

# President's Budget Message



May 11, 2022

## INTRODUCTION

Thank you for taking the time to review this budget document. The budget herein is presented to the Oregon Coast Community College (OCCC) Budget Committee and district residents. This budget message describes our current budget environment, our approach to resource allocation, and our budget process.

The Fiscal Year (FY) 2022-23 budget for Oregon Coast Community College adapts to the current fiscal environment and also builds capacity for the future, within limited available resources.



## RELEVANT CONDITIONS AND TRENDS

- *Enrollment:* While OCCC fared better than many of the community colleges in regard to enrollment declines (OCCC is on target to reach pre-pandemic enrollment in 22-23) the events of the past two years have precluded our envisioned enrollment expansion and associated growth in revenue.
- *Enrollment Management:* We believe our comparative enrollment recovery is rooted in our evolution towards a truly “student-centered” college. This requires continued investment in flexible technology enabled access for students, offering pathways that lead to living wage jobs of the future, extensive support and retention efforts, and aggressive outreach and marketing. All require the investment of resources.
- *People:* Well qualified and appropriately compensated staff are essential to the functioning of an independent college. Given that we continue to operate with a lean administrative structure (“one deep” in many essential areas) the pressure on administrative (exempt) staff is significant and ongoing. This group in particular is also tasked with ensuring new infrastructure systems are successful. Meanwhile, inflation and other local and national economic trends create great pressure on all employees.
- *Federal support:* Emergency funding related to the Covid pandemic is phasing out.
- *Facilities:* Current buildings are aging and increasingly require maintenance. Meanwhile, the lack of specialized CTE (Career Technical Education) space limits new living wage programming. During 22-23, OCCC will need appropriate investment in securing the remaining funds to construct the new Workforce Education & Resiliency Center.

This budget provides necessary staff and support for the return of students in person, as the community, and the College, emerge from the grips of the pandemic. Returning and new students

bring with them expectations for greater flexibility in access, and we anticipate that the purely “in-person” student will continue to be rare. This budget’s continued investment in technology supports that trend. The budget sustains and makes permanent targeted increases in the infrastructure of independence. Beginning in the summer of 2020, OCCC (along with all of higher education) benefited from unprecedented federal backfill and stimulus. This one-time funding played an important role in the 21-22 budget of the College and bridged a gap between general fund expenditures and revenues. That federal support is now phasing out, but through careful use of resources, OCCC has been able to bring forward an ending year balance from 21-22 that serves a similar purpose. As intended and hoped for in prior years, the 22-23 budget begins to restore a number of reserves and contingencies. Modest but meaningful funds are set aside for roof repair. Prior to independence, the Board of Education approved a reduction from 15% to 10% in the contingency fund balance. This budget raises that to 13%. This budget also re-establishes a reserve fund of \$300,000, a fund which was depleted to support the implementation of the College’s replacement student information/ERP system.

The 22-23 budget serves students and continues our modest investment in strong organizational capacity. This budget positions us to recover from enrollment declines and, over the longer run, grow enrollment as we believe our mission and Lincoln County demands. It has been prepared based on conservative assumptions knowing that we need to not only balance the 22-23 budget, but to build stability to serve OCCC in the years to come.



## THE BUDGET PROCESS

Local Budget Law of the State of Oregon (hereafter State), reflected in Oregon Revised Statutes 294.305 through 294.565, requires the chief budget officer of a local government to prepare a formal budget message that helps the budget committee and the public to understand the proposed budget. This message is intended to satisfy the requirements of the Oregon Revised Statutes as they pertain to the budget for the Oregon Coast Community College District for FY 2022-23. The 22-23 budget for the Oregon Coast Community College District (hereafter College) has been prepared in accordance with the budgeting and forecasting policies of the elected officials—known collectively as the Oregon Coast Community College District Board of Education (hereafter Board)—who are responsible for the administration of the College. Specifically, the budget has been prepared in accordance with Board Policy 6200 Budget Preparation, which reads, in part, as follows:

Each year, the President shall present a budget to the Board of Education. The schedule for presentation and review of budget proposals shall comply with Oregon law and regulations and provide adequate time for Board of Education to review. Budget development shall meet the following criteria:

- The annual budget shall support the College’s strategic and educational plans.
- Assumptions upon which the budget is based are presented to the Board of Education for review.
- Changes in the assumptions upon which the budget was based shall be reported to the Board of Education in a timely manner.
- Budget projections should address long-term goals and commitments.

As required by Oregon State Budget Law, the Oregon Community College Accounting Manual, and other applicable policies, we hereby present to the Oregon Coast Community College Budget Committee and the Board of Education a proposed balanced budget for the 2022-23 fiscal year. As with OCCC budgets in the past, this budget has been 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, when received). The result is that carryovers of financial obligations from year to year are precluded and projections of anticipated revenues are not inflated.

The budget is a quantitative expression of the mission of Oregon Coast Community College and addresses current economic realities and future needs of the institution. To continue our progress in an environment of great uncertainty and significantly constrained financial resources is a testament to the commitment, professionalism and adaptability of the faculty, staff, and administration of Oregon Coast Community College.

## FUNDING MODEL & FINANCIAL RESOURCES

There are three major components of community college revenue: the Oregon Community College Support Fund (CCSF), local tuition and fees, and local property taxes.

### **Community College Support Fund (CCSF) and Tuition**

The CCSF is the primary source of state funding supporting educational and operational expenses at Oregon’s 17 community colleges. The CCSF distribution formula aims for equitable distribution of public resources per student, considering both CCSF and local property tax dollars. This fund provides investment in a range of educational activities, including associate degrees, transferable postsecondary undergraduate coursework, career and technical education, pre-college, adult basic education, literacy, and local workforce training.

The second source of college funding is Tuition and Fees. For the second year in a row, OCCC has chosen to not implement a tuition increase in 22-23, given the considerable economic stress already experienced by students and potential students. Both CCSF and Tuition and Fees are dependent upon enrollment levels. Consequently, the tracking and projection of revenue is highly dependent upon enrollment trends and projections. Community college enrollment across Oregon, which was already declining, was severely exacerbated by the pandemic

**Enrollment**

***OCCC Full Time Equivalent (FTE) Student Enrollment***

OCCC	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22 projected	% decline from 19-20
Total FTE	474	495	481	477	430	460	4%
Reimb. FTE	455	474	464	468	417	450	4%
All Oregon CCs	93,018	90,387	86,309	77,720	67,495	59,233	31%

**INTEGRATED PLANNING AND BUDGETING**

The 22-23 budget remains designed to fulfill the mission of the College, and to advance strategic priorities. Mission fulfillment at OCCC is framed in the two core themes of the College, Student Success and Educational Pathways. The College is currently engaged in the development of an updated strategic plan for 2022-2027/30 (end date will be determined by the Board).

**Our Mission**

At Oregon Coast Community College, we equip students for success by providing educational pathways and supports in response to the diverse needs of our community. Through accessible, engaging programs and a commitment to equitable outcomes, we enrich the economic and civic vitality of Lincoln County and beyond.

**Our Core Themes**

*Student Success*

At Oregon Coast Community College, we equip students for success in college and in life by providing exemplary teaching, student development programs and support services. Students receive customized and relevant advising and enriched supports to maximize completion and success. In response to the diverse needs and histories of our community we are institutionalizing a philosophy of student success and strengthening the College’s policies, processes, and business practices to facilitate access and completion.

*Educational Pathways*

At Oregon Coast Community College, we assess the needs of individuals and employers, and respond by designing pathways and partnerships that address community and regional priorities. We create bridges into our pathways from high school, adult education, non-credit, and other feeders. Educational pathways are accessible through place and modality and facilitate transitions to transfer or employment. We strengthen the economy and workforce through our business development, career technical and transfer programs. By narrowing achievement gaps in post-secondary education and raising post-secondary educational attainment, we advance the economic and civic vitality of Lincoln County and beyond.

## Emerging/Still Tentative Strategic Priorities of the Next Strategic Plan (as of May 2022)

1. Continued evolution to a student-centered college using Guided Pathways best practices
2. Develop a stronger, more cohesive and inclusive culture for students and employees
3. Growth in enrollment (the right programs, focus on retention, invest in outreach)
4. Be an “Employer of Choice” in Lincoln County
5. Increase capacity of facilities and technology to support programs and students (maintenance of existing, fund and build the next CTE facility)
6. Diversify funding sources

### Connecting Outcomes and Assessment with Budget Development: Service and Program Area Review and Evaluation (SPARE Process)

SPARE is an annual process used at OCCC for programs and specialized operational divisions to document objectives, assess progress, and identify needed resources to address gaps between objectives and outcomes. For the first time in 21-22, the majority of areas (instructional programs and service areas) were asked to complete a SPARE to submit resource requests as an input to the 22-23 budget development process. All of the SPARES were reviewed (and for some, refined) by the Executive Team (ET) to develop a resource request master list, adding institutional priorities which did not emerge via the SPARE process. ET then worked through this list to identify available funding sources: grants if applicable, unspent 21-22 funds, inclusion in the 22-23 budget, or not funded at this time. The SPARE process will be part of budget development going forward, and we intend to refine and improve the process over time.



### Balancing the 2022-23 Budget and Building Capacity

The total appropriation for the PROPOSED 2022-2023 budget is \$17,706,518. This represents an increase over 2021-2022 of approximately \$4.5 million. This increase is for the most part associated with OCCC’s new status as an independently accredited college that directly administers federal financial aid, which must be budgeted. We are also now eligible to apply for additional federal grants and must provide budget (and spending) capacity in case we are successful. A \$3 million capacity for both of these significant potential cash flows must be built into the Special Revenue Fund. The balance of the budget increase (\$1.5M) represents the typical level of increase from year to year due to our normal cost drivers, etc.

This PROPOSED 2022-2023 budget creates capacity for the future and is based upon the following Planning Assumptions:

# MAJOR PLANNING ASSUMPTIONS FOR THE FISCAL YEAR 2022-23

## General Fund Revenue Assumptions

- This is the second year of the 2021-2023 State biennium and the base for the Community College Support Fund (CCSF) remains at \$699 million.
- Enrollment: FY 21-22, 450 reimbursable FTE, FY 22-23, projected 465 reimbursable FTE.
- Property Taxes 3.8% increase. Tuition and Fees: No increase
- Funding support from community partners comparable to prior years
- Federal stimulus funding of \$148,000 from the American Rescue Plan Act

## General Fund Expenditure Assumptions

### *Personnel Costs*

- Fund a modest increase across all employee groups
- Fill essential staff vacancies (9 FTE), judiciously maintain limited vacancies (3 FTE), balance minimal staff growth (1 FTE) between one-time and ongoing funding.
- Employer PERS overall expense to the College is 16% higher (additional eligibility).
- A 4% increase in health insurance premiums

### *Material & Services Costs*

- Budget at FY 21-22 levels (carries forward reduced levels implemented prior to the pandemic)
- \$75,000 one-time set-aside for capital expenditures
- A 10% increase in the property and general liability insurance premiums

### *Fiscal stability*

- \$60,000 set-aside for roof repairs
- Bring contingency fund balance reserve in the General Fund from 10% to 13%
- Reestablish the Reserve Fund to its pre-ERP Implementation balance of \$300,000

### *Strategic Investment*

- Support strategic plan via available one-time funding of initiatives related to program development and strategic growth,



## CONCLUSION

The budget was developed through college participation, via the SPARE process (Service and Program Area Review and Evaluation), departmental and committee input, and careful review by the President and the Executive Team. Through cost containment, the budget addresses the current economic realities and needs of the institution and modestly builds for the future. It begins to augment a fiscal safety net which was intentionally narrowed in prior years to support the transition to an independent college.

In the face of many challenges, the College continues to proactively manage its financial resources to fulfill our mission and advance our strategic planning objectives. Despite the challenges of the past years, I am optimistic for the future. The people that make up OCCC continue to accomplish so much for students and the community. Student choices and enrollments are demonstrating the relevance of our new programs such as teaching and welding. Our commitment and investment in technology enabled access along with robust attention to student retention and outreach have yielded an enrollment recovery which though modest, is outpacing the majority of Oregon community colleges. For OCCC the past year also saw significant building and refining on the critical systems and infrastructure essential to a newly independent college with its own regional accreditation. Our independent status and these systems have permanently increased our ability to respond to local needs. Every day, we lean more into our commitment to be a truly student-centered college.

Thank you to all the employees of OCCC, our Board of Education, our students, our Foundation, and all the community members and organizations that support this work.



Birgitte Ryslinge, President  
Oregon Coast Community College



OREGON COAST  
COMMUNITY COLLEGE

## Summary of Proposed Appropriations

The proposed budget, for the Fiscal Year 22-23, in the total of \$17,706,518 is now on file at Oregon Coast Community College, 400 SE College Way, Newport, OR. The amounts for the fiscal year beginning July 1, 2022 and for the purpose shown below:

<b>General Fund</b>		<b>Enterprise Fund</b>	
Personnel Services	\$6,342,536	Personnel Services	\$50,467
Materials and Services	\$1,867,409	Materials and Services	\$128,868
Transfers Out	\$300,000	Contingency	-
Capital Outlay	\$75,000		<u>\$179,335</u>
Contingency	<u>\$1,077,043</u>		
	\$9,661,988		
<b>Debt Service Funds</b>		<b>Internal Service Funds</b>	
Debt Service - GOB	\$2,101,593	Materials and Services	\$73,000
Debt Service - PERS	\$232,489	Contingency	\$76,086
Contingency - GOB	\$178,790		<u>\$149,086</u>
Contingency - PERS	<u>\$143,760</u>		
	\$2,656,632		
<b>Special Revenue Funds</b>		<b>Reserve Funds</b>	
Personnel Services	\$1,440,678	Materials and Services	\$7,224
Materials and Services	\$1,251,883	Contingency	\$300,000
Financial Aid Disbursements	\$1,486,693	Transfers Out	\$0
Capital	<u>\$573,000</u>		<u>\$307,224</u>
	\$4,752,254		

**Total Proposed Appropriation \$17,706,518**

The proposed budget recommends the taxes provided at the rate of \$.1757 per \$1,000 of assessed value for operations and in the amount of \$1,997,520 for Bonded Debt;

	<b>Education Limitation</b>	<b>Excluded From Limitation</b>
General Fund.....	\$ 0.1757/\$1,000	
Debt Service Fund.....		\$ 1,997,520



DETAILED GENERAL FUND PLANNING ASSUMPTIONS  
FOR THE FISCAL YEAR 2022-23

**General Fund Revenue Assumptions – the major revenue-related assumptions that were used as a basis for the FY 2022-23 budget:**

- This is the second year of the 2021-2023 State biennium and the base for the Community College Support Fund (CCSF) remains at \$699 million. The College has used a final enrollment estimate for FY 21-22 of 450 reimbursable FTE, and a goal of 465 reimbursable FTE for FY 22-23 for purposes of estimating the FY 22-23 CCSF, giving us a funded FTE of 447.
- Property Taxes reflect a 3.8% increase based on information from the County regarding Taxable Assessed Values and the Urban Renewal Excess
- Tuition and Fees:
  - Projecting the enrollment of approximately 465 full-time equivalent students which includes a cohort from the OCCC/TBCC Nursing partnership of 5 students
- Funding support from LCSD to share costs for the Dual Credit, Early College, Nursing Assistant, Welding, Business, Computer Science and Navigate/Juntos programs
- Funding support from the Foundation and local Health Districts
- Federal stimulus funding of \$148,000 from the American Rescue Plan Act

**General Fund Expenditure Assumptions – the major expense-related assumptions that were included in the FY 2022-23 budget:**

- Personnel costs reflect:
  - A modest compensation increase across all College employee groups
  - Staffing:
    - Vacancies left unfilled (3.0 FTE)
      - 1.0 FTE Math Faculty
      - 1.0 FTE Dev Ed/Writing Faculty
      - 1.0 FTE SBDC Business Advisor (Technical)
    - Vacancies to fill (9.0 FTE)
      - 1.0 FTE AQS Faculty
      - 1.0 FTE Welding Faculty (funding shared with LCSD)
      - .5 FTE Aquarists – (2) .25 FTE positions (Classified)
      - 1.0 FTE Academic Affairs Admin Assistant (Classified)
      - 1.0 FTE Custodian (Classified)
      - 1.0 FTE Administrative Services Admin Assistant (Classified)
      - 1.0 FTE Student Success Coach (Technical)
      - 1.0 FTE Accountant (Technical)

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- .5 FTE Equity & Inclusion Coordinator – shared TBCC position, partial grant funding through SBDC (Technical)
- 1.0 FTE Title II/Data Specialist – grant funded (Classified)
- New or increased positions (1.0 FTE)
  - .5 FTE North County Center Front Desk & IT Support (Classified)
  - .5 FTE Human Resources Admin Assistant – approved for one year (Classified)
  - Modify the Library Services Director position to expand the Distance Learning duties – approved for one year (Mgmt)
- Employer PERS rates remain at 17.57% for OPSRP employees and 21.57% for Tier 1&2 employees but the overall expense to the College is 16% higher due to additional faculty eligibility
- A 4% increase in health insurance premiums
- A 10% increase in the property and general liability insurance premiums
- The overall Material & Services amount in the General Fund has been held at FY 21-22 levels
- Materials and Services costs reflect a \$60,000 set-aside for repairs to the roof and also a \$75,000 set-aside for capital expenditures
- All Meetings & Professional Development budgets are still at the reduced level implemented prior to the pandemic
- A 13% contingency fund balance reserve in the General Fund and the reestablishment of the Reserve Fund to its pre-ERP Implementation balance of \$300,000
- Continued one-time funding of initiatives related to program development and strategic growth
- Continued monitoring and adjustment of departmental and program budget amounts for Materials and Services

**PROPOSED BUDGET 2022-23**

	GENERAL FUND (Major Fund)	DEBT SERVICE GOB (Major Fund)	DEBT SERVICE PERS	SPECIAL REVENUE	ENTERPRISE FUND	INTERNAL SERVICE FUND	RESERVE FUND	TOTALS
<b>REVENUE</b>								
From local sources								
Property taxes	\$ 1,498,001	\$ 1,877,679	\$ -	\$ -	\$ -	\$ -	\$ -	<b>3,375,680</b>
Tuition and fees	1,810,658	-	-	-	-	-	-	<b>1,810,658</b>
Operating grants and contracts	-	-	-	198,500	-	-	-	<b>198,500</b>
Donations	80,000	-	-	-	-	-	-	<b>80,000</b>
Interest income	8,071	5,350	24	-	-	-	-	<b>13,445</b>
Merchandise Sales	-	-	-	-	227,000	-	-	<b>227,000</b>
Other misc revenue	410,210	-	333,884	-	-	29,190	-	<b>773,284</b>
From state sources								
State appropriation	3,226,862	-	-	-	-	-	-	<b>3,226,862</b>
Financial aid funds	-	-	-	150,800	-	-	-	<b>150,800</b>
Operating grants and contracts	-	-	-	673,755	-	-	-	<b>673,755</b>
Construction matching funds	-	-	-	-	-	-	-	<b>-</b>
From federal sources								
Financial aid funds	-	-	-	1,267,000	-	-	-	<b>1,267,000</b>
Operating grants and contracts	148,000	-	-	1,838,184	-	-	-	<b>1,986,184</b>
Total revenue	<u>7,181,802</u>	<u>1,883,029</u>	<u>333,908</u>	<u>4,128,239</u>	<u>227,000</u>	<u>29,190</u>	<u>-</u>	<b><u>13,783,168</u></b>
<b>EXPENDITURES</b>								
Salary	4,110,799	-	-	859,192	27,024	-	-	<b>4,997,015</b>
Benefits	2,231,738	-	-	581,486	23,442	-	-	<b>2,836,665</b>
Personnel services	6,342,536	-	-	1,440,678	50,467	-	-	<b>7,833,680</b>
Materials and services	1,867,409	167	-	1,251,883	128,868	73,000	7,224	<b>3,328,551</b>
Financial aid disbursements	-	-	-	1,486,693	-	-	-	<b>1,486,693</b>
Capital outlay	75,000	-	-	573,000	-	-	-	<b>648,000</b>
Debt service - principal	-	1,840,000	175,000	-	-	-	-	<b>2,015,000</b>
Debt service - interest	-	261,426	57,489	-	-	-	-	<b>318,915</b>
Total expenditures	<u>8,284,945</u>	<u>2,101,593</u>	<u>232,489</u>	<u>4,752,254</u>	<u>179,335</u>	<u>73,000</u>	<u>7,224</u>	<b><u>15,630,839</u></b>
Percentage of Total Expenditures	53%	13%	1%	30%	1%	0%	0%	<b>100%</b>
Excess (deficiency) of revenue								
Over (under) expenditures	(1,103,143)	(218,564)	101,419	(624,014)	47,665	(43,810)	(7,224)	<b>(1,847,672)</b>
<b>OTHER FINANCING SOURCES (USES)</b>								
Proceeds from sale of assets	-	-	-	-	-	-	-	<b>-</b>
Contingency	(1,077,043)	(178,790)	(143,760)	-	-	(76,086)	(300,000)	<b>(1,775,679)</b>
Unappropriated	-	-	-	-	-	-	-	<b>-</b>
Transfers from other funds	-	-	-	-	-	-	300,000	<b>300,000</b>
Transfers to other funds	(300,000)	-	-	-	-	-	-	<b>(300,000)</b>
Total other financing sources (uses)	<u>(1,377,043)</u>	<u>(178,790)</u>	<u>(143,760)</u>	<u>-</u>	<u>-</u>	<u>(76,086)</u>	<u>-</u>	<b><u>(1,775,679)</u></b>
Excess (deficiency) of revenue & other sources (uses) over (under) expenditures	(2,480,186)	(397,354)	(42,341)	(624,014)	47,665	(119,896)	(7,224)	<b>(3,623,349)</b>
<b>FUND BALANCE</b>								
7/1/2020 - Beginning fund balance	2,480,186	397,354	42,341	624,014	(47,665)	119,896	7,224	<b>3,623,349</b>
6/30/2021 - Ending fund balance	-	-	-	-	0	-	(0)	<b>-</b>

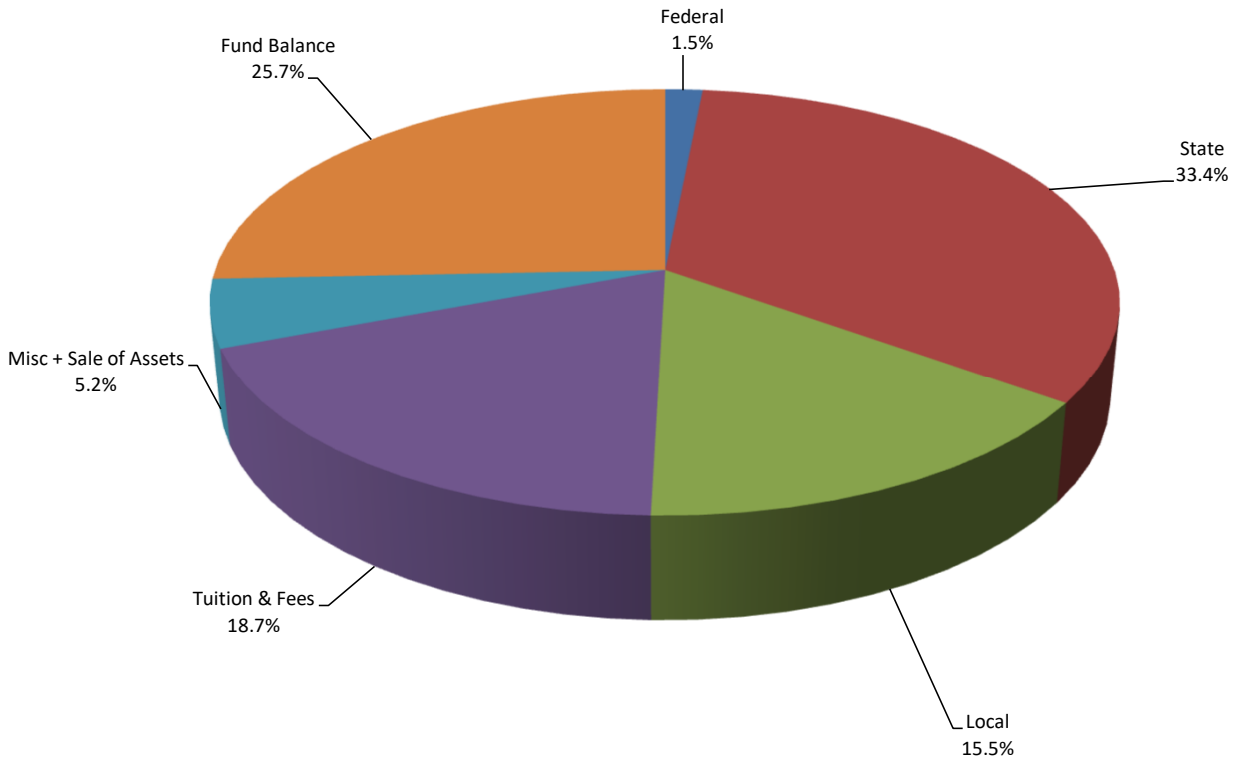
## Statement of Revenues, Expenses and Changes in Fund Balance

	2018-19	2019-20	2020-21	2021-22	2021-22	2022-23	2022-23	2022-23
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	PROJECTED	PROPOSED	APPROVED	ADOPTED
<b>REVENUE</b>								
From local sources								
Property taxes	\$ 3,228,736	\$ 3,140,968	\$ 3,506,185	\$ 3,362,002	\$ 3,493,181	\$ 3,375,680		
Tuition and fees	1,666,260	1,792,247	1,653,619	1,893,453	1,739,287	1,810,658		
Operating grants and contracts	351,113	94,061	126,792	198,500	284,926	198,500		
Donations	112,000	80,000	89	80,000	80,000	80,000		
Interest income	70,694	54,930	17,397	15,764	13,399	13,445		
Merchandise Sales	166,310	137,864	77,980	152,000	69,595	227,000		
Other local revenue	451,765	539,155	401,918	1,055,535	645,686	773,284		
From state sources								
State appropriation	1,988,796	2,298,034	2,774,869	2,806,156	2,838,797	3,226,862		
Financial Aid Funds					150,800	150,800		
Operating grants and contracts	262,371	210,405	362,112	677,688	187,775	673,755		
Construction Funds	0	0	0	-	-	-		-
From federal sources								
Operating grants and contracts	223,215	288,012	1,135,741	567,191	640,176	1,986,184		
Financial Aid Funds			1,154,196	1,500,000	1,104,672	1,267,000		
Total revenue	<u>8,521,260</u>	<u>8,635,676</u>	<u>11,210,898</u>	<u>12,308,290</u>	<u>11,248,296</u>	<u>13,783,168</u>	<u>0</u>	<u>0</u>
<b>EXPENDITURES</b>								
Personnel services				4,567,243	3,424,997	4,997,015		
				2,596,790	1,720,734	2,836,665		
Personnel services	4,593,829	5,181,271	5,279,279	7,164,033	5,145,731	7,833,680		
Materials and services	1,922,087	1,662,766	1,670,653	2,479,363	1,676,991	3,328,551		
Financial Aid Disbursements			1,166,335	1,500,000	1,189,489	1,486,693		
Capital outlay	-	14,532	0	75,000	-	648,000		
Debt-Principal				1,895,000	1,895,000	2,015,000		
Debt-Interest	-	-	-	376,493	376,494	318,915		
Debt service	<u>2,089,962</u>	<u>2,156,253</u>	<u>2,203,907</u>	<u>2,271,493</u>	<u>2,271,494</u>	<u>2,333,915</u>		
Total expenditures	<u>8,605,878</u>	<u>9,014,822</u>	<u>10,320,174</u>	<u>13,489,889</u>	<u>10,283,705</u>	<u>15,630,839</u>	<u>-</u>	<u>-</u>
Excess (deficiency) of revenue								
Over (under) expenditures	<u>(84,618)</u>	<u>(379,146)</u>	<u>890,724</u>	<u>(1,181,599)</u>	<u>964,591</u>	<u>(1,847,672)</u>	<u>-</u>	<u>-</u>
<b>OTHER FINANCING SOURCES (USES)</b>								
Proceeds From Sale of Assets	-	-	160,476	-	-	-		
Proceeds from long-term debt	-	-	-	-	-	-		
Bond payment to PERS/debt refunding	-	-	-	-	-	-		
Contingency	-	-	-	(1,186,810)	-	(1,775,679)		
Unappropriated	-	-	-	-	-	-		
Transfers from other funds	-	-	120,047	-	-	300,000		
Transfers to other funds	-	-	(120,047)	-	-	(300,000)		
Total other financing sources (uses)			160,476	(1,186,810)	-	(1,775,679)		
Excess (deficiency) of revenue & other								
Sources (uses) over (under) expenditures	<u>(84,618)</u>	<u>(379,146)</u>	<u>1,051,200</u>	<u>(2,368,408)</u>	<u>964,591</u>	<u>(3,623,349)</u>	<u>-</u>	<u>-</u>
<b>FUND BALANCE</b>								
Beginning fund balance	2,071,318	1,986,700	1,607,554	2,368,408	2,658,754	3,623,349		
Prior period adjustment								
Ending fund balance	<u>\$ 1,986,700</u>	<u>\$ 1,607,554</u>	<u>\$ 2,658,754</u>	<u>\$ (0)</u>	<u>\$ 3,623,349</u>	<u>\$ 0</u>	<u>\$ -</u>	<u>\$ -</u>

**GENERAL FUND RESOURCES**

2019-20 ACTUAL	2020-21 ACTUAL	2021-22 ADOPTED	REVENUE BY SOURCE	2022-23 PROPOSED	2022-23 APPROVED	2022-23 ADOPTED
-	509,097	-	FEDERAL SOURCES	148,000		
2,298,034	2,532,605	2,806,156	STATE SOURCES	3,226,862		
1,367,340	1,425,691	1,442,784	LOCAL TAXES	1,498,001		
1,792,247	1,653,619	1,893,453	TUITION AND FEES	1,810,658		
394,091	398,906	802,106	MISCELLANEOUS	498,281		
<b>5,851,712</b>	<b>6,519,918</b>	<b>6,944,500</b>	<b>TOTAL REVENUE</b>	<b>7,181,802</b>	-	-
-	160,476	-	PROCEEDS FROM SALE OF ASSETS	-		
-	105,000	-	TRANSFERS IN	-		
927,450	953,892	1,650,567	BEGINNING FUND BALANCE	2,480,186		
<b>6,779,162</b>	<b>7,739,286</b>	<b>8,595,067</b>	<b>TOTAL RESOURCES</b>	<b>9,661,988</b>	-	-

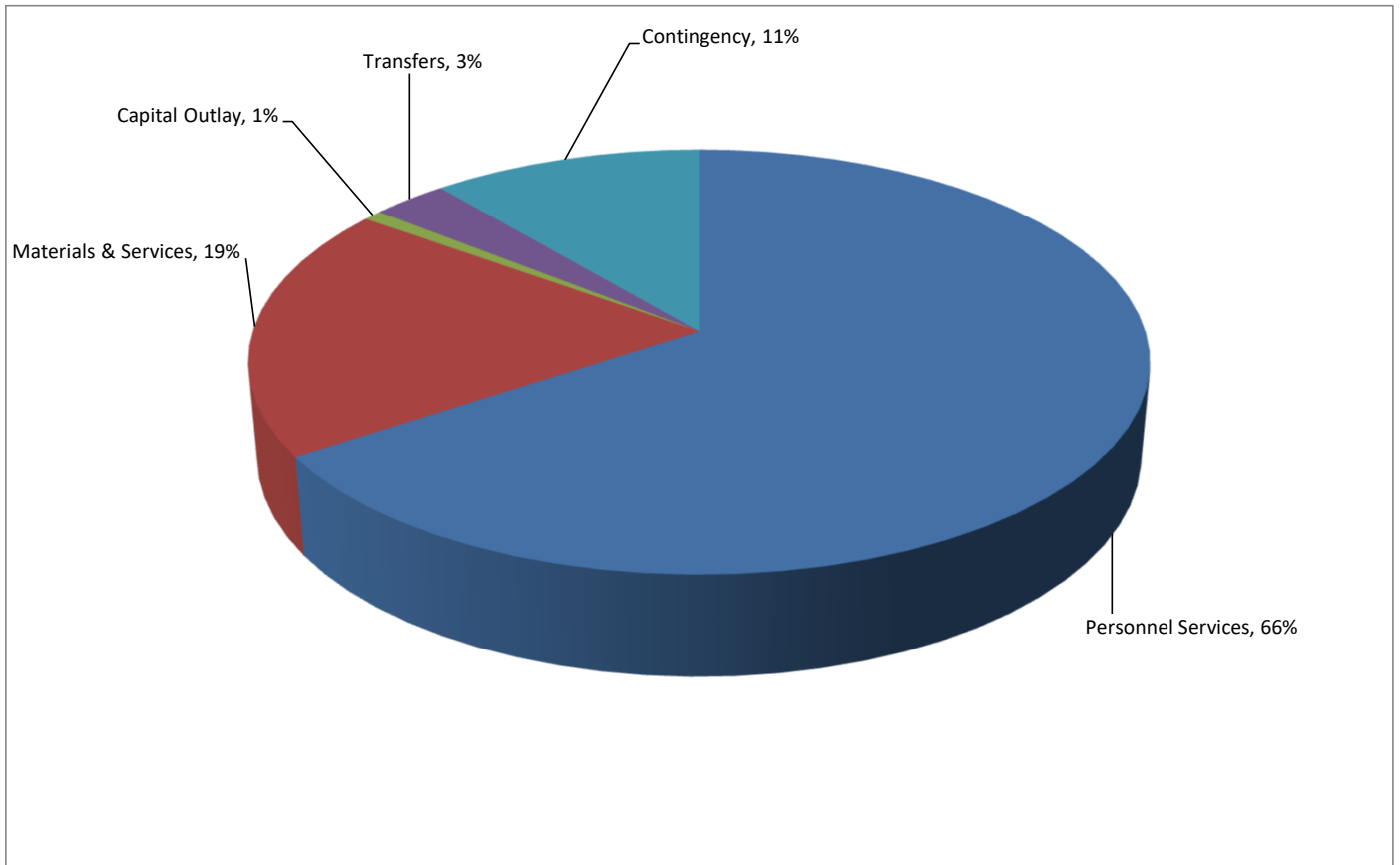
**General Fund Resources by Source**



**GENERAL FUND EXPENDITURES BY CATEGORY**

<u>2019-20 ACTUAL</u>	<u>2020-21 ACTUAL</u>	<u>2021-22 ADOPTED</u>	<b>EXPENDITURES BY CATEGORY</b>	<u>2022-23 PROPOSED</u>	<u>2022-23 APPROVED</u>	<u>2022-23 ADOPTED</u>
4,510,501	4,448,644	5,870,163	<b>PERSONNEL SERVICES</b>	6,342,536		
1,300,237	1,251,557	1,868,534	<b>MATERIALS &amp; SERVICES</b>	1,867,409		
14,532	-	75,000	<b>CAPITAL OUTLAY</b>	75,000		
<b>5,825,270</b>	<b>5,700,201</b>	<b>7,813,697</b>	<b>TOTAL EXPENDITURES</b>	<b>8,284,945</b>	-	-
-	15,047	-	<b>TRANSFERS OUT</b>	300,000		
-	-	781,370	<b>CONTINGENCY</b>	1,077,043		
-	<b>15,047</b>	<b>781,370</b>	<b>TOTAL TRANSFERS &amp; CONTINGENCY</b>	<b>1,377,043</b>	-	-
<b>5,825,270</b>	<b>5,715,248</b>	<b>8,595,067</b>	<b>TOTAL BUDGET</b>	<b>9,661,988</b>	-	-

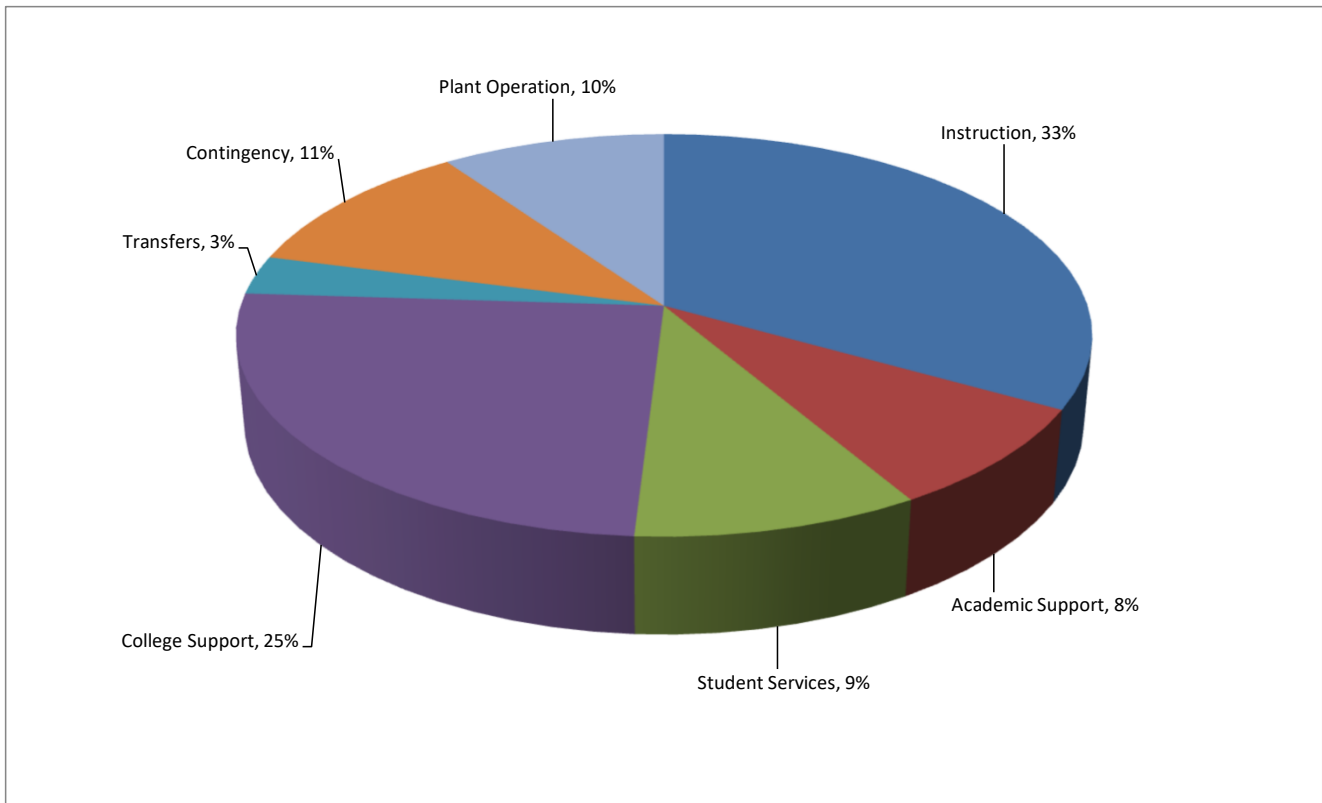
**General Fund Expenditures by Category**



**GENERAL FUND EXPENDITURES BY FUNCTION**

2019-20 ACTUAL	2020-21 ACTUAL	2021-22 ADOPTED	EXPENDITURES BY FUNCTION	2022-23 PROPOSED	2022-23 APPROVED	2022-23 ADOPTED
2,133,136	2,256,769	3,014,104	<b>INSTRUCTION</b>	3,203,964		
692,710	593,599	826,510	<b>ACADEMIC SUPPORT</b>	804,986		
593,319	657,755	854,405	<b>STUDENT SERVICES</b>	914,546		
1,774,608	1,664,842	2,278,261	<b>COLLEGE SUPPORT</b>	2,420,361		
631,498	527,233	840,418	<b>PLANT OPERATIONS</b>	941,088		
<b>5,825,270</b>	<b>5,700,201</b>	<b>7,813,698</b>	<b>TOTAL EXPENDITURES</b>	<b>8,284,945</b>	-	-
-	15,047	-	<b>TRANSFERS OUT</b>	300,000		
-	-	781,370	<b>CONTINGENCY</b>	1,077,043		
-	<b>15,047</b>	<b>781,370</b>	<b>TOTAL TRANSFERS &amp; CONTINGENCY</b>	<b>1,377,043</b>	-	-
<b>5,825,270</b>	<b>5,715,248</b>	<b>8,595,067</b>	<b>TOTAL BUDGET</b>	<b>9,661,988</b>	-	-

General Fund Expenditures by Function



**GENERAL FUND DIVISION/DEPARTMENT SUMMARY**

Description	2019-20	2020-21	2021-22	2021-22	2022-23	NOTES/ COMMENTS
	ACTUAL	ACTUAL	ADOPTED	ESTIMATED	PROPOSED	
<b>INSTRUCTION</b>	This category includes expenditures for all activities that are part of the College's primary mission, instruction, including expenditures for departmental administrators and their support.					
1109 DUAL CREDIT	-	-	-	6,262	-	
1111 LIBRARY SCIENCE	2,414	9,548	3,386	-	3,358	
1112 AQUARIUM SCIENCE	241,130	237,942	292,153	261,693	356,310	.5 FTE FT Faculty - shared with Biology
1113 EDUCATION	353	46,085	75,814	54,568	38,742	
1116 FOREIGN LANGUAGE	88,344	-	16,966	20,730	22,333	
1117 NURSING	423,515	515,213	502,068	397,064	559,423	Add'l faculty costs
1118 TBCC NURSING	90,502	104,765	144,880	101,461	102,952	
1121 COLLEGE PREPARATION	101,698	22,712	20,797	15,665	4,801	
1123 COMPUTER APPLICATIONS	20,926	-	25,731	27,244	32,227	
1124 MATH	185,272	193,509	218,867	151,647	239,207	
1126 BIOLOGICAL SCIENCE	137,240	127,257	138,380	127,126	234,808	.5 FTE Lab Tech; .5 FTE FT Faculty
1130 WELDING	47,662	97,283	238,859	175,798	225,824	
1134 HEALTH RELATED	16,221	21,330	22,541	17,401	34,748	
1137 COMMUNITY EDUCATION	27,453	17,743	45,603	39,915	57,459	
1140 PHYSICAL SCIENCE	50,059	49,796	104,449	42,940	98,658	.5 FTE Lab Tech - shared with Biology
1142 PSYCHOLOGY	35,888	44,703	62,428	59,950	70,364	
1145 SOCIAL SCIENCE	51,002	33,018	54,597	36,296	49,395	
1150 VISUAL & PERFORMING ARTS	77,450	52,881	109,682	42,063	80,193	
1151 HEALTH PROFESSIONS	68,211	75,647	244,962	197,858	243,998	
1152 BUSINESS MGMT	110,545	114,655	117,632	94,720	130,689	
1155 EARLY CHILDHOOD	609	115,599	102,830	120,906	90,084	
1156 ENGLISH/WRITING/LITERATURE	187,999	197,914	246,615	193,815	234,578	
1161 ABE/GED	11,361	12,305	11,859	220	26,836	
1165 ESOL	47,432	38,737	54,081	78,413	79,872	
1171 SBDC	53,226	21,017	46,880	31,054	48,999	
1180 STEP	56,624	106,137	112,043	95,442	138,108	Federal reimbursement program; 50% offset
<b>TOTAL INSTRUCTION</b>	<b>2,133,136</b>	<b>2,256,769</b>	<b>3,014,104</b>	<b>2,390,251</b>	<b>3,203,964</b>	
<b>ACADEMIC SUPPORT</b>	This category includes funds expended to provide support services for the institution's primary mission of instruction. In addition to faculty development and the learning management system, it also includes expenditures for chief academic officers, the registrar and their support.					
2000 INSTRUCTIONAL SUPPORT	510,570	424,591	611,108	386,663	574,650	
2200 LIBRARY	182,140	169,008	215,402	192,002	230,336	
<b>TOTAL ACADEMIC SUPPORT</b>	<b>692,710</b>	<b>593,599</b>	<b>826,510</b>	<b>578,665</b>	<b>804,986</b>	
<b>STUDENT SERVICES</b>	Includes funds expended for offices of admissions and financial aid and activities with the primary purpose of contributing to students' emotional and physical well-being and intellectual, cultural, and social development outside the context of formal instruction programs.					
3100 STUDENT SERVICES MGMT	175,589	132,821	218,480	190,324	214,743	
3150 STUDENT SERVICES SUPPORT	91,395	91,684	132,591	116,862	109,783	
3200 ENROLLMENT SERVICES	94,611	59,331	48,595	44,181	-	Fin Aid Director pay no longer split here
3300 GRADUATION	532	3,691	4,765	5,602	5,023	
3400 ACADEMIC ADVISING	123,542	138,348	149,403	144,354	310,204	Two add'l Student Success Coaches
3500 TEST/TUTOR/DISABILITY SERVICES	60,984	64,401	68,061	63,254	70,373	
3600 FINANCIAL AID	46,616	142,031	180,599	119,964	157,433	
3800 NAVIGATE	50	25,448	51,912	50,221	-	Navigate Manager hired as Assoc Dean
7100 WORKSTUDY	-	-	-	6,758	46,987	New program
<b>TOTAL STUDENT SERVICES</b>	<b>593,319</b>	<b>657,755</b>	<b>854,405</b>	<b>741,518</b>	<b>914,546</b>	



Description	2019-20	2020-21	2021-22	2021-22	2022-23	NOTES/ COMMENTS
	ACTUAL	ACTUAL	ADOPTED	ESTIMATED	PROPOSED	
<b>COLLEGE SUPPORT SERVICES</b>	Includes expenditures for activities concerned with management and long-range planning for entire institution, such as the governing board, planning and programming, and legal services; fiscal operations, investments; information technology; space management; personnel management and records; logistical activities that provide procurement and storerooms; support services to faculty and staff that are not operated as auxiliary enterprises; and activities concerned with community and alumni relations, including development and fund raising.					
5100 BOARD OF EDUCATION	48,363	49,692	50,256	59,479	74,494	NWCCU Visit; Election Costs
5200 OFFICE OF THE PRESIDENT	354,142	363,321	372,100	352,914	412,902	
5225 INNOVATION FUNDS	57,666	5,000	253,500	17,751	149,527	
5250 EXECUTIVE LEADERSHIP	93,927	70,048	81,720	56,689	84,756	
5300 MARKETING & PUBLIC RELATIONS	62,256	48,442	139,849	102,496	138,374	
5350 COLLEGE DEVELOPMENT	16,867	24,622	64,233	35,746	53,719	
5370 FOUNDATION	16,363	24,622	22,735	27,914	28,202	
5400 FINANCE	343,231	334,902	428,688	308,839	527,206	.5 FTE Admin Asst; Temp accounting help
5410 HUMAN RESOURCES	111,713	99,710	132,193	107,981	167,532	.5 FTE Admin Asst
5900 INSTITUTIONAL RESEARCH	60,000	60,000	60,250	60,859	60,250	
5950 INFORMATION TECHNOLOGY	264,651	238,562	370,288	352,682	409,198	.25 FTE Admin Asst
6000 COLLEGE SUPPORT	345,431	345,921	302,450	247,533	314,200	Add'l insurance costs
<b>TOTAL COLLEGE SUPPORT</b>	<b>1,774,608</b>	<b>1,664,842</b>	<b>2,278,261</b>	<b>1,730,882</b>	<b>2,420,361</b>	
<b>PLANT OPERATIONS</b>	Includes expenditures for administrative activities that directly support physical plant operations. Activities related to the development of plans for plant expansion or modification, as well as plans for new construction, should be included. Also included are expenditures for activities related to routine repair and maintenance of buildings and other structures, including normally recurring repairs and preventive maintenance, and expenditures related to the operation and maintenance of landscape and grounds, and custodial services in buildings.					
6100 PUBLIC SAFETY	53,535	45,663	66,856	59,512	65,699	
6200 FACILITIES	354,267	275,643	529,562	401,381	616,389	.25 FTE Admin Asst; Roof repair
6500 UTILITIES	223,696	205,927	244,000	234,968	259,000	
<b>TOTAL PLANT OPERATIONS</b>	<b>631,498</b>	<b>527,233</b>	<b>840,418</b>	<b>695,862</b>	<b>941,088</b>	-
<b>CONTINGENCY &amp; TRANSFERS</b>	Contingency budget account (not for expenditures) to provide for contingencies and unanticipated items, or hold funds for future distribution. Transfers are resources transferred to other funds.					
9100 CONTINGENCY	-	-	781,370	-	1,077,043	13% Reserve in General Fund
6901 TRANSFERS OUT	-	15,047	-	-	300,000	To Reserve Fund
<b>TOTAL CONTINGENCY &amp; TRANSFERS</b>	<b>-</b>	<b>15,047</b>	<b>781,370</b>	<b>-</b>	<b>1,377,043</b>	
<b>Total General Fund Expenditures</b>	<b>5,825,270</b>	<b>5,715,248</b>	<b>8,595,067</b>	<b>6,137,178</b>	<b>9,661,988</b>	
<b>Total General Fund Resources</b>	<b>6,779,162</b>	<b>7,739,286</b>	<b>8,595,067</b>	<b>8,617,363</b>	<b>9,661,988</b>	
<b>Ending Fund Balance</b>	<b>953,892</b>	<b>2,024,038</b>	<b>0</b>	<b>2,480,186</b>	<b>0</b>	

**DEBT SERVICE FUNDS**

<u>2019-20</u> <u>ACTUAL</u>	<u>2020-21</u> <u>ACTUAL</u>	<u>2021-22</u> <u>ADOPTED</u>	<u>Description</u>	<u>2022-23</u> <u>PROPOSED</u>	<u>2022-23</u> <u>APPROVED</u>	<u>2022-23</u> <u>ADOPTED</u>
<b>GENERAL OBLIGATION BOND DEBT SERVICE - FUND 7000</b>						
<b>RESOURCES</b>						
440,583	295,614	382,324	Beginning Fund Balance	397,354		
1,773,627	2,080,494	1,919,217	Property Tax Revenue	1,877,679		
29,639	10,217	9,500	Interest Earned	5,350		
<b>2,243,849</b>	<b>2,386,325</b>	<b>2,311,042</b>	<b>TOTAL RESOURCES</b>	<b>2,280,383</b>	-	-
<b>EXPENDITURES</b>						
10	50	167	Bank Fees	167		
403,225	356,875	311,274	Interest Payments	261,426		
1,545,000	1,635,000	1,735,000	Principal Payments	1,840,000		
<b>1,948,235</b>	<b>1,991,925</b>	<b>2,046,441</b>	<b>TOTAL MATERIALS &amp; SERVICES</b>	<b>2,101,593</b>	-	-
-	-	-	INTERFUND TRANSFERS	-	-	-
-	-	264,601	CONTINGENCY	178,790		
<b>1,948,235</b>	<b>1,991,925</b>	<b>2,311,042</b>	<b>TOTAL EXPENDITURES</b>	<b>2,280,383</b>	-	-
<b>295,614</b>	<b>394,400</b>	<b>-</b>	<b>ENDING FUND BALANCE</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>Property Tax Fixed Amount-Debt Schedule</b>	
Cash Requirement Calculation	<b>2,227,679</b>
LESS: Excess Fund Balance	<b>(350,000)</b>
LESS: Default Rate (6.0%)	<b>119,841</b>
Current Year Tax Levy	<b>1,997,520</b>

<b>PERS DEBT SERVICE - FUND 7050</b>						
<b>RESOURCES</b>						
19,053	40,864	8,112	Beginning Fund Balance	42,341		
1,420	10	13	Interest Earned	24		
228,409	241,675	266,137	Income-General Fund PERS	333,884		
<b>248,882</b>	<b>282,549</b>	<b>274,262</b>	<b>TOTAL RESOURCES</b>	<b>376,249</b>	-	-
<b>EXPENDITURES</b>						
78,018	71,982	65,219	Interest Payments	57,489		
130,000	140,000	160,000	Principal Payments	175,000		
<b>208,018</b>	<b>211,982</b>	<b>225,219</b>	<b>TOTAL MATERIALS &amp; SERVICES</b>	<b>232,489</b>	-	-
0	0	0	INTERFUND TRANSFERS	0		
0	0	49,043	CONTINGENCY	143,760		
<b>208,018</b>	<b>211,982</b>	<b>274,262</b>	<b>TOTAL EXPENDITURES</b>	<b>376,249</b>	-	-
<b>40,864</b>	<b>70,567</b>	<b>-</b>	<b>ENDING FUND BALANCE</b>	<b>-</b>	<b>-</b>	<b>-</b>

**SPECIAL REVENUE FUNDS**

<u>2019-20</u> <u>ACTUAL</u>	<u>2020-21</u> <u>ACTUAL</u>	<u>2021-22</u> <u>ADOPTED</u>	<u>Description</u>	<u>2022-23</u> <u>PROPOSED</u>	<u>2022-23</u> <u>APPROVED</u>	<u>2022-23</u> <u>ADOPTED</u>
<b>Special Revenue / Grants - Fund 2XXX</b>						
<b><u>RESOURCES</u></b>						
241,262	94,757	257,254	Beginning Fund Balance	624,014		
288,012	1,780,840	567,191	Federal	3,105,184		
210,405	362,112	677,688	State	824,555		
94,061	126,792	198,500	Local	198,500		
-	15,047		Interfund Transfers In			
<b>833,740</b>	<b>2,379,548</b>	<b>1,700,634</b>	<b>TOTAL RESOURCES</b>	<b>4,752,254</b>	<b>-</b>	<b>-</b>
<b><u>EXPENDITURES</u></b>						
636,471	830,635	1,269,327	Personnel Services	1,440,678		
102,512	309,272	431,307	Materials & Services	1,251,883		
	1,166,335		Financial Aid Disbursements	1,486,693		
-	-	-	Capital	573,000		
<b>738,983</b>	<b>2,306,242</b>	<b>1,700,634</b>	<b>TOTAL EXPENDITURES</b>	<b>4,752,254</b>	<b>-</b>	<b>-</b>
<b>94,757</b>	<b>73,306</b>	<b>0</b>	<b>ENDING FUND BALANCE</b>	<b>0</b>	<b>-</b>	<b>-</b>

**ENTERPRISE FUND**

<u>2019-20</u> <u>ACTUAL</u>	<u>2020-21</u> <u>ACTUAL</u>	<u>2021-22</u> <u>ADOPTED</u>	<u>Description</u>	<u>2022-23</u> <u>PROPOSED</u>	<u>2022-23</u> <u>APPROVED</u>	<u>2022-23</u> <u>ADOPTED</u>
<b>YOUR COLLEGE STORE - Fund 3000</b>						
<b><u>RESOURCES</u></b>						
301	(27,631)	(28,326)	Beginning Fund Balance	(47,665)		
137,864	77,980	152,000	Sale of Goods-Books, Food & Clothing	227,000		
-	-	-	Interfund Transfers In	0		
<b>138,165</b>	<b>50,349</b>	<b>123,675</b>	<b>TOTAL RESOURCES</b>	<b>179,335</b>	<b>-</b>	<b>-</b>
<b><u>EXPENDITURES</u></b>						
34,299	-	24,542	Personnel Services	50,467		
131,497	80,853	99,133	Materials & Services	128,868		
-	-	-	Capital	-		
-	-	-	Interfund Transfers Out	-		
-	-	-	Contingency	-		
<b>165,796</b>	<b>80,853</b>	<b>123,675</b>	<b>TOTAL EXPENDITURES</b>	<b>179,335</b>	<b>-</b>	<b>-</b>
<b>(27,631)</b>	<b>(30,504)</b>	<b>0</b>	<b>ENDING FUND BALANCE</b>	<b>0</b>	<b>-</b>	<b>-</b>

**INTERNAL SERVICE FUNDS**

<u>2019-20</u> <u>ACTUAL</u>	<u>2020-21</u> <u>ACTUAL</u>	<u>2021-22</u> <u>ADOPTED</u>	<u>Description</u>	<u>2022-23</u> <u>PROPOSED</u>	<u>2022-23</u> <u>APPROVED</u>	<u>2022-23</u> <u>ADOPTED</u>
<b>Unemployment - Fund 3035</b>						
<b>RESOURCES</b>						
99,489	101,836	66,812	Beginning Fund Balance	104,897		
8,960	8,924	61,544	General Fund Income	11,190		
<b>108,449</b>	<b>110,760</b>	<b>128,356</b>	<b>TOTAL RESOURCES</b>	<b>116,086</b>	-	-
<b>EXPENDITURES</b>						
6,613	14,663	60,000	Outside Services	60,000		
6,613	14,663	60,000	TOTAL MATERIALS & SERVICES	60,000	-	-
		68,356	Contingency	56,086		
<b>6,613</b>	<b>14,663</b>	<b>128,356</b>	<b>TOTAL EXPENDITURES</b>	<b>116,086</b>	-	-
<b>101,836</b>	<b>96,097</b>	<b>(0)</b>	<b>ENDING FUND BALANCE</b>	<b>(0)</b>	-	-
<b>Copying - Fund 3036</b>						
<b>RESOURCES</b>						
14,420	13,728	9,441	Beginning Fund Balance	(0)		
11,565	1,938	12,000	Copying & Paper Income	18,000		
<b>25,985</b>	<b>15,666</b>	<b>21,441</b>	<b>TOTAL RESOURCES</b>	<b>18,000</b>	-	-
<b>EXPENDITURES</b>						
3,667	1,359	4,000	Copier Supplies & Maintenance	4,000		
0	0	0	Equipment - Under \$5000	0		
8,591	5,680	9,000	Maintenance Agreements	9,000		
12,257	7,039	13,000	TOTAL MATERIALS & SERVICES	13,000	-	-
		-	Capital	-	-	-
		8,441	Contingency	5,000		
<b>12,257</b>	<b>7,039</b>	<b>21,441</b>	<b>TOTAL EXPENDITURES</b>	<b>18,000</b>	-	-
<b>13,728</b>	<b>8,626</b>	<b>(0)</b>	<b>ENDING FUND BALANCE</b>	<b>0</b>	-	-
<b>Insurance Deductible - Fund 3037</b>						
<b>RESOURCES</b>						
15,000	15,000	15,000	Beginning Fund Balance	15,000		
<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>TOTAL RESOURCES</b>	<b>15,000</b>	-	-
<b>EXPENDITURES</b>						
-	-	15,000	Contingency	15,000		
-	-	<b>15,000</b>	<b>TOTAL EXPENDITURES</b>	<b>15,000</b>	-	-
<b>15,000</b>	<b>15,000</b>	<b>-</b>	<b>ENDING FUND BALANCE</b>	<b>-</b>	-	-

**RESERVE FUND**

<u>2019-20</u> <u>ACTUAL</u>	<u>2020-21</u> <u>ACTUAL</u>	<u>2021-22</u> <u>ADOPTED</u>	<u>Description</u>	<u>2022-23</u> <u>PROPOSED</u>	<u>2022-23</u> <u>APPROVED</u>	<u>2022-23</u> <u>ADOPTED</u>
<b>Strategic Initiatives - Fund 5000</b>						
Established: 12/18/2013 Board of Education Resolution 14-12.08						
Reviewed: n/a						
Purpose: Funds reserved for strategic initiatives.						
<b><u>RESOURCES</u></b>						
124,142	14,492	7,224	Beginning Fund Balance	7,224		
0	0	0	Interfund Transfers In	300,000		
<b>124,142</b>	<b>14,492</b>	<b>7,224</b>	<b>TOTAL RESOURCES</b>	<b>307,224</b>	-	-
<b><u>EXPENDITURES</u></b>						
109,648	7,269	7,224	Outside Services	7,224		
109,648	7,269	7,224	TOTAL MATERIALS & SERVICES	7,224	-	-
0	0	0	Contingency	300,000		
0	0	0	Interfund Transfers Out	0		
-	-	-	TOTAL CONTINGENCY & TRANSFERS	300,000	-	-
<b>109,648</b>	<b>7,269</b>	<b>7,224</b>	<b>TOTAL EXPENDITURES</b>	<b>7,224</b>	-	-
<b>14,492</b>	<b>7,224</b>	<b>-</b>	<b>ENDING FUND BALANCE</b>	<b>(0)</b>	-	-