

MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET
FISCAL YEAR 2017-2018
AUGUST 15, 2017



This is a conceptual rendering only
and may not be the final design.
The final design must be approved
by the Board of Trustees.

FAST FACTS

ACADEMIC YEAR 2015-2016

HEADCOUNT ENROLLMENT *

Total 13,503

Credit: 8,010 (59%)
 ESL: 2,129 (16%)
 Community Education: 3,726 (28%)
 Basic Skills (credit only): 1,614 (12%)
 Kentfield Campus: 11,959 (89%)
 Indian Valley Campus: 2,630 (19%)

CLASSES OFFERED *

Total 2,556

Credit: 1,955 (76%)
 ESL: 201 (8%)
 Community Education: 441 (17%)
 Basic Skills Classes (credit only): 168 (7%)
 Average Class Size: 16
 Kentfield Campus: 2,092 (82%)
 Indian Valley Campus: 464 (19%)

* Categories include duplication

FACULTY, STAFF, AND ADMINISTRATORS (fall 2015)

Total Employees 593

Administrators: 28
 Faculty: 388 (Tenured/Tenure Track: 119; Temporary: 269)
 Classified: 177
 Gender: Male 257 (43%); Female 336 (57%)
 Race/Ethnicity:
 Asian 50 (9%) Black/African American 26 (5%)
 Hispanic 39 (7%) Multi-racial 7 (1%)
 Native-American 4 (1%) White 424 (77%)

GEOGRAPHIC LOCATION (credit and noncredit)

Marin Residents 85%

| Location | Students | % |
|------------------|----------|-------|
| Central Marin | 4,038 | 40.6% |
| Novato | 1,946 | 19.6% |
| South Marin | 1,230 | 12.4% |
| North San Rafael | 1,013 | 10.2% |
| West Marin | 217 | 2.2% |
| Outside Marin | 1,507 | 15.1% |

DEGREES & CERTIFICATES (awarded for 2015-2016)

A.A. and A.S.: 340 Certificates: 78

| Degree | Quantity | % |
|---------------------------------|----------|-------|
| Associate of Arts | 164 | 39.2% |
| Associate of Arts - Transfer | 58 | 13.9% |
| Associate of Science | 80 | 19.1% |
| Associate of Science - Transfer | 38 | 9.1% |
| Certificates | 78 | 18.7% |

| Educational Goal (Credit Students) | Students | % |
|------------------------------------|----------|-------|
| Associate Degree (AA/AS) | 2,816 | 35.2% |
| BA/BS Transfer (No AA/AS) | 1,093 | 13.6% |
| Certificate of Achievement | 197 | 2.5% |
| Advance Career Interest | 1,226 | 15.3% |
| Basic Skills/High School Diploma | 926 | 11.6% |
| Educational Development | 768 | 9.6% |

| Educational Goal (Credit Students) | Students | % |
|------------------------------------|----------|------|
| Meet 4-year college requirements | 670 | 8.4% |
| Not Specified | 314 | 3.9% |

CREDIT STUDENTS

Gender: Male 42%; Female 58%
 Median Age: 25
 Race/Ethnicity:
 Asian 632 (8%) Black/African American 390 (5%)
 Hispanic 2,044 (26%) Multi-racial 470 (6%)
 Native-American 19 (0.2%) White 4,281 (55%)
 International Students: 145[†] (Representing 37 countries)
[†] Includes credit, noncredit, and community education students

COMMUNITY EDUCATION

Median Age: 64

ENGLISH AS A SECOND LANGUAGE (credit and noncredit)

Enrollment Status: Credit 9%; Noncredit 91%
 Gender: Male 41%; Female 59%
 Median Age: 30
 Race/Ethnicity:
 Asian 149 (9%) Black/African American 17 (1%)
 Hispanic 1293 (82%) Multi-racial 6 (0.4%)
 Native-American 1 (0.1%) White 115 (7%)

NUMBER OF STUDENTS WHO TRANSFERRED TO 4-YEAR INSTITUTIONS (2014-2015)

Total 317

Equal Opportunity Statement

The Marin Community College District is committed by policy not to discriminate on the basis of, or the perception of, race, ethnic group identification, ancestry, color, religion, age, gender, national origin, sexual orientation, disability (mental or physical), marital status, medical condition (cancer, genetic characteristics, or pregnancy), and status as a veteran, in any of its educational and employment programs and activities, its policies, practices, and procedures.

College of Marin students seeking instruction related disability accommodations should contact the Student Accessibility Services (SAS) Office, 415.485.9406.

Individuals seeking special assistance to accommodate a disability may call the Student Activities and Advocacy Office, 415.485.9376.

Marin Community College District Policy BP 3410 Nondiscrimination

The District is committed to equal opportunity in educational programs, employment, and all access to Institutional programs and activities.

The District, and each individual who represents the District, shall provide access to its services, classes, and programs without regard to national origin, religion, age, gender, race, color, gender identity, gender expression, medical condition, ancestry, sexual orientation, marital status, physical or mental disability, genetic information, or because he/she is perceived to have one or more of the foregoing characteristics, or based on association with a person or group with one or more of these actual or perceived characteristics. For more information on Marin Community College District's Nondiscrimination policy, please see Board Policy BP 3410.

Federal Income Tax Exemption IRC 501(c)(3) Public Charity Status

The Internal Revenue Service has granted Marin Community College District with a 501(c)(3) status, effective April 1, 1926. The Internal Revenue Service has approved the District to be tax-exempt from Federal income tax under the terms of section 501(c)(3) of the Internal Revenue Code. The Internal Revenue Service has classified the District as a public charity under Code 170(b)(1)(A)(ii).

Contributions to the District are deductible under section 170 of the Internal Revenue Code. The District is also qualified to receive tax deductible bequests, devises, transfers or gifts under section 2055, 2106 or 2522 of the Internal Revenue Code.



MARIN COMMUNITY COLLEGE DISTRICT

BOARD OF TRUSTEES

Ms. Diana Conti, President

Dr. Eva Long, Vice President

Mr. Philip Kranenburg, Clerk

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David Wain Coon, Superintendent/President

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**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

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**MARIN COMMUNITY COLLEGE DISTRICT
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Strategic Plan 2015 — 2018

President's Message

It is with great pleasure that I present this Strategic Plan 2015–2018 that will guide our direction and priorities over the next three years. This is the third cycle of strategic planning based on our ten-year Educational Master Plan 2009–2019. Much has been accomplished. Check out our 2012-2015 strategic plan progress report for the details. www.marin.edu/StrategicPlan/

This tremendous progress demonstrates our commitment and the teamwork required to achieve big goals. In this new plan, we continue our focus on student access and success, improving systems and operations, including fiscal sustainability, and community responsiveness. We will gauge our success through specific outcome performance measures. I have no doubt we will again rise to the occasion and successfully achieve our goals.

Dr. David Wain Coon
President/Superintendent

MARIN COMMUNITY COLLEGE DISTRICT ADOPTION BUDGET 2017-2018

Our Vision

College of Marin will be a premier educational and cultural center that provides programs of the highest caliber to meet the needs of an increasingly interconnected global society. Our vision will be guided by our values.

Our Mission

College of Marin's commitment to educational excellence is rooted in providing equitable opportunities and fostering success for all members of our diverse community by offering:

- preparation for transfer to four-year colleges and universities
- associate degrees and certificates
- career technical education
- basic skills improvement
- English as a second language
- lifelong learning
- community and cultural enrichment

College of Marin responds to community needs by offering student-centered programs and services in a supportive, innovative learning environment that promotes social and environmental responsibility.

MARIN COMMUNITY COLLEGE DISTRICT ADOPTION BUDGET 2017-2018

Our Values

Student and Community Centered Education

We promote student success by providing programs and services that are learner centered and reflect the changing needs of our students and surrounding community.

Academic Excellence and Innovation

We are dedicated to academic excellence and encourage innovation. We foster intellectual inquiry by encouraging critical thinking, information literacy and technical competence. We continually evaluate the effectiveness of our programs.

Collaboration and Open Communication

We cultivate a culture of mutual respect, open communication, collaborative working relationships and participation in decision making among students, faculty, staff and the communities we serve.

Diversity

We cherish a learning environment that celebrates diverse backgrounds and recognizes the knowledge and experiences among its students, faculty and staff. We provide open access and strive to remove barriers to student success.

Sustainability

We will apply environmentally sustainable and green principles in our college community to ensure the future of our planet.

Accountability

We will be accountable for our decisions and actions on behalf of the students, college and community. Our decisions will be academically, fiscally and environmentally responsible.

MARIN COMMUNITY COLLEGE DISTRICT ADOPTION BUDGET 2017-2018

Goals · Objectives · Performance Indicators

The four major areas of focus of our 10-year Educational Master Plan are Student Access, Student Success, College Systems and Community Responsiveness. The following objectives support these foci and apply to each core element of our mission.

Student Access

Assess and make changes in class scheduling practices, education options and outreach to meet student needs and improve access.

Decrease time to degree by at least one year for the first cohort of the three-year strategic plan.

Time to degree 5.5 years or less with baseline of 6.5 years. Short-term indicators: degree-seekers' first-to-second term persistence, first term mean units attempted, and second term mean units attempted.

Increase enrollment by proactively recruiting students through various means to meet the needs of the institution and our community.

Increase headcount enrollment to 2012 levels (8,018 credit and noncredit students).

Decrease the proportion of students who register late for classes.

Percent of students registering for classes after the class start date is lower than baseline of 30% with decreasing trend over three years.

Evaluate the scope and scale of the Distance Education program to support enrollment and student success goals.

Distance Education program is appropriately scaled to support transfer and graduation requirements based on data/feedback collected.

Faculty members are trained in best practices for instructional technology.

All Distance Education courses meet a minimum score of 3 (Accomplished) based on the statewide Course Design Rubric for the Online Education Initiative.

MARIN COMMUNITY COLLEGE DISTRICT ADOPTION BUDGET 2017-2018

Increase dual enrollment of high school students by 15 percentage points per year during the three years of this plan.
Number of high school students concurrently enrolled for credit 15 percentage points higher than same term in prior year.

Improve matriculation process through cohesive activities that support strong transitions to COM.
Increase student attendance as well as staff and faculty participation by 10% in all of the pre-college activities.

Student Success

Develop, implement, evaluate and track programs, activities and progress to support effective instruction and improve student success, with particular attention to students in the general-education, career-technical-education, and basic-skills pathways.

Increase institutional preparedness to address student equity.
Higher level of institutional preparedness in Spring 2017.

Increase the degree, certificate and/or transfer-seeking student persistence rate by 6 percentage points within 3 cohort years.
Percentage of degree, certificate and/or transfer-seeking students starting first time in 2014–15 who enrolled in the first three consecutive terms. Baseline is 50.4%.

Increase the percentage of degree, certificate and/or transfer-seeking students who earn at least 30 units within three years.
Percentage of degree, certificate and/or transfer-seeking students starting first time in Fall 2014 who achieved at least 30 units by the end of 3 years. Baseline is 39%.

Reduce disproportionate impact for students as identified in the Student Equity Plan (SEP).
Equivalent course success rates for all student populations identified in the SEP.
Equivalent percentage of all student groups identified in the SEP who finish the final ESL, Math, or English basic skills course then complete a degree-applicable course in that area.

Reduce financial aid disqualification by 5 percentage points each year.
Number and percentage of students on financial aid warning or disqualification each year as compared with AY 2014-15, with trend data showing declining percentage.

MARIN COMMUNITY COLLEGE DISTRICT ADOPTION BUDGET 2017-2018

Institutional/programmatic decisions reflect sound data and analysis of factors impacting student success. Review of evidence indicating major student success related decisions are based on data and research.

Increase percentage of students advancing from pre-college level courses to college-level courses by 2018. Ten percent more students advancing from pre-college level courses to college-level courses.

College Systems

Develop, implement and evaluate a plan that addresses the District's physical plant, educational use, long-term financial sustainability and support of the Indian Valley campus.

Fully utilize the Indian Valley Campus (IVC) to achieve District goals of financial sustainability, enrollment growth and meeting community needs.

Increased revenue generated through IVC options. Baseline is \$98,500 (facility rentals, third-party contracts, and vendings).

Increased enrollment at IVC. Baseline is 1,204 headcount and 5,614 units (Fall 2014) and 1,142 headcount and 5,207 units (Spring 2015).

Higher space utilization ratio. Baseline from Fall 2015 is 25.3 average hours/week room use at KTD and 11.4 at IVC.

Create and implement a three-year budget strategy that maintains a minimum reserve of 7.67% while reducing deficit spending within the District each year.

Reduced deficit spending by the District by 35% in year one; an additional 35% in year two; and an additional 30% in year three.

Maintain high credit ratings among Moody's and Standard & Poor's for the District to leverage buying power with financial institutions for borrowing and bonding capabilities. Baseline is AA+ S&P and AA1 Moody's.

Maintain a minimum of an "A" rating with Moody's rating agency. Maintain a minimum of an "A" rating with Standard & Poor's rating agency.

Transfer and effectively manage account balances, formerly with the COM Foundation, to the District's accounting system as part of the District's Advancement Department.

MARIN COMMUNITY COLLEGE DISTRICT ADOPTION BUDGET 2017-2018

In year one, transfer all applicable fund balances from dissolved foundation to the District's financial reporting system for transparent reporting with all other District funds.

Increase philanthropic support to address unfunded needs in the form of scholarships, endowments, academic student support programs and facilities within three years.

Increased number of donors in two years. Baseline for FY 2014–15 is 503 total donors, 416 individuals.

Increased number and dollar amount of gifts, grants and other forms of philanthropic support in two years. Baseline is \$405,850 for FY 2014–15 and \$38,066 to the COM Foundation.

Community Responsiveness

Solicit business and community feedback and share assessments campus-wide.

Engage community and economic development partners to participate in the assessment of industry and community demands for workforce and economic development and share findings with the campus community.

Publications and records of dialogue within the community and campus that focus on business/community needs assessment findings.

Strengthen College of Marin's visibility and image within Marin County and beyond.

Majority of respondents to a community survey recognize COM identity and image. More COM website hits and followers. Baseline for web sessions in month course schedule posted and homepage sessions each semester. Social media baseline using Lifetime Total Likes and Daily Total Consumers.

MARIN COMMUNITY COLLEGE DISTRICT ADOPTION BUDGET 2017-2018

PRAC Charge, Responsibilities and Membership

The Planning and Resource Allocation Committee (PRAC) provides oversight and makes recommendations for institutional planning and resource allocation, linking program reviews and strategic planning to the resources needed to accomplish college goals. PRAC reviews all plans and recommendations made by participatory governance committees and ensures their compliance with board policy and planning priorities.

Charge

- Ensure that the college's planning process supports student success.
- Align Board goals and priorities with college plans and the budget process.
- Ensure that the planning process is broad-based, offers opportunities for input by appropriate constituencies, allocates necessary resources, and leads to the improvement of institutional effectiveness.
- Review and make recommendations for the tentative budget for resources, including all assets of the college; fiscal resources, facilities, equipment, and personnel resources.
- Prepare planning recommendations and decisions consistent with the Education Code, the mission, vision and values of the college, accreditation standards, and strategic institutional planning priorities.
- Using the forecast of available resources provided by Fiscal Services, work with the Program Review Committee to set parameters for program reviews and administrative work plans.
- Recommend budget resource allocations based upon the strategic plan and requests presented in the instructional program reviews, student services program reviews, and administrative program reviews.
- Make recommendations for long-term budget planning, revenue and expense assumptions.
- Recommend allocations from supplementary resources.
- Review and make recommendations for adjustments between approved funding and actual expenditures.

Responsibilities

- Establish appropriate timelines and processes, assess success after the plans are implemented, and report the activities and results.
- Follow the timeline and processes described in the Integrated Planning Manual for the review of programs and the allocation of resources.

MARIN COMMUNITY COLLEGE DISTRICT ADOPTION BUDGET 2017-2018

- Review all college plans and other related or pertinent documents and forward recommended changes to the Superintendent/President.
- Make recommendations for the tentative budget and forward the tentative budget to the Superintendent/President.
- Use documented assessment results to set funding priorities and recommend program improvements.
- Provide oversight of the sub-committees and ad hoc committees of PRAC.
- Analyze the recommendations in the Educational Master Plan and set the college's long-term priorities.
- Provide oversight for the development of the Strategic Plan, including strategic objectives and action steps for each college priority.
- Provide oversight for instructional program reviews, student services program reviews, and administrative program reviews.
- Forward committee reports and resolutions to the Superintendent/President as recommendations and to College Council as information items.
- Review prior year budgets and develop budget assumptions that forecast the available resources for the coming fiscal year.

Membership - The following membership of PRAC made recommendations for the completion of the 2017-18 Adoption Budget:

- Yolanda Bellisimo – Faculty
- Becky Brown – Faculty
- Will Coley – Faculty
- Sarah Frye – Faculty
- Christine Li – Faculty
- Lisa Morse – Faculty
- Nancy Willet – Faculty
- Sara McKinnon, Co-Chair – Faculty
- Jonathan Eldridge, Co-Chair - Administration
- Lissette Flores – Classified Professionals
- Karen McSween – Classified Professionals
- Christopher Yang – Classified Professionals
- Christina Leimer – Administration
- Greg Nelson – Administration

Staff Resources

Patrick Ekoue-totou, Staff Resource – Administration

Peggy Isozaki, Staff Resource – Administration

Cari Torres, Staff Resource – Administration

Rhonda Jones, Staff Resource – Classified Professionals

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

Adoption Budget 2017-2018

Message from Fiscal Services

It is with great pleasure that I present this Adoption Budget for Fiscal Year 2017-2018 that will guide our direction and priorities over the next year and also projections for the following three years. This budget is the culmination of months of presentations and feedback from governance groups, staff, administrators, faculty and students. With these important steps the college has created a budget that ties to the strategic plan, program reviews and other operational milestones.

This tremendous progress demonstrates our commitment and the teamwork required to achieve big goals including a multi-year budget forecast. In this document, we continue our focus on transparency of institutional accounting practices and improving systems and operations, including fiscal sustainability.

Greg Nelson
Vice President
Finance & College Operations

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

**PART I – Budget Assumptions and Highlights
BUDGET ASSUMPTIONS**

| REVENUE ASSUMPTIONS | FY 2017-2018 ESTIMATED ASSUMPTIONS | FY 2018-2019 ESTIMATED ASSUMPTIONS | FY 2019-2020 ESTIMATED ASSUMPTIONS | FY 2020-2021 ESTIMATED ASSUMPTIONS |
|---|---|---|---|---|
| Secured Property Taxes CCPI | County Estimate | 2.0% | 2.0% | 2.0% |
| Supplemental Tax Growth | (\$50,000) | (\$50,000) | (\$50,000) | (\$50,000) |
| Unsecured Tax Growth | County Estimate | 2.5% | 2.5% | 2.5% |
| Prior Year Tax Growth | 5.0% | 5.0% | 5.0% | 5.0% |
| Enrollment Fee: | | | | |
| Resident | \$ 46 | \$ 46 | \$ 46 | \$ 46 |
| Non-Resident Tuition | \$ 213 | \$ 215 | \$ 217 | \$ 217 |
| Non-Resident Capital Outlay Fee | \$ 50 | \$ 50 | \$ 50 | \$ 50 |
| Transportation Fee per FT Student | \$36/semester | \$36/semester | \$36/semester | \$36/semester |
| Parking Fee: | | | | |
| Primary Term | \$ 42 | \$ 42 | \$ 42 | \$ 42 |
| Summer | \$ 26 | \$ 26 | \$ 26 | \$ 26 |
| Daily | \$ 4 | \$ 4 | \$ 4 | \$ 4 |
| Health Fee: | | | | |
| Primary Term | \$ 20 | \$ 20 | \$ 20 | \$ 20 |
| Summer | \$ 17 | \$ 17 | \$ 17 | \$ 17 |
| Technology Fee per semester | \$ 10 | \$ 10 | \$ 10 | \$ 10 |
| Lottery Income/Estimated FTES: | | | | |
| Prop 20 | \$ 48 | \$ 48 | \$ 48 | \$ 48 |
| Non-prop 20 | \$ 146 | \$ 146 | \$ 146 | \$ 146 |
| State Allocations (% of prior year amount) | 100% | 100% | 100% | 100% |
| Prop 30 – Educational Protection Act | \$85 per FTE | \$85 per FTE | \$85 per FTE | \$85 per FTE |
| Mandated Claims – one time | \$0 | \$0 | \$0 | \$0 |
| Bookstore Commission | \$150,000 | \$150,000 | \$150,000 | \$150,000 |
| COLA for categorical programs | 1.56% | 2.40% | 2.67% | 2.67% |

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

| EXPENDITURE ASSUMPTIONS | FY 2017-2018 ESTIMATED ASSUMPTIONS | FY 2018-2019 ESTIMATED ASSUMPTIONS | FY 2019-2020 ESTIMATED ASSUMPTIONS | FY 2020-2021 ESTIMATED ASSUMPTIONS |
|-------------------------------------|---|---|--|--|
| Negotiated Settlements: | | | | |
| UPM | In progress | In progress | In progress | 0% |
| CSEA | 7/1/17: 5% on schedule 1/1/18: 5% on schedule; 3.5% PERS contribution | 5% on schedule 1/1/19; 3.5% PERS contribution | | 0% |
| SEIU | 5.5% on schedule; 2.34% PERS contrib. | 4% on schedule; 2.34% PERS contrib. | 4% on schedule; 2.34% PERS contrib. | 0% |
| Police | 5.5% on schedule | 4% on schedule | 4% on schedule | 0% |
| Unrepresented | In progress | In progress | In progress | 0% |
| Salary Schedules: | | | | |
| UPM | Step/Column | Step/Column | Step/Column | Step/Column |
| CSEA | Step/Column | Step/Column | Step/Column | Step/Column |
| SEIU | Step/Column | Step/Column | Step/Column | Step/Column |
| Unrepresented | Step/Column | Step/Column | Step/Column | Step/Column |
| Vacant Positions: | | | | |
| UPM | Column 3, Step 11 | Column 3, Step 11 | Column 3, Step 11 | Column 3, Step 11 |
| CSEA | Step C of range | Step C of range | Step C of range | Step C of range |
| SEIU | Step C of range | Step C of range | Step C of range | Step C of range |
| Unrepresented | Middle of range | Middle of range | Middle of range | Middle of range |
| Medical benefits | Member + 1 | Member + 1 | Member + 1 | Member + 1 |
| Health and Welfare Premiums: | | | | |
| Medical | Up to \$1,785/mo | Up to \$1,785/mo | Up to \$1,785/mo | Up to \$1,785/mo |
| Annual medical increase | 4.5% effective 10/1 | 5% effective 10/1 | 6% effective 10/1 | 6% effective 10/1 |
| Annual dental/vision/other increase | 0% | 0% | 0% | 0% |

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

| EXPENDITURE ASSUMPTIONS | FY 2017-2018 ESTIMATED ASSUMPTIONS | FY 2018-2019 ESTIMATED ASSUMPTIONS | FY 2019-2020 ESTIMATED ASSUMPTIONS | FY 2020-2021 ESTIMATED ASSUMPTIONS |
|---|---|---|---|---|
| Statutory Employee Benefit Rates: | | | | |
| STRS | 14.43% | 16.28% | 18.13% | 19.10% |
| PERS – CSEA | 24.108% | 21.60% | 20.80% | 23.80% |
| PERS - SEIU | 19.02% | 19.26% | 20.80% | 23.80% |
| PERS - unrepresented | 15.53% | 18.10% | 20.80% | 23.80% |
| PERS PEPPRA | 15.53% | 18.10% | 20.80% | 23.80% |
| PERS - Public Safety | 29.39% | 29.39% | 29.39% | 29.39% |
| PERS PEPPRA - Public Safety | 12.73% | 12.70% | 12.70% | 12.70% |
| Social Security | 6.2% | 6.2% | 6.2% | 6.2% |
| Medicare | 1.45% | 1.45% | 1.45% | 1.45% |
| Unemployment Insurance | 0.05% | 0.10% | 0.15% | 0.15% |
| Workers' Compensation | 0.854% | 0.880% | 0.906% | 0.933% |
| | | | | |
| Lapse Factor: Savings from filling vacancies midyear | \$500,000 | \$500,000 | \$500,000 | \$500,000 |
| | | | | |
| Fixed Costs: | | | | |
| Telephone, Sewer, Pest | 5.0% | 5.0% | 5.0% | 5.0% |
| Water | 10.0% | 10.0% | 10.0% | 10.0% |
| Gas/Electricity | 3.0% | 3.0% | 3.0% | 3.0% |
| Insurance | 5.0% | 5.0% | 5.0% | 5.0% |
| | | | | |
| Energy Savings | \$100K | \$100K | \$100K | \$100K |
| | | | | |
| Operating Expenses | Budgeted by Depts. | 2.5% | 2.5% | 2.5% |
| | | | | |
| Elections | No | \$275K | No | \$275K |
| | | | | |
| Instructional Units Budgeted | 4,900 | 4,900 | 4,900 | 4,900 |
| | | | | |
| Cost Per Unit | \$4,144 | \$4,408 | \$4,672 | \$4,768 |
| | | | | |
| Transportation Expense for FT Student | \$36/semester | \$36/semester | \$36/semester | \$36/semester |
| | | | | |
| | | | | |

MARIN COMMUNITY COLLEGE DISTRICT ADOPTION BUDGET 2017-2018

General Fund Highlights

Overview

Basic Aid Status

The District is a “Basic Aid” district, or, as it is now being called, a “self-supporting” district. The District’s core funding is determined by law to be the larger of the State funding formula known as apportionment, which is based on full-time equivalent student (FTES) enrollment, or a fixed percentage of the County of Marin’s property tax revenue. In fiscal year 2016-17, the District received approximately \$29.7 million more as a Basic Aid district – the “Basic Aid increment” – than it would have received from apportionment. In 2017-18, the Basic Aid increment will be approximately \$26.7 million.

The State Budget Process and College of Marin

The most significant element for the District in the State budget process in recent years has been the one-time mandated costs, especially in fiscal years 2015-16 and 2016-17. The District received \$449 thousand in fiscal year 2016-17, and expects to receive \$110 thousand for mandated costs reimbursements in 2017-18. The passage of Proposition 30, The Schools and Local Public Safety Protection Act of 2012, also continues to contribute to revenue. The District expects to receive \$85 per FTES annually resulting in \$308 thousand in the Adoption Budget. The Chancellor’s Office has adopted a COLA of 1.56% for its 2017-18 budget.

Discussion of the Proposed Budget for Fiscal Year 2017-18

The Adoption Budget for 2017-18 has the following key elements:

- Budgeted revenues exceed planned expenditures resulting in \$215 thousand net increase to the ending Fund Balance.
- The estimated Ending Fund Balance for 2017-18 is 8.5% of total Unrestricted General Fund expenses compared to the estimated actual 8.0% for 2016-17.
- A positive CPI inflation factor adjustment of 1.02% for secured property taxes is expected to result in an increase of \$2.3 million for 2017-18 secured property taxes.
- Increase in health benefits is approximately \$625 thousand for 2017-18.

Analysis and Comparison of Revenue and Expense

Projected total General Fund Revenue for 2017-18 is \$78.2 million compared to \$73.1 million for 2016-17. This is an increase of \$5.1 million or 7.0%, principally due to an increase in secured property taxes and deferred revenues of categorical programs from prior years. Projected total General Fund Expenditures for 2017-18 are \$78.0 million compared to \$75.3 million for 2016-17. This is an increase of \$2.7 million or 3.6%, principally due to an increase in salaries and benefits, other operating expenses, and the carry forwards of categorical programs from prior years, offset by a reduction in Other Outgo. The 2017-18 budgeted unrestricted revenues of \$60.6 million increased \$1.5 million or 2.5% over the 2016-17 unrestricted revenues of \$59.1 million; 2017-18 budgeted unrestricted expenditures of \$59.7 million is a decrease of \$1.0 million or 1.6% less than the 2016-17 unrestricted expenditures of \$60.7 million.

Discussion of Year-end Results for Fiscal Year 2016-17

Unrestricted revenues are about \$1.5 million higher than budgeted, principally from higher secured property tax revenue.

Unrestricted expenditures are approximately \$2.3 million higher than budgeted, primarily due to an unbudgeted contribution to the PARS-CCLC Pension Rate Stabilization Trust Fund, partially offset by lower salaries and benefits than anticipated.

Short-Term Borrowing

The District relies on property taxes for its core funding. Property taxes are collected by the County and distributed to local agencies in December and April. The period from July through December is very difficult from a cash flow perspective and extensive borrowing occurs during that period. The District may use the County of Marin as authorized by Article XVI, Section 6, of the Constitution of California. Or, the District may use the Community College League Cash Flow Borrowing Program for arranging this financing. Both methods provide a mechanism for borrowing the needed funds, at an advantageous placement cost, due to high program participation. For 2017-18 the County of Marin will provide short-term funding not to exceed \$16 million.

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

Special Fund Highlights

Scholarship and Loan Trust Fund

The Scholarship and Loan Trust Fund is used to account for such gifts, donations, bequests and devises (subject to donor restrictions) which are used for scholarships or for grants in aid and loans to students. There are eight scholarships and grants coordinated through this fund. The total fund balance in the Scholarship and Loan Trust Fund as of June 30, 2017 is projected at \$402 thousand.

Student Financial Aid Trust Fund

The Student Financial Aid Trust Fund was created to account for the deposit and direct payment of government funded student financial aid. The Student Financial Aid Trust Fund as of June 30, 2018 is projected to have a \$0 fund balance.

Investment Trust Fund

Previously "Foundation Trust Fund," the name of this fund was changed in accordance with the accounting and financial statement guidelines of the California Community Colleges Chancellor's Office. The donations in this fund are used to support scholarships and other direct financial aid to students, and other instructional and college improvement activities.

There are eleven endowments and grants coordinated through this fund. The total fund balance in the Investment Trust Fund as of June 30, 2017 is projected at \$1.0 million.

Child Development Fund

The Child Development Fund is utilized to account for the State and locally supported operation of the Child Study Centers located at the Indian Valley and Kentfield campuses, which provide child care for student and community parents and instructional lab support to Early Childhood Education, Pediatric Nursing, Child Psychology, Behavioral Science and related disciplines.

The Child Development Fund's federal, state and local revenue sources are intended to support child care activities. On the other hand, most of the General Fund's transfer supports the cost of the instructional lab support the Child Study Centers provide to the College's academic programs and Early Childhood Education program administration. Projected results of 2016-17 operations are \$263 thousand more in expenditures than externally funded revenue. Approximately 73% or \$192 thousand of the \$263 thousand

MARIN COMMUNITY COLLEGE DISTRICT ADOPTION BUDGET 2017-2018

General Fund transfer is attributable to the cost of Child Study Centers providing lab and administrative support to the College's programs and results in a \$0 year-end fund balance. The 2017-2018 Tentative Budget includes increased Parent Fees and a General Fund transfer of \$379 thousand, of which over 55% continues to support the costs of instructional lab and administrative services the Centers provide to the College and continues to result in a \$0 fund balance.

Organic Farm and Garden

The Organic Farm and Garden Fund was established in May 2017 to account for the 5.8 acre Organic Farm located on the IVC campus. The Organic Farm and Garden will be supported by the district, a Strong Workforce grant and a portion of a College of Marin Foundation endowment.

Capital Outlay Fund – Hamilton Redevelopment and State Scheduled Maintenance

The Capital Outlay Fund has been used to finance various capital projects with lease revenue bond proceeds. Scheduled Maintenance funds, previously in this fund, are now received as part of the Physical Plant and Instructional Support funding and are accounted for in the General Fund, Restricted Funds.

Capital Outlay Fund – Measure C Building Fund

On November 2, 2004 the voters of Marin County overwhelmingly passed Measure C, a \$249.5 million bond for facilities maintenance, job training and safety, passing with more than 60 percent of the vote, easily surpassing the required 55 percent. With the bond, the College has been able to modernize science labs, classrooms, and libraries; provide modern computer technology; upgrade fire safety, campus security, disabled access, energy conservation systems and electrical wiring for computer technology; and repair, construct, acquire, and/or equip classrooms, labs, sites and facilities. The College retained Swinerton Management and Consulting, Inc. as its program and construction management provider through the end of 2012. Beginning January 1, 2013, the College retained Jacobs Project Management Co. to assume the role of program and construction management and to continue to work with COM's faculty, staff and students to implement the Measure C Program work in accordance with the Facilities Development and Master Plan.

MARIN COMMUNITY COLLEGE DISTRICT ADOPTION BUDGET 2017-2018

In April 2005, \$75 million in bonds were sold. An additional \$75 million in bonds were sold in February 2009, and another \$52.505 million in bonds were sold in June 2011. In December 2012, \$46.995 million in bonds were sold. All issuances were sold pursuant to the terms of a public sale. All proceeds were delivered to the Marin County Treasury for credit of College of Marin into its building fund. The District continues to work closely with the County Treasury, providing cash flows and construction schedules, to optimize investment incomes.

The Measure C bond spending is winding down and 2017/18 will likely be the last year it has any spending activity.

Capital Outlay Fund – Measure B, Series A Building Fund

On June 7, 2016 the voters of Marin County overwhelmingly passed Measure B, a \$265 million bond for facilities maintenance, job training and safety, passing with more than 60 percent of the vote, easily surpassing the required 55 percent. This bond measure authorized a combination of both tax exempt (Series A) and federally-taxable bonds (Series A-1).

In December 2016, \$60 million in tax exempt bonds were sold, netted against \$280 thousand in issuance and underwriting costs. Issuances were sold pursuant to the terms of a public sale and all proceeds were delivered to the Marin County Treasury for credit of College of Marin into its Measure B, Series A building fund.

Capital Outlay Fund – Measure B, Series A-1 Fund

On June 7, 2016 the voters of Marin County overwhelmingly passed Measure B, a \$265 million bond for facilities maintenance, job training and safety, passing with more than 60 percent of the vote, easily surpassing the required 55 percent. This bond measure authorized a combination of both tax exempt (Series A) and federally-taxable bonds (Series A-1).

In December 2016, \$37.5 million in federally-taxable bonds were sold, netted against \$288 thousand in issuance and underwriting costs. Issuances were sold pursuant to the terms of a public sale and all proceeds were delivered to the Marin County Treasury for credit of College of Marin into its Measure B, Series A-1 fund.

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

Clean Renewable Energy Bonds (CREBS)

In 2016/17, the District applied for an allocation of new clean renewable energy bonds under section 54C(c) of the Internal Revenue Code to finance solar energy facilities on the Kentfield and Indian Valley campuses. This fund will be used to account for the bond proceeds and expenditures.

Hamilton Redevelopment Bond Interest and Redemption Fund

In 2003/04 the District approved the issuance of a lease revenue bond. The financing was accomplished, and a total of \$3.1 million of bond funds were generated. After financing and placement costs, the District had \$2.7 million available to fund capital facilities renewal projects and capital equipment purchases, and \$213 thousand held in the required debt service reserve. The bond is repaid by the stream of revenues due to the District from the Hamilton Redevelopment Project. Debt service for 2016-17 amounted to \$118 thousand and is projected to be \$119 thousand for 2017-18.

Measure C Bond Interest and Redemption Fund

Original Issue Premiums of \$3.0 million on the sale of the bond, netted against approximately \$559 thousand in issuance and underwriting costs, were deposited and future receipts from the underlying tax rolls as well as accrued interest will be deposited into the Measure C Bond Redemption Fund. For the February 2009 bond sale, \$2.0 million issue premiums netted against \$1.2 million cost of issuance were also deposited into the Measure C Bond Redemption Fund. For the June 2011 bond sale, \$767 thousand issue premiums were deposited into this fund, and for the December 2012 bond sale, an additional \$402 thousand issue premiums were also deposited into the Measure C Bond Redemption Fund.

This fund is used for the payment of principal and interest on the bond. Debt service for 2016-17 for amounted to \$11.3 million and is projected to be \$11.4 million for 2017-18. Expenditures are covered by proceeds of the ad valorem property tax which is billed and collected by the Marin County Tax Assessor's Office.

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

Measure B, Series A Bond Interest and Redemption Fund

Original Issue Premiums of \$3.6 million on the sale of the bond, netted against approximately \$180 thousand in issuance and underwriting costs, were deposited and future receipts from the underlying tax rolls as well as accrued interest will be deposited into the Measure B Bond Interest Redemption Fund for Series A.

This fund will be used for the payment of principal and interest on the bond. Debt service for 2016-17 for amounted to \$391 thousand and is projected to be \$2.6 million for 2017-18. Expenditures are covered by proceeds of the ad valorem property tax which is billed and collected by the Marin County Tax Assessor's Office.

Measure B, Series A-1 Bond Interest and Redemption Fund

Original Issue Premiums of \$603 thousand on the sale of the bond were deposited and future receipts from the underlying tax rolls as well as accrued interest will be deposited into the Measure B Bond Interest Redemption Fund for Series A-1.

This fund will be used for the payment of principal and interest on the bond. Debt service for 2016-17 for amounted to \$141 thousand and is projected to be \$923 thousand for 2017-18. Expenditures are covered by proceeds of the ad valorem property tax which is billed and collected by the Marin County Tax Assessor's Office.

CREBS Bond Interest and Redemption Fund

This fund will be used for the payment of principal and interest on the clean renewable energy bonds.

Self-Insurance Fund

The District self-insures for vision and dental coverage, with stop-loss insurance on the dental coverage. The full funding burden is borne by the District and is classified as a part of Benefits. The District does not anticipate a rate change for 2017-18.

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

Other Post-Employment Benefits (OPEB) Trust Fund

In June 2013, the District established an irrevocable OPEB trust fund with CalPERS, formally named the California Employers' Retiree Benefit Trust (CERBT) fund, and transferred \$2.2 million balance from the previous Retiree Unfunded Medical Benefits Liability Fund to the new irrevocable OPEB Trust fund. It is anticipated that earnings from the irrevocable OPEB trust fund will allow the District to begin funding retiree benefits entirely from the trust beginning in the 2016-17 Fiscal Year.

The FY 2017-18 Adoption Budget includes "pay-as-you-go" reimbursements from the trust fund for its retiree medical and dental premium payments.

As of April 1, 2017, the most recent actuarial valuation date, the District's Total Actuarial Accrued Liability for OPEB was \$2.4 million. Market value of assets in the OPEB trust as of March 31, 2017 was \$3.9 million. In compliance with GASB 75, a new actuarial study will be completed in Fiscal Year 2017-18.

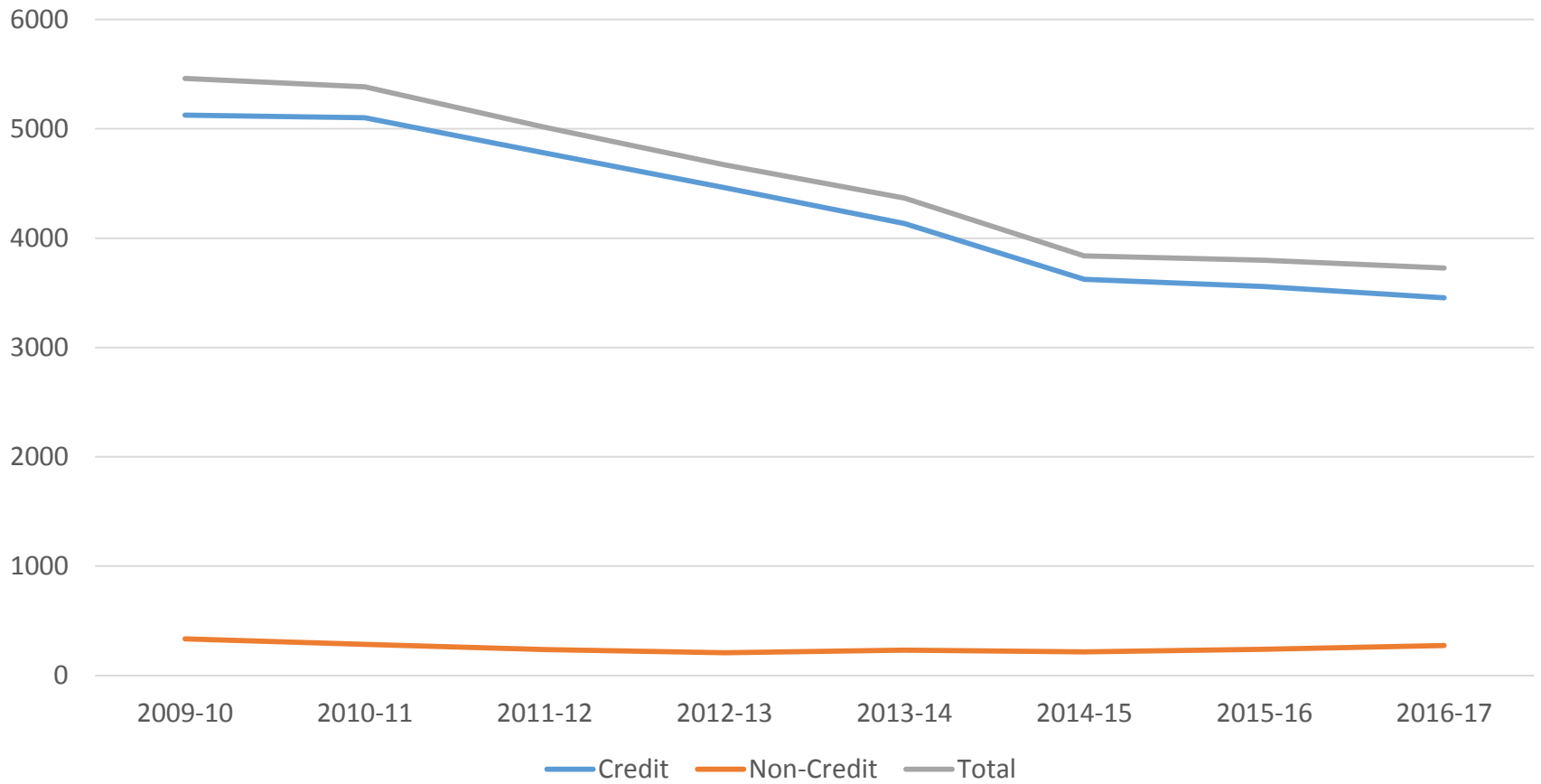
PARS-CCLC Pension Rate Stabilization Trust Fund

The PARS-CCLC Pension Rate Stabilization Trust Fund has been made available for the purpose of pre-funding pension obligations.

Other Agency Fund – Adult Ed Block Grant

In December 2015, the District established an agency trust fund with the County of Marin Treasury. The purpose of the Fund is to accept and disburse funds associated with the State's Adult Ed Block Grant AB104 which are held by the District for more than 45 days. Since its inception (2015-2016) the District has received \$750 thousand from the State and disbursed \$446 thousand on behalf of the Marin Consortium. As of June 30, 2017 the fund balance is projected to be \$306 thousand.

MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018
FTES TREND – FISCAL YEARS 2010-2017



**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

PART II - FTES STATISTICS, 2009-10 TO 2016-17

FTES DATA

| FTES | 2009-10 | % CH. | 2010-11 | % CH. | 2011-12 | % CH. | 2012-13 | % CH. |
|--------------|----------------|--------------|----------------|--------------|----------------|--------------|----------------|--------------|
| Credit | 5,126 | 18.8% | 5,101 | -0.5% | 4,779 | -6.3% | 4,462 | -6.6% |
| Non-Credit | 334 | 2.5% | 284 | -15.0% | 236 | -16.9% | 209 | -11.4% |
| TOTAL | 5,460 | 17.7% | 5,385 | -1.4% | 5,015 | -6.9% | 4,671 | -6.9% |

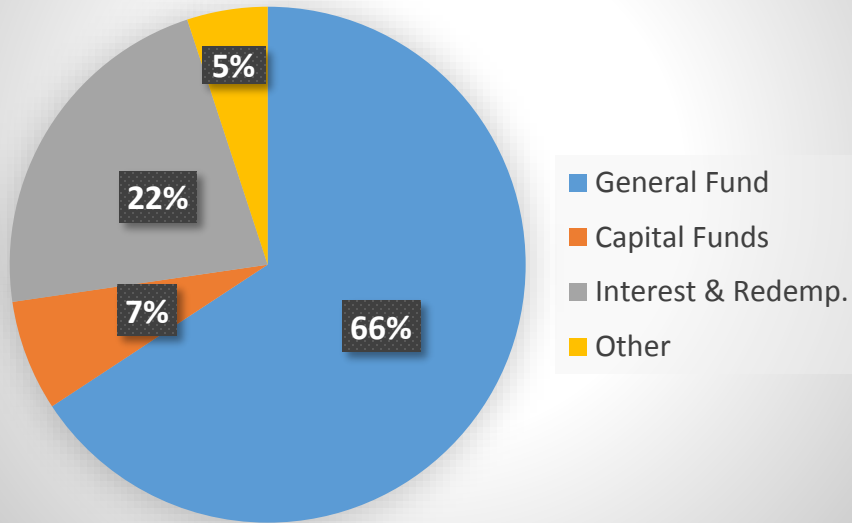
| FTES | 2013-14 | % CH. | 2014-15 | % CH. | 2015-16 | % CH. | (a) 2016-17 | % CH. |
|--------------|----------------|--------------|----------------|---------------|----------------|--------------|------------------------|--------------|
| Credit | 4,134 | -7.4% | 3,623 | -12.4% | 3,558 | -1.8% | 3,454 | -2.9% |
| Non-Credit | 232 | 11.0% | 215 | -7.3% | 241 | 12.1% | 274 | 13.7% |
| TOTAL | 4,366 | -6.5% | 3,838 | -12.1% | 3,799 | -1.0% | 3,728 | -1.9% |

FTES

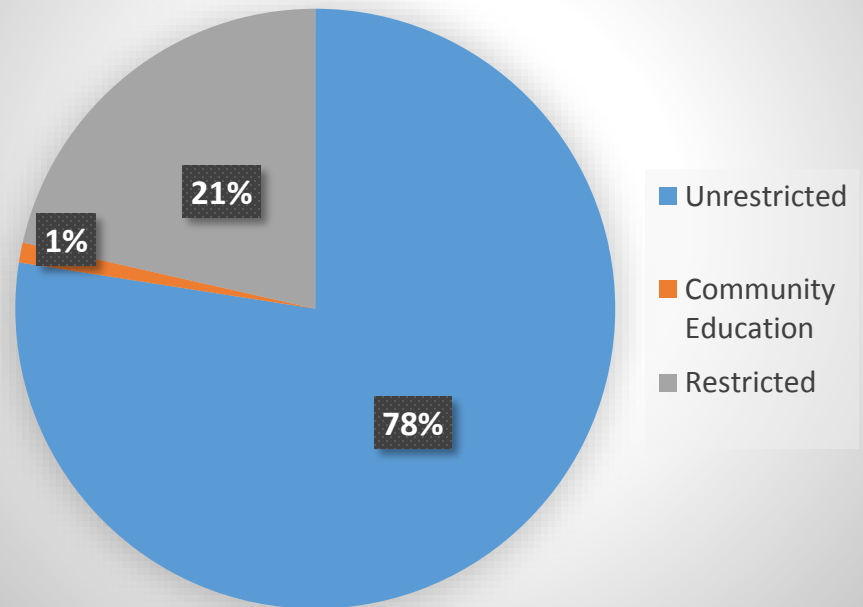
(a) CCFS-320 as of July 17, 2017

MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018
SOURCES OF BUDGETED REVENUES

Sources of Revenues – All Funds



Sources of General Fund Revenues



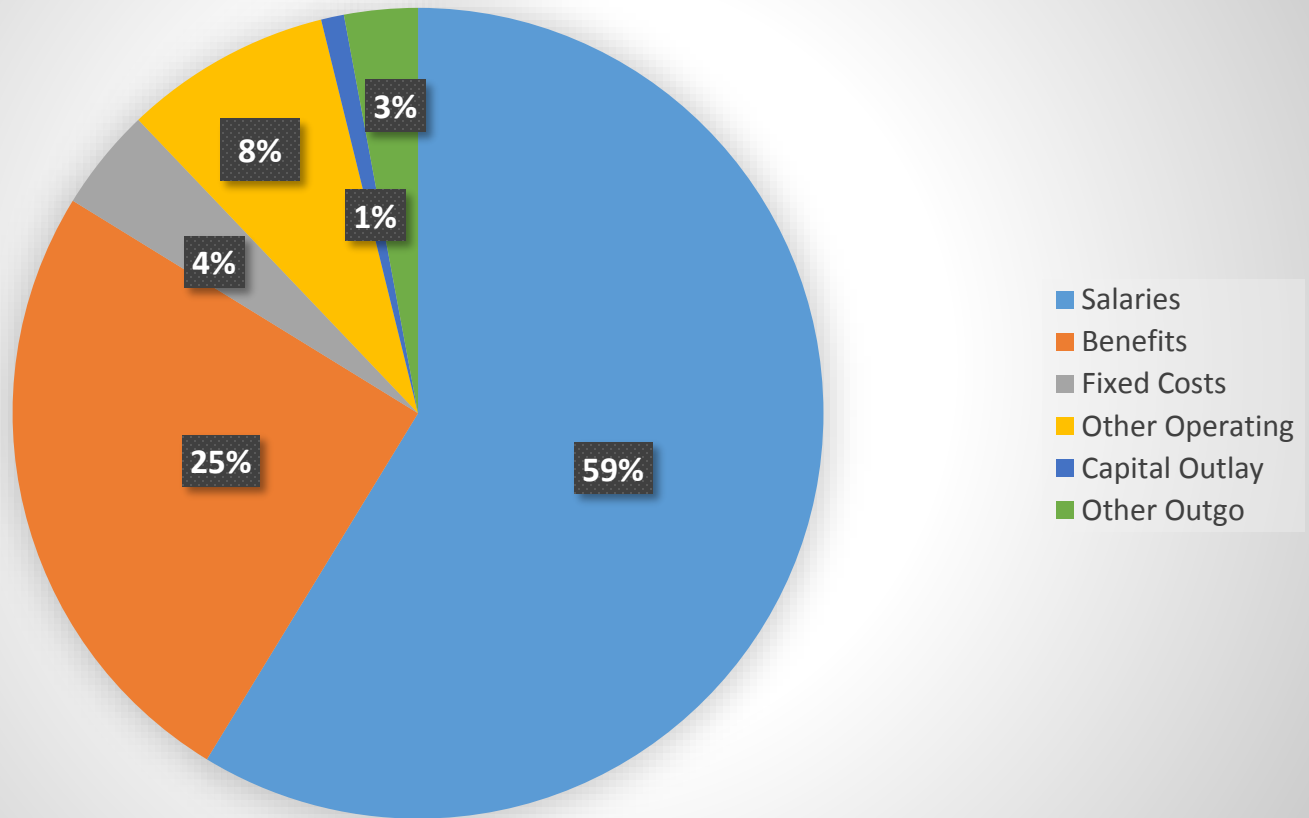
**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

**PART III - SUMMARY OF FUNDS
A. REVENUES**

| FISCAL YEAR | | | ESTIMATED | ADOPTION |
|--|----------------------|----------------------|-----------------------|-----------------------|
| REVENUE SUMMARY | ACTUAL | ACTUAL | ACTUAL | BUDGET |
| FUND TITLE | 2014-2015 | 2015-2016 | 2016-2017 | 2017-2018 |
| UNRESTRICTED GENERAL FUND | \$ 51,529,922 | \$ 56,667,121 | \$ 59,125,591 | \$ 60,562,703 |
| COMMUNITY SERVICES | 853,467 | 881,472 | 789,138 | 842,526 |
| RESTRICTED GENERAL FUND | 13,046,833 | 11,786,693 | 13,212,363 | 16,775,248 |
| TOTAL GENERAL FUND | 65,430,222 | 69,335,286 | 73,127,092 | 78,180,477 |
| SCHOLARSHIP AND LOAN TRUST FUND | 102,509 | 117,916 | 284,611 | 153,000 |
| STUDENT FINANCIAL AID TRUST FUND | - | - | - | 3,728,917 |
| INVESTMENT TRUST FUND | 75,171 | 106,082 | 66,907 | 154,000 |
| CHILD DEVELOPMENT FUND | 837,411 | 825,953 | 803,188 | 881,292 |
| IVC FARM OPERATIONS | - | - | 3,669 | 251,078 |
| CAPITAL OUTLAY FUND | 558,539 | 544,722 | 479,904 | 133,248 |
| CAPITAL OUTLAY FUND-MEASURE C | 38,322 | 11,744 | 4,900 | 500 |
| CAPITAL OUTLAY FUND-MEASURE B, SERIES A | - | - | 60,125,000 | 190,000 |
| CAPITAL OUTLAY FUND-MEASURE B, SERIES A-1 | - | - | 37,578,200 | 120,000 |
| CLEAN RENEWABLE ENERGY BONDS (CREBS) | - | - | - | 7,816,000 |
| HAMILTON REDEVELOPMENT BOND REDEMPTION FUND | 235,906 | 450,978 | 458,448 | 136,700 |
| MEASURE C INTEREST/REDEMPTION FUND | 16,180,762 | 13,582,298 | 11,441,000 | 11,439,000 |
| MEASURE B INTEREST/REDEMPTION FUND, SERIES A | - | - | 3,628,383 | 7,436,738 |
| MEASURE B INTEREST/REDEMPTION FUND, SERIES A-1 | - | - | 603,934 | 7,068,336 |
| CREBS INTEREST/REDEMPTION FUND | - | - | - | 382,000 |
| SELF-INSURANCE FUND | 616,992 | 624,730 | 667,700 | 675,400 |
| OTHER POST EMPLOYMENT BENEFITS (OPEB) TRUST FUND | 243,827 | 952,942 | 170,000 | 20,000 |
| PARS-CCLC PENSION RATE STABILIZATION TRUST FUND | - | - | 5,775,000 | 12,000 |
| AGENCY FUND - ADULT EDUCATION BLOCK GRANT | - | 874,365 | (121,511) | 750 |
| ASSOCIATED STUDENTS ORGANIZATIONS | 168,263 | 147,357 | 137,225 | 126,025 |
| TOTAL - ALL FUNDS | \$ 84,487,924 | \$ 87,574,373 | \$ 195,233,650 | \$ 118,905,461 |

MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018

Unrestricted Fund - Budgeted Expenditures

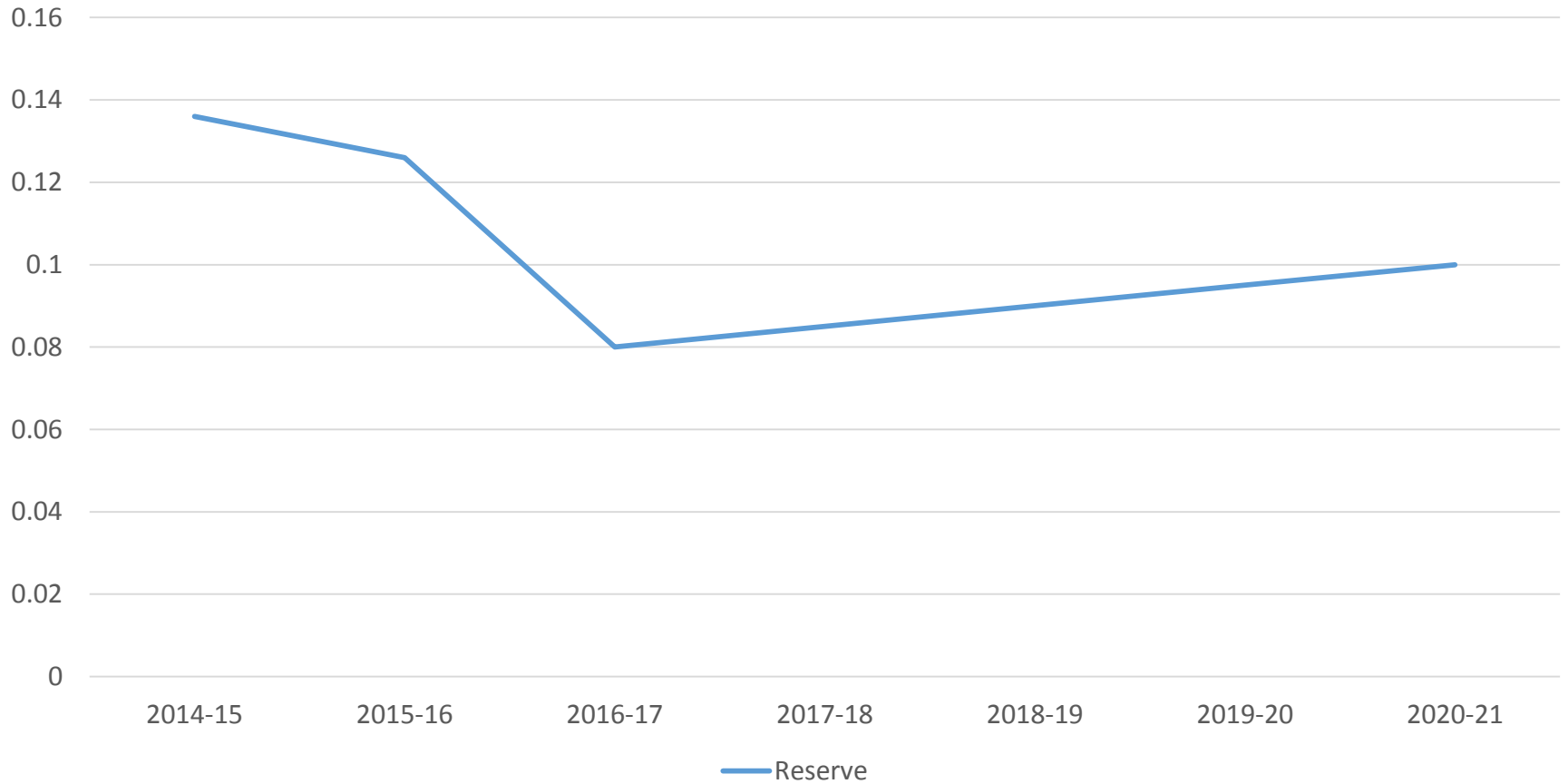


**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

**PART III - SUMMARY OF FUNDS
B. EXPENDITURES**

| FISCAL YEAR | | | | |
|--|-----------------------------|-----------------------------|---|--|
| EXPENDITURE SUMMARY | ACTUAL 2014-2015 | ACTUAL 2015-2016 | ESTIMATED ACTUAL 2016-2017 | ADOPTION BUDGET 2017-2018 |
| FUND TITLE | | | | |
| UNRESTRICTED GENERAL FUND | \$ 49,416,323 | \$ 55,909,607 | \$ 60,685,811 | \$ 59,747,948 |
| COMMUNITY SERVICES | 1,022,958 | 1,273,735 | 1,426,070 | 1,442,526 |
| RESTRICTED GENERAL FUND | 13,046,833 | 11,786,693 | 13,212,363 | 16,775,248 |
| TOTAL GENERAL FUND | 63,486,114 | 68,970,035 | 75,324,244 | 77,965,722 |
| SCHOLARSHIP AND LOAN TRUST FUND | 169,068 | 100,204 | 145,227 | 225,000 |
| STUDENT FINANCIAL AID TRUST FUND | - | - | - | 3,728,917 |
| INVESTMENT TRUST FUND | 71,901 | 120,637 | 64,707 | 300,000 |
| CHILD DEVELOPMENT FUND | 837,411 | 825,953 | 803,188 | 881,292 |
| IVC FARM OPERATIONS | - | - | - | 251,078 |
| CAPITAL OUTLAY FUND | 677,423 | 1,304,095 | 998,067 | 1,060,475 |
| CAPITAL OUTLAY FUND-MEASURE C | 19,368,304 | 8,723,466 | 1,673,124 | 610,389 |
| CAPITAL OUTLAY FUND-MEASURE B, SERIES A | - | - | 4,532,261 | 49,308,156 |
| CAPITAL OUTLAY FUND-MEASURE B, SERIES A-1 | - | - | 572,641 | 2,992,950 |
| CLEAN RENEWABLE ENERGY BONDS (CREBS) | - | - | - | 7,816,000 |
| HAMILTON REDEVELOPMENT BOND REDEMPTION FUND | 105,673 | 112,953 | 119,951 | 121,294 |
| MEASURE C INTEREST/REDEMPTION FUND | 11,870,400 | 11,855,619 | 11,252,149 | 11,438,513 |
| MEASURE B INTEREST/REDEMPTION FUND, SERIES A | - | - | 570,995 | 2,559,238 |
| MEASURE B INTEREST/REDEMPTION FUND, SERIES A-1 | - | - | 141,065 | 923,337 |
| CREBS INTEREST/REDEMPTION FUND | - | - | - | 382,000 |
| SELF-INSURANCE FUND | 569,488 | 572,516 | 629,700 | 680,800 |
| OTHER POST EMPLOYMENT BENEFITS (OPEB) TRUST FUND | 2,642 | 2,297 | 483,042 | 451,398 |
| PARS-CCLC PENSION RATE STABILIZATION TRUST FUND | - | - | - | 803,000 |
| AGENCY FUND - ADULT EDUCATION BLOCK GRANT | - | 163,291 | 283,097 | 298,627 |
| ASSOCIATED STUDENTS ORGANIZATIONS | 155,236 | 170,538 | 96,376 | 157,975 |
| TOTAL - ALL FUNDS | \$ 97,313,660 | \$ 92,921,604 | \$ 97,689,834 | \$ 162,956,161 |

MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018
RESERVE – FISCAL YEARS 2015-2021

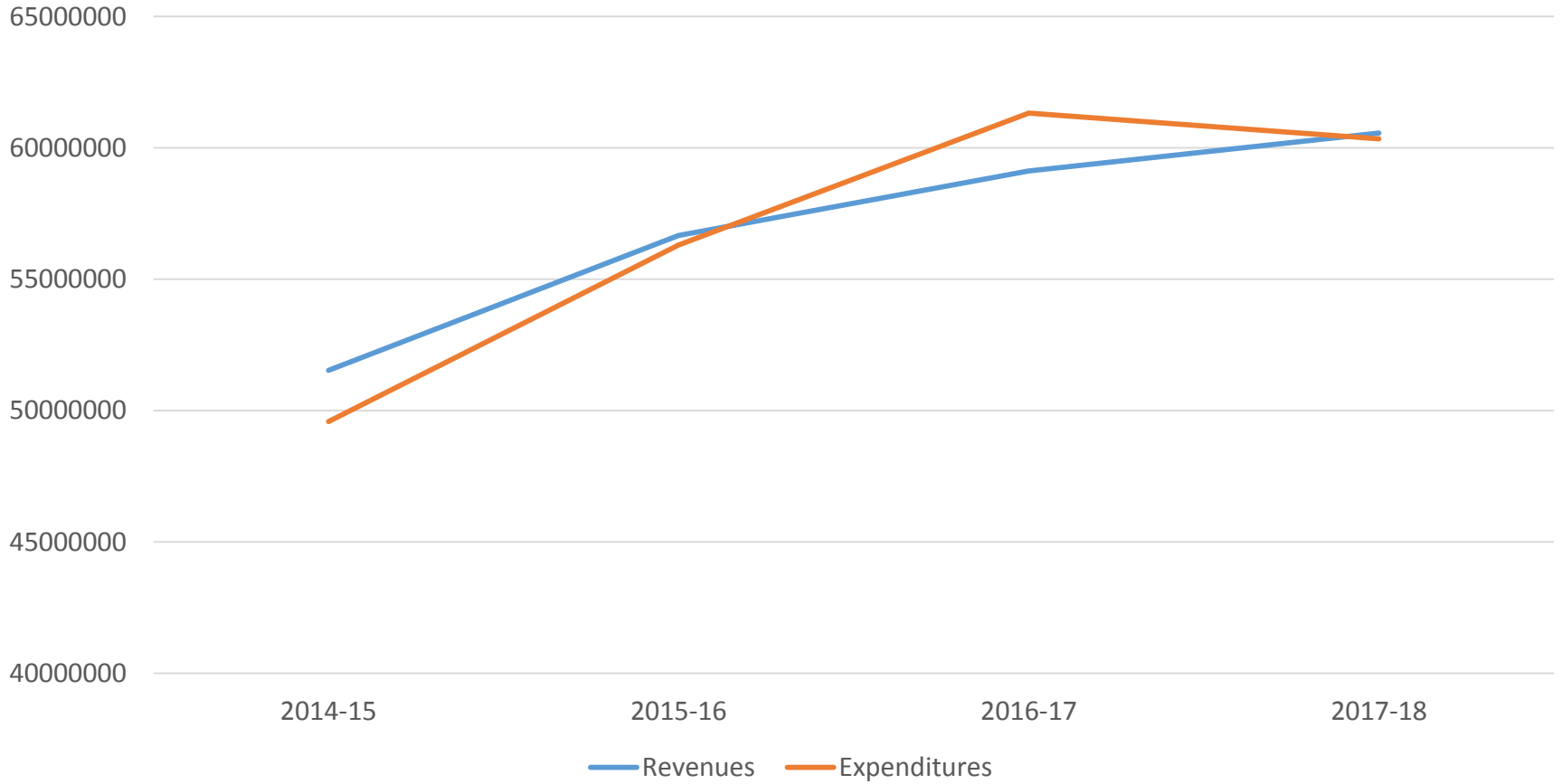


**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

**PART IV - UNRESTRICTED GENERAL FUND
A. FOUR-YEAR BUDGET FORECAST**

| FISCAL YEAR | ACTUAL 2014-2015 | ACTUAL 2015-2016 | ESTIMATED ACTUAL 2016-2017 | ADOPTION BUDGET 2017-2018 | BUDGET FORECAST 2018-2019 | BUDGET FORECAST 2019-2020 | BUDGET FORECAST 2020-2021 |
|--------------------------------------|---------------------|---------------------|----------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| SOURCES OF FUNDS | | | | | | | |
| BEGINNING FUND BALANCE | \$ 4,796,123 | \$ 6,740,231 | \$ 7,105,482 | \$ 4,908,330 | \$ 5,123,085 | \$ 5,722,954 | \$ 6,240,572 |
| REVENUES | | | | | | | |
| PROGRAM-BASED FUNDING | 47,507,823 | 50,929,981 | 54,546,101 | 55,950,536 | 58,271,549 | 60,559,220 | 62,842,908 |
| FEDERAL | - | 297 | - | - | - | - | - |
| OTHER STATE | 2,411,312 | 4,509,350 | 2,570,597 | 2,166,120 | 2,166,120 | 2,166,120 | 2,166,120 |
| OTHER LOCAL | 1,151,298 | 1,226,219 | 1,529,051 | 1,197,649 | 1,291,504 | 1,402,708 | 1,514,065 |
| OTHER FINANCING SOURCES | 459,489 | 1,274 | 479,842 | 1,248,398 | 2,222,683 | 2,022,743 | 1,720,956 |
| TOTAL REVENUE | 51,529,922 | 56,667,121 | 59,125,591 | 60,562,703 | 63,951,856 | 66,150,791 | 68,244,049 |
| TOTAL SOURCES | 56,326,045 | 63,407,352 | 66,231,073 | 65,471,033 | 69,074,941 | 71,873,745 | 74,484,621 |
| USE OF FUNDS | | | | | | | |
| SALARIES | 28,850,949 | 32,521,727 | 32,174,699 | 35,376,633 | 37,133,175 | 38,523,921 | 39,210,581 |
| BENEFITS | 13,032,522 | 13,601,552 | 13,814,012 | 15,101,261 | 15,905,593 | 16,858,675 | 17,770,458 |
| LAPSE FACTOR | - | - | - | (500,000) | (500,000) | (500,000) | (500,000) |
| TOTAL SALARIES & BENEFITS | 41,883,471 | 46,123,279 | 45,988,711 | 49,977,894 | 52,538,768 | 54,882,596 | 56,481,039 |
| FIXED EXPENSES | 2,248,141 | 2,276,913 | 2,369,132 | 2,467,709 | 2,571,298 | 2,680,220 | 2,794,821 |
| OTHER OPERATING | 2,607,770 | 4,149,539 | 4,111,290 | 4,987,033 | 5,350,834 | 5,202,731 | 5,607,800 |
| CAPITAL OUTLAY | 1,025,301 | 428,107 | 411,538 | 549,780 | 563,525 | 577,613 | 592,053 |
| OTHER OUTGO | 1,651,640 | 2,931,769 | 7,805,140 | 1,765,532 | 1,777,562 | 1,790,013 | 1,802,900 |
| TOTAL EXPENDITURES | 7,532,852 | 9,786,328 | 14,697,100 | 9,770,054 | 10,263,219 | 10,250,577 | 10,797,574 |
| TOTAL USES | 49,416,323 | 55,909,607 | 60,685,811 | 59,747,948 | 62,801,987 | 65,133,173 | 67,278,613 |
| SOURCES OVER (UNDER) USES | 6,909,722 | 7,497,745 | 5,545,262 | 5,723,085 | 6,272,954 | 6,740,572 | 7,206,008 |
| TRANSFER IN (OUT) | (169,491) | (392,263) | (636,932) | (600,000) | (550,000) | (500,000) | (450,000) |
| ENDING FUND BALANCE | \$ 6,740,231 | \$ 7,105,482 | \$ 4,908,330 | \$ 5,123,085 | \$ 5,722,954 | \$ 6,240,572 | \$ 6,756,008 |
| RESERVE | 13.6% | 12.6% | 8.0% | 8.5% | 9.0% | 9.5% | 10.0% |
| SURPLUS/(DEFICIT) | \$ 1,944,108 | \$ 365,251 | \$ (2,197,152) | \$ 214,755 | \$ 599,869 | \$ 517,618 | \$ 515,436 |

MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018
REVENUE AND EXPENDITURE TRENDS



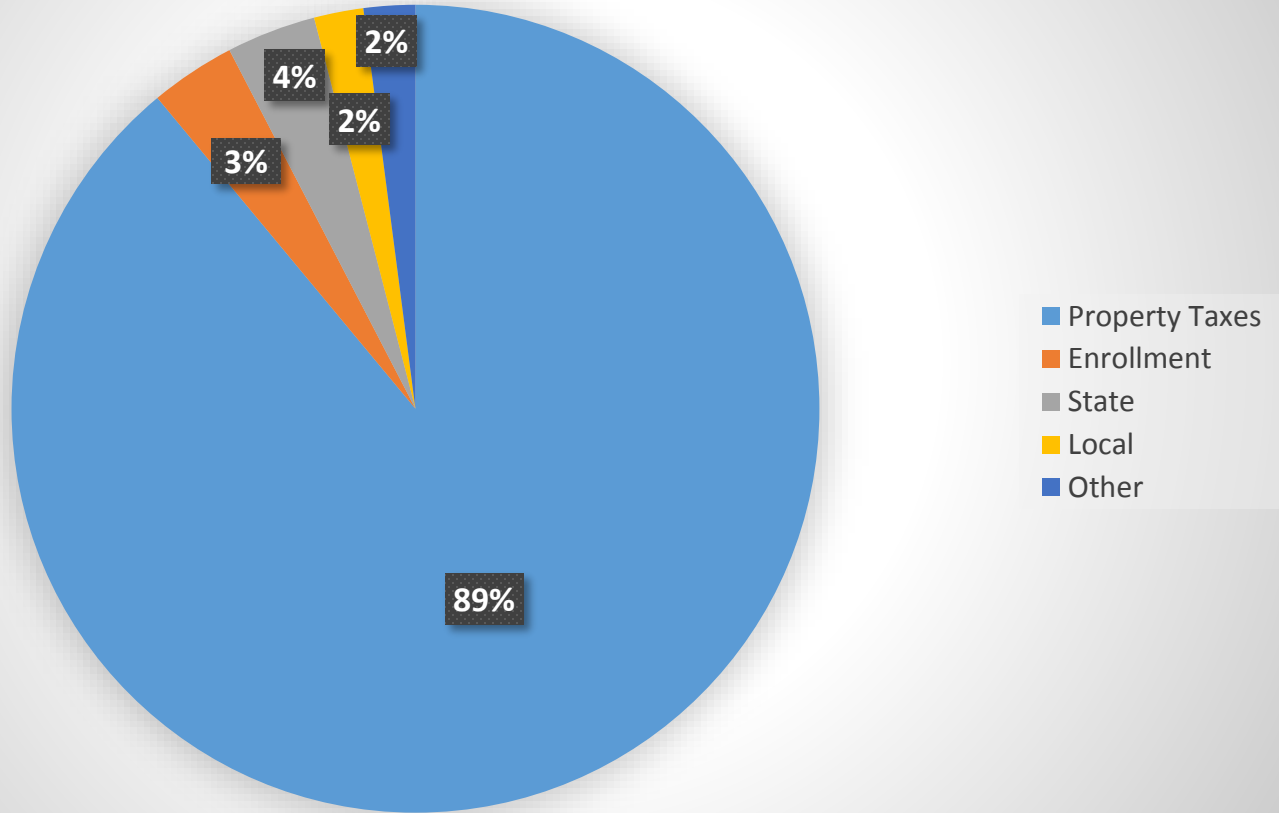
**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

**PART IV - UNRESTRICTED GENERAL FUND
B. STATEMENT OF CHANGES IN FUND BALANCES**

| FISCAL YEAR | ACTUAL | ACTUAL | ESTIMATED | ADOPTION | % |
|--------------------------------------|---------------------|---------------------|-----------------------|---------------------|---------------|
| | 2014-2015 | 2015-2016 | ACTUAL | BUDGET | CHANGE |
| | | | 2016-2017 | 2017-2018 | |
| SOURCES OF FUNDS | | | | | |
| BEGINNING FUND BALANCE | \$ 4,796,123 | \$ 6,740,231 | \$ 7,105,482 | \$ 4,908,330 | -30.9% |
| REVENUES | | | | | |
| PROGRAM-BASED FUNDING | \$ 47,507,823 | \$ 50,929,981 | \$ 54,546,101 | \$ 55,950,536 | 2.6% |
| FEDERAL | - | 297 | - | - | 0.0% |
| OTHER STATE | 2,411,312 | 4,509,350 | 2,570,597 | 2,166,120 | -15.7% |
| OTHER LOCAL | 1,151,298 | 1,226,219 | 1,529,051 | 1,197,649 | -21.7% |
| OTHER FINANCING SOURCES | 459,489 | 1,274 | 479,842 | 1,248,398 | 160.2% |
| TOTAL REVENUE | 51,529,922 | 56,667,121 | 59,125,591 | 60,562,703 | 2.4% |
| TOTAL SOURCES | 56,326,045 | 63,407,352 | 66,231,073 | 65,471,033 | -1.1% |
| USE OF FUNDS | | | | | |
| SALARIES | 28,850,949 | 32,521,727 | 32,174,699 | 35,376,633 | 10.0% |
| BENEFITS | 13,032,522 | 13,601,552 | 13,814,012 | 15,101,261 | 9.3% |
| LAPSE FACTOR | - | - | - | (500,000) | n/a |
| TOTAL SALARIES & BENEFITS | 41,883,471 | 46,123,279 | 45,988,711 | 49,977,894 | 8.7% |
| FIXED EXPENSES | 2,248,141 | 2,276,913 | 2,369,132 | 2,467,709 | 4.2% |
| OTHER OPERATING | 2,607,770 | 4,149,539 | 4,111,290 | 4,987,033 | 21.3% |
| CAPITAL OUTLAY | 1,025,301 | 428,107 | 411,538 | 549,780 | 33.6% |
| OTHER OUTGO | 1,651,640 | 2,931,769 | 7,805,140 | 1,765,532 | -77.4% |
| TOTAL OTHER EXPENSES | 7,532,852 | 9,786,328 | 14,697,100 | 9,770,054 | -33.5% |
| TOTAL USES | 49,416,323 | 55,909,607 | 60,685,811 | 59,747,948 | -1.5% |
| SOURCES OVER (UNDER) USES | 6,909,722 | 7,497,745 | 5,545,262 | 5,723,085 | 3.2% |
| TRANSFER IN (OUT) | (169,491) | (392,263) | (636,932) | (600,000) | -5.8% |
| ENDING FUND BALANCE | \$ 6,740,231 | \$ 7,105,482 | \$ 4,908,330 | \$ 5,123,085 | 4.4% |
| RESERVE | 13.6% | 12.6% | 8.0% | 8.5% | |
| SURPLUS/(DEFICIT) | \$ 1,944,108 | \$ 365,251 | \$ (2,197,152) | \$ 214,755 | |

MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018

Unrestricted Fund - Budgeted Revenues



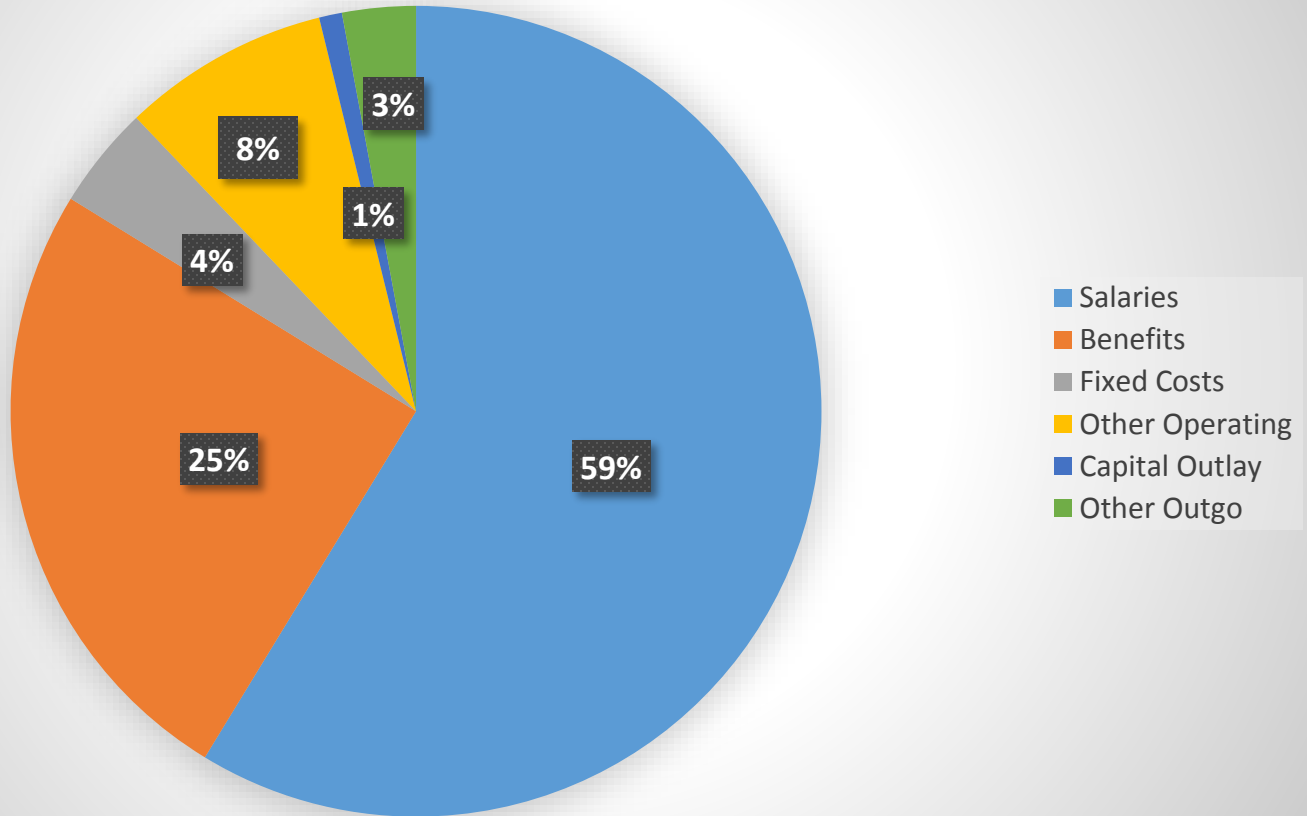
**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

**UNRESTRICTED GENERAL FUND
C. STATEMENT OF SOURCES OF FUNDS**

| FISCAL YEAR | ACTUAL | ACTUAL | ESTIMATED | ADOPTION | % |
|--------------------------------|----------------------|----------------------|----------------------|----------------------|---------------|
| | 2014-2015 | 2015-2016 | ACTUAL | BUDGET | CHANGE |
| | | | 2016-2017 | 2017-2018 | |
| PROGRAM-BASED FUNDING | | | | | |
| STATE APPORTIONMENT | \$ - | \$ 63,646 | \$ 440,483 | - | -100.0% |
| STATE SUBVENTIONS | 264,435 | 261,477 | 259,476 | \$ 253,958 | -2.1% |
| TOTAL | 264,435 | 325,123 | 699,959 | 253,958 | -63.7% |
| PROPERTY TAXES | | | | | |
| SECURED | 42,741,695 | 45,822,771 | 48,906,608 | 51,213,125 | 4.7% |
| SUPPLEMENTAL | 1,164,582 | 1,311,574 | 1,287,380 | 1,237,380 | -3.9% |
| UNSECURED | 919,932 | 929,563 | 970,516 | 992,400 | 2.3% |
| PRIOR-YEAR | 130,797 | 54,714 | 81,876 | 85,970 | 5.0% |
| RDA | 284,593 | 485,089 | 532,059 | 100,000 | -81.2% |
| TOTAL TAXES | 45,241,599 | 48,603,711 | 51,778,439 | 53,628,875 | 3.6% |
| ENROLLMENT FEES | 2,001,789 | 2,001,147 | 2,067,703 | 2,067,703 | 0.0% |
| TOTAL PROGRAM-BASED | 47,507,823 | 50,929,981 | 54,546,101 | 55,950,536 | 2.6% |
| FEDERAL REVENUE | - | 297 | - | - | 0.0% |
| STATE REVENUE | | | | | |
| "ON-BEHALF" PAYMENTS | 945,130 | 1,270,216 | 1,055,369 | 1,055,369 | 0.0% |
| OTHER STATE | 1,466,182 | 3,239,134 | 1,515,228 | 1,110,751 | -26.7% |
| TOTAL STATE | 2,411,312 | 4,509,350 | 2,570,597 | 2,166,120 | -15.7% |
| LOCAL REVENUE | | | | | |
| INTEREST | 12,341 | 23,891 | 40,000 | 40,000 | 0.0% |
| NON-RESIDENCE FEES | 605,238 | 721,985 | 712,881 | 784,881 | 10.1% |
| OTHER STUDENT CHARGES | 43,811 | 34,921 | 42,242 | 43,087 | 2.0% |
| NON-RESIDENCE INSURANCE | 63,190 | 32,026 | 17,023 | 17,363 | 2.0% |
| MISCELLANEOUS | 426,718 | 413,396 | 716,905 | 312,318 | -56.4% |
| TOTAL LOCAL | 1,151,298 | 1,226,219 | 1,529,051 | 1,197,649 | -21.7% |
| OTHER FINANCING SOURCES | 459,489 | 1,274 | 479,842 | 1,248,398 | 160.2% |
| TOTAL REVENUE | \$ 51,529,922 | \$ 56,667,121 | \$ 59,125,591 | \$ 60,562,703 | 2.4% |

MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018

Unrestricted Fund - Budgeted Expenditures



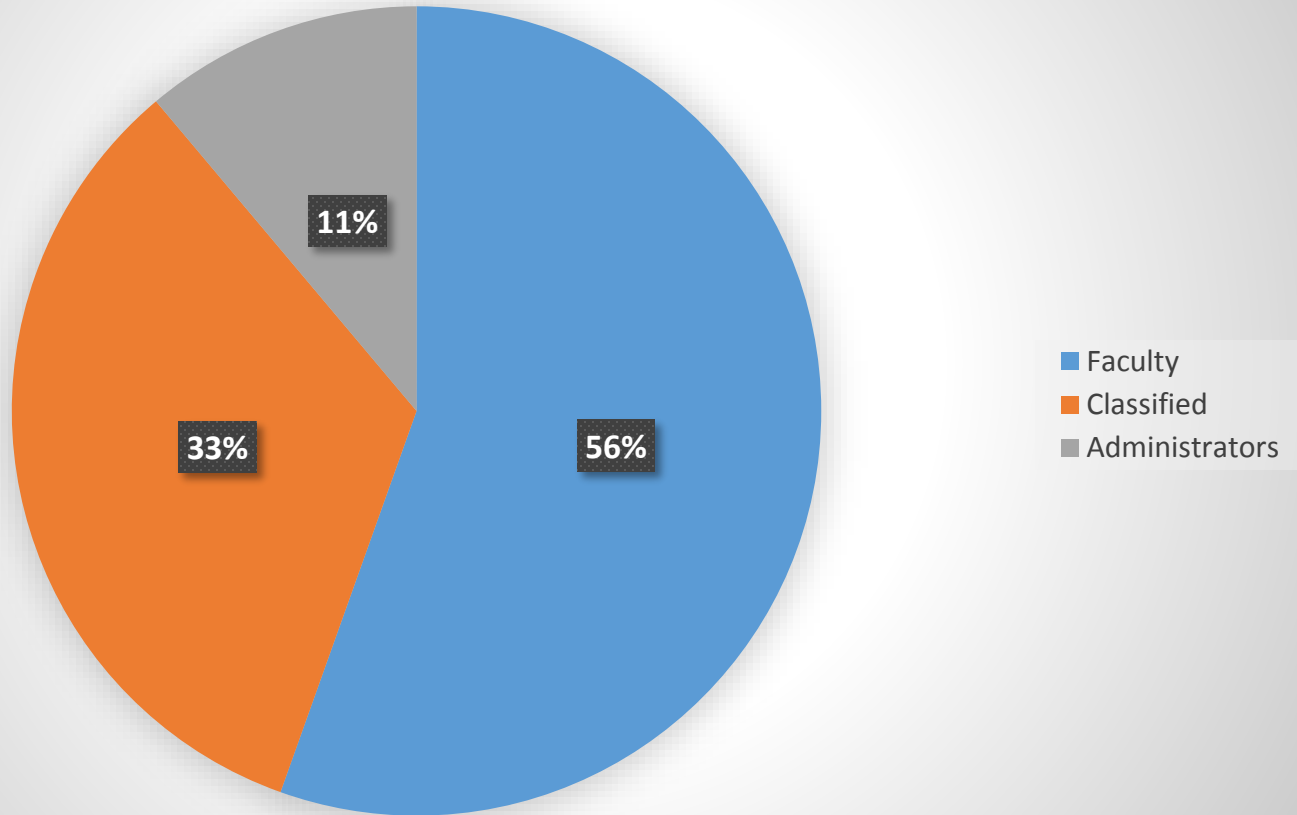
**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

**UNRESTRICTED GENERAL FUND
D. STATEMENT OF USES OF FUNDS**

| FISCAL YEAR | ACTUAL 2014-2015 | ACTUAL 2015-2016 | ESTIMATED ACTUAL 2016-2017 | ADOPTION BUDGET 2017-2018 | % CHANGE |
|--------------------------------------|----------------------|----------------------|----------------------------------|---------------------------------|---------------|
| USE OF FUNDS | | | | | |
| SALARIES | \$ 28,850,949 | \$ 32,521,727 | \$ 32,174,699 | \$ 35,376,633 | 10.0% |
| BENEFITS | 13,032,522 | 13,601,552 | 13,814,012 | 15,101,261 | 9.3% |
| LAPSE FACTOR | - | - | - | (500,000) | n/a |
| TOTAL SALARIES & BENEFITS | 41,883,471 | 46,123,279 | 45,988,711 | 49,977,894 | 8.7% |
| FIXED EXPENSES | 2,248,141 | 2,276,913 | 2,369,132 | 2,467,709 | 4.2% |
| OTHER OPERATING | 2,607,770 | 4,149,539 | 4,111,290 | 4,987,033 | 21.3% |
| CAPITAL OUTLAY | 1,025,301 | 428,107 | 411,538 | 549,780 | 33.6% |
| OTHER OUTGO | 1,651,640 | 2,931,769 | 7,805,140 | 1,765,532 | -77.4% |
| TOTAL OTHER EXPENSES | 7,532,852 | 9,786,328 | 14,697,100 | 9,770,054 | -33.5% |
| TOTAL USES | \$ 49,416,323 | \$ 55,909,607 | \$ 60,685,811 | \$ 59,747,948 | -1.5% |

MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018

Unrestricted Fund - Budgeted Salaries



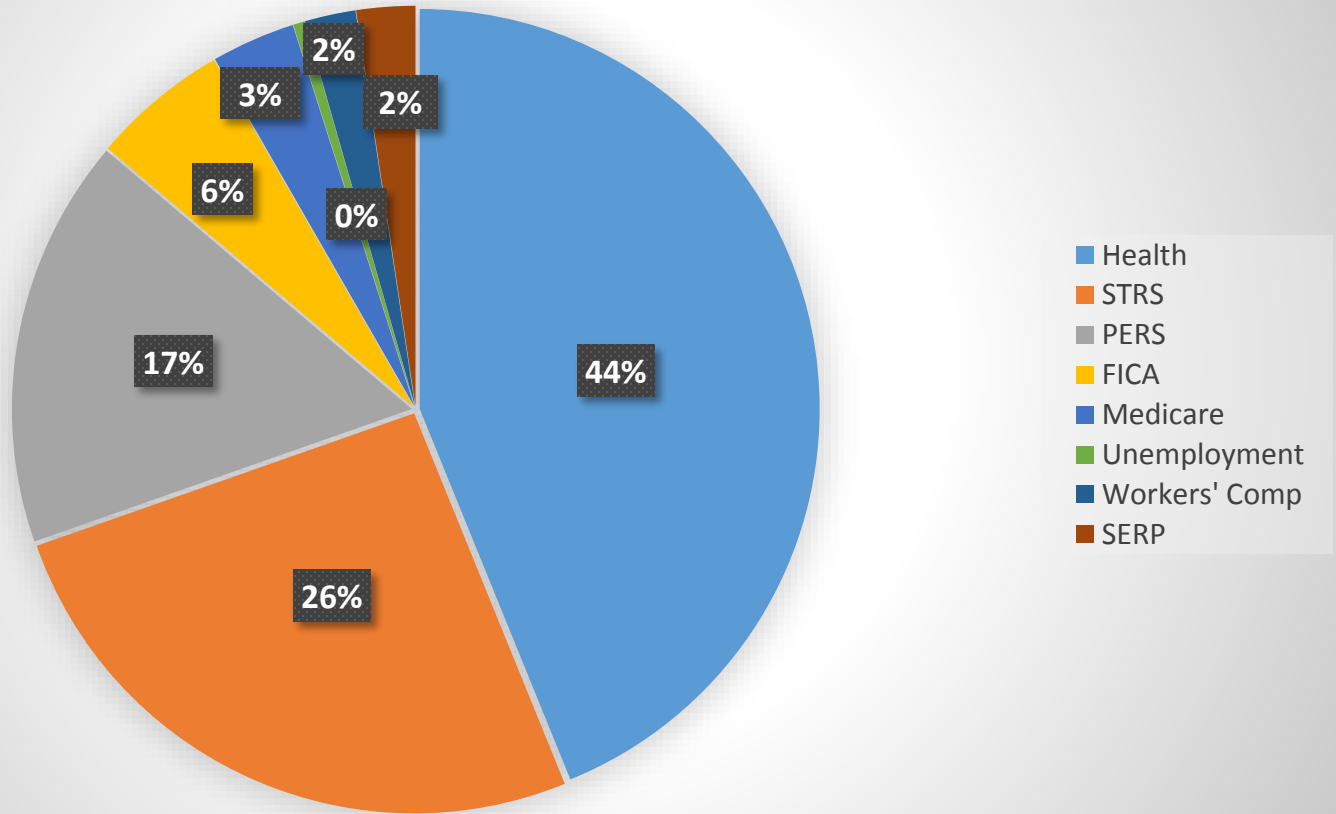
**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

**UNRESTRICTED GENERAL FUND
SALARY ANALYSIS**

| FISCAL YEAR | | | ESTIMATED | ADOPTION | |
|-------------------------|----------------------|----------------------|----------------------|----------------------|---------------|
| | ACTUAL | ACTUAL | ACTUAL | BUDGET | % |
| | 2014-2015 | 2015-2016 | 2016-2017 | 2017-2018 | CHANGE |
| SALARIES | | | | | |
| FACULTY | | | | | |
| INSTRUCTORS-REGULAR | \$ 7,825,882 | \$ 9,533,170 | \$ 9,323,683 | \$ 10,347,259 | 11.0% |
| INSTRUCTORS-HOURLY | 7,021,127 | 7,900,817 | 7,402,026 | 7,000,000 | -5.4% |
| NON-INSTRUCTORS-REGULAR | 1,106,417 | 1,487,382 | 1,392,180 | 1,441,798 | 3.6% |
| NON-INSTRUCTORS-HOURLY | 621,923 | 948,487 | 872,543 | 830,000 | -4.9% |
| FACULTY | 16,575,349 | 19,869,856 | 18,990,432 | 19,619,057 | 3.3% |
| CLASSIFIED | | | | | |
| STAFF - REGULAR | 7,724,755 | 7,732,802 | 7,890,937 | 9,592,923 | 21.6% |
| INSTRUCTIONAL - REGULAR | 910,589 | 934,076 | 950,292 | 1,340,979 | 41.1% |
| HOURLY INST./NON INST. | 711,544 | 654,705 | 753,199 | 765,000 | 1.6% |
| OVERTIME | 81,797 | 106,359 | 116,108 | 120,000 | 3.4% |
| CLASSIFIED | 9,428,685 | 9,427,942 | 9,710,536 | 11,818,902 | 21.7% |
| ADMINISTRATORS | | | | | |
| ACADEMIC | 1,674,241 | 1,703,675 | 1,782,041 | 1,899,744 | 6.6% |
| CLASSIFIED | 1,172,674 | 1,520,254 | 1,691,690 | 2,038,930 | 20.5% |
| ADMINISTRATORS | 2,846,915 | 3,223,929 | 3,473,731 | 3,938,674 | 13.4% |
| TOTAL SALARIES | \$ 28,850,949 | \$ 32,521,727 | \$ 32,174,699 | \$ 35,376,633 | 10.0% |

MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018

Unrestricted Fund - Budgeted Benefits



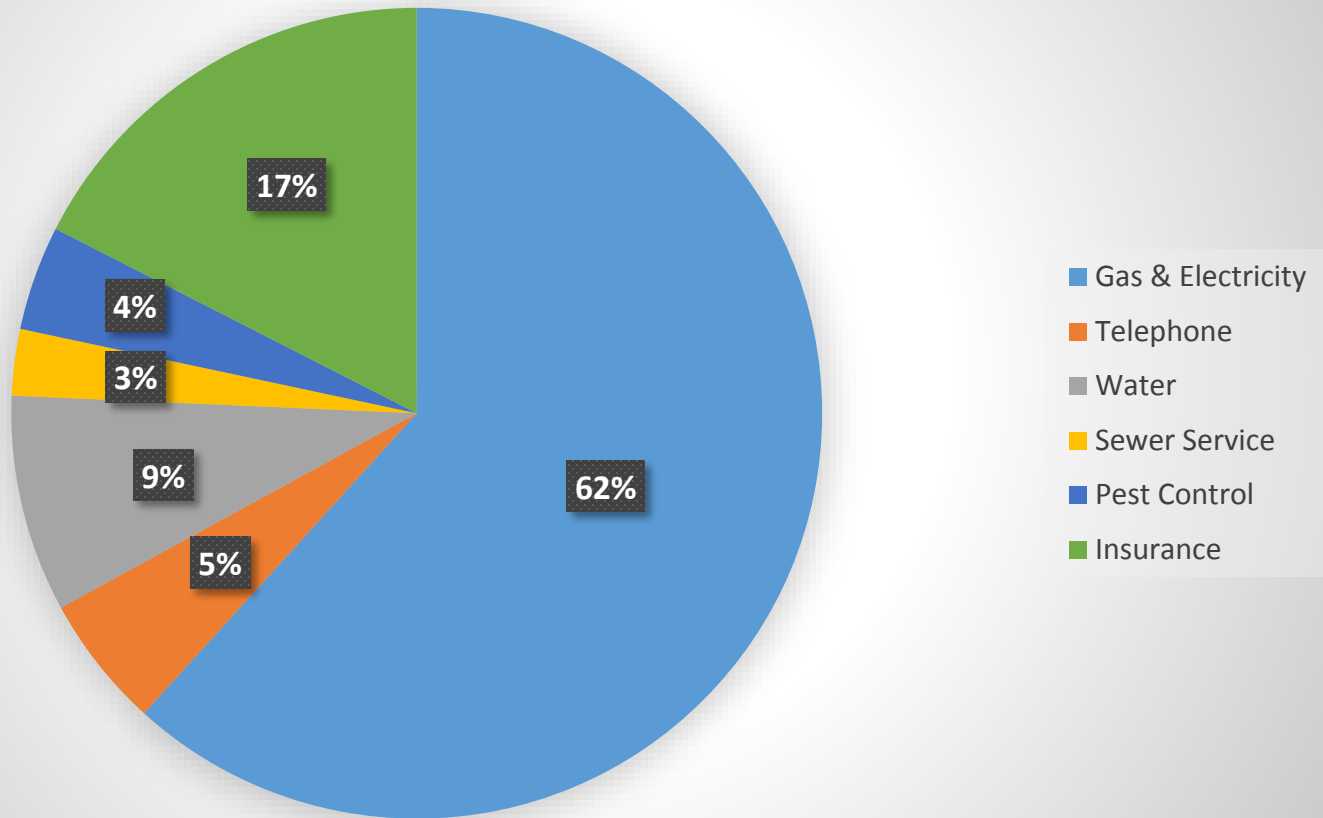
**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

**UNRESTRICTED GENERAL FUND
BENEFIT ANALYSIS**

| FISCAL YEAR | | | ESTIMATED | ADOPTION | |
|--------------------------|----------------------|----------------------|----------------------|----------------------|--------------|
| | ACTUAL | ACTUAL | ACTUAL | BUDGET | % |
| | 2014-2015 | 2015-2016 | 2016-2017 | 2017-2018 | CHANGE |
| PUBLIC RETIREMENT | | | | | |
| STRS | \$ 2,417,982 | \$ 3,209,580 | \$ 3,354,152 | \$ 3,892,137 | 16.0% |
| PERS | 1,981,970 | 1,940,977 | 2,084,754 | 2,498,745 | 19.9% |
| FICA | 783,594 | 803,453 | 802,927 | 835,120 | 4.0% |
| MEDICARE | 414,759 | 471,499 | 456,455 | 511,511 | 12.1% |
| UNEMPLOYMENT | 50,636 | 53,484 | 58,360 | 72,111 | 23.6% |
| WORKERS COMP. INS. | 317,944 | 411,360 | 326,298 | 310,242 | -4.9% |
| SERP - FACULTY | 394,634 | 306,829 | 306,829 | 73,210 | -76.1% |
| SERP - CLASSIFIED | 480,472 | 330,850 | 330,850 | 220,448 | -33.4% |
| SERP - ADMINISTRATORS | 142,533 | 95,823 | 95,823 | 65,435 | -31.7% |
| TOTAL | 6,984,524 | 7,623,855 | 7,816,448 | 8,478,959 | 8.5% |
| HEALTH PROTECTION | 6,047,998 | 5,977,697 | 5,997,564 | 6,622,302 | 10.4% |
| TOTAL BENEFITS | \$ 13,032,522 | \$ 13,601,552 | \$ 13,814,012 | \$ 15,101,261 | 9.3% |

MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018

Unrestricted Fund - Budgeted Fixed Expenses



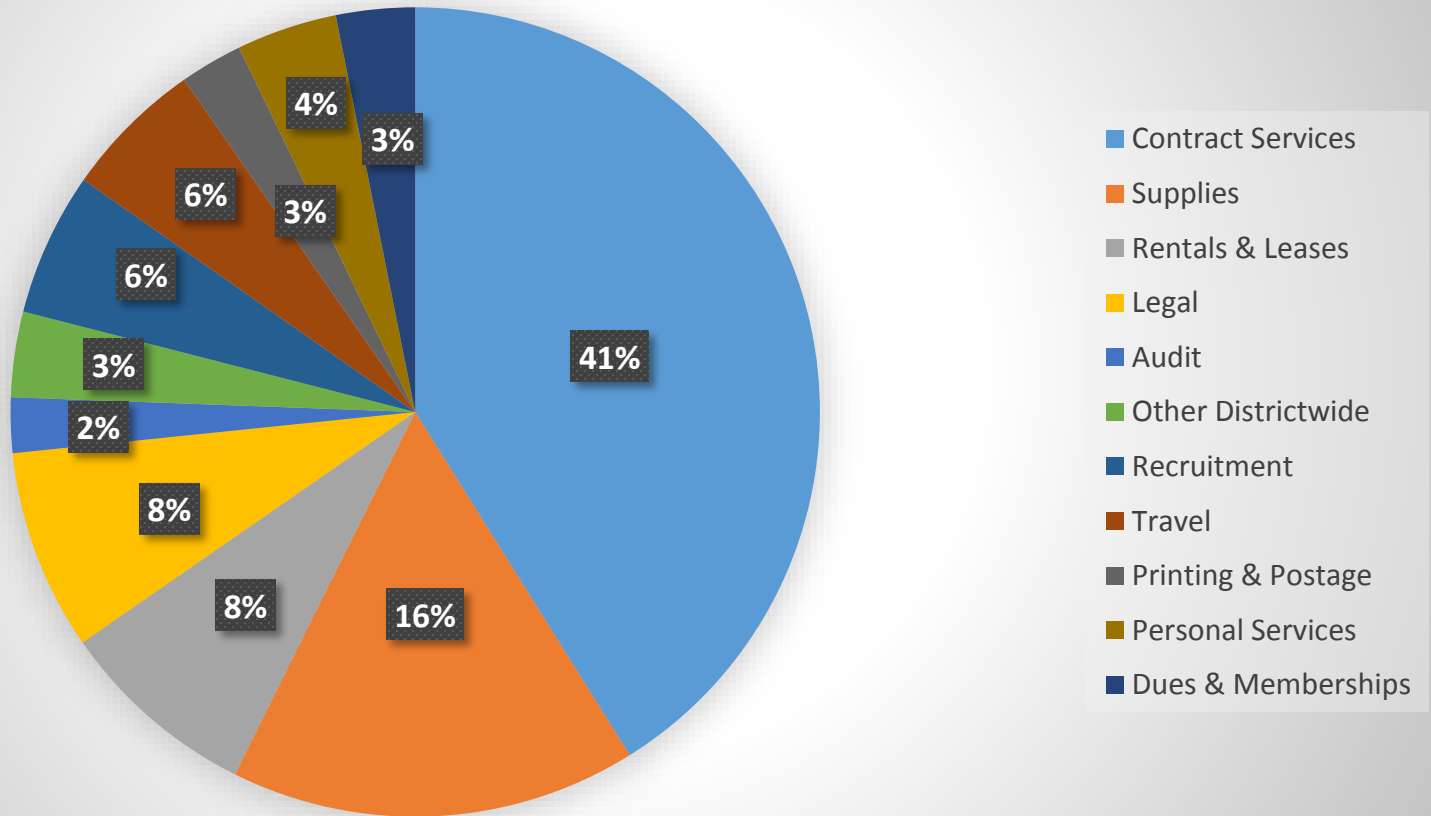
**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

**UNRESTRICTED GENERAL FUND
FIXED EXPENSES ANALYSIS**

| FISCAL YEAR | ACTUAL | ACTUAL | ESTIMATED | ADOPTION | % |
|-----------------------|----------------------------|----------------------------|----------------------------|----------------------------|--------------------|
| | 2014-2015 | 2015-2016 | ACTUAL | BUDGET | CHANGE |
| | | | 2016-2017 | 2017-2018 | |
| FIXED EXPENSES | | | | | |
| UTILITIES | | | | | |
| SEWER SERVICE | \$ 74,608 | \$ 69,686 | \$ 62,243 | \$ 65,355 | 5.0% |
| TELEPHONE | 110,384 | 149,085 | 124,558 | 130,786 | 5.0% |
| WATER | 154,998 | 168,479 | 194,097 | 213,507 | 10.0% |
| GAS & ELECTRICITY | 1,300,619 | 1,322,268 | 1,479,212 | 1,523,588 | 3.0% |
| PEST CONTROL | 96,576 | 99,630 | 98,099 | 103,004 | 5.0% |
| | <u>1,737,185</u> | <u>1,809,148</u> | <u>1,958,209</u> | <u>2,036,240</u> | <u>4.0%</u> |
| INSURANCE | <u>510,956</u> | <u>467,765</u> | <u>410,923</u> | <u>431,469</u> | <u>5.0%</u> |
| TOTAL | <u><u>\$ 2,248,141</u></u> | <u><u>\$ 2,276,913</u></u> | <u><u>\$ 2,369,132</u></u> | <u><u>\$ 2,467,709</u></u> | <u><u>4.2%</u></u> |

MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018

Unrestricted Fund - Budgeted Operating Expenses



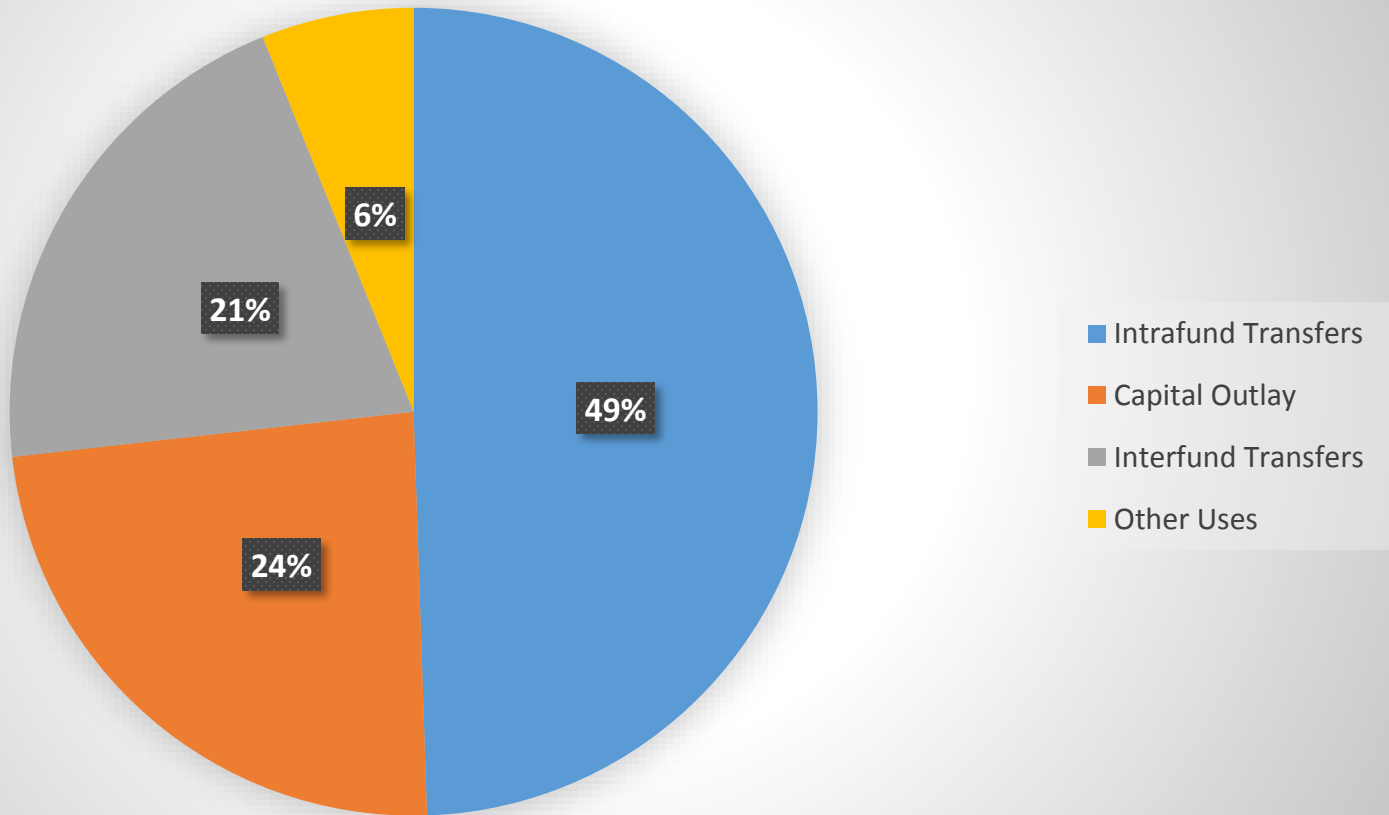
**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

**UNRESTRICTED GENERAL FUND
OTHER OPERATING EXPENSES ANALYSIS**

| FISCAL YEAR | | | ESTIMATED | ADOPTION | |
|---------------------------------|---------------------|---------------------|---------------------|---------------------|--------------|
| | ACTUAL | ACTUAL | ACTUAL | BUDGET | % |
| | 2014-2015 | 2015-2016 | 2016-2017 | 2017-2018 | CHANGE |
| OTHER OPERATING EXPENSES | | | | | |
| SUPPLIES & MATERIALS | \$ 494,291 | \$ 618,445 | \$ 711,968 | \$ 810,031 | 13.8% |
| PERSONAL SVCE, LECTURE | 106,440 | 124,614 | 135,104 | 200,456 | 48.4% |
| TRAVEL & CONFERENCE | 122,539 | 135,678 | 183,585 | 279,677 | 52.3% |
| DUES & MEMBERSHIP | 101,263 | 73,127 | 131,120 | 157,006 | 19.7% |
| LEGAL | 296,151 | 465,274 | 652,572 | 400,000 | -38.7% |
| AUDITS & ELECTION | 81,100 | 469,733 | (232,793) | 110,000 | 147.3% |
| CONTRACTED SERVICES | 1,265,520 | 1,548,238 | 1,805,737 | 2,049,902 | 13.5% |
| POSTAGE | 58,450 | 58,617 | 45,247 | 52,734 | 16.5% |
| PRINTING & PUBLICATION | 86,251 | 58,604 | 66,316 | 72,025 | 8.6% |
| RENTAL & LEASES | 241,821 | 284,171 | 344,965 | 399,290 | 15.7% |
| RECRUITMENT | 93,600 | 140,158 | 190,329 | 285,651 | 50.1% |
| OTHER DISTRICT-WIDE EXP. | (344,772) | 168,409 | 72,874 | 165,561 | 127.2% |
| MISCELLANEOUS | 5,116 | 4,471 | 4,266 | 4,700 | 10.2% |
| TOTAL | \$ 2,607,770 | \$ 4,149,539 | \$ 4,111,290 | \$ 4,987,033 | 21.3% |

MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018

Unrestricted Fund - Budgeted Capital and Other Outgo

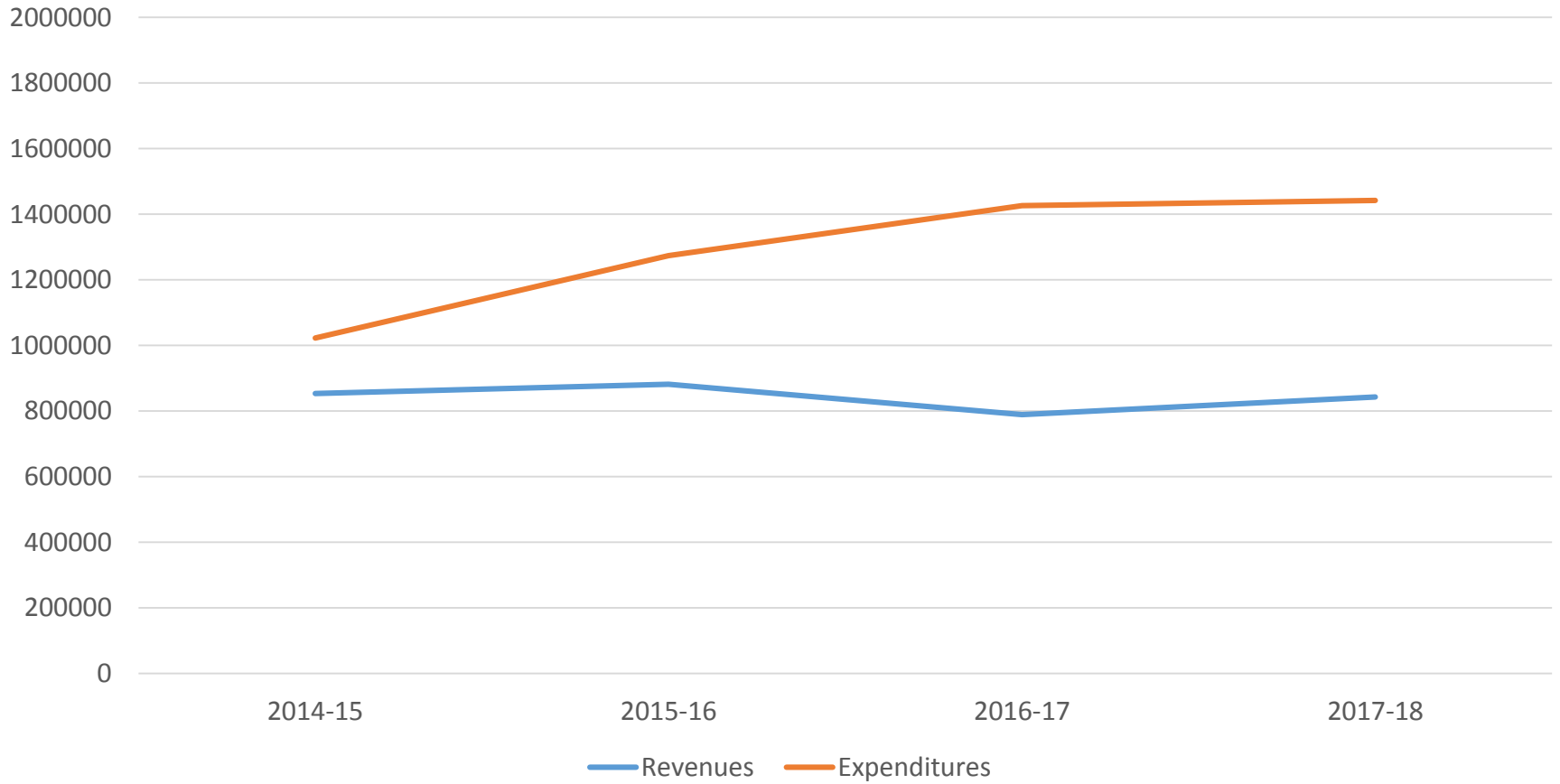


**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

**UNRESTRICTED GENERAL FUND
CAPITAL OUTLAY ANALYSIS**

| FISCAL YEAR | ACTUAL | ACTUAL | ESTIMATED | ADOPTION | % |
|---|---------------------|---------------------|---------------------|---------------------|---------------|
| | 2014-2015 | 2015-2016 | ACTUAL | BUDGET | CHANGE |
| | | | 2016-2017 | 2017-2018 | |
| CAPITAL OUTLAY | | | | | |
| LIBRARY BOOKS/PERIODICALS | \$ 58,858 | \$ 72,524 | \$ 72,191 | \$ 79,877 | 10.6% |
| EQUIPMENT NEW & LEASED | 966,443 | 355,583 | 339,347 | 469,903 | 38.5% |
| TOTAL | \$ 1,025,301 | \$ 428,107 | \$ 411,538 | 549,780 | 33.6% |
| OTHER OUTGO | | | | | |
| INTERFUND TRANSFERS: | | | | | |
| MAINTENANCE MANAGEMENT FUND | \$ 291,181 | \$ 333,204 | \$ 225,924 | \$ - | -100.0% |
| CAPITAL OUTLAY FUND | 104,575 | 95,438 | 111,600 | - | -100.0% |
| INSTRUCT. & ADMIN. SUPPORT FOR LAB SCHOOL | 192,679 | 199,051 | 192,310 | 210,834 | 9.6% |
| CHILD DEVELOPMENT FUND | 66,298 | 114,337 | 71,088 | 168,253 | 136.7% |
| HAMILTON REDEV. BOND REDEMPTION | 181,788 | 389,577 | 420,248 | 100,000 | -76.2% |
| TOTAL INTERFUND TRANSFERS: | \$ 836,521 | \$ 1,131,607 | \$ 1,021,170 | \$ 479,087 | -53.1% |
| INTRAFUND TRANSFERS: | | | | | |
| ADVANCEMENT | \$ 95,046 | \$ 266,157 | \$ 319,591 | \$ 343,710 | 7.5% |
| SAS | 158,310 | 252,467 | 214,425 | 231,141 | 7.8% |
| PUENTE | 86,173 | 77,679 | 68,536 | 69,157 | 0.9% |
| BFAP/FA | 113,647 | 38,719 | 74,202 | 70,000 | -5.7% |
| NAPA VALLEY GREEN GRANTS | - | - | 134,404 | - | -100.0% |
| STUDENT SUCCESS-CREDIT | - | - | - | 200,000 | n/a |
| STUDENT SUCCESS-NONCREDIT | 9,058 | - | - | - | 0.0% |
| SINGLE STOP | 10,187 | - | - | - | 0.0% |
| HEALTH CENTER | 16,881 | - | - | - | 0.0% |
| PARKING | 3,101 | 165,760 | 248,508 | 225,760 | -9.2% |
| BRANSON | 10,954 | - | - | - | 0.0% |
| MISCELLANEOUS | 110 | 676 | 9,554 | 5,632 | -41.1% |
| TOTAL INTRAFUND TRANSFERS: | \$ 503,467 | \$ 801,458 | \$ 1,069,220 | \$ 1,145,400 | 7.1% |
| OTHER USES: | | | | | |
| DEBT RETIREMENT | \$ 61,652 | \$ 133,704 | \$ 139,750 | \$ 141,045 | 0.9% |
| STUDENT FINANCIAL AID | - | 15,000 | - | - | 0.0% |
| CERBT (OPEB) CONTRIBUTIONS | 250,000 | 850,000 | - | - | 0.0% |
| PARS CONTRIBUTIONS | - | - | 5,575,000 | - | -100.0% |
| TOTAL OTHER USES | \$ 311,652 | \$ 998,704 | \$ 5,714,750 | \$ 141,045 | -97.5% |
| TOTAL OTHER OUTGO | \$ 1,651,640 | \$ 2,931,769 | \$ 7,805,140 | \$ 1,765,532 | -77.4% |

MARIN COMMUNITY COLLEGE DISTRICT ADOPTION BUDGET 2017-2018 COMMUNITY SERVICES REVENUE AND EXPENDITURE TRENDS



**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

**E. COMMUNITY SERVICES
REVENUE AND EXPENDITURE REPORT**

| FISCAL YEAR | ACTUAL 2014-2015 | ACTUAL 2015-2016 | ESTIMATED ACTUAL 2016-2017 | ADOPTION BUDGET 2017-2018 | % CHANGE |
|---|---------------------|---------------------|----------------------------------|---------------------------------|--------------|
| TOTAL REVENUE | \$ 853,467 | \$ 881,472 | \$ 789,138 | \$ 842,526 | 6.8% |
| EXPENDITURES BY PROGRAM | | | | | |
| PROGRAM ADMINISTRATION | \$ 550,461 | \$ 701,668 | \$ 870,171 | \$ 905,218 | 4.0% |
| FACILITIES USE | 4,777 | 13,520 | 998 | - | -100.0% |
| INTENSIVE ENGLISH | 129,118 | 223,033 | 229,553 | 202,981 | -11.6% |
| EMERITUS | 164,996 | 174,283 | 162,830 | 161,143 | -1.0% |
| SHORT COURSES/WORKSHOPS | 170,129 | 159,981 | 161,318 | 167,500 | 3.8% |
| MICROCOMPUTER CENTER | 3,477 | 1,250 | 1,200 | 5,684 | 373.7% |
| Total Expenditures | \$ 1,022,958 | \$ 1,273,735 | \$ 1,426,070 | \$ 1,442,526 | 1.2% |
| TRANSFER IN FROM UNRESTRICTED FUND | \$ (169,491) | \$ (392,263) | \$ (636,932) | \$ (600,000) | -5.8% |

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

F. GENERAL FUND - RESTRICTED PROGRAMS

REVENUE AND EXPENDITURE BUDGET

| FISCAL YEAR | ACTUAL 2014-2015 | ACTUAL 2015-2016 | ESTIMATED ACTUAL 2016-2017 | ADOPTION BUDGET 2017-2018 | % CHANGE |
|--|-----------------------------|-----------------------------|---|--|---------------------|
| FEDERAL SOURCES | | | | | |
| Child Development Training Consortium | \$ 8,050 | \$ 3,013 | \$ 4,532 | \$ 10,200 | 125.1% |
| College Work Study Program | 163,506 | 173,047 | 155,769 | 274,890 | 76.5% |
| ECE Mentor Program | 2,122 | 2,330 | 3,200 | 3,200 | 0.0% |
| Foster Care Education Program (42% Federal) | 29,401 | 29,137 | 33,217 | 34,273 | 3.2% |
| Office of Emergency Services – Preparedness Plan Carry Fwd | 361 | - | - | 1,439 | n/a |
| PELL (Grants & Admin) & Direct Loan Programs | 6,303,131 | 3,598,199 | 3,137,223 | - | -100.0% |
| Supplemental Education Opportunity Grants | 224,925 | 227,500 | 181,639 | - | -100.0% |
| Transitional Assistance to Needy Families (50% Federal) | 16,008 | 15,465 | 15,741 | 14,955 | -5.0% |
| VTEA - Tech. Prep. | 43,269 | 45,119 | 45,119 | 41,592 | -7.8% |
| Vocational & Applied Tech. Education | 130,873 | 130,988 | 111,669 | 99,671 | -10.7% |
| TOTAL FEDERAL | \$ 6,921,646 | \$ 4,224,798 | \$ 3,688,109 | \$ 480,220 | -87.0% |

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

E. GENERAL FUND - RESTRICTED PROGRAMS

REVENUE AND EXPENDITURE BUDGET

| FISCAL YEAR | ACTUAL | ACTUAL | ESTIMATED | ADOPTION | % |
|---|---------------------|---------------------|---------------------|---------------------|-------------|
| | 2014-2015 | 2015-2016 | ACTUAL | BUDGET | CHANGE |
| | | | 2016-2017 | 2017-2018 | |
| STATE SOURCES | | | | | |
| AB 86 Adult Education Planning/Adult Ed Block Grant (AEBG) | \$ 217,539 | \$ 31,095 | \$ - | \$ 222,000 | n/a |
| Adult Ed Block Grant (AEBG) Carry Forward | - | - | 95,278 | 233,240 | 144.8% |
| Adult Ed Block Grant - Pass Through | - | - | 1,397,321 | 1,397,321 | 0.0% |
| Basic Skills | 82,143 | 38,122 | 15,893 | 90,000 | 466.3% |
| Basic Skills Carry Forward | - | 53,833 | 49,125 | 74,107 | 50.9% |
| Basic Skills Transformation Grant | - | - | 282,525 | 507,275 | 79.6% |
| Board Financial Assistance Program Admin. Allowance/R2T4 | 202,309 | 246,818 | 182,293 | 173,530 | -4.8% |
| CAL Grants | 286,589 | 268,146 | 244,269 | - | -100.0% |
| CALWORKS | 130,308 | 133,535 | 147,827 | 140,436 | -5.0% |
| CALWORKS Carry Forward | - | 218 | - | - | 0.0% |
| Cooperative Agencies Resources for Education | 37,006 | 62,169 | 60,391 | 57,371 | -5.0% |
| Cooperative Agencies Resources for Education Carry Fwd | - | 248 | 143 | - | -100.0% |
| Data & Accountability Grant | - | - | 48,057 | 75,654 | 57.4% |
| Disabled Student Programs & Services (Student Accessibility & S | 832,351 | 812,061 | 841,477 | 834,943 | -0.8% |
| Enrollment Fee Waiver - 2% Administrative | 45,451 | 57,701 | 43,415 | 34,284 | -21.0% |
| Extended Opportunity Programs & Services | 441,173 | 597,148 | 568,777 | 540,338 | -5.0% |
| Extended Opportunity Programs & Services-Carry Forward | - | 113 | - | - | 0.0% |
| Faculty and Staff Diversity | 4,106 | 4,106 | - | - | 0.0% |
| Foster Care Education Program (58% State) | 40,949 | 40,586 | 37,457 | 38,648 | 3.2% |
| Full Time Student Success Grant (FTSSG) | - | 67,800 | 48,881 | - | -100.0% |
| Full Time Student Success Grant (FTSSG)-Carry Fwd | - | - | 14,818 | - | -100.0% |
| Hazardous Substances Carry Forward | - | - | - | 4,880 | n/a |
| SUB-TOTAL | \$ 2,319,924 | \$ 2,413,699 | \$ 4,077,947 | \$ 4,424,027 | 8.5% |

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

E. GENERAL FUND - RESTRICTED PROGRAMS

REVENUE AND EXPENDITURE BUDGET

| | ACTUAL 2014-2015 | ACTUAL 2015-2016 | ESTIMATED ACTUAL 2016-2017 | ADOPTION BUDGET 2017-2018 | % CHANGE |
|---|-----------------------------|-----------------------------|---|--|---------------------|
| STATE SOURCES CONTINUED | | | | | |
| SUB-TOTAL (PREVIOUS PAGE) | \$ 2,319,924 | \$ 2,413,699 | \$ 4,077,947 | \$ 4,424,027 | 8.5% |
| Instructional Equipment & Library Materials Carry Forward | 103,787 | 6,516 | - | - | 0.0% |
| Nursing/Economic Development | 129,587 | 131,459 | 119,800 | 119,800 | 0.0% |
| Other State Grants | - | - | 27,909 | - | -100.0% |
| Other State Grants Carry Forward | - | - | - | 57,091 | n/a |
| Peace Officers Training | 1,561 | 2,807 | 1,288 | 1,300 | 0.9% |
| Physical Plant and Instructional Support | 101,295 | 915,234 | 333,788 | 251,017 | -24.8% |
| Physical Plant and Instructional Support Carry Forward | - | - | - | 332,939 | n/a |
| Prop. 20 – Lottery – Instructional Supplies | 67,141 | 59,576 | 65,646 | 175,000 | 166.6% |
| Prop. 20 – Lottery – Instructional Supplies Carry Forward | - | - | - | 807,221 | 0.0% |
| Scheduled Maintenance & Repairs | 187,851 | - | - | - | 0.0% |
| Scheduled Maintenance Carry-Forward | - | - | - | 150,871 | n/a |
| Strong Workforce (Local) | - | - | 86,425 | 486,581 | 463.0% |
| Strong Workforce (Local) Carry Forward | - | - | - | 492,862 | n/a |
| Strong Workforce (Regional) Carry Forward | - | - | - | 328,263 | n/a |
| Student Equity | 87,683 | 176,256 | 280,274 | 384,934 | 37.3% |
| Student Equity Carry Forward | - | 142,966 | 373,396 | 106,897 | -71.4% |
| Student Success & Support Program (Credit) | 570,866 | 723,084 | 882,798 | 990,302 | 12.2% |
| Student Success & Support Program (Credit) Carry Fwd | - | 193,316 | 248,053 | 107,504 | -56.7% |
| Student Success & Support Program (Non-Credit) | 55,643 | 80,751 | 51,504 | 119,748 | 132.5% |
| Student Success & Support Program (Non-Credit) Carry Fwd | - | - | - | 70,200 | n/a |
| Transfer and Articulation , Carry Forward (10-12) | - | 40 | - | - | 0.0% |
| Transitional Assistance to Needy Families (50% State) | 16,008 | 15,571 | 15,742 | 14,955 | -5.0% |
| Unlock the Data | - | - | - | 50,000 | n/a |
| TOTAL STATE | \$ 3,641,346 | \$ 4,861,275 | \$ 6,564,570 | \$ 9,471,512 | 44.3% |

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

E. GENERAL FUND - RESTRICTED PROGRAMS

REVENUE AND EXPENDITURE BUDGET

| FISCAL YEAR | ACTUAL | ACTUAL | ESTIMATED | ADOPTION | % |
|--|---------------------|---------------------|---------------------|---------------------|---------------|
| | 2014-2015 | 2015-2016 | ACTUAL | BUDGET | CHANGE |
| | | | 2016-2017 | 2017-2018 | |
| LOCAL SOURCES | | | | | |
| Advancement | \$ 88,524 | \$ 278,996 | \$ 221,298 | \$ 325,000 | 46.9% |
| Advancement Carry Forward | - | - | - | 417,749 | n/a |
| Annual Fund Drive | 48,516 | 99,527 | 115,830 | 130,000 | 12.2% |
| Annual Fund Drive Carry Forward | - | - | - | 207,407 | n/a |
| Branson | 134,394 | 112,943 | 114,968 | 125,560 | 9.2% |
| Cabrillo-60% CTE Enhanced & 40% System Building | - | 81,024 | 43,000 | - | -100.0% |
| Cabrillo-60% CTE Enhanced & 40% System Building Carry Fwd | | | 103,845 | - | -100.0% |
| COM Foundation: | | | | | |
| Donations Carry Forward | - | - | - | 5,485 | n/a |
| Scholarships & Carry Forward | - | - | - | 4,137 | n/a |
| Electronic Vehicle Training Consortium Carry Forward | - | - | - | 19,855 | n/a |
| Energize Colleges | - | - | - | 17,500 | n/a |
| Faculty Entrepenser Champions | - | 3,170 | 750 | - | -100.0% |
| Health Services - Restricted | 225,194 | 236,041 | 235,670 | 256,246 | 8.7% |
| Health Services, Restricted & Carry Forward | - | - | - | 15,411 | n/a |
| Maintenance Management & Carry Forward | 351,912 | 288,173 | - | 333,180 | n/a |
| MCCD Facility Rentals | - | - | 56,523 | 256,000 | 352.9% |
| MCCD Facility Rentals Carry Forward | - | - | - | 278,654 | n/a |
| MCF – College Skills & Career Bridges for ESL Students Carry Fwd | 628 | - | - | - | 0.0% |
| Napa Valley Community College - Green V Business Office System | 49,324 | - | - | - | 0.0% |
| Napa Valley - 40% CTE Food Systems | - | - | 37,902 | 5,098 | -86.5% |
| Nor Cal Career Pathways Alliance | 98,150 | 36,008 | 81,011 | - | -100.0% |
| Nor Cal Career Pathways Alliance Carry Forward | - | 62,951 | 111,148 | 63,970 | -42.4% |
| Outside Scholarships | 48,790 | 40,016 | 71,249 | 90,000 | 26.3% |
| Parking | 748,979 | 494,273 | 496,907 | 522,699 | 5.2% |
| SUB-TOTAL | \$ 1,794,411 | \$ 1,733,122 | \$ 1,690,101 | \$ 3,073,951 | 81.9% |

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

E. GENERAL FUND - RESTRICTED PROGRAMS

REVENUE AND EXPENDITURE BUDGET

| FISCAL YEAR | ACTUAL 2014-2015 | ACTUAL 2015-2016 | ESTIMATED ACTUAL 2016-2017 | ADOPTION BUDGET 2017-2018 | % CHANGE |
|--|----------------------|----------------------|----------------------------------|---------------------------------|---------------|
| LOCAL SOURCES CONTINUED | | | | | |
| SUB-TOTAL (PREVIOUS PAGE) | \$ 1,794,411 | \$ 1,733,122 | \$ 1,690,101 | \$ 3,073,951 | 81.9% |
| President's Circle | - | - | - | 26,760 | n/a |
| Risk Margin (RM)/ RM Carry Forward | 83,747 | - | - | 306,436 | 0.0% |
| San Mateo CC - CALSTEP | 11,432 | 33,351 | 36,356 | 43,420 | 19.4% |
| San Rafael Redevelopment Carry Fwd | - | - | - | 530,521 | n/a |
| Santa Rosa Multimedia Collaborative | - | - | - | 3,853 | n/a |
| Single Stop | 89,284 | - | - | - | 0.0% |
| Student Technology | - | 100,975 | 150,817 | 76,097 | -49.5% |
| Student Technology Carry Forward | - | - | - | 104,308 | 0.0% |
| UC Berkeley - Puente Fund | 1,500 | 5,145 | 4,500 | 1,500 | -66.7% |
| Youth & Entrepreneurship Program (YEP) | - | 16,549 | 8,690 | 5,009 | -42.4% |
| YEP - Cabrillo | - | 10,020 | - | 6,261 | n/a |
| TOTAL LOCAL | \$ 1,980,374 | \$ 1,899,162 | \$ 1,890,464 | \$ 4,178,116 | 121.0% |
| OTHER FINANCING SOURCES/OUTGO | | | | | |
| Inter/Intrafund Transfers In/(Out) | 503,467 | 801,458 | 1,069,220 | 1,145,400 | 7.1% |
| Contingency for Additional Grants | - | - | - | 1,500,000 | n/a |
| TOTAL RESTRICTED PROGRAMS | \$ 13,046,833 | \$ 11,786,693 | \$ 13,212,363 | \$ 16,775,248 | 27.0% |

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

PART V – SPECIAL FUND / PROGRAM BENEFITS

A. OVERVIEW

The General Fund of the Marin Community College District reflects most of the District's educational activities. There are other funds within the District that support related operations that are either legislatively mandated or directed by the Board. A brief review of each of these funds is provided along with a summary fiscal analysis of the operation for the 2014-15, 2015-16 and 2016-17 Fiscal Years, and a proposed Adoption Budget for the 2017-18 Fiscal Year. The following funds or programs are included in this section:

- 1. Scholarship and Loan Trust Fund**
- 2. Student Financial Aid Trust Fund**
- 3. Investment Trust Fund (Formerly Foundation Trust Fund)**
- 4. Child Development Fund**
- 5. Organic Farm and Garden Fund**
- 6. Capital Outlay Fund – Hamilton Redevelopment and State Scheduled Maintenance**
- 7. Capital Outlay – Measure C Building Fund**
- 8. Capital Outlay – Measure B Building Fund, Series A**
- 9. Capital Outlay – Measure B, Series A-1**
- 10. Clean Renewable Energy Bonds (CREBS)**
- 11. Hamilton Redevelopment Bond Redemption Fund**
- 12. Measure C Bond Interest and Redemption Fund**
- 13. Measure B, Series A, Bond Interest and Redemption Fund**
- 14. Measure B, Series A-1, Bond Interest and Redemption Fund**
- 15. CREBS Interest and Redemption Fund**
- 16. Self-Insurance Fund**
- 17. Other Post-Employment Benefits (OPEB) Trust Fund - CERBT**
- 18. PARS-CCLC Pension Rate Stabilization Trust Fund**
- 19. Other Agency Fund**
- 20. Associated Student Organizations**

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

**B. NARRATIVE TEXT AND FINANCIAL STATEMENTS
SCHOLARSHIP AND LOAN TRUST FUND
REVENUE AND EXPENDITURE REPORT**

The Scholarship and Loan Trust Fund is used to account for such gifts, donations, bequests and devises (subject to donor restrictions) which are used for scholarships or for grants in aid and loans to students.

This fund was established in 2012-13 when the College began to receive an annual Clara-Belle Hamilton nursing scholarship contribution which over the last two years has been \$56,562 and \$59,335 respectively.

In 2013-14, the College received a \$200,000 anonymous donation via the Marin Community Foundation for the benefit of the general scholarship fund and Emeritus. The intended expenditures of this fund is one half academic scholarships, one quarter scholarships for Emeritus students and one quarter to fund free or nominal fee courses for Emeritus students. During 2015-16, the anonymous donor contributed an additional \$170,000 to continue support of the general scholarship fund and free or nominal fee courses for Emeritus students.

There are currently eight scholarships and grants coordinated through this fund. The total fund balance in the Scholarship and Loan Trust Fund as of June 30, 2017 is projected at \$401,915.

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

B. NARRATIVE TEXT AND FINANCIAL STATEMENTS

**SCHOLARSHIP AND LOAN TRUST FUND
REVENUE AND EXPENDITURE REPORT**

| FISCAL YEAR | ESTIMATED | | | ADOPTION | % |
|-------------------------------------|-------------------|-------------------|-------------------|-------------------|---------------|
| | ACTUAL | ACTUAL | ACTUAL | BUDGET | CHANGE |
| | 2014-2015 | 2015-2016 | 2016-2017 | 2017-2018 | |
| REVENUE | | | | | |
| Interest Income | \$ 608 | \$ 606 | \$ 2,673 | \$ 3,000 | 12.2% |
| Additional Scholarship Income | 101,901 | 117,310 | 281,938 | 150,000 | -46.8% |
| Total Revenue | 102,509 | 117,916 | 284,611 | 153,000 | -46.2% |
| EXPENDITURES | | | | | |
| Scholarships/Support | 169,068 | 100,204 | 145,227 | 190,000 | 30.8% |
| Contingency | - | - | - | 35,000 | n/a |
| Total Expenditures | 169,068 | 100,204 | 145,227 | 225,000 | 54.9% |
| Excess of Revenue Over Expenditures | (66,559) | 17,712 | 139,384 | (72,000) | -151.7% |
| Beginning Fund Balance | 311,378 | 244,819 | 262,531 | 401,915 | 53.1% |
| ENDING FUND BALANCE | \$ 244,819 | \$ 262,531 | \$ 401,915 | \$ 329,915 | -17.9% |

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

**STUDENT FINANCIAL AID TRUST FUND
REVENUE AND EXPENDITURE REPORT**

The Student Financial Aid Trust Fund was created to account for the deposit and direct payment of government funded student financial aid, including grants and loans. Although the fund was approved by the Board of Trustees during fiscal year 2016-2017, activity within the fund began with the 2017-2018 fiscal year starting July 1, 2017. The Student Financial Aid Trust Fund as of June 30, 2018 is projected to have a \$0 fund balance.

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

**STUDENT FINANCIAL AID TRUST FUND
REVENUE AND EXPENDITURE REPORT**

| FISCAL YEAR | ESTIMATED ACTUAL 2016-2017 | ADOPTION BUDGET 2017-2018 | % CHANGE |
|-------------------------------------|----------------------------------|---------------------------------|-------------|
| REVENUE | | | |
| Interest Income | \$ - | \$ 50 | n/a |
| Federal Student Financial Aid | - | 3,425,083 | n/a |
| State Student Financial Aid | - | 303,784 | n/a |
| Total Revenue | - | 3,728,917 | n/a |
| EXPENDITURES | | | |
| Student Financial Aid | - | 3,728,867 | n/a |
| Supplies | - | 50 | n/a |
| Total Expenditures | - | 3,728,917 | n/a |
| Excess of Revenue Over Expenditures | - | - | 0.0% |
| Beginning Fund Balance | - | - | 0.0% |
| ENDING FUND BALANCE | \$ - | \$ - | 0.0% |

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

**INVESTMENT TRUST FUND
(Formerly Foundation Trust Fund)
REVENUE AND EXPENDITURE REPORT**

This fund was established as a result of a very generous donation made in December 1982. The purpose of the donation was to establish two permanent endowment funds of \$50,000 each. One of the endowments is to be used for scholarships and other direct financial aid to students, while the other is to be used for instructional improvement activities. There have been additional gifts made since that time and several endowments have been transferred from the District to the College of Marin Foundation.

During the 1992-93 Fiscal Year, the College became a residuary beneficiary of the Carolyne DeBorba Trust, receiving \$465,147. One-fourth of this amount was transferred to the COM Foundation and the remainder was deposited into this Fund. The intended expenditures of the revenues from these funds are: one quarter Scholarships, one quarter Facilities & Grounds, and one half at Board discretion.

In 2011, the College was named the beneficiary of Mrs. Joan Hopper's IRA account which resulted in a bequest of \$265,028. In addition, the College is the remainder beneficiary of Mrs. Hopper's trust contributing \$100,981 and \$60,320 over the last two years.

During 2012-13, the College became the beneficiary of the Thomas Frederic Humiston Trust, receiving \$200,000. This trust is for the benefit of Emeritus students and the intended expenditures are for the purchase, maintenance and storage of books of interest to older students.

Last fiscal year, the College established a \$500,000 endowment to support Community Education and Lifelong Learning. This endowment was established with a \$200,000 contribution from the Hopper Trust and a \$100,000 contribution from the DeBorba Trust. The College of Marin Foundation will be contributing funds in the amount of \$200,000. This endowment will provide support to keep course fees affordable and promote departmental innovation and financial sustainability for years to come.

There are currently eleven endowments and grants coordinated through this fund. The total fund balance in the Investment Trust Fund as of June 30, 2017 is projected at \$1,000,774.

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

**INVESTMENT TRUST FUND
(Formerly Foundation Trust Fund)
REVENUE AND EXPENDITURE REPORT**

| FISCAL YEAR | ACTUAL 2014-2015 | ACTUAL 2015-2016 | ESTIMATED ACTUAL 2016-2017 | ADOPTION BUDGET 2017-2018 | % CHANGE |
|-------------------------------------|---------------------|---------------------|----------------------------------|---------------------------------|---------------|
| REVENUE | | | | | |
| Interest Income | \$ 1,862 | \$ 2,101 | \$ 3,587 | \$ 4,000 | 11.5% |
| Additional Investment Income | 73,309 | 103,981 | 63,320 | 150,000 | 136.9% |
| Total Revenue | 75,171 | 106,082 | 66,907 | 154,000 | 130.2% |
| EXPENDITURES | | | | | |
| Scholarships/Support | 9,715 | 67,973 | 59,748 | 50,000 | -16.3% |
| Instructional/College Improvements | 62,186 | 52,664 | 4,959 | 100,000 | 1916.5% |
| Contingency | - | - | - | 150,000 | n/a |
| Total Expenditures | 71,901 | 120,637 | 64,707 | 300,000 | 363.6% |
| Excess of Revenue Over Expenditures | 3,270 | (14,555) | 2,200 | (146,000) | -6736.4% |
| Beginning Fund Balance | 1,009,859 | 1,013,129 | 998,574 | 1,000,774 | 0.2% |
| ENDING FUND BALANCE | \$ 1,013,129 | \$ 998,574 | \$ 1,000,774 | \$ 854,774 | -14.6% |

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

**CHILD DEVELOPMENT FUND
REVENUE AND EXPENDITURE REPORT**

The Child Development Fund is utilized to account for the State and locally supported operation of the Child Study Centers located at the Indian Valley and Kentfield campuses.

Federal funding has declined over the last decade and currently includes only the food program. Also as a result of the Tax Bailout funding reduction (\$80,000) during 2009-10, State funding has also decreased significantly. The 2017-18 Tentative Budget includes State Tax Bailout and Department of Ed preschool contract funding levels consistent with 2016-17, but does not include one-time funding from the Marin County Office of Education and a local non-profit. Although the State budget picture has improved with the passage of Proposition 30 and the Great Recession recovery, Pre-school funding is still extremely uncertain and dependent upon the level of state certified enrollments. Over the last two years state certified enrollments have decreased while private pay enrollment has increased. Locally, Child Study Center management and staff continue to make significant progress with other funding sources, principally parent fee income.

2017-18 expenses are budgeted to increase as a result of staffing related costs including benefits.

The 2016-17 deficit is covered by a transfer of \$263,398 from the General Fund. 2017-18's budgeted deficit of \$379,087 will also need to be entirely funded by the General Fund.

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

**CHILD DEVELOPMENT FUND
REVENUE AND EXPENDITURE REPORT**

| FISCAL YEAR | | | ESTIMATED | ADOPTION | |
|--|----------------|----------------|----------------|----------------|-------------|
| | ACTUAL | ACTUAL | ACTUAL | BUDGET | % |
| | 2014-2015 | 2015-2016 | 2016-2017 | 2017-2018 | CHANGE |
| REVENUE | | | | | |
| Interest Income | \$ (236) | \$ (78) | \$ 1,040 | \$ 50 | 95.2% |
| Federal Income | 20,524 | 13,265 | 2,525 | 12,000 | 375.2% |
| State Income | 229,795 | 182,084 | 204,249 | 205,365 | 0.5% |
| Other Local Income | 213,343 | 185,289 | 184,472 | 184,790 | 0.2% |
| Grants/Contributions | 115,008 | 132,005 | 147,504 | 100,000 | -32.2% |
| Interfund Transfer-In for Instr'l & Admin. Support | 192,679 | 199,051 | 192,310 | 210,834 | 9.6% |
| Interfund Transfer-In - General Fund | 66,298 | 114,337 | 71,088 | 168,253 | 136.7% |
| Total Revenue | 837,411 | 825,953 | 803,188 | 881,292 | 9.7% |
| EXPENDITURES | | | | | |
| Certificated Salaries | 433,322 | 447,159 | 415,032 | 437,974 | 5.5% |
| Classified Salaries | 129,486 | 102,542 | 105,882 | 125,034 | 18.1% |
| Fringe Benefits | 238,261 | 246,502 | 248,326 | 280,334 | 12.9% |
| Supplies | 11,058 | 8,506 | 12,044 | 9,000 | -25.3% |
| Food | 21,866 | 19,830 | 14,384 | 22,000 | 52.9% |
| Other Operating Expenses | 3,418 | 1,414 | 7,520 | 6,950 | -7.6% |
| Total Expenditures | 837,411 | 825,953 | 803,188 | 881,292 | 9.7% |
| Excess of Revenue Over Expenditures | - | - | - | - | 0.0% |
| Beginning Fund Balance | - | - | - | - | 0.0% |
| ENDING FUND BALANCE | \$ - | \$ - | \$ - | \$ - | 0.0% |

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

**ORGANIC FARM AND GARDEN FUND
REVENUE AND EXPENDITURE REPORT**

The Organic Farm and Garden Fund was established in May 2017 to account for the 5.8 acre Organic Farm located on the IVC campus. The operations of the Organic Farm and Garden will be supported by revenue generated from plant and produce sales, event rentals, a Strong Workforce grant and a portion of a generous endowment received by the College of Marin Foundation.

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

**IVC FARM OPERATIONS FUND
REVENUE AND EXPENDITURE REPORT**

| FISCAL YEAR | ESTIMATED ACTUAL 2016-2017 | ADOPTION BUDGET 2017-2018 | % CHANGE |
|-------------------------------------|----------------------------------|---------------------------------|----------------|
| REVENUE | | | |
| Interest Income | \$ - | \$ 500 | n/a |
| Other Local Income | - | 37,500 | n/a |
| Grants/Contributions | 3,669 | 213,078 | 5707.5% |
| Total Revenue | 3,669 | 251,078 | 6743.2% |
| EXPENDITURES | | | |
| Classified Salaries | - | 138,462 | n/a |
| Fringe Benefits | - | 82,616 | n/a |
| Supplies | - | 1,500 | n/a |
| Other Operating Expenses | - | 6,000 | n/a |
| Equipment | - | 22,500 | n/a |
| Total Expenditures | - | 251,078 | n/a |
| Excess of Revenue Over Expenditures | 3,669 | - | -100.0% |
| Beginning Fund Balance | - | 3,669 | n/a |
| ENDING FUND BALANCE | \$ 3,669 | \$ 3,669 | 0.0% |

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

**CAPITAL OUTLAY FUND
REVENUE AND EXPENDITURE REPORT**

The Capital Outlay Fund has been used to finance various capital projects with lease revenue bond proceeds. Scheduled Maintenance funds, previously in this fund, are now received as part of the Physical Plant and Instructional Support funding and are accounted for in the General Fund, Restricted Funds.

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

**CAPITAL OUTLAY FUND
REVENUE AND EXPENDITURE REPORT**

| FISCAL YEAR | | | ESTIMATED | ADOPTION | |
|---|---------------------|---------------------|---------------------|-------------------|---------------|
| | ACTUAL | ACTUAL | ACTUAL | BUDGET | % |
| | 2014-2015 | 2015-2016 | 2016-2017 | 2017-2018 | CHANGE |
| REVENUE | | | | | |
| Interest Income | \$ 5,162 | \$ 4,958 | \$ 5,787 | \$ 6,000 | 3.7% |
| Prop 39 CA Clean Energy Jobs Act | 123,359 | 111,122 | 136,593 | 127,248 | -6.8% |
| Other Local Income | 34,262 | - | - | - | 0.0% |
| Interfund Transfers | 395,756 | 428,642 | 337,524 | - | -100.0% |
| Total Revenue | 558,539 | 544,722 | 479,904 | 133,248 | -72.2% |
| EXPENDITURES | | | | | |
| Building Improvements | 454,582 | 1,209,434 | 482,079 | 27,604 | -94.3% |
| Prop 39 Projects | 69,769 | - | 386,509 | 127,248 | -67.1% |
| Pool Improvements | 16,679 | - | - | - | 0.0% |
| Other | 136,393 | 94,661 | 129,479 | 105,623 | -18.4% |
| Contingency | - | - | - | 800,000 | n/a |
| Total Expenditures and Transfers | 677,423 | 1,304,095 | 998,067 | 1,060,475 | 6.3% |
| Excess of Revenue Over Expenditures | (118,884) | (759,373) | (518,163) | (927,227) | 78.9% |
| Beginning Fund Balance | 3,177,102 | 3,058,218 | 2,298,845 | 1,780,682 | -22.5% |
| ENDING FUND BALANCE | \$ 3,058,218 | \$ 2,298,845 | \$ 1,780,682 | \$ 853,455 | -52.1% |

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

**CAPITAL OUTLAY FOR MEASURE C BUILDING FUND
REVENUE AND EXPENDITURE REPORT**

On November 2, 2004 the voters of Marin County overwhelmingly passed Measure C, a \$249.5 million bond for facilities maintenance, job training and safety, passing with more than 60 percent of the vote, easily surpassing the required 55 percent. With the bond, the College has been able to modernize science labs, classrooms, and libraries; provide modern computer technology; upgrade fire safety, campus security, disabled access, energy conservation systems and electrical wiring for computer technology; and repair, construct, acquire, and/or equip classrooms, labs, sites and facilities. The College retained Swinerton Management and Consulting, Inc. as its program and construction management provider through the end of 2012. Beginning January 1, 2013, the College retained Jacobs Project Management Co. to assume the role of program and construction management and to continue to work with COM's faculty, staff and students to implement the Measure C Program work in accordance with the Facilities Development and Master Plan.

In April 2005, \$75 million in bonds were sold. An additional \$75 million in bonds were sold in February 2009, and another \$52.505 million in bonds were sold in June 2011. In December 2012, \$46.995 million in bonds were sold. All issuances were sold pursuant to the terms of a public sale. All proceeds were delivered to the Marin County Treasury for credit of College of Marin into its building fund. The District continues to work closely with the County Treasury, providing cash flows and construction schedules, to optimize investment incomes.

To date, the Measure C Program has completed five new and three renovated buildings, including the Academic Center, LEED certified Science and Math and Nursing Building, the Child Study Center, the Performing Arts and Fine Arts Buildings, the Diamond PE Center and track, and the Main Building and Transportation Technology Complex at the Indian Valley Campus. As well, many accessibility, renewable energy, utility infrastructure and technology projects have been completed.

The 2016-17 estimated actual outlines approximately \$1.7 million in facilities renewal and modernization costs, including construction, architectural and civil, geotechnical and MEP engineering services, plus landscape architect and industrial hygienist. Construction and modernization plans outlined for the upcoming fiscal year include the final completion of the ADA building upgrades at IVC Pomo Cluster, infrastructure, and technology projects.

2017/18 will likely be the last year with spending activity for Measure C.

MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018

CAPITAL OUTLAY FUND FOR MEASURE C
REVENUE AND EXPENDITURE REPORT

| FISCAL YEAR | | ACTUAL 2014-2015 | ACTUAL 2015-2016 | ESTIMATED ACTUAL 2016-2017 | ADOPTION BUDGET 2017-2018 | % CHANGE |
|---|-----------------------------------|----------------------|---------------------|----------------------------------|---------------------------------|----------------|
| REVENUE | | | | | | |
| Interest Income | | \$ 38,322 | \$ 11,744 | \$ 4,900 | \$ 500 | -89.8% |
| Total Revenue | | 38,322 | 11,744 | 4,900 | 500 | -89.8% |
| EXPENDITURES | | | | | | |
| PROGRAM LEVEL | | | | | | |
| Assessments and Studies | | 156,783 | 264,355 | 44,304 | - | -100.0% |
| Program Management | | 770,925 | 454,688 | - | - | 0.0% |
| Program Support | | 621,329 | 346,147 | 428,354 | 610,389 | 42.5% |
| Program Services and Fees | | 51,820 | 15,280 | 548 | - | -100.0% |
| Non-Project Budget Contingency | | - | - | - | - | 0.0% |
| | Subtotal | 1,600,858 | 1,080,470 | 473,206 | 610,389 | 29.0% |
| DISTRICT WIDE | | | | | | |
| Information Technology | | 1,269,223 | 217,539 | 14,131 | - | -100.0% |
| Swing Space | | 135,389 | 113,429 | 586 | - | -100.0% |
| Project Contingency | | - | - | - | - | 0.0% |
| Project Commitments | | - | - | - | - | 0.0% |
| | | 1,404,612 | 330,968 | 14,717 | - | -100.0% |
| PROJECTS | | | | | | |
| KENTFIELD CAMPUS | | | | | | |
| New Central Plant/ Sewer Line/ Joint Trench | | 340,782 | 3,000 | - | - | 0.0% |
| Austin Science Alterations | | 1,024,805 | 1,365,966 | - | - | 0.0% |
| Science Math & Nursing | | 24,136 | 18,515 | - | - | 0.0% |
| Modernize Performing Arts Center & Exhibition Space | | 83,128 | 305,267 | 552,993 | - | -100.0% |
| New Fine Arts | | 18,307 | 26,631 | 11,626 | - | -100.0% |
| Fine Arts Weatherization | | 124,160 | 5,346 | - | - | 0.0% |
| Diamond PE Center Modernization | | 12,974 | - | - | - | 0.0% |
| Academic Center | | 12,178,770 | 2,471,649 | 105,779 | - | -100.0% |
| Child Study Center | | 23,467 | 27,611 | 23,231 | - | -100.0% |
| Learning Resource Center | | 37,356 | 10,827 | - | - | 0.0% |
| PE Track Renovations | | 5,592 | - | - | - | 0.0% |
| Misc. Sitework | | - | 255,103 | 29,670 | - | -100.0% |
| ADA Upgrades | | 1,643,672 | 57,672 | 3,771 | - | -100.0% |
| Fusselman Hall Modernization | | 5,890 | 321,758 | 242,893 | - | -100.0% |
| Site - Lot 2 Paving | | - | 78,506 | - | - | 0.0% |
| | Kentfield Campus Expenditures | 15,523,038 | 4,947,851 | 969,963 | - | -100.0% |
| INDIAN VALLEY CAMPUS | | | | | | |
| Transportation Tech Complex | | 2,860 | - | - | - | 0.0% |
| IVC Main Building | | 12,346 | 31,667 | - | - | 0.0% |
| Pool Repairs | | - | 79,620 | 93,384 | - | -100.0% |
| Misc IVC | | - | 4,480 | 39,000 | - | -100.0% |
| Bridges/Pathways | | - | 373,596 | 500 | - | -100.0% |
| ADA, Roofs and Building Improvements | | 824,589 | 1,874,814 | 82,354 | - | -100.0% |
| | Indian Valley Campus Expenditures | 839,795 | 2,364,177 | 215,238 | - | -100.0% |
| Total Expenditures | | 19,368,304 | 8,723,466 | 1,673,124 | 610,389 | -63.5% |
| Excess of Revenue Over Expenditures | | (19,329,982) | (8,711,722) | (1,668,224) | (609,889) | -63.4% |
| Beginning Fund Balance | | 30,319,817 | 10,989,835 | 2,278,113 | 609,889 | -73.2% |
| ENDING FUND BALANCE | | \$ 10,989,835 | \$ 2,278,113 | \$ 609,889 | \$ 0 | -100.0% |

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

**CAPITAL OUTLAY FOR MEASURE B, SERIES A BUILDING FUND
REVENUE AND EXPENDITURE REPORT**

On June 7, 2016 the voters of Marin County overwhelmingly passed Measure B, a \$265,000,000 bond for facilities maintenance, job training and safety, passing with more than 60 percent of the vote, easily surpassing the required 55 percent. This bond measure authorized a combination of both tax exempt (Series A) and federally-taxable bonds (Series A-1).

In December 2016, \$60,000,000 in tax exempt bonds were sold, netted against \$280,000 issuance and underwriting costs. Issuances were sold pursuant to the terms of a public sale. All proceeds were delivered to the Marin County Treasury for credit of College of Marin into its Measure B, Series A building fund.

MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018

CAPITAL OUTLAY FUND FOR MEASURE B, SERIES A
REVENUE AND EXPENDITURE REPORT

| FISCAL YEAR | ESTIMATED | ADOPTION | % |
|---|----------------------|---------------------|---------------|
| | ACTUAL | BUDGET | |
| | 2016-2017 | 2017-2018 | CHANGE |
| REVENUE | | | |
| Measure B Bond Proceeds | \$ 60,000,000 | \$ - | -100.0% |
| Interest Income | 125,000 | 190,000 | 52.0% |
| Total Revenue | 60,125,000 | 190,000 | -99.7% |
| PROJECT EXPENDITURES | | | |
| DISTRICT WIDE | | | |
| Campus Security | 286,084 | 500,000 | 74.8% |
| Environmental Impact Report | 23,804 | 180,000 | 656.2% |
| Information Technology | 12,725 | 75,000 | 489.4% |
| Program Management, District Staff | 520,377 | 700,000 | 34.5% |
| Districtwide Program Contingency | - | 8,000,000 | n/a |
| | 842,990 | 9,455,000 | 1021.6% |
| KENTFIELD CAMPUS | | | |
| Student Services | 112,608 | 1,205,000 | 1070.1% |
| Fusselman Hall | - | 250,000 | n/a |
| Learning Resources Center | 271,940 | 725,000 | 266.6% |
| PE Complex/Pool Renovations | 97,919 | 50,000 | -48.9% |
| Site Improvements | 268,106 | 175,500 | -34.5% |
| Athletic Synthetic Turf Fields and Restroom/Storage | 236,515 | 9,170,000 | 3777.1% |
| Corte Madera Creek Mitigation | 5,814 | 6,000 | 3.2% |
| Science, Math and Nursing | 1,854 | - | -100.0% |
| Maintenance & Operations Bldg. & District Warehouse | 348,776 | 685,000 | 96.4% |
| Demolition of Kent Ave. Maintenance Facilities | - | 410,000 | n/a |
| Performing Arts | - | 400,000 | n/a |
| Fine Arts | - | 25,000 | n/a |
| Village Square Replacement | 970 | - | -100.0% |
| Campus Contingency - Kentfield Campus | - | 6,150,000 | n/a |
| Kentfield Campus Expenditures | 1,344,502 | 19,251,500 | 1331.9% |
| INDIAN VALLEY CAMPUS | | | |
| ADA Barrier Removal/Site Improvements | 939,380 | 400,000 | -57.4% |
| Admin Cluster | 301,971 | 4,000,000 | 1224.6% |
| Outdoor Amphitheater | 69,681 | 937,184 | 1245.0% |
| Organic Farm/Garden Enhancements | 129,183 | 2,911,972 | 2154.1% |
| Pomo Cluster | 163,410 | 7,920,000 | 4746.7% |
| New Miwok Center | 142,361 | 1,050,000 | 637.6% |
| Demolition Project | 577,995 | 515,000 | -10.9% |
| Jonas Center and Building 18 | 13,949 | 150,000 | 975.3% |
| Building 12 | - | 65,000 | n/a |
| Building 17 | 6,839 | 25,000 | 265.6% |
| Campus Contingency - IVC Campus | - | 2,627,500 | n/a |
| Indian Valley Campus Expenditures | 2,344,769 | 20,601,656 | 778.6% |
| Total Expenditures | 4,532,261 | 49,308,156 | 987.9% |
| Excess of Revenue Over Expenditures | 55,592,739 | (49,118,156) | -88.4% |
| Beginning Fund Balance | - | 55,592,739 | n/a |
| ENDING FUND BALANCE | \$ 55,592,739 | \$ 6,474,583 | -88.4% |

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

**CAPITAL OUTLAY FOR MEASURE B, SERIES A-1
REVENUE AND EXPENDITURE REPORT**

On June 7, 2016 the voters of Marin County overwhelmingly passed Measure B, a \$265,000,000 bond for facilities maintenance, job training and safety, passing with more than 60 percent of the vote, easily surpassing the required 55 percent. This bond measure authorized a combination of both tax exempt (Series A) and federally-taxable bonds (Series A-1).

In December 2016, \$37,500,000 in federally-taxable bonds were sold, netted against \$287,500 in issuance and underwriting costs. Issuances were sold pursuant to the terms of a public sale and all proceeds were delivered to the Marin County Treasury for credit of College of Marin into its Measure B, Series A-1 fund.

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

**CAPITAL OUTLAY FUND FOR MEASURE B, SERIES A-1
REVENUE AND EXPENDITURE REPORT**

| FISCAL YEAR | ESTIMATED ACTUAL 2016-2017 | ADOPTION BUDGET 2017-2018 | % CHANGE |
|-------------------------------------|---|--|---------------------|
| REVENUE | | | |
| Measure B Bond Proceeds | \$ 37,500,000 | \$ - | -100.0% |
| Interest Income | 78,200 | 120,000 | 53.5% |
| Total Revenue | 37,578,200 | 120,000 | -99.7% |
| PROJECT EXPENDITURES | | | |
| DISTRICT WIDE | | | |
| Program Management, District Staff | 287,500 | - | -100.0% |
| Information Technology | 92,057 | 917,950 | 897.2% |
| Instructional Equipment | 39,458 | 1,075,000 | 2624.4% |
| Subtotal | 419,015 | 1,992,950 | 375.6% |
| INDIAN VALLEY CAMPUS | | | |
| Jonas Center and Building 18 | 153,626 | 1,000,000 | 550.9% |
| Total Expenditures | 572,641 | 2,992,950 | 422.7% |
| Excess of Revenue Over Expenditures | 37,005,559 | (2,872,950) | -107.8% |
| Beginning Fund Balance | - | 37,005,559 | n/a |
| ENDING FUND BALANCE | \$ 37,005,559 | \$ 34,132,609 | -7.8% |

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

**CLEAN RENEWABLE ENERGY BONDS (CREBS)
REVENUE AND EXPENDITURE REPORT**

In 2016/17, the District applied for an allocation of new clean renewable energy bonds under section 54C(c) of the Internal Revenue Code to finance solar energy facilities on the Kentfield and Indian Valley campuses. This fund will be used to account for the bond proceeds and expenditures. There has been no activity for this fund yet.

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

**CLEAN RENEWABLE ENERGY BONDS (CREBS)
REVENUE AND EXPENDITURE REPORT**

| FISCAL YEAR | ESTIMATED ACTUAL 2016-2017 | ADOPTION BUDGET 2017-2018 | % CHANGE |
|-------------------------------------|---|--|---------------------|
| REVENUE | | | |
| CREBS proceeds | \$ - | \$ 7,800,000 | n/a |
| Interest Income | - | 16,000 | n/a |
| Total Revenue | - | 7,816,000 | n/a |
| EXPENDITURES | | | |
| Kentfield | - | 4,228,000 | n/a |
| Indian Valley | - | 3,588,000 | n/a |
| Total Expenditures | - | 7,816,000 | n/a |
| Excess of Revenue Over Expenditures | - | - | 0.0% |
| Beginning Fund Balance | - | - | 0.0% |
| ENDING FUND BALANCE | \$ - | \$ - | 0.0% |

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

**HAMILTON REDEVELOPMENT BOND INTEREST AND REDEMPTION FUND
REVENUE AND EXPENDITURE REPORT**

In 2003/04 the District approved the issuance of a lease revenue bond. The financing was accomplished, and a total of \$3,070,834 of bond funds was generated. After financing and placement costs, the District had \$2,705,598 available to fund capital facilities renewal projects and capital equipment purchases, and \$213,438 held in the required debt service reserve.

The bond is repaid by the stream of revenues due to the District from the Hamilton Redevelopment Project. Debt service for 2016-17 amounted to \$117,951 and is projected to be \$119,294 for 2017-18.

The bonding and its component asset, liability, expense and income elements are accounted for in accordance with the accounting and financial statement guidelines of the California Community College Chancellor's Office, as set out in the Budget and Accounting Manual (BAM).

In accordance with the BAM, the Hamilton Redevelopment Bond Redemption Fund has been created to account for the bond redemption process, including the debt service reserve, payments and other expenses, and any offsetting interest earned. The receipt of funds due to the District from the Hamilton Redevelopment Project is also recorded in this fund.

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

**HAMILTON REDEVELOPMENT BOND INTEREST AND REDEMPTION FUND
REVENUE AND EXPENDITURE REPORT**

| FISCAL YEAR | ACTUAL 2014-2015 | ACTUAL 2015-2016 | ESTIMATED ACTUAL 2016-2017 | ADOPTION BUDGET 2017-2018 | % CHANGE |
|-------------------------------------|---------------------|---------------------|----------------------------------|---------------------------------|---------------|
| REVENUE | | | | | |
| Interest | \$ 429 | \$ 1,063 | \$ 2,000 | \$ 500 | -75.0% |
| Other Local Revenue | 53,689 | 60,338 | 36,200 | 36,200 | 0.0% |
| Interfund Transfer In | 181,788 | 389,577 | 420,248 | 100,000 | -76.2% |
| Total Revenue | 235,906 | 450,978 | 458,448 | 136,700 | -70.2% |
| EXPENDITURES | | | | | |
| Loan Payment | 75,000 | 85,000 | 95,000 | 100,000 | 5.3% |
| Interest | 28,858 | 26,138 | 22,951 | 19,294 | -15.9% |
| Transaction fees | 1,815 | 1,815 | 2,000 | 2,000 | 0.0% |
| Total Expenditures | 105,673 | 112,953 | 119,951 | 121,294 | 1.1% |
| Excess of Revenue Over Expenditures | 130,233 | 338,025 | 338,497 | 15,406 | -95.4% |
| Beginning Fund Balance | 423,185 | 553,418 | 891,443 | 1,229,940 | 38.0% |
| ENDING FUND BALANCE | \$ 553,418 | \$ 891,443 | \$ 1,229,940 | \$ 1,245,346 | 1.3% |

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

**MEASURE C BOND INTEREST AND REDEMPTION FUND
REVENUE AND EXPENDITURE REPORT**

This fund is used for the payment of principal and interest on the bond.

Original Issue Premiums of \$3,015,266 on the sale of the bond, netted against approximately \$559,158 in issuance and underwriting costs, were deposited and future receipts from the underlying tax rolls as well as accrued interest will be deposited into the Measure C debt service fund.

In relation to the February 2009 bond sale, \$1,982,513 issue premiums netted against \$1,180,240 cost of issuance and underwriting fees. In December 2009 we received a reimbursement of \$32,042 towards the Issuance of the Bond. For the June 2011 bond sale, \$767,032 issue premiums were deposited into the Measure C Bond Redemption Fund. Related issuance costs of \$260,719 were charged against the bond issue of \$52,505,000 in the Measure C Building Fund. For the December 2012 bond sale, \$401,662 issue premiums were deposited into the Measure C Bond Redemption Fund, and paid the underwriting cost of \$120,809. Related issuance costs of \$101,675 were charged against the bond issue of \$46,995,000 in the Measure C Building Fund.

In March 2016, the District took advantage of low interest rates and refinanced previously-issued general obligation bonds. This refinancing is also known as “refunding.” In this bond refunding, the District deposited refunding bond proceeds of \$40,845,000 and related net premium of \$2,109,198 into the Measure C Bond Redemption Fund. In addition, the District placed \$42,601,665 into a refunded bond escrow trust account to pay for the refunded bonds. The refunding bond transaction incurred \$103,704 underwriting costs and \$221,829 issuance costs. In total, the 2016 bond refinancing transaction represents a net present value savings to the taxpayers of \$4.29 million over the life of the bonds. The District previously closed two bond refundings in December 2012 and June 2015, which saved taxpayers approximately \$6.36 million and \$1.91 million, respectively, over of the life of the refunded bonds.

Debt service for 2016-17 amounted to \$11,283,634 and is projected to be \$11,432,613 for 2017-18. Expenditures are covered by proceeds of the ad valorem property tax which is billed and collected by the Marin County Tax Assessor’s Office.

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

**MEASURE C BOND INTEREST AND REDEMPTION FUND
REVENUE AND EXPENDITURE REPORT**

| FISCAL YEAR | ACTUAL 2014-2015 | ACTUAL 2015-2016 | ESTIMATED ACTUAL 2016-2017 | ADOPTION BUDGET 2017-2018 | % CHANGE |
|--|---------------------|---------------------|----------------------------------|---------------------------------|-------------|
| REVENUE | | | | | |
| Interest | \$ 7,818 | \$ 9,718 | \$ 9,000 | \$ 9,000 | 0.0% |
| Proceeds from Ad Valorem Tax | 11,701,329 | 11,463,382 | 11,432,000 | 11,430,000 | 0.0% |
| Measure C Premium | 4,471,615 | 2,109,198 | - | - | 0.0% |
| Total Revenue | 16,180,762 | 13,582,298 | 11,441,000 | 11,439,000 | 0.0% |
| EXPENDITURES | | | | | |
| Bond - Cost of Issuance | 336,091 | 329,320 | (37,320) | - | -100.0% |
| Bond Principal | 2,260,000 | 3,030,000 | 2,940,000 | 3,005,000 | 2.2% |
| Interest | 9,269,175 | 8,492,779 | 8,343,634 | 8,427,613 | 1.0% |
| Miscellaneous Expenses | 5,134 | 3,520 | 5,835 | 5,900 | 1.1% |
| Total Expenditures | 11,870,400 | 11,855,619 | 11,252,149 | 11,438,513 | 1.7% |
| Excess of Revenue Over Expenditures | 4,310,362 | 1,726,679 | 188,851 | 487 | -99.7% |
| Other Financing Sources - Refunding Bond Proceeds | 32,055,000 | 40,845,000 | - | - | 0.0% |
| (Other Outgo - Payment to Refunded Bonds Escrow Agent) | (36,190,524) | (42,601,665) | - | - | 0.0% |
| Beginning Fund Balance | 7,460,055 | 7,634,893 | 7,604,907 | 7,793,758 | 2.5% |
| ENDING FUND BALANCE | \$ 7,634,893 | \$ 7,604,907 | \$ 7,793,758 | \$ 7,794,245 | 0.0% |

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

**MEASURE B, SERIES A BOND INTEREST AND REDEMPTION FUND
REVENUE AND EXPENDITURE REPORT**

Original Issue Premiums of \$3,623,183 on the sale of the bond, netted against \$180,000 in issuance and underwriting costs, were deposited and future receipts from the underlying tax rolls as well as accrued interest will be deposited into the Measure B Bond Interest Redemption Fund for Series A.

This fund will be used for the payment of principal and interest on the bond. Debt service for 2016-17 for amounted to \$390,995 and is projected to be \$2,559,238 million for 2017-18. Expenditures are covered by proceeds of the ad valorem property tax which is billed and collected by the Marin County Tax Assessor's Office.

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

**MEASURE B, SERIES A BOND INTEREST AND REDEMPTION FUND
REVENUE AND EXPENDITURE REPORT**

| FISCAL YEAR | ESTIMATED ACTUAL 2016-2017 | ADOPTION BUDGET 2017-2018 | % CHANGE |
|-------------------------------------|---|--|---------------------|
| REVENUE | | | |
| Interest | \$ 5,200 | \$ 7,500 | 44.2% |
| Proceeds from Ad Valorem Tax | - | 7,429,238 | n/a |
| Measure B Premium | 3,623,183 | - | -100.0% |
| Total Revenue | 3,628,383 | 7,436,738 | 105.0% |
| EXPENDITURES | | | |
| Bond - Cost of Issuance | 180,000 | - | -100.0% |
| Bond Principal | - | - | n/a |
| Interest | 390,995 | 2,559,238 | 554.5% |
| Miscellaneous Expenses | - | - | n/a |
| Total Expenditures | 570,995 | 2,559,238 | 348.2% |
| Excess of Revenue Over Expenditures | 3,057,388 | 4,877,500 | 59.5% |
| Beginning Fund Balance | - | 3,057,388 | n/a |
| ENDING FUND BALANCE | \$ 3,057,388 | \$ 7,934,888 | 159.5% |

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

**MEASURE B, SERIES A-1 BOND INTEREST AND REDEMPTION FUND
REVENUE AND EXPENDITURE REPORT**

Original Issue Premiums of \$602,734 on the sale of the bonds were deposited and future receipts from the underlying tax rolls as well as accrued interest will be deposited into the Measure B Bond Interest Redemption Fund for Series A-1.

This fund will be used for the payment of principal and interest on the bond. Debt service for 2016-17 for amounted to \$141,065 and is projected to be \$923,337 for 2017-18. Expenditures are covered by proceeds of the ad valorem property tax which is billed and collected by the Marin County Tax Assessor's Office.

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

**MEASURE B, SERIES A-1 BOND INTEREST AND REDEMPTION FUND
REVENUE AND EXPENDITURE REPORT**

| FISCAL YEAR | ESTIMATED ACTUAL 2016-2017 | ADOPTION BUDGET 2017-2018 | % CHANGE |
|-------------------------------------|---|--|---------------------|
| REVENUE | | | |
| Interest | \$ 1,200 | \$ 5,000 | 316.7% |
| Proceeds from Ad Valorem Tax | - | 7,063,336 | n/a |
| Measure B Premium | 602,734 | - | -100.0% |
| Total Revenue | 603,934 | 7,068,336 | 1070.4% |
| EXPENDITURES | | | |
| Bond - Cost of Issuance | - | - | n/a |
| Bond Principal | - | - | n/a |
| Interest | 141,065 | 923,337 | 554.5% |
| Miscellaneous Expenses | - | - | n/a |
| Total Expenditures | 141,065 | 923,337 | 554.5% |
| Excess of Revenue Over Expenditures | 462,869 | 6,144,999 | 1227.6% |
| Beginning Fund Balance | - | 462,869 | n/a |
| ENDING FUND BALANCE | \$ 462,869 | \$ 6,607,868 | 1327.6% |

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

**CREBS BOND INTEREST AND REDEMPTION FUND
REVENUE AND EXPENDITURE REPORT**

This fund will be used for the payment of principal and interest on the clean renewable energy bonds. There has been no activity yet.

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

**CREBS BOND INTEREST AND REDEMPTION FUND
REVENUE AND EXPENDITURE REPORT**

| FISCAL YEAR | ESTIMATED ACTUAL 2016-2017 | ADOPTION BUDGET 2017-2018 | % CHANGE |
|-------------------------------------|---|--|---------------------|
| REVENUE | | | |
| Local Revenue | - | \$ 382,000 | n/a |
| Total Revenue | - | 382,000 | n/a |
| EXPENDITURES | | | |
| Loan Payments | - | 382,000 | n/a |
| Total Expenditures | - | 382,000 | n/a |
| Excess of Revenue Over Expenditures | - | - | 0.0% |
| Beginning Fund Balance | - | - | 0.0% |
| ENDING FUND BALANCE | \$ - | \$ - | 0.0% |

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

**SELF-INSURANCE FUND
REVENUE AND EXPENDITURE REPORT**

The District self-insures for vision service and for dental coverage. All revenue for these programs comes from the General Fund. The 2017-18 Adoption Budget has revenue generally flat over the actual revenue for 2016-17.

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

**SELF-INSURANCE FUND
REVENUE AND EXPENDITURE FUND**

| FISCAL YEAR | | | ESTIMATED | ADOPTION | |
|-------------------------------------|-------------------|-------------------|-------------------|-------------------|--------------|
| | ACTUAL | ACTUAL | ACTUAL | BUDGET | % |
| | 2014-2015 | 2015-2016 | 2016-2017 | 2017-2018 | CHANGE |
| REVENUE | | | | | |
| Vision Care | \$ 56,948 | \$ 58,138 | \$ 59,300 | \$ 60,000 | 1.2% |
| Dental | 559,442 | 565,934 | 608,000 | 615,000 | 1.2% |
| Interest Income | 602 | 658 | 400 | 400 | 0.0% |
| Total Revenue | 616,992 | 624,730 | 667,700 | 675,400 | 1.2% |
| EXPENDITURES | | | | | |
| Vision Care: | | | | | |
| Administrative Fees | 2,628 | 2,636 | 2,700 | 2,800 | 3.7% |
| Claims | 43,703 | 37,263 | 41,500 | 42,000 | 1.2% |
| Dental: | | | | | |
| Administrative Fees | 5,246 | 5,312 | 5,500 | 6,000 | 9.1% |
| Claims | 517,911 | 527,305 | 580,000 | 630,000 | 8.6% |
| Total Expenditures | 569,488 | 572,516 | 629,700 | 680,800 | 8.1% |
| Excess of Revenue Over Expenditures | 47,504 | 52,214 | 38,000 | (5,400) | -114.2% |
| Beginning Fund Balance | 113,768 | 161,272 | 213,486 | 251,486 | 17.8% |
| ENDING FUND BALANCE | \$ 161,272 | \$ 213,486 | \$ 251,486 | \$ 246,086 | -2.1% |

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

**OTHER POST-EMPLOYMENT BENEFITS (OPEB) TRUST FUND
REVENUE AND EXPENDITURE REPORT**

In 2004, the Government Accounting Standards Board issued Statement No. 45, Accounting and Financial Reporting by Employers for Post-Employment Benefits Other Than Pensions, which requires public agencies, including school districts to report their costs and obligations for post-employment healthcare and other post-employment benefits (called “OPEBs”) much like they now report pension plan obligations. The philosophy behind the rule is that the costs of these post-employment benefits should be recognized as a current cost during the working years of an employee (like a CalPERS or STRS pension) rather than after they retire. GASB 45 requires that Districts with annual revenue between \$10 million and \$100 million must comply in the fiscal year after December 15, 2007, thus for College of Marin mandated compliance began with Fiscal Year 2008-09.

The District’s Board of Trustees elected early application of the GASB pronouncement and in the fall of 2004 commissioned Total Compensation System, Inc. to perform the OPEB actuarial study which was completed in the spring of 2005. The Board further directed funding the obligation in advance rather than on the prior “pay as you go” basis, and in Fiscal Year 2005-06 \$1,000,000 of pre-funding the obligation was set aside and transferred out of the General Fund into the Retiree Unfunded Medical Benefits Liability Fund. In 2007-08, an additional \$500,000 was transferred from the General Fund into the Retiree Unfunded Medical Benefits Liability Fund. And, in 2009-10, an additional \$500,000 was transferred from the General Fund into the Retiree Unfunded Medical Benefits Liability Fund. In June 2013, the funds were transferred into an irrevocable trust fund. In December 2014, the District’s Board of Trustees approved a \$250,000 contribution to the irrevocable trust fund, and in FY 2015-16, the Board of Trustees approved an \$850,000 contribution to the irrevocable trust fund.

The FY 2017-18 Adoption Budget includes “pay-as-you-go” reimbursements from the trust fund for its retiree medical and dental premium payments.

As of April 1, 2017, the most recent actuarial valuation date, the District’s Actuarial Accrued Liability for OPEB was \$2.4 million. The actuarial value of plan assets in the OPEB trust as of March 31, 2017 was \$3.9 million. In compliance with GASB 75, a new actuarial study will be completed in Fiscal Year 2017-18.

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

**OTHER POST EMPLOYMENT BENEFITS (OPEB) TRUST FUND
REVENUE AND EXPENDITURE REPORT**

| FISCAL YEAR | <u>ACTUAL</u> 2014-2015 | <u>ACTUAL</u> 2015-2016 | <u>ESTIMATED</u> <u>ACTUAL</u> 2016-2017 | <u>ADOPTION</u> <u>BUDGET</u> 2017-2018 | <u>%</u> <u>CHANGE</u> |
|--|----------------------------|----------------------------|--|---|---------------------------|
| REVENUE | | | | | |
| Investment Income | \$ (6,173) | \$ 102,942 | \$ 170,000 | \$ 20,000 | -88.2% |
| Total Revenue | (6,173) | 102,942 | 170,000 | 20,000 | -88.2% |
| EXPENDITURES | | | | | |
| Administrative Fees | 2,642 | 2,297 | 3,200 | 3,000 | -6.3% |
| Total Expenditures | 2,642 | 2,297 | 3,200 | 3,000 | -6.3% |
| Excess of Revenue Over Expenditures | (8,815) | 100,645 | 166,800 | 17,000 | -89.8% |
| Other Financing Sources - Contributions | 250,000 | 850,000 | - | - | 0.0% |
| (Other Outgo - "Pay As You Go" Reimbursements) | - | - | (479,842) | (448,398) | -6.6% |
| Beginning Fund Balance | 2,501,792 | 2,742,977 | 3,693,622 | 3,860,422 | 4.5% |
| ENDING FUND BALANCE | \$ 2,742,977 | \$ 3,693,622 | \$ 3,860,422 | \$ 3,429,024 | -11.2% |

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

**PARS-CCLC PENSION RATE STABILIZATION TRUST FUND
REVENUE AND EXPENDITURE REPORT**

The PARS-CCLC Pension Rate Stabilization Trust Fund has been made available for the purpose of pre-funding pension obligations. Contributions to the trust fund will be determined by the Board of Trustees.

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

**PARS-CCLC PENSION RATE STABILIZATION TRUST FUND
REVENUE AND EXPENDITURE REPORT**

| FISCAL YEAR | ESTIMATED ACTUAL 2016-2017 | ADOPTION BUDGET 2017-2018 | % CHANGE |
|---|---|--|---------------------|
| REVENUE | | | |
| Investment Income | \$ - | \$ 12,000 | n/a |
| Total Revenue | - | 12,000 | n/a |
| EXPENDITURES | | | |
| Administrative Fees | - | 3,000 | n/a |
| Total Expenditures | - | 3,000 | n/a |
| Excess of Revenue Over Expenditures | - | 9,000 | n/a |
| Other Financing Sources - Contributions | 5,775,000 | - | -100.0% |
| (Other Outgo - Pension Reimbursements) | - | (800,000) | n/a |
| Beginning Fund Balance | - | 5,775,000 | n/a |
| ENDING FUND BALANCE | \$ 5,775,000 | \$ 4,984,000 | -13.7% |

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

**OTHER AGENCY FUND
REVENUE AND EXPENDITURE REPORT**

In December 2015, the Marin Community College District Board of Trustees authorized the establishment of an Other Agency Fund with the County of Marin Treasury. The purpose of the Fund is to accept and disburse monies (held by the District longer than 45 days) on behalf of the Adult Education Block Grant (AEBG) AB 104 Marin Consortium. For fiscal year 2016-2017 the Marin Consortium members include: College of Marin, Marin County Office of Education, Novato Unified School District, San Rafael City Schools, Shoreline School District and Tamalpais Union High School District.

As of June 30, 2017 the fund balance is projected to be \$306,466.

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

**OTHER AGENCY FUND
REVENUE AND EXPENDITURE REPORT**

| FISCAL YEAR | <u>ACTUAL</u> 2015-2016 | <u>ESTIMATED</u> ACTUAL 2016-2017 | <u>ADOPTION</u> BUDGET 2017-2018 | <u>%</u> CHANGE |
|-------------------------------------|----------------------------|---|--|--------------------|
| REVENUE | | | | |
| Interest | \$ 654 | \$ 2,200 | \$ 750 | -65.9% |
| State Sources | 873,711 | (123,711) | - | -100.0% |
| Total Revenue | 874,365 | (121,511) | 750 | -100.6% |
| EXPENDITURES | | | | |
| Contract Services | 163,291 | 283,097 | 298,627 | 5.5% |
| Total Expenditures | 163,291 | 283,097 | 298,627 | 5.5% |
| Excess of Revenue Over Expenditures | 711,074 | (404,608) | (297,877) | -26.4% |
| Beginning Fund Balance | - | 711,074 | 306,466 | -56.9% |
| ENDING FUND BALANCE | \$ 711,074 | \$ 306,466 | \$ 8,589 | -97.2% |

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

**ASSOCIATED STUDENTS ORGANIZATIONS
REVENUE AND EXPENDITURE REPORTS**

Adoption Budget for Fiscal Year 2017-2018

The budgets of the Associated Students organizations reflect the financial translation of their major objectives, goals and priorities. The proposed budgets will fund projects to meet the needs of the respective student bodies, promote student activities on the campuses, and provide extended educational experiences for students.

Goals and objectives supported by these budgets include:

- Providing opportunities for students to participate in campus governance and decision-making activities and processes.
- Supporting students in initiating, developing and administering student-oriented and directed projects, programs and services.
- Offering student educational experiences through participation in student government, budget development, and organizational management.
- Promoting student leadership opportunities and contributions on campus.
- Broadening extra-curricular and educational opportunities on campus for students.
- Providing revenues to fund Associated Students' programs, activities and services.
- Scheduling various types of events, readings, extra-curricular activities and community lectures.

MARIN COMMUNITY ADOPTION BUDGET 2017-2018

ASSOCIATED STUDENTS COLLEGE OF MARIN - KTD IVC

| FISCAL YEAR | ACTUAL 2014-2015 | ACTUAL 2015-2016 | ESTIMATED ACTUAL 2016-2017 | ADOPTION BUDGET 2017-2018 | % CHANGE |
|--|-----------------------------|-----------------------------|---|--|---------------------|
| REVENUE | | | | | |
| Other Local Income | \$ 134,281 | \$ 116,971 | \$ 103,769 | \$ 87,600 | -15.6% |
| Total Revenue | 134,281 | 116,971 | 103,769 | 87,600 | -15.6% |
| EXPENDITURES | | | | | |
| Supplies | 27,972 | 22,649 | 24,617 | 24,250 | -1.5% |
| Contracted Services | 4,576 | 2,084 | 2,310 | 3,300 | 42.9% |
| Travel/Conference | 7,027 | 5,850 | 859 | 2,200 | 156.2% |
| Membership & Dues | - | - | - | - | 0.0% |
| Printing | 2,265 | 2,181 | 1,127 | 2,200 | 95.2% |
| Other Operating Expense | - | - | - | 125 | n/a |
| Equipment | 3,011 | 2,900 | - | 5,000 | n/a |
| Other Outgo: | | | | | n/a |
| Intrafund Transfers-Club Support & Emergency Loan Fund | 23,665 | 12,521 | 1,505 | 21,000 | 1295.2% |
| Interfund Transfers-MCCD | 60,569 | 103,043 | 40,600 | 40,000 | -1.5% |
| Leadership & Service Awards/Other Student Support | 1,000 | 1,000 | 2,000 | 2,000 | 0.0% |
| Bookstore Vouchers | - | - | - | - | 0.0% |
| Contingency | - | - | - | 19,475 | n/a |
| Total Expenditures | 130,086 | 152,228 | 73,018 | 119,550 | 63.7% |
| Excess of Revenue Over Expenditures | 4,196 | (35,257) | 30,751 | (31,950) | -203.9% |
| Beginning Fund Balance | 255,831 | 263,147 | 227,890 | 258,641 | 13.5% |
| ENDING FUND BALANCE | \$ 260,027 | \$ 227,890 | \$ 258,641 | \$ 226,691 | -12.4% |

The above results reflect the combination of the Kentfield and IVC campus Associated Student Body organizations. Additionally during fiscal year 2010-11, the student body approved the assessment of a voluntary \$8 per term Student Activity Fee. The fee's purpose is to support various student activities and projects throughout the entire student population.

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

ASSOCIATED STUDENTS EMERITUS COLLEGE

| FISCAL YEAR | ACTUAL | ACTUAL | ESTIMATED | ADOPTION | % |
|-------------------------------------|------------------|------------------|------------------|------------------|---------------|
| | 2014-2015 | 2015-2016 | ACTUAL | BUDGET | CHANGE |
| | | | 2016-2017 | 2017-2018 | |
| REVENUE | | | | | |
| Other Local Income | \$ 22,984 | \$ 22,604 | \$ 22,199 | \$ 17,375 | -21.7% |
| Contingency | - | - | - | 9,025 | n/a |
| Total Revenue | 22,984 | 22,604 | 22,199 | 26,400 | 18.9% |
| EXPENDITURES | | | | | |
| Supplies | 3,369 | 4,731 | 3,845 | 7,250 | 88.6% |
| Travel/Conference | 125 | - | - | 200 | n/a |
| Contracted Services | 350 | 400 | 1,000 | 1,550 | 55.0% |
| Postage | 1,672 | 2,382 | 1,317 | 2,700 | 104.9% |
| Printing | 2,802 | 2,170 | 1,323 | 3,300 | 149.4% |
| Marketing & Advertising | 2,039 | 729 | 913 | 2,200 | 141.0% |
| Equipment | - | - | - | 1,600 | n/a |
| Other Outgo: | | | | | |
| Lecture Series | - | - | - | 600 | n/a |
| Grants/Scholarships | 2,400 | 3,500 | 4,000 | 4,000 | 0.0% |
| Service Awards | - | - | 241 | 1,000 | 315.4% |
| Contingency | - | - | - | 2,000 | n/a |
| Total Expenditures | 12,758 | 13,912 | 12,639 | 26,400 | 108.9% |
| Excess of Revenue Over Expenditures | 10,226 | 8,692 | 9,560 | - | -100.0% |
| Beginning Fund Balance | 34,125 | 44,351 | 53,043 | 62,604 | 18.0% |
| ENDING FUND BALANCE | \$ 44,351 | \$ 53,043 | \$ 62,604 | \$ 62,604 | 0.0% |

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

ASSOCIATED STUDENTS REPRESENTATION FEE FUND

| FISCAL YEAR | ACTUAL 2014-2015 | ACTUAL 2015-2016 | ESTIMATED ACTUAL 2016-2017 | ADOPTION BUDGET 2017-2018 | % CHANGE |
|-------------------------------------|---------------------|---------------------|----------------------------------|---------------------------------|-------------|
| REVENUE | | | | | |
| Other Local Income | \$ 10,998 | \$ 7,782 | \$ 11,257 | \$ 12,025 | 6.8% |
| Total Revenue | 10,998 | 7,782 | 11,257 | 12,025 | 6.8% |
| EXPENDITURES | | | | | |
| Supplies | - | 49 | - | - | 0.0% |
| Travel / Conference | 12,393 | 4,275 | 10,719 | 11,925 | 11.3% |
| Membership & Dues | - | 75 | - | 100 | n/a |
| Postage | - | - | - | - | 0.0% |
| Contingency | - | - | - | - | 0.0% |
| Total Expenditures | 12,393 | 4,398 | 10,719 | 12,025 | 12% |
| Excess of Revenue Over Expenditures | (1,395) | 3,384 | 538 | - | -100.0% |
| Beginning Fund Balance | 91,703 | 90,308 | 93,692 | 94,230 | 0.6% |
| ENDING FUND BALANCE | \$ 90,308 | \$ 93,692 | \$ 94,230 | \$ 94,230 | 0.0% |

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**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

PART VI - INFORMATION DOCUMENTS

A. OVERVIEW

The objective of this section of the budget document is to provide the reader with the information documents utilized as supplementary material to the budget development presentation. These documents are:

Gann Appropriation Limit Worksheet

It is legislatively mandated that appropriations limit be approved as part of the Adoption Budget presentation. The worksheet summarizing the calculation to estimate the Gann Limit is displayed.

2017-18 Authorized Staffing

A list of all full-time equivalent staff and positions.

2016-17 Actual Gross Earnings, Employer-Paid Benefits and Total Compensation

Actual fiscal year 2016-2017 gross earnings, employer-paid benefits, and total compensation is provided for permanent District staff. The data is based on payroll batches recorded in the financial system for the 2016-17 fiscal year. Gross earnings include all earnings such as regular pay, overload, stipends, overtime, etc. Employer-paid benefits include all District costs such as health and welfare insurance, and statutory costs such as STRS, PERS, Medicare, Social Security, workers' compensation insurance, etc. Included for reference is the employee's position title from the Banner HR module. Two listings are presented: First, in employee alphabetical order and, second, by total employee compensation in descending order.

2016-17 Average Employer Benefits Rates

Average fiscal year 2016-2017 employer benefit rates for each employee class.

Dictionary of Accounting and Budgeting Terms

A dictionary of commonly used accounting and budgeting terms is presented for the user's reference.

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

B. GANN APPROPRIATION LIMIT WORKSHEET

I. **2017-18** Appropriations Limit:

| | | | |
|--|----------|-----------|-------------------|
| A. 2016-17 Appropriations Limit | | \$ | 50,567,939 |
| B. 2017-18 Price Factor: | 1.0369 | | |
| C. Population Factor: | | | |
| 1. 2015-16 Second Period Actual FTES: | 3,737.00 | | |
| 2. 2016-17 Second Period Actual FTES: | 3,706.00 | | |
| 3. 2017-18 Population Change Factor: | 0.9917 | | |
| (line C.2. divided by line C.1.) | | | |
| D. 2016-17 Limit adjusted by inflation and population factors (line A multiplied by line B and Line C.3.) | | | 51,998,695 |
| E. Adjustments to Increase Limit | | | |
| 1. Transfers in of financial responsibility | | - | |
| 2. Temporary voter approved increases | | - | |
| 3. Total adjustment - increase | | - | |
| Subtotal | | | 51,998,695 |
| F. Adjustments to Decrease Limit | | | |
| 1. Transfers out of financial responsibility | | - | |
| 2. Lapses of voter approved increases | | - | |
| 3. Total adjustment - decrease | | - | |
| G. 2017-18 Appropriations Limit | | \$ | 51,998,695 |

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

B. GANN APPROPRIATION LIMIT WORKSHEET

II. **2017-18** Appropriations Subject to Limit:

| | |
|--|------------------------------------|
| A. State Aid (General Apportionment, Apprenticeship Allowance, Basic Skills, Partnership for Excellence) | \$ 434,273 |
| B. State Subventions (Home Owners Property Tax Relief, Timber Yield tax, etc.) | 253,958 |
| C. Local Property taxes | 53,628,875 |
| D. Estimated Excess Debt Service taxes | - |
| E. Estimated Parcel taxes, Square Foot taxes, etc. | - |
| F. Interest on proceeds of taxes | 40,000 |
| G. Local appropriations from taxes for unreimbursed State, court and federal mandates | - |
| | <hr/> |
| H. 2017-18 Appropriations Subject to Limit | <u><u>\$ 54,357,106</u></u> |

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**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

C. AUTHORIZED STAFFING

| | Faculty | Classified | Administrators | Totals |
|--|----------------|-------------------|-----------------------|---------------|
| Unrestricted General Fund | 113.91 | 151.03 | 27.00 | 291.94 |
| Community Education and Services | - | 5.23 | 1.75 | 6.98 |
| Restricted General Fund | 10.09 | 29.50 | 5.25 | 44.84 |
| Child Development Fund | 7.80 | 0.92 | 1.00 | 9.72 |
| IVC Farm Operations Fund | - | 1.00 | 1.00 | 2.00 |
| Capital Outlay Fund for Measure B | - | 4.00 | 1.00 | 5.00 |
| District Totals | 131.80 | 191.68 | 37.00 | 360.48 |

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

C. UNRESTRICTED AUTHORIZED STAFFING

| TITLE | LAST | FIRST | FTE |
|-----------------------|-------------------|-----------|------|
| <u>FACULTY</u> | | | |
| COUNSELOR | BRICENO-MORENO | LUZ | 0.50 |
| COUNSELOR | CULLEN | GINA | 1.00 |
| COUNSELOR | ESCOBAR | CAITLIN | 0.60 |
| COUNSELOR | FURUYA | BRUCE | 1.00 |
| COUNSELOR | KLEIN | RACHEL | 0.14 |
| COUNSELOR | MAGALLANES-RIVERA | ALEXANDRA | 1.00 |
| COUNSELOR | MUSANTE | DANILA | 1.00 |
| COUNSELOR | PERRONE | KRISTIN | 1.00 |
| COUNSELOR | RAMEY | BYRON | 1.00 |
| COUNSELOR | ROBINSON | KAREN | 0.53 |
| COUNSELOR | STEVENSON | TROY | 0.14 |
| INSTRUCTOR | ACREDOLO | KRISTIN | 1.00 |
| INSTRUCTOR | ADAMS | GEORGE | 1.00 |
| INSTRUCTOR | AGUDELO-SILVA | FERNANDO | 1.00 |
| INSTRUCTOR | ALLEN | MAULA | 1.00 |
| INSTRUCTOR | ARNOLD | CHESTER | 1.00 |
| INSTRUCTOR | BARASHKOV | ANDREI | 1.00 |
| INSTRUCTOR | BEAL | REBECCA | 1.00 |
| INSTRUCTOR | BELLISIMO | YOLANDA | 1.00 |
| INSTRUCTOR | BERRINGER | STEVEN | 1.00 |
| INSTRUCTOR | BJORKLUND | TREVOR | 1.00 |
| INSTRUCTOR | BONANDER | BARBARA | 1.00 |
| INSTRUCTOR | BORENSTEIN | BONNIE | 1.00 |
| INSTRUCTOR | BOYD | SANDY | 1.00 |
| INSTRUCTOR | BROWN | BECKY | 1.00 |
| INSTRUCTOR | CHENEY | PAUL | 1.00 |

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

C. UNRESTRICTED AUTHORIZED STAFFING

| TITLE | LAST | FIRST | FTE |
|-----------------------|-------------|----------|------|
| <u>FACULTY</u> | | | |
| INSTRUCTOR | CHIA | MIA | 1.00 |
| INSTRUCTOR | CHRISTENSEN | TINA | 1.00 |
| INSTRUCTOR | COLLINS | THOMAS | 1.00 |
| INSTRUCTOR | COTTLE | WINDEE | 1.00 |
| INSTRUCTOR | CROSBY | FRANK | 1.00 |
| INSTRUCTOR | DA SILVA | PAUL | 1.00 |
| INSTRUCTOR | DAUBENMIRE | PAUL | 1.00 |
| INSTRUCTOR | DENERIS | JAMIE | 1.00 |
| INSTRUCTOR | DODGE | MARGARET | 1.00 |
| INSTRUCTOR | DUNMIRE | ERIK | 1.00 |
| INSTRUCTOR | DUNN | JASON | 1.00 |
| INSTRUCTOR | EDWARDS | SHAQUAM | 1.00 |
| INSTRUCTOR | EGERT | DAVID | 1.00 |
| INSTRUCTOR | EVERITT | DAVID | 1.00 |
| INSTRUCTOR | FARA | NICK | 1.00 |
| INSTRUCTOR | GOLITZIN | GEORGE | 1.00 |
| INSTRUCTOR | GONZALEZ | JAMES | 1.00 |
| INSTRUCTOR | GONZALEZ | MARCO | 1.00 |
| INSTRUCTOR | HERSCH | TONYA | 1.00 |
| INSTRUCTOR | HINDS | JOHN | 1.00 |
| INSTRUCTOR | HULIN | PATRICIA | 1.00 |
| INSTRUCTOR | JOHNSON | CAROL | 1.00 |
| INSTRUCTOR | JONES | DAVID | 1.00 |
| INSTRUCTOR | KELLY | INGRID | 1.00 |
| INSTRUCTOR | KELLY | PATRICK | 1.00 |
| INSTRUCTOR | KING | DAVID | 1.00 |

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

C. UNRESTRICTED AUTHORIZED STAFFING

| TITLE | LAST | FIRST | FTE |
|-----------------------|--------------|-----------|------|
| <u>FACULTY</u> | | | |
| INSTRUCTOR | KLINGER | ALISA | 1.00 |
| INSTRUCTOR | KOENIG | KAREN | 1.00 |
| INSTRUCTOR | KREIT | CARA | 1.00 |
| INSTRUCTOR | KUHN | KRISTI | 1.00 |
| INSTRUCTOR | LAGER | WARREN | 1.00 |
| INSTRUCTOR | LANGINGER | JEANNIE | 1.00 |
| INSTRUCTOR | LEFKOWITZ | SARALYN | 1.00 |
| INSTRUCTOR | LI | CHRISTINE | 1.00 |
| INSTRUCTOR | LUTZ | ARTHUR | 1.00 |
| INSTRUCTOR | MARMYSZ | JOHN | 1.00 |
| INSTRUCTOR | MARTINISI | MICHELE | 1.00 |
| INSTRUCTOR | MASSION | CHEO | 1.00 |
| INSTRUCTOR | MCCOY | ROBERT | 1.00 |
| INSTRUCTOR | MCKINNON | SARA | 1.00 |
| INSTRUCTOR | MICHELANGELO | LORI | 1.00 |
| INSTRUCTOR | MILLER | TRINE | 1.00 |
| INSTRUCTOR | MORSE | LISA | 1.00 |
| INSTRUCTOR | MUELLER | JOSEPH | 1.00 |
| INSTRUCTOR | MULLER | KEVIN | 1.00 |
| INSTRUCTOR | NEWTON | STEVEN | 1.00 |
| INSTRUCTOR | O'KEEFE | PATRICIA | 1.00 |
| INSTRUCTOR | ORDIN | LAURIE | 1.00 |
| INSTRUCTOR | PACULA | NORMAN | 1.00 |
| INSTRUCTOR | PAGANI | ROSSANA | 1.00 |
| INSTRUCTOR | PALMER | RONALD | 1.00 |
| INSTRUCTOR | PARK | JESSICA | 1.00 |

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

C. UNRESTRICTED AUTHORIZED STAFFING

| TITLE | LAST | FIRST | FTE |
|-----------------------|------------|-----------|------|
| <u>FACULTY</u> | | | |
| INSTRUCTOR | PASQUEL | ALICIA | 1.00 |
| INSTRUCTOR | PASSER | JOYCE | 1.00 |
| INSTRUCTOR | PATEL | BETH | 1.00 |
| INSTRUCTOR | POMAJULCA | CESAR | 1.00 |
| INSTRUCTOR | PURCELL | SHAWN | 1.00 |
| INSTRUCTOR | QUICK | DAYNA | 1.00 |
| INSTRUCTOR | RAHMAN | SUSAN | 1.00 |
| INSTRUCTOR | REINHARD | HOLLY | 1.00 |
| INSTRUCTOR | RITCHIE | ALAN | 1.00 |
| INSTRUCTOR | RODERICK | IRINA | 1.00 |
| INSTRUCTOR | ROONEY | KATHLEEN | 1.00 |
| INSTRUCTOR | RUDDLE | JOANNA | 1.00 |
| INSTRUCTOR | SANKO | NADIA | 1.00 |
| INSTRUCTOR | SCHMITT | FREDERICK | 1.00 |
| INSTRUCTOR | SEERY | PATRICIA | 1.00 |
| INSTRUCTOR | SERAFIN | SCOTT | 1.00 |
| INSTRUCTOR | SMYTH | KATHLEEN | 1.00 |
| INSTRUCTOR | STEINMETZ | POLLY | 1.00 |
| INSTRUCTOR | STOPHER | JIM | 1.00 |
| INSTRUCTOR | SUTHERLAND | JOHN | 1.00 |
| INSTRUCTOR | TIPTON | JAMES | 1.00 |
| INSTRUCTOR | TURNER | WALTER | 1.00 |
| INSTRUCTOR | VACANT | | 4.00 |
| INSTRUCTOR | WAGNER | KATHERINE | 1.00 |
| INSTRUCTOR | WALSH | WENDY | 1.00 |
| INSTRUCTOR | WELDON | SANDRA | 1.00 |

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

C. UNRESTRICTED AUTHORIZED STAFFING

| TITLE | LAST | FIRST | FTE |
|--------------------------|-----------|-----------|----------------------|
| <u>FACULTY</u> | | | |
| INSTRUCTOR | WELLS | STEPHANIE | 1.00 |
| INSTRUCTOR | WILLET | NANCY | 1.00 |
| INSTRUCTOR | WILSON | DEREK | 1.00 |
| INSTRUCTOR | WOODLIEF | BLAZE | 1.00 |
| INSTRUCTOR | YOUNG | MARIA | 1.00 |
| INSTRUCTOR | ZABIHI | FARHAD | 1.00 |
| INSTRUCTOR | ZAFFRAN | DAN | 1.00 |
| LIBRARIAN | ERDMANN | JOHN | 1.00 |
| LIBRARIAN | FRYE | SARAH | 1.00 |
| LIBRARIAN | PATTERSON | DAVID | 1.00 |
| TOTAL FACULTY FTE | | | <u>113.91</u> |

| | | | |
|-----------------------------|------------|-----------|------|
| <u>CLASSIFIED</u> | | | |
| ACCOMPANIST | PAUL | JEFFREY | 0.33 |
| ACCOUNTANT | HAGGITT | BRIANNA | 1.00 |
| ACCOUNTING SPECIALIST | AVILES | FRANCISCO | 1.00 |
| ACCOUNTING SPECIALIST | SEDIE | THEO | 1.00 |
| ACCOUNTING TECHNICIAN | GAFFNEY | KELI | 1.00 |
| ACCOUNTING TECHNICIAN | SATARIANO | JENIFER | 0.80 |
| ACCOUNTING TECHNICIAN | SHAW | ELLEN | 1.00 |
| ACCOUNTING TECHNICIAN | SHRESTHA | DEVENDRA | 1.00 |
| ADMINISTRATIVE ASSISTANT I | BROWN | TERESA | 0.92 |
| ADMINISTRATIVE ASSISTANT II | BACIGALUPI | LINDSAY | 1.00 |
| ADMINISTRATIVE ASSISTANT II | BORISOV | OLGA | 1.00 |
| ADMINISTRATIVE ASSISTANT II | CALLAHAN | SHAWNA | 0.15 |

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

C. UNRESTRICTED AUTHORIZED STAFFING

| TITLE | LAST | FIRST | FTE |
|--------------------------------|-----------------|-----------|------|
| <u>CLASSIFIED</u> | | | |
| ADMINISTRATIVE ASSISTANT II | JOHNSON | TAMMERA | 1.00 |
| ADMINISTRATIVE ASSISTANT II | LAMKE | VICTORIA | 1.00 |
| ADMINISTRATIVE ASSISTANT II | OLSEN | VIVIAN | 1.00 |
| ADMINISTRATIVE ASSISTANT II | PEREZ | CHELSEY | 0.50 |
| ADMINISTRATIVE ASSISTANT II | PINCKNEY | JOANNA | 1.00 |
| ADMINISTRATIVE ASSISTANT II | ROMO PADILLA | GUADALUPE | 1.00 |
| ADMINISTRATIVE ASSISTANT II | RUDOLPH | MONICA | 1.00 |
| ADMINISTRATIVE ASSISTANT II | VACANT | | 0.53 |
| ADMINISTRATIVE ASSISTANT III | ACKER | EILEEN | 1.00 |
| ADMINISTRATIVE ASSISTANT III | BARR | MARIDEL | 1.00 |
| ADMINISTRATIVE ASSISTANT III | FAW O'DONNELLEY | DIANNE | 1.00 |
| ADMINISTRATIVE ASSISTANT III | LONGO | GINA | 1.00 |
| ADMINISTRATIVE ASSISTANT III | NAMVAR | MINA | 1.00 |
| ADMINISTRATIVE ASSISTANT III | OLDENDICK | NICOLE | 1.00 |
| ADMINISTRATIVE ASSISTANT III | PURTELL | CAROLINE | 0.80 |
| ADMINISTRATIVE ASSISTANT III | VACANT | | 0.67 |
| ADMINISTRATIVE SYSTEMS ANALYST | NGUYEN | DONG | 1.00 |
| ADMINISTRATIVE SYSTEMS ANALYST | SCHANE | BURTON | 1.00 |
| ADMINISTRATIVE SYSTEMS ANALYST | THAYER | DEBRA | 1.00 |
| ARTICULATION SPECIALIST | HAGOS | ALGANESH | 1.00 |
| ARTICULATION SPECIALIST | KUROMIYA | JAMES | 1.00 |
| ATHLETIC TRAINER | SCARCELLA | JOSEPH | 1.00 |
| BOX OFFICE CASHIER | VACANT | | 0.29 |
| BUYER | ERLENHEIM | DAVID | 1.00 |
| COLLEGE POLICE SVCS. ASST. | MINOIA | MARCO | 1.00 |

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

C. UNRESTRICTED AUTHORIZED STAFFING

| TITLE | LAST | FIRST | FTE |
|----------------------------------|----------------|-----------|------|
| <u>CLASSIFIED</u> | | | |
| CUSTODIAL SERVICES SUPERVISOR | COX | JEFFERY | 1.00 |
| CUSTODIAN | BUI | XUAN | 1.00 |
| CUSTODIAN | CRUZ | JULIO | 1.00 |
| CUSTODIAN | CRUZ VIERA | MERCEDES | 1.00 |
| CUSTODIAN | DE YOUNG | SCOTT | 1.00 |
| CUSTODIAN | DIAZ MARROQUIN | ABNER | 1.00 |
| CUSTODIAN | DODGE | GEORGE | 1.00 |
| CUSTODIAN | GALZAGORRY | JEANFELIX | 1.00 |
| CUSTODIAN | GALZAGORRY | MARIE | 1.00 |
| CUSTODIAN | KEENER | DANIEL | 1.00 |
| CUSTODIAN | KEENER | MARGARITA | 1.00 |
| CUSTODIAN | LITTLEJOHN | FRANCISCO | 1.00 |
| CUSTODIAN | MARTINEZ | MANUEL | 1.00 |
| CUSTODIAN | PEREZ | RAMIRO | 1.00 |
| CUSTODIAN | RULLEN | JEANEFFER | 1.00 |
| CUSTODIAN | SMITH | MICHAEL | 1.00 |
| CUSTODIAN | TESFAY | YONAS | 1.00 |
| CUSTODIAN | USTYAK | ROMAN | 1.00 |
| DATABASE ADMINISTRATOR | OSHEROFF | AARON | 1.00 |
| DESIGNER STAGE TECHNICIAN | WHITE | DAVID | 1.00 |
| EMPLOYMENT SERVICES COORDINATOR | BREAKSTONE | JULIE | 1.00 |
| EMPLOYMENT SERVICES COORDINATOR | GISLE | KIRSTEN | 0.80 |
| ENROLLMENT SERVICES ASSOCIATE I | SPEASE | JENNIFER | 0.60 |
| ENROLLMENT SERVICES ASSOCIATE I | TEER | JOANNE | 0.60 |
| ENROLLMENT SERVICES ASSOCIATE I | WEBB | THELMA | 0.60 |
| ENROLLMENT SERVICES ASSOCIATE II | BANKS | CECILE | 1.00 |

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

C. UNRESTRICTED AUTHORIZED STAFFING

| TITLE | LAST | FIRST | FTE |
|--|----------------|-------------|------|
| <u>CLASSIFIED</u> | | | |
| ENROLLMENT SERVICES ASSOCIATE II | BARNETT | MARIXA | 0.60 |
| ENROLLMENT SERVICES ASSOCIATE II | DEO | LEE | 0.60 |
| ENROLLMENT SERVICES ASSOCIATE II | JAMES | PATIENCE | 1.00 |
| ENROLLMENT SERVICES ASSOCIATE II | PAULINO | JOAN | 1.00 |
| ENROLLMENT SERVICES ASSOCIATE II | VILLARREAL | SEANNA | 1.00 |
| ENROLLMENT SERVICES ASSOCIATE III | BAGTAS-CARMONA | EMY | 1.00 |
| ENROLLMENT SERVICES ASSOCIATE III | HUNTER | ANDREA | 1.00 |
| ENROLLMENT SERVICES ASSOCIATE III | REYES | RUBY | 1.00 |
| EOPS/CARE & CALWORKS COORDINATOR | MARTINEZ | ALLYSON | 0.15 |
| EQUITY COORDINATOR | YANG | CHRISTOPHER | 0.21 |
| EXECUTIVE ASSISTANT I | BAUER | KATHERINE | 1.00 |
| EXECUTIVE ASSISTANT I | CRUZ | NICOLE | 1.00 |
| EXECUTIVE ASSISTANT I | JONES | RHONDA | 1.00 |
| EXECUTIVE ASSISTANT I | MOLLOY | MELINDA | 1.00 |
| EXECUTIVE ASSISTANT II | JOYNER | KATHLEEN | 1.00 |
| EVALUATION ANALYST | CARROLL | SHELDON | 1.00 |
| GARDENER | CRAIG | RODNEY | 1.00 |
| GARDENER | GARRETT | STEVEN | 1.00 |
| GARDENER | WADSWORTH | WILLIAM | 1.00 |
| GARDENER | VACANT | | 1.00 |
| GARDENER | VACANT | | 1.00 |
| GRAPHICS DESIGN SPECIALIST | DORMANN | ROGER | 1.00 |
| GRAPHICS DESIGN SPECIALIST | MAHONEY | DAVID | 1.00 |
| HUMAN RESOURCES TECHNICIAN I | VACANT | | 1.00 |
| HUMAN RESOURCES TECHNICIAN II | HANSEN | CANDICE | 1.00 |
| HUMAN RESOURCES TECHNICIAN II | LEE | LESLIE | 0.80 |
| INSTRUCTIONAL ASSISTANT - BUS & INFO SYS | BARTHELEMY | LANCE | 0.28 |

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

C. UNRESTRICTED AUTHORIZED STAFFING

| TITLE | LAST | FIRST | FTE |
|--|------------------|-----------|------|
| <u>CLASSIFIED</u> | | | |
| INSTRUCTIONAL ASSISTANT - BUS & INFO SYS | WOODS | JULIA | 0.67 |
| INSTRUCTIONAL ASSISTANT - COURT REPORTING | ROSS | MARY | 0.38 |
| INSTRUCTIONAL ASSISTANT - MACHINE & METALS | DEINES | MARK | 0.28 |
| INSTRUCTIONAL SPECIALIST - BUS & INFO SYS | SMITH | GREGORY | 0.83 |
| INSTRUCTIONAL SPECIALIST - COLLEGE SKILLS | CADY | JEFFREY | 0.35 |
| INSTRUCTIONAL SPECIALIST - COLLEGE SKILLS | DRISDELL | LUCAS | 0.35 |
| INSTRUCTIONAL SPECIALIST - DENTAL ASSISTING | CANADY-WILLIAMS | KIM | 0.38 |
| INSTRUCTIONAL SPECIALIST - ENGLISH | ATKINSON | JUSTIN | 0.83 |
| INSTRUCTIONAL SPECIALIST - ENGLISH | HERNANDEZ | BARBARA | 0.38 |
| INSTRUCTIONAL SPECIALIST - ENGLISH | ROLSTON | CAITLYN | 0.38 |
| INSTRUCTIONAL SPECIALIST - ENGLISH | SHEOFSKY | ELIZABETH | 0.34 |
| INSTRUCTIONAL SPECIALIST - ENGLISH | SMITH | RION | 0.83 |
| INSTRUCTIONAL SPECIALIST - ENGLISH | WARREN | DEBORAH | 0.44 |
| INSTRUCTIONAL SPECIALIST - ENGLISH | WESTBROOK | MICHELLE | 0.44 |
| INSTRUCTIONAL SPECIALIST - MATHEMATICS | JESTADT | JESSE | 0.60 |
| INSTRUCTIONAL SPECIALIST - MATHEMATICS | WALKER | SANTON | 0.60 |
| INSTRUCTIONAL SPECIALIST - MEDICAL ASSISTING | WILTEY | ANA | 0.38 |
| INSTRUCTIONAL SUPPORT ANALYST | SUAREZ MALDONADO | ALEJANDRO | 1.00 |
| INSTRUCTIONAL SUPPORT COORDINATOR | HUDGENS | MICHAEL | 1.00 |
| INSTRUCTIONAL TECHNOLOGIST | LINCE | STACEY | 1.00 |
| INSTRUCTIONAL TECHNOLOGY SUPERVISOR | VACANT | | 1.00 |
| INTERNATIONAL STUDENT ADVISOR | WELCH | ALISON | 1.00 |
| KINESIOLOGY & ATHLETICS EQUIPMENT MANAGER | SANTOS | RICARDO | 1.00 |
| LABORATORY TECHNICIAN - AUTO TECHNOLOGY | LOEFFLER | PETER | 1.00 |
| LABORATORY TECHNICIAN - BIOLOGY | ENTY | AFTAB | 1.00 |
| LABORATORY TECHNICIAN - CERAMICS | YOUNG | BRIAN | 0.49 |

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

C. UNRESTRICTED AUTHORIZED STAFFING

| TITLE | LAST | FIRST | FTE |
|---|-------------|-------------|------|
| <u>CLASSIFIED</u> | | | |
| LABORATORY TECHNICIAN - CHEMISTRY | CULLEN | ANDREW | 1.00 |
| LABORATORY TECHNICIAN - CHEMISTRY | VACANT | | 0.43 |
| LABORATORY TECHNICIAN - COMPUTER TECHNOLOGY | DUNKLE | CHRISTOPHER | 1.00 |
| LABORATORY TECHNICIAN - COMPUTER TECHNOLOGY | WEST | KEVIN | 1.00 |
| LABORATORY TECHNICIAN - COMMUNICATIONS | GUDMUNDSSON | JON | 1.00 |
| LABORATORY TECHNICIAN - DENTAL ASSISTING | VACANT | | 0.17 |
| LABORATORY TECHNICIAN - MICROBIOLOGY | MANENTO | DAUDI | 0.92 |
| LABORATORY TECHNICIAN - MUSEUM & GALLERIES | VACANT | | 0.50 |
| LABORATORY TECHNICIAN - NURSING | JOSEPH | SARAH | 0.33 |
| LABORATORY TECHNICIAN - PHYSICS | ROBINSON | MARK | 1.00 |
| LABORATORY TECHNICIAN - SCULPTURE & FINE ARTS | CASTILLO | NATHAN | 0.59 |
| LEAD CUSTODIAN | LARRE | CHRISTELLE | 1.00 |
| LEAD CUSTODIAN | THOMAS | JOSEPH | 1.00 |
| LIBRARY TECHNICIAN I | LONG | LAN-LING | 1.00 |
| LIBRARY TECHNICIAN I | NGUYEN THUY | TRANG | 1.00 |
| LIBRARY TECHNICIAN II | FONTENO | AMBER | 1.00 |
| LIBRARY TECHNICIAN III | MCSWEEN | KAREN | 1.00 |
| LIBRARY TECHNICIAN III | VACANT | | 1.00 |
| LOCKSMITH/CARPENTER | PEREZ | ALEXIO | 1.00 |
| MAINTENANCE CARPENTER | STAFFEN | RUSSELL | 1.00 |
| MAINTENANCE ELECTRICIAN | MARCUM | JEFFREY | 1.00 |
| MAINTENANCE ELECTRICIAN | WILSON | PAUL | 1.00 |
| MAINTENANCE HVAC MECHANIC | MITCHELL | DAVID | 1.00 |
| MAINTENANCE HVAC MECHANIC | YOHANNES | HAILE | 1.00 |
| MAINTENANCE MECHANIC | VACANT | | 1.00 |
| MAINTENANCE PAINTER | OROPEZA | GUADALUPE | 1.00 |

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

C. UNRESTRICTED AUTHORIZED STAFFING

| TITLE | LAST | FIRST | FTE |
|---|---------------|-------------|------|
| <u>CLASSIFIED</u> | | | |
| MAINTENANCE PLUMBER | DIAZ | CHRISTOPHER | 1.00 |
| NETWORK ADMINISTRATOR | VACANT | | 1.00 |
| NETWORK/PC/TELEPHONE TECHNICIAN | CHI | BRIAN | 1.00 |
| NETWORK/PC/TELEPHONE TECHNICIAN | GARDINER | DAVID | 1.00 |
| NETWORK/PC/TELEPHONE TECHNICIAN | VACANT | | 1.00 |
| PAYROLL SPECIALIST | TERRY | LINDA | 1.00 |
| POOL MAINTENANCE WORKER | APPLEGATE | MONICA | 1.00 |
| POOL MAINTENANCE WORKER | THOMAS | TRACY | 1.00 |
| PRINT PRODUCTION SPECIALIST | SO | ALBERT | 1.00 |
| PRODUCTION TECHNICIAN | FOULGER | KIM | 1.00 |
| RECEIVING CLERK | LAMBERT | GABRIEL | 1.00 |
| REPROGRAPHICS MAIL CLERK | HARBISON | JESSE | 1.00 |
| REPROGRAPHICS MAIL CLERK | KLEIN | MICHAEL | 1.00 |
| RESEARCH ANALYST | ACHARYA-REGMI | SAPANA | 0.50 |
| RESEARCH ANALYST | CREEL | MELODY | 1.00 |
| SCHOOL & COMMUNITY PARTNERSHIPS PROG. COORDINATOR | SOLIS | JULIAN | 0.44 |
| SENIOR ACCOUNTANT | BARKER | LESLIE | 1.00 |
| SENIOR ACCOUNTANT | GREITZER | MICHELLE | 1.00 |
| SENIOR BENEFITS ANALYST | OWEN | RONALD | 1.00 |
| SENIOR CREATIVE DESIGNER | CHUNG | SHOOK-CHU | 1.00 |
| SENIOR HUMAN RESOURCES ANALYST | KINKA RUIZ | DEVON | 1.00 |
| SENIOR PAYROLL SPECIALIST | TUCKER | DORIS | 1.00 |
| SENIOR RESEARCH AND EVALUATION SPECIALIST | SHAFFER | HOLLEY | 0.67 |
| STAFF ACCOUNTANT | BARZEGAR | NAGHMEH | 1.00 |
| STAFF ACCOUNTANT | FRAGATA | MARILOU | 1.00 |
| SYSTEM SUPPORT TECHNICIAN | LEE | WENDY | 1.00 |

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

C. UNRESTRICTED AUTHORIZED STAFFING

| TITLE | LAST | FIRST | FTE |
|---|----------------|--------|----------------------|
| <u>CLASSIFIED</u> | | | |
| SYSTEM ADMINISTRATOR | INDI | FERHAT | 1.00 |
| TECHNOLOGY SUPPORT SPECIALIST II | VACANT | | 1.00 |
| TELECOMMUNICATIONS & ELECTRONICS SPECIALIST | HABER | JOHN | 1.00 |
| THEATRE EVENTS MANAGER | VACANT | | 0.50 |
| TRANSFER & CAREER CENTER COORDINATOR | JANNEY-ROBERTS | SOFIA | 1.00 |
| TUTORING CENTER COORDINATOR | PENSABENE | OKSANA | 0.80 |
| TOTAL CLASSIFIED FTE | | | <u>151.03</u> |

ADMINISTRATORS

ACADEMIC:

| | | | |
|--|---------------|------------|---------------------|
| SUPERINTENDENT/PRESIDENT | COON | DAVID WAIN | 1.00 |
| SR. VICE PRESIDENT OF STUDENT SERVICES/STUDENT LEARNING | ELDRIDGE | JONATHAN | 0.80 |
| ASSISTANT VICE PRESIDENT FOR INSTRUCTIONAL SUPPORT | TORRES | CARI | 1.00 |
| DEAN OF ARTS & HUMANITIES | SNYDER | DAVID | 1.00 |
| DEAN OF CAREER AND TECHNICAL EDUCATION | PRATT | BETH | 1.00 |
| DEAN OF ENROLLMENT SERVICES | HORINEK | JON | 0.85 |
| DEAN OF HEALTH SCIENCES | ALAMEIDA | MARSHALL | 1.00 |
| DEAN OF MATH AND SCIENCES | HERNANDEZ | CAROL | 1.00 |
| DEAN OF STUDENT SUCCESS | VACANT | | 0.60 |
| DIRECTOR OF COMMUNITY ED., LIFELONG LEARNING & INT'L ED. | HILDEBRAND | CAROL | 0.25 |
| DIRECTOR OF EOPS/CARE & CALWORKS | REETZ | BECKY | 0.50 |
| DIRECTOR OF KINESIOLOGY AND ATHLETICS | BYRNE | RYAN | 1.00 |
| DIRECTOR OF PLANNING, RESEARCH & INST. EFFECTIVENESS | LEIMER | CHRISTINA | 1.00 |
| DIRECTOR OF STUDENT ACTIVITIES AND ADVOCACY | SULAIMAN HARA | SADIKA | 1.00 |
| TOTAL ACADEMIC ADMINISTRATORS | | | <u>12.00</u> |

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

C. UNRESTRICTED AUTHORIZED STAFFING

| TITLE | LAST | FIRST | FTE |
|--|--------------|-----------|----------------------|
| <u>CLASSIFIED:</u> | | | |
| VICE PRESIDENT OF FINANCE & COLLEGE OPERATIONS | NELSON | GREGORY | 1.00 |
| EXECUTIVE DIRECTOR OF HR & LABOR RELATIONS | COMBS | KRISTINA | 1.00 |
| CHIEF INFORMATION OFFICER /DIRECTOR OF INFO. TECHNOLOGY | EKOUE TOTOU | PATRICK | 1.00 |
| CHIEF OF POLICE/DIRECTOR OF SAFETY | MAROZICK | JEFFREY | 1.00 |
| DIRECTOR OF COLLEGE SERVICES | RICCIUTI | ANNA | 1.00 |
| DIRECTOR OF FACILITIES PLANNING, MAINT. & OPERATIONS | VACANT | | 1.00 |
| DIRECTOR OF FISCAL SERVICES | ISOZAKI | PEGGY | 1.00 |
| DIRECTOR OF SCHOOL AND COMMUNITY PARTNERSHIPS | PILLOTON | ANNA | 1.00 |
| DISTRICT COUNSEL | VACANT | | 1.00 |
| ASST. DEAN OF ENROLLMENT SVCS./STUDENT FIN. ASSIST. | VACANT | | 1.00 |
| ASST. DIRECTOR OF FACILITIES PLANNING, MAINT. & OPERATIONS | CHRISTIANSEN | KLAUS | 1.00 |
| ASST. DIRECTOR OF HUMAN RESOURCES | HARRIS | NEKODA | 1.00 |
| MANAGER, EMPLOYEE & LABOR RELATIONS | LEHUA | CONSTANCE | 1.00 |
| POLICE LIEUTENANT | VACANT | | 1.00 |
| PROGRAM ADMINISTRATOR - HEALTH SCIENCE | OLMANSON | ANGELA | 1.00 |
| TOTAL CLASSIFIED ADMINISTRATORS | | | <u>15.00</u> |
| TOTAL ADMINISTRATIVE FTE | | | <u>27.00</u> |
| TOTAL UNRESTRICTED FTE | | | <u>291.94</u> |

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

C. COMMUNITY EDUCATION AND SERVICES AUTHORIZED STAFFING

| TITLE | LAST | FIRST | FTE |
|--|------------|-----------|--------------------|
| <u>CLASSIFIED</u> | | | |
| ADMINISTRATIVE ASSISTANT III | LOEFFLER | LAURA | 1.00 |
| COMMUNITY EDUCATION & SERVICES PROG. SPEC. | CARLSON | CHERYL | 1.00 |
| COMMUNITY EDUCATION & SERVICES PROG. SPEC. | MARCKWORDT | VALERIE | 1.00 |
| ENROLLMENT SERVICES ASSOCIATE I | SMITH | SARAH | 1.00 |
| ENROLLMENT SERVICES ASSOCIATE II | PEITZ | HEATHER | 1.00 |
| INTENSIVE ENGLISH ESL OFFICE TECHNICIAN | VACANT | | 0.23 |
| TOTAL CLASSIFIED FTE | | | <u>5.23</u> |
| <u>ADMINISTRATORS</u> | | | |
| <u>ACADEMIC</u> | | | |
| DIRECTOR OF COMMUNITY ED., LIFELONG LEARNING & INT'L ED. | HILDEBRAND | CAROL | 0.75 |
| TOTAL ACADEMIC ADMINISTRATORS | | | <u>0.75</u> |
| <u>CLASSIFIED:</u> | | | |
| PROGRAM ADMIN., COMM. ED., LIFELONG LEARNING & INT'L ED. | HAMPSON | ELIZABETH | 1.00 |
| TOTAL CLASSIFIED ADMINISTRATORS | | | <u>1.00</u> |
| TOTAL ADMINISTRATIVE FTE | | | <u>1.75</u> |
| TOTAL COMMUNITY EDUCATION AND SERVICES FTE | | | <u>6.98</u> |

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

C. RESTRICTED AUTHORIZED STAFFING

| TITLE | LAST | FIRST | FTE |
|---|----------------|-------------|---------------------|
| <u>FACULTY</u> | | | |
| COUNSELOR | ARBONA | SHAILA | 1.00 |
| COUNSELOR | BRICENO-MORENO | LUZ | 0.50 |
| COUNSELOR | EARLY | RINETTA | 1.00 |
| COUNSELOR | ESCOBAR | CAITLIN | 0.40 |
| COUNSELOR | KLEIN | RACHEL | 0.86 |
| COUNSELOR | COLEY | WILLIAM | 1.00 |
| COUNSELOR | ROBINSON | KAREN | 0.47 |
| COUNSELOR | STEVENSON | TROY | 0.86 |
| COUNSELOR | URENA | JAVIER JOSE | 1.00 |
| COUNSELOR | WITTENMEIER | TONI | 1.00 |
| INSTRUCTOR | FINLAYSON | LUNA | 1.00 |
| INSTRUCTOR | LEE | JUNE | 1.00 |
| TOTAL FACULTY FTE | | | <u>10.09</u> |
| <u>CLASSIFIED</u> | | | |
| ADMINISTRATIVE ASSISTANT | CALLAHAN | SHAWNA | 0.25 |
| ADMINISTRATIVE ASSISTANT II | PEREZ | CHELSEY | 0.50 |
| ADMINISTRATIVE ASSISTANT III | PURTELL | CAROLINE | 0.20 |
| ADMINISTRATIVE ASSISTANT III | SIEGENTHALER | CONNIE | 1.00 |
| ASSISTIVE TECHNOLOGY SPECIALIST-SAS | DIMOPOULOS | ELIANA | 1.00 |
| CAREER INTERNSHIPS and SERVICE LEARNING PROGRAM COOR. | FLORES | LISSETTE | 1.00 |
| COLLEGE POLICE SVCS. ASST. | TUCKER | JESSICA | 1.00 |
| COMPASS COORDINATOR | BARAJAS | LILYANA | 1.00 |
| COMPASS COORDINATOR | FERNANDEZ | ANA (AVI) | 1.00 |

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

C. RESTRICTED AUTHORIZED STAFFING

| TITLE | LAST | FIRST | FTE |
|---|----------------|-------------|------|
| <u>CLASSIFIED</u> | | | |
| CUSTODIAN | VACANT | | 1.00 |
| ENROLLMENT SERVICES ASSOCIATE I | SPEASE | JENNIFER | 0.40 |
| ENROLLMENT SERVICES ASSOCIATE I | TEER | JOANNE | 0.40 |
| ENROLLMENT SERVICES ASSOCIATE I | WEBB | THELMA | 0.40 |
| ENROLLMENT SERVICES ASSOCIATE II | BARNETT | MARIXA | 0.40 |
| ENROLLMENT SERVICES ASSOCIATE II | DEO | LEE | 0.40 |
| EOPS/CARE AND CALWORKS COORDINATOR | MARTINEZ | ALLYSON | 0.85 |
| EOPS/CARE & CALWORKS SPECIALIST | GUILLEN | HUGO | 1.00 |
| EQUITY & ACTIVITIES PROGRAM COORDINATOR | YANG | CHRISTOPHER | 0.79 |
| EVENTS/FACILITIES SUPERVISOR | VACANT | | 1.00 |
| LEAD GARDENER | DOMINGUEZ | PAUL | 1.00 |
| HEALTH SERVICES ASST. | BUCKLEY | BO | 0.6 |
| HEALTH SERVICES ASST. | TIMPANE | SHANNON | 0.4 |
| INSTRUCTIONAL ASST., LRNG.DISABILITIES | DEIONGH | KYLE | 0.32 |
| INSTRUCTIONAL ASST., LRNG.DISABILITIES | HEDEMARK | GORDON | 0.54 |
| INSTRUCTIONAL SPECIALIST., ADAPTED PE | DAVISON | JEANETTE | 0.32 |
| INSTRUCTIONAL ASST., ADAPTED PE | THOMPSON-SMITH | CYNTHIA | 0.32 |
| INSTRUCTIONAL SPECIALIST, SAS | VACANT | | 0.38 |
| POLICE OFFICER | ADAMS | JOHN | 1.00 |
| POLICE OFFICER | LANGEVELD | MARTINUS | 1.00 |
| POLICE OFFICER | RUIZ | DUSTIN | 1.00 |
| POLICE OFFICER | SPEDIACCI | ANTHONY | 1.00 |
| POLICE OFFICER | STEWART | PAUL | 1.00 |
| PROGRAM TECHNICIAN, SAS | MAYO | MILES | 0.49 |
| RESEARCH ANALYST | ACHARYA-REGMI | SAPANA | 0.50 |
| SAS E-TEXT ASSISTANT | SAGE | MARY | 0.53 |

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

C. RESTRICTED AUTHORIZED STAFFING

| TITLE | LAST | FIRST | FTE |
|---|--------------|---------|---------------------|
| <u>CLASSIFIED</u> | | | |
| SAS SPECIALIST | SCHWARTZ | CAROL | 0.50 |
| SAS SUPPORT SERV.TECH | ZARREHPARVAR | XENIA | 0.92 |
| SCHOOL & COMMUNITY PARTNERSHIPS PROG. COORDINATOR | SOLIS | JULIAN | 0.56 |
| SENIOR RESEARCH AND EVALUATION SPECIALIST | SHAFFER | HOLLEY | 0.33 |
| TESTING CENTER COORDINATOR | WONG | SALLY | 1.00 |
| TESTING TECHNICIAN | GARRETSON | PATRICK | 1.00 |
| TUTORING CENTER COORDINATOR | PENSABENE | OKSANA | 0.20 |
| VETERANS RESOURCE SPECIALIST | GRAY | MARIJKE | 1.00 |
| WORKFORCE SPECIALIST | WOERLEIN | MARC | 1.00 |
| TOTAL CLASSIFIED FTE | | | <u>30.50</u> |

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

C. RESTRICTED AUTHORIZED STAFFING

| TITLE | LAST | FIRST | FTE |
|---|----------|----------|---------------------|
| <u>ADMINISTRATORS</u> | | | |
| <u>ACADEMIC:</u> | | | |
| SR. VICE PRESIDENT OF STUDENT SERVICES/STUDENT LEARNING | ELDRIDGE | JONATHAN | 0.20 |
| DEAN OF ENROLLMENT SERVICES | HORINEK | JON | 0.15 |
| DEAN OF STUDENT SUCCESS | VACANT | | 0.40 |
| DIRECTOR OF BASIC SKILLS PROGRAMS | VACANT | | 1.00 |
| DIRECTOR OF EOPS/CARE & CALWORKS | REETZ | BECKY | 0.50 |
| DIRECTOR OF STUDENT ACCESSIBILITY SERVICES | MILLER | STORMY | 1.00 |
| TOTAL ACADEMIC ADMINISTRATORS | | | <u>3.25</u> |
| <u>CLASSIFIED:</u> | | | |
| CP & WD GRANTS ADMINISTRATOR | HORTON | KATHERYN | 1.00 |
| EXECUTIVE DIRECTOR OF DEVELOPMENT | FRANK | LINDA | 1.00 |
| TOTAL CLASSIFIED ADMINISTRATORS | | | <u>2.00</u> |
| TOTAL ADMINISTRATIVE FTE | | | <u>5.25</u> |
| TOTAL RESTRICTED FTE | | | <u>45.84</u> |

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

C. CHILD DEVELOPMENT AUTHORIZED STAFFING

| TITLE | LAST | FIRST | FTE |
|---|-----------------|----------|--------------------|
| <u>FACULTY</u> | | | |
| INSTRUCTOR - IVC SITE SUPERVISOR | BIGGART | MAUREEN | 1.00 |
| INSTRUCTOR - KTD SITE SUPERVISOR | MORACA | LORI | 1.00 |
| INSTRUCTOR | BOWEN | NORA | 1.00 |
| INSTRUCTOR | COOKE | INDICA | 1.00 |
| INSTRUCTOR | DELGADO | MARY | 1.00 |
| INSTRUCTOR | FAIRMAN | HONOR | 1.00 |
| INSTRUCTOR | MALOUF | JANEATTE | 1.00 |
| INSTRUCTOR | MORALES | HELEN | 0.80 |
| TOTAL FACULTY FTE | | | <u>7.80</u> |
| <u>CLASSIFIED</u> | | | |
| ADMINISTRATIVE ASSISTANT II | JACKSON | KAHEA | 0.92 |
| TOTAL CLASSIFIED FTE | | | <u>0.92</u> |
| <u>ADMINISTRATORS</u> | | | |
| <u>ACADEMIC:</u> | | | |
| DIRECTOR OF CHILD DEVELOPMENT PROGRAMS | DYLIACCO-CALICA | CORINNA | 1.00 |
| TOTAL ADMINISTRATIVE FTE | | | <u>1.00</u> |
| TOTAL CHILD DEVELOPMENT FUND FTE | | | <u>9.72</u> |

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

C. IVC FARM OPERATIONS AUTHORIZED STAFFING

| TITLE | LAST | FIRST | FTE |
|---|----------|-------|--------------------|
| <u>CLASSIFIED</u> | | | |
| LEAD GARDENER | EVERSHED | DAVID | 1.00 |
| TOTAL CLASSIFIED FTE | | | <u>1.00</u> |
| <u>ADMINISTRATORS</u> | | | |
| <u>ACADEMIC:</u> | | | |
| MANAGER, ORGANIC FARM AND GARDEN | VACANT | | 1.00 |
| TOTAL ADMINISTRATIVE FTE | | | <u>1.00</u> |
| TOTAL IVC FARM OPERATIONS FUND FTE | | | <u>2.00</u> |

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

C. CAPITAL OUTLAY FUND FOR MEASURE B AUTHORIZED STAFFING

| TITLE | LAST | FIRST | FTE |
|--|---------|----------|----------------------|
| <u>CLASSIFIED</u> | | | |
| ACCOUNTING SPECIALIST | HARRIS | MARJORIE | 1.00 |
| ACCOUNTANT | VACANT | | 1.00 |
| ADMINISTRATIVE ASSISTANT III | VACANT | | 1.00 |
| BUYER | RAMIREZ | MAYRA | 1.00 |
| TOTAL CLASSIFIED FTE | | | <u>4.00</u> |
| <u>ADMINISTRATORS</u> | | | |
| <u>CLASSIFIED:</u> | | | |
| DIRECTOR OF CAPITAL PROJECTS | VACANT | | 1.00 |
| TOTAL CLASSIFIED ADMINISTRATORS | | | <u>1.00</u> |
| TOTAL ADMINISTRATIVE FTE | | | <u>1.00</u> |
| TOTAL MEASURE B BOND FUND FTE | | | <u>5.00</u> |
| DISTRICT TOTALS | | | <u>360.48</u> |

MARIN COMMUNITY COLLEGE DISTRICT
2016-17 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
ALPHABETICAL ORDER

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|--------------------------|-----------------------------|-----------------------|-------------------------------|---------------------------|
| Abe, Helen | Temporary Faculty | \$ 702 | \$ 60 | \$ 762 |
| Abouaf, Jeffrey | Temporary Faculty | 52,478 | 12,344 | 64,822 |
| Acharya-Regmi, Sapana | Research Analyst | 11,691 | 3,678 | 15,369 |
| Acker, Eileen | Admin Asst Dean Dir Cabinet | 70,798 | 42,631 | 113,429 |
| Acredolo, Kristin | Instructor | 81,560 | 30,094 | 111,654 |
| Adams, George | Instructor | 117,848 | 29,673 | 147,521 |
| Adams, John | Police Lieutenant | 105,310 | 41,466 | 146,776 |
| Admassu, Salem | Hourly | 4,583 | 393 | 4,976 |
| Agudelo-Silva, Fernando | Instructor | 198,709 | 53,384 | 252,092 |
| Airey-Van Diem, Peggy | Hourly | 5,794 | 497 | 6,291 |
| Al Ahmadieh, Rawan | Hourly | 1,410 | 12 | 1,422 |
| Alameida, Marshall | Dean of Health Sciences | 142,307 | 49,113 | 191,419 |
| Aleknaviciute, Indre | Temporary Faculty | 171 | 15 | 185 |
| Alexanderson, Jonathan | Hourly | 7,294 | 64 | 7,358 |
| Allee, Autumn | Temporary Faculty | 2,585 | 222 | 2,806 |
| Allen, Francine | Retiree Instructional | - | 6,981 | 6,981 |
| Allen, Maula | Instructor | 140,632 | 45,149 | 185,781 |
| Allen, Rebecca | Temporary Faculty | 25,664 | 5,018 | 30,682 |
| Alvarado-Mira, Christina | Hourly | 322 | 3 | 325 |
| Amos, Lynette | Hourly | 3,430 | 294 | 3,724 |
| Amos, Scott | Gardener | 42,669 | 25,979 | 68,649 |
| Anderson, Stephen | Retiree Non Instructional | - | 5,481 | 5,481 |
| Applegate, Monica | Pool Maintenance Worker IVC | 33,237 | 15,806 | 49,044 |
| Appleton, Carolyn | Retiree Non Instructional | - | 14,089 | 14,089 |
| Appleton, Guy | Retiree Non Instructional | - | 14,089 | 14,089 |

MARIN COMMUNITY COLLEGE DISTRICT
2016-17 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
ALPHABETICAL ORDER

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|-------------------------|-------------------------------|----------------|------------------------|--------------------|
| Arbona, Shaila | Counselor | 87,152 | 35,120 | 122,272 |
| Ariano, Vaughan | Temporary Faculty | 14,581 | 1,251 | 15,832 |
| Arnold, Chester | Instructor | 107,112 | 37,154 | 144,266 |
| Arrick, Janet | Temporary Faculty | 50,134 | 7,499 | 57,633 |
| Atkins, Michael | Hourly | 3,491 | 299 | 3,790 |
| Atkinson, Justin | Instructional Specialist | 51,196 | 22,498 | 73,694 |
| Attardi, Thomas | Temporary Faculty | 2,348 | 201 | 2,549 |
| Audisio, Tracy | Laboratory Technician | 146 | 13 | 158 |
| Aviles, Francisco | Accounting Specialist | 69,062 | 42,879 | 111,941 |
| Axworthy, Elizabeth | Hourly | 3,845 | 34 | 3,879 |
| Ayan-Eaton, Julianna | Hourly | 918 | 79 | 997 |
| Ayer, Daniel | Hourly | 14,227 | 1,220 | 15,447 |
| Azam, Ismail | Hourly | 953 | 8 | 961 |
| Bacigalupi, Christopher | Hourly | 17,164 | 1,472 | 18,636 |
| Bacigalupi, Lindsay | Administrative Asst - PE | 83,356 | 36,183 | 119,538 |
| Bagtas-Carmona, Emy | Enrollment Services Assoc III | 99,398 | 50,148 | 149,546 |
| Baker, Hursey | Temporary Faculty | 3,108 | 267 | 3,374 |
| Banks, Cecile | Enrollment Services Assoc II | 78,430 | 45,013 | 123,443 |
| Banos, Robert | Temporary Faculty | 24,961 | 2,298 | 27,260 |
| Barajas, Lilyana | COMPASS Coordinator | 4,738 | 2,050 | 6,788 |
| Barashkov, Andrei | Instructor | 98,565 | 29,702 | 128,267 |
| Barker, Leslie | Senior Accountant | 104,180 | 49,236 | 153,416 |
| Barndt, Kristin | Hourly | 2,269 | 195 | 2,463 |
| Barnett, Marixa | Enrollment Services Assoc II | 59,640 | 33,746 | 93,386 |
| Barnett, Sharon | Temporary Faculty | 5,203 | 446 | 5,649 |

**MARIN COMMUNITY COLLEGE DISTRICT
2016-17 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
ALPHABETICAL ORDER**

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|--------------------------|--------------------------------|-----------------------|-------------------------------|---------------------------|
| Barr, James | Retiree Non Instructional | - | 9,534 | 9,534 |
| Barr, Maridel | Admin Asst Dean Dir Cabinet | 53,977 | 36,406 | 90,383 |
| Barrall, Mark | Temporary Faculty | 61,325 | 5,260 | 66,585 |
| Barr-Vickers, Claudia | Temporary Faculty | 49,631 | 25,973 | 75,605 |
| Barthelemy, Lance | Instructional Specialist | 14,896 | 4,664 | 19,561 |
| Barzegar, Naghmeh | Staff Accountant | 90,196 | 48,685 | 138,880 |
| Baten-Celidon, Darlene | Board of Trustee - Student | 2,051 | 18 | 2,069 |
| Bauer, Katherine | Executive Assistant I | 61,760 | 25,696 | 87,456 |
| Bauman, Marcia | Temporary Faculty | 10,658 | 914 | 11,572 |
| Bawden, Douglas | Hourly | 4,814 | 296 | 5,110 |
| Beadle, Carole | Temporary Faculty | 14,136 | 2,114 | 16,251 |
| Beal, Rebecca | Instructor | 101,502 | 27,227 | 128,729 |
| Beam, Rustin | Instructional Specialist | 58,635 | 18,913 | 77,548 |
| Beaty, Claire | Hourly | 1,394 | 33 | 1,427 |
| Bedi, Pushpinder | Hourly | 23,641 | 2,460 | 26,101 |
| Belenky, Diana | Temporary Faculty | 2,064 | 193 | 2,257 |
| Belingheri, Marcus | Hourly | 306 | 26 | 332 |
| Bell, Clark | Temporary Faculty | 2,515 | 216 | 2,730 |
| Bellisimo, Yolanda | Instructor | 152,881 | 18,700 | 171,581 |
| Bencich, Lawrence | Temporary Faculty | 5,525 | 474 | 5,999 |
| Benjamin, Janet | Temporary Faculty | 291 | 25 | 315 |
| Berberian, Edward | Temporary Faculty | 15,255 | 2,282 | 17,536 |
| Berkelhammer, Larry | Temporary Faculty | 1,905 | 163 | 2,069 |
| Berluzconi, Luz Carolina | Hourly | 3,169 | 28 | 3,197 |
| Berringer, Steven | Director of Kin. and Athletics | 115,801 | 48,366 | 164,167 |

**MARIN COMMUNITY COLLEGE DISTRICT
2016-17 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
ALPHABETICAL ORDER**

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|------------------------|------------------------------|-----------------------|-------------------------------|---------------------------|
| Bertuol-Okun, Sueli | Temporary Faculty | 44,341 | 22,288 | 66,629 |
| Bestmartini, Elizabeth | Temporary Faculty | 4,558 | 391 | 4,949 |
| Beutler, Susan | Health Services Assistant | 1,455 | 450 | 1,905 |
| Bevis Dresden, Brady | Board of Trustee | 4,475 | 21,185 | 25,659 |
| Biederman, Guy | Temporary Faculty | 457 | 11 | 468 |
| Bigeagle, Norman | Temporary Faculty | 13,166 | 313 | 13,479 |
| Biggart, Maureen | Childrens Center Site Supv | 56,599 | 28,779 | 85,377 |
| Bikaran, Matin | Hourly | 2,640 | 23 | 2,663 |
| Binnings, Celeste | Temporary Faculty | 1,312 | 113 | 1,425 |
| Bird, Conor | Athletic PE Ed Equip Manager | 4,545 | 275 | 4,820 |
| Bjorklund, Trevor | Instructor | 81,913 | 33,918 | 115,831 |
| Blumenthal, Susan | Temporary Faculty | 9,101 | 781 | 9,881 |
| Blusseau, Francoise | Temporary Faculty | 36,692 | 5,488 | 42,180 |
| Bohlke, Wende | Temporary Faculty | 23,343 | 3,492 | 26,835 |
| Bonander, Barbara | Instructor | 132,557 | 43,934 | 176,492 |
| Borenstein, Bonnie | Instructor | 116,068 | 29,382 | 145,450 |
| Borgognoni, Robert | Temporary Faculty | 10,093 | 866 | 10,959 |
| Borisov, Olga | Administrative Asst | 61,691 | 42,767 | 104,459 |
| Bowen, Nora | Children Center Teacher | 32,948 | 19,325 | 52,273 |
| Bowles, Benjamin | Temporary Faculty | 662 | 57 | 719 |
| Bowsher, James | Temporary Faculty | 21,187 | 3,907 | 25,094 |
| Boyce, Sima | Temporary Faculty | 34,017 | 4,456 | 38,473 |
| Boyd, Sandy | Instructor | 102,301 | 27,761 | 130,062 |
| Bradley, Kathleen | Temporary Faculty | 41,609 | 3,569 | 45,178 |
| Brady, Stephen | Temporary Faculty | 39,671 | 5,934 | 45,605 |

**MARIN COMMUNITY COLLEGE DISTRICT
2016-17 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
ALPHABETICAL ORDER**

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|-----------------------|-------------------------------|-----------------------|-------------------------------|---------------------------|
| Brannon, Shirleigh | Temporary Faculty | 12,907 | 307 | 13,214 |
| Breakstone, Julie | Employment Services Coord. | 80,144 | 45,148 | 125,292 |
| Briceno-Moreno, Luz | Counselor | 130,128 | 40,591 | 170,719 |
| Briffa, Jennifer | Temporary Faculty | 14,127 | 2,113 | 16,240 |
| Bright, Ted | Temporary Faculty | 413 | 10 | 423 |
| Broderick, Diane | Temporary Faculty | 36,418 | 20,843 | 57,261 |
| Broida, David | Temporary Faculty | 298 | 26 | 323 |
| Brookshire, Guy | Temporary Faculty | 28,242 | 4,224 | 32,467 |
| Brown, Andrea | Temporary Faculty | 13,354 | 1,998 | 15,352 |
| Brown, Becky | Instructor | 145,019 | 42,839 | 187,858 |
| Brown, Ineatha | Hourly | 7,313 | 64 | 7,377 |
| Brown, Roosevelt | Hourly | 50,788 | 4,357 | 55,145 |
| Brown, Steven | Retiree Non Instructional | - | 10,911 | 10,911 |
| Brown, Teresa | Office Technician/Switchboard | 33,628 | 8,488 | 42,116 |
| Brown, William | Hourly | 443 | 38 | 481 |
| Brown-Carson, Jamelia | Temporary Faculty | 27,603 | 4,129 | 31,731 |
| Bruce, Robert | Temporary Faculty | 34,160 | 2,930 | 37,090 |
| Buckley, Bo | Health Services Assistant | 20,961 | 4,826 | 25,787 |
| Buckner, Mary | Temporary Faculty | 4,415 | 379 | 4,794 |
| Bui, Xuan | Custodian | 46,226 | 27,275 | 73,502 |
| Buquen, Kenny | Temporary Faculty | 41,862 | 19,623 | 61,486 |
| Burchard, Peter | Temporary Faculty | 17,127 | 1,469 | 18,596 |
| Burke, Thomas | Retiree Non Instructional | - | 18,690 | 18,690 |
| Burnett, Linda | Temporary Faculty | 15,100 | 359 | 15,459 |
| Byrne, Ryan | Director of Athletics and PE | 107,799 | 38,110 | 145,909 |

MARIN COMMUNITY COLLEGE DISTRICT
2016-17 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
ALPHABETICAL ORDER

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|----------------------|-------------------------------|-----------------------|-------------------------------|---------------------------|
| Cady, Jeffrey | Instrl Spec - College Skills | 80,519 | 30,029 | 110,548 |
| Cairns, Michael | Temporary Faculty | 34,416 | 2,952 | 37,368 |
| Callahan, Shawna | Human Resources Technician II | 45,891 | 22,277 | 68,167 |
| Canady-Williams, Kim | Instructional Specialist | 18,547 | 1,665 | 20,212 |
| Cantarutti, Lido | Temporary Faculty | 5,583 | 479 | 6,061 |
| Carlson, Cheryl | Comm Ed and Svcs Program Spec | 83,433 | 46,323 | 129,756 |
| Carlson, Sharon | Temporary Faculty | 26,701 | 3,994 | 30,695 |
| Carnahan, Casey | Temporary Faculty | 12,459 | 1,864 | 14,323 |
| Carrara, Alana | Hourly | 8,025 | 230 | 8,255 |
| Carroll, Nathan | Hourly | 11,123 | 259 | 11,381 |
| Carroll, Sheldon | Evaluation Analyst | 64,792 | 35,521 | 100,314 |
| Casper, Harris | Temporary Faculty | 40,581 | 15,450 | 56,031 |
| Castellanos, Destiny | Temporary Faculty | 7,619 | 627 | 8,246 |
| Castillo, Nathan | Lab Tech FA-Sculpture | 36,565 | 8,977 | 45,543 |
| Caudill, Michael | Hourly | 5,433 | 48 | 5,481 |
| Cavanagh, Michael | Temporary Faculty | 1,513 | 130 | 1,642 |
| Centolella, Thomas | Temporary Faculty | 9,896 | 849 | 10,745 |
| Chadwin, Daniel | Hourly | 4,080 | 350 | 4,430 |
| Chaille, Michael | Temporary Faculty | 28,831 | 16,082 | 44,913 |
| Chan, Sheila | Temporary Faculty | 29,883 | 4,470 | 34,353 |
| Chang, Yungching | Temporary Faculty | 10,626 | 912 | 11,538 |
| Charlson, Katherine | Temporary Faculty | 413 | 35 | 449 |
| Cheney, Paul | Instructor | 89,089 | 37,402 | 126,491 |
| Chi, Brian | Network PC Telephone Tech | 82,800 | 46,192 | 128,992 |
| Chia, Mia | Instructor | 108,198 | 28,234 | 136,431 |

**MARIN COMMUNITY COLLEGE DISTRICT
2016-17 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
ALPHABETICAL ORDER**

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|---------------------|--------------------------------|-----------------------|-------------------------------|---------------------------|
| Chinn, Jett | Temporary Faculty | 38,854 | 24,296 | 63,150 |
| Christensen, Anders | Hourly | 2,179 | 187 | 2,365 |
| Christensen, Tina | Instructor | 65,616 | 30,813 | 96,429 |
| Christiansen, Klaus | Asst. Dir. Fac/Plan M&O | 60,132 | 26,283 | 86,415 |
| Chung, Shook-Chu | Senior Creative/Lead Web Dsgr. | 89,881 | 39,709 | 129,589 |
| Clark, Natalie | Temporary Faculty | 853 | 73 | 926 |
| Clifford, Patricia | Temporary Faculty | 964 | 83 | 1,047 |
| Coad, Victoria | Retiree Instructional | - | 8,885 | 8,885 |
| Cohen, Crystal | Temporary Faculty | 7,114 | 610 | 7,724 |
| Cohn, Julie | Temporary Faculty | 3,039 | 261 | 3,299 |
| Coleman Smith, Edna | Hourly | 8,270 | 709 | 8,979 |
| Coley, William | Counselor | 95,852 | 25,586 | 121,438 |
| Collins, Marshall | Temporary Faculty | 6,788 | 582 | 7,371 |
| Collins, Thomas | Instructor | 49,269 | 15,020 | 64,289 |
| Combs, Kristina | Exec. Dir. of HR and Labor Rel | 158,577 | 37,431 | 196,008 |
| Conner, Joshua | Hourly | 9,545 | 819 | 10,364 |
| Conti, Diana | Board of Trustee | 4,475 | 15,002 | 19,477 |
| Contini, Victor | Temporary Faculty | 50,356 | 27,560 | 77,917 |
| Cook, Lexi | Hourly | 625 | 5 | 630 |
| Cook, Nicole | Temporary Faculty | 58,907 | 23,331 | 82,238 |
| Cooke, Indica | Children Center Teacher | 32,288 | 16,047 | 48,334 |
| Coon, David Wain | Superintendent President | 300,648 | 56,216 | 356,864 |
| Cooney, Ryan | Hourly | 991 | 85 | 1,076 |
| Cooper, Germaine | Temporary Faculty | 1,813 | 156 | 1,968 |
| Cooper, Laura | Laboratory Technician Chemistr | 3,266 | 734 | 4,000 |

**MARIN COMMUNITY COLLEGE DISTRICT
2016-17 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
ALPHABETICAL ORDER**

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|------------------------|-------------------------------|-----------------------|-------------------------------|---------------------------|
| Cooper, Marisa | Hourly | 14,528 | 1,246 | 15,774 |
| Cordova, Taria | Hourly | 9,728 | 85 | 9,814 |
| Costa, Carol | Temporary Faculty | 509 | 12 | 521 |
| Cottle, Windee | Instructor | 95,340 | 38,288 | 133,628 |
| Cox, Carl | Retiree Non Instructional | - | 8,646 | 8,646 |
| Cox, Jeffery | Custodial Services Supervisor | 67,065 | 28,432 | 95,497 |
| Craig, Rodney | Gardener | 52,496 | 35,163 | 87,658 |
| Craver, Yosifah | Temporary Faculty | 63,758 | 1,516 | 65,274 |
| Creel, Melody | Research Analyst | 88,643 | 42,318 | 130,961 |
| Crivello, Michael | Temporary Faculty | 3,629 | 543 | 4,171 |
| Crosby, Frank | Instructor | 124,360 | 39,748 | 164,108 |
| Cruse, Nicholas | Hourly | 1,811 | 155 | 1,966 |
| Cruz Viera, Mercedes | Custodian | 38,761 | 28,965 | 67,726 |
| Cruz, Julio | Custodian | 62,808 | 35,388 | 98,195 |
| Cruz, Nicole | Executive Assistant I | 71,158 | 41,435 | 112,593 |
| Cruz, William | Temporary Faculty | 15,575 | 2,330 | 17,904 |
| Cuellar Salinas, Jesus | Hourly | 2,235 | 20 | 2,255 |
| Cullen, Andrew | Laboratory Technician | 44,224 | 20,661 | 64,884 |
| Cullen, Gina | Counselor | 155,746 | 47,339 | 203,085 |
| Curtis, Ariel-Judith | Hourly | 3,032 | 27 | 3,059 |
| da Silva, Paul | Instructor | 64,179 | 37,706 | 101,885 |
| Dadgar, Mehri | Temporary Faculty | 968 | 83 | 1,051 |
| D'Agostino, Lisa | Temporary Faculty | 55,482 | 15,665 | 71,148 |
| Danberg, Anne | Temporary Faculty | 3,891 | 334 | 4,224 |
| Darawsha, Khaoula | Hourly | 1,333 | 12 | 1,344 |

**MARIN COMMUNITY COLLEGE DISTRICT
2016-17 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
ALPHABETICAL ORDER**

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|------------------------|-------------------------------|-----------------------|-------------------------------|---------------------------|
| Darcangelo, Robin | Int. Asst Dean ES/SFA | 72,046 | 23,694 | 95,740 |
| Daubenmire, Paul | Instructor | 55,518 | 18,671 | 74,189 |
| Davis, Scott | Temporary Faculty | 1,253 | 187 | 1,441 |
| Davison, Jeanette | Instructional Specialist | 16,833 | 1,512 | 18,344 |
| de Leon, Raysheina | Hourly | 750 | 7 | 757 |
| De Souza, Isabela | Hourly | 2,524 | 22 | 2,546 |
| De Young, Scott | Custodian | 53,353 | 29,124 | 82,477 |
| Deines, Mark | Instructional Assistant | 15,344 | 1,369 | 16,713 |
| Deiongh, Kyle | Instructional Assistant | 13,163 | 1,186 | 14,349 |
| Del Grande, David | Temporary Faculty | 14,944 | 2,235 | 17,179 |
| DeLeon, Jane Alexandra | Hourly | 5,378 | 47 | 5,425 |
| Delgado, Mary | Childrens Center Lead Teacher | 34,987 | 16,455 | 51,443 |
| Della Santina, Joseph | Library Technician III | 39,115 | 15,226 | 54,341 |
| DeMartini, Terry | Temporary Faculty | 191 | 16 | 207 |
| Deneris, Jamie | Instructor | 73,710 | 38,023 | 111,733 |
| Deo, Lee | Enrollment Services Assoc II | 63,799 | 34,567 | 98,366 |
| Diaz Marroquin, Abner | Custodian | 46,586 | 24,089 | 70,675 |
| Diaz, Amy | Hourly | 3,456 | 30 | 3,487 |
| Diaz, Christopher | Maintenance Plumber | 71,016 | 15,887 | 86,903 |
| Diaz, Lin-Yu | Hourly | 2,626 | 23 | 2,649 |
| Dibenedetto, Luz | Temporary Faculty | 16,045 | 1,376 | 17,422 |
| Dimopoulos, Eliana | Assistive Tech Specialist | 69,701 | 26,455 | 96,156 |
| Dodge, George | Custodian | 40,489 | 20,053 | 60,543 |
| Dodge, Margaret | Instructor | 109,526 | 40,428 | 149,954 |
| Dodson, Steven | Computer Access Specialist | 3,442 | 1,064 | 4,506 |

**MARIN COMMUNITY COLLEGE DISTRICT
2016-17 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
ALPHABETICAL ORDER**

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|---------------------|----------------------------|-----------------------|-------------------------------|---------------------------|
| Doermann, Elisabeth | Temporary Faculty | 37,746 | 13,488 | 51,234 |
| Doherty, Luke | Hourly | 981 | 9 | 990 |
| Dominguez, Paul | Lead Gardener | 77,676 | 44,003 | 121,679 |
| Dormann, Roger | Graphics Design Specialist | 64,213 | 31,516 | 95,729 |
| Dorney, Cody | Hourly | 403 | 4 | 407 |
| Douglass, Sandra | Retiree Instructional | 40,511 | 3,508 | 44,020 |
| Dreskin, Wendy | Temporary Faculty | 10,313 | 885 | 11,198 |
| Drisdell, Lucas | Instructional Specialist | 56,318 | 7,799 | 64,116 |
| Duchamp, Carol | Temporary Faculty | 3,315 | 284 | 3,599 |
| Duisenberg, Karen | Temporary Faculty | 13,972 | 2,090 | 16,061 |
| Dunkle, Christopher | Laboratory Technician | 55,496 | 26,814 | 82,309 |
| Dunmire, Erik | Instructor | 177,055 | 47,634 | 224,689 |
| Dunn, James | Temporary Faculty | 22,467 | 534 | 23,001 |
| Dunn, Jason | Instructor | 79,981 | 36,001 | 115,982 |
| Duong, Eric | Hourly | 653 | 6 | 659 |
| Durbin, Deanna | Retiree Non Instructional | - | 8,137 | 8,137 |
| Durnell, Maureen | Hourly | 2,356 | 202 | 2,558 |
| Dutton, Caroline | Temporary Faculty | 5,138 | 769 | 5,907 |
| Dyer, Nequeshe | Hourly | 8,606 | 76 | 8,682 |
| Early, Rinetta | Counselor | 161,312 | 36,161 | 197,473 |
| Edmondson, Chris | Retiree Non Instructional | - | 10,911 | 10,911 |
| Edmondson, Nathan | Hourly | 2,168 | 19 | 2,187 |
| Edwards, Shaquam | Instructor | 109,653 | 39,507 | 149,159 |
| Egbert, Roger | Retiree Non Instructional | - | 14,089 | 14,089 |
| Egert, David | Instructor | 126,663 | 31,036 | 157,700 |

**MARIN COMMUNITY COLLEGE DISTRICT
2016-17 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
ALPHABETICAL ORDER**

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|-------------------------|-----------------------------|-----------------------|-------------------------------|---------------------------|
| Ekoue Totou, Patrick | CIO/Dir of Info. Technology | 141,046 | 57,793 | 198,839 |
| Eldridge, Jon | Sen. VP Stu Lrng & Stu Svcs | 209,590 | 43,695 | 253,285 |
| Elfenbaum, Adrian | Temporary Faculty | 13,270 | 1,985 | 15,254 |
| Elston, Puni | Temporary Faculty | 645 | 55 | 700 |
| Emami, Hamid | Temporary Faculty | 711 | 61 | 771 |
| Enty, Aftab | Laboratory Technician | 64,218 | 43,060 | 107,278 |
| Epperson Beyries, Viona | Temporary Faculty | 23,058 | 7,351 | 30,409 |
| Erdmann, John | Librarian | 147,837 | 43,230 | 191,067 |
| Erlenheim, David | Buyer | 82,028 | 36,941 | 118,969 |
| Escobar, Caitlin | Counselor | 94,198 | 35,174 | 129,372 |
| Esparza, Loretta | Temporary Faculty | 25,360 | 11,635 | 36,995 |
| Essick, Edward | Temporary Faculty | 43,070 | 1,024 | 44,094 |
| Everitt, David | Instructor | 112,627 | 40,921 | 153,548 |
| Evers, Justus | Hourly | 884 | 76 | 960 |
| Fabian Garcia, Miriam | Hourly | 998 | 9 | 1,006 |
| Fahy, Linda | Admin Asst Childrn Ctr | 31,057 | 19,858 | 50,915 |
| Fahy, Philip | Gardener | 51,068 | 31,706 | 82,774 |
| Fairman, Honor | Temporary Faculty | 34,297 | 13,696 | 47,993 |
| Fane, Chloe | Temporary Faculty | 15,605 | 2,314 | 17,919 |
| Fara, Nick | Instructor | 98,934 | 35,912 | 134,846 |
| Feder, David | Hourly | 2,750 | 24 | 2,774 |
| Feldman, Jared | Hourly | 17,966 | 1,541 | 19,507 |
| Ferguson, Carolyn | Retiree Instructional | - | 3,199 | 3,199 |
| Fernandez, Ana | COMPASS Coordinator | 3,553 | 1,779 | 5,333 |
| Fields, Marjorie | Temporary Faculty | 381 | 33 | 413 |

**MARIN COMMUNITY COLLEGE DISTRICT
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ALPHABETICAL ORDER**

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|-------------------|-------------------------------|-----------------------|-------------------------------|---------------------------|
| Filane, Leonard | Temporary Faculty | 68,484 | 24,160 | 92,644 |
| Finch, Alison | Temporary Faculty | 13,926 | 1,195 | 15,120 |
| Finlayson, Luna | Counselor | 84,818 | 33,788 | 118,606 |
| Finley, Cynthia | Temporary Faculty | 36,418 | 13,289 | 49,707 |
| Fitzgerald, David | Gardener | 137 | 12 | 149 |
| Fitzpatrick, Mary | Temporary Faculty | 45,601 | 6,821 | 52,422 |
| Flandreau, Tara | Retiree Instructional | 8,412 | 9,734 | 18,147 |
| Fletcher, Sandra | Temporary Faculty | 28,133 | 2,413 | 30,547 |
| Flores, Lissette | Car. Intern & Svcs Prog Coord | 55,853 | 23,312 | 79,166 |
| Flores, Vilma | Hourly | 653 | 6 | 658 |
| Fonteno, Amber | Library Technician II | 48,536 | 26,503 | 75,039 |
| Forsyth, Susan | Temporary Faculty | 38,982 | 5,831 | 44,812 |
| Foss, Donald | Retiree Instructional | - | 14,861 | 14,861 |
| Foster, Paulette | Retiree Non Instructional | - | 9,431 | 9,431 |
| Foulger, Kim | Administrative Asst | 56,046 | 38,027 | 94,074 |
| Fragata, Marilou | Staff Accountant | 73,127 | 42,981 | 116,107 |
| Fraites, Dolores | Testing Center Coordinator | 2,697 | 834 | 3,531 |
| Franco, Michelle | Temporary Faculty | 2,481 | 213 | 2,694 |
| Frank, Linda | Executive Dir. of Development | 155,172 | 48,415 | 203,587 |
| Freeland, Rebecca | Office Technician | 671 | 208 | 879 |
| Freschi, Kathryn | Retiree Instructional | - | 8,233 | 8,233 |
| Friedman, Aileen | Temporary Faculty | 7,758 | 665 | 8,423 |
| Friedman, Carol | Temporary Faculty | 1,775 | 152 | 1,927 |
| Friedman, Holly | Hourly | 281 | 24 | 305 |
| Fritz, Jonathan | Hourly | 3,913 | 34 | 3,947 |

**MARIN COMMUNITY COLLEGE DISTRICT
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ALPHABETICAL ORDER**

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|-----------------------|---------------------------|-----------------------|-------------------------------|---------------------------|
| Frohmaster, Jerry | Temporary Faculty | 2,096 | 180 | 2,275 |
| Frye, Sarah | Librarian | 109,546 | 28,287 | 137,832 |
| Fuller Innes, Abigail | Temporary Faculty | 18,147 | 2,714 | 20,862 |
| Furuya, Bruce | Counselor | 126,802 | 31,054 | 157,856 |
| Gaffney, Keli | Accounting Technician | 62,634 | 34,033 | 96,667 |
| Gaiz, Ronald | Retiree Instructional | 9,461 | 15,086 | 24,548 |
| Galagaran, Robert | Hourly | 2,358 | 21 | 2,379 |
| Gallagher, Kaitlyn | Temporary Faculty | 1,600 | 137 | 1,737 |
| Galzagorry, Jeanfelix | Custodian | 54,278 | 26,893 | 81,171 |
| Galzagorry, Marie | Custodian | 54,264 | 26,959 | 81,222 |
| Gamal, Arif | Temporary Faculty | 50,566 | 7,564 | 58,130 |
| Gammill, Elwanda | Temporary Faculty | 5,121 | 122 | 5,242 |
| Ganapuram, Krishna | Accountant - Bond B | 31,644 | 13,027 | 44,671 |
| Gardiner, David | Network PC Telephone Tech | 93,774 | 40,175 | 133,948 |
| Gardner, Beau | Hourly | 5,801 | 498 | 6,298 |
| Garretson, Candice | Retiree Non Instructional | - | 19,971 | 19,971 |
| Garretson, Patrick | Testing Technician | 47,696 | 26,362 | 74,058 |
| Garrett, Steven | Gardener | 56,910 | 38,993 | 95,903 |
| Garrison, Greg | Retiree Non Instructional | - | 11,503 | 11,503 |
| Gedrimaite, Birute | Hourly | 8,623 | 76 | 8,698 |
| George, Tricia | Temporary Faculty | 3,232 | 277 | 3,509 |
| Gera, Lisa | Temporary Faculty | 5,291 | 454 | 5,745 |
| Gibbs, Marjorie | Temporary Faculty | 682 | 59 | 741 |
| Giles, Geoffery | Hourly | 600 | 5 | 605 |
| Gill, Elizabeth | Temporary Faculty | 31,584 | 2,709 | 34,293 |

**MARIN COMMUNITY COLLEGE DISTRICT
2016-17 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
ALPHABETICAL ORDER**

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|--------------------|------------------------------|----------------|------------------------|--------------------|
| Gilliam, Aaron | Temporary Faculty | 378 | 32 | 411 |
| Gisle, Kirsten | Employment Services Coord. | 71,354 | 22,019 | 93,373 |
| Glostein, Barbara | Temporary Faculty | 3,976 | 341 | 4,317 |
| Gold, Kathleen | Retiree Non Instructional | - | 5,481 | 5,481 |
| Goldberg, Georgia | Temporary Faculty | 57,161 | 16,392 | 73,554 |
| Golitzin, George | Instructor | 121,087 | 42,176 | 163,263 |
| Gonzalez, James | Instructor | 126,904 | 40,100 | 167,004 |
| Gonzalez, Luis | Hourly | 1,225 | 11 | 1,236 |
| Gonzalez, Marco | Instructor | 110,672 | 40,558 | 151,229 |
| Goodale, Jayme | Temporary Faculty | 41,576 | 6,219 | 47,795 |
| Goodwin, Ross | Temporary Faculty | 52,739 | 7,889 | 60,628 |
| Gougis, Amber | Hourly | 29,282 | 4,171 | 33,453 |
| Govrin, Dvora | Temporary Faculty | 7,251 | 622 | 7,873 |
| Graham, Deborah | Temporary Faculty | 25,501 | 11,444 | 36,945 |
| Gramajo, Kevin | Hourly | 5,333 | 47 | 5,379 |
| Gray, Maria | Temporary Faculty | 36,688 | 5,488 | 42,176 |
| Gray, Marijke | Veterans Resource Specialist | 47,029 | 21,291 | 68,320 |
| Grayson, Brett | Hourly | 240 | 21 | 261 |
| Green, Chinaka | Hourly | 881 | 8 | 889 |
| Green, Edward | Temporary Faculty | 1,796 | 154 | 1,950 |
| Greitzer, Michelle | Senior Accountant | 99,431 | 45,667 | 145,097 |
| Griffin, Julie | Temporary Faculty | 1,145 | 98 | 1,243 |
| Grist, Gregory | Temporary Faculty | 58,259 | 18,094 | 76,353 |
| Guastalla, Lorry | Hourly | 894 | 77 | 970 |
| Gudmundsson, Jon | Tech Support Specialist I | 76,278 | 34,585 | 110,864 |

**MARIN COMMUNITY COLLEGE DISTRICT
2016-17 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
ALPHABETICAL ORDER**

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|--------------------|-------------------------------|-----------------------|-------------------------------|---------------------------|
| Guillen, Hugo | EOPS/CalWorks Specialist | 50,519 | 22,793 | 73,312 |
| Gunnarson, John | Temporary Faculty | 191 | 29 | 219 |
| Gurka, Constance | Retiree Non Instructional | - | 9,779 | 9,779 |
| Gustin, Kate | Temporary Faculty | 709 | 61 | 770 |
| Haber, John | Tech Support Specialist I | 81,901 | 36,599 | 118,499 |
| Haggitt, Brianna | Accountant | 69,288 | 36,482 | 105,771 |
| Hagos, Alganesh | Inst Support Specialist | 69,529 | 42,201 | 111,729 |
| Haiman, Joshua | Temporary Faculty | 4,732 | 406 | 5,138 |
| Hain, Diane | Temporary Faculty | 1,105 | 95 | 1,200 |
| Hain, Milton | Temporary Faculty | 609 | 14 | 623 |
| Haley, Jean | Temporary Faculty | 24,603 | 3,027 | 27,629 |
| Hall, Michael | Hourly | 575 | 5 | 580 |
| Hampshire, Chelsea | Hourly | 6,191 | 54 | 6,245 |
| Hampson, Elizabeth | Prog. Admin. Com Ed, LL, IE | 79,007 | 38,706 | 117,713 |
| Hansen, Candice | Human Resources Technician II | 59,987 | 24,696 | 84,684 |
| Harbison, Jesse | Reprographics Mail Clerk | 55,363 | 37,701 | 93,065 |
| Harkins, Erika | Temporary Faculty | 6,699 | 575 | 7,274 |
| Harris, Carol-Joy | Temporary Faculty | 19,433 | 4,036 | 23,469 |
| Harris, Marjorie | Accounting Specialist | 2,862 | 1,630 | 4,492 |
| Harris, Nekoda | Asst Director of HR | 113,555 | 37,382 | 150,937 |
| Hartman, Rosalind | Retiree Non Instructional | 95 | 8,888 | 8,982 |
| Hasmandova, Adela | Inst Specialist - Math | 28 | 2 | 30 |
| Hatfield, Miho | Hourly | 2,445 | 210 | 2,655 |
| Hayman, Ildi | Hourly | 7,845 | 69 | 7,914 |
| Hayne, Katherine | Temporary Faculty | 50,612 | 7,571 | 58,182 |

MARIN COMMUNITY COLLEGE DISTRICT
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ALPHABETICAL ORDER

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|-----------------------------|--------------------------------|----------------|------------------------|--------------------|
| Healey, Bernard | Temporary Faculty | 2,624 | 225 | 2,849 |
| Heckman, Shani | Temporary Faculty | 4,960 | 742 | 5,702 |
| Hedemark, Gordon | Instructional Assistant | 28,630 | 17,149 | 45,779 |
| Helmer, James | Temporary Faculty | 31,635 | 4,732 | 36,367 |
| Hemphill, Pamela | Temporary Faculty | 13,764 | 1,181 | 14,944 |
| Herathpathirana, Deepika | Hourly | 6,869 | 589 | 7,458 |
| Hernandez, Barbara | Instructional Specialist | 21,592 | 7,855 | 29,447 |
| Hernandez, Carol | Dean of Math and Sciences | 135,580 | 44,325 | 179,905 |
| Herrera, Christina | Hourly | 6,628 | 58 | 6,686 |
| Herrera, Henry | Hourly | 12,985 | 1,114 | 14,099 |
| Hersch, Tonya | Director of Basic Skills | 128,143 | 52,027 | 180,170 |
| Hew, Carolyn | Laboratory Technician | 12,663 | 1,086 | 13,749 |
| Heydari, Ruha | Hourly | 1,694 | 15 | 1,709 |
| Hildebrand, Carol | Dir of Comm Ed, LL, and Int Ed | 114,092 | 38,133 | 152,225 |
| Hinds, John | Instructor | 118,353 | 32,916 | 151,269 |
| Hirschman -de Blanc, Louise | Temporary Faculty | 38,443 | 914 | 39,357 |
| Honey-Costa, Coral | Hourly | 613 | 5 | 618 |
| Horinek, Jon | Dean of Enrollment Management | 61,375 | 16,882 | 78,257 |
| Hornback, Robert | Temporary Faculty | 1,964 | 416 | 2,380 |
| Horowitz, Joshua | Temporary Faculty | 260 | 22 | 282 |
| Horton, Kathryn | CP & WD Grants Administrator | 84,552 | 39,976 | 124,528 |
| Hritz, George | Retiree Instructional | - | 13,484 | 13,484 |
| Hudgens, Michael | Instuctional Support Coord. | 79,418 | 45,327 | 124,745 |
| Huff, Kelly | Temporary Faculty | 993 | 85 | 1,078 |
| Hug, Elizabeth | Temporary Faculty | 6,190 | 531 | 6,721 |

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ALPHABETICAL ORDER**

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|-----------------------|-------------------------------|-----------------------|-------------------------------|---------------------------|
| Hui, Julie | Temporary Faculty | 17,509 | 2,619 | 20,128 |
| Hulin, Patricia | Instructor | 93,970 | 26,109 | 120,079 |
| Hunter, Andrea | Enrollment Services Assoc III | 86,662 | 37,254 | 123,916 |
| Hurley, John | Hourly | 1,560 | 134 | 1,694 |
| Imazumi, Sandra | Hourly | 7,759 | 68 | 7,827 |
| Indart, Loretta | Retiree Non Instructional | - | 19,971 | 19,971 |
| Indi, Ferhat | Systems Engineer | 120,070 | 45,804 | 165,874 |
| Ingram, Carolyn | Temporary Faculty | 71 | 6 | 77 |
| Inman, Briana | Hourly | 272 | 23 | 295 |
| Irish, Tamara | Hourly | 1,613 | 138 | 1,751 |
| Isozaki, Margaret | Director of Fiscal Services | 144,616 | 49,279 | 193,895 |
| Jackson, Kahea | Hourly | 20,745 | 1,780 | 22,525 |
| Jacques, Rose | Admin Asst Dean Dir Stu Serv | 58,657 | 31,366 | 90,023 |
| Jacunski, Neal | Temporary Faculty | 5,424 | 465 | 5,889 |
| James, Patience | Enrollment Services Assoc II | 77,046 | 25,371 | 102,417 |
| Janney-Roberts, Sofia | Transfer& Career Ctr Coord. | 17,886 | 10,981 | 28,867 |
| Jarrell, Boyd | Temporary Faculty | 50,362 | 22,929 | 73,291 |
| Jenkins, Loren | Hourly | 199 | 17 | 216 |
| Jessell, Lori | Temporary Faculty | 28,138 | 2,414 | 30,551 |
| Jestadt, Jesse | Instructional Specialist | 41,924 | 21,027 | 62,951 |
| Jeung, Yeun Soon | Temporary Faculty | 25,013 | 595 | 25,608 |
| Johnson, Anthony | Temporary Faculty | 7,064 | 1,057 | 8,120 |
| Johnson, Carol | Instructor | 110,777 | 40,675 | 151,453 |
| Johnson, Linda | Hourly | 7,175 | 615 | 7,790 |
| Johnson, Nancy | Temporary Faculty | 3,453 | 296 | 3,749 |

**MARIN COMMUNITY COLLEGE DISTRICT
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ALPHABETICAL ORDER**

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|-------------------|-----------------------------|-----------------------|-------------------------------|---------------------------|
| Johnson, Phyllis | Temporary Faculty | 6,998 | 1,047 | 8,045 |
| Johnson, Sarah | Temporary Faculty | 27,730 | 4,148 | 31,878 |
| Johnson, Tammera | Administrative Asst | 32,707 | 9,842 | 42,549 |
| Jones, Andrew | Temporary Faculty | 20,937 | 3,132 | 24,069 |
| Jones, David | Instructor | 107,112 | 28,057 | 135,169 |
| Jones, Michieal | Temporary Faculty | 19,977 | 2,988 | 22,966 |
| Jones, Rhonda | Executive Assistant I | 71,578 | 29,547 | 101,125 |
| Jones, Suzanne | Temporary Faculty | 29,172 | 17,148 | 46,321 |
| Jones, Sven | Director of SAS | 25,373 | 4,691 | 30,065 |
| Jordan, Lindsey | Hourly | 2,312 | 198 | 2,510 |
| Joseph, Sarah | Admin Asst Dean Dir Cabinet | 29,740 | 2,665 | 32,405 |
| Joyner, Kathleen | Executive Assistant II | 93,054 | 47,028 | 140,082 |
| Juarez, Kimberly | Temporary Faculty | 11,413 | 979 | 12,392 |
| Jucker, Stephanie | Temporary Faculty | 2,417 | 207 | 2,624 |
| Kahn, Georgia | Temporary Faculty | 483 | 41 | 525 |
| Kang, Manjit | Temporary Faculty | 10,275 | 1,537 | 11,812 |
| Karel, Ellen | Temporary Faculty | 1,972 | 169 | 2,141 |
| Karimi, Bijan | Temporary Faculty | 496 | 43 | 539 |
| Kaufmann, Michael | Temporary Faculty | 29,623 | 12,273 | 41,896 |
| Keator, Richard | Temporary Faculty | 7,517 | 645 | 8,161 |
| Keener, Daniel | Custodian | 55,579 | 27,249 | 82,828 |
| Keener, Margarita | Custodian | 39,843 | 20,107 | 59,950 |
| Kelly, Alex | Temporary Faculty | 11,718 | 1,005 | 12,723 |
| Kelly, Ingrid | Instructor | 166,502 | 46,042 | 212,543 |
| Kelly, Patrick | Instructor | 140,521 | 42,162 | 182,683 |

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ALPHABETICAL ORDER**

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|--------------------------|-------------------------------|-----------------------|-------------------------------|---------------------------|
| Kennedy, Robert | Retiree Instructional | - | 12,373 | 12,373 |
| Khazaeli Parsa, Poupak | Temporary Faculty | 43,528 | 21,907 | 65,435 |
| Kidder, Todd | Interim Chief of Police | 10,453 | 1,848 | 12,302 |
| Killam, Paul | Temporary Faculty | 12,254 | 1,051 | 13,306 |
| Kim, Grace | Temporary Faculty | 34,280 | 5,128 | 39,407 |
| Kincheloe, John | Temporary Faculty | 9,584 | 1,434 | 11,018 |
| King, Brian | Temporary Faculty | 38,198 | 5,484 | 43,682 |
| King, Christopher | Temporary Faculty | 991 | 835 | 1,826 |
| King, David | Instructor | 74,878 | 12,127 | 87,005 |
| Kinka Ruiz, Devon | Senior HR Analyst | 83,645 | 35,828 | 119,473 |
| Kirkpatrick, Kathleen | Retiree Non Instructional | - | 6,321 | 6,321 |
| Klein, Jesse Jane | Comm Ed and Svcs Program Spec | 3,863 | 1,083 | 4,946 |
| Klein, Michael | Reprographics Mail Clerk | 60,473 | 38,165 | 98,638 |
| Klein, Rachel | Counselor | 96,188 | 35,495 | 131,683 |
| Klett, Mia | Temporary Faculty | 462 | 98 | 560 |
| Klinger, Alisa | Instructor | 108,081 | 37,254 | 145,336 |
| Klunk, Michael | Hourly | 3,306 | 284 | 3,589 |
| Knickerbocker, Katherine | Temporary Faculty | 8,836 | 758 | 9,594 |
| Knoop, Michelle | Temporary Faculty | 18,891 | 2,826 | 21,717 |
| Knott, Lauren | Hourly | 425 | 36 | 461 |
| Knott, Philip | Hourly | 859 | 74 | 932 |
| Koenig, Justin | Hourly | 5,055 | 44 | 5,099 |
| Koenig, Karen | Instructor | 112,165 | 39,143 | 151,309 |
| Koesterer, Alexandra | Hourly | 289 | 25 | 314 |
| Koffman, Linda | Temporary Faculty | 31,189 | 12,507 | 43,696 |

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| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|---------------------|-------------------------|-----------------------|-------------------------------|---------------------------|
| Korol, Tatum | Hourly | 1,292 | 111 | 1,403 |
| Kosta, Walter | Temporary Faculty | 30,743 | 4,599 | 35,342 |
| Kostyrko, Jacek | Temporary Faculty | 86,234 | 12,899 | 99,133 |
| Kranenburg, Philip | Board of Trustee | 4,102 | 23,865 | 27,966 |
| Krause, Marshall | Temporary Faculty | 596 | 51 | 647 |
| Kregeloh, Marion | Temporary Faculty | 175 | 15 | 190 |
| Kreit, Cara | Instructor | 88,293 | 14,118 | 102,411 |
| Krempez, Ronald | Temporary Faculty | 50,214 | 4,307 | 54,521 |
| Kreuzer, Susanne | Temporary Faculty | 15,654 | 2,341 | 17,995 |
| Kuchta, Patricia | Temporary Faculty | 254 | 22 | 276 |
| Kudler, Jacqueline | Temporary Faculty | 2,741 | 235 | 2,976 |
| Kuhn, Kristi | Instructor | 107,112 | 37,154 | 144,266 |
| Kulp, Jamie | Temporary Faculty | 17,664 | 2,630 | 20,294 |
| Kuo, Man Yun | Hourly | 4,256 | 37 | 4,294 |
| Kuromiya, James | Inst Support Specialist | 63,911 | 40,447 | 104,357 |
| La Piana, Amber | Hourly | 4,559 | 391 | 4,950 |
| La Scala, Lisa | Laboratory Technician | 4,478 | 384 | 4,862 |
| Labriola, Caterina | Temporary Faculty | 812 | 70 | 882 |
| Lack, Larry | Temporary Faculty | 3,344 | 287 | 3,630 |
| Lacke, Suzanne | Temporary Faculty | 47,803 | 20,133 | 67,935 |
| Lager, Warren | Instructor | 58,174 | 35,489 | 93,663 |
| Lambert, Gabriel | Lead Custodian | 46,943 | 20,131 | 67,075 |
| Lamke, Victoria | Administrative Asst | 68,705 | 41,979 | 110,684 |
| Langeveld, Martinus | Police Officer | 97,582 | 25,306 | 122,888 |
| Langinger, Jeannie | Instructor | 148,618 | 37,143 | 185,760 |

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| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|---------------------|--------------------------------|-----------------------|-------------------------------|---------------------------|
| Lansing, Ira | Retiree Instructional | - | 1,531 | 1,531 |
| Lantzy, Henry | Temporary Faculty | 34,470 | 19,052 | 53,522 |
| Laos, Lilia | Hourly | 5,522 | 48 | 5,570 |
| Lara, Ismael | Temporary Faculty | 9,039 | 1,211 | 10,250 |
| Larocca, David | Retiree Non Instructional | - | 10,911 | 10,911 |
| Larre, Christelle | Lead Custodian | 59,741 | 30,203 | 89,945 |
| Lau, Andrea | Hourly | 4,320 | 371 | 4,691 |
| Lavin, Robin | Retiree Instructional | - | 9,779 | 9,779 |
| Lawrence, Barbara | Temporary Faculty | 3,867 | 332 | 4,199 |
| Laws, Minjae | Temporary Faculty | 2,210 | 190 | 2,399 |
| Le, Jennifer | Hourly | 1,872 | 16 | 1,888 |
| Lebas, Anne-Marie | Temporary Faculty | 5,481 | 470 | 5,951 |
| Lee, Emma | Hourly | 7,468 | 641 | 8,109 |
| Lee, June | Health Center Nurse | 113,606 | 41,011 | 154,617 |
| Lee, Leslie | Employment Services Coord. | 76,626 | 23,726 | 100,352 |
| Lee, Sea | Temporary Faculty | 9,717 | 1,454 | 11,171 |
| Lee, Wendy | Tech Support Specialist I | 93,113 | 52,317 | 145,430 |
| Lefkowitz, Carol | Temporary Faculty | 68,863 | 24,347 | 93,211 |
| Lefkowitz, Saralyn | Instructor | 118,088 | 18,580 | 136,668 |
| Lehua, Constance | Manager Employee & Labor Rel. | 111,303 | 48,478 | 159,781 |
| Leibert, Edmund | Hourly | 1,369 | 12 | 1,381 |
| Leighton, Jeannette | Temporary Faculty | 34,641 | 5,205 | 39,846 |
| Leimer, Christina | Executive Director of P.R.I.E. | 155,613 | 21,724 | 177,337 |
| Lerner-Wright, Anne | Hourly | 427 | 26 | 453 |
| Levin, Magdalena | Temporary Faculty | 57,469 | 23,370 | 80,839 |

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| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|-------------------------|-----------------------------|-----------------------|-------------------------------|---------------------------|
| Levy, Derek | Dean of Student Success | 88,060 | 29,128 | 117,188 |
| Li, Christine | Instructor | 138,803 | 35,740 | 174,543 |
| Lieberman, Linda | Temporary Faculty | 45,608 | 22,218 | 67,827 |
| Lieberman, Zachary | Laboratory Technician | 25,826 | 2,304 | 28,130 |
| Lima, Quinn | Hourly | 892 | 8 | 899 |
| Limm, Peter | Temporary Faculty | 6,374 | 152 | 6,525 |
| Lince, Stacey | Instructional Technologist | 73,192 | 39,344 | 112,535 |
| Littlejohn, Francisco | Hourly | 9,831 | 86 | 9,918 |
| Liu, Shuyu | Temporary Faculty | 21,487 | 3,214 | 24,701 |
| Lloyd, Sean | Temporary Faculty | 45,311 | 11,729 | 57,040 |
| Lo, Lan | Temporary Faculty | 27,531 | 4,118 | 31,649 |
| Loeffler, Laura | Admin Asst Dean Dir Cabinet | 75,221 | 44,009 | 119,230 |
| Loeffler, Peter | Laboratory Technician | 69,263 | 23,190 | 92,453 |
| Long, Eva | Board of Trustee | 5,675 | 2,531 | 8,206 |
| Long, Kevin | Hourly | 3,461 | 30 | 3,492 |
| Long, Lan-Ling | Library Technician I | 62,070 | 42,587 | 104,657 |
| Longo, Gina | Admin Asst Dean Dir Cabinet | 74,511 | 46,119 | 120,630 |
| Lopez Gutierrez, Gloria | Temporary Faculty | 16,642 | 396 | 17,038 |
| Lozano-Fonseca, Keyly | Hourly | 377 | 3 | 380 |
| Lucier, Dawn | Hourly | 8,938 | 78 | 9,016 |
| Luis, Nathaniel | Hourly | 281 | 24 | 305 |
| Luna-Sanchez, Maritza | Hourly | 6,343 | 544 | 6,887 |
| Luo, Nancy | Hourly | 3,588 | 32 | 3,620 |
| Lutz, Arthur | Instructor | 161,140 | 45,186 | 206,326 |
| Lux, Jesse | Network Administrator | 2,091 | 470 | 2,560 |

**MARIN COMMUNITY COLLEGE DISTRICT
2016-17 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
ALPHABETICAL ORDER**

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|------------------------------|--------------------------------|-----------------------|-------------------------------|---------------------------|
| Lyrek, Vickie | Hourly | 908 | 8 | 915 |
| Madden, Eileen | Retiree Non Instructional | - | 6,885 | 6,885 |
| Madril, Edwardo | Temporary Faculty | 15,565 | 1,335 | 16,900 |
| Magallanes-Rivera, Alexandra | Counselor | 105,156 | 37,374 | 142,530 |
| Mahmoud, Eiman | Temporary Faculty | 23,931 | 2,053 | 25,984 |
| Mahoney, David | Graphics Design Specialist | 70,553 | 45,354 | 115,907 |
| Maldonado, Jenny | Hourly | 1,119 | 10 | 1,129 |
| Malouf, Janeatte | Children Center Teacher | 32,450 | 23,632 | 56,082 |
| Manento, Daudi | Laboratory Technician | 6,371 | 3,391 | 9,762 |
| Mann, Andrea | Transfer& Career Ctr Coord. | 11,135 | 8,194 | 19,330 |
| Maoujoudi, Abdelhak | Temporary Faculty | 79,017 | 20,411 | 99,429 |
| Marckwordt, Valerie | Comm Ed and Svcs Program Spec | 50,901 | 30,486 | 81,387 |
| Marcum, Jeffrey | Maintenance Electrician | 69,329 | 35,700 | 105,030 |
| Marinko, Vicki | Hourly | 1,883 | 162 | 2,044 |
| Mark, Julie | Temporary Faculty | 43,706 | 3,749 | 47,455 |
| Marmysz, John | Instructor | 144,664 | 41,203 | 185,867 |
| Marozick, Jeffrey | Chief of Police/Dir. of Safety | 61,455 | 18,238 | 79,693 |
| Marshall, Mary | Testing Technician | 20,329 | 1,820 | 22,149 |
| Martinez, Allyson | EOPS/CARE & CalWorks Coord. | 67,621 | 30,216 | 97,838 |
| Martinez, Danae | Temporary Faculty | 15,341 | 2,295 | 17,635 |
| Martinez, Deirdre | Laboratory Technician | 25,956 | 17,830 | 43,786 |
| Martinez, Manuel | Custodian | 56,711 | 38,428 | 95,138 |
| Martinisi, Michele | Instructor | 143,511 | 22,425 | 165,936 |
| Massion, Cheo | Instructor | 93,114 | 25,967 | 119,082 |
| Mathalise, Ntsieni | Hourly | 13,320 | 117 | 13,437 |

**MARIN COMMUNITY COLLEGE DISTRICT
2016-17 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
ALPHABETICAL ORDER**

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|---------------------------|-------------------------|----------------|------------------------|--------------------|
| Matthews, Benjamin | Testing Technician | 450 | 39 | 489 |
| Maunupau Robertson, Rhoda | Hourly | 13,653 | 120 | 13,773 |
| Mautner, Daria | Temporary Faculty | 1,805 | 155 | 1,959 |
| Maxon, Victoria | Hourly | 3,285 | 282 | 3,567 |
| Mayo, Ruth | DSPS Program Technician | 29,896 | 14,992 | 44,888 |
| McBride, Christopher | Temporary Faculty | 15,093 | 2,258 | 17,351 |
| McCaffrey, Sarah | Hourly | 612 | 53 | 665 |
| McCann, Larissa | Hourly | 1,744 | 15 | 1,759 |
| McCarty, Laura | Director of Modernation | 6,989 | 689 | 7,679 |
| McClendon, Dosh | Temporary Faculty | 1,215 | 104 | 1,319 |
| McCluskey, Katherine | Temporary Faculty | 1,024 | 88 | 1,112 |
| McCoy, Caitlin | Hourly | 4,019 | 35 | 4,054 |
| McCoy, Robert | Instructor | 73,887 | 25,701 | 99,588 |
| McGee, Pdraig | Temporary Faculty | 33,224 | 9,942 | 43,166 |
| McGovern, Terence | Temporary Faculty | 1,827 | 157 | 1,984 |
| McInnes, Nancy | Temporary Faculty | 2,944 | 252 | 3,196 |
| McIntosh, Corban | Hourly | 77 | 7 | 83 |
| McKinnon, Sara | Instructor | 107,943 | 31,058 | 139,001 |
| McKnight, Sheila | Temporary Faculty | 30,743 | 16,977 | 47,720 |
| McMillan, Jerry | Temporary Faculty | 37,459 | 12,593 | 50,052 |
| McNevin, Lauren | Hourly | 820 | 70 | 891 |
| McNulty-Gimbel, Clancy | Hourly | 1,016 | 9 | 1,025 |
| McSween, Karen | Library Technician III | 57,144 | 24,278 | 81,422 |
| Mead, Tiara | Hourly | 2,472 | 22 | 2,494 |
| Meade, Martha | Temporary Faculty | 4,005 | 344 | 4,349 |

**MARIN COMMUNITY COLLEGE DISTRICT
2016-17 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
ALPHABETICAL ORDER**

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|--------------------------|------------------------------|-----------------------|-------------------------------|---------------------------|
| Meecham, William | Temporary Faculty | 2,413 | 207 | 2,620 |
| Melgar Vaquero, Catheryn | Hourly | 4,365 | 38 | 4,403 |
| Mendle, Gertrude | Hourly | 875 | 8 | 883 |
| Michelangelo, Lori | Instructor | 100,995 | 29,101 | 130,097 |
| Middleton, Holly | Temporary Faculty | 23,534 | 2,019 | 25,553 |
| Mielke, Arthur | Temporary Faculty | 15,936 | 1,367 | 17,303 |
| Mihal, Colleen | Temporary Faculty | 30,964 | 18,802 | 49,766 |
| Miller, Julie | Temporary Faculty | 42,395 | 21,737 | 64,132 |
| Miller, Stormy | Director of SAS | 56,772 | 14,607 | 71,378 |
| Miller, Trine | Instructor | 70,357 | 36,282 | 106,639 |
| Minoia, Marco | College Police Services Asst | 66,441 | 33,351 | 99,792 |
| Mira, Olger | Hourly | 872 | 8 | 879 |
| Misif, Shirene | Hourly | 5,313 | 47 | 5,359 |
| Mitchell, David | Maintenance HVAC Mechanic | 83,636 | 44,327 | 127,962 |
| Molloy, Melinda | Executive Assistant I | 67,402 | 39,766 | 107,169 |
| Monahan, Charles | Temporary Faculty | 5,611 | 481 | 6,092 |
| Monroe Watts, Lisa | Temporary Faculty | 9,539 | 1,427 | 10,966 |
| Moraca, Lori | Interim Dir of Child. Prog | 110,287 | 31,643 | 141,930 |
| Morales-Orozco, Helen | Children Center Teacher | 32,450 | 27,569 | 60,018 |
| Morgan Mok, Julia | Temporary Faculty | 22,262 | 17,306 | 39,568 |
| Morgan, James | Hourly | 21,018 | 1,414 | 22,432 |
| Morin, Thomas | Temporary Faculty | 39,202 | 15,244 | 54,446 |
| Morris, Tracy | Hourly | 5,517 | 473 | 5,990 |
| Morrison, Jacob | Temporary Faculty | 22,822 | 1,958 | 24,780 |
| Morse, Lisa | Instructor | 108,136 | 37,301 | 145,437 |

MARIN COMMUNITY COLLEGE DISTRICT
2016-17 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
ALPHABETICAL ORDER

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|----------------------|-----------------------------|-----------------------|-------------------------------|---------------------------|
| Mortimer, Cheryl | Temporary Faculty | 15,485 | 2,316 | 17,801 |
| Mueller, Heinz | Hourly | 604 | 52 | 656 |
| Mueller, Joseph | Instructor | 142,140 | 34,833 | 176,974 |
| Mueller-Delia, Faye | Hourly | 10,195 | 875 | 11,070 |
| Muilenburg, Jo | Retiree Instructional | - | 7,783 | 7,783 |
| Muldowney, Claudette | Retiree Non Instructional | - | 19,971 | 19,971 |
| Mulla, Bushra | Hourly | 7,313 | 64 | 7,377 |
| Mulla, Mariya | Hourly | 2,175 | 19 | 2,194 |
| Muller, Kevin | Instructor | 98,765 | 37,299 | 136,063 |
| Murphy, Christy | Temporary Faculty | 11,205 | 2,339 | 13,545 |
| Murphy, Roseanne | Temporary Faculty | 639 | 55 | 694 |
| Murphy, Travis | Temporary Faculty | 16,833 | 2,518 | 19,351 |
| Murray, Heather | Temporary Faculty | 22,304 | 3,336 | 25,641 |
| Musante, Danila | Counselor | 102,244 | 29,264 | 131,508 |
| Myers, Lyza | Temporary Faculty | 6,238 | 535 | 6,773 |
| Myers, Nicole | Temporary Faculty | 14,833 | 2,219 | 17,051 |
| Namvar, Mina | Admin Asst Dean Dir Cabinet | 74,622 | 43,609 | 118,231 |
| Nardo, Maryann | Temporary Faculty | 976 | 84 | 1,060 |
| Naythons, Jessica | Retiree Instructional | 382 | 13,494 | 13,875 |
| Negrido, Joseph | Hourly | 8,235 | 72 | 8,307 |
| Negus, Sean | Temporary Faculty | 548 | 116 | 665 |
| Nelson, Christina | Temporary Faculty | 10,591 | 1,584 | 12,176 |
| Nelson, Gregory | VP of College Opers | 181,988 | 53,343 | 235,331 |
| Nelson, Lori | Temporary Faculty | 41,253 | 13,263 | 54,516 |
| Nelson, Tannea | Temporary Faculty | 22,649 | 1,943 | 24,591 |

**MARIN COMMUNITY COLLEGE DISTRICT
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ALPHABETICAL ORDER**

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|--------------------------|-------------------------------|-----------------------|-------------------------------|---------------------------|
| Newton, Steven | Instructor | 108,692 | 28,328 | 137,019 |
| Ng-Jung, Bessie | Retiree Non Instructional | - | 13,484 | 13,484 |
| Nguyen, Andy | Hourly | 1,684 | 15 | 1,699 |
| Nguyen, Dong | Systems Analyst | 121,174 | 58,737 | 179,912 |
| Nguyen, Thuy Trang | Library Technician 1 | 64,316 | 31,550 | 95,866 |
| Nicholson, Sachiko | Temporary Faculty | 9,695 | 1,450 | 11,145 |
| Noble Brown, Linda | Temporary Faculty | 44,401 | 22,037 | 66,438 |
| Noble, Mary | Temporary Faculty | 22,705 | 1,948 | 24,652 |
| Norman, Kelly | Hourly | 4,230 | 37 | 4,267 |
| Numaguchi, Vivian | Temporary Faculty | 24,440 | 3,656 | 28,096 |
| O'Brien, Garrett | Hourly | 6,140 | 54 | 6,193 |
| O'Brien, Stephanie | Board of Trustee | 4,102 | 20,653 | 24,755 |
| O'Connor, Brian | Temporary Faculty | 684 | 102 | 786 |
| O'Donnelley, Dianne | Admin Asst Dean Dir Cabinet | 73,262 | 43,400 | 116,661 |
| O'Gara, Kim | Curriculum and Artcln Spec | 3,789 | 1,172 | 4,961 |
| Ohanian-Quinn, Christina | Temporary Faculty | 1,212 | 104 | 1,316 |
| O'Keefe, Patricia | Instructor | 136,538 | 44,487 | 181,025 |
| Oldendick, Nicole | Admin Asst Dir Cabinet | 54,907 | 32,451 | 87,358 |
| Oliver, Don | Hourly | 486 | 12 | 497 |
| Olmanson, Angela | Program Admin. Health Science | 78,176 | 29,141 | 107,318 |
| Olsen, Vivian | Administrative Asst | 69,406 | 33,136 | 102,543 |
| Olson, Janis | Hourly | 26,762 | 2,296 | 29,057 |
| Opong Mensah, Kofi | Temporary Faculty | 30,555 | 10,010 | 40,566 |
| Ordin, Laurie | Instructor | 154,607 | 38,341 | 192,949 |
| Orgel, Michelle | Hourly | 1,024 | 24 | 1,049 |

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ALPHABETICAL ORDER**

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|--------------------------|------------------------------|-----------------------|-------------------------------|---------------------------|
| Oropeza, Guadalupe | Maintenance Painter | 63,887 | 29,752 | 93,639 |
| Ortiz, Yvonne | Temporary Faculty | 55,208 | 22,904 | 78,112 |
| Oser, Sara Louise | Hourly | 18,039 | 1,547 | 19,586 |
| Osheroff, Aaron | Database Administrator | 122,429 | 60,561 | 182,990 |
| Ostojic-Portello, Radica | Temporary Faculty | 53,933 | 22,147 | 76,081 |
| Oswald, Gary | Temporary Faculty | 7,741 | 664 | 8,405 |
| Ovetz, Robert | Temporary Faculty | 24,586 | 3,678 | 28,264 |
| Owen, Ron | Senior Benefits Analyst | 81,608 | 35,271 | 116,878 |
| Owens, Jim | Temporary Faculty | 3,497 | 300 | 3,797 |
| Oyle, Julie | Administrative Asst | 22,387 | 18,518 | 40,905 |
| Pacula, Norman | Instructor | 138,641 | 42,797 | 181,438 |
| Padula, Carlo Domenico | Hourly | 5,640 | 50 | 5,690 |
| Pagani, Rossana | Instructor | 159,023 | 39,038 | 198,060 |
| Palmer, Ronald | Instructor | 219,282 | 53,947 | 273,229 |
| Pantenkova, Svetlana | Hourly | 10,419 | 894 | 11,313 |
| Park, Jessica | Instructor | 109,333 | 37,446 | 146,779 |
| Pasquel, Alicia | Instructor | 183,976 | 52,085 | 236,060 |
| Passer, Joyce | Instructor | 117,071 | 32,759 | 149,830 |
| Pate, Billy | Interim Asst. Dir M&O | 131,107 | 49,946 | 181,052 |
| Patel, Beth | Instructor | 94,008 | 35,187 | 129,195 |
| Patlolla, Sandhyarani | Temporary Faculty | 15,482 | 1,328 | 16,810 |
| Patterson, David | Librarian | 101,584 | 17,871 | 119,455 |
| Paul, Jeffrey | Accompianst | 21,458 | 1,857 | 23,315 |
| Paulino, Joan | Enrollment Services Assoc II | 69,995 | 44,999 | 114,994 |
| Peck, Jeffery | Retiree Non Instructional | - | 19,971 | 19,971 |

**MARIN COMMUNITY COLLEGE DISTRICT
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ALPHABETICAL ORDER**

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|-----------------------|--------------------------------|-----------------------|-------------------------------|---------------------------|
| Peitz, Heather | Enrollment Services II - CES | 66,455 | 41,267 | 107,722 |
| Pence, Robin | Childrens Center Site Supv | 47,625 | 26,477 | 74,102 |
| Peng, Emily | Temporary Faculty | 4,467 | 383 | 4,850 |
| Pennisi, Laurie | Hourly | 7,325 | 64 | 7,389 |
| Pensabene, Oksana | Tutoring/Learning Ctr. Coord. | 64,474 | 34,862 | 99,335 |
| Perez, Alexio | Locksmith Carpenter | 61,385 | 34,590 | 95,975 |
| Perez, Chelsey | Administrative Asst | 48,032 | 31,416 | 79,448 |
| Perez, Ramiro | Custodian | 46,406 | 24,651 | 71,056 |
| Perrone, Kristin | Counselor | 90,781 | 37,483 | 128,264 |
| Peterson, Murray | Temporary Faculty | 11,896 | 283 | 12,179 |
| Peterson, Stephen | Temporary Faculty | 42,455 | 19,038 | 61,493 |
| Petrovsky, John | Temporary Faculty | 17,644 | 2,419 | 20,063 |
| Pilloton, Anna | Dir School & Comm Partnerships | 115,289 | 49,293 | 164,582 |
| Pinckney, Joanna | Administrative Asst | 63,582 | 42,806 | 106,388 |
| Pintos Souza, Vanessa | Hourly | 13,579 | 119 | 13,698 |
| Polen, Patricia | Hourly | 6,603 | 1,043 | 7,646 |
| Pomajulca, Cesar | Instructor | 102,604 | 36,440 | 139,044 |
| Pomogov, Yan | Hourly | 3,719 | 33 | 3,751 |
| Pratchenko, Margaret | Office Technician WFD | 914 | 283 | 1,197 |
| Pratt, Elizabeth | Dean of Career and Tech Svcs | 130,306 | 53,999 | 184,305 |
| Prince, Kuniko | Temporary Faculty | 40,991 | 6,131 | 47,123 |
| Privitt, Karen | Temporary Faculty | 47,015 | 16,413 | 63,428 |
| Psomas, Nikolas | Temporary Faculty | 22,709 | 3,397 | 26,106 |
| Puertas Acosta, Sonia | Hourly | 2,224 | 20 | 2,244 |
| Purcell, Shawn | Instructor | 108,634 | 37,341 | 145,975 |

**MARIN COMMUNITY COLLEGE DISTRICT
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ALPHABETICAL ORDER**

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|-----------------------------|--------------------------------|-----------------------|-------------------------------|---------------------------|
| Quick, Dayna | Instructor | 95,397 | 35,375 | 130,772 |
| Quince, Adrian | Hourly | 450 | 39 | 489 |
| Quinn, Brian | Temporary Faculty | 7,741 | 664 | 8,405 |
| Rachelson, Howard | Temporary Faculty | 284 | 24 | 308 |
| Rahman, Susan | Instructor | 132,798 | 40,977 | 173,775 |
| Ramey, Byron | Counselor | 89,213 | 25,379 | 114,592 |
| Ramirez, Mayra | Buyer - Bond B | 69,797 | 32,524 | 102,321 |
| Rank, Heidi | Dir Facilities Planning M&O | 157,319 | 47,021 | 204,340 |
| Ransom, Michael | Retiree Instructional | - | 3,656 | 3,656 |
| Rapko, John | Temporary Faculty | 16,618 | 2,486 | 19,104 |
| Rappaport, Betty | Temporary Faculty | 7,492 | 643 | 8,135 |
| Reardon, Keara | Hourly | 2,355 | 21 | 2,376 |
| Reetz, Becky | Director of EOPS CARE CalWorks | 115,068 | 52,216 | 167,284 |
| Regelous, Megan | Hourly | 7,474 | 66 | 7,539 |
| Reilly, Sheila | Temporary Faculty | 43,958 | 13,151 | 57,109 |
| Reinhard, Holly | Instructor | 97,281 | 28,574 | 125,856 |
| Reyes, Ruby | Enrollment Services Assoc III | 46,316 | 17,568 | 63,884 |
| Ricciuti, Anna | Dir of College Svcs | 92,358 | 44,416 | 136,774 |
| Richardson, Kate | Hourly | 1,199 | 103 | 1,302 |
| Ridley, Diane | Temporary Faculty | 4,767 | 113 | 4,881 |
| Rilla, Paul | Temporary Faculty | 7,359 | 631 | 7,990 |
| Riswold, Erik | Temporary Faculty | 2,348 | 201 | 2,549 |
| Ritchie, Alan | Instructor | 167,147 | 49,010 | 216,157 |
| Ritzmann Peceniski, Beatriz | Hourly | 2,524 | 22 | 2,546 |
| Rivera, Eloise | Temporary Faculty | 31,062 | 739 | 31,801 |

MARIN COMMUNITY COLLEGE DISTRICT
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ALPHABETICAL ORDER

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|----------------------------|----------------------------|-----------------------|-------------------------------|---------------------------|
| Robertson, Noel | Temporary Faculty | 58,735 | 28,591 | 87,326 |
| Robinson, Karen | Counselor | 111,949 | 37,798 | 149,747 |
| Robinson, Mark | Laboratory Technician | 63,036 | 31,109 | 94,145 |
| Robles, Russell | Temporary Faculty | 9,323 | 800 | 10,123 |
| Rocky, Alice | Temporary Faculty | 30,272 | 8,562 | 38,834 |
| Rodas Gramajo, Yaquelin | Hourly | 4,325 | 38 | 4,363 |
| Roderick, Irina | Instructor | 197,404 | 53,609 | 251,013 |
| Rodriguez Rosales, Angelly | Hourly | 7,558 | 66 | 7,624 |
| Rodriguez, John | Maintenance Carpenter | 50,318 | 28,427 | 78,744 |
| Rodriguez, Juan | Hourly | 2,863 | 25 | 2,888 |
| Rodriguez, Kenny | Hourly | 2,575 | 221 | 2,796 |
| Roe, Sharon | Temporary Faculty | 1,134 | 97 | 1,232 |
| Rogers, Marilee | Temporary Faculty | 256 | 6 | 262 |
| Rollins, Corina | Temporary Faculty | 32,366 | 12,683 | 45,050 |
| Rolston, Caitlin | Instructional Specialist | 76,347 | 19,849 | 96,196 |
| Rolston, Katherine | Temporary Faculty | 4,351 | 373 | 4,724 |
| Romero, Elisa | COMPASS Coordinator | 58,888 | 19,382 | 78,270 |
| Romo Padilla, Guadalupe | Admin Asst College Skills | 58,691 | 27,886 | 86,577 |
| Rooney, Kathleen | Instructor | 112,333 | 28,858 | 141,191 |
| Ross, Mary | Instr Spec Court Reporting | 23,032 | 2,068 | 25,100 |
| Rothbart, George | Temporary Faculty | 62,417 | 5,354 | 67,771 |
| Rowe, Eric | Temporary Faculty | 859 | 20 | 879 |
| Rubio, Antonio | Hourly | 4,146 | 356 | 4,502 |
| Ruddle, Joanna | Instructor | 113,408 | 41,003 | 154,410 |
| Rudolph, Monica | Admin Asst - Math/Science | 58,068 | 41,368 | 99,436 |

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ALPHABETICAL ORDER**

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|-------------------------|------------------------|----------------|------------------------|--------------------|
| Rugani, Kelli | Temporary Faculty | 477 | 71 | 548 |
| Ruiz, Dustin | Police Officer | 105,942 | 41,076 | 147,019 |
| Rullen, Jeanaffer | Custodian | 49,797 | 24,942 | 74,738 |
| Russakovskii, Yevgeniy | Temporary Faculty | 26,631 | 3,984 | 30,615 |
| Russell, Marian | Temporary Faculty | 10,276 | 881 | 11,158 |
| Rusting, John | Temporary Faculty | 191 | 29 | 219 |
| Sage, Mary | DSPS E Text Assistant | 30,597 | 15,569 | 46,166 |
| Salazar, Dolores | Hourly | 7,322 | 64 | 7,386 |
| Saldana, Tristan | Temporary Faculty | 44,085 | 14,436 | 58,521 |
| Salomone-Smith, Ilia | Temporary Faculty | 2,741 | 235 | 2,976 |
| Salzman, Steven | Temporary Faculty | 1,105 | 95 | 1,200 |
| Sampiere-Prochnow, Noah | Hourly | 1,071 | 92 | 1,163 |
| Sanchez Vasquez, Marta | Temporary Faculty | 2,767 | 66 | 2,833 |
| Sandri, David | Temporary Faculty | 1,649 | 142 | 1,791 |
| Sankham, Cattleya | Hourly | 1,684 | 15 | 1,699 |
| Sanko, Nadia | Instructor | 58,411 | 29,655 | 88,067 |
| Sarrafzadeh, Isabelle | Hourly | 2,394 | 205 | 2,599 |
| Sasaki, Hitoshi | Temporary Faculty | 191 | 16 | 207 |
| Satariano, Jenifer | Accounting Technician | 37,467 | 25,715 | 63,182 |
| Saunders, Lisa | Temporary Faculty | 1,796 | 154 | 1,950 |
| Saura, Rhea | Hourly | 1,796 | 154 | 1,950 |
| Scarcella, Joseph | Athletic Trainer | 64,906 | 41,924 | 106,830 |
| Schane, Burton | Senior Systems Analyst | 130,495 | 39,390 | 169,885 |
| Schiff, Cynthia | Temporary Faculty | 34,641 | 5,181 | 39,823 |
| Schlafer, Annalise | Hourly | 217 | 19 | 235 |

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| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|--------------------|--------------------------------|-----------------------|-------------------------------|---------------------------|
| Schleeter, Robert | Temporary Faculty | 26,365 | 3,944 | 30,309 |
| Schmitt, Frederick | Instructor | 77,275 | 31,477 | 108,752 |
| Schneider, Peter | Retiree Non Instructional | - | 3,199 | 3,199 |
| Schneider, Timothy | EOPS/CARE & CalWORKS Spec | 352 | 30 | 382 |
| Schwappach, Lisa | Temporary Faculty | 5,518 | 825 | 6,344 |
| Schwartz, Carol | DSPS Specialist | 31,064 | 10,496 | 41,560 |
| Schwartz, Maureen | Temporary Faculty | 775 | 66 | 841 |
| Scialli, Carol | Hourly | 14,224 | 1,220 | 15,444 |
| Scofield, Alan | Temporary Faculty | 35,677 | 20,733 | 56,409 |
| Scott, John | Temporary Faculty | 34,063 | 20,491 | 54,554 |
| Scranton, Diana | Instructional Specialist | 43,141 | 9,739 | 52,880 |
| Scruton, Matthew | Hourly | 1,624 | 139 | 1,763 |
| Searles, Robert | Hourly | 255 | 22 | 277 |
| Sedie, Theo | Accounting Specialist | 69,024 | 43,012 | 112,036 |
| Seery, Patricia | Instructor | 106,752 | 38,365 | 145,117 |
| Seiler, Karina | Hourly | 8,350 | 73 | 8,423 |
| Serafin, Scott | Instructor | 126,686 | 34,176 | 160,862 |
| Sereno, Prartho | Temporary Faculty | 5,024 | 431 | 5,455 |
| Servin, Rhina | Hourly | 438 | 4 | 441 |
| Severson, Michael | Temporary Faculty | 15,031 | 2,248 | 17,279 |
| Shafer, Holley | Sr Research & Eval. Specialist | 83,538 | 42,542 | 126,080 |
| Shamamian, Armen | Hourly | 1,010 | 87 | 1,097 |
| Shapiro, Aaron | Hourly | 1,341 | 12 | 1,353 |
| Sharei, Niku | Hourly | 5,363 | 47 | 5,410 |
| Sharp, Leah | Instructor | 88,500 | 14,101 | 102,600 |

**MARIN COMMUNITY COLLEGE DISTRICT
2016-17 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
ALPHABETICAL ORDER**

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|-----------------------|-----------------------------|----------------|------------------------|--------------------|
| Shaw, Brianna | Temporary Faculty | 10,003 | 1,496 | 11,500 |
| Shaw, Ellen | Accounting Technician | 66,913 | 41,272 | 108,185 |
| Sheikh, Gulam Mohamed | Hourly | 9,008 | 79 | 9,087 |
| Sheofsky, Elizabeth | Instructional Specialist | 48,151 | 11,531 | 59,682 |
| Sherman, Jane | Temporary Faculty | 29,612 | 4,429 | 34,041 |
| Shing, April | Hourly | 856 | 73 | 929 |
| Shrestha, Devendra | Accounting Technician | 52,142 | 32,268 | 84,410 |
| Shroyer, Misty | Hourly | 28,588 | 3,329 | 31,917 |
| Siegenthaler, Connie | Admin Asst Dean Dir Cabinet | 56,267 | 27,290 | 83,557 |
| Simmons, Michael | Hourly | 398 | 34 | 432 |
| Simon, Cynthia | Hourly | 3,496 | 300 | 3,795 |
| Singer, Ann | Temporary Faculty | 11,105 | 953 | 12,058 |
| Sirianni, Patricia | Temporary Faculty | 39,530 | 13,755 | 53,284 |
| Sklove, Brett | Temporary Faculty | 9,147 | 1,368 | 10,515 |
| Skolnick, David | Temporary Faculty | 11,851 | 1,773 | 13,623 |
| Smith, David | Hourly | 2,610 | 224 | 2,834 |
| Smith, Gregory | Instructional Specialist | 53,579 | 28,206 | 81,785 |
| Smith, James | Retiree Non Instructional | - | 459 | 459 |
| Smith, Michael | Custodian | 46,441 | 36,691 | 83,133 |
| Smith, Paul | Retiree Instructional | 36,732 | 16,575 | 53,307 |
| Smith, Rion | Instructional Specialist | 60,221 | 29,264 | 89,485 |
| Smith, Sarah | Enrollment Svcs I - CES | 20,628 | 11,476 | 32,105 |
| Smith, Victor | Temporary Faculty | 29,261 | 19,406 | 48,667 |
| Smyth, Kathleen | Instructor | 171,053 | 37,673 | 208,726 |
| Smyth, Trevor | Temporary Faculty | 9,488 | 814 | 10,302 |

**MARIN COMMUNITY COLLEGE DISTRICT
2016-17 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
ALPHABETICAL ORDER**

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|------------------------|--------------------------------|-----------------------|-------------------------------|---------------------------|
| Snyder, David | Dean of Arts and Humanities | 138,674 | 32,784 | 171,458 |
| So, Albert | Print Production Specialist | 62,070 | 30,848 | 92,918 |
| Solis, Julian | Sch. & Comm. Partnr Prog Coord | 56,634 | 23,490 | 80,124 |
| Sosa Cordero, Mercedes | Hourly | 4,000 | 35 | 4,035 |
| Sosa De Leon, Tifani | Hourly | 3,795 | 33 | 3,828 |
| Southard, Rowena | Temporary Faculty | 41,968 | 17,971 | 59,939 |
| Spease, Jennifer | Enrollment Services Assoc I | 70,733 | 44,988 | 115,721 |
| Spediacci, Anthony | Police Officer | 59,753 | 15,570 | 75,323 |
| Squeri Jr, Richard | Hourly | 5,303 | 618 | 5,921 |
| St Clair, Mary | Hourly | 4,363 | 38 | 4,401 |
| Staffen, Russel | Hourly | 12,553 | 1,077 | 13,630 |
| Stahl-Ricco, Gina | Temporary Faculty | 13,712 | 2,051 | 15,763 |
| Stange, Dodd | Maintenance Mechanic | 77,782 | 31,689 | 109,471 |
| Steinberg, Steven | Temporary Faculty | 95 | 14 | 110 |
| Steiner, Lawrence | Retiree Instructional | - | 8,646 | 8,646 |
| Steinmetz, Polly | Instructor | 108,444 | 40,323 | 148,767 |
| Stevenson, Troy | Instructor | 83,173 | 24,462 | 107,635 |
| Stewart, Anita | Hourly | 2,530 | 217 | 2,747 |
| Stewart, Paul | Police Officer | 49,560 | 13,715 | 63,274 |
| Stewart, Susan | Temporary Faculty | 3,741 | 321 | 4,062 |
| Stocker, Christy | Temporary Faculty | 1,259 | 108 | 1,367 |
| Stockmann, Kevin | Temporary Faculty | 171 | 15 | 185 |
| Stopher, James | Instructor | 83,372 | 36,527 | 119,899 |
| Stubbs, Stephanie | Temporary Faculty | 2,544 | 218 | 2,763 |
| Stupp, Salomon | Hourly | 6,004 | 515 | 6,519 |

MARIN COMMUNITY COLLEGE DISTRICT
2016-17 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
ALPHABETICAL ORDER

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|--------------------------------|-------------------------------|-----------------------|-------------------------------|---------------------------|
| Suarez Maldonado, Alejandro | Instructional Support Analyst | 72,033 | 41,890 | 113,923 |
| Subramanian, N | Temporary Faculty | 37,481 | 5,606 | 43,088 |
| Sukoski, Martha | Retiree Non Instructional | 12,358 | 6,542 | 18,900 |
| Sulaiman Hara, Sadika | Dir Stud Act & Advocacy | 114,092 | 40,948 | 155,040 |
| Sullivan, Paula Denise Margare | Hourly | 1,238 | 11 | 1,248 |
| Sunshine, Matteus | Hourly | 264 | 23 | 286 |
| Sutherland, John | Instructor | 98,281 | 35,794 | 134,075 |
| Swann, Benjamin | Hourly | 2,374 | 204 | 2,578 |
| Sywulak, Daria | Temporary Faculty | 21,238 | 3,064 | 24,302 |
| Tachihara, Sandra | Retiree Non Instructional | 6,943 | 20,567 | 27,510 |
| Takemoto, Kathy | Workforce Prog. Spclst | 2,433 | 753 | 3,186 |
| Talkington, Spenser | Hourly | 1,608 | 14 | 1,622 |
| Tallo, Ariel | Hourly | 1,335 | 114 | 1,449 |
| Tanenberg, Stuart | Board of Trustee | 4,475 | 2,444 | 6,919 |
| Tanner Mack, Sandra | Temporary Faculty | 16,617 | 10,162 | 26,778 |
| Tatarzhytskaya, Anastasiya | Hourly | 5,400 | 463 | 5,863 |
| Taylor, Laurie | Temporary Faculty | 45,064 | 22,137 | 67,201 |
| Teer, Joann | Enrollment Services Assoc I | 71,371 | 33,651 | 105,022 |
| Tenison-Scott, Joetta | Temporary Faculty | 1,042 | 25 | 1,067 |
| Tercero Lopez, Luis | Hourly | 8,288 | 711 | 8,998 |
| Terhune, Jamine | Temporary Faculty | 36,015 | 22,327 | 58,342 |
| Terry, Linda | Payroll Specialist | 77,921 | 44,853 | 122,775 |
| Terry, Michael | Hourly | 2,902 | 249 | 3,151 |
| Tesfay, Yonas | Custodian | 31,558 | 20,208 | 51,766 |
| Tesler, Patrick | Human Resources Technician II | 3,648 | 414 | 4,061 |

**MARIN COMMUNITY COLLEGE DISTRICT
2016-17 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
ALPHABETICAL ORDER**

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|-------------------------|-------------------------------|-----------------------|-------------------------------|---------------------------|
| Testa, Dana | Temporary Faculty | 12,846 | 1,102 | 13,948 |
| Thaler, Reid | Temporary Faculty | 4,850 | 416 | 5,266 |
| Thayer, Debra | Systems Analyst | 101,733 | 41,942 | 143,675 |
| Thom, Scott | Temporary Faculty | 49,952 | 21,368 | 71,320 |
| Thomas, Craig | Temporary Faculty | 248 | 21 | 269 |
| Thomas, Joseph | Lead Custodian | 47,066 | 36,198 | 83,264 |
| Thomas, Tracy | Pool Maintenance Worker | 60,468 | 18,582 | 79,050 |
| Thompson Smith, Cynthia | Instructional Assistant | 13,808 | 1,243 | 15,051 |
| Thompson, Robert | Hourly | 12,000 | 285 | 12,285 |
| Thompson, Rose | Retiree Non Instructional | - | 19,971 | 19,971 |
| Thu, Zin | Laboratory Technician | 150 | 13 | 163 |
| Timmel, Michael | Retiree Instructional | - | 14,861 | 14,861 |
| Timpane, Shannon | Health Services Assistant | 20,042 | 2,565 | 22,607 |
| Tindall, Douglas | Hourly | 1,788 | 16 | 1,803 |
| Tipton, James | Instructor | 146,150 | 42,984 | 189,134 |
| Tjernell, Lawrence | Retiree Instructional | - | 14,861 | 14,861 |
| Torres Velasquez, Raul | Hourly | 1,516 | 130 | 1,646 |
| Torres-Benavides, Cari | Assistant Vice President | 142,783 | 57,902 | 200,684 |
| Traut, Tavish | Hourly | 548 | 47 | 595 |
| Traversi, Diane | Dean of Enrollment Management | 38,078 | 14,452 | 52,530 |
| Treanor, Wanden | Board of Trustee | 4,475 | 15,037 | 19,512 |
| Tucker, Doris | Senior Payroll Specialist | 108,254 | 47,843 | 156,097 |
| Tucker, Jessica | College Police Services Asst | 55,202 | 23,065 | 78,267 |
| Tudor, Connie | Temporary Faculty | 16,885 | 1,448 | 18,334 |
| Turner, Lomax | Hourly | 272 | 23 | 295 |

**MARIN COMMUNITY COLLEGE DISTRICT
2016-17 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
ALPHABETICAL ORDER**

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|----------------------------|-------------------------------|-----------------------|-------------------------------|---------------------------|
| Turner, Walter | Instructor | 148,512 | 43,312 | 191,823 |
| Tweedie, Yolanda | Hourly | 10,205 | 1,526 | 11,731 |
| Tyree, Juanita | Temporary Faculty | 16,154 | 2,416 | 18,570 |
| Unterberger, Richard | Temporary Faculty | 3,350 | 287 | 3,637 |
| Urena, Jose | Counselor | 95,855 | 40,784 | 136,639 |
| Urquhart, Gaylene | Office Tech - Enrollment Serv | 12,382 | 7,569 | 19,951 |
| Van Dorn, Eric | Temporary Faculty | 3,268 | 1,239 | 4,507 |
| Van Kriedt, Karen | Retiree Non Instructional | - | 9,431 | 9,431 |
| Vartanian, Sharon | Temporary Faculty | 65,955 | 19,246 | 85,201 |
| Vaughan, Michele | Temporary Faculty | 57,449 | 8,319 | 65,768 |
| Vaughn, Desiree | Hourly | 15,844 | 139 | 15,983 |
| Vavrek, Karl | Temporary Faculty | 1,240 | 106 | 1,347 |
| Vazquez, Rafael | Hourly | 7,687 | 659 | 8,347 |
| Vejby, Mara | Temporary Faculty | 11,353 | 1,698 | 13,051 |
| Velazquez-Cortes, Samantha | Hourly | 10,285 | 90 | 10,375 |
| Vetter, Melanie | Temporary Faculty | 4,132 | 354 | 4,486 |
| Villarreal, Seanna | Enrollment Services Assoc II | 77,085 | 44,560 | 121,645 |
| Vivio, Diane | Hourly | 3,717 | 319 | 4,036 |
| Vysotskiy, Vitaliy | Temporary Faculty | 38,864 | 18,730 | 57,593 |
| Wadenius, Adam | Temporary Faculty | 18,078 | 2,704 | 20,782 |
| Wadsworth, William | Gardener | 57,244 | 27,752 | 84,996 |
| Wagner, Katherine | Instructor | 88,246 | 32,016 | 120,262 |
| Waldman, Leslie | Temporary Faculty | 49,644 | 15,268 | 64,912 |
| Walker, Santon | Instructional Specialist | 32,111 | 7,162 | 39,273 |
| Wallace, Alfia | Hourly | 15,772 | 1,353 | 17,125 |

**MARIN COMMUNITY COLLEGE DISTRICT
2016-17 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
ALPHABETICAL ORDER**

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|----------------------|-------------------------------|-----------------------|-------------------------------|---------------------------|
| Wallace, William | Temporary Faculty | 695 | 60 | 754 |
| Walsh, Wendy | Instructor | 108,444 | 40,332 | 148,777 |
| Wang, Andrea | Temporary Faculty | 95,251 | 22,972 | 118,223 |
| Warren, Deborah | Hourly | 20,331 | 1,744 | 22,075 |
| Weaver, Joshua | Temporary Faculty | 448 | 38 | 486 |
| Webb, Lisa | Dean of Student Success | 57,415 | 16,238 | 73,653 |
| Webb, Thelma | Enrollment Services Assoc I | 63,354 | 40,205 | 103,559 |
| Weiland, Michael | Hourly | 15,977 | 140 | 16,117 |
| Welch, Alison | International Student Advisor | 50,458 | 23,702 | 74,160 |
| Weldon, Sandra | Instructor | 101,872 | 27,268 | 129,140 |
| Wells, Stephanie | Instructor | 108,602 | 31,481 | 140,083 |
| Werlin, Rebecca | Temporary Faculty | 25,424 | 2,181 | 27,605 |
| West, Kevin | Laboratory Technician | 70,728 | 45,567 | 116,295 |
| West, Walter | Temporary Faculty | 63,860 | 18,182 | 82,042 |
| Westbrook, Michelle | Hourly | 733 | 110 | 842 |
| Wheeler, Craig | Hourly | 813 | 7 | 820 |
| White, David | Designer Stage Technician | 74,932 | 45,796 | 120,728 |
| Whittingslow, Robert | Hourly | 14,296 | 126 | 14,421 |
| Widenhofer, Allan | Temporary Faculty | 35,708 | 16,245 | 51,954 |
| Widger, Daniel | Hourly | 28,915 | 688 | 29,602 |
| Wiebers, Deborah | Retiree Non Instructional | - | 10,911 | 10,911 |
| Wilcoxon, Heather | Temporary Faculty | 223 | 19 | 242 |
| Wilder, Arron | Temporary Faculty | 22,552 | 3,165 | 25,717 |
| Willet, Nancy | Instructor | 104,118 | 27,634 | 131,752 |
| Williams, Jeannine | Temporary Faculty | 59,404 | 18,194 | 77,597 |

MARIN COMMUNITY COLLEGE DISTRICT
2016-17 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
ALPHABETICAL ORDER

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|--------------------|--------------------------------|-----------------------|-------------------------------|---------------------------|
| Williams, Shanti | Hourly | 1,700 | 15 | 1,715 |
| Willits, Ronald | Temporary Faculty | 39,431 | 5,898 | 45,329 |
| Wilson, Benjamin | Hourly | 11,766 | 103 | 11,869 |
| Wilson, Brian | Temporary Faculty | 12,909 | 307 | 13,216 |
| Wilson, Derek | Instructor | 127,015 | 40,131 | 167,145 |
| Wilson, Paul | Maintenance Electrician | 69,429 | 26,723 | 96,152 |
| Wiltey, Ana | Instructional Specialist | 18,114 | 1,615 | 19,729 |
| Winograd, Carol | Temporary Faculty | 1,324 | 114 | 1,437 |
| Winstead, Nicholas | Hourly | 5,480 | 470 | 5,950 |
| Wittenmeier, Toni | Counselor | 123,906 | 31,967 | 155,873 |
| Woerlein, Marc | Workforce Prog. Spclst | 34,080 | 23,272 | 57,352 |
| Wong, Sally | Testing Center Coordinator | 58,810 | 33,688 | 92,498 |
| Wood, Hazel | Temporary Faculty | 1,611 | 138 | 1,750 |
| Wood, Robyn | Temporary Faculty | 78,990 | 29,887 | 108,877 |
| Wood, Scott | Temporary Faculty | 43,235 | 6,467 | 49,702 |
| Woodlief, Blaze | Instructor | 116,755 | 41,459 | 158,214 |
| Woods, Julia | Instructional Assistant | 39,318 | 13,716 | 53,033 |
| Worrell, Jasmine | Temporary Faculty | 469 | 40 | 509 |
| Wuterich, Gabriele | Hourly | 1,513 | 13 | 1,527 |
| Yang, Christopher | Equity & Activities Prog Coord | 57,066 | 26,495 | 83,560 |
| Yaryan, Eugenie | Retiree Instructional | - | 8,137 | 8,137 |
| Yee, Gloria | Temporary Faculty | 10,723 | 1,604 | 12,327 |
| Yim, Rebecca | Hourly | 2,789 | 66 | 2,856 |
| Yohannes, Haile | Maintenance HVAC Mechanic | 85,478 | 47,550 | 133,028 |
| Yokell, June | Office Technician | 3,212 | 553 | 3,765 |

**MARIN COMMUNITY COLLEGE DISTRICT
2016-17 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
ALPHABETICAL ORDER**

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|---------------------|-------------------------|-----------------------|-------------------------------|---------------------------|
| Young, Andrew | Hourly | 325 | 3 | 328 |
| Young, Brian | Laboratory Technician | 25,621 | 5,804 | 31,425 |
| Young, Maria | Instructor | 123,888 | 42,558 | 166,446 |
| Zabihi, Farhad | Instructor | 52,828 | 15,546 | 68,375 |
| Zaffran, Dan | Instructor | 116,766 | 39,439 | 156,205 |
| Zarrehparvar, Xenia | SAS Support Svcs. Coord | 63,441 | 40,321 | 103,762 |
| Zeller, Brent | Temporary Faculty | 8,886 | 762 | 9,648 |
| Zerrudo, Mark | Hourly | 4,838 | 42 | 4,880 |
| Zhiv, Dmitriy | Temporary Faculty | 26,662 | 3,988 | 30,650 |
| Ziedrich, Cheryl | Temporary Faculty | 31,918 | 12,616 | 44,534 |
| Zvanut, Jason | Temporary Faculty | 1,526 | 131 | 1,657 |

MARIN COMMUNITY COLLEGE DISTRICT
2016-17 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
DESCENDING ORDER

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|-------------------------|--------------------------------|-----------------------|-------------------------------|---------------------------|
| Coon, David Wain | Superintendent President | 300,648 | 56,216 | 356,864 |
| Palmer, Ronald | Instructor | 219,282 | 53,947 | 273,229 |
| Eldridge, Jon | Sen. VP Stu Lrng & Stu Srvcs | 209,590 | 43,695 | 253,285 |
| Agudelo-Silva, Fernando | Instructor | 198,709 | 53,384 | 252,092 |
| Roderick, Irina | Instructor | 197,404 | 53,609 | 251,013 |
| Pasquel, Alicia | Instructor | 183,976 | 52,085 | 236,060 |
| Nelson, Gregory | VP of College Opers | 181,988 | 53,343 | 235,331 |
| Dunmire, Erik | Instructor | 177,055 | 47,634 | 224,689 |
| Ritchie, Alan | Instructor | 167,147 | 49,010 | 216,157 |
| Kelly, Ingrid | Instructor | 166,502 | 46,042 | 212,543 |
| Smyth, Kathleen | Instructor | 171,053 | 37,673 | 208,726 |
| Lutz, Arthur | Instructor | 161,140 | 45,186 | 206,326 |
| Rank, Heidi | Dir Facilities Planning M&O | 157,319 | 47,021 | 204,340 |
| Frank, Linda | Executive Dir. of Development | 155,172 | 48,415 | 203,587 |
| Cullen, Gina | Counselor | 155,746 | 47,339 | 203,085 |
| Torres-Benavides, Cari | Assistant Vice President | 142,783 | 57,902 | 200,684 |
| Ekoue Totou, Patrick | CIO/Dir of Info. Technology | 141,046 | 57,793 | 198,839 |
| Pagani, Rossana | Instructor | 159,023 | 39,038 | 198,060 |
| Early, Rinetta | Counselor | 161,312 | 36,161 | 197,473 |
| Combs, Kristina | Exec. Dir. of HR and Labor Rel | 158,577 | 37,431 | 196,008 |
| Isozaki, Margaret | Director of Fiscal Services | 144,616 | 49,279 | 193,895 |
| Ordin, Laurie | Instructor | 154,607 | 38,341 | 192,949 |
| Turner, Walter | Instructor | 148,512 | 43,312 | 191,823 |
| Alameida, Marshall | Dean of Health Sciences | 142,307 | 49,113 | 191,419 |
| Erdmann, John | Librarian | 147,837 | 43,230 | 191,067 |

**MARIN COMMUNITY COLLEGE DISTRICT
2016-17 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
DESCENDING ORDER**

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|---------------------|--------------------------------|-----------------------|-------------------------------|---------------------------|
| Tipton, James | Instructor | 146,150 | 42,984 | 189,134 |
| Brown, Becky | Instructor | 145,019 | 42,839 | 187,858 |
| Marmysz, John | Instructor | 144,664 | 41,203 | 185,867 |
| Allen, Maula | Instructor | 140,632 | 45,149 | 185,781 |
| Langinger, Jeannie | Instructor | 148,618 | 37,143 | 185,760 |
| Pratt, Elizabeth | Dean of Career and Tech Svcs | 130,306 | 53,999 | 184,305 |
| Osheroff, Aaron | Database Administrator | 122,429 | 60,561 | 182,990 |
| Kelly, Patrick | Instructor | 140,521 | 42,162 | 182,683 |
| Pacula, Norman | Instructor | 138,641 | 42,797 | 181,438 |
| Pate, Billy | Interim Asst. Dir M&O | 131,107 | 49,946 | 181,052 |
| O'Keefe, Patricia | Instructor | 136,538 | 44,487 | 181,025 |
| Hersch, Tonya | Director of Basic Skills | 128,143 | 52,027 | 180,170 |
| Nguyen, Dong | Systems Analyst | 121,174 | 58,737 | 179,912 |
| Hernandez, Carol | Dean of Math and Sciences | 135,580 | 44,325 | 179,905 |
| Leimer, Christina | Executive Director of P.R.I.E. | 155,613 | 21,724 | 177,337 |
| Mueller, Joseph | Instructor | 142,140 | 34,833 | 176,974 |
| Bonander, Barbara | Instructor | 132,557 | 43,934 | 176,492 |
| Li, Christine | Instructor | 138,803 | 35,740 | 174,543 |
| Rahman, Susan | Instructor | 132,798 | 40,977 | 173,775 |
| Bellisimo, Yolanda | Instructor | 152,881 | 18,700 | 171,581 |
| Snyder, David | Dean of Arts and Humanities | 138,674 | 32,784 | 171,458 |
| Briceno-Moreno, Luz | Counselor | 130,128 | 40,591 | 170,719 |
| Schane, Burton | Senior Systems Analyst | 130,495 | 39,390 | 169,885 |
| Reetz, Becky | Director of EOPS CARE CalWorks | 115,068 | 52,216 | 167,284 |
| Wilson, Derek | Instructor | 127,015 | 40,131 | 167,145 |

**MARIN COMMUNITY COLLEGE DISTRICT
2016-17 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
DESCENDING ORDER**

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|-----------------------|--------------------------------|-----------------------|-------------------------------|---------------------------|
| Gonzalez, James | Instructor | 126,904 | 40,100 | 167,004 |
| Young, Maria | Instructor | 123,888 | 42,558 | 166,446 |
| Martinisi, Michele | Instructor | 143,511 | 22,425 | 165,936 |
| Indi, Ferhat | Systems Engineer | 120,070 | 45,804 | 165,874 |
| Pilloton, Anna | Dir School & Comm Partnerships | 115,289 | 49,293 | 164,582 |
| Berringer, Steven | Director of Kin. and Athletics | 115,801 | 48,366 | 164,167 |
| Crosby, Frank | Instructor | 124,360 | 39,748 | 164,108 |
| Golitzin, George | Instructor | 121,087 | 42,176 | 163,263 |
| Serafin, Scott | Instructor | 126,686 | 34,176 | 160,862 |
| Lehua, Constance | Manager Employee & Labor Rel. | 111,303 | 48,478 | 159,781 |
| Woodlief, Blaze | Instructor | 116,755 | 41,459 | 158,214 |
| Furuya, Bruce | Counselor | 126,802 | 31,054 | 157,856 |
| Egert, David | Instructor | 126,663 | 31,036 | 157,700 |
| Zaffran, Dan | Instructor | 116,766 | 39,439 | 156,205 |
| Tucker, Doris | Senior Payroll Specialist | 108,254 | 47,843 | 156,097 |
| Wittenmeier, Toni | Counselor | 123,906 | 31,967 | 155,873 |
| Sulaiman Hara, Sadika | Dir Stud Act & Advocacy | 114,092 | 40,948 | 155,040 |
| Lee, June | Health Center Nurse | 113,606 | 41,011 | 154,617 |
| Ruddle, Joanna | Instructor | 113,408 | 41,003 | 154,410 |
| Everitt, David | Instructor | 112,627 | 40,921 | 153,548 |
| Barker, Leslie | Senior Accountant | 104,180 | 49,236 | 153,416 |
| Hildebrand, Carol | Dir of Comm Ed, LL, and Int Ed | 114,092 | 38,133 | 152,225 |
| Johnson, Carol | Instructor | 110,777 | 40,675 | 151,453 |
| Koenig, Karen | Instructor | 112,165 | 39,143 | 151,309 |
| Hinds, John | Instructor | 118,353 | 32,916 | 151,269 |

**MARIN COMMUNITY COLLEGE DISTRICT
2016-17 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
DESCENDING ORDER**

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|------------------------------|-------------------------------|-----------------------|-------------------------------|---------------------------|
| Gonzalez, Marco | Instructor | 110,672 | 40,558 | 151,229 |
| Harris, Nekoda | Asst Director of HR | 113,555 | 37,382 | 150,937 |
| Dodge, Margaret | Instructor | 109,526 | 40,428 | 149,954 |
| Passer, Joyce | Instructor | 117,071 | 32,759 | 149,830 |
| Robinson, Karen | Counselor | 111,949 | 37,798 | 149,747 |
| Bagtas-Carmona, Emy | Enrollment Services Assoc III | 99,398 | 50,148 | 149,546 |
| Edwards, Shaquam | Instructor | 109,653 | 39,507 | 149,159 |
| Walsh, Wendy | Instructor | 108,444 | 40,332 | 148,777 |
| Steinmetz, Polly | Instructor | 108,444 | 40,323 | 148,767 |
| Adams, George | Instructor | 117,848 | 29,673 | 147,521 |
| Ruiz, Dustin | Police Officer | 105,942 | 41,076 | 147,019 |
| Park, Jessica | Instructor | 109,333 | 37,446 | 146,779 |
| Adams, John | Police Lieutenant | 105,310 | 41,466 | 146,776 |
| Purcell, Shawn | Instructor | 108,634 | 37,341 | 145,975 |
| Byrne, Ryan | Director of Athletics and PE | 107,799 | 38,110 | 145,909 |
| Borenstein, Bonnie | Instructor | 116,068 | 29,382 | 145,450 |
| Morse, Lisa | Instructor | 108,136 | 37,301 | 145,437 |
| Lee, Wendy | Tech Support Specialist I | 93,113 | 52,317 | 145,430 |
| Klinger, Alisa | Instructor | 108,081 | 37,254 | 145,336 |
| Seery, Patricia | Instructor | 106,752 | 38,365 | 145,117 |
| Greitzer, Michelle | Senior Accountant | 99,431 | 45,667 | 145,097 |
| Kuhn, Kristi | Instructor | 107,112 | 37,154 | 144,266 |
| Arnold, Chester | Instructor | 107,112 | 37,154 | 144,266 |
| Thayer, Debra | Systems Analyst | 101,733 | 41,942 | 143,675 |
| Magallanes-Rivera, Alexandra | Counselor | 105,156 | 37,374 | 142,530 |

**MARIN COMMUNITY COLLEGE DISTRICT
2016-17 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
DESCENDING ORDER**

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|--------------------|----------------------------|-----------------------|-------------------------------|---------------------------|
| Moraca, Lori | Interim Dir of Child. Prog | 110,287 | 31,643 | 141,930 |
| Rooney, Kathleen | Instructor | 112,333 | 28,858 | 141,191 |
| Wells, Stephanie | Instructor | 108,602 | 31,481 | 140,083 |
| Joyner, Kathleen | Executive Assistant II | 93,054 | 47,028 | 140,082 |
| Pomajulca, Cesar | Instructor | 102,604 | 36,440 | 139,044 |
| McKinnon, Sara | Instructor | 107,943 | 31,058 | 139,001 |
| Barzegar, Naghmeh | Staff Accountant | 90,196 | 48,685 | 138,880 |
| Frye, Sarah | Librarian | 109,546 | 28,287 | 137,832 |
| Newton, Steven | Instructor | 108,692 | 28,328 | 137,019 |
| Ricciuti, Anna | Dir of College Svcs | 92,358 | 44,416 | 136,774 |
| Lefkowitz, Saralyn | Instructor | 118,088 | 18,580 | 136,668 |
| Urena, Jose | Counselor | 95,855 | 40,784 | 136,639 |
| Chia, Mia | Instructor | 108,198 | 28,234 | 136,431 |
| Muller, Kevin | Instructor | 98,765 | 37,299 | 136,063 |
| Jones, David | Instructor | 107,112 | 28,057 | 135,169 |
| Fara, Nick | Instructor | 98,934 | 35,912 | 134,846 |
| Sutherland, John | Instructor | 98,281 | 35,794 | 134,075 |
| Gardiner, David | Network PC Telephone Tech | 93,774 | 40,175 | 133,948 |
| Cottle, Windee | Instructor | 95,340 | 38,288 | 133,628 |
| Yohannes, Haile | Maintenance HVAC Mechanic | 85,478 | 47,550 | 133,028 |
| Willet, Nancy | Instructor | 104,118 | 27,634 | 131,752 |
| Klein, Rachel | Counselor | 96,188 | 35,495 | 131,683 |
| Musante, Danila | Counselor | 102,244 | 29,264 | 131,508 |
| Creel, Melody | Research Analyst | 88,643 | 42,318 | 130,961 |
| Quick, Dayna | Instructor | 95,397 | 35,375 | 130,772 |

**MARIN COMMUNITY COLLEGE DISTRICT
2016-17 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
DESCENDING ORDER**

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|---------------------|--------------------------------|-----------------------|-------------------------------|---------------------------|
| Michelangelo, Lori | Instructor | 100,995 | 29,101 | 130,097 |
| Boyd, Sandy | Instructor | 102,301 | 27,761 | 130,062 |
| Carlson, Cheryl | Comm Ed and Svcs Program Spec | 83,433 | 46,323 | 129,756 |
| Chung, Shook-Chu | Senior Creative/Lead Web Dsgr. | 89,881 | 39,709 | 129,589 |
| Escobar, Caitlin | Counselor | 94,198 | 35,174 | 129,372 |
| Patel, Beth | Instructor | 94,008 | 35,187 | 129,195 |
| Weldon, Sandra | Instructor | 101,872 | 27,268 | 129,140 |
| Chi, Brian | Network PC Telephone Tech | 82,800 | 46,192 | 128,992 |
| Beal, Rebecca | Instructor | 101,502 | 27,227 | 128,729 |
| Barashkov, Andrei | Instructor | 98,565 | 29,702 | 128,267 |
| Perrone, Kristin | Counselor | 90,781 | 37,483 | 128,264 |
| Mitchell, David | Maintenance HVAC Mechanic | 83,636 | 44,327 | 127,962 |
| Cheney, Paul | Instructor | 89,089 | 37,402 | 126,491 |
| Shafer, Holley | Sr Research & Eval. Specialist | 83,538 | 42,542 | 126,080 |
| Reinhard, Holly | Instructor | 97,281 | 28,574 | 125,856 |
| Breakstone, Julie | Employment Services Coord. | 80,144 | 45,148 | 125,292 |
| Hudgens, Michael | Instuotional Support Coor. | 79,418 | 45,327 | 124,745 |
| Horton, Katheryn | CP & WD Grants Administrator | 84,552 | 39,976 | 124,528 |
| Hunter, Andrea | Enrollment Services Assoc III | 86,662 | 37,254 | 123,916 |
| Banks, Cecile | Enrollment Services Assoc II | 78,430 | 45,013 | 123,443 |
| Langeveld, Martinus | Police Officer | 97,582 | 25,306 | 122,888 |
| Terry, Linda | Payroll Specialist | 77,921 | 44,853 | 122,775 |
| Arbona, Shaila | Counselor | 87,152 | 35,120 | 122,272 |
| Dominguez, Paul | Lead Gardener | 77,676 | 44,003 | 121,679 |
| Villarreal, Seanna | Enrollment Services Assoc II | 77,085 | 44,560 | 121,645 |

MARIN COMMUNITY COLLEGE DISTRICT
2016-17 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
DESCENDING ORDER

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|---------------------|-----------------------------|----------------|------------------------|--------------------|
| Coley, William | Counselor | 95,852 | 25,586 | 121,438 |
| White, David | Designer Stage Technician | 74,932 | 45,796 | 120,728 |
| Longo, Gina | Admin Asst Dean Dir Cabinet | 74,511 | 46,119 | 120,630 |
| Wagner, Katherine | Instructor | 88,246 | 32,016 | 120,262 |
| Hulin, Patricia | Instructor | 93,970 | 26,109 | 120,079 |
| Stopher, James | Instructor | 83,372 | 36,527 | 119,899 |
| Bacigalupi, Lindsay | Administrative Asst - PE | 83,356 | 36,183 | 119,538 |
| Kinka Ruiz, Devon | Senior HR Analyst | 83,645 | 35,828 | 119,473 |
| Patterson, David | Librarian | 101,584 | 17,871 | 119,455 |
| Loeffler, Laura | Admin Asst Dean Dir Cabinet | 75,221 | 44,009 | 119,230 |
| Massion, Cheo | Instructor | 93,114 | 25,967 | 119,082 |
| Erlenheim, David | Buyer | 82,028 | 36,941 | 118,969 |
| Finlayson, Luna | Counselor | 84,818 | 33,788 | 118,606 |
| Haber, John | Tech Support Specialist I | 81,901 | 36,599 | 118,499 |
| Namvar, Mina | Admin Asst Dean Dir Cabinet | 74,622 | 43,609 | 118,231 |
| Wang, Andrea | Temporary Faculty | 95,251 | 22,972 | 118,223 |
| Hampson, Elizabeth | Prog. Admin. Com Ed, LL, IE | 79,007 | 38,706 | 117,713 |
| Levy, Derek | Dean of Student Success | 88,060 | 29,128 | 117,188 |
| Owen, Ron | Senior Benefits Analyst | 81,608 | 35,271 | 116,878 |
| O'Donnelley, Dianne | Admin Asst Dean Dir Cabinet | 73,262 | 43,400 | 116,661 |
| West, Kevin | Laboratory Technician | 70,728 | 45,567 | 116,295 |
| Fragata, Marilou | Staff Accountant | \$ 73,127 | \$ 42,981 | \$ 116,107 |
| Dunn, Jason | Instructor | 79,981 | 36,001 | 115,982 |
| Mahoney, David | Graphics Design Specialist | 70,553 | 45,354 | 115,907 |
| Bjorklund, Trevor | Instructor | 81,913 | 33,918 | 115,831 |

**MARIN COMMUNITY COLLEGE DISTRICT
2016-17 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
DESCENDING ORDER**

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|-----------------------------|-------------------------------|-----------------------|-------------------------------|---------------------------|
| Spease, Jennifer | Enrollment Services Assoc I | 70,733 | 44,988 | 115,721 |
| Paulino, Joan | Enrollment Services Assoc II | 69,995 | 44,999 | 114,994 |
| Ramey, Byron | Counselor | 89,213 | 25,379 | 114,592 |
| Suarez Maldonado, Alejandro | Instructional Support Analyst | 72,033 | 41,890 | 113,923 |
| Acker, Eileen | Admin Asst Dean Dir Cabinet | 70,798 | 42,631 | 113,429 |
| Cruz, Nicole | Executive Assistant I | 71,158 | 41,435 | 112,593 |
| Lince, Stacey | Instructional Technologist | 73,192 | 39,344 | 112,535 |
| Sedie, Theo | Accounting Specialist | 69,024 | 43,012 | 112,036 |
| Aviles, Francisco | Accounting Specialist | 69,062 | 42,879 | 111,941 |
| Deneris, Jamie | Instructor | 73,710 | 38,023 | 111,733 |
| Hagos, Alganesh | Inst Support Specialist | 69,529 | 42,201 | 111,729 |
| Acredolo, Kristin | Instructor | 81,560 | 30,094 | 111,654 |
| Gudmundsson, Jon | Tech Support Specialist I | 76,278 | 34,585 | 110,864 |
| Lamke, Victoria | Administrative Asst | 68,705 | 41,979 | 110,684 |
| Cady, Jeffrey | Instrl Spec - College Skills | 80,519 | 30,029 | 110,548 |
| Stange, Dodd | Maintenance Mechanic | 77,782 | 31,689 | 109,471 |
| Wood, Robyn | Temporary Faculty | 78,990 | 29,887 | 108,877 |
| Schmitt, Frederick | Instructor | 77,275 | 31,477 | 108,752 |
| Shaw, Ellen | Accounting Technician | 66,913 | 41,272 | 108,185 |
| Peitz, Heather | Enrollment Services II - CES | 66,455 | 41,267 | 107,722 |
| Stevenson, Troy | Instructor | 83,173 | 24,462 | 107,635 |
| Olmanson, Angela | Program Admin. Health Science | 78,176 | 29,141 | 107,318 |
| Enty, Aftab | Laboratory Technician | 64,218 | 43,060 | 107,278 |
| Molloy, Melinda | Executive Assistant I | 67,402 | 39,766 | 107,169 |
| Scarcella, Joseph | Athletic Trainer | 64,906 | 41,924 | 106,830 |

MARIN COMMUNITY COLLEGE DISTRICT
2016-17 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
DESCENDING ORDER

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|---------------------|-------------------------------|-----------------------|-------------------------------|---------------------------|
| Miller, Trine | Instructor | 70,357 | 36,282 | 106,639 |
| Pinckney, Joanna | Administrative Asst | 63,582 | 42,806 | 106,388 |
| Haggitt, Brianna | Accountant | 69,288 | 36,482 | 105,771 |
| Marcum, Jeffrey | Maintenance Electrician | 69,329 | 35,700 | 105,030 |
| Teer, Joann | Enrollment Services Assoc I | 71,371 | 33,651 | 105,022 |
| Long, Lan-Ling | Library Technician I | 62,070 | 42,587 | 104,657 |
| Borisov, Olga | Administrative Asst | 61,691 | 42,767 | 104,459 |
| Kuromiya, James | Inst Support Specialist | 63,911 | 40,447 | 104,357 |
| Zarrehparvar, Xenia | SAS Support Svcs. Coord | 63,441 | 40,321 | 103,762 |
| Webb, Thelma | Enrollment Services Assoc I | 63,354 | 40,205 | 103,559 |
| Sharp, Leah | Instructor | 88,500 | 14,101 | 102,600 |
| Olsen, Vivian | Administrative Asst | 69,406 | 33,136 | 102,543 |
| James, Patience | Enrollment Services Assoc II | 77,046 | 25,371 | 102,417 |
| Kreit, Cara | Instructor | 88,293 | 14,118 | 102,411 |
| Ramirez, Mayra | Buyer - Bond B | 69,797 | 32,524 | 102,321 |
| da Silva, Paul | Instructor | 64,179 | 37,706 | 101,885 |
| Jones, Rhonda | Executive Assistant I | 71,578 | 29,547 | 101,125 |
| Lee, Leslie | Employment Services Coord. | 76,626 | 23,726 | 100,352 |
| Carroll, Sheldon | Evaluation Analyst | 64,792 | 35,521 | 100,314 |
| Minoia, Marco | College Police Services Asst | 66,441 | 33,351 | 99,792 |
| McCoy, Robert | Instructor | 73,887 | 25,701 | 99,588 |
| Rudolph, Monica | Admin Asst - Math/Science | 58,068 | 41,368 | 99,436 |
| Maoujoudi, Abdelhak | Temporary Faculty | 79,017 | 20,411 | 99,429 |
| Pensabene, Oksana | Tutoring/Learning Ctr. Coord. | 64,474 | 34,862 | 99,335 |
| Kostyrko, Jacek | Temporary Faculty | 86,234 | 12,899 | 99,133 |

**MARIN COMMUNITY COLLEGE DISTRICT
2016-17 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
DESCENDING ORDER**

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|--------------------|-------------------------------|-----------------------|-------------------------------|---------------------------|
| Klein, Michael | Reprographics Mail Clerk | 60,473 | 38,165 | 98,638 |
| Deo, Lee | Enrollment Services Assoc II | 63,799 | 34,567 | 98,366 |
| Cruz, Julio | Custodian | 62,808 | 35,388 | 98,195 |
| Martinez, Allyson | EOPS/CARE & CalWorks Coord. | 67,621 | 30,216 | 97,838 |
| Gaffney, Keli | Accounting Technician | 62,634 | 34,033 | 96,667 |
| Christensen, Tina | Instructor | 65,616 | 30,813 | 96,429 |
| Rolston, Caitlin | Instructional Specialist | 76,347 | 19,849 | 96,196 |
| Dimopoulos, Eliana | Assistive Tech Specialist | 69,701 | 26,455 | 96,156 |
| Wilson, Paul | Maintenance Electrician | 69,429 | 26,723 | 96,152 |
| Perez, Alexio | Locksmith Carpenter | 61,385 | 34,590 | 95,975 |
| Garrett, Steven | Gardener | 56,910 | 38,993 | 95,903 |
| Nguyen, Thuy Trang | Library Technician 1 | 64,316 | 31,550 | 95,866 |
| Darcangelo, Robin | Int. Asst Dean ES/SFA | 72,046 | 23,694 | 95,740 |
| Dormann, Roger | Graphics Design Specialist | 64,213 | 31,516 | 95,729 |
| Cox, Jeffery | Custodial Services Supervisor | 67,065 | 28,432 | 95,497 |
| Martinez, Manuel | Custodian | 56,711 | 38,428 | 95,138 |
| Robinson, Mark | Laboratory Technician | 63,036 | 31,109 | 94,145 |
| Foulger, Kim | Administrative Asst | 56,046 | 38,027 | 94,074 |
| Lager, Warren | Instructor | 58,174 | 35,489 | 93,663 |
| Oropeza, Guadalupe | Maintenance Painter | 63,887 | 29,752 | 93,639 |
| Barnett, Marixa | Enrollment Services Assoc II | 59,640 | 33,746 | 93,386 |
| Gisle, Kirsten | Employment Services Coord. | 71,354 | 22,019 | 93,373 |
| Lefkowitz, Carol | Temporary Faculty | 68,863 | 24,347 | 93,211 |
| Harbison, Jesse | Reprographics Mail Clerk | 55,363 | 37,701 | 93,065 |
| So, Albert | Print Production Specialist | 62,070 | 30,848 | 92,918 |

**MARIN COMMUNITY COLLEGE DISTRICT
2016-17 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
DESCENDING ORDER**

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|-------------------------|--------------------------------|-----------------------|-------------------------------|---------------------------|
| Filane, Leonard | Temporary Faculty | 68,484 | 24,160 | 92,644 |
| Wong, Sally | Testing Center Coordinator | 58,810 | 33,688 | 92,498 |
| Loeffler, Peter | Laboratory Technician | 69,263 | 23,190 | 92,453 |
| Barr, Maridel | Admin Asst Dean Dir Cabinet | 53,977 | 36,406 | 90,383 |
| Jacques, Rose | Admin Asst Dean Dir Stu Serv | 58,657 | 31,366 | 90,023 |
| Larre, Christelle | Lead Custodian | 59,741 | 30,203 | 89,945 |
| Smith, Rion | Instructional Specialist | 60,221 | 29,264 | 89,485 |
| Sanko, Nadia | Instructor | 58,411 | 29,655 | 88,067 |
| Craig, Rodney | Gardener | 52,496 | 35,163 | 87,658 |
| Bauer, Katherine | Executive Assistant I | 61,760 | 25,696 | 87,456 |
| Oldendick, Nicole | Admin Asst Dir Cabinet | 54,907 | 32,451 | 87,358 |
| Robertson, Noel | Temporary Faculty | 58,735 | 28,591 | 87,326 |
| King, David | Instructor | 74,878 | 12,127 | 87,005 |
| Diaz, Christopher | Maintenance Plumber | 71,016 | 15,887 | 86,903 |
| Romo Padilla, Guadalupe | Admin Asst College Skills | 58,691 | 27,886 | 86,577 |
| Christiansen, Klaus | Asst. Dir. Fac/Plan M&O | 60,132 | 26,283 | 86,415 |
| Biggart, Maureen | Childrens Center Site Supv | 56,599 | 28,779 | 85,377 |
| Vartanian, Sharon | Temporary Faculty | 65,955 | 19,246 | 85,201 |
| Wadsworth, William | Gardener | 57,244 | 27,752 | 84,996 |
| Hansen, Candice | Human Resources Technician II | 59,987 | 24,696 | 84,684 |
| Shrestha, Devendra | Accounting Technician | 52,142 | 32,268 | 84,410 |
| Yang, Christopher | Equity & Activities Prog Coord | 57,066 | 26,495 | 83,560 |
| Siegenthaler, Connie | Admin Asst Dean Dir Cabinet | 56,267 | 27,290 | 83,557 |
| Thomas, Joseph | Lead Custodian | 47,066 | 36,198 | 83,264 |
| Smith, Michael | Custodian | 46,441 | 36,691 | 83,133 |

**MARIN COMMUNITY COLLEGE DISTRICT
2016-17 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
DESCENDING ORDER**

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|-----------------------|--------------------------------|-----------------------|-------------------------------|---------------------------|
| Keener, Daniel | Custodian | 55,579 | 27,249 | 82,828 |
| Fahy, Philip | Gardener | 51,068 | 31,706 | 82,774 |
| De Young, Scott | Custodian | 53,353 | 29,124 | 82,477 |
| Dunkle, Christopher | Laboratory Technician | 55,496 | 26,814 | 82,309 |
| Cook, Nicole | Temporary Faculty | 58,907 | 23,331 | 82,238 |
| West, Walter | Temporary Faculty | 63,860 | 18,182 | 82,042 |
| Smith, Gregory | Instructional Specialist | 53,579 | 28,206 | 81,785 |
| McSween, Karen | Library Technician III | 57,144 | 24,278 | 81,422 |
| Marckwordt, Valerie | Comm Ed and Svcs Program Spec | 50,901 | 30,486 | 81,387 |
| Galzagorry, Marie | Custodian | 54,264 | 26,959 | 81,222 |
| Galzagorry, Jeanfelix | Custodian | 54,278 | 26,893 | 81,171 |
| Levin, Magdalena | Temporary Faculty | 57,469 | 23,370 | 80,839 |
| Solis, Julian | Sch. & Comm. Partnr Prog Coord | 56,634 | 23,490 | 80,124 |
| Marozick, Jeffrey | Chief of Police/Dir. of Safety | 61,455 | 18,238 | 79,693 |
| Perez, Chelsey | Administrative Asst | 48,032 | 31,416 | 79,448 |
| Flores, Lissette | Car. Intern & Svcs Prog Coord | 55,853 | 23,312 | 79,166 |
| Thomas, Tracy | Pool Maintenance Worker | 60,468 | 18,582 | 79,050 |
| Rodriguez, John | Maintenance Carpenter | 50,318 | 28,427 | 78,744 |
| Romero, Elisa | COMPASS Coordinator | 58,888 | 19,382 | 78,270 |
| Tucker, Jessica | College Police Services Asst | 55,202 | 23,065 | 78,267 |
| Horinek, Jon | Dean of Enrollment Management | 61,375 | 16,882 | 78,257 |
| Ortiz, Yvonne | Temporary Faculty | 55,208 | 22,904 | 78,112 |
| Contini, Victor | Temporary Faculty | 50,356 | 27,560 | 77,917 |
| Williams, Jeannine | Temporary Faculty | 59,404 | 18,194 | 77,597 |
| Beam, Rustin | Instructional Specialist | 58,635 | 18,913 | 77,548 |

**MARIN COMMUNITY COLLEGE DISTRICT
2016-17 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
DESCENDING ORDER**

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|--------------------------|-------------------------------|-----------------------|-------------------------------|---------------------------|
| Grist, Gregory | Temporary Faculty | 58,259 | 18,094 | 76,353 |
| Ostojic-Portello, Radica | Temporary Faculty | 53,933 | 22,147 | 76,081 |
| Barr-Vickers, Claudia | Temporary Faculty | 49,631 | 25,973 | 75,605 |
| Spediacci, Anthony | Police Officer | 59,753 | 15,570 | 75,323 |
| Fonteno, Amber | Library Technician II | 48,536 | 26,503 | 75,039 |
| Rullen, Jeanaffer | Custodian | 49,797 | 24,942 | 74,738 |
| Daubenmire, Paul | Instructor | 55,518 | 18,671 | 74,189 |
| Welch, Alison | International Student Advisor | 50,458 | 23,702 | 74,160 |
| Pence, Robin | Childrens Center Site Supv | 47,625 | 26,477 | 74,102 |
| Garretson, Patrick | Testing Technician | 47,696 | 26,362 | 74,058 |
| Atkinson, Justin | Instructional Specialist | 51,196 | 22,498 | 73,694 |
| Webb, Lisa | Dean of Student Success | 57,415 | 16,238 | 73,653 |
| Goldberg, Georgia | Temporary Faculty | 57,161 | 16,392 | 73,554 |
| Bui, Xuan | Custodian | 46,226 | 27,275 | 73,502 |
| Guillen, Hugo | EOPS/CalWorks Specialist | 50,519 | 22,793 | 73,312 |
| Jarrell, Boyd | Temporary Faculty | 50,362 | 22,929 | 73,291 |
| Miller, Stormy | Director of SAS | 56,772 | 14,607 | 71,378 |
| Thom, Scott | Temporary Faculty | 49,952 | 21,368 | 71,320 |
| DAgostino, Lisa | Temporary Faculty | 55,482 | 15,665 | 71,148 |
| Perez, Ramiro | Custodian | 46,406 | 24,651 | 71,056 |
| Diaz Marroquin, Abner | Custodian | 46,586 | 24,089 | 70,675 |
| Amos, Scott | Gardener | 42,669 | 25,979 | 68,649 |
| Zabihi, Farhad | Instructor | 52,828 | 15,546 | 68,375 |
| Gray, Marijke | Veterans Resource Specialist | 47,029 | 21,291 | 68,320 |
| Callahan, Shawna | Human Resources Technician II | 45,891 | 22,277 | 68,167 |

MARIN COMMUNITY COLLEGE DISTRICT
2016-17 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
DESCENDING ORDER

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|------------------------|-------------------------------|-----------------------|-------------------------------|---------------------------|
| Lacke, Suzanne | Temporary Faculty | 47,803 | 20,133 | 67,935 |
| Lieberman, Linda | Temporary Faculty | 45,608 | 22,218 | 67,827 |
| Rothbart, George | Temporary Faculty | 62,417 | 5,354 | 67,771 |
| Cruz Viera, Mercedes | Custodian | 38,761 | 28,965 | 67,726 |
| Taylor, Laurie | Temporary Faculty | 45,064 | 22,137 | 67,201 |
| Lambert, Gabriel | Lead Custodian | 46,943 | 20,131 | 67,075 |
| Bertuol-Okun, Sueli | Temporary Faculty | 44,341 | 22,288 | 66,629 |
| Barrall, Mark | Temporary Faculty | 61,325 | 5,260 | 66,585 |
| Noble Brown, Linda | Temporary Faculty | 44,401 | 22,037 | 66,438 |
| Vaughan, Michele | Temporary Faculty | 57,449 | 8,319 | 65,768 |
| Khazaeli Parsa, Poupak | Temporary Faculty | 43,528 | 21,907 | 65,435 |
| Craver, Yosifah | Temporary Faculty | 63,758 | 1,516 | 65,274 |
| Waldman, Leslie | Temporary Faculty | 49,644 | 15,268 | 64,912 |
| Cullen, Andrew | Laboratory Technician | 44,224 | 20,661 | 64,884 |
| Abouaf, Jeffrey | Temporary Faculty | 52,478 | 12,344 | 64,822 |
| Collins, Thomas | Instructor | 49,269 | 15,020 | 64,289 |
| Miller, Julie | Temporary Faculty | 42,395 | 21,737 | 64,132 |
| Drisdell, Lucas | Instructional Specialist | 56,318 | 7,799 | 64,116 |
| Reyes, Ruby | Enrollment Services Assoc III | 46,316 | 17,568 | 63,884 |
| Privitt, Karen | Temporary Faculty | 47,015 | 16,413 | 63,428 |
| Stewart, Paul | Police Officer | 49,560 | 13,715 | 63,274 |
| Satariano, Jenifer | Accounting Technician | 37,467 | 25,715 | 63,182 |
| Chinn, Jett | Temporary Faculty | 38,854 | 24,296 | 63,150 |
| Jestadt, Jesse | Instructional Specialist | 41,924 | 21,027 | 62,951 |
| Peterson, Stephen | Temporary Faculty | 42,455 | 19,038 | 61,493 |

MARIN COMMUNITY COLLEGE DISTRICT
2016-17 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
DESCENDING ORDER

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|-----------------------|--------------------------|-----------------------|-------------------------------|---------------------------|
| Buquen, Kenny | Temporary Faculty | 41,862 | 19,623 | 61,486 |
| Goodwin, Ross | Temporary Faculty | 52,739 | 7,889 | 60,628 |
| Dodge, George | Custodian | 40,489 | 20,053 | 60,543 |
| Morales-Orozco, Helen | Children Center Teacher | 32,450 | 27,569 | 60,018 |
| Keener, Margarita | Custodian | 39,843 | 20,107 | 59,950 |
| Southard, Rowena | Temporary Faculty | 41,968 | 17,971 | 59,939 |
| Sheofsky, Elizabeth | Instructional Specialist | 48,151 | 11,531 | 59,682 |
| Saldana, Tristan | Temporary Faculty | 44,085 | 14,436 | 58,521 |
| Terhune, Jamine | Temporary Faculty | 36,015 | 22,327 | 58,342 |
| Hayne, Katherine | Temporary Faculty | 50,612 | 7,571 | 58,182 |
| Gamal, Arif | Temporary Faculty | 50,566 | 7,564 | 58,130 |
| Arrick, Janet | Temporary Faculty | 50,134 | 7,499 | 57,633 |
| Vysotskiy, Vitaliy | Temporary Faculty | 38,864 | 18,730 | 57,593 |
| Woerlein, Marc | Workforce Prog. Spclst | 34,080 | 23,272 | 57,352 |
| Broderick, Diane | Temporary Faculty | 36,418 | 20,843 | 57,261 |
| Reilly, Sheila | Temporary Faculty | 43,958 | 13,151 | 57,109 |
| Lloyd, Sean | Temporary Faculty | 45,311 | 11,729 | 57,040 |
| Scofield, Alan | Temporary Faculty | 35,677 | 20,733 | 56,409 |
| Malouf, Janeatte | Children Center Teacher | 32,450 | 23,632 | 56,082 |
| Casper, Harris | Temporary Faculty | 40,581 | 15,450 | 56,031 |
| Brown, Roosevelt | Hourly | 50,788 | 4,357 | 55,145 |
| Scott, John | Temporary Faculty | 34,063 | 20,491 | 54,554 |
| Krempetz, Ronald | Temporary Faculty | 50,214 | 4,307 | 54,521 |
| Nelson, Lori | Temporary Faculty | 41,253 | 13,263 | 54,516 |
| Morin, Thomas | Temporary Faculty | 39,202 | 15,244 | 54,446 |

**MARIN COMMUNITY COLLEGE DISTRICT
2016-17 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
DESCENDING ORDER**

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|-----------------------|-------------------------------|-----------------------|-------------------------------|---------------------------|
| Della Santina, Joseph | Library Technician III | 39,115 | 15,226 | 54,341 |
| Lantzy, Henry | Temporary Faculty | 34,470 | 19,052 | 53,522 |
| Smith, Paul | Retiree Instructional | 36,732 | 16,575 | 53,307 |
| Sirianni, Patricia | Temporary Faculty | 39,530 | 13,755 | 53,284 |
| Woods, Julia | Instructional Assistant | 39,318 | 13,716 | 53,033 |
| Scranton, Diana | Instructional Specialist | 43,141 | 9,739 | 52,880 |
| Traversi, Diane | Dean of Enrollment Management | 38,078 | 14,452 | 52,530 |
| Fitzpatrick, Mary | Temporary Faculty | 45,601 | 6,821 | 52,422 |
| Bowen, Nora | Children Center Teacher | 32,948 | 19,325 | 52,273 |
| Widenhofer, Allan | Temporary Faculty | 35,708 | 16,245 | 51,954 |
| Tesfay, Yonas | Custodian | 31,558 | 20,208 | 51,766 |
| Delgado, Mary | Childrens Center Lead Teacher | 34,987 | 16,455 | 51,443 |
| Doermann, Elisabeth | Temporary Faculty | 37,746 | 13,488 | 51,234 |
| Fahy, Linda | Admin Asst Childrn Ctr | 31,057 | 19,858 | 50,915 |
| McMillan, Jerry | Temporary Faculty | 37,459 | 12,593 | 50,052 |
| Mihal, Colleen | Temporary Faculty | 30,964 | 18,802 | 49,766 |
| Finley, Cynthia | Temporary Faculty | 36,418 | 13,289 | 49,707 |
| Wood, Scott | Temporary Faculty | 43,235 | 6,467 | 49,702 |
| Applegate, Monica | Pool Maintenance Worker IVC | 33,237 | 15,806 | 49,044 |
| Smith, Victor | Temporary Faculty | 29,261 | 19,406 | 48,667 |
| Cooke, Indica | Children Center Teacher | 32,288 | 16,047 | 48,334 |
| Fairman, Honor | Temporary Faculty | 34,297 | 13,696 | 47,993 |
| Goodale, Jayme | Temporary Faculty | 41,576 | 6,219 | 47,795 |
| McKnight, Sheila | Temporary Faculty | 30,743 | 16,977 | 47,720 |
| Mark, Julie | Temporary Faculty | 43,706 | 3,749 | 47,455 |

**MARIN COMMUNITY COLLEGE DISTRICT
2016-17 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
DESCENDING ORDER**

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|---------------------|-------------------------------|-----------------------|-------------------------------|---------------------------|
| Prince, Kuniko | Temporary Faculty | 40,991 | 6,131 | 47,123 |
| Jones, Suzanne | Temporary Faculty | 29,172 | 17,148 | 46,321 |
| Sage, Mary | DSPS E Text Assistant | 30,597 | 15,569 | 46,166 |
| Hedemark, Gordon | Instructional Assistant | 28,630 | 17,149 | 45,779 |
| Brady, Stephen | Temporary Faculty | 39,671 | 5,934 | 45,605 |
| Castillo, Nathan | Lab Tech FA-Sculpture | 36,565 | 8,977 | 45,543 |
| Willits, Ronald | Temporary Faculty | 39,431 | 5,898 | 45,329 |
| Bradley, Kathleen | Temporary Faculty | 41,609 | 3,569 | 45,178 |
| Rollins, Corina | Temporary Faculty | 32,366 | 12,683 | 45,050 |
| Chaille, Michael | Temporary Faculty | 28,831 | 16,082 | 44,913 |
| Mayo, Ruth | DSPS Program Technician | 29,896 | 14,992 | 44,888 |
| Forsyth, Susan | Temporary Faculty | 38,982 | 5,831 | 44,812 |
| Ganapuram, Krishna | Accountant - Bond B | 31,644 | 13,027 | 44,671 |
| Ziedrich, Cheryl | Temporary Faculty | 31,918 | 12,616 | 44,534 |
| Essick, Edward | Temporary Faculty | 43,070 | 1,024 | 44,094 |
| Douglass, Sandra | Retiree Instructional | 40,511 | 3,508 | 44,020 |
| Martinez, Deirdre | Laboratory Technician | 25,956 | 17,830 | 43,786 |
| Koffman, Linda | Temporary Faculty | 31,189 | 12,507 | 43,696 |
| King, Brian | Temporary Faculty | 38,198 | 5,484 | 43,682 |
| McGee, Pdraig | Temporary Faculty | 33,224 | 9,942 | 43,166 |
| Subramanian, N | Temporary Faculty | 37,481 | 5,606 | 43,088 |
| Johnson, Tammera | Administrative Asst | 32,707 | 9,842 | 42,549 |
| Blusseau, Francoise | Temporary Faculty | 36,692 | 5,488 | 42,180 |
| Gray, Maria | Temporary Faculty | 36,688 | 5,488 | 42,176 |
| Brown, Teresa | Office Technician/Switchboard | 33,628 | 8,488 | 42,116 |

**MARIN COMMUNITY COLLEGE DISTRICT
2016-17 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
DESCENDING ORDER**

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|-----------------------------|-----------------------------|-----------------------|-------------------------------|---------------------------|
| Kaufmann, Michael | Temporary Faculty | 29,623 | 12,273 | 41,896 |
| Schwartz, Carol | DSPS Specialist | 31,064 | 10,496 | 41,560 |
| Oyle, Julie | Administrative Asst | 22,387 | 18,518 | 40,905 |
| Opong Mensah, Kofi | Temporary Faculty | 30,555 | 10,010 | 40,566 |
| Leighton, Jeannette | Temporary Faculty | 34,641 | 5,205 | 39,846 |
| Schiff, Cynthia | Temporary Faculty | 34,641 | 5,181 | 39,823 |
| Morgan Mok, Julia | Temporary Faculty | 22,262 | 17,306 | 39,568 |
| Kim, Grace | Temporary Faculty | 34,280 | 5,128 | 39,407 |
| Hirschman -de Blanc, Louise | Temporary Faculty | 38,443 | 914 | 39,357 |
| Walker, Santon | Instructional Specialist | 32,111 | 7,162 | 39,273 |
| Rocky, Alice | Temporary Faculty | 30,272 | 8,562 | 38,834 |
| Boyce, Sima | Temporary Faculty | 34,017 | 4,456 | 38,473 |
| Cairns, Michael | Temporary Faculty | 34,416 | 2,952 | 37,368 |
| Bruce, Robert | Temporary Faculty | 34,160 | 2,930 | 37,090 |
| Esparza, Loretta | Temporary Faculty | 25,360 | 11,635 | 36,995 |
| Graham, Deborah | Temporary Faculty | 25,501 | 11,444 | 36,945 |
| Helmer, James | Temporary Faculty | 31,635 | 4,732 | 36,367 |
| Kosta, Walter | Temporary Faculty | 30,743 | 4,599 | 35,342 |
| Chan, Sheila | Temporary Faculty | 29,883 | 4,470 | 34,353 |
| Gill, Elizabeth | Temporary Faculty | 31,584 | 2,709 | 34,293 |
| Sherman, Jane | Temporary Faculty | 29,612 | 4,429 | 34,041 |
| Gougis, Amber | Hourly | 29,282 | 4,171 | 33,453 |
| Brookshire, Guy | Temporary Faculty | 28,242 | 4,224 | 32,467 |
| Joseph, Sarah | Admin Asst Dean Dir Cabinet | 29,740 | 2,665 | 32,405 |
| Smith, Sarah | Enrollment Svcs I - CES | 20,628 | 11,476 | 32,105 |

**MARIN COMMUNITY COLLEGE DISTRICT
2016-17 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
DESCENDING ORDER**

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|-------------------------|-----------------------------|-----------------------|-------------------------------|---------------------------|
| Shroyer, Misty | Hourly | 28,588 | 3,329 | 31,917 |
| Johnson, Sarah | Temporary Faculty | 27,730 | 4,148 | 31,878 |
| Rivera, Eloise | Temporary Faculty | 31,062 | 739 | 31,801 |
| Brown-Carson, Jamelia | Temporary Faculty | 27,603 | 4,129 | 31,731 |
| Lo, Lan | Temporary Faculty | 27,531 | 4,118 | 31,649 |
| Young, Brian | Laboratory Technician | 25,621 | 5,804 | 31,425 |
| Carlson, Sharon | Temporary Faculty | 26,701 | 3,994 | 30,695 |
| Allen, Rebecca | Temporary Faculty | 25,664 | 5,018 | 30,682 |
| Zhiv, Dmitriy | Temporary Faculty | 26,662 | 3,988 | 30,650 |
| Russakovskii, Yevgeniy | Temporary Faculty | 26,631 | 3,984 | 30,615 |
| Jessell, Lori | Temporary Faculty | 28,138 | 2,414 | 30,551 |
| Fletcher, Sandra | Temporary Faculty | 28,133 | 2,413 | 30,547 |
| Epperson Beyries, Viona | Temporary Faculty | 23,058 | 7,351 | 30,409 |
| Schleeter, Robert | Temporary Faculty | 26,365 | 3,944 | 30,309 |
| Jones, Sven | Director of SAS | 25,373 | 4,691 | 30,065 |
| Widger, Daniel | Hourly | 28,915 | 688 | 29,602 |
| Hernandez, Barbara | Instructional Specialist | 21,592 | 7,855 | 29,447 |
| Olson, Janis | Hourly | 26,762 | 2,296 | 29,057 |
| Janney-Roberts, Sofia | Transfer& Career Ctr Coord. | 17,886 | 10,981 | 28,867 |
| Ovetz, Robert | Temporary Faculty | 24,586 | 3,678 | 28,264 |
| Lieberman, Zachary | Laboratory Technician | 25,826 | 2,304 | 28,130 |
| Numaguchi, Vivian | Temporary Faculty | 24,440 | 3,656 | 28,096 |
| Kranenburg, Philip | Board of Trustee | 4,102 | 23,865 | 27,966 |
| Haley, Jean | Temporary Faculty | 24,603 | 3,027 | 27,629 |
| Werlin, Rebecca | Temporary Faculty | 25,424 | 2,181 | 27,605 |

**MARIN COMMUNITY COLLEGE DISTRICT
2016-17 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
DESCENDING ORDER**

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|----------------------|----------------------------|-----------------------|-------------------------------|---------------------------|
| Tachihara, Sandra | Retiree Non Instructional | 6,943 | 20,567 | 27,510 |
| Banos, Robert | Temporary Faculty | 24,961 | 2,298 | 27,260 |
| Bohlke, Wende | Temporary Faculty | 23,343 | 3,492 | 26,835 |
| Tanner Mack, Sandra | Temporary Faculty | 16,617 | 10,162 | 26,778 |
| Psomas, Nikolas | Temporary Faculty | 22,709 | 3,397 | 26,106 |
| Bedi, Pushpinder | Hourly | 23,641 | 2,460 | 26,101 |
| Mahmoud, Eiman | Temporary Faculty | 23,931 | 2,053 | 25,984 |
| Buckley, Bo | Health Services Assistant | 20,961 | 4,826 | 25,787 |
| Wilder, Arron | Temporary Faculty | 22,552 | 3,165 | 25,717 |
| Bevis Dresden, Brady | Board of Trustee | 4,475 | 21,185 | 25,659 |
| Murray, Heather | Temporary Faculty | 22,304 | 3,336 | 25,641 |
| Jeung, Yeun Soon | Temporary Faculty | 25,013 | 595 | 25,608 |
| Middleton, Holly | Temporary Faculty | 23,534 | 2,019 | 25,553 |
| Ross, Mary | Instr Spec Court Reporting | 23,032 | 2,068 | 25,100 |
| Bowsher, James | Temporary Faculty | 21,187 | 3,907 | 25,094 |
| Morrison, Jacob | Temporary Faculty | 22,822 | 1,958 | 24,780 |
| O'Brien, Stephanie | Board of Trustee | 4,102 | 20,653 | 24,755 |
| Liu, Shuyu | Temporary Faculty | 21,487 | 3,214 | 24,701 |
| Noble, Mary | Temporary Faculty | 22,705 | 1,948 | 24,652 |
| Nelson, Tannea | Temporary Faculty | 22,649 | 1,943 | 24,591 |
| Gaiz, Ronald | Retiree Instructional | 9,461 | 15,086 | 24,548 |
| Sywulak, Daria | Temporary Faculty | 21,238 | 3,064 | 24,302 |
| Jones, Andrew | Temporary Faculty | 20,937 | 3,132 | 24,069 |
| Harris, Carol-Joy | Temporary Faculty | 19,433 | 4,036 | 23,469 |
| Paul, Jeffrey | Accompianst | 21,458 | 1,857 | 23,315 |

MARIN COMMUNITY COLLEGE DISTRICT
2016-17 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
DESCENDING ORDER

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|-----------------------|-------------------------------|-----------------------|-------------------------------|---------------------------|
| Dunn, James | Temporary Faculty | 22,467 | 534 | 23,001 |
| Jones, Michieal | Temporary Faculty | 19,977 | 2,988 | 22,966 |
| Timpane, Shannon | Health Services Assistant | 20,042 | 2,565 | 22,607 |
| Jackson, Kahea | Hourly | 20,745 | 1,780 | 22,525 |
| Morgan, James | Hourly | 21,018 | 1,414 | 22,432 |
| Marshall, Mary | Testing Technician | 20,329 | 1,820 | 22,149 |
| Warren, Deborah | Hourly | 20,331 | 1,744 | 22,075 |
| Knoop, Michelle | Temporary Faculty | 18,891 | 2,826 | 21,717 |
| Fuller Innes, Abigail | Temporary Faculty | 18,147 | 2,714 | 20,862 |
| Wadenius, Adam | Temporary Faculty | 18,078 | 2,704 | 20,782 |
| Kulp, Jamie | Temporary Faculty | 17,664 | 2,630 | 20,294 |
| Canady-Williams, Kim | Instructional Specialist | 18,547 | 1,665 | 20,212 |
| Hui, Julie | Temporary Faculty | 17,509 | 2,619 | 20,128 |
| Petrovsky, John | Temporary Faculty | 17,644 | 2,419 | 20,063 |
| Garretson, Candice | Retiree Non Instructional | - | 19,971 | 19,971 |
| Indart, Loretta | Retiree Non Instructional | - | 19,971 | 19,971 |
| Muldowney, Claudette | Retiree Non Instructional | - | 19,971 | 19,971 |
| Peck, Jeffery | Retiree Non Instructional | - | 19,971 | 19,971 |
| Thompson, Rose | Retiree Non Instructional | - | 19,971 | 19,971 |
| Urquhart, Gaylene | Office Tech - Enrollment Serv | 12,382 | 7,569 | 19,951 |
| Wiltey, Ana | Instructional Specialist | 18,114 | 1,615 | 19,729 |
| Oser, Sara Louise | Hourly | 18,039 | 1,547 | 19,586 |
| Barthelemy, Lance | Instructional Specialist | 14,896 | 4,664 | 19,561 |
| Treanor, Wanden | Board of Trustee | 4,475 | 15,037 | 19,512 |
| Feldman, Jared | Hourly | 17,966 | 1,541 | 19,507 |

**MARIN COMMUNITY COLLEGE DISTRICT
2016-17 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
DESCENDING ORDER**

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|-------------------------|-----------------------------|-----------------------|-------------------------------|---------------------------|
| Conti, Diana | Board of Trustee | 4,475 | 15,002 | 19,477 |
| Murphy, Travis | Temporary Faculty | 16,833 | 2,518 | 19,351 |
| Mann, Andrea | Transfer& Career Ctr Coord. | 11,135 | 8,194 | 19,330 |
| Rapko, John | Temporary Faculty | 16,618 | 2,486 | 19,104 |
| Sukoski, Martha | Retiree Non Instructional | 12,358 | 6,542 | 18,900 |
| Burke, Thomas | Retiree Non Instructional | - | 18,690 | 18,690 |
| Bacigalupi, Christopher | Hourly | 17,164 | 1,472 | 18,636 |
| Burchard, Peter | Temporary Faculty | 17,127 | 1,469 | 18,596 |
| Tyree, Juanita | Temporary Faculty | 16,154 | 2,416 | 18,570 |
| Davison, Jeanette | Instructional Specialist | 16,833 | 1,512 | 18,344 |
| Tudor, Connie | Temporary Faculty | 16,885 | 1,448 | 18,334 |
| Flandreau, Tara | Retiree Instructional | 8,412 | 9,734 | 18,147 |
| Kreuzer, Susanne | Temporary Faculty | 15,654 | 2,341 | 17,995 |
| Fane, Chloe | Temporary Faculty | 15,605 | 2,314 | 17,919 |
| Cruz, William | Temporary Faculty | 15,575 | 2,330 | 17,904 |
| Mortimer, Cheryl | Temporary Faculty | 15,485 | 2,316 | 17,801 |
| Martinez, Danae | Temporary Faculty | 15,341 | 2,295 | 17,635 |
| Berberian, Edward | Temporary Faculty | 15,255 | 2,282 | 17,536 |
| Dibenedetto, Luz | Temporary Faculty | 16,045 | 1,376 | 17,422 |
| McBride, Christopher | Temporary Faculty | 15,093 | 2,258 | 17,351 |
| Mielke, Arthur | Temporary Faculty | 15,936 | 1,367 | 17,303 |
| Severson, Michael | Temporary Faculty | 15,031 | 2,248 | 17,279 |
| Del Grande, David | Temporary Faculty | 14,944 | 2,235 | 17,179 |
| Wallace, Alfia | Hourly | 15,772 | 1,353 | 17,125 |
| Myers, Nicole | Temporary Faculty | 14,833 | 2,219 | 17,051 |

**MARIN COMMUNITY COLLEGE DISTRICT
2016-17 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
DESCENDING ORDER**

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|-------------------------|-------------------------|-----------------------|-------------------------------|---------------------------|
| Lopez Gutierrez, Gloria | Temporary Faculty | 16,642 | 396 | 17,038 |
| Madril, Edwardo | Temporary Faculty | 15,565 | 1,335 | 16,900 |
| Patlolla, Sandhyarani | Temporary Faculty | 15,482 | 1,328 | 16,810 |
| Deines, Mark | Instructional Assistant | 15,344 | 1,369 | 16,713 |
| Beadle, Carole | Temporary Faculty | 14,136 | 2,114 | 16,251 |
| Briffa, Jennifer | Temporary Faculty | 14,127 | 2,113 | 16,240 |
| Weiland, Michael | Hourly | 15,977 | 140 | 16,117 |
| Duisenberg, Karen | Temporary Faculty | 13,972 | 2,090 | 16,061 |
| Vaughn, Desiree | Hourly | 15,844 | 139 | 15,983 |
| Ariano, Vaughan | Temporary Faculty | 14,581 | 1,251 | 15,832 |
| Cooper, Marisa | Hourly | 14,528 | 1,246 | 15,774 |
| Stahl-Ricco, Gina | Temporary Faculty | 13,712 | 2,051 | 15,763 |
| Burnett, Linda | Temporary Faculty | 15,100 | 359 | 15,459 |
| Ayer, Daniel | Hourly | 14,227 | 1,220 | 15,447 |
| Scialli, Carol | Hourly | 14,224 | 1,220 | 15,444 |
| Acharya-Regmi, Sapana | Research Analyst | 11,691 | 3,678 | 15,369 |
| Brown, Andrea | Temporary Faculty | 13,354 | 1,998 | 15,352 |
| Elfenbaum, Adrian | Temporary Faculty | 13,270 | 1,985 | 15,254 |
| Finch, Alison | Temporary Faculty | 13,926 | 1,195 | 15,120 |
| Thompson Smith, Cynthia | Instructional Assistant | 13,808 | 1,243 | 15,051 |
| Hemphill, Pamela | Temporary Faculty | 13,764 | 1,181 | 14,944 |
| Foss, Donald | Retiree Instructional | - | 14,861 | 14,861 |
| Timmel, Michael | Retiree Instructional | - | 14,861 | 14,861 |
| Tjernell, Lawrence | Retiree Instructional | - | 14,861 | 14,861 |
| Whittingslow, Robert | Hourly | 14,296 | 126 | 14,421 |

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DESCENDING ORDER**

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|---------------------------|---------------------------|-----------------------|-------------------------------|---------------------------|
| Deiongh, Kyle | Instructional Assistant | 13,163 | 1,186 | 14,349 |
| Carnahan, Casey | Temporary Faculty | 12,459 | 1,864 | 14,323 |
| Herrera, Henry | Hourly | 12,985 | 1,114 | 14,099 |
| Appleton, Carolyn | Retiree Non Instructional | - | 14,089 | 14,089 |
| Appleton, Guy | Retiree Non Instructional | - | 14,089 | 14,089 |
| Egbert, Roger | Retiree Non Instructional | - | 14,089 | 14,089 |
| Testa, Dana | Temporary Faculty | 12,846 | 1,102 | 13,948 |
| Naythons, Jessica | Retiree Instructional | 382 | 13,494 | 13,875 |
| Maunupau Robertson, Rhoda | Hourly | 13,653 | 120 | 13,773 |
| Hew, Carolyn | Laboratory Technician | 12,663 | 1,086 | 13,749 |
| Pintos Souza, Vanessa | Hourly | 13,579 | 119 | 13,698 |
| Staffen, Russel | Hourly | 12,553 | 1,077 | 13,630 |
| Skolnick, David | Temporary Faculty | 11,851 | 1,773 | 13,623 |
| Murphy, Christy | Temporary Faculty | 11,205 | 2,339 | 13,545 |
| Hritz, George | Retiree Instructional | - | 13,484 | 13,484 |
| Ng-Jung, Bessie | Retiree Non Instructional | - | 13,484 | 13,484 |
| Bigeagle, Norman | Temporary Faculty | 13,166 | 313 | 13,479 |
| Mathalise, Ntsieni | Hourly | 13,320 | 117 | 13,437 |
| Killam, Paul | Temporary Faculty | 12,254 | 1,051 | 13,306 |
| Wilson, Brian | Temporary Faculty | 12,909 | 307 | 13,216 |
| Brannon, Shirleigh | Temporary Faculty | 12,907 | 307 | 13,214 |
| Vejby, Mara | Temporary Faculty | 11,353 | 1,698 | 13,051 |
| Kelly, Alex | Temporary Faculty | 11,718 | 1,005 | 12,723 |
| Juarez, Kimberly | Temporary Faculty | 11,413 | 979 | 12,392 |
| Kennedy, Robert | Retiree Instructional | - | 12,373 | 12,373 |

MARIN COMMUNITY COLLEGE DISTRICT
2016-17 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
DESCENDING ORDER

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|----------------------|---------------------------|----------------|------------------------|--------------------|
| Yee, Gloria | Temporary Faculty | 10,723 | 1,604 | 12,327 |
| Kidder, Todd | Interim Chief of Police | 10,453 | 1,848 | 12,302 |
| Thompson, Robert | Hourly | 12,000 | 285 | 12,285 |
| Peterson, Murray | Temporary Faculty | 11,896 | 283 | 12,179 |
| Nelson, Christina | Temporary Faculty | 10,591 | 1,584 | 12,176 |
| Singer, Ann | Temporary Faculty | 11,105 | 953 | 12,058 |
| Wilson, Benjamin | Hourly | 11,766 | 103 | 11,869 |
| Kang, Manjit | Temporary Faculty | 10,275 | 1,537 | 11,812 |
| Tweedie, Yolanda | Hourly | 10,205 | 1,526 | 11,731 |
| Bauman, Marcia | Temporary Faculty | 10,658 | 914 | 11,572 |
| Chang, Yungching | Temporary Faculty | 10,626 | 912 | 11,538 |
| Garrison, Greg | Retiree Non Instructional | - | 11,503 | 11,503 |
| Shaw, Brianna | Temporary Faculty | 10,003 | 1,496 | 11,500 |
| Carroll, Nathan | Hourly | 11,123 | 259 | 11,381 |
| Pantenkova, Svetlana | Hourly | 10,419 | 894 | 11,313 |
| Dreskin, Wendy | Temporary Faculty | 10,313 | 885 | 11,198 |
| Lee, Sea | Temporary Faculty | 9,717 | 1,454 | 11,171 |
| Russell, Marian | Temporary Faculty | 10,276 | 881 | 11,158 |
| Nicholson, Sachiko | Temporary Faculty | 9,695 | 1,450 | 11,145 |
| Mueller-Delia, Faye | Hourly | 10,195 | 875 | 11,070 |
| Kincheloe, John | Temporary Faculty | 9,584 | 1,434 | 11,018 |
| Monroe Watts, Lisa | Temporary Faculty | 9,539 | 1,427 | 10,966 |
| Borgognoni, Robert | Temporary Faculty | 10,093 | 866 | 10,959 |
| Brown, Steven | Retiree Non Instructional | - | 10,911 | 10,911 |
| Edmondson, Chris | Retiree Non Instructional | - | 10,911 | 10,911 |

MARIN COMMUNITY COLLEGE DISTRICT
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DESCENDING ORDER

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|----------------------------|---------------------------|-----------------------|-------------------------------|---------------------------|
| Larocca, David | Retiree Non Instructional | - | 10,911 | 10,911 |
| Wiebers, Deborah | Retiree Non Instructional | - | 10,911 | 10,911 |
| Centolella, Thomas | Temporary Faculty | 9,896 | 849 | 10,745 |
| Sklove, Brett | Temporary Faculty | 9,147 | 1,368 | 10,515 |
| Velazquez-Cortes, Samantha | Hourly | 10,285 | 90 | 10,375 |
| Conner, Joshua | Hourly | 9,545 | 819 | 10,364 |
| Smyth, Trevor | Temporary Faculty | 9,488 | 814 | 10,302 |
| Lara, Ismael | Temporary Faculty | 9,039 | 1,211 | 10,250 |
| Robles, Russell | Temporary Faculty | 9,323 | 800 | 10,123 |
| Littlejohn, Francisco | Hourly | 9,831 | 86 | 9,918 |
| Blumenthal, Susan | Temporary Faculty | 9,101 | 781 | 9,881 |
| Cordova, Taria | Hourly | 9,728 | 85 | 9,814 |
| Gurka, Constance | Retiree Non Instructional | - | 9,779 | 9,779 |
| Lavin, Robin | Retiree Instructional | - | 9,779 | 9,779 |
| Manento, Daudi | Laboratory Technician | 6,371 | 3,391 | 9,762 |
| Zeller, Brent | Temporary Faculty | 8,886 | 762 | 9,648 |
| Knickerbocker, Katherine | Temporary Faculty | 8,836 | 758 | 9,594 |
| Barr, James | Retiree Non Instructional | - | 9,534 | 9,534 |
| Foster, Paulette | Retiree Non Instructional | - | 9,431 | 9,431 |
| Van Kriedt, Karen | Retiree Non Instructional | - | 9,431 | 9,431 |
| Sheikh, Gulam Mohamed | Hourly | 9,008 | 79 | 9,087 |
| Lucier, Dawn | Hourly | 8,938 | 78 | 9,016 |
| Tercero Lopez, Luis | Hourly | 8,288 | 711 | 8,998 |
| Hartman, Rosalind | Retiree Non Instructional | 95 | 8,888 | 8,982 |
| Coleman Smith, Edna | Hourly | 8,270 | 709 | 8,979 |

MARIN COMMUNITY COLLEGE DISTRICT
2016-17 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
DESCENDING ORDER

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|----------------------|---------------------------|-----------------------|-------------------------------|---------------------------|
| Coad, Victoria | Retiree Instructional | - | 8,885 | 8,885 |
| Gedrimaite, Birute | Hourly | 8,623 | 76 | 8,698 |
| Dyer, Nequeshe | Hourly | 8,606 | 76 | 8,682 |
| Cox, Carl | Retiree Non Instructional | - | 8,646 | 8,646 |
| Steiner, Lawrence | Retiree Instructional | - | 8,646 | 8,646 |
| Friedman, Aileen | Temporary Faculty | 7,758 | 665 | 8,423 |
| Seiler, Karina | Hourly | 8,350 | 73 | 8,423 |
| Oswald, Gary | Temporary Faculty | 7,741 | 664 | 8,405 |
| Quinn, Brian | Temporary Faculty | 7,741 | 664 | 8,405 |
| Vazquez, Rafael | Hourly | 7,687 | 659 | 8,347 |
| Negrado, Joseph | Hourly | 8,235 | 72 | 8,307 |
| Carrara, Alana | Hourly | 8,025 | 230 | 8,255 |
| Castellanos, Destiny | Temporary Faculty | 7,619 | 627 | 8,246 |
| Freschi, Kathryn | Retiree Instructional | - | 8,233 | 8,233 |
| Long, Eva | Board of Trustee | 5,675 | 2,531 | 8,206 |
| Keator, Richard | Temporary Faculty | 7,517 | 645 | 8,161 |
| Durbin, Deanna | Retiree Non Instructional | - | 8,137 | 8,137 |
| Yaryan, Eugenie | Retiree Instructional | - | 8,137 | 8,137 |
| Rappaport, Betty | Temporary Faculty | 7,492 | 643 | 8,135 |
| Johnson, Anthony | Temporary Faculty | 7,064 | 1,057 | 8,120 |
| Lee, Emma | Hourly | 7,468 | 641 | 8,109 |
| Johnson, Phyllis | Temporary Faculty | 6,998 | 1,047 | 8,045 |
| Rilla, Paul | Temporary Faculty | 7,359 | 631 | 7,990 |
| Hayman, Ildi | Hourly | 7,845 | 69 | 7,914 |
| Govrin, Dvora | Temporary Faculty | 7,251 | 622 | 7,873 |

**MARIN COMMUNITY COLLEGE DISTRICT
2016-17 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
DESCENDING ORDER**

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|----------------------------|---------------------------|-----------------------|-------------------------------|---------------------------|
| Imazumi, Sandra | Hourly | 7,759 | 68 | 7,827 |
| Johnson, Linda | Hourly | 7,175 | 615 | 7,790 |
| Muilenburg, Jo | Retiree Instructional | - | 7,783 | 7,783 |
| Cohen, Crystal | Temporary Faculty | 7,114 | 610 | 7,724 |
| McCarty, Laura | Director of Modernation | 6,989 | 689 | 7,679 |
| Polen, Patricia | Hourly | 6,603 | 1,043 | 7,646 |
| Rodriguez Rosales, Angelly | Hourly | 7,558 | 66 | 7,624 |
| Regelous, Megan | Hourly | 7,474 | 66 | 7,539 |
| Herathpathirana, Deepika | Hourly | 6,869 | 589 | 7,458 |
| Pennisi, Laurie | Hourly | 7,325 | 64 | 7,389 |
| Salazar, Dolores | Hourly | 7,322 | 64 | 7,386 |
| Brown, Ineatha | Hourly | 7,313 | 64 | 7,377 |
| Mulla, Bushra | Hourly | 7,313 | 64 | 7,377 |
| Collins, Marshall | Temporary Faculty | 6,788 | 582 | 7,371 |
| Alexanderson, Jonathan | Hourly | 7,294 | 64 | 7,358 |
| Harkins, Erika | Temporary Faculty | 6,699 | 575 | 7,274 |
| Allen, Francine | Retiree Instructional | - | 6,981 | 6,981 |
| Tanenber, Stuart | Board of Trustee | 4,475 | 2,444 | 6,919 |
| Luna-Sanchez, Maritza | Hourly | 6,343 | 544 | 6,887 |
| Madden, Eileen | Retiree Non Instructional | - | 6,885 | 6,885 |
| Barajas, Lilyana | COMPASS Coordinator | 4,738 | 2,050 | 6,788 |
| Myers, Lyza | Temporary Faculty | 6,238 | 535 | 6,773 |
| Hug, Elizabeth | Temporary Faculty | 6,190 | 531 | 6,721 |
| Herrera, Christina | Hourly | 6,628 | 58 | 6,686 |
| Limm, Peter | Temporary Faculty | 6,374 | 152 | 6,525 |

MARIN COMMUNITY COLLEGE DISTRICT
2016-17 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
DESCENDING ORDER

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|----------------------------|---------------------------|-----------------------|-------------------------------|---------------------------|
| Stupp, Salomon | Hourly | 6,004 | 515 | 6,519 |
| Schwappach, Lisa | Temporary Faculty | 5,518 | 825 | 6,344 |
| Kirkpatrick, Kathleen | Retiree Non Instructional | - | 6,321 | 6,321 |
| Gardner, Beau | Hourly | 5,801 | 498 | 6,298 |
| Airey-Van Diem, Peggy | Hourly | 5,794 | 497 | 6,291 |
| Hampshire, Chelsea | Hourly | 6,191 | 54 | 6,245 |
| O'Brien, Garrett | Hourly | 6,140 | 54 | 6,193 |
| Monahan, Charles | Temporary Faculty | 5,611 | 481 | 6,092 |
| Cantarutti, Lido | Temporary Faculty | 5,583 | 479 | 6,061 |
| Bencich, Lawrence | Temporary Faculty | 5,525 | 474 | 5,999 |
| Morris, Tracy | Hourly | 5,517 | 473 | 5,990 |
| Lebas, Anne-Marie | Temporary Faculty | 5,481 | 470 | 5,951 |
| Winstead, Nicholas | Hourly | 5,480 | 470 | 5,950 |
| Squeri Jr, Richard | Hourly | 5,303 | 618 | 5,921 |
| Dutton, Caroline | Temporary Faculty | 5,138 | 769 | 5,907 |
| Jacunski, Neal | Temporary Faculty | 5,424 | 465 | 5,889 |
| Tatarzhytskaya, Anastasiya | Hourly | 5,400 | 463 | 5,863 |
| Gera, Lisa | Temporary Faculty | 5,291 | 454 | 5,745 |
| Heckman, Shani | Temporary Faculty | 4,960 | 742 | 5,702 |
| Padula, Carlo Domenico | Hourly | 5,640 | 50 | 5,690 |
| Barnett, Sharon | Temporary Faculty | 5,203 | 446 | 5,649 |
| Laos, Lilia | Hourly | 5,522 | 48 | 5,570 |
| Anderson, Stephen | Retiree Non Instructional | - | 5,481 | 5,481 |
| Gold, Kathleen | Retiree Non Instructional | - | 5,481 | 5,481 |
| Caudill, Michael | Hourly | 5,433 | 48 | 5,481 |

**MARIN COMMUNITY COLLEGE DISTRICT
2016-17 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
DESCENDING ORDER**

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|------------------------|-------------------------------|-----------------------|-------------------------------|---------------------------|
| Sereno, Prartho | Temporary Faculty | 5,024 | 431 | 5,455 |
| DeLeon, Jane Alexandra | Hourly | 5,378 | 47 | 5,425 |
| Sharei, Niku | Hourly | 5,363 | 47 | 5,410 |
| Gramajo, Kevin | Hourly | 5,333 | 47 | 5,379 |
| Misif, Shirene | Hourly | 5,313 | 47 | 5,359 |
| Fernandez, Ana | COMPASS Coordinator | 3,553 | 1,779 | 5,333 |
| Thaler, Reid | Temporary Faculty | 4,850 | 416 | 5,266 |
| Gammill, Elwanda | Temporary Faculty | 5,121 | 122 | 5,242 |
| Haiman, Joshua | Temporary Faculty | 4,732 | 406 | 5,138 |
| Bawden, Douglas | Hourly | 4,814 | 296 | 5,110 |
| Koenig, Justin | Hourly | 5,055 | 44 | 5,099 |
| Admassu, Salem | Hourly | 4,583 | 393 | 4,976 |
| O'Gara, Kim | Curriculum and Artcln Spec | 3,789 | 1,172 | 4,961 |
| La Piana, Amber | Hourly | 4,559 | 391 | 4,950 |
| Bestmartini, Elizabeth | Temporary Faculty | 4,558 | 391 | 4,949 |
| Klein, Jesse Jane | Comm Ed and Svcs Program Spec | 3,863 | 1,083 | 4,946 |
| Ridley, Diane | Temporary Faculty | 4,767 | 113 | 4,881 |
| Zerrudo, Mark | Hourly | 4,838 | 42 | 4,880 |
| La Scala, Lisa | Laboratory Technician | 4,478 | 384 | 4,862 |
| Peng, Emily | Temporary Faculty | 4,467 | 383 | 4,850 |
| Bird, Conor | Athletic PE Ed Equip Manager | 4,545 | 275 | 4,820 |
| Buckner, Mary | Temporary Faculty | 4,415 | 379 | 4,794 |
| Rolston, Katherine | Temporary Faculty | 4,351 | 373 | 4,724 |
| Lau, Andrea | Hourly | 4,320 | 371 | 4,691 |
| Van Dorn, Eric | Temporary Faculty | \$ 3,268 | \$ 1,239 | \$ 4,507 |

**MARIN COMMUNITY COLLEGE DISTRICT
2016-17 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
DESCENDING ORDER**

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|--------------------------|--------------------------------|-----------------------|-------------------------------|---------------------------|
| Dodson, Steven | Computer Access Specialist | 3,442 | 1,064 | 4,506 |
| Rubio, Antonio | Hourly | 4,146 | 356 | 4,502 |
| Harris, Marjorie | Accounting Specialist | 2,862 | 1,630 | 4,492 |
| Vetter, Melanie | Temporary Faculty | 4,132 | 354 | 4,486 |
| Chadwin, Daniel | Hourly | 4,080 | 350 | 4,430 |
| Melgar Vaquero, Catheryn | Hourly | 4,365 | 38 | 4,403 |
| St Clair, Mary | Hourly | 4,363 | 38 | 4,401 |
| Rodas Gramajo, Yaquelin | Hourly | 4,325 | 38 | 4,363 |
| Meade, Martha | Temporary Faculty | 4,005 | 344 | 4,349 |
| Gloistein, Barbara | Temporary Faculty | 3,976 | 341 | 4,317 |
| Kuo, Man Yun | Hourly | 4,256 | 37 | 4,294 |
| Norman, Kelly | Hourly | 4,230 | 37 | 4,267 |
| Danberg, Anne | Temporary Faculty | 3,891 | 334 | 4,224 |
| Lawrence, Barbara | Temporary Faculty | 3,867 | 332 | 4,199 |
| Crivello, Michael | Temporary Faculty | 3,629 | 543 | 4,171 |
| Stewart, Susan | Temporary Faculty | 3,741 | 321 | 4,062 |
| Tesler, Patrick | Human Resources Technician II | 3,648 | 414 | 4,061 |
| McCoy, Caitlin | Hourly | 4,019 | 35 | 4,054 |
| Vivio, Diane | Hourly | 3,717 | 319 | 4,036 |
| Sosa Cordero, Mercedes | Hourly | 4,000 | 35 | 4,035 |
| Cooper, Laura | Laboratory Technician Chemistr | 3,266 | 734 | 4,000 |
| Fritz, Jonathan | Hourly | 3,913 | 34 | 3,947 |
| Axworthy, Elizabeth | Hourly | 3,845 | 34 | 3,879 |
| Sosa De Leon, Tifani | Hourly | 3,795 | 33 | 3,828 |
| Owens, Jim | Temporary Faculty | 3,497 | 300 | 3,797 |

**MARIN COMMUNITY COLLEGE DISTRICT
2016-17 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
DESCENDING ORDER**

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|--------------------------|----------------------------|-----------------------|-------------------------------|---------------------------|
| Simon, Cynthia | Hourly | 3,496 | 300 | 3,795 |
| Atkins, Michael | Hourly | 3,491 | 299 | 3,790 |
| Yokell, June | Office Technician | 3,212 | 553 | 3,765 |
| Pomogov, Yan | Hourly | 3,719 | 33 | 3,751 |
| Johnson, Nancy | Temporary Faculty | 3,453 | 296 | 3,749 |
| Amos, Lynette | Hourly | 3,430 | 294 | 3,724 |
| Ransom, Michael | Retiree Instructional | - | 3,656 | 3,656 |
| Unterberger, Richard | Temporary Faculty | 3,350 | 287 | 3,637 |
| Lack, Larry | Temporary Faculty | 3,344 | 287 | 3,630 |
| Luo, Nancy | Hourly | 3,588 | 32 | 3,620 |
| Duchamp, Carol | Temporary Faculty | 3,315 | 284 | 3,599 |
| Klunk, Michael | Hourly | 3,306 | 284 | 3,589 |
| Maxon, Victoria | Hourly | 3,285 | 282 | 3,567 |
| Fraites, Dolores | Testing Center Coordinator | 2,697 | 834 | 3,531 |
| George, Tricia | Temporary Faculty | 3,232 | 277 | 3,509 |
| Long, Kevin | Hourly | 3,461 | 30 | 3,492 |
| Diaz, Amy | Hourly | 3,456 | 30 | 3,487 |
| Baker, Hursey | Temporary Faculty | 3,108 | 267 | 3,374 |
| Cohn, Julie | Temporary Faculty | 3,039 | 261 | 3,299 |
| Ferguson, Carolyn | Retiree Instructional | - | 3,199 | 3,199 |
| Schneider, Peter | Retiree Non Instructional | - | 3,199 | 3,199 |
| Berluzconi, Luz Carolina | Hourly | 3,169 | 28 | 3,197 |
| McInnes, Nancy | Temporary Faculty | 2,944 | 252 | 3,196 |
| Takemoto, Kathy | Workforce Prog. Spclst | 2,433 | 753 | 3,186 |
| Terry, Michael | Hourly | 2,902 | 249 | 3,151 |

**MARIN COMMUNITY COLLEGE DISTRICT
2016-17 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
DESCENDING ORDER**

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|------------------------|-----------------------|-----------------------|-------------------------------|---------------------------|
| Curtis, Ariel-Judith | Hourly | 3,032 | 27 | 3,059 |
| Kudler, Jacqueline | Temporary Faculty | 2,741 | 235 | 2,976 |
| Salomone-Smith, Ilia | Temporary Faculty | 2,741 | 235 | 2,976 |
| Rodriguez, Juan | Hourly | 2,863 | 25 | 2,888 |
| Yim, Rebecca | Hourly | 2,789 | 66 | 2,856 |
| Healey, Bernard | Temporary Faculty | 2,624 | 225 | 2,849 |
| Smith, David | Hourly | 2,610 | 224 | 2,834 |
| Sanchez Vasquez, Marta | Temporary Faculty | 2,767 | 66 | 2,833 |
| Allee, Autumn | Temporary Faculty | 2,585 | 222 | 2,806 |
| Rodriguez, Kenny | Hourly | 2,575 | 221 | 2,796 |
| Feder, David | Hourly | 2,750 | 24 | 2,774 |
| Stubbs, Stephanie | Temporary Faculty | 2,544 | 218 | 2,763 |
| Stewart, Anita | Hourly | 2,530 | 217 | 2,747 |
| Bell, Clark | Temporary Faculty | 2,515 | 216 | 2,730 |
| Franco, Michelle | Temporary Faculty | 2,481 | 213 | 2,694 |
| Bikaran, Matin | Hourly | 2,640 | 23 | 2,663 |
| Hatfield, Miho | Hourly | 2,445 | 210 | 2,655 |
| Diaz, Lin-Yu | Hourly | 2,626 | 23 | 2,649 |
| Jucker, Stephanie | Temporary Faculty | 2,417 | 207 | 2,624 |
| Meecham, William | Temporary Faculty | 2,413 | 207 | 2,620 |
| Sarrafszadeh, Isabelle | Hourly | 2,394 | 205 | 2,599 |
| Swann, Benjamin | Hourly | 2,374 | 204 | 2,578 |
| Lux, Jesse | Network Administrator | 2,091 | 470 | 2,560 |
| Durnell, Maureen | Hourly | 2,356 | 202 | 2,558 |
| Riswold, Erik | Temporary Faculty | 2,348 | 201 | 2,549 |

**MARIN COMMUNITY COLLEGE DISTRICT
2016-17 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
DESCENDING ORDER**

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|-----------------------------|----------------------------|-----------------------|-------------------------------|---------------------------|
| Attardi, Thomas | Temporary Faculty | 2,348 | 201 | 2,549 |
| Ritzmann Peceniski, Beatriz | Hourly | 2,524 | 22 | 2,546 |
| De Souza, Isabela | Hourly | 2,524 | 22 | 2,546 |
| Jordan, Lindsey | Hourly | 2,312 | 198 | 2,510 |
| Mead, Tiara | Hourly | 2,472 | 22 | 2,494 |
| Barndt, Kristin | Hourly | 2,269 | 195 | 2,463 |
| Laws, Minjae | Temporary Faculty | 2,210 | 190 | 2,399 |
| Hornback, Robert | Temporary Faculty | 1,964 | 416 | 2,380 |
| Galagaran, Robert | Hourly | 2,358 | 21 | 2,379 |
| Reardon, Keara | Hourly | 2,355 | 21 | 2,376 |
| Christensen, Anders | Hourly | 2,179 | 187 | 2,365 |
| Frohmade, Jerry | Temporary Faculty | 2,096 | 180 | 2,275 |
| Belenky, Diana | Temporary Faculty | 2,064 | 193 | 2,257 |
| Cuellar Salinas, Jesus | Hourly | 2,235 | 20 | 2,255 |
| Puertas Acosta, Sonia | Hourly | 2,224 | 20 | 2,244 |
| Mulla, Mariya | Hourly | 2,175 | 19 | 2,194 |
| Edmondson, Nathan | Hourly | 2,168 | 19 | 2,187 |
| Karel, Ellen | Temporary Faculty | 1,972 | 169 | 2,141 |
| Baten-Celidon, Darlene | Board of Trustee - Student | 2,051 | 18 | 2,069 |
| Berkelhammer, Larry | Temporary Faculty | 1,905 | 163 | 2,069 |
| Marinko, Vicki | Hourly | 1,883 | 162 | 2,044 |
| McGovern, Terence | Temporary Faculty | 1,827 | 157 | 1,984 |
| Cooper, Germaine | Temporary Faculty | 1,813 | 156 | 1,968 |
| Cruse, Nicholas | Hourly | 1,811 | 155 | 1,966 |
| Mautner, Daria | Temporary Faculty | 1,805 | 155 | 1,959 |

MARIN COMMUNITY COLLEGE DISTRICT
2016-17 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
DESCENDING ORDER

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|------------------------|---------------------------|-----------------------|-------------------------------|---------------------------|
| Saura, Rhea | Hourly | 1,796 | 154 | 1,950 |
| Saunders, Lisa | Temporary Faculty | 1,796 | 154 | 1,950 |
| Green, Edward | Temporary Faculty | 1,796 | 154 | 1,950 |
| Friedman, Carol | Temporary Faculty | 1,775 | 152 | 1,927 |
| Beutler, Susan | Health Services Assistant | 1,455 | 450 | 1,905 |
| Le, Jennifer | Hourly | 1,872 | 16 | 1,888 |
| King, Christopher | Temporary Faculty | 991 | 835 | 1,826 |
| Tindall, Douglas | Hourly | 1,788 | 16 | 1,803 |
| Sandri, David | Temporary Faculty | 1,649 | 142 | 1,791 |
| Scruton, Matthew | Hourly | 1,624 | 139 | 1,763 |
| McCann, Larissa | Hourly | 1,744 | 15 | 1,759 |
| Irish, Tamara | Hourly | 1,613 | 138 | 1,751 |
| Wood, Hazel | Temporary Faculty | 1,611 | 138 | 1,750 |
| Gallagher, Kaitlyn | Temporary Faculty | 1,600 | 137 | 1,737 |
| Williams, Shanti | Hourly | 1,700 | 15 | 1,715 |
| Heydari, Ruha | Hourly | 1,694 | 15 | 1,709 |
| Nguyen, Andy | Hourly | 1,684 | 15 | 1,699 |
| Sankham, Cattleya | Hourly | 1,684 | 15 | 1,699 |
| Hurley, John | Hourly | 1,560 | 134 | 1,694 |
| Zvanut, Jason | Temporary Faculty | 1,526 | 131 | 1,657 |
| Torres Velasquez, Raul | Hourly | 1,516 | 130 | 1,646 |
| Cavanagh, Michael | Temporary Faculty | 1,513 | 130 | 1,642 |
| Talkington, Spenser | Hourly | 1,608 | 14 | 1,622 |
| Lansing, Ira | Retiree Instructional | - | 1,531 | 1,531 |
| Wuterich, Gabriele | Hourly | 1,513 | 13 | 1,527 |

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DESCENDING ORDER**

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|--------------------------------|-----------------------|-----------------------|-------------------------------|---------------------------|
| Tallo, Ariel | Hourly | 1,335 | 114 | 1,449 |
| Davis, Scott | Temporary Faculty | 1,253 | 187 | 1,441 |
| Winograd, Carol | Temporary Faculty | 1,324 | 114 | 1,437 |
| Beaty, Claire | Hourly | 1,394 | 33 | 1,427 |
| Binnings, Celeste | Temporary Faculty | 1,312 | 113 | 1,425 |
| Al Ahmadih, Rawan | Hourly | 1,410 | 12 | 1,422 |
| Korol, Tatum | Hourly | 1,292 | 111 | 1,403 |
| Leibert, Edmund | Hourly | 1,369 | 12 | 1,381 |
| Stocker, Christy | Temporary Faculty | 1,259 | 108 | 1,367 |
| Shapiro, Aaron | Hourly | 1,341 | 12 | 1,353 |
| Vavrek, Karl | Temporary Faculty | 1,240 | 106 | 1,347 |
| Darawsha, Khaoula | Hourly | 1,333 | 12 | 1,344 |
| McClendon, Dosh | Temporary Faculty | 1,215 | 104 | 1,319 |
| Ohanian-Quinn, Christina | Temporary Faculty | 1,212 | 104 | 1,316 |
| Richardson, Kate | Hourly | 1,199 | 103 | 1,302 |
| Sullivan, Paula Denise Margare | Hourly | 1,238 | 11 | 1,248 |
| Griffin, Julie | Temporary Faculty | 1,145 | 98 | 1,243 |
| Gonzalez, Luis | Hourly | 1,225 | 11 | 1,236 |
| Roe, Sharon | Temporary Faculty | 1,134 | 97 | 1,232 |
| Salzman, Steven | Temporary Faculty | 1,105 | 95 | 1,200 |
| Hain, Diane | Temporary Faculty | 1,105 | 95 | 1,200 |
| Pratchenko, Margaret | Office Technician WFD | 914 | 283 | 1,197 |
| Sampiere-Prochnow, Noah | Hourly | 1,071 | 92 | 1,163 |
| Maldonado, Jenny | Hourly | 1,119 | 10 | 1,129 |
| McCluskey, Katherine | Temporary Faculty | 1,024 | 88 | 1,112 |

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| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|------------------------|-------------------|-----------------------|-------------------------------|---------------------------|
| Shamamian, Armen | Hourly | 1,010 | 87 | 1,097 |
| Huff, Kelly | Temporary Faculty | 993 | 85 | 1,078 |
| Cooney, Ryan | Hourly | 991 | 85 | 1,076 |
| Tenison-Scott, Joetta | Temporary Faculty | 1,042 | 25 | 1,067 |
| Nardo, Maryann | Temporary Faculty | 976 | 84 | 1,060 |
| Dadgar, Mehri | Temporary Faculty | 968 | 83 | 1,051 |
| Orgel, Michelle | Hourly | 1,024 | 24 | 1,049 |
| Clifford, Patricia | Temporary Faculty | 964 | 83 | 1,047 |
| McNulty-Gimbel, Clancy | Hourly | 1,016 | 9 | 1,025 |
| Fabian Garcia, Miriam | Hourly | 998 | 9 | 1,006 |
| Ayan-Eaton, Julianna | Hourly | 918 | 79 | 997 |
| Doherty, Luke | Hourly | 981 | 9 | 990 |
| Guastalla, Lorry | Hourly | 894 | 77 | 970 |
| Azam, Ismail | Hourly | 953 | 8 | 961 |
| Evers, Justus | Hourly | 884 | 76 | 960 |
| Knott, Philip | Hourly | 859 | 74 | 932 |
| Shing, April | Hourly | 856 | 73 | 929 |
| Clark, Natalie | Temporary Faculty | 853 | 73 | 926 |
| Lyrek, Vickie | Hourly | 908 | 8 | 915 |
| Lima, Quinn | Hourly | 892 | 8 | 899 |
| McNevin, Lauren | Hourly | 820 | 70 | 891 |
| Green, Chinaka | Hourly | 881 | 8 | 889 |
| Mendle, Gertrude | Hourly | 875 | 8 | 883 |
| Labriola, Caterina | Temporary Faculty | 812 | 70 | 882 |
| Mira, Olger | Hourly | 872 | 8 | 879 |

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DESCENDING ORDER**

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|---------------------|-------------------|-----------------------|-------------------------------|---------------------------|
| Rowe, Eric | Temporary Faculty | 859 | 20 | 879 |
| Freeland, Rebecca | Office Technician | 671 | 208 | 879 |
| Westbrook, Michelle | Hourly | 733 | 110 | 842 |
| Schwartz, Maureen | Temporary Faculty | 775 | 66 | 841 |
| Wheeler, Craig | Hourly | 813 | 7 | 820 |
| O'Connor, Brian | Temporary Faculty | 684 | 102 | 786 |
| Emami, Hamid | Temporary Faculty | 711 | 61 | 771 |
| Gustin, Kate | Temporary Faculty | 709 | 61 | 770 |
| Abe, Helen | Temporary Faculty | 702 | 60 | 762 |
| de Leon, Raysheina | Hourly | 750 | 7 | 757 |
| Wallace, William | Temporary Faculty | 695 | 60 | 754 |
| Gibbs, Marjorie | Temporary Faculty | 682 | 59 | 741 |
| Bowles, Benjamin | Temporary Faculty | 662 | 57 | 719 |
| Elston, Puni | Temporary Faculty | 645 | 55 | 700 |
| Murphy, Roseanne | Temporary Faculty | 639 | 55 | 694 |
| Negus, Sean | Temporary Faculty | 548 | 116 | 665 |
| McCaffrey, Sarah | Hourly | 612 | 53 | 665 |
| Duong, Eric | Hourly | 653 | 6 | 659 |
| Flores, Vilma | Hourly | 653 | 6 | 658 |
| Mueller, Heinz | Hourly | 604 | 52 | 656 |
| Krause, Marshall | Temporary Faculty | 596 | 51 | 647 |
| Cook, Lexi | Hourly | 625 | 5 | 630 |
| Hain, Milton | Temporary Faculty | 609 | 14 | 623 |
| Honey-Costa, Coral | Hourly | 613 | 5 | 618 |
| Giles, Geoffery | Hourly | 600 | 5 | 605 |

MARIN COMMUNITY COLLEGE DISTRICT
2016-17 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
DESCENDING ORDER

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|---------------------|---------------------------|----------------|------------------------|--------------------|
| Traut, Tavish | Hourly | 548 | 47 | 595 |
| Hall, Michael | Hourly | 575 | 5 | 580 |
| Klett, Mia | Temporary Faculty | 462 | 98 | 560 |
| Rugani, Kelli | Temporary Faculty | 477 | 71 | 548 |
| Karimi, Bijan | Temporary Faculty | 496 | 43 | 539 |
| Kahn, Georgia | Temporary Faculty | 483 | 41 | 525 |
| Costa, Carol | Temporary Faculty | 509 | 12 | 521 |
| Worrell, Jasmine | Temporary Faculty | 469 | 40 | 509 |
| Oliver, Don | Hourly | 486 | 12 | 497 |
| Matthews, Benjamin | Testing Technician | 450 | 39 | 489 |
| Quince, Adrian | Hourly | 450 | 39 | 489 |
| Weaver, Joshua | Temporary Faculty | 448 | 38 | 486 |
| Brown, William | Hourly | 443 | 38 | 481 |
| Biederman, Guy | Temporary Faculty | 457 | 11 | 468 |
| Knott, Lauren | Hourly | 425 | 36 | 461 |
| Smith, James | Retiree Non Instructional | - | 459 | 459 |
| Lerner-Wright, Anne | Hourly | 427 | 26 | 453 |
| Charlson, Katherine | Temporary Faculty | 413 | 35 | 449 |
| Servin, Rhina | Hourly | 438 | 4 | 441 |
| Simmons, Michael | Hourly | 398 | 34 | 432 |
| Bright, Ted | Temporary Faculty | 413 | 10 | 423 |
| Fields, Marjorie | Temporary Faculty | 381 | 33 | 413 |
| Gilliam, Aaron | Temporary Faculty | 378 | 32 | 411 |
| Dorney, Cody | Hourly | 403 | 4 | 407 |
| Schneider, Timothy | EOPS/CARE & CalWORKS Spec | 352 | 30 | 382 |

**MARIN COMMUNITY COLLEGE DISTRICT
2016-17 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
DESCENDING ORDER**

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|--------------------------|-------------------|-----------------------|-------------------------------|---------------------------|
| Lozano-Fonseca, Keyly | Hourly | 377 | 3 | 380 |
| Belingheri, Marcus | Hourly | 306 | 26 | 332 |
| Young, Andrew | Hourly | 325 | 3 | 328 |
| Alvarado-Mira, Christina | Hourly | 322 | 3 | 325 |
| Broida, David | Temporary Faculty | 298 | 26 | 323 |
| Benjamin, Janet | Temporary Faculty | 291 | 25 | 315 |
| Koesterer, Alexandra | Hourly | 289 | 25 | 314 |
| Rachelson, Howard | Temporary Faculty | 284 | 24 | 308 |
| Friedman, Holly | Hourly | 281 | 24 | 305 |
| Luis, Nathaniel | Hourly | 281 | 24 | 305 |
| Inman, Briana | Hourly | 272 | 23 | 295 |
| Turner, Lomax | Hourly | 272 | 23 | 295 |
| Sunshine, Matteus | Hourly | 264 | 23 | 286 |
| Horowitz, Joshua | Temporary Faculty | 260 | 22 | 282 |
| Searles, Robert | Hourly | 255 | 22 | 277 |
| Kuchta, Patricia | Temporary Faculty | 254 | 22 | 276 |
| Thomas, Craig | Temporary Faculty | 248 | 21 | 269 |
| Rogers, Marilee | Temporary Faculty | 256 | 6 | 262 |
| Grayson, Brett | Hourly | 240 | 21 | 261 |
| Wilcoxon, Heather | Temporary Faculty | 223 | 19 | 242 |
| Schlafer, Annalise | Hourly | 217 | 19 | 235 |
| Rusting, John | Temporary Faculty | 191 | 29 | 219 |
| Gunnarson, John | Temporary Faculty | 191 | 29 | 219 |
| Jenkins, Loren | Hourly | 199 | 17 | 216 |
| DeMartini, Terry | Temporary Faculty | 191 | 16 | 207 |

**MARIN COMMUNITY COLLEGE DISTRICT
2016-17 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
DESCENDING ORDER**

| EMPLOYEE | JOB TITLE | GROSS EARNINGS | EMPLOYER-PAID BENEFITS | TOTAL COMPENSATION |
|----------------------|------------------------|-----------------------|-------------------------------|---------------------------|
| Sasaki, Hitoshi | Temporary Faculty | 191 | 16 | 207 |
| Kregeloh, Marion | Temporary Faculty | 175 | 15 | 190 |
| Aleknaviciute, Indre | Temporary Faculty | 171 | 15 | 185 |
| Stockmann, Kevin | Temporary Faculty | 171 | 15 | 185 |
| Thu, Zin | Laboratory Technician | 150 | 13 | 163 |
| Audisio, Tracy | Laboratory Technician | 146 | 13 | 158 |
| Fitzgerald, David | Gardener | 137 | 12 | 149 |
| Steinberg, Steven | Temporary Faculty | 95 | 14 | 110 |
| McIntosh, Corban | Hourly | 77 | 7 | 83 |
| Ingram, Carolyn | Temporary Faculty | 71 | 6 | 77 |
| Hasmandova, Adela | Inst Specialist - Math | 28 | 2 | 30 |

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

E. Average FY 2016-2017 Employer Benefit Rates

AVERAGE EMPLOYER BENEFIT RATES AS A PERCENTAGE OF TOTAL EMPLOYEE EARNINGS BY EMPLOYEE GROUP:

| EMPLOYEE GROUP | CSEA Staff | SEIU Staff | SEIU (Police) | Full Time Faculty | Children Center Faculty | Temporary Faculty | Confidential Staff | Supervisory Staff | Mgmt., Academic | Mgmt., Classified | Supt./Pres. | Grand Total |
|-------------------------|-------------------|-------------------|----------------------|--------------------------|--------------------------------|--------------------------|---------------------------|--------------------------|------------------------|--------------------------|--------------------|--------------------|
| SOCIAL SECURITY | 5.91% | 6.12% | 1.37% | 0.21% | 1.32% | 1.89% | 6.06% | 6.10% | 1.81% | 5.32% | 0.00% | 2.66% |
| MEDICARE | 1.43% | 1.44% | 1.42% | 1.40% | 1.43% | 1.46% | 1.42% | 1.43% | 1.43% | 1.45% | 1.45% | 1.42% |
| STATE UNEMPLOYMENT INS. | 0.05% | 0.05% | 0.05% | 0.05% | 0.05% | 0.05% | 0.05% | 0.05% | 0.05% | 0.05% | 0.05% | 0.05% |
| WORKER'S COMP. INS. | 0.88% | 0.88% | 0.86% | 0.88% | 0.88% | 0.88% | 0.88% | 0.88% | 0.88% | 0.88% | 0.88% | 0.88% |
| STRS | 0.43% | 0.01% | 0.00% | 12.26% | 9.93% | 8.00% | 0.00% | 0.00% | 7.96% | 0.00% | 11.09% | 6.75% |
| PERS | 17.88% | 18.47% | 13.78% | 0.43% | 1.43% | 0.12% | 15.94% | 15.04% | 5.08% | 15.00% | 0.00% | 6.92% |
| HEALTH & WELFARE | 22.38% | 26.07% | 17.71% | 15.77% | 40.13% | 12.16% | 23.68% | 23.49% | 14.41% | 12.64% | 5.23% | 17.35% |
| TOTAL | 48.96% | 53.04% | 35.19% | 31.00% | 55.17% | 24.56% | 48.03% | 46.99% | 31.62% | 35.34% | 18.70% | 36.03% |

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

F. DICTIONARY OF ACCOUNTING AND BUDGETING TERMS

Academic Employee

A district employee who is required to meet minimum academic standards as a condition of employment. Note that this could be an academic administrator – see Educational Administrator, below.

Account Code

A sequence of numbers and/or letters assigned to general ledger accounts to classify transactions by fund, object, activity, etc.

Accounts Payable

Amounts due and owing **to** persons, business firms, governmental units or others for goods and services not yet paid.

Accounts Receivable

Amounts due and owing **from** persons, business firms, governmental units or others for goods and services provided, but not yet collected.

Accrual Basis

The 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. (Contrast with cash basis.)

Activity

A set of institutional functions or operations related to an academic discipline or a grouping of services.

Actuarial Basis

A basis used in computing the amount of contributions to be made periodically to a fund or account so that the total contributions plus the compounded earnings will equal the required payments to be made out of the fund.

MARIN COMMUNITY COLLEGE DISTRICT ADOPTION BUDGET 2017-2018

Administrator

For the purpose of Education Code Section 84362, “Administrator” means any employee in a position having significant responsibilities for formulating district policies or administering district programs. Note that there are academic and classified administrators/managers.

Adoption Budget

The district budget that is approved by the board in August, after the state allocation is determined.

Allocation

Division or distribution of resources according to a predetermined plan.

Annual Appropriation Limit (Gann Limit)

In California, all governmental jurisdictions, including community college districts, must compute an annual appropriation limit based on the amount in prior years adjusted for changes in population, cost-of-living, and other factors, if applicable (Article XIII-B of the State Constitution). Calculated on CCSF 311 report.

Appropriation

An allocation of budgetary funds made by a governing board for specific purposes and limited as to the time period in which it may be expended.

Apportionment

Federal, state or local monies distributed to college districts or other governmental units according to legislative and regulatory formulas.

MARIN COMMUNITY COLLEGE DISTRICT ADOPTION BUDGET 2017-2018

Apportionment – Advance

In July (or whenever a budget is enacted), CDE and the Chancellor’s Office determine monthly allocations to districts from July through January based on the “advance.” The advance is based on prior-year funding levels adjusted by the estimated statewide change in K–12 average daily attendance (ADA)/CCC enrollment growth, any applicable COLA, local property tax estimates, and CCC fee revenue estimates.

Apportionment – First Principal (P-1)

In February, CDE and the Chancellor’s Office use actual ADA and enrollment information from the fall, as well as revised property tax estimates, to recalculate monthly payments for each district. These revised estimates, known as the “first principal apportionment” (or P–1), are used to make payments from February through May.

Apportionment – Second Principal (P-2)

The “second principal apportionment” (or P–2) uses revised attendance/enrollment information up to April 15 and is used for the June payment for each district.

Assessed Value

The value of land, homes or businesses set by the county assessor for property tax purposes. Assessed value is either the appraised value of any newly built or purchased property or the value on March 1, 1975 of continuously owned property, plus an annual increase. This increase is tied to the California Consumer Price Index but may not exceed 2 percent per year.

Assessment Districts

A geographical area—much like a school, water or college district—created by residents to pay for special projects, such as capital improvement programs.

Asset Management

Managing assets, such as excess district property or facilities, to reduce costs or generate revenue. Common examples are golf driving ranges and leased property for private development.

MARIN COMMUNITY COLLEGE DISTRICT ADOPTION BUDGET 2017-2018

Attendance Accounting

Apportionment is based on student attendance accounting mechanisms which can be calculated in a variety of ways, including Weekly Student Contact Hours, Daily Student Contact Hours and Actual Hours of Attendance (Positive Attendance). More details can be found in the Chancellor's Office Student Attendance Accounting Manual.

Audit

An examination 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. Audits may also include reviews 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 on financial statements and compliance with certain regulations.

Audit Report

The report prepared by an external or independent auditor. As a rule, the report includes: a) a statement of the scope of the audit; b) explanatory comments (if any) concerning exceptions by the auditor as to application of generally accepted auditing standards; c) opinions; d) explanatory comments (if any) concerning verification procedures; e) financial statements and schedules; and f) statistical tables, supplementary comments, and recommendations.

Auditor's Opinion

A statement signed by an external or independent auditor which states that she or he has examined the financial statements of the entity in accordance with generally accepted auditing standards (with exceptions, if any) and expresses an opinion on the financial position and results of operations of some or all of the constituent funds and balanced account groups.

Auxiliary Operations. Service activities of the college, the finances of which must be accounted for separately. Food service, bookstores, dormitories, and certain types of foundations are examples of auxiliary operations. These will appear as separate funds (rather than the general fund) in budget documents.

MARIN COMMUNITY COLLEGE DISTRICT ADOPTION BUDGET 2017-2018

Average Daily Attendance

The unit that was used as the basis for computation of support for California Community Colleges until July 1, 1991. One requirement of State law is that the regular college day must be maintained not less than three hours per day, per five-day college week, for thirty-five weeks (175 days times three hours per day equals 525 hours = 1 ADA). The unit now used for computation of support is Full-Time Equivalent Student (FTES).

Balance Sheet

A basic financial statement that shows assets, liabilities, and equity of an entity as of a specific date, in accordance with GAAP.

Base Year

A year to which comparisons are made when projecting a specific condition.

Basic Aid Districts

There are a few districts in which the property tax revenues generated in the district are equal to or greater than the state allocation amount generated through the state apportionment formula. They receive the amount of the revenue generated from local property tax and fee revenues, and are known as “basic aid districts.” There are a handful of basic aid districts, and MCCD is one of these. Basic aid status sometimes exempts such districts from other Title 5 provisions or penalties.

Block Grant

A fixed sum of money, not linked to enrollment measures, provided to a college district by the state. Now a component of the new SB 361 budget formula.

Bonds

Investment securities (encumbrances) sold by a district through a financial firm for the purpose of raising funds for various capital expenditures. A written promise to pay a specified sum of money, called the face value, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate.

MARIN COMMUNITY COLLEGE DISTRICT ADOPTION BUDGET 2017-2018

Bonded Debt Limit

The maximum amount of bonded debt for which a community college may legally obligate itself. The total amount of bonds issued cannot exceed a stipulated percent of the assessed valuation of the district.

Budget

A plan of financial operation for a given period for specific purposes consisting of an estimate of proposed income and expenditures.

Budget Document

A written statement translating the educational plan or programs into costs, usually for one future fiscal year, and estimating income by sources to meet these costs.

Budget Act

The legislative vehicle for the State's appropriations. The Constitution requires that it be passed by a two-thirds vote of each house and sent to the Governor by June 15 each year. The governor may reduce or delete, but not increase, individual items.

Budget Change Proposals (BCPs). Documents developed by the Chancellor and provided to the Governor to request changes and increases in the amount of money the state provides to community colleges.

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

An asset account reflecting currency, checks, money orders, bank deposits, and banker's drafts either on hand or on deposit with an official or agent designated as custodian of cash. Any restrictions or limitations as to the use of cash must be indicated.

Cash Basis

Method of accounting in which income and expenditures are recorded only when cash is actually received or disbursed.

MARIN COMMUNITY COLLEGE DISTRICT ADOPTION BUDGET 2017-2018

Categorical Funds

Also called restricted funds, these are monies that can only be spent for the designated purpose. Examples: funding to serve students with disabilities (DSPS) or the economically disadvantaged, low-income (EOPS), scheduled maintenance, and instructional equipment. They are often exempt from certain requirements, for example, the Basic Skills Initiative funds are exempt from the 50% law calculations.

CCFS

The form number/name/acronym of a variety of financial status reports in the California Community College system – such as 311 for annual financial report, 311Q for quarterly reports and 320 for enrollment.

CDE

California Department of Education.

Census and Census Week

The number of students enrolled in a full semester course on the Monday of census week, which is the third week of a full semester or 20% of the course. Apportionment funding is based on enrollment at census week rather than beginning or ending enrollment.

Compensated Absences

Absences, such as vacation, illness and holidays, for which it is expected employees will be paid. The term does not encompass severance or termination pay, postretirement benefits, deferred compensation or other long-term fringe benefits, such as group insurance and long-term disability pay.

Consumer Price Index (CPI)

A measure of the cost of living compiled by the United States Bureau of Labor Statistics. These indices of inflation are calculated regularly for the United States, California, some regions within California, and selected cities. The CPI is one of several measures of economic stability or change.

MARIN COMMUNITY COLLEGE DISTRICT ADOPTION BUDGET 2017-2018

Contingencies Fund (also Undistributed Reserve)

That portion of the current fiscal year's budget not appropriated for any specific purpose and held subject to transfer to other specific appropriations as needed during the fiscal year.

Cost of Living Adjustments (COLA)

An increase in funding for revenue limits or categorical programs tied to increases in the cost of living. Current law ties COLAs to indices of inflation, although different amounts may be appropriated by the legislature.

Current Expense of Education

A term used to refer to the unrestricted general fund expenditures of a community college district in Objects of Expenditure 1000 through 5000, and 6400 for activity codes 0100 through 6700. Excluded from the current expense of education are expenditures for student transportation, food services, community services, lease agreements for plant and equipment, and other costs specified in law and regulations. Amounts expended from state lottery proceeds are also excluded. (EC sections 84362, Title 5 CCR sections 59200 et seq. This is used in the calculations for the 50% law.

Deficit

The excess of liabilities over assets or the excess of expenditures or expenses over revenues during an accounting period. Deficit Factor. One common method for reducing funding allocations to districts in times of budgetary shortfalls or reductions is known as a deficit factor whereby each district receives only a percentage of the originally allocated funds.

Designated Income

Income received for a specific purpose.

Disabled Student Programs & Services (DSPS)

Categorical or restricted funds designated to provide services that integrate disabled students into the general college program.

MARIN COMMUNITY COLLEGE DISTRICT ADOPTION BUDGET 2017-2018

Education Code

The body of law that regulates education in California. Other laws that affect colleges are found in the Government Code, Public Contracts Code, Penal Code and others. Available online at <http://www.leginfo.ca.gov/calaw.html>.

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 O.A.S.D.I. (Social Security) taxes, and worker's compensation insurance payments. These amounts are over and above the gross salary. While not paid directly to employees, they are a part of the total cost of employees.

Educational Administrator

Education Code Section 87002 and California Code of Regulations Section 53402(c) define "educational administrator" as an administrator who is employed in an academic position designated by the governing board of the district as having direct responsibility for supervising the operation of or formulating policy regarding the instructional or student services program of the college or district. Educational administrators include, but are not limited to, chancellors, presidents, and other supervisory or management employees designated by the governing board as educational administrators.

Educational Master Plan

Title 5, Sections 55402-55404 require that each community college district submit an educational master plan for each college and the districts as a whole. The plan addresses the educational objectives and future plans for transfer, occupational, continuing education, and developmental programs. It includes enrollment projections and related needs for ancillary services.

Encumbered Funds. Obligations in the form of purchase orders, contracts, salaries, and other commitments for which part of an appropriation is reserved.

Ending Balance

A sum of money available in the district's account at year end after subtracting accounts payable from accounts receivable or the difference between assets and liabilities at the end of the year.

MARIN COMMUNITY COLLEGE DISTRICT ADOPTION BUDGET 2017-2018

Enterprise Funds

Used to account for operations when the governing board has decided either that the total cost of providing goods and services on a continuing basis is financed or recovered primarily through user charges; or that the periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes. Examples include bookstore and food services funds.

Equipment

Tangible property with a purchase price of at least \$200 and a useful life of more than one year, other than land or buildings and improvements thereon. (See the Budget and Accounting Manual for current dollar limits).

Estimated Income

Expected receipt or accruals of monies from revenue or non-revenue sources (abatements, loan receipts) during a given period.

Expenditures

Amounts disbursed for all purposes. Accounts kept on an accrual basis include all charges whether paid or not. Accounts kept on a cash basis include only actual cash disbursements.

Expense of Education

This includes all General Fund expenditures, restricted and unrestricted, for all objects of expenditure 1000 through 5000 and all expenditures of activity from 0100 through 6700. See Current Expense of Education.

Extended Opportunity Programs and Services (EOPS)

Categorical funds designated for supplemental services for disadvantaged students.

Faculty Obligation Number (FON)

The annual figure provided to each district by the Chancellor's Office for the number of full-time credit faculty positions required to comply with "75/25" goals.

MARIN COMMUNITY COLLEGE DISTRICT ADOPTION BUDGET 2017-2018

FCMAT

Fiscal Crisis and Management Assistance Team, a non-profit organization that provides fiscal advice, management assistance, training and other related educational business services.

Fee

A charge to students for services related to their education. The System Office annually publishes a list of mandated, authorized and prohibited fees.

Fifty-Percent Law (50 % 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. The Annual Financial and Budget Report (CCFS-311) includes actual data on the district's current expense of education and compliance with the 50% Law.

Fiscal Year

Twelve calendar months; for governmental agencies in California, it begins July 1 and ends June 30. Some special projects have a fiscal year beginning October 1 and ending September 30, which is consistent with the federal government's fiscal year.

Foundation

A separate entity created by the districts as an auxiliary organization and/or 501(c)3 to receive, raise and manage funds from private sources.

Fixed Assets

Long-lived tangible assets having continuing value such as land, buildings, machinery, furniture, and equipment.

MARIN COMMUNITY COLLEGE DISTRICT ADOPTION BUDGET 2017-2018

Fixed Costs

Costs of providing goods and services that do not vary proportionately to enrollment or to the volume of goods or services provided (e.g., insurance and contributions to retirement systems).

Full-Time Equivalent (FTE) Employees

Ratio of the hours worked based upon the standard work hours of one full-time employee. For example, classified employees may have a standard work load of 40 hours per week, if several classified employees worked 380 hours in one week, the FTE conversion would be 380/40 or 9.5 FTE. FTEF may be used to refer to faculty positions.

Full-Time Equivalent Students (FTES)

An FTES represents 525 class (contact) hours of student instruction/activity in credit and noncredit courses, generally 15 semester credit hours. Full-time equivalent student (FTES) is the workload measure used to compute state funding for California Community Colleges.

Fund

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

Fund Balance

The difference between assets and liabilities in a fund. The fund balance is measured at a specific point in time and represents the balance from a prior specific point in time, plus revenues received during the intervening time period, minus expenditures made during the same time period.

GAAP (Generally Accepted Accounting Principles) and GAAS (Generally Accepted Audit Standards)

Uniform minimum standards and guidelines for financial accounting and reporting.

MARIN COMMUNITY COLLEGE DISTRICT ADOPTION BUDGET 2017-2018

Gann Limitation

A ceiling on each year's appropriations supported by tax dollars. The limit applies to all governmental entities, including school districts. The base year was 1978-79. The amount is adjusted each year, based on a price index and the growth of the student population.

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.

General Obligation Bonds (GO Bonds)

Debt instruments issued by districts (or other state or local public governmental bodies) to raise funds for public works and capital expenditures. These bonds are backed by the taxing and borrowing power of the entity that issues them.

General Reserve

An account to record the reserve budgeted to provide operating cash in the succeeding fiscal year until taxes and state funds become available.

Governmental Accounting

The composite activity of analyzing, recording, summarizing, reporting, and interpreting the financial transactions of a governmental entity.

Governmental Accounting Standards Board (GASB)

The national authoritative accounting and financial reporting standard-setting body for governmental entities.

Governor's Budget

The Governor proposes a budget for the state each January, which is revised in May (the May Revise) in accordance with updated revenue projections.

**MARIN COMMUNITY COLLEGE DISTRICT
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Grants

Contributions or gifts of cash or other assets from a government or private organization to be used for a specified purpose, activity or facility.

Headcount

Represents an unduplicated count of students enrolled in at least one credit course.

Indirect Expenses or Costs

The elements of cost necessary in the production of a good or service that are not directly traceable to the product or service. Usually these costs relate to expenditures that are not an integral part of the finished product or service, such as rent, heat, light, supplies, management and supervision.

Internal Control Structure

An organization plan in which employees' duties are arranged and records and procedures are designated to provide a self-checking system, thereby enhancing accounting control over assets, liabilities, income, and expenditures. Under such a system the employees' work is subdivided so that no one employee performs a complete cycle of operations.

Invoice

An itemized statement of charges from the vendor to the purchaser for merchandise sold or services rendered.

Lease Revenue Bonds

Bonds secured by a lease agreement and rental payments. Community colleges use lease revenue bonds to finance construction or purchase of facilities.

Levy

The imposition of taxes, special assessments, or service charges for the support of governmental activities; the total amount of taxes, special assessments, or service charges imposed by a governmental unit.

**MARIN COMMUNITY COLLEGE DISTRICT
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Long-term debt

A loan that extends for more than one year from the beginning of the fiscal year.

Lottery Funds

The share of income from the State Lottery, which has added about 1-3 percent to community college funding. A minimum of 34 percent of state lottery revenues must be used for “education of pupils.”

Mandated Costs

Expenditures that occur as a result of (or are mandated by) federal or state law, court decisions, administrative regulations, or initiative measures.

May Revise

The Governor revises his or her budget proposal in May in accordance with up-to-date projections in revenues and expenses.

Marginal costs

Costs incurred as a result of adding one unit of enrollment or production.

Modified Accrual Basis (modified cash basis)

The accrual basis of accounting adapted to governmental funds. Revenues and other financial resources (e.g., bond issue proceeds) are recognized when they become susceptible to accrual, that is, when they become both “measurable” and “available” to finance expenditures of the current period. “Available” means collectible in the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are recognized when the fund liability is incurred (except for inventories of materials and supplies that may be considered expenditures either when purchased or when used, and prepaid insurance and similar items that may be considered expenditures either when paid for or when consumed). All governmental funds, expendable trust funds and agency funds use the modified accrual basis of accounting.

MARIN COMMUNITY COLLEGE DISTRICT ADOPTION BUDGET 2017-2018

Noncredit

Courses that are taught for which no college credit is given. Adult education and basic English as a Second Language are two examples. The state reimbursement for non-credit education is less than for credit courses.

Nonresident Tuition

A student who is not a resident of California is required, under the uniform student residency requirements, to pay tuition. The fee shall not be less than the average statewide cost per student, and is set by the local board of trustees.

Object Code

The system of codes used in the California community colleges to classify budget and expenditures. The general classification numbers are:

- 1000 Certificated salaries
- 2000 Classified salaries
- 3000 Employee benefits
- 4000 Books, supplies, materials
- 5000 Operation expenses
- 6000 Capital outlay
- 7000 Other outgo
- 8000 Revenues

OPEB

Other Post-Employment Benefits, primarily retiree healthcare benefits. Operating Expenses. Expenses related directly to the fund's primary activities. Operating Income. Income related directly to the fund's primary activities.

Operating Budget

The current General Fund operating expenditures excluding food services, community services, capital outlay, and outgoing transfers.

MARIN COMMUNITY COLLEGE DISTRICT ADOPTION BUDGET 2017-2018

Outsourcing

The practice of contracting with private companies for services such as data processing, food services, etc.

P1 and P2

See Apportionment, above.

PERS (or CalPERS) California Public Employees' Retirement System

One of the two major retirement systems in which community college employees participate. State law requires district classified employees, districts and the State to contribute to the fund for full-time classified employees.

Proposition 13

An initiative passed in June 1978 adding Article XIII A to the California Constitution. It provided that tax rates on secured property were restricted to no more than 1 percent of full cash value. Proposition 13 also defined assessed value and required a two-thirds vote to change existing or levy new taxes.

Proposition 39

An initiative passed in 2000 that reduced the voting threshold required for local bonds from two-thirds to 55% and added conditions for proposing and using bond funds.

Proposition 98

An initiative passed in November 1988, guaranteeing at least 40 percent of the state's budget for K-12 and the community colleges. The split was proposed to be 89 percent (K-12) and 11 percent (CCC), although the split has not been maintained.

Purchase Order

A document authorizing the delivery of specified merchandise or the rendering of certain services and charging for them.

MARIN COMMUNITY COLLEGE DISTRICT ADOPTION BUDGET 2017-2018

Reserves

Funds set aside in a college district budget to provide for future expenditures or to offset future losses, for working capital, or for other purposes. There are different categories of reserves, including contingency, general, restricted and reserves for long-term liabilities.

Restricted Funds

Money that must be spent for a specific purpose either by law or by local board action. Revenue and expenditures are recorded in separate funds. Funds restricted by board action may be called “designated” or “committed” to differentiate them from those restricted by external agencies. Examples of restricted funds include the federal vocational education act and other federal program funds; state “categorical” programs such as those for disabled and disadvantaged students; state monies targeted for specific purposes, such as instructional equipment replacement; grants for specific programs; and locally generated revenues such as the health and parking fees. Funds restricted by local board action may later be unrestricted by board action.

Retiree Health Benefits

Benefits provided to retirees provide health insurance, negotiated through collective bargaining. Also called “Other Post-Employment Benefits.”

Revenue

Income from all sources.

Revenue Bonds

Bonds whose principal and interest are payable exclusively from earnings of the funded facilities operations.

Revenue Limit

The specific amount of student enrollment fees, state and local taxes that a college district may receive per student for its general education budget. Annual increases are determined by Proposition 98 formula or the Legislature.

MARIN COMMUNITY COLLEGE DISTRICT ADOPTION BUDGET 2017-2018

Revolving Fund

A revolving cash account used to secure or purchase services or materials.

Rollover Budgeting

A budget constructed by rolling forward the previous year's budget as the starting point and then making adjustments.

75/25 Ratio

The goal established by AB1725 for the ratio of classes taught by full-time faculty to those taught by part-time faculty. Districts not at the 75% level have an obligation to make progress toward the goal—a "full time faculty obligation (FTO)." Compliance is achieved through the use of the annual Faculty Obligation Number (FON).

Scheduled Maintenance

A defined schedule for major repairs of buildings and equipment. Some matching state funds may be available to districts for a scheduled maintenance program.

Shortfall

An insufficient allocation of money, which will require additional appropriations, reduction in expenditures, and/or will result in deficits.

Short-Term Debt

Debt with a maturity of one year or less after the date of issuance. Short-term debt usually includes variable-rate debt, bond anticipation notes, tax revenue anticipation notes and revenue anticipation notes.

Special Revenue Funds

A category of funds used to account for proceeds of specific legally restricted revenue for and generated from activities not directly related to the educational program of the college.

MARIN COMMUNITY COLLEGE DISTRICT ADOPTION BUDGET 2017-2018

State Apportionment

An allocation of state money paid to a district on a monthly basis once the state budget is enacted.

STRS (CalSTRS) California State Teachers' Retirement System. State law requires that school district employees, school districts and the State contribute to the fund for full- time academic employees.

Student Financial Aid Funds

Funds designated for grants and loans to students; includes federal Pell grants, College Work-Study, and the state funded EOPS grants and fee waiver programs.

Subventions

Provision of assistance or financial support, usually from higher governmental units to local governments or college districts, for example to compensate for loss of funds due to tax exemptions.

Supervisor

For the purpose of Education Code Section 84362 (the Fifty Percent Law), "Supervisor" means any employee having authority, on behalf of the district, to hire, transfer, suspend, lay off, recall, promote, discharge, assign, reward, discipline other employees, adjust their grievances, or effectively recommend such action, if the exercise of such authority is not of a merely routine or clerical nature.

Supplanting

To use one type of funds to provide goods or services previously paid for with another type of funds. Generally, it is prohibited to use state or federal funds to replace local funds.

Tentative Budget

The preliminary budget approved by the Board of Trustees in June, prior to when state allocations have been finalized.

MARIN COMMUNITY COLLEGE DISTRICT ADOPTION BUDGET 2017-2018

Title 5, California Code of Regulations

The section of the California Administrative Code that regulates community colleges. The Board of Governors adopts Title 5 regulations. Available online at <http://government.westlaw.com/linkedslice/default.asp?RS=GVT1.0&VR=2.0&SP=CCR-1000&Action=Welcome>

TOP Code

Taxonomy of Programs, in which numbers are assigned to programs to use in budgeting and reporting.

TRANS

Tax and Revenue Anticipation Notes: instruments issued to secure short-term moneys borrowed in expectation of collection of taxes and other revenues. The notes are paid off with operating revenue.

Unappropriated Fund Balance

The portion of a fund balance not segregated for specific purposes. All assets and estimated income available for appropriation are credited to the account and General Reserve; budgeted appropriations and other obligations are debited. The net value of the account represents the Unappropriated Fund Balance.

Unencumbered Balance

That portion of an appropriation or allotment not yet expended or obligated.

Unfunded FTES

FTES that are generated in excess of the enrollment/FTES cap.

Unrestricted Funds

Generally those monies of the General Fund that are not designated by law or a donor agency for a specific purpose. They are legally regarded as unrestricted since their use is at the Board's discretion.

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2017-2018**

Vacation Accruals

The amount of vacation accrued by employees but not yet taken. It may be shown as a liability.

Warrants

A written order drawn to pay a specified amount to a designated payee.

Work Order

A written authorization for the performance of a particular job containing a description of the nature and location of the job and specifications for the work to be performed.

WSCH

Weekly Student Contact Hours, the number of weekly hours that a student spends in classes for a full-census course (17 weeks), e.g. three WSCH for a three unit course. It is part of the formula used to determine faculty workload as well as apportionment.

Zero Based Budgeting

A budget constructed by starting each line allocation from zero – rather than the previous year’s figure – and then justifying additions.

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MARINERS