



Eugene, Oregon

**BUDGET DOCUMENT**  
**FISCAL YEAR 2010-2011**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Lane Community College**

**Oregon**

For the Fiscal Year Beginning

**July 1, 2009**

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Lane Community College, Oregon for its annual budget for the fiscal year beginning July 1, 2009. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to the GFOA to determine its eligibility for another award.

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# Vision, Mission, Core Values and Strategic Directions

## Vision

Transforming lives through learning

## Mission

Lane is a learning-centered community college that provides affordable, quality, lifelong educational opportunities that include:

- Career technical and lower division college transfer programs
- Employee skill upgrading, business development and career enhancement
- Foundational academic, language and life skills development
- Lifelong personal development and enrichment, and
- Cultural and community services

## Core Values

### Learning

- Working together to create a learning-centered environment
- Recognizing and respecting the unique needs and potential of each learner
- Fostering a culture of achievement in a caring community

### Diversity

- Welcoming, valuing and promoting diversity among staff, students and our community
- Cultivating a respectful, inclusive and accessible working and learning environment
- Working effectively in different cultural contexts to serve the educational and linguistic needs of a diverse community
- Developing capacity to understand issues of difference, power and privilege

### Innovation

- Supporting creativity, experimentation, and institutional transformation
- Responding to environmental, technological and demographic changes
- Anticipating and responding to internal and external challenges in a timely manner
- Acting courageously, deliberately and systematically in relation to change

### Collaboration and Partnership

- Promoting meaningful participation in governance
- Encouraging and expanding partnerships with organizations and groups in our community

### Integrity

- Fostering an environment of respect, fairness, honesty, and openness
- Promoting responsible stewardship of resources and public trust

**Accessibility**

- Strategically grow learning opportunities
- Minimize financial, geographical, environmental, social, linguistic and cultural barriers to learning
- Provide a learning environment that fosters ecological awareness, diversity, interdisciplinary breadth, and the competence to act on such knowledge

**Sustainability**

- Integrate practices that support and improve the health of systems that sustain life and learning
- Equip and encourage all students and staff to participate fully as citizens of an environmentally, socially, and economically sustainable society, while cultivating connections to local, regional, and global communities.

**Strategic Directions****A Liberal Education Approach for Student Learning**

- Equip students to become global citizens with the broad knowledge and transferable skills characterizing a liberal education approach
- Expand application of the liberal education approach throughout the college's programs and services

**Optimal Student Preparation, Progression and Completion**

- Promote students' progression to goal completion by knowing our students and creating needed systems, processes and learning environments
- Support academically underprepared students' progression to college-level coursework by providing them with foundational skills classes and support

**Online Learning and Educational Resources**

- Build capacity in faculty and staff to create high-quality, sustainable and innovative online learning and educational resources
- Provide the required tools, infrastructure and professional development to use emerging technologies for expanding online learning and educational resources
- Explore the effectiveness of online learning and educational resources

**A Sustainable Learning and Working Environment**

- Build understanding of sustainable ecological, social and economic systems and practices among the college communities
- Apply principles of sustainable economics, resource use, and social institutions to Lane's learning and working environments

**A Diverse and Inclusive Learning and Working Environment**

- Create a diverse and inclusive learning college
- Develop institutional capacity to respond effectively and respectfully to students, staff, and community members of all cultures, languages, classes, races, genders, ethnic backgrounds, religious beliefs, sexual orientations, and abilities

**A Safe Learning and Working Environment**

- Maintain safe learning and working environment
- Improve practices and resources that secure property
- Promote activities, practices and processes that encourage civil discourse and protect college communities from discrimination, harassment, threats, and harm

## **Equal Opportunity Statement**

It is the policy of Lane Community College to provide equal employment opportunity to all qualified persons and to prohibit discrimination in employment on the basis of race, color, national origin, sex, marital status, family relationship, sexual orientation, age, pregnancy, mental or physical disability, religion, or veteran status, expunged juvenile record, parental or family medical leave, application for Workers Compensation, whistle blowing, association with a member of a protected class, and all other federal, state and local protected classes.



# GENERAL INFORMATION

# General Information

## About Lane Community College

Lane Community College is a comprehensive public community college, established in 1964 by a vote of district residents. The college offers a wide variety of instructional programs including transfer credit programs, professional technical degree and certificate programs, continuing education noncredit courses, programs in English as a Second Language and International ESL, GED programs, and customized training for local businesses. Classes are offered at many locations, and online classes and telecourses are also available.

During the 2008-09 academic year, 20,643 students enrolled in credit classes and 16,256 students enrolled in noncredit classes. Lane has the third largest enrollment of the 17 community colleges in Oregon.

The College District encompasses a 5,000 square mile area which includes most of Lane County from the Pacific Ocean to the Cascade Mountains, Monroe Elementary School District in Benton County, Harrisburg Elementary School District in Linn County, Harrisburg Union High School District in Linn County, and a small area south of Cottage Grove and Florence in Douglas County. The College District includes more than 351,109 residents.

Lane's 301-acre Main Campus is located in the beautiful south hills of Eugene, Oregon at 4000 East 30th Avenue. The college has a number of other locations including the Downtown Center in Eugene, Campus Centers in Cottage Grove and Florence, a Flight Technology Center at the Eugene Airport, and other outreach sites.

Lane is accredited by the Northwest Commission on Colleges and Universities. The Commission is an institutional accrediting body recognized by the Council for Higher Education Accreditation and/or the U.S. Department of Education. Related regional accreditation documents are on reserve in the college library. Individual Lane programs are evaluated for quality by numerous vocational and professional accrediting associations, including:

- Automotive Technology, certified by the National Automotive Technicians Education Foundation, a non-profit foundation within the National Institute for Automotive Service Excellence
- Aviation Maintenance, approved and certified under Part 147 of the Federal Aviation Regulations of the Federal Aviation Administration
- Culinary Arts, accredited by the American Culinary Federation Education Foundation Accrediting Commission, a specialized accrediting commission recognized by the Council for Higher Education Accreditation
- Dental Assisting, accredited by American Dental Association's Commission on Dental Accreditation, a specialized accrediting board recognized by the U.S. Department of Education
- Dental Hygiene, accredited by American Dental Association's Commission on Dental Accreditation, a specialized accrediting board recognized by the U.S. Department of Education. The Commission may be contacted at (312) 440-4653 or 211 East Chicago Avenue, Chicago, Illinois 60611
- Diesel Technology, evaluated and accredited by the Association of Equipment Distributors Foundation
- Dietary Manager, conditionally approved by Dietary Managers Association
- Emergency Medical Technology-Paramedic, approved by the Department of Human Services and Trauma Systems, Oregon, meeting requirements of OAR 333-265-0010(2)



- Energy Management, awarded Institute for Sustainable Power Quality accreditation credential from the Interstate Renewable Energy Council, International Standard #01021 for accreditation and certification of renewable energy training programs and instructors
- Exercise and Movement Science endorsed by the American College of Sports Medicine
- Flight Technology certification courses, approved by the Federal Aviation Administration
- Hospitality Management, accredited by the Commission on Accreditation of Hospitality Management Programs
- Medical Office Assistant, accredited by the Commission on Accreditation of Allied Health Education Programs, a specialized accrediting board recognized by the Council for Higher Education Accreditation, on recommendation of the Curriculum Review Board of the American Association of Medical Assistants Endowment. Commission on Accreditation of Allied Health Education Programs, 1361 Park Street, Clearwater, FL 33756, (727) 210-2350
- Nursing, evaluated and approved through 2012 by the Oregon State Board of Nursing
- Physical Therapist Assistant, granted Candidate for Accreditation status by the Commission on Accreditation in Physical Therapy Education of the American Physical Therapy Association (CAPTE, 1111 N. Fairfax Street, Alexandria, VA) on April 29, 2009. Candidate for Accreditation is a pre-accreditation status of affiliation with the Commission on Accreditation in Physical Therapy Education that indicates the program is progressing toward accreditation; candidacy for accreditation does not assure the program will be granted accreditation status. CAPTE will continue to review program content, standards, and successful objective achievement from fall term 2009 to spring term 2011.
- Respiratory Care, accredited by the Commission on Accreditation of Allied Health Education Programs, a specialized accrediting board recognized by the Council for Higher Education Accreditation, in collaboration with the committee on Accreditation for Respiratory Care coarc.com

The college has earned national recognition for many of its instructional programs, services and administrative practices. Lane also is a member of the League for Innovation in the Community College and a Vanguard College. Through the League, Lane exchanges innovative ideas and practices with some of the best community colleges in the United States.

## Lane Community College 2010-2011 Budget Committee

Robert Ackerman  
Pat Albright  
Ron Green  
Roger Hall  
Susie Johnston

Gary LeClair  
Rayna Luvert  
Chris Matson  
Tony McCown  
Marston Morgan, Vice Chair

Jennifer Ocker  
Dennis Shine, Chair  
Sharon Stiles  
Carmen Urbina

## Board of Education

Seven elected, unpaid Board members have primary authority to establish policies governing the operation of the college and to adopt its budget. Their charge is to encourage the development of programs and services that will best serve the needs of College District constituents.

**Sharon Stiles**, Retired EEO Officer, Florence  
Elected May 2009, term expires June 30, 2013  
Zone 1-Western

**Tony McCown**, Urban Planner, Eugene  
Elected May 2007, term expires June 30, 2011  
Zone 2-Northern

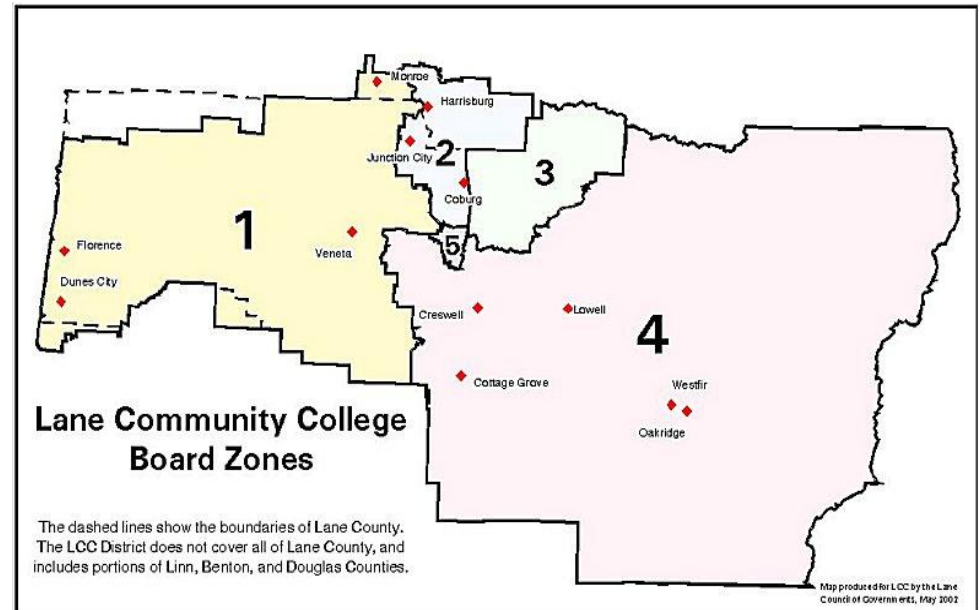
**Gary LeClair**, Physician, Eugene  
Elected May 2009, term expires June 30, 2013  
Zone 3-Marcola and Springfield

**Susie Johnston**, Conference Planner, Pleasant Hill  
Elected May 2005, re-elected May 2009, term expires  
June 30, 2013  
Zone 4-Eastern

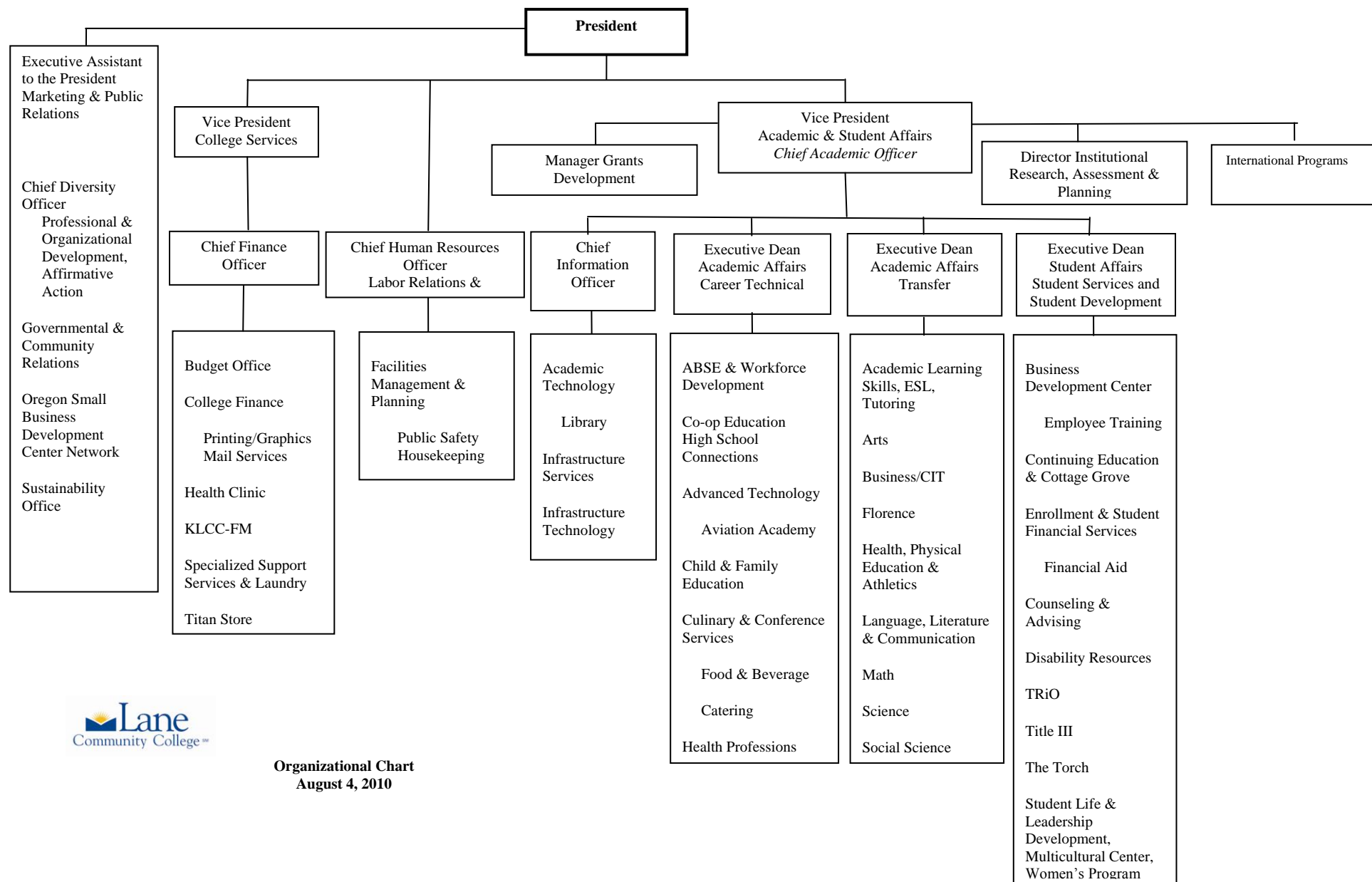
**Pat Albright**, retired Teacher, Eugene  
Appointed April 2007, elected May 2007, term expires  
June 30, 2011  
Zone 5-Central Eugene

**Roger C. Hall**, Radiologist, Eugene  
Elected March 1991, re-elected March 1995, re-elected March 1999, re-  
elected May 2003, re-elected May 2007, term expires June 30, 2011  
At-Large, Position 6

**Robert Ackerman**, retired Attorney, Eugene  
Elected May 2007, term expires June 30, 2011  
At-Large, Position 7



## Organizational Chart 2010-2011



# Organizational Units

Lane Community College is structured into the following organizational units:

## Instruction

The Instructional unit's primary responsibility is to plan, schedule, and implement academic, continuing education and other instructional programs and services in accordance with the vision, mission, core values and strategic directions of the college. The college's Instructional Plan is the driving force behind all other organizational units planning and operations.

Instructional areas include: lower division transfer, professional technical, developmental education, non-credit courses and workforce development training.

## Instructional Support

The Instructional Support unit is charged with providing specialized services that support and enhance instruction. Instructional Support areas include: distance learning, instructional technology, library, and faculty professional development.

## Student Services

Student Services' purpose is to assist students in all phases of their educational experience. Student Services areas include counseling, disability services, enrollment, financial aid, and student life.

## College Support Services

The College Support Services unit consists of the administrative activities of the college. College Support Services areas include the Board of Education, governance system and administration, human resources, marketing and public relations, college operations, finance, computer services, and public safety.

## Plant Operations and Maintenance

Plant Operations and Maintenance ensures that the college provides a safe and comfortable environment in which to learn and work. Plant Operations and Maintenance areas include infrastructure, utilities, motor pool, sustainability, and facilities management and planning.

# Budget Structure and Functions

## Basis of Budgeting

For the budget document, Oregon Budget Law requires that a modified accrual basis of accounting is used, which determines when and how transactions or events are recognized. As discussed in the Budget Message, this means “revenues are reported when earned, expenditures are reported when the liability is incurred and taxes are accounted for on a cash basis, i.e. when received. The result is that carryovers of financial obligations from year-to-year are precluded and projections of anticipated revenue are not inflated.”

The college budgets all college funds required to be budgeted, the General Fund and all Auxiliary Funds, in accordance with Oregon Local Budget Law on a Non-GAAP budgetary basis, whereas Generally Accepted Accounting Principles (GAAP) provides the structure for the basis of accounting used for financial statement reporting. The differences between GAAP and the budgetary basis of accounting generally concern timing of recognition of revenues and expenditures. Thus, there are no differences between fund structure in the financial statements and the budget document.

The basic financial statements present the college and its component unit, Lane Community College Foundation, for which the college is considered to be financially accountable. The Foundation, a legally separate tax-exempt entity, is a discretely presented component unit and is reported in a separate column in the basic financial statements. The budget document presents college information exclusive of Foundation data.

Under GAAP, basic financial statements are reported using the economic resources measurement focus and accrual basis of accounting. Revenues are recorded when earned and expenses are recorded at the time liabilities are incurred, regardless of when the related cash flows take place. Property taxes are recognized as revenues in the years in which they are levied. Grants and other similar types of revenue are recognized as soon as all eligibility requirements imposed by the grantor have been met.

Material timing differences in expenditures between GAAP and the budgetary basis of accounting include capital expenditures, which under GAAP are allocated to depreciation expense over a specified period of time. In the budget document, capital expenditures are assigned in full to operations expense. With respect to debt service, payments to principal reduce the liability on the financial statements while interest payments are expensed. Under the budgetary basis of accounting, both principal and interest are expensed to operations within the fiscal year.

## Funds

Lane Community College's budget is segregated into the following funds, appropriated by the Board of Education. Each fund is independently budgeted, operated and accounted for. The college's primary budgeting and operational funds are the General Fund (I) and the Special Revenue – Administratively Restricted Fund (IX).

### **Fund I: General Fund**

Includes activities directly associated with operations related to the college's basic educational objectives.

### **Fund II: Internal Service Fund**

Includes functions that exist primarily to provide goods or services to other instructional or administrative units of the college.

### **Fund III: Debt Service Fund**

Accounts for the accumulation of resources for, and the payment of, general long-term debt, principal and interest.

### **Fund IV: Capital Projects Fund**

Used for the acquisition of land, new construction, major remodeling projects, and major equipment purchases.

### **Fund V: Financial Aid Fund**

Used for the provision of grants, stipends, and other aid to enrolled students.

### **Fund VI: Enterprise Fund**

Includes activities that furnish goods or services to students, staff, or the public, for which charges or fees are assessed that are directly related to the cost of the good or service provided.

### **Fund VIII: Special Revenue Fund**

Accounts for revenue sources that are legally restricted to expenditures for specific purposes.

### **Fund IX: Special Revenue – Administratively Restricted Fund**

Used to account for specific programs where monies are administratively restricted. Activities recorded in this fund generate revenue primarily through specifically assessed tuition and fees, or through other revenue-generating activities.

## Revenue Sources

### Intergovernmental

Also known as total public resources, intergovernmental resources include Lane's allocation of community college funding from the State of Oregon, resources from various unrestricted federal, state and local contracts, and local property tax revenue. State community college funding resources are determined by the state legislature's funding distribution formula and are calculated on a biennial basis. Federal, state, and local unrestricted resources are budgeted using statistical trend analysis. Property tax revenue is determined by annual property tax levy and is budgeted using estimates provided by the state and through statistical trend analysis.

### Tuition

Credit tuition is generated by assessing students per-credit-hour rates, which are annually adjusted for inflation using the Higher Education Price Index (HEPI) per Board of Education policy D.110. Non-credit tuition is generated by charging varying rates per course, based on course costs and market forces. Tuition resources are budgeted based on enrollment projections developed by the college's Institutional Research and Planning department.

### Instructional Fees

Instructional fees are generated by assessing students for course-related expenses such as art supplies. All instructional fees are administratively restricted resources that are tied specifically to instructional expenditures and are not available for general allocation. Departmental instructional fees are established based on estimated materials and services costs and are approved by the Board of Education. Instructional fees are budgeted based on enrollment projections that are developed by the college's Institutional Research and Planning department and historical trend analysis.

### Interest Income

Interest income is derived from investment of operating capital in excess of daily requirements.

### Fees (Non-Instructional)

Non-instructional fees are generated by assessing students for non-instructional expenses such as student body fees, transportation fees, and technology fees. Individual fee amounts are approved by the Board of Education and budgeted based on enrollment projections and historical trend analysis.

### Sale of Goods and Services

Sales of Goods and Services are generated through the college's Enterprise and Special Revenue activities, including such units as the Titan Store, Food Services, Center for Meeting and Learning, Health Clinic, and Printing & Graphics. Sale of Goods and Services revenue is budgeted based on historical trends and factors in known variables.

### Administrative Recovery

Administrative Recovery includes amounts received from college enterprise funds such as the Titan Store, Foodservices and Center for Meeting and Learning (CML), as well as from various federal, state and local grants and contracts as a contribution to the General Fund for administrative and overhead costs.

### Other Resources

Include resources from various activities such as finance charges, insurance proceeds, sale of equipment, enforcement fees and other nominal, one-time miscellaneous amounts. Budgeting is based on historical trend analysis.



## Expense Functions

### Instruction

Expenditures for all activities that are part of the college's instructional programs, including expenditures for departmental administrators and their support.

### Instructional Support

Expenditures for activities carried out primarily to provide support services that are an integral part of the college's instructional programs. This category includes the media and technology employed by these programs as well as the administrative support operations that function within the various instructional units, and the retention, preservation, and display of materials. It also includes expenditures for chief instructional officers and their support where their primary assignment is administration.

### Student Services

Expenditures for admissions, registration, record keeping, and other activities which primary purpose is to contribute to students' well-being and to students' development outside the context of the formal instructional program.

### Community Services

Expenditures for activities established primarily to provide non-instructional services to groups external to the college. One such activity involves making available to the public various resources and unique capabilities that exist within the college.

### College Support Services

Expenditures for activities whose primary purpose is to provide operational support for the ongoing operation of the college, excluding physical plant operations. Expenses include, for example, executive management, fiscal operations, administrative and logistical services, and community relations.

### Plant Operations and Maintenance

Expenditures for the operation and maintenance of the physical plant. It includes services related to campus grounds and facilities, utilities, and property insurance.

### Plant Additions

Expenditures for land, land improvement, buildings, and major remodeling and renovation that is not a part of normal plant operation and maintenance.

### Financial Aid

Expenditures for loans, grants and trainee stipends to enrolled students. Student fee remissions are also included in this expense function.

### Contingency

A budget account (not for expenditures) to provide for contingencies and unanticipated items, or to hold funds for future distribution. This function may also be used to provide expenditure authority for obligations created but not expended in previous years.

## Expenditure Categories

### Personal Services

Personal Services expenditures include all full-time and part-time payroll plus other payroll expenses (OPE). Payroll is budgeted using actual position lists, factoring in performance and cost of living adjustments, and any anticipated contract changes to union wage schedules. OPE rates are budgeted using benefits cost projections, including amounts for various employment-related taxes, health and life insurance premiums, retirement fund contributions, employee wellness programs, and other direct employee benefits.

### Materials & Services

Materials & Services expenditures include items such as office support supplies for instructional and operations departments, non-capitalized equipment, travel and maintenance. Materials & Services is budgeted using historical trend analysis.

### Capital Outlay

Capital Outlay expenditures include all equipment purchases with a single item cost in excess of \$10,000 and with a useful life exceeding two years. Capital Outlay is budgeted and allocated according to the Capital Assets Replacement Forecast.

### Transfers Out

Interfund transfers out include resource funding of specific amounts to another fund for an identified purpose. The majority of transfers out occur in the General Fund and include items such as transfers to the Financial Aid Fund to cover institutional scholarships and institutional match obligations, and transfers to the Capital Projects Fund for capital repairs and improvements, special projects, capital reserves and deferred maintenance.

### Debt Service

Debt Service includes amounts transferred out to the Debt Service Fund to cover current payment of long-term debt obligations entered into by the college.

### Contingency

Contingency is a budget account used to provide for unanticipated items, or to hold funds for future distribution. This category may also be used to provide expenditure authority for obligations created but not expended in previous years.

# Budget Planning

As indicated in the budget planning diagram at right, budget planning at Lane Community College is an iterative and participative process that involves all campus constituencies.

## College Council

As the college's main planning and policy body, the College Council takes a lead role in establishing the annual budget development framework.

## Board of Education

The Board of Education is responsible for reviewing and approving the proposed budget development framework, advising the administration on proposed addition and reduction recommendations, and approving the final list of additions and reductions.

## Administration and Executive Team

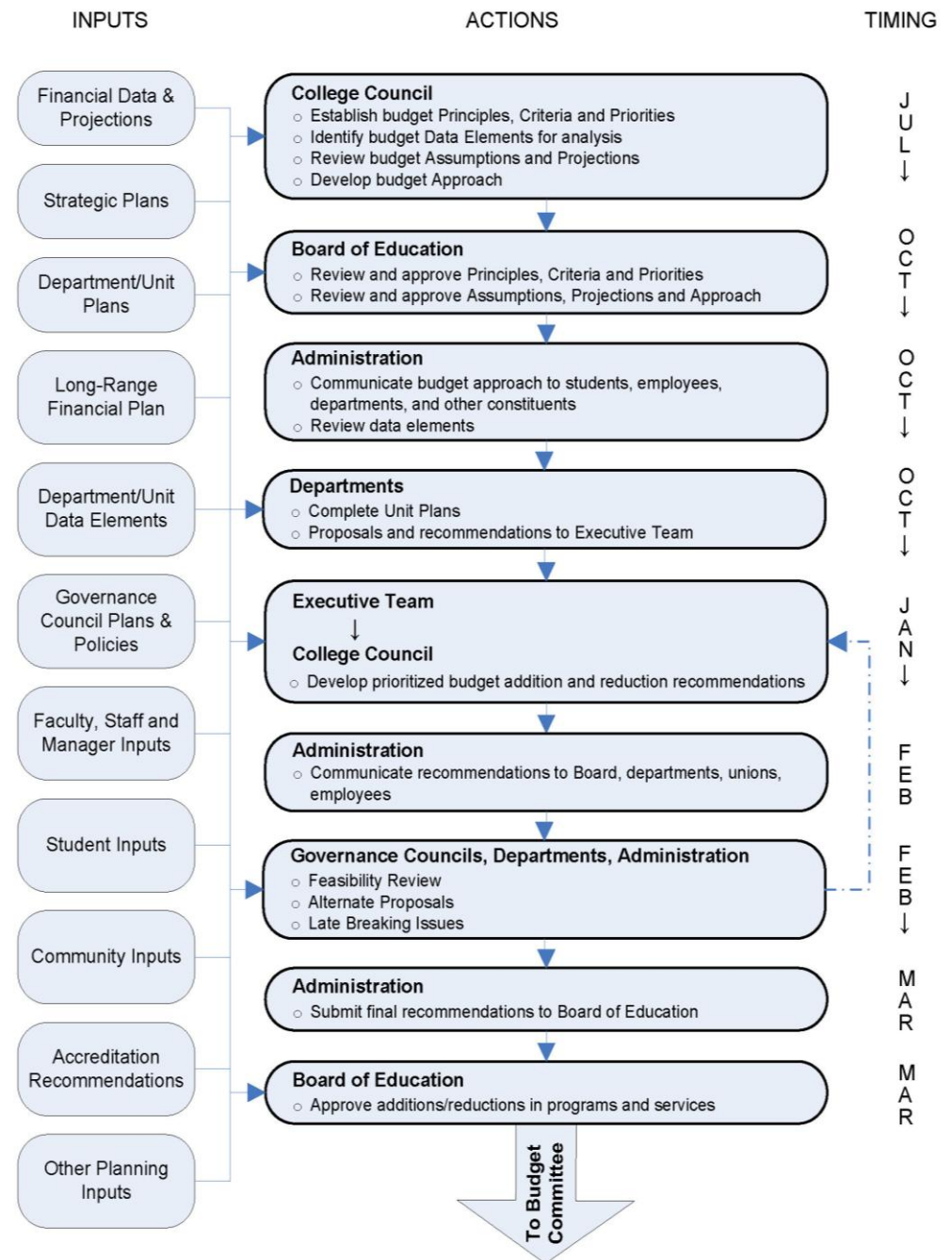
The administration and Executive Team are responsible for providing guidance to the work of the College Council, communicating budget information to campus constituencies, and reviewing and prioritizing addition and reduction recommendations.

## Departments

College departments are responsible for providing detailed unit plans and budget data elements to the College Council and administration, providing proposals and assessing the feasibility of recommendations for additions and reductions.

## Governance Councils

Governance Councils provide plans and policies that serve as a framework for budget proposal development.



## Budget Development Process

In the budget development process outlined below, Lane Community College follows Oregon Local Budget Law\*. In addition to providing a financial plan for fiscal year revenues and expenses, Lane's Budget Document outlines programs and initiatives and implements controls on spending authority. The budget development process is designed to encourage citizen input and public opinion about college programs and fiscal policies.

### I. Establish a Budget Committee

The Budget Committee consists of the seven members of the Board of Education plus seven citizens at large. Each Board member appoints one citizen to the committee for a term of three years. Terms are staggered so that about one-third of the appointed terms end each year.

### II. Appoint a Budget Officer

Lane's Budget Officer, the Chief Financial Officer, is appointed by the Board of Education.

### III. Prepare a Proposed Budget

The Budget Officer supervises the preparation of a Proposed Budget, which includes the following actions:

- A. Discuss Budget Assumptions with Budget Committee
- B. Develop resource (revenue) estimates and base expenditures budget
- C. Estimate preliminary surplus/deficit
- D. Determine tuition rate
- E. Develop changes to base and final budgets in accordance with internal planning processes and Board of Education approval (see page 15).
- F. Prepare Budget Message for the Budget Committee, public, employees and other stakeholders

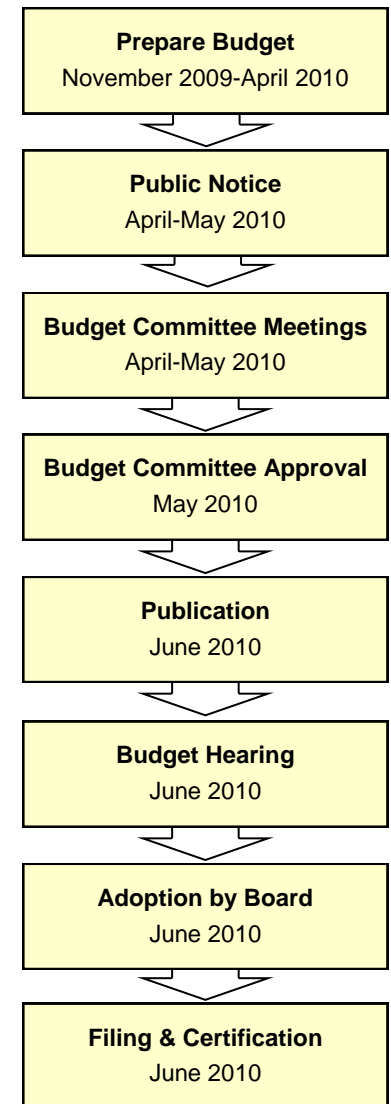
### IV. Public Notice

Lane's Budget Officer publishes a public Notice of Budget Committee Meeting(s).

### V. Budget Committee Meeting(s)

At least one Budget Committee meeting is held to 1) review the budget message and document, 2) hear the public and 3) revise and complete the budget as needed. At the time the proposed budget is distributed to the Budget Committee, it becomes public record and is made available to the public.

### 2010-2011 Budget Calendar



\* Oregon Revised Statutes (ORS) section 294: <http://www.leg.state.or.us/ors/294.html>

**VI. Budget Approval**

When the Budget Committee is satisfied with the proposed budget, including any additions to or deletions from the budget prepared by the Budget Officer, the budget is approved. Note: If the budget requires an ad valorem tax to be in balance, the budget committee must approve an amount or rate of total ad valorem property taxes to be certified to the assessor.

**VII. Publication**

After the budget is approved, a budget hearing is held by the Board of Education. The Budget Officer publishes a summary of the approved budget and a Notice of Budget Hearing.

**VIII. Budget Hearing**

The Budget Hearing is held to receive citizen testimony on the approved budget.

**IX. Adoption**

The Board of Education enacts a resolution to 1) formally adopt the budget, 2) make appropriations, and, if needed, 3) levy and categorize taxes. The resolution must be adopted no later than June 30 for the fiscal year starting July 1.

**X. Budget Filed and Levy Certified**

A copy of the complete budget is sent to the Lane County Clerk. When levying a property tax, Lane's Budget Officer submits notice of levy, categorization certification and resolutions to the County Assessor's office by July 15.

**Budget Amendment Process**

Budget estimates as shown in the Budget Document may be amended by the Board of Education 1) prior to formal adoption, or 2) after formal adoption if amendments are adopted prior to the commencement of the budget fiscal year *and* the amount of estimated expenditures for each fund is not increased by more than \$5,000 or 10% of the original adopted expenditures, whichever is greater. If special circumstances, unforeseen at the time of original adoption, require an increase of more than 10% of original adopted expenditures, an amended budget document must be republished and another public budget hearing must be held.

Total ad valorem property tax amounts or rates may not be increased following formal adoption of the Budget Document unless 1) an amended Budget Document is republished and another public budget hearing is held, and 2) the college obtains written approval and files a supplemental notice of property tax.



# **BUDGET MESSAGE**

# **FISCAL YEAR 2010-2011**

**Presented April 28, 2010**

# Budget Message

## Strategic Directions for Fiscal Year 2010-2011

The proposed budget for fiscal year 2010-2011 was developed to further the approved Strategic Directions of the college. New Strategic Directions were recently approved by the Board of Education and are listed on page 2-3 of your budget document.

## Economic Outlook

Fiscal year 2010-2011 is the second year of the biennium and there is little uncertainty regarding the amount of public funding that will be provided. The economic climate continues to have a grim outlook with high unemployment and steadily declining state revenue forecasts. However, we do not anticipate a further reduction in state support this biennium. Unfortunately, available public resources fall significantly short of what is necessary to serve students and the community, keep education affordable and accessible, maintain compensation levels for employees and meet essential operating requirements of Lane Community College at normal levels of support. In addition, the dramatic reductions in state revenue appear likely to continue into the next biennium. At the same time revenue from public support is decreasing, we have not seen a loss in demand for our programs and services. Conversely, the demand for our services has significantly increased as unemployed workers return to school to better prepare themselves for the next economy. This creates a double economic burden of a need to meet increased demand with significantly fewer public resources. This presents the strategic choices of increasing revenue, maintaining service levels at lower cost, downsizing the college and student opportunities to match the reduced public support, or some combination of all. None of these choices is attractive. Raising revenue through higher tuition and fees shifts the burden of lost public support to the students. Higher prices economically challenge students and violate our value of an affordable public education as a public good. Reducing cost is an objective with which we have had some success but with 80 percent of our costs in staff compensation this shifts the burden of decreased public support to the employees. Downsizing the college through layoffs is the worst option as it diminishes our ability to meet student demand when we are most needed, and places employees into a bad economy with little chance of finding work. Consequently, our goal throughout this process is to keep as many employees working as possible and serve as many students as possible.

### Fiscal Year 2010-2011

#### Budget Strategies:

- 1) Continue enrollment growth.
- 2) Reduce cost rather than capacity.
- 3) Constrain M&S and capital investment costs.
- 4) Use differential fees to partially offset higher cost programs.
- 5) Maintain capacity to serve students by retaining employees.

## Result of FY10 Budget Strategies

### Unknowns for FY 2011

- 1) Increase in health care costs/OPE rate.
- 2) Resolution of FY11 economic reopener: negotiations with both employee associations.

For the current budget year the college employed a combination of strategies to balance the budget. Employees took a reduction to the negotiated salary schedule in the form of furlough days or delay in longevity steps, capital investment and maintenance expenses were slashed, and students absorbed an increase in tuition including a two year surcharge. Differential fees were also raised. The college focused on meeting the demand of additional students and was able to accommodate another large increase in enrollment. Extraordinary extra effort by employees including faculty flexibility to allow both full time and part time faculty to teach more classes was critical to this success. The combination of additional revenue and cost reductions enabled the college to both balance the budget and meet student demand.

## Budget Assumptions

The public support revenue assumption is based upon the state model projections for Lane Community College at an appropriation level of \$450.5 million. This model assumes that the college's share of total enrollment relative to other colleges will remain stable and preliminary indications are consistent with that assumption. It also assumes that the higher level of enrollment experienced this year will continue and includes a two dollar a credit hour tuition increase.

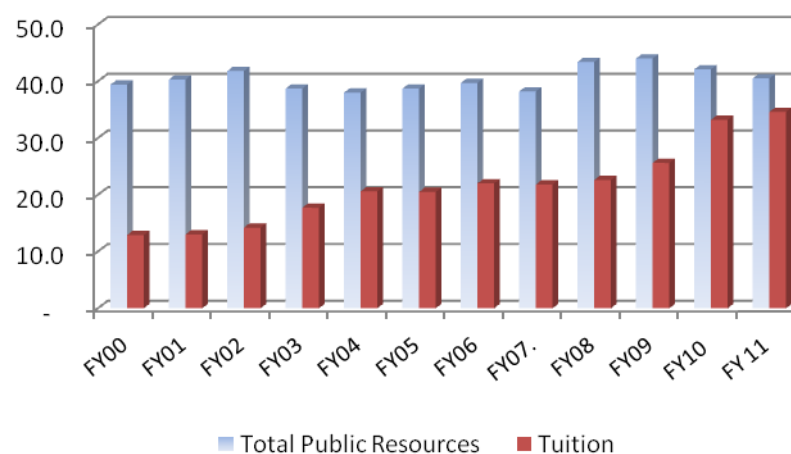
## Ending Fund Balance

The ending fund balance is essential to maintain the college's credit rating as well as to ensure fiscal stability. Prior to issuing bonds last June we had a credit rating review by Standard and Poor's. The raters expressed considerable concern about the low level of our ending fund balance but we were able to maintain our A+ rating. This is still lower than the AA rating for other community colleges in the state, and reflects our relatively lower level of reserves. Maintaining an adequate fund balance is critical to retain our rating and ability to issue the remainder of bonds as the current projects are completed in three to four years. To keep the interest costs to county taxpayers as low as possible we must maintain fiscal discipline and an adequate fund balance. Funding the last quarter after the fact is likely a continuing characteristic of our state funding for the long term and it would be more prudent to have the reserves to meet that regular requirement. The ending fund balance is not idle cash. It is comprised of working capital already allocated and in use throughout the college. One change we are able to make this year is to budget a higher beginning fund balance than the required unappropriated ending fund balance. The difference will cover contingency balances that are required but are not expected to be expended except in emergencies. That places the fund balance at risk but frees up revenue that would otherwise be required to offset required contingency expense budget authority.

### Budget Assumptions

- 1) CCSF funding at \$450 million
- 2) \$2 Increase in tuition
- 3) Restore FY10 reductions in salary schedule
- 4) \$3 tuition surcharge continued

**Total Public Resources & Tuition Revenues  
FY00 through FY11**

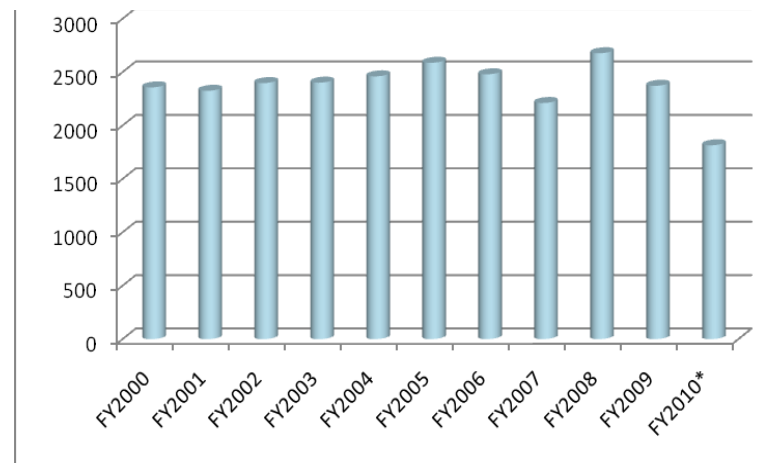




## Enrollment Growth

Plans for fiscal year 2010-2011 included efforts to increase both enrollment and productivity. We have observed both significant enrollment increases and productivity gains in the current year. We expect to see a 12% or greater increase in total enrollment for the current year. This has yielded both additional revenue and productivity as classes have fewer empty seats. Generally tuition and fees only account for about a third of our revenue and the greatest benefit of increased enrollment comes from additional state support for the increase in FTE. However, in the current environment all colleges have seen similar significant gains so it is not realistic to expect that we will be able to do more than maintain our relative share of a significantly reduced community college support fund. The budget projects the net benefit of the additional enrollment from this year to continue into next year and assumes an additional increase of 2% next year. Purchasing power of public funds allocated had been declining already in recent years, but the dramatic effect of the recession on state revenues resulted in a 10% reduction in state support for the current biennium. In addition, when combined with the enrollment growth the reduction per student is beginning to approach 30-40%. The long-term disinvestment in Oregon public education threatens college values of affordability and accessibility. We will not abandon our commitment to provide an affordable education for the community but we clearly cannot afford to operate at a loss either.

**Value of State Support per FTE**



## Compensation and Benefits

We have economic re-openers with both LCCEF and LCCEA regarding compensation for next year. To our knowledge, Lane Community College is the only school district in Oregon that has not set a limit on employer contributions to health care. Preliminary information indicates that costs for medical coverage will continue to increase significantly in FY 2010-2011 and that additional costs will need to be assumed by the college, employees, or both.

## General Fund Budget for Fiscal Year 2010-2011

Previously the college was able to insulate employees from the decline in funding levels and maintained steps and cost of living increases according to contractual agreements even if doing so required tapping reserves. Unfortunately, as mentioned earlier there are no excess reserves and funding has further declined. We remain committed to providing competitive salary and benefits but revenue has not kept pace with increasing costs. We are still competitive as this situation is not unique to Lane.

Nationwide, the average faculty and administrator salary increase last year was 0% and a third of the institutions reported decreases in compensation. Fortunately, we have been able to maintain very modest increases for employees to this point. In FY 2008 manager salaries were frozen (no COLA salary schedule adjustments and no step equivalent awards), classified employees received days in lieu of a cost-of-living along with a full step for all classified staff, and contracted faculty agreed to a .86% increase with full steps while part-time faculty received the bargained COLA salary schedule adjustment and steps. In FY 2009 all employees received 1/2 step increase and flat 1.0 % salary adjustments along with various one-time payments. In

FY10 each employee received the equivalent of a half step but gave up planned salary schedule increases in exchange for furlough days or similar “give-back” agreement. The FY11 budget provides for restoration of the negotiated decreases from FY 2009-2010, but there is little flexibility to support compensation or benefit increases beyond that level.

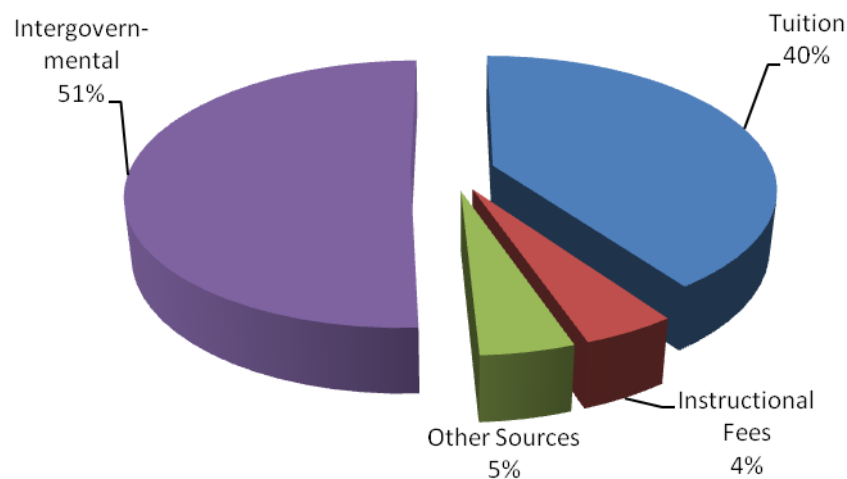
This budget reflects the reality of a forced transition from public funding to a combination of public and private funding sources. Our expenses in the future must be firmly linked to and limited by revenue to provide a financially sustainable model for the reliable and comprehensive access to education our community needs. The guidance of the Board of Education and the Budget Committee will be essential as we work toward this mutual goal. We are recommending a budget package that balances the budget by limiting increases for employee expenses along with a modest increase in tuition that will limit the increase in student costs. As in past years, the FY11 budget will also continue significant budget reductions in maintenance, materials and services, and equipment replacement. Spending in each of these areas is below levels seen five years ago. None of these reductions are sustainable. This budget is guaranteed to make all stakeholders of Lane Community College unhappy.

## Resources

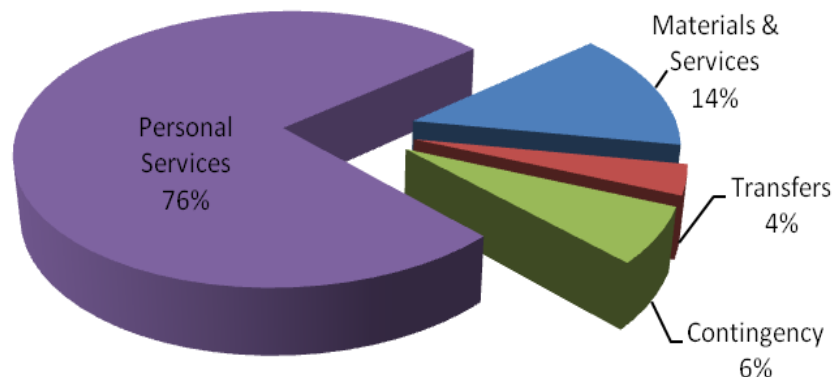
The proposed General Fund budget revenue for fiscal year 2010-2011 is \$90 million, a 5% increase from the 2009-2010 adopted budget. This increase is mostly from additional enrollment. Revenues from total public resources for fiscal year 2009-2010 include an estimated \$28,096,321 from the state Community College Support Fund and an estimated \$15,000,000 in property taxes for a total of \$43,096,321. This represents a small increase of \$1 million from the current fiscal year budget due primarily to an increase in the property tax estimate. This state support estimate anticipates that our share of total state enrollment will be stable during the next year.

Because the funding distribution formula includes 100% of Lane’s property taxes, state and property tax revenues must be considered together in budget development. Property taxes and state revenues are combined in the “Intergovernmental Resources” line. The 2010-2011 Budget includes a \$2.00 per credit inflationary adjustment in tuition as previously approved by the Board of Education according to Board Policy D.110 (See Appendix A3).

**FY11 General Fund Resources by Category**



### FY11 General Fund Requirements



### Expenditures

The General Fund personal services budget has increased by \$7 million or 10% from fiscal year 2009–2010. The increase is due to additional part time and full time faculty hired to accommodate increased enrollment, and restoration of FY10 salary reductions. The materials and services budget has increased due to a change in budget practice to budget for income credit program fees and prior year fee carryovers in department budgets. Therefore you will find increases in department budget amounts. The increases are due to additional enrollment generating more student fees to cover direct instructional expense. Budgeted capital outlay is unchanged. Transfers out to other funds decreased due to actual expense results in some funds and reductions in general fund support to others.

Other personal expense (OPE) rates are likely to change to cover increases in medical costs yet to be determined, and increases in other benefit categories such as pension bonds. In addition, adjustments – both increases and decreases – have been made for expenditures that are primarily beyond the control of the college. These “mandatory adjustments” include such items as facilities leases, utilities, property/liability insurance premiums, and maintenance contracts.

### Special Revenue- Administratively Restricted Fund (Fund IX)

The proposed budget for Special Revenue Administratively Restricted Fund IX increased by \$1.5 million due to increased enrollment related revenue and expense. Fund IX is composed of administratively restricted activities of the general fund. Budget projections used for budget development combine the General Fund and Fund IX.

### Additional Important Information

Because budget laws require total resources and expenditures to balance, the budget document includes budget expenditure authority for all reasonably anticipated resources in fiscal year 2010-11. There are several changes for next year to increase budget authority for several other funds. The Financial Aid fund budget authority is increased for additional federal financial aid expected because of increased enrollment, increased entitlements, and

#### TOTAL BUDGET: ALL FUNDS

General Fund (I)	\$90,464,800
Internal Services Fund (II)	1,893,771
Debt Service Fund (III)	9,429,112
Capital Projects Fund (IV)	27,010,426
Financial Aid Fund (V)	98,018,105
Enterprise Fund (VI)	15,373,557
Special Revenue Fund (VIII)	18,400,000
<u>Special Revenue: Admin Restricted (IX)</u>	<u>12,538,544</u>
<b>Total All Funds</b>	<b>\$ 273,128,315</b>

increased need. The Capital Projects budget authority allows for spending related to bond projects, and completion of the new health and wellness building. The Special Revenue fund has increased budget authority to allow for additional grant activity. None of this additional activity creates any new requirements or revenue for the general fund.

This Budget Document is consistent with the budget laws of the State of Oregon and other applicable policies. The budget is prepared on a modified accrual basis of accounting (revenues reported when earned; expenditures reported when the liability is incurred; taxes accounted for on a cash basis). The result is that carryovers of financial obligations from year-to-year are precluded and projections of anticipated revenue are not inflated.

The format and summarization are consistent with the Oregon Accounting Guidelines for Community Colleges. This budget expresses the basic and essential fiscal requirements of Lane Community College as set forth by the Board of Education. The 2010-2011 Budget Document is submitted herewith for your consideration and action. The staff and I are ready to assist you in the important task of reviewing this document.

Respectfully,



Gregory L. Morgan  
Budget Officer/ Chief Financial Officer

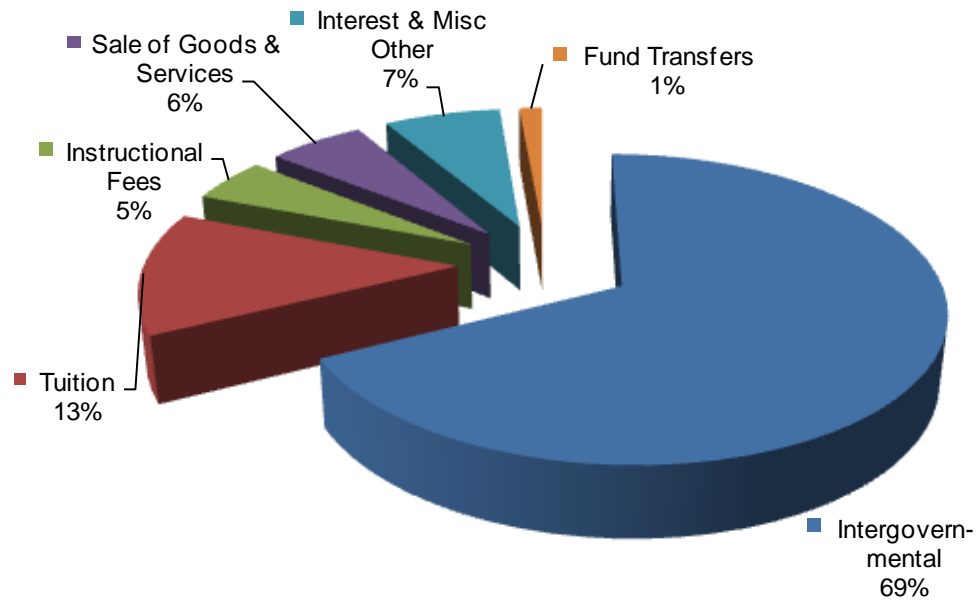


# BUDGET SCHEDULES

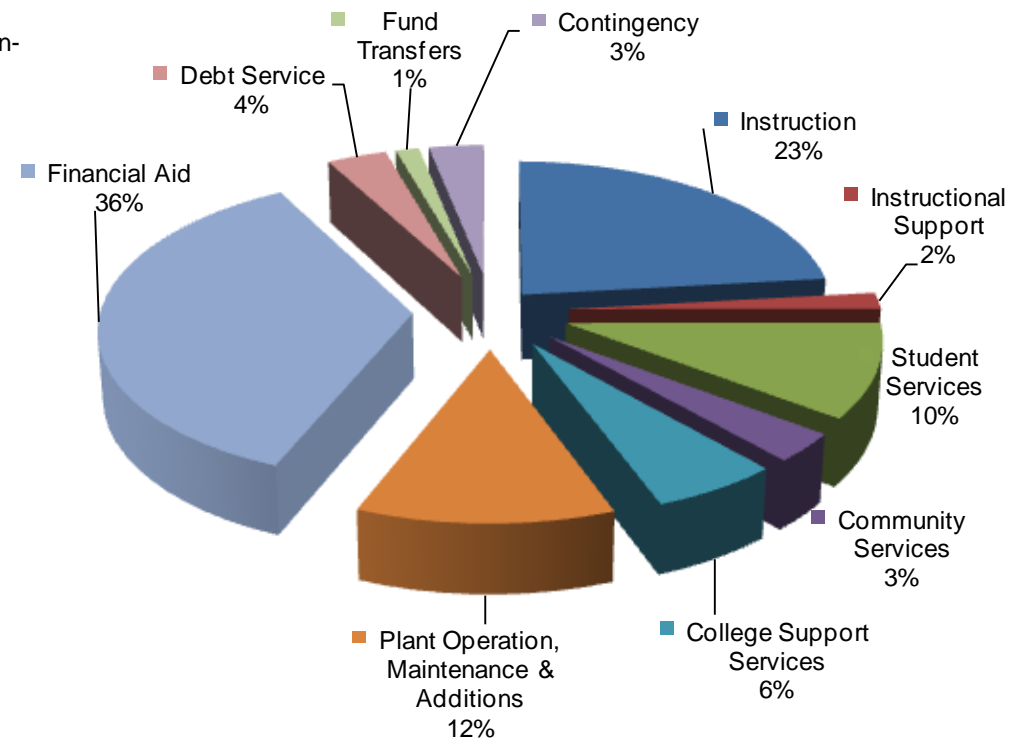
**SUMMARY - ALL FUNDS**

	<b>Fiscal Year 2010-2011 ADOPTED Budget</b>	Fiscal Year 2010-2011 APPROVED Budget	Fiscal Year 2010-2011 PROPOSED Budget	Fiscal Year 2009-2010 CURRENT Budget	Fiscal Year 2008-2009 ACTUAL Amounts	Fiscal Year 2007-2008 ACTUAL Amounts
General Fund I	<b>\$ 90,464,800</b>	\$ 90,464,800	\$ 90,464,800	\$ 85,454,924	\$ 74,352,192	\$ 68,162,806
Internal Service Fund II	<b>1,893,771</b>	1,893,771	1,893,771	1,672,205	1,521,804	1,413,073
Debt Service Fund III	<b>9,429,112</b>	9,429,112	9,429,112	9,151,102	9,236,020	8,843,760
Capital Projects Fund IV	<b>27,010,426</b>	27,010,426	27,010,426	39,623,000	8,536,203	1,697,163
Financial Aid Fund V	<b>98,018,105</b>	98,018,105	98,018,105	94,404,455	61,428,134	41,626,567
Enterprise Fund VI	<b>15,373,557</b>	15,373,557	15,373,557	12,554,600	10,068,920	8,685,191
Special Revenue Fund VIII	<b>18,400,000</b>	18,400,000	18,400,000	13,091,000	9,736,321	7,727,719
Special Revenue-Admin. Restricted Fund IX	<b>12,538,544</b>	12,538,544	12,538,544	12,102,884	8,847,190	9,210,237
<b>Total</b>	<b>\$ 273,128,315</b>	<b>\$ 273,128,315</b>	<b>\$ 273,128,315</b>	<b>\$ 268,054,169</b>	<b>\$ 183,726,785</b>	<b>\$ 147,366,515</b>

# **CONSOLIDATED RESOURCES** **Fiscal Year 2010-2011** **All Funds**



# **CONSOLIDATED REQUIREMENTS** **Fiscal Year 2010-2011** **All Funds**



**CONSOLIDATED RESOURCES & REQUIREMENTS - ALL FUNDS**

	<b>Fiscal Year 2010-2011 ADOPTED Budget</b>	Fiscal Year 2010-2011 APPROVED Budget	Fiscal Year 2010-2011 PROPOSED Budget	Fiscal Year 2009-2010 CURRENT Budget	Fiscal Year 2008-2009 ACTUAL Amounts	Fiscal Year 2007-2008 ACTUAL Amounts
<b>SUMMARY OF ALL FUNDS</b>						
<b>Current Operating Resources</b>						
Intergovernmental	<b>\$ 178,073,933</b>	\$ 178,073,933	\$ 178,073,933	\$ 171,035,231	\$ 115,166,289	\$ 94,689,991
Tuition & Fees:						
Tuition	<b>34,852,066</b>	34,852,066	34,852,066	33,341,562	26,812,717	22,636,687
Instructional & Student Fees	<b>12,622,818</b>	12,622,818	12,622,818	11,209,443	9,564,343	7,491,028
Other Sources:						
Sale of Goods & Services	<b>15,414,809</b>	15,414,809	15,414,809	13,981,054	12,624,028	11,206,370
Interest Income	<b>294,250</b>	294,250	294,250	592,750	520,683	1,171,296
Rents, Contracts, Gifts, Donations, Bad Debt Recovery	<b>18,336,730</b>	18,336,730	18,336,730	20,111,180	12,371,241	10,710,760
Proceeds from Sale of Bonds	<b>-</b>	-	-	-	45,903,768	-
Fund Transfers	<b>3,678,703</b>	3,678,703	3,678,703	4,213,950	7,332,156	4,975,244
Total Current Operating Resources	<b>\$ 263,273,309</b>	<b>\$ 263,273,309</b>	<b>\$ 263,273,309</b>	<b>\$ 254,485,170</b>	<b>\$ 230,295,225</b>	<b>\$ 152,881,377</b>
<b>Current Requirements</b>						
By Function:						
Instruction	<b>\$ 63,452,589</b>	\$ 63,452,589	\$ 63,452,589	\$ 55,768,754	\$ 46,958,975	\$ 44,476,645
Instructional Support	<b>4,716,776</b>	4,716,776	4,716,776	4,538,594	3,554,903	3,358,363
Student Services	<b>27,848,393</b>	27,848,393	27,848,393	23,902,862	20,799,769	18,396,406
Community Services	<b>8,706,564</b>	8,706,564	8,706,564	7,017,364	6,162,760	5,876,182
College Support Services	<b>16,197,643</b>	16,197,643	16,197,643	15,253,085	14,654,922	13,275,494
Plant Operation & Maintenance	<b>6,800,375</b>	6,800,375	6,800,375	14,661,953	10,410,970	6,494,215
Plant Additions	<b>25,701,776</b>	25,701,776	25,701,776	30,693,000	3,680,234	359,613
Financial Aid	<b>98,018,105</b>	98,018,105	98,018,105	94,104,455	60,936,077	41,310,595
Debt Service	<b>9,429,112</b>	9,429,112	9,429,112	9,151,102	9,236,020	8,843,760
Fund Transfers	<b>3,678,703</b>	3,678,703	3,678,703	3,913,950	7,332,156	4,975,244
Contingency	<b>8,678,279</b>	8,678,279	8,678,279	9,049,047	-	-
Total Current Operating Requirements	<b>\$ 273,228,315</b>	<b>\$ 273,228,315</b>	<b>\$ 273,228,315</b>	<b>\$ 268,054,168</b>	<b>\$ 183,726,786</b>	<b>\$ 147,366,516</b>
<b>Excess (deficit) Current Resources</b>						
Current Requirements	<b>\$ (9,955,006)</b>	\$ (9,955,006)	\$ (9,955,006)	\$ (13,569,000)	\$ 46,568,439	\$ 5,514,861
Beginning Fund Balance	<b>9,955,006</b>	9,955,006	9,955,006	13,569,000	13,105,092	7,590,230
Ending Fund Balance	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 59,673,531</b>	<b>\$ 13,105,092</b>



**SCHEDULE OF INTERFUND TRANSFERS**

	<u>Revenues</u>	<u>Expenditures</u>	<u>Remarks</u>
<b>GENERAL FUND I</b>			
Transfer to Internal Service Fund II	\$	\$ 372,657	Employee Wellness 140,144; Telecommunications 232,613
Transfer to Capital Projects Fund IV		1,000,000	Major maintenance 745,000; Capital repair & improvement 255,000
Transfer to Enterprise Fund VI		167,457	Laundry
Transfer to Special Revenue-Admin. Rest. IX		1,568,259	Athletics 217,837; Child & Family Education 470,478; KLCC 197,564; Specialized Support Services 61,715; Staff Health Clinic 244,563; Student Health 293,663; Torch 82,439
Transfer from Internal Service Fund II	3,500		Transfer authority contingency
Transfer from Debt Service Fund III	100,000		1995 GO Bond closure
Transfer from Enterprise Fund VI	148,849		Center for Meeting & Learning 77,416; Foodservices 71,433
Transfer from Special Revenue-G/C Fund VIII	4,000		Transfer authority contingency
Transfer from Special Revenue-Admin Fund IX	3,600		ASLCC cultural programs
TOTAL	<u>\$ 259,949</u>	<u>\$ 3,108,373</u>	
<b>INTERNAL SERVICE FUND II</b>			
Transfer to General Fund I	\$	\$ 3,500	Transfer authority contingency
Transfer to Special Revenue-Admin. Rest. IX		1,000	Transfer authority contingency
Transfer from General Fund I	372,657		Employee Wellness 140,144; Telecommunications 232,613
TOTAL	<u>\$ 372,657</u>	<u>\$ 4,500</u>	
<b>DEBT SERVICE FUND III</b>			
Transfer to General Fund I	\$	\$ 100,000	1995 GO Bond closure
TOTAL	<u>\$ -</u>	<u>\$ 100,000</u>	
<b>CAPITAL PROJECTS FUND IV</b>			
Transfer from General Fund I	\$ 1,000,000	\$	Major maintenance 745,000; Capital repair & improvement 255,000
Transfer from Special Revenue-Admin. Rest. IX	247,776		Transportation/parking 150,000; Longhouse 97,776
TOTAL	<u>\$ 1,247,776</u>	<u>\$ -</u>	

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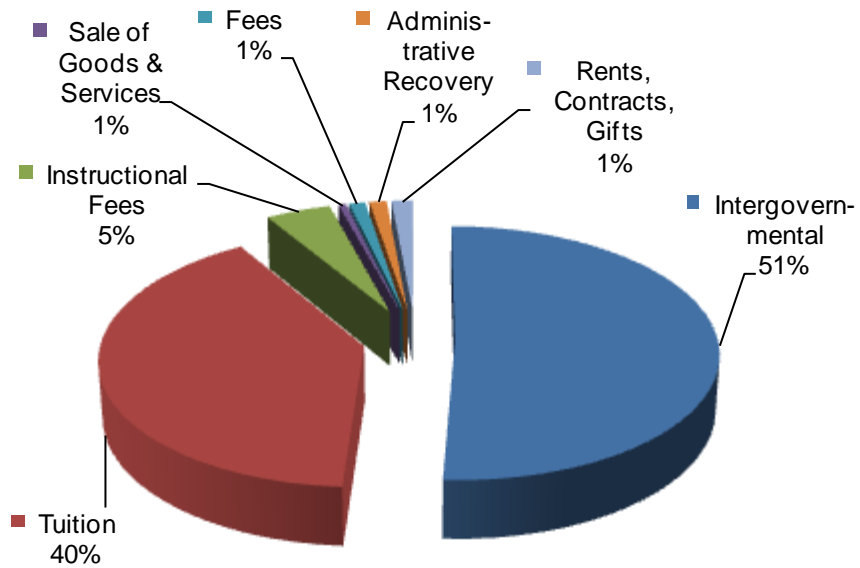
**SCHEDULE OF INTERFUND TRANSFERS**

	<u>Revenues</u>	<u>Expenditures</u>	<u>Remarks</u>
<b>FINANCIAL AID FUND V</b>			
Transfer from Special Revenue-Admin. Rest. Fund IX	60,605		Student grants
TOTAL	<u>\$ 60,605</u>	<u>\$ -</u>	
<b>ENTERPRISE FUND VI</b>			
Transfer to General Fund I	\$	\$ 148,849	Center for Meeting & Learning 77,416; Foodservices 71,433
Transfer to Special Revenue-Admin. Rest. IX		1,000	Foodservices
Transfer from General Fund I	167,457		Laundry
TOTAL	<u>\$ 167,457</u>	<u>\$ 149,849</u>	
<b>SPECIAL REVENUE-G/C FUND VIII</b>			
Transfer to General Fund I	\$	\$ 4,000	Transfer authority contingency
TOTAL	<u>\$ -</u>	<u>\$ 4,000</u>	
<b>SPECIAL REVENUE-ADMIN. REST. FUND IX</b>			
Transfer to General Fund I	\$	\$ 3,600	ASLCC cultural programs
Transfer to Capital Projects Fund IV		247,776	Transportation/parking 150,000; Longhouse 97,776
Transfer to Financial Aid Fund V		60,605	Student grants
Transfer from General Fund I	1,568,259		Athletics 217,837; Child & Family Education 470,478; KLCC 197,564; Specialized Support Services 61,715; Staff Health Clinic 244,563; Student Health 293,663; Torch 82,439
Transfer from Internal Service Fund II	1,000		Transfer authority contingency
Transfer from Enterprise Fund VI	1,000		Foodservices
TOTAL	<u>\$ 1,570,259</u>	<u>\$ 311,981</u>	
<b>TOTAL TRANSFERS - ALL FUNDS</b>	<u><u>\$ 3,678,703</u></u>	<u><u>\$ 3,678,703</u></u>	

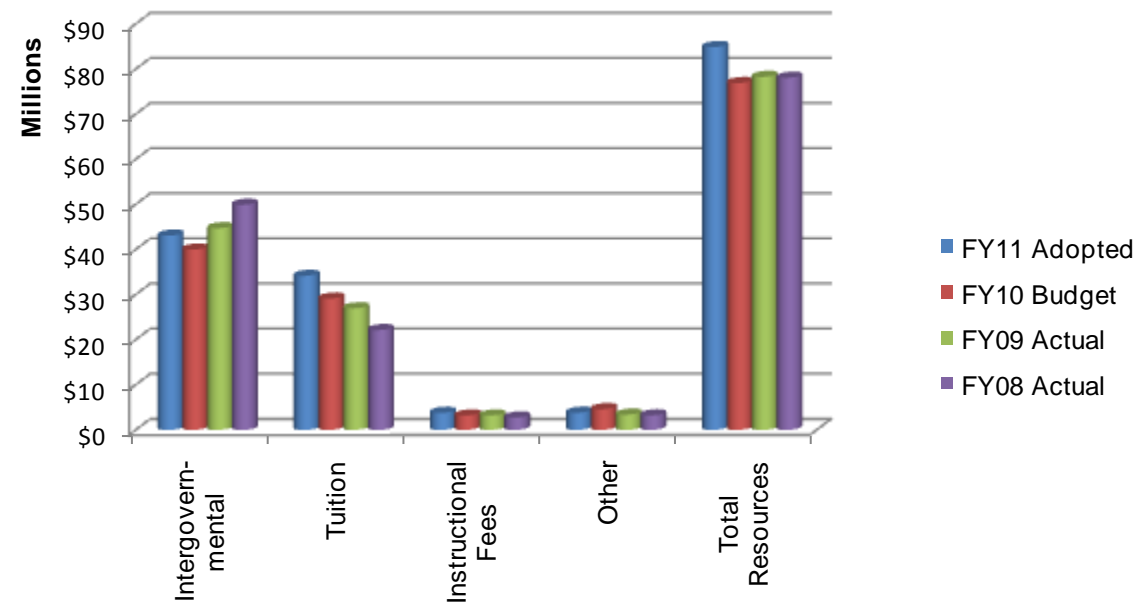


- . GENERAL FUND I
- . SPECIAL REVENUE FUND IX – ADMIN RESTRICTED

## GENERAL FUND RESOURCES Fiscal Year 2010-2011



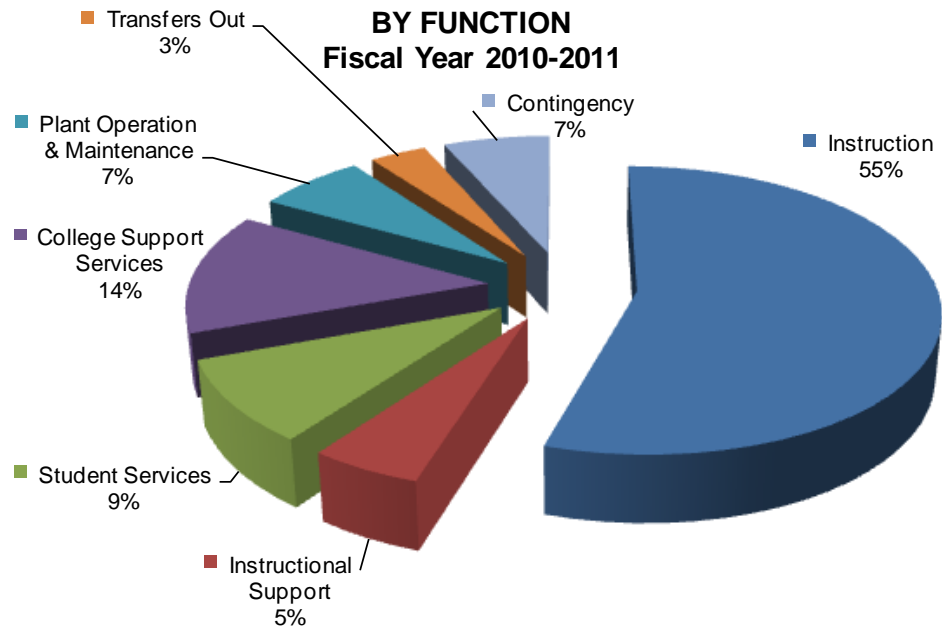
## GENERAL FUND RESOURCES BY SOURCE Fiscal Years 2008 through 2011



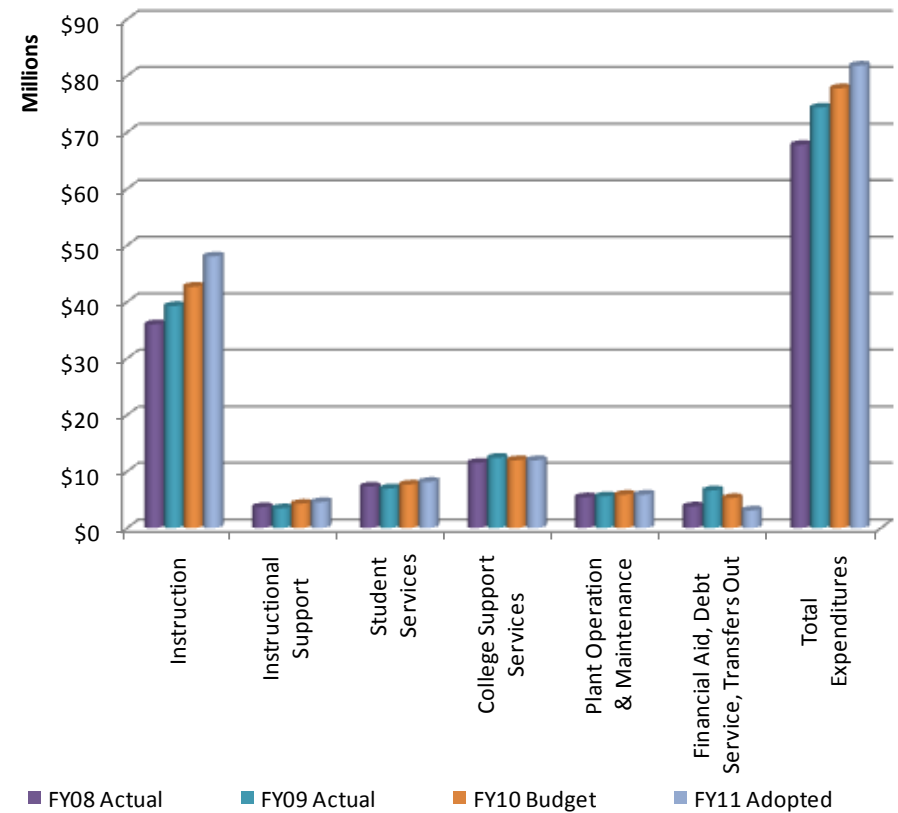
**GENERAL FUND I**

	<b>Fiscal Year 2010-2011 ADOPTED Budget</b>	<b>Fiscal Year 2010-2011 APPROVED Budget</b>	<b>Fiscal Year 2010-2011 PROPOSED Budget</b>	<b>Fiscal Year 2009-2010 CURRENT Budget</b>	<b>Fiscal Year 2008-2009 ACTUAL Amounts</b>	<b>Fiscal Year 2007-2008 ACTUAL Amounts</b>
<b>RESOURCES</b>						
Intergovernmental*	\$ 43,096,321	\$ 43,096,321	\$ 43,096,321	\$ 42,092,179	\$ 37,837,951	\$ 43,676,475
Tuition & Fees:						
Tuition	34,162,066	34,162,066	34,162,066	32,385,562	26,278,000	22,155,167
Instructional Fees	3,794,700	3,794,700	3,794,700	3,202,665	3,910,201	2,763,645
Other Sources:						
Sale of Goods & Services	445,050	445,050	445,050	1,110,800	299,957	241,181
Interest Income	200,000	200,000	200,000	450,000	405,871	768,351
Fees	944,778	944,778	944,778	1,024,978	1,027,900	1,016,525
Administrative Recovery	1,000,000	1,000,000	1,000,000	950,000	463,288	473,290
Rents, Contracts, Gifts, Bad Debt Recovery, Chargebacks	1,234,580	1,234,580	1,234,580	888,030	1,018,023	2,998,873
Transfer In from Internal Service Fund II	3,500	3,500	3,500	3,500	-	-
Transfer In from Debt Service Fund III	100,000	100,000	100,000	-	-	-
Transfer In from Capital Projects Fund IV	-	-	-	-	-	50,000
Transfer In from Financial Aid Fund V	-	-	-	-	-	125,945
Transfer In from Enterprise Fund VI	148,849	148,849	148,849	139,610	137,525	-
Transfer In from Special Revenue Fund VIII	4,000	4,000	4,000	4,000	-	-
Transfer In from Special Revenue-Admin Fund IX	3,600	3,600	3,600	3,600	3,600	6,800
Total Operating Revenues	\$ 85,137,444	\$ 85,137,444	\$ 85,137,444	\$ 82,254,924	\$ 71,382,316	\$ 74,276,252
Beginning Fund Balance	5,327,356	5,327,356	5,327,356	3,200,000	3,297,148	(2,816,297)
<b>TOTAL RESOURCES</b>	<b>\$ 90,464,800</b>	<b>\$ 90,464,800</b>	<b>\$ 90,464,800</b>	<b>\$ 85,454,924</b>	<b>\$ 74,679,464</b>	<b>\$ 71,459,955</b>
* Intergovernmental	\$ 28,096,321	\$ 28,096,321	\$ 28,096,321	\$ 28,092,179	\$ 23,078,963	\$ 29,741,565
* Property Taxes	15,000,000	15,000,000	15,000,000	14,000,000	14,758,988	13,934,910

### GENERAL FUND REQUIREMENTS BY FUNCTION Fiscal Year 2010-2011



### GENERAL FUND REQUIREMENTS BY FUNCTION Fiscal Years 2008 through 2011



**GENERAL FUND I**

	<b>Fiscal Year 2010-2011 ADOPTED Budget</b>	Fiscal Year 2010-2011 APPROVED Budget	Fiscal Year 2010-2011 PROPOSED Budget	Fiscal Year 2009-2010 CURRENT Budget	Fiscal Year 2008-2009 ACTUAL Amounts	Fiscal Year 2007-2008 ACTUAL Amounts
<b><u>EXPENDITURES AND OTHER REQUIREMENTS</u></b>						
<b>Instruction</b>						
Academic Learning Skills	\$ 1,633,137	\$ 1,633,137	\$ 1,633,137	\$ 1,547,782	\$ 1,508,906	\$ 1,395,874
Adult Basic and Secondary Education	1,586,648	1,586,648	1,586,648	1,515,774	1,564,524	1,508,360
Advanced Technologies	2,707,847	2,707,847	2,707,847	2,550,359	2,485,143	2,446,903
Art & Applied Design	2,278,048	2,278,048	2,278,048	2,126,786	2,123,921	2,019,028
Business Development Center	643,335	643,335	643,335	603,297	543,987	634,282
Business & Computer Information Technologies	2,702,895	2,702,895	2,702,895	2,433,403	2,473,542	2,451,629
Continuing Education	1,803,868	1,803,868	1,803,868	1,700,312	1,672,564	1,680,764
Cooperative Education	1,777,898	1,777,898	1,777,898	1,796,542	1,583,424	1,587,674
Culinary Arts & Hospitality	666,106	666,106	666,106	624,056	696,234	552,104
English as a Second Language	1,162,542	1,162,542	1,162,542	1,129,940	1,127,380	1,170,025
Health & Physical Education	2,343,163	2,343,163	2,343,163	2,023,671	1,901,264	1,922,252
Health Professions	5,451,903	5,451,903	5,451,903	4,715,771	4,455,874	4,293,932
Lane Community College at Cottage Grove	446,171	446,171	446,171	426,348	473,605	403,336
Lane Community College at Florence	636,085	636,085	636,085	625,395	580,363	582,725
Language, Literature and Communication	5,111,432	5,111,432	5,111,432	4,806,478	4,738,082	4,489,431
Mathematics	3,030,850	3,030,850	3,030,850	2,794,872	2,671,938	2,474,275
Music/Dance/Theatre Arts	1,556,681	1,556,681	1,556,681	1,382,387	1,406,422	1,365,171
Science	3,326,244	3,326,244	3,326,244	3,169,081	3,260,728	3,100,133
Social Science	3,068,195	3,068,195	3,068,195	3,010,420	2,990,160	2,839,956
Special Instructional Projects	6,112,654	6,112,654	6,112,654	4,345,026	574,414	105,303
<b>Total Instruction</b>	<b>\$ 48,045,702</b>	<b>\$ 48,045,702</b>	<b>\$ 48,045,702</b>	<b>\$ 43,327,701</b>	<b>\$ 38,832,476</b>	<b>\$ 37,023,157</b>

- Continued -

**GENERAL FUND I**

	<b>Fiscal Year 2010-2011 ADOPTED Budget</b>	<b>Fiscal Year 2010-2011 APPROVED Budget</b>	<b>Fiscal Year 2010-2011 PROPOSED Budget</b>	<b>Fiscal Year 2009-2010 CURRENT Budget</b>	<b>Fiscal Year 2008-2009 ACTUAL Amounts</b>	<b>Fiscal Year 2007-2008 ACTUAL Amounts</b>
<b>Instructional Support</b>						
Academic & Student Affairs Office	\$ 1,011,716	\$ 1,011,716	\$ 1,011,716	\$ 1,080,994	\$ 1,045,101	\$ 821,620
Academic Technology	1,299,581	1,299,581	1,299,581	1,142,646	488,681	548,519
Grant Coordination	245,806	245,806	245,806	131,165	121,803	92,516
High School Connections	109,060	109,060	109,060	107,052	157,505	116,398
Library	1,161,920	1,161,920	1,161,920	1,119,171	1,024,428	1,125,975
Professional Development - Faculty	399,624	399,624	399,624	361,002	205,280	257,646
Special Instructional Projects	349,069	349,069	349,069	343,563	445,123	306,668
<b>Total Instructional Support</b>	<b>\$ 4,576,776</b>	<b>\$ 4,576,776</b>	<b>\$ 4,576,776</b>	<b>\$ 4,285,594</b>	<b>\$ 3,487,921</b>	<b>\$ 3,269,343</b>
<b>Student Services</b>						
Conference & Culinary Services	\$ 324,076	\$ 324,076	\$ 324,076	\$ 232,506	\$ 218,178	\$ 310,506
Counseling	3,034,420	3,034,420	3,034,420	2,772,141	2,507,240	2,560,282
Disability Services	685,925	685,925	685,925	675,947	690,299	657,756
Enrollment & Student Financial Services	2,131,598	2,131,598	2,131,598	2,091,916	2,060,702	1,873,303
Financial Aid	991,024	991,024	991,024	906,402	759,421	877,510
International Student Program *	-	-	-	-	159,240	
Student Life & Leadership Development	568,667	568,667	568,667	559,956	560,634	402,274
Women's Program	437,884	437,884	437,884	429,679	443,903	485,296
<b>Total Student Services</b>	<b>\$ 8,173,593</b>	<b>\$ 8,173,593</b>	<b>\$ 8,173,593</b>	<b>\$ 7,668,546</b>	<b>\$ 7,399,617</b>	<b>\$ 7,166,928</b>

\* Moved from Fund IX, FY2008-09. Moved to Fund VI, FY 2009-10

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**GENERAL FUND I**

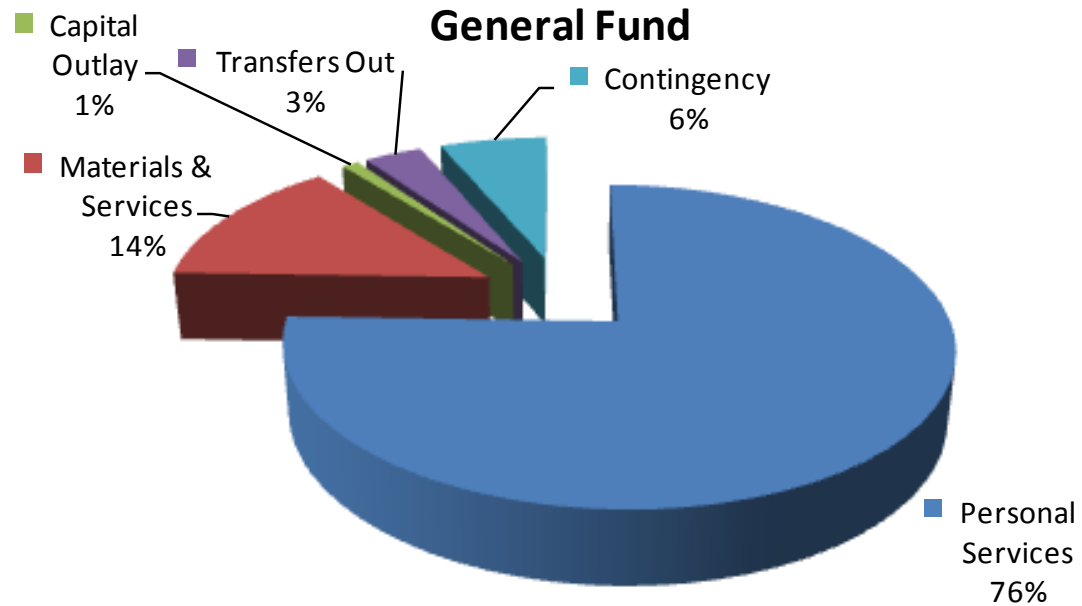
	<b>Fiscal Year 2010-2011 ADOPTED Budget</b>	Fiscal Year 2010-2011 APPROVED Budget	Fiscal Year 2010-2011 PROPOSED Budget	Fiscal Year 2009-2010 CURRENT Budget	Fiscal Year 2008-2009 ACTUAL Amounts	Fiscal Year 2007-2008 ACTUAL Amounts
<b>College Support Services</b>						
Archives & Records Management	\$ 37,824	\$ 37,824	\$ 37,824	\$ 32,328	\$ 35,270	\$ 36,550
Board of Education	20,000	20,000	20,000	20,000	33,366	23,398
College Finance	1,104,817	1,104,817	1,104,817	1,082,685	939,804	840,647
College Operations Office	296,638	296,638	296,638	290,894	391,688	499,391
Curriculum & Scheduling	233,283	233,283	233,283	228,786	211,399	215,569
Governance & Administration	529,190	529,190	529,190	504,190	487,532	285,350
Human Resources	1,217,494	1,217,494	1,217,494	1,209,560	977,269	1,023,913
Infrastructure Technology	3,537,027	3,537,027	3,537,027	3,619,200	4,053,154	3,361,086
Institutional Research, Assessment & Planning	451,957	451,957	451,957	442,679	440,157	443,951
Lane Community College Foundation	531,317	531,317	531,317	542,558	535,424	547,650
Legal, Accounting & Administrative	1,208,500	1,208,500	1,208,500	1,161,500	1,297,706	692,649
Mail Services	173,788	173,788	173,788	170,712	142,054	145,978
Marketing & Public Relations	693,672	693,672	693,672	703,333	757,867	736,645
President's Office	879,680	879,680	879,680	962,299	946,529	827,207
Public Safety	700,259	700,259	700,259	684,292	669,604	845,840
Sustainability	367,757	367,757	367,757	327,457	339,165	333,890
<b>Total College Support Services</b>	<b>\$ 11,983,202</b>	<b>\$ 11,983,202</b>	<b>\$ 11,983,202</b>	<b>\$ 11,982,472</b>	<b>\$ 12,257,988</b>	<b>\$ 10,859,713</b>
<b>Plant Operation &amp; Maintenance</b>						
Facilities Management & Planning	\$ 5,898,875	\$ 5,898,875	\$ 5,898,875	\$ 5,881,954	\$ 5,591,473	\$ 5,201,166
<b>Total Plant Operation &amp; Maintenance</b>	<b>\$ 5,898,875</b>	<b>\$ 5,898,875</b>	<b>\$ 5,898,875</b>	<b>\$ 5,881,954</b>	<b>\$ 5,591,473</b>	<b>\$ 5,201,166</b>
<b>Financial Aid</b>						
Financial Aid Transfer	\$ -	\$ -	\$ -	\$ 385,275	\$ 1,490,685	\$ 277,563
<b>Total Financial Aid</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 385,275</b>	<b>\$ 1,490,685</b>	<b>\$ 277,563</b>

- Continued -

**GENERAL FUND I**

	<b>Fiscal Year 2010-2011 ADOPTED Budget</b>	Fiscal Year 2010-2011 APPROVED Budget	Fiscal Year 2010-2011 PROPOSED Budget	Fiscal Year 2009-2010 CURRENT Budget	Fiscal Year 2008-2009 ACTUAL Amounts	Fiscal Year 2007-2008 ACTUAL Amounts
<b>Debt Service</b>						
Debt Service Transfer	\$ -	\$ -	\$ -	\$ 290,550	\$ 302,770	\$ 314,990
<b>Total Debt Service</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 290,550</b>	<b>\$ 302,770</b>	<b>\$ 314,990</b>
<b>Transfer Out:</b>						
To Internal Service Fund II	\$ 372,657	\$ 372,657	\$ 372,657	\$ 27,140	\$ 384,705	\$ 407,767
To Capital Projects Fund IV	1,000,000	1,000,000	1,000,000	1,000,000	1,702,463	1,714,785
To Enterprise Fund VI	167,457	167,457	167,457	161,095	440,390	330,327
To Special Revenue Fund VIII	-	-	-	-	-	10,500
To Special Revenue-Admin Restricted Fund IX	1,568,259	1,568,259	1,568,259	1,395,549	2,461,704	1,586,567
<b>Total Transfer Out</b>	<b>\$ 3,108,373</b>	<b>\$ 3,108,373</b>	<b>\$ 3,108,373</b>	<b>\$ 2,583,784</b>	<b>\$ 4,989,262</b>	<b>\$ 4,049,946</b>
<b>Contingency</b>						
Projects/Provisions	\$ 5,778,279	\$ 5,778,279	\$ 5,778,279	\$ 6,749,047	\$ -	\$ -
<b>Total Contingency</b>	<b>\$ 5,778,279</b>	<b>\$ 5,778,279</b>	<b>\$ 5,778,279</b>	<b>\$ 6,749,047</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Operating Expenditures</b>	<b>\$ 87,564,800</b>	\$ 87,564,800	\$ 87,564,800	\$ 83,154,924	\$ 74,352,192	\$ 68,162,806
Unappropriated Ending Fund Balance (UEFB)	2,900,000	2,900,000	2,900,000	2,300,000	-	-
<b>TOTAL EXPENDITURES AND OTHER REQUIREMENTS-GENERAL FUND I</b>	<b>\$ 90,464,800</b>	<b>\$ 90,464,800</b>	<b>\$ 90,464,800</b>	<b>\$ 85,454,924</b>	<b>\$ 74,352,192</b>	<b>\$ 68,162,806</b>
<b>SUMMARY OF GENERAL FUND RESOURCES AND REQUIREMENTS</b>						
Total Operating Revenues	\$ 85,137,444	\$ 85,137,444	\$ 85,137,444	\$ 82,254,924	\$ 71,382,316	\$ 74,276,252
Less: Total Operating Expenditures	90,464,800	90,464,800	90,464,800	85,454,924	74,352,192	68,162,806
Excess of revenues over (under) expenditures	\$ (5,327,356)	\$ (5,327,356)	\$ (5,327,356)	\$ (3,200,000)	\$ (2,969,876)	\$ 6,113,446
Beginning Fund Balance	5,327,356	5,327,356	5,327,356	3,200,000	3,297,148	(2,816,297)
<b>Ending Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 327,270</b>	<b>\$ 3,297,148</b>

**BUDGETED REQUIREMENTS  
BY EXPENDITURES CATEGORY  
Fiscal Year 2010-2011**



**REQUIREMENTS BY EXPENDITURES CATEGORY - GENERAL FUND**

	Fiscal Year 2010-2011 ADOPTED Budget	Personal Services	Materials & Services	Capital Outlay	Transfers Out	Debt Service	Contingency
<b>Instruction</b>							
Academic Learning Skills	\$ 1,633,137	\$ 1,594,162	\$ 38,975	\$ -	\$ -	\$ -	\$ -
Adult Basic and Secondary Education	1,586,648	1,521,233	65,415	-	-	-	-
Advanced Technologies	2,707,847	2,401,816	306,031	-	-	-	-
Art & Applied Design	2,278,048	2,069,941	208,107	-	-	-	-
Business Development Center	643,335	630,635	12,700	-	-	-	-
Business & Computer Information Technologies	2,702,895	2,535,665	167,230	-	-	-	-
Continuing Education	1,803,868	1,160,711	643,157	-	-	-	-
Cooperative Education	1,777,898	1,681,248	96,650	-	-	-	-
Culinary Arts & Hospitality	666,106	482,406	183,700	-	-	-	-
English as a Second Language	1,162,542	1,133,592	28,950	-	-	-	-
Health & Physical Education	2,343,163	1,788,488	554,675	-	-	-	-
Health Professions	5,451,903	4,545,542	906,361	-	-	-	-
Lane Community College at Cottage Grove	446,171	324,914	121,257	-	-	-	-
Lane Community College at Florence	636,085	538,876	97,209	-	-	-	-
Language, Literature & Communication	5,111,432	5,001,082	110,350	-	-	-	-
Mathematics	3,030,850	2,956,975	73,875	-	-	-	-
Music/Dance/Theatre Arts	1,556,681	1,440,481	116,200	-	-	-	-
Science	3,326,244	3,145,668	180,576	-	-	-	-
Social Science	3,068,195	3,020,595	47,600	-	-	-	-
Special Instructional Projects	6,112,654	6,112,654	-	-	-	-	-
<b>Total Instruction</b>	<b>\$ 48,045,702</b>	<b>\$ 44,086,684</b>	<b>\$ 3,959,018</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Instructional Support</b>							
Academic & Student Affairs Office	\$ 1,011,716	\$ 937,001	\$ 74,715	\$ -	\$ -	\$ -	\$ -
Academic Technology	1,299,581	1,008,297	291,284	-	-	-	-
Grant Coordination	245,806	241,306	4,500	-	-	-	-
High School Connections	109,060	103,783	5,277	-	-	-	-
Library	1,161,920	899,350	143,570	119,000	-	-	-
Professional Development - Faculty	399,624	17,144	382,480	-	-	-	-
Special Instructional Projects	349,069	313,466	35,603	-	-	-	-
<b>Total Instructional Support</b>	<b>\$ 4,576,776</b>	<b>\$ 3,520,347</b>	<b>\$ 937,429</b>	<b>\$ 119,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

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**REQUIREMENTS BY EXPENDITURES CATEGORY - GENERAL FUND**

	Fiscal Year 2010-2011 ADOPTED Budget	Personal Services	Materials & Services	Capital Outlay	Transfers Out	Debt Service	Contingency
<b>Student Services</b>							
Conference & Culinary Services	\$ 324,076	\$ 324,076	\$ -	\$ -	\$ -	\$ -	\$ -
Counseling	3,034,420	2,706,684	327,736	-	-	-	-
Disability Resources	685,925	671,125	14,800	-	-	-	-
Enrollment Services & Student Financial Services	2,131,598	1,793,448	338,150	-	-	-	-
Financial Aid	991,024	936,774	54,250	-	-	-	-
Student Life & Leadership Development	568,667	459,167	109,500	-	-	-	-
Women's Program	437,884	421,747	16,137	-	-	-	-
<b>Total Student Services</b>	<b>\$ 8,173,593</b>	<b>\$ 7,313,020</b>	<b>\$ 860,573</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>College Support Services</b>							
Archives & Records Management	\$ 37,824	\$ 33,024	\$ 4,800	\$ -	\$ -	\$ -	\$ -
Board of Education	20,000	-	20,000	-	-	-	-
College Finance	1,104,817	1,030,628	74,189	-	-	-	-
College Operations Office	296,638	263,638	33,000	-	-	-	-
Curriculum & Scheduling	233,283	225,908	7,375	-	-	-	-
Governance and Administration	529,190	-	529,190	-	-	-	-
Human Resources	1,217,494	939,313	278,181	-	-	-	-
Infrastructure Technology	3,537,027	2,518,560	944,967	73,500	-	-	-
Institutional Research, Assessment & Planning	451,957	441,192	10,765	-	-	-	-
Lane Community College Foundation	531,317	531,317	-	-	-	-	-
Legal, Accounting & Administrative	1,208,500	-	1,208,500	-	-	-	-
Mail Services	173,788	146,128	27,660	-	-	-	-
Marketing & Public Relations	693,672	185,322	508,350	-	-	-	-
President's Office	879,680	833,525	46,155	-	-	-	-
Public Safety	700,259	612,769	87,490	-	-	-	-
Sustainability	367,757	228,921	138,836	-	-	-	-
<b>Total College Support Services</b>	<b>\$ 11,983,202</b>	<b>\$ 7,990,244</b>	<b>\$ 3,919,458</b>	<b>\$ 73,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

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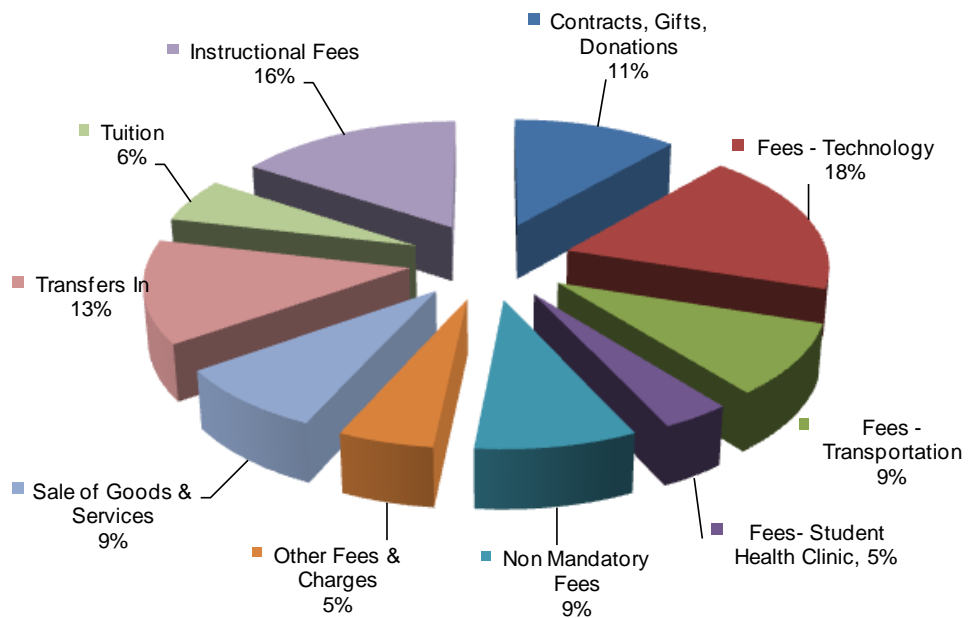
**REQUIREMENTS BY EXPENDITURES CATEGORY - GENERAL FUND**

	Fiscal Year 2010-2011 ADOPTED Budget	Personal Services	Materials & Services	Capital Outlay	Transfers Out	Debt Service	Contingency
<b>Plant Operation &amp; Maintenance</b>							
Facilities Management & Planning	\$ 5,898,875	\$ 3,125,771	\$ 2,773,104	\$ -	\$ -	\$ -	\$ -
<b>Total Plant Operation &amp; Maintenance</b>	<b>\$ 5,898,875</b>	<b>\$ 3,125,771</b>	<b>\$ 2,773,104</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Transfer Out:</b>							
To Internal Services Fund II	\$ 372,657	\$ -	\$ -	\$ -	372,657	\$ -	\$ -
To Capital Projects Fund IV	1,000,000	-	-	-	1,000,000	-	-
To Enterprise Fund VI	167,457	-	-	-	167,457	-	-
To Special Revenue Fund VIII	-	-	-	-	-	-	-
To Special Revenue-Admin. Rest. Fund IX	1,568,259	-	-	-	1,568,259	-	-
<b>Total Transfer Out</b>	<b>\$ 3,108,373</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,108,373</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Contingency</b>							
Projects/Provisions	\$ 5,778,279	\$ 2,257,929	\$ -	\$ 700,000	\$ -	\$ -	\$ 2,820,350
Unappropriated Ending Fund Balance (UEFB)	2,900,000	-	-	-	-	-	2,900,000
<b>Total Contingency</b>	<b>\$ 8,678,279</b>	<b>2,257,929</b>	<b>\$ -</b>	<b>\$ 700,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,720,350</b>
<b>Total - General Fund Functions</b>	<b>\$ 90,464,800</b>	<b>\$ 68,293,995</b>	<b>\$ 12,449,582</b>	<b>\$ 892,500</b>	<b>\$ 3,108,373</b>	<b>\$ -</b>	<b>\$ 5,720,350</b>

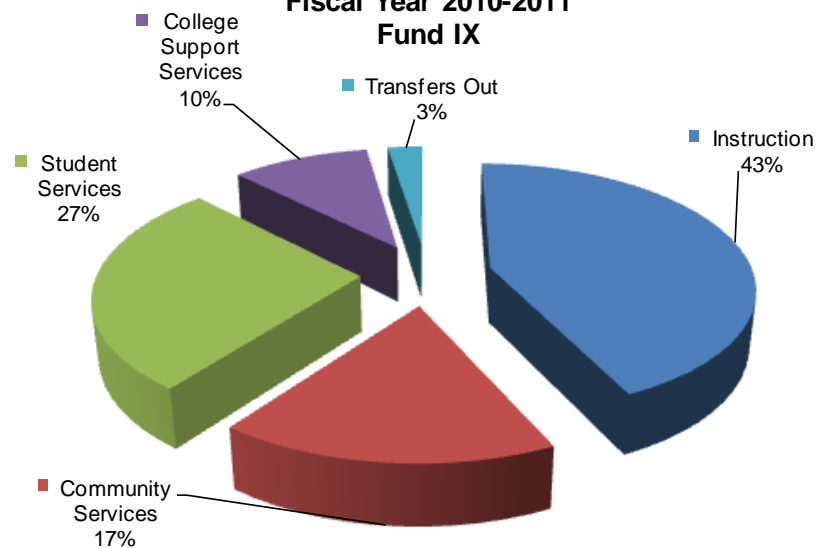
**SUMMARY OF GENERAL FUND****RESOURCES AND REQUIREMENTS**

Total Operating Revenues	\$ 85,137,444
Less: Total Operating Expenditures	90,464,800
Excess of revenues over (under) expenditures	\$ (5,327,356)
Beginning Fund Balance	5,327,356
Ending Fund Balance	\$ -

**BUDGETED RESOURCES**  
Fiscal Year 2010-2011  
Fund IX



**BUDGETED REQUIREMENTS**  
Fiscal Year 2010-2011  
Fund IX



**SPECIAL REVENUE FUND IX - ADMINISTRATIVELY RESTRICTED**

	<b>Fiscal Year 2010-2011 ADOPTED BUDGET</b>	Fiscal Year 2010-2011 APPROVED Budget	Fiscal Year 2010-2011 PROPOSED Budget	Fiscal Year 2009-2010 CURRENT Budget	Fiscal Year 2008-2009 ACTUAL Amounts	Fiscal Year 2007-2008 ACTUAL Amounts
<b>RESOURCES</b>						
Intergovernmental	<b>\$ 25,000</b>	\$ 25,000	\$ 25,000	\$ 25,000	\$ 31,267	\$ 26,004
Tuition & Fees:						
Tuition	<b>670,000</b>	670,000	670,000	950,000	505,773	458,340
Instructional Fees	<b>1,865,800</b>	1,865,800	1,865,800	1,822,200	1,730,114	1,493,395
Non-Mandatory Fees	<b>1,034,300</b>	1,034,300	1,034,300	944,300	713,106	619,851
Other Fees & Charges	<b>612,600</b>	612,600	612,600	507,600	656,839	568,544
Sale of Goods and Services	<b>1,006,645</b>	1,006,645	1,006,645	1,043,700	1,147,547	1,198,745
Interest Income	<b>17,500</b>	17,500	17,500	17,500	10,131	27,808
Contracts, Gifts, Donations	<b>1,360,300</b>	1,360,300	1,360,300	1,365,300	928,571	1,326,451
Fees - Student Health Clinic	<b>438,360</b>	438,360	438,360	423,360	-	-
Fees-Technology	<b>2,185,780</b>	2,185,780	2,185,780	1,935,780	1,063,258	899,738
Fees-Transportation	<b>1,098,000</b>	1,098,000	1,098,000	991,595	684,416	597,012
Transfer In from General Fund I	<b>1,568,259</b>	1,568,259	1,568,259	1,395,549	2,461,424	1,586,567
Transfer In from Internal Service Fund II	<b>1,000</b>	1,000	1,000	1,000	-	-
Transfer In from Enterprise Fund VI	<b>1,000</b>	1,000	1,000	1,000	-	-
Transfer In from Endowment Fund IX	-	-	-	-	280	-
Total Operating Revenues	<b>\$ 11,884,544</b>	\$ 11,884,544	\$ 11,884,544	\$ 11,423,884	\$ 9,932,728	\$ 8,802,454
Beginning Fund Balance	<b>654,000</b>	654,000	654,000	679,000	3,809,074	4,216,857
<b>TOTAL RESOURCES</b>	<b>\$ 12,538,544</b>	<b>\$ 12,538,544</b>	<b>\$ 12,538,544</b>	<b>\$ 12,102,884</b>	<b>\$ 13,741,802</b>	<b>\$ 13,019,311</b>

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**SPECIAL REVENUE FUND IX - ADMINISTRATIVELY RESTRICTED**

	<b>Fiscal Year 2010-2011 ADOPTED BUDGET</b>	Fiscal Year 2010-2011 APPROVED Budget	Fiscal Year 2010-2011 PROPOSED Budget	Fiscal Year 2009-2010 CURRENT Budget	Fiscal Year 2008-2009 ACTUAL Amounts	Fiscal Year 2007-2008 ACTUAL Amounts
<b><u>EXPENDITURES AND OTHER REQUIREMENTS</u></b>						
<b>Instruction</b>						
Advanced Technologies	\$ 25,500	\$ 25,500	\$ 25,500	\$ 115,500	\$ 60,156	\$ 46,982
Child & Family Education	256,692	256,692	256,692	256,674	271,680	266,295
Contract Training	260,000	260,000	260,000	250,000	113,598	209,258
Energy Management Program	730,000	730,000	730,000	840,000	686,999	453,809
Flight Technology	1,268,200	1,268,200	1,268,200	1,268,200	1,188,800	1,205,132
Non-Reimbursed Instruction	290,000	290,000	290,000	290,000	153,345	163,799
Specialized Support Services	201,715	201,715	201,715	280,898	412,024	351,227
Student Restaurant	39,000	39,000	39,000	39,000	19,544	38,273
Technology Fee	2,235,780	2,235,780	2,235,780	1,985,780	916,386	867,448
<b>Total Instruction</b>	<b>\$ 5,306,886</b>	<b>\$ 5,306,886</b>	<b>\$ 5,306,886</b>	<b>\$ 5,326,053</b>	<b>\$ 3,822,531</b>	<b>\$ 3,602,225</b>
<b>Instructional Support</b>						
OSBDCN	\$ 5,000	\$ 5,000	\$ 5,000	\$ 20,000	\$ 13,830	\$ 8,168
Regional Technical Education Coordination	85,000	85,000	85,000	130,000	53,152	80,851
<b>Total Instructional Support</b>	<b>\$ 90,000</b>	<b>\$ 90,000</b>	<b>\$ 90,000</b>	<b>\$ 150,000</b>	<b>\$ 66,982</b>	<b>\$ 89,020</b>
<b>Community Services</b>						
KLCC FM Operations	1,661,564	1,661,564	1,661,564	1,711,564	1,472,880	2,255,862
KLCC FM Quasi-Endowment	495,000	495,000	495,000	445,000	-	-
<b>Total Community Services</b>	<b>\$ 2,156,564</b>	<b>\$ 2,156,564</b>	<b>\$ 2,156,564</b>	<b>\$ 2,156,564</b>	<b>\$ 1,472,880</b>	<b>\$ 2,255,862</b>
<b>Student Services</b>						
ASLCC	519,992	519,992	519,992	677,768	401,133	378,382
Athletics	639,432	639,432	639,432	501,434	532,545	493,353
Child & Family Education	1,008,563	1,008,563	1,008,563	864,258	831,049	773,888
International Students Program *				-	-	68,012
Student Health Services	967,023	967,023	967,023	803,207	579,072	548,747
Student Productions Association	31,800	31,800	31,800	31,800	23,632	22,324
The Torch	188,039	188,039	188,039	135,055	142,881	130,170
Women's Program	67,700	67,700	67,700	37,700	11,798	14,974
<b>Total Student Services</b>	<b>\$ 3,422,550</b>	<b>\$ 3,422,550</b>	<b>\$ 3,422,550</b>	<b>\$ 3,051,222</b>	<b>\$ 2,522,110</b>	<b>\$ 2,429,851</b>

\*Moved to GF in FY2008-09

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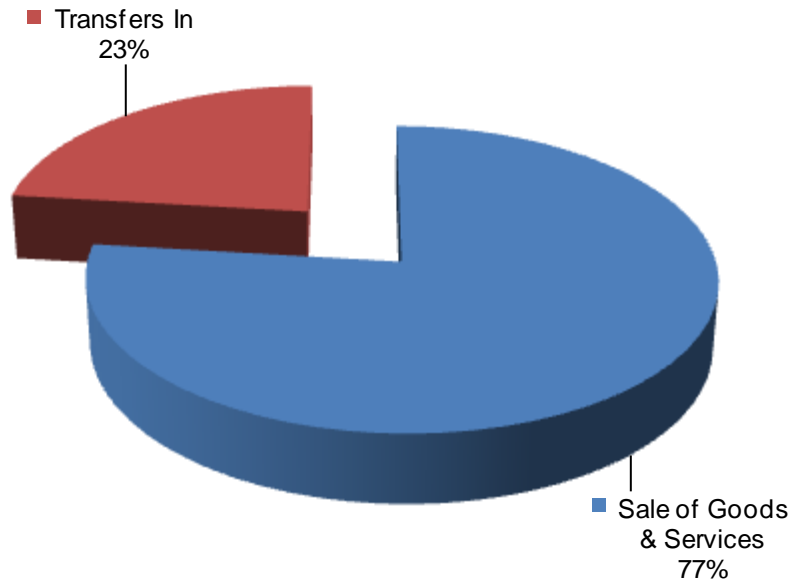
**SPECIAL REVENUE FUND IX - ADMINISTRATIVELY RESTRICTED**

	<b>Fiscal Year 2010-2011 ADOPTED BUDGET</b>	Fiscal Year 2010-2011 APPROVED Budget	Fiscal Year 2010-2011 PROPOSED Budget	Fiscal Year 2009-2010 CURRENT Budget	Fiscal Year 2008-2009 ACTUAL Amounts	Fiscal Year 2007-2008 ACTUAL Amounts
<b>College Support Services</b>						
Staff Health Clinic	\$ 302,563	\$ 302,563	\$ 302,563	\$ 291,670	\$ 194,173	\$ 265,398
Transportation	948,000	948,000	948,000	841,595	356,600	411,081
<b>Total College Support Services</b>	<b>\$ 1,250,563</b>	<b>\$ 1,250,563</b>	<b>\$ 1,250,563</b>	<b>\$ 1,133,265</b>	<b>\$ 550,773</b>	<b>\$ 676,479</b>
<b>Transfers Out:</b>						
To General Fund I	3,600	3,600	3,600	3,600	3,600	6,800
To Capital Projects Fund IV	247,776	247,776	247,776	240,000	328,000	150,000
To Financial Aid Fund V	60,605	60,605	60,605	42,180	65,508	-
To Enterprise Fund VI	-	-	-	-	14,806	-
<b>Total Transfers Out</b>	<b>\$ 311,981</b>	<b>\$ 311,981</b>	<b>\$ 311,981</b>	<b>\$ 285,780</b>	<b>\$ 411,914</b>	<b>\$ 156,800</b>
<b>TOTAL EXPENDITURES AND OTHER REQUIREMENTS</b>	<b>\$ 12,538,544</b>	<b>\$ 12,538,544</b>	<b>\$ 12,538,544</b>	<b>\$ 12,102,884</b>	<b>\$ 8,847,190</b>	<b>\$ 9,210,237</b>
<b>SUMMARY OF SPECIAL REVENUE-ADMIN. REST. FUND RESOURCES AND REQUIREMENTS</b>						
Total Operating Revenues	\$ 11,884,544	\$ 11,884,544	\$ 11,884,544	\$ 11,423,884	\$ 9,932,728	\$ 8,802,454
Less: Total Operating Expenditures	12,538,544	12,538,544	12,538,544	12,102,884	8,847,190	9,210,237
Excess of Revenues, over (under) Expenditures	\$ (654,000)	\$ (654,000)	\$ (654,000)	\$ (679,000)	\$ 1,085,538	\$ (407,783)
Beginning Fund Balance	654,000	654,000	654,000	679,000	3,809,074	4,216,857
<b>Ending Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,894,612</b>	<b>\$ 3,809,074</b>

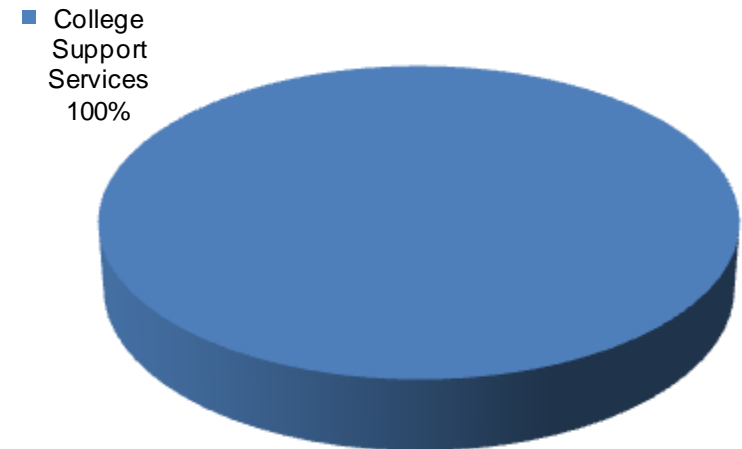


- . INTERNAL SERVICE FUND II
  - . DEBT SERVICE FUND III
- . CAPITAL PROJECTS FUND IV
  - . FINANCIAL AID FUND V
  - . ENTERPRISE FUND VI
- . SPECIAL REVENUE FUND VIII

**BUDGETED RESOURCES**  
**Fiscal Year 2010-2011**  
**Fund II**



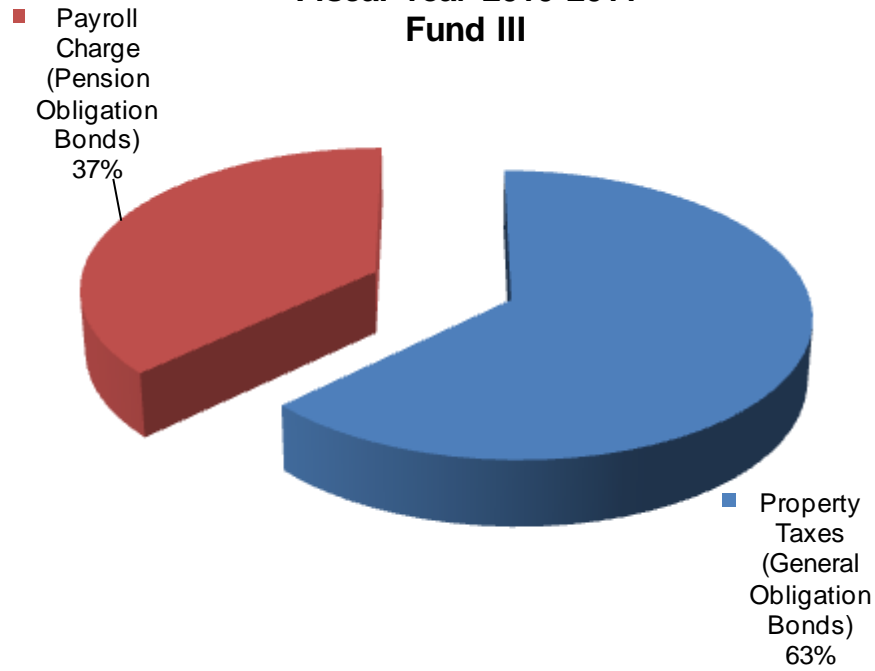
**BUDGETED REQUIREMENTS**  
**Fiscal Year 2010-2011**  
**Fund II**



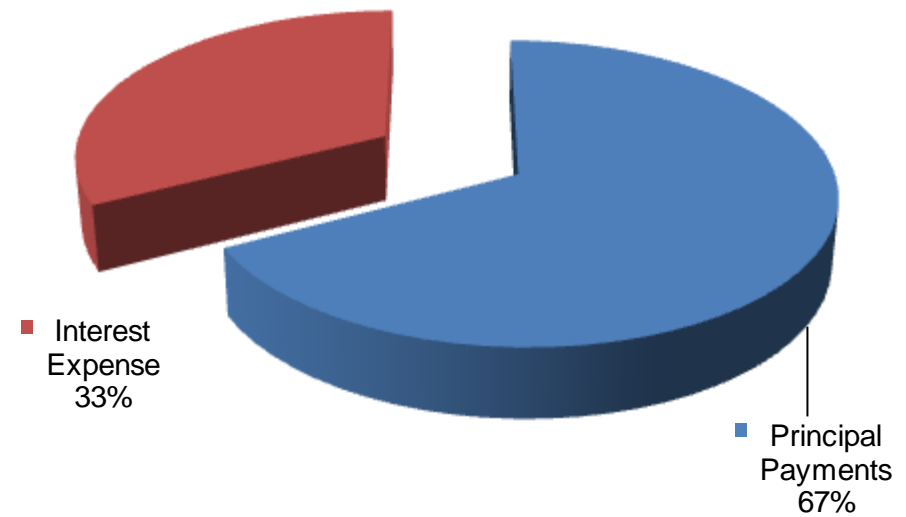
**INTERNAL SERVICE FUND II**

	<b>Fiscal Year 2010-11 ADOPTED Budget</b>	<b>Fiscal Year 2010-11 APPROVED Budget</b>	<b>Fiscal Year 2010-11 PROPOSED Budget</b>	<b>Fiscal Year 2009-2010 CURRENT Budget</b>	<b>Fiscal Year 2008-2009 ACTUAL Amounts</b>	<b>Fiscal Year 2007-2008 ACTUAL Amounts</b>
<b>RESOURCES</b>						
Other Sources:						
Sale of Goods & Services	\$ 1,238,114	\$ 1,238,114	\$ 1,238,114	\$ 1,222,614	\$ 1,209,768	\$ 1,145,771
Transfer In from General Fund I	372,657	372,657	372,657	246,591	384,705	407,767
Total Operating Revenues	\$ 1,610,771	\$ 1,610,771	\$ 1,610,771	\$ 1,469,205	\$ 1,594,473	\$ 1,553,538
Beginning Fund Balance	283,000	283,000	283,000	203,000	304,450	163,985
<b>TOTAL RESOURCES</b>	<b>\$ 1,893,771</b>	<b>\$ 1,893,771</b>	<b>\$ 1,893,771</b>	<b>\$ 1,672,205</b>	<b>\$ 1,898,923</b>	<b>\$ 1,717,523</b>
<b>EXPENDITURES AND OTHER REQUIREMENTS</b>						
<b>REQUIREMENTS</b>						
<b>College Support Services</b>						
Employee Wellness	\$ 155,044	\$ 155,044	\$ 155,044	\$ 127,140	\$ 132,824	\$ 132,619
Motor Pool	121,000	121,000	121,000	46,000	77,073	35,565
Printing & Graphics	836,114	836,114	836,114	836,114	783,354	756,580
Telephone Services	677,113	677,113	677,113	578,450	457,509	433,867
Warehouse Services	100,000	100,000	100,000	80,000	71,044	54,443
<b>Transfer Out:</b>						
To General Fund I	3,500	3,500	3,500	3,500	-	-
To Special Revenue-Admin Rest. Fund IX	1,000	1,000	1,000	1,000	-	-
<b>TOTAL EXPENDITURES AND OTHER REQUIREMENTS</b>	<b>\$ 1,893,771</b>	<b>\$ 1,893,771</b>	<b>\$ 1,893,771</b>	<b>\$ 1,672,205</b>	<b>\$ 1,521,804</b>	<b>\$ 1,413,073</b>
<b>SUMMARY OF INTERNAL SERVICE FUND</b>						
<b>RESOURCES AND REQUIREMENTS</b>						
Total Operating Revenues	\$ 1,610,771	\$ 1,610,771	\$ 1,610,771	\$ 1,469,205	\$ 1,594,473	\$ 1,553,538
Less: Total Operating Expenditures	1,893,771	1,893,771	1,893,771	1,672,205	1,521,804	1,413,073
Excess of Revenues, over (under) Expenditures	\$ (283,000)	\$ (283,000)	\$ (283,000)	\$ (203,000)	\$ 72,669	\$ 140,465
Beginning Fund Balance	283,000	283,000	283,000	203,000	304,450	163,985
<b>Ending Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 377,119</b>	<b>\$ 304,450</b>

**BUDGETED RESOURCES FOR RELATED  
DEBT OBLIGATIONS  
Fiscal Year 2010-2011  
Fund III**



**BUDGETED REQUIREMENTS  
Fiscal Year 2010-2011  
Fund III**



**DEBT SERVICE FUND III**

	<b>Fiscal Year 2010-2011 ADOPTED BUDGET</b>	Fiscal Year 2010-2011 APPROVED Budget	Fiscal Year 2010-2011 PROPOSED Budget	Fiscal Year 2009-2010 CURRENT Budget	Fiscal Year 2008-2009 ACTUAL Amounts	Fiscal Year 2007-2008 ACTUAL Amounts
<b>GENERAL OBLIGATION BONDS, 2009 *</b>						
<b><u>Resources</u></b>						
Intergovernmental (Property Taxes)	\$ 5,874,612	\$ 5,874,612	\$ 5,874,612	\$ 5,581,302	\$ -	\$ -
Total Operating Revenues	\$ 5,874,612	5,874,612	5,874,612	5,581,302	-	-
Beginning Fund Balance	-	-	-	-	-	-
<b>Total Resources</b>	<b>\$ 5,874,612</b>	<b>\$ 5,874,612</b>	<b>\$ 5,874,612</b>	<b>\$ 5,581,302</b>	<b>\$ -</b>	<b>\$ -</b>
<b><u>Expenditures and Other Requirements</u></b>						
Principal Payments	\$ 4,360,000	\$ 4,360,000	\$ 4,360,000	\$ 3,985,000	\$ -	\$ -
Interest Expense	1,514,612	1,514,612	1,514,612	1,596,302	-	-
<b>Total Expenditures and Other Requirements</b>	<b>\$ 5,874,612</b>	<b>\$ 5,874,612</b>	<b>\$ 5,874,612</b>	<b>\$ 5,581,302</b>	<b>\$ -</b>	<b>\$ -</b>
<b><u>Summary of General Obligation Bonds</u></b>						
Total Operating Revenues	\$ 5,874,612	\$ 5,874,612	\$ 5,874,612	\$ 5,581,302	\$ -	\$ -
Less: Total Operating Expenditures	5,874,612	5,874,612	5,874,612	5,581,302	-	-
Excess of Revenues, over (under) Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Fund Balance	-	-	-	-	-	-
<b>Ending Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

\* The college issued \$45MM of the total \$83MM voter approved GO Bonds in June, 2009.

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**DEBT SERVICE FUND III**

	<b>Fiscal Year 2010-2011 ADOPTED BUDGET</b>	<b>Fiscal Year 2010-2011 APPROVED Budget</b>	<b>Fiscal Year 2010-2011 PROPOSED Budget</b>	<b>Fiscal Year 2009-2010 CURRENT Budget</b>	<b>Fiscal Year 2008-2009 ACTUAL Amounts</b>	<b>Fiscal Year 2007-2008 ACTUAL Amounts</b>
<b>PENSION OBLIGATION BONDS</b>						
<b><u>Resources</u></b>						
Interest Income	\$ 250	\$ 250	\$ 250	\$ 250	\$ 16,485	\$ 72,805
Revenue Allocation - Employee Fringe	3,454,250	3,454,250	3,454,250	3,279,000	3,109,250	2,949,250
Total Operating Revenues	\$ 3,454,500	\$ 3,454,500	\$ 3,454,500	\$ 3,279,250	\$ 3,125,735	\$ 3,022,055
Beginning Fund Balance	-	-	-	-	428,448	357,745
<b>Total Resources</b>	<b>\$ 3,454,500</b>	<b>\$ 3,454,500</b>	<b>\$ 3,454,500</b>	<b>\$ 3,279,250</b>	<b>\$ 3,554,183</b>	<b>\$ 3,379,800</b>
<b><u>Expenditures and Other Requirements</u></b>						
Principal Payments	\$ 1,925,000	\$ 1,925,000	\$ 1,925,000	\$ 1,750,000	\$ 1,225,464	\$ 1,420,000
Interest Expense	1,529,500	1,529,500	1,529,500	1,529,250	1,885,386	1,531,352
<b>Total Expenditures and Other Requirements</b>	<b>\$ 3,454,500</b>	<b>\$ 3,454,500</b>	<b>\$ 3,454,500</b>	<b>\$ 3,279,250</b>	<b>\$ 3,110,850</b>	<b>\$ 2,951,352</b>
<b><u>Summary of Pension Obligation Bonds</u></b>						
Total Operating Revenues	\$ 3,454,500	\$ 3,454,500	\$ 3,454,500	\$ 3,279,250	\$ 3,125,735	\$ 3,022,055
Less: Total Operating Expenditures	3,454,500	3,454,500	3,454,500	3,279,250	3,110,850	2,951,352
Excess of Revenues, over (under) Expenditures	\$ -	\$ -	\$ -	\$ -	\$ 14,885	\$ 70,703
Beginning Fund Balance	-	-	-	-	428,448	357,745
<b>Ending Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 443,333</b>	<b>\$ 428,448</b>

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**DEBT SERVICE FUND III**

	<b>Fiscal Year 2010-2011 ADOPTED BUDGET</b>	Fiscal Year 2010-2011 APPROVED Budget	Fiscal Year 2010-2011 PROPOSED Budget	Fiscal Year 2009-2010 CURRENT Budget	Fiscal Year 2008-2009 ACTUAL Amounts	Fiscal Year 2007-2008 ACTUAL Amounts
<b>FULL FAITH &amp; CREDIT OBLIGATIONS, SERIES 1992</b>						
<b><u>Resources</u></b>						
Transfer In from General Fund I	\$ -	\$ -	\$ -	\$ 290,550	\$ 302,770	\$ 314,990
Total Operating Revenues	\$ -	\$ -	\$ -	\$ 290,550	\$ 302,770	\$ 314,990
Beginning Fund Balance	-	-	-	-	-	-
<b>Total Resources</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 290,550</b>	<b>\$ 302,770</b>	<b>\$ 314,990</b>
<b><u>Expenditures and Other Requirements</u></b>						
Principal Payments	\$ -	\$ -	\$ -	\$ 260,000	\$ 260,000	\$ 260,000
Interest Expense	-	-	-	30,550	42,770	54,990
<b>Total Expenditures and Other Requirements</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 290,550</b>	<b>\$ 302,770</b>	<b>\$ 314,990</b>
<b><u>Summary of Full Faith &amp; Credit Debt Obligations</u></b>						
Total Operating Revenues	\$ -	\$ -	\$ -	\$ 290,550	\$ 302,770	\$ 314,990
Less: Total Operating Expenditures	-	-	-	290,550	302,770	314,990
Excess of Revenues, over (under) Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Fund Balance	-	-	-	-	-	-
<b>Ending Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

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**DEBT SERVICE FUND III**

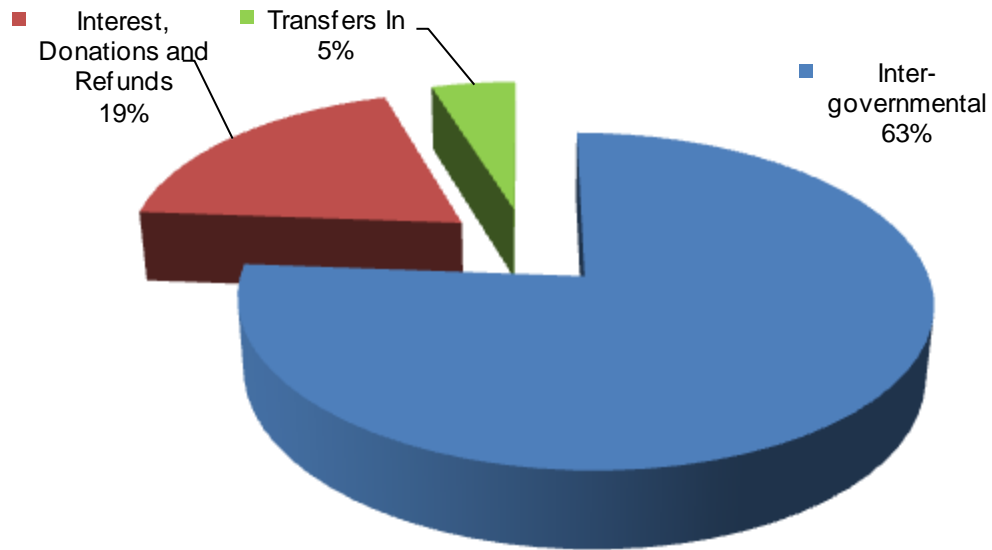
	<b>Fiscal Year 2010-2011 ADOPTED BUDGET</b>	Fiscal Year 2010-2011 APPROVED Budget	Fiscal Year 2010-2011 PROPOSED Budget	Fiscal Year 2009-2010 CURRENT Budget	Fiscal Year 2008-2009 ACTUAL Amounts	Fiscal Year 2007-2008 ACTUAL Amounts
<b>GENERAL OBLIGATION BONDS, 1995 *</b>						
<b><u>Resources</u></b>						
Intergovernmental (Property Taxes)	\$ -	\$ -	\$ -	\$ -	\$ 5,988,580	\$ 4,809,837
Total Operating Revenues	\$ -	-	-	-	5,988,580	4,809,837
Beginning Fund Balance	100,000	100,000	100,000		294,655	1,062,236
<b>Total Resources</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ 6,283,235</b>	<b>\$ 5,872,073</b>
<b><u>Expenditures and Other Requirements</u></b>						
Principal Payments	\$ -	\$ -	\$ -	\$ -	\$ 5,545,000	\$ 5,055,000
Interest Expense	-	-	-	-	277,400	522,418
Transfer Out to General Fund I	100,000	100,000	100,000	-	-	-
<b>Total Expenditures and Other Requirements</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ 5,822,400</b>	<b>\$ 5,577,418</b>
<b><u>Summary of General Obligation Bonds</u></b>						
Total Operating Revenues	\$ -	\$ -	\$ -	\$ -	\$ 5,988,580	\$ 4,809,837
Less: Total Operating Expenditures	100,000	100,000	100,000	-	5,822,400	5,577,418
Excess of Revenues, over (under) Expenditures	\$ (100,000)	\$ (100,000)	\$ (100,000)	\$ -	\$ 166,180	\$ (767,581)
Beginning Fund Balance	100,000	100,000	100,000	-	294,655	1,062,236
<b>Ending Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 460,835</b>	<b>\$ 294,655</b>

\* Fully retired in FY2008-09

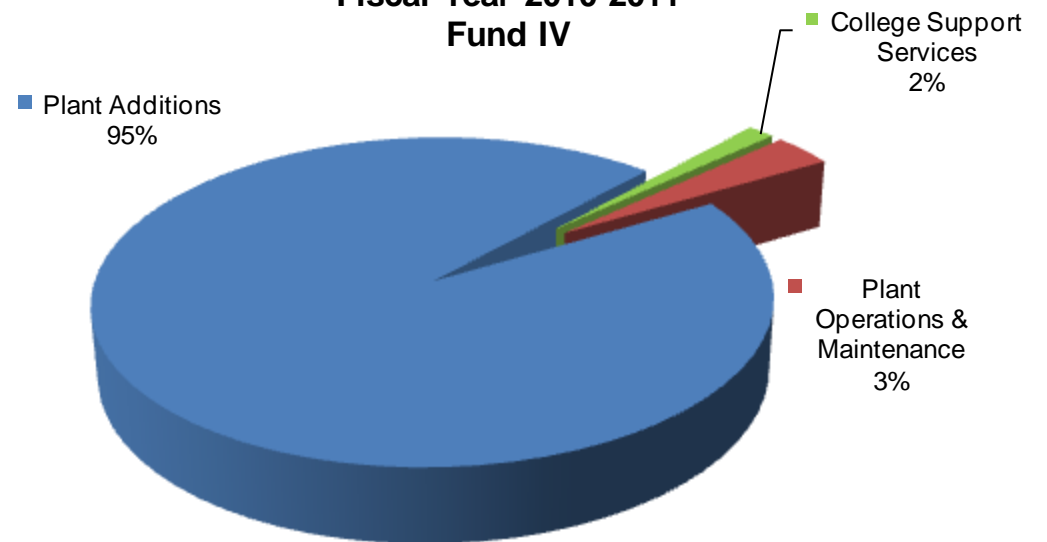
**SUMMARY OF DEBT SERVICE FUND  
RESOURCES AND REQUIREMENTS**

Total Operating Revenues	\$ 9,329,112	\$ 9,329,112	\$ 9,329,112	\$ 9,151,102	\$ 9,417,085	\$ 8,146,882
Less: Total Operating Expenditures	9,429,112	9,429,112	9,429,112	9,151,102	9,236,020	8,843,760
Excess of Revenues, over (under) Expenditures	\$ (100,000)	\$ (100,000)	\$ (100,000)	\$ -	\$ 181,065	\$ (696,878)
Beginning Fund Balance	100,000	100,000	100,000	-	723,103	1,419,981
<b>Ending Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 904,168</b>	<b>\$ 723,103</b>

**BUDGETED RESOURCES**  
**Fiscal Year 2010-2011**  
**Fund IV**



**BUDGETED REQUIREMENTS**  
**Fiscal Year 2010-2011**  
**Fund IV**



**CAPITAL PROJECTS FUND IV**

	<b>Fiscal Year 2010-2011 ADOPTED BUDGET</b>	Fiscal Year 2010-2011 APPROVED Budget	Fiscal Year 2010-2011 PROPOSED Budget	Fiscal Year 2009-2010 CURRENT Budget	Fiscal Year 2008-2009 ACTUAL Amounts	Fiscal Year 2007-2008 ACTUAL Amounts
<b>RESOURCES</b>						
Intergovernmental	<b>\$ 20,000,000</b>	\$ 20,000,000	\$ 20,000,000	\$ 19,650,000	\$ 3,455,495	\$ -
Other Sources:						
Interest Income	1,500	1,500	1,500	50,000	34,977	49,641
Donations, Special Allocations, Vendor Refunds	5,000,000	5,000,000	5,000,000	10,460,000	3,268,807	198,964
Proceeds from Sale of Bonds	-	-	-	-	45,903,768	-
Transfer In from General Fund I	1,000,000	1,000,000	1,000,000	1,000,000	1,702,463	1,714,785
Fund IX	247,776	247,776	247,776	240,000	328,000	150,000
Total Operating Revenues	<b>\$ 26,249,276</b>	\$ 26,249,276	\$ 26,249,276	\$ 31,400,000	\$ 54,693,510	\$ 2,113,390
Beginning Fund Balance	761,150	761,150	761,150	8,223,000	1,432,141	1,015,914
<b>TOTAL RESOURCES</b>	<b>\$ 27,010,426</b>	<b>\$ 27,010,426</b>	<b>\$ 27,010,426</b>	<b>\$ 39,623,000</b>	<b>\$ 56,125,651</b>	<b>\$ 3,129,304</b>

**EXPENDITURES AND OTHER REQUIREMENTS**

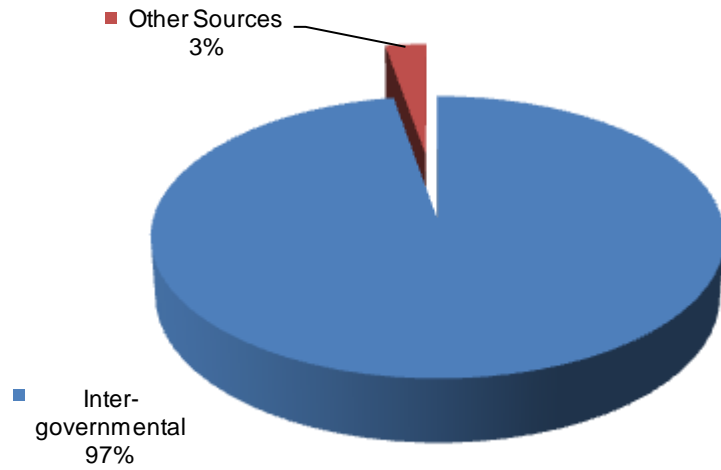
<b>College Support Services</b>						
Information Technology (LASR Project)	<b>\$ 407,150</b>	\$ 407,150	\$ 407,150	\$ 150,000	\$ 36,472	\$ 44,502
<b>Plant Operation &amp; Maintenance</b>						
Facilities Management & Planning	901,500	901,500	901,500	1,280,000	1,336,638	1,293,049
GoOregon - State Deferred Maintenance	-	-	-	7,500,000	3,482,858	-
<b>Plant Additions</b>						
Bond Project	20,000,000	20,000,000	20,000,000	14,500,000	1,223,760	53,493
Facilities Management & Planning	701,776	701,776	701,776	1,193,000	1,254,712	296,455
Health & Wellness Bldg	5,000,000	5,000,000	5,000,000	15,000,000	1,201,762	9,664
<b>Transfer Out:</b>						
To General Fund I	-	-	-	-	-	-
<b>TOTAL EXPENDITURES AND OTHER REQUIREMENTS</b>	<b>\$ 27,010,426</b>	<b>\$ 27,010,426</b>	<b>\$ 27,010,426</b>	<b>\$ 39,623,000</b>	<b>\$ 8,536,203</b>	<b>\$ 1,697,163</b>

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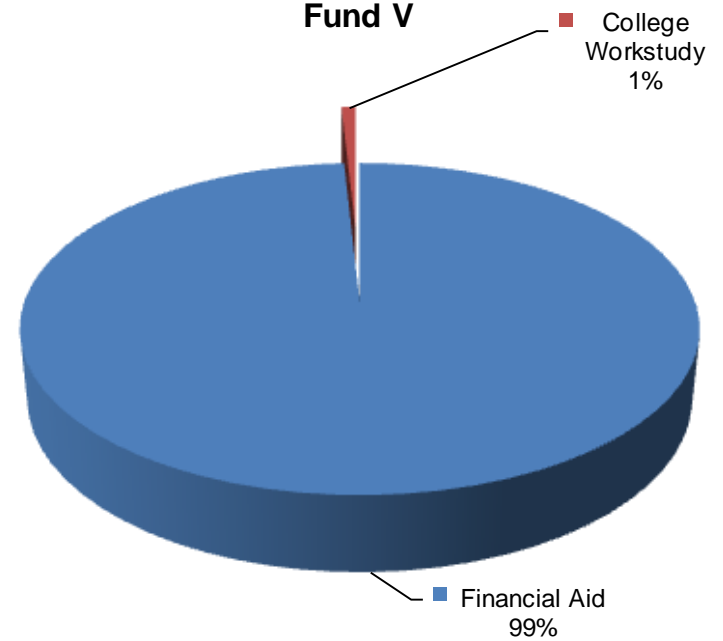
**CAPITAL PROJECTS FUND IV**

	<b>Fiscal Year 2010-2011 ADOPTED BUDGET</b>	Fiscal Year 2010-2011 APPROVED Budget	Fiscal Year 2010-2011 PROPOSED Budget	Fiscal Year 2009-2010 CURRENT Budget	Fiscal Year 2008-2009 ACTUAL Amounts	Fiscal Year 2007-2008 ACTUAL Amounts
<b>SUMMARY OF CAPITAL PROJECTS FUND RESOURCES AND REQUIREMENTS</b>						
Total Operating Revenues	<b>\$ 26,249,276</b>	\$ 26,249,276	\$ 26,249,276	\$ 31,400,000	\$ 54,693,510	\$ 2,113,390
Less: Total Operating Expenditures	<b>27,010,426</b>	27,010,426	27,010,426	39,623,000	8,536,203	1,697,163
Excess of Revenues, over (under) Expenditures	<b>\$ (761,150)</b>	\$ (761,150)	\$ (761,150)	\$ (8,223,000)	\$ 46,157,307	\$ 416,227
Beginning Fund Balance	<b>761,150</b>	761,150	761,150	8,223,000	1,432,141	1,015,914
<b>Ending Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 47,589,448</b>	<b>\$ 1,432,141</b>

**BUDGETED RESOURCES**  
**Fiscal Year 2010-2011**  
**Fund V**



**BUDGETED REQUIREMENTS**  
**Fiscal Year 2010-2011**  
**Fund V**



**FINANCIAL AID FUND V**

	<b>Fiscal Year 2010-2011 ADOPTED BUDGET</b>	Fiscal Year 2010-2011 APPROVED Budget	Fiscal Year 2010-2011 PROPOSED Budget	Fiscal Year 2009-2010 CURRENT Budget	Fiscal Year 2008-2009 ACTUAL Amounts	Fiscal Year 2007-2008 ACTUAL Amounts
<b>RESOURCES</b>						
Intergovernmental	<b>\$ 94,078,000</b>	\$ 94,078,000	\$ 94,078,000	\$ 92,143,000	\$ 58,585,132	\$ 38,963,755
Other Sources:						
Interest Income	<b>75,000</b>	75,000	75,000	75,000	53,218	252,692
Scholarships, Local Grants	<b>2,575,000</b>	2,575,000	2,575,000	1,370,000	2,224,768	1,777,321
Transfer In from General Fund I	-	-	-	685,275	1,490,685	277,563
Transfer In from Special Revenue-Admin. Rest. Fund IX	<b>60,605</b>	60,605	60,605	42,180	65,508	-
Total Operating Revenues	<b>\$ 96,788,605</b>	\$ 96,788,605	\$ 96,788,605	\$ 94,315,455	\$ 62,419,311	\$ 41,271,330
Beginning Fund Balance	<b>1,229,500</b>	1,229,500	1,229,500	89,000	323,030	678,267
<b>TOTAL RESOURCES</b>	<b>\$ 98,018,105</b>	<b>\$ 98,018,105</b>	<b>\$ 98,018,105</b>	<b>\$ 94,404,455</b>	<b>\$ 62,742,341</b>	<b>\$ 41,949,597</b>
<b>EXPENDITURES AND OTHER REQUIREMENTS</b>						
<b>Student Services *</b>						
Career & Employment Services	\$ -	\$ -	\$ -	\$ 300,000	\$ 492,057	\$ 265,972
<b>Financial Aid</b>						
College Workstudy	<b>822,348</b>	822,348	822,348	822,348	438,430	486,834
Financial Aid	<b>97,195,757</b>	97,195,757	97,195,757	93,282,107	60,497,647	40,823,762
<b>Transfer Out:</b>						
Transfer Out to General Fund	-	-	-	-	-	50,000
<b>TOTAL EXPENDITURES AND OTHER REQUIREMENTS</b>	<b>\$ 98,018,105</b>	<b>\$ 98,018,105</b>	<b>\$ 98,018,105</b>	<b>\$ 94,404,455</b>	<b>\$ 61,428,134</b>	<b>\$ 41,626,567</b>

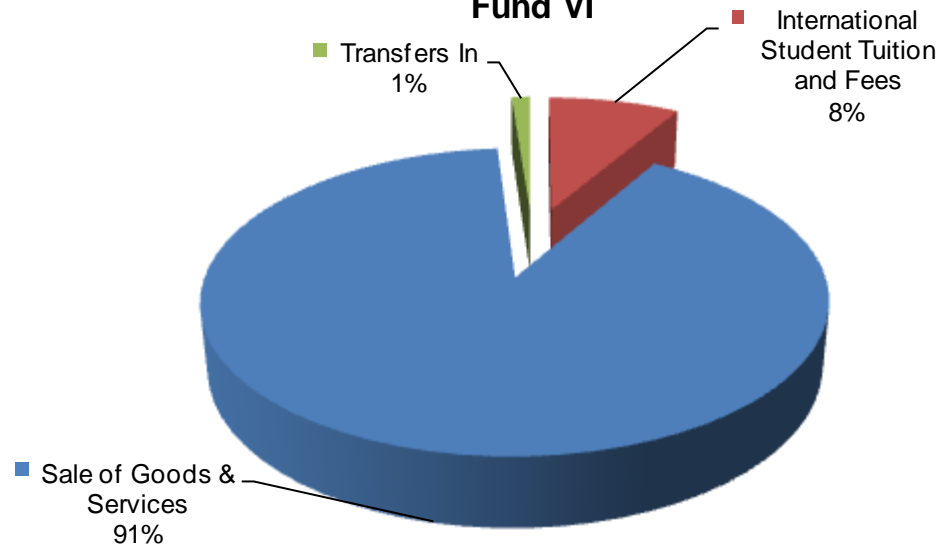
\* This expense function for college-funded student workers moved to General Fund / Student Services / Counseling, effective 2010-11

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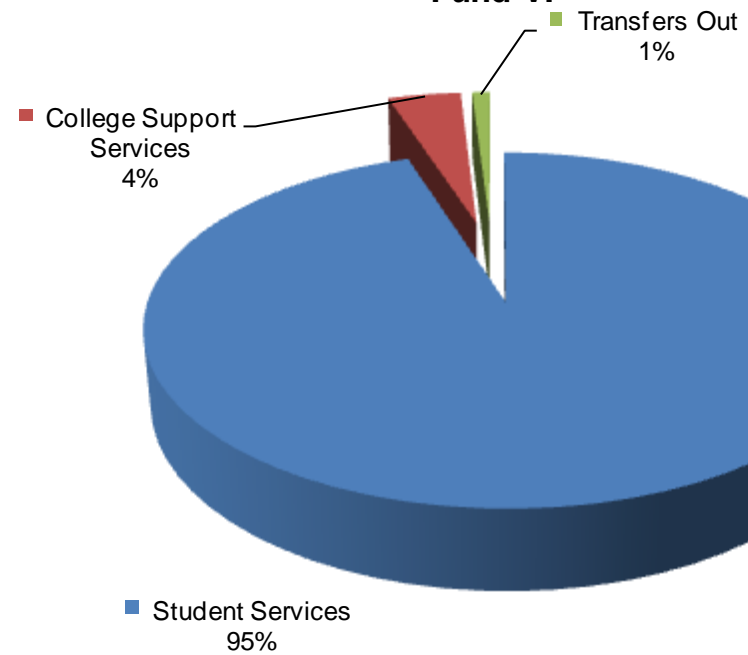
	<b>Fiscal Year 2010-2011 ADOPTED BUDGET</b>	Fiscal Year 2010-2011 APPROVED Budget	Fiscal Year 2010-2011 PROPOSED Budget	Fiscal Year 2009-2010 CURRENT Budget	Fiscal Year 2008-2009 ACTUAL Amounts	Fiscal Year 2007-2008 ACTUAL Amounts
<b>SUMMARY OF FINANCIAL AID FUND RESOURCES AND REQUIREMENTS</b>						
Total Operating Revenues	<b>\$ 96,788,605</b>	\$ 96,788,605	\$ 96,788,605	\$ 94,315,455	\$ 62,419,311	\$ 41,271,330
Less: Total Operating Expenditures	<b>98,018,105</b>	98,018,105	98,018,105	94,404,455	61,428,134	41,626,567
Excess of Revenues, over (under) Expenditures	<b>\$ (1,229,500)</b>	\$ (1,229,500)	\$ (1,229,500)	\$ (89,000)	\$ 991,176	\$ (355,237)
Beginning Fund Balance	<b>1,229,500</b>	1,229,500	1,229,500	89,000	323,030	678,267
<b>Ending Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,314,206</b>	<b>\$ 323,030</b>



**BUDGETED RESOURCES**  
**Fiscal Year 2010-2011**  
**Fund VI**



**BUDGETED REQUIREMENTS**  
**Fiscal Year 2010-2011**  
**Fund VI**



**ENTERPRISE FUND VI**

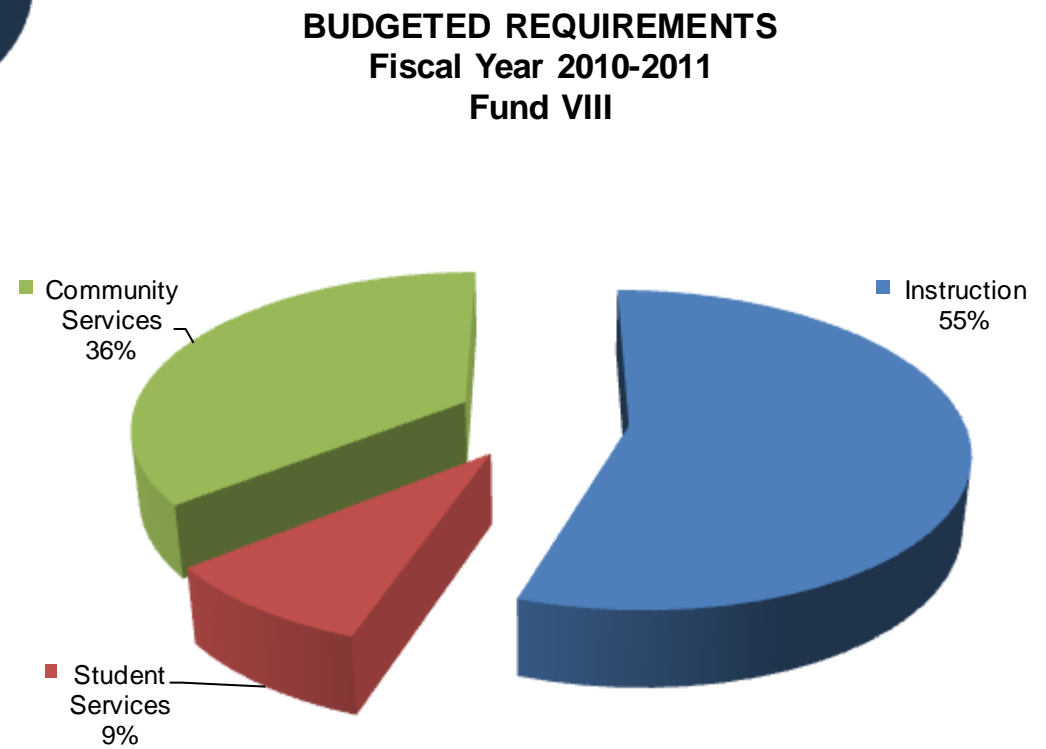
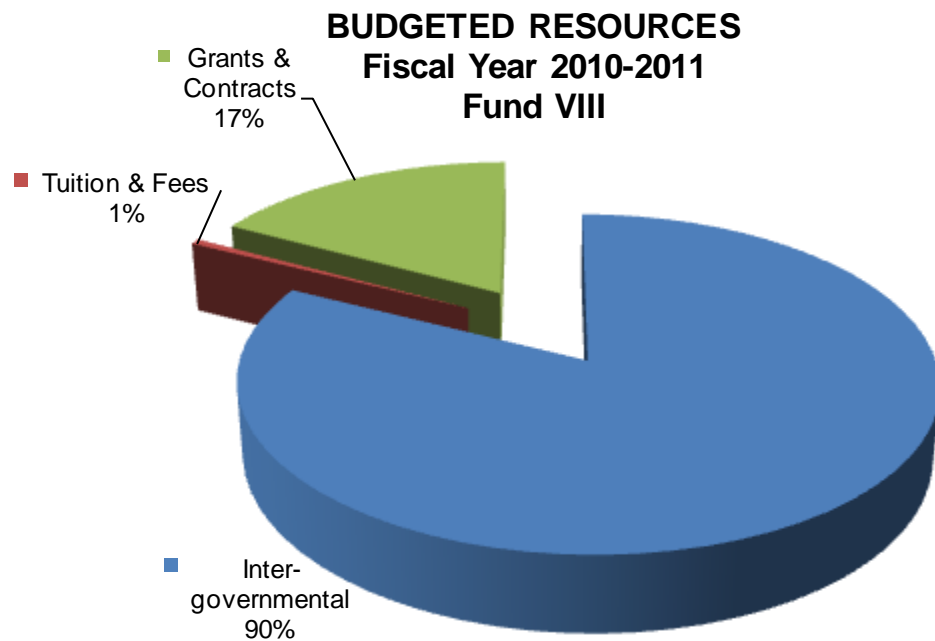
	<b>Fiscal Year 2010-2011 ADOPTED Budget</b>	<b>Fiscal Year 2010-2011 APPROVED Budget</b>	<b>Fiscal Year 2010-2011 PROPOSED Budget</b>	<b>Fiscal Year 2009-2010 CURRENT Budget</b>	<b>Fiscal Year 2008-2009 ACTUAL Amounts</b>	<b>Fiscal Year 2007-2008 ACTUAL Amounts</b>
<b>RESOURCES</b>						
Sale of Goods & Services	\$ 12,725,000	\$ 12,725,000	\$ 12,725,000	\$ 10,603,940	\$ 9,966,755	\$ 8,620,673
Other Fees: International Program *	1,181,100	1,181,100	1,181,100	814,565	345,249	-
Transfer In from General Fund I	167,457	167,457	167,457	161,095	440,390	330,327
Transfer In from Special Revenue-Admin. Rest. Fund IX	-	-	-	-	14,806	-
Total Operating Revenues	\$ 14,073,557	\$ 14,073,557	\$ 14,073,557	\$ 11,579,600	\$ 10,767,200	\$ 8,951,000
Beginning Fund Balance	1,300,000	1,300,000	1,300,000	975,000	3,037,223	2,771,414
<b>TOTAL RESOURCES</b>	<b>\$ 15,373,557</b>	<b>\$ 15,373,557</b>	<b>\$ 15,373,557</b>	<b>\$ 12,554,600</b>	<b>\$ 13,804,423</b>	<b>\$ 11,722,414</b>
<b>EXPENDITURES AND OTHER REQUIREMENTS</b>						
<b>Instruction</b>						
Performance Season	\$ -	\$ -	\$ -	\$ 22,000	\$ 1,667	\$ 8,405
<b>Student Services</b>						
ASLCC (Prior Years)	-	-	-	-	-	1,384
Bookstore	10,075,000	10,075,000	10,075,000	7,496,939	7,063,099	5,911,327
Foodservices	2,427,567	2,427,567	2,427,567	2,632,226	1,678,193	1,467,674
Hospitality & Conference Services	922,584	922,584	922,584	1,052,164	909,298	888,729
International Student Program *	1,181,100	1,181,100	1,181,100	814,565	-	-
<b>College Support Services</b>						
Laundry	617,457	617,457	617,457	396,095	279,138	281,726
<b>Expenditures and Other Requirements Subtotal</b>	<b>\$ 15,223,708</b>	<b>\$ 15,223,708</b>	<b>\$ 15,223,708</b>	<b>\$ 12,413,990</b>	<b>\$ 9,931,395</b>	<b>\$ 8,559,246</b>
<b>Transfer Out:</b>						
To General Fund I	\$ 148,849	\$ 148,849	\$ 148,849	\$ 139,610	\$ 137,525	\$ 125,945
To Special Revenue-Admin Rest. Fund IX	1,000	1,000	1,000	1,000	-	-
<b>TOTAL EXPENDITURES AND OTHER REQUIREMENTS</b>	<b>\$ 15,373,557</b>	<b>\$ 15,373,557</b>	<b>\$ 15,373,557</b>	<b>\$ 12,554,600</b>	<b>\$ 10,068,920</b>	<b>\$ 8,685,191</b>

\* International Student Program moved from Fund I, FY2009-10

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**ENTERPRISE FUND VI**

	<b>Fiscal Year 2010-2011 ADOPTED Budget</b>	Fiscal Year 2010-2011 APPROVED Budget	Fiscal Year 2010-2011 PROPOSED Budget	Fiscal Year 2009-2010 CURRENT Budget	Fiscal Year 2008-2009 ACTUAL Amounts	Fiscal Year 2007-2008 ACTUAL Amounts
<b>SUMMARY OF ENTERPRISE FUND RESOURCES AND REQUIREMENTS</b>						
Total Operating Revenues	<b>\$ 14,073,557</b>	\$ 14,073,557	\$ 14,073,557	\$ 11,579,600	\$ 10,767,200	\$ 8,951,000
Less: Total Operating Expenditures	<b>15,373,557</b>	15,373,557	15,373,557	12,554,600	10,068,920	8,685,191
Excess of Revenues, over (under) Expenditures	<b>\$ (1,300,000)</b>	\$ (1,300,000)	\$ (1,300,000)	\$ (975,000)	\$ 698,279	\$ 265,810
Beginning Fund Balance	<b>1,300,000</b>	1,300,000	1,300,000	975,000	3,037,223	2,771,414
<b>Ending Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,735,502</b>	<b>\$ 3,037,223</b>



**SPECIAL REVENUE FUND VIII**

	<b>Fiscal Year 2010-2011 ADOPTED Budget</b>	<b>Fiscal Year 2010-2011 APPROVED Budget</b>	<b>Fiscal Year 2010-2011 PROPOSED Budget</b>	<b>Fiscal Year 2009-2010 CURRENT Budget</b>	<b>Fiscal Year 2008-2009 ACTUAL Amounts</b>	<b>Fiscal Year 2007-2008 ACTUAL Amounts</b>
<b>RESOURCES</b>						
Intergovernmental	<b>\$ 15,000,000</b>	\$ 15,000,000	\$ 15,000,000	\$ 11,543,750	\$ 9,267,863	\$ 7,213,920
Tuition & Fees:						
Tuition	<b>20,000</b>	20,000	20,000	6,000	28,944	23,180
Instructional Fees	<b>80,000</b>	80,000	80,000	50,000	90,099	100,863
Other Sources:						
Grants & Contracts	<b>3,100,000</b>	3,100,000	3,100,000	1,291,250	701,696	418,068
Transfer In from General Fund I	-	-	-	-	-	10,500
Total Operating Revenues	<b>\$ 18,200,000</b>	\$ 18,200,000	\$ 18,200,000	\$ 12,891,000	\$ 10,088,602	\$ 7,766,531
Beginning Fund Balance	<b>200,000</b>	200,000	200,000	200,000	178,922	140,109
<b>TOTAL RESOURCES</b>	<b>\$ 18,400,000</b>	<b>\$ 18,400,000</b>	<b>\$ 18,400,000</b>	<b>\$ 13,091,000</b>	<b>\$ 10,267,524</b>	<b>\$ 7,906,640</b>
<b>EXPENDITURES AND OTHER REQUIREMENTS</b>						
<b>Instruction</b>						
Funded Projects	<b>\$ 10,100,000</b>	\$ 10,100,000	\$ 10,100,000	\$ 7,093,000	\$ 4,302,299	\$ 3,842,858
<b>Instructional Support</b>						
Funded Projects	<b>50,000</b>	50,000	50,000	103,000	-	-
<b>Student Services</b>						
Funded Projects	<b>1,646,000</b>	1,646,000	1,646,000	887,200	735,394	264,541
<b>Community Services</b>						
Funded Projects	<b>6,550,000</b>	6,550,000	6,550,000	4,860,800	4,689,880	3,620,320
<b>College Support Services</b>						
Funded Projects	<b>50,000</b>	50,000	50,000	143,000	8,747	-
<b>Expenditures and Other Requirements Subtotal</b>	<b>\$ 18,396,000</b>	<b>\$ 18,396,000</b>	<b>\$ 18,396,000</b>	<b>\$ 13,087,000</b>	<b>\$ 9,736,321</b>	<b>\$ 7,727,719</b>
<b>Transfer Out:</b>						
To General Fund I	<b>\$ 4,000</b>	\$ 4,000	\$ 4,000	\$ 4,000	\$ -	\$ -
<b>TOTAL EXPENDITURES AND OTHER REQUIREMENTS</b>	<b>\$ 18,400,000</b>	<b>\$ 18,400,000</b>	<b>\$ 18,400,000</b>	<b>\$ 13,091,000</b>	<b>\$ 9,736,321</b>	<b>\$ 7,727,719</b>

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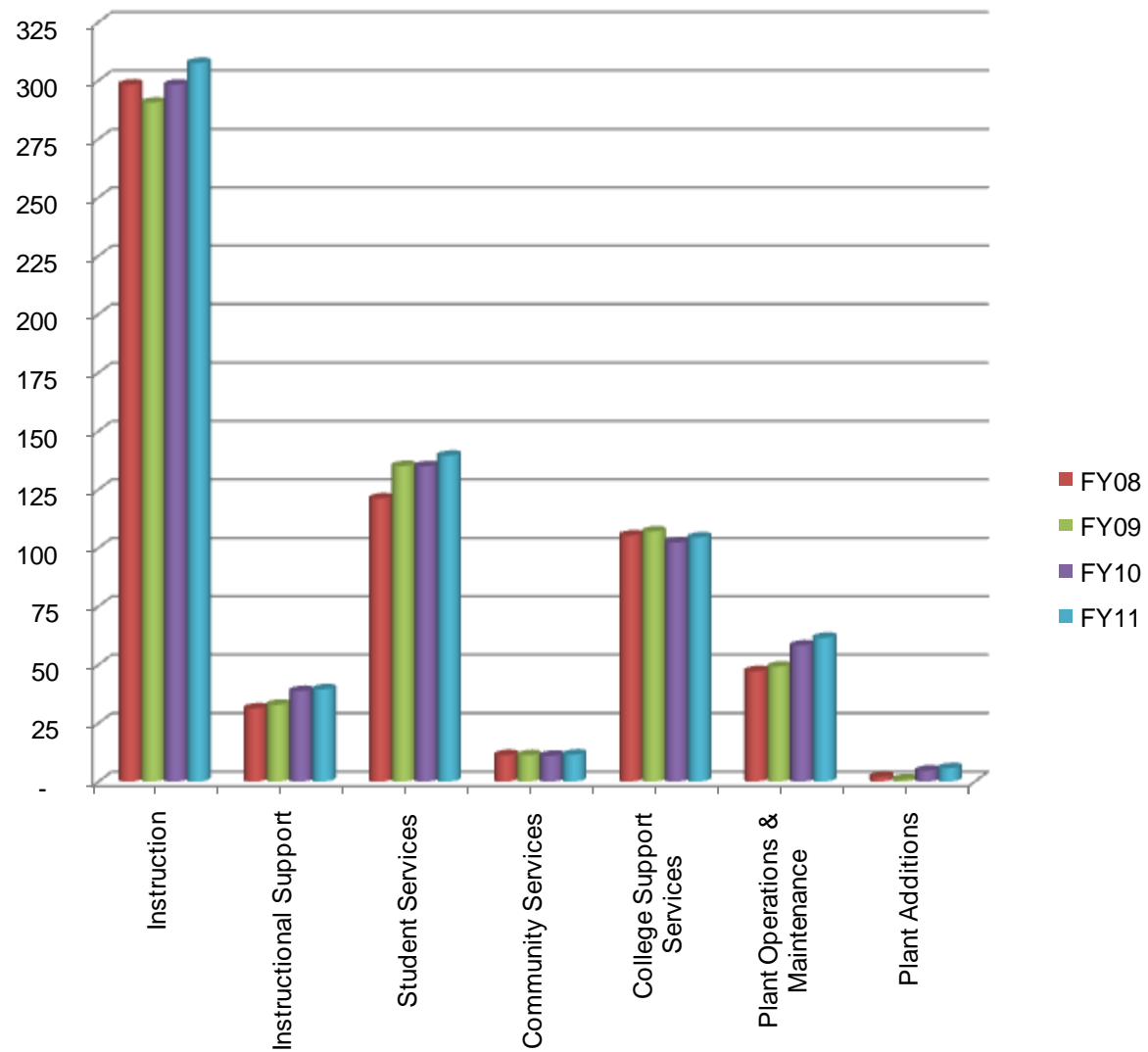
**SPECIAL REVENUE FUND VIII****SUMMARY OF SPECIAL REVENUE FUND  
RESOURCES AND REQUIREMENTS**

	<b>Fiscal Year 2010-2011 ADOPTED Budget</b>	Fiscal Year 2010-2011 APPROVED Budget	Fiscal Year 2010-2011 PROPOSED Budget	Fiscal Year 2009-2010 CURRENT Budget	Fiscal Year 2008-2009 ACTUAL Amounts	Fiscal Year 2007-2008 ACTUAL Amounts
Total Operating Revenues	<b>\$ 18,200,000</b>	\$ 18,200,000	\$ 18,200,000	\$ 12,891,000	\$ 10,088,602	\$ 7,766,531
Less: Total Operating Expenditures	<b>18,400,000</b>	18,400,000	18,400,000	13,091,000	9,736,321	7,727,719
Excess of Revenues, over (under) Expenditures	<b>\$ (200,000)</b>	\$ (200,000)	\$ (200,000)	\$ (200,000)	\$ 352,282	\$ 38,813
Beginning Fund Balance	<b>200,000</b>	200,000	200,000	200,000	178,922	140,109
<b>Ending Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 531,204</b>	<b>\$ 178,922</b>



# PERSONAL SERVICES

**STAFF FTE LEVELS BY EXPENSE FUNCTION**  
**Fiscal Years 2008 through 2010**  
**All Funds**





<b>FTE BY EXPENSE FUNCTION</b>	<b>FY11</b>	<b>FY10</b>	<b>FY09</b>
<b>INSTRUCTION</b>			
Academic Learning Skills	<b>10.96</b>	11.00	9.96
Adult Basic and Secondary Education	<b>13.70</b>	12.69	12.60
Advanced Technologies	<b>21.42</b>	20.43	21.40
Art & Applied Design	<b>15.57</b>	14.49	14.00
Business Development Center	<b>5.63</b>	5.92	5.56
Business & Computer Information Technologies	<b>18.60</b>	16.60	15.60
Child & Family Education	<b>2.70</b>	2.70	2.70
Continuing Education	<b>9.34</b>	9.45	9.63
Cooperative Education	<b>12.69</b>	12.24	12.80
Culinary Arts & Hospitality	<b>4.80</b>	4.80	4.80
Energy Management Program	<b>4.39</b>	2.75	2.00
English as a Second Language	<b>7.46</b>	7.50	7.46
Flight Technology	<b>7.00</b>	7.00	6.00
Health & Physical Education	<b>14.14</b>	13.44	15.20
Health Professions	<b>39.19</b>	38.19	36.00
Lane Community College at Cottage Grove	<b>1.72</b>	1.72	2.58
Lane Community College at Florence	<b>4.09</b>	4.10	4.09
Lane Community College Learning Centers	-	-	0.25
Language, Literature & Communication	<b>32.79</b>	31.79	30.80
Mathematics	<b>23.08</b>	22.08	20.60
Music/Dance/Theatre Arts	<b>10.97</b>	10.98	9.97
Science	<b>23.42</b>	22.22	22.20
Social Science	<b>23.25</b>	23.25	22.70
Specialized Support Services	<b>0.60</b>	0.60	1.60
	<b>307.50</b>	<b>295.94</b>	<b>290.50</b>

-Continued-

<b>FTE BY EXPENSE FUNCTION</b>	<b>FY11</b>	<b>FY10</b>	<b>FY09</b>
<b>INSTRUCTIONAL SUPPORT</b>			
Academic & Student Affairs Office	<b>7.00</b>	8.20	8.00
Academic Technology	<b>16.05</b>	15.12	8.38
College Now	<b>0.83</b>	0.83	0.83
Grant Coordination	<b>2.50</b>	1.50	1.00
Library	<b>12.37</b>	12.36	12.40
Professional Development - Faculty	<b>0.25</b>	0.25	0.25
Special Instructional Projects	<b>0.50</b>	0.50	2.00
	<b>39.50</b>	<b>38.76</b>	<b>32.86</b>
<b>STUDENT SERVICES</b>			
Academic & Student Affairs Office		-	-
ASLCC Legal Services	<b>1.00</b>	1.00	1.00
Athletics	<b>2.89</b>	2.79	2.64
Bookstore	<b>12.61</b>	12.45	12.40
Child & Family Education	<b>10.84</b>	10.97	11.00
Conference & Culinary Services	<b>12.78</b>	12.38	12.19
Counseling	<b>29.50</b>	27.25	27.30
Disability Services	<b>5.50</b>	5.46	5.25
English as a Second Language	-	-	0.75
Enrollment Services	<b>24.51</b>	24.31	24.30
Foodservices	<b>9.48</b>	10.49	10.40
International Student Program	<b>3.00</b>	2.00	-
Student Financial Services	<b>11.50</b>	10.50	11.50
Student Health	<b>5.29</b>	5.29	5.29
Student Life & Leadership	<b>5.00</b>	5.00	6.00
The Torch	<b>0.67</b>	0.67	0.67
Womens Program	<b>4.88</b>	4.38	4.38
	<b>139.45</b>	<b>134.94</b>	<b>135.07</b>

-Continued-

<b>FTE BY EXPENSE FUNCTION</b>	<b>FY11</b>	<b>FY10</b>	<b>FY09</b>
<b>COMMUNITY SERVICES</b>			
KLCC Administration	11.53	11.04	11.30
	<b>11.53</b>	<b>11.04</b>	<b>11.30</b>
<b>COLLEGE SUPPORT SERVICES</b>			
College Finance	11.63	11.63	11.60
College Operations Office	2.63	2.63	3.63
Curriculum & Scheduling	3.25	3.25	3.25
Employee Wellness	1.00	1.00	1.00
Human Resources	11.25	10.25	11.20
Infrastructure Technology	28.42	27.76	30.00
Institutional Research, Assessment & Planning	4.50	4.50	5.00
Lane Community College Foundation	6.00	6.00	6.00
Laundry	3.68	3.68	3.77
Library	0.50	0.50	0.50
Mail Services	2.63	2.63	2.63
Marketing & Public Relations	1.91	1.91	1.91
President's Office	5.50	5.50	4.50
Printing & Graphics	8.00	7.00	8.00
Public Safety	8.00	8.00	8.00
Staff Health Clinic	2.97	2.92	2.92
Sustainability	2.63	3.13	3.13
	<b>104.49</b>	<b>102.29</b>	<b>107.04</b>
<b>PLANT OPERATIONS &amp; MAINTENANCE</b>			
Facilities Administration	61.50	58.25	49.20
	<b>61.50</b>	<b>58.25</b>	<b>49.20</b>
<b>PLANT ADDITIONS</b>			
Project Management & Planning	5.75	4.70	1.00
Small Capital Projects		-	-
	<b>5.75</b>	<b>4.70</b>	<b>1.00</b>
<b>TOTALS</b>	<b>669.72</b>	<b>645.93</b>	<b>626.97</b>

**SALARIES PAID FROM MORE THAN ONE SOURCE**

				<b>FY11 Adopted Budget</b>	
				<b>Salary Split</b>	<b>Total</b>
<b>Position Title</b>	<b>Fund</b>	<b>Division/Department</b>	<b>Expense Function</b>		
1. Faculty Instructor	1	Institutional Research, Assessment & Planning	College Support Services	37,030	
Faculty Instructor	1	Curriculum & Scheduling	College Support Services	37,030	
					\$ 74,060
2. Faculty Instructor	1	Health Professions	Instruction	56,053	
Faculty Instructor	1	Cooperative Education	Instruction	14,013	
					\$ 70,066
3. Faculty Instructor	1	Cooperative Education	Instruction	35,033	
Faculty Instructor	1	Social Science	Instruction	35,033	
					\$ 70,066
4. Faculty Instructor	1	Social Science	Instruction	44,436	
Faculty Instructor	1	Cooperative Education	Instruction	29,623	
					\$ 74,059
5. Director - Spec Support Svcs	9	Specialized Support Services	Instruction	34,733	
Director - Spec Support Svcs	6	Laundry	College Support Services	19,217	
					\$ 53,950
6. Faculty Instructor	1	Cooperative Education	Instruction	19,586	
Faculty Instructor	1	Art & Applied Design	Instruction	33,093	
					\$ 52,679
7. Faculty Instructor	1	Academic Technology	Instructional Support	27,076	
Faculty Instructor	1	Art & Applied Design	Instruction	27,076	
					\$ 54,152
8. Faculty Nurse	9	Staff Health Clinic	Student Services	31,371	
Faculty Nurse	9	Student Health Services	Student Services	31,371	
					\$ 62,742
9. Director -ESL & Int Programs	1	English as a Second Language	Instruction	42,202	
Director -ESL & Int Programs	1	Academic Learning Skills	Instruction	42,202	
					\$ 84,404
10. Administrative Specialist	9	Student Life & Leadership Development	Student Services	10,618	
Administrative Specialist	9	ASLCC	Student Services	10,618	
Administrative Specialist	1	Student Life & Leadership Development	Student Services	21,237	
					\$ 42,473
11. Faculty Instructor	1	Culinary Arts & Hospitality	Instruction	54,030	
Faculty Instructor	1	Cooperative Education	Instruction	13,507	
					\$ 67,537

**SALARIES PAID FROM MORE THAN ONE SOURCE**

				<b>FY11 Adopted Budget</b>	
<b>Position Title</b>	<b>Fund</b>	<b>Division/Department</b>	<b>Expense Function</b>	<b>Salary Split</b>	<b>Total</b>
12. Faculty Instructor	1	Health & Physical Education	Instruction	67,537	
Faculty Instructor	9	Athletics	Student Services	6,754	
					\$ 74,291
13. Faculty Instructor	1	Social Science	Instruction	29,623	
Faculty Instructor	1	Cooperative Education	Instruction	44,436	
					\$ 74,059
14. Maintenance Helper	4	Facilities Management & Planning	Plant Additions	6,042	
Maintenance Helper	4	Bond Projects	Plant Additions	559	
					\$ 6,601
15. Faculty Instructor	1	Cooperative Education	Instruction	13,507	
Faculty Instructor	1	Health Professions	Instruction	54,030	
					\$ 67,537
16. Network Administration Spc-I	1	Science	Instruction	54,317	
Network Administration Spc-I	1	Information Technology	Instructional Support	4,723	
					\$ 59,040
17. Faculty Instructor	1	Health & Physical Education	Instruction	14,183	
Faculty Instructor	9	Athletics	Student Services	53,354	
					\$ 67,537
18. Faculty Instructor	1	Art & Applied Design	Instruction	62,742	
Faculty Instructor	1	Cooperative Education	Instruction	15,686	
					\$ 78,428
19. Exec Asst to the President	1	Marketing & Public Relations	College Support Services	38,729	
Exec Asst to the President	1	President's Office	College Support Services	38,729	
					\$ 77,458
20. Faculty Instructor	1	Cooperative Education	Instruction	13,507	
Faculty Instructor	1	Health Professions	Instruction	54,744	
					\$ 68,251
21. Administrative Specialist	1	Art & Applied Design	Instruction	21,237	
Archives & Records Mgmt Spec	1	Library	College Support Services	21,237	
					\$ 42,474
22. Administrative Support Special	1	Academic Learning Skills	Instruction	28,131	
Administrative Support Special	1	Counseling	Student Services	9,377	
					\$ 37,508
23. Administrative Coordinator	1	Human Resources	College Support Services	11,025	
Administrative Coordinator	1	Special Instructional Projects	Instructional Support	22,050	
Administrative Coordinator	1	Professional Development - Faculty	Instructional Support	11,025	
					\$ 44,100



# APPENDICES

A: FINANCIAL POLICIES

B: PERFORMANCE MEASURES

C: FINANCIAL PLANNING

D: LOCAL & REGIONAL INFORMATION

E: ECONOMIC FORECAST

F: LEGAL NOTIFICATIONS

G: GLOSSARY OF TERMS

# Financial Policies

Lane Community College Board of Education

## Policy A.040: Financial Planning and Budgeting

Adopted 11.09.1998; Last Reviewed/Revised 03.17.2010

Financial planning for any fiscal year or the remaining part of any fiscal year shall reflect the Board's end priorities, avoid fiscal jeopardy, and shall be derived from a multi-year plan.

Accordingly, the president shall assure budgeting that:

1. Complies with Oregon Local Budget Law.
2. Contains sufficient information to enable credible projections of resources and expenditures as presented in the Budget Document in accordance with Oregon Local Budget Law.
3. Discloses planning assumptions.
4. Limits expenditures in any fiscal year to conservatively projected resources for that period.
5. Maintains current assets at any time to at least twice current liabilities.
6. Complies with budget and financial policies contained in Section E.

## Policy A.050: Financial Conditions and Activities

Adopted 11.09.1998; Last Reviewed/Revised 03.17.2010

With respect to the actual, on-going financial condition and activities, the president shall avoid fiscal jeopardy and assure that actual expenditures reflect Board priorities as established in ends policies.

Accordingly, the president shall:

1. Not expend more funds than have been received in the fiscal year to date, except as approved by the Board.
2. Not use any long-term reserves that are not budgeted and appropriated for expenditure.
3. Settle payroll and debts in a timely manner.
4. Assure that tax payments or other government-ordered payments or filings be on time and accurately filed.
5. Make no single purchase or commitment of greater than \$100,000 for goods and services contracts, or \$150,000 for public improvements contracts, without Board approval, except in extreme emergencies.
6. Acquire, encumber, or dispose of real property only with Board approval, except in extreme emergencies.
7. Pursue receivables aggressively after a reasonable grace period.
8. Comply with budget and financial policies contained in Section E.
9. Not contract with the college's independent auditors for non-audit services without prior approval of the Board.

Provide the following annual certifications, by the president and by the vice president for college operations, to the Board upon receipt of the audited financial statements:

- A. He/she has reviewed the annual audit report;

- B. Based on his/her knowledge, the report does not contain any untrue statement of a material fact or omission of a material fact that makes the financial statements misleading;
  - C. Based on his/her knowledge, the financial statements present in all material respects the financial condition and results of operations.
10. Establish and maintain an adequate internal control structure and procedures for financial operations and reporting.

### **Policy A.070: Asset Protection**

**Adopted 11.09.1998; Last Reviewed/Revised 05.12.2010**

The president shall assure that assets are protected, adequately maintained, and not placed at risk.

Accordingly, the president shall:

1. Insure against theft and casualty losses and against liability losses to Board members, staff, and the organization itself in an amount similar to the average for comparable organizations.
2. Prevent uninsured personnel from access to material amounts of funds.
3. Assure that plant and equipment are not subjected to improper wear and tear or insufficient maintenance.
4. Assure that the organization, its Board, or staff, are not unnecessarily exposed to claims of liability.
5. Assure that every purchase: a) includes normally prudent protection against conflict of interest; and b) of over \$100,000 for goods and services contracts, or \$150,000 for public improvements contracts includes a stringent method of assuring the balance of long-term quality and cost.
6. Protect intellectual property, information, and files from loss or significant damage.
7. Receive, process, or disburse funds under sufficient controls to meet the Board-appointed auditor's standards.
8. Invest or hold operating capital in excess of daily requirements in accordance with ORS 294.035.
9. Not endanger the organization's public image or credibility, particularly in ways that would hinder the accomplishment of its mission.
10. Not name a building, substantial parts of buildings, or significant landscape features of Lane Community College without prior approval of the Board; and, when a building has substantial support from a donor, without prior involvement of the Foundation.

### **Policy B.060: Board Duties and Responsibilities: Budget Making** **Adopted 11.09.1998; Last Reviewed/Revised 12.12.2007**

The Board of Education has the responsibility to:

1. Adopt the annual budget before July 1 of the budget year.
2. Act as the levying Board in the budget process.
3. Assist in presenting the needs of the college to the public and assist in the adoption, through the formulated budget process, of a budget that will address these needs.
4. Appoint the seven members with whom they shall serve jointly as the budget committee.
5. Review student tuition rates annually.



**Policy B.080: Budget Officer****Adopted 11.09.1998; Last Reviewed/Revised 12.12.2007**

The president or designee shall serve as budget officer. The budget officer shall be responsible for preparation and maintenance of the budget document in compliance with Local Budget Law [ORS 294].

**Policy B.090: Budget Preparation and Adoption****Adopted 11.09.1998; Last Reviewed/Revised 01.09.2008**

At the direction of the Board of Education, the president shall study budget needs and prepare recommendations on programs and services for budget committee consideration. The recommendation of advisory committees and interested citizens and organizations within the College District shall be considered by the president in developing the budget document. The college budget shall be prepared and adopted in compliance with Oregon Local Budget Law (ORS 294).

**Policy C.040: Borrowing****Adopted 11.09.1998; Last Reviewed/Revised 11.05.2008**

The Board may authorize borrowing for the college, in compliance with state laws, by resolution stating the upper limit to be obligated at any one time. The president or designee may initiate emergency borrowing prior to Board approval should a quorum of the Board not be available to authorize borrowing.

**Policy D.110: Tuition****Adopted 11.09.1998; Last Reviewed/Revised 05.13.2009**

In order to maintain a constant tuition rate relative to inflation each December, the Board will adjust the per credit tuition rate to reflect changes in an appropriate index for two-year public colleges since the last tuition adjustment. The rate will be rounded to the nearest half-dollar and become effective the following academic year (Summer Term).

Periodically and as needed, the Board will review Lane's tuition rates to ensure: a) that tuition revenues are appropriate for the needs of the district and, b) that Lane's tuition is comparable with other Oregon community colleges that are similar to Lane in terms of student FTE and instructional programs. Prior to approval of the tuition increase, the Board will review the index options, affordability and access for students, and the revenue requirements of the college.

**Policy E.010: Definition of a Balanced Budget****Adopted 01.14.2004; Last Reviewed/Revised 09.15.2009**

The Board directs the president to develop annual budget recommendations that are in accordance with the college's strategic plan and conform to the requirements of Local Budget Law (ORS 294.326). The budget shall provide for:

- Annual operating expenditures not to exceed projected revenues (Expenditures shall be budgeted according to the college's strategic priorities).
- Debt service, both current (due in less than 12 months) and long-term.
- Reserves for maintenance and repairs to its existing facilities.
- Reserves for acquisition, maintenance and replacement of capital equipment.
- Reserves for strategic capital projects.
- Funding levels to fulfill future terms and conditions of employment, including early retirement benefits.
- Allocations for special projects related to the strategic directions of the college.

- Allocations for contingencies (unforeseen events requiring expenditures of current resources).
- Ending Fund Balances (according to policies set specifically for that purpose).

Lane has a further responsibility to:

- Plan how it will spend any “one-time” unanticipated revenue, allocating it strategically and prudently between:
  - The restoration of any shortfall to targeted ending fund balances,
  - Currently unfunded projects in the strategic plan, and/or
  - Holding some or all of it in reserve during financially volatile periods.
- Permanently stabilize its finances in their entirety (operating budget, reserves, contingencies and ending fund balances) when it perceives a long term change (increase or decrease) to its available future recurring resources.

### **Policy E.020: Unappropriated Ending Fund Balance**

**Adopted 01.14.2004; Last Reviewed/Revised 09.05.2009**

The president shall assure budgeting that maintains the estimate of unappropriated ending fund balance at no less than three percent of the general fund operational expenditure budget.

### **Policy E.030: Ending Fund Balance**

**Adopted 01.14.2004; Last Reviewed/Revised 10-19.2009**

Lane Community College shall maintain an “unrestricted” General Fund Ending Fund Balance equal to approximately 5% of total budgeted expenditures. This amount shall be considered a “target” and the target range may fluctuate up to 1% above or below the target from year to year depending on financial conditions and the needs of the college.

The Ending Fund Balance target shall include the Unappropriated Ending Fund Balance (UEFB) as set by Board Policy E.020. When the Ending Fund Balance falls to 4% or less, the college shall adopt a plan to replenish the Ending Fund Balance to 5% within two years. When the Ending Fund Balance exceeds 6%, the excess shall be set aside for investment in one-time expenditures.

If the total Ending Fund Balance (including restricted) falls to levels that require short-term borrowing, the levels set by this policy shall be automatically reviewed and adjusted as necessary.

### **Policy E.040: Stabilization Reserve Fund**

**Adopted 01.14.2004; Last Reviewed/Revised 10.19.2009**

The Board may require the president to establish a separate “reserve fund” (as described in ORS 341.321 and ORS 294.525) for the purpose of providing short-term stabilization in anticipation of possible shortfalls in revenue.

A Stabilization Reserve Fund may be established under one or more of the following circumstances:

- State budget appropriations for community colleges are not approved by the time the college budget is approved and adopted.
- A situation exists where significant changes in enrollment are possible but not reasonably predictable.
- When any major revenue source has a reasonable possibility of decreasing after the college budget is approved and adopted.

- When any operating expenditure that is beyond the control of the college could reasonably be expected to increase after the college budget is approved and adopted.
- Any other situation in which the Board determines that there is a reasonable expectation that major shifts in revenue or expenditures could occur during the budget year.

Stabilization reserve levels:

- Minimum reserve levels shall be at the discretion of the Board under advice from the Budget Committee and the president.
- Maximum reserve levels shall be no more than the maximum reasonably estimated shortfall at the time of the adoption of the budget.

Stabilization reserves will be reviewed annually as part of the budget development process. The Stabilization Reserve Fund shall be closed out when the Board determines that the precipitating threat to revenues and/or expenditures no longer exists. As long as the conditions exist that caused the fund to be established, the funds shall be kept in reserve for the purpose intended. If and when the fund is closed out, any remaining balance shall be released for use as a resource in the General Fund.

### **Policy E.050: Capital Reserve Funds**

**Adopted 01.14.2004; Last Reviewed/Revised 10.19.2009**

The college shall establish and maintain separate “reserve funds” (as described in ORS 341.321 and ORS 294.525) in Capital Projects Fund IV for the following purposes:

1. To replace capital equipment that is broken or beyond its useful life as determined by the Capital Assets Replacement Forecast;
2. To maintain and repair college facilities according to the Major Maintenance Schedule;
3. To maintain and upgrade the college’s information/telecommunications system according to planning schedules maintained by Information Technology;
4. To build new instructional facilities and/or to purchase property that facilitates planned long-term growth of the college.

Appropriate levels of funding for reserves will be determined using existing college decision-making structures. The president will make recommendations to the Board of Education for approval to establish and fund these reserves.

Optimal funding levels will be determined using benchmarks, professional standards and best practices from other colleges and adapting these to Lane’s specific situation. It is expected that full funding of these reserves will take place over a number of years and that annual transfers to these reserves will be budgeted from the General Fund and other sources as appropriate

As required in ORS 294.525, the Board shall periodically review the reserve fund “and determine whether the fund will be continued or abolished.” While ORS 294 allows review to take place every 10 years, reserve funds established under these policies shall be reviewed (a) annually by the president; and (b) at least every three years or more frequently as determined by the Board.

As allowed in ORS 294.525, the Board may determine at any time that a reserve fund is no longer necessary or that some or all of the reserves may be transferred to the General Fund.

**Policy E.060: Budgeting of Non-Recurring Resources****Adopted 01.14.2004; Last Reviewed/Revised 11.04.2009**

Non-recurring resources are resources that are not part of an annual revenue stream. Non-recurring resources include but are not limited to such categories as:

- Fund balances (i.e., “carryover”)
- Reserves
- One-time grants or awards of money
- Funds withheld from annual budget allocations (e.g., funds held back from annual General Fund transfer to Capital Repair & Improvement)
- Special allocations from the State (e.g., allocations from the Emergency Board)
- Other special allocations (e.g., “seed money” for a project)

Non-recurring resources shall not be budgeted for ongoing recurring expenditures.

Non-recurring resources may be allocated for one-time expenditures including but not limited to the following:

- Capital equipment
- Capital construction
- Investment in a new program or service that will move to recurring funding sources after a specified trial period
- Projects related to the strategic directions of the college.

However, the college shall not rely on non-recurring resources for funding ongoing needs such as major maintenance and equipment replacement.

**Policy E.070: General Fund Contingency****Adopted 01.14.2004; Last Reviewed/Revised 11.04.2009****Board Contingency:**

The annual budget shall set aside approximately one-half percent (0.5%) of the budgeted revenues each year for Board Contingency. Use of Board Contingency shall be at the discretion of the Board of Education and shall be allocated by formal approval of the Board according to its policies.

**Administrative Contingency:**

Administrative Contingency shall be approximately one percent (1%) of the budgeted revenues each year. Administrative Contingency shall be allocated by approval of the president

**Policy E.080: Interfund Transfers****Adopted 01.14.2004; Last Reviewed/Revised 02.03.2010**

All transfers between funds shall be in conformance with ORS 294.361. The Budget Document shall clearly show for each fund the amount, origin and destination of each transfer. Accompanying documentation shall list the specific purposes for each transfer.

Transfers from the General Fund to other funds (except Fund IX-Special Revenue Admin Restricted) shall be for the following purposes:

- Debt service on an obligation incurred as a part of normal operations of the college;
- Goods and services provided to General Fund units by units in other funds;
- Construction, maintenance and acquisition of facilities and/or real property used by the college in support of its mission;
- Acquisition of capital equipment for use by the college in support of its mission;
- Matching funds for grants and contracts;
- Operation of certain financial aid functions and matching funds required for financial aid grants;
- Contractual and legal obligations to employees and retirees for compensation and benefits;
- Other needs as deemed appropriate and necessary by the Board for fulfilling the obligations of the college.

Since Fund IX contains units that could be considered general operations of the college, the boundary between the General Fund and Fund IX is more “permeable.” While units in Fund IX primarily rely on designated revenues, transfers from the General Fund may be used to augment the resources for any or all of these units. The level of funding through General Fund transfers to Fund IX is at the discretion of the Board under advice from the Budget Committee and the president.

### **Policy E.090: Interfund Loans**

**Adopted 06.09.2004; Last Reviewed/Revised 12.02.2009**

Loans from one fund to another shall conform to the requirements of ORS 294.460 and be authorized by the Board of Education. Interfund loans may not be from: a Debt Service fund, a Financial Aid fund, employee/retiree benefit funds, or funds legally restricted to specific uses. Repayment of the loan must be budgeted according to an approved schedule and at a stated rate of interest.

The full repayment of interfund loans shall occur no later than:

- Five years from the date of the loan, if the funds are to be used to acquire or improve real or personal property, or
- June 30 of the fiscal year following the year in which the loan was authorized, if the funds are to be used for operating purposes.

### **Policy E.100: Debt Issuance and Management**

**Adopted 06.09.2004; Last Reviewed/Revised 12.02.2009**

The president shall ensure that sufficient funds are available to meet current and future debt service requirements on all indebtedness, while adequately providing for recurring operating requirements. The issuance of debt limits the college’s flexibility to respond to future learning priorities; consequently, the college shall issue and manage debt in a manner which maintains a sound fiscal position, protects its creditworthiness and complies with ORS 341.675 and ORS 341.715.

To meet the objectives of this policy the president shall ensure that the college incurs and services all debts in a manner that will:

- Maintain a balanced relationship between debt service requirements and current operating needs.
- Maintain and enhance the college’s ability to obtain access to credit markets, at favorable interest rates, in amounts needed for capital improvements and to provide essential learning services.
- Prudently incur and manage debt to minimize costs to the taxpayers and ensure that current decisions do not adversely affect future generations.

- Preserve the college's flexibility in capital financing by maintaining an adequate margin of statutory debt capacity.

The Board shall approve borrowing as described in Board Policy C.040. Long-term debt (due more than a year in the future) shall not be issued to fund normal operating needs.

*See also Debt Policy.*

### **Policy E.110: Financial Reporting**

**Adopted 03.09.2005; Last Reviewed/Revised 01.10.2010**

Lane's annual audited financial statements shall conform to generally accepted accounting principles. Applicable professional accounting standards and guidance shall be incorporated into Lane's financial statements.

## Debt Policy

The current debt obligations were entered into following policies and procedures as prescribed by Oregon Revised Statutes, and the Lane Community College Board of Education Policy E.100. ORS 341.675 establishes the authority to incur bonded indebtedness for certain uses such as to acquire, construct, reconstruct, improve, repair, equip or furnish a college building or buildings or additions thereto, and sets the legal debt limit. The legal debt limit is computed in compliance with ORS 308.207, according to which the taxing or bonding power of any governmental unit is limited to a percentage of the real market value of the taxable property. ORS 341.675 sets the percentage at 1.5% of real property value in the community college service district. Additionally, section 341.715 requires that the proceeds from the issuance of any short-term promissory notes are specifically used for the purpose of meeting current expenses, retiring outstanding bonds or warrants, or paying the interest thereon.

The Board of Education Policy E.100: Debt Issuance and Management is presented in its entirety in Appendix A: Financial Policies, on the previous page.

**Legal Debt Limit:** The Lane County Assessor's Office most recent certified assessment roll has recorded a Total Real Market Value of Taxable Property in the service district in the amount of \$42,267,721,854. 1.5% of that figure is the maximum legal bonded indebtedness available to Lane Community College, or \$634,015,828. Lane's total bonded debt subject to the limitation is \$41,015,000 which is approximately 6.4% of the legal limit.

The Debt Service Fund (Fund III) accounts for the funds collected to pay the debt service requirements on bonds, debt obligations and pension bonds payable.

Following is a summary of current year debt obligations.

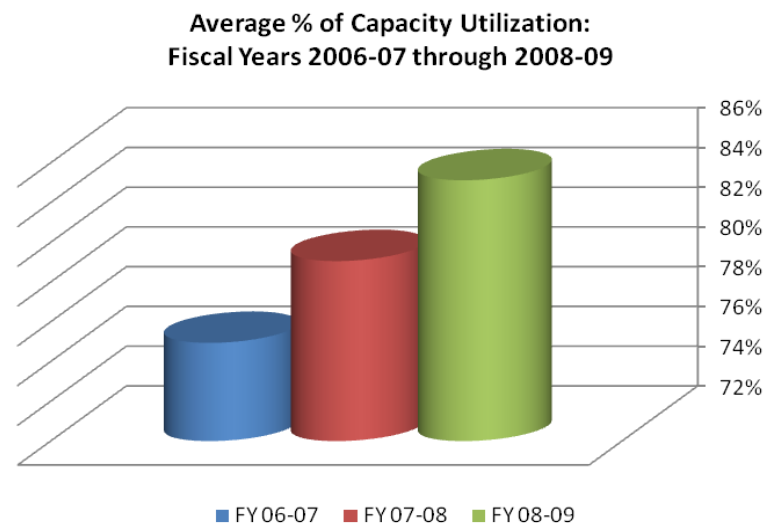
Obligation	Purpose	Issued Date	Interest Rate	Maturity Date	Balance July 1, 2010	Principle Due Within Current Year	Interest Due Within Current Year
General Obligation Bonds Payable	Facilities Construction and Improvements	2009	1.25% - 5.00%	2024	\$41,015,000	\$4,360,000	\$1,514,612
Pension Bonds Payable	PERS Contribution: Cost Sharing	2003	2.73% - 6.25%	2028	\$52,262,195	\$1,925,000	\$1,529,250

## Performance Measures

Academic and Student Affairs units at Lane Community College closely monitor their operating effectiveness and efficiency throughout the academic year, and across years. A variety of performance indicators help managers see opportunities for improvement as well as areas that are examples of efficiency and effectiveness. Additionally, Lane administrators work with performance indicators across institutions to understand how effectively Lane is operating overall. Following are a few examples of indicators the college works with.

### Capacity: Percent of Course Selections Enrolled at Maximum Capacity (Fall, Winter and Spring Terms)

Dept	06-07	07-08	08-09
Academic Learning Skills	80%	91%	99%
Ad Basic & Secondary Ed	65%	69%	81%
Advanced Technology	73%	78%	86%
Art & Applied Design	86%	91%	95%
Business	77%	89%	96%
Business Development Center	74%	76%	67%
Child & Family Education	78%	68%	86%
Computer Info Technology	81%	85%	88%
Continuing Education	62%	64%	69%
Cooperative Education	72%	73%	68%
Cottage Grove	74%	69%	69%
Counseling	73%	82%	88%
Culinary Arts & Hospitality	74%	76%	82%
ESL/IESL	91%	95%	93%
Flight Technology	54%	53%	57%
Florence	69%	69%	70%
Health & Physical Ed	79%	85%	90%
Health Professions	82%	91%	93%
Lang, Lit & Communication	82%	90%	95%
Mathematics	79%	86%	90%
Music, Dance & Theatre Arts	80%	83%	91%
Science	81%	90%	93%
Social Science	86%	96%	100%
Women's Programs	95%	97%	95%
Average	76%	82%	90%

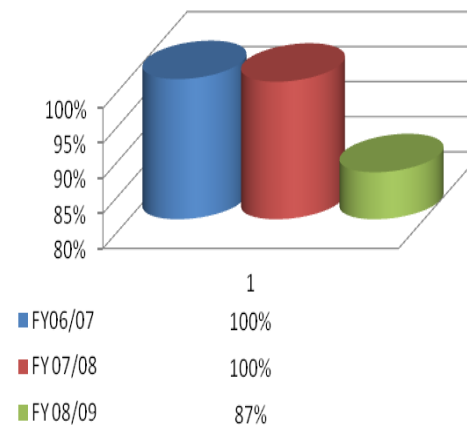




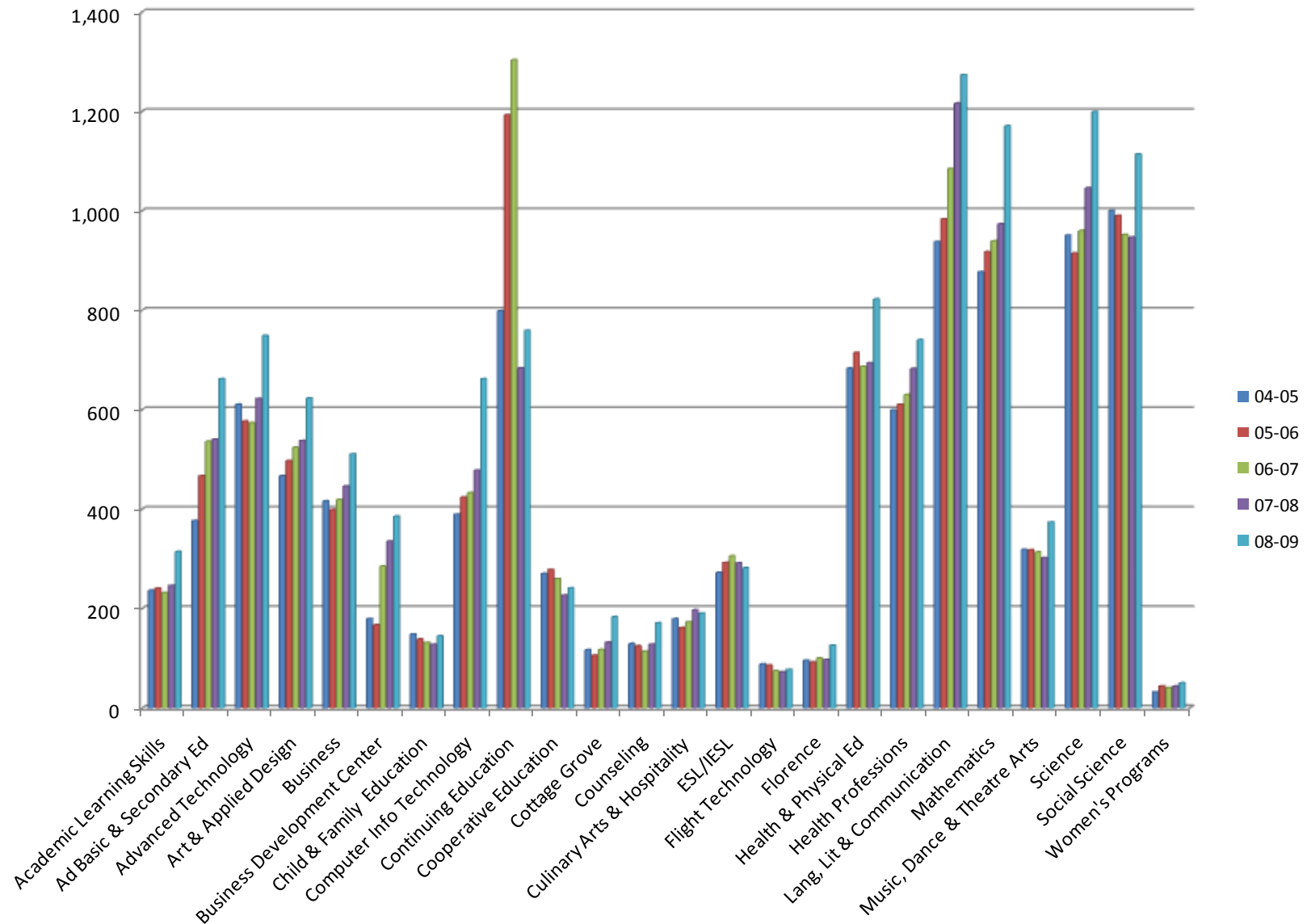
**Cost per FTE by Department: Normalized, with FY 2006-07 as Base Year**

Dept	06-07	07-08	08-09
Academic Learning Skills	100%	96%	81%
Ad Basic & Secondary Ed	100%	104%	68%
Advanced Technology	100%	87%	66%
Art & Applied Design	100%	110%	94%
Business	100%	106%	89%
Business Development Center	100%	113%	72%
Child & Family Education		100%	66%
Computer Info Technology	100%	78%	61%
Continuing Education	100%	150%	186%
Cooperative Education	100%	92%	81%
Cottage Grove	100%	66%	57%
Counseling	100%	92%	46%
Culinary Arts & Hospitality	100%	90%	121%
ESL/IESL	100%	99%	89%
Flight Technology	100%	106%	82%
Florence	100%	109%	94%
Health & Physical Ed	100%	112%	94%
Health Professions	100%	106%	107%
Lang, Lit & Communication	100%	88%	81%
Mathematics	100%	93%	81%
Music, Dance & Theatre Arts	100%	114%	96%
Science	100%	99%	91%
Social Science	100%	101%	88%
Women's Programs	100%	80%	90%

**Average Trend: Cost per FTE by Department**  
Fiscal Years 2006-07 through 2008-09



### Annual Comparisons: Student FTE by Department Fiscal Years 04-05 through 08-09



**Oregon Community Colleges  
General Funds Operating Expenditures  
Percent of Total Expenditures by Category  
2007-08**

College	Instruction	Instructional Support	Student Services	Community Service	College Support	Plant Operation & Maintenance	Total
<b>Blue Mountain</b>	40.90%	14.40%	12.74%	0.00%	19.90%	12.06%	<b>\$ 12,607,458</b>
<b>Central</b>	51.44%	7.55%	9.85%	0.10%	19.71%	11.34%	<b>\$ 25,044,746</b>
<b>Chemeketa</b>	44.53%	14.17%	9.41%	0.00%	22.43%	9.45%	<b>\$ 52,727,790</b>
<b>Clackamas</b>	52.73%	6.44%	11.19%	0.05%	19.22%	10.37%	<b>\$ 39,001,337</b>
<b>Clatsop</b>	37.12%	21.86%	10.48%	0.18%	20.32%	10.03%	<b>\$ 9,149,505</b>
<b>Columbia Gorge</b>	41.72%	11.06%	8.00%	0.00%	27.98%	11.25%	<b>\$ 7,718,083</b>
<b>Klamath</b>	43.00%	10.36%	8.73%	0.00%	31.95%	5.96%	<b>\$ 6,208,012</b>
<b>Lane</b>	58.42%	5.53%	12.90%	2.32%	13.33%	7.51%	<b>\$ 69,246,808</b>
<b>Linn-Benton</b>	48.30%	15.17%	9.05%	0.03%	19.75%	7.70%	<b>\$ 34,644,323</b>
<b>Mt. Hood</b>	55.49%	6.74%	9.21%	0.04%	18.12%	10.41%	<b>\$ 45,961,000</b>
<b>Oregon Coast</b>	39.10%	14.34%	12.85%	0.00%	25.17%	8.54%	<b>\$ 3,537,527</b>
<b>Portland</b>	51.07%	12.22%	9.82%	0.00%	17.36%	9.52%	<b>\$ 140,272,176</b>
<b>Rogue</b>	46.06%	12.62%	12.04%	1.40%	18.76%	9.12%	<b>\$ 24,774,685</b>
<b>Southwestern</b>	46.01%	8.25%	11.04%	0.00%	26.69%	8.02%	<b>\$ 16,129,393</b>
<b>Tillamook Bay</b>	37.07%	9.13%	13.49%	0.00%	35.42%	4.89%	<b>\$ 2,640,993</b>
<b>Treasure Valley</b>	38.78%	3.11%	14.31%	0.15%	26.44%	17.21%	<b>\$ 12,953,795</b>
<b>Umpqua</b>	43.83%	10.36%	9.43%	0.28%	23.94%	12.16%	<b>\$ 16,045,429</b>
<b>TOTAL</b>	49.93%	10.37%	10.51%	0.41%	19.20%	9.59%	<b>\$ 518,663,058</b>

Source: <http://www.oregon.gov/CCWD/pdf/Profile/07-08Profile.pdf>

Most Current Comparison Available from Source

## Oregon Community Colleges

### Costs per FTE

#### 2007-08

College	Total All FTE	General Fund Expenditures	Special Revenue Expenditures	All Other Fund Expenditures	Cost per FTE
Blue Mountain	2,462	\$12,607,458	\$7,846,247	\$3,357,490	\$7,621
Central Oregon	4,160	\$25,044,746	\$711,555	\$3,937,574	\$7,138
Chemeketa	11,405	\$52,958,572	\$40,649,047	\$6,295,043	\$8,760
Clackamas	7,722	\$39,001,337	\$10,383,858	\$3,327,447	\$6,826
Clatsop	1,381	\$9,149,505	\$1,818,118	\$515,795	\$8,313
Columbia Gorge	981	\$7,718,083	\$1,486,095	\$414,453	\$9,805
Klamath	1,320	\$6,208,012	\$419,743	\$43,721	\$5,054
Lane	11,393	\$69,246,808	\$7,692,989	\$12,069,716	\$7,813
Linn-Benton	6,693	\$34,644,323	\$7,449,209	\$4,713,744	\$6,993
Mt. Hood	8,591	\$45,961,000	\$29,095,000	\$8,123,000	\$9,682
Oregon Coast	432	\$3,537,527	\$640,437	\$177,861	\$10,083
Portland	23,972	\$140,272,176	\$31,372,344	\$18,519,291	\$7,933
Rogue	4,388	\$24,774,685	\$5,195,570	\$2,718,960	\$7,488
Southwestern Oregon	3,167	\$16,129,393	\$5,203,933	\$6,216,166	\$8,699
Tillamook Bay	360	\$2,640,993	\$278,899	\$153,834	\$8,528
Treasure Valley	2,641	\$12,953,795	\$2,915,270	\$4,614,708	\$7,756
Umpqua	3,517	\$16,045,429	\$5,175,152	\$5,175,152	\$7,505
<b>Total</b>	<b>94,585</b>	<b>518,893,840</b>	<b>158,333,467</b>	<b>80,373,957</b>	<b>\$8,010</b>

Source: CCFIS and OCCURS Database

Note: Starting 2000-01, all expenditures are reported except for plant additions, financial aid and debt service. New PERS bonding also excepted when it started in 2002-03.

Most Current Comparison Available from Source

# Long-Range Financial Plan

Lane Community College  
2011–2015

## Section I: History and Long-Term Economic Environment

Lane Community College continues to confront new challenges and opportunities to maintain financial sustainability. The economic environment is much more volatile than in 1990 when local property taxes provided 41% (versus 16% for FY11) of our revenue. The passage of Ballot Measures 5 and 50 has reduced the level of local resources so that tuition has become our largest resource followed by state appropriations. State appropriations dropped 10% from the previous biennium as the State of Oregon's largest revenue source, the income tax, was severely impacted by national and global economic conditions.

When the American economy went into recession after the financial markets' decline in 2001, Lane was immediately adversely affected by the state's inability to sustain funding levels. To mitigate immediately necessary educational program reductions, Lane has found it necessary to more than double tuition since 2002. Enrollment dropped significantly in the wake of large increases in tuition following the 2002-2003 recession, but enrollment has grown during the latest economic downturn as the workforce has returned to upgrade skills to better compete for declining employment opportunities.

Lane's increasing reliance on state funding and the world economy has had other consequences. The college's share of state aid is determined by an agreed-upon community college funding formula which must balance the competing needs of large and small community colleges and rapidly growing districts and those with no growth. As the economic characteristics and competing interests of individual community college districts change, Lane has to expect that its share of state funding will change, perhaps unexpectedly and substantially. For example, Lane was confronted with an unanticipated PERS liability in excess of \$69 million when the financial markets rapidly declined in 2001. Meeting those obligations has added significantly to the cost of employees. Similar declines in PERS investments in 2008-2009 will be further adding to the cost of funding PERS liabilities. In long-range financial planning we need to consider strategies to address future contingencies, like the PERS liability, about which we have no present knowledge.

## Section II: Budget Assumptions and Projections

### Revenues

#### State Sources

The projections for FY11 of \$26.7M are based on the Community College Support Fund (CCSF) funding distribution formula.

#### Local Property Taxes

Property tax revenues are projected using statistical trend analysis based on historical data. The annual increase historically averages 3.5%.

The recent loss of a major employer and declining property values are likely to slow increases in the near future. Property tax increases are capped by the ballot measures mentioned above.

#### Tuition

Tuition revenue estimates are based on enrollment projections developed by Lane's Institutional Research, Assessment & Planning Department.

Tuition revenues include tuition generated by Fund IX instructional units. For FY06 and beyond, inflation adjustments use the average annual percentage increase in the Higher Education Price Index (HEPI) of the previous year. The 2009 HEPI Index is 2.3%. A temporary surcharge of \$3 a credit hour was added for FY10-11 to offset the decline in the state CCSF.

#### **Instructional Fees**

Projections for instructional fees use predicted expenditures based on historical trend analysis. All instructional fees are administratively restricted revenue, i.e., fees are tied to specific direct instructional expenditures and are not available for general allocation.

#### **Other Sources**

Most miscellaneous sources of revenue are restricted for specific uses and not available for general allocation.

### **Expenditures**

#### **Personal Services**

Expenditures for FY11 are based on actual position lists. Budgeted figures are used for part-time compensation projections in FY11. OPE rate is recalculated every year using projected costs of benefits. The primary variable is increases in health premium costs.

#### **Materials & Services**

Projections use historical trend analysis to predict M&S expenditures.

#### **Contingency**

By Board Policy, the Unappropriated Ending Fund Balance (UEFB) is set at 3% of budgeted General Fund expenditures. According to Local Budget Law, the UEFB budgeted for the current year may not be expended except under extraordinary circumstances and therefore will be part of the total Ending Fund Balance, and a resource for the ensuing year (Net Working Capital Unrestricted and part of the Beginning Fund Balance).

### **Other Financing Sources**

Transfers In and Out are projected using historical trend analysis.

### **Fund IX – Administratively Restricted**

Fund IX was created in the FY03 budget to separate from the General Fund those units that rely entirely or primarily on resources other than state revenues, local property taxes and other general use revenues. For the purposes of maintaining historical trends and in order to properly monitor these units, Fund IX revenues and expenditures are included in budget projections.

### **Section III: Issues**

#### **Tax Revenues**

Lane has become increasingly dependent upon the state CCSF since passage of property tax limitations. In 1990 the state provided Lane with \$8.8 million, which was 24% of Lane's total revenue and property taxes consisted of 41% of revenue. Today both local property taxes and the CCSF are allocated based on FTE through the state distribution formula. For FY10, the State is providing \$26.7 million, which is 29% of Lane's general fund revenue and local property taxes will add about \$15 million or 16%. State aid has remained relatively flat since 1997 in real terms and is on a declining trend in terms of purchasing power.

Additionally, Lane has no assurance that state aid will increase as much as inflation in the foreseeable future. The state revenue for years after FY11 is uncertain and if the trend of past years continues, it will not rise as quickly as expenses. Therefore, Lane should not rely on substantial increases in state revenue to meet the needs of future budgets.

#### **Tuition Rates – High Student Demand and Increasing Reliance on Tuition and Fees**

The college's highest priority is to enable our students to have successful learning experiences. The failure of state aid since 2000 to increase sufficiently to cover Lane's increasing operating costs has negatively impacted Lane's students with rising tuition costs. In 2002 tuition was \$38 per credit, but for FY11 this has more than doubled to \$83 per credit. In past years Lane's Board has heard from students that maintaining current service levels is their highest priority, and has acted accordingly by raising tuition. However, increases in tuition directly impact accessibility of education which is also a core value of the institution. On the other hand, long class "waiting lists," the state "de-funding" of self-improvement classes, and the inherently high costs of professional/technical programs, all indicate that higher tuition rates may be warranted in the future. Lane's Board has expressed an intention to hold tuition increases to the rise in inflation and has limited the increases in recent years to the Higher Education Price Index (HEPI) provided by the Common Fund Foundation until this year when a temporary surcharge became necessary to offset declines in the CCSF. Tuition now exceeds state support as the college's largest revenue source.

#### **Ending Fund Balances**

Long term institutional viability requires that expenditures not exceed revenues and maintenance of an appropriate level of fund balance to accommodate unknown challenges. To accomplish this end, Board Policy E.030 requires that the college maintain an unrestricted General Fund Ending Fund Balance of approximately 5% of budgeted expenditures and Board Policy E.020 specifies that 3% of general fund expenditures be budgeted as an unappropriated ending fund balance. While the college is currently meeting these requirements, this level is lower than recommended by professional associations and very low by comparison to peer institutions. Increasing uncertainty in the economic environment and the volatility of Oregon tax sources create a compelling need for a larger ending fund balance. Future financial planning should work toward that goal.

#### **Labor-Intensive Services**

The delivery of high quality learning services is, by its very nature, labor-intensive. For FY11, Lane projects spending \$68 million, out of a total general fund budget of \$90 million, on personal services and related fringe benefits. Because three fourths of the college's financial resources are devoted to employee compensation, compensation levels must be considered the primary "driver" of rising costs. Future changes to compensation will have the largest impact on college expenditures and must be evaluated carefully to insure that they do not outpace revenue increases.

### **Costs of Health Care Insurance for Employees**

The Consumer Price Index indicates that medical costs have increased dramatically in recent years, nearly double the rate of increase for all goods and services. The college has taken steps to reduce its future rate increases: requiring employees to share in the payment of the insurance premiums, establishing a Section 125 plan, instituting the LIFE employee wellness program; and implementing an on-site employee medical clinic. The college is providing an increase of 6.9% for managers and classified employees and is negotiating with the faculty unit regarding FY11 insurance contributions.

### **PERS Unfunded Liability**

Due to high investment losses and the unique benefit structure, the Oregon Public Employees Retirement system (PERS) accrued a substantial Unfunded Actuarial Liability (UAL). In December 2003 Lane was informed by PERS that our share of the UAL exceeded \$69 million - - more than the college's entire General Fund annual operating budget. This amount was required to be paid (in addition to current employer contributions) to PERS at an 8% interest rate over 26 years. To minimize this annual obligation, Lane issued taxable pension bonds during April 2003 at an average interest rate of 5.8%. To the extent that PERS investment earnings average more than 8% through 2028, the college will have preserved financial resources for use in the General Fund. The payments on these pension bonds are funded annually by an increase in the college's fringe benefit (OPE) rates. Positive arbitrage on the bonds issued reduced the remaining (UAL) for a time but market declines in the past year have erased those gains and added to future liability. Significant increases in our PERS costs are expected to meet those obligations beginning in FY12. This assessment is delayed due to a lag between actuarial analysis and implementation.

### **Deferred Maintenance Requirements**

The physical condition of many of our facilities is badly in need of major renovation or repair. The Board recognized the need to properly maintain our facilities by adopting Policy E.050, Capital Reserve Funds, which requires that Lane reserve funds to adequately maintain and repair college facilities. Recent budgets have not been able to fully fund this policy and requirements continued to be deferred until now. The situation dramatically improved, with the approval of \$83 million in bonding authority for renovations in the November 2008 election and the appropriation early in the 2009 legislative session of an additional \$8 million for deferred maintenance projects. A further appropriation of \$8 million for matching state bonds toward replacement of the aging downtown center is also helping meet the huge backlog of facility needs. Not every need will be met but there will be huge improvement despite the declines in general fund revenues.

### **Underfunding of Equipment Replacement**

Another result of the stagnation in public resources has been that instructional and support services equipment has not been replaced at the end of its economic life. We have been "making do" with outdated equipment in our efforts to commit the maximum financial resources to direct instruction. The result is that equipment needs continue to grow as replacement needs outstrip available funding. This shortfall has been mitigated in part by Federal Carl Perkins grants.

### **Section IV: Long-Range Strategic Directions**

Strategic Directions for the next three to five years fall into three major categories (below). Two of the three categories have long-range goals and outcomes defined largely by direction of the Board of Education. Specific long-range goals and outcomes in all categories are being developed through the college's unit and strategic planning processes.



## Transforming Students' Lives

Goal: Improve student employment opportunities by integrating student positions into college operations

- *Outcome: Improve financial aid and student retention*

## Transforming the Learning Environment

Goal: Fully fund facilities renovation, remodeling and major maintenance

- *Outcome: Improve quality of instructional environment*

Goal: Fully fund equipment replacement

- *Outcome: Increase Capital Outlay allocations to \$1.3 million annually by FY13*

## Transforming the College Organization

Goal: Fundamental redesign of instruction to assist in meeting long term budget challenges

## Section V: Achieve and Maintain Financial Stability

### Balance General Fund Budget

- *Outcome: Ongoing (recurring) expenditures & other sources will not exceed revenues*

The college has reversed earlier shortfalls with a balanced budget and contribution to the ending fund balance for the last three years. However, several areas remain under-funded including: instructional innovation, major facilities maintenance, capital and computer equipment replacement, and workforce/continuing education. Complete stabilization will not occur until these problems have been addressed within available resources.

### Stabilize Tuition Rates

- *Outcome: Tuition rates not to exceed inflationary adjustments*

Lane has the highest per credit tuition rate of community colleges in Oregon. Steep increases in tuition rates have jeopardized the affordability of a Lane education for many students. (Board Policy D.110 provides for annual tuition adjustments for inflation.)

### Build Capital and Equipment Reserves

- *Outcome: Build facilities capital reserve fund to \$1.2 million by FY13*
- *Outcome: Build equipment replacement reserve fund to \$400,000 by FY13*

Over the last decade, Lane has depleted its capital reserves (except for construction bond funds committed to specific projects.) The college needs to build capital reserves in order to (a) provide a mechanism for funding facilities projects in years when project costs are higher than average and (b) provide funds for emergency maintenance and repairs.

Likewise, the college has no equipment reserves. For the same reasons, the college should build equipment reserves.

Board Policy E.050 enables the Board to establish reserve funds for capital projects. Board Policy E.010 specifies that a balanced budget must provide adequate funds for capital needs in any given year. Reserves ensure that funds are available for emergencies and for needs in years where capital expenditures are expected to be higher than average.

## **Section VI: Strategies in 2011-2015 Budgets for Achieving Long-Range Goals**

All projects recommended for funding in the FY11 budget are described in detail in accompanying documents. Following are the strategies followed for the one-year period covered by the budget:

### **Limit new recurring expenditures:**

- Fund new recurring activities through reallocation of current resources.
- Fund new recurring activities with recurring savings or recurring new revenues created by those activities.

### **Build new revenue streams:**

- Continue differential tuition program and assess ability to expand or maintain the program into FY11.
- Build capacity in Lane's Foundation to increase fundraising.
- Develop Long-Range Plan for the college for FY11 and beyond.

Board Policy E.010 specifies that new ongoing expenditures must be supported by recurring revenues. In order to keep Lane's current service level and/or provide additional programs and services, new revenue sources must be identified.

### **Use one-time (non-recurring) funds**

Grants are being sought to augment initiatives such as

- Student retention
- High-demand classes
- K-12 connections
- Sustainability
- Marketing

## Capital Outlay Plan

After many years of inadequate funding due to constrained budgets, Lane Community College has been able to make great progress in providing for capital investment requirements. During the November 2008 Election, district taxpayers approved \$83 million dollars in bond authority, continuing the same level of tax support assessed in a bond issue that was paid off in 2009. In early 2009 the college was granted \$8 million for renovation projects which were completed during 2009. \$45 million in bonds were issued in June 2009, to begin the first phase of construction and design. Additionally in 2009, the college was awarded \$8 million dollars for matching funds toward a new downtown center. In 2010 the first phase of bond renovation construction is well underway on main campus and the new Health and Wellness building and Longhouse will be opened for Fall Term classes. In May of 2010 the City of Eugene agreed to provide the land for the new downtown center as well as \$8 million toward the cost of the building from anticipated urban renewal increment financing. Design of the downtown center is underway and construction is slated to begin in early 2011. Projects underway or in design with bond funding include:

### Bond Projects

- Upgrade science labs for academic and career training classes, including nursing and emergency medical technicians
- Improve building access to persons with disabilities
- Replace 40-year-old leaking roofs, plumbing and electrical systems, air conditioning and heating
- Bring buildings up to current fire and improved earthquake safety codes to provide a safer environment for student learning
- Renovate, upgrade, and repair classrooms to increase access and meet modern educational technology standards
- Bring computer, Internet and digital classroom technology up to 21st century standards
- Improve classrooms for growing enrollment in high-demand programs that prepare today's workforce with career-specific technology and equipment
- Remodel and enhance existing classrooms to create a Career and Technical Education Center with larger classrooms, expanding access to vocational training for adult students, and for high school students who don't have access to such facilities in their high schools
- Improve the library to create a one-stop student learning center that includes tutoring and computer technology services
- Improve labs and classrooms for students in health career training programs such as therapeutic exercise and rehabilitation, to train students and serve the local community
- Improve existing career training and educational facilities, including the Downtown Center, which would feature, along with existing adult education programs, an energy efficient design which would house the energy management and renewable energy degree programs, as well as provide business resources
- Florence Center science lab and exterior renovation
- Improve energy efficiency throughout the college, including a recycling center
- Campus security - Install first phase of a keyless entry system to buildings and selected rooms to improve security of personnel and equipment.
- Emergency communication - Install campus wide communication system to notify campus about emergency incidents
- Replace downtown center with building designed to also serve as an energy programs laboratory.

## Privately Funded Projects

**Native American Longhouse:** The Lane Community College Foundation together with various community groups and the Lane Community College Student Association has been raising funds to complete a Native American Longhouse intended for multiple uses. The exterior is complete and interior finish work is expected to be complete in FY11.

**Health and Wellness Building:** Construction began on a new Health and Wellness building to provide adequate capacity to support a twofold student learning experience for the health professions. First, the facility will make space available for students to learn how to work with medical equipment in a safe, on-campus environment. It will also allow Lane Community College to increase the use of simulation technology for the purpose of creating a learning environment for students' clinical experience. Construction began in June 2009 and is scheduled to be complete by August 2010. Funding is provided by private contributions through the foundation and a matching \$6.75 million grant from the state.

Utilization of the outgoing Downtown Center (DTC) building is unknown at present, but it is presumed that a self-supporting application will be found, in terms of a redevelopment for housing or business incubation space.

## Impact on General Fund

With the exception of the Longhouse and Health and Wellness building which are new structures, all projects are major renovations of existing spaces. The renovations will improve energy efficiency and ease of maintenance and consequently will have a generally positive impact on operating costs although the full extent of benefits is undetermined.

Costs estimated by Facilities Management and Planning to support the new infrastructure are as follows:

	Initial Outlay	Annual Increments	
	FY10	FY11	FY12
<b>Requirements</b>			
Personal Services			
Custodian 1.0 FTE	25,163	629	645
Groundskeeper .25 FTE	6,291	157	161
General Services .25 FTE	6,291	157	161
Maintenance Worker .5 FTE	17,164	429	440
Other Payroll Expense	27,674	692	709
	82,582	2,064	2,116

	Initial Outlay	Annual Increments	
	FY10	FY11	FY12
Materials & Services			
Utilities	81,334	4,067	8,133
Fire Alarm System Testing	35,000	1,750	1,838
Alarm Monitoring Svc	5,000	250	263
Keyless Access Monitoring	5,000	250	263
Maintenance & Repairs	14,167	2,833	2,862
Grease Trap Maintenance	5,000	250	263
Misc Service Contracts	4,000	200	210
Elevator Maintenance	3,000	150	158
Testing & Inspections	2,000	100	105
Janitorial Supplies	1,500	75	79
	156,002	9,925	14,171
<b>Total Requirements</b>	<b>238,584</b>	<b>11,989</b>	<b>16,288</b>
Resources			
Utilities due to Def Maintenance	12,000	600	630
<b>Total Resources</b>	<b>12,000</b>	<b>600</b>	<b>630</b>
Estimated Net Requirement	226,584	11,389	15,658

## Local and Regional Information

### Lane County, Oregon

Lane County was established in 1851. Covering 4,620 square miles from the Pacific Ocean to the Cascade Mountains, the county has three unique climate zones: the Willamette Valley, the Coast, and the Cascade Mountains. Although 90 percent of Lane County is forest land, Eugene and Springfield comprise the second largest urban area in the state (second to Portland). Lane County is renowned for its beautiful topography and climate and outdoor recreational opportunities.

#### Lane County Fast Facts:

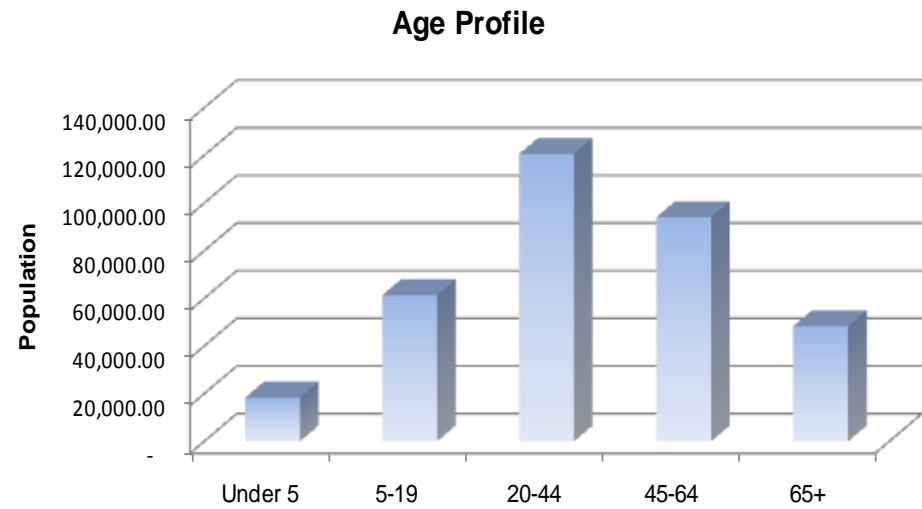
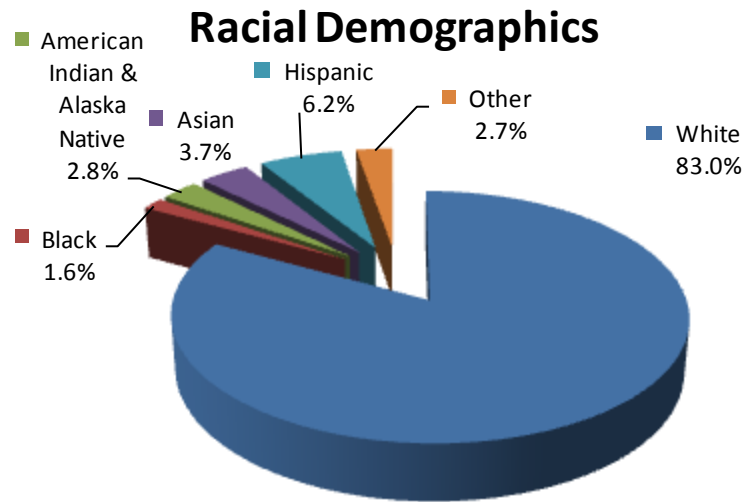
- County Seat: Eugene, Oregon
- Average Temperatures: January: 40° , July: 70°
- Annual Precipitation: 46"
- Population: 351,109
- Median Age: 36.3 years
- Assessed Value: \$23,673,681,435
- Real Market Value: \$42,267,721,854
- Principle Industries: Agriculture, Higher Education, High Technology, Health Services, Forest Products and Recreation.



#### Economic Indicators:

Indicator	Lane County	Oregon
Labor Force	177,477	1,934,054
Median Home Value	\$141,000	\$152,000
Median Household Income	\$44,180	\$49,863
Per Capita Personal Income	\$33,522	\$35,667
Population	351,109	3,825,657
Unemployment Rate	10.9%	11.5%

Sources: [www.co.lane.or.us.gov](http://www.co.lane.or.us.gov) [www.factfinder.census.gov](http://www.factfinder.census.gov) [www.oregon.gov/employ/index.shtml](http://www.oregon.gov/employ/index.shtml) [www.olmis.org](http://www.olmis.org)



# Economic Forecast

State of Oregon Office of Economic Analysis  
June 2010

## Executive Summary

### Oregon Economic Forecast

The first quarter of 2010 marks the first positive quarterly job growth since the first quarter of 2008. We are hesitant to conclude that this is the turning point we have all been waiting for. Given this is an initial estimate of jobs and a seasonally adjusted measurement, we believe this latest quarter is further evidence of bottoming out of the recession as it relates to the job market. Hopefully as we move ahead thru 2010, the quarters will continue to show positive job growth.

The year-over-year (Y/Y) employment decline for the first quarter is 3.0 percent. The Y/Y decline has not been below 5.0 percent since the fourth quarter of 2008.

The unemployment rate for Oregon sits at 10.6 percent for April, essentially unchanged for the past six months. The unemployment rate tends to be one of the last measurements to improve as the economy enters recovery.

Almost all service sectors reported seasonally adjusted job growth in the first quarter of 2010. Financial services still posted a slight decline, possibly remnants from the housing and financial declines during the recession. Construction continued with double-digit declines that stretch back to the first quarter of 2008. Manufacturing still struggled with only metals and machinery and other durable goods showing job increases. Government added jobs boosted by Census workers at the federal level.

One year ago in this section, we wrote about signs that the recession may be coming to an end. With GDP moving to positive territory, the general consensus is that the recession is over. Analysts are now scouring the data looking for signs of the strengths and weaknesses of this recovery. Will the recovery be robust or lackluster?

The Wall Street Journal article headline on April 15 reads: "Evidence Mounts of Strong Recovery". BusinessWeek on April 19 argues that the economy is coming back strong in its article "Why the Obama Plan is Working." Newsweek on April 19 states: "America is coming back stronger, better, and faster than nearly anyone expected – and faster than most of its international rivals." The Conference Board index of leading indicators rose in March by 1.4 percent and is up 12 percent from a year ago, the fastest rate since the 1980s. On the job market and the March labor report, an article in the Wall Street Journal April 2 edition states: "All in all, a very good report that suggests the much-feared "jobless recovery" was short lived."

The consensus is still holding to a soft-patch as the inventory replenishment and stimulus spending start to fade in 2010. Although business is feeling much better about the economy, The University of Michigan consumer sentiment survey declined in April and is at its lowest point since November 2009. Although retail sales have seen a strong increase in March, analysts worry about the consumer's state of mind and their willingness and ability to increase spending. With no one sector to jump start a robust recovery, the outlook is for the recovery to continue but at a slow pace.



Oregon mirrors the U.S. economy in questions about the strength of recovery. Although data is not as detailed as for the U.S., it is just as easy to find signs of either a robust or lackluster recovery. The Oregon Index of Leading Indicators is showing very strong signals in the last few months, though we caution that the index should be used to identify turning points rather than gauge the strength or weakness of the Oregon economy. The University of Oregon, Index of Economic Indicators is showing a similar strong rise over the last 5 months. The Philadelphia Federal Reserve Bank State Coincidence Indicator for Oregon has also turned up and among the 50 states, Oregon ranks 6th in terms of indicator growth year-over-year for March.

The unemployment rate in Oregon for April is still above 10 percent and has been there for the last fifteen months. This is not unusual as unemployment tends to be a lagging indicator of economic activity. Average weekly hours in manufacturing have risen but are still well below levels associated with an expanding economy. Housing permits are considerably higher than a year ago but the level is still reminiscent of recession periods. Housing prices continue to fall albeit at much lower rates. And although the job numbers were positive in this first quarter of 2010, there is still considerable weakness in several labor sectors.

The good news is consensus that the recession, in the U.S. and Oregon, is over. The cloudy news is the strength of this recovery and the prospects for the job market.

OEA (Office of Economic Analysis – Oregon) forecasts an increase of 1.5 percent in total employment for the second quarter of 2010. The year average for 2010 is an employment decline of 0.7 percent. Although positive job growth is forecasted thru the rest of 2010, the growth is too weak to overcome the yearly average decline. Job growth is positive at 1.9 percent in 2011 with quarterly job gains reaching 2.7 percent by the end of the year. The Oregon economy does not see above 2 percent yearly job growth until 2012.

The wood products industry is slowly seeing signs of recovery, though the sector still remains depressed. Wood products are still projected to lose 5.4 percent jobs in 2010 before adding 5.7 percent in 2011 and 8.7 percent in 2012. Although these growth rates in 2011 and 2012 seem very strong, the number of workers in wood products in 2012 will still be 15 percent below the level of workers in 2008.

Prospect for the computer and electronic equipment sector are looking brighter. This sector is projected to add jobs at the rate of 0.1 percent in 2010. The 2010 yearly average increase hides the stronger quarterly job increases in the second half of the year. Job growth continues with 3.7 percent in 2011 and 4.5 percent in 2012.

The transportation equipment sector has experienced some of the largest job losses through the recession. Jobs in this sector are forecasted to decrease by 10.3 percent in 2010 before rebounding with increases of 4.5 percent in 2011 and 8.9 percent in 2012.

The metals and machinery sector was one of the last manufacturing sectors to loose jobs as the recession unfolded. Yearly job gains return in 2011 with 2.8 percent growth followed by 4.5 percent growth in 2012.

Other durable good manufacturers, which includes furniture makers, has suffered through this recession with other sectors that have strong ties to the housing market. This sector will increase jobs by 1.2 percent in 2010, 6.2 percent in 2011, and 5.1 percent in 2012.

Employment in food processing is forecast to increase 6.8 percent in 2010, the largest projected growth of any sector this year. Employment is expected to grow at a slower rate of 0.8 percent in 2011 and 1.7 percent in 2012. This sector is subject to wide employment swings due to seasonal factors.

Other nondurables, which includes paper and allied products, is projected to have job declines of 3.3 percent in 2010, then increases of 2.0 percent in 2011 and 1.9 percent in 2012.

Construction employment is still reeling from the effects of the housing downturn and the recession, with commercial real estate joining the slump. Construction is projected to decrease annually by 15.0 percent in 2010 and 1.3 percent in 2012, before adding jobs at a rate of 5.1 percent in 2012.

The information sector, which includes traditional publishers such as newspapers and publishers of software, is still being impacted from the slowing retail sector as advertising has decreased. This sector is expected to be flat in 2010 then job growth of 2.8 percent in 2011. Job growth will continue in 2012 with growth of 2.2 percent.

The financial sector, which includes banks and real estate activities, will see a slow recovery in the next year. Financial activities are projected to lose jobs at 1.4 percent rate in 2009 followed by growth of 2.2 percent in 2011. Growth continues in 2012 with job gains of 2.5 percent.

Professional and business services are projected to mildly increase 0.1 percent in 2010, a more robust increase of 5.9 percent in 2011, and 4.0 percent in 2012.

Education and health services have continued to add jobs through the recession. This sector is projected to add jobs at a rate of 1.9 percent in 2010, 2.1 percent in 2011, and 1.9 percent in 2012.

Leisure and Hospitality had a rough time in 2009. This sector is projected to mildly increase 0.8 percent in 2010 and 0.7 percent in 2011. Job growth will continue in 2012 with growth of 1.5 percent.

The government sector will decline by 0.5 percent in 2010 and 0.3 percent in 2011, before adding jobs at 1.0 percent in 2012. The federal job count is pushed up by the U.S. Census in 2010. State government is forecasted to be essentially flat with growth of 0.1 percent in 2010 but then decline by 0.4 percent in 2011, turning positive again in 2012 with growth of 1.0 percent. Local government is expected to lose jobs at the rate of 1.2 percent in 2010, add jobs at 0.7 percent in 2011 and 1.3 percent in 2012.

Population growth will be slower than the mid 2000s with growth of 0.9 percent in 2010, 1.1 percent in 2011 and 1.2 percent in 2012.

### **Forecast Risks**

A year ago, no one thought that many analysts today would be suggesting the US economy could come roaring back. The fears of a double dip recession are fading. IHS Global Insight has changed their probability of risk scenarios: optimistic at 25 percent and pessimistic at 15 percent. The April U.S. jobs report of a 290,000 gain was the best job market showing since late 2007. The recovery appears well entrenched with all sectors seeing some degree of revival.

The degree of downside risk facing the U.S. may be fading but it still remains a possible outcome. Although the housing sector is seeing some new life, the sector is still quite fragile and starts and sales are not very strong. Commercial real estate also remains weak and the health of regional banks is in question. The problems in Greece and the Euro Zone remind us that all is still not resolved in financial markets.

Oregon also looks very hopeful that the recovery is finally spreading to most sectors and employment has turned the corner. Oregon's April job report, though not as robust as the U.S., was encouraging to see the nonmanufacturing sector adding jobs. Although the bulk of jobs gains in April was due to federal government Census hiring, the report was still positive for the rest of Oregon's employment sectors.

Oregon also faces downside risks similar to the U.S. Housing is still quite weak and commercial real estate is having a tough time. Some regional banks appear to be turning the corner while others still face tough times ahead. With Oregon exports growing in the Pacific Rim, questions about the health of the Chinese economy could slow this positive influence on our economy.

The baseline view has the recovery in place but a rather slow speed of economic growth for Oregon compared to historical recovery periods. We will have to be vigilant with forthcoming economic data to see if the economy takes a different path.

We will continue to monitor and recognize the potential impacts of risk factors on the Oregon economy. We have identified the major risks now facing the Oregon economy in the list below:

- *Contagion of the credit crunch and financial market instability.* Credit markets are easing, but consumers and businesses still have difficulty getting loans. To the extent that credit markets take longer to come back to some sort of state of normalcy, the current recovery could be slower than projected or thrown off track. Housing and commercial real estate may take longer for credit conditions to improve. Oregon will suffer the consequences along with the rest of the nation.
- *H1N1 flu.* The flu pandemic has not been as disruptive up to this point in time, but the danger is not over. The disruption to the economy of Mexico has been severe, but other economies so far have not been greatly impacted. Indications to date are for mild disruption and nothing approaching the devastation of the Spanish Flu of 1918-19. Still, rather than a smaller 5 percent of the workforce impacted, it could go as high as 30 to 40 percent.
- *Prolonged housing market instability.* Signs are starting to emerge that the housing market has hit bottom, at least in terms of housing starts, but prices may have further to fall. Though Oregon has been hit hard through this downturn, Oregon's housing market is relatively better off compared to California, Nevada, Florida, and Arizona. Coupled with the recessionary state of the economy, overbuilding and heightened credit standards will keep demand for housing relatively low. Rather than the correction of the housing bubble further hurting the Oregon housing market, it has been the deepening recession that caused further home price declines and rising foreclosures. Unlike many parts of the economy, there is an upside risk here as well. If the recovery is stronger than forecasted, Oregon's housing market should revive better than the states that experienced the greater housing market bubbles.
- *The fading of the inventory cycle and federal stimulus.* The level of government response to the current recession has never been greater. Furthermore, the coordination of central bank actions throughout the world was similarly unprecedented. Manufacturing has also been lifted as businesses replenish depleted inventories. Both these positive impacts are fading as we enter the second half of 2010. The risk is to the extent that the current recovery is slowed or possibly slips back into recession.
- *The return of federal timber payments to Oregon counties.* Included in the federal bailout was a provision to reinstate federal timber payments for four years. Oregon counties will receive \$254 million, down from the previous \$282 million level and will be phased out over the four year window, through 2011. While this temporary reinstatement helps cover short term budgets for Oregon counties, finding or replacing this dwindling revenue source will be imperative as any loss of public services could have adverse impacts on economic activity.

- *The extent of the global downturn.* The U.S. economy has been an important engine of growth for the global economy. The economic woes of the U.S. have been felt throughout the global supply chain and production process. Asian economies, exposed via trade to the U.S., have begun a strong rebound. It is expected that Asian economies will lead the world out of recession, which is good news for Oregon's exports. China is a top export market for Oregon's products and a strong Chinese expansion, along with other Pacific Rim countries will aid the Oregon recovery. Financial stability is still a global question with the fiscal worries of Greece and implications for the Euro Zone.
- *National and regional energy prices.* Energy prices are generally lower coming into 2010 compared to 2008. Changes in regional electric and natural gas prices are expected to be small over the year. This comes at a welcomed time when businesses are looking for cost savings. The benefit from lower energy prices is most likely short-lived as the underlying demand drivers will return once the world economies rebound from this recession.
- *Geopolitical risks.* Uncertainty still abounds in Iraq. Tensions with Iran and heightened security risks weigh on businesses and consumers. Disruptions in travel, oil supplies, and consumer confidence could be severe. The drop in business activity could deepen if this uncertainty persists or if the transition out of the Iraq war goes badly for the U.S. The eventual winding down of military expenses will not greatly impact Oregon. There is also an upside risk that the transition will go more smoothly than anticipated, and stability in the Mideast will provide a stronger than forecasted stimulus to the economy.
- *Initiatives, referendums, and referrals.* Generally, the ballot box brings a number of unknowns that could have sweeping impacts on the Oregon economy. Another uncertainty facing the Oregon economy is the impacts from the two tax measures which were passed on January 26. Studies on both sides of the issue from respectable sources derived very different conclusions. Given the uncertain nature of the impact of these two tax measures, we will not incorporate possible impacts into the Oregon economic forecast. We will be monitoring closely to see if any changes are warranted in future forecasts.

### Demographic Forecast

Oregon's estimated population on July 1, 2009 reached 3,823,460. That was an increase of 0.85 percent over the 2008 population. The growth has slowed down since the highs of 2005 through 2007 when it exceeded 1.5 percent on average. This is the first time in two decades that Oregon's population growth was lower than the U.S. average. Overall, population change since 2000 was much slower than the rate of growth of well over 2.0 percent during the early 1990s. As a result of recent economic downturn, Oregon's population is expected to continue a slow pace of growth for at least a couple of years. Based on the current forecast, Oregon's population will reach 4.2 million in the year 2017 with an annual rate of growth of 1.17 percent between 2009 and 2017.

Oregon's economic condition heavily influences the state's population growth. Its economy determines the ability to retain local work force as well as attract job seekers from other states and beyond. As Oregon's total fertility rate remains below the replacement level and deaths continue to rise due to ageing population, long-term growth comes from net immigration. Working-age adults come to Oregon as long as we have good economic and employment situations. During the 1980s, that included a major recession and a net loss of population, net migration contributed to 22 percent of the population change. On the other extreme, net migration accounted for 73 percent of the population change during the booming economy of 1990s. This share of migration to population change declined to 57 percent in 2002 and it is down to 48 percent in 2009. As a sign of slow to modest economic gain, the net migration will account for 50 to 65 percent of the population change in the near future. Although economy and employment situation in Oregon look bleak, migration situation is not expected to replicate the early 1980s pattern. Potential Oregon emigrants have no better place to go since other states are also in the same boat in terms of economy and employment.

Age structure and its change affect employment, state revenue, and expenditure. Growth in many age groups will show the effects of the baby-boom and their echo generations during the period of 2009-2017. It will also reflect demographics impacted by the depression era birth cohort combined with diminished migration of the working age population and elderly retirees. After a period of slow growth in the past, the elderly population (65+) has picked up a faster pace of growth and will surge as the baby-boom generation starts to enter this age group. The average annual growth of the elderly population will be nearly 4.0 percent during the forecast horizon as the boomers continue to enter retirement age. The youngest elderly (aged 65-74) will grow at an extremely fast pace even exceeding 6 percent annual rate of growth due to the direct impact of the baby-boom generation entering retirement age. Reversing several years of shrinking population, the elderly aged 75-84 will start a positive growth as the effect of depression era birth-cohort will dissipate. The oldest elderly (aged 85+) will continue to grow at a moderately but steady rate due to the combination of cohort change, continued positive net migration, and improving longevity. However, the annual growth rate will continue to taper off as the depression era small birth cohort transitions from the younger age group.

As the baby-boom generation matures, the once fast-paced growth of population aged 45-64 will gradually taper off to near 0 percent rate by 2012. The young adult population (aged 18-24) will remain virtually unchanged between 2009 and 2017, slowing from an averaging of 1.0 percent growth experienced between 2000 and 2009. Although the slow growth of college-age population (age 18-24) tend to ease the pressure on public spending on college education, college enrollment typically goes up during the time of high unemployment and scarcity of well paying jobs when even the older population flock back to college to better position themselves in a tough job market. The growth rate for children under the age of five will remain below the overall population growth rate. Since the change in the number of children before and after the 2009 baseline population will remain low, the demand for child care services and pre-Kindergarten program will be additionally determined by the labor force participation of the parents. The growth in K-12 population (aged 5-17) will remain low which will translate into slow growth in school enrollments. This school-age population has actually declined in size. The 25-44 age group population has reversed the several year trend of decline and slow growth. The decline was mainly due to the exiting baby-boom cohort. This age group has seen positive growth starting in the year 2003 and will approach 1.2 percent annual growth by the year 2011.

### **Revenue Forecast**

The forecast for General Fund revenues for 2009-11 is \$12,683.9 million. This represents a decrease of \$511 million from the March 2010 forecast. The forecast for the 2009-11 biennium is now \$876.5 million below the Close of Session forecast. On net, nearly all of the decrease for the June forecast is associated with lower-than-expected personal income tax collections during the current tax season and a small decrease for the 2011 fiscal year. After incorporating legislative changes enacted during the 2010 special session, the expected ending balance for 2009-11 is negative \$562.6 million. Total available resources amount to \$12,747.8 million.

Projected lottery earnings will total \$1,077.3 million, an increase of \$5.6 million from the prior forecast. Lottery revenues appear to have stabilized with year-over-year growth returning over the past several months after nearly 18 months of steady decreases. Including the beginning balance and other earnings, total available resources equal \$1,079.5 million.

Under current law, \$200 million is expected to be transferred to the State School Fund during 2009-11 from these two reserve funds. Based on the June 2010 forecast, it is expected that \$115.7 million will be transferred to the State School Fund from the Oregon Rainy Day Fund (ORDF) and \$84.3 million will be transferred from the Education Stability Fund (ESF). At the close of fiscal year 2009, the balance in the ORDF equaled \$112.5 million. The ORDF is projected to reach a balance of \$10 million by the end of 2009-11. The ESF balance was completely withdrawn at the end of 2007-09 in order to fill the budget shortfall for 2007-09. By the end of 2009-11, available ESF funds will total \$99.9 million.

Source: <http://www.oregon.gov/DAS/OEA/docs/economic/executive.pdf>

## Legal Notifications

### GUARD PUBLISHING COMPANY

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Legal  
Notice 4599336

#### Legal Notice Advertising

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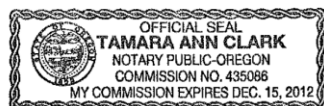
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#### AFFIDAVIT OF PUBLICATION

STATE OF OREGON, }  
COUNTY OF LANE, } ss.

I, **Kelly Gant**, being first duly affirmed, depose and say that I am the Advertising Manager, or his principal clerk, of The Register-Guard, a newspaper of general circulation as defined in ORS 193.010 and 193.020; published at Eugene in the aforesaid county and state; that the **First Notice of Budget Committee Meeting** printed copy of which is hereto annexed, was published in the entire issue of said newspaper for **one** successive and consecutive **Day(s)** in the following issues:

**April 16, 2010**



Subscribed and affirmed to before me this **April 19, 2010**

*Tamara Ann Clark*  
Notary Public of Oregon

My commission expires: **December 15, 2012**

Account #: **1000275**

INVOICE **4599336**

Case: **April 28, 2010**

Amt Due: **\$82.50**

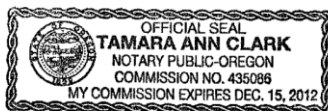
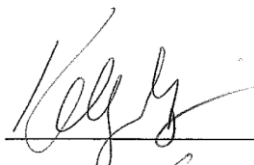
FIRST NOTICE OF BUDGET  
COMMITTEE MEETING  
LANE COMMUNITY COLLEGE  
A public meeting of the Budget Committee of the Lane Community College District, Lane County, State of Oregon, to discuss the budget for the fiscal year July 1, 2010 to June 30, 2011 will be held at 4000 East 30th Avenue, Eugene, Oregon 97405. The meeting will take place on the 28th day of April, 2010 at 5:30 p.m. The purpose of the meeting is to receive the budget message and document of the district. A copy of the budget document may be inspected after April 28th, 2010 at the College Operations Office, 4000 East 30th Avenue, Eugene, Oregon 97405 during standard business hours.  
This is a public meeting where deliberation of the Budget Committee will take place. Public comments will be received at the second Budget Committee meeting which is scheduled to take place on Wednesday, May 5, 2010 at 5:30 p.m. Any person may appear at this meeting and discuss proposals with the Budget Committee.  
Dated this 13th day of April, 2010.  
s/Greg Morgan, Budget Officer  
Lane Community College  
No. 4599336 April 16, 2010

**GUARD PUBLISHING COMPANY**P.O. BOX 10188      PHONE (541) 485-1234  
EUGENE, OREGON 97440**Legal** 4599962  
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**AFFIDAVIT OF PUBLICATION**STATE OF OREGON,    }  
COUNTY OF LANE,    } ss.

I, **Kelly Gant**, being first duly affirmed, depose and say that I am the Advertising Manager, or his principal clerk, of The Register-Guard, a newspaper of general circulation as defined in ORS 193.010 and 193.020; published at Eugene in the aforesaid county and state; that the **Second Notice of Budget committee Meeting** printed copy of which is hereto annexed, was published in the entire issue of said newspaper for **one** successive and consecutive **Day(s)** in the following issues:

**April 22, 2010**Subscribed and affirmed to before me this **April 22, 2010**  
Notary Public of OregonMy commission expires: **December 15, 2012**Account #: **1000275**  
INVOICE **4599962**  
Case: **April 28, 2010**  
Amt Due: **\$82.50**

**SECOND NOTICE OF BUDGET COMMITTEE MEETING**  
**LANE COMMUNITY COLLEGE**  
A public meeting of the Budget Committee of the Lane Community College District, Lane County, State of Oregon, to discuss the budget for the fiscal year July 1, 2010 to June 30, 2011 will be held at 4000 East 30th Avenue, Eugene, Oregon 97405. The meeting will take place on the 28th day of April, 2010 at 5:30 p.m. The purpose of the meeting is to receive the budget message and document of the district. A copy of the budget document may be inspected after April 28th, 2010 at the College Operations Office, 4000 East 30th Avenue, Eugene, Oregon 97405 during standard business hours.  
This is a public meeting where deliberation of the Budget Committee will take place. Public comments will be received at the second Budget Committee meeting which is scheduled to take place on Wednesday, May 5, 2010 at 5:30 p.m. Any person may appear at this meeting and discuss proposals with the Budget Committee.  
Dated this 13th day of April, 2010.  
s/Greg Morgan, Budget Officer  
Lane Community College  
No. 4599962 - April 23, 2010

# GUARD PUBLISHING COMPANY

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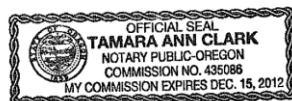
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## AFFIDAVIT OF PUBLICATION

STATE OF OREGON, } ss.  
COUNTY OF LANE, }

I, **Wendy Raz**, being first duly affirmed, depose and say that I am the Advertising Manager, or his principal clerk, of The Register-Guard, a newspaper of general circulation as defined in ORS 193.010 and 193.020; published at Eugene in the aforesaid county and state; that the **Notice of Budget Committee Hearing** printed copy of which is hereto annexed, was published in the entire issue of said newspaper for **one** successive and consecutive **Day(s)** in the following issues:

May 28, 2010



*Wendy Raz*

Subscribed and affirmed to before me this, May 28, 2010

*Tamara Ann Clark*  
Notary Public of Oregon

My commission expires: December 15, 2012

Account #: 1000275

INVOICE 4635399

Case: June 9, 2010

Ad Price: \$670.00

**NOTICE OF BUDGET HEARING**  
A meeting of the Lane Community College Board of Education will be held on June 9, 2010 at 6:45 p.m., at Lane Community College, 4000 E. 30th Avenue, Administration Building (3), Room 216. The purpose of this meeting is to discuss the budget for the fiscal year beginning July 1, 2010, as approved by the Lane Community College Budget Committee. A summary of the budget is presented below. A copy of the budget may be inspected at the College Operations Office, 4000 E. 30th Avenue, Eugene, Oregon, between the hours of 8 a.m. and 5 p.m. This budget was prepared on a basis of accounting that is consistent with the basis of accounting used during the preceding year. Major changes, if any, and their effect on the budget, are explained below.  
County: Lane; City: Eugene; Date: May 24, 2010; Chair of Governing Board: s/Pat Albright; Telephone: (541) 463-3000.

FINANCIAL SUMMARY			
TOTAL OF ALL FUNDS			
Anticipated Requirements			
	Adopted Budget This Year 2009-2010	Approved Budget Next Year 2010-2011	
Total Instruction	53,769,974	61,216,808	
Total Support Services	114,431,053	138,906,671	
Total Enterprise and Community Services	19,431,354	23,930,272	
Total Facilities Acquisition and Construction	39,623,000	27,010,426	
Total Other Uses (Includes Debt Service & Transfers)	13,398,742	13,383,859	
Total Contingencies	6,749,047	5,778,279	
Total Unappropriated or Ending Fund Balance	2,306,000	2,900,000	
Total Requirements	246,694,170	273,128,315	
Anticipated Resources			
Total Resources Except Property Taxes	229,112,868	252,253,783	
Total Property Taxes to be Received	19,581,382	20,874,612	
Total Resources	248,694,170	273,128,315	
Estimated Ad Valorem Property Taxes			
Total Property Taxes to be Received	19,581,382	20,874,612	
Plus: Estimated Property Taxes Not to be Received			
A. Loss Due to Constitutional Limit	142,652	161,800	
B. Discounts, Other Uncollected Amounts	1,342,257	1,483,406	
Total Tax Levy	21,066,211	22,439,818	
Tax Levies by Type			
	Rate or Amount	Rate or Amount	
Permanent Rate Limit Levy (rate limit .6191)	6.6191	6.6191	
Levy for Payment of Bonded Debt	6,075,000	6,136,787	
STATEMENT OF INDEBTEDNESS			
Debt Outstanding as Summarized Below			
Long-Term Debt			
Estimated Debt Outstanding at the Beginning of the			
Approved Budget Year July 1, 2010-2011			
Bonds	41,015,000		
Other	52,265,195		
Estimated Debt Authorized, Not Incurred at the Beginning of the			
Approved Budget Year July 1, 2010-2011			
Bonds	38,000,000		

## FUNDS NOT REQUIRING A PROPERTY TAX TO BE LEVIED

Internal Service Fund, 2			
	Actual Data Last year 2009-2010	Adopted Budget This Year 2009-2010	Approved Budget Next Year 2010-2011
Total Support Services	1,240,853	1,414,554	1,513,227
Total Other Uses	280,941	257,641	380,544
Total Unappropriated or Ending Fund Balance	377,119		
Total Requirements	1,521,804	1,672,205	1,893,771
Total Resources Except Property Taxes	1,898,923	1,672,205	1,893,771
Debt Service Fund, 3			
Total Other Uses	3,413,620	3,569,800	3,554,500
Total Unappropriated or Ending Fund Balance	444,333		
Total Requirements	3,413,620	3,569,800	3,554,500
Total Resources Except Property Taxes	3,857,181	3,569,800	3,554,500
Capital Projects Fund, 4			
Total Facilities Acquisition and Construction	8,536,203		
Total Unappropriated or Ending Fund Balance	47,589,448		
Total Requirements	8,536,203	39,623,000	27,010,426
Total Resources Except Property Taxes	56,125,651	39,623,000	27,010,426
Financial Aid Fund, 5			
Total Support Services	60,936,077	75,744,455	98,018,105
Total Other Uses	492,057	300,000	
Total Unappropriated or Ending Fund Balance	1,314,206		
Total Requirements	61,428,134	76,044,455	98,018,105
Total Resources Except Property Taxes	62,742,141	76,044,455	98,018,105
Enterprise Fund, 6			
Total Enterprise and Community Services	9,931,395	12,413,950	15,223,708
Total Other Uses	137,525	140,610	149,849
Total Unappropriated or Ending Fund Balance	3,735,502		
Total Requirements	10,068,920	12,554,600	15,373,557
Total Resources Except Property Taxes	13,804,423	12,554,600	15,373,557
Special Revenue Fund, 8			
Total Instruction	4,302,299	7,093,000	10,100,000
Total Support Services	744,141	1,133,200	1,746,000
Total Enterprise and Community Services	4,689,880	4,860,800	6,550,000
Total Other Uses	4,000	4,000	4,000
Total Unappropriated or Ending Fund Balance	531,204		
Total Requirements	9,736,320	13,091,000	18,400,000
Total Resources Except Property Taxes	10,267,524	12,091,000	18,400,000
Special Revenue Admin. Restr., Fund, 9			
Total Instruction	2,906,145	3,340,273	3,071,105
Total Support Services	4,056,251	6,320,267	6,598,893
Total Enterprise and Community Services	1,472,880	2,156,564	2,156,564
Total Other Uses	411,914	285,780	311,981
Total Unappropriated or Ending Fund Balance	4,894,612		
Total Requirements	8,847,190	12,102,884	12,538,544
Total Resources Except Property Taxes	13,741,802	12,102,884	12,538,544

## FUNDS REQUIRING A PROPERTY TAX TO BE LEVIED

General Fund, 1			
Total Instruction	38,832,476	43,327,701	48,045,702
Total Support Services	28,736,999	29,818,567	30,632,446
Total Other Uses	8,782,717	3,259,609	3,108,373
Total Contingencies		6,749,047	5,778,279
Total Unappropriated or Ending Fund Balance	327,270	2,900,000	2,900,000
Total Requirements	74,352,192	85,454,924	90,464,800
Total Resources Except Property Taxes	59,920,476	71,454,924	75,464,800
Property Taxes to be Received	14,758,988	14,000,000	15,000,000
Total Resources	74,679,464	85,454,924	90,464,800
Property Taxes to be Received			
Estimated Property Taxes Not to be Received			
A. Loss Due to Constitutional Limit			
B. Discounts, Other Uncollected Amounts			
Total Tax Levy	14,991,211	16,071,508	
Rate or Amount			
Permanent Rate Limit Levy (rate limit .6191)	0.6191	0.6191	
Debt Service Fund, 3			
Total Other Uses	5,822,400	5,581,302	5,874,612
Total Unappropriated or Ending Fund Balance	460,835		
Total Requirements	5,822,400	5,581,302	5,874,612
Total Resources Except Property Taxes	410,489		
Property Taxes to be Received	5,872,746	5,581,302	5,874,612
Total Resources	6,283,235	5,581,302	5,874,612
Property Taxes to be Received			
Estimated Property Taxes Not to be Received			
B. Discounts, Other Uncollected Amounts			
Total Tax Levy	493,698	262,175	
Levy for Payment of Bonded Debt	6,075,000	6,136,787	

No. 4635399 - May 28, 2010



LANE COMMUNITY COLLEGE  
4000 East 30th Avenue  
Eugene, OR 97405

Board of Education  
June 9, 2010

RESOLUTION NO. 552

2010-11 BUDGET ADOPTION AND APPROPRIATION

WHEREAS the Board of Education of the Lane Community College District has received and reviewed the 2010-11 Budget as approved by the Budget Committee; and,

WHEREAS the Budget Committee approved the budget in the aggregate amount of \$273,128,315 and that the permanent tax rate of \$.6191 per \$1,000 of assessed value be assessed in support of the General Fund;

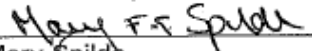
WHEREAS it becomes necessary on July 1, 2010, for Lane Community College to lawfully make appropriations for funds for which it may initiate its instructional programs and meet its obligations;


NOW, THEREFORE, BE IT RESOLVED that the Board of Education of Lane Community College does hereby adopt the budget approved by the Budget Committee for fiscal year 2011 and appropriates the amounts on the attached schedule to be expended against all budgeted resources commencing July 1, 2010, and expiring June 30, 2011, for the purpose of meeting its obligations.

BE IT FURTHER RESOLVED, that the Chair of the Board file this Resolution with the Lane Community College District's County Clerks and County Assessors on or before July 15, 2010.

Adopted by the Board of Education on this 9th day of June, 2010.

ATTEST:

  
Mary Spilde  
College President/District Clerk

  
Patrick Albright, Chair

**RESOLUTION 552: 2010-2011 BUDGET ADOPTION AND APPROPRIATION**

## RESOLUTION NO. 552

APPROPRIATED BUDGET REQUIREMENTS**FUND I, GENERAL**

Instruction	\$	48,045,702
Instructional Support		4,576,776
Student Services		8,173,593
College Support Services		11,983,202
Plant Operations & Maintenance		5,898,875
Financial Aid		-
Debt Service		-
Transfers Out		3,108,373
Contingency		
Projects/Provisions		2,957,929
Contingency		2,820,350
		<u>          </u>
Total - General Fund	\$	87,564,800

**FUND IX, SPECIAL REVENUE - ADMIN RESTRICTED**

Instruction	\$	5,306,886
Instructional Support		90,000
Student Services		3,422,550
Community Services		2,156,564
College Support Services		1,250,563
Transfers Out		311,981
		<u>          </u>
Total - Special Revenue Fund	\$	12,538,544

**FUND II, INTERNAL SERVICE**

College Support Services	\$	1,889,271
Transfers Out		4,500
		<u>          </u>
Total - Internal Service Fund	\$	1,893,771

**FUND III, DEBT SERVICE**

Debt Service	\$	9,329,112
Transfers Out		100,000
		<u>          </u>
Total - Debt Service Fund	\$	9,429,112

**FUND IV, CAPITAL PROJECTS**

College Support Services	\$	407,150
Plant Operations & Maintenance		901,500
Plant Additions		25,701,776
		<u>          </u>
Total - Capital Projects Fund	\$	27,010,426

**FUND V, FINANCIAL AID**

Financial Aid	\$	98,018,105
Total - Financial Aid Fund	\$	98,018,105

**FUND VI, ENTERPRISE**

Instruction		-
Student Services		14,606,251
College Support Services		617,457
Transfers Out		149,849
		<u>          </u>
Total - Enterprise Fund	\$	15,373,557

**FUND VIII, SPECIAL REVENUE**

Instruction	\$	10,100,000
Community Services		6,550,000
Instructional Support		50,000
Student Services		1,646,000
College Support Services		50,000
Transfers Out		4,000
		<u>          </u>
Total - Special Revenue Fund	\$	18,400,000

<b>TOTAL ALL APPROPRIATED FUNDS</b>	\$	270,228,315
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NON-APPROPRIATED BUDGET REQUIREMENTS**FUND I, GENERAL**

Contingency	\$	2,900,000
Total Non-Appropriated Funds	\$	<u>2,900,000</u>

<b>TOTAL ALL FUNDS</b>	\$	273,128,315
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LANE COMMUNITY COLLEGE  
4000 East 30th Avenue  
Eugene, OR 97405

Board of Education  
June 9, 2010

RESOLUTION NO. 553

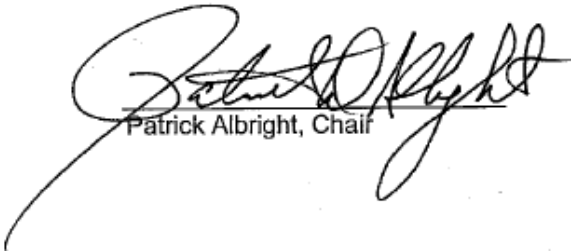
IMPOSING TAXES AND CATEGORIZING TAXES FOR 2010-11

BE IT RESOLVED that the Board of Education of the Lane Community College District hereby imposes the taxes provided for in the 2010-11 adopted budget at the rate of \$.6191 per \$1,000 of assessed value for operations and in the amount of \$6,316,787 for Bonded Debt; and that these taxes are hereby imposed and categorized for the tax year 2010-11 upon the assessed value of all taxable property within the district.

	Subject to the Education Limitation:	Excluded from the Limitation:
General Fund	<u>\$.6191/\$1,000</u>	
Debt Services Fund		<u>\$6,316,787</u>

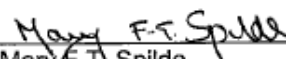
BE IT FURTHER RESOLVED, that the Chair of the Board file this Resolution with the Lane Community College District's County Clerks and County Assessors on or before July 15, 2010.

Adopted by the Board of Education of Lane Community College this 9th day of June, 2010.



Patrick Albright, Chair

ATTEST:

  
Mary F.T. Spilde  
College President/District Clerk

# Notice of Property Tax and Certification of Intent to Impose a Tax on Property for Education Districts

To assessor of Lane County

**FORM ED-50**  
**2010-2011**

• Be sure to read instructions in the 2010-2011 Notice of Property Tax Levy Forms and Instructions booklet.

☐ Check here if this is  
an amended form.

The LCC District has the responsibility and authority to place the following property tax, fee, charge, or assessment  
District Name

on the tax roll of Lane County. The property tax, fee, charge, or assessment is categorized as stated by this form.  
County Name

4000 E 30th Avenue Eugene OR 97405 06/23/2010  
Mailing Address of District City State ZIP Code Date  
Greg Morgan CFO 541.463.5516 morgang@lanecc.edu  
Contact Person Title Daytime Telephone Number Contact Person E-mail Address

## **CERTIFICATION**— Check one box.

☐ The tax rate or levy amounts certified in Part I are within the tax rate or levy amounts approved by the budget committee.

☐ The tax rate or levy amounts certified in Part I were changed by the governing body and republished as required in ORS 294.435.

## **PART I: TOTAL PROPERTY TAX LEVY**

		Subject to Education Limits	
		Rate —or— Dollar Amount	
1. Permanent rate limit tax (per \$1,000) .....	1	0.6191	
2. Local option operating tax .....	2	-	Excluded from Measure 5 Limits
3. Local option capital project tax .....	3	-	
4. Levy for "Gap Bonds" .....	4	-	Dollar Amount of Bond Levy
5a. Levy for bonded indebtedness from bonds approved by voters <b>prior</b> to October 6, 2001 .....	5a	-	
5b. Levy for bonded indebtedness from bonds approved by voters <b>after</b> October 6, 2001 .....	5b	6.316.787	
5c. Total levy for bonded indebtedness not subject to Measure 5 or Measure 50 (total of 5a + 5b) .....	5c	6.316.787	

## **PART II: RATE LIMIT CERTIFICATION**

6. Permanent rate limit in dollars and cents per \$1,000 .....	6	0.6191
7. Date received voter approval for rate limit if new district .....	7	n/a
8. <b>Estimated</b> permanent rate limit for newly merged/consolidated district .....	8	n/a

## **PART III: SCHEDULE OF LOCAL OPTION TAXES**— Enter all local option taxes on this schedule. If there are more than two taxes, attach a sheet showing the information for each.

Purpose (operating, capital project, or mixed)	Date voters approved local option ballot measure	First year levied	Final year to be levied	Tax amount —or— rate authorized per year by voters
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-

150-504-075-0 (Rev. 01-10)

(see the back for worksheet for lines 5a, 5b, and 5c)

File with your assessor no later than **JULY 15**, unless granted an extension in writing.

# Glossary of Terms

**Ad Valorem Tax:** A property tax computed as a percentage of the value of taxable property.

**Administrative Contingency:** General Fund contingency, consisting of approximately one percent of budgeted revenues, to be used at the discretion of the president and Executive Team.

**Administrative Recovery:** Revenue generated from college enterprise funds, grants and contracts to cover General Fund administrative and overhead costs.

**Adopted Budget:** The total spending level for the year, based on estimates, that has been set by the Board of Education.

**Appropriation:** Based on the adopted budget, an authorization from the Board of Education to make expenditures and incur obligations for specific purposes. The appropriation is limited to a single fiscal year.

**Approved Budget:** The budget that has been approved by the Budget Committee and sent to the Board of Education for adoption.

**Assessed Value:** Valuation set on real estate or personal property by the Property Appraiser as a basis for levying taxes.

**Balanced Budget:** A budget whereby operating expenditures do not exceed resources. See Board Policy E.010.

**Biennium:** A two-year [budget] period.

**Beginning Fund Balance:** The amount remaining after accounting for the previous year's revenues less the previous year's expenditures.

**Board Contingency:** General Fund contingency, consisting of approximately one-

half percent of budgeted revenues, to be used at the discretion of the Board of Education.

**Board of Education:** Committee of seven elected, unpaid citizens whose primary authority is to establish policies governing the operation of the college and to adopt the college budget.

**Bond:** A debt investment with which the investor loans money to an entity (company or government) that borrows the funds for a defined period of time at a specified interest rate.

**Budget:** A written report showing a comprehensive financial plan for one fiscal year.

**Budget Committee:** The fiscal planning board, consisting of the Board of Education plus an equal number of citizens at large from the College District.

**Budget Message:** An explanation of the budget and financial priorities, presented in writing by the Budget Officer as part of the budget document.

**Budget Officer:** Person appointed by the Board of Education to oversee the budget process.

**Capital Expenditure:** An expenditure for a single item with cost exceeding \$10,000 and an estimated useful life of three or more years.

**Capital Outlay:** An expenditure category that includes acquisition of land, buildings, improvements, machinery, and equipment.

**Capital Projects Fund (IV):** Budget fund used for the acquisition of land, new construction, major remodeling projects, and major equipment purchases.

**Capital Reserve Fund:** A separate fund within the Capital Projects Fund IV used for

planned and unplanned maintenance, repair and replacement of capital and technological equipment.

**College Council:** The college's main planning and policy body.

**College District:** The college's service area, which encompasses a 5,000 square mile area in Lane County and parts of Linn, Douglas and Benton Counties.

**College Support Services:** Expense function covering activities that support the ongoing operations of the college, excluding physical plant operations.

**Community Services:** Expense function covering non-instructional activities provided to external groups.

**Consumer Price Index:** a measure estimating the average price of consumer goods and services purchased by households.

**Contingency:** A budget account to provide for unanticipated occurrences, or funds to be held for future distribution.

**Debt Service:** Expenditure category for repayment of principle and interest on bonds, interest-bearing warrants, and short-term loans.

**Debt Service Fund (III):** Budget fund for accounting for general long-term debt, principal, and interest.

**Deferred Maintenance:** The practice of postponing maintenance activities such as repairs on both real property (i.e. infrastructure) and personal property (i.e. machinery) in order to save costs, meet budget funding levels, or realign available budget monies.

**Differential Pricing:** Additional fees based on class clock hours for certain Career and Technical courses.

**Ending Fund Balance:** The beginning fund balance plus current year revenues, less current year expenditures.

**Enterprise Fund (VI):** Budget fund for activities that furnish goods or services to students, staff or the public, for which charges or fees are assessed that are directly related to the cost of the good or service provided.

**Executive Team:** The college's administrative leadership team, comprised of the president, vice presidents, chief officers and executive deans.

**Expenditure:** An amount of money, cash or checks actually paid or obligated for payment due to the purchase of goods and services, the payment of salaries and benefits, and the payment of debt service.

**Fees (Instructional):** See Instructional Fees.

**Fees (Non-Instructional):** Revenue generated from assessing students for non-instructional expenses.

**Financial Aid:** Expense function for student loans, grants and stipends.

**Financial Aid Fund (V):** Budget fund used for the provision of grants, stipends, and other aid to enrolled students.

**Fiscal Year:** The twelve-month financial period used by the college, which begins July 1 and ends June 30.

**FTE:** See Full-Time Equivalent.

**Full-Time Equivalent (FTE):** The equivalent of a full-time employee or student. For example, two half-time employees equal one FTE employee.

**Fund:** A division in the budget segregating independent fiscal and accounting requirements.

**Fund Balance:** The excess of a fund's revenues over expenditures.

**FY:** See Fiscal Year.

**FY11:** Fiscal Year running from July 1, 2010 to June 30, 2011.

**GAAP:** See Generally Accepted Accounting Principles.

**General Fund (I):** The primary operating fund of the college, that includes activities directly related to the college's basic educational objectives.

**Generally Accepted Accounting Principles (GAAP):** A widely accepted set of rules, conventions, standards, and procedures for reporting financial information, as established by the Financial Accounting Standards Board.

**GFOA:** See Government Finance Officers Association.

**Government Finance Officers Association (GFOA):** The professional association of state/provincial and local finance officers in the United States and Canada.

**HEPI:** See Higher Education Price Index.

**Higher Education Price Index (HEPI):** Inflation index designed specifically for higher education. A more accurate economic indicator for colleges and universities than the Consumer Price Index.

**Instruction:** Expense function covering all activities related to instructional programs.

**Instructional Support:** Expense function covering activities that provide integral support services to instructional programs.

**Interest Income:** Revenue generated from investment of operating capital in excess of daily requirements.

**Instructional Fees:** Revenue generated by assessing students for course-related expenses.

**Interfund Transfer:** An amount to be given as a resource to another fund in the budget.

**Intergovernmental [Resource]:** Total public resources that include State and Federal funds and local property taxes.

**Internal Service Fund (II):** Budget fund for functions that exist primarily to provide goods and services to other instructional and administrative units of the college.

**LCCEA:** Lane Community College Education Association (Faculty Union)

**LCCEF:** Lane Community College Education Federation (Classified Union)

**Mandatory Adjustments:** Adjustments for expenditures that are primarily beyond the control of the college, such as facilities leases, utilities, insurance premiums and maintenance contracts.

**M&S:** See Materials and Services

**Materials and Services (M&S):** An expenditure category that includes contractual and other services, materials, supplies, and other charges.

**Modified Accrual Basis:** Basis of accounting under which revenues are recorded when they become measurable and available. Expenditures are recorded when the liability is incurred, except for interest on general long-term obligations, which is recorded when due.

**Non-Recurring Resources:** Resources (revenues) that are not part of an annual

revenue stream to include: fund balances, reserves, one-time grants and awards, and special allocations.

**OAR:** See Oregon Administrative Rules.

**OPE:** See Other Payroll Expenses

**ORS:** See Oregon Revised Statutes.

**Oregon Administrative Rules (OAR):** A compilation of state agency rules and procedures.

**Oregon Public Employees Retirement System (PERS):** Retirement system provided by the State of Oregon for all public employees.

**Oregon Revised Statutes (ORS):** The codified laws of the State of Oregon. The ORS is published every two years to incorporate each legislative session's new laws.

**Other Payroll Expenses (OPE):** An expense classification that includes the costs of payroll taxes, PERS, medical insurance, and other fringe benefits and payroll-related items accruing to an employee.

**Other Resources:** Revenue generated from various activities such as finance charges, sale of equipment, enforcement fees and other nominal, one-time miscellaneous amounts.

**PERS:** see Oregon Public Employees Retirement System.

**Personal Services:** An expenditure category that includes salaries and wages and other payroll expenses (OPE).

**Plant Operations and Maintenance:** Expense function covering the operation and maintenance of the physical plant, including

grounds, facilities, utilities and property insurance.

**Plant Additions:** Expense function for land, land improvement, buildings, and major remodeling and renovation that is not a part of normal plant operation and maintenance.

**Proposed Budget:** Financial and operating plan prepared by the Budget Officer, submitted to the public and Budget Committee for review.

**Resolution:** An order of the Board of Education.

**Resources:** Estimated beginning fund balances on hand plus all anticipated revenues and transfers.

**Requirement:** A use of funds or expenditure.

**Revenue:** Monies received or anticipated.

**Salary Provision Budget:** Contingency budget used to cover employee compensation increases during the fiscal year.

**Sale of Goods and Services:** Revenue generated from the college's enterprise and special revenue activities.

**Special Revenue Fund (VIII):** Budget fund that accounts for revenues that are legally restricted to expenditures for specific purposes, such as federal grants and contracts.

**Special Revenue- Administratively Restricted Fund (IX):** Budget fund for programs where monies are administratively restricted. Activities recorded in this fund generate revenue primarily through specifically-assessed tuition and fees, or through other revenue-generating activities.

**Stabilization Reserve Fund:** A separate fund, established at the request of the Board of Education, for the purpose of providing short-term stabilization in anticipation of possible shortfalls in revenue.

**Student Services:** Expense function covering activities to support students' success and development.

**Supplemental Budget:** Most often required when new appropriation authority is needed, a supplemental budget is usually associated with the expenditure of new appropriations and/or increased revenues.

**Total Public Resources:** Revenue received from State funding as appropriated by the legislature and local property taxes as assessed by the counties.

**Transfers Out:** An expenditure category that includes resource funding for specific purposes.

**Tuition:** Revenue generated by assessing students per-credit-hour rates.

**UAL:** See Unfunded Actuarial Liability.

**Unappropriated Ending Fund Balance (UEFB):** A special amount set aside in a budget for use as a resource in the beginning of the next fiscal year after it was budgeted.

**Unfunded Actuarial Liability (UAL):** Amount PERS has determined to be owed by participating governments to fully fund the retirement system.

**Unit Plan:** In the development of short- and long-term plans for the college, unit plans serve to provide details on the Strategic Plan at the unit level.

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