

Final Budget

2020-2021



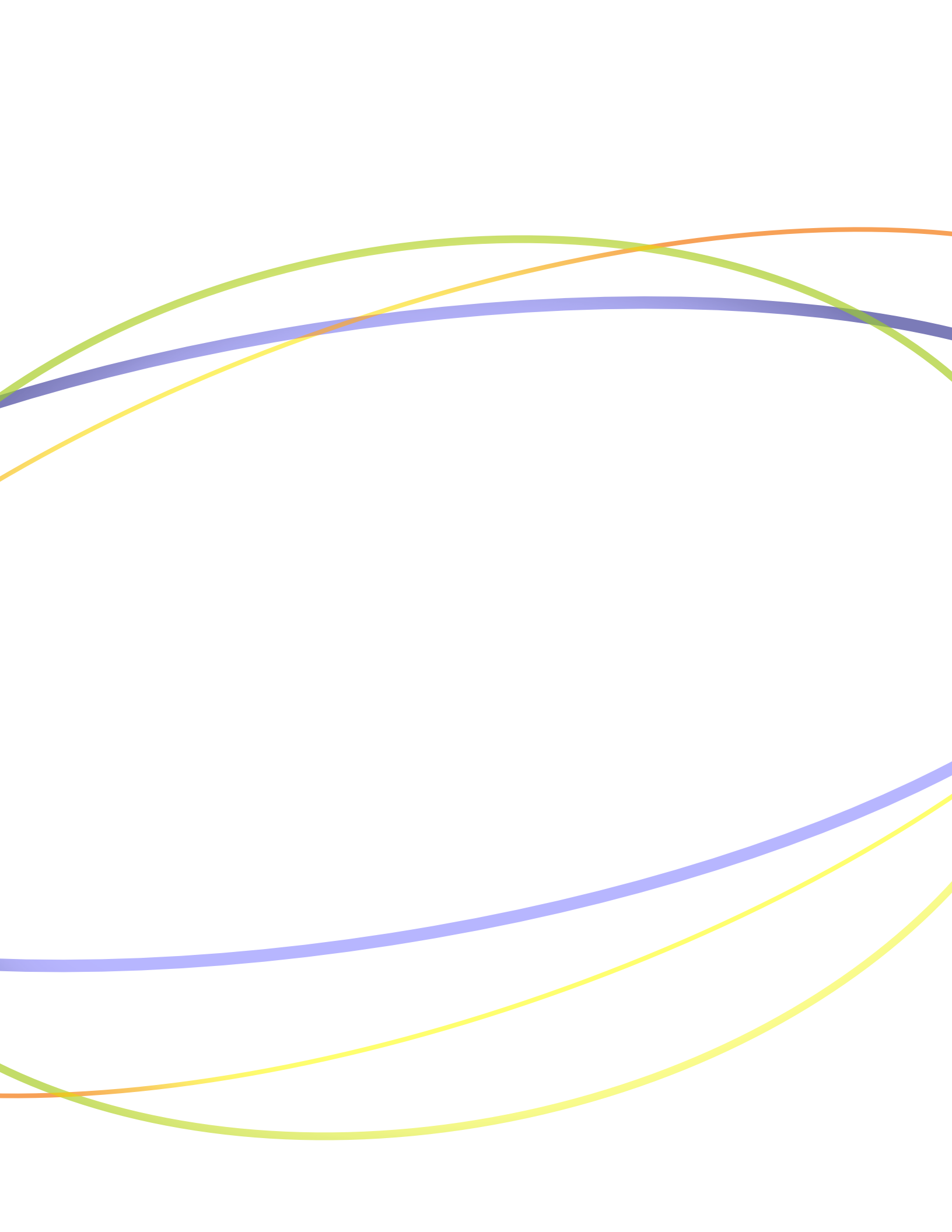


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MESSAGE FROM THE PRESIDENT

October 15, 2020

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

I am pleased to present the FY2020–21 Annual Budget. Many thanks to the Administrative Services Division, the MiraCosta College Budget and Planning Committee, and the college’s divisions/ departments for their leadership in this effort. This budget reflects the priorities of the MiraCosta Community College District Board of Trustees, the college’s Institutional Goals, and the Long-Term Planning Framework.

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

There are program and service initiatives that continue from year-to-year to ensure our students have equitable access and support services to achieve their educational goals. Funding for student equity and achievement and financial aid programs from the state’s categorical funds enhances our ability to create learning environments to assist, guide, and counsel students on their educational goals and career paths. As one of only 15 new bachelor degree programs offered by a California community college, the second biomanufacturing baccalaureate cohort graduated with their bachelor’s degree in spring 2020.

In mid-spring 2020, the District quickly and effectively pivoted to remote learning and working as a result of the COVID-19 pandemic. Courses and services will be offered in a mostly online modality through the 2020–21 academic year. The college has invested in supporting students and employees through this transition and ensuring access to technology, internet capability, professional learning, and implementation of information technology and enterprise systems to support robust access to information and continuation of operations as needed during these times.

The public health emergency associated with the coronavirus disease 2019 (COVID-19) pandemic has resulted in enormous hardship for families, businesses, and governments at all levels, and has caused a seismic shift in the state’s economic conditions. The enacted state budget is reflective of this new economic reality. While the 2020–21 budget prevents immediate cuts to California Community College funding, it defers \$1.5 billion to 2021–22. Of the \$1.5 billion deferral, up to \$791 million would be rescinded if Congress approves a fourth stimulus package with sufficient funding by October 15, 2020. These deferrals total \$4.4 million for MiraCosta College, which represents a significant budget challenge. In response to the pandemic and budget deferrals, MiraCosta’s Board of Trustees has focused its budget priorities to funding the District’s highest-priority goals and objectives (enrollment, programs, and services) consistent with the MCCD Comprehensive Master Plan, MCCD Strategic Plan, and institutional program review activities, while maintaining the long-term fiscal health of the college.

In November 2016, with the support of the community and the entire college, the voters passed a \$455 million general obligation bond to improve the college’s aging facilities and infrastructure. The Facilities Master Plan was updated to inform the board, community, students, and employees of the crucial construction and remodeling needs from the growth in enrollment from the past decades. The facilities project plan will span over eight years with construction to the three campuses owned by the District: Community Learning Center, San Elijo Campus, and the main Oceanside Campus. The District sold \$100 million of the first series of bonds in August 2017 to fund phase one of the facilities projects with the focus on new buildings. The District sold its second series of bonds, totaling \$255 million, in September 2020 and will move forward with the second phase of the facilities projects. The District received AAA ratings from both Moody’s and S&P credit rating agencies for both bond series, a testament of the strong financial management position from past performances and future budget management/strategies.

The District has gained fiscal independence from the San Diego County Office of Education and implemented a new Enterprise Resource software system that launched on July 1, 2020. This system supports payroll, human resources, purchasing, and financial accounting.

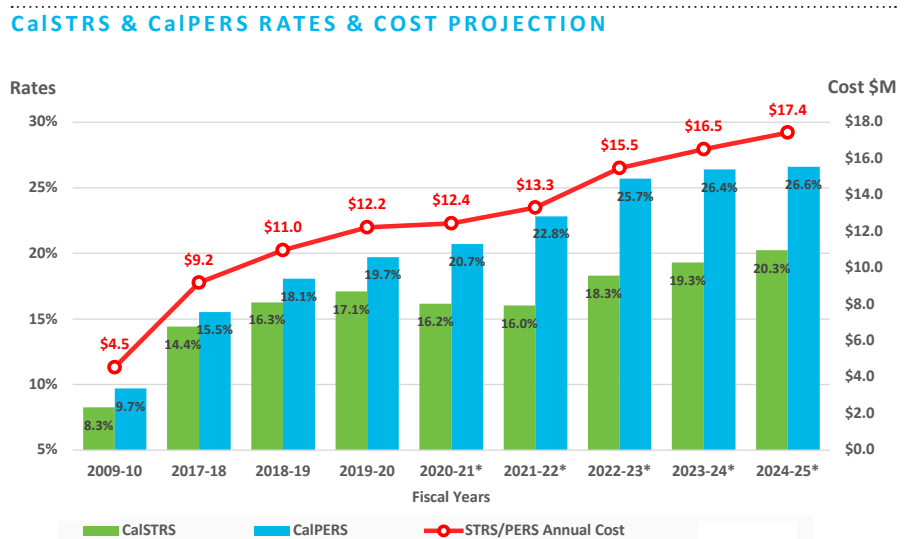
Financial responsibility and stability requires a multi-year approach. Each year, the college budget plan includes the new fiscal year budget and the financial projections for the next four years, which make up the rolling five-year financial plan. Board policy requires a minimum of 15 percent reserve balances to sustain the District through potential future risks, including an economic downturn. The college has maintained a healthy reserve of 20 percent for the past few years, and will assist the college to maintain programs and services during these uncertain economic times.

As with other community colleges, salaries and benefits make up 84 percent of the budget.

Included in the benefits are the defined pension plans for CalSTRS and CalPERS. In FY2009–10, the rates were below 10 percent; by FY2020–21, the rates will more than double, and continue to rise for CalPERS, which will put tremendous pressure on rising costs of salaries and benefits.

As a community supported District, local property taxes make up 86 percent of the unrestricted general fund. The November 2019 report from the City of San Diego Fiscal Year 2021–2025 Five Year Financial Outlook* projects local property tax growth from 5.25 percent down to 4.00 percent by 2025.

These projections from the



city were pre-COVID-19, so do not reflect the impacts of the current economic downturn. The college will continue to monitor and adjust revenue assumptions based on the most current data. With careful planning, the college will be able to fund the increasing costs with increases to property tax revenues, projected at 5.1 percent in FY2020–21, with a steady decline to 3.0 percent over the next five years.

The District aims to recruit and retain excellent talent and the philosophy of compensation is meant to ensure this. This fiscal year’s budget includes two new, full-time faculty from the 2019–20 priority list and replacement for vacant positions for both faculty and staff. The District’s job classification and salary compensation benchmark study was completed in 2018, and implementation is in the final year of a three-year phase in. Salaries are projected to increase from the salary schedules, which includes a range of 0.50 percent to 2.25 percent COLA (cost-of-living adjustment).

The District has positioned itself to address the needs of the students, employees, and the community during these challenging economic times. Long term planning supports MiraCosta College’s continued commitment to providing exceptional, affordable, and accessible higher-education opportunities for students and an outstanding work environment for employees. This year’s budget is proof of our strong commitment to financial responsibility and ability to meet the needs of our college.

Sincerely,



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

*Source: https://www.sandiego.gov/sites/default/files/fy21_25outlook.pdf

BOARD OF TRUSTEES

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



Rick Cassar
President



Frank Merchat



Dr. David Broad
Vice President



Anna Pedroza



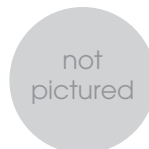
Dr. William C. Fischer



Jacqueline Simon



George McNeil



Kristina Quandt
Student Trustee

For a map showing trustee area boundaries and communities served, see page 96.

MIRACOSTA COLLEGE

MISSION

MiraCosta College fosters the academic and holistic success of its diverse learners within a caring and equitable environment to strengthen the educational, economic, cultural, and social well-being of the communities it serves.

MiraCosta College achieves this mission through innovative teaching, learning, and support services, and by offering degree, certificate, career education, adult education, transfer, and life-long learning opportunities.

VISION

MiraCosta College will be a leader and partner in transforming lives and communities through learning.

COMMITMENT

MiraCosta College is committed to creating a racially just campus climate. Individuals and their diverse cultures and identities are welcomed, nurtured, and validated. MiraCosta College takes institutional responsibility for closing the equity gap for disproportionately-impacted populations including Latinx and Chicana communities, Black and African American communities, Native Hawaiian and Pacific Islander communities, Native American communities, lesbian, gay, bisexual, trans, queer/questioning, intersex, and asexual (LGBTQIA) communities, veteran communities, former foster youth, adult students, and students from low socioeconomic statuses. MiraCosta will continue to serve all constituents with values rooted in equity, diversity, inclusion, and community.

INSTITUTIONAL VALUES

**Community / Diversity & Inclusion / Equity / Excellence / Innovation
Institutional Accountability & Responsibility / Integrity / Mutual Respect
Student-Centeredness / Sustainability & Stewardship**

INSTITUTIONAL GOALS

GOAL 1: MiraCosta College will provide equitable access, enhance student success and close equity gaps by deploying strategies that meet students where they are, create community, and dismantle systems of inequity.

GOAL 2: MiraCosta College will meet identified external community needs by collaborating with community and industry partners to develop strategies that provide workforce solutions, prepare students to be active global citizens, and provide opportunities for cultural educational enrichment.

GOAL 3: MiraCosta College will foster academic excellence by strategically developing a culturally competent, adaptive, innovative and relevant teaching and learning environment; co-curricular activities that bridge classroom learning and real world experience; and intentional professional development for the college community that is responsive to a changing world.

GOAL 4: MiraCosta College will demonstrate responsible stewardship and sustainability of college and community resources by deploying strategies that invest in our employees to reach their full potential, maintain a sustainable and transparent financial model, and reduce the environmental impact of our physical resources.



Revised 5/14/20

MIRACOSTA COLLEGE

INSTITUTIONAL VALUES

The values of an institution are statements of what an organization stands for and what can be expected from it. The values listed below were developed by the long-term planning workgroup with feedback from college employees and students.

Community: We are committed to building a MiraCosta community that affirms racial and cultural identities of all of its members and empowers them to grow, create connections, and transform their lives. We partner with our diverse communities to engage students and their families in collaborative learning and cultural validation for community uplift and success. We are dedicated to preparing students to be positive contributors to the communities we serve and the global community at large.

Diversity & Inclusion: We are committed to providing a strong, supportive, authentic and accessible environment where difference is valued, respected, encouraged, and honored, and where all employee and student identities and cultural experiences are recognized and valued with opportunities for engagement both across the campus and within the diverse communities the college serves.

Equity: We are committed to centering equity in all that we do to ensure that every student and employee receives what they need to be successful. We acknowledge that systemic barriers and racial inequities exist that negatively affect historically marginalized and disproportionately-impacted populations and that everyone is responsible for intentional efforts to remove obstacles to employment, learning, participation, and institutional success.

Excellence: We strive for the highest quality in all our instruction, programs, and services. We engage in continual improvement and innovation to realize the highest potential of students, employees, and the College.

Innovation: We are committed to pursuing new ideas and courageously experiment, explore, and take risks in developing new ways of teaching and serving students and our community.

Institutional Accountability & Responsibility: As a Hispanic Serving Institution (HSI), veteran and military supportive institution, and Achieving the Dream Leader College, we take the responsibility for closing the equity gaps through empowering marginalized voices, nurturing our many identities and social circumstances, fostering cultural responsiveness, and standing against all manifestations of discrimination. We acknowledge that through supporting a culturally sustaining community of practice among academic and educational professionals, we enhance our ability to serve all students.

Integrity: We honorably pursue our professional and institutional endeavors with a united commitment to honesty, responsibility, self-awareness, vision, and accountability.

Mutual Respect: We nurture a culture of mutual respect through open and civil communication, knowledge sharing, and active listening through empathy, diversity, and truth.

Student-Centeredness: The success of students inside and outside the classroom is the utmost priority by providing student-centered policies, instruction, support, events, and resources with opportunities for growth from student feedback. Learning is designed with students at the center and is personalized to students' unique needs, interests, identities, and aspirations—and designed with their ideas and voices at the table.

Sustainability & Stewardship: We are committed to the maintenance, conservation, preservation, enhancement, and effective utilization of the fiscal, environmental, human, and physical resources entrusted to us. We pursue innovations that enhance the quality of our communities, improve the environment, and strengthen sustainability in the management of our resources.



Revised 5/14/20

BUDGET SUMMARY

Budget Directives from the Board of Trustees

Allocate funding to satisfy 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, while maintaining the long-term fiscal health of the college.

PROGRAMS & SERVICES

- Assess and meet community needs within budget constraints
- Protect critical educational and support services—keep reductions as far away from students as possible
- Maintain support for student success in an equitable manner
- Maximize California College Promise: tuition funding for eligible students
- Conduct market research and tell our impact story better

FACILITIES & INFRASTRUCTURE

- Implement the Master Facilities Plan
 - New buildings
 - Improve existing buildings/offices
 - Technology and infrastructure
 - Align college's sustainability efforts with the CCC Board of Governor's Climate Change and Sustainability Goals prior to 2025

FINANCIAL

- Maintain a minimum 15% total fund balance for the FY2020–21 budget
- Maximize potential revenue sources
- Seek efficiencies and productivity increases to improve the District's financial health and meet its mission

STAFFING

- Preserve positions to meet the needs of students and the community
- Maintain competitive salaries and benefits to recruit and retain a quality workforce
- Balance the needs of students, employees and the long-term health of the college

Budget Assumptions

REVENUE ASSUMPTIONS

- 5.1% (\$5.7 million) increase in local property taxes
- \$1.3 million of Proposition 55, Education Protection Account, where \$0.3 million from the prior year will be paid in FY2020–21
- \$0.7 million of General Apportionment will be a deferred payment from the state and will be issued in FY2021–22.
- \$3.8 million of Student Equity & Achievement (SEA) categorical funds will be a deferred payment and will be issued in FY2021–22 for Fund 12. Due to the deferral, Fund 11 will be used for the SEA program needs in FY2020–21.
- Loss of one-time allocation (PPIS)
- \$800 thousand loss of parking revenue
- Reduction of enterprise fund revenues (Bookstore & Cafeteria)

EXPENSE ASSUMPTIONS

- Step and Column salary increases
- Implement the job classification and salary compensation benchmark study, third of three year implementation
- 1%–2.25% COLA per 3-year salary contracts
- CalSTRS rates: from 17.1% to 16.15%, a decrease of 0.95%; the reduction in rate is due to the state's on-behalf contribution to the CalSTRS pension plan
- CalPERS rates: from 19.7% to 20.7%, an increase of 1.0%
- Increase full-time faculty by two new faculty from FY2019-20 program review

- Minimum wage increase from \$13.00 to \$14.00 effective January 1, 2021
- Inflation factored in supplies, services, and equipment, minor impacts
- 9% health benefit cost increases
- Absorb \$800 thousand from the loss of student parking fee revenue in Fund 11-General Funds Unrestricted.
- Absorb \$3.8 million from SEA categorical Expenses in the general fund, see Revenue above.

EXPENSE ASSUMPTIONS & OTHER OUTGOING TRANSFERS

- Capital Outlay for Technology:
 - \$1.6 million: maintain for ongoing needs
 - \$1.2 million: for the ERP Workday system
- Capital Outlay for Facilities:
 - \$1.2 million: maintain for ongoing non-bond projects
 - \$3.0 million: towards facilities contingencies, not covered by the general obligation bond
- Debt Services:
 - The 2010B Lease Revenue Bond debt's final payment was made in FY2019–20.
 - The San Diego County Treasury manages the Debt Service payment for the General Obligation bond Series A and Series B. The Bond Interest and Redemption fund is reported in the Annual Financial and Budget Report (311 Annual) under Fund 21. In FY2019–20, for Series A, the revenues were \$14.7 million, the debt service payment were \$17.8 million, with a reserve fund ending balance of \$18.3 million. In September 2020, Series B were sold and additional tax income and debt service payment is expected for FY2020–21.

Budget Priorities

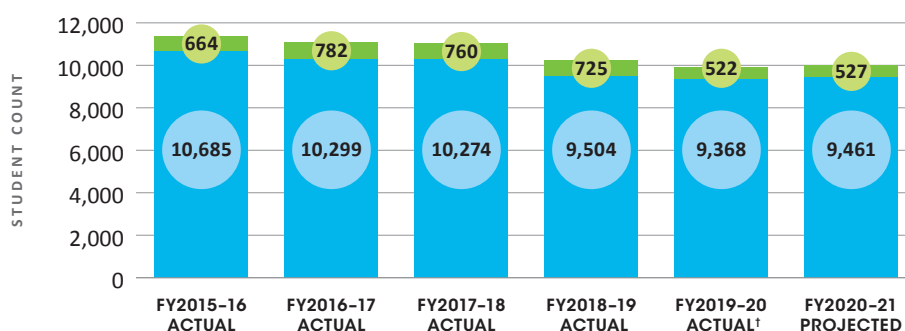
- Provide instructions for an estimated 9,989 full-time equivalent students
- Invest in student programs and services to increase success through state initiatives and locally funded programs
- Invest in facilities, technology, and infrastructure for ongoing needs
- Implement the Facilities Master Plan Update with the general obligation bond
- Provide competitive salaries and benefits for faculty, staff, and administrators
- Ensure that increases to CalSTRS and CalPERS are budgeted for future years
- Plan and respond to the current and future impacts of the COVID-19 pandemic on the economy and our students

Enrollment Assumptions

MCCD completed a comprehensive Education Plan Addendum 2016–2020 to provide direction and guidance for the District for the next five years. The Education Plan provides an analysis of the local economy, labor markets, and trends in demographics that are key drivers to enrollment planning and program planning/development. Overall enrollment for Community Colleges has declined for the state due to high employment and changes in demographics. Prior to FY2018–19, enrollment for the previous four years were above 11,000 Full Time Equivalent Students (FTES). In FY2019–20, FTES declined 3.3% from the prior year to 9,890 FTES (see FTES chart on page page 12). MCCD enrollment strategy is to grow 1% from prior year driven by increased demand for MiraCosta classes brought about by large class section reductions by surrounding districts.

MIRACOSTA COMMUNITY COLLEGE DISTRICT FULL TIME EQUIVALENT STUDENTS (FTES)

	FY2015-16 ACTUAL	FY2016-17 ACTUAL	FY2018-19 ACTUAL	FY2018-19 ACTUAL	FY2019-20 ACTUAL†	FY2020-21 PROJECTED
Total Credit FTES	10,685	10,299	10,274	9,504	9,368	9,461
Total Noncredit FTES	664	782	760	725	522	527
Total FTES	11,348	11,082	11,034	10,229	9,890	9,989
Total FTES Annual Change from Prior Year	433	(267)	(37)	(805)	(339)	99
Total FTES % Change Year-to-Year	4.0%	-2.3%	-.03%	-7.3%	-3.3%	1.0%



■ Total Noncredit FTES
■ Total Credit FTES

†Source: MCCD Period 3 July 2020 Attendance Report

General Fund—Unrestricted Fund Balance

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

At the end of FY2019–20, the unrestricted general fund balance was \$32.4 million, or 25% of the annual expenditures, which is approximately three

months of operational cost. The ending balance was an improvement from the budget due to timing/delay and reduction in all spending areas. The FY2020–21 budget fund reserve balance is projected to end at \$31.3 million, or at 22.9%, or two and a half months of operational costs.

Balanced Budget

Excluding transfers from reserves to support capital projects, the District operates with a balanced budget, where revenues exceeds operational expenses. The District continues to invest and transfer funds to the Capital Project fund in support of the district’s technology and the Facilities Master Plan needs.

STATE BUDGET UPDATE

Higher Education

The Budget makes adjustments that reduce the overall level of support for the state's public higher education segments—the University of California (UC), the California State University (CSU), and the California Community Colleges (CCC). However, the Budget will increase state support for those systems if sufficient federal funds are received. The Budget includes total funding of \$19.4 billion General Fund and local property tax for all higher education entities in 2020–21.

California Community Colleges

The CCCs serve as the foundation of the state's higher education system by providing Californians with open access to early-stage undergraduate instruction, basic skills, career education, and transfer opportunities. The CCCs support 2.1 million students across 73 districts, 115 colleges, and 78 educational centers. In 2018–19, the community colleges awarded more than 101,000 certificates and 187,000 degrees.

Community College Flexibilities

To assist CCCs in their recovery from the impacts of the COVID-19 Recession and provide additional near-term certainty, the Budget enacts statutory changes to:

- Exempt direct COVID-19-related expenses incurred by districts from the 50 Percent Law. This excludes revenue declines.
- Provide a hardship exemption for districts unable to meet their financial obligations due to the deferrals enacted in the Budget.
- Extend the Student-Centered Funding Formula hold harmless provisions for an additional two years, and authorize the use of past-year data sources that have not been impacted by the COVID-19 pandemic for the calculation of the Student-Centered Funding Formula for 2020–21.
- Encourage and expedite the development of short-term career technical education courses to address the impacts of the COVID-19 pandemic.

Other Significant Adjustments

- **Staff for Working Group on Community College Athlete Compensation**—An increase of \$700,000 one-time non-Proposition 98 General Fund for the CCC Chancellor's Office to contract with an external organization to staff a working group on a community college athlete's use of the athlete's name, image, and likeness for compensation, pursuant to Chapter 383, Statutes of 2019 (SB 206).
- **2019–20 Deferrals**—A deferral of approximately \$330.1 million Proposition 98 General Fund of community college apportionments from 2019–20 to 2020–21.
- **2020-21 Deferrals**—A deferral of approximately \$662.1 million Proposition 98 General Fund of community college apportionments from 2020–21 to 2021–22.



STATE BUDGET UPDATE

- **2020-21 Deferrals Subject to Control Section 8.28**—As a result of the COVID-19 Recession and absent the receipt of additional federal funds to assist the state with the fiscal crisis, reductions are necessary to balance the state budget. To the extent the federal government provides sufficient federal funds by October 15, 2020, which are eligible for purposes identified below, funds will be appropriated for the 2020–21 fiscal year as follows:
 - A deferral of approximately \$791.1 million Proposition 98 General Fund of community college apportionments from 2020–21 to 2021–22.
- **COVID-19 Response Block Grant for CCCs**—A one-time increase of approximately \$120.2 million, which is comprised of approximately \$54 million from the Coronavirus Relief Fund (CARES Act) and approximately \$66.3 million Proposition 98 General Fund, for a COVID-19 Response Block Grant for the community colleges to support student learning and mitigate learning loss related to the COVID-19 pandemic.
- **Dreamer Resource Liaisons**—An increase of \$5.8 million Proposition 98 General Fund to fund Dreamer Resource Liaisons and student support services, for immigrant students including undocumented students in community colleges, pursuant to Chapter 788, Statutes of 2019 (AB 1645). These services provide an opportunity to address disparities and advance economic justice by supporting educational attainment, career pathways and economic mobility for students who may face barriers related to their immigration status.
- **Legal Services**—An increase of \$10 million ongoing Proposition 98 General Fund to provide legal services to immigrant students, faculty, and staff on community college campuses.
- **Calbright College**—A decrease of \$5 million ongoing Proposition 98 General Fund for Calbright College, and a decrease of \$40 million one-time Proposition 98 General Fund provided to Calbright College that is redirected to offset apportionments costs for 2020–21.
- **Revised CalPERS/CalSTRS Contributions**—As referenced in the K–12 Education Chapter, to provide local educational agencies and community college districts with increased fiscal relief, the Budget redirects \$2.3 billion appropriated in the 2019 Budget Act to CalSTRS and CalPERS for long-term unfunded liabilities to further reduce employer contribution rates in 2020–21 and 2021–22.
- **CCC Facilities**—An increase of general obligation bond funding of \$223.1 million, including \$28.4 million to start 25 new capital outlay projects and \$194.7 million for the construction phase of 15 projects anticipated to complete design by spring 2021. This allocation represents the next installment of the \$2 billion available to CCCs under Proposition 51.
- **Local Property Tax Adjustment**—A decrease of \$60.9 million Proposition 98 General Fund as a result of increased offsetting local property tax revenues.
- **Food Pantries**—The Budget enacts statutory changes to support food pantries within available Student Equity and Achievement Program funding.
- **CCC State Operations**—An ongoing increase of \$116,000 non-Proposition 98 General Fund for a new position to support the Chancellor’s Office accounting operations.



STATE BUDGET UPDATE

California Student Aid Commission

The California Student Aid Commission, which administers the state's financial aid programs, the largest of which is the Cal Grant, supports over 410,000 financial aid awards to students accessing higher education. The Budget reflects a sustained commitment to financial aid programs as a cornerstone of our dedication to providing the least resourced students access to higher education.

Other Significant Adjustments

- **Cal Grant Program Adjustment**—A decrease of approximately \$149 million in 2019–20 and approximately \$63.3 million in 2020–21 to reflect revised estimates of the number of new and renewal Cal Grant awardees in 2019–20 and 2020–21.
- **Temporary Assistance for Needy Families (TANF) Adjustment**—A decrease of \$600 million in federal TANF reimbursements in 2019–20 which increases General Fund support for the Cal Grant program by an equal amount.
- **Golden State Teacher Grant Program**—As referenced in the K–12 Education Chapter, an increase of \$15 million one-time federal funds to support grants to students enrolled in special education teacher preparation program at a high-need school site.
- **Grant Delivery System**—An increase of \$5.3 million one-time General Fund to fund the third year and final year of project development costs for the Grant Delivery System Modernization Project.
- **Student Loan Debt Service Work Group**—An increase of \$250,000 one-time General Fund to convene a work group to analyze student loan borrowing patterns and develop more affordable loan repayment alternatives.
- **Cal Grant B Service Incentive Grant**—A reappropriation of \$7.5 million one-time General Fund from the 2019 Budget Act and a redirection of the Program's \$7.5 million funding in 2020–21 to support the Disaster Relief Emergency Student Financial Aid Program, which will provide emergency financial aid to students at the University of California, California State University, and California Community Colleges.
- **Child Savings Account Grant Program**—A decrease of \$15 million one-time General Fund to the Child Savings Account program, established in the 2019 Budget Act.
- **Contingent General Fund Reduction**—As a result of the COVID-19 Recession and absent the receipt of additional federal funds to assist the state with the fiscal crisis, reductions are necessary to balance the state budget. To the extent the federal government provides sufficient federal funds by October 15, 2020, which are eligible for purposes identified below, funds will be appropriated for the 2020–21 fiscal year as follows:
 - A decrease of \$88.4 million one-time General Fund for the Golden State Teacher Grant program, established in the 2019 Budget Act.

Source: <http://www.ebudget.ca.gov/FullBudgetSummary.pdf>



ABOUT THE DISTRICT

Description of the District

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



wing of Oceanside High School. Known then as the Oceanside-Carlsbad Junior College Department of the Oceanside-Carlsbad High School District, the school opened on September 3, 1934, with 20 faculty members who taught about 120 students.

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

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

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

The District operates four locations.

The **Oceanside Campus** (OC) moved to its 121.5-acre site in 1964 and houses a comprehensive public community college offering credit, fee-based, and noncredit courses. In the 2019–20 academic year, the college offered general education credit courses that applied towards 84 associate degrees, 56 Certificates of Proficiency, 61 Certificates of Achievement, and one Baccalaureate Degree. Some noncredit classes and community services courses are also offered on this campus. More than 13,000 students, the majority of the District's students, attend the Oceanside Campus.

The **San Elijo Campus** (SAN) in Cardiff offers a wide range of credit courses leading to transfer, associate degrees, and career certificates. Each semester, approximately 400 sections are offered on this campus to a student body of more than 3,000 students, with support services in tutoring, counseling, library, and student activities. A rich variety of community service courses are also offered year-round at the San Elijo Campus.

Oceanside Campus



San Elijo Campus

Community Learning Center



Technology Career Institute

The **Community Learning Center (CLC)** opened in fall 2000, serves just over 4,300 students and is located on 7.6 acres in downtown Oceanside. The CLC hosts a wide variety of noncredit programs, including English as a second language, the Adult High School Diploma Program, classes for older adults, health classes, parenting classes, and classes for those who are physically and mentally challenged. The center also houses the Cisco Networking Academy, which prepares students for computer industry certifications. Credit courses that fulfill general education requirements are also offered at this location. The credit courses offered at the CLC are intended to support students' transition from noncredit to credit enrollment.

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

Developments at the College

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

There was a lot of growth at the college during the early part of the decade, and perhaps none as dramatic as the growth in the number of students who are currently serving in the military or who are military veterans. A significant percentage of MiraCosta College's student population is active duty military, veterans, and members of their families.

The needs of active-duty and veteran students are a top priority. With the District's close proximity to Camp Pendleton, we serve approximately 3,500

military active duty, veterans, and their dependents. In response to this, the college has made it a priority to meet the needs of these students.

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

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

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

In 2019, MiraCosta College was designated a Leader College by the Achieving the Dream Network, the first San Diego region college to receive the designation. The designation is earned by Achieving the Dream institutions that have shown intentional and significant progress in improving the success of all community college students.

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

In 2020, MiraCosta College was awarded a \$510,000 grant renewal from the U.S. Small Business Administration to expand operations of the SoCal Veterans Business Outreach Center (VBOC) located at the college's Technology Career Institute in Carlsbad. The federal grant helps support a comprehensive training facility that prepares participants—including returning military veterans and the unemployed—for high-skilled, high-paying employment in the manufacturing and technology industries.

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

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

ORGANIZATION DESCRIPTIONS

Divisional Descriptions

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

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

Office of the Superintendent/President

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

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

Instructional Services Division

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

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

SCHOOLS

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

INSTRUCTIONAL AREAS

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

Student Services Division

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

- **Admissions & Records**—provides enrollment services, including registration, transcripts, and graduation
- **Athletics & Intramurals**—puts equal emphasis on the academic and athletic achievements of our student-athletes
- **Campus Assessment, Resources & Education (CARE) Team**—addresses students' challenges to meet basic needs to improve academic and personal success
- **Counseling**—provides student counseling and career services
- **Disabled Students Programs & Services (DSPS)**—ensures access for educational opportunities for students with visual, hearing, physical, learning and mental disabilities

- **Extended Opportunities Programs & Services (EOPS)**—provides supplemental services and financial aid to academically and financially at-risk students
- **Financial Aid & Scholarship Office**—oversees application for and disbursement of federal and state financial aid. Scholarship Office oversees the application and distributes scholarships
- **GEAR UP**—is a federally-funded program designed to help students succeed in school, graduate from high school, and be prepared to successfully attend college
- **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
- **Noncredit Student Success & Support Program (NCSSSP)**—provides orientation services, assessment advising, academic progress monitoring to students in noncredit classes
- **School Relations & Diversity Recruitment**—participates in community outreach to local school districts through the Student Ambassador Program
- **Service Learning**—promotes course and co-curricular service opportunities at local non-profits and public schools through the Student Advocate Program. The center also houses the campus food pantry and coordinates the monthly farmers market
- **Student Equity**—increases equitable college access and student success with specialized support and guidance and provides leadership for specialized academic programs
- **Student Life & Leadership**—promotes engagement in clubs and co-curricular activities; supports and guides the Associated Student Government
- **Student Success & Support Programs (SSSP)**—provides orientation services, assessment advising, academic progress monitoring
- **Testing Services**—provides assessment and proctoring services to current and incoming MiraCosta students
- **Transfer Center**—provides information and guidance about transfer opportunities, as well as support for the transfer process
- **Veterans Services**—provides all military affiliated students with education counseling, on-and-off campus resources, and a place to build camaraderie, regardless of GI Bill benefit usage

Administrative Services Division

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

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

Human Resources Division

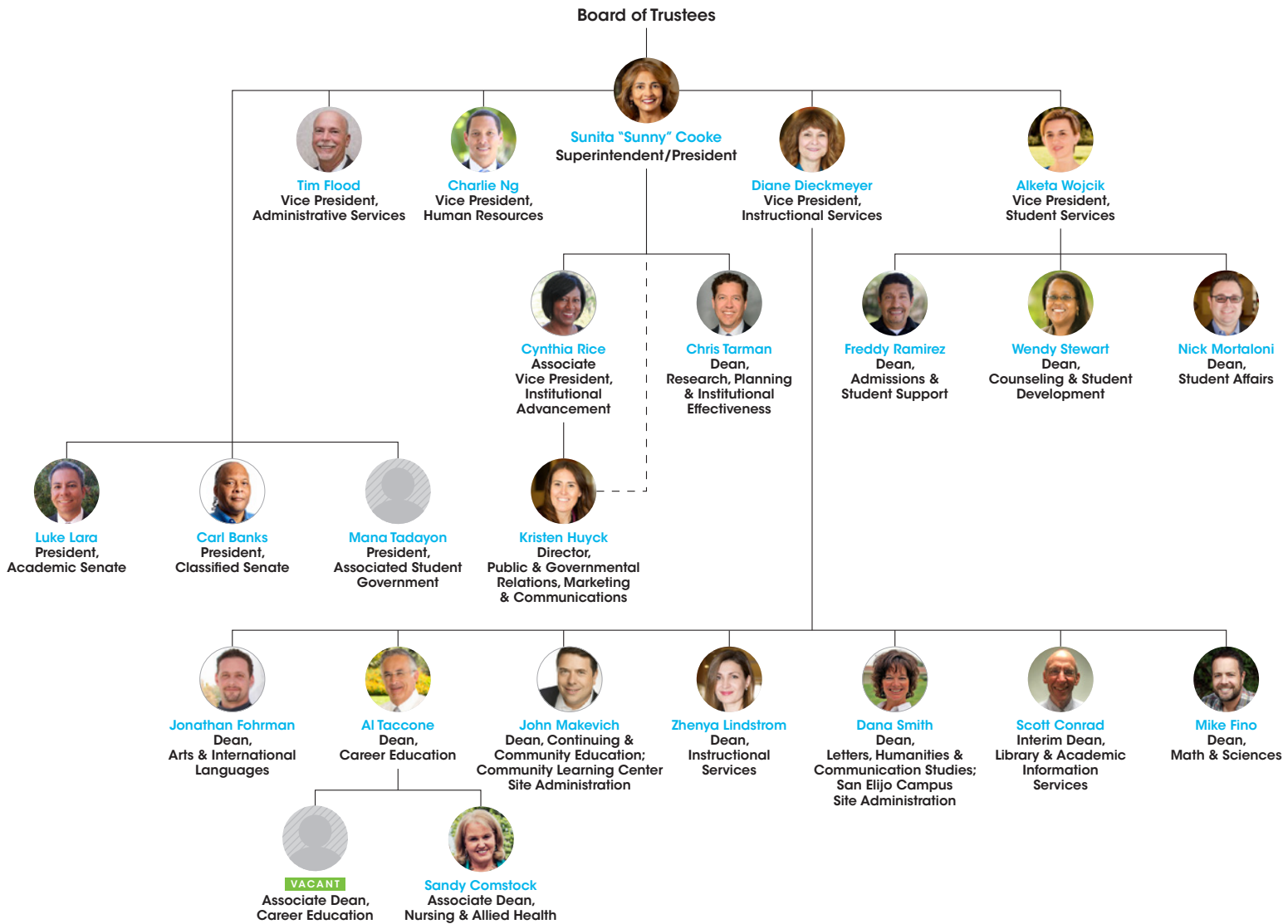
The vice president of human resources is responsible for overseeing the following operational units:

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



Organizational Chart

9.25.2020

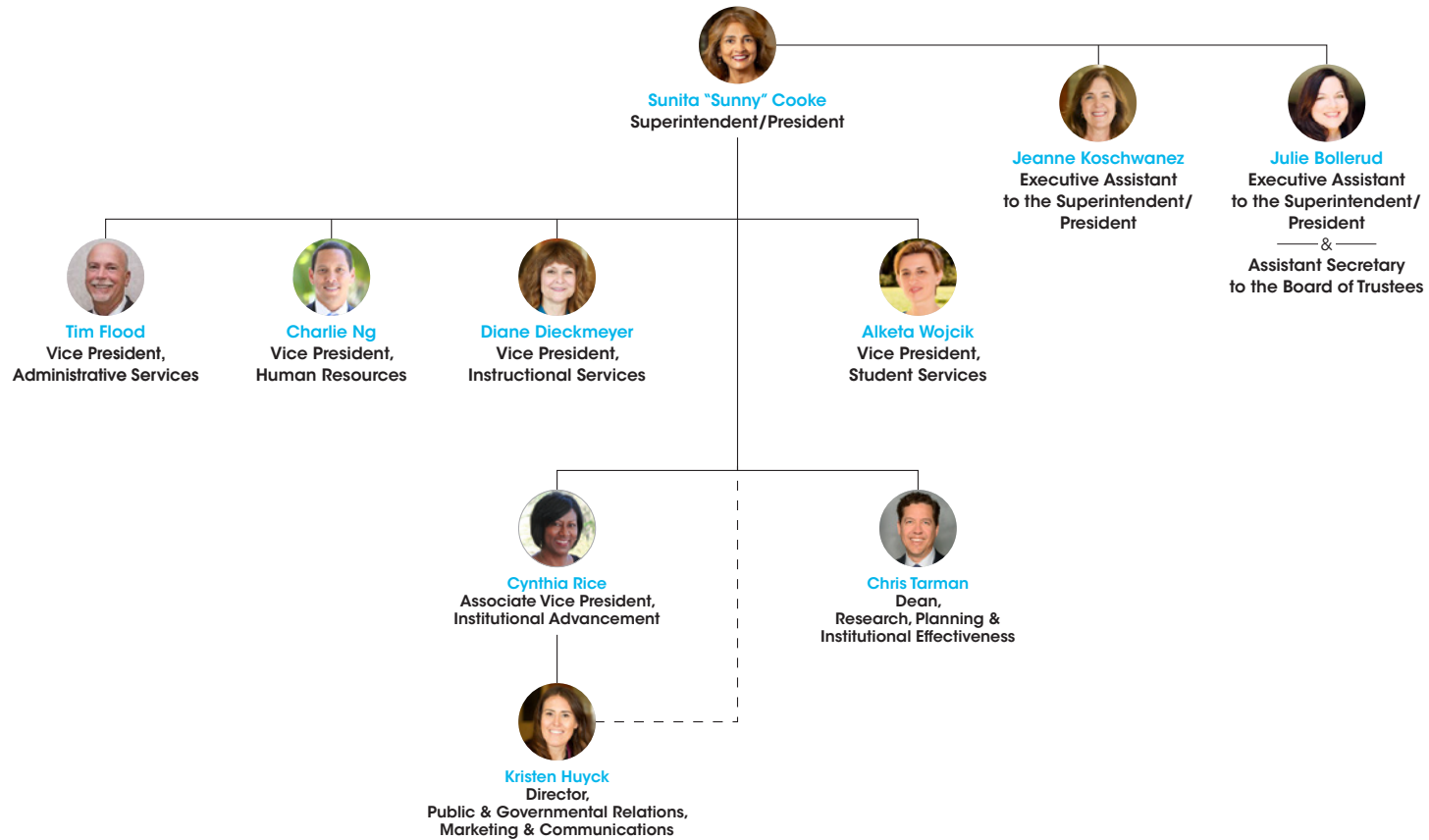




Office of the Superintendent/President

Functional Chart

8.13.2020

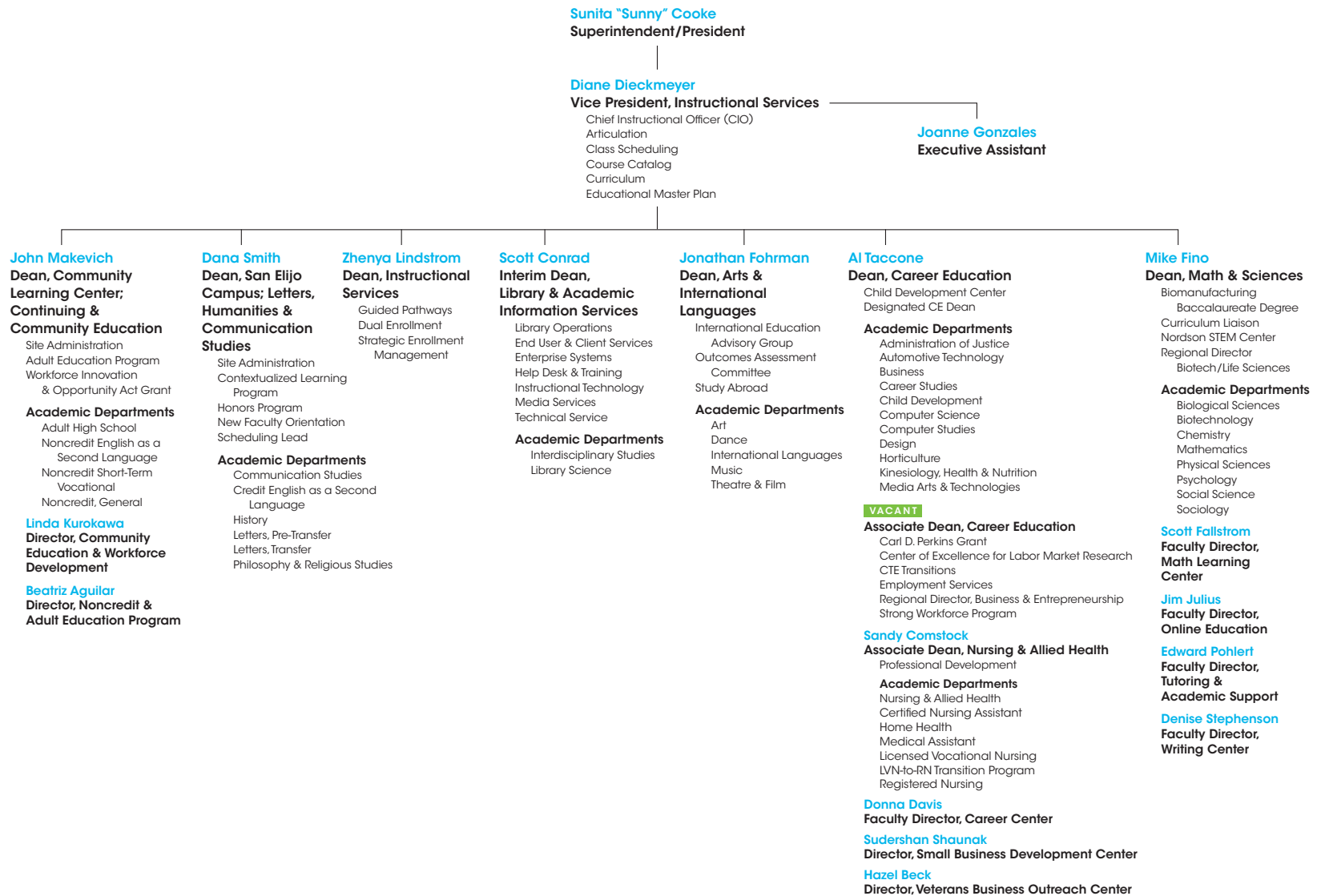




Instructional Services Division

Functional Chart

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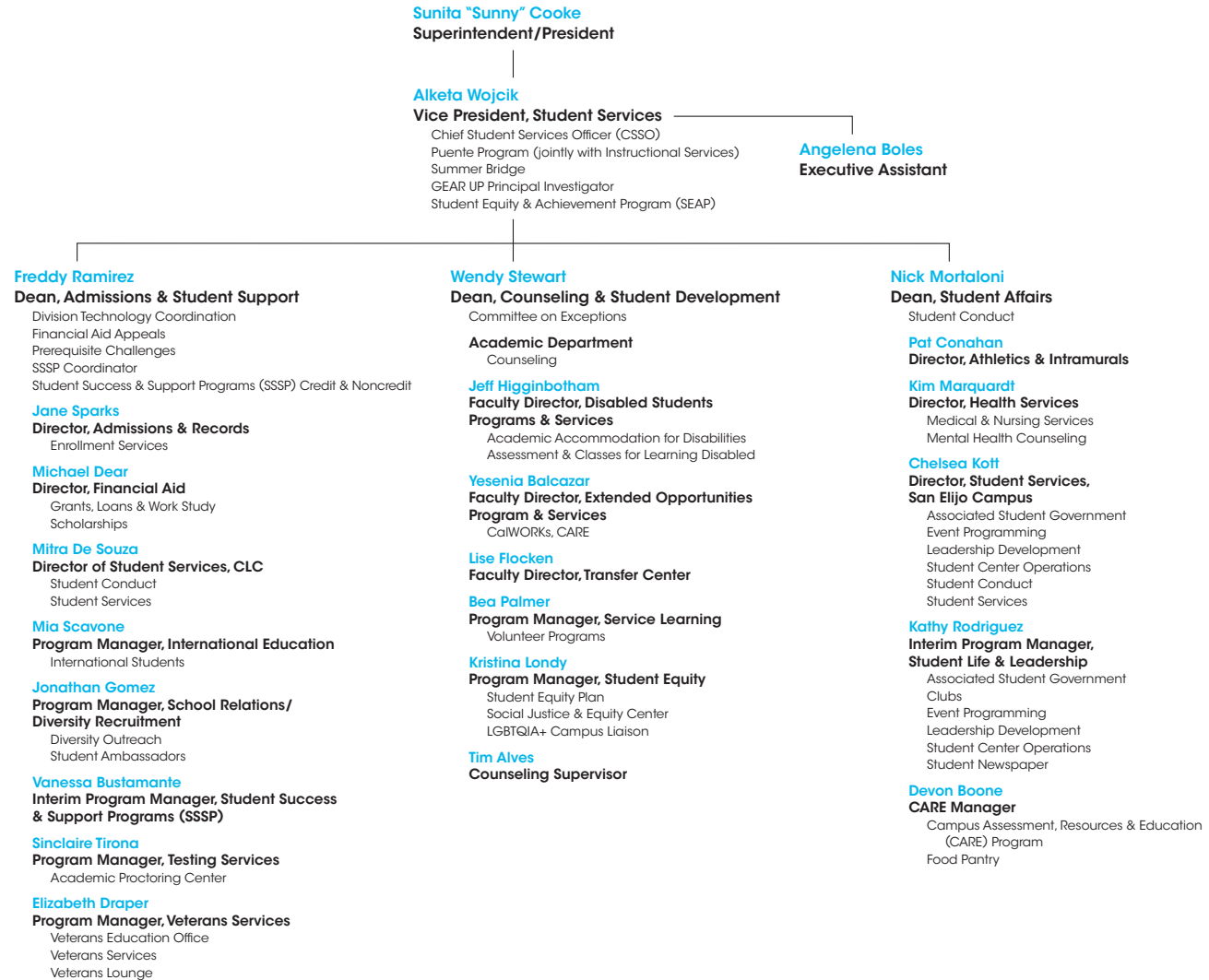




Student Services Division

Functional Chart

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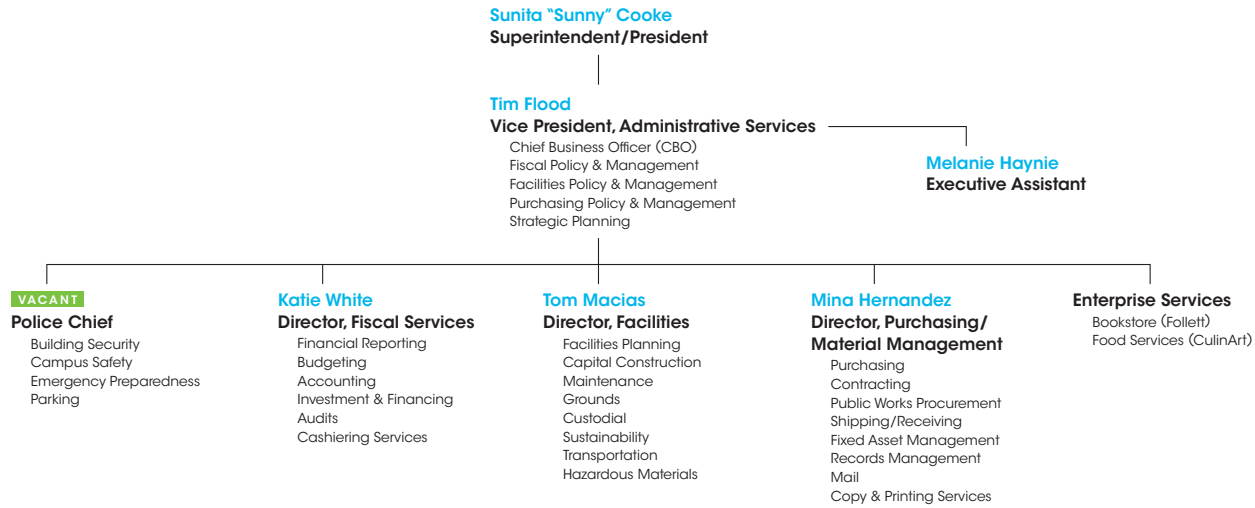




Administrative Services Division

Functional Chart

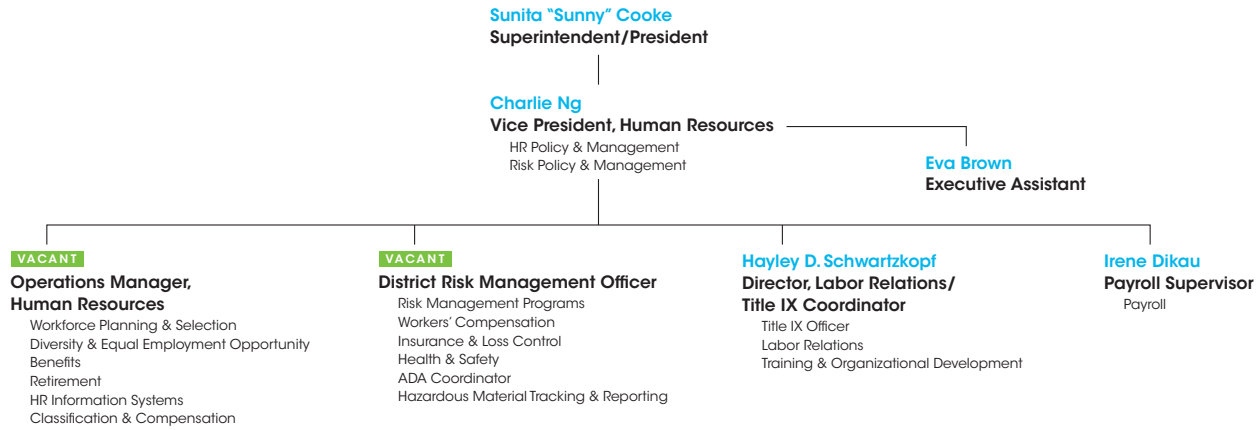
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Human Resources Division

Functional Chart
9.25.2020



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 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.

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.

Debt Issuance & Management

(BOARD POLICY 6307)

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

- A. The purposes for which the debt proceeds may be used.
- B. The types of debt that may be issued.
- C. The relationship of the debt to, and integration with, the District's capital improvement program or budget, if applicable.
- D. Policy goals related to the District's planning goals and objectives.
- E. The internal control procedures that the District has implemented, or will implement, to ensure that the proceeds of the proposed debt issuance will be directed to the intended use.

Investments (BOARD POLICY 6320)

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

Investments shall be made based on the following criteria:

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

Transactions should be avoided that might impair public confidence.

Financial Audits (BOARD POLICY 6400)

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

FUND DESCRIPTIONS

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

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

BUDGET PROCESS

Fund Accounting, Measurement Focus, & Basis of Accounting

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

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

Basis of Budgeting

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

Budget Preparation

(ADMINISTRATIVE PROCEDURE 6200)

Annually, the vice president of administrative services shall develop a tentative budget and a final budget prepared in accordance with Title 5 and the California Community Colleges Budget and Accounting Manual (CCCBAM), complete

the preparation of the District’s adopted annual financial report and budget report, and timely submit all financial forms required by the California Community College Chancellor’s Office (CCCCO).

Assumptions upon which the budget is based shall be presented to the board of trustees for review. Material changes in any assumptions upon which the budget was based shall be reported to the board in a timely manner.

The Budget and Planning Committee will involve the appropriate groups in a consultation process for budget development for resource allocation prioritization. The budget development process will involve the division’s budget submission.

BUDGET PRESENTATION & REVIEW

Calendar

The schedule for presentation and review of budget proposals shall comply with state laws and regulations and provide adequate time for board study. 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.

The tentative budget shall be presented to the Budget and Planning Committee no later than the last scheduled Budget and Planning Committee meeting in May.

The tentative budget shall be presented to the board of trustees no later than July 1. Due to impacts of the pandemic, the tentative budget adoption was moved to August 1 for FY2020–21.

The final budget shall be presented to the board and adopted no later than September 15 and the budget report (CCSF-311) shall be prepared on or before September 30, and submitted to the CCCCCO (California Community Colleges’ Chancellor Office) on or before October 10. Due to impacts of the pandemic, for FY2020–21, this date was moved to October 31 for budget adoption, November 15 for the budget report (CCSF-311), and November 30 for submission to the CCCCCO.

Budget Calendar

<p>APRIL 2020</p> <ul style="list-style-type: none"> ▪ Development of 2020-21 budget by each department 	<p>MAY 2020</p> <ul style="list-style-type: none"> ▪ BPC reviews draft of TENTATIVE 2020-21 budget 	<p>JUNE 2020</p> <ul style="list-style-type: none"> ▪ Board of Trustees workshop for TENTATIVE 2020-21 budget ▪ Board of Trustees approves TENTATIVE 2020-21 budget
<p>JULY 2020</p> <ul style="list-style-type: none"> ▪ State of California enacts 2020-21 budget 	<p>SEPTEMBER 2020</p> <ul style="list-style-type: none"> ▪ BPC reviews draft of FINAL 2020-21 budget 	<p>OCTOBER 2020</p> <ul style="list-style-type: none"> ▪ Board of Trustees workshop for FINAL 2020-21 budget ▪ Board of Trustees approves FINAL 2020-21 budget
<p>NOVEMBER 2020</p> <ul style="list-style-type: none"> ▪ Submit ADOPTED 2020-21 budget and prior year financial report (311 Annual Report) to California Community Colleges Chancellor's Office 	<p>FEBRUARY 2021</p> <ul style="list-style-type: none"> ▪ Board of Trustees reviews status of 2020-21 budget ▪ Board of Trustees approves assumptions/directions for 2021-22 budget 	<p>APRIL 2021</p> <ul style="list-style-type: none"> ▪ Development of 2021-22 budget by each department

Citizen Participation

A public hearing on the budget shall be held on or before September 15, and shall be at least three days following the availability of the proposed budget for public inspection. At the public hearing, interested persons may appear and address the board regarding the proposed budget or any item in the proposed budget. Due to impacts of the pandemic, for FY2020–21, a public hearing shall be held on or before October 31.

Notification

Notification of dates and location(s) at which the proposed budget may be inspected by the public and date, time, and location of the public hearing on the proposed budget shall be published by the District in a newspaper of general circulation in the District, at least three days prior to the availability of the proposed budget for public inspection.

PRINCIPLES FOR BUDGETING

Balanced Budget

The District should maintain a balanced budget where operating revenues must fully cover operating expenditures, including debt service. In the event that operating revenues do not fully cover operating expenditures, the District shall develop a plan.

The District shall maintain appropriate reserves, but shall be not less than the prudent reserve defined by the CCCCCO as a general fund balance of not less than five percent of expenditures. Please refer to Administrative Procedure 6305 for additional information regarding District reserve requirements.

Link the Budget to Long-Term, Strategic Financial Plans

- The annual budget shall support the District’s mission statement and educational master plan.
- Budget projections address long-term goals and commitments.
- Results of program review shall be linked to the annual budget development process.

Maintenance & Replacement

Maintenance and replacement funding will be prioritized each year to ensure that capital facilities and equipment are sufficiently maintained to avoid service disruptions. The District will maintain all assets at a level that protects capital investment and minimizes future maintenance and replacement costs.

Fund Liabilities

Fund current portions of the District’s liabilities in the budget so as to maintain the trust of creditors and to avoid accumulating an unmanageable liability.

Pensions and Other Post-Employment Benefits (OPEB)

The District will use an actuarially accepted method of measuring and projecting its current and future pension and OPEB liabilities. Funds allocated by the District for OPEB liabilities will be deposited into an irrevocable trust or reserve set up specifically for OPEB. The District’s contribution to employee retirement costs will be adjusted annually as necessary to maintain full funding.

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. Transfers of money within the same major classification of accounts may be made without prior board approval.

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

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

Resource Allocation

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

1. Resources include all assets of the District, including its fiscal resources, personnel, facilities, equipment, and the time and talents of its faculty, staff, and administrators.
2. The processes for allocating resources are transparent. All members of the District community are informed about the process and components of planning that lead to resource allocations.
3. The resource allocation process begins with a review of the effectiveness of prior years’ resource allocations and a forecast of potential funds for faculty, staff, and administrative positions and the institutional program review assessments and plans.

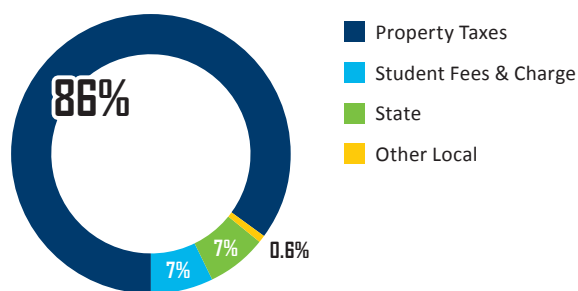
4. The results of the program review process will be linked to the budget-development process.
5. The budgeting process promotes the accomplishment of institutional goals and objectives.
6. There should be flexibility within clearly defined limits in this process to allow for changes and redeployment of funds.
7. The superintendent/president will ensure that an open and accountable process is developed to include the District Budget and Planning Committee, as well as other relevant constituencies, incorporating clear guidelines and adequate training for those involved.
8. The process encourages communication and participatory governance at all organizational levels.
9. Resource allocation decisions include the stakeholders who participate in determining the relative contributions of the various programs towards District goals and objectives, including but not limited to enrollment growth or decline.
10. All indirect overhead revenue associated with a grant or categorical program accrues to the District.
11. The budget process emphasizes planning first and then budgeting, rather than being reactive to fiscal circumstances or environmental exigencies. Sound fiscal management requires the use of available resources to carry out the agreed-upon budgetary plans and priorities of the District.

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.

FY2020–21 UNRESTRICTED GENERAL FUND REVENUES



Property Taxes

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

Assessed values have increased in San Diego County and within the District’s boundaries. As a result, property tax revenue is expected to increase and is budgeted at 5.1% (\$5.7 million), compared to 5.9% growth from prior year actuals.

Enrollment Fees

The cost of enrollment fees is determined by the state of California. The current fee is \$46 per unit and an additional \$290/unit for nonresidents of California. The District establishes a budget for enrollment fees based on current enrollment data and past trends. The information is evaluated by the Enrollment Management Committee and a recommendation for the upcoming fiscal year is determined. The full-time equivalent student (FTES) projection for FY2020–21 is anticipated to grow 1% from last year with enrollment tuition/fees revenue at \$7.7 million compared to \$7.4 million from the prior year. Community Education (not-for-credit) revenue is projected to remain flat at \$1.3 million. COVID-19 had an impact to both revenue in the second semester of last year.

Proposition 55—Education Protection Account/Other State Revenue

Proposition 30, The Schools & Local Public Safety Protection Act of 2012, passed in November 2012. This proposition temporarily raised the sales and use tax by .25% for four years (ended December 2016) and raised the income tax rate for high-income earners for seven years (ending December 2018) to provide continuing funding for local school districts and community colleges. Proposition 55, the California extension of the Proposition 30 Income Tax Increase Initiative, was approved in November 2016 to continue the income tax portion for 12 more years through December 2030. The Education Protection Account (EPA) revenue is accounted for in the General Fund and the District is expected to receive \$1.0 million annually (\$100 per FTES) from this revenue source in FY2020–21; in FY2019–21, \$0.3 million of EPA revenue was deferred by the state and will be issued in FY2020–21. Other unrestricted state revenues include mandated block grants, state lottery funds, and state tax subvention revenue. A new Governmental Accounting Standards Board rule requires community colleges to report the state’s direct contribution to the CalSTRS pension plan in both the revenue and expenses for a zero dollar (\$0) impact to the fund balance (MCCD does not receive nor spend this; it is only for reporting and accounting purposes). The projected revenue is \$4.5 million, excluding the CalSTRS pension pass-through revenue.

Other Local Revenues

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

Highlights of General Fund—Restricted & Other Funds

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

General Fund—Restricted

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

Federal restricted grants are projected at \$9.0 million. The largest grant is from the Department of Labor (DOL) America’s Promise Job-Driven Grant Program for \$6 million that was awarded in FY2016–17 and will be received and spent over several years.

The Federal Government passed the CARES Act to mitigate the cost of remote learning and remote operations; the District’s institution allocation was \$2.8 million with an additional \$0.4 million as a Minority Serving Institution (MSI).

State restricted revenues are projected at \$14.3 million, primarily from general categorical programs:

- Student Equity & Achievement
- Student Financial Aid Programs (BOG Fee Waivers and SFAA—Student Financial Aid Administration)
- Student Success Completion
- EOPS—Extended Opportunity Programs & Services
- CARE—Cooperative Agencies Resources for Education
- DSPS—Disabled Students Programs & Services

- CalWORKs—California Work Opportunities and Responsibility to Kids
- Veteran Resource Center
- EEO—Equal Employment Opportunity
- Part-Time Faculty Compensation
- Strong Workforce Program
- Nursing Education
- California College Promise
- Adult Education Program
- Guided Pathways
- COVID-19 Relief Block Grant

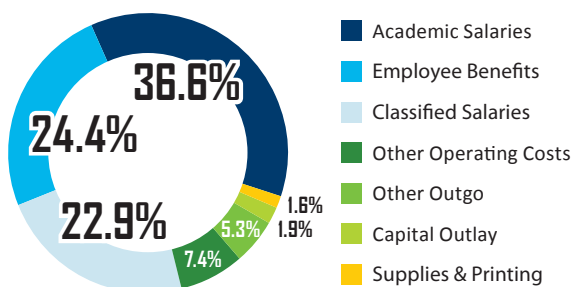
Locally restricted revenues are projected at \$0.8 million, primarily from health service and parking fees. Due to remote learning modality, normal parking fees of \$0.8 million will be reduced to \$0. These fees typically correlate to enrollment patterns.

EXPENDITURES

General Fund—Unrestricted

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

FY2020–21 UNRESTRICTED GENERAL FUND EXPENDITURES



Academic & Classified Salaries and Benefits

Salaries and employee benefits are the District's greatest expense, accounting for approximately 84% of the annual operating budget. Academic salaries are budgeted at \$50.0 million, which represents an increase from last year due to the approval of two new, full time faculty positions. Classified salaries are budgeted at \$31.3 million. Both increase in salaries are due to replacement of vacant positions, annual salary step-and-column increases, and a 0.50%–2.25% cost-of-living adjustment (COLA) increase. The Expenditures for benefits is expected to increase from CalPERS rate increases and annual health benefit cost increases.

Supplies & Other Operating Expenses

The budgets for supplies and Other Operating Expenses is projected to be higher due to inflationary costs and COVID-19 related costs.

Other Outgo

The budget for Other Outgo are inter-fund transfers from the general unrestricted fund to other special use funds: Fund 41—Capital Outlay, Fund 52—Cafeteria, and Fund 61—Self-Insurance. Total Other Outgo transfers are budgeted at \$7.3 million. Transfers to the capital project fund 41 are for technology for on-going hardware and software technology (\$1.6 million) and the ERP Workday project (\$1.2 million); for facilities projects (\$4.2 million) to support on-going scheduled maintenance and repair projects, and for facilities reserves to cover costs from the Master Facilities Plan that are not funded from the general obligation bond.

Highlights of General Fund—Restricted & Other Funds

General Fund—Restricted

Expenses are budgeted at the same level as the projected certified restricted funding sources. Some restricted funding sources allow carryovers up to the end of the grant contract or categorical funds with specified end dates. Thus expenses will vary year to year from new grants, spend down of grants, and allowable carryovers. In FY2020–21, \$3.8 million from the categorical program Student Equity and Achieved will be deferred by the state until next fiscal year due to budget cuts at the state level.

Capital Projects Funds

Expenses in Fund 41—Capital Outlay Projects are in support of ongoing technology and facility needs for the college that are not funded by the general obligation bond. Fund 43—General Obligation Bond is a fund established with the passage of the \$455 million general obligation bond (Measure MM) in November 2016. The first issue, Series A bonds, were sold in August 2017 for \$100 million; the second issue, Series B bonds, were sold in September 2020 for \$255 million. Both Moody's and S&P credit rating agencies evaluation of the District's financials resulted in AAA ratings for both issuances. These funds will be used for new buildings and improvement/renovations of existing buildings. See section Resource Allocation (page 63) for additional information.

All Other Funds

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

FISCAL YEAR 2020-21 BUDGETED REVENUES, EXPENDITURES & CHANGES IN FUND BALANCE

	GENERAL FUND		DEBT SERVICE	CAPITAL PROJECTS		ENTERPRISE FUNDS		INTERNAL SERVICE	TRUST FUNDS			TOTAL	
	11 UNRESTRICTED	12 RESTRICTED	29 BONDS/ INTEREST	41 CAPITAL PROJECTS	43 GENERAL OBLIGATION BOND	51 BOOKSTORE	52 CAFETERIA	61 SELF- INSURANCE	71 ASSOCIATED STUDENT GOVERNMENT	73 STUDENT CENTER FEE	74 STUDENT FINANCIAL AID	ALL FUNDS	
REVENUES													
TOTAL FEDERAL REVENUES	—	\$9,010,443	—	—	—	—	—	—	—	—	—	\$18,694,503	\$27,704,946
TOTAL STATE REVENUES	\$9,390,146	14,295,053	—	—	—	—	—	—	—	—	—	5,029,891	28,715,090
TOTAL LOCAL REVENUES	126,395,295	803,268	—	\$1,225,000	\$2,853,690	\$160,000	\$10,000	\$4,000	\$27,400	\$102,000	—	—	131,580,653
Incoming Transfers	—	—	—	7,000,000	—	—	110,000	50,000	125,000	—	—	—	7,285,000
Proceeds from Financing	—	—	—	—	255,000,000	—	—	—	—	—	—	—	255,000,000
Sale of Fixed Assets	20,000	—	—	—	—	—	—	—	—	—	—	—	20,000
TOTAL REVENUES	135,805,441	24,108,764	—	8,225,000	257,853,690	160,000	120,000	54,000	152,400	102,000	23,724,394	450,305,689	
EXPENDITURES													
Academic Salaries	49,983,260	3,517,213	—	—	—	—	—	—	—	—	—	—	53,500,473
Classified Salaries	31,291,323	8,592,208	—	—	—	16,000	5,300	—	15,000	78,000	—	—	39,997,831
Employee Benefits	33,431,797	4,234,394	—	—	—	7,310	2,562	—	1,600	20,300	—	—	37,697,963
Supplies & Printing	2,127,757	2,158,342	—	5,000	50,000	—	3,000	5,000	50,000	2,000	—	—	4,401,099
Other Operating Costs	10,103,558	3,775,970	—	943,068	706,000	49,600	125,000	51,000	70,300	8,000	—	—	15,832,496
Capital Outlay	2,557,592	4,379,104	—	4,936,503	62,112,407	—	—	30,000	500	10,000	—	—	74,026,106
Other Outgo	7,256,000	561,366	—	—	—	170,000	—	—	15,000	—	23,724,394	—	31,726,760
Contingencies & Suspense	—	—	—	500,000	—	—	—	30,000	—	20,000	—	—	550,000
TOTAL EXPENDITURES	136,751,287	27,218,597	—	6,384,571	62,868,407	242,910	135,862	116,000	152,400	138,300	23,724,394	257,732,728	
REVENUES OVER/(UNDER) EXPENDITURES	(945,846)	(3,109,833)	—	1,840,429	194,985,283	(82,910)	(15,862)	(62,000)	—	(36,300)	(0)	192,572,961	
FUND BALANCE													
FUND BALANCE, JULY 1	32,240,639	2,493,477	7	12,853,726	40,281,628	510,228	74,141	401,947	162,864	150,391	—	—	89,169,049
FUND BALANCE, JUNE 30	31,294,793	(616,356)	7	14,694,155	235,266,911	427,318	58,279	339,947	162,864	114,091	(0)	—	281,742,010
FUND BALANCE % OF EXPENDITURE	22.9%	-2.3%											

2020 - 2021 FINAL BUDGET MIRA COSTA COLLEGE

FUNDS

Fund 11

General Fund—Unrestricted

The General Fund Unrestricted (GFU) 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 for the five divisions: Office for the Superintendent/President, Instructional Services, Student Services, Administrative Services, and Human Resources division.

Revenues are from both state and local sources. State revenues for general operations, is projected at \$9.4 million of which \$4.9 million is a “pass-through” revenue for the financial recognition of the state’s on-behalf contribution to the CalSTRS pension plan; \$4.5 million are the state’s allocation to the District: \$0.7 million for full-time faculty costs, \$1.3 million from the Education Protection Account (EPA), \$0.3 million is a deferred payment from the prior fiscal year, \$1.8 million from unrestricted Lottery funds and Block grants, and \$0.7 million from State tax subventions. In FY2020–21, the general apportionment allocation has a deferral of \$0.7 million, which will be issued in FY2021–22; thus the annual budget of \$1.3 million, was reduced to \$0.7 million.

Local revenue is projected at \$126.4 million, an increase of \$5.6 million from prior year actuals. The largest source of revenue comes from local property taxes. The County of San Diego’s Assessor’s Office assessed property values for the District’s boundaries is projected at 5.18%. The District’s property tax revenue growth projection was rounded down to 5.1% (\$5.7 million) to \$116.7 million, from the prior year’s actual revenue of \$111.0 million, which had a 5.9% growth over the prior year, FY2018–19. Property assessed values are projected to continue a downward trend due to the COVID-19 pandemic that is impacting all areas of the economy, with higher unemployment and less income for impacted workers. Student Fees and Charges is projected at \$9.0 million compared to \$8.7 million from prior year, for a modest projected increase for 1% enrollment growth.

Expenditures are budgeted for a total of \$136.7 million. Salaries and benefits are 84% or \$114.7 million, an increase of \$6.5 million compared to prior year actuals. Salary increases are from the annual step and column salary schedules, increase of COLA (cost of living adjustments), and the final third year of the class and compensation implementation, planned hires of two new full time faculty. In FY2020–21, due to the remote learning modality and loss of parking fee revenues, \$500 thousand of the police department’s salaries and benefits will be funded by GFU. Benefit costs continue to increase year over year. In particular, the Health Benefits costs is projected to increase 9%. CalPERS rate increased by 1% to 20.7%, while CalSTRS rate decreased by 1% due to the State’s on-behalf contribution to the CalSTRS pension plan.

The budget for Supplies/Printing, Other Operating Costs and Capital Outlay are budgeted at \$14.8 million, an increase of \$2.0 million from prior year actuals. The increase is from projected annual inflation increases, higher property and liability insurances, and additional budget to cover for COVID-19 related expenses that are not covered by the CARES Act or COVID-19 grants. Also, GFU will cover for supplies/services/equipment not covered by the loss of parking fee revenues.

Expenditures in the Other Outgo category of \$7.3 million represents the transfers from the General Fund to the following funds as incoming revenue:

- Fund 41—Capital Outlay Facilities Projects, \$4.2 million, for on-going maintenance and repairs, and for the Facilities Master Plan projects not covered by the general obligation bonds.
- Fund 41—Capital Outlay Technology Projects, \$2.8 million, for on-going District technology needs and \$1.2 million for the ERP Workday project
- Fund 52—Cafeteria, \$65 thousand
- Fund 61—Self Insurance, \$50 thousand
- Fund 11—Financial Aid, \$141 thousand (non-cash, FA matches, etc)

**Fund
12****General Fund—Restricted**

The General Fund restricted resources are specifically restricted by laws, regulations, donors or other outside agencies as to their expenditures. Such externally imposed restrictions do not include internally designated restrictions imposed by the governing boards on unrestricted moneys. Matching contributions for categorical programs and other programs are included in the Unrestricted General Fund. In FY2020–21, due to the budget cuts at the state level, the Student Equity and Achievement (SEA) categorical program certified allocation of \$4.1 million, will have a deferred payment of \$3.8 million and will be issued in FY2021–22. Due to this deferral, the fund ending balance is projected to be negative at the end of FY2020–21. The District will use funds from the GFU reserves for the SEA categorical program.

The Restricted General Fund balance consists of allowable carryover amounts from FY2019–20 to FY2020–21 of unspent funds.

Federal restricted awards/allocations include:

- College Work Study
- GEAR-UP (Gaining Early Awareness & Readiness for Undergraduate Programs)
- Perkins for Career & Technical Education
- Adult Basic Education Programs
- Small Business Development Center Trade & Commerce funds
- Small Business Administration—VBOC (Veteran’s Business Outreach Center)
- America’s Promise Grant, DOL (Department of Labor).
- CARES Act (Coronavirus Aid, Relief & Economic Security) known as the CARES Act-Higher Education Emergency Relief Fund (Department of Education)
- COVID-19 Federal Response Block Grant, managed by the State Chancellor’s Office

State restricted categorical and grant programs include:

- Lottery Funds
- Basic Skills
- California College Promise
- Student Success Completion
- EOPS—Extended Opportunity Programs & Services
- CARE—Cooperative Agencies Resources for Education
- DSPS—Disabled Student Programs & Services
- CalWORKs—California Work Opportunities & Responsibility to Kids Student Equity and Achievement (\$3.8 million deferred payment to FY2021–22)
- EEP—Equal Employment Opportunity
- Part-Time Faculty Compensation
- Strong Workforce Programs
- PPIS—Physical Plant & Instructional Support
- Nursing Education
- Mental Health
- Adult Education Program
- Veteran Resource Center
- Guided Pathway
- COVID-19 State Response Block Grant

Local restricted resources are primarily from health service fees and parking fees (loss of parking fee revenue in FY2020–21, due to remote learning). To some extent, these fees typically correlate with enrollment patterns.

**Fund
29****Debt Service**

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

In 2010, the District issued a lease revenue bond of \$3.1 million for capital improvements for the Community Learning Center (CLC). The debt matured in 2020 and the final debt payment was made in FY2019–20.

In 2015, the District issued a second lease revenue bond of \$12.6 million for major repair, renovation and modernization of its classrooms, parking lots, and other projects outlined in the 5-Year Facilities Project Plan. \$12.1 million from the general obligation bond (Fund 43) was transferred to an escrow account in September 2016 to pay the annual debt obligation until maturity date in 2030; thus, the annual debt service payment of \$1.0 million stopped from Fund 29 starting in FY2017–18.

All debt service payments were completed in FY2019–20. The fund balance was \$7 and will be cleared in FY2020–21.

Fund 41 Capital Outlay Projects

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

The District may provide for the accumulation of moneys over a period of years for specific capital outlay purposes through inter-fund transfers of general purpose moneys into this fund. Income in this fund is generated through annual inter-fund transfers from the General Fund to support facilities projects and information technology costs.

The expenditures in the Capital Outlay Projects Fund will vary by project and duration from single-year to multi-year that span several fiscal years.

There are four main project areas for FY2020–21:

1. \$1.6 million for Technology expenses for software licenses/maintenance and hardware costs for on-going support services
2. \$1.3 million for the ERP Workday project.
3. \$1.9 million for Facilities’ repair and maintenance
4. \$1.6 million for the Track & Field project and Storm Drain project.

Transfers from the general fund to fund 41 are made annually to fund the project expenditures.

Fund 43 General Obligation Bond

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

In September 2017, the first issue, Series A, of the general obligation bond was sold and the District received \$100 million to be used in the next three years. \$12.1 million was transferred to an escrow account for the payment of the 2015 Lease Purchase Bond debt obligation and \$300 thousand was for cost of issuance of the bond. The remaining \$87.6 million was approved for the phase I projects from the Facilities Master Plan (FMP). The interest earned on the bond fund balance is approximately 1% from the County’s pooled investments. In order to comply with the tax-exempt status of the bond, the interest earned must be lower than 2.583%. In FY2020–21, the second issue of the bond, Series B, was sold in September 2020 for \$255 million, which will be used for the next phase of projects and is anticipated to last between 3 to 4 years.

At the end of fiscal year June 30, 2020, Series A bond cumulative spending was \$63.8 million, with the remaining balance of \$36.2 committed to be spent in FY2020–21. Series B bond expense budget for FY2020–21 is projected at \$26.7 million. The combined total budget for series A and B are projected at \$62.9 million for FY2020–21.

Fund 51 Bookstore

The bookstore is operated by a third-party company and the District receives commission revenues of approximately \$200 thousand annually. In FY2019–20 commission revenues were \$157.8 thousand due to the impact of COVID-19, with a higher rate of student enrollment withdrawals that contributed to fewer book purchases. For FY2020–21, revenue is projected at \$157 thousand, at the same level as the prior year. Proceeds are to support student-based activities and funds are transferred to the Cafeteria Fund 52 (\$45 thousand) and the Associated Student Government Fund 71 (\$125 thousand), reflected in the Other Outgo line. The bookstore's operating expenses along with the \$170 thousand transfer to the ASG and Cafeteria fund, has resulted with deficit spending for several years and are using the fund reserves to meet those needs. The FY2019–20 reserve fund balance was \$510 thousand which is being depleted at \$30 to \$80 thousand annually. At the \$80 thousand deficit spending rate, the reserve is projected to last 6 years, while at the \$40 thousand deficit spending rate, the reserve is project to last 12 years.

The bookstore's operating expenses are for the cost of the District's accounting services of fifteen percent of an Accounting Technician's salary/benefits, and insurance and utilities expenses.

Fund 52 Cafeteria

The agreement for food services includes both the Oceanside Campus (OC) and San Elijo Campus (SAN). The service offered at SAN historically resulted in a net loss to the Food Service Fund. The projected loss for FY2020–21 will be offset by a transfer from the Unrestricted General Fund (\$65 thousand) and the Bookstore Fund (\$45 thousand). The District could eliminate the loss in the Food Service Fund by radically reducing hours of service and reducing the quality of the operations. The District has chosen to maintain its quality food services at both campuses to serve the needs of the students. The reserve fund balance at the end of FY2019–20 was \$74.1 thousand. FY2020–21's loss

is projected at \$15.9 thousand that will result with a fund balance of \$58.3 thousand. The Cafeteria fund will need additional fund transfers from the bookstore or general funds, when the reserves are depleted in approximately 3 years.

Fund 61 Self-Insurance

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

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

The Self-Insurance Fund expenses varies annually between due to the uncertain nature of insurance needs, the District budgets for unforeseen other operating expenses and contingency expense; unspent budget will revert back to the reserves balance. The fund balance at the end of FY2019–20 was \$402 thousand.

Fund 71 Associated Student Government

The Associated Student Government (ASG) projected revenue is \$152 thousand from the sale of ID cards (\$15 thousand), student representation fees from the prior year (\$12.4 thousand) and from incoming transfers from the bookstore of \$125 thousand. Expenditures are projected to equal revenue for a balanced budget. The fund balance at the end of FY2019–20 was \$162.9 thousand.

Fund 73 Student Center Fee

The Student Center Fee Fund is used to account for funds collected from students for the operations of the Student Center. The Associated Student Government and the District administration jointly determine the projects to be funded with a portion of the Student Center fees collected. Revenues are projected at \$102 thousand with projected Expenses of \$138.3 thousand.

The Student Center Fee Fund ending balance at the end of FY2019–20 was \$150.4 thousand.

Fund 74 Student Financial Aid

The District is required to establish and maintain a specific fund for certain types of financial aid programs. The allowable expenditures are strictly regulated by the funding sources, and any unused budget must be returned to the funding agency. Due to the regulations requiring the return of any unused student financial aid funds, no beginning or ending balance is reflected. The budget for FY2020–21 is projected at \$23.7 million, compared to prior year actuals of \$23.0 million. The District was allocated \$2.7 million of the CARES ACT for student financial aid in FY2019–20 and \$1.8 million was disbursed to students by June 30, 2020, thus, \$0.9 million is carried over to FY2020–21.

Federal Student Financial Aid includes

- College Work Study
- SEOG
- Pell Grant
- Federal Direct Loan
- CARES Act Financial Aid

State Financial Aid includes

- Cal Grants
- Student Success Completion Grant
- California College Promise Grant AB19

Fund 79 Other Trust Fund

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

The District established a trust fund for the Other Post Employment Benefit (OPEB) retiree health benefit cost liability. While it is not required to establish a trust fund for the accrued future liability, it is fiscally prudent to establish a trust fund to ensure that the accrued liability is funded (similar to funding a pension plan). Starting in FY2018–19, the District created Fund 79 in the financial system to record the trust balance and activities (revenue from dividends and market changes and trust management fees). At the end of FY2019–20, the trust ending balance was \$27.9 million, with a rate of return of 4.4%. Based on the June 2019 actuarial study, the District was 104.6% funded for accrued liabilities.

**BUDGETED
REVENUES &
EXPENDITURES
BY FUND**

Fund
11&12

General Fund—Total

	FY2018-19 ACTUAL	FY2019-20 ACTUAL UNAUDITED	FY2020-21 FINAL BUDGET
REVENUES			
<i>FEDERAL REVENUES</i>			
Higher Education Act	\$1,656,640	\$2,160,013	\$2,096,784
Student Financial Aid	23,525	20,500	20,000
Perkins: Vocational & Technical Education Act (VTEA)	389,955	417,903	408,840
Temporary Assistance for Needy Families (TANF)	64,646	60,288	60,288
Veterans Education	5,420	2,197	20,272
Workforce Investment Act (WIA)	28,735	—	—
Other Federal Revenues	3,011,804	2,334,498	6,404,259
TOTAL FEDERAL REVENUES	5,180,725	4,995,400	9,010,443
<i>STATE REVENUES</i>			
General Apportionments	1,301,988	1,321,495	723,297
General Categorical Programs	10,075,712	8,550,975	5,875,883
Reimbursable Categorical	3,337,270	3,358,367	4,720,052
Other Special State Funding	1,181,685	1,008,936	3,086,359
Other State Revenues	10,257,993	5,874,301	6,252,408
State Non-Tax Revenue	2,946,036	2,392,818	2,367,200
State Tax Subventions	664,900	684,231	660,000
TOTAL STATE REVENUES	29,765,585	23,191,124	23,685,199
<i>LOCAL REVENUES</i>			
Local Property Taxes	104,864,424	111,003,083	116,664,239
Student Fees & Charges	11,725,256	9,745,597	9,589,893
Contract Services	171,545	133,219	152,419
Interest & Investment Income	943,185	792,666	700,000
Rentals & Leases	164,378	126,125	60,000
Sales & Commissions	94,085	41,038	3
Other Local Revenues	842,731	306,436	32,009
TOTAL LOCAL REVENUES	118,805,605	122,148,165	127,198,563
<i>OTHER FINANCING SOURCES</i>			
Sale of Fixed Assets	38,849	27,068	20,000
NET OTHER FINANCING SOURCES	38,849	27,068	20,000
TOTAL REVENUES	153,790,764	150,361,757	159,914,205

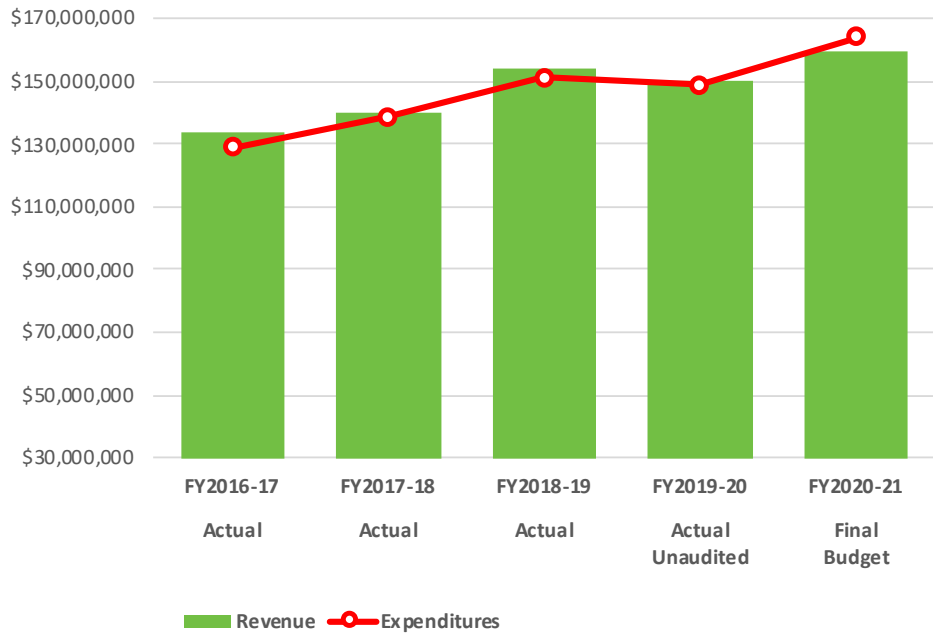
(continued on next page)

**Fund
11 & 12**

General Fund—Total *(continued)*

	FY2018-19 ACTUAL	FY2019-20 ACTUAL UNAUDITED	FY2020-21 FINAL BUDGET
EXPENDITURES			
Academic Salaries	50,634,201	50,839,133	53,500,473
Classified Salaries	34,847,345	37,090,813	39,883,531
Employee Benefits	37,596,876	35,656,864	37,666,191
Supplies & Printing	2,589,000	2,102,922	4,286,099
Other Operating Costs	13,509,970	11,616,591	13,879,528
Capital Outlay	4,641,025	3,130,104	6,936,696
Other Outgo	7,574,560	8,442,721	7,817,366
Contingencies & Suspense	—	—	—
TOTAL EXPENDITURES	151,392,978	148,879,147	163,969,884
REVENUES OVER/(UNDER) EXPENDITURES	2,397,786	1,482,610	(4,055,679)
FUND BALANCES			
FUND BALANCE, JULY 1	30,853,720	33,251,506	34,734,116
FUND BALANCE, JUNE 30	33,251,506	34,734,116	30,678,437

GENERAL FUND—TOTAL: REVENUE & EXPENDITURES



Fund
11

General Fund—Unrestricted

REVENUES

STATE REVENUES

	FY2018-19 ACTUAL	FY2019-20 ACTUAL UNAUDITED	FY2020-21 FINAL BUDGET
General Apportionments	\$1,301,988	\$1,321,495	\$723,297
Reimbursable Categorical	185,605	154,368	—
Other Special State Funding	1,037,999	797,686	1,285,906
Other State Revenues	7,393,481	4,900,943	4,900,943
State Non-Tax Revenue	2,171,062	1,839,424	1,820,000
State Tax Subventions	664,900	684,231	660,000
TOTAL STATE REVENUES	12,755,035	9,698,147	9,390,146

LOCAL REVENUES

Local Property Taxes	104,864,424	111,003,083	116,664,239
Student Fees & Charges	10,559,842	8,690,426	8,961,053
Interest & Investment Income	943,185	792,666	700,000
Rentals & Leases	164,378	126,125	60,000
Sales & Commissions	94,085	41,038	3
Other Local Revenues	686,824	100,606	10,000
TOTAL LOCAL REVENUES	117,312,738	120,753,945	126,395,295

OTHER FINANCING SOURCES

Sale of Fixed Assets	38,849	27,068	20,000
NET OTHER FINANCING SOURCES	38,849	27,068	20,000
TOTAL REVENUES	130,106,621	130,479,160	135,805,441

EXPENDITURES

Academic Salaries	47,013,143	47,665,793	49,983,260
Classified Salaries	27,329,061	28,865,963	31,291,323
Employee Benefits	33,279,631	31,641,595	33,431,797
Supplies & Printing	1,455,033	1,601,259	2,127,757
Other Operating Costs	10,368,929	9,324,971	10,103,558
Capital Outlay	1,558,542	1,837,608	2,557,592
Other Outgo	6,812,202	8,040,335	7,256,000
SCFF Equalization Cut & Categoricals	—	—	—
TOTAL EXPENDITURES	127,816,542	128,977,524	136,751,287

REVENUES OVER/(UNDER) EXPENDITURES

	2,290,080	1,501,636	(945,846)
--	------------------	------------------	------------------

FUND BALANCES

FUND BALANCE, JULY 1	28,448,924	30,739,003	32,240,639
FUND BALANCE, JUNE 30	30,739,003	32,240,639	31,294,793
FUND BALANCE % OF EXPENDITURE	24.0%	25.0%	22.9%

(continued on next page)

Fund 11

General Fund—Unrestricted (continued)

ENDING RESERVE BALANCES

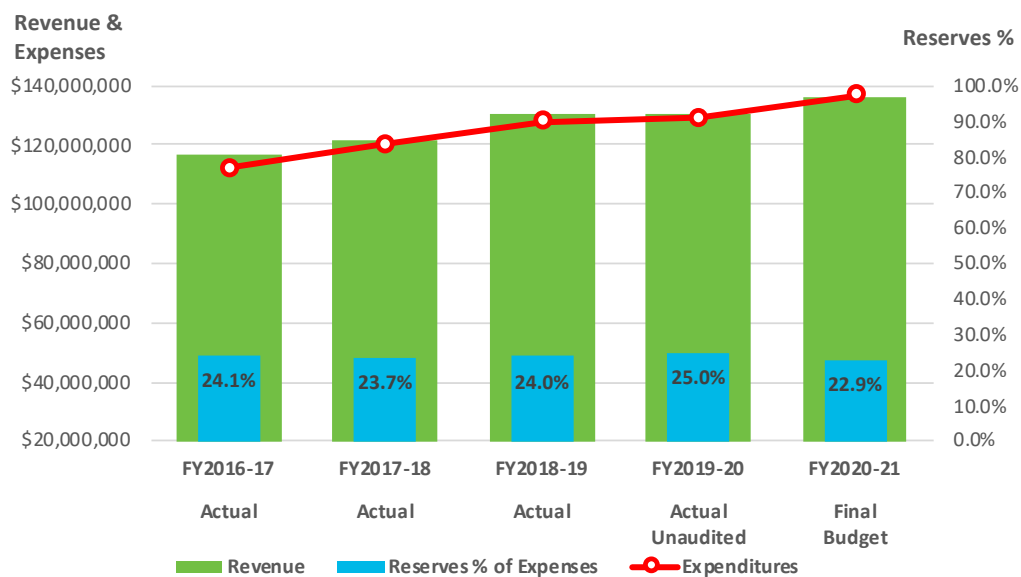
General Reserves 5%
 Reserves for Emergencies 10%
 Reserves for Health Benefits
 Unavailable Ending Balance
 Available Ending Balance
 Total Ending Reserves Balance

	FY2018-19 ACTUAL	FY2019-20 ACTUAL UNAUDITED	FY2020-21 FINAL BUDGET
	6,390,827	6,448,876	6,837,564
	12,781,654	12,897,752	13,675,129
	3,000,000	3,000,000	3,000,000
	22,172,481	22,346,629	23,512,693
	8,566,522	9,894,011	7,782,100
	30,739,003	32,240,639	31,294,793
<hr/>			
	2,600,000	4,600,000	2,800,000
	4,000,000	3,200,000	4,200,000
	50,000	50,000	50,000
	65,000	65,000	65,000
	97,202	125,335	141,000
	6,812,202	8,040,335	7,256,000

Memo: Other Outgo:

To Fund 41—Technology
 To Fund 41—Facilities
 To Fund 61—Insurance
 To Fund 52—Cafeteria
 Fund 11—Financial Aid
 TOTAL OTHER OUTGO

GENERAL FUND—UNRESTRICTED: REVENUE, EXPENDITURES & RESERVES



Fund
12

General Fund—Restricted

REVENUES*FEDERAL REVENUES*

Higher Education Act	\$1,656,640	\$2,160,013	\$2,096,784
Student Financial Aid	23,525	20,500	20,000
Perkins: Vocational & Technical Education Act (VTEA)	389,955	417,903	408,840
Temporary Assistance for Needy Families (TANF)	64,646	60,288	60,288
Veterans Education	5,420	2,197	20,272
Workforce Investment Act (WIA)	28,735	—	—
Other Federal Revenues	3,011,804	2,334,498	6,404,259
TOTAL FEDERAL REVENUES	5,180,725	4,995,400	9,010,443

STATE REVENUES

General Categorical Programs	10,075,712	8,550,975	5,875,883
Reimbursable Categorical	3,151,665	3,203,999	4,720,052
Other State Revenues	2,864,513	973,358	1,351,465
State Non-Tax Revenue	774,974	553,395	547,200
TOTAL STATE REVENUES	17,010,550	13,492,977	14,295,053

LOCAL REVENUES

Student Fees & Charges	1,165,415	1,055,171	628,840
Contract Services	171,545	133,219	152,419
Other Local Revenues	155,907	205,829	22,009
TOTAL LOCAL REVENUES	1,492,867	1,394,220	803,268
TOTAL REVENUES	23,684,143	19,882,597	24,108,764

EXPENDITURES

Academic Salaries	3,621,058	3,173,339	3,517,213
Classified Salaries	7,518,285	8,224,850	8,592,208
Employee Benefits	4,317,245	4,015,269	4,234,394
Supplies & Printing	1,133,967	501,663	2,158,342
Other Operating Costs	3,141,041	2,291,620	3,775,970
Capital Outlay	3,082,483	1,292,496	4,379,104
Other Outgo	762,358	402,386	561,366
TOTAL EXPENDITURES	23,576,436	19,901,623	27,218,597

REVENUES OVER/(UNDER) EXPENDITURES

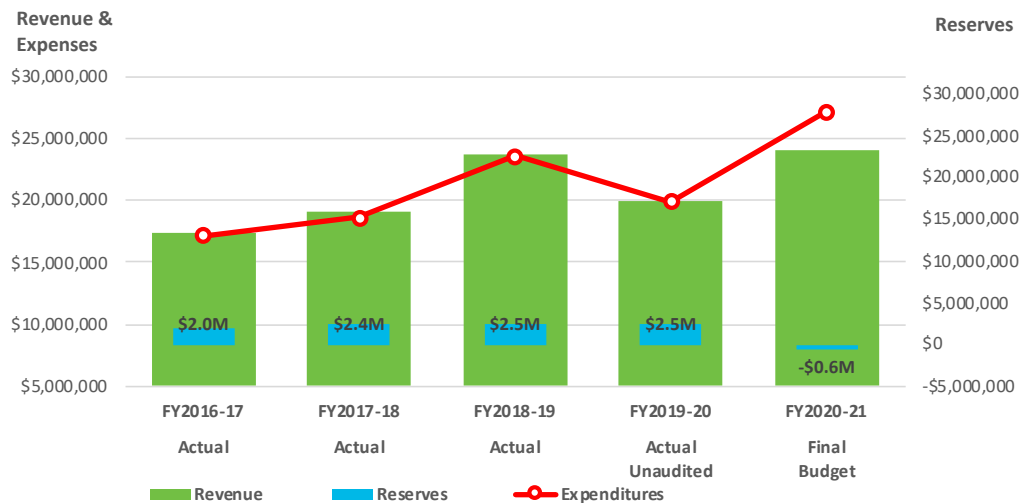
	107,706	(19,026)	(3,109,833)
--	----------------	-----------------	--------------------

FUND BALANCES

FUND BALANCE, JULY 1	2,404,796	2,512,503	2,493,477
FUND BALANCE, JUNE 30	2,512,503	2,493,477	(616,356)



GENERAL FUND—RESTRICTED: REVENUE, EXPENDITURES & RESERVES



2020

Fund 29 Debt Service

REVENUES

LOCAL REVENUES

Interest & Investment Income	\$15,753	\$9,658	—
Rentals & Leases	—	—	—
TOTAL LOCAL REVENUES	15,753	9,658	—

OTHER FINANCING SOURCES

Incoming Transfers	—	—	—
NET OTHER FINANCING SOURCES	—	—	—
TOTAL REVENUES	15,753	9,658	—

EXPENDITURES

Other Operating Costs	1,250	—	—
Debt Payment & Other Outgo	415,575	787,933	—
TOTAL EXPENDITURES	416,825	787,933	—

REVENUES OVER/(UNDER) EXPENDITURES

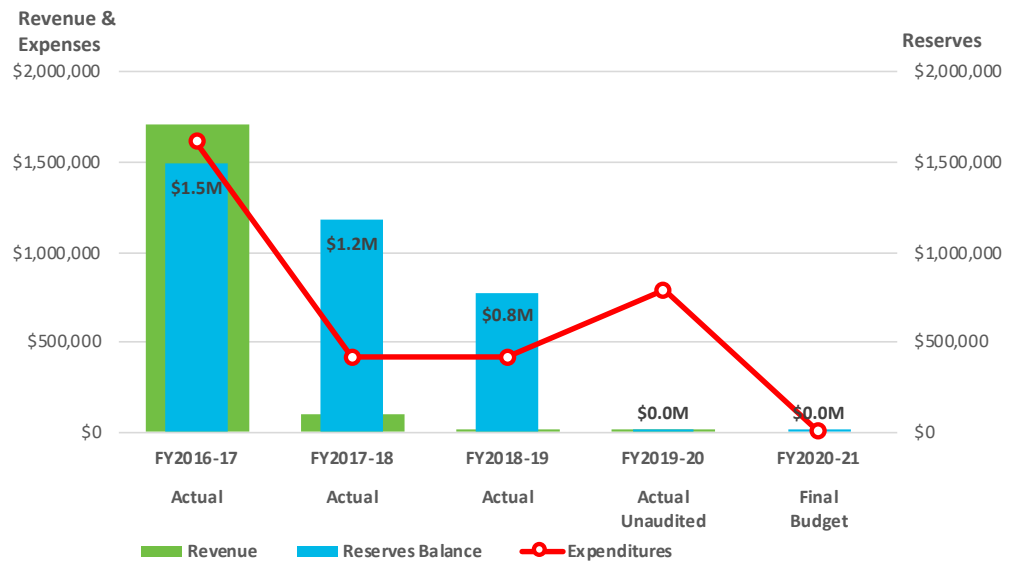
(401,072)	(778,275)	—
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FUND BALANCES

FUND BALANCE, JULY 1	1,179,355	778,283	\$7
FUND BALANCE, JUNE 30	778,283	7	7

	FY2018-19 ACTUAL	FY2019-20 ACTUAL UNAUDITED	FY2020-21 FINAL BUDGET
REVENUES			
<i>LOCAL REVENUES</i>			
Interest & Investment Income	\$15,753	\$9,658	—
Rentals & Leases	—	—	—
TOTAL LOCAL REVENUES	15,753	9,658	—
<i>OTHER FINANCING SOURCES</i>			
Incoming Transfers	—	—	—
NET OTHER FINANCING SOURCES	—	—	—
TOTAL REVENUES	15,753	9,658	—
EXPENDITURES			
Other Operating Costs	1,250	—	—
Debt Payment & Other Outgo	415,575	787,933	—
TOTAL EXPENDITURES	416,825	787,933	—
REVENUES OVER/(UNDER) EXPENDITURES	(401,072)	(778,275)	—
FUND BALANCES			
FUND BALANCE, JULY 1	1,179,355	778,283	\$7
FUND BALANCE, JUNE 30	778,283	7	7

DEBT SERVICE FUND: REVENUE, EXPENDITURES & RESERVES



Note: Final debt service was fully paid by the end of FY2019-20. Reserves \$0.

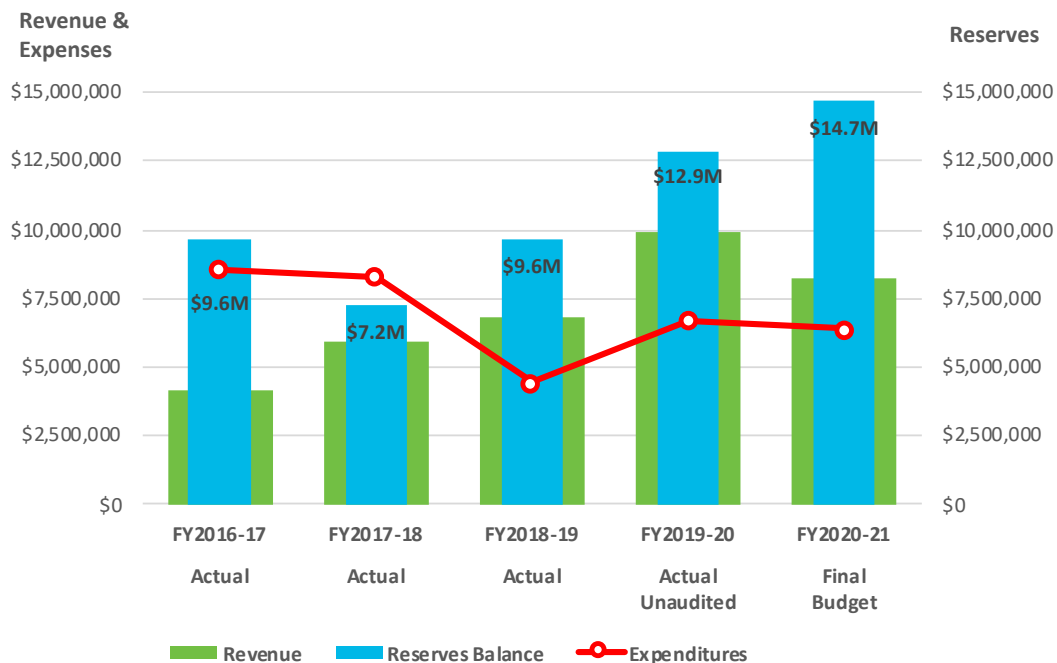
Fund 41 Capital Outlay Projects

	FY2018-19 ACTUAL	FY2019-20 ACTUAL UNAUDITED	FY2020-21 FINAL BUDGET
REVENUES			
<i>LOCAL REVENUES</i>			
Interest & Investment Income	\$184,128	\$228,721	\$200,000
Sales & Commissions	43,147	—	—
Other Local Revenues	—	1,262,425	1,025,000
TOTAL LOCAL REVENUES	227,275	1,491,146	1,225,000
<i>OTHER FINANCING SOURCES</i>			
Incoming Transfers	6,600,000	8,434,433	7,000,000
NET OTHER FINANCING SOURCES	6,600,000	8,434,433	7,000,000
TOTAL REVENUES	6,827,275	9,925,579	8,225,000
EXPENDITURES			
Classified Salaries	7,840	262,963	—
Employee Benefits	2,137	67,559	—
Supplies & Printing	5,627	23,440	5,000
Other Operating Costs	361,027	1,037,165	943,068
Capital Outlay	4,072,283	5,293,915	4,936,503
Contingencies & Suspense	—	—	500,000
TOTAL EXPENDITURES	4,448,914	6,685,041	6,384,571
REVENUES OVER/(UNDER) EXPENDITURES	2,378,361	3,240,538	1,840,429
FUND BALANCES			
FUND BALANCE, JULY 1	7,234,827	9,613,188	12,853,726
FUND BALANCE, JUNE 30	9,613,188	12,853,726	14,694,155
<i>Memo: Expense by Projects</i>			
Technology—AIS	1,639,344	1,421,344	1,600,000
Technology—ERP	1,172,453	3,095,778	1,284,571
Facilities Scheduled Maintenance & FMP	1,637,117	2,167,919	3,500,000
TOTAL EXPENSE BY PROJECTS	4,448,914	6,685,041	6,384,571

Fund 41

Capital Outlay Projects (continued)

CAPITAL OUTLAY PROJECTS FUND: REVENUE, EXPENDITURES & RESERVES



Fund 43 General Obligation Bond

REVENUES

LOCAL REVENUES

Interest & Investment Income
TOTAL LOCAL REVENUES

OTHER FINANCING SOURCES

Proceeds from Financing
NET OTHER FINANCING SOURCES

TOTAL REVENUES

EXPENDITURES

Supplies & Printing
Other Operating Costs
Capital Outlay
Other Outgo

TOTAL EXPENDITURES

REVENUES OVER/(UNDER) EXPENDITURES

FUND BALANCES

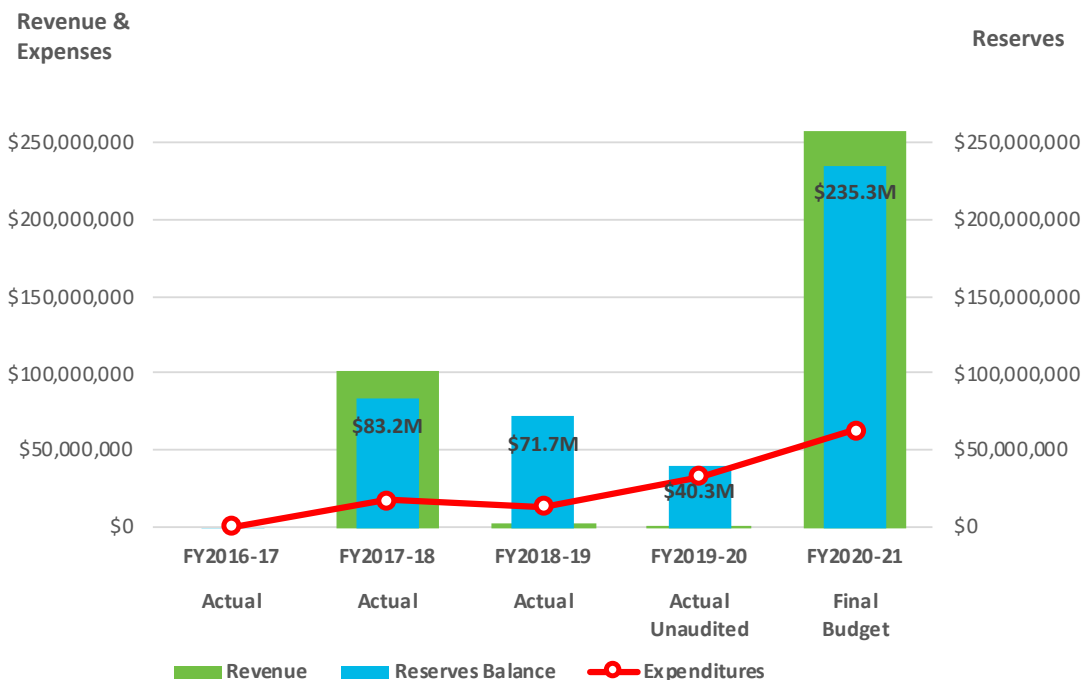
FUND BALANCE, JULY 1
FUND BALANCE, JUNE 30

Memo: Expense by Bond Series

Series A
Series B
TOTAL EXPENSE BY BOND SERIES

	FY2018-19 ACTUAL	FY2019-20 ACTUAL UNAUDITED	FY2020-21 FINAL BUDGET
REVENUES			
LOCAL REVENUES			
Interest & Investment Income	\$1,908,461	\$1,266,031	\$2,853,690
TOTAL LOCAL REVENUES	1,908,461	1,266,031	2,853,690
OTHER FINANCING SOURCES			
Proceeds from Financing	—	—	255,000,000
NET OTHER FINANCING SOURCES	—	—	255,000,000
TOTAL REVENUES	1,908,461	1,266,031	257,853,690
EXPENDITURES			
Supplies & Printing	23,412	30,715	50,000
Other Operating Costs	252,691	296,640	706,000
Capital Outlay	13,169,261	32,330,847	62,112,407
Other Outgo	—	—	—
TOTAL EXPENDITURES	13,445,363	32,658,202	62,868,407
REVENUES OVER/(UNDER) EXPENDITURES	(11,536,903)	(31,392,171)	194,985,283
FUND BALANCES			
FUND BALANCE, JULY 1	83,210,702	71,673,799	40,281,628
FUND BALANCE, JUNE 30	71,673,799	40,281,628	235,266,911
Memo: Expense by Bond Series			
Series A	13,445,363	32,658,202	36,163,622
Series B	—	—	26,704,785
TOTAL EXPENSE BY BOND SERIES	13,445,363	32,658,202	62,868,407

GENERAL OBLIGATION BOND FUND: REVENUE, EXPENDITURES & RESERVES



Note: General Obligation Bond Revenues. FY2017-18 \$100M Series A. FY2020-21, \$255M Series B.

51

Fund 51 Bookstore

REVENUES

LOCAL REVENUES

Interest & Investment Income

Sales & Commissions

TOTAL LOCAL REVENUES

TOTAL REVENUES

EXPENDITURES

Classified Salaries

Employee Benefits

Other Operating Costs

Other Outgo

TOTAL EXPENDITURES

REVENUES OVER/(UNDER) EXPENDITURES

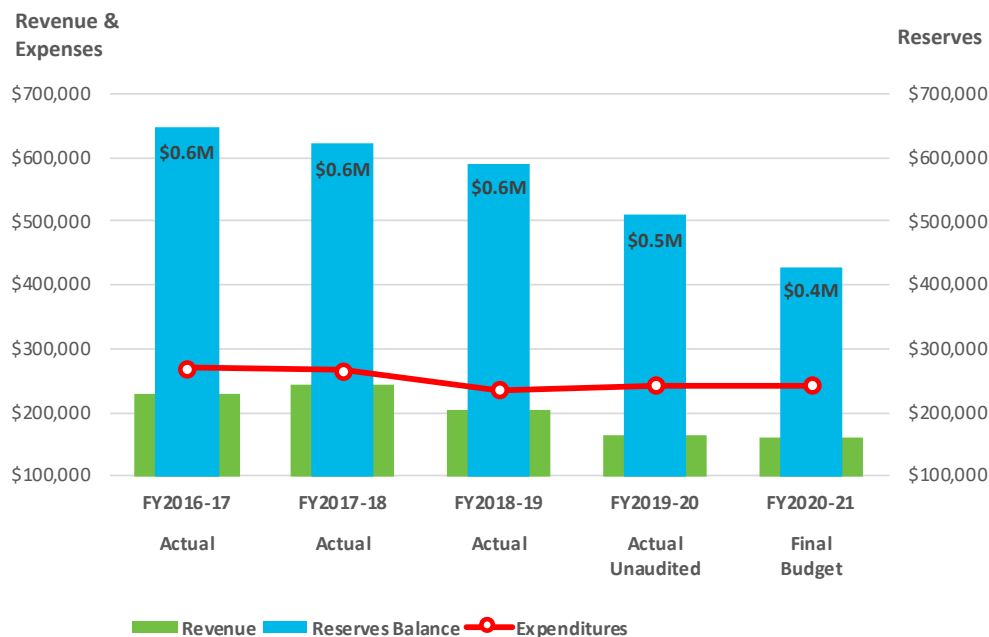
FUND BALANCES

FUND BALANCE, JULY 1

FUND BALANCE, JUNE 30

	FY2018-19 ACTUAL	FY2019-20 ACTUAL UNAUDITED	FY2020-21 FINAL BUDGET
Interest & Investment Income	\$2,775	\$4,717	\$3,000
Sales & Commissions	200,000	157,776	157,000
TOTAL LOCAL REVENUES	202,775	162,493	160,000
TOTAL REVENUES	202,775	162,493	160,000
Classified Salaries	14,328	15,693	16,000
Employee Benefits	6,670	7,125	7,310
Other Operating Costs	54,933	49,475	49,600
Other Outgo	158,615	170,000	170,000
TOTAL EXPENDITURES	234,546	242,293	242,910
REVENUES OVER/(UNDER) EXPENDITURES	(31,771)	(79,800)	(82,910)
FUND BALANCE, JULY 1	621,799	590,028	510,228
FUND BALANCE, JUNE 30	590,028	510,228	427,318

BOOKSTORE FUND: REVENUE, EXPENDITURES & RESERVES



Fund 52 Cafeteria

REVENUES

LOCAL REVENUES

Sales & Commissions

TOTAL LOCAL REVENUES

OTHER FINANCING SOURCES

Incoming Transfers

NET OTHER FINANCING SOURCES

TOTAL REVENUES

EXPENDITURES

Classified Salaries

Employee Benefits

Supplies & Printing

Other Operating Costs

Capital Outlay

Other Outgo

TOTAL EXPENDITURES**REVENUES OVER/(UNDER) EXPENDITURES**

FUND BALANCES

FUND BALANCE, JULY 1

FUND BALANCE, JUNE 30

Memo: Revenue (Incoming Transfers):

From Fund 11—General Fund

From Fund 52—Bookstore

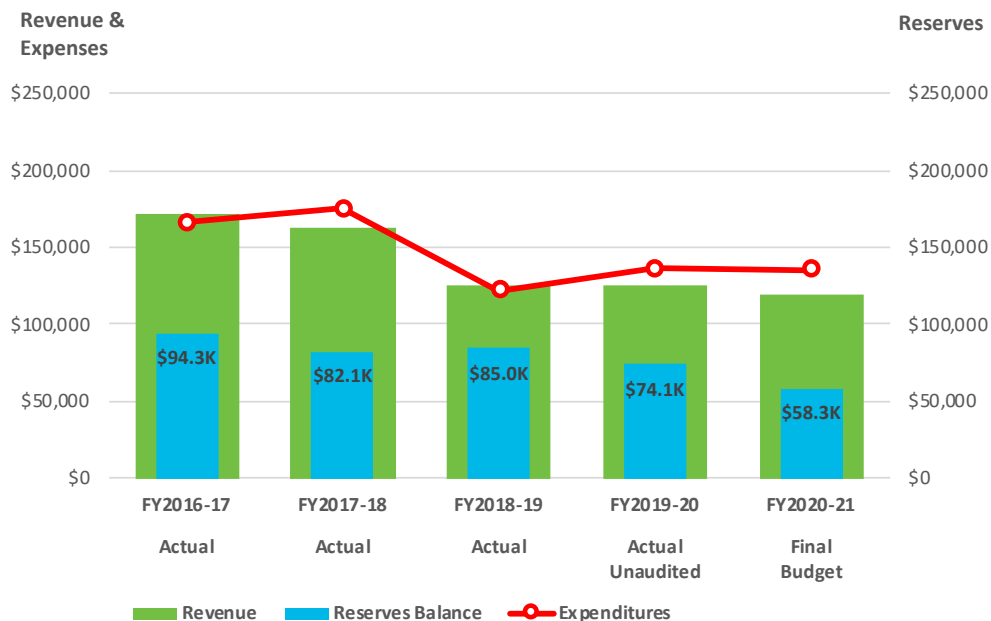
TOTAL INCOMING TRANSFERS

	FY2018-19 ACTUAL	FY2019-20 ACTUAL UNAUDITED	FY2020-21 FINAL BUDGET
REVENUES			
LOCAL REVENUES			
Sales & Commissions	\$26,385	\$15,753	\$10,000
TOTAL LOCAL REVENUES	26,385	15,753	10,000
OTHER FINANCING SOURCES			
Incoming Transfers	98,615	110,000	110,000
NET OTHER FINANCING SOURCES	98,615	110,000	110,000
TOTAL REVENUES	124,999	125,753	120,000
EXPENDITURES			
Classified Salaries	4,776	5,231	5,300
Employee Benefits	2,223	2,375	2,562
Supplies & Printing	2,366	1,775	3,000
Other Operating Costs	112,732	127,195	125,000
Capital Outlay	—	—	—
Other Outgo	—	—	—
TOTAL EXPENDITURES	122,097	136,576	135,862
REVENUES OVER/(UNDER) EXPENDITURES	2,902	(10,824)	(15,862)
FUND BALANCES			
FUND BALANCE, JULY 1	82,062	84,965	74,141
FUND BALANCE, JUNE 30	84,965	74,141	58,279
<i>Memo: Revenue (Incoming Transfers):</i>			
From Fund 11—General Fund	65,000	65,000	65,000
From Fund 52—Bookstore	33,615	45,000	45,000
TOTAL INCOMING TRANSFERS	98,615	110,000	110,000

52

Fund 52 Cafeteria (continued)

CAFETERIA FUND: REVENUE, EXPENDITURES & RESERVES



61

Fund 61 Self-Insurance

REVENUES

LOCAL REVENUES

Interest & Investment Income
 Other Local Revenues
TOTAL LOCAL REVENUES

OTHER FINANCING SOURCES

Incoming Transfers
 NET OTHER FINANCING SOURCES
TOTAL REVENUES

EXPENDITURES

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

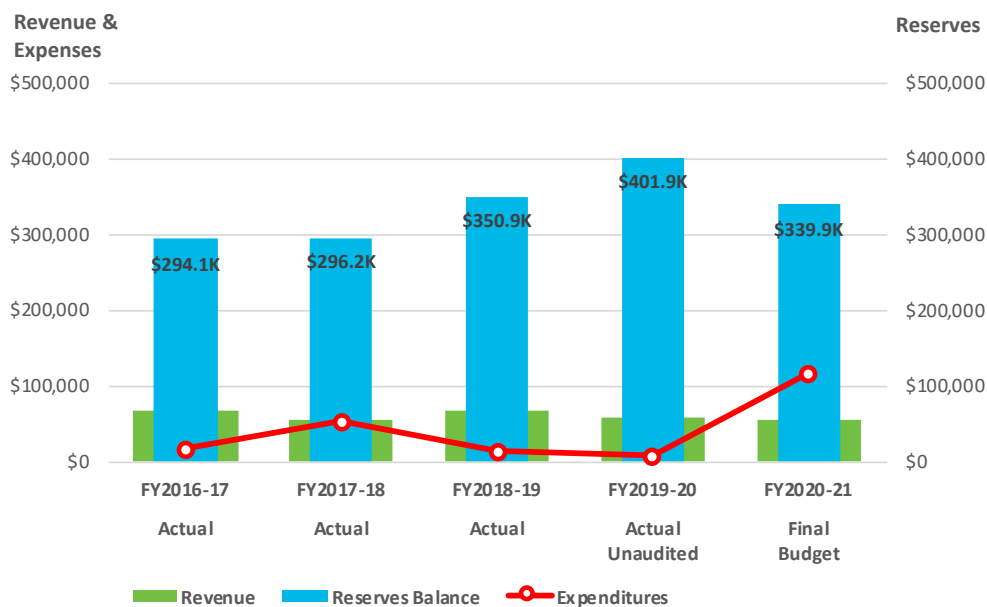
REVENUES OVER/(UNDER) EXPENDITURES

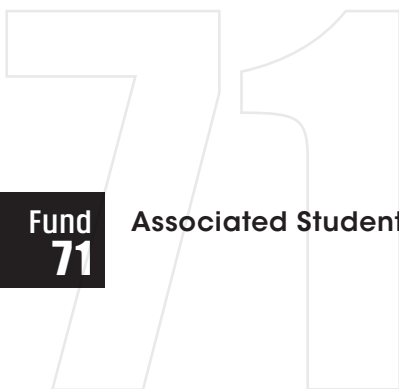
FUND BALANCES

FUND BALANCE, JULY 1
 FUND BALANCE, JUNE 30

	FY2018-19 ACTUAL	FY2019-20 ACTUAL UNAUDITED	FY2020-21 FINAL BUDGET
TOTAL LOCAL REVENUES	17,780	8,427	4,000
NET OTHER FINANCING SOURCES	50,000	50,000	50,000
TOTAL REVENUES	67,780	58,427	54,000
TOTAL EXPENDITURES	13,000	7,410	116,000
REVENUES OVER/(UNDER) EXPENDITURES	54,780	51,017	(62,000)
FUND BALANCE, JULY 1	296,150	350,930	401,947
FUND BALANCE, JUNE 30	350,930	401,947	339,947

SELF-INSURANCE FUND: REVENUE, EXPENDITURES & RESERVES





Fund 71 Associated Student Government

REVENUES

LOCAL REVENUES

Student Fees & Charges
Rentals & Leases
Other Local Revenues
TOTAL LOCAL REVENUES

OTHER FINANCING SOURCES

Incoming Transfers
NET OTHER FINANCING SOURCES
TOTAL REVENUES

EXPENDITURES

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

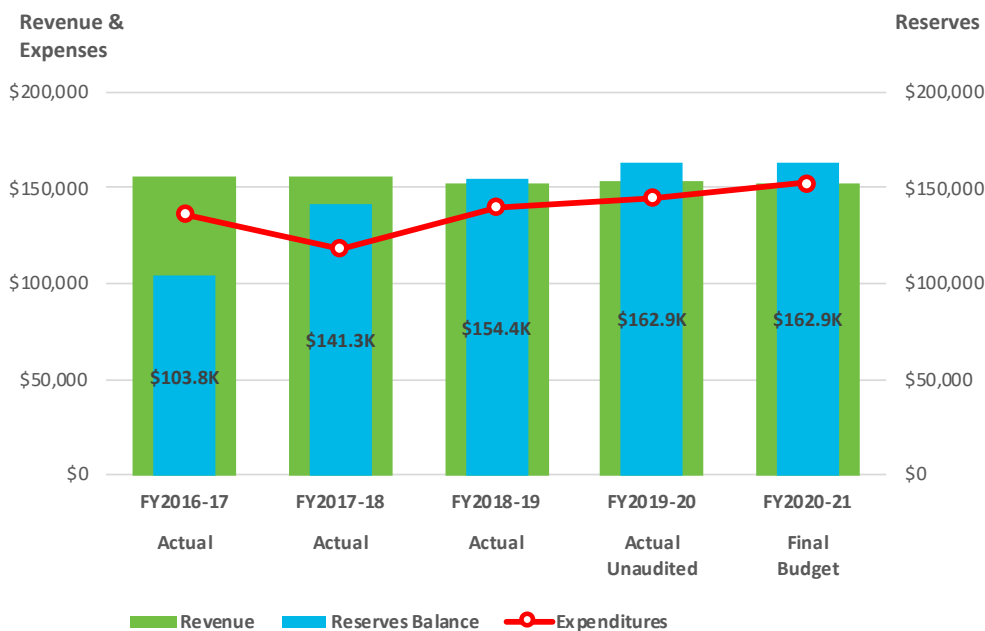
REVENUES OVER/(UNDER) EXPENDITURES

FUND BALANCES

FUND BALANCE, JULY 1
FUND BALANCE, JUNE 30

	FY2018-19 ACTUAL	FY2019-20 ACTUAL UNAUDITED	FY2020-21 FINAL BUDGET
Student Fees & Charges	—	—	\$12,400
Rentals & Leases	\$200	\$250	—
Other Local Revenues	27,580	27,720	15,000
TOTAL LOCAL REVENUES	27,780	27,970	27,400
Incoming Transfers	125,000	125,000	125,000
NET OTHER FINANCING SOURCES	125,000	125,000	125,000
TOTAL REVENUES	152,780	152,970	152,400
Classified Salaries	10,699	14,507	15,000
Employee Benefits	2,023	1,342	1,600
Supplies & Printing	48,000	39,306	50,000
Other Operating Costs	63,833	77,887	70,300
Capital Outlay	2,823	—	500
Other Outgo	12,250	11,476	15,000
TOTAL EXPENDITURES	139,628	144,518	152,400
REVENUES OVER/(UNDER) EXPENDITURES	13,152	8,452	—
FUND BALANCE, JULY 1	141,259	154,412	162,864
FUND BALANCE, JUNE 30	154,412	162,864	162,864

ASSOCIATED STUDENT GOVERNMENT FUND: REVENUE, EXPENDITURES & RESERVES



73

Fund 73 Student Center Fee

REVENUES

LOCAL REVENUES

Student Fees & Charges

Interest & Investment Income

TOTAL LOCAL REVENUES

TOTAL REVENUES

EXPENDITURES

Classified Salaries

Employee Benefits

Supplies & Printing

Other Operating Costs

Capital Outlay

Contingencies & Suspense

TOTAL EXPENDITURES

REVENUES OVER/(UNDER) EXPENDITURES

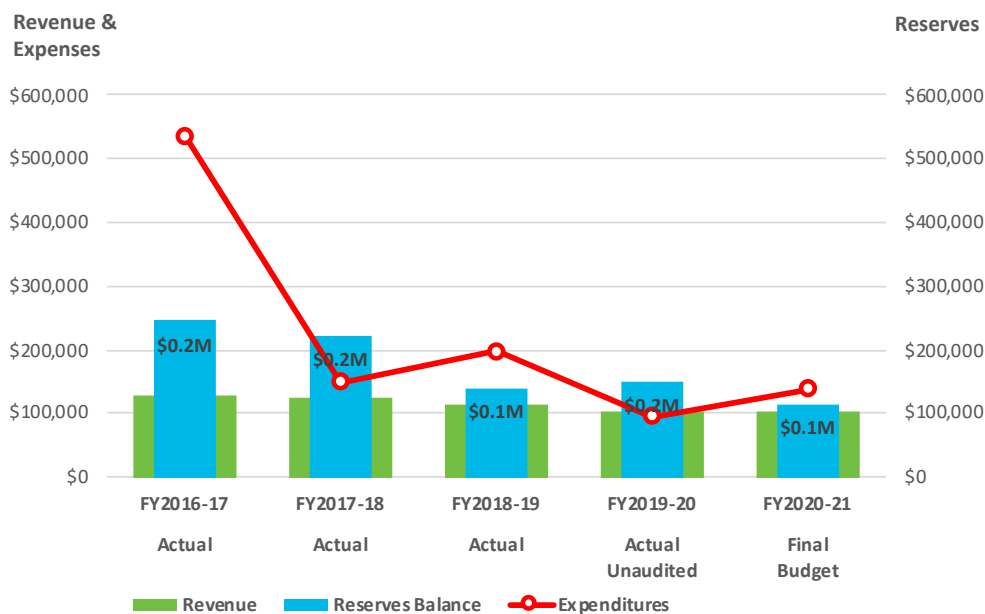
FUND BALANCES

FUND BALANCE, JULY 1

FUND BALANCE, JUNE 30

	FY2018-19 ACTUAL	FY2019-20 ACTUAL UNAUDITED	FY2020-21 FINAL BUDGET
Student Fees & Charges	\$109,172	\$100,500	\$100,000
Interest & Investment Income	4,881	3,920	2,000
TOTAL LOCAL REVENUES	114,053	104,420	102,000
TOTAL REVENUES	114,053	104,420	102,000
Classified Salaries	73,731	66,800	78,000
Employee Benefits	27,562	18,987	20,300
Supplies & Printing	205	241	2,000
Other Operating Costs	3,753	400	8,000
Capital Outlay	91,809	7,997	10,000
Contingencies & Suspense	—	—	20,000
TOTAL EXPENDITURES	197,060	94,426	138,300
REVENUES OVER/(UNDER) EXPENDITURES	(83,008)	9,994	(36,300)
FUND BALANCE, JULY 1	223,405	140,397	150,391
FUND BALANCE, JUNE 30	140,397	150,391	114,091

STUDENT CENTER FEE FUND: REVENUE, EXPENDITURES & RESERVES



Note: FY2015-16 & FY2016-17 2-Yr Remodel Project Expenses \$1.0M

Fund 74 Student Financial Aid

REVENUES

FEDERAL REVENUES

Student Financial Aid
TOTAL FEDERAL REVENUES

STATE REVENUES

General Categorical Programs
TOTAL STATE REVENUES
TOTAL REVENUES

EXPENDITURES

Other Outgo
TOTAL EXPENDITURES

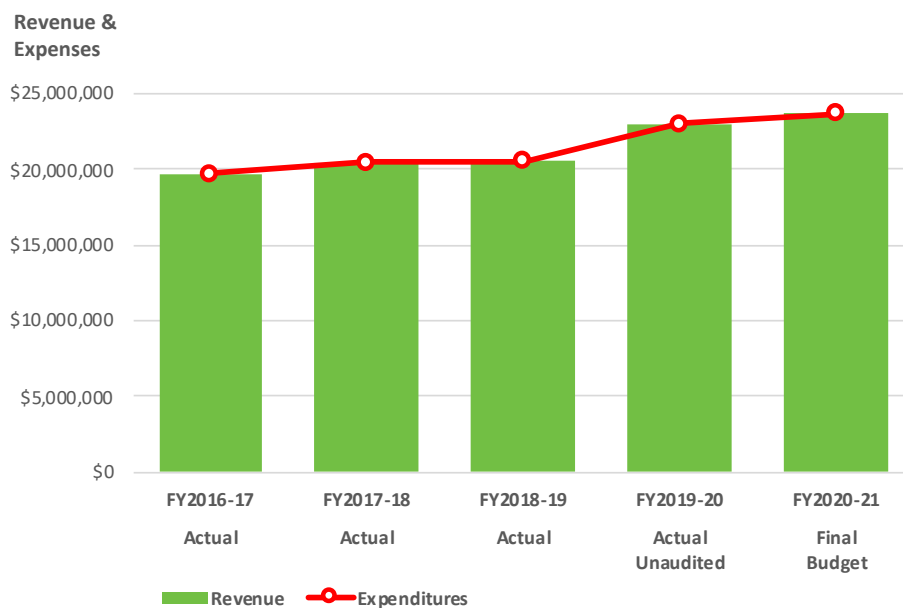
REVENUES OVER/(UNDER) EXPENDITURES

FUND BALANCES

FUND BALANCE, JULY 1
FUND BALANCE, JUNE 30

	FY2018-19 ACTUAL	FY2019-20 ACTUAL UNAUDITED	FY2020-21 FINAL BUDGET
Student Financial Aid	\$18,244,160	\$19,736,186	\$18,694,503
TOTAL FEDERAL REVENUES	18,244,160	19,736,186	18,694,503
General Categorical Programs	2,349,965	3,263,814	5,029,891
TOTAL STATE REVENUES	2,349,965	3,263,814	5,029,891
TOTAL REVENUES	20,594,125	22,999,999	23,724,394
Other Outgo	20,594,125	22,999,999	23,724,394
TOTAL EXPENDITURES	20,594,125	22,999,999	23,724,394
REVENUES OVER/(UNDER) EXPENDITURES	—	—	(0)
FUND BALANCE, JULY 1	—	—	—
FUND BALANCE, JUNE 30	—	—	(0)

STUDENT FINANCIAL AID FUND: REVENUE & EXPENDITURES



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

79

Fund 79 Other Trust—OPEB

REVENUES

LOCAL REVENUES

Interest & Investment Income

TOTAL LOCAL REVENUES

TOTAL REVENUES

EXPENDITURES

Other Operating Costs

TOTAL EXPENDITURES

REVENUES OVER/(UNDER) EXPENDITURES

FUND BALANCES

FUND BALANCE, JULY 1

FUND BALANCE, JUNE 30

ACTUARIAL STUDY 2019—ACCRUED LIABILITY

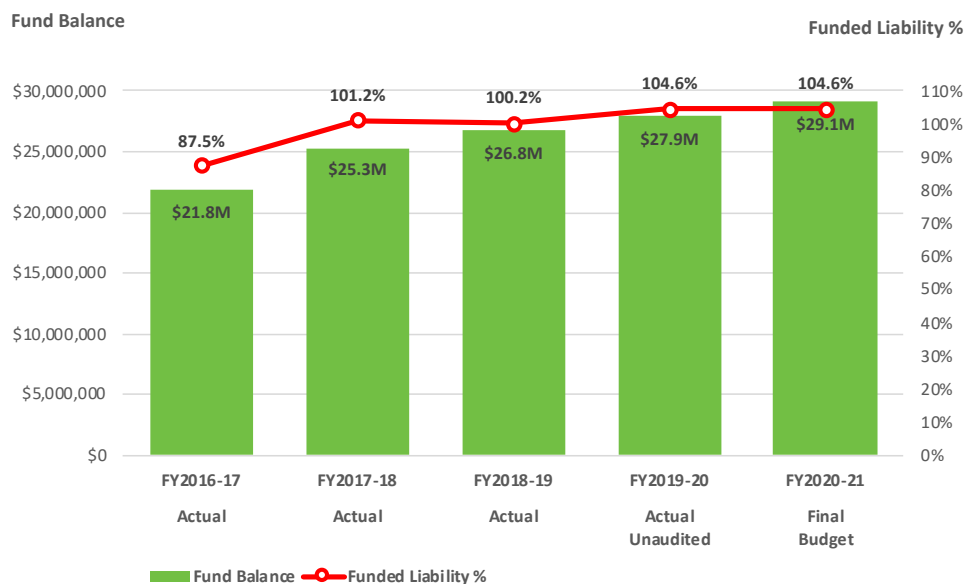
ACCRUED FUNDED LIABILITY RATIO

RATE OF RETURN, PORTFOLIO TARGET

RATE OF RETURN, ACTUAL

	FY2018-19 ACTUAL	FY2019-20 ACTUAL UNAUDITED	FY2020-21 FINAL BUDGET
Interest & Investment Income	\$1,536,630	\$1,202,327	\$1,200,000
TOTAL LOCAL REVENUES	1,536,630	1,202,327	1,200,000
TOTAL REVENUES	1,536,630	1,202,327	1,200,000
Other Operating Costs	37,186	38,117	38,000
TOTAL EXPENDITURES	37,186	38,117	38,000
REVENUES OVER/(UNDER) EXPENDITURES	1,499,444	1,164,210	1,162,000
FUND BALANCE, JULY 1	25,267,059	26,766,503	27,930,713
FUND BALANCE, JUNE 30	26,766,503	27,930,713	29,092,713
ACTUARIAL STUDY 2019—ACCRUED LIABILITY	26,714,849	26,714,849	26,714,849
ACCRUED FUNDED LIABILITY RATIO	100.2%	104.6%	104.6%
RATE OF RETURN, PORTFOLIO TARGET	6.0%	6.0%	6.0%
RATE OF RETURN, ACTUAL	5.9%	4.4%	

OTHER TRUST—OPEB FUND: BALANCE & FUNDED LIABILITY



Note: FY2020-21 Fund Balance & % is driven by the Stock and Bond markets.

CAPITAL EXPENDITURES

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

Comprehensive Master Plan

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

Facilities Master Plan Update

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

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

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

5-Year Capital Improvement Construction Plan

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

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

In July 2020, the Board of Trustees approved the 2022–2026 5-Year Capital Improvement Construction, identifying the projects to be completed to meet projected facility needs of the District.

Program Review Needs

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

Planning Priorities

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

HIGHEST PRIORITY

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

HIGH PRIORITY

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

Total Cost of Ownership

The Budget and Planning Committee (BPC) total cost of ownership (TCO) subcommittee was formed to review and improve the current practices used to address TCO regarding facilities, equipment maintenance and replacement, and technology. In 2014, the TCO subcommittee developed findings and recommendations for BPC to consider for future implementation. One of the 307 recommendations included integrating TCO into the program review and resource allocation process. In 2016, the college hired a construction program management consultant to develop an improved TCO process and report. The TCO process was updated and revised in July 2020 to ensure that the data is current. Findings from the report will be used to improve the college’s efforts in capital planning in order to include more accurate reflections of the TCO of new facilities construction, as well as deferred maintenance, staffing needs, and equipment costs.

Implementing the 5-Year Capital Improvement Construction Plan

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

Prior to the sale of the District's first \$100 million bond allotment in September 2017, and second bond allotment of \$255 million in September 2020, MiraCosta Community College District earned the highest ratings of AAA from each allotment by both Moody’s Investors Services (Moody’s) and Standard & Poor’s Global (S&P). Both rating services recognized the District’s solid financial position, experienced management team, and construction track record in their reports.

Proposed Capital Projects

OCEANSIDE CAMPUS

ACTIVE PROJECTS IN FY2020-2021

- Athletic Field Renovation
 - Currently in construction; complete construction fall 2020
- Building 1000 Renovation
 - Currently in design; scheduled to begin construction spring 2021
- New Parking Lot 5A, PV, Tennis
 - Currently in design; scheduled to begin construction spring 2021
- Building 5000 Gym Complex
 - In design
- Building New 5100 Allied Health
 - In design
- Building 1400 New Student Services
 - In design
- Building New 1300 Chemistry & Biotechnology
 - In design
- Strong Workforce Development Lab
 - In design

BUILDING 1000 ADMINISTRATION RENOVATION

Major renovation of the buildings mechanical, electrical and plumbing systems along with structural upgrades will be done. Additionally, some remodeling/repurposing of space for staff offices in the building will occur. The estimated budget for this project is \$12,815,305.

NEW PARKING LOT 5A, PHOTOVOLTAIC & TENNIS

A new parking lot supplying 537 parking spots will be located to the south of the new Allied Health hub near the main entrance to the campus. A new drive aisle leading to the lot will be strategically located to provide a four-way intersection which will simplify the vehicular entrance sequence to the campus. A reconfiguration and expansion of Lot 5A will provide 97 parking spaces north of the health hub with a direct adjacency to the new gym complex. The estimated budget for this project is \$13,609,435.

BUILDING 5000 NEW GYMNASIUM COMPLEX

The Gym Complex will replace the existing gym buildings and provide a consolidated location for athletics instruction spaces, locker rooms, kinesiology, and the Wellness Center. Its proximity to the new Allied Health building will help to create a health and wellness hub with shared outdoor spaces. The master plan assumes a single-story building. The Gym Complex design will be coordinated with the new Allied Health building to provide a unified campus and design aesthetic. The estimated budget for this project is \$40,348,405.

TRACK & FIELD AND SUPPORT BUILDING RENOVATION

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

OCEANSIDE CAMPUS

BUILDING 5100 NEW ALLIED HEALTH

A new facility for Allied Health will provide a consolidated location and appropriate facilities for all of the Allied Health programs. The location of the Allied Health building will allow the building to act as a terminus to the main east-west campus promenade. Coupling the Allied Health building with the new Gym Complex will create a new health and wellness academic hub and allow for inter-professional collaboration. The preliminary program includes state-of-the art simulation spaces, including patient rooms and operation rooms, as well as hands-on skills labs and classrooms. The master plan recommends a single-story building, whose design is coordinated with the gym complex to create a unified campus and design aesthetic. The estimated budget for this project is \$24,502,185.

BUILDING 1400 NEW STUDENT SERVICES

(INCLUDES VETERANS)

The new Student Services building will consolidate all of the student service functions, currently scattered throughout the campus, to a single one-stop-shop. In addition to allowing the services programs to grow to serve a growing student population, this new building will dramatically improve the student experience for both current and prospective students. Located at the current Pedley Park, the new building is strategically located to act as a gateway building for the campus, providing a much-needed sense of entry and easy wayfinding for new or prospective students. Proposed as a two-story structure, the building will also allow access and entry from the street level for visitors and campus promenade level for current students. The estimated budget for this project is \$58,112,380.

BUILDING 1300 NEW CHEMISTRY & BIOTECHNOLOGY

The new Chemistry & Biotechnology building will provide a state-of-the-art science facility for 21st century learning science environments. As the biotechnology program continues to expand as its baccalaureate degree comes online, the building will provide a new, larger home for the program. Also included in the preliminary program are new chemistry labs and 40-person, flexible classrooms. To maintain the scale of the campus and respond to nearby buildings, the master plan recommends a single-story building. As the building is placed over a site grade change, a multi-story building may be explored. The estimated budget for this project is \$37,379,358.

NEW NORTH CAMPUS PARKING LOT 4C EXTENSION

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

BUILDING 2800 NEW ARTS/MEDIA SERVICES

The new Arts/Media Services building will house a wide variety of functions, serving the students of the arts hub and the campus as a whole, including the art gallery, student study spaces, faculty offices, the media arts labs, and a food or coffee cart type element. It will serve as the main student resources space for the arts hub, providing dedicated student-friendly study and collaboration spaces. Proposed as a single-story building, the building should engage the campus promenade and offer display opportunities for the arts. The estimated budget for this project is \$16,441,641.

OCEANSIDE CAMPUS

BUILDING 1200 LIBRARY RENOVATION & MODERNIZATION

Major renovation and modernization work will be done to remodel and/or repurpose the building for new functions. The scope includes renovation of the existing academic information systems office suite to centralize staff and provide for growth, as well as provide new student study spaces. Modernization will include general interior finish and FF&E upgrades, building envelope repairs and accessibility updates. The estimated budget for this project is \$26,109,335.

BUILDING 3000 CLASSROOMS RENOVATION

Major renovation work and full remodeling will occur to repurpose the building to construct new 21st century learning environments (classrooms and study space) as well as additional faculty office space. Provide student study and collaboration space. The estimated budget for this project is \$7,410,092.

BUILDING 3200 STUDENT RESOURCES RENOVATION

Major renovation work and full remodeling will occur to renovate existing classrooms to 21st century learning environments (classrooms and study space), create student study and collaboration spaces and upgrade restrooms that meet ADA accessibility requirements. The estimated budget for this project is \$3,538,726.

BUILDING 3300 CLASSROOMS RENOVATION

Major renovation work and full remodeling will occur to renovate existing classrooms to 21st century learning environments (classrooms, labs and study space), construct additional faculty office space and replace the roof. The project will also provide a minimum of three classrooms (mix of TACs and tables & chairs) for 40 students each, at least one computer lab, student study space and a minimum of 2,100 square feet of office space. The estimated budget for this project is \$4,821,705.

BUILDING 3700 CLASSROOMS RENOVATION

Major renovation work and full remodeling will occur to renovate existing classrooms to 21st century learning environments (classrooms, labs and study space) and construct additional faculty office space. The estimated budget for this project is \$4,184,198.

BUILDING 4100 OFFICE/MEETING SPACE RENOVATION

Major renovation work and full remodeling will occur to repurpose the existing Wellness Center to offices and meeting spaces. The estimated budget for this project is \$3,010,033.

BUILDING 3100 OFFICE/CLASSROOMS RENOVATION

Moderate renovation work will occur to update office space finishes, replace mechanical and plumbing systems, and accessibility upgrades. The estimated budget for this project is \$4,730,593.

CAMPUS WIDE ADA IMPROVEMENT PROJECT RENOVATION

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

BUILDING 4700 OFFICE RENOVATION

Moderate renovation work will occur to update office space finishes, replace mechanical and plumbing systems and accessibility upgrades. The estimated budget for this project is \$1,692,448.

OCEANSIDE CAMPUS

CAMPUS WIDE UTILITY INFRASTRUCTURE PROJECT RENOVATION

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

NEW MONUMENT SIGNAGE

A new monument sign at the entrance to the Oceanside Campus will provide immediate campus identity and improve the wayfinding for visitors. This signage will create defined entry threshold for the campus. The estimated budget for this project is \$160,452.

STRONG WORKFORCE DEVELOPMENT LAB/ TRAILER

The new Strong Workforce Development Lab will house a dedicated computer lab with enough seats, storage and flexibility to offer CE classes in Cybersecurity, Computer Science and Business courses that require the use of computers. The estimated budget for this project is \$601,025.

SWING SPACE

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

RENOVATION OF BUILDING 3400 STUDENT CENTER (NEW PROJECT)

Major renovation to Building 3400 will include complete renovation of interiors including reconfiguring interior partitions, finishes, and FF&E (furniture, fixtures, and equipment), major renovation of building systems, substantial impact to building envelope and roof, restroom and accessibility upgrades, additional student spaces at vacated art gallery, and interior and exterior accessibility upgrades. The estimated budget for this project is \$17,393,729.

BUILDING 4500 SCIENCE RENOVATION

Major renovations will convert existing Chemistry labs and associated support spaces to new labs for Physical and Earth Science programs. The project will include upgrades of all remaining science labs, accessibility upgrades, and the replacement of aging air handling units. The estimated budget for this project is \$26,805,516.

SAN ELIJO CAMPUS

ACTIVE PROJECTS IN FY2020-2021

- Building 200 Fine Arts Renovation
 - Complete construction fall 2020
- Building 1100 New Student Services & Administration Building
 - Complete construction fall 2020
- Building 100 Library Renovation
 - Design completed. Complete construction summer 2021
- Building 400 Science Labs Renovation
 - In design
- Building 900 Student Center Renovation
 - In design
- Building 100 Library Renovation
 - In design
- Temporary Portables/Swing Space Phase 5
 - Ongoing

SWING SPACE

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

BUILDING 1100 NEW STUDENT SERVICES & ADMINISTRATION

The Student Services & Administration Building will provide a new gateway and face of the Elijo campus. It will replace the existing administration building and consolidate all of the student services operations under one roof. The new building will provide administrative offices and meetings spaces, allowing staff to properly serve the student body. The estimated budget for this project is \$13,980,978.

BUILDING 200 FINE ARTS LABS RENOVATION

Modernization work will include primarily the upgrade of interior spaces and repair the exterior elements and/or building systems. Specific areas included in the scope are full building modernization of classrooms and labs, replacement of heat pumps and roof re-tiling. The estimated budget for this project is \$4,292,280.

BUILDING 100 LIBRARY RENOVATION

Moderate renovation work will focus on improving existing functions through systems and space upgrades. The renovations will include renovating computer labs into an expanded tutoring center, renovating electrical systems, replacing heat pump, and roof re-tiling. The estimated budget for this project is \$5,798,064.

BUILDING 900 STUDENT CENTER RENOVATION

Moderate modernization work will focus on improving existing functions through systems and space upgrades. The renovations will include reconfiguring the bookstore to student spaces, including additional student life/club spaces and general meeting space, general building renovation, and roof re-tiling. The estimated budget for this project is \$2,435,079.

BUILDING 400 SCIENCE LABS RENOVATION

Moderate renovation work will focus on improving existing functions through systems and space upgrades. The renovations will include improving classrooms and science lab spaces to developed space standards and fix configuration issues, and roof re-tiling. The estimated budget for this project is \$3,870,386.

BUILDING 800 DEMOLITION

The sole demolition project at Elijo campus involves removing the existing administration building. The building is being replaced with a new Student Services building. This existing building is poorly organized and lacks adequate space for staff and offices; existing spaces are also poorly configured. The estimated budget for this project is \$121,792.

SAN ELIJO CAMPUS

CENTRAL CAMPUS QUAD RENOVATION

The central quad will link together key student-focused facilities, such as the student center, library, and Student Services building, and create dynamic outdoor areas that can supplement instruction and study, while also providing welcoming and engaging areas to gather and socialize. The planned entry plaza and quad landscaping will enhance campus identity and provide a sense of arrival. The design will include a blend of hard and soft-scapes, with attractive native plantings and bio wales that will help mitigate drainage issues, create a more sustainable landscape, and comply with anticipated storm water runoff regulations. The estimated budget for this project is \$1,785,343.

MECHANICAL & ELECTRICAL UTILITIES RENOVATION

The electrical needs of the campus are being served by four transformers located throughout the campus, which is comprised of ten separate buildings. Each transformer meets the demands of a cluster of buildings. As part of planned upgrades to facility systems, replacements are planned for transformers, panel boards, and switchboards which have or are near to completing their useful life expectancy. A number of heat pumps and cooled circuit coolers are past their life expectancy and will be replaced along with aging boilers to improve utility efficiencies and reduce maintenance. The estimated budget for this project is \$1,127,737.

BUILDING 700 RENOVATION

Building 700 serves as the home for the campus' facilities team. The building renovation project will include replacement of the aging heat pump and roof retiling. The estimated budget for this project is \$571,579.

NEW MONUMENT SIGNAGE

New monument signage at the San Elijo Campus will provide immediate campus identity and improve the wayfinding for visitors. This signage will create defined entry threshold for the campus. The estimated budget for this project is \$167,281.

COMMUNITY LEARNING CENTER

ACTIVE PROJECTS IN FY2019-2020

- Building 300 New Student Services
 - Complete construction spring 2021
- Buildings A & B Renovations (Future Buildings 100 & 200)
 - In design

BUILDING 300 NEW STUDENT SERVICES

The new Student Services building provides the flexibility to become a student-friendly space that consolidates the study and social spaces into a single dynamic environment or a student services center that provides the staff spaces required to properly serve the needs of the CLC. The estimated budget for this project is \$12,605,973.

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

The renovation scope includes complete renovation of interiors including reconfiguring interior partitions, finishes, and FF&E (furniture, fixtures, and equipment), renovation of building systems, substantial impact to building envelope and roof, and restroom and accessibility upgrades. The renovation of instructional spaces will continue the current classroom modernization effort already underway on the Oceanside Campus. These projects primarily deal with the upgrade of interior space or the repair of exterior elements and/or building systems, restrooms & accessibility upgrades. The estimated budget for this project is \$13,421,405.

PARKING & BUILDING C DEMOLITION

Building C was constructed as a temporary facility in 2002. It is underutilized and poorly organized, and will be demolished to create space for critically-needed parking. The estimated budget for this project is \$2,090,562.

Capital Improvement Construction Plan Update—Projects by Campus

Following is a comprehensive list of planned Capital Construction Projects identified in the 2016 Facilities Master Plan (subject to change) and other capital improvement plan projects:

OCEANSIDE CAMPUS

NEW BUILDING PROJECTS

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

RENOVATION PROJECTS

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

MODERNIZATION PROJECTS

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

INFRASTRUCTURE PROJECTS

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

LANDSCAPE PROJECTS

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

SITE IMPROVEMENT PROJECTS

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

PARKING PROJECTS

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

SAN ELIJO CAMPUS

NEW BUILDING PROJECTS

- Student Services & Administration Building

RENOVATION PROJECTS

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

MODERNIZATION PROJECTS

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

INFRASTRUCTURE PROJECTS

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

LANDSCAPE PROJECTS

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

COMMUNITY LEARNING CENTER

NEW BUILDING PROJECTS

- Student Services Building

RENOVATION PROJECTS

- Building A, Student Resources

MODERNIZATION PROJECTS

- Building A & B, Classrooms

INFRASTRUCTURE PROJECTS

- Natural Gas Repair

PARKING PROJECTS

- Expanded & Reconfigured Parking

LANDSCAPE PROJECTS

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

DEBT MANAGEMENT

Legal Debt Limits

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

Lease Revenue/Purchase Bonds

The 2010B Lease Revenue Bond of \$3.07 million matured in 2019 and the final debt service payment was made in FY2019-20. The 2010B bond was a refining bond of a previous 1999 bond used for the construction of the Community Learning Center.

The 2015 Lease Purchase Bond of \$12.65 million with a maturity date of 2030 was paid with the proceeds from the 2017 General Obligation Bond. The principle was \$12.1 million and is placed in an escrow account with U.S. Bank, N.A. to pay the remaining principle and interest through 2030. This debt has been removed from MCCD’s financial statements. If the balance in the escrow account does not cover the final bond payment, the District will be obligated to transfer the necessary funds. The 2015 bond was used for capital improvement projects for new instructional space and modernization, renovation, and included repairs of many buildings, parking areas, and sewer lines.

General Obligation Bond Debt Service

The San Diego County Treasury manages the debt service on behalf of the District. Funds are collected from the District’s taxpayer to service the annual debt payments.

Series A Bonds, September 2017: \$100 million general obligation bonds with various maturity dates, with the final date in 2042.

Series B Bonds, September 2020: \$255 million general obligation bonds with various maturity dates, with the final date in 2045.

Both Series A and Series B bonds are for the Facilities Master Plan projects listed in the previous section.

Post-Employment Benefits

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

From the June 30, 2019, actuarial study and the OPEB Trust balance as of June 30, 2020, the District is 104.6% funded of the Total OPEB Liability (TOL).

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

OPEB FUNDING PROGRESS AS OF JULY 1, 2020	
Actuarial Total OPEB Liability (TOL)	\$26,714,849
Trust Fund Asset Value (6/30/2020)	27,930,713
Net OPEB Liability Funded	104.6%

LONG-RANGE FINANCIAL PLANNING

Economic Conditions

The District's economic condition is directly affected by the economic wellbeing of the state of California. The California Community Colleges Chancellor's Office, the California Department of Finance, and the California Legislative Analyst's Office (LAO) have predicted a 3.5% steady growth in California's economic health. According to the November 2019 California's Fiscal Outlook, issued by the LAO, the state budget situation is positive. The city of San Diego's economic outlook from fiscal year 2021–2025 from the November 2019 report,

predicted a 5.25% growth for FY2019–20 and a 5% growth for FY2020–21. MCCCD received an updated District property assessment growth of 5.1% in July 2020 for FY2020–21, which was used for the FY2020–21 budget. The local property tax growth has a direct impact to the District's annual revenues, since MCCCD is one of six community colleges that are funded by local property tax revenues and not through the state apportionment funding formula for general funds. The following economic outlook predicts a declining growth rate in the next 4 years.

ECONOMIC TRENDS

[Fiscal Year 2021–2025 Five-Year Financial Outlook, City of San Diego]*

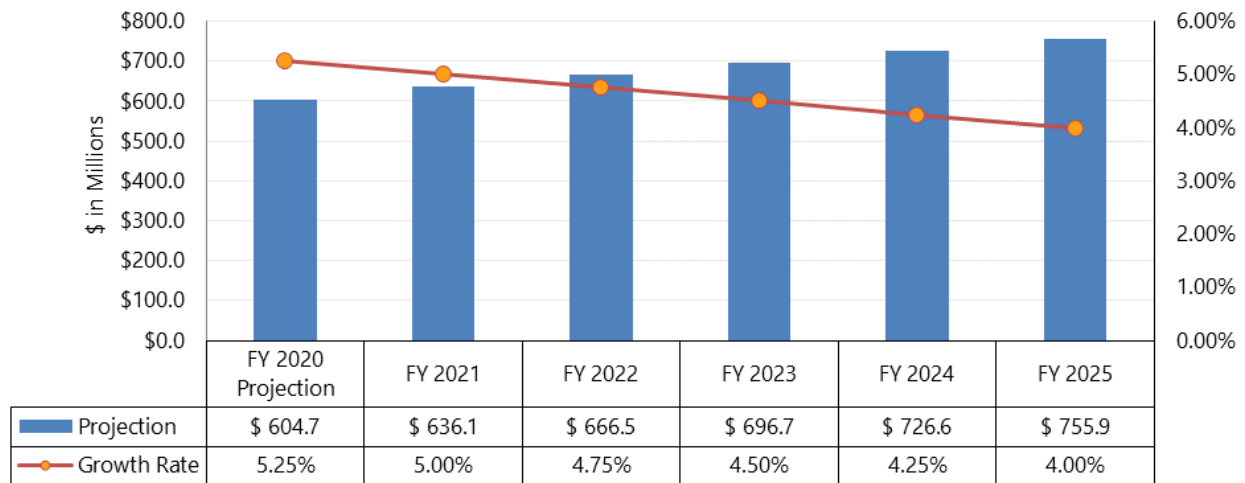
The major economic drivers of property tax revenue are the California Consumer Price Index (CCPI), home sales, home price, and foreclosures. The CCPI limits assessed valuation growth under Proposition 13 which specifies that a property's value may increase at the rate of the CCPI but cannot exceed 2.0 percent per year unless the property is improved or sold to establish a new assessed value.

In compliance with Revenue and Taxation Code section 51, the San Diego County Assessor's Office uses the October CCPI to assess property values under Proposition 13. However, at the time of preparing this report, the October

(continued on next page)

Figure 2.4 - Property Tax Revenue Projections: Fiscal Years 2021 - 2025

Projections including Redevelopment Property Tax Trust Fund (RPTTF)



Note: This forecast represents estimates from November 2019, prior to the COVID-19 economic impacts.

*Source: <https://www.sandiego.gov/sites/default/files/fy21-25outlook.pdf>

[page 13]

ECONOMIC TRENDS *(continued)*

CCPI had not yet been released. The latest CCPI released by the California Department of Finance (DOF) was 281.247 as of August 2019, a 2.7 percent increase from the August 2018 CCPI of 273.844. Assuming the CCPI holds constant, the assessed valuation of properties not improved or sold will increase by 2.0 percent for FY 2020, the maximum allowable increase.

The City has experienced a modest positive growth in home prices, with an increase of 1.97 percent in the median home price from August 2018 to August 2019. Despite the rise in home prices, the growth in the number of home sales has slowed. Year-to-date home sales, as of August 2019, have decreased by 2.3 percent compared to August 2018.

Based on property sales as of August 2019 and an approximate 2.7 percent increase in the CCPI, the City's estimated assessed valuation will see a positive increase for FY 2021. [page 11]

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

The tables on pages 77–78 outline MiraCosta College District's 5-Year Financial Plan of the General Fund's unrestricted revenues and expenditures for FY2020–21 through FY2024–25. The long-range plan links directly to the District's institutional goals outlined on page 8 and the board directives. The 5-Year Financial Plan continues to fund programs and initiatives for student success by investing in resources while enabling the college to be flexible and change with the needs of the students and the local community.

The 5-Year Financial Plan revenue assumption from local property tax revenues decreases from 5.1% to 3.0% over five years, more conservative than the San Diego economic outlook report which was completed in November 2019, prior to the COVID-19 pandemic and resulting economic downturn.

Expenses are projected to increase each year due to annual salary step-and-column increases, health benefit costs, CalSTRS and CalPERS increases, and inflation. Two new, full time faculty were hired for 2020–21; new faculty and classified positions will be assessed through Program Review and assumed as To-Be-Determined (TBD). Enrollment is projected to grow at a modest 1% for the next four years.

Due to the economic outlook at the state level and uncertainty of the state's categorical funding, the District assumed additional expenses in the general fund unrestricted fund to cover for those programs in FY2021–22 and FY2022–23.

In summary, the plan includes some modest revenue growth and expenditures to retain a fund balance above 15% of expenditures through FY2024–25. This plan assumes revenue growth rates more conservative than the San Diego Fiscal Outlook Report. Should economic conditions match the local economic outlook and MiraCosta College manages its expenditures, the reserve balance in FY2024–25 will remain above 15%.

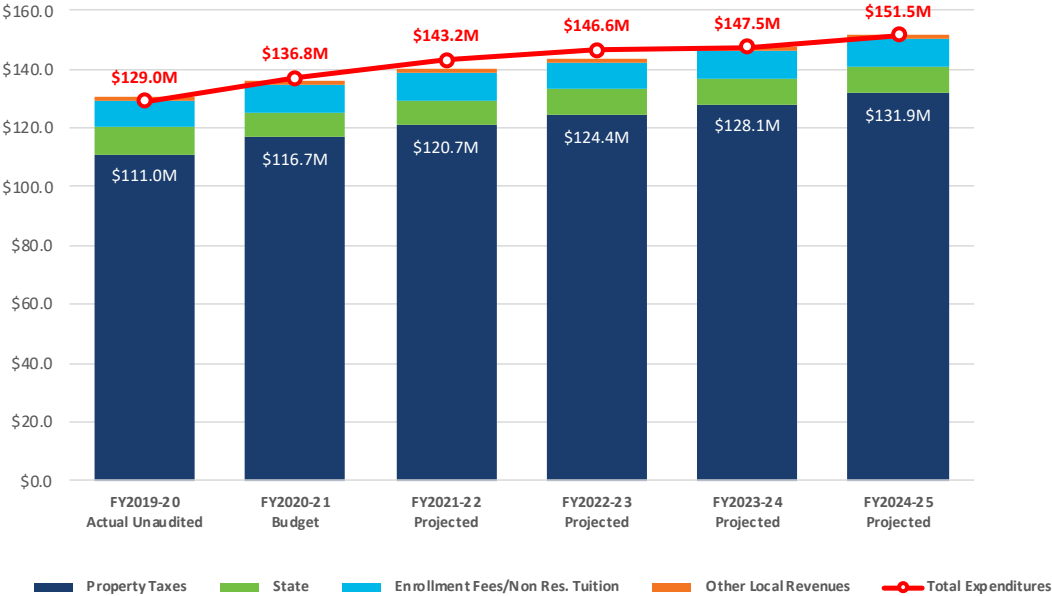
5-YEAR FINANCIAL PLAN

GENERAL FUND—UNRESTRICTED					
	FY2020-21 BUDGET	FY2021-22 PROJECTED	FY2022-23 PROJECTED	FY2023-24 PROJECTED	FY2024-25 PROJECTED
ASSUMPTIONS					
Proposition 55 to Year 2030 (Proposition 30 Extension) Sales Tax—Ends December 2016; Income Tax Extended	FT Fac Deferred Pmt, No Chg to EPA	No Change EPA & FT Fac Gen Apprt	No Change EPA & FT Fac Gen Apprt	No Change EPA & FT Fac Gen Apprt	No Change EPA & FT Fac Gen Apprt
Property Tax Revenue % Change	5.10%	3.50%	3.00%	3.00%	3.00%
Enrollment Fee Increases (Enrollment Revenues)	1%	1%	1%	1%	1%
DISTRICT PLANS					
Enrollment (Credit & Noncredit)	1.0%	1.0%	1.0%	1.0%	1.0%
Academic Salaries: Step & Column	1.5%	1.2%	1.2%	1.2%	1.2%
Academic Salaries: COLA	2.25%	TBD	TBD	TBD	TBD
Academic Salaries: Change in Positions, Programs, or Services (Program Review & Staffing Plan)	Hire 2 New Faculty from 2019-20 Program Review	Program Review, Replacements	Program Review, Replacements	Program Review, Replacements	Program Review, Replacements
Classified Salaries: Step & Column	2.0%	1.0%	1.0%	1.0%	1.0%
Classified Salaries: COLA	2.25%	TBD	TBD	TBD	TBD
Classified Salaries: Change in Positions, Programs, or Services (Program Review & Staffing Plan)	Program Review, Minimum Wage, Parking Fund Loss, Cost Shift to GFU, Fill Open Reqs	Program Review, Minimum Wage, Removed Police Salary from GFU	Program Review, Student Worker Minimum Wage, Fill Open Reqs	Program Review, Student Worker Minimum Wage, Fill Open Reqs	Program Review, Student Worker Minimum Wage, Fill Open Reqs
Classified Salaries: Salary Adjustment (CC Study)	0.50%	No Adjustment	No Adjustment	No Adjustment	No Adjustment
Benefits: Rate Increase	9.0%	15.0%	10.0%	4.0%	4.0%
Benefits: Change in Positions, Programs or Services (Program Review & Staffing Plan)	Increases for STRS/ PERS, New Hires, New Benefits	Increases for STRS/ PERS, New Hires, New Benefits	Increases for STRS/ PERS, New Hires, New Benefits	Increases for STRS/ PERS, New Hires, New Benefits	Increases for STRS/ PERS, New Hires, New Benefits
COVID-19 Expenses in General Fund—Unrestricted	Increase for COVID-19	Reduce for COVID-19	No adjustment	No adjustment	No adjustment
Supplies, Printing, Copy Charges: Inflation	2.0%	2.0%	2.0%	2.0%	2.0%
Other Operating Expenses: Inflation	2.0%	2.0%	2.0%	2.0%	2.0%
Other Operating Expenses: Changes in Programs or Services	No Changes	No Changes	No Changes	No Changes	No Changes
Capital Outlay	No Changes	No Changes	No Changes	No Changes	No Changes
Transfers Out from General Fund—Unrestricted to Fund 41—Tech & Facilities	Reduce ERP, Increase for FMP	Reduce ERP, Increase for FMP	Reduce ERP, Reduce for FMP	Reduce for FMP	Increase for FMP

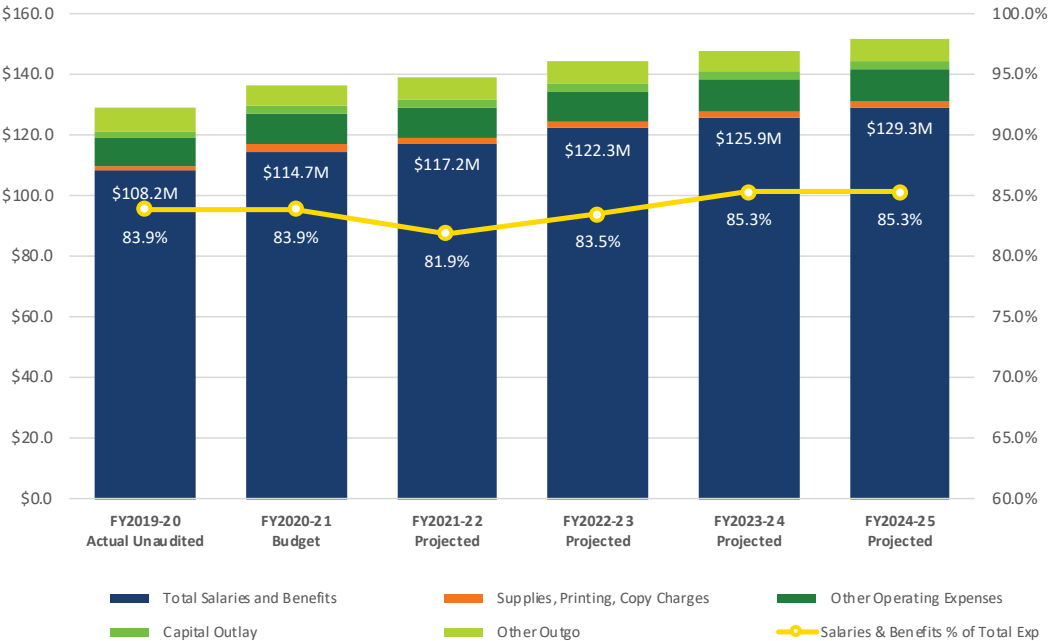
5-YEAR FINANCIAL PLAN (continued)

GENERAL FUND—UNRESTRICTED							
	FY2019-20 BUDGET	FY2019-20 ACTUAL UNAUDITED	FY2020-21 BUDGET	FY2021-22 PROJECTED	FY2022-23 PROJECTED	FY2023-24 PROJECTED	FY2024-25 PROJECTED
REVENUES							
State	\$12,684,412	\$9,698,147	\$8,765,934	\$8,765,934	\$8,765,934	\$8,765,934	\$8,765,934
Property Taxes	110,527,103	111,003,083	116,664,240	120,747,489	124,369,913	128,101,011	131,944,041
Enrollment Fees/Nonresident Tuition	9,929,000	8,690,426	8,961,053	9,050,664	9,141,170	9,232,582	9,324,908
Other Local Revenues	882,805	1,087,504	1,414,214	1,414,214	1,522,487	1,522,487	1,522,487
TOTAL REVENUES	134,023,320	130,479,160	135,805,441	139,978,300	143,799,504	147,622,014	151,557,370
EXPENDITURES							
Academic Salaries	49,769,536	47,665,793	49,983,260	50,413,059	50,938,016	51,469,272	52,006,904
Classified Salaries	30,172,346	28,865,963	31,291,323	30,982,793	31,742,621	32,690,047	33,646,947
Benefits	35,127,879	31,641,595	33,431,797	35,842,955	39,649,083	41,700,022	43,613,323
TOTAL SALARIES & BENEFITS	115,069,761	108,173,351	114,706,380	117,238,807	122,329,719	125,859,341	129,267,174
Supplies, Printing, Copy Charges	1,964,726	1,601,259	2,127,757	1,970,312	2,009,718	2,049,913	2,090,911
Other Operating Expenses	10,399,729	9,324,971	10,103,558	10,105,629	10,307,742	10,513,897	10,724,175
Capital Outlay	2,411,117	1,837,608	2,557,592	2,357,592	2,357,592	2,357,592	2,357,592
Categorical Cut, GFU Funded			0	3,800,000	2,000,000	0	0
Other Outgo	8,065,700	8,040,335	7,256,000	7,723,500	7,556,000	6,756,000	7,056,000
TOTAL EXPENDITURES	137,911,033	128,977,524	136,751,287	143,195,840	146,560,771	147,536,742	151,495,852
NET REVENUES LESS EXPENDITURES	-3,887,713	1,501,636	-945,846	-3,217,540	-2,761,267	85,271	61,518
FUND BALANCE							
BEGINNING FUND BALANCE	30,739,004	30,739,004	32,240,640	31,294,794	28,077,254	25,315,987	25,401,258
NET REVENUES LESS EXPENDITURES	-3,887,713	1,501,636	-945,846	-3,217,540	-2,761,267	85,271	61,518
ENDING FUND BALANCE	26,851,291	32,240,640	31,294,794	28,077,254	25,315,987	25,401,258	25,462,776
FUND BALANCE % OF EXPENDITURE BUDGET	19.5%	25.0%	22.9%	19.6%	17.3%	17.2%	16.8%

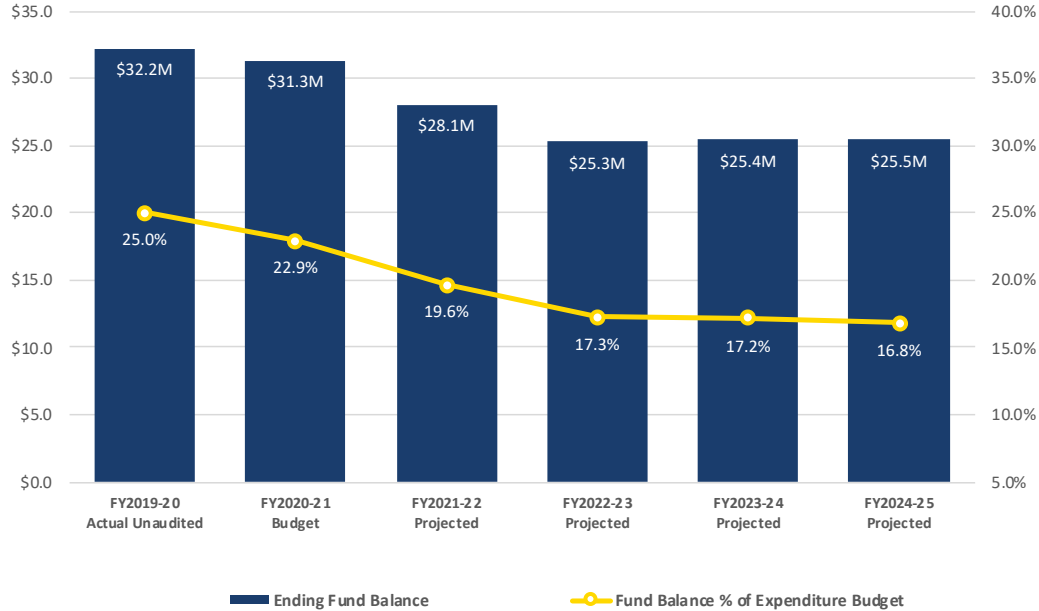
GENERAL FUND—UNRESTRICTED REVENUE 5-YEAR FINANCIAL PLAN



GENERAL FUND—UNRESTRICTED EXPENSE 5-YEAR FINANCIAL PLAN



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

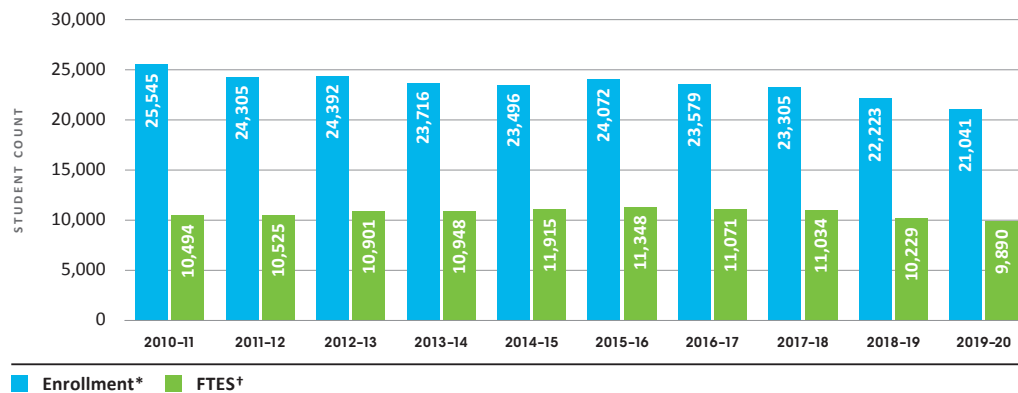


FULL-TIME EQUIVALENT STUDENTS (FTES)

	ENROLLMENT				GENDER			ETHNICITY								
	ENROLLMENT*	% CHANGE	FTES†	% CHANGE	FEMALE	MALE	NOT INDICATED	AFRICAN-AMERICAN	AMERICAN INDIAN/ALASKAN NATIVE	ASIAN	FILIPINO	HISPANIC	MULTI-ETHNICITY	PACIFIC ISLANDER	UNKNOWN	WHITE NON-HISPANIC
2019–2020	21,041	-5%	9,889.9	-3%	59%	40%	2%	3.1%	0.5%	6.0%	2.3%	39.3%	6.0%	0.6%	4.4%	37.9%
2018–2019	22,223	-5%	10,229.3	-7%	59%	40%	1%	3.2%	0.4%	6.4%	2.2%	40.0%	6.4%	0.5%	2.2%	38.9%
2017–2018	23,305	-1%	11,034.1	0%	59%	40%	1%	3.1%	0.3%	6.1%	2.2%	38.6%	6.6%	0.5%	1.9%	40.7%
2016–2017	23,579	-2%	11,071.0	-2%	59%	41%	0%	3.2%	0.3%	6.2%	2.3%	37.4%	6.2%	0.5%	2.0%	41.9%
2015–2016	24,072	2%	11,348.3	2%	58%	42%	0%	3.2%	0.4%	5.9%	2.2%	36.9%	6.2%	0.4%	2.0%	42.8%
2014–2015	23,496	-1%	11,915.4	1%	57%	42%	0%	3.4%	0.3%	5.8%	2.2%	35.1%	6.2%	0.4%	2.1%	44.6%
2013–2014	23,716	-3%	10,948.4	0%	57%	43%	0%	3.7%	0.4%	5.8%	2.2%	33.7%	5.7%	0.5%	2.2%	46.0%
2012–2013	24,392	0%	10,901.5	4%	58%	42%	0%	3.7%	0.4%	5.7%	2.3%	32.3%	5.4%	0.5%	2.2%	47.6%
2011–2012	24,305	-5%	10,525.0	0%	58%	42%	0%	3.9%	0.5%	5.7%	2.4%	30.0%	4.8%	0.6%	2.6%	49.6%
2010–2011	25,545	-3%	10,494.1	-3%	58%	42%	0%	3.9%	0.5%	5.7%	2.3%	29.1%	4.1%	0.6%	3.3%	50.5%
2009–2010	26,385	11%	10,803.0	14%	59%	41%	0%	3.8%	0.6%	5.7%	2.4%	27.3%	3.1%	0.7%	4.5%	52.1%
2008–2009	23,876	8%	9,440.8	11%	59%	40%	2%	5.0%	1.0%	5.5%	3.0%	24.0%	0.0%	1.1%	9.8%	50.7%
2007–2008	22,127	4%	8,536.6	6%	59%	40%	1%	3.8%	0.9%	6.0%	2.8%	26.4%	0.0%	0.9%	8.1%	51.1%
2006–2007	21,266	1%	8,026.4	4%	58%	41%	1%	3.8%	0.7%	5.7%	2.6%	26.1%	0.0%	0.8%	8.2%	52.1%

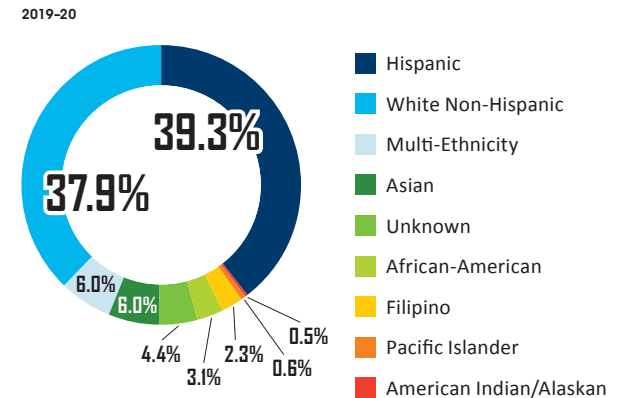
Source: CCCO MIS Data Mart. Web. August 7, 2018. <http://datamart.ccco.edu/DataMart.aspx> & CCFS320 Reports
 *Student Count includes both credit and noncredit students. †FTES Based on factored CCFS320 reports, credit residents and noncredit students.

ENROLLMENT



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

ETHNICITY



HISTORY OF ASSESSED PROPERTY VALUATION

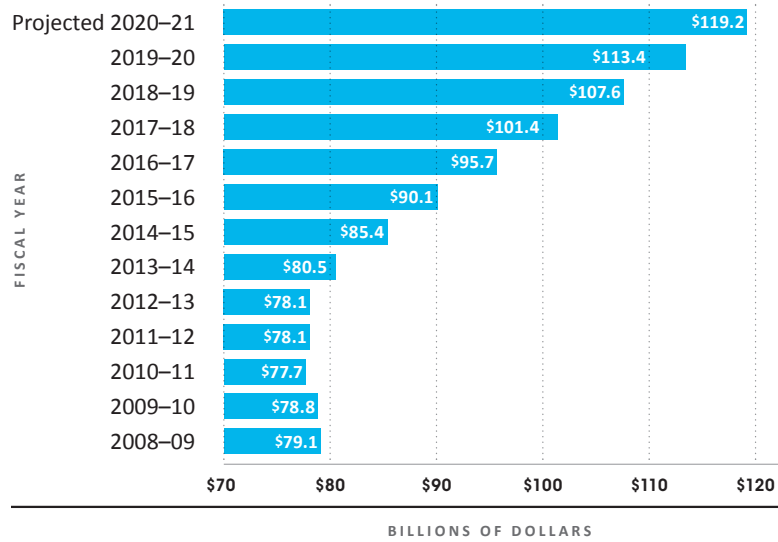
HISTORY OF PROPERTY TAX REVENUE

FISCAL YEAR	ASSESSED PROPERTY VALUE	% ANNUAL CHANGE	PROPERTY TAX REVENUE	ANNUAL CHANGE	% ANNUAL CHANGE
2020–21 Projected	\$119,220,225,291	5.2%	\$116,664,239	\$5,661,157	5.1%
2019–20	113,352,688,040	5.4%	111,003,082	6,138,658	5.9%
2018–19	107,567,920,063	6.1%	104,864,424	5,403,570	5.4%
2017–18	101,407,690,857	6.0%	99,460,854	5,531,155	5.9%
2016–17	95,706,910,876	6.2%	93,929,699	5,526,057	6.3%
2015–16	90,127,485,749	5.5%	88,403,642	5,289,086	6.4%
2014–15	85,414,276,107	6.1%	83,114,556	4,972,125	6.4%
2013–14	80,517,356,225	3.1%	78,142,430	2,312,294	3.0%
2012–13	78,091,797,697	0.0%	75,830,136	2,464,987	3.4%
2011–12	78,093,638,317	0.5%	73,365,149	863,640	1.2%
2010–11	77,743,591,710	-1.3%	72,501,509	-1,754,634	-2.4%
2009–10	78,800,671,137	-0.4%	74,256,143	-1,945,433	-2.6%
2008–09	79,100,117,601	6.1%	76,201,576	2,766,870	3.8%
Average Annual Change: Last 5 years		5.8%			5.7%
Average Annual Change: Last 10 years		4.4%			4.9%
Average Annual Change: Last 13 years		3.7%			3.7%

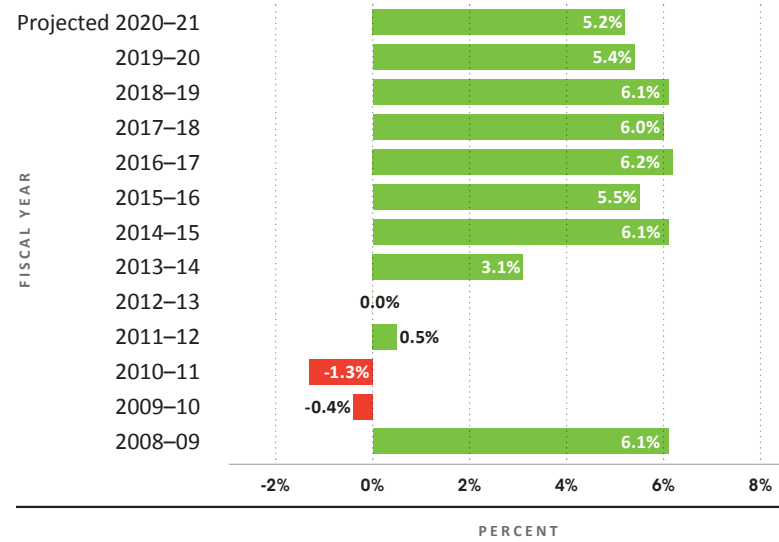
Source: SD County Assessor Office

Source: MCCD Ledger

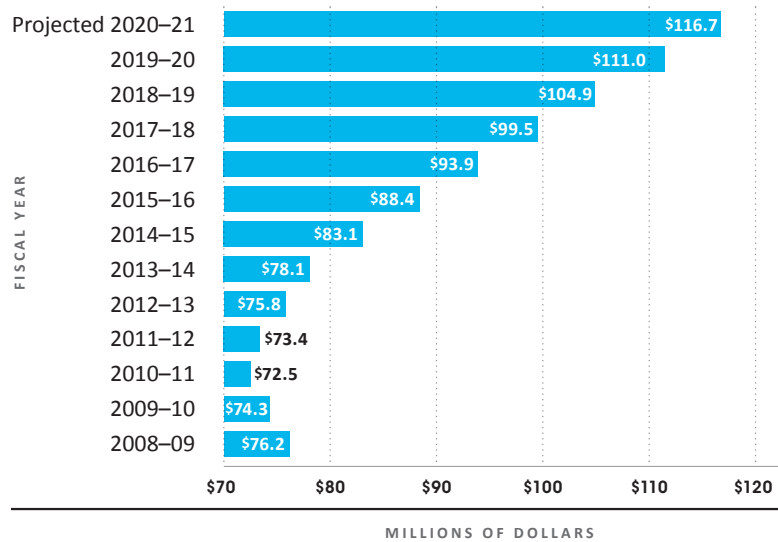
ASSESSED PROPERTY VALUE



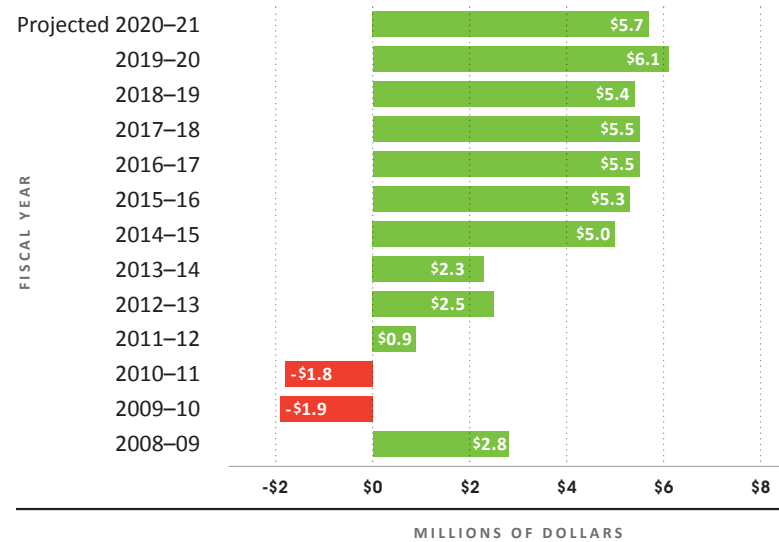
ASSESSED VALUE ANNUAL CHANGE



MCCD PROPERTY TAX REVENUE



MCCD PROPERTY TAX REVENUE ANNUAL CHANGE



NEW GROWTH POSITIONS FOR FY2020-21 & CARRYOVER FROM PRIOR YEAR

The following growth positions are included in the FY2020-21 budget:

FACULTY—GENERAL FUNDS UNRESTRICTED (GFU)

- Mental Health Counselor
- Nursing Instructor—CNA Program
- Film Studies Instructor (carryover from prior year)

FACULTY—CATEGORIAL OR GRANT

- Instructional Designer—Online Education (CARES Act)

ADMINISTRATORS

- Dean, Instructional Services

CLASSIFIED—GENERAL FUNDS UNRESTRICTED (GFU)

- Administrative Support Assistant III—Human Resources (carryover from prior year)
- Payroll Technician
- Environmental Health Technician

CLASSIFIED—CATEGORICAL OR GRANT

- Research Analyst—Research, Planning & Institutional Effectiveness
- Research Analyst—Center of Excellence
- Student Services Coordinator—First Year Forward (carryover from prior year)
- Student Services Specialist—DSPS (carryover from prior year)
- Technology Services Analyst—CLC
- Support Assistant—Noncredit Adult Education (2 positions, split funded with GFU)

LOCATION & AREA INFORMATION

The District

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

North San Diego County

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

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

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

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

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

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

Historic Highway 101, Cardiff



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

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

GLOSSARY

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

ACRONYMS

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

LOCALLY ASSESSED VALUES



COUNTY OF SAN DIEGO

ERNEST J. DRONENBURG, JR.
 ASSESSOR/RECORDER/COUNTY CLERK
 www.sdarcc.com



ASSESSOR'S OFFICE
 1600 PACIFIC HIGHWAY, SUITE 103
 SAN DIEGO, CA 92101-2480
 (619) 236-3771 • FAX (619) 557-4056

RECORDER/COUNTY CLERK'S OFFICE
 1600 PACIFIC HIGHWAY, SUITE 260
 P.O. BOX 121750, SAN DIEGO, CA 92112-1750
 (619) 237-0502 • FAX (619) 557-4155

June 30, 2020

Dr. Sunita Cooke
 Mira Costa Community College District
 One Barnard Drive
 Oceanside, CA 92056-3899

Dear Dr. Sunita Cooke:

The following is the FINAL locally assessed values for your jurisdiction for the upcoming 2020-2021 assessment year. Generally year-over-year changes in assessed value are attributable to change in ownership and new construction reassessments, and the annual inflation adjustment. Temporary reductions in assessed value under Proposition 8 can also occur when the current market value of a property falls below its assessed value. These temporary reductions are subject to partial or full restoration as market values improve.

	Secured Roll	Unsecured Roll
Land	\$62,401,005,827	
Improvements	\$55,583,658,970	\$691,553,209
Personal Property	\$829,705,483	\$2,245,136,652
Total Valuation	\$118,814,370,280	\$2,936,689,861
Less: Homeowners' Exemptions	\$506,927,525	\$98,000
Other Exemptions	\$1,863,409,383	\$160,399,942
NET TOTAL	\$116,444,033,372	\$2,776,191,919
COMBINED TOTAL	\$119,220,225,291	

I hope this information is helpful. If you have any questions or desire any further information, please contact, Jeffrey Olson, Chief Deputy Assessor at (619) 531-5484.

Very truly yours,

ERNEST J. DRONENBURG, JR.
 County Assessor/Recorder/Clerk

EJD:JO:ld
 cc: Property Tax Services, Auditor & Controller

BOARD RESOLUTIONS

MIRACOSTA COMMUNITY COLLEGE DISTRICT

RESOLUTION NO. 32-19/20
EDUCATION PROTECTION ACCOUNT

WHEREAS, the voters approved Proposition 30 on November 6, 2012;

WHEREAS, the voters approved Proposition 55 on November 8, 2016, that extended the Education Protection Account through 2030 with no changes to reporting requirements;

WHEREAS, Proposition 30 added Article XIII, Section 36 to the California Constitution effective November 7, 2012;

WHEREAS, the provisions of Article XIII, Section 36(e) create in the state General Fund an Education Protection Account to receive and disburse the revenues derived from the incremental increases in taxes imposed by Article XIII, Section 36(f);

WHEREAS, before June 30 of each year, the Director of Finance shall estimate the total amount of additional revenues, less refunds that will be derived from the incremental increases in tax rates made pursuant to Article XIII, Section 36(f) that will be available for transfer into the Education Protection Account during the next fiscal year;

WHEREAS, if the sum determined by the State Controller is positive, the State Controller shall transfer the amount calculated into the Education Protection Account within ten days preceding the end of the fiscal year;

WHEREAS, all monies in the Education Protection Account are hereby continuously appropriated for the support of school districts, county offices of education, charter schools, and community college districts;

WHEREAS, monies deposited in the Education Protection Account shall not be used to pay any costs incurred by the Legislature, the Governor, or any agency of state government;

WHEREAS, a community college district, county office of education, school district, or charter school shall have the sole authority to determine how the monies received from the Education Protection Account are spent in the school or schools within its jurisdiction;

WHEREAS, the governing board of the district shall make the spending determinations with respect to monies received from the Education Protection Account in open session of a public meeting of the governing board;

WHEREAS, the monies received from the Education Protection Account shall not be used for salaries or benefits for administrators or any other administrative cost;

WHEREAS, each community college district, county office of education, school district and charter school shall annually publish on its Internet Website an accounting of how much money was received from the Education Protection Account and how that money was spent;

WHEREAS, the annual independent financial and compliance audit required of community college districts, county offices of education, school districts, and charter schools shall ascertain and verify whether the funds provided from the Education Protection Account have been properly disbursed and expended as required by Article XIII, Section 36 of the California Constitution;

WHEREAS, expenses incurred by community college districts, county offices of education, school districts, and charter schools to comply with the additional audit requirements of Article XIII, Section 36 may be paid with funding from the Education Protection Act and shall not be considered administrative costs for purposes of Article XIII, Section 36.

NOW, THEREFORE, IT IS HEREBY RESOLVED:

1. The monies received from the Education Protection Account shall be spent as required by Article XIII, Section 36 and the spending determinations on how the money will be spent shall be made in open session of a public meeting of the Board of Trustees of the MiraCosta Community College District;
2. In compliance with Article XIII, §36(e), with the California Constitution, the Board of Trustees of the MiraCosta Community College District has determined to spend the monies received from the Education Protection Act as attached.

Upon motion by Trustee McNeil, seconded by Trustee Merchat, the foregoing resolution was adopted at a regular meeting held on June 11, 2020, by the following vote:

AYES: 7 (Broad, Cassar, Fischer, McNeil, Merchat, Pedroza, Simon)
 NOES: 0
 ABSENT: 0
 ABSTAIN: 0



 Rick Cassar
 President, Board of Trustees

CERTIFICATION

I, Sunita V. Cooke, Secretary of the Board of Trustees of the MiraCosta Community College District, certify that the foregoing resolution was regularly introduced, passed, and adopted by the board of trustees at its meeting held on June 11, 2020.



 Sunita V. Cooke, Ph.D.
 Secretary, Board of Trustees

MIRACOSTA COMMUNITY COLLEGE DISTRICT

**RESOLUTION NO. 33-19/20
ESTABLISH THE DISTRICT APPROPRIATIONS (GANN) LIMIT FOR FISCAL YEAR 2020/21
AS REQUIRED BY SENATE BILL 1352, CHAPTER 1205 OF 1980**

WHEREAS, on Nov. 6, 1979, the People of California passed Proposition 4, a constitutional amendment requiring appropriations limits for state and local government units; and

WHEREAS, Senate Bill 1352, Chapter 1205 of 1980, implements Proposition 4, and requires the Board of Trustees to establish by resolution an appropriations limit each fiscal year beginning with 1981/82; and


WHEREAS, the documentation used in determining the appropriations limit for fiscal year 2020/21 be developed in accordance with provisions of Senate Bill 1352; and

WHEREAS, the documentation used in determining the appropriations limit for fiscal year 2020/21 will be made available to the public in the Business Services Office for fifteen days prior to the adoption of the final budget.


NOW THEREFORE, THE BOARD OF TRUSTEES OF THE MIRACOSTA COMMUNITY COLLEGE DISTRICT DOES HEREBY RESOLVE, DETERMINE AND ORDER AS FOLLOWS: establish a fiscal year 2020/21 appropriations limit of \$137,899,203.

ADOPTED, SIGNED AND APPROVED this 11th day of June 2020.

BOARD OF TRUSTEES OF THE
MIRACOSTA COMMUNITY COLLEGE DISTRICT

By: 
Rick Cassar
President, Board of Trustees

Attest:

By: 
Sunita V. Cooke, Ph.D.,
Secretary, Board of Trustees

STATE OF CALIFORNIA)
)ss
SAN DIEGO COUNTY)

I, Sunita V. Cooke, Ph.D., do hereby certify that the foregoing is a true and correct copy of Resolution No **33-19/20** which was duly adopted by the Board of Trustees of the MiraCosta Community College District at a meeting thereof held on the 11th day of June 2020, and that it was so adopted by the following vote:

AYES: 7 (Broad, Cassar, Fischer, McNeil, Merchat, Pedroza, Simon)

NOES: 0 _____

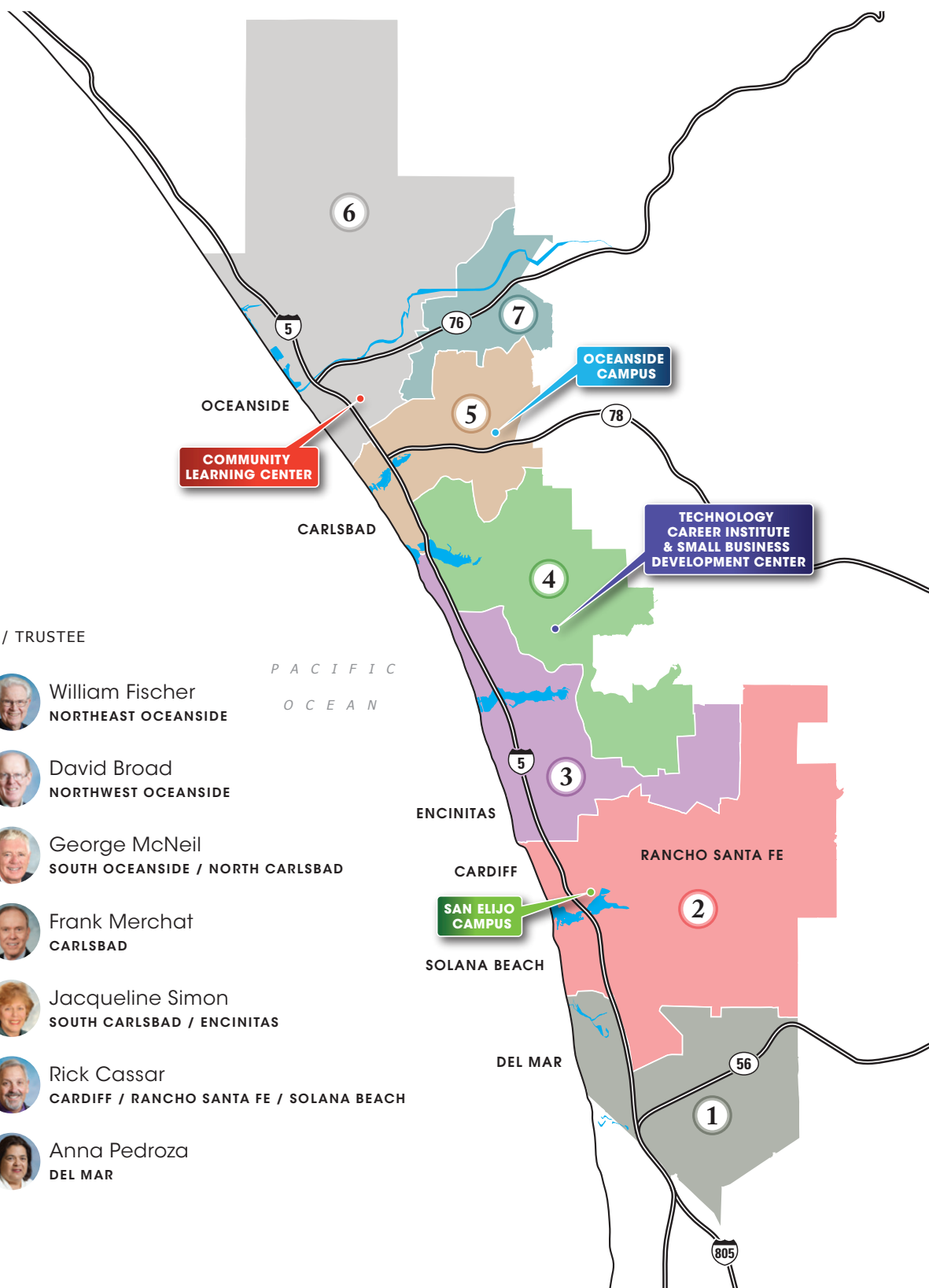
ABSENT: 0 _____

ABSTENTIONS: 0 _____

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

CALIFORNIA COMMUNITY COLLEGES GANN LIMIT WORKSHEET Fiscal Year 2020-21			
DISTRICT:	MiraCosta Community College District		
DATE:	June 11, 2020		
I. 2020-21 Appropriations Limit:			
A. 2019-20 Appropriations Limit			\$ 138,163,086
B. 2020-21 Price Factor:	1.0373		
C. Population factor:			
1 2018-19 Second Period Actual FTES	9,987.5800		
2 2019-20 Second Period Actual FTES	9,609.7000		
3 2020-21 Population change factor (line C.2. divided by line C.1.)	0.9622		
D. 2019-20 Limit adjusted by inflation and population factors (line A multiplied by line B and line C.3.)			\$ 137,899,203
E. Adjustments to increase limit:			
1 Transfers in of financial responsibility	-		
2 Temporary voter approved increases	-		
3 Total adjustments - increase			-
F. Adjustments to decrease limit:			
1 Transfers out of financial responsibility	-		
2 Temporary voter approved increases	-		
3 Total adjustments - decrease			-
G. 2020-21 Appropriations Limit			\$ 137,899,203
II. 2020-21 Appropriations Subject to Limit:			
A. State Aid ¹			\$ 960,000
B. State Subventions ²			660,000
C. Local Property taxes			114,395,552
D. Estimated excess Debt Service taxes			-
E. Estimated Parcel taxes, Square Foot taxes, etc.			-
F. Interest on proceeds of taxes			588,000
G. Less: Costs for Unreimbursed Mandates ³			63,690
H. 2020-21 Appropriations Subject to Limit			\$ 116,539,862
¹ General Apportionment, Apprenticeship Allowance, Prop 55 Education Protection Account tax revenue ² Home Owners Property Tax Relief, Timber Yield Tax, etc... ³ Local Appropriations for Unreimbursed State, Court, and Federal Mandates			


MIRACOSTA COMMUNITY COLLEGE DISTRICT



AREA / TRUSTEE


- 


7 William Fischer
NORTHEAST OCEANSIDE
- 


6 David Broad
NORTHWEST OCEANSIDE
- 


5 George McNeil
SOUTH OCEANSIDE / NORTH CARLSBAD
- 


4 Frank Merchat
CARLSBAD
- 


3 Jacqueline Simon
SOUTH CARLSBAD / ENCINITAS
- 


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


1 Anna Pedroza
DEL MAR

MIRACOSTA COLLEGE LOCATIONS



Oceanside Campus

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



MiraCosta College Locations



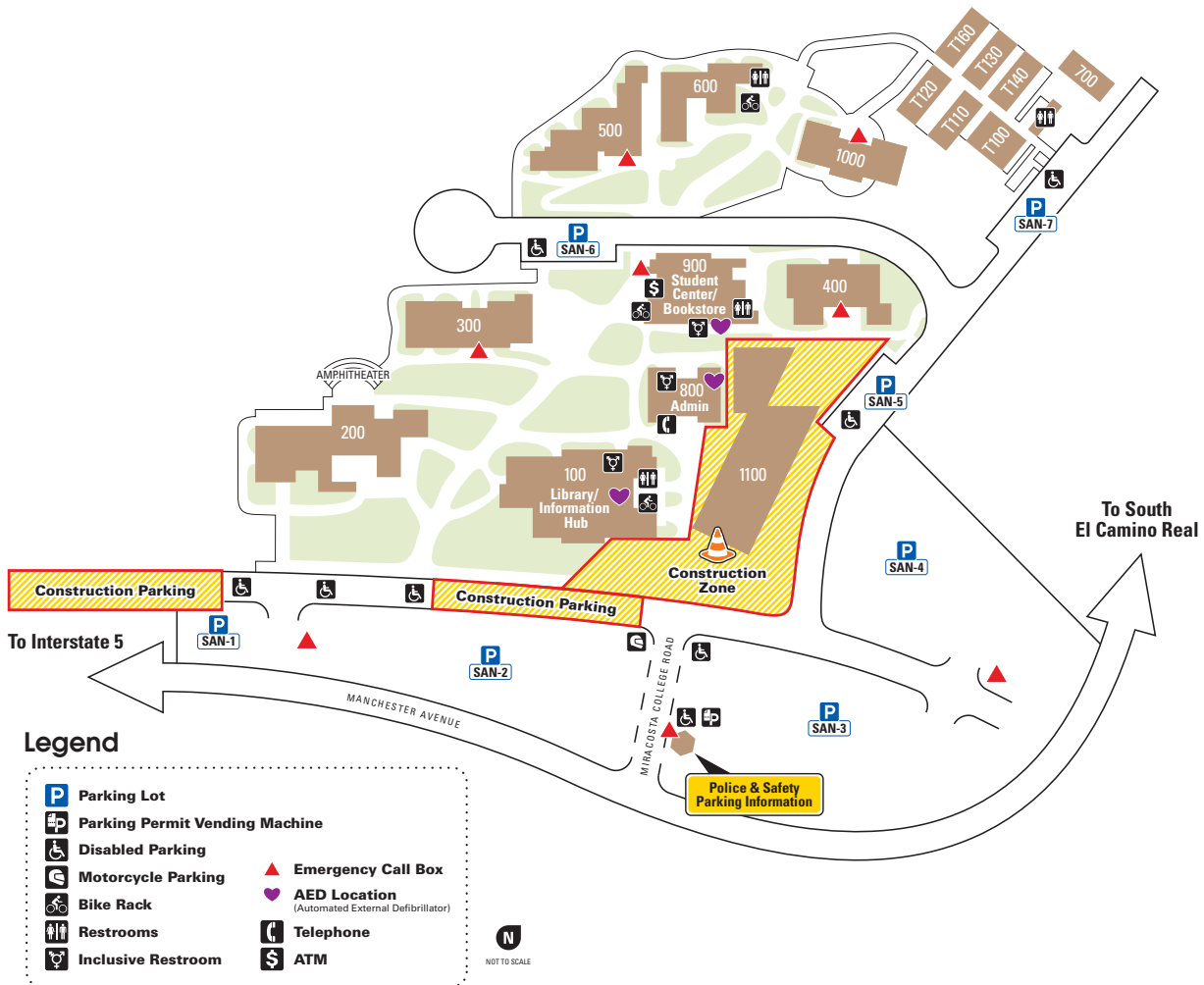
Directory

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



San Elijo Campus

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



MiraCosta College Locations



Directory

- Buildings T100–T140**
Classrooms
Faculty Offices
- Building 100**
Computer Labs
Library
Math Learning Center
Testing
Tutoring
Writing Center
- Building 200**
Amphitheater
Art Studios
Classrooms
Multipurpose Room

- Building 300**
Classrooms
Faculty Offices
Meeting Room
- Building 400**
Classrooms
Faculty Offices
Science Labs
- Building 500**
Classrooms
Faculty Offices
Language Lab
- Building 600**
Classrooms
Faculty Offices

- Building 700**
Facilities
- Building 800**
Administration
Admissions & Records
Counseling
Dean, San Elijo Campus
Faculty Workroom
Instructional Services
Student Accounts/Cashier
Student Information

- Building 900**
Director of Student Services
Bookstore
Cafeteria
Health Services
Meeting Rooms
Student Life & Leadership
- Building 1000**
Science Labs



Community Learning Center

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



2020 – 2021 FINAL BUDGET MIRACOSTA COLLEGE

MiraCosta College Locations



Directory

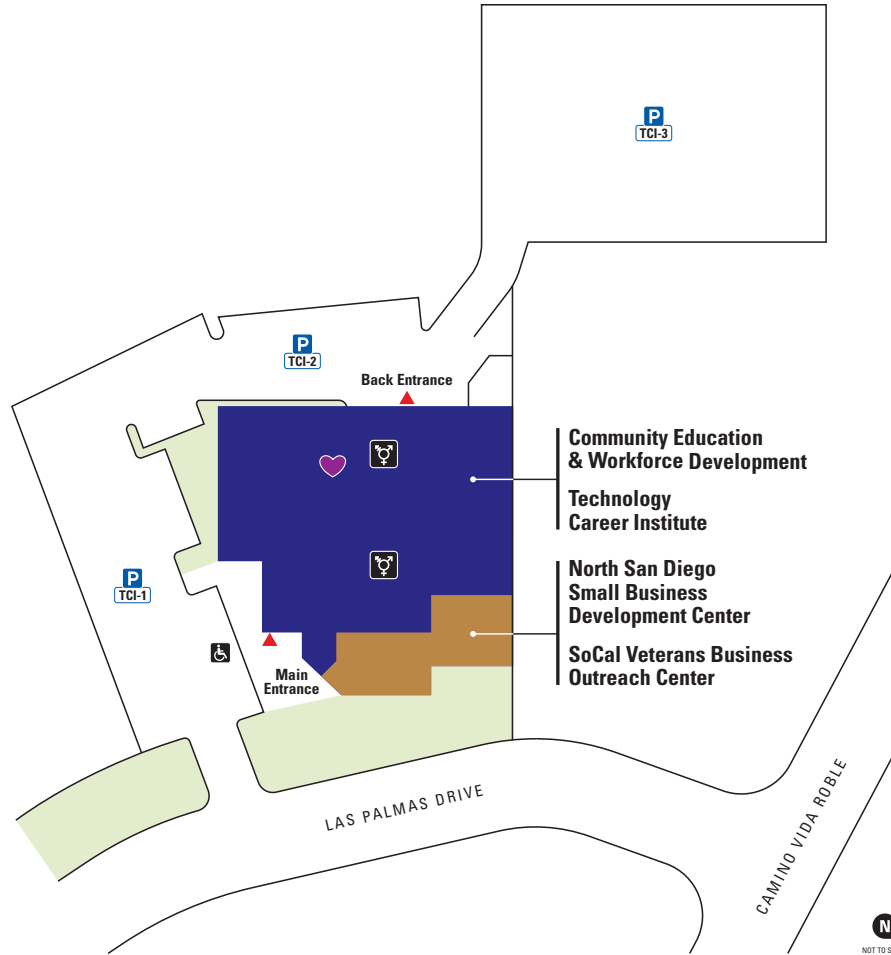
- Building A**
 - Administration
 - Bookstore
 - Classrooms 101–121
 - Community Room
 - Conference Room
 - Counseling
 - Police & Safety, Parking / Information
 - Student Lounge
 - Student Success & Career Center
- Building B**
 - Classrooms 130–135
 - Computer Labs
 - Science Lab
- Building C**
 -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

Legend

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



**Technology Career Institute
Small Business Development Center
SoCal Veterans Business Outreach Center**
2075 Las Palmas Drive, Carlsbad, CA 92011



2020 – 2021 FINAL BUDGET MIRACOSTA COLLEGE

MiraCosta College Locations



Directory

Community Education & Workforce Development
760.795.6820
miracosta.edu/community

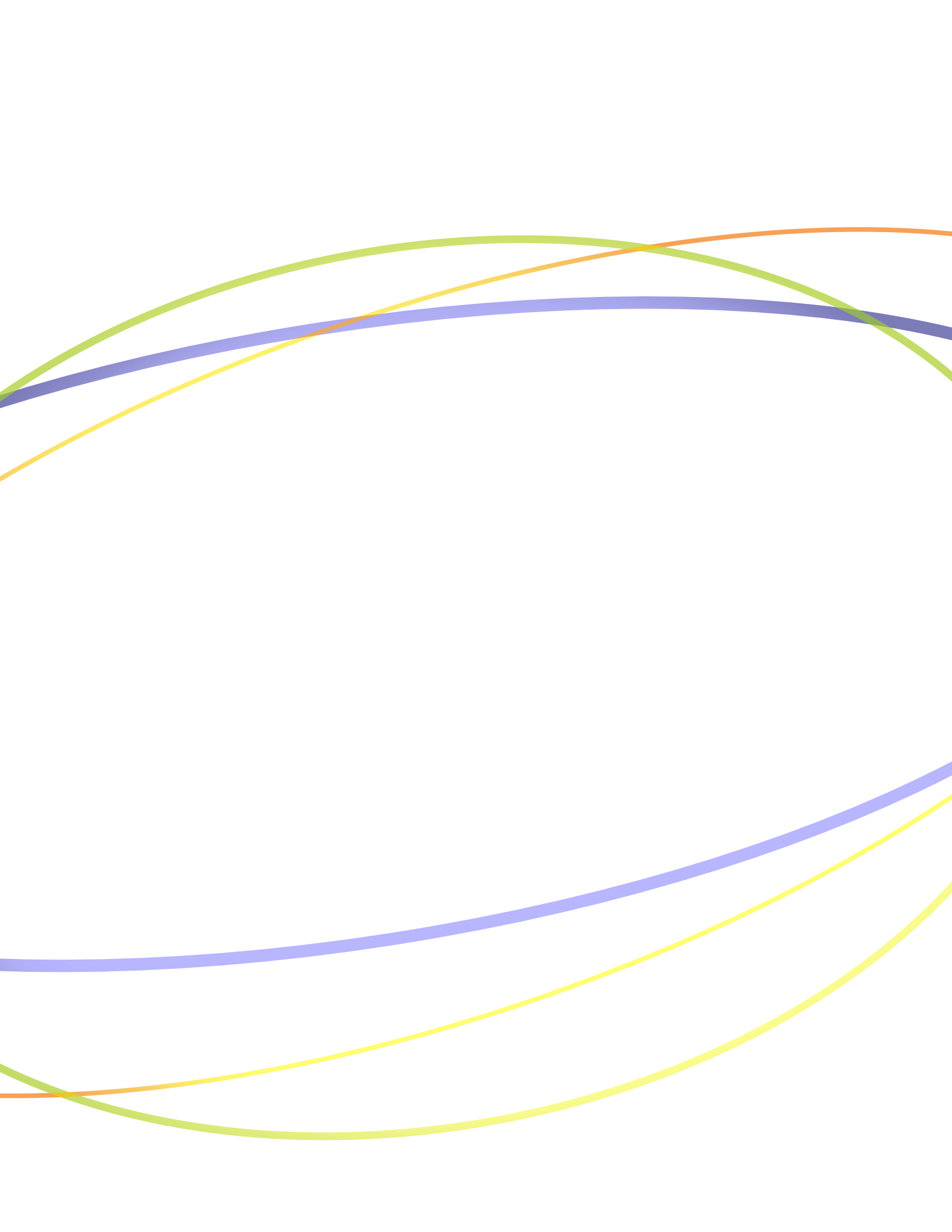
Technology Career Institute
760.795.6820
tci.miracosta.edu

North San Diego Small Business Development Center
760.795.8740
sandiegosmallbiz.com

SoCal Veterans Business Outreach Center
760.795.8739
socialvboc.org

Legend

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





MIRACOSTA COMMUNITY COLLEGE DISTRICT

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

miracosta.edu