

# Proposed

FY 13-14

## Budget Committee

### Appointed Members

Al Arp	
Jan Roberts	
David Oser	
Larry Popkin	Secretary
Eileen Cheuvront	
Robert Stricklin	
Kim Shillinger	Chair

<u>Board of Directors</u>	<u>Zone</u>
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Jim Scheller	3
Paul Gillum	2
Kirsten Ayles	3
Rosemary Baker-Monaghan	3
Dirk Rohne	1
Patrick Wingard	2
Dr. Frank Satterwhite	2

### Executive Officer

Dr. Larry Galizio

### Budget Officer

JoAnn Zahn

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**Fiscal Year 2013-2014  
Budget Message  
Clatsop Community College  
May 7, 2013**

**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 a step in the College's pursuit of a fiscal strategy that addresses both the current economic realities and future needs. Declining student enrollment and lower State Support provided through the funding formula coupled with increasing costs of the Public Employees Retirement System (PERS) 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 20 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. As stated in a handout from Governor Kitzhaber's Office, "The intent is to insure that the college's budget committee is taking 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, but a budget committee does not have the authority to revise or approve a college's Compact."

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 success and strengthening the community that we serve.

## 2012-13 Budget Adjustments and Fund Overview

General Fund 2013-14 budget development reflects continued efforts to increase revenue and decrease expenditures. Major **2012-13** adjustments were as follows:

### Revenue

- Lease of Josie Peper building
- Maritime Fire & Safety Association Conference
- \$65,000 commitment from Healthcare providers
- \$20,000 commitment from Foundation

### Expenditure

- \$235,000 expenditure reduction
- Administrative reorganization to increase efficiencies in various departments.

The education and support of students continues to be the College's primary focus. However, responding fully to these priorities remains a challenge. 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.

This document provides: actual revenues and expenditures for fiscal years 2010-11 and 2011-12; the 2012-13 adopted budget; and the proposed budget for 2013-14. 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		
FY14 - Projected	FY13 - Estimated	FY12 - Actual
1354	1354	1478

Tuition and fee revenue has been revised in the FY14 proposed budget to reflect the 8.4 percent reduction from FY12 actual student 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, cafe, vehicles and other similar activities.
- **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, 2012, the College started preparing for 2013-14 budget development with regular meetings with the Budget Advisory Task Force which includes representation from faculty, staff and students. The fiscal planning assumption for State Support has been made using the Governor's biennial budget of \$428 million for community colleges. Clatsop receives .63% of the total allocation with \$1.338 million anticipated in FY14 based on a \$428 million allocation. The \$300 thousand increase from FY13 provides funding for the 5% PERS retirement cost escalation. Although there may be some PERS reform relief with the passage of SB 822, no reductions have been assumed in the proposed budget.

To ensure college-wide awareness of the need to make expenditure reductions, College administration has been working in partnership with the entire College staff. These efforts have included campus meetings and the established College collaborative 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 discuss fiscal information as it has become available.

## **Decision-making Framework**

The President established a Budget Development Advisory Task Force in 2012 as part of participatory governance and to inform all constituent groups about the College resources and spending. The Task Force membership includes employees from all representative groups. Meetings have concentrated on revenue sources including tuition and fees, state support, property taxes, and timber taxes with key changes anticipated in 2013-14. Expenditures have been reviewed at summary levels as informed by the significant staffing changes which have reduced full-time faculty from 38 to 27 positions. Fiscal forecast projections and budget development assumptions continue to be refined as new information is received.

The proposed budget includes:

### **Revenue**

- Stable student enrollment assumption
- State appropriations based on Governor's \$428 million biennial budget
- \$4 per credit tuition increase to \$98 per credit, effective summer term
- \$30 per term consolidated fee with the elimination of the graduation fee as well as the \$10 per term registration fee
- \$42,500 timber tax (exceeding debt service requirements).

### **Expenditure**

- Steps for eligible employees
- No furlough days
- No COLA (pending negotiations)
- No change in medical, dental, vision (pending negotiations)
- PERS rate increase from 16.9% to 22%
- Increases for fixed cost items such as utilities and insurance.

## **2013-2014 Proposed Budget**

To move the College forward in this period of greatly restrained resources, proposed revenue increases in the General Fund for 2013-14 include:

- A Board approved \$4 per credit increase in tuition (\$94 per credit hour to \$98 per credit hour) beginning with summer term, 2013;

Budgeted expenditures in the General Fund reflect the following changes:

- Salaries and benefits
  - Increase in PERS rate from 16.9% to 22%. The impact to General Fund is \$220 thousand based on current payroll. The recent PERS reform bill (SB 822) passage in the House and Senate rate reduction are not known at this time.
  - 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 2013-14 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 2013-14 principal and interest is \$580,056. In addition, the City of Astoria waterline debt service is paid using timber tax proceeds. The 2013-14 principal and interest is \$26,446. Total 2013-14 timber tax requirements are \$606,502. Communications from the State Forester indicate that this source of revenue will increase as inventories are re-built. 2013-14 timber tax estimates as provided by the Oregon Department of Forestry for Clatsop State Forests indicate \$815,273 is projected for CCC in 2013-14.

### **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





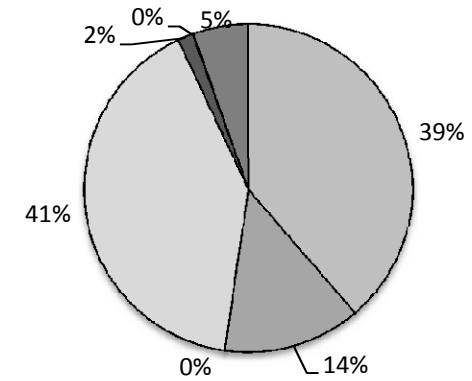
## Summary By Fund

<i>Fund</i>		10-11 Actual	11-12 Actual	12-13 Approved	13-14 Proposed
<b>Revenues</b>					
11	General Fund	-10,844,914	-9,961,640	-10,051,200	-10,211,728
12	Auxiliary Fund	-292,351	-244,210	-931,680	-1,011,953
21	Grants/Financial Aid Fund	-5,953,489	-7,401,707	-7,725,939	-7,734,210
41	Unexpended Plant Fund	-7,375,104	-3,499,152	-1,296,875	-1,825,856
42	Plant Fund Debt Service	-185,002	-301,683	-313,383	-334,633
54	Clubs and Organizations Fund	-41,392	-54,356	-95,042	-87,984
60	Non-Plant Debt Service Fund	-64,044	209	-462,968	-491,932
	<b>Total Revenues</b>	<b>-24,756,296</b>	<b>-21,462,539</b>	<b>-20,877,087</b>	<b>-21,698,296</b>
<b>Transfers</b>					
11	General Fund	94,728	59,706	65,156	49,690
21	Grants/Financial Aid Fund	-58,282	-41,944	-49,690	-49,690
41	Unexpended Plant Fund	612,124	612,188	611,521	628,599
42	Plant Fund Debt Service	-627,270	-629,950	-626,987	-628,599
54	Clubs and Organizations Fund	-21,300	0	0	0
	<b>Total Transfers</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>					
11	General Fund	10,750,192	9,901,933	9,986,044	10,162,038
12	Auxiliary Fund	292,352	244,210	931,680	1,011,953
21	Grants/Financial Aid Fund	6,011,772	7,443,649	7,775,629	7,783,901
41	Unexpended Plant Fund	6,762,981	2,886,964	685,354	1,197,257
42	Plant Fund Debt Service	812,272	931,632	940,370	963,232
54	Clubs and Organizations Fund	62,690	54,361	95,042	87,984
60	Non-Plant Debt Service Fund	64,043	-209	462,968	491,932
	<b>Total Expenditures</b>	<b>24,756,302</b>	<b>21,462,540</b>	<b>20,877,087</b>	<b>21,698,297</b>



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

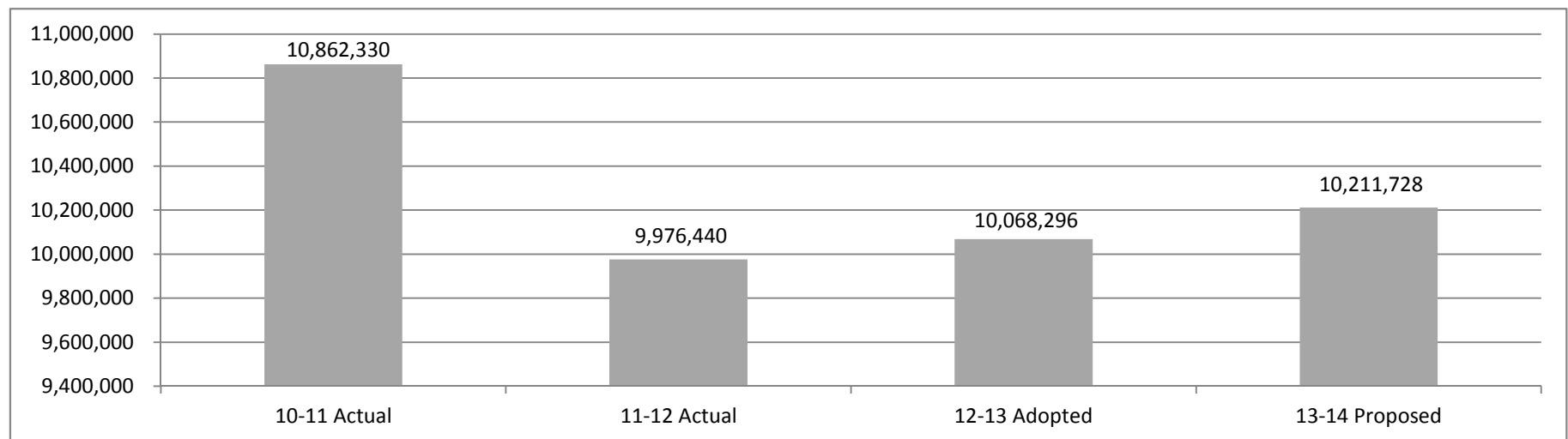
**Resources**



**General Fund**

**Resources:**

	10-11 Actual		11-12 Actual		12-13 Adopted		13-14 Proposed	
Tuition & Fees	3,095,403	35%	3,783,801	40%	3,962,000	42%	3,816,500	39%
State Community College Support	1,699,426	19%	1,427,511	15%	971,000	10%	1,338,403	14%
Federal Grants/Contracts	7,073	0%	-	0%	-	0%	-	0%
Property Tax - Current Year	3,649,589	41%	3,418,868	36%	3,897,500	41%	4,014,425	41%
Property Tax - Prior Yr	191,026	2%	147,744	2%	200,000	2%	150,000	2%
Interest Income	5,814	0%	7,451	0%	7,500	0%	7,500	0%
Other Income	313,654	3%	730,353	8%	438,200	5%	534,900	5%
<b>Total Revenues:</b>	<b>8,961,985</b>	<b>100%</b>	<b>9,515,728</b>	<b>100%</b>	<b>9,476,200</b>	<b>100%</b>	<b>9,861,728</b>	<b>100%</b>
Beginning Working Capital	1,882,929		445,912		575,000		350,000	
<b>Sub-Total Resources:</b>	<b>10,844,914</b>		<b>9,961,640</b>		<b>10,051,200</b>		<b>10,211,728</b>	
Transfer from ASH	17,416		14,800		17,096		-	
<b>General Fund Resources:</b>	<b>10,862,330</b>		<b>9,976,440</b>		<b>10,068,296</b>		<b>10,211,728</b>	

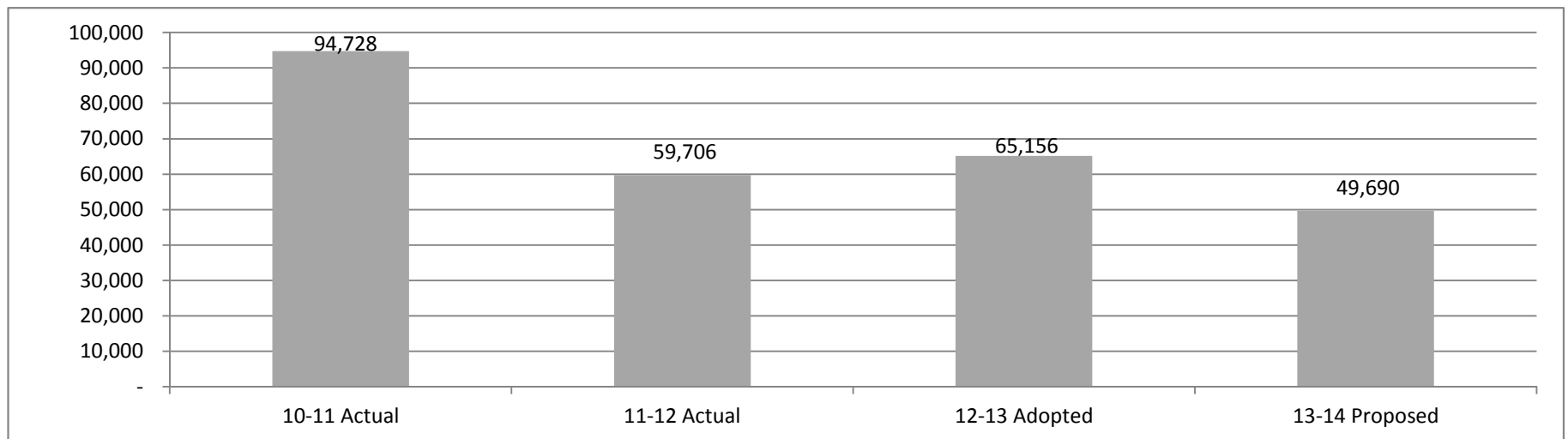


**General Fund**  
**Summary by Object Code**

Transfers

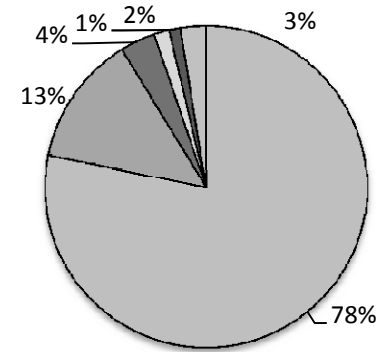
**General Fund**

<b>Transfers:</b>	<b>10-11 Actual</b>	<b>11-12 Actual</b>	<b>12-13 Adopted</b>	<b>13-14 Proposed</b>
Transfer to FWS	25,636	17,890	25,636	25,636
Transfer to SEOG	32,646	24,054	24,054	24,054
Transfers to Debt Service	32,562	32,562	32,562	-
Transfer to ASG	21,300	-	-	-
<b>Transfer Out</b>	<b>112,144</b>	<b>74,506</b>	<b>82,252</b>	<b>49,690</b>
Transfer from ASH	17,416	14,800	17,096	-
<b>Transfer In</b>	<b>17,416</b>	<b>14,800</b>	<b>17,096</b>	<b>-</b>
<b>General Fund Transfers:</b>	<b>94,728</b>	<b>59,706</b>	<b>65,156</b>	<b>49,690</b>



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

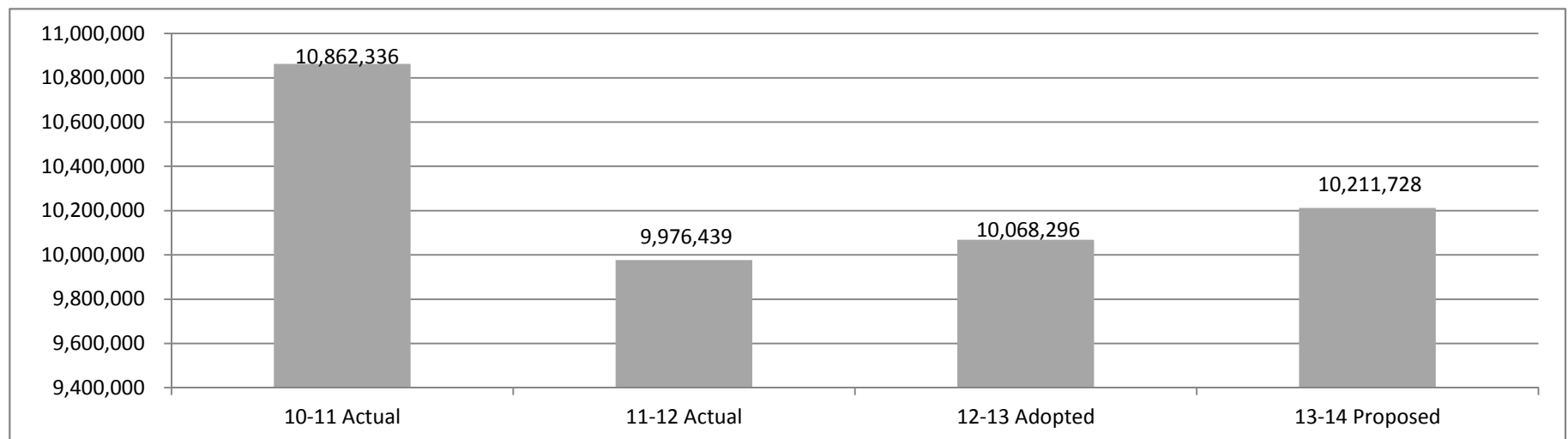
**Expenditures**



**General Fund**

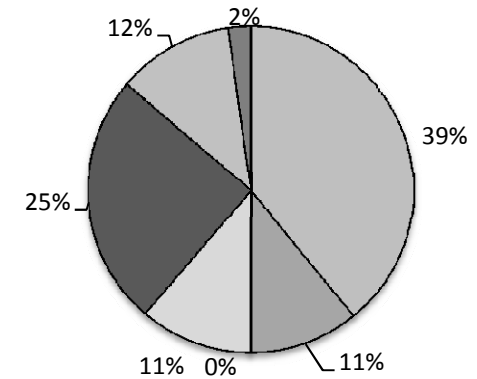
**Requirements:**

	10-11 Actual		11-12 Actual		12-13 Adopted		13-14 Proposed	
Payroll Expense	8,007,190	78%	7,245,811	77%	7,553,790	76%	7,570,920	78%
Operating Expense	1,484,257	14%	1,493,057	16%	1,597,362	16%	1,266,888	13%
Material & Supply Expense	273,688	3%	249,166	3%	339,543	3%	341,022	4%
Travel Expense	147,358	1%	58,945	1%	150,638	2%	148,960	2%
Capital Asset Expense	136,598	1%	86,444	1%	116,420	1%	108,758	1%
Miscellaneous Expense	255,189	2%	233,234	2%	197,237	2%	249,750	3%
<b>Total Expenses:</b>	<b>10,304,280</b>	<b>100%</b>	<b>9,366,657</b>	<b>100%</b>	<b>9,954,990</b>	<b>100%</b>	<b>9,686,298</b>	<b>100%</b>
Ending Working Capital	445,912		535,276		31,054		-	
Contingency	-		-		-		475,740	
<b>Sub-Total Expenditures:</b>	<b>10,750,192</b>		<b>9,901,933</b>		<b>9,986,044</b>		<b>10,162,038</b>	
Transfer Out	112,144		74,506		82,252		49,690	
<b>General Fund Requirements:</b>	<b>10,862,336</b>		<b>9,976,439</b>		<b>10,068,296</b>		<b>10,211,728</b>	



# General Fund Summary by Function

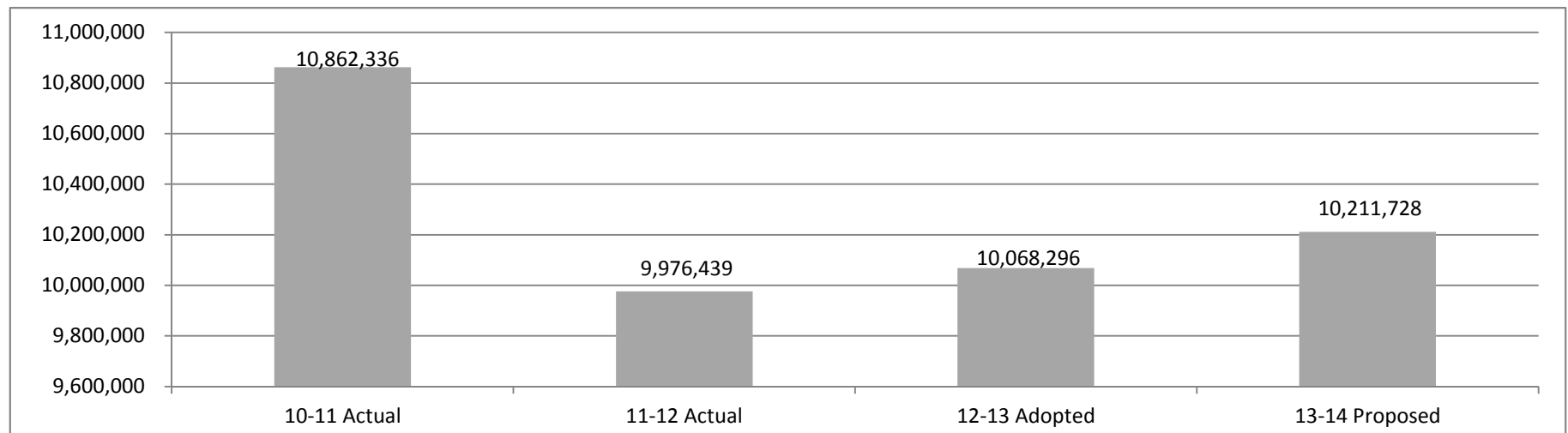
## Expenditures



## General Fund

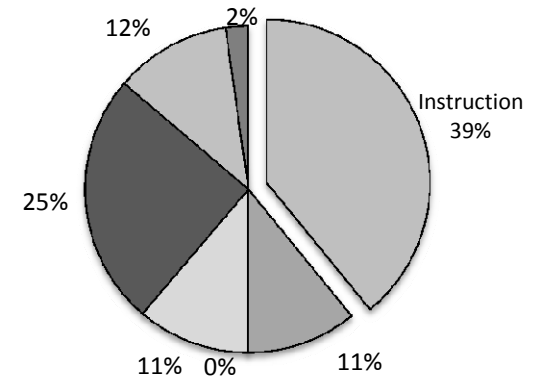
### Requirements:

	10-11 Actual		11-12 Actual		12-13 Adopted		13-14 Proposed	
Instruction	4,319,288	42%	4,174,717	45%	4,042,660	41%	3,788,461	39%
Academic Support	1,173,162	11%	824,358	9%	1,079,211	11%	1,056,183	11%
Public Service	52,477	1%	1,654	0%	4,656	0%	3,456	0%
Student Service	1,089,689	11%	949,689	10%	1,036,577	10%	1,082,142	11%
Institutional Support	2,351,148	23%	2,223,926	24%	2,497,490	25%	2,421,627	25%
Plant Operation & Maintenance	1,101,686	11%	1,001,308	11%	1,130,094	11%	1,117,479	12%
Scholarships & Fellowships	216,830	2%	191,005	2%	164,302	2%	216,950	2%
<b>Total Expenses:</b>	<b>10,304,280</b>	<b>100%</b>	<b>9,366,657</b>	<b>100%</b>	<b>9,954,990</b>	<b>100%</b>	<b>9,686,298</b>	<b>100%</b>
Reserves	445,912		535,276		31,054		475,740	
<b>Sub-Total Expenditures:</b>	<b>10,750,192</b>		<b>9,901,933</b>		<b>9,986,044</b>		<b>10,162,038</b>	
Transfer Out	112,144		74,506		82,252		49,690	
<b>General Fund Requirements:</b>	<b>10,862,336</b>		<b>9,976,439</b>		<b>10,068,296</b>		<b>10,211,728</b>	



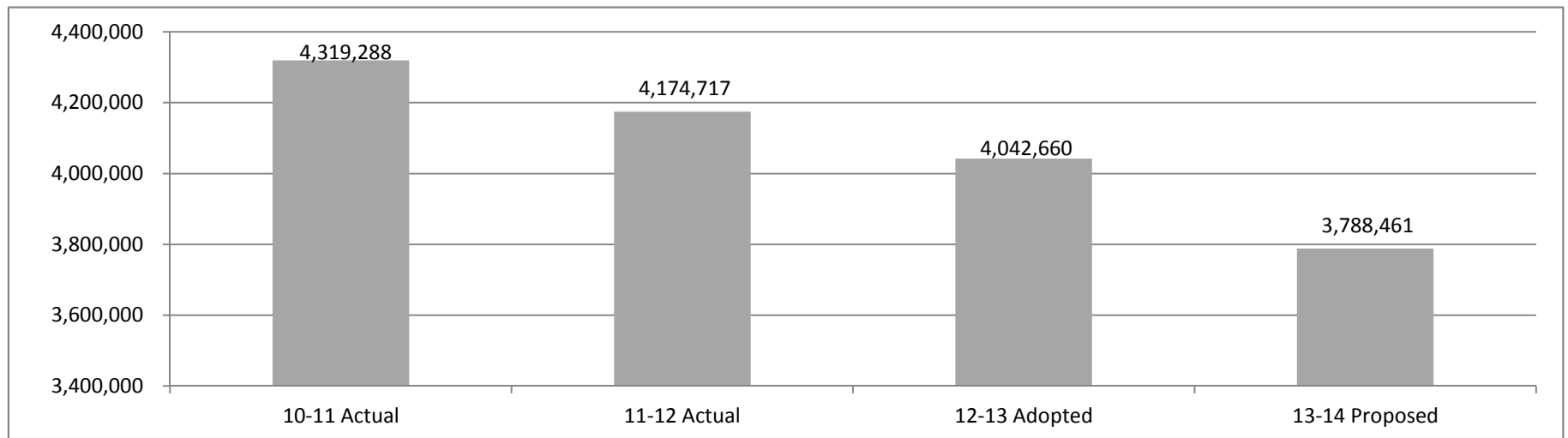
**General Fund - Instruction**  
**Summary by Object Code**

**Expenditures**



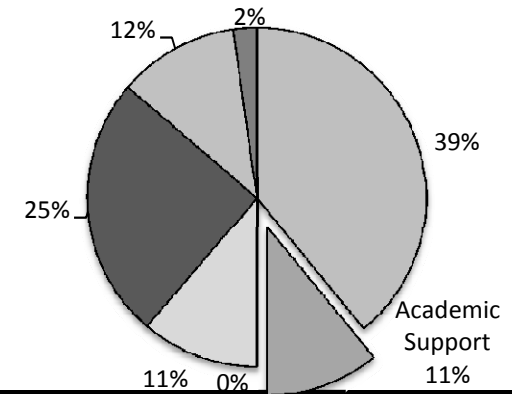
**General Fund - Instruction**  
**Requirements:**

	10-11 Actual		11-12 Actual		12-13 Adopted		13-14 Proposed	
Payroll Expense	3,863,731	89%	3,607,250	86%	3,514,378	87%	3,531,447	93%
Operating Expense	352,516	8%	474,252	11%	389,143	10%	120,594	3%
Material & Supply Expense	82,330	2%	77,281	2%	114,077	3%	113,986	3%
Travel Expense	21,131	0%	16,314	0%	25,062	1%	21,097	1%
Capital Asset Expense	-	0%	-	0%	-	0%	1,337	0%
Miscellaneous Expense	(420)	0%	(380)	0%	-	0%	-	0%
<b>Instruction Expenses:</b>	<b>4,319,288</b>	<b>100%</b>	<b>4,174,717</b>	<b>100%</b>	<b>4,042,660</b>	<b>100%</b>	<b>3,788,461</b>	<b>100%</b>



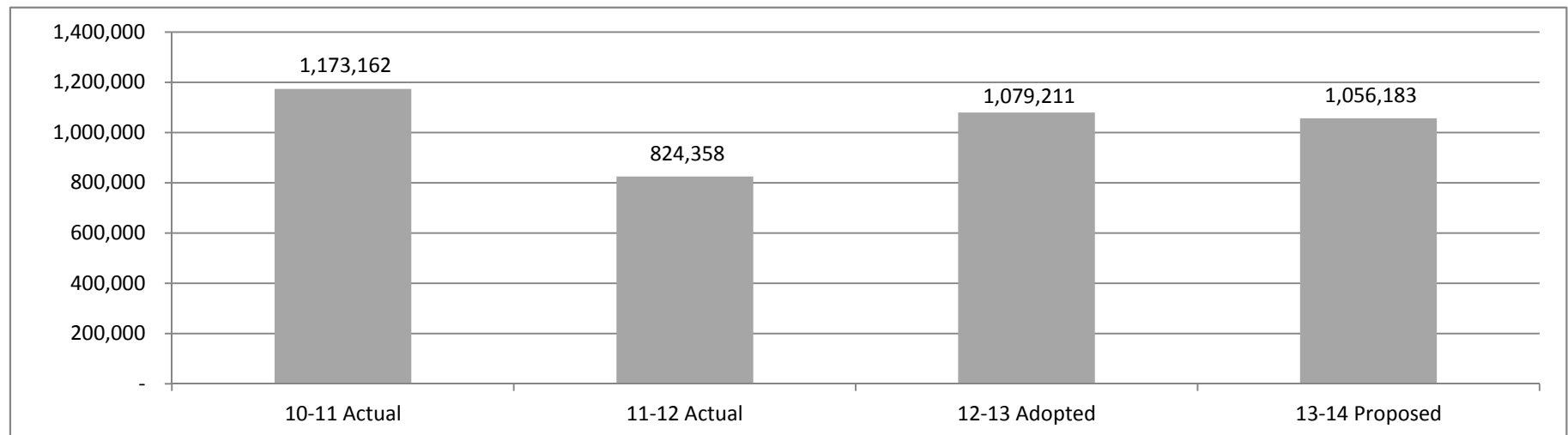
## General Fund - Academic Support Summary by Object Code

### Expenditures



### General Fund - Academic Support Requirements:

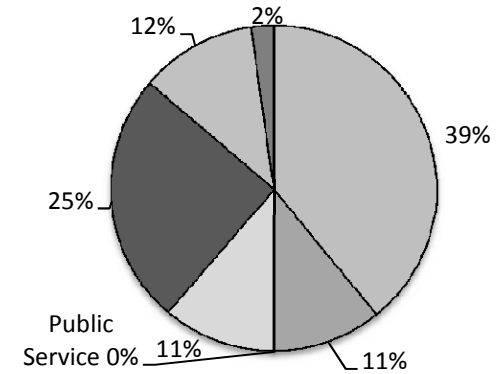
	10-11 Actual		11-12 Actual		12-13 Adopted		13-14 Proposed	
Payroll Expense	1,023,313	87%	746,290	91%	919,272	85%	888,181	84%
Operating Expense	25,656	2%	23,316	3%	24,997	2%	21,278	2%
Material & Supply Expense	63,765	5%	50,279	6%	69,148	6%	78,930	7%
Travel Expense	59,654	5%	1,249	0%	60,944	6%	62,044	6%
Capital Asset Expense	774	0%	3,224	0%	4,850	0%	5,750	1%
<b>Academic Support Expenses:</b>	<b>1,173,162</b>	<b>100%</b>	<b>824,358</b>	<b>100%</b>	<b>1,079,211</b>	<b>100%</b>	<b>1,056,183</b>	<b>100%</b>





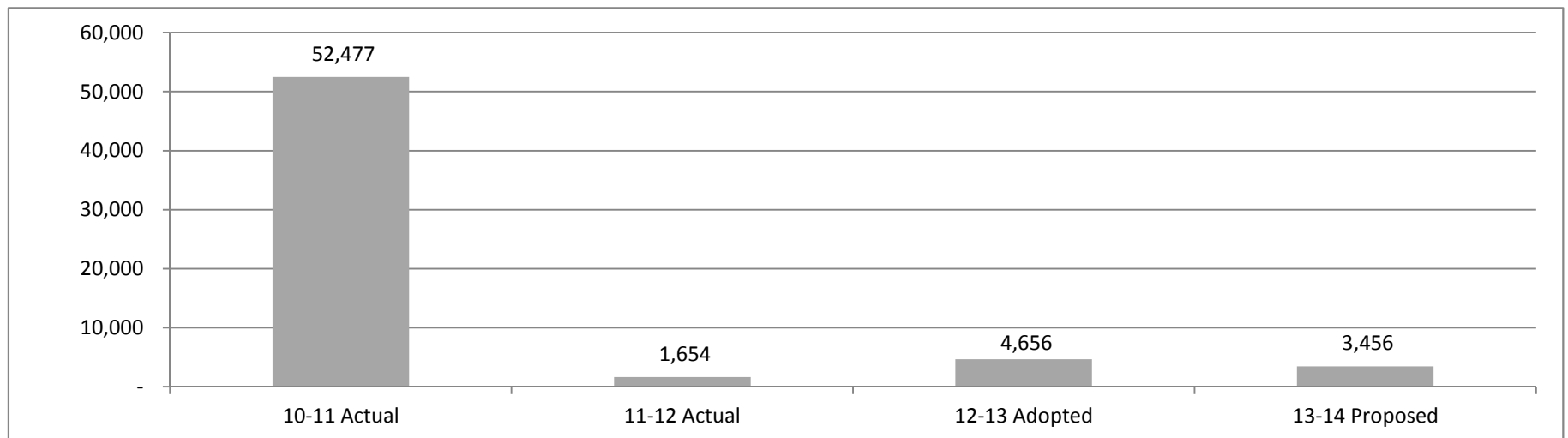
## General Fund - Public Service Summary by Object Code

### Expenditures



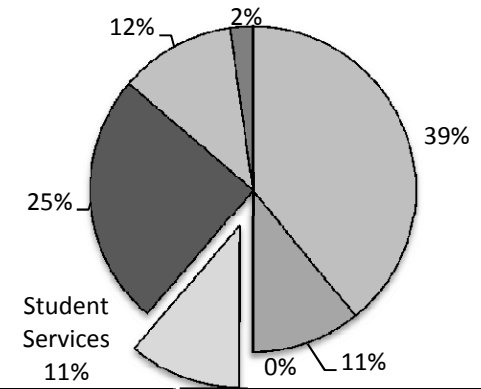
### General Fund - Public Service Requirements:

	10-11 Actual		11-12 Actual		12-13 Adopted		13-14 Proposed	
	Amount	%	Amount	%	Amount	%	Amount	%
Payroll Expense	48,228	92%	-	0%	1,656	36%	1,656	48%
Operating Expense	1,224	2%	130	8%	1,000	21%	500	14%
Material & Supply Expense	2,978	6%	1,524	92%	2,000	43%	1,300	38%
Travel Expense	47	0%	-	0%	-	0%	-	0%
<b>Public Service Expenses:</b>	<b>52,477</b>	<b>100%</b>	<b>1,654</b>	<b>100%</b>	<b>4,656</b>	<b>100%</b>	<b>3,456</b>	<b>100%</b>



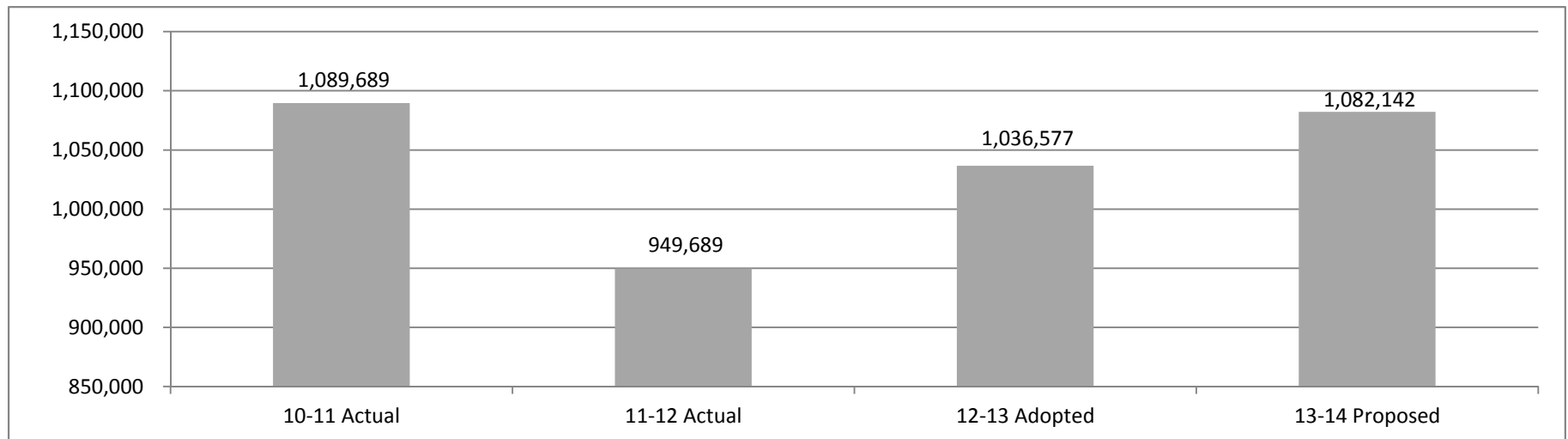
## General Fund - Student Service Summary by Object Code

### Expenditures



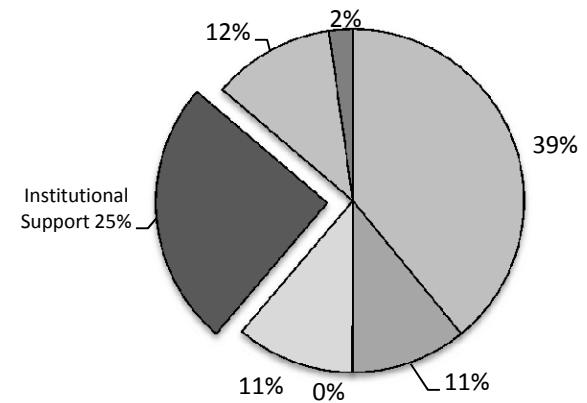
### General Fund - Student Service Requirements:

	10-11 Actual		11-12 Actual		12-13 Adopted		13-14 Proposed	
Payroll Expense	1,028,317	94%	909,004	96%	978,110	94%	1,023,121	95%
Operating Expense	16,485	2%	6,544	1%	11,117	1%	10,122	1%
Material & Supply Expense	14,619	1%	23,786	3%	28,198	3%	29,326	3%
Travel Expense	29,199	3%	8,180	1%	15,772	2%	16,392	2%
Capital Asset Expense	600	0%	-	0%	1,480	0%	981	0%
Miscellaneous Expense	469	0%	2,175	0%	1,900	0%	2,200	0%
<b>Student Services Expenses:</b>	<b>1,089,689</b>	<b>100%</b>	<b>949,689</b>	<b>100%</b>	<b>1,036,577</b>	<b>100%</b>	<b>1,082,142</b>	<b>100%</b>



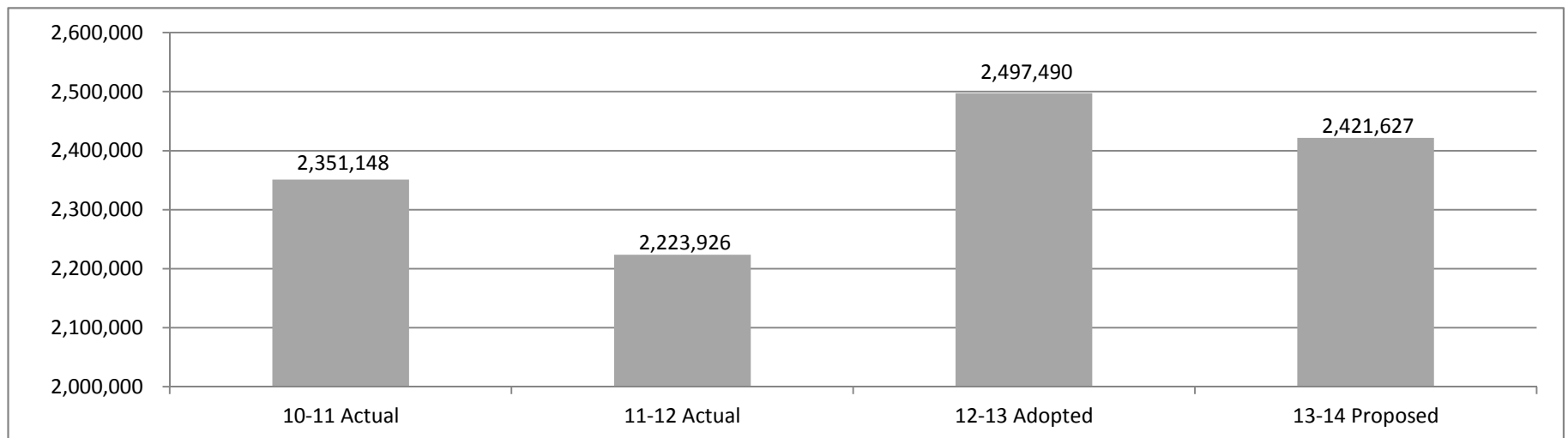
## General Fund - Institutional Support Summary by Object Code

### Expenditures



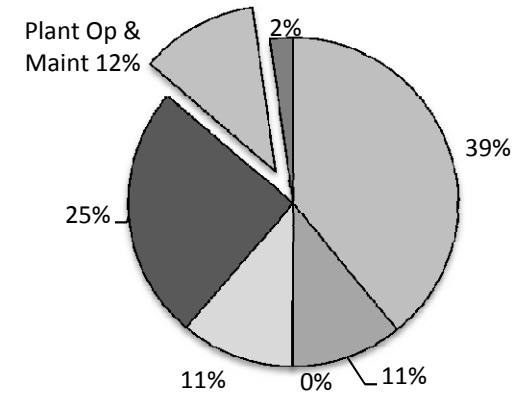
## General Fund - Institutional Support Requirements:

	10-11 Actual		11-12 Actual		12-13 Adopted		13-14 Proposed	
Payroll Expense	1,546,253	66%	1,552,043	70%	1,674,864	67%	1,604,682	66%
Operating Expense	532,606	23%	478,297	22%	565,907	23%	576,295	24%
Material & Supply Expense	69,937	3%	50,645	2%	78,994	3%	70,193	3%
Travel Expense	27,459	1%	21,381	1%	36,600	1%	39,167	2%
Capital Asset Expense	134,284	6%	81,126	4%	110,090	4%	100,690	4%
Miscellaneous Expense	40,609	2%	40,434	2%	31,035	1%	30,600	1%
<b>Institutional Support Expenses:</b>	<b>2,351,148</b>	<b>100%</b>	<b>2,223,926</b>	<b>100%</b>	<b>2,497,490</b>	<b>100%</b>	<b>2,421,627</b>	<b>100%</b>



## General Fund - Plant Operation & Maintenance Summary by Object Code

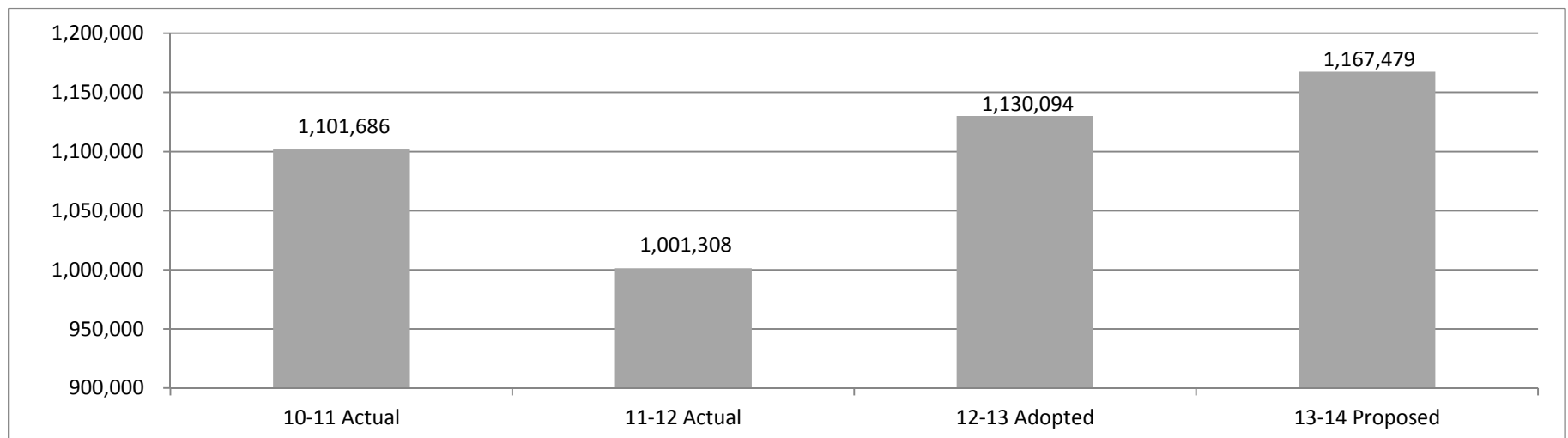
### Expenditures



## General Fund - Plant Operation & Maintenance

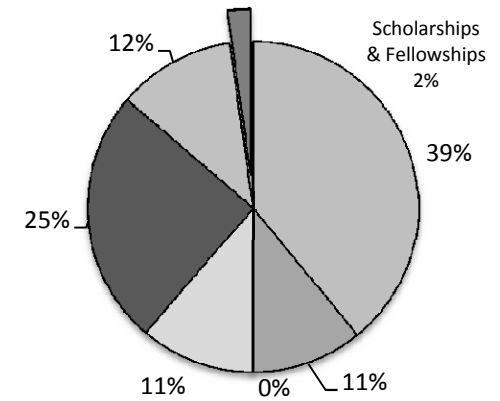
### Requirements:

	10-11 Actual		11-12 Actual		12-13 Adopted		13-14 Proposed	
Payroll Expense	495,049	45%	431,224	43%	465,510	41%	521,833	47%
Operating Expense	555,770	50%	510,518	51%	605,198	54%	538,099	48%
Material & Supply Expense	40,059	4%	45,651	5%	47,126	4%	47,287	4%
Travel Expense	9,868	1%	11,821	1%	12,260	1%	10,260	1%
Capital Asset Expense	940	0%	2,094	0%	-	0%	-	0%
<b>Sub-Total Expenditures:</b>	<b>1,101,686</b>	<b>100%</b>	<b>1,001,308</b>	<b>100%</b>	<b>1,130,094</b>	<b>100%</b>	<b>1,117,479</b>	<b>100%</b>
Contingency	-		-		-		50,000	
<b>Plant Operation &amp; Maint Expenses:</b>	<b>1,101,686</b>		<b>1,001,308</b>		<b>1,130,094</b>		<b>1,167,479</b>	



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

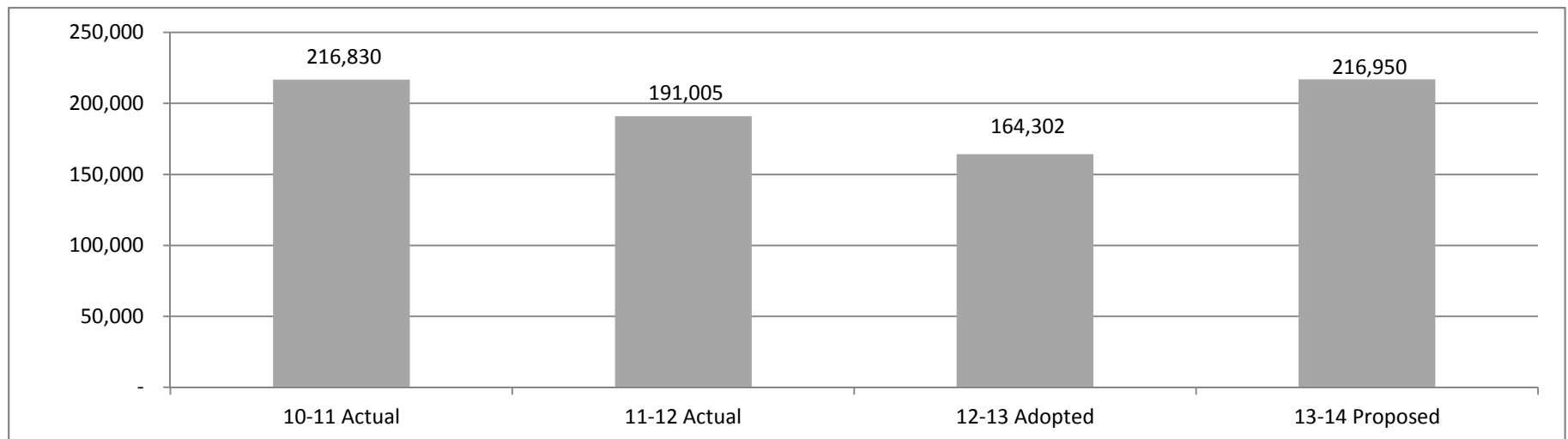
### Expenditures



### General Fund - Scholarships & Fellowships

#### Requirements:

	10-11 Actual		11-12 Actual		12-13 Adopted		13-14 Proposed	
Payroll Expense	2,299	1%	-	0%	-	0%	-	0%
Grants	112,516	52%	65,169	34%	115,546	70%	98,450	45%
Waivers	56,039	26%	74,014	39%	48,756	30%	68,500	32%
Miscellaneous Expense	45,976	21%	51,822	27%	-	0%	50,000	23%
<b>Scholarship &amp; Fellowship Expenses:</b>	<b>216,830</b>	<b>100%</b>	<b>191,005</b>	<b>100%</b>	<b>164,302</b>	<b>100%</b>	<b>216,950</b>	<b>100%</b>

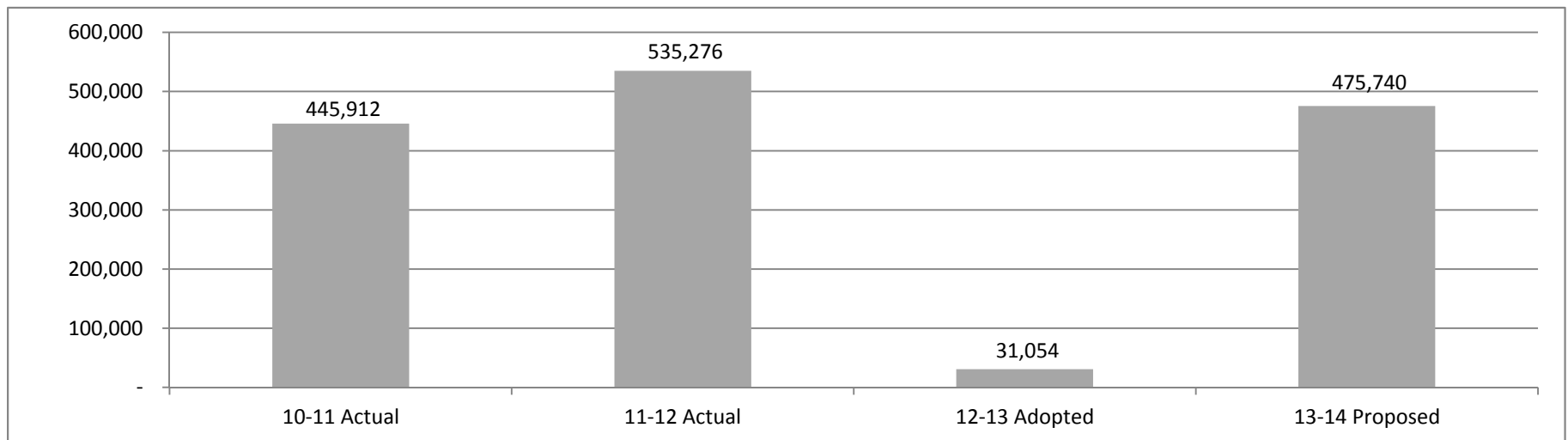


**General Fund - Reserves**  
*Summary by Object Code*

Expenditures

**General Fund - Reserves**

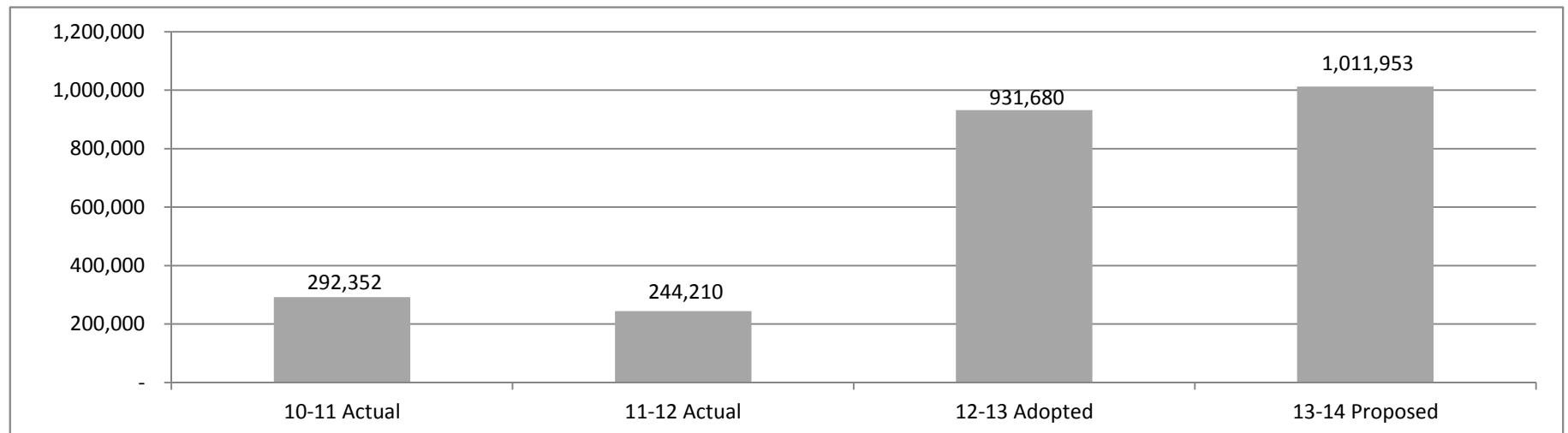
<b>Requirements:</b>	<b>10-11 Actual</b>	<b>11-12 Actual</b>	<b>12-13 Adopted</b>	<b>13-14 Proposed</b>
Contingency	-	-	-	475,740
Ending Working Capital	445,912	535,276	31,054	-
<b>Reserves:</b>	<b>445,912</b>	<b>535,276</b>	<b>31,054</b>	<b>475,740</b>



## Auxiliary Fund

<b>Resources:</b>	<b>10-11 Actual</b>	<b>11-12 Actual</b>	<b>12-13 Adopted</b>	<b>13-14 Proposed</b>
Instruction	119,356	114,661	85,591	94,591
Public Service	36,900	34,028	23,900	23,900
Student Service	481,011	420,990	475,986	504,541
Plant Operation & Maintenance	11,805	13,594	13,000	14,662
<b>Total Revenues:</b>	<b>649,072</b>	<b>583,273</b>	<b>598,477</b>	<b>637,694</b>
Beginning Working Capital	(356,721)	(339,063)	333,203	374,259
<b>Auxiliary Resources:</b>	<b>292,351</b>	<b>244,210</b>	<b>931,680</b>	<b>1,011,953</b>

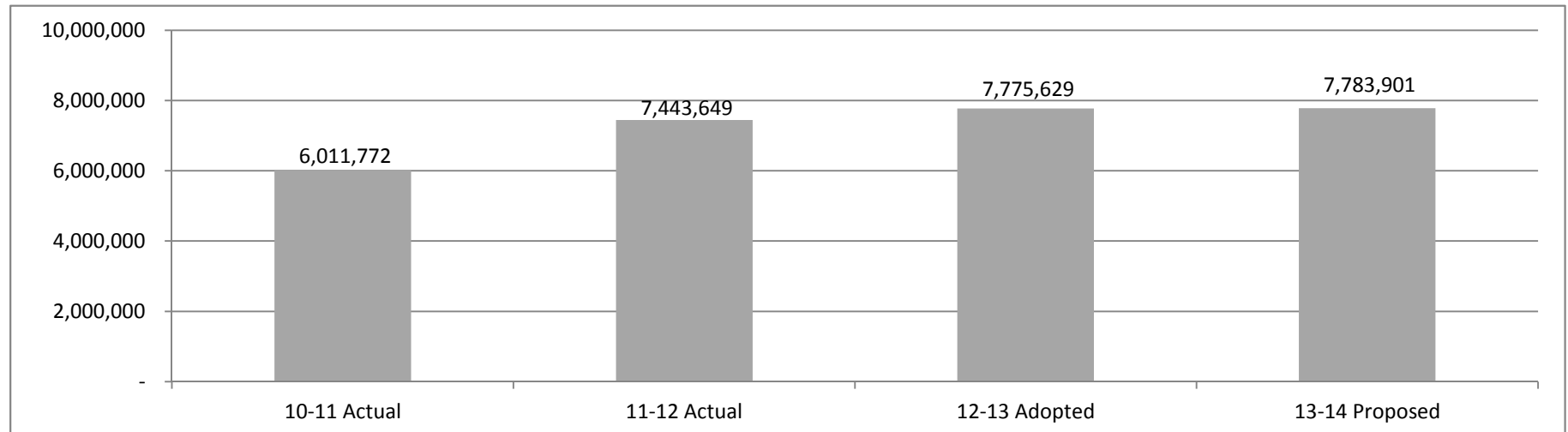
<b>Requirements:</b>	<b>10-11 Actual</b>	<b>11-12 Actual</b>	<b>12-13 Adopted</b>	<b>13-14 Proposed</b>
Instruction	149,870	91,745	85,591	94,591
Public Service	19,626	42,181	36,291	37,766
Student Service	437,994	408,781	681,635	707,015
Plant Operation & Maintenance	23,925	20,778	15,675	15,621
<b>Total Expenses:</b>	<b>631,415</b>	<b>563,485</b>	<b>819,192</b>	<b>854,993</b>
Ending Working Capital	(339,063)	(319,275)	112,488	156,960
<b>Auxiliary Expenditures:</b>	<b>292,352</b>	<b>244,210</b>	<b>931,680</b>	<b>1,011,953</b>



## Grants/Financial Aid Fund

<b>Resources:</b>	<b>10-11 Actual</b>	<b>11-12 Actual</b>	<b>12-13 Adopted</b>	<b>13-14 Proposed</b>
Grants & Contracts	5,725,007	7,172,292	7,239,598	7,236,870
Miscellaneous Revenue	204,215	220,889	457,673	468,672
<b>Total Revenues:</b>	<b>5,929,222</b>	<b>7,393,181</b>	<b>7,697,271</b>	<b>7,705,542</b>
Beginning Working Capital	24,267	8,526	28,668	28,668
<b>Sub-Total Resources:</b>	<b>5,953,489</b>	<b>7,401,707</b>	<b>7,725,939</b>	<b>7,734,210</b>
Transfer From GF	58,282	41,944	49,690	49,690
<b>Grants/Financial Aid Resources:</b>	<b>6,011,771</b>	<b>7,443,651</b>	<b>7,775,629</b>	<b>7,783,900</b>

<b>Requirements:</b>	<b>10-11 Actual</b>	<b>11-12 Actual</b>	<b>12-13 Adopted</b>	<b>13-14 Proposed</b>
Payroll Expense	1,217,028	1,353,739	1,370,269	1,455,137
Operating Expense	38,726	31,122	60,441	55,748
Material & Supply Expense	4,544,835	5,865,016	5,611,074	5,607,411
Travel Expense	73,022	81,467	100,710	89,257
Capital Asset Expense	50,488	29,240	104,700	39,299
Miscellaneous Expense	87,673	82,375	508,025	516,639
<b>Total Expenses:</b>	<b>6,011,772</b>	<b>7,442,959</b>	<b>7,755,219</b>	<b>7,763,491</b>
Ending Cash Balance	-	690	20,410	20,410
<b>Grants/Financial Aid Requirements:</b>	<b>6,011,772</b>	<b>7,443,649</b>	<b>7,775,629</b>	<b>7,783,901</b>

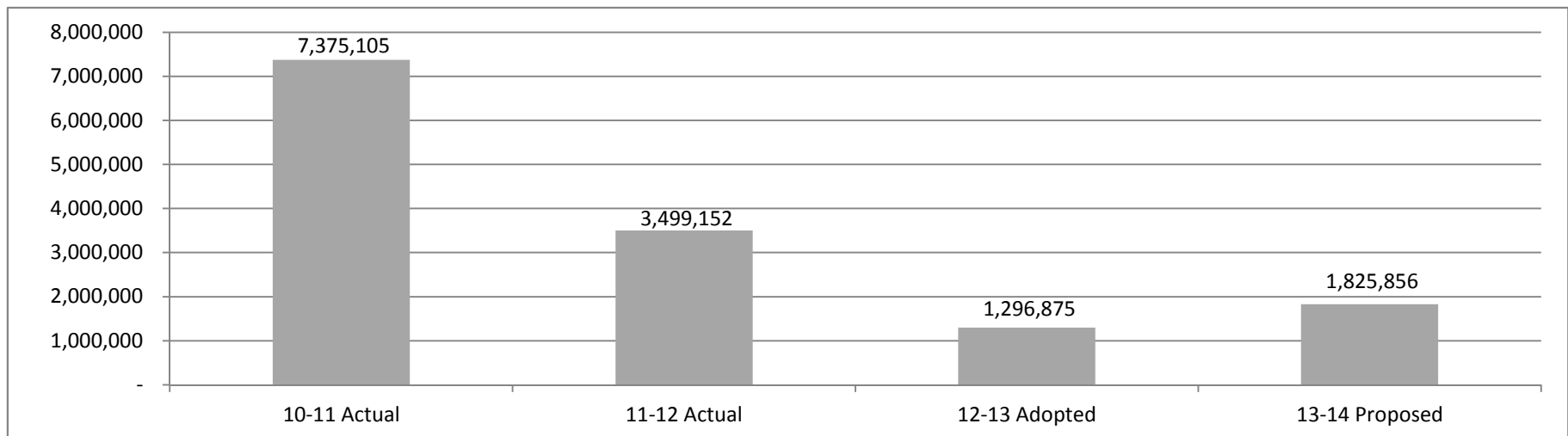




## Unexpended Plant Fund

<b>Resources:</b>	<b>10-11 Actual</b>	<b>11-12 Actual</b>	<b>12-13 Adopted</b>	<b>13-14 Proposed</b>
State Grants/Contracts	3,391,387	857,287	-	-
Interest Income	12,034	7,871	5,000	5,000
Miscellaneous Revenue	616,440	600,000	600,000	700,000
<b>Total Revenues:</b>	<b>4,019,861</b>	<b>1,465,158</b>	<b>605,000</b>	<b>705,000</b>
Beginning Cash Balance	3,355,243	2,033,994	691,875	1,120,856
<b>Unexpended Plant Resources:</b>	<b>7,375,104</b>	<b>3,499,152</b>	<b>1,296,875</b>	<b>1,825,856</b>

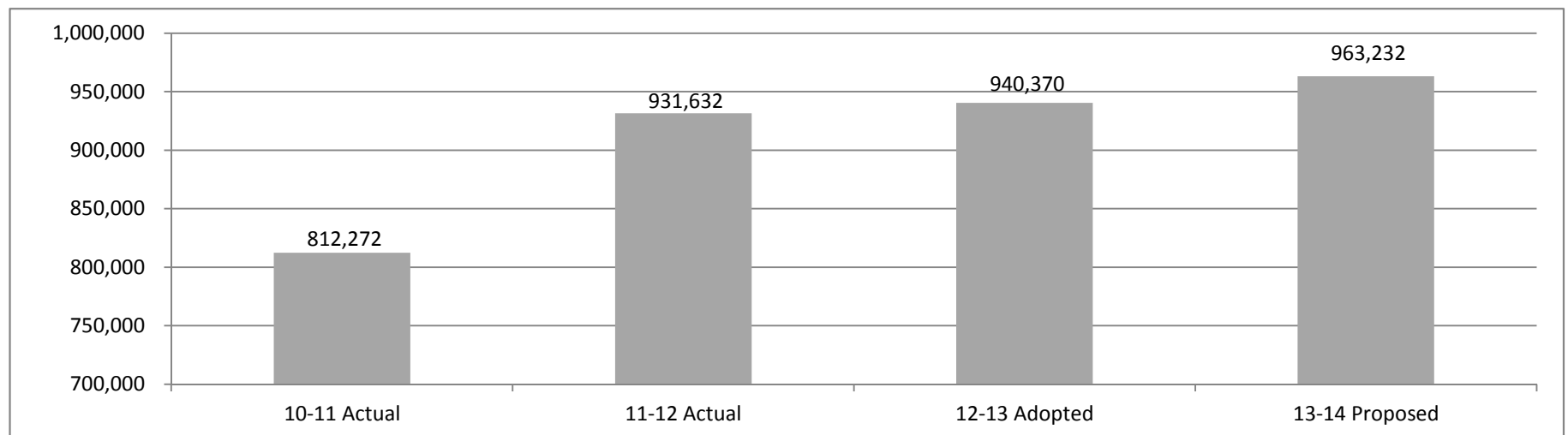
<b>Requirements:</b>	<b>10-11 Actual</b>	<b>11-12 Actual</b>	<b>12-13 Adopted</b>	<b>13-14 Proposed</b>
Payroll Expense	98,126	27,903	-	-
Operating Expense	406,018	226,357	148,367	1,145,856
Material & Supply Expense	3,663	9,290	-	-
Travel Expense	1,800	375	-	-
Capital Asset Expense	4,347,318	549,905	224,375	51,401
<b>Total Expenses:</b>	<b>4,856,925</b>	<b>813,830</b>	<b>372,742</b>	<b>1,197,257</b>
Ending Cash Balance	1,906,056	2,073,134	312,612	-
<b>Sub-total Requirements:</b>	<b>6,762,981</b>	<b>2,886,964</b>	<b>685,354</b>	<b>1,197,257</b>
Transfers Out	612,124	612,188	611,521	628,599
<b>Unexpended Plant Requirements:</b>	<b>7,375,105</b>	<b>3,499,152</b>	<b>1,296,875</b>	<b>1,825,856</b>



## Plant Fund Debt Service

<b>Resources:</b>	<b>10-11 Actual</b>	<b>11-12 Actual</b>	<b>12-13 Adopted</b>	<b>13-14 Proposed</b>
Property Tax - Debt Service	258,633	301,683	313,383	334,633
Beginning Working Capital	(73,631)	-	-	-
<b>Sub-Total Resources:</b>	<b>185,002</b>	<b>301,683</b>	<b>313,383</b>	<b>334,633</b>
Transfers In	627,270	629,950	626,987	628,599
<b>Debt Service Resources:</b>	<b>812,272</b>	<b>931,633</b>	<b>940,370</b>	<b>963,232</b>

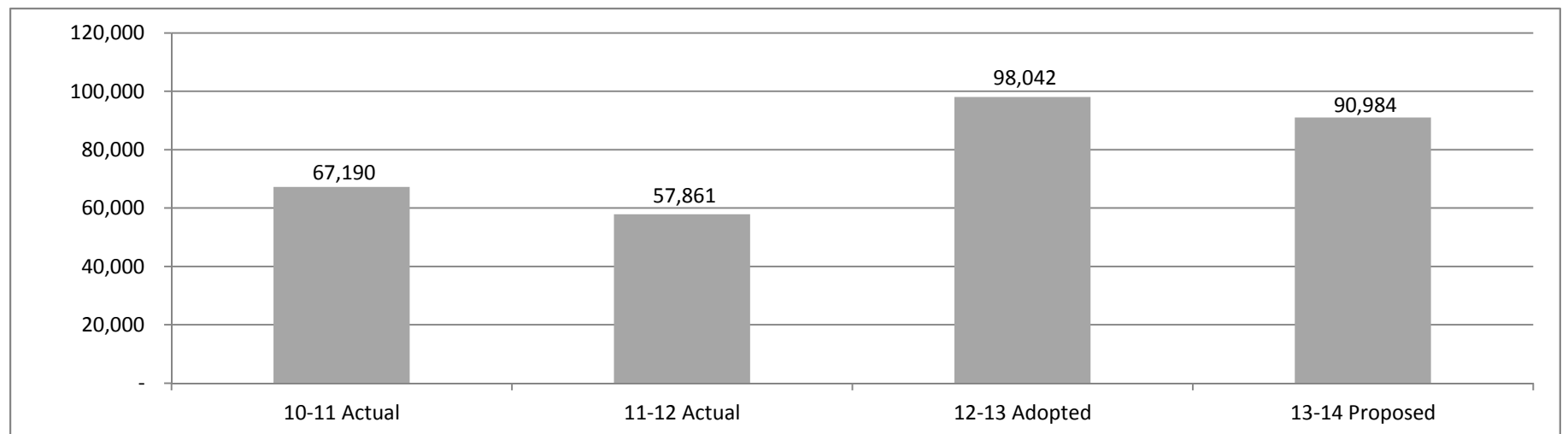
<b>Requirements:</b>	<b>10-11 Actual</b>	<b>11-12 Actual</b>	<b>12-13 Adopted</b>	<b>13-14 Proposed</b>
Interest & Fees	491,973	479,837	461,923	443,059
Debt service payments	393,930	451,795	478,447	520,173
<b>Total Expenses:</b>	<b>885,903</b>	<b>931,632</b>	<b>940,370</b>	<b>963,232</b>
Ending Working Capital	(73,631)	-	-	-
<b>Debt Service Requirements:</b>	<b>812,272</b>	<b>931,632</b>	<b>940,370</b>	<b>963,232</b>



## Clubs and Organizations Fund

Resources:	10-11 Actual	11-12 Actual	12-13 Adopted	13-14 Proposed
Public Service	26,534	26,801	19,000	8,735
Student Service	5,934	13,194	13,675	20,000
<b>Total Revenues:</b>	<b>32,468</b>	<b>39,995</b>	<b>32,675</b>	<b>28,735</b>
Beginning Working Capital	8,924	14,361	62,367	59,249
<b>Sub-Total Resources:</b>	<b>41,392</b>	<b>54,356</b>	<b>95,042</b>	<b>87,984</b>
Transfer In	25,800	3,500	3,000	3,000
<b>Club &amp; Organization Resources:</b>	<b>67,192</b>	<b>57,856</b>	<b>98,042</b>	<b>90,984</b>

Requirements:	10-11 Actual	11-12 Actual	12-13 Adopted	13-14 Proposed
Public Service	29,461	32,080	28,900	19,099
Student Service	26,421	22,281	19,812	28,185
<b>Sub-Total Requirements:</b>	<b>55,882</b>	<b>54,361</b>	<b>48,712</b>	<b>47,284</b>
Ending Working Capital	6,808	-	46,330	40,700
<b>Sub-Total Expenditures:</b>	<b>62,690</b>	<b>54,361</b>	<b>95,042</b>	<b>87,984</b>
Intrafund Transfers Out	4,500	3,500	3,000	3,000
<b>Club &amp; Organization Requirements:</b>	<b>67,190</b>	<b>57,861</b>	<b>98,042</b>	<b>90,984</b>



## Non-Plant Debt Service

Resources:	10-11 Actual	11-12 Actual	12-13 Adopted	13-14 Proposed
Local Grants/Contracts	415,356	350,956	461,968	490,932
Interest Income	1,010	1,157	1,000	1,000
<b>Total Revenues:</b>	<b>416,366</b>	<b>352,113</b>	<b>462,968</b>	<b>491,932</b>
Beginning Working Capital	(352,322)	(352,322)	-	-
<b>Non-Plant Debt Resources:</b>	<b>64,044</b>	<b>(209)</b>	<b>462,968</b>	<b>491,932</b>

Requirements:	10-11 Actual	11-12 Actual	12-13 Adopted	13-14 Proposed
Bank Service Fees	160	121	120	120
Interest	341,205	337,724	332,848	326,812
Debt service payments	75,000	105,000	130,000	165,000
<b>Total Expenses:</b>	<b>416,365</b>	<b>442,845</b>	<b>462,968</b>	<b>491,932</b>
Ending Working Capital	(352,322)	(443,054)	-	-
<b>Non-Plant Debt Requirements:</b>	<b>64,043</b>	<b>(209)</b>	<b>462,968</b>	<b>491,932</b>

