

FINAL BUDGET

FISCAL YEAR 2015



TABLE of CONTENTS

Message from the President	2
Board of Trustees & Mission Statement	3
Introduction	4
Budget Summary.....	4
Institutional Goals & Institutional Objectives.....	8
General Information	9
About the District.....	9
Organization Descriptions.....	10
Financial Policies.....	17
Fund Descriptions.....	19
Budget Process.....	20
Budget	27
Revenues.....	27
Expenditures.....	28
Fiscal Year 2015 Budgeted Revenues, Expenditures & Changes in Fund Balance.....	30
Budgeted Revenues & Expenditures by Fund.....	31
Combined General.....	31
General, Restricted.....	32
General, Unrestricted.....	34
Capital Outlay Projects.....	36
Debt Service.....	37
Self Insurance.....	38
Student Financial Aid.....	39
Student Center Fee.....	40
Bookstore.....	41
Food Service.....	42
Associated Student Government.....	43
Resource Allocation for Fiscal Year 2015	45
Capital Expenditures.....	45
Debt Management.....	51
Statistics	56
Appendix	65
Glossary.....	65
Map of MiraCosta Community College District.....	68

MESSAGE *from the* PRESIDENT

September 17, 2014

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

I am pleased to present, on behalf of the Business and Administrative Services Division and the MiraCosta Budget and Planning Committee, the 2014/15 Annual Budget. The budget reflects Board of Trustees priorities, the priorities in MiraCosta College Institutional Goals, and the 2014–17 Strategic Plan.

The format in which the budget is being presented represents a new way of sharing fiscal information, and emphasizes the following:

- Maintaining a healthy reserve
- Reflecting the new state budget impact on the college
- Anticipating no Cost of Living Adjustment (COLA)
- Making realistic estimates of property tax revenues
- Planning for no enrollment growth
- Addressing the most critical facility needs with limited resources available

Property tax revenue projections from San Diego County look encouraging with an estimated increase of 5.56 percent or \$4.3 million. MiraCosta is fortunate to benefit from basic aid status. In recent years, the use of reserve funding has been used to balance the budget. This year, however, it is expected that the district will primarily use the reserve to fund one-time expenditures. The most critical repair and remodeling projects will be undertaken and a transitional one-stop veterans center will open this fall semester in a remodeled, relocatable building on the Oceanside Campus. Nine new full-time faculty members are included in this budget, helping the college shift the needle closer to having more classes taught by full-time instructors.

There is no increase in student enrollment fees for California residents and a modest increase in non-resident fees.

Complete budget information is included in this report and Business & Administrative Vice President Charlie Ng and Fiscal Services Director Myeshia Armstrong are to be commended for transparency. MiraCosta College continues its commitment to providing affordable and accessible higher education opportunities for students and an outstanding work environment for employees.

Sincerely,



Richard J. Robertson
Interim Superintendent/President

BOARD of TRUSTEES & MISSION STATEMENT

BOARD OF TRUSTEES

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

David Broad, Ph.D., *President*
Jeanne Shannon, *Vice President*
William C. Fischer, Ph.D.
George McNeil
Leon Page, J.D.
Ron Ruud, J.D.
Jacqueline Simon
Antoine Stevens-Phillips, *Student Trustee*

MISSION STATEMENT

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

INTRODUCTION

BUDGET SUMMARY

Budget Directives from the Board of Trustees

- Increase support for student success initiatives
- Allocate funding to satisfy the district's highest priority goals and objectives (enrollment, programs, and services) consistent with the MCCCDC Comprehensive Master Plan, MCCCDC Strategic Plan, and institutional program review activities
- Increase investments into capital outlay
 - Infrastructure
 - Classroom and other facility improvements
 - Space needs
- Increase full-time faculty to increase the full-time/part-time faculty ratio
- Make progress on the Board's goal to fund GASB 45 obligation by 2020
- Maintain 2013–14 budget amounts of the average health benefit cost/employee for 2014–15
- Maintain a minimum 8% Total Fund Balance for the 2014–15 Budget

Budget Assumptions

The 2014–15 budget includes the following assumptions:

- 5.56% increase in property taxes; equivalent to an additional \$4.3 million increase
- Maintain “Step and Column” increases
- No Cost of Living Adjustment (COLA)
- Employee benefits budgeted expenditures adjusted to reflect past performance
- CalSTRS rates increase from 8.25% to 8.88%
- CalPERS rates increase from 11.44% to 11.77%

Budget Priorities

- Provide instruction for approximately 10,500 full-time equivalent students in 3,300 class sections
- Invest in student success initiatives and Disabled Students Programs and Services (General Fund-Restricted)

- Open the Science Building at the San Elijo Campus September 2, 2014
- Open the Vets Center in T100 at the Oceanside Campus September/October
- Hire nine new full-time faculty and backfill 15 vacant PT/FT classified positions from “hiring frost”
- Implement first and second year of the 2015–19 Facilities Implementation Plan
- Maintain technology funding at \$1.5 million
- Increase retiree benefits contributions for GASB 45 \$500,000 to match \$2.1 million Annual Required Contribution (ARC)
- Increase program review recommendations funding \$200,000 to \$700,000
- Provide competitive salaries and benefits for faculty, staff, and administrators

Balanced Budget

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

General Fund, Unrestricted Fund Balance

Fund balance is the difference between fund assets and fund liabilities of governmental and similar trust funds. It is the net assets, or available resources of a fund. The board directive for the district is to maintain a minimum of 8% fund balance of the expenditure budget. The state recommends a minimum of 5% fund balance. These levels are set to accommodate any unforeseen economic changes that may have a significant impact on the districts operations.

At the end of fiscal year 2014, the unrestricted general fund balance was \$17.5 million, or 18.6% of the total unrestricted general fund expenditure budget. The fund balance will decrease approximately \$3.3 million at the end of fiscal year 2015. The unrestricted general fund balance is expected to end the year at \$14.1 million or 14% of the total unrestricted general fund expenditure budget.

State Budget Update

The Board of Governors of the California Community College, July 2014

Update on the 2014–15 Budget Approved by the Legislature⁽¹⁾

On Sunday, June 15, the Legislature approved a budget for the 2014–15 fiscal year and sent it to the Governor’s desk. While subcommittees of both houses had previously voted to augment the California Community by \$246 million by assuming the higher budget year revenue that has been estimated by the Legislative Analyst’s Office, the Governor held fast to the level of spending he proposed in the May Revision. Ultimately, Governor Brown won out on expenditures for the second consecutive year.

One significant deviation made to the Governor’s K14 expenditure plan is that deferrals will not be completely eliminated as of the 2014–15 fiscal year. Some of this revenue was diverted within the minimum guarantee to fund other legislative priorities such as early childhood education, another round of funding for the Career Pathways Trust competitive grant program, and funding for prior mandate claims.

Budget Details— California Community Colleges

The 2014–15 budget approved by the legislature continues the state’s reinvestment in public education, with greater funding augmentations for the Community Colleges system. Specifically, the 2014–15 budget provides new funding for access, a cost of living adjustment (COLA), student success and equity, Career and Technical Education (CTE), and other system priorities. Major components of the 2014–15 budget include:

- **Access**—The budget provides \$140.4 million to restore system access (2.75 percent increase). This is enough funding to restore approximately 60,000 students (headcount) to the system.
- **COLA**—\$47.3 million to fund the statutory COLA of 0.85 percent.

- **Maintenance & Instructional Equipment**—The budget provides \$148 million for deferred maintenance and instructional equipment (specified as one-time, though paid with ongoing funds). Flexibility is provided for districts to determine the split of expenditures between maintenance and instructional equipment, and the local match requirement for these funds has been removed.
- **Student Success & Support Program**—The budget provides an additional \$100 million for the Student Success and Support Program, which is fundamental to implementing the recommendations of the Student Success Task Force. Currently this program has a required local match of 3:1, though the match is under review.
- **Student Equity Plans**—The budget provides \$70 million to strengthen support for underrepresented students. Districts are to use these funds to close gaps in access and achievement for underrepresented student groups, as identified in Student Equity Plans.
- **Economic & Workforce Development Program**—The budget provides \$50 million for the Economic and Workforce Development Program (EWD) on a one-time basis “to improve student success in career technical education.” The funds are intended to develop, enhance, and expand CTE programs that build upon existing regional capacity to better meet regional market demands.
- **California Career Pathways Trust**—The budget provides an additional \$250 million for the Career Pathways Trust established in 2013–14 as an education and workforce development initiative with the goal of successfully transitioning students to postsecondary education and employment.

- **Proposition 39**—\$37.5 million for Proposition 39 energy efficiency projects and workforce development. The budget includes \$37.5 million for Proposition 39 projects to fund energy efficiency projects and expand workforce training and development related to energy efficiency and sustainability. The split between energy efficiency and workforce development is at the discretion of the Chancellor's Office.
- **Disability Services & Programs for Students**—The budget provides a \$30 million augmentation to the Disabled Student Program and Services program. Combined with the \$15 million increase received in the current year, the program has been restored to the funding level of the 2008–09 fiscal year.
- **Mandate Payments**—\$49.5 million for earlier mandate reimbursement claims. This will partially reimburse districts for expenditures incurred for compliance with state-imposed mandates.
- **Technical Assistance**—\$2.5 million for technical support assistance to colleges, with a priority for assistance placed on colleges demonstrating low performance in any areas of operation. Correspondingly, the Chancellor's Office has been provided 9 new positions and \$1.1 million to set goals and monitor progress across key areas of college operation.
- **Deferrals**—\$497.8 million to pay down system deferrals (over multiple years). Currently, the Community College system's inter-year deferrals are approximately \$592.4 million, the 2014–15 budget allocates \$497.8 million using a combination of prior year, current year, and budget year funds to reduce outstanding system deferrals to \$94.6 million.
- **Cal Grants**—An increase in the Cal Grant B award to \$1,648.

NON PROPOSITION 98

- **Innovative Models of Higher Education**—The 2014–15 budget includes \$50 million in one-time funding (non-Proposition 98) to offer incentive awards that recognize models of innovation in higher education that 1) increase the number of students earning bachelor's degrees, 2) increase the number of bachelor's degrees earned within four years, and 3) ease transfer the state's education system. These awards are available to California Community Colleges, California State University campuses, and University of California campuses, individually, or as part of a collaborative proposal.

Additional California Community Colleges Budget Highlights

In addition to the direct funding provisions, there are additional areas of the budget agreement worthy of attention:

- **Positive Spending Trigger**—The 2014–15 budget includes a positive trigger allowing the Director of Finance to increase Proposition 98 funding if the Proposition 98 guarantee is higher than estimated at the time of the Budget Act. The first call on additional expenditures will be to pay down the remaining K-14 deferrals (\$94.465 million for the California Community Colleges).
- **Funding Proposal for CalSTRS**—The 2014–15 budget includes a proposal to close the \$74 billion gap in unfunded CalSTRS liabilities over the next 30 years. This proposal has been modified slightly from the version put forth in the Governor's May Revision. Under the revised proposal, the CalSTRS employer contribution rate for the 14–15 year will be 8.88 percent (an increase of 0.63 percent) resulting in an increased statewide cost to colleges of approximately \$14 million. From the 2015–16 through the 2019–20 fiscal years, the rate will grow by an additional 1.85 percent, annually. In 2020–21, it will further grow by 0.97 percent, resulting in an employer contribution rate of 19.1% at that time. This represents an unfunded

expenditure for district general funds. The impact of this agreement will ultimately result in \$250 million (likely more as the employee compensation base increases by growth and COLA over the years) in annual costs for districts.

- **New Apportionment Growth Formula—**Trailer legislation includes legislative intent that funds provided for increased access “be expended for purposes of increasing the number of full-time equivalent student in courses or programs that support the primary missions of the segment.” The Chancellor’s Office will also

be required to annually report on the number of course sections and full-time equivalent student that were added in the previous year that are “within the primary missions of the segment.” Clearly, there is significant interest from the Legislature in how the system grows, not just in how much it grows.

- **Increase CDCP Funding Rate—**The 2014–15 budget includes language increasing the funding rate for career development and college preparation (CDCP) courses to equal the rate provided for credit courses commencing in the 2015–16 fiscal year.

Conclusion

Overall, we are very pleased to see the Governor and Legislature provide a budget so clearly supportive of access and success. While the Budget Act does not regain ground for the lost purchasing power of the recessionary years, for the second consecutive year it does fund the annual COLA described in statute. We are also pleased to see that districts are permitted flexibility as to how they choose to allocate their share of the \$148 million in Physical Plant/Instructional Equipment funding and will not be required to meet a local match. Also, the partial funding for prior mandate claims chips away at the state’s obligations to community college districts. The planned increase in CDCP rates will more adequately fund this important work and help incentivize the provision of CTE instruction.

While we are pleased to see so much funding restored to the system after the dramatic reductions of the economic downturn, some areas of concern still remain. We note that districts should remember that Proposition 30 revenues are temporary—the

sales tax increase ends on December 31, 2016, and the income tax increase ends two years later. Without an extension of these taxes, there is a threat of reduced funding or very slow growth in the not too distant future. While we understand the need to address the CalSTRS shortfall, the rate increases will significantly impact district budgets. Further, colleges are still feeling the effect of the lost purchasing power resulting from the lack of COLAs during the difficult budget years. While the 2013 and 2014 Budget Acts fund the statutory COLAs for those years, no progress has been made toward restoring the lost purchasing power from earlier years.

Finally, while some progress has been made toward stabilizing the system’s apportionment base, we are still subject to potential funding deficits should property taxes or fee revenues fall short of estimates made at the time of the Budget Act. We recommend districts budget cautiously to prepare for shortfalls, which can be unknown until the end of the fiscal year.

Source: (1) Troy, Dan (July 7, 2014) Budget Update: 2014–15 Budget Approved by the Legislature, Item 4.7, California Community Colleges Chancellor’s Office Board of Governor’s Meeting

INSTITUTIONAL GOALS & INSTITUTIONAL OBJECTIVES

Goal I

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

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

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

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

Goal II

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

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

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

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

Goal III

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

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

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

Goal IV

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

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

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

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

Goal V

MiraCosta Community College District will be a conscientious community partner.

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

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

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

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 High School District, the school opened on September 3, 1934, with 20 faculty members who taught about 120 students.

In 2014, MiraCosta College is celebrating 80 years of educational excellence. Over the years, the college's enrollment has ballooned to nearly 15,000 credit students and an additional 5,000 noncredit and fee-based students.

The MiraCosta Community College District is located along the Southern California coast between Orange County to the north and the metropolitan area of San Diego to the south. The district is approximately 35 miles north of San Diego and 90 miles south of Los Angeles. The district includes the cities of Oceanside, Carlsbad, Encinitas, Rancho Santa Fe, Solana Beach, Del Mar, the unincorporated areas of La Costa, Olivenhain, and portions of Carmel Valley and Camp Pendleton Marine Base.

The district operates two campuses and one center. The Oceanside Campus is located on a 121-acre site in the city of Oceanside. The district also operates the 42-acre San Elijo Campus in Cardiff and a 7.6-acre Community Learning Center in Oceanside.

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.

Latest Developments at the College

As our student population has grown, so have our campuses. The Oceanside Campus added a new high-tech science laboratory in 2013. The building is the first of its kind at a California community college—it can run completely on photovoltaic power generated from the sun. In 2014, the college added on a new science facility at the college's San Elijo Campus in Cardiff.

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

There has been a lot of growth at the college during the early part of the decade, but perhaps none as dramatic as the growth in students who are currently serving in the military or who are military veterans. Today, MiraCosta College enrolls 1,900 student-veterans and an additional 1,000 of their family members. In response to this, the college has made it a priority to meet the needs of these students, and has been named a Military Friendly Institution by Victory Media, a distinction given to the top 15 percent of colleges and universities doing the most to ensure the success of military service members, veterans and families.

The college's partnerships with local elementary, middle and high schools continue to be strong. In 2011, MiraCosta College received a seven-year, \$7 million federal GEAR UP grant, which provides multiple services to ensure middle school students and their families are prepared for college and career choices. In fall 2013, the first cohort of GEAR UP students moved from middle schools to either Oceanside or El Camino high school as freshmen students. Thanks to the generosity of our donors, including the MiraCosta College Foundation and its board members, prestigious foundations, college faculty, staff, and community members, \$100,000 in scholarships will be available for these students if they enroll at MiraCosta College following high school graduation.

To further encourage high school students to start their college career early, and to better serve the community of Carlsbad, the college has 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 are able to take MiraCosta College courses on the high school campus. MiraCosta College has gone a step further by waiving the enrollment fee for any high school student who takes a college-level course offered by MiraCosta College.

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

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

ORGANIZATION DESCRIPTIONS

Divisional Descriptions

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

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

Office of the President

The superintendent/president of MiraCosta College serves as the chief executive officer and provides district-wide leadership and direction to fulfill the institutional goals. The Office of the President contains the support staff for the president and board of trustees. This division oversees the following offices:

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

Office of Instruction

The MiraCosta College Instructional Services division is responsible for all of the college’s educational programs. With the assistance of department chairs, deans and faculty, the college’s instructional programs are proposed, developed and implemented for the primary purpose of providing opportunities for students to reach their desired educational goals. Such goals include associate degrees, certificates of achievement and proficiency in many career and technical education areas, and diplomas and certificates in the noncredit program for adults seeking to finish their basic or high school education.

The division, led by the vice president, Instructional Services, oversees articulation, catalog production, class scheduling, curriculum, and the administration of the college’s educational programs. It is organized into five schools and four areas of instructional responsibility as follows:

SCHOOLS:

- Arts & International Languages
- Behavioral Sciences, History & Community Education
- Career & Technical Education
- Letters & Communication Studies
- Math & Sciences

INSTRUCTIONAL AREAS:

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

Office of Student Services

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

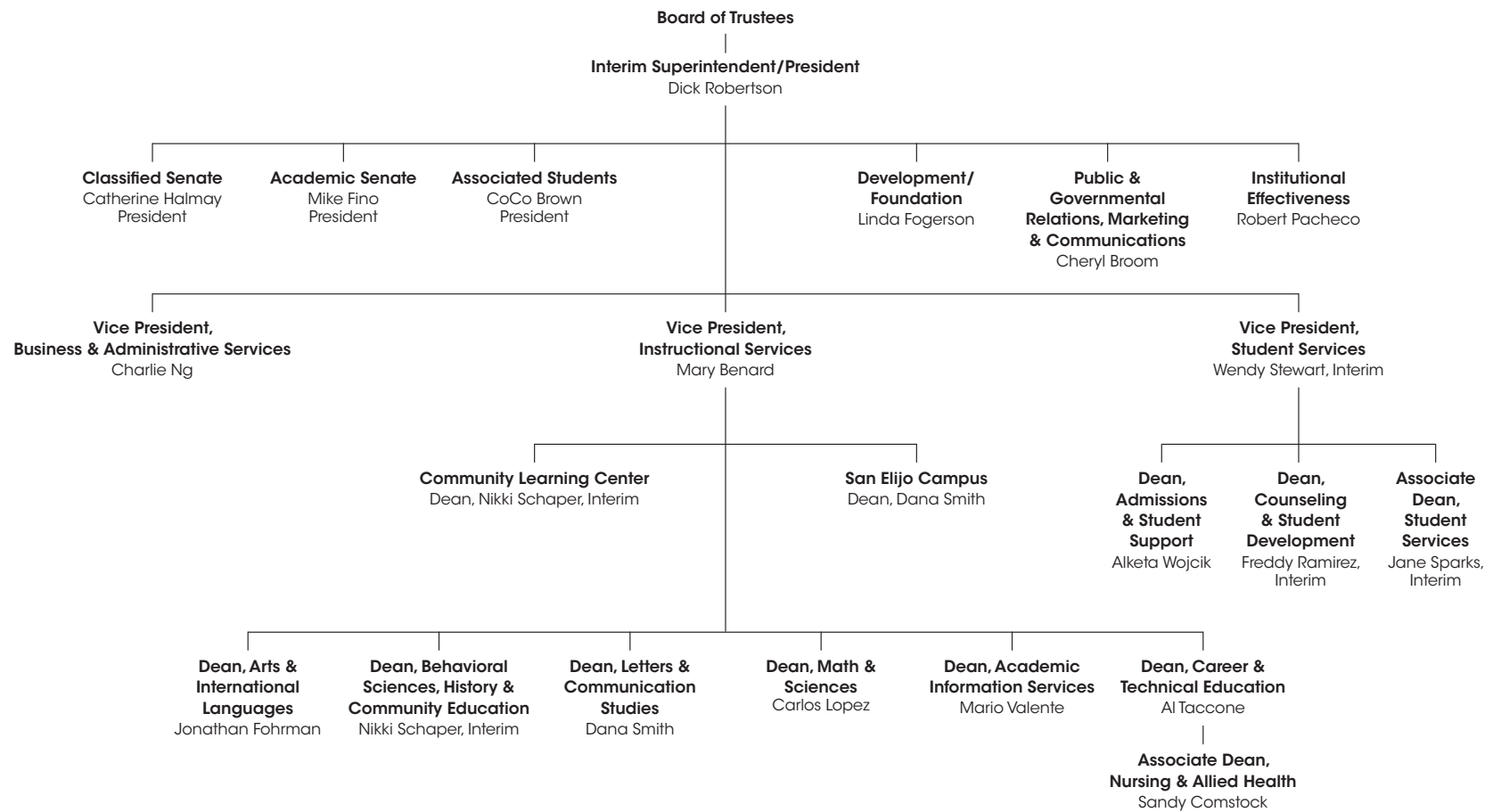
- **Counseling**—provides students counseling and career services
- **Admissions & Records**—provides enrollment services, including registration, transcripts and graduation
- **Financial Aid**—Oversee application for and disbursement of federal and state financial aid
- **Disabled Students Programs & 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 financial at-risk students
- **Transfer Center**—provides information and guidance about transfer opportunities, as well as support for the process
- **School Relations & Diversity Recruitment**—participates in community outreach to local school districts through the student ambassador program
- **Student Activities**—promotes student engagement in clubs and co-curricular activities, supports and guides the Associated Student Government
- **Health Services**—provides first aid, urgent care, and mental health services
- **Campus Police & Safety**—responsible for safety and security of students, staff, and property throughout the district
- **International Perspectives**—promote global awareness by recruiting international students and creating opportunities for students to study abroad
- **Athletics**

Office of Business & Administrative Services

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

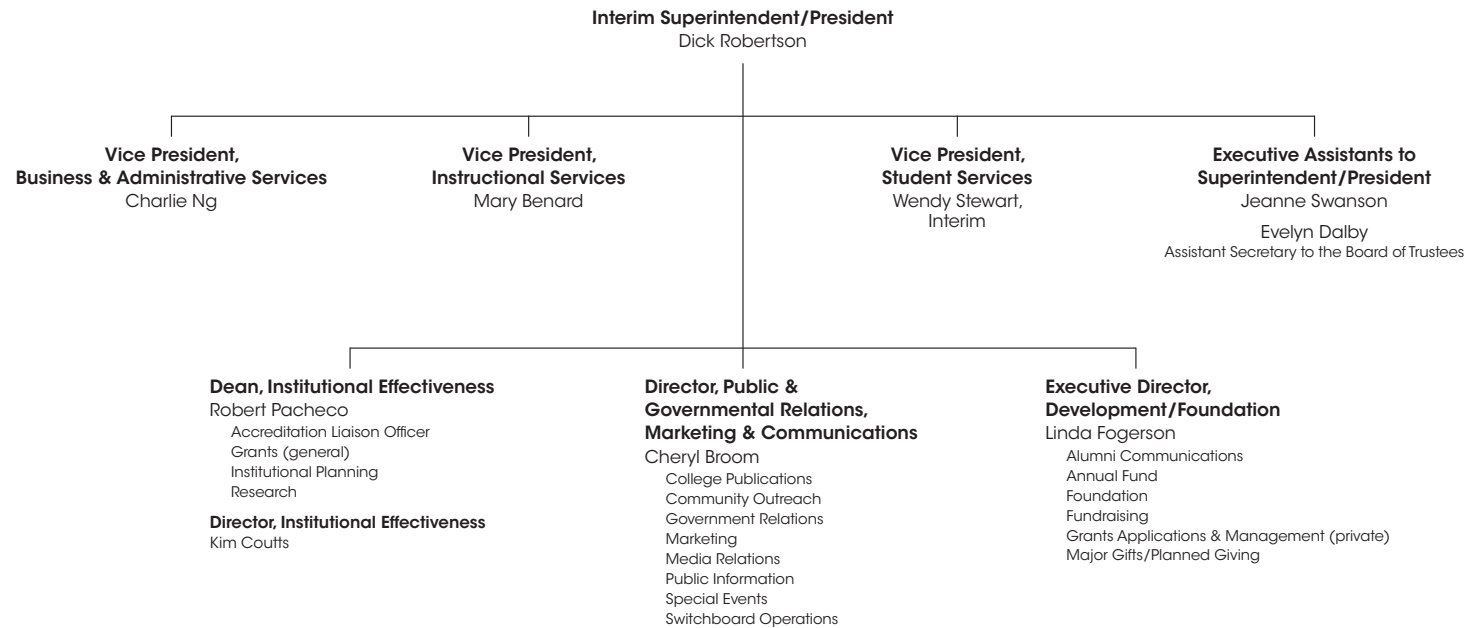
- **Cashiering Services**—cash receipts, petty cash, student accounts, and ticket sales
- **Facilities**—construction projects, facilities planning, grounds, maintenance, transportation
- **Fiscal Services**—budgeting, accounting, audit, payroll, auxiliary services, financial reporting
- **Human Resources**—recruiting,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

Organizational Chart



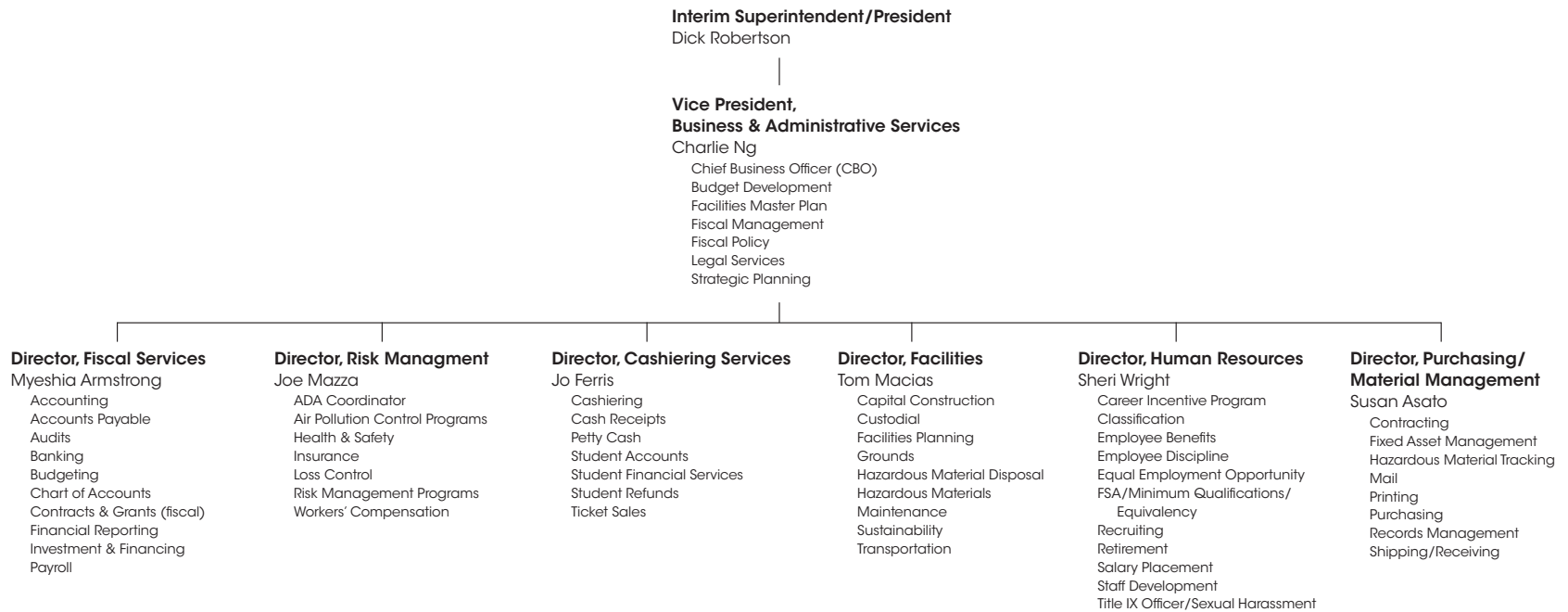
July 21, 2014

Office of the Superintendent/President Functional Chart



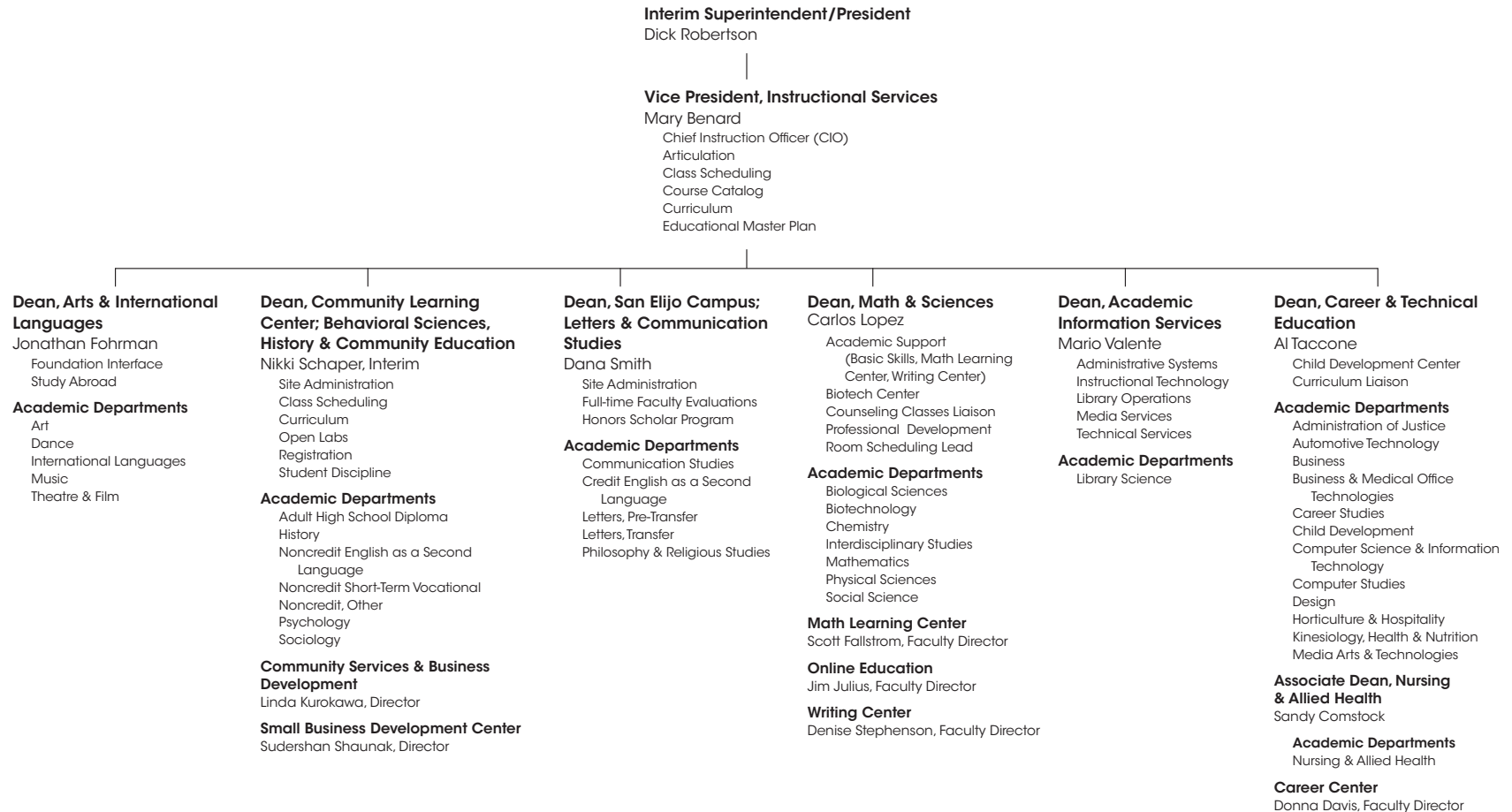
June 1, 2014

Business & Administrative Services Division Functional Chart

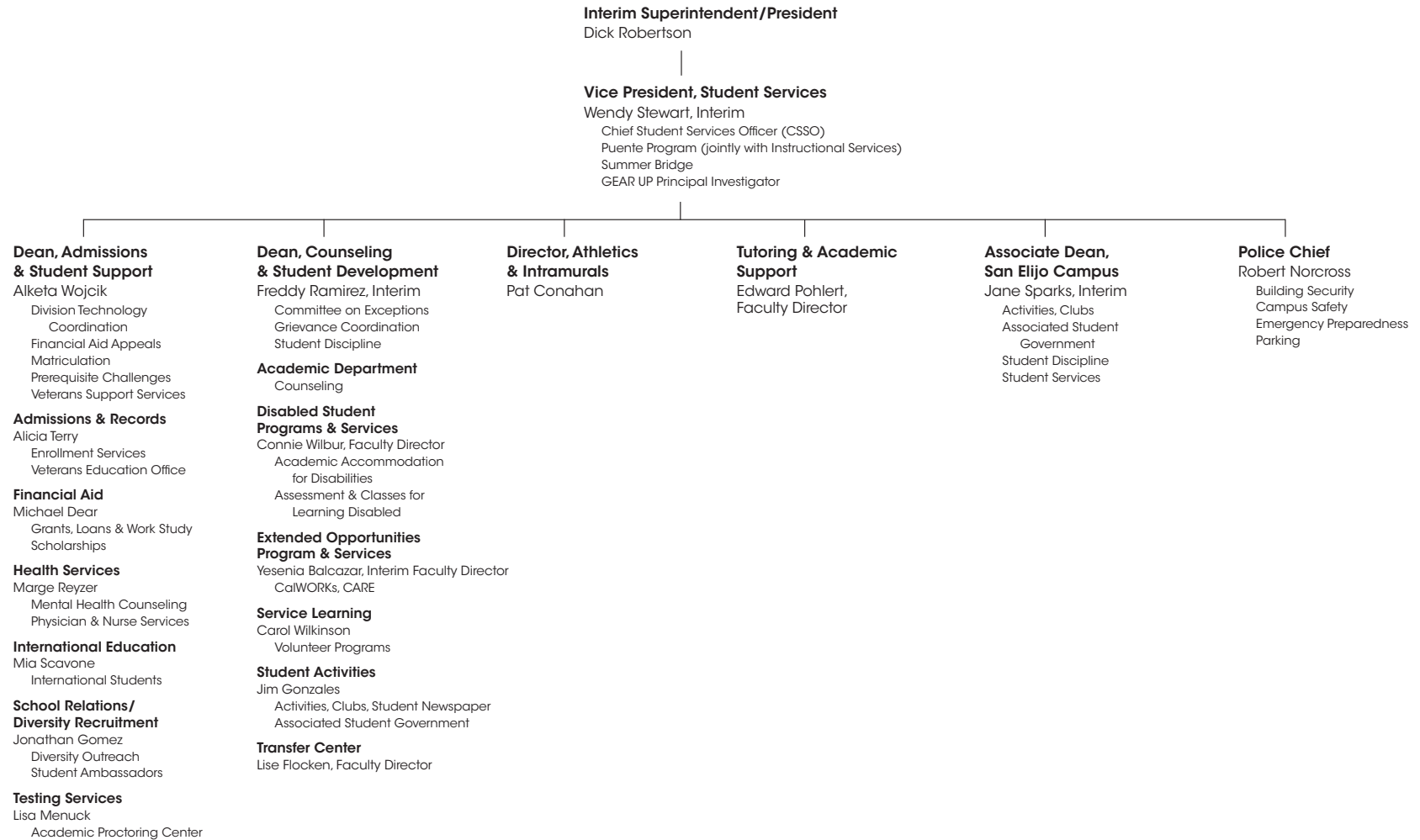


June 1, 2014

Instructional Services Division Functional Chart



Student Services Division Functional Chart



July 1, 2014

FINANCIAL POLICIES

Delegation of Authority, Fiscal

(BOARD POLICY 6100)

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

Budget Preparation (BOARD POLICY 6200)

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

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

Budget Management (BOARD POLICY 6250)

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

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

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

Fiscal Management (BOARD POLICY 6300)

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

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

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

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 to the board a certified public accountancy firm 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"> ▪ Unrestricted ▪ Restricted <p>DEBT SERVICE</p> <ul style="list-style-type: none"> ▪ Bond Interest & Redemption ▪ Capital Projects ▪ Capital Outlay Projects 	<p>ENTERPRISE</p> <ul style="list-style-type: none"> ▪ Bookstore ▪ Food Service <p>INTERNAL SERVICE</p> <ul style="list-style-type: none"> ▪ Self Insurance 	<p>TRUST</p> <ul style="list-style-type: none"> ▪ Associated Student Government ▪ Student Financial Aid ▪ Student Center Fee

FUND	PURPOSE
GENERAL FUND, UNRESTRICTED	Used to account for resources available for the general district operations and support for educational programs.
GENERAL FUND, RESTRICTED	Restricted monies are from an external source that requires the monies be used for a specific purpose or purposes.
DEBT SERVICE	Used only for the accumulation of resources for, and the payment of, other types of general long-term debt principal and interest.
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.
BOOKSTORE	Receives the proceeds derived from the bookstore operations. All necessary expenses for the bookstore may be paid from generated revenue.
FOOD SERVICE	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.
SELF-INSURANCE	Used to account for income and expenditures of authorized self-insurance programs.
ASSOCIATED STUDENT GOVERNMENT	These monies are held in trust by the district for its organized student body associations, excluding clubs.
STUDENT FINANCIAL AID	Accounts for the deposit and direct payment of government-funded student financial aid.
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.

BUDGET PROCESS

Fund Accounting, Measurement Focus & Basis of Accounting

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

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

Basis of Budgeting

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

Budget Preparation

(ADMINISTRATIVE PROCEDURE 6200)

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

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

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

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

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

Budget Management

(ADMINISTRATIVE PROCEDURE 6250)

Budget management shall conform to the following standards:

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

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

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

Resource Allocation

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

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

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

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

There are two annual assessments related to resource allocation:

- The Budget and Planning Committee begins each cycle of resource allocations by reviewing the effectiveness of prior three years' resource allocations. This analysis is a holistic review that includes the effectiveness of resource allocations in advancing the district mission statement and institutional objectives. The timeline and process described in the chart for "Effectiveness Review of Prior Years' Resource Allocations" is an annual process that will begin in October of the current fiscal year. In the absence of a progress report for the prior fiscal year, the same review activities will be conducted but with an analysis of institutional program review plans funded during the prior year as the basis for the resource effectiveness review.
- The Budget and Planning Committee reviews the resource allocation process biannually (see "Timeline and Process for Assessing the Planning Processes" in the Integrated Planning Manual (IPM)). The three timeline/process charts related to resource allocations listed in the IPM include:

1. Timeline and Process for Resource Allocations Other Than Full-time Faculty Positions
2. Timeline and Process of Resource Allocations for Full-time Faculty Positions
3. Timeline and Process for the Effectiveness Review of Prior Years' Resource Allocations

BUDGET CALENDAR—ABBREVIATED	
August	Budget and Planning Committee (BPC) reviews the draft of the integrated planning/ budget calendar
September	BPC approves integrated planning/budget calendar
February	Board of trustees reviews preliminary budget. Board of trustees approves FTES growth recommendation
April–May	Budget development worksheets, instruction packets and due dates are forwarded to budget managers
May	BPC reviews draft of tentative budget
June	Tentative budget workshop for board of trustees
June	Tentative budget approved by board of trustees
July	State of California budget enacted
August	BPC reviews draft of final budget
September	Final budget workshop for board of trustees Final budget adopted by board of trustees

BUDGET CALENDAR—FULL	
August 15, 2014	BPC Special Meeting: New Member Orientation (after All-college Day)
August 22, 2014	BPC Special Meeting: Review Draft FY15 Final Budget; Review Draft Integrated Planning/Budget Calendar for Planning Year 2014-15
September 3, 2014	Board FY15 Final Budget Workshop
September 5, 2014	BPC Meeting: Approve Integrated Planning/Budget Calendar for Planning Year 2014-15
September 17, 2014	Board Adopts FY15 Final Budget
September 19, 2014	BPC Meeting: VP BAS Presents Process Recommendation for Assessing Effectiveness of Prior-years' Resource Allocations; BPC identifies team to conduct Assessment of Effectiveness of Prior-years' Resource Allocations and produce report (Draft Report Due to BPC on October 17, 2014).
Months of September & October Annually	STAGE 1 AND STAGE 2 PROGRAM REVIEW PROCESSES (Ref. Integrated Planning Manual)
To be completed by September 19, 2014	STAGE 1 PROGRAM REVIEW: REVIEW-REFLECT-PLAN-WRITE—Department Chairs (academic depts.) and Department Heads (non-academic depts.) write their Program Reviews and Program Development Plans.
September 22–October 3, 2014	STAGE 2 PROGRAM REVIEW: DEPARTMENTAL REVIEW—Each Dept. Chair (acad. depts.) or Dept. Head (non-acad. depts.) discusses P.R. with program/department members/revises as necessary
Months of October & November Annually	STAGE 3 AND STAGE 4 PROGRAM REVIEW PROCESSES (Ref. Integrated Planning Manual)
October 6–31, 2014	STAGE 3 PROGRAM REVIEW: FINAL REVIEW/COMPLETION—Each Dept. Chair (academic depts.) or Dept. Head (non-academic depts.) and the appropriate next level administrator review and revise as necessary
October 3, 2014	BPC Meeting
October 17, 2014	BPC Meeting: Review Draft Report on Assessment of Effectiveness of Prior-years' Resource Allocations
October 31, 2014	BPC: HOLD For Potential BPC 5th Friday Special Meeting
November 7, 2014	BPC Meeting: Finalize/Approve Report on Assessment of Effectiveness of Prior-years' Resource Allocations and Forward Assessment Report to Councils for Review/ Comment to the Supt/Pres
Month of November Annually	SUPT/PRES MAKES FINAL DECISION ON RANKING OF FT FACULTY POSITIONS AND THE NUMBER OF POSITIONS TO BE OPENED, AND FORWARDS JOB ANNOUNCEMENTS FOR APPROVED REQUESTS TO HR (Ref. Integrated Planning Manual)

BUDGET CALENDAR—FULL	
November 3–14, 2014	STAGE 4 PROGRAM REVIEW: EVALUATION—Each Department Chair (academic depts.) or Department Head (non-academic depts.) and the appropriate next level administrator evaluate the program and recommend scoring for program validation
November 3–26, 2014	DIVISIONS PRIORITIZE THEIR PROGRAM REVIEW FUNDING REQUESTS, SCORING THEM USING BPC-APPROVED DIVISIONAL RUBRIC AND INCLUDING RUBRIC SCORING RESULTS
November 15, 2014	BPC Meeting: Review the Assessment Results of Prior-years' Resource Allocations; Prepare for Dec 5 Program Review Funding Request Interactive Dialogue
November 30, 2014	DUE TO BPC: DIVISION-PRIORITIZED PROGRAM REVIEW FUNDING REQUESTS SUBMITTED TO BPC IN PRIORITY ORDER, INCLUDING DIVISIONAL RUBRIC SCORES
Month of December Annually	SUPT/PRES PREPARES & PRESENTS INFORMATION REPORT TO BOARD ON ASSESSMENT OF EFFECTIVENESS OF PRIOR YEARS' RESOURCE ALLOCATIONS (Ref. Integrated Planning Manual)
Month of December Annually	STAGE 5 PROGRAM REVIEW PROCESSES (Ref. Integrated Planning Manual)
December 5, 2014	BPC Meeting: Interactive Dialogue Meeting—BPC reviews each division's draft prioritizations and rubric scores for its Program Development Plan Funding Requests as presented by the appropriate division head & offers broad-based perspective
December 19, 2014	No BPC Meeting—Faculty Not On Campus
November 17–December 12, 2014	STAGE 5 PROGRAM REVIEW: VALIDATION – Program Reviews submitted to the Institutional Program Review Committee (IPRC) for scoring reconciliation and program validation
January 2, 2015	No BPC Meeting
January 6–February 13, 2015	PROGRAM DEVELOPMENT PLAN FUNDING REQUEST COST-OUT: BPC's Technical Review Team costs out division-prioritized program review requests and provides results to BPC. (Ref. Integrated Planning Manual)
January 16, 2015	BPC Meeting: Develop FTES Growth Recommendation for 2015–2016 (BPC to finalize on Feb 6, 2015)
January 30, 2015	BPC: HOLD For Potential BPC 5th Friday Special Meeting
February 6, 2015	BPC Meeting: [BUDGET ALLOCATION FOR FUNDING PROGRAM DEVELOPMENT PLAN REQUESTS]—BPC to Establish an Institutional Program Review Fund amount for inclusion in the FY16 Tentative Budget. Finalize FTES Growth Recommendation. Budget Workshop
February 18, 2015	Board Budget Workshop; Board Approves FTES Growth Recommendation for 2015–2016
February 20, 2015	BPC Meeting: Review Costed-out Division-prioritized Program Development Plan Funding Requests, taking into consideration the Report on the "Effectiveness Review of Prior Years' Resource Allocations" (Ref. Integrated Planning Manual)]

BUDGET CALENDAR—FULL

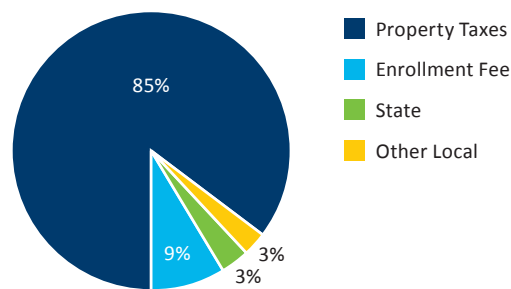
March 2, 2015	HOLIDAY: No BPC meeting
March 6, 2015	BPC Meeting: REVIEW DRAFT DISTRICT INSTITUTIONAL GOALS PROGRESS REPORT and submit feedback to the Office of Institutional Effectiveness (Ref. Integrated Planning Manual); Complete the Review of Costed-out Division-prioritized Program Development Plan Funding Requests
Month of April Annually	PROGRAM DEVELOPMENT PLANS FUNDING RECOMMENDATION TO SUPT/PRES: The VP, BAS delivers BPC's funding recommendation to the Supt/Pres. (Ref. Integrated Planning Manual)
April 4, 2015	BPC Meeting: Develop funding recommendation for Program Development Plan Funding Requests, taking into consideration the Report on the "Effectiveness Review of Prior Years' Resource Allocations"
April 17, 2015	BPC Meeting: Finalize funding recommendation for Program Development Plan Funding Requests and submit to VP, BAS to deliver recommendation to the Supt/Pres. (Ref. Integrated Planning Manual) Review and draft updates if necessary to current Division Rubric and BPC Rubric.
Month of May Annually	SUPT/PRES APPROVES/ANNOUNCES PROGRAM DEVELOPMENT PLAN FUNDING REQUESTS THAT WILL BE FUNDED (Ref. Integrated Planning Manual)
Month of May Annually	SUPT/PRES PRESENTS FINAL REPORT ON DISTRICT INSTITUTIONAL GOALS TO THE BOARD FOR INFORMATION (Ref. Integrated Planning Manual)
May 1, 2015	BPC Meeting: Finalize and Approve Divisional Rubric and BPC Rubric for next cycle of Program Review and Resource Allocation processes.
May 15, 2015	Last BPC meeting of the year. BPC Meeting: Review Draft FY16 Tentative Budget, which includes the BPC-established Institutional Program Review fund amount, then forward to Administrative Council for action and to other Councils for information.
Month of June Annually	INSTITUTIONAL PROGRAM REVIEW DATA DISTRIBUTED TO ACADEMIC PROGRAMS, STUDENT SERVICES PROGRAMS, AND ADMINISTRATIVE UNITS (Ref. Integrated Planning Manual)
June 3, 2015	Board FY16 Tentative Budget Workshop
June 17, 2015	Board Approves FY16 Tentative Budget
August 15, 2015	BPC Special Meeting: New Member Orientation (after All-college Day)
August 22, 2015	BPC Special Meeting: Review Draft FY16 Final Budget, then forward to Administrative Council for action and to other Councils for information. Review Draft Integrated Planning/Budget Calendar for Planning Year 2015-2016
September 2, 2015	Board FY16 Final Budget Workshop
September 4, 2015	BPC Meeting: Approve Integrated Planning/Budget Calendar for Planning Year 2015-2016
September 16, 2015	Board Adopts FY16 Final Budget

REVENUES

General Fund, Unrestricted

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

FY2015 UNRESTRICTED GENERAL FUND REVENUES



Property Taxes

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

Assessed values have increased slightly in San Diego County and most importantly within the district’s boundaries. As a result, property tax revenue is expected to increase and is budgeted at 5.56% (\$4.3 million) higher than last year’s actual receipts.

Enrollment Fees

The cost of enrollment fees is determined by the State of California. The current fee is \$46 per unit. 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. Since the full-time equivalent student (FTES) projection for FY14–15 is expected to be relatively flat, there is a slight decrease to enrollment revenue in FY14–15. The budget is estimated at \$6,800,000, which is \$260,000 less than budgeted in FY14. There is no change to revenues for non-resident tuition.

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

Proposition 30, The Schools and Local Public Safety Protection Act of 2012, passed in November 2012. This proposition temporarily raises the sales and use tax by .25 cents for four years (ending December 2016) and raises the income tax rate for high-income earners for seven years (ending December 2019) to provide continuing funding for local school districts and community colleges. The Education Protection Account (EPA) is accounted for in the general fund to receive and disburse these temporary tax revenues. The district will receive \$1,088,684, which is approximately 1% of the revenue budget. As allowed by law, the district plans to use these resources toward capital outlay projects.

Other Local Revenues

Additional revenue generated from Other Local Sources includes the following fees: course fees, transcripts fees, testing fees, student ID cards, and business development contracts. The district will continue to receive revenue from Successor Agencies formerly known as Redevelopment Agencies (RDA) for the Cities of Oceanside, Solana Beach, and Carlsbad, and are considered Other Local Sources. The RDA revenue for FY2015 is expected to decrease significantly overtime as a result of the redistribution of local assets due to the dissolution of RDAs.

Highlights of General Fund, Restricted & All Other Funds

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

General Fund, Restricted

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

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

Major state categorical programs include Basic Skills, Student Success and Support Program (formerly known as Matriculation), Extended Opportunity Programs and Services (EOPS), Disabled Students Programs & Services (DSPS), Board Financial Assistance Program (BFAP), California Work Opportunities and Responsibility to Kids (CalWORKs), and Physical Plant and Instructional Equipment. The Student Success and Support Program, Physical Plant and Instructional Equipment, and DSPS have experienced significant budget increases in the FY15 budget.

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

Capital Outlay Fund—The district is planning to issue lease revenue bonds during FY15 to fund projects identified in year one of the 5-year facilities plan. The loan proceeds of \$12.5 Million are listed as new revenue.

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

EXPENDITURES

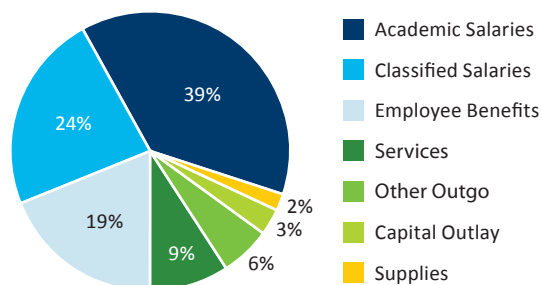
General Fund, Unrestricted

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

Academic & Classified Salaries and Benefits

Salaries and employee benefits are the district's greatest expense, accounting for approximately 82% of the annual operating budget. Academic salaries are budgeted at \$38.4 Million which represents a slight increase from last year due to the approval of ten new faculty positions. The expenditures for benefits is expected to increase due to the following

FY2015 UNRESTRICTED GENERAL FUND EXPENDITURES



factors: CalSTRS rate increase from 8.25% to 8.88%; CalPERS rate increased from 11.44% to 11.77%; Increase of \$510,000 in retiree benefits contributions into irrevocable trust to satisfy GASB 45.

Supplies & Other Operating Expenses

The budgets for supplies and Other Operating Expenses is projected to be higher due to inflationary costs associated with supplies and contracts for new programs offered by Community Services.

Other Outgo

The budget for Other Outgo will increase in the interfund transfers account. The Board of Trustees

is committed to using district reserves for capital outlay projects. As a result, an additional transfer of \$3 Million will be transferred to the Capital Outlay Fund. As the district seeks long term financing for facilities projects through a lease revenue bond, the general fund will continue to support those efforts as needed.

***Highlights of General Fund, Restricted
& All Other Funds***

GENERAL FUND, RESTRICTED

Expenses in the capital outlay object code is expected to rise due to a significant increase in the Physical Plant and Instructional Equipment and student success and support programs. The district will be able to use these resources strategically to further enhance student access, success and equity.

CAPITAL OUTLAY FUND

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

FISCAL YEAR 2015 BUDGETED REVENUES, EXPENDITURES & CHANGES IN FUND BALANCE

	GENERAL FUND		CAPITAL PROJECTS	DEBT SERVICE	INTERNAL SERVICE	TRUSTS					TOTAL
	UNRESTRICTED	RESTRICTED	CAPITAL PROJECTS	BOND INTEREST & REDEMPTION	SELF INSURANCE	STUDENT FINANCIAL AID	STUDENT CENTER FEE	BOOKSTORE	FOOD SERVICE	ASSOCIATED STUDENT GOVERNMENT	ALL FUNDS
REVENUES											
Federal	\$0	\$3,886,152	\$0	\$0	\$0	\$10,200,000	\$0	\$0	\$0	\$0	\$14,086,152
State	3,549,847	6,422,800	0	0	0	0	0	0	0	0	9,972,647
Local	93,864,901	1,530,150	17,695,324	1,640,900	60,800	0	135,000	237,000	150,350	157,300	112,471,725
TOTAL REVENUES	97,414,748	11,839,102	17,695,324	1,640,900	60,800	10,200,000	135,000	237,000	150,350	157,300	136,530,524
EXPENDITURES											
Academic Salaries	38,410,096	1,247,569	0	0	0	0	0	0	0	0	39,657,665
Classified Salaries	22,944,917	3,263,328	0	0	0	0	40,000	12,230	4,000	10,400	26,274,875
Staff Benefits	18,952,988	1,157,505	0	0	0	0	9,870	5,051	2,000	936	20,128,350
Supplies, Printing, Copy Charges	1,830,790	700,630	42,985	0	0	0	8,000	0	3,000	48,100	2,633,505
Other Operating Expenses	8,848,487	1,799,045	279,189	1,000	33,000	0	0	32,000	131,000	70,400	11,194,121
Capital Outlay	2,875,131	1,942,341	11,837,902	0	27,000	0	124,930	7,500	10,000	11,414	13,836,218
Transfers Out/Other Outgo	6,930,005	686,151	0	1,627,308	0	10,200,000	0	180,219	350	14,000	16,638,033
TOTAL EXPENDITURES	100,792,414	10,796,569	12,160,076	1,628,308	60,000	10,200,000	182,800	237,000	150,350	155,250	130,362,767
REVENUES LESS EXPENDITURES	(3,377,666)	1,042,533	5,535,248	12,592	800	0	(47,800)	0	0	2,050	6,167,757
FUND BALANCE											
NET INCREASE/(DECREASE)											
IN FUND BALANCE	(3,377,666)	1,042,533	5,535,248	12,592	800	0	(47,800)	0	0	2,050	6,167,757
FUND BALANCE, JULY 1	17,485,733	1,542,414	4,343,910	507,936	177,340	0	1,302,357	746,246	89,379	80,059	26,275,374
FUND BALANCE, JUNE 30	14,108,067	2,584,947	9,879,158	520,528	178,140	0	1,254,557	746,246	89,379	82,109	32,443,131

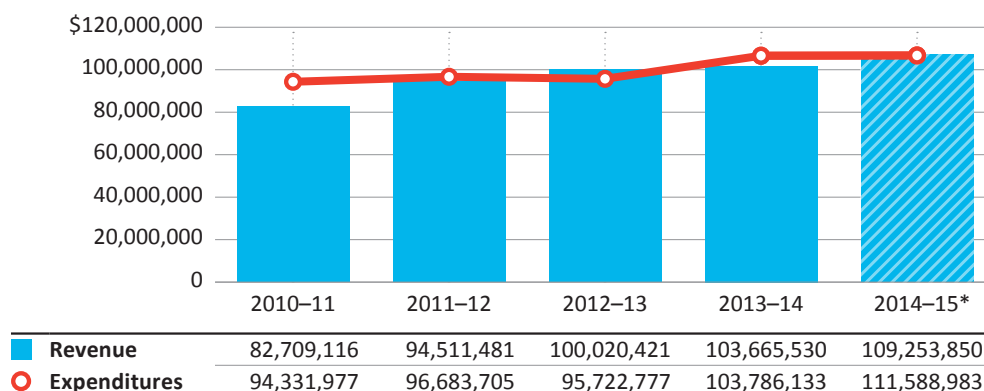
BUDGETED REVENUES & EXPENDITURES BY FUND

Fund
11

Combined General

	FY2013 ACTUALS	FY2014 UNAUDITED ACTUALS	FY2015 FINAL BUDGET
BEGINNING BALANCE	\$14,851,105	\$19,148,750	\$19,028,147
ADJUSTMENTS	0	0	0
ADJUSTED BEGINNING BALANCE	14,851,105	19,148,750	19,028,147
INCOME			
Federal	2,337,317	2,844,015	3,886,152
State	7,999,684	9,271,150	9,972,647
Local	89,683,420	91,550,365	95,395,051
TOTAL INCOME	100,020,421	103,665,530	109,253,850
BEGINNING BALANCE & TOTAL INCOME	114,871,526	122,814,280	128,281,997
EXPENSES			
Academic Salaries	37,694,789	39,346,034	39,657,665
Classified Salaries	23,377,379	24,566,935	26,208,245
Staff Benefits	18,735,187	19,153,259	20,110,493
Supplies, Printing, Copy Charges	1,987,393	1,848,298	2,531,420
Other Operating Expenses	8,615,907	9,484,878	10,647,532
TOTAL PROGRAM EXPENSES	90,410,655	94,399,404	99,155,355
Capital Outlay	1,797,636	3,079,967	4,817,472
Transfers & Other Outgo	3,514,486	6,306,762	7,616,156
TOTAL EXPENSES	95,722,777	103,786,133	111,588,983
ENDING BALANCE	19,148,749	19,028,147	16,693,014

COMBINED GENERAL FUND—REVENUE & EXPENDITURES



*Projected

Fund
11

General, Restricted

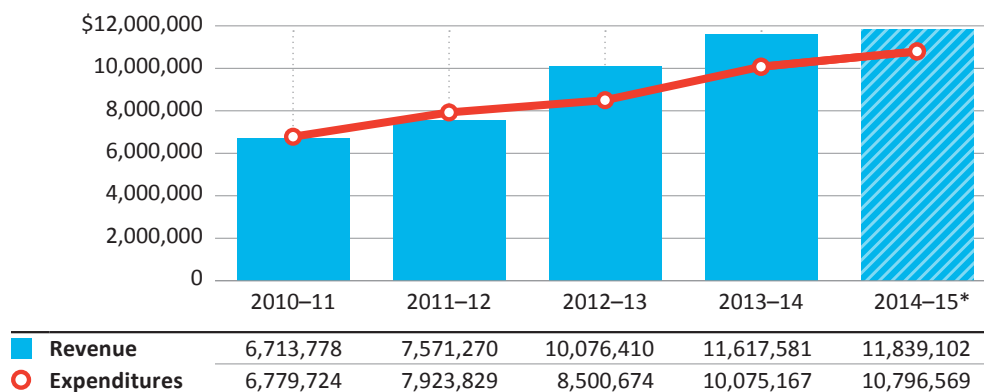
	FY2013 ACTUALS	FY2014 UNAUDITED ACTUALS	FY2015 FINAL BUDGET
BEGINNING BALANCE	\$1,520,789	\$1,575,736	\$1,542,414
ADJUSTMENTS	0	0	0
ADJUSTED BEGINNING BALANCE	1,520,789	1,575,736	1,542,414
RESTRICTED INCOME			
FEDERAL SOURCES			
Perkins IV-Title IC	231,638	228,243	262,651
VTEA-Tech Prep	49,389	44,025	43,269
College Work Study Program	159,884	172,188	166,757
Pell Administrative Allowance	10,300	12,440	10,000
Adult Basic Education Program	188,719	166,401	184,719
Adult Basic Ed-English Literacy	88,837	73,081	88,837
Veterans Reporting Fee	22,574	16,944	6,600
SBDC-SBA	478,490	375,900	300,000
Transitional Assistance to Needy Families (TANF)	65,472	56,149	50,643
Gear Up	990,219	1,354,298	1,022,676
Department of Labor-TAACCT	0	303,988	1,750,000
Other Federal Grants & Awards	51,795	40,358	0
TOTAL RESTRICTED FEDERAL INCOME	2,337,317	2,844,015	3,886,152
RESTRICTED STATE SOURCES			
Basic Skills	137,549	164,405	107,292
EOPS Apportionment	491,339	604,451	574,228
EOPS-CARE	59,510	57,182	54,323
Disabled Students Programs & Services	502,759	800,192	728,147
CA Work Opportunity & Responsibility to Kids	256,058	373,712	231,526
BFAP Administrative Allowance	335,692	351,081	373,609
Cal Grant	413,422	523,217	400,000
Student Success formerly known as Matriculation	287,860	387,954	1,011,089
Student Success formerly known as Noncredit Matriculation	91,836	116,045	145,056
CTE-LVN to RN Step Up Grant/Growth & Retention	315,159	317,257	306,287
CTE Community Collaborative Grant	452,213	243,914	0
CTE Community Pathways Grants	232,741	199,586	0
SBDC-EWD Youth Entrepreneurship	121,592	47,767	0
EWD-Business Entrep Centers	292,469	274,569	0
DSN-Business Entrep Centers	0	0	300,000
Restricted Lottery	319,132	408,004	325,000
Clean Energy Job Creation Act-Prop 39	0	372,403	295,774
Other Categoricals & Grants	255,326	334,081	1,570,469
TOTAL RESTRICTED STATE INCOME	4,564,657	5,575,820	6,422,800
LOCAL RESTRICTED SOURCES			
Health Services Fees & User Fees	599,795	652,241	600,000
Parking Fees & Fines	761,351	684,981	720,000
Class Course Fees	27,972	21,004	26,450
San Diego County JPA Surplus Reserve	123,324	33,879	100,000
Other Local Grants & Restricted Funds	141,205	229,905	83,700
TOTAL LOCAL RESTRICTED INCOME	1,653,647	1,622,010	1,530,150
TOTAL RESTRICTED REVENUES	10,076,410	11,617,581	11,839,102

Fund
11

General, Restricted (continued)

	FY2013 ACTUALS	FY2014 UNAUDITED ACTUALS	FY2015 FINAL BUDGET
RESTRICTED EXPENSES			
TOTAL ACADEMIC SALARIES	1,201,595	1,406,439	1,247,569
TOTAL CLASSIFIED STAFF	2,714,208	3,114,719	3,263,328
TOTAL STAFF BENEFITS	1,016,506	1,177,660	1,157,505
TOTAL SUPPLIES, PRINTING, COPY CHARGES	591,645	668,924	700,630
TOTAL OTHER OPERATING EXPENSES	1,800,906	1,907,894	1,799,045
TOTAL CAPITAL OUTLAY & LIBRARY COLLECTION	520,113	995,944	1,942,341
TOTAL STUDENT AID	655,701	803,587	686,151
TOTAL RESTRICTED EXPENSES	8,500,674	10,075,167	10,796,569
ENDING BALANCE	1,575,736	1,542,414	2,584,947

GENERAL, RESTRICTED FUND—REVENUE & EXPENDITURES



*Projected

Fund
11

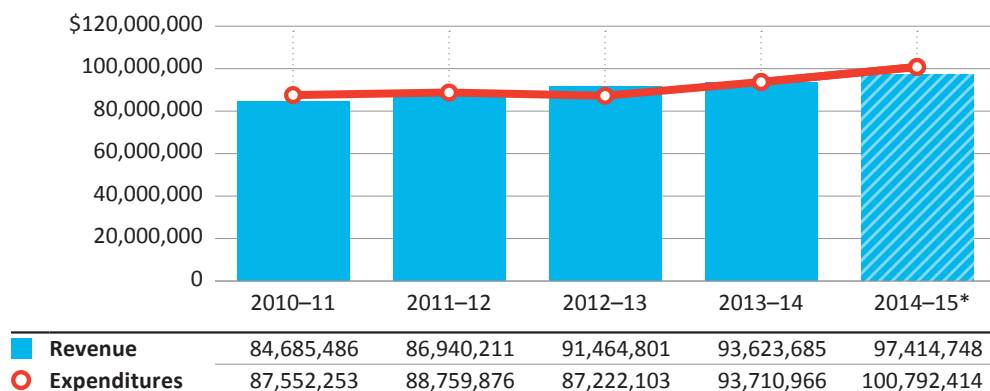
General, Unrestricted

	FY2013 ACTUALS	FY2014 UNAUDITED ACTUALS	FY2015 FINAL BUDGET
BEGINNING BALANCE	\$13,330,316	\$17,573,014	\$17,485,733
ADJUSTMENTS	0	0	0
ADJUSTED BEGINNING BALANCE	13,330,316	17,573,014	17,485,733
UNRESTRICTED INCOME			
<i>FEDERAL SOURCES</i>			
	0	0	0
TOTAL UNRESTRICTED FEDERAL INCOME	0	0	0
<i>UNRESTRICTED STATE SOURCES</i>			
Education Protection Account (Prop 30)	1,043,043	1,086,633	1,088,684
State Taxes	701,801	687,338	720,000
Mandated Block Grant	289,864	292,643	292,628
Unrestricted Lottery	1,271,482	1,500,810	1,300,000
Other State Unrestricted	128,837	127,906	148,535
TOTAL UNRESTRICTED STATE INCOME	3,435,027	3,695,330	3,549,847
<i>LOCAL UNRESTRICTED SOURCES</i>			
Local Property Taxes	74,926,984	77,808,222	82,137,861
Facility Use Fees	24,769	24,790	25,000
Interest	75,638	69,848	80,000
Child Development Center Fees	271,480	298,254	290,000
Enrollment Fees	7,154,823	6,641,986	6,900,000
Nonresident Fees	1,663,818	1,717,547	1,680,000
Bookstore Rent	80,526	80,526	0
Community Services Classes & Contract Ed	1,599,442	2,313,264	2,200,000
Other Local Sources	2,232,294	973,918	552,040
TOTAL LOCAL UNRESTRICTED INCOME	88,029,774	89,928,355	93,864,901
TOTAL UNRESTRICTED REVENUES & BEGINNING BALANCE	104,795,117	111,196,699	114,900,481
EXPENSES			
Regular Classroom Faculty	15,726,516	15,861,009	17,028,599
Regular Non-Classroom Faculty	7,215,671	7,873,307	7,523,014
Hourly Classroom Faculty	12,516,441	12,985,527	12,597,683
Other Non-Classroom Faculty	1,034,566	1,219,752	1,260,800
TOTAL ACADEMIC SALARIES	36,493,194	37,939,595	38,410,096
Regular Non-Instructional Staff	15,767,198	16,304,319	17,293,355
Regular Instructional Staff	1,843,867	2,035,728	2,203,627
Hourly Non-Instructional Staff	1,768,246	1,946,343	2,126,894
Hourly Instructional Staff	1,283,860	1,165,826	1,321,041
TOTAL CLASSIFIED STAFF	20,663,171	21,452,216	22,944,917
TOTAL STAFF BENEFITS	17,718,681	17,975,599	18,952,988
TOTAL SUPPLIES, PRINTING, COPY CHARGES	1,395,748	1,179,374	1,830,790

Fund 11 General, Unrestricted (continued)

	FY2013 ACTUALS	FY2014 UNAUDITED ACTUALS	FY2015 FINAL BUDGET
Consultants & Specialists	\$56,630	\$146,566	\$90,184
Travel	375,533	454,617	703,806
Memberships, Entry Fees, Licenses	139,172	149,497	159,540
Insurance	358,938	393,181	429,800
Utilities	1,801,503	1,944,439	2,017,672
Contract Services	2,996,017	3,493,149	4,380,944
Legal & Audit Service, Election	266,171	189,725	335,400
Advertising, Postage, Bank Charges & TRANS	821,037	805,810	731,141
TOTAL OTHER OPERATING EXPENSES	6,815,001	7,576,984	8,848,487
TOTAL PROGRAM EXPENSES	83,085,795	86,123,768	90,987,278
New Sites & Site Improvement	1,357	241,264	180,500
New Buildings & Building Improvement	217,541	312,080	335,939
Library Books & Materials	204	51,637	55,600
Furniture & Equipment	1,058,421	1,479,042	1,603,092
Program Review Initiatives (Budget Only)	N/A	N/A	700,000
TOTAL CAPITAL OUTLAY	1,277,523	2,084,023	2,875,131
Interfund Transfers	2,756,007	5,399,803	6,825,005
Student Aid	102,778	103,372	105,000
TOTAL OTHER OUTGO	2,858,785	5,503,175	6,930,005
TOTAL UNRESTRICTED EXPENSES	87,222,103	93,710,966	100,792,414
ENDING BALANCE	17,573,014	17,485,733	14,108,067
General Reserve	5,239,756	5,559,835	5,745,024
Reserves for Emergencies	3,143,854	3,335,901	3,447,014
Health Benefits Reserve	2,576,291	3,541,884	3,541,884
UNAVAILABLE ENDING BALANCE	8,383,609	12,437,620	12,733,923
AVAILABLE ENDING BALANCE	9,189,405	5,048,114	1,374,145

GENERAL, UNRESTRICTED FUND—REVENUE & EXPENDITURES



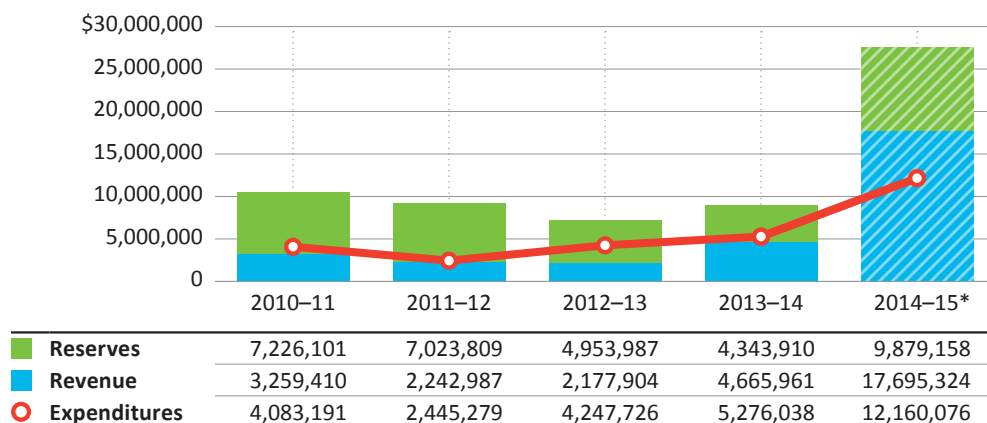
*Projected

Fund
41

Capital Outlay Projects

	FY2013 ACTUALS	FY2014 UNAUDITED ACTUALS	FY2015 FINAL BUDGET
BEGINNING BALANCE	\$7,023,809	\$4,953,987	\$4,343,910
ADJUSTMENTS	0	0	0
ADJUSTED BEGINNING BALANCE	7,023,809	4,953,987	4,343,910
INCOME			
Scheduled Maintenance	99,380	0	0
Other Income	1,560	0	1,000
Lease Revenue Bond Proceeds	0	0	12,500,000
Interest	23,840	21,966	40,000
Incoming Transfer—Facilities	17,400	2,500,000	3,000,000
Incoming Transfer—TEC Classrooms	72,598	72,598	72,598
Incoming Transfer—Futures Reserve	471,349	579,620	589,949
Incoming Transfer—Info-Tech	1,491,777	1,491,777	1,491,777
TOTAL INCOME	2,177,904	4,665,961	17,695,324
TOTAL BEGINNING BALANCE & INCOME	9,201,713	9,619,948	22,039,234
EXPENSES			
Supplies, Printing, Copy Charges	22,174	74,655	42,985
Other Operating Expenses	188,574	147,299	279,189
New Sites & Site Improvements	118,304	93,697	41,077
New Facilities & Improvements	2,547,364	3,206,015	10,061,298
Furniture & Equipment	1,371,310	1,754,372	1,735,527
TOTAL EXPENSES	4,247,726	5,276,038	12,160,076
ENDING BALANCE	4,953,987	4,343,910	9,879,158
Reserve for Designated Projects	4,482,638	4,343,910	9,289,209
Board Futures Reserves	471,349	0	589,949
UNAVAILABLE ENDING BALANCE	4,953,987	4,343,910	9,879,158
AVAILABLE ENDING BALANCE	0	0	0

CAPITAL OUTLAY PROJECTS FUND—REVENUE & EXPENDITURES

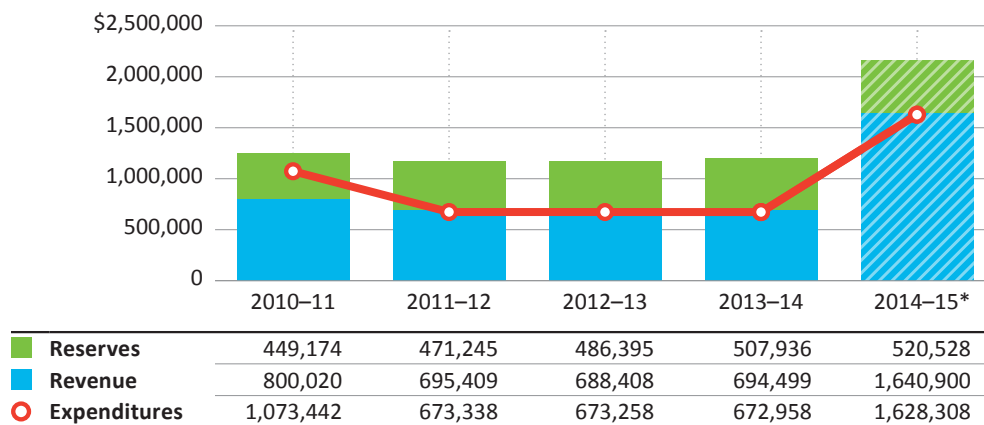


*Projected

Fund 29 Debt Service

	FY2013 ACTUALS	FY2014 UNAUDITED ACTUALS	FY2015 FINAL BUDGET
BEGINNING BALANCE	\$471,245	\$486,395	\$507,936
ADJUSTMENTS	0	0	0
ADJUSTED BEGINNING BALANCE	471,245	486,395	507,936
INCOME			
Interest	5,908	6,299	3,000
Arby's Lease Agreement	82,500	88,200	82,500
Incoming Transfer from General Fund	600,000	600,000	1,555,400
TOTAL INCOME	688,408	694,499	1,640,900
TOTAL BEGINNING BALANCE & INCOME	1,159,653	1,180,894	2,148,836
EXPENSES			
Loan Services	650	550	1,000
Debt Service	415,875	415,675	1,370,575
Lease Payment	256,753	256,733	256,733
TOTAL EXPENSES	673,258	672,958	1,628,308
ENDING BALANCE	486,395	507,936	520,528
SAN Student Center			
One-Year Loan Payment Reserve	318,711	415,675	415,175
UNAVAILABLE ENDING BALANCE	318,711	415,675	415,175
AVAILABLE ENDING BALANCE	167,684	92,261	105,353

DEBT SERVICE FUND—REVENUE & EXPENDITURES

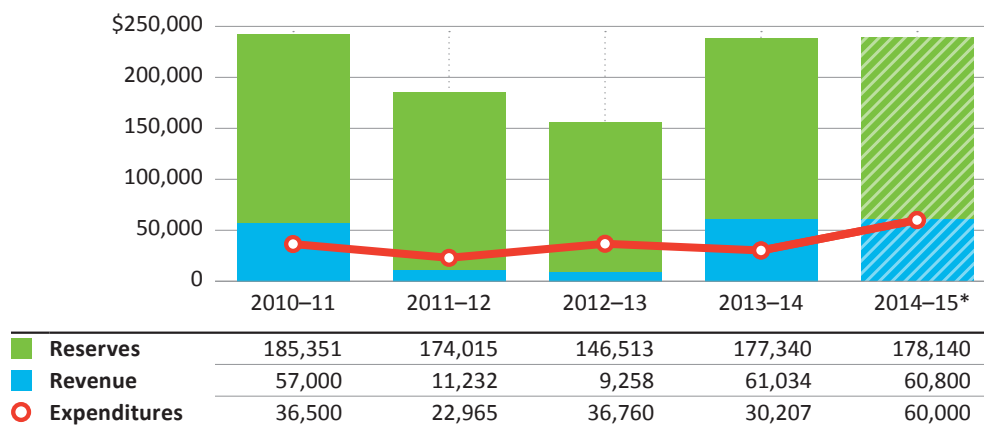


*Projected

Fund 61 Self Insurance

	FY2013 ACTUALS	FY2014 UNAUDITED ACTUALS	FY2015 FINAL BUDGET
BEGINNING BALANCE	\$174,015	\$146,513	\$177,340
ADJUSTMENTS	0	0	0
ADJUSTED BEGINNING BALANCE	174,015	146,513	177,340
INCOME			
Interest	586	609	800
Insurance Reimbursements	8,672	10,425	10,000
Incoming Transfer from General Fund	0	50,000	50,000
TOTAL INCOME	9,258	61,034	60,800
TOTAL BEGINNING BALANCE & INCOME	183,273	207,547	238,140
EXPENSES			
Insurance	12,169	11,000	10,000
Contract Services	15,584	9,822	13,000
Legal Services	0	0	10,000
TOTAL OTHER OPERATING EXPENSES	27,753	20,822	33,000
Furniture & Equipment	9,007	9,385	27,000
TOTAL CAPITAL OUTLAY	9,007	9,385	27,000
TOTAL EXPENSES	36,760	30,207	60,000
ENDING BALANCE	146,513	177,340	178,140

SELF INSURANCE FUND—REVENUE & EXPENDITURES



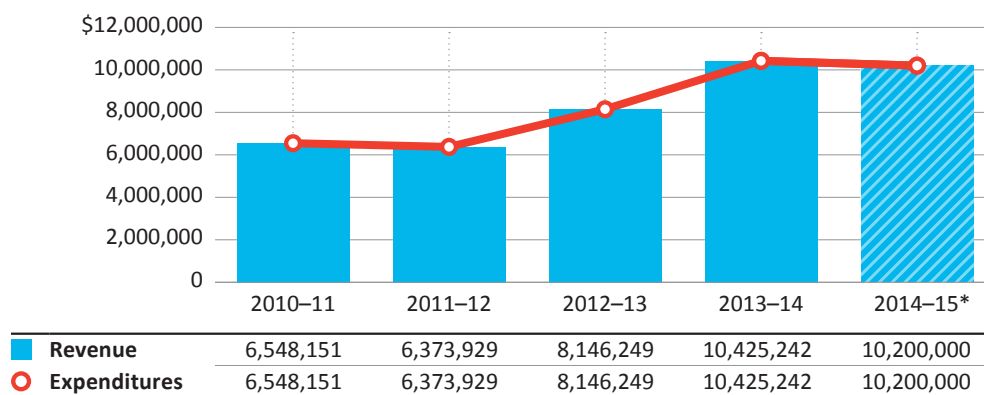
*Projected

Fund
74

Student Financial Aid

	FY2013 ACTUALS	FY2014 UNAUDITED ACTUALS	FY2015 FINAL BUDGET
BEGINNING BALANCE	\$0	\$0	\$0
ADJUSTMENTS	0	0	0
ADJUSTED BEGINNING BALANCE	0	0	0
INCOME			
HEA-SEOG	175,868	162,375	200,000
HEA-Pell Grant	7,098,940	8,654,588	8,500,000
Direct Loan	871,441	1,603,041	1,500,000
Other Grants	0	5,238	0
TOTAL INCOME	8,146,249	10,425,242	10,200,000
EXPENSES			
Student Aid	8,146,249	10,425,242	10,200,000
TOTAL EXPENSES	8,146,249	10,425,242	10,200,000
ENDING BALANCE	0	0	0

STUDENT FINANCIAL AID FUND—REVENUE & EXPENDITURES



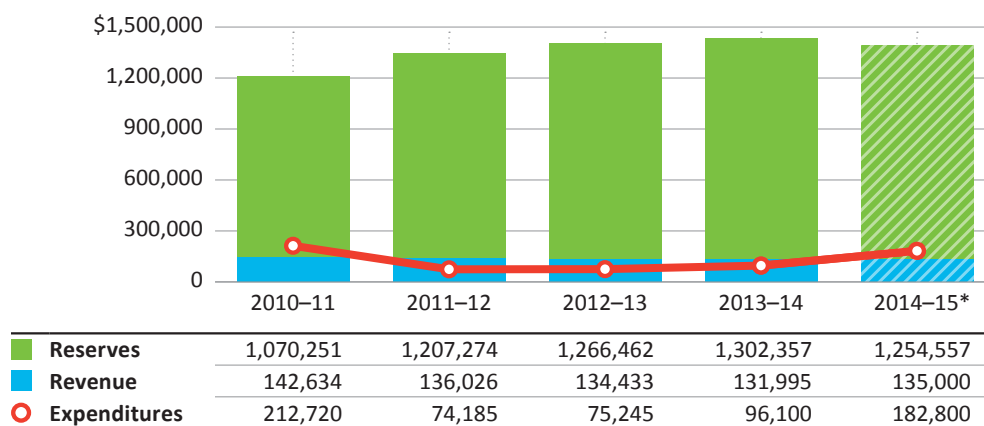
*Projected

Fund
73

Student Center Fee

	FY2013 ACTUALS	FY2014 UNAUDITED ACTUALS	FY2015 FINAL BUDGET
BEGINNING BALANCE	\$1,207,274	\$1,266,462	\$1,302,357
ADJUSTMENTS	0	0	0
ADJUSTED BEGINNING BALANCE	1,207,274	1,266,462	1,302,357
INCOME			
Interest	4,625	4,588	5,000
Student Center Fees	129,808	127,407	130,000
TOTAL INCOME	134,433	131,995	135,000
EXPENSES			
Salaries	31,914	46,386	40,000
Benefits	2,306	7,268	9,870
Supplies/Contract Services	553	525	8,000
Refurbish Oceanside/SAN Student Center	40,472	28,387	86,365
Equipment	0	13,534	38,565
TOTAL EXPENSES	75,245	96,100	182,800
ENDING BALANCE	1,266,462	1,302,357	1,254,557
UNAVAILABLE ENDING BALANCE—SAN Student Center	0	0	0
AVAILABLE ENDING BALANCE	1,266,462	1,302,357	1,254,557

STUDENT CENTER FEE FUND—REVENUE & EXPENDITURES

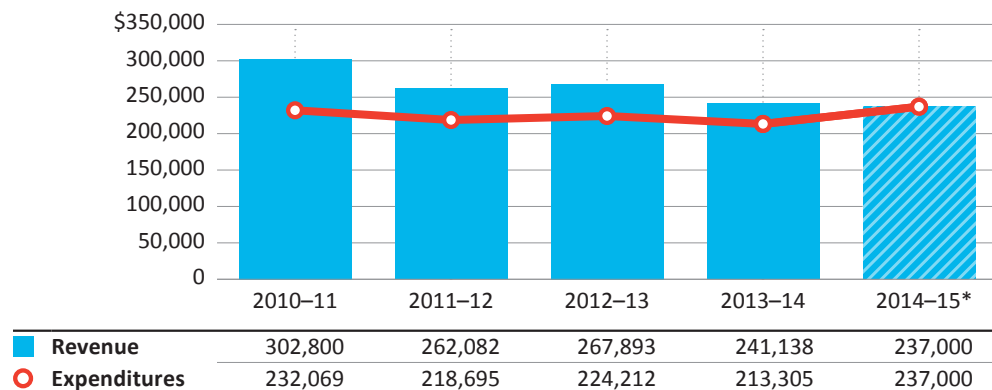


*Projected

Fund 51 Bookstore

	FY2013 ACTUALS	FY2014 UNAUDITED ACTUALS	FY2015 FINAL BUDGET
BEGINNING BALANCE	\$718,413	\$718,413	\$746,246
ADJUSTMENTS	0	0	0
ADJUSTED BEGINNING BALANCE	718,413	718,413	746,246
INCOME			
Interest Income	1,928	1,895	2,000
Commissions—Follett	265,965	239,243	235,000
TOTAL INCOME	267,893	241,138	237,000
EXPENSES			
Salaries	12,228	12,228	12,230
Benefits	4,866	4,900	5,051
Utilities	34,008	32,781	32,000
Insurance Premiums	5,838	6,097	7,500
Repairs	0	0	0
TOTAL OPERATING EXPENSES	56,940	56,006	56,781
OTHER EXPENSES			
Rent to District	80,526	80,526	0
Transfer to District Unrestricted Fund	81,746	71,773	0
Transfer to Associated Student Government	5,000	5,000	117,000
Transfer to Cafeteria	0	0	63,219
TOTAL OTHER EXPENSES	167,272	157,299	180,219
NET INCOME (LOSS)	43,681	27,833	0
CONTRIBUTION TO FOUNDATION	43,681	0	0
FINAL NET INCOME (LOSS)	0	27,833	0
ENDING BALANCE	718,413	746,246	746,246

BOOKSTORE FUND—REVENUE & EXPENDITURES

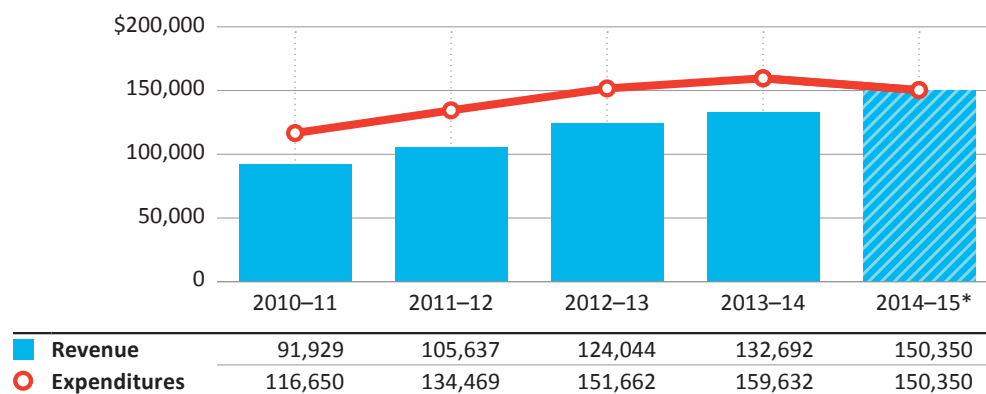


*Projected

Fund 52 Food Service

	FY2013 ACTUALS	FY2014 UNAUDITED ACTUALS	FY2015 FINAL BUDGET
BEGINNING BALANCE	\$143,934	\$116,316	\$89,379
ADJUSTMENTS	0	0	0
ADJUSTED BEGINNING BALANCE	143,934	116,316	89,379
INCOME			
Interest Income	0	0	0
ATM Commissions	0	0	350
Premier—Oceanside Vending	18,858	24,017	18,000
Premier—SAN Vending	2,303	2,867	3,500
Incoming Transfer from General Fund	102,883	105,808	65,281
Incoming Transfer from Bookstore	0	0	63,219
TOTAL INCOME	124,044	132,692	150,350
EXPENSES			
Contracted Services	103,148	121,553	95,000
Repairs	6,838	9,634	10,000
Supplies	0	0	1,000
Equipment Expense	0	0	1,000
Depreciation	35,096	21,857	35,000
Salary Account Tech	4,076	4,076	4,000
Fringe Benefits	1,688	1,633	2,000
Hospitality	816	876	2,000
Grant to Foundation	0	0	350
TOTAL EXPENSES	151,662	159,629	150,350
NET INCOME (LOSS)	(27,618)	(26,937)	0
ENDING BALANCE	116,316	89,379	89,379

FOOD SERVICE FUND—REVENUE & EXPENDITURES



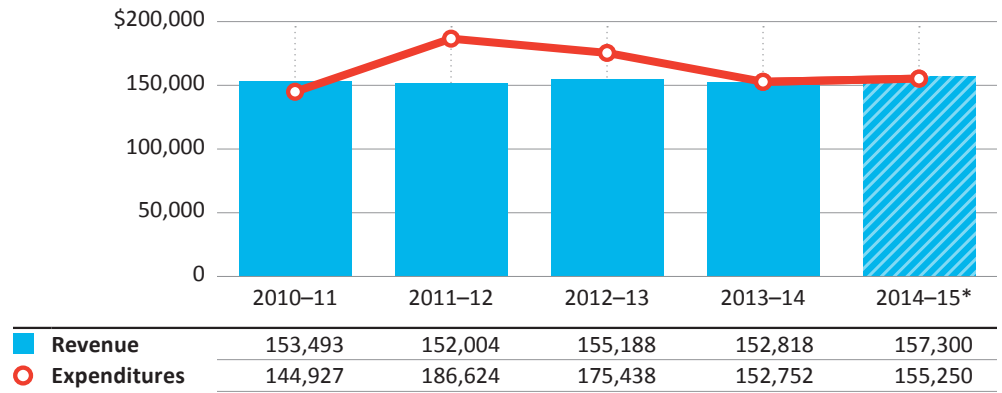
*Projected

Fund
71

Associated Student Government

	FY2013 ACTUALS	FY2014 UNAUDITED ACTUALS	FY2015 FINAL BUDGET
BEGINNING BALANCE	\$100,243	\$79,993	\$80,059
ADJUSTMENTS	0	0	0
ADJUSTED BEGINNING BALANCE	100,243	79,993	80,059
INCOME			
ID Card Sales	37,111	35,643	38,000
District Guarantee	110,149	109,497	0
Contribution from Bookstore	5,000	5,000	117,000
Contact Table Rental	1,400	2,225	2,000
TOTAL INCOME	153,660	152,365	157,000
EXPENSES			
Wages	24,484	13,542	10,400
Benefits	3,491	2,210	936
Hospitality	31,855	31,232	16,000
Supplies—Non-Instructional	15,981	14,143	32,100
Copy Machine Cost	599	443	2,700
Contract Services	5,122	(33)	0
Printing Costs	3,975	5,181	6,000
I.D. Card Cost	5,449	5,294	5,500
Travel	22,847	14,151	18,500
Consultants/Specialists	4,178	3,200	5,200
ASG-OC Club Distributions	31,500	31,500	31,500
Guest Speakers	1,913	1,696	0
Donations	2,500	0	1,000
Equipment Purchase	5,557	0	11,414
Site Improvements	0	14,742	0
Software	4,570	0	0
Scholarships	8,189	12,201	11,000
Advertising	228	250	0
Student Bus Passes	3,000	3,000	3,000
TOTAL EXPENSES	175,438	152,752	155,250
OPERATING INCOME (LOSS)	(21,778)	(387)	1,750
OTHER INCOME			
Interest Income	387	69	300
Miscellaneous Income	1,141	384	0
TOTAL OTHER INCOME	1,528	453	300
NET INCOME (LOSS)	(20,250)	66	2,050
ENDING BALANCE*	79,993	80,059	82,109
*SET ASIDE ANNUALLY FOR EQUIPMENT REPLACEMENT	3,410	3,410	3,410

ASSOCIATED STUDENT GOVERNMENT FUND—REVENUE & EXPENDITURES



*Projected

RESOURCE ALLOCATION *for* FISCAL YEAR 2015

CAPITAL EXPENDITURES

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

Comprehensive Master Plan

The MiraCosta Community College District Board of Trustees approved the 2011 Comprehensive Master Plan at their November 15, 2011, board meeting. The district began the collaborative, two-year Comprehensive Master Plan project by hiring consultants for the educational plan and the facilities plan components. The consultants worked with the MiraCosta Master Plan Team which was comprised of representatives from the faculty, administration, staff, and student body, to prepare, produce, and recommend for board approval a comprehensive master plan to guide the education of students, service to communities, and planning for facilities to support these endeavors.

Facilities Master Plan

MiraCosta Community College District ensures that facilities renewal and improvement projects are planned, organized, and coordinated effectively to support the mission and vision of the college. The district’s facilities master plan provides a rational and orderly method of addressing existing physical concerns and accommodating future needs throughout the district. The document includes critical reviews of existing facilities, land use, and a conceptual list of projects to respond to the future challenges facing the district through 2021.

Five-Year Facilities Plan

The Five-Year Facilities Plan articulates the development and implementation of the next five years of the facilities master plan. The program is updated annually and submitted to the California Community Colleges Chancellor’s Office. Plan objectives include:

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

In February 2014, the Board of Trustees charged the district to reconsider the 2011 Facilities Master Plan and develop a facilities plan that the district could pursue to meet the projected facility needs without the financial support of a general obligation bond. The vice president of business and administrative services, the director of facilities, and a facilities subcommittee created by the district’s shared governance Budget and Planning Committee, began developing a facilities and implementation plan, one that draws on the vision and strengths of the 2011 plan and one that could be completed in five years given the current and projected fiscal position of the district.

The subcommittee—which was composed of faculty, staff, and administrators, analyzed the condition of the district’s facilities, identified the highest-priority projects for the district, and consulted with the Budget and Planning Committee and superintendent/president. The resulting facilities and implementation plan provides a picture of the capital improvement needs of the college, and a suggested schedule for implementation, enabling the Board of Trustees to make informed decisions regarding project priorities.

The plan conveys the facilities master planning context, current capital outlay needs and objectives, and the list of proposed projects. This plan includes:

- Planning priorities
- A discussion of the state’s criteria for funding space needs
- Proposed projects
- Projects, costs and schedules
- Facilities needs or projects identified in the 2011 Facilities Master Plan that are not in this plan

The primary drivers of district facility needs include providing safe and secure facilities, improving poor functional conditions, and addressing inadequate physical conditions.

Other drivers include the need to modernize and expand facilities to account for enrollment and personnel growth and to provide adequate space for required functions. Enrollment has increased from 9,441 full-time equivalent students (FTES) in 2008/09 to 10,687 FTES in 2013/14, a 13-percent increase over five years. However, due to the most recent enrollment trends, an improving economy, neighboring districts expanding their offerings, and a reduction of students at district high schools, enrollment is not expected to grow significantly in the near future.

District faculty and staff have increased from 918 in 2008/09 to 1,015 in 2013/14, a 10-percent increase over five years. With new legislation driving additional activities related to student success, personnel growth is expected to continue. Many older classrooms were not originally designed to support today’s instructional methodologies, are inadequately sized, and often lack the proper mechanical and technology systems to support the best learning in the classroom. In addition, many older offices were not originally designed to support today’s office functions and are inadequately sized. Many existing storage facilities that support academic and support functions are in inappropriate facilities.

Planning Priorities

The district’s planning priorities promotes the development and renovation of facilities that support the highest standards in instructional methodology, equity, the protection of the environment, and public health and safety. The following criteria were used in prioritizing the facility needs of the district:

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

The State’s Criteria for Funding Space Needs

Given the district’s current enrollment of approximately 10,500 full-time equivalent students and current staffing, the following are the district’s square foot space needs (surplus) by type of space according to the formula for state funding eligibility:

TYPE	OCEANSIDE	SAN ELIJO	TOTAL
Lecture	4,728	(5,025)	(297)
Laboratory	26,914	(1,544)	25,370
Office	0	5,935	5,935
Library	22,024	4,088	26,112
AV/TV	12,432	2,881	15,313
Total	66,098	6,335	72,433

Community Learning Center—The facilities at the Community Learning Center are not supported by the state’s capacity-to-load ratio and therefore not eligible for state funding.

Capital Projects for 5-Year Implementation

Relocate Community Services/Small Business Development Center to Carlsbad, CA

This project will relocate Community Services from the Oceanside Campus and the Small Business Development Center from the Community Learning Center to a facility in Carlsbad, CA. This move is necessary to accommodate the growth needs of a \$2.7 million grant that was awarded to Community Services in 2013/14. This facility will house a North County Technology Career Institute (NCTCI) to train entry-level and incumbent workers intended for the maritime, biotech and manufacturing industries within San Diego County. The facility and related program offerings will respond to a critical demand for workers capable of advancing in the modern industrial environment. The facility will house a comprehensive training facility that will prepare trade adjustment assistance (TAA) participants, unemployed, returning veterans, and other nontraditional learners for high-wage, high-skill employment within this burgeoning industry sector. In addition, the Small Business Development Center will move to this new location to better serve the community that it serves as well as to offer an improved operating facility to offer their services. The estimated budget for the project is \$800,000.

**Modernize/Renovate Classrooms—
All Campus Locations (OC, SAN, CLC)**

This project will modernize/renovate classrooms throughout the district that have outdated lighting, carpeting, flooring, ceiling finishes, technology and furnishings that have outlived their useful life. The renovated classrooms will provide new lighting, acoustic treatments to absorb sound, new technology, white boards, new flexible furnishings and improved, contemporary finishes all with the goal to provide a 21st century learning environment. The estimated budget for this project is \$4 million.

**Instructional Building #1 (Allied Health)/
Demolition of T400 Buildings—
Oceanside Campus**

This project will construct an instructional building to accommodate enrollment and staff growth, and replace temporary buildings. This building

will address the needs for additional allied health teaching laboratories, general classrooms and office space. This project will include the removal of T400, T410, T420 and T430 after construction as the new space will eliminate the need to keep these facilities that have surpassed their life expectancy.

This project was submitted and approved as a Final Project Proposal (FPP) in 2013 and the district has proposed a fifty-percent local contribution to increase the chances of receiving state funding. The state funding will be contingent on a state wide facilities bond being put on the ballot and passing in November 2014. The building is designed to be 27,000 square feet in size, it is replacing 5,000 square feet of temporary modular facilities, resulting in a net 22,000 square feet of increased space. Given the district's current and expected near term enrollment, this building will satisfy the state's standard for lecture space needs (additional 5,000 SF), a portion of the laboratory space needs (additional 10,200 SF), and it will provide an additional 2,000 SF of office space to accommodate expected growth in staff positions due to student success initiatives. The estimated budget for this project is \$25 million with the state providing \$12.4 million and the district providing a match of \$12 million plus \$600,000 to remove the modular facilities.

**New Student Center/Vets Annex—
Oceanside Campus**

The veteran population at the Oceanside Campus has grown from 200 in 2005 to over 1,200 students today. The current Veterans Information Center is completely inadequate in terms of needed space. The new facility will provide study and computer areas. This new facility will be used to better coordinate student services for veterans and provide timely certification of benefits, admissions, counseling, financial aid and study areas, and a lounge. The building will be shared with the Associated Student Government (ASG) and will have offices, student meeting areas, conference rooms and a new location for the Chariot office. The estimated budget for this project is \$3.5 million.

Renovate Gym—Oceanside Campus

This project will make essential improvements needed to maintain the Oceanside Campus gymnasium, dance studio and locker rooms. The project will correct major facility problems including the gymnasium/dance studio roofs, heating and ventilation system, replacement of bleachers, and a complete renovation of the locker room that is shared between men's and women's facilities. The original men's locker room building was demolished in 2004 and was not replaced. As a result, the existing women's locker room facility was converted to accommodate both men's and women's facilities. The existing facility is in need of renovation and possible expansion. In addition, the original men's locker room building had one classroom where kinesiology courses were being taught. This facility was not replaced after being demolished and the classroom was moved to a temporary building at T400. The site that the buildings sit may need to be improved to meet current American with Disabilities Act (ADA)-accessibility requirements. This will have to be determined once the renovation plans are submitted to the Division of State Architects office for review. The estimated budget for this project is \$3 million.

Provide Storage for Art/Music—Oceanside Campus

This project will address the program review priority to provide additional storage for the art and music departments. Currently, instructional equipment for both departments is being stored in classrooms or exterior storage containers which are not temperature or humidity controlled. As a result, the instructional equipment is subject to external weather conditions and is causing rusting or corroding in some cases, thus reducing the life expectancy of the instructional equipment. These outside storage containers also require staff to haul equipment over significant distances to get it back to the buildings the equipment is being used. To the extent equipment is being stored in classrooms, instructional space is negatively impacted. The estimated budget for this project is \$500,000.

Repair Parking Lots—Oceanside Campus

This project will repair and replace parking lots identified as being in the worst condition and in need of immediate repair or replacement. These parking lots include 1A, 2B2, 3B1, 3B2, 3C4, 3D, 3E, 5A, 5B, H1 and H2, Child Development driveway, Student Center dock, Art Center dock, the main bus stop, 4D, and the CLC and SBDC parking lots. The estimated budget for this project is \$1 million.

Replace Sewer/Storm Drain Lines—Oceanside Campus

This project will replace the highest priority and aging sewer and storm drain system lines throughout the three district sites which is becoming deteriorated and undersized. The main sewer system at all three sites dates back to the 1960s at the Oceanside Campus and 1980s at San Elijo and the Community Learning Center sites. These new systems will help prevent sewer back-ups, flooding and water damage that will ultimately reduce future maintenance costs. This project will construct new sewer and storm drain infrastructure to the most critical needs within the district sites. The estimated budget for this project is \$1 million.

Replace Information Technology Fiber Optic Lines—Oceanside Campus

This project will update the campus's network fiber optic infrastructure. This includes the fiber backbone, network switches and the network cables to the workstations and lab, and upgrading/ installing security access network control to the classroom buildings. The upgrade to the network infrastructure will replace building network infrastructure that is aged beyond its useful life or is under capacity. The estimated budget for this project is \$2 million.

New Space for Theatre, Film, Dance & Kinesiology—Oceanside Campus

This project will create new lab space for theatre, film, dance and Kinesiology programs. These programs are still limited to sharing its space with the kinesiology, health and nutrition department. This makes it difficult for the performing art –music, theater, and dance—to interact. The theatre lobby currently has to be used as a lab to teach students, because there is not adequate or appropriate space to accommodate the need that is required by the programs. Additional instructional space for theatre, film, dance and kinesiology will facilitate better collaboration between the programs, not only for faculty, but for students. A new space will give students the ability to participate in classes between the disciplines at the same location. The estimated budget for this project is \$3 million.

Renovate Offices and Restrooms—All Campus Locations (OC, SAN, CLC)

This project will renovate offices and restrooms throughout the district that have outdated lighting, carpeting, flooring, ceiling finishes and furnishings that have outlived their useful life. Restrooms will be refurbished with new sinks, fixtures, paint, tiles, and will be updated to accommodate ADA-accessibility requirements. The estimated budget for this project is \$1.5 million.

Replace Temporary Modular Facilities—Oceanside Campus

This project demolishes the remaining classroom/office temporary buildings T100, T110, T300, and T310 and replaces these facilities with new modular or permanent buildings. These temporary facilities have surpassed their life expectancy. The estimated budget for this project is \$3 million.

Projects, Costs & Schedules

The following facilities plan assumes that the Instructional Building #1 (Allied Health) is funded by the state beginning 2015–16 and that the district is interested in using long-term financing to fund some portion, or all, of the implementation plan. Approximately \$35.9 million in projects has been scheduled to require a steadily increasing amount of cash

flow throughout the implementation plan. If projects are funded with a combination of direct funding and long-term financing, the schedule allows for expected increases in district revenues to offset the cash flow and finance payment requirements of the plan.

FACILITIES PLAN						TOTAL PROJECT COST
	FY2014-15	FY2015-16	FY2016-17	FY2017-18	FY2018-19	
Relocate Community Services and SBDC	\$800,000	—	—	—	—	\$800,000
Renovate 1/5 of All Classrooms Each Year	800,000	\$800,000	\$800,000	\$800,000	\$800,000	4,000,000
Instructional Building #1 (Allied Health)* Demo T400s	—	1,000,000	7,000,000	4,600,000	—	12,600,000
New Student Center/Vets Annex	—	—	—	750,000	2,750,000	3,500,000
Renovate Gym	1,500,000	1,500,000	—	—	—	3,000,000
Provide Storage for Art/Music	500,000	—	—	—	—	500,000
Repair Parking Lots	500,000	500,000	—	—	—	1,000,000
Replace Sewer Lines	—	1,000,000	—	—	—	1,000,000
Replace IT Underground Lines	—	—	—	1,000,000	1,000,000	2,000,000
New Space for Theatre/Film and Dance	—	—	—	500,000	2,500,000	3,000,000
Renovate Offices and Restrooms	—	—	—	750,000	750,000	1,500,000
Replace Temporary Modular Facilities	—	—	—	500,000	2,500,000	3,000,000
CASH FLOW TOTALS	4,100,000	4,800,000	7,800,000	8,900,000	10,300,000	35,900,000

*Total project cost for the Allied Health Building is \$25 million which includes State support of \$12.4 million.

PROJECTS, COSTS & SCHEDULES NOTES:

- The existing Veterans Lounge moves to T100 fall 2014
- For every year the state does not fund the Allied Health Building, the district could fund up to \$3 million of projects.
- Scheduled Maintenance funding from the state can fund renovating the gym, classrooms, offices, and restrooms; and replacing sewer and IT underground lines. Proposed funding in the Governor’s Budget for 2014–15 is \$1 million. Scheduled Maintenance funding varies from year-to-year.
- If the district pursues the use of long-term financing, current interest rates indicate the district can fund up \$15 million of projects for every \$1 million the district commits in annual payments. The timing of the financing can vary depending on the priorities of the district and the scheduling of the projects.
- Over a 5-year period, preliminary estimates indicate the district can fund approximately \$15 million of projects without the use of long-term financing. Projects exceeding this cost may need long-term financing to fund them.
- Depending on available funding, projects may be reprioritized or rescheduled. The district will need to evaluate the progress of the plan, annual and long-range budgets, and make recommendations to the Board of Trustees regarding which projects to approve using available funding. The pace by which the plan is completely realized will be determined by the amount of funding identified each year throughout the life of the plan. Depending on the financial condition of the district each year, adjustments may need to be made accordingly

Facilities Needs or Projects Identified in the 2011 Facilities Master Plan that Are Not in this Plan

- Roadway realignment and parking lot relocation.
- Photovoltaic parking structures.
- New buildings for Maintenance and Operations, Purchasing, Gymnasium, CLC Student Services, SAN Science Labs Phase 2, and SAN Student Services.
- Construction of new parking lots.
- Campus wide green/sustainability projects (i.e. student plaza, rain barrels, photovoltaic energy, wind energy).
- Hardscape/sidewalk/walkway replacement.
- Green technologies.
- Utility infrastructure replacement—domestic water, electrical, irrigation, storm drain, gas, AIS/IT infrastructure.
- Phase 2 and 3 of parking lot repairs.
- Site ADA improvements outside scope of work identified to be completed.
- Modernization or renovation of remaining facilities including offices and other non-classroom facilities and grounds.

DEBT MANAGEMENT

Lease Revenue Bonds

On July 1, 1999, the District issued lease revenue bonds in the amount of \$7,285,000 to be used to refund the 1998 issue of certificates of participation and to fund the construction of the Community Learning Center. Those bonds were paid off in September 2010 with the issuance of the lease revenue refunding. On September 16, 2010, the district issued lease revenue bonds in the amount of \$3,065,000 to be used to refinance the acquisition and construction of capital improvement, fund debt service reserve accounts, and to pay the cost of issuing the bonds. The bonds mature in 2019 with interest yields ranging from 3.00 to 4.00 percent.

FISCAL YEAR	PRINCIPAL	INTEREST TO MATURITY	TOTAL
2015	\$355,000	\$60,175	\$415,175
2016	370,000	47,450	417,450
2017	385,000	34,275	419,275
2018–2020	950,000	35,400	985,400
Total	2,060,000	177,300	2,237,300

Capital Leases

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

FISCAL YEAR	PRINCIPAL	INTEREST TO MATURITY	TOTAL
2015	\$234,387	\$22,346	\$256,733
2016	244,658	12,076	256,734
2017	126,320	2,046	128,366
2018–2020	605,365	36,468	641,833
Total	2,740,000	328,850	3,068,850

Post-Employment Benefits

The district’s annual other post-employment benefit (OPEB) cost is calculated based on the annual required contribution of the employer (ARC), an amount actuarially determined in accordance with the parameters of Governmental Accounting Standards Board Statement No. 45. The ARC represents a level of funding that, if paid on an ongoing basis, is projected to cover normal cost each year and amortize any unfunded actuarial liabilities (or funding excess) over a period not to exceed 30 years. As of June 30, 2014, the district has a net OPEB obligation of \$719,637.

LONG-RANGE FINANCIAL PLANNING

MiraCosta Community College District operates under the auspices of the California Community Colleges system and the MiraCosta College Board of Trustees; and is accredited by the Western Association of Schools and Colleges. Its financial planning processes include input, guidance and recommendations from these organization and related governance committees.

California Community College System

The California Community College Board of Governors establishes the system's policies in accordance with State and Federal laws and regulations, including Title 5 (Education) of the California Code of Regulations. The Board of Governors appoints the State Chancellor as the system's chief executive officer. The California Community Colleges Chancellor's Office (CCCCO) located in Sacramento provides financial and operational support for all California Community College districts and colleges. It works closely with the California Department of Finance to establish funding projections and reports, and oversees the distribution of funds. It also cooperated with the California Department of General Services and the Division of the State Architect regarding facilities, construction and State bond funding.

Western Association of School & Colleges

The Western Association of Schools and Colleges (WASC), is the accrediting body for all schools, colleges, and universities located in the Western United States. It establishes standards and best practices, and periodically performs college site visits to assess performance and conformance to accreditation standards. This includes financial practices, institutional planning, and use of resources in support of established college and district plans. MiraCosta College strives to continually meet or exceed the guidelines provided for ongoing accreditation and academic excellence.

MiraCosta Community College District Board of Trustees

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

The Board of Trustees appoints and oversees the MiraCosta College Superintendent/President; establishes board policies applicable to all college and district operations; and meets regularly to review and/or approve matters pertaining to academic affairs, student services, and administrative services. This includes approval of the tentative and final budgets; monitoring purchases, contracts, and other expenditures; and reviewing and/or approving capital and bond program contracts.

MiraCosta College Institutional Effectiveness Committee

The Institutional Effectiveness Committee (IEC) ensures academic quality by systematically reviewing, evaluating, and refining the district's governance organization and Integrated Planning Model. The IEC coordinates the integration of the functions and processes for planning and decision-making. The IEC promotes continual, district-wide dialogue about institutional effectiveness and documents the improvement process.

The primary responsibilities of the MiraCosta College Institutional Effectiveness Committee would include:

- Coordinating institutional effectiveness throughout the district,
- Coordinating the ongoing, systematic review and refinement of the district's integrated planning processes and activities

- Monitoring, assessing, and documenting progress toward accomplishing the district's institutional goals, institutional objectives, and institutional student learning outcomes,
- Supporting the ongoing development and implementation of outcomes assessment, evaluation, and data-informed decision-making,
- Overseeing the implementation, assessment and evaluation of the Strategic Plan,
- Overseeing accreditation activities and processes

MiraCosta College Budget & Planning Committee

The Budget and Planning Committee (BPC) is responsible for formulating and recommending to the appropriate councils policies and procedures related to institutional, strategic, and integrated planning, accreditation, grants and gifts, and budget management and preparation. BPC is also responsible for recommending tentative and final budgets, strategic and master plans, grant proposals, and resource allocation processes to the appropriate council(s) or to the Vice President, Business and Administrative Services.

Economic Conditions

The district's economic condition is directly affected by the economic well-being of the State of California. The California Community College Chancellor's Office, The California Department of Finance, and the California Legislative Analyst's Office (LAO) have predicted strong growth in California's economic health. According to the November 2013, California's Fiscal Outlook, issued by the LAO, the state budget situation is even more promising than what was projected a year ago. The LAO's forecast reflects continued improvement in the state's finances. Those improvements are expected to be seen in the growth of property taxes. State funding for community colleges is largely based upon the funding model designed by Prop 98, which establishes a minimum funding level for education. The district is unique in that it is primarily funded by property taxes due to its basic

aid status. An increase in property taxes will not only have a positive impact on other educational institutions statewide, but also on the district. The LAO's forecast further supports the district's multi-year financial plans and projections.

The district is not aware of any currently known facts, decisions, or conditions that are expected to have a significant negative impact on the financial position or operations during the 2014–15 fiscal year. Beyond those unknown variables having a global effect on virtually all types of business operations, the district remains confident in the current economic climate. Management will continue to provide information to the Board of Trustees and community on the financial condition of the district and to monitor resources to maintain the district's ability to react to internal and external issues if and when they arise.

5-YEAR PLAN

GENERAL FUND, UNRESTRICTED							
	FY2014 BUDGET	FY2014 EST/ACT	FY2015 BUDGET	FY2016 PROJECTED	FY2017 PROJECTED	FY2018 PROJECTED	FY2019 PROJECTED
REVENUES							
Federal							
State	\$3,508,183	\$3,695,330	\$3,549,847	\$3,549,847	\$3,399,847	\$3,249,847	\$2,899,847
Property Taxes	77,174,793	77,808,222	82,137,861	85,423,375	88,840,310	92,393,923	96,089,680
Enrollment Fees/Non-Resident Tuition	8,840,000	8,359,533	8,580,000	8,580,000	8,580,000	8,580,000	8,580,000
Other Local Revenues	3,681,000	3,760,600	3,147,040	3,147,040	3,147,040	3,147,040	3,147,040
TOTAL REVENUES	93,203,976	93,623,685	97,414,748	100,700,262	103,967,197	107,370,810	110,716,567
EXPENDITURES							
Academic Salaries	37,848,242	37,939,595	38,410,096	39,175,224	39,860,791	40,558,355	41,268,126
Classified Salaries	21,561,977	21,452,216	22,944,917	23,291,859	23,757,696	24,232,850	24,717,507
Benefits	19,227,811	17,975,599	18,952,988	20,323,440	21,404,437	22,522,187	23,677,942
Supplies, Printing, Copy Charges	1,908,850	1,179,374	1,830,790	1,128,847	1,159,326	1,191,787	1,225,157
Other Operating Expenses	7,878,455	7,576,984	8,848,487	8,741,691	8,865,717	9,113,957	9,369,148
Capital Outlay	3,173,448	2,084,023	2,875,131	2,875,131	2,875,131	2,875,131	2,875,131
Transfers Out	5,506,214	5,503,175	6,930,005	3,930,005	9,930,005	4,930,005	9,930,005
TOTAL EXPENDITURES	97,104,997	93,710,966	100,792,414	99,466,197	107,853,102	105,424,272	113,063,016
NET REVENUES LESS EXPENDITURES	(3,901,021)	(87,281)	(3,377,666)	1,234,065	(3,885,905)	1,946,538	(2,346,449)
FUND BALANCE							
BEGINNING FUND BALANCE	17,573,014	17,573,014	17,485,733	14,832,422	16,066,487	12,180,582	14,127,120
NET REVENUES LESS EXPENDITURES	(3,901,021)	(87,281)	(3,377,666)	1,234,065	(3,885,905)	1,946,538	(2,346,449)
ENDING FUND BALANCE	13,671,993	17,485,733	14,108,067	16,066,487	12,180,582	14,127,120	11,780,671
FUND BALANCE % OF EXPENDITURE BUDGET	14.1%	18.7%	14.0%	16.2%	11.3%	13.4%	10.4%
8% FUND BALANCE OF EXPENDITURE BUDGET	7,768,400	7,496,877	8,063,393	7,957,296	8,628,248	8,433,942	9,045,041
AMOUNT AVAILABLE AND REMAIN AT 8%	5,903,593	9,988,856	6,044,674	8,109,191	3,552,334	5,693,178	2,735,630

5-YEAR PLAN (continued)

GENERAL FUND, UNRESTRICTED					
	FY2015 BUDGET	FY2016 PROJECTED	FY2017 PROJECTED	FY2018 PROJECTED	FY2019 PROJECTED
ASSUMPTIONS					
Prop 30 Funding (State Revenues)	No changes	\$0	(\$150,000)	(\$150,000)	(\$350,000)
Property Taxes Increase	5.56%	4.00%	4.00%	4.00%	4.00%
Other Local Revenue Increases	No changes	No changes	No changes	No changes	No changes
DISTRICT PLANS					
Academic Salaries: Step and Column	—	\$288,761	\$293,814	\$298,956	\$304,188
Academic Salaries: COLA	No COLA	385,014	391,752	398,608	405,584
Classified Salaries: Step and Column	—	228,352	232,919	237,577	242,329
Classified Salaries: COLA	No COLA	228,352	232,919	237,577	242,329
Benefits: Rate Increase	—	655,452	690,997	727,751	765,754
Supplies, Printing, Copy Charges: Inflation	0.0%	27,533	30,479	32,461	33,370
Other Operating Expenses: Inflation	0.0%	213,675	236,026	248,240	255,191

STATISTICS

FULL-TIME EQUIVALENT STUDENTS (FTES)

	ENROLLMENT				GENDER			ETHNICITY								
	ENROLLMENT*	% CHANGE	FTES†	% CHANGE	MALE	FEMALE	NOT INDICATED	AFRICAN-AMERICAN	AMERICAN INDIAN/ALASKAN NATIVE	ASIAN	FILIPINO	HISPANIC	MULTI-ETHNICITY	PACIFIC ISLANDER	UNKNOWN	WHITE NON-HISPANIC
2013–2014	23,716	-3%	10,948.37	0%	57%	43%	0%	3.7%	0.4%	5.8%	2.2%	33.7%	5.7%	0.5%	2.2%	46.0%
2012–2013	24,392	0%	10,901.45	4%	58%	42%	0%	3.7%	0.4%	5.7%	2.3%	32.3%	5.4%	0.5%	2.2%	47.6%
2011–2012	24,305	-5%	10,525.03	0%	58%	42%	0%	3.9%	0.5%	5.7%	2.4%	30.0%	4.8%	0.6%	2.6%	49.6%
2010–2011	25,545	-3%	10,494.09	-3%	58%	42%	0%	3.9%	0.5%	5.7%	2.3%	29.1%	4.1%	0.6%	3.3%	50.5%
2009–2010	26,385	11%	10,802.99	14%	59%	41%	0%	3.8%	0.6%	5.7%	2.4%	27.3%	3.1%	0.7%	4.5%	52.1%
2008–2009	23,876	8%	9,440.75	11%	59%	40%	2%	5.0%	1.0%	5.5%	3.0%	24.0%	0.0%	1.1%	9.8%	50.7%
2007–2008	22,127	4%	8,536.57	6%	59%	40%	1%	3.8%	0.9%	6.0%	2.8%	26.4%	0.0%	0.9%	8.1%	51.1%
2006–2007	21,266	1%	8026.38	4%	58%	41%	1%	3.8%	0.7%	5.7%	2.6%	26.1%	0.0%	0.8%	8.2%	52.1%
2005–2006	21,098	3%	7,729.63	6%	58%	41%	1%	3.8%	0.7%	5.8%	2.5%	26.0%	0.0%	0.9%	7.2%	53.1%
2004–2005	20,413	-4%	7,319.33	-2%	58%	40%	1%	4.0%	0.7%	5.7%	2.5%	26.1%	0.0%	0.9%	6.6%	53.5%
2003–2004	21,244	-11%	7,448.76	-4%	59%	41%	0%	4.5%	0.7%	7.5%	1.1%	24.5%	0.0%	0.3%	4.8%	56.7%

Source: CCCO MIS Data Mart. Web. March 21, 2014 <<http://datamart.ccco.edu/DataMart.aspx>> & CCF5320 Reports

*Student Count includes both credit and noncredit students

†FTES Based on factored CCF5320 reports, credit residents and noncredit students

HISTORY OF ASSESSED VALUATIONS

FISCAL YEAR	LOCALLY SECURED	STATE ASSESSED	UNSECURED	TOTAL
2014–15	\$83,558,249,167	\$99,891,000	\$1,756,135,940	\$85,414,276,107
2013–14	78,692,547,435	116,800,000	1,708,008,790	80,517,356,225
2012–13	76,289,432,231	166,525,804	1,635,839,662	78,091,797,697
2011–12	76,361,210,179	146,625,804	1,585,802,334	78,093,638,317
2010–11	76,035,097,001	143,725,804	1,564,768,905	77,743,591,710
2009–10	76,959,040,056	122,346,018	1,719,285,063	78,800,671,137
2008–09	77,322,688,483	129,025,804	1,648,403,314	79,100,117,601
2007–08	72,785,659,254	143,855,095	1,617,842,538	74,547,356,887
2006–07	66,199,757,074	179,472,933	1,841,086,393	68,220,316,400
2005–06	59,420,901,561	254,862,362	1,398,879,388	61,074,643,311
2004–05	47,383,581,823	409,450,425	1,207,251,829	49,000,284,077

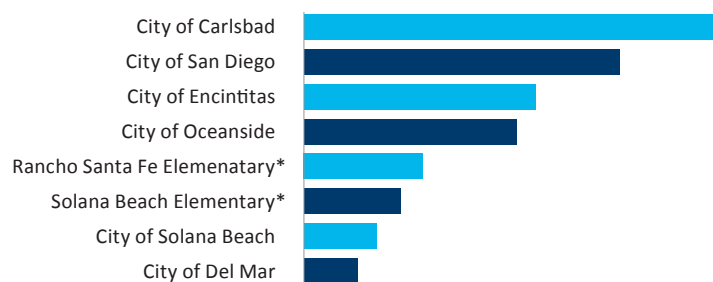
Source: County of San Diego Property Tax Services

HISTORY OF PROPERTY TAX REVENUE

FISCAL YEAR	SECURED	STATE UNITARY	UNSECURED	TOTAL ALLOCATED	AMOUNT DISTRIBUTED TO DISTRICT
2013–14	—	—	—	—	\$78,495,560
2012–13	\$71,604,804	\$1,378,266	\$2,423,308	\$75,406,378	75,628,785
2011–12	70,885,809	1,166,825	2,411,378	74,464,012	73,825,344
2010–11	71,652,560	1,009,247	2,504,394	75,166,201	73,133,881
2009–10	71,804,722	846,941	2,601,008	75,252,671	74,971,473
2008–09	72,656,327	833,319	2,427,140	75,916,786	76,922,816
2007–08	68,535,405	798,626	2,353,401	71,687,432	74,097,584
2006–07	62,523,296	638,963	2,306,574	65,468,833	70,576,356
2005–06	55,891,077	603,998	2,152,415	58,647,490	61,200,285
2004–05	49,559,232	604,371	2,032,112	52,195,715	55,870,487

Source: County of San Diego Property Tax Services

FY2013–14 PROPERTY TAX RATE SUMMARY



Source: County of San Diego Property Tax Services

*Tax rate areas in unincorporated area

EXPENDITURES BY PROGRAM

GENERAL FUND, UNRESTRICTED EXPENDITURES BY PROGRAM				
PROGRAM	DESCRIPTION	FY2012	FY2013	FY2014
0103	Plant Science	\$138,795.76	\$139,667.50	\$122,036.86
0104	Enology	24,262.97	25,279.87	22,136.59
0109	Agriculture	447,426.99	391,104.09	379,581.29
0199	Natural Resources	5,562.48	0.00	5,996.59
0201	Architecture	147,867.71	149,409.73	175,519.84
0301	Environmental Science	142,719.11	165,311.03	146,312.18
0401	Biology	1,646,635.97	1,419,985.79	1,703,726.95
0403	Microbiology	257,526.06	263,609.45	261,530.57
0410	Anatomy & Physiology	375,993.13	564,068.96	499,348.19
0430	Biotechnology	387,485.38	346,311.83	382,990.67
0501	Business & Commerce	13,552.40	8,380.54	9,515.00
0502	Tax Studies	625,808.25	752,786.38	604,528.19
0505	Business Administration	146,668.44	135,468.60	96,305.32
0506	Business Management	393,705.39	371,057.48	561,191.70
0508	International Business	4,395.68	4,399.72	1,167.06
0509	Marketing & Distribution	41,355.95	40,285.64	31,037.18
0511	Real Estate	64,036.32	68,909.44	67,226.01
0514	Secretarial Studies	135,430.33	159,272.89	198,940.57
0612	Film Studies	119,064.70	121,270.20	124,084.48
0614	Vocational Ed Media	658,931.26	634,240.55	690,571.93
0701	Info Technology	190,003.64	224,028.10	121,948.57
0702	Software Applications	353,684.81	315,260.34	384,464.42
0707	Comp Science	337,716.22	354,508.81	412,916.11
0708	Comp Infrastructure	216,194.51	159,066.50	91,468.75
0709	E-Commerce	50,448.19	43,727.28	50,596.14
0799	Information & Multimedia	0.00	1,409.41	178.60
0801	Education	33,507.68	27,050.20	20,383.85
0808	Special Education	113,649.92	114,727.72	115,389.62
0835	Physical Education	933,780.48	806,114.65	902,825.53
0837	Health Education	323,170.89	372,245.05	360,954.66
0948	Automotive Technology	850,234.60	821,584.22	927,024.91
0949	Auto Collision Repair	0.00	0.00	27.96
0953	Drafting Technology	384,518.94	419,172.72	352,707.42
1001	Fine Arts	186,982.48	197,301.68	153,854.43
1002	Art	1,571,106.37	1,512,377.63	1,567,783.65
1004	Music	1,336,389.00	1,250,830.40	1,308,883.16
1005	Commercial Music	230,801.99	286,577.91	285,624.23
1006	Technical Theatre	53,732.54	82,620.73	131,369.90
1007	Theatre Arts	794,012.00	723,098.51	768,044.89
1008	Dance	600,752.84	553,341.79	548,399.51
1011	Photography	168,531.31	100,991.95	72,912.78
1030	Graphic Art	134,475.43	174,519.90	240,881.62

EXPENDITURES BY PROGRAM (continued)

GENERAL FUND, UNRESTRICTED EXPENDITURES BY PROGRAM				
PROGRAM	DESCRIPTION	FY2012	FY2013	FY2014
1101	General Foreign Languages	53,091.19	35,584.45	41,869.65
1102	French	87,943.89	96,121.07	110,965.59
1103	German	28,015.45	41,990.13	34,444.12
1104	Italian	183,106.59	186,330.81	192,992.34
1105	Spanish	1,459,705.58	1,346,470.69	1,305,504.00
1107	Chinese	24,023.24	0.00	0.00
1108	Japanese	74,260.62	53,186.04	56,233.28
1119	Portuguese	0.00	0.00	8,414.05
1208	Medical Assisting	75,175.33	58,954.13	43,383.15
1217	Surgical Technician	407,068.43	401,086.69	430,313.76
1230	Nursing	2,589,068.87	2,697,607.30	2,798,491.06
1262	Massage Therapy	0.00	0.00	3.49
1304	Consumer Education	41.46	0.00	0.00
1305	Child Development	694,515.26	680,196.70	687,739.99
1306	Nutrition	0.00	0.00	100.00
1307	Hospitality Management	186,582.07	192,646.50	202,165.86
1309	Gerontology	10,907.99	17,023.43	12,177.03
1501	English	3,217,828.89	3,130,319.16	3,260,728.89
1503	Literature, Film	275,571.20	361,268.21	271,437.21
1506	Speech & Communications	944,386.66	979,908.31	1,018,068.41
1507	Writing	0.00	2.06	2.32
1509	Philosophy	489,263.72	568,065.48	569,020.03
1550	Humanities	34,258.78	65,650.84	48,847.43
1601	Library Science	78,824.08	370,636.93	105,653.37
1701	Mathematics	3,613,855.05	3,675,865.13	3,860,971.84
1901	Physical Science	155,737.43	141,191.37	139,626.99
1902	Physics	417,445.16	450,873.59	450,496.82
1905	Chemistry	1,593,309.96	1,456,326.56	1,606,171.79
1911	Astronomy	211,506.45	166,051.61	218,056.00
1914	Geology	149,126.04	145,941.67	129,616.59
1919	Oceanography	362,079.60	337,658.50	379,686.29
1930	Earth Science	187,469.99	203,732.89	205,567.83
2001	Psychology	1,063,420.38	986,237.38	907,508.03
2003	Behavioral Science	0.00	70,014.74	88,894.54
2105	Admin of Justice	292,085.42	259,220.27	237,552.71
2201	General Social Sciences	18,978.08	12,641.18	1,680.84
2202	Anthropology	291,754.19	302,855.78	329,780.48
2203	Human Development	0.00	5,822.82	0.00
2204	Economics	316,300.54	304,095.48	304,107.06
2205	History	1,032,784.54	1,023,674.80	1,039,010.82
2206	Geography	301,459.62	286,252.77	276,929.14
2207	Political Science	346,530.67	331,808.10	351,754.51

EXPENDITURES BY PROGRAM (continued)

GENERAL FUND, UNRESTRICTED EXPENDITURES BY PROGRAM				
PROGRAM	DESCRIPTION	FY2012	FY2013	FY2014
2208	Sociology	571,074.96	702,884.34	857,647.82
4903	Humanities	39,690.80	3,525.29	13,117.47
4930	Adult High School Diploma Prg	792,030.98	836,206.61	846,846.95
4931	English as a Second Language	1,877,179.22	1,452,988.99	1,330,124.37
4932	Cisco	45,172.09	127,315.48	171,868.90
4933	Adult Basic Education	146,650.19	109,359.69	106,763.85
4934	Other Noncredit	618,712.39	517,974.22	576,480.17
4940	Cooperative Education	56,624.90	59,239.76	55,664.51
4941	Guidance	218,727.23	228,495.54	216,753.97
4942	Humanities	2,800.00	0.00	0.00
4943	Interdisciplinary Studies	12,749.39	2,071.49	0.00
4944	ESL—Credit	300,773.02	259,209.15	319,196.05
5941	Retiree Benefits—Instructional	32,418.06	33,914.08	25,884.17
5942	Retiree Incentives—Instruction	148,861.01	148,861.01	148,861.01
5999	Instruc Programs—Budget Only	9,560.04	8,140.95	29,667.14
6011	Academic Administration—VP	1,224,997.03	1,177,524.86	1,258,036.48
6012	Aca Admin—Dean Math-Scncs	306,572.83	305,062.10	344,771.65
6013	Aca Admin—Dean Community Ed	704,501.96	839,643.11	911,099.87
6014	Aca Admin—Dean Vocational Ed	231,938.28	237,980.85	260,402.13
6015	Aca Admin—Dean Arts Int'l Lang	224,373.24	221,400.03	244,344.67
6016	Aca Admin—SAN Admin	499,720.01	135,283.71	333,539.32
6017	Articulation	159,464.15	162,146.76	166,933.68
6019	Evaluations	23,579.98	24,984.91	21,308.83
6021	Curriculum Development	1,386.00	0.00	15.60
6031	Academic Senate	395,775.01	159,950.66	104,160.73
6091	Faculty Support Services	772,535.29	791,328.79	663,170.95
6112	Learning Center	335,216.26	353,692.50	402,322.50
6121	Library	1,824,529.08	1,580,808.18	1,956,396.39
6131	Media Services	407,435.52	465,100.85	390,901.91
6141	Art Gallery	16,079.46	15,061.64	12,342.09
6151	Academic Computing	962,734.60	1,040,455.86	1,293,976.40
6191	Tutoring	663,544.77	680,699.41	707,877.40
6192	Writing Center	479,258.96	405,553.38	409,163.26
6193	Math Learning Center	447,843.83	438,303.66	486,762.52
6201	Admissions and Records	1,939,903.84	1,869,559.32	2,008,697.34
6311	Counseling	1,806,464.16	1,660,880.86	1,864,584.67
6312	Summer Bridge	23,075.71	35,561.69	25,286.49
6313	Puente	4,627.00	5,933.97	3,362.15
6321	Testing	495,781.56	487,536.92	458,661.65
6331	University Transfer Center	475,429.28	480,334.75	524,705.47
6341	Career Studies	704,545.36	729,967.13	708,932.79
6391	Institute F-Interntnl Perspec	483,059.20	473,234.99	462,706.71

EXPENDITURES BY PROGRAM (continued)

GENERAL FUND, UNRESTRICTED EXPENDITURES BY PROGRAM				
PROGRAM	DESCRIPTION	FY2012	FY2013	FY2014
6421	DSPS	621,436.19	620,514.99	409,785.28
6431	EOPS	440,533.59	445,112.22	366,453.38
6441	Health Services	15,513.24	18,636.03	20,222.38
6451	Student Services Admin—VP	526,955.26	546,381.41	538,584.35
6452	Std Svcs—Counseling	10,200.29	248,982.87	182,986.39
6453	Std Svcs—Admiss	310,855.68	276,484.72	345,592.37
6461	Financial Aid	19,284.89	3,996.52	9,414.68
6462	Financial Aid Admin Costs	1,072,694.20	927,270.94	1,051,369.26
6463	Grants Administration	222.75	0.00	0.00
6471	Job Placement	6,776.15	14.91	0.00
6481	Veterans	151,130.02	152,110.60	165,560.84
6490	Miscellaneous Student Services	15,057.27	4,921.15	9,459.62
6491	CalWORKs	12,709.43	19,515.09	4,162.01
6492	Tech Prep	4,659.33	3,211.74	13,046.50
6493	Student Outreach	351,243.00	275,398.28	287,926.92
6495	Internships	50.18	0.00	0.00
6496	Apprenticeship	7.86	0.00	0.00
6497	Graduation	0.00	0.00	15,947.26
6511	Building Maintenance	1,309,904.56	1,471,361.20	1,541,922.37
6531	Custodial Services	1,837,851.00	1,914,181.03	1,983,514.85
6551	Grounds Maintenance	1,397,881.62	1,182,859.46	1,317,990.89
6571	Utilities	1,232,888.94	1,276,365.03	1,302,394.42
6591	Facilities Administration	430,593.95	411,481.62	493,557.09
6601	Planning & Policymaking	828,533.16	781,153.69	870,007.27
6602	Governing Board	163,455.68	261,100.80	175,828.46
6603	Classified Senate	68,152.32	64,811.08	50,875.32
6604	Institutional Research	376,581.07	489,395.30	549,538.38
6711	Public Information	878,551.41	940,693.30	993,125.88
6721	Fiscal Svcs—Budget	630,260.55	597,642.03	622,565.74
6722	Fiscal Svcs—Accounting	852,064.91	802,963.84	857,127.91
6723	Mandated Costs	5,503.00	5,723.59	4.44
6724	Cashiering	523,951.79	538,912.17	557,224.98
6731	Human Resources	696,640.93	758,404.37	798,390.73
6732	Risk Management	420,196.10	427,851.82	439,838.53
6741	Retiree Benefits—Noninstruction	26,662.60	150,582.89	132,167.07
6742	Retiree Incentives—Noninstruction	293,401.30	293,401.30	293,401.30
6751	Staff Development	120,070.46	97,396.85	115,131.75
6761	Staff Diversity	20,077.49	19,914.47	21,111.11
6771	Security	1,109,213.10	1,172,422.41	1,234,288.45
6772	Staff Transportation Services	84,550.66	80,704.23	120,022.56
6773	Printing Services	183,613.91	101,020.08	73,940.14
6775	Purchasing & Material Mgmt	1,063,128.47	1,180,726.89	1,268,547.08

EXPENDITURES BY PROGRAM (continued)

GENERAL FUND, UNRESTRICTED EXPENDITURES BY PROGRAM				
PROGRAM	DESCRIPTION	FY2012	FY2013	FY2014
6781	Aca Admin—Dean Aca Info Svcs	260,805.13	280,170.14	276,599.09
6782	Administrative Computing	1,973,065.26	2,121,383.37	2,123,658.97
6784	Open Learning & Knowledge Base	495,158.00	523,357.11	532,024.29
6791	Business Svcs Admin	601,322.74	627,701.85	1,107,906.07
6799	Noninstr Prgms—Budget Only	13,368.73	19,666.36	21,178.31
6811	Comm Svcs—Civic Center Act	51,393.35	40,483.60	37,828.41
6821	Comm Svcs—Administration	521,377.01	637,455.31	570,603.60
6822	CommSvs Classes, Evnts, Excrsn	427.02	0.00	20,867.83
6831	CommSvs—Art & Crafts	22,802.78	27,180.68	35,087.54
6832	CommSvs—Language & Literature	11,701.09	11,655.38	11,423.09
6833	CommSvs—Recreation	15,949.52	9,806.37	13,203.12
6834	CommSvs—Children & Teens	9,060.82	7,933.55	6,108.60
6835	CommSvs—Computers	49,570.53	48,046.21	29,686.66
6836	CommSvs—Fitness & Health	3,376.73	3,859.72	7,438.50
6837	CommSvs—Home Life	0.00	162.47	0.00
6838	CommSvs—Career & Business	796,781.56	475,202.65	873,271.17
6839	CommSvs—Personal Development	0.00	14,901.29	9,255.13
6840	CommSvs—Performing Arts	4,195.96	4,278.16	4,331.07
6851	CommSvs—College For Kids	83,362.76	112,797.33	103,254.59
6852	CommSvs—Driver Education	245,846.43	250,283.24	224,763.92
6853	CommSvs—Reading Institute	0.00	13.98	0.00
6854	CommSvs—ELI	89,253.63	80,053.62	92,399.65
6855	CommSvs—Second Saturday	9,247.12	9,943.75	9,929.51
6856	CommSvs—High-Tech Center	225.19	0.00	0.00
6857	CommSvs—Excursions	17,958.95	20,230.34	26,586.71
6860	CommSvs—George Brown Univ	38,332.50	49,973.75	40,233.75
6871	Civic Center Facility Use	116,864.82	(12,043.14)	(16,467.13)
6881	Economic Development	298,868.39	145,293.55	219,716.93
6901	General Ancillary Services	93,192.57	92,847.87	92,321.68
6911	Spartan Bookstore	3,236.12	3,041.96	3,968.37
6921	Child Development Center	843,256.77	816,577.51	803,808.60
6941	Cafeteria	14,147.28	12,866.45	14,948.13
6951	Parking Services	37,593.41	53,576.18	38,779.11
6961	Honors	115,983.18	108,118.51	98,611.40
6962	Theatre Productions	64,665.08	40.97	36.33
6963	Music Events	27,981.43	37.37	4,057.30
6964	Dance Performances	26,943.84	44.18	12.69
6965	Intercollegiate Athletics	370,097.93	388,268.61	373,179.96
6966	Surf Team	17,618.17	18,220.90	14,136.87
6967	Student Activities	914,595.04	937,247.33	981,219.63
6968	Service Learning	204,690.87	201,916.83	232,032.03
6969	College Newspaper	40,379.09	40,490.31	41,739.50

EXPENDITURES BY PROGRAM (continued)

GENERAL FUND, UNRESTRICTED EXPENDITURES BY PROGRAM				
PROGRAM	DESCRIPTION	FY2012	FY2013	FY2014
7010	Contract Education	22,247.84	9,472.03	445.20
7011	Contract Ed—Del Mar Fair	430.59	0.00	0.00
7024	Contract Ed—Headstart	0.00	0.00	835.81
7034	Scripps Memorial Hospital	17,792.13	0.00	6,111.46
7039	Contract Ed—Budget Only	85.39	0.00	0.00
7053	Contract Ed—Monterey Fin Ser	360.00	0.00	0.00
7060	Contract Ed—Seltzer Chemical	2,532.74	0.00	0.00
7070	Contract Ed—Rancho Santa Fe	215.29	0.00	0.00
7076	Contract Ed—Earthlite	215.29	0.00	0.00
7091	Foundation Development	394,922.16	393,999.79	552,599.98
7092	Donated Assets—Foundation	39,475.00	24,950.00	10,000.00
7101	Sites	1,568,795.95	1,605,952.34	1,467,531.78
7102	Site—General	327,036.23	266,296.75	156,704.07
7103	Site—General Landscaping	0.00	0.00	48,673.55
7104	Site—Parking Lots	6,500.00	0.00	0.00
7111	Site—Cabling	10,000.00	0.00	0.00
7120	Campuswide	58,926.51	43,118.75	29,646.00
7134	Bldg—SAN 100	0.00	2,150.00	0.00
7135	Bldg—SAN 200	0.00	42,612.00	0.00
7139	Bldg—SAN Administration	42,249.00	0.00	21,551.05
7150	Bldg—OC 1000	0.00	4,103.00	0.00
7153	Bldg—OC 2000	3,265.33	29,792.73	27,160.29
7156	Bldg—OC 3000	0.00	3,528.30	0.00
7160	Bldg—OC 3400	0.00	0.00	29,165.00
7164	Bldg—OC 2100	0.00	0.00	70,500.00
7167	Bldg—OC 4200	23,989.30	0.00	0.00
7175	Bldg—OC 5000	73,150.17	0.00	0.00
7211	Long-Term Debt	0.00	0.00	91,666.66
7221	Tax Revenue Anticipn Notes	193,567.92	177,771.83	30,734.93
7311	Interfund Transfers	2,879,479.96	2,756,007.05	5,399,803.45
7321	Student Financial Aid	77,668.50	102,777.98	103,372.06
7901	Reserves	3,558.29	0.00	0.00
	TOTAL EXPENDITURES	88,760,015.88	87,222,105.34	93,710,965.44

EMPLOYEE POSITION SCHEDULE

FUNCTION	DIVISION	FY2011-12	FY2012-13	FY2013-14	BUDGET FY2014-15
Faculty	Office of Instruction	172.93	173	174.33	184.33
Instructional Support	Office of Instruction	103.85	102.3	109.5	112.5
Student Support	Student Services	71.75	69.00	75.05	75.05
Institutional Support	President's Office	13.00	13.00	14.00	15.00
Administrative Services	Business & Administrative	33.00	33.00	34.45	35.45
Plant Operations	Business & Administrative	34.65	34.65	37.45	37.45
TOTAL FULL TIME EQUIVALENT		429.18	424.95	444.78	459.78

New Positions

The following faculty positions are included in the FY14–15 budget:

- English—Transfer
- Computer Science
- Chemistry
- History
- Film
- Biology
- Psychology
- Counselor—Non-credit
- Counselor—Veterans
- Counselor—Transfer

The following classified positions are included in the FY14–15 budget:

- Functional Specialist—Degree Works
- Functional Specialist—Imaging
- Instructional Aide—Community Services (new grant)
- Human Resources Analyst
- Data Warehouse Analyst/Programmer

GLOSSARY

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 principle amount, at a specified date (or dates) in the future, called the maturity date, and with periodic interest at a rate specified in the bond. A bond is generally issued for a specific purpose or project, such as construction of a new facility.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

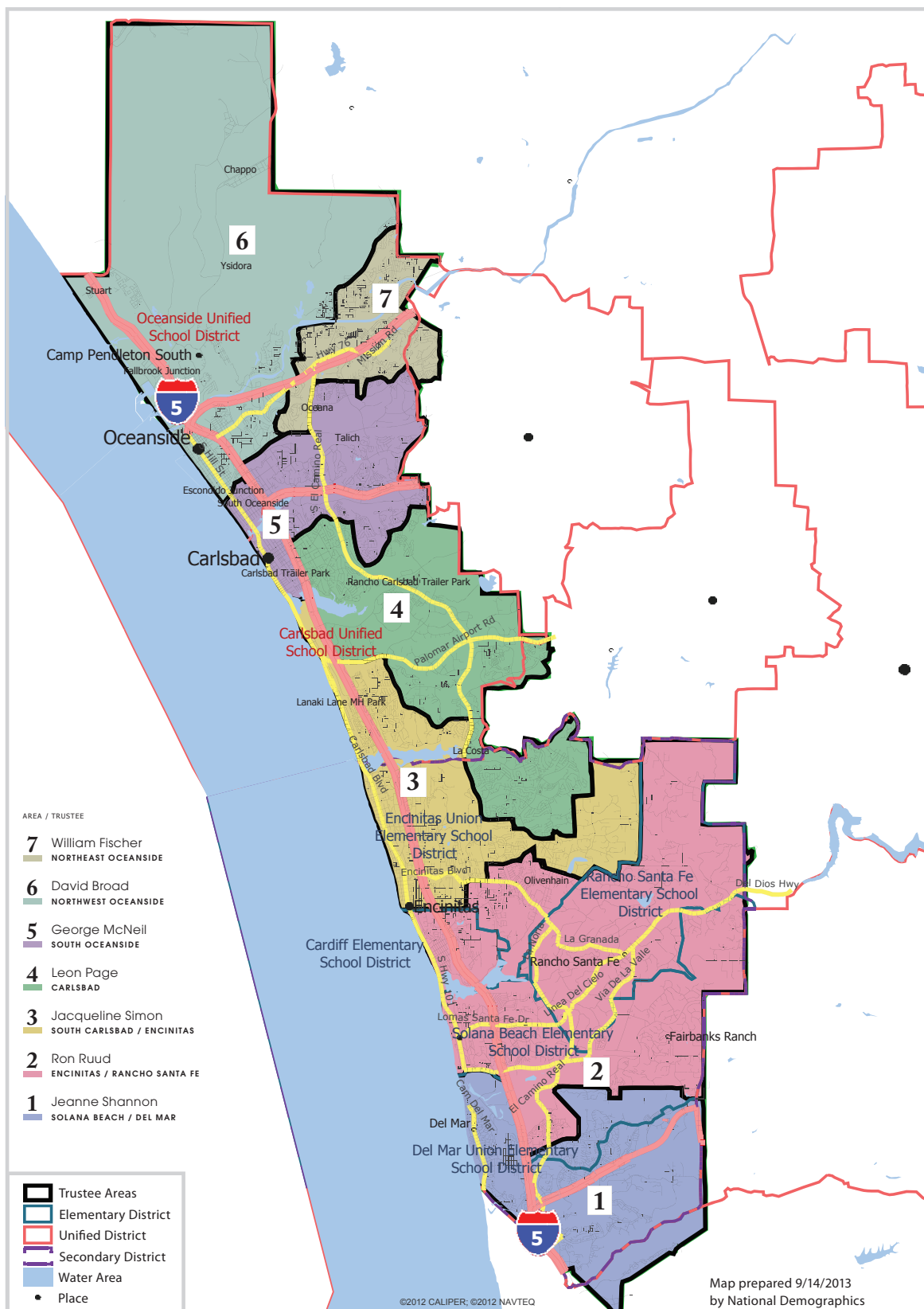
Student Tuition And Fees: The student tuition and fees category includes all student tuition and student fees assessed against students for educational and general purposes.

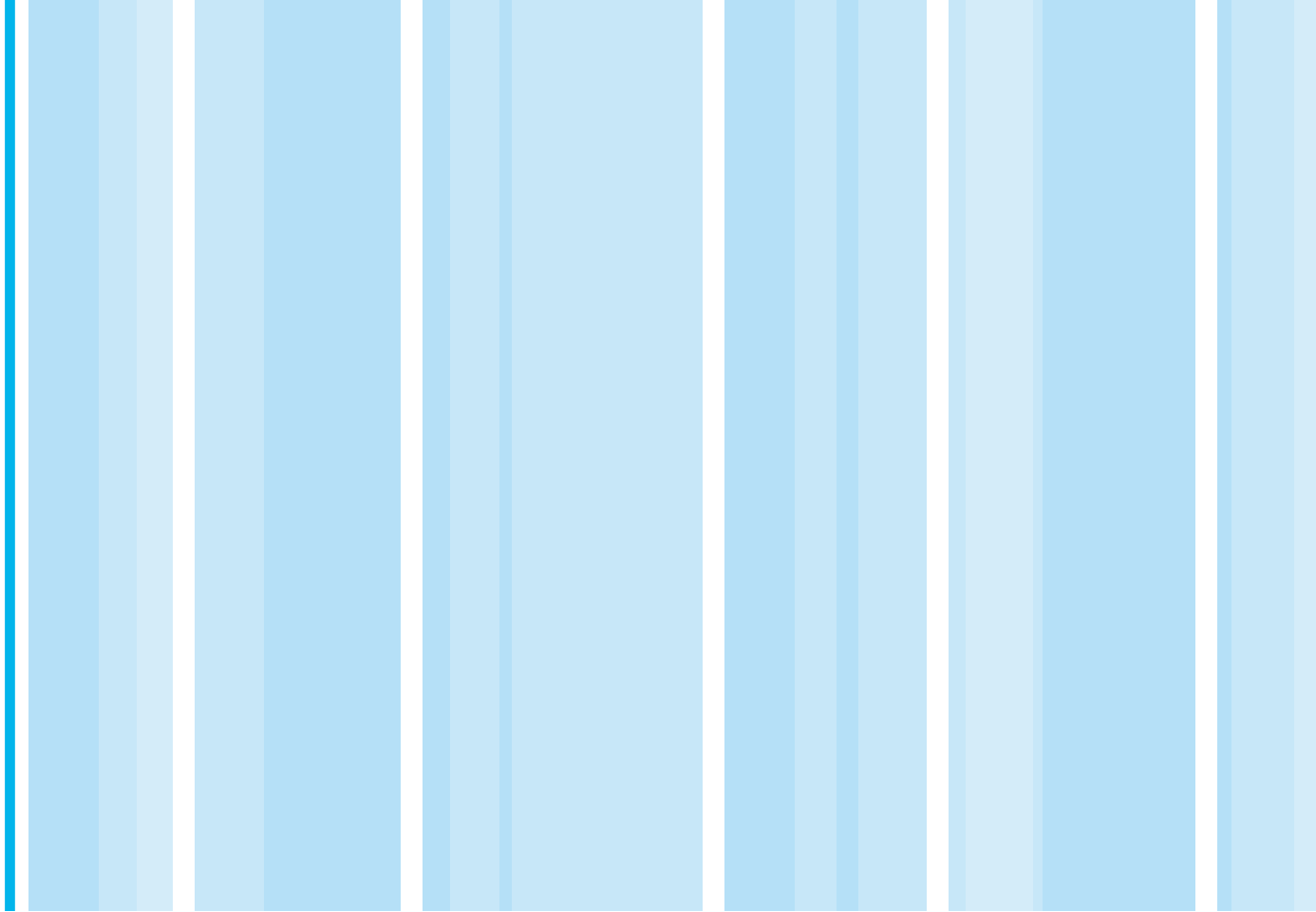
Tax Revenue Anticipation Notes (TRAN):

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

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.

MAP OF MIRACOSTA COMMUNITY COLLEGE DISTRICT





MIRACOSTA COMMUNITY COLLEGE DISTRICT

■ miracosta.edu

Community Learning Center

1831 Mission Avenue, Oceanside, CA 92058

■ P 760.795.8710 ■ F 760.795.8730

Oceanside Campus

1 Barnard Drive, Oceanside, CA 92056

■ P 760.757.2121 ■ F 760.795.6609

San Elijo Campus

3333 Manchester Avenue, Cardiff, CA 92007

■ P 760.944.4449 ■ F 760.634.7875