



Eugene, Oregon

**BUDGET DOCUMENT**  
**FISCAL YEAR 2012-2013**

Lane Community College  
2012 - 2013 Budget Committee

Robert Ackerman  
Pat Albright  
Jacque Betz  
Susie Johnston  
Matt Keating

Gary LeClair  
Chris Matson  
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Sharon Stiles  
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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, 2011. 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

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## **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

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### 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; online classes and telecourses are also available.

During the 2011-2012 academic year, 23,785 students enrolled in credit classes and 14,886 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 4,620 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 353,155 residents.

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

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, accredited by the Commission on Accreditation in Physical Therapy Education of the American Physical Therapy Association.
- Respiratory Care, accredited by the Commission on Accreditation of 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

**Robert L. Ackerman**, Retired Attorney, Eugene  
Elected May 2007, term expires June 30, 2011  
Zone 2-Northern

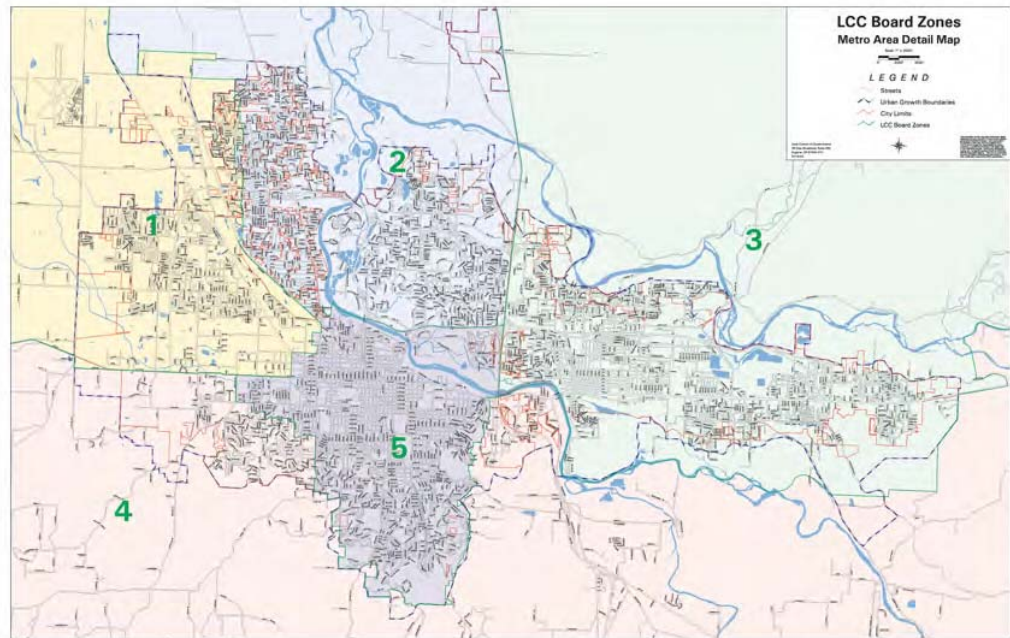
**Gary LeClair**, Physician, Springfield  
Elected May 2009, term expires June 30, 2013  
Zone 3-Marcola and Springfield

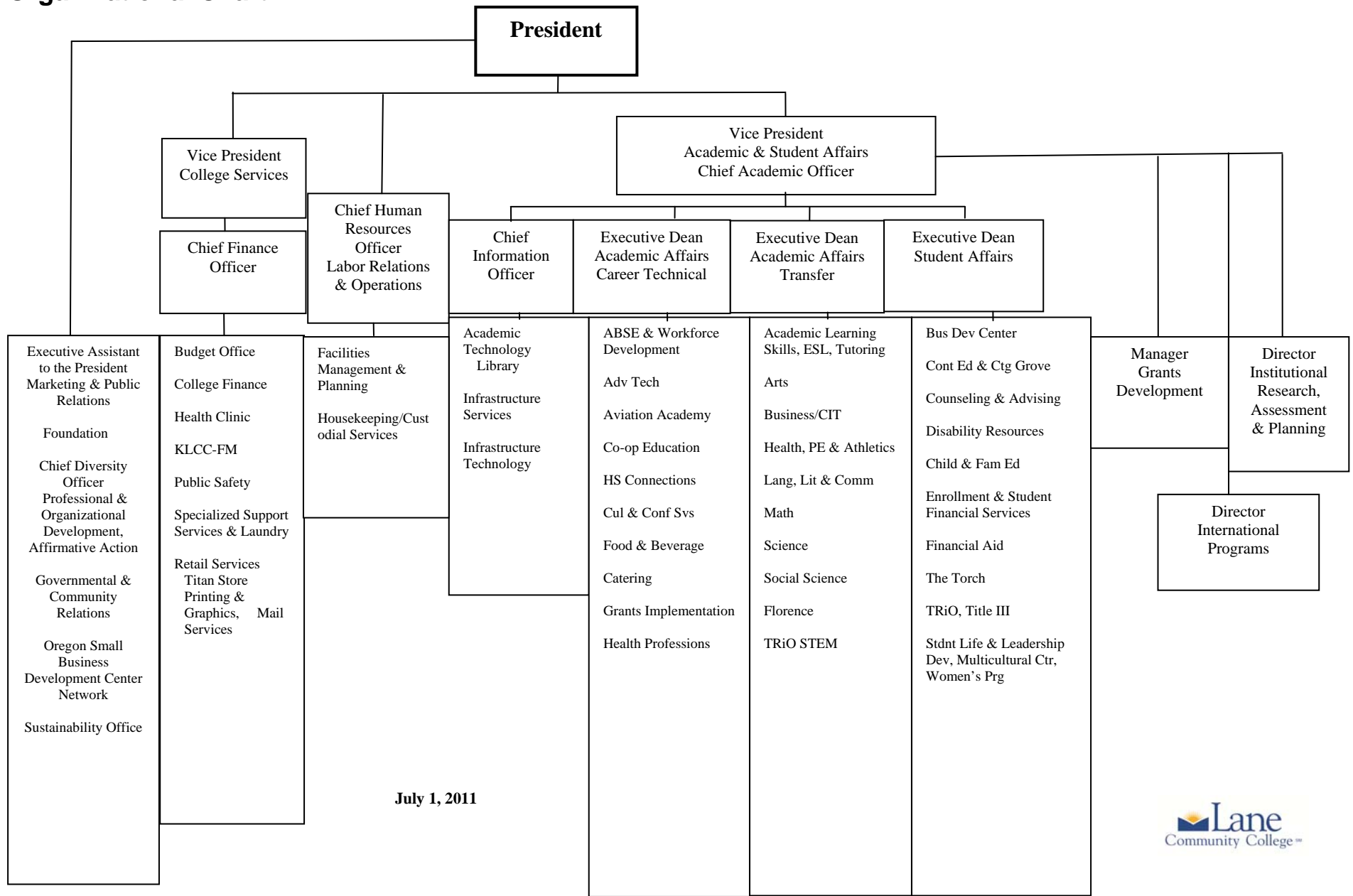
**Susie Johnston**, Conference. Planner, Pleasant Hill  
Elected May 2009, term expires June 30, 2013  
Zone 4-Eastern

**Pat Albright**, Retired Teacher, Eugene  
Elected May 2007, term expires June 30, 2011  
Zone 5-Central Eugene

**Rosie Pryor**, Marketing & Strategy Officer, Eugene  
Elected July 2011, term expires June 30, 2015  
At-Large, Position 6

**Tony McCown**, Urban Planner, Springfield  
Elected May 2007, term expires June 30, 2011  
At-Large, Position 7





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**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 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 Titan Store, Printing and Graphics and KLCC-FM.

**Office of Human Resources, Labor Relations & Operations**

The Office 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 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 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.

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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 operation 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 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 assess 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 variable.

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### 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, sales of equipment, enforcement fees and other nominal, one-time miscellaneous amounts. Budgeting is based on historical trend analysis.

## **Expense Functions**

### **Instruction**

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

### **Instructional Support**

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**

Admissions, registration, recordkeeping 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**

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**

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**

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

### **Plant Additions**

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

### **Financial Aid**

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 and 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 Finance Officer, Lane's Budget Officer, is appointed by the Board of Education

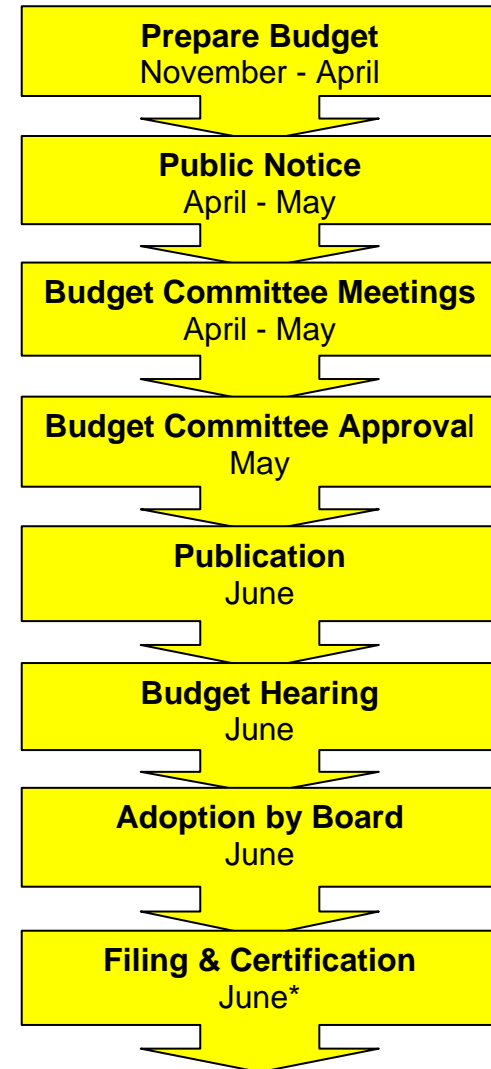
### III Prepare a Proposed Budget

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

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

## 2012-2013 Budget Calendar



**IV Public Notice**

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

**V Budget Committee Meeting(s)**

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

**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.

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**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 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 2012-2013**

Presented May 2, 2012

## **Budget Message**

### **Strategic Directions for Fiscal Year 2012-2013**

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

### **Economic Outlook**

Fiscal year 2012-2013 is the second year of the biennium and the amount of the Community College Support Fund (CCSF) appropriation has been reduced beyond original expectations. The proposed budget is based on \$395 million for the CCSF. The economic climate continues to be challenging with improved but still relatively high unemployment and recovery of tax revenue is expected to be slow. Consequently, available public resources fall significantly short of what is necessary to serve students and the community at normal levels of support. In fact, tax revenue from the CCSF appropriation and local property taxes together now comprise less than half of the budget. Our goals of keeping education affordable and accessible, maintaining adequate compensation for employees, and meeting essential operating requirements of Lane Community College are not attainable without significant tradeoffs within those objectives. Demand for our services has remained strong as unemployed workers return to school to better prepare themselves for changing job market opportunities 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.

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### **Result of FY12 Budget Strategies**

For the FY12 budget year the college employed a combination of strategies to balance the budget. Employees received modest compensation increases to be implemented over the biennium. Capital investment and maintenance expenses were reduced, and students absorbed an increase in tuition including an extension of a two year surcharge. The college focused on meeting the demand of additional students and was able to accommodate a modest increase in enrollment. The combination of additional revenue, cost reductions, and reserves from the stabilization fund enabled the college to both balance the budget and meet student demand.

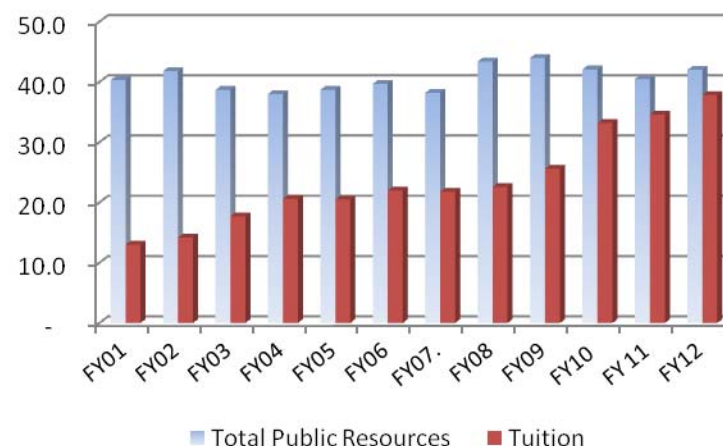
## Budget Assumptions

The public support revenue assumption is based upon the state model projections for Lane Community College at an appropriation level of \$395 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 seven dollar a credit hour tuition increase over FY12. Two dollars represents a previously approved increase tied to the Higher Education Price Index (HEPI). An additional five dollars is recommended to balance the budget, fifty cents of which is dedicated to student success initiatives.

## Ending Fund Balance

The ending fund balance is essential to maintain the college's credit rating as well as to ensure fiscal stability. The college will be issuing the balance of the general obligation bonds authorized in 2008 during FY13. 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 were able to make beginning in the FY 11 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 FY13 budget we will be using about \$1.55 million in reserves from the Financial Stabilization Fund to balance the budget. This fund was created by the board to mitigate sharp drops in public funding such as that being experienced this year.

**Total Public Resources & Tuition  
Revenues FY01 through FY12**



## **Enrollment Growth**

Plans for fiscal year 2012-2013 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 and presumes an overall enrollment growth of 1%. 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**

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. 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 and the college has committed to increase that by 7.4 % in FY 13. However preliminary information indicates that costs for medical coverage will be greater for management, classified employees, and some of the faculty options and those 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 63% for full time personnel and 38% for part time personnel.

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## **General Fund Budget for Fiscal Year 2012-2013**

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 FY13 budget will also continue significant budget reductions from previous years 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 for fiscal year 2012-2013 is \$100,259,997, a 3% increase from the 2011-2012 budget. This increase is mostly from additional enrollment and tuition. Revenues from total public resources for fiscal year 2012-2013 include an estimated \$24,064,469 from the state Community College Support Fund and an estimated \$16,000,000 in property taxes for a total of \$40,064,469. 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 2012-2013 Budget includes a \$2.00 per credit inflationary adjustment in tuition as previously approved by the Board of Education according to Board Policy D.110. It further presumes an additional \$5.00 per credit hour tuition increase to offset state appropriation reductions, but, as of this date, that has not yet been approved by the board. It is recommended that the increase and the existing surcharge be added as a permanent part of base tuition. The Finance and Budget Committee will also recommend language to the board that will trigger a review of tuition tied to levels of state funding.

## **Expenditures**

The General Fund personal services budget has increased by \$1.8 million or 1.8% from fiscal year 2011–2012 final budget. The increase is due to negotiated compensation increases scheduled for FY13, additional part time and full time faculty hired to accommodate increased enrollment, and increases noted earlier in OPE for increased 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 2012-13. 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 2012-2013 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)	\$100,259,997
Internal Services Fund (II)	2,200,685
Debt Service Fund (III)	10,751,399
Capital Projects Fund (IV)	48,350,353
Financial Aid Fund (V)	108,293,355
Enterprise Fund (VI)	25,756,396
Special Revenue Fund (VIII)	19,578,306
Special Revenue: Admin Restricted (IX)	14,471,206
<b>Total All Funds</b>	<b>\$ 328,661,698</b>

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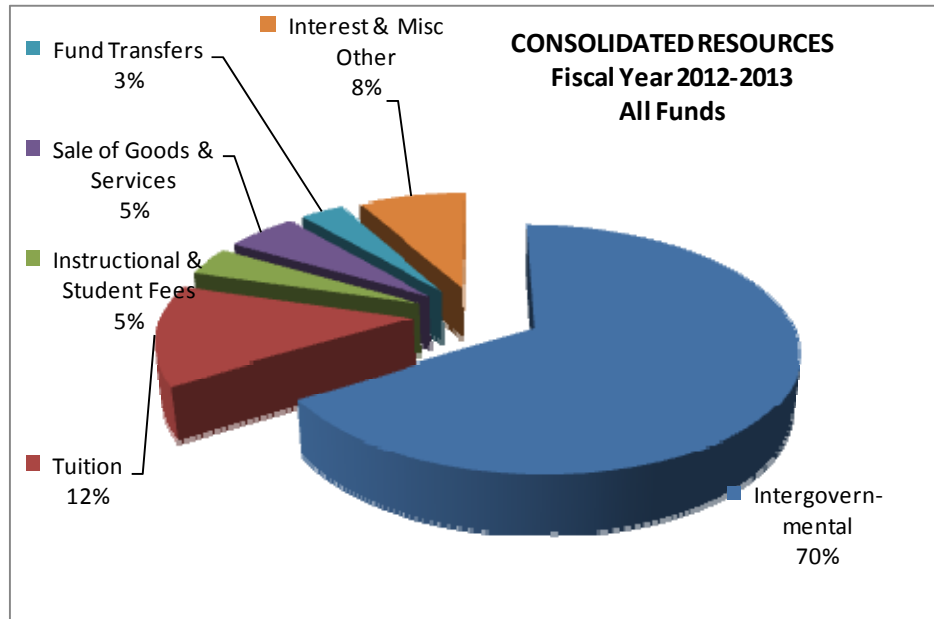
# BUDGET SCHEDULES

## Budget Schedules

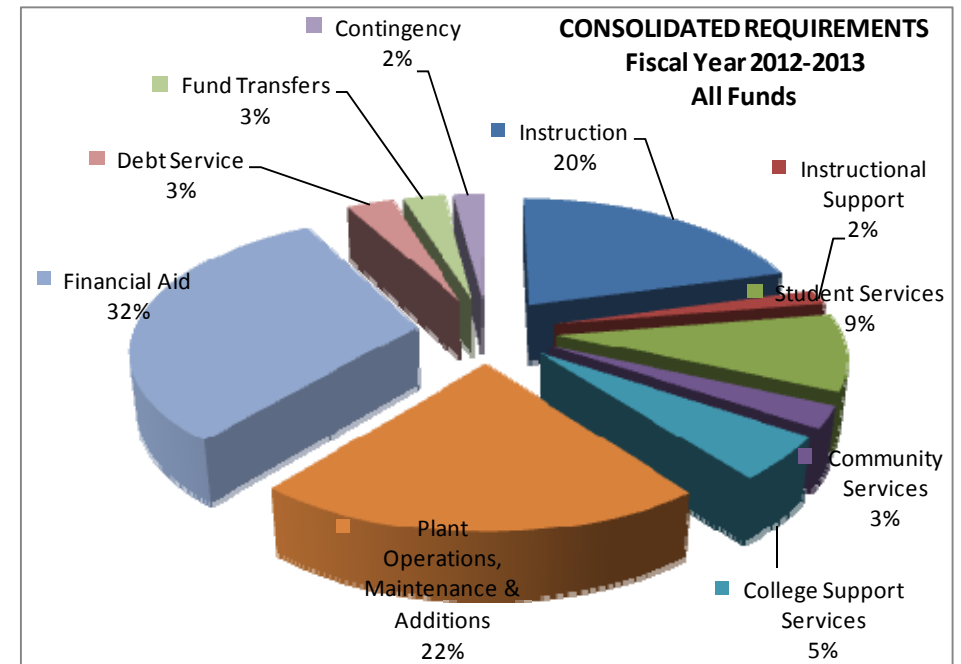
### Summary – All Funds

	<b>Fiscal Year 2012-2013 ADOPTED Budget</b>	Fiscal Year 2012-2013 APPROVED Budget	Fiscal Year 2012-2013 PROPOSED Budget	Fiscal Year 2011-2012 CURRENT Budget	Fiscal Year 2010-2011 ACTUAL Amounts	Fiscal Year 2009-2010 ACTUAL Amounts
General Fund I	<b>\$ 100,259,997</b>	\$ 100,259,997	\$ 100,259,997	\$ 97,191,967	\$ 79,363,846	\$ 76,555,940
Internal Service Fund II	<b>2,200,685</b>	2,200,685	2,200,685	2,088,704	1,498,125	1,386,688
Debt Service Fund III	<b>10,751,399</b>	10,751,399	9,304,253	12,679,975	9,747,955	9,672,248
Capital Projects Fund IV	<b>48,350,353</b>	48,350,353	48,350,353	55,062,776	32,596,707	29,617,055
Financial Aid Fund V	<b>108,293,355</b>	108,293,355	108,293,355	117,788,605	105,387,131	92,323,092
Enterprise Fund VI	<b>24,756,396</b>	24,756,396	24,756,396	17,952,033	13,472,087	11,868,779
Special Revenue Fund VIII	<b>19,578,306</b>	19,578,306	19,578,306	19,578,306	9,872,116	10,161,147
Special Revenue-Admin.						
Restricted Fund IX	<b>14,471,206</b>	14,471,206	14,471,206	17,940,852	12,675,580	10,587,460
<b>Total</b>	<b>\$ 328,661,698</b>	<b>\$ 328,661,698</b>	<b>\$ 327,214,551</b>	<b>\$ 340,283,218</b>	<b>\$ 264,613,547</b>	<b>\$ 242,172,410</b>

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 over \$108,000,000, Financial Aid continues to be the largest expenditure area in the college budget. Reference data on following page.



**Consolidated Resources & Requirements – All Funds**

<b>SUMMARY OF ALL FUNDS</b>	<b>Fiscal Year 2012-2013 ADOPTED Budget</b>	<b>Fiscal Year 2012-2013 APPROVED Budget</b>	<b>Fiscal Year 2012-2013 PROPOSED Budget</b>	<b>Fiscal Year 2011-2012 CURRENT Budget</b>	<b>Fiscal Year 2010-2011 ACTUAL Amounts</b>	<b>Fiscal Year 2009-2010 ACTUAL Amounts</b>
<b>CURRENT</b>						
Intergovernmental	\$ 205,306,198	\$ 205,306,198	\$ 203,859,052	\$ 179,649,515	\$ 159,882,887	\$ 158,977,867
Tuition & Fees						
Tuition	40,845,746	40,845,746	41,070,746	39,791,669	38,231,421	33,605,303
Instructional & Student Fees	11,903,035	11,903,035	11,903,035	11,688,192	10,818,097	9,865,272
Other Sources:						
Sale of Goods & Services	16,323,256	16,323,256	16,323,256	16,077,040	15,648,172	14,515,563
Interest Income	454,250	454,250	454,250	364,250	695,206	780,691
Rents, Contracts, Gifts, Donations, Bad Debt Recovery	24,522,517	24,522,517	24,522,517	18,407,348	14,172,281	15,418,710
Proceeds from Sale of Bonds	-	-	-	24,814,621	19,355,000	-
Fund Transfers	9,966,375	9,966,375	9,866,375	10,181,734	4,392,617	7,338,971
Total Current Operating Resources	<b>\$ 309,321,377</b>	<b>\$ 309,321,377</b>	<b>\$ 307,999,231</b>	<b>\$ 300,974,369</b>	<b>\$ 263,195,681</b>	<b>\$ 240,502,377</b>
<b>CURRENT</b>						
By Function:						
Instruction	\$ 72,220,565	\$ 72,231,312	\$ 72,180,883	\$ 73,063,997	\$ 56,667,812	\$ 52,296,279
Instructional Support	6,015,469	5,782,154	5,782,154	5,589,850	4,469,227	3,729,776
Student Services	32,232,087	32,257,134	32,442,062	32,147,171	25,532,791	23,002,476
Community Services	9,092,370	9,092,370	9,092,370	9,092,371	5,633,290	5,119,843
College Support Services	18,463,889	18,624,865	18,590,365	17,203,554	14,810,557	15,078,990
Plant Operation & Maintenance	7,984,140	8,002,031	7,829,810	8,331,251	6,909,422	11,388,469
Plant Additions	46,751,698	46,770,352	46,942,574	49,625,300	31,162,746	23,630,865
Financial Aid	108,293,355	108,293,355	108,293,355	117,788,605	105,387,131	92,323,092
Debt Service	10,751,399	10,751,399	9,304,253	12,679,975	9,747,955	9,672,248
Fund Transfers	9,966,375	9,966,375	9,866,375	10,181,734	4,392,617	7,335,268
Contingency	6,890,350	6,890,350	6,890,350	4,579,409	-	-
Total Current Operating Requirements	<b>\$ 328,661,698</b>	<b>\$ 328,661,698</b>	<b>\$ 327,214,551</b>	<b>\$ 340,283,217</b>	<b>\$ 264,713,548</b>	<b>\$ 243,577,306</b>
<b>Excess (deficit) Current Resources</b>						
<b>CURRENT</b>	<b>\$ (19,340,320)</b>	<b>\$ (19,340,320)</b>	<b>\$ (19,215,320)</b>	<b>\$ (39,308,849)</b>	<b>\$ (1,517,867)</b>	<b>\$ (3,074,929)</b>
<b>Beginning Fund Balance</b>	<b>19,340,320</b>	19,340,320	19,215,320	39,308,849	65,865,519	67,535,554
<b>Ending Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 64,347,652</b>	<b>\$ 64,460,625</b>

**Schedule of Interfund Transfers**

	<u>Revenues</u>	<u>Expenditures</u>	<u>Remarks</u>
<b>GENERAL FUND I</b>			
Transfer to Internal Service Fund II	\$	\$ 371,065	Employee Wellness \$155,735; Telecommunications \$215,330
Transfer to Capital Projects Fund IV		1,000,000	Major maintenance \$625,000; Capital repair \$255,000 & Deferred maintenance \$120,000
Transfer to Financial Aid Fund V		193,375	Institutional Scholarships
Transfer to Enterprise Fund VI		164,396	Laundry
Transfer to Special Revenue-Admin. Rest. IX		1,419,730	Athletics \$208,413; Child & Family Education \$372,972; KLCC \$197,564; Specialized Support Services \$100,000; Staff Health Clinic \$168,160; Student Health \$339,264; Torch \$33,357
Transfer from Internal Service Fund II	3,500		Transfer authority contingency
Transfer from Enterprise Fund VI	824,916		Center for Meeting & Learning \$90,721; Foodservices \$134,195; Housing Program/Public Safety \$100,000; International Student Program \$500,000
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 \$3,600
TOTAL	<u>\$ 836,016</u>	<u>\$ 3,148,566</u>	
<b>INTERNAL SERVICE FUND II</b>			
Transfer to General Fund I	\$	\$ 3,500	Transfer authority contingency
Transfer to Special Revenue-Admin. Rest. IX		1,000	Transfer authority contingency
Transfer from General Fund I	371,065		Employee Wellness \$155,735; Telecommunications \$215,330
TOTAL	<u>\$ 371,065</u>	<u>\$ 4,500</u>	
<b>DEBT SERVICE FUND III</b>			
Transfer from Enterprise Fund VI	539,196		Annual debt service per amortization schedule
TOTAL	<u>\$ 539,196</u>	<u>\$ -</u>	
<b>CAPITAL PROJECTS FUND IV</b>			
Transfer from General Fund I	\$ 1,000,000	\$ -	Major maintenance \$625,000; Capital repair \$255,000 & Deferred maintenance \$120,000
Transfer from Enterprise Fund VI	2,500,000		Contribution for Downtown Center Construction
Transfer from Special Revenue-Admin. Rest. IX	359,125		Transportation and Parking \$250,000; Longhouse \$109,125
TOTAL	<u>\$ 3,859,125</u>	<u>\$ -</u>	

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**SCHEDULE OF INTERFUND TRANSFERS**

	<u>Revenues</u>	<u>Expenditures</u>	<u>Remarks</u>
<b>FINANCIAL AID FUND V</b>			
Transfer from General Fund I	\$ 193,375	\$	Institutional Scholarships
Transfer from Special Revenue-Admin. Rest. Fun	81,472		Student Scholarships
TOTAL	<u>\$ 274,847</u>	<u>\$ -</u>	
<b>ENTERPRISE FUND VI</b>			
Transfer to General Fund I	\$	\$ 824,916	Center for Meeting & Learning \$90,721; Foodservices \$134,195; Housing Program/Public Safety \$100,000; International Student Program \$500,000
Transfer to Debt Service Fund III		539,196	Annual debt service per amortization schedule
Transfer to Capital Projects Fund IV		2,500,000	Contribution for Downtown Center Construction
Transfer to Financial Aid Fund V			
Transfer to Enterprise Fund VI	2,500,000	2,500,000	
Transfer to Special Revenue-Admin. Rest. IX		1,000	Foodservices
Transfer from General Fund I	164,396		Laundry
TOTAL	<u>\$ 2,664,396</u>	<u>\$ 6,365,112</u>	
<b>SPECIAL REVENUE-G/C FUND VIII</b>			
Transfer to General Fund I	\$	\$ 4,000	Transfer authority contingency
TOTAL	<u>\$ -</u>	<u>\$ 4,000</u>	
<b>SPECIAL REVENUE-ADMIN. REST. FUND IX</b>			
Transfer to General Fund I	\$	\$ 3,600	ASLCC cultural programs \$3,600
Transfer to Capital Projects Fund IV		359,125	Transportation and Parking \$250,000; Longhouse \$109,125
Transfer to Financial Aid Fund V		81,472	Athletic Scholarships
Transfer from General Fund I	1,419,730		Athletics \$208,413; Child & Family Education \$372,972; KLCC \$197,564; Specialized Support Services \$100,000; Staff Health Clinic \$168,160; Student Health \$339,264; Torch \$33,357
Transfer from Internal Service Fund II	1,000		Transfer authority contingency
Transfer from Enterprise Fund VI	1,000		Foodservices
TOTAL	<u>\$ 1,421,730</u>	<u>\$ 444,197</u>	
<b>TOTAL TRANSFERS - ALL FUNDS</b>	<u><u>\$ 9,966,375</u></u>	<u><u>\$ 9,966,375</u></u>	

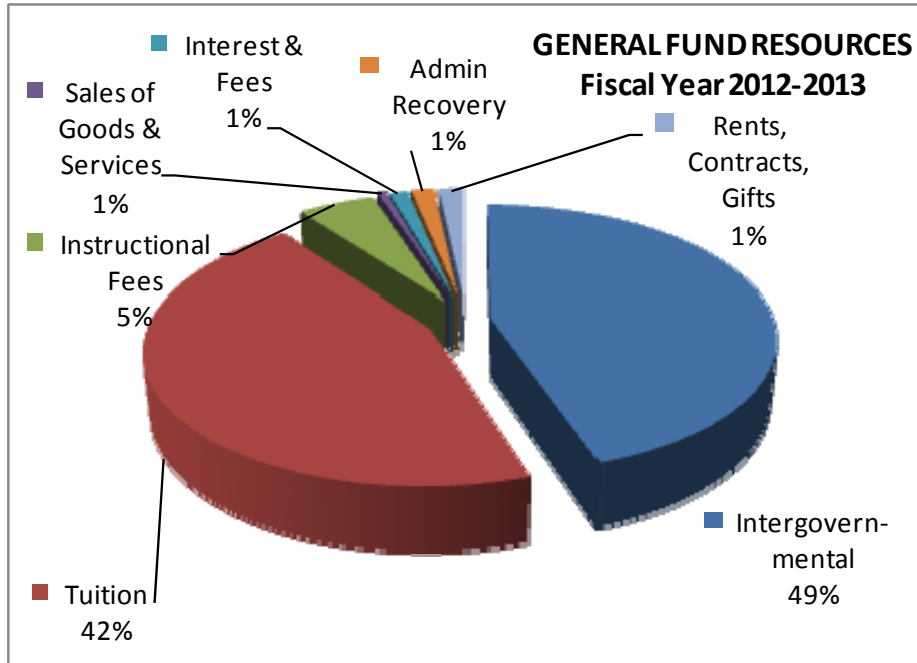


**GENERAL FUND I**

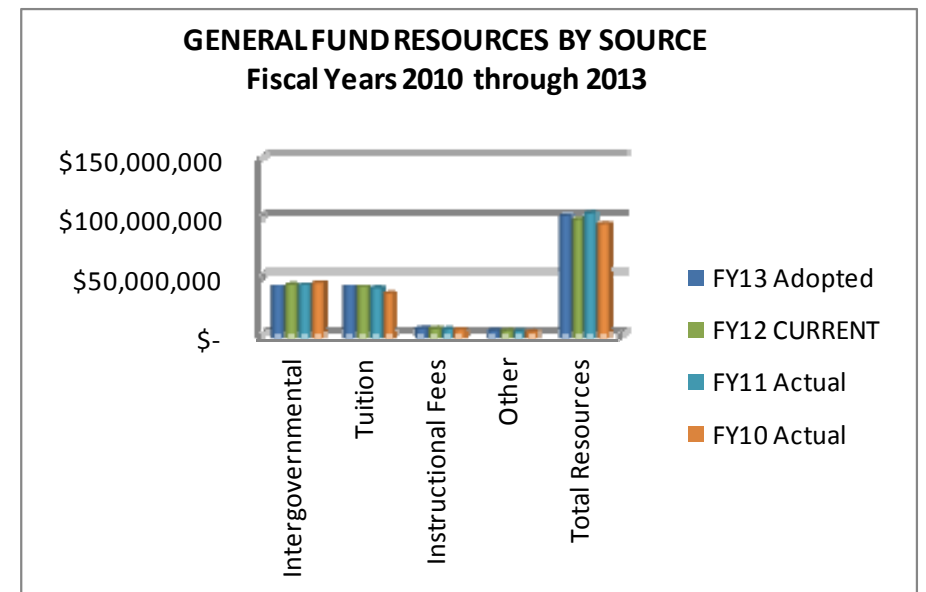
**SPECIAL REVENUE FUND IX  
ADMIN RESTRICTED**

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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 following page.



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



## Fund I: General Fund

### Resources

	<b>Fiscal Year 2012-2013 ADOPTED Budget</b>	Fiscal Year 2012-2013 APPROVED Budget	Fiscal Year 2012-2013 PROPOSED Budget	Fiscal Year 2011-2012 CURRENT Budget	Fiscal Year 2010-2011 ACTUAL Amounts	Fiscal Year 2009-2010 ACTUAL Amounts
<b>RESOURCES</b>						
Intergovernmental**	<b>\$ 40,064,469</b>	\$ 40,064,469	\$ 40,064,469	\$ 42,070,532	\$ 41,583,747	\$ 43,560,529
Tuition & Fees:						
Tuition	<b>40,075,746</b>	40,075,746	40,300,746	39,021,669	37,613,613	33,092,719
Instructional Fees	<b>4,647,500</b>	4,647,500	4,647,500	4,435,657	4,008,622	3,640,014
Other Sources:						
Sale of Goods & Services	<b>509,350</b>	509,350	509,350	509,850	402,200	281,976
Interest Income	<b>200,000</b>	200,000	200,000	200,000	308,188	141,452
Fees	<b>913,870</b>	913,870	913,870	997,920	803,744	898,323
Administrative Recovery	<b>1,400,000</b>	1,400,000	1,400,000	1,000,000	930,619	471,435
Rents, Contracts, Gifts, Bad Debt Recovery, Chargebacks	<b>1,469,034</b>	1,469,034	1,469,034	1,469,034	1,253,871	940,307
Transfer In Internal Service Fund II	<b>3,500</b>	3,500	3,500	3,500	23,500	-
Transfer In Debt Service Fund III	-	-	-	-	100,000	-
Transfer In Financial Aid Fund V	-	-	-	-	-	49,874
Transfer In Enterprise Fund VI	<b>824,916</b>	824,916	724,916	148,849	160,372	147,116
Transfer In Special Revenue Fund VIII	<b>4,000</b>	4,000	4,000	4,000	-	-
Transfer In Special Rev-Admin Fund IX	<b>3,600</b>	3,600	3,600	3,600	3,600	3,832
Total Operating Revenues	<b>\$ 90,115,985</b>	\$ 90,115,985	\$ 90,240,985	\$ 89,864,611	\$ 87,192,076	\$ 83,227,577
Beginning Fund Balance	<b>10,144,012</b>	10,144,012	10,019,012	7,327,356	14,975,231	8,303,591
<b>TOTAL RESOURCES</b>	<b>\$ 100,259,997</b>	<b>\$ 100,259,997</b>	<b>\$ 100,259,997</b>	<b>\$ 97,191,967</b>	<b>\$ 102,167,307</b>	<b>\$ 91,531,168</b>

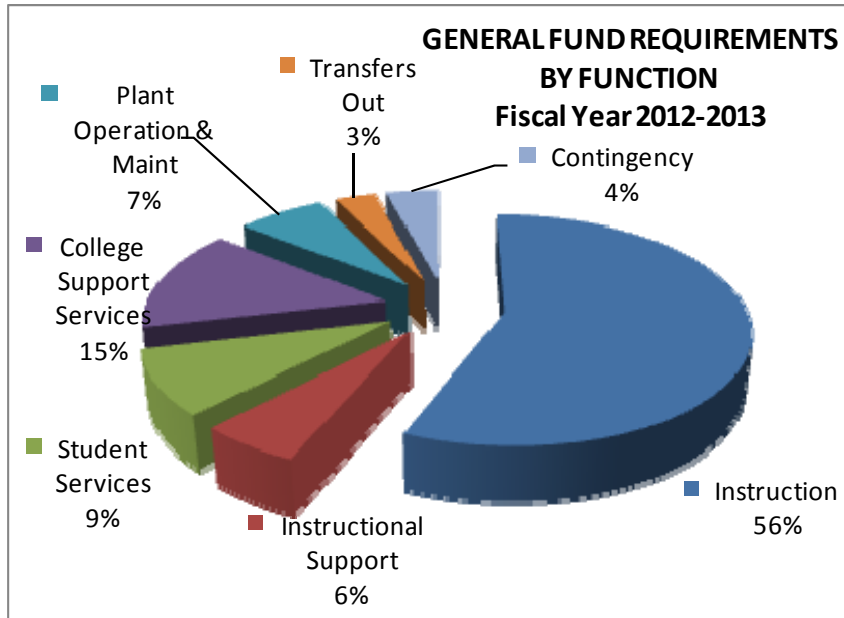
\*\* State Revenue

\$ 24,064,469 \$ 24,064,469 \$ 24,064,469 \$ 26,570,532 \$ 25,890,435 \$ 27,925,116

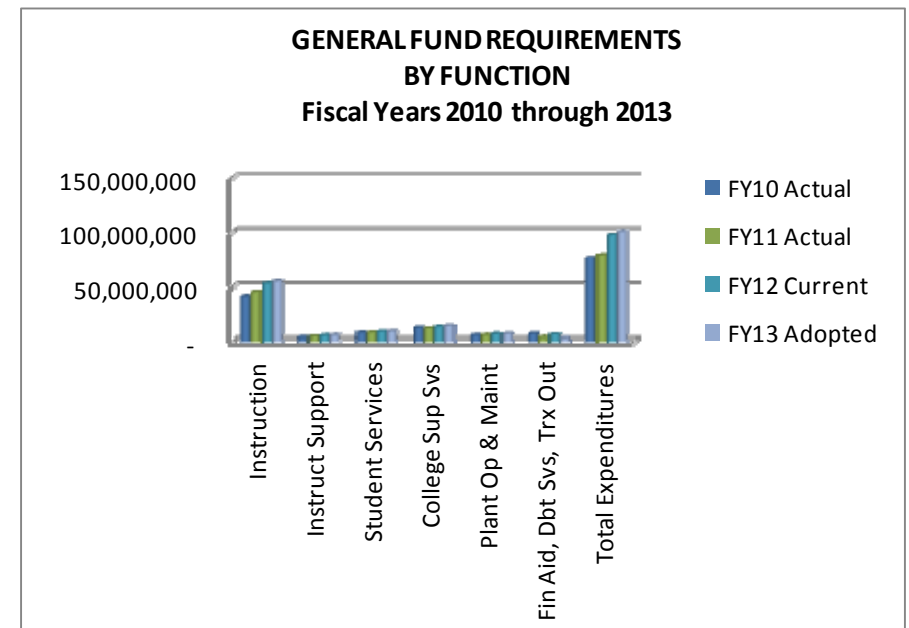
\*\* Property Taxes

16,000,000 16,000,000 16,000,000 16,000,000 15,693,312 15,635,413

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



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



**Expenditures and Other Requirements****GENERAL FUND I**

	<b>Fiscal Year 2012-2013 ADOPTED Budget</b>	Fiscal Year 2012-2013 APPROVED Budget	Fiscal Year 2012-2013 PROPOSED Budget	Fiscal Year 2011-2012 CURRENT Budget	Fiscal Year 2010-2011 ACTUAL Amounts	Fiscal Year 2009-2010 ACTUAL Amounts
<b>EXPENDITURES AND OTHER REQUIREMENTS</b>						
<b>Instruction</b>						
Academic Learning Skills	<b>\$ 1,824,988</b>	\$ 1,821,865	\$ 1,821,865	\$ 1,794,040	\$ 2,078,264	\$ 1,899,494
Adult Basic and Secondary Ed	<b>1,692,548</b>	1,689,964	1,689,964	1,699,765	1,601,507	1,507,224
Advanced Technologies	<b>3,078,331</b>	3,174,732	3,174,732	2,985,017	2,793,713	2,621,464
Art & Applied Design	<b>2,575,644</b>	2,580,506	2,580,506	2,499,441	2,653,705	2,368,110
Business & Computer Info Tech	<b>3,027,351</b>	3,036,758	3,036,758	3,045,307	3,166,085	3,043,156
Community Education^	<b>2,781,147</b>	2,678,429	2,678,429	2,536,980	2,275,585	2,298,619
Cooperative Education	<b>1,866,948</b>	1,791,146	1,791,146	1,826,483	1,714,002	1,625,738
Culinary Arts & Hospitality	<b>755,260</b>	757,733	757,733	722,124	725,735	597,458
English as a Second Language	<b>1,301,350</b>	1,301,422	1,301,422	1,258,710	1,149,486	1,149,110
Health & Physical Education	<b>2,671,984</b>	2,677,275	2,677,275	2,703,453	2,658,097	2,068,882
Health Professions	<b>5,995,885</b>	6,178,038	6,178,038	5,955,078	5,814,791	4,870,279
Lane Community College at Cottage	<b>469,529</b>	470,537	470,537	475,619	693,128	595,120
Lane Community College at	<b>595,714</b>	599,162	599,162	611,923	596,201	578,274
Language, Literature and	<b>5,631,335</b>	5,641,407	5,641,407	5,508,752	5,786,415	5,301,152
Mathematics	<b>3,546,905</b>	3,548,186	3,548,186	3,554,478	3,395,685	3,279,313
Music/Dance/Theatre Arts	<b>1,942,246</b>	1,937,648	1,937,648	1,902,409	1,671,088	1,504,183
Science	<b>3,641,029</b>	3,642,825	3,642,825	3,503,517	3,707,753	3,397,166
Social Science	<b>3,565,104</b>	3,585,018	3,585,018	3,474,261	3,526,733	3,259,890
Special Instructional Projects	<b>7,914,359</b>	7,775,754	7,775,754	6,860,259	2,930	117,321
<b>Total Instruction</b>	<b>\$ 54,877,657</b>	<b>\$ 54,888,404</b>	<b>\$ 54,888,404</b>	<b>\$ 52,917,615</b>	<b>\$ 46,010,903</b>	<b>\$ 42,081,951</b>

^ Business Development Center &amp; Continuing Education combined and renamed Community Education May, 2012

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**GENERAL FUND I**

	<b>Fiscal Year 2012-2013 ADOPTED Budget</b>	Fiscal Year 2012-2013 APPROVED Budget	Fiscal Year 2012-2013 PROPOSED Budget	Fiscal Year 2011-2012 CURRENT Budget	Fiscal Year 2010-2011 ACTUAL Amounts	Fiscal Year 2009-2010 ACTUAL Amounts
<b>Instructional Support</b>						
Academic & Student Affairs Office	<b>\$ 1,432,153</b>	\$ 1,340,798	\$ 1,340,798	\$ 1,170,313	\$ 1,287,654	\$ 951,094
Academic Technology	<b>1,502,009</b>	1,371,716	1,371,716	1,497,999	1,056,886	935,518
Grant Coordination	<b>288,117</b>	323,274	323,274	308,770	256,596	109,477
High School Connections	<b>266,786</b>	267,032	267,032	231,337	143,174	134,456
Library	<b>1,217,843</b>	1,219,361	1,219,361	1,173,850	1,085,342	1,015,686
Professional Development - Faculty	<b>315,382</b>	388,829	388,829	387,470	161,477	134,970
Special Instructional Projects	<b>570,826</b>	448,791	448,791	397,757	326,911	380,930
<b>Total Instructional Support</b>	<b>\$ 5,593,116</b>	<b>\$ 5,359,801</b>	<b>\$ 5,359,801</b>	<b>\$ 5,167,497</b>	<b>\$ 4,318,040</b>	<b>\$ 3,662,130</b>
<b>Student Services</b>						
Conference & Culinary Services	<b>\$ 385,120</b>	\$ 377,811	\$ 377,811	\$ 358,000	\$ 345,862	\$ 295,735
Counseling	<b>3,342,574</b>	3,343,006	3,343,006	3,229,880	2,935,663	2,793,507
Disability Services	<b>810,807</b>	817,664	817,664	743,919	763,445	752,019
Enrollment & Student Financial Svs	<b>2,158,968</b>	2,179,162	2,179,162	2,074,468	1,764,953	1,829,654
Financial Aid	<b>1,062,180</b>	1,063,241	1,063,241	1,026,550	960,080	887,453
Student Life & Leadership Dev.	<b>660,940</b>	664,868	664,868	627,977	606,261	566,400
Women's Program	<b>489,246</b>	489,129	489,129	472,901	488,390	459,671
<b>Total Student Services</b>	<b>\$ 8,909,835</b>	<b>\$ 8,934,882</b>	<b>\$ 8,934,882</b>	<b>\$ 8,533,696</b>	<b>\$ 7,864,654</b>	<b>\$ 7,584,438</b>

- Continued -

**GENERAL FUND I**

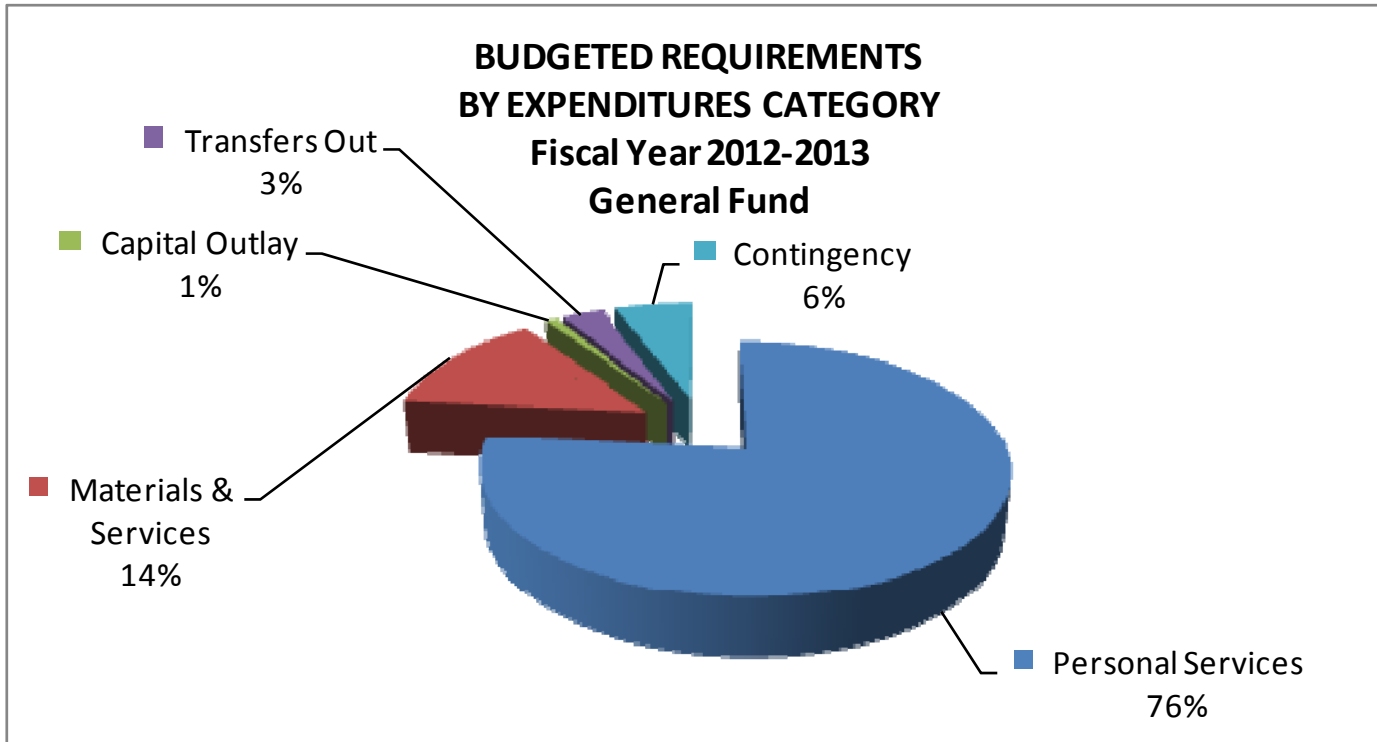
	<b>Fiscal Year 2012-2013 ADOPTED Budget</b>	Fiscal Year 2012-2013 APPROVED Budget	Fiscal Year 2012-2013 PROPOSED Budget	Fiscal Year 2011-2012 CURRENT Budget	Fiscal Year 2010-2011 ACTUAL Amounts	Fiscal Year 2009-2010 ACTUAL Amounts
<b>College Support Services</b>						
Archives & Records Management	\$ 40,678	\$ 40,678	\$ 40,678	\$ 39,451	\$ 37,180	\$ 35,202
Board of Education	20,000	20,000	20,000	20,000	30,071	28,809
College Finance	891,234	880,025	880,025	865,765	718,718	777,448
College Operations Office	626,328	626,328	626,328	656,074	538,167	513,264
Curriculum & Scheduling	250,726	250,892	250,892	244,319	223,066	213,897
Governance & Administration	529,190	529,190	529,190	394,190	327,139	314,325
Human Resources	1,392,753	1,392,930	1,392,930	1,329,084	1,136,250	1,132,353
Infrastructure Technology	4,045,188	4,211,119	4,211,119	3,884,489	3,866,327	3,735,349
IRAP	640,139	640,237	640,237	482,211	653,928	431,274
LCC Foundation	590,472	590,557	590,557	574,405	468,717	549,875
Legal, Acctg & Administrative	1,627,500	1,627,500	1,627,500	1,230,500	1,022,518	2,144,963
Mail Services	155,767	155,793	155,793	200,954	171,365	147,471
Marketing & Public Relations	585,071	585,102	585,102	703,092	327,412	512,229
President's Office	1,067,814	1,076,957	1,076,957	1,162,575	1,003,105	903,045
Public Safety	1,138,840	1,135,270	1,135,270	923,881	959,577	671,808
Sustainability	418,287	418,385	418,385	369,590	335,423	282,676
<b>Total College Support Services</b>	<b>\$ 14,019,987</b>	<b>\$ 14,180,963</b>	<b>\$ 14,180,963</b>	<b>\$ 13,080,579</b>	<b>\$ 11,818,963</b>	<b>\$ 12,393,988</b>
<b>Plant Operation &amp; Maintenance</b>						
Facilities Mgmt & Planning	\$ 6,820,486	\$ 6,857,031	\$ 6,857,031	\$ 6,529,778	\$ 5,599,850	\$ 5,402,278
<b>Total Plant Operation &amp; Maintenance</b>	<b>\$ 6,820,486</b>	<b>\$ 6,857,031</b>	<b>\$ 6,857,031</b>	<b>\$ 6,529,778</b>	<b>\$ 5,599,850</b>	<b>\$ 5,402,278</b>
<b>Financial Aid</b>						
Financial Aid Transfer	\$ 193,375	\$ 193,375	\$ 193,375	\$ 497,992	\$ 29,062	\$ 605,275
<b>Total Financial Aid</b>	<b>\$ 193,375</b>	<b>\$ 193,375</b>	<b>\$ 193,375</b>	<b>\$ 497,992</b>	<b>\$ 29,062</b>	<b>\$ 605,275</b>

- Continued -

**GENERAL FUND I**

	<b>Fiscal Year 2012-2013 ADOPTED Budget</b>	Fiscal Year 2012-2013 APPROVED Budget	Fiscal Year 2012-2013 PROPOSED Budget	Fiscal Year 2011-2012 CURRENT Budget	Fiscal Year 2010-2011 ACTUAL Amounts	Fiscal Year 2009-2010 ACTUAL Amounts
<b>Debt Service</b>						
Debt Service Transfer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 799,620
<b>Total Debt Service</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 799,620</b>
<b>Transfer Out To:</b>						
Internal Service Fund II	\$ 371,065	\$ 371,065	\$ 371,065	\$ 357,968	\$ 378,729	\$ 286,216
Capital Projects Fund IV	1,000,000	1,000,000	1,000,000	1,000,000	1,142,333	1,488,304
Enterprise Fund VI	164,396	164,396	164,396	167,457	162,282	195,566
Special Revenue Fund VIII	-	-	-	-	300	10,572
Spec. Rev-Admin Restricted Fund IX	1,419,730	1,419,730	1,419,730	4,359,976	2,038,730	3,450,497
<b>Total Transfer Out</b>	<b>\$ 2,955,191</b>	<b>\$ 2,955,191</b>	<b>\$ 2,955,191</b>	<b>\$ 5,885,401</b>	<b>\$ 3,722,374</b>	<b>\$ 5,431,155</b>
<b>Contingency</b>						
Projects/Provisions	\$ 3,990,350	\$ 3,990,350	\$ 3,990,350	\$ 4,579,409	\$ -	\$ -
<b>Total Contingency</b>	<b>\$ 3,990,350</b>	<b>\$ 3,990,350</b>	<b>\$ 3,990,350</b>	<b>\$ 4,579,409</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Operating Expenditures</b>	<b>\$ 97,359,997</b>	<b>\$ 97,359,997</b>	<b>\$ 97,359,997</b>	<b>\$ 97,191,967</b>	<b>\$ 79,363,846</b>	<b>\$ 76,555,940</b>
Unappropriated Ending Fund Balance (UEFB)	2,900,000	2,900,000	2,900,000			
<b>TOTAL EXPENDITURES AND OTHER REQUIREMENTS - GENERAL FUND I</b>	<b>\$ 100,259,997</b>	<b>\$ 100,259,997</b>	<b>\$ 100,259,997</b>	<b>\$ 97,191,967</b>	<b>\$ 79,363,846</b>	<b>\$ 76,555,940</b>
<b>SUMMARY OF GENERAL FUND RESOURCES AND REQUIREMENTS</b>						
Total Operating Revenues	\$ 90,115,985	\$ 90,115,985	\$ 90,240,985	\$ 89,864,611	\$ 87,192,076	\$ 83,227,577
Less: Total Operating Expenditures	(100,259,997)	(100,259,997)	(100,259,997)	(97,191,967)	(79,363,846)	(76,555,940)
Revenues over/under, expenditures	\$ (10,144,012)	\$ (10,144,012)	\$ (10,019,012)	\$ (7,327,356)	\$ 7,828,230	\$ 6,671,637
Beginning Fund Balance	10,144,012	10,144,012	10,019,012	7,327,356	14,975,231	8,303,591
<b>Ending Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 22,803,461</b>	<b>\$ 14,975,231</b>

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Personal services remains the largest expenditure component.  
Reference data on following page.

**Requirements by Expenditures Category****GENERAL FUND I**

	<b>Fiscal Year 2012-2013 ADOPTED Budget</b>	<b>Personal Services</b>	<b>Materials &amp; Services</b>	<b>Capital Outlay</b>	<b>Transfers Out</b>	<b>Debt Service</b>	<b>Contingency</b>
<b>Instruction</b>							
Academic Learning Skills	\$ 1,821,865	\$ 1,751,940	\$ 69,925	-	-	-	-
Adult Basic and Secondary Education	1,689,964	1,625,549	64,415	-	-	-	-
Advanced Technologies	3,174,732	2,838,195	336,537	-	-	-	-
Art & Applied Design	2,580,506	2,306,207	274,299	-	-	-	-
Business & Computer Info Technologies	3,036,758	2,777,128	259,630	-	-	-	-
Community Education	2,678,429	1,910,072	768,357	-	-	-	-
Cooperative Education	1,791,146	1,709,403	81,743	-	-	-	-
Culinary Arts & Hospitality	757,733	561,617	196,116	-	-	-	-
English as a Second Language	1,301,422	1,265,125	36,297	-	-	-	-
Health & Physical Education	2,677,275	2,193,750	483,525	-	-	-	-
Health Professions	6,178,038	5,326,705	851,333	-	-	-	-
Lane Community College at Cottage Grove	470,537	404,205	66,332	-	-	-	-
Lane Community College at Florence	599,162	549,248	49,914	-	-	-	-
Language, Literature & Communication	5,641,407	5,546,057	95,350	-	-	-	-
Mathematics	3,548,186	3,464,123	84,063	-	-	-	-
Music/Dance/Theatre Arts	1,937,648	1,751,022	186,626	-	-	-	-
Science	3,642,825	3,479,415	163,410	-	-	-	-
Social Science	3,585,018	3,500,568	84,450	-	-	-	-
Special Instructional Projects	7,775,754	7,775,754	-	-	-	-	-
<b>Total Instruction</b>	<b>\$ 54,888,404</b>	<b>\$ 50,736,082</b>	<b>\$ 4,152,322</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Instructional Support</b>							
Academic & Student Affairs Office	\$ 1,340,798	\$ 1,191,083	\$ 149,715	\$ -	-	-	-
Academic Technology	1,371,716	1,040,548	331,168	-	-	-	-
Grant Coordination	323,274	318,774	4,500	-	-	-	-
High School Connections	267,032	253,755	13,277	-	-	-	-
Library	1,219,361	995,796	138,565	85,000	-	-	-
Professional Development - Faculty	388,829	-	388,829	-	-	-	-
Special Instructional Projects	448,791	338,188	110,603	-	-	-	-
<b>Total Instructional Support</b>	<b>\$ 5,359,801</b>	<b>\$ 4,138,144</b>	<b>\$ 1,136,657</b>	<b>\$ 85,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

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## REQUIREMENTS BY EXPENDITURES CATEGORY - GENERAL FUND I

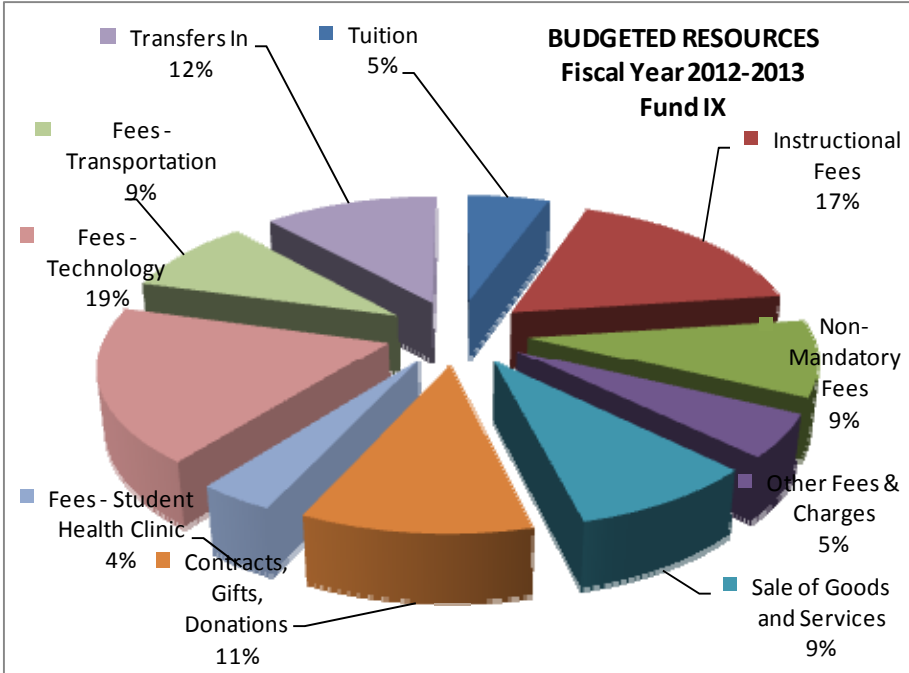
	Fiscal Year 2012-2013 ADOPTED Budget	Personal Services	Materials & Services	Capital Outlay	Transfers Out	Debt Service	Contingency
<b>Student Services</b>							
Conference & Culinary Services	\$ 377,811	\$ 377,811	\$ -	\$ -	\$ -	\$ -	\$ -
Counseling	3,343,006	3,141,220	201,786	-	-	-	-
Disability Resources	817,664	802,458	15,206	-	-	-	-
Enrollment & Student Financial Services	2,179,162	1,946,642	232,520	-	-	-	-
Financial Aid	1,063,241	1,009,741	53,500	-	-	-	-
Student Life & Leadership Development	664,868	536,348	128,520	-	-	-	-
Women's Program	489,129	472,799	16,330	-	-	-	-
<b>Total Student Services</b>	<b>\$ 8,934,882</b>	<b>\$ 8,287,020</b>	<b>\$ 647,862</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>College Support Services</b>							
Archives & Records Management	\$ 40,678	\$ 35,878	\$ 4,800	\$ -	\$ -	\$ -	\$ -
Board of Education	20,000	-	20,000	-	-	-	-
College Finance	880,025	837,336	42,689	-	-	-	-
College Operations Office	626,328	561,828	64,500	-	-	-	-
Curriculum & Scheduling	250,892	243,517	7,375	-	-	-	-
Governance and Administration	529,190	-	529,190	-	-	-	-
Human Resources	1,392,930	1,084,749	308,181	-	-	-	-
Infrastructure Technology	4,426,449	2,917,541	1,220,078	73,500	215,330	-	-
Inst. Research, Assessment & Planning	640,237	615,182	25,055	-	-	-	-
Lane Community College Foundation	590,557	590,557	-	-	-	-	-
Legal, Accounting & Administrative	1,627,500	-	1,627,500	-	-	-	-
Mail Services	155,793	128,133	27,660	-	-	-	-
Marketing & Public Relations	585,102	167,302	417,800	-	-	-	-
President's Office	1,076,957	1,025,785	51,172	-	-	-	-
Public Safety	1,135,270	1,053,280	81,990	-	-	-	-
Sustainability	418,385	258,782	159,603	-	-	-	-
<b>Total College Support Services</b>	<b>\$ 14,396,293</b>	<b>\$ 9,519,870</b>	<b>\$ 4,587,593</b>	<b>\$ 73,500</b>	<b>\$ 215,330</b>	<b>\$ -</b>	<b>\$ -</b>

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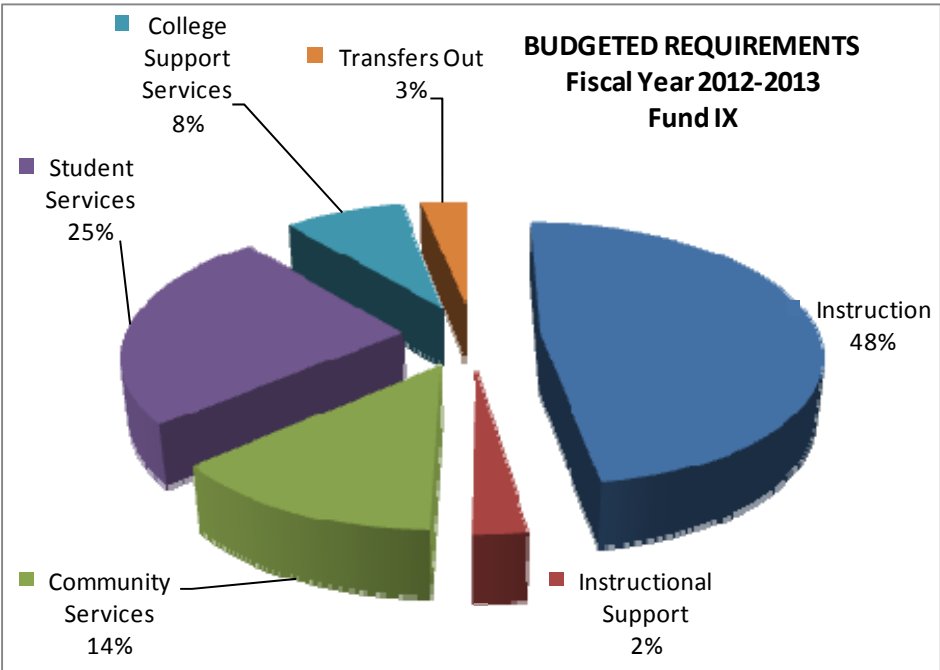
**REQUIREMENTS BY EXPENDITURES CATEGORY - GENERAL FUND I**

	<b>Fiscal Year 2012-2013 ADOPTED Budget</b>	<b>Personal Services</b>	<b>Materials &amp; Services</b>	<b>Capital Outlay</b>	<b>Transfers Out</b>	<b>Debt Service</b>	<b>Contingency</b>
<b>Plant Operation &amp; Maintenance</b>							
Facilities Management & Planning	<b>\$ 6,857,031</b>	\$ 3,600,460	\$ 3,256,571	\$ -	\$ -	\$ -	\$ -
<b>Total Plant Operation &amp; Maintenance</b>	<b>\$ 6,857,031</b>	<b>\$ 3,600,460</b>	<b>\$ 3,256,571</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Transfer Out:</b>							
To Internal Services Fund II	<b>\$ 155,735</b>	\$ -	\$ -	\$ -	\$ 155,735	\$ -	\$ -
To Capital Projects Fund IV	<b>1,000,000</b>	-	-	-	1,000,000	-	-
To Financial Aid Fund V	<b>193,375</b>	-	-	-	193,375	-	-
To Enterprise Fund VI	<b>164,396</b>	-	-	-	164,396	-	-
To Special Rev-Admin. Rest. Fund IX	<b>1,419,730</b>	-	-	-	1,419,730	-	-
<b>Total Transfer Out</b>	<b>\$ 2,933,236</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,933,236</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Contingency</b>							
Projects/Provisions	<b>\$ 3,990,350</b>	\$ 500,000	\$ -	\$ 700,000	\$ -	\$ -	\$ 2,790,350
Unappropriated Ending Fund Bal (UEFB)	<b>2,900,000</b>	-	-	-	-	-	2,900,000
<b>Total Contingency</b>	<b>6,890,350</b>	<b>\$ 500,000</b>	<b>\$ -</b>	<b>\$ 700,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,690,350</b>
<b>Total - General Fund Functions</b>	<b>\$ 100,259,997</b>	<b>\$ 76,781,576</b>	<b>\$ 13,781,005</b>	<b>\$ 858,500</b>	<b>\$ 3,148,566</b>	<b>\$ -</b>	<b>\$ 5,690,350</b>
<b>SUMMARY OF GENERAL FUND RESOURCES AND REQUIREMENTS</b>							
Total Operating Revenues	<b>\$ 90,115,985</b>						
Less: Total Operating Expenditures	<b>(100,259,997)</b>						
Revenues, over/under, Expenditures	<b>\$ (10,144,012)</b>						
Beginning Fund Balance	<b>10,144,012</b>						
<b>Ending Fund Balance</b>	<b>\$ -</b>						

Tuition and various fees and charges constitute 68% of resources to Fund IX.  
Reference data on following page.



This graph shows that 89% of budgeted requirements, excluding College Support Services and Transfers Out, are related to student support.  
Reference data on following page.



## Fund IX: Special Revenue – Administratively Restricted Fund

### Resources

	<b>Fiscal Year 2012-2013 ADOPTED Budget</b>	Fiscal Year 2012-2013 APPROVED Budget	Fiscal Year 2012-2013 PROPOSED Budget	Fiscal Year 2011-2012 CURRENT Budget	Fiscal Year 2010-2011 ACTUAL Amounts	Fiscal Year 2009-2010 ACTUAL Amounts
<b>RESOURCES</b>						
Intergovernmental	<b>\$ 1,025,000</b>	\$ 1,025,000	\$ 1,025,000	\$ 1,025,000 ^	\$ 454,711	\$ 30,258
Tuition & Fees:						
Tuition	<b>670,000</b>	670,000	670,000	670,000	602,456	489,506
Instructional Fees	<b>2,109,625</b>	2,109,625	2,109,625	2,109,625	2,031,009	1,869,296
Non-Mandatory Fees	<b>1,131,300</b>	1,131,300	1,131,300	1,131,300	760,682	606,048
Other Fees & Charges	<b>620,254</b>	620,254	620,254	612,600	818,157	636,338
Sale of Goods and Services	<b>1,081,306</b>	1,081,306	1,081,306	1,006,645	1,489,095	1,167,435
Interest Income	<b>14,000</b>	14,000	14,000	14,000	3,463	4,043
Contracts, Gifts, Donations	<b>1,305,553</b>	1,305,553	1,305,553	1,313,207	1,097,679	1,108,441
Fees - Student Health Clinic	<b>438,360</b>	438,360	438,360	438,360	474,096	446,316
Fees - Technology	<b>2,278,250</b>	2,278,250	2,278,250	2,275,250	2,269,657	2,149,585
Fees - Transportation	<b>1,098,000</b>	1,098,000	1,098,000	1,098,000	1,167,428	1,058,820
Transfer In from General Fund I	<b>1,419,730</b>	1,419,730	1,419,730	4,359,976	2,038,730	3,450,497
Transfer In from Internal Svs Fund II	<b>1,000</b>	1,000	1,000	1,000	1,000	-
Transfer In from Enterprise Fund VI	<b>1,000</b>	1,000	1,000	1,000	1,000	-
Total Operating Revenues	<b>\$ 13,193,378</b>	\$ 13,193,378	\$ 13,193,378	\$ 16,055,963	\$ 13,209,163	\$ 13,016,583
Beginning Fund Balance	<b>1,277,828</b>	1,277,828	1,277,828	1,884,889	7,323,735	4,894,612
<b>TOTAL RESOURCES</b>	<b>\$ 14,471,206</b>	\$ 14,471,206	\$ 14,471,206	\$ 17,940,852	\$ 20,532,898	\$ 17,911,195

^Effective FY11 approximately \$1M Specialized Support Services contract formerly reported in Fund VIII Special Projects moved to Fund IX and

- Continued -

**Expenditures and Other Requirements****SPECIAL REVENUE FUND IX - ADMINISTRATIVELY RESTRICTED**

	<b>Fiscal Year 2012-2013 ADOPTED Budget</b>	<b>Fiscal Year 2012-2013 APPROVED Budget</b>	<b>Fiscal Year 2012-2013 PROPOSED Budget</b>	<b>Fiscal Year 2011-2012 CURRENT Budget</b>	<b>Fiscal Year 2010-2011 ACTUAL Amounts</b>	<b>Fiscal Year 2009-2010 ACTUAL Amounts</b>
<b>EXPENDITURES AND OTHER</b>						
<b>Instruction</b>						
Advanced Technologies	\$ 33,154	\$ 33,154	\$ 33,154	\$ 33,154	\$ 18,477	\$ 20,579
Child & Family Education	293,300	293,300	245,872	314,510	295,932	311,140
Contract Training	80,000	80,000	80,000	171,255	34,704	61,999
Energy Management Program	780,253	780,253	780,253	822,027	813,127	710,746
Flight Technology	1,368,200	1,368,200	1,365,200	3,015,200	1,223,193	1,144,819
Non-Reimbursed Instruction	290,001	290,001	290,000	290,000	122,899	159,833
Specialized Support Services	1,240,000	1,240,000	1,240,000	2,240,000	1,386,339	412,402
Student Restaurant	30,000	30,000	30,000	30,000	27,188	27,574
Technology Fee	2,778,000	2,778,000	2,778,000	2,780,236	2,305,605	1,894,064
<b>Total Instruction</b>	<b>\$ 6,892,908</b>	<b>\$ 6,892,908</b>	<b>\$ 6,842,479</b>	<b>\$ 9,696,382</b>	<b>\$ 6,227,464</b>	<b>\$ 4,743,157</b>
<b>Instructional Support</b>						
Academic & Student Affairs-TRP	\$ 140,000	\$ 140,000	\$ 140,000	\$ 140,000	\$ 47,647	\$ -
Academic Technology-TRP	132,353	132,353	132,353	132,353	-	-
OSBDCN	15,000	15,000	15,000	15,000	2,170	1,290
Regional Tech Ed Coordination	85,000	85,000	85,000	85,000	86,370	66,356
<b>Total Instructional Support</b>	<b>\$ 372,353</b>	<b>\$ 372,353</b>	<b>\$ 372,353</b>	<b>\$ 372,353</b>	<b>\$ 136,187</b>	<b>\$ 67,646</b>
<b>Student Services</b>						
ASLCC	\$ 889,872	\$ 889,872	\$ 927,372	\$ 852,373	\$ 537,445	\$ 472,152
Athletics	690,869	690,869	690,869	712,768	756,773	575,141
Child & Family Education	908,067	908,067	955,495	1,169,521	999,985	922,965
International Students Program	-	-	-	75,000	-	-
Student Health Services	862,624	862,624	862,624	1,073,270	772,309	767,284
Student Productions Association	33,750	33,750	33,750	33,750	30,129	27,069
The Torch	149,682	149,682	149,682	285,975	174,947	137,860
Women's Programs	75,500	75,500	75,500	75,500	86,314	50,644
<b>Totals Student Services</b>	<b>\$ 3,610,364</b>	<b>\$ 3,610,364</b>	<b>\$ 3,695,292</b>	<b>\$ 4,278,157</b>	<b>\$ 3,357,902</b>	<b>\$ 2,953,115</b>

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**SPECIAL REVENUE FUND IX - ADMINISTRATIVELY RESTRICTED**

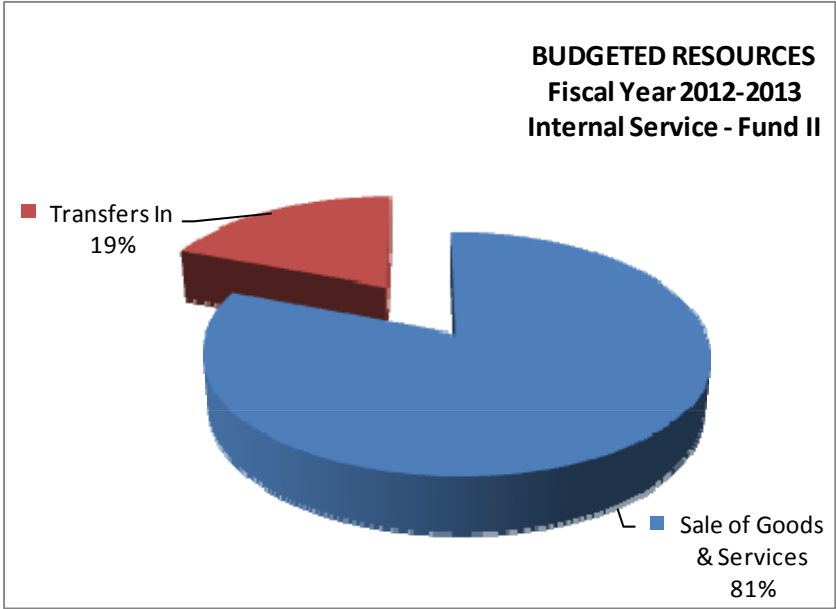
	<b>Fiscal Year 2012-2013 PROPOSED Budget</b>	<b>Fiscal Year 2012-2013 APPROVED Budget</b>	<b>Fiscal Year 2012-2013 PROPOSED Budget</b>	<b>Fiscal Year 2011-2012 CURRENT Budget</b>	<b>Fiscal Year 2010-2011 ACTUAL Amounts</b>	<b>Fiscal Year 2009-2010 ACTUAL Amounts</b>
<b>Community Services</b>						
KLCC FM Operations	\$ 1,673,064	\$ 1,673,064	\$ 1,620,964	\$ 1,673,065	\$ 1,516,423	\$ 1,435,190
KLCC FM Quasi-Endowment	295,000	295,000	347,100	295,000	-	-
<b>Total Community Services</b>	<b>\$ 1,968,064</b>	<b>\$ 1,968,064</b>	<b>\$ 1,968,064</b>	<b>\$ 1,968,065</b>	<b>\$ 1,516,423</b>	<b>\$ 1,435,190</b>
<b>College Support Services</b>						
Staff Health Clinic	\$ 300,821	\$ 300,821	\$ 300,821	\$ 325,216	\$ 248,727	\$ 134,403
Transportation	882,500	882,500	848,000	848,000	833,569	901,847
<b>Total College Support Services</b>	<b>\$ 1,183,321</b>	<b>\$ 1,183,321</b>	<b>\$ 1,148,821</b>	<b>\$ 1,173,216</b>	<b>\$ 1,082,296</b>	<b>\$ 1,036,250</b>
<b>Transfers Out:</b>						
To General Fund I	\$ 3,600	\$ 3,600	\$ 3,600	\$ 3,600	\$ 3,600	\$ 3,832
To Capital Projects Fund IV	359,125	359,125	359,125	377,615	270,245	237,822
To Financial Aid Fund V	81,472	81,472	81,472	71,464	71,464	57,834
To Enterprise Fund VI	-	-	-	-	10,000	-
To Special Revenue Fund VIII	-	-	-	-	-	52,614
<b>Total Transfers Out</b>	<b>\$ 444,197</b>	<b>\$ 444,197</b>	<b>\$ 444,197</b>	<b>\$ 452,679</b>	<b>\$ 355,309</b>	<b>\$ 352,102</b>
<b>TOTAL EXPENDITURES AND OTHER REQUIREMENTS</b>	<b>\$ 14,471,206</b>	<b>\$ 14,471,206</b>	<b>\$ 14,471,206</b>	<b>\$ 17,940,852</b>	<b>\$ 12,675,580</b>	<b>\$ 10,587,460</b>
<b>SUMMARY OF SPECIAL RESOURCES AND REQUIREMENTS</b>						
Total Operating Revenues	\$ 13,193,378	\$ 13,193,378	\$ 13,193,378	\$ 16,055,963	\$ 13,209,163	\$ 13,016,583
Less: Total Operating Expenditures	(14,471,206)	(14,471,206)	(14,471,206)	(17,940,852)	(12,675,580)	(10,587,460)
Revenues, over/under, Expenditures	\$ (1,277,828)	\$ (1,277,828)	\$ (1,277,828)	\$ (1,884,889)	\$ 533,583	\$ 2,429,123
Beginning Fund Balance	1,277,828	1,277,828	1,277,828	1,884,889	7,323,735	4,894,612
<b>Ending Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,857,318</b>	<b>\$ 7,323,735</b>



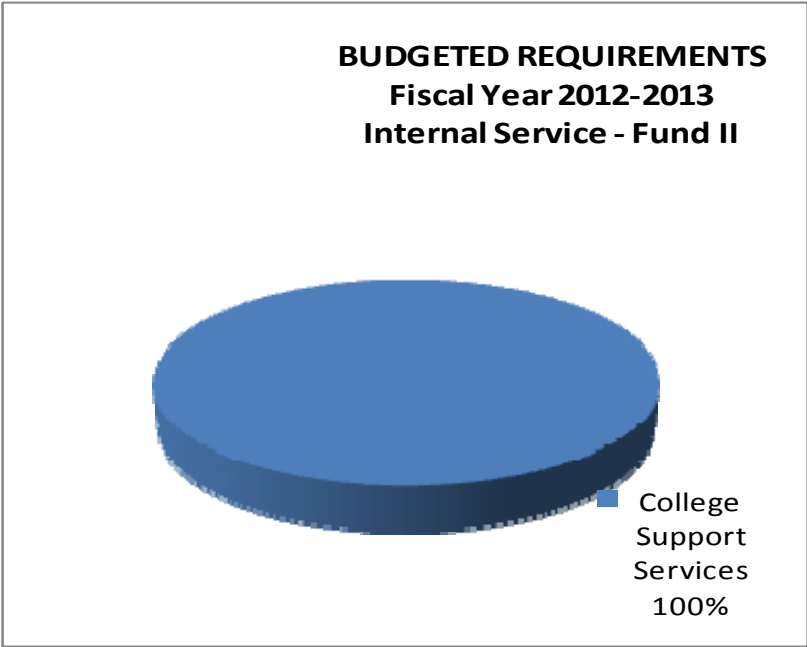
INTERNAL SERVICE FUND II  
DEBT SERVICE FUND III  
CAPITAL PROJECTS FUND IV  
FINANCIAL AID FUND V  
ENTERPRISE FUND VI  
SPECIAL REVENUE FUND VIII

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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 following page.



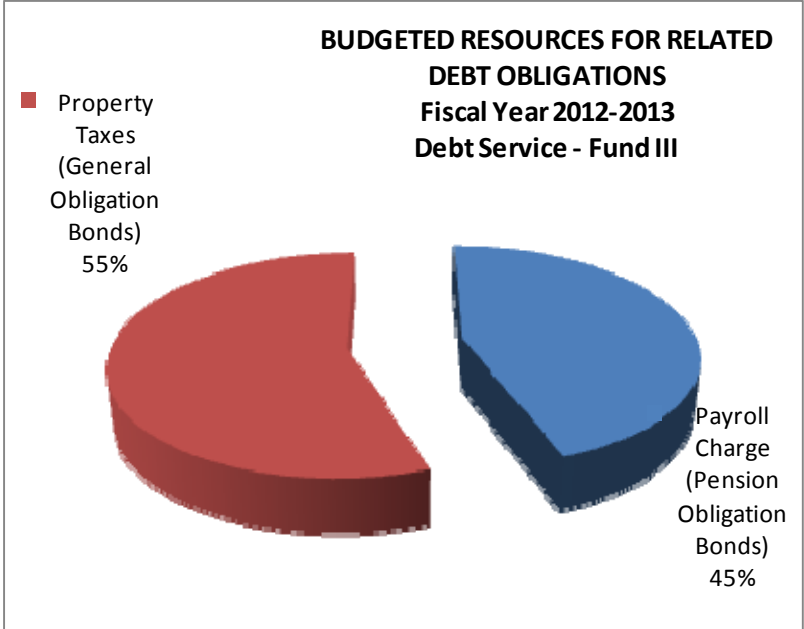
Services provided out of this fund include the Employee Wellness Program, Motor Pool, Printing & Graphics, Telephone and Warehouse Services. Reference data on following page.



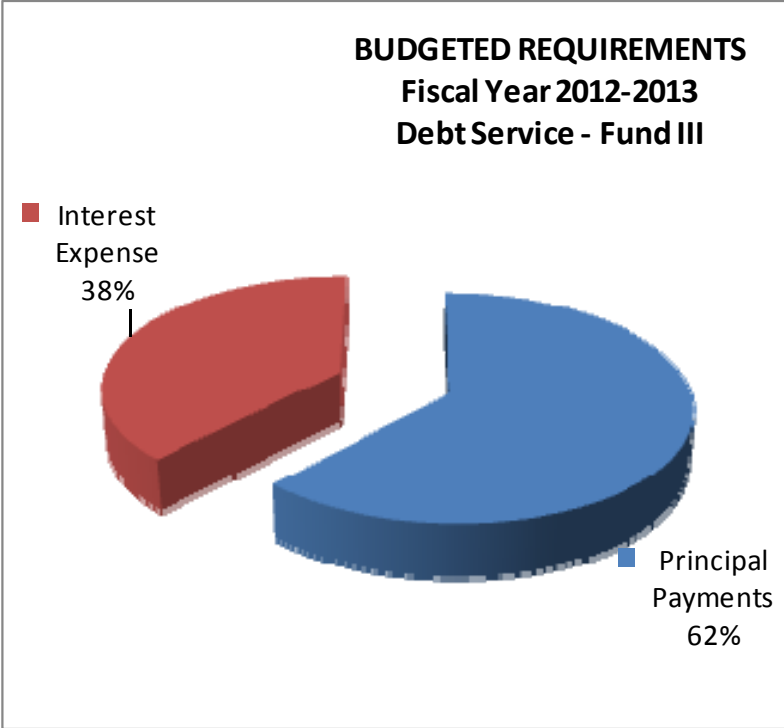
**Fund II: Internal Service Fund**

	<b>Fiscal Year 2012-2013 ADOPTED Budget</b>	Fiscal Year 2012-2013 APPROVED Budget	Fiscal Year 2012-2013 PROPOSED Budget	Fiscal Year 2011-2012 CURRENT Budget	Fiscal Year 2010-2011 ACTUAL Amounts	Fiscal Year 2009-2010 ACTUAL Amounts
<b>RESOURCES</b>						
Other Sources:						
Sale of Goods & Services	\$ 1,582,100	\$ 1,582,100	\$ 1,582,100	\$ 1,575,636	\$ 1,195,889	\$ 1,223,353
Transfer In from General Fund I	371,065	371,065	371,065	357,968	378,729	286,216
Total Operating Revenues	\$ 1,953,165	\$ 1,953,165	\$ 1,953,165	\$ 1,933,604	\$ 1,574,618	\$ 1,509,569
Beginning Fund Balance	247,520	247,520	247,520	155,100	500,000	377,119
<b>TOTAL RESOURCES</b>	<b>\$ 2,200,685</b>	<b>\$ 2,200,685</b>	<b>\$ 2,200,685</b>	<b>\$ 2,088,704</b>	<b>\$ 2,074,618</b>	<b>\$ 1,886,688</b>
<b>EXPENDITURES AND OTHER</b>						
<b>College Support Services</b>						
Employee Wellness	\$ 158,835	\$ 158,835	\$ 158,835	\$ 149,469	\$ 140,981	\$ 138,105
Motor Pool	67,500	67,500	67,500	52,500	94,874	15,503
Printing & Graphics	1,090,020	1,090,020	1,090,020	932,136	780,551	744,877
Telephone Services	854,830	854,830	854,830	850,099	382,900	419,607
Warehouse Services	25,000	25,000	25,000	100,000	74,319	68,596
<b>Transfer Out</b>						
To General Fund I	3,500	3,500	3,500	3,500	23,500	-
To Special Rev-Admin Rest. Fund IX	1,000	1,000	1,000	1,000	1,000	-
<b>TOTAL EXPENDITURES AND OTHER</b>	<b>\$ 2,200,685</b>	<b>\$ 2,200,685</b>	<b>\$ 2,200,685</b>	<b>\$ 2,088,704</b>	<b>\$ 1,498,125</b>	<b>\$ 1,386,688</b>
<b>SUMMARY OF INTERNAL SERVICE FUND RESOURCES AND REQUIREMENTS</b>						
Total Operating Revenues	\$ 1,953,165	\$ 1,953,165	\$ 1,953,165	\$ 1,933,604	\$ 1,574,618	\$ 1,509,569
Less: Total Operating Expenditures	(2,200,685)	(2,200,685)	(2,200,685)	(2,088,704)	(1,498,125)	(1,386,688)
Revenues, over/under, Expenditures	\$ (247,520)	\$ (247,520)	\$ (247,520)	\$ (155,100)	\$ 76,493	\$ 122,881
Beginning Fund Balance	247,520	247,520	247,520	155,100	500,000	377,119
<b>Ending Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 576,493</b>	<b>\$ 500,000</b>

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



Requirements for FY2012 – 2013:  
Recovery Zone Bonds  
General Obligation Bonds 2009 & 2012  
Pension Obligation Bonds  
Reference data on following page.



**Fund III: Debt Service Fund**

	<b>Fiscal Year 2012-2013 ADOPTED Budget</b>	Fiscal Year 2012-2013 APPROVED Budget	Fiscal Year 2012-2013 PROPOSED Budget	Fiscal Year 2011-2012 CURRENT Budget	Fiscal Year 2010-2011 ACTUAL Amounts	Fiscal Year 2009-2010 ACTUAL Amounts
<b>GENERAL OBLIGATION BONDS 2012</b>						
<b>RESOURCES</b>						
Intergovernmental (Property Taxes)	<b>\$ 1,447,146</b>	\$ 1,447,146	\$ -	\$ -	\$ -	\$ -
Total Operating Revenues	<b>1,447,146</b>	1,447,146	-	-	-	-
Beginning Fund Balance	-	-	-	-	-	-
<b>TOTAL RESOURCES</b>	<b>\$ 1,447,146</b>	\$ 1,447,146	\$ -	\$ -	\$ -	\$ -
<b>EXPENDITURES AND OTHER</b>						
<b>REQUIREMENTS</b>						
Principal Payments	<b>\$ 1,447,146</b>	\$ 1,447,146	\$ -	\$ -	\$ -	\$ -
Interest Expense	-	-	-	-	-	-
<b>REQUIREMENTS</b>	<b>\$ 1,447,146</b>	\$ 1,447,146	\$ -	\$ -	\$ -	\$ -
<b>SUMMARY OF RECOVERY ZONE BONDS</b>						
Total Operating Revenues	<b>\$ 1,447,146</b>	\$ 1,447,146	\$ -	\$ -	\$ -	\$ -
Less: Total Operating Expenditures	<b>(1,447,146)</b>	(1,447,146)	-	-	-	-
Revenues, over/under, Expenditures	<b>\$ -</b>	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Fund Balance	-	-	-	-	-	-
<b>Ending Balance</b>	<b>\$ -</b>	\$ -	\$ -	\$ -	\$ -	\$ -

- Continued -

**DEBT SERVICE FUND III**

	<b>Fiscal Year 2012-2013 ADOPTED Budget</b>	Fiscal Year 2012-2013 APPROVED Budget	Fiscal Year 2012-2013 PROPOSED Budget	Fiscal Year 2011-2012 CURRENT Budget	Fiscal Year 2010-2011 ACTUAL Amounts	Fiscal Year 2009-2010 ACTUAL Amounts
<b>RECOVERY ZONE BONDS, 2010</b>						
<b>RESOURCES</b>						
Transfer In from Capital Projects Fund IV	\$ -	\$ -	\$ -	\$ 2,000,000	\$ -	\$ -
Transfer In from Enterprise Fund VI	539,196	539,196	539,196	-	-	-
Other Revenue	-	-	-	-	-	-
Total Operating Revenues	539,196	539,196	539,196	2,000,000	-	-
Beginning Fund Balance	179,732	179,732	179,732	-	-	-
<b>TOTAL RESOURCES</b>	<b>\$ 718,928</b>	<b>\$ 718,928</b>	<b>\$ 718,928</b>	<b>\$ 2,000,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>EXPENDITURES AND OTHER REQUIREMENTS</b>						
Principal Payments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest Expense	718,928	718,928	718,928	1,307,142	319,524	-
Hold for Allocation	-	-	-	692,858	-	-
<b>REQUIREMENTS</b>	<b>\$ 718,928</b>	<b>\$ 718,928</b>	<b>\$ 718,928</b>	<b>\$ 2,000,000</b>	<b>\$ 319,524</b>	<b>\$ -</b>
<b>SUMMARY OF RECOVERY ZONE BONDS</b>						
Total Operating Revenues	\$ 539,196	\$ 539,196	\$ 539,196	\$ 2,000,000	\$ -	\$ -
Less: Total Operating Expenditures	(718,928)	(718,928)	(718,928)	(2,000,000)	(319,524)	-
Revenues, over/under, Expenditures	\$ (179,732)	\$ (179,732)	\$ (179,732)	\$ -	\$ (319,524)	\$ -
Beginning Fund Balance	179,732	179,732	179,732	-	-	-
<b>Ending Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (319,524)</b>	<b>\$ -</b>

- Continued -

**DEBT SERVICE FUND III**

	<b>Fiscal Year 2012-2013 ADOPTED Budget</b>	Fiscal Year 2012-2013 APPROVED Budget	Fiscal Year 2012-2013 PROPOSED Budget	Fiscal Year 2011-2012 CURRENT Budget	Fiscal Year 2010-2011 ACTUAL Amounts	Fiscal Year 2009-2010 ACTUAL Amounts
<b>GENERAL OBLIGATION BONDS, 2009</b>						
<b>RESOURCES</b>						
Intergovernmental (Property Taxes)	<b>\$ 4,761,075</b>	\$ 4,761,075	\$ 4,761,075	\$ 6,175,475	\$ 6,156,285	\$ 5,687,534
Total Operating Revenues	<b>\$ 4,761,075</b>	\$ 4,761,075	\$ 4,761,075	\$ 6,175,475	\$ 6,156,285	\$ 5,687,534
Beginning Fund Balance	-	-	-	-	106,375	-
<b>TOTAL RESOURCES</b>	<b>\$ 4,761,075</b>	\$ 4,761,075	\$ 4,761,075	\$ 6,175,475	\$ 6,262,660	\$ 5,687,534
<b>EXPENDITURES AND OTHER</b>						
<b>REQUIREMENTS</b>						
Principal Payments	<b>\$ 3,480,000</b>	\$ 3,480,000	\$ 3,480,000	\$ 4,745,000	\$ 4,360,000	\$ 3,985,000
Interest Expense	<b>1,281,075</b>	1,281,075	1,281,075	1,430,475	1,514,182	1,596,159
<b>REQUIREMENTS</b>	<b>\$ 4,761,075</b>	\$ 4,761,075	\$ 4,761,075	\$ 6,175,475	\$ 5,874,182	\$ 5,581,159
<b>SUMMARY OF GENERAL OBLIGATION, 2009 BONDS</b>						
Total Operating Revenues	<b>\$ 4,761,075</b>	\$ 4,761,075	\$ 4,761,075	\$ 6,175,475	\$ 6,262,660	\$ 5,687,534
Less: Total Operating Expenditures	<b>(4,761,075)</b>	(4,761,075)	(4,761,075)	(6,175,475)	(5,874,182)	(5,581,159)
Revenues, over/under, Expenditures	<b>\$ -</b>	\$ -	\$ -	\$ -	\$ 388,478	\$ 106,375
Beginning Balance	<b>\$ -</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Ending Balance</b>	<b>\$ -</b>	\$ -	\$ -	\$ -	\$ 388,478	\$ 106,375

- Continued -

**DEBT SERVICE FUND III**

	<b>Fiscal Year 2012-2013 ADOPTED Budget</b>	Fiscal Year 2012-2013 APPROVED Budget	Fiscal Year 2012-2013 PROPOSED Budget	Fiscal Year 2011-2012 CURRENT Budget	Fiscal Year 2010-2011 ACTUAL Amounts	Fiscal Year 2009-2010 ACTUAL Amounts
<b>PENSION OBLIGATION BONDS</b>						
<b>RESOURCES</b>						
Interest Income	\$ 250	\$ 250	\$ 250	\$ 250	\$ 5,141	\$ 2,359
Revenue Allocation - Employee Fringe	3,824,000	3,824,000	3,824,000	3,634,250	3,454,250	3,279,000
Total Operating Revenues	<u>\$ 3,824,250</u>	<u>\$ 3,824,250</u>	<u>\$ 3,824,250</u>	<u>\$ 3,634,500</u>	<u>\$ 3,459,391</u>	<u>\$ 3,281,359</u>
Beginning Fund Balance	-	-	-	-	445,063	442,954
<b>TOTAL RESOURCES</b>	<u><b>\$ 3,824,250</b></u>	<u><b>\$ 3,824,250</b></u>	<u><b>\$ 3,824,250</b></u>	<u><b>\$ 3,634,500</b></u>	<u><b>\$ 3,904,454</b></u>	<u><b>\$ 3,724,313</b></u>
<b>EXPENDITURES AND OTHER REQUIREMENTS</b>						
Principal Payments	\$ 2,295,000	\$ 2,295,000	\$ 2,295,000	\$ 2,105,000	\$ 1,377,795	\$ 1,274,595
Interest Expense	1,529,250	1,529,250	1,529,250	1,529,500	2,076,455	2,004,655
Hold for Allocation	-	-	-	-	-	-
<b>REQUIREMENTS</b>	<u><b>\$ 3,824,250</b></u>	<u><b>\$ 3,824,250</b></u>	<u><b>\$ 3,824,250</b></u>	<u><b>\$ 3,634,500</b></u>	<u><b>\$ 3,454,250</b></u>	<u><b>\$ 3,279,250</b></u>
<b>SUMMARY OF PENSION OBLIGATION BONDS</b>						
Total Operating Revenues	\$ 3,824,250	\$ 3,824,250	\$ 3,824,250	\$ 3,634,500	\$ 3,459,391	\$ 3,281,359
Less: Total Operating Expenditures	(3,824,250)	(3,824,250)	(3,824,250)	(3,634,500)	(3,454,250)	(3,279,250)
Revenues, over/under, Expenditures	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 5,141</u>	<u>\$ 2,109</u>
Beginning Fund Balance	-	-	-	-	445,063	442,954
<b>Ending Balance</b>	<u><b>\$ -</b></u>	<u><b>\$ -</b></u>	<u><b>\$ -</b></u>	<u><b>\$ -</b></u>	<u><b>\$ 450,204</b></u>	<u><b>\$ 445,063</b></u>

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**DEBT SERVICE FUND III**

	<b>Fiscal Year 2012-2013 ADOPTED Budget</b>	Fiscal Year 2012-2013 APPROVED Budget	Fiscal Year 2012-2013 PROPOSED Budget	Fiscal Year 2011-2012 CURRENT Budget	Fiscal Year 2010-2011 ACTUAL Amounts	Fiscal Year 2009-2010 ACTUAL Amounts
<b>FULL FAITH &amp; CREDIT OBLIGATIONS, RESOURCES</b>						
Transfer In from General Fund I	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 799,620
Total Operating Revenues	-	-	-	-	-	799,620
Beginning Fund Balance	-	-	-	-	-	-
<b>TOTAL RESOURCES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 799,620</b>
<b>EXPENDITURES AND OTHER REQUIREMENTS</b>						
Principal Payments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 780,000
Interest Expense	-	-	-	-	-	31,840
<b>REQUIREMENTS</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 811,840</b>
<b>SUMMARY OF FULL FAITH AND CREDIT DEBT OBLIGATIONS</b>						
Total Operating Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 799,620
Less: Total Operating Expenditures	-	-	-	-	-	(811,840)
Revenues, over/under, Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (12,220)
Beginning Fund Balance	-	-	-	-	-	-
<b>Ending Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (12,220)</b>

**Note: Retired Debt Service Funds -  
Oregon Budget Law requires this debt be  
shown in the budget document for four  
years.**

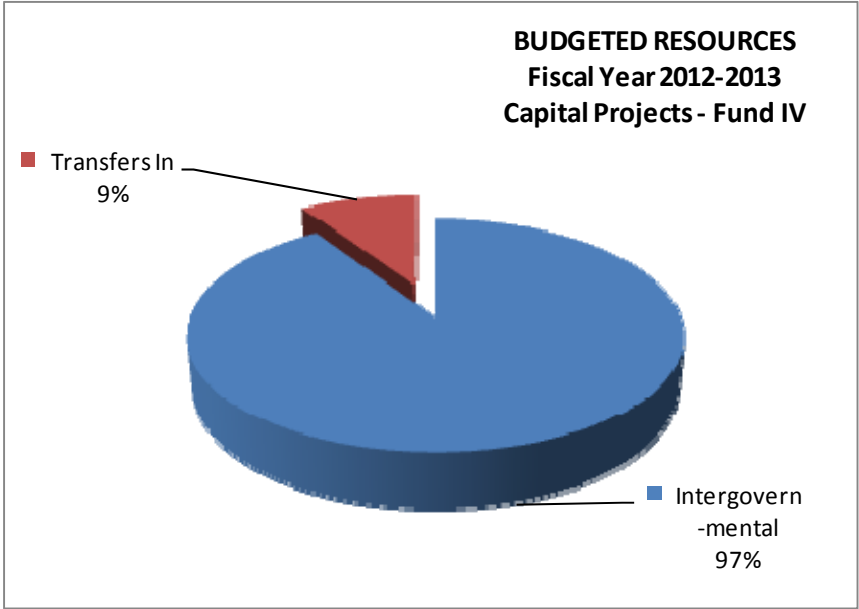
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**DEBT SERVICE FUND III**

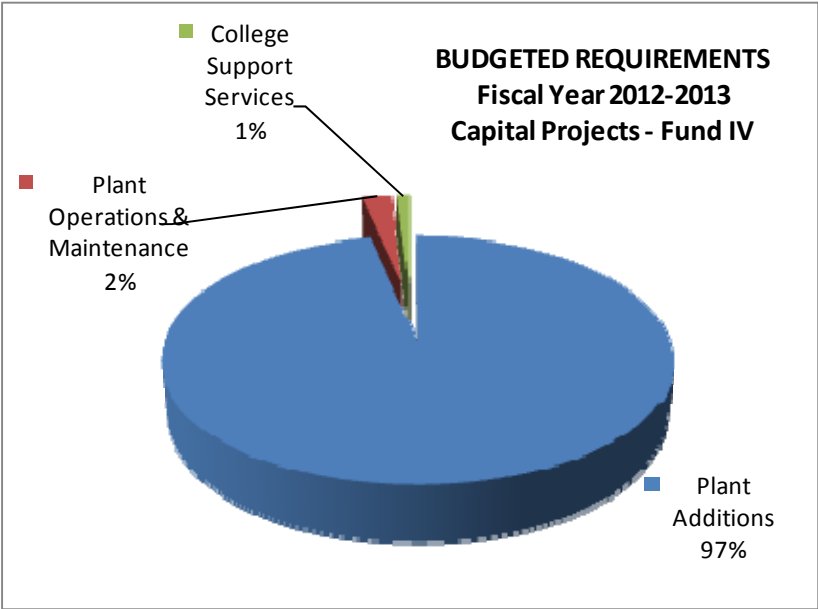
	<b>Fiscal Year 2012-2013 ADOPTED Budget</b>	Fiscal Year 2012-2013 APPROVED Budget	Fiscal Year 2012-2013 PROPOSED Budget	Fiscal Year 2011-2012 CURRENT Budget	Fiscal Year 2010-2011 ACTUAL Amounts	Fiscal Year 2009-2010 ACTUAL Amounts
<b>GENERAL OBLIGATION BONDS, 1995*</b>						
<b>RESOURCES</b>						
Intergovernmental (Property Taxes)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 192,064
Other	\$ -	\$ -	\$ -	\$ 316,723	\$ -	\$ -
Total Operating Revenues	-	-	-	316,723	-	192,064
Beginning Fund Balance	-	-	-	553,277	653,277	461,213
<b>TOTAL RESOURCES</b>	\$ -	\$ -	\$ -	\$ 870,000	\$ 653,277	\$ 653,277
<b>EXPENDITURES AND OTHER REQUIREMENTS</b>						
Principal Payments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest Expense	-	-	-	-	-	-
Transfer Out to Capital Projects Fund IV	-	-	-	870,000	100,000	-
<b>REQUIREMENTS</b>	\$ -	\$ -	\$ -	\$ 870,000	\$ 100,000	\$ -
<b>SUMMARY OF GENERAL OBLIGATION,</b>						
Total Operating Revenues	\$ -	\$ -	\$ -	\$ 316,723	\$ -	\$ 192,064
Less: Total Operating Expenditures	-	-	-	(870,000)	(100,000)	-
Revenues, over/under, Expenditures	\$ -	\$ -	\$ -	\$ (553,277)	\$ (100,000)	\$ 192,064
Beginning Fund Balance	-	-	-	553,277	653,277	461,213
<b>Ending Fund Balance</b>	\$ -	\$ -	\$ -	\$ -	\$ 553,277	\$ 653,277
*Fully retired in FY2008-09						
<b>SUMMARY OF DEBT SERVICE FUND RESOURCES AND REQUIREMENTS</b>						
Total Operating Revenues	\$ 10,571,667	\$ 10,571,667	\$ 9,124,521	\$ 12,126,698	\$ 9,615,676	\$ 9,960,576
Less: Total Operating Expenditures	(10,751,399)	(10,751,399)	(9,304,253)	(12,679,975)	(9,747,955)	(9,672,248)
Revenues, over/under, Expenditures	\$ (179,732)	\$ (179,732)	\$ (179,732)	\$ (553,277)	\$ (132,279)	\$ 288,328
Beginning Fund Balance	179,732	179,732	179,732	553,277	1,194,054	905,726
<b>Ending Fund Balance</b>	\$ -	\$ -	\$ -	\$ -	\$ 1,061,775	\$ 1,194,054

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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.



**Fund IV: Capital Projects Fund**

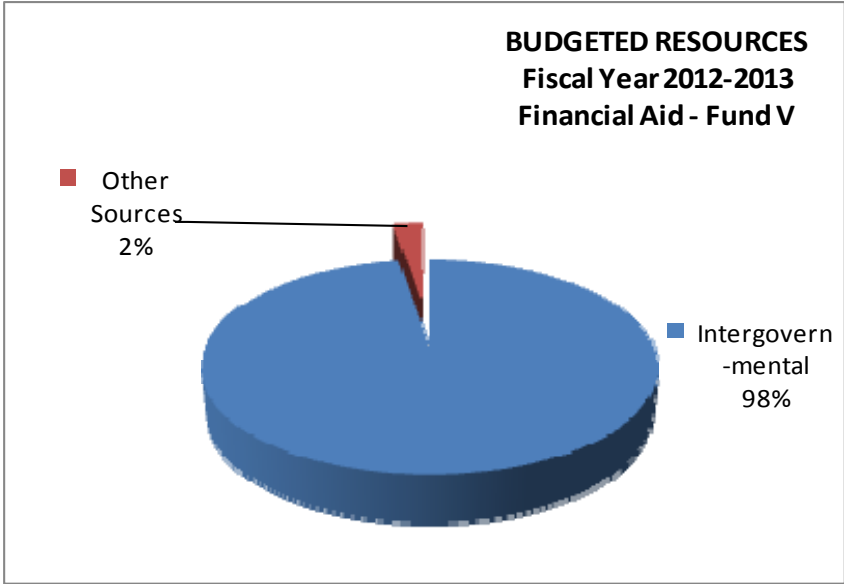
	<b>Fiscal Year 2012-2013 ADOPTED Budget</b>	Fiscal Year 2012-2013 APPROVED Budget	Fiscal Year 2012-2013 PROPOSED Budget	Fiscal Year 2011-2012 CURRENT Budget	Fiscal Year 2010-2011 ACTUAL Amounts	Fiscal Year 2009-2010 ACTUAL Amounts
<b>RESOURCES</b>						
Intergovernmental	<b>\$ 38,000,000</b>	\$ 38,000,000	\$ 38,000,000	\$ 20,000	\$ -	\$ 10,673,295
Other Sources:						
Interest Income	<b>165,000</b>	165,000	165,000	75,000	345,456	581,176
Donations, Spec Allocations, Vendor	<b>5,500,000</b>	5,500,000	5,500,000	-	529,754	3,288,709
Proceeds from Sale of Bonds	-	-	-	24,814,621	19,355,000	-
Transfer In General Fund I	<b>1,000,000</b>	1,000,000	1,000,000	1,000,000	1,142,333	1,488,304
Transfer In Debt Service Fund III	-	-	-	870,000	-	-
Transfer in Bond Fund IV	-	-	-	317,313	-	-
Transfer In Enterprise Fund VI	<b>2,500,000</b>	2,500,000	2,500,000	-	-	-
Transfer In Spec Rev-Admin Res. Fund IX	<b>359,125</b>	359,125	359,125	377,615	270,245	237,822
Total Operating Revenues	<b>\$ 47,524,125</b>	\$ 47,524,125	\$ 47,524,125	\$ 27,474,549	\$ 21,642,788	\$ 16,269,306
Beginning Fund Balance	<b>826,228</b>	826,228	826,228	27,588,227	34,241,697	47,589,447
<b>TOTAL RESOURCES</b>	<b>\$ 48,350,353</b>	\$ 48,350,353	\$ 48,350,353	\$ 55,062,776	\$ 55,884,485	\$ 63,858,753
<b>EXPENDITURES AND OTHER REQUIREMENTS</b>						
<b>College Support Services</b>						
Information Technology (LASR Project)	<b>\$ 435,000</b>	\$ 435,000	\$ 435,000	\$ 448,689	\$ 124,389	\$ -
<b>Plant Operation &amp; Maintenance</b>						
Facilities Management & Planning	<b>1,163,654</b>	1,145,000	972,779	1,484,160	1,306,959	1,154,350
GoOregon-State Deferred Maintenance	-	-	-	317,313	2,613	4,831,841
<b>Plant Additions</b>						
Bond Project	<b>45,574,999</b>	45,576,653	45,845,000	48,498,011	28,704,305	10,293,650
Capital Projects Reserves	-	-	-	870,000	-	-
Facilities Management & Planning	<b>567,574</b>	584,574	597,574	999,674	536,759	1,093,527
Health & Wellness Bldg	<b>500,000</b>	500,000	500,000	-	1,921,682	12,243,688
Longhouse Project	<b>109,125</b>	109,125	-	127,615	-	-
<b>Transfer Out:</b>						
To Debt Service Fund III	-	-	-	2,000,000	-	-
To Capital Projects Fund IV	-	-	-	317,313	-	-
<b>TOTAL EXPENDITURES AND OTHER REQUIREMENTS</b>	<b>\$ 48,350,353</b>	\$ 48,350,353	\$ 48,350,353	\$ 55,062,776	\$ 32,596,707	\$ 29,617,056

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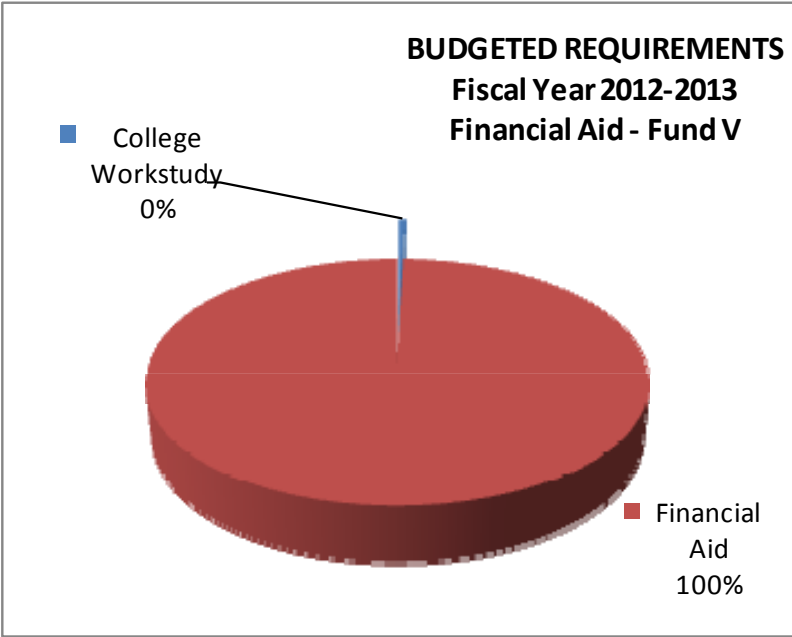
	<b>Fiscal Year 2012-2013 ADOPTED Budget</b>	Fiscal Year 2012-2013 APPROVED Budget	Fiscal Year 2012-2013 PROPOSED Budget	Fiscal Year 2011-2012 CURRENT Budget	Fiscal Year 2009-2010 ACTUAL Amounts	Fiscal Year 2008-2009 ACTUAL Amounts
<b>SUMMARY OF CAPITAL PROJECTS FUND RESOURCES AND REQUIREMENTS</b>						
Total Operating Revenues	<b>\$ 47,524,125</b>	\$ 47,524,125	\$ 47,524,125	\$ 27,474,549	\$ 21,642,788	\$ 16,269,306
Less: Total Operating Expenditures	<b>(48,350,353)</b>	(48,350,353)	(48,350,353)	(55,062,776)	(32,596,707)	(29,617,056)
Revenues, over/under, Expenditures	<b>\$ (826,228)</b>	\$ (826,228)	\$ (826,228)	\$ (27,588,227)	\$ (10,953,919)	\$ (13,347,750)
Beginning Fund Balance	<b>826,228</b>	826,228	826,228	27,588,227	34,241,697	47,589,447
Ending Fund Balance	<b>\$ -</b>	\$ -	\$ -	\$ -	\$ 23,287,778	\$ 34,241,697

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



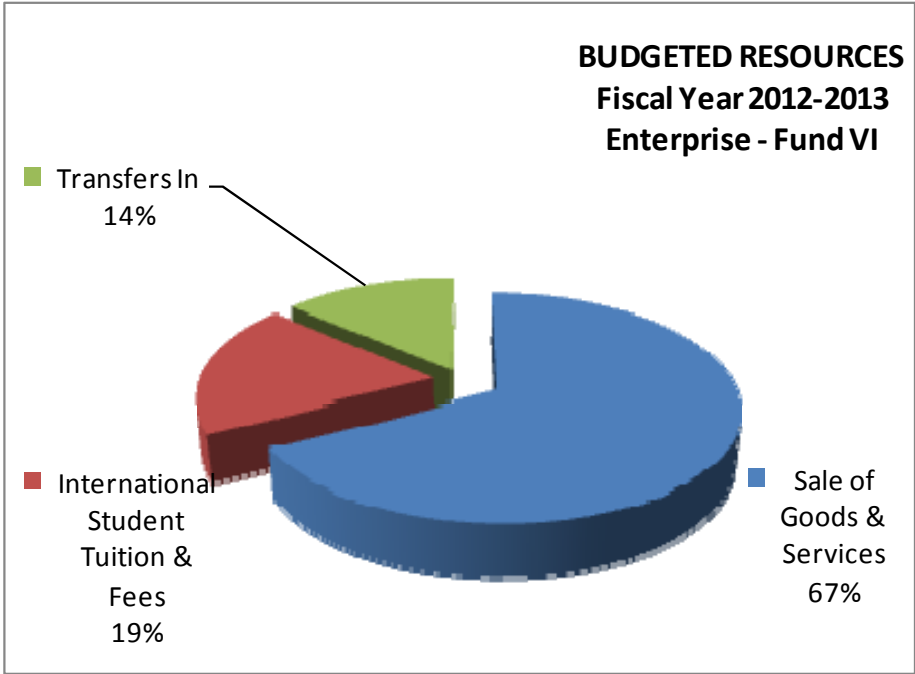
This fund is used for the provision of grants, stipends and other aid to enrolled students.  
Reference data on following page.



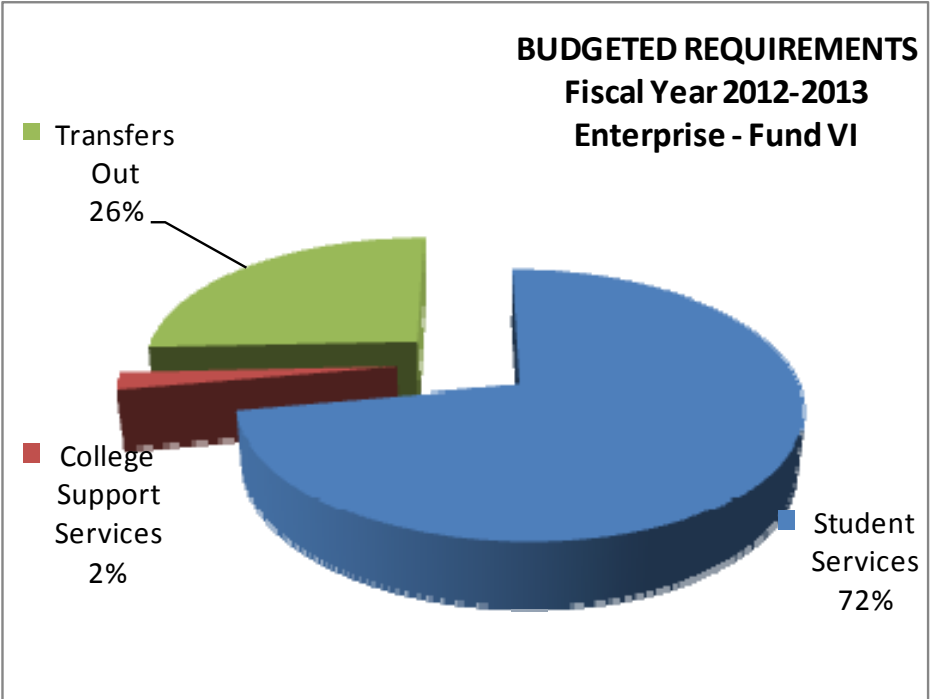
**Fund V: Financial Aid Fund**

	<b>Fiscal Year 2012-2013 ADOPTED Budget</b>	Fiscal Year 2012-2013 APPROVED Budget	Fiscal Year 2012-2013 PROPOSED Budget	Fiscal Year 2011-2012 CURRENT Budget	Fiscal Year 2010-2011 ACTUAL Amounts	Fiscal Year 2009-2010 ACTUAL Amounts
<b>RESOURCES</b>						
Intergovernmental	<b>\$ 104,408,508</b>	\$ 104,408,508	\$ 104,408,508	\$ 114,758,508	\$ 102,746,722	\$ 89,292,863
Other Sources:						
Interest Income	<b>75,000</b>	75,000	75,000	75,000	32,958	51,661
Scholarships, Local Grants	<b>2,535,000</b>	2,535,000	2,535,000	2,385,641	2,473,589	2,423,999
Transfer In General Fund I	<b>193,375</b>	193,375	193,375	497,992	29,062	555,401
Transfer In Spec Rev-Admin Res. Fund IX	<b>81,472</b>	81,472	81,472	71,464	71,464	61,537
Total Operating Revenues	<b>\$ 107,293,355</b>	\$ 107,293,355	\$ 107,293,355	\$ 117,788,605	\$ 105,353,795	\$ 92,385,461
Beginning Fund Balance	<b>1,000,000</b>	1,000,000	1,000,000	-	1,400,044	1,337,675
<b>TOTAL RESOURCES</b>	<b>\$ 108,293,355</b>	\$ 108,293,355	\$ 108,293,355	\$ 117,788,605	\$ 106,753,839	\$ 93,723,136
<b>EXPENDITURES AND OTHER REQUIREMENTS</b>						
<b>Financial Aid</b>						
College Workstudy	<b>\$ 493,652</b>	\$ 493,652	\$ 493,652	\$ 658,000	\$ 401,840	\$ 307,397
Financial Aid	<b>107,799,703</b>	107,799,703	107,799,703	117,130,605	104,985,291	92,015,695
<b>TOTAL EXPENDITURES AND OTHER</b>	<b>\$ 108,293,355</b>	\$ 108,293,355	\$ 108,293,355	\$ 117,788,605	\$ 105,387,131	\$ 92,323,092
<b>SUMMARY OF FINANCIAL AID FUND RESOURCES AND REQUIREMENTS</b>						
Total Operating Resources	<b>\$ 107,293,355</b>	\$ 107,293,355	\$ 107,293,355	\$ 117,788,605	\$ 105,353,795	\$ 92,385,461
Less: Total Operating Expenditures	<b>(108,293,355)</b>	(108,293,355)	(108,293,355)	(117,788,605)	(105,387,131)	(92,323,092)
Revenues, over/under, Expenditures	<b>\$ (1,000,000)</b>	\$ (1,000,000)	\$ (1,000,000)	\$ -	\$ (33,336)	\$ 62,369
Beginning Fund Balance	<b>1,000,000</b>	1,000,000	1,000,000	-	1,400,044	1,337,675
<b>Ending Fund Balance</b>	<b>\$ -</b>	\$ -	\$ -	\$ -	\$ 1,366,708	\$ 1,400,044

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 on following page.



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



**Fund VI: Enterprise Fund**

	<b>Fiscal Year 2012-2013 ADOPTED Budget</b>	<b>Fiscal Year 2012-2013 APPROVED Budget</b>	<b>Fiscal Year 2012-2013 PROPOSED Budget</b>	<b>Fiscal Year 2011-2012 CURRENT Budget</b>	<b>Fiscal Year 2010-2011 ACTUAL Amounts</b>	<b>Fiscal Year 2009-2010 ACTUAL Amounts</b>
<b>RESOURCES</b>						
Sale of Goods & Services	\$ 13,150,500	\$ 13,150,500	\$ 13,150,500	\$ 12,984,909	\$ 12,560,988	\$ 11,842,799
Other Fees: International Program	3,676,500	3,676,500	3,676,500	3,399,667	2,221,799	1,933,313
Transfer In General Fund I	164,396	164,396	164,396	167,457	162,282	195,566
Transfer In Bookstore	2,500,000	2,500,000	2,500,000	-	-	-
Trans In Spec Rev-Admin. Rest. Fund IX	-	-	-	-	10,000	-
Total Operating Revenues	<u>\$ 19,491,396</u>	<u>\$ 19,491,396</u>	<u>\$ 19,491,396</u>	<u>\$ 16,552,033</u>	<u>\$ 14,955,069</u>	<u>\$ 13,971,678</u>
Beginning Fund Balance	<u>5,265,000</u>	<u>5,265,000</u>	<u>5,265,000</u>	<u>1,400,000</u>	<u>5,975,927</u>	<u>3,873,028</u>
<b>TOTAL RESOURCES</b>	<u><b>\$ 24,756,396</b></u>	<u><b>\$ 24,756,396</b></u>	<u><b>\$ 24,756,396</b></u>	<u><b>\$ 17,952,033</b></u>	<u><b>\$ 20,930,996</b></u>	<u><b>\$ 17,844,706</b></u>
<b>EXPENDITURES AND OTHER REQUIREMENTS</b>						
<b>Instruction</b>						
Performance Season	\$ -	\$ -	\$ -	\$ -	\$ 174	\$ 1,352
<b>Student Services</b>						
Bookstore	10,660,500	10,660,500	10,660,500	10,860,500	9,161,048	8,315,458
Foodservices	2,854,805	2,854,805	2,854,805	2,702,567	2,321,883	1,991,230
Hospitality & Conference Services	909,279	909,279	909,279	941,742	849,600	811,652
International Student Program	1,837,304	1,837,304	1,937,304	2,480,509	746,284	346,702
Downtown Housing	1,600,000	1,600,000	1,600,000	500,000	-	-
<b>College Support Services</b>						
Laundry	529,396	529,396	529,396	316,866	231,726	255,269
<b>Transfer Out:</b>						
To General Fund I	824,916	824,916	724,916	148,849	160,372	147,116
To Enterprise Fund VI	2,500,000	2,500,000	2,500,000	-	-	-
To Debt Service Fund III	539,196	539,196	539,196	-	-	-
To Capital Projects Fund IV	2,500,000	2,500,000	2,500,000	-	-	-
To Spec Rev-Admin. Rest. Fund IX	1,000	1,000	1,000	1,000	1,000	-
<b>TOTAL EXPENDITURES AND OTHER</b>	<u><b>\$ 24,756,396</b></u>	<u><b>\$ 24,756,396</b></u>	<u><b>\$ 24,756,396</b></u>	<u><b>\$ 17,952,033</b></u>	<u><b>\$ 13,472,087</b></u>	<u><b>\$ 11,868,779</b></u>

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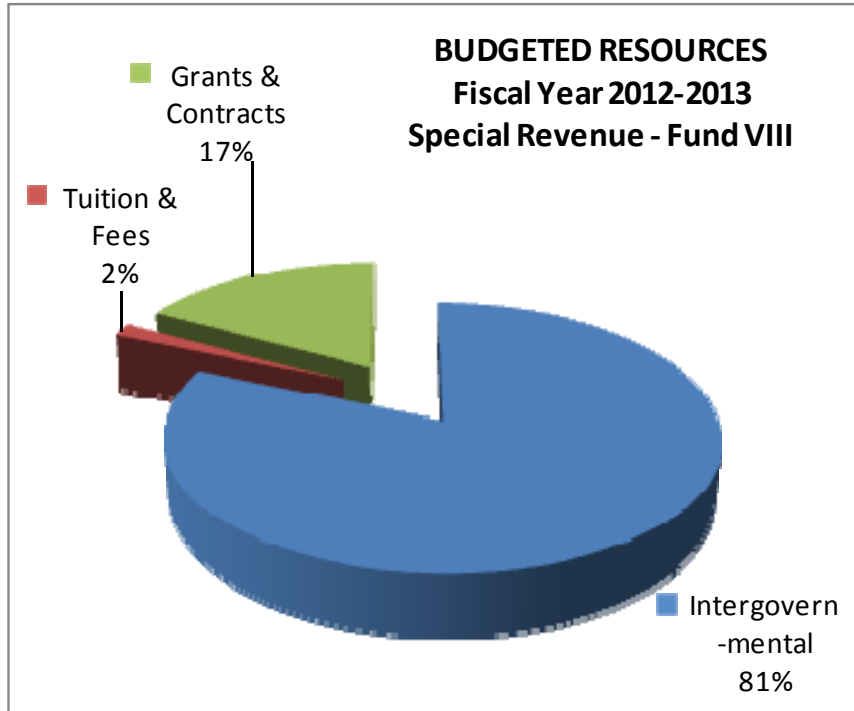
**ENTERPRISE FUND VI**

	<b>Fiscal Year 2012-2013 ADOPTED Budget</b>	Fiscal Year 2012-2013 APPROVED Budget	Fiscal Year 2012-2013 PROPOSED Budget	Fiscal Year 2011-2012 CURRENT Budget	Fiscal Year 2010-2011 ACTUAL Amounts	Fiscal Year 2009-2010 ACTUAL Amounts
<b>SUMMARY OF ENTERPRISE FUND RESOURCES AND REQUIREMENTS</b>						
Total Operating Revenues	<b>\$ 19,491,396</b>	\$ 19,491,396	\$ 19,491,396	\$ 16,552,033	\$ 14,955,069	\$ 13,971,678
Less: Total Operating Expenditures	<b>(24,756,396)</b>	(24,756,396)	(24,756,396)	(17,952,033)	(13,472,087)	(11,868,779)
Revenues, over/under, Expenditures	<b>\$ (5,265,000)</b>	\$ (5,265,000)	\$ (5,265,000)	\$ (1,400,000)	\$ 1,482,982	\$ 2,102,899
Beginning Fund Balance	<b>5,265,000</b>	5,265,000	5,265,000	1,400,000	5,975,927	3,873,028
<b>Ending Fund Balance</b>	<b>\$ -</b>	\$ -	\$ -	\$ -	\$ 7,458,909	\$ 5,975,927

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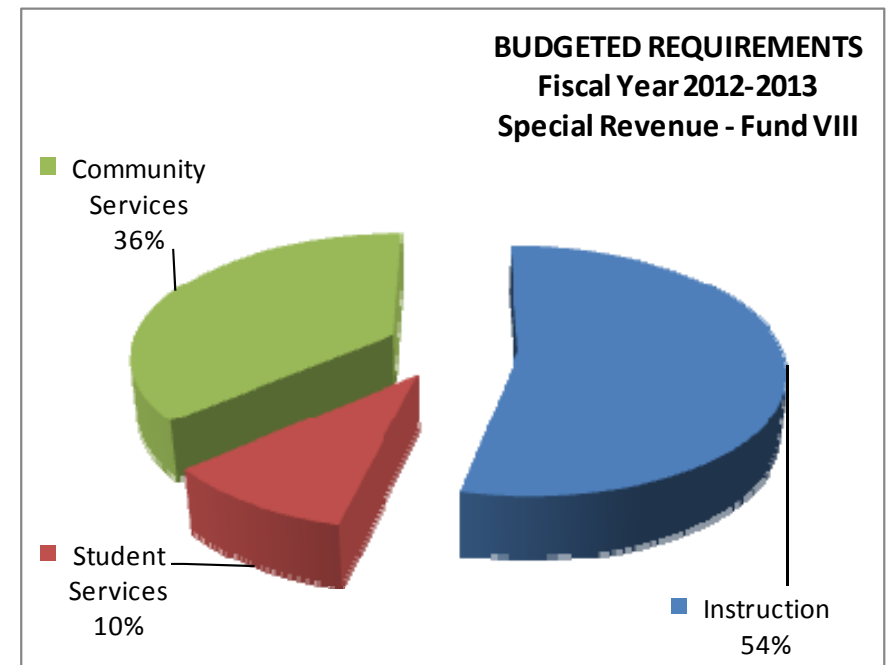
This fund accounts for revenue sources from granting agencies (Federal, State, Local, etc) that are legally restricted to expenditures for specific purposes.

Reference data on following page.



Expenditures are restricted to uses outlined in each specific grant. Examples included purchasing of instructional equipment such as GIS systems or funding for Lane Workforce partnership.

Reference data on following page.



**Fund VIII: Special Revenue Fund**

	<b>Fiscal Year 2012-2013 ADOPTED Budget</b>	<b>Fiscal Year 2012-2013 APPROVED Budget</b>	<b>Fiscal Year 2012-2013 PROPOSED Budget</b>	<b>Fiscal Year 2011-2012 CURRENT Budget</b>	<b>Fiscal Year 2010-2011 ACTUAL Amounts</b>	<b>Fiscal Year 2009-2010 ACTUAL Amounts</b>
<b>RESOURCES</b>						
Intergovernmental	\$ 15,600,000	\$ 15,600,000	\$ 15,600,000	\$ 15,600,000	\$ 8,941,422	\$ 9,541,324
Tuition & Fees						
Tuition	100,000	100,000	100,000	100,000	15,352	23,078
Instructional Fees	200,000	200,000	200,000	200,000	106,603	95,193
Grants & Contracts	3,278,306	3,278,306	3,278,306	3,278,306	588,819	438,845
Transfer In General Fund	-	-	-	-	300	10,572
Transfer In Enterprise Fund VI	-	-	-	-	-	52,614
Total Operating Revenues	\$ 19,178,306	\$ 19,178,306	\$ 19,178,306	\$ 19,178,306	\$ 9,652,496	\$ 10,161,626
Beginning Fund Balance	400,000	400,000	400,000	400,000	254,832	254,353
<b>TOTAL RESOURCES</b>	<b>\$ 19,578,306</b>	<b>\$ 19,578,306</b>	<b>\$ 19,578,306</b>	<b>\$ 19,578,306</b>	<b>\$ 9,907,328</b>	<b>\$ 10,415,979</b>
<b>EXPENDITURES AND OTHER REQUIREMENTS</b>						
<b>Instruction</b>						
Funded Projects	\$ 10,450,000	\$ 10,450,000	\$ 10,450,000	\$ 10,450,000	\$ 4,429,271	\$ 5,469,819
<b>Instructional Support</b>						
Funded Projects	50,000	50,000	50,000	50,000	15,000	-
<b>Student Services</b>						
Funded Projects	1,850,000	1,850,000	1,850,000	1,850,000	1,231,420	999,880
<b>Community Services</b>						
Funded Projects	7,124,306	7,124,306	7,124,306	7,124,306	4,116,867	3,684,653
<b>College Support Services</b>						
Funded Projects	100,000	100,000	100,000	100,000	79,558	6,795
<b>Transfer Out:</b>						
To General Fund I	4,000	4,000	4,000	4,000	-	-
<b>TOTAL EXPENDITURES AND OTHER REQUIREMENTS</b>	<b>\$ 19,578,306</b>	<b>\$ 19,578,306</b>	<b>\$ 19,578,306</b>	<b>\$ 19,578,306</b>	<b>\$ 9,872,116</b>	<b>\$ 10,161,147</b>

- Continued -

	<b>Fiscal Year 2012-2013 ADOPTED Budget</b>	Fiscal Year 2012-2013 APPROVED Budget	Fiscal Year 2012-2013 PROPOSED Budget	Fiscal Year 2011-2012 CURRENT Budget	Fiscal Year 2010-2011 ACTUAL Amounts	Fiscal Year 2009-2010 ACTUAL Amounts
<b>SUMMARY OF SPECIAL REVENUE FUND RESOURCES AND REQUIREMENTS</b>						
Total Operating Revenues	<b>\$ 19,178,306</b>	\$ 19,178,306	\$ 19,178,306	\$ 19,178,306	\$ 9,652,496	\$ 10,161,626
Less: Total Operating Expenditures	<b>(19,578,306)</b>	(19,578,306)	(19,578,306)	(19,578,306)	(9,872,116)	(10,161,147)
Revenues, over/under, Expenditures	<b>\$ (400,000)</b>	\$ (400,000)	\$ (400,000)	\$ (400,000)	\$ (219,620)	\$ 479
Beginning Fund Balance	<b>400,000</b>	400,000	400,000	400,000	254,832	254,353
<b>Ending Fund Balance</b>	<b>\$ -</b>	\$ -	\$ -	\$ -	\$ 35,212	\$ 254,832

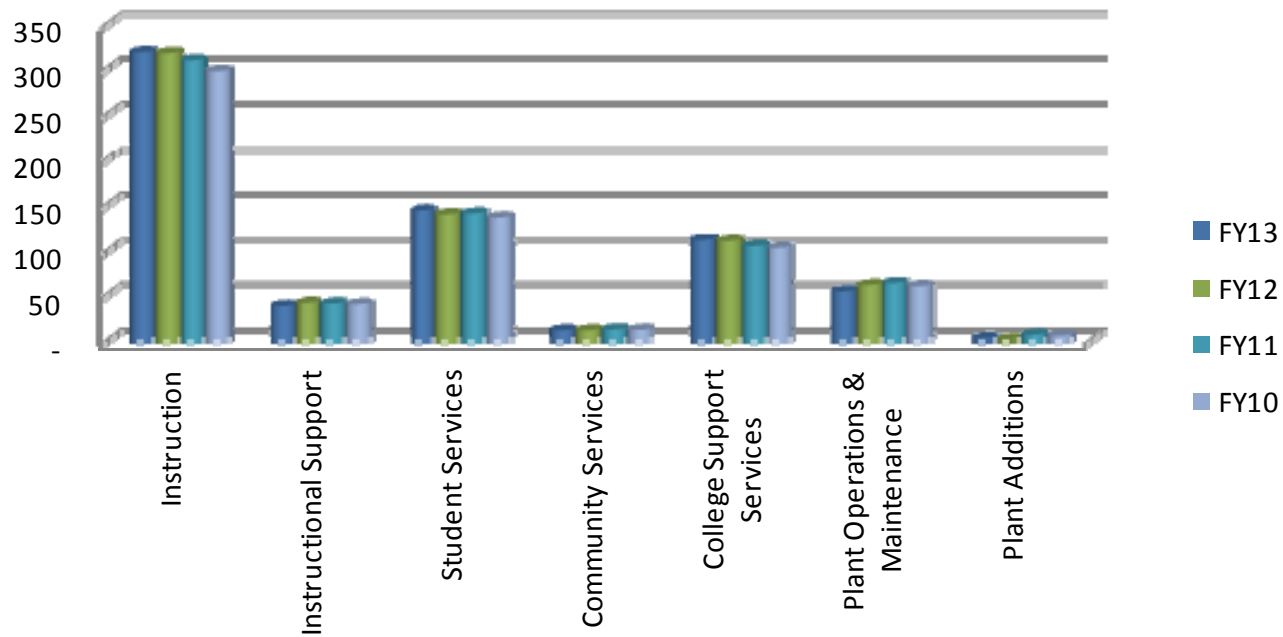


# PERSONAL SERVICES

## STAFF FTE LEVELS BY EXPENSE FUNCTION

Fiscal Years 2010 through 2013

All Funds



# Personal Services

## FTE by Expense Function

	FY13	FY12	FY11
<b>INSTRUCTION</b>			
Academic Learning Skills	9.90	10.90	10.96
Adult Basic and Secondary Education	13.60	14.20	13.70
Advanced Technologies	22.40	21.40	21.42
Art and Applied Design	13.90	14.90	15.57
Business & Computer Information Technologies	18.70	18.30	18.60
Child & Family Education	2.56	2.60	2.70
Community Education	15.02	14.90	14.97
Cooperative Education	14.02	12.70	12.69
Culinary Arts & Hospitality	4.80	4.80	4.80
Energy Management Program	3.17	3.80	4.39
English as a Second Language	7.50	6.50	7.46
Flight Technology	6.00	7.00	7.00
Health & Physical Education	14.50	14.10	14.14
Health Professions	39.13	39.40	39.19
Lane Community College at Cottage Grove	1.72	1.70	1.72
Lane Community College at Florence	3.87	4.20	4.09
Language, Literature & Communications	31.00	32.50	32.79
Mathematics	24.78	23.60	23.08
Music/Dance/Theatre Arts	10.83	10.80	10.97
Science	22.40	22.40	23.42
Social Science	24.15	24.30	23.25
Specialized Support Services	12.55	10.40	0.60
<b>TOTAL INSTRUCTION</b>	<b>316.50</b>	<b>315.40</b>	<b>307.51</b>

- Continued -

	FY13	FY12	FY11
<b>INSTRUCTIONAL SUPPORT</b>			
Academic & Student Affairs Office	8.20	7.00	7.00
Academic Technology	10.76	14.92	16.05
Grant Coordination	3.00	3.00	2.50
High School Connections	2.21	1.83	0.83
Library	12.36	12.37	12.37
Professional Development - Faculty	-	0.25	0.25
Special Instructional Projects	0.25	0.75	0.50
<b>TOTAL INSTRUCTIONAL SUPPORT</b>	<b>36.78</b>	<b>40.12</b>	<b>39.50</b>
<b>STUDENT SERVICES</b>			
ASLCC Legal Services	1.25	1.25	1.00
Athletics	2.70	2.89	2.89
Child & Family Education	10.54	10.53	10.84
Conference & Culinary Services	11.78	12.77	12.78
Counseling	28.85	29.02	29.50
Disability Services	6.00	5.50	5.50
Enrollment Services	25.00	25.00	24.51
Foodservices	8.72	8.36	9.48
International Student Program	6.00	4.00	3.00
Student Financial Services	11.75	11.70	11.50
Student Health	7.35	5.16	5.29
Student Life & Leadership	4.75	4.75	5.00
Total Store	11.80	12.00	12.61
The Torch	0.67	0.67	0.67
Women's Program	5.48	4.88	4.88
<b>TOTAL STUDENT SERVICES</b>	<b>142.64</b>	<b>138.48</b>	<b>139.45</b>
<b>COMMUNITY SERVICES</b>			
KLCC Administration	10.50	10.50	11.53
<b>TOTAL COMMUNITY SERVICES</b>	<b>10.50</b>	<b>10.50</b>	<b>11.53</b>

- Continued -

**FTE BY EXPENSE FUNCTION**

	FY13	FY12	FY11
<b>COLLEGE SUPPORT SERVICES</b>			
College Finance	10.60	11.63	11.63
College Operations Office	3.63	3.63	2.63
Curriculum & Scheduling	3.25	3.25	3.25
Employee Wellness	1.00	1.00	1.00
Human Resources	10.80	11.25	11.25
Infrastructure Technology	31.50	29.26	28.42
Institutional Research, Assessment & Planning	6.00	5.50	4.50
Lane Community College Foundation	6.00	6.00	6.00
Laundry	3.70	3.43	3.68
Library	0.50	0.50	0.50
Mail Services	2.00	3.00	2.63
Marketing & Public Relations	1.40	1.91	1.91
President's Office	6.50	6.50	5.50
Printing & Graphics	8.20	7.00	8.00
Public Safety	10.00	10.00	8.00
Staff Health Clinic	2.00	3.00	2.97
Sustainability	3.83	3.00	2.63
<b>TOTAL COLLEGE SUPPORT SERVICES</b>	<b>110.91</b>	<b>109.86</b>	<b>104.50</b>
<b>PLANT OPERATIONS &amp; MAINTENANCE</b>			
Facilities Administration	52.80	59.44	61.50
<b>TOTAL PLANT OPERATIONS &amp; MAINTENANCE</b>	<b>52.80</b>	<b>59.44</b>	<b>61.50</b>
<b>PLANT ADDITIONS</b>			
Project Management & Planning	2.00	0.81	5.75
<b>TOTAL PLANT ADDITIONS</b>	<b>2.00</b>	<b>0.81</b>	<b>5.75</b>
<b>TOTAL FTE BY EXPENSE FUNCTION</b>	<b>672.13</b>	<b>674.61</b>	<b>669.74</b>

**Salaries Paid from More than One Source**

					FY13 Adopted Budget	
					Salary Split	Total
1.	Faculty Instructor	1	Institutional Research, Assessment & Planning	College Support Services	38,164	
	Faculty Instructor	1	Curriculum & Scheduling	College Support Services	<u>38,164</u>	\$ 76,328
2.	Faculty Instructor	1	Health Professions	Instruction	61,062	
	Faculty Instructor	1	Cooperative Education	Instruction	<u>15,265</u>	\$ 76,327
3.	Faculty Instructor	1	Cooperative Education	Instruction	38,164	
	Faculty Instructor	1	Social Science	Instruction	<u>38,164</u>	\$ 76,328
4.	Faculty Instructor	1	Social Science	Instruction	45,796	
	Faculty Instructor	1	Cooperative Education	Instruction	<u>30,531</u>	\$ 76,327
5.	Faculty Instructor	1	Cooperative Education	Instruction	38,210	
	Faculty Instructor	1	Art & Applied Design	Instruction	<u>36,712</u>	\$ 74,922
6.	Faculty Instructor	1	Instructional Technology Support Service	Instructional Support	30,037	
	Faculty Instructor	1	Art & Applied Design	Instruction	15,019	
	Faculty Instructor	1	Art & Applied Design	Instruction	<u>15,019</u>	\$ 60,075
7.	Faculty Instructor	1	Academic & Student Affairs Office	Instructional Support	26,641	
	Faculty Instructor	1	Art & Applied Design	Instruction	19,011	
	Faculty Instructor	1	Art & Applied Design	Instruction	<u>19,011</u>	\$ 64,663
8.	Director -ALS, ESL, Tutoring	1	English as a Second Language	Instruction	45,327	
	Director -ESL & Int Programs	1	Academic Learning Skills	Instruction	<u>45,327</u>	\$ 90,654
9.	Administrative Specialist	9	Student Life & Leadership Development	Student Services	11,005	
	Administrative Specialist	9	ASLCC	Student Services	11,005	
	Administrative Specialist	1	Student Life & Leadership Development	Student Services	<u>22,011</u>	\$ 44,021
10.	Faculty Instructor	1	Culinary Arts & Hospitality	Instruction	59,938	
	Faculty Instructor	1	Cooperative Education	Instruction	<u>14,984</u>	\$ 74,922

- Continued -

**SALARIES PAID FROM MORE THAN ONE SOURCE**

11.	Faculty Instructor	1	Health & Physical Education	Instruction	29,969	\$ 74,922
	Faculty Instructor	9	Athletics	Student Services	44,953	
12.	Faculty Instructor	1	Social Science	Instruction	30,531	\$ 76,327
	Faculty Instructor	1	Cooperative Education	Instruction	45,796	
13.	Faculty Instructor	1	Cooperative Education	Instruction	18,731	\$ 74,923
	Faculty Instructor	1	Health Professions	Instruction	56,192	
14.	Network Administration Spc-I	1	Science	Instruction	56,267	\$ 61,160
	Network Administration Spc-I	1	Information Technology	Instructional Support	4,893	
15.	Exec Asst to the President	1	Marketing & Public Relations	College Support Services	41,597	\$ 83,194
	Exec Asst to the President	1	President's Office	College Support Services	41,597	
16.	Faculty Instructor	1	Cooperative Education	Instruction	12,699	\$ 63,493
	Faculty Instructor	1	Health Professions	Instruction	50,794	
17.	Administrative Specialist	1	Art & Applied Design	Instruction	22,011	\$ 44,022
	Archives & Records Mgmt Spec	1	Library	College Support Services	22,011	
18.	Dev Disabilities Specialist 1	9	Specialized Support Services	Instruction	31,959	\$ 36,525
	Dev Disabilities Specialist 1	1	Sustainability	College Support Services	4,566	
19.	Technology Equipment SysTech	6	Conference & Culinary Services	Student Services	23,310	\$ 46,620
	Technology Equipment SysTech	9	Information Technology	College Support Services	23,310	
20.	Administrative Support Specialist	4	Bond Projects	Plant Additions	19,437	\$ 38,874
	Administrative Support Specialist	1	Facilities Management & Planning	Plant Operations & Maintenance	19,437	
21.	Faculty Instructor	9	Athletics	Student Services	7,492	\$ 74,922
	Faculty Instructor	1	Health & Physical Education	Instruction	67,430	
22.	Director of Retail Sales	6	Titan Store	Student Services	55,382	\$ 69,228
	Director of Retail Sales	2	Printing & Graphics	College Support Services	13,846	

- Continued -

**SALARIES PAID FROM MORE THAN ONE SOURCE**

23.	Faculty Instructor	1	Cooperative Education	Instruction	7,633		
	Faculty Instructor	1	Social Science	Instruction	68,694	\$	76,327
24.	Administrative Specialist	1	Cooperative Education	Instructional Support	16,508		
	Dev Disabilities Specialist 1	9	Specialized Support Services	Instruction	16,508	\$	33,016
25.	Administrative Coordinator	1	Special Instructional Projects	Instructional Support	12,464		
	Administrative Coordinator	1	Human Resources	College Support Services	37,392	\$	49,856
26.	Faculty Instructor	1	Cooperative Education	Instruction	13,669		
	Faculty Instructor	1	Health Professions	Instruction	54,676	\$	68,345
27.	Faculty Nurse	9	Student Health Services	Student Services	37,461		
	Faculty Nurse	9	Staff Health Clinic	Student Services	37,461	\$	74,922
28.	Director - SSS	9	Specialized Support Services	Instruction	58,757		
	Director - SSS	6	Laundry	College Support Services	14,689	\$	73,446
29.	Faculty Instructor	1	Cooperative Education	Instruction	25,865		

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## APPENDICES

- A: FINANCIAL POLICIES
- B: DEBT POLICY
- C: PERFORMANCE MEASURES
- D: FINANCIAL PLANNING
- E: LOCAL & REGIONAL INFORMATION
- F: ECONOMIC FORECAST
- G: LEGAL NOTICICATIONS
- H: GLOSSARY OF TERMS

## Appendices

### Appendix A: Financial Policies

#### Lane Community College Board of Education

##### ***Policy A.040: Financial Planning and Budgeting***

***Adopted 11.09.98; Last Reviewed/Revised 10.10.07***

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 Condition and Activities***

***Adopted 11.09.98; Last Reviewed/Revised 7.19.06***

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

10. 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.

11. Establish and maintain an adequate internal control structure and procedures for financial operations and reporting.

**Policy A.070: Asset Protection**

**Adopted 11.09.98; Last Reviewed/Revised 7.19.06**

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 11.09.98; Last Reviewed/Revised 12.12.07**

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 11.09.98; Last Reviewed/Revised 12.12.07**

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 11.09.98; Last Reviewed/Revised 1.9.08**

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].

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**Policy C.030: Contractual Authority****Adopted 11.09.98; Last Reviewed/Revised 10.8.08**

Only the president, or formally designated representatives, may commit the college to financial obligations or contractual agreements. No obligation may be incurred unless it first has been authorized by the budget or by the budget change process. Any contract entered into in violation of this policy is void as to the college.

All contracts of \$100,000 for goods and services contracts or \$150,000 for public improvements contracts or greater shall be approved for award by the board of education. The president is authorized by the board to enter into contractual agreements on behalf of the college up to a total dollar value not exceeding \$100,000 for goods and services contracts, or \$150,000 for public improvements contracts. The president may delegate this authority to college staff.

The Lane Community College Board of Education shall be the college's Local Contract Review Board as defined in ORS 279A.060.

**Policy C.040: Borrowing**

**Adopted 11.09.98; Last Reviewed/Revised 11.5.08**

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 C.050: Purchasing Procedure**

**Adopted 11.09.98; Last Reviewed/Revised 12.3.08**

All procurement on behalf of the college shall be executed in accordance with the requirements of Oregon Revised Statute Chapters 279A, 279B and 279C, the Oregon Community College Rules of Procurement ("CCRP"), and Oregon Administrative Rules 125 (OAR 125) and Lane Community College on-line Policies and Procedures ("COPPS").

Where federal procurement regulations apply and are more restrictive than the state regulations, the federal regulations shall prevail.

Pursuant to ORS 279A.065(5), the Oregon Attorney General's Model Rules (OAR 137) do not apply to Lane Community College except those portions of the Oregon Attorney General's Model Rules that have been expressly identified in Section 300 , Appendix A, of the CCRP.

The CCRP shall prevail over the provisions in OAR 125 where topics are not addressed in the CCRP, the rules OAR 125 shall remain in force. 61

**Policy C.060: Monitoring President's Performance**

**Adopted 11.09.98; Last Reviewed/Revised 1.14.09**

Any evaluation of the president's performance, formal or informal, may be derived only from the criteria established within board Ends and Executive Directions.

Accordingly,

1. The purpose of monitoring is to determine the degree to which board policies are being fulfilled. Information which does not do this will not be considered to be monitoring.

2. The board will acquire monitoring data by one or more of three methods: (a) by internal report, in which the president discloses compliance information to the board, (b) by external report, in which an external, disinterested third party selected by the board assesses compliance with board policies, and (c) by direct board inspection, in which a designated member or members of the board assess compliance with the appropriate policy criteria.
3. The standard for compliance shall be any reasonable presidential interpretation of the board policy being monitored.
4. All policies that instruct the president will be monitored at a frequency and by a method chosen by the board. The board can monitor any policy at any time by any method, but will ordinarily depend on a routine schedule.

<b><u>Policy</u></b>	<b><u>Method</u></b>	<b><u>Frequency</u></b>
Treatment of Learners, A.20	Internal	Annually
Treatment of Staff, A.030	Internal/External	Annually
Financial Planning and Budgeting, A.040	Internal	Semi-Annual
Financial Condition and Activities, A.050	Internal	Quarterly
	External	Annually
Emergency President Succession, A.060	Internal	Annually
Asset Protection, A.070	Internal	Annually
Compensation and Benefits, A.080	Internal	Annually
Communication and Support to the Board, A.090	Internal/Direct Inst.	Annually
Governance Process Policies, B.010 – B.200	Direct Insp.	Annually

**Policy D.110: Tuition****Adopted 11.13.02; Last Reviewed/Revised 6.10.09**

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 1.14.04; Last Reviewed/Revised 9.15.09**

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 "onetime" 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 of 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.

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**Policy E.020: Unappropriated Ending Fund Balance****Adopted 1.14.04; Last Reviewed/Revised 9.15.09**

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 1.14.04; Last Reviewed/Revised 10.19.09***

Lane Community College shall maintain an unrestricted General Fund Ending Fund Balance equal to or greater than 5% of total budgeted expenditures.

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 55 within two years. When the Ending Fund Balance exceeds 6%, balances in excess may be set aside for reserves or 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 1.14.04; Last Reviewed/Revised 10.19.09***

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.

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Stabilization reserve levels:

- Minimum reserve levels shall be at the discretion of the board under advice from 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 1.14.04; Last Reviewed/Revised 9.15.09***

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 facilitate 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.

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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 1.14.04; Last Reviewed/Revised 11.4.09**

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 maybe allocated or 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 strategic directions of the college

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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 1.14.04; Last Reviewed/Revised 11.4.09****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 1.14.04; Last Reviewed/Revised 2.3.10**

All transfers between funds shall be in conformance with ORS 294.361. The Budget Document shall clearly show for each fund the amounts, origin and destination of each transfer. Accompanying documentation shall list the specific purposes for each transfer and will be submitted to the board for approval in initial budget or subsequent resolution.

Transfers from the General fund to other funds 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 to the board for fulfilling the obligations of the college.

**Policy E.090: Interfund Loans****Adopted 6.9.04; Last Reviewed/Revised 12.2.09**

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.

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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 6.9.04; Last Reviewed/Revised 12.2.09**

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.

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

***Adopted 3.9.05; Last Reviewed/Revised 1.10.10***

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.

## Appendix B: 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 on the previous pages of this appendix.

**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 \$44,800,000,000. 1.5% of that figure is the maximum legal bonded indebtedness available to Lane Community College, or \$672,000,000. Lane's total bonded debt subject to the limitation is \$43,008,000 which is approximately 6.4% of the legal limit.

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

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Following is a summary of current year debt obligations:

Obligation	Purpose	Issued Date	Interest Rate	Maturity Date	Balance July 1, 2012	Principle Due Within Current Year	Interest Due Within Current Year
General Obligation Bonds Payable	Facilities Construction and Improvements	2009	1.25% - 5.00%	2024	\$31,910,000	\$3,480,000	\$1,281,075
General Obligation Bonds Payable	Downtown Center	2012	2.00% – 4.65%	2024	\$38,000,000	\$210,000	\$1,334,129
Pension Bonds Payable	PERS Contribution: Cost Sharing	2003	2.73% - 6.25%	2028	\$51,309,987	\$2,295,000	\$1,529,250
Recovery Zone	Student Housing	2011	4.324% - 7.197%	2035	\$19,355,000	0	\$1,307,142

**Appendix C: Performance Measures**

Oregon Community Colleges  
General Funds Operating Expenditures  
Percent of Total Expenditures by Category  
2009-10

College	Instruction	Instructional Support	Student Services	Community Services	College Support	Plant Operations and Maintenance	Total
Blue Mountain	44.056%	15.053%	10.952%	0.00%	18.572%	11.367%	\$13,097,864
Central Oregon	52.764%	7.139%	10.527%	0.052%	20.797%	8.722%	\$30,089,859
Chemeketa	45.692%	13.707%	10.291%	0.00%	21.722%	8.589%	\$55,441,192
Clackamas	51.865%	6.08%	12.987%	0.00%	18.40%	10.668%	\$37,988,210
Clatsop	43.248%	12.649%	9.578%	0.513%	24.32%	9.693%	\$9,862,777
Columbia Gorge	40.924%	11.257%	9.193%	0.00%	27.332%	11.294%	\$8,199,704
Klamath	46.946%	10.126%	8.779%	0.00%	28.454%	5.695%	\$6,858,611
Lane	59.083%	5.822%	12.576%	1.764%	13.791%	6.964%	\$80,862,116
Linn-Benton	48.218%	13.89%	8.923%	0.031%	21.087%	7.85%	\$38,112,419
Mt. Hood	50.088%	11.223%	10.305%	0.118%	19.618%	8.647%	\$50,887,795
Oregon Coast	46.122%	15.322%	12.051%	0.00%	19.805%	6.70%	\$3,816,556
Portland	51.850%	10.248%	10.486%	0.00%	15.916%	11.501%	\$156,672,587
Rogue	47.244%	10.909%	13.854%	0.795%	18.88%	8.318%	\$27,278,436
Southwestern Ore	41.049%	5.849%	14.808%	0.00%	27.768%	10.527%	\$17,070,273
Tillamook Bay	39.744%	10.003%	10.386%	0.00%	30.43%	9.436%	\$2,733,277
Treasure Valley	46.012%	3.459%	14.939%	0.325%	23.125%	12.141%	\$12,777,042
Umpqua	44.686%	8.952%	8.934%	0.296%	23.532%	13.601%	\$18,075,151
Total	50.383%	9.749%	11.119%	0.329%	18.797%	9.623%	\$569,823,869

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Note: Transfers-out and PERS bonds not included.

Source: CCFIS Database <http://www.oregon.gov/CCWD/pdf/Profile/09-10Profile.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  
2009-10

College	Total All FTE	General Fund Expenditures	Special Revenue Expenditures	All Other Fund Expenditures	Cost per FTE
Blue Mountain	3,001	\$13,097,864	\$4,718,832	\$1,571,958	\$6,461
Central Oregon	6,387	\$30,089,859	\$1,344,761	\$4,720,756	\$5,661
Chemeketa	13,983	\$55,441,192	\$40,922,592	\$8,110,398	\$7,472
Clackamas	9,127	\$37,988,210	\$10,148,127	\$3,267,237	\$5,632
Clatsop	1,523	\$9,862,777	\$1,456,717	\$559,476	\$7,800
Columbia Gorge	1,270	\$8,199,704	\$1,185,528	\$606,627	\$7,868
Klamath	1,806	\$6,858,611	\$309,542	\$220,066	\$4,091
Lane	15,356	\$80,862,116	\$12,113,146	\$14,681,228	\$7,011
Linn-Benton	8,255	\$38,112,419	\$6,950,124	\$5,596,836	\$6,137
Mt. Hood	10,841	\$50,887,795	\$28,230,299	\$4,630,266	\$7,725
Oregon Coast	572	\$3,816,556	\$702,024	\$484,178	\$8,746
Portland	31,594	\$156,672,587	\$29,405,897	\$23,024,380	\$6,618
Rogue	6,004	\$27,278,436	\$6,200,545	\$3,451,617	\$6,151
Southwestern Oregon	3,327	\$17,070,273	\$4,503,879	\$7,130,517	\$8,628
Tillamook Bay	436	\$2,733,277	\$283,119	\$194,142	\$7,364
Treasure Valley	3,522	\$12,777,042	\$9,982,876	\$6,671,301	\$8,356
Umpqua	4,812	\$18,075,151	\$6,933,472	\$2,742,023	\$5,767
Total	121,816	\$569,823,869	\$165,391,479	\$87,663,008	\$117,486

Source: CCFIS and OCCURS Data <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

## Appendix D: 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, leaning-centered educational opportunities that promote student success.

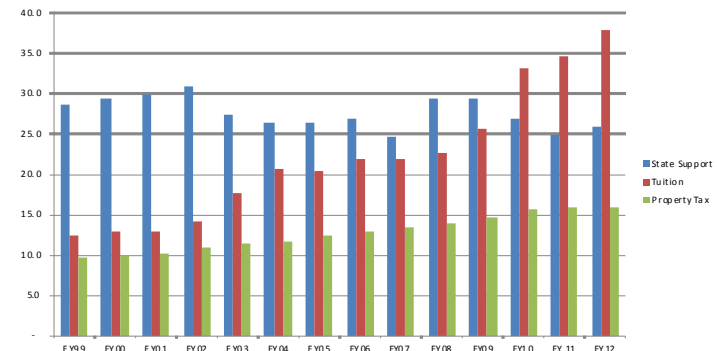
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### Issues Impacting Fiscal Sustainability

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

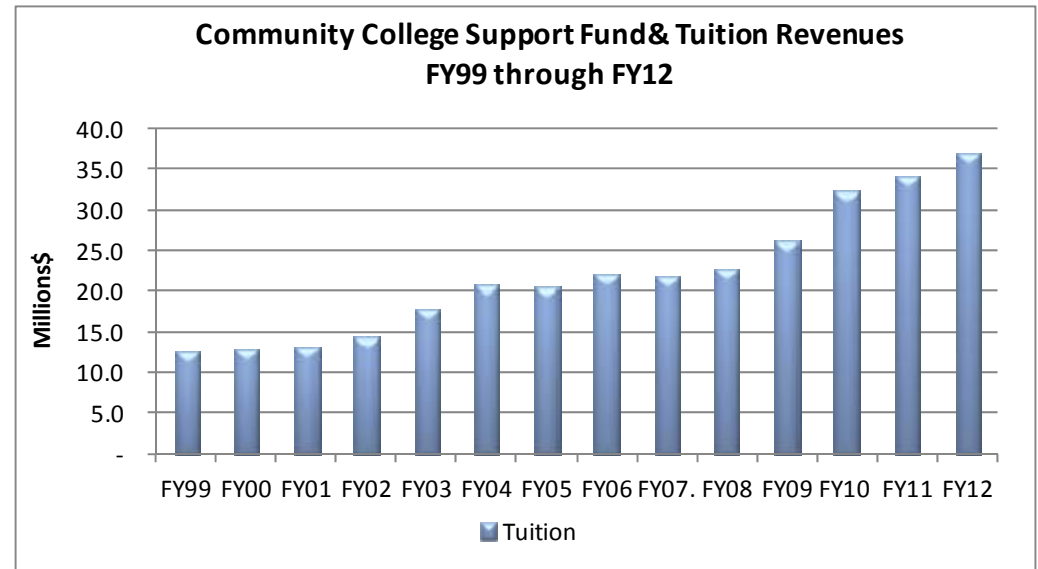
**Tax Revenues** In 1990, 65% of our funding was provided by public resources – 24% from the state and 41% from local property tax. In FY12, 40% of our funding is from public sources. The State is providing \$24 million which is 24% of general fund revenue and local property taxes will add \$16 million or 16%. 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.

### General Fund Revenue



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 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 FY13 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.



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### **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 FY13 this has more than doubled to \$90 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 "defunding" 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 FY13 Lane projects spending \$76 million, out of a total general fund budget of over \$100 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.

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### **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, reduction 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.

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**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)

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**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
- d. 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.

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**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
4. 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 (Attachment 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 (Attachment 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 new2 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, units use a set of criteria and data elements (Appendix B) in guiding their planning at the unit level.

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**Long Range Financial Plan - Attachment 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:**

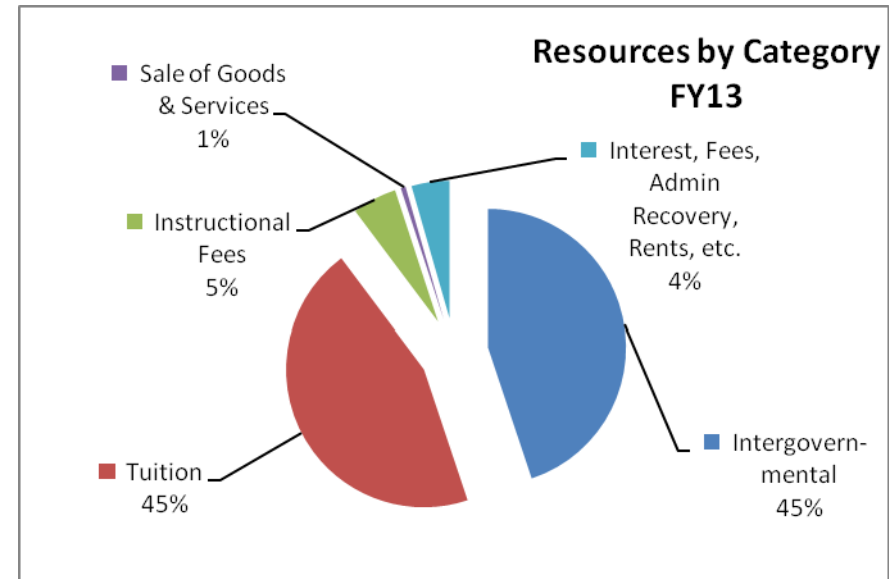
Public resources budgets are obtained from a distribution model produced by the state Community College and Workforce Development Department (CCWD) which projects the college's share of the Community College Support Fund (CCSF) and an estimate of local property taxes. The largest variable in the distribution 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 were based on funding at \$410 million and the FY13 projection also assumes 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) for FY13.

**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.

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**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.

**Sale of Goods 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:**

These are 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 63% for full time and 36% 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:**

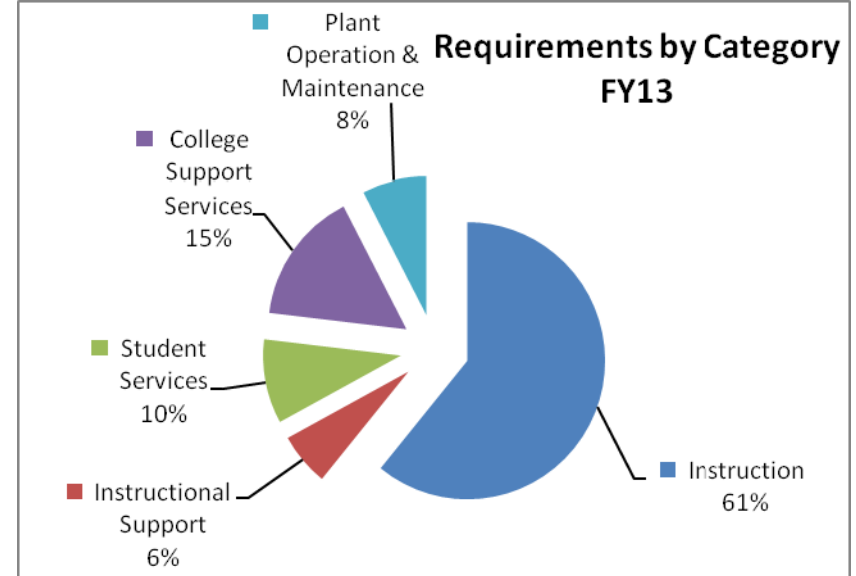
Funds capital investments such as library books and classroom equipment. Requirement tied to the Capital Asset Replacement schedule. Projected at current levels. Normally driven by the Capital Assets Replacement Forecast (CARF) but that has remained underfunded in recent years.

**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.



**Transfer 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.

**Long Range Financial Plan - Attachment 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 and 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**

<b>Criteria</b>	<b>Data Element</b>
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**

<b>Criteria</b>	<b>Data Element</b>
Enhances Student Engagement	Number of service contracts 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

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**STUDENT SERVICES (continued)**

<b>Criteria</b>	<b>Data Element</b>
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**

<b>Criteria</b>	<b>Data Element</b>
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, # of 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

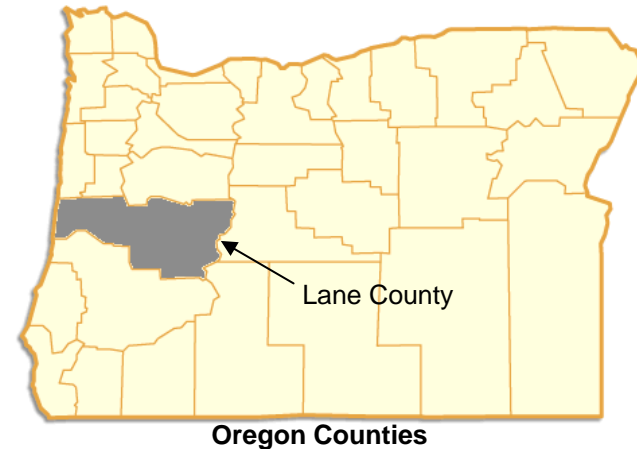
## Appendix E: Local and Regional Information

### Lane County, Oregon

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

#### Lane County Fast Facts:

- County Seat: Eugene, Oregon
- Average Temperatures: January: 40° , July: 67°
- Annual Precipitation: 40"
- Population: 353,155
- Median Age: 36.6 years
- Assessed Value: \$27,200,000,000
- Real Market Value: \$44,800,000,000
- Principle Industries: Manufacturing, Wood Products, Higher Education, High Technology, Health Services, and Scientific Research and Development.



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#### Economic Indicators:

Indicator	Lane County	Oregon
Labor Force	180,480	1,993,046
Median Home Value	\$230,000	\$252,600
Median Household Income	\$42,923	\$49,260
Per Capita Personal Income	\$23,869	\$26,171
Population	353,155	3,857,625
Unemployment Rate	8.5%	8.7%

Sources: [www.city-data.com](http://www.city-data.com) [www.qualityinfo.org](http://www.qualityinfo.org) [www.lanecounty.org](http://www.lanecounty.org) [www.laneworkforce.org](http://www.laneworkforce.org)

**Appendix F: Economic Forecast**

State of Oregon Office of Economic Analysis  
September 2012

**EXECUTIVE SUMMARY****Oregon Economic Forecast***Current Conditions*

Oregon's economic expansion is still intact for now, but remains at risk, and is losing steam due to weakness in global demand for our products. To date, local labor markets have slowly improved along with the nation overall, resulting in a slowly declining unemployment rate.

Although economic growth in Oregon has continued at roughly the same slow pace since the recovery began, the forces driving this growth have recently changed. In particular, the regional housing market is beginning to show signs of life, which is helping to offset weaker market conditions among many of Oregon's major manufacturers and exporters.

The fact that improvement continues is encouraging. However, the threat of external shocks has placed a burden on businesses and households, leading many to pull back on their spending out of caution. The euro zone recession – and potential crisis – in addition to the slowdown in China and an uncertain U.S. federal policy environment represent three very large risks to the global outlook. These risks are hard to handicap from a planning perspective and have created an exorbitant amount of uncertainty about the future. As a result, future plans are being delayed with businesses and individuals holding off on making long-term investments.

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*Outlook*

Despite all of the uncertainty, the economic outlook for Oregon remains positive. It is likely that the U.S. economic recovery can survive any one of these external shocks if faced in isolation.

However, even if all of the external threats facing Oregon are resolved in a painless manner, the uncertainty they have caused can be expected to weigh on growth. By taking a wait-and-see approach, firms and households are ensuring that some degree of a slowdown will occur. Should they not see anything too drastic, the expected slowdown will remain just that, and not transition into something worse.

Due to a recent string of weak manufacturing, consumer spending, and trade data, a broad consensus of economic forecasters has become more pessimistic about future growth prospects. Similarly, the Office of Economic Analysis outlook reflects somewhat weaker

expectations for growth over the next two years. Despite the revised growth rates, the general character of Oregon's lackluster economic outlook has not changed, with more of the same, slow improvement expected going forward.

During the recovery so far, Oregon's employment has grown at just under the state's long run trend rate, or approximately 1.2 percent annually. While growing at trend – which includes both expansions and recessions – is better than not, this is less than half of a typical expansion year's growth. The private sector has added jobs at a 1.5 percent pace since late 2010, which again is just about half of the past two expansions' pace.

The economy has faced two major drags in recent years: housing and government. After contracting 30 percent during the recession and losing a further 1.5 percent from early 2010 to early 2011, housing-related jobs have begun to grow again. While the pace of hiring is slow, simply having the housing sector turn from a negative aspect of the economy to a neutral or slightly positive aspect is more than welcome news. The news is less good on the public sector side. Government job cuts have not ended, holding down the headline employment numbers statewide. Although the losses have not stopped, government job cuts in recent months have been less severe than a year ago.

The vast majority of the public sector cuts have occurred at the local government education level – K-12 and community colleges – and the economic outlook calls for another round of cuts this coming school year. Next year, expectations are for public sector employment to stabilize with the sector gradually turning from a negative to a positive contributor to employment growth.

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Growth in housing-related industries and a stabilization of government payrolls is particularly good news for rural Oregon. Recent differences in the economic performance of counties across Oregon are expected to lessen going forward. As the housing market continues to heal and state and local governments stop cutting back, drags on economic growth in rural areas will lessen. Farm income remains healthy, and market conditions are stabilizing for many wood product firms. Expectations are not for strong growth, but at least a sustained upturn in many areas that have missed out on the recovery thus far.

All told, slow growth will continue to be the norm. The manufacturing cycle is past its peak, and Oregon's major trading partners are ordering fewer of our goods. Consumers will not save the day, since many still need to fix their household balance sheets by saving more or paying down debt. Recent improvements in labor markets and housing markets will help the expansion persist, but will not be enough to generate strong growth.

**Summary of Recent Trends**

Getting a handle on the health of Oregon's labor market is being somewhat complicated by technical issues within the underlying payroll jobs data. Technical issues aside, employment in Oregon continues to increase at a slow, subdued pace through early 2012, approximately in line with the gains seen at the U.S. level.

The employment data discussed in this report is adjusted for two important technical purposes: seasonality and the upcoming benchmark revisions<sup>1</sup>. After adjustments, the data reveals a state that continues to expand slowly, adding nearly 19,000 jobs in the past year (1.2% through 2012q2), instead of a state that is close to stagnating, adding only 11,500 jobs in the past year (0.7%).

Over the past year, job growth has been widespread across industries, with only transportation equipment manufacturers and financial service firms seeing small declines in the private sector. Public sector employment fell by more than 2.0 percent over the same period. The largest gains have been in professional and business services and leisure and hospitality, which increased by approximately 7,400 and 3,100, respectively, from 2011q2 to 2012q2. Health services and construction each added between 2,500 and 3,000 jobs over the past year. These four main industry groups account for approximately 63 percent of all private sector gains, with manufacturing accounting for another 13 percent, or 3,200 jobs. Within manufacturing, gains were led by durable goods, particularly metals and machinery.

<sup>1</sup>See the full forecast report for additional detail.

**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 during the decade of 2000 to 2010 was 12.0 percent, down from 20.4 percent growth from the previous decade. Oregon's rankings in terms of decennial growth rate dropped from 11<sup>th</sup> between 1990-2000 to 18<sup>th</sup> between 2000 and 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, actually negative, was during the 1980s 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 4.25 million in the year 2020 with an annual rate of growth of 1.03 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 favorable economic and employment environments. During the 1980s, which 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 32 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 72 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 of negative net migration. 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. Demographics are the major budget drivers, which are modified by policy choices on service coverage and delivery. 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 growth during the 1900s and early 2000, 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 4.9 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. A faster pace of growth of population in this age group will begin once the baby-boom generation starts to mature. 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. The average annual rate of growth for this oldest elderly over the forecast horizon will be 1.4 percent.

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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 a below zero percent rate by 2012 and will remain at slow or below zero growth phase for several years. The size of this older working-age population will remain virtually unchanged at the beginning to the end of the decade. The 25-44 age group population is recovering from several years of declining and slow growing trend. 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. The young adult population (age 18-24) will change only a little over the forecast period 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 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 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 and poverty rates of the parents. Overall, elderly population over age 65 will increase rapidly whereas population groups under age 65 will experience slow growth in the coming decade. Hence, based solely on demographics of Oregon, demand for public services geared towards children and young adults will likely to increase at a slower pace, whereas demand for elderly care and services will increase rapidly.

## **Revenue Forecast**

### *Summary*

The weaker outlook for economic growth translates directly into a weaker outlook for Oregon's primary General Fund revenue sources. Most notably, personal income tax collections are expected to be more than 2% smaller over the extended forecast horizon than what was reflected in the June 2012 forecast.

With fewer jobs expected, taxes related to labor income are expected to grow at a slower rate. Reductions in the outlook for taxes withheld out of workers' paychecks mirror reductions in the outlook for wage earnings. Forecasts have been reduced by much more for some volatile income tax sources including capital gains and corporate excise taxes. In addition to personal income taxes, consumer spending on video lottery and tobacco products is also now expected to be weaker than what was reflected in the June 2012 forecast.

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Although the long-term revenue forecast has been reduced significantly, the outlook for the current biennium remains on track. Over the last three months, General Fund revenue collections have come in somewhat stronger than expected. Also, it will take several months before the expected weakness in the economic growth becomes fully reflected in lower tax collections.

Overall, General Fund revenue growth is expected to remain slow, growing by 11% during 2011-13 and in each of the next two biennia. During past periods of economic expansion in Oregon, revenues have grown by 15% to 20% in a typical biennium.

Revenue growth in Oregon and other states will face considerable downward pressure over the next 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 in the past.

### *2011-13 General Fund Revenues*

Growth in general fund revenues has not been remarkable over the summer months, but it has been healthy. Personal income taxes are growing due to a mix of both labor and investment income, and corporate excise taxes appear to have stabilized after dropping sharply early in the biennium.

Collections of most major revenue types came in stronger than what was expected over the summer. Although a weaker economy is already manifesting itself in tax collections, it will take some time before slower economic growth is fully reflected in the revenue outlook. As a result, the revenue outlook for the 2011-13 biennium is somewhat stronger than what was predicted in the June 2012 forecast. The forecast for General Fund revenues for 2011-13 is now \$13,921 million. This represents an increase of \$88 million (0.6%) from the June 2012 forecast.

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

## Appendix G: Legal Notifications

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## AFFIDAVIT OF PUBLICATION

STATE 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 Budget Committee Meeting** printed copy of which is hereto annexed, is publishing in the entire issue of said newspaper for one successive and consecutive Day(s) in the following issues:

April 23, 2012

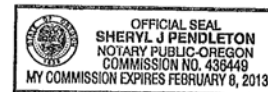
**NOTICE  
OF BUDGET COMMITTEE MEETING**  
A public meeting of the Lane Community College District, Lane County, State of Oregon, to discuss the budget for the fiscal year July 1, 2012 to June 30, 2013, will be held at Lane Community College Main Campus, 4000 East 30th Avenue, Eugene, Oregon 97405, Bldg 3, Rm 216. The meeting will take place on May 2nd, 2012 at 5:00 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 or obtained on or after May 2nd, 2012 at the College Operations Office, Bldg 3, Rm 216, 4000 East 30th Avenue, Eugene, Oregon 97405, between the hours of 8:00 a.m. and 5:00 p.m.  
This is a public meeting where deliberation of the Budget Committee will take place. Listed below is the time and place of an additional Budget Committee meeting that will be held to take public comment. Any person may appear at the meeting and discuss the proposed programs with the Budget Committee.  
Date: May 9th, 2012 Time: 5:00 p.m.  
Location: 4000 East 30th Avenue, Eugene, Oregon 97405, Bldg 3, Rm 216  
<http://www.lanecc.edu/budget/1112/documents/BudgetCalendar2012-13.pdf>  
No. 5293729 - April 23, 2012

*Wendy Raz*

Subscribed and affirmed to before me this April 23, 2012

*Sheryl J. Pendleton*  
Notary Public of Oregon

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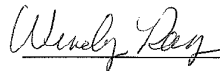
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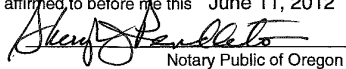
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COUNTY OF LANE, } ss.

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 Budget Hearing** printed copy of which is hereto annexed, is publishing in the entire issue of said newspaper for **one** successive and consecutive **Day(s)** in the following issues:

June 10, 2012



Subscribed and affirmed to before me this June 11, 2012

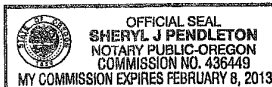
  
Notary Public of Oregon

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Case: June 13, 2012

Ad Price: \$420.00

**NOTICE OF BUDGET HEARING**

A public meeting of the Lane Community College Board of Education will be held on June 13, 2012 at 6:30 pm at Lane Community College, 4000 E. 30th Avenue, Administration Building (3), room 216, Eugene, Oregon. The purpose of this meeting is to discuss the budget for the fiscal year beginning July 1, 2012 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 or obtained at College Operations Office, 4000 E. 30th Avenue, Eugene, Oregon between the hours of 8:00 am and 5:00 pm. This Budget is for an annual budget period. This budget was prepared on a basis of accounting that is the same as the basis of accounting used during the preceding year.

Contact: Greg Morgan, Budget Officer, Lane Community College  
Telephone: 541-463-5316 Email: gmorgan@lanecc.edu

**FINANCIAL SUMMARY - RESOURCES**

	TOTAL OF ALL FUNDS		
	Actual Amount Last Year 2010-11	Adopted Budget This Year 2011-12	Approved Budget Next Year 2012-13
Beginning Fund Balance	\$64,460,622	\$14,685,723	\$19,340,320
Current Year Property Taxes, other than Local Option Taxes	\$21,849,597	\$21,675,475	\$22,208,221
Tuition and Fees	\$52,089,474	\$54,009,114	\$55,828,591
Revenue from State Sources	\$29,653,598	\$37,290,532	\$34,744,469
Revenue from Federal Sources	\$108,585,547	\$109,663,508	\$110,313,508
Interfund Transfers	\$4,569,641	\$6,411,511	\$9,966,375
All Other Budget Resources	\$45,453,769	\$80,609,316	\$75,220,303
Total Resources	\$326,462,248	\$324,425,181	\$328,661,697

FINANCIAL SUMMARY - REQUIREMENTS BY OBJECT CLASSIFICATION			
Personnel Services	\$82,619,005	\$95,158,242	\$96,098,684
Materials & Services	\$168,781,085	\$206,077,854	\$208,061,046
Capital Outlay	\$2,869,136	\$2,862,810	\$1,437,021
Debt Service	\$6,216,787	\$6,175,475	\$6,208,221
Interfund Transfers	\$4,026,734	\$7,310,036	\$9,966,375
Operating Contingency	\$0	\$3,940,664	\$3,990,350
Unappropriated Ending Fund Balance & Reserves	\$0	\$2,900,000	\$2,900,000
Total Requirements	\$264,613,547	\$324,425,181	\$328,661,697

FINANCIAL SUMMARY - REQUIREMENTS AND FULL TIME EQUIVALENT EMPLOYEES (FTE) BY FUNCTION			
Instruction	\$56,667,812	\$70,367,506	\$72,180,883
FTE	307.51	315.40	316.50
Instructional Support	\$4,409,227	\$5,589,890	\$5,782,154
FTE	39.50	40.12	36.78
Student Services other than Student Loans and Financial Aid	\$25,532,791	\$30,307,899	\$32,342,062
FTE	127.95	126.78	130.89
Student Loans and Financial Aid	\$105,387,131	\$107,286,897	\$106,291,355
FTE	11.50	11.70	11.75
Community Services	\$5,633,290	\$9,092,370	\$9,092,370
FTE	11.53	10.50	10.50
College Support Services other than Facilities	\$14,810,557	\$17,730,387	\$18,500,365
FTE	104.50	109.86	110.91
Facility Acquisition, Construction & Maintenance	\$37,972,166	\$58,699,277	\$54,772,384
FTE	67.25	60.25	54.80
Interfund Transfers	\$4,392,617	\$6,728,451	\$9,966,375
Debt Service	\$9,447,966	\$11,782,180	\$10,751,299
Operating Contingency	\$0	\$3,940,664	\$3,990,350
Unappropriated Ending Fund Balance and Reserves	\$0	\$2,900,000	\$2,900,000
Total Requirements	\$264,613,547	\$324,425,181	\$328,661,697
Total FTE	669.74	674.61	672.13

**STATEMENT OF CHANGES IN ACTIVITIES AND SOURCES OF FINANCING**

There are no significant changes in activities.

PROPERTY TAX LEVIES			
	Rate or Amount Imposed	Rate or Amount Imposed	Rate or Amount Approved
Permanent Rate Levy (Rate Limit 0.6191 per \$1,000)	0.6191	0.6191	0.6191
Levy For General Obligation Bonds	6.136,787	6,998,957	6,746,966
STATEMENT OF INDEBTEDNESS			
LONG TERM DEBT			
	Estimated Debt Outstanding July 1	Estimated Debt Authorized, But Not Incurred July 1	
General Obligation Bonds	\$41,614,463	\$38,000,000	
Other Bonds	\$86,056,404	\$0	
Other Borrowings	\$30,669,091	\$0	
Total	\$157,739,958	\$38,000,000	

No. 5347671 - June 10, 2012

## Appendix H: 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 equal resources in every fund. See Board Policy E.010 in Appendix A.

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

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

**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 the local government's comprehensive financial plan for one fiscal year. The report includes a balanced statement of actual revenues and expenditures during each of the last two years, and estimated revenues and expenditures for the current and upcoming year

**Budget Committee:** 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.

**Budget Transfer:** Amounts moved from one fund to finance activities in another fund. They are shown as expenditures in the originating fund and revenues in the receiving fund.

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

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

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

**Capital Reserve Fund:** A separate fund within the Capital Projects Fund IV used for planned and unplanned maintenance, repair and replacement of capital and technological equipment.

**Cash Basis:** System of accounting under which revenues are accounted for only when received in cash, and expenditures are accounted for only when paid.

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

**College District:** The College's service area, which encompasses a 5,000square 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.

**Current Budget:** In financial tables, the "Current Budget" is the current year adopted budget plus any additional supplemental budgets.

**Debt Service:** An 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 president(s), 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 this 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.

**Fund Type:** One of nine fund types: General, special revenue, debt service, capital projects, special assessment, enterprise, internal service, trust and agency, and reserve.

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

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

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

**Grant:** A donation or contribution in cash by one governmental unit to another unit which may be made to support a specified purpose or function, or general purpose. 98

**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.

**Local Option Tax:** Voter-approved taxing authority that is in addition to the taxes generated by the permanent tax rate. Local option taxes can be for general operations, a specific purpose or capital projects. It is limited to five years unless it is of a capital project, then it is limited to the useful life of the project or 10 years, whichever is less.

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

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

**Measure 5:** A constitutional amendment (Art. XI, section 11b) passed in 1990 that limits the amount of operating tax that can be imposed on a property to \$5 per \$1,000 of real market value for education and \$10 per 1,000 for general government.

**Measure 50:** A constitutional amendment (Art. XI, section 11) passed in 1997 that limits the growth in a property's assessed value to 3% per year. It also limits a local government's taxing authority by creating permanent rate limits.

**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.

**Net Working Capital:** The sum of the cash balance, accounts receivable expected to be realized during the ensuing year, inventories, supplies, prepaid expenses less current liabilities and, if encumbrance method of accounting is used, reserve for encumbrances.

**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.

**Object Classification:** A grouping of expenditures, such as personal services, materials and services, capital outlay, debt services, and other types of requirements.

**Operating Rate:** The rate determined by dividing the local government's operating tax amount by the estimated assessed value of the local government. This rate is needed when a local government wants to impose less tax than its permanent rate will raise.

**Oregon Administrative Rules (OAR):** A compilation of rules and regulations that apply, in the same manner as a law, to state agencies in Oregon.

**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 Expenses:** Expenses related to the compensation of employees, such as, health and accident insurance premiums, Social Security and retirement contributions, civil service assessments.

**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.

**Plant Operations and Maintenance:** Expense function covering the operation and maintenance of the physical plant, including grounds, facilities, utilities and property insurance.

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

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

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

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

**Revenue:** Monies received or anticipated.

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

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

**Special Revenue Fund (VIII):**

Budget fund that accounts for revenues that are legally restricted to expenditures for specific purposes, such as federal grants and contracts.

**Special Revenue –**

**Administratively Restricted**

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

**Stabilization Reserve Fund:**

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

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

**Supplemental Budget:** Most often required when new appropriation authority is needed, a supplemental budget is usually associated with the expenditure of new appropriations and increased revenues. It cannot be used to authorize a tax.

**Tax Rate:** The amount of tax stated in terms of a unit of tax for each \$1,000 of assessed value of taxable property.

**Tax Year:** The fiscal year from July 1 through June 30.

**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):** Amount set aside in the budget to be carried over to the next year's budget. It provides the local government with cash until tax money or other revenues are received later in the year. This amount cannot be transferred by resolution or used through a supplemental budget, unless necessitated by a qualifying emergency.

**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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