



# ADOPTED BUDGET

JULY 1, 2020-  
JUNE 30, 2021



**Linn-Benton**  
Community College

LBCC is an equal opportunity educator and employer.

Linn-Benton Community College  
 Adopted 2020-21 Budget  
 Budget Committee Members

Local Budget Law requires that the Budget Committee be composed of the seven elected Board of Education members and seven appointed voters of the College District.

| BOARD OF<br>EDUCATION | TERM ENDS | CITIZEN<br>MEMBERS   | TERM ENDS |
|-----------------------|-----------|----------------------|-----------|
| Tony Lapiz            | 2023      | Tom<br>Oliver        | 2020      |
| Jeannie<br>Davis      | 2023      | Kristie<br>Hernandez | 2020      |
| Dick<br>Running       | 2023      | Nikki<br>Warner      | 2022      |
| Kristin<br>Adams      | 2023      | Chanz<br>Keeney      | 2022      |
| Jim<br>Merryman       | 2021      | Rocio<br>Munoz       | 2020      |
| Linda<br>Modrell      | 2021      | Patrick<br>Malone    | 2022      |
| Joan<br>Reukauf       | 2021      | Vacant               | 2022      |

ADMINISTRATION

Greg Hamann, President

Ann Buchele, Vice President, Academic Affairs and Workforce Development

Sheldon Flom, Vice President, Finance and Operations

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# College Mission, Values and Strategic Goals

## Our Mission and Core Themes:

To engage in an education that enables all of us to participate in, contribute to, and benefit from the cultural richness and economic vitality of our communities.

- **Educational Attainment**
  - **Cultural Richness**
  - **Economic Vitality**
- 

## Our Values:

At Linn-Benton Community College, our values serve as the foundation that inspires our actions and unites us as a community. As responsible stewards, we are committed to:

- **Opportunity:** We support the fulfillment of potential in ourselves and each other.
  - **Excellence:** We aspire to the highest ideal with honesty and integrity.
  - **Inclusiveness:** We honor and embrace the uniqueness of every individual, and promote the free and civil expression of ideas, perspectives and cultures.
  - **Learning:** We commit to the lifelong pursuit of knowledge, skills and abilities to improve our lives and our communities.
  - **Engagement:** We openly and actively connect as students, faculty, staff and community.
- 

## Our Strategic Goals:

- **Productivity** - Increase completion to 50%
  - **Equity** - Completion that is demographically representative of District
  - **Quality** - Completion that demonstrates capacity to better one's life and contribute back to our community
-

# Budget Categories

## Funds

The college budgets using separate, self-balancing funds that are operated by independent rules based on the nature of the intended use. Descriptions of each of these funds are below with detailed budget resources and requirements outlined in the individual budget sections.

- General Fund –The primary operating fund of the college serving to accomplish its basic educational mission.
  - Auxiliary Fund – Self-balancing funds with specific purpose and dedicated charges.
  - Special Projects– Used to budget and account for grants, contracts and projects funded from federal, state, and local agencies. Funds are restricted to the purpose designated by the grantee and each individual fund has a net working capital account.
  - Capital Projects – Used for costs related to construction and improvement of college facilities and for the acquisition of major equipment.
  - Debt Service – Budgets and accounts for principal and interest payments related to the college’s long-term debt obligations.
  - Enterprise Fund – Accounts for college food services, bookstore, printing services, and other entrepreneurial activities that function similarly to private, self-supporting businesses.
  - Financial Aid Fund – Serves to account for grants, scholarships, loans and other aid processed for students.
  - Agency Fund – Used to account for funds relating to student government, student clubs and other outside agencies for which the college is acting as a fiscal agent.
- 

## Expense Functions

Within each fund expenses are budgeted and presented by major functional area. This serves as the category describing the basic purpose the funds support.

- Instruction – Includes all faculty costs and expenses for resources used directly for instruction in the classroom.
- Instructional Support – Costs directly supporting the instructional mission. Includes library services, program directors and other areas providing immediate support to students’ educational attainment.
- Student Services – Includes costs for registration, financial aid, enrollment, admissions and advising along with other services and efforts to support students outside of the classroom.
- Community Services – Covers costs related to non-instructional efforts toward public services external to the college’s primary educational mission.
- College Support – Includes general administration, human resources, financial operations and other expenses used to manage and maintain the college.
- Plant Operations/Maintenance – Costs relating to the operation of physical plant including grounds and repair.
- Plant Additions – Includes costs for major structural improvements relating to renovation of buildings, infrastructure, land or other areas outside of ongoing operational efforts.

## President’s Budget Message

The budget herein is presented to the Linn-Benton Community College (LBCC) Budget Committee and district residents. This budget message provides both a description of our current budget environment and an outline of the fundamental approach to resource allocation moving forward.

While LBCC is no stranger to budgeting during uncertain times, the 2020-21 fiscal year brings an unprecedented level of challenges, both known and unknown. The Coronavirus pandemic, combined with our statewide response, has had a tremendously damaging impact on state revenue projections, student enrollment, unemployment levels, and operational and instructional delivery for the College. While the full result on these areas remains uncertain, there is no doubt that they will negatively impact this 2020-21 budget. With some many unknowns, we have produced this budget based on several key parameters that form the basis for forward planning. The Governor has provided an initial response to address projected budget shortfalls through reduced state spending. The projected impact on LBCC has been incorporated into this budget. Additionally, the Board of Education has provided guidance on spending and reserve balances in addition to expected tuition adjustments. We believe that the budgetary tools and administrative approaches we have adopted over the past few years will be effective tools for making constructing a budget centered around these financial parameters.

|                          | 2019-20              | 2020-21               |
|--------------------------|----------------------|-----------------------|
|                          | Estimated            | Projection            |
| State Aid                | 23,465,668           | 19,476,504            |
| Property Tax             | 8,976,772            | 9,380,727             |
| Tuition                  | 20,312,096           | 21,349,029            |
| Other Revenue            | 912,280              | 863,578               |
| <b>Revenue</b>           | <b>\$ 53,666,816</b> | <b>\$ 51,069,838</b>  |
| Personnel Costs          | 46,497,647           | 47,599,474            |
| Materials/Services       | 6,087,410            | 6,087,410             |
| Performance Packages     | -                    | 296,807               |
| Capital Proj Oper Costs  | -                    | -                     |
| Strategic Investments    | -                    | 200,000               |
| Operational Efficiencies | -                    | (2,924,496)           |
| Transfers Out            | 1,836,468            | 1,875,768             |
| <b>Expenses</b>          | <b>\$ 54,421,525</b> | <b>\$ 53,134,963</b>  |
|                          |                      |                       |
| <b>Net</b>               | <b>\$ (754,709)</b>  | <b>\$ (2,065,125)</b> |

As with previous budgets, the 2020-21 budget has been developed with an eye toward our future-facing projection model which provides a strategic, long-term approach to resource allocation and ensures the college is poised to fund both ongoing operations and investments in the future despite the difficult realities of the community college funding (see Figure 1 for example). Much greater focus has been made this year, however, in addressing the immediate impact on enrollment and state funding going into the second year of this biennium. The pandemic response has forced a more direct focus on adjustments for the coming fiscal year as LBCC has considered several potential financial scenarios.

*Figure 1 - The above projection model is constructed using variables for all major revenue and expense categories. The variables can be adjusted according to the latest projections and shifts in expectations making the model dynamic and flexible. New investments are built into the model as well as assumptions for inflation-based growth and other elements that make the model a picture of sustainable operations. With the mission “baked” into the model it is a matter of securing the funding so investment variables can be met.*

## Funding Model

The college operates on three primary revenue sources: property taxes, tuition and fees, and state appropriations. Reliance on these three sources has created a challenging dynamic with a limited number of balancing levers. This model, however, has not been static as shifts in the funding mix have created new budget considerations for the college. Figure 3 illustrates the change in each of the primary revenue sources over the previous ten years. The most glaring change is the relative positions of State Aid and Tuition revenue in 2008-09 compared to 2019-20. A decade ago, State Aid covered 52% of operational needs for the college, but now this percentage of revenue support has slipped to just 38%, with that decrease in State support being filled over this period by increases in overall tuition and fees revenue. Any narrative that tuition increases have been driven by rampant spending in higher education has proven untrue for LBCC. The trend illustrated in Figure 3 shows the tuition increases over time have been most directly a product of divestment from the State of Oregon. Further information on each of the primary revenue sources follows.

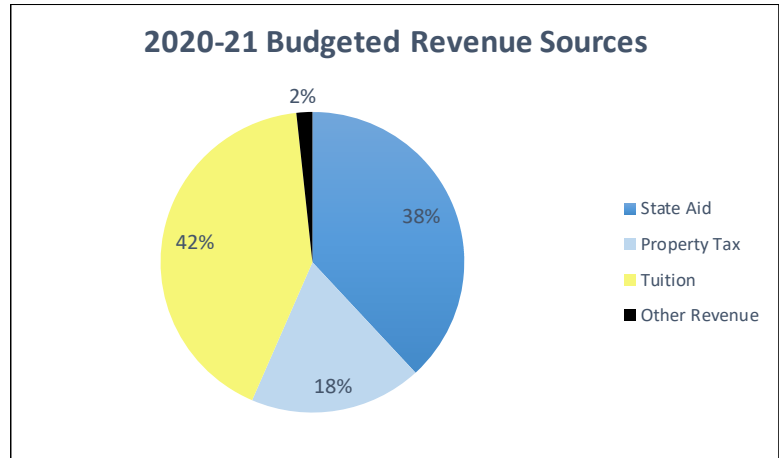


Figure 2- Tuition and State Aid provide a combined 80% of overall funding for LBCC

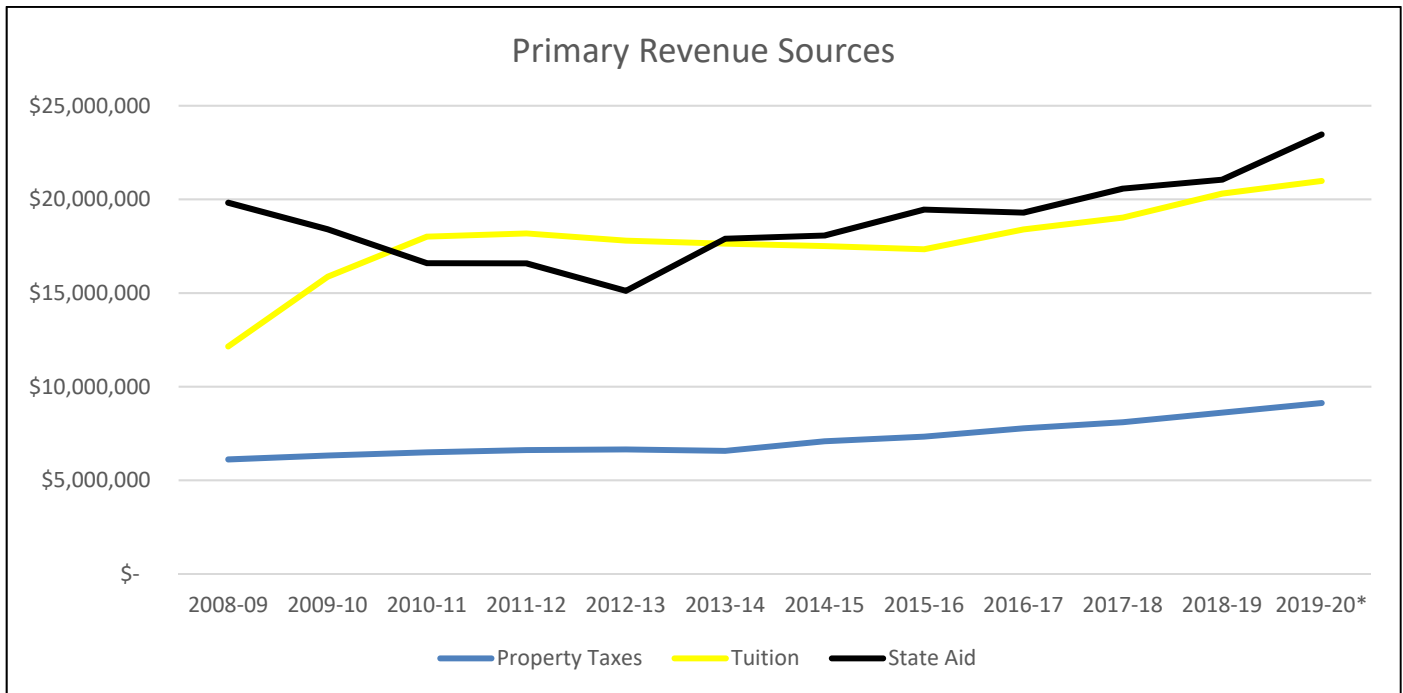


Figure 3 - 2019-20 saw state funding finally surpass the level provided ten years prior. Over this period, the relative reliance on tuition and fees has increased. Expected reductions in state funding for the 2020-21 year will result in state aid providing just 38% of total funding.

## Property Taxes

Though steady and predictable, property taxes are subject to statutory limitations that do not allow for local government control of revenue generation. Measure 50 established permanent tax rates for all local districts and limited future growth to the lower of real market value or assessed value. Local governing boards no longer have the ability to adjust levy rates. Additionally, property tax revenue accounts for less than 20% of the operating funds for the College.

## Tuition Revenue

### Enrollment

Tuition and fee revenue is based on both enrollment levels and the tuition rate set by the Board of Education. The enrollment outlook for the College in 2020-21 is an especially challenging figure to project in the current environment. The daily life and routines of many students are heavily disrupted and the prospect of committing to a college education may not seem possible. However, enrollment levels at community colleges have always carried a high correlation with unemployment levels. LBCC is no exception as the Figure 4 below illustrates. Unfortunately, the statewide Coronavirus response has resulted in immediate unemployment for a large number of residents in the service district. Individuals facing unemployment with limited job prospects traditionally look to the community college as a positive step forward and an investment in a better future. For this reason it is possible enrollment may increase in the coming fiscal year. However, it is unclear when the current restrictions will lift and even more unclear how long it will take for employment to return to pre-response levels. Return could be abrupt or a longer-term recession may also be a possible outcome. LBCC is budgeting cautiously while ensuring instructional capacity will be available should the increase happen.

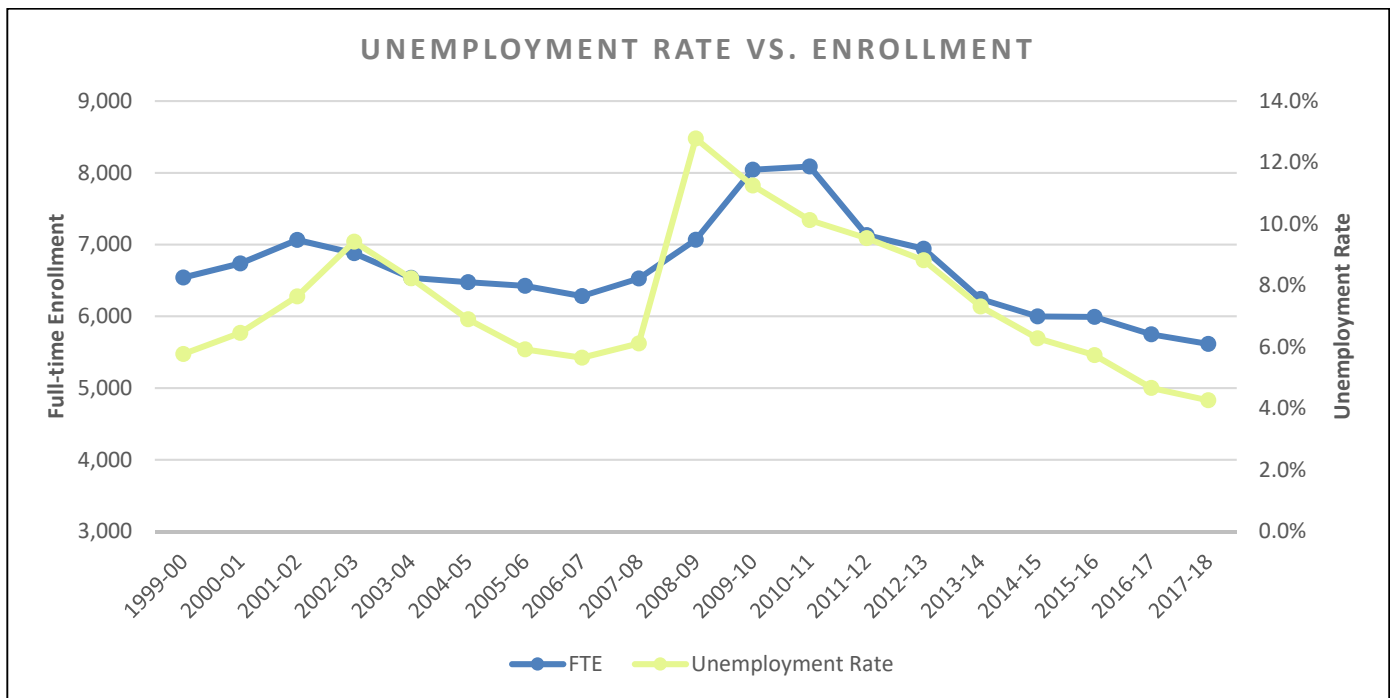


Figure 4 - Historically, the unemployment rate has shared a very high correlation with community college enrollment as workers return to school to retool or find skills/education in a different field. This chart shows a blended unemployment rate for Linn and Benton Counties.



### Tuition Rate

Lack of state funding has created added demand on tuition revenue. As discussed, total tuition revenue is impacted by the cyclical nature of enrollment. In order to create the long-term trend of tuition support for the overall funding model the tuition rate itself must be adjusted over time. The tuition rate has been adjusted unevenly over time. Figure 5 illustrates a series a large increases followed by tuition freezes. This volatility is difficult for students to plan their personal finances around. The preferred model that began in 2016-17 is to trend the increases down and, ultimately, adopt an annual, incremental increase in the tuition rate going forward. The level of the annual increase is influenced by other revenue sources and any resulting budget shortfall. With that understanding, the Board of Education adopted a 4.25% increase for the 2020-21 academic year in March. However, the extreme situation created by the pandemic and the resulting state aid reduction has led the College to recommend an increase of 10.0% to the Board instead. This increase will allow for a balanced approach in addressing the structural budget deficit the College faces. Though significant revenue questions remain, LBCC continues to seek a balanced solution that does not put undue burden on tuition.

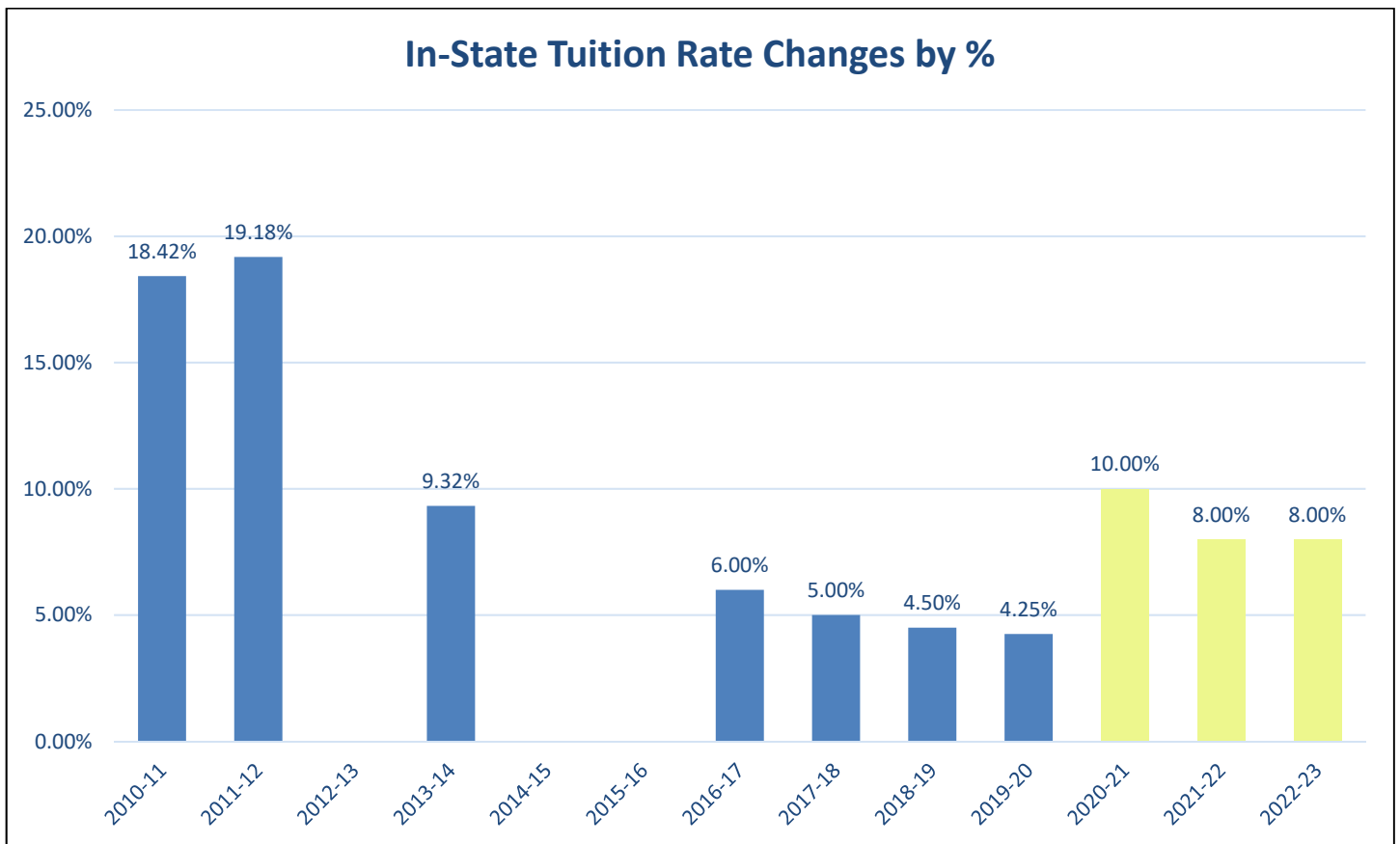


Figure 5 - The college has shifted to a model that adopts smaller, annual tuition rate increases rather than tuition freezes followed by large spikes. The blue columns represent tuition rates approved by the Board of Education while the yellow columns represent proposed/projected tuition rate increases needed to continue to desired trend of incremental increases.

Tuition increases, however, cannot come without careful consideration of student affordability. With the understanding that attending college has far-reaching financial impact on a student’s life (well beyond just the cost of tuition), we have now begun to shift the discussion of affordability into operational reality. LBCC is creating the personnel structure,

administrative processes, and culture shift needed to steer more traditional methods of student support toward the current reality of affordability in higher education. The Linn-Benton Community College Foundation has also taken an active role in generating new funds and leveraging existing monies toward affordability-related use. The college's reliance on tuition revenue is a funding reality. However, our efforts to identify students in financial need, marshal resources for support, and deliver them in a targeted and timely manner is key to making that reality part of a sustainable model for our students and community. This effort has been made even more important given the adverse impact the Coronavirus response has had on the most vulnerable populations in our communities.

### State Appropriation

Approximately 38% of the college's funding has come from state aid as appropriated from the Community College Support Fund (CCSF). When the CCSF is determined, the amount set aside for each college is calculated by an established formula. The primary consideration in the formula is each college's enrollment relative to all other schools. The formula calls for a three-year weighted average of that relative enrollment percentage. The formula weights the most recently completed academic year full-time enrollment figure at 40% with prior years two and three weighted at 30% each. This weighted full-time enrollment figure is then calculated as a percentage of total statewide enrollment. Thanks in large part to our enrollment and retention efforts, LBCC has seen its proportionate share of the overall support fund increase. Though LBCC's expected relative position is favorable, substantial increase to the CCSF is vital to the sustainability of the funding model and ability to fully serve our shared mission.

The amount provided to the CCSF is a combination of available funding from overall state revenues and the legislative decision to move those funds to community colleges. State aid is therefore largely an economic and political decision outside of our direct control. This budget has been developed under the assumption of \$586 million being provided to the CCSF. 2020-21 represents the second year of the biennium. The biennium began with a CCSF level of \$640.9 million. The Governor has proposed an 8.5% reduction to the CCSF. With this entire reduction having to come from the second year of the biennium, this represents a 17% reduction to expected state aid when looking only at the 2020-21 fiscal year.

### 2020-21 Budget Challenges

The funding model outlined above provides the context behind the financial challenges addressed in this proposed 2020-21 budget.

The 8.5% reduction for the 2019-21 biennial Community College funding equates to a 17% decrease for the second year of the biennium. This equates to approximately \$3.8 million lower state aid than initially projected. At the time of this proposed budget the state aid level is not finalized and is subject to change. The College is proposing a 10.0% increase to the tuition rate, which would produce approximately \$1.1 million more than initially projected. This leaves the ultimate state funding level as the most influential, unknown variable. As state aid levels are finalized by fiscal year end 2019-20 the College will adjust spending levels accordingly to ensure fund balance levels remain adequate and in-line with parameters set by the Board of Education (see Figure 6 for historical fund balance figures). In recent history the Board of Education has adopted a target fund balance level of 10% of the annual budget. With recent developments around state funding reductions the Board has offered new parameters on fund balance. Moving into the 2020-21 year the College can plan to spend up to half of the fund balance at the close of 2019-20. This new parameter would allow for up to \$3 million in additional deficit spending. The remaining \$3 million would remain as the minimum fund balance level. This new minimum represents approximately 6% of the annual budget. This adjustment recognizing the extraordinary circumstances facing the College and allows for greater financial flexibility to adapt to budgetary adjustments.

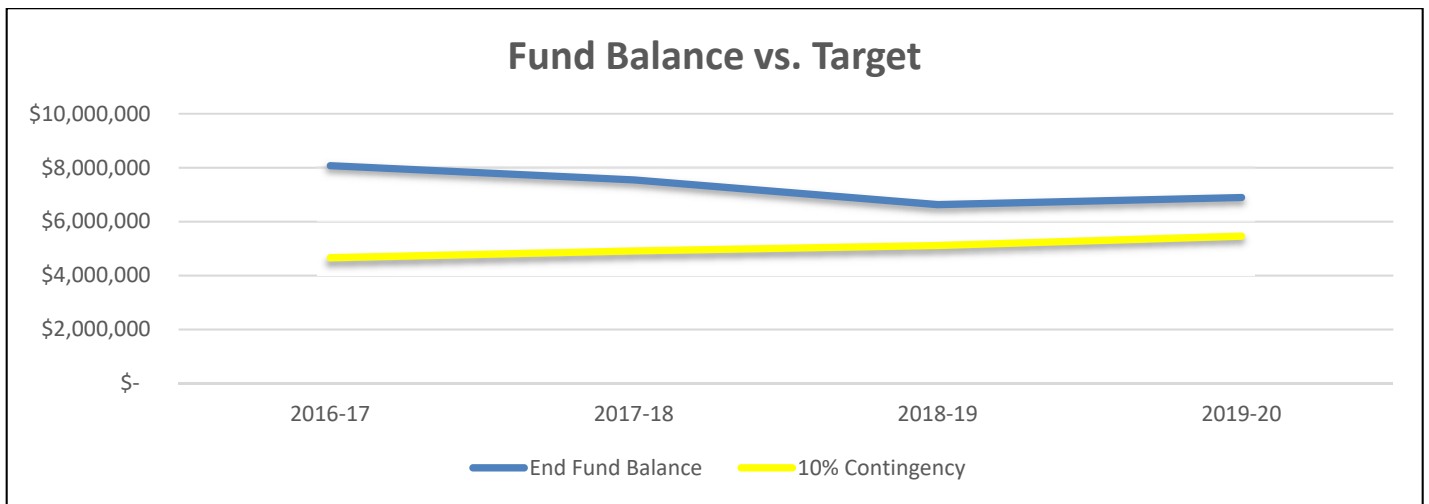


Figure 6 - The Governing Board has set a target fund balance level of 10% of annual revenue. These reserve funds can be spent down to the 10% target level as cost reductions are phased in.

### Retirement Costs

One expense category of note that the college holds no direct control over is the required contribution to the Public Employees Retirement System (PERS). The college makes mandatory contributions for all eligible employees to the PERS system. These contributions represent direct expenses to the college. The contribution rates, as set by PERS, increased by an average of 38.2% for the 2019-21 biennium although there is no additional increase for the 2020-21 year (second year of the biennium). No additional or improved benefits were distributed to employees through this increase; it is only the added cost of paying for the same retirement benefit. These ongoing PERS costs are built into this budget. These historically high increases represent the funding required to make the pension system sustainable and fully funded going forward. The unfunded actuarial deficit driving these large rate increases was expected to level off once the 2023-25 biennium begins, however, the economic and market impact of the pandemic may change the long-term cost outlook for this major operational cost.

### Investment Opportunities

In line with the mission-driven budget philosophy, this budget recommends the consideration of three primary avenues of investment in LBCC's future: operational costs associated with capital projects, performance packages to further mission and goals, and strategic funding of new initiatives. The total for the three initiatives is \$496,807 for 2020-21. These investments will provide direct support for Guided Pathways, program expansion and stability, and the full operational capacity of new instructional buildings.

### Capital Project Operating Costs

The majority of projects funded through voter-approved General Obligation bonds in 2014 have been completed, with just one major project awaiting for the 2020-21 fiscal year. The expenses recommended in this budget relate primarily to the construction costs associated with the Benton Center Expansion in Corvallis. The budget must not only factor in the one-time costs for project construction, but the ongoing operational needs that will continue each year going forward. Though construction will take place during the fiscal year it is not expected that the new center will be fully

operational during the year and, therefore, additional ongoing operational costs are not being recommended for the 2020-21 budget. A review of the major projects associated with General Obligation bonds follows.

*Heavy Equipment and Innovation Centers at the ATTC* - The new facilities at the Advanced Transportation Technology Center provide state-of-the-art learning environments for alternative fuel vehicles, including propane, natural gas, hybrid, and electric. Further space is dedicated to diesel/heavy equipment technicians, as well as alternative fuel training for workers already in the community. These buildings are completed and operational.

*Healthcare Occupations Center* - The healthcare industry is one of the few career fields that continues to grow even when the economy weakens. The new Healthcare Occupations Center, located in Lebanon close to major healthcare providers and education centers, brings all LBCC healthcare programs into one learning space and will allow for expanded program capacity. This building is completed and operational.

*Benton Center Expansion* - Growth in the college’s partnership program with OSU, which allows students to attend LBCC and OSU at the same time, and increased demand for the health, personal enrichment, and professional development opportunities at the center have contributed to the shortages in parking and classroom availability. This project will provide the space and parking to meet demand in Benton County. The Benton Center expansion design work has been completed and construction is expected to begin by the beginning of the fiscal year.

*Added capacity to Career Technical Education (Welding, Machine Tool, etc.) on Albany campus* - As auto/diesel and healthcare programs have moved to new facilities, the college has the opportunity to modernize and expand several key programs on its Albany campus in welding, machine tool, and advanced manufacturing, and create programs that respond directly to industry needs and put local people to work, such as non-destructive testing. This project has been completed.

### Performance Packages

Performance packages represent expansions of the existing budget made with a specific, targeted performance in mind. They are designed to allocate resources to strategic goals. Packages likely to be funded include:

|                            |  |    |        |
|----------------------------|--|----|--------|
| Science, Engineering, Math | 1.0 Faculty Physical Sciences                    | \$ | 99,000 |
| Facilities                 | 1.0 Classified Daytime Custodian                 | \$ | 62,807 |
| Information Services       | Secondary Internet Connection                    | \$ | 7,500  |
| Instructional Support      | Increase Instructional Furniture Budget          | \$ | 5,000  |
| Instruction                | 1.0 Faculty Online Learning                      | \$ | 70,000 |
| Public Safety              | 1.0 Classified Public Safety Officer – East Linn | \$ | 52,500 |

The majority of new funds are for faculty positions to provide staffing stability and bandwidth to meet demand for course offerings. Additionally, a faculty position will enable LBCC to increase the quality and quantity of online learning options for students. This investment is particularly valuable at a time when instructional delivery has been forced online due to the pandemic response. Addition to the area of Facilities is needed to meet the standards for cleaning and sanitation and the additional Public Safety position addresses an important area of ongoing security concern. These

recommendations are brought forward with the confidence that each one serves to not only further our established strategic goals, but will do so effectively, making the most use of student tuition dollars and taxpayer funds.

### Strategic Initiatives

The Board of Education has committed to continued funding for Strategic Investments. This funding level has been reduced to \$200,000 annually from \$500,000 as part of the effort to address possible budget deficits. Strategic investments are projects that are unproven but worthy of consideration for a short period of time (no more than two years) in order to be tested. Successful companies do not abandon research and development budgets in tighter financial times but consider them investments in a better future for the organization. The Board's commitment to this funding reflects a similarly bold approach to the future of LBCC. Examples of some of the initiatives include:

- International Student Writing Support – funds to create direct reading and writing support for International Students. This vital support is enabling International Students to overcome some of their most challenging hurdles through dedicated help offered in the Learning Center.
- Center for Teaching & Learning Assessment – potential expansions to the core center allowing for targeted, continuous, faculty-focused improvement projects. The funding supports a scalable model with moving pieces that can be tested and funded according to their success.

### Cost Reductions

Some cost reductions have been identified to begin the effort of shrinking the overall cost structure for the college. The approach taken in seeking these cost reductions was consistent with the mission-based budget philosophy that does not call for across the board reductions. Instead, funds are divested according to the value each contributes to the strategic goals of the college. With more than 86% of the college budget dedicated to personnel costs, any substantial reductions inevitably impact individual positions. Any additional actions needed for the 20-21 year will be difficult but will be made with purpose and hope that the college can come through these financial challenges stronger, more dynamic, and backed by a sustainable budget model.

LBCC will continue to seek additional savings in preparation for potentially insufficient state funding. The budget projection model not only allows us to see the effects of changing variables, but enables a more balanced approach to the changing financial environment. The college will pursue further efficiencies where the budget projection model calls for reductions and will seek every opportunity to balance quality with cost.

### Summary

Like so many companies, institutions, and individuals, LBCC's resiliency and commitment to our mission is being tested like never before. However, we are confident and committed to coming through this difficult time as a stronger, even more focused institution with a sustainable financial model supporting it. This budget calls for the following:

- Targeted increases and investments that improve our operational capacity to engage in ongoing pandemic response challenges as well as building our instructional capabilities to meet the remote learning and program demands of the community.
- Increase in tuition revenue via a 10.0% tuition rate adjustment – this proposed increase recognizes the reality of the college's funding model and asks students to help aid in the funding of their ongoing education but does not disproportionately burden them with higher costs.

- Identifying costs savings - expense reductions that improve the budget picture but have the least amount of impact on students as possible. Just as additions are made to the budget that most directly impact strategic goals, reductions are also considered strategically to minimize impact.

While the LBCC budget has always been developed with an eye toward the future, we are now more aware than ever of how the changing environment impacts us financially. We will continue to meet this changing environment with a hopeful, creative approach that never compromises our belief that the best way to improve our communities is through the education we provide.

### Acknowledgments

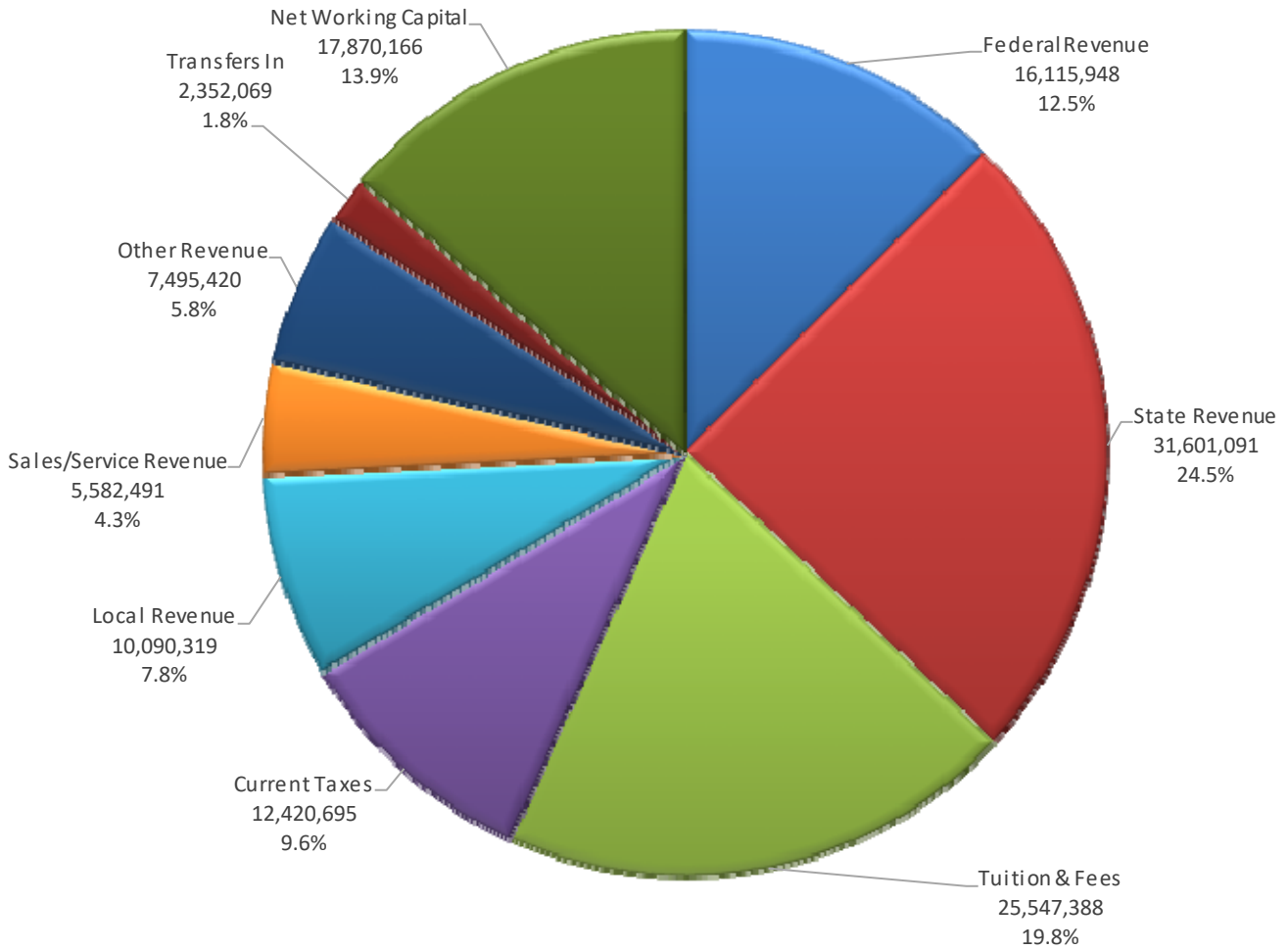
I want to extend my sincere gratitude to all faculty, academic professionals, classified employees, and the confidential and management team for their dedication, commitment, and professionalism in our shared pursuit of our mission. I would also like to extend special thanks to those who have put a considerable amount of time, energy, and effort into the development of this budget. With the College core themes, strategic goals, and values in mind, they have extended their unconditional support, cooperation, and suggestions, and have resolved many difficult challenges that inevitably arise when dealing with budgeting constraints. Finally, I would like to recognize the Business Office budget staff for the incredible job they do in pulling together a very complex and comprehensive budget each year.

Sincerely,

A handwritten signature in black ink, appearing to read 'Greg Hamann', followed by a long horizontal line extending to the right.

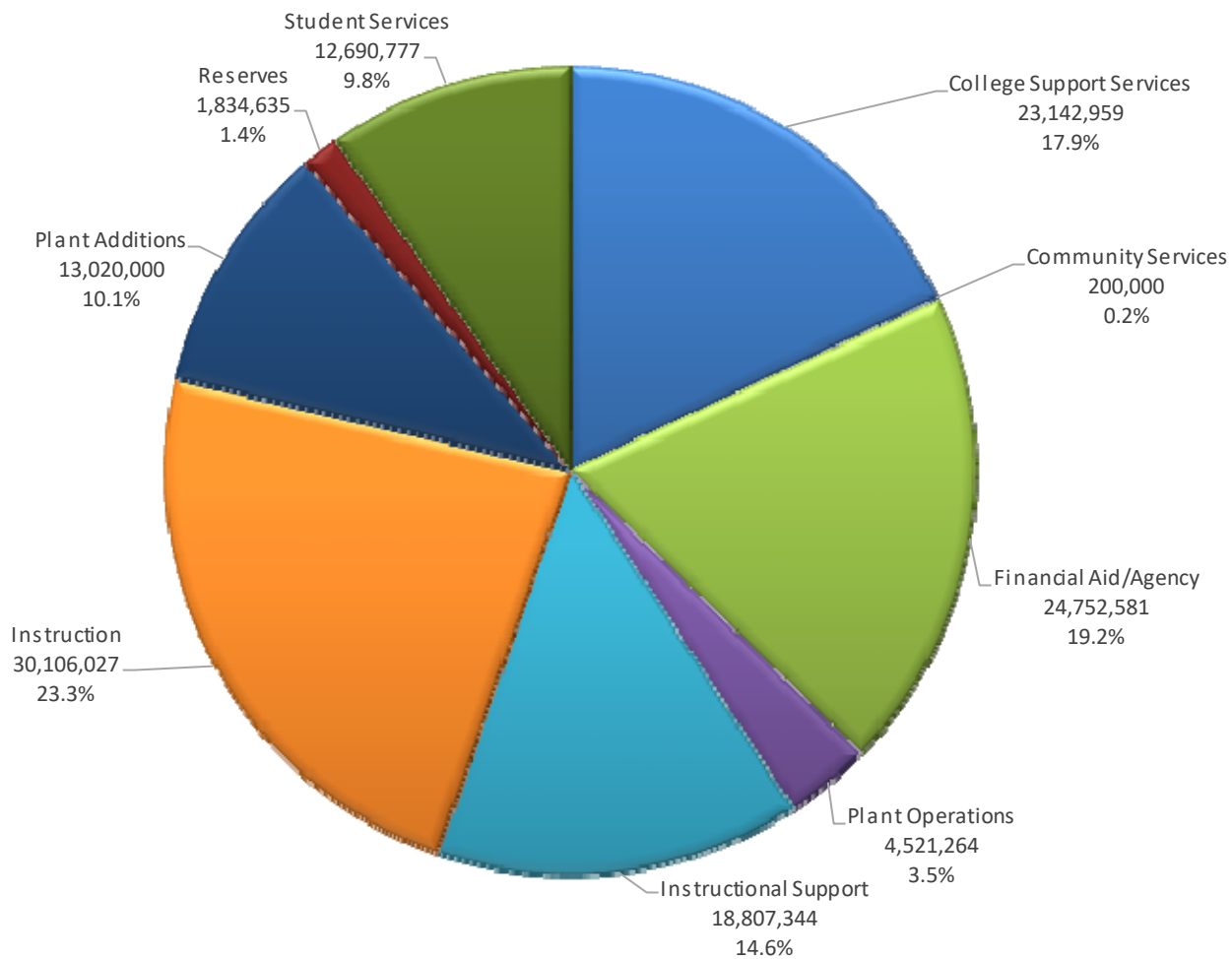
Greg Hamann  
President

# All Funds Resources



All Funds Resources by Source  
\$129,075,587

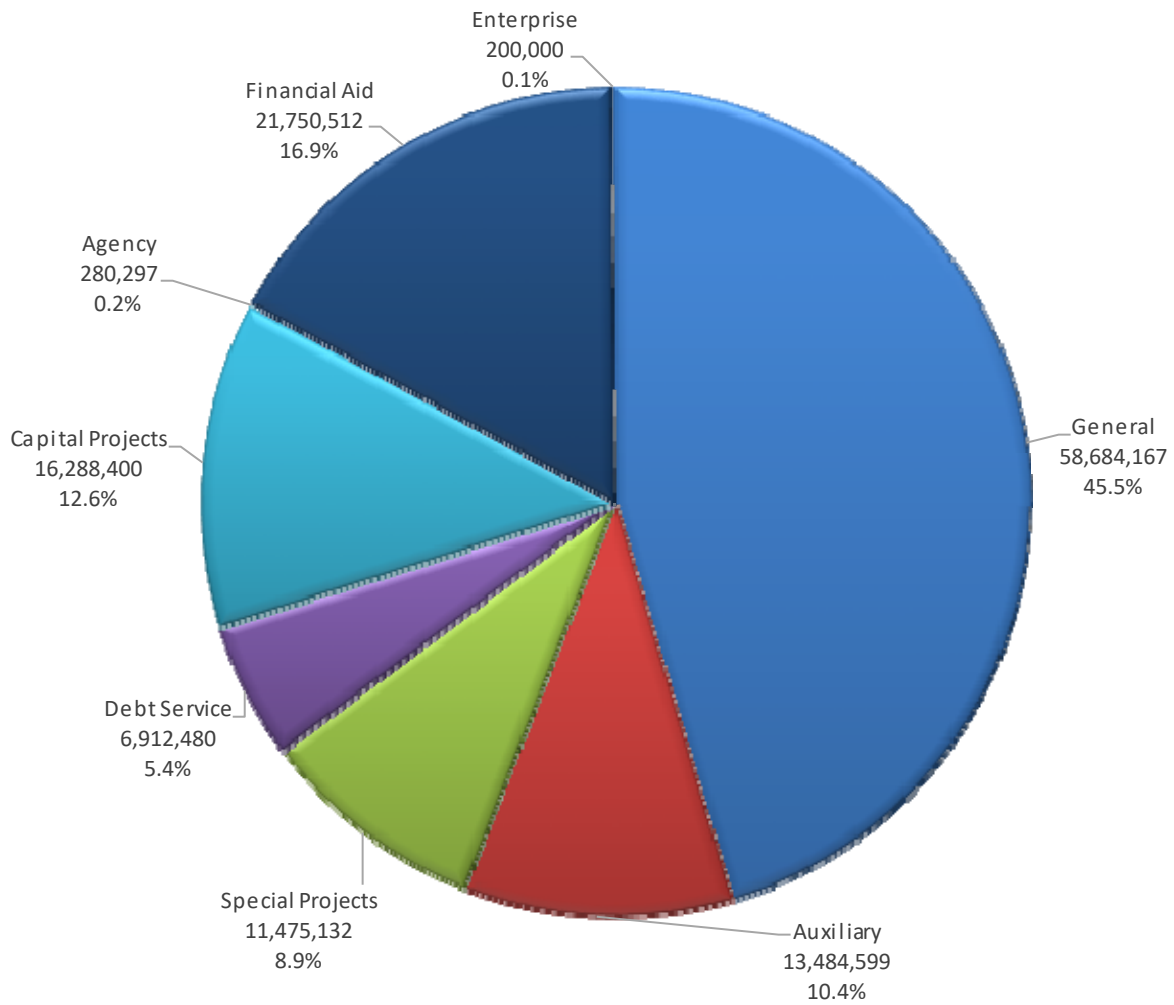
# All Funds Requirements by Program



Total Fund Requirements by Program  
\$129,075,587 Including Reserves



# All Funds Requirements by Fund



Total Requirements by Fund  
\$129,075,587

# Comparison of 2019-20 Adopted Budget to 2020-21 Proposed Budget

## Resources

| FUND                        | RESOURCES<br>CATEGORY           | RESOURCES                         |                        |                       |                   |
|-----------------------------|---------------------------------|-----------------------------------|------------------------|-----------------------|-------------------|
|                             |                                 | ADOPTED<br>& CHANGES<br>2019-2020 | ADOPTED<br>2020-2021   | DOLLAR<br>CHANGE      | PERCENT<br>CHANGE |
| <b>GENERAL</b>              | Net Working Capital (Carryover) | \$ 6,252,123                      | \$ 7,049,092           | \$ 796,969            | 12.75%            |
|                             | State Revenue                   | 21,807,632                        | 20,180,474             | (1,627,158)           | -7.46%            |
|                             | Local Revenue                   | 30,771,487                        | 30,701,581             | (69,906)              | -0.23%            |
|                             | Other Revenue                   | 716,992                           | 603,020                | (113,972)             | -15.90%           |
|                             | Transfers In                    | 150,000                           | 150,000                | 0                     | 0.00%             |
|                             | <b>TOTAL</b>                    | <b>\$ 59,698,234</b>              | <b>\$ 58,684,167</b>   | <b>\$ (1,014,067)</b> | <b>-1.70%</b>     |
| <b>AUXILIARY</b>            | Net Working Capital (Carryover) | \$ 2,233,322                      | \$ 1,289,065           | \$ (944,257)          | -42.28%           |
|                             | State Revenue                   | 24,000                            | 4,500                  | (19,500)              | -81.25%           |
|                             | Local Revenue                   | 6,203,241                         | 6,336,913              | 133,672               | 2.15%             |
|                             | Sales/Service Revenue           | 973,608                           | 5,582,370              | 4,608,762             | 473.37%           |
|                             | Other Revenue                   | 40,400                            | 42,400                 | 2,000                 | 4.95%             |
|                             | Transfers In                    | 474,478                           | 229,351                | (245,127)             | -51.66%           |
| <b>TOTAL</b>                | <b>\$ 9,949,049</b>             | <b>\$ 13,484,599</b>              | <b>\$ 3,535,550</b>    | <b>35.54%</b>         |                   |
| <b>SPECIAL<br/>PROJECTS</b> | Net Working Capital (Carryover) | \$ 1,130,856                      | \$ 873,889             | \$ (256,967)          | -22.72%           |
|                             | Federal Revenue                 | 2,603,958                         | 4,574,636              | 1,970,678             | 75.68%            |
|                             | State Revenue                   | 2,752,878                         | 2,910,117              | 157,239               | 5.71%             |
|                             | Local Revenue                   | 4,207,298                         | 3,116,490              | (1,090,808)           | -25.93%           |
| <b>TOTAL</b>                | <b>\$ 10,694,990</b>            | <b>\$ 11,475,132</b>              | <b>\$ 780,142</b>      | <b>7.29%</b>          |                   |
| <b>CAPITAL<br/>PROJECTS</b> | Net Working Capital (Carryover) | \$ 7,747,944                      | \$ 8,354,450           | \$ 606,506            | 7.83%             |
|                             | State Revenue                   | 10,500,000                        | 0                      | (10,500,000)          | -100.00%          |
|                             | Local Revenue                   | 6,987,530                         | 7,000,200              | 12,670                | 0.18%             |
|                             | Transfers In                    | 1,553,750                         | 933,750                | (620,000)             | -39.90%           |
| <b>TOTAL</b>                | <b>\$ 26,789,224</b>            | <b>\$ 16,288,400</b>              | <b>\$ (10,500,824)</b> | <b>-39.20%</b>        |                   |
| <b>DEBT<br/>SERVICE</b>     | Local Revenue                   | \$ 5,737,607                      | \$ 5,945,712           | \$ 208,105            | 3.63%             |
|                             | Transfers In                    | 715,769                           | 966,768                | 250,999               | 35.07%            |
| <b>TOTAL</b>                | <b>\$ 6,453,376</b>             | <b>\$ 6,912,480</b>               | <b>\$ 459,104</b>      | <b>7.11%</b>          |                   |

## Comparison of 2019-20 Adopted Budget to 2020-21 Proposed Budget Resources

| FUND                             | RESOURCES<br>CATEGORY           | RESOURCES                         |                       |                        |                   |
|----------------------------------|---------------------------------|-----------------------------------|-----------------------|------------------------|-------------------|
|                                  |                                 | ADOPTED<br>& CHANGES<br>2019-2020 | ADOPTED<br>2020-2021  | DOLLAR<br>CHANGE       | PERCENT<br>CHANGE |
| <b>ENTERPRISE</b>                | Net Working Capital (Carryover) | \$ 114,399                        | \$ 200,000            | \$ 85,601              | 74.83%            |
|                                  | Sales/Service Revenue           | 4,759,410                         | 0                     | (4,759,410)            | -100.00%          |
|                                  | Other Revenue                   | 23,000                            | 0                     | (23,000)               | -100.00%          |
|                                  | <b>TOTAL</b>                    | <b>\$ 4,896,809</b>               | <b>\$ 200,000</b>     | <b>\$ (4,696,809)</b>  | <b>-95.92%</b>    |
| <b>FINANCIAL<br/>AID</b>         | Net Working Capital (Carryover) | \$ 82,700                         | \$ 52,500             | \$ (30,200)            | -36.52%           |
|                                  | Federal Revenue                 | 11,541,312                        | 11,541,312            | 0                      | 0.00%             |
|                                  | State Revenue                   | 8,506,000                         | 8,506,000             | 0                      | 0.00%             |
|                                  | Local Revenue                   | 1,638,800                         | 1,578,500             | (60,300)               | -3.68%            |
|                                  | Transfers In                    | 67,921                            | 72,200                | 4,279                  | 6.30%             |
| <b>TOTAL</b>                     | <b>\$ 21,836,733</b>            | <b>\$ 21,750,512</b>              | <b>\$ (86,221)</b>    | <b>-0.39%</b>          |                   |
| <b>AGENCIES/<br/>CLUBS</b>       | Net Working Capital (Carryover) | \$ 188,701                        | \$ 51,170             | \$ (137,531)           | -72.88%           |
|                                  | Local Revenue                   | 141,259                           | 229,006               | 87,747                 | 62.12%            |
|                                  | Sales/Service Revenue           | 3,521                             | 121                   | (3,400)                | -96.56%           |
| <b>TOTAL</b>                     | <b>\$ 333,481</b>               | <b>\$ 280,297</b>                 | <b>\$ (53,184)</b>    | <b>-15.95%</b>         |                   |
| <b>TOTAL RESOURCES-ALL FUNDS</b> |                                 | <b>\$ 140,651,896</b>             | <b>\$ 129,075,587</b> | <b>\$ (11,576,309)</b> | <b>-8.23%</b>     |

# Comparison of 2019-20 Adopted Budget to 2020-21 Proposed Budget Requirements

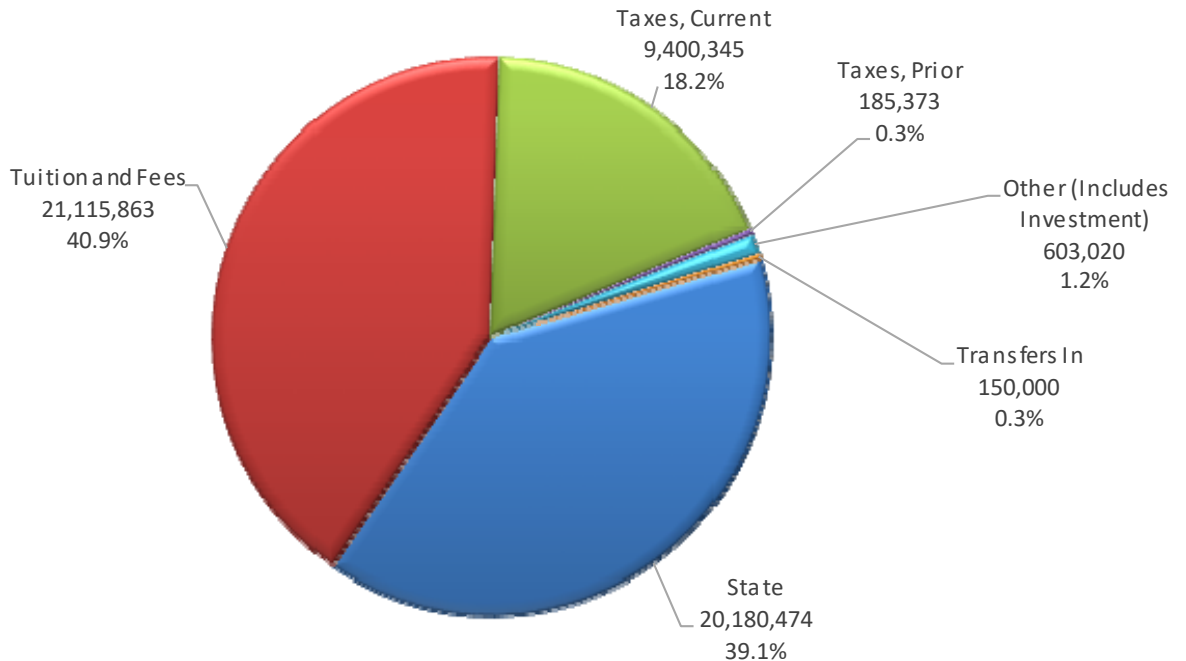
| REQUIREMENTS                |                          |                                   |                |                      |                |                       |                   |
|-----------------------------|--------------------------|-----------------------------------|----------------|----------------------|----------------|-----------------------|-------------------|
| FUND                        | PROGRAM<br>CATEGORY      | ADOPTED<br>& CHANGES<br>2019-2020 | FTE            | ADOPTED<br>2020-2021 | FTE            | DOLLAR<br>CHANGE      | PERCENT<br>CHANGE |
| <b>GENERAL</b>              | Instruction              | \$ 23,713,795                     | 228.565        | \$ 23,744,561        | 231.665        | \$ 30,766             | 0.13%             |
|                             | Instructional Support    | 10,495,134                        | 118.119        | 11,361,823           | 123.609        | 866,689               | 8.26%             |
|                             | Student Services         | 6,060,044                         | 65.087         | 5,994,538            | 64.646         | (65,506)              | -1.08%            |
|                             | College Support Services | 10,589,628                        | 85.018         | 11,338,803           | 84.926         | 749,175               | 7.07%             |
|                             | Plant Operations         | 2,761,422                         | 12.264         | 2,872,014            | 12.259         | 110,592               | 4.00%             |
|                             | Financial Aid/Agency     | 1,836,468                         | n/a            | 1,900,518            | n/a            | 64,050                | 3.49%             |
|                             | Reserves                 | 4,241,743                         | n/a            | 1,471,910            | n/a            | (2,769,833)           | -65.30%           |
|                             | <b>TOTAL</b>             | <b>\$ 59,698,234</b>              | <b>509.053</b> | <b>\$ 58,684,167</b> | <b>517.105</b> | <b>\$ (1,014,067)</b> | <b>-1.70%</b>     |
| <b>AUXILIARY</b>            | Instruction              | \$ 4,363,179                      | 32.790         | \$ 3,914,030         | 23.987         | \$ (449,149)          | -10.29%           |
|                             | Instructional Support    | 2,354,982                         | 21.722         | 2,388,231            | 21.585         | 33,249                | 1.41%             |
|                             | Student Services         | 1,066,423                         | 3.926          | 5,494,548            | 21.950         | 4,428,125             | 415.23%           |
|                             | Community Services       | 195,000                           | n/a            | 200,000              | n/a            | 5,000                 | 2.56%             |
|                             | College Support Services | 963,403                           | 1.000          | 956,125              | 1.000          | (7,278)               | -0.76%            |
|                             | Plant Operations         | 24,000                            | n/a            | 18,000               | n/a            | (6,000)               | -25.00%           |
|                             | Plant Additions          | 57,500                            | n/a            | 50,000               | n/a            | (7,500)               | -13.04%           |
|                             | Financial Aid/Agency     | 607,149                           | n/a            | 234,894              | n/a            | (372,255)             | -61.31%           |
|                             | Reserves                 | 317,413                           | n/a            | 228,771              | n/a            | (88,642)              | -27.93%           |
|                             | <b>TOTAL</b>             | <b>\$ 9,949,049</b>               | <b>59.438</b>  | <b>\$ 13,484,599</b> | <b>68.522</b>  | <b>\$ 3,535,550</b>   | <b>35.54%</b>     |
| <b>SPECIAL<br/>PROJECTS</b> | Instruction              | \$ 2,619,046                      | 29.292         | \$ 2,441,486         | 26.968         | \$ (177,560)          | -6.78%            |
|                             | Instructional Support    | 5,628,291                         | 11.088         | 4,873,890            | 10.662         | (754,401)             | -13.40%           |
|                             | Student Services         | 849,606                           | 4.290          | 926,310              | 4.298          | 76,704                | 9.03%             |
|                             | College Support Services | 1,184,152                         | 2.654          | 2,419,551            | 20.358         | 1,235,399             | 104.33%           |
|                             | Financial Aid/Agency     | 280,000                           | n/a            | 680,000              | n/a            | 400,000               | 142.86%           |
|                             | Reserves                 | 133,895                           | n/a            | 133,895              | n/a            | 0                     | 0.00%             |
|                             | <b>TOTAL</b>             | <b>\$ 10,694,990</b>              | <b>47.324</b>  | <b>\$ 11,475,132</b> | <b>62.286</b>  | <b>\$ 780,142</b>     | <b>7.29%</b>      |

## Comparison of 2019-20 Adopted Budget to 2020-21 Proposed Budget Requirements

| REQUIREMENTS                        |                          |                                   |                |                       |                |                        |                   |
|-------------------------------------|--------------------------|-----------------------------------|----------------|-----------------------|----------------|------------------------|-------------------|
| FUND                                | PROGRAM<br>CATEGORY      | ADOPTED<br>& CHANGES<br>2019-2020 | FTE            | ADOPTED<br>2020-2021  | FTE            | DOLLAR<br>CHANGE       | PERCENT<br>CHANGE |
| <b>CAPITAL</b>                      | Instruction              | \$ 5,450                          | n/a            | \$ 5,950              | n/a            | 500                    | 9.17%             |
| <b>PROJECTS</b>                     | Instructional Support    | 374,200                           | n/a            | 180,200               | n/a            | (194,000)              | -51.84%           |
|                                     | College Support Services | 1,511,000                         | n/a            | 1,501,000             | n/a            | (10,000)               | -0.66%            |
|                                     | Plant Operations         | 461,204                           | n/a            | 1,631,250             | n/a            | 1,170,046              | 253.69%           |
|                                     | Plant Additions          | 24,247,370                        | n/a            | 12,970,000            | n/a            | (11,277,370)           | -46.51%           |
|                                     | Financial Aid/Agency     | 190,000                           | n/a            | 0                     | n/a            | (190,000)              | -100.00%          |
|                                     | <b>TOTAL</b>             | <u>\$ 26,789,224</u>              | <u>n/a</u>     | <u>\$ 16,288,400</u>  | <u>n/a</u>     | <u>(10,500,824)</u>    | <u>-39.20%</u>    |
| <b>DEBT SERVICE</b>                 | College Support Services | \$ 6,453,376                      | n/a            | \$ 6,912,480          | n/a            | \$ 459,104             | 7.11%             |
|                                     | <b>TOTAL</b>             | <u>\$ 6,453,376</u>               | <u>n/a</u>     | <u>\$ 6,912,480</u>   | <u>n/a</u>     | <u>\$ 459,104</u>      | <u>7.11%</u>      |
| <b>ENTERPRISE</b>                   | Auxiliary Enterprise     | \$ 4,828,755                      | 20.818         | \$ 0                  | n/a            | \$ (4,828,755)         | -100.00%          |
|                                     | Financial Aid/Agency     | 63,301                            | n/a            | 200,000               | n/a            | 136,699                | 215.95%           |
|                                     | Reserves                 | 4,753                             | n/a            | 0                     | n/a            | (4,753)                | -100.00%          |
|                                     | <b>TOTAL</b>             | <u>\$ 4,896,809</u>               | <u>20.818</u>  | <u>\$ 200,000</u>     | <u>n/a</u>     | <u>\$ (4,696,809)</u>  | <u>-95.92%</u>    |
| <b>FINANCIAL<br/>AID</b>            | College Support Services | \$ 16,000                         | n/a            | \$ 15,000             | n/a            | \$ (1,000)             | -6.25%            |
|                                     | Financial Aid/Agency     | 21,820,733                        | 11.242         | 21,735,512            | 10.494         | (85,221)               | -0.39%            |
|                                     | <b>TOTAL</b>             | <u>\$ 21,836,733</u>              | <u>11.242</u>  | <u>\$ 21,750,512</u>  | <u>10.494</u>  | <u>\$ (86,221)</u>     | <u>-0.39%</u>     |
| <b>AGENCIES/<br/>CLUBS</b>          | Instructional Support    | \$ 0                              | n/a            | \$ 3,200              | n/a            | \$ 3,200               | 100.00%           |
|                                     | Student Services         | 195,051                           | 0.094          | 275,381               | 0.088          | 80,330                 | 41.18%            |
|                                     | Community Services       | 4,000                             | n/a            | 0                     | n/a            | (4,000)                | -100.00%          |
|                                     | Financial Aid/Agency     | 0                                 | n/a            | 1,657                 | n/a            | 1,657                  | 100.00%           |
|                                     | Reserves                 | 134,430                           | n/a            | 59                    | n/a            | (134,371)              | -99.96%           |
|                                     | <b>TOTAL</b>             | <u>\$ 333,481</u>                 | <u>0.094</u>   | <u>\$ 280,297</u>     | <u>0.088</u>   | <u>\$ (53,184)</u>     | <u>-15.95%</u>    |
| <b>TOTAL REQUIREMENTS-ALL FUNDS</b> |                          | <u>\$ 140,651,896</u>             | <u>647.969</u> | <u>\$ 129,075,587</u> | <u>658.495</u> | <u>\$ (11,576,309)</u> | <u>-8.23%</u>     |

## General Fund Summary of Resources

|                                 | <u>ACTUAL</u><br><u>2017-2018</u> | <u>ACTUAL</u><br><u>2018-2019</u> | <u>CURRENT</u><br><u>BUDGET</u><br><u>2019-2020</u> | <u>ADOPTED</u><br><u>BUDGET</u><br><u>2020-2021</u> |
|---------------------------------|-----------------------------------|-----------------------------------|---|---|
| State                           | \$ 20,580,086                     | \$ 21,055,579                     | \$ 21,807,632                                       | \$ 20,180,474                                       |
| Tuition and Fees                | 19,029,068                        | 20,265,177                        | 21,721,147  | 21,115,863  |
| Taxes, Current                  | 7,945,558                         | 8,380,054                         | 8,849,078   | 9,400,345   |
| Taxes, Prior                    | 156,685                           | 352,178                           | 201,262   | 185,373   |
| Other (Includes Investment)     | 993,982                           | 1,820,308                         | 716,992   | 603,020   |
| Transfers In                    | <u>417,845</u>                    | <u>1,250,452</u>                  | <u>150,000</u>                                      | <u>150,000</u>                                      |
| Sub-Total Revenue               | 49,123,224                        | 53,123,748                        | 53,446,111  | 51,635,075  |
| Net Working Capital (Carryover) | <u>8,074,631</u>                  | <u>7,543,768</u>                  | <u>6,252,123</u>                                    | <u>7,049,092</u>                                    |
| <b>TOTAL RESOURCES</b>          | <u><u>57,197,855</u></u>          | <u><u>\$ 60,667,516</u></u>       | <u><u>\$ 59,698,234</u></u>                         | <u><u>\$ 58,684,167</u></u>                         |



## General Fund Summary of Resources

| ACCOUNT NUMBER AND NAME                   | ACUTAL            | ACTUAL            | CURRENT             | PROPOSED            | APPROVED            | ADOPTED             |
|---|-------------------|-------------------|---------------------|---------------------|---------------------|---------------------|
|   | 2017-2018         | 2018-2019         | BUDGET<br>2019-2020 | BUDGET<br>2020-2021 | BUDGET<br>2020-2021 | BUDGET<br>2020-2021 |
| 01110 Taxes, Current                      | 7,945,558         | 8,380,054         | 8,849,078           | 9,400,345           | 9,400,345           | 9,400,345           |
| 01120 Taxes, Prior                        | 156,685           | 352,178           | 201,262             | 185,373             | 185,373             | 185,373             |
| 012XX Tuition and Fees                    | 19,029,068        | 20,265,177        | 21,721,147          | 21,504,028          | 21,115,863          | 21,115,863          |
| 014XX Interest from All Sources           | 464,528           | 465,520           | 423,292             | 885,120             | 885,120             | 339,020             |
| 0165X Admissions Application Fees         | 111,647           | 107,341           | 90,000              | 0                   | 0                   | 0                   |
| 016XX Testing Fees                        | 5,605             | 8,397             | 7,000               | 0                   | 0                   | 0                   |
| 01730 Facility Rental Fees                | 8,158             | 10,422            | 10,000              | 10,000              | 10,000              | 10,000              |
| 01745 Telecomm. Equipment Rental          | 0                 | 15,750            | 0                   | 0                   | 0                   | 0                   |
| 01785 Indirect Cost/Admin. Allow. Rev.    | 240,950           | 416,905           | 121,000             | 200,000             | 200,000             | 200,000             |
| 04210 State Reimbursement                 | 20,580,086        | 21,055,579        | 21,807,632          | 19,476,504          | 20,180,474          | 20,180,474          |
| 0XXXX Miscellaneous--Other Revenue        | 163,094           | 795,973           | 65,700              | 54,000              | 54,000              | 54,000              |
| 80200 Transfer In--From Auxiliary Fund    | 417,845           | 1,165,675         | 150,000             | 150,000             | 150,000             | 150,000             |
| 80300 Transfer In--From Special Proj Fund | 0                 | 57,487            | 0                   | 0                   | 0                   | 0                   |
| 80900 Transfer In--From Financial Aid     | 0                 | 27,290            | 0                   | 0                   | 0                   | 0                   |
| 09999 Net Working Capital                 | 0                 | 0                 | 6,252,123           | 7,049,092           | 7,049,092           | 7,049,092           |
| <b>TOTAL RESOURCES</b>                    | <b>49,123,224</b> | <b>53,123,748</b> | <b>59,698,234</b>   | <b>58,914,462</b>   | <b>59,230,267</b>   | <b>58,684,167</b>   |

*Prior year columns show actual revenues for the fiscal year indicated.*

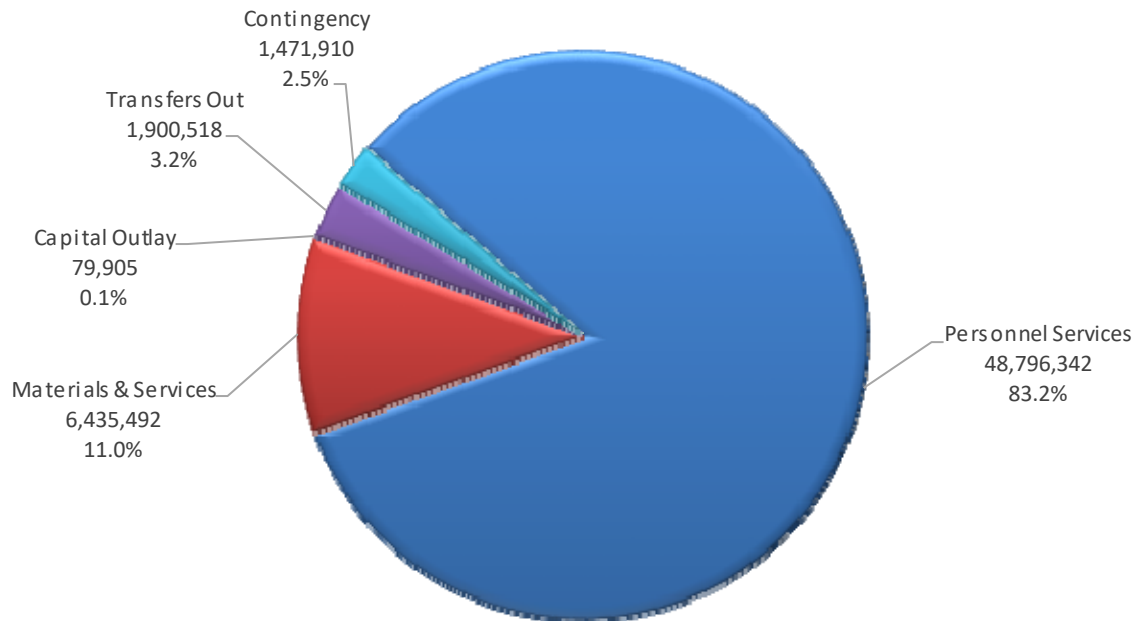
*Budget year columns show estimated resources, including net working capital-carryover.*

### Notes to 2020-2021 Budget Year

- Net Working Capital – Actual is based on prior year ending balance. Budget year columns are Board directed.
- State – Based on latest estimates provided by the Department of Community Colleges and Workforce Development.
- Tuition & Fees – 2020-21 General Fund tuition is set at \$122.54 per credit and an additional differential tuition of 21% for selected classes.
- Taxes, Current – Net levy tax collections at 94% plus offsets: assumes 4.5% growth over projected FY19-20.
- Taxes, Prior – Taxes collected for prior year assessments.
- Transfers In – Includes overhead East Linn Center.

## General Fund Summary of Requirements

|                                    | ACTUAL<br><u>2017-2018</u>  | ACTUAL<br><u>2018-2019</u>  | CURRENT<br>BUDGET<br><u>2019-2020</u> | ADOPTED<br>BUDGET<br><u>2020-2021</u> |
|------------------------------------|-----------------------------|-----------------------------|---------------------------------------|---------------------------------------|
| Personnel Services                 | \$ 42,591,120               | \$ 44,880,673               | \$ 47,367,265                         | \$ 48,796,342                         |
| Materials & Services               | 5,452,560                   | 5,556,019                   | 6,153,353                             | 6,435,492                             |
| Capital Outlay                     | 45,379                      | 78,576                      | 99,405                                | 79,905                                |
| Transfers Out                      | <u>1,565,028</u>            | <u>3,368,309</u>            | <u>1,836,468</u>                      | <u>1,900,518</u>                      |
| Sub-Total Expenditures             | 49,654,087                  | 53,883,577                  | 55,456,491                            | 57,212,257                            |
| Contingency                        | 0                           | 0                           | 0                                     | 1,471,910                             |
| Unappropriated Ending Fund Balance | <u>7,543,768</u>            | <u>6,783,939</u>            | <u>4,241,743</u>                      | <u>0</u>                              |
| <b>TOTAL REQUIREMENTS</b>          | <b><u>\$ 57,197,855</u></b> | <b><u>\$ 60,667,516</u></b> | <b><u>\$ 59,698,234</u></b>           | <b><u>\$ 58,684,167</u></b>           |





## General Fund Summary by Use

| ACCOUNT              | INSTRUCTION       | INST.<br>SUPPORT  | STUDENT<br>SERVICES | COMMUNITY<br>SERVICES | COLLEGE<br>SUPPORT | PLANT<br>OPERATIONS | PLANT<br>ADDITIONS | FINANCIAL<br>AID/AGENCY | RESERVES         | TOTAL             |
|----------------------|-------------------|-------------------|---------------------|-----------------------|--------------------|---------------------|--------------------|-------------------------|------------------|-------------------|
| PERSONNEL EXPENSES   | 15,387,342        | 6,951,610         | 3,566,334           | 0                     | 5,252,194          | 672,814             | 0                  | 0                       | 0                | 31,830,294        |
| BENEFIT EXPENSES     | 7,597,828         | 3,601,919         | 1,966,223           | 0                     | 3,367,853          | 432,225             | 0                  | 0                       | 0                | 16,966,048        |
| MATERIALS & SERVICES | 759,391           | 743,389           | 431,981             | 0                     | 2,703,756          | 1,766,975           | 0                  | 0                       | 0                | 6,405,492         |
| FINANCIAL AID        | 0                 | 0                 | 30,000              | 0                     | 0                  | 0                   | 0                  | 23,250                  | 0                | 53,250            |
| CAPITAL OUTLAY       | 0                 | 64,905            | 0                   | 0                     | 15,000             | 0                   | 0                  | 0                       | 0                | 79,905            |
| CONTINGENCY EXPENSE  | 0                 | 0                 | 0                   | 0                     | 0                  | 0                   | 0                  | 0                       | 1,471,910        | 1,471,910         |
| TRANSFERS OUT        | 0                 | 0                 | 0                   | 0                     | 0                  | 0                   | 0                  | 1,877,268               | 0                | 1,877,268         |
|                      | <u>23,744,561</u> | <u>11,361,823</u> | <u>5,994,538</u>    | <u>0</u>              | <u>11,338,803</u>  | <u>2,872,014</u>    | <u>0</u>           | <u>1,900,518</u>        | <u>1,471,910</u> | <u>58,684,167</u> |

### Notes to 2020-2021 Budget Year

- Personnel Expenses – Includes salary and benefit expense.
- Materials and Services – Includes materials, supplies, printing, utilities, contract services and other services.
- Capital Outlay – Building construction and equipment with a unit cost of \$5,000 or more and a useful life of one year or more.
- Transfers Out – Transfer to other funds.
  - Roof Reserves - \$50,000
  - Greenhouse Roof Reserves - \$500
  - Major Maintenance Reserve - \$330,000
  - Technology Reserve - \$500,000
  - General Equipment Reserve - \$30,000
  - Debt Service - \$966,768
  - Federal Workstudy matching - \$8,250
- Contingency – Amount set aside for the upcoming year, including budgeted ending fund balance.

# General Fund

## Requirements by Major Program

| PROGRAM TYPE                              | ACTUAL     | ACTUAL     | CURRENT    |         | PROPOSED   |         | APPROVED   | ADOPTED    |         |
|---|------------|------------|------------|---------|------------|---------|------------|------------|---------|
|   | 2017-2018  | 2018-2019  | BUDGET     | FTE     | BUDGET     | FTE     | BUDGET     | BUDGET     | FTE     |
| <b>10000 INSTRUCTION</b>                  |            |            |            |         |            |         |            |            |         |
| Personnel Services                        | 20,827,343 | 22,537,445 | 22,924,792 | 228.565 | 22,985,170 | 231.665 | 22,985,170 | 22,985,170 | 231.665 |
| Materials & Services                      | 538,178    | 766,791    | 769,503    | n/a     | 759,391    | n/a     | 759,391    | 759,391    | n/a     |
| Capital Outlay                            | 0          | 0          | 19,500     | n/a     | 0          | n/a     | 0          | 0          | n/a     |
| Transfers Out                             | 0          | 0          | 0          | n/a     | 0          | n/a     | 0          | 0          | n/a     |
| Contingency/Unapp.End.Fund.Bal            | 0          | 0          | 0          | n/a     | 0          | n/a     | 0          | 0          | n/a     |
| Total Program Requirements                | 21,365,521 | 23,304,236 | 23,713,795 | 228.565 | 23,744,561 | 231.665 | 23,744,561 | 23,744,561 | 231.665 |
| <b>20000 INSTRUCTIONAL SUPPORT</b>        |            |            |            |         |            |         |            |            |         |
| Personnel Services                        | 7,981,760  | 7,941,707  | 9,698,681  | 118.119 | 10,553,529 | 123.609 | 10,553,529 | 10,553,529 | 123.609 |
| Materials & Services                      | 602,189    | 594,169    | 731,548    | n/a     | 743,389    | n/a     | 743,389    | 743,389    | n/a     |
| Capital Outlay                            | 45,379     | 52,370     | 64,905     | n/a     | 64,905     | n/a     | 64,905     | 64,905     | n/a     |
| Transfers Out                             | 0          | 0          | 0          | n/a     | 0          | n/a     | 0          | 0          | n/a     |
| Contingency/Unapp.End.Fund.Bal            | 0          | 0          | 0          | n/a     | 0          | n/a     | 0          | 0          | n/a     |
| Total Program Requirements                | 8,629,328  | 8,588,246  | 10,495,134 | 118.119 | 11,361,823 | 123.609 | 11,361,823 | 11,361,823 | 123.609 |
| <b>30000 STUDENT SERVICES</b>             |            |            |            |         |            |         |            |            |         |
| Personnel Services                        | 5,050,657  | 5,404,699  | 5,643,091  | 65.087  | 5,532,557  | 64.646  | 5,532,557  | 5,532,557  | 64.646  |
| Materials & Services                      | 428,166    | 421,708    | 416,953    | n/a     | 461,981    | n/a     | 461,981    | 461,981    | n/a     |
| Capital Outlay                            | 0          | 0          | 0          | n/a     | 0          | n/a     | 0          | 0          | n/a     |
| Transfers Out                             | 0          | 0          | 0          | n/a     | 0          | n/a     | 0          | 0          | n/a     |
| Contingency/Unapp.End.Fund.Bal            | 0          | 0          | 0          | n/a     | 0          | n/a     | 0          | 0          | n/a     |
| Total Program Requirements                | 5,478,823  | 5,826,407  | 6,060,044  | 65.087  | 5,994,538  | 64.646  | 5,994,538  | 5,994,538  | 64.646  |
| <b>50000 COLLEGE SUPPORT SERVICES</b>     |            |            |            |         |            |         |            |            |         |
| Personnel Services                        | 7,686,113  | 8,065,058  | 8,049,450  | 85.018  | 8,620,047  | 84.926  | 8,620,047  | 8,620,047  | 84.926  |
| Materials & Services                      | 2,126,913  | 1,990,280  | 2,525,178  | n/a     | 2,703,756  | n/a     | 2,703,756  | 2,703,756  | n/a     |
| Capital Outlay                            | 0          | 26,206     | 15,000     | n/a     | 15,000     | n/a     | 15,000     | 15,000     | n/a     |
| Transfers Out                             | 0          | 0          | 0          | n/a     | 0          | n/a     | 0          | 0          | n/a     |
| Contingency/Unapp.End.Fund.Bal            | 0          | 0          | 0          | n/a     | 0          | n/a     | 0          | 0          | n/a     |
| Total Program Requirements                | 9,813,026  | 10,081,544 | 10,589,628 | 85.018  | 11,338,803 | 84.926  | 11,338,803 | 11,338,803 | 84.926  |
| <b>60000 PLANT OPERATIONS/MAINTENANCE</b> |            |            |            |         |            |         |            |            |         |
| Personnel Services                        | 1,045,247  | 931,764    | 1,051,251  | 12.264  | 1,105,039  | 12.259  | 1,105,039  | 1,105,039  | 12.259  |
| Materials & Services                      | 1,757,114  | 1,783,071  | 1,710,171  | n/a     | 1,766,975  | n/a     | 1,766,975  | 1,766,975  | n/a     |
| Capital Outlay                            | 0          | 0          | 0          | n/a     | 0          | n/a     | 0          | 0          | n/a     |
| Transfers Out                             | 0          | 0          | 0          | n/a     | 0          | n/a     | 0          | 0          | n/a     |
| Contingency/Unapp.End.Fund.Bal            | 0          | 0          | 0          | n/a     | 0          | n/a     | 0          | 0          | n/a     |
| Total Program Requirements                | 2,802,361  | 2,714,835  | 2,761,422  | 12.264  | 2,872,014  | 12.259  | 2,872,014  | 2,872,014  | 12.259  |
| <b>75000 TRANSFERS</b>                    |            |            |            |         |            |         |            |            |         |
| Personnel Services                        | 0          | 0          | 0          | n/a     | 0          | n/a     | 0          | 0          | n/a     |
| Materials & Services                      | 0          | 0          | 0          | n/a     | 0          | n/a     | 0          | 0          | n/a     |
| Capital Outlay                            | 0          | 0          | 0          | n/a     | 0          | n/a     | 0          | 0          | n/a     |
| Transfers Out                             | 1,565,028  | 3,368,309  | 1,836,468  | n/a     | 1,900,518  | n/a     | 1,900,518  | 1,900,518  | n/a     |
| Contingency/Unapp.End.Fund.Bal            | 0          | 0          | 0          | n/a     | 0          | n/a     | 0          | 0          | n/a     |
| Total Program Requirements                | 1,565,028  | 3,368,309  | 1,836,468  | n/a     | 1,900,518  | n/a     | 1,900,518  | 1,900,518  | n/a     |

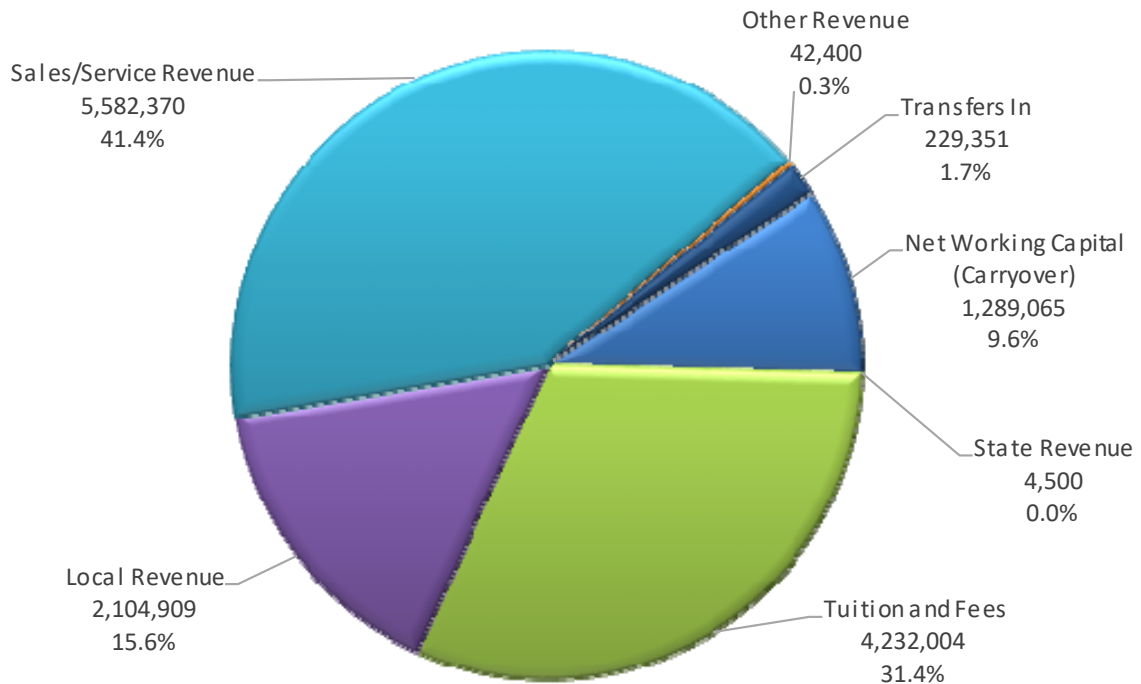
# General Fund

## Requirements by Major Program

| PROGRAM TYPE                        | ACTUAL            | ACTUAL            | CURRENT           |                | PROPOSED          |                | APPROVED          | ADOPTED           |                |
|-------------------------------------|-------------------|-------------------|-------------------|----------------|-------------------|----------------|-------------------|-------------------|----------------|
|                                     | 2017-2018         | 2018-2019         | BUDGET            | FTE            | BUDGET            | FTE            | BUDGET            | BUDGET            | FTE            |
|                                     | 2019-2020         | 2020-2021         | 2020-2021         | 2020-2021      | 2020-2021         | 2020-2021      | 2020-2021         | 2020-2021         | 2020-2021      |
| <b>90000 RESERVES (CONTINGENCY)</b> |                   |                   |                   |                |                   |                |                   |                   |                |
| Personnel Services                  | 0                 | 0                 | 0                 | n/a            | 0                 | n/a            | 0                 | 0                 | n/a            |
| Materials & Services                | 0                 | 0                 | 0                 | n/a            | 0                 | n/a            | 0                 | 0                 | n/a            |
| Capital Outlay                      | 0                 | 0                 | 0                 | n/a            | 0                 | n/a            | 0                 | 0                 | n/a            |
| Transfers Out                       | 0                 | 0                 | 0                 | n/a            | 0                 | n/a            | 0                 | 0                 | n/a            |
| Contingency/Unapp.End.Fund.Bal      | 0                 | 0                 | 4,241,743         | n/a            | 1,702,205         | n/a            | 2,018,010         | 1,471,910         | n/a            |
| <b>Total Program Requirements</b>   | <b>0</b>          | <b>0</b>          | <b>4,241,743</b>  | <b>n/a</b>     | <b>1,702,205</b>  | <b>n/a</b>     | <b>2,018,010</b>  | <b>1,471,910</b>  | <b>n/a</b>     |
| <b>TOTAL REQUIREMENTS</b>           |                   |                   |                   |                |                   |                |                   |                   |                |
| Personnel Services                  | 42,591,120        | 44,880,673        | 47,367,265        | 509.053        | 48,796,342        | 517.105        | 48,796,342        | 48,796,342        | 517.105        |
| Materials & Services                | 5,452,560         | 5,556,019         | 6,153,353         | n/a            | 6,435,492         | n/a            | 6,435,492         | 6,435,492         | n/a            |
| Capital Outlay                      | 45,379            | 78,576            | 99,405            | n/a            | 79,905            | n/a            | 79,905            | 79,905            | n/a            |
| Transfers Out                       | 1,565,028         | 3,368,309         | 1,836,468         | n/a            | 1,900,518         | n/a            | 1,900,518         | 1,900,518         | n/a            |
| Contingency/Unapp.End.Fund.Bal      | 0                 | 0                 | 4,241,743         | n/a            | 1,702,205         | n/a            | 2,018,010         | 1,471,910         | n/a            |
| <b>TOTAL PROGRAM REQUIREMENTS</b>   | <b>49,654,087</b> | <b>53,883,577</b> | <b>59,698,234</b> | <b>509.053</b> | <b>58,914,462</b> | <b>517.105</b> | <b>59,230,267</b> | <b>58,684,167</b> | <b>517.105</b> |

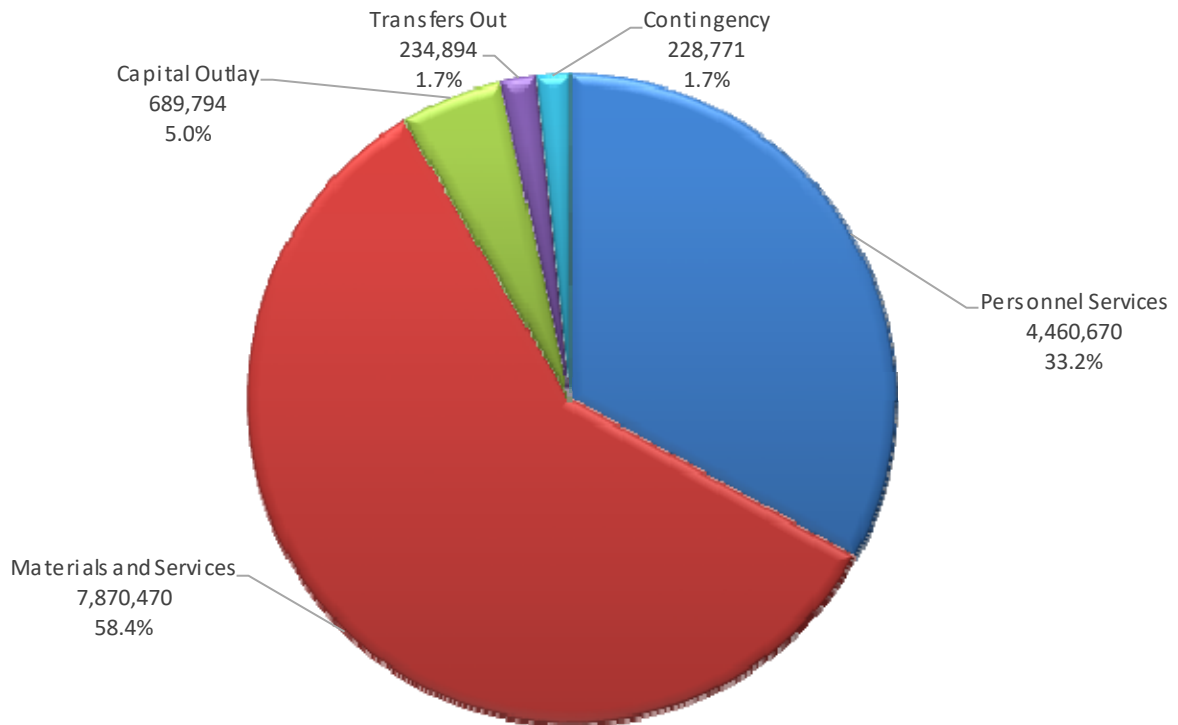
## Auxiliary Fund Summary of Resources

|                                 | ACTUAL<br><u>2017-2018</u>  | ACTUAL<br><u>2018-2019</u> | CURRENT<br>BUDGET<br><u>2019-2020</u> | ADOPTED<br>BUDGET<br><u>2020-2021</u> |
|---------------------------------|-----------------------------|----------------------------|---------------------------------------|---------------------------------------|
| Net Working Capital (Carryover) | \$ 5,254,435                | \$ 4,239,473               | \$ 2,233,322                          | \$ 1,289,065                          |
| State Revenue                   | 15,711                      | 96,599                     | 24,000                                | 4,500                                 |
| Tuition and Fees                | 3,347,600                   | 3,230,180                  | 4,129,748                             | 4,232,004                             |
| Local Revenue                   | 2,240,778                   | 1,351,721                  | 2,073,493                             | 2,104,909                             |
| Sales/Service Revenue           | 609,486                     | 730,883                    | 973,608                               | 5,582,370                             |
| Other Revenue                   | 18,012                      | 69,822                     | 40,400                                | 42,400                                |
| Transfers In                    | <u>17,392</u>               | <u>8,290</u>               | <u>474,478</u>                        | <u>229,351</u>                        |
| <b>TOTAL RESOURCES</b>          | <b><u>\$ 11,503,414</u></b> | <b><u>\$ 9,726,968</u></b> | <b><u>\$ 9,949,049</u></b>            | <b><u>\$ 13,484,599</u></b>           |



## Auxiliary Fund Summary of Requirements

|                                    | ACTUAL<br>2017-2018         | ACTUAL<br>2018-2019        | CURRENT<br>BUDGET<br>2019-2020 | ADOPTED<br>BUDGET<br>2020-2021 |
|------------------------------------|-----------------------------|----------------------------|--------------------------------|--------------------------------|
| Personnel Services                 | \$ 3,366,818                | \$ 2,389,297               | \$ 3,503,222                   | \$ 4,460,670                   |
| Materials and Services             | 2,934,016                   | 2,535,241                  | 4,875,471                      | 7,870,470                      |
| Capital Outlay                     | 44,242                      | 47,325                     | 645,794                        | 689,794                        |
| Transfers Out                      | 918,865                     | 1,253,005                  | 607,149                        | 234,894                        |
| Contingency                        | <u>0</u>                    | <u>0</u>                   | <u>317,413</u>                 | <u>228,771</u>                 |
| <i>Sub-Total</i>                   | 7,263,941                   | 6,224,868                  | 9,949,049                      | 13,484,599                     |
| Unappropriated Ending Fund Balance | <u>4,239,473</u>            | <u>3,502,100</u>           | <u>0</u>                       | <u>0</u>                       |
| <b>TOTAL REQUIREMENTS</b>          | <b><u>\$ 11,503,414</u></b> | <b><u>\$ 9,726,968</u></b> | <b><u>\$ 9,949,049</u></b>     | <b><u>\$ 13,484,599</u></b>    |



## Auxiliary Fund Summary by Use

| ACCOUNT              | INSTRUCTION      | INST.<br>SUPPORT | STUDENT<br>SERVICES | COMMUNITY<br>SERVICES | COLLEGE<br>SUPPORT | PLANT<br>OPERATIONS | PLANT<br>ADDITIONS | FINANCIAL<br>AID/AGENCY | RESERVES       | TOTAL             |
|----------------------|------------------|------------------|---------------------|-----------------------|--------------------|---------------------|--------------------|-------------------------|----------------|-------------------|
| PERSONNEL EXPENSES   | 1,130,835        | 899,008          | 0                   | 959,174               | 263,539            | 0                   | 0                  | 0                       | 0              | 3,252,556         |
| BENEFIT EXPENSES     | 390,768          | 301,077          | 0                   | 477,825               | 38,444             | 0                   | 0                  | 0                       | 0              | 1,208,114         |
| MATERIALS & SERVICES | 1,754,954        | 1,043,464        | 200,000             | 1,015,201             | 388,379            | 18,000              | 0                  | 0                       | 0              | 4,419,998         |
| MATERIALS FOR RESALE | 527,599          | 10,800           | 0                   | 2,545,000             | 34,225             | 0                   | 0                  | 0                       | 0              | 3,117,624         |
| FINANCIAL AID        | 0                | 0                | 0                   | 332,848               | 0                  | 0                   | 0                  | 33,950                  | 0              | 366,798           |
| CAPITAL OUTLAY       | 109,871          | 133,884          | 0                   | 164,500               | 231,539            | 0                   | 50,000             | 0                       | 0              | 689,794           |
| CONTINGENCY EXPENSE  | 0                | 0                | 0                   | 0                     | 0                  | 0                   | 0                  | 0                       | 228,771        | 228,771           |
| TRANSFERS OUT        | 0                | 0                | 0                   | 0                     | 0                  | 0                   | 0                  | 200,944                 | 0              | 200,944           |
|                      | <u>3,914,027</u> | <u>2,388,233</u> | <u>200,000</u>      | <u>5,494,548</u>      | <u>956,126</u>     | <u>18,000</u>       | <u>50,000</u>      | <u>234,894</u>          | <u>228,771</u> | <u>13,484,599</u> |

## Auxiliary Fund Requirements by Major Program

| PROGRAM TYPE                              | ACTUAL           | ACTUAL           | CURRNET          |               | PROPOSED         |               | APPROVED         | ADOPTED          |               |
|---|------------------|------------------|------------------|---------------|------------------|---------------|------------------|------------------|---------------|
|   | 2017-2018        | 2018-2019        | BUDGET           | FTE           | BUDGET           | FTE           | BUDGET           | BUDGET           | FTE           |
| <b>10000 INSTRUCTION</b>                  |                  |                  |                  |               |                  |               |                  |                  |               |
| Personnel Services                        | 2,515,592        | 1,511,209        | 1,814,056        | 32.790        | 1,521,606        | 23.987        | 1,521,606        | 1,521,606        | 23.987        |
| Materials & Services                      | 1,385,772        | 1,026,283        | 2,394,252        | n/a           | 2,282,553        | n/a           | 2,282,553        | 2,282,553        | n/a           |
| Capital Outlay                            | 10,776           | 47,325           | 154,871          | n/a           | 109,871          | n/a           | 109,871          | 109,871          | n/a           |
| Transfers Out                             | 0                | 0                | 0                | n/a           | 0                | n/a           | 0                | 0                | n/a           |
| Contingency/Unapp.End.Fund.Bal            | 0                | 0                | 0                | n/a           | 0                | n/a           | 0                | 0                | n/a           |
| <b>Total Program Requirements</b>         | <b>3,912,140</b> | <b>2,584,817</b> | <b>4,363,179</b> | <b>32.790</b> | <b>3,914,030</b> | <b>23.987</b> | <b>3,914,030</b> | <b>3,914,030</b> | <b>23.987</b> |
| <b>20000 INSTRUCTIONAL SUPPORT</b>        |                  |                  |                  |               |                  |               |                  |                  |               |
| Personnel Services                        | 685,111          | 693,149          | 1,200,137        | 21.722        | 1,200,083        | 21.585        | 1,200,083        | 1,200,083        | 21.585        |
| Materials & Services                      | 557,467          | 509,719          | 1,020,961        | n/a           | 1,054,264        | n/a           | 1,054,264        | 1,054,264        | n/a           |
| Capital Outlay                            | 0                | 0                | 133,884          | n/a           | 133,884          | n/a           | 133,884          | 133,884          | n/a           |
| Transfers Out                             | 0                | 0                | 0                | n/a           | 0                | n/a           | 0                | 0                | n/a           |
| Contingency/Unapp.End.Fund.Bal            | 0                | 0                | 0                | n/a           | 0                | n/a           | 0                | 0                | n/a           |
| <b>Total Program Requirements</b>         | <b>1,242,578</b> | <b>1,202,868</b> | <b>2,354,982</b> | <b>21.722</b> | <b>2,388,231</b> | <b>21.585</b> | <b>2,388,231</b> | <b>2,388,231</b> | <b>21.585</b> |
| <b>30000 STUDENT SERVICES</b>             |                  |                  |                  |               |                  |               |                  |                  |               |
| Personnel Services                        | 87,459           | 66,235           | 213,919          | 3.926         | 218,559          | 3.950         | 218,559          | 218,559          | 3.950         |
| Materials & Services                      | 585,573          | 605,701          | 783,004          | n/a           | 791,960          | n/a           | 791,960          | 810,249          | n/a           |
| Capital Outlay                            | 0                | 0                | 68,000           | n/a           | 68,000           | n/a           | 68,000           | 68,000           | n/a           |
| Transfers Out                             | 0                | 0                | 0                | n/a           | 0                | n/a           | 0                | 0                | n/a           |
| Contingency/Unapp.End.Fund.Bal            | 0                | 0                | 0                | n/a           | 0                | n/a           | 0                | 0                | n/a           |
| <b>Total Program Requirements</b>         | <b>673,032</b>   | <b>671,936</b>   | <b>1,064,923</b> | <b>3.926</b>  | <b>1,078,519</b> | <b>3.950</b>  | <b>1,078,519</b> | <b>1,096,808</b> | <b>3.950</b>  |
| <b>40000 COMMUNITY SERVICES</b>           |                  |                  |                  |               |                  |               |                  |                  |               |
| Personnel Services                        | 0                | 0                | 0                | n/a           | 0                | n/a           | 0                | 0                | n/a           |
| Materials & Services                      | 190,700          | 188,200          | 195,000          | n/a           | 200,000          | n/a           | 200,000          | 200,000          | n/a           |
| Capital Outlay                            | 0                | 0                | 0                | n/a           | 0                | n/a           | 0                | 0                | n/a           |
| Transfers Out                             | 0                | 0                | 0                | n/a           | 0                | n/a           | 0                | 0                | n/a           |
| Contingency/Unapp.End.Fund.Bal            | 0                | 0                | 0                | n/a           | 0                | n/a           | 0                | 0                | n/a           |
| <b>Total Program Requirements</b>         | <b>190,700</b>   | <b>188,200</b>   | <b>195,000</b>   | <b>n/a</b>    | <b>200,000</b>   | <b>n/a</b>    | <b>200,000</b>   | <b>200,000</b>   | <b>n/a</b>    |
| <b>50000 COLLEGE SUPPORT SERVICES</b>     |                  |                  |                  |               |                  |               |                  |                  |               |
| Personnel Services                        | 78,656           | 118,704          | 275,110          | 1.000         | 301,982          | 1.000         | 301,982          | 301,982          | 1.000         |
| Materials & Services                      | 126,170          | 83,734           | 456,754          | n/a           | 422,604          | n/a           | 422,604          | 422,604          | n/a           |
| Capital Outlay                            | 0                | 0                | 231,539          | n/a           | 231,539          | n/a           | 231,539          | 231,539          | n/a           |
| Transfers Out                             | 0                | 0                | 0                | n/a           | 0                | n/a           | 0                | 0                | n/a           |
| Contingency/Unapp.End.Fund.Bal            | 0                | 0                | 0                | n/a           | 0                | n/a           | 0                | 0                | n/a           |
| <b>Total Program Requirements</b>         | <b>204,826</b>   | <b>202,438</b>   | <b>963,403</b>   | <b>1.000</b>  | <b>956,125</b>   | <b>1.000</b>  | <b>956,125</b>   | <b>956,125</b>   | <b>1.000</b>  |
| <b>60000 PLANT OPERATIONS/MAINTENANCE</b> |                  |                  |                  |               |                  |               |                  |                  |               |
| Personnel Services                        | 0                | 0                | 0                | n/a           | 0                | n/a           | 0                | 0                | n/a           |
| Materials & Services                      | 88,334           | 116,381          | 24,000           | n/a           | 18,000           | n/a           | 18,000           | 18,000           | n/a           |
| Capital Outlay                            | 0                | 0                | 0                | n/a           | 0                | n/a           | 0                | 0                | n/a           |
| Transfers Out                             | 0                | 0                | 0                | n/a           | 0                | n/a           | 0                | 0                | n/a           |
| Contingency/Unapp.End.Fund.Bal            | 0                | 0                | 0                | n/a           | 0                | n/a           | 0                | 0                | n/a           |
| <b>Total Program Requirements</b>         | <b>88,334</b>    | <b>116,381</b>   | <b>24,000</b>    | <b>n/a</b>    | <b>18,000</b>    | <b>n/a</b>    | <b>18,000</b>    | <b>18,000</b>    | <b>n/a</b>    |

## Auxiliary Fund Requirements by Major Program

| PROGRAM TYPE                        | ACTUAL           | ACTUAL           | CURRNET          |               | PROPOSED          |               | APPROVED          | ADOPTED           |               |
|-------------------------------------|------------------|------------------|------------------|---------------|-------------------|---------------|-------------------|-------------------|---------------|
|                                     | 2017-2018        | 2018-2019        | BUDGET           | FTE           | BUDGET            | FTE           | BUDGET            | BUDGET            | FTE           |
| <b>70000 PLANT ADDITIONS</b>        |                  |                  |                  |               |                   |               |                   |                   |               |
| Personnel Services                  | 0                | 0                | 0                | n/a           | 0                 | n/a           | 0                 | 0                 | n/a           |
| Materials & Services                | 0                | 5,020            | 0                | n/a           | 0                 | n/a           | 0                 | 0                 | n/a           |
| Capital Outlay                      | 33,466           | 0                | 57,500           | n/a           | 50,000            | n/a           | 50,000            | 50,000            | n/a           |
| Transfers Out                       | 0                | 0                | 0                | n/a           | 0                 | n/a           | 0                 | 0                 | n/a           |
| Contingency/Unapp.End.Fund.Bal      | 0                | 0                | 0                | n/a           | 0                 | n/a           | 0                 | 0                 | n/a           |
| <b>Total Program Requirements</b>   | <b>33,466</b>    | <b>5,020</b>     | <b>57,500</b>    | <b>n/a</b>    | <b>50,000</b>     | <b>n/a</b>    | <b>50,000</b>     | <b>50,000</b>     | <b>n/a</b>    |
| <b>75000 TRANSFERS</b>              |                  |                  |                  |               |                   |               |                   |                   |               |
| Personnel Services                  | 0                | 0                | 0                | n/a           | 0                 | n/a           | 0                 | 0                 | n/a           |
| Materials & Services                | 0                | 0                | 0                | n/a           | 0                 | n/a           | 0                 | 0                 | n/a           |
| Capital Outlay                      | 0                | 0                | 0                | n/a           | 0                 | n/a           | 0                 | 0                 | n/a           |
| Transfers Out                       | 918,865          | 1,253,005        | 607,149          | n/a           | 230,365           | n/a           | 230,365           | 234,894           | n/a           |
| Contingency/Unapp.End.Fund.Bal      | 0                | 0                | 0                | n/a           | 0                 | n/a           | 0                 | 0                 | n/a           |
| <b>Total Program Requirements</b>   | <b>918,865</b>   | <b>1,253,005</b> | <b>607,149</b>   | <b>n/a</b>    | <b>230,365</b>    | <b>n/a</b>    | <b>230,365</b>    | <b>234,894</b>    | <b>n/a</b>    |
| <b>85000 AUXILIARY ENTERPRISES</b>  |                  |                  |                  |               |                   |               |                   |                   |               |
| Personnel Services                  | 0                | 0                | 0                | n/a           | 1,218,440         | 18.000        | 1,218,440         | 1,218,440         | 18.000        |
| Materials & Services                | 0                | 203              | 1,500            | n/a           | 3,082,800         | n/a           | 3,082,800         | 3,082,800         | n/a           |
| Capital Outlay                      | 0                | 0                | 0                | n/a           | 96,500            | n/a           | 96,500            | 96,500            | n/a           |
| Transfers Out                       | 0                | 0                | 0                | n/a           | 0                 | n/a           | 0                 | 0                 | n/a           |
| Contingency/Unapp.End.Fund.Bal      | 0                | 0                | 0                | n/a           | 0                 | n/a           | 0                 | 0                 | n/a           |
| <b>Total Program Requirements</b>   | <b>0</b>         | <b>203</b>       | <b>1,500</b>     | <b>n/a</b>    | <b>4,397,740</b>  | <b>18.000</b> | <b>4,397,740</b>  | <b>4,397,740</b>  | <b>18.000</b> |
| <b>90000 RESERVES (CONTINGENCY)</b> |                  |                  |                  |               |                   |               |                   |                   |               |
| Personnel Services                  | 0                | 0                | 0                | n/a           | 0                 | n/a           | 0                 | 0                 | n/a           |
| Materials & Services                | 0                | 0                | 0                | n/a           | 0                 | n/a           | 0                 | 0                 | n/a           |
| Capital Outlay                      | 0                | 0                | 0                | n/a           | 0                 | n/a           | 0                 | 0                 | n/a           |
| Transfers Out                       | 0                | 0                | 0                | n/a           | 0                 | n/a           | 0                 | 0                 | n/a           |
| Contingency/Unapp.End.Fund.Bal      | 0                | 0                | 317,413          | n/a           | 228,771           | n/a           | 228,771           | 228,771           | n/a           |
| <b>Total Program Requirements</b>   | <b>0</b>         | <b>0</b>         | <b>317,413</b>   | <b>n/a</b>    | <b>228,771</b>    | <b>n/a</b>    | <b>228,771</b>    | <b>228,771</b>    | <b>n/a</b>    |
| <b>TOTAL REQUIREMENTS</b>           |                  |                  |                  |               |                   |               |                   |                   |               |
| Personnel Services                  | 3,366,818        | 2,389,297        | 3,503,222        | 59.438        | 4,460,670         | 68.522        | 4,460,670         | 4,460,670         | 68.522        |
| Materials & Services                | 2,934,016        | 2,535,241        | 4,875,471        | n/a           | 7,852,181         | n/a           | 7,852,181         | 7,870,470         | n/a           |
| Capital Outlay                      | 44,242           | 47,325           | 645,794          | n/a           | 689,794           | n/a           | 689,794           | 689,794           | n/a           |
| Transfers Out                       | 918,865          | 1,253,005        | 607,149          | n/a           | 230,365           | n/a           | 230,365           | 234,894           | n/a           |
| Contingency/Unapp.End.Fund.Bal      | 0                | 0                | 317,413          | n/a           | 228,771           | n/a           | 228,771           | 228,771           | n/a           |
| <b>TOTAL PROGRAM REQUIREMENTS</b>   | <b>7,263,941</b> | <b>6,224,868</b> | <b>9,949,049</b> | <b>59.438</b> | <b>13,461,781</b> | <b>68.522</b> | <b>13,461,781</b> | <b>13,484,599</b> | <b>68.522</b> |



## Auxiliary Fund Summary of Funds

### RESOURCES

|                                 | ACTUAL           |                  | CURRENT          | PROPOSED          | APPROVED          | ADOPTED           |
|---------------------------------|------------------|------------------|------------------|-------------------|-------------------|-------------------|
|                                 | BUDGET           | BUDGET           | BUDGET           | BUDGET            | BUDGET            | BUDGET            |
|                                 | 2017-2018        | 2018-2019        | 2019-2020        | 2020-2021         | 2020-2021         | 2020-2021         |
| Division Projects               | 1,445,824        | 1,405,966        | 2,876,493        | 2,434,225         | 2,434,225         | 2,436,167         |
| Division Instructional Fees     | 367,871          | 428,443          | 706,345          | 814,962           | 814,962           | 814,962           |
| Conferences/Contracted Training | 2,791,488        | 1,868,508        | 3,518,428        | 2,944,967         | 2,944,967         | 2,944,967         |
| Student Activities              | 274,593          | 283,973          | 442,567          | 478,707           | 478,707           | 499,583           |
| Athletics                       | 221,809          | 221,284          | 255,769          | 255,769           | 255,769           | 255,769           |
| Excess Property                 | 5,999            | 22,304           | 33,848           | 26,848            | 26,848            | 26,848            |
| Technology Fee                  | 533,494          | 562,481          | 804,671          | 808,913           | 808,913           | 808,913           |
| Transportation/Safety Fee       | 163,969          | 204,869          | 310,000          | 250,000           | 250,000           | 250,000           |
| Enterprise Funds                | 0                | 0                | 0                | 4,396,240         | 4,396,240         | 4,396,240         |
| East Linn Center                | 295,432          | 300,667          | 295,000          | 295,000           | 295,000           | 295,000           |
| Research Enterprise             | 148,500          | 189,000          | 146,134          | 156,150           | 156,150           | 156,150           |
| Auxiliary Revenue Program       | 0                | 0                | 559,794          | 600,000           | 600,000           | 600,000           |
| <b>TOTAL RESOURCES</b>          | <b>6,248,979</b> | <b>5,487,495</b> | <b>9,949,049</b> | <b>13,461,781</b> | <b>13,461,781</b> | <b>13,484,599</b> |

### REQUIREMENTS

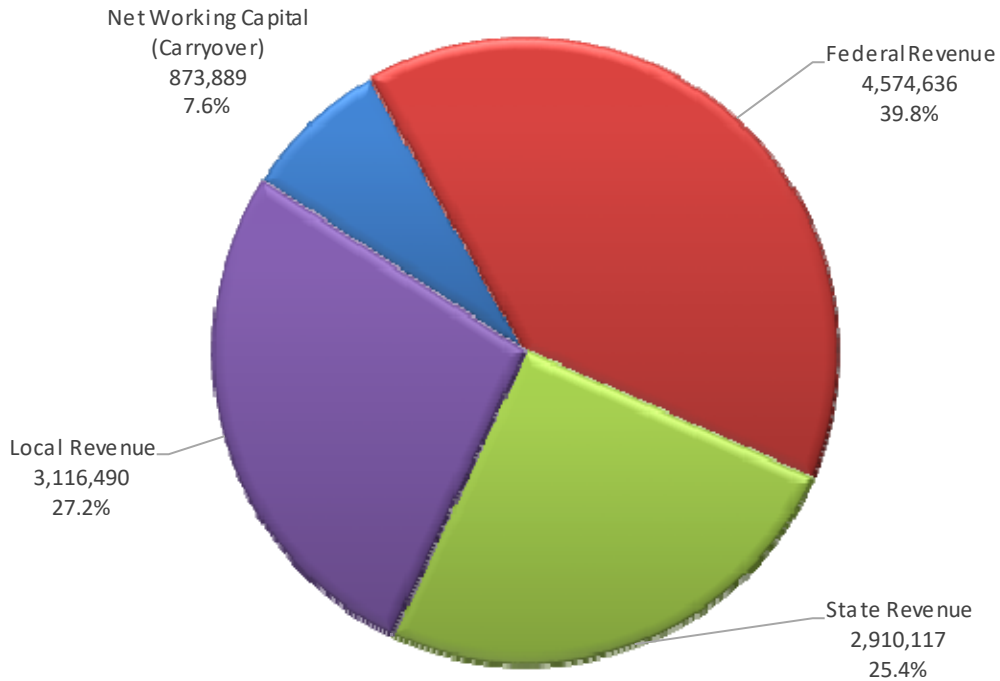
|                                 | ACTUAL           |                  | CURRENT          | PROPOSED          | APPROVED          | ADOPTED           |
|---------------------------------|------------------|------------------|------------------|-------------------|-------------------|-------------------|
|                                 | BUDGET           | BUDGET           | BUDGET           | BUDGET            | BUDGET            | BUDGET            |
|                                 | 2017-2018        | 2018-2019        | 2019-2020        | 2020-2021         | 2020-2021         | 2020-2021         |
| Division Projects               | 2,173,382        | 1,890,427        | 2,876,493        | 2,434,225         | 2,434,225         | 2,436,167         |
| Division Instructional Fees     | 417,582          | 285,092          | 706,345          | 814,962           | 814,962           | 814,962           |
| Conferences/Contracted Training | 2,720,521        | 2,435,878        | 3,518,428        | 2,944,967         | 2,944,967         | 2,944,967         |
| Student Activities              | 321,028          | 307,076          | 442,567          | 478,707           | 478,707           | 499,583           |
| Athletics                       | 261,694          | 271,992          | 255,769          | 255,769           | 255,769           | 255,769           |
| Excess Property                 | 0                | 36,567           | 33,848           | 26,848            | 26,848            | 26,848            |
| Technology Fee                  | 701,930          | 376,064          | 804,671          | 808,913           | 808,913           | 808,913           |
| Transportation/Safety Fee       | 293,216          | 213,074          | 310,000          | 250,000           | 250,000           | 250,000           |
| Enterprise Funds                | 0                | 0                | 0                | 4,396,240         | 4,396,240         | 4,396,240         |
| East Linn Center                | 255,945          | 253,724          | 295,000          | 295,000           | 295,000           | 295,000           |
| Research Enterprise             | 118,643          | 154,974          | 146,134          | 156,150           | 156,150           | 156,150           |
| Auxiliary Revenue Program       | 0                | 0                | 559,794          | 600,000           | 600,000           | 600,000           |
| <b>TOTAL REQUIREMENTS</b>       | <b>7,263,941</b> | <b>6,224,868</b> | <b>9,949,049</b> | <b>13,461,781</b> | <b>13,461,781</b> | <b>13,484,599</b> |

*Prior year columns show actual revenues and expenditures for the fiscal year indicated. Net working capital and ending fund balance are not included.*

*Budget year columns show estimated resources (including net working capital-carryover) and estimated requirements*

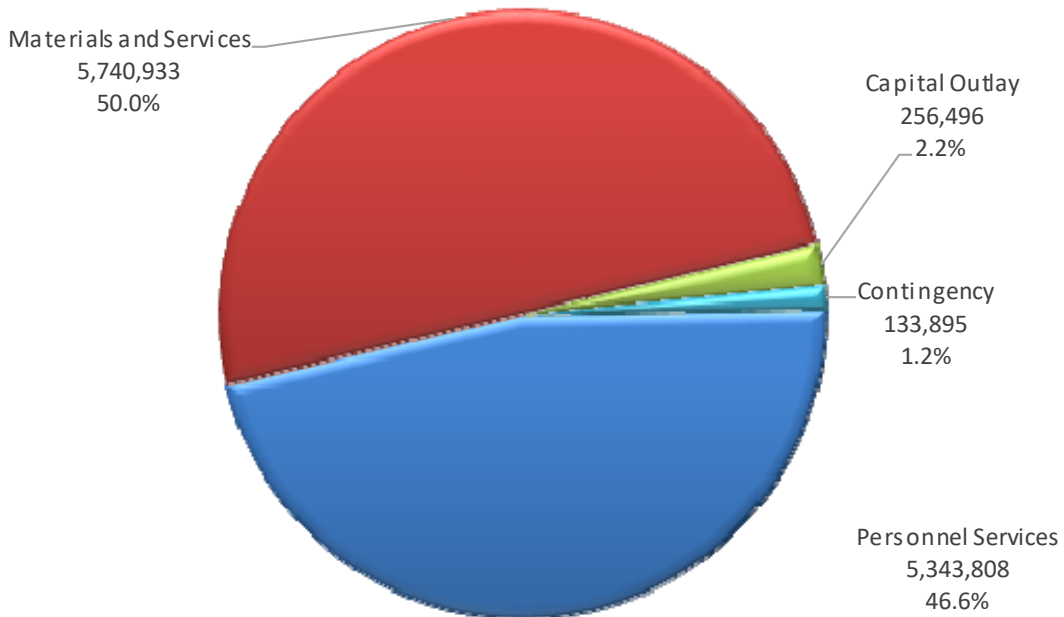
## Special Projects Fund Summary of Resources

|                                 | <u>ACTUAL<br/>2017-2018</u> | <u>ACTUAL<br/>2018-2019</u> | <u>CURRENT<br/>BUDGET<br/>2019-2020</u> | <u>ADOPTED<br/>BUDGET<br/>2020-2021</u> |
|---------------------------------|-----------------------------|-----------------------------|---|---|
| Net Working Capital (Carryover) | \$ 766,394                  | \$ 663,268                  | \$ 1,130,856                            | \$ 873,889                              |
| Federal Revenue                 | 1,692,059                   | 2,058,984                   | 2,603,958                               | 4,574,636                               |
| State Revenue                   | 1,147,964                   | 3,088,393                   | 2,752,878                               | 2,910,117                               |
| Local Revenue                   | 1,622,977                   | 1,893,620                   | 4,207,298                               | 3,116,490                               |
| Other Revenue                   | 168,213                     | 172,230                     | 0                                       | 0                                       |
| Transfers In                    | <u>146,403</u>              | <u>62,301</u>               | <u>0</u>                                | <u>0</u>                                |
| <b>TOTAL RESOURCES</b>          | <b><u>\$ 5,544,010</u></b>  | <b><u>\$ 7,938,796</u></b>  | <b><u>\$ 10,694,990</u></b>             | <b><u>\$ 11,475,132</u></b>             |



## Special Projects Fund Summary of Requirements

|                                    | <u>ACTUAL</u><br><u>2017-2018</u> | <u>ACTUAL</u><br><u>2018-2019</u> | <u>CURRENT</u><br><u>BUDGET</u><br><u>2019-2020</u> | <u>ADOPTED</u><br><u>BUDGET</u><br><u>2020-2021</u> |
|------------------------------------|-----------------------------------|-----------------------------------|---|---|
| Personnel Services                 | \$ 2,918,517                      | \$ 3,328,914                      | \$ 4,887,730  | \$ 5,343,808  |
| Materials and Services             | 1,786,737                         | 3,097,031                         | 4,228,844   | 5,740,933   |
| Capital Outlay                     | 79,733                            | 639,953                           | 1,194,521   | 256,496   |
| Transfers Out                      | 95,755                            | 62,891                            | 250,000   | 0   |
| Contingency                        | <u>0</u>                          | <u>0</u>                          | <u>133,895</u>                                      | <u>133,895</u>                                      |
| Sub-Total                          | 4,880,742                         | 7,128,789                         | 10,694,990  | 11,475,132  |
| Unappropriated Ending Fund Balance | <u>663,268</u>                    | <u>810,007</u>                    | <u>0</u>  | <u>0</u>  |
| <b>TOTAL REQUIREMENTS</b>          | <b>\$ <u>5,544,010</u></b>        | <b>\$ <u>7,938,796</u></b>        | <b>\$ <u>10,694,990</u></b>                         | <b>\$ <u>11,475,132</u></b>                         |



## Special Projects Fund Summary by Use

| ACCOUNT              | INSTRUCTION      | INST.<br>SUPPORT | STUDENT<br>SERVICES | COMMUNITY<br>SERVICES | COLLEGE<br>SUPPORT | PLANT<br>OPERATIONS | PLANT<br>ADDITIONS | FINANCIAL<br>AID/AGENCY | RESERVES       | TOTAL             |
|----------------------|------------------|------------------|---------------------|-----------------------|--------------------|---------------------|--------------------|-------------------------|----------------|-------------------|
| PERSONNEL EXPENSES   | 1,267,431        | 1,777,916        | 347,913             | 0                     | 750,000            | 0                   | 0                  | 0                       | 0              | 4,143,260         |
| BENEFIT EXPENSES     | 566,420          | 447,509          | 112,357             | 0                     | 74,262             | 0                   | 0                  | 0                       | 0              | 1,200,548         |
| MATERIALS & SERVICES | 551,139          | 2,425,774        | 466,040             | 0                     | 1,495,289          | 0                   | 0                  | 0                       | 0              | 4,938,242         |
| FINANCIAL AID        | 0                | 122,691          | 0                   | 0                     | 0                  | 0                   | 0                  | 680,000                 | 0              | 802,691           |
| CAPITAL OUTLAY       | 56,496           | 100,000          | 0                   | 0                     | 100,000            | 0                   | 0                  | 0                       | 0              | 256,496           |
| CONTINGENCY EXPENSE  | 0                | 0                | 0                   | 0                     | 0                  | 0                   | 0                  | 0                       | 133,895        | 133,895           |
|                      | <u>2,441,486</u> | <u>4,873,890</u> | <u>926,310</u>      | <u>0</u>              | <u>2,419,551</u>   | <u>0</u>            | <u>0</u>           | <u>680,000</u>          | <u>133,895</u> | <u>11,475,132</u> |

## Special Projects Fund Requirements by Major Program

| PROGRAM TYPE                          | ACTUAL           | ACTUAL           | CURRENT          |               | PROPOSED         |               | APPROVED         | ADOPTED          |               |
|---------------------------------------|------------------|------------------|------------------|---------------|------------------|---------------|------------------|------------------|---------------|
|                                       | 2017-2018        | 2018-2019        | BUDGET           | FTE           | BUDGET`          | FTE           | BUDGET           | BUDGET           | FTE           |
| <b>10000 INSTRUCTION</b>              |                  |                  |                  |               |                  |               |                  |                  |               |
| Personnel Services                    | 1,365,373        | 1,527,509        | 1,863,879        | 29.292        | 1,759,811        | 26.968        | 1,759,811        | 1,833,851        | 27.968        |
| Materials & Services                  | 806,349          | 1,294,711        | 695,646          | n/a           | 497,873          | n/a           | 497,873          | 551,139          | n/a           |
| Capital Outlay                        | 21,975           | 505,645          | 59,521           | n/a           | 56,496           | n/a           | 56,496           | 56,496           | n/a           |
| Transfers Out                         | 0                | 0                | 0                | n/a           | 0                | n/a           | 0                | 0                | n/a           |
| Contingency/Unapp.End.Fund.Bal        | 0                | 0                | 0                | n/a           | 0                | n/a           | 0                | 0                | n/a           |
| <b>Total Program Requirements</b>     | <b>2,193,697</b> | <b>3,327,865</b> | <b>2,619,046</b> | <b>29.292</b> | <b>2,314,180</b> | <b>26.968</b> | <b>2,314,180</b> | <b>2,441,486</b> | <b>27.968</b> |
| <b>20000 INSTRUCTIONAL SUPPORT</b>    |                  |                  |                  |               |                  |               |                  |                  |               |
| Personnel Services                    | 1,535,061        | 1,688,677        | 2,112,754        | 11.088        | 2,225,425        | 10.662        | 2,225,425        | 2,225,425        | 10.662        |
| Materials & Services                  | 715,030          | 1,375,340        | 2,480,537        | n/a           | 2,548,465        | n/a           | 2,548,465        | 2,548,465        | n/a           |
| Capital Outlay                        | 57,758           | 134,308          | 1,035,000        | n/a           | 100,000          | n/a           | 100,000          | 100,000          | n/a           |
| Transfers Out                         | 0                | 0                | 0                | n/a           | 0                | n/a           | 0                | 0                | n/a           |
| Contingency/Unapp.End.Fund.Bal        | 0                | 0                | 0                | n/a           | 0                | n/a           | 0                | 0                | n/a           |
| <b>Total Program Requirements</b>     | <b>2,307,849</b> | <b>3,198,325</b> | <b>5,628,291</b> | <b>11.088</b> | <b>4,873,890</b> | <b>10.662</b> | <b>4,873,890</b> | <b>4,873,890</b> | <b>10.662</b> |
| <b>30000 STUDENT SERVICES</b>         |                  |                  |                  |               |                  |               |                  |                  |               |
| Personnel Services                    | 8,648            | 39,629           | 359,303          | 4.290         | 359,085          | 4.298         | 359,085          | 460,270          | 5.916         |
| Materials & Services                  | 154,519          | 204,583          | 490,303          | n/a           | 462,150          | n/a           | 462,150          | 466,040          | n/a           |
| Capital Outlay                        | 0                | 0                | 0                | n/a           | 0                | n/a           | 0                | 0                | n/a           |
| Transfers Out                         | 0                | 0                | 0                | n/a           | 0                | n/a           | 0                | 0                | n/a           |
| Contingency/Unapp.End.Fund.Bal        | 0                | 0                | 0                | n/a           | 0                | n/a           | 0                | 0                | n/a           |
| <b>Total Program Requirements</b>     | <b>163,167</b>   | <b>244,212</b>   | <b>849,606</b>   | <b>4.290</b>  | <b>821,235</b>   | <b>4.298</b>  | <b>821,235</b>   | <b>926,310</b>   | <b>5.916</b>  |
| <b>50000 COLLEGE SUPPORT SERVICES</b> |                  |                  |                  |               |                  |               |                  |                  |               |
| Personnel Services                    | 9,435            | 73,099           | 551,794          | 2.654         | 1,051,676        | 20.358        | 1,051,676        | 824,262          | 14.700        |
| Materials & Services                  | 210              | 94,371           | 532,358          | n/a           | 1,495,289        | n/a           | 1,495,289        | 1,495,289        | n/a           |
| Capital Outlay                        | 0                | 0                | 100,000          | n/a           | 100,000          | n/a           | 100,000          | 100,000          | n/a           |
| Transfers Out                         | 0                | 0                | 0                | n/a           | 0                | n/a           | 0                | 0                | n/a           |
| Contingency/Unapp.End.Fund.Bal        | 0                | 0                | 0                | n/a           | 0                | n/a           | 0                | 0                | n/a           |
| <b>Total Program Requirements</b>     | <b>9,645</b>     | <b>167,470</b>   | <b>1,184,152</b> | <b>2.654</b>  | <b>2,646,965</b> | <b>20.358</b> | <b>2,646,965</b> | <b>2,419,551</b> | <b>14.700</b> |
| <b>70000 PLANT ADDITIONS</b>          |                  |                  |                  |               |                  |               |                  |                  |               |
| Personnel Services                    | 0                | 0                | 0                | n/a           | 0                | n/a           | 0                | 0                | n/a           |
| Materials & Services                  | 0                | 0                | 0                | n/a           | 0                | n/a           | 0                | 0                | n/a           |
| Capital Outlay                        | 0                | 0                | 0                | n/a           | 0                | n/a           | 0                | 0                | n/a           |
| Transfers Out                         | 0                | 0                | 0                | n/a           | 0                | n/a           | 0                | 0                | n/a           |
| Contingency/Unapp.End.Fund.Bal        | 0                | 0                | 0                | n/a           | 0                | n/a           | 0                | 0                | n/a           |
| <b>Total Program Requirements</b>     | <b>0</b>         | <b>0</b>         | <b>0</b>         | <b>n/a</b>    | <b>0</b>         | <b>n/a</b>    | <b>0</b>         | <b>0</b>         | <b>n/a</b>    |
| <b>75000 TRANSFERS</b>                |                  |                  |                  |               |                  |               |                  |                  |               |
| Personnel Services                    | 0                | 0                | 0                | n/a           | 0                | n/a           | 0                | 0                | n/a           |
| Materials & Services                  | 0                | 0                | 0                | n/a           | 0                | n/a           | 0                | 0                | n/a           |
| Capital Outlay                        | 0                | 0                | 0                | n/a           | 0                | n/a           | 0                | 0                | n/a           |
| Transfers Out                         | 95,755           | 62,891           | 250,000          | n/a           | 0                | n/a           | 0                | 0                | n/a           |
| Contingency/Unapp.End.Fund.Bal        | 0                | 0                | 0                | n/a           | 0                | n/a           | 0                | 0                | n/a           |
| <b>Total Program Requirements</b>     | <b>95,755</b>    | <b>62,891</b>    | <b>250,000</b>   | <b>n/a</b>    | <b>0</b>         | <b>n/a</b>    | <b>0</b>         | <b>0</b>         | <b>n/a</b>    |

## Special Projects Fund Requirements by Major Program

| PROGRAM TYPE                        | ACTUAL           | ACTUAL           | CURRENT           |               | PROPOSED          |               | APPROVED          | ADOPTED           |               |
|-------------------------------------|------------------|------------------|-------------------|---------------|-------------------|---------------|-------------------|-------------------|---------------|
|                                     | 2017-2018        | 2018-2019        | BUDGET            | FTE           | BUDGET`           | FTE           | BUDGET            | BUDGET            | FTE           |
|                                     | 2019-2020        | 2020-2021        | 2020-2021         | 2020-2021     | 2020-2021         | 2020-2021     | 2020-2021         | 2020-2021         | 2020-2021     |
| <b>80000 FINANCIAL AID</b>          |                  |                  |                   |               |                   |               |                   |                   |               |
| Personnel Services                  | 0                | 0                | 0                 | n/a           | 0                 | n/a           | 0                 | 0                 | n/a           |
| Materials & Services                | 110,629          | 128,026          | 30,000            | n/a           | 1,333,337         | n/a           | 1,333,337         | 680,000           | n/a           |
| Capital Outlay                      | 0                | 0                | 0                 | n/a           | 0                 | n/a           | 0                 | 0                 | n/a           |
| Transfers Out                       | 0                | 0                | 0                 | n/a           | 0                 | n/a           | 0                 | 0                 | n/a           |
| Contingency/Unapp.End.Fund.Ba       | 0                | 0                | 0                 | n/a           | 0                 | n/a           | 0                 | 0                 | n/a           |
| <b>Total Program Requirements</b>   | <b>110,629</b>   | <b>128,026</b>   | <b>30,000</b>     | <b>n/a</b>    | <b>1,333,337</b>  | <b>n/a</b>    | <b>1,333,337</b>  | <b>680,000</b>    | <b>n/a</b>    |
| <b>90000 RESERVES (CONTINGENCY)</b> |                  |                  |                   |               |                   |               |                   |                   |               |
| Personnel Services                  | 0                | 0                | 0                 | n/a           | 0                 | n/a           | 0                 | 0                 | n/a           |
| Materials & Services                | 0                | 0                | 0                 | n/a           | 0                 | n/a           | 0                 | 0                 | n/a           |
| Capital Outlay                      | 0                | 0                | 0                 | n/a           | 0                 | n/a           | 0                 | 0                 | n/a           |
| Transfers Out                       | 0                | 0                | 0                 | n/a           | 0                 | n/a           | 0                 | 0                 | n/a           |
| Contingency/Unapp.End.Fund.Ba       | 0                | 0                | 133,895           | n/a           | 133,895           | n/a           | 133,895           | 133,895           | n/a           |
| <b>Total Program Requirements</b>   | <b>0</b>         | <b>0</b>         | <b>133,895</b>    | <b>n/a</b>    | <b>133,895</b>    | <b>n/a</b>    | <b>133,895</b>    | <b>133,895</b>    | <b>n/a</b>    |
| <b>TOTAL REQUIREMENTS</b>           |                  |                  |                   |               |                   |               |                   |                   |               |
| Personnel Services                  | 2,918,517        | 3,328,914        | 4,887,730         | 47.324        | 5,395,997         | 62.286        | 5,395,997         | 5,343,808         | 59.246        |
| Materials & Services                | 1,786,737        | 3,097,031        | 4,228,844         | n/a           | 6,337,114         | n/a           | 6,337,114         | 5,740,933         | n/a           |
| Capital Outlay                      | 79,733           | 639,953          | 1,194,521         | n/a           | 256,496           | n/a           | 256,496           | 256,496           | n/a           |
| Transfers Out                       | 95,755           | 62,891           | 250,000           | n/a           | 0                 | n/a           | 0                 | 0                 | n/a           |
| Contingency/Unapp.End.Fund.Ba       | 0                | 0                | 133,895           | n/a           | 133,895           | n/a           | 133,895           | 133,895           | n/a           |
| <b>TOTAL PROGRAM REQUIREMENTS</b>   | <b>4,880,742</b> | <b>7,128,789</b> | <b>10,694,990</b> | <b>47.324</b> | <b>12,123,502</b> | <b>62.286</b> | <b>12,123,502</b> | <b>11,475,132</b> | <b>59.246</b> |

## Special Projects Fund Summary of Funds

### RESOURCES

|                             | ACTUAL<br>2017-2018 | ACTUAL<br>2018-2019 | CURRENT<br>BUDGET<br>2019-2020 | PROPOSED<br>BUDGET<br>2020-2021 | APPROVED<br>BUDGET<br>2020-2021 | ADOPTED<br>BUDGET<br>2020-2021 |
|-----------------------------|---------------------|---------------------|--------------------------------|---------------------------------|---------------------------------|--------------------------------|
| Federal Grants              | 1,774,794           | 1,960,903           | 2,499,643                      | 5,401,578                       | 5,401,578                       | 4,677,706                      |
| State Grants                | 1,459,102           | 3,385,544           | 3,880,571                      | 3,482,372                       | 3,482,372                       | 3,609,678                      |
| Local Grants                | 1,543,720           | 1,929,081           | 3,446,276                      | 2,339,552                       | 2,339,552                       | 2,287,748                      |
| Unallocated Special Revenue | 0                   | 0                   | 868,500                        | 900,000                         | 900,000                         | 900,000                        |
| <b>TOTAL RESOURCES</b>      | <b>4,777,616</b>    | <b>7,275,528</b>    | <b>10,694,990</b>              | <b>12,123,502</b>               | <b>12,123,502</b>               | <b>11,475,132</b>              |

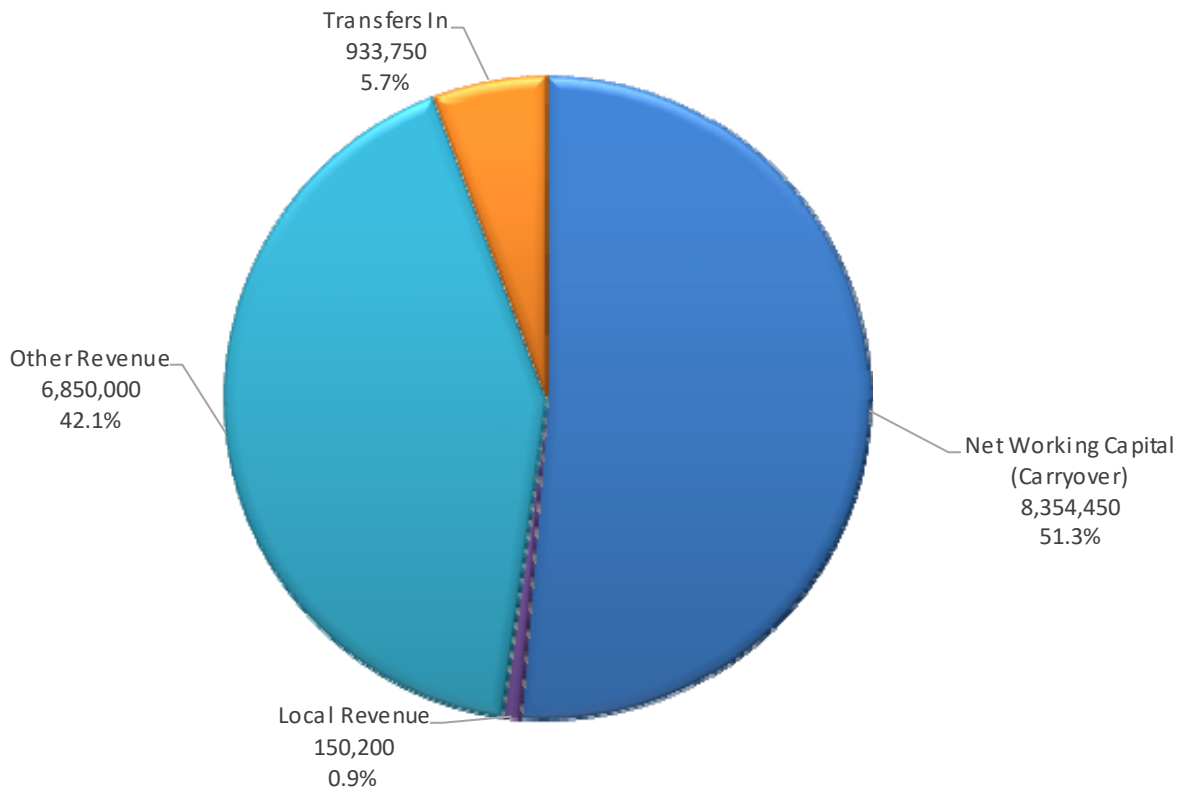
### REQUIREMENTS

|                             | ACTUAL<br>2017-2018 | ACTUAL<br>2018-2019 | CURRENT<br>BUDGET<br>2019-2020 | PROPOSED<br>BUDGET<br>2020-2021 | APPROVED<br>BUDGET<br>2020-2021 | ADOPTED<br>BUDGET<br>2020-2021 |
|-----------------------------|---------------------|---------------------|--------------------------------|---------------------------------|---------------------------------|--------------------------------|
| Federal Grants              | 1,798,520           | 1,923,579           | 2,499,643                      | 5,401,578                       | 5,401,578                       | 4,677,706                      |
| State Grants                | 1,484,512           | 3,427,542           | 3,880,571                      | 3,482,372                       | 3,482,372                       | 3,609,678                      |
| Local Grants                | 1,597,710           | 1,777,668           | 3,446,276                      | 2,339,552                       | 2,339,552                       | 2,287,748                      |
| Unallocated Special Revenue | 0                   | 0                   | 868,500                        | 900,000                         | 900,000                         | 900,000                        |
| <b>TOTAL REQUIREMENTS</b>   | <b>4,880,742</b>    | <b>7,128,789</b>    | <b>10,694,990</b>              | <b>12,123,502</b>               | <b>12,123,502</b>               | <b>11,475,132</b>              |

*Prior year columns show actual revenues and expenditures for the fiscal year indicated. Net working capital and ending fund balance are not included. Budget year columns show estimated resources (including net working capital-carryover) and estimated requirements.*

## Capital Projects Fund Summary of Resources

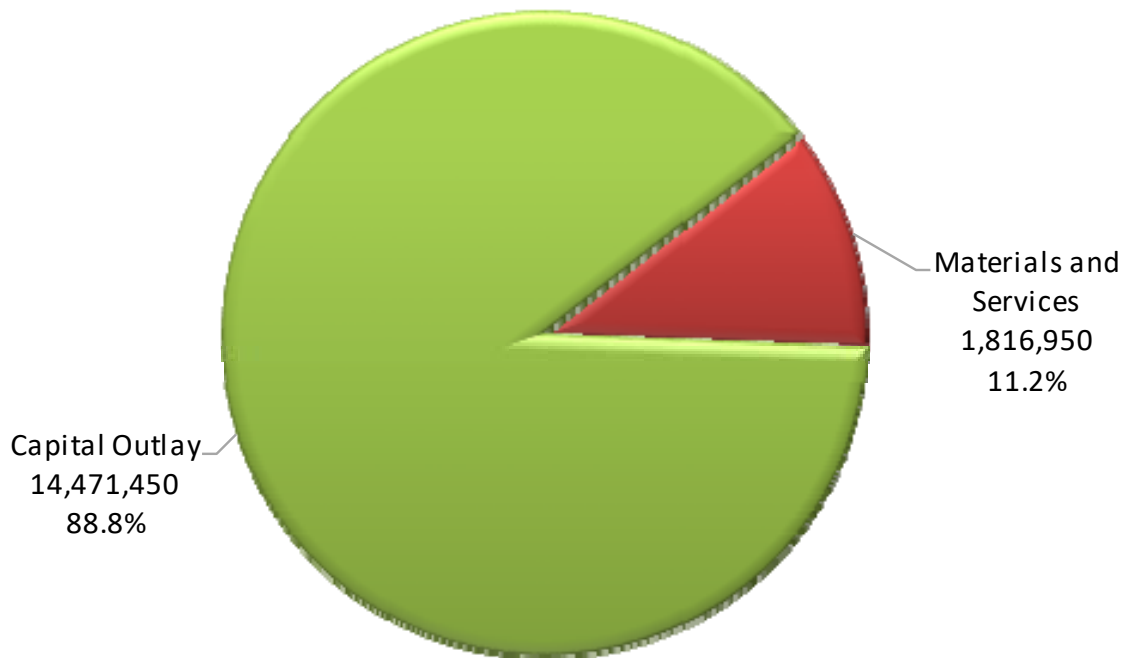
|                                 | <u>ACTUAL</u><br><u>2017-2018</u> | <u>ACTUAL</u><br><u>2018-2019</u> | <u>CURRENT</u><br><u>BUDGET</u><br><u>2019-2020</u> | <u>ADOPTED</u><br><u>BUDGET</u><br><u>2020-2021</u> |
|---------------------------------|-----------------------------------|-----------------------------------|---|---|
| Net Working Capital (Carryover) | \$ 16,231,168                     | \$ 12,934,090                     | \$ 7,747,944  | \$ 8,354,450  |
| Federal Revenue                 | 0                                 | 0                                 | 0   | 0   |
| State Revenue                   | 2,313,656                         | 1,675                             | 10,500,000  | 0   |
| Local Revenue                   | 807,557                           | 572,169                           | 137,530   | 150,200   |
| Other Revenue                   | 0                                 | 0                                 | 6,850,000   | 6,850,000   |
| Transfers In                    | <u>1,572,125</u>                  | <u>2,484,194</u>                  | <u>1,553,750</u>                                    | <u>933,750</u>                                      |
| <b>TOTAL RESOURCES</b>          | <b><u>\$ 20,924,506</u></b>       | <b><u>\$ 15,992,128</u></b>       | <b><u>\$ 26,789,224</u></b>                         | <b><u>\$ 16,288,400</u></b>                         |





## Capital Projects Fund Summary of Requirements

|                                    | ACTUAL<br>2017-2018         | ACTUAL<br>2018-2019         | CURRENT<br>BUDGET<br>2019-2020 | ADOPTED<br>BUDGET<br>2020-2021 |
|------------------------------------|-----------------------------|-----------------------------|--------------------------------|--------------------------------|
| Personnel Services                 | \$ 194,456                  | \$ 7,540                    | \$ 0                           | \$ 0                           |
| Materials and Services             | 1,968,136                   | 1,623,716                   | 1,878,200                      | 1,816,950                      |
| Capital Outlay                     | 5,827,824                   | 9,059,906                   | 24,721,024                     | 14,471,450                     |
| Transfers Out                      | <u>0</u>                    | <u>0</u>                    | <u>190,000</u>                 | <u>0</u>                       |
| <i>Sub-Total</i>                   | 7,990,416                   | 10,691,162                  | 26,789,224                     | 16,288,400                     |
| Unappropriated Ending Fund Balance | <u>12,934,090</u>           | <u>5,300,966</u>            | <u>0</u>                       | <u>0</u>                       |
| <b>TOTAL REQUIREMENTS</b>          | <b><u>\$ 20,924,506</u></b> | <b><u>\$ 15,992,128</u></b> | <b><u>\$ 26,789,224</u></b>    | <b><u>\$ 16,288,400</u></b>    |



## Capital Projects Fund Summary by Use

| ACCOUNT              | INST.<br>INSTRUCTION | STUDENT<br>SUPPORT | COMMUNITY<br>SERVICES | COLLEGE<br>SUPPORT | PLANT<br>OPERATIONS | PLANT<br>ADDITIONS | TRANSFERS  | RESERVES | TOTAL |            |
|----------------------|----------------------|--------------------|-----------------------|--------------------|---------------------|--------------------|------------|----------|-------|------------|
| MATERIALS & SERVICES | 0                    | 34,200             | 0                     | 0                  | 1,100,000           | 592,750            | 90,000     | 0        | 0     | 1,816,950  |
| CAPITAL OUTLAY       | 5,950                | 146,000            | 0                     | 0                  | 401,000             | 1,038,500          | 12,880,000 | 0        | 0     | 14,471,450 |
|                      | 5,950                | 180,200            | 0                     | 0                  | 1,501,000           | 1,631,250          | 12,970,000 | 0        | 0     | 16,288,400 |

## Capital Projects Fund Requirements by Major Program

| PROGRAM TYPE                              | ACTUAL    | ACTUAL    | CURRENT    |     | PROPOSED   |     | APPROVED   | ADOPTED    |     |
|---|-----------|-----------|------------|-----|------------|-----|------------|------------|-----|
|   | 2017-2018 | 2018-2019 | BUDGET     | FTE | BUDGET     | FTE | BUDGET     | BUDGET     | FTE |
|   |           |           | 2019-2020  |     | 2020-2021  |     | 2020-2021  | 2020-2021  |     |
| <b>10000 INSTRUCTION</b>                  |           |           |            |     |            |     |            |            |     |
| Personnel Services                        | 0         | 0         | 0          | n/a | 0          | n/a | 0          | 0          | n/a |
| Materials & Services                      | 376,357   | 2,159     | 0          | n/a | 0          | n/a | 0          | 0          | n/a |
| Capital Outlay                            | 227,572   | 32,183    | 5,450      | n/a | 5,950      | n/a | 5,950      | 5,950      | n/a |
| Transfers Out                             | 0         | 0         | 0          | n/a | 0          | n/a | 0          | 0          | n/a |
| Contingency/Unapp.End.Fund.Bal            | 0         | 0         | 0          | n/a | 0          | n/a | 0          | 0          | n/a |
| Total Program Requirements                | 603,929   | 34,342    | 5,450      | n/a | 5,950      | n/a | 5,950      | 5,950      | n/a |
| <b>20000 INSTRUCTIONAL SUPPORT</b>        |           |           |            |     |            |     |            |            |     |
| Personnel Services                        | 0         | 0         | 0          | n/a | 0          | n/a | 0          | 0          | n/a |
| Materials & Services                      | 0         | 0         | 181,200    | n/a | 34,200     | n/a | 34,200     | 34,200     | n/a |
| Capital Outlay                            | 0         | 0         | 193,000    | n/a | 146,000    | n/a | 146,000    | 146,000    | n/a |
| Transfers Out                             | 0         | 0         | 0          | n/a | 0          | n/a | 0          | 0          | n/a |
| Contingency/Unapp.End.Fund.Bal            | 0         | 0         | 0          | n/a | 0          | n/a | 0          | 0          | n/a |
| Total Program Requirements                | 0         | 0         | 374,200    | n/a | 180,200    | n/a | 180,200    | 180,200    | n/a |
| <b>50000 COLLEGE SUPPORT SERVICES</b>     |           |           |            |     |            |     |            |            |     |
| Personnel Services                        | 0         | 0         | 0          | n/a | 0          | n/a | 0          | 0          | n/a |
| Materials & Services                      | 506,800   | 828,344   | 1,100,000  | n/a | 1,100,000  | n/a | 1,100,000  | 1,100,000  | n/a |
| Capital Outlay                            | 118,415   | 137,092   | 411,000    | n/a | 401,000    | n/a | 401,000    | 401,000    | n/a |
| Transfers Out                             | 0         | 0         | 0          | n/a | 0          | n/a | 0          | 0          | n/a |
| Contingency/Unapp.End.Fund.Bal            | 0         | 0         | 0          | n/a | 0          | n/a | 0          | 0          | n/a |
| Total Program Requirements                | 625,215   | 965,436   | 1,511,000  | n/a | 1,501,000  | n/a | 1,501,000  | 1,501,000  | n/a |
| <b>60000 PLANT OPERATIONS/MAINTENANCE</b> |           |           |            |     |            |     |            |            |     |
| Personnel Services                        | 0         | 0         | 0          | n/a | 0          | n/a | 0          | 0          | n/a |
| Materials & Services                      | 588,553   | 388,869   | 300,000    | n/a | 592,750    | n/a | 592,750    | 592,750    | n/a |
| Capital Outlay                            | 638,441   | 90,450    | 161,204    | n/a | 1,038,500  | n/a | 1,038,500  | 1,038,500  | n/a |
| Transfers Out                             | 0         | 0         | 0          | n/a | 0          | n/a | 0          | 0          | n/a |
| Contingency/Unapp.End.Fund.Bal            | 0         | 0         | 0          | n/a | 0          | n/a | 0          | 0          | n/a |
| Total Program Requirements                | 1,226,994 | 479,319   | 461,204    | n/a | 1,631,250  | n/a | 1,631,250  | 1,631,250  | n/a |
| <b>70000 PLANT ADDITIONS</b>              |           |           |            |     |            |     |            |            |     |
| Personnel Services                        | 194,456   | 7,540     | 0          | n/a | 0          | n/a | 0          | 0          | n/a |
| Materials & Services                      | 496,426   | 404,344   | 297,000    | n/a | 90,000     | n/a | 90,000     | 90,000     | n/a |
| Capital Outlay                            | 4,843,396 | 8,800,181 | 23,950,370 | n/a | 12,880,000 | n/a | 12,880,000 | 12,880,000 | n/a |
| Transfers Out                             | 0         | 0         | 0          | n/a | 0          | n/a | 0          | 0          | n/a |
| Contingency/Unapp.End.Fund.Bal            | 0         | 0         | 0          | n/a | 0          | n/a | 0          | 0          | n/a |
| Total Program Requirements                | 5,534,278 | 9,212,065 | 24,247,370 | n/a | 12,970,000 | n/a | 12,970,000 | 12,970,000 | n/a |

## Capital Projects Fund Requirements by Major Program

| PROGRAM TYPE                      | ACTUAL           | ACTUAL            | CURRENT           |            | PROPOSED          |            | APPROVED          | ADOPTED           |            |
|-----------------------------------|------------------|-------------------|-------------------|------------|-------------------|------------|-------------------|-------------------|------------|
|                                   | 2017-2018        | 2018-2019         | BUDGET            | FTE        | BUDGET            | FTE        | BUDGET            | BUDGET            | FTE        |
|                                   |                  |                   | 2019-2020         |            | 2020-2021         |            | 2020-2021         | 2020-2021         |            |
| <b>75000 TRANSFERS</b>            |                  |                   |                   |            |                   |            |                   |                   |            |
| Total Personal Services           | 0                | 0                 | 0                 | n/a        | 0                 | n/a        | 0                 | 0                 | n/a        |
| Materials & Services              | 0                | 0                 | 0                 | n/a        | 0                 | n/a        | 0                 | 0                 | n/a        |
| Capital Outlay                    | 0                | 0                 | 0                 | n/a        | 0                 | n/a        | 0                 | 0                 | n/a        |
| Transfers Out                     | 0                | 0                 | 190,000           | n/a        | 0                 | n/a        | 0                 | 0                 | n/a        |
| Contingency/Unapp.End.Fund.Bal    | 0                | 0                 | 0                 | n/a        | 0                 | n/a        | 0                 | 0                 | n/a        |
| <b>Total Program Requirements</b> | <b>0</b>         | <b>0</b>          | <b>190,000</b>    | <b>n/a</b> | <b>0</b>          | <b>n/a</b> | <b>0</b>          | <b>0</b>          | <b>n/a</b> |
| <b>TOTAL REQUIREMENTS</b>         |                  |                   |                   |            |                   |            |                   |                   |            |
| Personnel Services                | 194,456          | 7,540             | 0                 | n/a        | 0                 | n/a        | 0                 | 0                 | n/a        |
| Materials & Services              | 1,968,136        | 1,623,716         | 1,878,200         | n/a        | 1,816,950         | n/a        | 1,816,950         | 1,816,950         | n/a        |
| Capital Outlay                    | 5,827,824        | 9,059,906         | 24,721,024        | n/a        | 14,471,450        | n/a        | 14,471,450        | 14,471,450        | n/a        |
| Transfers Out                     | 0                | 0                 | 190,000           | n/a        | 0                 | n/a        | 0                 | 0                 | n/a        |
| Contingency/Unapp.End.Fund.Bal    | 0                | 0                 | 0                 | n/a        | 0                 | n/a        | 0                 | 0                 | n/a        |
| <b>TOTAL PROGRAM REQUIREMENTS</b> | <b>7,990,416</b> | <b>10,691,162</b> | <b>26,789,224</b> | <b>n/a</b> | <b>16,288,400</b> | <b>n/a</b> | <b>16,288,400</b> | <b>16,288,400</b> | <b>n/a</b> |

## Capital Projects Fund

### Summary of Resources and Requirements by Fund

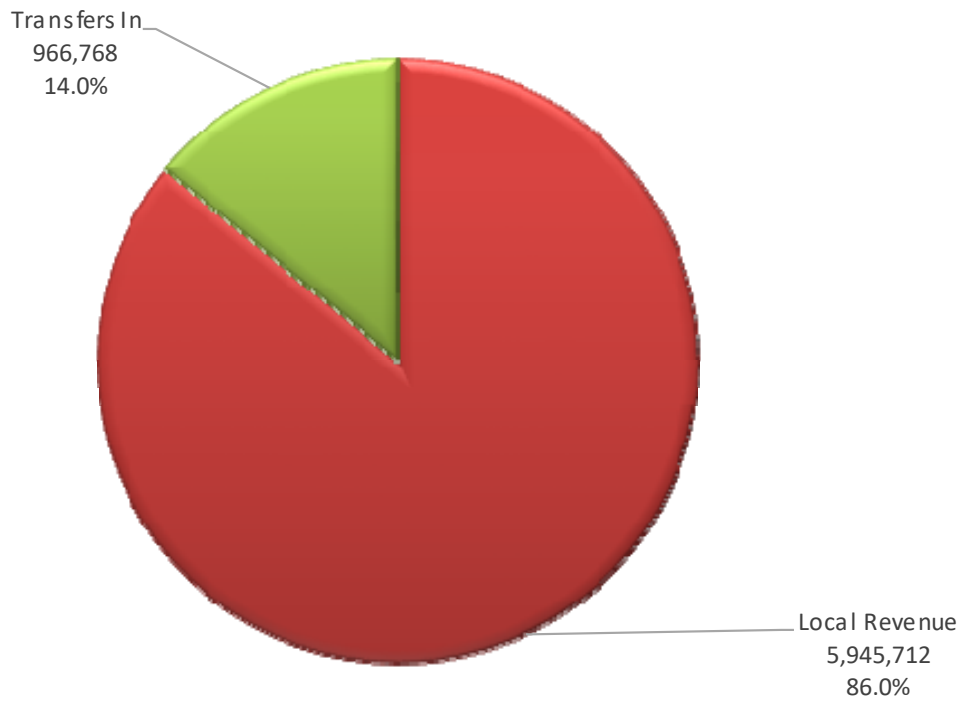
| RESOURCES                               |                     |                     |                                |                                 |                                 |                                |
|---|---------------------|---------------------|--------------------------------|---------------------------------|---------------------------------|--------------------------------|
| FUND NUMBER AND NAME                    | ACTUAL<br>2017-2018 | ACTUAL<br>2018-2019 | CURRENT<br>BUDGET<br>2019-2020 | PROPOSED<br>BUDGET<br>2020-2021 | APPROVED<br>BUDGET<br>2020-2021 | ADOPTED<br>BUDGET<br>2020-2021 |
| 42300 General Equipment Purchase Fund   | 30,000              | 30,000              | 50,000                         | 40,000                          | 40,000                          | 40,000                         |
| 44200 Roof Reserve                      | 210,275             | 211,152             | 610,040                        | 917,750                         | 917,750                         | 917,750                        |
| 44230 East Linn Center Maint. Reserve   | 81,628              | 16,073              | 45,000                         | 0                               | 0                               | 0                              |
| 44235 East Linn Center Roof Reserve     | 9,937               | 11,170              | 145,000                        | 0                               | 0                               | 0                              |
| 44250 Greenhouse Roof Reserve           | 500                 | 500                 | 5,450                          | 5,950                           | 5,950                           | 5,950                          |
| 44400 Telecommunications Reserve        | 6,038               | 5,333               | 40,200                         | 40,200                          | 40,200                          | 40,200                         |
| 44700 District Facilities Imprv-ATTC A  | 0                   | 426,425             | 0                              | 0                               | 0                               | 0                              |
| 44710 District Facil Imprv-ATTC B/C     | 0                   | 16,157              | 0                              | 0                               | 0                               | 0                              |
| 44720 District Facil Imprv.-Sci Bldg    | 0                   | 319,764             | 0                              | 0                               | 0                               | 0                              |
| 44723 Ag Center                         | 0                   | 561,890             | 0                              | 0                               | 0                               | 0                              |
| 44725 District Facilities Imprvm.-Bond  | 2,480,124           | 538,180             | 23,637,330                     | 12,970,000                      | 12,970,000                      | 12,970,000                     |
| 44800 Major Maintenance Reserve         | 805,537             | 305,155             | 461,204                        | 713,500                         | 713,500                         | 713,500                        |
| 44801 Deferred Maint-State Stimulus (H) | 0                   | 6,208               | 1,461,000                      | 0                               | 0                               | 0                              |
| 44900 Technology Reserve                | 517,838             | 510,031             | 334,000                        | 1,461,000                       | 1,461,000                       | 1,461,000                      |
| 44950 Instructional Equipment Reserve   | 551,461             | 100,000             | 0                              | 140,000                         | 140,000                         | 140,000                        |
| <b>TOTAL RESOURCES</b>                  | <b>4,693,338</b>    | <b>3,058,038</b>    | <b>26,789,224</b>              | <b>16,288,400</b>               | <b>16,288,400</b>               | <b>16,288,400</b>              |

| REQUIREMENTS                            |                     |                     |                                |                                 |                                 |                                |
|---|---------------------|---------------------|--------------------------------|---------------------------------|---------------------------------|--------------------------------|
| FUND NUMBER AND NAME                    | ACTUAL<br>2017-2018 | ACTUAL<br>2018-2019 | CURRENT<br>BUDGET<br>2019-2020 | PROPOSED<br>BUDGET<br>2020-2021 | APPROVED<br>BUDGET<br>2020-2021 | ADOPTED<br>BUDGET<br>2020-2021 |
| 42300 General Equipment Purchase Fund   | 0                   | 79,737              | 50,000                         | 40,000                          | 40,000                          | 40,000                         |
| 43200 Benton Cnt. Rep. & Maintenance Fu | 0                   | 8,395               | 0                              | 0                               | 0                               | 0                              |
| 44200 Roof Reserve                      | 802,553             | 28,745              | 610,040                        | 917,750                         | 917,750                         | 917,750                        |
| 44230 East Linn Center Maint. Reserve   | 179,450             | 110,962             | 45,000                         | 0                               | 0                               | 0                              |
| 44235 East Linn Center Roof Reserve     | 0                   | 760                 | 145,000                        | 0                               | 0                               | 0                              |
| 44250 Greenhouse Roof Reserve           | 0                   | 0                   | 5,450                          | 5,950                           | 5,950                           | 5,950                          |
| 44400 Telecommunications Reserve        | 10,456              | 5,010               | 40,200                         | 40,200                          | 40,200                          | 40,200                         |
| 44723 Ag Center                         | 0                   | 593,687             | 0                              | 0                               | 0                               | 0                              |
| 44725 District Facilities Imprvm.-Bond  | 4,805,718           | 8,578,219           | 23,637,330                     | 12,970,000                      | 12,970,000                      | 12,970,000                     |
| 44800 Major Maintenance Reserve         | 965,224             | 376,363             | 461,204                        | 713,500                         | 713,500                         | 713,500                        |
| 44900 Technology Reserve                | 623,086             | 874,942             | 1,461,000                      | 1,461,000                       | 1,461,000                       | 1,461,000                      |
| 44950 Instructional Equipment Reserve   | 603,929             | 34,342              | 334,000                        | 140,000                         | 140,000                         | 140,000                        |
| <b>TOTAL REQUIREMENTS</b>               | <b>7,990,416</b>    | <b>10,691,162</b>   | <b>26,789,224</b>              | <b>16,288,400</b>               | <b>16,288,400</b>               | <b>16,288,400</b>              |

*Prior year columns show actual revenues and expenditures for the fiscal year indicated. Net working capital and ending fund balance are not included. Budget year columns show estimated resources (including net working capital-carryover) and estimated requirements.*

## Debt Service Fund Summary of Resources

|                                 | <u>ACTUAL<br/>2017-2018</u> | <u>ACTUAL<br/>2018-2019</u> | <u>CURRENT<br/>BUDGET<br/>2019-2020</u> | <u>ADOPTED<br/>BUDGET<br/>2020-2021</u> |
|---------------------------------|-----------------------------|-----------------------------|---|---|
| Net Working Capital (Carryover) | \$ 93,785                   | \$ 199,326                  | \$ 0                                    | \$ 0                                    |
| Local Revenue                   | 5,402,955                   | 5,717,272                   | 5,737,607                               | 5,945,712                               |
| Transfers In                    | <u>463,618</u>              | <u>464,168</u>              | <u>715,769</u>                          | <u>966,768</u>                          |
| <b>TOTAL RESOURCES</b>          | <b><u>\$ 5,960,358</u></b>  | <b><u>\$ 6,380,766</u></b>  | <b><u>\$ 6,453,376</u></b>              | <b><u>\$ 6,912,480</u></b>              |



## Debt Service Fund Summary of Requirements

|                                  | <u>ACTUAL</u><br><u>2017-2018</u> | <u>ACTUAL</u><br><u>2018-2019</u> | <u>CURRENT</u><br><u>BUDGET</u><br><u>2019-2020</u> | <u>ADOPTED</u><br><u>BUDGET</u><br><u>2020-2021</u> |
|----------------------------------|-----------------------------------|-----------------------------------|---|---|
| Debt Expense                     | \$ 5,761,032                      | \$ 5,970,781                      | \$ 6,453,376  | \$ 6,912,480  |
| Ending Fund Balance              | <u>199,326</u>                    | <u>409,985</u>                    | <u>0</u>  | <u>0</u>  |
| <b><i>TOTAL REQUIREMENTS</i></b> | <b><u>\$ 5,960,358</u></b>        | <b><u>\$ 6,380,766</u></b>        | <b><u>\$ 6,453,376</u></b>                          | <b><u>\$ 6,912,480</u></b>                          |

## Debt Service Fund Summary by Use

| ACCOUNT      | INST.<br>INSTRUCTION | STUDENT<br>SUPPORT SERVICES | COMMUNITY<br>SERVICES | COLLEGE<br>SUPPORT | PLANT<br>OPERATIONS | PLANT<br>ADDITIONS | FINANCIAL<br>AID/AGENCY RESERVES | TOTAL |           |
|--------------|----------------------|-----------------------------|-----------------------|--------------------|---------------------|--------------------|----------------------------------|-------|-----------|
| DEBT EXPENSE | 0                    | 0                           | 0                     | 0                  | 6,912,480           | 0                  | 0                                | 0     | 6,912,480 |
|              | 0                    | 0                           | 0                     | 0                  | 6,912,480           | 0                  | 0                                | 0     | 6,912,480 |



## Debt Service Fund

### Requirements by Major Program

| PROGRAM TYPE                          | ACTUAL<br>2017-2018 | ACTUAL<br>2018-2019 | CURRENT<br>BUDGET<br>2019-2020 | PROPOSED<br>BUDGET<br>2020-2021 | APPROVED<br>BUDGET<br>2020-2021 | ADOPTED<br>BUDGET<br>2020-2021 |
|---------------------------------------|---------------------|---------------------|--------------------------------|---------------------------------|---------------------------------|--------------------------------|
| <b>50000 COLLEGE SUPPORT SERVICES</b> |                     |                     |                                |                                 |                                 |                                |
| Personnel Services                    | 0                   | 0                   | 0                              | 0                               | 0                               | 0                              |
| Materials & Services                  | 5,761,032           | 5,970,781           | 6,453,376                      | 6,912,480                       | 6,912,480                       | 6,912,480                      |
| Capital Outlay                        | 0                   | 0                   | 0                              | 0                               | 0                               | 0                              |
| Transfers Out                         | 0                   | 0                   | 0                              | 0                               | 0                               | 0                              |
| Contingency/Unapp.End.Fund.Bal        | 0                   | 0                   | 0                              | 0                               | 0                               | 0                              |
| <b>Total Program Requirements</b>     | <b>5,761,032</b>    | <b>5,970,781</b>    | <b>6,453,376</b>               | <b>6,912,480</b>                | <b>6,912,480</b>                | <b>6,912,480</b>               |
| <b>TOTAL REQUIREMENTS</b>             |                     |                     |                                |                                 |                                 |                                |
| Personnel Services                    | 0                   | 0                   | 0                              | 0                               | 0                               | 0                              |
| Materials & Services                  | 5,761,032           | 5,970,781           | 6,453,376                      | 6,912,480                       | 6,912,480                       | 6,912,480                      |
| Capital Outlay                        | 0                   | 0                   | 0                              | 0                               | 0                               | 0                              |
| Transfers Out                         | 0                   | 0                   | 0                              | 0                               | 0                               | 0                              |
| Contingency/Unapp.End.Fund.Bal        | 0                   | 0                   | 0                              | 0                               | 0                               | 0                              |
| <b>TOTAL PROGRAM REQUIREMENTS</b>     | <b>5,761,032</b>    | <b>5,970,781</b>    | <b>6,453,376</b>               | <b>6,912,480</b>                | <b>6,912,480</b>                | <b>6,912,480</b>               |

## Debt Service Fund

### Resources and Requirements by Fund

| RESOURCES                           |                     |                     |                                |                                 |                                 |                                |
|-------------------------------------|---------------------|---------------------|--------------------------------|---------------------------------|---------------------------------|--------------------------------|
| FUND NUMBER AND NAME                | ACTUAL<br>2017-2018 | ACTUAL<br>2018-2019 | CURRENT<br>BUDGET<br>2019-2020 | PROPOSED<br>BUDGET<br>2020-2021 | APPROVED<br>BUDGET<br>2020-2021 | ADOPTED<br>BUDGET<br>2020-2021 |
| 51075 Pension Obligation Bond-2004  | 2,562,777           | 2,670,132           | 2,756,857                      | 2,875,362                       | 2,875,362                       | 2,875,362                      |
| 51080 Bond Issue Proceeds Fund-2015 | 2,840,179           | 3,047,140           | 2,980,750                      | 3,070,350                       | 3,070,350                       | 3,070,350                      |
| 52105 COP Proceeds Fund--2019       | 0                   | 0                   | 250,000                        | 500,000                         | 500,000                         | 500,000                        |
| 52200 COP Proceeds Fund-2017        | 463,617             | 464,168             | 465,769                        | 466,768                         | 466,768                         | 466,768                        |
| <b>TOTAL RESOURCES</b>              | <b>5,866,573</b>    | <b>6,181,440</b>    | <b>6,453,376</b>               | <b>6,912,480</b>                | <b>6,912,480</b>                | <b>6,912,480</b>               |

| REQUIREMENTS                        |                     |                     |                                |                                 |                                 |                                |
|-------------------------------------|---------------------|---------------------|--------------------------------|---------------------------------|---------------------------------|--------------------------------|
| FUND NUMBER AND NAME                | ACTUAL<br>2017-2018 | ACTUAL<br>2018-2019 | CURRENT<br>BUDGET<br>2019-2020 | PROPOSED<br>BUDGET<br>2020-2021 | APPROVED<br>BUDGET<br>2020-2021 | ADOPTED<br>BUDGET<br>2020-2021 |
| 51075 Pension Obligation Bond-2004  | 2,536,664           | 2,642,663           | 2,756,857                      | 2,875,362                       | 2,875,362                       | 2,875,362                      |
| 51080 Bond Issue Proceeds Fund-2015 | 2,760,750           | 2,863,950           | 2,980,750                      | 3,070,350                       | 3,070,350                       | 3,070,350                      |
| 52105 COP Proceeds Fund--2019       | 0                   | 0                   | 250,000                        | 500,000                         | 500,000                         | 500,000                        |
| 52200 COP Proceeds Fund-2017        | 463,618             | 464,168             | 465,769                        | 466,768                         | 466,768                         | 466,768                        |
| <b>TOTAL REQUIREMENTS</b>           | <b>5,761,032</b>    | <b>5,970,781</b>    | <b>6,453,376</b>               | <b>6,912,480</b>                | <b>6,912,480</b>                | <b>6,912,480</b>               |

*Prior year columns show actual revenues and expenditures for the fiscal year indicated. Net working capital and ending fund balance are not included. Budget year columns show estimated resources (including net working capital-carryover) and estimated requirements.*

**Enterprise Fund**  
Summary of Resources

|                                 | ACTUAL<br><u>2017-2018</u> | ACTUAL<br><u>2018-2019</u> | CURRENT<br>BUDGET<br><u>2019-2020</u> | ADOPTED<br>BUDGET<br><u>2020-2021</u> |
|---------------------------------|----------------------------|----------------------------|---------------------------------------|---------------------------------------|
| Net Working Capital (Carryover) | \$ 991,784                 | \$ 708,130                 | \$ 114,399                            | \$ 200,000                            |
| Sales/Service Revenue           | 3,528,475                  | 2,991,489                  | 4,759,410                             | 0                                     |
| Other Revenue                   | 4,912                      | 5,973                      | 23,000                                | 0                                     |
| Transfers In                    | <u>0</u>                   | <u>0</u>                   | <u>0</u>                              | <u>0</u>                              |
| <b>TOTAL RESOURCES</b>          | <b><u>\$ 4,525,171</u></b> | <b><u>\$ 3,705,592</u></b> | <b><u>\$ 4,896,809</u></b>            | <b><u>\$ 200,000</u></b>              |

## Enterprise Fund

### Summary of Requirements

|                                       | <u>ACTUAL</u><br><u>2017-2018</u> | <u>ACTUAL</u><br><u>2018-2019</u> | <u>CURRENT</u><br><u>BUDGET</u><br><u>2019-2020</u> | <u>ADOPTED</u><br><u>BUDGET</u><br><u>2020-2021</u> |
|---------------------------------------|-----------------------------------|-----------------------------------|---|---|
| Personnel Services                    | \$ 955,873                        | \$ 1,122,551                      | \$ 1,232,855  | \$ 0  |
| Materials and Services                | 2,806,372                         | 2,286,903                         | 3,467,400   | 0   |
| Capital Outlay                        | 9,232                             | 36,578                            | 128,500   | 0   |
| Transfers Out                         | 63,532                            | 63,301                            | 63,301  | 200,000   |
| Contingency                           | <u>0</u>                          | <u>0</u>                          | <u>4,753</u>  | <u>0</u>  |
| Sub-Total                             | 3,835,009                         | 3,509,333                         | 4,896,809   | 200,000   |
| Adjust for Depreciation, Gains/Losses | (17,968)                          | (10,986)                          | 0   | 0   |
| Unappropriated Ending Fund Balance    | <u>708,130</u>                    | <u>207,245</u>                    | <u>0</u>  | <u>0</u>  |
| <b>TOTAL REQUIREMENTS</b>             | <b><u>\$ 4,525,171</u></b>        | <b><u>\$ 3,705,592</u></b>        | <b><u>\$ 4,896,809</u></b>                          | <b><u>\$ 200,000</u></b>                            |

# Enterprise Fund

## Summary by Use

| ACCOUNT              | INSTRUCTION | INST.<br>SUPPORT | STUDENT<br>SERVICES | COMMUNITY<br>SERVICES | COLLEGE<br>SUPPORT | PLANT<br>OPERATIONS | PLANT<br>ADDITIONS | FINANCIAL<br>AID/AGENCY | RESERVES | TOTAL          |
|----------------------|-------------|------------------|---------------------|-----------------------|--------------------|---------------------|--------------------|-------------------------|----------|----------------|
| PERSONNEL EXPENSES   | 0           | 0                | 0                   | 0                     | 0                  | 0                   | 0                  | 0                       | 0        | 0              |
| BENEFIT EXPENSES     | 0           | 0                | 0                   | 0                     | 0                  | 0                   | 0                  | 0                       | 0        | 0              |
| MATERIALS & SERVICES | 0           | 0                | 0                   | 0                     | 0                  | 0                   | 0                  | 0                       | 0        | 0              |
| MATERIALS FOR RESALE | 0           | 0                | 0                   | 0                     | 0                  | 0                   | 0                  | 0                       | 0        | 0              |
| FINANCIAL AID        | 0           | 0                | 0                   | 0                     | 0                  | 0                   | 0                  | 0                       | 0        | 0              |
| CAPITAL OUTLAY       | 0           | 0                | 0                   | 0                     | 0                  | 0                   | 0                  | 0                       | 0        | 0              |
| CONTINGENCY EXPENSE  | 0           | 0                | 0                   | 0                     | 0                  | 0                   | 0                  | 0                       | 0        | 0              |
| DEPRECIATION         | 0           | 0                | 0                   | 0                     | 0                  | 0                   | 0                  | 0                       | 0        | 0              |
| TRANSFERS OUT        | 0           | 0                | 0                   | 0                     | 0                  | 0                   | 0                  | 200,000                 | 0        | 200,000        |
| <b>Total</b>         | <b>0</b>    | <b>0</b>         | <b>0</b>            | <b>0</b>              | <b>0</b>           | <b>0</b>            | <b>0</b>           | <b>200,000</b>          | <b>0</b> | <b>200,000</b> |

# Enterprise Fund

## Requirements by Major Program

| PROGRAM TYPE                        | ACTUAL           | ACTUAL           | CURRENT          |               | PROPOSED       |            | APPROVED       | ADOPTED        |            |
|-------------------------------------|------------------|------------------|------------------|---------------|----------------|------------|----------------|----------------|------------|
|                                     | 2017-2018        | 2018-2019        | BUDGET           | FTE           | BUDGET         | FTE        | BUDGET         | BUDGET         | FTE        |
| <b>75000 TRANSFERS</b>              |                  |                  |                  |               |                |            |                |                |            |
| Personnel Services                  | 0                | 0                | 0                | n/a           | 0              | n/a        | 0              | 0              | n/a        |
| Materials & Services                | 0                | 0                | 0                | n/a           | 0              | n/a        | 0              | 0              | n/a        |
| Capital Outlay                      | 0                | 0                | 0                | n/a           | 0              | n/a        | 0              | 0              | n/a        |
| Transfers Out                       | 63,532           | 63,301           | 63,301           | n/a           | 200,000        | n/a        | 200,000        | 200,000        | n/a        |
| Contingency/Unapp.End.Fund.Bal      | 0                | 0                | 0                | n/a           | 0              | n/a        | 0              | 0              | n/a        |
| <b>Total Program Requirements</b>   | <b>63,532</b>    | <b>63,301</b>    | <b>63,301</b>    | <b>n/a</b>    | <b>200,000</b> | <b>n/a</b> | <b>200,000</b> | <b>200,000</b> | <b>n/a</b> |
| <b>85000 ENTERPRISES</b>            |                  |                  |                  |               |                |            |                |                |            |
| Personnel Services                  | 955,873          | 1,122,551        | 1,232,855        | 20.818        | 0              | n/a        | 0              | 0              | n/a        |
| Materials & Services                | 2,806,372        | 2,286,903        | 3,467,400        | n/a           | 0              | n/a        | 0              | 0              | n/a        |
| Capital Outlay                      | 9,232            | 36,578           | 128,500          | n/a           | 0              | n/a        | 0              | 0              | n/a        |
| Transfers Out                       | 0                | 0                | 0                | n/a           | 0              | n/a        | 0              | 0              | n/a        |
| Contingency/Unapp.End.Fund.Bal      | 0                | 0                | 0                | n/a           | 0              | n/a        | 0              | 0              | n/a        |
| <b>Total Program Requirements</b>   | <b>3,771,477</b> | <b>3,446,032</b> | <b>4,828,755</b> | <b>20.818</b> | <b>0</b>       | <b>n/a</b> | <b>0</b>       | <b>0</b>       | <b>n/a</b> |
| <b>90000 RESERVES (CONTINGENCY)</b> |                  |                  |                  |               |                |            |                |                |            |
| Personnel Services                  | 0                | 0                | 0                | n/a           | 0              | n/a        | 0              | 0              | n/a        |
| Materials & Services                | 0                | 0                | 0                | n/a           | 0              | n/a        | 0              | 0              | n/a        |
| Capital Outlay                      | 0                | 0                | 0                | n/a           | 0              | n/a        | 0              | 0              | n/a        |
| Transfers Out                       | 0                | 0                | 0                | n/a           | 0              | n/a        | 0              | 0              | n/a        |
| Contingency/Unapp.End.Fund.Bal      | 0                | 0                | 4,753            | n/a           | 0              | n/a        | 0              | 0              | n/a        |
| <b>Total Program Requirements</b>   | <b>0</b>         | <b>0</b>         | <b>4,753</b>     | <b>n/a</b>    | <b>0</b>       | <b>n/a</b> | <b>0</b>       | <b>0</b>       | <b>n/a</b> |
| <b>TOTAL REQUIREMENTS</b>           |                  |                  |                  |               |                |            |                |                |            |
| Personnel Services                  | 955,873          | 1,122,551        | 1,232,855        | 20.818        | 0              | n/a        | 0              | 0              | n/a        |
| Materials & Services                | 2,806,372        | 2,286,903        | 3,467,400        | n/a           | 0              | n/a        | 0              | 0              | n/a        |
| Capital Outlay                      | 9,232            | 36,578           | 128,500          | n/a           | 0              | n/a        | 0              | 0              | n/a        |
| Transfers Out                       | 63,532           | 63,301           | 63,301           | n/a           | 200,000        | n/a        | 200,000        | 200,000        | n/a        |
| Contingency/Unapp.End.Fund.Bal      | 0                | 0                | 4,753            | n/a           | 0              | n/a        | 0              | 0              | n/a        |
| <b>TOTAL PROGRAM REQUIREMENTS</b>   | <b>3,835,009</b> | <b>3,509,333</b> | <b>4,896,809</b> | <b>20.818</b> | <b>200,000</b> | <b>n/a</b> | <b>200,000</b> | <b>200,000</b> | <b>n/a</b> |

## Enterprise Fund

### Resources and Requirements by Fund

#### RESOURCES

| FUND NUMBER AND NAME         | ACTUAL           | ACTUAL           | CURRENT             | PROPOSED            | APPROVED            | ADOPTED             |
|------------------------------|------------------|------------------|---------------------|---------------------|---------------------|---------------------|
|                              | 2017-2018        | 2018-2019        | BUDGET<br>2019-2020 | BUDGET<br>2020-2021 | BUDGET<br>2020-2021 | BUDGET<br>2020-2021 |
| 61000 Food Services Fund     | 774,905          | 756,742          | 1,238,395           | (5,500,000)         | (5,500,000)         | (5,500,000)         |
| 62000 Bookstore Fund         | 2,335,379        | 1,878,990        | 3,108,004           | 4,100,000           | 4,100,000           | 4,100,000           |
| 63000 Printing Services Fund | 423,103          | 361,730          | 550,410             | 1,600,000           | 1,600,000           | 1,600,000           |
| <b>TOTAL RESOURCES</b>       | <b>3,533,387</b> | <b>2,997,462</b> | <b>4,896,809</b>    | <b>200,000</b>      | <b>200,000</b>      | <b>200,000</b>      |

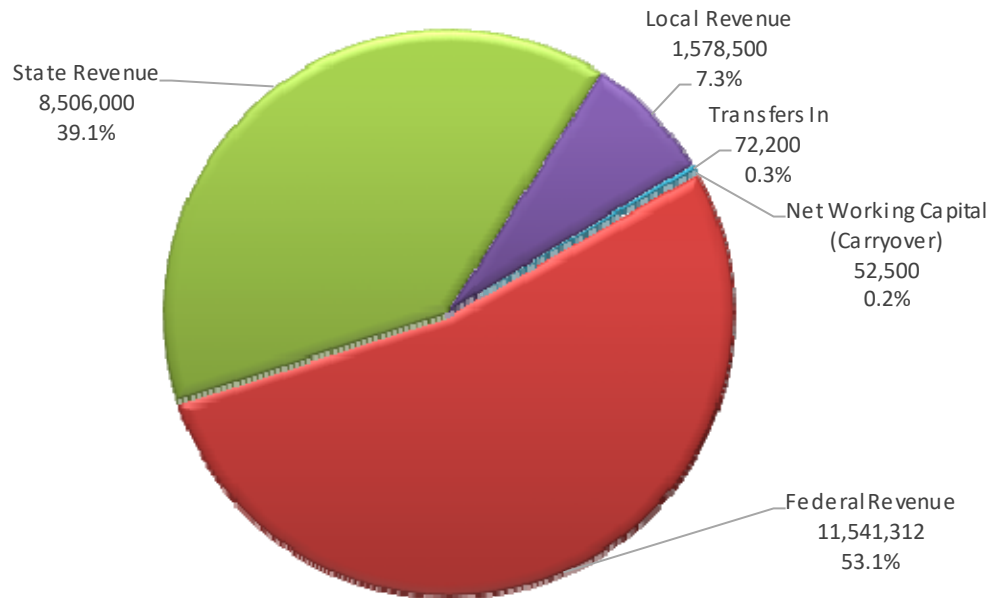
#### REQUIREMENTS

| FUND NUMBER AND NAME         | ACTUAL           | ACTUAL           | CURRENT             | PROPOSED            | APPROVED            | ADOPTED             |
|------------------------------|------------------|------------------|---------------------|---------------------|---------------------|---------------------|
|                              | 2017-2018        | 2018-2019        | BUDGET<br>2019-2020 | BUDGET<br>2020-2021 | BUDGET<br>2020-2021 | BUDGET<br>2020-2021 |
| 61000 Food Services Fund     | 1,107,480        | 1,144,460        | 1,238,395           | (5,500,000)         | (5,500,000)         | (5,500,000)         |
| 62000 Bookstore Fund         | 2,393,756        | 2,061,768        | 3,108,004           | 4,100,000           | 4,100,000           | 4,100,000           |
| 63000 Printing Services Fund | 333,773          | 303,105          | 550,410             | 1,600,000           | 1,600,000           | 1,600,000           |
| <b>TOTAL REQUIREMENTS</b>    | <b>3,835,009</b> | <b>3,509,333</b> | <b>4,896,809</b>    | <b>200,000</b>      | <b>200,000</b>      | <b>200,000</b>      |

*Prior year columns show actual revenues and expenditures for the fiscal year indicated. Net working capital and ending fund balance are not included. Budget year columns show estimated resources (including net working capital-carryover) and estimated requirements.*

## Financial Aid Fund Summary of Resources

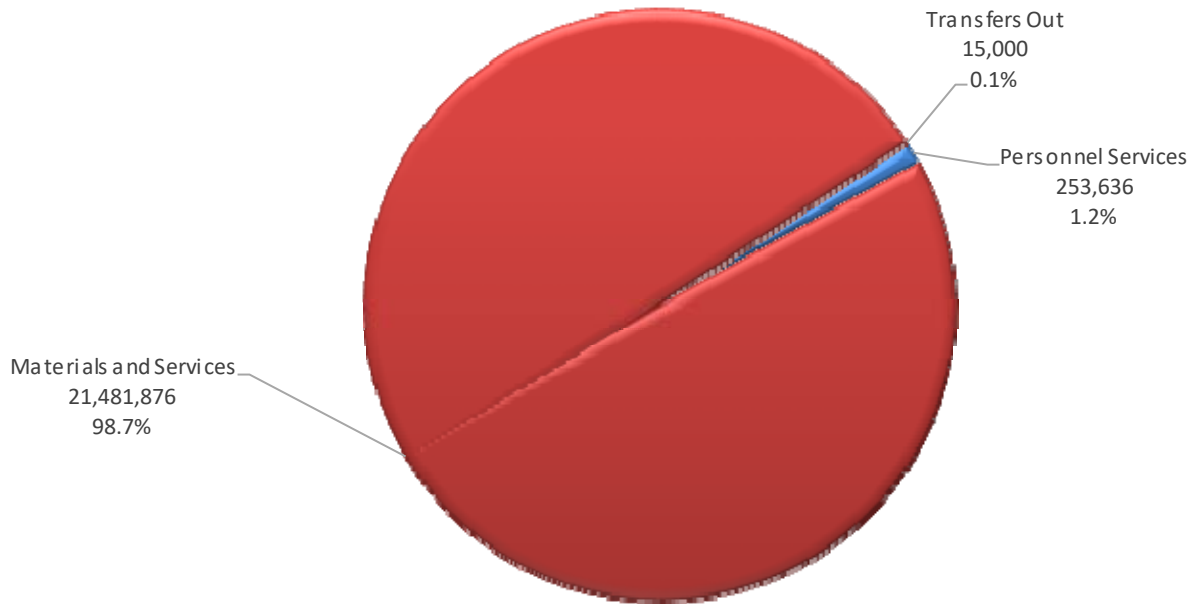
|                                 | <u>ACTUAL</u><br><u>2017-2018</u> | <u>ACTUAL</u><br><u>2018-2019</u> | <u>CURRENT</u><br><u>BUDGET</u><br><u>2019-2020</u> | <u>ADOPTED</u><br><u>BUDGET</u><br><u>2020-2021</u> |
|---------------------------------|-----------------------------------|-----------------------------------|---|---|
| Net Working Capital (Carryover) | \$ (269,018)                      | \$ (331,610)                      | \$ 82,700   | \$ 52,500   |
| Federal Revenue                 | 6,853,934                         | 6,743,921                         | 11,541,312  | 11,541,312  |
| State Revenue                   | 3,141,941                         | 3,494,768                         | 8,506,000   | 8,506,000   |
| Local Revenue                   | 1,396,683                         | 1,472,163                         | 1,638,800   | 1,578,500   |
| Transfers In                    | <u>25,797</u>                     | <u>504,182</u>                    | <u>67,921</u>                                       | <u>72,200</u>                                       |
| <b>TOTAL RESOURCES</b>          | <b>\$ <u>11,149,337</u></b>       | <b>\$ <u>11,883,424</u></b>       | <b>\$ <u>21,836,733</u></b>                         | <b>\$ <u>21,750,512</u></b>                         |





## Financial Aid Fund Summary of Requirements

|                                    | <u>ACTUAL</u><br><u>2017-2018</u> | <u>ACTUAL</u><br><u>2018-2019</u> | <u>CURRENT</u><br><u>BUDGET</u><br><u>2019-2020</u> | <u>ADOPTED</u><br><u>BUDGET</u><br><u>2020-2021</u> |
|------------------------------------|-----------------------------------|-----------------------------------|---|---|
| Personnel Services                 | \$ 205,771                        | \$ 191,993                        | \$ 253,886  | \$ 253,636  |
| Materials and Services             | 11,275,176                        | 11,550,524                        | 21,567,847  | 21,481,876  |
| Transfers Out                      | <u>0</u>                          | <u>26,081</u>                     | <u>15,000</u>                                       | <u>15,000</u>                                       |
| Sub-Total                          | 11,480,947                        | 11,768,598                        | 21,836,733  | 21,750,512  |
| Unappropriated Ending Fund Balance | <u>(331,610)</u>                  | <u>114,826</u>                    | <u>0</u>  | <u>0</u>  |
| <b>TOTAL REQUIREMENTS</b>          | <b>\$ <u>11,149,337</u></b>       | <b>\$ <u>11,883,424</u></b>       | <b>\$ <u>21,836,733</u></b>                         | <b>\$ <u>21,750,512</u></b>                         |



## Financial Aid Fund Summary by Use

| ACCOUNT              | INST.       | STUDENT | COMMUNITY | COLLEGE  | PLANT   | PLANT      | FINANCIAL |            |          |            |
|----------------------|-------------|---------|-----------|----------|---------|------------|-----------|------------|----------|------------|
|                      | INSTRUCTION | SUPPORT | SERVICES  | SERVICES | SUPPORT | OPERATIONS | ADDITIONS | AID/AGENCY | RESERVES | TOTAL      |
| PERSONNEL EXPENSES   | 0           | 0       | 0         | 0        | 0       | 0          | 0         | 252,843    | 0        | 252,843    |
| BENEFIT EXPENSES     | 0           | 0       | 0         | 0        | 0       | 0          | 0         | 793        | 0        | 793        |
| MATERIALS & SERVICES | 0           | 0       | 0         | 0        | 0       | 0          | 0         | 100,946    | 0        | 100,946    |
| FINANCIAL AID        | 0           | 0       | 0         | 0        | 15,000  | 0          | 0         | 21,380,930 | 0        | 21,395,930 |
| TRANSFERS OUT        | 0           | 0       | 0         | 0        | 0       | 0          | 0         | 0          | 0        | 0          |
|                      | 0           | 0       | 0         | 0        | 15,000  | 0          | 0         | 21,735,512 | 0        | 21,750,512 |

# Financial Aid Fund

## Requirements by Major Program

| PROGRAM TYPE                          | ACTUAL            | ACTUAL            | CURRENT           |               | PROPOSED          |               | APPROVED          | ADOPTED           |               |
|---------------------------------------|-------------------|-------------------|-------------------|---------------|-------------------|---------------|-------------------|-------------------|---------------|
|                                       | 2017-2018         | 2018-2019         | BUDGET            | FTE           | BUDGET            | FTE           | BUDGET            | BUDGET            | FTE           |
| <b>50000 COLLEGE SUPPORT SERVICES</b> |                   |                   |                   |               |                   |               |                   |                   |               |
| Personnel Services                    | 0                 | 474               | 0                 | n/a           | 0                 | n/a           | 0                 | 0                 | n/a           |
| Materials & Services                  | 0                 | 0                 | 16,000            | n/a           | 15,000            | n/a           | 15,000            | 15,000            | n/a           |
| Capital Outlay                        | 0                 | 0                 | 0                 | n/a           | 0                 | n/a           | 0                 | 0                 | n/a           |
| Transfers Out                         | 0                 | 0                 | 0                 | n/a           | 0                 | n/a           | 0                 | 0                 | n/a           |
| Contingency/Unapp.End.Fund.Bal        | 0                 | 0                 | 0                 | n/a           | 0                 | n/a           | 0                 | 0                 | n/a           |
| <b>Total Program Requirements</b>     | <b>0</b>          | <b>474</b>        | <b>16,000</b>     | <b>n/a</b>    | <b>15,000</b>     | <b>n/a</b>    | <b>15,000</b>     | <b>15,000</b>     | <b>n/a</b>    |
| <b>75000 TRANSFERS</b>                |                   |                   |                   |               |                   |               |                   |                   |               |
| Personnel Services                    | 0                 | 0                 | 0                 | n/a           | 0                 | n/a           | 0                 | 0                 | n/a           |
| Materials & Services                  | 0                 | 0                 | 0                 | n/a           | 0                 | n/a           | 0                 | 0                 | n/a           |
| Capital Outlay                        | 0                 | 0                 | 0                 | n/a           | 0                 | n/a           | 0                 | 0                 | n/a           |
| Transfers Out                         | 0                 | 26,081            | 15,000            | n/a           | 15,000            | n/a           | 15,000            | 15,000            | n/a           |
| Contingency/Unapp.End.Fund.Bal        | 0                 | 0                 | 0                 | n/a           | 0                 | n/a           | 0                 | 0                 | n/a           |
| <b>Total Program Requirements</b>     | <b>0</b>          | <b>26,081</b>     | <b>15,000</b>     | <b>n/a</b>    | <b>15,000</b>     | <b>n/a</b>    | <b>15,000</b>     | <b>15,000</b>     | <b>n/a</b>    |
| <b>80000 FINANCIAL AID</b>            |                   |                   |                   |               |                   |               |                   |                   |               |
| Personnel Services                    | 205,771           | 191,519           | 253,886           | 11.242        | 253,636           | 10.494        | 253,636           | 253,636           | 10.494        |
| Materials & Services                  | 11,275,176        | 11,550,524        | 21,551,847        | n/a           | 21,462,347        | n/a           | 21,462,347        | 21,466,876        | n/a           |
| Capital Outlay                        | 0                 | 0                 | 0                 | n/a           | 0                 | n/a           | 0                 | 0                 | n/a           |
| Transfers Out                         | 0                 | 0                 | 0                 | n/a           | 0                 | n/a           | 0                 | 0                 | n/a           |
| Contingency/Unapp.End.Fund.Bal        | 0                 | 0                 | 0                 | n/a           | 0                 | n/a           | 0                 | 0                 | n/a           |
| <b>Total Program Requirements</b>     | <b>11,480,947</b> | <b>11,742,043</b> | <b>21,805,733</b> | <b>11.242</b> | <b>21,715,983</b> | <b>10.494</b> | <b>21,715,983</b> | <b>21,720,512</b> | <b>10.494</b> |
| <b>TOTAL REQUIREMENTS</b>             |                   |                   |                   |               |                   |               |                   |                   |               |
| Personnel Services                    | 205,771           | 191,993           | 253,886           | 11.242        | 253,636           | 10.494        | 253,636           | 253,636           | 10.494        |
| Materials & Services                  | 11,275,176        | 11,550,524        | 21,567,847        | n/a           | 21,477,347        | n/a           | 21,477,347        | 21,481,876        | n/a           |
| Capital Outlay                        | 0                 | 0                 | 0                 | n/a           | 0                 | n/a           | 0                 | 0                 | n/a           |
| Transfers Out                         | 0                 | 26,081            | 15,000            | n/a           | 15,000            | n/a           | 15,000            | 15,000            | n/a           |
| Contingency/Unapp.End.Fund.Bal        | 0                 | 0                 | 0                 | n/a           | 0                 | n/a           | 0                 | 0                 | n/a           |
| <b>TOTAL PROGRAM REQUIREMENTS</b>     | <b>11,480,947</b> | <b>11,768,598</b> | <b>21,836,733</b> | <b>11.242</b> | <b>21,745,983</b> | <b>10.494</b> | <b>21,745,983</b> | <b>21,750,512</b> | <b>10.494</b> |

**Financial Aid Fund**  
**Resources and Requirements by Fund**

**RESOURCES**

|                            | ACTUAL            | ACTUAL            | CURRENT           | PROPOSED          | APPROVED          | ADOPTED           |
|----------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
|                            | 2017-2018         | 2018-2019         | BUDGET            | BUDGET            | BUDGET            | BUDGET            |
|                            |                   |                   | 2019-2020         | 2020-2021         | 2020-2021         | 2020-2021         |
| Federal Programs           | 6,854,577         | 6,767,748         | 11,542,312        | 11,542,062        | 11,542,062        | 11,542,062        |
| State Programs             | 3,141,941         | 3,497,302         | 8,506,000         | 8,506,000         | 8,506,000         | 8,506,000         |
| College Programs           | 31,494            | 481,501           | 363,421           | 182,921           | 182,921           | 187,450           |
| LBCC Foundation Programs   | 289,660           | 237,458           | 265,000           | 205,000           | 205,000           | 205,000           |
| Non-Institutional Programs | 1,100,683         | 1,231,025         | 1,160,000         | 1,310,000         | 1,310,000         | 1,310,000         |
| <b>TOTAL RESOURCES</b>     | <b>11,418,355</b> | <b>12,215,034</b> | <b>21,836,733</b> | <b>21,745,983</b> | <b>21,745,983</b> | <b>21,750,512</b> |

**REQUIREMENTS**

|                            | ACTUAL            | ACTUAL            | CURRENT           | PROPOSED          | APPROVED          | ADOPTED           |
|----------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
|                            | 2017-2018         | 2018-2019         | BUDGET            | BUDGET            | BUDGET            | BUDGET            |
|                            |                   |                   | 2019-2020         | 2020-2021         | 2020-2021         | 2020-2021         |
| Federal Programs           | 6,814,728         | 6,780,826         | 11,542,312        | 11,542,062        | 11,542,062        | 11,542,062        |
| State Programs             | 3,194,136         | 3,498,474         | 8,506,000         | 8,506,000         | 8,506,000         | 8,506,000         |
| College Programs           | 105,600           | 23,091            | 363,421           | 182,921           | 182,921           | 187,450           |
| LBCC Foundation Programs   | 265,752           | 237,458           | 265,000           | 205,000           | 205,000           | 205,000           |
| Non-Institutional Programs | 1,100,731         | 1,228,749         | 1,160,000         | 1,310,000         | 1,310,000         | 1,310,000         |
| <b>TOTAL REQUIREMENTS</b>  | <b>11,480,947</b> | <b>11,768,598</b> | <b>21,836,733</b> | <b>21,745,983</b> | <b>21,745,983</b> | <b>21,750,512</b> |

*Prior year columns show actual revenues and expenditures for the fiscal year indicated. Net working capital and ending fund balance are not included. Budget year columns show estimated resources (including net working capital-carryover) and estimated requirements.*

# Financial Aid Fund

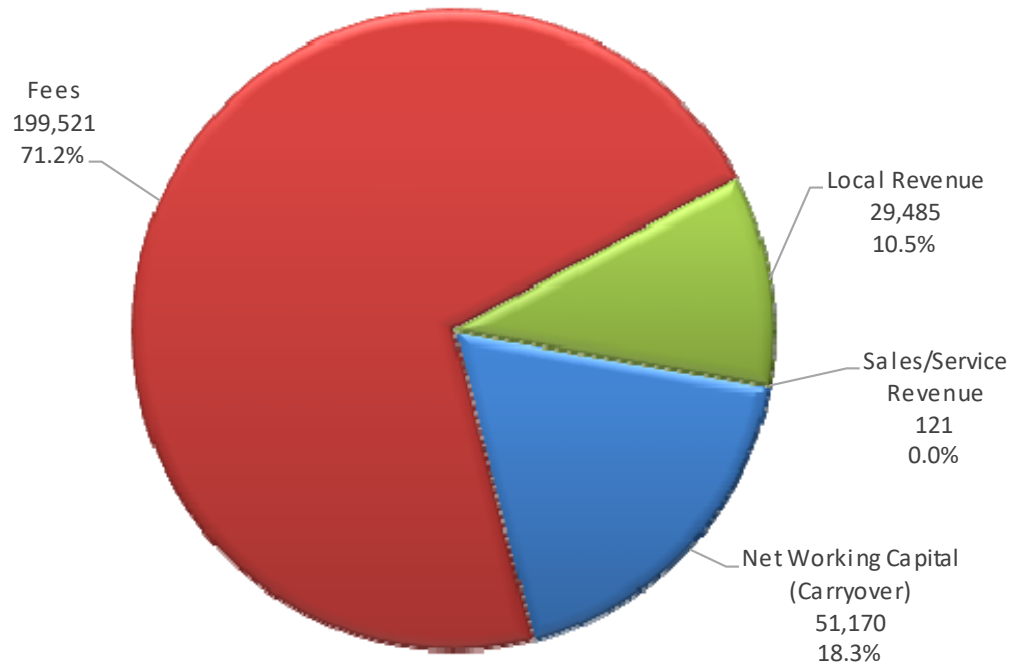
## Resources and Requirements by Fund

| RESOURCES                                 |                   |                   |                     |                     |                     |                     |
|---|-------------------|-------------------|---------------------|---------------------|---------------------|---------------------|
| FUND NUMBER AND NAME                      | ACTUAL            | ACTUAL            | CURRENT             | PROPOSED            | APPROVED            | ADOPTED             |
|   | 2017-2018         | 2018-2019         | BUDGET<br>2019-2020 | BUDGET<br>2020-2021 | BUDGET<br>2020-2021 | BUDGET<br>2020-2021 |
| 8111X Pell Grants                         | 6,373,634         | 6,273,202         | 11,080,000          | 11,080,000          | 11,080,000          | 11,080,000          |
| 8112X SEOG Grants                         | 268,701           | 263,756           | 197,480             | 197,480             | 197,480             | 197,480             |
| 8114X Federal Work Study                  | 212,242           | 215,295           | 264,832             | 264,582             | 264,582             | 264,582             |
| 8210X OSAC Need Grants                    | 1,856,625         | 1,766,806         | 4,506,000           | 4,506,000           | 4,506,000           | 4,506,000           |
| 8230X Oregon Promise                      | 1,285,316         | 1,730,496         | 4,000,000           | 4,000,000           | 4,000,000           | 4,000,000           |
| 83120 Dean Grants                         | 0                 | 27,496            | 29,421              | 29,421              | 29,421              | 33,950              |
| 83130 Foundation Scholarships-Specific    | 257,160           | 237,551           | 200,000             | 200,000             | 200,000             | 200,000             |
| 83150 Student Tuition Exemptions          | 0                 | 56,735            | 0                   | 0                   | 0                   | 0                   |
| 83210 Eldon Schafer Loans                 | 490               | 360               | 118,000             | 48,500              | 48,500              | 48,500              |
| 83220 Local Work Study                    | 0                 | 0                 | 4,500               | 4,500               | 4,500               | 4,500               |
| 83225 International Student Employment    | 1,246             | 0                 | 3,000               | 3,000               | 3,000               | 3,000               |
| 83240 Institut. Reconciliation Receivable | 30,850            | 397,188           | 165,000             | 65,000              | 65,000              | 65,000              |
| 83250 Institut. Reconciliation Write Offs | 0                 | 0                 | 27,500              | 17,500              | 17,500              | 17,500              |
| 83260 Other Collection Costs Fund         | (1,092)           | (278)             | 16,000              | 15,000              | 15,000              | 15,000              |
| 8327X Federal Direct Loan Fund            | 0                 | 15,495            | 0                   | 0                   | 0                   | 0                   |
| 83400 PELL Administration Fee             | 0                 | 0                 | 10,000              | 10,000              | 10,000              | 10,000              |
| 84100 Non-Institutional Grants            | 1,100,683         | 1,231,025         | 1,150,000           | 1,300,000           | 1,300,000           | 1,300,000           |
| 85410 Libby Endowment Scholarship         | 32,500            | (93)              | 65,000              | 5,000               | 5,000               | 5,000               |
| 84200 Regional Skills Grant               | 0                 | 0                 | 0                   | 0                   | 0                   | 0                   |
| <b>TOTAL RESOURCES</b>                    | <b>11,418,355</b> | <b>12,215,034</b> | <b>21,836,733</b>   | <b>21,745,983</b>   | <b>21,745,983</b>   | <b>21,750,512</b>   |

| REQUIREMENTS                              |                   |                   |                     |                     |                     |                     |
|---|-------------------|-------------------|---------------------|---------------------|---------------------|---------------------|
| FUND NUMBER AND NAME                      | ACTUAL            | ACTUAL            | CURRENT             | PROPOSED            | APPROVED            | ADOPTED             |
|   | 2017-2018         | 2018-2019         | BUDGET<br>2019-2020 | BUDGET<br>2020-2021 | BUDGET<br>2020-2021 | BUDGET<br>2020-2021 |
| 8111X Pell Grants                         | 6,359,603         | 6,277,628         | 11,080,000          | 11,080,000          | 11,080,000          | 11,080,000          |
| 8112X SEOG Grants                         | 250,600           | 269,356           | 197,480             | 197,480             | 197,480             | 197,480             |
| 8113X Perkins Loan Fund                   | 0                 | 3,052             | 0                   | 0                   | 0                   | 0                   |
| 8114X Federal Work Study                  | 204,525           | 215,295           | 264,832             | 264,582             | 264,582             | 264,582             |
| 8210X OSAC Need Grants                    | 1,856,625         | 1,766,806         | 4,506,000           | 4,506,000           | 4,506,000           | 4,506,000           |
| 8220X Perkins Loan Fund                   | 0                 | 458               | 0                   | 0                   | 0                   | 0                   |
| 8230X Oregon Promise                      | 1,337,511         | 1,731,210         | 4,000,000           | 4,000,000           | 4,000,000           | 4,000,000           |
| 83120 Dean Grants                         | 23,907            | 17,675            | 29,421              | 29,421              | 29,421              | 33,950              |
| 83130 Foundation Scholarships-Specific    | 233,252           | 237,551           | 200,000             | 200,000             | 200,000             | 200,000             |
| 83150 Student Tuition Exemptions          | 0                 | 257               | 0                   | 0                   | 0                   | 0                   |
| 83210 Eldon Schafer Loans                 | 70,000            | 0                 | 118,000             | 48,500              | 48,500              | 48,500              |
| 83220 Local Work Study                    | 0                 | 0                 | 4,500               | 4,500               | 4,500               | 4,500               |
| 83225 International Student Employment    | 1,247             | 475               | 3,000               | 3,000               | 3,000               | 3,000               |
| 83240 Institut. Reconciliation Receivable | 5,625             | 1,799             | 165,000             | 65,000              | 65,000              | 65,000              |
| 83250 Institut. Reconciliation Write Offs | 4,821             | 2,635             | 27,500              | 17,500              | 17,500              | 17,500              |
| 83260 Other Collection Costs Fund         | 0                 | 0                 | 16,000              | 15,000              | 15,000              | 15,000              |
| 8327X Federal Direct Loan Fund            | 0                 | 15,495            | 0                   | 0                   | 0                   | 0                   |
| 83400 PELL Administration Fee             | 0                 | 0                 | 10,000              | 10,000              | 10,000              | 10,000              |
| 84100 Non-Institutional Grants            | 1,100,731         | 1,228,749         | 1,150,000           | 1,300,000           | 1,300,000           | 1,300,000           |
| 84200 Regional Skills Grant               | 0                 | 250               | 0                   | 0                   | 0                   | 0                   |
| 85410 Libby Endowment Scholarship         | 32,500            | (93)              | 65,000              | 5,000               | 5,000               | 5,000               |
| <b>TOTAL REQUIREMENTS</b>                 | <b>11,480,947</b> | <b>11,768,598</b> | <b>21,836,733</b>   | <b>21,745,983</b>   | <b>21,745,983</b>   | <b>21,750,512</b>   |

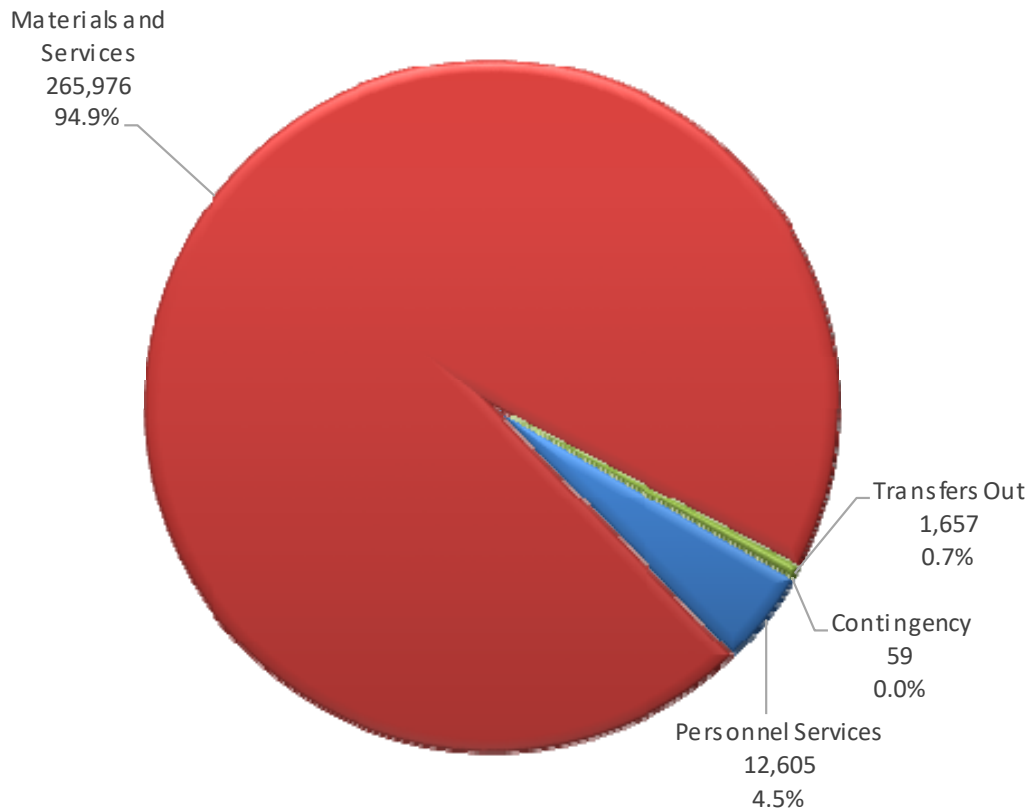
## Agency Fund Summary of Resources

|                                 | <u>ACTUAL</u><br><u>2017-2018</u> | <u>ACTUAL</u><br><u>2018-2019</u> | <u>CURRENT</u><br><u>BUDGET</u><br><u>2019-2020</u> | <u>ADOPTED</u><br><u>BUDGET</u><br><u>2020-2021</u> |
|---------------------------------|-----------------------------------|-----------------------------------|---|---|
| Net Working Capital (Carryover) | \$ 136,273                        | \$ 173,993                        | \$ 188,701  | \$ 51,170   |
| Fees                            | 127,332                           | 134,868                           | 127,474   | 199,521   |
| Local Revenue                   | 19,467                            | 16,468                            | 13,785  | 29,485  |
| Sales/Service Revenue           | 0                                 | 0                                 | 3,521   | 121   |
| Other Revenue                   | 9,760                             | 593                               | 0   | 0   |
| Transfers In                    | <u>0</u>                          | <u>0</u>                          | <u>0</u>  | <u>0</u>  |
| <b>TOTAL RESOURCES</b>          | <b><u>\$ 292,832</u></b>          | <b><u>\$ 325,922</u></b>          | <b><u>\$ 333,481</u></b>                            | <b><u>\$ 280,297</u></b>                            |



## Agency Fund Summary of Requirements

|                                    | ACTUAL<br><u>2017-2018</u> | ACTUAL<br><u>2018-2019</u> | CURRENT<br>BUDGET<br><u>2019-2020</u> | ADOPTED<br>BUDGET<br><u>2020-2021</u> |
|------------------------------------|----------------------------|----------------------------|---------------------------------------|---------------------------------------|
| Personnel Services                 | \$ 1,716                   | \$ 2,524                   | \$ 12,619                             | \$ 12,605                             |
| Materials and Services             | 117,123                    | 117,922                    | 186,432                               | 265,976                               |
| Transfers Out                      | 0                          | 0                          | 0                                     | 1,657                                 |
| Contingency                        | <u>0</u>                   | <u>0</u>                   | <u>134,430</u>                        | <u>59</u>                             |
| Sub-Total                          | 118,839                    | 120,446                    | 333,481                               | 280,297                               |
| Unappropriated Ending Fund Balance | <u>173,993</u>             | <u>205,476</u>             | <u>0</u>                              | <u>0</u>                              |
| <b>TOTAL REQUIREMENTS</b>          | <b><u>\$ 292,832</u></b>   | <b><u>\$ 325,922</u></b>   | <b><u>\$ 333,481</u></b>              | <b><u>\$ 280,297</u></b>              |



## Agency Fund Summary by Use

| ACCOUNT              | COLLEGE     |               |                  |                    |                  |                  |                 | TRANSFERS | RESERVES | TOTAL   |
|----------------------|-------------|---------------|------------------|--------------------|------------------|------------------|-----------------|-----------|----------|---------|
|                      | INSTRUCTION | INST. SUPPORT | STUDENT SERVICES | COMMUNITY SERVICES | SUPPORT SERVICES | PLANT OPERATIONS | PLANT ADDITIONS |           |          |         |
| PERSONNEL EXPENSES   | 0           | 0             | 12,109           | 0                  | 0                | 0                | 0               | 0         | 0        | 12,109  |
| BENEFIT EXPENSES     | 0           | 0             | 496              | 0                  | 0                | 0                | 0               | 0         | 0        | 496     |
| MATERIALS & SERVICES | 0           | 3,200         | 192,376          | 0                  | 0                | 0                | 0               | 0         | 0        | 195,576 |
| FINANCIAL AID        | 0           | 0             | 70,400           | 0                  | 0                | 0                | 0               | 0         | 0        | 70,400  |
| CONTINGENCY EXPENSE  | 0           | 0             | 0                | 0                  | 0                | 0                | 0               | 0         | 59       | 59      |
| TRANSFERS OUT        | 0           | 0             | 0                | 0                  | 0                | 0                | 0               | 1,657     | 0        | 1,657   |
|                      | 0           | 3,200         | 275,381          | 0                  | 0                | 0                | 0               | 1,657     | 59       | 280,297 |



## Agency Fund Summary of Funds

| PROGRAM TYPE                        | ACTUAL         |                | CURRENT        | PROPOSED     |                | APPROVED     | ADOPTED        |                |              |
|-------------------------------------|----------------|----------------|----------------|--------------|----------------|--------------|----------------|----------------|--------------|
|                                     | 2017-2018      | 2018-2019      | BUDGET         | BUDGET       | FTE            | BUDGET       | BUDGET         | 2020-2021      | FTE          |
| <b>20000 INSTRUCTIONAL SUPPORT</b>  |                |                |                |              |                |              |                |                |              |
| Personnel Services                  | 0              | 0              | 0              | n/a          | 0              | n/a          | 0              | 0              | n/a          |
| Materials & Services                | 0              | 1,582          | 0              | n/a          | 3,200          | n/a          | 3,200          | 3,200          | n/a          |
| Capital Outlay                      | 0              | 0              | 0              | n/a          | 0              | n/a          | 0              | 0              | n/a          |
| Transfers Out                       | 0              | 0              | 0              | n/a          | 0              | n/a          | 0              | 0              | n/a          |
| Contingency/Unapp.End.Fund.Bal      | 0              | 0              | 0              | n/a          | 0              | n/a          | 0              | 0              | n/a          |
| Total Program Requirements          | 0              | 1,582          | 0              | n/a          | 3,200          | n/a          | 3,200          | 3,200          | n/a          |
| <b>30000 STUDENT SERVICES</b>       |                |                |                |              |                |              |                |                |              |
| Personnel Services                  | 1,716          | 2,524          | 12,619         | 0.094        | 12,605         | 0.088        | 12,605         | 12,605         | 0.088        |
| Materials & Services                | 117,111        | 116,340        | 182,432        | n/a          | 237,432        | n/a          | 237,432        | 262,776        | n/a          |
| Capital Outlay                      | 0              | 0              | 0              | n/a          | 0              | n/a          | 0              | 0              | n/a          |
| Transfers Out                       | 0              | 0              | 0              | n/a          | 0              | n/a          | 0              | 0              | n/a          |
| Contingency/Unapp.End.Fund.Bal      | 0              | 0              | 0              | n/a          | 0              | n/a          | 0              | 0              | n/a          |
| Total Program Requirements          | 118,827        | 118,864        | 195,051        | 0.094        | 250,037        | 0.088        | 250,037        | 275,381        | 0.088        |
| <b>40000 COMMUNITY SERVICES</b>     |                |                |                |              |                |              |                |                |              |
| Personnel Services                  | 0              | 0              | 0              | n/a          | 0              | n/a          | 0              | 0              | n/a          |
| Materials & Services                | 12             | 0              | 4,000          | n/a          | 0              | n/a          | 0              | 0              | n/a          |
| Capital Outlay                      | 0              | 0              | 0              | n/a          | 0              | n/a          | 0              | 0              | n/a          |
| Transfers Out                       | 0              | 0              | 0              | n/a          | 0              | n/a          | 0              | 0              | n/a          |
| Contingency/Unapp.End.Fund.Bal      | 0              | 0              | 0              | n/a          | 0              | n/a          | 0              | 0              | n/a          |
| Total Program Requirements          | 12             | 0              | 4,000          | n/a          | 0              | n/a          | 0              | 0              | n/a          |
| <b>75000 TRANSFERS</b>              |                |                |                |              |                |              |                |                |              |
| Personnel Services                  | 0              | 0              | 0              | n/a          | 0              | n/a          | 0              | 0              | n/a          |
| Materials & Services                | 0              | 0              | 0              | n/a          | 0              | n/a          | 0              | 0              | n/a          |
| Capital Outlay                      | 0              | 0              | 0              | n/a          | 0              | n/a          | 0              | 0              | n/a          |
| Transfers Out                       | 0              | 0              | 0              | n/a          | 1,657          | n/a          | 1,657          | 1,657          | n/a          |
| Contingency/Unapp.End.Fund.Bal      | 0              | 0              | 0              | n/a          | 0              | n/a          | 0              | 0              | n/a          |
| Total Program Requirements          | 0              | 0              | 0              | n/a          | 1,657          | n/a          | 1,657          | 1,657          | n/a          |
| <b>90000 RESERVES (CONTINGENCY)</b> |                |                |                |              |                |              |                |                |              |
| Personnel Services                  | 0              | 0              | 0              | n/a          | 0              | n/a          | 0              | 0              | n/a          |
| Materials & Services                | 0              | 0              | 0              | n/a          | 0              | n/a          | 0              | 0              | n/a          |
| Capital Outlay                      | 0              | 0              | 0              | n/a          | 0              | n/a          | 0              | 0              | n/a          |
| Transfers Out                       | 0              | 0              | 0              | n/a          | 0              | n/a          | 0              | 0              | n/a          |
| Contingency/Unapp.End.Fund.Bal      | 0              | 0              | 134,430        | n/a          | 59             | n/a          | 59             | 59             | n/a          |
| Total Program Requirements          | 0              | 0              | 134,430        | n/a          | 59             | n/a          | 59             | 59             | n/a          |
| <b>TOTAL REQUIREMENTS</b>           |                |                |                |              |                |              |                |                |              |
| Personnel Services                  | 1,716          | 2,524          | 12,619         | 0.094        | 12,605         | 0.088        | 12,605         | 12,605         | 0.088        |
| Materials & Services                | 117,123        | 117,922        | 186,432        | n/a          | 240,632        | n/a          | 240,632        | 265,976        | n/a          |
| Capital Outlay                      | 0              | 0              | 0              | n/a          | 0              | n/a          | 0              | 0              | n/a          |
| Transfers Out                       | 0              | 0              | 0              | n/a          | 1,657          | n/a          | 1,657          | 1,657          | n/a          |
| Contingency/Unapp.End.Fund.Bal      | 0              | 0              | 134,430        | n/a          | 59             | n/a          | 59             | 59             | n/a          |
| <b>TOTAL PROGRAM REQUIREMENTS</b>   | <b>118,839</b> | <b>120,446</b> | <b>333,481</b> | <b>0.094</b> | <b>254,953</b> | <b>0.088</b> | <b>254,953</b> | <b>280,297</b> | <b>0.088</b> |

## Agency Fund Summary of Funds

### RESOURCES

|                           | ACTUAL<br>2017-2018 | ACTUAL<br>2018-2019 | CURRENT<br>BUDGET<br>2019-2020 | PROPOSED<br>BUDGET<br>2020-2021 | APPROVED<br>BUDGET<br>2020-2021 | ADOPTED<br>BUDGET<br>2020-2021 |
|---------------------------|---------------------|---------------------|--------------------------------|---------------------------------|---------------------------------|--------------------------------|
| Assoc. Students of LBCC   | 136,316             | 133,834             | 293,621                        | 201,736                         | 201,736                         | 227,080                        |
| Opera Guild               | 0                   | 0                   | 6,500                          | 1,657                           | 1,657                           | 1,657                          |
| Oregon Comm. College Dean | 0                   | 2,555               | 0                              | 3,200                           | 3,200                           | 3,200                          |
| Student Clubs             | 20,243              | 15,540              | 33,360                         | 48,360                          | 48,360                          | 48,360                         |
| <b>TOTAL RESOURCES</b>    | <b>156,559</b>      | <b>151,929</b>      | <b>333,481</b>                 | <b>254,953</b>                  | <b>254,953</b>                  | <b>280,297</b>                 |

### REQUIREMENTS

|                           | ACTUAL<br>2017-2018 | ACTUAL<br>2018-2019 | CURRENT<br>BUDGET<br>2019-2020 | PROPOSED<br>BUDGET<br>2020-2021 | APPROVED<br>BUDGET<br>2020-2021 | ADOPTED<br>BUDGET<br>2020-2021 |
|---------------------------|---------------------|---------------------|--------------------------------|---------------------------------|---------------------------------|--------------------------------|
| Assoc. Students of LBCC   | 99,715              | 107,075             | 293,621                        | 201,736                         | 201,736                         | 227,080                        |
| Opera Guild               | 12                  | 0                   | 6,500                          | 1,657                           | 1,657                           | 1,657                          |
| Oregon Comm. College Dean | 0                   | 1,204               | 0                              | 3,200                           | 3,200                           | 3,200                          |
| Student Clubs             | 19,112              | 12,167              | 33,360                         | 48,360                          | 48,360                          | 48,360                         |
| <b>TOTAL REQUIREMENTS</b> | <b>118,839</b>      | <b>120,446</b>      | <b>333,481</b>                 | <b>254,953</b>                  | <b>254,953</b>                  | <b>280,297</b>                 |

*Prior year columns show actual revenues and expenditures for the fiscal year indicated. Net working capital and ending fund balance are not included. Budget year columns show estimated resources (including net working capital-carryover) and estimated requirements.*

## Budget Calendar

| DATE                | EVENT  | PARTICIPANTS                                  |
|---------------------|--|---|
| Jul 17, 2019        | Appoint Budget Officer   | Board of Education                            |
| Nov 20, 2019        | Approve Budget Calendar; Initial budget discussion   | Board of Education/<br>Budget Committee       |
| Dec 03, 2019        | Submit new budget requests (Performance Packages, Decision Packages, and Program Rollout)/Review old requests not yet funded | Vice Presidents/Budget Team                   |
| Dec 5-18, 2019      | Individual Budget Manager meetings with Budget Team  | Deans/Directors                               |
| Dec 05, 2019        | Budget Discussion  | College Council                               |
| Dec 13, 2019        | Distribute budget forms and Resource Allocation Guide to divisions   | Budget Officer                                |
| January & February  | Two Student Forums scheduled to discuss budget and tuition   | Students                                      |
| Jan 15, 2020        | Current Service Level/Investment Options Discussion  | Board of Education                            |
| Jan 20, 2020        | DRAFT budgets to Business Office   | Vice Presidents                               |
| Feb 19, 2020        | Tuition and general fees discussion  | Board of Education                            |
| Mar 10, 2020        | Updated PROPOSED budget to Deans/Directors   | Budget Officer                                |
| Mar 18, 2020        | Tuition and general fees decision  | Board of Education                            |
| Mar 24, 2020        | Updated PROPOSED budgets to Business Office  | Vice Presidents                               |
| April               | Conduct three (3) Budget Information Forums for campus community   | Budget Officer                                |
| Apr 02, 2020        | PROPOSED budget to College Council   | College Council                               |
| Apr 17, 2020        | PROPOSED budget to printer   | Budget Officer                                |
| Apr 29, 2020        | PROPOSED budget to Budget Committee  | Budget Officer                                |
| Apr 22, 2020        | PUBLISH NOTICE OF BUDGET COMMITTEE MEETINGS IN NEWSPAPER/POST TO WEBSITE   | Budget Officer/Board Secretary                |
| <b>May 13, 2020</b> | <b>Public Budget Committee Meeting/election of officers/budget message presented/presentation of PROPOSED</b>                | Budget Committee/<br>President/Budget Officer |
| <b>May 20, 2020</b> | <b>Public Budget Committee Meeting/discussion and approval</b>   | Budget Committee/<br>President/Budget Officer |
| Jun 01, 2020        | ADOPTED  | Budget Officer                                |
| Jun 03, 2020        | PUBLISH BUDGET SUMMARY OF APPROVED BUDGET & NOTICE OF BUDGET HEARING   | Budget Officer/Board Secretary                |
| <b>Jun 17, 2020</b> | <b>Public Budget Hearing/Budget ADOPTED/appropriations made/tax levy declared</b>  | Board of Education                            |
| Jul 15, 2020        | NOTICE OF TAX LEVY TO COUNTY ASSESSOR  | Budget Officer                                |

***Bold print denotes public budget meeting/hearing.***

**\*NOTE:** Strategic Initiative Fund requests may be submitted throughout the year via the appropriate Council.

## Glossary

**Academic Year**- The beginning of summer term through spring term.

**Accreditation** - A voluntary, self-regulatory process by a postsecondary regional accrediting agency that qualifies institutions and enrollment students for access to federal funds to support teaching, research, and student financial aid.

**Adopted Budget** - The financial plan adopted by the governing body (LBCC Board of Education) which forms a basis for appropriations.

**Agency Fund** - A trust and agency fund used to account for assets held by a government unit in a trustee capacity or as an agent for individuals, private organizations, other government units and/or other funds.

**Appropriation** - Authorization for spending a specific amount of money for a specific purpose during a specific period of time. Based on the adopted budget, including supplemental budgets, if any. Presented in a resolution adopted by the governing body.

**Assessed Value** - The value set on real and personal property as a basis for imposing taxes. It is the lesser of the property's maximum assessed value or real market value.

**Biennium** – A two-year period.

**Board** - The Board of Education of Linn-Benton Community College consisting of seven elected citizens.

**Budget** - Written report showing the college's comprehensive financial plan for one fiscal year. Must include a balanced statement of actual revenues and expenditures during each of the last two years, and estimated revenues and expenditures for the current and upcoming year.

**Budget Committee** - Fiscal planning board of the college, consisting of the governing body plus an equal number of legal voters from the district.

**Budget Message** - Written explanation of the budget and local government's financial priorities. Prepared by or under the direction of the executive officer or chairperson of the governing body.

**Budget Officer** - Person appointed by the governing body to assemble budget material and information and to physically prepare the proposed budget.

**Capital Outlay** - Items with a cost of \$5,000 or more per unit and a useful life of two or more years, such as machinery, land, furniture, equipment, or buildings.

**Cash Basis** - A basis of accounting under which transactions are recognized only in the period during which cash is received or disbursed.

**College Support Services** - Programs and activities related to institutional support including but not limited to executive management, fiscal operations, general administration and logistical services, administrative computing support, public relations and development, human resources activities and auxiliary enterprise operations.

**Contingency** - Special amount set aside in the upcoming year for unforeseen expenses. Designated contingencies are funds to be set aside for a specific purpose, such as payroll or Board restricted funds.

**Debt Service Fund** - A fund established to account for payment of general long-term debt principal and interest.

**Enterprise Fund** - A fund established to account for operations that are financed and operated in a manner similar to private business enterprises. The cost of providing goods or services on a continuing basis are financed or recovered primarily through user charges and fees.

**Expenditure** - Decreases in net financial resources if accounts are kept on an accrual or modified accrual basis; total amount paid if accounts are kept on a cash basis.

**Fiscal Year** - A twelve month period commencing on July 1 and closing on June 30 for local governments.

**Full-Time Equivalent (FTE) Student** - A student or combination of several students who carry among them, within a single academic year, a minimum number of clock hours of instruction, in any program. For the purpose of receiving state reimbursement, it means a student who carries 510 clock hours over three (3) terms of instruction. As used in budgeting for the number of employees, FTE means full-time equivalent position.

**Fund** - A fiscal and accounting entity with self-balancing accounts to record cash and other financial resources, related liabilities, balances and changes, all segregated for specific, regulated activities and objectives.

**Fund Balance** - The excess of the assets of a fund over its liabilities and reserves except in the case of funds subject to budgetary accounting where, prior to the end of a fiscal period, it represents the excess of the fund's assets and estimated revenues over its liabilities, reserves and appropriations for the period.

**General Fund** - Primary operating fund of the college with major sources of revenue from state support, local property tax and tuition.

**Grant** - A donation or contribution of cash by a third party.

**Instruction** - Techniques or procedures used to conduct learning activities. For budgetary purposes, it includes, but is not limited to, expenditures relating to the salary and benefits of instructors, instructional supplies, teaching aides, references and methods of testing and evaluation.

**Instructional Support Services** - Activities and programs that support instruction. It includes, but is not limited to, administrative support, supplies and equipment, and office space.

**Materials and Services (M&S)** - Includes contractual and other services, materials, supplies, and other charges.

**Modified Accrual Basis** - The accrual basis of accounting adapted to the governmental fund-type measurement focus. Under this basis of accounting, revenues and other financial resource increments, such as bond proceeds, are recognized when they become susceptible to accrual, that is, when they become both measurable and available to finance expenditures in the current period.

**Organizational Unit** - Any administrative subdivision of the college, especially one charged with carrying on one or more specific functions (such as a department, office, or division).

**PERS** – Public Employees Retirement System in which participating members must make mandatory contributions on behalf of employees.

**Personal Services** - All salaries, fringe benefits, and miscellaneous costs associated with salary expenditures.

**Plant Operations/Maintenance** - Programs and activities that are directly associated in providing operation and maintenance of college facilities including, but not limited to, physical plant administration, building maintenance, custodial services, utilities, landscape and ground maintenance.

**Property Taxes** - Amounts imposed on taxable property by a local government within its operation rate limit, levied under local option authority, or levied to repay bonded debt.

**Proposed Budget** - Financial and operation plan prepared by the budget officer submitted to the public and budget committee for review.

**Rate Limit** - A district's permanent ad valorem property tax rate for operating purposes. This rate levied against the assessed value of property raises taxes for general operations.

**Resolution** - A formal order of a governing body.

**Resources** - Estimated beginning funds on hand at the beginning of the fiscal year, plus anticipated receipts.

**Revenue** - The gross receipts and receivables derived from taxes, tuition fees, state aid and other sources.

**Special Revenue Fund** - A fund authorized and used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, or major capital projects) that are legally restricted to expenditure for specific purposes.

**Student Support Services** - Programs and activities that support student needs including, but not limited to, student services administration, social and cultural development, disability services, counseling and career guidance, financial aid administration, admission, student records, intramurals and athletics and student organizations.

**Supplemental Budget** - Prepared to meet unexpected needs or to spend revenues not anticipated at time regular budget was adopted. Cannot be used to authorize a tax levy.

**Transfers** - Amounts distributed from one fund to finance activities in another fund. Shown as a requirement in the originating fund and revenue in the receiving fund.