



Final Budget

2021-2022



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MESSAGE FROM THE PRESIDENT

September 9, 2021

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

I am pleased to present the FY2021–22 Annual Budget. Many thanks to the Administrative Services Division, the MiraCosta College Budget and Planning Committee, and the college's divisions/departments for their leadership in this effort. This budget reflects the priorities of the MiraCosta Community College District Board of Trustees, the college's Institutional Goals, and the Long-Term Planning Framework.

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

There are program and service initiatives that continue from year-to-year to ensure our students have equitable access and support services to achieve their educational goals. Funding for student equity and achievement as well as financial aid programs from the state's categorical funds enhances our ability to create learning environments to assist, guide, and counsel students on their educational goals and career paths.

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

Federal CARES ACT funds received by the District aimed at COVID relief were used to support student emergency and support grants and also to strengthen the District's response to the pandemic. Instructional equipment and supplies were shipped to students to ensure continuity of their coursework. To provide online learning capability, laptops, chrome books, Wi-Fi/Hotspot connections, and other technology were also provided to students. Health and safety measures were quickly in place to support on premise courses and the operational function of the District. The District will continue to offer a large portion of classes and services online through fall 2021, and work towards a balance of online and on-ground programs and services to meet students' needs through spring 2022.

The California state economy has made an unprecedented recovery, resulting in an enacted state budget that added significant funding to education.

In November 2016, with the support of our community and the entire college, the voters passed a

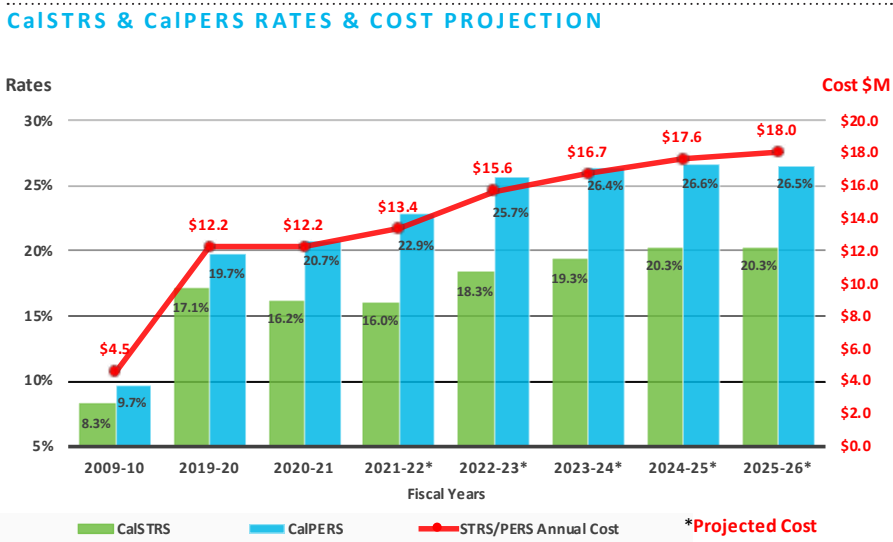
\$455 million general obligation bond to improve the college’s aging facilities and infrastructure. The Facilities Master Plan was updated to inform the board, community, students, and employees of the crucial construction and remodeling needs from the growth in enrollment from the past decades. The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

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

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

As with other community colleges, salaries and benefits make up a high percentage of the budget with MiraCosta projected at 83 percent of the budget.

Included in the benefits are the defined pension plans for CalSTRS and CalPERS. In FY2009–10, the rates were below 10 percent; by FY2021–22, the rates will more than double, and continue to rise for CalPERS, which will put tremendous pressure on rising costs of salaries and benefits. As a community supported District, local property taxes make up 87 percent of the unrestricted general fund. The November 2020 report from the City of San Diego Fiscal Year 2022–2026 Five Year Financial Outlook* projects local property tax growth to decline from 4.25 percent to 3.75 percent through FY2023,



before rising by .25 percent annually to 4.5 percent in FY2026. These projections from the city take into account COVID-19 recovery. The college will continue to monitor and adjust revenue assumptions based on the most current data. With careful planning, the college will be able to fund the increasing costs with increases to property tax revenues, projected at 3.9 percent in FY2021-22.

The District aims to recruit and retain excellent talent and the philosophy of compensation is meant to ensure this. This fiscal year's budget includes new and replacement full-time faculty from the 2020-21 priority list and replacement for vacant positions for both faculty and staff. Salaries are projected to increase from the salary schedules, which includes a 3.00 percent COLA (cost-of-living adjustment).

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

Sincerely,



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

*Source: <https://www.sandiego.gov/sites/default/files/fy2022-2026-five-year-financial-outlook-revised-11-23-2020-w-attachments.pdf>

BOARD OF TRUSTEES

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



Rick Cassar
President



George McNeil



Anna Pedroza
Vice President



Frank Merchat



Dr. David Broad



Jacqueline Simon



Dr. William C. Fischer



Alma Cuevas
Student Trustee

For a map showing trustee area boundaries and communities served, see page 94.

MIRACOSTA COLLEGE

MISSION

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

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

VISION

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

COMMITMENT

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

INSTITUTIONAL VALUES

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

INSTITUTIONAL GOALS

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

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

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

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



Revised 6/22/21

MIRACOSTA COLLEGE

INSTITUTIONAL VALUES

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

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

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

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

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

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

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

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

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

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

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



Revised 5/14/20

BUDGET SUMMARY

Budget Directives from the Board of Trustees

Allocate funding to satisfy the District's highest-priority goals and objectives (enrollment, programs, and services) consistent with the MiraCosta Community College District (MCCD) Comprehensive Master Plan, MCCD Strategic Plan, and institutional program review activities, while maintaining the long-term fiscal health of the college.

PROGRAMS & SERVICES

- Assess and meet community needs within budget constraints
- Protect critical educational and support services—keep reductions as far away from students as possible
- Make investments to support student success in an equitable, and sustainable manner within the guided pathways framework
- Build knowledge and capacity in futures thinking to create just, equitable, and sustainable futures
- Provide support for students enrolled in the MiraCosta Promise and enhance supports for all students with financial needs
- Conduct market research and utilize labor market information to ensure the needs of the community are met and that we tell our impact story better

FACILITIES & INFRASTRUCTURE

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

FINANCIAL

- Maintain a minimum 15% total fund balance for the FY2021–22 budget
- Maximize potential revenue sources
- Seek efficiencies and productivity increases to improve the District's financial health and meet its mission

STAFFING

- Ensure appropriate staffing to meet the needs of students and the college's success and equity efforts
- Maintain competitive salaries and benefits to recruit and retain a quality workforce
- Balance the needs of students, employees, and the long-term health of the college

Budget Assumptions

REVENUE ASSUMPTIONS—

GENERAL FUND UNRESTRICTED (GFU):

- Property tax increase of 3.9% from FY2020–21
- CARES Act will cover the loss of revenue from Parking, Bookstore, Cafeteria, Theatre Ticket sales. No GFU required to fund for the incurred expenses
- State General Revenues (Lottery, EPA, General allocations) projected slightly lower, by \$300K
- Student fees/charges to remain the same level, with no growth projected for FTES

EXPENSE ASSUMPTIONS— GENERAL FUND UNRESTRICTED (GFU)

- “Step and Column” salary increases
- Negotiated 3% COLA
- \$1.2M Health Benefit cost increases (~9% average cost per person + cost for new FTE with benefits)
- Hire 10 faculty positions
- Program Review Resource Allocation requests
- Minimum wage increase from \$14.00 to \$15.00 effective Jan 1, 2022
- Inflation factored in Services for annualized contract adjustments
- Technology cost escalation for on-going hardware/software
- Facilities Master Plan needs
- Guided Pathways implementation
- CalSTRS rates: From 16.15% to 16.02%, slight decrease
- CalPERS rates: From 20.7% to 22.9%, an increase of 2.2%

EXPENSE ASSUMPTIONS— OUTGOING TRANSFERS

- Capital Outlay for Technology:
 - \$2.0 million: maintain for ongoing needs
- Capital Outlay for Facilities:
 - \$1.2 million: maintain for ongoing needs
 - \$5.5 million: for Facilities Master Plan projects, not covered by the general obligation bond
- Debt Services:
 - General obligation bond debt managed and paid by the San Diego County Treasury on behalf of the District. District taxes are collected to service the annual debt payments for Series A Bond (\$100 million) and Series B bond (\$255 million). Annually, approximately \$16 million was collected to service the Series A bond debt.

Landscape for FY2021–22

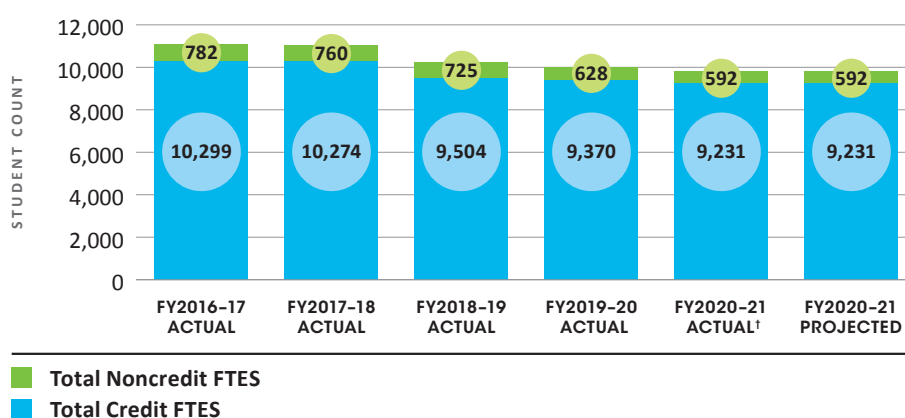
- 3.9% property tax revenue increase
- CalSTRS and CalPERS annual cost increases
- Health Care Cost Increases
- Property and Liability Insurance Cost increases
- Technology needs and support increases
- Student Success requirements
- Academic and Career Pathways increased efforts
- Higher Education Emergency Relief Fund (HEERF) grant expenditure timelines
- Enhance diversity, equity, and inclusion efforts
- Comprehensive Master Plan, Strategic Plan, and Program Review needs
- Facilities general obligation bond
- Expenditure and closeout requirements
- Impacts of escalation and regulatory changes
- Collective Bargaining 3% COLA (Cost of Living Adjustment)
- 50% law requirements

Enrollment Assumptions

Enrollment assumption will be flat with no growth projected for FY2021–22. Enrollment for FY2020–21 ended at 9,823 Full Time Equivalent Students (FTES), a decline of 2% from the prior fiscal year FY2019–20. All California community colleges have declines in enrollment due to the pandemic from March 2020.

MIRACOSTA COMMUNITY COLLEGE DISTRICT FULL TIME EQUIVALENT STUDENTS (FTES)

	FY2016-17 ACTUAL	FY2017-18 ACTUAL	FY2018-19 ACTUAL	FY2019-20 ACTUAL	FY2020-21 ACTUAL†	FY2021-22 PROJECTED
Total Credit FTES	10,299	10,274	9,504	9,370	9,231	9,231
Total Noncredit FTES	782	760	725	628	592	592
Total FTES	11,082	11,034	10,229	9,998	9,823	9,823
Total FTES Annual Change from Prior Year	(267)	(48)	(805)	(231)	(176)	—
Total FTES % Change Year-to-Year	-2.3%	-.4%	-7.3%	-2.3%	-1.8%	0.0%



†Source: MCCD Period 3 July 2021 Attendance Report

General Fund—Unrestricted Fund Balance

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

At the end of FY2020-21, the unrestricted general fund balance was \$35.0 million, or 25.8% of the annual expenditures, which is approximately three

months of operational cost. The ending balance was an improvement from the budget due to timing/delay and reduction in all spending areas. The FY2021-22 budget fund reserve balance is projected to end at \$37.4 million, or at 27%, or three months of operational costs.

Balanced Budget

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

STATE BUDGET UPDATE

Higher Education

The Budget's unprecedented level of investment in higher education reflects a continued commitment to affordability, more accessible institutions, higher quality programs, equitable outcomes, and more efficient degree pathways—all of which are critical for driving upward mobility across the state.

The Budget includes total funding of \$47.1 billion (\$25.7 billion General Fund and local property tax and \$21.4 billion other funds) for all higher education entities in 2021–22. The state's three public segments—the University of California (UC), the California State University (CSU), and the California Community Colleges (CCC)—receive substantial ongoing base augmentations, and the Budget includes significant investments to make postsecondary education more affordable, including expanding the state's Cal Grant program to additional CCC students. Also included are investments to make college savings accounts widely available to low-income children; provide grants to advance training and education for workers impacted by the COVID-19 Pandemic; promote learning-aligned, long-term career development opportunities; and support regional K-16 education collaboratives focused on streamlining educational pathways leading to in-demand jobs.

California Community Colleges

Textbooks add considerable costs to earning a degree. To address the rising costs of textbooks, the 2016 Budget Act included \$5 million one-time Proposition 98 General Fund to establish the Zero-Textbook-Cost Degree (ZTC) Grant Program to create associate degrees and career technical education certificate programs, earned entirely by completing courses that eliminate textbook costs. To further support efforts to significantly reduce student textbook costs, the Budget includes \$115 million one-time Proposition 98 General Fund to develop and implement ZTC degrees and open educational resources.

Other Detailed Budget Apportionment Investments

- **Apportionments Adjustment**—An increase of \$395 million ongoing Proposition 98 General Fund, which includes \$371.2 million for a 5.07-percent cost-of-living adjustment and \$23.8 million for 0.50-percent enrollment growth.
- **Repayment of 2020–21 Apportionments Deferral**—A 2021–22 payment of \$1.453 billion Proposition 98 General Fund for apportionments deferred from 2020–21, of which \$144.6 million is from 2019–20, \$1,078.9 million is from 2020–21, and \$229.8 million is from 2021–22.
- **Local Property Tax Adjustment**—A decrease of \$230.2 million ongoing Proposition 98 General Fund as a result of increased offsetting local property tax revenues.



STATE BUDGET UPDATE

- **Faculty Professional Development**—An increase of \$20 million one-time Proposition 98 General Fund for culturally competent professional development for faculty, including leveraging 21st-century technology to improve learning outcomes.
- **Anti-Racism Initiatives**—An increase of \$5.6 million one-time Proposition 98 General Fund to support the implementation of the provisions of Chapter 32, Statutes of 2020 (AB 1460) and systemwide anti-racism initiatives.

Learning-Aligned Employment

The Budget includes \$200 million one-time General Fund in 2021–22 and reflects an additional \$300 million one-time General Fund in 2022–23 to establish and support the Learning-Aligned Employment program, which would promote learning-aligned, long-term career development for UC, CSU, and CCC students. The program will involve:

- The California Student Aid Commission administering the program, in collaboration with the University of California, California State University, and California Community Colleges.
- Strategically focusing campuses toward identifying or establishing partnerships with external employers to provide learning-aligned opportunities related to students' fields of study, aimed at providing students with long-term career development and professional networking opportunities.
- Prioritizing learning-aligned employment opportunities for underrepresented students, particularly underrepresented students in STEM fields.

Other Significant Adjustments

- **Cal Grant Tuition Award for Private Nonprofit Institutions**—An increase of \$5.4 million ongoing General Fund to increase Cal Grant A and B awards for students attending private nonprofit postsecondary institutions.
- **Cal Grant A Eligibility**—An increase of \$14.8 million ongoing General Fund to restore Cal Grant A eligibility for students impacted by a change in their living status due to the pandemic.
- **Former and Current Foster Youth Access Award**—An increase of approximately \$15.1 million ongoing General Fund to provide a supplemental access award for former or current foster youth.
- **Financial Aid Applications**—The Budget includes statutory changes to require local educational agencies to confirm that all high school seniors who have not opted out complete a Free Application for Federal Student Aid (FAFSA) or California Dream Act Application beginning in the 2022–23 academic year.



STATE BUDGET UPDATE

Student Housing

The Budget sets aside \$2 billion one-time General Fund, over a three-year period, to establish a low-cost student housing grant program for the public higher education segments, focused on expanding the availability of affordable student housing, and to support campus expansions for the UC and CSU. Additional details are contingent upon future legislation.

Regional K-16 Education Collaboratives

The Budget provides \$250 million one-time General Fund for a grant program to support regional K-16 education collaboratives. The program will involve:

- Appropriating the funds to the Department of General Services to award grants to between five and eight regional collaboratives.
- Requiring eligible collaboratives to include at least one institution from all three segments; to include consideration of regional workforce needs; to focus on streamlining occupational pathways that lead to high-paying, in-demand jobs; and to align higher education with workforce needs.
- Requiring eligible collaboratives to adopt recommendations from the February 2021 Recovery with Equity report related to fostering inclusive institutions and facilitating student transitions.

Dual Admissions

Commencing with the 2023–24 academic year and through the 2025–26 academic year, the Budget includes language for UC and CSU to establish a new stand-alone dual admissions pathway enabling eligible first-time freshman applicants to be considered for guaranteed admission to the UC or CSU campus of their choice upon completion of an Associate Degree for Transfer or another transfer pathway at a California Community College.



ABOUT THE DISTRICT

Description of the District

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



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

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

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

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

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

The District operates four locations.

The **Oceanside Campus** (OC) moved to its 121.5-acre site in 1964 and houses a comprehensive public community college offering credit, fee-based, and noncredit courses. In the 2020–21 academic year, the college offered general education credit courses that applied towards 84 Associate Degrees, 56 Certificates of Proficiency, 61 Certificates of Achievement, and one Baccalaureate Degree. Adhering to the COVID-19 health and safety guidance provided by federal, state and local agencies, most courses were offered remotely in 2020–21. In typical years, more than 13,000 students, the majority of the District's students, attend the Oceanside Campus.

The **San Elijo Campus** (SAN) in Cardiff typically offers a wide range of credit courses leading to transfer, associate degrees, and career certificates. Each semester, approximately 400 sections are offered on this campus to a student body of more than 3,000 students. Due to the COVID-19 Pandemic, in-person classes were not offered at SAN for the 2020–21 school year. In-person instruction

Oceanside Campus



San Elijo Campus

Community Learning Center



Technology Career Institute

is scheduled to resume in spring 2022. The campus also provides support services in tutoring, counseling, library, and student activities. A rich variety of community service courses are also offered year-round at the San Elijo Campus.

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

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

Developments at the College

Over the years, the college's per semester enrollment has grown to just over 21 thousand credit students and an additional 3,450 noncredit students. In addition, the Community Education & Workforce Development fee-based and not-for-credit enrollment is approximately 6,500 and varies within a semester, since many courses are less than a semester's duration. As the student population has progressed, so have the District's locations.

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

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

The college's partnership with local elementary, middle, and high schools continues to be strong. In 2011, MiraCosta College received a seven-year, \$7 million federal GEAR UP grant, which provides multiple services to ensure middle school students

and their families are prepared for college and career choices. In fall 2018, MiraCosta College's GEAR UP grant was renewed—over \$11 million dollars for seven years, services have continued at all four middle schools in the Oceanside Unified School District.

To further encourage high school students to start their college career early and to better serve the community of Carlsbad, the college partnered with the Carlsbad Unified School District to share several classrooms at the new Sage Creek High School. Beginning in spring 2014, high school students, the public, and other currently enrolled high school students from any school district can take MiraCosta College courses on the high school campus. MiraCosta partners with four area school districts—Carlsbad Unified School District, San Dieguito Union High School District, Cathedral Catholic High School and Oceanside Unified School District—to bring high school students to the college classroom. In 2019, MiraCosta College expanded dual enrollment offerings at Ocean Shores High School, an alternative school for students in need of credit recovery. MiraCosta College has gone a step further by waiving the enrollment fees for any high school student who takes a college-level course offered by MiraCosta College.

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

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

MiraCosta College continues to play a strong role in preparing local adult students for high-tech jobs. In fall 2013, the Department of Labor awarded MiraCosta College a \$2.75 million federal grant

to start a Technology Career Institute (TCI) aimed at filling a growing demand for qualified machinists and industrial technicians in North San Diego County. Included in Assembly Bill (AB) 132—Postsecondary Education Trailer Bill, signed by California Governor Newsom on July 27, 2021, TCI will receive \$3.5 million in funding for a Cooperative Education Reskilling and Training Pilot Program. Funds will be used to support short-term programs offering disadvantaged and unemployed adults the opportunity to reskill while gaining on-the-job experience through paid internships.

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

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

When the pandemic hit California in March 2020, the District quickly transitioned to remote education, providing the majority of instruction and services virtually. Although there were challenges in transitioning to remote education, the District continued to provide quality educational opportunities to the community. The District was also able to accelerate the schedules for some capital construction projects, taking advantage of reduced traffic at the Community Learning Center and San Elijo Campus. As restrictions are lifted, the District is working to gradually transition back to a pre-pandemic balance of on-ground and online classes and services.

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

ORGANIZATION DESCRIPTIONS

Divisional Descriptions

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

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

Office of the Superintendent/President

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

This division oversees the following offices:

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

Instructional Services Division

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

In addition, the vice president of instructional services has oversight over all dual enrollment programs, Guided Pathways initiatives, and enrollment management strategies.

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

SCHOOLS

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

INSTRUCTIONAL AREAS

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

Student Services Division

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

- **Admissions & Records**—provides enrollment services, including registration, transcripts, and graduation
- **Athletics & Intramurals**—puts equal emphasis on the academic and athletic achievements of our student-athletes
- **Campus Assessment, Resources & Education (CARE) Team**—addresses students' challenges to meet basic needs to improve academic and personal success
- **Counseling**—provides student counseling and career services
- **Extended Opportunities Programs & Services (EOPS)**—provides supplemental services and financial aid to academically and financially at-risk students
- **Financial Aid & Scholarship Office**—oversees application for and disbursement of federal and state financial aid. Scholarship Office oversees the application and distribution of scholarships
- **GEAR UP**—helps students succeed in school, graduate from high school, and be prepared to successfully attend college, GEAR-UP is a federally-funded program
- **Health Services**—provides first aid, urgent care, and mental health services
- **Institute for International Perspectives**—promotes global awareness by recruiting international students and creating opportunities for students to study abroad
- **Noncredit Student Success & Support Program (NCSSSP)**—provides orientation services, assessment advising, and academic progress monitoring to students in noncredit classes
- **School Relations & Diversity Recruitment**—participates in community outreach to local school districts through the Student Ambassador Program
- **Service Learning**—promotes course and co-curricular service opportunities at local nonprofit and public schools through the Student Advocate Program. The CARE Program coordinates the food pantry and farmers market events.
- **Student Accessibility Services (SAS)**—ensures access for educational opportunities for students with visual, hearing, physical, learning and mental disabilities
- **Student Equity**—increases equitable college access and student success with specialized support and guidance and provides leadership for specialized academic programs
- **Student Life & Leadership**—promotes engagement in clubs and co-curricular activities; supports and guides the Associated Student Government
- **Student Success & Support Programs (SSSP)**—provides orientation services, assessment advising, and academic progress monitoring
- **Testing Services**—provides assessment and proctoring services to current and incoming MiraCosta students
- **Transfer Center**—provides information and guidance about transfer opportunities, as well as support for the transfer process
- **Veterans Services**—provides all military affiliated students with education counseling, on- and off-campus resources, and a place to build camaraderie, regardless of GI Bill benefit usage

Administrative Services Division

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

- **Cashiering Services**—cash receipts, petty cash, student accounts, ticket sales
- **College Police & Safety**—responsible for safety and security of students, staff, and property throughout the District
- **Facilities**—construction projects, facilities planning, grounds, maintenance, transportation
- **Fiscal Services**—budgeting, accounting, audit, payroll, auxiliary services, financial reporting

- **Purchasing & Material Management**—purchasing, contracting, bidding, asset management, shipping and receiving, copy/printing services, mail services, records management
- **Enterprise Services**—bookstore and food services

Human Resources Division

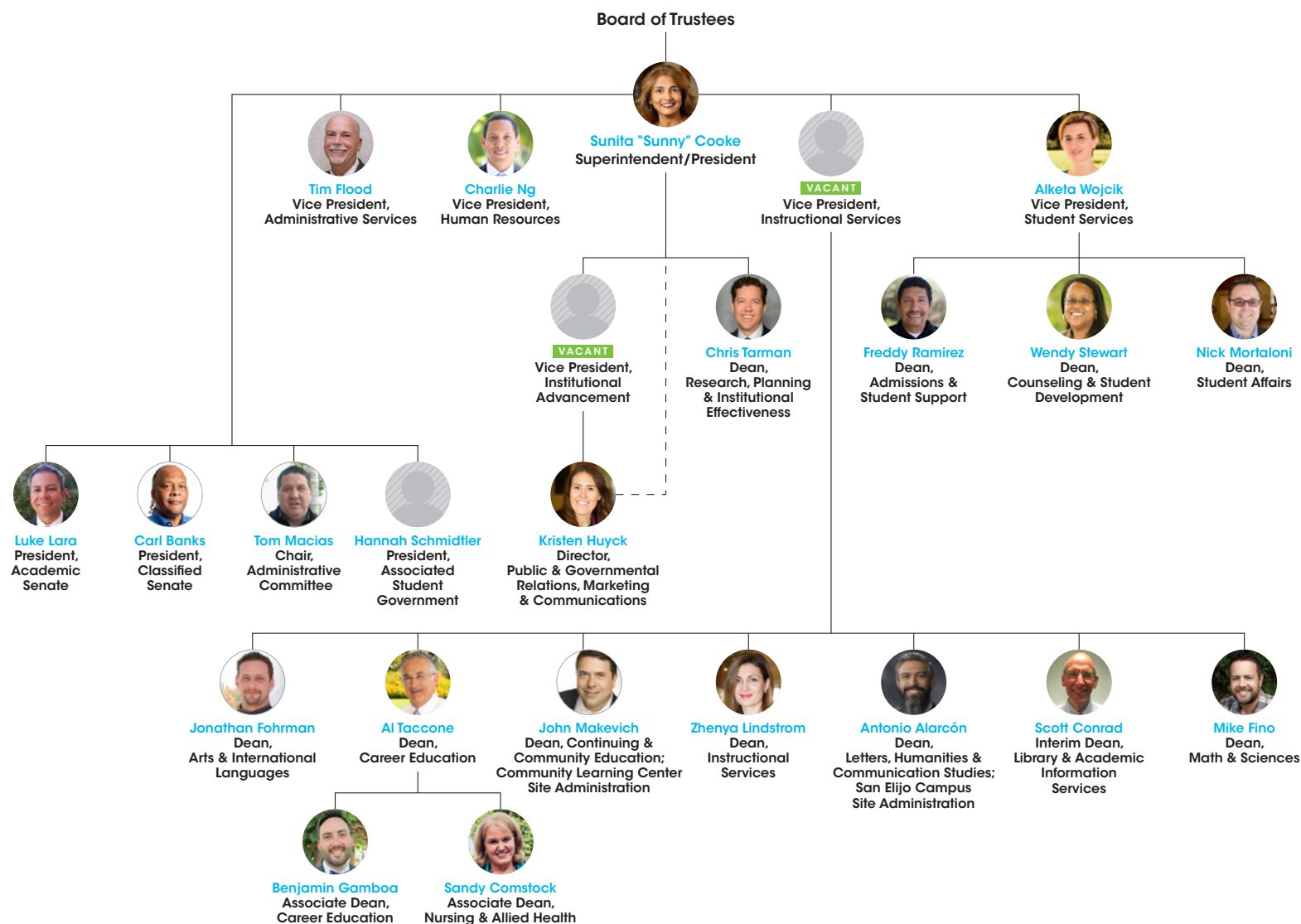
The vice president of human resources is responsible for overseeing the following operational units:

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



Organizational Chart

8.30.2021

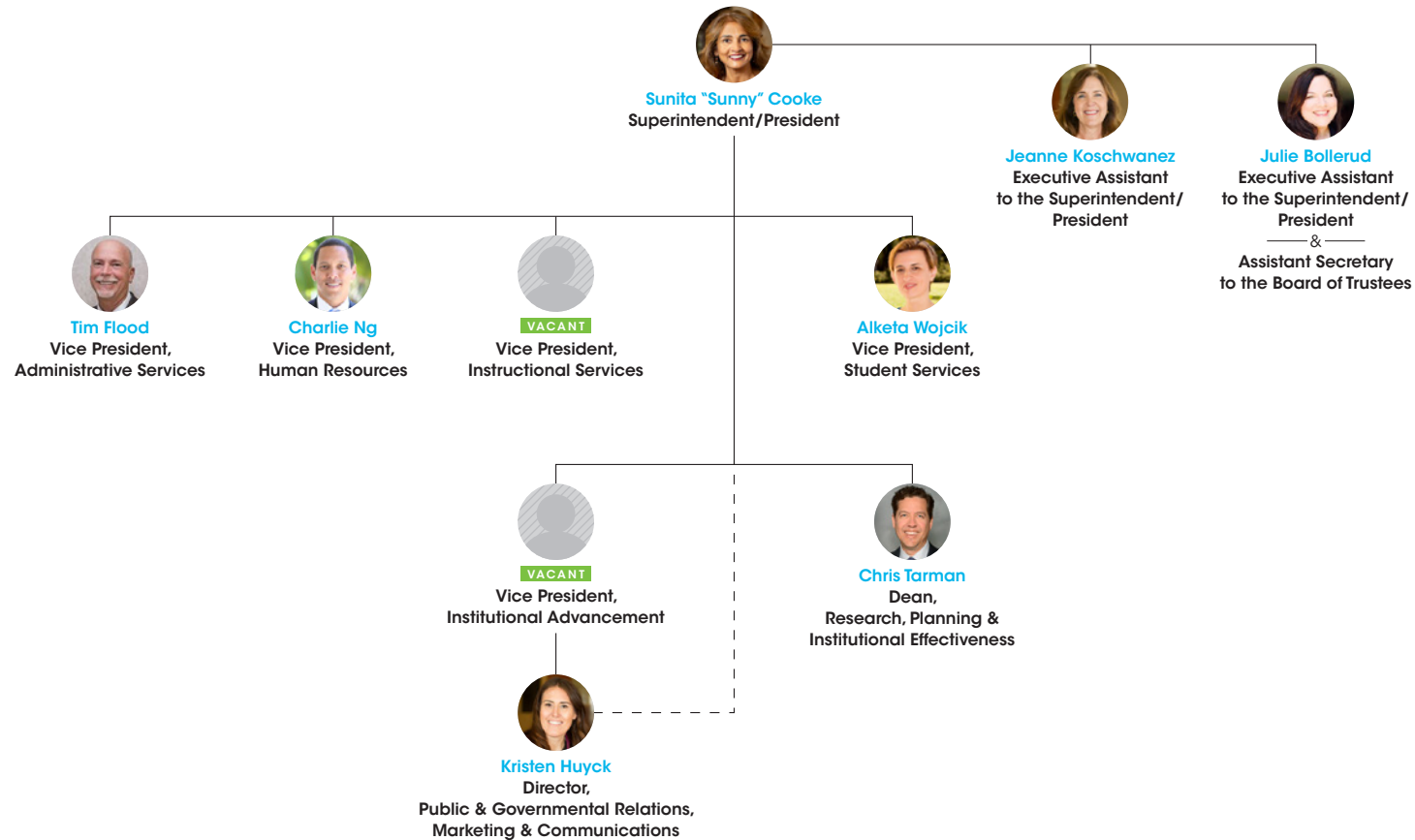




Office of the Superintendent/President

Functional Chart

8.30.2021

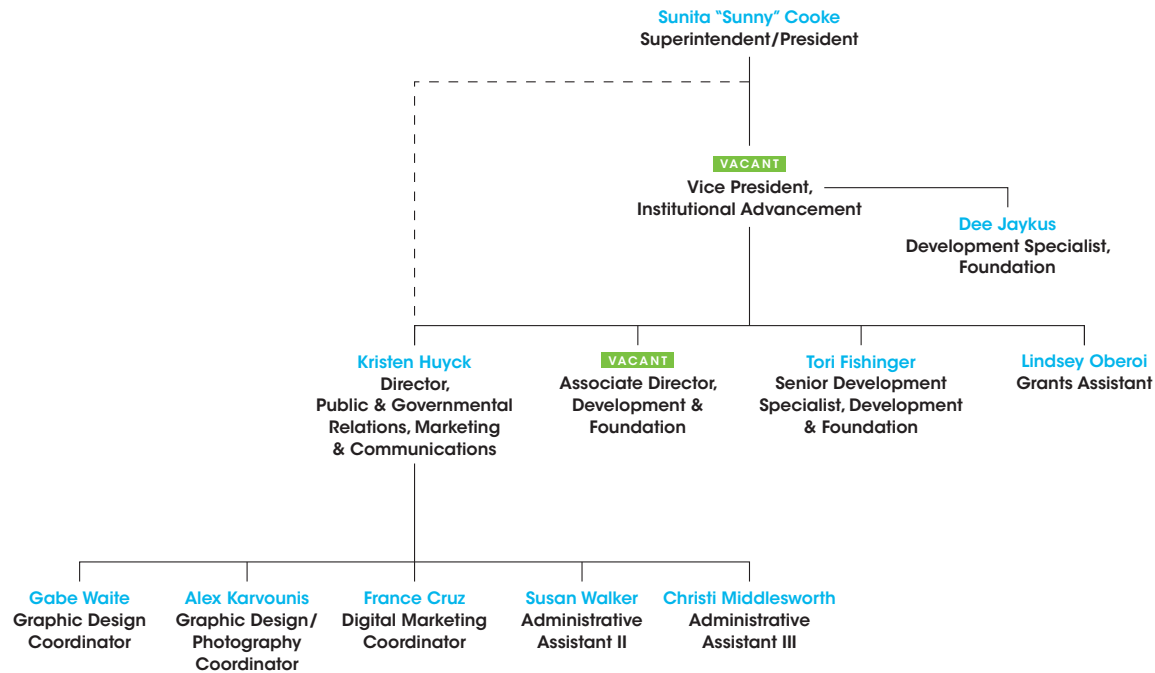




Institutional Advancement

Functional Chart

9.1.2021

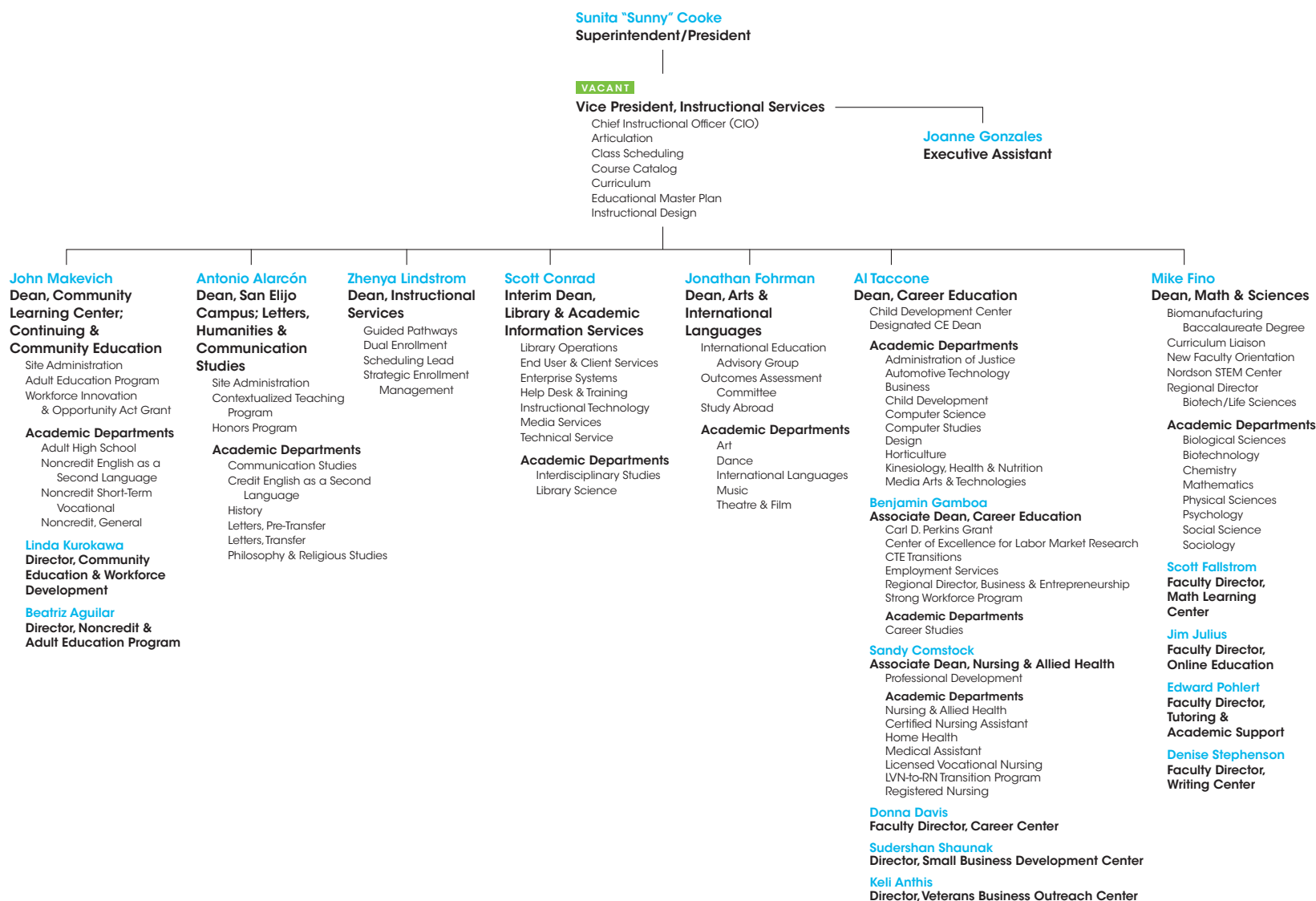




Instructional Services Division

Functional Chart

8.26.2021

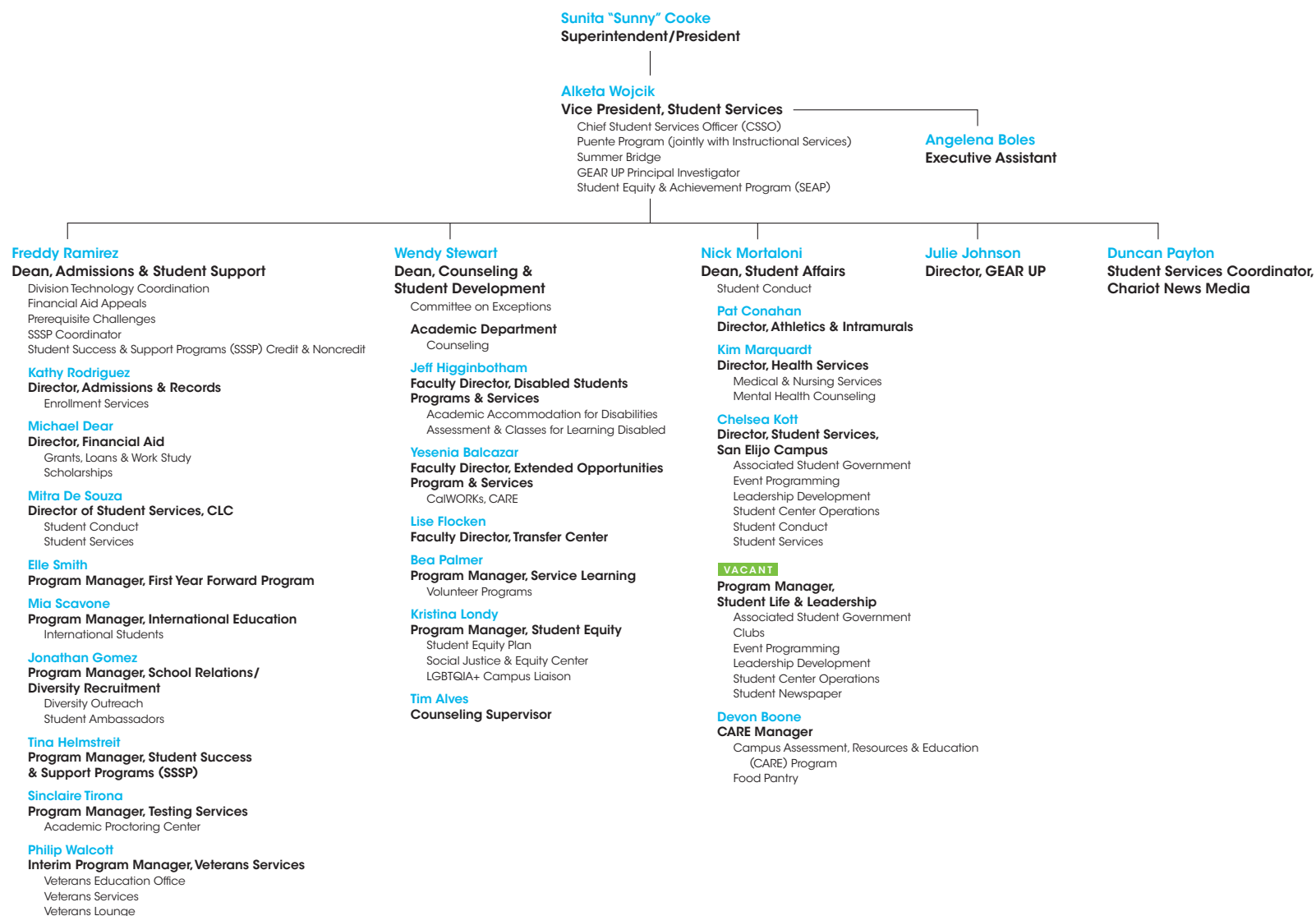




Student Services Division

Functional Chart

8.26.2021

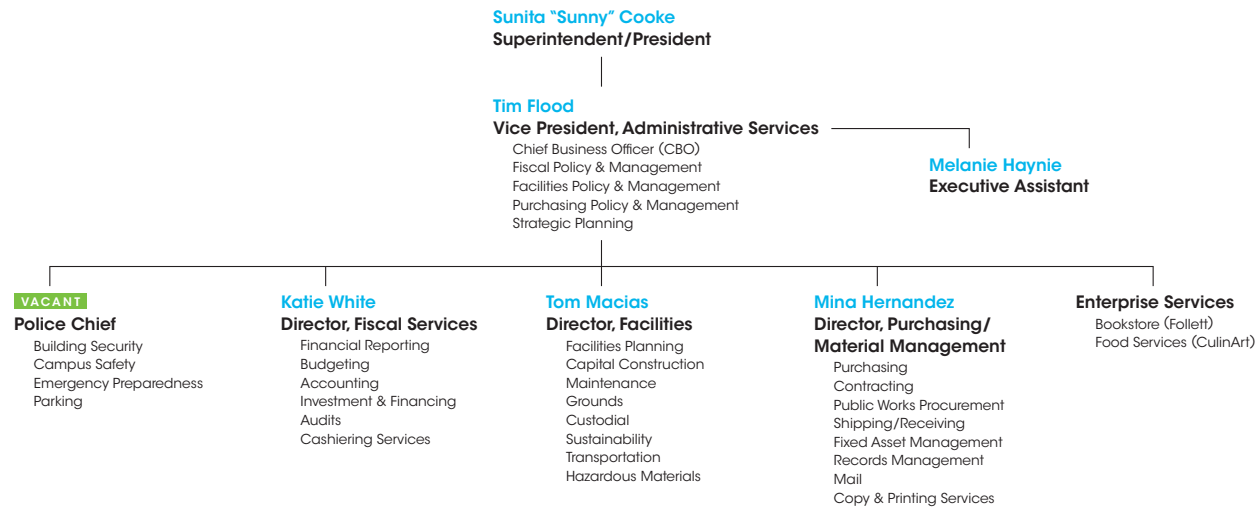




Administrative Services Division

Functional Chart

9.25.2020

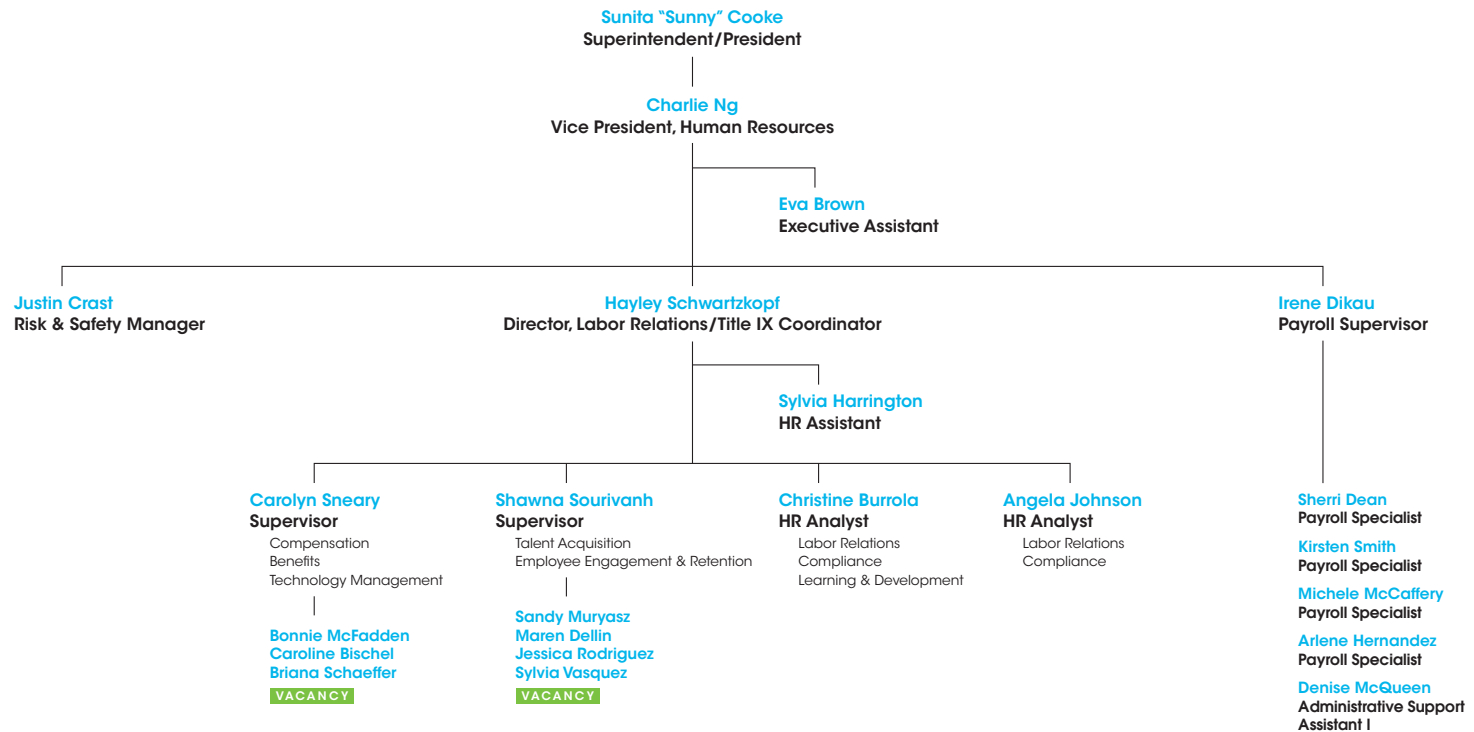




Human Resources Division

Functional Chart

5.26.2021



FINANCIAL POLICIES

Delegation of Authority, Business & Administrative Services

(BOARD POLICY 6100)

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

Budget Management (BOARD POLICY 6250)

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

Approval by the Board of Trustees is required for changes between major expenditure classifications. Transfers from general reserves to any expenditure classification must be approved by a two-thirds vote of the members of the board. Transfers between expenditure classifications must be approved by a majority vote of the members of the board. Board approval of transfers between major expenditure classifications (Major Object Classifications 10, 20, 30, 40, 50, 60, 70, and 80) may be on a ratification basis.

Fiscal Management (BOARD POLICY 6300)

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

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

Debt Issuance & Management

(BOARD POLICY 6307)

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

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

Investments (BOARD POLICY 6320)

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

Investments shall be made based on the following criteria:

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

Transactions should be avoided that might impair public confidence.

Financial Audits (BOARD POLICY 6400)

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

FUND DESCRIPTIONS

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

FUND	PURPOSE
11 General Fund—Unrestricted	Used to account for resources available for the general District operations and support for educational programs.
12 General Fund—Restricted	Restricted monies are from an external source that requires the monies be used for a specific purpose or purposes.
41 Capital Outlay Projects	Used to account for the accumulation and expenditure of monies for the acquisition or construction of significant capital outlay items and scheduled maintenance and special repairs projects.
43 General Obligation Bond	Designated to account for the proceeds from the sale of the bonds under Proposition 39, and the related expenditures related to the acquisition and construction of the projects voted and approved by the local property owners.
51 Bookstore	Receives the proceeds derived from the bookstore operations. All necessary expenses for the bookstore may be paid from generated revenue.
52 Cafeteria	Receives all monies from the sale of food or any other services performed by the cafeteria. Costs incurred from the operation and maintenance of the cafeteria are paid from this fund.
61 Self-Insurance	Used to account for income and expenditures of authorized self-insurance programs.
71 Associated Student Government	These monies are held in trust by the District for its organized student body associations, excluding clubs.
72 Student Representation Fee	Accounts for moneys collected to be expended to provide support for students or representatives who may be stating their positions and viewpoints before city, county, and district government, and before offices and agencies of the state and federal government. Effective January 1, 2020, 50% of the fees collected will be expended to support the Student Senate of the California Community Colleges (SSCCC).
73 Student Center Fee	Accounts for monies collected by the District for the purpose of establishing an annual building and operating fee to finance, construct, enlarge, remodel, refurbish, and operate a student center.
74 Student Financial Aid	Accounts for the deposit and direct payment of government-funded student financial aid.
79 Other Trust Fund	Other Trust Funds are used to account for all other moneys held in a trustee capacity by the college or District. Such funds may be established and maintained in the appropriate country treasury or the governing board may establish a bank account for each trust.

BUDGET PROCESS

Fund Accounting, Measurement Focus, & Basis of Accounting

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

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

Basis of Budgeting

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

Budget Preparation

(ADMINISTRATIVE PROCEDURE 6200)

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

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

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

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

BUDGET PRESENTATION & REVIEW

Calendar

The schedule for presentation and review of budget proposals shall comply with state laws and regulations and provide adequate time for board study. A schedule is provided to the board by December of each year, which includes dates for presentation of the tentative budget, required public hearings, board study sessions, and approval of the final budget.

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

The tentative budget shall be presented to the board of trustees no later than July 1.

The final budget shall be presented to the board and adopted no later than September 15 and the budget report (CCSF-311) shall be prepared on or before September 30, and submitted to the CCCCCO (California Community Colleges’ Chancellor Office) on or before October 10.

Budget Calendar

APRIL 2021 <ul style="list-style-type: none"> ■ Development of 2021-22 budget by each department 	MAY 2021 <ul style="list-style-type: none"> ■ BPC reviews draft of TENTATIVE 2021-22 budget 	JUNE 2021 <ul style="list-style-type: none"> ■ Board of Trustees workshop for TENTATIVE 2021-22 budget ■ Board of Trustees approves TENTATIVE 2021-22 budget
JULY 2021 <ul style="list-style-type: none"> ■ State of California enacts 2021-22 budget 	AUGUST 2021 <ul style="list-style-type: none"> ■ BPC reviews draft of FINAL 2021-22 budget 	SEPTEMBER 2021 <ul style="list-style-type: none"> ■ Board of Trustees workshop for FINAL 2021-22 budget ■ Board of Trustees approves FINAL 2021-22 budget
OCTOBER 2021 <ul style="list-style-type: none"> ■ Submit ADOPTED 2021-22 budget and prior year financial report (311 Annual Report) to California Community Colleges Chancellor's Office 	FEBRUARY 2022 <ul style="list-style-type: none"> ■ Board of Trustees reviews status of 2021-22 budget ■ Board of Trustees approves assumptions/directions for 2022-23 budget 	APRIL 2022 <ul style="list-style-type: none"> ■ Development of 2022-23 budget by each department

Citizen Participation

A public hearing on the budget shall be held on or before September 15, and shall be at least three days following the availability of the proposed budget for public inspection. At the public hearing, interested persons may appear and address the board regarding the proposed budget or any item in the proposed budget.

Notification

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

PRINCIPLES FOR BUDGETING

Balanced Budget

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

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

Link the Budget to Long-Term, Strategic Financial Plans

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

Maintenance & Replacement

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

Fund Liabilities

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

Pensions and Other Post-Employment Benefits (OPEB)

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

Budget Management

(ADMINISTRATIVE PROCEDURE 6250)

Budget management shall conform to the following standards:

1. Total amounts budgeted as the proposed expenditure for each major classification of expenditures shall be the maximum expended for that classification for the fiscal year, except as specifically authorized by the Board of Trustees.
2. The term "major classification" shall refer to the major object code classifications from the Budget and Accounting Manual (1000, 2000, 3000...).
3. Transfers may be made from the available reserves to any expenditure classification by written resolution of the board and must be approved by a two-thirds vote of the members of the board.

4. Transfers may be made between expenditure classifications by written resolution of the board and may be approved by a majority of the members of the board. The board approval may be on a ratification basis.
5. Transfers of money within the same major classification of accounts may be made without prior board approval.

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

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

Resource Allocation

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

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

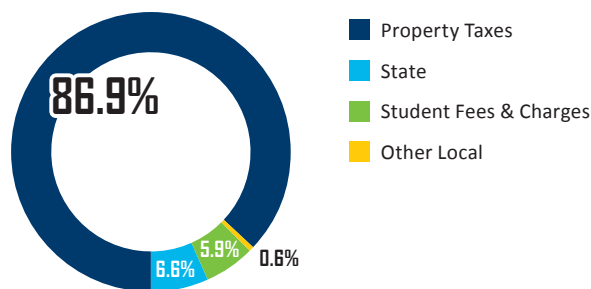
4. The results of the program review process will be linked to the budget-development process.
5. The budgeting process promotes the accomplishment of institutional goals and objectives.
6. There should be flexibility within clearly defined limits in this process to allow for changes and redeployment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

REVENUES

General Fund—Unrestricted

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

FY2021–22 UNRESTRICTED GENERAL FUND REVENUES



Property Taxes

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

Assessed values have increased in San Diego County and within the District's boundaries. As a result, property tax revenue is expected to increase and is budgeted at \$121.8 million, 3.9% growth (\$4.6 million), compared to 4.8% growth from prior year actuals. The property assessed value growth has steadily slowed in recent years.

Enrollment Fees

The cost of enrollment fees is determined by the state of California. The current fee is \$46 per unit and an additional \$307 per unit for nonresidents of California. The District establishes a budget for enrollment fees based on current enrollment data and past trends. The information is evaluated by the Enrollment Management Committee and a recommendation for the upcoming fiscal year is determined. The full-time equivalent student (FTES) projection for FY2021–22 is no growth from last year with enrollment tuition/fees revenue at \$6.8 million compared to \$6.9 million from the prior year. Community Education (not-for-credit) revenue is projected to remain flat at \$1.5 million. COVID-19 may continue to have an impact on enrollment revenue.

Education Protection Account/ Other State Revenue

Proposition 55, the California extension of the Proposition 30 Income Tax Increase Initiative, was approved in November 2016 to continue the income tax portion for 12 more years through December 2030. The Education Protection Account (EPA) revenue is accounted for in the General Fund and the District is expected to receive \$1.0 million annually (\$100 per FTES) from this revenue source. Other unrestricted state revenues include mandated block grants, state lottery funds, and state tax subvention revenue. Governmental Accounting Standards Board rule requires community colleges to report the state's direct contribution to the CalSTRS pension plan in both the revenue and expenses for a zero dollar (\$0) impact to the fund balance (MCCD does not receive nor spend this; it is only for reporting and accounting purposes). The projected CalSTRS pension pass-through revenue is \$4.2 million.

Other Local Revenues

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

Highlights of General Fund—Restricted & Other Funds

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

General Fund—Restricted

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

Federal grants are projected at \$22.7 million. The Federal Government passed the CARES Act (HEERF I, II, III) to mitigate the cost of remote learning and remote operations. The District's institution allocation has remaining funds of \$18.5 million for FY2021–22.

State restricted revenues are projected at \$27.2 million, primarily from general categorical programs:

- Student Equity & Achievement
- Student Financial Aid Programs
- Student Success Completion
- EOPS—Extended Opportunity Programs & Services
- CARE—Cooperative Agencies Resources for Education
- SAS—Student Accessibility Services (formerly known as DSPS)
- CalWORKs—California Work Opportunities and Responsibility to Kids
- Veteran Resource Center
- EEO—Equal Employment Opportunity
- Part-Time Faculty Compensation

- Strong Workforce Program
- Nursing Education
- California College Promise
- Adult Education Program
- Guided Pathways
- COVID-19 Relief Block Grant
- Physical Plant and Instructional Support (PPIS)

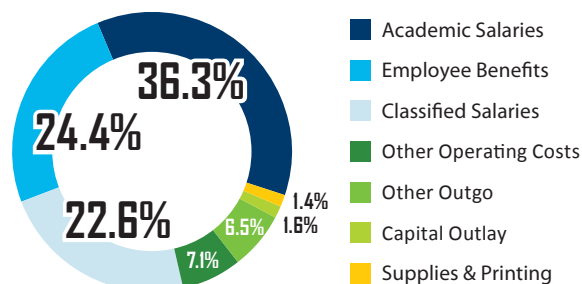
Locally restricted revenues are projected at \$0.8 million, primarily from health service and parking fees. These fees typically correlate to enrollment patterns.

EXPENDITURES

General Fund—Unrestricted

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

FY2021–22 UNRESTRICTED GENERAL FUND EXPENDITURES



Academic & Classified Salaries and Benefits

Salaries and employee benefits are the District's greatest expense, accounting for approximately 83% of the annual operating budget. Academic salaries are budgeted at \$50.0 million, an increase of \$2.1 million. Classified salaries are budgeted at \$31.1 million, an increase of \$1.6 million. The increases from last year's actual are due in part from replacement of vacancies (retirement or departures), annual salary "Step and Column" increases, and 3% COLA (annual cost of living adjustments). Employee Benefit costs are budgeted at \$29.4 million, an increase of \$1.8 million primarily from CalPERS rate increases and annual health benefit cost increases.

Supplies & Other Operating Expenses

The budgets for supplies and Other Operating Expenses is projected to be higher due to inflationary costs and from more on-ground classes and employees returning to more regular hybrid work schedules to support the needs of students and employees.

Other Outgo

The budget for Other Outgo are inter-fund transfers from the general unrestricted fund to other special use funds: Fund 41—Capital Outlay, Fund 52—Cafeteria, and Fund 61—Self-Insurance. Total Other Outgo transfers are budgeted at \$9.0 million. Transfers to the capital project Fund 41 are for technology for ongoing hardware and software technology (\$2.0 million), scheduled maintenance for recurring/ongoing facilities projects (\$1.2 million), and \$5.5 million for the Facilities Master Plan projects that are not funded from the general obligation bond.

Highlights of General Fund—Restricted & Other Funds

General Fund—Restricted

Expenses are budgeted at the same level as the projected certified restricted funding sources. Some restricted funding sources allow carryovers up to the end of the grant contract or categorical funds with specified end dates. Thus expenses will vary year to year from new grants, spend down of grants, and allowable carryovers. The largest carryover funding is from the CARES Act allocation from the Federal Government that provided much needed funding last fiscal year and continues to support this fiscal year.

Capital Projects Funds

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

All Other Funds

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

FISCAL YEAR 2021-22 BUDGETED REVENUES, EXPENDITURES & CHANGES IN FUND BALANCE

	GENERAL FUND		CAPITAL PROJECTS		ENTERPRISE FUNDS		INTERNAL SERVICE	TRUST FUNDS				TOTAL
	11 UNRESTRICTED	12 RESTRICTED	41 CAPITAL PROJECTS	43 GENERAL OBLIGATION BOND	51 BOOKSTORE	52 CAFETERIA	61 SELF-INSURANCE	71 ASSOCIATED STUDENT GOVERNMENT	72 STUDENT REPRESENTATION FEE	73 STUDENT CENTER FEE	74 STUDENT FINANCIAL AID	ALL FUNDS
REVENUES												
TOTAL FEDERAL REVENUES	—	\$22,656,044	—	—	—	—	—	—	—	—	\$30,433,901	\$53,089,945
TOTAL STATE REVENUES	\$9,282,043	27,194,651	—	—	—	—	—	—	—	—	6,261,122	42,737,816
TOTAL LOCAL REVENUES	130,911,713	746,904	\$522,000	\$2,100,000	\$103,000	\$10,000	\$4,000	\$15,000	\$28,000	\$102,000	—	134,542,617
Incoming Transfers	—	900,000	8,700,000	—	100,000	110,000	50,000	125,000	—	—	—	9,985,000
Proceeds from Financing	—	—	—	—	—	—	—	—	—	—	—	—
Sale of Fixed Assets	30,000	—	—	—	—	—	—	—	—	—	—	30,000
TOTAL REVENUES	140,223,756	51,497,599	9,222,000	2,100,000	203,000	120,000	54,000	140,000	28,000	102,000	36,695,023	240,385,378
EXPENDITURES												
Academic Salaries	50,044,729	4,070,810	—	—	—	—	—	—	—	—	—	54,115,539
Classified Salaries	31,140,260	8,332,452	—	—	16,000	5,300	—	15,500	—	88,000	—	39,597,512
Employee Benefits	33,592,567	4,588,500	—	—	7,310	2,562	—	2,500	—	36,350	—	38,229,789
Supplies & Printing	1,993,141	2,548,443	—	700,000	—	3,000	5,000	52,500	—	2,000	—	5,304,084
Other Operating Costs	9,840,353	4,122,446	1,149,239	350,000	49,600	125,000	51,000	63,000	27,106	7,000	—	15,784,744
Capital Outlay	2,248,089	9,135,621	5,212,987	62,650,000	—	—	30,000	—	—	2,000	—	79,278,697
Other Outgo	9,026,000	8,455,878	—	—	170,000	—	—	1,500	—	—	36,695,023	54,348,401
Contingencies & Suspense	—	5,916,501	6,025,025	—	—	—	100,000	—	—	2,950	—	12,044,476
TOTAL EXPENDITURES	137,885,139	47,170,651	12,387,251	63,700,000	242,910	135,862	186,000	135,000	27,106	138,300	36,695,023	298,703,242
REVENUES OVER/(UNDER) EXPENDITURES	2,338,617	4,326,948	(3,165,251)	(61,600,000)	(39,910)	(15,862)	(132,000)	5,000	894	(36,300)	—	(58,317,864)
FUND BALANCE												
FUND BALANCE, JULY 1	35,033,788	2,805,577	23,781,155	248,083,678	519,603	142,129	435,352	192,909	25,767	146,895	—	311,166,853
FUND BALANCE, JUNE 30	37,372,405	7,132,525	20,615,904	186,483,678	479,693	126,267	303,352	197,909	26,661	110,595	—	252,848,989
FUND BALANCE % OF EXPENDITURE	27.1%											

Note: this chart excludes Fund 79—OPEB, see Appendix for details.

FUNDS

Fund 11

General Fund—Unrestricted

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

Revenue from state sources are \$9.3 million, where \$4.2 million represents the state's direct contribution to the CalSTRS pension plan on behalf of MiraCosta College. The impact to the District and all CalSTRS employers are to minimize the employer contribution rate and payment to the pension fund; without the state's contribution, the District's portion would rise 1.5% to 2% annually.

Other revenues from state sources include general apportionment of \$1.6 million; the Education Protection Account (EPA) of \$1.0 million from the passage of proposition 55 in 2016 to continue the EPA funding to communities colleges through December 2030 at \$100 per FTES. The State Non-Tax revenue of \$1.9 million include lottery funds (\$1.6 million) and state mandated cost funding (\$0.3 million). State tax subvention (\$0.7 million) round out the other state revenues.

The largest source of revenue from local sources are from property taxes. The County of San Diego's Assessor's Office preliminary assessed property values for the District for FY2021–22 is a 3.9% growth from the prior year actuals. With a 3.9% growth, the property tax revenue is projected at \$121.8 million, an increase of \$4.6 million from FY2020–21 Actuals of \$117.2 million, which had a 4.8% growth from FY2019–20. The property assessed values in the District's boundaries were in the 5.5% to 6.5% annual growth range for the past six years through FY2019–20.

Other Local Sources of \$9.1 million includes the following: Student enrollment fees and charges (Credit, Noncredit, and Community Education), Interest earned from the deposits held at the Country Treasury, civic rental fees, ticket sales from

the performance arts program, and fees from the child development center.

The FY2021–22 Budget for Expenses are \$137.9 million. The CalSTRS on-behalf expense of \$4.2 million, the same amount as revenue, nets to \$0; the on-behalf pass through revenue and expenses are required to be reported on the District's financial statements.

Total Expenses excluding the CalSTRS on-half expenses are \$137.7 million; 83% or \$110.6 million are from Salaries and Employee Benefits. Annual increases of salaries are from the step and column schedules, COLA (cost of living adjustments), planned hires of full time faculty and filling classified vacant positions. The CalSTRS rate remained flat at 16%; however, the CalPERS rate increase from 20.7% to 22.9%, an increase of 2.2%.

The budget for Supplies/Printing, Other Operating Costs and Capital Outlay are budgeted at \$14.1 million compared to the prior year actual of \$10.6 million, an increase of \$3.5 million; the budget has been aligned with FY2019–20 spending levels prior to the pandemic, with some growth for program review resource allocations and inflation.

Expenditures in the Other Outgo category of \$9.0 million represents the transfers from the General Fund to the following funds as incoming revenue:

- Fund 41—Capital Outlay Technology Projects, \$2.0 million for ongoing District Technology needs
- Fund 41—Capital Outlay Facilities Projects for ongoing scheduled maintenance and repairs for existing buildings, not covered by the general obligation bond, \$1.2 million
- Fund 41—Capital Outlay Facilities Master Plan (FMP) projects, \$5.5 million, for cost escalation and funding to augment the bond funds
- Fund 52—Cafeteria, \$65 thousand
- Fund 61—Self-Insurance, \$50 thousand
- Fund 11—Financial Aid, \$211 thousand (non-cash and Financial Aid matches, etc.)

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

General Fund restricted resources are specifically restricted by laws, regulations, donors or other outside agencies as to their expenditures. Such externally imposed restrictions do not include internally designated restrictions imposed by governing boards on unrestricted moneys. Matching contributions for categorical programs and other programs are included in the Unrestricted General Fund. Many grants allow carryover funding of unspent funds due from the longer spending horizon past the June 30 fiscal year-end.

Revenue from Federal sources are budgeted at \$22.7 million, of which \$18.5 million is a carryover revenue from the CARES Act (Coronavirus Aid, Relief, and Economic Security Act) for Institution funding allocation also known as HEERF-Higher Education Emergency Relief Fund.

Federal restricted awards include:

- College Work Study
- GEAR UP (Gaining Early Awareness & Readiness for Undergraduate Programs)
- Perkins for career and technical education
- Adult Basic Education Programs
- Small Business Development
- Small Business Administration—VBOC (Veteran's Business Outreach)
- CARES ACT—Institutional Funding
- CARES ACT—MSI Institutional Funding

Revenue from State sources are budgeted at \$27.2 million, primarily from general categorical programs and reimbursable categorical programs.

- Adult Education Block Grant
- CARE
- CalFresh Outreach (SB 85)
- CalWORKs
- COVID-19 Response Block Grant (P98)
- DSPS

- Equal Employment Opportunity
- EOPS
- Financial Aid Technology
- Guided Pathways
- Nursing Education
- Retention & Enrollment Outreach (SB 85)
- SFAA
- Strong Workforce Programs
- Student Equity & Achievement
- Student Success Completion
- Undocumented Resources Liaisons
- Physical Plant & Instructional Support (PPIS)
- Veteran Resource Program & Resource Center

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

Incoming Transfers estimate of \$900 thousand are from the Federal CARES Act to cover the loss revenue from parking and health service fees (Fund 12).

The Expense Budget is budgeted at \$47.2 million, with \$5.9 million in the contingency line from the CARES Act funding, which will be decided at a later time.

Other Outgo estimate of \$8.4 million is pending the decision by EMT of the CARES Act Institutional grant toward Emergency Student Financial Aid (Fund 74). The CARES ACT will also cover for loss revenue from other funds: Fund 51 Bookstore, Fund 52 Cafeteria, and Fund 73 Student Center Fees.

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

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

The District has paid off all previous loans and the fund balance is \$0.

**Fund
41****Capital Outlay Projects**

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

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

The expenditures in the Capital Outlay Projects Fund will vary by project and duration from single-year to multi-year that span several fiscal years. The budget for FY2021–22 Expenses are \$6.3 million with \$6.0 million in the contingent line for projects/ budget spending to be determined later.

1. \$2.0 million for districtwide technology expenses for software licenses/maintenance and hardware costs for ongoing support services
2. \$0.8 million for the Workday project, this includes the \$325 thousand annual Workday license cost that includes two upgrade releases each year.
3. \$0.5 million for the Guided Pathways program technology costs
4. \$2.0 million for Facilities' scheduled repair and maintenance
5. \$7.1 million for Facilities FMP Track & Field, Strong Workforce Lab and the SAN B400 Science Lab renovation and contingencies

**Fund
43****General Obligation Bond**

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

In September 2017, the first issue of the general obligation bond was sold series A and the District received \$100 million to be used in the next three years. \$12.1 million was transferred to an escrow account for the payment of the 2015 Lease Purchase Bond debt obligation and \$300 thousand was for cost of issuance of the bond. Series B was sold in August 2020 for \$255 million for the next phases of the bond projects. Series A funding of \$100 million was fully spent by June 30, 2021. The Expense budget for FY2021–22 is budgeted at \$63.7 million funded by the Series B bond. At the end of the fiscal year, the projected remaining balance is \$186.5 million which includes \$7.3 million of interest earned-to-date.

**Fund
51****Bookstore**

The bookstore is operated by a third-party company and the District receives commission revenues of approximately \$200,000 annually. Since March 2020, commission revenues have been lower due to the pandemic. The loss of revenue was funded by the CARES Act for \$162.9 (Incoming transfers). Due to the uncertainty, the revenue budget for FY2021–22 is projected at \$100 thousand from sales commission and \$100 thousand from the CARES Act. Proceeds from the bookstore are used to support student-based activities and funds are transferred to the Cafeteria Fund 52 (\$45 thousand) and the Associated Student Government Fund 71 (\$125 thousand), reflected in the Other Outgo line.

The expense budget is for the District's administrative costs and other operating expenses in support of the bookstore activities. The bookstore had a reserve of \$520 thousand at the end of FY2020–21. The projected ending balance at the

end of FY2021–22 is \$480 thousand. The projected deficit spending in support of the ASG, the cafeteria, and operating costs will result with lower reserves.

Fund 52 Cafeteria

The agreement for food services includes both the Oceanside Campus and San Elijo Campus. The cafeteria service is funded by the general fund (\$65 thousand) and the bookstore revenues/reserves (\$45 thousand), a total of \$110 thousand annually. Vending machine sales are normally about \$20 thousand annually; however, in the last fiscal year, the vending sales were down to \$1 thousand and the CARES Act provided funding of \$18 thousand for the loss of revenue. The cafeteria has operated at a loss and the reserves will fund those losses for several more years. When the reserves nears \$50 thousand, a decision will need to be made to augment the transfer amount to continue with the cafeteria service.

Fund 61 Self-Insurance

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

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

The Self-Insurance Fund expenses varies annually due to the uncertain nature of insurance needs, the District budgets for unforeseen other operating expenses and contingency expense; unspent budget will revert back to the reserve balance.

Fund 71 Associated Student Government

The Associated Student Government (ASG) sources of funds are from the sale of ID cards and incoming transfers from the bookstore proceeds with an annual revenue budget of \$140 thousand. All expenditures are approved by a District administrator and is audited as part of the overall annual District audit.

Fund 72 Student Representation Fee Trust Fund

AB 1504 requires colleges to collect a \$2 Student Representation Fee (SRF) from students beginning January 1, 2020. \$1 of the \$2 SRF is due to the Chancellor's Office by February 1 from the prior fiscal year's receipt. The money collected shall be expended to provide support for governmental affairs representatives of local or statewide student body organizations who may be stating their positions and viewpoints before city, county, and district governments, and before offices and agencies of state government. ASG has the use of these funds for eligible expenses as stated above. The projected revenue for FY2021–22 is \$28,000 based on actual history from FY2020–21.

Fund 73 Student Center Fee Trust Fund

The Student Center Fee Fund is used to account for funds collected from students for the construction, remodel, and operation of the Student Center. The Associated Student Government and the District administration jointly determine the projects to be funded with a portion of the Student Center fees collected. In FY2020–21, student fees were collected for on-ground classes and not for distance learning courses. The loss of revenue was covered by the CARES Act (Incoming Transfers). The projected revenue budget of \$100 thousand will be a combination of student fees and the transfer from the CARES Act in Fund 12. The ending projected ending balance (reserves) is \$110.6 thousand.

**Fund
74****Student Financial Aid**

All governmental student financial aid is processed through Fund 74.

Federal Financial Aid:

- College Work Study
- SEOG
- Pell Grant
- Direct Loan
- CARES Act Financial Aid
(allows for carryover up to the expiration date)
- CARES Act MSI Financial Aid
(allows for carryover up to the expiration date)

State Financial Aid:

- Cal State Grants
- Student Success Completion Grant
- College Promise AB19
- Disaster Relief Student Financial Aid
- Early Action Emergency Financial Aid (SB85)

State Financial Aid is similar to the categorical grant funding and can be carried over to the following year of unspent funds.

**Fund
79****Other Trust Fund**

The District is a member of the Community College League of California's Retiree Health Benefit JPA (Joint Power Authority) who works in conjunction with US Bank and Meketa Investment group under the direction of the JPA directors. The District's trust account is invested in the Balanced Fund, where the portfolio is 50% equity and 50% fixed income, with a target annual rate of return of 5.5%. The District established a trust fund for the Other Post Employment Benefit (OPEB) retiree health benefit cost liability. While it is not required to establish a trust fund for the accrued future liability, it is fiscally prudent to establish a trust fund to ensure that the accrued liability is funded (similar to funding a pension plan).

The beginning balance was \$27.9 million (last year's ending balance). The ending balance for period ending June 30, 2021 was \$33.6 million, with an annual rate of return of 14.7%. The increase in asset value was \$5.1 million from market value changes and \$0.6 million from dividend income. Based on the June 2019 actuarial study, the District was 126% funded for accrued liabilities. Operating costs are the investment management fees, \$40 thousand.

BUDGETED REVENUES & EXPENDITURES BY FUND

Fund 11

General Fund—Unrestricted

REVENUES

STATE REVENUES

General Apportionments	\$1,475,863	\$1,707,343	\$1,580,138
Education Protection Account (EPA)	1,068,717	1,014,875	960,000
Other State Revenues	4,900,943	3,938,549	4,151,905
State Non-Tax Revenue	1,839,423	2,051,076	1,930,000
State Tax Subventions	684,231	662,148	660,000
TOTAL STATE REVENUES	9,969,177	9,373,990	9,282,043

LOCAL REVENUES

Local Property Taxes	111,897,588	117,232,640	121,804,713
Student Fees & Charges	8,564,816	8,334,814	8,318,000
Interest & Investment Income	792,666	548,231	550,000
Rentals & Leases	126,125	33,989	40,000
Sales & Commissions	41,038	12,722	75,000
Other Local Revenues	226,216	150,013	124,000
TOTAL LOCAL REVENUES	121,648,450	126,312,409	130,911,713

OTHER FINANCING SOURCES

Incoming Transfers	—	1,688,636	—
Sale of Fixed Assets	45,068	38,273	30,000
NET OTHER FINANCING SOURCES	45,068	1,726,909	30,000
TOTAL REVENUES	131,662,695	137,413,308	140,223,756

EXPENDITURES

Academic Salaries	47,665,792	47,932,058	50,044,729
Classified Salaries	28,865,961	29,594,064	31,140,260
Employee Benefits	31,641,595	31,627,704	33,592,567
Supplies & Printing	1,600,908	869,560	1,993,141
Other Operating Costs	9,327,125	8,501,860	9,840,353
Capital Outlay	1,893,189	1,240,022	2,248,089
Other Outgo	8,040,335	15,981,045	9,026,000
TOTAL EXPENDITURES	129,034,905	135,746,313	137,885,139

REVENUES OVER/(UNDER) EXPENDITURES

	2,627,790	1,666,995	2,338,617
FUND BALANCES			
FUND BALANCE, JULY 1	30,739,003	33,366,793	35,033,788
FUND BALANCE, JUNE 30	33,366,793	35,033,788	37,372,405
FUND BALANCE % OF EXPENDITURE	25.9%	25.8%	27.1%

(continued on next page)

Fund
11

General Fund—Unrestricted (continued)

ENDING RESERVE BALANCES

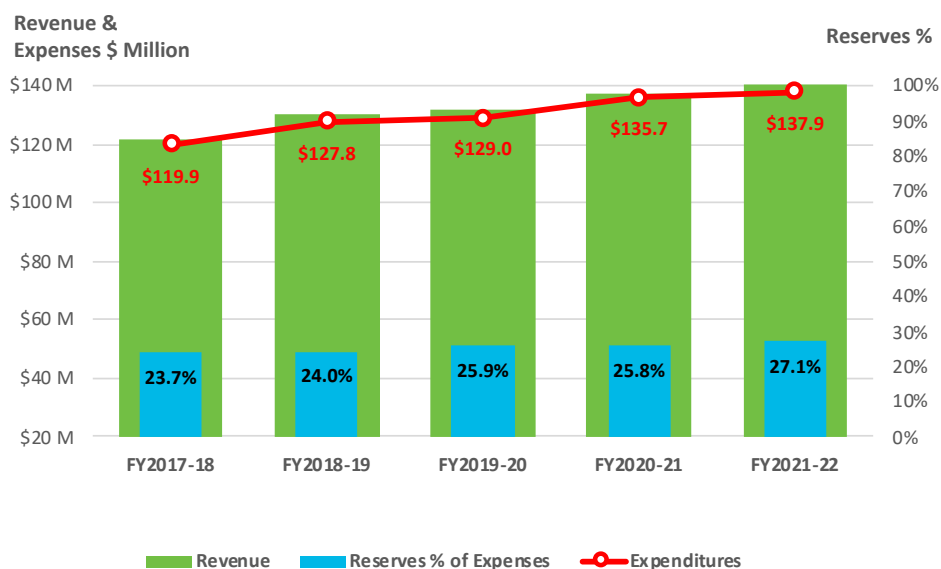
General Reserves 5%
Reserves for Emergencies 10%
Reserves for Health Benefits
Unavailable Ending Balance
Available Ending Balance
Total Ending Reserves Balance

FY2019-20 ACTUAL	FY2020-21 ACTUAL UNAUDITED	FY2021-22 FINAL BUDGET
6,451,745	6,787,316	6,894,257
12,903,490	13,574,631	13,788,514
3,000,000	3,000,000	3,000,000
22,355,236	23,361,947	23,682,771
11,011,558	11,671,841	13,689,634
33,366,793	35,033,788	37,372,405
<hr/>		
1,600,000	1,600,000	2,000,000
3,000,000	1,867,568	0
	1,500,000	0
1,200,000	1,200,000	1,200,000
2,000,000	9,500,000	5,500,000
50,000	50,000	50,000
65,000	65,000	65,000
125,335	198,477	211,000
8,040,335	15,981,045	9,026,000

Memo: Other Outgo:

To Fund 41—Technology AIS
To Fund 41—Technology Workday/ERP
To Fund 41—Technology Guided Pathway
To Fund 41—Facilities Scheduled Maintenance
To Fund 41—Facilities FMP
To Fund 61—Insurance
To Fund 52—Cafeteria
Fund 11—Financial Aid
TOTAL OTHER OUTGO

GENERAL FUND—UNRESTRICTED: REVENUE, EXPENDITURES & RESERVES



Fund
12

General Fund—Restricted

REVENUES*FEDERAL REVENUES*

Higher Education Act	\$2,160,013	\$2,119,779	\$1,966,784
Student Financial Aid	20,500	19,935	20,000
Perkins: Vocational & Technical Education Act (VTEA)	417,903	360,121	408,831
Temporary Assistance for Needy Families (TANF)	60,288	57,545	60,288
Veterans Education	2,197	—	40,545
Other Federal Revenues	2,334,498	8,405,834	20,159,596
TOTAL FEDERAL REVENUES	4,995,400	10,963,214	22,656,044

STATE REVENUES

General Categorical Programs	8,550,975	8,569,561	20,113,987
Reimbursable Categorical	3,203,999	1,199,302	4,897,208
Other State Revenues	973,358	2,893,138	1,533,457
State Non-Tax Revenue	553,395	747,962	650,000
TOTAL STATE REVENUES	13,492,977	13,409,963	27,194,651

LOCAL REVENUES

Student Fees & Charges	1,055,171	711,720	680,552
Contract Services	133,219	—	12,007
Other Local Revenues	205,829	272,847	54,345
TOTAL LOCAL REVENUES	1,394,220	984,566	746,904

OTHER FINANCING SOURCES

Incoming Transfers	—	1,181,008	900,000
NET OTHER FINANCING SOURCES	—	1,181,008	900,000

TOTAL REVENUES

19,882,597	26,538,751	51,497,599
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EXPENDITURES

Academic Salaries	3,173,339	2,668,719	4,070,810
Classified Salaries	8,224,855	8,485,341	8,332,452
Employee Benefits	4,029,343	4,184,011	4,588,500
Supplies & Printing	501,219	1,744,528	2,548,443
Other Operating Costs	2,276,238	2,429,963	4,122,446
Capital Outlay	1,292,496	3,082,663	9,135,621
Other Outgo	402,386	3,670,810	8,455,878
Contingencies & Suspense	—	—	5,916,501
TOTAL EXPENDITURES	19,899,876	26,266,034	47,170,651

REVENUES OVER/(UNDER) EXPENDITURES

(17,279)	272,717	4,326,948
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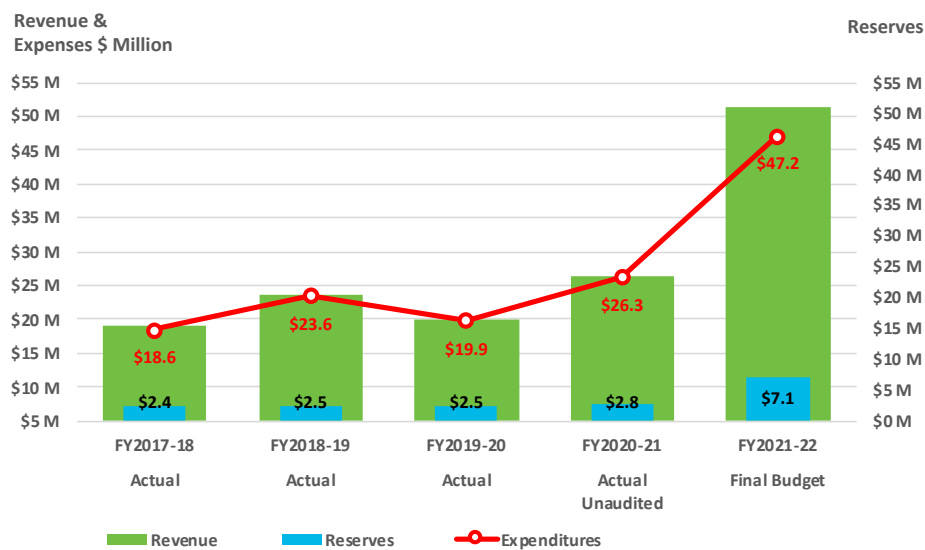
FUND BALANCES

FUND BALANCE, JULY 1	2,512,503	2,532,861	2,805,577
FUND BALANCE, JUNE 30	2,532,861	2,805,577	7,132,525

Fund
12

General Fund—Restricted (continued)

GENERAL FUND—RESTRICTED: REVENUE, EXPENDITURES & RESERVES



Fund 41 Capital Outlay Projects

REVENUES

LOCAL REVENUES

Interest & Investment Income	\$228,721	\$196,840	\$200,000
Sales & Commissions	—	—	—
Other Local Revenues	367,919	235,084	322,000
TOTAL LOCAL REVENUES	596,640	431,924	522,000

OTHER FINANCING SOURCES

Incoming Transfers	8,434,433	15,667,575	8,700,000
NET OTHER FINANCING SOURCES	8,434,433	15,667,575	8,700,000

TOTAL REVENUES

9,031,073	16,099,499	9,222,000
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EXPENDITURES

Classified Salaries	262,963	—	—
Employee Benefits	67,559	—	—
Supplies & Printing	23,440	—	—
Other Operating Costs	1,037,165	664,136	1,149,239
Capital Outlay	5,293,915	3,613,428	5,212,987
Contingencies & Suspense	—	—	6,025,025
TOTAL EXPENDITURES	6,685,041	4,277,564	12,387,251

REVENUES OVER/(UNDER) EXPENDITURES

2,346,032	11,821,935	(3,165,251)
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FUND BALANCES

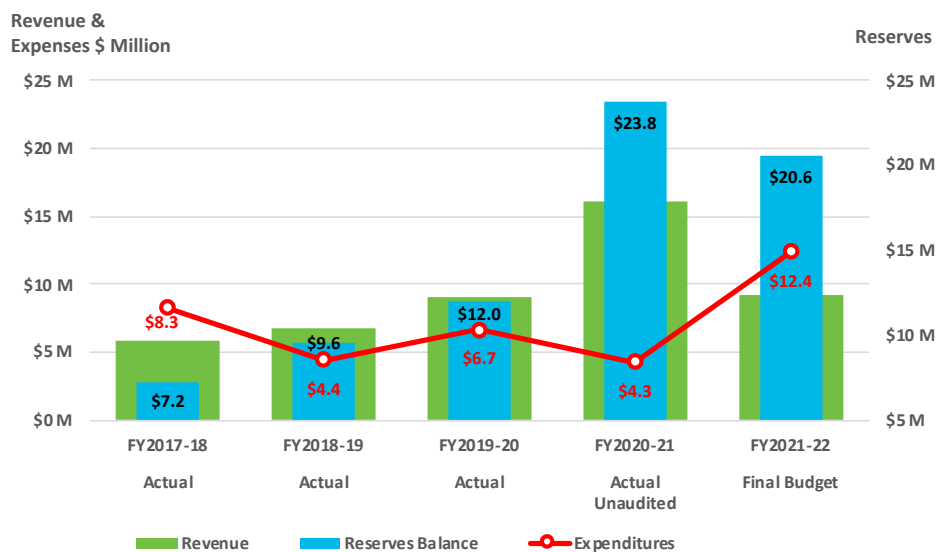
FUND BALANCE, JULY 1	9,613,188	11,959,220	23,781,155
FUND BALANCE, JUNE 30	11,959,220	23,781,155	20,615,904

Memo: Expense by Projects

Technology—AIS	1,421,344	857,818	2,000,000
Technology—ERP	3,095,778	918,936	756,576
Technology—Guided Pathway			500,000
Facilities Scheduled Maintenance	2,167,919	974,730	2,030,000
Facilities FMP	—	1,526,080	7,100,675
TOTAL EXPENSE BY PROJECTS	6,685,041	4,277,564	12,387,251

Fund 41 Capital Outlay Projects *(continued)*

CAPITAL OUTLAY PROJECTS FUND: REVENUE, EXPENDITURES & RESERVES



REVENUES

LOCAL REVENUES

Interest & Investment Income

TOTAL LOCAL REVENUES

OTHER FINANCING SOURCES

Proceeds from Financing

NET OTHER FINANCING SOURCES

TOTAL REVENUES

EXPENDITURES

Supplies & Printing

Other Operating Costs

Capital Outlay

TOTAL EXPENDITURES

REVENUES OVER/(UNDER) EXPENDITURES

FUND BALANCES

FUND BALANCE, JULY 1

FUND BALANCE, JUNE 30

Memo: Expense by Bond Series

Series A \$100M Bond Project-to-Date

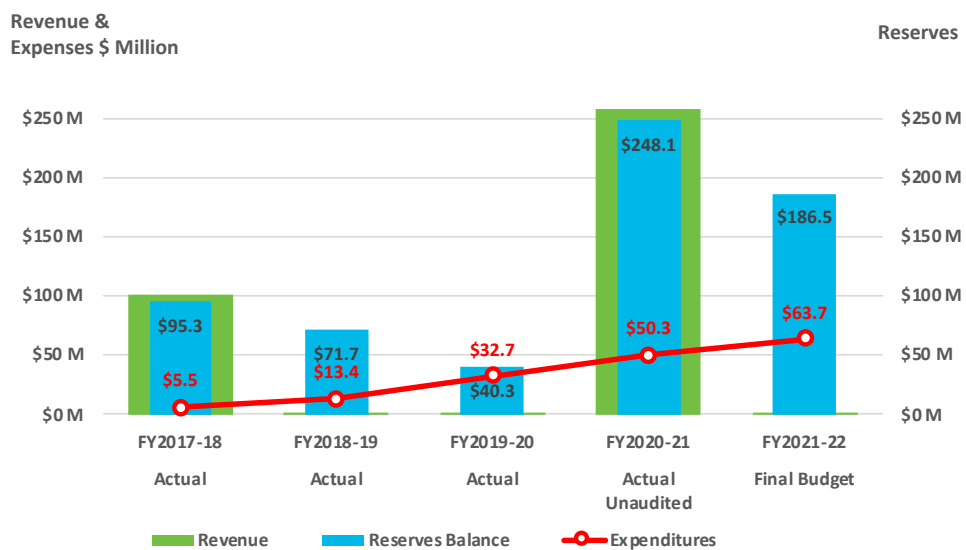
Series B \$255M Bond Project-to-Date

TOTAL EXPENSE A&B CUMULATIVE \$355M BOND SERIES

Fund
43

General Obligation Bond (continued)

GENERAL OBLIGATION BOND FUND: REVENUE, EXPENDITURES & RESERVES



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

Fund 51 Bookstore

REVENUES

LOCAL REVENUES

Interest & Investment Income	\$4,717	\$3,018	\$3,000
Sales & Commissions	157,776	84,311	100,000
TOTAL LOCAL REVENUES	162,493	87,329	103,000

OTHER FINANCING SOURCES

Incoming Transfers	—	162,878	100,000
NET OTHER FINANCING SOURCES	—	162,878	100,000
TOTAL REVENUES	162,493	250,207	203,000

EXPENDITURES

Classified Salaries	15,693	18,113	16,000
Employee Benefits	7,125	7,498	7,310
Other Operating Costs	49,475	45,221	49,600
Other Outgo	170,000	170,000	170,000
TOTAL EXPENDITURES	242,293	240,832	242,910

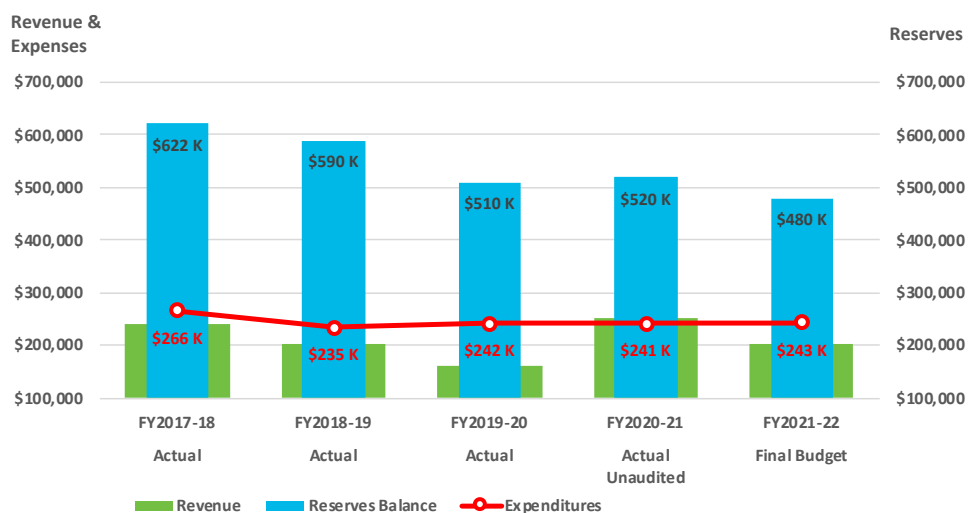
REVENUES OVER/(UNDER) EXPENDITURES

(79,800)	9,375	(39,910)
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FUND BALANCES

FUND BALANCE, JULY 1	590,028	510,228	519,603
FUND BALANCE, JUNE 30	510,228	519,603	479,693

BOOKSTORE FUND: REVENUE, EXPENDITURES & RESERVES



52

Fund 52 Cafeteria

REVENUES

LOCAL REVENUES

Sales & Commissions

TOTAL LOCAL REVENUES

OTHER FINANCING SOURCES

Incoming Transfers

NET OTHER FINANCING SOURCES

TOTAL REVENUES

EXPENDITURES

Classified Salaries

Employee Benefits

Supplies & Printing

Other Operating Costs

Capital Outlay

Other Outgo

TOTAL EXPENDITURES

REVENUES OVER/(UNDER) EXPENDITURES

FUND BALANCES

FUND BALANCE, JULY 1

FUND BALANCE, JUNE 30

Memo: Revenue (Incoming Transfers):

From Fund 11—General Fund

From Fund 12—CARES Act Institution

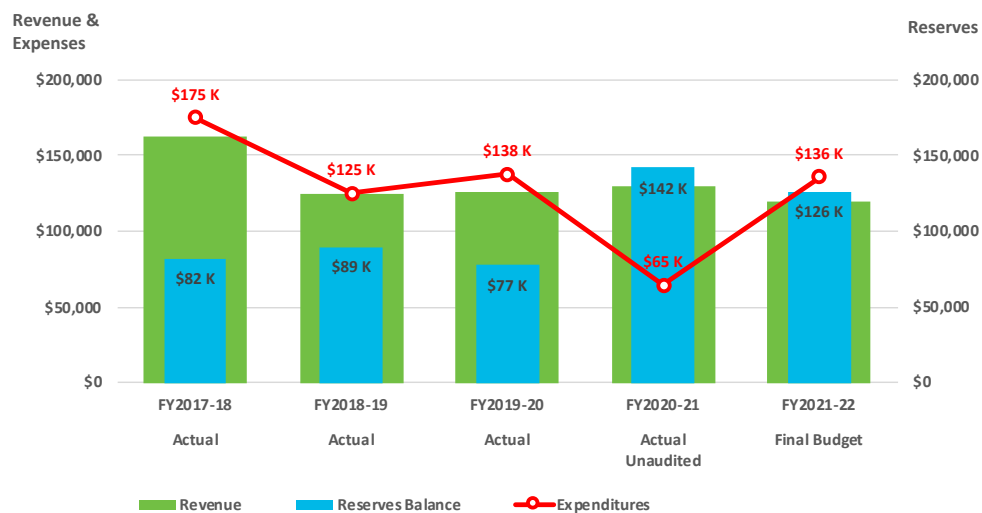
From Fund 52—Bookstore

TOTAL INCOMING TRANSFERS

FY2019-20 ACTUAL	FY2020-21 ACTUAL UNAUDITED	FY2021-22 FINAL BUDGET
\$15,753	\$1,093	\$10,000
15,753	1,093	10,000
110,000	128,278	110,000
110,000	128,278	110,000
125,753	129,371	120,000
5,231	6,038	5,300
2,375	2,500	2,562
1,775	—	3,000
128,318	56,137	125,000
—	—	—
—	—	—
137,699	64,674	135,862
(11,947)	64,697	(15,862)
89,379	77,433	142,129
77,433	142,129	126,267
65,000	65,000	65,000
	18,278	
45,000	45,000	45,000
110,000	128,278	110,000

Fund 52 Cafeteria (continued)

CAFETERIA FUND: REVENUE, EXPENDITURES & RESERVES



Fund 61 Self-Insurance

REVENUES

LOCAL REVENUES

Interest & Investment Income	\$7,606	\$5,803	\$4,000
Other Local Revenues	822	3,466	—
TOTAL LOCAL REVENUES	8,427	9,269	4,000

OTHER FINANCING SOURCES

Incoming Transfers	50,000	50,000	50,000
NET OTHER FINANCING SOURCES	50,000	50,000	50,000
TOTAL REVENUES	58,427	59,269	54,000

EXPENDITURES

Supplies & Printing	—	—	5,000
Other Operating Costs	1,042	25,865	51,000
Capital Outlay	6,368	—	30,000
Contingencies & Suspense	—	—	100,000
TOTAL EXPENDITURES	7,410	25,865	186,000

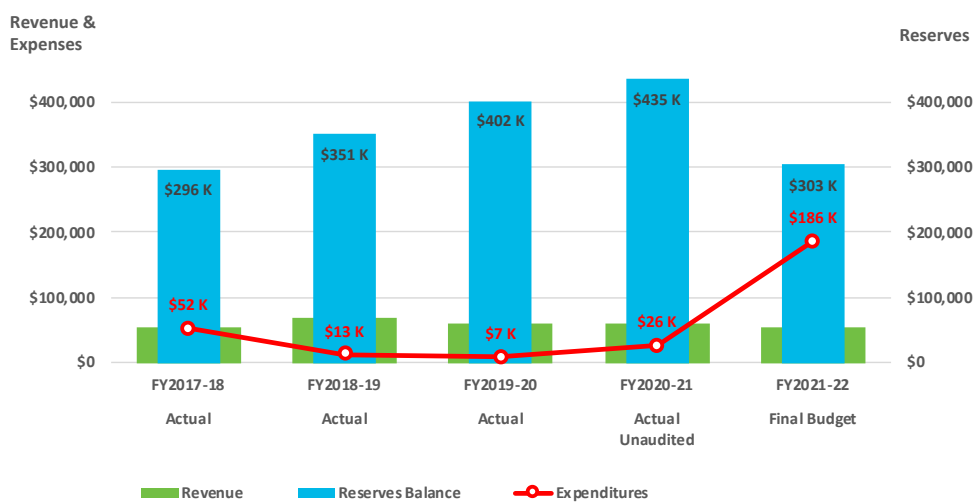
REVENUES OVER/(UNDER) EXPENDITURES

51,017	33,404	(132,000)
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FUND BALANCES

FUND BALANCE, JULY 1	350,930	401,947	435,352
FUND BALANCE, JUNE 30	401,947	435,352	303,352

SELF-INSURANCE FUND: REVENUE, EXPENDITURES & RESERVES



Fund 71 Associated Student Government

REVENUES

LOCAL REVENUES

Student Fees & Charges	—	—	—
Rentals & Leases	\$250	\$1,775	—
Other Local Revenues	27,720	12,136	\$15,000
TOTAL LOCAL REVENUES	27,970	13,911	15,000

OTHER FINANCING SOURCES

Incoming Transfers	125,000	125,000	125,000
NET OTHER FINANCING SOURCES	125,000	125,000	125,000
TOTAL REVENUES	152,970	138,911	140,000

EXPENDITURES

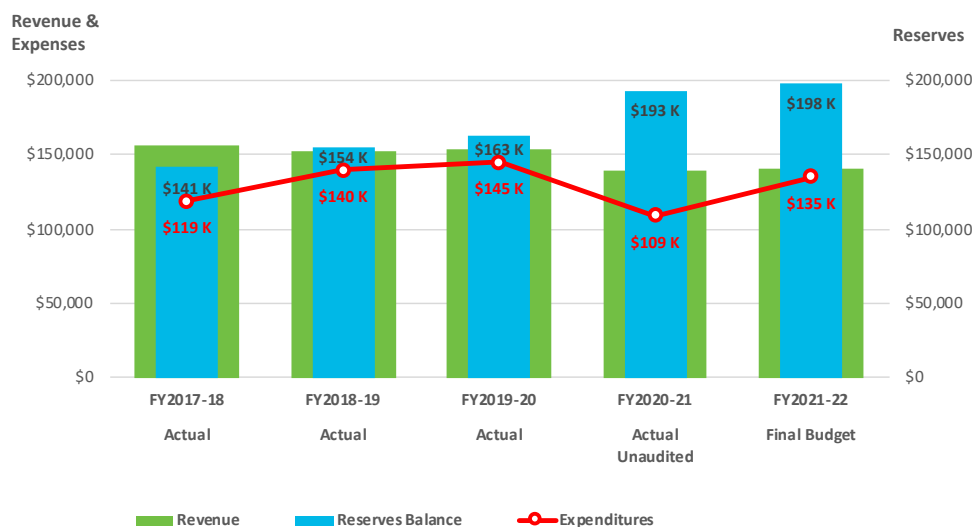
Classified Salaries	14,507	16,745	15,500
Employee Benefits	1,342	2,543	2,500
Supplies & Printing	39,306	8,268	52,500
Other Operating Costs	77,887	65,628	63,000
Capital Outlay	—	2,325	—
Other Outgo	11,476	13,358	1,500
TOTAL EXPENDITURES	144,518	108,866	135,000

REVENUES OVER/(UNDER) EXPENDITURES

FUND BALANCES

FUND BALANCE, JULY 1	154,412	162,864	192,909
FUND BALANCE, JUNE 30	162,864	192,909	197,909

ASSOCIATED STUDENT GOVERNMENT FUND: REVENUE, EXPENDITURES & RESERVES



Fund
72

Student Representation Fee

REVENUES

LOCAL REVENUES

Other Local Revenues

TOTAL LOCAL REVENUES

TOTAL REVENUES

EXPENDITURES

Other Operating Costs

Contingencies & Suspense

TOTAL EXPENDITURES

REVENUES OVER/(UNDER) EXPENDITURES

FUND BALANCES

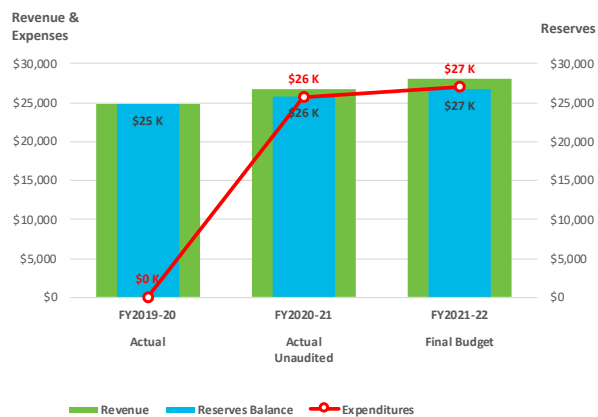
FUND BALANCE, JULY 1

FUND BALANCE, JUNE 30

	FY2019-20 ACTUAL	FY2020-21 ACTUAL UNAUDITED	FY2021-22 FINAL BUDGET
Other Local Revenues	\$24,800	\$26,733	\$28,000
TOTAL LOCAL REVENUES	24,800	26,733	28,000
TOTAL REVENUES	24,800	26,733	28,000
Other Operating Costs		25,767	27,106
Contingencies & Suspense		—	—
TOTAL EXPENDITURES	—	25,767	27,106
REVENUES OVER/(UNDER) EXPENDITURES	24,800	967	894
FUND BALANCE, JULY 1	—	24,800	25,767
FUND BALANCE, JUNE 30	24,800	25,767	26,661

\$2 Student Fee: 50% sent to the State CCC Office

STUDENT REPRESENTATION FEE FUND: REVENUE, EXPENDITURES & RESERVES



Fund
73

Student Center Fee

REVENUES

LOCAL REVENUES

Student Fees & Charges

Interest & Investment Income

TOTAL LOCAL REVENUES

OTHER FINANCING SOURCES

Incoming Transfers

NET OTHER FINANCING SOURCES

TOTAL REVENUES

EXPENDITURES

Classified Salaries

Employee Benefits

Supplies & Printing

Other Operating Costs

Capital Outlay

Contingencies & Suspense

TOTAL EXPENDITURES

REVENUES OVER/(UNDER) EXPENDITURES

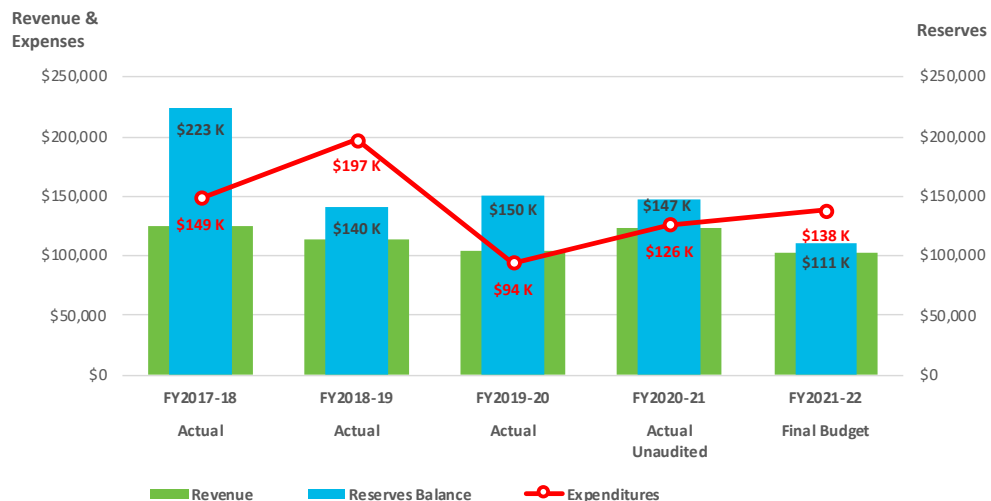
FUND BALANCES

FUND BALANCE, JULY 1

FUND BALANCE, JUNE 30

	FY2019-20 ACTUAL	FY2020-21 ACTUAL UNAUDITED	FY2021-22 FINAL BUDGET
REVENUES			
LOCAL REVENUES			
Student Fees & Charges	\$100,500	\$4,950	\$100,000
Interest & Investment Income	3,920	2,313	2,000
TOTAL LOCAL REVENUES	104,420	7,263	102,000
OTHER FINANCING SOURCES			
Incoming Transfers	—	115,346	—
NET OTHER FINANCING SOURCES	—	115,346	—
TOTAL REVENUES	104,420	122,609	102,000
EXPENDITURES			
Classified Salaries	66,800	86,745	88,000
Employee Benefits	18,987	38,666	36,350
Supplies & Printing	241	—	2,000
Other Operating Costs	400	—	7,000
Capital Outlay	7,997	695	2,000
Contingencies & Suspense	—	—	2,950
TOTAL EXPENDITURES	94,426	126,106	138,300
REVENUES OVER/(UNDER) EXPENDITURES	9,994	(3,497)	(36,300)
FUND BALANCES			
FUND BALANCE, JULY 1	140,397	150,391	146,895
FUND BALANCE, JUNE 30	150,391	146,895	110,595

STUDENT CENTER FEE FUND: REVENUE, EXPENDITURES & RESERVES



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

Fund 74 Student Financial Aid

REVENUES

FEDERAL REVENUES

Student Financial Aid

TOTAL FEDERAL REVENUES

STATE REVENUES

General Categorical Programs

TOTAL STATE REVENUES

TOTAL REVENUES

EXPENDITURES

Other Outgo

TOTAL EXPENDITURES

REVENUES OVER/(UNDER) EXPENDITURES

FUND BALANCES

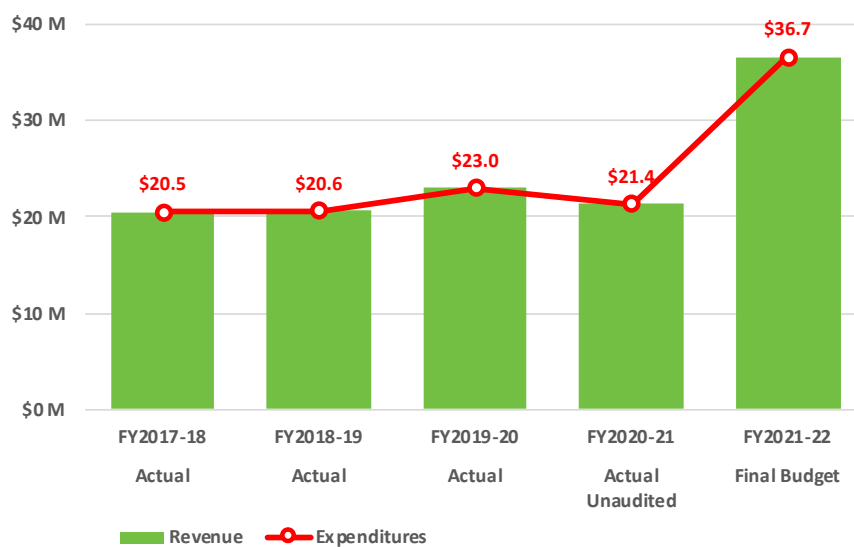
FUND BALANCE, JULY 1

FUND BALANCE, JUNE 30

	FY2019-20 ACTUAL	FY2020-21 ACTUAL UNAUDITED	FY2021-22 FINAL BUDGET
TOTAL FEDERAL REVENUES	\$19,736,186	\$17,065,112	\$30,433,901
TOTAL STATE REVENUES	3,263,814	4,318,289	6,261,122
TOTAL REVENUES	22,999,999	21,383,401	36,695,023
TOTAL EXPENDITURES	22,999,999	21,383,401	36,695,023
REVENUES OVER/(UNDER) EXPENDITURES	—	—	—
FUND BALANCE, JULY 1	—	—	—
FUND BALANCE, JUNE 30	—	—	—

STUDENT FINANCIAL AID FUND: REVENUE & EXPENDITURES

Revenue &
Expenses \$ Million



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

Fund
79

Other Trust—OPEB

REVENUES**LOCAL REVENUES**

Interest & Investment Income

TOTAL LOCAL REVENUES

TOTAL REVENUES**EXPENDITURES**

Other Operating Costs

TOTAL EXPENDITURES

REVENUES OVER/(UNDER) EXPENDITURES

NET INCREASE/(DECREASE) IN FUND BALANCE

FUND BALANCES

FUND BALANCE, JULY 1

FUND BALANCE, JUNE 30

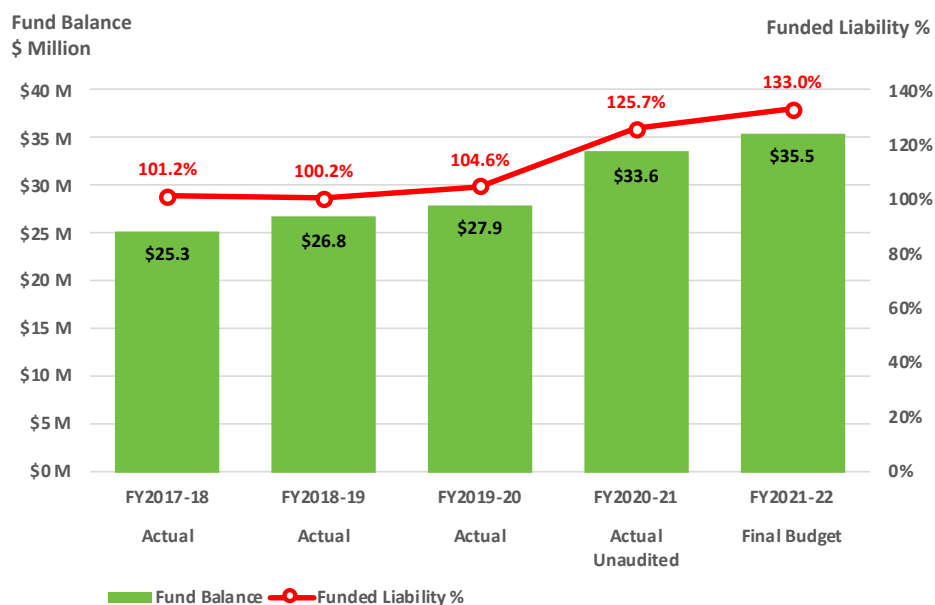
ACTUARIAL STUDY 2019—ACCRUED LIABILITY

ACCRUED FUNDED LIABILITY RATIO

RATE OF RETURN, PORTFOLIO TARGET

RATE OF RETURN, ACTUAL

	FY2019-20 ACTUAL	FY2020-21 ACTUAL UNAUDITED	FY2021-22 FINAL BUDGET
Interest & Investment Income	\$1,202,327	\$5,680,426	\$2,000,000
TOTAL LOCAL REVENUES	1,202,327	5,680,426	2,000,000
TOTAL REVENUES	1,202,327	5,680,426	2,000,000
Other Operating Costs	38,117	40,091	41,000
TOTAL EXPENDITURES	38,117	40,091	41,000
REVENUES OVER/(UNDER) EXPENDITURES	1,164,210	5,640,335	1,959,000
NET INCREASE/(DECREASE) IN FUND BALANCE	1,164,210	5,640,335	1,959,000
FUND BALANCE, JULY 1	26,766,503	27,930,713	33,571,048
FUND BALANCE, JUNE 30	27,930,713	33,571,048	35,530,048
ACTUARIAL STUDY 2019—ACCRUED LIABILITY	26,714,849	26,714,849	26,714,849
ACCRUED FUNDED LIABILITY RATIO	104.6%	125.7%	133.0%
RATE OF RETURN, PORTFOLIO TARGET	6.0%	5.5%	5.5%
RATE OF RETURN, ACTUAL	4.4%	14.7%	

OTHER TRUST—OPEB FUND: BALANCE & FUNDED LIABILITY

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

CAPITAL EXPENDITURES

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

Comprehensive Master Plan

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

Facilities Master Plan Update

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

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

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

5-Year Capital Improvement Construction Plan

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

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

In June 2021, the Board of Trustees approved the 2023–2027 5-Year Capital Improvement Construction Plan, identifying the projects to be completed to meet projected facility needs of the District.

Program Review Needs

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

Planning Priorities

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

HIGHEST PRIORITY

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

HIGH PRIORITY

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

Total Cost of Ownership

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

Implementing the 5-Year Capital Improvement Construction Plan

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

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

Proposed Capital Projects

OCEANSIDE CAMPUS

ACTIVE PROJECTS IN FY2021-2022

- Building 1000 Renovation
 - In construction
- Strong Workforce Development Lab
 - In construction
- New Parking Lot 5A, PV, Tennis
 - In construction
- Building 5000 Gym Complex
 - In design
- Building 5100 New Allied Health
 - In design
- Building 1400 New Student Services
 - In design
- Building 1300 New Chemistry & Biotechnology
 - In design

BUILDING 1000 ADMINISTRATION RENOVATION

Major renovation and remodeling/repurposing of space for staff offices in the building. The scope includes a complete renovation of staff office space. The estimated budget for this project is \$12,815,305.

STRONG WORKFORCE DEVELOPMENT LAB/TRAILER

The new Strong Workforce Development Lab will house a dedicated computer lab with enough seats, storage, and flexibility to offer CE classes in cybersecurity, computer science, and business courses that require the use of computers. The estimated budget for this project is \$950,000.

NEW PARKING LOT 5A, PHOTOVOLTAIC & TENNIS

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

BUILDING 5000 NEW GYMNASIUM COMPLEX

The Gym Complex will replace the existing gym buildings and provide a consolidated location for athletics instruction spaces, locker rooms, kinesiology, and the Wellness Center. Its proximity to the new Allied Health building will help to create a health and wellness hub with shared outdoor spaces. The master plan assumes a single-story building. The Gym Complex design will be coordinated with the new Allied Health building to provide a unified campus and design aesthetic. The estimated budget for this project is \$43,092,096.

BUILDING 5100 NEW ALLIED HEALTH

A new facility for Allied Health will provide a consolidated location and appropriate facilities for all of the Allied Health programs. The location of the Allied Health building will allow the building to act as a terminus to the main east-west campus promenade. Coupling the Allied Health building with the new Gym Complex will create a new health and wellness academic hub and allow for inter-professional collaboration. The preliminary program includes state-of-the art simulation spaces, including patient rooms and operation rooms, as well as hands-on skills labs and classrooms. The estimated budget for this project is \$26,168,334.

OCEANSIDE CAMPUS

BUILDING 1400 NEW STUDENT SERVICES
(INCLUDES VETERANS)

The new design-build Student Services building will consolidate all of the student service functions, currently scattered throughout the campus, to a single one-stop-shop. In addition to allowing the services programs to grow to serve a growing student population, this new building will dramatically improve the student experience for both current and prospective students. Located at the current Pedley Park, the new building is strategically located to act as a gateway building for the campus, providing a much-needed sense of entry and easy wayfinding for new or prospective students. Proposed as a two-story structure, the building will also allow access and entry from the street level for visitors and campus promenade level for current students. In addition to the new building, geotechnical slope repairs will be included in this project. The estimated budget for this project is \$62,064,022.

BUILDING 1300 NEW CHEMISTRY & BIOTECHNOLOGY

The new Chemistry & Biotechnology building will provide a state-of-the-art science facility for 21st century learning science environments. As the biotechnology program continues to expand as its baccalaureate degree comes online, the building will provide a new, larger home for the program. Also included in the preliminary program are new chemistry labs and 40-person, flexible classrooms. To maintain the scale of the campus and respond to nearby buildings, the master plan recommends a single-story building. As the building is placed over a site grade change, a multi-story building may be explored. The estimated budget for this project is \$41,421,154.

NEW NORTH CAMPUS PARKING LOT 4C EXTENSION

The extension of Lot 4C will provide additional spaces for the campus and repairs/resurfacing of the parking lot. The estimated budget for this project is \$3,190,820.

NEW MONUMENT SIGNAGE

A new monument sign at the entrance to the Oceanside Campus will provide immediate campus identity and improve wayfinding for visitors. This signage will create a defined entry threshold for the campus. The estimated budget for this project is \$167,512.

BUILDING 2800 NEW ARTS/MEDIA SERVICES

The new design-build Arts/Media Services building will house a wide variety of functions, serving the students of the arts hub and the campus as a whole, including the art gallery, student study spaces, faculty offices, the media arts labs, and a food or coffee cart type element. It will serve as the main student resources space for the arts hub, providing dedicated student-friendly study and collaboration spaces. In addition to the new building, geotechnical slope repairs and a new ADA accessible bus stop will be included in this project. The estimated budget for this project is \$20,959,673 .

BUILDING 1200 LIBRARY RENOVATION & MODERNIZATION

Major renovation and modernization work will be done as a design-build to remodel and/or repurpose the building for new functions. The scope includes renovation of the existing academic information systems office suite to centralize staff and provide for growth, as well as provide new student study spaces. Modernization will include general interior finish and FF&E (furniture, fixtures, and equipment) upgrades, building envelope repairs and accessibility updates. The estimated budget for this project is \$32,480,013.

OCEANSIDE CAMPUS

BUILDING 3000 CLASSROOMS RENOVATION

Major renovation work and full remodeling will occur to repurpose the building to construct new 21st century learning environments (classrooms and study space), as well as additional faculty office space. The estimated budget for this project is \$9,218,154.

BUILDING 3200 STUDENT RESOURCES RENOVATION

Major renovation work and full remodeling will occur to repurpose the building to construct new 21st century learning environments (classrooms and study space), as well as providing additional faculty office spaces and provide student study and collaboration space. The estimated budget for this project is \$4,402,013.

BUILDING 3300 CLASSROOMS RENOVATION

Major renovation work and full remodeling will occur to renovate existing classrooms to 21st century learning environments (classrooms, labs and study space), construct additional faculty office space and replace the roof. The project will also provide a minimum of three classrooms (mix of tables and chairs) for 40 students each, at least one computer lab, student study space and a minimum of 2,100 square feet of office space. The estimated budget for this project is \$5,998,201.

BUILDING 3700 CLASSROOMS RENOVATION

Major renovation work and full remodeling will occur to renovate existing classrooms to 21st century learning environments (classrooms, labs and study space) and construct additional faculty office space. The estimated budget for this project is \$5,205,142.

BUILDING 4100 OFFICE/MEETING SPACE RENOVATION

Major renovation work and full remodeling will occur to repurpose the existing Wellness Center to offices and meeting spaces. The estimated budget for this project is \$3,744,481.

BUILDING 3100 OFFICE/CLASSROOMS RENOVATION

Moderate renovation work will occur to update office space finishes, replace mechanical and plumbing systems, and accessibility upgrades. The estimated budget for this project is \$5,884,481.

BUILDING 3400 STUDENT CENTER RENOVATION (NEW PROJECT)

Major renovation will include complete renovation of interiors including reconfiguring interior partitions, finishes, and FF&E (furniture, fixtures, and equipment), major renovation of building systems, substantial impact to building envelope and roof, restroom and accessibility upgrades, additional student spaces at vacated art gallery, and interior and exterior accessibility upgrades. The estimated budget for this project is \$22,737,799

CAMPUS WIDE ADA IMPROVEMENT PROJECT RENOVATION

A comprehensive ADA plan will be developed for the Oceanside Campus to ensure compliance with applicable federal and state regulations for campus facilities. The plan includes analysis of the paths of travel from parking lots and transit facilities to destination buildings, surveys of interior and exterior ADA access to establish the level of compliance of existing campus facilities, and design of solutions that will assure full compliance with state codes. The estimated budget for this project is \$1,310,141.

BUILDING 4700 OFFICE RENOVATION

Moderate renovation work will occur to update office space finishes, replace mechanical and plumbing systems and accessibility upgrades. The estimated budget for this project is \$2,105,405.

OCEANSIDE CAMPUS

CAMPUS WIDE UTILITY INFRASTRUCTURE PROJECT RENOVATION

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

SWING SPACE

Temporary structures (or swing space) will be utilized to house campus activities and instruction displaced by construction. These temporary buildings, housed on the north side of campus, include five classroom trailers, a restroom trailer, and an office trailer to be used during miscellaneous modernization projects throughout the campus. The estimated budget for this project is \$6,258,137.

BUILDING 4500 SCIENCE RENOVATION

Major renovations will convert existing chemistry labs and associated support spaces to new labs for Physical and Earth Science programs. The project will include upgrades of all remaining science labs, accessibility upgrades, and the replacement of aging air handling units. The estimated budget for this project is \$33,346,062.

SAN ELIJO CAMPUS

ACTIVE PROJECTS IN FY2021-2022

- Building 200 Fine Arts Renovation
 - Complete construction fall 2020
- Building 400 Science Labs Renovation
 - In construction
- Building 900 Student Center Renovation
 - In construction
- Building 100 Library Renovation
 - Ongoing
- Building 800 Demolition/Central Quad/Monument
 - Ongoing
- Temporary Portables/Swing Space Phase 5
 - Ongoing

BUILDING 200 FINE ARTS LABS RENOVATION

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

BUILDING 400 SCIENCE LABS RENOVATION

Moderate renovation work will focus on improving existing functions through systems and space upgrades. The renovations will include improving classrooms and science lab spaces to developed space standards and fix configuration issues, and roof retiling. The estimated budget for this project is \$4,070,386.

BUILDING 900 STUDENT CENTER RENOVATION

Moderate modernization work will focus on improving existing functions through systems and space upgrades. The renovations will include reconfiguring the bookstore to student spaces, including additional student life/club spaces and general meeting space, general building renovation, and roof retiling. The estimated budget for this project is \$2,535,079.

BUILDING 100 LIBRARY RENOVATION

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

BUILDING 800 DEMOLITION/CENTRAL QUAD/MONUMENT

The sole demolition project at San Elijo Campus involves removing the existing administration building. The building is being replaced with a new Student Services building. Additionally, a central quad will be constructed to link together key student-focused facilities, creating outdoor areas to supplement instruction and study, while providing welcoming and engaging areas to gather and socialize. The design will include a blend of hard- and soft-scapes, with attractive native plantings and bioswales to mitigate drainage issues, creating a more sustainable landscape, and to comply with anticipated storm water runoff regulations. Finally, a new monument sign at the entrance to the San Elijo Campus will provide immediate campus identity and improve the wayfinding for visitors. This signage will create a defined entry threshold for the campus. The estimated budget for this project is \$4,049,415.

SAN ELIJO CAMPUS

SWING SPACE

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

MECHANICAL & ELECTRICAL UTILITIES RENOVATION

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

BUILDING 700 RENOVATION

Building 700 serves as the home for the campus' facilities team. The building renovation project will include replacement of the aging heat pump and roof retiling. The estimated budget for this project is \$658,895.

RENO MECHANICAL AND ELECTRICAL UTILITIES

Replacements are planned for transformers, panel boards, and switchboards that have or are near their useful life expectancy. A number of heat pumps and cooled circuit coolers are past their life expectancy and will be replaced along with aging boilers to improve utility efficiencies and reduce maintenance. The estimated budget is \$1,852,73.

COMMUNITY LEARNING CENTER

ACTIVE PROJECTS IN FY2021-2022

- Buildings A & B Renovations
(Future Buildings 100 & 200)
 - In design

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

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

PARKING & BUILDING C DEMOLITION

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

Capital Improvement Construction Plan Update—Projects by Campus

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

OCEANSIDE CAMPUS

NEW BUILDING PROJECTS

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

RENOVATION PROJECTS

- Administration Building 1000
- Library Building 1200
- Theatre Building 2000
- Art Building 2100
- Instructional Building 3000
- Instructional Building 3100
- Instructional Building 3200
- Instructional Building 3300
- Student Center Building 3400
- Instructional Building 3500
- Tutoring Building 3601
- Instructional Building 3700
- Automotive Building 4000
- Building 4100
- Facilities (Buildings 4200 & 4300)
- Building 4400
- Science Building 4500
- Student Resources Building 4600
- Faculty Office Building 4700
- Instructional Building 4800

INFRASTRUCTURE PROJECTS

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

LANDSCAPE PROJECTS

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

SITE IMPROVEMENT PROJECTS

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

PARKING PROJECTS

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

SAN ELIJO CAMPUS

NEW BUILDING PROJECTS

- Student Services & Administration Building

RENOVATION PROJECTS

- Library Building 100
- Instructional Building 200
- Instructional Building 300
- Science Building 400
- Instructional Building 500
- Instructional Building 600
- Facilities Building 700
- Student Center Building 900

INFRASTRUCTURE PROJECTS

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

LANDSCAPE PROJECTS

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

COMMUNITY LEARNING CENTER

RENOVATION PROJECTS

- Building A, Student Resources
- Building A & B, Classrooms

INFRASTRUCTURE PROJECTS

- Natural Gas Repair

PARKING PROJECTS

- Expanded & Reconfigured Parking

LANDSCAPE PROJECTS

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

DEBT MANAGEMENT

Legal Debt Limits

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

General Obligation Bond Debt Service

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

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

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

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

Economic Conditions

The District's economic condition is directly affected by the economic wellbeing of the state of California and the local region's economic outlook. The city of San Diego's economic outlook from fiscal year 2022-2026 from the November 2020 report, projected a 4.25% growth for FY2020-21 and a 4.0% growth for FY2021-22. MCCD received an updated District property assessment growth of 3.9% in July 2021 for FY2021-22, which was used for the FY2021-22 budget. The local property tax growth has a direct impact to the District's annual revenues, since MCCD is one of the few community colleges that are funded by local property tax revenues and not through the state apportionment funding formula for general funds. The following economic outlook on page 75 projects property tax revenues to dip in 2022-23 and steadily increase up to 4.5% in 2025-26.

Post-Employment Benefits

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

From the June 30, 2019, actuarial study and the OPEB Trust balance as of June 30, 2021, the District was 126% funded of the Total OPEB Liability (TOL).

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

OPEB FUNDING PROGRESS AS OF JULY 1, 2020	
Actuarial Total OPEB Liability (TOL)	\$26,714,849
Trust Fund Asset Value (6/30/2021)	33,571,048
Net OPEB Liability Funded	126%

LONG-RANGE FINANCIAL PLANNING

ECONOMIC TRENDS

[Fiscal Year 2022–2026 Five-Year Financial Outlook, City of San Diego]*

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

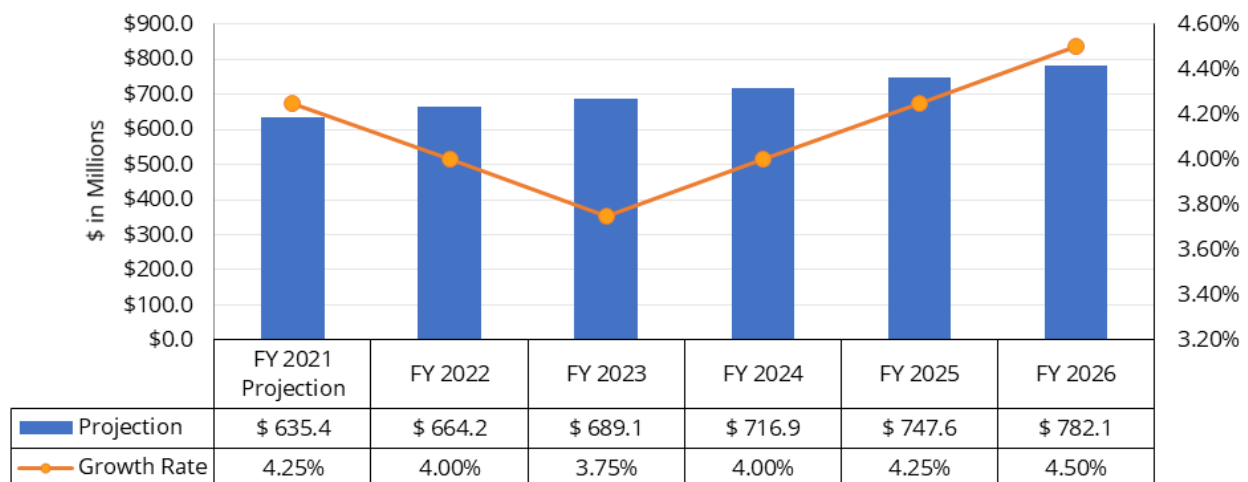
In compliance with Revenue and Taxation Code section 51, the San Diego County Assessor's Office uses the October CCPI to assess property values under Proposition 13. However, at the time of preparing this report, the October CCPI had not yet been released. The latest CCPI released by the California Department of Finance (DOF) was 286.388 as of August 2020, a 1.8 percent increase from the August 2019 CCPI of 281.247. Assuming the CCPI holds constant, the assessed valuation of properties not improved or sold will increase by 2.0 percent for FY 2021, the maximum allowable increase per year unless the property is improved or sold to establish a new assessed value. The City has experienced growth in property sales as it relates to both home prices and home sales.

Home prices continue to show improvement, with an increase of 6.5 percent in the median home price from August 2019 to August 2020. Median home sales price reached a new, all-time high, at \$660,000 as of August 2020 and has remained steady. Moreover, as of August 2020, home sales have accelerated, with year-to-date home sales, increasing by 9.8 percent compared to August 2019. The experienced growth in property sales is attributed to favorable lending conditions and pent-up demand from early spring when shelter-in-place orders were initially implemented in response to the COVID-19 pandemic.

Based on property sales as of August 2020 and an approximate 1.8 percent increase in the CCPI, the City's estimated assessed valuation will continue to see a positive increase for FY 2022. [page 11]

Figure 2.4 - Property Tax Revenue Projections: Fiscal Years 2022 - 2026

Projections including Redevelopment Property Tax Trust Fund (RPTTF)



[page 13]

*Source: <https://www.sandiego.gov/sites/default/files/fy2022-2026-five-year-financial-outlook-revised-11-23-2020-w-attachments.pdf>

General Fund—Unrestricted 5-Year Financial Plan

The tables on pages 77–78 outline MiraCosta College District’s 5-Year Financial Plan of the General Fund’s unrestricted revenues and expenditures for FY2021–22 through FY2025–26. The long-range plan links directly to the District’s institutional goals outlined on page 8 and the board directives. The 5-Year Financial Plan continues to fund programs and initiatives for student success by investing in resources, while enabling the college to be flexible and change with the needs of the students and the local community.

The 5-Year Financial Plan revenue assumption from local property tax revenues decreases from 5.1% to 3.0% over five years, more conservative than the San Diego economic outlook report.

Expenses are projected to increase each year due to annual salary “Step and Column” increases, COLA increases for the next three years, health benefit costs, CalSTRS and CalPERS increases, and inflation. Full-time faculty replacements and fulfillment of classified staff vacancies, along with program review staffing needs are planned for FY2021–22. Enrollment projection is to remain at the same level as the prior fiscal year with no growth projected in the next four years. The District strategy is to invest in the Guided Pathways program for the long term with technology and operating expenses; and to support the Facilities Master Plan projects.

The Federal Government’s CARES ACT and the State’s COVID-19 Block grants provided the funding to mitigate the District’s extra cost and financial aid grant assistance to students in FY2020–21, and will continue through FY2021–22. In the next fiscal year and future years, the District will consider the campus health and safety operating needs to ensure safety to students, employees, and the community.

In summary, the plan includes some modest revenue growth and expenditures to retain a fund balance above 15% of expenditures through FY2025–26. This plan assumes revenue growth rates more conservative than the San Diego Fiscal Outlook Report. Should economic conditions match the local economic outlook and MiraCosta College manages its expenditures, the reserve balance in FY2025–26 will remain above 15%.

5-YEAR FINANCIAL PLAN

GENERAL FUND—UNRESTRICTED					
	FY2021–22 FINAL BUDGET	FY2022–23 PROJECTED	FY2023–24 PROJECTED	FY2024–25 PROJECTED	FY2025–26 PROJECTED
ASSUMPTIONS					
EPA Proposition 55 (was Proposition 30) to Yr 2030 EPA Alloc at \$100/FTES; STRS on behalf	State: EPA Prop 55 STRS on Behalf	No Change EPA & FT Fac Gen Apprt	No Change EPA & FT Fac Gen Apprt	No Change EPA & FT Fac Gen Apprt	No Change EPA & FT Fac Gen Apprt
Property Tax Revenue % Change	3.90%	3.50%	3.50%	3.50%	3.50%
Enrollment Fee Increases (Enrollment Revenues)	0%	0%	0%	0%	0%
DISTRICT PLANS					
Enrollment (Credit & Noncredit)	0.0%	0.0%	0.0%	0.0%	0.0%
Academic Salaries: “Step and Column”	1.2%	1.2%	1.2%	1.2%	1.2%
Academic Salaries: COLA	3.00%	2.00%	1.75%	TBD	TBD
Academic Salaries: Change in Positions, Programs, or Services (Program Review & Staffing Plan)	Program Review, 5 Faculty, Guided Pathway	Program Review, Replacements	Program Review, Replacements	Program Review, Replacements	Program Review, Replacements
Classified Salaries: “Step and Column”	1.2%	1.2%	1.2%	1.2%	1.2%
Classified Salaries: COLA	3.00%	2.00%	1.75%	TBD	TBD
Classified Salaries: Change in Positions, Programs, or Services (Program Review & Staffing Plan)	Program Review, Minimum Wage, Guided Pathway, Facilities	Program Review, Minimum Wage, Removed Police Salary from GFU	Program Review, Student Worker Minimum Wage, Fill Open Reqs	Program Review, Student Worker Minimum Wage, Fill Open Reqs	Program Review, Student Worker Minimum Wage, Fill Open Reqs
Benefits: Rate Increase	12.8%	10.0%	4.0%	4.0%	4.0%
Benefits: Change in Positions, Programs or Services (Program Review & Staffing Plan)	Increases for STRS/ PERS, New Hires, New Benefits	Increases for STRS/ PERS, New Hires, New Benefits	Increases for STRS/ PERS, New Hires, New Benefits	Increases for STRS/ PERS, New Hires, New Benefits	Increases for STRS/ PERS, New Hires, New Benefits
Supplies, Printing, Copy Charges: Inflation	2.0%	2.0%	2.0%	2.0%	2.0%
Supplies: Previous Year Savings Adjustment	Back to Campus: Increase Supplies	No adjustment	No adjustment	No adjustment	No adjustment
Other Operating Expenses: Inflation	2.0%	2.0%	2.0%	2.0%	2.0%
Other Operating Expenses: Changes in Programs or Services	No Changes	No Changes	No Changes	No Changes	No Changes
Other Operating Expenses: Previous Year Savings Adjustment	Back to Campus: Increase Travel, Services	No adjustment	No adjustment	No adjustment	No adjustment
Transfers Out from General Fund—Unrestricted to Fund 41—Tech & Facilities	Reduce ERP; Reduce FMP, Guided Pathway	Reduce for FMP	Reduce for FMP	Increase for FMP	Increase for FMP

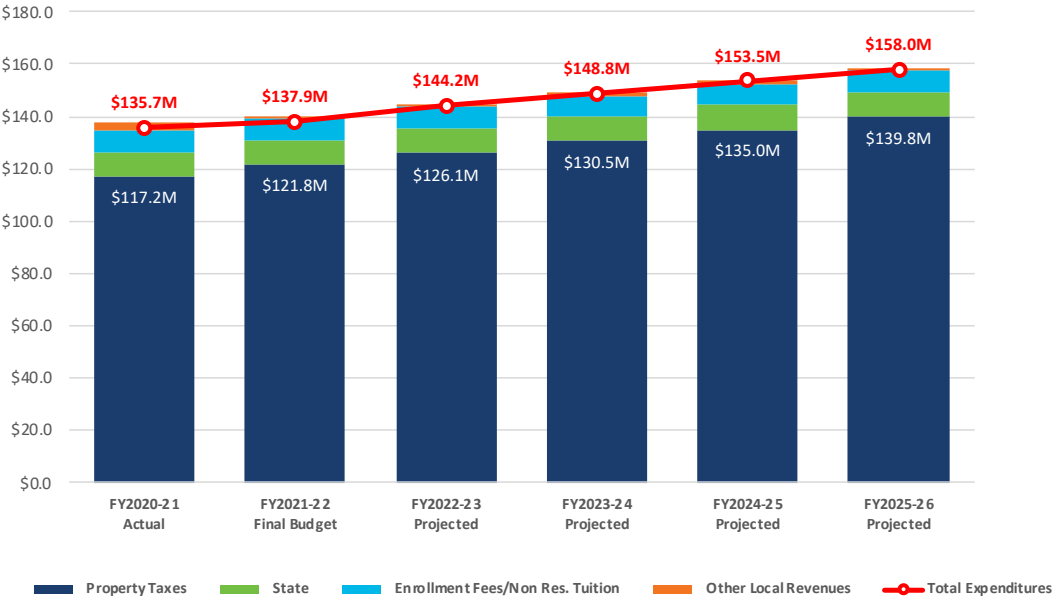
5-YEAR FINANCIAL PLAN (continued)

GENERAL FUND—UNRESTRICTED							
	FY2020-21 BUDGET	FY2020-21 ACTUAL	FY2021-22 FINAL BUDGET	FY2022-23 PROJECTED	FY2023-24 PROJECTED	FY2024-25 PROJECTED	FY2025-26 PROJECTED
REVENUES							
State	\$10,264,014	\$9,373,990	\$9,282,043	\$9,282,043	\$9,282,043	\$9,282,043	\$9,282,043
Property Taxes	116,664,239	117,232,640	121,804,713	126,067,878	130,480,254	135,047,063	139,773,710
Enrollment Fees/Nonresident Tuition	9,281,985	8,334,814	8,318,000	8,318,000	8,318,000	8,318,000	8,318,000
Other Local Revenues	790,003	2,471,864	819,000	819,000	819,000	819,000	819,000
TOTAL REVENUES	137,000,241	137,413,308	140,223,756	144,486,921	148,899,297	153,466,106	158,192,753
EXPENDITURES							
Academic Salaries	50,352,063	47,932,058	50,044,729	51,646,160	53,169,722	53,807,759	54,453,452
Classified Salaries	31,223,298	29,594,064	31,140,260	32,186,748	33,136,257	33,533,892	33,936,299
Benefits	33,662,431	31,627,704	33,592,567	37,135,386	38,818,406	40,310,508	41,334,789
TOTAL SALARIES & BENEFITS	115,237,792	109,153,826	114,777,556	120,968,295	125,124,386	127,652,159	129,724,540
Supplies, Printing, Copy Charges	2,105,787	869,560	1,993,141	2,033,004	2,073,664	2,115,137	2,157,440
Other Operating Expenses	10,672,930	8,501,860	9,840,353	10,037,160	10,237,903	10,442,661	10,651,515
Capital Outlay	2,597,378	1,240,022	2,248,089	2,248,089	2,248,089	2,248,089	2,248,089
Guided Pathway*			0	2,550,000	2,950,000	3,850,000	3,850,000
Other Outgo**	7,256,000	15,981,045	9,026,000	6,326,000	6,152,000	7,152,000	9,352,000
TOTAL EXPENDITURES	137,869,887	135,746,313	137,885,139	144,162,548	148,786,042	153,460,047	157,983,584
NET REVENUES LESS EXPENDITURES	-869,646	1,666,995	2,338,617	324,373	113,254	6,059	209,169
FUND BALANCE							
BEGINNING FUND BALANCE	33,366,877	33,366,877	35,033,871	37,372,488	37,696,861	37,810,115	37,816,174
NET REVENUES LESS EXPENDITURES	-869,646	1,666,995	2,338,617	324,373	113,254	6,059	209,169
ENDING FUND BALANCE	32,497,230	35,033,871	37,372,488	37,696,861	37,810,115	37,816,174	38,025,343
FUND BALANCE % OF EXPENDITURE BUDGET	23.6%	25.8%	27.1%	26.1%	25.4%	24.6%	24.1%
PROPERTY TAX REVENUE GROWTH %	4.3%	4.8%	3.9%	3.5%	3.5%	3.5%	3.5%

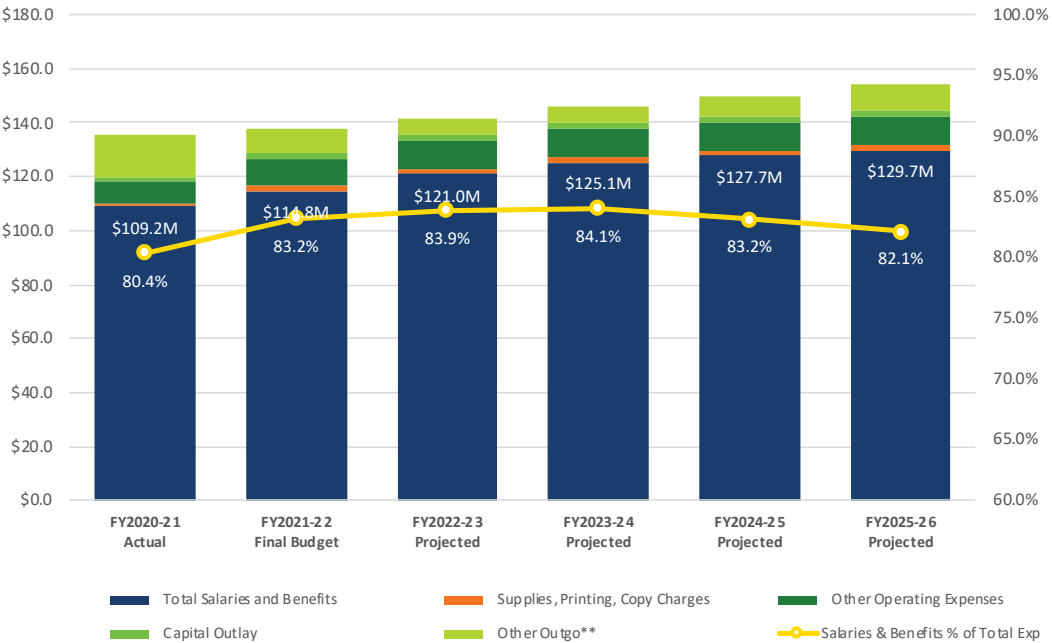
*2021-22 Guided Pathway budget of \$500K in the Expense lines.

**2020-21 Budget in Other Outgo of \$7.3M reflects the original Adopted Budget.

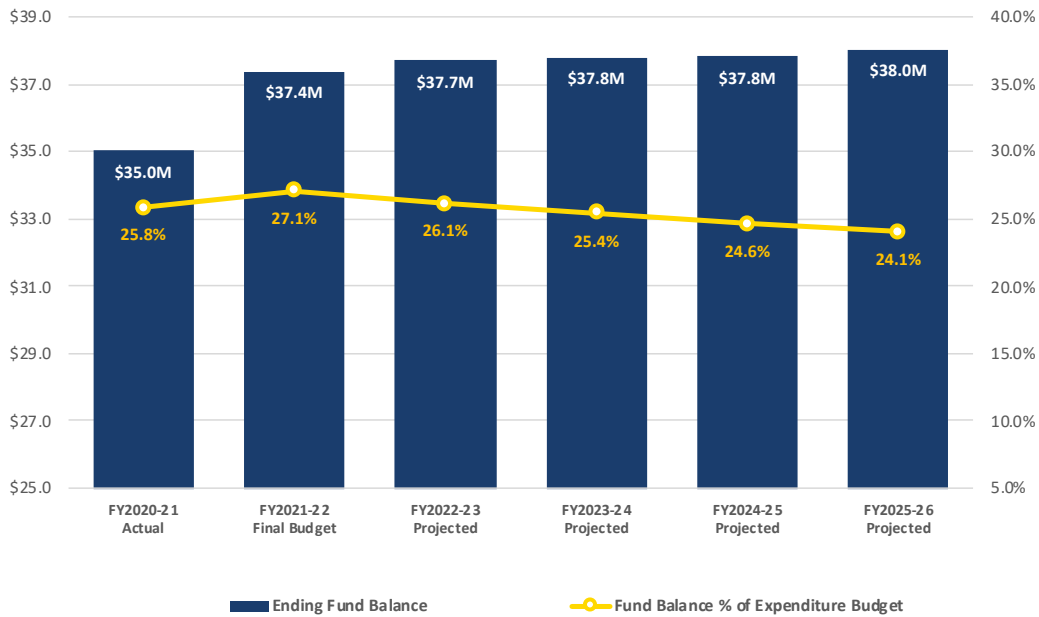
GENERAL FUND—UNRESTRICTED REVENUE
5-YEAR FINANCIAL PLAN



GENERAL FUND—UNRESTRICTED EXPENSE
5-YEAR FINANCIAL PLAN



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



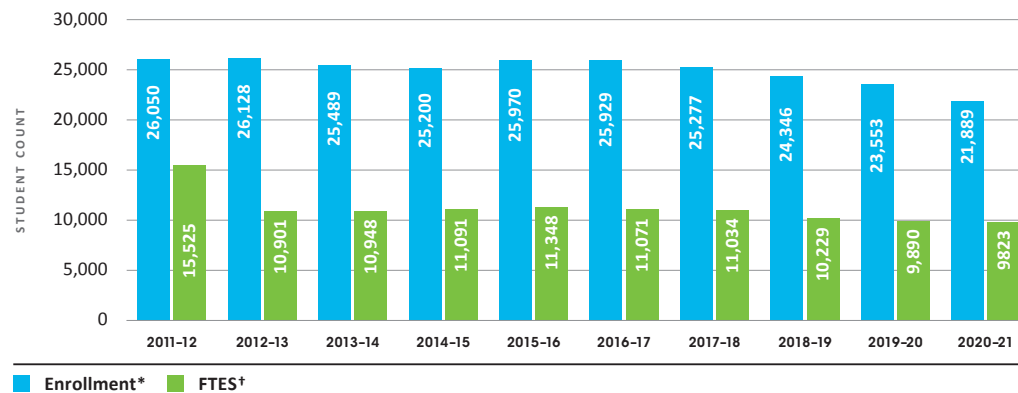
FULL-TIME EQUIVALENT STUDENTS (FTES)

	ENROLLMENT				GENDER				ETHNICITY								
	ENROLLMENT*	% CHANGE	FTES†	% CHANGE	FEMALE	MALE	NON-BINARY	NOT INDICATED	AFRICAN-AMERICAN	AMERICAN INDIAN/ALASKAN NATIVE	ASIAN	FILIPINO	HISPANIC	MULTI-ETHNICITY	PACIFIC ISLANDER	UNKNOWN	WHITE NON-HISPANIC
2020–2021	21,889	-7%	9,822.72	-1%	62.1%	36.3%	0.1%	1.5%	3.2%	0.4%	5.8%	2.6%	37.8%	6.6%	0.5%	3.3%	39.9%
2019–2020	23,553	-3%	9,889.85	-3%	59.6%	38.7%	0.0%	1.7%	3.2%	0.4%	6.0%	2.4%	39.1%	6.0%	0.6%	4.2%	38.1%
2018–2019	24,346	-4%	10,229.25	-7%	59.6%	39.6%		0.9%	3.2%	0.4%	6.0%	2.4%	39.3%	6.4%	0.5%	2.2%	39.6%
2017–2018	25,277	-3%	11,034.11	0%	59.7%	39.6%		0.7%	3.2%	0.3%	6.0%	2.4%	37.9%	6.7%	0.6%	2.0%	41.1%
2016–2017	25,929	0%	11,071.02	-2%	59.7%	39.8%		0.6%	3.3%	0.3%	5.7%	2.4%	37.4%	6.4%	0.5%	2.0%	42.0%
2015–2016	25,970	3%	11,348.30	2%	58.8%	40.7%		0.4%	3.4%	0.3%	5.6%	2.3%	36.6%	6.5%	0.4%	1.8%	43.1%
2014–2015	25,200	-1%	11,090.50	1%	58.3%	41.5%		0.3%	3.4%	0.3%	5.5%	2.4%	35.1%	6.5%	0.4%	1.8%	44.7%
2013–2014	25,489	-2%	10,948.37	0%	58.0%	42.0%		0.1%	3.6%	0.4%	5.5%	2.3%	33.8%	6.2%	0.5%	1.8%	45.9%
2012–2013	26,138	0%	10,901.45	4%	58.3%	41.7%		0.1%	3.6%	0.4%	5.4%	2.4%	32.3%	6.0%	0.5%	1.8%	47.6%
2011–2012	26,050	-5%	10,525.03	0%	58.2%	41.8%		0.0%	3.8%	0.4%	5.5%	2.3%	30.5%	5.6%	0.5%	1.8%	49.6%
2010–2011	27,593	-3%	10,494.09	-3%	58.6%	41.4%		0.0%	3.7%	0.4%	5.4%	2.3%	29.6%	5.0%	0.5%	2.3%	50.8%
2009–2010	27,900	11%	10,802.99	14%	59.1%	40.6%		0.3%	3.6%	0.5%	5.4%	2.3%	28.5%	4.1%	0.6%	3.2%	51.9%
2008–2009	24,990	8%	9,440.75	11%	59.1%	39.9%		1.0%	3.8%	0.6%	5.4%	2.5%	27.6%	2.7%	0.8%	5.4%	51.3%
2007–2008	23,293	4%	8,536.57	6%	58.9%	40.3%		0.8%	3.6%	0.6%	5.6%	2.6%	28.0%	2.6%	0.7%	5.3%	51.2%

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

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

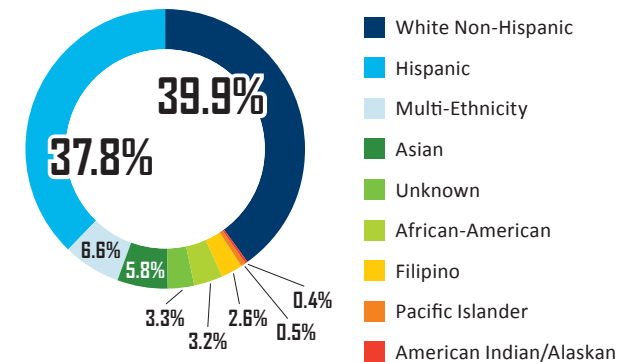
ENROLLMENT



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

ETHNICITY

2020-21



HISTORY OF ASSESSED PROPERTY VALUATION

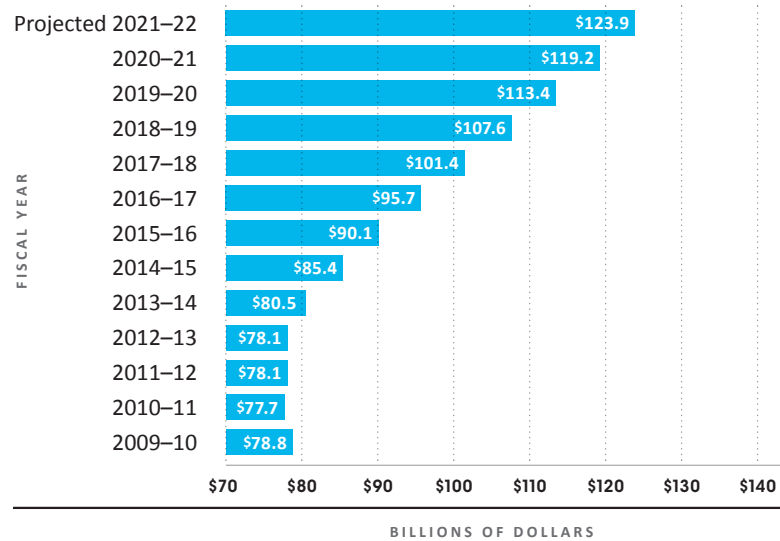
HISTORY OF PROPERTY TAX REVENUE

FISCAL YEAR	ASSESSED PROPERTY VALUE	% ANNUAL CHANGE	PROPERTY TAX REVENUE	ANNUAL CHANGE	% ANNUAL CHANGE
2021–22 Projected	\$123,864,975,334	3.90%	\$121,804,713	\$4,572,073	3.9%
2020–21	119,220,225,291	5.18%	117,232,640	5,335,051	4.8%
2019–20	113,352,688,040	5.38%	111,897,589	7,033,165	6.7%
2018–19	107,567,920,063	6.07%	104,864,424	5,403,570	5.4%
2017–18	101,407,690,857	5.96%	99,460,854	5,531,155	5.9%
2016–17	\$95,706,910,876	6.19%	93,929,699	5,526,057	6.3%
2015–16	\$90,127,485,749	5.52%	88,403,642	5,289,086	6.4%
2014–15	\$85,414,276,107	6.08%	83,114,556	4,972,125	6.4%
2013–14	\$80,517,356,225	3.11%	78,142,430	2,312,294	3.0%
2012–13	\$78,091,797,697	0.00%	75,830,136	2,464,987	3.4%
2011–12	\$78,093,638,317	0.45%	73,365,149	863,640	1.2%
2010–11	\$77,743,591,710	-1.34%	72,501,509	-1,754,634	-2.4%
2009–10	\$78,800,671,137	-0.38%	74,256,143	-1,945,433	-2.6%
Average Annual Change: Last 5 years		5.76%			5.81%
Average Annual Change: Last 10 years		4.39%			4.94%
Average Annual Change: Last 13 years		3.72%			3.71%

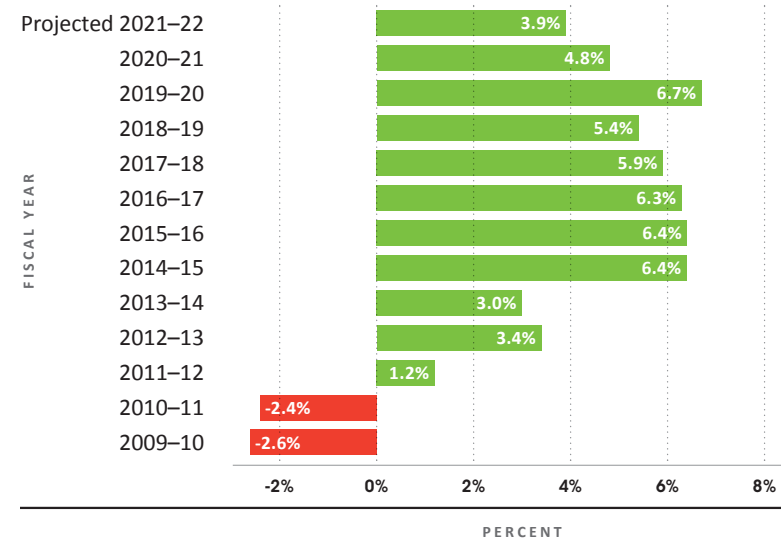
Source: SD County Assessor Office

Source: MCCD Ledger

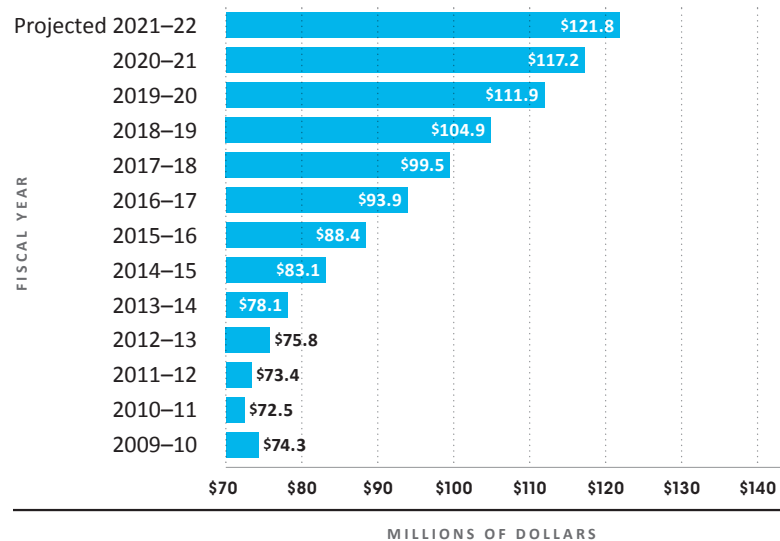
ASSESSED PROPERTY VALUE



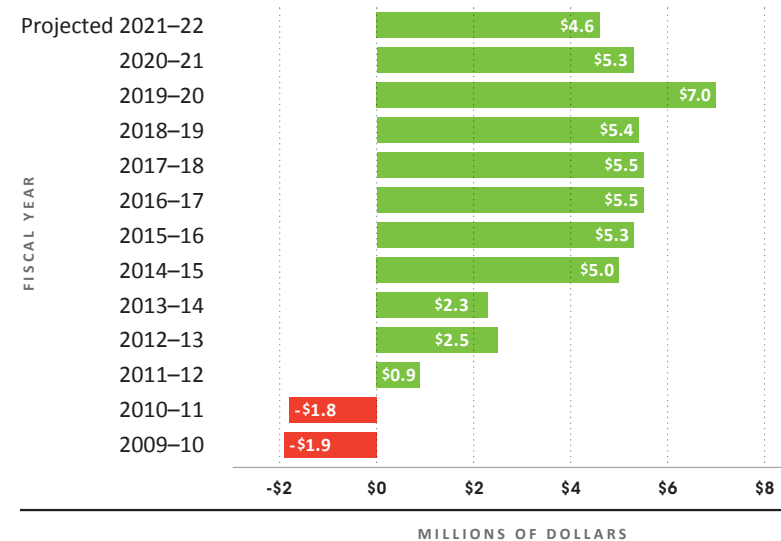
MCCD PROPERTY TAX REVENUE ANNUAL CHANGE %



MCCD PROPERTY TAX REVENUE



MCCD PROPERTY TAX REVENUE ANNUAL CHANGE



NEW GROWTH POSITIONS FOR FY2021-22 & CARRYOVER FROM PRIOR YEAR

The following growth positions are included in the FY2021-22 budget:

FACULTY—GENERAL FUNDS UNRESTRICTED (GFU)

- Counselor—Transfer Center
- Counselor (Adult Students)

FACULTY—CATEGORICAL OR GRANT

None

ADMINISTRATORS

None

CLASSIFIED—GENERAL FUNDS UNRESTRICTED (GFU)

- Environmental Health Technician
- Instructional Designer (carryover from prior year)
- Learning Coach—Writing Center
- Energy Management Control Specialist (carryover from prior year)

CLASSIFIED—CATEGORICAL OR GRANT

- Technology Services Analyst—CLC (carryover from prior year)
- Support Assistant—Noncredit Adult Education (2 positions, split funded with GFU, carryover from prior year)
- Financial Aid Technician

LOCATION & AREA INFORMATION

The District

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

North San Diego County

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

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

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

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

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

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

Historic Highway 101, Cardiff



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

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

GLOSSARY

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

ACRONYMS

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

LOCALLY ASSESSED VALUES



COUNTY OF SAN DIEGO

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



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

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

June 30, 2021

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

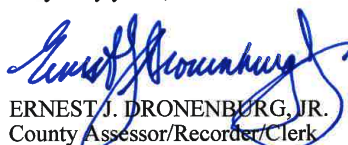
Dear Dr. Sunita Cooke:

The following is the FINAL locally assessed values for your jurisdiction for the upcoming 2021-2022 assessment year. Generally year-over-year changes in assessed value are attributable to change in ownership and new construction reassessments, and the annual inflation adjustment. Temporary reductions in assessed value under Proposition 8 can also occur when the current market value of a property falls below its assessed value. These temporary reductions are subject to partial or full restoration as market values improve.

	Secured Roll	Unsecured Roll
Land	\$65,544,637,031	
Improvements	\$57,508,436,144	\$620,348,463
Personal Property	\$779,639,667	\$2,054,125,787
Total Valuation	\$123,832,712,842	\$2,674,474,250
Less: Homeowners' Exemptions	\$498,046,185	\$104,825
Other Exemptions	\$1,968,575,910	\$175,484,838
NET TOTAL	\$121,366,090,747	\$2,498,884,587
COMBINED TOTAL	\$123,864,975,334	

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

Very truly yours,


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

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

BOARD RESOLUTIONS

MIRACOSTA COMMUNITY COLLEGE DISTRICT

RESOLUTION NO. 12-20/21
EDUCATION PROTECTION ACCOUNT

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

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

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

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

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

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

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

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

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

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

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

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

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

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

NOW, THEREFORE, IT IS HEREBY RESOLVED:

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

Upon motion by Trustee Pedroza, seconded by Trustee Merchat, the foregoing resolution was adopted at a regular meeting held on May 20, 2021, by the following vote:

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

NOES: 0

ABSENT: 0

ABSTAIN: 0



Rick Cassar
President, Board of Trustees

CERTIFICATION

I, Sunita V. Cooke, Secretary of the Board of Trustees of the MiraCosta Community College District, certify that the foregoing resolution was regularly introduced, passed, and adopted by the board of trustees at its meeting held on May 20, 2021.



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

**CALIFORNIA COMMUNITY COLLEGES
GANN LIMIT WORKSHEET
Budget Year 2021-22**

DISTRICT: **MIRACOSTA**
DATE: **June 17, 2021**

I. 2021-22 Appropriations Limit:			
A.	2020-21 Appropriations Limit		\$ 137,899,203
B.	2021-22 Price Factor:	1.0573	
C.	Population factor:		
1	2019-20 Second Period Actual FTES ¹	9,609.7000	
2	2020-21 Second Period Actual FTES ¹	9,505.5800	
3	2021-22 Population Change Factor (C.2. divided by C.1.)	0.9892	
D.	2020-21 Limit adjusted by inflation and population factors (line A multiplied by line B and line C.3.)		\$ 144,226,178
E.	Adjustments to increase limit:		
1	Transfers in of financial responsibility		
2	Temporary voter approved increases		
3	Total adjustments - increase		-
F.	Adjustments to decrease limit:		
1	Transfers out of financial responsibility		
2	Temporary voter approved increases		
3	Total adjustments - decrease		-
G.	2021-22 Appropriations Limit		\$ 144,226,178
II. 2020-21 Appropriations Subject to Limit			
A.	State Aid ²		\$ 2,508,937
B.	State Subventions ³		660,000
C.	Local Property taxes		121,850,809
D.	Estimated excess Debt Service taxes		-
E.	Estimated Parcel taxes, Square Foot taxes, etc.		-
F.	Interest on proceeds of taxes		600,000
G.	Less: Costs for Unreimbursed Mandates ⁴		43,364
H.	2021-22 Appropriations Subject to Limit		\$ 125,576,382
III. A.	District is within Appropriations Limit		18,649,796

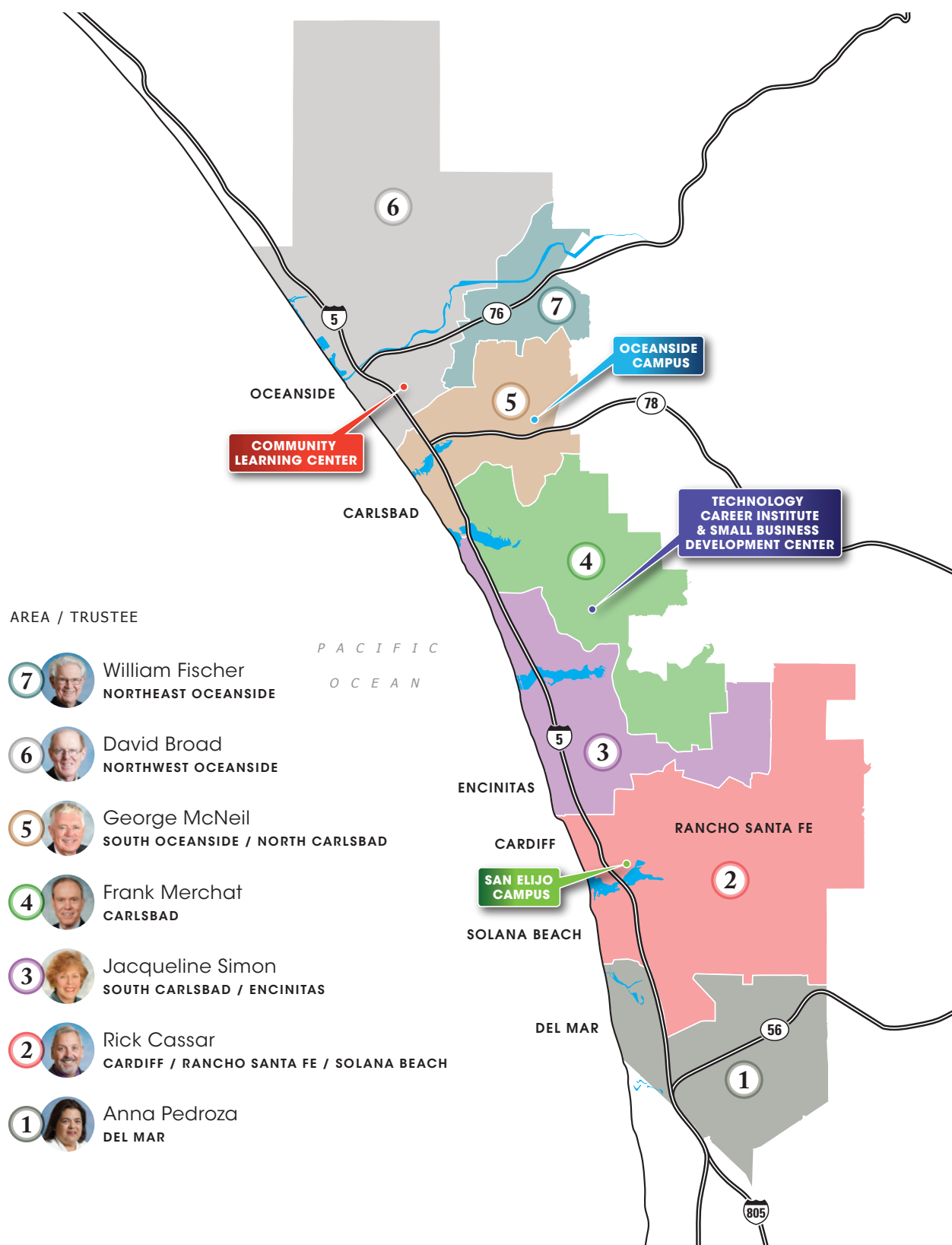
¹Second period actual FTES corresponds to total resident FTES as reported on the second period CCFS-320 report.

²Includes Unrestricted General Apportionment, Apprenticeship Allowance, Prop 55 Education Protection Account tax revenue, Full-Time Faculty, Part-Time Faculty Compensation, Part-Time Health Benefits, Part-Time Faculty Office Hours

³Home Owners Property Tax Relief, Timber Yield Tax, etc...

⁴Local Appropriations for Unreimbursed State, Court, and Federal Mandates. This may include amounts of district money spent for unreimbursed mandates such as the federally-required Medicare payments and Social Security contributions for hourly, temporary, part-time, and student employees not covered by PERS or STRS.

MIRACOSTA COMMUNITY COLLEGE DISTRICT



MIRACOSTA COLLEGE LOCATIONS



Oceanside Campus

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



MiraCosta College Locations



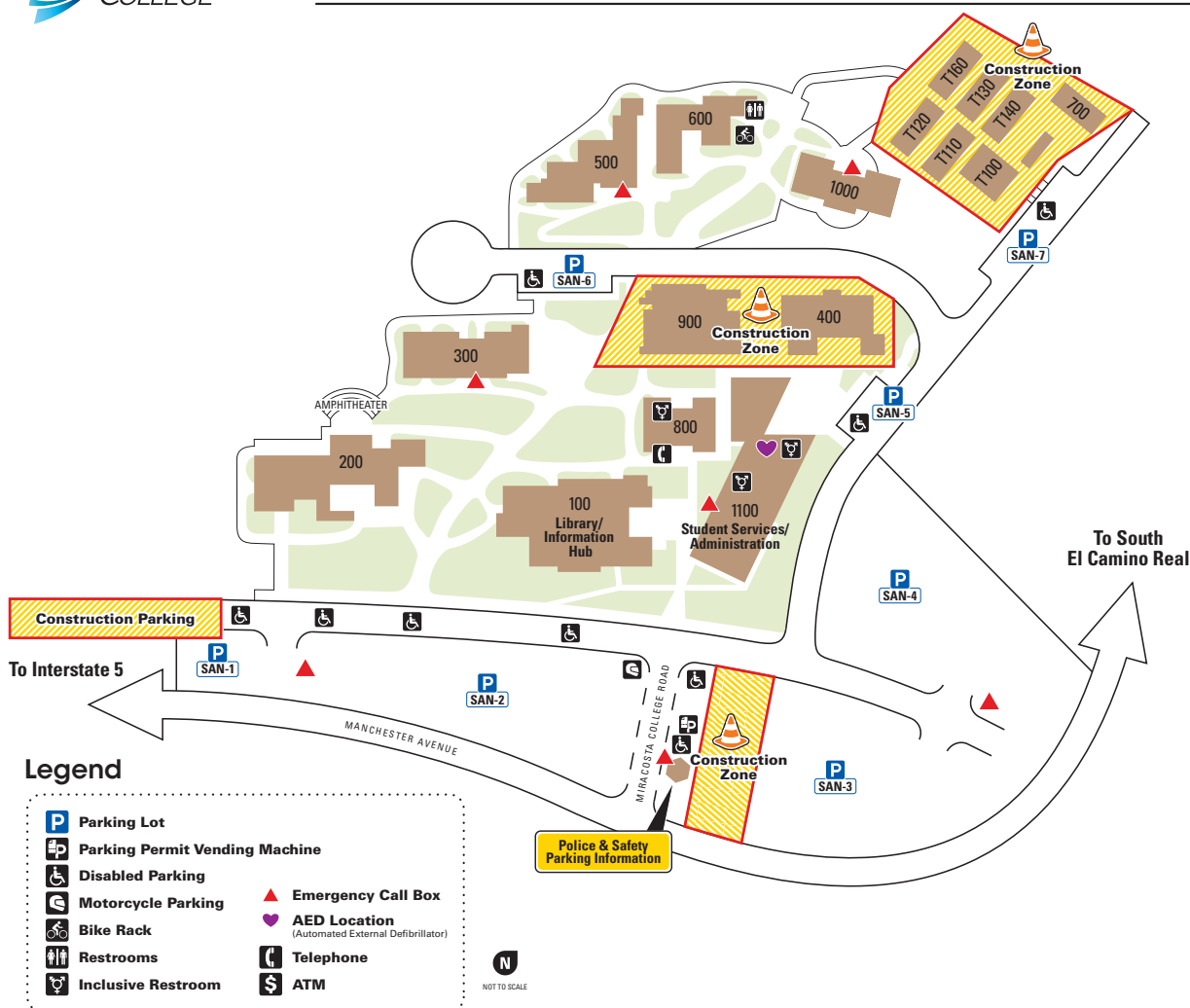
Directory

	Bldg. #		Bldg. #		Bldg. #
Admissions & Records	3300	English Language Institute	T510, T520	Proctoring Center	3300
Art	2100, 2200, 2300	Enrollment Information	3300	Public Information Office	T250
Art Gallery	3400	EOPS	3000	Purchasing	T600
Associate Faculty Office	4606	Facilities Department	4200	School Relations/Diversity Outreach	3400
Associated Students	3400	Financial Aid/Scholarships	3000	Service Learning	3300
Athletics	5200	Gymnasium	5000	Shipping/Receiving	6100
Automotive Technology	4000	Health Services	3300	Strong Workforce	T560
Biotechnology	405	Horticulture	7000	Student Accessibility Services (SAS)	3000
Board Room	T200	Human Resources/Payroll	T220	Student Accounts/Cashier	3200
Bookstore	3400	Institutional Advancement	T250	Student Center	3400
Business/Fiscal Services	T210	Institutional Research	T270	Student Life & Leadership	3400
Cafeteria	3400	Instructional Services	T260	Testing Office	3300
CalWORKs	3000	International Students	3400	Theatre	2000
Career Center	4700	Library & Information Hub	1200	Theatre Studio	2700
Child Development Center	8000	Lost & Found	1100	Little Theatre	3601
College Police	1100	Math Learning Center	1200	Transfer Center	3700
Concert Hall	2400	Music	2200, 2300	Tutoring	1200
Counseling	3700	Nursing/Allied Health	T420, 4400	Veterans Services	T100
Dance Studio	2700	Parking Permits	1100	Wellness Center	4100
Development & Foundation	T250	President, Office of the	T270	Writing Center	1200
Driver Education	T510	Printing Services	3400		

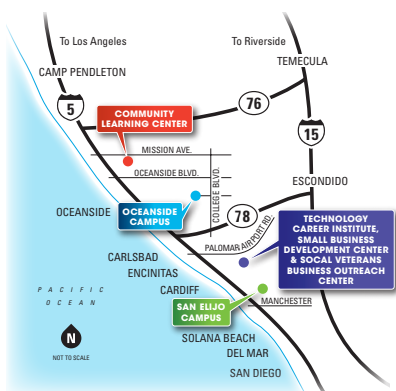


San Elijo Campus

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



MiraCosta College Locations



Directory

Building 100
Computer Labs
Library
Math Learning Center
STEM Learning Center
Tutoring
Writing Center

Building 200
Amphitheater
Art Studios
Classrooms
Multipurpose Room

Building 300
Classrooms
Faculty Workroom

Building 400
Classrooms
Faculty Offices
Science Labs

Building 500
Classrooms
Faculty Offices
Language Lab

Building 600
Classrooms
Faculty Offices

Building 700
Facilities

Building 800
Temporary Storage

Building 900
Associated Student Government
Cafeteria
Health Services
Student Affairs
Student Clubs/Organizations
Student Life & Leadership

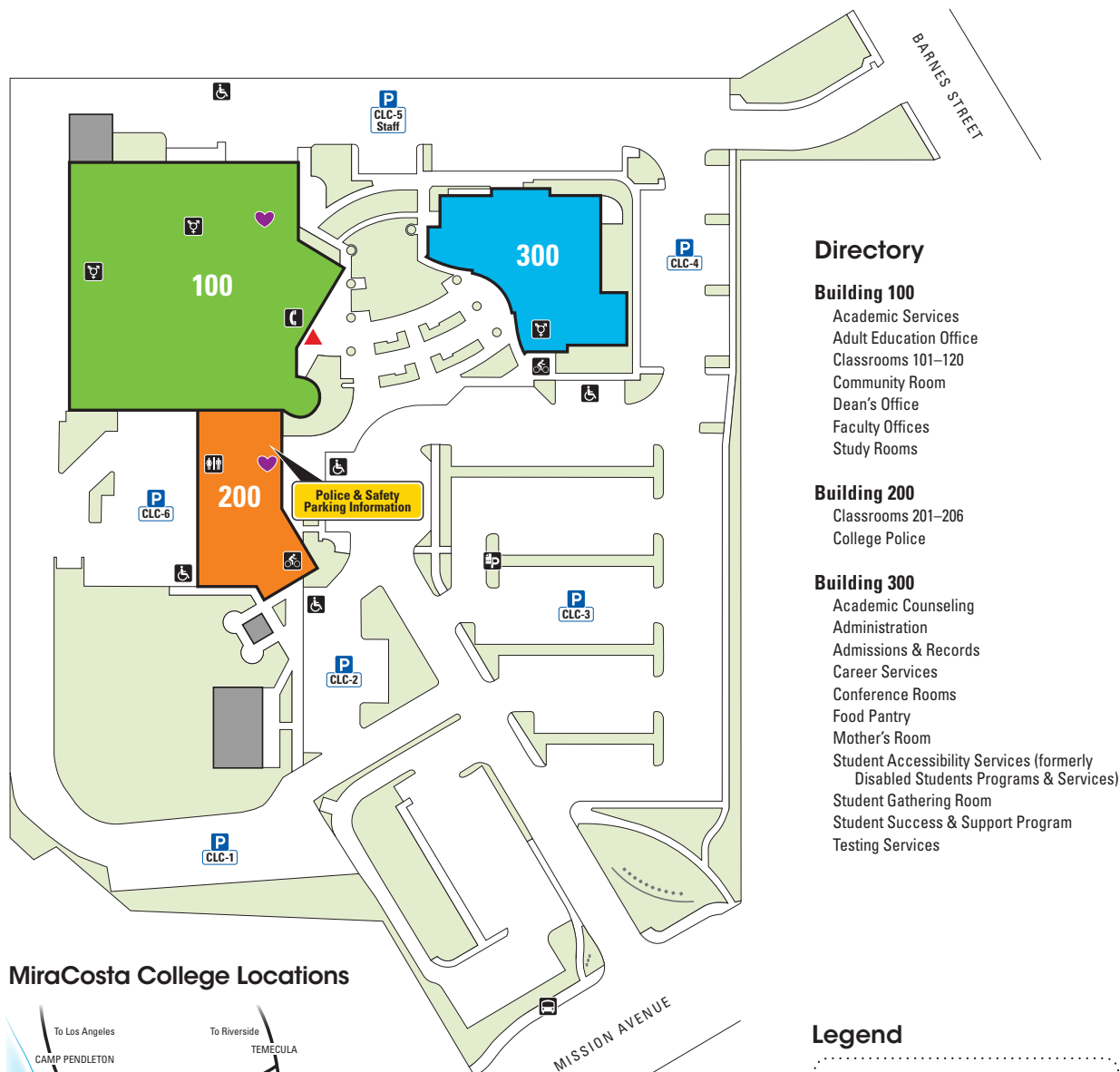
Building 1000
Science Labs

Building 1100
Administration
Admissions & Records
Bookstore
Conference Rooms
Counseling
Dean, San Elijo Campus
Instructional Services
Student Accessibility Services (SAS)
Student Accounts/Cashier
Student Information
Testing



Community Learning Center

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



Directory

Building 100

Academic Services
Adult Education Office
Classrooms 101–120
Community Room
Dean's Office
Faculty Offices
Study Rooms

Building 200

Classrooms 201–206
College Police

Building 300

Academic Counseling
Administration
Admissions & Records
Career Services
Conference Rooms
Food Pantry
Mother's Room
Student Accessibility Services (formerly
Disabled Students Programs & Services)
Student Gathering Room
Student Success & Support Program
Testing Services

MiraCosta College Locations



MiraCosta College
is a Tobacco / Smoke /
Vapor-Free campus.

Legend

- Parking Lot
- Parking Permit Vending Machine
- Disabled Parking
- Bike Rack
- Bus Stop
- Restrooms
- Inclusive Restroom
- Telephone
- AED Location (Automated External Defibrillator)
- Emergency Call Box



Technology Career Institute Small Business Development Center SoCal Veterans Business Outreach Center

2075 Las Palmas Drive, Carlsbad, CA 92011



MiraCosta College Locations



Directory

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

Technology Career Institute
760.795.6820
tci.miracosta.edu

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

**SoCal Veterans Business
Outreach Center**
760.795.8739
socialvboc.org

Legend

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





MIRACOSTA COMMUNITY COLLEGE DISTRICT

Community Learning Center

1831 Mission Avenue, Oceanside, CA 92058
P 760.795.8710 F 760.795.8730

Oceanside Campus

1 Barnard Drive, Oceanside, CA 92056
P 760.757.2121 F 760.795.6609

San Elijo Campus

3333 Manchester Avenue, Cardiff, CA 92007
P 760.944.4449 F 760.634.7875

**Technology Career Institute
& North San Diego Small Business Development Center**

2075 Las Palmas Drive, Carlsbad, CA 92011
P 760.795.6820 F 760.795.6826

miracosta.edu