



PROPOSED BUDGET

JULY 1, 2020-
JUNE 30, 2021



Linn-Benton
Community College

LBCC is an equal opportunity educator and employer.

Linn-Benton Community College
Proposed 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 EDUCATION	TERM ENDS	CITIZEN MEMBERS	TERM ENDS
Tony Lapiz	2023	Tom Oliver	2020
Jeannie Davis	2023	Kristie Hernandez	2020
Dick Running	2023	Nikki Warner	2022
Kristin Adams	2023	Chanz Keeney	2022
Jim Merryman	2021	Rocio Munoz	2020
Linda Modrell	2021	Patrick Malone	2022
Joan 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.
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Our Strategic Goals:

- **Productivity** - Increase completion by 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
Revenue	\$ 53,666,816	\$ 51,069,838
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
Expenses	\$ 54,421,525	\$ 53,134,963
Net	\$ (754,709)	\$ (2,065,125)

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.

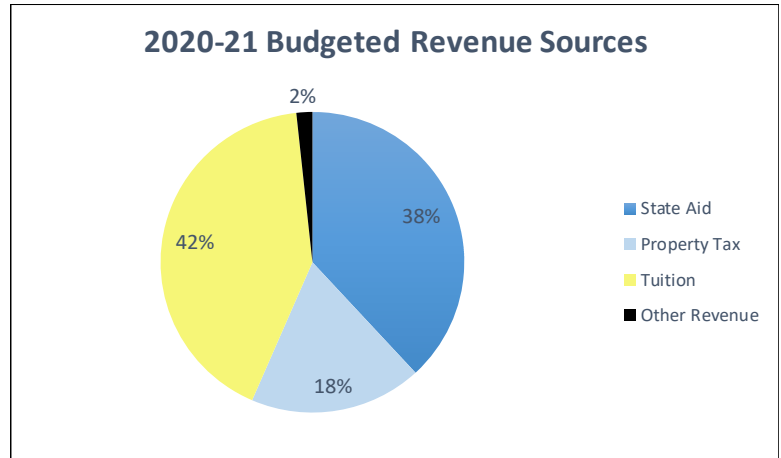


Figure 2- Tuition and State Aid provide a combined 80% of overall funding for LBCC

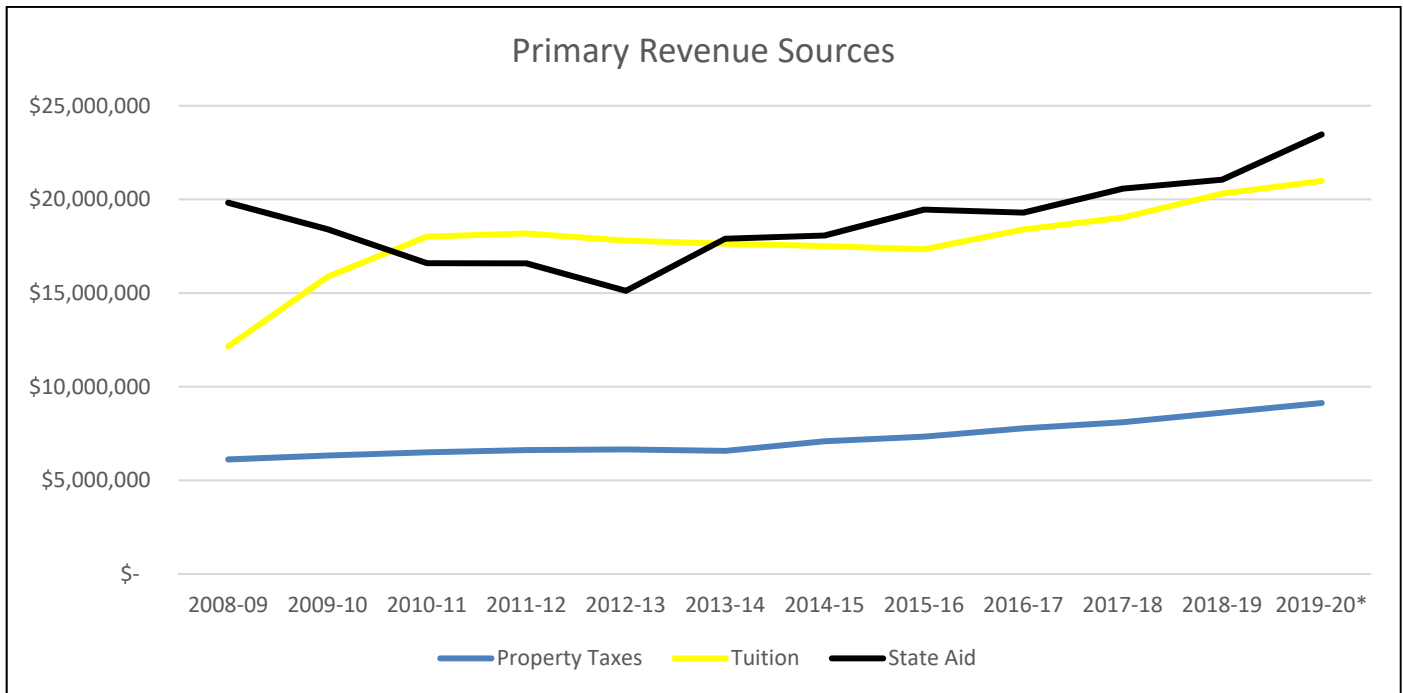


Figure 3 - 2019-20 saw state funding finally surpass the level provided ten years prior. Over this period, the relative reliance on tuition and fees has increased. Expected reductions in state funding for the 2020-21 year will result in state aid providing just 38% of total funding.

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.

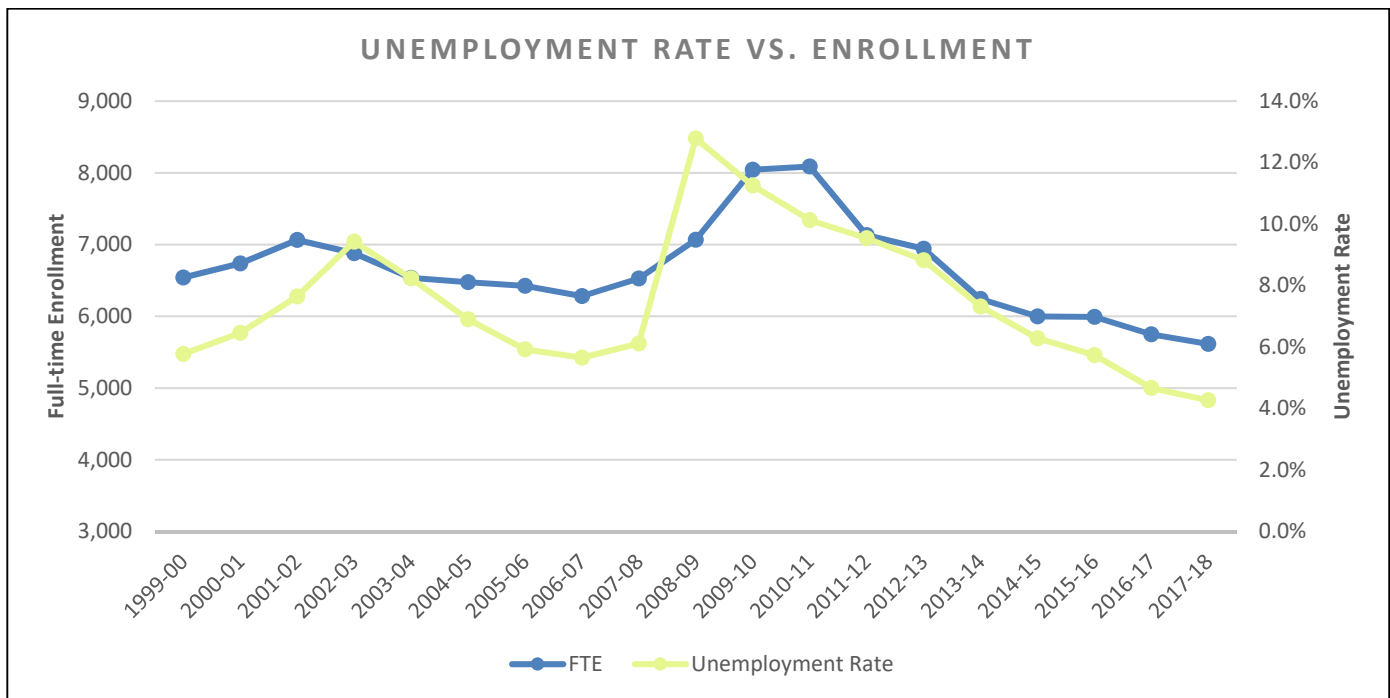


Figure 4 - Historically, the unemployment rate has shared a very high correlation with community college enrollment as workers return to school to retool or find skills/education in a different field. This chart shows a blended unemployment rate for Linn and Benton Counties.

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.

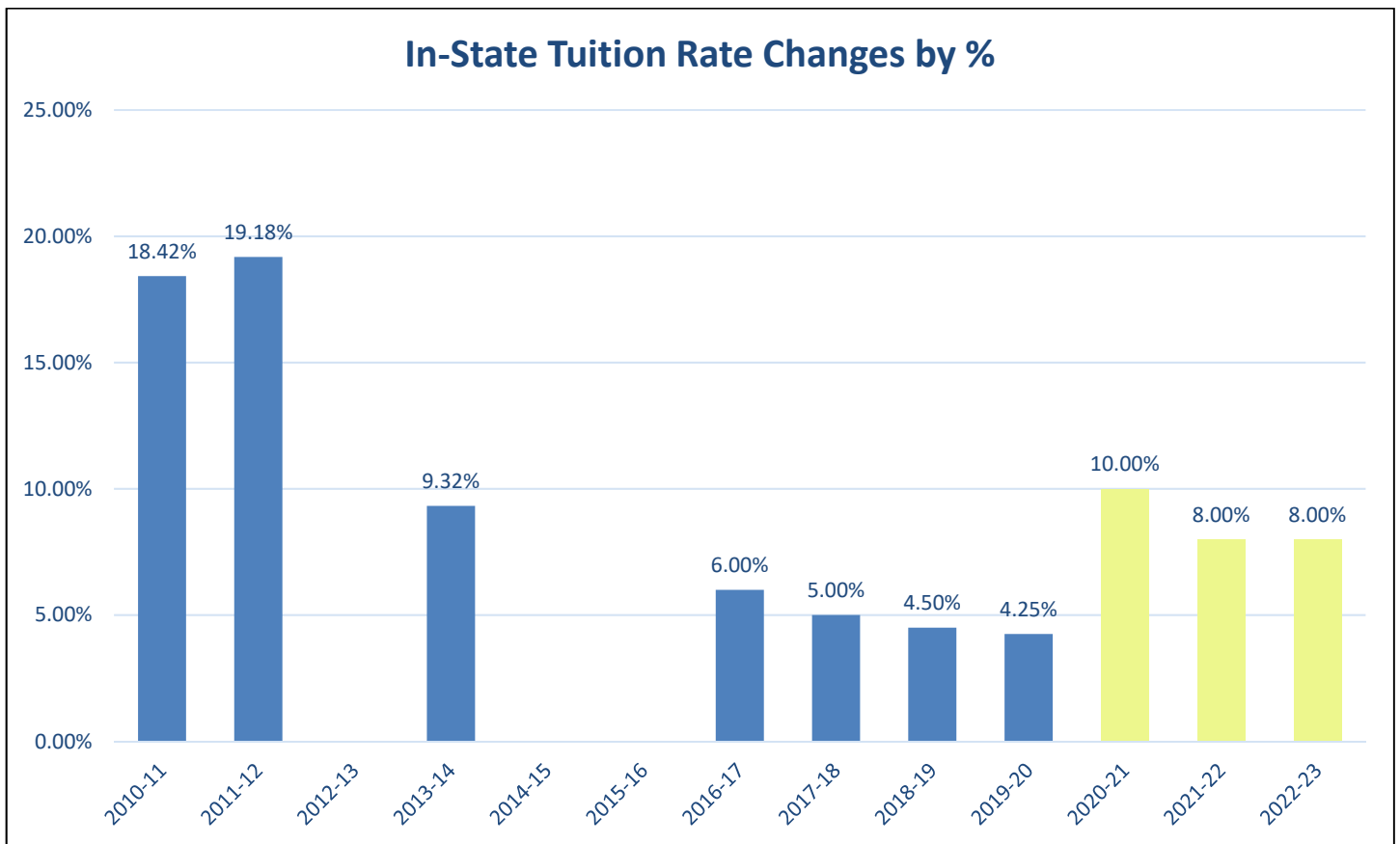


Figure 5 - The college has shifted to a model that adopts smaller, annual tuition rate increases rather than tuition freezes followed by large spikes. The blue columns represent tuition rates approved by the Board of Education while the yellow columns represent proposed/projected tuition rate increases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

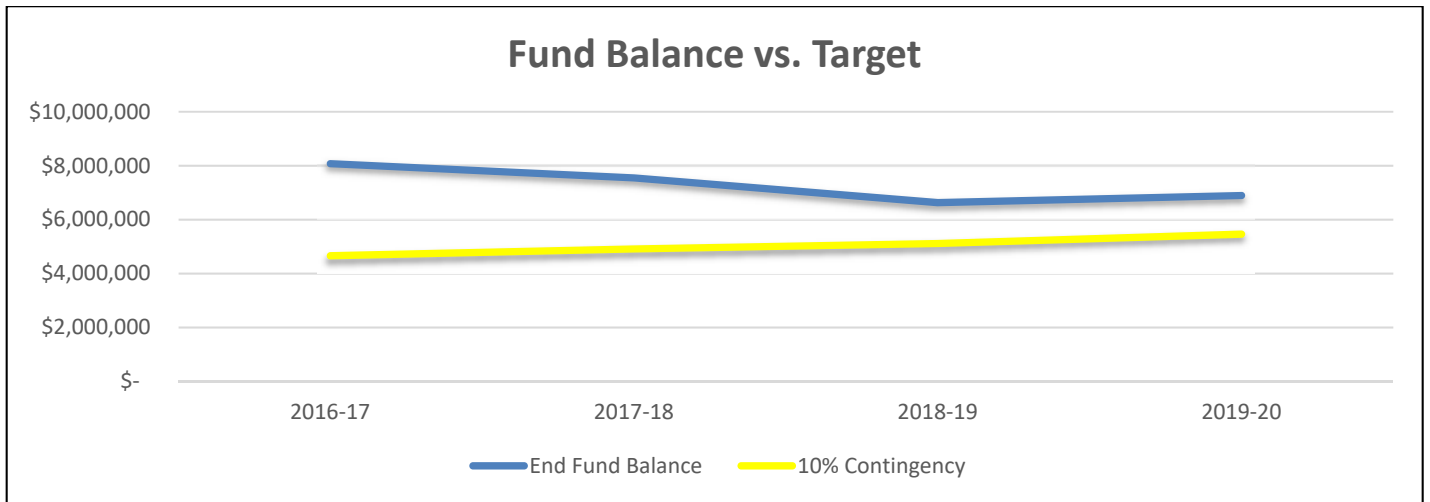


Figure 6 - The Governing Board has set a target fund balance level of 10% of annual revenue. These reserve funds can be spent down to the 10% target level as cost reductions are phased in.

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

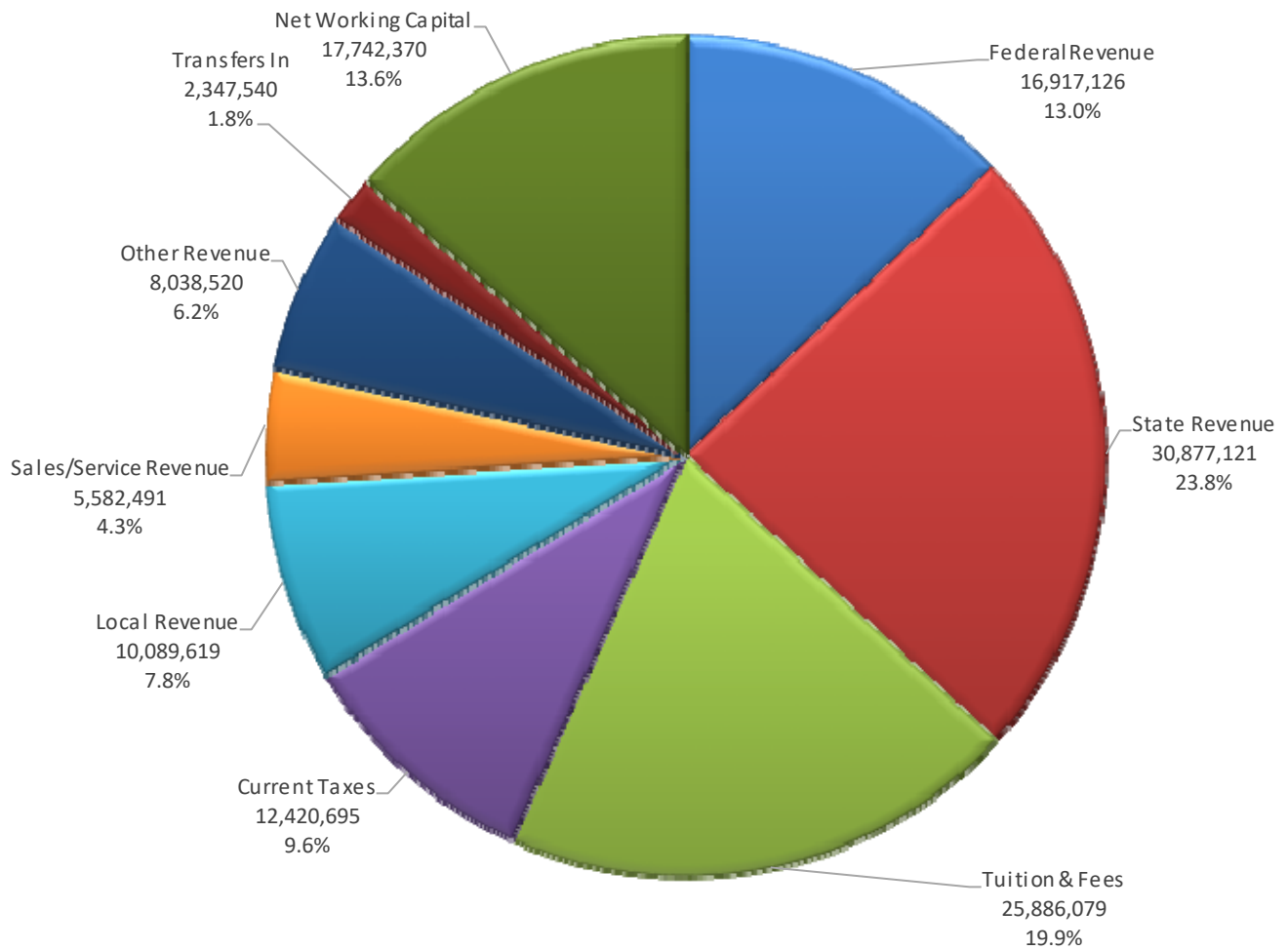
I want to extend my sincere gratitude to all faculty, academic professionals, classified employees, and the confidential and management team for their dedication, commitment, and professionalism in our shared pursuit of our mission. I would also like to extend special thanks to those who have put a considerable 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', with a long horizontal line extending to the right.

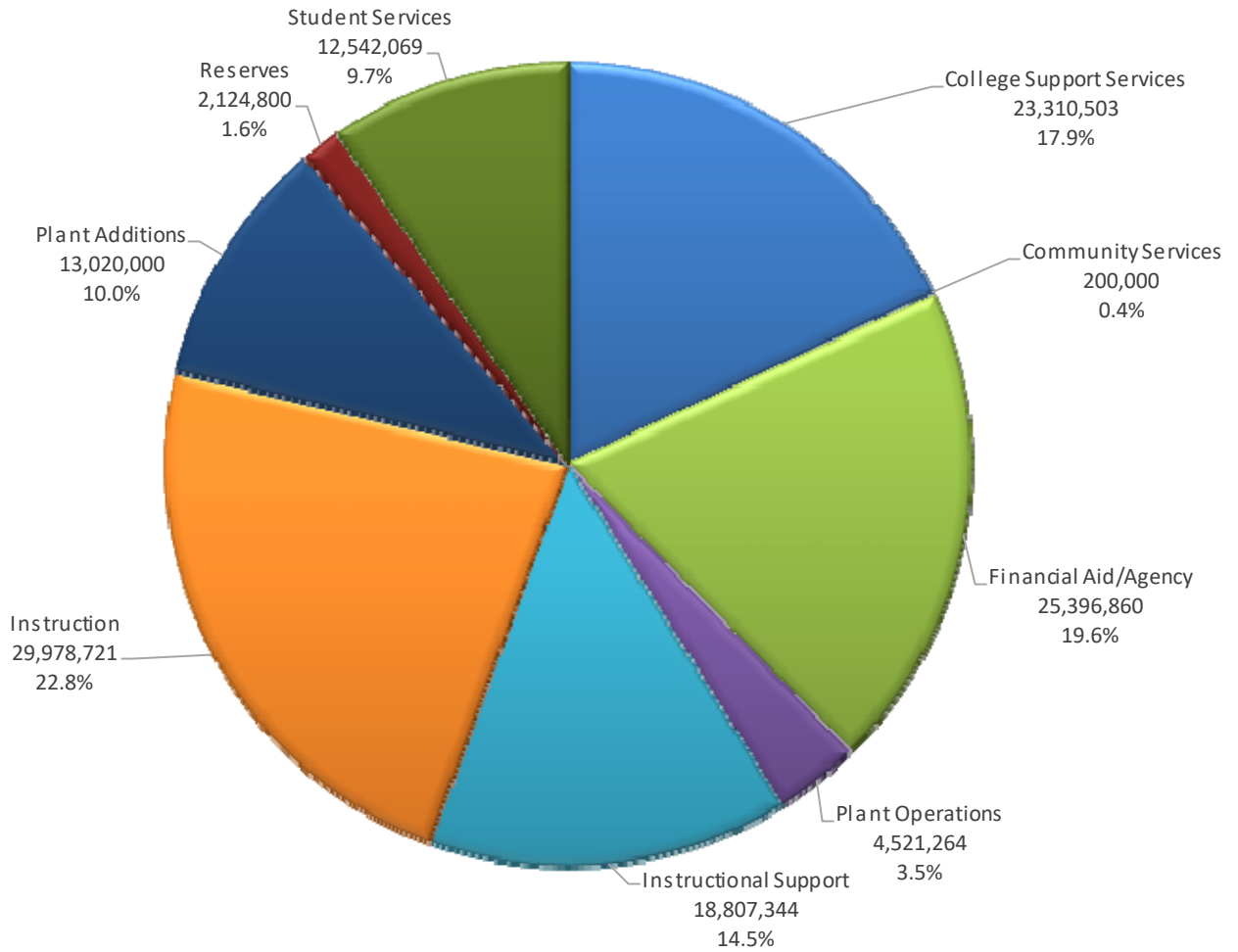
Greg Hamann
President

All Funds Resources



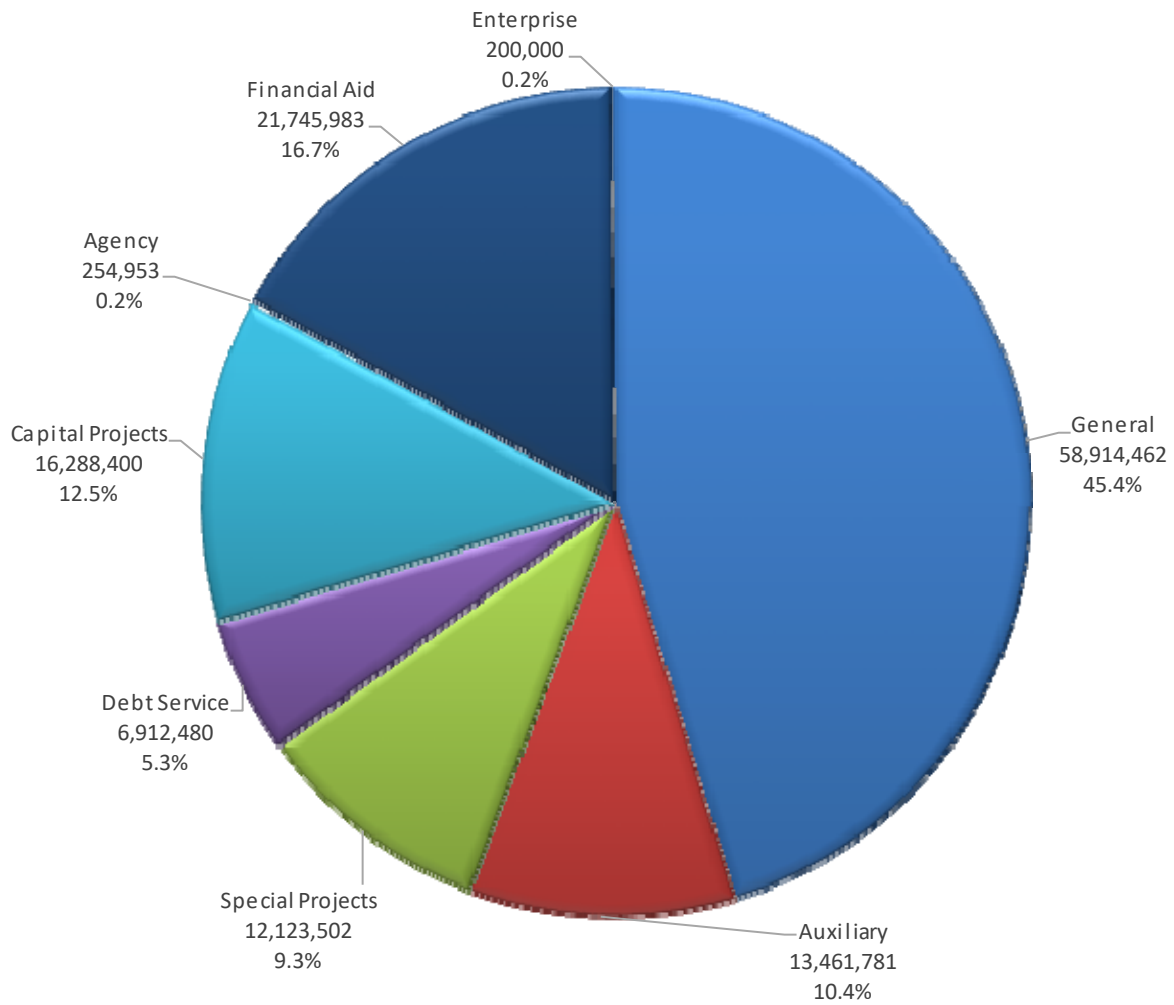
All Funds Resources by Source
\$129,901,561

All Funds Requirements by Program



Total Fund Requirements by Program
\$129,901,561 Including Reserves

All Funds Requirements by Fund



Total Requirements by Fund
\$129,901,561

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

Resources

RESOURCES					
FUND	RESOURCES CATEGORY	ADOPTED & CHANGES 2019-2020	PROPOSED 2020-2021	DOLLAR CHANGE	PERCENT CHANGE
GENERAL	Net Working Capital (Carryover)	\$ 6,252,123	\$ 7,049,092	\$ 796,969	12.75%
	State Revenue	21,807,632	19,476,504	(2,331,128)	-10.69%
	Local Revenue	30,771,487	31,089,746	318,259	1.03%
	Other Revenue	716,992	1,149,120	432,128	60.27%
	Transfers In	150,000	150,000	0	0.00%
	TOTAL		<u>\$ 59,698,234</u>	<u>\$ 58,914,462</u>	<u>\$ (783,772)</u>
AUXILIARY	Net Working Capital (Carryover)	\$ 2,233,322	\$ 1,294,077	\$ (939,245)	-42.06%
	State Revenue	24,000	4,500	(19,500)	-81.25%
	Local Revenue	6,203,241	6,312,083	108,842	1.75%
	Sales/Service Revenue	973,608	5,582,370	4,608,762	473.37%
	Other Revenue	40,400	39,400	(1,000)	-2.48%
	Transfers In	474,478	229,351	(245,127)	100.00%
TOTAL		<u>\$ 9,949,049</u>	<u>\$ 13,461,781</u>	<u>\$ 3,512,732</u>	<u>35.31%</u>
SPECIAL PROJECTS	Net Working Capital (Carryover)	\$ 1,130,856	\$ 741,081	\$ (389,775)	-34.47%
	Federal Revenue	2,603,958	5,375,814	2,771,856	106.45%
	State Revenue	2,752,878	2,890,117	137,239	4.99%
	Local Revenue	4,207,298	3,116,490	(1,090,808)	-25.93%
TOTAL		<u>\$ 10,694,990</u>	<u>\$ 12,123,502</u>	<u>\$ 1,428,512</u>	<u>13.36%</u>
CAPITAL PROJECTS	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%
TOTAL		<u>\$ 26,789,224</u>	<u>\$ 16,288,400</u>	<u>\$ (10,500,824)</u>	<u>-39.20%</u>
DEBT SERVICE	Local Revenue	\$ 5,737,607	\$ 5,945,712	\$ 208,105	3.63%
	Transfers In	715,769	966,768	250,999	35.07%
TOTAL		<u>\$ 6,453,376</u>	<u>\$ 6,912,480</u>	<u>\$ 459,104</u>	<u>7.11%</u>

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

FUND	RESOURCES CATEGORY	RESOURCES			
		ADOPTED & CHANGES 2019-2020	PROPOSED 2020-2021	DOLLAR CHANGE	PERCENT CHANGE
ENTERPRISE	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%
	TOTAL	<u>\$ 4,896,809</u>	<u>\$ 200,000</u>	<u>\$ (4,696,809)</u>	<u>-95.92%</u>
FINANCIAL AID	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	67,671	(250)	-0.37%
TOTAL	<u>\$ 21,836,733</u>	<u>\$ 21,745,983</u>	<u>\$ (90,750)</u>	<u>-0.42%</u>	
AGENCIES/ CLUBS	Net Working Capital (Carryover)	\$ 188,701	\$ 51,170	\$ (137,531)	-72.88%
	Local Revenue	141,259	203,662	62,403	44.18%
	Sales/Service Revenue	3,521	121	(3,400)	-96.56%
TOTAL	<u>\$ 333,481</u>	<u>\$ 254,953</u>	<u>\$ (78,528)</u>	<u>-23.55%</u>	
TOTAL RESOURCES-ALL FUNDS		<u>\$ 140,651,896</u>	<u>\$ 129,901,561</u>	<u>\$ (10,750,335)</u>	<u>-7.64%</u>

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

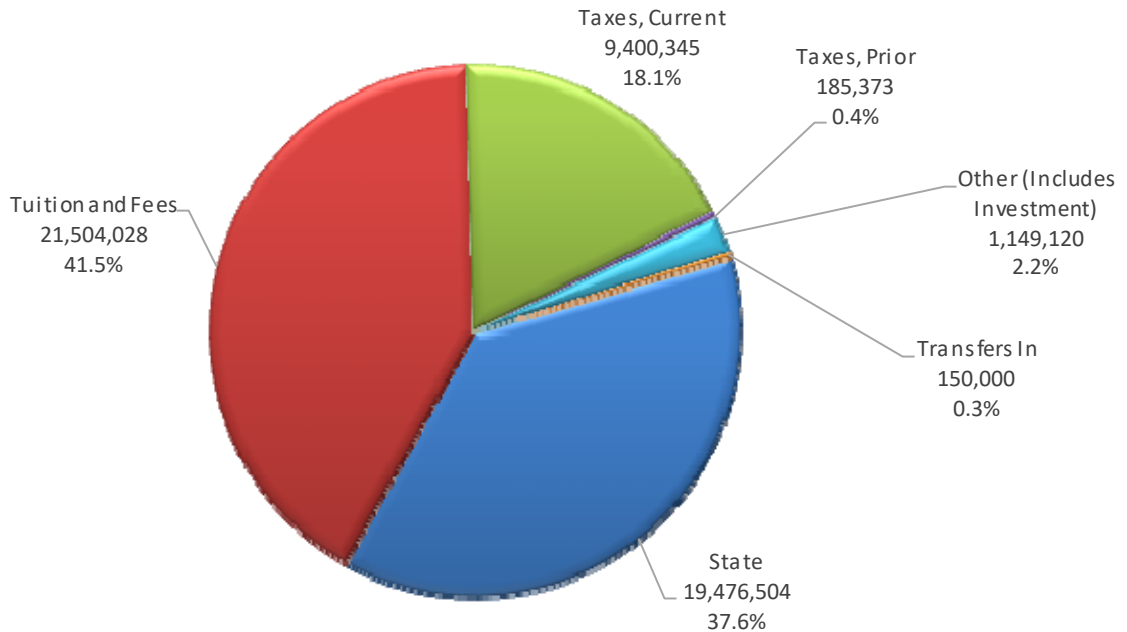
REQUIREMENTS							
FUND	PROGRAM CATEGORY	ADOPTED & CHANGES		PROPOSED		DOLLAR CHANGE	PERCENT CHANGE
		2019-2020	FTE	2020-2021	FTE		
GENERAL	Instruction	\$ 23,713,795	228.565	\$ 23,744,561	231.665	\$ 30,766	0.13%
	Instructional Support	10,495,134	118.119	11,361,823	123.609	866,689	8.26%
	Student Services	6,060,044	65.087	5,994,538	64.646	(65,506)	-1.08%
	College Support Services	10,589,628	85.018	11,278,933	84.926	689,305	6.51%
	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	1,762,075	n/a	(2,479,668)	-58.46%
	TOTAL	\$ 59,698,234	509.053	\$ 58,914,462	517.105	\$ (783,772)	-1.31%
AUXILIARY	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	5,476,259	21.950	4,409,836	413.52%
	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	230,365	n/a	(376,784)	-62.06%
	Reserves	317,413	n/a	228,771	n/a	(88,642)	-27.93%
	TOTAL	\$ 9,949,049	59.438	\$ 13,461,781	68.522	\$ 3,512,732	35.31%
SPECIAL PROJECTS	Instruction	\$ 2,619,046	29.292	\$ 2,314,180	26.968	\$ (304,866)	-11.64%
	Instructional Support	5,628,291	11.088	4,873,890	10.662	(754,401)	-13.40%
	Student Services	849,606	4.290	821,235	4.298	(28,371)	-3.34%
	College Support Services	1,184,152	2.654	2,646,965	20.358	1,462,813	123.53%
	Financial Aid/Agency	280,000	n/a	1,333,337	n/a	1,053,337	376.19%
	Reserves	133,895	n/a	133,895	n/a	0	0.00%
	TOTAL	\$ 10,694,990	47.324	\$ 12,123,502	62.286	\$ 1,428,512	13.36%

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

REQUIREMENTS							
FUND	PROGRAM CATEGORY	ADOPTED & CHANGES 2019-2020	FTE	PROPOSED 2020-2021	FTE	DOLLAR CHANGE	PERCENT CHANGE
CAPITAL PROJECTS	Instruction	\$ 5,450	n/a	\$ 5,950	n/a	500	9.17%
	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%
	TOTAL		<u>\$ 26,789,224</u>	<u>n/a</u>	<u>\$ 16,288,400</u>	<u>n/a</u>	<u>(10,500,824)</u>
DEBT SERVICE	College Support Services	\$ 6,453,376	n/a	\$ 6,912,480	n/a	\$ 459,104	7.11%
	TOTAL	<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>
ENTERPRISE	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%
	TOTAL	<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>
FINANCIAL AID	College Support Services	\$ 16,000	n/a	\$ 15,000	n/a	\$ (1,000)	-6.25%
	Financial Aid/Agency	21,820,733	11.242	21,730,983	10.494	(89,750)	-0.41%
	TOTAL	<u>\$ 21,836,733</u>	<u>11.242</u>	<u>\$ 21,745,983</u>	<u>10.494</u>	<u>\$ (90,750)</u>	<u>-0.42%</u>
AGENCIES/ CLUBS	Instructional Support	\$ 0	n/a	\$ 3,200	n/a	\$ 3,200	100.00%
	Student Services	195,051	0.094	250,037	0.088	54,986	28.19%
	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%
	TOTAL	<u>\$ 333,481</u>	<u>0.094</u>	<u>\$ 254,953</u>	<u>0.088</u>	<u>\$ (78,528)</u>	<u>-23.55%</u>
TOTAL REQUIREMENTS-ALL FUNDS		<u>\$ 140,651,896</u>	<u>647.969</u>	<u>\$ 129,901,561</u>	<u>658.495</u>	<u>\$ (10,750,335)</u>	<u>-7.64%</u>

General Fund Summary of Resources

	<u>ACTUAL</u> <u>2017-2018</u>	<u>ACTUAL</u> <u>2018-2019</u>	<u>CURRENT</u> <u>BUDGET</u> <u>2019-2020</u>	<u>PROPOSED</u> <u>BUDGET</u> <u>2020-2021</u>
State	\$ 20,580,086	\$ 21,055,579	\$ 21,807,632	\$ 19,476,504
Tuition and Fees	19,029,068	20,265,177	21,721,147	21,504,028
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	1,149,120
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	51,865,370
Net Working Capital (Carryover)	<u>8,074,631</u>	<u>7,543,768</u>	<u>6,252,123</u>	<u>7,049,092</u>
TOTAL RESOURCES	<u>57,197,855</u>	<u>\$ 60,667,516</u>	<u>\$ 59,698,234</u>	<u>\$ 58,914,462</u>



General Fund Summary of Resources

ACCOUNT NUMBER AND NAME	ACUTAL	ACTUAL	CURRENT	PROPOSED	APPROVED	ADOPTED
	2017-2018	2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	BUDGET 2020-2021	BUDGET 2020-2021
01110 Taxes, Current	7,945,558	8,380,054	8,849,078	9,400,345	0	0
01120 Taxes, Prior	156,685	352,178	201,262	185,373	0	0
012XX Tuition and Fees	19,029,068	20,265,177	21,721,147	21,504,028	0	0
014XX Interest from All Sources	464,528	465,520	423,292	885,120	0	0
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	0	0
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	0	0
04210 State Reimbursement	20,580,086	21,055,579	21,807,632	19,476,504	0	0
OXXXX Miscellaneous--Other Revenue	163,094	795,973	65,700	54,000	0	0
80200 Transfer In--From Auxiliary Fund	417,845	1,165,675	150,000	150,000	0	0
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	0	0
TOTAL RESOURCES	49,123,224	53,123,748	59,698,234	58,914,462	0	0

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

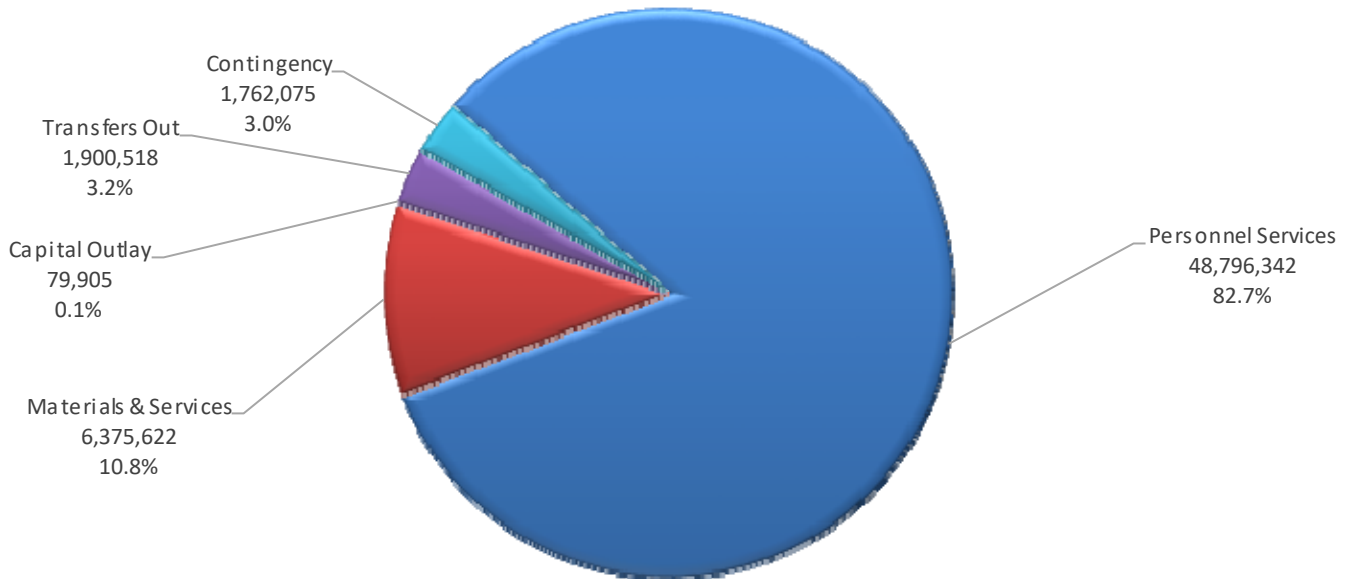
Budget year columns show estimated resources, including net working capital-carryover.

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 \$118.28 per credit and an additional differential tuition of 21% for selected classes.
- Taxes, Current – Net levy tax collections at 95% 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

	<u>ACTUAL</u> <u>2017-2018</u>	<u>ACTUAL</u> <u>2018-2019</u>	<u>CURRENT</u> <u>BUDGET</u> <u>2019-2020</u>	<u>PROPOSED</u> <u>BUDGET</u> <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	6,375,622
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	57,152,387
Contingency	0	0	0	1,762,075
Unappropriated Ending Fund Balance	<u>7,543,768</u>	<u>6,783,939</u>	<u>4,241,743</u>	<u>0</u>
TOTAL REQUIREMENTS	<u>\$ 57,197,855</u>	<u>\$ 60,667,516</u>	<u>\$ 59,698,234</u>	<u>\$ 58,914,462</u>



General Fund Summary of Requirements

ACCOUNT	INSTRUCTION	INST. SUPPORT	STUDENT SERVICES	COMMUNITY SERVICES	COLLEGE SUPPORT	PLANT OPERATIONS	PLANT ADDITIONS	FINANCIAL 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	2,643,886	1,766,975	0	0	0	6,345,622
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	1,762,075	1,762,075
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>11,278,933</u>	<u>2,872,014</u>	<u>0</u>	<u>1,900,518</u>	<u>1,762,075</u>	<u>58,914,462</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
10000 INSTRUCTION									
Personnel Services	20,827,343	22,537,445	22,924,792	228.565	22,985,170	231.665	0	0	n/a
Materials & Services	538,178	766,791	769,503	n/a	759,391	n/a	0	0	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	0	0	0.000
20000 INSTRUCTIONAL SUPPORT									
Personnel Services	7,981,760	7,941,707	9,698,681	118.119	10,553,529	123.609	0	0	n/a
Materials & Services	602,189	594,169	731,548	n/a	743,389	n/a	0	0	n/a
Capital Outlay	45,379	52,370	64,905	n/a	64,905	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	8,629,328	8,588,246	10,495,134	118.119	11,361,823	123.609	0	0	0.000
30000 STUDENT SERVICES									
Personnel Services	5,050,657	5,404,699	5,643,091	65.087	5,532,557	64.646	0	0	n/a
Materials & Services	428,166	421,708	416,953	n/a	461,981	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	5,478,823	5,826,407	6,060,044	65.087	5,994,538	64.646	0	0	0.000
50000 COLLEGE SUPPORT SERVICES									
Personnel Services	7,686,113	8,065,058	8,049,450	85.018	8,620,047	84.926	0	0	n/a
Materials & Services	2,126,913	1,990,280	2,525,178	n/a	2,703,756	n/a	0	0	n/a
Capital Outlay	0	26,206	15,000	n/a	15,000	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	9,813,026	10,081,544	10,589,628	85.018	11,338,803	84.926	0	0	0.000
60000 PLANT OPERATIONS/MAINTENANCE									
Personnel Services	1,045,247	931,764	1,051,251	12.264	1,105,039	12.259	0	0	n/a
Materials & Services	1,757,114	1,783,071	1,710,171	n/a	1,766,975	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	2,802,361	2,714,835	2,761,422	12.264	2,872,014	12.259	0	0	0.000
75000 TRANSFERS									
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	0	0	n/a
Contingency/Unapp.End.Fund.Bal	0	0	0	n/a	0	n/a	0	0	n/a
Total Program Requirements	1,565,028	3,368,309	1,836,468	n/a	1,900,518	n/a	0	0	n/a

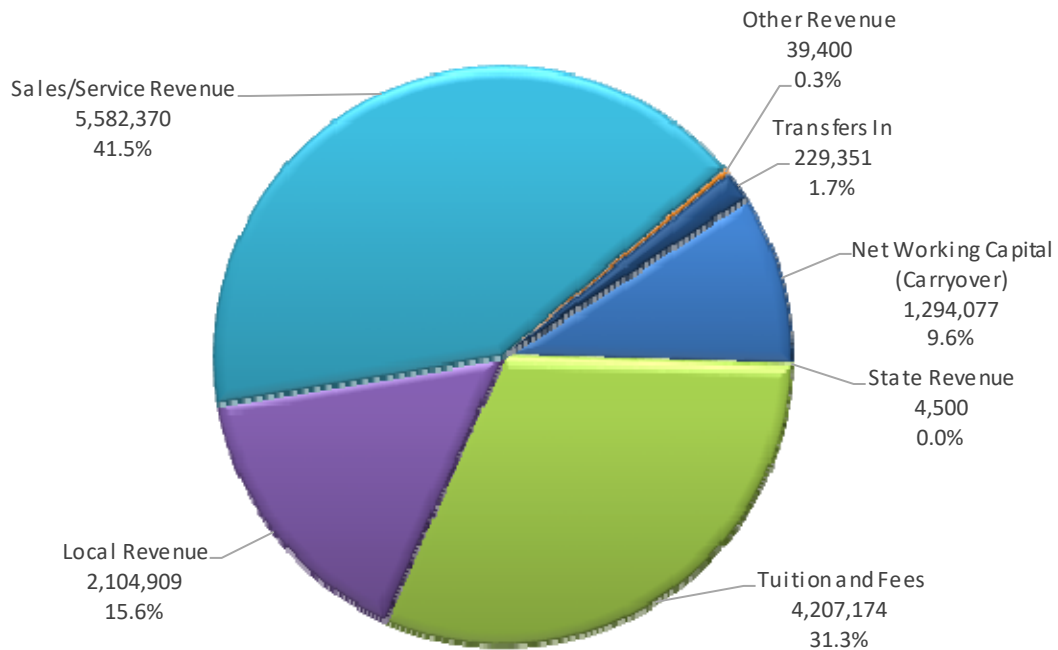
General Fund

Requirements by Major Program

PROGRAM TYPE	ACTUAL		CURRENT	FTE	PROPOSED		APPROVED	ADOPTED	FTE
	2017-2018	2018-2019	BUDGET		BUDGET	BUDGET	BUDGET		
90000 RESERVES (CONTINGENCY)									
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	0	0	n/a
Total Program Requirements	0	0	4,241,743	n/a	1,702,205	n/a	0	0	n/a
TOTAL REQUIREMENTS									
Personnel Services	42,591,120	44,880,673	47,367,265	509.053	48,796,342	517.105	0	0	n/a
Materials & Services	5,452,560	5,556,019	6,153,353	n/a	6,435,492	n/a	0	0	n/a
Capital Outlay	45,379	78,576	99,405	n/a	79,905	n/a	0	0	n/a
Transfers Out	1,565,028	3,368,309	1,836,468	n/a	1,900,518	n/a	0	0	n/a
Contingency/Unapp.End.Fund.Bal	0	0	4,241,743	n/a	1,702,205	n/a	0	0	n/a
TOTAL PROGRAM REQUIREMENTS	49,654,087	53,883,577	59,698,234	509.053	58,914,462	517.105	0	0	0.000

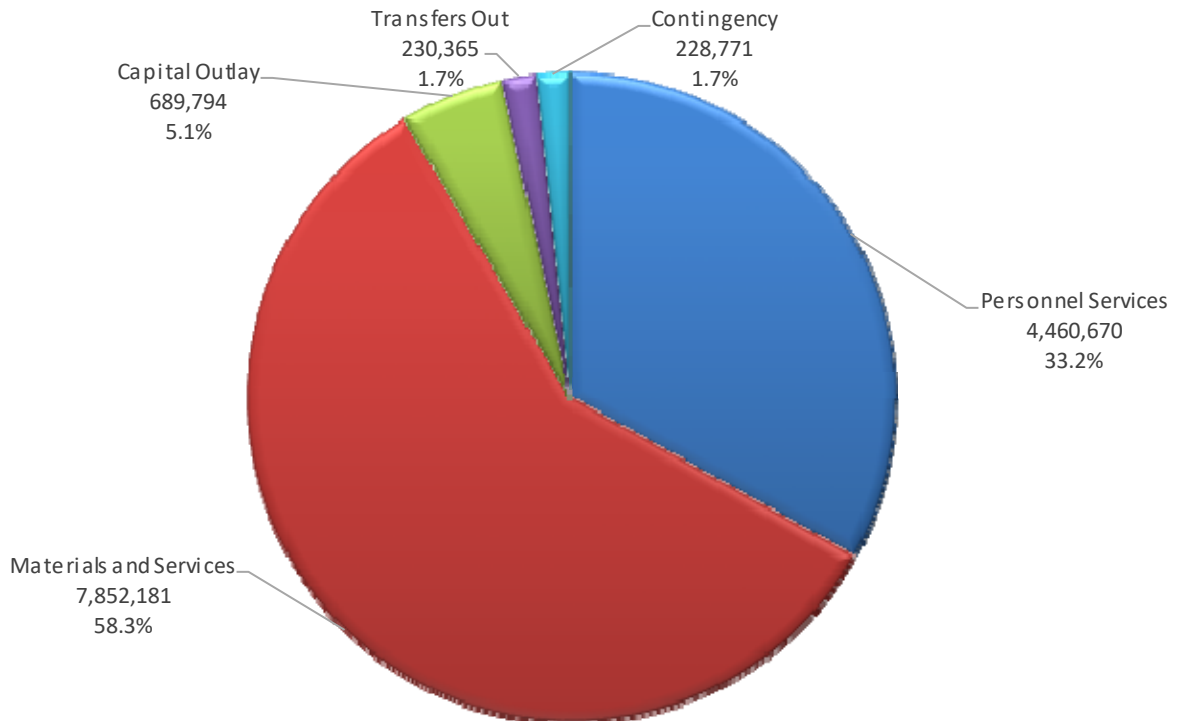
Auxiliary Fund Summary of Resources

	<u>ACTUAL 2017-2018</u>	<u>ACTUAL 2018-2019</u>	<u>CURRENT BUDGET 2019-2020</u>	<u>PROPOSED BUDGET 2020-2021</u>
Net Working Capital (Carryover)	\$ 5,254,435	\$ 3,502,100	\$ 2,233,322	\$ 1,294,077
State Revenue	15,711	96,599	24,000	4,500
Tuition and Fees	3,347,600	3,230,180	4,129,748	4,207,174
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	39,400
Transfers In	<u>17,392</u>	<u>8,290</u>	<u>474,478</u>	<u>229,351</u>
TOTAL RESOURCES	<u>\$ 11,503,414</u>	<u>\$ 8,989,595</u>	<u>\$ 9,949,049</u>	<u>\$ 13,461,781</u>



Auxiliary Fund Summary of Requirements

	<u>ACTUAL 2017-2018</u>	<u>ACTUAL 2018-2019</u>	<u>CURRENT BUDGET 2019-2020</u>	<u>PROPOSED BUDGET 2020-2021</u>
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	7,852,181
Capital Outlay	44,242	47,325	645,794	689,794
Transfers Out	918,865	1,253,005	607,149	230,365
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	13,461,781
Unappropriated Ending Fund Balance	<u>4,239,473</u>	<u>3,502,100</u>	<u>0</u>	<u>0</u>
TOTAL REQUIREMENTS	<u>\$ 11,503,414</u>	<u>\$ 9,726,968</u>	<u>\$ 9,949,049</u>	<u>\$ 13,461,781</u>



Auxiliary Fund Summary by Use

ACCOUNT	INSTRUCTION	INST. SUPPORT	STUDENT SERVICES	COMMUNITY SERVICES	COLLEGE SUPPORT	PLANT OPERATIONS	PLANT ADDITIONS	FINANCIAL 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	1,017,983	388,379	18,000	0	0	0	4,422,780
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	311,777	0	0	0	0	0	311,777
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	230,365	0	230,365
	<u>3,914,027</u>	<u>2,388,233</u>	<u>200,000</u>	<u>5,476,259</u>	<u>956,126</u>	<u>18,000</u>	<u>50,000</u>	<u>230,365</u>	<u>228,771</u>	<u>13,461,781</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
10000 INSTRUCTION									
Personnel Services	2,515,592	1,511,209	1,814,056	32.790	1,521,606	23.987	0	0	n/a
Materials & Services	1,385,772	1,026,283	2,394,252	n/a	2,282,553	n/a	0	0	n/a
Capital Outlay	10,776	47,325	154,871	n/a	109,871	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	3,912,140	2,584,817	4,363,179	32.790	3,914,030	23.987	0	0	0.000
20000 INSTRUCTIONAL SUPPORT									
Personnel Services	685,111	693,149	1,200,137	21.722	1,200,083	21.585	0	0	n/a
Materials & Services	557,467	509,719	1,020,961	n/a	1,054,264	n/a	0	0	n/a
Capital Outlay	0	0	133,884	n/a	133,884	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	1,242,578	1,202,868	2,354,982	21.722	2,388,231	21.585	0	0	0.000
30000 STUDENT SERVICES									
Personnel Services	87,459	66,235	213,919	3.926	218,559	3.950	0	0	n/a
Materials & Services	585,573	605,701	783,004	n/a	791,960	n/a	0	0	n/a
Capital Outlay	0	0	68,000	n/a	68,000	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	673,032	671,936	1,064,923	3.926	1,078,519	3.950	0	0	0.000
40000 COMMUNITY SERVICES									
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	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	190,700	188,200	195,000	n/a	200,000	n/a	0	0	n/a
50000 COLLEGE SUPPORT SERVICES									
Personnel Services	78,656	118,704	275,110	1.000	301,982	1.000	0	0	n/a
Materials & Services	126,170	83,734	456,754	n/a	422,604	n/a	0	0	n/a
Capital Outlay	0	0	231,539	n/a	231,539	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	204,826	202,438	963,403	1.000	956,125	1.000	0	0	n/a
60000 PLANT OPERATIONS/MAINTENANCE									
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	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	88,334	116,381	24,000	n/a	18,000	n/a	0	0	n/a

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
70000 PLANT ADDITIONS									
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	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	33,466	5,020	57,500	n/a	50,000	n/a	0	0	n/a
75000 TRANSFERS									
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	0	0	n/a
Contingency/Unapp.End.Fund.Bal	0	0	0	n/a	0	n/a	0	0	n/a
Total Program Requirements	918,865	1,253,005	607,149	n/a	230,365	n/a	0	0	n/a
85000 AUXILIARY ENTERPRISES									
Personnel Services	0	0	0	n/a	1,218,440	18.000	0	0	0.000
Materials & Services	0	203	1,500	n/a	3,082,800	n/a	0	0	n/a
Capital Outlay	0	0	0	n/a	96,500	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	203	1,500	n/a	4,397,740	18.000	0	0	0.000
90000 RESERVES (CONTINGENCY)									
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	0	0	n/a
Total Program Requirements	0	0	317,413	n/a	228,771	n/a	0	0	n/a
TOTAL REQUIREMENTS									
Personnel Services	3,366,818	2,389,297	3,503,222	59.438	4,460,670	68.522	0	0	n/a
Materials & Services	2,934,016	2,535,241	4,875,471	n/a	7,852,181	n/a	0	0	n/a
Capital Outlay	44,242	47,325	645,794	n/a	689,794	n/a	0	0	n/a
Transfers Out	918,865	1,253,005	607,149	n/a	230,365	n/a	0	0	n/a
Contingency/Unapp.End.Fund.Bal	0	0	317,413	n/a	228,771	n/a	0	0	n/a
TOTAL PROGRAM REQUIREMENTS	7,263,941	6,224,868	9,949,049	59.438	13,461,781	68.522	0	0	0.000

Auxiliary Fund Summary of Funds

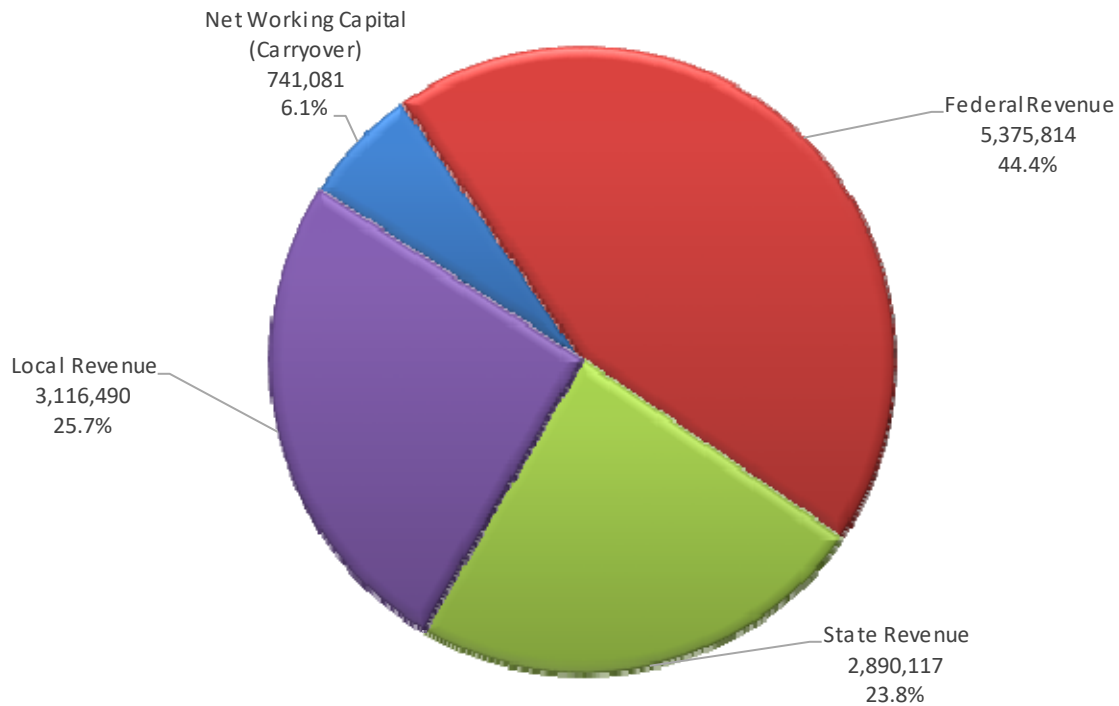
RESOURCES						
	ACTUAL 2017-2018	ACTUAL 2018-2019	CURRENT BUDGET 2019-2020	PROPOSED BUDGET 2020-2021	APPROVED BUDGET 2020-2021	ADOPTED BUDGET 2020-2021
Division Projects	1,445,824	1,405,966	2,876,493	2,434,225	0	0
Division Instructional Fees	367,871	428,443	706,345	814,962	0	0
Conferences/Contracted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

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

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

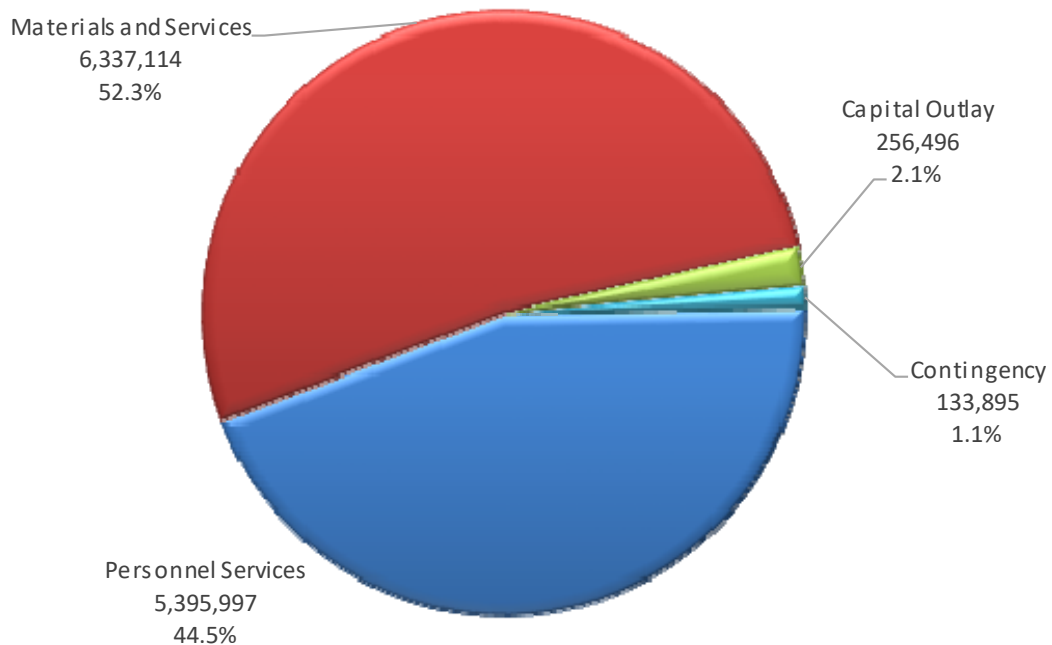
Special Projects Fund Summary of Resources

	<u>ACTUAL 2017-2018</u>	<u>ACTUAL 2018-2019</u>	<u>CURRENT BUDGET 2019-2020</u>	<u>PROPOSED BUDGET 2020-2021</u>
Net Working Capital (Carryover)	\$ 766,394	\$ 663,268	\$ 1,130,856	\$ 741,081
Federal Revenue	1,692,059	2,058,984	2,603,958	5,375,814
State Revenue	1,147,964	3,088,393	2,752,878	2,890,117
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>
TOTAL RESOURCES	<u>\$ 5,544,010</u>	<u>\$ 7,938,796</u>	<u>\$ 10,694,990</u>	<u>\$ 12,123,502</u>



Special Projects Fund Summary of Requirements

	<u>ACTUAL</u> <u>2017-2018</u>	<u>ACTUAL</u> <u>2018-2019</u>	<u>CURRENT</u> <u>BUDGET</u> <u>2019-2020</u>	<u>PROPOSED</u> <u>BUDGET</u> <u>2020-2021</u>
Personnel Services	\$ 2,918,517	\$ 3,328,914	\$ 4,887,730	\$ 5,395,997
Materials and Services	1,786,737	3,097,031	4,228,844	6,337,114
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	12,123,502
Unappropriated Ending Fund Balance	<u>663,268</u>	<u>810,007</u>	<u>0</u>	<u>0</u>
TOTAL REQUIREMENTS	<u>\$ 5,544,010</u>	<u>\$ 7,938,796</u>	<u>\$ 10,694,990</u>	<u>\$ 12,123,502</u>



Special Projects Fund Summary by Use

ACCOUNT	INSTRUCTION	INST. SUPPORT	STUDENT SERVICES	COMMUNITY SERVICES	COLLEGE SUPPORT	PLANT OPERATIONS	PLANT ADDITIONS	FINANCIAL AID/AGENCY	RESERVES	TOTAL
PERSONNEL EXPENSES	1,225,432	1,777,916	284,709	0	884,708	0	0	0	0	4,172,765
BENEFIT EXPENSES	534,379	447,509	74,376	0	166,968	0	0	0	0	1,223,232
MATERIALS & SERVICES	497,873	2,425,774	462,150	0	1,495,289	0	0	0	0	4,881,086
FINANCIAL AID	0	122,691	0	0	0	0	0	1,333,337	0	1,456,028
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>2,314,180</u>	<u>4,873,890</u>	<u>821,235</u>	<u>0</u>	<u>2,646,965</u>	<u>0</u>	<u>0</u>	<u>1,333,337</u>	<u>133,895</u>	<u>12,123,502</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
10000 INSTRUCTION									
Personnel Services	1,365,373	1,527,509	1,863,879	29.292	1,759,811	26.968	0	0	0.000
Materials & Services	806,349	1,294,711	695,646	n/a	497,873	n/a	0	0	n/a
Capital Outlay	21,975	505,645	59,521	n/a	56,496	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	2,193,697	3,327,865	2,619,046	29.292	2,314,180	26.968	0	0	0.000
20000 INSTRUCTIONAL SUPPORT									
Personnel Services	1,535,061	1,688,677	2,112,754	11.088	2,225,425	10.662	0	0	0.000
Materials & Services	715,030	1,375,340	2,480,537	n/a	2,548,465	n/a	0	0	n/a
Capital Outlay	57,758	134,308	1,035,000	n/a	100,000	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	2,307,849	3,198,325	5,628,291	11.088	4,873,890	10.662	0	0	0.000
30000 STUDENT SERVICES									
Personnel Services	8,648	39,629	359,303	4.290	359,085	4.298	0	0	0.000
Materials & Services	154,519	204,583	490,303	n/a	462,150	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	163,167	244,212	849,606	4.290	821,235	4.298	0	0	0.000
50000 COLLEGE SUPPORT SERVICES									
Personnel Services	9,435	73,099	551,794	2.654	1,051,676	20.358	0	0	0.000
Materials & Services	210	94,371	532,358	n/a	1,495,289	n/a	0	0	n/a
Capital Outlay	0	0	100,000	n/a	100,000	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	9,645	167,470	1,184,152	2.654	2,646,965	20.358	0	0	0.000
70000 PLANT ADDITIONS									
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
Total Program Requirements	0	0	0	n/a	0	n/a	0	0	n/a
75000 TRANSFERS									
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
Total Program Requirements	95,755	62,891	250,000	n/a	0	n/a	0	0	n/a

Special Projects Fund Requirements by Major Program

PROGRAM TYPE	ACTUAL		CURRENT	FTE	PROPOSED		APPROVED	ADOPTED	FTE
	2017-2018	2018-2019	BUDGET 2019-2020		BUDGET` 2020-2021	FTE	BUDGET 2020-2021	BUDGET 2020-2021	
80000 FINANCIAL AID									
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	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	0	n/a	0	n/a	0	0	n/a
Total Program Requirements	110,629	128,026	30,000	n/a	1,333,337	n/a	0	0	n/a
90000 RESERVES (CONTINGENCY)									
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	0	0	n/a
Total Program Requirements	0	0	133,895	n/a	133,895	n/a	0	0	n/a
TOTAL REQUIREMENTS									
Personnel Services	2,918,517	3,328,914	4,887,730	47.324	5,395,997	62.286	0	0	0.000
Materials & Services	1,786,737	3,097,031	4,228,844	n/a	6,337,114	n/a	0	0	n/a
Capital Outlay	79,733	639,953	1,194,521	n/a	256,496	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.Ba	0	0	133,895	n/a	133,895	n/a	0	0	n/a
TOTAL PROGRAM REQUIREMENTS	4,880,742	7,128,789	10,694,990	47.324	12,123,502	62.286	0	0	0.000

Special Projects Fund Summary of Funds

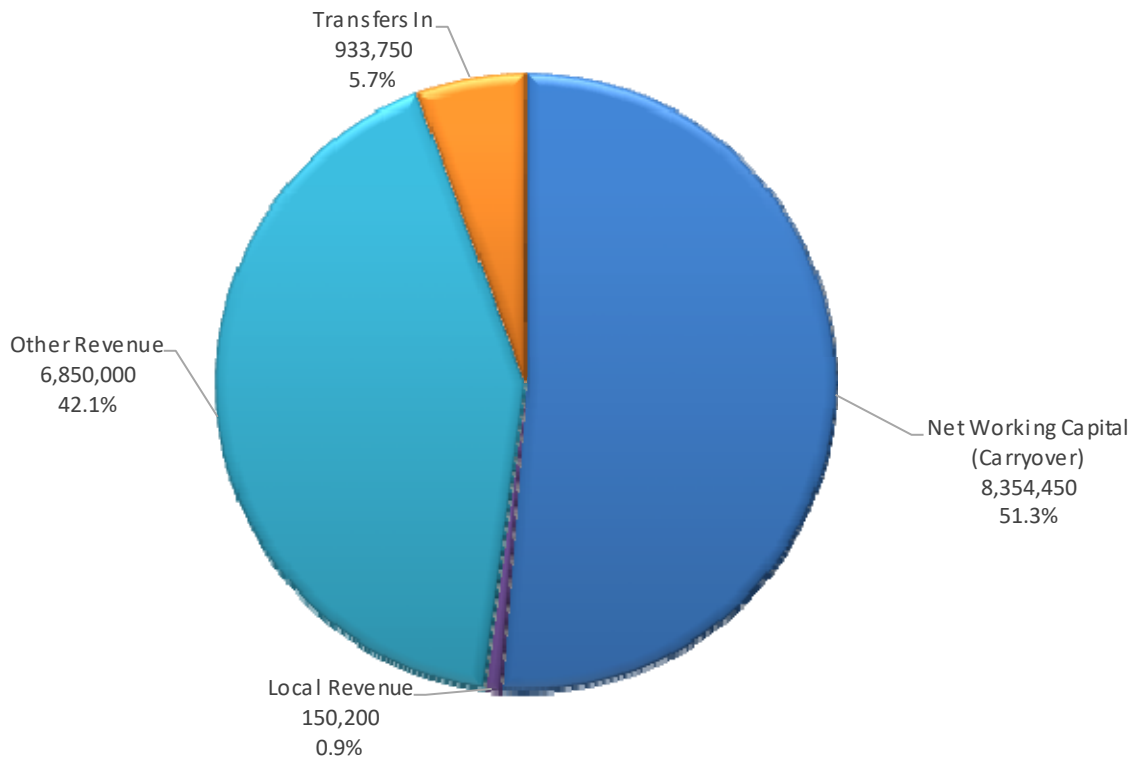
RESOURCES						
	ACTUAL 2017-2018	ACTUAL 2018-2019	CURRENT BUDGET 2019-2020	PROPOSED BUDGET 2020-2021	APPROVED BUDGET 2020-2021	ADOPTED BUDGET 2020-2021
Federal Grants	1,774,794	1,960,903	2,499,643	5,401,578	0	0
State Grants	1,459,102	3,385,544	3,880,571	3,482,372	0	0
Local Grants	1,543,720	1,929,081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

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

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.

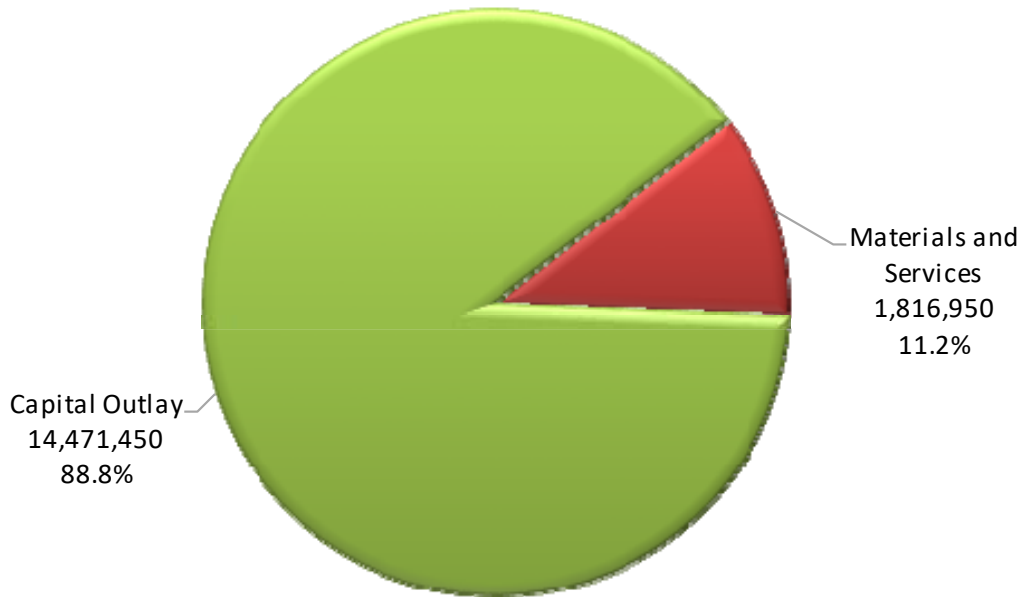
Capital Projects Fund Summary of Resources

	<u>ACTUAL 2017-2018</u>	<u>ACTUAL 2018-2019</u>	<u>CURRENT BUDGET 2019-2020</u>	<u>PROPOSED BUDGET 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>
TOTAL RESOURCES	<u>\$ 20,924,506</u>	<u>\$ 15,992,128</u>	<u>\$ 26,789,224</u>	<u>\$ 16,288,400</u>



Capital Projects Fund Summary of Requirements

	ACTUAL 2017-2018	ACTUAL 2018-2019	CURRENT BUDGET 2019-2020	PROPOSED BUDGET 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>
TOTAL REQUIREMENTS	<u>\$ 20,924,506</u>	<u>\$ 15,992,128</u>	<u>\$ 26,789,224</u>	<u>\$ 16,288,400</u>



Capital Projects Fund Summary by Use

ACCOUNT	INSTRUCTION	INST. SUPPORT	STUDENT SERVICES	COMMUNITY SERVICES	COLLEGE SUPPORT	PLANT OPERATIONS	PLANT 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
10000 INSTRUCTION									
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	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	603,929	34,342	5,450	n/a	5,950	n/a	0	0	n/a
20000 INSTRUCTIONAL SUPPORT									
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	0	0	n/a
Capital Outlay	0	0	193,000	n/a	146,000	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	0	374,200	n/a	180,200	n/a	0	0	n/a
50000 COLLEGE SUPPORT SERVICES									
Personnel Services	0	0	0	n/a	0	n/a	0	0	n/a
Materials & Services	506,800	828,343	1,100,000	n/a	1,100,000	n/a	0	0	n/a
Capital Outlay	118,415	137,092	411,000	n/a	401,000	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	625,215	965,435	1,511,000	n/a	1,501,000	n/a	0	0	n/a
60000 PLANT OPERATIONS/MAINTENANCE									
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	0	0	n/a
Capital Outlay	638,441	90,450	161,204	n/a	1,038,500	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	1,226,994	479,319	461,204	n/a	1,631,250	n/a	0	0	n/a
70000 PLANT ADDITIONS									
Personnel Services	194,456	7,541	0	n/a	0	n/a	0	0	n/a
Materials & Services	496,426	404,344	297,000	n/a	90,000	n/a	0	0	n/a
Capital Outlay	4,843,396	8,800,181	23,950,370	n/a	12,880,000	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	5,534,278	9,212,066	24,247,370	n/a	12,970,000	n/a	0	0	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
75000 TRANSFERS									
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	75,337	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
Total Program Requirements	0	75,337	190,000	n/a	0	n/a	0	0	n/a
TOTAL REQUIREMENTS									
Personnel Services	194,456	7,541	0	n/a	0	n/a	0	0	n/a
Materials & Services	1,968,136	1,623,715	1,878,200	n/a	1,816,950	n/a	0	0	n/a
Capital Outlay	5,827,824	9,059,906	24,721,024	n/a	14,471,450	n/a	0	0	n/a
Transfers Out	0	75,337	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
TOTAL PROGRAM REQUIREMENTS	7,990,416	10,766,499	26,789,224	0.000	16,288,400	0.000	0	0	0.000

Capital Projects Fund

Summary of Resources and Requirements by Fund

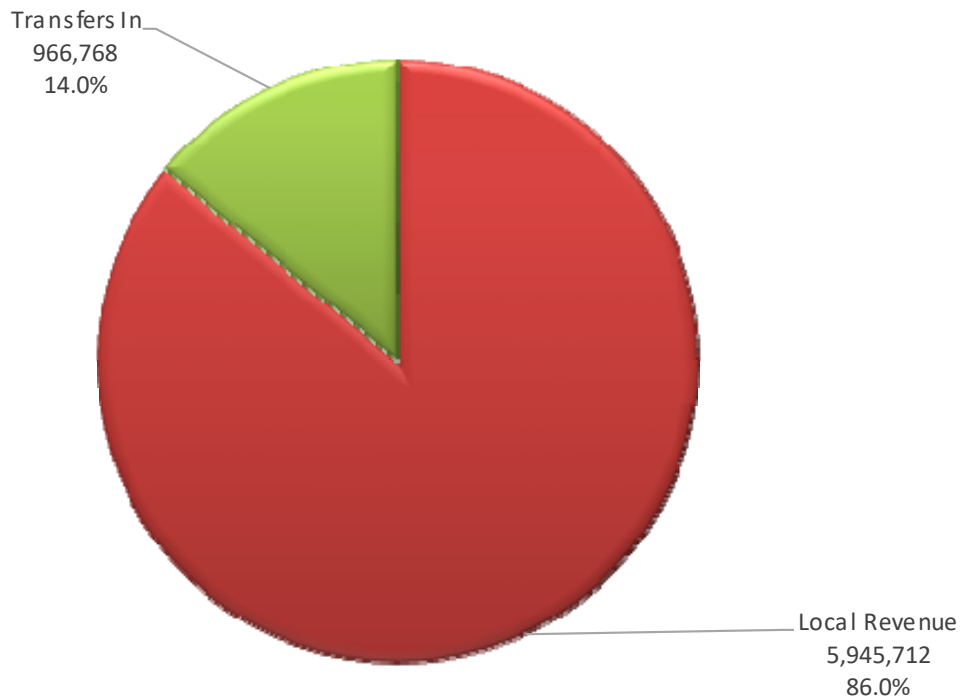
RESOURCES						
FUND NUMBER AND NAME	ACTUAL 2017-2018	ACTUAL 2018-2019	CURRENT BUDGET 2019-2020	PROPOSED BUDGET 2020-2021	APPROVED BUDGET 2020-2021	ADOPTED BUDGET 2020-2021
42300 General Equipment Purchase Fund	30,000	30,000	50,000	40,000	0	0
44200 Roof Reserve	210,275	211,152	610,040	917,750	0	0
44230 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	0	0
44400 Telecommunications Reserve	6,038	5,333	40,200	40,200	0	0
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	0	0
44800 Major Maintenance Reserve	805,537	305,155	461,204	713,500	0	0
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	0	0
44950 Instructional Equipment Reserve	551,461	100,000	0	140,000	0	0
TOTAL RESOURCES	4,693,338	3,058,038	26,789,224	16,288,400	0	0

REQUIREMENTS						
FUND NUMBER AND NAME	ACTUAL 2017-2018	ACTUAL 2018-2019	CURRENT BUDGET 2019-2020	PROPOSED BUDGET 2020-2021	APPROVED BUDGET 2020-2021	ADOPTED BUDGET 2020-2021
42300 General Equipment Purchase Fund	0	79,737	50,000	40,000	0	0
43200 Benton Cnt. Rep. & Maintenance Fu	0	8,395	0	0	0	0
44200 Roof Reserve	802,553	28,745	610,040	917,750	0	0
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	0	0
44400 Telecommunications Reserve	10,456	5,010	40,200	40,200	0	0
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	0	0
44800 Major Maintenance Reserve	965,224	376,363	461,204	713,500	0	0
44900 Technology Reserve	623,086	874,942	1,461,000	1,461,000	0	0
44950 Instructional Equipment Reserve	603,929	34,342	334,000	140,000	0	0
TOTAL REQUIREMENTS	7,990,416	10,691,162	26,789,224	16,288,400	0	0

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 2017-2018</u>	<u>ACTUAL 2018-2019</u>	<u>CURRENT BUDGET 2019-2020</u>	<u>PROPOSED BUDGET 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>
TOTAL RESOURCES	<u>\$ 5,960,358</u>	<u>\$ 6,380,766</u>	<u>\$ 6,453,376</u>	<u>\$ 6,912,480</u>



Debt Service Fund
Summary of Requirements

	<u>ACTUAL</u> <u>2017-2018</u>	<u>ACTUAL</u> <u>2018-2019</u>	<u>CURRENT</u> <u>BUDGET</u> <u>2019-2020</u>	<u>PROPOSED</u> <u>BUDGET</u> <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>
TOTAL REQUIREMENTS	<u>\$ 5,960,358</u>	<u>\$ 6,380,766</u>	<u>\$ 6,453,376</u>	<u>\$ 6,912,480</u>

Debt Service Fund Summary by Use

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

Debt Service Fund

Requirements by Major Program

PROGRAM TYPE	ACTUAL 2017-2018	ACTUAL 2018-2019	CURRENT BUDGET 2019-2020	PROPOSED BUDGET 2020-2021	APPROVED BUDGET 2020-2021	ADOPTED BUDGET 2020-2021
50000 COLLEGE SUPPORT SERVICES						
Personnel Services	0	0	0	0	0	0
Materials & Services	5,761,032	5,970,781	6,453,376	6,912,480	0	0
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
Total Program Requirements	5,761,032	5,970,781	6,453,376	6,912,480	0	0
TOTAL REQUIREMENTS						
Personnel Services	0	0	0	0	0	0
Materials & Services	5,761,032	5,970,781	6,453,376	6,912,480	0	0
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
TOTAL PROGRAM REQUIREMENTS	5,761,032	5,970,781	6,453,376	6,912,480	0	0

Debt Service Fund

Resources and Requirements by Fund

RESOURCES

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

REQUIREMENTS

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

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 <u>2017-2018</u>	ACTUAL <u>2018-2019</u>	CURRENT BUDGET <u>2019-2020</u>	PROPOSED BUDGET <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>
TOTAL RESOURCES	\$ <u>4,525,171</u>	\$ <u>3,705,592</u>	\$ <u>4,896,809</u>	\$ <u>200,000</u>

Enterprise Fund

Summary of Requirements

	<u>ACTUAL</u> <u>2017-2018</u>	<u>ACTUAL</u> <u>2018-2019</u>	<u>CURRENT</u> <u>BUDGET</u> <u>2019-2020</u>	<u>PROPOSED</u> <u>BUDGET</u> <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>
TOTAL REQUIREMENTS	<u>\$ 4,525,171</u>	<u>\$ 3,705,592</u>	<u>\$ 4,896,809</u>	<u>\$ 200,000</u>

Enterprise Fund Summary by Use

ACCOUNT	INST. INSTRUCTION	SUPPORT	STUDENT SERVICES	COMMUNITY SERVICES	COLLEGE SUPPORT	PLANT OPERATIONS	PLANT ADDITIONS	FINANCIAL 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
Total	0	0	0	0	0	0	0	200,000	0	200,000

Enterprise Fund

Requirements by Major Program

PROGRAM TYPE	ACTUAL		CURRENT	FTE	PROPOSED	FTE	APPROVED	ADOPTED	FTE
	2017-2018	2018-2019	BUDGET		BUDGET		BUDGET	BUDGET	
75000 TRANSFERS									
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	0	0	n/a
Contingency/Unapp.End.Fund.Bal	0	0	0	n/a	0	n/a	0	0	n/a
Total Program Requirements	63,532	63,301	63,301	n/a	200,000	n/a	0	0	n/a
85000 ENTERPRISES									
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
Total Program Requirements	3,771,477	3,446,032	4,828,755	20.818	0	n/a	0	0	0.000
90000 RESERVES (CONTINGENCY)									
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
Total Program Requirements	0	0	4,753	n/a	0	n/a	0	0	n/a
TOTAL REQUIREMENTS									
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	0	0	n/a
Contingency/Unapp.End.Fund.Bal	0	0	4,753	n/a	0	n/a	0	0	n/a
TOTAL PROGRAM REQUIREMENTS	3,835,009	3,509,333	4,896,809	20.818	200,000	n/a	0	0	0.000

Enterprise Fund

Resources and Requirements by Fund

RESOURCES

FUND NUMBER AND NAME	ACTUAL	ACTUAL	CURRENT	PROPOSED	APPROVED	ADOPTED
	2017-2018	2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	BUDGET 2020-2021	BUDGET 2020-2021
61000 Food Services Fund	774,905	756,742	1,238,395	(5,500,000)	0	0
62000 Bookstore Fund	2,335,379	1,878,990	3,108,004	4,100,000	0	0
63000 Printing Services Fund	423,103	361,730	550,410	1,600,000	0	0
TOTAL RESOURCES	3,533,387	2,997,462	4,896,809	200,000	0	0

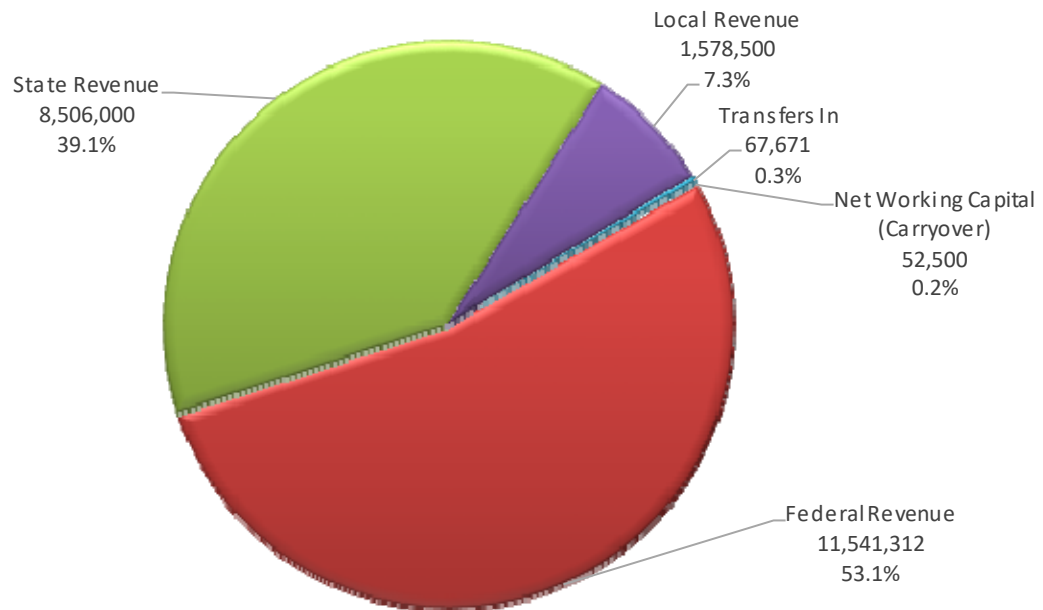
REQUIREMENTS

FUND NUMBER AND NAME	ACTUAL	ACTUAL	CURRENT	PROPOSED	APPROVED	ADOPTED
	2017-2018	2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	BUDGET 2020-2021	BUDGET 2020-2021
61000 Food Services Fund	1,107,480	1,144,460	1,238,395	(5,500,000)	0	0
62000 Bookstore Fund	2,393,756	2,061,768	3,108,004	4,100,000	0	0
63000 Printing Services Fund	333,773	303,105	550,410	1,600,000	0	0
TOTAL REQUIREMENTS	3,835,009	3,509,333	4,896,809	200,000	0	0

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.

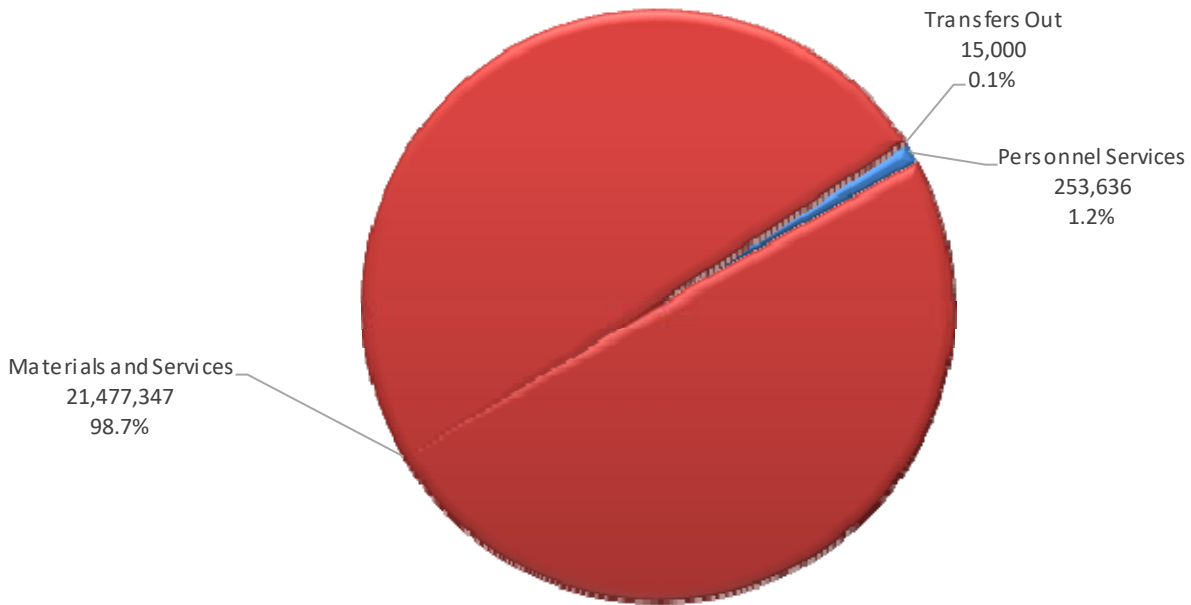
Financial Aid Fund Summary of Resources

	<u>ACTUAL 2017-2018</u>	<u>ACTUAL 2018-2019</u>	<u>CURRENT BUDGET 2019-2020</u>	<u>PROPOSED BUDGET 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>67,671</u>
TOTAL RESOURCES	\$ <u>11,149,337</u>	\$ <u>11,883,424</u>	\$ <u>21,836,733</u>	\$ <u>21,745,983</u>



Financial Aid Fund Summary of Requirements

	<u>ACTUAL 2017-2018</u>	<u>ACTUAL 2018-2019</u>	<u>CURRENT BUDGET 2019-2020</u>	<u>PROPOSED BUDGET 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	21,477,347
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	21,745,983
Unappropriated Ending Fund Balance	<u>(331,610)</u>	<u>114,826</u>	<u>0</u>	<u>0</u>
TOTAL REQUIREMENTS	<u>\$ 11,149,337</u>	<u>\$ 11,883,424</u>	<u>\$ 21,836,733</u>	<u>\$ 21,745,983</u>



Financial Aid Fund Summary by Use

ACCOUNT	INST. INSTRUCTION	STUDENT SUPPORT	COMMUNITY SERVICES	COLLEGE SERVICES	COLLEGE SUPPORT	PLANT OPERATIONS	PLANT ADDITIONS	FINANCIAL 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	21,376,401	0	21,391,401
TRANSFERS OUT	0	0	0	0	0	0	0	0	0	0
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>15,000</u>	<u>0</u>	<u>0</u>	<u>21,730,983</u>	<u>0</u>	<u>21,745,983</u>

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
50000 COLLEGE SUPPORT SERVICES									
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	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	0	474	16,000	n/a	15,000	n/a	0	0	n/a
75000 TRANSFERS									
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	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	26,081	15,000	n/a	15,000	n/a	0	0	n/a
80000 FINANCIAL AID									
Personnel Services	205,771	191,519	253,886	11.242	253,636	10.494	0	0	n/a
Materials & Services	11,275,176	11,550,524	21,551,847	n/a	21,462,347	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	11,480,947	11,742,043	21,805,733	11.242	21,715,983	10.494	0	0	0.000
TOTAL REQUIREMENTS									
Personnel Services	205,771	191,993	253,886	11.242	253,636	10.494	0	0	n/a
Materials & Services	11,275,176	11,550,524	21,567,847	n/a	21,477,347	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	0	0	n/a
Contingency/Unapp.End.Fund.Bal	0	0	0	n/a	0	n/a	0	0	n/a
TOTAL PROGRAM REQUIREMENTS	11,480,947	11,768,598	21,836,733	11.242	21,745,983	10.494	0	0	0.000

Financial Aid Fund

Resources and Requirements by Fund

RESOURCES

	ACTUAL 2017-2018	ACTUAL 2018-2019	CURRENT BUDGET 2019-2020	PROPOSED BUDGET 2020-2021	APPROVED BUDGET 2020-2021	ADOPTED BUDGET 2020-2021
Federal Programs	6,854,577	6,767,748	11,542,312	11,542,062	0	0
State Programs	3,141,941	3,497,302	8,506,000	8,506,000	0	0
College Programs	31,494	481,501	363,421	182,921	0	0
LBCC Foundation Programs	289,660	237,458	265,000	205,000	0	0
Non-Institutional Programs	1,100,683	1,231,025	1,160,000	1,310,000	0	0
TOTAL RESOURCES	11,418,355	12,215,034	21,836,733	21,745,983	0	0

REQUIREMENTS

	ACTUAL 2017-2018	ACTUAL 2018-2019	CURRENT BUDGET 2019-2020	PROPOSED BUDGET 2020-2021	APPROVED BUDGET 2020-2021	ADOPTED BUDGET 2020-2021
Federal Programs	6,814,728	6,780,826	11,542,312	11,542,062	0	0
State Programs	3,194,136	3,498,474	8,506,000	8,506,000	0	0
College Programs	105,600	23,091	363,421	182,921	0	0
LBCC Foundation Programs	265,752	237,458	265,000	205,000	0	0
Non-Institutional Programs	1,100,731	1,228,749	1,160,000	1,310,000	0	0
TOTAL REQUIREMENTS	11,480,947	11,768,598	21,836,733	21,745,983	0	0

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

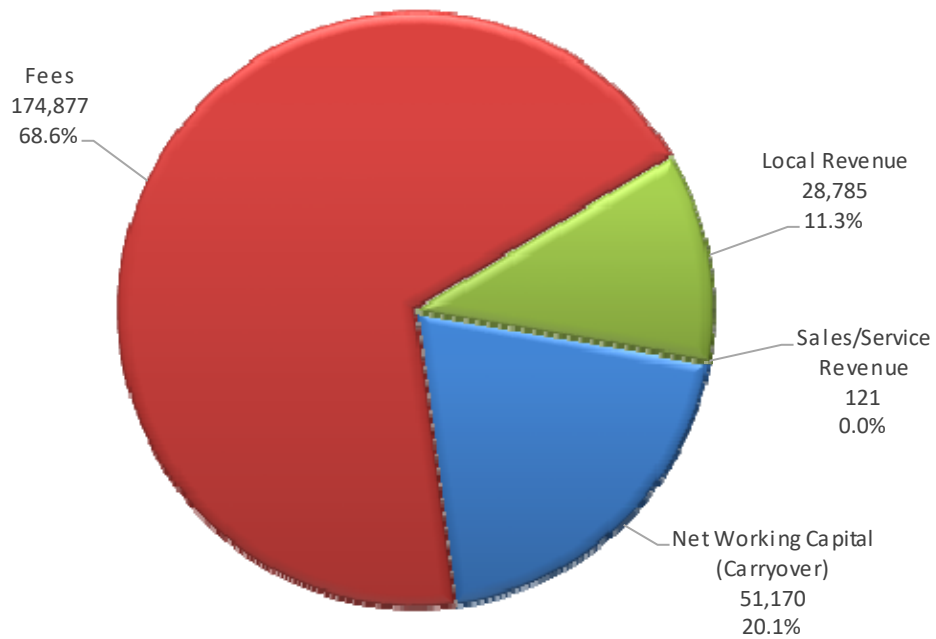
Resources and Requirements by Fund

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

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

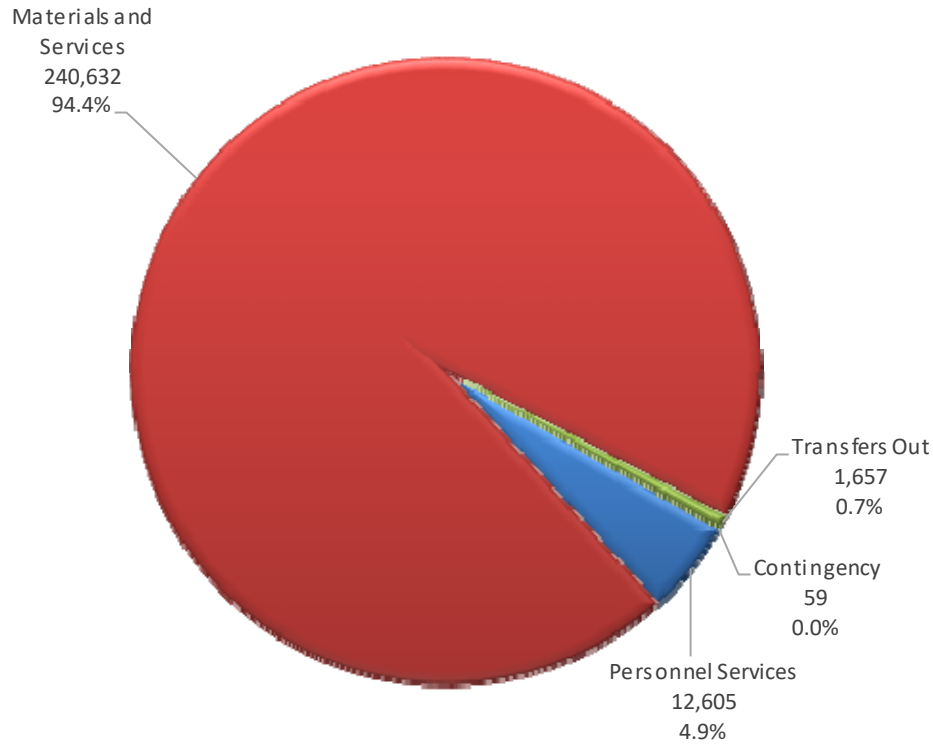
Agency Fund Summary of Resources

	<u>ACTUAL</u> <u>2017-2018</u>	<u>ACTUAL</u> <u>2018-2019</u>	<u>CURRENT</u> <u>BUDGET</u> <u>2019-2020</u>	<u>PROPOSED</u> <u>BUDGET</u> <u>2020-2021</u>
Net Working Capital (Carryover)	\$ 136,273	\$ 173,993	\$ 188,701	\$ 51,170
Fees	127,332	134,868	127,474	174,877
Local Revenue	19,467	16,468	13,785	28,785
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>
TOTAL RESOURCES	<u>\$ 292,832</u>	<u>\$ 325,922</u>	<u>\$ 333,481</u>	<u>\$ 254,953</u>



Agency Fund Summary of Requirements

	ACTUAL <u>2017-2018</u>	ACTUAL <u>2018-2019</u>	CURRENT BUDGET <u>2019-2020</u>	PROPOSED BUDGET <u>2020-2021</u>
Personnel Services	\$ 1,716	\$ 2,524	\$ 12,619	\$ 12,605
Materials and Services	117,123	117,922	186,432	240,632
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	254,953
Unappropriated Ending Fund Balance	<u>173,993</u>	<u>205,476</u>	<u>0</u>	<u>0</u>
TOTAL REQUIREMENTS	<u>\$ 292,832</u>	<u>\$ 325,922</u>	<u>\$ 333,481</u>	<u>\$ 254,953</u>



Agency Fund Summary by Use

ACCOUNT	INSTRUCTION	COLLEGE				PLANT OPERATIONS	PLANT ADDITIONS	TRANSFERS	RESERVES	TOTAL
		INST. SUPPORT	STUDENT SERVICES	COMMUNITY SERVICES	SUPPORT SERVICES					
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	187,273	0	0	0	0	0	0	190,473
FINANCIAL AID	0	0	50,159	0	0	0	0	0	0	50,159
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	250,037	0	0	0	0	1,657	59	254,953

Agency Fund Requirements by Major Program

PROGRAM TYPE	ACTUAL	ACTUAL	CURRENT		PROPOSED		APPROVED	ADOPTED	
	2017-2018	2018-2019	BUDGET	FTE	BUDGET	FTE	BUDGET	BUDGET	FTE
20000 INSTRUCTIONAL SUPPORT									
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	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	0	1,582	0	n/a	3,200	n/a	0	0	0.000
30000 STUDENT SERVICES									
Personnel Services	1,716	2,524	12,619	0.094	12,605	0.088	0	0	n/a
Materials & Services	117,111	116,340	182,432	n/a	237,432	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	118,827	118,864	195,051	0.094	250,037	0.088	0	0	0.000
40000 COMMUNITY SERVICES									
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
75000 TRANSFERS									
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	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	0	n/a	1,657	n/a	0	0	n/a
90000 RESERVES (CONTINGENCY)									
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	0	0	n/a
Total Program Requirements	0	0	134,430	n/a	59	n/a	0	0	n/a
TOTAL REQUIREMENTS									
Personnel Services	1,716	2,524	12,619	0.094	12,605	0.088	0	0	n/a
Materials & Services	117,123	117,922	186,432	n/a	240,632	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	0	0	n/a
Contingency/Unapp.End.Fund.Bal	0	0	134,430	n/a	59	n/a	0	0	n/a
TOTAL PROGRAM REQUIREMENTS	118,839	120,446	333,481	0.094	254,953	0.088	0	0	0.000

Agency Fund Summary of Funds

RESOURCES

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

REQUIREMENTS

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

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/ 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
May 13, 2020	Public Budget Committee Meeting/election of officers/budget message presented/presentation of PROPOSED	Budget Committee/ President/Budget Officer
May 20, 2020	Public Budget Committee Meeting/discussion and approval	Budget Committee/ President/Budget Officer
Jun 01, 2020	APPROVED budget to printer	Budget Officer
Jun 03, 2020	PUBLISH BUDGET SUMMARY OF APPROVED BUDGET & NOTICE OF BUDGET HEARING	Budget Officer/Board Secretary
Jun 17, 2020	Public Budget Hearing/Budget ADOPTED/appropriations made/tax levy declared	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.