



Eugene, Oregon

BUDGET DOCUMENT
FISCAL YEAR 2011-2012

Lane Community College
2011-2012 Budget Committee

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Lane Community College
Oregon**

For the Fiscal Year Beginning

July 1, 2010



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, 2010. 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.

This 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 GFOA to determine its eligibility for another award.

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Vision, Mission & Core Values

Vision

Transforming lives through learning.

Mission

Lane is the community's college:

We provide comprehensive, accessible, quality, learning-centered educational opportunities that promote student success.

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 growing learning opportunities
- Minimizing financial, geographical, environmental, social, linguistic, and cultural barriers to learning

Sustainability

- Integrating practices that support and improve the health of systems that sustain life
- Provide a learning environment that fosters ecological awareness, diversity, interdisciplinary breadth, and the competence to act on such knowledge
- 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, religion, 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, 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 (ESL) 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 2009-2010 academic year, 22,925 students enrolled in credit classes and 14,858 students enrolled in noncredit classes. Lane has the second largest Full Time Equivalent student enrollment of the 17 community colleges in Oregon.

The College District encompasses a 4620 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 a Small Business Development Center located in the Wildish Building in Eugene.

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 nonprofit 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.
- Diesel Technology, evaluated and accredited by the Associated Equipment Distributors Foundation
- Dietary Manager, approval pending from 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 reviewed and 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
- 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 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 for Respiratory Care

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.

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, Springfield
Elected May 2007, term expires June 30, 2011
Zone 2-Northern

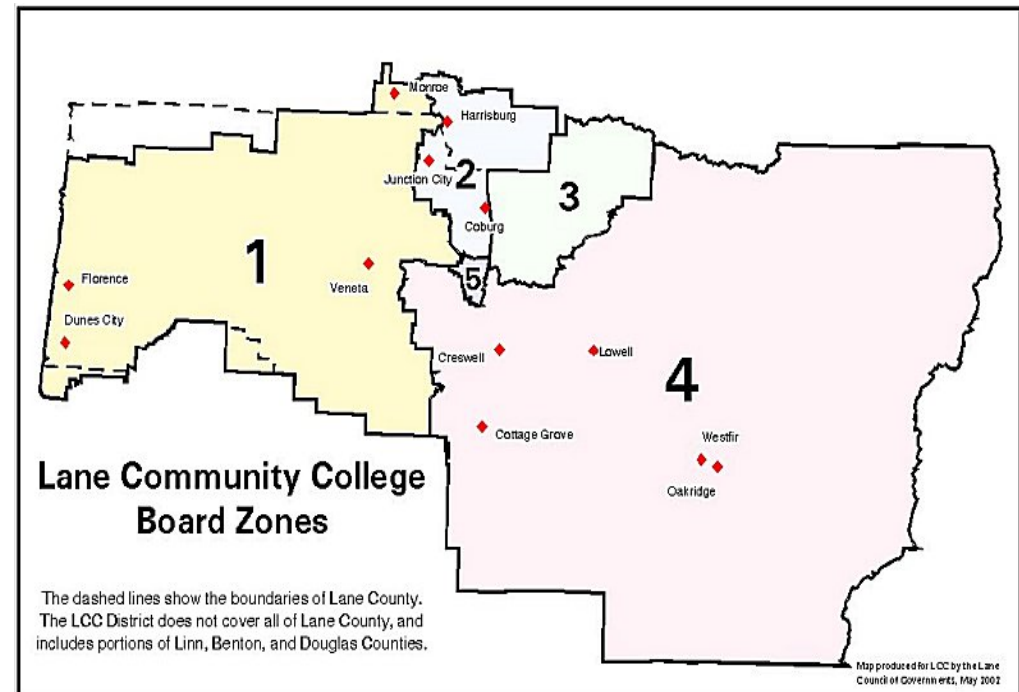
Gary LeClair, Physician, Springfield
Elected May 2009, term expires June 30, 2013
Zone 3-Marcola and Springfield

Susie Johnston, Conf. Planner, Pleasant Hill
Elected May 2009, term expires June 30, 2013
Zone 4-Eastern

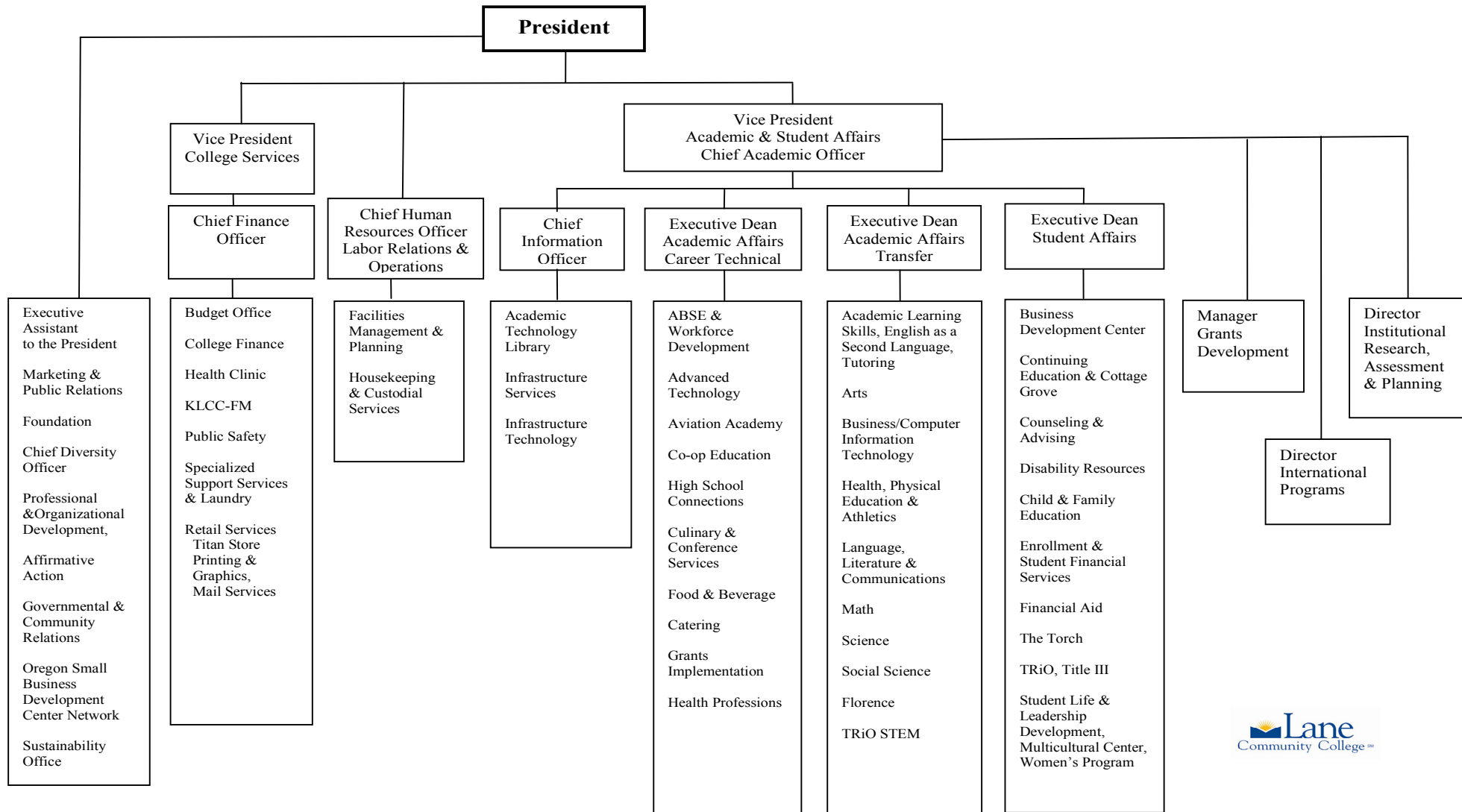
Pat Albright, Retired Teacher, Eugene
Appointed April 2007, elected May 2007, term expires
June 30, 2011
Zone 5-Central Eugene

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

Robert L. Ackerman, Retired Attorney, Eugene
Elected May 2007, term expires June 30, 2011
At-Large, Position 7



Lane Community College 2010-2011



Organizational Units

Lane Community College is structured into the following organizational units:

Office of the President

The Office of the President stewards the work of the college and directly administers Executive Services functions including Marketing and Public Relations, the Foundation, Diversity, Professional and Organizational Development, Community and Governmental Relations, the Oregon Small Business Development Center Network, and the Sustainability Office. The Office of the President also provides support to the Board of Education.

Office of Academic & Student Affairs

The Office of Academic and Student Affairs is responsible for student success and quality progression and completion of the college. The Office of Academic and Student Affairs guides the work of Academic and Information Technology, Career and Technical Education, Academic Transfer, Student Affairs, Grants, International Programs, and Institutional Research, Assessment and Planning.

Office of College Services

The Office of College Services provides leadership for operational and enterprise units to include Finance and Budget, Public Safety, Staff and Student Health Services, Specialized Support Services, the Bookstore, Printing and Graphics, and KLCC-FM.

Office of Human Resources, Labor Relations & Operations

The Office of Human Resources and Labor Relations and Operations provides direction, support and oversight for all aspects of personnel services, labor relations and compliance at the college. The Office of Human Resources also provides direction to Facilities Management and Planning, Bond Projects and Housekeeping.

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. “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” (Comprehensive Annual Financial Report).

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 (Generally Accepted Accounting Principles) budgetary basis, whereas GAAP provide 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 separated 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 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.

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.

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 historical 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 taking into consideration 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 primarily through the college's Enterprise and Internal Service activities, including such units as the Titan Store, Food Services, Center for Meeting and Learning (CML), and Printing & Graphics. Sale of Goods and Services revenue is budgeted based on historical trends factoring in known variables.

Administrative Recovery

Administrative Recovery includes amounts received from college Enterprise funds (such as the Titan Store, Foodservices and 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

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

Instructional Support

Expenditures are 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 for the retention, preservation, and display of materials as well as the administrative support operations that function within the various instructional units. It also includes expenditures for chief instructional officers and their support where their primary assignment is administration.

Student Services

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

Community Services

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

College Support Services

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

Plant Operations and Maintenance

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

Financial Aid

Expenditures are 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, and where possible, factors in any anticipated changes in collective bargaining agreements. 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.

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 Plan.

Transfers-Out

Interfund transfers-out includes 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 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

The Chief Financial Officer, Lane's Budget 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
- 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).

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

2011-2012 Budget Calendar



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.

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 (See Appendix F).

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 adjusted by more 10% of the original adopted expenditures. If special circumstances, unforeseen at the time of original adoption, require an adjustment of more than 10%, a summary of the proposed changes must be published 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 2011-2012
Presented May 4, 2011

Strategic Directions for Fiscal Year 2011-2012

The proposed budget for fiscal year 2011-2012 was developed to further the approved Strategic Directions of the college listed on page 6 of the budget document.

Economic Outlook

Fiscal year 2011-2012 is the first year of the biennium and the amount of the Community College Support Fund (CCSF) appropriation is not yet final. The proposed budget is based on the governor's budget proposal of \$410 million for the CCSF. The economic climate continues to be challenging with high unemployment and slow recovery in the near future. Consequently, available public resources fall significantly short of what is necessary to serve students and the community at normal levels of support. Our goals of keeping education affordable and accessible, maintaining compensation levels for employees, and meeting essential operating requirements of Lane Community College are not completely attainable. In addition, the dramatic reductions in state revenue appear likely to continue into the next biennium. While revenue from public sources is decreasing, we have not seen a loss in demand for our programs and services. Demand for our services has remained strong as unemployed workers return to school to better prepare themselves for the next economy and new high school graduates realize that a future without education is a bleak prospect. Adjusting to our economic reality requires strategic choices between 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 employees working and serve as many students as possible.

Result of FY11 Budget Strategies

Unknowns for FY 2012

- 1) Increase in health care costs.
- 2) Resolution of FY12 contract negotiations with faculty and economic reopener with classified employees.

For the FY11 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 other constrained increase. Capital investment and maintenance expenses were slashed, and students absorbed an increase in tuition including a two year surcharge. The college focused on meeting the demand of additional students and was able to accommodate a modest increase in enrollment. Extraordinary 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 \$410 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 one dollar a credit hour tuition increase over FY11 and permanent inclusion of the FY09-11 surcharge into the tuition rate

FY 12 Budget Assumptions

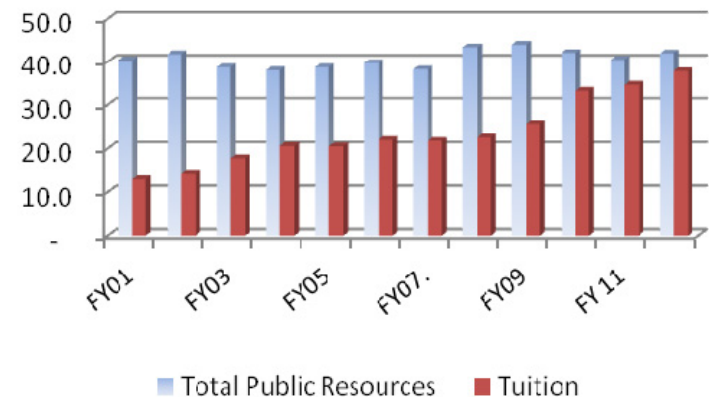
- 1) CCSF funding at \$410 million.
- 2) \$1 Inflation increase in tuition.
- 3) \$3 FY 09-11 tuition surcharge included in permanent tuition rate

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 December we had a credit rating review by Standard and Poor's. The raters were encouraged by our improved ending fund balance but expressed considerable concern about our ability to maintain appropriate levels. We were able to maintain our A+ rating but 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 current projects are completed in the near future. 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 is more prudent to have the reserves to meet that regular requirement rather than being forced into short term borrowing as we have had to do in the past. 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 beginning in the FY 11 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. For the FY12 budget we will be using about \$2 million in reserves to balance the budget.

Total Public Resources & Tuition Revenues FY01 through FY12



Enrollment Growth

Plans for fiscal year 2011-2012 will continue efforts to increase both enrollment and productivity. In the current year we have experienced modest enrollment increases commensurate with other community colleges in the state. As most colleges have seen similar growth 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. As growth is beginning to level off and the employment picture begins to improve we believe enrollment declines are as likely as enrollment growth. The budget assumes current levels of enrollment will continue with a slight increase of one percent for next year. Purchasing power of public funds appropriated has been declining for several years, but the dramatic effect of the recession on state revenue combined with the enrollment growth has reduced per student support by almost half. 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 need to be fiscally sustainable to continue our mission.

Compensation and Benefits

We have economic re-opener negotiations with LCCEF and main contract negotiations with LCCEA regarding compensation for next year. While employees are the greatest asset of the college we no longer have the fiscal capacity to insulate employees from increases in cost of living as well as in the past. 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. Across the country education compensation increases have been small where they happened at all 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 to help partially mitigate increases in personal expenses. A major driver in compensation cost has been health care insurance. Lane maintains the highest employer contribution in the state for health care plans. Preliminary information indicates that costs for medical coverage will continue to increase significantly in FY11-12 and that additional costs will need to be assumed by the college, employees, or both. Another driver of compensation cost for the FY11-13 biennium is a significant increase in employer PERS contributions. These two changes in particular are largely responsible for the increase in other personnel expense (OPE) rates to 59% for full time personnel and 35% for part time personnel.

General Fund Budget for Fiscal Year 2011-2012

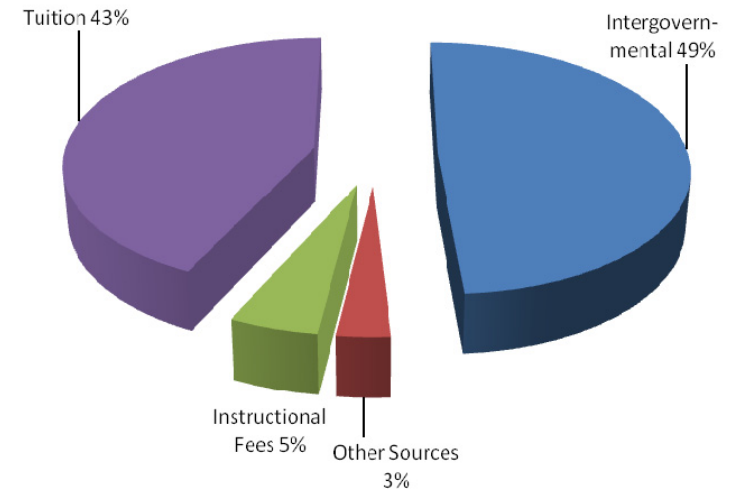
This budget reflects the reality of a forced transition from public funding to a combination of public and private funding sources. Our expenses in the future must be firmly linked to and limited by revenue to provide a financially sustainable model for the reliable and comprehensive access to education our community needs. The guidance of the Board of Education and the Budget Committee will be essential as we work toward this mutual goal. As in past years, the FY12 budget will also continue significant budget reductions in maintenance, materials and services, and equipment replacement. Spending in each of these areas is below levels needed for long term sustainability in facilities and equipment.

Resources

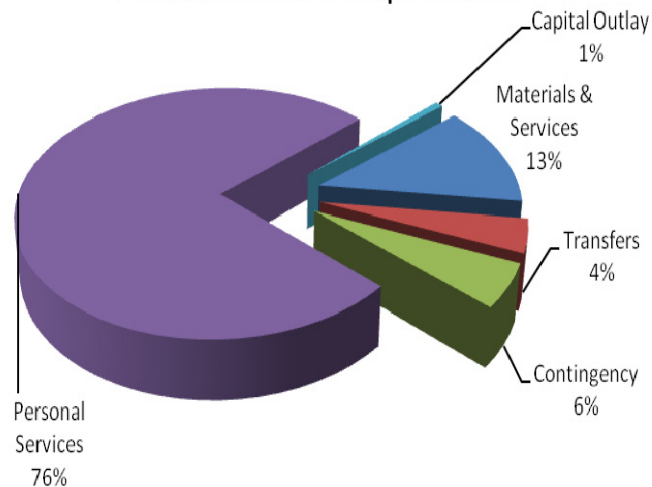
The proposed General Fund budget revenue for fiscal year 2011-2012 is \$3.7 million, a 3.6% increase from the 2010-2011 adopted budget. This increase is mostly from additional enrollment. Revenues from total public resources for fiscal year 2011-2012 include an estimated \$26,570,532 from the state Community College Support Fund and an estimated \$15,500,000 in property taxes for a total of \$42,070,532. 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 2011-2012 Budget includes a \$1.00 per credit inflationary adjustment in tuition as previously approved by the Board of Education according to Board Policy D.110. It further presumes that a \$3 tuition surcharge slated to expire at the end of the year will be permanently retained in the tuition rate, but, as of this date, that has not yet been approved by the board.

FY12 General Fund Resources by Category



FY12 General Fund Requirements



Expenditures

The General Fund personal services budget has increased by \$3.5 million or 5.2% from fiscal year 2010–2011. The increase is due to additional part time and full time faculty hired to accommodate increased enrollment, and increases noted earlier in OPE for increased PERS and insurance costs. 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. 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 has only minor shifts in revenue and expense from the prior year. 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 2011-12. 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 entitlements, and need. The Capital Projects budget authority allows for spending related to bond projects, and the Downtown Campus project. The Special Revenue fund has increased budget authority to allow for additional grant activity. None of this additional activity creates any new revenue or requirements 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 2011-2012 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

TOTAL BUDGET: ALL FUNDS

General Fund (I)	\$93,691,967
Internal Services Fund (II)	1,888,704
Debt Service Fund (III)	11,117,117
Capital Projects Fund (IV)	54,192,776
Financial Aid Fund (V)	106,788,605
Enterprise Fund (VI)	17,952,033
Special Revenue Fund (VIII)	19,578,306
Special Revenue: Admin Restricted (IX)	12,638,545
Total All Funds	\$ 317,848,053

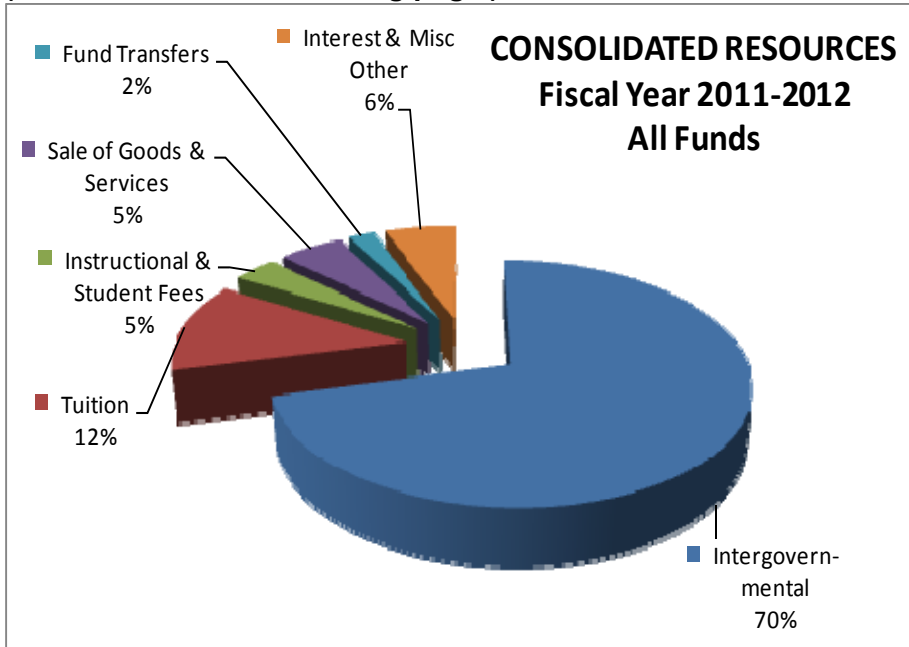


BUDGET SCHEDULES

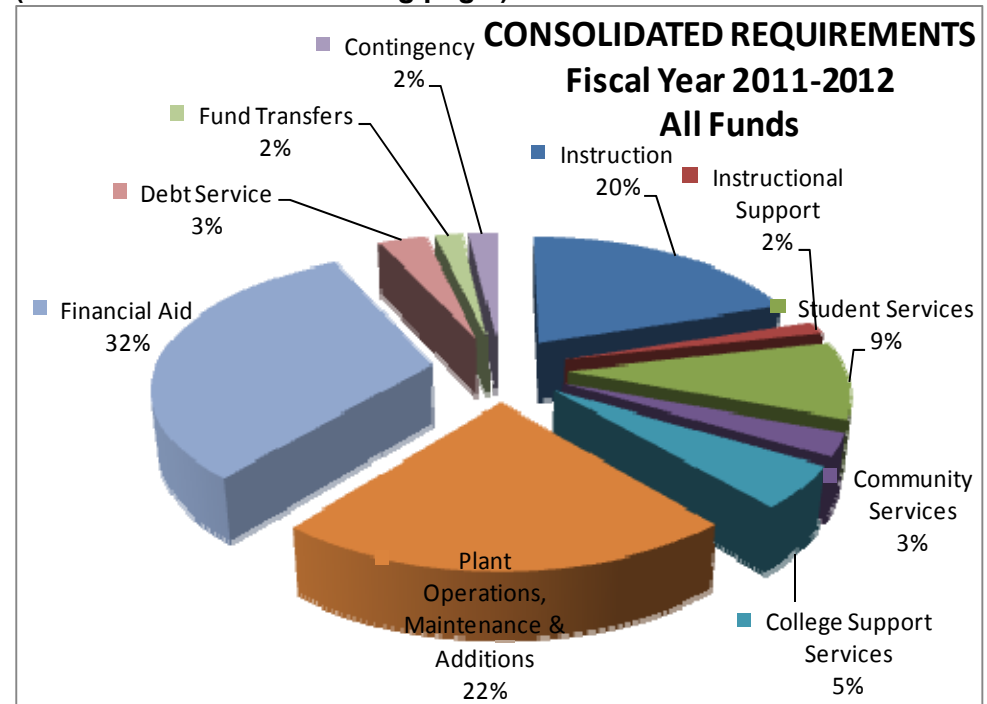
SUMMARY - ALL FUNDS

	Fiscal Year 2011-2012 ADOPTED Budget	Fiscal Year 2011-2012 APPROVED Budget	Fiscal Year 2011-2012 PROPOSED Budget	Fiscal Year 2010-2011 CURRENT Budget	Fiscal Year 2009-2010 ACTUAL Amounts	Fiscal Year 2008-2009 ACTUAL Amounts
General Fund I	\$ 93,691,967	\$ 93,691,967	\$ 93,691,967	\$ 90,464,800	\$ 77,960,835	\$ 74,506,833
Internal Service Fund II	1,888,704	1,888,704	1,888,704	1,893,771	1,386,688	1,521,804
Debt Service Fund III	11,117,117	11,117,117	11,117,117	9,329,112	9,672,249	9,236,020
Capital Projects Fund IV	54,192,776	54,192,776	54,192,776	52,010,426	29,617,056	8,536,204
Financial Aid Fund V	106,788,605	106,788,605	106,788,605	108,018,105	92,323,092	61,430,435
Enterprise Fund VI	17,952,033	17,952,033	17,952,033	15,373,557	11,868,779	9,931,395
Special Revenue Fund VIII	19,578,306	19,578,306	19,578,306	18,400,000	10,161,147	9,590,161
Special Revenue-Admin. Restricted Fund IX	12,638,543	12,638,543	12,638,543	13,785,870	10,587,460	8,847,191
Total	\$ 317,848,051	\$ 317,848,051	\$ 317,848,051	\$ 309,275,641	\$ 243,577,307	\$ 183,600,043

As in prior years, Intergovernmental Revenue (property tax revenue and other allocations from various federal, state, and local contracts) remains the major resource for the college. (Reference data on following page.)



At almost \$107,000,000, Financial Aid continues to be the largest expenditure area in the college budget. (Reference data on following page.)



CONSOLIDATED RESOURCES & REQUIREMENTS - ALL FUNDS

	Fiscal Year 2011-2012 ADOPTED Budget	Fiscal Year 2011-2012 APPROVED Budget	Fiscal Year 2011-2012 ADOPTED Budget	Fiscal Year 2010-2011 CURRENT Budget	Fiscal Year 2009-2010 ACTUAL Amounts	Fiscal Year 2008-2009 ACTUAL Amounts
SUMMARY OF ALL FUNDS						
Current Operating Resources						
Intergovernmental	\$ 217,629,515	\$ 217,629,515	\$ 217,629,515	\$ 213,073,933	\$ 166,954,188	\$ 114,978,740
Tuition & Fees						
Tuition	37,420,880	37,420,880	37,420,880	34,852,066	33,605,303	27,499,317
Instructional & Student Fees	10,838,612	10,838,612	10,838,612	10,603,595	9,865,272	7,481,856
Other Sources:						
Sale of Goods & Services	16,143,298	16,143,298	16,143,298	15,414,809	14,515,563	12,624,027
Interest Income	367,750	367,750	367,750	294,250	780,691	520,453
Rents, Contracts, Gifts, Donations, Bad Debt Recovery	17,156,027	17,156,027	17,156,027	21,273,279	15,418,710	13,712,305
Proceeds from Sale of Bonds	-	-	-	-	-	45,903,768
Fund Transfers	6,323,327	6,323,327	6,323,327	4,008,703	7,338,971	7,332,156
Total Current Operating Resources	<u>\$ 305,879,409</u>	<u>\$ 305,879,409</u>	<u>\$ 305,879,409</u>	<u>\$ 299,520,635</u>	<u>\$ 248,478,698</u>	<u>\$ 230,052,622</u>
Current Requirements						
By Function:						
Instruction	\$ 66,539,277	\$ 66,539,277	\$ 66,539,277	\$ 64,369,914	\$ 52,296,279	\$ 47,124,040
Instructional Support	5,214,078	5,214,078	5,214,078	5,046,776	3,729,776	3,554,903
Student Services	30,738,541	30,738,541	30,738,541	27,848,394	23,002,476	20,618,091
Community Services	9,280,870	9,280,870	9,280,870	8,706,564	5,119,843	6,050,329
College Support Services	17,302,534	17,302,534	17,302,534	16,197,643	15,078,990	14,654,921
Plant Operation & Maintenance	7,505,296	7,505,296	7,505,296	6,800,375	6,556,628	6,928,111
Plant Additions	50,777,776	50,777,776	50,777,776	45,149,849	10,440,766	1,361,285
Financial Aid	106,788,605	106,788,605	106,788,605	108,018,105	92,928,367	62,429,063
Debt Service	11,117,117	11,117,117	11,117,117	9,329,112	10,471,869	9,538,790
Fund Transfers	6,323,327	6,323,327	6,323,327	3,578,703	5,930,373	5,538,701
Contingency	6,260,630	6,260,630	6,260,630	8,678,279	-	-
Total Current Operating Requirements	<u>\$ 317,848,051</u>	<u>\$ 317,848,051</u>	<u>\$ 317,848,051</u>	<u>\$ 303,723,714</u>	<u>\$ 225,555,367</u>	<u>\$ 177,798,234</u>
Excess (deficit) Current Resources						
Current Requirements	<u>\$ (11,968,642)</u>	<u>\$ (11,968,642)</u>	<u>\$ (11,968,642)</u>	<u>\$ (9,955,006)</u>	<u>\$ 11,374,649</u>	<u>\$ 46,568,439</u>
Beginning Fund Balance	<u>12,661,500</u>	<u>12,661,500</u>	<u>12,661,500</u>	<u>9,955,006</u>	<u>6,553,120</u>	<u>13,105,092</u>
Ending Fund Balance	<u>\$ 692,858</u>	<u>\$ 692,858</u>	<u>\$ 692,858</u>	<u>\$ -</u>	<u>\$ 17,927,769</u>	<u>\$ 59,673,531</u>

SCHEDULE OF INTERFUND TRANSFERS

	<u>Revenues</u>	<u>Expenditures</u>	<u>Remarks</u>
GENERAL FUND I			
Transfer to Internal Service Fund II	\$	\$ 357,968	Employee Wellness \$147,369; Telecommunications \$210,599
Transfer to Capital Projects Fund IV		1,000,000	Major maint. \$625,000; Capital repair & Deferred maint. \$375,000
Transfer to Financial Aid Fund V		497,992	Student grants \$178,500; Federal Match \$319,492
Transfer to Enterprise Fund VI		167,457	Laundry
Transfer to Special Revenue-Admin. Rest. IX		1,718,721	Athletics \$220,304; Child & Family Education \$500,025; KLCC \$197,564; Specialized Support Services \$100,000; Staff Health Clinic \$242,821; Student Health \$370,801; Torch \$87,206
Transfer from Internal Service Fund II	3,500		Transfer authority contingency
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>\$ 159,949</u>	<u>\$ 3,742,138</u>	
INTERNAL SERVICE FUND II			
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	357,968		Employee Wellness \$147,369; Telecommunications \$210,599
TOTAL	<u>\$ 357,968</u>	<u>\$ 4,500</u>	
DEBT SERVICE FUND III			
Transfer from Capital Projects Fund IV	2,000,000		Recovery Zone Bonds
TOTAL	<u>\$ 2,000,000</u>	<u>\$ -</u>	
CAPITAL PROJECTS FUND IV			
Transfer to Debt Service Fund III		\$ 2,000,000	Recovery Zone Bonds
Transfer from General Fund I	\$ 1,000,000		Major maint. \$625,000; Capital repair & Deferred maint. \$375,000
Transfer from Special Revenue-Admin. Rest. IX	347,776		Transportation/parking \$250,000; Longhouse \$97,776
TOTAL	<u>\$ 1,347,776</u>	<u>\$ 2,000,000</u>	

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SCHEDULE OF INTERFUND TRANSFERS

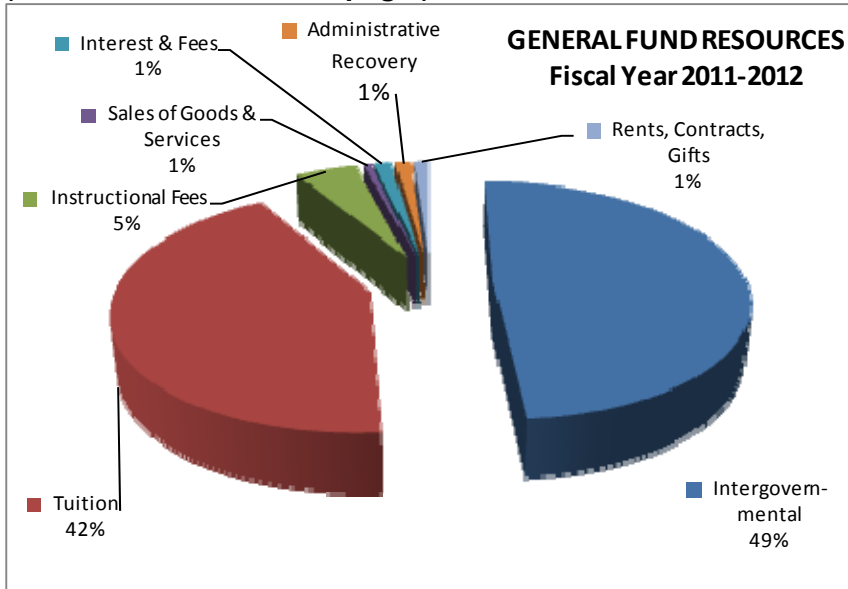
	<u>Revenues</u>	<u>Expenditures</u>	<u>Remarks</u>
FINANCIAL AID FUND V			
Transfer from General Fund I	\$ 497,992	\$	Student grants \$178,500; Federal Match \$319,492
Transfer from Special Revenue-Admin. Rest. Fund I	71,464		Student scholarships
TOTAL	<u>\$ 569,456</u>	<u>\$ -</u>	
ENTERPRISE FUND VI			
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>	
SPECIAL REVENUE-G/C FUND VIII			
Transfer to General Fund I	\$	\$ 4,000	Transfer authority contingency
TOTAL	<u>\$ -</u>	<u>\$ 4,000</u>	
SPECIAL REVENUE-ADMIN. REST. FUND IX			
Transfer to General Fund I	\$	\$ 3,600	ASLCC cultural programs
Transfer to Capital Projects Fund IV		347,776	Transportation/parking \$250,000; Longhouse \$97,776
Transfer to Financial Aid Fund V		71,464	Student scholarships
Transfer from General Fund I	1,718,721		Athletics \$220,304; Child & Family Education \$500,025; KLCC \$197,564; Specialized Support Services \$100,000; Staff Health Clinic \$242,821; Student Health \$370,801; Torch \$87,206
Transfer from Internal Service Fund II	1,000		Transfer authority contingency
Transfer from Enterprise Fund VI	1,000		Foodservices
TOTAL	<u>\$ 1,720,721</u>	<u>\$ 422,840</u>	
TOTAL TRANSFERS - ALL FUNDS	<u>\$ 6,323,327</u>	<u>\$ 6,323,327</u>	



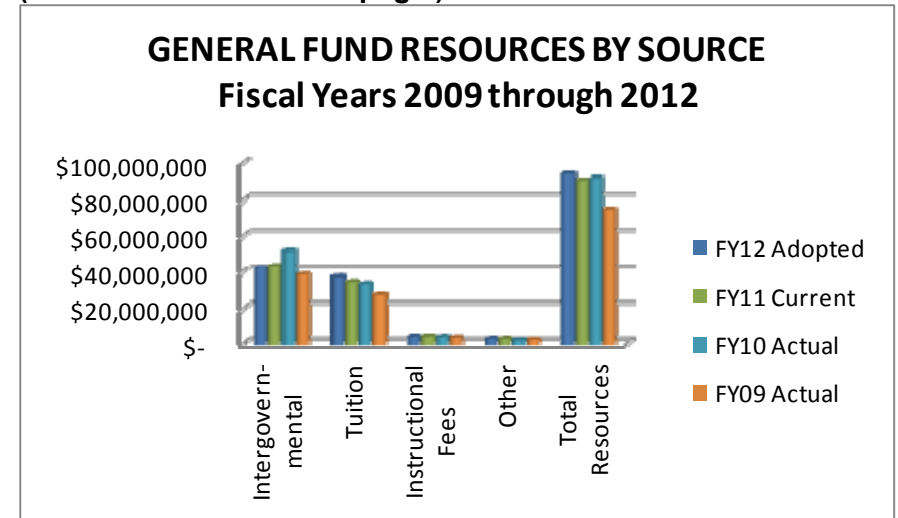
GENERAL FUND I

SPECIAL REVENUE FUND IX — ADMIN RESTRICTED

The vast majority of resources to the General Fund are from Intergovernmental Revenue (property taxes and allocations from other agencies) and Tuition Fees.
(Reference data on next page.)



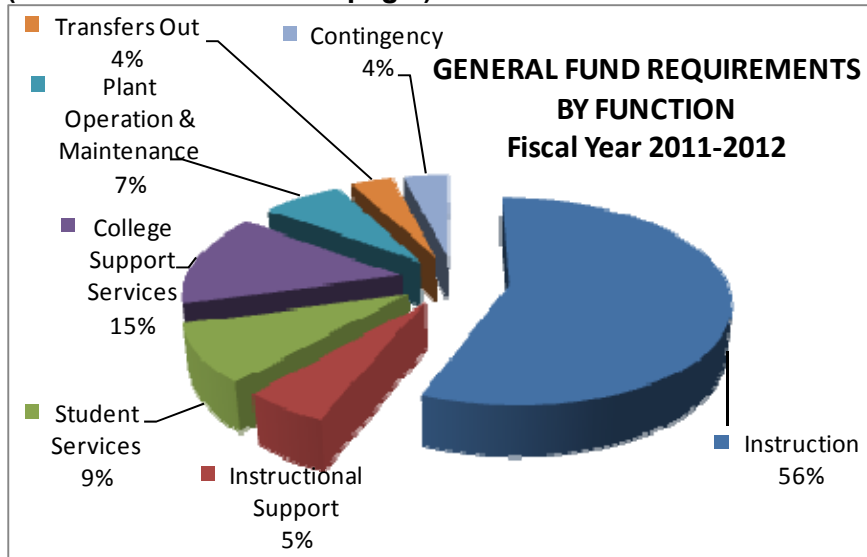
The percentage shares of the various types of resources has remained relatively static over recent years
(Reference data on next page.)



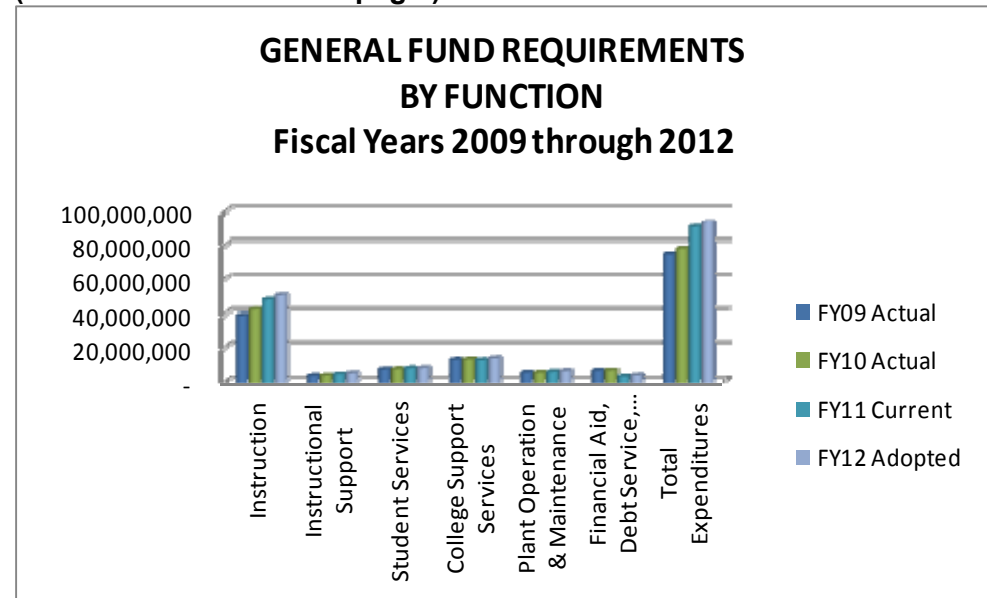
GENERAL FUND I

	Fiscal Year 2011-2012 ADOPTED Budget	Fiscal Year 2011-2012 APPROVED Budget	Fiscal Year 2011-2012 PROPOSED Budget	Fiscal Year 2010-2011 CURRENT Budget	Fiscal Year 2009-2010 ACTUAL Amounts	Fiscal Year 2008-2009 ACTUAL Amounts
RESOURCES						
Intergovernmental*	\$ 42,070,532	\$ 42,070,532	\$ 42,070,532	\$ 43,096,321	\$ 51,536,850	\$ 37,837,951
Tuition & Fees:						
Tuition	36,650,880	36,650,880	36,650,880	34,162,066	33,092,719	26,964,599
Instructional Fees	3,919,372	3,919,372	3,919,372	3,901,355	3,640,014	3,200,862
Other Sources:						
Sale of Goods & Services	509,850	509,850	509,850	445,050	281,976	299,957
Interest Income	200,000	200,000	200,000	200,000	141,452	405,871
Fees	915,278	915,278	915,278	944,778	898,323	1,027,900
Administrative Recovery	1,000,000	1,000,000	1,000,000	1,000,000	471,435	463,288
Rents, Contracts, Gifts, Bad Debt Recovery, Chargebacks	938,750	938,750	938,750	1,127,925	940,307	1,195,402
Transfer in from Internal Service Fund II	3,500	3,500	3,500	3,500	-	-
Transfer in from Debt Service Fund III	-	-	-	100,000	-	-
Transfer in from Financial Aid Fund V	-	-	-	-	49,874	-
Transfer In from Enterprise Fund IV	148,849	148,849	148,849	148,849	147,116	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	3,832	3,600
Total Operating Revenues	\$ 86,364,611	\$ 86,364,611	\$ 86,364,611	\$ 85,137,444	\$ 91,203,898	\$ 71,536,955
Beginning Fund Balance	7,327,356	7,327,356	7,327,356	5,327,356	327,270	3,297,148
TOTAL RESOURCES	\$ 93,691,967	\$ 93,691,967	\$ 93,691,967	\$ 90,464,800	\$ 91,531,168	\$ 74,834,103
* Intergovernmental	\$ 26,570,532	\$ 26,570,532	\$ 26,570,532	\$ 28,096,321	\$ 35,901,437	\$ 23,078,963
* Property Taxes	15,500,000	15,500,000	15,500,000	15,000,000	15,635,413	14,758,988

The budget for Instruction utilizes more than half of the General Fund budget.
(Reference data on next page.)



This graph illustrates how funding levels have been allocated between areas has been relatively constant.
(Reference data on next page.)



GENERAL FUND I

	Fiscal Year 2011-2012 ADOPTED Budget	Fiscal Year 2011-2012 APPROVED Budget	Fiscal Year 2011-2012 PROPOSED Budget	Fiscal Year 2010-2011 CURRENT Budget	Fiscal Year 2009-2010 ACTUAL Amounts	Fiscal Year 2008-2009 ACTUAL Amounts
EXPENDITURES AND OTHER REQUIREMENTS						
Instruction						
Academic Learning Skills	\$ 1,734,666	\$ 1,734,666	\$ 1,734,666	\$ 1,633,137	\$ 1,899,494	\$ 1,508,906
Adult Basic and Secondary Education	1,671,253	1,671,253	1,671,253	1,586,648	1,507,224	1,564,524
Advanced Technologies	2,775,517	2,775,517	2,775,517	2,707,847	2,621,464	2,485,143
Art & Applied Design	2,522,746	2,522,746	2,522,746	2,278,048	2,368,110	2,123,921
Business Development Center	643,296	643,296	643,296	643,335	511,879	543,986
Business & Computer Information Technologies	2,925,091	2,925,091	2,925,091	2,702,895	3,043,156	2,473,542
Continuing Education	1,774,333	1,774,333	1,774,333	1,803,868	1,786,740	1,672,564
Cooperative Education	1,787,586	1,787,586	1,787,586	1,777,898	1,625,738	1,583,424
Culinary Arts & Hospitality	683,244	683,244	683,244	666,106	597,458	696,234
English as a Second Language	1,221,988	1,221,988	1,221,988	1,162,542	1,149,110	1,127,380
Health & Physical Education	2,452,365	2,452,365	2,452,365	2,343,163	2,068,882	1,901,264
Health Professions	5,488,990	5,488,990	5,488,990	5,451,903	4,870,279	4,455,874
Lane Community College at Cottage Grove	455,251	455,251	455,251	446,171	595,120	473,605
Lane Community College at Florence	648,505	648,505	648,505	636,085	578,274	580,363
Language, Literature and Communication	5,425,858	5,425,858	5,425,858	5,111,432	5,301,152	4,738,082
Mathematics	3,364,931	3,364,931	3,364,931	3,030,850	3,279,313	2,671,938
Music/Dance/Theatre Arts	1,693,169	1,693,169	1,693,169	1,556,681	1,504,183	1,406,422
Science	3,450,613	3,450,613	3,450,613	3,326,244	3,397,166	3,260,728
Social Science	3,306,118	3,306,118	3,306,118	3,068,195	3,259,890	2,990,160
Special Instructional Projects	6,704,325	6,704,325	6,704,325	6,112,654	117,321	729,057
Total Instruction	\$ 50,729,845	\$ 50,729,845	\$ 50,729,845	\$ 48,045,702	\$ 42,081,951	\$ 38,987,117

- Continued -

GENERAL FUND I

	Fiscal Year 2011-2012 ADOPTED Budget	Fiscal Year 2011-2012 APPROVED Budget	Fiscal Year 2011-2012 PROPOSED Budget	Fiscal Year 2010-2011 CURRENT Budget	Fiscal Year 2009-2010 ACTUAL Amounts	Fiscal Year 2008-2009 ACTUAL Amounts
Instructional Support						
Academic & Student Affairs Office	\$ 1,111,277	\$ 1,111,277	\$ 1,111,277	\$ 1,011,716	\$ 951,094	\$ 1,045,101
Academic Technology	1,381,710	1,381,710	1,381,710	1,299,581	935,518	488,681
Grant Coordination	299,825	299,825	299,825	245,806	109,477	121,803
High School Connections	280,080	280,080	280,080	109,060	134,456	157,505
Library	1,212,218	1,212,218	1,212,218	1,161,920	1,015,686	1,024,428
Professional Development - Faculty	417,565	417,565	417,565	399,624	134,970	205,280
Special Instructional Projects	371,403	371,403	371,403	349,069	380,930	445,123
Total Instructional Support	\$ 5,074,078	\$ 5,074,078	\$ 5,074,078	\$ 4,576,776	\$ 3,662,130	\$ 3,487,921
Student Services						
Conference & Culinary Services	\$ 347,825	\$ 347,825	\$ 347,825	\$ 324,076	\$ 295,735	\$ 218,179
Counseling	3,057,624	3,057,624	3,057,624	3,034,420	2,793,507	2,507,240
Disability Services	728,049	728,049	728,049	685,925	752,019	690,299
Enrollment & Student Financial Services	2,110,433	2,110,433	2,110,433	2,131,598	1,829,654	2,060,702
Financial Aid	1,001,598	1,001,598	1,001,598	991,024	887,453	759,421
International Student Program*	-	-	-	-	-	159,240
Student Life & Leadership Development	590,486	590,486	590,486	568,667	566,400	560,634
Women's Program	458,064	458,064	458,064	437,884	459,671	443,903
Total Student Services	\$ 8,294,079	\$ 8,294,079	\$ 8,294,079	\$ 8,173,593	\$ 7,584,438	\$ 7,399,618

*This function moved to Enterprise Fund VI in FY10

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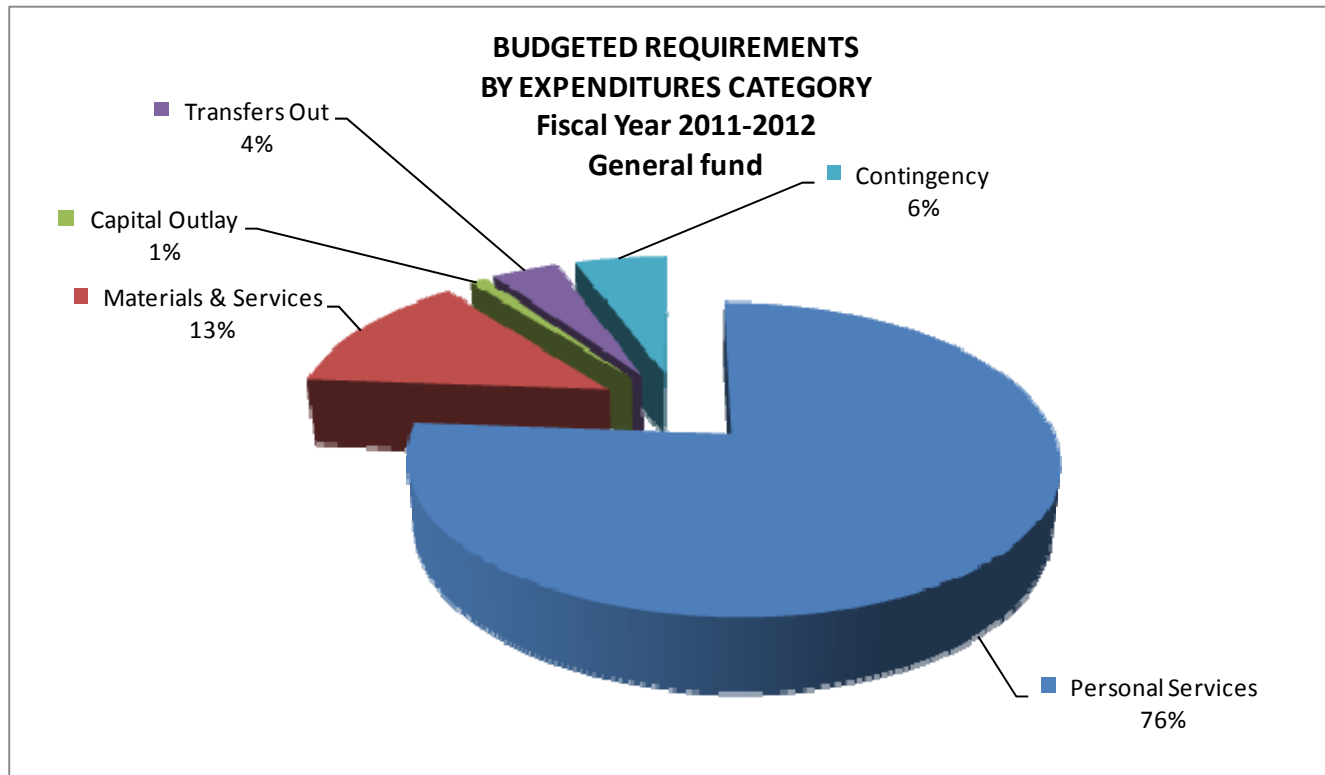
GENERAL FUND I

	Fiscal Year 2011-2012 ADOPTED Budget	Fiscal Year 2011-2012 APPROVED Budget	Fiscal Year 2011-2012 PROPOSED Budget	Fiscal Year 2010-2011 CURRENT Budget	Fiscal Year 2009-2010 ACTUAL Amounts	Fiscal Year 2008-2009 ACTUAL Amounts
College Support Services						
Archives & Records Management	\$ 39,106	\$ 39,106	\$ 39,106	\$ 37,824	\$ 35,202	\$ 35,270
Board of Education	20,000	20,000	20,000	20,000	28,809	33,366
College Finance	1,126,301	1,126,301	1,126,301	1,104,817	777,448	765,421
College Operations Office	366,649	366,649	366,649	296,638	513,264	566,061
Curriculum & Scheduling	240,235	240,235	240,235	233,283	213,897	211,399
Governance & Administration	529,190	529,190	529,190	529,190	314,325	483,440
Human Resources	1,403,243	1,403,243	1,403,243	1,217,494	1,132,353	1,087,022
Infrastructure Technology	3,738,570	3,738,570	3,738,570	3,537,027	3,735,349	4,035,213
Institutional Research, Assessment & Planning	576,131	576,131	576,131	451,957	431,274	440,157
Lane Community College Foundation	538,407	538,407	538,407	531,317	549,875	535,424
Legal, Accounting & Administrative	1,343,500	1,343,500	1,343,500	1,208,500	2,144,963	1,315,646
Mail Services	198,043	198,043	198,043	173,788	147,471	142,054
Marketing & Public Relations	698,414	698,414	698,414	693,672	512,229	757,867
President's Office	1,002,944	1,002,944	1,002,944	879,680	903,045	840,878
Public Safety	910,998	910,998	910,998	700,259	671,808	669,604
Sustainability	369,170	369,170	369,170	367,757	282,676	339,165
Total College Support Services	\$ 13,100,901	\$ 13,100,901	\$ 13,100,901	\$ 11,983,202	\$ 12,393,988	\$ 12,257,987
Plant Operation & Maintenance						
Facilities Management & Planning	\$ 6,490,296	\$ 6,490,296	\$ 6,490,296	\$ 5,898,875	\$ 5,402,278	\$ 5,591,473
Total Plant Operation & Maintenance	\$ 6,490,296	\$ 6,490,296	\$ 6,490,296	\$ 5,898,875	\$ 5,402,278	\$ 5,591,473
Financial Aid						
Financial Aid Transfer	\$ 497,992	\$ 497,992	\$ 497,992	\$ -	\$ 605,275	\$ 1,490,685
Total Financial Aid	\$ 497,992	\$ 497,992	\$ 497,992	\$ -	\$ 605,275	\$ 1,490,685

- Continued -

GENERAL FUND I

	Fiscal Year 2011-2012 ADOPTED Budget	Fiscal Year 2011-2012 APPROVED Budget	Fiscal Year 2011-2012 PROPOSED Budget	Fiscal Year 2010-2011 CURRENT Budget	Fiscal Year 2009-2010 ACTUAL Amounts	Fiscal Year 2008-2009 ACTUAL Amounts
Debt Service						
Debt Service Transfer	\$ -	\$ -	\$ -	\$ -	\$ 799,620	\$ 302,770
Total Debt Service	\$ -	\$ -	\$ -	\$ -	\$ 799,620	\$ 302,770
Transfer Out						
To Internal Service Fund II	\$ 357,968	\$ 357,968	\$ 357,968	\$ 372,657	\$ 286,216	\$ 384,705
To Capital Projects Fund IV	1,000,000	1,000,000	1,000,000	1,000,000	1,488,304	1,702,463
To Enterprise Fund VI	167,457	167,457	167,457	167,457	195,566	440,390
To Special Revenue Fund VIII	-	-	-	-	10,572	-
To Special Revenue-Admin Restricted Fund IX	1,718,721	1,718,721	1,718,721	1,568,259	3,450,497	2,461,704
Total Transfer Out	\$ 3,244,146	\$ 3,244,146	\$ 3,244,146	\$ 3,108,373	\$ 5,431,155	\$ 4,989,262
Contingency						
Projects/Provisions	\$ 3,360,630	\$ 3,360,630	\$ 3,360,630	\$ 5,778,279	\$ -	\$ -
Total Contingency	\$ 3,360,630	\$ 3,360,630	\$ 3,360,630	\$ 5,778,279	\$ -	\$ -
Total Operating Expenditures	\$ 90,791,967	\$ 90,791,967	\$ 90,791,967	\$ 87,564,800	\$ 77,960,835	\$ 74,506,833
Unappropriated Ending Fund Balance (UEFB)	2,900,000	2,900,000	2,900,000	2,900,000	-	-
TOTAL EXPENDITURES AND OTHER REQUIREMENTS - GENERAL FUND I	\$ 93,691,967	\$ 93,691,967	\$ 93,691,967	\$ 90,464,800	\$ 77,960,835	\$ 74,506,833
SUMMARY OF GENERAL FUND RESOURCES AND REQUIREMENTS						
Total Operating Revenues	\$ 86,364,611	\$ 86,364,611	\$ 86,364,611	\$ 85,137,444	\$ 91,203,898	\$ 71,536,955
Less: Total Operating Expenditures	(93,691,967)	(93,691,967)	(93,691,967)	(90,464,800)	(77,960,835)	(74,506,833)
Excess of revenues over (under) expenditures	\$ (7,327,356)	\$ (7,327,356)	\$ (7,327,356)	\$ (5,327,356)	\$ 13,243,063	\$ (2,969,878)
Beginning Fund Balance	7,327,356	7,327,356	7,327,356	5,327,356	327,270	3,297,148
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ 13,570,333	\$ 327,270



**Personal services remains the largest expenditure component.
(Reference data follows on the next page.)**

REQUIREMENTS BY EXPENDITURES CATEGORY - GENERAL FUND I

	Fiscal Year 2011-2012 APPROVED Budget	Personal Services	Materials & Services	Capital Outlay	Transfers Out	Debt Service	Contingency
Instruction							
Academic Learning Skills	\$ 1,734,666	\$ 1,695,691	\$ 38,975	-	-	-	-
Adult Basic and Secondary Education	1,671,253	1,606,838	64,415	-	-	-	-
Advanced Technologies	2,775,517	2,531,860	243,657	-	-	-	-
Art & Applied Design	2,522,746	2,184,389	338,357	-	-	-	-
Business Development Center	643,296	630,596	12,700	-	-	-	-
Business & Computer Information Technologies	2,925,091	2,702,861	222,230	-	-	-	-
Continuing Education	1,774,333	1,196,529	577,804	-	-	-	-
Cooperative Education	1,787,586	1,694,182	93,404	-	-	-	-
Culinary Arts & Hospitality	683,244	497,544	185,700	-	-	-	-
English as a Second Language	1,221,988	1,193,792	28,196	-	-	-	-
Health & Physical Education	2,452,365	1,962,690	489,675	-	-	-	-
Health Professions	5,488,990	4,727,508	761,482	-	-	-	-
Lane Community College at Cottage Grove	455,251	401,994	53,257	-	-	-	-
Lane Community College at Florence	648,505	555,396	93,109	-	-	-	-
Language, Literature & Communication	5,425,858	5,318,783	107,075	-	-	-	-
Mathematics	3,364,931	3,304,556	60,375	-	-	-	-
Music/Dance/Theatre Arts	1,693,169	1,522,969	170,200	-	-	-	-
Science	3,450,613	3,287,516	163,097	-	-	-	-
Social Science	3,306,118	3,263,018	43,100	-	-	-	-
Special Instructional Projects	6,704,325	6,704,325	-	-	-	-	-
Total Instruction	\$ 50,729,845	\$ 46,983,037	\$ 3,746,808	\$ -	\$ -	\$ -	\$ -
Instructional Support							
Academic & Student Affairs Office	\$ 1,111,277	\$ 1,036,562	\$ 74,715	\$ -	-	-	-
Academic Technology	1,381,710	1,080,426	301,284	-	-	-	-
Grant Coordination	299,825	295,325	4,500	-	-	-	-
High School Connections	280,080	274,803	5,277	-	-	-	-
Library	1,212,218	948,022	145,196	119,000	-	-	-
Professional Development - Faculty	417,565	19,018	398,547	-	-	-	-
Special Instructional Projects	371,403	325,300	46,103	-	-	-	-
Total Instructional Support	\$ 5,074,078	\$ 3,979,456	\$ 975,622	\$ 119,000	\$ -	\$ -	\$ -

- Continued -

REQUIREMENTS BY EXPENDITURES CATEGORY - GENERAL FUND I

	Fiscal Year 2011-2012 APPROVED Budget	Personal Services	Materials & Services	Capital Outlay	Transfers Out	Debt Service	Contingency
Student Services							
Conference & Culinary Services	\$ 347,825	\$ 347,825	\$ -	\$ -	\$ -	\$ -	\$ -
Counseling	3,057,624	2,872,888	184,736	-	-	-	-
Disability Resources	728,049	710,749	17,300	-	-	-	-
Enrollment & Student Financial Services	2,110,433	1,831,283	279,150	-	-	-	-
Financial Aid	1,001,598	948,098	53,500	-	-	-	-
Student Life & Leadership Development	590,486	482,986	107,500	-	-	-	-
Women's Program	458,064	441,927	16,137	-	-	-	-
Total Student Services	\$ 8,294,079	\$ 7,635,756	\$ 658,323	\$ -	\$ -	\$ -	\$ -
College Support Services							
Archives & Records Management	\$ 39,106	\$ 34,306	\$ 4,800	\$ -	\$ -	\$ -	\$ -
Board of Education	20,000	-	20,000	-	-	-	-
College Finance	1,126,301	1,058,612	67,689	-	-	-	-
College Operations Office	366,649	327,149	39,500	-	-	-	-
Curriculum & Scheduling	240,235	232,860	7,375	-	-	-	-
Governance and Administration	529,190	-	529,190	-	-	-	-
Human Resources	1,403,243	1,104,262	298,981	-	-	-	-
Infrastructure Technology	3,949,169	2,698,089	966,981	73,500	210,599	-	-
Institutional Research, Assessment & Planning	576,131	565,366	10,765	-	-	-	-
Lane Community College Foundation	538,407	538,407	-	-	-	-	-
Legal, Accounting & Administrative	1,343,500	-	1,343,500	-	-	-	-
Mail Services	198,043	170,383	27,660	-	-	-	-
Marketing & Public Relations	698,414	190,064	508,350	-	-	-	-
President's Office	1,002,944	956,789	46,155	-	-	-	-
Public Safety	910,998	823,508	87,490	-	-	-	-
Sustainability	369,170	230,334	138,836	-	-	-	-
Total College Support Services	\$ 13,311,500	\$ 8,930,129	\$ 4,097,272	\$ 73,500	\$ 210,599	\$ -	\$ -

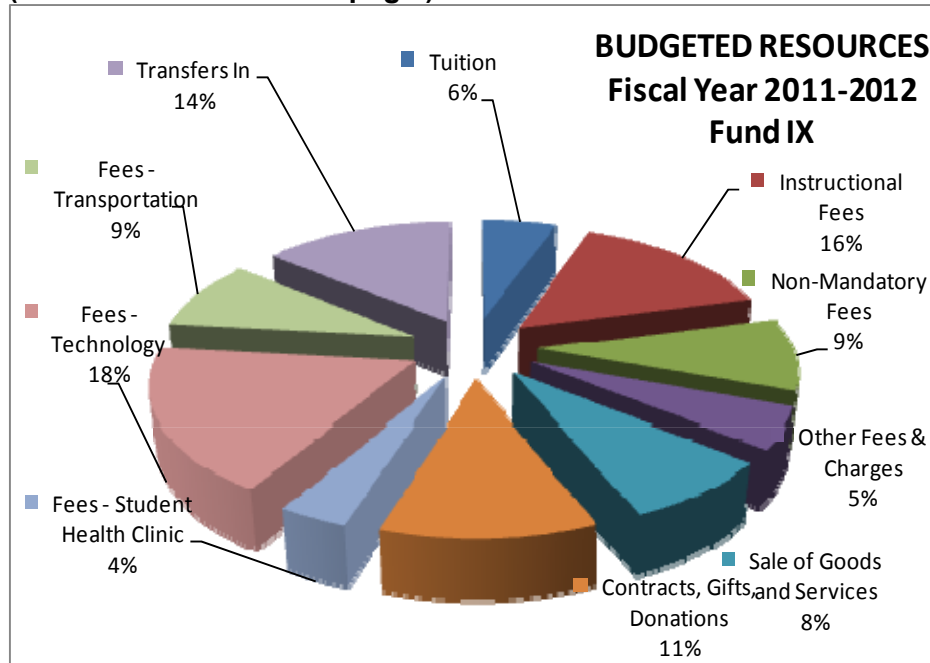
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REQUIREMENTS BY EXPENDITURES CATEGORY - GENERAL FUND I

	Fiscal Year 2011-2012 APPROVED Budget	Personal Services	Materials & Services	Capital Outlay	Transfers Out	Debt Service	Contingency
Plant Operation & Maintenance							
Facilities Management & Planning	\$ 6,490,296	\$ 3,526,694	\$ 2,963,602	\$ -	\$ -	\$ -	\$ -
Total Plant Operation & Maintenance	\$ 6,490,296	\$ 3,526,694	\$ 2,963,602	\$ -	\$ -	\$ -	\$ -
Transfer Out:							
To Internal Services Fund II	\$ 147,369	\$ -	\$ -	\$ -	\$ 147,369	\$ -	\$ -
To Capital Projects Fund IV	1,000,000	-	-	-	1,000,000	-	-
To Financial Aid Fund V	497,992	-	-	-	497,992	-	-
To Enterprise Fund VI	167,457	-	-	-	167,457	-	-
To special Revenue-Admin. Rest. Fund IX	1,718,721	-	-	-	1,718,721	-	-
Total Transfer Out	\$ 3,531,539	\$ -	\$ -	\$ -	\$ 3,531,539	\$ -	\$ -
Contingency							
Projects/Provisions	\$ 3,360,630	\$ 340,280	\$ -	\$ 700,000	\$ -	\$ -	\$ 2,320,350
Unappropriated Ending Fund Balance (UEFB)	2,900,000	-	-	-	-	-	2,900,000
Total Contingency	6,260,630	\$ 340,280	\$ -	\$ 700,000	\$ -	\$ -	\$ 5,220,350
Total - General Fund Functions	\$ 93,691,967	\$ 71,395,352	\$ 12,441,627	\$ 892,500	\$ 3,742,138	\$ -	\$ 5,220,350
<u>SUMMARY OF GENERAL FUND RESOURCES AND REQUIREMENTS</u>							
Total Operating Revenues	\$ 86,364,611						
Less: Total Operating Expenditures	(93,691,967)						
Excess of revenues over (under) expenditures	\$ (7,327,356)						
Beginning Fund Balance	7,327,356						
Ending Fund Balance	\$ -						

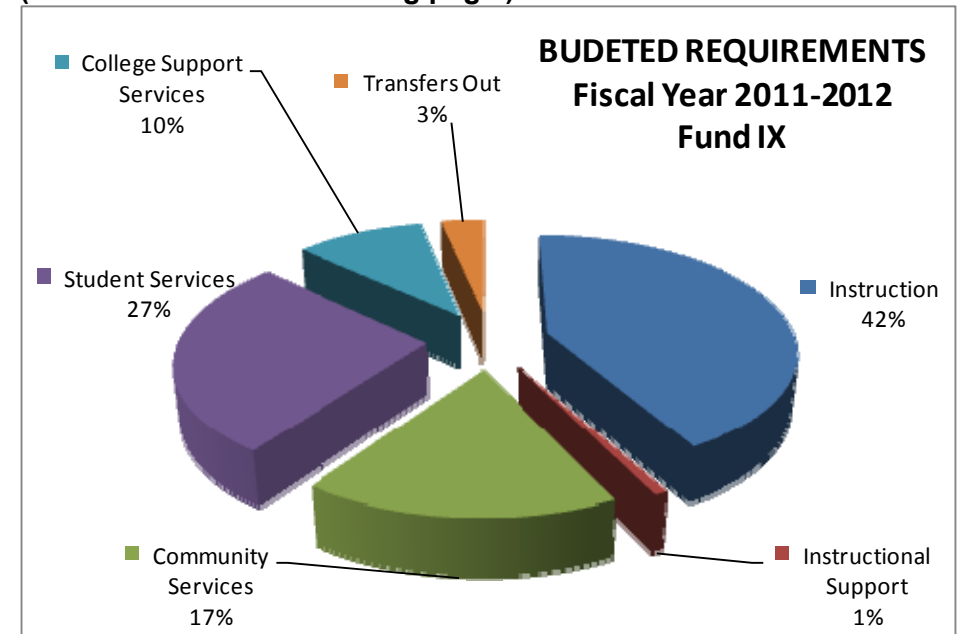
Tuition and various fees and charges constitute 66% of resources to Fund IX.

(Reference data on next page.)



This graph shows that 87% of budgeted requirements, excluding College Support Services and Transfers out, are related to student support.

(Reference data on following page.)



SPECIAL REVENUE FUND IX - ADMINISTRATIVELY RESTRICTED

	Fiscal Year 2011-2012 ADOPTED Budget	Fiscal Year 2011-2012 APPROVED Budget	Fiscal Year 2011-2012 PROPOSED Budget	Fiscal Year 2010-2011 CURRENT Budget	Fiscal Year 2009-2010 ACTUAL Amounts	Fiscal Year 2008-2009 ACTUAL Amounts
RESOURCES						
Intergovernmental	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 30,258	\$ 31,267
Tuition & Fees:						
Tuition	670,000	670,000	670,000	670,000	489,506	505,774
Instructional Fees	1,865,800	1,865,800	1,865,800	1,865,800	1,869,296	1,730,114
Non-Mandatory Fees	1,131,300	1,131,300	1,131,300	1,034,300	606,048	713,107
Other Fees & Charges	612,600	612,600	612,600	612,600	636,338	656,839
Sale of Goods and Services	1,006,645	1,006,645	1,006,645	1,006,645	1,167,435	1,147,547
Interest Income	17,500	17,500	17,500	17,500	4,043	10,131
Contracts, Gifts, Donations	1,390,693	1,390,693	1,390,693	2,277,626	1,108,441	928,571
Fees - Student Health Clinic	438,360	438,360	438,360	438,360	446,316	-
Fees - Technology	2,185,780	2,185,780	2,185,780	2,185,780	2,149,585	1,063,258
Fees - Transportation	1,098,000	1,098,000	1,098,000	1,098,000	1,058,820	684,416
Transfer In from General Fund I	1,718,721	1,718,721	1,718,721	1,898,259	3,450,497	2,461,424
Transfer In from Internal Service Fund II	1,000	1,000	1,000	1,000	-	-
Transfer In from Enterprise Fund VI	1,000	1,000	1,000	1,000	-	-
Transfer In from Endowment Fund IX	-	-	-	-	-	280
Total Operating Revenues	\$ 12,162,399	\$ 12,162,399	\$ 12,162,399	\$ 13,131,870	\$ 13,016,583	\$ 9,932,728
Beginning Fund Balance	476,146	476,146	476,146	-	4,894,612	3,809,074
TOTAL RESOURCES	\$ 12,638,545	\$ 12,638,545	\$ 12,638,545	\$ 13,131,870	\$ 17,911,195	\$ 13,741,802

- Continued -

SPECIAL REVENUE FUND IX - ADMINISTRATIVELY RESTRICTED

	Fiscal Year 2011-2012 ADOPTED Budget	Fiscal Year 2011-2012 APPROVED Budget	Fiscal Year 2011-2012 PROPOSED Budget	Fiscal Year 2010-2011 CURRENT Budget	Fiscal Year 2009-2010 ACTUAL Amounts	Fiscal Year 2008-2009 ACTUAL Amounts
EXPENDITURES AND OTHER REQUIREMENTS						
Instruction						
Advanced Technologies	\$ 25,500	\$ 25,500	\$ 25,500	\$ 25,500	\$ 20,579	\$ 60,156
Child & Family Education	259,237	259,237	259,237	256,692	311,140	271,680
Contract Training	260,000	260,000	260,000	260,000	61,999	113,598
Energy Management Program	730,000	730,000	730,000	730,000	710,746	686,999
Flight Technology	1,268,200	1,268,200	1,268,200	1,268,200	1,144,819	1,188,800
Non-Reimbursed Instruction	290,000	290,000	290,000	290,000	159,833	153,345
Specialized Support Services	201,715	201,715	201,715	1,119,041	412,402	412,024
Student Restaurant	39,000	39,000	39,000	39,000	27,574	19,544
Technology Fee	2,235,780	2,235,780	2,235,780	2,235,780	1,894,064	916,386
Total Instruction	\$ 5,309,432	\$ 5,309,432	\$ 5,309,432	\$ 6,224,212	\$ 4,743,157	\$ 3,822,532
Instructional Support						
Academic & Student Affairs - Tuition Rebate Program	\$ -	-	-	330,000	-	-
OSBDCN	5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 1,290	\$ 13,830
Regional Technical Education Coordination	85,000	85,000	85,000	85,000	66,356	53,152
Total Instructional Support	\$ 90,000	\$ 90,000	\$ 90,000	\$ 420,000	\$ 67,646	\$ 66,982
Community Services						
KLCC FM Operations	\$ 1,661,564	\$ 1,661,564	\$ 1,661,564	\$ 1,661,564	\$ 1,435,190	\$ 1,472,880
KLCC FM Quasi-Endowment	495,000	495,000	495,000	495,000	-	-
Total Community Services	\$ 2,156,564	\$ 2,156,564	\$ 2,156,564	\$ 2,156,564	\$ 1,435,190	\$ 1,472,880
Student Services						
ASLCC	\$ 519,992	\$ 519,992	\$ 519,992	\$ 519,992	\$ 472,152	\$ 401,133
Athletics	628,571	628,571	628,571	639,432	575,141	532,545
Child & Family Education	1,006,018	1,006,018	1,006,018	1,008,563	922,965	831,049
Student Health Services	967,023	967,023	967,023	967,024	767,284	579,072
Student Productions Association	31,800	31,800	31,800	31,800	27,069	23,632
The Torch	188,039	188,039	188,039	188,039	137,860	142,881
Women's Programs	67,701	67,701	67,701	67,700	50,644	11,798
Totals Student Services	\$ 3,409,144	\$ 3,409,144	\$ 3,409,144	\$ 3,422,550	\$ 2,953,115	\$ 2,522,110

- Continued -

SPECIAL REVENUE FUND IX - ADMINISTRATIVELY RESTRICTED

	Fiscal Year 2011-2012 ADOPTED Budget	Fiscal Year 2011-2012 APPROVED Budget	Fiscal Year 2011-2012 PROPOSED Budget	Fiscal Year 2010-2011 CURRENT Budget	Fiscal Year 2009-2010 ACTUAL Amounts	Fiscal Year 2008-2009 ACTUAL Amounts
College Support Services						
Staff Health Clinic	\$ 302,563	\$ 302,563	\$ 302,563	\$ 302,563	\$ 134,403	\$ 194,173
Transportation	948,000	948,000	948,000	948,000	901,847	356,600
Total College Support Services	\$ 1,250,563	\$ 1,250,563	\$ 1,250,563	\$ 1,250,563	\$ 1,036,250	\$ 550,773
Transfers Out:						
To General Fund I	\$ 3,600	\$ 3,600	\$ 3,600	\$ 3,600	\$ 3,832	\$ 3,600
To Capital Projects Fund IV	347,776	347,776	347,776	247,776	237,822	328,000
To Financial Aid Fund V	71,464	71,464	71,464	60,605	57,834	65,508
To Enterprise Fund VI	-	-	-	-	-	14,806
To Special Revenue Fund VIII	-	-	-	-	52,614	-
Total Transfers Out	\$ 422,840	\$ 422,840	\$ 422,840	\$ 311,981	\$ 352,102	\$ 411,914
TOTAL EXPENDITURES AND OTHER REQUIREMENTS	\$ 12,638,543	\$ 12,638,543	\$ 12,638,543	\$ 13,785,870	\$ 10,587,460	\$ 8,847,191
SUMMARY OF SPECIAL REVENUE-ADMIN.REST.FUND RESOURCES AND REQUIREMENTS						
Total Operating Revenues	\$ 12,162,399	\$ 12,162,399	\$ 12,162,399	\$ 13,131,870	\$ 13,016,583	\$ 9,932,728
Less: Total Operating Expenditures	(12,638,543)	(12,638,543)	(12,638,543)	(13,785,870)	(10,587,460)	(8,847,191)
Excess of Revenues, over (under) Expenditures	\$ (476,144)	\$ (476,144)	\$ (476,144)	\$ (654,000)	\$ 2,429,123	\$ 1,085,537
Beginning Fund Balance	476,144	476,144	476,144	654,000	4,894,612	3,809,074
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ 7,323,735	\$ 4,894,612



INTERNAL SERVICE FUND II

DEBT SERVICE FUND III

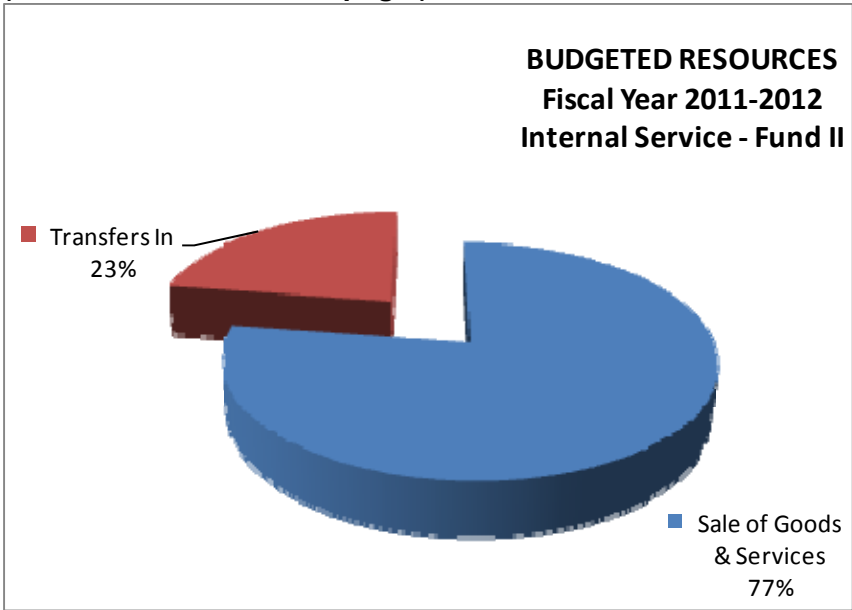
CAPITAL PROJECTS FUND IV

FINANCIAL AID FUND V

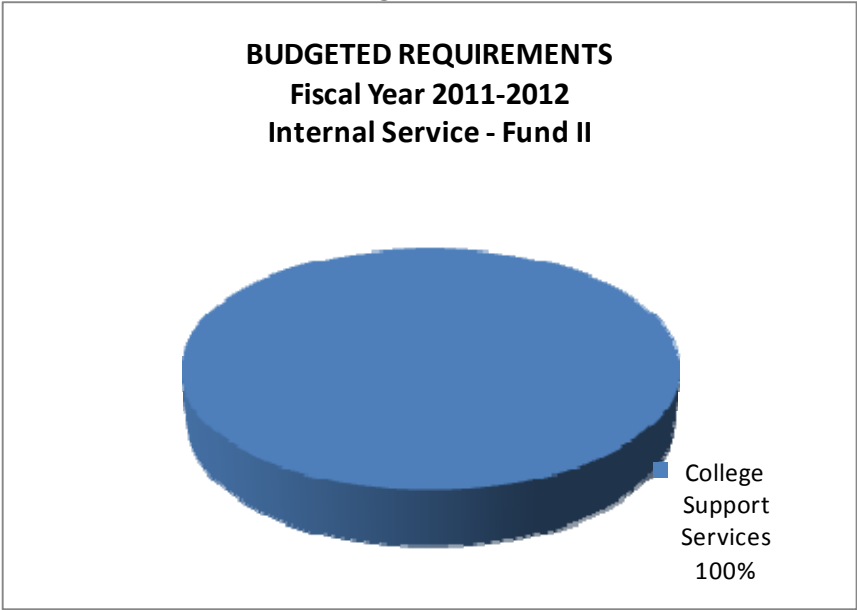
ENTERPRISE FUND VI

SPECIAL REVENUE FUND VIII

The Internal Service Fund II includes functions that exist primarily to provide goods or services to other instructional or administrative units of the college.
(Reference data on next page.)



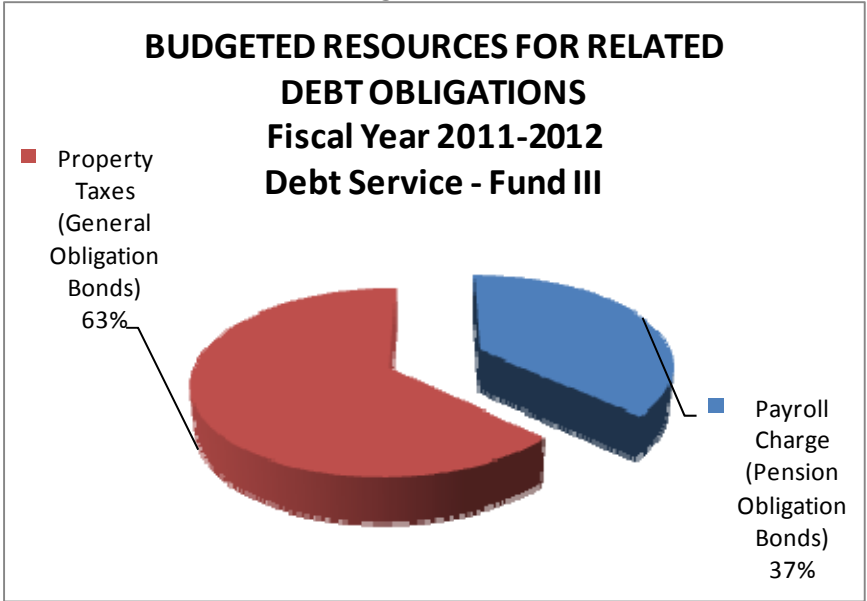
Services provided out of this fund include the Employee Wellness Program, Motor Pool, Printing & Graphics, telephone and warehouse services.
(Reference data on next page.)



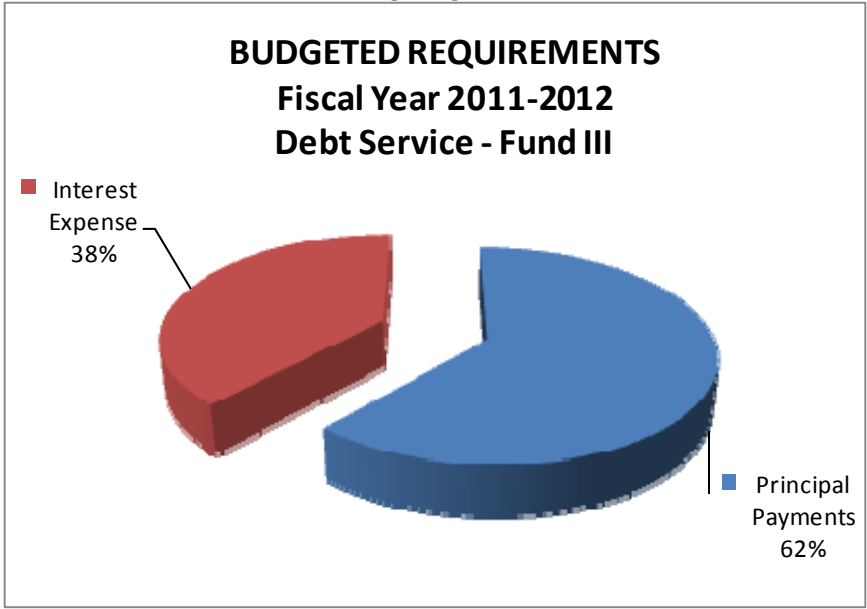
INTERNAL SERVICE FUND II

	Fiscal Year 2011-2012 ADOPTED Budget	Fiscal Year 2011-2012 APPROVED Budget	Fiscal Year 2011-2012 PROPOSED Budget	Fiscal Year 2010-2011 CURRENT Budget	Fiscal Year 2009-2010 ACTUAL Amounts	Fiscal Year 2008-2009 ACTUAL Amounts
RESOURCES						
Other Sources:						
Sale of Goods & Services	\$ 1,222,736	\$ 1,222,736	\$ 1,222,736	\$ 1,238,114	\$ 1,223,353	\$ 1,209,768
Transfer In from General Fund I	357,968	357,968	357,968	372,657	286,216	384,705
Total Operating Revenues	\$ 1,580,704	\$ 1,580,704	\$ 1,580,704	\$ 1,610,771	\$ 1,509,569	\$ 1,594,473
Beginning Fund Balance	308,000	308,000	308,000	283,000	377,119	304,450
TOTAL RESOURCES	\$ 1,888,704	\$ 1,888,704	\$ 1,888,704	\$ 1,893,771	\$ 1,886,688	\$ 1,898,923
EXPENDITURES AND OTHER REQUIREMENTS						
College Support Services						
Employee Wellness	\$ 170,477	\$ 170,477	\$ 170,477	\$ 155,044	\$ 138,105	\$ 132,824
Motor Pool	120,000	120,000	120,000	121,000	15,503	77,073
Printing & Graphics	881,114	881,114	881,114	836,114	744,877	783,354
Telephone Services	612,613	612,613	612,613	677,113	419,607	457,509
Warehouse Services	100,000	100,000	100,000	100,000	68,596	71,044
Transfer Out						
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	-	-
TOTAL EXPENDITURES AND OTHER REQUIREMENTS	\$ 1,888,704	\$ 1,888,704	\$ 1,888,704	\$ 1,893,771	\$ 1,386,688	\$ 1,521,804
SUMMARY OF INTERNAL SERVICE FUND RESOURCES AND REQUIREMENTS						
Total Operating Revenues	\$ 1,580,704	\$ 1,580,704	\$ 1,580,704	\$ 1,610,771	\$ 1,509,569	\$ 1,594,473
Less: Total Operating Expenditures	(1,888,704)	(1,888,704)	(1,888,704)	(1,893,771)	(1,386,688)	(1,521,804)
Excess of Revenues, over (under) Expenditures	\$ (308,000)	\$ (308,000)	\$ (308,000)	\$ (283,000)	\$ 122,881	\$ 72,669
Beginning Fund Balance	308,000	308,000	308,000	283,000	377,119	304,450
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ 377,119

This fund accounts for the accumulation of resources for, and the payment of, general long-term debt principal and interest. (Reference data on next page.)



Requirements for FY2011-2012:
Recovery Zone Bonds
General Obligation Bonds 2009
Pension Obligation Bonds
(Reference data on following page.)



DEBT SERVICE FUND III

	Fiscal Year 2011-2012 ADOPTED Budget	Fiscal Year 2011-2012 APPROVED Budget	Fiscal Year 2011-2012 PROPOSED Budget	Fiscal Year 2010-2011 CURRENT Budget	Fiscal Year 2009-2010 ACTUAL Amounts	Fiscal Year 2008-2009 ACTUAL Amounts
RECOVERY ZONE BONDS, 2010						
<u>RESOURCES</u>						
Transfer In from Capital Projects Fund IV	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ -	\$ -	\$ -
TOTAL RESOURCES	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ -	\$ -	\$ -
<u>EXPENDITURES AND OTHER REQUIREMENTS</u>						
Principal Payments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest Expense	1,307,142	1,307,142	1,307,142	-	-	-
TOTAL EXPENDITURES AND OTHER REQUIREMENTS	\$ 1,307,142	\$ 1,307,142	\$ 1,307,142	\$ -	\$ -	\$ -
<u>SUMMARY OF RECOVERY ZONE BONDS</u>						
Total Operating Revenues	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ -	\$ -	\$ -
Less: Total Operating Expenditures	(1,307,142)	(1,307,142)	(1,307,142)	-	-	-
Excess of Revenues, over (under) Expenditures	\$ 692,858	\$ 692,858	\$ 692,858	\$ -	\$ -	\$ -
Beginning Fund Balance	-	-	-	-	-	-
Ending Balance	\$ 692,858	\$ 692,858	\$ 692,858	\$ -	\$ -	\$ -

- Continued -

DEBT SERVICE FUND III

GENERAL OBLIGATION BONDS, 2009

RESOURCES

	Fiscal Year 2011-2012 ADOPTED Budget	Fiscal Year 2011-2012 APPROVED Budget	Fiscal Year 2011-2012 PROPOSED Budget	Fiscal Year 2010-2011 CURRENT Budget	Fiscal Year 2009-2010 ACTUAL Amounts	Fiscal Year 2008-2009 ACTUAL Amounts
Intergovernmental (Property Taxes)	\$ 6,175,475	\$ 6,175,475	\$ 6,175,475	\$ 5,874,612	\$ 5,687,534	\$ -
Total Operating Revenues	\$ 6,175,475	\$ 6,175,475	\$ 6,175,475	\$ 5,874,612	\$ 5,687,534	\$ -
Beginning Fund Balance	-	-	-	-	-	-
TOTAL RESOURCES	\$ 6,175,475	\$ 6,175,475	\$ 6,175,475	\$ 5,874,612	\$ 5,687,534	\$ -

EXPENDITURES AND OTHER REQUIREMENTS

Principal Payments	\$ 4,745,000	\$ 4,745,000	\$ 4,745,000	\$ 4,360,000	\$ 3,985,000	\$ -
Interest Expense	1,430,475	1,430,475	1,430,475	1,514,612	1,596,159	-
TOTAL EXPENDITURES AND OTHER REQUIREMENTS	\$ 6,175,475	\$ 6,175,475	\$ 6,175,475	\$ 5,874,612	\$ 5,581,159	\$ -

SUMMARY OF GENERAL OBLIGATION, 2009 BONDS

Total Operating Revenues	\$ 6,175,475	\$ 6,175,475	\$ 6,175,475	\$ 5,874,612	\$ 5,687,534	\$ -
Less: Total Operating Expenditures	(6,175,475)	(6,175,475)	(6,175,475)	(5,874,612)	(5,581,159)	-
Excess of Revenues, over (under) Expenditures	\$ -	\$ -	\$ -	\$ -	\$ 106,375	\$ -
Beginning Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Balance	\$ -	\$ -	\$ -	\$ -	\$ 106,375	\$ -

- Continued -

DEBT SERVICE FUND III

	Fiscal Year 2011-2012 ADOPTED Budget	Fiscal Year 2011-2012 APPROVED Budget	Fiscal Year 2011-2012 PROPOSED Budget	Fiscal Year 2010-2011 CURRENT Budget	Fiscal Year 2009-2010 ACTUAL Amounts	Fiscal Year 2008-2009 ACTUAL Amounts
PENSION OBLIGATION BONDS						
RESOURCES						
Interest Income	\$ 250	\$ 250	\$ 250	\$ 250	\$ 2,359	\$ 16,256
Revenue Allocation - Employee Fringe	3,634,250	3,634,250	3,634,250	3,454,250	3,279,000	3,109,250
Total Operating Revenues	\$ 3,634,500	\$ 3,634,500	\$ 3,634,500	\$ 3,454,500	\$ 3,281,359	\$ 3,125,506
Beginning Fund Balance	-	-	-	-	442,954	428,448
TOTAL RESOURCES	\$ 3,634,500	\$ 3,634,500	\$ 3,634,500	\$ 3,454,500	\$ 3,724,313	\$ 3,553,954
EXPENDITURES AND OTHER REQUIREMENTS						
Principal Payments	\$ 2,105,000	\$ 2,105,000	\$ 2,105,000	\$ 1,925,000	\$ 1,274,595	\$ 1,225,464
Interest Expense	1,529,500	1,529,500	1,529,500	1,529,500	2,004,655	1,885,536
TOTAL EXPENDITURES AND OTHER REQUIREMENTS	\$ 3,634,500	\$ 3,634,500	\$ 3,634,500	\$ 3,454,500	\$ 3,279,250	\$ 3,111,000
SUMMARY OF PENSION OBLIGATION BONDS						
Total Operating Revenues	\$ 3,634,500	\$ 3,634,500	\$ 3,634,500	\$ 3,454,500	\$ 3,281,359	\$ 3,125,506
Less: Total Operating Expenditures	(3,634,500)	(3,634,500)	(3,634,500)	(3,454,500)	(3,279,250)	(3,111,000)
Excess of Revenues, over (under) Expenditures	\$ -	\$ -	\$ -	\$ -	\$ 2,109	\$ 14,506
Beginning Fund Balance	-	-	-	-	442,954	428,448
Ending Balance	\$ -	\$ -	\$ -	\$ -	\$ 445,063	\$ 442,954

- Continued -

DEBT SERVICE FUND III**FULL FAITH & CREDIT OBLIGATIONS, SERIES 1992****RESOURCES**

	Fiscal Year 2011-2012 ADOPTED Budget	Fiscal Year 2011-2012 APPROVED Budget	Fiscal Year 2011-2012 PROPOSED Budget	Fiscal Year 2010-2011 CURRENT Budget	Fiscal Year 2009-2010 ACTUAL Amounts	Fiscal Year 2008-2009 ACTUAL Amounts
Transfer In from General Fund I	\$ -	\$ -	\$ -	\$ -	\$ 799,620	\$ 302,770
Total Operating Revenues	-	-	-	-	799,620	302,770
Beginning Fund Balance	-	-	-	-	-	-
TOTAL RESOURCES	\$ -	\$ -	\$ -	\$ -	\$ 799,620	\$ 302,770

EXPENDITURES AND OTHER REQUIREMENTS

Principal Payments	\$ -	\$ -	\$ -	\$ -	\$ 780,000	\$ 260,000
Interest Expense	-	-	-	-	31,840	42,770
TOTAL EXPENDITURES AND OTHER REQUIREMENTS	\$ -	\$ -	\$ -	\$ -	\$ 811,840	\$ 302,770

SUMMARY OF FULL FAITH AND CREDIT DEBT**OBLIGATIONS**

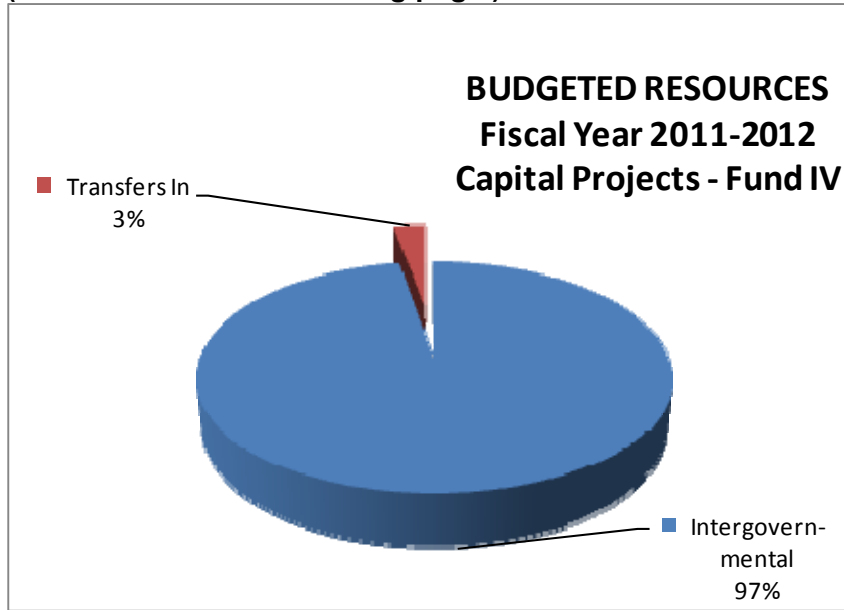
Total Operating Revenues	\$ -	\$ -	\$ -	\$ -	\$ 799,620	\$ 302,770
Less: Total Operating Expenditures	-	-	-	-	(811,840)	(302,770)
Excess of Revenues, over (under) Expenditures	\$ -	\$ -	\$ -	\$ -	\$ (12,220)	\$ -
Beginning Fund Balance	-	-	-	-	-	-
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ (12,220)	\$ -

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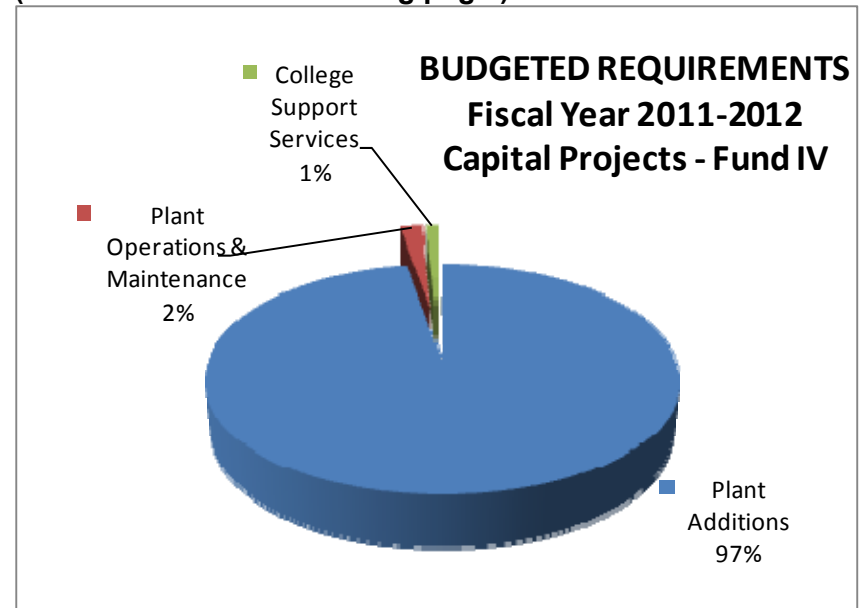
DEBT SERVICE FUND III

	Fiscal Year 2011-2012 ADOPTED Budget	Fiscal Year 2011-2012 APPROVED Budget	Fiscal Year 2011-2012 PROPOSED Budget	Fiscal Year 2010-2011 CURRENT Budget	Fiscal Year 2009-2010 ACTUAL Amounts	Fiscal Year 2008-2009 ACTUAL Amounts
GENERAL OBLIGATION BONDS, 1995*						
RESOURCES						
Intergovernmental (Property Taxes)	\$ -	\$ -	\$ -	\$ -	\$ 192,064	\$ 5,988,808
Total Operating Revenues	-	-	-	-	192,064	5,988,808
Beginning Fund Balance	-	-	-	-	461,213	294,655
TOTAL RESOURCES	\$ -	\$ -	\$ -	\$ -	\$ 653,277	\$ 6,283,463
EXPENDITURES AND OTHER REQUIREMENTS						
Principal Payments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,545,000
Interest Expense	-	-	-	-	-	277,250
Transfer Out to General Fund I	-	-	-	-	-	-
TOTAL EXPENDITURES AND OTHER REQUIREMENTS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,822,250
SUMMARY OF GENERAL OBLIGATION, 1995 BONDS						
Total Operating Revenues	\$ -	\$ -	\$ -	\$ -	\$ 192,064	\$ 5,988,808
Less: Total Operating Expenditures	-	-	-	-	-	(5,822,250)
Excess of Revenues, over (under) Expenditures	\$ -	\$ -	\$ -	\$ -	\$ 192,064	\$ 166,558
Beginning Fund Balance	-	-	-	-	461,213	294,655
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ 653,277	\$ 461,213
*Fully retired in FY2008-09						
SUMMARY OF DEBT SERVICE FUND RESOURCES AND REQUIREMENTS						
Total Operating Revenues	\$ 11,809,975	\$ 11,809,975	\$ 11,809,975	\$ 9,329,112	\$ 9,960,577	\$ 9,417,084
Less: Total Operating Expenditures	(11,117,117)	(11,117,117)	(11,117,117)	(9,329,112)	(9,672,249)	(9,236,020)
Excess of Revenues, over (under) Expenditures	\$ 692,858	\$ 692,858	\$ 692,858	\$ -	\$ 288,328	\$ 181,064
Beginning Fund Balance				1,192,495	904,167	723,103
Ending Fund Balance	\$ 692,858	\$ 692,858	\$ 692,858	\$ 1,192,495	\$ 1,192,495	\$ 904,167

Resources are used for the acquisition of land, new construction, and major equipment purchases.
(Reference data on following page.)



Requirements are allocated to cover the managing and expenses of purchases and construction/remodel costs.
(Reference data on following page.)



CAPITAL PROJECTS FUND IV

	Fiscal Year 2011-2012 ADOPTED Budget	Fiscal Year 2011-2012 APPROVED Budget	Fiscal Year 2011-2012 PROPOSED Budget	Fiscal Year 2010-2011 CURRENT Budget	Fiscal Year 2009-2010 ACTUAL Amounts	Fiscal Year 2008-2009 ACTUAL Amounts
RESOURCES						
Intergovernmental	\$ 50,000,000	\$ 50,000,000	\$ 50,000,000	\$ 45,000,000	\$ 10,673,295	\$ 3,455,495
Other Sources:						
Interest Income	75,000	75,000	75,000	1,500	581,176	34,977
Donations, Special Allocations, Vendor Refunds	20,000	20,000	20,000	5,000,000	3,288,709	3,268,807
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	1,488,304	1,702,463
Transfer In from Special Revenue-Admin Res. Fund IX	347,776	347,776	347,776	247,776	237,822	328,000
Total Operating Revenues	\$ 51,442,776	\$ 51,442,776	\$ 51,442,776	\$ 51,249,276	\$ 16,269,306	\$ 54,693,510
Beginning Fund Balance	2,750,000	2,750,000	2,750,000	761,150	47,589,447	1,432,141
TOTAL RESOURCES	\$ 54,192,776	\$ 54,192,776	\$ 54,192,776	\$ 52,010,426	\$ 63,858,753	\$ 56,125,651
EXPENDITURES AND OTHER REQUIREMENTS						
College Support Services						
Information Technology (LASR Project)	\$ 400,000	\$ 400,000	\$ 400,000	\$ 407,150	\$ -	\$ 36,472
Plant Operation & Maintenance						
Facilities Management & Planning	1,015,000	1,015,000	1,015,000	901,500	1,154,350	1,336,638
GoOregon - State Deferred Maintenance	-	-	-	-	4,831,841	3,482,858
Plant Additions						
Bond Project	50,075,000	50,075,000	50,075,000	45,000,000	10,293,650	1,223,760
Facilities Management & Planning	702,776	702,776	702,776	701,776	1,093,527	1,254,712
Health & Wellness Bldg	-	-	-	5,000,000	12,243,688	1,201,762
Transfer Out:						
To Debt Service Fund III	2,000,000	2,000,000	2,000,000	-	-	-
TOTAL EXPENDITURES AND OTHER REQUIREMENTS	\$ 54,192,776	\$ 54,192,776	\$ 54,192,776	\$ 52,010,426	\$ 29,617,056	\$ 8,536,204

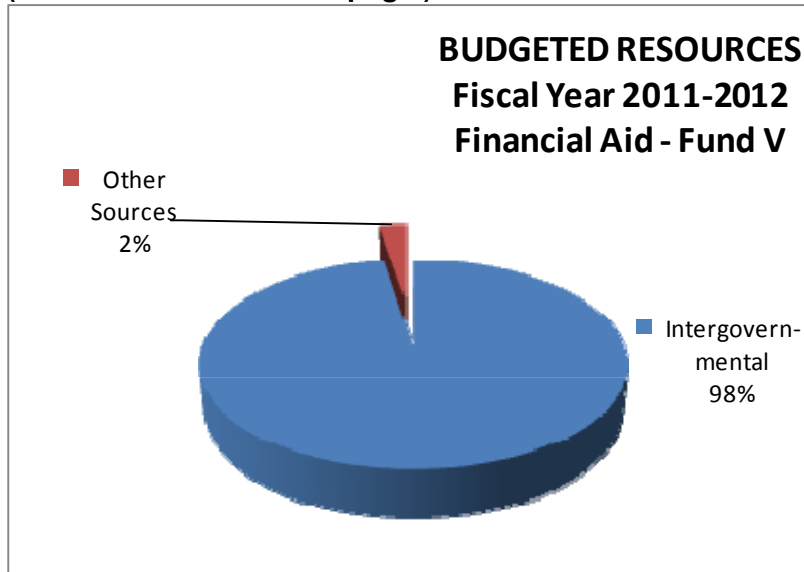
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CAPITAL PROJECTS FUND IV

	Fiscal Year 2011-2012 ADOPTED Budget	Fiscal Year 2011-2012 APPROVED Budget	Fiscal Year 2011-2012 PROPOSED Budget	Fiscal Year 2010-2011 CURRENT Budget	Fiscal Year 2009-2010 ACTUAL Amounts	Fiscal Year 2008-2009 ACTUAL Amounts
SUMMARY OF CAPITAL PROJECTS FUND RESOURCES AND REQUIREMENTS						
Total Operating Revenues	\$ 51,442,776	\$ 51,442,776	\$ 51,442,776	\$ 51,249,276	\$ 16,269,306	\$ 54,693,510
Less: Total Operating Expenditures	(54,192,776)	(54,192,776)	(54,192,776)	(52,010,426)	(29,617,056)	(8,536,204)
Excess of Revenues, over (under) Expenditures	\$ (2,750,000)	\$ (2,750,000)	\$ (2,750,000)	\$ (761,150)	\$ (13,347,750)	\$ 46,157,306
Beginning Fund Balance	2,750,000	2,750,000	2,750,000	761,150	47,589,447	1,432,141
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ 34,241,697	\$ 47,589,447

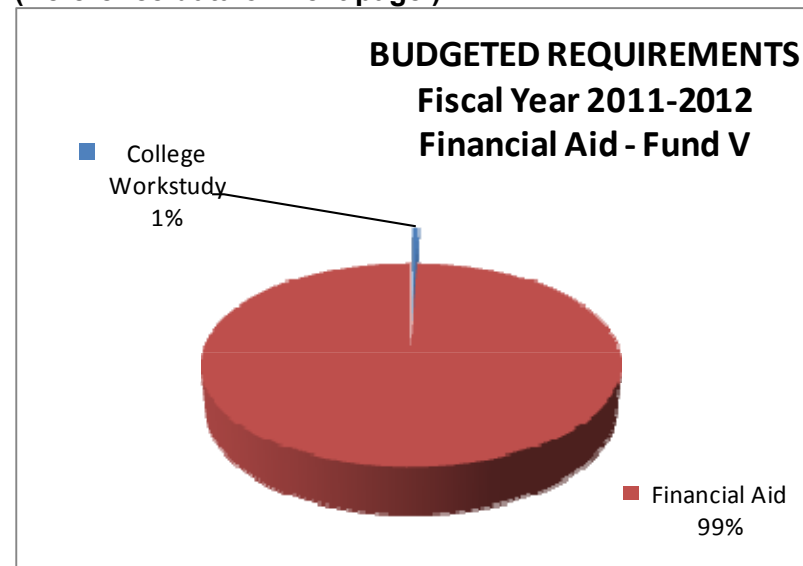
Resources for this fund are from Intergovernmental, including transfers from other LCC funds, interest income, scholarships and local grants.

(Reference data on next page.)



This fund is used for the provision of grants, stipends and other aid to enrolled students.

(Reference data on next page.)

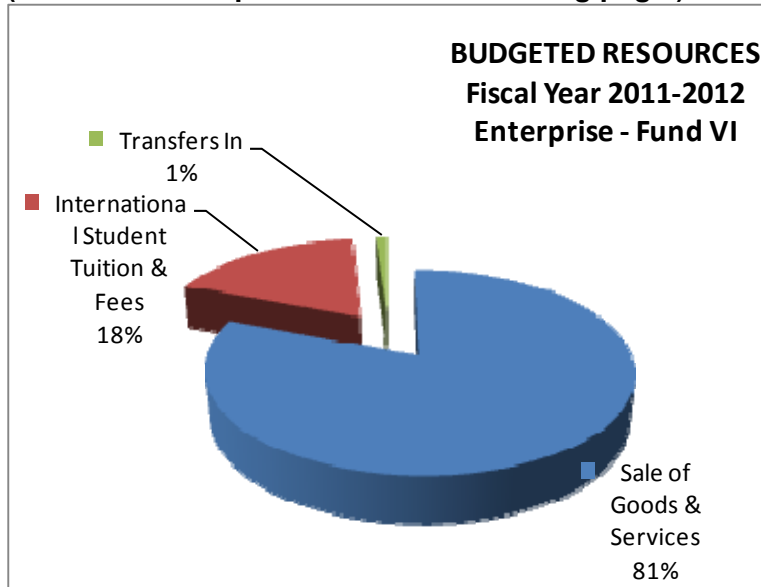


FINANCIAL AID FUND V

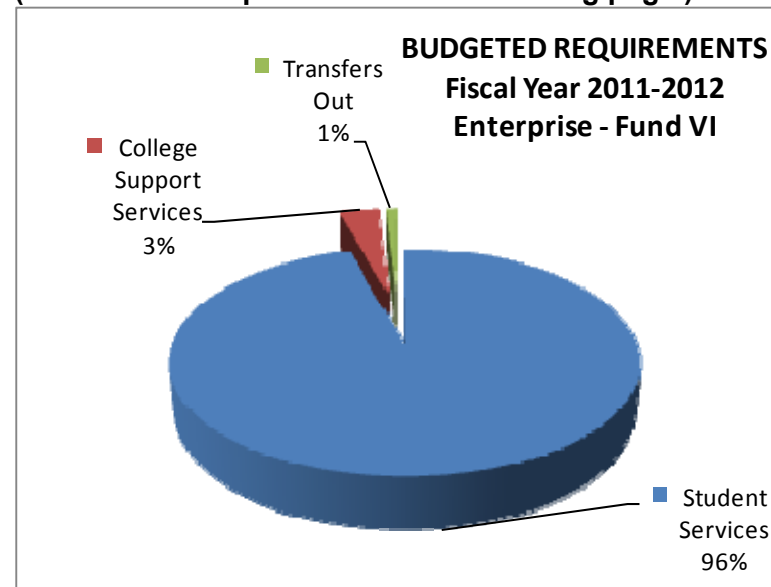
	Fiscal Year 2011-2012 ADOPTED Budget	Fiscal Year 2011-2012 APPROVED Budget	Fiscal Year 2011-2012 PROPOSED Budget	Fiscal Year 2010-2011 CURRENT Budget	Fiscal Year 2009-2010 ACTUAL Amounts	Fiscal Year 2008-2009 ACTUAL Amounts
RESOURCES						
Intergovernmental	\$ 103,758,508	\$ 103,758,508	\$ 103,758,508	\$ 104,078,000	\$ 89,292,863	\$ 58,585,132
Other Sources:						
Interest Income	75,000	75,000	75,000	75,000	51,661	53,218
Scholarships, Local Grants	2,385,641	2,385,641	2,385,641	2,575,000	2,423,999	2,250,537
Transfer In from General Fund I	497,992	497,992	497,992	-	555,401	1,490,685
Transfer In from Special Revenue-Admin Res. Fund IX	71,464	71,464	71,464	60,605	61,537	65,508
Total Operating Revenues	\$ 106,788,605	\$ 106,788,605	\$ 106,788,605	\$ 106,788,605	\$ 92,385,461	\$ 62,445,080
Beginning Fund Balance	-	-	-	1,229,500	1,337,675	323,030
TOTAL RESOURCES	\$ 106,788,605	\$ 106,788,605	\$ 106,788,605	\$ 108,018,105	\$ 93,723,136	\$ 62,768,110
EXPENDITURES AND OTHER REQUIREMENTS						
Student Services						
Career & Employment Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 492,057
Financial Aid						
College Workstudy	610,000	610,000	610,000	822,348	307,397	438,429
Financial Aid	106,178,605	106,178,605	106,178,605	107,195,757	92,015,695	60,499,949
TOTAL EXPENDITURES AND OTHER REQUIREMENTS	\$ 106,788,605	\$ 106,788,605	\$ 106,788,605	\$ 108,018,105	\$ 92,323,092	\$ 61,430,435
SUMMARY OF FINANCIAL AID FUND RESOURCES AND REQUIREMENTS						
Total Operating Resources	\$ 106,788,605	\$ 106,788,605	\$ 106,788,605	\$ 106,788,605	\$ 92,385,461	\$ 62,445,080
Less: Total Operating Expenditures	(106,788,605)	(106,788,605)	(106,788,605)	(108,018,105)	(92,323,092)	(61,430,435)
Excess of Revenues, over (under) Expenditures	\$ -	\$ -	\$ -	\$ (1,229,500)	\$ 62,369	\$ 1,014,645
Beginning Fund Balance	-	-	-	1,229,500	1,337,675	323,030
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ 1,400,044	\$ 1,337,675

This 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.

(Reference data provided on the following page.)



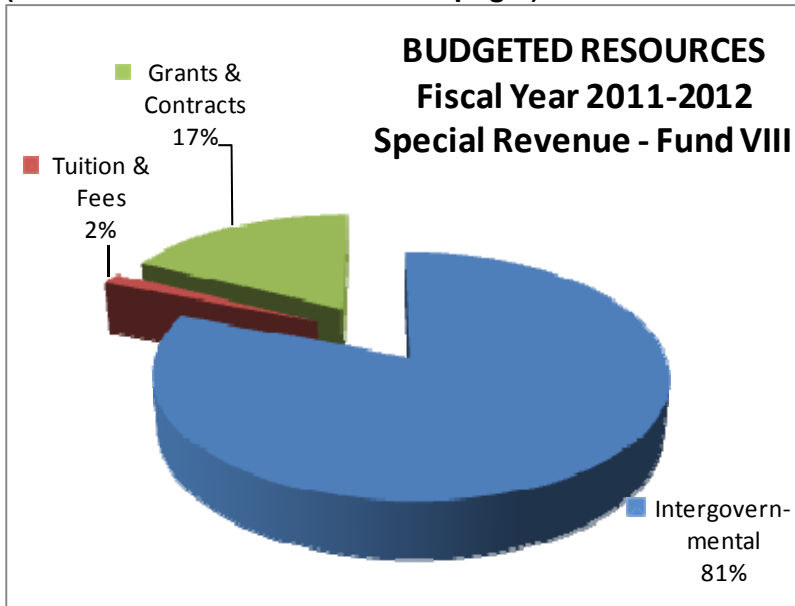
Services provided out of this fund include the Bookstore, Foodservices, Hospitality & Conference Services, the International Student Program, and Laundry Services
(Reference data provided on the following page.)



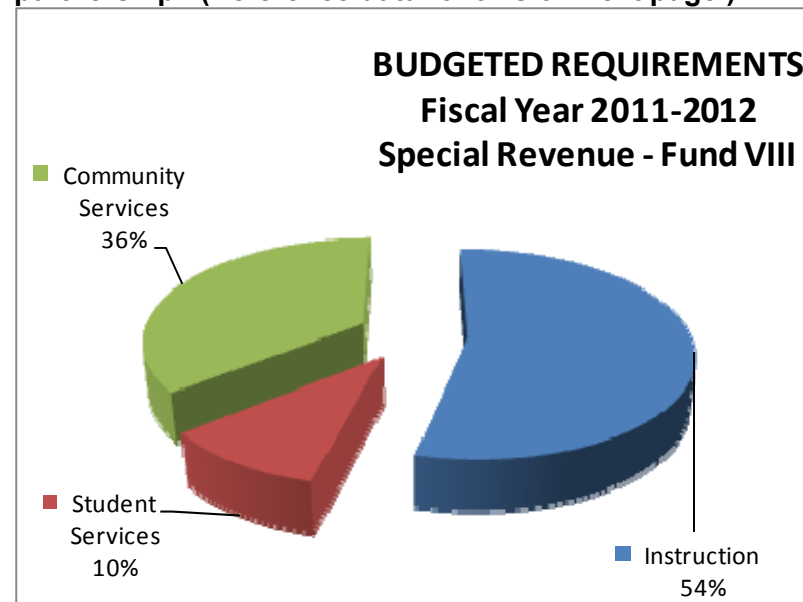
ENTERPRISE FUND VI

	Fiscal Year 2011-2012 ADOPTED Budget	Fiscal Year 2011-2012 APPROVED Budget	Fiscal Year 2011-2012 PROPOSED Budget	Fiscal Year 2010-2011 CURRENT Budget	Fiscal Year 2009-2010 ACTUAL Amounts	Fiscal Year 2008-2009 ACTUAL Amounts
RESOURCES						
Sale of Goods & Services	\$ 13,404,067	\$ 13,404,067	\$ 13,404,067	\$ 12,725,000	\$ 11,842,799	\$ 9,966,755
Other Fees: International Program	2,980,509	2,980,509	2,980,509	1,181,100	1,933,313	345,249
Transfer In from General Fund I	167,457	167,457	167,457	167,457	195,566	440,390
Transfer In from Special Revenue-Admin. Rest. Fund IX	-	-	-	-	-	14,806
Total Operating Revenues	\$ 16,552,033	\$ 16,552,033	\$ 16,552,033	\$ 14,073,557	\$ 13,971,678	\$ 10,767,200
Beginning Fund Balance	1,400,000	1,400,000	1,400,000	1,300,000	3,873,028	3,037,223
TOTAL RESOURCES	\$ 17,952,033	\$ 17,952,033	\$ 17,952,033	\$ 15,373,557	\$ 17,844,706	\$ 13,804,423
EXPENDITURES AND OTHER REQUIREMENTS						
Instruction						
Performance Season	\$ -	\$ -	\$ -	\$ -	\$ 1,352	\$ 1,667
Student Services						
Bookstore	10,260,500	10,260,500	10,260,500	10,075,000	8,315,458	7,063,099
Foodservices	3,005,731	3,005,731	3,005,731	2,427,567	1,991,230	1,611,731
Hospitality & Conference Services	938,578	938,578	938,578	922,584	811,652	838,235
International Student Program	2,980,509	2,980,509	2,980,509	1,181,100	346,702	-
College Support Services						
Laundry	616,866	616,866	616,866	617,457	255,269	279,138
Transfer Out:						
To General Fund I	148,849	148,849	148,849	148,849	147,116	137,525
To Special Revenue-Admin. Rest. Fund IX	1,000	1,000	1,000	1,000	-	-
TOTAL EXPENDITURES AND OTHER REQUIREMENTS	\$ 17,952,033	\$ 17,952,033	\$ 17,952,033	\$ 15,373,557	\$ 11,868,779	\$ 9,931,395
SUMMARY OF ENTERPRISE FUND RESOURCES AND REQUIREMENTS						
Total Operating Revenues	\$ 16,552,033	\$ 16,552,033	\$ 16,552,033	\$ 14,073,557	\$ 13,971,678	\$ 10,767,200
Less: Total Operating Expenditures	(17,952,033)	(17,952,033)	(17,952,033)	(15,373,557)	(11,868,779)	(9,931,395)
Excess of Revenues, over (under) Expenditures	\$ (1,400,000)	\$ (1,400,000)	\$ (1,400,000)	\$ (1,300,000)	\$ 2,102,899	\$ 835,805
Beginning Fund Balance	1,400,000	1,400,000	1,400,000	1,300,000	3,873,028	3,037,223
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ 5,975,927	\$ 3,873,028

This fund accounts for revenue sources from granting agencies (Federal , State, Local, etc) that are legally restricted to expenditures for specific purposes.
(Reference data follows on next page.)



Expenditures are restricted to uses outlined in each specific grant. Examples include purchasing of instructional equipment such as GIS systems or funding for Lane Workforce partnership. (Reference data follows on next page.)



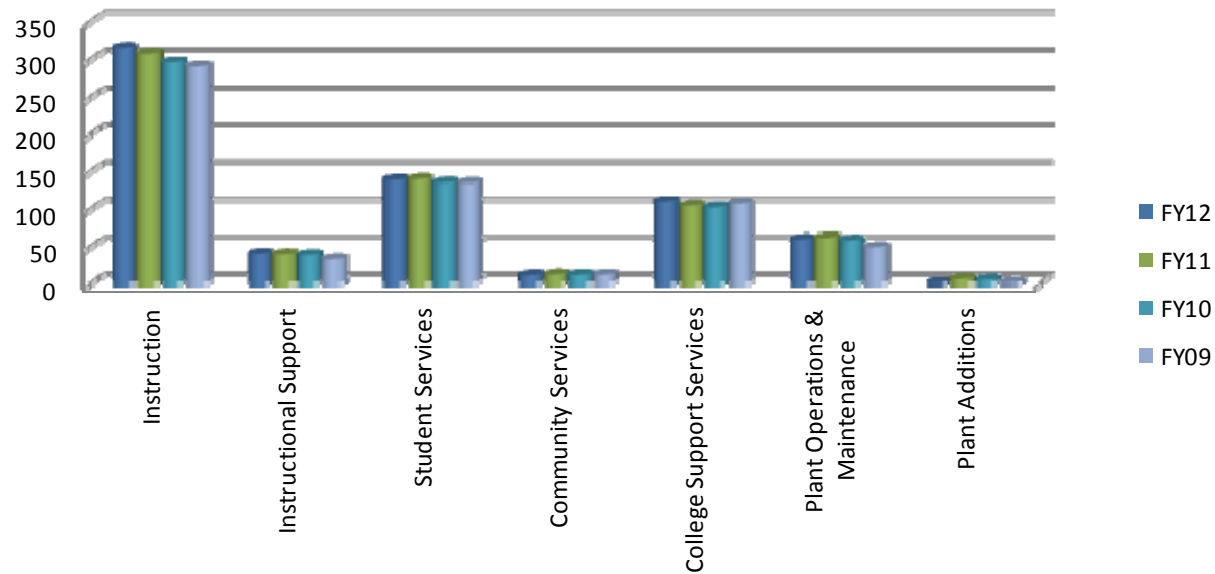
SPECIAL REVENUE FUND VIII

	Fiscal Year 2011-2012 ADOPTED Budget	Fiscal Year 2011-2012 APPROVED Budget	Fiscal Year 2011-2012 PROPOSED Budget	Fiscal Year 2010-2011 CURRENT Budget	Fiscal Year 2009-2010 ACTUAL Amounts	Fiscal Year 2008-2009 ACTUAL Amounts
RESOURCES						
Intergovernmental	\$ 15,600,000	\$ 15,600,000	\$ 15,600,000	\$ 15,000,000	\$ 9,541,324	\$ 9,080,087
Tuition & Fees						
Tuition	100,000	100,000	100,000	20,000	23,078	28,944
Instructional Fees	200,000	200,000	200,000	80,000	95,193	90,099
Grants & Contracts	3,278,306	3,278,306	3,278,306	3,100,000	438,845	466,462
Transfer In from General Fund	-	-	-	-	10,572	-
Transfer In from Enterprise Fund VI	-	-	-	-	52,614	-
Total Operating Revenues	\$ 19,178,306	\$ 19,178,306	\$ 19,178,306	\$ 18,200,000	\$ 10,161,626	\$ 9,665,592
Beginning Fund Balance	400,000	400,000	400,000	200,000	254,353	178,922
TOTAL RESOURCES	\$ 19,578,306	\$ 19,578,306	\$ 19,578,306	\$ 18,400,000	\$ 10,415,979	\$ 9,844,514
EXPENDITURES AND OTHER REQUIREMENTS						
Instruction						
Funded Projects	\$ 10,500,000	\$ 10,500,000	\$ 10,500,000	\$ 10,100,000	\$ 5,469,819	\$ 4,312,724
Instructional Support						
Funded Projects	50,000	50,000	50,000	50,000	-	-
Student Services						
Funded Projects	1,850,000	1,850,000	1,850,000	1,646,000	999,880	691,241
Community Services						
Funded Projects	7,124,306	7,124,306	7,124,306	6,550,000	3,684,653	4,577,449
College Support Services						
Funded Projects	50,000	50,000	50,000	50,000	6,795	8,747
Transfer Out:						
To General Fund I	4,000	4,000	4,000	4,000	-	-
TOTAL EXPENDITURES AND OTHER REQUIREMENTS	\$ 19,578,306	\$ 19,578,306	\$ 19,578,306	\$ 18,400,000	\$ 10,161,147	\$ 9,590,161
SUMMARY OF SPECIAL REVENUE FUND RESOURCES AND REQUIREMENTS						
Total Operating Revenues	\$ 19,178,306	\$ 19,178,306	\$ 19,178,306	\$ 18,200,000	\$ 10,161,626	\$ 9,665,592
Less: Total Operating Expenditures	(19,578,306)	(19,578,306)	(19,578,306)	(18,400,000)	(10,161,147)	(9,590,161)
Excess of Revenues, over (under) Expenditures	\$ (400,000)	\$ (400,000)	\$ (400,000)	\$ (200,000)	\$ 479	\$ 75,431
Beginning Fund Balance	400,000	400,000	400,000	200,000	254,353	178,922
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ 254,832	\$ 254,353



PERSONAL SERVICES

STAFF FTE LEVELS BY EXPENSE FUNCTION
Fiscal Years 2009 through 2012
All Funds



FTE BY EXPENSE FUNCTION

	FY12	FY11	FY10
INSTRUCTION			
Academic Learning Skills	10.90	10.96	11.00
Adult Basic and Secondary Education	14.20	13.70	12.69
Advanced Technologies	21.40	21.42	20.43
Art and Applied Design	14.90	15.57	14.49
Business Development Center	5.60	5.63	5.92
Business & Computer Information Technologies	18.30	18.60	16.60
Child & Family Education	2.60	2.70	2.70
Continuing Education	9.30	9.34	9.45
Cooperative Education	12.70	12.69	12.24
Culinary Arts & Hospitality	4.80	4.80	4.80
Energy Management Program	3.80	4.39	2.75
English as a Second Language	6.50	7.46	7.50
Flight Technology	7.00	7.00	7.00
Health & Physical Education	14.10	14.14	13.44
Health Professions	39.40	39.19	38.19
Lane Community College at Cottage Grove	1.70	1.72	1.72
Lane Community College at Florence	4.20	4.09	4.10
Language, Literature & Communications	32.50	32.79	31.79
Mathematics	23.60	23.08	22.08
Music/Dance/Theatre Arts	10.80	10.97	10.98
Science	22.40	23.42	22.22
Social Science	24.30	23.25	23.25
Specialized Support Services	10.40	0.60	0.60
TOTAL INSTRUCTION	315.40	307.51	295.94

- Continued -

FTE BY EXPENSE FUNCTION

	FY12	FY11	FY10	
INSTRUCTIONAL SUPPORT				
Academic & Student Affairs Office	7.00	7.00	8.20	
Academic Technology	14.92	16.05	15.12	
College Now	1.83	0.83	0.83	
Grant Coordination	3.00	2.50	1.50	
Library	12.37	12.37	12.36	
Professional Development - Faculty	0.25	0.25	0.25	
Special Instructional Projects	0.75	0.50	0.50	
TOTAL INSTRUCTIONAL SUPPORT	40.12	39.50	38.76	.
STUDENT SERVICES				
ASLCC Legal Services	1.25	1.00	1.00	
Athletics	2.89	2.89	2.79	
Child & Family Education	10.53	10.84	10.97	
Conference & Culinary Services	12.77	12.78	12.38	
Counseling	29.02	29.50	27.25	
Disability Services	5.50	5.50	5.46	
Enrollment Services	25.00	24.51	24.31	
Foodservices	8.36	9.48	10.49	
International Student Program	4.00	3.00	2.00	
Student Financial Services	11.70	11.50	10.50	
Student Health	5.16	5.29	5.29	
Student Life & Leadership	4.75	5.00	5.00	
Total Store	12.00	12.61	12.45	
The Torch	0.67	0.67	0.67	
Women's Program	4.88	4.88	4.38	
TOTAL STUDENT SERVICES	138.48	139.45	134.94	.
COMMUNITY SERVICES				
KLCC Administration	10.50	11.53	11.04	
TOTAL COMMUNITY SERVICES	10.50	11.53	11.04	.

- Continued -

FTE BY EXPENSE FUNCTION

	FY12	FY11	FY10	
COLLEGE SUPPORT SERVICES				
College Finance	11.63	11.63	11.63	
College Operations Office	3.63	2.63	2.63	
Curriculum & Scheduling	3.25	3.25	3.25	
Employee Wellness	1.00	1.00	1.00	
Human Resources	11.25	11.25	10.25	
Infrastructure Technology	29.26	28.42	27.76	
Institutional Research, Assessment & Planning	5.50	4.50	4.50	
Lane Community College Foundation	6.00	6.00	6.00	
Laundry	3.43	3.68	3.68	
Library	0.50	0.50	0.50	
Mail Services	3.00	2.63	2.63	
Marketing & Public Relations	1.91	1.91	1.91	
President's Office	6.50	5.50	5.50	
Printing & Graphics	7.00	8.00	7.00	
Public Safety	10.00	8.00	8.00	
Specialized Support Services	-	-	-	
Staff Health Clinic	3.00	2.97	2.92	
Sustainability	3.00	2.63	3.13	
TOTAL COLLEGE SUPPORT SERVICES	109.86	104.50	102.29	:
PLANT OPERATIONS & MAINTENANCE				
Facilities Administration	59.44	61.50	58.25	
TOTAL PLANT OPERATIONS & MAINTENANCE	59.44	61.50	58.25	:
PLANT ADDITIONS				
Project Management & Planning	0.81	5.75	4.70	
TOTAL PLANT ADDITIONS	0.81	5.75	4.70	:
TOTAL FTE BY EXPENSE FUNCTION	674.61	669.74	645.92	:

SALARIES PAID FROM MORE THAN ONE SOURCE

					FY12 Adopted Budget	
					Salary Split	Total
1.	Faculty Instructor	1	Institutional Research, Assessment & Planning	College Support Services	37,412	
	Faculty Instructor	1	Curriculum & Scheduling	College Support Services	37,412	\$ 74,824
2.	Faculty Instructor	1	Health Professions	Instruction	57,693	
	Faculty Instructor	1	Cooperative Education	Instruction	14,423	\$ 72,116
3.	Faculty Instructor	1	Cooperative Education	Instruction	36,058	
	Faculty Instructor	1	Social Science	Instruction	36,058	\$ 72,116
4.	Faculty Instructor	1	Social Science	Instruction	44,894	
	Faculty Instructor	1	Cooperative Education	Instruction	29,929	\$ 74,823
5.	Director - SES	9	Specialized Support Services	Instruction	34,857	
	Director - SES	6	Laundry	College Support Services	16,335	\$ 51,192
6.	Faculty Instructor	1	Cooperative Education	Instruction	20,158	
	Faculty Instructor	1	Art & Applied Design	Instruction	34,061	\$ 54,219
7.	Faculty Instructor	1	Instructional Technology Support Service	Instructional Support	27,867	
	Faculty Instructor	1	Art & Applied Design	Instruction	13,934	
	Faculty Instructor	1	Art & Applied Design	Instruction	13,934	\$ 55,735
8.	Director -ALS, ESL, Tutoring	1	English as a Second Language	Instruction	42,892	
	Director -ESL & Int Programs	1	Academic Learning Skills	Instruction	42,892	\$ 85,784
9.	Administrative Specialist	9	Student Life & Leadership Development	Student Services	10,788	
	Administrative Specialist	9	ASLCC	Student Services	10,788	
	Administrative Specialist	1	Student Life & Leadership Development	Student Services	21,576	\$ 43,152

- Continued -

SALARIES PAID FROM MORE THAN ONE SOURCE

10.	Faculty Instructor	1	Culinary Arts & Hospitality	Instruction	55,610	\$ 69,512
	Faculty Instructor	1	Cooperative Education	Instruction	<u>13,902</u>	
11.	Faculty Instructor	1	Health & Physical Education	Instruction	62,562	\$ 69,513
	Faculty Instructor	9	Athletics	Student Services	<u>6,951</u>	
12.	Faculty Instructor	1	Social Science	Instruction	29,929	\$ 74,822
	Faculty Instructor	1	Cooperative Education	Instruction	<u>44,893</u>	
13.	Faculty Instructor	1	Cooperative Education	Instruction	17,378	\$ 69,513
	Faculty Instructor	1	Health Professions	Instruction	<u>52,135</u>	
14.	Network Administration Spc-I	1	Science	Instruction	54,996	\$ 59,973
	Network Administration Spc-I	1	Information Technology	Instructional Support	<u>4,977</u>	
15.	Faculty Instructor	1	Health & Physical Education	Instruction	14,598	\$ 69,513
	Faculty Instructor	9	Athletics	Student Services	<u>54,915</u>	
16.	Faculty Instructor	1	Art & Applied Design	Instruction	48,433	\$ 64,577
	Faculty Instructor	1	Cooperative Education	Instruction	<u>16,144</u>	
17.	Exec Asst to the President	1	Marketing & Public Relations	College Support Services	39,362	\$ 78,724
	Exec Asst to the President	1	President's Office	College Support Services	<u>39,362</u>	
18.	Faculty Instructor	1	Cooperative Education	Instruction	11,352	\$ 56,760
	Faculty Instructor	1	Health Professions	Instruction	<u>45,408</u>	
19.	Administrative Specialist	1	Art & Applied Design	Instruction	21,576	\$ 43,152
	Archives & Records Mgmt Spec	1	Library	College Support Services	<u>21,576</u>	
20.	Administrative Support Special	1	Academic Learning Skills	Instruction	36,519	\$ 38,107
	Administrative Support Special	1	Counseling	Student Services	<u>1,588</u>	

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SALARIES PAID FROM MORE THAN ONE SOURCE

21.	Administrative Coordinator	1	Human Resources	College Support Services	11,961		
	Administrative Coordinator	1	Special Instructional Projects	Instructional Support	23,922		
	Administrative Coordinator	1	Professional Development - Faculty	Instructional Support	11,961	\$	47,844
22.	Dev Disabilities Specialist 2	9	Specialized Support Services	Instruction	16,319		
	Dev Disabilities Specialist 2	6	Laundry	College Support Services	5,323	\$	21,642
23.	Project Specialist 1	1	Special Instructional Projects	Instructional Support	2,619		
	Project Specialist 1	1	Health Professions	Instruction	14,841	\$	17,460
24.	Audiovisual Specialist	6	Conference & Culinary Services	Student Services	21,327		
	Technology Equipment SysTech	9	Information Technology	College Support Services	9,128	\$	30,455
25.	Electrician	4	Bond Projects	Plant Additions	50,073		
	Electrician	4	Bond Projects	Plant Additions	10,017		
	Electrician	4	Facilities Management & Planning	Plant Additions	4,507	\$	64,597
26.	Facilities Specialist	4	Facilities Management & Planning	Plant Additions	686		
	Facilities Specialist	4	Facilities Management & Planning	Plant Additions	7,549		
	Facilities Specialist	4	Bond Projects	Plant Additions	9,577		
	Facilities Specialist	1	Sustainability	College Support Services	6,833		
	Facilities Specialist	4	Facilities Management & Planning	Plant Additions	5,032	\$	29,677
27.	Special Maintenance Lead	1	Facilities Management & Planning	Plant Operation & Maintenance	10,777		
	Special Maintenance Lead	4	Bond Projects	Plant Additions	32,331	\$	43,108
28.	Project Coordinator	1	Facilities Management & Planning	Plant Operation & Maintenance	-		
	Project Coordinator	4	Bond Projects	Plant Additions	55,288	\$	55,288
29.	Dev Disabilities Specialist 2	6	Laundry	College Support Services	449		
	Dev Disabilities Specialist 2	9	Specialized Support Services	Instruction	10,770	\$	11,219

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SALARIES PAID FROM MORE THAN ONE SOURCE

30.	Dev Disabilities Specialist 1	9	Specialized Support Services	Instruction	11,776		
	Dev Disabilities Specialist 1	6	Laundry	College Support Services	<u>225</u>	\$	12,001
31.	Dev Disabilities Specialist 2	9	Specialized Support Services	Instruction	12,483		
	Dev Disabilities Specialist 2	6	Laundry	College Support Services	<u>520</u>	\$	13,003
32.	Administrative Support Special	1	Facilities Management & Planning	Plant Operation & Maintenance	19,054		
	Administrative Support Special	4	Bond Projects	Plant Additions	<u>19,054</u>	\$	38,108
33.	Administrative Specialist	1	Continuing Education	Instruction	31,679		
	Administrative Specialist	1	Lane Community College Learning Centers	Instruction	<u>10,560</u>	\$	42,239



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.
- D. 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 \$45,082,696,469. 1.5% of that figure is the maximum legal bonded indebtedness available to Lane Community College, or \$676,240,447. Lane's total bonded debt subject to the limitation is \$36,655,000 which is approximately 5.4% 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, 2011	Principle Due Within Current Year	Interest Due Within Current Year
General Obligation Bonds Payable	Facilities Construction and Improvements	2009	1.25% - 5.00%	2024	\$36,655,000	\$4,745,000	\$1,430,475
Pension Bonds Payable	PERS Contribution: Cost Sharing	2003	2.73% - 6.25%	2028	\$50,337,195	\$2,105,000	\$1,529,500
Recovery Zone	Student Housing	2011	4.324% - 7.197%	2035	0	0	\$1,307,142

Oregon Community Colleges
General Funds Operating Expenditures
Percent of Total Expenditures by Category
2008-09

College	Instruction	Instructional Support	Student Services	Community Services	College Support	Plant Operations and Maintenance	Total
Blue Mountain	41.704%	15.033%	11.496%	0.00%	20.017%	11.75%	\$12,780,246
Central Oregon	51.955%	7.41%	9.943%	0.098%	21.223%	9.371%	\$27,800,299
Chemeketa	45.225%	14.316%	10.282%	0.00%	21.119%	9.057%	\$55,900,929
Clackamas	52.412%	6.604%	11.725%	0.048%	18.281%	10.93%	\$40,581,075
Clatsop	39.399%	14.218%	10.165%	0.37%	26.732%	9.116%	\$9,951,903
Columbia Gorge	40.995%	11.756%	8.123%	0.00%	27.853%	11.274%	\$8,241,433
Klamath	45.259%	10.571%	9.142%	0.00%	29.43%	5.598%	\$6,453,460
Lane	56.173%	5.136%	12.264%	1.949%	17.253%	7.225%	\$75,480,072
Linn-Benton	47.81%	15.05%	9.049%	0.031%	20.432%	7.628%	\$38,103,051
Mt. Hood	55.159%	6.323%	8.725%	0.037%	20.295%	9.461%	\$47,214,326
Oregon Coast	43.73%	14.872%	12.584%	0.00%	19.217%	9.596%	\$3,884,804
Portland	50.795%	9.819%	10.595%	0.00%	16.935%	11.857%	\$146,490,599
Rogue	45.367%	11.446%	14.368%	1.267%	18.736%	8.817%	\$25,992,523
Southwestern Ore	44.259%	7.104%	15.497%	0.00%	25.603%	7.537%	\$16,094,394
Tillamook Bay	35.359%	10.531%	15.165%	0.00%	32.287%	6.659%	\$2,661,865
Treasure Valley	44.416%	3.326%	15.963%	0.206%	22.973%	13.115%	\$12,161,721
Umpqua	44.722%	10.237%	8.396%	0.226%	25.071%	11.348%	\$16,295,943
Total	49.783%	9.478%	10.948%	0.362%	19.633%	9.797%	\$546,088,643

Note: Transfers-out and PERS bonds not included.

Source: CCFIS Database <http://www.oregon.gov/CCWD/pdf/Profile/08-09Profile.pdf>

Note: Starting 2000-01, all expenditures are reported except for plant additions, financial aid and debt service. In previous years only FTE-generating funds were reported in this table

Oregon Community Colleges
Cost per FTE
2008-09

College	Total All FTE	General Fund Expenditures	Special Revenue Expenditures	All Other Fund Expenditures	Cost per FTE
Blue Mountain	2,657	\$12,780,246	\$6,008,731	\$1,297,640	\$7,560
Central Oregon	5,175	\$27,800,299	\$1,087,685	\$4,448,628	\$6,442
Chemeketa	12,504	\$55,900,929	\$41,622,553	\$7,309,513	\$8,384
Clackamas	7,969	\$40,581,075	\$10,713,787	\$3,235,822	\$6,843
Clatsop	1,487	\$9,951,903	\$1,666,516	\$521,619	\$8,164
Columbia Gorge	1,090	\$8,241,433	\$1,479,095	\$461,761	\$9,342
Klamath	1,619	\$6,453,460	\$374,044	\$138,891	\$4,303
Lane	13,180	\$75,480,072	\$9,410,216	\$13,278,386	\$7,448
Linn-Benton	7,259	\$38,103,051	\$7,729,808	\$5,030,750	\$7,007
Mt. Hood	9,483	\$47,214,326	\$28,366,731	\$5,804,744	\$8,582
Oregon Coast	477	\$3,884,804	\$680,750	\$256,374	\$10,109
Portland	26,602	\$146,490,599	\$27,366,000	\$19,855,382	\$7,282
Rogue	5,103	\$25,992,523	\$6,487,183	\$3,037,471	\$6,960
Southwestern Oregon	3,277	\$16,094,394	\$4,605,668	\$5,584,640	\$8,021
Tillamook Bay	347	\$2,661,865	\$355,869	\$147,099	\$9,121
Treasure Valley	3,045	\$12,161,721	\$7,593,850	\$6,054,698	\$8,476
Umpqua	3,875	\$16,295,943	\$6,327,190	\$2,324,911	\$6,438
Total	\$105,149	\$546,088,643	\$161,875,677	\$78,788,327	\$130,481

Source: CCFIS and OCCURS E <http://www.oregon.gov/CCWD/pdf/Profile/08-09Profile.pdf>

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

In previous years only FTE-generating funds were reported in this table

Long Range Financial Plan

2013–2017

The current tough economic times we are facing as a nation, state and college require strong fiscal leadership and fiscal stewardship. The goals of the Long Range Financial Plan encompass a set of strategies around sustainable growth rates in operating income and expense, reinvestment in physical plant to maintain its' value over time, further development of all of our assets to create revenue for the college as well as setting the context for annual budgeting. These financial concepts, however, must be grounded in and inextricably linked to the mission and values of the college.

The Lane Community College board of education has recently approved a new mission statement, affirmed our values and approved new strategic directions. The board has also clearly articulated financial policies that guide financial planning and budgeting. The Long Range Financial Plan developed in 2004 requires updating to reflect the new realities faced by the college as well as assure that it supports the college strategic directions.

The objective of this financial plan is ultimately to achieve the mission of the college through strategic, long term thinking so that, as required by Board Policy A.040, the annual budget is developed in the context of multi-year financial planning that is a reflection of the board's priorities and other finance and budget policies of the board.

Mission

Lane is the community's college; we provide comprehensive, accessible, quality, learning-centered educational opportunities that promote student success.

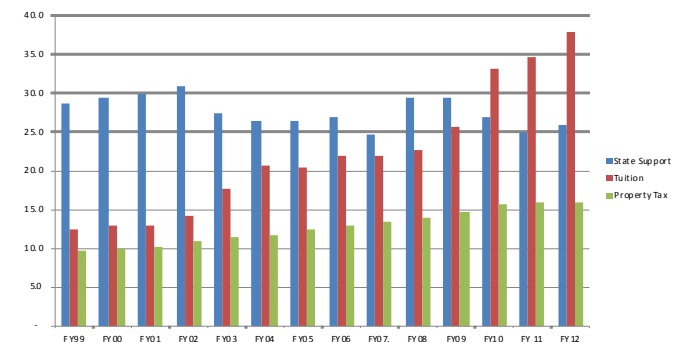
Issues Impacting Fiscal Sustainability

Lane Community College is clearly facing a challenging period in the next five years. Many issues impact the college's fiscal sustainability.

Tax Revenues

In 1990, 65% of our funding was provided by public resources - 24% from the state and 41% from local property tax. In FY12, 45% of our funding is from public sources. The State is providing \$22.6 million which is 28% of general fund revenue and local property taxes will add \$15.5 million or 17%. Today state and property tax revenues are allocated on the college's share of total FTE through the state distribution formula. In the future, performance measures of student success are expected to play a role in the distribution of public resources. The measures to be used and influence on funding are yet to be determined. However, future strategies will need to address student success and educational quality to maintain funding levels. State aid has remained relatively flat since 1997 in real terms and is on a declining trend in terms of purchasing power. These trends are a continuation of the last 10-15 years

General Fund Revenue

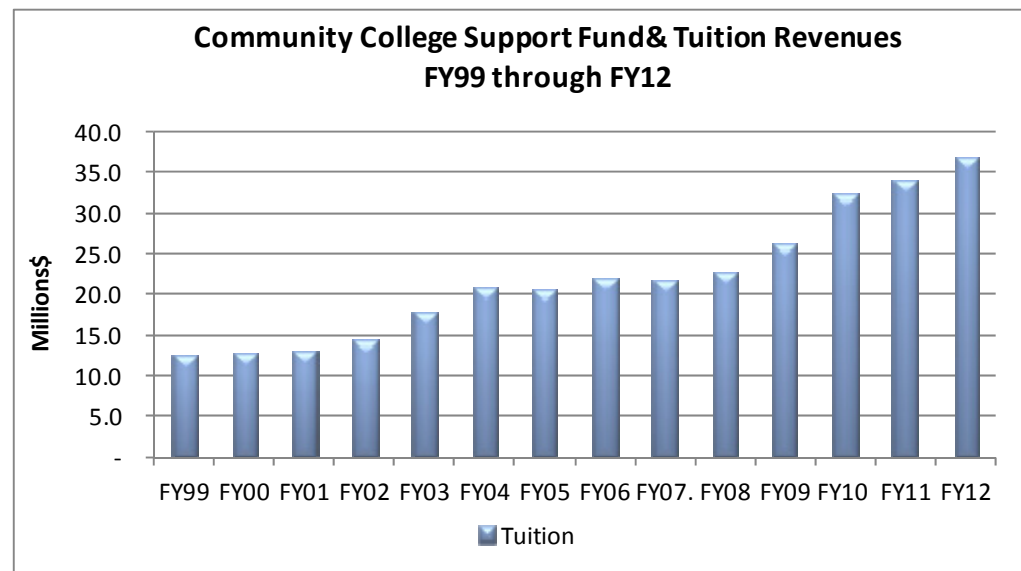


but the current and future economic environment is much more volatile than we have experienced in the past. State appropriations dropped 10% from the previous biennium in fiscal years 2009-2011. Support has been further reduced for the current biennium (fiscal years 2012-2013) by another 9% as the State of Oregon's largest revenue source, income tax, has been severely impacted by national and global economic conditions. This continues a long term trend of reduced public funding and increased reliance on tuition as represented in the graph to the right.

The college has no assurance that state aid will increase as much as inflation in the foreseeable future. State revenue for years after FY12 is uncertain and if the trend of past years continues, it will not rise as quickly as expenses. The upcoming state revenue forecasts for the current biennium are predicted to continue the decline. Therefore, Lane should not rely on substantial increases in state revenue to meet the needs of future budgets. Furthermore, the weakness of the housing market and the increase in foreclosures has the potential to affect property tax income as well. While we are able to increase property 1- 3% each year, market problems may impact collection rates which would cancel out that increase in revenue.

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 resulted in rising tuition costs. In 2002 tuition was \$38 per credit, but for FY12 this has more than doubled to \$84.00 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," state funding for credit classes declining rapidly, the "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. Board Policy D.110 states that "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." It also states that other adjustments may be made "periodically and as needed.....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.



From 2004 to 2009 the board held tuition increases to the rise in inflation indexed to the Higher Education Price Index (HEPI) provided by the Common Fund Foundation. In 2009 a temporary surcharge became necessary to offset declines in state funding. 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 by comparison to peer institutions. The fact that the board has insisted on developing an adequate ending fund balance as well as setting aside money in the Financial Stabilization Fund allowed the college to move through additional state reductions in 2009-10 and avoid major reductions or increase tuition beyond inflation and the surcharge in the current year. 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.

Investing in our people

The delivery of high quality learning services is, by its very nature, labor-intensive. For FY12 Lane projects spending \$68 million, out of a total general fund budget of over \$93 million, on personal services and related fringe benefits. Since three fourths of the college's financial resources are devoted to employee compensation, compensation levels are clearly a primary "driver" of expenses. Faculty and staff have worked collaboratively with the college to limit additional costs in the past and it is likely that there will continue to be pressure on the college and employees as public resources diminish. Our enrollment increase of over 35% has tested our faculty and staff capacity resulting in more part time faculty, increased workloads, fewer managers and faculty and staff that are stretched too thin. Lane has become a very "lean" organization with little or no capacity available. Attention will need to be paid to sustainable staffing patterns that align with the "new normal" in which we find ourselves.

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. National and state efforts to limit the cost of health insurance have had minimal impact to date. The college has taken steps to reduce its future rate increases: negotiating with employees to increase their share in the payment of the insurance premiums, reductions in benefits, establishing a Section 125 plan, instituting the LIFE employee wellness program; and implementing an on-site employee medical clinic. There are few signals that there will be relief from significant increases in the near future.

Retirement Liability – PERS and Early Retirement

Due to high investment losses and the 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 at the time. 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. Increases in PERS costs are expected to meet those obligations going forward. This assessment is delayed due to a lag between actuarial analysis and implementation.

One of the areas of rapidly increasing cost to the college has been funding post retirement benefits for faculty and a few eligible managers. These benefits include a small post retirement stipend and medical benefits. The college must set aside funding for the actuarial value of those future benefits which has jumped dramatically in recent years. For example, the most recent actuarial report states that an additional \$300,000 must be added to the fund.

Capital and Deferred Maintenance Requirements

The physical condition of many of our facilities is badly in need of major renovation or repair. 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. Not every need will be met but there has been huge improvement despite the declines in general fund revenues. This improvement is short term and does not replace the need for a more sustainable level of capital and major maintenance funding to protect the public investment in facilities. In addition, as the college develops its' master plan for the campus and surrounding land assets to generate revenue for the general fund, it is likely that investment will be required. 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. The policy states that "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." Recent budgets have not been able to make transfers to this fund and requirements continued to be deferred. Therefore, careful consideration needs to be given to creating adequate reserves for this purpose.

Underfunding of Equipment Replacement

Similarly, as a result of stagnation in public resources, 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 for capital equipment. This shortfall has been mitigated in part by federal Carl Perkins grants and replacement related to bond projects. Both Board Policy E.050 and E.010 address this issue. Reserves ensure that funds are available for emergencies and for needs in years where capital expenditures are expected to be higher than average.

Policy Environment

The apparent intractability of these issues, and the fact that some of them are not within the college's control to solve, present unprecedented challenges for the college going forward. The board has had many policies in place for a number of years that should guide the future. Board Policy E.010: Definition of a Balanced Budget is already in place and must provide the backdrop for our long term financial plan and fiscal sustainability. It requires that the college "permanently stabilize its finances in their entirety (operating budget, reserves, contingencies and ending fund balance) when it perceives a long term change (increase or decrease) to its available recurring resources." Unfortunately, the most likely scenario for the college in terms of public funding is a decline in investment for the foreseeable future. This means that some of the strategies that the college has employed, anticipating shorter term decreases in public resources, may

no longer be viable and more attention needs to be paid to longer term strategies and implementing the components of board policy E.010 as described below:

- 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)

Strategies to reduce cost or improve revenue

The college has responded to this turbulent economic environment by focusing institutional practices to enhance the long term fiscal sustainability while continuing to focus on the quality of student learning and success. The core values of *Sustainability*, *Collaboration and Partnership*, and *Innovation* as well as board policies form the scaffolding on which the principles and operational strategies are derived.

To assure a balanced budget in the face of declining tax revenue the college will adopt the following strategies:

Fiscal Sustainability

1. Enrollment Management

- a. Achieve modest growth through targeted initiatives
- b. Increase tuition only as necessary and appropriate to the needs of the district
- c. Examine the need/potential for online services and fees to enhance capacity, cost effectiveness and student choice
- d. Use differential fees to offset the cost of high cost programs to ensure equity in public support
- e. Pursue quality progression and completion initiatives to ensure stable enrollment levels and student success

2. Cost Control

- a. Review all positions for alignment with strategic priorities before filling
- b. Redesign to drive instruction and service efficiencies
- c. Implement innovations that are fiscally sustainable.

Fund new recurring activities through reallocation of current resources or new revenues created by those activities

3. Ending Fund Balance and Reserve Management

Board policy E.030 defines a minimum ending fund balance of 5%. The practical minimum, however is an average quarterly state payment as the college is required to cash flow the last quarter of each biennium, when the state payment is deferred. Ending Fund Balances in excess of the minimum 5% may be allocated for one-time expenditures or reserves. Board policy E.040 provides for a Stabilization Reserve Fund which the board funded in the previous biennium to cushion anticipated contingencies in the FY12-13 biennium. Currently \$1.5 million of the \$3.5 million administratively reserved balance is anticipated to be used during FY12. Board policy E.050 provides for a Capital Reserve Fund which is essential for providing security for unanticipated capital emergencies and strategic opportunities. This fund has not yet been established.

4. Strategies for Extraordinary Reductions.

In the event of a significant reduction in budget resources that are beyond the capability of normal cost controls or enrollment management, the college will pursue the following strategies:

- a. Review all future commitments for elimination. Contracts or positions where a hiring commitment has not yet been extended should be considered for deferral when possible.
- b. Review opportunities to reduce existing commitments. Explore in partnership with bargaining units the possibility of deferring agreed to compensation increases or benefit adjustments. Explore opportunities to reduce level of service on existing contracts.
- c. If the shortfall is expected to be temporary review availability of reserves to close the gap. If the change is expected to be long term all reserves should be retained to for expected costs of transition to lower levels of service.
- d. Consider what the college could stop doing. Candidates for elimination will be evaluated according to objective criteria contained in Appendix B. Identity of academic disciplines, service functions, or names of individuals potentially affected will be strictly confidential. Access to such information will be limited to those with a requirement to know such as those conducting the evaluation

Educational Sustainability

As fiscal pressure from declining public revenue and increasing costs mount, there will be a need to both decrease costs and increase productivity. These are worthwhile objectives but both carry the risk of decreasing the quality of education. For example, the uncertainty surrounding enrollment increases requires that additional staffing be part time and temporary in order to avoid long term personnel commitments that may not be sustainable in the future if enrollment recedes to historical averages. Capital investments necessary to update technology are challenging when basic operating needs remain unmet. In addition, the need to reduce costs may cause students to fear that their desired courses may not always be available and inhibit their embarking on an educational path for fear of being unable to finish. With greater emphasis on student success outcomes the need for quality education is greater than ever and may have a fiscal impact as funding becomes linked to performance.

Collaboration and Partnership:*Expand fiscal effectiveness through partnership*

1. Partner with 2 and 4-year colleges and universities to implement quality progression and completion initiatives
2. Nurture connection with high schools through College Now, RTEC and other programs
3. Expand workforce development programs and activities such as the Small Business Development Center
Build capacity in Lane's foundation to increase partnerships, grants and external fundraising

Innovation:*Create revenue through entrepreneurial activities*

1. Develop entrepreneurial activities such as the International Programs and Downtown Campus Housing and reinvest income in further revenue generation and mission fulfillment
2. Cultivate enterprise activities such as laundry, printing and graphics
3. Facility rental and programming
4. Long Range Facility Planning to generate revenue through real estate resources
5. Leverage Web 2.0 and other technologies to drive operational efficiencies and student success
6. Pursue grants and external resources to fund research and development

Annual Budget

The annual budget for the college is developed in the context of the Long Range Financial Plan. The annual budget starts from today's allocation of resources and projects forward making assumptions about the economy and Lane's plans and choices (Appendix A). The model relies upon information provided by many departments and programs that feed updated information on costs and priorities each year as well as information from the external environment. There are key principles (Appendix B) that translate mission into decisions about the allocation of resources. For example, we value retaining all of our employees (no lay-offs). There are also external factors such as state funding and capital market changes that impact the budget. It is the assessment and balancing of these factors that lead to the development of projections and ultimately the annual budget. The annual budget reflects college priorities and new initiatives and assesses the viability of these plans against the principle of long term fiscal sustainability and the constraints of the external environment. The annual budget is built on the following principles and using a board approved set of assumptions as described in the appendices. Also, it should be noted, that units use a set of criteria and data elements (Appendix B) in guiding their planning at the unit level.

Appendix A: Budget Assumptions and Projections

The following assumptions are being reviewed to determine budget requirements and available resources for the annual budget.

Revenue Assumptions

Total Public Resources:

Public resources budgets are obtained from a distribution model produced by the state Community College and Workforce Development Department (CCWD) which projects the college's share of the Community College Support Fund (CCSF) and an estimate of local property taxes. The largest variable in the distribution model is the amount of the state appropriation to the CCSF. For example, the amount appropriated for the FY12-13 biennium is \$395 million. FY12 disbursements will be based on funding at \$410 million and the FY13 projection will also assume that level but there is a risk in FY13 of not receiving the amount currently held back. Property taxes normally increase slightly each year; however due to rapidly declining tax collectability, property values, and loss of local business properties it is most likely that property tax revenues in the next biennium will continue at the current level of \$15.5 million a year.

Tuition:

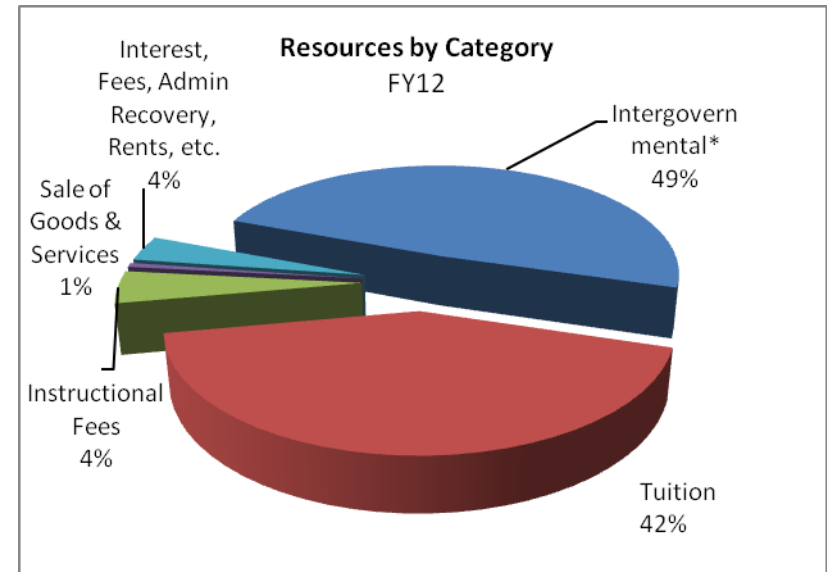
The tuition assumption is based on prior year's collections plus growth assumptions and price increases. The enrollment growth factor is determined each year and tuition increases will be an estimated 2.3 % increase based on the Higher Education Price Index (HEPI) index for FY12.

Student Fees:

These are mandatory curriculum related fees such as the student government fees, transportation and technology fees, student health clinic, athletics, and required fees for certain courses. Most fee revenue is offset by a direct expense such as the LTD pass. All instructional fees are treated as administratively restricted revenue.

Non Mandatory Fees:

These are fees that are associated with a course but not mandatory due to registration such as flight technology flying time, health professions equipment, and optional class supplies. These will be based on growth assumptions.



Other fees and charges: These are child care fees, collection fees, conference fees, facility rental, Library fees, traffic fines etc. typically projected at the current level.

Administrative Recovery:

Bookstore minimum contribution of \$250,000 a year and administrative fees from grant and financial aid support. Projected at current levels.

Gifts and Donations:

Most gifts and donations to the college go to the Foundation. This is mostly KLCC fundraising accounted for in fund 9. Projected at current levels.

Grants/Contracts:

Most grant revenue is accounted for in Fund 8. This category accounts for minor exceptions that may need to come directly to offset a general fund expense. Projected at current levels.

Interest Income:

This is primarily interest from general fund cash invested in the Local Government Investment Pool (LGIP). Projected at current levels, but will likely be lower due to low short term rates in the current market.

Other Revenue:

While the title implies a wide variety of revenue this comes almost entirely from two sources. These are the foundation reimbursement for Foundation payroll, and PeaceHealth contribution for nursing faculty. Projected at current levels.

Sales of Good and Services:

This is KLCC underwriting, sales of student materials by departments, culinary sales, and Business Development Center contracts. Projected at current levels.

Transfers In:

Transfers from the Center for Meeting and Learning and Food Services portion of the enterprise fund (Fund 6) to support general fund faculty expense in culinary arts. Projected at current levels.

Expense Assumptions

Personal Services:

This is tied to funded contracted positions budgeted for the prior year. Projection scenarios will vary with assumptions regarding unfunded vacancies, steps, or COLA depending on whether contracts are settled with employee groups. OPE rate is recalculated each year and is currently 59% for full time and 35% for part time

Personal Services-P/T:

Compensation for part time faculty based on the college enrollment model and historic requirements for part time staff expense.

Materials and Services:

Includes all operating costs such as interest expense, supplies, contracts, utilities, repairs etc. Projected but underfunded at current levels as there is annual erosion in purchasing power due to supply and utility increases.

Capital Outlay:

Funds capital investments such as library books and classroom equipment. Requirement tied to the Capital Asset Replacement schedule. Projected at current levels. Normally driven by the Capital Assets Replacement Forecast (CARF) but that has remained underfunded in recent years.

Goods for Resale:

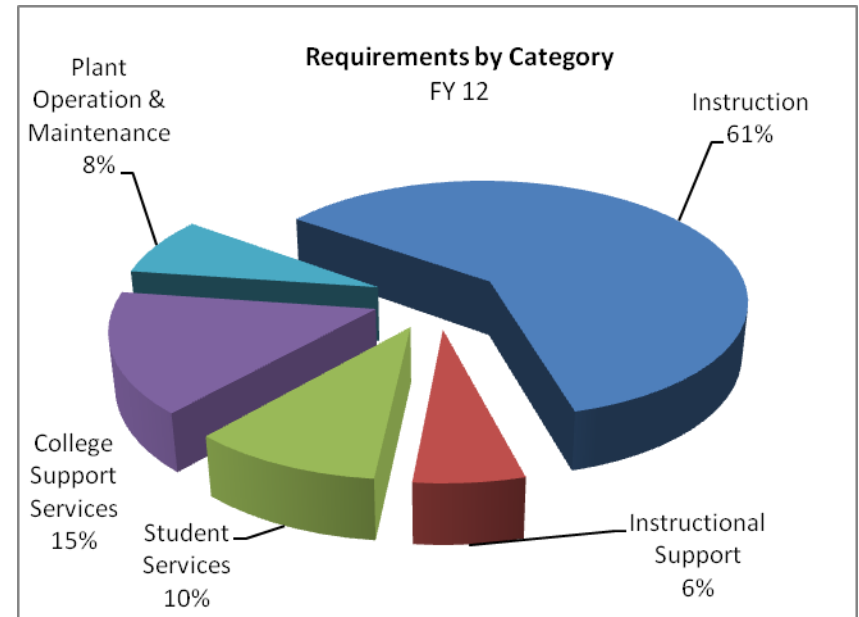
This is the cost of goods for the revenue recorded in the Sales of Goods and Services category.

Transfers out:

These are transfers from the general fund to fund requirements in other funds for capital improvements and major maintenance projects.

Transfers out-Financial Aid:

This is a transfer from the general fund to the Financial Aid fund (fund 5) to provide matching funds for Federal Work Study and funds the college Learn and Earn program for student workers. It also funds athletic scholarships. It is projected to increase at the HEPI rate.



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.

Appendix B: Principles, Criteria and Data Elements for Unit Planning

These budget principles, criteria and data elements are used regularly by units to inform planning and budgeting at the unit level. In addition they are used by committees allocating sources such as student tech fee and Perkins Grants. In the event of budget or program reductions these elements will inform those decisions.

Budget planning at Lane will be guided by the following principles:

1. Budget planning will be guided by the college strategic plan, unit plans, council plans, and other planning efforts.
2. Budgets will focus on furthering the college mission.
3. Budgets must meet legal, contractual, accreditation obligations.
4. Budgets must meet board policies and involve as much input from the college community as possible.
5. Maximize revenue generation balanced with accessibility and affordability.
6. Invest in new activities that maximize future revenue.
7. Support student enrollment, retention, success, and learning, while minimizing negative impact of budget constraints on quality of student services, instruction and college infrastructure.
8. Maximize investment in technology or streamlined work processes that will save resources.
9. Maintain ability to respond to community needs.
10. Avoid involuntary layoffs of permanent employees.
11. Maintain existing facilities and equipment well and upgrade as needed.
12. Benchmark to best practices while recognizing intentional variations between Lane and national norms.
13. Using data and objective criteria in planning and resource allocation.

INSTRUCTIONAL PROGRAMS

Criteria	Data Element
Enrollment – demand	5-year Enrollment History; future trends
Program – Discipline cost	Cost per FTE; revenue; comparisons with selected Oregon colleges
Retention	Student Persistence at the institutional level; course completion
Capacity – Utilization	Capacity Analysis - class fill rate; student: faculty FTE
Essential courses required for degree/certificate	Student enrollment in required courses
Availability of jobs (for CT programs)	Employment Department data
Wages (for CT programs)	Employment Department data
Job Placement (for CT programs)	Employment Department data

STUDENT SERVICES

Criteria	Data Element
Enhances Student Engagement	Number of service contacts Number of unduplicated participants Demographics of individuals served Other evidence of enhancing engagement
Enhances Student Learning	Enhanced student persistence Enhances one of five benchmarks from the Community College Survey of Student Engagement (Active & Collaborative Learning, Student Effort, Faculty/Staff and student interactions, Academic Challenge, Support for Learners) Other evidence of enhancing learning
Enhances Student Satisfaction	ACT Satisfaction data CCSSE satisfaction data Other evidence of enhancing satisfaction

STUDENT SERVICES (continued)

Criteria	Data Element
Requirement for Service	Essential to completing a business process with students Essential to an effective educational experience Legally mandated
Uses resources efficiently	Comparison of faculty/Staff to student ratios to national association standards and best practices. Develop appropriate institutional benchmarks, Demand/capacity analysis (i.e., waitlists, complaints about access, etc.) Total general fund budget Budget from other sources (i.e., student fees, grants, etc.) Other evidence of efficient use of resources
Note: Because Student Services are so diverse, it is difficult or impossible to use a standard set of data elements for every service.	

COLLEGE SERVICES

Criteria	Data Element
Service is essential to operation of the institution	Consequences of not having service Citation(s) for legal requirements (e.g. governing ORS, federal code, IRS, and audit requirements)
Cost of service	Total General Fund support for service (offset by service charges) Service charges and other revenue that offset GF support Revenue directly provided to GF by service
Service is cost effective	Comparison to industry standards (e.g. housekeeping sq. ft./staff FTE, # desktops/IT technician). Develop appropriate institutional benchmarks, Cost comparisons with similar outside services Cost savings for college compared to cost of service
Service is utilized	Customer counts Service logs Number of transactions

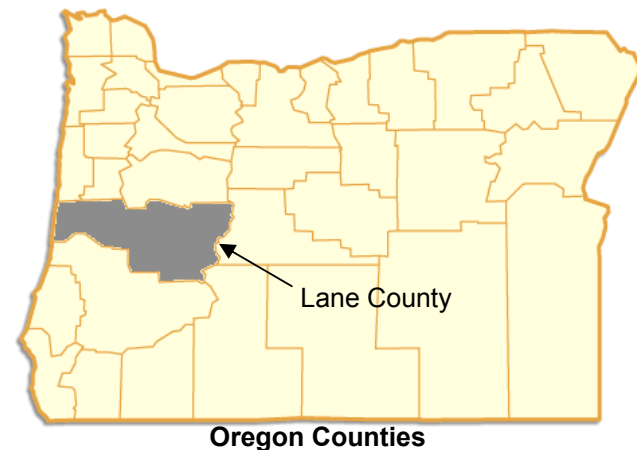
Local and Regional Information

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 third largest urban area in the state. Lane County is renowned for its beautiful topography, climate and outdoor recreational opportunities.

Lane County Fast Facts:

- County Seat: Eugene, Oregon
- Average Temperatures: January: 40° , July: 67°
- Annual Precipitation: 40"
- Population: 351,715
- Median Age: 36.6 years
- Assessed Value: \$26,023,188,026
- Real Market Value: \$45,224,136,164
- Principle Industries: Manufacturing & Trade; Health, Education & Government Services; Agriculture & Wood Products; Recreation & Tourism.



Economic Indicators:

Indicator	Lane County	Oregon
Labor Force	182,558	1,984,321
Median Home Value	\$232,100	\$257,400
Median Household Income	\$40,363	\$48,325
Per Capita Personal Income	\$23,256	\$25,893
Population	351,715	3,831,074
Unemployment Rate	9.0%	8.9%

Sources: www.city-data.com www.lanecounty.org www.quickfacts.census.gov www.co.lane.or.us www.laneworkforce.org

Economic Forecast

State of Oregon Office of Economic Analysis
September 2011

EXECUTIVE SUMMARY

Oregon Economic Forecast

After a very strong start to 2011, the second quarter job growth came in at a very slow pace. Preliminary estimates place the second quarter growth at 0.7 percent. At least this is the third consecutive quarter of positive job growth, the longest continuous stretch since the second quarter of 2007. On a year-over-year (Y/Y) basis, job growth is up 1.4 percent.

While the total estimated job growth for the second quarter is disappointing, the private sector has been improving. After a rocky start in the first quarter of 2010, the private sector has added jobs every quarter. More sectors had job gains relative to job losses. Notable job increases are reported in manufacturing, retail trade, health services, and leisure and hospitality. Some of the sectors with relatively higher job losses are wood products, food processing, transportation, warehousing, and utilities, educational services, and other services. Budget shortfalls have caught up with the public sector, with declines in all three government levels, notable local government and in particular local education.

The “headwinds” facing the U.S. economy did not appear to be present in the first quarter in Oregon, but the second quarter is feeling the effects. Higher gasoline and other commodity prices are squeezing household budgets. The slowing impacts around the country have come to Oregon, but the private sector is still producing more jobs, albeit at a relatively slow pace. The real story of the slow growth in the second quarter is the government sector. Comprising around 18 percent of total employment in Oregon, job losses in this sector will have a damping impact on the economy moving forward.

At this juncture in the business cycle, using the past two expansions as a guide, the Oregon economy typically adds around 3,400 jobs per month. Over the past twelve months, Oregon has added 2,100 jobs per month. There are two main drags on economic growth currently: the continued delayed improvement in the housing market and the public sector pullback. These two issues more than account for the discrepancy between the typical expansion employment gains and the ones we are seeing today. Housing related industries (construction, home and garden supply stores, mortgage loan brokers and real estate employment) normally add 575 jobs each month; however over the past year they have added, on average, only 50 jobs per month. Similarly the public sector typically adds 350 jobs per month, however over the past year, excluding the temporary

Census workers; the public sector has averaged cuts of 475 jobs per month. This net swing of over 1,300 jobs per month between the past two expansions and today results in the difference in the total nonfarm employment figures.

The U.S. economy got through the soft patch in 2010 only to hit the “headwinds” of 2011. The first half growth of real GDP in 2011 is only 0.8 percent. Personal income growth in June was only 0.1 percent and consumer spending fell 0.2 percent, the first decline since September 2009. The ISM Manufacturing Index fell to 50.9, slightly above its expansionary measure of 50.0 and the fourth monthly decline in the past 5 months. All of this bodes poorly for a second half rebound for the U.S. economy.

Some of the headwinds in the first half of this year may not be with us in the second half. The Japan natural disaster should not be squeezing supply chains as the year progresses. The European debt situation is still unclear with worries arising with Italy and Spain. High commodity prices are starting to retreat which should help out household budgets.

One piece of good news for the U.S. economy was the July employment report. Unemployment came down a notch to 9.1 percent and jobs increased by 117,000. But this report brings to forefront another headwind that has not gotten the attention it deserves. While the private sector added 154,000 jobs in July, the government sector shed 37,000 jobs. The Minnesota state government shutdown is likely responsible for about 30,000 jobs in this number and is temporary. Still, if we take out the entire Minnesota job losses for July, job losses still total over 518,000 since the summer of 2009, a decline of 2.3 percent. The bulk of these job losses are at the state and local levels. The Center for Budget and Policy Priorities notes that the budget cuts go beyond the layoffs with 44 states and the District of Columbia engaged in cost saving measures from furlough days, lower worker benefits, cancelling of contracts with vendors, reducing payments to businesses and nonprofits, and tax increases. All of these measures to some degree slow down near term economic activity.

Oregon is similar impacted by the need to balance budgets. State and local governments received federal stimulus funds during the recession and used budget reserves to avoid deeper cuts during the recession. Now that these funds are no longer available and tax revenues have not recovered to meet expenditures, budget tightening is leading to worker layoffs and other spending cuts. Since the summer of 2009, the June 2011 total government employment in Oregon is down 2.2 percent, or around 6,600 less jobs. Although we do not believe this drop in jobs is enough to stop the present recovery, with other “headwinds” impacting the state, the public sector pull back is still an additional dampening impact on the economy.

Although the second quarter of 2011 reported weak but positive job growth, we are not forecasting a recession for the Oregon economy. Risks of a downturn are heightened and we will be watching indicators for any further signs of weakening. OEA (Office of Economic Analysis) forecasts an increase of 0.5 percent in the third quarter of 2011 for total employment and 1.8 percent in the fourth quarter. Job gains continue to improve moving to nearly 2.0 percent in 2012. For the year average in 2011, total employment is projected to increase 1.7 percent and rise to 1.95 percent in 2012.

Population growth will be slowly picked up along with the economic recovery. Population growth is forecasted to be 0.7 percent in 2011, 0.8 percent in 2012, and 1.0 percent in 2013.

Forecast Risks

At the very least, the supply chain disruptions from the natural disaster in Japan are fading away. High commodity prices are retreating though the price of gold dances to different tune. That's about it for relief from the headwinds hitting the US and Oregon economies. Congress managed to cripple together an agreement to raise the debt ceiling only to have S&P downgrade US Treasury securities and the Dow drops almost 11 percent in 5 days (August 2 – 8). The risk of another recession is heightened and the resiliency of the US economy will be tested.

Oregon faces these same headwinds and though our recovery is stronger than the US, it is still relatively weak and fragile. Our wood products industry will continue to struggle as the housing market will be slow to recover. Exports have been strong but worries of world financial problems could slow them down. State and local governments will likely cut more budgets lowering services and workers.

The color of our outlook has turned more a shade of yellow and less green.

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. As more time passes, this downside risk becomes less likely to occur. 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.

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. Foreclosures and delinquency rates are still relatively high. Oregon, with the rest of the nation, will still see corrections to the housing market in 2011. The question is whether the job growth will kick in to alleviate the downward pressures from declining housing prices and oversupply of homes. The housing market appears to be the biggest threat to a sustained economic recovery in Oregon.

Commodity price inflation. With world economies starting to recover and emerging markets still strong, the stage is set for higher commodity prices. Food prices are near their 2008 highs. Oil prices have recently topped \$100 a barrel; however WTI is now slightly lower. Industrial metals are also on the rise. This could be a repeat of commodity price spikes that took place in 2007-2008. The risk is how disruptive this will be on businesses and whether the commodity price inflation will lead to general inflation. With a weak recovery that needs to build strength, the commodity inflation could throw this off track. Then again, if this is only a change in relative prices and wage costs do not accelerate, this commodity inflation could be short lived.

Loss of federal timber payments to Oregon counties. President Obama included a reduced federal timber payment package in the 2012 federal budget. The amount has been reduced by 10 percent and reduces by 20 percent over five years. Questions remain as to whether this item will survive further budget changes from Congress. If the federal timber payments do not survive, the last payments to counties will be this October. 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.

Global Spillovers Both Up and Down. The international list of risks seems to change by the day: sovereign debt problems in Europe, equity and property bubbles in places like South America and Asia, political unrest in the Middle East, and commodity price spikes and inflationary pressures in emerging markets. The natural disaster in Japan has caused slight supply chain disruptions to Oregon firms but the coming reconstruction phase may bring new business. Also internationally we have economies recovering, incomes rising, and demand for U.S. and Oregon exports are rising. Whether the downside risks will dissipate and the recoveries take hold will influence the direction of strength of U.S. and Oregon economic recoveries. With China now the top destination for Oregon exports, the state of the Chinese economy has spillover effects to the Oregon economy.

State and Local Governments. The Center on Budget and Policy Priorities finds that 44 states and the District of Columbia are projecting budget shortfalls totaling \$125 billion for fiscal year 2012 which generally starts this summer. Local government budget shortfalls add to this total. Oregon is among the states facing a budget shortfall. Given that further tax increases are unlikely in Oregon, balancing budgets will mainly be through spending cuts. In a mixed private-public economy, this will be a drag on the economic recovery. The question is whether the building strength of the private sector will be enough to continue the recovery through the state and local government budget crises.

Undoing the Federal Policy Used to Combat the Financial Crisis and Recession. Bailouts, tax cuts, monetary quantitative easing, and other fiscal packages most likely prevented a more serious economic downturn. But the clean-up after the storm can have its own risks to the economy. Exit strategies will have to be carefully implemented to prevent premature tightening

and choking off the recovery or acting too late to avoid an inflationary environment. All states, including Oregon, face the same risks.

Initiatives, referendums, and referrals. Generally, the ballot box brings a number of unknowns that could have sweeping impacts on the Oregon economy.

Demographic Forecast

Oregon's population count on April 1, 2010 was 3,831,074. Oregon gained 409,550 persons between the years 2000 and 2010. The population growth between 2000 and 2010 censuses was 12.0 percent, down from 20.4 percent growth between 1990 and 2000 censuses. Oregon's rankings in terms of decennial growth rate dropped from 11th between 1990-2000 to 18th between 2000-2010. Slow population growth during the most recent decade due to double recessions probably cost Oregon one additional seat in the U.S. House of Representatives. Actually, Oregon's decennial population growth rate during the most recent decade was the second lowest since 1900. The slowest was during the 1980 when Oregon was hit hard by another recession. As a result of recent economic downturn and sluggish recovery, Oregon's population is expected to continue a slow pace of growth in the near future. Based on the current forecast, Oregon's population will reach 4.28 million in the year 2020 with an annual rate of growth of 1.1 percent between 2010 and 2020.

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 national and international labor market. As Oregon's total fertility rate remains below the replacement level and deaths continue to rise due to ageing population, long-term growth comes mainly from net in-migration. 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 56 percent in 2002 and it was further down to 34 percent in 2010. As a sign of slow to modest economic gain, the ratio of net migration-to-population change will increase gradually and will reach 67 percent by the end of the forecast horizon. Although economy and employment situation in Oregon look stagnant at this time, migration situation is not expected to replicate the early 1980s pattern. Potential Oregon out-migrants 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 2010-2020. 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, and even negative, growth during the 1990s and the first half of the last decade, the elderly population (65+) has picked up a faster pace of growth and will surge as the baby-boom generation continue to enter this age group. The average annual growth of the elderly population will be 3.9 percent during the forecast period as the boomers continue to enter retirement age. However, the youngest elderly (aged 65-74) will grow at an extremely fast pace during the forecast period, averaging 4.8 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 out of oldest working-age cohort combined with slowing net migration, the once fast-paced growth of population aged 45-64 will gradually taper off to below zero percent rate by 2012 and will remain at slow or below zero growth phase for several years. The young adult population (aged 18-24) will change only a little and remain virtually unchanged for most of the years into the future. Although the slow or stagnant growth of college-age population (age 18-24), in general, tend to ease the pressure on public spending on higher education, college enrollment typically goes up during the time of high unemployment and scarcity of well paying jobs when even the older people 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 zero percent in the near future and will see positive growth only after 2013. Although the number of children under the age of five will decline slightly in the near future, 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 in recent years and will grow in the future at well below the state average. The 25-44 age group population has reversed several years of declining trend during the early part of the last decade and before. The decline was mainly due to the exiting baby-boom cohort. This age group has seen positive growth starting in the year 2004 and will increase by 1.2 percent annual average rate during the forecast horizon. Overall, elderly population over age 65 will increase rapidly whereas population groups under age 65 will experience slow growth in the coming decade.

Revenue Forecast

The outlook for revenue growth in Oregon is threatened by the uncertainty surrounding the nascent recovery in the regional job market. Given how fragile consumer and business confidence have become, downside risks to the forecast have clearly intensified in recent weeks.

Through a lack of confidence, the troubles in Europe, Washington D.C., and on Wall Street may well infect the local economy going forward. That said, all of Oregon's core measures of economic activity (private employment, earnings and tax collections) are still expanding--albeit at disappointing rates. In particular, until we see private employers cutting jobs, it is difficult to argue that Oregon's economic expansion has ended.

Although the turmoil in financial markets is not expected to derail Oregon's economic recovery, it will nevertheless create additional headwinds for growth. Most notably, wealth losses suffered in stock markets can be expected to put downward pressure on household spending, and will result in fewer tax collections tied to realizations of capital gains.

Despite these challenges, the baseline (most likely) forecast has not been revised downward drastically at this time. However, the risks to the outlook are clearly skewed to the downside. There is around a one in three chance that the U.S. economy will slip back into recession, which would certainly drag Oregon's regional economy down with it. In such a scenario, the forecast for tax revenues would fall drastically.

After the smoke clears, revenue growth in Oregon and other states will face considerable downward pressure over the 10-year extended forecast horizon. As the baby boom population cohort works less and spends less, traditional state tax instruments such as personal income taxes and general sales taxes will become less effective, and revenue growth will fail to match the pace seen during recent periods of economic expansion.

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

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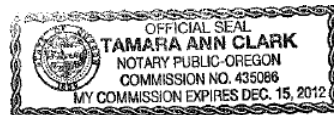
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AFFIDAVIT OF PUBLICATIONSTATE OF OREGON, }
COUNTY OF LANE, } ss.

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 Public Meeting/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:

April 15, 2011

Subscribed and affirmed to before me this April 15, 2011

Notary Public of Oregon

My commission expires: December 15, 2012

Account #: 1000275

INVOICE 4938877

Case: **First Notice of Budget Committee Meeting**Ad Price: **\$80.00**

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, 2011 to June 30, 2012 will be held at 4000 East 30th Avenue, Eugene, Oregon 97405. The meeting will take place on the 4th day of May, 2011 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 May 4th, 2011 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 11, 2011 at 5:30 p.m. Any persons may appear at this meeting and discuss proposals with the Budget Committee.
Dated this 13th day of April, 2011
s/Greg Morgan, Budget Officer
Lane Community College
No. 4938877 - April 15, 2011

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EUGENE, OREGON 97440

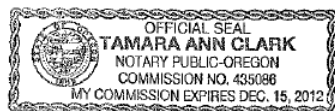
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COUNTY OF LANE, } ss.

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April 25, 2011

Subscribed and affirmed to before me this April 25, 2011

Notary Public of Oregon

My commission expires: December 15, 2012

Account #: 1000275

INVOICE 4938915

Case: Second Notice for Meeting

Ad Price: \$80.0

**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, 2011 to June 30, 2012 will be held at 4000 East 30th Avenue, Eugene, Oregon 97405. The meeting will take place on the 4th day of May, 2011 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 May 4th, 2011 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 11, 2011 at 5:30 p.m. Any persons may appear at this meeting and discuss proposals with the Budget Committee.

Dated this 13th day of April, 2011
s/Greg Morgan, Budget Officer
Lane Community College

No. 4938915 - April 25, 2011

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COUNTY OF LANE, } ss.

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June 10, 2011

Wendy Raz
Subscribed and affirmed to before me this **June 20, 2011**

Tamara Ann Clark
Notary Public of Oregon

My commission expires: **December 15, 2012**Account #: **1000275**INVOICE **4992050**Case: **June 14, 2011**Ad Price: **\$710.00**

NOTICE OF BUDGET HEARING
A meeting of the Lane Community College Board of Education will be held on June 14, 2011, 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, 2011, 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 8:00 a.m. and 5:00 p.m. The budget may also be viewed on the district's website at <http://www.lane.edu/fs>. 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; Jun 3, 2011; s/Tony McCown, Chairperson of Governing Board; Telephone: (541) 463-3000

FINANCIAL SUMMARY			
TOTAL OF ALL FUNDS			
Anticipated Requirements			
	Adopted Budget This Year	Adopted Budget Next Year	Approved Budget Next Year
Total Instruction	2010-11	2011-12	2011-12
Total Support Services	63,452,589	66,738,970	66,738,970
Total Enterprise and Community Services	146,672,892	148,048,185	148,048,185
Total Facilities Acquisition and Construction	23,930,273	27,065,072	27,065,072
Total Other Uses (includes Debt Service and Transfers)	52,010,426	52,192,776	52,192,776
Total Contingencies	13,383,859	17,681,004	17,681,004
Total Unappropriated or Ending Fund Balance	5,778,279	3,209,991	3,209,991
Total Requirements	305,228,316	314,948,052	314,948,052
Total Resources Except Property Taxes	287,253,703	296,865,436	296,865,436
Total Property Taxes to be Received	20,874,612	21,675,475	21,675,475
Total Resources	308,128,315	318,540,911	318,540,911
Total Property Taxes to be Received	20,874,612	21,675,475	21,675,475
Plus: Estimated Property Taxes Not to be Received	161,800	214,205	214,205
A. Loss Due to Constitutional Limits	1,171,883	1,923,476	1,923,476
B. Discounts, Other Uncollected Amounts	22,208,295	22,813,157	22,813,157
Total Tax Levy			
	Tax Levies By Type		
	Rate or Amount	Rate or Amount	Rate or Amount
Permanent Rate Limit Levy (rate limit .6191)	0.6191	0.6191	0.6191
Levy for Payment of Bonded Debt	6,136,787	6,998,957	6,998,957

STATEMENT OF INDEBTEDNESS			
Debt Outstanding			
As Summarized Below			
Long-Term Debt			
Estimated Debt Outstanding at the Beginning of the Budget Year			
July 1, 2011-2012 Approved Budget Year			
Bonds	36,655,000		
Other	71,226,402		
Total	107,881,402		
Debt Authorized, Not Incurred			
As Summarized Below			
Estimated Debt Authorized, Not Incurred at the Beginning of the Budget Year			
July 1, 2011-2012 Approved Budget Year			
Bonds	38,000,000		
Other			
Total	38,000,000		

FUNDS REQUIRING A PROPERTY TAX TO BE LEVIED			
GENERAL FUND 1			
	Actual Data Last Year	Adopted Budget This Year	Approved Budget Next Year
Total Instruction	2009-10	2010-11	2011-12
Total Support Services	44,391,552	46,045,702	50,929,538
Total Enterprise and Community Services	26,731,230	30,632,446	31,655,285
Total Facilities Acquisition and Construction	6,843,146	3,108,373	3,597,153
Total Other Uses	13,570,335	2,990,000	2,990,000
Total Contingencies	77,967,528	87,564,860	90,791,966
Total Unappropriated Ending Fund Balance	75,993,054	75,464,860	78,191,967
Total Requirements	15,635,210	15,000,000	15,000,000
Total Resources	91,528,264	90,464,860	93,691,967
Property Taxes to be Received	15,000,000	15,000,000	15,000,000
Estimated Property Taxes Not to be Received	161,800	214,205	214,205
A. Loss Due to Constitutional Limits	909,708	1,099,994	1,099,994
B. Discounts, Other Uncollected Amounts	16,071,508	16,814,200	16,814,200
Total Tax Levy			
	Rate or Amount		
Permanent Rate Limit Levy (rate limit .6191)	0.6191	0.6191	0.6191
Levy for Payment of Bonded Debt	1.5000	1.5000	1.5000

FUNDS NOT REQUIRING A PROPERTY TAX TO BE LEVIED			
Internal Service Fund, 2			
Total Support Services	1,164,484	1,513,228	1,493,727
Total Other Uses	222,204	380,544	394,977
Total Unappropriated or Ending Fund Balance	500,000		
Total Requirements	1,386,688	1,893,771	1,888,704
Total Resources Except Property Taxes	1,886,688	1,893,771	1,888,704
Debt Service Fund, 3			
Total Other Uses	4,091,090	3,554,500	4,941,642
Total Unappropriated Ending Fund Balance	1,086,121	3,554,500	4,941,642
Total Requirements	4,091,090	3,554,500	5,634,500
Total Resources Except Property Taxes	5,177,211	3,554,500	5,634,500
Capital Project Fund, 4			
Total Facilities Acquisition and Construction	29,617,056	52,010,426	52,192,776
Total Other Uses	63,858,753	52,010,426	54,192,776
Total Unappropriated or Ending Fund Balance	34,241,697	52,010,426	54,192,776
Total Requirements	63,858,753	52,010,426	54,192,776
Total Resources Except Property Taxes	63,858,753	52,010,426	54,192,776
Financial Aid Fund, 5			
Total Support Services	92,323,093	108,018,105	106,788,605
Total Unappropriated or Ending Fund Balance	1,400,044	108,018,105	106,788,605
Total Requirements	92,323,093	108,018,105	106,788,605
Total Resources Except Property Taxes	93,723,137	108,018,105	106,788,605
FUNDS NOT REQUIRING A PROPERTY TAX TO BE LEVIED			
Enterprise Fund, 6			
Total Enterprise and Community Services	11,721,663	15,223,708	17,784,167
Total Other Uses	147,116	149,849	167,866
Total Unappropriated or Ending Fund Balance	5,975,926	15,373,557	17,952,033
Total Requirements	11,868,779	15,373,557	17,952,033
Total Resources Except Property Taxes	11,868,779	15,373,557	17,952,033
Special Revenue Fund, 8			
Total Instruction	5,469,819	10,100,000	10,500,000
Total Support Services	1,006,675	1,745,000	1,950,000
Total Enterprise and Community Services	3,684,653	6,550,000	7,124,306
Total Other Uses	4,000		
Total Unappropriated or Ending Fund Balance	254,832	18,400,000	19,578,306
Total Requirements	10,161,147	18,400,000	19,578,306
Total Resources Except Property Taxes	10,415,979	18,400,000	19,578,306
Special Revenue Admin Fund, 9			
Total Instruction	4,743,157	5,306,887	5,309,432
Total Support Services	4,057,011	4,763,113	4,760,568
Total Enterprise and Community Services	1,435,190	2,156,564	2,156,564
Total Other Uses	352,102	311,981	411,981
Total Unappropriated or Ending Fund Balance	7,323,735		

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 have 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 Assets Replacement Plan: Revolving seven year plan established by the Board of Education in fiscal year 2004 to schedule the replacement of capital assets, based upon the Capital Asset Acquisition Schedule.

Capital Expenditure: 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 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 (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.

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.

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

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

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

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.

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

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.

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.

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: Salary Provision is used to cover employee compensation increases during the year. This is a contingency budget.

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 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.

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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