

Y E A R

2016

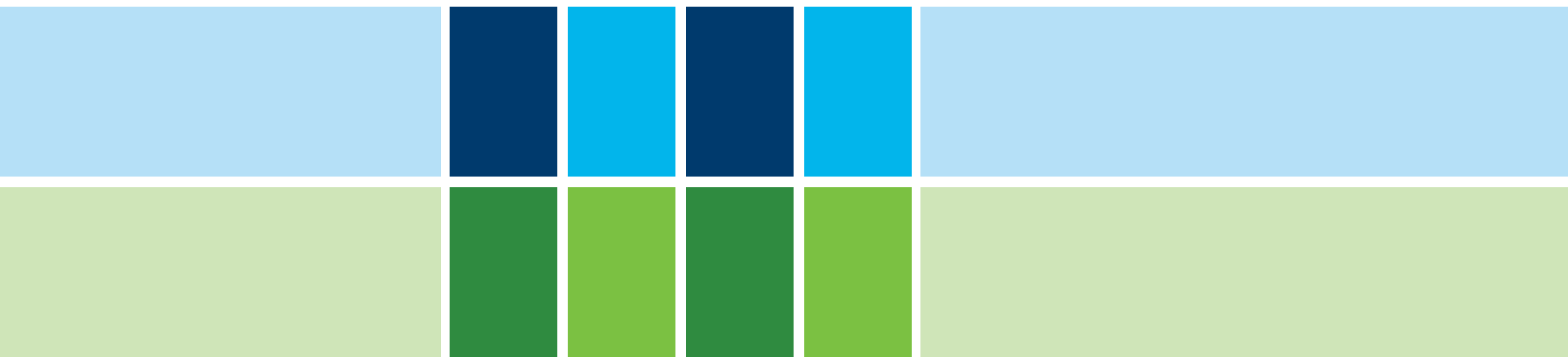
F I S C A L

2017

FINAL BUDGET









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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**MiraCosta Community College District  
California**

For the Fiscal Year Beginning

**July 1, 2015**

Executive Director

**T**he Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to MiraCosta Community College District, California for its annual budget for the fiscal year beginning July 1, 2015. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. This award is valid for a period of one year only.

Source: <http://www.gfoa.org/2015-results-distinguished-budget-presentation-award>. The Distinguished Budget Presentation 2015-16 award letter.



# MESSAGE *from the* PRESIDENT

September 7, 2016

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

I am pleased to present the FY2016–17 Annual Budget. Many thanks to the Business and Administrative Services Division and the MiraCosta Budget and Planning Council 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 2014–17 Strategic Plan.

This year's budget supports instructional and student support services, enhances student success and support programs, makes investments in the five-year construction plan, increases the full-time/part-time faculty ratio, and funds required increases in contributions for CalSTRS and CalPERS. This year's priorities also include investing in a new biomanufacturing baccalaureate degree program; implementing a modest 1.5 percent increase to salaries; and providing support to Achieving the Dream initiatives, workforce development programs and the fall 2016 Accrediting Commission for Community and Junior College site visit.

The MiraCosta College budget is strong this year, with assessed property valuation in the college's boundaries having grown steadily since 2011 with an average appreciation of 5.8 percent over the last two years. The Legislative Analyst's Office (LAO) November 2015 California Fiscal Outlook projects an average of 5.6 percent annual property assessed valuation growth over the next four years from a high of 7.8 percent tapering to 4.4 percent by 2020\*.

As we look to the future, budgetary considerations include increasing contributions for CalSTRS and CalPERS retirement systems by an average of 1.9 percent per year for the next four years, funding the five-year facilities plan and lease revenue bond obligations, and covering the cost of hiring additional faculty and staff and annual step and column salary increases. The Retirees' Health Benefit Trust Fund is fully funded; thus no new additional contribution is needed at this time. The district is well poised to address these future considerations as we have developed a five-year plan that manages expenses to maintain a healthy general fund.

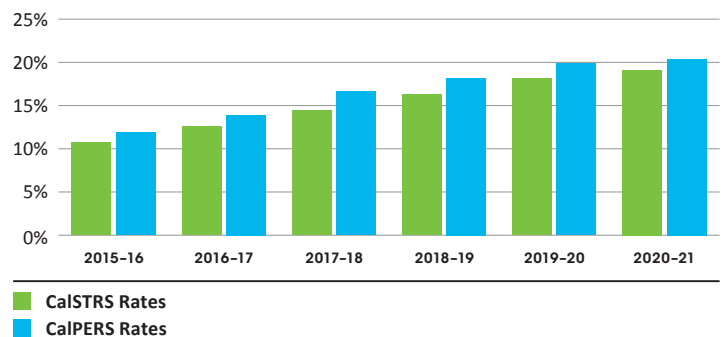
MiraCosta College continues its commitment to providing exceptional, affordable, and accessible higher education opportunities for students and an outstanding work environment for employees. This year's budget is proof of our strong commitment to financial responsibility and ability to meet the needs of our college.

Sincerely,



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

CalSTRS & CalPERS RATES



\*Source: Legislative Analyst's Office (LAO) California's Fiscal Outlook, Nov 2015, p. 26.  
<http://www.lao.ca.gov/reports/2015/3305/fiscal-outlook-111815.pdf>



# 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 district areas. The MiraCosta College district includes the communities of Oceanside, Carlsbad, Encinitas, Cardiff, Olivenhain, Leucadia, Solana Beach, Rancho Santa Fe, 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, Ph.D.**  
*President*



**William  
C. Fischer, Ph.D.**



**Jacqueline  
Simon**



**George  
McNeil**  
*Vice President*



**Frank  
Merchat**



**Deon  
Edwards**  
*Student Trustee*



**Rick  
Cassar**



**Jeanne  
Shannon**

*For a map showing trustee district area  
boundaries and communities served,  
see page 72.*

## 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.



# INTRODUCTION

## 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 financial resources are sufficient to support and sustain student learning and improve institutional effectiveness.

#### PROGRAMS & SERVICES:

- Increase student access by strategically growing enrollment approximately 1% over FY2015–16
- Maintain support for student success and student-equity initiatives
- Invest in “Achieving the Dream” activities
- Invest in biomanufacturing baccalaureate
- Invest in accreditation activities
- Invest in workforce development

#### FACILITIES & INFRASTRUCTURE:

- Invest in capital outlay
  - Classroom, lab, office and other facility space needs and improvements
  - Technology
  - Infrastructure

#### FINANCIAL:

- Maintain a minimum 15% total fund balance for the FY2016–17 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:

- 6.3% increase in local property taxes, equivalent to \$5.6 million
- \$4.8 million decrease of one-time State Mandate Block Grant from \$5.8 million to \$1 million
- No change of \$1.1 million of Proposition 30 Education Protection Act (EPA)

#### EXPENSE ASSUMPTIONS:

- Maintain “Step and Column” salaries increases
- 1.5% Cost-of-Living Adjustment (COLA) per 3 Year Salary contracts
- CalSTRS rates: 1.85% increase from 10.73% to 12.58%
- CalPERS rates: 2.041% increase from 11.847% to 13.888%
- Increase full-time faculty to increase full-time/part-time faculty ratio in support of student success
- Minimum wage increase from \$10 to \$10.50 effective January 1, 2017
- Inflation factored in supplies, services, and equipment

#### EXPENSE ASSUMPTIONS &

#### OTHER OUTGOING TRANSFERS:

- Maintain \$1.6 million Capital Outlay for technology
- Maintain \$1.6 million Debt Service for 2015 Lease Revenue Bond (LRB) and prior debts
- Reduce \$1.6 million of Capital Outlay transfer; budget at \$2.0 million. Use LRB bond and Capital reserves before new transfers to maintain a healthy General Reserve balance



## Budget Priorities

- Provide instruction for approximately 11,462 full-time equivalent students in 3,300 class sections
- Invest in student success initiatives
- Start seven new full-time faculty positions; one new open position for new full-time faculty for spring 2017
- Implement 3rd year of the 2014–15 5-Year Facilities Plan
- Maintain technology funding at \$1.6 million
- Provide competitive salaries and benefits for faculty, staff, and administrators
- \$1 million debt service payment on LRB

## Enrollment Assumptions

The MiraCosta Community College District's Full Time Equivalent Student (FTES) enrollment history for the past five years has grown steadily from 10,525 FTES to 11,348 FTES. The district completed a comprehensive Educational Plan Addendum 2016–2020\* to provide direction and guidance for the district for the next five years. The Education Plan provides analysis of the local economy, labor markets, and trends in demographics that are key drivers to enrollment planning and program planning/development. Based on this analysis, the district's projected enrollment is 11,462 FTES, a 1% growth (113 FTES) for FY2016–17. (See table and chart below.)

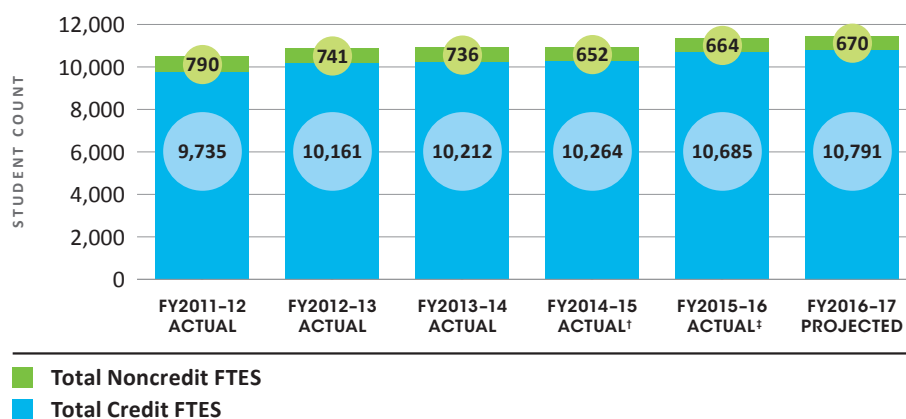
\*Addendum 2016–2020 Educational Plan Addendum.

[http://www.miracosta.edu/governance/budgetandplanning/downloads/EducationalPlanAddendum2016-2020\\_THEPLAN\\_FINAL.pdf](http://www.miracosta.edu/governance/budgetandplanning/downloads/EducationalPlanAddendum2016-2020_THEPLAN_FINAL.pdf)

### MIRACOSTA COMMUNITY COLLEGE DISTRICT FULL TIME EQUIVALENT STUDENTS (FTES)

	FY2011-12 ACTUAL	FY2012-13 ACTUAL	FY2013-14 ACTUAL	FY2014-15 ACTUAL <sup>†</sup>	FY2015-16 ACTUAL <sup>‡</sup>	FY2016-17 PROJECTED
<b>Total Credit FTES</b>	9,735	10,161	10,212	10,264	10,685	10,791
<b>Total Noncredit FTES</b>	790	741	736	652	664	670
<b>Total FTES</b>	10,525	10,901	10,948	10,915	11,348	11,462
<b>Total FTES Annual Change from Prior Year</b>	31	376	47	(33)	433	113
<b>Total Credit FTES % Change year-to-year</b>	2.0%	4.4%	0.5%	0.5%	4.1%	1.0%
<b>Total Noncredit FTES % Change year-to-year</b>	-16.8%	-6.2%	-0.7%	-11.4%	1.8%	1.0%
<b>Total FTES % Change year-to-year</b>	0.3%	3.6%	0.4%	-0.3%	4.0%	1.0%

### MIRACOSTA COMMUNITY COLLEGE DISTRICT FULL TIME EQUIVALENT STUDENTS (FTES)



Source: <sup>†</sup>Actual Recalc—April 2016. <sup>‡</sup>Actual July 2015 Report. <http://extranet.cccco.edu/Divisions/FinanceFacilities/FiscalServicesUnit/Reports/ApportionmentReports.aspx>



**Balanced Budget**

The budget is balanced with revenues exceeding expenditures not including the use of reserves to fund one-time expenditures.

**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 15% fund balance of the expenditure budget. The state recommends a minimum of 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 FY2015–16, the unrestricted general fund balance was \$22.6 million, or 20.9% of the total unrestricted general fund expenditures. The unrestricted general fund balance is projected to be at \$23.8 million or 21.5% at the end of FY2016–17, an increase of \$1.2 million compared to the prior fiscal year.



## INSTITUTIONAL GOALS & INSTITUTIONAL OBJECTIVES

Goal I	<p><b>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.</b></p> <p><b>Institutional Objective I.1.</b> Foster an inclusive community of learning and practice.</p> <p><b>Institutional Objective I.2.</b> Identify and implement best practices for promoting and increasing access to college programs and services.</p> <p><b>Institutional Objective I.3.</b> Integrate sustainability into the college environment, culture, and experience, and extend outreach to the communities we serve.</p>
Goal II	<p><b>MiraCosta Community College District will become the institution where each student has a high probability of achieving academic success.</b></p> <p><b>Institutional Objective II.1.</b> Ensure educational planning tools, processes, and resources are contemporary and optimize student success.</p> <p><b>Institutional Objective II.2.</b> Foster an intellectual environment where faculty have regular access to and opportunities to engage in practices of teaching excellence.</p> <p><b>Institutional Objective II.3.</b> Utilize researched best practices and innovative strategies to develop and/or sustain communities of learning designed to produce equity in student outcomes.</p>
Goal III	<p><b>MiraCosta Community College District will institutionalize effective planning processes through the systematic use of data to make decisions.</b></p> <p><b>Institutional Objective III.1.</b> Advance our culture of evidence by maximizing the access to and use of data.</p> <p><b>Institutional Objective III.2.</b> Employ strategic collaboration throughout the institution to move from evidence to action.</p>
Goal IV	<p><b>MiraCosta Community College District will demonstrate high standards of stewardship and fiscal prudence.</b></p> <p><b>Institutional Objective IV.1.</b> Maintain budget practices that result in sustainable, balanced budgets and sufficient reserves.</p> <p><b>Institutional Objective IV.2.</b> Maintain a system of internal controls that results in unqualified audits.</p> <p><b>Institutional Objective IV.3.</b> Invest in and preserve assets (land and physical plant, technology and equipment) that serve district needs.</p>
Goal V	<p><b>MiraCosta Community College District will be a conscientious community partner.</b></p> <p><b>Institutional Objective V.1.</b> Collaborate and partner with employers and the business community to address global workforce needs and trends.</p> <p><b>Institutional Objective V.2.</b> Collaborate with community partners to create pathways for students that provide opportunities for learning and development outside of the classroom.</p> <p><b>Institutional Objective V.3.</b> Work with educational and community based partners to cultivate a “college-going culture” within the district’s region and neighboring communities.</p>



## STATE BUDGET UPDATE

## 2016–17 Letter from the California Community Colleges Chancellor's Office



July 7, 2016

Colleagues,

Last week the Governor signed the 2016–17 budget and corresponding trailer bills without any changes from the budget approved by the Legislature. Below is a summary of the augmentations contained in the budget.

#### Apportionments

- \$114.7 million (2%) for increased access (approximately 50,000 more students).
- \$75 million in general operating expense funding.
- \$31.7 million to cover lower than initially estimated 2015–16 property taxes. To the extent our property tax deficit is less than this amount at P2, these remaining funds will be allocated as one-time mandated costs payments. (one-time)
- \$105.5 million to pay down prior year mandate claims. The funds will be distributed one-time on a per-FTES basis. (one-time)
- Allows community-supported districts to receive their fair-share of the \$62.3 million provided in the 2015–16 budget to increase the ratio of full-time faculty.

#### Instructional

- \$300,000 increase for the Academic Senate to, in part, support implementing the Workforce Taskforce recommendations.
- \$30 million increase to the existing Basic Skills categorical. Funds remaining eligible, yet previously not funded, Basic Skills Transformation program applicants in 2016–17, and provides the Chancellor's Office a year to develop a new formula for the Basic Skills Initiative. The 2017–18 formula will be based 50% on performance metrics, 25% on low-income students, and 25% on FTES in evidence-based basic skills practices.
- Restoration of CalWORKs (\$8.683 million), part-time faculty office hours (\$3.658 million), and the MESA and Puente (\$2.366 million) programs.
- \$5 million increase for statewide activities necessary to support the Adult Education Block Grant program. These funds will be used to continue providing webinars, trainings, convenings, professional development, and technical assistance over the next three years. (one-time)

#### Workforce

- \$200 million for the Strong Workforce Program to improve and expand efforts for workforce, consistent with recommendations from the Workforce Task Force. Eliminates the 60% cap on ongoing expenditures, yet maintains the 60%/40% (college/region) split.





- \$48 million for the CTE Pathways Program, budget language makes this program permanent, however, it will be folded into the Strong Workforce Program beginning in 2017–18.
- \$1.8 million for the apprenticeship program to provide parity to apprenticeship rates relating to various general purpose funding augmentations received by colleges in 2015–16.
- \$1.4 million for the Los Angeles Trade Tech early childhood education apprenticeship pilot program. (one-time)

#### **Technology**

- \$12 million is added to the Telecommunications and Technology Infrastructure Program (TTIP) to support 10 Gig circuits throughout the system. These circuits will be procured for and managed centrally to take advantage of our systems economies of scale. (\$7 million is one-time)
- \$3 million is added to the TTIP program for the purpose of enhancing data security.
- \$20 million is provided for the online course exchange. (one-time)
- \$5 million for the Zero-Textbook Cost Degree Program to incentivize programs that have no costs to students for the use of textbooks. (one-time)

#### **Facilities**

- \$49.2 million is provided for energy efficiency projects and workforce development consistent with the intent of Proposition 39.
- \$184.6 million for deferred maintenance, instructional equipment, and drought response activities.
- Increase the Division of State Architect minimum project cost thresholds to \$100,000 for structural and \$225,000 for nonstructural. This proposal will improve efficiency by allowing more projects to be exempt from Division of State Architect approval.

#### **Financial Aid and Outreach**

- \$2.2 million is added to the Full-Time Student Success Grant, to provide supplemental financial assistance to Cal Grant B and Cal Grant C recipients taking 12 units or more.
- \$15 million to fund California Promise Programs which will be implemented through AB1741 (Rodriguez). (one-time)
- \$2.5 million for the I Can Afford College Campaign to increase public outreach for baccalaureate pilot programs, non-English speaking households, and areas with declining enrollment.





### Other

- \$2 million increase for the Equal Employment Opportunity Program. This is in addition to the \$2.3 million in one-time for FON penalties.
- \$10 million for the Institutional Effectiveness Partnership Initiative, in part, to augment support of technical assistance to the colleges.
- \$25 million to fund Innovation Awards which provide grants related to innovative practices in community colleges. Changes the focus of the awards to address equity issues, encourages the use of technology, and increases students' access to financial aid. (one-time)
- The Compton CCD's loans are refinanced to 2.307%, which allows an opportunity for the district to reinvest in operation needs. The interest rate is the same as provided to two K–12 districts in the prior year's budget.
- Commencing in 2017–18, the apportionment restoration period for San Francisco CCD is extended from three years to five years and the restoration target is set at their 2012–13 level of funding.
- \$2.5 million to continue coordination and technical assistance efforts for inmate education programs across the state. (one-time)

For those interested in reading the statutes associated with a particular program, below are the budget and trailer bills enacted as part of the 2016–17 spending plan:

- Budget Act is SB 826
- K–12 trailer bill is SB 828
- Higher Education trailer bill is AB 1602

While the increase in resources is appreciated, now comes the hard work of implementing the programs and priorities funded in the budget. Over the next weeks and months the Chancellor's Office will begin rolling out these programs through our advisory groups, stakeholder groups, and other forums. In the interim, feel free to contact me with any questions on the above, and I look forward to seeing many of you at the Budget Workshops the first week of August.

Regards,

**Mario Rodriguez**

*Vice Chancellor Finance and Facilities Division  
California Community College Chancellor's Office*

Source: 2016–17 Final Budget Update, July 7, 2016 Email communication to California Community College's Chief Business Officers (CBO).



# GENERAL INFORMATION

## 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.

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. The district includes the cities of Oceanside, Carlsbad, Encinitas, Rancho Santa Fe, Solana Beach, Del Mar, the unincorporated areas of La Costa and Olivenhain, and portions of Carmel Valley and Camp Pendleton Marine Base.

The district operates two campuses and two centers.

The **Oceanside Campus** 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 2013 academic year, the college offered general education credit courses that applied toward 64 degrees, 46 Certificates of Proficiency and 58 Certificates of Achievement. Some noncredit classes and community services courses are also offered on this campus. Approximately 10,500 students, the majority of the district's students, attend the Oceanside Campus.

The **San Elijo Campus** in Cardiff offers a wide range of credit courses leading to transfer and almost 40 associate degrees and career certificates. Each semester, more than 200 sections are offered on this campus to a student body of more than 3,000 students, with support services in tutoring, counseling, library, and student activities. A rich variety of community services courses are also offered year-round at the San Elijo Campus.

The **Community Learning Center (CLC)** opened in fall 2000, serves approximately 2,500 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



Oceanside Campus



San Elijo Campus



Community Learning Center



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 site. 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 Community Education & Workforce Development department. It offers our local community members the opportunity to enhance their lives and their careers with low-cost, hassle-free 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.

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.



**Technology Career Institute**



## Developments at the College

Over the years, the college's enrollment has ballooned to nearly 15,000 credit students and an additional 10,000 noncredit and fee-based students. As the student population has grown, so has the campuses. On the Oceanside Campus, in 2013, the college added a new high-tech science laboratory. The building is the first of its kind at a California community college—it can run completely on photovoltaic power generated from the sun. A new science facility at the college's San Elijo Campus in Cardiff was added in 2014.

The increase in student enrollment also means the college has increased the availability of courses. Students are taking more online classes than ever before, and on-campus offerings have expanded to include more core classes offered on Fridays and Saturdays, allowing students to get into the classes they need most.

There has been a lot of growth at the college during the early part of the decade, but perhaps none as dramatic as the growth in 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 and veterans, and members of their families. Given the college's proximity to Camp Pendleton, the needs of active and veteran students are a top priority. The college currently serves more than 1,500 military students and over 1,200 military spouses and children. In response to this, the college has made it a priority to meet the needs of these students, and has been named a Military Friendly Institution by Victory Media, a distinction given to the top 15 percent of colleges and universities doing the most to ensure the success of military service members, veterans and spouses.

The college's partnerships 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 2013, the first cohort of GEAR UP students moved from middle schools to either Oceanside or El Camino high school as freshmen students.

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.

The move removes a substantial financial barrier for local high school students while giving them a chance to earn college credit, get a taste of college life and inspire them to continue their education.

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 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.

It has been more than 50 years since MiraCosta College passed a bond to repair or improve its facilities. To continue providing a high-quality education for local students, the MiraCosta Community College District has placed Measure MM, a local facilities bond measure on the ballot for the November 2016 general election. The measure may generate \$455 million to upgrade the college's facilities and cost approximately \$14.99 per \$100,000 of assessed property value per year.

As the decade rolls by, MiraCosta College is preparing to continue to expand and grow, attract new populations of students, and adapt our facilities and programs to meet the changing needs of students and the community.



## ORGANIZATION DESCRIPTIONS

### Divisional Descriptions

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

- Office of the President
- Office of Instruction
- Office of Student Support Services
- Office of Business & Administrative Services

#### *Office of the 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 President contains the support staff for the president and Board of Trustees. This division oversees the following offices:

- **Public Information Office**—responsible for creating and implementing the district's governmental relations, marketing, and communications programs, including public affairs and legislative advocacy, public information, media and community relations, advertising and recruitment, social media, crisis communication, and public events
- **Development Office/College Foundation**—responsible for raising private donations through fundraising activities to fund scholarships, stimulate new academic programs, and enhance college outreach to the community
- **Office of Research, Planning & Institutional Effectiveness**—responsible for providing evidence, resources and support to facilitate district-wide decision making

### *Office of Instruction*

The MiraCosta College Instructional Services division is responsible for all of the college's educational programs. With the assistance of department chairs, deans and faculty, the college's instructional programs are proposed, developed and implemented for the primary purpose of providing opportunities for students to reach their desired educational goals. Such goals include associate degrees, 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.

The division, led by the vice president, 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 four areas of instructional responsibility as follows:

#### **SCHOOLS:**

- Arts & International Languages
- Behavioral Sciences, History & Adult Education
- Career & Technical Education and Workforce Development
- Letters & Communication Studies
- Mathematics & Sciences

#### **INSTRUCTIONAL AREAS:**

- San Elijo Campus Site Administration
- Community Learning Center Site Administration
- Library & Academic Information Services
- Curriculum & Articulation Support



### **Office of Student Services**

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**—puts equal emphasis on the academic and athletic achievements of our student-athletes
- **College Police & Safety**—responsible for safety and security of students, staff and property throughout the district
- **Counseling**—provides students 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
- **Student Activities**—promotes student engagement in clubs and co-curricular activities, supports and guides the Associated Student Government
- **Transfer Center**—provides information and guidance about transfer opportunities, as well as support for the transfer process

### **Office of Business & Administrative Services**

The vice president of Business & Administrative Services is responsible for overseeing the following operational units:

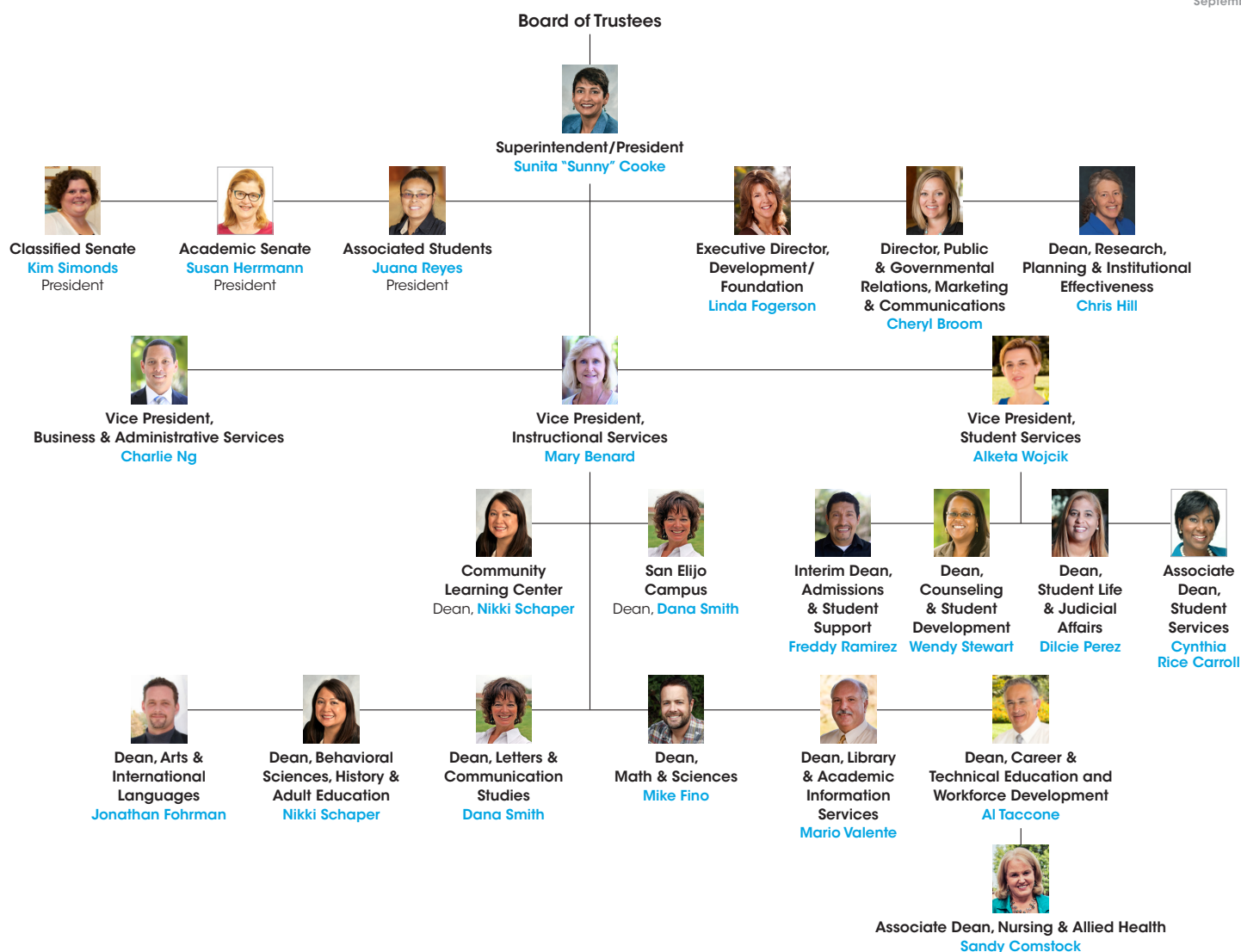
- **Cashiering Services**—cash receipts, petty cash, student accounts, and ticket sales
- **Facilities**—construction projects, facilities planning, grounds, maintenance, transportation
- **Fiscal Services**—budgeting, accounting, audit, payroll, auxiliary services, financial reporting
- **Human Resources**—recruiting, equal opportunity, employee benefits, compensation, employee training and development
- **Purchasing & Material Management**—purchasing, contracting, bidding, asset management, shipping and receiving, copy/printing services, mail services, records management
- **Risk Management**—health and safety, insurance, risk management programs, worker's compensation, loss control





# Organizational Chart

September 9, 2016

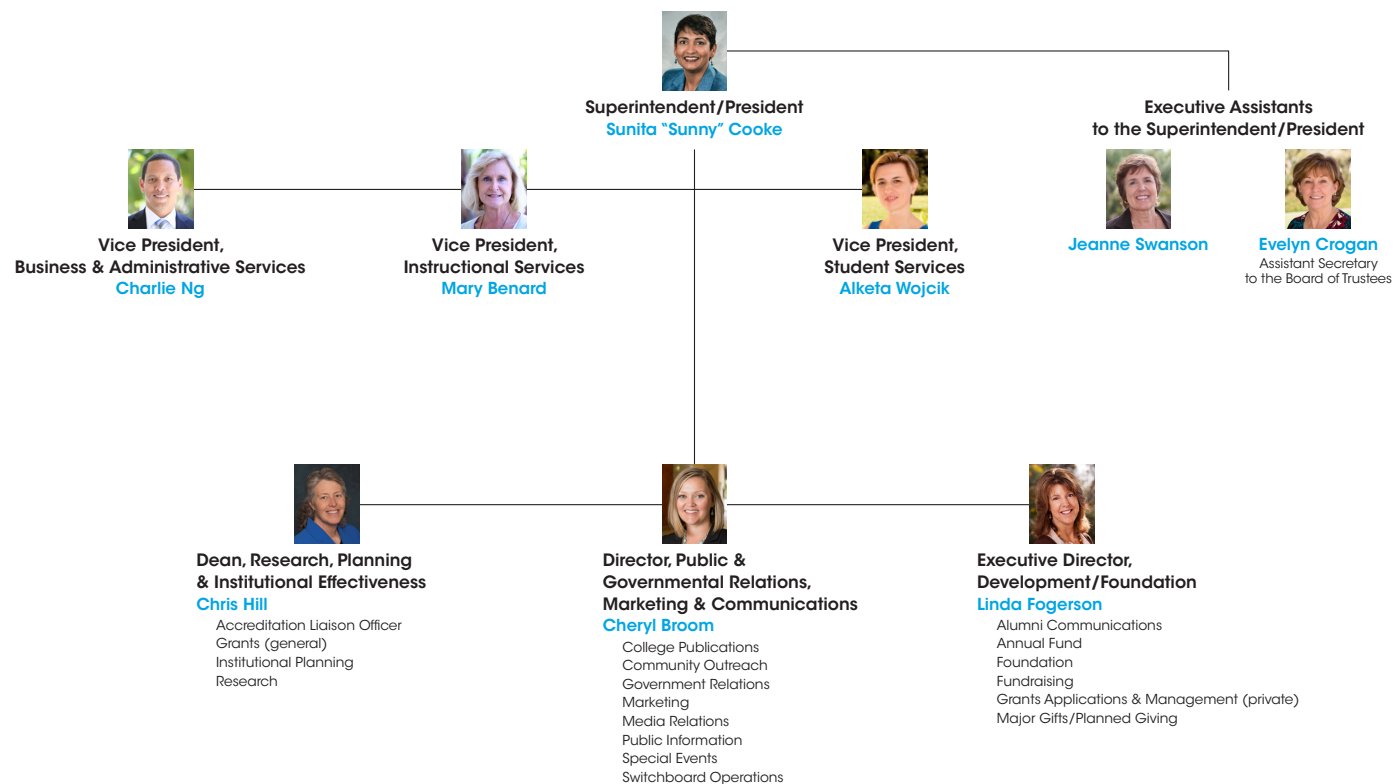






## Office of the Superintendent/President Functional Chart

July 1, 2016

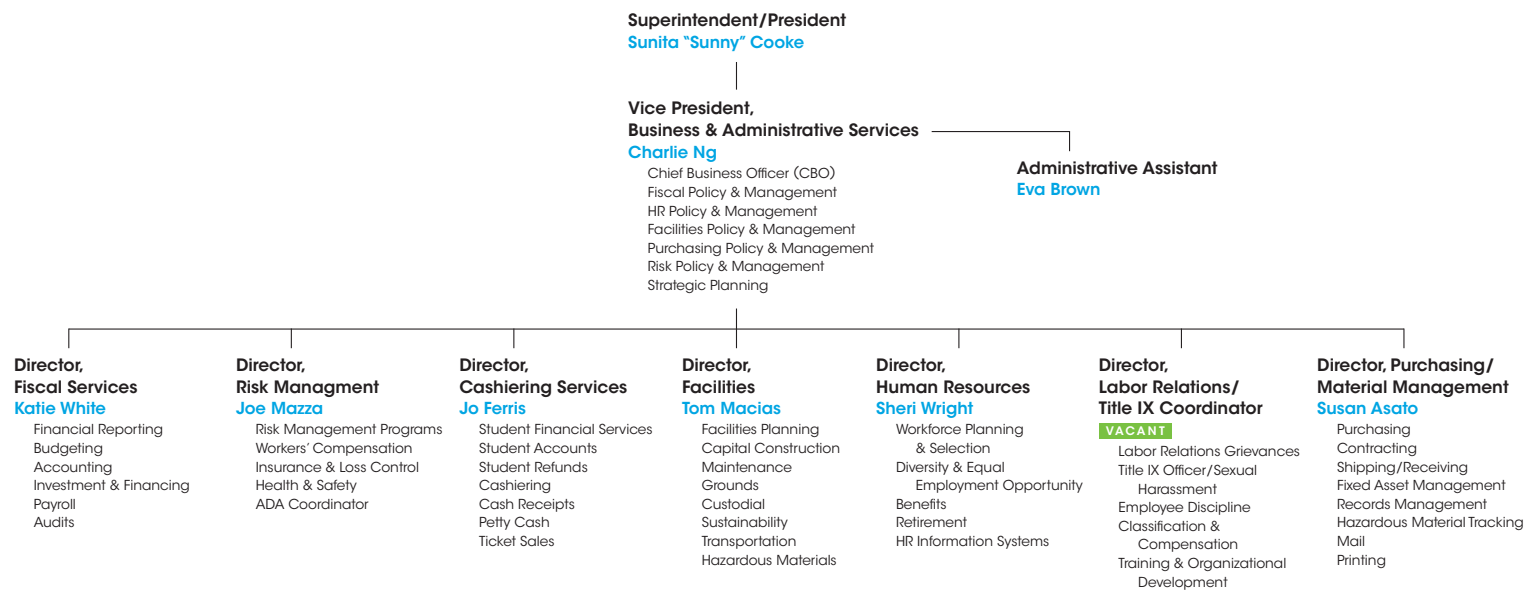






## Business & Administrative Services Division Functional Chart

August 11, 2016

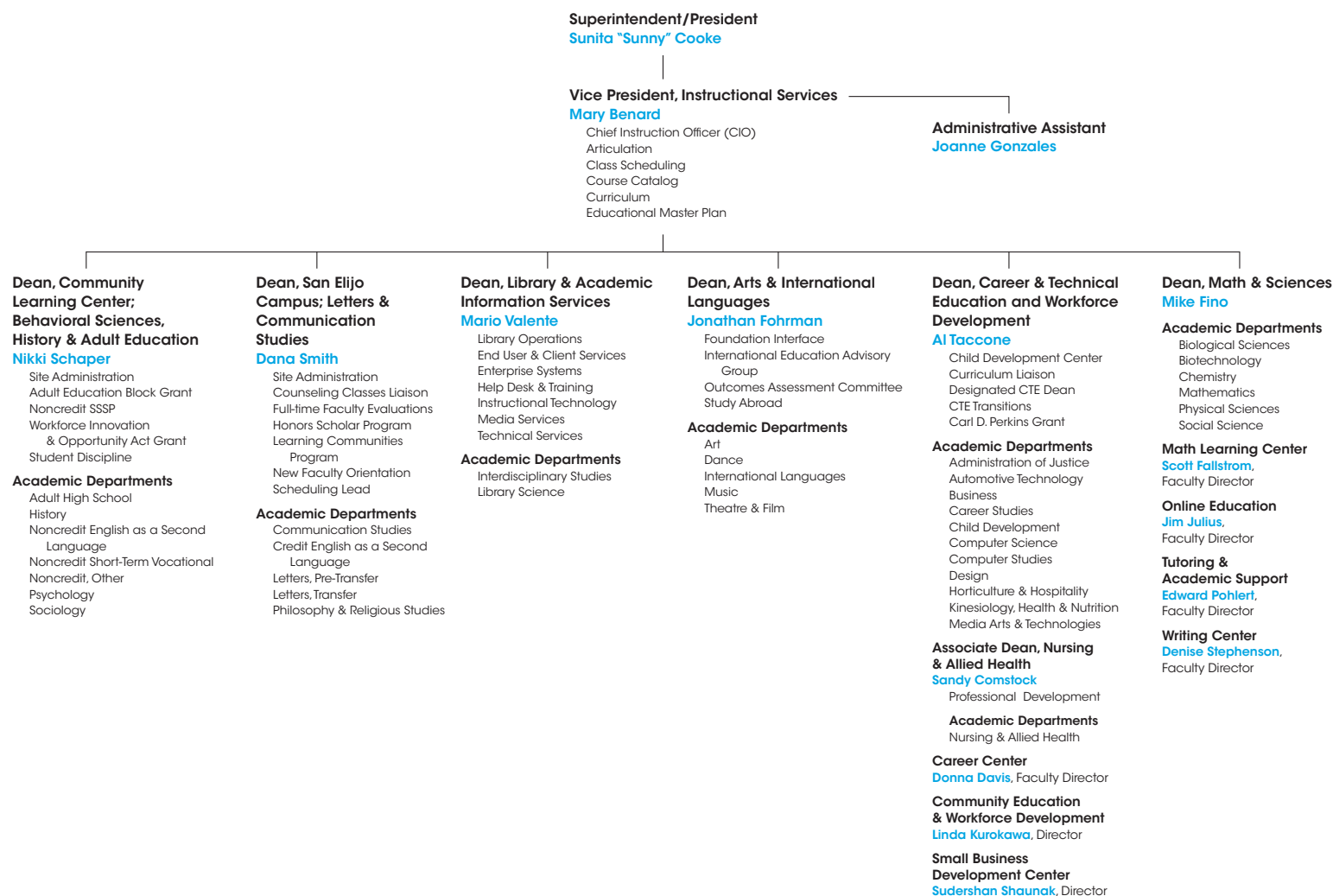






## Instructional Services Division Functional Chart

July 1, 2016

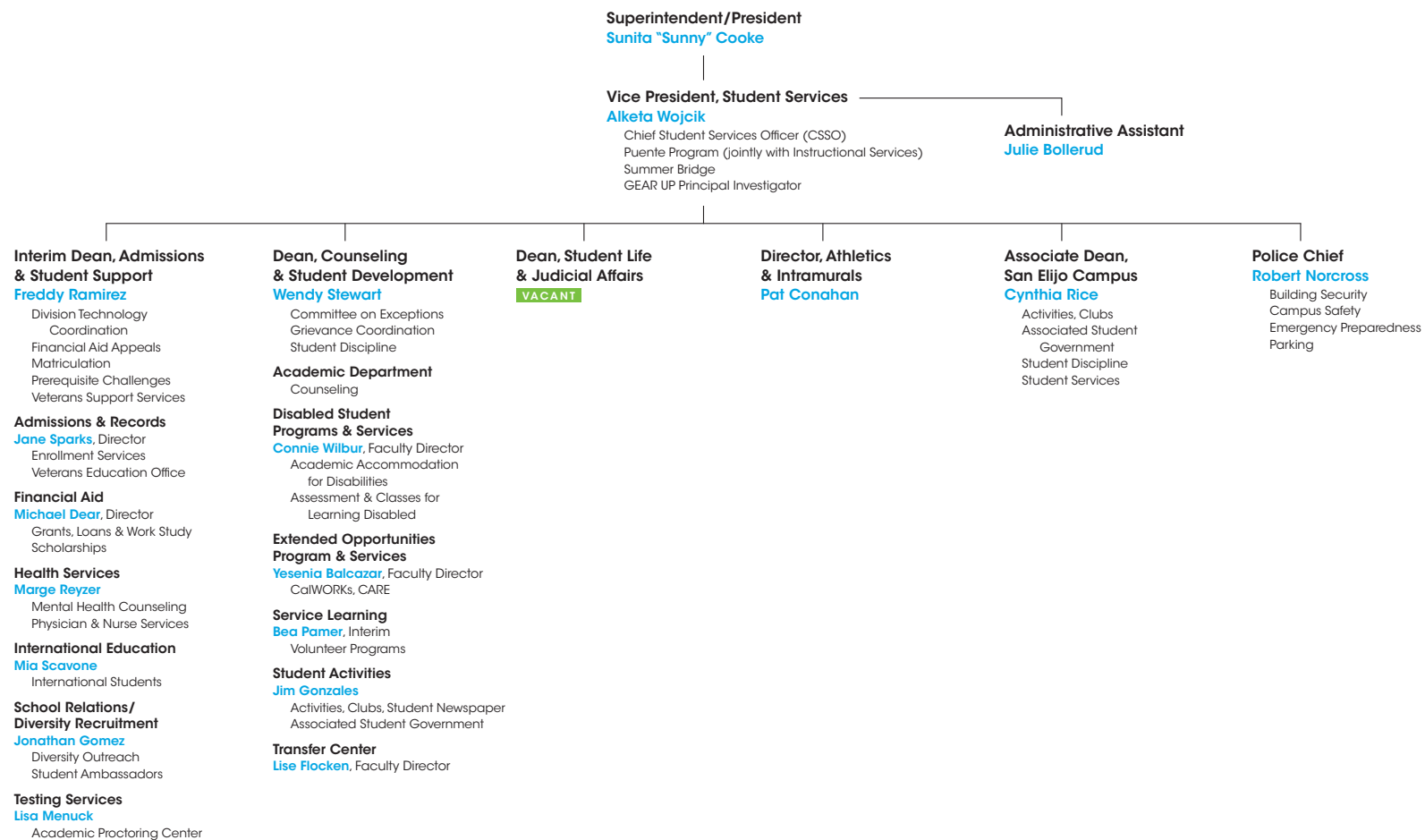






## Student Services Division Functional Chart

July 1, 2016





## 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 (BAM). 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.

**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.
<b>GENERAL FUND</b> <ul style="list-style-type: none"> <li>▪ Restricted</li> <li>▪ Unrestricted</li> </ul> <b>DEBT SERVICE</b> <ul style="list-style-type: none"> <li>▪ Bond Interest &amp; Redemption</li> </ul> <b>CAPITAL PROJECTS</b> <ul style="list-style-type: none"> <li>▪ Capital Outlay Projects</li> </ul>	<b>ENTERPRISE FUNDS</b> <ul style="list-style-type: none"> <li>▪ Bookstore</li> <li>▪ Cafeteria</li> </ul> <b>INTERNAL SERVICE</b> <ul style="list-style-type: none"> <li>▪ Self-Insurance</li> </ul>	<b>TRUST FUNDS</b> <ul style="list-style-type: none"> <li>▪ Associated Student Government</li> <li>▪ Student Center Fee</li> <li>▪ Student Financial Aid</li> </ul>

FUND	PURPOSE
<b>11 General Fund—Restricted</b>	Restricted monies are from an external source that requires the monies be used for a specific purpose or purposes.
<b>11 General Fund—Unrestricted</b>	Used to account for resources available for the general district operations and support for educational programs.
<b>29 Debt Service</b>	Used only for the accumulation of resources for, and the payment of, other types of general long-term debt principal and interest.
<b>41 Capital Outlay Projects</b>	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.
<b>51 Bookstore</b>	Receives the proceeds derived from the bookstore operations. All necessary expenses for the bookstore may be paid from generated revenue.
<b>52 Cafeteria</b>	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.
<b>61 Self-Insurance</b>	Used to account for income and expenditures of authorized self-insurance programs.
<b>71 Associated Student Government</b>	These monies are held in trust by the district for its organized student body associations, excluding clubs.
<b>73 Student Center Fee</b>	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.
<b>74 Student Financial Aid</b>	Accounts for the deposit and direct payment of government-funded student financial aid.



## 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 Chancellor’s Office of the California Community College’s Budget and Accounting Manual.

### 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 five percent 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 adjunct 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 routines 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 fund.
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 program review for his/her program or unit. In addition, the Budget and Planning Committee assesses funding requests based on a rubric that requires funding requests to address the link between the request and:

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

The Resource Allocation Process starts at the beginning of the fall semester, where each constituents within their division submit their program review for consideration of additional resource funding for the next fiscal year. The divisions, Instructional Services, Student Services, and Business & Administrative Services reviews and prioritizes the division's program review items and forwards them to the Executive Management Team (EMT). EMT reviews the program reviews and provide their ranking with High, Medium, or Low priorities. During the spring semester, the program reviews will be consolidated with the division ranking and the EMT ranking for BPC's four Resource Category Plan (RCP) subcommittees of Facilities, Staffing, Equipment/Supplies, and Technology to review, analyze, and rank the program reviews using the Rubric Ranking guidelines. RCP's recommendations are forwarded to the Budget Subcommittee for analysis and fiscal impact for consideration the next fiscal year and is presented to the BPC at the April meeting. In May, BPC forwards the final resource allocation program review items to the superintendent/president for funding consideration. If approved, the budget will be incorporated into the Final Budget for the new fiscal year. See Appendix, page 63, Resource Allocation Process & Flowchart.



## Budget Calendar

<b>SEPTEMBER 2, 2016</b> <ul style="list-style-type: none"> <li>Budget and Planning Committee (BPC) reviews and approves the draft of the 2017–18 budget calendar (Administrative Procedure 6200)</li> </ul>	<b>FEBRUARY 2017</b> <ul style="list-style-type: none"> <li>Board of Trustees reviews status of 2016–17 budget and approves assumptions/directions for 2017–18 budget</li> </ul>	<b>APRIL–MAY 2017</b> <ul style="list-style-type: none"> <li>Budget development worksheets, instruction packets and due dates are forwarded to budget managers</li> </ul>
<b>MAY 19, 2017</b> <ul style="list-style-type: none"> <li>BPC reviews draft of tentative 2017–18 budget</li> </ul>	<b>JUNE 2017</b> <ul style="list-style-type: none"> <li>Tentative 2017–18 budget workshop for Board of Trustees</li> <li>Tentative 2017–18 budget approved by Board of Trustees</li> </ul>	<b>JULY 1, 2017</b> <ul style="list-style-type: none"> <li>State of California budget enacted</li> </ul>
<b>SEPTEMBER 2017</b> <ul style="list-style-type: none"> <li>BPC reviews draft of final 2017–18 budget</li> <li>Final 2017–18 budget workshop for Board of Trustees</li> <li>Final 2017–18 budget adopted by Board of Trustees</li> </ul>	<b>OCTOBER 10, 2017</b> <ul style="list-style-type: none"> <li>Submit adopted annual financial and budget report to California Community Colleges Chancellor's Office (Administrative Procedure 6200)</li> </ul>	

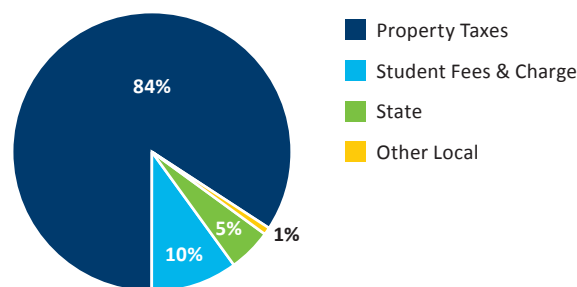


## REVENUES

### 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.

#### FY2016–17 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 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 6.3% (\$5.6 million) higher than last year's actual receipts.

### Enrollment Fees

The cost of enrollment fees is determined by the state of California. The current fee is \$46 per unit and an additional \$211/unit for non-residents 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 FY2016–17 is expected to grow 1%, thus the budget is estimated to be \$8.7 million. There is no change to revenues for non-resident tuition.

### Proposition 30—The Schools & Local Public Safety Protection Act of 2012

Proposition 30, The Schools & Local Public Safety Protection Act of 2012, passed in November 2012. This proposition temporarily raises the sales and use tax by 25 cents for four years (ending December 2016) and raises 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. The Education Protection Account (EPA) is accounted for in the general fund to receive and disburse these temporary tax revenues. The district will receive \$1.1 million, which is approximately 1% of the revenue budget. As allowed by law, the district plans to use these resources toward capital outlay projects.

### 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. The district will continue to receive revenue from Successor Agencies formerly known as Redevelopment Agencies (RDA) for the cities of Oceanside, Solana Beach, and Carlsbad, and are considered Other Local Sources. The RDA revenue for FY2016–17 is expected to decrease over time as a result of the redistribution of local assets due to the dissolution of RDAs.



## **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 governing board on unrestricted monies.

Federal restricted awards include Perkins IV for career and technical education; Adult Basic Education Programs; Small Business Development Center Trade and Commerce funds; Gaining Early Awareness and Readiness for Undergraduate Programs (GEAR UP); and Trade Adjustment Assistance Community College Career Training (TAACCCT).

Major state categorical programs include Basic Skills, Student Success and Support Program (SSSP), Extended Opportunity Programs and Services (EOPS), Disabled Students Programs & Services (DSPS), Board Financial Assistance Program (BFAP), California Work Opportunities and Responsibility to Kids (CalWORKs), and Physical Plant and Instructional Support (PPIS). New FY2016–17 state funds are Basic Skills Outcome for \$1.5 million that ends in June 2019, Strong Workforce for \$976 thousand, and Full-time Faculty Funding of \$556 thousand. Last fiscal year's one-time mandated block grant of \$5.8 million was reduced to \$983 thousand, a reduction of \$4.8 million. PPIS increased to \$1.7 million from \$1.4 million from prior year.

Locally restricted revenue is generated primarily from health service and parking fees. These fees typically correlate to enrollment patterns.

### ***Capital Outlay Projects Fund***

The district issued lease revenue bonds during FY2015 to fund projects identified in the 5-Year Facilities Plan. The loan proceeds of \$12.5 million will fund projects in FY2016 and FY2017.

### ***Debt Service Fund***

An incoming transfer from the general fund represents the new debt service payment for the lease revenue bond.

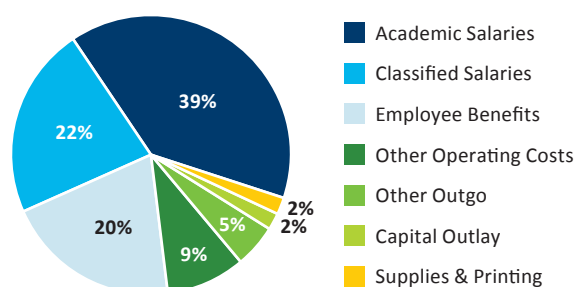


## EXPENDITURES

### 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.

#### FY2016–17 UNRESTRICTED GENERAL FUND EXPENDITURES



#### Academic & Classified Salaries and Benefits

Salaries and employee benefits are the district's greatest expense, accounting for approximately 82% of the annual operating budget. Academic salaries are budgeted at \$43.5 million which represents an increase from last year due to the approval of eight new faculty positions, replacement of vacant positions, annual salary step and column increases, and a 1.5% Cost-of-Living Adjustment (COLA) increase. The expenditures for benefits is expected to increase due to the following factors: CalSTRS rate increase from 10.73% to 12.58%; CalPERS rate increased from 11.85% to 13.89% and a 5% annual increase for health benefits.

#### 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 interfund transfers from the general unrestricted fund to other special use funds: Fund 29—Debt Services, Fund 41—Capital Outlay, Fund 52—Cafeteria, and Fund 61—Self Insurance. The budget for Other Outgo will decrease by \$1.6 million to Fund 41—Capital Outlay, while the transfers to the other special funds will remain flat. The 2015 Lease Revenue Bond remaining fund balance along with the general fund transfer will support the third year of the 5-Year Facilities Plan.

### Highlights of General Fund—Restricted & Other Funds

#### General Fund—Restricted

Expenses are expected to be higher than the prior year actuals and prior year budget. This is primarily due to some restricted funding sources that are allowed to carry over to the new fiscal year, namely Student Success and Support Program (SSSP), Student Equity, and Physical Plant and Instructional Equipment (deferred maintenance). Other increases are due to the additional new grant/categorical funds, such as the Basic Skills Outcome program fund.

#### Capital Outlay Projects Fund

Expenses in this fund correlate to the 5-Year Facilities Plan where some projects are completed within the fiscal year, while other projects may be completed in phases that span over several fiscal years. The projected increase in expenditures for new facilities and improvements is a reflection of the use of the lease revenue bonds.

#### All Other Funds

The Fund Balance in aggregate for all other funds will decline due to the Associated Student Services (ASG) and Club remodeling project from Fund 73—Student Center Fees. The reserve was intended for large capital improvement projects and will deplete the reserve in Fund 73 at the completion of the project.



## FISCAL YEAR 2016–17 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 OUTLAY PROJECTS	BOOKSTORE	CAFETERIA	SELF- INSURANCE	ASSOCIATED STUDENT GOVERNMENT	STUDENT CENTER FEE	STUDENT FINANCIAL AID	ALL FUNDS
<b>REVENUES</b>											
TOTAL FEDERAL REVENUES	\$4,295,798	—	—	—	—	—	—	—	—	\$17,570,000	\$21,865,798
TOTAL STATE REVENUES	16,178,960	\$5,404,286	—	—	—	—	—	—	—	1,536,600	23,119,846
TOTAL LOCAL REVENUES	1,675,052	106,222,271	\$92,750	\$50,000	\$271,500	\$21,000	\$1,000	\$31,600	\$135,000	—	108,500,173
TOTAL INCOMING TRANSFERS	—	—	1,608,641	3,600,000	—	128,500	50,000	125,000	—	—	5,512,141
TOTAL SALE OF FIXED ASSETS	—	10,000	—	—	—	—	—	—	—	—	10,000
<b>TOTAL REVENUES</b>	<b>22,149,810</b>	<b>111,636,557</b>	<b>1,701,391</b>	<b>3,650,000</b>	<b>271,500</b>	<b>149,500</b>	<b>51,000</b>	<b>156,600</b>	<b>135,000</b>	<b>19,106,600</b>	<b>159,007,958</b>
<b>EXPENDITURES</b>											
Academic Salaries	1,797,722	43,462,821	—	—	—	—	—	—	—	—	45,260,543
Classified Salaries	5,627,857	24,738,359	—	—	12,230	4,000	—	10,400	60,000	—	30,452,846
Employee Benefits	2,727,069	22,441,256	—	—	5,500	1,787	—	936	12,000	—	25,188,548
Supplies & Printing	776,730	1,848,042	—	6,793	—	380	1,000	70,764	500	—	2,704,209
Other Operating Costs	2,793,061	10,241,961	1,250	268,944	49,500	135,333	7,000	61,500	75,813	—	13,634,362
Capital Outlay	5,400,607	1,972,852	—	10,365,139	—	8,000	30,000	3,000	433,057	—	18,212,655
Other Outgo	352,254	5,452,341	1,608,641	—	188,500	—	—	10,000	—	19,106,600	26,718,336
Contingencies & Suspense	2,833,015	236,384	318,805	1,000,000	—	—	150,000	—	207,262	—	4,745,466
<b>TOTAL EXPENDITURES</b>	<b>22,308,315</b>	<b>110,394,016</b>	<b>1,928,696</b>	<b>11,640,876</b>	<b>255,730</b>	<b>149,500</b>	<b>188,000</b>	<b>156,600</b>	<b>788,632</b>	<b>19,106,600</b>	<b>166,916,965</b>
<b>REVENUES OVER/(UNDER) EXPENDITURES</b>	<b>(158,505)</b>	<b>1,242,541</b>	<b>(227,305)</b>	<b>(7,990,876)</b>	<b>15,770</b>	<b>—</b>	<b>(137,000)</b>	<b>—</b>	<b>(653,632)</b>	<b>—</b>	<b>(7,909,007)</b>
<b>NET INCREASE/(DECREASE) IN FUND BALANCE</b>	<b>(158,505)</b>	<b>1,242,541</b>	<b>(227,305)</b>	<b>(7,990,876)</b>	<b>15,770</b>	<b>—</b>	<b>(137,000)</b>	<b>—</b>	<b>(653,632)</b>	<b>—</b>	<b>(7,909,007)</b>
<b>FUND BALANCE</b>											
FUND BALANCE, JULY 1	1,817,998	22,516,875	1,394,787	14,040,953	686,817	89,380	244,183	84,515	653,632	—	41,529,141
FUND BALANCE, JUNE 30	1,659,493	23,759,416	1,167,482	6,050,077	702,587	89,380	107,183	84,515	0	—	33,620,135
FUND BALANCE % OF EXPENDITURE	7.4%	21.5%	60.5%	52.0%	274.7%	59.8%	57.0%	54.0%	0.0%	0.0%	20.1%



## BUDGETED REVENUES & EXPENDITURES BY FUND

### Total All Funds

#### REVENUES

##### FEDERAL REVENUES

Higher Education Act	\$1,230,998	\$1,236,338	\$1,317,650
Student Financial Aid	17,815,710	17,851,695	17,595,000
Perkins (VTEA)	307,420	326,303	370,812
TANF	59,139	59,817	56,826
Veterans Education	4,594	8,026	20,000
Workforce Investment Act (WIA)	1,424,277	990,920	1,479,614
Other Federal Revenues	569,708	598,643	1,025,896
<b>TOTAL FEDERAL REVENUES</b>	<b>21,411,845</b>	<b>21,071,741</b>	<b>21,865,798</b>

##### STATE REVENUES

General Apportionments	117,253	284,806	820,715
General Categorical Programs	5,756,578	8,334,614	11,419,425
Reimbursable Categorical	1,593,166	1,542,393	3,031,567
Other Special State Funding	1,101,913	1,122,429	1,072,306
Other State Revenues	282,907	602,322	2,784,568
State Non-Tax Revenue	2,664,639	8,420,455	3,311,265
State Tax Subventions	683,909	673,520	680,000
<b>TOTAL STATE REVENUES</b>	<b>12,200,365</b>	<b>20,980,540</b>	<b>23,119,846</b>

##### LOCAL REVENUES

Local Property Taxes	83,114,556	88,403,642	93,973,071
Student Fees & Charges	12,744,151	13,284,365	13,278,310
Contract Services	57,907	59,363	23,242
Interest & Investment Income	144,009	258,402	159,500
Rentals & Leases	150,143	153,048	142,350
Sales & Commissions	375,255	388,312	360,200
Other Local Revenues	771,204	828,668	563,500
<b>TOTAL LOCAL REVENUES</b>	<b>97,357,223</b>	<b>103,375,800</b>	<b>108,500,173</b>

##### OTHER FINANCING SOURCES

Incoming Transfers	7,031,062	7,034,527	5,512,141
Proceeds from Financing	12,650,000	—	—
Sale of Fixed Assets	17,456	14,462	10,000
<b>NET OTHER FINANCING SOURCES</b>	<b>19,698,518</b>	<b>7,048,989</b>	<b>5,522,141</b>
<b>TOTAL REVENUES</b>	<b>150,667,952</b>	<b>152,477,070</b>	<b>159,007,958</b>

(continued on next page)



**Total All Funds** (continued)

	FY2014-15 ACTUAL	FY2015-16 ACTUAL UNAUDITED	FY2016-17 FINAL BUDGET
<b>EXPENDITURES</b>			
Academic Salaries	40,148,175	44,805,170	45,260,543
Classified Salaries	25,428,278	28,407,137	30,452,846
Employee Benefits	20,591,059	23,755,908	25,188,548
Supplies & Printing	2,208,979	2,433,776	2,704,209
Other Operating Costs	11,133,457	11,641,049	13,634,362
Capital Outlay	10,110,854	11,861,975	18,212,655
Other Outgo	26,838,571	28,526,867	26,718,336
Contingencies & Suspense	—	—	4,745,466
<b>TOTAL EXPENDITURES</b>	<b>136,459,373</b>	<b>151,431,882</b>	<b>166,916,965</b>
<b>REVENUES OVER/(UNDER) EXPENDITURES</b>	<b>14,208,579</b>	<b>1,045,189</b>	<b>(7,909,007)</b>
<b>NET INCREASE/(DECREASE) IN FUND BALANCE</b>	<b>14,208,579</b>	<b>1,045,189</b>	<b>(7,909,007)</b>
<b>FUND BALANCES</b>			
FUND BALANCE, JULY 1	26,275,373	40,483,953	41,529,141
<b>FUND BALANCE, JUNE 30</b>	<b>40,483,953</b>	<b>41,529,141</b>	<b>33,620,134</b>
<b>FUND BALANCE % OF EXPENDITURE</b>	<b>29.7%</b>	<b>27.4%</b>	<b>20.1%</b>



Fund  
11

## General Fund—Total

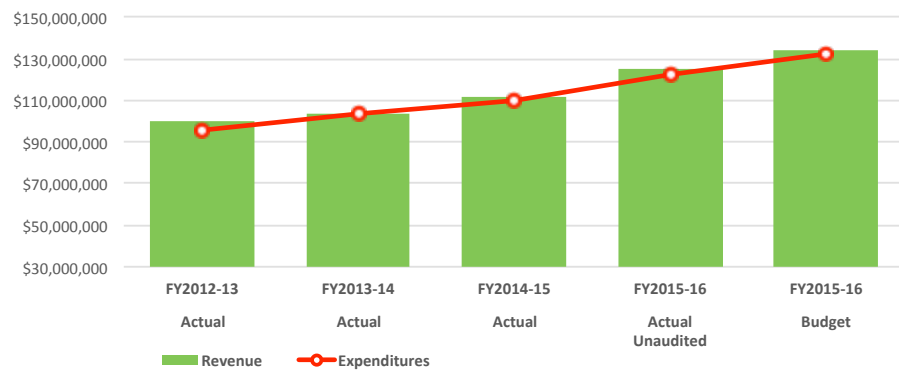
	FY2014-15 ACTUAL	FY2015-16 ACTUAL UNAUDITED	FY2016-17 FINAL BUDGET
<b>REVENUES</b>			
<i>FEDERAL REVENUES</i>			
Higher Education Act	\$1,230,998	\$1,236,338	\$1,317,650
Student Financial Aid	25,100	24,160	25,000
Perkins (VTEA)	307,420	326,303	370,812
TANF	59,139	59,817	56,826
Veterans Education	4,594	8,026	20,000
Workforce Investment Act (WIA)	1,424,277	990,920	1,479,614
Other Federal Revenues	569,708	598,643	1,025,896
<b>TOTAL FEDERAL REVENUES</b>	<b>3,621,235</b>	<b>3,244,207</b>	<b>4,295,798</b>
<i>STATE REVENUES</i>			
General Apportionments	117,253	284,806	820,715
General Categorical Programs	4,868,923	6,978,858	9,882,825
Reimbursable Categorical	1,593,166	1,542,393	3,031,567
Other Special State Funding	1,101,913	1,122,429	1,072,306
Other State Revenues	282,907	602,322	2,784,568
State Non-Tax Revenue	2,664,639	8,420,455	3,311,265
State Tax Subventions	683,909	673,520	680,000
<b>TOTAL STATE REVENUES</b>	<b>11,312,710</b>	<b>19,624,784</b>	<b>21,583,246</b>
<i>LOCAL REVENUES</i>			
Local Property Taxes	83,114,556	88,403,642	93,973,071
Student Fees & Charges	12,615,260	13,154,412	13,148,310
Contract Services	57,907	51,363	23,242
Interest & Investment Income	120,550	161,299	100,000
Rentals & Leases	57,693	60,248	50,000
Sales & Commissions	73,476	102,530	69,200
Other Local Revenues	723,742	804,510	533,500
<b>TOTAL LOCAL REVENUES</b>	<b>96,763,183</b>	<b>102,738,004</b>	<b>107,897,323</b>
<i>OTHER FINANCING SOURCES</i>			
Incoming Transfers	—	—	—
Proceeds from Financing	—	—	—
Sale of Fixed Assets	17,456	14,462	10,000
<b>NET OTHER FINANCING SOURCES</b>	<b>17,456</b>	<b>14,462</b>	<b>10,000</b>
<b>TOTAL REVENUES</b>	<b>111,714,584</b>	<b>125,621,456</b>	<b>133,786,367</b>

(continued on next page)



Fund  
11**General Fund—Total** (continued)

	FY2014-15 ACTUAL	FY2015-16 ACTUAL UNAUDITED	FY2016-17 FINAL BUDGET
<b>EXPENDITURES</b>			
Academic Salaries	40,148,175	44,805,170	45,260,543
Classified Salaries	25,347,949	28,296,211	30,366,216
Employee Benefits	20,571,959	23,734,704	25,168,325
Supplies & Printing	2,120,296	2,361,201	2,624,772
Other Operating Costs	10,478,928	11,130,352	13,035,022
Capital Outlay	4,085,080	4,366,098	7,373,459
Other Outgo	7,203,520	7,379,668	5,804,595
Contingencies & Suspense	—	—	3,069,399
<b>TOTAL EXPENDITURES</b>	<b>109,955,909</b>	<b>122,073,403</b>	<b>132,702,331</b>
<b>REVENUES OVER/(UNDER) EXPENDITURES</b>	<b>1,758,675</b>	<b>3,548,053</b>	<b>1,084,036</b>
<b>NET INCREASE/(DECREASE) IN FUND BALANCE</b>	<b>1,758,675</b>	<b>3,548,053</b>	<b>1,084,036</b>
<b>FUND BALANCES</b>			
FUND BALANCE, JULY 1	19,028,145	20,786,820	24,334,874
<b>FUND BALANCE, JUNE 30</b>	<b>20,786,820</b>	<b>24,334,874</b>	<b>25,418,910</b>
<b>FUND BALANCE % OF EXPENDITURE</b>	<b>18.9%</b>	<b>19.9%</b>	<b>19.2%</b>

**GENERAL FUND—TOTAL: REVENUE & EXPENDITURES**



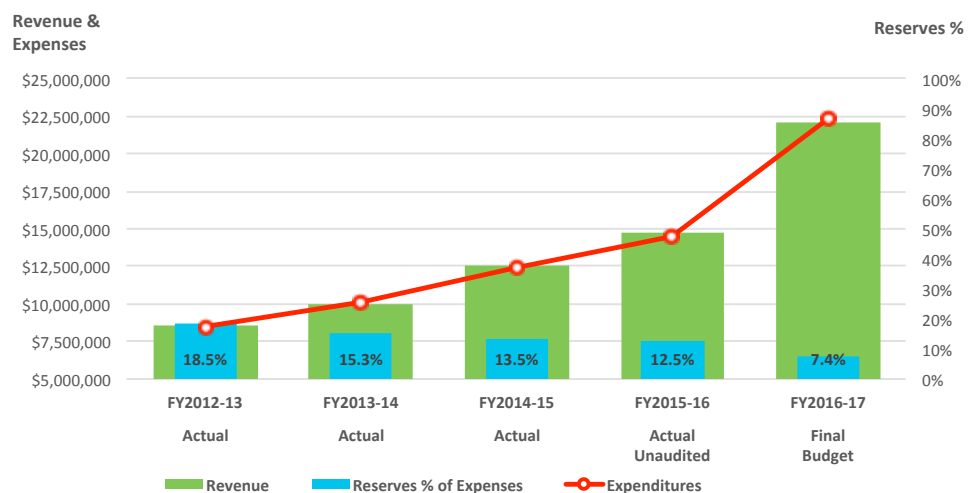
Fund  
11

## General Fund—Restricted

	FY2014-15 ACTUAL	FY2015-16 ACTUAL UNAUDITED	FY2016-17 FINAL BUDGET
<b>REVENUES</b>			
<i>FEDERAL REVENUES</i>			
Higher Education Act	\$1,230,998	\$1,236,338	\$1,317,650
Student Financial Aid	25,100	24,160	25,000
Perkins (VTEA)	307,420	326,303	370,812
TANF	59,139	59,817	56,826
Veterans Education	4,594	8,026	20,000
Workforce Investment Act (WIA)	1,424,277	990,920	1,479,614
Other Federal Revenues	569,708	598,643	1,025,896
<b>TOTAL FEDERAL REVENUES</b>	<b>3,621,235</b>	<b>3,244,207</b>	<b>4,295,798</b>
<i>STATE REVENUES</i>			
General Categorical Programs	4,868,923	6,978,858	9,882,825
Reimbursable Categorical	1,561,884	1,534,427	3,031,567
Other State Revenues	282,907	602,322	2,784,568
State Non-Tax Revenue	426,087	598,448	480,000
<b>TOTAL STATE REVENUES</b>	<b>7,139,800</b>	<b>9,714,056</b>	<b>16,178,960</b>
<i>LOCAL REVENUES</i>			
Student Fees & Charges	1,409,547	1,464,631	1,448,310
Contract Services	57,907	51,363	23,242
Sales & Commissions	73,476	21,632	—
Other Local Revenues	209,096	198,233	203,500
<b>TOTAL LOCAL REVENUES</b>	<b>1,750,025</b>	<b>1,735,860</b>	<b>1,675,052</b>
<b>TOTAL REVENUES</b>	<b>12,511,060</b>	<b>14,694,123</b>	<b>22,149,810</b>
<b>EXPENDITURES</b>			
Academic Salaries	1,739,273	2,122,393	1,797,722
Classified Salaries	3,563,057	4,476,095	5,627,857
Employee Benefits	1,582,804	1,999,043	2,727,069
Supplies & Printing	826,684	844,631	776,730
Other Operating Costs	2,134,777	1,907,658	2,793,061
Capital Outlay	2,269,709	2,821,718	5,400,607
Other Outgo	267,042	374,715	352,254
Contingencies & Suspense	—	—	2,833,015
<b>TOTAL EXPENDITURES</b>	<b>12,383,346</b>	<b>14,546,253</b>	<b>22,308,315</b>
<b>REVENUES OVER/(UNDER) EXPENDITURES</b>	<b>127,715</b>	<b>147,870</b>	<b>(158,505)</b>
<b>NET INCREASE/(DECREASE) IN FUND BALANCE</b>	<b>127,715</b>	<b>147,870</b>	<b>(158,505)</b>
<b>FUND BALANCES</b>			
FUND BALANCE, JULY 1	1,542,414	1,670,128	1,817,998
<b>FUND BALANCE, JUNE 30</b>	<b>1,670,128</b>	<b>1,817,998</b>	<b>1,659,493</b>
<b>FUND BALANCE % OF EXPENDITURE</b>	<b>13.5%</b>	<b>12.5%</b>	<b>7.4%</b>



GENERAL FUND—RESTRICTED: REVENUE, RESERVES & EXPENDITURES





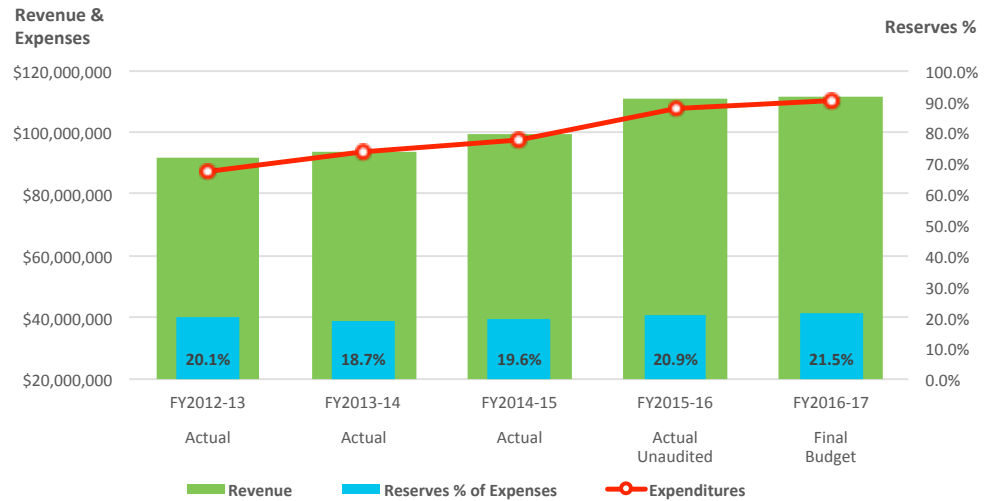
Fund  
11

## General Fund—Unrestricted

	FY2014-15 ACTUAL	FY2015-16 ACTUAL UNAUDITED	FY2016-17 FINAL BUDGET
<b>REVENUES</b>			
<i>FEDERAL REVENUES</i>	—	—	—
<i>STATE REVENUES</i>			
General Apportionments	\$117,253	\$284,806	\$820,715
Reimbursable Categorical	31,282	7,966	—
Other Special State Funding	1,101,913	1,122,429	1,072,306
Other State Revenues	—	—	—
State Non-Tax Revenue	2,238,553	7,822,007	2,831,265
State Tax Subventions	683,909	673,520	680,000
<b>TOTAL STATE REVENUES</b>	<b>4,172,910</b>	<b>9,910,728</b>	<b>5,404,286</b>
<i>LOCAL REVENUES</i>			
Local Property Taxes	83,114,556	88,403,642	93,973,071
Student Fees & Charges	11,205,713	11,689,781	11,700,000
Interest & Investment Income	120,550	161,299	100,000
Rentals & Leases	57,693	60,248	50,000
Sales & Commissions	—	80,897	69,200
Other Local Revenues	514,646	606,276	330,000
<b>TOTAL LOCAL REVENUES</b>	<b>95,013,158</b>	<b>101,002,144</b>	<b>106,222,271</b>
<i>OTHER FINANCING SOURCES</i>			
Incoming Transfers	—	—	—
Proceeds from Financing	—	—	—
Sale of Fixed Assets	17,456	14,462	10,000
<b>NET OTHER FINANCING SOURCES</b>	<b>17,456</b>	<b>14,462</b>	<b>10,000</b>
<b>TOTAL REVENUES</b>	<b>99,203,524</b>	<b>110,927,334</b>	<b>111,636,557</b>
<b>EXPENDITURES</b>			
Academic Salaries	38,408,903	42,682,776	43,462,821
Classified Salaries	21,784,892	23,820,116	24,738,359
Employee Benefits	18,989,155	21,735,661	22,441,256
Supplies & Printing	1,293,613	1,516,570	1,848,042
Other Operating Costs	8,344,152	9,222,694	10,241,961
Capital Outlay	1,815,371	1,544,380	1,972,852
Other Outgo	6,936,479	7,004,953	5,452,341
Contingencies & Suspense	—	—	236,384
<b>TOTAL EXPENDITURES</b>	<b>97,572,563</b>	<b>107,527,150</b>	<b>110,394,016</b>
<b>REVENUES OVER/(UNDER) EXPENDITURES</b>	<b>1,630,961</b>	<b>3,400,183</b>	<b>1,242,541</b>
<b>NET INCREASE/(DECREASE) IN FUND BALANCE</b>	<b>1,630,961</b>	<b>3,400,183</b>	<b>1,242,541</b>
<b>FUND BALANCES</b>			
FUND BALANCE, JULY 1	17,485,731	19,116,692	22,516,875
<b>FUND BALANCE, JUNE 30</b>	<b>19,116,692</b>	<b>22,516,875</b>	<b>23,759,416</b>
<b>FUND BALANCE % OF EXPENDITURE</b>	<b>19.6%</b>	<b>20.9%</b>	<b>21.5%</b>



GENERAL FUND—UNRESTRICTED: REVENUE, RESERVES & EXPENDITURES





Fund  
29

## Debt Service

## REVENUES

## LOCAL REVENUES

Interest &amp; Investment Income

Rentals &amp; Leases

TOTAL LOCAL REVENUES

## OTHER FINANCING SOURCES

Incoming Transfers

NET OTHER FINANCING SOURCES

TOTAL REVENUES

## EXPENDITURES

Other Operating Costs

Other Outgo

Contingencies &amp; Suspense

TOTAL EXPENDITURES

REVENUES OVER/(UNDER) EXPENDITURES

NET INCREASE/(DECREASE) IN FUND BALANCE

## FUND BALANCES

FUND BALANCE, JULY 1

FUND BALANCE, JUNE 30

FUND BALANCE % OF EXPENDITURE

FY2014-15  
ACTUALFY2015-16  
ACTUAL  
UNAUDITEDFY2016-17  
FINAL  
BUDGET

\$1,819

\$4,155

\$2,000

90,750

90,750

90,750

92,569

94,905

92,750

1,555,400

1,555,400

1,608,641

1,555,400

1,555,400

1,608,641

1,647,969

1,650,305

1,701,391

1,250

1,250

1,250

671,908

1,737,014

1,608,641

—

—

318,805

673,158

1,738,264

1,928,696

974,810

(87,959)

(227,305)

974,810

(87,959)

(227,305)

507,936

1,482,746

1,394,787

1,482,746

1,394,787

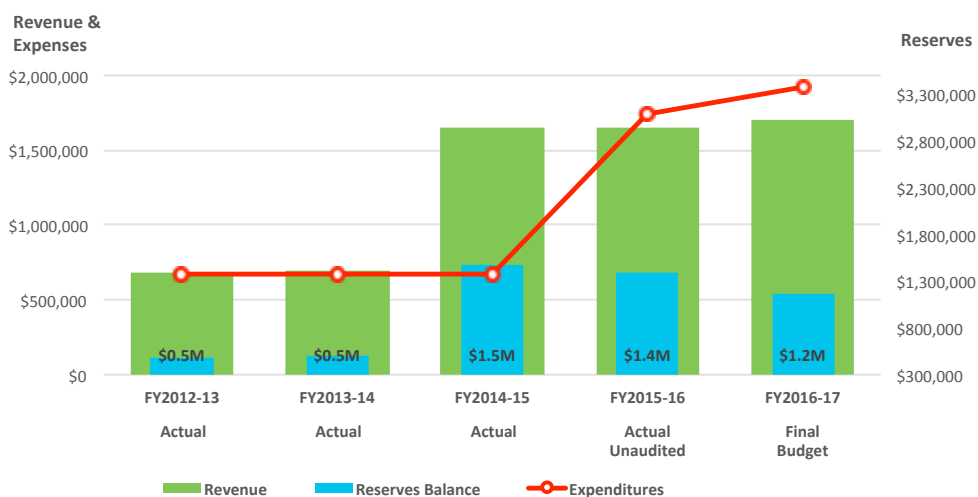
1,167,482

220.3%

80.2%

60.5%

## DEBT SERVICE FUND: REVENUE, RESERVES &amp; EXPENDITURES





Fund  
41

## Capital Outlay Projects

## REVENUES

TOTAL STATE REVENUES

## LOCAL REVENUES

Interest &amp; Investment Income

Sales &amp; Commissions

TOTAL LOCAL REVENUES

## OTHER FINANCING SOURCES

Incoming Transfers

Proceeds from Financing

NET OTHER FINANCING SOURCES

TOTAL REVENUES

## EXPENDITURES

Supplies &amp; Printing

Other Operating Costs

Capital Outlay

Contingencies &amp; Suspense

TOTAL EXPENDITURES

REVENUES OVER/(UNDER) EXPENDITURES

NET INCREASE/(DECREASE) IN FUND BALANCE

## FUND BALANCES

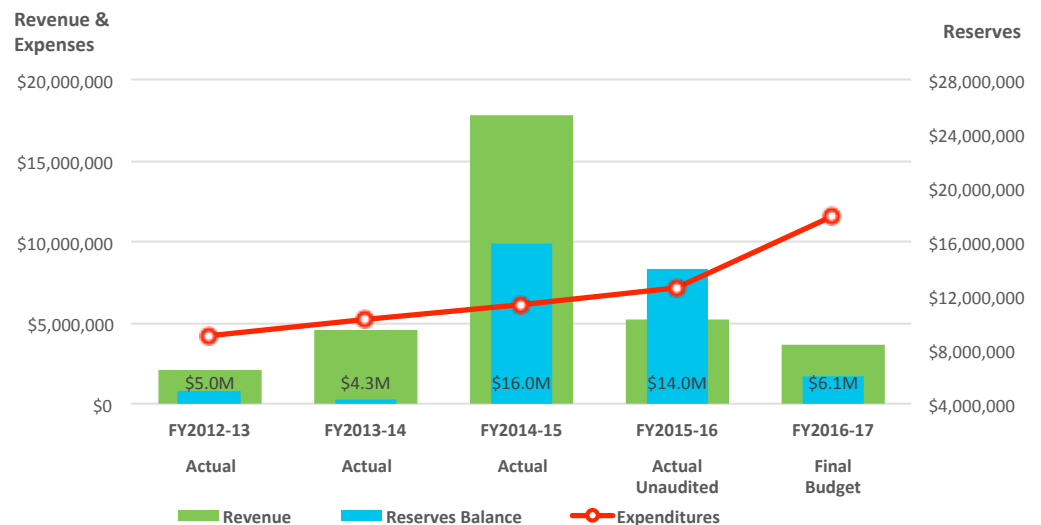
FUND BALANCE, JULY 1

FUND BALANCE, JUNE 30

FUND BALANCE % OF EXPENDITURE

	FY2014-15 ACTUAL	FY2015-16 ACTUAL UNAUDITED	FY2016-17 FINAL BUDGET
TOTAL STATE REVENUES	—	—	—
Interest & Investment Income	\$13,874	\$83,154	\$50,000
Sales & Commissions	8,658	—	—
TOTAL LOCAL REVENUES	22,532	84,354	50,000
Incoming Transfers	5,154,324	5,154,324	3,600,000
Proceeds from Financing	12,650,000	—	—
NET OTHER FINANCING SOURCES	17,804,324	5,154,324	3,600,000
<b>TOTAL REVENUES</b>	<b>17,826,856</b>	<b>5,238,678</b>	<b>3,650,000</b>
Supplies & Printing	24,817	9,803	6,793
Other Operating Costs	300,306	233,305	268,944
Capital Outlay	5,889,536	6,905,979	10,365,139
Contingencies & Suspense	—	—	1,000,000
<b>TOTAL EXPENDITURES</b>	<b>6,214,658</b>	<b>7,153,834</b>	<b>11,640,876</b>
REVENUES OVER/(UNDER) EXPENDITURES	11,612,198	(1,915,156)	(7,990,876)
NET INCREASE/(DECREASE) IN FUND BALANCE	11,612,198	(1,915,156)	(7,990,876)
FUND BALANCE, JULY 1	4,343,910	15,956,108	14,040,953
FUND BALANCE, JUNE 30	15,956,108	14,040,953	6,050,077
FUND BALANCE % OF EXPENDITURE	256.7%	196.3%	52.0%

## CAPITAL OUTLAY PROJECTS FUND: REVENUE, RESERVES &amp; EXPENDITURES





Fund  
51

## Bookstore

## REVENUES

## LOCAL REVENUES

Interest &amp; Investment Income

\$1,902

\$1,915

\$1,500

Sales &amp; Commissions

266,629

259,229

270,000

TOTAL LOCAL REVENUES

268,532

261,144

271,500

TOTAL REVENUES

268,532

273,666

271,500

## EXPENDITURES

Classified Salaries

12,339

12,956

12,230

Employee Benefits

5,113

5,271

5,500

Other Operating Costs

48,255

49,355

49,500

Other Outgo

271,338

197,000

188,500

TOTAL EXPENDITURES

337,044

264,582

255,730

REVENUES OVER/(UNDER) EXPENDITURES

(68,512)

9,084

15,770

NET INCREASE/(DECREASE) IN FUND BALANCE

(68,512)

9,084

15,770

## FUND BALANCES

FUND BALANCE, JULY 1

746,246

677,734

686,817

FUND BALANCE, JUNE 30

677,734

686,817

702,587

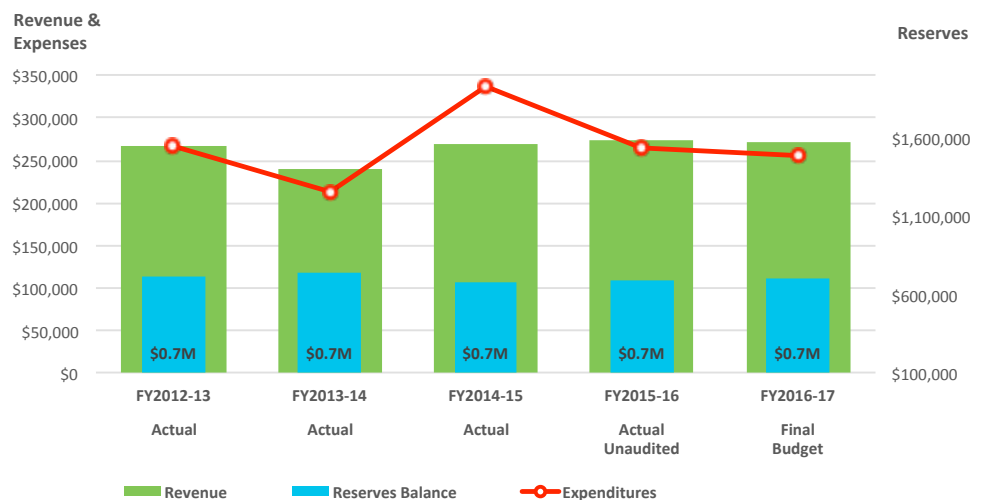
FUND BALANCE % OF EXPENDITURE

201.1%

259.6%

274.7%

## BOOKSTORE FUND: REVENUE, RESERVES &amp; EXPENDITURES





Fund  
52

## Cafeteria

## REVENUES

## LOCAL REVENUES

Sales &amp; Commissions

TOTAL LOCAL REVENUES

## OTHER FINANCING SOURCES

Incoming Transfers

NET OTHER FINANCING SOURCES

TOTAL REVENUES

## EXPENDITURES

Classified Salaries

Employee Benefits

Supplies &amp; Printing

Other Operating Costs

Capital Outlay

Other Outgo

TOTAL EXPENDITURES

REVENUES OVER/(UNDER) EXPENDITURES

NET INCREASE/(DECREASE) IN FUND BALANCE

## FUND BALANCES

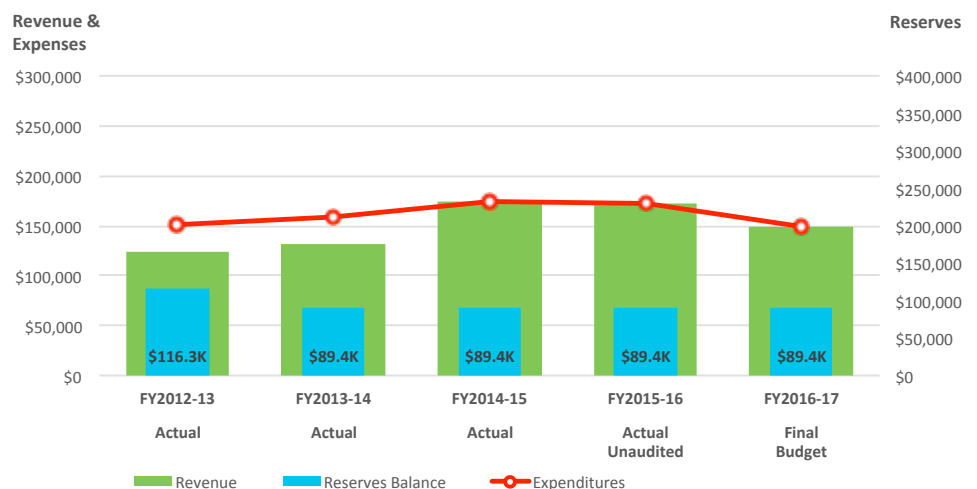
FUND BALANCE, JULY 1

FUND BALANCE, JUNE 30

FUND BALANCE % OF EXPENDITURE

	FY2014-15 ACTUAL	FY2015-16 ACTUAL UNAUDITED	FY2016-17 FINAL BUDGET
<b>REVENUES</b>			
<b>LOCAL REVENUES</b>			
Sales & Commissions	\$26,492	\$26,553	\$21,000
TOTAL LOCAL REVENUES	26,492	26,553	21,000
<b>OTHER FINANCING SOURCES</b>			
Incoming Transfers	148,219	145,281	128,500
NET OTHER FINANCING SOURCES	148,219	145,281	128,500
<b>TOTAL REVENUES</b>	<b>174,711</b>	<b>171,834</b>	<b>149,500</b>
<b>EXPENDITURES</b>			
Classified Salaries	4,113	4,319	4,000
Employee Benefits	1,704	1,757	1,787
Supplies & Printing	—	—	380
Other Operating Costs	168,893	153,236	135,333
Capital Outlay	—	0	8,000
Other Outgo	—	12,522	—
<b>TOTAL EXPENDITURES</b>	<b>174,710</b>	<b>171,834</b>	<b>149,500</b>
<b>REVENUES OVER/(UNDER) EXPENDITURES</b>	<b>1</b>	<b>(0)</b>	<b>—</b>
<b>NET INCREASE/(DECREASE) IN FUND BALANCE</b>	<b>1</b>	<b>(0)</b>	<b>—</b>
<b>FUND BALANCES</b>			
FUND BALANCE, JULY 1	89,379	89,380	89,380
FUND BALANCE, JUNE 30	<b>89,380</b>	<b>89,380</b>	<b>89,380</b>
FUND BALANCE % OF EXPENDITURE	<b>51.2%</b>	<b>52.0%</b>	<b>59.8%</b>

## CAFETERIA FUND: REVENUE, RESERVES &amp; EXPENDITURES





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

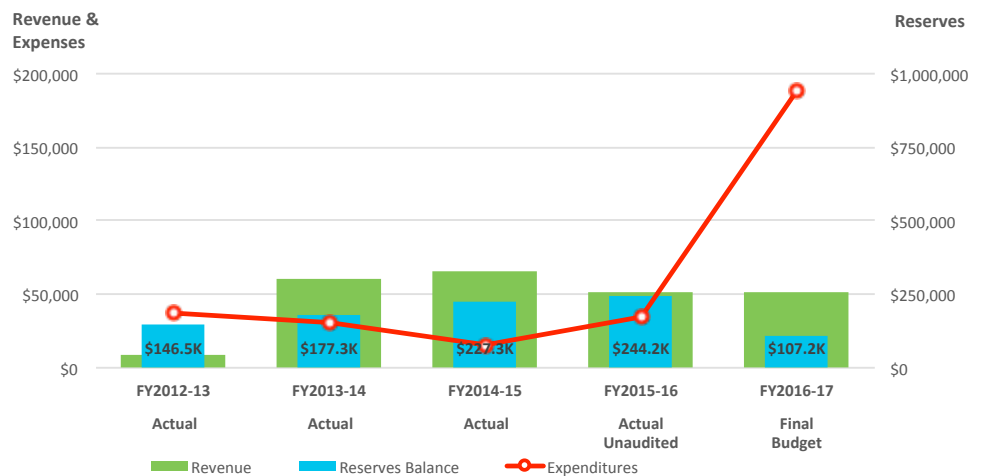
NET INCREASE/(DECREASE) IN FUND BALANCE

## FUND BALANCES

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

	FY2014-15 ACTUAL	FY2015-16 ACTUAL UNAUDITED	FY2016-17 FINAL BUDGET
<b>REVENUES</b>			
<b>LOCAL REVENUES</b>			
Interest & Investment Income	\$756	\$1,354	\$1,000
Other Local Revenues	14,853	—	—
TOTAL LOCAL REVENUES	15,610	1,354	1,000
<b>OTHER FINANCING SOURCES</b>			
Incoming Transfers	50,000	50,000	50,000
NET OTHER FINANCING SOURCES	50,000	50,000	50,000
<b>TOTAL REVENUES</b>	<b>65,610</b>	<b>51,354</b>	<b>51,000</b>
<b>EXPENDITURES</b>			
Supplies & Printing	140	720	1,000
Other Operating Costs	15,469	6,837	7,000
Capital Outlay	—	26,955	30,000
Contingencies & Suspense	—	—	150,000
<b>TOTAL EXPENDITURES</b>	<b>15,609</b>	<b>34,512</b>	<b>188,000</b>
<b>REVENUES OVER/(UNDER) EXPENDITURES</b>	<b>50,001</b>	<b>16,842</b>	<b>(137,000)</b>
<b>NET INCREASE/(DECREASE) IN FUND BALANCE</b>	<b>50,001</b>	<b>16,842</b>	<b>(137,000)</b>
<b>FUND BALANCES</b>			
FUND BALANCE, JULY 1	177,340	227,341	244,183
FUND BALANCE, JUNE 30	227,341	244,183	107,183
FUND BALANCE % OF EXPENDITURE	1456.5%	707.5%	57.0%

## SELF-INSURANCE FUND: REVENUE, RESERVES &amp; EXPENDITURES



Note: FY2016-17 Expenditures has \$150K Contingent Budget



Fund  
71

## Associated Student Government

## REVENUES

## LOCAL REVENUES

Rentals & Leases	\$1,700	\$2,050	\$1,600
Other Local Revenues	32,608	30,959	30,000
<b>TOTAL LOCAL REVENUES</b>	<b>34,308</b>	<b>33,009</b>	<b>31,600</b>

## OTHER FINANCING SOURCES

Incoming Transfers	123,119	117,000	125,000
<b>NET OTHER FINANCING SOURCES</b>	<b>123,119</b>	<b>117,000</b>	<b>125,000</b>
<b>TOTAL REVENUES</b>	<b>157,427</b>	<b>150,009</b>	<b>156,600</b>

## EXPENDITURES

Classified Salaries	9,320	8,732	10,400
Employee Benefits	995	387	936
Supplies & Printing	63,497	62,004	70,764
Other Operating Costs	65,180	59,490	61,500
Capital Outlay	2,463	—	3,000
Other Outgo	13,540	17,373	10,000
<b>TOTAL EXPENDITURES</b>	<b>154,994</b>	<b>147,986</b>	<b>156,600</b>

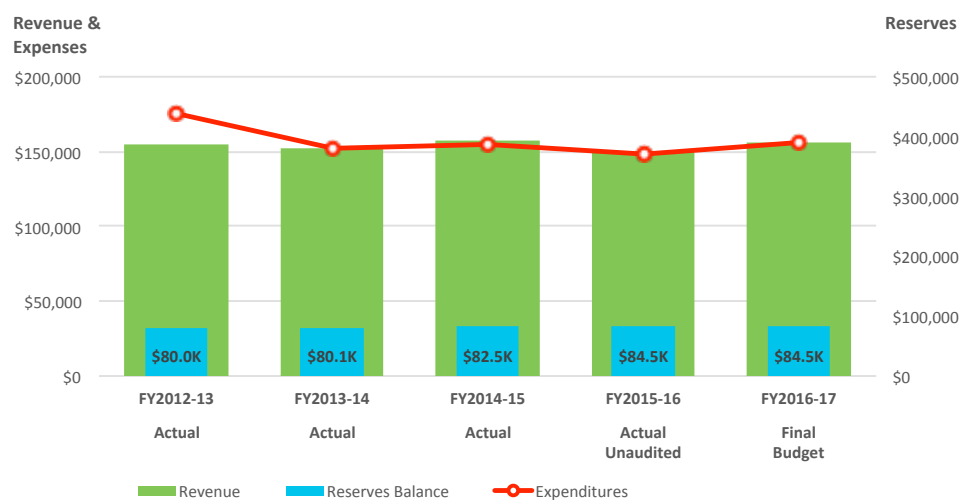
## REVENUES OVER/(UNDER) EXPENDITURES

## NET INCREASE/(DECREASE) IN FUND BALANCE

## FUND BALANCES

FUND BALANCE, JULY 1	80,060	82,493	84,515
<b>FUND BALANCE, JUNE 30</b>	<b>82,493</b>	<b>84,515</b>	<b>84,515</b>
<b>FUND BALANCE % OF EXPENDITURE</b>	<b>53.2%</b>	<b>57.1%</b>	<b>54.0%</b>

## ASSOCIATED STUDENT GOVERNMENT FUND: REVENUE, RESERVES &amp; EXPENDITURES





Fund  
73

## Student Center Fee

## REVENUES

## LOCAL REVENUES

Student Fees &amp; Charges

Interest &amp; Investment Income

TOTAL LOCAL REVENUES

TOTAL REVENUES

## EXPENDITURES

Classified Salaries

Employee Benefits

Supplies &amp; Printing

Other Operating Costs

Capital Outlay

Contingencies &amp; Suspense

TOTAL EXPENDITURES

REVENUES OVER/(UNDER) EXPENDITURES

NET INCREASE/(DECREASE) IN FUND BALANCE

## FUND BALANCES

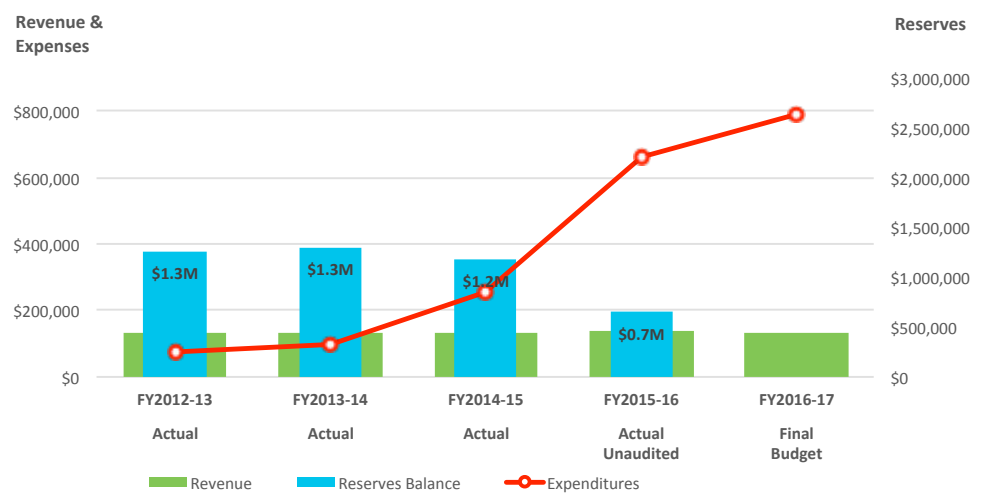
FUND BALANCE, JULY 1

FUND BALANCE, JUNE 30

FUND BALANCE % OF EXPENDITURE

	FY2014-15 ACTUAL	FY2015-16 ACTUAL UNAUDITED	FY2016-17 FINAL BUDGET
<b>REVENUES</b>			
<b>LOCAL REVENUES</b>			
Student Fees & Charges	\$128,891	\$129,953	\$130,000
Interest & Investment Income	5,108	6,525	5,000
TOTAL LOCAL REVENUES	133,998	136,478	135,000
<b>TOTAL REVENUES</b>	<b>133,998</b>	<b>136,478</b>	<b>135,000</b>
<b>EXPENDITURES</b>			
Classified Salaries	54,557	80,375	60,000
Employee Benefits	11,288	13,586	12,000
Supplies & Printing	229	48	500
Other Operating Costs	55,176	7,225	75,813
Capital Outlay	133,775	562,943	433,057
Contingencies & Suspense	—	—	207,262
<b>TOTAL EXPENDITURES</b>	<b>255,025</b>	<b>664,177</b>	<b>788,632</b>
<b>REVENUES OVER/(UNDER) EXPENDITURES</b>	<b>(121,027)</b>	<b>(527,699)</b>	<b>(653,632)</b>
<b>NET INCREASE/(DECREASE) IN FUND BALANCE</b>	<b>(121,027)</b>	<b>(527,699)</b>	<b>(653,632)</b>
<b>FUND BALANCES</b>			
FUND BALANCE, JULY 1	1,302,358	1,181,331	653,632
FUND BALANCE, JUNE 30	1,181,331	653,632	0
FUND BALANCE % OF EXPENDITURE	463.2%	98.4%	0.0%

## STUDENT CENTER FEE FUND: REVENUE, RESERVES &amp; EXPENDITURES





Fund  
74

## Student Financial Aid

**REVENUES****FEDERAL REVENUES**

Student Financial Aid

TOTAL FEDERAL REVENUES

**STATE REVENUES**

General Categorical Programs

TOTAL STATE REVENUES

**LOCAL REVENUES**

TOTAL REVENUES

**EXPENDITURES**

Other Outgo

TOTAL EXPENDITURES

REVENUES OVER/(UNDER) EXPENDITURES

NET INCREASE/(DECREASE) IN FUND BALANCE

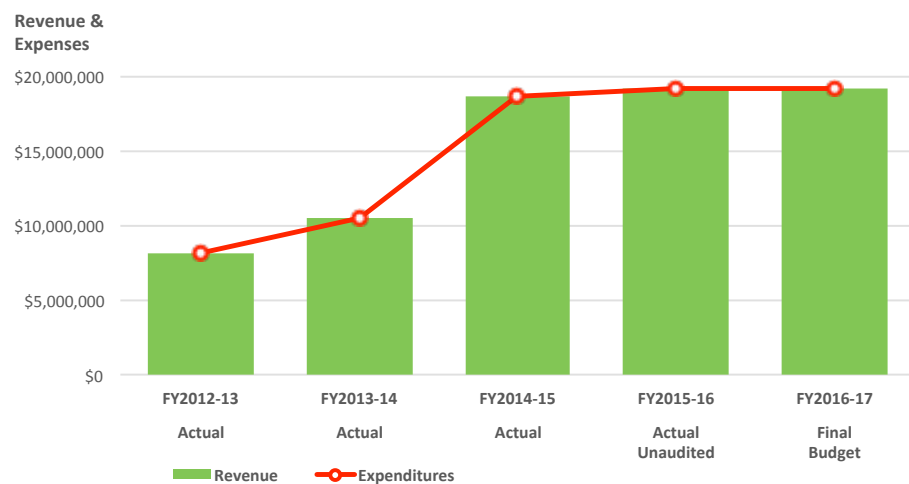
**FUND BALANCES**

FUND BALANCE, JULY 1

FUND BALANCE, JUNE 30

FUND BALANCE % OF EXPENDITURE

	FY2014-15 ACTUAL	FY2015-16 ACTUAL UNAUDITED	FY2016-17 FINAL BUDGET
<b>REVENUES</b>			
<b>FEDERAL REVENUES</b>			
Student Financial Aid	\$17,790,610	\$17,827,535	\$17,570,000
TOTAL FEDERAL REVENUES	17,790,610	17,827,535	17,570,000
<b>STATE REVENUES</b>			
General Categorical Programs	887,655	1,355,756	1,536,600
TOTAL STATE REVENUES	887,655	1,355,756	1,536,600
<b>LOCAL REVENUES</b>			
TOTAL REVENUES	<b>18,678,265</b>	<b>19,183,291</b>	<b>19,106,600</b>
<b>EXPENDITURES</b>			
Other Outgo	18,678,265	19,183,291	19,106,600
TOTAL EXPENDITURES	<b>18,678,265</b>	<b>19,183,291</b>	<b>19,106,600</b>
REVENUES OVER/(UNDER) EXPENDITURES	—	—	—
NET INCREASE/(DECREASE) IN FUND BALANCE	—	—	—
<b>FUND BALANCES</b>			
FUND BALANCE, JULY 1	—	—	—
FUND BALANCE, JUNE 30	—	—	—
FUND BALANCE % OF EXPENDITURE	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>

**STUDENT FINANCIAL AID FUND: REVENUE & EXPENDITURES**

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



# RESOURCE ALLOCATION *for* FISCAL YEAR 2016–17

## 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. 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 \$50,000 or more that significantly increase the value or extend the useful life of the structure, are capitalized.

### Comprehensive Master Plan

In summer 2015, the district began revising the Comprehensive Master Plan by creating an internal educational plan review committee to update the 2011 Educational Master Plan data that was then used to inform a revision to the facilities master plan.

### Facilities Master Plan

As an update to the 2011 Comprehensive Master Plan, the purpose of this Facilities Master Plan Update is to analyze existing facilities and outline development goals that align with the current and future needs of MiraCosta College as identified in the district’s updated Education Master Plan (completed fall 2015).

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 Facility Master Plan update process through online surveys, workshop discussions, meetings, campus forums and presentations.

The results of this extensive investigative and collaborative planning process are documented here. An overall process summary and master plan visioning goals are included in the plan.

### 5-Year Facilities Plan

The 5-Year Facilities Plan is updated annually and submitted to the California Community Colleges Chancellor’s Office. Plan objectives include:

- Facilitate learning 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 demands of the community

In June 2016, the Board of Trustees approved the 2017–21 5-Year Facilities Plan to meet projected facility needs.

### Planning Priorities

The district’s planning priorities promotes 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. The following criteria were used in prioritizing the facility needs of the district:

- Facilities alignment with the district’s mission, institutional goals, the strategic plan, and college program reviews
- The impact of facilities on the student learning experience
- Health, safety, and security considerations
- Facilities that have lived their useful life are most likely to require replacement

### Total Cost of Ownership

The district is in the process of overhauling the current Total Cost of Ownership (TCO) program. The revised comprehensive TCO program will be used by the district to aid with annual short-term and long-term planning and budgeting on an ongoing basis.

The revised TCO program systematically evaluates all costs, direct and indirect, incurred throughout the life cycle of an asset (50 years for buildings), including acquisition and procurement, operations



and maintenance, end-of-life management, and if appropriate, the asset replacement. These costs include, but are not limited to, custodial, planned maintenance, unplanned maintenance necessary to make repairs, utilities and the cost of retrofits and improvements over time, modifications to support changing program needs, and the replacement or upgrade of systems as they reach the end of their life cycles. In the descriptions for new construction projects listed below, total maintenance, repair and operating construction costs are included.

### ***Capital Projects for 5-Year Facilities Plan***

#### **Modernize 62 Classrooms— Oceanside & San Elijo Campuses**

This project will continue to renovate classrooms that have outdated lighting, carpeting and flooring, paint, ceiling finishes, HVAC, electrical infrastructure, technology and new furnishings that have outlived their useful life. The renovated classrooms will provide new lighting, acoustic treatments to absorb sound, new technology, white boards, new flexible furnishings, and improved contemporary finishes, all with the goal to provide a 21st century learning environment. This project does not include science laboratories. To date and at the completion of summer 2016, a total of 35 classroom renovations will be complete. The estimated project budget moving forward is \$10.2 million. Roughly \$2.4 million has been expensed to date.

#### **New Student Success Support Space**

This project will continue to provide leased, temporary, portable building office and support spaces to accommodate projected staff growth as required resulting from the state's Student Success and Support Program (SSSP) initiatives supporting student success, including increases in the number of faculty, counselors, and support staff. To date and at the end of summer 2016, a total of 10–15 additional offices will be on-site and available for new faculty and staff. The estimated project budget moving forward is \$953,000. Roughly \$150,000 has been expensed to date.

#### **Provide Storage for Art/Music— Oceanside Campus**

This project will address the program review priority to provide 2,000 additional square feet of storage for the art and music departments. Currently, instructional equipment for both departments is being stored in classrooms or exterior storage containers that are not temperature or humidity controlled. As a result, instructional equipment is subject to external weather conditions and is causing rusting or corrosion in some cases, thus reducing the life expectancy of the instructional equipment. These outside storage containers also require staff to haul equipment over significant distances to get it to the buildings where the equipment will be used. As equipment is being stored in classrooms, instructional space is negatively impacted. The estimated project budget moving forward is \$1.2 million. Roughly \$175,000 has been expensed to date. Annualized TCO costs: estimated maintenance and repair is \$15,600; estimated operating is \$26,200.

#### **New Space for Theatre/Dance— Oceanside Campus**

This project will create 6,700 square feet of new lab space for the theatre and dance programs. These programs are still limited to sharing its space with the kinesiology, health, and nutrition departments, which makes it difficult for the performing arts, music, theatre, and dance to interact. The theatre building's lobby currently has to be used as a lab to teach students because there is not adequate or appropriate space to accommodate the need that is required from the programs. Additional instructional space for theatre and dance will facilitate better collaboration between the programs, not only for faculty, but also for students. A new space will give students the ability to participate in classes between the disciplines at the same location. The estimated project budget moving forward is \$4.5 million. Roughly \$250,000 has been expensed to date. Annualized TCO costs: estimated maintenance and repair is \$70,200; estimated operating is \$112,700.



### **Renovate Gym—Oceanside Campus**

This project will make essential improvements needed to maintain the Oceanside Campus gymnasium, dance studio, and locker rooms. The project will correct major facility problems, including the gymnasium/dance studio roofs, heating-and-ventilation system, replacement of bleachers, and a complete renovation of the locker room, which is shared between men's and women's facilities. The original men's locker room building was demolished in 2004 and was not replaced. As a result, the existing women's locker room facility was converted to accommodate both men's and women's facilities. The existing facility is in need of renovation and possible expansion. In addition, the original men's locker room building had one classroom where kinesiology courses were taught. This facility was not replaced after being demolished and the classroom was moved to a temporary building at T400. The site where the buildings sit may need to be improved to meet current American with Disabilities Act (ADA) accessibility requirements. This will be determined once renovation plans are submitted to the Division of State Architects (DSA) office for review. The budget for this project is \$5.5 million.

### **Student Center Remodel**

This project is a minor interior renovation within a small portion of the existing student center building. The project will consist of reorganizing program flow / space and will include new interior walls, flooring, paint, ceiling grid, lighting, HVAC, new furniture and new AV/IT. There will be no change in the square footage per room type or overall change in square footage. The budget for this project is \$1.6 million.

### **Allied Health Building**

This project will create 20,450 square feet of new Allied Health space that will provide a consolidated location and appropriate facilities for all of the Allied Health programs in one building. The location of the Allied Health Building will allow the building to act as a terminus to the main east-west campus promenade. 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 2016 estimated cost for this project is \$18,331,000. The escalated and estimated cost for the project based on when it will be built is \$21,134,000. Annualized TCO costs: estimated maintenance and repair is \$130,000; estimated operating is \$660,000.

### **5-Year Facilities Plan Projects—Other**

#### **Repair Parking Lots**

This project will repair and replace parking lots identified as being in the worst condition and in need of immediate repair or replacement. The estimated project budget moving forward is \$750,000. Roughly \$250,000 has been expensed to date.

#### **Replace/Repair Storm Drain & Sewer Lines**

This project will replace the highest-priority and aging storm drains and sewer systems throughout the three district sites that are becoming deteriorated and undersized. The main storm drains and sewer systems at all three sites are dated. The Oceanside Campus system dates back to the 1960s and the San Elijo Campus and Community Learning Center sites date back to the 1980s. These new systems will help prevent sewer back-ups, flooding, and water damage, which will ultimately reduce future maintenance costs. This project will enable construction of new plumbing and sewer utilities infrastructure. The estimated project budget moving forward is \$888,000. Roughly \$112,000 has been expensed to date.

#### **Replace/Repair Information Technology Underground Fiber Optic Lines**

This project will update MiraCosta College's network fiber optic infrastructure. This includes the fiber backbone, network switches, and the network cables to the work stations and labs. The upgrade to the network infrastructure will replace building network infrastructure that has aged beyond its useful life or is under capacity. The estimated budget for this project is \$1 million.



**2015–16 Program Review Needs**

Multiple projects have been identified through the continuous improvement process, also known as program review, and are aimed at improving facility deficiencies for various academic and support programs, including art, design drafting, music, and the library. The estimated project budget moving forward is \$200,000. Roughly \$250,000 has been expensed to date.

**2016–17 Program Review Needs**

Multiple projects have been identified through the continuous improvement process, also known as program review, and are aimed at improving facility deficiencies for various academic and support programs, including chemistry and the theatre. The estimated budget for this project is \$568,000.



**Projects, Costs & Schedules**

PROJECT	FY2016–17	FY2017–18	FY2018–19	FY2019–20	FY2020–21	TOTAL PROJECT COST
Renovate 60 Classrooms at Oceanside & San Elijo	\$3,293,071	\$2,415,809	\$2,510,135	\$1,935,659	\$0	<b>\$10,154,673</b>
New Student Support Space	381,094	190,547	190,547	190,547	0	<b>952,736</b>
New Storage Art/Music	849,426	364,040	—	—	0	<b>1,213,466</b>
New Theatre/Dance Space	2,239,873	2,239,873	—	—	0	<b>4,479,745</b>
Gym Renovation	406,627	406,627	4,337,353	271,085	0	<b>5,421,691</b>
Repair Parking Lots	187,500	187,500	187,500	187,500	0	<b>750,000</b>
Repair/Replace Storm Drain and Sewer Lines	—	443,884	443,884	—	0	<b>887,767</b>
Repair/Replace IT Underground	—	500,000	500,000	—	0	<b>1,000,000</b>
2015–16 Program Review	201,000	—	—	—	0	<b>201,000</b>
2016–17 Program Review	284,000	284,000	—	—	0	<b>568,000</b>
Program Contingency	1,153,054	1,153,054	1,153,054	1,153,054	0	<b>4,612,215</b>
<b>CASH FLOW TOTALS</b>	<b>8,995,644</b>	<b>8,185,332</b>	<b>9,322,472</b>	<b>3,737,845</b>	<b>0</b>	<b>30,241,293</b>

**NOTES:**

- Scheduled (deferred) maintenance and instructional equipment and library materials funding from the state can provide assistance with renovating the gym, classrooms, offices, and providing instructional equipment for these spaces. Proposed funding in the Governor's budget for 2016–17 is ~\$1.7 million. These funds vary year to year.
- The district is submitting an initial project proposal to fund an Allied Health building to seek state funding.
- ASG Student Services and club room remodel project, funded by the Associated Student Government and Lease Revenue Bond will be completed summer FY2016–17.



## 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 \$7,285,000 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 \$3,065,000 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
<b>TOTAL</b>	<b>1,705,000</b>	<b>117,125</b>	<b>1,822,125</b>

On February 1, 2015, the district issued a 15-year lease revenue 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, \$150,000. The bond matures in 2030 with interest at 3.09%. Annual Debt Service payments are approximately \$1.06 million each year for 15 years.

FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL
2016	\$640,000	\$422,858	\$1,062,858
2017	695,000	365,779	1,060,779
2018	720,000	344,149	1,064,149
2019	740,000	321,669	1,061,669
2020	765,000	298,649	1,063,649
2021–2030*	9,090,000	1,544,768	10,634,768
<b>TOTAL</b>	<b>12,650,000</b>	<b>3,297,871</b>	<b>15,947,871</b>

\*See Appendix, page 66, for full Bond Payment Schedule.

### Capital Leases

On December 21, 2006, the district entered into a debt financing agreement with SunTrust Corporation for the construction of six energy-efficient projects valued at approximately \$2,234,983. The district is obligated to make payments through 2017 at an annual interest rate of 4.3%.

FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL
2016	\$244,658	\$12,076	\$256,734
2017	126,320	2,046	128,366
<b>TOTAL</b>	<b>370,978</b>	<b>14,122</b>	<b>385,100</b>

### Post-Employment Benefits

The district's annual other post-employment benefit (OPEB) cost is calculated based on the annual required contribution of the employer (ARC), an amount actuarially determined in accordance with the parameters of Governmental Accounting Standards Board Statement No. 45. The ARC represents a level of funding that, if paid on an ongoing basis, is projected to cover normal cost each year and amortize any unfunded actuarial liabilities (or funding excess) over a period not to exceed 30 years. As of June 30, 2015, the district has a net OPEB asset of \$824,383.

From the July 1, 2015 Actuarial Study and the OPEB Trust Fund balance as of June 30, 2016, the district is 99.5% funded on the Actuarial Accrued Liability (AAL). The Unfunded Actuarial Accrued Liability is \$106,000, or 0.5%.

#### OPEB FUNDING PROGRESS AS OF JULY 1, 2016

Actuarial Accrued Liability (AAL)	\$20,095,621
Actuarial Valuation of Assets (Trust Fund)	-19,989,287
Unfunded Actuarial Accrued Liability (UAAL)	106,334
Funded Ratio	99.5%



# 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 College 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 2015, California's Fiscal Outlook, issued by the LAO, the state budget situation is positive from two years ago. The LAO's forecast reflects continued improvement in the state's finances. Those improvements are expected to be seen in the growth of property taxes. State funding for community colleges is largely based upon the funding model designed by Proposition 98, which establishes a minimum funding level for education. The district is unique in California in that it is primarily funded by property taxes. An increase in property taxes will not only have a positive impact on other educational institutions statewide, but also on the district. The LAO's forecast further supports the district's multi-year financial plans and projections on the Legislative Analyst's Office 2016–17 California's Fiscal Outlook November 2015 Report:

*over the past several years. This growth rate equates to a \$1.1 billion increase in local property tax revenue for schools and community colleges (page 23).*

*Growth in Local Property Tax Revenue Covers Majority of Proposition 98 Increase. As shown in the table below, property tax revenue grows throughout the period. As described earlier, the large increases unfolding in 2015–16 and 2016–17 are due primarily to the end of the triple flip. From 2017–18 through 2019–20, increases are due primarily to our projection that assessed property values—the main driver of growth in local property tax revenue—will grow by about 5 percent per year. Though this rate is somewhat below our projections for 2015–16 and 2016–17, it is comparable to historical averages. This growth equates to additional revenue of about \$900 million per year. (page 25).*

The district is not aware of any currently known facts, decisions, or conditions that are expected to have a significant negative impact on the financial position or operations during FY2016–17. Beyond those unknown variables having a global effect on virtually all types of business operations, the district remains confident in the current economic climate. Management will continue to provide information to the Board of Trustees and community on the financial condition of the district and to monitor resources to maintain the district's ability to react to internal and external issues if and when they arise.

## Assessed Property Values Projected to Grow at Relatively Strong Rate

*LAO projects assessed values will increase by 6.3 percent in 2016–17, largely reflecting the strong recovery in the housing market that has occurred*

## PROPOSITION 98 OUTLOOK

*LAO Main Scenario (Dollars in Billions)  
(page 26)*

	2015–16	2016–17	2017–18	2018–19	2019–20
<b>Minimum Guarantee</b>					
General Fund	\$49.4	\$50.2	\$52.1	\$52.4	\$53.0
Local Property Tax	19.7	21.2	22.5	23.4	24.5
<b>Totals</b>	<b>\$69.1</b>	<b>\$71.4</b>	<b>\$74.6</b>	<b>\$75.8</b>	<b>\$77.5</b>
<b>Change from Prior Year</b>					
Total Guarantee	\$1.5	\$2.3	\$3.2	\$1.2	\$1.6
Percent Change	2.3%	3.3%	4.4%	1.6%	2.2%
General Fund	-\$1.1	\$0.8	\$1.9	\$0.3	\$0.6
Percent Change	-2.1%	1.6%	3.8%	0.5%	1.2%
Local Property Tax	\$2.6	\$1.5	\$1.3	\$1.0	\$1.0
Percent Change	15.2%	7.8%	5.9%	4.3%	4.4%

Source: Legislative Analyst's Office (LAO) 2016–17 California Fiscal Outlook. <http://www.lao.ca.gov/reports/2015/3305/fiscal-outlook-111815.pdf>



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

The table on pages 59–60 outlines MiraCosta College District’s 5-Year Financial Plan of the General Fund’s unrestricted revenues and expenditures for FY2016–17 through FY2020–21. The long-range plan links directly to the district’s Institutional Goals and Strategic 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’s revenue assumption from local property tax revenues decrease from 5% to 4% over 5 years which is more conservative compared to the Legislative Analyst’s Office 2016 California Economic Outlook.

Other revenue reductions are from the one-time state mandate grant of \$5.8 million and the state’s Proposition 30 revenues that will end December 31, 2018. Expenses are projected to increase each year due to annual step and column increases, cost-of-living adjustment increases, health benefit costs, CalSTRS and CalPERS increases, and inflation. Two new faculty are projected per year over the next five years from the Staffing Plan and Program Review assessments. Enrollment is projected to grow 1%.

In summary, the plan includes some modest revenue growths and expenditures to retain a fund balance above 15% of expenditures through FY2020–21. However, this plan assumes conservative revenue growth rates compared to the assumptions in the LAO California Economic Outlook Report. Should economic conditions match the LAO’s assumptions and MiraCosta College manages its expenditures, then the reserve balance in 2021 will remain above 15%.



## 5-YEAR FINANCIAL PLAN

GENERAL FUND—UNRESTRICTED					
	FY2016-17 BUDGET	FY2017-18 PROJECTED	FY2018-19 PROJECTED	FY2019-20 PROJECTED	FY2020-21 PROJECTED
<b>ASSUMPTIONS</b>					
State Revenues (including Block Grant & Proposition 30)	Reduce Mandate Reimburse	Reduce Mandate Reimburse & PP&IE	No changes	Reduction in Proposition 30	Reduction in Proposition 30
Property Tax Revenue % Change	6.30%	5.00%	4.50%	4.00%	4.00%
Enrollment Fee Increases (Enrollment Revenues)	1%	0%	0%	0%	0%
<b>DISTRICT PLANS</b>					
Enrollment (Credit & Noncredit)	1.00%	0.00%	0.00%	0.00%	0.00%
Academic Salaries: Step & Column	0.8%	0.8%	0.8%	0.8%	0.8%
Academic Salaries: COLA	1.5%	1.0%	1.0%	1.0%	1.0%
Academic Salaries: Change in Positions, Programs or Services (Program Review & Staffing Plan)	Hire 8 New Faculty	Hire 2 New Faculty	Hire 2 New Faculty	Hire 2 New Faculty	Hire 2 New Faculty
Classified Salaries: Step & Column	1.0%	1.0%	1.0%	1.0%	1.0%
Classified Salaries: COLA	1.5%	1.0%	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, Biomanufacturing IA	Program Review, Student Worker Minimum Wage	Student Worker Minimum Wage	Student Worker Minimum Wage
Benefits: Rate Increase	0.8%	0.8%	0.8%	0.8%	0.8%
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: GASB 45	GASB PY adjustment	No adjustment	No adjustment	No adjustment	No adjustment
Supplies, Printing, Copy Charges: Inflation	2.5%	2.7%	2.8%	2.8%	2.8%
Other Operating Expenses: Inflation	2.5%	2.7%	2.8%	2.8%	2.8%
Other Operating Expenses: Changes in Programs or Services	SAS & HCM Implementation Savings	Class/Comp Study Savings + Theatre/Dance Fac Ops Cost	No Changes	No Changes	No Changes
Capital Outlay (CO)	Instruction Equipment Savings due to PPIS Increase	Reinstate IS Equipment	No Changes	No Changes	No Changes
Transfers Out from General Fund to Fund 29—Debt & Fund 41—Capital	Reduce CO Transfer for Facilities Plan (LRB) & Board Fund	CLC Debt Payment	Transfer to Facilities back to \$3M; 2nd LRB Loan Payment	Reduce Transfer for Facilities Plan (2nd LRB)	Reduce CO Transfer for Facilities Plan (2nd LRB) & Final CLC Payment

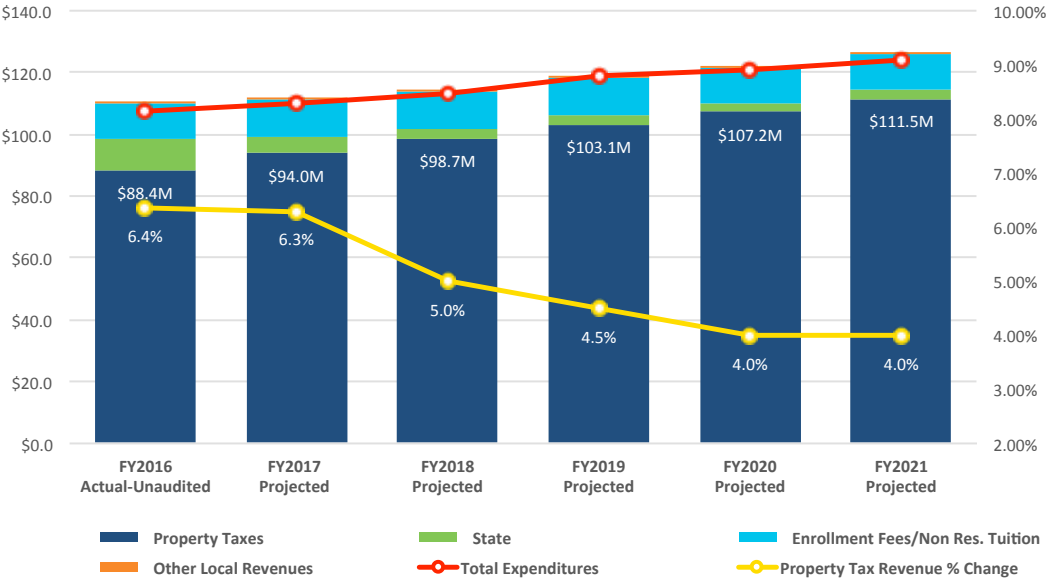


## 5-YEAR FINANCIAL PLAN (continued)

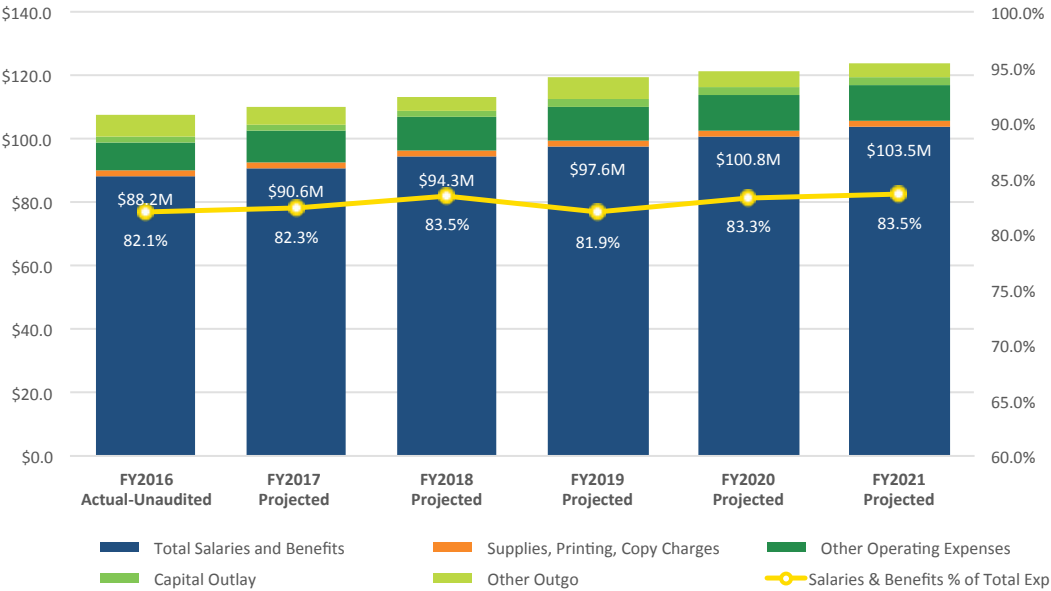
GENERAL FUND—UNRESTRICTED							
	FY2015-16 BUDGET	FY2015-16 EST/ACT	FY2016-17 BUDGET	FY2017-18 PROJECTED	FY2018-19 PROJECTED	FY2019-20 PROJECTED	FY2020-21 PROJECTED
<b>REVENUES</b>							
State	\$9,407,493	\$9,910,728	\$5,404,286	\$3,304,286	\$3,304,286	\$2,804,286	\$2,804,286
Property Taxes	87,642,770	88,403,642	93,973,071	98,671,725	103,111,953	107,236,431	111,525,888
Enrollment Fees/Non-Resident Tuition	11,870,000	11,689,781	11,700,000	11,700,000	11,700,000	11,700,000	11,700,000
Other Local Revenues	885,000	923,183	559,200	559,200	559,200	559,200	559,200
<b>TOTAL REVENUES</b>	<b>109,805,263</b>	<b>110,927,334</b>	<b>111,636,557</b>	<b>114,235,211</b>	<b>118,675,438</b>	<b>122,299,917</b>	<b>126,589,374</b>
<b>EXPENDITURES</b>							
Academic Salaries	41,240,584	42,682,776	43,462,821	44,503,420	45,462,230	46,437,819	47,430,481
Classified Salaries	25,512,970	23,820,116	24,738,359	25,482,576	26,211,128	26,794,250	27,389,035
Benefits	23,373,803	21,735,661	22,441,256	24,307,586	25,938,446	27,609,863	28,720,365
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>90,127,357</b>	<b>88,238,553</b>	<b>90,642,436</b>	<b>94,293,583</b>	<b>97,611,803</b>	<b>100,841,932</b>	<b>103,539,881</b>
Supplies, Printing, Copy Charges	2,188,931	1,516,570	1,848,042	1,897,939	1,951,081	2,005,712	2,061,872
Other Operating Expenses	11,109,274	9,222,694	10,241,961	10,483,494	10,777,032	11,078,789	11,388,995
Capital Outlay	1,923,744	1,544,380	1,972,852	2,182,852	2,182,852	2,182,852	2,182,852
Transfers Out	6,958,630	7,004,953	5,452,341	4,135,858	6,664,358	4,931,533	4,779,283
<b>TOTAL EXPENDITURES</b>	<b>112,307,936</b>	<b>107,527,150</b>	<b>110,157,632</b>	<b>112,993,726</b>	<b>119,187,127</b>	<b>121,040,817</b>	<b>123,952,882</b>
<b>NET REVENUES LESS EXPENDITURES</b>	<b>(2,502,673)</b>	<b>3,400,184</b>	<b>1,478,926</b>	<b>1,241,485</b>	<b>(511,688)</b>	<b>1,259,099</b>	<b>2,636,492</b>
<b>FUND BALANCE</b>							
BEGINNING FUND BALANCE	19,116,692	19,116,692	22,516,876	23,995,802	25,237,287	24,725,599	25,984,698
NET REVENUES LESS EXPENDITURES	(2,502,673)	3,400,184	1,478,926	1,241,485	(511,688)	1,259,099	2,636,492
ENDING FUND BALANCE	16,614,019	22,516,876	23,995,802	25,237,287	24,725,599	25,984,698	28,621,189
FUND BALANCE % OF EXPENDITURE BUDGET	14.8%	20.9%	21.8%	22.3%	20.7%	21.5%	23.1%



# GENERAL FUND—UNRESTRICTED REVENUE 5-YEAR PLAN



# GENERAL FUND—UNRESTRICTED EXPENSE 5-YEAR PLAN





# STATISTICS

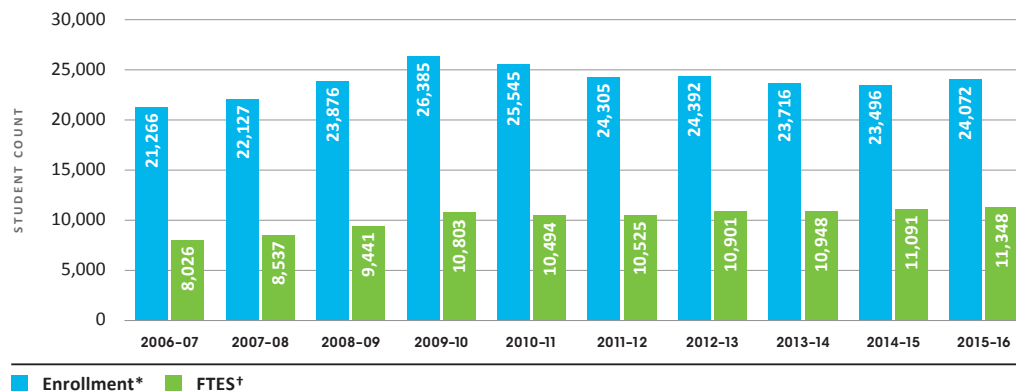
## FULL-TIME EQUIVALENT STUDENTS (FTES)

	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	
2015–2016	24,072	2%	11,348.30	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%	11,090.50	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%	10,948.37	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%	10,901.45	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%	10,525.03	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%	10,494.09	-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%	10,802.99	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%	9,440.75	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%	8,536.57	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%	8026.38	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%	7,729.63	6%	58%	41%	1%	3.8%	0.7%	5.8%	2.5%	26.0%	0.0%	0.9%	7.2%	53.1%	
2004–2005	20,413	-4%	7,319.33	-2%	58%	40%	1%	4.0%	0.7%	5.7%	2.5%	26.1%	0.0%	0.9%	6.6%	53.5%	
2003–2004	21,244	-11%	7,448.76	-4%	59%	41%	0%	4.5%	0.7%	7.5%	1.1%	24.5%	0.0%	0.3%	4.8%	56.7%	

Source: CCCO MIS Data Mart. Web. August 3, 2016. <http://datamart.ccco.edu/DataMart.aspx> & CCFS320 Reports

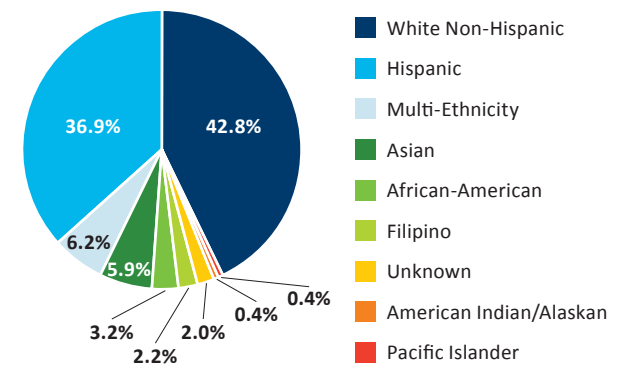
\*Student Count includes both credit and noncredit students. †FTES Based on factored CCFS320 reports, credit residents and noncredit students.

## ENROLLMENT



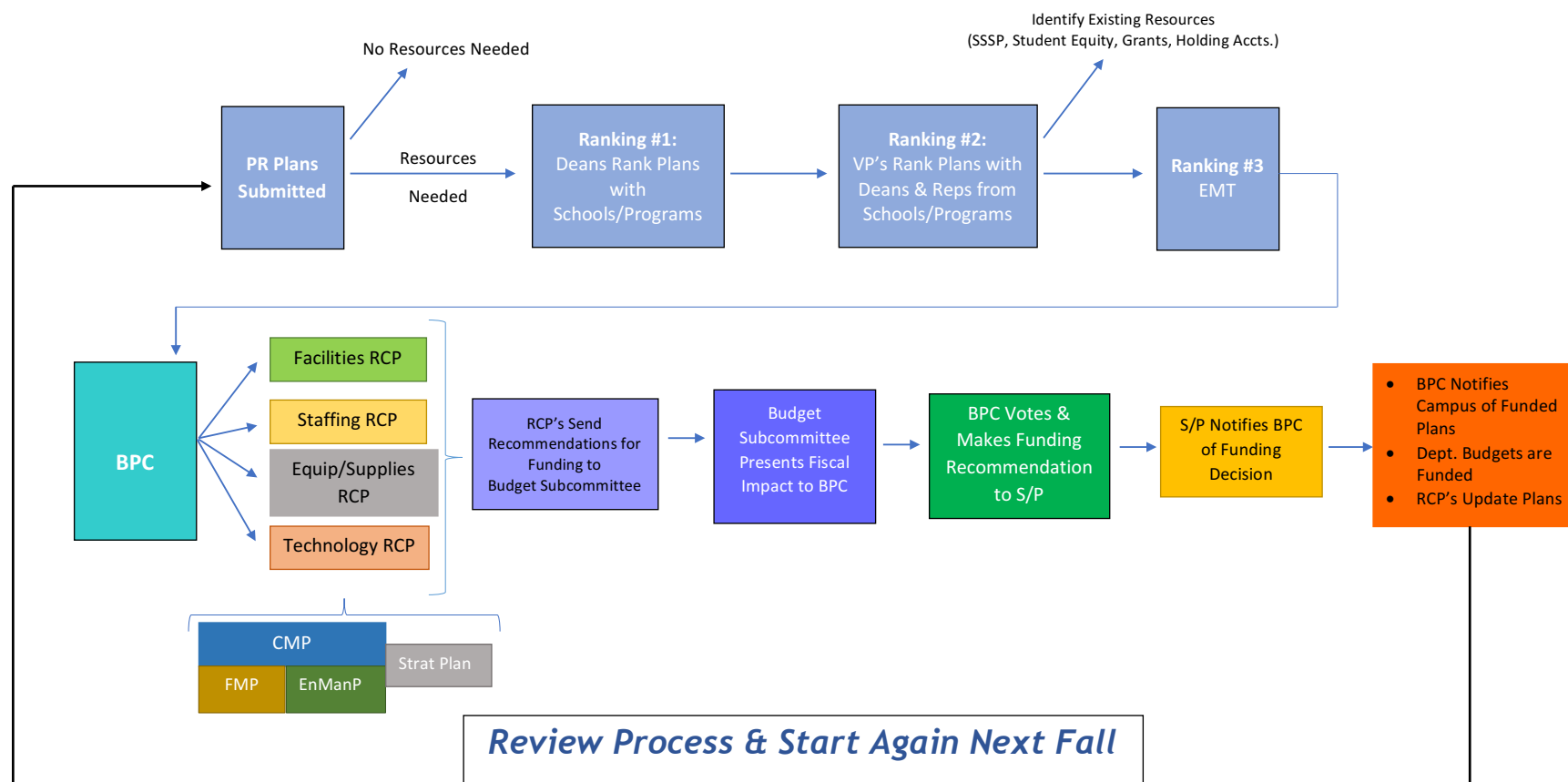
\*Student Count includes both credit and noncredit students. †FTES Based on factored CCFS320 reports, credit residents and noncredit students.

## ETHNICITY





## RESOURCE ALLOCATION PROCESS & FLOWCHART



**Legend** BPC—Budget & Planning Committee  
CMP—Comprehensive Master Plan  
DC—Department Chair

EMT—Executive Management Team  
EnManP—Enrollment Management Plan  
FMP—Facilities Master Plan

PR—Program Review  
RCP—Resource Category Plan  
SEP—Student Enrollment Plan

SSSP—Student Success & Support Program  
S/P—Superintendent/President  
VP—Vice President

Rev. 08.24.16



## HISTORY OF ASSESSED PROPERTY VALUATION

FISCAL YEAR	ASSESSED PROPERTY VALUE	ANNUAL CHANGE	PROPERTY TAX REVENUE	ANNUAL CHANGE	% ANNUAL CHANGE
2016–17 Projected	\$95,816,862,606	6.31%	\$93,973,071	\$5,569,429	6.3%
2015–16	90,127,485,749	5.52%	88,403,642	5,289,086	6.4%
2014–15	85,414,276,107	6.08%	83,114,556	4,972,125	6.4%
2013–14	80,517,356,225	3.11%	78,142,430	2,312,294	3.0%
2012–13	78,091,797,697	0.00%	75,830,136	2,464,987	3.4%
2011–12	78,093,638,317	0.45%	73,365,149	863,640	1.2%
2010–11	77,743,591,710	-1.34%	72,501,509	-1,754,634	-2.4%
2009–10	78,800,671,137	-0.38%	74,256,143	-1,945,433	-2.6%
2008–09	79,100,117,601	6.11%	76,201,576	2,766,870	3.8%
2007–08	74,547,356,887	9.27%	73,434,706	3,563,652	5.1%
2006–07	68,220,316,400	11.70%	69,871,054	9,531,507	15.8%
2005–06	61,074,643,311	12.56%	60,339,547	5,236,479	9.5%
2004–05	54,257,945,761	10.73%	55,103,068	6,530,904	13.4%
FY2011–12 to FY2015–16 Average Change		3.03%			4.07%
FY2004–05 to FY2010–11 Average Change		6.95%			6.10%
FY2004–05 to FY2015–16 Average Change		5.32%			5.25%

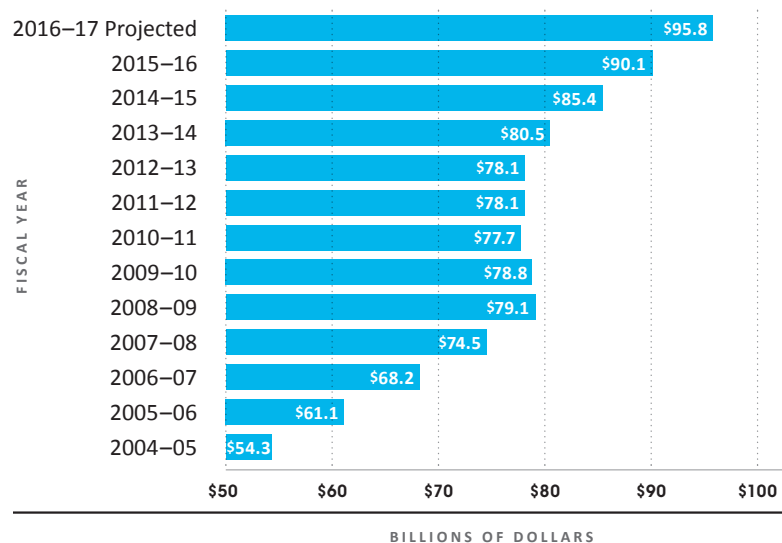
Source: SD County Assessor Office

## HISTORY OF PROPERTY TAX REVENUE

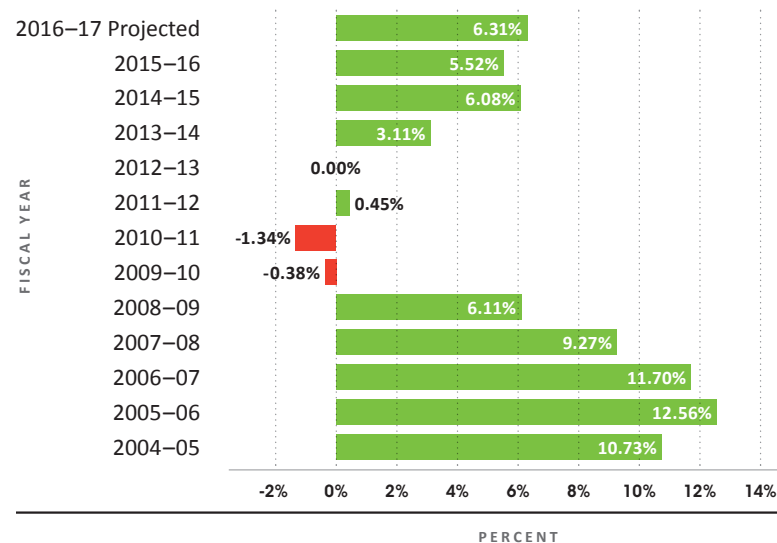
Source: MCCD Ledger



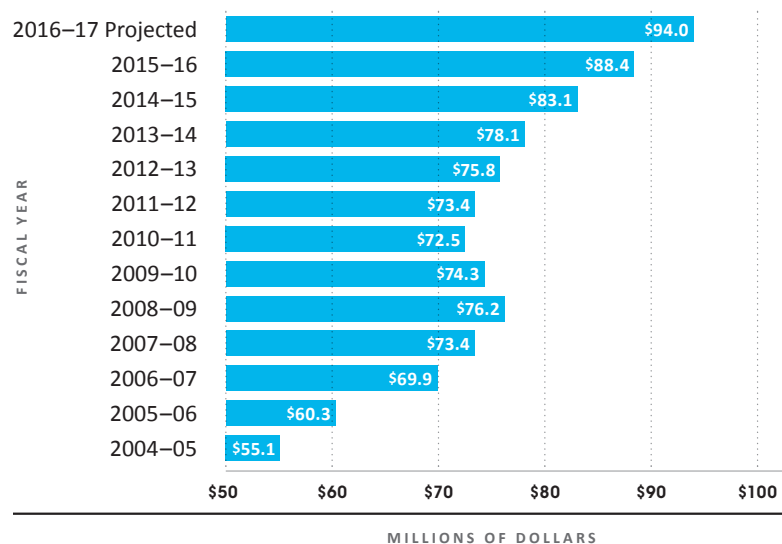
## ASSESSED PROPERTY VALUE



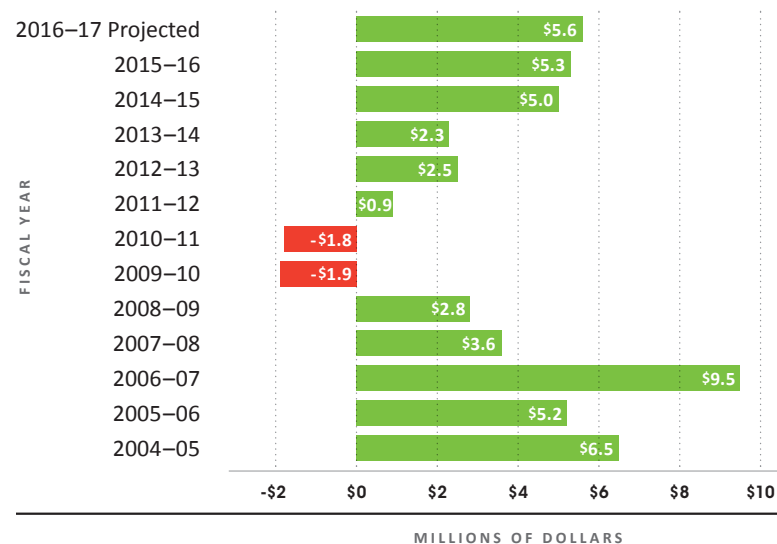
## ASSESSED VALUE ANNUAL CHANGE



## MCCD PROPERTY TAX REVENUE



## MCCD PROPERTY TAX REVENUE ANNUAL CHANGE





## BOND PAYMENT SCHEDULE—LEASE REVENUE BOND 2015

FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL
2016–17	\$640,000	\$422,858	\$1,062,858
2017–18	695,000	365,779	1,060,779
2018–19	720,000	344,149	1,064,149
2019–20	740,000	321,669	1,061,669
2020–21	765,000	298,649	1,063,649
2021–22	790,000	274,778	1,064,778
2022–23	815,000	250,136	1,065,136
2023–24	840,000	224,798	1,064,798
2024–25	865,000	198,610	1,063,610
2025–26	890,000	171,727	1,061,727
2026–27	920,000	143,994	1,063,994
2027–28	950,000	115,334	1,065,334
2028–29	975,000	85,825	1,060,825
2029–30	1,005,000	55,466	1,060,466
2030–31	1,040,000	24,102	1,064,102
<b>TOTAL</b>	<b>12,650,000</b>	<b>3,297,871</b>	<b>15,947,871</b>



## EMPLOYEE POSITION SCHEDULE

FUNCTION	DIVISION	FY2013-14	FY2014-15	FY2015-16	BUDGET FY2016-17
Faculty	Office of Instruction	174.33	181.00	180.0	187.0
Instructional Services	Office of Instruction	109.5	159.78	154.0	163.0
Student Support	Student Services	75.05	72.65	116.5	121.9
Institutional Support	President's Office	14.00	15.90	17.6	17.6
Administrative Services	Business & Administrative	34.45	35.50	38.3	39.3
Plant Operations	Business & Administrative	37.45	36.45	38.3	38.3
<b>TOTAL FULL TIME EQUIVALENT</b>		<b>444.78</b>	<b>501.28</b>	<b>544.55</b>	<b>566.95</b>

### New Positions

The following positions are included in the FY2016-17 budget:

#### ADMINISTRATOR

- Dean, Student Life & Judicial Affairs

#### FACULTY

- English Instructor
- Biomanufacturing Instructor
- French Instructor
- Chemistry Instructor
- Physics Instructor
- Sociology Instructor, Chicano/a Studies
- Anthropology Instructor

#### NON-TENURE TRACK FACULTY

- Counselor, SSSP (3)

#### PERMANENT CLASSIFIED

- Director, Labor Relations/Title IX Coordinator
- Graphic Artist
- Instructional Associate (2)
- Noncredit SSSP Coordinator
- Secretary/Clerk I (2)
- Secretary/Clerk I, ASG
- Secretary/Clerk II
- Testing Services Specialist, CLC

#### GRANT FUNDED CLASSIFIED

- Administrative Secretary, Community Education
- Career Services Specialist, Community Education
- WIOA Grant Supervisor
- Business Adviser, VBOC
- Director, VBOC



## LOCATION & AREA INFORMATION

### The District

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. The district includes the cities of Oceanside, Carlsbad, Encinitas, Rancho Santa Fe, Solana Beach, Del Mar, the unincorporated areas of La Costa and Olivenhain, and portions of Carmel Valley and Camp Pendleton Marine Base.

### 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, UCSD 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.

San Diego's North County 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.



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, coin, 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 withhold 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 use 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 a government 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.

**Government Finance Officers Association (GFOA):** A professional association of state, provincial and local finance officers in the United States and Canada.

**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 which provide assistance to students in the areas of financial aid, admissions and records, health, placement testing, counseling and student activities.

**Student Tuition & Fees:** The student tuition and fees category includes all student tuition and student fees assessed against students for educational and general purposes.

**Tax Revenue Anticipation Notes (TRAN):**

Instruments issued to secure short-term monies borrowed in expectation of collection of taxes.

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

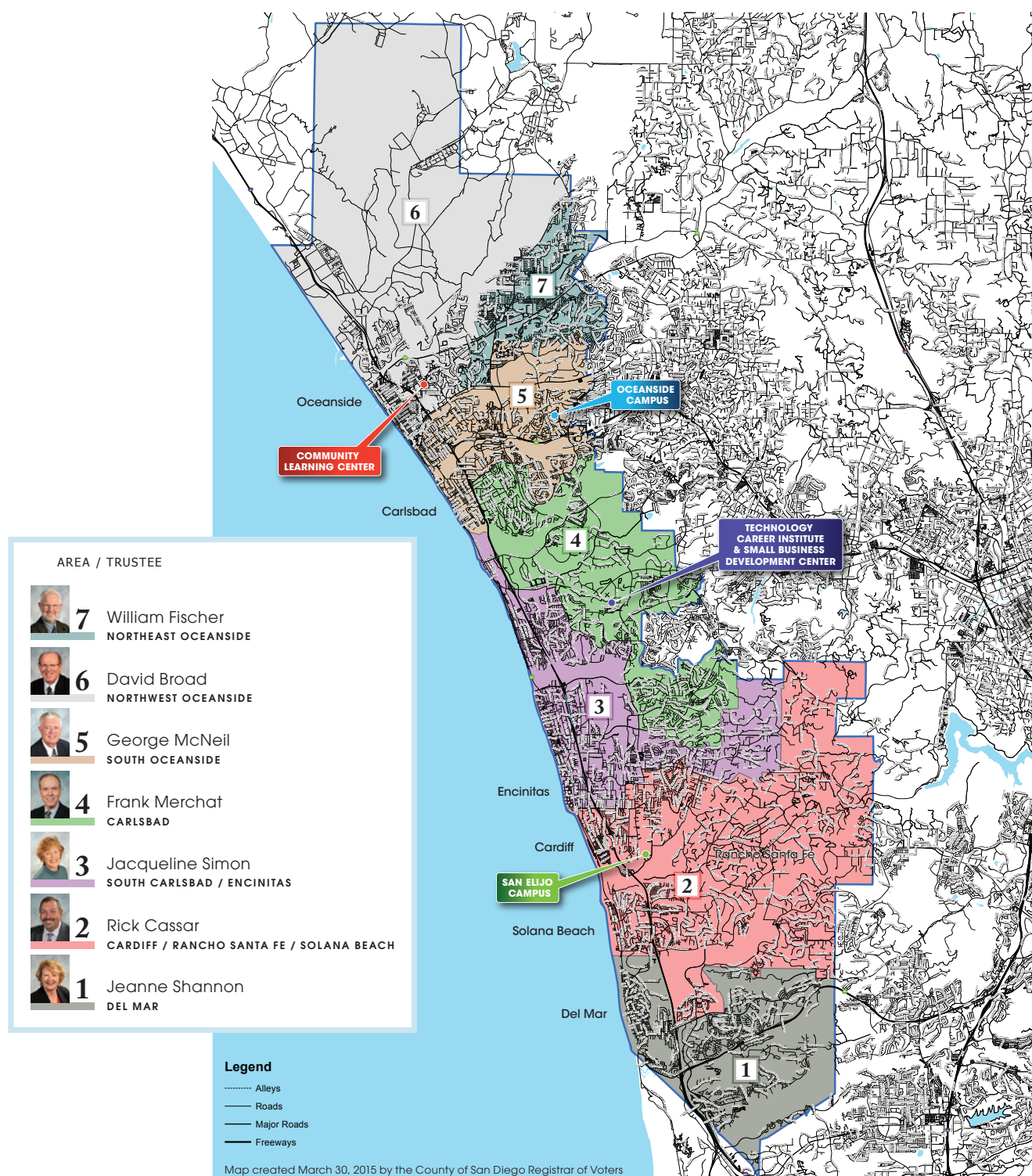
**Trust Fund:** A fund consisting of resources received and held by an entity as trustee to be expended or invested in accordance with the conditions of the trust.

## ACRONYMS

<b>ACCJC</b>	Accrediting Commission for Community & Junior Colleges	<b>HVAC</b>	Heating, Ventilating & Air Conditioning
<b>BAM</b>	Budget & Accounting Manual	<b>LRB</b>	Lease Revenue Bond (funds borrowed for capital improvement projects)
<b>CalPERS</b>	California Public Employee's Retirement System	<b>MCCD</b>	MiraCosta Community College District
<b>CalSTRS</b>	California State Teacher's Retirement System	<b>RDA</b>	Redevelopment Agencies (provides local tax revenues to local public jurisdictions)
<b>CCCCO</b>	California Community College Chancellor's Office	<b>TANF</b>	Temporary Assistance for Needy Families (federal government program)
<b>CMP</b>	Comprehensive Master Plan (MCCD's 10 year plan)	<b>TCI</b>	Technology Career Institute (MiraCosta's career institute)
<b>COLA</b>	Cost-of-Living Adjustment	<b>WASC</b>	Western Association of Schools & Colleges (accrediting commission for schools)
<b>DSPS</b>	Disabled Student Programs & Services	<b>WIA</b>	Workforce Investment Act (federal government program)
<b>EOPS</b>	Extended Opportunities Programs & Services		
<b>FTES</b>	Full-Time Equivalent Students		
<b>GEAR UP</b>	Gaining Early Awareness & Readiness for Undergraduate Programs		
<b>GFOA</b>	Government Finance Officers Association		



## MAP OF MIRACOSTA COMMUNITY COLLEGE DISTRICT





## MIRACOSTA COLLEGE LOCATIONS



## Oceanside Campus

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



## MiraCosta College Locations



## Directory

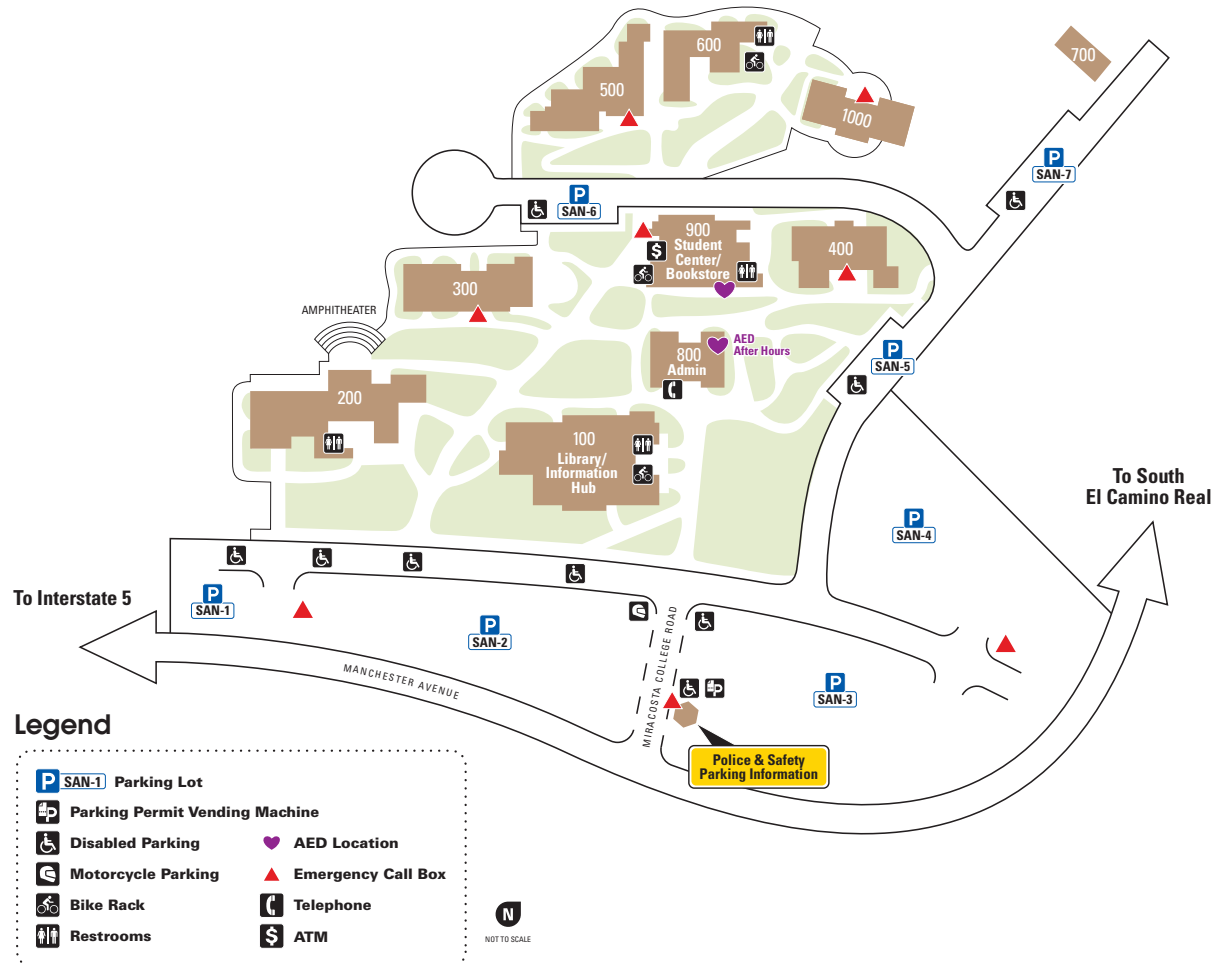
	Bldg. #		Bldg. #		Bldg. #
Admissions & Records.....	3300	Disabled Students Services.....	3000	President, Office of the.....	1000
Art.....	2100, 2200, 2300	Drivers Education.....	T510	Printing Services.....	3400
Art Gallery.....	3400	English Language Institute.....	T510, T520	Proctoring Center.....	3300
Associate Faculty Office.....	4606	Enrollment Information.....	3300	Purchasing.....	T600
Associated Students.....	3400	EOPS.....	3000	School Relations/Diversity Recruit.....	3400
Athletics.....	5200	Facilities Department.....	4200	Service Learning.....	3300
Automotive Technology.....	4000	Financial Aid/Scholarships.....	3000	Shipping/Receiving.....	6100
Biotechnology.....	4050	Gymnasium.....	5000	Student Accounts.....	3200
Bookstore.....	3400	Health Services.....	3300	Student Activities.....	3400
Business Development.....	1000	Horticulture.....	7000	Student Center.....	3400
Business Services.....	1000	Human Resources.....	1000	Tech Prep.....	3700
Cafeteria.....	3400	Institutional Research.....	1000	Testing Office.....	3300
CalWORKs.....	3000	Instructional Services.....	1000	Theatre.....	2000
Career Center.....	4700	International Students.....	3400	Little Theatre.....	3601
Child Development Center.....	8000	Library & Information Hub.....	1200	Transfer Center.....	3700
College Police.....	1100	Lost & Found.....	1100	Tutoring.....	1200
Computer/Business Department.....	4800	Math Learning Center.....	1200	Veterans Education Office.....	3300
Concert Hall.....	2400	Music.....	2200, 2300	Veterans Information Center.....	T100
Counseling.....	3700	Nursing/Allied Health.....	T420, 4400	Wellness Center.....	4100
Dance Studio.....	5100	Parking Permits.....	1100	Writing Center.....	1200





## San Elijo Campus

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



### MiraCosta College Locations



### Directory

**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**  
Associate Dean of Student Services  
Bookstore  
Cafeteria  
Health Services  
Meeting Rooms  
Student Activities

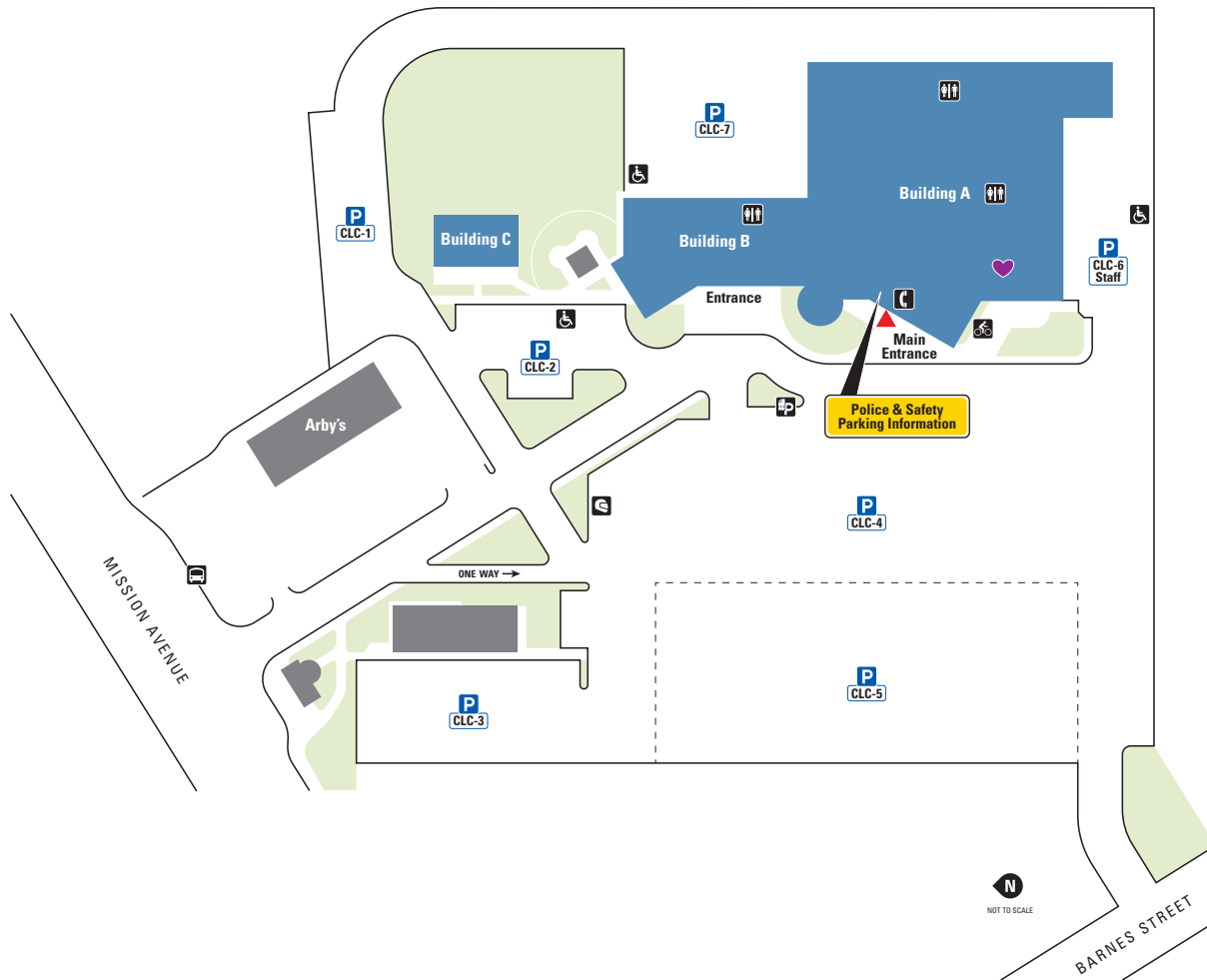
**Building 1000**  
Science Labs





## Community Learning Center

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



### MiraCosta College Locations



### Directory

**Building A**  
Classrooms 101–121  
Academic Support Center  
Administration  
Bookstore  
Community Room  
Counseling  
Police & Safety, Parking / Information  
Student Lounge

**Building B**  
Classrooms 130–135  
Computer Labs  
Science Lab

**Building C**  
Academic Support Center  
Testing Center

### Legend

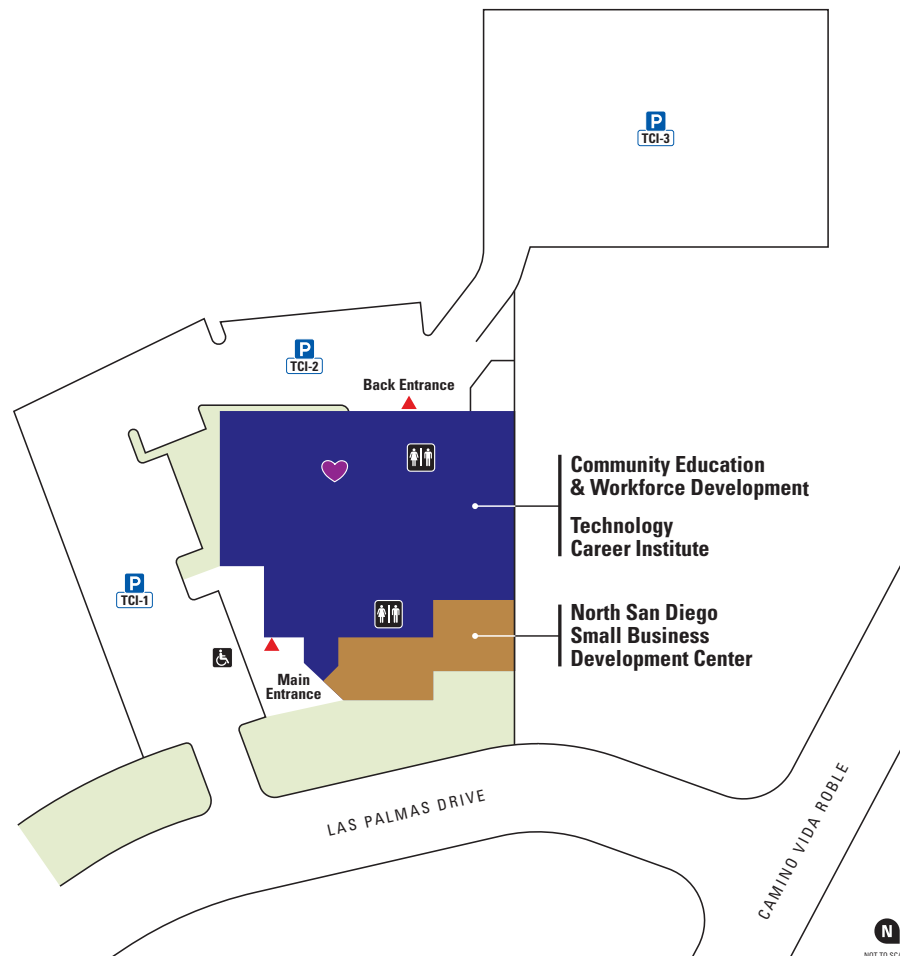
Parking Lot	
Parking Permit Vending Machine	
Disabled Parking	
Motorcycle Parking	AED Location
Bike Rack	Emergency Call Box
Bus Stop	Restrooms





## Technology Career Institute & Small Business Development Center

2075 Las Palmas Drive, Carlsbad, CA 92011



### MiraCosta College Locations



### Directory

#### Community Education & Workforce Development

760.795.6820  
miracosta.edu/community

#### Technology Career Institute

760.795.6820  
tci.miracosta.edu

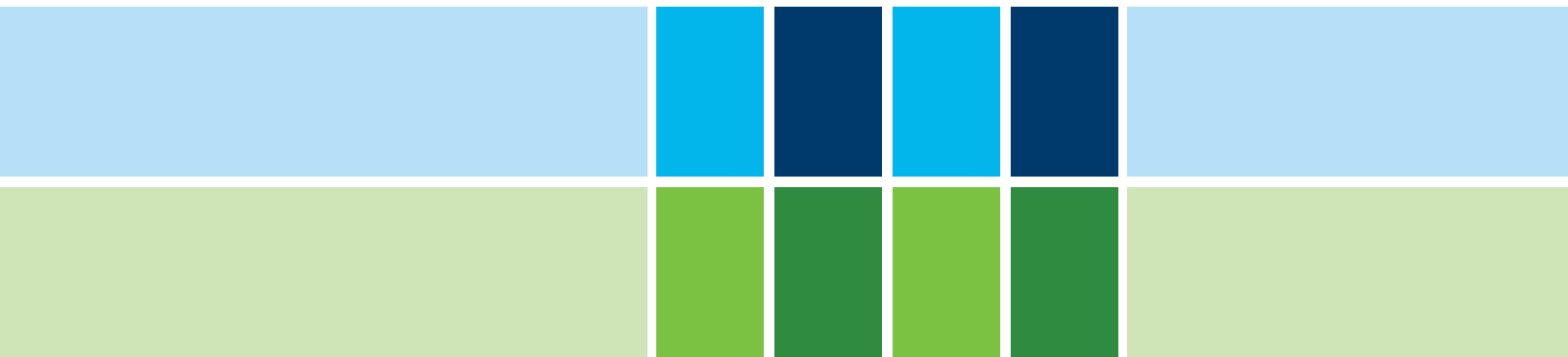
#### North San Diego Small Business Development Center

760.795.8740  
sandiegosmallbiz.com

### Legend

- Parking Lot
- Disabled Parking
- Restrooms
- AED Location
- Emergency Call Box







Y E A R	2	0	1	6
F I S C A L	2	0	1	7

FINAL BUDGET



MIRACOSTA COMMUNITY COLLEGE DISTRICT

■ [miracosta.edu](http://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