.0% | 1.0% |
| Classified Salaries: Change in Positions, Programs or Services (Program Review & Staffing Plan) | Program Review, Student Worker Minimum Wage | Program Review, Student Worker Minimum Wage | Program Review, Student Worker Minimum Wage | Program Review, Student Worker Minimum Wage | Program Review, Student Worker Minimum Wage |
| Classified Salaries: Salary Adjustment (CC Study) | 0.75% | 0.50% | No adjustment | No adjustment | No adjustment |
| Benefits: Rate Increase | 4.0% | 4.0% | 4.0% | 4.0% | 4.0% |
| Benefits: Change in Positions, Programs or Services (Program Review & Staffing Plan) | Increases for STRS/PERS, New Hires | Increases for STRS/PERS, New Hires | Increases for STRS/PERS, New Hires | Increases for STRS/PERS, New Hires | Increases for STRS/PERS, New Hires |
| Retiree Benefits: OPEB Trust | No Changes | No adjustment | No adjustment | No adjustment | No adjustment |
| Supplies, Printing, Copy Charges: Inflation | 2.0% | 2.0% | 2.0% | 2.0% | 2.0% |
| Other Operating Expenses: Inflation | 2.0% | 2.0% | 2.0% | 2.0% | 2.0% |
| Other Operating Expenses: Changes in Programs or Services | No Changes | No Changes | No Changes | No Changes | No Changes |
| Capital Outlay | Increase Instructional Equipment; No PPIS | No Changes | No Changes | No Changes | No Changes |
| Transfers Out from General Fund to Fund 29—Debt & Fund 41—Capital | Increase ERP System; Decrease Facility Projects | Reduce ERP System | No Change | Reduce Facility Projects | Reduce ERP System; Increase FMP |

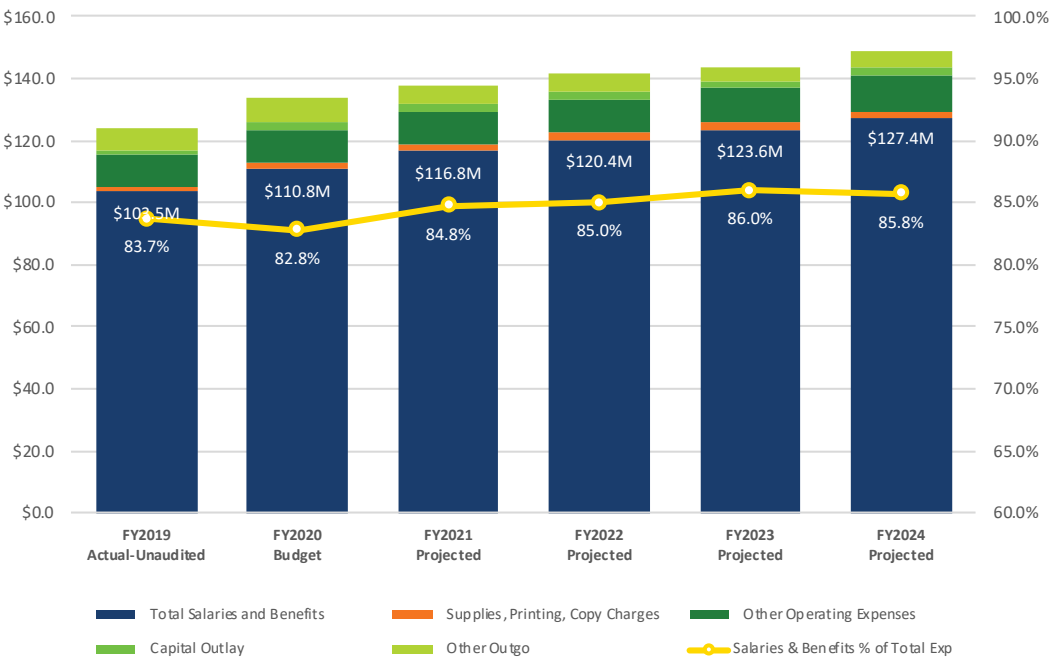
5-YEAR FINANCIAL PLAN (continued)

| GENERAL FUND—UNRESTRICTED | | | | | | | |
|---------------------------------------|---------------------|----------------------------------|---------------------|------------------------|------------------------|------------------------|------------------------|
| | FY2018-19 BUDGET | FY2018-19 ACTUAL UNAUDITED | FY2019-20 BUDGET | FY2020-21 PROJECTED | FY2021-22 PROJECTED | FY2022-23 PROJECTED | FY2023-24 PROJECTED |
| REVENUES | | | | | | | |
| State | \$7,998,534 | \$8,668,678 | \$8,598,055 | \$8,598,055 | \$8,598,055 | \$8,598,055 | \$8,598,055 |
| Property Taxes | 105,428,505 | 104,864,424 | 110,527,103 | 115,832,404 | 120,465,700 | 124,682,000 | 129,045,870 |
| Enrollment Fees/Nonresident Tuition | 11,742,857 | 10,559,842 | 10,282,000 | 10,076,360 | 10,076,360 | 10,076,360 | 10,076,360 |
| Other Local Revenues | 1,399,750 | 1,927,321 | 882,805 | 882,805 | 882,805 | 882,805 | 882,805 |
| TOTAL REVENUES | 126,569,646 | 126,020,264 | 130,289,963 | 135,389,624 | 140,022,920 | 144,239,220 | 148,603,090 |
| EXPENDITURES | | | | | | | |
| Academic Salaries | 47,409,761 | 47,013,143 | 49,651,267 | 51,433,190 | 52,484,720 | 53,559,384 | 54,657,690 |
| Classified Salaries | 27,754,015 | 27,328,765 | 30,116,136 | 31,809,628 | 32,759,377 | 33,639,565 | 34,537,356 |
| Benefits | 30,282,373 | 29,193,568 | 30,999,724 | 33,523,533 | 35,132,471 | 36,450,334 | 38,236,734 |
| TOTAL SALARIES & BENEFITS | 105,446,149 | 103,535,476 | 110,767,127 | 116,766,351 | 120,376,568 | 123,649,283 | 127,431,780 |
| Supplies, Printing, Copy Charges | 1,936,813 | 1,457,708 | 1,952,232 | 1,991,277 | 2,031,102 | 2,071,724 | 2,113,159 |
| Other Operating Expenses | 10,830,674 | 10,363,211 | 10,563,277 | 10,774,543 | 10,990,033 | 11,209,834 | 11,434,031 |
| Capital Outlay | 2,297,507 | 1,558,540 | 2,404,142 | 2,404,142 | 2,404,142 | 2,404,142 | 2,404,142 |
| Other Outgo | 6,873,700 | 6,811,874 | 8,065,700 | 5,775,700 | 5,815,700 | 4,464,949 | 5,219,978 |
| TOTAL EXPENDITURES | 127,384,843 | 123,726,810 | 133,752,478 | 137,712,012 | 141,617,545 | 143,799,932 | 148,603,090 |
| NET REVENUES LESS EXPENDITURES | -815,197 | 2,293,454 | -3,462,515 | -2,322,388 | -1,594,625 | 439,288 | 0 |
| FUND BALANCE | | | | | | | |
| BEGINNING FUND BALANCE | 28,448,924 | 28,448,924 | 30,742,377 | 27,279,862 | 24,957,474 | 23,362,849 | 23,802,136 |
| NET REVENUES LESS EXPENDITURES | -815,197 | 2,293,454 | -3,462,515 | -2,322,388 | -1,594,625 | 439,288 | 0 |
| ENDING FUND BALANCE | 27,633,727 | 30,742,377 | 27,279,862 | 24,957,474 | 23,362,849 | 23,802,136 | 23,802,136 |
| FUND BALANCE % OF EXPENDITURE BUDGET | 21.7% | 24.8% | 20.4% | 18.1% | 16.5% | 16.6% | 16.0% |

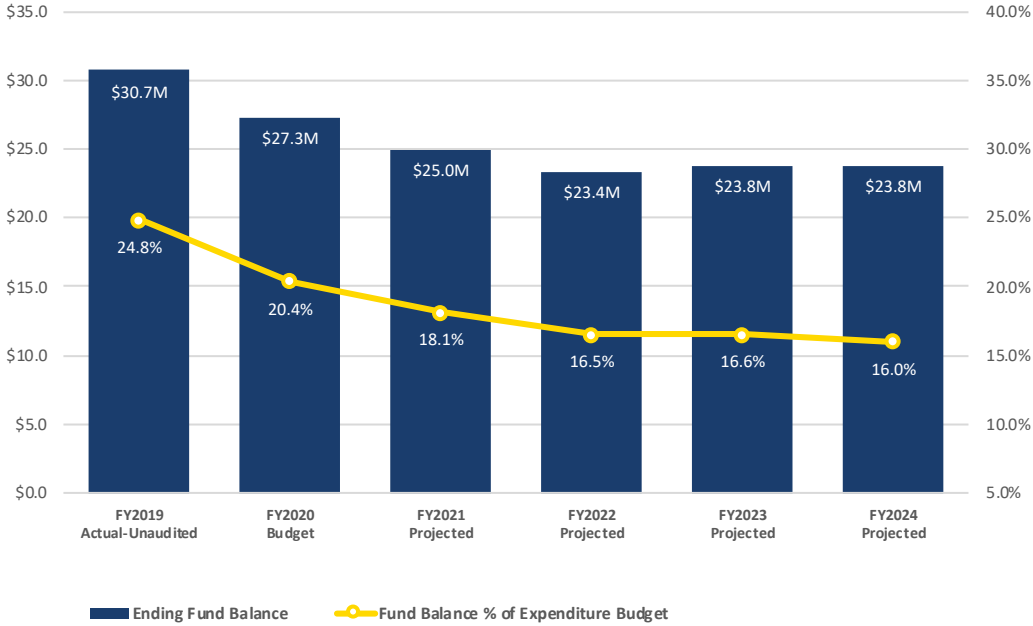
GENERAL FUND—UNRESTRICTED REVENUE 5-YEAR FINANCIAL PLAN



GENERAL FUND—UNRESTRICTED EXPENSE 5-YEAR FINANCIAL PLAN



GENERAL FUND—UNRESTRICTED REVENUE 5-YEAR FINANCIAL PLAN FUND BALANCE



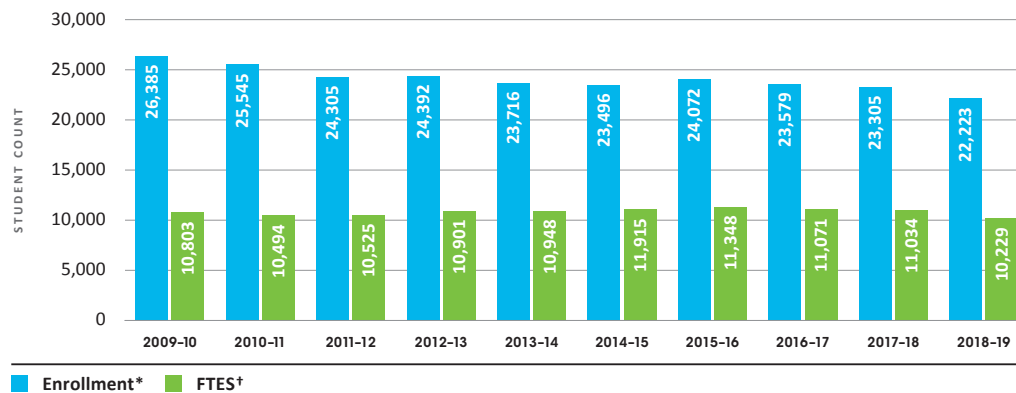
FULL-TIME EQUIVALENT STUDENTS (FTES)

| | ENROLLMENT | | | | GENDER | | | ETHNICITY | | | | | | | | | |
|-----------|-------------|----------|----------|----------|--------|------|---------------|------------------|--------------------------------|-------|----------|----------|-----------------|------------------|---------|--------------------|--|
| | ENROLLMENT* | % CHANGE | FTES† | % CHANGE | FEMALE | MALE | NOT INDICATED | AFRICAN-AMERICAN | AMERICAN INDIAN/ALASKAN NATIVE | ASIAN | FILIPINO | HISPANIC | MULTI-ETHNICITY | PACIFIC ISLANDER | UNKNOWN | WHITE NON-HISPANIC | |
| 2018–2019 | 22,223 | -5% | 10,229.3 | -7% | 59% | 40% | 1% | 3.2% | 0.4% | 6.4% | 2.2% | 40.0% | 6.4% | 0.5% | 2.2% | 38.9% | |
| 2017–2018 | 23,305 | -1% | 11,034.1 | 0% | 59% | 40% | 1% | 3.1% | 0.3% | 6.1% | 2.2% | 38.6% | 6.6% | 0.5% | 1.9% | 40.7% | |
| 2016–2017 | 23,579 | -2% | 11,071.0 | -2% | 59% | 41% | 0% | 3.2% | 0.3% | 6.2% | 2.3% | 37.4% | 6.2% | 0.5% | 2.0% | 41.9% | |
| 2015–2016 | 24,072 | 2% | 11,348.3 | 2% | 58% | 42% | 0% | 3.2% | 0.4% | 5.9% | 2.2% | 36.9% | 6.2% | 0.4% | 2.0% | 42.8% | |
| 2014–2015 | 23,496 | -1% | 11,915.4 | 1% | 57% | 42% | 0% | 3.4% | 0.3% | 5.8% | 2.2% | 35.1% | 6.2% | 0.4% | 2.1% | 44.6% | |
| 2013–2014 | 23,716 | -3% | 10,948.4 | 0% | 57% | 43% | 0% | 3.7% | 0.4% | 5.8% | 2.2% | 33.7% | 5.7% | 0.5% | 2.2% | 46.0% | |
| 2012–2013 | 24,392 | 0% | 10,901.5 | 4% | 58% | 42% | 0% | 3.7% | 0.4% | 5.7% | 2.3% | 32.3% | 5.4% | 0.5% | 2.2% | 47.6% | |
| 2011–2012 | 24,305 | -5% | 10,525.0 | 0% | 58% | 42% | 0% | 3.9% | 0.5% | 5.7% | 2.4% | 30.0% | 4.8% | 0.6% | 2.6% | 49.6% | |
| 2010–2011 | 25,545 | -3% | 10,494.1 | -3% | 58% | 42% | 0% | 3.9% | 0.5% | 5.7% | 2.3% | 29.1% | 4.1% | 0.6% | 3.3% | 50.5% | |
| 2009–2010 | 26,385 | 11% | 10,803.0 | 14% | 59% | 41% | 0% | 3.8% | 0.6% | 5.7% | 2.4% | 27.3% | 3.1% | 0.7% | 4.5% | 52.1% | |
| 2008–2009 | 23,876 | 8% | 9,440.8 | 11% | 59% | 40% | 2% | 5.0% | 1.0% | 5.5% | 3.0% | 24.0% | 0.0% | 1.1% | 9.8% | 50.7% | |
| 2007–2008 | 22,127 | 4% | 8,536.6 | 6% | 59% | 40% | 1% | 3.8% | 0.9% | 6.0% | 2.8% | 26.4% | 0.0% | 0.9% | 8.1% | 51.1% | |
| 2006–2007 | 21,266 | 1% | 8,026.4 | 4% | 58% | 41% | 1% | 3.8% | 0.7% | 5.7% | 2.6% | 26.1% | 0.0% | 0.8% | 8.2% | 52.1% | |
| 2005–2006 | 21,098 | 3% | 7,729.6 | 6% | 58% | 41% | 1% | 3.8% | 0.7% | 5.8% | 2.5% | 26.0% | 0.0% | 0.9% | 7.2% | 53.1% | |

Source: CCCO MIS Data Mart. Web. August 7, 2018. <http://datamart.ccco.edu/DataMart.aspx> & CCFS320 Reports

*Student Count includes both credit and noncredit students. †FTES Based on factored CCFS320 reports, credit residents and noncredit students.

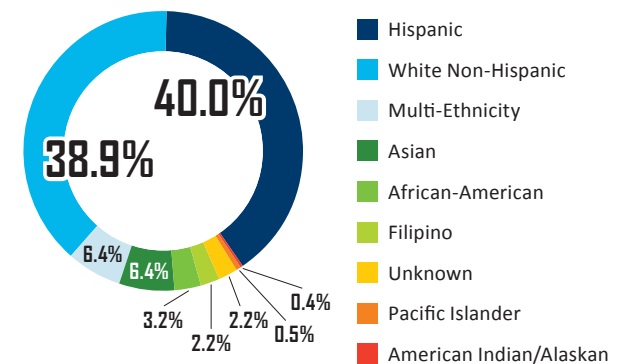
ENROLLMENT



*Student Count includes both credit and noncredit students. †FTES Based on factored CCFS320 reports, credit residents and noncredit students.

ETHNICITY

2018-19



HISTORY OF ASSESSED PROPERTY VALUATION

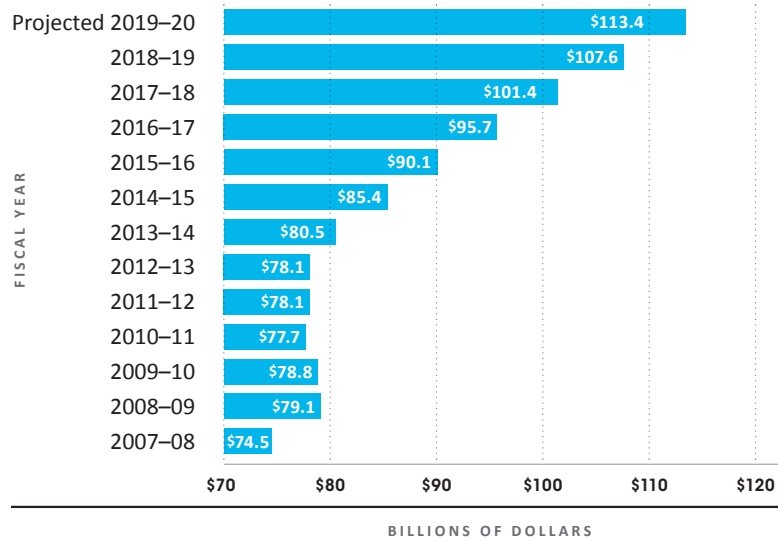
HISTORY OF PROPERTY TAX REVENUE

| FISCAL YEAR | ASSESSED PROPERTY VALUE | % ANNUAL CHANGE | PROPERTY TAX REVENUE | ANNUAL CHANGE | % ANNUAL CHANGE |
|--------------------------------------|-------------------------|-----------------|----------------------|---------------|-----------------|
| 2019–20 Projected | \$113,352,688,040 | 5.4% | \$110,527,102 | \$5,662,678 | 5.4% |
| 2018–19 | 107,567,920,063 | 6.1% | 104,864,424 | 5,403,570 | 5.4% |
| 2017–18 | 101,407,690,857 | 6.0% | 99,460,854 | 5,531,155 | 5.9% |
| 2016–17 | 95,706,910,876 | 6.2% | 93,929,699 | 5,526,057 | 6.3% |
| 2015–16 | 90,127,485,749 | 5.5% | 88,403,642 | 5,289,086 | 6.4% |
| 2014–15 | 85,414,276,107 | 6.1% | 83,114,556 | 4,972,125 | 6.4% |
| 2013–14 | 80,517,356,225 | 3.1% | 78,142,430 | 2,312,294 | 3.0% |
| 2012–13 | 78,091,797,697 | 0.0% | 75,830,136 | 2,464,987 | 3.4% |
| 2011–12 | 78,093,638,317 | 0.5% | 73,365,149 | 863,640 | 1.2% |
| 2010–11 | 77,743,591,710 | -1.3% | 72,501,509 | -1,754,634 | -2.4% |
| 2009–10 | 78,800,671,137 | -0.4% | 74,256,143 | -1,945,433 | -2.6% |
| 2008–09 | 79,100,117,601 | 6.1% | 76,201,576 | 2,766,870 | 3.8% |
| 2007–08 | 74,547,356,887 | 9.3% | 73,434,706 | 3,563,652 | 5.1% |
| 2006–07 | 68,220,316,400 | 11.7% | 69,871,054 | 9,531,507 | 15.8% |
| Average Annual Change: Last 5 years | | 5.8% | | | 5.9% |
| Average Annual Change: Last 10 years | | 3.7% | | | 4.1% |
| Average Annual Change: Last 13 years | | 4.0% | | | 3.6% |

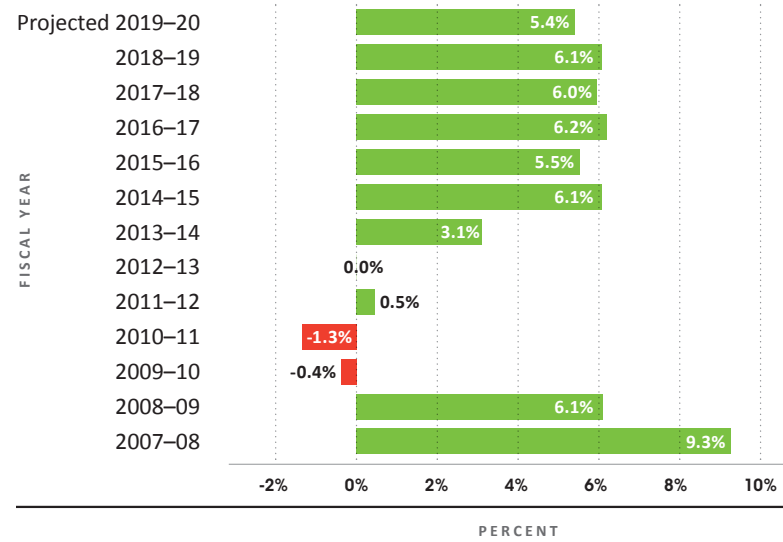
Source: SD County Assessor Office

Source: MCCD Ledger

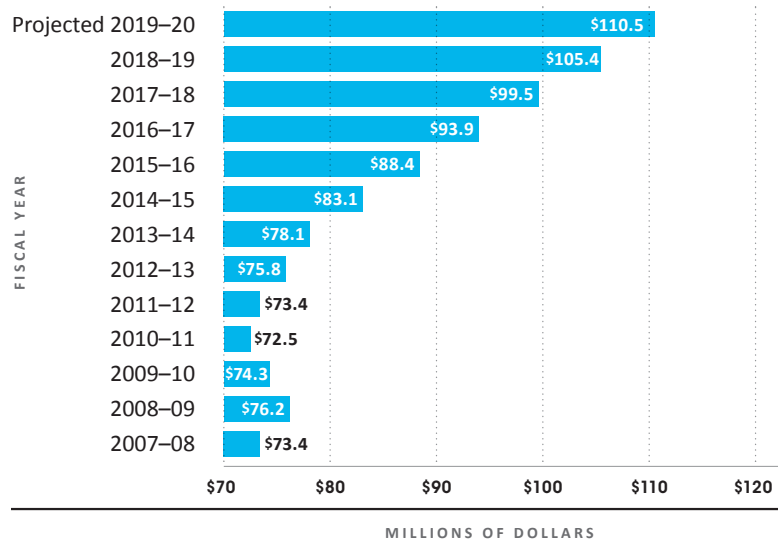
ASSESSED PROPERTY VALUE



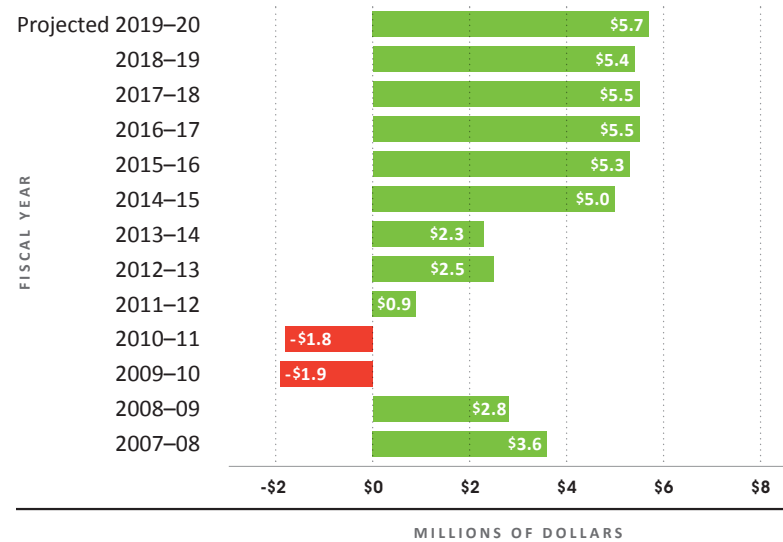
ASSESSED VALUE ANNUAL CHANGE



MCCD PROPERTY TAX REVENUE



MCCD PROPERTY TAX REVENUE ANNUAL CHANGE



EMPLOYEE POSITION SCHEDULE

| FUNCTION | DIVISION | FY2016-17 | FY2017-18 | FY2018-19 | FY2019-20 BUDGET |
|-----------------------------------|---------------------------|---------------|---------------|---------------|------------------|
| Faculty | Office of Instruction | 169.00 | 183.00 | 187.30 | 191.30 |
| Instructional Services | Office of Instruction | 171.90 | 175.95 | 159.50 | 173.70 |
| Student Support | Student Services | 134.80 | 133.60 | 128.30 | 141.55 |
| Institutional Support | President's Office | 19.00 | 19.00 | 17.00 | 18.00 |
| Administrative Services | Business & Administrative | 38.50 | 41.50 | 23.05 | 24.05 |
| Plant Operations | Business & Administrative | 36.80 | 40.60 | 38.05 | 40.05 |
| Human Resources | Human Resources | | | 18.20 | 19.65 |
| TOTAL FULL TIME EQUIVALENT | | 569.95 | 593.65 | 571.40 | 608.30 |

New Positions

The following positions are included in the FY2019-20 budget:

FACULTY

- Computer Science Instructor
- Film Instructor
- Medical Administrative Professional (MAP) Program Lead Instructor
- Noncredit Instructor—Short Term Vocational and Adults with Disabilities

ADMINISTRATORS

- Associate Dean—Instructional Services
- Director of Student Services—Community Learning Center
- CARE Manager—Student Life & Judicial Affairs

CONTRACT

- Deputy Sector Navigator—School of Math & Science
- Program Advisor I—Small Business Development Center
- Measure MM Bond Funding
- Construction Program Project Manager

CLASSIFIED—UNRESTRICTED FUNDING

- Administrative Support Assistant II—Human Resources (.45)
- Energy Controls Specialist
- Human Resources Analyst
- Information Security Engineer—Academic Information Services
- Science Laboratory Technician—Biotechnology (.75)
- Student Services Specialist—DSPS
- Student Services Coordinator—Institute for International Perspectives

CLASSIFIED—CATEGORICAL OR GRANT

- Administrative Assistant to the Dean—Research, Planning & Institutional Effectiveness
- Administrative Support Assistant II—Noncredit Adult Education
- GEAR UP School Site Coordinator
- Program Manager—Employment Services
- Student Services Coordinator—First Year Forward
- Student Services Specialist—Campus Food Pantry

LOCATION & AREA INFORMATION

The District

The MiraCosta Community College District is located in North San Diego County along the southern California coast, between Orange County to the north and the metropolitan area of San Diego to the south. The district is approximately 35 miles north of San Diego and 90 miles south of Los Angeles. The district includes the communities of Oceanside, Carlsbad, Leucadia, Encinitas, Olivenhain, Rancho Santa Fe, Cardiff, Solana Beach, Del Mar, Carmel Valley, and parts of Camp Pendleton.

North San Diego County

North San Diego County is nationally known for its exceptional K–12 schools and the plethora of superb higher education choices. Public school districts served by MiraCosta College include Carlsbad, Cardiff, Del Mar, Encinitas, Oceanside, Rancho Santa Fe, San Dieguito and Solana Beach. Local colleges and universities include Cal State San Marcos, National University, Palomar College, San Diego State University, University of California San Diego, and University of San Diego, among others.

The San Diego Tourism Authority website describes San Diego's North County as a vast, expansive region known for its pristine beaches, natural preserves and miles of open spaces. From Del Mar to Oceanside, the North County coastline is a string of unique picturesque seaside villages that have a small-town feel.

San Diego's north region offers plenty of outdoor activities. From hiking and horseback riding in Los Peñasquitos Canyon Preserve, stand-up paddle boarding and kayaking in Carlsbad Lagoon, to biking along historic Highway 101, or sport fishing, whale watching or surfing the coastline from La Jolla through Oceanside, outdoor enthusiasts are sure to be entertained. San Diego's north coastal town of Encinitas was recently named among the best surf towns in the world by National Geographic.

The North County Coastal region is home to some of San Diego's top attractions, including LEGOLAND California, Sea Life Aquarium and LEGOLAND Water Park, the Flower Fields at Carlsbad, and the Del Mar fairgrounds, host to the

San Diego County Fair from mid-June to early July, followed by the Del Mar Thoroughbred Races until early September. There's also the San Diego Botanic Garden for a look at San Diego native flora and fauna and at the eastern border of North County you'll also find the San Diego Zoo Safari Park, Las Vegas-style Indian casino gaming and a handful of great wineries and local breweries. Art enthusiasts will love the Oceanside Museum of Art and the LUX Art Institute.

North San Diego County's coastal and inland regions are also a paradise for golfers, with more than 40 diverse courses to choose from. Graced by cooling breezes from the Pacific Ocean, the Arnold Palmer-designed Park Hyatt Aviara and Tom Fazio-designed Grand Del Mar golf courses are uniquely sculpted around the natural landscapes and native vegetation.

Historic Highway 101, Cardiff



San Diego's north region puts you just an hour from Disneyland yet still close to downtown San Diego where the museums of Balboa Park, the San Diego Zoo, the Gaslamp Quarter and SeaWorld San Diego are nearby.

North San Diego County is home to eight of the county's fastest growing cities. Businesses and families are drawn to North County's sunny inland valleys and scenic coastal communities. Additional information about the business environment can be found on the San Diego North Economic Development Council website or on the Oceanside, Carlsbad, Encinitas, or San Diego Coastal Chamber of Commerce websites.

GLOSSARY

311 Forms: Financial Status Reports (CCFS-311), is a summary overview of financial status required by the Chancellor's Office each quarter for the 311Q (quarterly) and 311 Annual Report.

Academic Salaries: Salaries for district employees who are required to meet minimum academic standards as a condition of employment.

Accrual Basis: Method of accounting that calls for recognizing revenue/gains and expenses/losses in the accounting period in which the transactions occur regardless of the timing of the related cash flows.

Allocation: Division or distribution of resources according to a predetermined plan.

Appropriation: A legal authorization granted by a legislative or governing body to make expenditures and incur obligations for a specified time and purpose.

Apportionment: Allocation of state or federal aid, district taxes, or other monies to community college districts or other governmental units.

Assessed Property Values: The assessed valuation is the value computed by the county assessor's office on each unit of property, which serves as the basis for calculating property taxes.

Audit: An official examination and verification of financial statements and related documents, records and accounts for the purpose of determining the propriety of transactions, whether transactions are recorded properly, and whether statements drawn from accounts reflect an accurate picture of financial operations and financial status. Audit procedures may also include examination and verification of compliance with applicable laws and regulations, economy and efficiency of operations, and effectiveness in achieving program results. The general focus of the annual audit conducted on the district is usually a financial statement examination and compliance audit.

Balanced Budget: A budget in which revenues are equal to or greater than expenditures not including the use of reserves to fund one-time expenditures in a fiscal period.

Basis of Accounting: A term used to refer to when revenues, expenditures, expenses and transfers, and the related assets and liabilities, are recognized in the

accounts and reported in the financial statements. Specifically, it relates to the timing of the measurements made, regardless of the nature of the measurement, on either the cash or the accrual method.

Bond: A bond is a written promise to pay a specific sum of money, called the face value or principal amount, at a specified date (or dates) in the future, called the maturity date, and with periodic interest at a rate specified in the bond. A bond is generally issued for a specific purpose or project, such as construction of a new facility.

Budget: A financial plan of operation for a given period consisting of an estimate of proposed expenditures and revenues.

Budget Calendar: The schedule of key dates that the district follows in the preparation, adoption and administration of the budget.

Board of Trustees: The body of elected officials that governs the MiraCosta Community College District.

Capital Expenditures: Capital expenditures are incurred when money is spent to purchase a fixed asset, or add to the value of an existing fixed asset, which has a useful life that extends beyond the taxable year. Capital expenditures are used to acquire or upgrade physical assets such as equipment, property or industrial buildings.

Capital Outlay: The acquisition of or additions to fixed assets, including land or existing buildings, improvements of grounds, construction of buildings, additions to buildings, remodeling of buildings, or equipment.

Cash: Includes currency, coins, checks, money orders, and bank drafts on hand or deposit with a designated agent or official acting as custodian of deposited funds.

Cash Flow: Incomings and outgoings of cash, representing the operating activities of an organization.

Classified Salaries: Salaries for district employees not required to meet minimum academic standards as a condition of employment.

Deferrals: State withholding of apportionment funding due to cash flow shortages.

Employee Benefits: Amounts paid by an employer on behalf of employees. Examples are group health or life insurance payments, contributions to employee retirement, district share of taxes, and workers' compensation payments. These amounts are not included in the gross salary, but are over and above. While not paid directly to employees, they are a part of the total cost of employees.

Expenditures: Payment of cash or cash equivalent for payroll, goods or services, or a charge against available funds in settlement of an obligation.

Fees: Amounts collected from or paid to individuals or groups for services or for purchase of goods or services.

Fifty-Percent Law: The "50 Percent Law," as defined in Education Code Section 84362 and California Code of Regulations Section 59200 et seq., requires California community college districts to spend each fiscal year 50% of the current expense of education for payment of salaries of classroom instructors. The intent of the statute is to limit class size and contain the relative growth of administrative and non-instructional costs.

Fiscal: Of or relating to government expenditures, revenues, and debts.

Fiscal Year: A 12-month period to which the annual operating budget applies and at the end of which an entity determines its financial position and the results of its operations. For governmental entities in the state of California, this period begins July 1 and ends June 30.

Full-Time Equivalent Students (FTES): FTES represent 525 class (contact) hours of student instruction/activity in credit and noncredit courses. FTES is one of the workload measures used in the computation of state aid for California community colleges.

Fund: An independent fiscal and accounting entity with a self-balancing set of accounts for recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein.

Fund Accounting: Control device used to separate financial resources and ensure they are used for their intended purposes.

Fund Balance: The difference between fund assets and fund liabilities of governmental and similar trust funds; used to describe the net assets, or available resources, of funds.

Fund Group: Compilation of two or more individual funds used to report sources and uses of resources in providing some major service or group of services.

Generally Accepted Accounting Principles (GAAP): Guidelines to financial accounting and reporting which set uniform minimum standards for accepted accounting practices.

Governmental Accounting Standards Board (GASB): The authoritative accounting and financial reporting standard-setting body for governmental entities.

General Fund: The fund used to account for the ordinary operations of the district. It is available for any legally authorized purpose not specified for payment by other funds.

Grant: A contribution of assets from one organization to another to support a particular function or purpose.

Operating Expenses: Expenses related directly to the entity's primary activities.

Other Outgo: Intrafund expense transfer to other funds as revenue-incoming transfers.

Property Taxes: In general, property taxes are those taxes levied on real property for the purpose of providing services for the public good.

Reserves: An amount set aside to provide for estimated future expenditures or losses, for working capital, or for other specified purposes.

Resource Allocation Model: The overall process by which funds are best allocated to the campuses and district office operations in order to meet district goals and objectives.

Resources: All assets owned including land, buildings, cash, estimated income not realized, and, in certain funds, bonds authorized but unissued.

Revenue: Increase in net assets from other than expense or expenditure refunds or other financing sources (e.g., long-term debt proceeds, residual equity, operating transfers, and capital contributions).

Restricted Fund: Cash or other assets that are limited as to use or disposition by their source. Their identity is therefore maintained and their expenditure or use is also recorded separately.

Student Services: Student services include those activities that provide assistance to students in the areas of financial aid, admissions and records, health, placement testing, counseling and student life.

Student Tuition & Fees: All student tuition and student fees assessed against students for educational and general purposes.

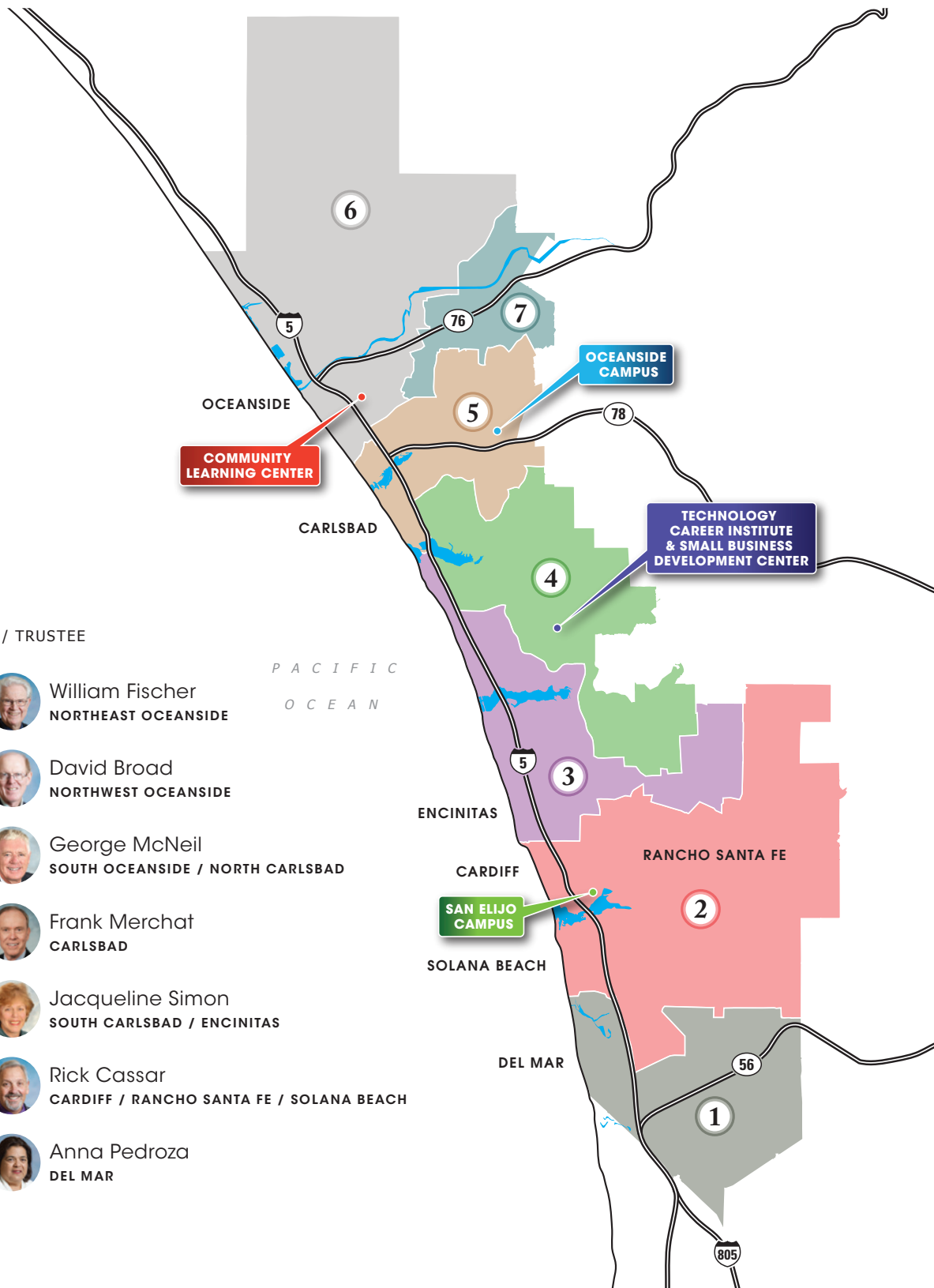
Title 5: California Code of Regulations, Title 5 Education. The working Education Code regulations established by the California Legislature. The California Community Colleges Board of Governors is responsible for approving Title 5 regulations, and the California Community Colleges Chancellor’s Office (CCCCO) is responsible for implementation and compliance.

Trust Fund: A fund consisting of resources received and held by an entity as trustee to be expended or invested in accordance with the conditions of the trust.

ACRONYMS

| | | | |
|-----------------|--|-------------|--|
| ACCJC | Accrediting Commission for Community & Junior Colleges | HVAC | Heating, Ventilating & Air Conditioning |
| ADC | Actuarial Determined Contribution | LRB | Lease Revenue Bond (funds borrowed for capital improvement projects) |
| BAM | Budget & Accounting Manual | MCCD | MiraCosta Community College District |
| CalPERS | California Public Employees’ Retirement System | OPEB | Other Post-Employment Benefits |
| CalSTRS | California State Teachers’ Retirement System | STEM | Science, Technology, Engineering, and Math |
| CCCCO | California Community Colleges Chancellor’s Office | TANF | Temporary Assistance for Needy Families (federal government program) |
| CMP | Comprehensive Master Plan (MCCD’s 10-year plan) | TCI | Technology Career Institute (MiraCosta’s career institute) |
| COLA | Cost-of-Living Adjustment | TOL | Total OPEB Liability |
| DSPS | Disabled Student Programs & Services | WASC | Western Association of Schools & Colleges (accrediting commission for schools) |
| EOPS | Extended Opportunities Programs & Services | WIA | Workforce Investment Act (federal government program) |
| ERP | Enterprise Resource Planning | | |
| FF&E | Furniture, Fixtures & Equipment | | |
| FTES | Full-Time Equivalent Students | | |
| GEAR UP | Gaining Early Awareness & Readiness for Undergraduate Programs | | |

MIRACOSTA COMMUNITY COLLEGE DISTRICT



AREA / TRUSTEE

- 

7 William Fischer
NORTHEAST OCEANSIDE
- 

6 David Broad
NORTHWEST OCEANSIDE
- 

5 George McNeil
SOUTH OCEANSIDE / NORTH CARLSBAD
- 

4 Frank Merchat
CARLSBAD
- 

3 Jacqueline Simon
SOUTH CARLSBAD / ENCINITAS
- 

2 Rick Cassar
CARDIFF / RANCHO SANTA FE / SOLANA BEACH
- 

1 Anna Pedroza
DEL MAR

MIRACOSTA COLLEGE LOCATIONS



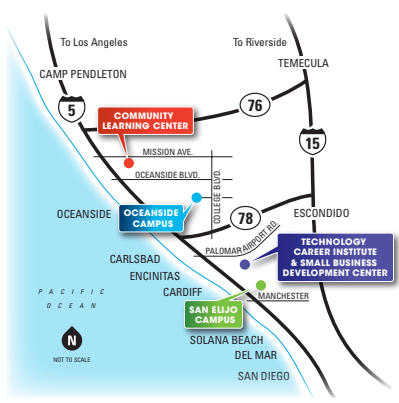
Oceanside Campus

1 Barnard Drive, Oceanside, CA 92056 ▶ 760.757.2121 ▶ miracosta.edu



2019 - 2020 FINAL BUDGET MIRACOSTA COLLEGE

MiraCosta College Locations



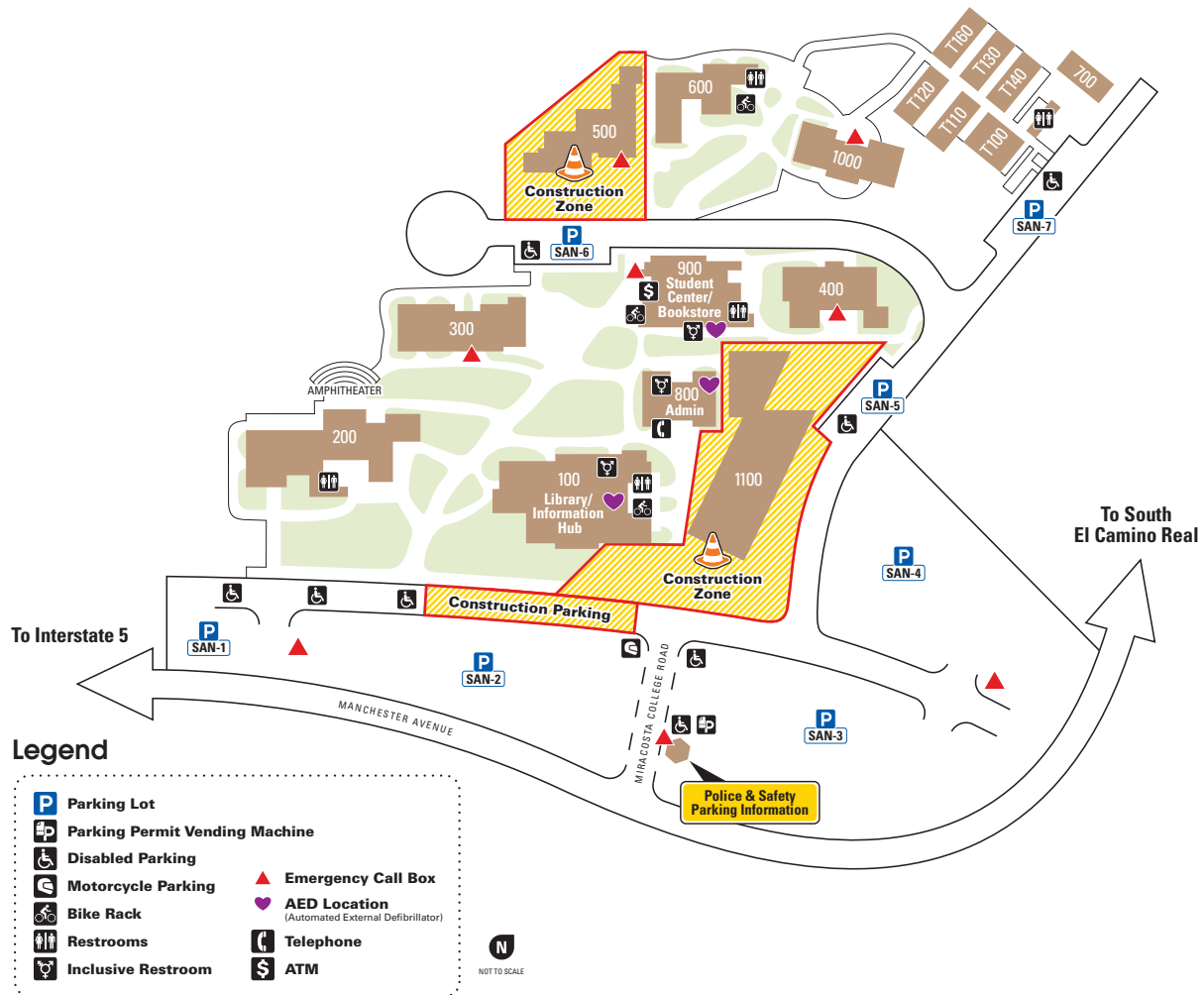
Directory

| | Bldg. # | | Bldg. # | | Bldg. # |
|-----------------------------------|------------------|---------------------------------|------------|--|---------|
| Admissions & Records..... | 3300 | Drivers Education..... | T510 | Printing Services..... | 3400 |
| Art..... | 2100, 2200, 2300 | English Language Institute..... | T510, T520 | Proctoring Center..... | 3300 |
| Art Gallery..... | 3400 | Enrollment Information..... | 3300 | Purchasing..... | T600 |
| Associate Faculty Office..... | 4606 | EOPS..... | 3000 | School Relations/Diversity Outreach..... | 3400 |
| Associated Students..... | 3400 | Facilities Department..... | 4200 | Service Learning..... | 3300 |
| Athletics..... | 5200 | Financial Aid/Scholarships..... | 3000 | Shipping/Receiving..... | 6100 |
| Automotive Technology..... | 4000 | Gymnasium..... | 5000 | Student Accounts/Cashier..... | 3200 |
| Biotechnology..... | 4050 | Health Services..... | 3300 | Student Center..... | 3400 |
| Bookstore..... | 3400 | Horticulture..... | 7000 | Student Life & Leadership..... | 3400 |
| Business Services..... | 1000 | Human Resources..... | 1000 | Testing Office..... | 3300 |
| Cafeteria..... | 3400 | Institutional Advancement..... | 1000 | Theatre..... | 2000 |
| CalWORKs..... | 3000 | Institutional Research..... | 1000 | Theatre Studio..... | 2700 |
| Career Center..... | 4700 | Instructional Services..... | 1000 | Little Theatre..... | 3601 |
| Child Development Center..... | 8000 | International Students..... | 3400 | Transfer Center..... | 3700 |
| College Police..... | 1100 | Library & Information Hub..... | 1200 | Tutoring..... | 1200 |
| Computer/Business Department..... | 4800 | Lost & Found..... | 1100 | Veterans Services..... | T100 |
| Concert Hall..... | 2400 | Math Learning Center..... | 1200 | Wellness Center..... | 4100 |
| Counseling..... | 3700 | Music..... | 2200, 2300 | Writing Center..... | 1200 |
| Dance Studio..... | 2700 | Nursing/Allied Health..... | T420, 4400 | | |
| Development & Foundation..... | 1000 | Parking Permits..... | 1100 | | |
| Disabled Students Services..... | 3000 | President, Office of the..... | 1000 | | |



San Elijo Campus

3333 Manchester Avenue, Cardiff, CA 92007 ▶ 760.944.4449 ▶ miracosta.edu



MiraCosta College Locations



Directory

- Buildings T100–T140**
Classrooms
Faculty Offices
- Building 100**
Computer Labs
Library
Math Learning Center
Testing
Tutoring
Writing Center
- Building 200**
Amphitheater
Art Studios
Classrooms
Multipurpose Room
- Building 300**
Classrooms
Faculty Offices
Meeting Room
- Building 400**
Classrooms
Faculty Offices
Science Labs
- Building 500**
Classrooms
Faculty Offices
Language Lab
- Building 600**
Classrooms
Faculty Offices
- Building 700**
Facilities
- Building 800**
Administration
Admissions & Records
Counseling
Dean, San Elijo Campus
Faculty Workroom
Instructional Services
Student Accounts/Cashier
Student Information
- Building 900**
Director of Student Services
Bookstore
Cafeteria
Health Services
Meeting Rooms
Student Life & Leadership
- Building 1000**
Science Labs



Community Learning Center

1831 Mission Avenue, Oceanside, CA 92058 ▶ 760.795.8710 ▶ miracosta.edu



MiraCosta College Locations



Directory

- Building A**
 - Administration
 - Bookstore
 - Classrooms 101–121
 - Community Room
 - Conference Room
 - Counseling
 - Police & Safety, Parking / Information
 - Student Lounge
 - Student Success & Career Center
- Building B**
 - Classrooms 130–135
 - Computer Labs
 - Science Lab
- Building C**
 - Academic Support Center
 - Testing Center

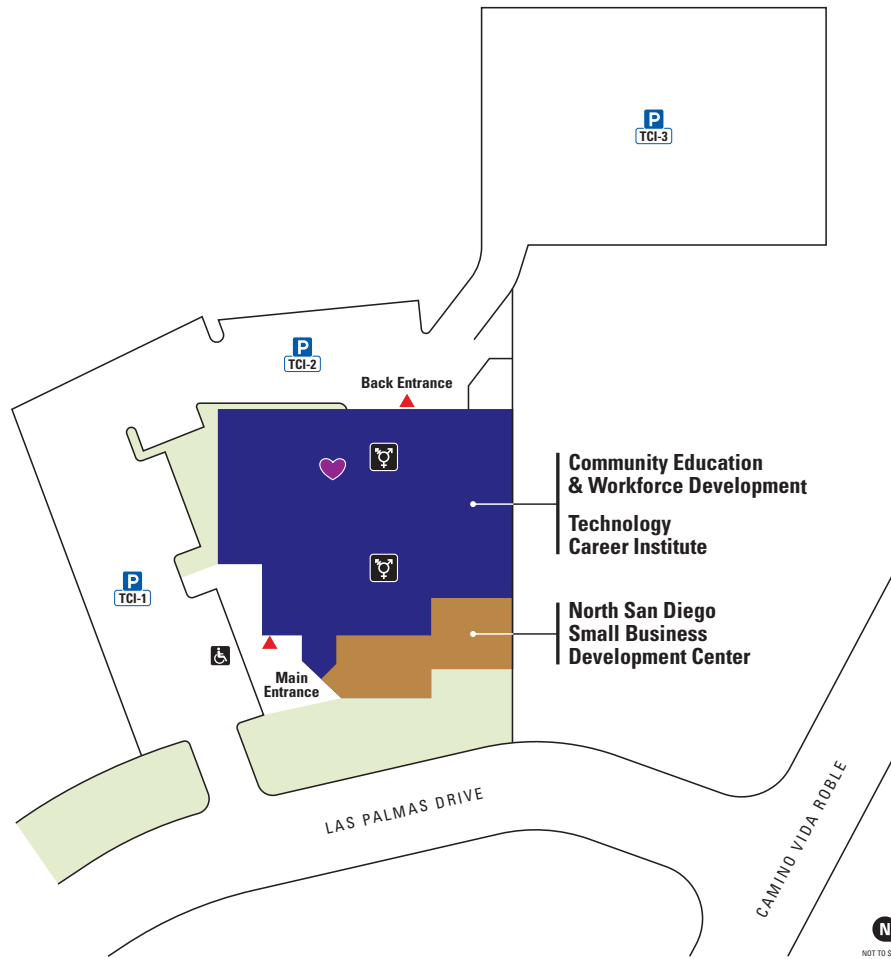
Legend

- P** Parking Lot
- P** with person icon Parking Permit Vending Machine
- ♿** Disabled Parking
- M** Motorcycle Parking
- 🚲** Bike Rack
- ♿** Restrooms
- ♿** Inclusive Restroom
- 🚚** Emergency Call Box
- ♥** AED Location (Automated External Defibrillator)
- ☎** Telephone
- 💰** ATM



Technology Career Institute & Small Business Development Center

2075 Las Palmas Drive, Carlsbad, CA 92011



2019 - 2020 FINAL BUDGET MIRACOSTA COLLEGE

MiraCosta College Locations



Directory

**Community Education
& Workforce Development**
760.795.6820
miracosta.edu/community

Technology Career Institute
760.795.6820
tci.miracosta.edu

**North San Diego Small Business
Development Center**
760.795.8740
sandiegosmallbiz.com

Legend

- Parking Lot
- Disabled Parking
- Inclusive Restroom
- AED Location (Automated External Defibrillator)
- Emergency Call Box



MIRACOSTA COMMUNITY COLLEGE DISTRICT

■ miracosta.edu

Community Learning Center: 1831 Mission Avenue, Oceanside, CA 92058 ■ P 760.795.8710 ■ F 760.795.8730

Oceanside Campus: 1 Barnard Drive, Oceanside, CA 92056 ■ P 760.757.2121 ■ F 760.795.6609

San Elijo Campus: 3333 Manchester Avenue, Cardiff, CA 92007 ■ P 760.944.4449 ■ F 760.634.7875

Technology Career Institute & North San Diego Small Business Development Center: 2075 Las Palmas Drive, Carlsbad, CA 92011 ■ P 760.795.6820 ■ F 760.795.6826