

# Proposed

FY 15-16

## Budget Committee

### Appointed Members

Al Arp	
Rachel Jensen	
David Oser	
Larry Popkin	14-15 Secretary
Robert Friedman	
Robert Stricklin	
Kim Shillinger	14-15 Chair

<u>Board of Directors</u>	<u>Zone</u>
---------------------------	-------------

Tessa James Scheller	3
Paul Gillum	2
Esther Moberg	3
Rosemary Baker-Monaghan	3
Karen Burke	1
Patrick Wingard	2
Robert Duehmig	2

### Executive Officer

Dr. Lawrence Galizio

### Budget Officer

JoAnn Zahn

Budget Message  
Page 3 - 7

Summary All Funds  
Page 9

General Fund  
Page 13 - 22

Auxiliary Fund  
Page 23

Grants / Financial Aid Fund  
Page 24

Plant Funds  
Page 25 - 26

Clubs and Organizations Fund  
Page 27

Non-Plant Debt Service Fund  
Page 28



**Fiscal Year 2015-2016  
Budget Message  
Clatsop Community College  
May 5, 2015**

**Introduction**

As required by Oregon Local Budget Law, this document presents a balanced budget for approval by the Budget Committee and the Board of Directors. This budget is another step in the College's pursuit of a fiscal strategy that addresses both the current economic realities and future needs. Declining student enrollment and the anticipated changes to an outcome based funding formula for State support are the greatest challenges impacting general fund fiscal sustainability.

**Achievement Compacts**

The Oregon Legislature established in law the goal that by 2025 the State will achieve the following: Forty percent of Oregonians will have earned a bachelor's degree or higher; forty percent will have earned an associate's degree or post-secondary credential; and twenty percent will have earned at least a high school diploma, an extended or modified high school diploma, or the equivalent of a high school diploma as their highest level of educational attainment. To this end, Achievement Compacts have been instituted between the State - as represented by the Oregon Education Investment Board (OEIB) - and the governing boards of all public education institutions.

Specific to the budget committee process, Senate Bill 1581 requires community college boards to enter into Achievement Compacts as part of the statutory budget process outlined in ORS Chapter 294. The intent is that the college's budget committee takes into account the targets and goals set out in the Achievement Compact as they discuss and make recommendations related to the budget. It also provides an opportunity for transparency and public comment as the budget is developed. The budget committee's role is to help align a college's budget with its Compact. The College's 2015-16 Achievement Compact with actual measures for 2013-14 has been completed but not yet adopted by the Board. A draft of the 2015-16 Achievement Compact for the College will be available at the first budget meeting.

We at Clatsop Community College continue the work of aligning our investments with our Mission, Core Themes and the Objectives that we have established as the North Coast's premiere post-secondary institution. We are grateful to the members of the Budget Committee for assisting us in the critical work of student access, success and strengthening the communities that we serve.

## 2014-15 Budget Adjustments and Fund Overview

General Fund 2015-16 budget development reflects continued efforts to increase revenue and decrease expenditures. Major **2014-15** adjustments include:

### Revenue

- Continuation of Performing Arts Center (PAC) Partners facility use agreement
- Oregon Coast Community College sponsorship ended, June 30, 2014 represents lower revenue
- \$45,000 commitment from Healthcare providers
- Rental of Josie Peper Property
- Foundation support of equipment purchases

### Expenditure

- In-house project management team for the Patriot Hall Redevelopment Project has temporarily reduced operational costs
- Oregon Coast Community College sponsorship ended, June 30, 2014 represents reduced positions to offset lower revenue which funded positions
- Administrative reorganization to increase efficiencies in various departments

The education and support of students continues to be the College's primary focus. Development and management of the budget is not possible without the ongoing participation of all College faculty and staff. Their recognition of the College's difficult fiscal situation has been critical. Similarly, the staff's willingness to participate in defining, addressing and resolving fiscal issues is acknowledged and appreciated.

Once the budget is approved, ongoing monitoring of revenues and expenditures will be necessary to ensure revenue is sufficient to support the spending level. Improving General Fund reserves is a priority for both fiscal sustainability and to address cash flow requirements. Cash flow borrowing continues to be required to meet needs until property taxes revenues are received in November.

This document provides: actual revenues and expenditures for fiscal years 2012-13 and 2013-14; the 2014-15 adopted budget; and the proposed budget for 2015-16. The College's accounts are maintained in accordance with fund accounting principles to ensure that limitations and restrictions on the College's available resources are observed.

## Student Enrollment

Reimbursable SFTE Enrollment		
FY16 - Projected	FY15 - Estimated	FY14 - Actual
1190	1250	1308

The downward trend in reimbursable enrollment began with the severe budget challenges during FY12 and continue with the current year's decline projected at nearly 5 percent.

The forecast for FY16 is an additional 5 percent decrease in total overall reimbursable enrollment.

The funds used by the College include:

- **General Fund (11)** - accounts for all current financial resources not required to be accounted for in other funds. This is the fund in which most operating activities of the College occur.
- **Auxiliary Fund (12)** - accounts for transactions of substantially self-supporting activities that perform services primarily for students, faculty and staff. These activities are financed primarily through user charges and operate in a manner similar to private business enterprises. The College uses the auxiliary fund to account for the operations of its bookstore.
- **Grants/Financial Aid Fund (21)** - accounts for resources that are expended only for operating purposes specified by donors or other outside agencies.
- **Unexpended Plant Fund (41)** - accounts for resources available to finance the acquisition, construction, or improvement of plant assets for the College.
- **Plant Fund Debt Service (42)** - accounts for the payment of principal, interest and other debt service charges incurred in financing College plant assets.
- **Clubs and Organizations Fund (54)** - accounts for resources held by the College as custodian or fiscal agent for students, faculty, staff and other organizations.
- **Non-Plant Debt Service Fund (60)** - is used to accumulate resources for the PERS bonding payment of principal and interest.

Within each fund, budgets are prepared for revenues, expenditures and transfers. Revenues and transfers are presented by object. Expenditures are summarized by cost center organization, function and object.

### **The Budget Process**

In November 2014, the College began preparing for fiscal year 2015-16 budget development with regular meetings with the representative Budget Advisory Committee which includes faculty, staff and student representation. The fiscal planning assumption for State Support has been made using the 2015-2017 Co-Chairs' budget allocating \$535 million to community colleges. The legislative process is on-going and it's reasonable to anticipate the final funding allocation will not be known at the time the 2015-16 budget is adopted by the Board in June. Clatsop receives .74% of the total community college allocation with \$1.980 million estimated annually based on the \$535 million Co-Chair budget. FY2015-16 represents the first year of the 2015-2017 biennium.

To ensure college-wide awareness of our financial position and outlook, College administration has been working in partnership with the entire College staff. These efforts have included campus Budget Forums and the established College collaborative and participatory decision-making channels, including College Council. A fiscal forecasting document that describes revenues and expenditures has been used to describe the current and projected fiscal outlook for the College. The administration has continued to meet with the faculty, classified and supervisory staff members to regularly discuss fiscal information and provide updates as new information becomes available.

## **Decision-making Framework**

The Budget Advisory Committee, established by the President in 2012, is part of the College's participatory governance organizational structure to include all constituent groups in decision-making about College resources and spending. The Committee developed guiding principles and focused decision making by connecting budget discussions to the strategic plan, core values and objectives. The Committee membership includes employees from all representative groups including students. Meetings have concentrated on revenue sources including tuition and fees, State support, property taxes, and timber revenue with key changes anticipated in 2015-16. Expenditures have been reviewed at summary levels as informed by the significant staffing changes and collective bargaining which defines COLA, steps and insurance. Fiscal forecast projections and budget development assumptions continue to be refined based on actual revenue, expenditures and developing information.

### **Budget Development Guiding Principles**

- What's in the best interest of our students?
- Effectiveness and efficiency in decision making
- Evaluate/consider College-wide reduction impact on all aspects of the organization
- Student centric focus/evaluate technology

### **Budget Advisory Committee Priorities**

The Budget Advisory Committee received fourteen funding requests (provided next page). The process to prioritize the requests was enhanced by each submitting sponsor providing a presentation and addressing questions for the committee to better understand and consider the Mission, Strategic Plan, Core Themes and fiscal sustainability. It was apparent, all requests were of high priority while acknowledging the limited available funding based on current assumptions.

The prioritized budget requests provide guidance when additional funding becomes available. For example, if the State support allocation to community colleges exceeds \$535 million and/or new grant funding is received. In addition, the Title III grant application is anticipated to have funding dedicated to student advising and retention.

### Budget Advisory Committee Priorities

Priority	Department	Budget Request Description	Requested Amount
	RAIN Magazine-Communications/Humanities	Provide paid editorial assistant for RAIN Magazine	\$1,313
	Art Gallery	Increase the hours for the Art Gallery Assistant	\$1,633
1	Mathematics	3/4 time math instructional assistant	\$ 27,320
2	Student Services	Funding for Puertas de Oportunidades	\$36,000
3	Library	2 PT writing Instructional Assistants	\$15,000
4	Student Services	Coach/advisor - option #1 (preferred) FT position	\$62,977
5	Modern Language/Student Services	FT position 60% Spanish Instructor/40% Academic Advisor	\$71,216
6	Library	PT library Assistant	\$7,700
7	Chemistry	Create FT faculty position	\$71,216
8	Social Science/Student Services	FT position 60% Social Science Instructor/40% academic advisor	\$71,216
9	Student Services	Bus Passes for students during Patriot Hall construction	\$6,000
10	Student Services	FT testing center coordinator	\$35,873
11	Student Services	Student activities coordinator	\$9,657
12	LIT	PT Coordinator for an Office of Equity & Inclusion	\$18,750

The proposed budget includes:

**Revenue**

- A 5 percent decline in credit-based tuition student enrollment
- State appropriations based on \$535 million biennial budget
- Tuition remains at \$99 per credit
- \$250,000 timber revenue (exceeding debt service requirements).

**Expenditure**

- Steps for eligible employees
- Cost-of-living increase per collective bargaining agreements
- 5 percent increase for medical, dental, vision
- PERS rate continues at 18 percent
- Increases for fixed cost items such as utilities and insurance.

**2015-2016 Proposed Budget**

To move the College forward in this period of limited resources, proposed revenue in the General Fund for 2015-16 include:

- \$4.240 million property taxes
- \$3.0 million student tuition & fees
- \$1.980 million State appropriations
- \$250,000 in timber revenue
- \$222,000 in other revenue
- \$500,000 beginning fund balance;

Budgeted expenditures in the General Fund reflect the following changes as recommended by the Budget Advisory Committee and/or informed by collective bargaining agreements:

- Budget Reallocation
  - Rain Magazine – Editorial Assistant
  - Art Gallery – Increase Art Gallery Assistant hours
- Math Coordinator (position continuation)
- Cost-of-living increases based on collective bargaining agreement(s)
- Step increases for all eligible employees;
- Non-personnel Adjustments:
  - Increases in fixed cost expenditures, including: utilities and insurance to reflect past spending patterns and projected rate increases.



For budgetary control in 2015-16 and beyond, specific guidelines for control and expenditure of the budget have been instituted. Budget managers will be charged with the responsibility to make budget decisions that reflect attention to economical and effective operations.

### **Other Funds Significant Items**

As established in 2011-12, timber revenues will be used to service debt associated with the \$7.5 million borrowing the College incurred to meet its required match with the State for Article XI(g) bonds. The 2015-16 principal and interest is \$576,368. In addition, the City of Astoria waterline debt service is paid using timber tax proceeds. The 2015-16 principal and interest is \$26,446. Total 2015-16 timber tax requirements are \$602,814. Communications from the State Forester indicate that this source of revenue will increase as inventories are re-built. 2015-16 timber tax estimates as provided by the Oregon Department of Forestry for Clatsop State Forests indicate \$1,453,975 is projected for CCC in 2015-16 (Fiscal Year: 2016 report, dated 2/6/15).

### **Summary**

Achieving fiscal sustainability will be an ongoing challenge; however, there are some reasons for optimism including an improved economy as well as efforts to reduce employer PERS costs. In addition, the Affordable Healthcare Act may provide further opportunities for cost reductions although information is limited at this time.

This document presents a balanced budget for approval by the Budget Committee and the Board of Directors as required by Oregon Local Budget Law.

JoAnn Zahn  
Vice-President, Finance & Operations  
Budget Officer



### Summary by Fund

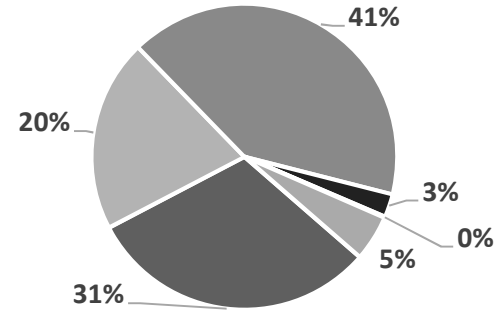
Fund		12-13 Actual	13-14 Actual	14-15 Adopted	15-16 Proposed
<b>Revenues</b>					
11	General Fund	-9,730,585	-9,798,429	-10,285,394	-10,204,938
12	Auxiliary Fund	-181,729	-88,147	-702,686	-811,430
21	Grants/Financial Aid Fund	-7,510,607	-6,897,973	-5,679,229	-5,357,578
41	Unexpended Plant Fund	-2,799,148	-2,613,519	-1,691,301	-17,453,645
42	Plant Fund Debt Service	-313,381	-334,631	-350,133	-949,638
54	Clubs and Organizations Fund	-84,399	-76,504	-76,639	-57,768
60	Non-Plant Debt Service Fund	-88,114	-197,781	-514,272	-439,272
<b>Total Revenues</b>		<b>-20,707,963</b>	<b>-20,006,984</b>	<b>-19,299,654</b>	<b>-35,274,269</b>
<b>Expenditures</b>					
11	General Fund	9,713,438	9,789,411	10,298,718	10,181,388
12	Auxiliary Fund	181,729	88,147	680,312	811,430
21	Grants/Financial Aid Fund	7,512,197	6,904,064	5,684,779	5,377,628
41	Unexpended Plant Fund	2,187,724	1,984,921	1,061,301	16,877,260
42	Plant Fund Debt Service	940,367	963,229	980,133	1,526,023
54	Clubs and Organizations Fund	84,399	79,431	80,139	61,268
60	Non-Plant Debt Service Fund	88,113	197,781	514,272	439,272
<b>Total Expenditures</b>		<b>20,707,967</b>	<b>20,006,984</b>	<b>19,299,654</b>	<b>35,274,269</b>
<b>Transfers</b>					
11	General Fund	17,147	9,018	-13,324	23,550
12	Auxiliary Fund			22,374	
21	Grants/Financial Aid Fund	-1,585	-6,091	-5,550	-20,050
41	Unexpended Plant Fund	611,424	628,598	630,000	576,385
42	Plant Fund Debt Service	-626,986	-628,598	-630,000	-576,385
54	Clubs and Organizations Fund	0	-2,927	-3,500	-3,500
60	Non-Plant Debt Service Fund				
<b>Total Transfers</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



# General Fund

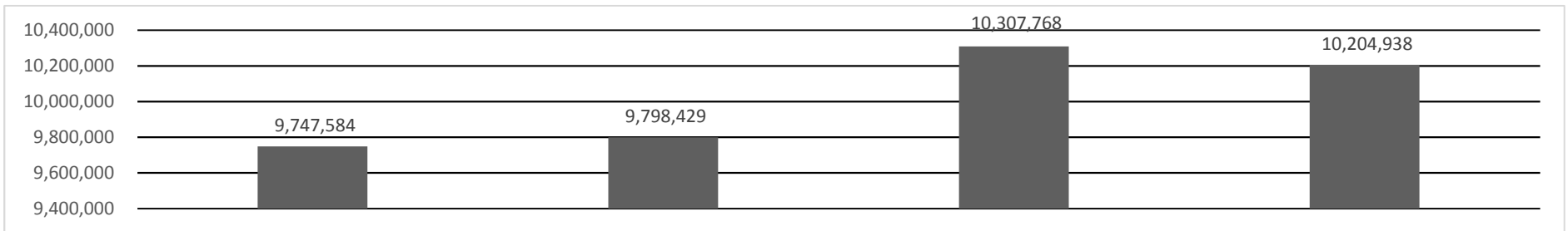
## Summary by Object Code

### Resources



### General Fund

Resources:	12-13 Actual		13-14 Actual		14-15 Adopted		15-16 Proposed	
Tuition & Fees	3,561,742	39%	3,356,360	35%	3,448,200	35%	3,003,238	31%
State Community College Support	1,022,361	11%	1,523,187	16%	1,713,574	17%	1,980,000	20%
Property Tax - Current Year	3,667,391	40%	3,693,279	39%	3,900,000	39%	4,000,000	41%
Property Tax - Prior Year	194,374	2%	230,938	2%	210,000	2%	240,000	2%
Interest Income	8,991	0.1%	10,882	0.1%	7,500	0.1%	10,000	0.1%
Other Income	740,450	8%	640,771	7%	656,200	7%	471,700	5%
<b>Total Revenues:</b>	<b>9,195,309</b>	<b>100%</b>	<b>9,455,417</b>	<b>100%</b>	<b>9,935,474</b>	<b>100%</b>	<b>9,704,938</b>	<b>100%</b>
Beginning Cash Balance	535,276		343,012		349,920		500,000	
<b>Sub-Total Resources:</b>	<b>9,730,585</b>		<b>9,798,429</b>		<b>10,285,394</b>		<b>10,204,938</b>	
Transfers In	16,999		-		22,374		-	
<b>General Fund Resources:</b>	<b>9,747,584</b>		<b>9,798,429</b>		<b>10,307,768</b>		<b>10,204,938</b>	



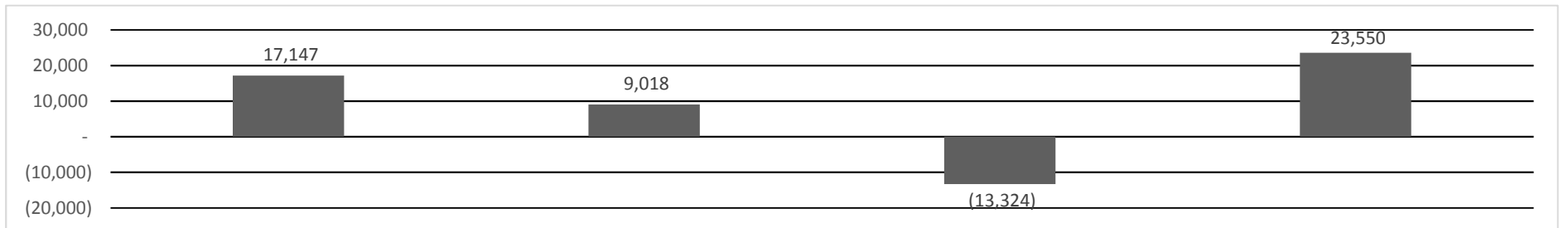
**General Fund**  
**Summary by Object Code**

**Transfers**

**General Fund**

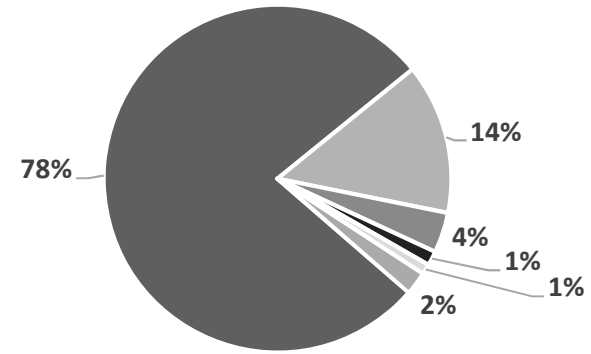
<b>Transfers:</b>	<b>12-13 Actual</b>	<b>13-14 Actual</b>	<b>14-15 Adopted</b>	<b>15-16 Proposed</b>
Transfer To FWS	1,585	2,364	2,050	2,050
Transfer To Debt Service	32,561			
Transfer FTE To SBA		3,727	3,500	18,000
Transfer To ASB		2,927	3,500	3,500
<b>Transfers Out:</b>	<b>34,146</b>	<b>9,018</b>	<b>9,050</b>	<b>23,550</b>

Transfer From ASH	16,999			
Transfer from Auxiliary			22,374	
<b>Transfers In:</b>	<b>16,999</b>	<b>-</b>	<b>22,374</b>	<b>-</b>
<b>General Fund Transfers:</b>	<b>17,147</b>	<b>9,018</b>	<b>(13,324)</b>	<b>23,550</b>



**General Fund**  
**Summary by Object Code**

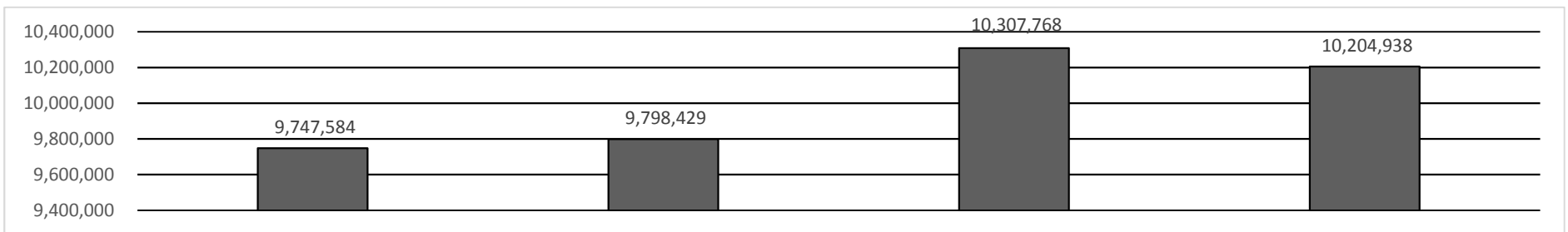
**Expenditures**



**General Fund**

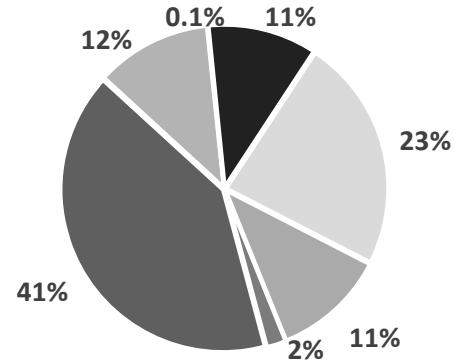
**Requirements:**

	12-13 Actual		13-14 Actual		14-15 Adopted		15-16 Proposed	
Payroll Expense	7,283,581	78%	7,390,091	81%	7,642,485	77%	7,790,680	78%
Operating Expense	1,399,470	15%	1,168,564	13%	1,386,828	14%	1,402,796	14%
Material & Supply Expense	242,046	3%	276,822	3%	380,455	4%	376,033	4%
Travel Expense	89,638	1%	103,998	1%	151,840	2%	132,946	1%
Capital Asset Expense	131,692	1%	80,983	1%	117,492	1%	97,433	1%
Miscellaneous Expense	223,999	2%	157,100	2%	264,114	3%	216,158	2%
<b>Total Expenses:</b>	<b>9,370,426</b>	<b>100%</b>	<b>9,177,558</b>	<b>100%</b>	<b>9,943,214</b>	<b>100%</b>	<b>10,016,046</b>	<b>100%</b>
Contingency	-		-		355,504		165,342	
Ending Working Capital	343,012		611,853		-		-	
<b>Sub-Total Requirements:</b>	<b>9,713,438</b>		<b>9,789,411</b>		<b>10,298,718</b>		<b>10,181,388</b>	
Transfer Out	34,146		9,018		9,050		23,550	
<b>General Fund Requirements:</b>	<b>9,747,584</b>		<b>9,798,429</b>		<b>10,307,768</b>		<b>10,204,938</b>	



# General Fund Summary by Function

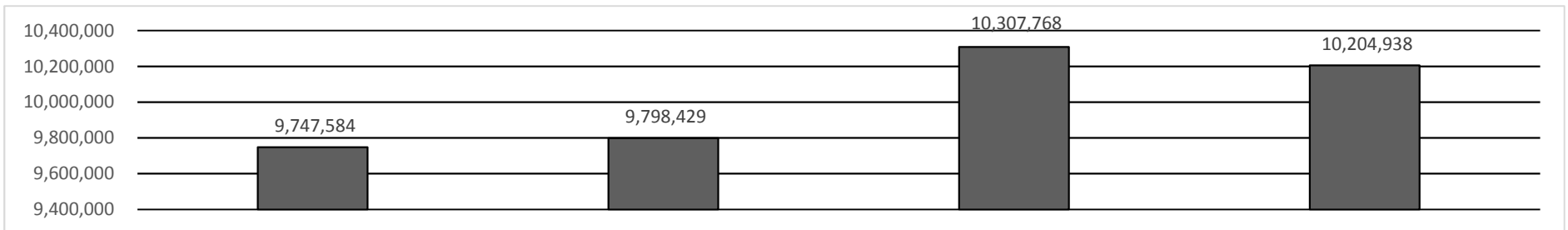
## Expenditures



## General Fund

### Requirements:

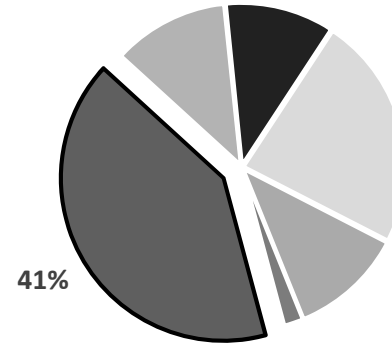
	12-13 Actual		13-14 Actual		14-15 Adopted		15-16 Proposed	
Instruction	3,858,064	41%	3,755,511	41%	3,940,929	40%	4,102,323	41%
Academic Support	996,128	11%	1,026,933	11%	1,112,169	11%	1,156,804	12%
Public Service	3,309	0.0%	8,758	0.1%	9,373	0.1%	6,183	0.1%
Student Service	954,194	10%	1,047,527	11%	1,080,248	11%	1,086,736	11%
Institutional Support	2,325,723	25%	2,129,699	23%	2,358,842	24%	2,332,977	23%
Plant Operation & Maintenance	1,030,382	11%	1,062,670	12%	1,206,149	12%	1,138,023	11%
Scholarships & Fellowships	202,626	2%	146,460	2%	235,504	2%	193,000	2%
<b>Total Expenses:</b>	<b>9,370,426</b>	<b>100%</b>	<b>9,177,558</b>	<b>100%</b>	<b>9,943,214</b>	<b>100%</b>	<b>10,016,046</b>	<b>100%</b>
Contingency	-		-		355,504		165,342	
Ending Working Capital	343,012		611,853					
<b>Sub-Total Requirements:</b>	<b>9,713,438</b>		<b>9,789,411</b>		<b>10,298,718</b>		<b>10,181,388</b>	
Transfer Out	34,146		9,018		9,050		23,550	
<b>General Fund Requirements:</b>	<b>9,747,584</b>		<b>9,798,429</b>		<b>10,307,768</b>		<b>10,204,938</b>	





**General Fund - Instruction**  
**Summary by Object Code**

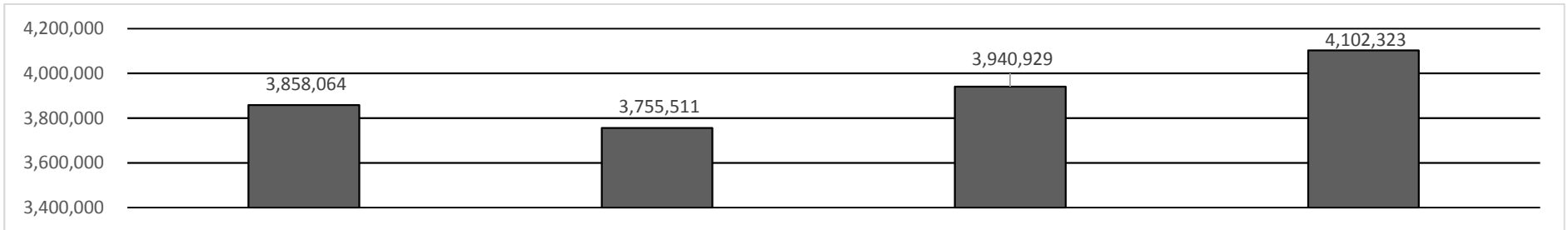
**Expenditures**



**General Fund - Instruction**

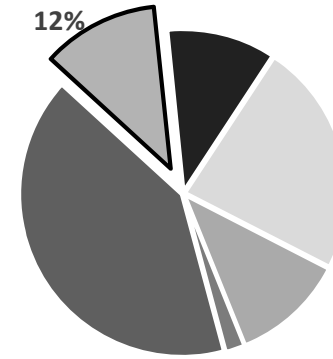
**Requirements:**

	<b>12-13 Actual</b>		<b>13-14 Actual</b>		<b>14-15 Adopted</b>		<b>15-16 Proposed</b>	
Payroll Expense	3,405,076	88%	3,558,545	95%	3,647,023	93%	3,793,562	92%
Operating Expense	348,450	9%	94,397	3%	129,033	3%	144,199	4%
Material & Supply Expense	76,169	2%	91,698	2%	131,930	3%	133,823	3%
Travel Expense	8,520	0.2%	10,871	0.3%	30,606	1%	29,739	1%
Capital Asset Expense	19,849	1%	-	0.0%	2,337	0.1%	1,000	0.0%
<b>Instruction Requirements:</b>	<b>3,858,064</b>	<b>100%</b>	<b>3,755,511</b>	<b>100%</b>	<b>3,940,929</b>	<b>100%</b>	<b>4,102,323</b>	<b>100%</b>



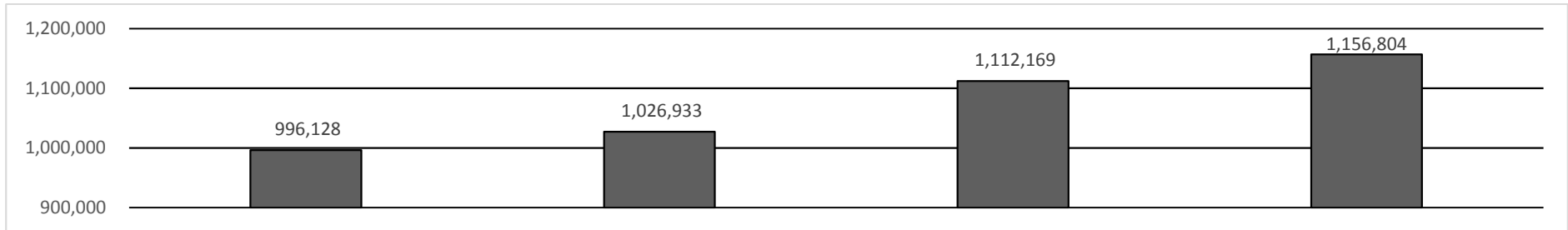
**General Fund - Academic Support**  
**Summary by Object Code**

**Expenditures**



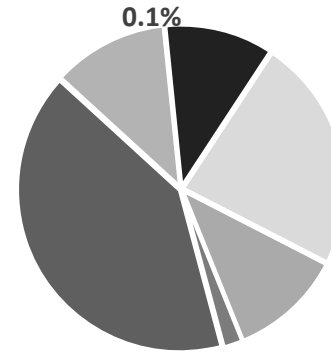
**General Fund - Academic Support**

<b>Requirements:</b>	<b>12-13 Actual</b>		<b>13-14 Actual</b>		<b>14-15 Adopted</b>		<b>15-16 Proposed</b>	
Payroll Expense	859,847	86%	875,661	85%	939,841	85%	1,000,302	86%
Operating Expense	13,178	1%	14,014	1%	16,871	2%	24,581	2%
Material & Supply Expense	66,109	7%	74,970	7%	82,374	7%	79,840	7%
Travel Expense	36,796	4%	50,396	5%	62,333	6%	46,331	4%
Capital Asset Expense	20,198	2%	11,892	1%	10,750	1%	5,750	0.5%
<b>Academic Support Requirements:</b>	<b>996,128</b>	<b>100%</b>	<b>1,026,933</b>	<b>100%</b>	<b>1,112,169</b>	<b>100%</b>	<b>1,156,804</b>	<b>100%</b>



**General Fund - Public Service**  
*Summary by Object Code*

**Expenditures**



**General Fund - Public Service**

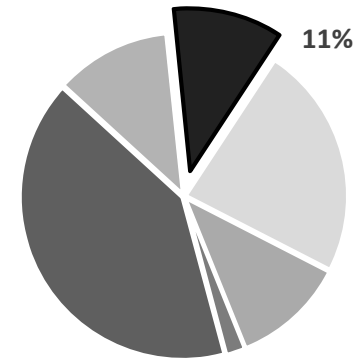
**Requirements:**

	12-13 Actual		13-14 Actual		14-15 Adopted		15-16 Proposed	
Payroll Expense	1,834	55%	5,672	65%	5,773	62%	2,283	37%
Operating Expense	-	0.0%	100	1%	731	8%	731	12%
Material & Supply Expense	1,475	45%	2,986	34%	2,869	31%	3,169	51%
<b>Public Service Requirements:</b>	<b>3,309</b>	<b>100%</b>	<b>8,758</b>	<b>100%</b>	<b>9,373</b>	<b>100%</b>	<b>6,183</b>	<b>100%</b>



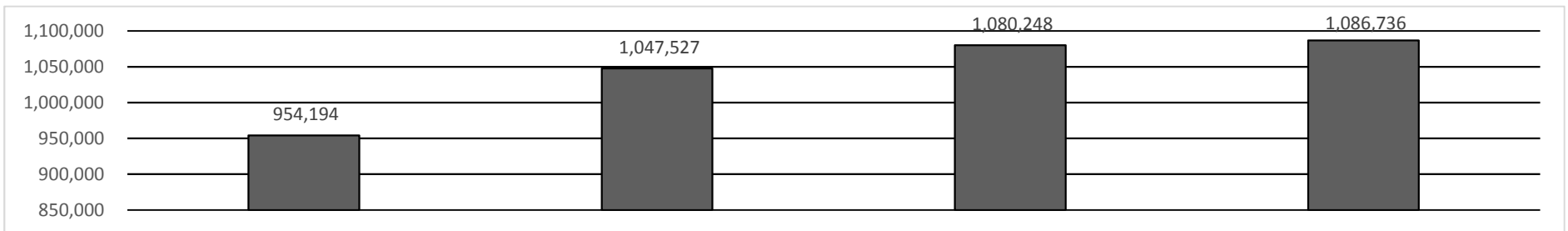
**General Fund - Student Service**  
**Summary by Object Code**

**Expenditures**



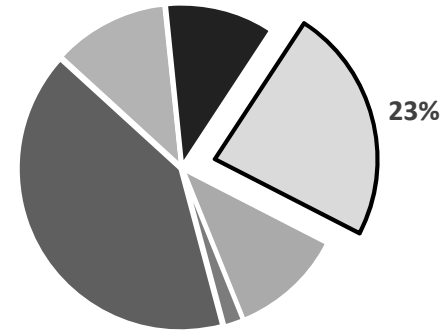
**General Fund - Student Service**

<b>Requirements:</b>	<b>12-13 Actual</b>		<b>13-14 Actual</b>		<b>14-15 Adopted</b>		<b>15-16 Proposed</b>	
Payroll Expense	913,245	96%	1,015,182	97%	1,016,506	94%	1,015,287	93%
Operating Expense	5,115	1%	6,620	1%	17,110	2%	16,137	1%
Material & Supply Expense	18,144	2%	14,142	1%	30,411	3%	33,167	3%
Travel Expense	10,016	1%	7,176	1%	13,521	1%	19,236	2%
Capital Asset Expense	4,284	0.4%	1,828	0.2%	500	0.0%	1	0.0%
Miscellaneous Expense	3,390	0.4%	2,579	0.2%	2,200	0.2%	2,908	0.3%
<b>Student Services Requirements:</b>	<b>954,194</b>	<b>100%</b>	<b>1,047,527</b>	<b>100%</b>	<b>1,080,248</b>	<b>100%</b>	<b>1,086,736</b>	<b>100%</b>



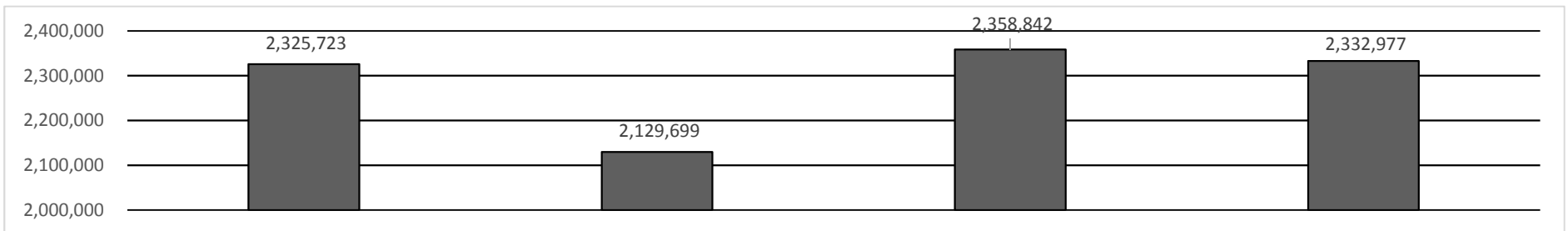
**General Fund - Institutional Support**  
**Summary by Object Code**

**Expenditures**



**General Fund - Institutional Support**

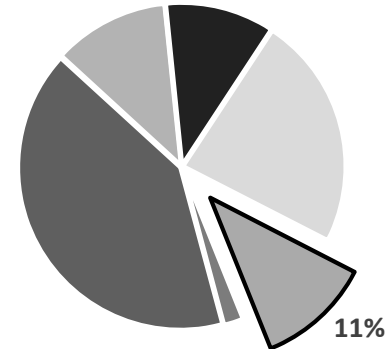
<b>Requirements:</b>	<b>12-13 Actual</b>		<b>13-14 Actual</b>		<b>14-15 Adopted</b>		<b>15-16 Proposed</b>	
Payroll Expense	1,631,103	70%	1,473,093	69%	1,529,279	65%	1,534,483	66%
Operating Expense	519,567	22%	508,548	24%	598,891	25%	585,918	25%
Material & Supply Expense	46,262	2%	47,258	2%	70,167	3%	64,754	3%
Travel Expense	23,447	1%	28,392	1%	44,630	2%	36,890	2%
Capital Asset Expense	87,361	4%	64,347	3%	89,465	4%	90,682	4%
Miscellaneous Expense	17,983	1%	8,061	0.4%	26,410	1%	20,250	1%
<b><i>Institutional Support Requirements:</i></b>	<b>2,325,723</b>	<b>100%</b>	<b>2,129,699</b>	<b>100%</b>	<b>2,358,842</b>	<b>100%</b>	<b>2,332,977</b>	<b>100%</b>



# General Fund - Plant Operation & Maintenance

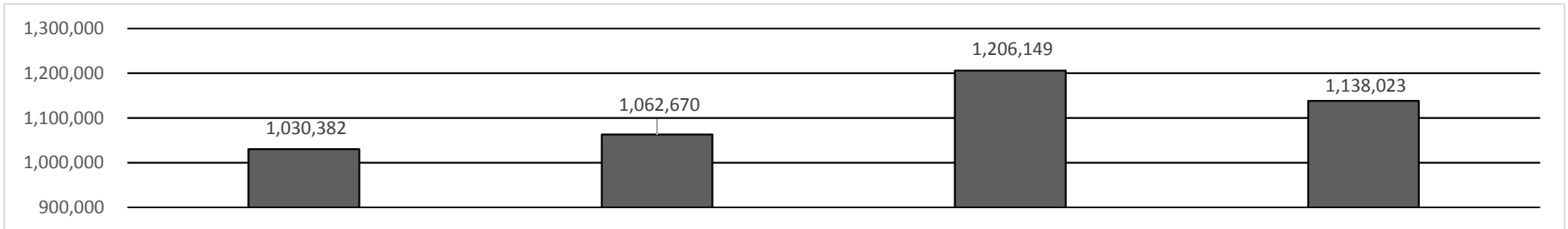
## Summary by Object Code

### Expenditures



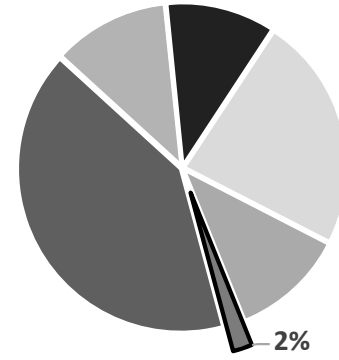
### General Fund - Plant Operation & Maintenance

Requirements:	12-13 Actual		13-14 Actual		14-15 Adopted		15-16 Proposed	
Payroll Expense	472,476	46%	461,938	43%	504,063	42%	444,763	39%
Operating Expense	513,160	50%	544,885	51%	624,192	52%	631,230	55%
Materials & Supplies Expense	33,887	3%	45,768	4%	62,704	5%	61,280	5%
Travel Expense	10,859	1%	7,163	1%	750	0.1%	750	0.1%
Capital Asset Expense	-	0.0%	2,916	0.3%	14,440	1%	-	0.0%
<b>Plant Operation &amp; Maint Requirements:</b>	<b>1,030,382</b>	<b>100%</b>	<b>1,062,670</b>	<b>100%</b>	<b>1,206,149</b>	<b>100%</b>	<b>1,138,023</b>	<b>100%</b>



## General Fund - Scholarships & Fellowships Summary by Object Code

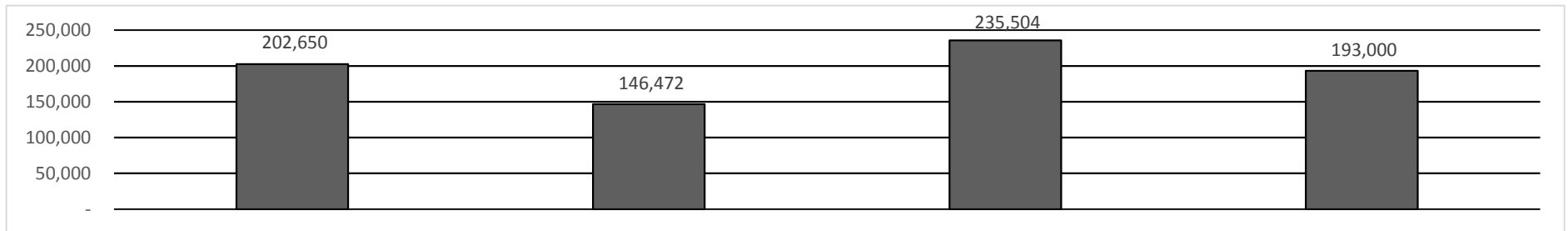
### Expenditures



### General Fund - Scholarships & Fellowships

#### Requirements:

	12-13 Actual		13-14 Actual		14-15 Adopted		15-16 Proposed	
Grants	113,289	56%	90,916	62%	82,504	35%	-	0.0%
Waivers	69,235	34%	55,536	38%	63,000	27%	63,000	33%
Miscellaneous Expense	20,126	10%	20	0.0%	90,000	38%	130,000	67%
<b>Scholarship &amp; Fellowship Requirements:</b>	<b>202,650</b>	<b>100%</b>	<b>146,472</b>	<b>100%</b>	<b>235,504</b>	<b>100%</b>	<b>193,000</b>	<b>100%</b>



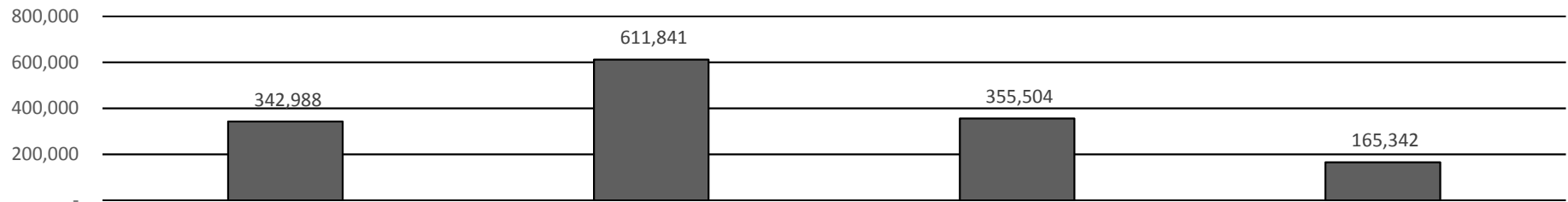
# General Fund - Reserves

## Summary by Object Code

### Expenditures

#### General Fund - Reserves

Requirements:	12-13 Actual	13-14 Actual	14-15 Adopted	15-16 Proposed
Contingency			355,504	165,342
Ending Working Capital	342,988	611,841	-	-
<b>General Fund Reserves:</b>	<b>342,988</b>	<b>611,841</b>	<b>355,504</b>	<b>165,342</b>



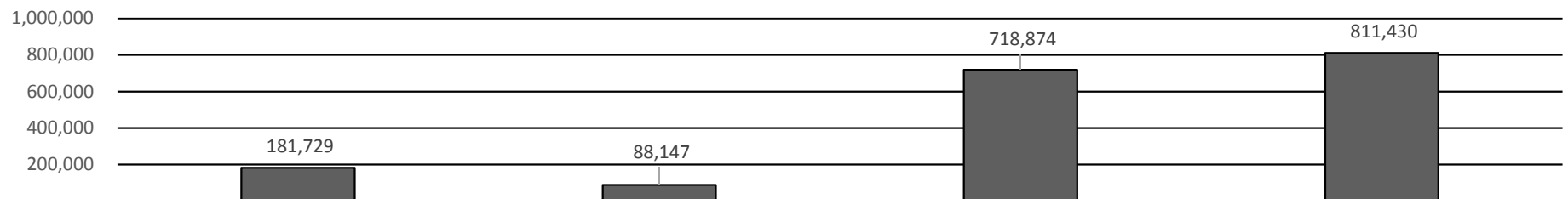


## Auxiliary Fund

Resources:	12-13 Actual	13-14 Actual	14-15 Adopted	15-16 Proposed
Instruction	74,435	66,379	66,231	80,821
Public Service	13,803	16,898	35,713	35,518
Student Service	399,126	313,143	569,583	662,435
Plant Operation & Maintenance	13,640	7,009	31,159	32,656
<b>Total Revenues:</b>	<b>501,004</b>	<b>403,429</b>	<b>702,686</b>	<b>811,430</b>
Beginning Working Capital	(319,275)	(315,282)	-	-
<b>Sub-Total Resources:</b>	<b>181,729</b>	<b>88,147</b>	<b>702,686</b>	<b>811,430</b>
Intrafund Transfer In	-	-	16,188	-
<b>Auxiliary Resources:</b>	<b>181,729</b>	<b>88,147</b>	<b>718,874</b>	<b>811,430</b>

Transfers:	12-13 Actual	13-14 Actual	14-15 Adopted	15-16 Proposed
Transfer Out	-	-	38,562	-
Transfer In	-	-	16,188	-
<b>Intrafund Transfers:</b>	<b>-</b>	<b>-</b>	<b>22,374</b>	<b>-</b>

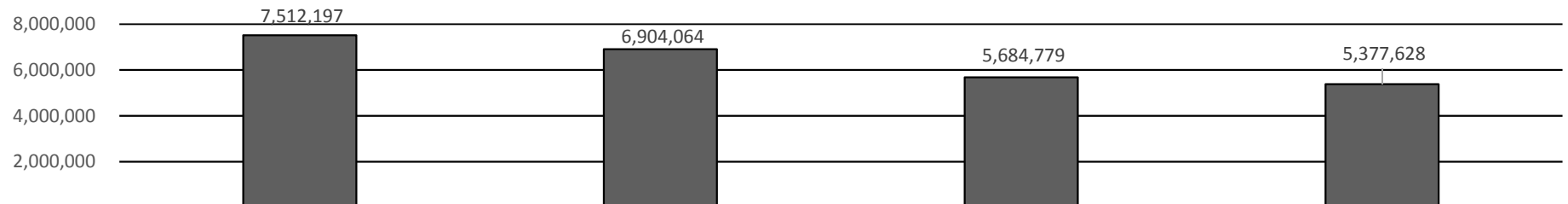
Requirements:	12-13 Actual	13-14 Actual	14-15 Adopted	15-16 Proposed
Instruction	51,271	49,532	65,352	80,821
Public Service	13,842	13,119	34,744	35,518
Student Service	418,115	331,332	547,209	662,435
Plant Operations & Maintenance	13,805	8,251	33,007	32,656
<b>Total Expenses:</b>	<b>497,033</b>	<b>402,234</b>	<b>680,312</b>	<b>811,430</b>
Ending Working Capital	(315,304)	(314,087)	-	-
<b>Sub-Total Requirements:</b>	<b>181,729</b>	<b>88,147</b>	<b>680,312</b>	<b>811,430</b>
Transfers Out	-	-	38,562	-
<b>Auxiliary Requirements:</b>	<b>181,729</b>	<b>88,147</b>	<b>718,874</b>	<b>811,430</b>



## Grants/Financial Aid Fund

<b>Resources:</b>	<b>12-13 Actual</b>	<b>13-14 Actual</b>	<b>14-15 Adopted</b>	<b>15-16 Proposed</b>
Grants & Contracts	7,274,496	6,624,799	5,161,391	4,841,204
Miscellaneous Revenue	200,299	241,279	464,831	473,436
<b>Total Revenues:</b>	<b>7,474,795</b>	<b>6,866,078</b>	<b>5,626,222</b>	<b>5,314,640</b>
Beginning Working Capital	35,812	31,895	53,007	42,938
<b>Sub-Total Resources:</b>	<b>7,510,607</b>	<b>6,897,973</b>	<b>5,679,229</b>	<b>5,357,578</b>
Transfer From GF	1,585	6,091	5,550	20,050
<b>Grants/Financial Aid Resources:</b>	<b>7,512,192</b>	<b>6,904,064</b>	<b>5,684,779</b>	<b>5,377,628</b>

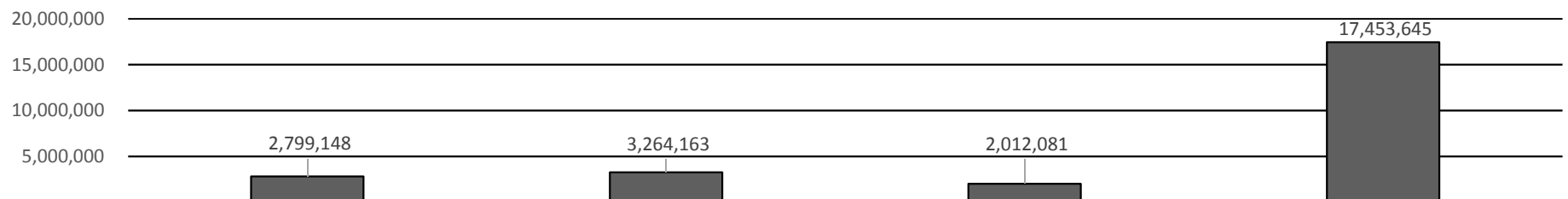
<b>Requirements:</b>	<b>12-13 Actual</b>	<b>13-14 Actual</b>	<b>14-15 Adopted</b>	<b>15-16 Proposed</b>
Payroll Expense	1,368,178	1,332,029	1,199,294	1,119,519
Operating Expense	66,908	55,648	48,545	53,837
Material & Supply Expense	5,867,767	5,224,617	3,545,258	3,536,124
Travel Expense	70,576	65,010	82,527	111,461
Capital Asset Expense	28,222	119,747	79,407	82,259
Miscellaneous Expense	88,724	87,183	684,652	442,206
<b>Total Expenses:</b>	<b>7,490,375</b>	<b>6,884,234</b>	<b>5,639,683</b>	<b>5,345,406</b>
Ending Working Capital	21,822	19,830	45,096	32,222
<b>Grants/Financial Aid Requirements:</b>	<b>7,512,197</b>	<b>6,904,064</b>	<b>5,684,779</b>	<b>5,377,628</b>



## Unexpended Plant Fund

<b>Resources:</b>	<b>12-13 Actual</b>	<b>13-14 Actual</b>	<b>14-15 Adopted</b>	<b>15-16 Proposed</b>
Debt Forgiveness				2,867,452
Interest Income	5,790	5,363	5,000	
Miscellaneous Revenue	720,224	629,153	630,000	576,935
<b>Total Revenues:</b>	<b>726,014</b>	<b>634,516</b>	<b>635,000</b>	<b>3,444,387</b>
Beginning Working Capital	2,073,134	1,979,003	1,056,301	14,009,258
<b>Sub-Total Resources:</b>	<b>2,799,148</b>	<b>2,613,519</b>	<b>1,691,301</b>	<b>17,453,645</b>
Intrafund Transfer In		600,000		
Transfer From Ash		50,646	320,780	
<b>Unexpended Plant Resources:</b>	<b>2,799,148</b>	<b>3,264,165</b>	<b>2,012,081</b>	<b>17,453,645</b>

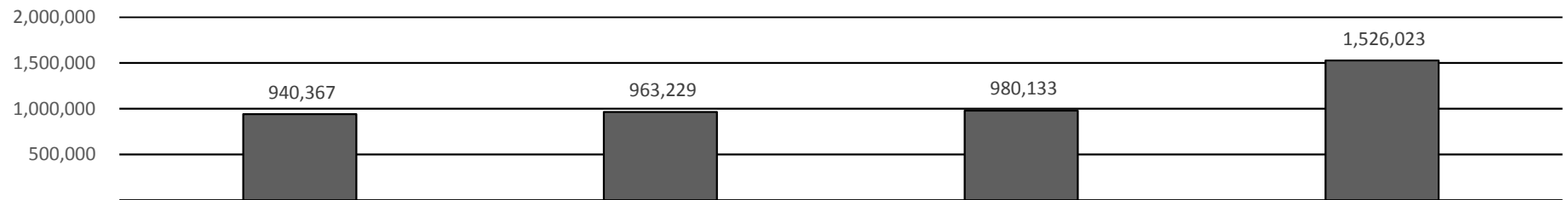
<b>Requirements:</b>	<b>12-13 Actual</b>	<b>13-14 Actual</b>	<b>14-15 Adopted</b>	<b>15-16 Proposed</b>
Payroll Expense	-	21,427	14,400	173,816
Operating Expense	141,301	160,713	1,045,521	3,006,919
Material & Supply Expense	-	10	600	5,000
Travel Expense	-	126	780	3,500
Capital Asset Expense	64,127	-	-	13,688,025
<b>Total Expenses:</b>	<b>205,428</b>	<b>182,276</b>	<b>1,061,301</b>	<b>16,877,260</b>
Ending Cash Balance	1,982,296	1,802,643	-	-
<b>Sub-Total Requirements:</b>	<b>2,187,724</b>	<b>1,984,919</b>	<b>1,061,301</b>	<b>16,877,260</b>
Intrafund Transfer Out		600,000		
Transfers Out	611,424	679,244	950,780	576,385
<b>Unexpended Plant Requirements:</b>	<b>2,799,148</b>	<b>3,264,163</b>	<b>2,012,081</b>	<b>17,453,645</b>



## Plant Fund Debt Service

<b>Resources:</b>	<b>12-13 Actual</b>	<b>13-14 Actual</b>	<b>14-15 Adopted</b>	<b>15-16 Proposed</b>
Property Tax - Debt Service	313,381	334,631	350,133	949,638
Beginning Working Capital	-	-	-	-
<b><i>Sub-Total Revenue &amp; Resources:</i></b>	<b><i>313,381</i></b>	<b><i>334,631</i></b>	<b><i>350,133</i></b>	<b><i>949,638</i></b>
Transfers In	626,986	628,598	630,000	576,385
<b><i>Debt Service Resources:</i></b>	<b><i>940,367</i></b>	<b><i>963,229</i></b>	<b><i>980,133</i></b>	<b><i>1,526,023</i></b>

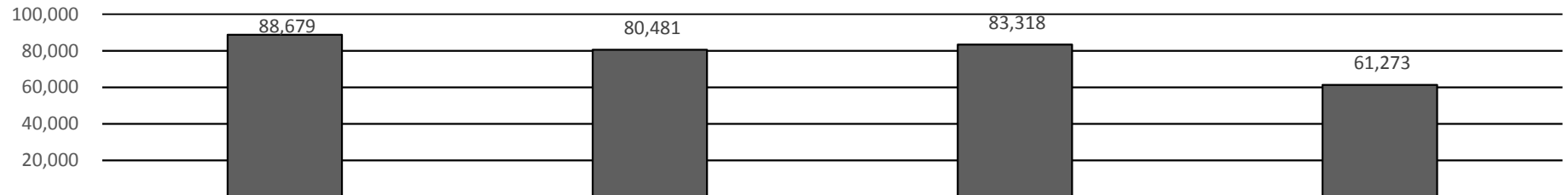
<b>Requirements:</b>	<b>12-13 Actual</b>	<b>13-14 Actual</b>	<b>14-15 Adopted</b>	<b>15-16 Proposed</b>
Interest & Fees	461,920	443,056	422,729	648,503
Debt service payments	478,447	520,173	557,404	877,520
<b><i>Total Expenses:</i></b>	<b><i>940,367</i></b>	<b><i>963,229</i></b>	<b><i>980,133</i></b>	<b><i>1,526,023</i></b>
Ending Working Capital	-	-	-	-
<b><i>Debt Service Requirements:</i></b>	<b><i>940,367</i></b>	<b><i>963,229</i></b>	<b><i>980,133</i></b>	<b><i>1,526,023</i></b>



## Clubs and Organizations Fund

Resources:	12-13 Actual	13-14 Actual	14-15 Adopted	15-16 Proposed
Public Service	13,221	14,979	8,735	8,735
Student Service	13,875	10,516	16,500	15,150
<b>Total Revenues:</b>	<b>27,096</b>	<b>25,495</b>	<b>25,235</b>	<b>23,885</b>
Beginning Working Capital	57,303	51,009	51,404	33,883
<b>Sub-Total Resources:</b>	<b>84,399</b>	<b>76,504</b>	<b>76,639</b>	<b>57,768</b>
Transfer In	4,280	3,977	6,679	3,505
<b>Club &amp; Organization Resources:</b>	<b>88,679</b>	<b>80,481</b>	<b>83,318</b>	<b>61,273</b>

Requirements:	12-13 Actual	13-14 Actual	14-15 Adopted	15-16 Proposed
Public Service	14,354	15,566	23,524	23,604
Student Service	19,537	14,826	26,385	24,493
<b>Total Expenses:</b>	<b>33,891</b>	<b>30,392</b>	<b>49,909</b>	<b>48,097</b>
Ending Working Capital	50,508	49,039	30,230	13,171
<b>Sub-Total Requirements:</b>	<b>84,399</b>	<b>79,431</b>	<b>80,139</b>	<b>61,268</b>
Intrafund Transfers Out	4,280	1,050	3,179	5
<b>Club &amp; Organization Requirements:</b>	<b>88,679</b>	<b>80,481</b>	<b>83,318</b>	<b>61,273</b>



## Non-Plant Debt Service

Resources:	12-13 Actual	13-14 Actual	14-15 Adopted	15-16 Proposed
Local Grants/Contracts	529,856	590,080	438,272	438,272
Interest Income	1,312	1,336	1,000	1,000
<b>Total Revenues:</b>	<b>531,168</b>	<b>591,416</b>	<b>439,272</b>	<b>439,272</b>
Beginning Cash Balance	(443,054)	(393,635)	75,000	-
<b>Non-Plant Debt Resources:</b>	<b>88,114</b>	<b>197,781</b>	<b>514,272</b>	<b>439,272</b>

Requirements:	12-13 Actual	13-14 Actual	14-15 Adopted	15-16 Proposed
Bank Service Fees	131	120	120	120
Interest	332,848	326,812	319,152	310,098
Debt Service Principal	130,000	165,000	195,000	230,000
<b>Total Expenses:</b>	<b>462,979</b>	<b>491,932</b>	<b>514,272</b>	<b>540,218</b>
Ending Cash - Unrestricted	(374,866)	(294,151)		(100,946)
<b>Non-Plant Debt Requirements:</b>	<b>88,113</b>	<b>197,781</b>	<b>514,272</b>	<b>439,272</b>

