



FAST FACTS

ACADEMIC YEAR 2018–2019

HEADCOUNT ENROLLMENT*

Total **13,460**

Credit 7966 (59%)
ESL 2144 (16%)
Community Education 3344 (25%)
Basic Skills (credit only) 1357 (10%)
Kentfield Campus 11023 (82%)
Indian Valley Campus 2216 (16%)
Distance Education 1001 (7%)

CLASSES OFFERED*

Total **2,413**

Credit 1810 (75%)
ESL 198 (8%)
Community Education 423 (18%)
Basic Skills (credit only) 97 (4%)
Average Class Size 16
Kentfield Campus 1624 (67%)
Indian Valley Campus 367 (15%)
Distance Education 115 (5%)

* Categories include duplication
Totals are unduplicated

FACULTY, STAFF, AND ADMINISTRATORS (Fall 2018)

Total Employees **647**

Gender: Male 59%, Female 41%
Administrators 32
Faculty 422
(Tenured/Tenure Track 116, Temporary 306)
Classified 193

Race/Ethnicity:
Asian 42 (6%)
Black/African-American 23 (4%)
Hispanic 62 (10%)
Multiracial 15 (2%)
Native American 3 (0.5%)
Native Hawaiian Pacific Islander 1 (0.2%)
White 413 (64%)
Not Specified 88 (14%)

GEOGRAPHIC LOCATION

Marin Residents **86%**

Central Marin 39% Novato 22% Southern Marin 12%
North San Rafael 11% West Marin 2% Outside Marin 14%
International Students 91* (representing 27 countries)

* Includes credit, noncredit, and community education students

EDUCATIONAL GOAL

Degree, Transfer or Certificate 47% Career Advancement 10%
Basic Skills 10% Educational Development 10%

CREDIT STUDENT CHARACTERISTICS

Gender: Male 39%, Female 53%, Not Specified 8%
Median Age 23

Race/Ethnicity:

Asian 612 (8%) Black/African-American 271 (3%)
Hispanic 2363 (30%) Multiracial 592 (7%)
Native American 24 (0.3%) Native Hawaiian/Pacific Islander 25 (0.3%)
White 3973 (50%) Not Specified 106 (1%)

Other Student Characteristics:

With a Disability 537 (7%) Veterans 128 (2%)
First-generation 1802 (23%) On Financial Aid 2389 (30%)
Athletes 90 (1%) Enrolled Full-time† (33%)

† Enrolled in 24 or more units in 2018–19

PROGRAMS OFFERED

A.A. and A.S. Degrees **88**

Certificates **26**

DEGREES AND CERTIFICATES (awarded for 2018–2019)

A.A. and A.S. Degrees **372**

Certificates **76**

(Including 155 associate degrees for transfer)

NUMBER OF STUDENTS WHO TRANSFERRED TO 4-YEAR INSTITUTIONS (2018–2019)

Total **374**

Top Five Transfer Institutions:

San Francisco State University UC Berkeley
Sonoma State University UC Davis UC Santa Cruz

Transfers by System:

CSU 153, UC 121
Out of State 65, In-state Private 35



☀️ *What lies behind you and what lies in front of you, pales in comparison to what lies inside of you.*

—RALPH WALDO EMERSON

☀️ *Education is simply the soul of a society as it passes from one generation to another.*

—GILBERT CHESTERTON

☀️ *I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.*

—MAYA ANGELOU





**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

**MARIN COMMUNITY COLLEGE DISTRICT
BOARD OF TRUSTEES**

Mr. Stuart Tanenberg, President

Ms. Wanden Treanor, Vice President

Ms. Stephanie O'Brien, Clerk

Ms. Diana Conti, Trustee

Ms. Suzanne Brown Crow, Trustee

Dr. Eva Long, Trustee

Mr. Philip Kranenburg, Trustee

Ms. Khadija Nakhuda, Student Trustee

Dr. David Wain Coon, Superintendent/President

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☀️ *An investment in knowledge pays the best interest.*

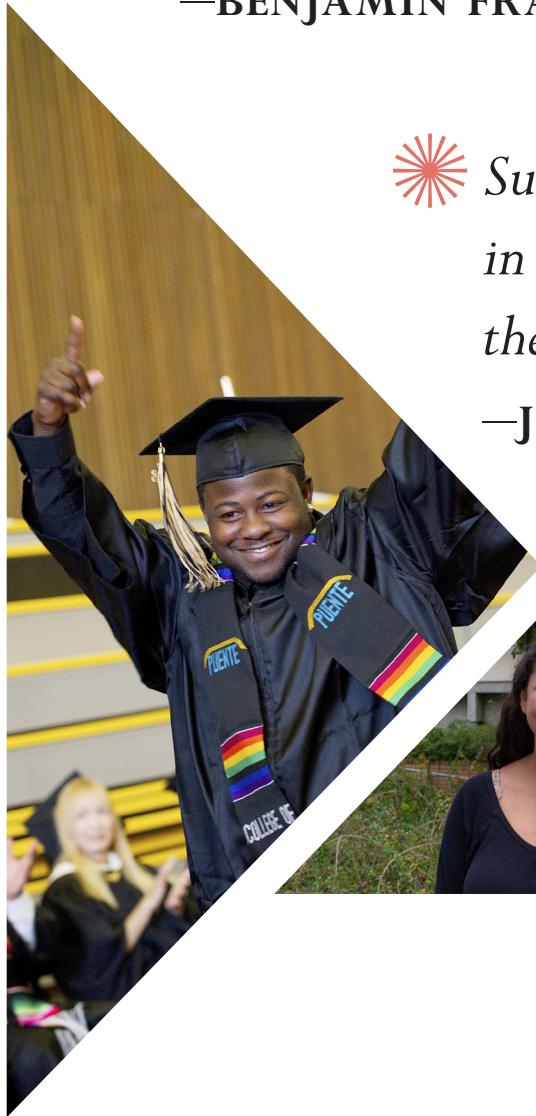
—BENJAMIN FRANKLIN

☀️ *Successful and unsuccessful people do not vary greatly in their abilities. They vary in their desires to reach their potential.*

—JOHN C. MAXWELL

☀️ *You cannot teach a man anything; you can only help him find it within himself.*

—GALILEO GALILEI



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**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

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☀ *Where is the Wisdom we have lost in Knowledge? Where is the Knowledge we have lost in Information?*

—T.S. ELIOT

☀ *Opportunities to find deeper powers within ourselves come when life seems most challenging.*

—JOSEPH CAMPBELL

☀ *Success is not final and failure is not fatal. It is the courage to continue that counts.*

—WINSTON CHURCHILL

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MARIN COMMUNITY COLLEGE DISTRICT ADOPTION BUDGET 2020-2021

Message from Superintendent/President and Vice President of Administrative Services

As we present this Adoption Budget for Fiscal Year 2020-2021, we are mindful of the unprecedented times that our nation continues to navigate through due to the effects of the COVID-19 pandemic, which pivoted learning institutions including College of Marin to provide remote and online instruction. Our society continues to face racial justice and equity issues due to recent tragedies affecting our Black and African American community, and more recently, we were confronted with more threats from the wildfires in California.

Despite the uncertainties, we are incredibly grateful for the diligence and collaborative efforts of everyone from Fiscal Services, members of Planning and Resource Allocation Committee (PRAC), and our constituents in the last few months to develop a viable Adoption Budget. We have taken steps to ensure that our Adoption Budget reflects our strategic plan, program reviews, and essential operations. During these challenging times, we recognize that our previous planning for multi-year budget and commitment to maintain a healthy reserve has poised the College to weather economic uncertainty.

Although we anticipate adjusting the College budget as new information becomes available from the State of California, we are pleased to present this Adoption Budget which reflects our commitment and the teamwork required to achieve our mission and vision while staying true to our values of fiscal accountability and sustainability.

Sincerely,



David Wain Coon, Ed.D.
Superintendent/President



Greg Nelson
Assistant Superintendent / Vice President of Administrative Services

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

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

REVENUE ASSUMPTIONS	FY 2020-2021 ESTIMATED ASSUMPTIONS	FY 2021-2022 ESTIMATED ASSUMPTIONS	FY 2022-2023 ESTIMATED ASSUMPTIONS	FY 2023-2024 ESTIMATED ASSUMPTIONS
Secured Property Taxes CCPI	County Estimate	0.0%	0.5%	1.0%
Supplemental Tax Growth	(\$50,000)	(\$50,000)	(\$50,000)	(\$50,000)
Unsecured Tax Growth	County Estimate	Flat	Flat	Flat
Prior Year Tax Growth	Flat	Flat	Flat	Flat
Enrollment Fee:				
Resident	\$ 46	\$ 46	\$ 46	\$ 46
Non-Resident Tuition	\$ 265	\$ 265	\$ 265	\$ 265
Non-Resident Capital Outlay Fee	\$ 60	\$ 60	\$ 60	\$ 60
Transportation Fee per FT Student	\$36/semester	\$36/semester	\$36/semester	\$36/semester
Parking Fee:				
Primary Term	\$0(F)/\$43(S)	\$ 43	\$ 44	\$ 44
Summer	\$ 26	\$ 26	\$ 26	\$ 26
Daily	\$ 4	\$ 4	\$ 4	\$ 4
Health Fee:				
Primary Term	\$ 21	\$ 21	\$ 22	\$ 22
Summer	\$ 18	\$ 18	\$ 19	\$ 19
Technology Fee per semester	\$ 10	\$ 10	\$ 10	\$ 10
Lottery Income/Estimated FTES:				
Prop 20	\$ 49	\$ 49	\$ 49	\$ 49
Non-prop 20	\$ 150	\$ 150	\$ 150	\$ 150
State Allocations (% of prior year amount)	90%-100%	100%	100%	100%
Prop 30 – Educational Protection Act	\$100 per FTE	\$100 per FTE	\$100 per FTE	\$100 per FTE
Bookstore Commission	\$0	\$100,000	\$100,000	\$100,000
COLA for categorical programs	0.0%	0.0%	0.0%	0.0%

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

EXPENDITURE ASSUMPTIONS	FY 2020-2021 ESTIMATED ASSUMPTIONS	FY 2021-2022 ESTIMATED ASSUMPTIONS	FY 2022-2023 ESTIMATED ASSUMPTIONS	FY 2023-2024 ESTIMATED ASSUMPTIONS
Negotiated Settlements: UPM CSEA SEIU Unrepresented	Salary schedule moved up one step effective June 1, 2020 Increase in medical cap to \$2,050/mo 2% effective 4/1/2020 2% effective 1/1/2021 Increase in medical cap to \$2,050/mo 2% effective 1/1/2021 Increase in medical cap to 2,050/mo 2% June 1, 2020	0% 2% effective 1/1/2022 2% effective 1/1/2022 0%	0% 0% 0% 0%	0% 0% 0% 0%
Salary Schedules: UPM CSEA SEIU Unrepresented	Step/Column Step/Column Step/Column Step/Column	Step/Column Step/Column Step/Column Step/Column	Step/Column Step/Column Step/Column Step/Column	Step/Column Step/Column Step/Column Step/Column
Vacant Positions: UPM CSEA SEIU Unrepresented Medical benefits	Column 4, Step 11 Step C of range Step C of range Middle of range Member + 1	Column 4, Step 11 Step C of range Step C of range Middle of range Member + 1	Column 4, Step 11 Step C of range Step C of range Middle of range Member + 1	Column 4, Step 11 Step C of range Step C of range Middle of range Member + 1
Health and Welfare Premiums: Medical Annual medical increase Annual dental/vision/other increase	Up to \$2,050/mo 4.0% effective 10/1 0%	Up to \$2,050/mo 3.0% effective 10/1 0%	Up to \$2,050/mo 2.5% effective 10/1 0%	Up to \$2,050/mo 2% effective 10/1 0%

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

EXPENDITURE ASSUMPTIONS	FY 2020-2021 ESTIMATED ASSUMPTIONS	FY 2021-2022 ESTIMATED ASSUMPTIONS	FY 2022-2023 ESTIMATED ASSUMPTIONS	FY 2023-2024 ESTIMATED ASSUMPTIONS
Statutory Employer Benefit Rates:				
STRS	16.15%	16.02%	18.30%	18.30%
PERS CLASSIC – CSEA	20.70%	22.84%	25.50%	26.20%
PERS CLASSIC – SEIU	20.70%	22.84%	25.50%	26.20%
PERS CLASSIC – Unrepresented	20.70%	22.84%	25.50%	26.20%
PERS PEPRA – Non-Safety	20.70%	22.84%	25.50%	26.20%
PERS CLASSIC - Public Safety	20.887%	20.90%	20.90%	20.90%
PERS PEPRA - Public Safety	13.884%	13.98%	14.00%	14.00%
PERS – Public Safety Unfunded Liability	\$81,858	\$96,508	\$106,400	\$113,500
Social Security	6.2%	6.2%	6.2%	6.2%
Medicare	1.45%	1.45%	1.45%	1.45%
Unemployment Insurance	0.10%	0.15%	0.15%	0.15%
Workers' Compensation	0.76%	1.0%	1.05%	1.10%
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	10.0%	5.0%	5.0%	5.0%
Energy Savings – Tesla	\$100K	\$100K	\$100K	\$100K
Energy Savings – Sunpower	\$350K	\$350K	\$350K	\$350K
Operating Expenses	Budgeted by Depts.	2.5%	2.5%	2.5%
Elections	\$200K	No	\$100K	No
Transportation Expense for FT Student	\$36/semester	\$36/semester	\$36/semester	\$36/semester

MARIN COMMUNITY COLLEGE DISTRICT ADOPTION BUDGET 2020-2021

General Fund Highlights

Overview

Basic Aid Status

The District is a “Basic Aid” district, or, as it is now being called, a “community-supported” 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 2019-20, the District received approximately \$34.7 million more as a Basic Aid district – the “Basic Aid increment” – than it would have received from apportionment. In 2020-21, the Basic Aid increment will be approximately \$37.0 million.

The State Budget Process and College of Marin

At this time, we cannot predict what impact the State’s fiscal crisis will have on the District. Lacking better information, the District has budgeted \$91 thousand for mandated costs reimbursements and \$302 thousand for Prop 30 in the 2020-21 budget.

Discussion of the Proposed Budget for Fiscal Year 2020-21

The Adoption Budget for 2020-21 has the following key elements:

- Planned expenditures exceed budgeted revenues resulting in \$124 thousand net decrease to the ending Fund Balance.
- The estimated Ending Fund Balance for 2020-21 is 10.5% of total Unrestricted General Fund expenses compared to 10.8% for 2019-20.
- A positive CPI inflation factor adjustment of 1.02% for secured property taxes is expected to result in an increase of \$2.8 million for 2020-21 secured property taxes. The assessed value for Marin County has increased over 5.3% for 2020-21 compared to 2019-20.
- Increase in health benefits is approximately \$844 thousand for 2020-21.

MARIN COMMUNITY COLLEGE DISTRICT ADOPTION BUDGET 2019-2020

Analysis and Comparison of Revenue and Expense

Projected total General Fund Revenue for 2020-21 is \$89.7 million compared to \$78.4 million for 2019-20. This is an increase of \$11.3 million or 14.4%, principally due to an increase in secured property taxes and deferred revenues of categorical programs from prior years. Projected total General Fund Expenditures for 2020-21 are \$89.8 million compared to \$80.1 million for 2019-20. This is an increase of \$9.7 million or 12.1%, due to an increase in salaries and benefits offset by lower other outgo, but primarily due to an increase in the carry forwards of categorical programs from prior years. The 2020-21 budgeted unrestricted revenues of \$69.5 million increased \$2.2 million or 3.3% over the 2019-20 unrestricted revenues of \$67.3 million; 2020-21 budgeted unrestricted expenditures of \$69.0 million is an increase of \$0.5 million or 0.7% more than the 2019-20 unrestricted expenditures of \$68.5 million.

Discussion of Year-end Results for Fiscal Year 2019-20

Unrestricted revenues are about \$882 thousand higher than budgeted, principally from higher than budgeted state on-behalf payments.

Unrestricted expenditures are approximately \$47 thousand lower than budgeted, primarily due to lower salaries and benefits offset by higher other outgo.

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 2020-21 the County of Marin will provide short-term funding not to exceed \$30 million.

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

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 eleven scholarships and grants coordinated through this fund. The total fund balance in the Scholarship and Loan Trust Fund as of June 30, 2020 is projected at \$640 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, 2020 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, 2020 is projected at \$1.2 million.

Child Development Fund

The Child Development Fund is utilized to account for the State and locally supported operation of the Child Study Centers (CSC) 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. Due to construction, the center on the Indian Valley campus has been on hiatus from operations since June 2019 at which time the Indian Valley campus staff was transferred to Kentfield. In March 2020 the Kentfield CSC was serving almost 40 children, but with the Shelter in Place order the CSC closed its 2019-2020 operations on March 13, 2020.

The Child Development Fund's Federal, State and local revenue sources are intended to support child care activities. The General Fund's transfer supports the cost of the instructional lab support the Child Study Centers provide to the College's academic

MARIN COMMUNITY COLLEGE DISTRICT ADOPTION BUDGET 2020-2021

programs and Early Childhood Education program administration. Projected results of 2019-20 operations are \$466 thousand more in expenditures than externally funded revenue. Approximately 42% or \$195 thousand of the \$466 thousand 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 2020-2021 Adoption Budget includes a significant revenue decreases in Parent Fees and State support as a result of the pandemic and social distancing requirements. While personnel changes and the freezing of vacant positions has partially offset the revenue decline a General Fund transfer of \$360 thousand is required. Approximately 50% supports the costs of instructional lab and administrative services the Centers provide to the College and continues to result in a \$0 fund balance.

IVC Organic Farm Fund

The IVC Organic Farm Fund was established in May 2017 to account for the 5.8 acre organic farm and garden located on the IVC campus. The Organic Farm will be supported by the District, and proceeds from a College of Marin Foundation endowment.

Solar Operations Fund

The Solar Operations Fund was established in 2019-20 for the purpose of incurring the expenditures related to the operations and maintenance contract for the solar photovoltaic energy facilities.

Workforce Housing Operations Fund

The Workforce Housing Operations Fund was established in 2018-19 for the purpose of receiving revenue proceeds from workforce housing. The funds will be used to pay for costs of maintenance and operations of the housing, as well as for principal and interest payments for the Certificates of Participation.

Capital Outlay Fund

The Capital Outlay Fund has been used to finance various capital projects with lease revenue bond and other 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 2020-2021

Lease Revenue Bond (LRBs) Projects Fund

In 2017-18, the District sold \$7.37 million of lease revenue bonds to finance solar energy facilities and other energy-efficient projects on the Kentfield and Indian Valley campuses. This fund will be used to account for the bond proceeds and expenditures.

Certificates of Participation (COPs) Project Fund

On October 16, 2018, the Board of Trustees of the District authorized the sale of Certificates of Participation to finance the acquisition and construction of District facilities and workforce housing units. In February 2019 the District sold \$3.98 million certificates.

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.

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 was fully spent in 2018-19.

MARIN COMMUNITY COLLEGE DISTRICT ADOPTION BUDGET 2020-2021

Measure B Building Fund, Series A

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 Series B) and federally-taxable bonds (Series A-1 and Series B-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 Building Fund, Series A.

Measure B Fund, Series A-1

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 Series B) and federally-taxable bonds (Series A-1 and Series B-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 Fund, Series A-1.

Measure B Building Fund, Series B

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 & Series B) and federally-taxable bonds (Series A-1 and Series B-1).

In February 2019, \$70 million in tax exempt bonds were sold, netted against \$172 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 Building Fund, Series B.

MARIN COMMUNITY COLLEGE DISTRICT ADOPTION BUDGET 2020-2021

Measure B Fund, Series B-1

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 Series B) and federally-taxable bonds (Series A-1 and Series B-1).

In February 2019, \$97.5 million in federally-taxable bonds were sold, netted against \$230 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 Fund, Series B-1.

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 2019-20 amounted to \$136 thousand and is projected to be \$141 thousand for 2020-21.

Lease Revenue Bond (LRBs) Interest and Redemption Fund

This fund will be used for the payment of principal and interest on the lease revenue bonds. Debt service for 2019-20 amounted to \$547 thousand and is projected to be \$546 thousand for 2020-21.

Certificates of Participation (COPs) Debt Service Fund

This fund will be used for the payment of principal and interest on the certificates of participation financing. Debt service amounted to \$197 thousand for 2019-20 and is projected to be \$150 thousand for 2020-21.

MARIN COMMUNITY COLLEGE DISTRICT ADOPTION BUDGET 2020-2021

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 Interest and Redemption Fund. Premiums and Cost of Issuance for the bond sales and refinancings have been deposited or paid from the Measure C Bond Interest and Redemption Fund.

This fund is used for the payment of principal and interest on the bond. Debt service for 2019-20 for amounted to \$11.9 million and is projected to be \$12.3 million for 2020-21. 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 Bond Interest and Redemption Fund

Original Issue Premiums of \$8.1 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 and Redemption Fund. Premiums and Cost of Issuance for the bond sales have been deposited or paid from the Measure B Bond Interest and Redemption Fund.

This fund will be used for the payment of principal and interest on the bond. Debt service for 2019-20 amounted to \$19.6 million and is projected to be \$12.9 million for 2020-21. Expenditures are covered by proceeds of the ad valorem property tax which is billed and collected by the Marin County Tax Assessor's Office.

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 anticipates a small rate change for 2020-21.

MARIN COMMUNITY COLLEGE DISTRICT ADOPTION BUDGET 2020-2021

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. The district contributed \$500 thousand to the trust for 2019-20.

Other Post-Employment Benefits (OPEB) Trust Fund - CERBT

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. The earnings from the irrevocable OPEB trust fund has allowed the District to begin funding retiree benefits entirely from the trust beginning in the 2016-17 Fiscal Year.

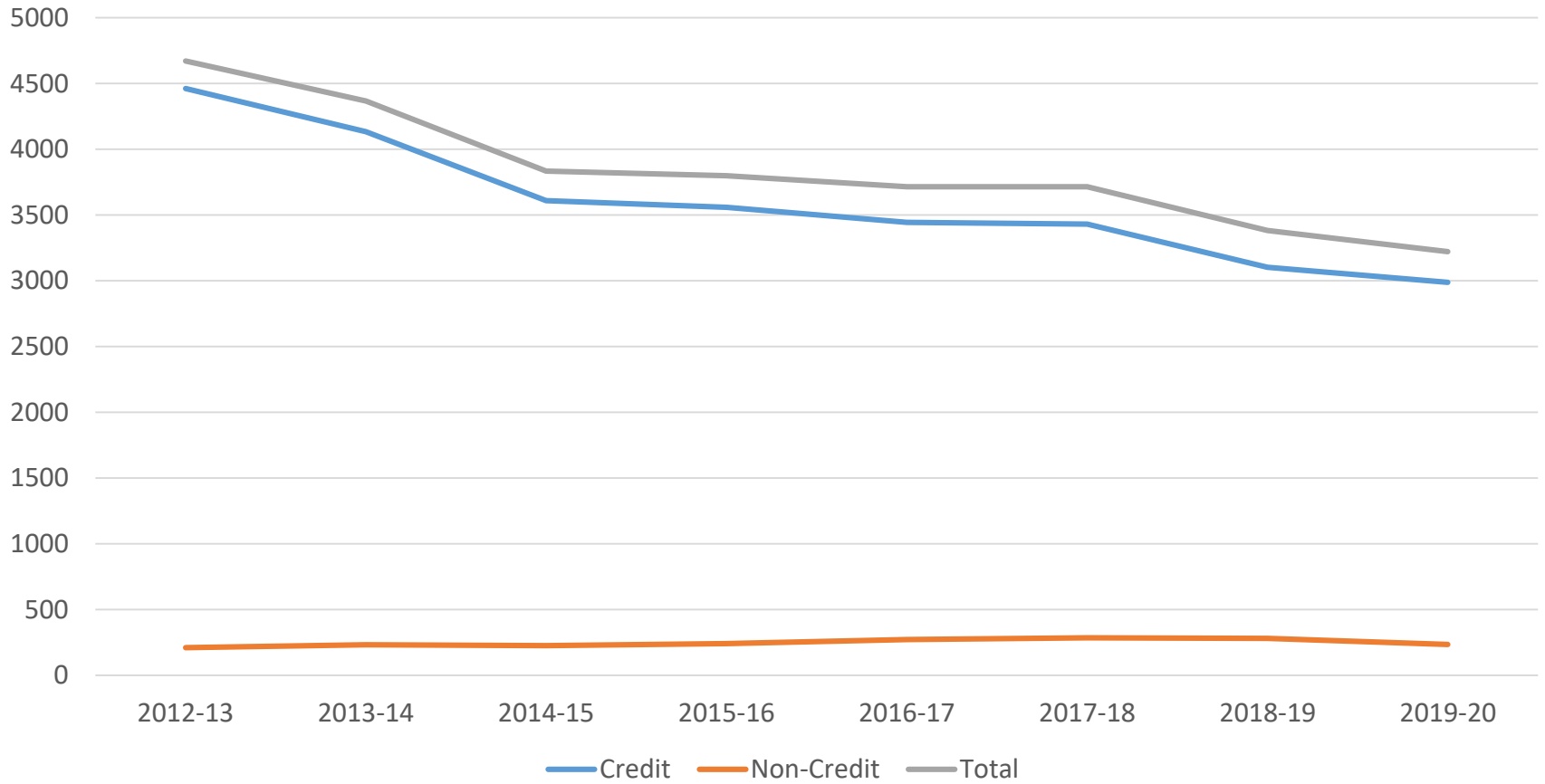
The FY 2020-21 Adoption Budget includes "pay-as-you-go" reimbursements from the trust fund for its retiree medical and dental premium payments.

In 2019-20, an actuarial study was completed under the GASB 75 standards. The report dated May 21, 2020 showed that as of June 30, 2019 valuation date, the District's Total OPEB Liability (TOL) was \$2.0 million and the OPEB trust's Fiduciary Net Position (FNP) was \$3.1 million. This leaves a Net OPEB Liability (NOL) of (\$1.1) million.

Other Agency Fund

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 (2015-16) the District has received \$750 thousand from the State and disbursed all of the funds to the members of the Marin Consortium. As of June 30, 2020, the fund balance is projected to consist of \$4 thousand in interest.

MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021
FTES TREND – FISCAL YEARS 2013-2020



**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

PART II - FTES STATISTICS, 2012-13 TO 2019-20

FTES DATA

FTES	2012-13	% CH.	2013-14	% CH.	2014-15	% CH.	2015-16	% CH.
Credit	4,462	-6.6%	4,134	-7.4%	3,609	-12.7%	3,558	-1.4%
Non-Credit	209	-11.4%	232	11.0%	225	-3.0%	241	7.1%
TOTAL	4,671	-6.9%	4,366	-6.5%	3,834	-12.2%	3,799	-0.9%

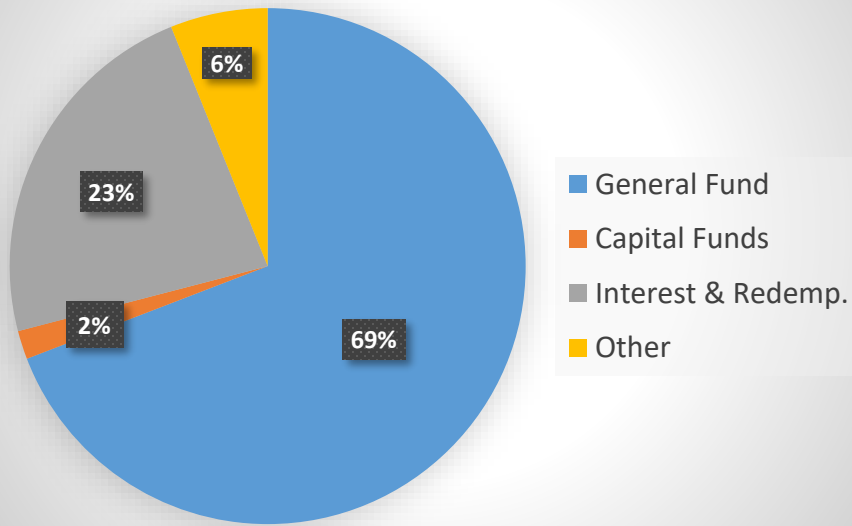
FTES	2016-17	% CH.	2017-18	% CH.	2018-19	% CH.	(a) 2019-20	% CH.
Credit	3,444	-3.2%	3,431	-0.4%	3,102	-9.6%	2,987	-3.7%
Non-Credit	271	12.4%	285	5.2%	280	-1.8%	235	-16.1%
TOTAL	3,715	-2.2%	3,716	0.0%	3,382	-9.0%	3,222	-4.7%

FTES

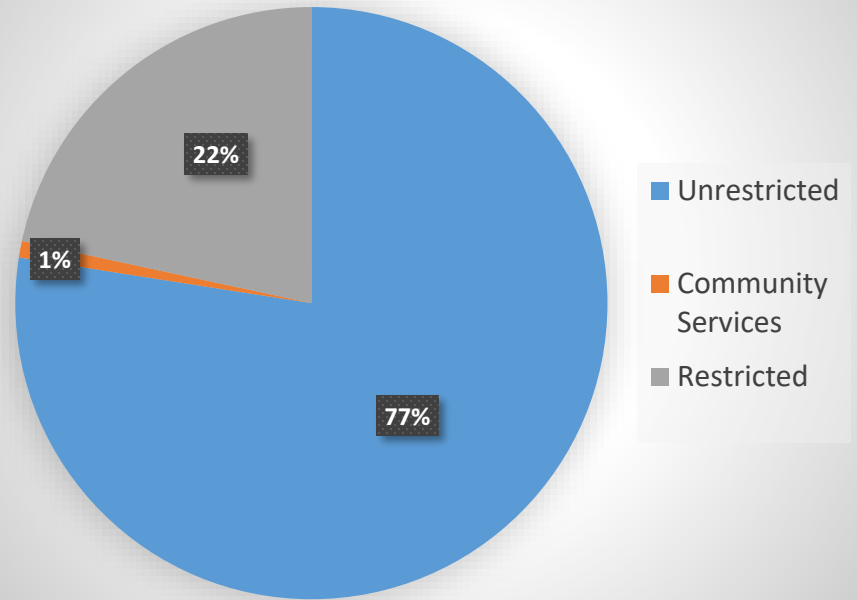
(a) CCFS-320 as of July 20, 2020

MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021
SOURCES OF BUDGETED REVENUES

Sources of Revenues – All Funds



Sources of General Fund Revenues



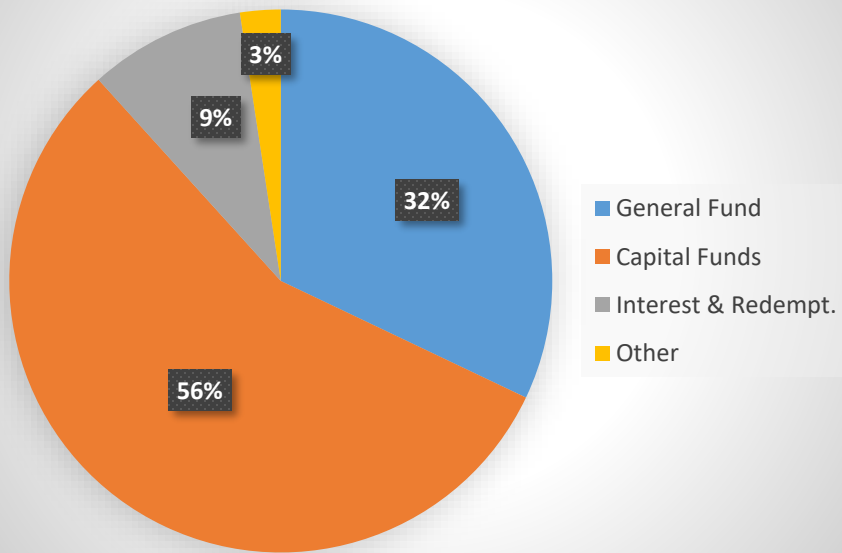
**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

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

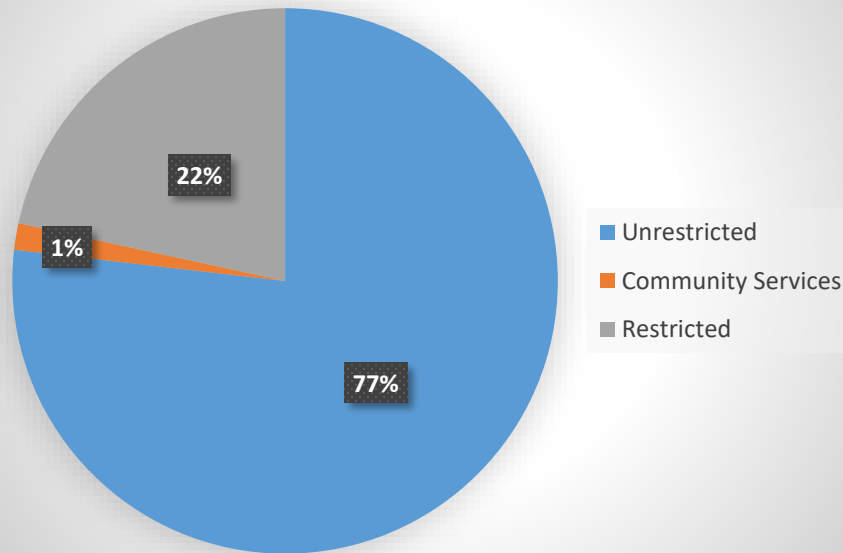
FISCAL YEAR					
	REVENUE SUMMARY	ACTUAL 2017-2018	ACTUAL 2018-2019	ESTIMATED 2019-2020	ADOPTION BUDGET 2020-2021
FUND TITLE					
UNRESTRICTED GENERAL FUND		\$ 61,430,139	\$ 67,466,451	\$ 67,349,135	\$ 69,481,808
COMMUNITY SERVICES		903,595	985,004	723,357	807,523
RESTRICTED GENERAL FUND		10,582,138	9,711,976	10,343,237	19,401,165
TOTAL GENERAL FUND		<u>72,915,872</u>	<u>78,163,431</u>	<u>78,415,729</u>	<u>89,690,496</u>
SCHOLARSHIP AND LOAN TRUST FUND		220,533	326,138	263,636	530,000
STUDENT FINANCIAL AID TRUST FUND		4,028,733	3,889,042	4,613,853	4,055,000
INVESTMENT TRUST FUND		83,394	92,465	104,185	153,000
CHILD DEVELOPMENT FUND		882,633	897,475	816,681	744,171
IVC ORGANIC FARM FUND		234,610	246,872	274,725	184,833
SOLAR OPERATIONS FUND		-	-	360,025	120,000
WORKFORCE HOUSING OPERATIONS FUND		-	49,080	114,112	100,000
CAPITAL OUTLAY FUND		306,415	997,595	5,573,899	8,611,652
LEASE REVENUE BOND (LRBs) PROJECTS FUND		7,729,246	8,090	1,545	-
CERTIFICATES OF PARTICIPATION (COPs) PROJECTS FUND		-	4,196,710	42,504	60,000
MEASURE C BUILDING FUND		1,844	373	-	-
MEASURE B BUILDING FUND, SERIES A		459,758	433,169	46,318	-
MEASURE B FUND, SERIES A-1		342,533	547,883	590,485	400,000
MEASURE B BUILDING FUND, SERIES B		-	70,436,675	1,219,454	750,000
MEASURE B FUND, SERIES B-1		-	98,120,078	2,029,401	1,000,000
HAMILTON REDEVELOPMENT BOND REDEMPTION FUND		249,051	225,277	3,491,829	205,738
LEASE REVENUE BOND (LRBs) INTEREST & REDEMPTION FUND		545,034	560,060	565,658	555,000
CERTIFICATES OF PARTICIPATION (COPs) DEBT SERVICE FUND		-	200,000	203,076	154,000
MEASURE C INTEREST/REDEMPTION FUND		19,091,607	14,683,979	11,588,155	12,375,000
MEASURE B INTEREST/REDEMPTION FUND		13,268,884	17,927,417	12,294,031	16,475,000
SELF-INSURANCE FUND		697,278	711,248	683,284	580,000
PARS-CCLC PENSION RATE STABILIZATION TRUST FUND		4,163,162	908,120	824,763	1,300,000
OTHER POST EMPLOYMENT BENEFITS (OPEB) TRUST FUND		217,592	216,016	194,461	20,000
AGENCY FUND - ADULT EDUCATION BLOCK GRANT		1,244	80	95	80
ASSOCIATED STUDENTS ORGANIZATIONS		128,695	125,592	113,835	129,825
TOTAL - ALL FUNDS		<u>\$ 125,568,118</u>	<u>\$ 293,962,865</u>	<u>\$ 124,425,739</u>	<u>\$ 138,193,795</u>

MARIN COMMUNITY COLLEGE DISTRICT
 ADOPTION BUDGET 2020-2021
 SOURCES OF BUDGETED EXPENDITURES

Sources of Expenditures – All Funds



Sources of General Fund Expenditures

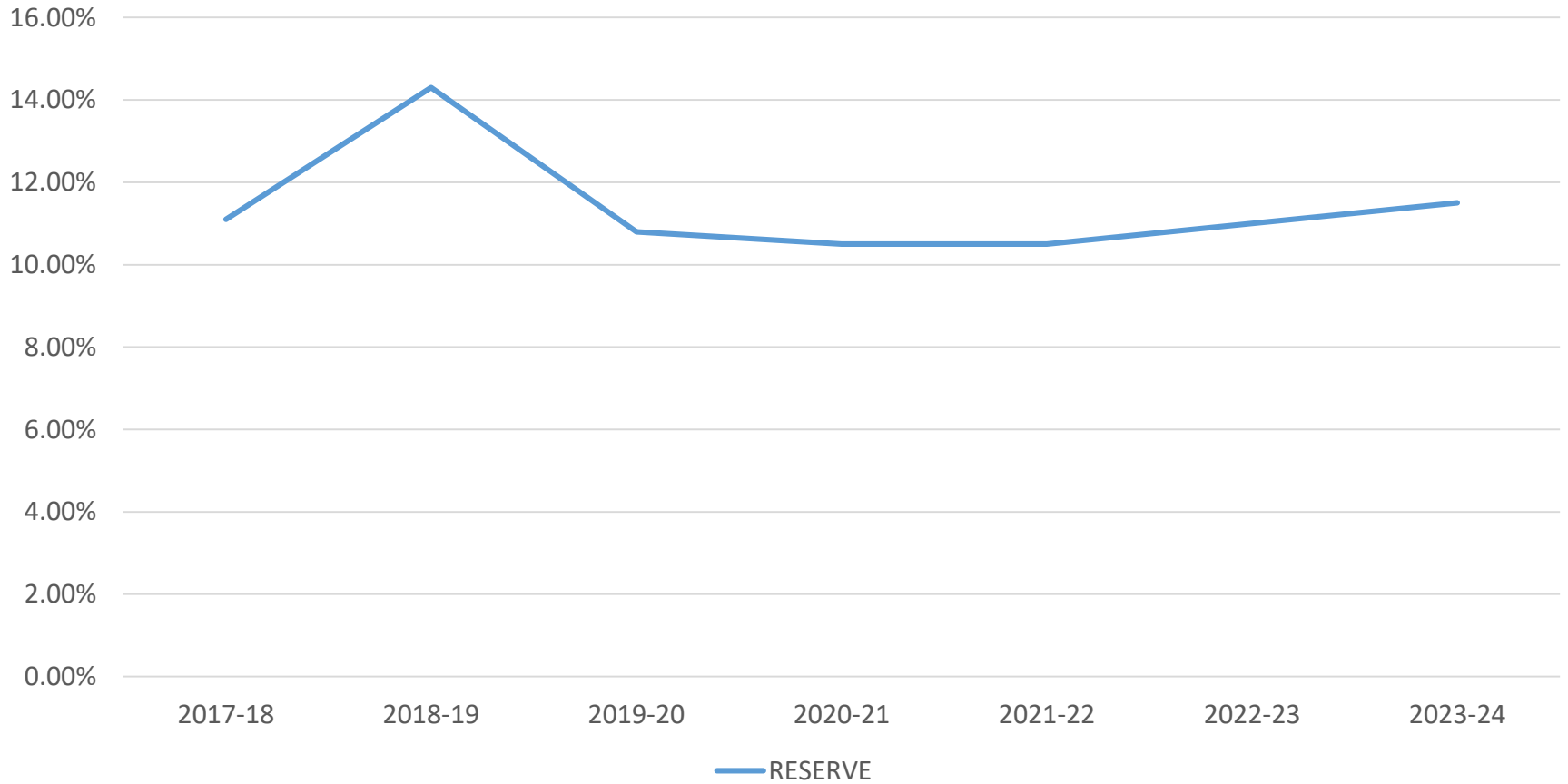


**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

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

FISCAL YEAR				
EXPENDITURE SUMMARY	ACTUAL 2017-2018	ACTUAL 2018-2019	ESTIMATED 2019-2020	ADOPTION BUDGET 2020-2021
FUND TITLE				
UNRESTRICTED GENERAL FUND	\$ 64,084,132	\$ 65,025,074	\$ 68,450,336	\$ 69,005,850
COMMUNITY SERVICES	1,475,513	1,455,740	1,326,543	1,407,523
RESTRICTED GENERAL FUND	10,582,138	9,711,976	10,343,237	19,401,165
TOTAL GENERAL FUND	76,141,783	76,192,790	80,120,116	89,814,538
SCHOLARSHIP AND LOAN TRUST FUND	192,064	222,729	157,767	284,239
STUDENT FINANCIAL AID TRUST FUND	4,028,733	3,889,042	4,613,853	4,055,000
INVESTMENT TRUST FUND	1,503	16,352	30,342	253,000
CHILD DEVELOPMENT FUND	882,633	897,475	816,681	744,171
IVC ORGANIC FARM FUND	232,292	252,859	274,725	184,833
SOLAR OPERATIONS FUND	-	-	113,258	126,767
WORKFORCE HOUSING OPERATIONS FUND	-	-	-	10,000
CAPITAL OUTLAY FUND	63,403	1,304,513	4,814,112	8,480,216
LEASE REVENUE BOND (LRBs) PROJECTS FUND	6,560,589	1,002,247	100,972	75,073
CERTIFICATES OF PARTICIPATION (COPs) PROJECTS FUND	-	267,737	10,183	4,021,294
MEASURE C BUILDING FUND	290,820	321,396	-	-
MEASURE B BUILDING FUND, SERIES A	25,122,190	30,419,131	656,363	44,437
MEASURE B FUND, SERIES A-1	2,239,327	3,838,281	8,533,745	17,239,097
MEASURE B BUILDING FUND, SERIES B	-	172,000	33,374,453	38,412,039
MEASURE B FUND, SERIES B-1	-	230,000	144,522	96,790,692
HAMILTON REDEVELOPMENT BOND REDEMPTION FUND	119,294	125,243	137,888	142,738
LEASE REVENUE BOND (LRBs) INTEREST & REDEMPTION FUND	-	539,456	548,756	548,057
CERTIFICATES OF PARTICIPATION (COPs) DEBT SERVICE FUND	-	-	199,428	152,294
MEASURE C INTEREST/REDEMPTION FUND	10,886,566	12,442,456	11,923,033	12,335,150
MEASURE B INTEREST/REDEMPTION FUND	3,484,555	14,861,808	19,572,532	12,867,584
SELF-INSURANCE FUND	624,146	643,308	494,638	590,500
PARS-CCLC PENSION RATE STABILIZATION TRUST FUND	4,307	10,538	12,908	12,000
OTHER POST EMPLOYMENT BENEFITS (OPEB) TRUST FUND	434,123	384,992	370,799	377,610
AGENCY FUND - ADULT EDUCATION BLOCK GRANT	269,958	-	-	-
ASSOCIATED STUDENTS ORGANIZATIONS	105,049	95,385	68,344	129,825
TOTAL - ALL FUNDS	\$ 131,683,335	\$ 148,129,738	\$ 167,089,418	\$ 287,691,154

MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021
RESERVE – FISCAL YEARS 2018-2024

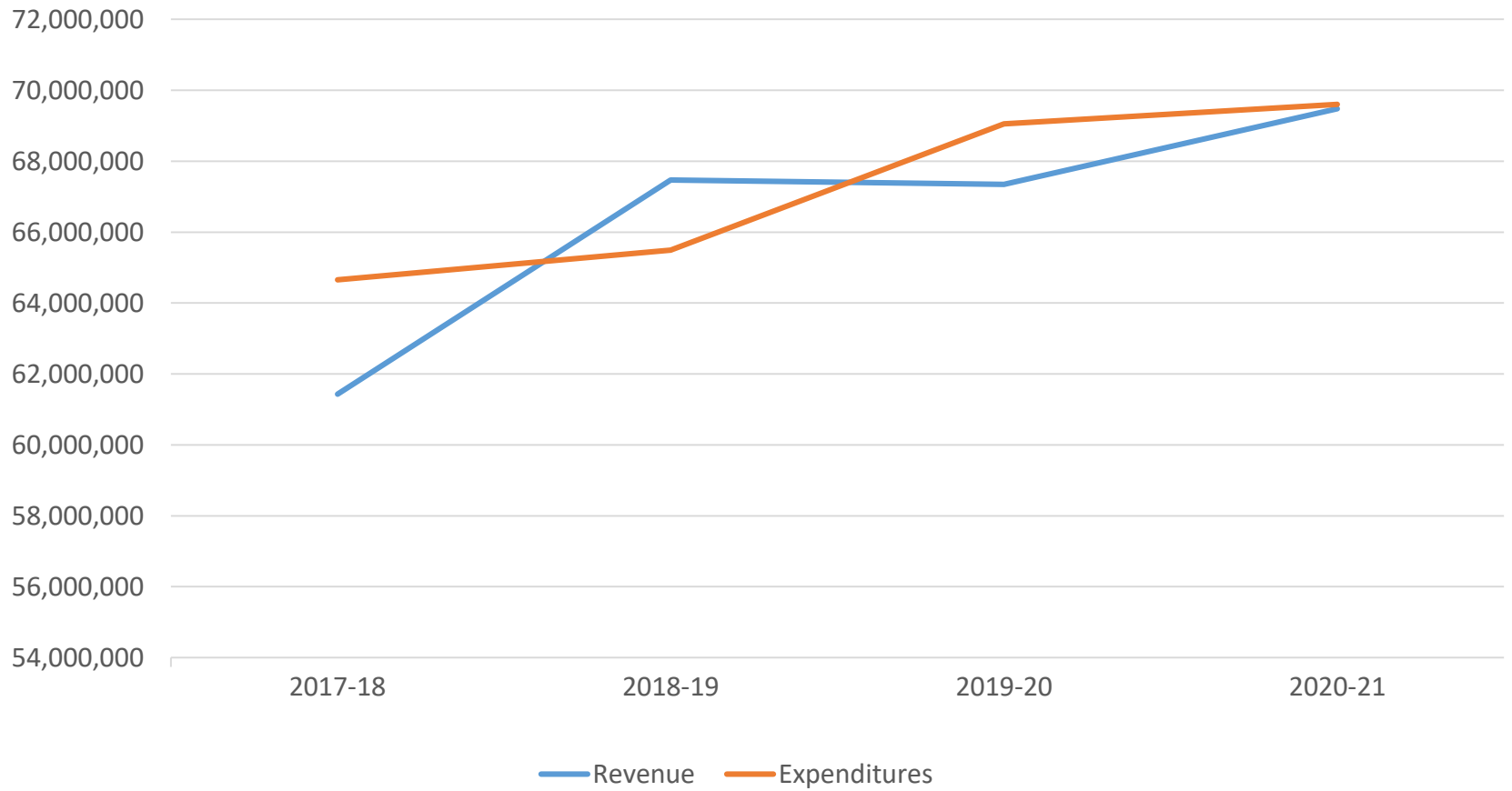


**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

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

FISCAL YEAR	ACTUAL 2017-2018	ACTUAL 2018-2019	ESTIMATED 2019-2020	ADOPTION BUDGET 2020-2021	BUDGET FORECAST 2021-2022	BUDGET FORECAST 2022-2023	BUDGET FORECAST 2023-2024
SOURCES OF FUNDS							
BEGINNING FUND BALANCE	\$ 10,396,668	\$ 7,170,757	\$ 9,141,398	\$ 7,437,011	\$ 7,312,969	\$ 7,443,379	\$ 8,102,428
REVENUES							
PROGRAM-BASED FUNDING	56,756,601	60,198,485	61,888,991	64,137,337	65,329,506	66,780,875	68,505,762
FEDERAL	252	405	330	-	-	-	-
OTHER STATE	2,827,924	4,994,180	3,590,185	3,646,329	3,646,329	3,646,329	3,646,329
OTHER LOCAL	1,215,677	1,391,159	1,501,515	1,323,332	1,478,674	1,541,766	1,607,996
OTHER FINANCING SOURCES	629,685	882,222	368,114	374,810	300,374	2,040,368	1,849,045
TOTAL REVENUE	61,430,139	67,466,451	67,349,135	69,481,808	70,754,883	74,009,338	75,609,132
TOTAL SOURCES	71,826,807	74,637,208	76,490,533	76,918,819	78,067,852	81,452,717	83,711,560
USE OF FUNDS							
SALARIES	34,265,136	35,751,215	36,375,057	37,592,122	39,421,865	40,491,954	41,565,430
BENEFITS	14,769,245	17,405,824	16,312,978	17,768,457	18,759,281	20,120,947	20,672,540
TOTAL SALARIES & BENEFITS	49,034,381	53,157,039	52,688,035	55,360,579	58,181,146	60,612,901	62,237,970
FIXED EXPENSES	2,262,736	2,256,980	2,040,305	2,208,018	2,309,572	2,416,747	2,529,920
OTHER OPERATING	4,638,310	4,935,522	5,001,480	5,978,653	5,923,119	6,173,696	6,174,288
CAPITAL OUTLAY	684,919	258,013	285,500	258,596	265,061	271,688	278,480
OTHER OUTGO	7,463,786	4,417,520	8,435,016	5,200,004	3,395,575	3,375,257	3,395,608
TOTAL EXPENDITURES	15,049,751	11,868,035	15,762,301	13,645,271	11,893,327	12,237,388	12,378,296
TOTAL USES	64,084,132	65,025,074	68,450,336	69,005,850	70,074,473	72,850,289	74,616,266
SOURCES OVER (UNDER) USES	7,742,675	9,612,134	8,040,197	7,912,969	7,993,379	8,602,428	9,095,294
TRANSFER IN (OUT)	(571,918)	(470,736)	(603,186)	(600,000)	(550,000)	(500,000)	(450,000)
ENDING FUND BALANCE	\$ 7,170,757	\$ 9,141,398	\$ 7,437,011	\$ 7,312,969	\$ 7,443,379	\$ 8,102,428	\$ 8,645,294
RESERVE	11.1%	14.0%	10.8%	10.5%	10.5%	11.0%	11.5%
EXCESS/(DEFICIENCY) OF REVENUES OVER EXPENDITURES	\$ (3,225,911)	\$ 1,970,641	\$ (1,704,387)	\$ (124,042)	\$ 130,410	\$ 659,049	\$ 542,866

MARIN COMMUNITY COLLEGE DISTRICT ADOPTION BUDGET 2020-2021 REVENUE AND EXPENDITURE TRENDS



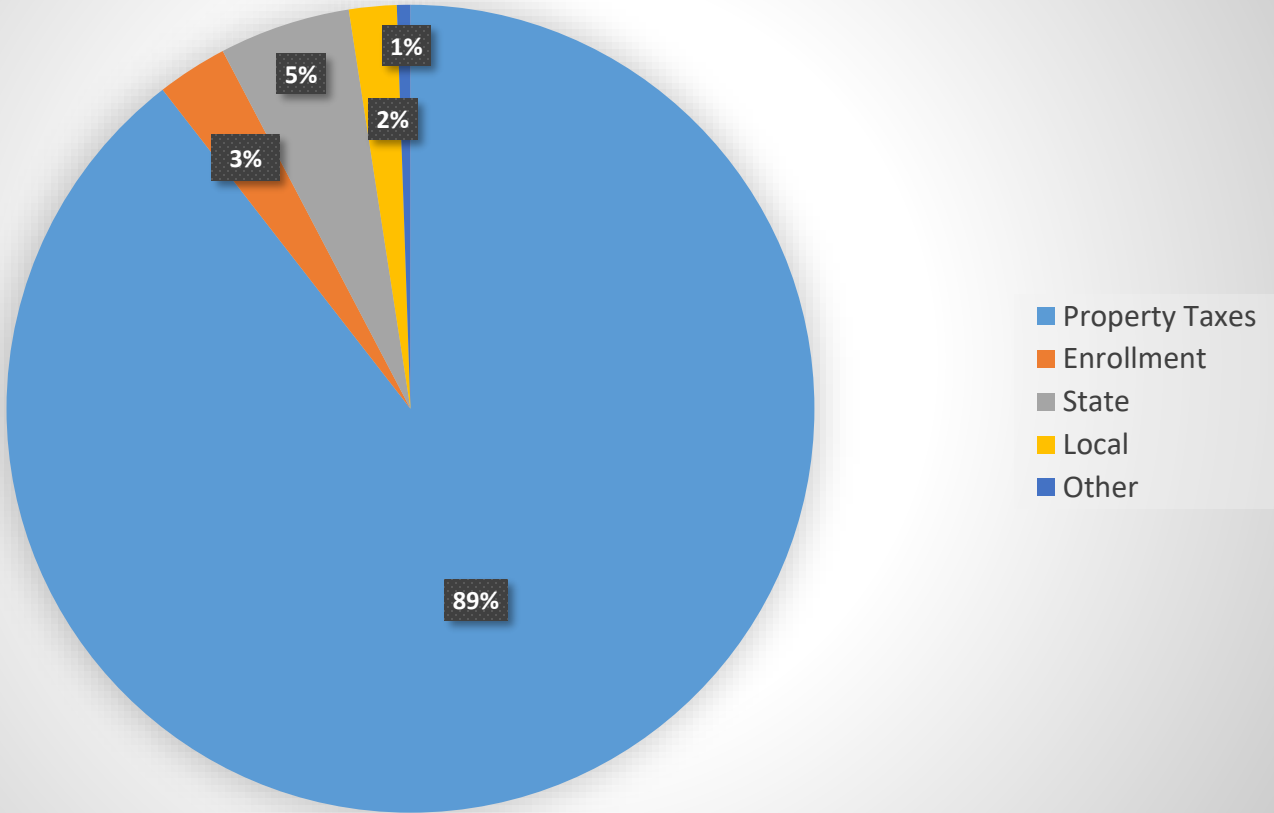
**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

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

FISCAL YEAR	ACTUAL 2017-2018	ACTUAL 2018-2019	ESTIMATED 2019-2020	ADOPTION BUDGET 2020-2021	% CHANGE
SOURCES OF FUNDS					
BEGINNING FUND BALANCE	\$ 10,396,668	\$ 7,170,757	\$ 9,141,398	\$ 7,437,011	-18.6%
REVENUES					
PROGRAM-BASED FUNDING	\$ 56,756,601	\$ 60,198,485	\$ 61,888,991	\$ 64,137,337	3.6%
FEDERAL	252	405	330	-	-100.0%
OTHER STATE	2,827,924	4,994,180	3,590,185	3,646,329	1.6%
OTHER LOCAL	1,215,677	1,391,159	1,501,515	1,323,332	-11.9%
OTHER FINANCING SOURCES	629,685	882,222	368,114	374,810	1.8%
TOTAL REVENUE	61,430,139	67,466,451	67,349,135	69,481,808	3.2%
TOTAL SOURCES	71,826,807	74,637,208	76,490,533	76,918,819	0.6%
USE OF FUNDS					
SALARIES	34,265,136	35,751,215	36,375,057	37,592,122	3.3%
BENEFITS	14,769,245	17,405,824	16,312,978	17,768,457	8.9%
TOTAL SALARIES & BENEFITS	49,034,381	53,157,039	52,688,035	55,360,579	5.1%
FIXED EXPENSES	2,262,736	2,256,980	2,040,305	2,208,018	8.2%
OTHER OPERATING	4,638,310	4,935,522	5,001,480	5,978,653	19.5%
CAPITAL OUTLAY	684,919	258,013	285,500	258,596	-9.4%
OTHER OUTGO	7,463,786	4,417,520	8,435,016	5,200,004	-38.4%
TOTAL OTHER EXPENSES	15,049,751	11,868,035	15,762,301	13,645,271	-13.4%
TOTAL USES	64,084,132	65,025,074	68,450,336	69,005,850	0.8%
SOURCES OVER/(UNDER) USES	7,742,675	9,612,134	8,040,197	7,912,969	-1.6%
TRANSFER IN (OUT)	(571,918)	(470,736)	(603,186)	(600,000)	-0.5%
ENDING FUND BALANCE	\$ 7,170,757	\$ 9,141,398	\$ 7,437,011	\$ 7,312,969	-1.7%
RESERVE	11.1%	14.0%	10.8%	10.5%	
EXCESS/(DEFICIENCY) OF REVENUES OVER EXPENDITURES	\$ (3,225,911)	\$ 1,970,641	\$ (1,704,387)	\$ (124,042)	

MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021

Unrestricted Fund - Budgeted Revenues



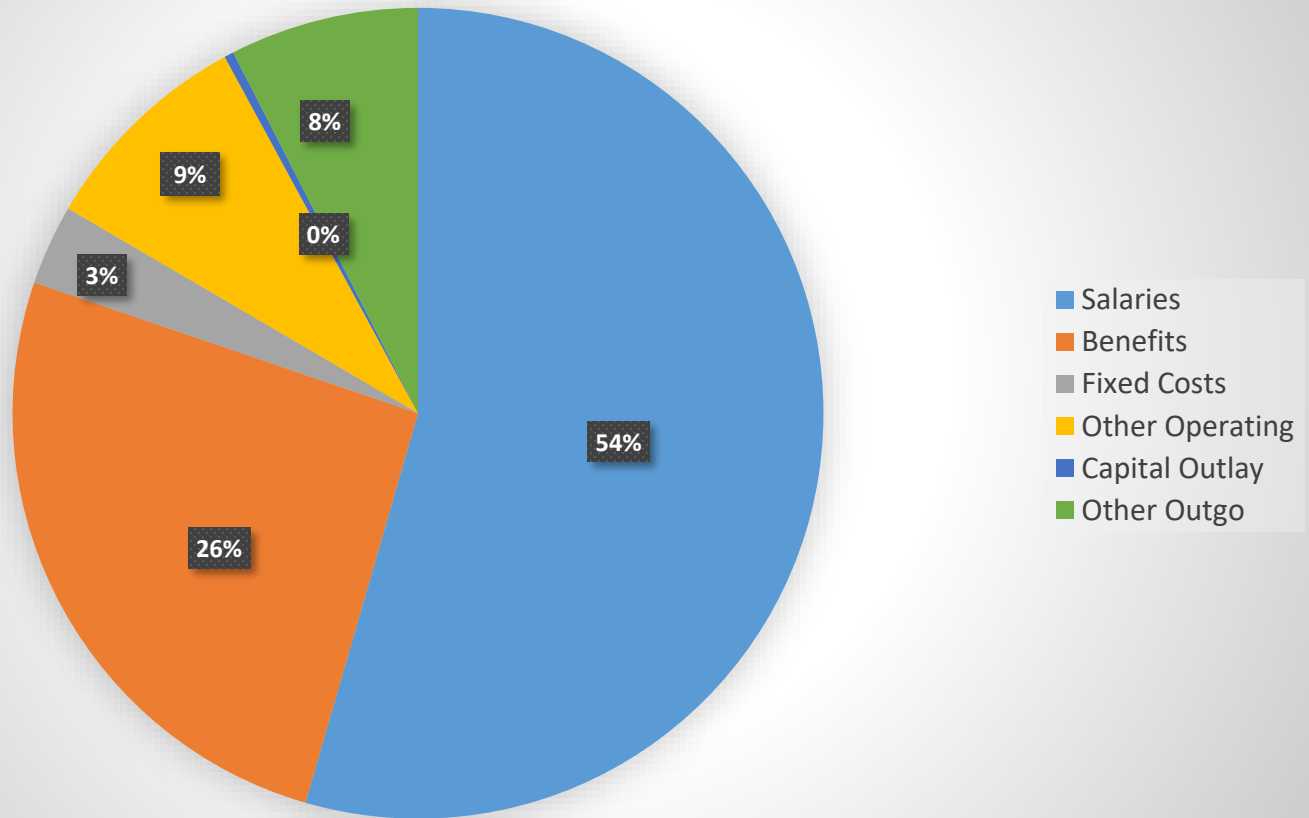
**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

**PART IV - UNRESTRICTED GENERAL FUND
C. STATEMENT OF SOURCES OF FUNDS**

FISCAL YEAR	ACTUAL 2017-2018	ACTUAL 2018-2019	ESTIMATED 2019-2020	ADOPTION BUDGET 2020-2021	% CHANGE
PROGRAM-BASED FUNDING					
STATE APPORTIONMENT	\$ 264,036	\$ 220,374	\$ 137,515	\$ -	-100.0%
STATE SUBVENTIONS	261,264	258,505	257,184	250,940	-2.4%
TOTAL	525,300	478,879	394,699	250,940	-36.4%
PROPERTY TAXES					
SECURED	51,554,741	54,980,565	56,639,902	59,405,675	4.9%
SUPPLEMENTAL	1,238,242	1,239,551	1,247,569	1,197,569	-4.0%
UNSECURED	987,406	1,015,258	1,126,970	1,137,276	0.9%
PRIOR-YEAR	74,302	75,593	85,908	85,908	0.0%
RDA	341,340	401,802	453,380	100,000	-77.9%
TOTAL TAXES	54,196,031	57,712,769	59,553,729	61,926,428	4.0%
ENROLLMENT FEES	2,035,270	2,006,837	1,940,563	1,959,969	1.0%
TOTAL PROGRAM-BASED	56,756,601	60,198,485	61,888,991	64,137,337	3.6%
FEDERAL REVENUE	252	405	330	-	-100.0%
STATE REVENUE					
STRS/PERS "ON-BEHALF" PAYMENTS	1,505,420	3,556,755	2,334,233	2,400,000	2.8%
OTHER STATE	1,322,504	1,437,425	1,255,952	1,246,329	-0.8%
TOTAL STATE	2,827,924	4,994,180	3,590,185	3,646,329	1.6%
LOCAL REVENUE					
INTEREST	119,582	179,993	286,005	200,000	-30.1%
NON-RESIDENCE FEES	690,440	884,422	942,900	942,900	0.0%
OTHER STUDENT CHARGES	41,238	30,554	26,958	27,497	2.0%
NON-RESIDENCE INSURANCE	12,786	-	-	-	0.0%
MISCELLANEOUS	351,631	296,190	245,652	152,935	-37.7%
	1,215,677	1,391,159	1,501,515	1,323,332	-11.9%
OTHER FINANCING SOURCES	629,685	882,222	368,114	374,810	1.8%
TOTAL REVENUE	\$ 61,430,139	\$ 67,466,451	\$ 67,349,135	\$ 69,481,808	3.2%

MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021

Unrestricted Fund - Budgeted Expenditures



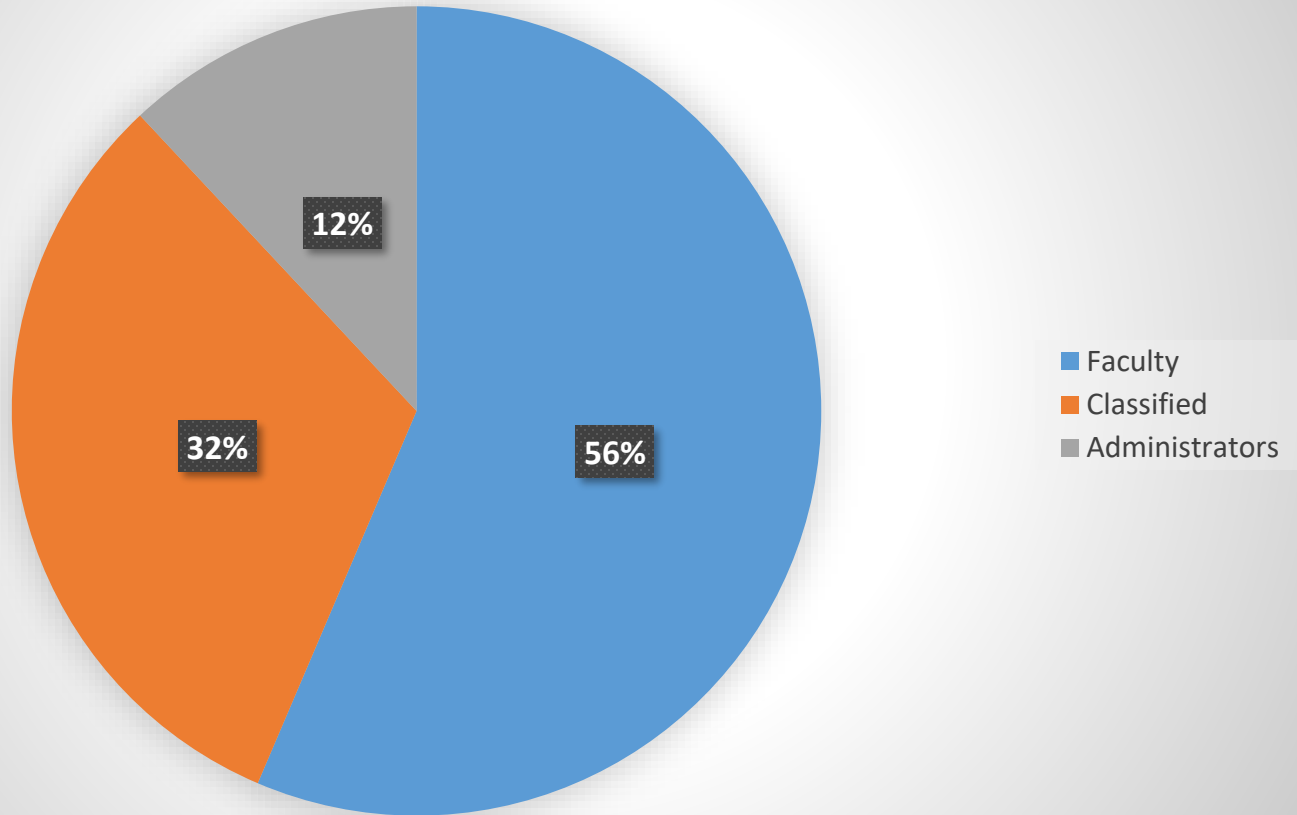
**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

**PART IV - UNRESTRICTED GENERAL FUND
D. STATEMENT OF USES OF FUNDS**

FISCAL YEAR	ACTUAL 2017-2018	ACTUAL 2018-2019	ESTIMATED 2019-2020	ADOPTION BUDGET 2020-2021	% CHANGE
USE OF FUNDS					
SALARIES	\$ 34,265,136	\$ 35,751,215	\$ 36,375,057	\$ 37,592,122	3.3%
BENEFITS	14,769,245	17,405,824	16,312,978	17,768,457	8.9%
TOTAL SALARIES & BENEFITS	49,034,381	53,157,039	52,688,035	55,360,579	5.1%
FIXED EXPENSES	2,262,736	2,256,980	2,040,305	2,208,018	8.2%
OTHER OPERATING	4,638,310	4,935,522	5,001,480	5,978,653	19.5%
CAPITAL OUTLAY	684,919	258,013	285,500	258,596	-9.4%
OTHER OUTGO	7,463,786	4,417,520	8,435,016	5,200,004	-38.4%
TOTAL OTHER EXPENSES	15,049,751	11,868,035	15,762,301	13,645,271	-13.4%
TOTAL USES	\$ 64,084,132	\$ 65,025,074	\$ 68,450,336	\$ 69,005,850	0.8%

MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021

Unrestricted Fund - Budgeted Salaries



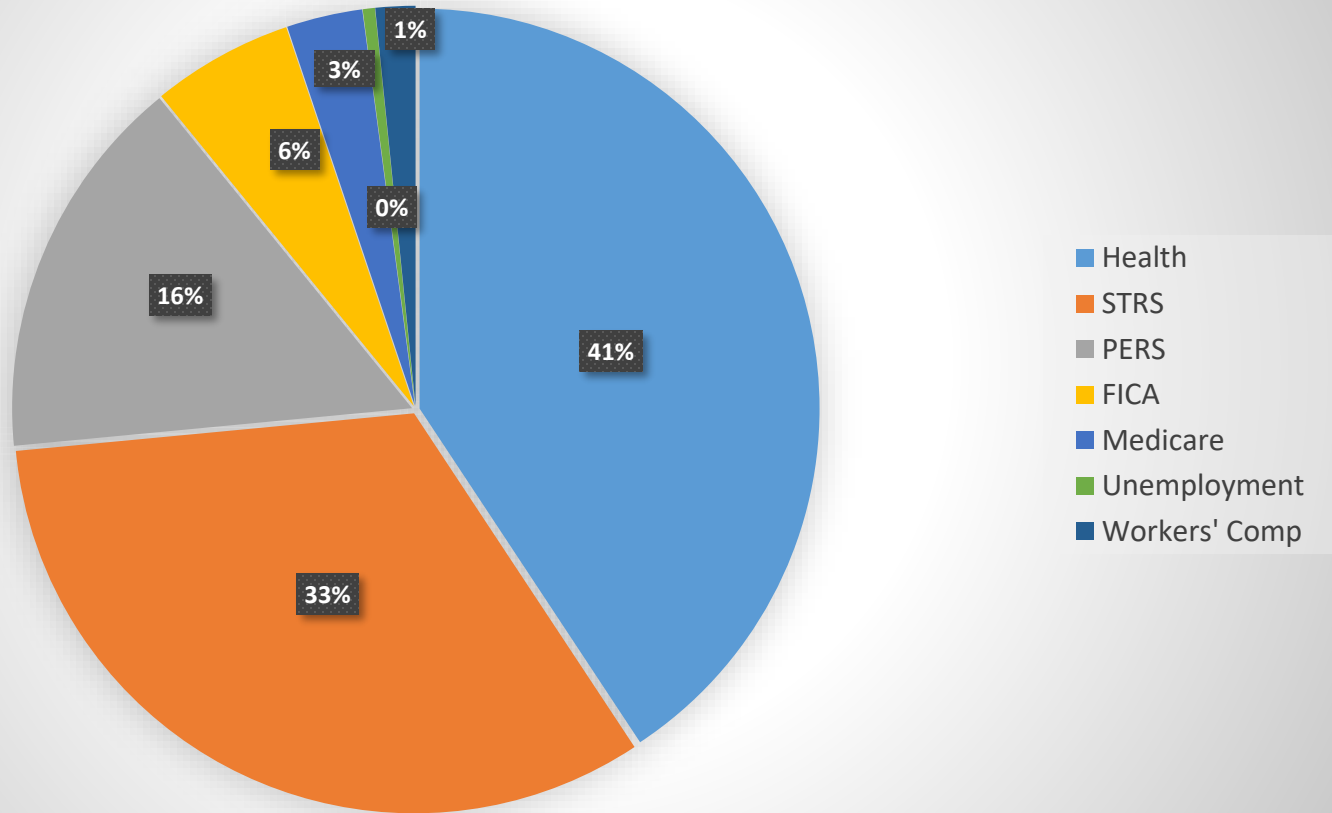
**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

**PART IV - UNRESTRICTED GENERAL FUND
SALARY ANALYSIS**

FISCAL YEAR					
	ACTUAL	ACTUAL	ESTIMATED	ADOPTION	%
	2017-2018	2018-2019	2019-2020	BUDGET	CHANGE
				2020-2021	
SALARIES					
FACULTY					
INSTRUCTORS-REGULAR	\$ 9,934,481	\$ 9,885,691	\$ 9,877,659	\$ 10,069,165	1.9%
INSTRUCTORS-HOURLY	7,888,779	8,472,369	8,291,487	8,772,282	5.8%
NON-INSTRUCTORS-REGULAR	1,454,897	1,480,930	1,458,186	1,269,406	-12.9%
NON-INSTRUCTORS-HOURLY	823,364	797,990	1,079,391	1,097,916	1.7%
FACULTY	20,101,521	20,636,980	20,706,723	21,208,769	2.4%
CLASSIFIED					
STAFF - REGULAR	8,816,345	9,447,824	9,607,393	9,954,735	3.6%
INSTRUCTIONAL - REGULAR	952,605	921,909	960,863	1,132,175	17.8%
HOURLY INST./NON INST.	593,011	600,584	568,086	645,388	13.6%
OVERTIME	111,789	114,041	146,465	150,859	3.0%
CLASSIFIED	10,473,750	11,084,358	11,282,807	11,883,157	5.3%
ADMINISTRATORS					
ACADEMIC	1,959,273	1,995,475	2,149,276	2,181,886	1.5%
CLASSIFIED	1,730,592	2,034,402	2,236,251	2,318,310	3.7%
ADMINISTRATORS	3,689,865	4,029,877	4,385,527	4,500,196	2.6%
TOTAL SALARIES	\$ 34,265,136	\$ 35,751,215	\$ 36,375,057	\$ 37,592,122	3.3%

MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021

Unrestricted Fund - Budgeted Benefits



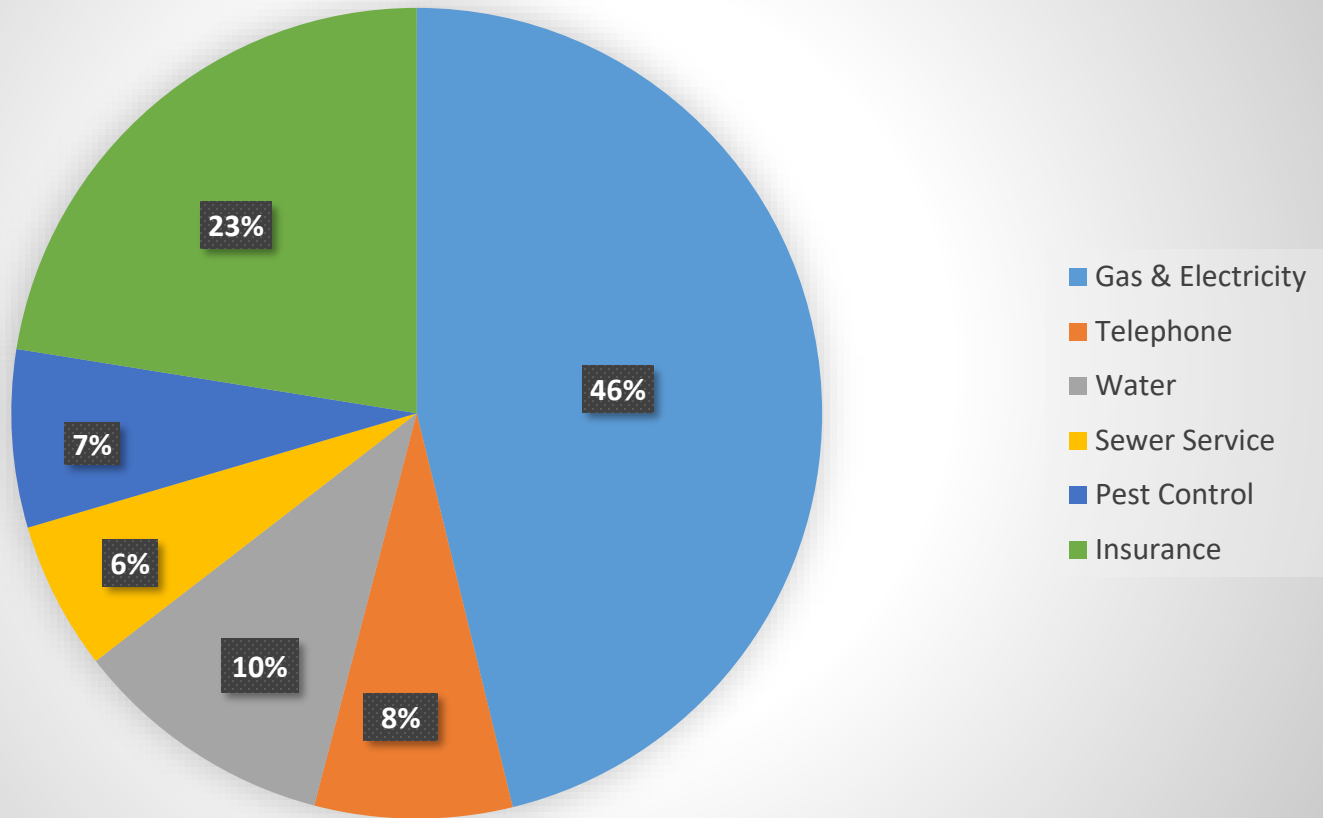
**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

**PART IV - UNRESTRICTED GENERAL FUND
BENEFIT ANALYSIS**

FISCAL YEAR	ACTUAL 2017-2018	ACTUAL 2018-2019	ESTIMATED 2019-2020	ADOPTION BUDGET 2020-2021	% CHANGE
PUBLIC RETIREMENT					
STRS	\$ 4,258,186	\$ 5,772,911	\$ 5,428,142	\$ 5,826,902	7.3%
PERS	2,230,642	3,268,849	2,648,799	2,774,880	4.8%
FICA	866,995	950,922	983,651	1,015,121	3.2%
MEDICARE	487,512	506,558	515,348	545,085	5.8%
UNEMPLOYMENT	57,543	49,353	59,048	87,591	48.3%
WORKERS COMP. INS.	307,749	302,897	289,470	286,075	-1.2%
SERP - FACULTY	73,210	73,210	-	-	0.0%
SERP - CLASSIFIED	220,448	154,146	-	-	0.0%
SERP - ADMINISTRATORS	65,435	39,075	-	-	0.0%
TOTAL	8,567,720	11,117,921	9,924,458	10,535,654	6.2%
 HEALTH PROTECTION	 6,201,525	 6,287,903	 6,388,520	 7,232,803	 13.2%
 TOTAL BENEFITS	 \$ 14,769,245	 \$ 17,405,824	 \$ 16,312,978	 \$ 17,768,457	 8.9%

MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021

Unrestricted Fund - Budgeted Fixed Expenses



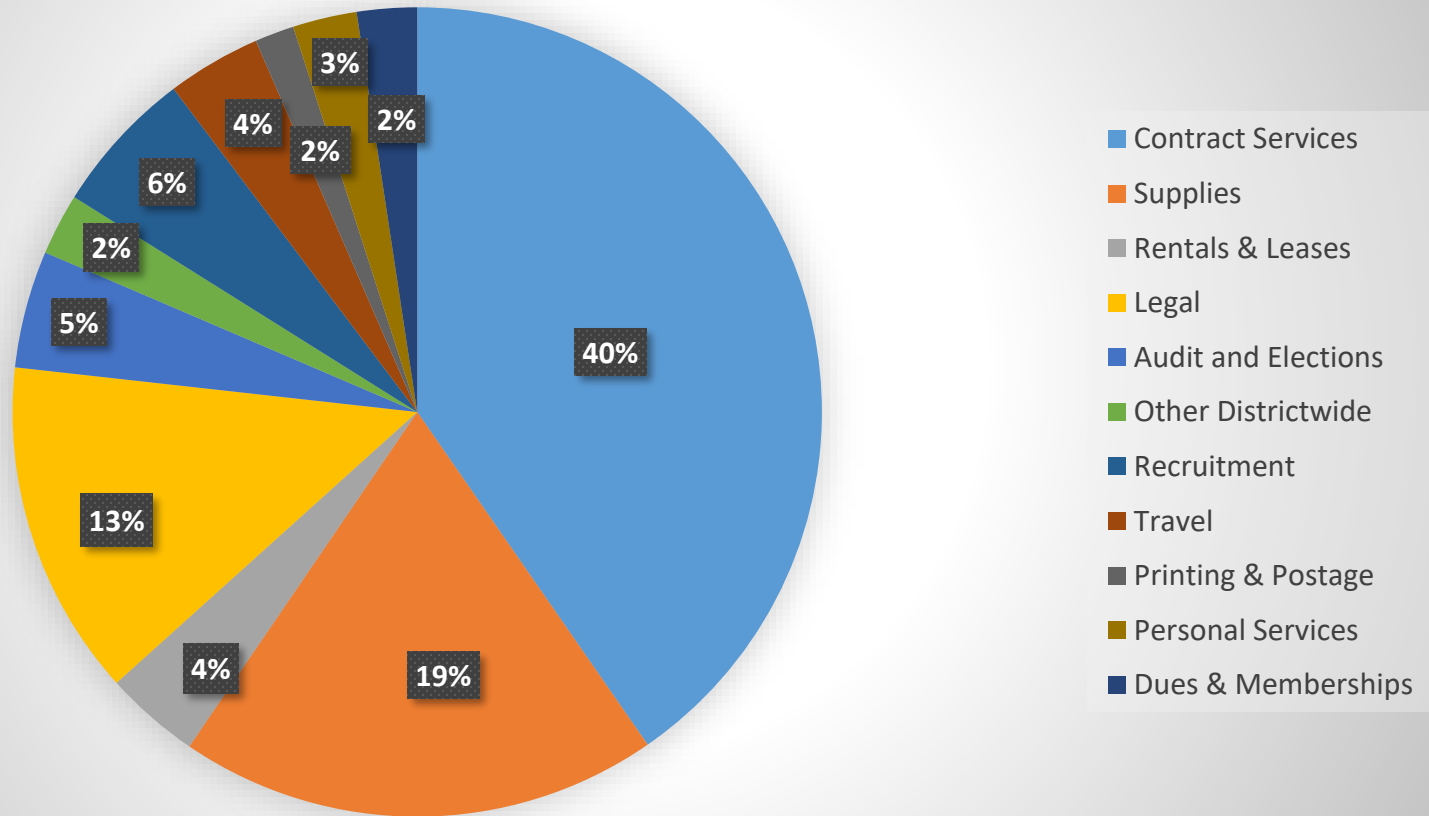
**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

**PART IV - UNRESTRICTED GENERAL FUND
FIXED EXPENSES ANALYSIS**

FISCAL YEAR	ACTUAL	ACTUAL	ESTIMATED	ADOPTION	%
	2017-2018	2018-2019	2019-2020	BUDGET	CHANGE
				2020-2021	
FIXED EXPENSES					
UTILITIES					
SEWER SERVICE	\$ 69,623	\$ 170,604	\$ 124,372	\$ 130,591	5.0%
TELEPHONE	151,128	162,567	165,650	173,933	5.0%
WATER	113,615	136,602	210,023	231,025	10.0%
GAS & ELECTRICITY	1,426,254	1,284,573	990,236	1,019,943	3.0%
PEST CONTROL	101,073	124,698	149,071	156,525	5.0%
	<u>1,861,693</u>	<u>1,879,044</u>	<u>1,639,352</u>	<u>1,712,017</u>	<u>4.4%</u>
INSURANCE	<u>401,043</u>	<u>377,936</u>	<u>400,953</u>	<u>496,001</u>	<u>23.7%</u>
TOTAL	<u>\$ 2,262,736</u>	<u>\$ 2,256,980</u>	<u>\$ 2,040,305</u>	<u>\$ 2,208,018</u>	<u>8.2%</u>

MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021

Unrestricted Fund - Budgeted Operating Expenses



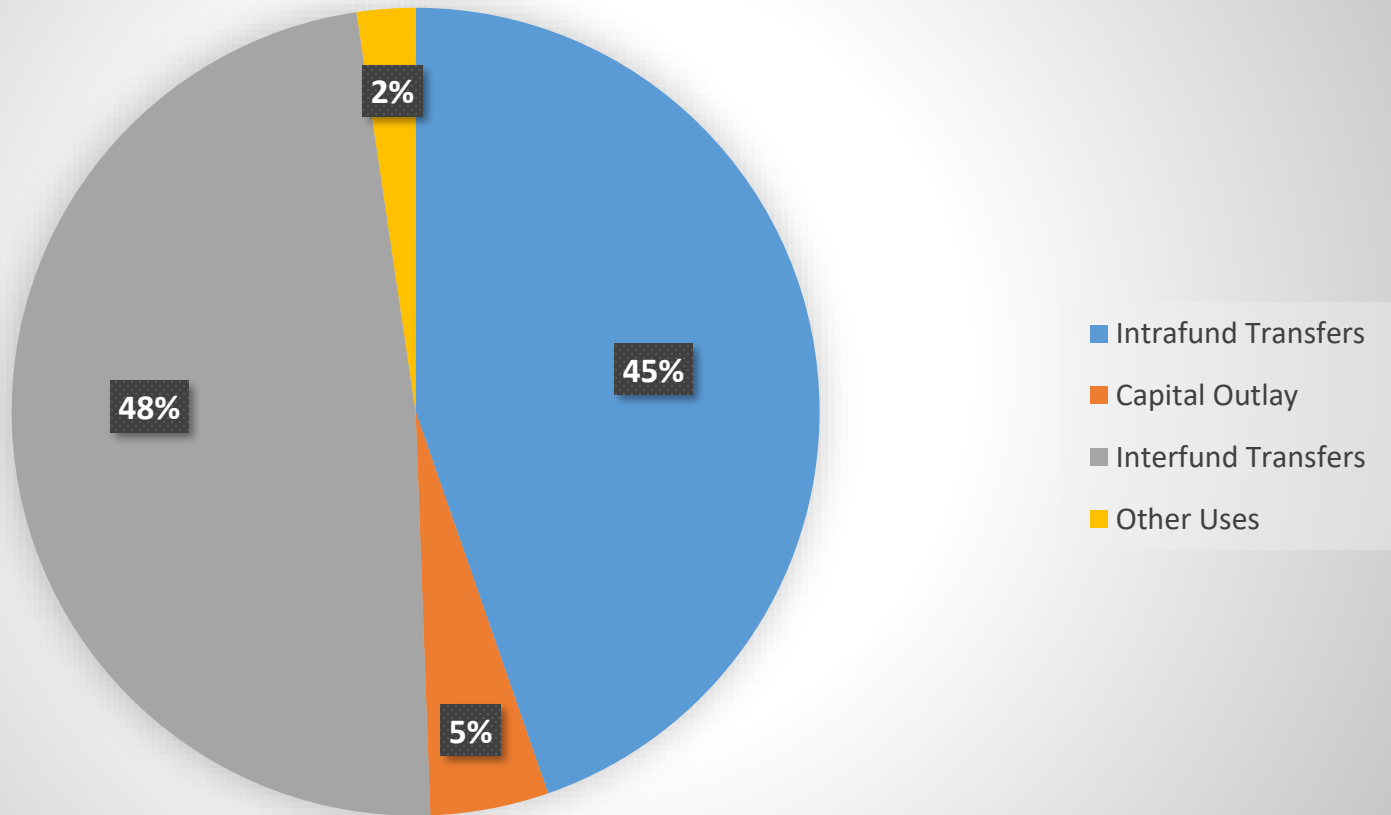
**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

**PART IV - UNRESTRICTED GENERAL FUND
OTHER OPERATING EXPENSES ANALYSIS**

FISCAL YEAR	ACTUAL	ACTUAL	ESTIMATED	ADOPTION	%
	<u>2017-2018</u>	<u>2018-2019</u>	<u>2019-2020</u>	<u>2020-2021</u>	<u>CHANGE</u>
OTHER OPERATING EXPENSES					
SUPPLIES & MATERIALS	\$ 558,096	\$ 711,595	\$ 882,389	\$ 1,145,389	29.8%
PERSONAL SVCE, LECTURE	153,572	153,584	58,140	153,135	163.4%
TRAVEL & CONFERENCE	197,484	190,529	112,289	224,171	99.6%
DUES & MEMBERSHIP	138,100	122,699	131,384	143,137	8.9%
LEGAL	623,335	221,932	407,329	803,000	97.1%
AUDITS & ELECTION	102,032	133,490	108,640	280,000	157.7%
CONTRACTED SERVICES	2,064,893	2,182,332	2,600,883	2,412,115	-7.3%
POSTAGE	49,250	56,439	33,323	47,594	42.8%
PRINTING & PUBLICATION	58,185	59,955	34,590	46,374	34.1%
RENTAL & LEASES	228,447	149,986	242,788	227,492	-6.3%
RECRUITMENT	171,041	309,837	288,005	347,390	20.6%
OTHER DISTRICT-WIDE EXP.	288,141	637,054	101,268	147,061	45.2%
MISCELLANEOUS	5,734	6,090	452	1,795	297.1%
TOTAL	\$ 4,638,310	\$ 4,935,522	\$ 5,001,480	\$ 5,978,653	19.5%

MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021

Unrestricted Fund - Budgeted Capital and Other Outgo



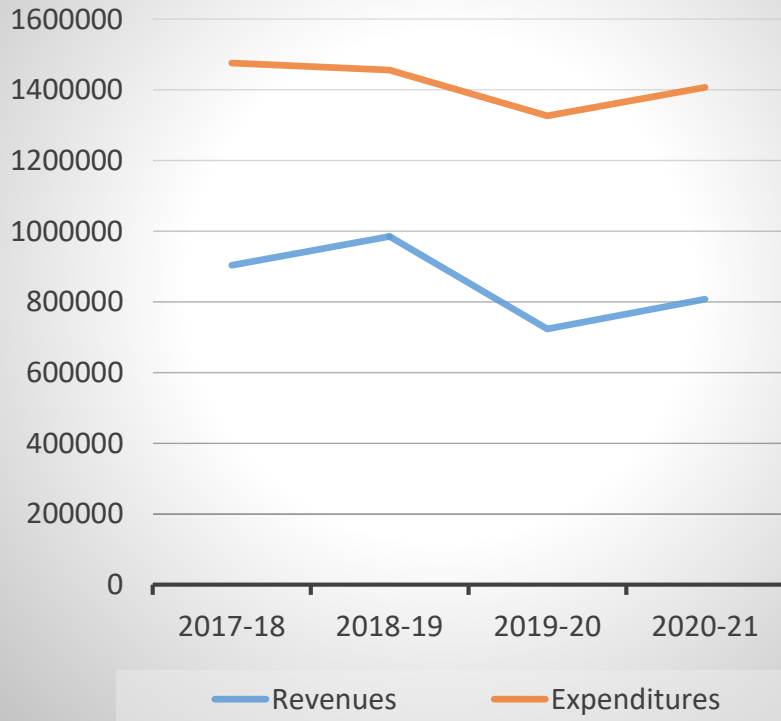
**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

**PART IV - UNRESTRICTED GENERAL FUND
CAPITAL OUTLAY AND OTHER OUTGO ANALYSIS**

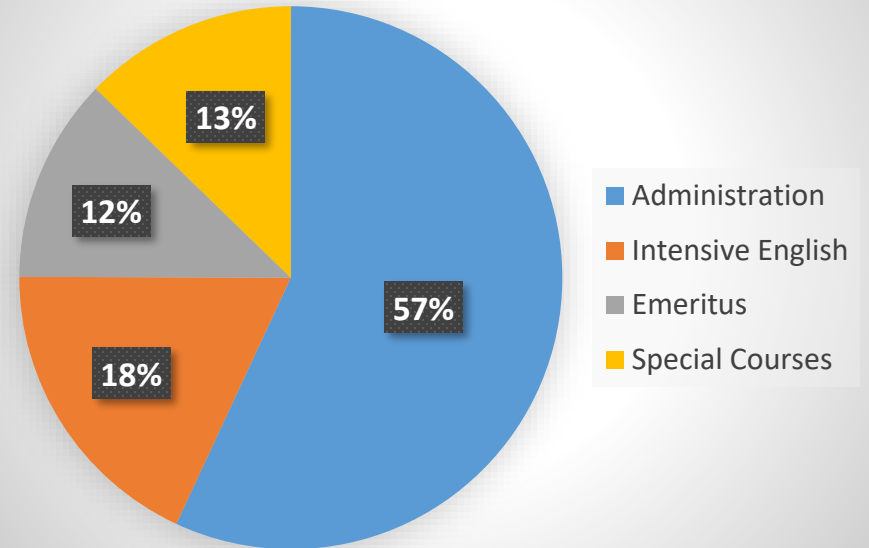
FISCAL YEAR	ACTUAL	ACTUAL	ESTIMATED	ADOPTION	%
	2017-2018	2018-2019	2019-2020	BUDGET	CHANGE
				2020-2021	
CAPITAL OUTLAY					
LIBRARY BOOKS/PERIODICALS	\$ 69,006	\$ 73,303	\$ 88,674	\$ 102,350	15.4%
EQUIPMENT NEW & LEASED	615,913	184,710	196,826	156,246	-20.6%
TOTAL	\$ 684,919	\$ 258,013	285,500	258,596	-9.4%
OTHER OUTGO					
INTERFUND TRANSFERS:					
MAINTENANCE MANAGEMENT FUND	\$ 171,151	\$ 1,000,000	\$ 532,374	\$ -	-100.0%
INSTRUCT. & ADMIN. SUPPORT FOR LAB SCHOOL	213,504	216,880	195,082	179,868	-7.8%
CHILD DEVELOPMENT FUND	193,394	79,730	271,141	180,329	-33.5%
IVC ORGANIC FARM FUND	71,006	209,235	209,082	110,501	-47.1%
STUDENT FINANCIAL AID TRUST FUND	44,724	-	38,090	-	-100.0%
HAMILTON REDEV. BOND REDEMPTION	165,996	125,294	3,385,894	140,738	-95.8%
LEASE REVENUE BOND INTEREST & REDEMPTION	545,000	550,000	550,000	550,000	0.0%
CERTIFICATES OF PARTICIPATION DEBT SERVICE	-	200,000	200,000	152,000	-24.0%
SOLAR OPERATIONS FUND	-	-	360,000	120,000	-66.7%
PARS CONTRIBUTIONS	4,200,000	600,000	500,000	1,200,000	140.0%
TOTAL INTERFUND TRANSFERS:	\$ 5,604,775	\$ 2,981,139	\$ 6,241,663	\$ 2,633,436	-57.8%
INTRAFUND TRANSFERS:					
ADVANCEMENT	\$ 346,584	\$ 272,254	\$ 194,480	\$ 281,649	44.8%
COVID-19 FUND	-	-	1,074,828	1,000,000	-7.0%
SAS	531,086	435,445	263,446	232,799	-11.6%
PUENTE	82,180	108,555	84,727	86,811	2.5%
BFAP/FA	96,696	116,668	108,180	89,385	-17.4%
STUDENT EQUITY & ACHIEVEMENT (SEA)	203,296	-	206,156	196,382	-4.7%
EOPS/CARE/CALWORKS/TANF	4,771	23,209	43,350	84,629	95.2%
HEALTH CENTER	-	-	15,233	95,681	528.1%
PARKING	307,528	302,619	73,955	371,660	402.5%
BRANSON	66,630	-	-	-	0.0%
MISCELLANEOUS	30,992	1,452	1,424	-	-100.0%
TOTAL INTRAFUND TRANSFERS:	\$ 1,669,763	\$ 1,260,202	\$ 2,065,779	\$ 2,438,996	18.1%
OTHER USES:					
DEBT RETIREMENT	\$ 189,248	\$ 176,179	\$ 127,574	\$ 127,572	0.0%
TOTAL OTHER USES	\$ 189,248	\$ 176,179	\$ 127,574	\$ 127,572	0.0%
TOTAL OTHER OUTGO	\$ 7,463,786	\$ 4,417,520	\$ 8,435,016	\$ 5,200,004	-38.4%

MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021
COMMUNITY SERVICES

Revenue and Expenditures Trends



CES Budgeted Expenditures



**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

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

FISCAL YEAR	ACTUAL 2017-2018	ACTUAL 2018-2019	ESTIMATED 2019-2020	ADOPTION BUDGET 2020-2021	% CHANGE
REVENUE	\$ 841,292	\$ 922,866	\$ 680,763	\$ 757,523	11.3%
Interfund Transfer In - Haddie Fund	62,303	62,138	42,594	50,000	17.4%
Total Revenue	\$ 903,595	\$ 985,004	\$ 723,357	807,523	11.6%
EXPENDITURES BY PROGRAM					
Program Administration	\$ 897,384	\$ 879,605	\$ 788,402	\$ 801,274	1.6%
Facilities Use	2,579	678	-	-	0.0%
Intensive English	235,421	259,942	264,229	255,082	-3.5%
Emeritus	179,253	155,581	123,115	171,721	39.5%
Short Courses/Workshops	160,876	159,934	150,797	179,446	19.0%
Total Expenditures	\$ 1,475,513	\$ 1,455,740	\$ 1,326,543	\$ 1,407,523	6.1%
TRANSFER IN FROM UNRESTRICTED FUND	\$ (571,918)	\$ (470,736)	\$ (603,186)	\$ (600,000)	-0.5%

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

F. GENERAL FUND - RESTRICTED PROGRAMS

REVENUE AND EXPENDITURE BUDGET

FISCAL YEAR	ACTUAL 2017-2018	ACTUAL 2018-2019	ESTIMATED 2019-2020	ADOPTION BUDGET 2020-2021	% CHANGE
FEDERAL SOURCES					
CARES Relief Act	\$ -	\$ -	\$ 117,168	\$ 556,804	375.2%
Child Development Training Consortium	6,513	10,188	11,214	9,000	-19.7%
College Work Study Program	175,028	189,242	172,666	249,924	44.7%
COVID-19 Response Block Grant	-	-	-	166,767	0.0%
ECE Mentor Program	4,784	5,430	5,138	-	-100.0%
Foster Care Education Program (39% Federal)	34,730	30,058	25,709	24,092	-6.3%
Office of Emergency Services – Preparedness Plan Carry Fwd	-	-	-	1,439	0.0%
PELL (Grants & Admin) & Direct Loan Programs	4,970	2,577	1,538	9,145	494.6%
Transitional Assistance to Needy Families (48% Federal)	15,740	14,847	14,924	14,205	-4.8%
VTEA - Tech. Prep.	41,592	41,377	46,195	-	-100.0%
Vocational & Applied Tech. Education	99,671	92,542	87,072	95,667	9.9%
TOTAL FEDERAL - GENERAL FUND	\$ 383,028	\$ 386,261	\$ 481,624	\$ 1,127,043	134.0%

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

F. GENERAL FUND - RESTRICTED PROGRAMS

REVENUE AND EXPENDITURE BUDGET

FISCAL YEAR	ACTUAL 2017-2018	ACTUAL 2018-2019	ESTIMATED 2019-2020	ADOPTION BUDGET 2020-2021	% CHANGE
STATE SOURCES					
AB 19 CA College Promise	\$ -	\$ 25,859	\$ 178,280	368,937	106.9%
AB 19 CA College Promise, Carry Forward	-	-	-	333,633	0.0%
AB 86 Adult Education Planning/Adult Ed Block Grant (AEBG)	95,327	-	186,243	222,000	19.2%
Adult Ed Block Grant (AEBG) Carry Forward	95,214	301,237	-	83,007	0.0%
Adult Ed Block Grant - Pass Through	1,149,081	-	-	-	0.0%
Basic Skills	33,063	-	-	-	0.0%
Basic Skills Carry Forward	77,002	105,022	-	-	0.0%
Basic Skills Transformation Grant	458,258	560,718	-	-	0.0%
Board Financial Assistance Program Admin. Allowance/R2T4	174,520	173,972	169,456	152,113	-10.2%
CA Ed Learning Lab Grant - Improving Online CTE Pathways	-	8,159	105,472	86,369	-18.1%
CAL Grants	-	-	-	-	0.0%
CALWORKS	150,205	149,926	171,087	139,630	-18.4%
CA Planning & Research (OPR18121) Developing STEM Thinker	-	-	226,857	619,610	173.1%
Certified Nurse Asst (CNA) Program	-	-	-	57,500	0.0%
Cooperative Agencies Resources for Education	62,924	70,619	79,199	75,230	-5.0%
Cooperative Agencies Resources for Education Carry Fwd	-	-	-	-	0.0%
COVID-19 Response Block Grant	-	-	-	204,709	0.0%
Data & Accountability Grant	54,920	20,734	-	-	0.0%
Disabled Student Programs & Services (Student Accessibility & S	730,786	776,773	808,547	755,870	-6.5%
Enrollment Fee Waiver - 2% Administrative	34,284	33,897	28,686	27,250	-5.0%
Extended Opportunity Programs & Services	548,779	541,683	530,825	504,280	-5.0%
Extended Opportunity Programs & Services-Carry Forward	-	-	1,263	-	-100.0%
Faculty and Staff Development-Carry Forward	-	-	11,202	123	-98.9%
Faculty and Staff Diversity-Carry Forward	-	25,473	23,970	50,557	110.9%
Financial Aid Technology & Carry Forward	-	-	43,623	206,223	372.7%
Foster Care Education Program (61% State)	36,731	41,509	40,541	38,080	-6.1%
Guided Pathways	-	58,776	174,521	50,496	-71.1%
Guided Pathways Carry Forward	-	-	-	176,926	0.0%
Hazardous Substances Carry Forward	-	-	-	4,880	0.0%
SUB-TOTAL	\$ 3,701,094	\$ 2,894,357	\$ 2,779,772	\$ 4,157,423	49.6%

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

F. GENERAL FUND - RESTRICTED PROGRAMS

REVENUE AND EXPENDITURE BUDGET

	ACTUAL 2017-2018	ACTUAL 2018-2019	ESTIMATED 2019-2020	ADOPTION BUDGET 2020-2021	% CHANGE
STATE SOURCES CONTINUED					
SUB-TOTAL (PREVIOUS PAGE)	\$ 3,701,094	\$ 2,894,357	\$ 2,779,772	\$ 4,157,423	49.6%
Hunger Free Campus	2,256	5,519	13,346	32,867	146.3%
ISPIC-Biz & Entrepreneurship Sector	-	60,000	-	-	0.0%
Mental Health Support	-	3,178	20,739	10,197	-50.8%
North Bay - Trades Internship Programs	-	181,774	210,098	-	-100.0%
Nursing/Economic Development & Carry Forward	119,800	109,278	96,949	126,069	30.0%
Other State Grants	62,945	166,685	34,484	-	-100.0%
Other State Grants Carry Forward	-	-	-	41,638	0.0%
Peace Officers Training	296	1,029	489	4,157	750.1%
Physical Plant and Instructional Support	256,605	381,359	54,089	-	-100.0%
Physical Plant and Instructional Support Carry Forward	-	-	-	-	0.0%
Prop. 20 – Lottery – Instructional Supplies	117,280	60,817	57,762	182,630	216.2%
Prop. 20 – Lottery – Instructional Supplies Carry Forward	-	-	-	1,259,587	0.0%
Scheduled Maintenance Carry-Forward	-	-	-	150,871	0.0%
Strong Workforce (Local) - 20/21	-	-	-	482,401	0.0%
Strong Workforce (Local) - 19/20	-	-	4,912	556,645	11232.3%
Strong Workforce (Local) - Prior Years/Carry Forward	624,190	371,242	468,273	318,856	-31.9%
Strong Workforce (Regional) - 20/21	-	-	-	200,000	0.0%
Strong Workforce (Regional) - 19/20	-	-	3,131	305,725	9664.5%
Strong Workforce (Regional) - Prior Years/Carry Forward	189,725	435,686	274,986	162,794	-40.8%
Student Equity	359,705	-	-	-	0.0%
Student Equity Carry Forward	114,787	17,530	-	-	0.0%
Student Equity and Achievement (SEA) Pogram	-	1,593,410	1,594,636	1,594,636	0.0%
Student Success & Support Program (Credit)	940,787	-	-	-	0.0%
Student Success & Support Program (Credit) Carry Fwd	107,504	-	-	-	0.0%
Student Success & Support Program (Non-Credit)	62,222	-	-	-	0.0%
Student Success & Support Program (Non-Credit) Carry Fwd	77,796	76,307	-	-	0.0%
Transitional Assistance to Needy Families (52% State)	15,741	16,396	15,546	14,797	-4.8%
UMOJA, Current and Carry Forward	-	8,257	10,081	2,012	-80.0%
Unlock the Data, Current and Carry Forward	23,586	26,414	-	-	0.0%
Veterans Resource Center & Carry Forward	2,917	1,176	2,687	59,735	2123.1%
TOTAL STATE	\$ 6,779,236	\$ 6,410,414	\$ 5,641,980	\$ 9,663,040	71.3%

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

F. GENERAL FUND - RESTRICTED PROGRAMS

REVENUE AND EXPENDITURE BUDGET

FISCAL YEAR	ACTUAL 2017-2018	ACTUAL 2018-2019	ESTIMATED 2019-2020	ADOPTION BUDGET 2020-2021	% CHANGE
LOCAL SOURCES					
Advancement	\$ 201,144	\$ 291,776	678,794	800,000	17.9%
Advancement Carry Forward	-	-	-	667,786	0.0%
Annual Fund Drive	133,325	72,624	79,973	150,000	87.6%
Annual Fund Drive Carry Forward	-	-	-	235,625	0.0%
Branson	48,800	-	-	-	0.0%
Cabrillo-60% CTE Enhanced & 40% System Building Carry Fwd	1,450	-	-	-	0.0%
Cafeteria	-	-	-	53,500	0.0%
COM Foundation:					
Donations Carry Forward	-	-	-	5,485	0.0%
Scholarships & Carry Forward	-	-	-	4,137	0.0%
Electronic Vehicle Training Consortium Carry Forward	19,855	-	-	-	0.0%
Faculty Entrepreneur Champions	2,261	5,733	1,387	1,810	30.5%
Health Services - Restricted	256,659	225,299	209,271	187,500	-10.4%
Health Services, Restricted & Carry Forward	-	-	17,480	-	-100.0%
Maintenance Management & Carry Forward	-	-	34,262	333,180	872.4%
MCF – College Skills & Career Bridges for ESL Students Carry Fwd	5,812	-	-	-	0.0%
MCF - Report to the Community Carry Fwd	619	-	-	-	0.0%
MCCD Facility Rentals	90,730	355,127	404,017	230,000	-43.1%
MCCD Facility Rentals Carry Forward	-	-	-	413,464	0.0%
Marin County – Crisis Intervention Carry Forward	44	-	-	-	0.0%
Napa Valley - 40% CTE Food Systems	11	-	-	-	0.0%
Nor Cal Career Pathways Alliance Carry Forward	86,452	8,859	-	-	0.0%
SUB-TOTAL	\$ 847,162	\$ 959,418	\$ 1,425,184	\$ 3,082,487	116.3%

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

F. GENERAL FUND - RESTRICTED PROGRAMS

REVENUE AND EXPENDITURE BUDGET

FISCAL YEAR	ACTUAL 2017-2018	ACTUAL 2018-2019	ESTIMATED 2019-2020	ADOPTION BUDGET 2020-2021	% CHANGE
LOCAL SOURCES CONTINUED					
SUB-TOTAL (PREVIOUS PAGE)	\$ 847,162	\$ 959,418	\$ 1,425,184	\$ 3,082,487	116.3%
Outside Scholarships	48,054	73,897	100,794	90,000	-10.7%
Parking	504,785	597,783	553,138	367,853	-33.5%
President's Circle	2,520	897	-	23,343	0.0%
Risk Margin (RM)/ RM Carry Forward	277,495	-	-	130,033	0.0%
San Mateo CC - CALSTEP	37,180	-	-	-	0.0%
San Rafael Redevelopment Carry Fwd	-	-	-	530,521	0.0%
Santa Rosa Multimedia Collaborative	3,853	-	-	-	0.0%
Student Technology	25,669	21,604	73,238	80,000	9.2%
Student Technology Carry Forward	-	-	-	366,349	0.0%
UC Berkeley - Puente Fund	1,500	1,500	1,500	1,500	0.0%
Youth & Entrepreneurship Program (YEP) - Cabrillo	1,893	-	-	-	0.0%
TOTAL LOCAL	\$ 1,750,111	\$ 1,655,099	\$ 2,153,854	\$ 4,672,086	116.9%
OTHER FINANCING SOURCES/OUTGO					
Inter/Intrafund Transfers In/(Out)	1,669,763	1,260,202	2,065,779	2,438,996	18.1%
Contingency for Additional Grants	-	-	-	1,500,000	0.0%
TOTAL RESTRICTED PROGRAMS	\$ 10,582,138	\$ 9,711,976	\$ 10,343,237	\$ 19,401,165	87.6%

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

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 operations and a proposed Adoption Budget for the 2020-21 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. **IVC Organic Farm Fund**
6. **Solar Operations Fund**
7. **Workforce Housing Operations Fund**
8. **Capital Outlay Fund**
9. **Lease Revenue Bond (LRBs) Projects Fund**
10. **Certificates of Participation (COPs) Projects Fund**
11. **Measure C Building Fund**
12. **Measure B Building Fund, Series A**
13. **Measure B Fund, Series A-1**
14. **Measure B Building Fund, Series B**
15. **Measure B Fund, Series B-1**
16. **Hamilton Redevelopment Bond Interest and Redemption Fund**
17. **Lease Revenue Bond (LRBs) Interest and Redemption Fund**
18. **Certificates of Participation (COPs) Debt Service Fund**
19. **Measure C Bond Interest and Redemption Fund**
20. **Measure B Bond Interest and Redemption Fund**
21. **Self-Insurance Fund**
22. **PARS-CCLC Pension Rate Stabilization Trust Fund**
23. **Other Post-Employment Benefits (OPEB) Trust Fund - CERBT**
24. **Other Agency Fund**
25. **Associated Student Organizations**

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

**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 \$63,364 and \$64,555 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. Since then, the anonymous donor has contributed an additional \$390,000 to continue support of the general scholarship fund and free or nominal fee courses and scholarships for Emeritus students.

In 2017-18, the College was named the residuary beneficiary of the Robert L. Bilger and Patricia A. Bilger Family Trust receiving \$30,902 over the last three years. This gift is to be held as a permanent endowment with only the income from this gift being paid out for scholarships.

Last year, the College received two donations for the establishment of scholarships; One \$30,000 donation to establish the Pamela Cook and Paul Gietzel Charity Fund which will benefit students enrolled in a CTE program and one \$50,000 donation to establish the Donald G. Agnew Memorial Music scholarship which will benefit students enrolled in COM's music program.

There are currently eleven scholarships and grants coordinated through this fund. The total fund balance in the Scholarship and Loan Trust Fund as of June 30, 2020 is projected at \$639,618.

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

B. NARRATIVE TEXT AND FINANCIAL STATEMENTS

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

FISCAL YEAR	ACTUAL 2017-2018	ACTUAL 2018-2019	ESTIMATED 2019-2020	ADOPTION BUDGET 2020-2021	% CHANGE
REVENUE					
Interest Income	\$ 3,939	\$ 7,867	\$ 13,195	\$ 17,000	28.8%
Additional Scholarship Income	216,594	318,271	250,441	513,000	104.8%
Total Revenue	220,533	326,138	263,636	530,000	101.0%
EXPENDITURES					
Scholarships/Support	192,064	222,729	157,767	84,239	-46.6%
Contingency	-	-	-	200,000	0.0%
Total Expenditures	192,064	222,729	157,767	284,239	80.2%
Excess of Revenue Over Expenditures	28,469	103,409	105,869	245,761	132.1%
Beginning Fund Balance	401,871	430,340	533,749	639,618	19.8%
ENDING FUND BALANCE	\$ 430,340	\$ 533,749	\$ 639,618	\$ 885,379	38.4%

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

**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 2016-17, activity within the fund began with the 2017-18 fiscal year starting July 1, 2017. The Student Financial Aid Trust Fund as of June 30, 2020 is projected to have a \$0 fund balance.

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

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

FISCAL YEAR	ACTUAL 2017-2018	ACTUAL 2018-2019	ESTIMATED 2019-2020	ADOPTION BUDGET 2020-2021	% CHANGE
REVENUE					
Interest Income	\$ -	\$ -	\$ 15,766	\$ -	-100.0%
Federal Student Financial Aid	3,600,182	3,437,996	3,919,956	3,565,000	-9.1%
State Student Financial Aid	383,827	451,046	640,041	490,000	-23.4%
Interfund Transfer	44,724	-	38,090	-	-100.0%
Total Revenue	4,028,733	3,889,042	4,613,853	4,055,000	-12.1%
EXPENDITURES					
CA Student Aid Commission/DOE/R2T4 Repaym	44,724	-	15,766	-	-100.0%
Student Financial Aid	3,984,009	3,889,042	4,598,087	4,055,000	-11.8%
Supplies	-	-	-	-	0.0%
Total Expenditures	4,028,733	3,889,042	4,613,853	4,055,000	-12.1%
Excess of Revenue Over Expenditures	-	-	-	-	0.0%
Beginning Fund Balance	-	-	-	-	0.0%
ENDING FUND BALANCE	\$ -	\$ -	\$ -	\$ -	0.0%

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

**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 \$69,796 and \$67,087 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.

In Fiscal Year 2016-17, 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, 2020 is projected at \$1,233,419.

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

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

FISCAL YEAR	ACTUAL 2017-2018	ACTUAL 2018-2019	ESTIMATED 2019-2020	ADOPTION BUDGET 2020-2021	% CHANGE
REVENUE					
Interest Income	\$ 9,889	\$ 19,668	\$ 24,186	\$ 30,000	24.0%
Additional Investment Income	73,505	72,797	79,999	123,000	53.8%
Total Revenue	83,394	92,465	104,185	153,000	46.9%
EXPENDITURES					
Scholarships/Support	(110)	14,874	28,751	50,000	73.9%
Instructional/College Improvements	1,613	1,478	1,591	153,000	9516.6%
Contingency	-	-	-	50,000	0.0%
Total Expenditures	1,503	16,352	30,342	253,000	733.8%
Excess of Revenue Over Expenditures	81,891	76,113	73,843	(100,000)	-235.4%
Beginning Fund Balance	1,001,572	1,083,463	1,159,576	1,233,419	6.4%
ENDING FUND BALANCE	\$ 1,083,463	\$ 1,159,576	\$ 1,233,419	\$ 1,133,419	-8.1%

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

**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 (on hiatus due to construction) and Kentfield campuses.

Federal funding has declined over the last decade and currently includes only the food program. Also, as a result of the COVID-19 Pandemic operational revenue for 2020-2021 is projected to decrease substantially. The 2020-21 Adoption Budget includes decreases to State funding and parent fees as well as the continued reduced funding from a local non-profit. Personnel changes and the freezing of vacant positions for the 2020-2021 Adoption Budget help to partially offset the significant revenue declines.

2020-2021 staffing expenses are budgeted to decrease by \$61 thousand as a result of retirements and the freezing of most vacant positions.

The 2019-20 projected deficit is covered by a transfer of \$466,223 from the General Fund. 2020-21's budgeted deficit of \$360,197 will also need to be entirely funded by the General Fund.

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

**CHILD DEVELOPMENT FUND
REVENUE AND EXPENDITURE REPORT**

FISCAL YEAR	ACTUAL 2017-2018	ACTUAL 2018-2019	ESTIMATED 2019-2020	ADOPTION BUDGET 2020-2021	% CHANGE
REVENUE					
Interest Income	\$ 239	\$ 2,145	\$ 1,138	\$ 500	-56.1%
Federal Income	12,600	10,380	5,050	5,600	10.9%
State Income	113,093	161,484	107,646	126,034	17.1%
Other Local Income	210,799	287,855	176,623	191,740	8.6%
Grants/Contributions	139,004	139,001	60,001	60,100	0.2%
Interfund Transfer In for Instr'l & Admin. Support	213,504	216,880	195,082	179,868	-7.8%
Interfund Transfer In - General Fund	193,394	79,730	271,141	180,329	-33.5%
Total Revenue	882,633	897,475	816,681	744,171	-8.9%
EXPENDITURES					
Certificated Salaries	451,362	498,667	444,664	357,154	-19.7%
Classified Salaries	136,065	95,338	75,295	103,177	37.0%
Fringe Benefits	266,588	273,513	260,368	259,140	-0.5%
Supplies	10,274	10,511	3,519	10,000	184.2%
Food	15,577	13,443	14,203	9,000	-36.6%
Other Operating Expenses	2,767	6,003	18,632	5,700	-69.4%
Total Expenditures	882,633	897,475	816,681	744,171	-8.9%
Excess of Revenue Over Expenditures	-	-	-	-	0.0%
Beginning Fund Balance	-	-	-	-	0.0%
ENDING FUND BALANCE	\$ -	\$ -	\$ -	\$ -	0.0%

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

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

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

The 2019-20 projected deficit is covered by a transfer of \$209,082 from the General Fund. 2020-21's budgeted deficit of \$110,501 will also need to be entirely funded by the General Fund.

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

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

FISCAL YEAR	ACTUAL 2017-2018	ACTUAL 2018-2019	ESTIMATED 2019-2020	ADOPTION BUDGET 2020-2021	% CHANGE
REVENUE					
Interest Income	\$ (264)	\$ (447)	\$ (918)	\$ -	-100.0%
Other Local Income	13,868	38,084	66,561	49,332	-25.9%
Grants/Contributions	150,000	-	-	25,000	0.0%
Interfund Transfer In - General Fund	71,006	209,235	209,082	110,501	-47.1%
Total Revenue	234,610	246,872	274,725	184,833	-32.7%
EXPENDITURES					
Classified Salaries	120,224	163,509	181,838	130,013	-28.5%
Fringe Benefits	61,039	84,813	85,110	48,070	-43.5%
Supplies	-	1,153	2,533	1,250	-50.7%
Other Operating Expenses	51,029	3,384	3,761	4,700	25.0%
Equipment	-	-	1,483	800	-46.1%
Total Expenditures	232,292	252,859	274,725	184,833	-32.7%
Excess of Revenue Over Expenditures	2,318	(5,987)	-	-	0.0%
Beginning Fund Balance	3,669	5,987	-	-	0.0%
ENDING FUND BALANCE	\$ 5,987	\$ -	\$ -	\$ -	0.0%

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

**SOLAR OPERATIONS FUND
REVENUE AND EXPENDITURE REPORT**

The Solar Operations Fund was established in 2019-20 for the purpose of incurring the expenditures related to the operations and maintenance contract for the solar photovoltaic energy facilities.

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

**SOLAR OPERATIONS FUND
REVENUE AND EXPENDITURE REPORT**

FISCAL YEAR			ACTUAL	ACTUAL	ESTIMATED	ADOPTION	%
			2017-2018	2017-2018	2019-2020	BUDGET	CHANGE
						2020-2021	
REVENUE							
Interest Income	\$	-	\$	-	\$ 25	\$ -	-100.0%
Interfund Transfer-In - General Fund		-		-	360,000	120,000	-66.7%
Total Revenue		-		-	360,025	120,000	-66.7%
EXPENDITURES							
Other Operating Expenses		-		-	113,258	126,767	11.9%
Total Expenditures		-		-	113,258	126,767	11.9%
Excess of Revenue Over Expenditures		-		-	246,767	(6,767)	-102.7%
Beginning Fund Balance		-		-	-	246,767	0.0%
ENDING FUND BALANCE	\$	-	\$	-	\$ 246,767	\$ 240,000	-2.7%

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

**WORKFORCE HOUSING OPERATIONS FUND
REVENUE AND EXPENDITURE REPORT**

The Workforce Housing Operations Fund was established in 2018-19 for the purpose of receiving revenue proceeds from workforce housing. The funds will be used to pay for costs of maintenance and operations of the housing, as well as for principal and interest payments for the Certificates of Participation.

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

**WORKFORCE HOUSING OPERATIONS (COPs) FUND
REVENUE AND EXPENDITURE REPORT**

FISCAL YEAR	<u>ACTUAL 2017-2018</u>	<u>ACTUAL 2018-2019</u>	<u>ESTIMATED 2019-2020</u>	<u>ADOPTION BUDGET 2020-2021</u>	<u>% CHANGE</u>
REVENUE					
Interest Income	\$ -	\$ -	\$ 1,663	\$ -	-100.0%
Other Local Income	-	49,080	112,449	100,000	-11.1%
Total Revenue	-	49,080	114,112	100,000	-12.4%
EXPENDITURES					
Supplies	-	-	-	4,000	0.0%
Other Operating Expenses	-	-	-	6,000	0.0%
Total Expenditures	-	-	-	10,000	0.0%
Excess of Revenue Over Expenditures	-	49,080	114,112	90,000	-21.1%
Beginning Fund Balance	-	-	49,080	163,192	232.5%
ENDING FUND BALANCE	\$ -	\$ 49,080	\$ 163,192	\$ 253,192	55.1%

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

**CAPITAL OUTLAY FUND
REVENUE AND EXPENDITURE REPORT**

The Capital Outlay Fund has been used to finance various capital projects with lease revenue bond and other 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 2020-2021**

**CAPITAL OUTLAY FUND
REVENUE AND EXPENDITURE REPORT**

FISCAL YEAR	ACTUAL 2017-2018	ACTUAL 2018-2019	ESTIMATED 2019-2020	ADOPTION BUDGET 2020-2021	% CHANGE
REVENUE					
Interest Income	\$ 8,016	\$ 35,011	\$ 27,873	\$ 45,000	61.4%
Prop 39 CA Clean Energy Jobs Act	127,248	(37,416)	-	66,652	0.0%
Rotary - Jonas Center	-	-	5,000,000	-	-100.0%
Miwok Dive Tower	-	-	-	8,500,000	0.0%
Other Local Income	-	-	13,652	-	-100.0%
Interfund Transfers In	171,151	1,000,000	532,374	-	-100.0%
Total Revenue	306,415	997,595	5,573,899	8,611,652	54.5%
EXPENDITURES					
Prop 39 Projects	-	55,570	-	66,652	0.0%
Rotary - Jonas Center	-	1,159,980	3,840,020	-	-100.0%
Miwok Dive Tower	-	-	886,436	7,613,564	758.9%
Other	63,403	88,963	87,656	-	-100.0%
Contingency	-	-	-	800,000	0.0%
Total Expenditures and Transfers	63,403	1,304,513	4,814,112	8,480,216	76.2%
Excess of Revenue Over Expenditures	243,012	(306,918)	759,787	131,436	-82.7%
Beginning Fund Balance	1,785,448	2,028,460	1,721,542	2,481,329	44.1%
ENDING FUND BALANCE	\$ 2,028,460	\$ 1,721,542	\$ 2,481,329	\$ 2,612,765	5.3%

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

**LEASE REVENUE BOND PROJECTS (LRBs) FUND
REVENUE AND EXPENDITURE REPORT**

In 2017-18, the District sold \$7.37 million of lease revenue bonds to finance solar photovoltaic energy facilities and other energy efficient projects for the Kentfield and Indian Valley campuses. This fund will be used to account for the bond proceeds and expenditures.

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

**LEASE REVENUE BOND (LRBs) PROJECTS FUND
REVENUE AND EXPENDITURE REPORT**

FISCAL YEAR	ACTUAL	ACTUAL	ESTIMATED	ADOPTION	%
	2017-2018	2018-2019	2019-2020	BUDGET	CHANGE
				2020-2021	
REVENUE					
Lease Revenue Bond Proceeds	\$ 7,370,000	\$ -	\$ -	\$ -	0.0%
Lease Revenue Bond Premium	342,169	-	-	-	0.0%
Interest Income	17,077	8,090	1,545	-	-100.0%
Total Revenue	7,729,246	8,090	1,545	-	-100.0%
EXPENDITURES					
Kentfield	3,585,260	359,914	61,850	3,150	-94.9%
Indian Valley	2,763,160	642,333	39,122	71,923	83.8%
Bond Issuance Costs	212,169	-	-	-	0.0%
Total Expenditures	6,560,589	1,002,247	100,972	75,073	-25.6%
Excess of Revenue Over Expenditures	1,168,657	(994,157)	(99,427)	(75,073)	-24.5%
Beginning Fund Balance	-	1,168,657	174,500	75,073	-57.0%
ENDING FUND BALANCE	\$ 1,168,657	\$ 174,500	\$ 75,073	\$ -	-100.0%

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

**CERTIFICATES OF PARTICIPATION (COPs) PROJECTS FUND
REVENUE AND EXPENDITURE REPORT**

On October 16, 2018, the Board of Trustees of the District authorized the sale of Certificates of Participation to finance the acquisition and construction of District facilities and workforce housing units. In February 2019 the District sold \$3.98 million certificates.

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

**CERTIFICATES OF PARTICIPATION (COPs) PROJECT FUND
REVENUE AND EXPENDITURE REPORT**

FISCAL YEAR	ACTUAL	ACTUAL	ESTIMATED	ADOPTION	%
	2017-2018	2018-2019	2019-2020	BUDGET	CHANGE
				2020-2021	
REVENUE					
Interest Income	\$ -	\$ 23,338	\$ 42,504	\$ 60,000	41.2%
Other Local Income	-	4,173,372	-	-	0.0%
Total Revenue	-	4,196,710	42,504	60,000	41.2%
EXPENDITURES					
Classified Salaries	-	8,569	-	-	0.0%
Employee Benefits	-	5,970	-	-	0.0%
Bond Issuance	-	167,033	-	-	0.0%
Capital Outlay	-	86,165	10,183	4,021,294	39390.3%
Total Expenditures and Transfers	-	267,737	10,183	4,021,294	39390.3%
Excess of Revenue Over Expenditures	-	3,928,973	32,321	(3,961,294)	-12356.1%
Beginning Fund Balance	-	-	3,928,973	3,961,294	0.8%
ENDING FUND BALANCE	\$ -	\$ 3,928,973	\$ 3,961,294	\$ -	-100.0%

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

**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.

2018-19 was the last year with spending activity for Measure C.

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

**MEASURE C BUILDING FUND
REVENUE AND EXPENDITURE REPORT**

FISCAL YEAR	ACTUAL 2017-2018	ACTUAL 2018-2019	ESTIMATED 2019-2020	ADOPTION BUDGET 2020-2021	% CHANGE
REVENUE					
Interest Income	\$ 1,844	\$ 373	\$ -	\$ -	0.0%
Total Revenue	1,844	373	-	-	0.0%
EXPENDITURES					
PROGRAM LEVEL					
Program Support	51,319	120,434	-	-	0.0%
Subtotal	51,319	120,434	-	-	0.0%
DISTRICT WIDE					
Information Technology	20,775	174,930	-	-	0.0%
	20,775	174,930	-	-	0.0%
PROJECTS					
KENTFIELD CAMPUS					
Austin Science Alterations	6,609	-	-	-	0.0%
Child Study Center	1,125	-	-	-	0.0%
Learning Resource Center	(1,729)	-	-	-	0.0%
Misc. Sitework	6,008	-	-	-	0.0%
Kentfield Campus Expenditures	12,013	-	-	-	0.0%
INDIAN VALLEY CAMPUS					
Misc IVC	20,000	-	-	-	0.0%
Bridges/Pathways	136,162	-	-	-	0.0%
ADA, Roofs and Building Improvements	50,551	26,032	-	-	0.0%
Indian Valley Campus Expenditures	206,713	26,032	-	-	0.0%
Total Expenditures	290,820	321,396	-	-	0.0%
Excess of Revenue Over Expenditures	(288,976)	(321,023)	-	-	0.0%
Beginning Fund Balance	609,999	321,023	-	-	0.0%
ENDING FUND BALANCE	\$ 321,023	\$ -	\$ -	\$ -	0.0%

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

**MEASURE B BUILDING FUND, SERIES A
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 Series B) and federally-taxable bonds (Series A-1 and Series B-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.

With the bond, the District will be able to modernize classrooms, labs and other academic spaces; upgrade fire safety, campus security, disabled access, energy conservation systems; and repair facilities. Additionally, projects include the construction of new recreational facilities including rehabilitation of current athletic fields, construction of facilities for the Organic Farm & Garden, modernization of existing administration buildings at Indian Valley Campus, construction of a new Maintenance & Operations building in Kentfield and construction on the New Miwok Center is continuing, Pomo Complex Phase 2 and various site improvements have been completed. The planning and design effort will continue during 2019-20 for the building and replacement facilities for the Learning Resource Center. The District constructed and/or modernized other buildings throughout the District during 2019-20, as well as acquired real property to expand the District's footprint.

To assist in the management and the implementation of the Measure B Bond program, the District retained the Gilbane Building Company as its program and construction management provider and A. Kennedy Group, Inc. as the bond management and compliance consultant.

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

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

FISCAL YEAR		ACTUAL 2017-2018	ACTUAL 2018-2019	ESTIMATED 2019-2020	ADOPTION BUDGET 2020-2021	% CHANGE
REVENUE						
	Interest Income	\$ 459,758	\$ 414,976	\$ 46,318	\$ -	-100.0%
	State Revenue	-	18,193	-	-	0.0%
	Total Revenue	459,758	433,169	46,318	-	-100.0%
PROJECT EXPENDITURES						
DISTRICT WIDE						
	35110 Campus Security	319,335	96,889	-	-	0.0%
	35111 Environmental Impact Report	38,720	7,106	(3,770)	-	-100.0%
	35114 Property Acquisitions	-	6,152,886	29,327	-	-100.0%
	35115 Bolinas Site	-	61,170	21,794	-	-100.0%
	35510 Program Management, District Staff	(1,480)	341,596	11,596	-	-100.0%
	Districtwide Expenditures	356,575	6,659,647	58,947	-	-100.0%
KENTFIELD CAMPUS						
	35710 Student Services	80,675	124,548	-	-	0.0%
	35711 Fusselman Hall	20,979	405,999	-	-	0.0%
	35712 Learning Resources Center	90,218	249,305	922	-	-100.0%
	35713 PE Complex/Pool Renovations	135,221	112,258	-	-	0.0%
	35714 Site Improvements	905,951	163,004	(38,284)	-	-100.0%
	35715 Athletic Synthetic Turf Fields and Restroom/Storage	5,675,562	7,147,794	58,467	-	-100.0%
	35717 Child Study Center	18,666	39	-	-	0.0%
	35718 Performing Arts	173,031	360,495	8,350	-	-100.0%
	35719 Fine Arts	11,111	92,685	1,318	-	-100.0%
	35720 Science, Math and Nursing	47,660	8,610	53,512	-	-100.0%
	35721 Maintenance & Operations Bldg. & District Warehouse	638,428	1,555,852	121,761	-	-100.0%
	35722 Village Square Replacement	57	-	-	-	0.0%
	35723 Academic Center	1,313	3,873	-	-	0.0%
	35725 Demolition of Kent Ave. Maintenance Facilities	320,670	(65,038)	-	-	0.0%
	35726 Swing Space	-	201,769	(1,000)	-	-100.0%
	Kentfield Campus Expenditures	8,119,542	10,361,193	205,046	-	-100.0%
INDIAN VALLEY CAMPUS						
	35612 ADA Barrier Removal/Site Improvements	4,580,669	310,905	(12,132)	-	-100.0%
	35613 Admin Cluster	3,666,461	978,240	82,723	-	-100.0%
	35616 Outdoor Amphitheater	28,250	(15)	-	-	0.0%
	35617 Organic Farm/Garden Enhancements	1,789,266	2,181,836	4,269	-	-100.0%
	35618 Pomo Cluster	3,254,974	6,844,122	236,974	-	-100.0%
	35619 Building 27	-	66,908	3,749	-	-100.0%
	35620 New Miwok Center	2,507,572	3,119,236	7,375	44,437	502.5%
	35622 Building 12	-	58,323	69,412	-	-100.0%
	35623 Demolition Project	805,286	(165,793)	-	-	0.0%
	35624 Building 17	13,595	4,529	-	-	0.0%
	Indian Valley Campus Expenditures	16,646,073	13,398,291	392,370	44,437	-88.7%
	Total Expenditures	25,122,190	30,419,131	656,363	44,437	-93.2%
	Excess of Revenue Over Expenditures	(24,662,432)	(29,985,962)	(610,045)	(44,437)	-92.7%
	Beginning Fund Balance	55,302,876	30,640,444	654,482	44,437	-93.2%
	ENDING FUND BALANCE	\$ 30,640,444	\$ 654,482	\$ 44,437	\$ -	-100.0%

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

**MEASURE B FUND, 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 Series B) and federally-taxable bonds (Series A-1 and Series B-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.

With the bond, the District is constructing a new joint multipurpose facility with the Rotary Club of Novato. This facility started construction in Spring of 2019. Funds will also be used to purchase and install instructional and other equipment including information technology equipment to equip classrooms. The project is scheduled to be completed by the end of September 2020.

To assist in the management and the implementation of the Measure B Bond program, the District retained the Gilbane Building Company as its program and construction management provider and A. Kennedy Group, Inc. as the bond management and compliance consultant.

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

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

FISCAL YEAR		ACTUAL 2017-2018	ACTUAL 2018-2019	ESTIMATED 2019-2020	ADOPTION BUDGET 2020-2021	% CHANGE
REVENUE						
Interest Income		\$ 342,533	\$ 547,883	\$ 590,485	\$ 400,000	-32.3%
Total Revenue		342,533	547,883	590,485	400,000	-32.3%
PROJECT EXPENDITURES						
DISTRICT WIDE						
35112	Information Technology	949,592	829,852	435,262	-	-100.0%
35113	Instructional and Other Equipment	669,312	848,141	380,494	13,600,163	3474.3%
35114	Property Acquisitions	-	-	114,402	203,143	77.6%
35116	Small Capital Repairs	-	-	977	-	-100.0%
355990	Districtwide Contingency	-	-	-	500,000	0.0%
	Districtwide Expenditures	<u>1,618,904</u>	<u>1,677,993</u>	<u>931,135</u>	<u>14,303,306</u>	<u>1436.1%</u>
KENTFIELD CAMPUS						
35711	Fusselman Hall	-	-	535	-	-100.0%
35712	Learning Resources Center	-	-	11,141	-	-100.0%
35714	Site Improvements	-	-	42,330	-	-100.0%
35715	Athletic Synthetic Turf Fields and Restroom/Storage	-	-	2,982	-	-100.0%
35720	Science, Math and Nursing	-	-	3,995	-	-100.0%
35726	Swing Space	-	-	12,295	-	-100.0%
35799	Campus Contingency - Kentfield Campus	-	-	-	825,000	0.0%
	Kentfield Campus Expenditures	<u>-</u>	<u>-</u>	<u>73,278</u>	<u>825,000</u>	<u>1025.8%</u>
INDIAN VALLEY CAMPUS						
35610	Jonas Center and Building 18	620,423	2,160,288	7,508,401	1,980,228	-73.6%
35612	ADA Barrier Removal/Site Improvements	-	-	13,462	-	-100.0%
35618	Pomo Cluster	-	-	7,010	-	-100.0%
35620	Miwok Center	-	-	459	55,563	12005.2%
35625	Building 21	-	-	-	25,000	0.0%
35699	Campus Contingency - IVC Campus	-	-	-	50,000	0.0%
	Indian Valley Campus Expenditures	<u>620,423</u>	<u>2,160,288</u>	<u>7,529,332</u>	<u>2,110,791</u>	<u>-72.0%</u>
Total Expenditures		2,239,327	3,838,281	8,533,745	17,239,097	102.0%
Excess of Revenue Over Expenditures		(1,896,794)	(3,290,398)	(7,943,260)	(16,839,097)	112.0%
Beginning Fund Balance		36,925,827	35,029,033	31,738,635	23,795,375	-25.0%
ENDING FUND BALANCE		\$ 35,029,033	\$ 31,738,635	\$ 23,795,375	\$ 6,956,278	-70.8%

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

**MEASURE B BUILDING FUND, SERIES B
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 Series B) and federally-taxable bonds (Series A-1 and Series B-1).

In February 2019, \$70,000,000 in tax exempt bonds were sold, netted against \$172,000 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 B building fund.

The bond will be used primarily for the Learning Resources Center, the New Miwok Center, the Maintenance and Operations Building and District Warehouse, and to complete other ongoing construction projects at both the Kentfield Campus and IVC Campus.

To assist in the management and the implementation of the Measure B Bond program, the District retained the Gilbane Building Company as its program and construction management provider and A. Kennedy Group, Inc. as the bond management and compliance consultant.

MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021

MEASURE B BUILDING FUND, SERIES B
REVENUE AND EXPENDITURE REPORT

FISCAL YEAR		ACTUAL 2017-2018	ACTUAL 2018-2019	ESTIMATED 2019-2020	ADOPTION BUDGET 2020-2021	% CHANGE
REVENUE						
Measure B Bond Proceeds		\$ -	\$ 70,000,000	\$ -	\$ -	0.0%
Interest Income		-	436,675	1,219,454	750,000	-38.5%
Total Revenue		-	70,436,675	1,219,454	750,000	-98.9%
PROJECT EXPENDITURES						
DISTRICT WIDE						
35110	Campus Security	-	-	1,824	656,577	35896.5%
35111	Environmental Impact Report	-	-	54,205	263,105	385.4%
35112	Information Technology	-	-	123,747	4,507,150	3542.2%
35113	Equipment	-	-	4,324	-	-100.0%
35114	Property Acquisitions	-	-	523,110	-	-100.0%
35115	Bolinas	-	-	58,837	248,199	321.8%
35116	Small Capital Repairs	-	-	933	444,817	47576.0%
35510	Program Management, District Staff	-	172,000	(140,004)	1,500,000	-1171.4%
35599	Districtwide Program Contingency	-	-	-	5,203,629	0.0%
	Districtwide Expenditures	-	172,000	626,976	12,823,477	1945.3%
KENTFIELD CAMPUS						
35710	Student Services	-	-	10,118	17,052	68.5%
35711	Fusselman Hall	-	-	3,397,324	1,213,536	-64.3%
35712	Learning Resources Center	-	-	4,046,601	10,543,694	160.6%
35713	PE Complex/Pool Renovations	-	-	(25,556)	467,283	-1928.5%
35714	Site Improvements	-	-	(58,628)	-	-100.0%
35715	Athletic Synthetic Turf Fields and Restroom/Storage	-	-	279,714	-	-100.0%
35717	Child Study Center	-	-	182	252,155	138446.7%
35718	Performing Arts	-	-	1,311,600	312,496	-76.2%
35719	Fine Arts	-	-	12,759	-	-100.0%
35720	Science, Math and Nursing	-	-	101,710	-	-100.0%
35721	Maintenance & Operations Bldg. & District Warehouse	-	-	10,738,656	1,618,229	-84.9%
35723	Academic Center	-	-	(169)	-	-100.0%
35725	Demolition of Kent Ave. Maintenance Facilities	-	-	(2,235)	150,000	-6811.4%
35726	Swing Space	-	-	1,418,567	-	-100.0%
35799	Campus Contingency - Kentfield Campus	-	-	-	3,640,000	0.0%
	Kentfield Campus Expenditures	-	-	21,230,643	18,214,445	-14.2%
INDIAN VALLEY CAMPUS						
35612	ADA Barrier Removal/Site Improvements	-	-	(34,587)	-	-100.0%
35613	Admin Cluster	-	-	324,720	567,970	74.9%
35616	Outdoor Amphitheater	-	-	-	-	0.0%
35617	Organic Farm/Garden Enhancements	-	-	66,759	32,777	-50.9%
35618	Pomo Cluster	-	-	1,455,267	1,384,993	-4.8%
35619	Building 27	-	-	60,352	38,330	-36.5%
35620	New Miwok Center	-	-	9,363,411	4,050,047	-56.7%
35622	Building 12	-	-	247,458	300,000	21.2%
35623	Demolition Project	-	-	(48,634)	-	-100.0%
35624	Building 17	-	-	81,992	-	-100.0%
35625	Building 21	-	-	96	-	-100.0%
35699	Campus Contingency - IVC Campus	-	-	-	1,000,000	0.0%
	Indian Valley Campus Expenditures	-	-	11,516,834	7,374,117	-36.0%
Total Expenditures		-	172,000	33,374,453	38,412,039	15.1%
Excess of Revenue Over Expenditures		-	70,264,675	(32,154,999)	(37,662,039)	17.1%
Beginning Fund Balance		-	-	70,264,675	38,109,676	-45.8%
ENDING FUND BALANCE		\$ -	\$ 70,264,675	\$ 38,109,676	\$ 447,637	-98.8%

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

**CAPITAL OUTLAY FOR MEASURE B FUND, SERIES B-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 Series B) and federally-taxable bonds (Series A-1 and Series B-1).

In February 2019, \$97,500,000 in federally-taxable bonds were sold, netted against \$230,000 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 B-1 fund.

The bond will be used primarily for the Learning Resources Center, the New Miwok Center, the Maintenance and Operations Building and District Warehouse, and to complete other ongoing construction projects at both the Kentfield Campus and IVC Campus.

To assist in the management and the implementation of the Measure B Bond program, the District retained the Gilbane Building Company as its program and construction management provider and A. Kennedy Group, Inc. as the bond management and compliance consultant.

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

**MEASURE B FUND, SERIES B-1
REVENUE AND EXPENDITURE REPORT**

FISCAL YEAR	ACTUAL 2017-2018	ACTUAL 2018-2019	ESTIMATED 2019-2020	ADOPTION BUDGET 2020-2021	% CHANGE
REVENUE					
Measure B Bond Proceeds	\$ -	\$ 97,500,000	\$ -	\$ -	0.0%
Interest Income	-	620,078	2,029,401	1,000,000	-50.7%
Total Revenue	-	98,120,078	2,029,401	1,000,000	-50.7%
PROJECT EXPENDITURES					
DISTRICT WIDE					
35510 Program Management, District Staff	-	230,000	-	-	0.0%
35599 Districtwide Program Contingency	-	-	-	1,500,000	0.0%
Districtwide Expenditures		230,000	-	1,500,000	0.0%
KENTFIELD CAMPUS					
35712 Learning Resources Center	-	-	-	77,320,425	0.0%
35714 Site Improvements	-	-	-	1,789,113	0.0%
35719 Fine Arts	-	-	-	554,446	0.0%
35720 Science, Math and Nursing	-	-	-	1,140,419	0.0%
35725 Demolition of Kent Ave. Maintenance Facilities	-	-	-	127,234	0.0%
35726 Swing Space	-	-	-	70,130	0.0%
35799 Campus Contingency - Kentfield Campus	-	-	-	1,000,000	0.0%
Kentfield Campus Expenditures	-	-	-	82,001,767	0.0%
INDIAN VALLEY CAMPUS					
35612 ADA Barrier Removal/Site Improvements	-	-	144,522	1,531,574	959.8%
35619 Building 27	-	-	-	683,024	0.0%
35620 New Miwok Center	-	-	-	8,500,000	0.0%
35622 Building 12	-	-	-	804,911	0.0%
35623 Demolition Project	-	-	-	200,131	0.0%
35624 Building 17	-	-	-	1,144,371	0.0%
35625 Building 21	-	-	-	324,031	0.0%
35699 Campus Contingency - IVC Campus	-	-	-	100,883	0.0%
Indian Valley Campus Expenditures	-	-	144,522	13,288,925	9095.1%
Total Expenditures	-	230,000	144,522	96,790,692	66873.0%
Excess of Revenue Over Expenditures	-	97,890,078	1,884,879	(95,790,692)	-5182.1%
Beginning Fund Balance	-	-	97,890,078	99,774,957	1.9%
ENDING FUND BALANCE	\$ -	\$ 97,890,078	\$ 99,774,957	\$ 3,984,265	-96.0%

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

**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 2019-20 amounted to \$135,891 and is projected to be \$140,738 for 2020-21.

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 2020-2021**

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

FISCAL YEAR	ACTUAL 2017-2018	ACTUAL 2018-2019	ESTIMATED 2019-2020	ADOPTION BUDGET 2020-2021	% CHANGE
REVENUE					
Interest	\$ 11,223	\$ 24,048	\$ 22,544	\$ 15,000	-33.5%
Other Local Revenue	71,832	75,935	83,391	50,000	-40.0%
Interfund Transfer In	165,996	125,294	3,385,894	140,738	-95.8%
Total Revenue	249,051	225,277	3,491,829	205,738	-94.1%
EXPENDITURES					
Loan Payment	100,000	110,000	125,000	135,000	8.0%
Interest	19,294	15,243	10,891	5,738	-47.3%
Transaction fees	-	-	1,997	2,000	0.2%
Total Expenditures	119,294	125,243	137,888	142,738	3.5%
Excess of Revenue Over Expenditures	129,757	100,034	3,353,941	63,000	-98.1%
(Other Outgo - Interfund Transfers)	-	(500,000)	-	-	0.0%
Beginning Fund Balance	1,264,844	1,394,601	994,635	4,348,576	337.2%
ENDING FUND BALANCE	\$ 1,394,601	\$ 994,635	\$ 4,348,576	\$ 4,411,576	1.4%

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

**LEASE REVENUE BOND (LRBs) INTEREST AND REDEMPTION FUND
REVENUE AND EXPENDITURE REPORT**

This fund will be used for the payment of principal and interest on the lease revenue bonds. Debt service for 2019-20 amounted to \$546,556 and is projected to be \$545,557 for 2020-21.

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

**LEASE REVENUE BOND (LRBs) INTEREST AND REDEMPTION FUND
REVENUE AND EXPENDITURE REPORT**

FISCAL YEAR	ACTUAL	ACTUAL	ESTIMATED	ADOPTION	%
	2017-2018	2018-2019	2019-2020	BUDGET	CHANGE
				2020-2021	
REVENUE					
Interest	\$ 34	\$ 10,060	\$ 15,658	\$ 5,000	-68.1%
Interfund Transfer In	545,000	550,000	550,000	550,000	0.0%
Total Revenue	545,034	560,060	565,658	555,000	-1.9%
EXPENDITURES					
Bond Principal	-	200,000	275,000	285,000	3.6%
Interest	-	344,446	271,556	260,557	-4.1%
Miscellaneous Expenses	-	(4,990)	2,200	2,500	13.6%
Total Expenditures	-	539,456	548,756	548,057	-0.1%
Excess of Revenue Over Expenditures	545,034	20,604	16,902	6,943	0.0%
Beginning Fund Balance	-	545,034	565,638	582,540	3.0%
ENDING FUND BALANCE	\$ 545,034	\$ 565,638	\$ 582,540	\$ 589,483	1.2%

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

**CERTIFICATES OF PARTICIPATION (COPs) DEBT SERVICE FUND
REVENUE AND EXPENDITURE REPORT**

This fund will be used for the payment of principal and interest on the certificates of participation financing. Debt service for 2019-20 amounted to \$197,228 and is projected to be \$149,794 for 2020-21.

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

**CERTIFICATES OF PARTICIPATION (COPs) DEBT SERVICE FUND
REVENUE AND EXPENDITURE REPORT**

FISCAL YEAR	ACTUAL	ACTUAL	ESTIMATED	ADOPTION	%
	2017-2018	2018-2019	2019-2020	BUDGET	CHANGE
				2020-2021	
REVENUE					
Interest	\$ -	\$ -	\$ 3,076	\$ 2,000	-35.0%
Interfund Transfer In	-	200,000	200,000	152,000	-24.0%
Total Revenue	-	200,000	203,076	154,000	-24.2%
EXPENDITURES					
Principal	-	-	-	-	0.0%
Interest	-	-	197,228	149,794	-24.1%
Miscellaneous Expenses	-	-	2,200	2,500	13.6%
Total Expenditures	-	-	199,428	152,294	-23.6%
Excess of Revenue Over Expenditures	-	200,000	3,648	1,706	0.0%
Beginning Fund Balance	-	-	200,000	203,648	1.8%
ENDING FUND BALANCE	\$ -	\$ 200,000	\$ 203,648	\$ 205,354	0.8%

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

**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 December 2017, 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 \$49,405,000 and related net premium of \$6,365,082 into the Measure C Bond Redemption Fund. In addition, the District placed \$55,425,464 into a refunded bond escrow trust account to pay for the refunded bonds. The refunding bond transaction incurred \$148,215 underwriting costs and \$196,403 issuance costs. In total, the 2017 bond refinancing transaction represents a net present value savings to the taxpayers of \$5.09 million over the life of the bonds. The District previously closed three bond refundings in December 2012, June 2015, and March 2016 which saved taxpayers approximately \$6.36 million, \$1.91 million, and 4.29 million, respectively, over of the life of the refunded bonds.

Debt service for 2019-20 amounted to \$11,915,700 and is projected to be \$12,329,150 for 2020-21. 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 2020-2021**

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

FISCAL YEAR	<u>ACTUAL</u> <u>2017-2018</u>	<u>ACTUAL</u> <u>2018-2019</u>	<u>ESTIMATED</u> <u>2019-2020</u>	<u>ADOPTION</u> <u>BUDGET</u> <u>2020-2021</u>	<u>%</u> <u>CHANGE</u>
REVENUE					
Interest	\$ 40,696	\$ 92,194	\$ 133,733	\$ 75,000	-43.9%
Proceeds from Ad Valorem Tax	12,685,829	14,591,785	11,454,422	12,300,000	7.4%
Measure C Premium	6,365,082	-	-	-	0.0%
Total Revenue	19,091,607	14,683,979	11,588,155	12,375,000	6.8%
EXPENDITURES					
Bond - Cost of Issuance	344,618	(2,246)	-	-	0.0%
Bond Principal	3,005,000	4,455,000	4,105,000	4,700,000	14.5%
Interest	7,530,123	7,983,351	7,810,700	7,629,150	-2.3%
Miscellaneous Expenses	6,825	6,351	7,333	6,000	-18.2%
Total Expenditures	10,886,566	12,442,456	11,923,033	12,335,150	3.5%
Excess of Revenue Over Expenditures	8,205,041	2,241,523	(334,878)	39,850	-111.9%
Other Financing Sources - Refunding Bond Proceeds	49,405,000	-	-	-	0.0%
(Other Outgo - Payment to Refunded Bonds Escrow Agent)	(55,425,464)	-	-	-	0.0%
Beginning Fund Balance	6,897,905	9,082,482	11,324,005	10,989,127	-3.0%
ENDING FUND BALANCE	\$ 9,082,482	\$ 11,324,005	\$ 10,989,127	\$ 11,028,977	0.4%

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

**MEASURE B 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 \$8,075,849 on the sale of the bond, netted against approximately \$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 and Redemption Fund.

Debt service for 2019-20 for amounted to \$19,582,527 and is projected to be \$12,865,584 for 2020-21. 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 2020-2021**

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

FISCAL YEAR	ACTUAL 2017-2018	ACTUAL 2018-2019	ESTIMATED 2019-2020	ADOPTION BUDGET 2020-2021	% CHANGE
REVENUE					
Interest	\$ 64,077	\$ 126,266	\$ 110,318	\$ 75,000	-32.0%
Proceeds from Ad Valorem Tax	13,204,807	13,951,219	12,183,713	16,400,000	34.6%
Measure B Premium	-	3,849,932	-	-	0.0%
Total Revenue	13,268,884	17,927,417	12,294,031	16,475,000	34.0%
EXPENDITURES					
Bond - Cost of Issuance	-	502,242	(10,985)	-	-100.0%
Bond Principal	-	11,010,000	10,090,000	3,430,000	-66.0%
Interest	3,482,575	3,345,387	9,492,527	9,435,584	-0.6%
Miscellaneous Expenses	1,980	4,179	990	2,000	102.0%
Total Expenditures	3,484,555	14,861,808	19,572,532	12,867,584	-34.3%
Excess of Revenue Over Expenditures	9,784,329	3,065,609	(7,278,501)	3,607,416	-149.6%
Beginning Fund Balance	3,523,441	13,307,770	16,373,379	9,094,878	-44.5%
ENDING FUND BALANCE	\$ 13,307,770	\$ 16,373,379	\$ 9,094,878	\$ 12,702,294	39.7%

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

**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 2020-21 Adoption Budget has revenue generally lower over the actual revenue for 2019-20.

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

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

FISCAL YEAR	ACTUAL 2017-2018	ACTUAL 2018-2019	ESTIMATED 2019-2020	ADOPTION BUDGET 2020-2021	% CHANGE
REVENUE					
Vision Care	\$ 61,678	\$ 62,825	\$ 62,000	\$ 40,000	-35.5%
Dental	635,600	648,423	621,284	540,000	-13.1%
Total Revenue	697,278	711,248	683,284	580,000	-15.1%
EXPENDITURES					
Vision Care:					
Administrative Fees	2,461	3,935	869	4,500	417.8%
Claims	40,648	34,711	36,989	40,000	8.1%
Dental:					
Administrative Fees	5,007	4,967	5,201	6,000	15.4%
Claims	576,030	599,695	451,579	540,000	19.6%
Total Expenditures	624,146	643,308	494,638	590,500	19.4%
Excess of Revenue Over Expenditures	73,132	67,940	188,646	(10,500)	-105.6%
Beginning Fund Balance	259,305	332,437	400,377	589,023	47.1%
ENDING FUND BALANCE	\$ 332,437	\$ 400,377	\$ 589,023	\$ 578,523	-1.8%

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

**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 2020-2021**

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

FISCAL YEAR	ACTUAL 2017-2018	ACTUAL 2018-2019	ESTIMATED 2019-2020	ADOPTION BUDGET 2020-2021	% CHANGE
REVENUE					
Investment Income	\$ (36,838)	\$ 308,120	\$ 324,763	\$ 100,000	-69.2%
Total Revenue	(36,838)	308,120	324,763	100,000	-69.2%
EXPENDITURES					
Administrative Fees	4,307	10,538	12,908	12,000	-7.0%
Total Expenditures	4,307	10,538	12,908	12,000	-7.0%
Excess of Revenue Over Expenditures	(41,145)	297,582	311,855	88,000	-71.8%
Other Financing Sources - Contributions	4,200,000	600,000	500,000	1,200,000	140.0%
(Other Outgo - Pension Reimbursements)	-	-	-	-	0.0%
Beginning Fund Balance	-	4,158,855	5,056,437	5,868,292	16.1%
ENDING FUND BALANCE	\$ 4,158,855	\$ 5,056,437	\$ 5,868,292	\$ 7,156,292	21.9%

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

**OTHER POST-EMPLOYMENT BENEFITS (OPEB) TRUST FUND - CERBT
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 November 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 2020-21 Adoption Budget includes “pay-as-you-go” reimbursements from the trust fund for its retiree medical and dental premium payments.

In 2019-20, an actuarial study was completed under the Governmental Accounting Standards Board Statement No. 75. The most recent report dated May 21, 2020 indicates that as of June 30, 2019 valuation date, the District’s Total OPEB Liability (TOL) was \$2,019,633 and the OPEB trust’s Fiduciary Net Position (FNP) was \$3,095,169 million. This leaves a Net OPEB Liability of (TOL-FNP) (\$1,075,536).

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

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

FISCAL YEAR	<u>ACTUAL</u> 2017-2018	<u>ACTUAL</u> 2018-2019	<u>ESTIMATED</u> 2019-2020	<u>ADOPTION</u> <u>BUDGET</u> 2020-2021	<u>%</u> <u>CHANGE</u>
REVENUE					
Investment Income	\$ 217,592	\$ 216,016	\$ 194,461	\$ 20,000	89.7%
Total Revenue	217,592	216,016	194,461	20,000	89.7%
EXPENDITURES					
Administrative Fees	3,068	2,770	2,685	2,800	4.3%
Total Expenditures	3,068	2,770	2,685	2,800	4.3%
Excess of Revenue Over Expenditures	214,524	213,246	191,776	17,200	91.0%
Other Financing Sources - Contributions		-	-	-	0.0%
(Other Outgo - "Pay As You Go" Reimbursements)	(431,055)	(382,222)	(368,114)	(374,810)	1.8%
Beginning Fund Balance	3,482,761	3,266,230	3,097,254	2,920,916	-5.7%
ENDING FUND BALANCE	\$ 3,266,230	\$ 3,097,254	\$ 2,920,916	\$ 2,563,306	-12.2%

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

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 2017-2018 the Marin Consortium members included: 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. During fiscal year 2017-2018, the Chancellor's Office issued directives resulting in the need to no longer use the Other Agency Fund for the accounting of AEBG activity.

As of June 30, 2020 the fund balance is projected to be \$4,471.

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

**OTHER AGENCY FUND
REVENUE AND EXPENDITURE REPORT**

FISCAL YEAR	<u>ACTUAL</u> <u>2017-2018</u>	<u>ACTUAL</u> <u>2018-2019</u>	<u>ESTIMATED</u> <u>2019-2020</u>	<u>ADOPTION</u> <u>BUDGET</u> <u>2020-2021</u>	<u>%</u> <u>CHANGE</u>
REVENUE					
Interest	\$ 1,244	\$ 80	\$ 95	\$ 80	-15.8%
Total Revenue	1,244	80	95	80	-15.8%
EXPENDITURES					
Contract Services	269,958	-	-	-	0.0%
Total Expenditures	269,958	-	-	-	0.0%
Excess of Revenue Over Expenditures	(268,714)	80	95	80	-15.8%
Beginning Fund Balance	273,010	4,296	4,376	4,471	2.2%
ENDING FUND BALANCE	\$ 4,296	\$ 4,376	\$ 4,471	\$ 4,551	1.8%

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

**ASSOCIATED STUDENTS ORGANIZATIONS
REVENUE AND EXPENDITURE REPORTS**

Adoption Budget for Fiscal Year 2020-2021

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 COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

ASSOCIATED STUDENTS COLLEGE OF MARIN - KTD IVC

FISCAL YEAR	ACTUAL 2017-2018	ACTUAL 2018-2019	ESTIMATED 2019-2020	ADOPTION BUDGET 2020-2021	% CHANGE
REVENUE					
Other Local Income	\$ 102,197	\$ 98,140	\$ 84,725	\$ 87,600	3.4%
Total Revenue	102,197	98,140	84,725	87,600	3.4%
EXPENDITURES					
Supplies	22,089	25,118	9,178	20,250	120.6%
Contracted Services	2,684	7,526	8,127	10,425	28.3%
Travel/Conference	257	1,978	-	2,000	0.0%
Printing	593	1,232	1,242	1,500	20.8%
Other Outgo:					
Intrafund Transfers-Club Support & Emergency Loan Fund	11,150	15,924	18,482	21,000	13.6%
Interfund Transfers-MCCD	44,000	19,100	15,518	22,000	41.8%
Leadership & Service Awards/Other Student Support	2,000	-	2,000	2,000	0.0%
Bookstore Vouchers	-	-	-	-	0.0%
Contingency	-	-	-	8,425	0.0%
Total Expenditures	82,773	70,878	54,547	87,600	60.6%
Excess of Revenue Over Expenditures	19,424	27,262	30,178	-	-100.0%
Beginning Fund Balance	257,161	276,585	303,847	334,025	9.9%
ENDING FUND BALANCE	\$ 276,585	\$ 303,847	\$ 334,025	\$ 334,025	0.0%

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 2020-2021**

ASSOCIATED STUDENTS EMERITUS COLLEGE

FISCAL YEAR	ACTUAL	ACTUAL	ESTIMATED	ADOPTION	%
	2017-2018	2018-2019	2019-2020	BUDGET	CHANGE
				2020-2021	
REVENUE					
Other Local Income	\$ 16,018	\$ 16,923	\$ 16,821	\$ 30,200	79.5%
Contingency	-	-	-		0.0%
Total Revenue	16,018	16,923	16,821	30,200	79.5%
EXPENDITURES					
Supplies	2,520	2,781	2,534	3,500	38.1%
Contracted Services	2,335	2,922	1,787	8,000	347.7%
Postage	1,496	1,284	743	1,000	34.6%
Printing	55	284	574	1,400	143.9%
Marketing & Advertising	1,581	1,249	877	4,000	356.1%
Equipment	136	-	-	1,100	0.0%
Other Outgo:					
Lecture Series	-	1,619	331	5,800	1652.3%
Grants/Scholarships	4,100	4,000	4,000	4,000	0.0%
Service Awards	-	56	45	400	788.9%
Contingency	-	-	-	1,000	0.0%
Total Expenditures	12,223	14,195	10,891	30,200	177.3%
Excess of Revenue Over Expenditures	3,795	2,728	5,930	-	-100.0%
Beginning Fund Balance	62,604	66,399	69,127	75,057	8.6%
ENDING FUND BALANCE	\$ 66,399	\$ 69,127	\$ 75,057	\$ 75,057	0.0%

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

ASSOCIATED STUDENTS REPRESENTATION FEE FUND

FISCAL YEAR	ACTUAL	ACTUAL	ESTIMATED	ADOPTION	%
	<u>2017-2018</u>	<u>2018-2019</u>	<u>2019-2020</u>	<u>BUDGET</u>	<u>CHANGE</u>
				<u>2020-2021</u>	
REVENUE					
Other Local Income	\$ 10,480	\$ 10,529	\$ 12,289	\$ 12,025	-2.1%
Total Revenue	10,480	10,529	12,289	12,025	-2.1%
EXPENDITURES					
Travel / Conference	10,053	10,312	2,906	11,925	310.4%
Membership & Dues	-	-	-	100	0.0%
Total Expenditures	10,053	10,312	2,906	12,025	314%
Excess of Revenue Over Expenditures	427	217	9,383	-	-100.0%
Beginning Fund Balance	97,540	97,967	98,184	107,567	9.6%
ENDING FUND BALANCE	\$ 97,967	\$ 98,184	\$ 107,567	\$ 107,567	0.0%

“

☀️ *Live like you're gonna die tomorrow and study like you're gonna live forever.*

—BUCKAROO BANZAI

☀️ *The only thing you absolutely have to know is the location of the library.*

—ALBERT EINSTEIN

☀️ *What you think, you become. What you feel, you attract. What you imagine, you create.*

—BUDDHA



”

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

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.

2020-21 Authorized Staffing

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

2019-20 Actual Gross Earnings, Employer-Paid Benefits and Total Compensation

Actual fiscal year 2019-2020 gross earnings, employer-paid benefits, and total compensation is provided for District employees. The data is based on payroll batches recorded in the financial system for the 2019-20 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.

2019-20 Average Employer Benefits Rates

Average fiscal year 2019-2020 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 2020-2021**

B. GANN APPROPRIATION LIMIT WORKSHEET

I. **2020-21** Appropriations Limit:

A. 2019-20 Appropriations Limit		\$	60,043,298
B. 2020-21 Price Factor:	1.0373		
C. Population Factor:			
1. 2018-19 Second Period Actual FTES:	3,347.00		
2. 2019-20 Second Period Actual FTES:	3,021.91		
3. 2020-21 Population Change Factor:	0.9029		
(line C.2. divided by line C.1.)			
D. 2019-20 Limit adjusted by inflation and population factors (line A multiplied by line B and Line C.3.)			56,235,242
E. Adjustments to Increase Limit			
1. Transfers in of financial responsibility		-	
2. Temporary voter approved increases		-	
3. Total adjustment - increase		-	
Subtotal			56,235,242
F. Adjustments to Decrease Limit			
1. Transfers out of financial responsibility		-	
2. Lapses of voter approved increases		-	
3. Total adjustment - decrease		-	
G. 2020-21 Appropriations Limit		\$	56,235,242

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

B. GANN APPROPRIATION LIMIT WORKSHEET

II. **2020-21** Appropriations Subject to Limit:

A. State Aid (General Apportionment, Apprenticeship Allowance, and Education Protection Account tax revenue)	\$	454,401
B. State Subventions (Home Owners Property Tax Relief, Timber Yield tax, etc.)		250,940
C. Local Property taxes		61,926,428
D. Estimated Excess Debt Service taxes		-
E. Estimated Parcel taxes, Square Foot taxes, etc.		-
F. Interest on proceeds of taxes		200,000
G. Local appropriations from taxes for unreimbursed State, Court and Federal Mandates		-
		<hr/>
H. 2020-21 Appropriations Subject to Limit	\$	<u><u>62,831,769</u></u>

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

C. AUTHORIZED STAFFING

	Faculty	Classified	Administrators	Totals
Unrestricted General Fund	99.91	141.98	26.40	268.29
Community Education and Services	-	4.00	0.75	4.75
Restricted General Fund	11.09	28.29	3.85	43.23
Child Development Fund	4.80	0.92	1.00	6.72
IVC Organic Farm Fund	-	-	1.00	1.00
Capital Outlay Fund for Measure B	-	7.50	1.00	8.50
District Totals	115.80	182.69	34.00	332.49

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

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	0.27
COUNSELOR	KLEIN	RACHEL	0.14
COUNSELOR	MAGALLANES-RIVERA	ALEXANDRA	1.00
COUNSELOR	MUSANTE	DANILA	1.00
COUNSELOR	PERRONE	KRISTIN	0.33
COUNSELOR	RAMEY	BYRON	1.00
COUNSELOR	ROBINSON	KAREN	0.53
COUNSELOR	STEVENSON	TROY	0.14
INSTRUCTOR	AGUDELO-SILVA	FERNANDO	1.00
INSTRUCTOR	ALLEN	MAULA	1.00
INSTRUCTOR	BEAL	REBECCA	1.00
INSTRUCTOR	BELLISIMO	YOLANDA	1.00
INSTRUCTOR	BERRINGER	STEVEN	1.00
INSTRUCTOR	BJORKLUND	TREVOR	1.00
INSTRUCTOR	BOHLKE	WENDY	1.00
INSTRUCTOR	BONANDER	BARBARA	1.00
INSTRUCTOR	BORENSTEIN	BONNIE	1.00
INSTRUCTOR	BOYD	SANDY	1.00
INSTRUCTOR	CARRERA	STEVE	1.00
INSTRUCTOR	BROWN	BECKY	1.00
INSTRUCTOR	CHENEY	PAUL	1.00
INSTRUCTOR	CHIA	MIA	1.00
INSTRUCTOR	CHRISTENSEN	TINA	1.00
INSTRUCTOR	COTTLE	WINDEE	1.00

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

C. UNRESTRICTED AUTHORIZED STAFFING

TITLE	LAST	FIRST	FTE
<u>FACULTY</u>			
INSTRUCTOR	COULSON	MARIA	1.00
INSTRUCTOR	CRAWFORD	YASHICA	1.00
INSTRUCTOR	CROSBY	FRANK	1.00
INSTRUCTOR	CUCCHIARA	ANTONINO	1.00
INSTRUCTOR	DAUBENMIRE	PAUL	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	FOX	EMILY	1.00
INSTRUCTOR	FRANCE	PATRICIA	1.00
INSTRUCTOR	GOLITZIN	GEORGE	1.00
INSTRUCTOR	GONZALEZ	JAMES	1.00
INSTRUCTOR	GONZALEZ	MARCO	1.00
INSTRUCTOR	HULIN	PATRICIA	1.00
INSTRUCTOR	JONES	DAVID	1.00
INSTRUCTOR	KELLY	INGRID	1.00
INSTRUCTOR	KELLY	PATRICK	1.00
INSTRUCTOR	KING	DAVID	1.00
INSTRUCTOR	KLINGER	ALISA	1.00
INSTRUCTOR	KOENIG	KAREN	1.00
INSTRUCTOR	KREIT	CARA	1.00
INSTRUCTOR	KUHN	KRISTI	1.00

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

C. UNRESTRICTED AUTHORIZED STAFFING

TITLE	LAST	FIRST	FTE
<u>FACULTY</u>			
INSTRUCTOR	LANGINGER	JEANNIE	1.00
INSTRUCTOR	LEFKOWITZ	SARALYN	1.00
INSTRUCTOR	LI	CHRISTINE	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	MIHAL	COLLEEN	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	NGUYEN	HIEN	1.00
INSTRUCTOR	O'KEEFE	PATRICIA	1.00
INSTRUCTOR	ORDIN	LAURIE	1.00
INSTRUCTOR	PAGANI	ROSSANA	1.00
INSTRUCTOR	PALMER	RONALD	1.00
INSTRUCTOR	PARK	JESSICA	1.00
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

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

C. UNRESTRICTED AUTHORIZED STAFFING

TITLE	LAST	FIRST	FTE
<u>FACULTY</u>			
INSTRUCTOR	QUICK	DAYNA	1.00
INSTRUCTOR	RAHMAN	SUSAN	1.00
INSTRUCTOR	RODERICK	IRINA	1.00
INSTRUCTOR	RUDDLE	JOANNA	1.00
INSTRUCTOR	SEERY	PATRICIA	1.00
INSTRUCTOR	SERAFIN	SCOTT	1.00
INSTRUCTOR	SMITH	SHELLEY	1.00
INSTRUCTOR	SMYTH	KATHLEEN	1.00
INSTRUCTOR	STEINMETZ	POLLY	1.00
INSTRUCTOR	STOPHER	JIM	1.00
INSTRUCTOR	TIPTON	JAMES	1.00
INSTRUCTOR	TURNER	WALTER	1.00
INSTRUCTOR	VACANT		1.00
INSTRUCTOR	WAGNER	KATHERINE	1.00
INSTRUCTOR	WALSH	WENDY	1.00
INSTRUCTOR	WANG	ANDREA	1.00
INSTRUCTOR	WAT	TIMOTHY	1.00
INSTRUCTOR	WELLS	STEPHANIE	1.00
INSTRUCTOR	WILLET	NANCY	1.00
INSTRUCTOR	WILSON	DEREK	1.00
INSTRUCTOR	WOODLIEF	BLAZE	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><u>99.91</u></u>

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

C. UNRESTRICTED AUTHORIZED STAFFING

TITLE	LAST	FIRST	FTE
<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	1.00
ADMINISTRATIVE ASSISTANT II	BORISOV	OLGA	1.00
ADMINISTRATIVE ASSISTANT II	CARLISLE	DORIAN	0.60
ADMINISTRATIVE ASSISTANT II	DYER	NEQUESHE	1.00
ADMINISTRATIVE ASSISTANT II	FOULGER	KIM	1.00
ADMINISTRATIVE ASSISTANT II	JOHNSON	TAMMERA	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	VACANT		1.00
ADMINISTRATIVE ASSISTANT II	VACANT		0.57
ADMINISTRATIVE ASSISTANT III	ACKER	EILEEN	1.00
ADMINISTRATIVE ASSISTANT III	BARR	MARIDEL	1.00
ADMINISTRATIVE ASSISTANT III	LOEGERING	TESSA	0.85
ADMINISTRATIVE ASSISTANT III	LONGO	GINA	1.00
ADMINISTRATIVE ASSISTANT III	NAMVAR	MINA	1.00
ADMINISTRATIVE ASSISTANT III	O'DONNELLEY	DIANNE	1.00
ADMINISTRATIVE ASSISTANT III	PALOMINO	MELANIE	0.80

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

C. UNRESTRICTED AUTHORIZED STAFFING

TITLE	LAST	FIRST	FTE
<u>CLASSIFIED</u>			
ADMINISTRATIVE ASSISTANT III	SIEGENTHALER	CONNIE	1.00
ADMINISTRATIVE ASSISTANT III	YIM	REBECCA	1.00
ARTICULATION AND CURRICULUM ANALYST	YUAN	MENGQI (GRACE)	1.00
ARTICULATION SPECIALIST	KUROMIYA	JAMES	1.00
ARTICULATION SPECIALIST	VACANT		1.00
ATHLETIC TRAINER	SCARCELLA	JOSEPH	1.00
BUYER	ERLENHEIM	DAVID	1.00
COLLEGE POLICE SVCS. ASST.	MINOIA	MARCO	1.00
COMPASS COORDINATOR	BARAJAS	LILYANA	1.00
CUSTODIAL SERVICES SUPERVISOR	VACANT		1.00
CUSTODIAN	BOGRAN RAYMUNDO	ROLANDO	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 DE LOPEZ	ECXA ROXANA	1.00
CUSTODIAN	DIAZ MARROQUIN	ABNER	1.00
CUSTODIAN	DODGE	GEORGE	1.00
CUSTODIAN	GALZAGORRY	MARIE	1.00
CUSTODIAN	HERRERA	HENRY	1.00
CUSTODIAN	KEENER	MARGARITA	1.00
CUSTODIAN	LARRE	CHRISTELLE	1.00
CUSTODIAN	MARTINEZ	MANUEL	1.00
CUSTODIAN	MONTOYA OLIVARES	RICARDO	1.00
CUSTODIAN	PEREZ	RAMIRO	1.00
CUSTODIAN	SMITH	MICHAEL	1.00

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

C. UNRESTRICTED AUTHORIZED STAFFING

TITLE	LAST	FIRST	FTE
<u>CLASSIFIED</u>			
CUSTODIAN	THOMAS	JOSEPH	1.00
CUSTODIAN	VACANT		1.00
CUSTODIAN	VACANT		1.00
CUSTODIAN	VACANT		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	LEE	EMMA	0.60
ENROLLMENT SERVICES ASSOCIATE I	SPEASE	JENNIFER	0.60
ENROLLMENT SERVICES ASSOCIATE I	TEER	JOANNE	0.60
ENROLLMENT SERVICES ASSOCIATE II	BANKS	CECILE	1.00
ENROLLMENT SERVICES ASSOCIATE II	BARNETT	MARIXA	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	HUNTER	ANDREA	1.00
ENROLLMENT SERVICES ASSOCIATE III	REYES	RUBY	1.00
EOPS/CARE & CALWORKS COORDINATOR	MARTINEZ	ALLYSON	0.15
EQUITY & ACTIVITIES PROGRAM COORDINATOR	PERALES	TERESA	0.21
EVALUATION ANALYST	CARROLL	SHELDON	1.00
EVALUATION ANALYST	MARIANO	ELNORE	0.60
EXECUTIVE ASSISTANT I	BAUER	KATHERINE	1.00
EXECUTIVE ASSISTANT I	JONES	RHONDA	1.00
EXECUTIVE ASSISTANT I	KLEIN	JESSE	1.00
EXECUTIVE ASSISTANT II	BENET	MICOL	1.00
GARDENER	CRAIG	RODNEY	1.00

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

C. UNRESTRICTED AUTHORIZED STAFFING

TITLE	LAST	FIRST	FTE
<u>CLASSIFIED</u>			
GARDENER	VACANT		1.00
GARDENER	WADSWORTH	WILLIAM	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	CALLAHAN	SHAWNA	1.00
HUMAN RESOURCES TECHNICIAN II	HANSEN	CANDICE	1.00
INSTITUTIONAL RESEARCH AND DATA SYSTEMS ANALYST	VACANT		1.00
INSTRUCTIONAL ASSISTANT - BUS & INFO SYS	BARTHELEMY	LANCE	0.28
INSTRUCTIONAL ASSISTANT - MACHINE & METALS	DEINES	MARK	0.28
INSTRUCTIONAL DESIGNER	LINCE	STACEY	1.00
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 - COURT REPORTING	OLSON	JANIS	0.38
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 - MATHEMATICS	JESTADT	JESSE	0.60
INSTRUCTIONAL SPECIALIST - MATHEMATICS	WALKER	SANTON	0.60
INSTRUCTIONAL SPECIALIST - MATHEMATICS	WALKER	SANTON	0.60
INSTRUCTIONAL SPECIALIST - MEDICAL ASSISTING	WILTEY	ANA	0.38

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

C. UNRESTRICTED AUTHORIZED STAFFING

TITLE	LAST	FIRST	FTE
<u>CLASSIFIED</u>			
INSTRUCTIONAL SUPPORT ANALYST	SUAREZ MALDONADO	ALEJANDRO	1.00
INSTRUCTIONAL TECHNOLOGY SUPERVISOR	HOWARD	MATTHEW	1.00
INTERNATIONAL STUDENT ADVISOR	WELCH	ALISON	1.00
KINESIOLOGY & ATHLETICS EQUIPMENT MANAGER	SANTOS	RICARDO	1.00
KINESIOLOGY & ATHLETICS OPERATIONS SPECIALIST	VACANT		0.50
LABORATORY TECHNICIAN - AUTO TECHNOLOGY	GOOD	LESLIE	1.00
LABORATORY TECHNICIAN - BIOLOGY	AMUNDSON	LAUREN	1.00
LABORATORY TECHNICIAN - CERAMICS	YOUNG	BRIAN	0.49
LABORATORY TECHNICIAN - CHEMISTRY	YUNANDA	FNU	1.00
LABORATORY TECHNICIAN - MICROBIOLOGY	MANENTO	DAUDI	0.92
LABORATORY TECHNICIAN - MUSEUM & GALLERIES	IMAZUMI	SANDRA	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 GARDENER	DOMINGUEZ	PAUL	1.00
LIBRARY TECHNICIAN II	FONTENO	AMBER	1.00
LIBRARY TECHNICIAN II	HOLUB	KARL	1.00
LIBRARY TECHNICIAN II	LONG	LAN-LING	1.00
LIBRARY TECHNICIAN II	NGUYEN THUY	TRANG	1.00
LIBRARY TECHNICIAN III	MCSWEEN	KAREN	1.00
LOCKSMITH/CARPENTER	PEREZ	ALEXIO	1.00
MAINTENANCE CARPENTER	CRAWFORD	LESTER	1.00
MAINTENANCE CARPENTER	ZAMORA	EFRAIN	1.00
MAINTENANCE ELECTRICIAN	MARCUM	JEFFREY	1.00
MAINTENANCE ELECTRICIAN	WILSON	PAUL	1.00
MAINTENANCE HVAC MECHANIC	MITCHELL	DAVID	1.00

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

C. UNRESTRICTED AUTHORIZED STAFFING

TITLE	LAST	FIRST	FTE
<u>CLASSIFIED</u>			
MAINTENANCE HVAC MECHANIC	YOHANNES	HAILE	1.00
MAINTENANCE PLUMBER	DIAZ	CHRISTOPHER	1.00
NETWORK/PC/TELEPHONE TECHNICIAN	CHI	BRIAN	1.00
NETWORK/PC/TELEPHONE TECHNICIAN	GARDINER	DAVID	1.00
PAYROLL SPECIALIST	TERRY	LINDA	1.00
POOL MAINTENANCE WORKER	GILL	CLARK	1.00
PRINT PRODUCTION SPECIALIST	SO	ALBERT	1.00
RECEIVING CLERK	LAMBERT	GABRIEL	1.00
REPROGRAPHICS MAIL CLERK	HARBISON	JESSE	1.00
REPROGRAPHICS MAIL CLERK	KLEIN	MICHAEL	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 DATABASE ADMINISTRATOR	OSHEROFF	AARON	1.00
SENIOR PAYROLL SPECIALIST	DANNECKER	MARITZA	1.00
SENIOR RESEARCH AND EVALUATION SPECIALIST	SHAFFER	HOLLEY	0.67
SENIOR SYSTEMS ANALYST	SCHANE	BURTON	1.00
STAFF ACCOUNTANT	BARZEGAR	NAGHMEH	1.00
STAFF ACCOUNTANT	FRAGATA	MARILOU	1.00
STUDENT CONDUCT OFFICER	KENT	MATTHEW	1.00
SYSTEMS ENGINEER	INDI	FERHAT	1.00
SYSTEMS ANALYST	NGUYEN	DONG	1.00
SYSTEMS ANALYST	VACANT		1.00
TECHNOLOGY SUPPORT SPECIALIST I	DUNKLE	CHRISTOPHER	1.00

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

C. UNRESTRICTED AUTHORIZED STAFFING

TITLE	LAST	FIRST	FTE
<u>CLASSIFIED</u>			
TECHNOLOGY SUPPORT SPECIALIST I	GUDMUNDSSON	JON	1.00
TECHNOLOGY SUPPORT SPECIALIST I	HABER	JOHN	1.00
TECHNOLOGY SUPPORT SPECIALIST I	LEE	WENDY	1.00
TECHNOLOGY SUPPORT SPECIALIST II	VACANT		0.50
TRANSFER & CAREER CENTER COORDINATOR	TOTAPUDI	SOFIA	1.00
TUTORING CENTER COORDINATOR	PENSABENE	OKSANA	0.80
TOTAL CLASSIFIED FTE			<u>141.98</u>

ADMINISTRATORS

ACADEMIC:

SUPERINTENDENT/PRESIDENT	COON	DAVID WAIN	1.00
ASST. SUPERINTENDENT/VP OF STUDENT LEARNING & SUCCESS	ELDRIDGE	JONATHAN	0.80
ASSISTANT VICE PRESIDENT OF INSTRUCTION	TORRES	CARI	1.00
DEAN OF ARTS AND HUMANITIES	SNYDER	DAVID	1.00
DEAN OF WORKFORCE DEVELOPMENT & CAREER EDUCATION	VARONA	ALINA	1.00
DEAN OF EDUCATIONAL SUCCESS PROGRAMS	HERSCH	TONYA	1.00
DEAN OF ENROLLMENT SERVICES	HORINEK	JON	0.85
DEAN OF HEALTH SCIENCES	GOLDFARB	SHARON ANNE	1.00
DEAN OF MATH, SCIENCES AND BUSINESS	HERNANDEZ	CAROL	1.00
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 STUDENT ACTIVITIES AND ADVOCACY	SULAIMAN HARA	SADIKA	1.00
TOTAL ACADEMIC ADMINISTRATORS			<u>11.40</u>

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

C. UNRESTRICTED AUTHORIZED STAFFING

TITLE	LAST	FIRST	FTE
<u>ADMINISTRATORS</u>			
<u>CLASSIFIED:</u>			
ASST. SUPERINTENDENT/VP OF ADMINISTRATIVE SERVICES	NELSON	GREGORY	1.00
GENERAL COUNSEL	ROBERTSHAW	MIA	1.00
CHIEF INFORMATION OFFICER/DIRECTOR OF INFO. TECHNOLOGY	EKOUE TOTOU	PATRICK	1.00
CHIEF OF POLICE/DIRECTOR OF SAFETY	MARUZICK	JEFFREY	1.00
DIRECTOR OF COLLEGE SERVICES	RICCIUTI	ANNA	1.00
DIRECTOR OF FACILITIES PLANNING, MAINT. & OPERATIONS	CHRISTIANSEN	KLAUS	1.00
DIRECTOR OF FISCAL SERVICES	ISOZAKI	PEGGY	1.00
DIRECTOR OF HUMAN RESOURCES	HARRIS	NEKODA	1.00
DIRECTOR OF MARKETING AND COMMUNICATIONS	CRUZ	NICOLE	1.00
DIRECTOR OF SCHOOL AND COMMUNITY PARTNERSHIPS	PILLOTON	ANNA	1.00
ASSOCIATE DIRECTOR OF ENROLLMENT SERVICES	BAGTAS-CARMONA	EMY	1.00
ASST. DIRECTOR OF FACILITIES PLANNING, MAINT. & OPERATIONS	HOFFMAN	JESSE	1.00
MANAGER, EMPLOYEE & LABOR RELATIONS	LEHUA	CONSTANCE	1.00
MANAGER, HUMAN RESOURCES ACADEMIC PERSONNEL	KINKA RUIZ	DEVON	1.00
HEALTH SCIENCES PROGRAM ADMINISTRATOR	OLMANSON	ANGELA	1.00
TOTAL CLASSIFIED ADMINISTRATORS			<u>15.00</u>
TOTAL ADMINISTRATIVE FTE			<u>26.40</u>
TOTAL UNRESTRICTED FTE			<u>268.29</u>

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

C. COMMUNITY EDUCATION AND SERVICES AUTHORIZED STAFFING

TITLE	LAST	FIRST	FTE
<u>CLASSIFIED</u>			
ADMINISTRATIVE ASSISTANT III	ARASNIA	SHEHERAZADE	1.00
COMMUNITY EDUCATION & SERVICES PROG. SPEC.	DRAKE	BRANDON	1.00
COMMUNITY EDUCATION & SERVICES PROG. SPEC.	MARCKWORDT	VALERIE	1.00
ENROLLMENT SERVICES ASSOCIATE II	PEITZ	HEATHER	1.00
TOTAL CLASSIFIED FTE			<u>4.00</u>
<u>ADMINISTRATORS</u>			
<u>ACADEMIC</u>			
DIRECTOR OF COMMUNITY ED., LIFELONG LEARNING & INT'L ED.	HILDEBRAND	CAROL	0.75
TOTAL ADMINISTRATIVE FTE			<u>0.75</u>
TOTAL COMMUNITY EDUCATION AND SERVICES FTE			<u>4.75</u>

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

C. RESTRICTED AUTHORIZED STAFFING

TITLE	LAST	FIRST	FTE
<u>FACULTY</u>			
COUNSELOR	ARBONA	SHAILA	1.00
COUNSELOR	BLANK	JULIETTE	1.00
COUNSELOR	BRICENO-MORENO	LUZ	0.50
COUNSELOR	COLEY	WILLIAM	1.00
COUNSELOR	EARLY	RINETTA	1.00
COUNSELOR	ESCOBAR	CAITLIN	0.73
COUNSELOR	KLEIN	RACHEL	0.86
COUNSELOR	PERRONE	KRISTIN	0.67
COUNSELOR	ROBINSON	KAREN	0.47
COUNSELOR	STEVENSON	TROY	0.86
COUNSELOR	URENA	JAVIER JOSE	1.00
INSTRUCTOR	FINLAYSON	LUNA	1.00
INSTRUCTOR	TOSTENSON	LISA	1.00
TOTAL FACULTY FTE			<u>11.09</u>
<u>CLASSIFIED</u>			
ADMINISTRATIVE ASSISTANT II	PEREZ	CHELSEY	0.50
ADMINISTRATIVE ASSISTANT III	ABELLERA	LISA	0.60
ADMINISTRATIVE ASSISTANT III	PALOMINO	MELANIE	0.20
ADMINISTRATIVE ASSISTANT III	LEOGERING	TESSA	0.15
ASSISTIVE TECHNOLOGY SPECIALIST-SAS	DIMOPOULOS	ELIANA	1.00
CAREER INTERNSHIPS and SERVICE LEARNING PROGRAM COOR.	JONES	ALEXANDER	1.00
COLLEGE POLICE SVCS. ASST.	SHAHI	JESSICA	1.00
COMPASS COORDINATOR	HAIKINS-APPIAH	NIGEL	1.00
COMPASS COORDINATOR	MERCADO TRUJILLO	JUAN	1.00

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

C. RESTRICTED AUTHORIZED STAFFING

TITLE	LAST	FIRST	FTE
<u>CLASSIFIED</u>			
ENROLLMENT SERVICES ASSOCIATE I	LEE	EMMA	0.40
ENROLLMENT SERVICES ASSOCIATE I	SPEASE	JENNIFER	0.40
ENROLLMENT SERVICES ASSOCIATE I	TEER	JOANNE	0.40
ENROLLMENT SERVICES ASSOCIATE II	BARNETT	MARIXA	0.40
EOPS/CARE COORDINATOR	MARTINEZ	ALLYSON	0.85
EOPS/CARE AND CALWORKS SPECIALIST	GUILLEN	HUGO	1.00
EQUITY AND ACTIVITIES PROGRAM COORDINATOR	PERALES	TERESA	0.79
EVALUATION ANALYST	MARIANO	ELNORE	0.40
FACILITY RENTAL SUPERVISOR	BACIGALUPI	LINDSAY	1.00
GARDENER	SPARROW	NEIL	1.00
HEALTH SERVICES ASST.	BUCKLEY	BO	0.60
HEALTH SERVICES ASST.	TIMPANE	SHANNON	0.40
INSTRUCTIONAL ASST., LRNG.DISABILITIES	DEIONGH	KYLE	0.36
INSTRUCTIONAL ASST., LRNG.DISABILITIES	HEDEMARK	GORDON	0.54
INSTRUCTIONAL SPECIALIST., ADAPTED PE	DAVISON	JEANETTE	0.36
INSTRUCTIONAL ASST., ADAPTED PE	VACANT		0.36
POLICE OFFICER	LANGEVELD	MARTINUS	1.00
POLICE OFFICER	RUIZ	DUSTIN	1.00
POLICE OFFICER	STEWART	PAUL	1.00
POLICE OFFICER	VACANT		1.00
POOL MAINTENANCE WORKER-IVC	APPLEGATE	MONICA	1.00
PROGRAM TECHNICIAN, SAS	MAYO	MILES	0.49
SAS SPECIALIST	SCHWARTZ	CAROL	0.50
SAS SUPPORT SERV.TECH	ZARREHPARVAR	XENIA	1.00
SCHOOL & COMMUNITY PARTNERSHIPS PROG. COORDINATOR	SOLIS	JULIAN	0.56
SENIOR RESEARCH AND EVALUATION SPECIALIST	SHAFER	HOLLEY	0.33

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

C. RESTRICTED AUTHORIZED STAFFING

TITLE	LAST	FIRST	FTE
<u>CLASSIFIED</u>			
TESTING CENTER COORDINATOR	WONG	SALLY	1.00
TESTING TECHNICIAN	GARRETSON	PATRICK	1.00
TESTING TECHNICIAN	MARSHALL	MARY	0.50
TUTORING CENTER COORDINATOR	PENSABENE	OKSANA	0.20
WORKFORCE PROGRAM COORDINATOR	ANTOKHIN	KATHLEEN	1.00
WORKFORCE SPECIALIST	RAHMAN	HEATHER	1.00
TOTAL CLASSIFIED FTE			<u>28.29</u>
<u>ADMINISTRATORS</u>			
<u>ACADEMIC:</u>			
ASST. SUPERINTENDENT/VP OF STUDENT LEARNING & SUCCESS	ELDRIDGE	JONATHAN	0.20
DEAN OF ENROLLMENT SERVICES	HORINEK	JON	0.15
DIRECTOR OF EOPS/CARE AND CALWORKS	REETZ	BECKY	0.50
DIRECTOR OF STUDENT ACCESSIBILITY SERVICES	MILLER	STORMY	1.00
TOTAL ACADEMIC ADMINISTRATORS			<u>1.85</u>
<u>CLASSIFIED:</u>			
DIRECTOR OF ADVANCEMENT	ROSENTHAL	KEITH	1.00
DIRECTOR OF WORKFORCE PROGRAMS	HORTON	KATHERYN	1.00
TOTAL CLASSIFIED ADMINISTRATORS			<u>2.00</u>
TOTAL ADMINISTRATIVE FTE			<u>3.85</u>
TOTAL RESTRICTED FTE			<u>43.23</u>

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

C. CHILD DEVELOPMENT AUTHORIZED STAFFING

TITLE	LAST	FIRST	FTE
<u>FACULTY</u>			
INSTRUCTOR - IVC SITE SUPERVISOR	BIGGART	MAUREEN	1.00
INSTRUCTOR - KTD SITE SUPERVISOR	GUTIERREZ	DERRY	1.00
INSTRUCTOR	VACANT		1.00
INSTRUCTOR	MALOUF	JANEATTE	1.00
INSTRUCTOR	MORALES	HELEN	0.80
TOTAL FACULTY FTE			<u>4.80</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>6.72</u>

MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021

C. IVC ORGANIC FARM AUTHORIZED STAFFING

TITLE	LAST	FIRST	FTE
<u>ADMINISTRATORS</u>			
<u>ACADEMIC:</u>			
MANAGER, ORGANIC FARM & GARDEN	CAMPBELL	JOHN	1.00
TOTAL ADMINISTRATIVE FTE			<u>1.00</u>
TOTAL IVC FARM OPERATIONS FUND FTE			<u>1.00</u>

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

C. CAPITAL OUTLAY FUND FOR MEASURE B AUTHORIZED STAFFING

TITLE	LAST	FIRST	FTE
<u>CLASSIFIED</u>			
ADMINISTRATIVE ASSISTANT II	RUDOLPH	MONICA	1.00
ADMINISTRATIVE ASSISTANT II	WITTE	IRMGARD	1.00
MAINTENANCE CARPENTER	STAFFEN	RUSSEL	1.00
MAINTENANCE ELECTRICIAN	RODRIGUEZ	NORBERT	1.00
MAINTENANCE TECHNICIAN I	HAAG	JON	1.00
MAINTENANCE TECHNICIAN I	LITTLEJOHN	FRANCISCO	1.00
RECEIVING CLERK	RODRIGUEZ	JUAN	1.00
TECHNOLOGY SUPPORT SPECIALIST II	VACANT		0.50
TOTAL CLASSIFIED FTE			<u>7.50</u>
<u>ADMINISTRATORS</u>			
<u>CLASSIFIED:</u>			
DIRECTOR OF CAPITAL PROJECTS	FARIAS	ISIDRO	1.00
TOTAL ADMINISTRATIVE FTE			<u>1.00</u>
TOTAL MEASURE B BOND FUND FTE			<u>8.50</u>
DISTRICT TOTAL			<u>332.49</u>

MARIN COMMUNITY COLLEGE DISTRICT
2019-20 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	404	34	438
Abellera, Lisa	Admin Asst III	41,734	11,959	53,693
Abke, Ashley	Gardener	18,373	10,350	28,723
Abouaf, Jeffrey	Temporary Faculty	69,333	15,709	85,042
Abu Ghosh, Yuliya	Hourly	395	34	429
Acker, Eileen	Admin Asst III	87,834	48,058	135,892
Adams, John	Police Lieutenant	42,927	9,882	52,809
Agudelo-Silva, Fernando	Instructor	204,641	58,881	263,522
Aguiar, Geoffrey	Hourly	41,255	22,089	63,344
Airey-Van Diem, Peggy	Hourly	12,502	1,061	13,563
Alarcon, Alexa	Temporary Faculty Instrl	4,383	844	5,227
Alatraste, Irving	Hourly	3,495	28	3,523
Alcazar, Amanda	Work Study	17,408	137	17,545
Alexanderson, Jonathan	Work Study	6,713	53	6,766
Allen, Maula	Instructor	150,320	52,411	202,731
Amos, Scott	Gardener	1,061	90	1,151
Anderson, Stephen	Retiree Non Instructional	-	5,784	5,784
Anderson-Zafir, Dawud	Work Study	3,377	27	3,404
Anjeh, Vincent	Hourly	525	4	529
Anthes, Roberta	Temporary Faculty	3,424	660	4,084
Antokhin, Kathleen	Workforce- Prog Coordinator	83,291	46,758	130,049
Applegate, Monica	Pool Maintenance Worker IVC	53,242	37,537	90,779
Appleton, Carolyn	Retiree Non Instructional	-	8,204	8,204
Appleton, Guy	Retiree Non Instructional	-	8,204	8,204
Arasnia, Sheherazade	Admin Asst III CES	72,452	36,883	109,335

**MARIN COMMUNITY COLLEGE DISTRICT
2019-20 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
ALPHABETICAL ORDER**

EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Arbona, Shaila	Counselor	110,606	46,620	157,226
Ariano, Vaughan	Temporary Faculty	5,715	485	6,200
Arrick, Janet	Temporary Faculty	71,569	23,997	95,566
Ashe, Aidan	Hourly	1,425	11	1,436
Atkinson, Justin	Instructional Specialist	41,605	11,988	53,593
Aviles, Francisco	Accounting Specialist	80,753	48,153	128,906
Ayan-Eaton, Julianna	Hourly	1,118	95	1,213
Bacigalupi, Lindsay	Facility Rental Supervisor	86,284	41,868	128,152
Bagheri-Alamooti, Siamak	Hourly	1,644	140	1,784
Bagtas-Carmona, Emy	Asst. Dir Enrollment Services	124,599	59,952	184,551
Bailey, Alvin	Hourly	332	28	360
Bailliere, Alexandra	Temporary Faculty	3,565	303	3,868
Baker, Hursey	Temporary Faculty	2,930	249	3,179
Banks, Cecile	Enrollment Services Assoc II	87,120	47,854	134,974
Banos, Robert	Temporary Faculty	30,867	707	31,574
Baporia, Mubashshera	Hourly	11,891	1,009	12,900
Barajas, Lilyana	COMPASS Coordinator	80,633	45,289	125,922
Barker, Leslie	Senior Accountant	121,572	58,680	180,252
Barnett, Marixa	Enrollment Services Assoc II	73,144	45,850	118,994
Barnett, Nicole	Temporary Faculty	35,078	6,759	41,837
Barnett, Sharon	Temporary Faculty	3,858	328	4,186
Barr, James	Retiree Non Instructional	-	5,784	5,784
Barr, Maridel	Admin Asst III	78,661	39,942	118,603
Barrall, Mark	Temporary Faculty	62,062	5,268	67,330
Barr-Vickers, Claudia	Temporary Faculty	1,991	(18)	1,973

**MARIN COMMUNITY COLLEGE DISTRICT
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ALPHABETICAL ORDER**

EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Barthelemy, Lance	Instructional Specialist	68,038	23,434	91,472
Bartlett, Wendy	Hourly	3,857	327	4,184
Barzegar, Naghmeh	Staff Accountant	101,009	51,823	152,832
Bauer, Katherine	Executive Assistant I	76,099	34,794	110,893
Bauman, Marcia	Temporary Faculty	8,291	704	8,995
Bawden, Douglas	Temporary Faculty	7,161	1,107	8,268
Beadle, Carole	Temporary Faculty	15,680	3,012	18,692
Beal, Rebecca	Instructor	110,795	34,374	145,169
Beam, Rustin	Hourly	10,969	3,094	14,063
Beattie, Kyle	Temporary Faculty	55,084	15,493	70,577
Beleson, Michael	Hourly	4,752	403	5,155
Bell, Clark	Temporary Faculty	586	50	636
Bellisimo, Yolanda	Instructor	146,590	44,030	190,620
Ben David, Itai	Hourly	2,298	18	2,316
Bencich, Lawrence	Temporary Faculty	5,079	431	5,510
Benet, Micol	Executive Assistant II	71,313	43,586	114,899
Beraldi, Alessandra	Temporary Faculty	2,154	183	2,337
Berkelhammer, Larry	Temporary Faculty	1,831	155	1,986
Berringer, Steven	Instructor	127,901	59,957	187,858
Bertuol-Okun, Sueli	Temporary Faculty	56,804	28,072	84,876
Bestmartini, Elizabeth	Temporary Faculty	4,286	364	4,650
Bham, Asma	Hourly	4,088	32	4,120
Bham, Mariam	Hourly	4,076	32	4,108
Bigeagle, Norman	Temporary Faculty	14,266	327	14,593
Biggart, Maureen	Childrens Center Site Supv	60,143	24,033	84,176

**MARIN COMMUNITY COLLEGE DISTRICT
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ALPHABETICAL ORDER**

EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Binnings, Celeste	Temporary Faculty	1,368	116	1,484
Bjorklund, Trevor	Instructor	96,978	44,480	141,458
Blumenthal, Susan	Temporary Faculty	35,785	3,038	38,823
Blusseau, Francoise	Temporary Faculty	21,049	4,081	25,130
Bogran Raymundo, Rolando	Hourly	43,953	21,284	65,237
Bohlke, Wende	Temporary Faculty	77,094	32,380	109,474
Bonander, Barbara	Instructor	116,583	39,324	155,907
Borenstein, Bonnie	Instructor	82,539	36,972	119,511
Borgognoni, Robert	Temporary Faculty	6,948	1,330	8,278
Borisov, Olga	Administrative Asst II	74,889	45,099	119,988
Bostonian, Robert	Work Study	1,755	14	1,769
Bowen, Nora	Children Center Teacher	78,764	16,492	95,256
Boyd, Sandy	Instructor	148,984	40,896	189,880
Bradley, Kathleen	Temporary Faculty	52,596	4,465	57,061
Brady, Stephen	Temporary Faculty	43,972	4,921	48,893
Brannon, Shirleigh	Temporary Faculty	20,801	476	21,277
Breakstone, Julie	Employment Services Coord.	96,281	52,560	148,841
Brear, Sebastian	Hourly	2,691	21	2,712
Brennan, Molly	Temporary Faculty Instrl	31,331	20,100	51,431
Briceno-Moreno, Luz	Counselor	150,002	50,541	200,543
Briffa, Jennifer	Temporary Faculty	16,302	1,859	18,161
Broida, David	Temporary Faculty	215	18	233
Brookshire, Guy	Temporary Faculty	33,411	6,455	39,866
Brown, Becky	Instructor	138,675	49,187	187,862
Brown, Roosevelt	Hourly	10,535	894	11,429

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2019-20 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
ALPHABETICAL ORDER

EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Brown, Steven	Retiree Non Instructional	-	12,212	12,212
Brown, Teresa	Administrative Asst I	57,871	29,297	87,168
Brown-Carson, Jamelia	Temporary Faculty	30,943	5,965	36,908
Bruce, Robert	Temporary Faculty	42,697	3,625	46,322
Buckley, Bo	Health Services Assistant	33,095	10,560	43,655
Bui, Xuan	Custodian	50,785	27,771	78,556
Buquen, Kenny	Temporary Faculty	46,791	18,850	65,641
Burchard, Peter	Hourly	13,993	1,188	15,181
Burke, Thomas	Retiree Non Instructional	-	5,784	5,784
Burkhardt, Dianne	Hourly	222	19	241
Burton, Christine	Temporary Faculty Instrl	4,989	424	5,413
Butler, Ann	Hourly	105	9	114
Byrne, Ryan	Dir SS - Kinesiology & Ath	164,798	57,252	222,050
Cacciatore, Jocelyn	Hourly	544	46	590
Cady, Jeffrey	Instrl Spec - College Skills	82,843	39,525	122,368
Cairns, Michael	Hourly	27,760	10,070	37,830
Calica, Corinna	Director of Child Dev & ECE	130,842	61,798	192,640
Callahan, Shawna	Human Resources Technician I	72,665	45,839	118,504
Campbell, John	Mgr. Organic Farm & Garden	94,460	43,545	138,005
Canady-Williams, Kim	Instructional Specialist	24,984	2,399	27,383
Carlisle, Dorian	Administrative Asst II	39,100	24,837	63,937
Carlson, Cheryl	Comm Ed and Svcs Program Spec	107,138	46,542	153,680
Carlson, Sharon	Temporary Faculty	36,533	7,055	43,588
Carnahan, Casey	Temporary Faculty	27,177	4,108	31,285
Carrara, Alana	Hourly	13,710	1,164	14,874

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2019-20 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
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EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Carrera, Steve	Instructor	85,961	29,691	115,652
Carroll, Sheldon	Evaluation Analyst	76,694	34,703	111,397
Castillo, Nathan	Lab Tech FA-Sculpture	38,870	19,323	58,193
Cazares, Bertha	Hourly	720	6	726
Centolella, Thomas	Temporary Faculty	6,784	576	7,360
Chan Dzib, Cayri	Hourly	4,275	34	4,309
Chan, Sheila	Temporary Faculty	49,298	9,507	58,805
Chang, Yungching	Temporary Faculty	11,602	985	12,587
Charlson, Katherine	Temporary Faculty	14,645	1,243	15,888
Chavez Rodriguez, Luis	Temporary Faculty	25,508	2,165	27,673
Cheney, Paul	Instructor	98,763	44,772	143,535
Chi Casanova, Stephanie	Hourly	3,368	27	3,395
Chi, Brian	Network PC Telephone Tech	100,132	50,453	150,585
Chia, Mia	Instructor	121,960	36,136	158,096
Chinn, Jett	Temporary Faculty	65,398	33,428	98,826
Christensen, Anders	Hourly	8,520	723	9,243
Christensen, Tina	Instructor	105,482	43,825	149,307
Christiansen, Klaus	Diir Facilities Pln & M&O	169,075	70,505	239,580
Chung, Shook-Chu	Senior Creative/Lead Web Dsgr.	110,198	42,222	152,420
Clark, Natalie	Hourly	1,172	100	1,272
Clifford, Patricia	Temporary Faculty	659	56	715
Cohen, Steve	Stipend - Summer Academies	888	20	908
Cohn, Julie	Temporary Faculty	3,810	323	4,133
Coleman, Shannon	Hourly	1,890	15	1,905
Coley, William	Counselor	128,352	48,943	177,295

**MARIN COMMUNITY COLLEGE DISTRICT
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ALPHABETICAL ORDER**

EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Colocho Rogel, Bryan	Hourly	1,980	16	1,996
Comings, Willard	Temporary Faculty	32,955	2,798	35,753
Connor, D'Artagnan	Hourly	2,700	229	2,929
Conti, Diana	Board of Trustee	4,933	16,678	21,611
Contini, Victor	Temporary Faculty	60,630	34,575	95,205
Cooke, Indica	Children Center Teacher	19,088	15,953	35,041
Coon, David Wain	Superintendent President	365,509	82,284	447,793
Cooney, Ryan	Hourly	4,638	394	5,032
Cooper, Laura	Hourly	33,656	14,829	48,485
Cooper, Michelle	Work Study	3,713	29	3,742
Coss, Craig	Temporary Faculty	27,602	2,343	29,945
Cottle, Windee	Instructor	102,438	45,091	147,529
Coulson, Maria	Instructor	169,555	54,643	224,198
Covarrubias Pina, Silvia	Hourly	5,884	46	5,930
Craft-Neto, Maria	Hourly	878	75	953
Craig, Rodney	Gardener	59,485	35,829	95,314
Craver, Yosifah	Hourly	81,343	14,784	96,127
Crawford, Lester	Maintenance Carpenter	57,078	26,148	83,226
Crawford, Yashica	Instructor	157,441	51,899	209,340
Creed, James	Hourly	5,201	41	5,242
Creel, Melody	Retiree Non Instructional	-	15,684	15,684
Creighton, Heather	Hourly	262	22	284
Crosby, Frank	Instructor	163,711	53,763	217,474
Crow, Suzanne	Board of Trustee	4,522	13,201	17,723
Cruse, Nicholas	Hourly	1,857	158	2,015

**MARIN COMMUNITY COLLEGE DISTRICT
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EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Cruz Dominguez, Karina	Hourly	5,363	42	5,405
Cruz Viera, Mercedes	Custodian	49,977	36,764	86,741
Cruz, Julio	Custodian	68,430	38,509	106,939
Cruz, Nicole	Executive Assistant I	98,487	52,603	151,090
Cucchiara, Antonino	Instructor	98,426	42,762	141,188
Culbertson, Mark	Temporary Faculty Instrl	6,956	1,332	8,288
Cullen, Gina	Counselor	174,987	55,289	230,276
Cunningham, James	Hourly	7,828	179	8,007
Cunningham, Paula	Hourly	29,220	8,707	37,927
da Silva, Paul	Instructor	132,006	48,702	180,708
D'Agostino, Lisa	Temporary Faculty	66,619	25,861	92,480
Danberg, Anne	Temporary Faculty	586	50	636
Dannecker, Maritza	Senior Payroll Specialist	698	2,110	2,808
Darawsha, Khaoula	Work Study	14,039	1,192	15,231
Daubenmire, Paul	Instructor	145,136	49,989	195,125
Davis, Brian	Work Study	705	6	711
Davison, Jeanette	Instructional Specialist	29,441	8,481	37,922
Day, Christopher	Hourly	6,213	49	6,262
De Leon, Kevin	Hourly	195	2	197
de Leon, Raysheina	Hourly	2,531	70	2,601
De Souza, Isabela	Hourly	7,812	62	7,874
De Young, Scott	Custodian	64,474	32,832	97,306
Deines, Mark	Instructional Assistant	18,217	1,660	19,877
Deiongh, Kyle	Instructional Assistant	21,032	1,969	23,001
del Barrio, Emile	Hourly	480	41	521

MARIN COMMUNITY COLLEGE DISTRICT
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ALPHABETICAL ORDER

EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Del Grande, David	Temporary Faculty	42,127	8,123	50,250
dell'Avo Ruttimann, Pierina	CES Instructor - Hrly Faculty	2,100	178	2,278
Deo, Lee	Enrollment Services Assoc II	15,425	6,484	21,909
Derbin Jr, Robert	Temporary Faculty	27,403	5,040	32,443
Di Benedetto, Luz	Temporary Faculty	17,231	1,463	18,694
Diaz de Lopez, Ecxa Roxana	Custodian	43,344	36,190	79,534
Diaz Marroquin, Abner	Custodian	53,705	37,815	91,520
Diaz, Christopher	Maintenance Plumber	83,978	23,335	107,313
Dimopoulos, Eliana	Assistive Tech Specialist	91,334	36,279	127,613
Dodge, George	Custodian	55,797	27,083	82,880
Dodge, Margaret	Instructor	119,460	51,929	171,389
Doermann, Elisabeth	Temporary Faculty	43,133	18,141	61,274
Dominguez, Paul	Lead Gardener	79,888	46,396	126,284
Donery, Christopher	Hourly	6,066	515	6,581
Donovan, Kimberly	Work Study	7,793	61	7,854
Dormann, Roger	Graphics Design Specialist	71,802	33,303	105,105
Dougherty, Aubrey	Hourly	1,059	8	1,067
Douglas, Joshua	Hourly	1,140	97	1,237
Douglass, Sandra	Temporary Faculty	48,831	1,118	49,949
Draheim, Teliha	CES Instructor - Hrly Faculty	525	45	570
Drake, Brandon	Comm Ed and Svcs Program Spec	19,205	9,818	29,023
Dreskin, Wendy	Temporary Faculty	8,010	680	8,690
Drisdell, Lucas	Instructional Specialist	73,374	37,139	110,513
Duchamp, Carol	Temporary Faculty	1,905	162	2,067
Dugan, Karen	Hourly	225	2	227

**MARIN COMMUNITY COLLEGE DISTRICT
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ALPHABETICAL ORDER**

EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Dunkle, Christopher	Tech Support Specialist I	80,316	39,191	119,507
Dunmire, Erik	Instructor	180,892	52,931	233,823
Dunn, Jason	Instructor	96,874	44,419	141,293
Durtschi, Thomas	Hourly	476	40	516
Dutton, Caroline	Temporary Faculty	36,017	6,553	42,570
Dyer, Nequeshe	Administrative Asst II	58,642	40,473	99,115
Early, Rinetta	Counselor	174,755	44,128	218,883
Edmondson, Chris	Retiree Non Instructional	-	12,212	12,212
Edwards, Shaquam	Instructor	120,856	44,860	165,716
Egbert, Roger	Retiree Non Instructional	-	13,132	13,132
Egert, David	Instructor	130,244	38,572	168,816
Ekoue Totou, Patrick	CIO/Dir of Info. Technology	184,415	73,465	257,880
Eldridge, Jon	Asst. Supr/VP/Stu Lrn&Sucess	248,866	54,866	303,732
Elias, Siham	Hourly	3,633	83	3,716
Emami, Hamid	CES Instructor - Hrly Faculty	754	64	818
Engell, Katharine	Temporary Faculty	17,430	5,909	23,339
Engler, Merri	Hourly	1,768	150	1,918
Enty, Aftab	Laboratory Technician	74,093	46,021	120,114
Erdmann, John	Librarian	134,726	45,573	180,299
Erlenheim, David	Buyer	94,739	39,829	134,568
Escobar, Caitlin	Counselor	106,696	46,139	152,835
Essick, Edward	Temporary Faculty	48,418	1,108	49,526
Everitt, David	Instructor	132,343	48,750	181,093
Evershed, David	Lead Gardener - Organic Farm	58,308	39,114	97,422
Fara, Nick	Instructor	94,603	41,779	136,382

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EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Farb, Adam	Hourly	2,052	174	2,226
Farias, Isidro	Dir. Capital Projects	158,724	63,634	222,358
Federle, Barbara	Hourly	38,682	17,266	55,948
Feldman, Jared	Hourly	20,384	5,750	26,134
Felix, Andres	Work Study	4,609	36	4,645
Ferro, Samantha	Temporary Faculty	1,831	155	1,986
Fiandaca, Anastasia	Temporary Faculty	16,597	2,168	18,765
Fields, Marjorie	CES Instructor - Hrly Faculty	808	69	877
Filane, Leonard	Temporary Faculty	33,715	8,172	41,887
Finch, Alison	Hourly	6,888	585	7,473
Finlayson, Luna	Counselor	99,237	42,685	141,922
Finley, Cynthia	Temporary Faculty	40,475	17,636	58,111
Flandreau, Tara	Temporary Faculty	962	5,806	6,768
Fletcher, Sandra	Temporary Faculty	41,763	3,545	45,308
Flores, Steffanie	Work Study	4,650	37	4,687
Fonteno, Amber	Library Technician II	66,490	31,723	98,213
Forsyth, Susan	Temporary Faculty	43,091	8,053	51,144
Foss, Donald	Retiree Instructional	-	9,546	9,546
Foulger, Kim	Administrative Asst II	68,355	42,317	110,672
Fragata, Marilou	Staff Accountant	92,057	48,840	140,897
France, Patricia	Instructor	96,318	31,112	127,430
Fredrick, Dario	Temporary Faculty	38,757	4,123	42,880
Friedman, Carol	Temporary Faculty	1,364	116	1,480
Friedman, Henry	Temporary Faculty	215	18	233
Frye, Sarah	Librarian	149,217	42,366	191,583

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EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Fuches, Nicole	Hourly	1,381	117	1,498
Furuya, Bruce	Counselor	187,647	39,428	227,075
Fyda, Michael	Hourly	2,648	21	2,669
Gaffney, Keli	Accounting Technician	71,622	36,578	108,200
Gallagher, Kaitlyn	Hourly	1,745	148	1,893
Gallegos, Renee	Temporary Faculty	538	46	584
Galodamu, Salomi	Hourly	945	7	952
Galzagorry, Jeanfelix	Custodian	1,081	242	1,323
Galzagorry, Marie	Custodian	61,670	39,967	101,637
Gamal, Arif	Temporary Faculty	55,954	10,803	66,757
Gammill, Elwanda	Temporary Faculty	1,036	24	1,060
Gardiner, David	Network PC Telephone Tech	108,598	44,865	153,463
Garretson, Candice	Retiree Non Instructional	-	16,430	16,430
Garretson, Patrick	Testing Technician	53,079	27,946	81,025
Garrett, Steven	Lead Gardener-Cap. Projects	111,924	46,614	158,538
Garrison, Greg	Retiree Non Instructional	-	8,204	8,204
Gauthier, Kency	Hourly	1,293	110	1,403
Gera, Lisa	Temporary Faculty	54,583	4,634	59,217
Ghannam, Sarah	Hourly	720	6	726
Ghazi, Raha	Hourly	255	2	257
Giles, Geoffery	Hourly	1,602	13	1,615
Gill, Clark	Pool Maintenance Worker	51,264	36,960	88,224
Gill, Elizabeth	Temporary Faculty	19,188	1,629	20,817
Gill, Mandeep	Temporary Faculty	20,077	3,876	23,953
Gisle, Kirsten	Employment Services Coord.	82,874	23,473	106,347

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EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Giusti, James	Hourly	2,794	22	2,816
Gloistein, Barbara	Temporary Faculty	23,155	1,966	25,121
Goldberg, Georgia	Temporary Faculty	35,307	808	36,115
Goldfarb, Sharon	Dean of Health Sciences	126,708	47,868	174,576
Goldman, Mitchell	Temporary Faculty	16,529	3,077	19,606
Golitzin, George	Instructor	132,412	51,347	183,759
Gomez, Javier	Hourly	608	52	660
Gonzalez, Esther	Hourly	720	6	726
Gonzalez, James	Instructor	153,820	51,975	205,795
Gonzalez, Marco	Instructor	165,958	52,122	218,080
Good, Lesley	Laboratory Technician	59,604	33,285	92,889
Goodale, Jayme	Temporary Faculty	31,741	5,872	37,613
Goodwin, Ross	Temporary Faculty	35,663	6,641	42,304
Gostlin, Malo	Hourly	3,499	28	3,527
Gough, Daniel	Temporary Faculty Instrl	47,611	9,186	56,797
Govrin, Dvora	Temporary Faculty	6,300	535	6,835
Gray, Maria	Temporary Faculty	38,647	26,652	65,299
Green, Edward	Temporary Faculty	1,026	87	1,113
Greitzer, Michelle	Senior Accountant	117,028	56,547	173,575
Griffin, Bridgette	Hourly	12,983	1,102	14,085
Griffin, Julie	Hourly	17,786	1,510	19,296
Grist, Gregory	Temporary Faculty	91,264	38,454	129,718
Gruenert, Honor	Children Center Teacher	24,340	14,682	39,022
Grunat, Mitchell	CES - Hourly Faculty	1,077	91	1,168
Gudmundsson, Jon	Tech Support Specialist I	98,720	40,754	139,474

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EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Guerra, Anthony	Hourly	6,356	50	6,406
Guest, Elissa	CES Instructor - Hrly Faculty	1,400	119	1,519
Guillen, Hugo	EOPS/CalWorks Specialist	61,523	33,292	94,815
Gulati, Shubie	CES Instructor - Hrly Faculty	242	21	263
Gurka, Constance	Retiree Non Instructional	-	8,204	8,204
Gutierrez, Derry	Childrens Center Site Supv	59,502	34,169	93,671
Haag, Jon	Maintenance Technician I	60,255	29,158	89,413
Haber, John	Tech Support Specialist I	105,003	42,334	147,337
Hager, Joyce	Hourly	1,920	163	2,083
Haggitt, Brianna	Accountant	88,143	48,221	136,364
Hagos, Alganesh	Inst Support Specialist	116,450	46,475	162,925
Haikins-Appiah, Nigel	Hourly	70,851	33,031	103,882
Haiman, Joshua	Temporary Faculty	4,689	398	5,087
Hain, Diane	Temporary Faculty	928	79	1,007
Halajian, Sarkis	Hourly	2,789	22	2,811
Hall, Quincy	Temporary Faculty	646	55	701
Halperin, Frances	Temporary Faculty Instrl	11,888	1,009	12,897
Hansen, Candice	Human Resources Technician II	81,540	39,561	121,101
Hansen, Dennis	Temporary Faculty	28,213	2,395	30,608
Hansen, Jennifer	Temporary Faculty	1,758	149	1,907
Harbison, Jesse	Reprographics Mail Clerk	61,779	40,603	102,382
Harkins, Erika	Temporary Faculty	3,661	311	3,972
Harris, Marjorie	Accounting Specialist	35,029	18,034	53,063
Harris, Nekoda	Dir of HR	167,851	52,731	220,582
Harrison, Eli	Temporary Faculty	1,184	101	1,285

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EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Hartman, Rosalind	Retiree Non Instructional	-	4,102	4,102
Harvey, Devon	Hourly	100	1	101
Hatfield, Miho	Hourly	1,893	161	2,054
Hayman, Ildiko	Hourly	9,375	796	10,171
Hayne, Katherine	Temporary Faculty	70,182	13,551	83,733
Healey, Bernard	Temporary Faculty	1,612	137	1,749
Heckman, Shani	Temporary Faculty	16,678	3,217	19,895
Hedemark, Gordon	Instructional Assistant	29,875	16,981	46,856
Height, Jared	Hourly	5,003	39	5,042
Heller, Julia	Hourly	4,620	36	4,656
Hemphill, Pamela	Hourly	43,952	3,731	47,683
Hernandez Hernandez, Maria	Work Study	4,637	37	4,674
Hernandez, Barbara	Instructional Specialist	28,801	11,188	39,989
Hernandez, Carol	Dean of Math and Sciences	161,639	56,689	218,328
Herrera, Henry	Custodian	33,797	15,265	49,062
Hersch, Tonya	Dean of Educ Success Programs	162,813	69,859	232,672
Hickey, Zoe	Hourly	2,735	22	2,757
Higueros, Emmanuel	Hourly	5,677	45	5,722
Hildebrand, Carol	Dir of Comm Ed, LL, and Int Ed	142,309	51,277	193,586
Himmelman, Maayan	Work Study	1,170	9	1,179
Hirschman -de Blanc, Louise	Temporary Faculty	54,306	1,243	55,549
Hoe, Ruan	Hourly	3,488	28	3,516
Hoffman, Jesse	Asst Dir M&O	143,014	64,370	207,384
Hojilla, Gabrielle	Hourly	2,364	19	2,383
Holden, Walter	Temporary Faculty Instrl	5,493	552	6,045

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EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Holub, Karl	Library Technician II	58,643	32,967	91,610
Horinek, Jon	Dean of Enrollment Management	165,349	46,113	211,462
Hornback, Robert	Temporary Faculty	2,328	449	2,777
Hornick, Noah	Hourly	200	2	202
Horton, Katheryn	Dir Workforce Programs	118,375	56,412	174,787
Howard, Matthew	Instructional Technology Super	108,009	43,937	151,946
Hritz, George	Retiree Instructional	-	10,012	10,012
Hudgens, Michael	Instuctional Support Coord.	24,521	6,917	31,438
Hug, Elizabeth	Temporary Faculty	5,550	471	6,021
Hui, Julie	Temporary Faculty	45,120	18,523	63,643
Hulin, Patricia	Instructor	109,129	34,309	143,438
Humphreys, Richard	Temporary Faculty	27,461	5,280	32,741
Hunter, Andrea	Enrollment Services Assoc III	97,413	48,926	146,339
Hunter, Carrie	Temporary Faculty	26,355	6,127	32,482
Hunter, Sheila	CES Instructor - Hrly Faculty	269	23	292
Hurley, John	Hourly	1,025	87	1,112
Ibach, Meichiet	Hourly	1,300	110	1,410
Ilustre-Boatright, Heidi	Temporary Faculty	2,030	172	2,202
Imazumi, Sandra	Laboratory Technician/Museum	29,751	2,645	32,396
Indart, Loretta	Retiree Non Instructional	-	16,430	16,430
Indi, Ferhat	Systems Engineer	154,314	62,451	216,765
Inman, Briana	Hourly	1,169	99	1,268
Irish, Tamara	Hourly	1,620	138	1,758
Isozaki, Margaret	Director of Fiscal Services	172,587	61,994	234,581
Jackson, Kahea	Admin Asst II Child Ctr/ECE	59,554	29,743	89,297

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EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Jackson, Tyler	Hourly	1,122	9	1,131
Jacunski, Neal	Temporary Faculty	9,552	811	10,363
Jakobsen, Heidi	CES Instructor - Hrly Faculty	855	73	928
James, Patience	Enrollment Services Assoc II	85,669	47,316	132,985
Jarrell, Boyd	Temporary Faculty	56,375	30,076	86,451
Jessell, Lori	Temporary Faculty	16,751	2,844	19,595
Jessen, Chloe	Hourly	578	49	627
Jestadt, Jesse	Instructional Specialist	48,130	15,026	63,156
Johns, Christian	Hourly	12,300	1,044	13,344
Johnson, Linda	Hourly	12,690	1,077	13,767
Johnson, Manny	Hourly	2,370	201	2,571
Johnson, Nancy	Temporary Faculty	3,516	298	3,814
Johnson, Pamela	Temporary Faculty Instrl	16,745	1,272	18,017
Johnson, Phyllis	Temporary Faculty	25,440	4,904	30,344
Johnson, Sarah	Temporary Faculty	11,789	2,269	14,058
Johnson, Tammera	Administrative Asst II	64,914	38,370	103,284
Jones, Alexander	Car. Intern & Svcs Prog Coord	84,281	40,345	124,626
Jones, Andrew	Temporary Faculty	15,980	7,461	23,441
Jones, Carolyn	CES Instructor - Hrly Faculty	485	41	526
Jones, David	Instructor	122,469	37,005	159,474
Jones, Michieal	Temporary Faculty	7,968	1,545	9,513
Jones, Rhonda	Executive Assistant I	83,441	36,796	120,237
Jones, Suzanne	Temporary Faculty	42,126	22,773	64,899
Jordan, Amy	Hourly	867	74	941
Jordan, Rachel	Hourly	782	66	848

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EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Joseph, Sarah	Lab Tech/Health Sciences	22,569	6,445	29,014
Joyner, Kathleen	Executive Assistant II	13,860	22,379	36,239
Juarez, Kimberly	Temporary Faculty	19,423	1,649	21,072
Jucker, Stephanie	Temporary Faculty	1,758	149	1,907
Kahn, Georgia	Hourly	73	6	79
Kang, Manjit	Hourly	48,927	32,690	81,617
Karel, Ellen	Temporary Faculty	18,874	1,602	20,476
Kaur, Harpreet	Hourly	1,526	12	1,538
Keener, Daniel	Custodian	13,279	8,170	21,449
Keener, Margarita	Custodian	50,926	34,516	85,442
Kelly, Alex	Temporary Faculty	30,708	2,607	33,315
Kelly, Ingrid	Instructor	182,829	53,814	236,643
Kelly, Patrick	Instructor	167,846	54,804	222,650
Kent, Matthew	Student Conduct Officer	84,450	40,036	124,486
Khazaeli Parsa, Poupak	Temporary Faculty	63,714	33,126	96,840
Killam, Paul	Temporary Faculty	13,795	1,171	14,966
Kim, Susie	Hourly	1,860	15	1,875
King, Brian	Hourly	1,874	363	2,237
King, David	Instructor	72,486	37,460	109,946
Kinka Ruiz, Devon	Mgr HR Academic Personnel	117,853	56,896	174,749
Klein, Jesse Jane	Executive Assistant I	68,734	42,768	111,502
Klein, Michael	Reprographics Mail Clerk	61,012	40,384	101,396
Klein, Rachel	Counselor	114,108	44,132	158,240
Klinger, Alisa	Instructor	215,086	63,498	278,584
Knickerbocker, Katherine	Hourly	4,849	412	5,261

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EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Knoop, Michelle	Temporary Faculty	8,058	1,562	9,620
Knott, Philip	Hourly	901	77	978
Knox, David	CES Instructor - Hrly Faculty	1,074	91	1,165
Koenig, Karen	Instructor	122,863	47,227	170,090
Koorhan, Margaret	Temporary Faculty	18,874	432	19,306
Kosta, Walter	Temporary Faculty	57,153	10,773	67,926
Kostyrko, Jacek	Temporary Faculty	77,813	8,223	86,036
Kranenburg, Philip	Board of Trustee	4,933	25,158	30,091
Kreit, Cara	Instructor	110,826	23,633	134,459
Krempetz, Ronald	Temporary Faculty	42,239	3,586	45,825
Kreuzer, Susanne	Temporary Faculty	25,286	4,866	30,152
Kuchta, Patricia	Substitute for Mathematics	148	13	161
Kudler, Jacqueline	Temporary Faculty	1,508	128	1,636
Kudsi, Bashir	Custodial Services Supervisor	20,085	7,478	27,563
Kuhn, Kristi	Instructor	98,128	45,615	143,743
Kunis, Kathleen	Hourly	9,546	810	10,356
Kuromiya, James	Inst Support Specialist	74,412	44,183	118,595
Lack, Larry	Temporary Faculty	2,757	234	2,991
Lacke, Suzanne	Temporary Faculty	56,877	14,651	71,528
Lambert, Gabriel	Receiving Clerk	31,092	24,459	55,551
Lamke, Victoria	Retiree Non Instructional	-	18,948	18,948
Landeros, Monica	Temporary Faculty Instrl	22,815	4,407	27,222
Langeveld, Martinus	Police Officer	112,139	31,117	143,256
Langinger, Jeannie	Instructor	136,490	42,792	179,282
Lansing, Ira	Retiree Instructional	-	1,556	1,556

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EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Lantzy, Henry	Temporary Faculty	21,530	12,829	34,359
Lara, Ismael	Temporary Faculty	47,734	9,012	56,746
Lara-Dominguez, Lia	Work Study	2,670	21	2,691
Larocca, David	Retiree Non Instructional	-	5,784	5,784
Larre, Christelle	Lead Custodian	72,456	35,241	107,697
Laukkanen, Avery	Hourly	7,499	59	7,558
Lavagetto, Lawrence	Hourly	233	20	253
Lavagetto, Lisa	Hourly	2,400	204	2,604
Lavin, Robin	Retiree Instructional	-	8,204	8,204
Lawrence, Barbara	Temporary Faculty	3,223	274	3,497
Lazor, Joseph	Hourly	366	31	397
Lebas, Anne-Marie	Temporary Faculty	2,046	174	2,220
Lee, Emma	Enrollment Services Assoc I	52,241	25,877	78,118
Lee, June	Retiree Non Instructional	-	5,058	5,058
Lee, Leslie	Human Resources Technician II	87,618	24,847	112,465
Lee, Sea	Temporary Faculty	43,984	8,483	52,467
Lee, Wendy	Tech Support Specialist I	108,653	53,474	162,127
Leeming, Shalle	Temporary Faculty Instrl	11,990	1,018	13,008
Lefkowitz, Carol	Temporary Faculty	73,359	27,051	100,410
Lefkowitz, Saralyn	Instructor	86,724	46,148	132,872
Lehua, Constance	Manager Employee & Labor Rel.	139,435	62,891	202,326
Leimer, Christina	Executive Director of P.R.I.E.	122,963	19,535	142,498
Leung, Christine	Temporary Faculty	34,262	16,739	51,001
Levin, Cherry	Hourly	2,369	201	2,570
Levin, Magdalena	Temporary Faculty	64,507	35,321	99,828

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EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Lewis, Jeremy	Hourly	1,099	9	1,108
Lewis, Nina	Work Study	1,088	9	1,097
Li, Christine	Instructor	113,301	44,053	157,354
Lieberman, Linda	Temporary Faculty	12,595	288	12,883
Linares, Helen	Work Study	16,440	130	16,570
Lince, Stacey	Instructional Designer	121,361	52,869	174,230
Lipson, Rebecca	Temporary Faculty	32,174	7,160	39,334
Littlejohn, Francisco	Maintenance Technician I	58,486	32,335	90,821
Liu, Shuyu	Temporary Faculty	23,939	4,619	28,558
Livie, Ian	Temporary Faculty	11,970	2,298	14,268
Lizarraga, Sophie	Hourly	1,050	8	1,058
Lo, Lan	Hourly	222	43	265
Loegering, Tessa	Administrative Assistant III	58,595	16,681	75,276
Loewen, Amy	Temporary Faculty	46,125	19,432	65,557
Lombardi, David	Temporary Faculty Instrl	698	16	714
Long, Eva	Board of Trustee	4,933	16,678	21,611
Long, Lan-Ling	Library Technician II	77,701	45,397	123,098
Longo, Gina	Admin Asst III	91,703	50,464	142,167
Lopez Gutierrez, Gloria	Temporary Faculty	25,748	589	26,337
Lopez, Blanca	Work Study	3,300	26	3,326
Lopez-Mendez, Ana	Hourly	1,620	13	1,633
Lubic, Timothy	Temporary Faculty Non-Instrl	5,181	1,316	6,497
Luis, Nathaniel	Hourly	183	16	199
Lutz, Arthur	Instructor	121,902	25,865	147,767
Madril, Edwardo	Temporary Faculty	14,227	1,208	15,435

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EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Magallanes-Rivera, Alexandra	Counselor	116,530	46,062	162,592
Mahalingam, Deepa	Temporary Faculty Instrl	15,326	1,301	16,627
Mahmoud, Eiman	Temporary Faculty	52,328	4,442	56,770
Mahoney, David	Graphics Design Specialist	84,847	48,733	133,580
Malouf, Janeatte	Children Center Teacher	37,073	29,794	66,867
Manento, Daudi	Laboratory Technician	58,285	29,436	87,721
Manning, Chanelle	Hourly	10,203	81	10,284
Manuel, Mallory	Temporary Faculty Instrl	16,471	1,398	17,869
Maoujoudi, Abdelhak	Temporary Faculty	38,408	17,236	55,644
Marckwordt, Valerie	Comm Ed and Svcs Program Spec	69,584	42,837	112,421
Marcum, Jeffrey	Maintenance Electrician	76,794	44,123	120,917
Mariano, Elnore	Evaluation Analyst	73,498	33,788	107,286
Marinko, Vicki	Hourly	4,143	352	4,495
Mark, Julie	Hourly	49,506	4,203	53,709
Marmysz, John	Instructor	162,652	52,519	215,171
Marotta, Mason	Hourly	2,865	23	2,888
Marozick, Jeffrey	Chief of Police/Dir. of Safety	172,404	50,576	222,980
Marshall, Mary	Testing Technician	16,448	1,516	17,964
Martin, Ricardo	Hourly	5,920	503	6,423
Martinez, Allyson	EOPS/CARE & CalWorks Coord.	87,134	41,439	128,573
Martinez, Danae	Hourly	6,234	1,209	7,443
Martinez, Manuel	Custodian	62,832	41,348	104,180
Martinez, Michael	Work Study	2,858	23	2,881
Martinisi, Michele	Instructor	153,198	50,343	203,541
Marx, Justin	Hourly	2,576	20	2,596

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EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Massion, Cheo	FT NC Instructor	113,298	34,417	147,715
Mata, Cindy	Hourly	1,911	15	1,926
Maxon, Victoria	Hourly	1,410	120	1,530
Maync, Marc-Antoine	Hourly	663	56	719
Mayo, Ruth	DSPS Program Technician	33,254	15,708	48,962
Mazza, Jesse	Hourly	241	20	261
McBride, Christopher	Temporary Faculty	49,105	6,026	55,131
McCann, Larissa	Work Study	4,118	33	4,151
McClendon, Dosh	Hourly	73	6	79
McConnel, John	Temp Faculty Instrl/IEP	23,830	2,023	25,853
McCoy, Robert	Instructor	88,019	33,745	121,764
McGee, Padraig	Temporary Faculty	34,672	17,108	51,780
McGoon, Patricia	Hourly	59,115	11,405	70,520
McInnes, Nancy	Temporary Faculty	2,261	192	2,453
McIntosh, Corban	Hourly	506	43	549
McKinnon, Sara	Instructor	141,078	43,575	184,653
McKnight, Sheila	Temporary Faculty	69,742	33,910	103,652
McManus, Rebecca	Work Study	2,433	19	2,452
McMillan, Jerry	Temporary Faculty	58,135	15,591	73,726
McSween, Karen	Library Technician III	69,503	33,733	103,236
Meade, Martha	Temporary Faculty	3,077	261	3,338
Meadow, Kelly	Temporary Faculty Non-Instrl	11,669	2,249	13,918
Meecham, William	Temporary Faculty	1,642	139	1,781
Mehtar, Juweria	Work Study	2,535	20	2,555
Mejia Orellana, Karina	Hourly	698	6	704

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Mejia-Rodriguez, Vanesa	Work Study	6,049	48	6,097
Mendoza, Alonzo	Hourly	1,200	27	1,227
Mercado Trujillo, Juan	COMPASS Coordinator	74,684	34,128	108,812
Michelangelo, Lori	Instructor	129,499	42,762	172,261
Micu, Markee Angelo	Work Study	2,093	17	2,110
Mielke, Arthur	Temporary Faculty	8,977	762	9,739
Mihal, Colleen	Instructor	99,026	42,251	141,277
Miller, Joseph	CES Instructor - Hrly Faculty	440	37	477
Miller, Julie	Temporary Faculty	53,522	33,581	87,103
Miller, Stormy	Dir SS - Stu Accessibility Svc	152,280	44,630	196,910
Miller, Trine	Instructor	82,178	41,287	123,465
Miller, Yanina	CES Instructor - Hrly Faculty	835	71	906
Minoia, Marco	College Police Services Asst	76,439	37,442	113,881
Mitchell, David	Maintenance HVAC Mechanic	94,659	49,199	143,858
Mohammed, Michael	Temporary Faculty Instrl	14,367	1,220	15,587
Monahan, Charles	Temporary Faculty Instrl	3,117	265	3,382
Monley, Geo John	CES Instructor - Hrly Faculty	4,842	111	4,953
Montoya Olivares, Ricardo	Custodian	45,171	35,299	80,470
Moore, William	Temporary Faculty	2,701	229	2,930
Morales-Orozco, Helen	Children Center Teacher	37,073	32,851	69,924
Morgan Mok, Julia	Temporary Faculty	18,701	10,243	28,944
Morgan, James	Hourly	21,003	1,783	22,786
Morgan, Vykki	Hourly	2,812	64	2,876
Morin, Thomas	Temporary Faculty	35,039	16,583	51,622
Morse, Atsuko	Temporary Faculty	10,524	2,041	12,565

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EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Morse, Lisa	Instructor	163,355	54,479	217,834
Mortimer, Cheryl	Temporary Faculty	17,625	3,400	21,025
Mueller, Joseph	Instructor	131,647	40,605	172,252
Mueller-Delia, Faye	Hourly	11,218	952	12,170
Muengnoi, Nuengruethai	Work Study	6,867	54	6,921
Muldowney, Claudette	Retiree Non Instructional	-	16,430	16,430
Mulla, Bushra	Hourly	10,279	81	10,360
Mulla, Mariya	Hourly	2,370	19	2,389
Mullen, Laura	Hourly	4,060	32	4,092
Muller, Kevin	Instructor	114,018	47,735	161,753
Murillo, Shirley	Temporary Faculty	6,234	1,758	7,992
Murphy, Roseanne	Temporary Faculty	13,944	1,184	15,128
Murrie, Alfonso	Work Study	3,424	27	3,451
Murrin, Isabel	Work Study	3,848	30	3,878
Musante, Danila	Counselor	109,129	37,325	146,454
Myers, Lyza	Temporary Faculty	23,495	1,994	25,489
Myhre, Kari	Hourly	736	63	799
Nading, Lawrence	Maintenance Carpenter	35,206	21,897	57,103
Namvar, Mina	Admin Asst III	89,866	48,530	138,396
Nardo, Maryann	Temporary Faculty	523	44	567
Naythons, Jessica	Retiree Instructional	-	10,012	10,012
Nelson, Gregory	Asst. Superintendent/Vice Pres	241,776	73,409	315,185
Nelson, Jacob	Work Study	3,960	31	3,991
Nelson, Lori	Hourly	50,949	20,496	71,445
Nelson-Flack, Ryan	Work Study	4,328	34	4,362

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EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Newcome, Erica	Temporary Faculty Non-Instrl	3,367	286	3,653
Newton, Steven	Instructor	133,501	37,971	171,472
Ng-Jung, Bessie	Retiree Non Instructional	-	4,232	4,232
Nguyen, Dong	Systems Analyst	154,460	64,948	219,408
Nguyen, Hien	Instructor	150,866	40,810	191,676
Nguyen, Thuy Trang	Library Technician 11	79,188	35,118	114,306
Nicosia, Ellen	CES Instructor - Hrly Faculty	269	23	292
Noble, Mary	Temporary Faculty	28,487	2,418	30,905
Numaguchi, Vivian	Hourly	40,817	7,227	48,044
O'Brien, Karla	Hourly	14,886	1,264	16,150
O'Brien, Stephanie	Board of Trustee	4,933	23,340	28,273
O'Connor, Brian	Temporary Faculty	45,188	29,557	74,745
O'Donnelle, Dianne	Admin Asst III	87,834	48,058	135,892
Ojeda, Kristylea	Temporary Faculty	23,009	8,890	31,899
O'Keefe, Patricia	Instructor	116,530	47,517	164,047
Oliver, Don	Hourly	1,119	26	1,145
Olmanson, Angela	Program Admin. Health Science	107,762	43,153	150,915
Olsen, Vivian	Administrative Asst II	122,720	39,460	162,180
Olson, Janis	Instructional Specialist	25,775	3,071	28,846
O'Malley, Carrie	CES Instructor - Hrly Faculty	977	83	1,060
Opong Mensah, Kofi	Temporary Faculty	47,909	19,075	66,984
Ordin, Laurie	Instructor	155,558	45,396	200,954
Ordonez, Katherine	Hourly	634	5	639
Orellana, Marlen	Hourly	1,980	16	1,996
Oropeza, Guadalupe	Maintenance Painter	106,302	35,278	141,580

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EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Oropeza, Miguel	Temporary Faculty	35,653	6,505	42,158
Ortiz, Cesar	Hourly	924	7	931
Ortiz, Yvonne	Temporary Faculty	42,029	27,311	69,340
Oser, Sara Louise	Temporary Faculty	13,911	1,181	15,092
Osheroff, Aaron	Database Administrator	169,534	63,943	233,477
Ostojic-Portello, Radica	Temporary Faculty	59,456	32,306	91,762
Oswald, Gary	Temporary Faculty Instrl	8,423	715	9,138
Ovetz, Robert	Temporary Faculty	5,887	1,142	7,029
Owen, Ron	Senior Benefits Analyst	91,939	42,764	134,703
Owens, Jim	Temporary Faculty	4,676	397	5,073
Padron, Thomas	Temporary Faculty	56,639	4,808	61,447
Padula, Carlo Domenico	Temporary Faculty	9,988	848	10,836
Pagani, Rossana	Instructor	184,319	48,050	232,369
Palmer, Ronald	Instructor	248,478	62,990	311,468
Palomino, Melanie	Admin Asst III	64,682	34,640	99,322
Pantenkova, Svetlana	Hourly	6,675	567	7,242
Park, Jessica	Instructor	150,735	49,066	199,801
Pasquel, Alicia	Instructor	204,873	64,684	269,557
Passer, Joyce	Instructor	145,858	44,550	190,408
Patel, Beth	Instructor	121,714	44,946	166,660
Patlolla, Sandhyarani	Temporary Faculty	44,231	3,755	47,986
Patterson, David	Librarian	127,638	26,695	154,333
Paul, Jeffrey	Accompianst	23,552	2,116	25,668
Paulino, Joan	Enrollment Services Assoc II	81,238	48,028	129,266
Peck, Jeffery	Retiree Non Instructional	-	22,380	22,380

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EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Peitz, Heather	Enrollment Services II - CES	81,676	46,296	127,972
Peng, Emily	Temporary Faculty	3,015	256	3,271
Pensabene, Oksana	Tutoring/Learning Ctr. Coord.	90,466	47,058	137,524
Perales, Teresa	Equity & Activities Prog Coord	84,281	36,873	121,154
Peraza Vda De Rodriguez, Emma	Hourly	9,240	2,606	11,846
Perez, Alexio	Locksmith Carpenter	73,259	43,276	116,535
Perez, Chelsey	Administrative Asst II	61,979	43,119	105,098
Perez, Ramiro	Custodian	52,917	30,248	83,165
Perrone, Kristin	Counselor	112,982	45,911	158,893
Petersen, Tyler	Hourly	6,377	50	6,427
Peterson, Stephen	Temporary Faculty	37,550	22,385	59,935
Petrovsky, John	Temporary Faculty	22,289	510	22,799
Piccinini, Odaiclet	Work Study	15,926	126	16,052
Piccioni, Richard	Temporary Faculty	15,323	2,943	18,266
Pierce, Jana	Instructor	50,861	18,191	69,052
Pilloton, Anna	Dir School & Comm Partnerships	146,755	63,828	210,583
Pinckney, Joanna	Administrative Asst II	76,055	46,627	122,682
Polson, Claire	Hourly	405	3	408
Pomajulca, Cesar	Instructor	115,950	43,815	159,765
Prince, Kuniko	Temporary Faculty	45,684	8,812	54,496
Privitt, Karen	Temporary Faculty	64,811	22,323	87,134
Psomas, Nikolas	Temporary Faculty	5,318	1,031	6,349
Purcell, Shawn	Instructor	128,735	48,148	176,883
Queary, Samuel	Hourly	2,409	19	2,428
Quick, Dayna	Instructor	115,098	45,174	160,272

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EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Rachelson, Howard	Temporary Faculty	485	41	526
Raggio, Michelle	Hourly	144	12	156
Rahmadianty, Fitry	Hourly	2,250	191	2,441
Rahman, Heather	Workforce Prog. Spclst	58,832	33,036	91,868
Rahman, Susan	Instructor	131,884	49,695	181,579
Ralh, Sanjeev	Hourly	8,145	64	8,209
Ramey, Byron	Counselor	94,690	31,629	126,319
Rapko, John	Temporary Faculty	36,872	7,149	44,021
Rappaport, Betty	Temporary Faculty	666	57	723
Reetz, Becky	Director of EOPS CARE CalWorks	143,465	65,355	208,820
Reilly, Sheila	Temporary Faculty	66,262	16,281	82,543
Reubens, Max	Hourly	2,244	18	2,262
Reyes, Oliver	Work Study	6,908	55	6,963
Reyes, Ruby	Enrollment Services Assoc III	74,167	42,560	116,727
Ricciuti, Anna	Dir of College Svcs	115,208	56,899	172,107
Rilla, Paul	Hourly	3,108	264	3,372
Riswold, Erik	Temporary Faculty	1,954	166	2,120
Rivera, Eloise	Temporary Faculty	46,916	1,074	47,990
Robertshaw, Mia	General Counsel	218,815	82,175	300,990
Robertson, Noel	Temporary Faculty	50,330	23,470	73,800
Robinson, Karen	Counselor	139,145	49,167	188,312
Robinson, Mark	Laboratory Technician	72,775	33,541	106,316
Rocky, Alice	Temporary Faculty	23,013	1,360	24,373
Rodas, Anna	Temporary Faculty Instrl	5,687	1,086	6,773
Roderick, Irina	Instructor	192,936	57,386	250,322

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EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Rodrigues, Norbert	Maintenance Electrician Bond B	72,677	36,471	109,148
Rodriguez, Bryan	Hourly	1,894	15	1,909
Rodriguez, Elena	Temporary Faculty	12,850	294	13,144
Rodriguez, John	Maintenance Carpenter	1,469	125	1,594
Rodriguez, Juan	Receiving Clerk	45,271	35,342	80,613
Rodriguez, Kenny	Hourly	1,069	91	1,160
Rollins, Corina	Temporary Faculty	33,354	24,836	58,190
Rolston, Caitlin	Instructional Specialist	81,627	36,516	118,143
Rolston, Katherine	Temporary Faculty	3,590	305	3,895
Romo Padilla, Guadalupe	Administrative Asst II	77,022	33,970	110,992
Rosas, Cynthia	Work Study	5,231	41	5,272
Rosas-Sanchez, Aneissa	Temporary Faculty Non-Instrl	35,714	3,032	38,746
Rosell, Pamela	Temporary Faculty Instrl	27,926	5,379	33,305
Rosenblatt, Kelly Jane	Temporary Faculty	18,824	3,650	22,474
Rosenthal, Keith	Director of Advancement	76,544	29,545	106,089
Rothbart, George	Hourly	13,738	1,166	14,904
Rowe, Eric	Hourly	444	86	530
Rowell, Kelly	Hourly	4,813	409	5,222
Ruddle, Joanna	Instructor	117,478	47,002	164,480
Rudolph, Monica	Admin Asst II - Cap Proj	74,452	45,633	120,085
Ruiz, Dustin	Police Officer	119,061	48,421	167,482
Rumsey, Nancy	CES Instructor - Hrly Faculty	7,790	178	7,968
Russakovskii, Yevgeniy	Temporary Faculty	16,310	3,162	19,472
Russell, Marian	Hourly	36,499	22,295	58,794
Salazar, Dolores	Work Study	7,661	60	7,721

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EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Saldana, Tristan	Temporary Faculty	23,277	13,168	36,445
Samuels, Michele	Hourly	806	6	812
Sandri, David	Temporary Faculty	323	27	350
Sanko, Nadia	Instructor	121,878	46,935	168,813
Santos, Ricardo	Athletic PE Ed Equip Manager	57,492	28,616	86,108
Sargent, Sarah	Hourly	1,395	118	1,513
Satariano, Jenifer	Accounting Technician	49,928	38,889	88,817
Saunders, Lisa	Temporary Faculty	2,088	177	2,265
Saura, Rhea	Hourly	1,710	145	1,855
Scarcella, Joseph	Athletic Trainer	75,676	44,013	119,689
Schacherl, Jenna	Hourly	4,653	395	5,048
Schaefer, Emily	Hourly	61,225	15,020	76,245
Schane, Burton	Senior Systems Analyst	156,538	43,829	200,367
Schiff, Cynthia	Temporary Faculty	61,148	11,414	72,562
Schmitt, Frederick	Instructor	187,647	46,846	234,493
Schuler, Cindi	Temporary Faculty Instrl	12,184	1,034	13,218
Schwappach, Lisa	Temporary Faculty	28,142	5,425	33,567
Schwartz, Carol	DSPS Specialist	35,039	10,863	45,902
Schwartz, Maureen	Temporary Faculty	431	37	468
Scofield, Alan	Temporary Faculty	37,673	24,706	62,379
Scranton, Diana	Temporary Faculty	33,466	2,841	36,307
Sedie, Theo	Accounting Specialist	80,753	48,328	129,081
Seery, Patricia	FT NC Instructor	140,806	50,137	190,943
Sengsone, Mhinnalyn	Work Study	5,850	46	5,896
Serafin, Scott	Instructor	157,810	55,402	213,212

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EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Sereno, Prartho	Temporary Faculty	3,607	306	3,913
Sethre, Ian	Temporary Faculty Instrl	8,751	1,680	10,431
Shafer, Holley	Sr Research & Eval. Specialist	108,973	55,841	164,814
Shahi, Jessica	College Police Services Asst	65,698	40,605	106,303
Sharei, Niku	Hourly	7,629	648	8,277
Shaw, Brianna	Temporary Faculty	11,119	2,142	13,261
Shaw, Ellen	Accounting Technician	78,226	34,987	113,213
Shea, Kylie	Hourly	1,598	13	1,611
Sheofsky, Elizabeth	Instructional Specialist	71,389	24,580	95,969
Sherman, Elliott	Hourly	5,184	41	5,225
Shore, Stephen	Temporary Faculty	5,942	504	6,446
Shrestha, Devendra	Accounting Technician	66,188	41,865	108,053
Siar, Ahmad	Hourly	3,855	30	3,885
Siegel, Linda	Temporary Faculty	121	10	131
Siegenthaler, Connie	Admin Asst III	74,784	37,628	112,412
Sigaran, Hellen	Hourly	777	6	783
Sims, Tyler	Hourly	1,884	15	1,899
Sklove, Brett	Temporary Faculty	11,390	1,373	12,763
Skolnick, David	Temporary Faculty	21,621	4,169	25,790
Small, Aubrey	Hourly	1,230	10	1,240
Smejkalova, Linda	Hourly	1,254	10	1,264
Smith, David	Hourly	1,150	98	1,248
Smith, Gregory	Instructional Specialist	60,714	30,131	90,845
Smith, Malaika	Work Study	4,962	39	5,001
Smith, Michael	Custodian	38,360	33,435	71,795

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EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Smith, Paul	Temporary Faculty	24,574	8,257	32,831
Smith, Rion	Instructional Specialist	70,246	31,842	102,088
Smith, Shelley	Temporary Faculty	66,794	15,938	82,732
Smith, Victor	Temporary Faculty	48,955	24,980	73,935
Smyth, Kathleen	Instructor	196,342	47,384	243,726
Smyth, Trevor	Hourly	18,829	1,598	20,427
Snyder, David	Dean of Arts and Humanities	174,193	47,127	221,320
So, Albert	Print Production Specialist	72,119	33,394	105,513
Solis, Julian	Sch. & Comm. Partnr Prog Coord	88,140	37,977	126,117
Southard, Rowena	Temporary Faculty	67,584	28,312	95,896
Sparrow, Neil	Gardener	51,260	26,919	78,179
Spease, Jennifer	Enrollment Services Assoc I	79,017	47,125	126,142
Spediacci, Anthony	Police Officer	103,237	26,652	129,889
Squeri Jr, Richard	Hourly	5,293	956	6,249
St Clair, Mary	Work Study	3,488	28	3,516
Staffen, Russel	Maint. Carpenter - Bond B	77,044	36,843	113,887
Stahl-Haven, Gina	Temporary Faculty	15,264	2,943	18,207
Starsiak, Fiona	Hourly	1,110	9	1,119
Stavig, Victoria	Hourly	14,445	1,226	15,671
Steinmetz, Polly	Instructor	116,530	48,256	164,786
Stevenson, Troy	Counselor	90,773	29,202	119,975
Stewart, Paul	Police Officer	101,199	35,074	136,273
Stewart, Susan	Temporary Faculty	2,857	243	3,100
Stockmann, Kevin	Hourly	195	17	212
Stokes, David	Hourly	2,453	56	2,509

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EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Stopher, James	Instructor	115,567	46,696	162,263
Strickland, JoAnne	Temporary Faculty Instrl	38,684	7,465	46,149
Strickling, Amy	Temporary Faculty Instrl	26,350	2,237	28,587
Strobel, Jeanine	Hourly	855	7	862
Stubbs, Gregory	Temporary Faculty	14,104	1,197	15,301
Stubbs, Stephanie	Temporary Faculty	63,843	5,420	69,263
Stupp, Salomon	Hourly	6,488	551	7,039
Su, Cheng	Temporary Faculty Instrl	6,834	1,325	8,159
Suarez Maldonado, Alejandro	Instructional Support Analyst	101,510	51,456	152,966
Subramanian, N	Temporary Faculty	47,007	1,076	48,083
Sukoski, Martha	Temporary Faculty	12,686	1,077	13,763
Sulaiman Hara, Sadika	Dir SS - Activities & Advocacy	156,143	54,095	210,238
Sullivan, Paula Denise Margare	Work Study	5,156	41	5,197
Swann, Benjamin	Hourly	2,513	213	2,726
Sywulak, Daria	Temporary Faculty	23,633	4,429	28,062
Tachihara, Sandra	Hourly	15,023	20,393	35,416
Tanenberg, Lonnie	Hourly	2,063	175	2,238
Tanenberg, Stuart	Board of Trustee	4,933	2,550	7,483
Teagarden, Garrett	Hourly	1,013	86	1,099
Teer, Joann	Enrollment Services Assoc I	79,834	35,377	115,211
Tembay, Ogyen	Hourly	2,205	17	2,222
Tenison-Scott, Joetta	Temporary Faculty	1,077	25	1,102
Tercero Lopez, Luis	Hourly	10,982	932	11,914
Terhune, Jamine	Temporary Faculty	50,186	20,335	70,521
Terry, Linda	Payroll Specialist	93,646	47,382	141,028

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EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Thach, Andrea	Work Study	2,954	23	2,977
Thaler, Reid	Temporary Faculty	1,804	153	1,957
Thayer, Debra	Systems Analyst	105,139	39,620	144,759
Thiele, Michael	CES Instructor - Hrly Faculty	323	27	350
Thom, Scott	Temporary Faculty	64,121	33,211	97,332
Thomas, Craig	Temporary Faculty	269	23	292
Thomas, Joseph	Lead Custodian	52,902	37,589	90,491
Thomas, Tracy	Maint. Pool Worker	968	82	1,050
Thompson Smith, Cynthia	Instructional Assistant	14,879	1,377	16,256
Thompson, Rose	Retiree Non Instructional	-	10,012	10,012
Thunstrom, Paul	Temporary Faculty	1,112	200	1,312
Tiernan, Peter	Hourly	4,759	404	5,163
Timmel, Michael	Retiree Instructional	-	10,012	10,012
Timpane, Shannon	Health Services Assistant	23,208	2,920	26,128
Tipton, James	Instructor	167,183	51,545	218,728
Torgovitsky, Charlotte	CES Instructor - Hrly Faculty	337	29	366
Torres, Mandy	Hourly	630	53	683
Torres-Benavides, Cari	Assistant Vice President	207,561	82,575	290,136
Tostenson, Lisa	Health Center Nurse	110,886	34,792	145,678
Totapudi, Sofia	Transfer& Career Ctr Coord.	81,377	45,268	126,645
Tran, Philip	Temporary Faculty Instrl	3,210	622	3,832
Treanor, Wanden	Board of Trustee	4,522	16,693	21,215
Tsark, Tami	CES Instructor - Hrly Faculty	3,980	338	4,318
Tucker, Doris	Senior Payroll Specialist	76,756	26,088	102,844
Tudor, Connie	Temporary Faculty	11,773	999	12,772

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EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Turner, Walter	Instructor	181,893	54,117	236,010
Unterberger, Richard	Temporary Faculty	2,719	231	2,950
Urena, Jose	Counselor	113,187	56,102	169,289
Urrutia Garcia, Gerson	Work Study	6,615	52	6,667
Van Dorn, Eric	Temporary Faculty	42,894	16,447	59,341
Van Kriedt, Karen	Retiree Non Instructional	-	10,012	10,012
Varner, Alyssa	Hourly	5,934	1,674	7,608
Vasquez, Jasmin	Hourly	3,454	293	3,747
Vasquez, Jordan	Hourly	3,210	25	3,235
Vaughan, Michele	Temporary Faculty	70,687	33,839	104,526
Vavrek, Karl	Temporary Faculty	22,131	1,879	24,010
Velazquez, Esmeralda	Work Study	3,964	31	3,995
Velazquez-Cortes, Samantha	Hourly	5,651	45	5,696
Vetter, Melanie	Temporary Faculty	1,077	91	1,168
Villanueva, Edward	Temporary Faculty	21,959	4,241	26,200
Villarreal, Seanna	Enrollment Services Assoc II	85,090	41,870	126,960
Villatoro, Erick	Hourly	2,595	20	2,615
Virgo, Abigail	Hourly	750	6	756
Voeller, Francisco	Hourly	855	73	928
Vogt, Mary	Temporary Faculty	888	75	963
Wadsworth, William	Gardener	65,392	30,820	96,212
Wagner, Katherine	Instructor	96,944	35,405	132,349
Wait, Emma	Hourly	918	78	996
Wales, Victor	Hourly	12,173	11,860	24,033
Walker, Santon	Instructional Specialist	40,433	12,728	53,161

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EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Walkup, Joseph	Hourly	217	18	235
Wallace, Alfia	Hourly	3,758	319	4,077
Wallace, Mailyna	Work Study	5,805	46	5,851
Walsh, Wendy	Instructor	116,530	46,573	163,103
Wang, Andrea	Instructor	128,700	49,186	177,886
Warren, Deborah	Instructional Specialist	39,936	12,428	52,364
Wat, Timothy	Instructor	64,846	24,467	89,313
Webb, Thelma	Enrollment Services Assoc I	98,231	41,050	139,281
Weinstock, Marisa	Hourly	2,100	178	2,278
Welch, Alison	International Student Advisor	71,283	33,154	104,437
Wells, Stephanie	Instructor	137,595	41,594	179,189
Wenck-Reilly, Brennan	Temporary Faculty	19,551	3,776	23,327
Werlin, Rebecca	Temporary Faculty	51,716	4,390	56,106
West, Brittney	Stipend - UDWC/CTE COA	24,662	3,883	28,545
West, Walter	Temporary Faculty	84,954	27,055	112,009
Westbrook, Michelle	Instructional Specialist	22,282	12,975	35,257
White, David	Designer Stage Technician	82,567	47,870	130,437
White, Rakia	Work Study	4,860	38	4,898
Whitney, Sawyer	Hourly	3,977	31	4,008
Whittingslow, Robert	Hourly	1,216	103	1,319
Widenhofer, Allan	Temporary Faculty	16,262	372	16,634
Widger, Daniel	Hourly	13,228	303	13,531
Wiebers, Deborah	Retiree Non Instructional	-	15,684	15,684
Wilcoxon, Heather	Substitute for Fine Arts	222	19	241
Wilder, Arron	Hourly	18,361	3,537	21,898

**MARIN COMMUNITY COLLEGE DISTRICT
2019-20 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
ALPHABETICAL ORDER**

EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Willet, Nancy	Instructor	115,670	35,642	151,312
Williams, Jeannine	Temporary Faculty	72,065	24,579	96,644
Williams, Sita	Hourly	8,795	2,472	11,267
Willits, Ronald	Temporary Faculty	36,920	7,106	44,026
Wilson, Benjamin	Hourly	8,665	736	9,401
Wilson, Derek	Instructor	127,871	46,338	174,209
Wilson, Paul	Maintenance Electrician	77,560	44,394	121,954
Wiltey, Ana Flavia	Instructional Specialist	24,665	2,284	26,949
Witte, Irmgard	Administrative Asst II	61,320	33,926	95,246
Wong, Bailey	Work Study	8,153	64	8,217
Wong, Sally	Testing Center Coordinator	77,286	46,884	124,170
Wood, Hazel	Temporary Faculty	2,100	178	2,278
Wood, Robyn	Temporary Faculty	138,037	52,049	190,086
Wood, Scott	Temporary Faculty	54,329	10,217	64,546
Woodlief, Blaze	Instructor	127,741	49,789	177,530
Woods, Julia	Instructional Assistant	45,343	13,872	59,215
Worrell, Jasmine	Temporary Faculty	342	29	371
Wright, Keri	Temporary Faculty	19,928	1,692	21,620
Yafa, Stephen	Hourly	400	34	434
Yaghmaei, Solmaz	Work Study	8,243	65	8,308
Yah, Vicky	Work Study	6,134	48	6,182
Yan, Tao	Work Study	6,368	50	6,418
Yates, Jeffrey	Temporary Faculty	34,806	12,778	47,584
Yezman, Nicole	CES Instructor - Hrly Faculty	754	64	818
Yim, Rebecca	Admin Asst III	67,628	32,109	99,737

**MARIN COMMUNITY COLLEGE DISTRICT
2019-20 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
ALPHABETICAL ORDER**

EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Yohannes, Haile	Maintenance HVAC Mechanic	95,953	50,770	146,723
Yokell, June	Temporary Faculty	3,370	286	3,656
Young, Brian	Laboratory Technician	32,455	9,306	41,761
Yuan, Mengqi	Admin Asst III	83,314	46,765	130,079
Yunanda, Fnu	Hourly	51,021	26,343	77,364
Zabihi, Farhad	Instructor	175,579	46,878	222,457
Zaets, Georgy	Work Study	3,369	27	3,396
Zaffran, Dan	Instructor	173,447	49,861	223,308
Zamora, Efrain	Maintenance Carpenter	59,245	31,325	90,570
Zarrehparvar, Xenia	SAS Support Svcs. Coord	83,664	46,865	130,529
Zeise, Tanja-Maria	Temporary Faculty	458	39	497
Zeller, Brent	Temporary Faculty	2,930	249	3,179
Zeng, Timothy	Technology Support Splst II	46,438	18,860	65,298
Ziedrich, Cheryl	Temporary Faculty	52,827	20,011	72,838
Ziemer, Andrew	Temporary Faculty Instrl	8,712	1,678	10,390

**MARIN COMMUNITY COLLEGE DISTRICT
2019-20 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	365,509	82,284	447,793
Nelson, Gregory	Asst. Superintendent/Vice Pres	241,776	73,409	315,185
Palmer, Ronald	Instructor	248,478	62,990	311,468
Eldridge, Jon	Asst. Supr/VP/Stu Lrn&Sucess	248,866	54,866	303,732
Robertshaw, Mia	General Counsel	218,815	82,175	300,990
Torres-Benavides, Cari	Assistant Vice President	207,561	82,575	290,136
Klinger, Alisa	Instructor	215,086	63,498	278,584
Pasquel, Alicia	Instructor	204,873	64,684	269,557
Agudelo-Silva, Fernando	Instructor	204,641	58,881	263,522
Ekoue Totou, Patrick	CIO/Dir of Info. Technology	184,415	73,465	257,880
Roderick, Irina	Instructor	192,936	57,386	250,322
Smyth, Kathleen	Instructor	196,342	47,384	243,726
Christiansen, Klaus	Diir Facilities Pln & M&O	169,075	70,505	239,580
Kelly, Ingrid	Instructor	182,829	53,814	236,643
Turner, Walter	Instructor	181,893	54,117	236,010
Isozaki, Margaret	Director of Fiscal Services	172,587	61,994	234,581
Schmitt, Frederick	Instructor	187,647	46,846	234,493
Dunmire, Erik	Instructor	180,892	52,931	233,823
Osheroff, Aaron	Database Administrator	169,534	63,943	233,477
Hersch, Tonya	Dean of Educ Success Programs	162,813	69,859	232,672
Pagani, Rossana	Instructor	184,319	48,050	232,369
Cullen, Gina	Counselor	174,987	55,289	230,276
Furuya, Bruce	Counselor	187,647	39,428	227,075
Coulson, Maria	Instructor	169,555	54,643	224,198
Zaffran, Dan	Instructor	173,447	49,861	223,308

**MARIN COMMUNITY COLLEGE DISTRICT
2019-20 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
DESCENDING ORDER**

EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Marozick, Jeffrey	Chief of Police/Dir. of Safety	172,404	50,576	222,980
Kelly, Patrick	Instructor	167,846	54,804	222,650
Zabihi, Farhad	Instructor	175,579	46,878	222,457
Farias, Isidro	Dir. Capital Projects	158,724	63,634	222,358
Byrne, Ryan	Dir SS - Kinesiology & Ath	164,798	57,252	222,050
Snyder, David	Dean of Arts and Humanities	174,193	47,127	221,320
Harris, Nekoda	Dir of HR	167,851	52,731	220,582
Nguyen, Dong	Systems Analyst	154,460	64,948	219,408
Early, Rinetta	Counselor	174,755	44,128	218,883
Tipton, James	Instructor	167,183	51,545	218,728
Hernandez, Carol	Dean of Math and Sciences	161,639	56,689	218,328
Gonzalez, Marco	Instructor	165,958	52,122	218,080
Morse, Lisa	Instructor	163,355	54,479	217,834
Crosby, Frank	Instructor	163,711	53,763	217,474
Indi, Ferhat	Systems Engineer	154,314	62,451	216,765
Marmysz, John	Instructor	162,652	52,519	215,171
Serafin, Scott	Instructor	157,810	55,402	213,212
Horinek, Jon	Dean of Enrollment Management	165,349	46,113	211,462
Pilloton, Anna	Dir School & Comm Partnerships	146,755	63,828	210,583
Sulaiman Hara, Sadika	Dir SS - Activities & Advocacy	156,143	54,095	210,238
Crawford, Yashica	Instructor	157,441	51,899	209,340
Reetz, Becky	Director of EOPS CARE CalWorks	143,465	65,355	208,820
Hoffman, Jesse	Asst Dir M&O	143,014	64,370	207,384
Gonzalez, James	Instructor	153,820	51,975	205,795
Martinisi, Michele	Instructor	153,198	50,343	203,541

**MARIN COMMUNITY COLLEGE DISTRICT
2019-20 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
DESCENDING ORDER**

EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Allen, Maula	Instructor	150,320	52,411	202,731
Lehua, Constance	Manager Employee & Labor Rel.	139,435	62,891	202,326
Ordin, Laurie	Instructor	155,558	45,396	200,954
Briceno-Moreno, Luz	Counselor	150,002	50,541	200,543
Schane, Burton	Senior Systems Analyst	156,538	43,829	200,367
Park, Jessica	Instructor	150,735	49,066	199,801
Miller, Stormy	Dir SS - Stu Accessibility Svc	152,280	44,630	196,910
Daubenmire, Paul	Instructor	145,136	49,989	195,125
Hildebrand, Carol	Dir of Comm Ed, LL, and Int Ed	142,309	51,277	193,586
Calica, Corinna	Director of Child Dev & ECE	130,842	61,798	192,640
Nguyen, Hien	Instructor	150,866	40,810	191,676
Frye, Sarah	Librarian	149,217	42,366	191,583
Seery, Patricia	FT NC Instructor	140,806	50,137	190,943
Bellisimo, Yolanda	Instructor	146,590	44,030	190,620
Passer, Joyce	Instructor	145,858	44,550	190,408
Wood, Robyn	Temporary Faculty	138,037	52,049	190,086
Boyd, Sandy	Instructor	148,984	40,896	189,880
Robinson, Karen	Counselor	139,145	49,167	188,312
Brown, Becky	Instructor	138,675	49,187	187,862
Berringer, Steven	Instructor	127,901	59,957	187,858
McKinnon, Sara	Instructor	141,078	43,575	184,653
Bagtas-Carmona, Emy	Asst. Dir Enrollment Services	124,599	59,952	184,551
Golitzin, George	Instructor	132,412	51,347	183,759
Rahman, Susan	Instructor	131,884	49,695	181,579
Everitt, David	Instructor	132,343	48,750	181,093

**MARIN COMMUNITY COLLEGE DISTRICT
2019-20 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
DESCENDING ORDER**

EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
da Silva, Paul	Instructor	132,006	48,702	180,708
Erdmann, John	Librarian	134,726	45,573	180,299
Barker, Leslie	Senior Accountant	121,572	58,680	180,252
Langinger, Jeannie	Instructor	136,490	42,792	179,282
Wells, Stephanie	Instructor	137,595	41,594	179,189
Wang, Andrea	Instructor	128,700	49,186	177,886
Woodlief, Blaze	Instructor	127,741	49,789	177,530
Coley, William	Counselor	128,352	48,943	177,295
Purcell, Shawn	Instructor	128,735	48,148	176,883
Horton, Katheryn	Dir Workforce Programs	118,375	56,412	174,787
Kinka Ruiz, Devon	Mgr HR Academic Personnel	117,853	56,896	174,749
Goldfarb, Sharon	Dean of Health Sciences	126,708	47,868	174,576
Lince, Stacey	Instructional Designer	121,361	52,869	174,230
Wilson, Derek	Instructor	127,871	46,338	174,209
Greitzer, Michelle	Senior Accountant	117,028	56,547	173,575
Michelangelo, Lori	Instructor	129,499	42,762	172,261
Mueller, Joseph	Instructor	131,647	40,605	172,252
Ricciuti, Anna	Dir of College Svcs	115,208	56,899	172,107
Newton, Steven	Instructor	133,501	37,971	171,472
Dodge, Margaret	Instructor	119,460	51,929	171,389
Koenig, Karen	Instructor	122,863	47,227	170,090
Urena, Jose	Counselor	113,187	56,102	169,289
Egert, David	Instructor	130,244	38,572	168,816
Sanko, Nadia	Instructor	121,878	46,935	168,813
Ruiz, Dustin	Police Officer	119,061	48,421	167,482

**MARIN COMMUNITY COLLEGE DISTRICT
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DESCENDING ORDER**

EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Patel, Beth	Instructor	121,714	44,946	166,660
Edwards, Shaquam	Instructor	120,856	44,860	165,716
Shafer, Holley	Sr Research & Eval. Specialist	108,973	55,841	164,814
Steinmetz, Polly	Instructor	116,530	48,256	164,786
Ruddle, Joanna	Instructor	117,478	47,002	164,480
O'Keefe, Patricia	Instructor	116,530	47,517	164,047
Walsh, Wendy	Instructor	116,530	46,573	163,103
Hagos, Alganesh	Inst Support Specialist	116,450	46,475	162,925
Magallanes-Rivera, Alexandra	Counselor	116,530	46,062	162,592
Stopher, James	Instructor	115,567	46,696	162,263
Olsen, Vivian	Administrative Asst II	122,720	39,460	162,180
Lee, Wendy	Tech Support Specialist I	108,653	53,474	162,127
Muller, Kevin	Instructor	114,018	47,735	161,753
Quick, Dayna	Instructor	115,098	45,174	160,272
Pomajulca, Cesar	Instructor	115,950	43,815	159,765
Jones, David	Instructor	122,469	37,005	159,474
Perrone, Kristin	Counselor	112,982	45,911	158,893
Garrett, Steven	Lead Gardener-Cap. Projects	111,924	46,614	158,538
Klein, Rachel	Counselor	114,108	44,132	158,240
Chia, Mia	Instructor	121,960	36,136	158,096
Li, Christine	Instructor	113,301	44,053	157,354
Arbona, Shaila	Counselor	110,606	46,620	157,226
Bonander, Barbara	Instructor	116,583	39,324	155,907
Patterson, David	Librarian	127,638	26,695	154,333
Carlson, Cheryl	Comm Ed and Svcs Program Spec	107,138	46,542	153,680

MARIN COMMUNITY COLLEGE DISTRICT
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DESCENDING ORDER

EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Gardiner, David	Network PC Telephone Tech	108,598	44,865	153,463
Suarez Maldonado, Alejandro	Instructional Support Analyst	101,510	51,456	152,966
Escobar, Caitlin	Counselor	106,696	46,139	152,835
Barzegar, Naghmeh	Staff Accountant	101,009	51,823	152,832
Chung, Shook-Chu	Senior Creative/Lead Web Dsgr.	110,198	42,222	152,420
Howard, Matthew	Instructional Technology Super	108,009	43,937	151,946
Willet, Nancy	Instructor	115,670	35,642	151,312
Cruz, Nicole	Executive Assistant I	98,487	52,603	151,090
Olmanson, Angela	Program Admin. Health Science	107,762	43,153	150,915
Chi, Brian	Network PC Telephone Tech	100,132	50,453	150,585
Christensen, Tina	Instructor	105,482	43,825	149,307
Breakstone, Julie	Employment Services Coord.	96,281	52,560	148,841
Lutz, Arthur	Instructor	121,902	25,865	147,767
Massion, Cheo	FT NC Instructor	113,298	34,417	147,715
Cottle, Windee	Instructor	102,438	45,091	147,529
Haber, John	Tech Support Specialist I	105,003	42,334	147,337
Yohannes, Haile	Maintenance HVAC Mechanic	95,953	50,770	146,723
Musante, Danila	Counselor	109,129	37,325	146,454
Hunter, Andrea	Enrollment Services Assoc III	97,413	48,926	146,339
Tostenson, Lisa	Health Center Nurse	110,886	34,792	145,678
Beal, Rebecca	Instructor	110,795	34,374	145,169
Thayer, Debra	Systems Analyst	105,139	39,620	144,759
Mitchell, David	Maintenance HVAC Mechanic	94,659	49,199	143,858
Kuhn, Kristi	Instructor	98,128	45,615	143,743
Cheney, Paul	Instructor	98,763	44,772	143,535

**MARIN COMMUNITY COLLEGE DISTRICT
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DESCENDING ORDER**

EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Hulin, Patricia	Instructor	109,129	34,309	143,438
Langeveld, Martinus	Police Officer	112,139	31,117	143,256
Leimer, Christina	Executive Director of P.R.I.E.	122,963	19,535	142,498
Longo, Gina	Admin Asst III	91,703	50,464	142,167
Finlayson, Luna	Counselor	99,237	42,685	141,922
Oropeza, Guadalupe	Maintenance Painter	106,302	35,278	141,580
Bjorklund, Trevor	Instructor	96,978	44,480	141,458
Dunn, Jason	Instructor	96,874	44,419	141,293
Mihal, Colleen	Instructor	99,026	42,251	141,277
Cucchiara, Antonino	Instructor	98,426	42,762	141,188
Terry, Linda	Payroll Specialist	93,646	47,382	141,028
Fragata, Marilou	Staff Accountant	92,057	48,840	140,897
Gudmundsson, Jon	Tech Support Specialist I	98,720	40,754	139,474
Webb, Thelma	Enrollment Services Assoc I	98,231	41,050	139,281
Namvar, Mina	Admin Asst III	89,866	48,530	138,396
Campbell, John	Mgr. Organic Farm & Garden	94,460	43,545	138,005
Pensabene, Oksana	Tutoring/Learning Ctr. Coord.	90,466	47,058	137,524
Fara, Nick	Instructor	94,603	41,779	136,382
Haggitt, Brianna	Accountant	88,143	48,221	136,364
Stewart, Paul	Police Officer	101,199	35,074	136,273
Acker, Eileen	Admin Asst III	87,834	48,058	135,892
O'Donnelley, Dianne	Admin Asst III	87,834	48,058	135,892
Banks, Cecile	Enrollment Services Assoc II	87,120	47,854	134,974
Owen, Ron	Senior Benefits Analyst	91,939	42,764	134,703
Erlenheim, David	Buyer	94,739	39,829	134,568

**MARIN COMMUNITY COLLEGE DISTRICT
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DESCENDING ORDER**

EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Kreit, Cara	Instructor	110,826	23,633	134,459
Mahoney, David	Graphics Design Specialist	84,847	48,733	133,580
James, Patience	Enrollment Services Assoc II	85,669	47,316	132,985
Lefkowitz, Saralyn	Instructor	86,724	46,148	132,872
Wagner, Katherine	Instructor	96,944	35,405	132,349
Zarrehparvar, Xenia	SAS Support Svcs. Coord	83,664	46,865	130,529
White, David	Designer Stage Technician	82,567	47,870	130,437
Yuan, Mengqi	Admin Asst III	83,314	46,765	130,079
Antokhin, Kathleen	Workforce- Prog Coordinator	83,291	46,758	130,049
Spediacci, Anthony	Police Officer	103,237	26,652	129,889
Grist, Gregory	Temporary Faculty	91,264	38,454	129,718
Paulino, Joan	Enrollment Services Assoc II	81,238	48,028	129,266
Sedie, Theo	Accounting Specialist	80,753	48,328	129,081
Aviles, Francisco	Accounting Specialist	80,753	48,153	128,906
Martinez, Allyson	EOPS/CARE & CalWorks Coord.	87,134	41,439	128,573
Bacigalupi, Lindsay	Facility Rental Supervisor	86,284	41,868	128,152
Peitz, Heather	Enrollment Services II - CES	81,676	46,296	127,972
Dimopoulos, Eliana	Assistive Tech Specialist	91,334	36,279	127,613
France, Patricia	Instructor	96,318	31,112	127,430
Villarreal, Seanna	Enrollment Services Assoc II	85,090	41,870	126,960
Totapudi, Sofia	Transfer& Career Ctr Coord.	81,377	45,268	126,645
Ramey, Byron	Counselor	94,690	31,629	126,319
Dominguez, Paul	Lead Gardener	79,888	46,396	126,284
Spease, Jennifer	Enrollment Services Assoc I	79,017	47,125	126,142
Solis, Julian	Sch. & Comm. Partnr Prog Coord	88,140	37,977	126,117

**MARIN COMMUNITY COLLEGE DISTRICT
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DESCENDING ORDER**

EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Barajas, Lilyana	COMPASS Coordinator	80,633	45,289	125,922
Jones, Alexander	Car. Intern & Svcs Prog Coord	84,281	40,345	124,626
Kent, Matthew	Student Conduct Officer	84,450	40,036	124,486
Wong, Sally	Testing Center Coordinator	77,286	46,884	124,170
Miller, Trine	Instructor	82,178	41,287	123,465
Long, Lan-Ling	Library Technician II	77,701	45,397	123,098
Pinckney, Joanna	Administrative Asst II	76,055	46,627	122,682
Cady, Jeffrey	Instrl Spec - College Skills	82,843	39,525	122,368
Wilson, Paul	Maintenance Electrician	77,560	44,394	121,954
McCoy, Robert	Instructor	88,019	33,745	121,764
Perales, Teresa	Equity & Activities Prog Coord	84,281	36,873	121,154
Hansen, Candice	Human Resources Technician II	81,540	39,561	121,101
Marcum, Jeffrey	Maintenance Electrician	76,794	44,123	120,917
Jones, Rhonda	Executive Assistant I	83,441	36,796	120,237
Enty, Aftab	Laboratory Technician	74,093	46,021	120,114
Rudolph, Monica	Admin Asst II - Cap Proj	74,452	45,633	120,085
Borisov, Olga	Administrative Asst II	74,889	45,099	119,988
Stevenson, Troy	Counselor	90,773	29,202	119,975
Scarcella, Joseph	Athletic Trainer	75,676	44,013	119,689
Borenstein, Bonnie	Instructor	82,539	36,972	119,511
Dunkle, Christopher	Tech Support Specialist I	80,316	39,191	119,507
Barnett, Marixa	Enrollment Services Assoc II	73,144	45,850	118,994
Barr, Maridel	Admin Asst III	78,661	39,942	118,603
Kuromiya, James	Inst Support Specialist	74,412	44,183	118,595
Callahan, Shawna	Human Resources Technician I	72,665	45,839	118,504

MARIN COMMUNITY COLLEGE DISTRICT
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DESCENDING ORDER

EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Rolston, Caitlin	Instructional Specialist	81,627	36,516	118,143
Reyes, Ruby	Enrollment Services Assoc III	74,167	42,560	116,727
Perez, Alexio	Locksmith Carpenter	73,259	43,276	116,535
Carrera, Steve	Instructor	85,961	29,691	115,652
Teer, Joann	Enrollment Services Assoc I	79,834	35,377	115,211
Benet, Micol	Executive Assistant II	71,313	43,586	114,899
Nguyen, Thuy Trang	Library Technician 11	79,188	35,118	114,306
Staffen, Russel	Maint. Carpenter - Bond B	77,044	36,843	113,887
Minoia, Marco	College Police Services Asst	76,439	37,442	113,881
Shaw, Ellen	Accounting Technician	78,226	34,987	113,213
Lee, Leslie	Human Resources Technician II	87,618	24,847	112,465
Marckwordt, Valerie	Comm Ed and Svcs Program Spec	69,584	42,837	112,421
Siegenthaler, Connie	Admin Asst III	74,784	37,628	112,412
West, Walter	Temporary Faculty	84,954	27,055	112,009
Klein, Jesse Jane	Executive Assistant I	68,734	42,768	111,502
Carroll, Sheldon	Evaluation Analyst	76,694	34,703	111,397
Romo Padilla, Guadalupe	Administrative Asst II	77,022	33,970	110,992
Bauer, Katherine	Executive Assistant I	76,099	34,794	110,893
Foulger, Kim	Administrative Asst II	68,355	42,317	110,672
Drisdell, Lucas	Instructional Specialist	73,374	37,139	110,513
King, David	Instructor	72,486	37,460	109,946
Bohlke, Wende	Temporary Faculty	77,094	32,380	109,474
Arasnia, Sheherazade	Admin Asst III CES	72,452	36,883	109,335
Rodrigues, Norbert	Maintenance Electrician Bond B	72,677	36,471	109,148
Mercado Trujillo, Juan	COMPASS Coordinator	74,684	34,128	108,812

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DESCENDING ORDER**

EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Gaffney, Keli	Accounting Technician	71,622	36,578	108,200
Shrestha, Devendra	Accounting Technician	66,188	41,865	108,053
Larre, Christelle	Lead Custodian	72,456	35,241	107,697
Diaz, Christopher	Maintenance Plumber	83,978	23,335	107,313
Mariano, Elnore	Evaluation Analyst	73,498	33,788	107,286
Cruz, Julio	Custodian	68,430	38,509	106,939
Gisle, Kirsten	Employment Services Coord.	82,874	23,473	106,347
Robinson, Mark	Laboratory Technician	72,775	33,541	106,316
Shahi, Jessica	College Police Services Asst	65,698	40,605	106,303
Rosenthal, Keith	Director of Advancement	76,544	29,545	106,089
So, Albert	Print Production Specialist	72,119	33,394	105,513
Dormann, Roger	Graphics Design Specialist	71,802	33,303	105,105
Perez, Chelsey	Administrative Asst II	61,979	43,119	105,098
Vaughan, Michele	Temporary Faculty	70,687	33,839	104,526
Welch, Alison	International Student Advisor	71,283	33,154	104,437
Martinez, Manuel	Custodian	62,832	41,348	104,180
Haikins-Appiah, Nigel	Hourly	70,851	33,031	103,882
McKnight, Sheila	Temporary Faculty	69,742	33,910	103,652
Johnson, Tammera	Administrative Asst II	64,914	38,370	103,284
McSween, Karen	Library Technician III	69,503	33,733	103,236
Tucker, Doris	Senior Payroll Specialist	76,756	26,088	102,844
Harbison, Jesse	Reprographics Mail Clerk	61,779	40,603	102,382
Smith, Rion	Instructional Specialist	70,246	31,842	102,088
Galzagorry, Marie	Custodian	61,670	39,967	101,637
Klein, Michael	Reprographics Mail Clerk	61,012	40,384	101,396

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EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Lefkowitz, Carol	Temporary Faculty	73,359	27,051	100,410
Levin, Magdalena	Temporary Faculty	64,507	35,321	99,828
Yim, Rebecca	Admin Asst III	67,628	32,109	99,737
Palomino, Melanie	Admin Asst III	64,682	34,640	99,322
Dyer, Nequeshe	Administrative Asst II	58,642	40,473	99,115
Chinn, Jett	Temporary Faculty	65,398	33,428	98,826
Fonteno, Amber	Library Technician II	66,490	31,723	98,213
Evershed, David	Lead Gardener - Organic Farm	58,308	39,114	97,422
Thom, Scott	Temporary Faculty	64,121	33,211	97,332
De Young, Scott	Custodian	64,474	32,832	97,306
Khazaeli Parsa, Poupak	Temporary Faculty	63,714	33,126	96,840
Williams, Jeannine	Temporary Faculty	72,065	24,579	96,644
Wadsworth, William	Gardener	65,392	30,820	96,212
Craver, Yosifah	Hourly	81,343	14,784	96,127
Sheofsky, Elizabeth	Instructional Specialist	71,389	24,580	95,969
Southard, Rowena	Temporary Faculty	67,584	28,312	95,896
Arrick, Janet	Temporary Faculty	71,569	23,997	95,566
Craig, Rodney	Gardener	59,485	35,829	95,314
Bowen, Nora	Children Center Teacher	78,764	16,492	95,256
Witte, Irmgard	Administrative Asst II	61,320	33,926	95,246
Contini, Victor	Temporary Faculty	60,630	34,575	95,205
Guillen, Hugo	EOPS/CalWorks Specialist	61,523	33,292	94,815
Gutierrez, Derry	Childrens Center Site Supv	59,502	34,169	93,671
Good, Lesley	Laboratory Technician	59,604	33,285	92,889
D'Agostino, Lisa	Temporary Faculty	66,619	25,861	92,480

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EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Rahman, Heather	Workforce Prog. Spclst	58,832	33,036	91,868
Ostojic-Portello, Radica	Temporary Faculty	59,456	32,306	91,762
Holub, Karl	Library Technician II	58,643	32,967	91,610
Diaz Marroquin, Abner	Custodian	53,705	37,815	91,520
Barthelemy, Lance	Instructional Specialist	68,038	23,434	91,472
Smith, Gregory	Instructional Specialist	60,714	30,131	90,845
Littlejohn, Francisco	Maintenance Technician I	58,486	32,335	90,821
Applegate, Monica	Pool Maintenance Worker IVC	53,242	37,537	90,779
Zamora, Efrain	Maintenance Carpenter	59,245	31,325	90,570
Thomas, Joseph	Lead Custodian	52,902	37,589	90,491
Haag, Jon	Maintenance Technician I	60,255	29,158	89,413
Wat, Timothy	Instructor	64,846	24,467	89,313
Jackson, Kahea	Admin Asst II Child Ctr/ECE	59,554	29,743	89,297
Satariano, Jenifer	Accounting Technician	49,928	38,889	88,817
Gill, Clark	Pool Maintenance Worker	51,264	36,960	88,224
Manento, Daudi	Laboratory Technician	58,285	29,436	87,721
Brown, Teresa	Administrative Asst I	57,871	29,297	87,168
Privitt, Karen	Temporary Faculty	64,811	22,323	87,134
Miller, Julie	Temporary Faculty	53,522	33,581	87,103
Cruz Viera, Mercedes	Custodian	49,977	36,764	86,741
Jarrell, Boyd	Temporary Faculty	56,375	30,076	86,451
Santos, Ricardo	Athletic PE Ed Equip Manager	57,492	28,616	86,108
Kostyrko, Jacek	Temporary Faculty	77,813	8,223	86,036
Keener, Margarita	Custodian	50,926	34,516	85,442
Abouaf, Jeffrey	Temporary Faculty	69,333	15,709	85,042

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EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Bertuol-Okun, Sueli	Temporary Faculty	56,804	28,072	84,876
Biggart, Maureen	Childrens Center Site Supv	60,143	24,033	84,176
Hayne, Katherine	Temporary Faculty	70,182	13,551	83,733
Crawford, Lester	Maintenance Carpenter	57,078	26,148	83,226
Perez, Ramiro	Custodian	52,917	30,248	83,165
Dodge, George	Custodian	55,797	27,083	82,880
Smith, Shelley	Temporary Faculty	66,794	15,938	82,732
Reilly, Sheila	Temporary Faculty	66,262	16,281	82,543
Kang, Manjit	Hourly	48,927	32,690	81,617
Garretson, Patrick	Testing Technician	53,079	27,946	81,025
Rodriguez, Juan	Receiving Clerk	45,271	35,342	80,613
Montoya Olivares, Ricardo	Custodian	45,171	35,299	80,470
Diaz de Lopez, Ecxa Roxana	Custodian	43,344	36,190	79,534
Bui, Xuan	Custodian	50,785	27,771	78,556
Sparrow, Neil	Gardener	51,260	26,919	78,179
Lee, Emma	Enrollment Services Assoc I	52,241	25,877	78,118
Yunanda, Fnu	Hourly	51,021	26,343	77,364
Schaefer, Emily	Hourly	61,225	15,020	76,245
Loegering, Tessa	Administrative Assistant III	58,595	16,681	75,276
O'Connor, Brian	Temporary Faculty	45,188	29,557	74,745
Smith, Victor	Temporary Faculty	48,955	24,980	73,935
Robertson, Noel	Temporary Faculty	50,330	23,470	73,800
McMillan, Jerry	Temporary Faculty	58,135	15,591	73,726
Ziedrich, Cheryl	Temporary Faculty	52,827	20,011	72,838
Schiff, Cynthia	Temporary Faculty	61,148	11,414	72,562

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EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Smith, Michael	Custodian	38,360	33,435	71,795
Lacke, Suzanne	Temporary Faculty	56,877	14,651	71,528
Nelson, Lori	Hourly	50,949	20,496	71,445
Beattie, Kyle	Temporary Faculty	55,084	15,493	70,577
Terhune, Jamine	Temporary Faculty	50,186	20,335	70,521
McGoon, Patricia	Hourly	59,115	11,405	70,520
Morales-Orozco, Helen	Children Center Teacher	37,073	32,851	69,924
Ortiz, Yvonne	Temporary Faculty	42,029	27,311	69,340
Stubbs, Stephanie	Temporary Faculty	63,843	5,420	69,263
Pierce, Jana	Instructor	50,861	18,191	69,052
Kosta, Walter	Temporary Faculty	57,153	10,773	67,926
Barrall, Mark	Temporary Faculty	62,062	5,268	67,330
Opong Mensah, Kofi	Temporary Faculty	47,909	19,075	66,984
Malouf, Janeatte	Children Center Teacher	37,073	29,794	66,867
Gamal, Arif	Temporary Faculty	55,954	10,803	66,757
Buquen, Kenny	Temporary Faculty	46,791	18,850	65,641
Loewen, Amy	Temporary Faculty	46,125	19,432	65,557
Gray, Maria	Temporary Faculty	38,647	26,652	65,299
Zeng, Timothy	Technology Support Splst II	46,438	18,860	65,298
Bogran Raymundo, Rolando	Hourly	43,953	21,284	65,237
Jones, Suzanne	Temporary Faculty	42,126	22,773	64,899
Wood, Scott	Temporary Faculty	54,329	10,217	64,546
Carlisle, Dorian	Administrative Asst II	39,100	24,837	63,937
Hui, Julie	Temporary Faculty	45,120	18,523	63,643
Aguiar, Geoffrey	Hourly	41,255	22,089	63,344

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EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Jestadt, Jesse	Instructional Specialist	48,130	15,026	63,156
Scofield, Alan	Temporary Faculty	37,673	24,706	62,379
Padron, Thomas	Temporary Faculty	56,639	4,808	61,447
Doermann, Elisabeth	Temporary Faculty	43,133	18,141	61,274
Peterson, Stephen	Temporary Faculty	37,550	22,385	59,935
Van Dorn, Eric	Temporary Faculty	42,894	16,447	59,341
Gera, Lisa	Temporary Faculty	54,583	4,634	59,217
Woods, Julia	Instructional Assistant	45,343	13,872	59,215
Chan, Sheila	Temporary Faculty	49,298	9,507	58,805
Russell, Marian	Hourly	36,499	22,295	58,794
Castillo, Nathan	Lab Tech FA-Sculpture	38,870	19,323	58,193
Rollins, Corina	Temporary Faculty	33,354	24,836	58,190
Finley, Cynthia	Temporary Faculty	40,475	17,636	58,111
Nading, Lawrence	Maintenance Carpenter	35,206	21,897	57,103
Bradley, Kathleen	Temporary Faculty	52,596	4,465	57,061
Gough, Daniel	Temporary Faculty Instrl	47,611	9,186	56,797
Mahmoud, Eiman	Temporary Faculty	52,328	4,442	56,770
Lara, Ismael	Temporary Faculty	47,734	9,012	56,746
Werlin, Rebecca	Temporary Faculty	51,716	4,390	56,106
Federle, Barbara	Hourly	38,682	17,266	55,948
Maoujoudi, Abdelhak	Temporary Faculty	38,408	17,236	55,644
Lambert, Gabriel	Receiving Clerk	31,092	24,459	55,551
Hirschman -de Blanc, Louise	Temporary Faculty	54,306	1,243	55,549
McBride, Christopher	Temporary Faculty	49,105	6,026	55,131
Prince, Kuniko	Temporary Faculty	45,684	8,812	54,496

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EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Mark, Julie	Hourly	49,506	4,203	53,709
Abellera, Lisa	Admin Asst III	41,734	11,959	53,693
Atkinson, Justin	Instructional Specialist	41,605	11,988	53,593
Walker, Santon	Instructional Specialist	40,433	12,728	53,161
Harris, Marjorie	Accounting Specialist	35,029	18,034	53,063
Adams, John	Police Lieutenant	42,927	9,882	52,809
Lee, Sea	Temporary Faculty	43,984	8,483	52,467
Warren, Deborah	Instructional Specialist	39,936	12,428	52,364
McGee, Padraig	Temporary Faculty	34,672	17,108	51,780
Morin, Thomas	Temporary Faculty	35,039	16,583	51,622
Brennan, Molly	Temporary Faculty Instrl	31,331	20,100	51,431
Forsyth, Susan	Temporary Faculty	43,091	8,053	51,144
Leung, Christine	Temporary Faculty	34,262	16,739	51,001
Del Grande, David	Temporary Faculty	42,127	8,123	50,250
Douglass, Sandra	Temporary Faculty	48,831	1,118	49,949
Essick, Edward	Temporary Faculty	48,418	1,108	49,526
Herrera, Henry	Custodian	33,797	15,265	49,062
Mayo, Ruth	DSPS Program Technician	33,254	15,708	48,962
Brady, Stephen	Temporary Faculty	43,972	4,921	48,893
Cooper, Laura	Hourly	33,656	14,829	48,485
Subramanian, N	Temporary Faculty	47,007	1,076	48,083
Numaguchi, Vivian	Hourly	40,817	7,227	48,044
Rivera, Eloise	Temporary Faculty	46,916	1,074	47,990
Patlolla, Sandhyarani	Temporary Faculty	44,231	3,755	47,986
Hemphill, Pamela	Hourly	43,952	3,731	47,683

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EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Yates, Jeffrey	Temporary Faculty	34,806	12,778	47,584
Hedemark, Gordon	Instructional Assistant	29,875	16,981	46,856
Bruce, Robert	Temporary Faculty	42,697	3,625	46,322
Strickland, JoAnne	Temporary Faculty Instrl	38,684	7,465	46,149
Schwartz, Carol	DSPS Specialist	35,039	10,863	45,902
Krempez, Ronald	Temporary Faculty	42,239	3,586	45,825
Fletcher, Sandra	Temporary Faculty	41,763	3,545	45,308
Willits, Ronald	Temporary Faculty	36,920	7,106	44,026
Rapko, John	Temporary Faculty	36,872	7,149	44,021
Buckley, Bo	Health Services Assistant	33,095	10,560	43,655
Carlson, Sharon	Temporary Faculty	36,533	7,055	43,588
Fredrick, Dario	Temporary Faculty	38,757	4,123	42,880
Dutton, Caroline	Temporary Faculty	36,017	6,553	42,570
Goodwin, Ross	Temporary Faculty	35,663	6,641	42,304
Oropeza, Miguel	Temporary Faculty	35,653	6,505	42,158
Filane, Leonard	Temporary Faculty	33,715	8,172	41,887
Barnett, Nicole	Temporary Faculty	35,078	6,759	41,837
Young, Brian	Laboratory Technician	32,455	9,306	41,761
Hernandez, Barbara	Instructional Specialist	28,801	11,188	39,989
Brookshire, Guy	Temporary Faculty	33,411	6,455	39,866
Lipson, Rebecca	Temporary Faculty	32,174	7,160	39,334
Gruenert, Honor	Children Center Teacher	24,340	14,682	39,022
Blumenthal, Susan	Temporary Faculty	35,785	3,038	38,823
Rosas-Sanchez, Aneissa	Temporary Faculty Non-Instrl	35,714	3,032	38,746
Cunningham, Paula	Hourly	29,220	8,707	37,927

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EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Davison, Jeanette	Instructional Specialist	29,441	8,481	37,922
Cairns, Michael	Hourly	27,760	10,070	37,830
Goodale, Jayme	Temporary Faculty	31,741	5,872	37,613
Brown-Carson, Jamelia	Temporary Faculty	30,943	5,965	36,908
Saldana, Tristan	Temporary Faculty	23,277	13,168	36,445
Scranton, Diana	Temporary Faculty	33,466	2,841	36,307
Joyner, Kathleen	Executive Assistant II	13,860	22,379	36,239
Goldberg, Georgia	Temporary Faculty	35,307	808	36,115
Comings, Willard	Temporary Faculty	32,955	2,798	35,753
Tachihara, Sandra	Hourly	15,023	20,393	35,416
Westbrook, Michelle	Instructional Specialist	22,282	12,975	35,257
Cooke, Indica	Children Center Teacher	19,088	15,953	35,041
Lantzy, Henry	Temporary Faculty	21,530	12,829	34,359
Schwappach, Lisa	Temporary Faculty	28,142	5,425	33,567
Kelly, Alex	Temporary Faculty	30,708	2,607	33,315
Rosell, Pamela	Temporary Faculty Instrl	27,926	5,379	33,305
Smith, Paul	Temporary Faculty	24,574	8,257	32,831
Humphreys, Richard	Temporary Faculty	27,461	5,280	32,741
Hunter, Carrie	Temporary Faculty	26,355	6,127	32,482
Derbin Jr, Robert	Temporary Faculty	27,403	5,040	32,443
Imazumi, Sandra	Laboratory Technician/Museum	29,751	2,645	32,396
Ojeda, Kristylea	Temporary Faculty	23,009	8,890	31,899
Banos, Robert	Temporary Faculty	30,867	707	31,574
Hudgens, Michael	Instuctional Support Coord.	24,521	6,917	31,438
Carnahan, Casey	Temporary Faculty	27,177	4,108	31,285

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EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Noble, Mary	Temporary Faculty	28,487	2,418	30,905
Hansen, Dennis	Temporary Faculty	28,213	2,395	30,608
Johnson, Phyllis	Temporary Faculty	25,440	4,904	30,344
Kreuzer, Susanne	Temporary Faculty	25,286	4,866	30,152
Kranenburg, Philip	Board of Trustee	4,933	25,158	30,091
Coss, Craig	Temporary Faculty	27,602	2,343	29,945
Drake, Brandon	Comm Ed and Svcs Program Spec	19,205	9,818	29,023
Joseph, Sarah	Lab Tech/Health Sciences	22,569	6,445	29,014
Morgan Mok, Julia	Temporary Faculty	18,701	10,243	28,944
Olson, Janis	Instructional Specialist	25,775	3,071	28,846
Abke, Ashley	Gardener	18,373	10,350	28,723
Strickling, Amy	Temporary Faculty Instrl	26,350	2,237	28,587
Liu, Shuyu	Temporary Faculty	23,939	4,619	28,558
West, Brittney	Stipend - UDWC/CTE COA	24,662	3,883	28,545
O'Brien, Stephanie	Board of Trustee	4,933	23,340	28,273
Sywulak, Daria	Temporary Faculty	23,633	4,429	28,062
Chavez Rodriguez, Luis	Temporary Faculty	25,508	2,165	27,673
Kudsi, Bashir	Custodial Services Supervisor	20,085	7,478	27,563
Canady-Williams, Kim	Instructional Specialist	24,984	2,399	27,383
Landeros, Monica	Temporary Faculty Instrl	22,815	4,407	27,222
Wiltey, Ana Flavia	Instructional Specialist	24,665	2,284	26,949
Lopez Gutierrez, Gloria	Temporary Faculty	25,748	589	26,337
Villanueva, Edward	Temporary Faculty	21,959	4,241	26,200
Feldman, Jared	Hourly	20,384	5,750	26,134
Timpane, Shannon	Health Services Assistant	23,208	2,920	26,128

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EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
McConnel, John	Temp Faculty Instrl/IEP	23,830	2,023	25,853
Skolnick, David	Temporary Faculty	21,621	4,169	25,790
Paul, Jeffrey	Accompianst	23,552	2,116	25,668
Myers, Lyza	Temporary Faculty	23,495	1,994	25,489
Blusseau, Francoise	Temporary Faculty	21,049	4,081	25,130
Gloistein, Barbara	Temporary Faculty	23,155	1,966	25,121
Rocky, Alice	Temporary Faculty	23,013	1,360	24,373
Wales, Victor	Hourly	12,173	11,860	24,033
Vavrek, Karl	Temporary Faculty	22,131	1,879	24,010
Gill, Mandeep	Temporary Faculty	20,077	3,876	23,953
Jones, Andrew	Temporary Faculty	15,980	7,461	23,441
Engell, Katharine	Temporary Faculty	17,430	5,909	23,339
Wenck-Reilly, Brennan	Temporary Faculty	19,551	3,776	23,327
Deiongh, Kyle	Instructional Assistant	21,032	1,969	23,001
Petrovsky, John	Temporary Faculty	22,289	510	22,799
Morgan, James	Hourly	21,003	1,783	22,786
Rosenblatt, Kelly Jane	Temporary Faculty	18,824	3,650	22,474
Peck, Jeffery	Retiree Non Instructional	-	22,380	22,380
Deo, Lee	Enrollment Services Assoc II	15,425	6,484	21,909
Wilder, Arron	Hourly	18,361	3,537	21,898
Wright, Keri	Temporary Faculty	19,928	1,692	21,620
Conti, Diana	Board of Trustee	4,933	16,678	21,611
Long, Eva	Board of Trustee	4,933	16,678	21,611
Keener, Daniel	Custodian	13,279	8,170	21,449
Brannon, Shirleigh	Temporary Faculty	20,801	476	21,277

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EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Treanor, Wanden	Board of Trustee	4,522	16,693	21,215
Juarez, Kimberly	Temporary Faculty	19,423	1,649	21,072
Mortimer, Cheryl	Temporary Faculty	17,625	3,400	21,025
Gill, Elizabeth	Temporary Faculty	19,188	1,629	20,817
Karel, Ellen	Temporary Faculty	18,874	1,602	20,476
Smyth, Trevor	Hourly	18,829	1,598	20,427
Heckman, Shani	Temporary Faculty	16,678	3,217	19,895
Deines, Mark	Instructional Assistant	18,217	1,660	19,877
Goldman, Mitchell	Temporary Faculty	16,529	3,077	19,606
Jessell, Lori	Temporary Faculty	16,751	2,844	19,595
Russakovskii, Yevgeniy	Temporary Faculty	16,310	3,162	19,472
Koorhan, Margaret	Temporary Faculty	18,874	432	19,306
Griffin, Julie	Hourly	17,786	1,510	19,296
Lamke, Victoria	Retiree Non Instructional	-	18,948	18,948
Fiandaca, Anastasia	Temporary Faculty	16,597	2,168	18,765
Di Benedetto, Luz	Temporary Faculty	17,231	1,463	18,694
Beadle, Carole	Temporary Faculty	15,680	3,012	18,692
Piccioni, Richard	Temporary Faculty	15,323	2,943	18,266
Stahl-Haven, Gina	Temporary Faculty	15,264	2,943	18,207
Briffa, Jennifer	Temporary Faculty	16,302	1,859	18,161
Johnson, Pamela	Temporary Faculty Instrl	16,745	1,272	18,017
Marshall, Mary	Testing Technician	16,448	1,516	17,964
Manuel, Mallory	Temporary Faculty Instrl	16,471	1,398	17,869
Crow, Suzanne	Board of Trustee	4,522	13,201	17,723
Alcazar, Amanda	Work Study	17,408	137	17,545

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EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Widenhofer, Allan	Temporary Faculty	16,262	372	16,634
Mahalingam, Deepa	Temporary Faculty Instrl	15,326	1,301	16,627
Linares, Helen	Work Study	16,440	130	16,570
Garretson, Candice	Retiree Non Instructional	-	16,430	16,430
Indart, Loretta	Retiree Non Instructional	-	16,430	16,430
Muldowney, Claudette	Retiree Non Instructional	-	16,430	16,430
Thompson Smith, Cynthia	Instructional Assistant	14,879	1,377	16,256
O'Brien, Karla	Hourly	14,886	1,264	16,150
Piccinini, Odaiclet	Work Study	15,926	126	16,052
Charlson, Katherine	Temporary Faculty	14,645	1,243	15,888
Creel, Melody	Retiree Non Instructional	-	15,684	15,684
Wiebers, Deborah	Retiree Non Instructional	-	15,684	15,684
Stavig, Victoria	Hourly	14,445	1,226	15,671
Mohammed, Michael	Temporary Faculty Instrl	14,367	1,220	15,587
Madril, Edwardo	Temporary Faculty	14,227	1,208	15,435
Stubbs, Gregory	Temporary Faculty	14,104	1,197	15,301
Darawsha, Khaoula	Work Study	14,039	1,192	15,231
Burchard, Peter	Hourly	13,993	1,188	15,181
Murphy, Roseanne	Temporary Faculty	13,944	1,184	15,128
Oser, Sara Louise	Temporary Faculty	13,911	1,181	15,092
Killam, Paul	Temporary Faculty	13,795	1,171	14,966
Rothbart, George	Hourly	13,738	1,166	14,904
Carrara, Alana	Hourly	13,710	1,164	14,874
Bigeagle, Norman	Temporary Faculty	14,266	327	14,593
Livie, Ian	Temporary Faculty	11,970	2,298	14,268

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EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Griffin, Bridgette	Hourly	12,983	1,102	14,085
Beam, Rustin	Hourly	10,969	3,094	14,063
Johnson, Sarah	Temporary Faculty	11,789	2,269	14,058
Meadow, Kelly	Temporary Faculty Non-Instrl	11,669	2,249	13,918
Johnson, Linda	Hourly	12,690	1,077	13,767
Sukoski, Martha	Temporary Faculty	12,686	1,077	13,763
Airey-Van Diem, Peggy	Hourly	12,502	1,061	13,563
Widger, Daniel	Hourly	13,228	303	13,531
Johns, Christian	Hourly	12,300	1,044	13,344
Shaw, Brianna	Temporary Faculty	11,119	2,142	13,261
Schuler, Cindi	Temporary Faculty Instrl	12,184	1,034	13,218
Rodriguez, Elena	Temporary Faculty	12,850	294	13,144
Egbert, Roger	Retiree Non Instructional	-	13,132	13,132
Leeming, Shalle	Temporary Faculty Instrl	11,990	1,018	13,008
Baporia, Mubashshera	Hourly	11,891	1,009	12,900
Halperin, Frances	Temporary Faculty Instrl	11,888	1,009	12,897
Lieberman, Linda	Temporary Faculty	12,595	288	12,883
Tudor, Connie	Temporary Faculty	11,773	999	12,772
Sklove, Brett	Temporary Faculty	11,390	1,373	12,763
Chang, Yungching	Temporary Faculty	11,602	985	12,587
Morse, Atsuko	Temporary Faculty	10,524	2,041	12,565
Brown, Steven	Retiree Non Instructional	-	12,212	12,212
Edmondson, Chris	Retiree Non Instructional	-	12,212	12,212
Mueller-Delia, Faye	Hourly	11,218	952	12,170
Tercero Lopez, Luis	Hourly	10,982	932	11,914

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EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Peraza Vda De Rodriguez, Emma	Hourly	9,240	2,606	11,846
Brown, Roosevelt	Hourly	10,535	894	11,429
Williams, Sita	Hourly	8,795	2,472	11,267
Padula, Carlo Domenico	Temporary Faculty	9,988	848	10,836
Sethre, Ian	Temporary Faculty Instrl	8,751	1,680	10,431
Ziemer, Andrew	Temporary Faculty Instrl	8,712	1,678	10,390
Jacunski, Neal	Temporary Faculty	9,552	811	10,363
Mulla, Bushra	Hourly	10,279	81	10,360
Kunis, Kathleen	Hourly	9,546	810	10,356
Manning, Chanelle	Hourly	10,203	81	10,284
Hayman, Ildiko	Hourly	9,375	796	10,171
Hritz, George	Retiree Instructional	-	10,012	10,012
Naythons, Jessica	Retiree Instructional	-	10,012	10,012
Timmel, Michael	Retiree Instructional	-	10,012	10,012
Thompson, Rose	Retiree Non Instructional	-	10,012	10,012
Van Kriedt, Karen	Retiree Non Instructional	-	10,012	10,012
Mielke, Arthur	Temporary Faculty	8,977	762	9,739
Knoop, Michelle	Temporary Faculty	8,058	1,562	9,620
Foss, Donald	Retiree Instructional	-	9,546	9,546
Jones, Michieal	Temporary Faculty	7,968	1,545	9,513
Wilson, Benjamin	Hourly	8,665	736	9,401
Christensen, Anders	Hourly	8,520	723	9,243
Oswald, Gary	Temporary Faculty Instrl	8,423	715	9,138
Bauman, Marcia	Temporary Faculty	8,291	704	8,995
Dreskin, Wendy	Temporary Faculty	8,010	680	8,690

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EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Yaghmaei, Solmaz	Work Study	8,243	65	8,308
Culbertson, Mark	Temporary Faculty Instrl	6,956	1,332	8,288
Borgognoni, Robert	Temporary Faculty	6,948	1,330	8,278
Sharei, Niku	Hourly	7,629	648	8,277
Bawden, Douglas	Temporary Faculty	7,161	1,107	8,268
Wong, Bailey	Work Study	8,153	64	8,217
Ralh, Sanjeev	Hourly	8,145	64	8,209
Lavin, Robin	Retiree Instructional	-	8,204	8,204
Appleton, Carolyn	Retiree Non Instructional	-	8,204	8,204
Appleton, Guy	Retiree Non Instructional	-	8,204	8,204
Garrison, Greg	Retiree Non Instructional	-	8,204	8,204
Gurka, Constance	Retiree Non Instructional	-	8,204	8,204
Su, Cheng	Temporary Faculty Instrl	6,834	1,325	8,159
Cunningham, James	Hourly	7,828	179	8,007
Murillo, Shirley	Temporary Faculty	6,234	1,758	7,992
Rumsey, Nancy	CES Instructor - Hrly Faculty	7,790	178	7,968
De Souza, Isabela	Hourly	7,812	62	7,874
Donovan, Kimberly	Work Study	7,793	61	7,854
Salazar, Dolores	Work Study	7,661	60	7,721
Varner, Alyssa	Hourly	5,934	1,674	7,608
Laukkanen, Avery	Hourly	7,499	59	7,558
Tanenberg, Stuart	Board of Trustee	4,933	2,550	7,483
Finch, Alison	Hourly	6,888	585	7,473
Martinez, Danae	Hourly	6,234	1,209	7,443
Centolella, Thomas	Temporary Faculty	6,784	576	7,360

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EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Pantenkova, Svetlana	Hourly	6,675	567	7,242
Stupp, Salomon	Hourly	6,488	551	7,039
Ovetz, Robert	Temporary Faculty	5,887	1,142	7,029
Reyes, Oliver	Work Study	6,908	55	6,963
Muengnoi, Nuengruethai	Work Study	6,867	54	6,921
Govrin, Dvora	Temporary Faculty	6,300	535	6,835
Rodas, Anna	Temporary Faculty Instrl	5,687	1,086	6,773
Flandreau, Tara	Temporary Faculty	962	5,806	6,768
Alexanderson, Jonathan	Work Study	6,713	53	6,766
Urrutia Garcia, Gerson	Work Study	6,615	52	6,667
Donery, Christopher	Hourly	6,066	515	6,581
Lubic, Timothy	Temporary Faculty Non-Instrl	5,181	1,316	6,497
Shore, Stephen	Temporary Faculty	5,942	504	6,446
Petersen, Tyler	Hourly	6,377	50	6,427
Martin, Ricardo	Hourly	5,920	503	6,423
Yan, Tao	Work Study	6,368	50	6,418
Guerra, Anthony	Hourly	6,356	50	6,406
Psomas, Nikolas	Temporary Faculty	5,318	1,031	6,349
Day, Christopher	Hourly	6,213	49	6,262
Squeri Jr, Richard	Hourly	5,293	956	6,249
Ariano, Vaughan	Temporary Faculty	5,715	485	6,200
Yah, Vicky	Work Study	6,134	48	6,182
Mejia-Rodriguez, Vanesa	Work Study	6,049	48	6,097
Holden, Walter	Temporary Faculty Instrl	5,493	552	6,045
Hug, Elizabeth	Temporary Faculty	5,550	471	6,021

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EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Covarrubias Pina, Silvia	Hourly	5,884	46	5,930
Sengsone, Mhinnalyn	Work Study	5,850	46	5,896
Wallace, Mailyna	Work Study	5,805	46	5,851
Anderson, Stephen	Retiree Non Instructional	-	5,784	5,784
Barr, James	Retiree Non Instructional	-	5,784	5,784
Burke, Thomas	Retiree Non Instructional	-	5,784	5,784
Larocca, David	Retiree Non Instructional	-	5,784	5,784
Higueros, Emmanuel	Hourly	5,677	45	5,722
Velazquez-Cortes, Samantha	Hourly	5,651	45	5,696
Bencich, Lawrence	Temporary Faculty	5,079	431	5,510
Burton, Christine	Temporary Faculty Instrl	4,989	424	5,413
Cruz Dominguez, Karina	Hourly	5,363	42	5,405
Rosas, Cynthia	Work Study	5,231	41	5,272
Knickerbocker, Katherine	Hourly	4,849	412	5,261
Creed, James	Hourly	5,201	41	5,242
Alarcon, Alexa	Temporary Faculty Instrl	4,383	844	5,227
Sherman, Elliott	Hourly	5,184	41	5,225
Rowell, Kelly	Hourly	4,813	409	5,222
Sullivan, Paula Denise Margare	Work Study	5,156	41	5,197
Tiernan, Peter	Hourly	4,759	404	5,163
Beleson, Michael	Hourly	4,752	403	5,155
Haiman, Joshua	Temporary Faculty	4,689	398	5,087
Owens, Jim	Temporary Faculty	4,676	397	5,073
Lee, June	Retiree Non Instructional	-	5,058	5,058
Schacherl, Jenna	Hourly	4,653	395	5,048

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EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Height, Jared	Hourly	5,003	39	5,042
Cooney, Ryan	Hourly	4,638	394	5,032
Smith, Malaika	Work Study	4,962	39	5,001
Monley, Geo John	CES Instructor - Hrly Faculty	4,842	111	4,953
White, Rakia	Work Study	4,860	38	4,898
Flores, Steffanie	Work Study	4,650	37	4,687
Hernandez Hernandez, Maria	Work Study	4,637	37	4,674
Heller, Julia	Hourly	4,620	36	4,656
Bestmartini, Elizabeth	Temporary Faculty	4,286	364	4,650
Felix, Andres	Work Study	4,609	36	4,645
Marinko, Vicki	Hourly	4,143	352	4,495
Nelson-Flack, Ryan	Work Study	4,328	34	4,362
Tsark, Tami	CES Instructor - Hrly Faculty	3,980	338	4,318
Chan Dzib, Cayri	Hourly	4,275	34	4,309
Ng-Jung, Bessie	Retiree Non Instructional	-	4,232	4,232
Barnett, Sharon	Temporary Faculty	3,858	328	4,186
Bartlett, Wendy	Hourly	3,857	327	4,184
McCann, Larissa	Work Study	4,118	33	4,151
Cohn, Julie	Temporary Faculty	3,810	323	4,133
Bham, Asma	Hourly	4,088	32	4,120
Bham, Mariam	Hourly	4,076	32	4,108
Hartman, Rosalind	Retiree Non Instructional	-	4,102	4,102
Mullen, Laura	Hourly	4,060	32	4,092
Anthes, Roberta	Temporary Faculty	3,424	660	4,084
Wallace, Alfia	Hourly	3,758	319	4,077

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EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Whitney, Sawyer	Hourly	3,977	31	4,008
Velazquez, Esmeralda	Work Study	3,964	31	3,995
Nelson, Jacob	Work Study	3,960	31	3,991
Harkins, Erika	Temporary Faculty	3,661	311	3,972
Sereno, Prartho	Temporary Faculty	3,607	306	3,913
Rolston, Katherine	Temporary Faculty	3,590	305	3,895
Siar, Ahmad	Hourly	3,855	30	3,885
Murrin, Isabel	Work Study	3,848	30	3,878
Bailliere, Alexandra	Temporary Faculty	3,565	303	3,868
Tran, Philip	Temporary Faculty Instrl	3,210	622	3,832
Johnson, Nancy	Temporary Faculty	3,516	298	3,814
Vasquez, Jasmin	Hourly	3,454	293	3,747
Cooper, Michelle	Work Study	3,713	29	3,742
Elias, Siham	Hourly	3,633	83	3,716
Yokell, June	Temporary Faculty	3,370	286	3,656
Newcome, Erica	Temporary Faculty Non-Instrl	3,367	286	3,653
Gostlin, Malo	Hourly	3,499	28	3,527
Alatriste, Irving	Hourly	3,495	28	3,523
Hoe, Ruan	Hourly	3,488	28	3,516
St Clair, Mary	Work Study	3,488	28	3,516
Lawrence, Barbara	Temporary Faculty	3,223	274	3,497
Murrie, Alfonso	Work Study	3,424	27	3,451
Anderson-Zafir, Dawud	Work Study	3,377	27	3,404
Zaets, Georgy	Work Study	3,369	27	3,396
Chi Casanova, Stephanie	Hourly	3,368	27	3,395

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EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Monahan, Charles	Temporary Faculty Instrl	3,117	265	3,382
Rilla, Paul	Hourly	3,108	264	3,372
Meade, Martha	Temporary Faculty	3,077	261	3,338
Lopez, Blanca	Work Study	3,300	26	3,326
Peng, Emily	Temporary Faculty	3,015	256	3,271
Vasquez, Jordan	Hourly	3,210	25	3,235
Baker, Hursey	Temporary Faculty	2,930	249	3,179
Zeller, Brent	Temporary Faculty	2,930	249	3,179
Stewart, Susan	Temporary Faculty	2,857	243	3,100
Lack, Larry	Temporary Faculty	2,757	234	2,991
Thach, Andrea	Work Study	2,954	23	2,977
Unterberger, Richard	Temporary Faculty	2,719	231	2,950
Moore, William	Temporary Faculty	2,701	229	2,930
Connor, D'Artagnan	Hourly	2,700	229	2,929
Marotta, Mason	Hourly	2,865	23	2,888
Martinez, Michael	Work Study	2,858	23	2,881
Morgan, Vykki	Hourly	2,812	64	2,876
Giusti, James	Hourly	2,794	22	2,816
Halajian, Sarkis	Hourly	2,789	22	2,811
Dannecker, Maritza	Senior Payroll Specialist	698	2,110	2,808
Hornback, Robert	Temporary Faculty	2,328	449	2,777
Hickey, Zoe	Hourly	2,735	22	2,757
Swann, Benjamin	Hourly	2,513	213	2,726
Brear, Sebastian	Hourly	2,691	21	2,712
Lara-Dominguez, Lia	Work Study	2,670	21	2,691

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EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Fyda, Michael	Hourly	2,648	21	2,669
Villatoro, Erick	Hourly	2,595	20	2,615
Lavagetto, Lisa	Hourly	2,400	204	2,604
de Leon, Raysheina	Hourly	2,531	70	2,601
Marx, Justin	Hourly	2,576	20	2,596
Johnson, Manny	Hourly	2,370	201	2,571
Levin, Cherry	Hourly	2,369	201	2,570
Mehtar, Juweria	Work Study	2,535	20	2,555
Stokes, David	Hourly	2,453	56	2,509
McInnes, Nancy	Temporary Faculty	2,261	192	2,453
McManus, Rebecca	Work Study	2,433	19	2,452
Rahmadianty, Fitry	Hourly	2,250	191	2,441
Queary, Samuel	Hourly	2,409	19	2,428
Mulla, Mariya	Hourly	2,370	19	2,389
Hojilla, Gabrielle	Hourly	2,364	19	2,383
Beraldi, Alessandra	Temporary Faculty	2,154	183	2,337
Ben David, Itai	Hourly	2,298	18	2,316
Wood, Hazel	Temporary Faculty	2,100	178	2,278
dell'Avo Ruttimann, Pierina	CES Instructor - Hrly Faculty	2,100	178	2,278
Weinstock, Marisa	Hourly	2,100	178	2,278
Saunders, Lisa	Temporary Faculty	2,088	177	2,265
Reubens, Max	Hourly	2,244	18	2,262
Tanenberg, Lonnie	Hourly	2,063	175	2,238
King, Brian	Hourly	1,874	363	2,237
Farb, Adam	Hourly	2,052	174	2,226

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EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Tembay, Ogyen	Hourly	2,205	17	2,222
Lebas, Anne-Marie	Temporary Faculty	2,046	174	2,220
Illustre-Boatright, Heidi	Temporary Faculty	2,030	172	2,202
Riswold, Erik	Temporary Faculty	1,954	166	2,120
Micu, Markee Angelo	Work Study	2,093	17	2,110
Hager, Joyce	Hourly	1,920	163	2,083
Duchamp, Carol	Temporary Faculty	1,905	162	2,067
Hatfield, Miho	Hourly	1,893	161	2,054
Cruse, Nicholas	Hourly	1,857	158	2,015
Colocho Rogel, Bryan	Hourly	1,980	16	1,996
Orellana, Marlen	Hourly	1,980	16	1,996
Berkelhammer, Larry	Temporary Faculty	1,831	155	1,986
Ferro, Samantha	Temporary Faculty	1,831	155	1,986
Barr-Vickers, Claudia	Temporary Faculty	1,991	(18)	1,973
Thaler, Reid	Temporary Faculty	1,804	153	1,957
Mata, Cindy	Hourly	1,911	15	1,926
Engler, Merri	Hourly	1,768	150	1,918
Rodriguez, Bryan	Hourly	1,894	15	1,909
Hansen, Jennifer	Temporary Faculty	1,758	149	1,907
Jucker, Stephanie	Temporary Faculty	1,758	149	1,907
Coleman, Shannon	Hourly	1,890	15	1,905
Sims, Tyler	Hourly	1,884	15	1,899
Gallagher, Kaitlyn	Hourly	1,745	148	1,893
Kim, Susie	Hourly	1,860	15	1,875
Saura, Rhea	Hourly	1,710	145	1,855

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EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Bagheri-Alamooti, Siamak	Hourly	1,644	140	1,784
Meecham, William	Temporary Faculty	1,642	139	1,781
Bostonian, Robert	Work Study	1,755	14	1,769
Irish, Tamara	Hourly	1,620	138	1,758
Healey, Bernard	Temporary Faculty	1,612	137	1,749
Kudler, Jacqueline	Temporary Faculty	1,508	128	1,636
Lopez-Mendez, Ana	Hourly	1,620	13	1,633
Giles, Geoffery	Hourly	1,602	13	1,615
Shea, Kylie	Hourly	1,598	13	1,611
Rodriguez, John	Maintenance Carpenter	1,469	125	1,594
Lansing, Ira	Retiree Instructional	-	1,556	1,556
Kaur, Harpreet	Hourly	1,526	12	1,538
Maxon, Victoria	Hourly	1,410	120	1,530
Guest, Elissa	CES Instructor - Hrly Faculty	1,400	119	1,519
Sargent, Sarah	Hourly	1,395	118	1,513
Fuches, Nicole	Hourly	1,381	117	1,498
Binnings, Celeste	Temporary Faculty	1,368	116	1,484
Friedman, Carol	Temporary Faculty	1,364	116	1,480
Ashe, Aidan	Hourly	1,425	11	1,436
Ibach, Meichiet	Hourly	1,300	110	1,410
Gauthier, Kency	Hourly	1,293	110	1,403
Galzagorry, Jeanfelix	Custodian	1,081	242	1,323
Whittingslow, Robert	Hourly	1,216	103	1,319
Thunstrom, Paul	Temporary Faculty	1,112	200	1,312
Harrison, Eli	Temporary Faculty	1,184	101	1,285

**MARIN COMMUNITY COLLEGE DISTRICT
2019-20 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
DESCENDING ORDER**

EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Clark, Natalie	Hourly	1,172	100	1,272
Inman, Briana	Hourly	1,169	99	1,268
Smejkalova, Linda	Hourly	1,254	10	1,264
Smith, David	Hourly	1,150	98	1,248
Small, Aubrey	Hourly	1,230	10	1,240
Douglas, Joshua	Hourly	1,140	97	1,237
Mendoza, Alonzo	Hourly	1,200	27	1,227
Ayan-Eaton, Julianna	Hourly	1,118	95	1,213
Himmelman, Maayan	Work Study	1,170	9	1,179
Grunat, Mitchell	CES - Hourly Faculty	1,077	91	1,168
Vetter, Melanie	Temporary Faculty	1,077	91	1,168
Knox, David	CES Instructor - Hrly Faculty	1,074	91	1,165
Rodriguez, Kenny	Hourly	1,069	91	1,160
Amos, Scott	Gardener	1,061	90	1,151
Oliver, Don	Hourly	1,119	26	1,145
Jackson, Tyler	Hourly	1,122	9	1,131
Starsiak, Fiona	Hourly	1,110	9	1,119
Green, Edward	Temporary Faculty	1,026	87	1,113
Hurley, John	Hourly	1,025	87	1,112
Lewis, Jeremy	Hourly	1,099	9	1,108
Tenison-Scott, Joetta	Temporary Faculty	1,077	25	1,102
Teagarden, Garrett	Hourly	1,013	86	1,099
Lewis, Nina	Work Study	1,088	9	1,097
Dougherty, Aubrey	Hourly	1,059	8	1,067
Gammill, Elwanda	Temporary Faculty	1,036	24	1,060

**MARIN COMMUNITY COLLEGE DISTRICT
2019-20 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
DESCENDING ORDER**

EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
O'Malley, Carrie	CES Instructor - Hrly Faculty	977	83	1,060
Lizarraga, Sophie	Hourly	1,050	8	1,058
Thomas, Tracy	Maint. Pool Worker	968	82	1,050
Hain, Diane	Temporary Faculty	928	79	1,007
Wait, Emma	Hourly	918	78	996
Knott, Philip	Hourly	901	77	978
Vogt, Mary	Temporary Faculty	888	75	963
Craft-Neto, Maria	Hourly	878	75	953
Galodamu, Salomi	Hourly	945	7	952
Jordan, Amy	Hourly	867	74	941
Ortiz, Cesar	Hourly	924	7	931
Voeller, Francisco	Hourly	855	73	928
Jakobsen, Heidi	CES Instructor - Hrly Faculty	855	73	928
Cohen, Steve	Stipend - Summer Academies	888	20	908
Miller, Yanina	CES Instructor - Hrly Faculty	835	71	906
Fields, Marjorie	CES Instructor - Hrly Faculty	808	69	877
Strobel, Jeanine	Hourly	855	7	862
Jordan, Rachel	Hourly	782	66	848
Emami, Hamid	CES Instructor - Hrly Faculty	754	64	818
Yezman, Nicole	CES Instructor - Hrly Faculty	754	64	818
Samuels, Michele	Hourly	806	6	812
Myhre, Kari	Hourly	736	63	799
Sigaran, Hellen	Hourly	777	6	783
Virgo, Abigail	Hourly	750	6	756
Cazares, Bertha	Hourly	720	6	726

**MARIN COMMUNITY COLLEGE DISTRICT
2019-20 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
DESCENDING ORDER**

EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Ghannam, Sarah	Hourly	720	6	726
Gonzalez, Esther	Hourly	720	6	726
Rappaport, Betty	Temporary Faculty	666	57	723
Maync, Marc-Antoine	Hourly	663	56	719
Clifford, Patricia	Temporary Faculty	659	56	715
Lombardi, David	Temporary Faculty Instrl	698	16	714
Davis, Brian	Work Study	705	6	711
Mejia Orellana, Karina	Hourly	698	6	704
Hall, Quincy	Temporary Faculty	646	55	701
Torres, Mandy	Hourly	630	53	683
Gomez, Javier	Hourly	608	52	660
Ordonez, Katherine	Hourly	634	5	639
Bell, Clark	Temporary Faculty	586	50	636
Danberg, Anne	Temporary Faculty	586	50	636
Jessen, Chloe	Hourly	578	49	627
Cacciatore, Jocelyn	Hourly	544	46	590
Gallegos, Renee	Temporary Faculty	538	46	584
Draheim, Teliha	CES Instructor - Hrly Faculty	525	45	570
Nardo, Maryann	Temporary Faculty	523	44	567
McIntosh, Corban	Hourly	506	43	549
Rowe, Eric	Hourly	444	86	530
Anjeh, Vincent	Hourly	525	4	529
Jones, Carolyn	CES Instructor - Hrly Faculty	485	41	526
Rachelson, Howard	Temporary Faculty	485	41	526
del Barrio, Emile	Hourly	480	41	521

MARIN COMMUNITY COLLEGE DISTRICT
2019-20 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
DESCENDING ORDER

EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Durtschi, Thomas	Hourly	476	40	516
Zeise, Tanja-Maria	Temporary Faculty	458	39	497
Miller, Joseph	CES Instructor - Hrly Faculty	440	37	477
Schwartz, Maureen	Temporary Faculty	431	37	468
Abe, Helen	Temporary Faculty	404	34	438
Yafa, Stephen	Hourly	400	34	434
Abu Ghosh, Yuliya	Hourly	395	34	429
Polson, Claire	Hourly	405	3	408
Lazor, Joseph	Hourly	366	31	397
Worrell, Jasmine	Temporary Faculty	342	29	371
Torgovitsky, Charlotte	CES Instructor - Hrly Faculty	337	29	366
Bailey, Alvin	Hourly	332	28	360
Sandri, David	Temporary Faculty	323	27	350
Thiele, Michael	CES Instructor - Hrly Faculty	323	27	350
Thomas, Craig	Temporary Faculty	269	23	292
Hunter, Sheila	CES Instructor - Hrly Faculty	269	23	292
Nicosia, Ellen	CES Instructor - Hrly Faculty	269	23	292
Creighton, Heather	Hourly	262	22	284
Lo, Lan	Hourly	222	43	265
Gulati, Shubie	CES Instructor - Hrly Faculty	242	21	263
Mazza, Jesse	Hourly	241	20	261
Ghazi, Raha	Hourly	255	2	257
Lavagetto, Lawrence	Hourly	233	20	253
Burkhardt, Dianne	Hourly	222	19	241
Wilcoxon, Heather	Substitute for Fine Arts	222	19	241

**MARIN COMMUNITY COLLEGE DISTRICT
2019-20 ACTUAL GROSS EARNINGS, EMPLOYER-PAID BENEFITS, AND TOTAL COMPENSATION
DESCENDING ORDER**

EMPLOYEE	JOB TITLE	GROSS EARNINGS (\$)	EMPLOYER-PAID BENEFITS (\$)	TOTAL COMPENSATION (\$)
Walkup, Joseph	Hourly	217	18	235
Friedman, Henry	Temporary Faculty	215	18	233
Broida, David	Temporary Faculty	215	18	233
Dugan, Karen	Hourly	225	2	227
Stockmann, Kevin	Hourly	195	17	212
Hornick, Noah	Hourly	200	2	202
Luis, Nathaniel	Hourly	183	16	199
De Leon, Kevin	Hourly	195	2	197
Kuchta, Patricia	Substitute for Mathematics	148	13	161
Raggio, Michelle	Hourly	144	12	156
Siegel, Linda	Temporary Faculty	121	10	131
Butler, Ann	Hourly	105	9	114
Harvey, Devon	Hourly	100	1	101
Kahn, Georgia	Hourly	73	6	79
McClendon, Dosh	Hourly	73	6	79

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

E. Average FY 2019-2020 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)	Permanent Faculty	Children Center Faculty	Temporary Faculty	Confidential Staff	Supervisory Staff	Mgmt., Academic	Mgmt., Classified	Supt. / Pres.	Grand Total
SOCIAL SECURITY	6.03%	6.13%	0.00%	0.16%	0.73%	2.18%	6.17%	5.37%	1.82%	4.58%	0.00%	2.84%
MEDICARE	1.43%	1.43%	1.44%	1.41%	1.45%	1.45%	1.44%	1.42%	1.41%	1.43%	1.48%	1.43%
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.	0.79%	0.79%	0.79%	0.79%	0.79%	0.79%	0.79%	0.79%	0.79%	0.79%	0.79%	0.79%
STRS	0.48%	0.00%	0.00%	15.40%	13.07%	9.70%	0.00%	2.00%	10.38%	0.90%	13.10%	8.01%
PERS	17.64%	18.96%	13.59%	0.47%	2.22%	0.17%	19.25%	17.29%	6.36%	17.33%	0.00%	7.86%
HEALTH & WELFARE	20.96%	28.15%	16.56%	15.75%	34.85%	11.55%	22.74%	21.11%	13.85%	13.53%	7.09%	17.16%
TOTAL	47.38%	55.51%	32.43%	34.03%	53.16%	25.89%	50.44%	48.03%	34.66%	38.61%	22.51%	38.14%

**MARIN COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET 2020-2021**

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 2020-2021

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 2020-2021

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 2020-2021

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 2020-2021

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 2020-2021

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 2020-2021

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 2020-2021

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 2020-2021

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 2020-2021

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 2020-2021

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 2020-2021

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 2020-2021

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 ADOPTION BUDGET 2020-2021

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.

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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.

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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.

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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.

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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.

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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 2020-2021

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.

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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.

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

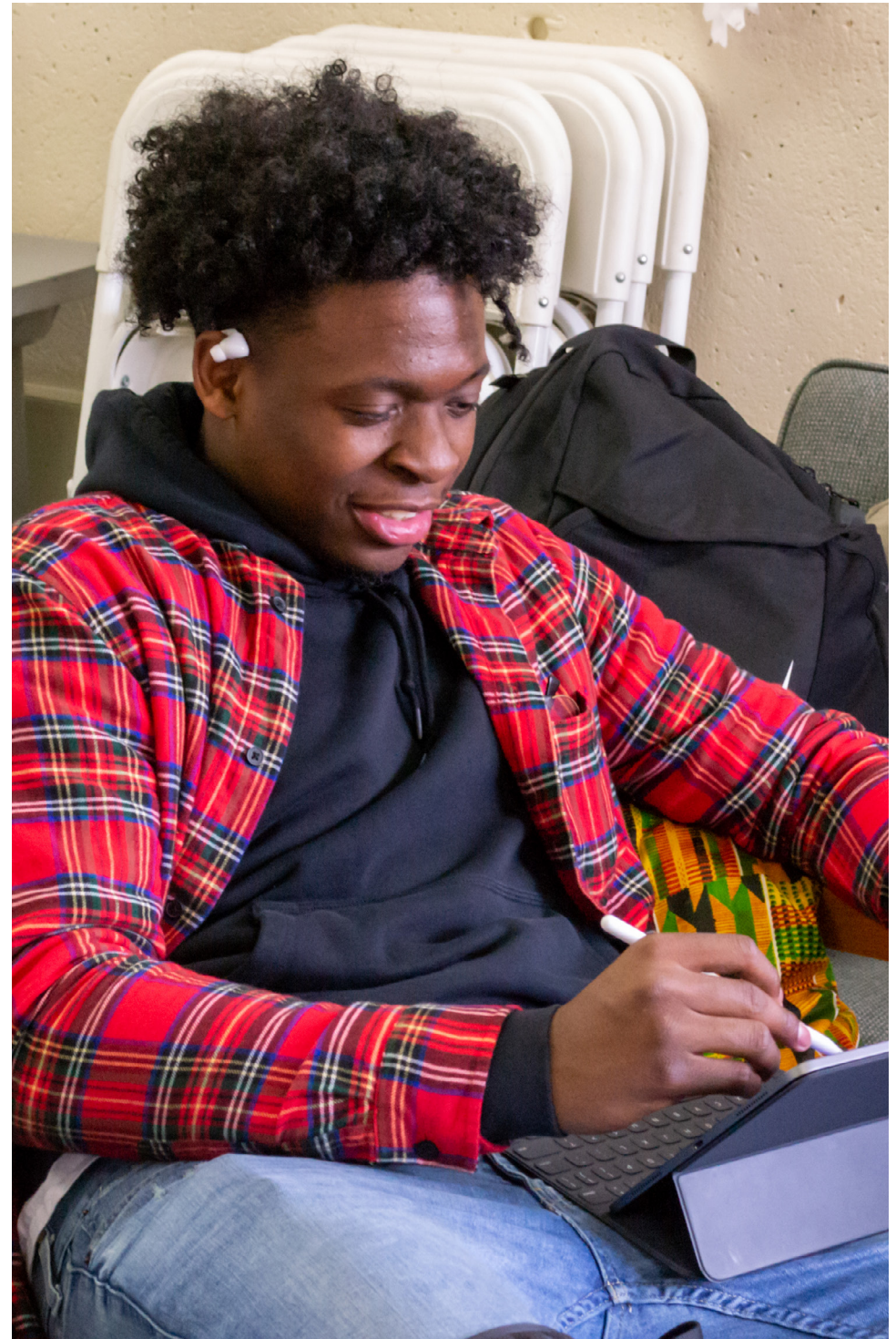
The District is committed to equal opportunity in educational programs, employment, and all access to Institutional programs and activities.

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.





Education is the most powerful weapon which you can use to change the world.

—NELSON MANDELA

If you are always trying to be normal, you will never know how amazing you can be.

—MAYA ANGELOU

If you can't fly then run, if you can't run then walk, if you can't walk then crawl, but whatever you do you have to keep moving forward.

—MARTIN LUTHER KING JR.

We must remember that intelligence is not enough. Intelligence plus character—that is the goal of true education. The complete education gives one not only power of concentration, but worthy objectives upon which to concentrate.

—MARTIN LUTHER KING JR.

Believe in yourself and all that you are. Know that there is something inside of you that is greater than any obstacle.

—CHRISTIAN D. LARSON

Once social change begins, it cannot be reversed. You cannot un-educate the person who has learned to read. You cannot humiliate the person who feels pride. You cannot oppress the people who are not afraid anymore.

—CESAR CHAVEZ

Once you learn to read, you will be forever free.

—FREDERICK DOUGLASS

If you want to go fast, go alone. If you want to go far, go together.

—AFRICAN PROVERB

