RIO HONDO COLLEGE

PARTNERS IN SUCCESS

RIO HONDO COLLEGE REPORT TO THE COMMUNITY



President's Message

Congratulations to our Rio Hondo College family and partners across our community for a spectacular year!

In 2017, the theme of our work at Rio Hondo College was student success – finding new pathways for students to achieve their goals, eliminating obstacles created by poverty or lack of access to educational opportunities, and building bridges with community and higher-education partners to help our students achieve their dreams.

Through it all, one element was constant: When we work together, our triumphs are greater and our challenges are more easily overcome.

We added academic options, expanded career and technical education programs in high-demand industries, developed innovative support services and reached deeply into our communities to extend the possibilities of a college education to an ever-growing number of residents.

The pages that follow are replete with examples: our multiple measures student placement system, Summer Bridge program, Rio Promise tuition waivers, outreach to local K-12 students, collaborations with national organizations and California universities, and so much more.

Our College family continues its hard work in 2018 to build on these triumphs.



So please allow me to conclude by adding my thanks to my earlier note of congratulations. Rio Hondo College is an integral part of our community, just as our community supporters are essential to our success.

Together, we can be the partners in success our students deserve.

Teresa Dreyfuss Superintendent/President

"RIO HONDO COLLEGE IS AN INTEGRAL PART OF OUR COMMUNITY AND OUR COMMUNITY SUPPORTERS ARE ESSENTIAL TO OUR SUCCESS. TOGETHER, WE CAN BE THE PARTNERS IN SUCCESS OUR STUDENTS DESERVE."



VISION STATEMENT

Rio Hondo College strives to be an exemplary California community college, meeting the learning needs of its changing and growing population and developing a state-of-the-art campus to serve future generations.

MISSION STATEMENT

Rio Hondo College is committed to the success of its diverse students and communities by providing dynamic educational opportunities and resources that lead to degrees, certificates, transfer, career and technical pathways, basic skills proficiency, and lifelong learning.

ACCREDITATION

Rio Hondo College is fully accredited by the Accrediting Commission for Community and Junior Colleges (ACCJC) of the Western Association of Schools and Colleges (WASC).

2017 Highlights

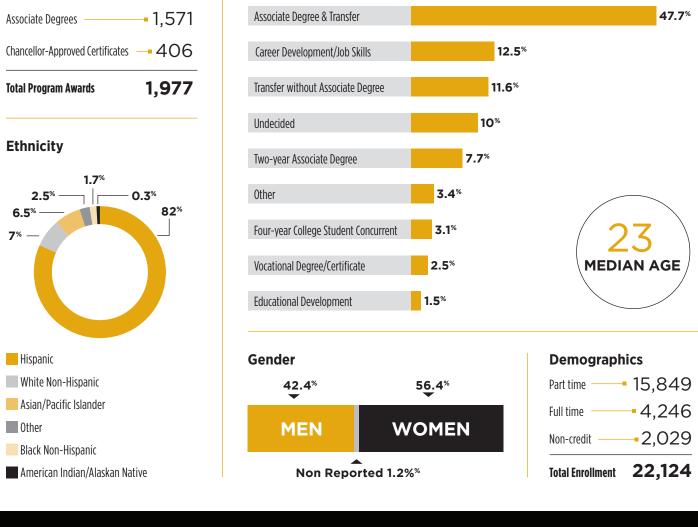
- Launched Rio Promise, waiving first-year tuition, providing first-year priority registration and adding support services for recent graduates of local high schools
- Awarded 545 degrees for transfer that guarantee admission to Cal State University campuses

Degrees and Certificates

- Enacted multiple measures system for placing students in basic skills classes, accelerating placements in transfer-level courses
- Received 2017 Diversity Award for Pathway to Law School program
- Opened RioSource food pantry/resource room to support students struggling with food insecurity

CAMPUS FACILITIES AND FUNDING

▶ Grew enrollment by nearly 2,000 students



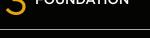
Educational Goals

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COMMUNITY



Student Support

Rio Hondo College delivers on the promise of higher education with a host of support services to guide students as they pursue their dreams.

Summer Bridge Program Helps Freshmen Excel

Rio Hondo College's Summer Bridge program helped 425 incoming freshmen prepare for the rigors of higher education and improve basic skills and course placement in 2017.

The program, offered three times over the summer, built an understanding of Rio Hondo College's services, connected students with one another and gave them the opportunity to explore their goals. Students also worked with math and English faculty members to improve their course placement.

Summer Bridge supports both the new Rio Promise initiative that offers resources and first-year tuition waivers to 2017 graduates of area high schools, as well as Avance, a program supporting Latino students.

College Stands by DACA Students

Rio Hondo College reiterated its commitment to stand by its students in September after President Donald Trump announced a plan to phase out the federal Deferred Action for Childhood Arrivals (DACA) program that allowed the children of undocumented workers to work legally in the U.S. In a letter to students, Superintendent/President Teresa Dreyfuss pledged that the College would remain a safe haven as students pursued their education.

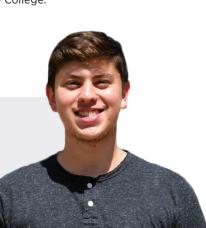
Rio Promise Offers Free Tuition, Support Services

Rio Hondo College welcomed more than 450 students as part of its inaugural class of Rio Promise scholars, a program that waives first-year tuition for recent graduates of area high schools and offers special support services, including priority registration during the first year.



The offer builds on other innovative Rio Hondo College resources, such as a Summer Bridge program that orients students to the challenges of higher education, counseling, tutoring and other academic support initiatives that have become a hallmark of the College.

"I FELT NERVOUS BEFORE TAKING THE SUMMER BRIDGE PROGRAM. AFTERWARD, I FELT CONFIDENT. IT WAS AN AMAZING EXPERIENCE. IT'S GOING TO GIVE ME A GOOD START."



Anthony Nakato, 2017 graduate, La Serna High School

New System Elevates Math, English Placement

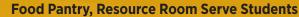
A system using multiple methods for assessing basic skills in math and English has dramatically improved the number of students placed in transfer-level courses. Rio Hondo College went full scale with the multiple measures system in fall 2017 after a highly successful pilot program, ending reliance on entrance placement tests in math and English.

The new methods placed 82.5 percent of new students in transfer-level writing classes, a major leap from the 38.5 percent under the old system. In math, the program placed 43.4 percent of students in transfer-level math classes, up from 3 percent. Low placements in math and English are cited as causes for derailing college pursuits.

Pilot Effort Aims to Boost Student Success

Rio Hondo College and 19 other California community colleges are pursuing innovations to boost the number of students who earn certificates and degrees as part of the California Guided Pathways Project, launched in 2017.

The colleges are implementing structured academic and career pathways for all incoming students by 2019. Pathways support each student from the point of entry to the attainment of high-quality postsecondary credentials and employment in a chosen field. Approximately 160 Rio Hondo College campus community members gathered Dec. 12 for a summit on Guided Pathways and Student Equity.



Rio Hondo College on Oct. 24 launched a combination food pantry and resource room – dubbed the RioSource Room – to combat student food insecurity that challenges 47 percent of the College's students. The pantry culminates efforts by the Food Access



Task Force and the Associated Students of Rio Hondo College to combat food insecurity for the last two years. Rio Hondo College students surveyed in fall 2016 said they worry about feeding themselves and their families.

"MY FAMILY IS HOMELESS, AND THE PANTRY HAS HELPED US OUT WHEN WE NEEDED GROCERIES. IT'S A BIG STRESS-RELIEVER KNOWING I DON'T HAVE TO WORRY ABOUT WHERE I'M GOING TO EAT... THEY ALSO PROVIDE OTHER RESOURCES AND THEY'RE THERE IF YOU NEED ANYTHING. IT'S NICE TO HAVE THAT."

Veronica Garcia, First-year student

Academics

Rio Hondo College offers an array of stellar academic options, ranging from law school preparation to coursework in STEM fields.

Pathway to Law School Named Diversity Champion

Rio Hondo College received the Diversity Champion Award from California LAW for excellence in building its Pathway to Law School program, which guides students in pursuing dreams of becoming lawyers and judges.

California LAW serves as statewide coordinator and chief navigator of the Pathway to Law School program launched in 2015 to support underrepresented, first-generation students interested in pursuing legal careers.

Rio Hondo added a mentorship component in 2017 with 17 judges and attorneys. Mentorships run for one year and include job shadowing and networking opportunities as students explore legal fields.

Space Grant Inspires Interest in STEM Majors

Rio Hondo College received a NASA-sponsored California Space Grant that provided 10 students with hands-on instruction in science, technology, engineering and math (STEM) fields. The competitive grant from the California Space Grant Consortium awarded the College \$6,000 for student scholarships, \$500 for electronic kits, \$500 for electronic assembly equipment and \$500 for faculty mentor awards. Students presented projects at NASA's Armstrong Flight Research Center in August. The program has been renewed for 2018 for 12 students.

Pact Eases Whittier College Transfers

Rio Hondo College students studying social work will find it easier to complete their bachelor degrees at Whittier College under a new pact that guarantees admission, waives application fees for 10 students and gives scholarships of \$500 to \$2,000. The partnership begins while students are enrolled at Rio Hondo College, with students in Human Services 199 completing 10 hours of shared community service with Whittier College social work students. Students are required to complete an Associate of Arts in social work at Rio Hondo to be eligible.

"THE PATHWAY PROGRAM REALLY HELPS STUDENTS BY EXPOSING THEM TO ACTIVITIES AND EXPERIENCES OTHER CAMPUSES CAN'T PROVIDE."

Ryan Serrano, Second-year Pathway to Law School participant







Education Centers Extend Reach to 8,000-plus Students

Rio Hondo College's South Whittier Educational Center welcomed its first class in 2009. By 2016-17, the center was serving 958 students in 45 classes. The El Monte Educational Center followed in 2012 with nine courses and 238 students. In 2016-17, El Monte served 908 students in 39 classes. The newest center is the Rio Hondo Educational Center at Pico Rivera, which opened in fall 2016. In its first year, the center served 796 students in 38 classes.

Dual Enrollment Brings College to High Schools

Rio Hondo College brought the benefit of higher education in 2017 to 2,192 high students who enrolled in and passed at least one college class taught at their high schools. The dual enrollment program offers students a chance to tackle college-level courses taught by Rio Hondo College professors – and earn college credit – without paying college tuition. Students can earn associate degrees by the time they graduate from high school. Some 20 to 25 classes are taught at area high schools each semester. In all, 667 students enrolled in summer, 455 in fall and 1,070 in spring.

Students Take Part in Cultural Exchange

Ten Rio Hondo College students joined 11 students from Cerritos College, 25 students from Western Sydney University, five students from Singapore, Canada and New York and 30 students from Southern Taiwan University of Science and Technology for a study abroad program in Taiwan in summer. In its third year, the Taiwan Experience Education Program seeks to share Taiwan's culture and build strong relationships across the globe. Students stayed with families in Tainan, the oldest city in Taiwan, from June 25 through Aug. 1.

The five-week program started with culture and language classes, including a tea ceremony, martial arts, calligraphy and toymaking. Students then toured the city and university, taught English Summer Camp at the university, as well as at elementary and middle schools, and enjoyed a week of travel time.

"I FELT LIKE RIO HONDO COLLEGE WAS A GOOD START FOR COLLEGE AND THE EDUCATIONAL CENTER AT PICO RIVERA WAS A CONVENIENT LOCATION. IT'S CLOSE TO MY HOME AND I CAN GET TO MY JOB QUICKLY AFTER CLASSES. MY COUNSELOR IS ALSO REALLY HELPFUL, CLASSES ARE EASY TO REGISTER FOR AND THE PARKING IS GOOD."

Francesca Castagna, First-year student, nursing

Career and Technical Education

Rio Hondo College's career and technical education program prepares students for entry into high-demand fields that include public safety, automotive technology and medicine.



Rio Hondo College enrolled 25 students in its innovative Bachelor of Science program in automotive technology in fall 2017 as part of a historic effort to expand four-year degree opportunities to community colleges. The B.S. program launched with 12 students in fall 2016, a year earlier than mandated. It includes a technical-studies track and a business/marketing track. Each track requires specialized studies – such as vehicle fuels and systems or accounting and marketing – as well as shared courses in technical writing, history and workplace and social ethics. About half the program's students are expected to graduate in the next 12 months – on track with plans to graduate 20 students by 2020.

Automotive Technology Bachelor's Program in Full Swing

"THE PROFESSORS DO AN OUTSTANDING JOB OF CONNECTING WITH STUDENTS NOT ONLY IN THE AUTO CLASSES,

BUT IN THE ETHICS, GEOGRAPHY, HISTORY AND WRITING COURSES. MY DEGREE WILL OPEN DOORS, INCLUDING TO A MASTER'S DEGREE."

Raymond Keays, Automotive technology student

Students Combine Skills for Crisis Response Drill



More than 100 students from Rio Hondo College's nursing program, EMT training, theatre arts program and fire academy joined efforts May 12 to respond to a staged crisis drill that required them to translate classroom learning into on-the-job performance. The simulation tested students' ability to handle a bomb simulation. About 90 nursing students accessed and cared for the wounded. Eight fire academy cadets conducted ground operations to rescue trapped victims and 12 EMT cadets transported the injured to the Roadrunner simulation hospital for treatment.



Local Police Agencies Hire Police Academy Graduates

Rio Hondo College graduated 81 cadets from three Police Academy classes in 2018, including 66 cadets sponsored by local police agencies. In all, 29 cadets graduated in January, 39 in August and 13 in a smaller November class. The year saw a surge in cadets sponsored by agencies from Los Angeles, Riverside and Orange counties in recognition of Rio Hondo College's rigorous training program.

Sponsoring agencies include Alhambra, Arcadia, Burbank, Covina, El Monte, Garden Grove, Hermosa Beach, Huntington Park, Montclair, Monrovia, Montebello, Monterey Park, Palm Springs, San Fernando, San Gabriel, San Marino, Signal Hill, South Gate, Vernon, Westminster and Whittier, as well as three area Cal State campuses.

The intense academy runs for six months and includes more than 1,000 hours of instruction in 42 public safety topics as well as physically grueling training.



Fire Academy Raises Bar for Successes

Rio Hondo College's Fire Academy, which includes urban and wildfire firefighter training programs, excelled across the board in 2017.

The Los Angeles Fire Department has a record number of graduates from the Rio Hondo Fire Academy in the past several years. The graduates, who attended Rio Hondo College as part of different academy classes, were all part of a single LAFD new employee training class of 45 that graduated on Sept. 14.

Hiring by urban fire agencies requires a series of applications, written exams, physical ability tests and interviews before candidates even qualify for placement on a hiring list. LAFD's four-month training classes represent the best of the best who successfully complete the process.

Cadet Reunited with Firefighter Who Saved Him

Spencer Nail's journey to becoming a firefighter started when firefighter Tom Spencer rescued him from a car accident at age 2. Now 28, he was reunited with his hero when Nail crossed the stage Nov. 4 as a graduate of Rio Hondo College's Fire Academy.

Tom Spencer was off duty when he came upon Nail, trapped under a car on the freeway.

"They said there's a baby under there, man. I got down on the ground to coordinate it and asked them to lift slowly and pulled Spencer out," he told ABC News.

Spencer gave the child CPR, but Nail wasn't expected to live. Instead, the boy made a full recovery.

> "We all believed he was his guardian angel," said Lysa Tribolet, Nail's mother.

RIO HONDO COLLEGE'S WILDLAND FIRE ACADEMY WAS CALLED UP TO AID PROFESSIONALS IN BATTLING WILDFIRES THREE TIMES DURING 2017. THE CREW ASSISTS WITH ALL ASPECTS OF FIRE MONITORING, SUPPRESSION AND CONTROL.



Community

Rio Hondo College powerfully connects with its community through education forums, summer programs and cultural events.

College Showcases Programs for Community

Rio Hondo College leaders highlighted the promise of community colleges and shared personal stories of their academic journeys during five Community Education Forums showcasing transfer programs and pathways, including honors programs, financial aid, career and adult re-entry programs, and other student support services. The events introduced residents across the region to top-notch faculty from the College's comprehensive academic and career programs, including highly popular nursing, public safety, business administration and four-year automotive technology degree programs.

Students, Volunteers Provide \$78,000 in Tax Assistance



Rio Hondo College's Volunteer Income Tax Assistance (VITA) program helped community members complete 314 tax returns between Feb. 10 and April 14, resulting in \$326,175 in tax refunds and \$112,599 in Earned Income Tax Credits. Estimated savings to community members, who had an average adjusted gross income of about \$17,793, was \$78,000. VITA is staffed by students in Accounting 97 who are IRS certified and supervised by Rio Hondo College instructors.

1,200 High School Seniors Attend Annual Preview Days

Rio Hondo College hosted more than 1,200 seniors from 30 area high schools for its annual Senior Preview Days on Feb. 15 and 16, offering workshops on academic and career programs, and student support services.

Students also learned about student life through the College's Club Rush, organized by Student Life and Leadership. Prospective students also were encouraged to mingle with other seniors and participate in various activities.

Boys & Girls Club Members Enjoy Camp Rio

Rio Hondo College hosted more than 40 members of the Boys & Girls Club of Whittier at Camp Rio in June, a weeklong exploration of science, career and technical education and physical



fitness activities. The program engaged children ages 11-13 in activities designed to spark interest in college attendance. Workshops focused on solar power, drone technology, public safety careers, poetry, American Sign Language, origami and hip-hop dance. The program also offered a soccer clinic, a basketball skills session and a swim at the campus pool.



Summer CTE Academy Hosts 100 Seventh-graders



About 100 area seventh-graders assembled car engines, built radios, crafted bridges, learned First Aid and CPR, and explored the potential of 3-D printing from July 17 to 21 during Rio Hondo College's seventh annual CTE Academy. The program

allowed students from area school districts to explore science and technology career fields under the supervision of a cadre of Rio Hondo College instructors and students in Rio Hondo College's Career and Technical Education. The program has grown considerably since its first year, when 30 students were welcomed to Rio Hondo College's campus. In 2017, the College expanded instruction in health to three modules and added the program on 3-D printing.



'Nutcracker' Performance Features 80 Community Dancers

The Rio Hondo Dance Collective presented its annual holiday program to a packed house with a contemporary version of "The Nutcracker" featuring 26 College dancers and more than 80 students from area schools and the Rio Hondo College Child Development Center. The Dance Collective is an ensemble of advanced students who are pursuing careers as dancers, choreographers or in another aspect of the field. This was the Collective's third year of engaging area students in the holiday show.

"RIO HONDO WAS THE BEST CHOICE I HAVE EVER MADE. THEY HAVE GUIDED ME EACH STEP OF THE WAY. THE DANCE STAFF AT RIO HONDO IS TRULY AMAZING AND VERY PASSIONATE ABOUT WHAT THEY DO, VERY INSPIRING AND MOTIVATING. THEY BELIEVE IN OUR TALENT AND WANT US TO SUCCEED."

Luzely Lopez, Dance Collective

College, Partners Explore Ways to Improve College Transition

Rio Hondo College leaders gathered in February with 197 representatives of more than 10 educational partners from regional K-12 school districts and California State University for a College and Career Readiness Summit addressing the need to align instruction across systems to boost student success.

The Feb. 22 gathering explored a framework to understanding and defining college and career readiness, identified gaps in the alignment of instruction of secondary and post-secondary education and raised awareness for how engaging in a "community of practice" can facilitate a successful transition from high school to college.

Presentations were provided by Rio Hondo College and California State University, Los Angeles representatives. The event is part of Rio Hondo College's work to improve student performance under a \$2 million Basic Skills Partnership grant from the California Community Colleges Chancellor's Office.

Events Explore Latin American Cultural Traditions

Rio Hondo College celebrated Latin American culture and artistry in fall 2017 through film screenings, music and dance performances, and explorations of traditions such as Día de Los Muertos.

Programming kicked off in September with SUR:biennial, an art exhibit at multiple Southern California locations highlighting Latino artists. Also in September, the College hosted the educational nonprofit Nuestras Raices, which celebrated Mexican music and dance.

The campus hosted a Día de Los Muertos talk and altar-building with Los Angeles artist and storyteller Ofelia Esparza, a master altar builder who assembled a vibrant display filled with orange and purple paper flowers. Students, staff, faculty and administrators added their own artifacts and mementos.



Foundation

Rio Hondo College Foundation Awards \$100,000 to Students

Thanks to many generous donors, Rio Hondo College Foundation awarded more than \$100,000 in scholarships in 2017. Philanthropic funds bought equipment for Roadrunner athletics, supported veteran and foster students and equipped future nurses and auto technicians with textbooks and tools.

Scholarship awardees included Oralia Alcorta, one of the college's Outstanding Students, and Dat Trang. Trang received the Joe Olmos Humanitarian Scholarship, presented by donors Joey Olmos and Rebecca Rayas. Trang is completing his vocational nursing degree. To establish a scholarship, contact the Foundation at (562)908-3476.

Rio Hondo College Foundation Donors, 2017

Gifts \$25.000+

Assistance League of Whittier **Edison International** Foundation for California Community Colleges/Osher Pritzker Foster Care Initiative

Gifts \$5.000+

Del Terra* Follett Higher Education Group **RBC Capital Markets Corporation** Wells Fargo Westberg + White, Inc.*

Gifts \$2,500+

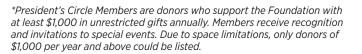
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gave a

scholarship!

make a

difference!

RIO HONDO COLLEGE

13

"RECEIVING A SCHOLARSHIP MADE ME FEEL LIKE SOMEBODY **BELIEVED IN ME! YOU** ARE HELPING ME TO TRANSFORM MY LIFE FROM TRAGEDY TO TRIUMPH!"

Oralia Alcorta. Scholarship recipient

Commencement

Hundreds of students realized their dreams in 2017, graduating with degrees and certificates in academic and career programs.

54th Annual Commencement Ceremony

A Downey attorney who has helped helm Rio Hondo College's innovative Pathway to Law School program urged graduates at the College's 54th annual Commencement Ceremony on May 25 to seek out tough challenges. Ricardo Perez, a civil lawyer who often advocates on behalf of children's and immigrant rights, told graduates how President John F. Kennedy set a goal for landing on the Moon.

"Kennedy was choosing to go to the Moon, not because it was easy, but because it was hard," Perez said. "Let us make them words we live by. Let us do things and set goals, not because they are easy, but because they are hard."

Perez shared his journey from Mexico to the U.S., his youth

Students Honored for Overcoming Challenges

as an undocumented child living in a gang-dominated neighborhood, and his determined efforts to attend UCLA and law school.

2017 marked the first graduation of students with Associate of Arts degrees in dance and the graduation of the second cohort of students in the Pathway to Law School program.



President Teresa Dreyfuss and keynote speaker Ricardo Perez.



NATASHA RUBALCAVA ► Mired in gang culture, Rubalcava was shot at, stabbed and landed in juvenile detention centers. After the birth of her daughter, she pledged to leave the life of violence to ensure she had a legacy to pass on to her daughter. The single mother attended Rio Hondo College, graduating with a 4.0 GPA. She is pursuing a degree in social work at Whittier College.



JOSEPH CHEN ► Chen didn't have the grades in high school to land in a four-year university. Chen enrolled in an automotive technology class taught by Professor John Frala, who sparked a realization that he could have a fulfilling career in the field. Chen earned an A.S. in alternative fuels and fuel cells. Now, he is among the first students in the College's historic Bachelor of Science program in automotive technology.



JESSICA NGUYEN ► Nguyen came to the U.S. as a sophomore in high school from Vietnam, speaking no English. Following a dream to attend UCLA, she enrolled at Rio Hondo College. While holding down a full-time job in a nail salon, she worked feverishly to earn good grades and build her language skills. Nguyen achieved a 3.9 GPA – earning only one B – and secured transfer admission to UCLA.



Campus Facilities and Funding

Facility improvements are expanding educational opportunities for students as Rio Hondo College strategically addresses critical needs and benefits.

Measure A Bond Fund Spending

To ensure Measure A Bond funds were spent properly and effectively according to the project list approved by the voters of the College building program, Rio Hondo College completed an independent financial and performance audit by Vavrinek, Trine, Day & Co., LLP. The external audit verified the establishment of the Citizens' Bond Oversight Committee, which met regularly during the year. The audit reviewed a sample of expenditures from July 1, 2016 and June 30, 2017. The sample evaluated \$3.18 million in expenditures, or 63 percent of



the total expenditures, verifying that bond funds were expended in accordance with the Education Code and District policies. Total bond expenditures at fiscal year-end were \$5.06 million. Bond year-to-date expenditure since inception is \$175.7 million as of June 30, 2017.

FACILITY IMPROVEMENTS

RIO HONDO COLLEGE OPENED TWO NEW BOND-FUNDED FACILITIES IN 2017 - A TEMPORARY LOCATION FOR THE NURSING DEPARTMENT AND AN EXPANDED AND RENOVATED BOOKSTORE AND PRINT SHOP. OTHER KEY PROJECTS ARE UNDERWAY.

- Nursing: The \$626,000 nursing project included 5,000 square feet in four portable buildings, modernized to serve as a simulation lab and classrooms. The project ran from February to May 2017.
- 2. Bookstore/print shop: The \$1.3 million project expanded the bookstore from 4,109 square feet to 6,682 square feet; the print shop grew from 937 square feet to 1,760 square feet. The project ran from June 2016 to January 2017.
- **3.** L Tower: Rio Hondo College launched its L Tower seismic retrofit in March 2017. The \$28.9 million project is expected to be completed in 2019 and will include a modernized exterior. A modernization of the interior will follow.
- **4. Rio Plaza:** Designs for a new entry way and transit hub are in review at the Department of the State Architect.



Fiscal Solvency

Rio Hondo College's general fund contingency reserve for fiscal year 2016-17 is approximately \$8.1 million, or 8.4 percent of general fund expenditures. For fiscal year 2017-18, the state budget allocation includes a 1.56 percent, or just under \$1 million, in a cost-of-living adjustment (COLA), amounting to total apportionment funding of approximately \$67.8 million for the Rio Hondo College District. Total general fund budgeted revenues and expenditures for the year are \$102.6 million and \$102.9 million, respectively, with an estimated ending reserve of \$8.7 million, or 8.5 percent of general fund expenditures.



RIO HONDO COLLEGE

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