

Ventura County Community College District

2019-20 Tentative Budget



Dr. David El Fattal

Board of Trustees Meeting

June 11, 2019

Governor's 2019-20 May Revision Key Issues

- Student Centered Funding Formula (SCFF)
 - Mirroring 2018-19 rates plus COLA for 2019-20
 - Maintaining the 70/20/10 percentage distribution of Base/Supplemental/Student Success
 - Capping year-to-year growth in district Student Success allocation to 10%
 - Adjusting definition of transfer outcomes
 - Extending Hold-Harmless provision (at least 2017-18 TCR + COLAs) through 2021-22
- COLA down from 3.46% to 3.26%
- STRS one-time buy down of \$3.15B in 2019-20
 - Employer contribution rate still increases from 16.28% (FY19) to 16.7% (FY20); increases to 18.1% in FY21

Governor's 2019-20 May Revise

— SCFF Three-Year Formula Phase-In —

Original Planned Implementation

Component	2017-18	2018-19	2019-20	2020-21
Base (FTES)	100%	70%	65%	60%
Supplemental (Equity)	N/A	20%	20%	20%
Student Success (Outcomes)	N/A	10%	15%	20%

Proposed Adjusted Implementation

Component	2017-18	2018-19	2019-20 ^a	2020-21
Base (FTES)	100%	70%	70%	60%
Supplemental (Equity)	N/A	20%	20%	20%
Student Success (Outcomes) ^b	N/A	10%	10%	20%

^a Funding rate for 2019-20 would be equal to the 2018-19 rate plus COLA.

^b Proposed budget limits year-to-year growth in total amount of calculated student success allocation to 10%.

Governor Newsom's Inaugural 2019-20 State Budget

- A very good budget emphasizing resiliency
- \$144 billion budget
- Reserves of \$16.5 billion
- Elimination of State Debts and Reversals of Deferrals
- \$3.15 billion to CalSTRS in FY20 to directly lower employer contribution rates

Governor Newsom's Inaugural 2019-20 State Budget

Major Higher Education Themes

- “Strengthening the relationship between higher education, workforce development programs and employers will be a key focus of the Administration.”
- “The Administration will work to promote affordability, access, and efficiency in higher education.”
- The Administration “will also work to ensure higher education and training programs better meet the needs of nontraditional students.”

Governor's FY20 May Revision

Key Policy & Proposition 98 Technical Adjustments

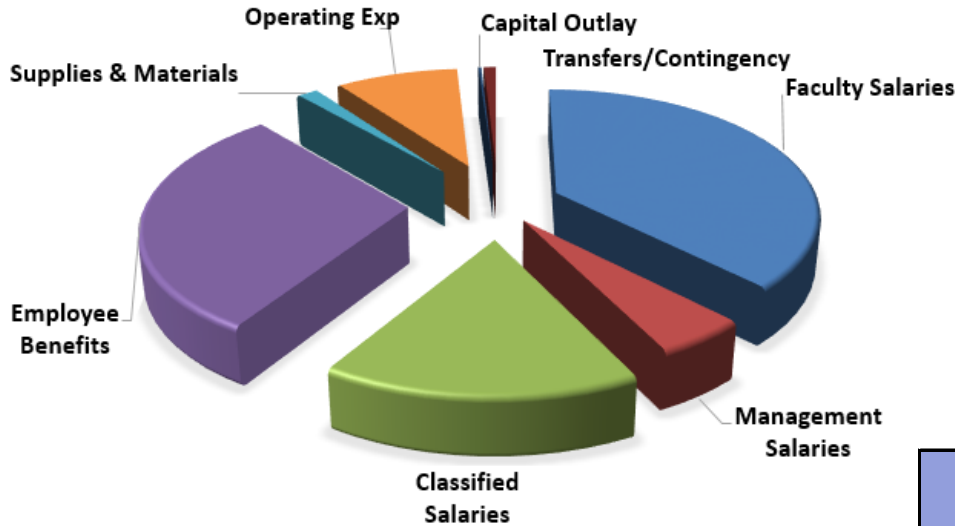
	State January Proposal	State May Revision	Change	VCCCD Proportional Share	VCCCD Included in Tentative
Student Centered Funding Formula base adjustments	\$112M	\$62M	(\$49.2M)		
Remove one-time spending	(\$110M)	(\$110M)	-		
Other technical adjustments	(\$28M)	(\$47M)	(\$18.7M)		
COLA (3.46%/3.26%) [a]	\$248M	\$230M	(\$18.3M)	5,150,556	5,466,541
Enrollment Growth (0.55%)	\$26M	\$25M	(\$1.3M)		
Subtotal General Funds	\$248M	\$160M	(\$88M)	5,150,556	5,466,541
California College Promise Program	\$40M	\$45M	\$5.2M	1,012,500	[b]
Student Success Completion Grant (adjust for workload)	\$11M	\$18M	\$7.5M	405,000	[b]
COLA for EOPS, DSPS, CalWorks, Campus Childcare, apprenticeships, & Mandates Block Grant	\$14M	\$13M	(\$0.9M)	292,500	[b]
Legal services to undocumented immigrants on-going	\$10M	\$10M	-	225,000	[b]
Use reappropriation funds for CCC Strong Workforce program	(\$77M)	(\$1M)	\$75.2M	(22,500)	[b]
Foster Parent Education (backfill federal funds)	-	\$0.4M	\$0.4M	9,000	[b]
Use reappropriation funds for Deferred Maintenance & Instructional Equip (one-time)	-	\$39.6M	\$39.6M	891,000	[b]
Subtotal Restricted Funds	(\$2M)	\$125M	\$123M	2,812,500	
Total Changes	\$246M	\$285M	\$39.6M		

[a] COLA in Adoption Budget will be adjusted by (\$316K)

[b] Once actual allocations are known and/or grants awarded, budget augmentations will be brought forward to the Board

2019-20 Tentative Budget

Unrestricted General Fund 111 by Object



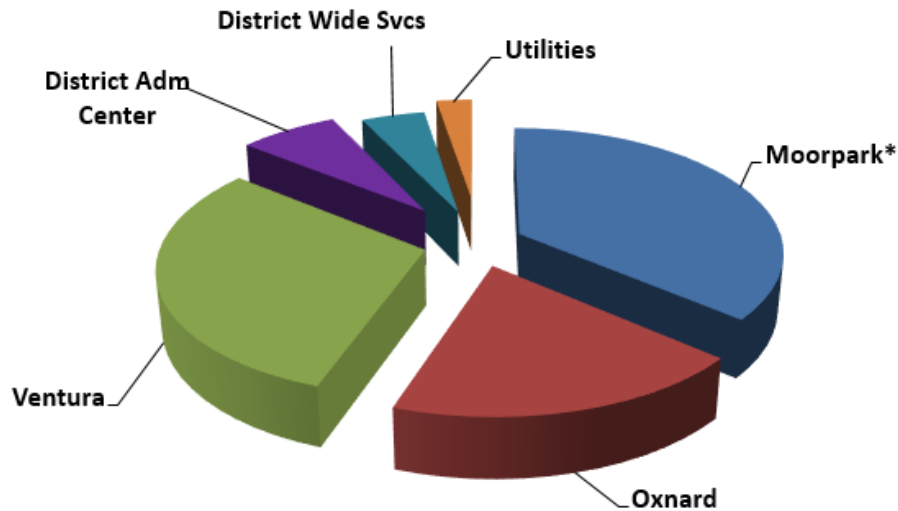
FACULTY SALARIES
 MANAGEMENT SALARIES
 CLASSIFIED SALARIES
 EMPLOYEE BENEFITS
 SALARY & BENEFIT SUBTOTAL
 SUPPLIES & MATERIALS
 OPERATING EXP
 CAPITAL OUTLAY
 TRANSFERS/CONTINGENCY
 TOTAL EXPENDITURES

2018-19* ADOPTION BUDGET	%	2019-20* TENTATIVE BUDGET	%
60,313,703	36.1%	60,823,019	34.4%
8,298,865	5.0%	7,919,724	4.5%
26,839,462	16.1%	27,836,593	15.7%
51,835,658	31.0%	56,058,896	31.7%
147,287,688	88.1%	152,638,231	86.3%
2,313,111	1.4%	2,663,435	1.5%
14,869,810	8.9%	16,013,896	9.1%
305,143	0.2%	409,096	0.2%
2,338,244	1.4%	5,060,810	2.9%
167,113,996	100.0%	176,785,469	100.0%

* Includes site carryover funds

2019-20 Tentative Budget

Unrestricted General Fund 111 by Location



MOORPARK *
OXNARD *
VENTURA *
DISTRICT ADM CENTER *
DISTRICTWIDE SVCS
UTILITIES
TOTAL EXPENDITURES

2018-19 ADOPTION BUDGET	2019-20* TENTATIVE BUDGET
59,755,026	64,066,025
31,858,502	33,646,599
52,125,099	53,893,633
11,677,000	12,560,918
7,139,169	8,059,094
4,559,200	4,559,200
<u>167,113,996</u>	<u>176,785,469</u>

* Includes site carryover funds

2019-20 Tentative Budget

Unrestricted General Fund 111 by Cost Center

	MOORPARK COLLEGE		OXNARD COLLEGE		VENTURA COLLEGE		DISTRICT ADMIN CENTER		DISTRICTWIDE	
	TENTATIVE BUDGET *	PERCENT OF TOTAL	TENTATIVE BUDGET *	PERCENT OF TOTAL	TENTATIVE BUDGET *	PERCENT OF TOTAL	TENTATIVE BUDGET *	PERCENT OF TOTAL	TENTATIVE BUDGET *	PERCENT OF TOTAL
FACULTY SALARIES	26,106,697	40.7%	12,542,948	37.3%	22,173,374	41.1%	-	0.0%	-	0.0%
MANAGEMENT SALARIES	2,022,944	3.2%	1,787,737	5.3%	2,045,117	3.8%	2,063,926	16.4%	-	0.0%
CLASSIFIED SALARIES	8,856,888	13.8%	5,265,801	15.7%	8,481,382	15.7%	5,047,568	40.2%	184,954	2.3%
EMPLOYEE BENEFITS	21,159,452	33.0%	11,836,146	35.2%	18,012,568	33.4%	4,865,015	38.7%	185,716	2.3%
SALARY & BENEFIT SUBTOTAL	<u>58,145,981</u>	<u>90.8%</u>	<u>31,432,631</u>	<u>93.4%</u>	<u>50,712,442</u>	<u>94.1%</u>	<u>11,976,508</u>	<u>95.3%</u>	<u>370,670</u>	<u>4.6%</u>
SUPPLIES & MATERIALS	1,275,365	2.0%	639,893	1.9%	657,354	1.2%	67,723	0.5%	23,100	0.3%
OPERATING EXP	2,159,942	3.4%	1,092,833	3.2%	2,509,479	4.7%	501,987	4.0%	5,190,455	64.4%
CAPITAL OUTLAY	19,500	0.0%	83,772	0.2%	24,359	0.0%	14,700	0.1%	266,765	3.3%
TRANSFERS/CONTINGENCY	2,465,237	3.8%	397,470	1.2%	(10,000)	0.0%	-	0.0%	2,208,104	27.4%
TOTAL EXPENDITURES	<u>64,066,025</u>	<u>100.0%</u>	<u>33,646,599</u>	<u>100.0%</u>	<u>53,893,634</u>	<u>100.0%</u>	<u>12,560,918</u>	<u>100.0%</u>	<u>8,059,094</u>	<u>100.0%</u>

* Includes site carryover funds

Multi-Year Projection (MYP) Assumptions and summary level budget components

Unrestricted General Fund (Fund 111) Assumptions

Component	2019-20 Tentative	2020-21	2021-22
Funded FTES	26,668	26,668	26,668
COLA	3.46%	2.86%	2.92%
Hold Harmless Component (TCR FY18)	\$163.4M	\$168.1M	\$173M
Step/Longevity - Faculty	1.7%	1.7%	1.7%
Step/Longevity - Classified	1.4%	1.4%	1.4%
Step/Longevity - Confidential/Supervisors/Management	1%	1%	1%
STRS Rate	17.13%	18.10%	19.10%
PERS Rate	20.7%	23.6%	24.9%
Health Benefit Rate Increase (Faculty)	7.5%	7.5%	7.5%
Energy costs	0%	3%	3%
Carryover (2%)	\$3.13M	-	-
Carryover (SCFF)	\$2.85M	-	-

Multi-Year Projection (MYP) Assumptions and Summary Level Budget Components

- \$1.3 million one-time use of Reserves for H&W increases to ASCC group in FY2019-20
- Savings from potential H&W plan changes not considered
- No funds budgeted for additional collective bargaining compensation
- Potential savings from Solar Projects & Clean Power Alliance not considered
- Increase to Police Services in FY2019-20 for three (3) additional police officers
 - General Fund Contribution to Police Services maintained at FY2019-20 levels
- No increase to Districtwide Services budget in FY2020-21 and FY2021-2022, except
 - Board election & employee perception survey costs in FY2020-21 only

Unrestricted General Fund (111) MYP

	2019-20 Tentative	2020-21 Estimate	2021-22 Estimate
Revenue			
Total General Apportionment	163,459,053	168,133,982	173,043,494
FT Faculty Hiring	1,184,531	1,184,531	1,184,531
PT Faculty Equity Comp	558,080	558,080	558,080
Lottery Proceeds	3,824,377	3,824,377	3,824,377
Nonresident Tuition - International	743,588	743,588	743,588
Nonresident Tuition - Domestic	1,031,715	1,031,715	1,031,715
TOTAL REVENUE	170,801,344	175,476,273	180,385,785
Expenditures			
Faculty Salaries	60,823,019	61,444,663	62,076,874
Management Salaries	7,919,724	8,006,715	8,094,663
Classified Salaries	27,836,593	28,168,022	28,503,957
Employee Benefits	57,360,896	60,041,558	62,365,696
Salary & Benefit Subtotal	153,940,231	157,660,957	161,041,189
Supplies & Materials	2,663,435	2,663,435	2,663,435
Operating Expenditures	16,013,896	16,298,218	16,317,019
Capital Outlay	409,096	409,096	409,096
Transfers	1,562,103	1,562,103	1,562,103
Contingency	3,498,707	-	-
Direct Expenditure Subtotal	24,147,238	20,932,853	20,951,654
TOTAL EXPENDITURES	178,087,469	178,593,810	181,992,843
OPERATING SURPLUS/DEFICIT	(7,286,125)	(3,117,537)	(1,607,058)
Fund Balance			
Beginning Fund Balance	34,811,093	27,524,969	24,407,432
Ending Fund Balance	27,524,969	24,407,432	22,800,374
Reserves			
Board Designated:			
State Minimum 5%	9,540,298	9,540,298	9,540,298
Revenue Shortfall Contingency	5,000,000	5,000,000	5,000,000
State Teachers' Retirement System	1,000,000	1,000,000	1,000,000
Energy Efficiency	1,400,000	1,400,000	1,400,000
Unallocated	10,584,671	7,467,134	5,860,076
TOTAL RESERVES	27,524,969	24,407,432	22,800,374

2019-20

Key Budget Components

Additional District Cost on Each Payroll Dollar

Statutory Benefits	Academic	Classified
State Teachers Retirement System (STRS)	17.13%	N/A
Public Employee Retirement System (PERS)	N/A	20.7%
Social Security (OASDI)	N/A	6.2%
Medicare	1.45%	1.45%
State Unemployment Insurance (SUI)	0.05%	0.05%
Workers' Compensation	1.70%	1.70%
Active Employee Retiree Health Liability (HRL)	15.0%	8.5%
Retired Employee Retiree Health Liability (HR2)	18.0%	15.0%
Total	53.33%	53.64%

2019-20 Key Budget Components: STRS (All funds)

	Fiscal Year	Totals Costs	Year Over Year Increase	Cumulative Increase	Employer Rate	Employee (Pre-2013 hire date)	Employee (Post-2013 hire date)	State
Actuals	2013-14	\$ 4,045,000			8.25%	8.00%	8.00%	3.04%
	2014-15	\$ 4,608,051	\$ 563,050	\$ 563,050	8.88%	8.15%	8.15%	3.45%
	2015-16	\$ 5,862,022	\$ 1,253,971	\$ 1,817,022	10.73%	9.20%	8.56%	3.89%
	2016-17	\$ 6,970,661	\$ 1,108,639	\$ 2,925,660	12.58%	10.25%	9.21%	6.33%
	2017-18	\$ 7,891,380	\$ 920,719	\$ 3,846,379	14.43%	10.25%	9.21%	6.33%
Projected	2018-19	\$ 8,720,000	\$ 828,620	\$ 4,675,000	16.28%	10.25%	10.21%	6.33%
Budgeted	2019-20	\$ 10,620,000	\$ 1,900,000	\$ 6,575,000	17.13%	10.25%	10.21%	6.33%
Projected	2020-21	\$ 11,400,000	\$ 780,000	\$ 7,355,000	18.10%	10.25%	10.21%	6.33%

Note 1: Plan allows CalSTRS to annually adjust the employer and state rates beginning July 1, 2021; caps any such annual increase at 1% for employers and 0.5% for the state.

Note 2: In February 2017, the CalSTRS Board took action to reduce the assumed rate of return on its investments from 7.5% to 7.0%. It is unknown how this may affect the employer rate in the future.

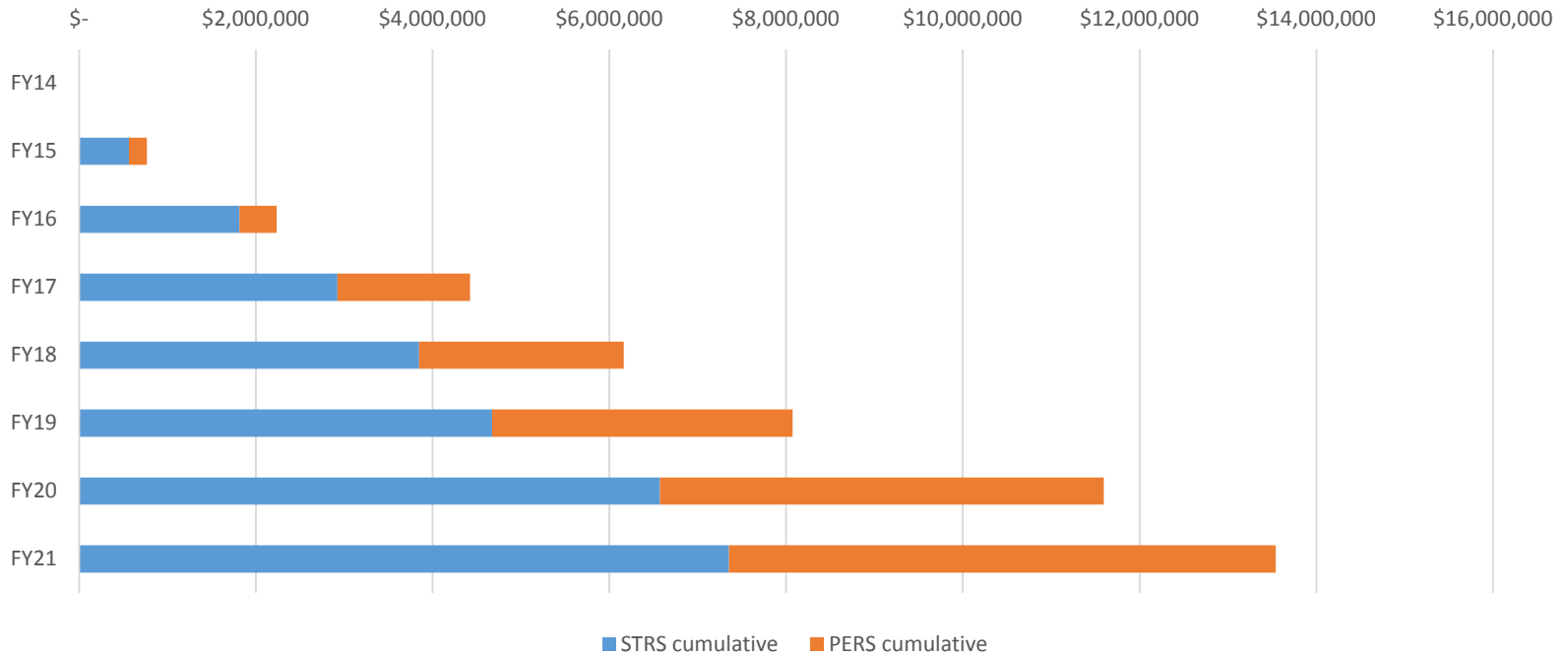
Note 3: As a result of changes to the actuarial assumptions adopted by the CalSTRS board that change the normal cost for PEPPRA members, the contribution rate increased in FY 2018-19 by 1%.

2019-20 Key Budget Components: PERS (All funds)

	Fiscal Year	Totals Costs	Year Over Year Increase	Cumulative Increase	Employer Rate Current Projection
Actuals	2013-14	\$ 3,155,239			11.442%
	2014-15	\$ 3,358,662	\$ 203,422	\$ 203,422	11.771%
	2015-16	\$ 3,572,734	\$ 214,072	\$ 417,495	11.847%
	2016-17	\$ 4,654,401	\$ 1,081,667	\$ 1,499,161	13.888%
	2017-18	\$ 5,472,260	\$ 817,859	\$ 2,317,021	15.8%
Projected	2018-19	\$ 6,555,000	\$ 1,082,740	\$ 3,399,761	18.1%
Budgeted	2019-20	\$ 8,177,000	\$ 1,622,000	\$ 5,021,761	20.74%
Projected	2020-21	\$ 9,340,000	\$ 1,163,000	\$ 6,184,761	23.4%
	2021-22	\$ 9,900,000	\$ 560,000	\$ 6,744,761	24.5%
	2022-23	\$ 10,225,000	\$ 325,000	\$ 7,069,761	25.0%

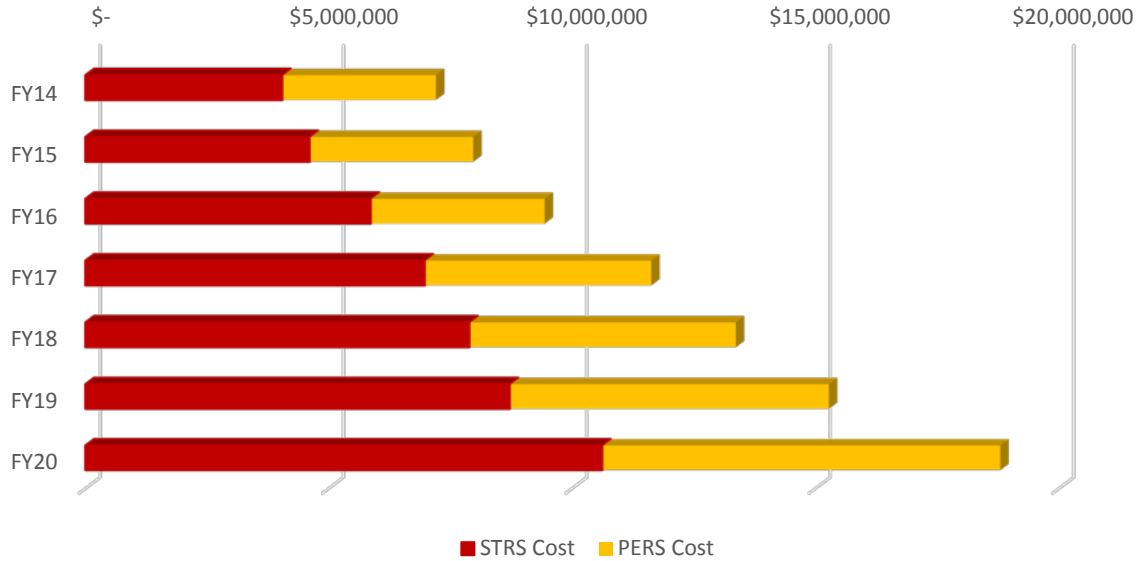
The projected employer rates revised by CalPERS are projected to reach 26% in 2024-25.

STRS & PERS Cumulative Increased Annual Cost Since FY14



	FY20 Budget	FY19 Estim	FY18	FY17	FY16	FY15	FY14
Total Unrestricted Revenue	170,801,344	166,947,981	160,321,628	151,545,609	144,305,637	133,118,624	131,086,840
STRS	3.8%	2.8%	2.4%	1.9%	1.3%	0.4%	0.0%
PERS	2.9%	2.0%	1.4%	1.0%	0.3%	0.2%	0.0%
Total	6.8%	4.8%	3.8%	2.9%	1.5%	0.6%	0.0%

STRS & PERS Total Expenditures

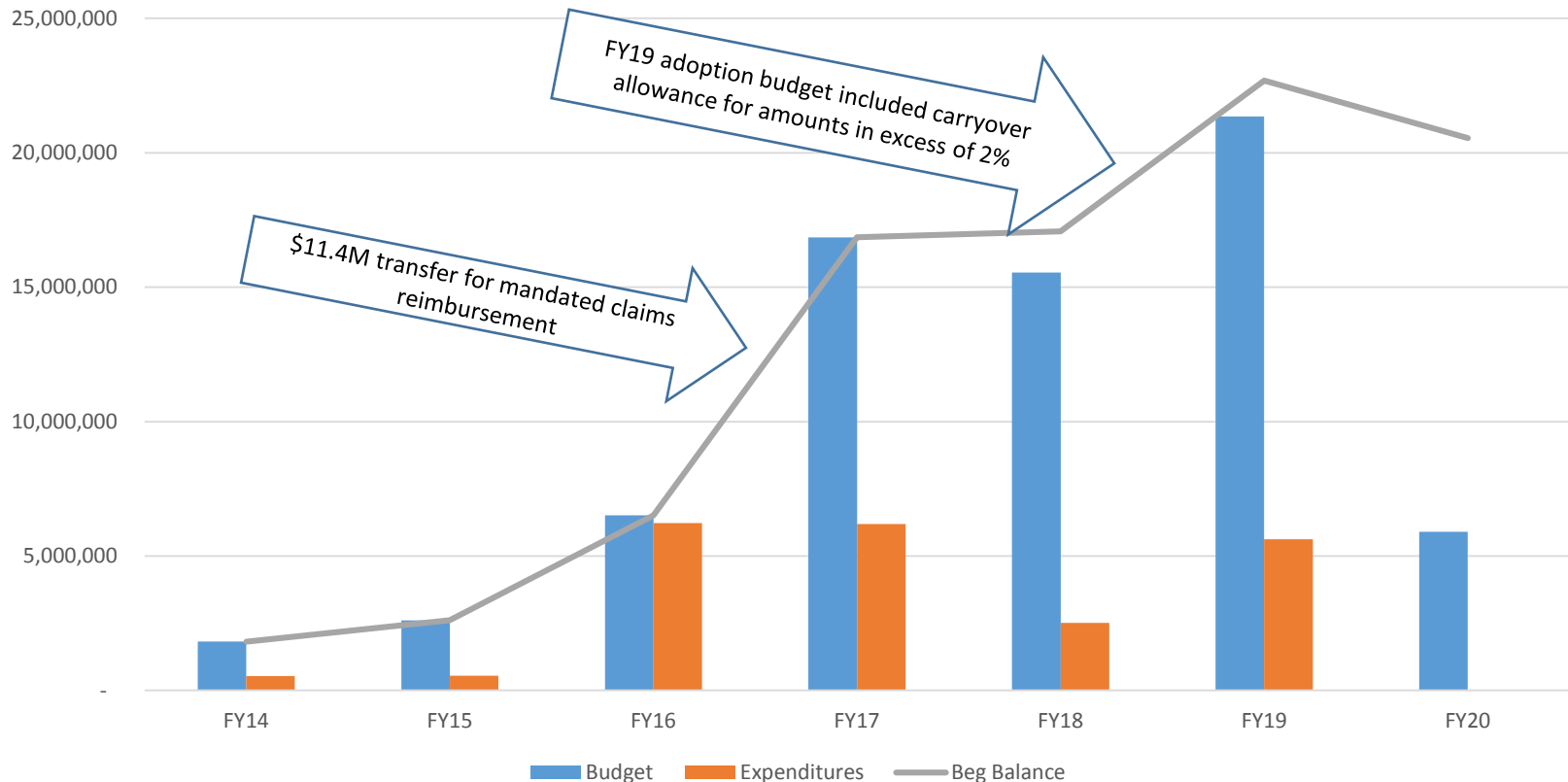


	FY20 Budget		FY19 Estim		FY18		FY17		FY16		FY15		FY14		FY13		FY12		FY11	
Total Unres Rev	170,801,344		166,947,981		160,321,628		151,545,609		144,305,637		133,118,624		131,086,840		127,722,561		130,438,886		134,921,415	
	Budget	%	Proj Expense	%	Expense	%	Expense	%	Expense	%	Expense	%	Expense	%	Expense	%	Expense	%	Expense	%
STRS	10,620,000	6.2%	8,720,000	5.2%	7,891,380	4.9%	6,970,661	4.6%	5,862,022	4.1%	4,608,051	3.5%	4,045,000	3.1%	3,691,234	2.9%	3,852,714	3.0%	3,963,155	2.9%
PERS	8,177,000	4.8%	6,555,000	3.9%	5,472,260	3.4%	4,654,401	3.1%	3,572,734	2.5%	3,358,662	2.5%	3,155,239	2.4%	2,360,939	1.8%	2,418,450	1.9%	2,467,963	1.8%
Total		11.0%		9.1%		8.3%		7.7%		6.5%		6.0%		5.5%		4.7%		4.8%		4.8%

FUND 113

General Fund – Unrestricted – Designated Infrastructure

FY14 - FY20 Budget vs. Expenditures



Revenue sources:

- Net savings between budget & actual expenses from DWS and utilities allocations
- Any unbudgeted unrestricted general fund revenue (except growth and COLA)
- Enrollment fee local revenue
- Interest income

Expenditure categories:

- Scheduled maintenance & capital furniture
- Library materials/databases
- Instructional/Non-instructional equipment
- Technology refresh/replacement
- Other one-time expenditures

FUND 113

FY2019-20 PLANNED PROJECTS

Moorpark College

Instructional Furniture	\$ 150,000
General Building Improvements	\$ 150,000
Automatic Door Replacements	\$ 310,000
Irrigation Controllers	\$ 140,000
Paving Project	\$ 116,655
Library Books and Databases	\$ 150,000
Instructional and Non-Instructional Equipment	\$ 500,100
Tech Equipment and Lease Purchases	\$ 550,000
Digitizing Architectural Plans	\$ 100,000
Custodial, Grounds, and Maintenance Equipment	\$ 250,000
Replace Student Transportation Vehicles	\$ 250,000
	\$ 2,666,755

Moorpark:

FY19 projected ending fund balance \$8,000,024
 FY20 allocation +1,211,520
FY20 budget - 2,666,755
 FY20 projected ending fund balance* \$6,544,789

* MC is saving for a \$25 million renovation of the Student Center

Oxnard College

Scheduled Maintenance and Capital Furniture	199,500
Instructional and Non-Instructional Equipment	76,000
Tech Equipment	257,000
	532,500

Oxnard:

FY19 projected ending fund balance \$4,676,924
 FY20 allocation + 957,880
FY20 budget - 532,500
 FY20 projected ending fund balance \$5,102,304

OC has the following projects planned for FY20:

- Refurbish classrooms in Liberal Arts & Letter and Science buildings
- Replace M&O diesel equipment (part of compliance to move to cleaner diesel)
- Technology refresh and classroom upgrades
- Consulting for Facility Master Plan

FUND 113

FY2019-20 PLANNED PROJECTS

Ventura College

General Building Improvements	\$ 390,000
Math/Science Bldg HVAC Project	\$ 1,000,000
Refresh furniture for 3-5 classrooms	\$ 150,000
Safety Improvements	\$ 100,000
Library Books and Databases	\$ 87,478
Instructional and Non-Instructional Equipment	\$ 299,469
Tech Equipment	\$ 531,500
Custodial, Grounds, and Maintenance Equipment	\$ 15,400
Replace Student Transportation Vehicle	\$ 25,000
	\$ 2,598,847

Ventura:

FY19 projected ending fund balance	\$3,784,039
FY20 allocation	+1,325,600
<u>FY20 budget</u>	<u>- 2,598,847</u>
FY20 projected ending fund balance	\$2,510,792

Contingency to mitigate rising costs.

District Administrative Center

District Administrative Center:

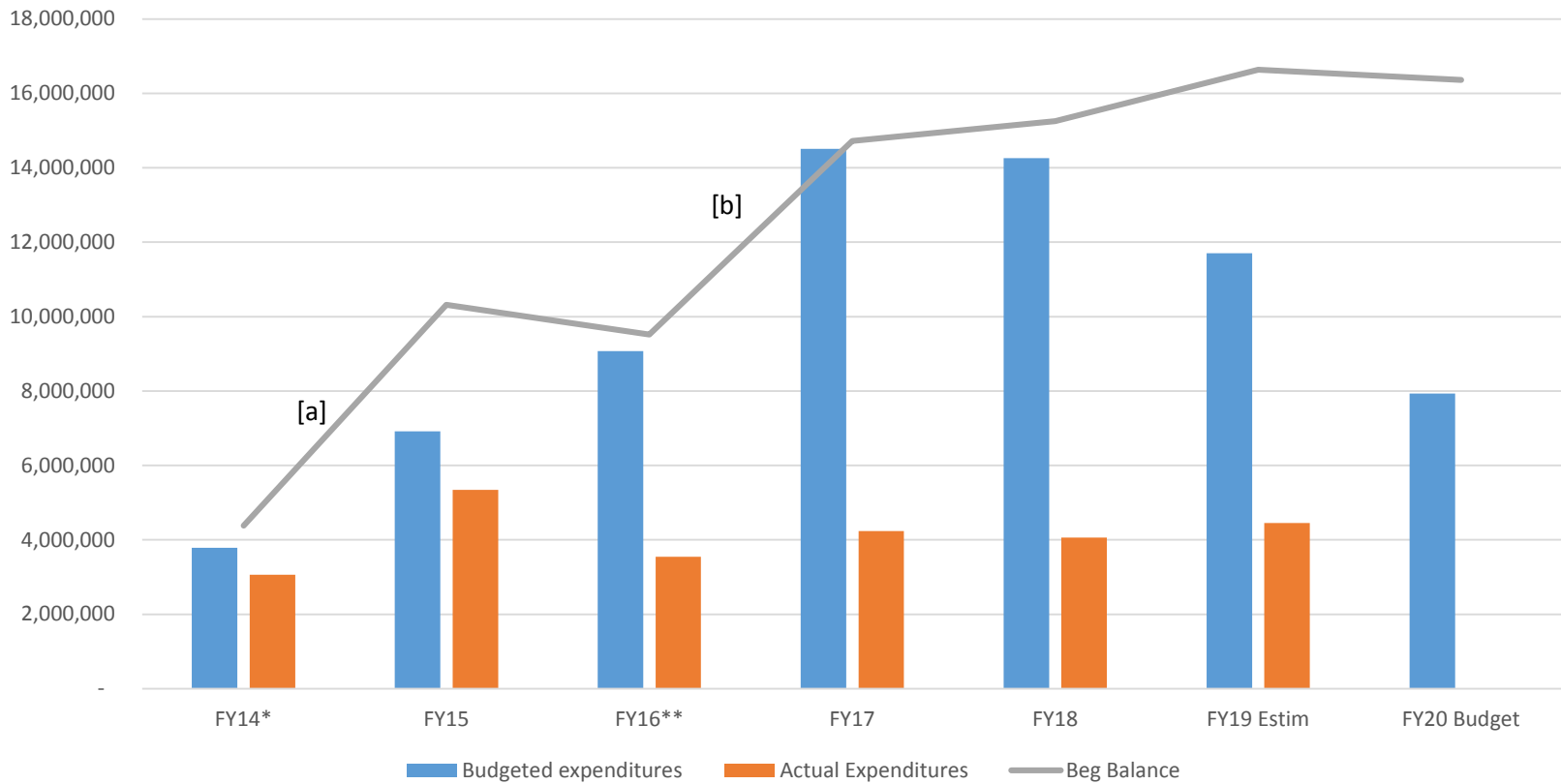
FY19 projected ending fund balance	\$ 609,154
FY20 allocation	-
<u>FY20 budget</u>	<u>- 100,000</u>
FY20 projected ending fund balance	\$ 509,154

District Administrative Center office space reconfiguration, painting, carpet replacement, furniture, etc.

FUND 114

General Fund – Unrestricted – Designated

FY14 - FY20 Budget vs. Expenditures



[a] Transfer in \$5.3M from bookstore equity

[b] Transfer in \$3M for mandated claims reimbursement, and \$2M from reserves for emergency preparedness

FUND 114

FY2019-20 PLANNED PROJECTS

Moorpark College

Moorpark:

FY19 projected ending fund balance	\$5,771,832
FY20 revenue	+ 876,200
<u>FY20 budget</u>	<u>- 932,826</u>
FY20 projected ending fund balance	\$5,715,206

Significant programs:

- Zoo Activities
- Indirect Cost Recovery
- Bookstore Lease
- International Students

Plans/Usage of balances:

- \$65M expansion of the zoo
- \$25M renovation of the student center

Oxnard College

Oxnard:

FY19 projected ending fund balance	\$2,765,765
FY20 revenue	+ 791,359
<u>FY20 budget</u>	<u>- 726,369</u>
FY20 projected ending fund balance	\$2,830,754

Significant programs:

- CSSC County Lease
- Indirect Cost Recovery
- Bookstore Lease
- Civic Center

Plans/Usage of balances:

- Contingency for final certification of administration building
- FT grounds worker and PT custodian to support Civic Center
- FT college services supervisor

Ventura College

Ventura:

FY19 projected ending fund balance	\$ 1,425,993
FY20 revenue	+ 819,920
<u>FY20 budget</u>	<u>- 929,622</u>
FY20 projected ending fund balance	\$ 1,316,291

Significant programs:

- Civic Center
- Indirect Cost Recovery
- Bookstore Lease
- International Students

FUND 114

FY2019-20 PLANNED PROJECTS

Economic Development

Economic Development Programs:

FY19 projected ending fund balance	\$ 515,655
FY20 revenue	+ 12,000
<u>FY20 budget</u>	<u>- 415,578</u>
FY20 projected ending fund balance	\$ 112,077

District Administrative Center

District Administrative Center:

FY19 projected ending fund balance	\$ 851,181
FY20 revenue	+ 247,000
<u>FY20 budget</u>	<u>- 210,000</u>
FY20 projected ending fund balance	\$ 888,181

Significant programs:

- District Office Building
- Indirect Cost Recovery

Plans/Usage of balances:

- Space renovation as needed

Districtwide Programs

Districtwide Programs:

FY19 projected ending fund balance	\$ 5,034,405
FY20 revenue	+ 89,000
<u>FY20 budget</u>	<u>- 4,907,878</u>
FY20 projected ending fund balance	\$ 215,527

Plans/Usage of balances:

- \$4.8M in FY20 for emergency preparedness projects

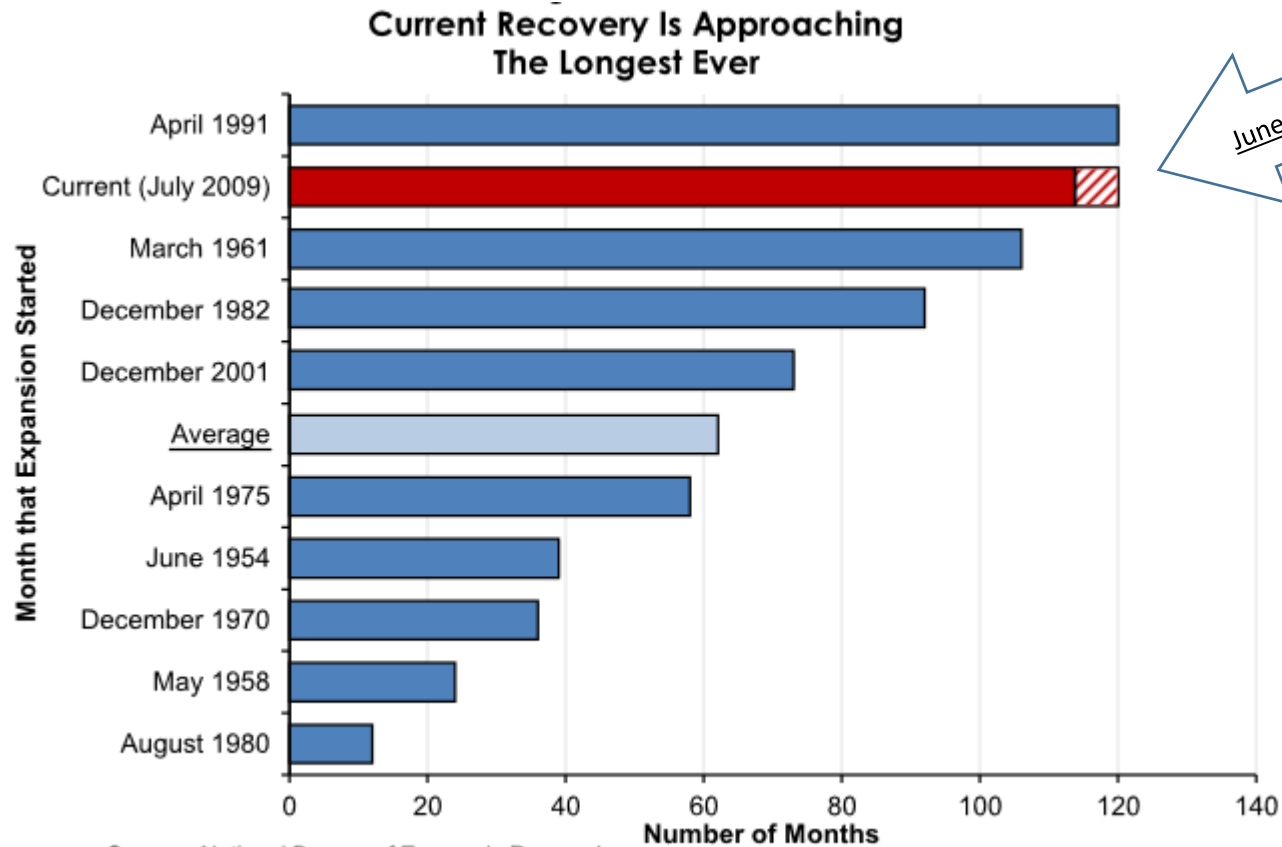
General Fund – Unrestricted Designated and Unallocated Reserves

	<u>6/30/2018 ACTUALS</u>	<u>6/30/2019 PROJECTIONS</u>	<u>6/30/2020 PROJECTIONS</u>
Board Designated			
State Required Minimum 5%*	10,018,403	10,018,403	9,540,292
Revenue Shortfall Contingency	5,000,000	5,000,000	5,000,000
State Teachers' Retirement System (STRS)	1,000,000	1,000,000	1,000,000
Energy Efficiency	1,400,000	1,400,000	1,400,000
Unallocated	12,286,426	11,408,566	10,584,677
Budget Carryover	3,046,540	5,984,124	-
Fund 111 Total	32,751,369	34,811,093	27,524,969
Fund 113 Total	22,684,009	17,070,141	14,667,039
Fund 114 Total	<u>16,635,544</u>	<u>16,364,830</u>	<u>11,078,035</u>
Grand Total - General Fund Unrestricted	<u>72,070,923</u>	<u>68,246,064</u>	<u>53,270,043</u>

*Based on 5% of combined budgeted expenses for Funds 111, 113, and 114

Planning Considerations

State Economic Cycle



Planning Considerations

- **Managing Program and Fiscal Impact of SCFF**
 - ✓ Focus on optimization of resources
- **Enrollment Management**
- **Expenditure concerns**
 - ✓ Restricted vs Unrestricted
 - ✓ One-time vs ongoing
 - ✓ STRS/PERS
 - ✓ Health and welfare
 - ✓ Retiree H&W benefit liability



Planning Considerations

Ongoing Innovation for Advancing Student Success

- ✓ Student Access, Social Justice and Outcomes Attainment
- ✓ Guided Pathways
- ✓ Dual Enrollment
- ✓ Open Educational Resources
- ✓ Promise programs
- ✓ Strong Workforce
- ✓ Sustainability
- ✓ Workforce and Economic Development
- ✓ Grants