



FY 2021-2022 ADOPTED BUDGET

 Lane
Community College™



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BUDGET MESSAGE

Board of Education, Citizen Members of the Budget Committee, President Hamilton, Colleagues, and Lane Community College District Members:
It is my honor to present the proposed fiscal year 2021-2022 budget for Lane Community College. The total proposed annual budget is \$268,061,188.
The proposed general fund budget totals \$93,659,092.

Lane's budget reflects the prioritization and allocation of resources to support the college's vision, mission, and strategic directions.

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.

Strategic Directions from the college's 2016-2021 Strategic Plan: Commitment to Student Learning and Success; A Culture of Teaching, Learning, and Innovation; Access, Equity, and Inclusion through Social Justice; Strengthened Community; and Financial and Environmental Stewardship.

The FY22 Proposed Budget lays the initial groundwork for the college's 2022-2027 Strategic Plan with a focus on student completion, accessibility, continuous improvement, and institutional sustainability and resiliency.

In preparing the proposed budget, revenue and expenditure forecasts have been developed within the context of the current economic environment. The college continues to be challenged by declining enrollments exacerbated by the pandemic, increasing personnel costs, and an aging infrastructure.

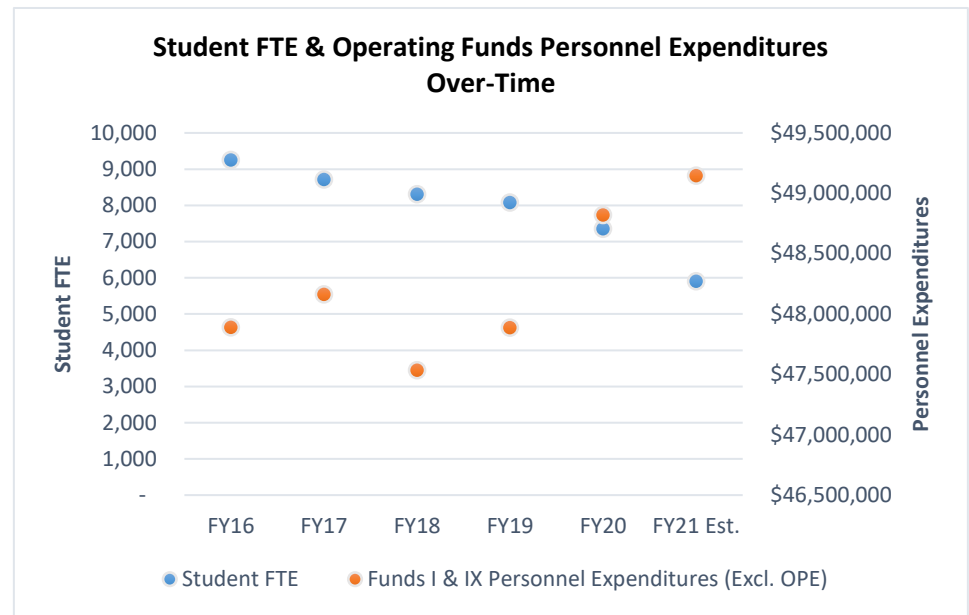
The economic and public health impacts of the COVID-19 pandemic continue to cast a shadow over college operations. As a federal response to the COVID-19 pandemic, the United States Congress passed the Coronavirus Aid, Relief, and Economic Security (CARES) Act, the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA), and the American Rescue Plan Act (ARPA), and the legislation was signed into law. Each piece of legislation included Higher Education Emergency Relief Fund (HEERF) Awards, and the College received funding from each Act. The awards stipulated the use of the funds, but each award included dedicated funding for both COVID-related institutional expenses and emergency financial aid grants for students. The federal awards also allow lost revenue recovery, which is defined as revenue that was anticipated, but not received, due to the pandemic. Primary sources of lost revenue for the College are academic and auxiliary services.

The FY22 Proposed Budget leverages the HEERF Awards to provide continuity of programs and services as the College strives to address the significant enrollment declines resulting from the public health response to COVID-19. To address the declines, the College is working to increase student enrollment and success through multiple strategic efforts, including: the Guided Pathways Initiative; investments in customer relationship management tools; expanded enrollment management tools; expanded remote supports for tutoring and library services; establishment of a Mental Health and Wellness Center; expanded credit offerings at the Mary Spilde Center; late start initiatives; enhanced summer offerings; and increased investment in first-year experience programs. The pandemic has slowed progress in many areas due to the challenges and limitations of remote and mixed remote/in-person work environments, coordination of social distancing and technology enhancements for collaborative work, and focus on urgent safety-related COVID response measures, and communication across campus. During the 2021-2022 Academic Year, the College is also revamping its Strategic Enrollment Management Plan to focus on post-pandemic enrollment conditions.

The 2021-2022 budget development process was guided by the following goals:

1. The College will leverage the federal Higher Education Emergency Relief Funds to the greatest extent possible.
2. The College will continue its objective of restoring the General Fund Ending Fund Balance to policy limits.
3. The College shall continue to invest in student success, access & equity, and regional economic strategic priorities.

The fiscal year 2021-2022 Proposed Budget reflects these goals and includes a difficult mix of balancing options that will impact our students, staff, and community. In order to close a near \$6.1 million budget gap - partially due to personnel cost increases, and significant enrollment declines due to the COVID-19 pandemic - the College looked to reductions in materials and service expenses; reduced major maintenance funding; leveraging HEERF Awards for lost revenue recovery; leveraging HEERF Awards to defray institutional costs resulting from coronavirus; personnel savings through a faculty early separation incentive; holding vacant positions open; and staggering hiring for vacant positions.



The proposed budget includes a \$5 per credit increase in student tuition, which is equal to the Higher Education Price Index of 1.9%, plus an additional \$2.5 per credit increase. The proposal also includes a \$10 per credit temporary Emergency Fee, which was established to cover expenses related to the disruption of campus operations due to coronavirus. Federal relief funds will be used to provide a direct dollar-for-dollar credit to offset the Emergency Fee charge to students' accounts. Student cost of attendance will not increase as a result of the Emergency Fee. The proposed budget also includes additional funding to support investments recommendations generated through strategic planning, program review, and department planning. These allocations further the investment into Lane's strategic priorities. This budget reflects a unanimous consensus recommendation from the College's Budget Development Subcommittee (BDS).

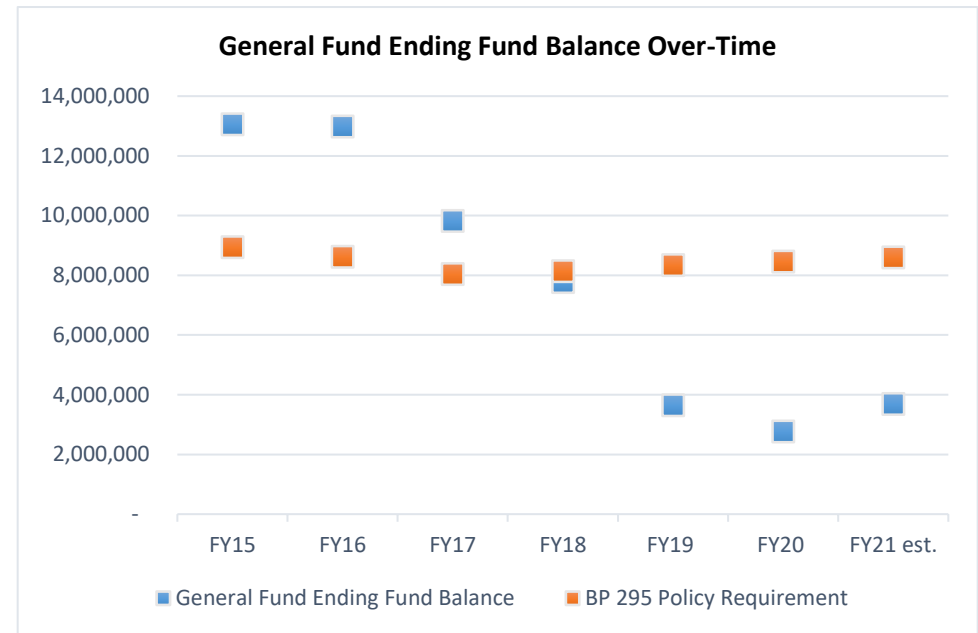
Economic Environment

The proposed budget is built upon a Community College Support Fund (CCSF) of \$641 million. Considering Lane’s Fall and Winter term enrollments, the proposed budget assumes an 8.3% share of the fund as compared to a high of 13.35% in fiscal year 2012-2013.

In early March 2021, based upon enrollment and activity levels, the projected current year (FY21) general fund operating surplus was \$924 thousand. As required by Board Policy 245, when the College’s fund balance falls to 9% or less, the College must adopt a plan to replenish the ending fund balance to a level of at least 10% within three years. The proposed budget addresses year 2 of the 3-year plan. An adequate fund balance is necessary to provide cash for first quarter payroll and operations, allow for emergency or unexpected events, support the college’s overall financial position and bond rating, and to prevent the need for costly short-term borrowing.

The college prudently funded a PERS reserve account in 2004, and increased it in 2005 and 2010, in anticipation of PERS rate increases. The college utilized \$860 thousand of this reserve in FY18, FY19, FY20, and will do so again in FY22 to stabilize Other Payroll Expenses (OPE) rates. PERS expenses comprise the second largest portion of OPE expenses, which also include employee health insurance, pension obligation bond payments, payroll taxes, and other related expenses. Even with utilization of the PERS reserve, and continuation of a health insurance opt-out incentive for College employees, FY22 OPE rates will increase 2% for contracted employees, and 3% for part-time employees due to the following: increasing Pension Bond debt requirements, significant health insurance costs, and changes in Lane’s employee mix between Tier 1/ Tier 2 and OPSRP PERS benefits. The estimated ending PERS reserve fund balance for FY22 is \$1.2 million.

Lane Community College will face estimated PERS increases of up to \$500 thousand in 2021-2023 biennium, and \$2.1 million in the 2023-2025 biennium. Without further PERS reform and an additional sale of PERS Bonds, total projected contributions will increase by \$16 million for the 2027-2029 biennium. PERS cost escalation is an ongoing budget challenge for the college.



General Fund Budget for Fiscal Year 2021-2022

The proposed general fund budget is \$93.7 million, a 2.8% increase from the 2020-2021 budget, and includes budget authority for general fund ending fund balance restoration objective. Budgeted tuition and fee revenues total \$31.2 million, reflecting a tuition adjustment and anticipated increased fee revenue due to the Emergency Fee. The College is committed to providing a financially sustainable model for reliable and comprehensive access to education that meets community needs. Under the current funding model, College expenses must be firmly linked to – and limited by – incoming revenue. Even with reductions in staffing levels realized from the early separation incentive, holding vacant positions open, and other efforts, personnel service expenditures continue to constitute the majority of the general fund budget – approximately 78.0% as proposed.

Administratively Restricted Budget for Fiscal Year 2021-2022

The proposed budget for the special revenue administratively restricted fund is \$16.6 million. The proposed increase to the Administratively Restricted Fund IX is due to an accounting change by transitioning the International Program from the Enterprise Fund (Fund VI) to Fund IX. The proposed budget reflects this change, in addition to entrepreneurial activities with KLCC FM, the Health Clinic, Flight Technology, and Extended Learning. Projections used for budget development combine the General Fund I and the Administratively Restricted Fund IX.

Capital Fund Budget for Fiscal Year 2021-2022

Voters approved Ballot Measure No. 20-306 to increase safety, repair and construct labs for training, extend life of aging facilities, update technology, and finance capital costs to support student learning. Since the approval of bond funding, the Facilities Management and Planning team has developed the strategic vision outlined in the 2019 Facilities Master Plan into a framework of capital project initiatives. The framework and associated funding allocations are designed to address the core goals established by the Master Plan, in full alignment with bond requirements. Scheduling of these initiatives balances a range of prioritization principles. Taking a student-centric approach to projects, implementation planning balances impact to campus constituents, prevention of significant infrastructure damage or failure, opportunities with underutilized spaces, and the ability to leverage matching funds for some projects.

Nearly 50% of the 2020 Bond funding is anticipated to be spent by the end of FY23. To achieve these spending goals, an annual expenditure of approximately \$35 million, with additional budget for contingency and unanticipated expenditures for both FY22 and FY23 is planned. The Capital Fund also includes a small personnel budget for bond administrators and staff.

Early Retirement Fund for Fiscal Year 2021-2022

The College is budgeting the Early Retirement Fund to increase transparency and enhance community awareness of College resources and liabilities. Information regarding Fund VII was reported in the College's annual financial report (annual financial audit). Fund VII accounts for the accumulation of resources for, and the payment of, the College's early retirement and healthcare commitments.

The College maintains a single-employer defined benefit public employee early retirement supplemental plan, which provides early retirement benefits to all management personnel who commenced employment with the College before July 1, 1991, and all College faculty members. The plan was established under collective bargaining agreements with the faculty and contract negotiations with management.

Additional Important Information

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 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 2021-2022 Proposed Budget Document is submitted herewith for your consideration and action. We are ready to assist you in the important task of reviewing this document.

Respectfully,

Zach Evans

Budget Director and Interim Associate Vice President of College Operations

FY22 LCC ADOPTED BUDGET SNAPSHOT

How is a tuition dollar spent?

TOTAL LCC BUDGET
\$358.06
 MILLION

↑59.17%

From FY21 Adopted Budget

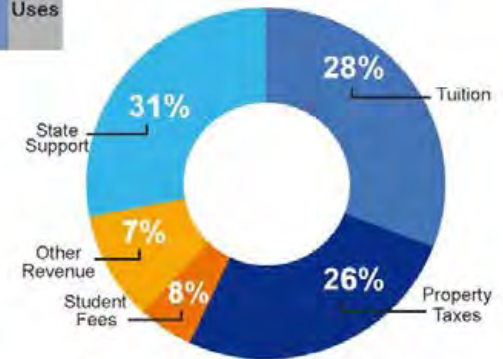
Key Goals:

- The College will leverage the federal Higher Education Emergency Relief Funds to the greatest extent possible.
- The College will continue its objective of restoring the General Fund Ending Fund Balance to policy limits.
- The College shall continue to invest in student success, access & equity, and regional economic strategic priorities.



As a steward of public funds, Lane Community College works to ensure responsible use of taxpayer and tuition dollars to achieve its mission. In collaboration with college departments, budgets are developed to support current operational needs and long term fiscal stability.

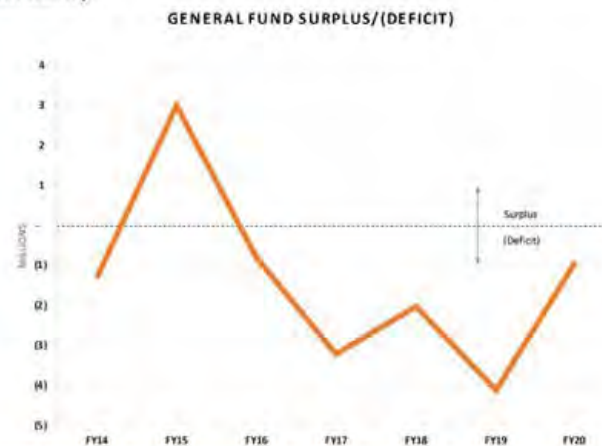
< Based on FY20 Actuals



FY22 General Fund Revenue

We focus on the general fund (or Fund 1) because it is the largest fund, and is considered an overall indicator of financial health. The general fund includes activities directly associated with the college's basic educational objectives.

The graph below compares College general fund revenue and expenditures. Looking into the future, the College will need to better align revenues and expenditures to maintain financial sustainability.



Schedule of Changes between FY22 Proposed, Budget Committee Approved, and Board Adopted Budget

The following table summarizes changes between the staff Proposed Budget, the budget approved by the Budget Committee, and the budget adopted by the Board of Education. Changes were made to budget all Fund IV estimated bond resources and to the position list in the approved stage. Updates to Special Revenue Fund VIII were made between the Approved Budget and the budget adopted by the Board of Education

Fund	Program	Staff Proposed Budget	Changes	Notes	Budget Committee Approved Budget	Changes to Approved Budget	Board Adopted Budget
General Fund I	Instruction	44,252,237	39,500	Position budget adjustment	44,291,737	-	44,291,737
	Instructional Support	6,832,351	-		6,832,351	-	6,832,351
	Student Services	9,996,194	65,248	Position budget adjustment	10,061,442	-	10,061,442
	College Support Services	18,487,442	(104,748)	Position budget adjustment	18,382,694	-	18,382,694
	Plant Operations & Maintenance	6,213,904	-		6,213,904	-	6,213,904
	Contingency	3,887,000	-		3,887,000	-	3,887,000
	Transfers Out	1,389,964	-		1,389,964	-	1,389,964
	Unappropriated Ending Fund Balance	2,600,000	-		2,600,000	-	2,600,000
		93,659,092	-		93,659,092	-	93,659,092

Schedule of Changes

2021-2022 Adopted Budget

Internal Service Fund II	College Support Services	745,000	-		745,000	-	745,000
	Contingency	50,000	-		50,000	-	50,000
		795,000	-		795,000	-	795,000
Debt Service Fund III	Debt Service	19,897,510	-		19,897,510	-	19,897,510
		19,897,510	-		19,897,510	-	19,897,510
Capital Projects Fund IV	Plant Additions	47,478,066	-		47,478,066	-	47,478,066
	Transfers Out	300,000	-		300,000	-	300,000
	Contingency	-	90,000,000	Budgeting all bond proceeds	90,000,000	-	90,000,000
		47,778,066	90,000,000		137,778,066	-	137,778,066
Financial Aid Fund V	Financial Aid	48,572,500	-		48,572,500	-	48,572,500
	Contingency	1,210,000	-		1,210,000	-	1,210,000
	Transfers Out	50,000	-		50,000	-	50,000
		49,832,500	-		49,832,500	-	49,832,500
Enterprise Fund VI	Student Services	1,295,000	-		1,295,000	-	1,295,000
	Contingency	300,000	-		300,000	-	300,000
	Transfers Out	1,205,000	-		1,205,000	-	1,205,000
		2,800,000	-		2,800,000	-	2,800,000
Early Retirement Fund VII	Instruction	5,925,739	-		5,925,739	-	5,925,739
		5,925,739	-		5,925,739	-	5,925,739
Special Revenue Fund VIII	Instruction	9,458,000	-		9,458,000	(100,000)	9,358,000
	Instructional Support	1,700,300	-		1,700,300	(200,000)	1,500,300
	Student Services	10,276,850	-		10,276,850	-	10,276,850
	Community Services	8,134,550	-		8,134,550	(600,000)	7,534,550
	College Support Services	1,205,300	-		1,205,300	(100,000)	1,105,300
	Plant Additions	-	-	HEERF usage for space modifications & seismic grant	-	1,000,000	1,000,000
		30,775,000	-		30,775,000	-	30,775,000
Administratively Restricted Fund IX	Instruction	2,418,129	-		2,418,129	-	2,418,129
	Instructional Support	1,269,015	-		1,269,015	-	1,269,015
	Student Services	4,283,271	-		4,283,271	-	4,283,271
	Community Services	2,245,250	-		2,245,250	-	2,245,250
	College Support Services	2,118,020	-		2,118,020	-	2,118,020
	Contingency	3,200,000	-		3,200,000	-	3,200,000
	Transfers Out	1,064,596	-		1,064,596	-	1,064,596
		16,598,281	-		16,598,281	-	16,598,281
			-			-	
Total Budget		268,061,188	-		358,061,188	-	358,061,188



INTRODUCTION

Lane County, Oregon

Lane County was established in 1851. Covering 4,722 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% 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: 48°, July: 82°
- Annual Precipitation: 46"
- Population: 381,365¹
- Median Age: 39.4 years²
- Assessed Value³: \$36,205,726,134
- Real Market Value³: \$67,907,097,613
- Principle Industries³: Lumber and wood manufacturing, agriculture, tourism, retail trade, education, and government.
- Top 10 Employers³: Peace Health, University of Oregon, Eugene 4J School District, City of Eugene, US Government, Oregon State Government, Lane County Government, Springfield School District, Lane Community College, McKenzie-Willamette Medical Center.
- Top 10 Taxpayers³: IP Eat Three LLC, CenturyLink, Verizon Communications Inc, Valley River Center, Comcast Corporation, Northwest Natural Gas Co, Shepard Investment Group LLC, McKenzie Willamette Regional Medical Ctr., Weyerhaeuser NR Company, Weyerhaeuser Company.³

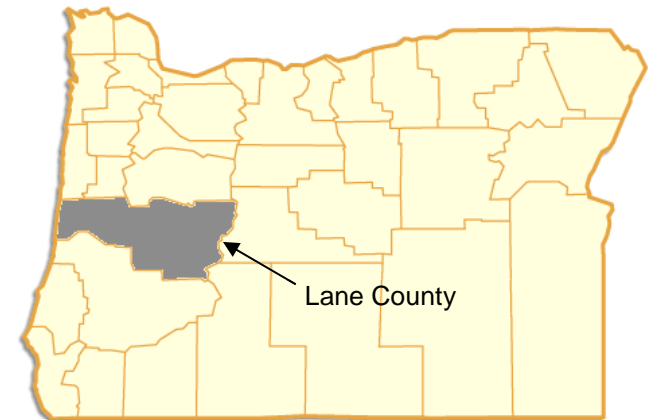


Table 1: Economic and Educational Indicators (February, 2021)

Economic Indicator	Lane County	Oregon	Educational Indicator (pop. 25 and over)	Lane County 265,070	Oregon 2,246,989
Labor Force ¹	148,200	2,152,206	Non-HS graduate ⁷	9%	10%
Median Home Value ⁴	\$293,300	\$354,600	High school degree or higher ⁷	24%	23%
Median Monthly Rent ⁴	\$909	\$1,063	Some college ⁷	29%	26%
Renter-occupied housing ⁴	38%	38%	Associate’s degree ⁷	9%	9%
Unemployment Rate ¹	6.3%	6.1%	Bachelor’s or higher ⁷	29%	32%

Sources: (1) www.qualityinfo.org; (2) www.census.gov; (3) www.lanecounty.org; (4) www.city-data.com; (5) www.usclimatedata.com; (6) <http://www.bls.gov>; (7) Lane Community College Program Demand Gap Analysis: Economic Overview and Review of Academic Programs, December 2020, EMSI

Institutional Overview

Lane Community College, founded in 1964, is a comprehensive community college dedicated to transforming lives through learning. The College fulfills its promise to the community by providing access to higher education, supporting student success, and ensuring its mission, core values, programs, and services reflect community values and needs.

Lane's service district represents approximately 380,000 residents, slightly less than 10% of Oregon's population. The district encompasses 5,000 square miles, which includes most of Lane County from the Pacific Ocean to the Cascade Mountains, as well as individual school districts in Benton, Linn, and Douglas Counties. Lane's 314-acre campus is located in southeast Eugene and the College offers classes and services at a number of other locations, including the Mary Spilde Center in downtown Eugene, and centers in Cottage Grove, Florence, the Eugene Airport, and outreach sites within the district. Lane employs more than 875 employees who serve almost 21,000 students annually. Approximately 50% are credit students, 18% are College Now credit students, and 33% are non-credit students. During fall term 2020, 39.5% of credit students were enrolled full-time, however only 14% of credit students were enrolled full-time for the entire academic year. The College had a total of 7,354 full-time-equivalent (FTE) students in the 2019-2020 academic year. Credit student enrollment accounts for approximately 87.9% of total FTE.

Students come to Lane with a variety of goals, including transfer to a four-year college or university, career technical education, foundational skills development, and life-long learning. All students at Lane benefit from a broad range of options for their education and support, as the College provides comprehensive programming to meet the needs of both students and community.

Transfer. Students who come to Lane with the goal of transfer to a four-year institution in the arts and sciences are guided by Transfer Guides. These guides help students in their pursuit of a transfer degree through Lane's School of Arts and Sciences. Lane has a strong association with its neighbors - the University of Oregon, Oregon State University, and the Oregon Health Sciences University. In November 2018, new articulation agreements were created with Bushnell University (formerly known as Northwest Christian University) and the Oregon State University College of Business, which will allow transfer students to earn a bachelor's or master's degree in less time and at a lower cost. Four global pathways to complete a bachelor's degree are also offered to Lane students: an International Business Management 2 + 1 in France, a Graphic Design 2 + 1 in New Zealand, a Global Tourism and Business in Australia, and a Global U.K. Transfer in England and Wales. In addition, Lane students who choose to pursue a career technical degree through the College's School of Professional and Technical Careers benefit from an ever-increasing number of opportunities to extend their associate's degree by continuing to a four-year college or university.

Career and Technical Education. Lane has continued the tradition of career and technical education begun in 1938 by its precursor, the Eugene Vocational School. Since that time, the College has greatly expanded services and programs to meet the community's changing needs. Today, Lane offers applied degrees and certificates in a wide range of technical program areas, from health professions to advanced technology and trades.

Foundational Skills. Lane students access many developmental courses to improve their foundational skills in reading, writing, and math in preparation for pursuing a college-level educational goal. Lane's offerings include Academic Learning Skills, Adult Basic and Secondary Education, and English as a Second Language.

Extended Learning. The College offers a wide array of courses through its Continuing Education and Small Business Development Programs. Classes are designed to support lifelong learning in areas such as creative arts, health and wellness, small business development, and training for the incumbent and emerging workforce.

Accreditation. 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 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.

During the 2013-2014 academic year, the College completed a comprehensive accreditation self-study and hosted an accreditation visit from representatives of the Northwest Commission on Colleges and Universities. The College's accreditation was reaffirmed, with the commission commending the College for its emphasis on student success; student support services; strong policy leadership by the board; transparency and integrity; innovative work attracting national distinction in areas such as student success, sustainability, and College leadership; a comprehensive library; and diligence in addressing student loan default rates. The College was advised to continue its work in integrating planning and institutional effectiveness efforts, enhancing the governance system, assessing student learning outcomes, scaling up its pilot program review process, implementing its cultural competency policy, and expanding communications related to student complaint procedures. During 2019-2020, the College completed the Year 6 Policies, Regulations and Financial Review Report, and is continuing its self-study process in preparation for the Year 7 Annual Report and Northwest Commission on Colleges and Universities site visit in the Fall of 2021.

Finances. The State Higher Education Executive Officers (SHEEO) Association reported for fiscal year 2019 that Oregon ranks 32nd in the nation in terms of educational funding per FTE. In addition, the report states that the 2019 national average education appropriations per FTE were \$8,196, which was approximately \$1,500 per FTE greater than Oregon's appropriation.¹ Oregon community colleges receive funding through three primary sources: state allocation of funds through a biennial state budget, student tuition and fees, and a county-based property tax. During the previous economic recession, the state significantly reduced funding for community colleges. To compensate for the loss in revenue, tuition and fees were increased and now comprise more than 35% of Lane's general fund revenues. As a result, the College budget is highly sensitive to enrollment fluctuations. This trend was exacerbated by the impact of COVID-19 on the College, evidenced by substantial declines in enrollment and a significant decline in tuition and fee revenues. The College received federal Higher Education Emergency Relief Fund (HEERF) awards to defray institutional costs related to coronavirus, and to provide emergency financial aid grants for students. The HEERF awards are appropriations outlined in the Coronavirus Aid, Relief, and Economic Stability (CARES) Act, the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA), and the American Rescue Plan Act (ARPA).

The College provides benefits to the community, both in terms of economic growth and investment. In 2018-2019, the college's net economic impact to the community was \$721.3 million or 10,777 jobs supported (EMSI, 2020).² This impact is comprised of \$109.1 million operations spending, \$29.1 million student spending, and \$583.1 million alumni impact. Furthermore, the college's relationship with the community enables Lane to strategically provide programs and services to student as they develop, progress toward, and achieve their goals.

We are the community's college...Transforming lives through learning

¹ State Higher Education Finance Report (2019), State Higher Education Executive Officers Association

² The Economic Value of Lane Community College, August 2020, EMSI

Enrollment and Degree Statistics

2021-2022 Adopted Budget

Enrollment Statistics	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Unduplicated Headcount	37,561	38,671	37,254	33,695	30,449	28,219	26,176	25,793	24,259	20,957
Full-time Equivalent Student	15,417	15,375	14,015	12,312	10,464	9,250	8,716	8,295	8,077	7,354

Lower Division Transfer Awards

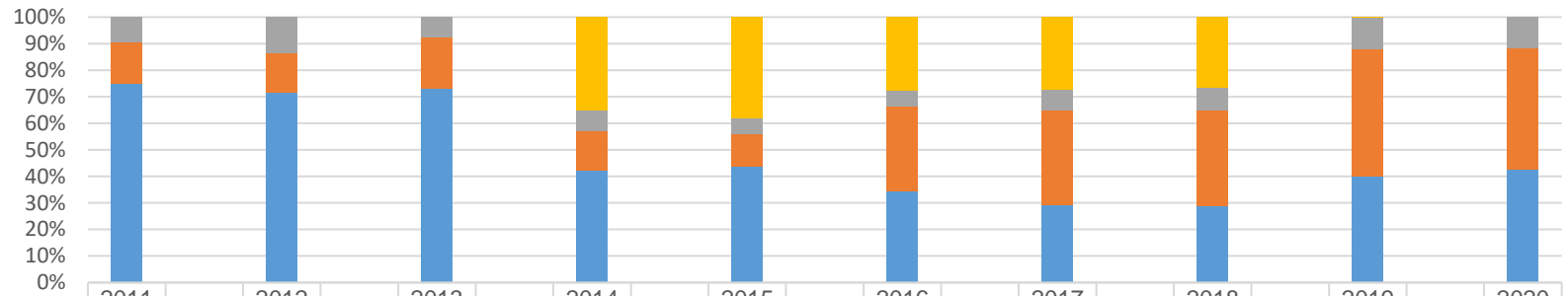
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
AAOT/ASOT	418	474	573	454	482	468	441	536	470	552
Associate of General Studies	86	97	150	158	136	429	539	667	567	593
Associate of Science	54	90	61	87	65	81	118	165	144	150
Oregon Transfer Module	-	-	-	376	422	376	412	491	1	-
Total Transfer Awards	558	661	784	1,075	1,105	1,354	1,510	1,859	1,182	1,295

Technical Awards

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Associate of Applied Science	418	558	548	637	487	493	398	357	331	352
Certificate	390	434	526	543	417	545	416	448	509	408
Apprentice: Assoc. of Applied Science	-	-	-	-	1	-	2	-	2	24
Total Technical Awards	808	992	1,074	1,180	905	1,038	756	805	842	784

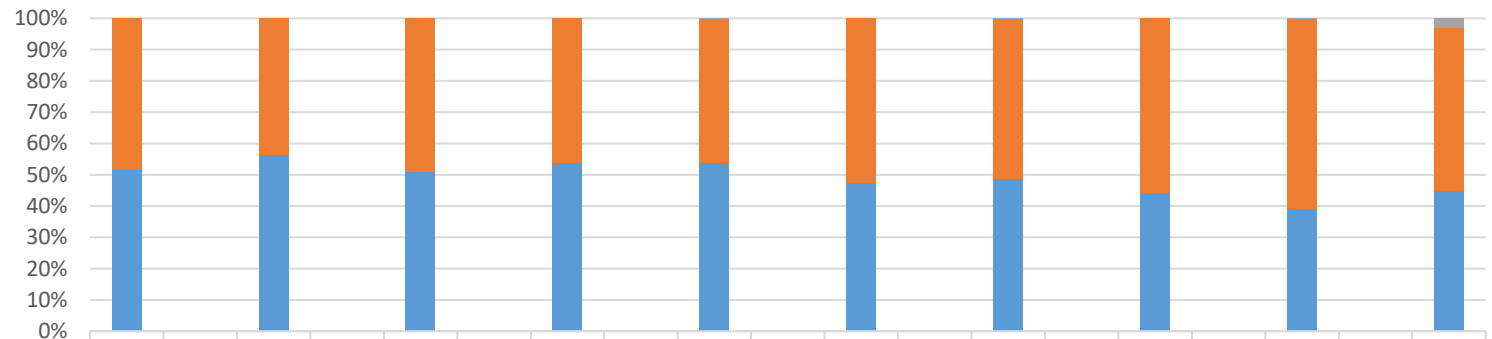
Total Awards	<u>1,366</u>	<u>1,653</u>	<u>1,858</u>	<u>2,255</u>	<u>2,010</u>	<u>2,392</u>	<u>2,266</u>	<u>2,664</u>	<u>2,024</u>	<u>2,079</u>
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Chart 1: Lower Division Transfer Awards



	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
■ Oregon Transfer Module	-	-	-	376	422	376	412	491	1	-
■ Associate of Science	54	90	61	87	65	81	118	165	144	150
■ Associate of General Studies	86	97	150	158	136	429	539	667	567	593
■ AAOT/ASOT	418	474	573	454	482	468	441	536	470	552

Chart 2: Technical Awards



	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
■ Apprentice: Assoc. of Applied Science	-	-	-	-	1	-	2	-	2	24
■ Certificate	390	434	526	543	417	545	416	448	509	408
■ Associate of Applied Science	418	558	548	637	487	493	398	357	331	352

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

Holli Johnson, African American/Black Student Success Program Coordinator, Eugene
Appointed March 3, 2021, term expires June 30, 2021
Zone 1-Western

Angela VanKrause, Healthcare/Financial Analyst, Eugene
Elected July 1, 2019, term expires June 30, 2023
Zone 2-Northern

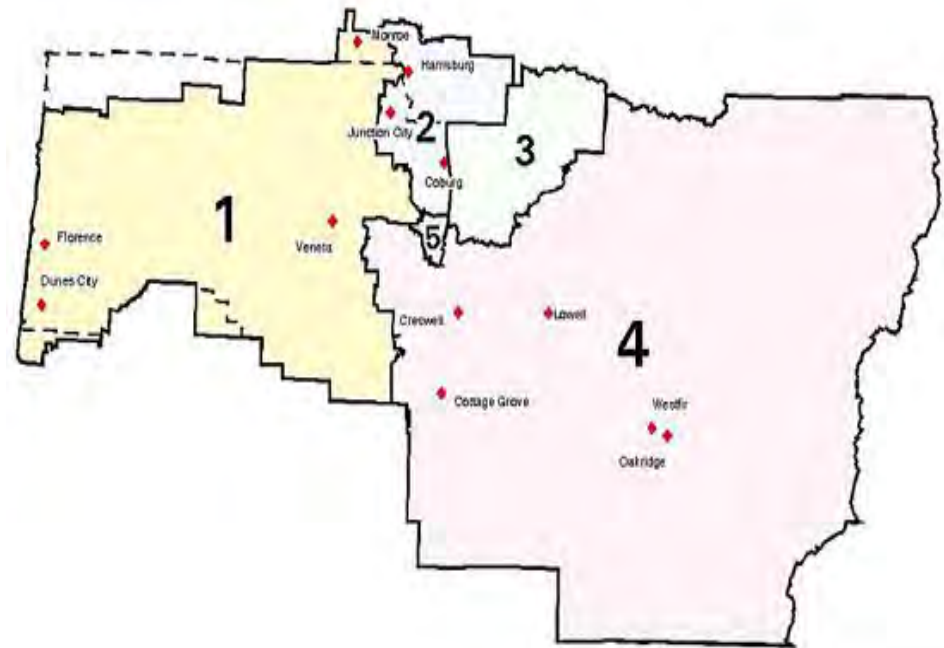
Mike Eyster, Retired Higher Ed. Administrator, Springfield
Elected July 1, 2017, term expires June 30, 2021
Zone 3-Marcola and Springfield

Matt Keating, Creative Marketing Consultant, Eugene
Elected July 1, 2017, term expires June 30, 2021
Zone 4-Eastern

Chelsea Jennings, Field Director, Eugene
Appointed July 11, 2019, term expires June 30, 2021
Zone 5 - Central Eugene

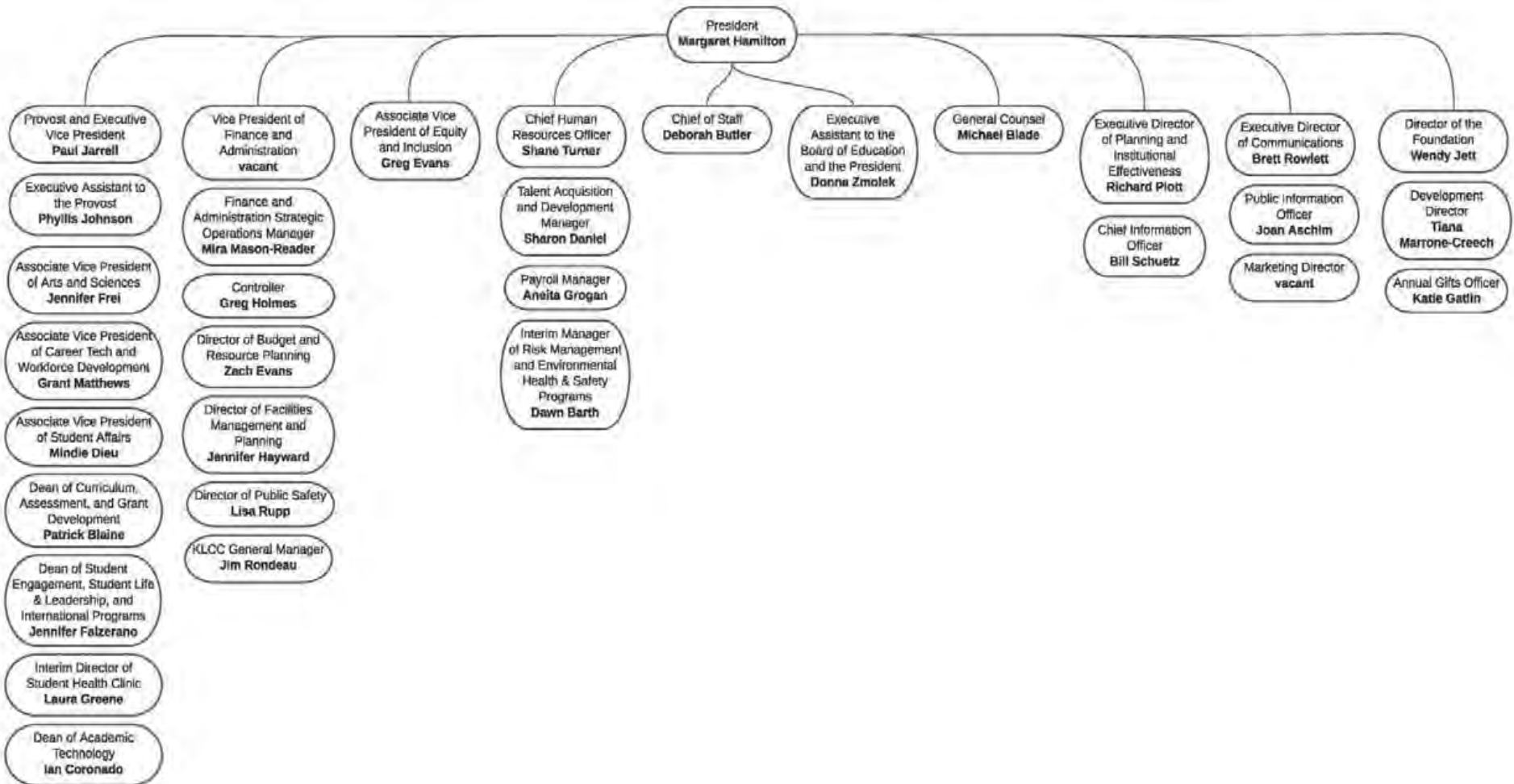
Rosie Pryor, Retired Marketing and Strategy Officer, Eugene
Elected July 1, 2019, term expires June 30, 2023
At-Large, Position 6

Lisa Fragala, Licensed Professional Teacher, Eugene
Elected July 1, 2019, term expires June 30, 2023
At-Large, Position 7



Lane Community College
Org Chart

updated 02/10/21





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 Themes

**Responsive Community Engagement
Accessible and Equitable Learning Opportunities
Quality Educational Environment
Individual Student Achievement**



Values

Learning

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

Diversity

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

Innovation

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

Collaboration and Partnership

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

Integrity

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

Accessibility

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

Sustainability

Integrating practices that support and improve the health of systems that sustain life
 Providing an interdisciplinary learning environment that builds understanding of sustainable ecological, social and economic systems, concern for environmental justice, and the competence to act on such knowledge
 Equipping and encouraging all students and staff to participate actively in building a socially diverse, just and sustainable society, while cultivating connections to local, regional, and global communities



Strategic Directions

Lane Transforms Students' Lives Through Learning

We acknowledge that students occupy many roles, including those of family members, workers, members of social groups, and citizens of an increasingly interconnected world.

We provide educational experiences, support services, and institutional structures that enhance student learning and success.

In our work inside and outside of the classroom, and in our daily interactions with students and one another, we aim to empower all students; we encourage students to grow, to take risks, and to assume responsibility for succeeding in all aspects of their lives.

Commitment to Student Learning and Success

Foster a collegewide culture of service to student learning, academic excellence, and success

Define, build shared understanding, and implement practices that lead to student learning and success

Improve communications, services, systems, and structures to maximize access and opportunity for all students

A Culture of Teaching, Learning, and Innovation

Support teaching, learning, assessment, and innovation through faculty research and scholarship

Develop cross-disciplinary structures and supports to improve collaboration and innovation in Lane's programs and services

Provide professional development opportunities for faculty, staff, and managers that advance teaching and learning at Lane

Build capacity to expand and support online teaching, learning, and educational resources

Access, Equity, and Inclusion through Social Justice

Integrate principles of social justice throughout the college learning and working environment

Develop a culture of inclusivity and respect through dialogue, outreach, education, and equitable policies and practices

Improve recruitment, retention, and support of diverse students, faculty, staff, and managers

Strengthened Community

Foster a sense of college community through engagement, dialogue, transparency, and leadership development of Lane faculty and staff

Identify, evaluate, and agilely respond to evolving community needs, issues and opportunities

Strengthen the effectiveness of collaborative partnerships with employers, advisory boards, K-12 school districts, universities, and community organizations

Financial and Environmental Stewardship

Develop planning, decision-making, and resource allocation structures for programs and services to achieve optimal enrollment levels, student affordability, and fiscal sustainability while continuing to support a high-quality teaching and learning environment

Implement environmental sustainability principles and practices

Increase adaptive capacity in our staff, students, community, and built environment to create organizational and environmental resilience





OVERVIEW

Lane Community College	
2021 - 2022 Budget Committee	
Ian Winbrock	Holli Johnson
Clarissa Parker	Angela VanKrause
Holle Bauer Schaper	Mike Eyster
Kevin Matthews	Matt Keating
Siobhan Cancél	Chelsea Jennings
Hillary Kittleson	Rosie Pryor
Celine Swenson Harris	Lisa Fragala

How You Can Get Involved

Public comment is an important component of the Budget Committee meetings. Members of the public are encouraged to express their views on the proposed budget. All meetings of the Lane Community College Budget Committee and Board of Education are open to the public, and most of them include a public comment period. Due to COVID-19 precautions, meetings are being held remotely and will be available through Lane Community College's event streaming page: <https://www.lanecc.edu/live>.

Any individual may provide public comment by registering in advance at <https://Lanecc.edu/budget/budget-committee-current-fy>. Registrants will receive a confirmation email with instructions to join the webinar via a unique web link.

Budget Development Process

Lane Community College conforms to Oregon Local Budget Law by following the process outlined below. 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 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.

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, students, and other stakeholders

IV Public Notice

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



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

V Budget Committee Meeting(s)

At least one Budget Committee meeting is held to 1) review the budget message and the document, 2) hear the public, 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, the Board of Education holds a budget hearing. The Budget Officer publishes a summary of the approved budget and a Notice of Budget Hearing.

VIII Budget Hearing

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

IX Adoption

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

X Budget Filed and Levy Certified

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

Budget Amendment Process

Budget estimates as shown in the Budget Document may be amended by the Board of Education 1) prior to formal adoption or 2) after formal adoption if amendments are adopted prior to the commencement of the budget fiscal year and the amount of estimated expenditures for each fund is not 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.

This section presents the major operating resource categories for Lane’s primary operating Funds I and IX, and the methodologies used to analyze and forecast each category.

Figure 1: Operating Resource Categories, Funds I and IX



State Funding

The College receives funding from the State of Oregon Department of Community Colleges and Workforce Development (CCWD) through a biennial allocation, paid quarterly to each of Oregon’s 17 community colleges. The total amount funded to CCWD is allocated to each community college district based upon a formula that factors rolling three-year full time equivalent (FTE) student enrollment and property tax revenue into a distribution formula. Enrollment gains relative to other colleges have a positive correlation to state funding allocations, while property tax increases have a negative correlation.

Figure 2: Oregon Community Colleges State Funding Formula

$$\epsilon = \frac{\text{(Next year's imposed property tax revenue(1) + General Fund appropriations by the Legislature)}}{\text{Total Weighted Reimbursable FTE(2)}}$$

- (1) Imposed property tax revenues do not include (i) taxes levied or imposed by a community college district to provide a public library system established prior to January 1, 1995, (ii) property taxes raised by Local Option Levies and General Obligation Bond Levies, (iii) base payments of \$720 per FTE up to 1,100 and \$360 per FTE for unrealized enrollments between actual enrollment numbers and 1,100 FTE, as adjusted pursuant to OAR 589-002-0100(8)(a), (iv) COD payments, and (v) any other payments directed by the BOE or the Legislature.
- (2) Reimbursable FTEs are calculated based on a three-year weighted average of reported reimbursable FTE submitted by the community college districts to CCWD. Residents of the State and the states of Idaho, Washington, Nevada, and California shall be counted as part of each community college district's reimbursable enrollment base, but only for those students who take part in coursework offered within Oregon's boundaries. The biennial growth management component is applied to each college's actual annual FTE and the result is weighted as follows: prior year enrollment weighted at 40%, second year prior enrollment weighted at 30%, and third year prior enrollment weighted at 30%.

When forecasting Lane’s state funding revenues, staff assess the economic, budgetary, and political environment in the state to project total CCWD funding levels. They then estimate enrollment and property tax levels at Lane and the other 16 community colleges in the state. During the biennial funding cycle, budget and finance staff often model multiple total funding scenarios, as it is not possible to predict the ultimate outcome of legislative budget sessions.

Property Taxes

Lane receives property taxes based upon assessed property values in a majority of Lane County and small portions of Linn, Benton, and Douglas Counties. A tax rate limitation was established in 1990 as the result of an amendment to Article XL Section 11b of the Oregon Constitution, often called “Measure 5.” Measure 5 limits education taxes to \$5 per 1,000 of the taxable real market value of property. If taxes on a property exceed the \$5 limit, tax rates are compressed, thereby reducing revenue received by the college. Property tax revenues are incorporated into the state funding formula as illustrated on page 14, and are thus subject to equalization across all 17 community college districts. When forecasting property tax revenues, staff review county records for assessed value and collection rates, actual collections, and housing market trends and forecasts.

Tuition

Credit students at Lane pay a per-credit tuition rate based upon their residency status. Tuition revenue is forecast through term-by-term enrollment trend analysis, review of external and environmental factors (such as economic and employment conditions, high school graduation rates, and financial aid regulatory changes), application of tuition rate changes, and offsets such as tuition waivers and discounts.

Student Fees

There is a variety of student fees for credit and non-credit students at Lane that factor into revenue forecasts and projections:

- The temporary **Emergency Fee** is assessed to all credits students at a rate of \$10 per credit for FY22. The fee was established for Winter and Spring terms of 2021 to cover expenses related to the disruption of campus operations due to coronavirus. **Relief funds will be used to provide a direct dollar-for-dollar credit for this fee to student accounts. Student cost of attendance will not increase as a result of the Emergency Fee.**
- The **Technology Fee** is assessed to all credit students at a rate of \$11 per credit. The fee helps cover the cost of technology used to run classes and serve students through technology-enhanced “smart” classrooms, online courses, Wi-Fi, internet access, computer labs, and staff support.
- Students taking credit classes on main campus are assessed a **Transportation Fee** of \$27 per term. This fee pays for expenses related to parking lot maintenance and security, as well as providing all credit students with a Lane Transit District (LTD) bus pass for the term. Credit students taking classes at locations other than main campus pay \$5 per term for transportation fees. This pays for expenses related to parking lot maintenance and security at outreach sites. Proposals for special transportation projects are reviewed and voted on by a Transportation Fee Committee. Past projects include a covered bike parking structure and purchase of a fleet of bikes that are loaned to students on a per-term basis at no cost.
- Main campus credit students also pay a \$61.52 per term **Student Activity Fee**. The fee is assessed annually by the Board of Education, based on recommendations from the Student Activity Fee Committee and the President, and is used to support student activities and services.
- The **Student Health Fee** of \$45 per term is paid by students taking credit courses on main campus and is used to fund the College’s Health Clinic.
- Credit students enrolling in their first term at Lane are assessed a one-time, \$30, **One-Time Credit Enrollment Fee**. This fee helps cover the cost of placement testing and degree evaluation.
- Students taking online and hybrid courses pay a \$10 per credit **Online Credit Fee** with a cap at \$50 to support online course development, technological support, tutoring support and quality assessment.
- Students in high-cost health professions and advanced technology programs pay **Differential Fees** that vary by program and help offset cost differentials in these programs.
- Students pay class fees that go into an **Income Credit Program (ICP)** fund for a variety of consumable, class-specific materials, supplies and equipment. These vary by class and are usually expensed in the year in which they are received.
- Continuing Education students pay **Continuing Education Course Fees**, which vary by course.

Staff forecast student fee revenue based upon credit enrollment and headcount projections, new credit student headcount projections, program-specific enrollment, fee rate changes, and trend analysis.

Other Fees and Charges

Other fees and charges include charges for bad debt provision (contra-revenue), facilities rental, late charges, admissions fees, and other miscellaneous user fees and charges. These are projected using trend analysis and analysis of program-specific plans and activities.

Administrative Recovery

The general fund receives administrative recovery from several sources:

- The Lane Community College Foundation reimburses the general fund for some staff salaries, based on actual payroll and benefit expenses.
- The College receives revenue from grant programs it administers. Revenue is based upon the chargeback or administrative rate, which varies by grant. This is forecast by reviewing the College's current grant portfolio and anticipated new grant activity.
- Finally, the College receives funding for administering student Pell grants at a rate of \$5 per student per term. This is forecast through Pell enrollment projections.

Gifts and Donations

A primary source of gift and donation revenue in Funds I and IX is membership contributions through the College's radio station, KLCC FM. Membership contributions are forecast through trend analysis and radio station strategic planning metrics. Another primary source of gift and donation revenue is the Lane Community College Foundation through program support and student scholarships. Other sources of gifts and donations come from specific program-support donations.

Sale of Goods and Services

This category includes revenue from Specialized Support Services (S3) contracts, KLCC FM underwriting, dental clinic billing, and other miscellaneous sales revenue. Revenue is forecast by program-specific trend analysis and activity projections.

Other Revenue Sources

Other revenue sources include interest income, credits, rebates, and miscellaneous other revenue. Revenues in this category are forecast individually by activity. Interest income is forecast by analyzing the College's investment portfolio and return rates. Other revenues in this category are forecast using trend analysis and activity projections.

Operating Transfers In

This category includes interfund operating transfers for items such as program support and salary reimbursement. These transfers are forecast based on a standard budgetary transfer schedule, and analysis of program or activity changes.

Table 2: Summary of Resource Categories, Data Sources and Key Forecasting Variables/Assumptions

Resource Category	Data Sources	Key Forecasting Variables/Assumptions
Intergovernmental		
State Funding	<ul style="list-style-type: none"> • CCWD funding worksheet • State economic and political environmental scanning and analysis • Lane enrollment trends and projections • Enrollment trends and projections from other community colleges • Property tax revenues 	<ul style="list-style-type: none"> • Biennial funding base • Lane enrollment • Other Oregon community colleges’ enrollment • Lane property tax revenue • Other Oregon community colleges’ property tax revenue
Property Taxes	<ul style="list-style-type: none"> • County assessed value and collection rates, actual collections, housing market trends and forecasts 	<ul style="list-style-type: none"> • % increase/decrease
Tuition and Fees		
Tuition	<ul style="list-style-type: none"> • Credit enrollment trends • Environmental scanning and analysis • Actual receipts 	<ul style="list-style-type: none"> • Tuition rate • Enrollment % change
Student Fees	<ul style="list-style-type: none"> • Credit enrollment and headcount trends • Program-specific plans and analysis • Actual receipts 	<ul style="list-style-type: none"> • Fee rates • Enrollment % change
Other Fees and Charges	<ul style="list-style-type: none"> • Credit enrollment • Service and activity levels • Program-specific plans and analysis • Bad debt write offs, receivable and collections trends, balance sheet analysis 	<ul style="list-style-type: none"> • Service and activity changes • Collection rates

(Continued)

Resource Category	Data Sources	Key Forecasting Variables/Assumptions
Administrative Recovery	<ul style="list-style-type: none"> • Administrative recovery schedules • Pell credit enrollment • Grant activity • Foundation staff position list 	<ul style="list-style-type: none"> • Standard schedule • Staffing and activity changes
Gifts and Donations	<ul style="list-style-type: none"> • KLCC FM membership trends and forecasts • Foundation program support activity 	<ul style="list-style-type: none"> • KLCC FM membership % increase/decrease • Foundation activity
Other Revenue	<ul style="list-style-type: none"> • Credit and continuing education enrollment • Actual receipts • Investment rates and portfolio • Department plans and forecasts 	<ul style="list-style-type: none"> • Service and activity changes • Investment portfolio and return rates
Sale of Goods and Services	<ul style="list-style-type: none"> • Service and activity levels • Actual receipts • Department plans and forecasts 	<ul style="list-style-type: none"> • Service and activity changes
Transfers In		
Operating Transfers In	<ul style="list-style-type: none"> • Budgeted transfers • Actual transfers • Scheduled updates 	<ul style="list-style-type: none"> • Standard schedule

Table 3: History of Resources, Funds I and IX

Category	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
State Funding*	26,306,900	26,429,900	24,751,100	30,363,300	31,213,000	31,421,400	27,230,100	24,884,600	22,538,700	25,645,000
as % Total	13.03%	13.21%	13.35%	13.42%	12.84%	11.46%	9.94%	8.67%	7.97%	7.99%
CCWD Funding Allocation										
Property Taxes	15,693,300	15,746,500	16,292,300	16,513,100	17,527,800	18,013,800	18,746,800	19,728,800	21,173,200	21,522,000
	42,000,200	42,176,400	41,043,400	46,876,400	48,740,800	49,435,200	45,976,900	44,613,400	43,711,900	47,167,000
as % Total	41.80%	41.10%	42.20%	48.60%	51.40%	52.90%	52.40%	50.60%	49.80%	50.00%
Tuition	38,216,100	37,729,000	35,951,600	31,818,900	27,904,500	23,956,600	23,730,100	23,208,900	22,872,600	24,116,800
Student Fees	8,441,800	8,449,800	8,354,900	7,597,400	7,041,300	6,472,300	7,680,500	9,365,900	9,404,200	8,516,600
Other Fees & Charges	1,660,200	1,550,200	1,492,400	1,468,300	1,431,300	1,411,200	1,325,900	1,325,800	1,305,100	715,900
	48,318,100	47,729,000	45,798,800	40,884,600	36,377,100	31,840,100	32,736,500	33,900,600	33,581,900	33,349,300
as % Total	48.10%	46.50%	47.00%	42.40%	38.40%	34.10%	37.30%	37.90%	38.20%	35.40%
Administrative Recovery	1,357,900	557,600	1,128,400	571,100	1,293,700	1,889,700	1,985,100	1,898,000	4,096,800	2,016,400
Gifts & Donations	961,000	1,066,800	1,030,600	900,300	1,194,500	1,139,500	1,217,100	1,235,400	1,457,800	1,754,800
Other Revenue Sources	3,549,200	3,849,200	3,595,300	2,990,000	2,986,900	2,650,800	1,246,700	1,211,700	1,185,300	6,355,700
Sale of Goods & Services	1,886,700	2,383,200	2,297,900	2,298,800	2,619,000	3,158,500	2,938,700	2,656,400	2,588,900	2,276,800
	7,754,800	7,856,700	8,052,200	6,760,000	8,094,100	8,838,500	7,387,600	7,001,500	9,328,800	12,403,700
as % Total	7.70%	7.70%	8.30%	7.00%	8.50%	9.50%	8.40%	7.80%	10.60%	13.20%
Operating Transfers In	2,328,200	4,819,800	2,455,500	1,884,500	1,619,000	3,294,700	1,559,100	2,605,300	1,176,100	1,334,200
as % Total	2.30%	4.70%	2.50%	2.00%	1.70%	3.50%	1.80%	2.90%	1.30%	1.40%
Total All	100,401,300	102,582,900	97,349,900	96,405,500	94,831,000	93,408,500	87,660,100	88,120,800	87,798,700	94,254,200

Source: Lane Community College Budget Office, Banner/CAFR

*Adjusted for 4th quarter payment

Operating Requirements

This section presents the major operating requirement categories for Lane’s primary operating Funds I and IX, and the methodologies used to analyze and forecast each category.

Figure 3: Operating Requirement Categories, Funds I and IX



Contracted Salaries and Wages

This expenditure category includes salaries and wages for contracted faculty, contracted classified staff with assignments of .5 to 1.0 full time equivalency (FTE), and contracted management employees.

Each contracted employee position is tracked in the College’s position list database system. Using the position database, position-by-position salary forecasts are calculated. The calculations consider level, step, vacancy status, FTE assignment, and salary schedule/cost of living adjustments. A “swirl” factor is applied to contracted personnel forecasts, which is the savings realized through contracted personnel attrition, and hiring that occurs after the base projection position list is developed. This swirl factor is analyzed annually and the ten-year average is 2.0%.

Part-Time Salaries and Wages

All non-contracted salaries and wages are classified as part-time. These include part-time and non-credit faculty (adjunct faculty), faculty overload, hourly classified staff, classified overtime, hourly management assignments, and student workers. Part-time expenditures are forecast using historical trend analysis, regression analysis, department-by-department enrollment trends and contracted employee levels, and application of step and salary schedule/cost of living adjustments.

Other Payroll Expenses (OPE)

This category includes all personnel-related expenditures outside of salaries and wages. A breakdown of OPE expenditures is shown in table 4 below.

Table 4: Fiscal Year 2020 Actual OPE Expenditures - All College Funds

Category	Amount	% Total
Medical insurance	\$12,400,315	45.90%
Oregon Public Employees Retirement System (PERS)	6,928,529	21.10%
Pension obligation bond payments	5,293,000	15.80%
FICA (social security & Medicare)	3,998,516	13.30%
Employee assistance program	17,284	0.10%
Employee tuition waiver program	696,059	1.40%
Classified benefit stipend	140,625	0.50%
Other miscellaneous expenses	166,228	1.30%
Unemployment insurance	290,572	0.30%
Workers compensation	115,428	0.30%
Total All	\$30,046,556	100.00%

The College allocates OPE by applying a blended rate to 1) contracted salaries and wages, 2) part-time faculty, classified staff, and managers, and 3) a flat 10% rate to student workers. Contracted and part-time rates are calculated by estimating total salary and wage bases, updating and applying payroll tax and PERS rates, then updating and allocating other costs. A history of OPE rates is presented in table 5.

Table 5: 15-Year OPE Rate History

Fiscal Year	07	08	09	10	11	12	13	14	15	16	17	18	19	20	21
Contracted Rate (%)	51.5	55.8	50.4	55.5	55.5	59	63	65	64	64	64	65	65	64	65
Part-Time Rate (%)	31.1	34.5	30.3	31.2	31.2	35	36	37	38	38	38	39	39	38	37
Student Rate (%)	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10

The College has been able to stem OPE significant rate escalation in recent years due to containment of medical insurance costs, and mitigation of PERS rate increases through pension bond investment and PERS reserve funds. The College also transitioned all contracted employees to Oregon Educators Benefit Board (OEBB) health plans in FY20. The FY22 OPE rates for contracted salaries increased 2% and part-time wages increased 3% from FY21 rates.

Direct OPE Rate

When developing pro forma analyses for contract negotiations related to step and salary schedule increases, staff use a “Direct Rate” of 25%, which represents the variable additional costs (payroll taxes and PERS) applied to increased salary bases.

Materials and Services

This broad expenditure category includes instructional and office supplies, contract and professional services, travel, fees and dues, and facilities and equipment maintenance. A subset of materials and services is categorized as mandatory expenditures, which are general fund expenses that are legally, contractually, or operationally required and serve the entire College. Staff forecast materials and services expenditures using historical trend analysis, analysis of changes in mandatory expenditures, and program-specific trend analysis and activity projections.

Capital Outlay

Capital outlay encompasses land, buildings, improvements, machinery and equipment with a depreciable value of \$10,000 or more. It also includes library books with depreciable useful life exceeding two years. An annual allocation is provided from the general fund to prioritized departmental capital needs through the department planning process.

Goods for Resale

Goods for resale are items purchased for resale and include parking and bus passes, food, and books. Staff forecast goods for resale using trend analysis, enrollment projections, and program-specific activity and sales projections.

Operating Transfers Out

This category includes interfund operating transfers for items such as program support, salary reimbursement, institutional financial aid match obligations, and capital maintenance and investments. These transfers are forecast based on a standard budgetary transfer schedule and analysis of program or activity changes.

Table 6: Summary of Requirement Categories, Data Sources and Key Forecasting Variables/Assumptions

Requirement Category	Data Sources	Key Forecasting Variables/Assumptions
Personnel		
Contracted Salaries & Wages	<ul style="list-style-type: none"> • Position list • Salary schedules by employee group • Step and salary schedule adjustments or contract negotiation parameters • Swirl factor 	<ul style="list-style-type: none"> • Staffing levels • Contract negotiations
Part-Time Salaries % Wages	<ul style="list-style-type: none"> • Enrollment and activity levels • Contracted staffing levels • Step and salary schedule adjustments or contract negotiation parameters 	<ul style="list-style-type: none"> • Enrollment levels • Contracted staffing levels • Contract negotiations
Other Payroll Expenses (OPE)	<ul style="list-style-type: none"> • Actual collections and expenses • Base salary levels • PERS rates • Contract negotiation parameters, including medical insurance 	<ul style="list-style-type: none"> • Staffing levels; total salaries and wages • Health insurance premiums • PERS rates
Other Expenditures		
Materials & Services	<ul style="list-style-type: none"> • Enrollment and activity levels • Actual expenditures • Mandatory requirements • Department plans and forecasts 	<ul style="list-style-type: none"> • Enrollment and activity levels • Mandatory changes
Capital Outlay	<ul style="list-style-type: none"> • Capital outlay allocation • Department plans and forecasts 	<ul style="list-style-type: none"> • Allocation funding
Goods for Resale	<ul style="list-style-type: none"> • Sales revenue • Actual expenditures • Department plans and forecasts 	<ul style="list-style-type: none"> • Enrollment and activity levels • Sales forecasts
Transfers Out		
Operating Transfers Out	<ul style="list-style-type: none"> • Budgeted transfers • Actual transfers • Scheduled updates 	<ul style="list-style-type: none"> • Standard schedule

Table 7: History of Requirements, Funds I and IX

	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20
Personnel										
Contracted Salaries & Wages	33,962,200	35,414,900	36,142,700	37,152,900	36,913,200	35,014,900	35,846,900	35,530,200	35,945,800	37,433,900
Part-Time Salaries & Wages	16,400,000	17,790,500	17,775,400	16,082,100	12,623,100	12,873,800	12,246,400	12,028,100	12,108,000	11,866,700
Other Payroll Expenses (OPE)	21,739,000	26,712,300	28,637,300	27,609,900	26,823,700	26,862,600	26,018,200	27,037,900	26,491,600	27,692,000
	72,101,200	79,917,700	82,555,400	80,844,900	76,360,000	74,751,300	75,177,800	74,596,200	74,545,400	76,992,600
as % Total	78.30%	76.30%	80.20%	81.10%	82.50%	80.40%	81.60%	81.80%	80.40%	83.20%
Other Expenditures										
Materials & Services	13,982,300	13,465,900	15,007,200	13,902,000	12,007,200	12,305,700	12,168,000	11,826,200	12,771,600	12,189,900
Capital Outlay	767,500	639,900	398,000	320,200	304,300	557,100	819,100	798,700	364,700	453,800
Goods for Resale	1,081,700	1,049,400	1,006,200	994,200	773,100	715,900	720,000	643,100	536,800	351,800
	15,831,500	15,155,200	16,411,400	15,216,400	13,084,600	13,578,700	13,707,100	13,268,000	13,673,124	12,995,500
as % Total	17.20%	14.50%	15.90%	15.30%	14.10%	14.60%	14.90%	14.50%	14.70%	14.00%
Transfers Out										
Operating Transfers Out	4,106,700	9,619,400	3,959,200	3,679,100	3,060,900	4,598,800	3,266,100	3,361,000	4,485,300	2,522,200
as % Total	4.50%	9.20%	3.80%	3.70%	3.30%	4.90%	3.50%	3.70%	4.80%	2.70%
Total All	92,039,400	104,692,300	102,926,000	99,740,400	92,505,500	92,928,800	92,151,000	91,225,200	92,703,900	92,510,300

Source: Lane Community College Budget Office, Banner/CAFR

State Community College Budget. The Community College Support Fund (CCSF) is a biennial allocation in the State budget adopted by the Legislative Assembly in odd-numbered years (the “Legislatively Adopted Budget”). The Legislatively Adopted Budget covers two fiscal years (a biennium) beginning July 1 of an odd-numbered year and ending June 30 of the next odd-numbered year. The Legislatively Adopted Budget allocates funding for Community College and Workforce Development (CCWD) State agencies. The Assembly has the authority to subsequently approve revisions to the Legislatively Adopted Budget, which is termed the “Legislatively Approved Budget.”

The Oregon Constitution requires the Legislative Assembly to balance the State’s General Fund budget. The Department of Administrative Services’ Office of Economic Analysis (OEA) produces a quarterly revenue forecast for the biennium. In odd years, the OEA also produces a “Close of Session Forecast” after the end of the legislative session, which adjusts the economic forecast to include any legislative changes. If OEA’s assumptions are not realized, then the State’s financial projections may not be achieved. Copies of the Revenue Forecasts are available on OEA’s website, www.oregon.gov/das/OEA.

If, over the course of a biennium, forecasted revenues decline significantly from the Close of Session Forecast, additional action may be taken. The Legislative Assembly may call a special session to rebalance the budget, the Governor may direct reduced spending, or the Legislative Assembly may adjust the budget during regular session at the end of the biennium.

2019-2021 Biennium Revenue Forecast. In February 2021, the OEA released the March 2021 Revenue Forecast. The March 2021 Revenue Forecast for gross General Fund revenues for the 2019-2021 biennium was \$22,011 million, an increase of \$747 million from the previous forecast. The March Revenue Forecast shows the impact of COVID-19 on the Oregon economy roughly 1 year after the start of the pandemic in early 2020.

Personal income tax collections continue to recover from the initial dip associated with the beginning of the pandemic, and a significant amount of federal aid has buoyed state personal income tax collection.

Table 8: State General Fund Forecast Summary (\$ in Millions)

	2019-21 Biennium Revenue Forecast			March 2021 Forecast – Change From	
	Close of Session	December 2020	March 2021	December 2020	Close of Session
Structural Revenues					
Personal Income Tax	\$18,283.5	\$18,182.1	\$18,680.0	\$497.9	\$396.5
Corporate Income Tax	\$1,190.8	\$1,384.3	\$1,610.5	\$226.2	\$419.7
All Other Revenues	\$1,546.1	\$1,697.4	\$1,720.1	\$22.7	\$174.0
Gross General Fund Revenues	\$21,020.4	\$21,263.8	\$22,010.6	\$746.8	\$990.2
Offsets and Transfers	-\$203.5	-\$96.0	-\$99.4	-\$3.3	\$104.1
Administrative Actions	-\$21.5	-\$21.5	-\$21.5	\$0.0	\$0.0
Legislative Actions	-\$199.5	-\$198.3	-\$198.3	\$0.0	\$1.1
Net Available Resources	\$22,914.4	\$23,657.3	\$24,400.8	\$743.5	\$1,486.4

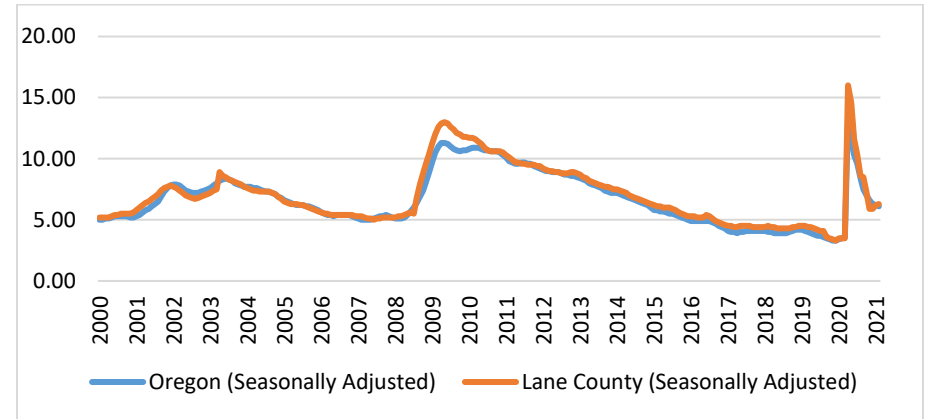
Lane County Worker Profile. As of 2019, the median age in Lane County was 39.5 years old, with 39% of the county’s population participating in the labor force. The Lane County Industry Employment Forecast (2019-2029), estimates an 8% increase in total employment by 2029. The industries leading the forecasted growth are health care (19%), construction (12%), professional and business services (10%), leisure and hospitality (7%), and manufacturing (6%).³ Lane Community College offers programs that meet today’s workforce demands and develop skilled employees to fill tomorrow’s workforce needs.

Employment in Lane County¹. Lane County’s seasonally adjusted unemployment rate was 6.3% in February 2021, a 2.8% increase from February 2020. Oregon’s seasonally adjusted unemployment rate in February was 6.1%, which was 0.1% lower than the national rate.

The high unemployment rates resulting in part from the public health response to COVID-19, however, did not increase the College’s enrollment. The College suffered significant losses in enrollment in FY21. As shown in Chart 5 (page 27), pre-pandemic unemployment rates tended to have a significant impact on the College’s enrollment.

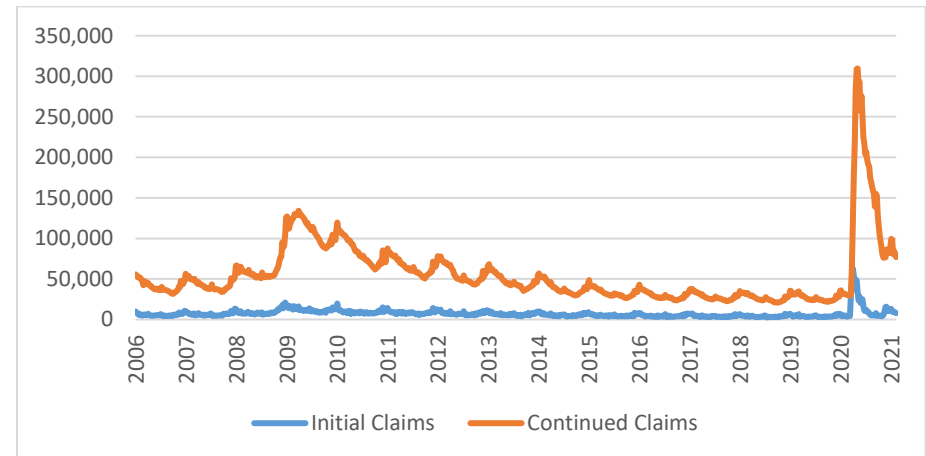
COVID-19. In March 2020, the World Health Organization characterized COVID-19 as a pandemic. In an effort to save lives and stop the spread of COVID-19, Oregon Governor Kate Brown issued a series of Executive Orders to address the impact of the disease on Oregonians. The economic disruption caused by COVID-19 impacted Lane Community College throughout FY21, and will continue to have an impact as the College prepares for FY22.

Chart 3: Lane County Unemployment Rate



Source: State of Oregon Employment Department, Quality Information

Chart 4: Oregon Initial Claims for Unemployment Insurance



Source: United State Department of Labor Employment and Training Administration

³ State of Oregon Employment Department, Quality Information

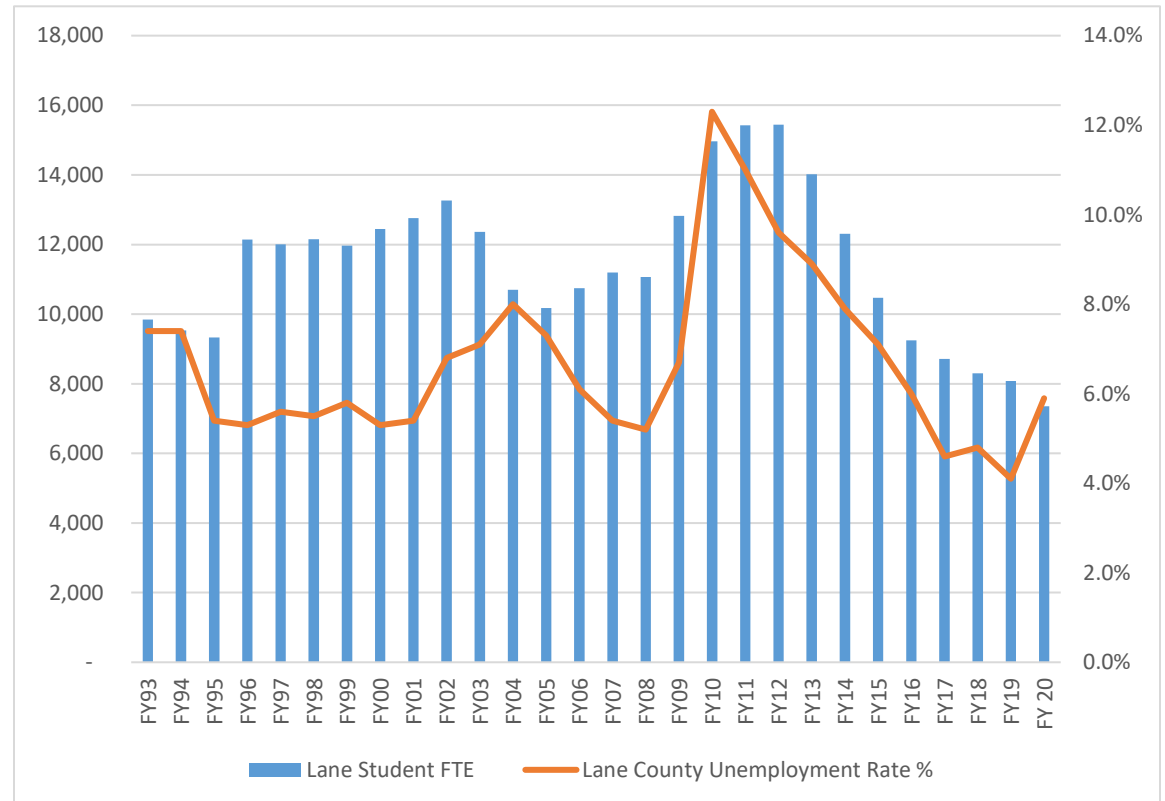
As a federal response to the COVID-19 pandemic, the United States Congress passed the CARES Act, the CRRSA Act, and the ARP Act, and the legislation was signed into law. Each piece of legislation included a Higher Education Emergency Relief Fund (HEERF), and the College received awards from each Act. The awards stipulated the use of the funds, but each award included dedicated funding for both COVID-related institutional expenses and emergency student financial aid grants. The federal awards also permit lost revenue recovery due to the pandemic. Lost revenue is defined as revenue that was anticipated, but not received, due to the pandemic. Primary sources of lost revenue for the College are academic and auxiliary services.

Higher Education Price Index.⁴ The Commonfund Higher Education Price Index (HEPI) is an inflation index designed specifically to track the major cost drivers in higher education. It is an essential planning tool for educational managers, helping institutions to understand the future budget and funding increases required to maintain real purchasing power. HEPI is issued annually by Commonfund Institute and is distributed free of charge to educational institutions.

HEPI is a more accurate indicator of changes in costs for colleges and universities than the more familiar Consumer Price Index. It measures the average relative level of prices in a fixed basket of goods and services purchased by colleges and universities each year through current fund educational and general expenditures, excluding research.

HEPI is compiled from data reported and published by government and economic agencies. The eight categories cover current operational costs of colleges and universities. These include salaries for faculty, administrative employees, clerical employees, and service employees, fringe benefits, utilities, supplies and materials, and miscellaneous services. As reflected in Chart 6 on the following page, the 2020 National HEPI is 1.9%, which is a decrease of 1.1% from the previous year.

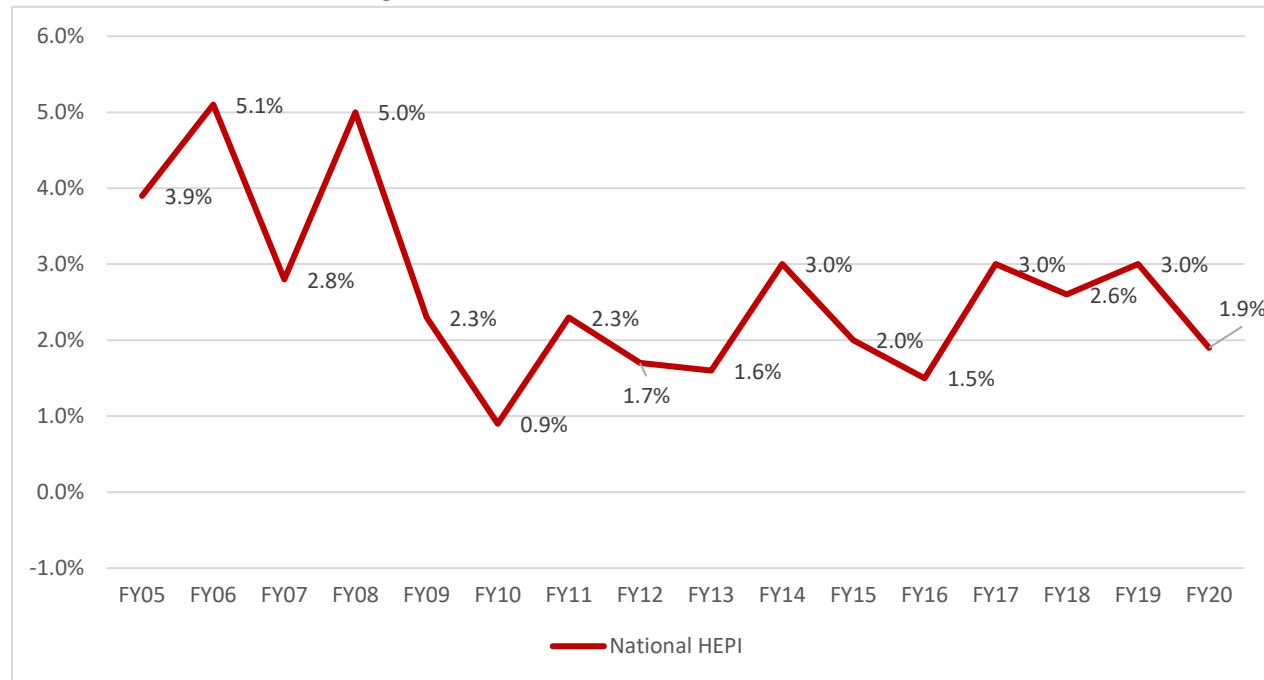
Chart 5: Unemployment Comparison to Student Full Time Equivalent (FTE)



⁴ www.commonfund.org/commonfund-institute/higher-education-price-index-hepi/

In 2018, the Commonfund Institute revised its methodology for calculating inflationary changes to faculty salaries and fringe benefits. This information was originally excluded from the 2016 and 2017 HEPI. The new methodology was applied to prior years, which caused the Commonfund Institute to publish revised price indices for the previous 4 years.

Chart 6: Higher Education Price Index, FY05-FY20

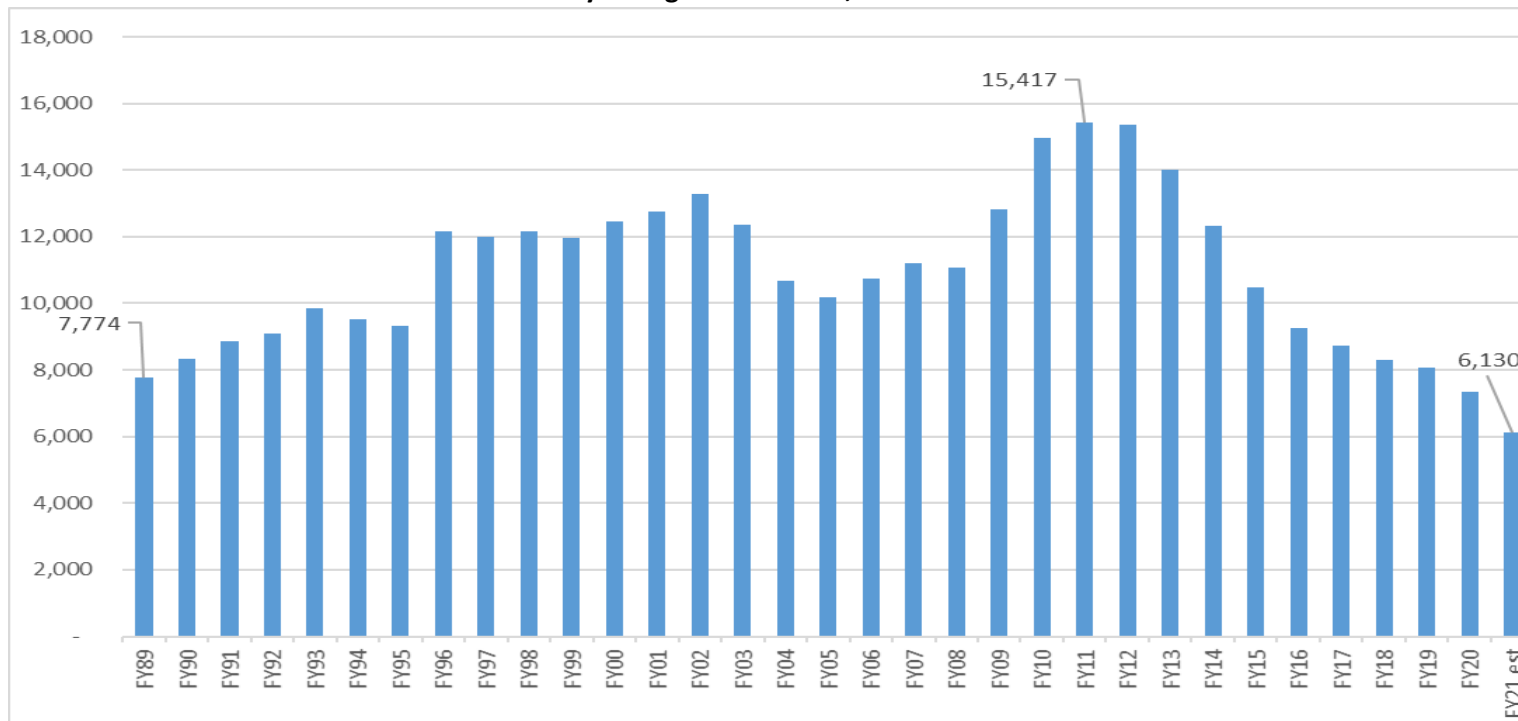


Public Employees Retirement System (PERS). Public employers in Oregon are bracing for significant increases to pension costs over the next several biennia due to changes in the system’s economic assumptions that have resulted in an unfunded liability of more than \$24.6 billion as of December 31, 2019. Lane Community College will face estimated increases up to \$500 thousand in 2021-2023 biennium, and up to \$2.1 million in the 2023-2025 biennium. Without further PERS reform, and an additional sale of PERS Bonds, total projected contributions are estimated to increase by \$16 million for the 2027-2029 biennium. The College prudently funded a PERS reserve account in 2004, and increased it in 2005 and again in 2010, in anticipation of rate increases. The College utilized \$860,000 of this fund in fiscal years 2018-2021 to stabilize OPE rates and plans on utilizing another \$860,000 in the 2022 fiscal year. The estimated beginning PERS reserve fund balance for the 2022 fiscal year is \$2.1 million. At this rate of usage, the College’s PERS reserve will be exhausted by FY25.

Issues and Opportunities

Enrollment. As shown in Chart 7 below, Lane’s enrollment is estimated to fall to a 32-year low of 6,130, full-time equivalent (FTE) in 2021, representing a 60% decline from its peak in 2011, and 21% lower than the closest comparator year of 1989.

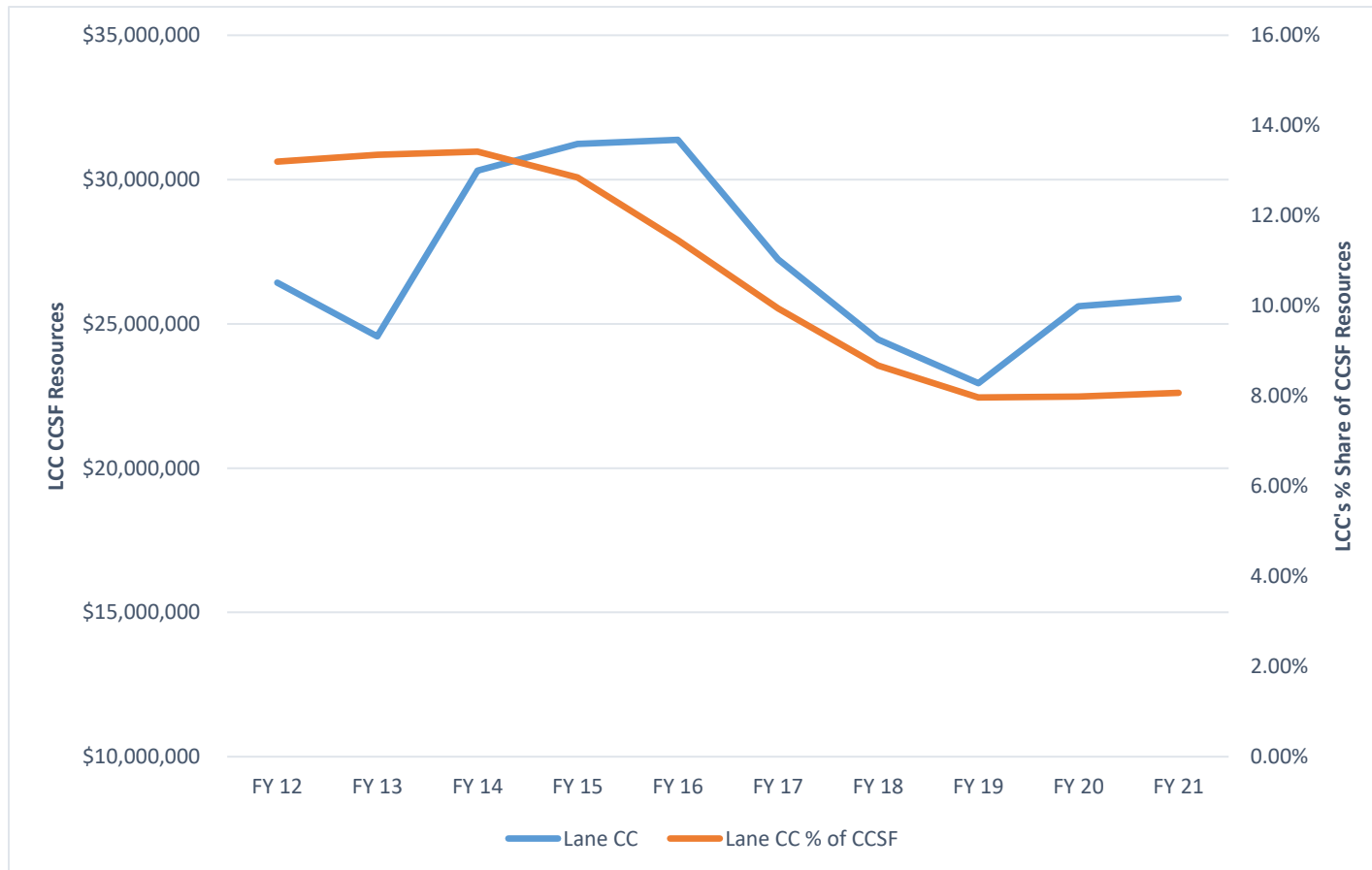
Chart 7: Lane Community College Student FTE, FY89-FY21 Estimate



Many factors impact college enrollment. In addition to unemployment drivers, the College also faces change in federal financial aid policies, shifting county demographics, impacts of the K-12 educational system and environment, and increased competition from online and for-profit educational institutions. The enrollment decline is estimated to continue during the next year due to the ongoing COVID-19 pandemic. In response, the College is working to increase student enrollment and success through several strategic efforts, including the Guided Pathways initiative, investments in customer relationship management (CRM) and enrollment management tools, expanded remote supports for tutoring and library resources, establishment of a Mental Health and Wellness Center, expanded credit offerings at the Mary Spilde Center, late start initiatives, enhanced summer term offerings, increased investment in first-year experience programs and student advising, continued investments in academic technology (online courses and open educational resources), streamlined application processes, and college-wide program review. The pandemic has slowed several of these initiatives due to the challenges of remote and mixed remote/in-person work environments, coordination of social distancing and technology enhancements for collaborative work, and focus on urgent safety-related COVID response measures and communication across campus. During the 2021-2022 Academic Year, the College is also revamping its Strategic Enrollment Management Plan to focus on post-pandemic enrollment conditions.

Enrollment is critical to the educational mission of the College and is essential to its financial health. The primary revenue streams of state funding and tuition and fees are directly dependent upon enrollment. Tuition and fee income are dependent upon three primary factors: number of students, credits enrolled, and instruction time. State funding from the Community College Support Fund (as well as property tax revenue) is generally distributed in proportion to each college’s percentage of the total student FTE throughout community colleges in the State (or in proportion to each college’s share of the FTE distribution). State funding for the 2019-2021 biennium was \$640.9 million for community colleges and the 2021-2023 Governor’s Approved Budget requests flat funding for community colleges. The Lane Community College Budget Office projects that LCC will receive 8.28% of the Community College Support Fund (CCSF) in FY22. As shown in Chart 8 below, LCC’s share of state funding has significantly declined from its recent peak in 2016.

Chart 8: Lane Community College’s Annual Resources from the Community College Support Fund, FY12-FY21



Tuition

The most recent (2020) Higher Education Price Index was 1.9%, which when applied to Lane’s resident tuition rates, equals a \$2.50 per credit tuition increase. In March 2021, the LCC Board of Education approved a \$5 per credit tuition increase for FY22. Significant tuition increases, not pegged to inflation, adversely affect student enrollment in the next academic year. The College, therefore, adopted board policy BP725, which states:

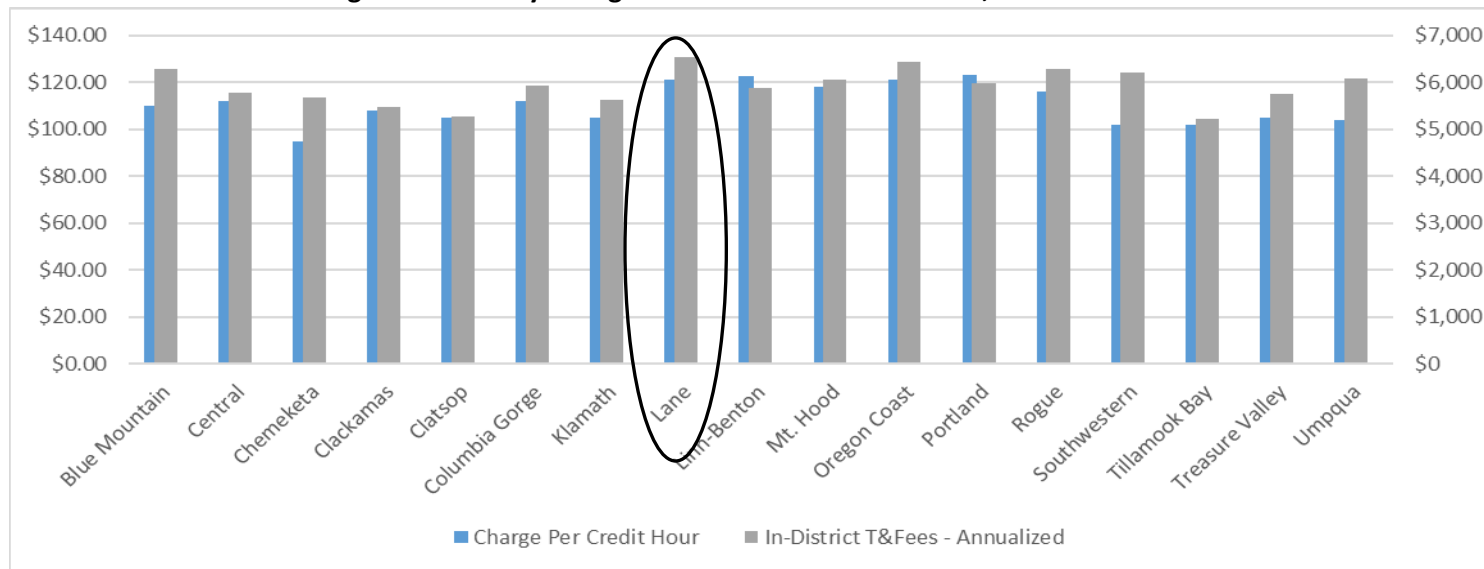
In order to maintain a constant tuition rate relative to inflation, each year, the board may consider an appropriate index for two-year public colleges on which to discuss a tuition increase. Each year, the board may adjust the per credit tuition rate to reflect the needs of the college. The rate will be rounded to the nearest half-dollar and become effective the following academic year (Summer Term).

Each year, the board with review Lane’s tuition rates to ensure: a) that tuition revenues are appropriate for the needs of the district, 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, c) access and affordability, and d) the revenue requirements of the college.

Should the board conclude that increases above the selected index are required, the board will assure that there are college-wide opportunities, particularly with students, to engage in discussions about the impact of tuition increases on access, affordability and course offerings. Should the board concluded that tuition reduced, the board will similarly assure that there are opportunities to engaged in college-wide discussions about the impact on course offerings, access and affordability.

Lane’s tuition and fees are among the highest in the State, as shown in Chart 9 below. With enrollment declines affecting Lane’s share of community college support funds, the College increasingly relies on tuition and fee revenue to support its expenditure base.

Chart 9: Oregon Community Colleges In-District Tuition and Fees, FY20-FY21 Academic Year



Source: Oregon Department of Community Colleges and Workforce Development

Personnel Costs

Even as enrollment at the College dips to historical lows, FY20 personnel costs in operating funds I and IX were \$4.9 million or 6.8% higher than FY2011, prior to the enrollment surge of 2009 to 2013. Over this time period, student and personnel FTE declined 52.3% and 22.5%, respectively.

Table 9: Student and Personnel Trends

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Student FTE	15,417	15,375	14,015	12,312	10,466	9,250	8,716	8,305	8,077	7,354
Personnel FTE	1004	1046	1040	992	863	830	816	792	786	778
Student to Personnel FTE	15.4	14.7	13.5	12.4	12.1	11.1	10.7	10.5	10.3	9.5
Salary, Wages and OPE	\$72,101,223	\$79,917,689	\$81,415,508	\$79,559,400	\$76,330,849	\$74,687,267	\$74,100,298	\$74,596,075	\$74,545,407	\$76,992,614

Funds I and IX. Source: Lane Community College Budget Office

The following performance indicators are consistent with Government Finance Officers Association (GFOA) recommended best practices in governmental account and Lane Community College board policies, and have been developed in collaboration with other Oregon Community College Budget Officers.

Indicator	Rationale	Current Value*	Objective	Scorecard Threshold(s)
1. Unrestricted General Fund Balance as % Expenditures	Board Policy; ensure sufficient funds for unexpected expenses, investment, and cash flow	7.5% ^d	10% of total expenditures and transfers	Orange: <10%
2. General Fund Balance in Excess of Minimum		(\$2.2M)	Consistent with projections; stable trends. <i>If excess funds, plan for one-time uses, stabilization funds and/or reserves. If negative, plan for restoration within three years.</i>	Orange: Negative Amount Yellow: Declining trend over three year period
3. Change in General Fund Balance		\$3.6M		Orange: Rapidly declining trend Yellow: Declining trend over three year period
4. Unrestricted Balance in Other Funds		\$4.5M		Orange: Negative Amount Yellow: Declining trend over three year period
5. Change in Unrestricted Fund Balance		\$1.2M		Orange: Rapidly declining trend Yellow: Declining trend over three year period
6. General Fund Operating Surplus (Deficit) as % Resources	Identifies net operating surplus or deficit relative to budget scope	4.4%		Consistent with projections

Indicator	Rationale	Current Value*	Objective	Scorecard Threshold(s)
1. Change in General Fund Major Revenue Sources -State appropriation -Property Taxes -Tuition & Fees	Declines in major revenue sources reflect the need for additional sources of revenue to maintain stability	2.3% 0.0% -1.3%	Positive trends	Orange: Declining trend over three-year period Yellow: Decrease in revenue
2. Change in General Fund Expenditures per Student FTE	Demonstrates the relationship between and responsiveness of operating costs relative to enrollment	24.6%	Stable trends	Orange: Rapidly increasing; in excess of inflation Yellow: Negative trend in excess of inflation
3. Current Ratio (Current Assets/Current Liabilities)	Board Policy; indicates liquidity and ability to pay short- and long-term obligations	(FY2020) 1.1	Between 1 and 3	Orange: <1 or >3
4. Accumulated Depreciation as % of Asset Cost -Buildings and Building Improvements -Equipment	Indication of imminent asset replacement needs	(FY2019) 35% 64%	Less than 70%	Orange: >70% Yellow: >50%
5. Debt Service Paid from Operations as % of General Fund Revenue	Indicates availability of resources for operations and asset replacement	7.0%	15% or lower	Orange: >15% Yellow: >12%
6. Projection Variance -Revenue -Expenditure	Indicates accuracy of budgetary projections used in budget development	(FY2020) 1.6% 1.1%	2% or lower	Orange: >5% Yellow: 2-5%

*Estimate for March 17, 2021 Budget Office planning projection unless noted otherwise.

^o Updated General Fund projection in May 2021 to reflect greater application of Higher Education Emergency Relief Funds.

Fiscal Performance Indicators & Scorecard

2021-2022 Adopted Budget

	Type	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021 Estimate
1. Unrestricted General Fund Balance as % Expenditures	reserves	16.3%	16.0%	12.2%	9.9%	4.7%	3.5%	7.5%
2. General Fund Balance in Excess of Minimum	reserves	5,033,321	4,882,180	1,771,292	(109,854)	(3,393,253)	(5,690,647)	(2,161,208)
3. Change in General Fund Balance	reserves	2,964,228	(79,904)	(3,161,856)	(2,042,909)	(4,130,552)	(873,449)	3,673,039
4. Unrestricted Balance in Other Funds	reserves	15,321,005	15,164,493	13,444,754	11,015,549	6,838,919	3,329,095	4,500,000
5. Change in Unrestricted Fund Balance	reserves	(1,520,028)	(156,512)	(3,161,855)	(2,429,205)	(4,176,630)	(3,509,824)	1,170,905
6. General Fund Operating Surplus (Deficit) as % Resources	operations	-0.8%	-0.1%	-4.1%	-1.9%	-2.3%	-1.1%	4.4%
7. Change in General Fund Major Revenue Sources	operations							
State Appropriations		2.8%	0.7%	-13.3%	-9.4%	-9.4%	13.8%	2.3%
Property Taxes		6.1%	2.7%	4.1%	5.0%	7.3%	1.6%	0.0%
Tuition & Fees		-11.1%	-14.2%	-0.4%	-0.4%	-1.3%	2.9%	-1.3%
8. Change in General Fund Expenditures per Student FTE	operations	9.3%	14.1%	11.5%	4.1%	2.4%	12.9%	24.6%
9. Current Ratio	liquidity	1.63	1.65	1.20	1.31	1.24	1.10	
10. Accumulated Depreciation as % of Asset Cost	assets							
Buildings & Buildings Improvements		25%	26%	27%	31%	34%	35%	
Equipment		71%	71%	71%	66%	68%	64%	
11. Debt Service Paid from Operations as % of General Fund Revenue	debt	5.4%	5.8%	5.9%	6.8%	6.9%	7.0%	7.0%
12. Projection Variance	operations							
Revenue		0.2%	1.3%	-1.85%	1.49%	-0.5%	1.6%	
Expenditures		0.1%	-1.0%	-1.98%	0.19%	0.7%	1.1%	

Legend: Orange shading indicates negative indicator; yellow shading indicates declining trend or warning indicator.



ANNUAL PLANNING

Institutional planning efforts represent college-wide strategic directions and priority actions needed to support and improve achievement of Lane's core theme objectives. Institutional plans both inform and are informed by Program and Department Plans. Program review and annual department planning support strategic directions and core theme objectives by operationalizing priorities and improvements at the program and service level. The table below identifies FY22 budget allocations (investments) from strategic planning, program review and department planning.

Table 10: FY22 Budget Allocations (Investment) from Strategic Planning, Program Review and Department Planning

Category	Amount	Strategic Priority		
		Student Success	Access & Equity	Economic Driver
Increased Funding for Information Technology Security	150,000	X		
Classroom Technology & Equipment	200,000	X	X	
Investment in Technology to Improve Efficiencies in Human Resources	65,000	X	X	X
Increased Marketing Funding for Program Specific Initiatives	50,000	X	X	X
Investment in Extending English as a Second Language Services to Cottage Grove	63,000	X	X	X
Total Investment	\$ 528,000			

Summary All Funds

2021-2022 Adopted Budget

FY 2018-19 ACTUAL	FY 2019-20 ACTUAL	FY 2020-21 BUDGET	Fund	FY 2021-22 PROPOSED	FY 2021-22 APPROVED	FY 2021-22 ADOPTED	+ -	Explanation of changes in budget of > 10%
81,702,216	81,918,543	91,146,647	General Fund I	93,659,092	93,659,092	93,659,092		
1,286,378	708,760	940,200	Internal Service Fund II	795,000	795,000	795,000		- Vacancies
14,127,010	14,532,168	24,566,051	Debt Service Fund III	19,897,510	19,897,510	19,897,510		- Adj. to reflect current activity
2,417,838	2,670,040	22,507,000	Capital Projects Fund IV	47,778,066	137,778,066	137,778,066		+ Capital budget for Bond 2020 projects
33,961,502	32,735,223	48,225,500	Financial Aid Fund V	49,832,500	49,832,500	49,832,500		
12,798,914	7,874,681	7,385,625	Enterprise Fund VI	2,800,000	2,800,000	2,800,000		- Accounting change; Int'l Program to Fund IX
7,034,011	6,700,162	-	Early Retirement Fund VII*	5,925,739	5,925,739	5,925,739		+ Accounting change; 1st year budgeting Fund VII
8,605,423	10,396,339	14,785,050	Special Revenue Fund VIII	30,775,000	30,775,000	30,775,000		+ Budget for HEERF Awards
11,002,904	10,603,008	15,398,081	Administratively Restricted Fund IX	16,598,281	16,598,281	16,598,281		+ Accounting change; Int'l Program to Fund IX
172,936,197	168,138,925	224,954,154	Total All Funds	268,061,188	358,061,188	358,061,188		

*Early Retirement Fund VII was not budgeted in prior years

Chart 10: Summary All Funds FY19-FY22

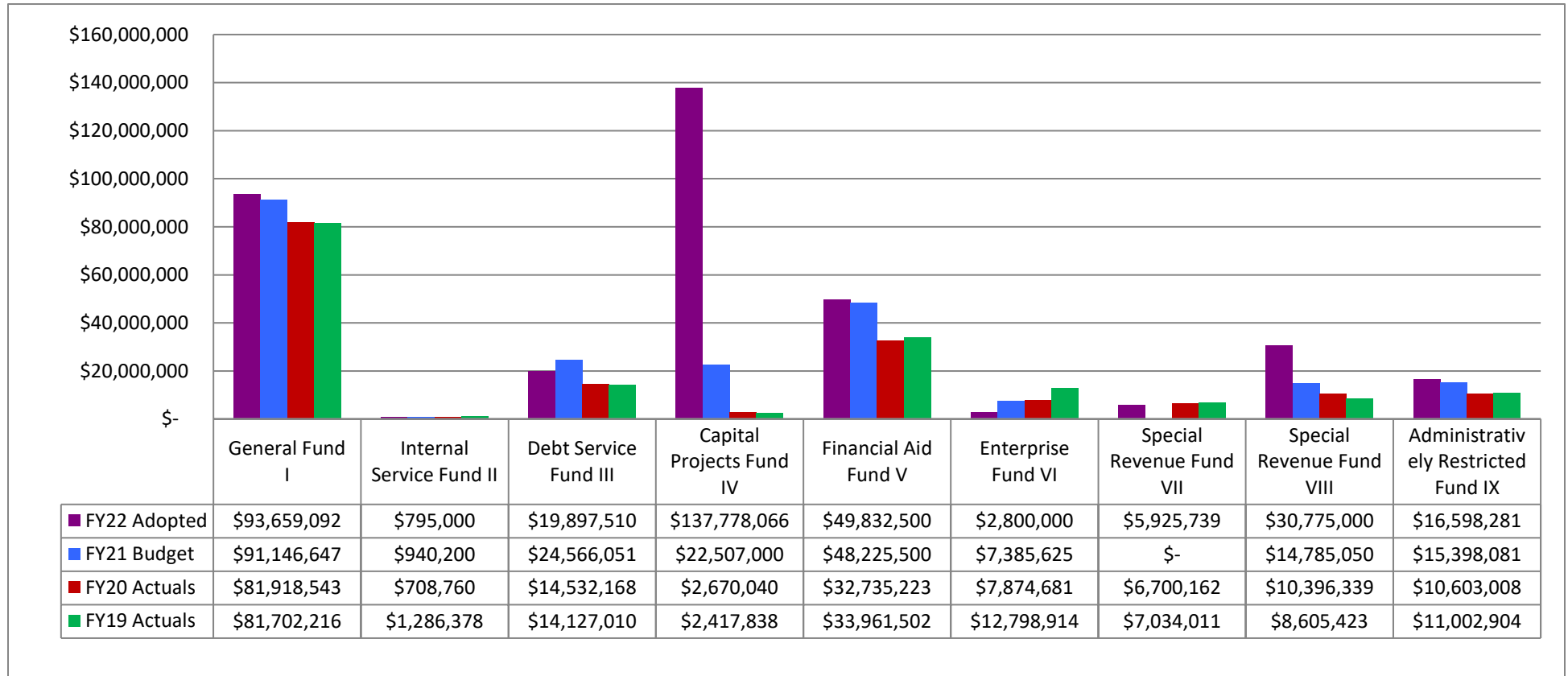
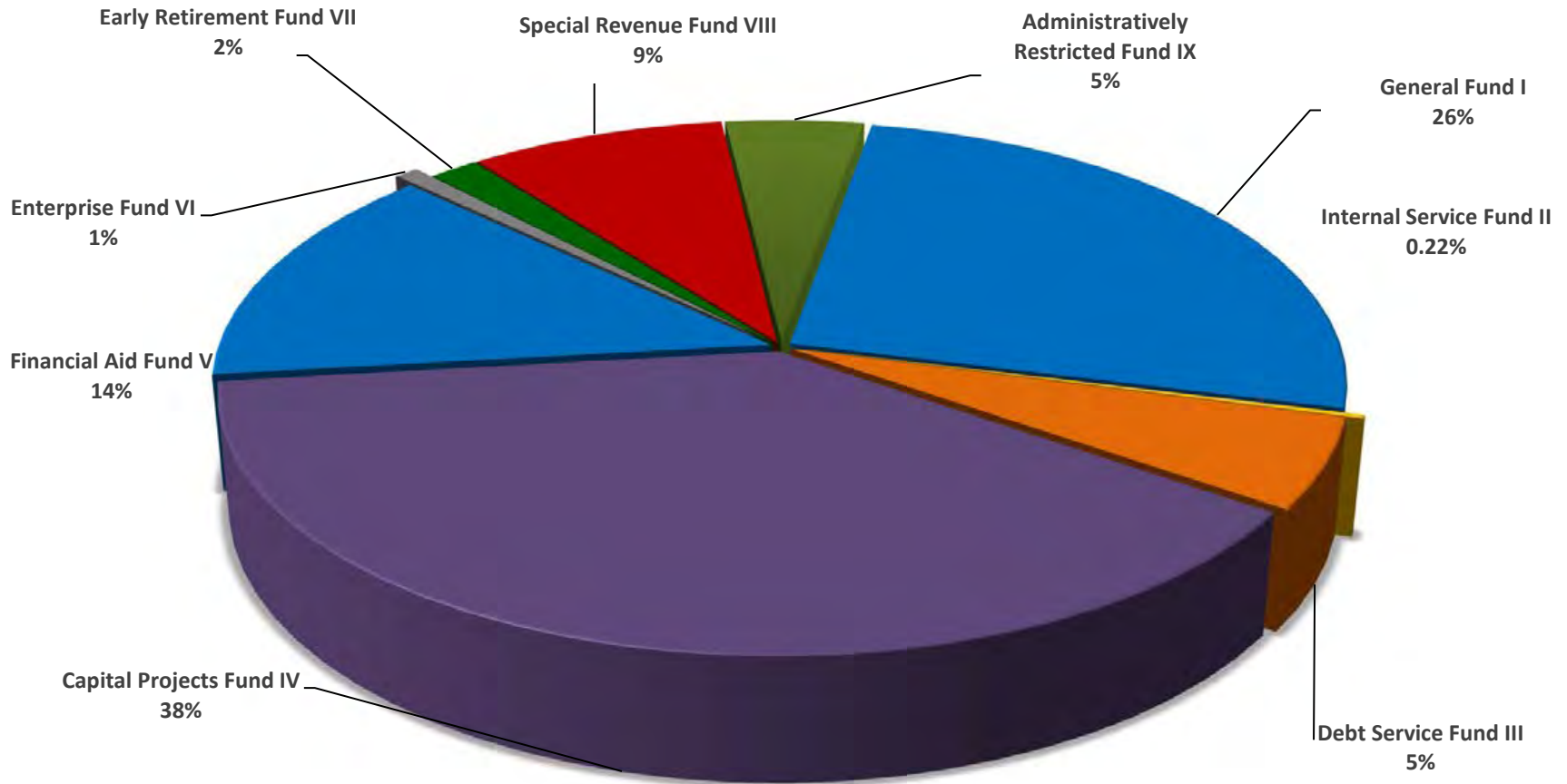


Chart 11: FY22 Adopted Budget – Summary All Funds



Consolidated Resources and Requirements – All Funds

2021-2022 Adopted Budget

FY 2018-19 ACTUAL	FY 2019-20 ACTUAL	FY 2020-21 BUDGET	Description of Resources and Requirements	FY 2021-22 PROPOSED	FY 2021-22 APPROVED	FY 2021-22 ADOPTED
REVENUES						
31,144,616	33,515,541	35,300,000	State Support	37,200,000	37,200,000	37,200,000
29,370,421	30,842,338	45,898,000	Federal Support	63,875,000	63,875,000	63,875,000
(16,437)	265,561	300,000	Local Support	600,000	600,000	600,000
28,849,654	29,258,027	35,075,618	Property Taxes	35,171,497	35,171,497	35,171,497
25,186,391	26,567,691	29,440,000	Tuition	25,810,000	25,810,000	25,810,000
10,013,885	8,977,118	11,685,830	Student Fees	13,285,229	13,285,229	13,285,229
Other Sources:						
7,046,431	3,188,228	4,454,050	Sale of Goods and Services	2,973,840	2,973,840	2,973,840
21,435,449	23,439,052	46,174,693	Other Revenues	20,760,450	20,760,450	20,760,450
<u>153,030,411</u>	<u>156,053,557</u>	<u>208,328,191</u>	TOTAL REVENUES	<u>199,676,016</u>	<u>199,676,016</u>	<u>199,676,016</u>
REQUIREMENTS						
50,075,752	50,144,415	52,858,071	Instruction	62,054,105	62,093,605	61,993,605
6,431,382	7,012,627	8,005,033	Instructional Support	9,801,666	9,801,666	9,601,666
24,741,730	20,584,393	20,779,613	Student Services	25,851,315	25,916,563	25,916,563
6,943,470	7,001,147	7,849,995	Community Services	10,379,800	10,379,800	9,779,800
16,388,144	17,752,264	22,031,319	College Support Services	22,555,762	22,451,014	22,351,014
6,081,413	5,667,848	6,085,677	Plant Operations & Maintenance	6,213,904	6,213,904	6,213,904
2,417,838	2,370,040	22,507,000	Plant Additions	47,478,066	47,478,066	48,478,066
33,911,502	32,578,079	46,965,500	Financial Aid	48,572,500	48,572,500	48,572,500
14,127,010	14,532,168	24,566,051	Debt Services	19,897,510	19,897,510	19,897,510
-	-	7,324,712	Contingency	8,647,000	98,647,000	98,647,000
-	-	2,560,000	Unappropriated Ending Fund Balance (UEFB)	2,600,000	2,600,000	2,600,000
<u>161,118,241</u>	<u>157,642,981</u>	<u>221,532,971</u>	TOTAL REQUIREMENTS	<u>264,051,628</u>	<u>354,051,628</u>	<u>354,051,628</u>
SUMMARY						
153,030,411	156,053,557	208,328,191	Total Revenues	199,676,016	199,676,016	199,676,016
(161,118,241)	(157,642,981)	(221,532,971)	Less: Total Requirements	(264,051,628)	(354,051,628)	(354,051,628)
<u>(8,087,830)</u>	<u>(1,589,424)</u>	<u>(13,204,780)</u>	REVENUES OVER-(UNDER) REQUIREMENTS	<u>(64,375,612)</u>	<u>(154,375,612)</u>	<u>(154,375,612)</u>
OTHER FINANCING SOURCES						
5,261,592	4,245,698	3,421,183	Transfers In	4,009,560	4,009,560	4,009,560
(5,261,592)	(4,245,698)	(3,421,183)	Transfers Out	(4,009,560)	(4,009,560)	(4,009,560)
-	-	-	TOTAL OTHER FINANCING SOURCES	-	-	-
CHANGES IN FUND BALANCE						
29,054,880	20,965,491	13,204,780	Beginning Fund Balance	64,375,612	154,375,612	154,375,612
<u>20,967,050</u>	<u>19,376,067</u>	-	ENDING FUND BALANCE	<u>-</u>	<u>-</u>	<u>-</u>

*Proposed Budget for FY2021-22 includes Fund VII

Chart 12: Consolidated Resources All Funds FY2022

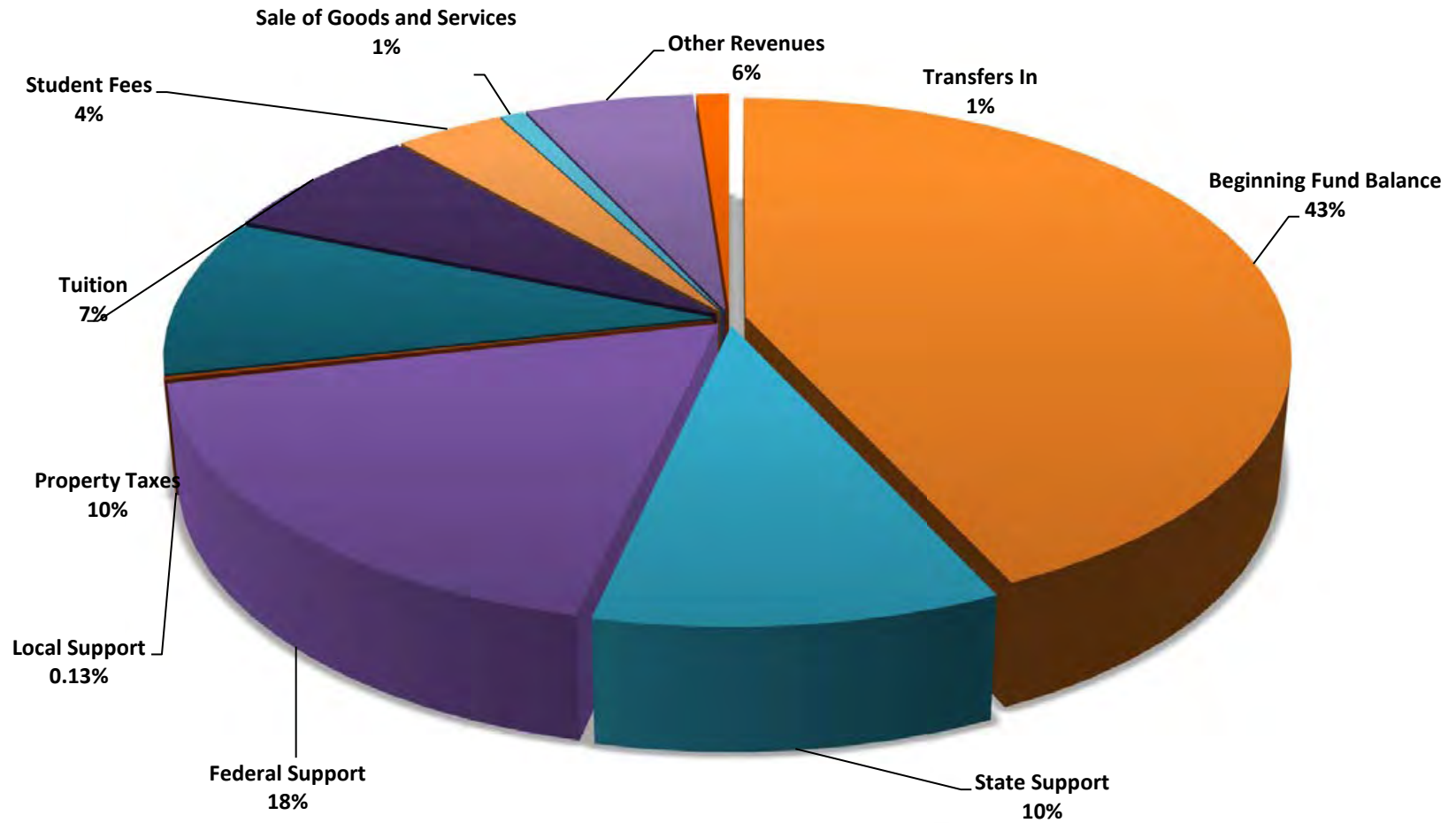
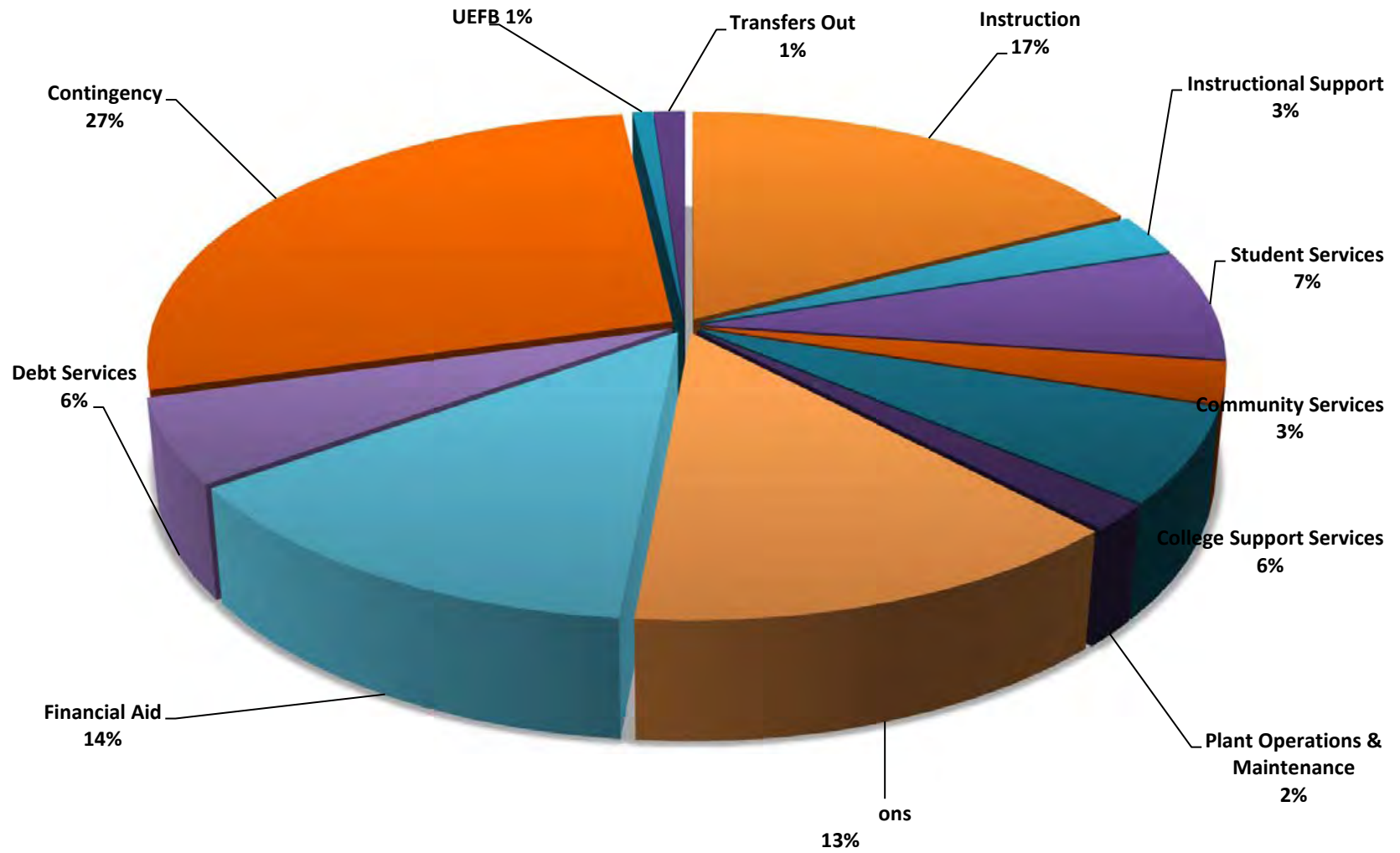
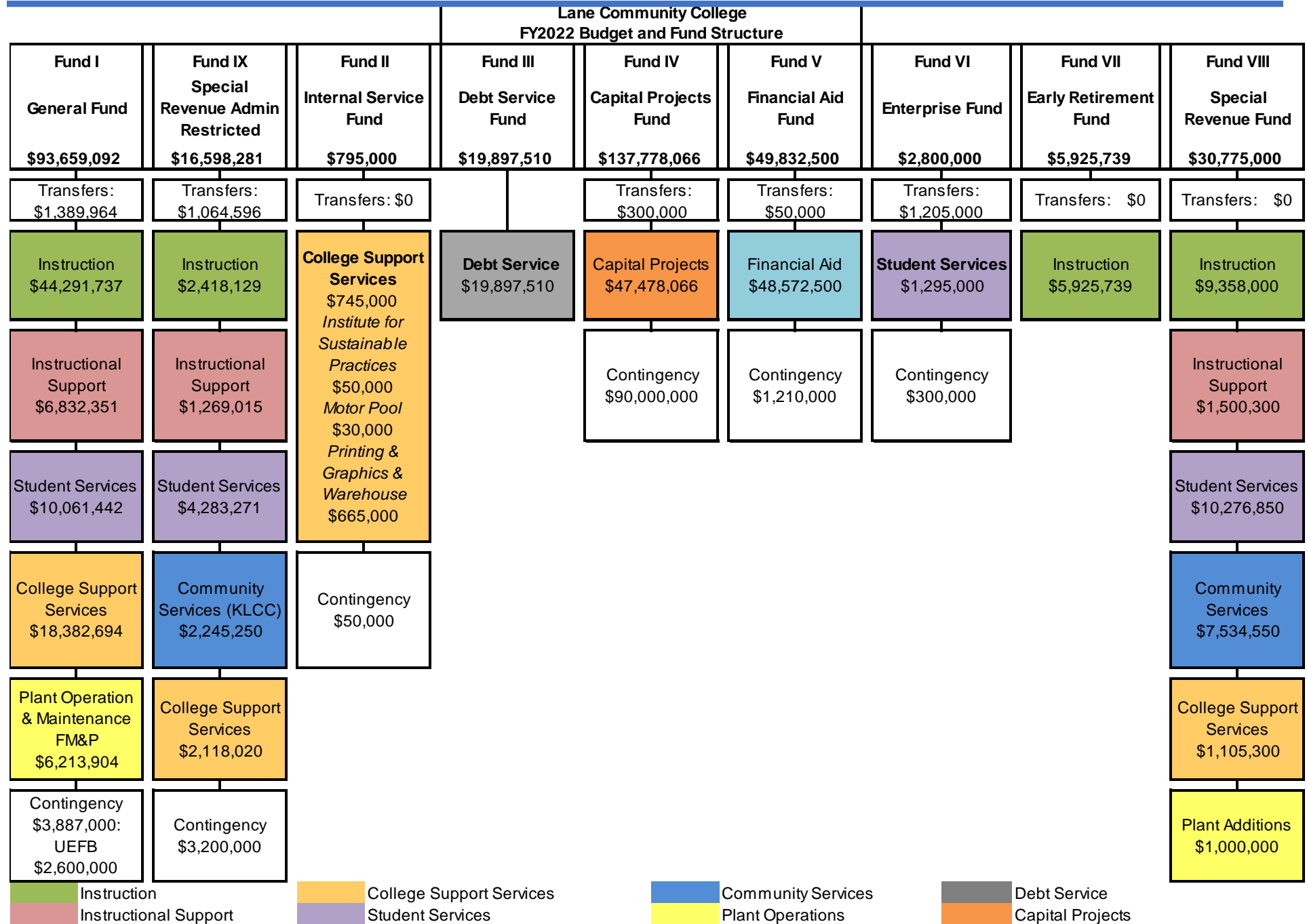


Chart 13: Consolidated Requirements All Funds FY2022



Fund Structure Graph

2021-2022 Adopted Budget



Schedule of Interfund Transfers

2021-2022 Adopted Budget

Interfund transfers are authorized by ORS 294.361 and ORS 294.463 and represent transfers of resources between funds for repayment of costs incurred by one fund on behalf of another or represent transfers of equity between funds.

	<u>Revenues</u>	<u>Expenditures</u>	<u>Comments</u>
GENERAL FUND I			
To Debt Service Fund III	-	\$ 689,964	Qualified Energy Conservation Loan \$138,264; Titan Court \$551,700
To Capital Projects Fund IV	-	700,000	Major Maintenance
From Capital Projects Fund IV	\$ 300,000	-	Capital Projects Reserve for one-time capital/deferred maintenance projects
From Financial Aid Fund V	50,000	-	Financial Aid transfer
From Special Revenue-Administratively Restricted Fund IX	905,797	-	PERS Reserve
TOTAL	<u>\$ 1,255,797</u>	<u>\$ 1,389,964</u>	
DEBT SERVICE FUND III			
From General Fund I	\$ 689,964	-	Qualified Energy Conservation Loan \$138,264; Titan Court \$551,700
From Enterprise Fund VI	705,000	-	Full Faith and Credit Obligations
From Special Revenue-Administratively Restricted Fund IX	13,799	-	Flight Technology airplane loan
TOTAL	<u>\$ 1,408,763</u>	<u>-</u>	
CAPITAL PROJECTS FUND IV			
From General Fund I	\$ 700,000	-	Major Maintenance
From Special Revenue-Administratively Restricted Fund IX	145,000	-	Transportation and Parking \$100,000; Longhouse \$45,000
To General Fund I	-	\$ 300,000	Capital Projects Reserve for one-time capital/deferred maintenance projects
TOTAL	<u>\$ 845,000</u>	<u>\$ 300,000</u>	
FINANCIAL AID FUND V			
To General Fund	-	\$ 50,000	Financial Aid transfer
TOTAL	<u>\$ -</u>	<u>\$ 50,000</u>	
ENTERPRISE FUND VI			
To Debt Service Fund III	-	\$ 705,000	Full Faith and Credit Obligations
To Endowment Fund IX	-	\$ 500,000	Fund balance commitment to the International Program
TOTAL	<u>\$ -</u>	<u>\$ 1,205,000</u>	
SPECIAL REVENUE-ADMINISTRATIVELY RESTRICTED FUND IX			
To General Fund I	-	\$ 905,797	PERS Reserve
To Debt Service Fund III	-	13,799	Flight Technology airplane loan
To Capital Projects Fund IV	-	145,000	Transportation and Parking \$100,000; Longhouse \$45,000
From Enterprise Fund VI	500,000	-	
TOTAL	<u>\$ 500,000</u>	<u>\$ 1,064,596</u>	
TOTAL TRANSFERS - ALL FUNDS	<u>\$ 4,009,560</u>	<u>\$ 4,009,560</u>	

Table 11: Budgetary Statement of Resources, Uses and Changes in Fund Balance FY22 Proposed Budget

Category	General Fund	Admin Restricted	Capital Projects	Enterprise	Internal Service	Special Revenue	Financial Aid	Debt Service	Early Retirement Fund	Total
Revenues:										
Intergovernmental - State	26,500,000	-	-	-	-	2,745,000	7,955,000	-	-	37,200,000
Intergovernmental - Federal	2,900,000	-	-	-	-	24,675,000	36,300,000	-	-	63,875,000
Intergovernmental - Local	-	-	-	-	-	600,000	-	-	-	600,000
Intergovernmental - Property Taxes	22,882,000	-	-	-	-	-	-	12,289,497	-	35,171,497
Tuition & Fees	31,237,920	7,782,309	-	-	-	75,000	-	-	-	39,095,229
Other Sources:										
Sale of Goods and Services	828,000	1,480,840	-	-	635,000	30,000	-	-	-	2,973,840
Other Revenues	3,855,375	2,445,825	150,000	2,000,000	110,000	2,150,000	4,050,000	5,949,250	50,000	20,760,450
Total Revenues	88,203,295	11,708,974	150,000	2,000,000	745,000	30,275,000	48,305,000	18,238,747	50,000	199,676,016
Expenditures:										
Instruction	44,252,237	2,418,129	-	-	-	9,458,000	-	-	5,925,739	62,054,105
Instructional Support	6,832,351	1,269,015	-	-	-	1,700,300	-	-	-	9,801,666
Student Services	9,996,194	4,283,271	-	1,295,000	-	10,276,850	-	-	-	25,851,315
Community Services	-	2,245,250	-	-	-	8,134,550	-	-	-	10,379,800
College Support Services	18,487,442	2,118,020	-	-	745,000	1,205,300	-	-	-	22,555,762
Plant Operations & Maintenance	6,213,904	-	1,415,000	-	-	-	-	-	-	7,628,904
Plant Additions	-	-	46,063,066	-	-	-	-	-	-	46,063,066
Financial Aid	-	-	-	-	-	-	48,572,500	-	-	48,572,500
Debt Services	-	-	-	-	-	-	-	19,897,510	-	19,897,510
Total Expenditures	85,782,128	12,333,685	47,478,066	1,295,000	745,000	30,775,000	48,572,500	19,897,510	5,925,739	252,804,628
Revenues Over-(Under) Expenditures	2,421,167	(624,711)	(47,328,066)	705,000	-	(500,000)	(267,500)	(1,658,763)	(5,875,739)	(53,128,612)

Continued

Change in Fund Balance

2021-2022 Adopted Budget

	General Fund	Admin Restricted	Capital Projects	Enterprise	Internal Service	Special Revenue	Financial Aid	Debt Service	Early Retirement Fund	Total
Contingency										
BP270: Board Contingency*	472,000	-	-	-	-	-	-	-	-	472,000
BP270: Administrative Contingency*	2,440,000	-	-	-	-	-	-	-	-	2,440,000
Reserve for restricted carry over/adjustment	600,000	-	-	-	-	-	-	-	-	600,000
Operating contingency	375,000	3,200,000	-	300,000	50,000	-	1,210,000	-	-	5,135,000
Total Contingency	3,887,000	3,200,000	-	300,000	50,000	-	1,210,000	-	-	8,647,000
Other Financing Sources-(Uses)										
Transfers in/(out)	(134,167)	(564,596)	545,000	(705,000)	-	-	(50,000)	1,408,763	-	500,000
Changes in fund balance	(1,600,000)	(4,389,307)	(46,783,066)	(300,000)	(50,000)	(500,000)	(1,527,500)	(250,000)	(5,875,739)	(61,275,612)
Beginning Fund Balance	4,200,000	4,389,307	46,783,066	300,000	50,000	500,000	1,527,500	250,000	5,875,739	63,875,612
Total resources/(uses)	2,600,000	-	-	-	-	-	-	-	-	2,600,000
Transfers to/(From) Fund Balance										
BP295: Unappropriated Ending Fund Balance*	(2,600,000)									(2,600,000)
Ending Fund Balance	-	-	-	-	-	-	-	-	-	-

* BP (Board policies) can be found in Appendix B: Financial Policies.

What is Fund Balance?

Fund balance is generally defined as the difference between a fund’s assets and liabilities. An adequate fund balance is necessary for numerous reasons, such as to have funds available in case of emergency or unexpected events, to maintain or enhance the College’s financial position and related bond ratings, to provide cash for operations prior to receipt of fall term tuitions and fees and receipt of property tax revenues.

Table 12: FY21-FY22 Estimated Beginning and Ending Fund Balance

Fund Description	July 1, 2021 Fund Balance	June 30, 2022 Fund Balance	Dollar Change	Percent Change	Explanation of changes in fund balances > 10%
General Fund I	4,200,000	5,700,000	1,500,000	26%	Year 2 effort to restore the general fund ending fund balance
Administratively Restricted Fund IX	4,389,307	3,529,307	(860,000)	-20%	Pension (PERS) reserve is being drawn down \$860,000
Capital Projects Fund IV	46,783,066	14,783,066	(37,000,000)	-79%	FY22 estimated Bond 2020 spending; major maintenance
Enterprise Fund VI	300,000	300,000	-	0%	
Internal Service Fund II	50,000	50,000	(25,000)	-50%	Use fund balance for sustainability projects
Special Revenue Fund VIII	500,000	500,000	-	0%	
Financial Aid Fund V	1,527,500	1,477,500	(50,000)	-3%	
Debt Service Fund III	250,000	250,000	-	0%	
Early Retirement Fund VII	5,875,739	5,375,739	(500,000)	-9%	
	63,875,612	31,965,612	(36,935,000)	-57.8%	



GENERAL FUND I

ADMINISTRATIVELY RESTRICTED FUND IX

General Fund I Resources

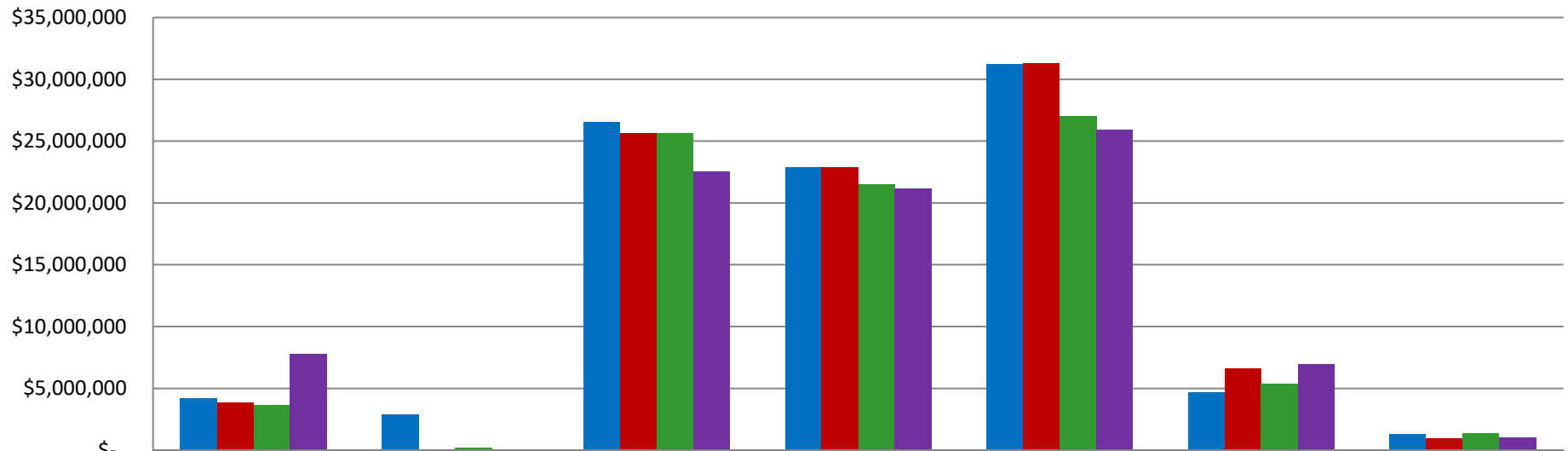
2021-2022 Adopted Budget

The general fund (Fund I) includes activities directly associated with operations related to the College’s basic educational objectives.

FY 2018-19 ACTUAL	FY 2019-20 ACTUAL	FY 2020-21 BUDGET	Description of Resources and Requirements	FY 2021-22 PROPOSED	FY 2021-22 APPROVED	FY 2021-22 ADOPTED	+ -	Explanation of changes in budget of > 10%
RESOURCES								
7,783,419	3,652,867	3,812,000	Beginning Fund Balance	4,200,000	4,200,000	4,200,000		+ Budgeted at current projection
-	148,835	-	Federal Support	2,900,000	2,900,000	2,900,000		+ Estimated Lost Revenue Recovery
22,538,681	25,644,991	25,650,000	State Support	26,500,000	26,500,000	26,500,000		
21,173,177	21,522,026	22,875,000	Property Taxes	22,882,000	22,882,000	22,882,000		
Tuition & Fees:								
22,639,330	23,936,273	27,045,000	Tuition	24,315,000	24,315,000	24,315,000		- Budgeted at current projection
3,270,279	3,111,108	4,249,630	Student Fees	6,922,920	6,922,920	6,922,920		+ Emergency Fee recovery & current proj.
Other Sources:								
867,913	740,794	822,000	Sale of Goods and Services	828,000	828,000	828,000		
4,096,790	2,016,402	2,375,000	Administrative Recovery	1,425,000	1,425,000	1,425,000		- FY22 standard schedule
1,223,291	1,068,580	1,030,835	Other Fees & Charges	607,375	607,375	607,375		- Adj. to reflect current activity
751,203	1,538,940	2,377,182	Other Revenue	1,823,000	1,823,000	1,823,000		- Adj. to reflect current activity
76,560,665	79,727,950	86,424,647	Total Revenues	88,203,295	88,203,295	88,203,295		
Transfers In:								
86,000	-	-	- Transfer In Internal Services Fund II	-	-	-		
-	300,000	-	- Transfer In Capital Projects Fund IV	300,000	300,000	300,000		+ Capital reserves transfer
50,000	157,144	50,000	Transfer In Financial Aid Fund V	50,000	50,000	50,000		
15,000	-	-	- Transfer In Enterprise Fund VI	-	-	-		
860,000	860,000	860,000	Transfer In Administratively Restricted IX	905,797	905,797	905,797		
1,011,000	1,317,144	910,000	Total Transfers In	1,255,797	1,255,797	1,255,797		
85,355,084	84,697,961	91,146,647	TOTAL RESOURCES	93,659,092	93,659,092	93,659,092		

Chart 14: General Fund I Resources

Fiscal Years 2019-2022



	Beginning Fund Balance	Federal Support	State Revenue	Property Taxes	Tuition & Fees	Other Sources	Transfers In
■ FY22 Adopted	\$4,200,000	2,900,000	\$26,500,000	\$22,882,000	\$31,237,920	\$4,683,375	\$1,255,797
■ FY21 Current	\$3,812,000	-	\$25,650,000	\$22,875,000	\$31,294,630	\$6,605,017	\$910,000
■ FY20 Actuals	\$3,652,867	148,835	\$25,644,991	\$21,522,026	\$27,047,381	\$5,364,716	\$1,317,144
■ FY19 Actuals	\$7,783,419	-	\$22,538,681	\$21,173,177	\$25,909,609	\$6,939,197	\$1,011,000

General Fund I Requirements by Program

2021-2022 Adopted Budget

FY 2018-19 ACTUAL	FY 2019-20 ACTUAL	FY 2020-21 BUDGET	Description of Resources and Requirements	FTE	FY 2021-22 PROPOSED	FY 2021-22 APPROVED	FY 2021-22 ADOPTED	+ -	Explanation of changes in budget of > 10%
REQUIREMENTS									
Instruction									
984,222	653,171	789,734	Academic Learning Skills		377,347	377,347	377,347	-	Vacancies
1,666,169	1,454,600	1,318,768	Adult Basic & Secondary Education		1,273,259	1,273,259	1,273,259		
2,432,204	2,201,805	2,398,517	Advanced Technologies		2,329,246	2,329,246	2,329,246		
8,614,393	8,955,869	8,428,241	Arts & Humanities		8,898,487	8,770,238	8,770,238		
2,610,972	2,719,628	2,838,698	Business & Computer Information Technology		2,615,472	2,615,472	2,615,472		
-	316,831	382,351	Career Pathways		417,238	417,238	417,238		
959,700	897,487	879,255	Cooperative Education		827,330	827,330	827,330		
790,130	742,621	785,679	Culinary Arts, Hotel/Restaurant/Tourism		635,355	635,355	635,355	-	Vacancies
1,308,060	1,312,590	1,347,133	English as a Second Language		1,208,151	1,208,151	1,208,151	-	Vacancies
857,792	789,188	917,765	Extended Learning		787,813	787,813	787,813	-	Department reorganization
425,030	870,121	579,329	Flight Technology		470,498	470,498	470,498	-	Vacancies
1,476,381	1,317,628	1,321,706	Health & Physical Education		1,259,952	1,259,952	1,259,952		
8,272,999	7,962,592	8,372,280	Health Professions		9,520,892	9,520,892	9,520,892	+	Additional faculty positions & reorg.
123,596	108,486	87,557	Lane Community College at Cottage Grove		14,460	14,460	14,460	-	Department reorganization
577,526	479,373	478,165	Lane Community College at Florence		424,287	424,287	424,287	-	Vacancies
-	44,717	44,692	Information Technology		-	-	-	-	Accounting change
3,672,610	3,522,289	3,284,789	Mathematics		2,627,165	2,820,664	2,820,664	-	Vacancies
33,856	115,550	1,286,222	Non-Departmental		1,015,000	861,000	861,000	-	Budget correction
4,301,214	4,717,877	4,398,236	Science		4,695,536	4,695,536	4,695,536		
3,556,637	3,733,821	3,943,700	Social Science		3,693,808	3,822,058	3,822,058		
108,595	261,290	137,000	Special Instructional Projects		175,000	175,000	175,000	+	Department reorganization
363,453	367,692	279,721	Student Success		176,230	176,230	176,230	-	Vacancies
181,557	99,482	515,387	Tutoring		809,711	809,711	809,711	+	Department reorganization
43,317,093	43,644,707	44,814,925	Total Instruction	407.5	44,252,237	44,291,737	44,291,737		

General Fund I Requirements by Program

2021-2022 Adopted Budget

FY 2018-19 ACTUAL	FY 2019-20 ACTUAL	FY 2020-21 BUDGET	Description of Resources and Requirements	FTE	FY 2021-22 PROPOSED	FY 2021-22 APPROVED	FY 2021-22 ADOPTED	+ -	Explanation of changes in budget of > 10%
Instructional Support									
1,498,076	1,469,569	1,439,938	Academic & Student Affairs Office		1,192,297	1,192,297	1,192,297	-	Department reorganization
814,245	1,048,498	975,613	Academic Technology		1,221,227	1,221,227	1,221,227	+	Additional positions
-	3,049	225,113	Curriculum & Scheduling		-	-	-	-	Accounting change
412,958	295,812	406,876	Faculty Professional Development		399,471	399,471	399,471		
-	-	-	Grant Coordination		146,976	146,976	146,976	+	Department reorganization
569,873	589,914	638,509	High School Connections		584,986	584,986	584,986		
467,365	458,208	510,700	Information Technology		541,644	541,644	541,644		
1,449,707	1,252,566	1,185,032	Library		1,237,090	1,237,090	1,237,090		
(943)	88,193	-	Non-Departmental		-	-	-		
111,982	143,545	215,903	Planning & Institutional Effectiveness		77,700	77,700	77,700	-	Department reorganization
251,946	680,580	586,761	Special Instructional Projects		1,430,960	1,430,960	1,430,960	+	Department reorganization
5,575,209	6,029,931	6,184,445	Total Instructional Support	49.6	6,832,351	6,832,351	6,832,351		
Student Services									
841,633	814,954	868,648	Athletics		879,898	879,898	879,898		
1,164,198	1,194,682	1,306,249	Center for Accessible Resources		1,023,039	1,023,039	1,023,039	-	Department reorganization
11,670	15,499	19,478	Child and Family Education		15,275	15,275	15,275	-	Vacancies
183,167	105,194	105,965	Conference & Culinary Services		-	-	-	-	Vacancies
47,366	56,629	1,000	English as a Second Language		1,000	1,000	1,000		
1,315,360	1,416,739	1,509,253	Financial Aid*		1,499,462	1,499,462	1,499,462		
283,044	268,512	213,940	Gender Equity Center		170,505	259,092	259,092	+	Vacancies
137,303	86,952	30,559	Mental Health & Title IX**		751,190	727,851	727,851	+	Department reorganization
642,396	654,121	646,362	Multicultural Center		680,444	680,444	680,444		
26,417	205,899	-	Non-Departmental		-	-	-		
1,974,305	1,936,539	1,846,598	Student Enrollment/Registrar***		1,950,515	1,950,515	1,950,515		
-	1,736	-	Special Instructional Projects		-	-	-		
1,319,912	281,305	537,204	Student Engagement		527,379	527,379	527,379		
217,101	192,534	200,328	Student Standards		207,540	207,540	207,540		
1,445,298	2,337,862	2,411,113	Student Success		2,289,947	2,289,947	2,289,947		
9,609,171	9,569,159	9,696,697	Total Student Services	91.7	9,996,194	10,061,442	10,061,442		

*Department reorganization

**New department

***Department reorganization

General Fund I Requirements by Program

2021-2022 Adopted Budget

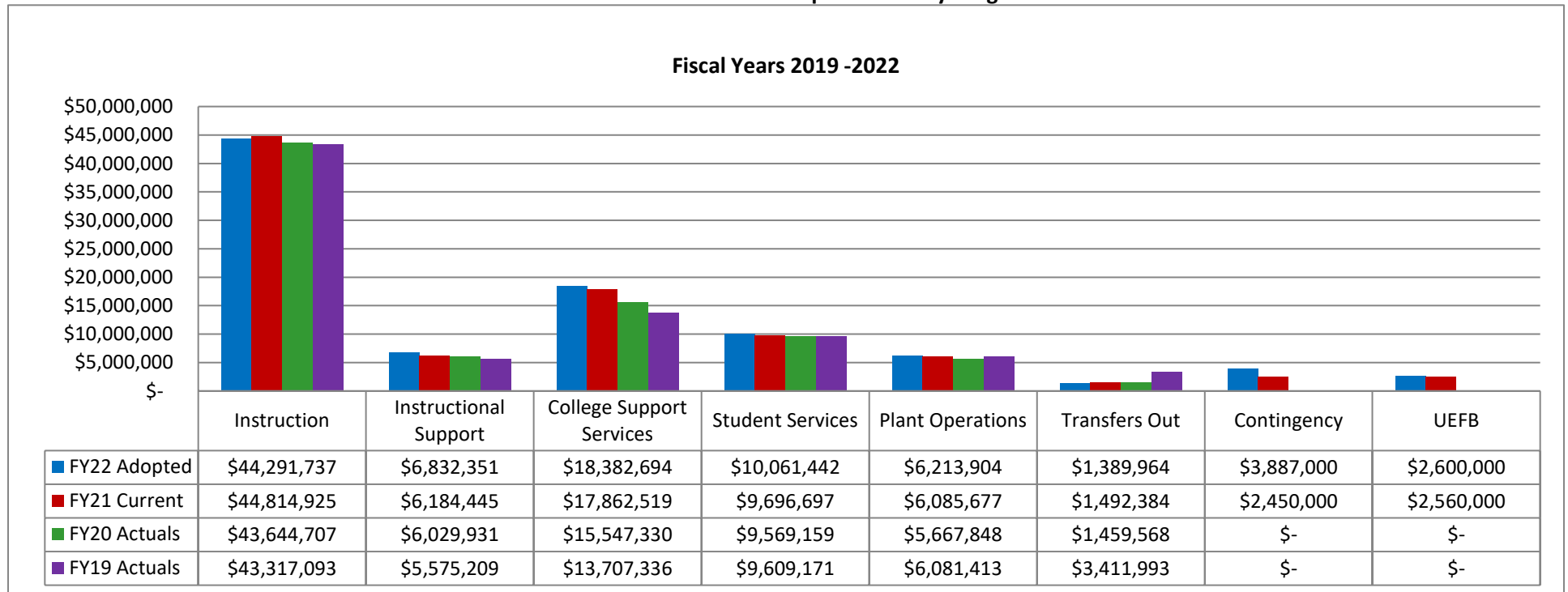
FY 2018-19 ACTUAL	FY 2019-20 ACTUAL	FY 2020-21 BUDGET	Description of Resources and Requirements	FTE	FY 2021-22 PROPOSED	FY 2021-22 APPROVED	FY 2021-22 ADOPTED	+ -	Explanation of changes in budget of > 10%
College Support Services									
-	318,831	324,283	Access, Equity and Inclusion		352,030	352,030	352,030		
36,843	15,964	39,250	Archives & Records Management		40,000	40,000	40,000		
44,816	22,393	32,000	Board of Education		31,900	31,900	31,900		
1,502,892	1,559,476	1,594,855	College Finance		1,680,343	1,680,343	1,680,343		
701,994	662,115	854,886	College Services		1,023,696	1,023,696	1,023,696	+	Additional staff positions
164,708	-	600	Curriculum & Scheduling		-	-	-	-	Accounting change
608,621	200,066	271,500	Governance & Administration		265,000	265,000	265,000		
821	227	-	Health & PE		950	950	950	+	Accounting change
1,446,056	1,431,829	1,382,914	Human Resources		1,684,011	1,684,011	1,684,011	+	New Positions & software investment
3,996,055	4,570,525	4,697,539	Infrastructure Technology		4,524,438	4,524,438	4,524,438		
351,201	291,896	294,309	Institute for Sustainable Practices		259,329	259,329	259,329	-	Department reorganization
648,672	634,366	800,000	Insurance - Property & Liability		925,000	925,000	925,000	+	Increased insurance costs
732,129	744,852	812,445	Lane Community College Foundation		768,800	768,800	768,800		
129,030	125,977	126,343	Mail Services		168,103	168,103	168,103	+	Accounting change
1,217,067	1,800,663	1,405,383	Marketing & Public Relations		1,410,575	1,410,575	1,410,575		
5,106,622	5,439,319	1,504,000	Non-Departmental		1,619,898	1,538,488	1,538,488		
(6,556,977)	(5,673,997)	-	Other Personnel Expenditures		-	-	-		
920,638	853,742	851,101	Planning & Institutional Effectiveness*		809,674	786,336	786,336		
924,425	836,706	1,125,851	President's Office		1,191,727	1,191,727	1,191,727		
217,649	44,378	155,593	Professional & Organizational Development		100,000	100,000	100,000	-	Reorganization
1,347,105	1,296,518	1,288,659	Public Safety		1,282,629	1,282,629	1,282,629		
166,970	371,483	301,008	Telephone Services		349,339	349,339	349,339	+	Budget correction
13,707,336	15,547,330	17,862,519	Total College Support Services	118.9	18,487,442	18,382,694	18,382,694		
Plant Operations & Maintenance									
6,081,413	5,667,848	6,085,677	Facilities Management & Planning		6,213,904	6,213,904	6,213,904		
6,081,413	5,667,848	6,085,677	Total Plant Operations & Maintenance	43.5	6,213,904	6,213,904	6,213,904		
Contingency									
-	-	2,450,000	Projects/Provisions		3,887,000	3,887,000	3,887,000	+	Budget change for fund balance restoration
-	-	2,450,000	Total Contingency		3,887,000	3,887,000	3,887,000		

General Fund I Requirements by Program

2021-2022 Adopted Budget

FY 2018-19 ACTUAL	FY 2019-20 ACTUAL	FY 2020-21 BUDGET	Description of Resources and Requirements	FY 2021-22 PROPOSED	FY 2021-22 APPROVED	FY 2021-22 ADOPTED	+ -	Explanation of changes in budget of > 10%
Transfers Out:								
746,893	142,504	682,384	To Debt Service III	689,964	689,964	689,964		
2,500,000	1,300,000	810,000	To Capital Projects Fund IV	700,000	700,000	700,000	-	Decreased major maintenance transfer
165,100	17,064	-	To Administratively Restricted Fund IX	-	-	-		
3,411,993	1,459,568	1,492,384	Total Transfers Out	1,389,964	1,389,964	1,389,964		
UEFB								
-	-	2,560,000	Unappropriated Ending Fund Balance	2,600,000	2,600,000	2,600,000		
-	-	2,560,000	Total UEFB	2,600,000	2,600,000	2,600,000		
81,702,216	81,918,543	91,146,647	TOTAL REQUIREMENTS SUMMARY	93,659,092	93,659,092	93,659,092		
85,355,084	84,697,961	91,146,647	Total Resources	93,659,092	93,659,092	93,659,092	+	Budget change for fund balance restoration
(81,702,216)	(81,918,543)	(91,146,647)	Less: Total Requirements	(93,659,092)	(93,659,092)	(93,659,092)		
3,652,867	2,779,418	-	RESOURCES OVER-(UNDER) EXPENDITURES	-	-	-		
3,652,867	2,779,418	-	ENDING FUND BALANCE	-	-	-		

Chart 15: General Fund I Requirements by Program



General Fund I Requirements by Expense Category

2021-2022 Adopted Budget

	FY 2021-22 ADOPTED	Personnel Services	Materials & Services	Capital Outlay	Transfers Out	Debt Service	Contingency
Instruction							
Academic Learning Skills	377,347	369,047	8,300	-	-	-	-
Adult Basic & Secondary Education	1,273,259	1,200,274	72,985	-	-	-	-
Advanced Technologies	2,329,246	2,058,521	270,725	-	-	-	-
Art & Humanities	8,770,238	8,438,148	332,090	-	-	-	-
Business & Computer Information Technology	2,615,472	2,499,447	116,025	-	-	-	-
Career Pathways	417,238	411,753	5,485	-	-	-	-
Cooperative Education	827,330	811,030	16,300	-	-	-	-
Culinary Arts, Hotel/Restaurant/Tourism	635,355	547,855	87,500	-	-	-	-
English as a Second Language	1,208,151	1,181,401	26,750	-	-	-	-
Extended Learning	787,813	749,613	38,200	-	-	-	-
Flight Technology	470,498	417,148	53,350	-	-	-	-
Health & Physical Education	1,259,952	1,159,187	100,765	-	-	-	-
Health Professions	9,520,892	7,943,705	1,577,187	-	-	-	-
Lane Community College at Cottage Grove	14,460	-	14,460	-	-	-	-
Lane Community College at Florence	424,287	406,287	18,000	-	-	-	-
Mathematics	2,820,664	2,776,279	44,385	-	-	-	-
Non-Departmental	861,000	861,000	-	-	-	-	-
Science	4,695,536	4,575,236	120,300	-	-	-	-
Social Science	3,822,058	3,781,633	40,425	-	-	-	-
Special Instructional Projects	175,000	175,000	-	-	-	-	-
Student Success	176,230	176,230	-	-	-	-	-
Tutoring	809,711	805,211	4,500	-	-	-	-
Total Instruction	44,291,737	41,344,005	2,947,732	-	-	-	-

Continued

General Fund I Requirements by Expense Category

2021-2022 Adopted Budget

	FY 2021-22 ADOPTED	Personnel Services	Materials & Services	Capital Outlay	Transfers Out	Debt Service	Contingency
Instructional Support							
Academic & Student Affairs Office	1,192,297	1,098,547	93,750	-	-	-	-
Academic Technology	1,221,227	1,176,242	44,985	-	-	-	-
Faculty Professional Development	399,471	-	399,471	-	-	-	-
Grant Coordination	146,976	95,476	51,500	-	-	-	-
High School Connections	584,986	564,986	20,000	-	-	-	-
Information Technology	541,644	541,644	-	-	-	-	-
Library	1,237,090	1,047,840	110,250	79,000	-	-	-
Planning & Institutional Effectiveness	77,700	39,200	38,500	-	-	-	-
Special Instructional Projects	1,430,960	1,152,360	278,600	-	-	-	-
Total Instructional Support	6,832,351	5,716,295	1,037,056	79,000	-	-	-
Student Services							
Athletics	879,898	619,898	260,000	-	-	-	-
Center for Accessible Resources	1,023,039	863,099	159,940	-	-	-	-
Child & Family Education	15,275	15,275	-	-	-	-	-
English as a Second Language	1,000	-	1,000	-	-	-	-
Financial Aid	1,499,462	1,455,762	43,700	-	-	-	-
Gender Equity Center	259,092	254,132	4,960	-	-	-	-
Mental Health & Title IX	727,851	677,936	49,915	-	-	-	-
Multicultural Center	680,444	627,594	52,850	-	-	-	-
Student Engagement	527,379	473,029	54,350	-	-	-	-
Student Enrollment/Registrar	1,950,515	1,818,115	132,400	-	-	-	-
Student Standards	207,540	205,890	1,650	-	-	-	-
Student Success	2,289,947	2,230,347	59,600	-	-	-	-
Total Student Services	10,061,442	9,241,077	820,365	-	-	-	-

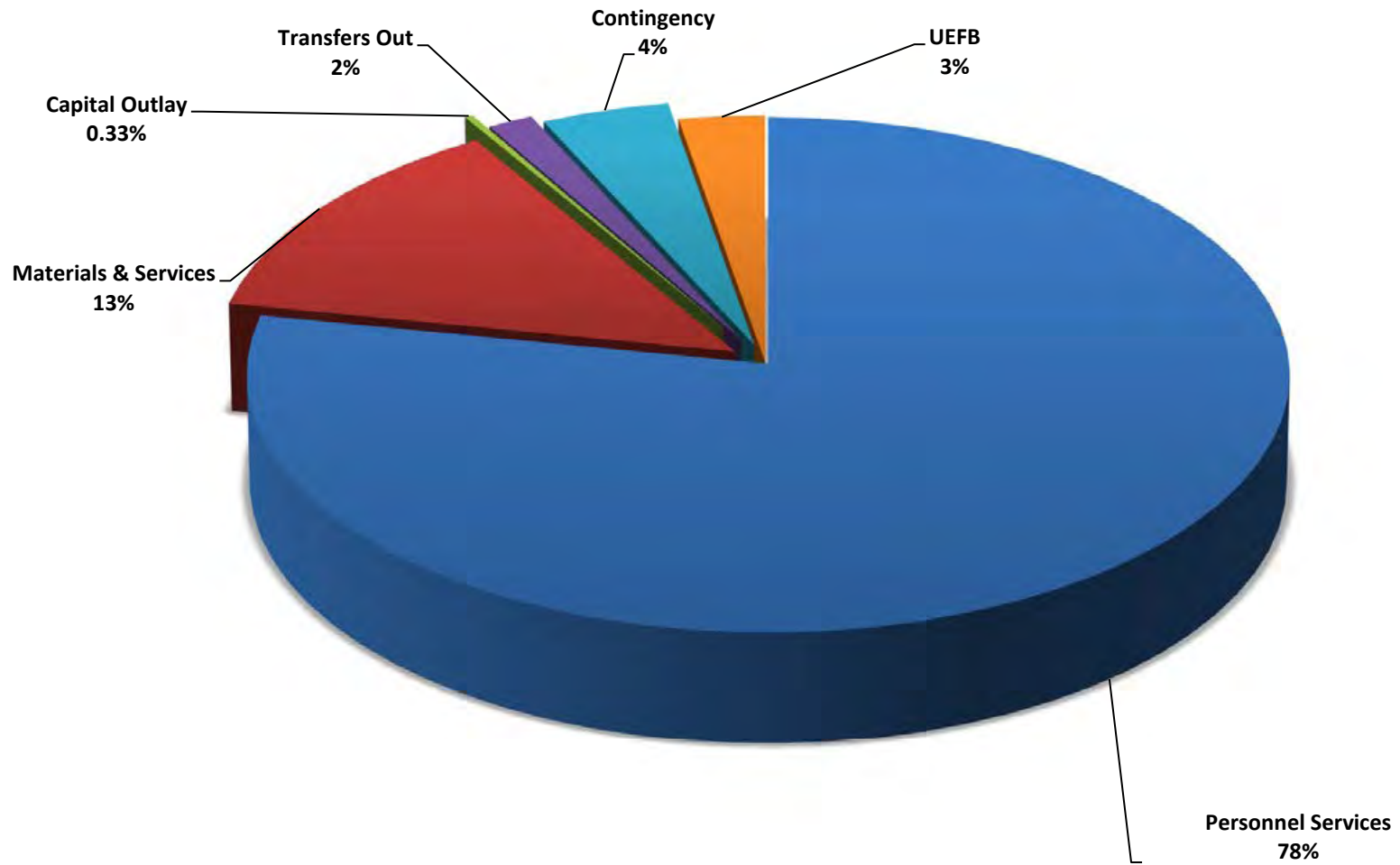
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General Fund I Requirements by Expense Category

2021-2022 Adopted Budget

	FY 2021-22 ADOPTED	Personnel Services	Materials & Services	Capital Outlay	Transfers Out	Debt Service	Contingency
College Support Services							
Access, Equity and Inclusion	352,030	284,530	67,500	-	-	-	-
Archives & Records Management	40,000	35,000	5,000	-	-	-	-
Board of Education	31,900	-	31,900	-	-	-	-
College Finance	1,818,607	1,349,043	331,300	-	138,264	-	-
College Services	1,023,696	930,130	93,566	-	-	-	-
Governance Legal & Administration	265,000	-	265,000	-	-	-	-
Health & Physical Education	950	-	950	-	-	-	-
Human Resources	1,684,011	1,489,461	194,550	-	-	-	-
Infrastructure Technology	4,524,438	3,161,138	1,363,300	-	-	-	-
Institute for Sustainable Practices	259,329	172,511	86,818	-	-	-	-
Insurance - Property & Liability	925,000	-	925,000	-	-	-	-
Lane Community College Foundation	768,800	768,800	-	-	-	-	-
Mail Services	168,103	126,603	41,500	-	-	-	-
Marketing & Public Relations	1,410,575	729,575	681,000	-	-	-	-
Non-Departmental	1,538,488	1,025,000	342,488	171,000	-	-	-
Planning & Institutional Effectiveness	786,336	763,436	22,900	-	-	-	-
President's Office	1,191,727	1,074,727	117,000	-	-	-	-
Professional & Organizational Development	100,000	-	100,000	-	-	-	-
Public Safety	1,282,629	1,157,954	124,675	-	-	-	-
Telephone Services	349,339	144,339	205,000	-	-	-	-
Total College Support Services	18,520,958	13,212,247	4,999,447	171,000	138,264	-	-
Plant Operations & Maintenance							
Facilities Management & Planning	6,913,904	3,578,924	2,634,980	-	700,000	-	-
Total Plant Operations & Maintenance	6,913,904	3,578,924	2,634,980	-	700,000	-	-
Debt Service							
College Finance	551,700	-	-	-	551,700	-	-
Total Debt Service	551,700	-	-	-	551,700	-	-
Contingency							
Non-Departmental	3,887,000	-	-	-	-	-	3,887,000
Unappropriated Ending Fund Balance (UEFB)	2,600,000	-	-	-	-	-	2,600,000
Total Contingency	6,487,000	-	-	-	-	-	6,487,000
Total General Fund Requirements	93,659,092	73,092,548	12,439,580	250,000	1,389,964	-	6,487,000

Chart 16: General Fund I Requirements by Expense Category



Administratively Restricted Fund IX

2021-2022 Adopted Budget

The special revenue administratively restricted fund (Fund IX) is 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.

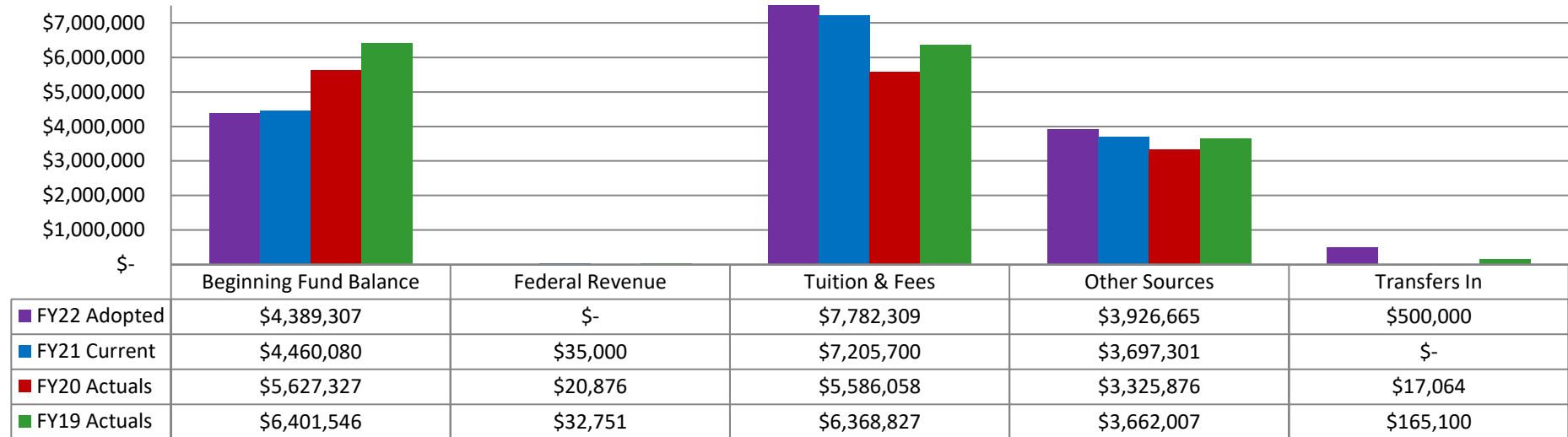
FY 2018-19 ACTUAL	FY 2019-20 ACTUAL	FY 2020-21 BUDGET	Description of Resources and Requirements	FY 2021-22 PROPOSED	FY 2021-22 APPROVED	FY 2021-22 ADOPTED	+ -	Explanation of changes in budget of > 10%
RESOURCES								
6,401,546	5,627,327	4,460,080	Beginning Fund Balance	4,389,307	4,389,307	4,389,307		
32,751	20,876	35,000	Federal Support	-	-	-	-	- Budgeted at current projection
Tuition & Fees:								
234,909	180,563	195,000	Tuition	1,495,000	1,495,000	1,495,000		+ Accounting change; Int'l Program to Fund IX
6,133,918	5,405,495	7,010,700	Student Fees	6,287,309	6,287,309	6,287,309		- Budgeted at current projection
1,539,656	1,402,077	1,568,191	Other Fees & Charges	2,090,825	2,090,825	2,090,825		+ Accounting change; Int'l Program to Fund IX
1,721,001	1,550,561	1,610,000	Sale of Goods and Services	1,480,840	1,480,840	1,480,840		
401,350	373,238	519,110	Other Revenue	355,000	355,000	355,000		- Budgeted at current projection
10,063,585	8,932,810	10,938,001	Total Revenues	11,708,974	11,708,974	11,708,974		
Transfers In:								
165,100	17,064	-	- Transfer In General Fund I	-	-	-		
-	-	-	- Transfer In Enterprise Fund	500,000	500,000	500,000		+
165,100	17,064	-	Total Transfers In	500,000	500,000	500,000		+
16,630,231	14,577,201	15,398,081	TOTAL RESOURCES	16,598,281	16,598,281	16,598,281		
REQUIREMENTS								
Instruction								
-	-	-	- Energy Management Program*	125,000	125,000	125,000		+ Program reorganization
1,445,591	1,181,261	1,011,600	Extended Learning	326,000	326,000	326,000		- Department reorganization
858,594	936,591	1,040,701	Flight Technology	1,040,701	1,040,701	1,040,701		
-	-	-	- International Programs	151,588	151,588	151,588		+ Accounting change; Int'l Program to Fund IX
1,030,171	908,377	885,000	Specialized Support Services	759,840	759,840	759,840		- Vacancies
25,754	21,354	15,000	Student Restaurant	15,000	15,000	15,000		
375,777	59,914	-	- Technology Fee	-	-	-		
206	18	-	- Non-Departmental	-	-	-		
3,736,093	3,107,515	2,952,301	Total Instruction	21.9	2,418,129	2,418,129		2,418,129
Instructional Support								
411,365	399,339	705,488	Academic Technology	947,550	947,550	947,550		+ Additional staff positions
442,872	551,215	310,600	Technology Fee	321,465	321,465	321,465		
854,237	950,554	1,016,088	Total Instructional Support	10.9	1,269,015	1,269,015		1,269,015
Student Services								
665,074	582,648	803,970	Child Development Center	799,839	799,839	799,839		
1,012,488	999,447	905,800	Health Clinic	917,800	917,800	917,800		
53,327	25,921	53,350	Multicultural Center	65,015	65,015	65,015		+ Accounting change
-	-	-	- International Programs	2,105,812	2,105,812	2,105,812		+ Accounting change; moved to Fund IX
254,723	481,807	391,626	Student Engagement	330,755	330,755	330,755		- Budgeted at current projection
16,324	8,618	13,140	Student Productions Association	19,400	19,400	19,400		+ Budgeted at current projection
64,099	11,465	-	- Technology Fee	-	-	-		
62,405	46,223	53,500	The Torch	44,650	44,650	44,650		- Budgeted at current projection
45	-	-	- Non-Departmental	-	-	-		
2,128,485	2,156,130	2,221,386	Total Student Services	27.4	4,283,271	4,283,271		4,283,271

Administratively Restricted Fund IX

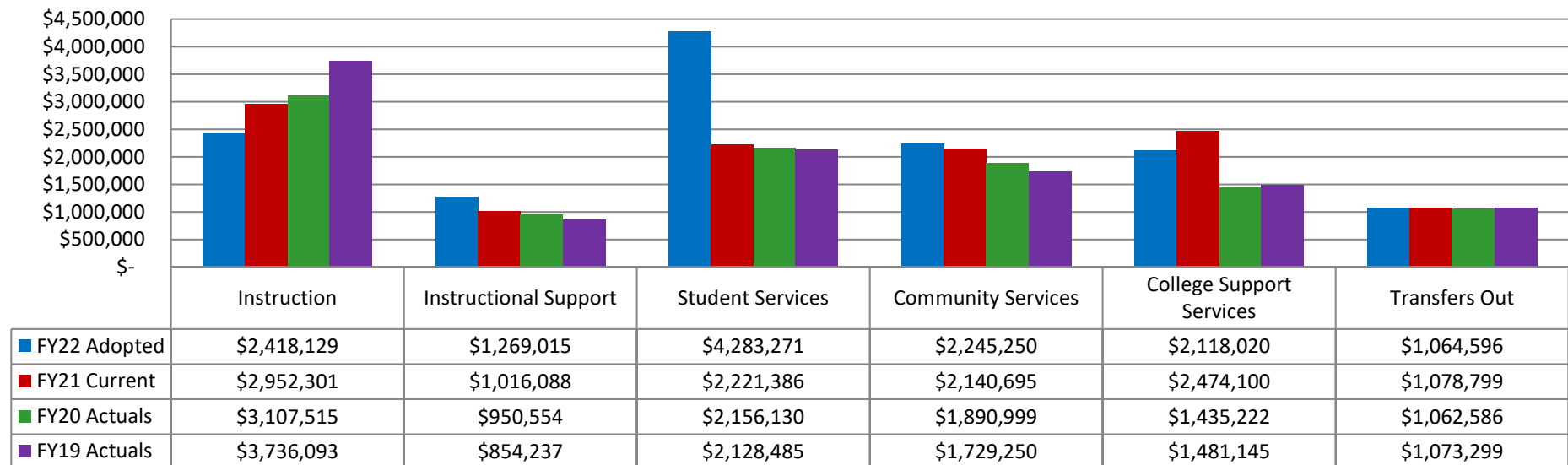
2021-2022 Adopted Budget

FY 2018-19 ACTUAL	FY 2019-20 ACTUAL	FY 2020-21 BUDGET	Description of Resources and Requirements	FTE	FY 2021-22 PROPOSED	FY 2019-20 APPROVED	FY 2019-20 ADOPTED	+	Explanation of changes in budget of > 10%
								-	
			Community Services						
1,725,175	1,890,999	2,140,695	KLCC FM Operations		2,245,250	2,245,250	2,245,250		
4,074	-	-	Non-Departmental		-	-	-		
1,729,250	1,890,999	2,140,695	Total Community Services	14.0	2,245,250	2,245,250	2,245,250		
			College Support Services						
-	-	15,000	Non-Departmental		-	-	-		- Accounting change
1,071,145	1,107,355	1,968,900	Technology Fee		1,849,420	1,849,420	1,849,420		
410,000	327,867	490,200	Transportation		268,600	268,600	268,600		- Budgeted at current projection
1,481,145	1,435,222	2,474,100	Total College Support Services	1.9	2,118,020	2,118,020	2,118,020		-
			Plant Operation & Maintenance						
396	-	-	Non-Departmental		-	-	-		
396	-	-	Total Plant Operation & Maintenance		-	-	-		
			Transfers Out:						
860,000	860,000	860,000	To General Fund I		905,797	905,797	905,797		
13,799	13,799	13,799	To Debt Service III		13,799	13,799	13,799		
199,500	188,787	205,000	To Capital Projects Fund IV		145,000	145,000	145,000		- Budgeted at current projection
1,073,299	1,062,586	1,078,799	Total Transfers Out		1,064,596	1,064,596	1,064,596		
			Contingency						
-	-	3,514,712	Projects/Provisions		3,200,000	3,200,000	3,200,000		
-	-	3,514,712	Total Contingency		3,200,000	3,200,000	3,200,000		
11,002,904	10,603,005	15,398,081	TOTAL REQUIREMENTS		16,598,281	16,598,281	16,598,281		
5,627,327	3,974,193	-	ENDING FUND BALANCE		-	-	-		
			SUMMARY						
16,630,231	14,577,201	15,398,081	Total Resources		16,598,281	16,598,281	16,598,281		
(11,002,904)	(10,603,005)	(15,398,081)	Less: Total Requirements		(16,598,281)	(16,598,281)	(16,598,281)		
5,627,327	3,974,193	-	RESOURCES OVER-(UNDER) EXPENDITURES		-	-	-		

**Chart 17: Administratively Restricted Fund IX
Resources Fiscal Years 2019 - 2022**



**Chart 18: Administratively Restricted Fund IX
Requirements Fiscal Years 2019 - 2022**



Administratively Restricted Fund IX Requirements by Expense Category

2021-2022 Adopted Budget

	FY 2021-22 ADOPTED	Personnel Services	Materials & Services	Capital Outlay	Transfers Out	Debt Service	Contingency
Instruction							
Lane Community College at Cottage Grove	20,000	-	20,000	-	-	-	-
Culinary Arts, Hotel/Restaurant/Tourism	15,000	-	15,000	-	-	-	-
Extended Learning	247,000	112,000	135,000	-	-	-	-
Flight Technology	1,040,701	718,632	322,069	-	-	-	-
Lane Community College at Florence	59,000	32,200	26,800	-	-	-	-
Governance, Legal & Administration	45,797	-	-	-	45,797	-	-
International Programs	151,588	151,588	-	-	-	-	-
Science	125,000	49,000	76,000	-	-	-	-
Specialized Support Services	759,840	665,536	94,304	-	-	-	-
Total Instruction	2,463,926	1,728,956	689,173	-	45,797	-	-
Instructional Support							
Academic Technology	947,550	681,690	265,860	-	-	-	-
Information Technology	197,877	197,877	-	-	-	-	-
Library	123,588	123,588	-	-	-	-	-
Total Instructional Support	1,269,015	1,003,155	265,860	-	-	-	-
Student Services							
Child & Family Education	799,839	691,139	108,700	-	-	-	-
Gender Equity Center	8,920	-	8,920	-	-	-	-
Health Clinic	917,800	770,963	146,837	-	-	-	-
Institute for Sustainable Practices	42,025	40,025	2,000	-	-	-	-
International Programs	2,105,812	1,022,160	1,083,652	-	-	-	-
Multicultural Center	101,095	-	56,095	-	45,000	-	-
Performing Arts	19,400	-	19,400	-	-	-	-
Student Engagement	288,730	42,540	246,190	-	-	-	-
The Torch	44,650	23,800	20,850	-	-	-	-
Total Student Services	4,328,271	2,590,627	1,692,644	-	45,000	-	-
Community Services							
KLCC FM	2,245,250	1,302,286	832,964	110,000	-	-	-
Total Community Services	2,245,250	1,302,286	832,964	110,000	-	-	-

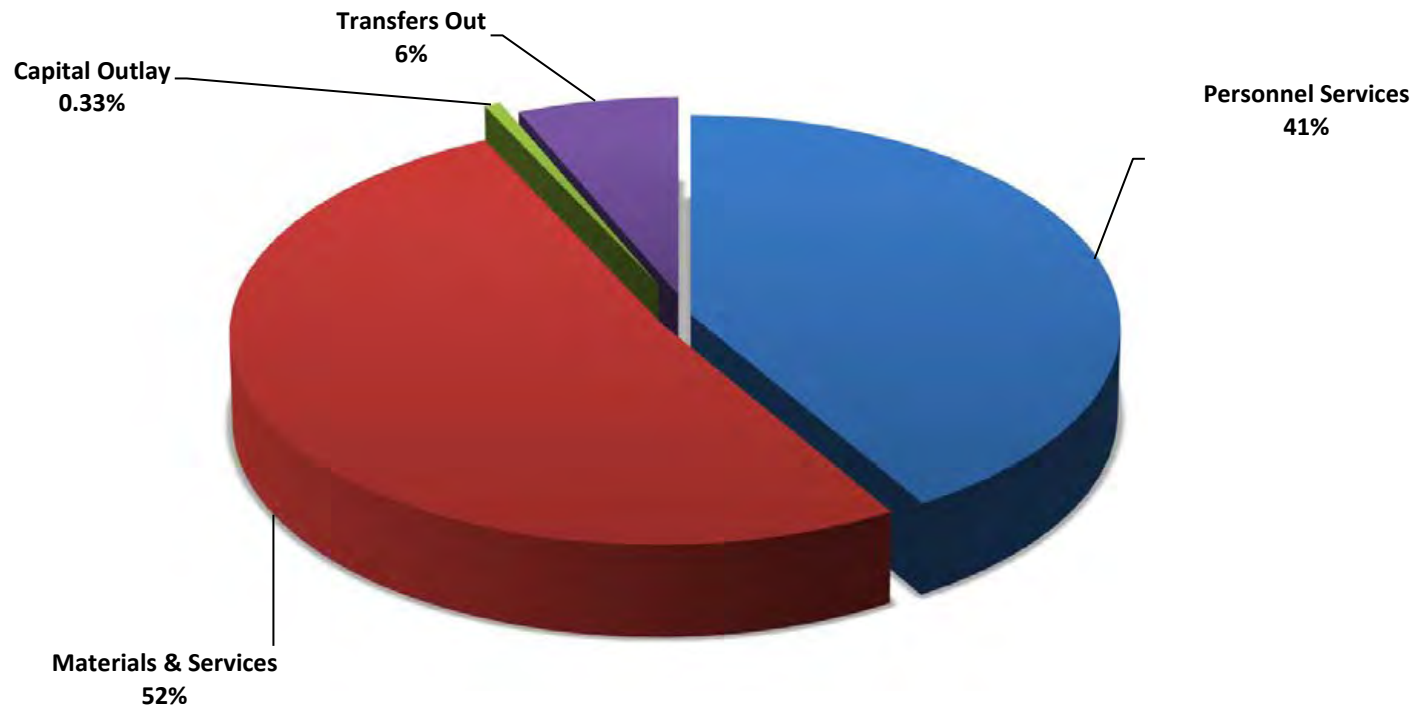
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Administratively Restricted Fund IX Requirements by Expense Category

2021-2022 Adopted Budget

	FY 2021-22 ADOPTED	Personnel Services	Materials & Services	Capital Outlay	Transfers Out	Debt Service	Contingency
College Support Services							
Information Technology	1,849,420	242,420	1,607,000	-	-	-	-
Non-Departmental	1,228,600	-	268,600	-	960,000	-	-
Total College Support Services	3,078,020	242,420	1,875,600	-	960,000	-	-
Debt Service							
Flight Technology	13,799	-	-	-	13,799	-	-
Total Debt Service	13,799	-	-	-	13,799	-	-
Contingency							
Non-Departmental	3,200,000	-	3,200,000	-	-	-	-
Total Contingency	3,200,000	-	3,200,000	-	-	-	-
Total General Fund Requirements	16,598,281	6,867,444	8,556,241	110,000	1,064,596	-	-

Chart 19: Fund IX Requirements by Expense Category





DEBT FUND III

AND

CAPITAL FUND IV

Debt Fund III

2021-2022 Adopted Budget

The debt service fund (Fund III) is used to account for the accumulation of resources and, for the payment of general long-term debt principal, interest and related costs.

FY 2018-19 ACTUAL	FY 2019-20 ACTUAL	FY 2020-21 BUDGET	Description of Resources and Requirements	FY 2021-22 PROPOSED	FY 2021-22 APPROVED	FY 2021-22 ADOPTED	+ -	Explanation of changes in budget of > 10%
RESOURCES								
160,043	283,044	200,000	Beginning Fund Balance	250,000	250,000	250,000	+	Budgeted at current projection
7,676,476	7,736,001	12,200,618	Property Taxes	12,289,497	12,289,497	12,289,497		
5,187,543	9,626,456	10,669,250	Other Revenue - PERS Bond	5,949,250	5,949,250	5,949,250	-	Adj. to reflect current activity; No TanPool
12,864,019	17,362,457	22,869,868	Total Revenues	18,238,747	18,238,747	18,238,747		
Transfers In								
746,893	142,504	902,884	Transfer In General Fund I	689,964	689,964	689,964	-	Accounting change
625,300	1,266,400	579,500	Transfer In Enterprise Fund VI	705,000	705,000	705,000	+	Accounting change
13,799	13,799	13,799	Transfer In Administratively Restricted IX	13,799	13,799	13,799		
1,385,992	1,422,703	1,496,183	Total Transfers In	1,408,763	1,408,763	1,408,763		
14,410,054	19,068,204	24,566,051	TOTAL RESOURCES	19,897,510	19,897,510	19,897,510		
REQUIREMENTS								
14,127,010	14,532,168	24,566,051	Debt Service	19,897,510	19,897,510	19,897,510	-	Adj. to reflect current activity; No TanPool
14,127,010	14,532,168	24,566,051	TOTAL REQUIREMENTS	19,897,510	19,897,510	19,897,510		
283,044	4,536,036	-	ENDING FUND BALANCE	-	-	-		
SUMMARY								
14,410,054	19,068,204	24,566,051	Total Resources	19,897,510	19,897,510	19,897,510		
(14,127,010)	(14,532,168)	(24,566,051)	Less: Total Requirements	(19,897,510)	(19,897,510)	(19,897,510)		
283,044	4,536,036	-	RESOURCES OVER-(UNDER) EXPENDITURES	-	-	-		

Obligation to Pay

Debt incurred by a community college district becomes the obligation of such community college district to pay. In the case that a community college district no longer has students and no longer provides educational services, it is still required to levy and collect property taxes, up to its operating tax rate limit. Article XI, Section 11b (often called “Measure 5”) limits Educational Taxes to \$5 per \$1,000 of the Taxable Real Market Value of a property.

Debt Limitation

General Obligation Bonds. Oregon Revised Statute (ORS) 341.675 establishes a parameter of general obligation bonded indebtedness for community college districts. Community colleges may issue an aggregate principal amount up to 1.5% of Real Market Value (RMV) of all taxable properties within the district if the District’s voters approve the general obligation bonds. General obligation bonds are secured by the power to levy an additional tax outside the limitations of Article XI, Sections 11 and 11b.

LCC General Obligation Debt Capacity

Measure 5 Real Market Value (Fiscal Year 2020)	\$ 66,153,757,928	(1)
Dept Capacity		
General Obligation Dept Capacity (1.5, of RMV)	992,306,369	
Less: Outstanding Dept Subject to Limit	30,545,000	(2)
Remaining General Obligation Dept Capacity	961,761,369	
Percent of Capacity Issued	3.08%	

(1) The District’s fiscal Year commences July 1 and ends June 30 of the following year (the “Fiscal Year”). *Source: Lane, Linn, Benton and Douglas Counties Department of Assessment and Taxation.*

(2) Represents voter-approved, unlimited-tax general obligations of the District. *Source: Lane Community College Audited Financial Reports for the Fiscal Year Ended June 30, 2020.*

Full Faith and Credit Obligations/Limited Tax Obligations. Community colleges may pledge their full faith and credit for “limited tax bonded indebtedness” or “full faith and credit obligations” in addition to pledging the full faith and credit for voter approved general obligation bonds. The Oregon Constitution and statutes do not limit the amount of limited tax bonded indebtedness that a community college may issue. Full faith and credit obligations can take the form of certificates of participation, notes or capital leases. Collection of property taxes to pay principal and interest on such limited-tax debt is subject to limitations of Article XI, Sections 11 and 11b.

Pension Bonds. ORS 238.694 authorizes community colleges to issue full faith and credit obligations to pay pension liabilities without limitations as to principal amount. Pension bonds are not general obligation as defined under State law and the District is not authorized to levy additional taxes to make pension bond payments.

Revenue Bonds. The district may issue revenue bonds for any public purpose, which are secured by revenues pursuant to ORS 287A.150. Subject to any applicable limitations imposed by the Oregon Constitution or laws of the state or resolution of an individual community college, ORS 287A.180 provides that the District may borrow money in anticipation of tax revenues or other monies and provide interim financing.

Short-Term Debt

Oregon Education Districts Short Term Borrowing Program (TANPool).

The Oregon Education Districts Short Term Borrowing Program (TANPool) allows school districts, ESDs, and community college to address funding gaps that can occur due to the cyclical nature of education funding, or unplanned emergency spending, through the issue of Tax Anticipation Notes (TAN). In April 2020, the Lane Communication Board of Education authorized the College to borrow \$4.35 million through the (TANPool) program to address short-term cash flow needs in September 2020. The loan was repaid in December 2020.

Flight Technology

In September 2013, the College executed promissory notes for the purchase of two aircraft totaling \$230,000 for the Flight Technology Program. The benefits of these airplanes are lower fuel costs, high reliability, low downtime and industry standard equipment that better prepare students for the equipment they will be using after graduation. After one of the aircraft was damaged beyond repair, the College fully repaid the related note with proceeds from an insurance settlement. The notes are payable in monthly installments with interest at 3.685% per annum, debt service for this loan is to be paid by an interfund transfer from Fund IX so there is no impact on the General Fund. The College is exploring opportunities to modernize the fleet and sell two airplanes. When the sale occurs, the proceeds will retire the debt.

Flight Technology Long-Term Debt	Principal	Interest	Total
2021-2022	12,907	892	13,799
2022-2024	16,827	422	17,249
Total Flight Technology	29,734	1,314	31,048

Qualified Energy Conservation Bonds

In October 2012, the College issued \$1,500,000 of Qualified Energy Conservation Bonds to finance capital costs for energy conservation measures. The bonds are due annually and interest is payable semi-annually, on June 15 and December 15, with interest at 4.62% per annum. The bonds qualify for interest subsidy payments from the U.S. Treasury for up to 70% of the interest payments on the bonds. This note will be fully paid in 2027.

Qualified Energy Conservation Bonds	Principal	Interest	Total
2021-2022	105,000	33,264	138,264
2022-2027	615,000	88,242	703,242
Total Qualified Energy Conservation Bonds	720,000	121,506	841,506

General Obligation Bonds

On November 4, 2008, voters approved authority for the College to issue \$83 million in general obligation bonds to be used to renovate outdated infrastructure and instructional technology. In June 2009, the College issued Series 2009 General Obligation Bonds in the original amount of \$45 million and in August 2012, the College issued \$38 million in Series 2012 General Obligation Bonds.

These general obligation bonds were issued to finance the costs of capital construction and improvements to College facilities, and to pay the costs of issuance of the Bonds. The bonds will be retired from property taxes levied by the College. The Bonds are due annually and interest is payable semi-annually, on June 15 and December 15, with interest rates ranging from 3.0% to 5.0% on the Series 2012 Bonds. In June 2016, the College issued Series 2016 General Obligation Refunding Bonds in the amount of \$14,135,000. These bonds were used to extinguish \$14,630,000 of outstanding Series 2009 General Obligation Bonds through an in-substance defeasance. The in-substance defeasance was accomplished by placing a portion of the proceeds of the Series 2016 General Obligation Refunding Bonds in an irrevocable trust from which principal and interest payments will be made on the defeased debt. The excess of the reacquisition price of the defeased debt over its carrying value was deferred and is being amortized over the term of the Series 2009 bonds. At June 30, 2017, \$14,630,000 in Series 2009 bonds were outstanding and considered defeased.

General Obligation Bonds	Series 2012 Bonds		Series 2016 Bonds		Total
	Principal	Interest	Principal	Interest	
2021-2022	4,000,000	596,050	3,360,000	434,400	8,390,450
2022-2024	8,940,000	665,725	7,500,000	455,400	17,561,125
Total General Obligation Bonds	12,940,000	1,261,775	10,860,000	889,800	25,951,575

In May 2020, voters approved Ballot Measure No. 20-306 to increase safety, repair and construct labs for training, extend life of aging facilities, update technology and finance capital costs to support student learning. This approved measure provided authority for the College to issue \$121.5 million in general obligation bonds. The bonds will be retired from property taxes levied by the College.

Long Term Debt Obligations

2021-2022 Adopted Budget

The Series 2020A Bonds are tax-exempt and will mature in 2040, while the Series 2020B Bonds are federally taxable and will mature in 2029. The all-in true interest cost for Series 2020A and 2020B Bonds 1.82%.

General Obligation Bonds	Series 2020A Bonds		Series 2020B Bonds		Total
	Principal	Interest	Principal	Interest	
2021-2022	-	2,769,900	620,000	659,146	4,049,046
2022-2040	65,240,000	34,001,200	54,545,000	3,386,215	157,172,415
Total General Obligation Bond	65,240,000	36,771,100	55,165,000	4,045,361	161,221,461

Full Faith and Credit Obligations

In October 2016, the College issued \$17,580,000 of Full Faith and Credit Obligations, Series 2016 to extinguish the remaining \$19,355,000 of Full Faith and Credit Obligations, Series 2010 (previously termed "Recovery Zone Bonds). The Series 2010 Obligations were used to finance the costs of capital improvements for the College's student housing project, to pay capitalized interest and to pay the costs of issuance of the Obligations.

The Series 2010 Obligations were called on October 25, 2016. The College advance refunded the Series 2010 Obligations to take advantage of lower interest rates and to reduce total debt service payments over the life of the Series 2016 Obligations by \$3,171,550. The refunding resulted in an economic gain (difference between the present values of the old and new debt service payments) of \$2,554,977. The Series 2016 Obligations bear interest rates from 1.6% to 5.0% and the final maturity is on December 1, 2035. Debt service payments are scheduled semiannually.

Full Faith & Credit Obligations	Principal	Interest	Total
2021-2022	705,000	551,700	1,256,700
2022-2036	13,345,000	4,094,300	17,439,300
Total Full Faith & Credit Obligations	14,050,000	4,646,000	18,696,000

Pension Obligation Bonds

In April 2003, the College issued \$51,803,948 of Limited Tax Pension Obligation Bonds and transferred the net proceeds to the State of Oregon Public Employees Retirement System to cover a portion of the College's share of the cost-sharing plan's unfunded actuarial liability. The resulting pension asset is being used to pay a portion of the College's annual required contribution.

Long Term Debt Obligations

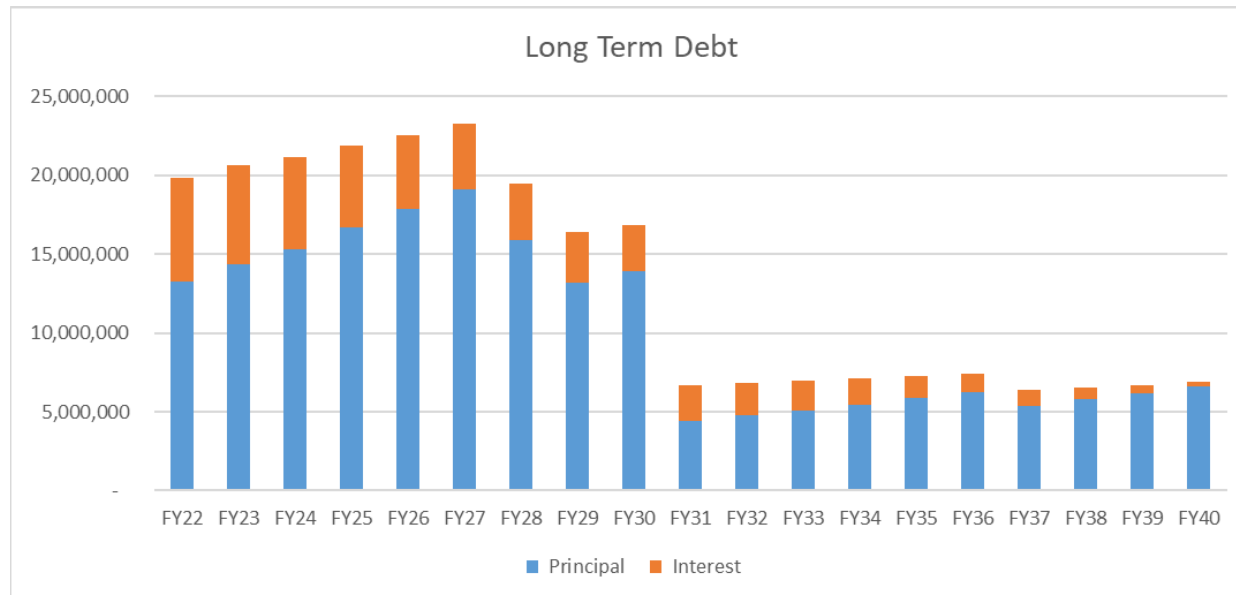
2021-2022 Adopted Budget

Principal payments are due annually through June 30, 2028, and interest is payable in December and June of each year, with rates ranging from 6.18% to 6.25%. Chart 20 below shows the College's total debt service.

Pension Obligation Bonds	Principal	Interest	Total
2021-2022	4,420,000	1,529,250	5,949,250
2022-2028	31,800,000	5,988,904	37,788,904
Total Pension Obligation Bonds	36,220,000	7,518,154	43,738,154
Less Deferred Interest	(1,546,945)		
Carrying Amount	34,673,055		

Total Debt Service	Principal	Interest	Total
2021-2022	12,602,907	3,145,556	15,748,463
2022-2036	62,216,827	11,292,993	73,509,820
Total Debt Service	74,819,734	14,438,549	89,258,283
Less Deferred Interest	(1,546,945)		
	73,272,789		

Chart 20: Lane Community College Long Term Debt⁵



⁵Source: Lane Community College Audited Financial Reports for the Fiscal Year Ended June 30, 2020

Capital Projects Fund IV

2021-2022 Adopted Budget

The capital projects fund (Fund IV) is used for the acquisition of land, new construction, major remodeling projects and major equipment purchases.

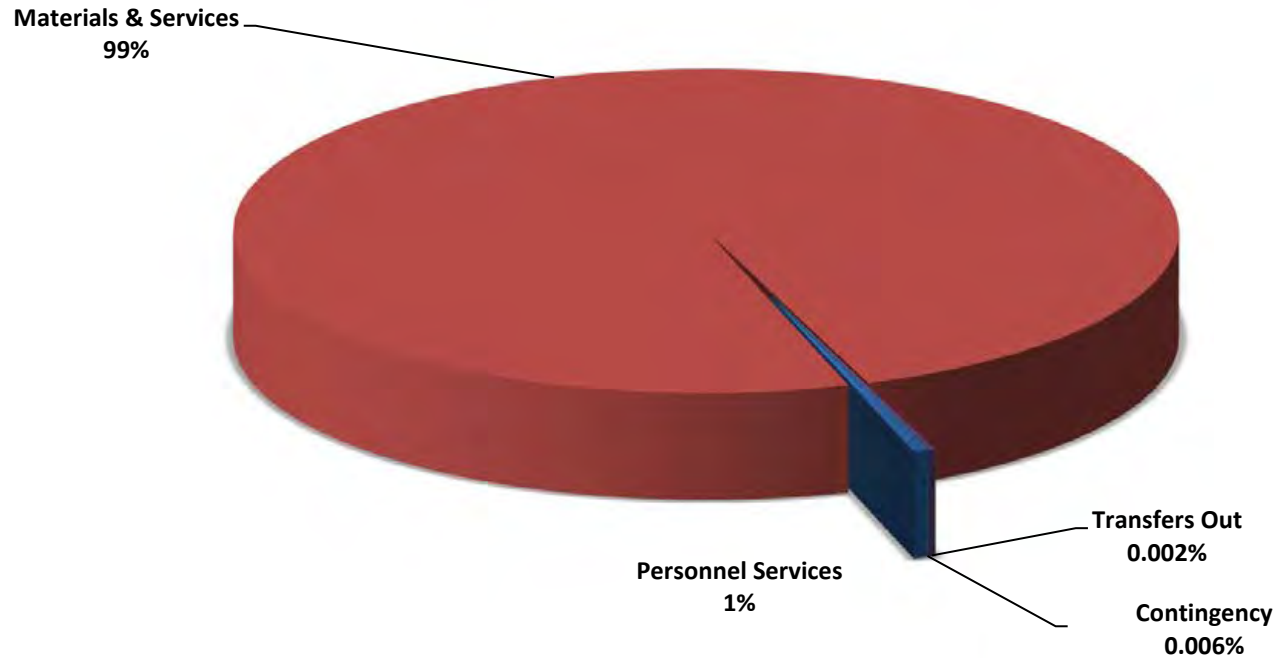
FY 2018-19 ACTUAL	FY 2019-20 ACTUAL	FY 2020-21 BUDGET	Description of Resources and Requirements	FTE	FY 2021-22 PROPOSED	FY 2021-22 APPROVED	FY 2021-22 ADOPTED	+ -	Explanation of changes in budget of > 10%
RESOURCES									
1,674,654	2,490,486	1,357,000	Beginning Fund Balance		46,783,066	136,783,066	136,783,066	+	Capital bond funding
264,000	-	-	- State Support		-	-	-	-	
253,682	233,634	135,000	Other Fees & Charges		50,000	50,000	50,000	-	Adj. to reflect current activity
16,488	9,960	20,000,000	Other Revenue		100,000	100,000	100,000	-	Accounting change
534,170	243,594	20,135,000	Total Revenues		150,000	150,000	150,000		
Transfers In									
2,500,000	1,300,000	810,000	Transfer In General Fund I		700,000	700,000	700,000	-	Decreased funding for major maintenance
199,500	188,787	205,000	Transfer In Administratively Restricted IX		145,000	145,000	145,000	-	Adj. to reflect current activity
2,699,500	1,488,787	1,015,000	Total Transfers In		845,000	845,000	845,000	-	Adj. to reflect current activity
4,908,324	4,222,867	22,507,000	TOTAL RESOURCES		47,778,066	137,778,066	137,778,066		
REQUIREMENTS									
Plant Additions									
117,936	197,469	950,000	Bond Projects		44,713,066	44,713,066	44,713,066	+	Bond 2020 capital expenditures
2,299,902	2,172,571	1,057,000	Facilities Management & Planning		1,415,000	1,415,000	1,415,000	+	Accounting change
-	-	20,500,000	Non-Departmental		1,350,000	1,350,000	1,350,000	-	Accounting change
2,417,838	2,370,040	22,507,000	Total Plant Operation & Maintenance	4.4	47,478,066	47,478,066	47,478,066		
Contingency									
			Bond Projects		-	90,000,000	90,000,000	+	
			Total Contingency		-	90,000,000	90,000,000		
Transfers Out									
-	300,000	-	- To General Fund I		300,000	300,000	300,000	+	Capital reserves transfer to the General Fund
-	300,000	-	Total Transfers Out		300,000	300,000	300,000		
2,417,838	2,670,040	22,507,000	TOTAL REQUIREMENTS		47,778,066	137,778,066	137,778,066		
2,490,486	1,552,828	-	ENDING FUND BALANCE		-	-	-		
SUMMARY									
4,908,324	4,222,867	22,507,000	Total Resources		47,778,066	137,778,066	137,778,066		
(2,417,838)	(2,670,040)	(22,507,000)	Less: Total Requirements		(47,778,066)	(137,778,066)	(137,778,066)		
2,490,486	1,552,828	-	RESOURCES OVER-(UNDER) EXPENDITURES		-	-	-		

Capital Projects Fund IV Requirements by Expense Category

2021-2022 Adopted Budget

	FY 2021-22 ADOPTED	Personnel Services	Materials & Services	Capital Outlay	Transfers Out	Debt Service	Contingency
Plant Additions							
Bond Projects	44,713,066	563,066	44,150,000	-	-	-	-
Facilities Management & Planning	1,415,000	-	1,415,000	-	-	-	-
Non-Departmental	1,650,000	-	1,250,000	-	300,000	-	100,000
Total Plant Additions	47,778,066	563,066	46,815,000	-	300,000	-	100,000
Contingency	90,000,000	-	90,000,000	-	-	-	-
Total Contingency	90,000,000	-	90,000,000	-	-	-	-
Total Fund IV Requirements	137,778,066	563,066	136,815,000	-	300,000	-	100,000

Chart 21: Fund IV Requirements by Expense Category



What is a Capital Project?

A Capital Project is defined as an activity that creates, improves, replaces, repairs, or maintains a capital asset and results in a permanent addition to the college's asset inventory. Capital Projects are accomplished through one or more of the following actions:

- Rehabilitation, reconstruction or renovation of an existing facility to a condition which extends its useful life or increases its usefulness or capacity;
- Acquisition of property; or
- Construction of new facilities.

Capital Projects are generally large-scale endeavors in terms of cost, size and benefit to the community. They involve non-recurring expenditures or capital outlays from a variety of specifically identified funding sources, which do not duplicate normal maintenance activities funded by the operating budget.

What is a Capital Purchase?

A Capital Purchase is equipment, books and publications, or software with a useful life exceeding two years and an individual cost equal to or above the following thresholds:

1. At the threshold set forth in applicable regulations or grantor requirements, when the assets are acquired with grant or contract funds, but not at a higher threshold than 2, below.
2. At \$10,000 when the owner of the asset(s) is Lane Community College at the time of purchase or construction. *(COPPS, Purchases: Capital Equipment.)*

Rehabilitation and Preservation of Existing Capital Assets

As an asset ages, it requires preservation to protect or extend its useful life. In addition, reconstruction costs are frequently four to five times the cost of preservation and maintenance. For that reason, major maintenance funding transfer from the General Fund to the Capital Projects Fund reflects board policy:

- Assure that plant and equipment are not subjected to improper wear and tear or insufficient maintenance. *(Board Policy 205).*

Impact of Capital Projects on Marginal Operating Costs

Generally, projects that create new capital facilities or increase capacity will have associated long-term operating, preservation, and maintenance costs. The Leadership in Educational Facilities (APPA) professional association recommends the following formula to budget operating costs for new buildings:

- Annual maintenance costs are 2% of the construction cost.
- Custodial Services at a cost of \$1.95/square foot. LCC expended 1.02/ft.² for Custodial Services in FY20.
- Plan for utility costs for the new building(s). LCC expended \$0.94/ft.² on utilities in FY20.
- If applicable, plan for grounds cost per acre.

What is Deferred Maintenance?

Deferred maintenance is previously unfunded major maintenance or capital projects. By deferring maintenance or capital renewal, the risk of facility or capital failure increases.

What are Lane Community College's Deferred Maintenance Needs?

The 2017 Facilities Conditions Assessment identified \$90,000,000 in maintenance needs from 2017 to 2027. These needs include roofs, HVAC systems, electrical systems, elevator modernizations, ADA upgrades, and plumbing improvements. Also in 2017, LCC began work on a facilities master plan to address the physical assets of the College for the next 10 to 15 years. After a robust and inclusive process, the 2019 Lane Community College Facilities Master Plan was approved by the LCC Board of Education in March 2020. The plan addresses the primary needs, but not all, of deferred maintenance of buildings, space use efficiency, exterior accessibility and way finding, safety and climate action planning/sustainability. At a cost of \$219 million, the plan identifies several funding sources over the next decade, including, but not limited to: local bonds, state sources, annual major maintenance funding from the general fund, and private sources. Most funding streams are uncertain. What's more, even if all the identified funding is realized, the College still anticipates 41% of its deferred maintenance backlog will be unaddressed in 2027. Using 2023 dollars, the College faces \$107.2 million in deferred maintenance needs across main campus, the Cottage Grove Center, the Florence Center, the Mary Spilde Center in downtown Eugene, and the Eugene airport. The plan outlines an approach to address 59%, or \$63.7 million, of building deferred maintenance needs in a 10 to 15-year period.⁶ College buildings have a current replacement value of \$570 million, which equals a recommended major maintenance allocation of \$11.4 million per year. The College's average deferred maintenance allocation for the past 5 years has been \$1.2 million, which is approximately 10% of the recommended amount. While the 2020 Bond addresses a significant portion of the College's deferred maintenance needs, annual investment in major maintenance from the College's general fund budget remains critical.

2020 Bond

Voters approved Ballot Measure No. 20-306 to increase safety, repair and construct labs for training, extend life of aging facilities, update technology, and finance capital costs to support student learning. Since the approval of bond funding, the Facilities Management and Planning team has developed the strategic vision outlined in the 2019 Facilities Master Plan into a framework of capital project initiatives. The framework and associated funding allocations are designed to address the core goals established by the Master Plan, in full alignment with bond requirements. Taking a student-centric approach to projects, scheduling and implementation planning balances impact to campus constituents, prevention of significant infrastructure damage or failure, opportunities with underutilized spaces, and the ability to leverage matching funds for some projects.

Nearly 50% of the 2020 Bond funding is anticipated to be spent by the end of FY23 through implementation of the initiatives listed below. To achieve these spending goals, an annual expenditure of approximately \$35 million is anticipated for both FY22 and FY23. The second wave of projects is anticipated to begin in the second half of FY23. This set of projects aims to address the long-term functionality of campus facilities by proactively addressing deferred maintenance of building systems, and enhancing campus sustainability and resiliency, while creating an environment that is welcoming and conducive to learning. Annual expenditures for FY24 and FY25 are projected in the range of \$20-\$25 million. A third and final phase of bond projects will be implemented beginning by FY26 to completed expanded project initiatives, address continued deferred maintenance issues, and adapt to changing academic needs. Bond funding is anticipated to be exhausted by FY28.

⁶ Lane Community College 2020 Facilities Master Plan: Rowell Brokaw, CRC Facilities Planning Architecture, and Lane Community College.

Bond funds have been dedicated across 30 primary project initiatives. Projects range from comprehensive building overhauls and a new health professions facility, to initiatives that will strategically address safety, security, learning environments, and facilities maintenance in campus areas not targeted by comprehensive renovation projects. An approximate contingency of 10% has been withheld to accommodate emergency projects and other unforeseen conditions.

Bond Projects for FY22:

During FY22, the design of five major construction projects is to be undertaken with construction starting late in FY22 or early FY23:

- New Health Professions Building
- Florence Center Major Maintenance
- Building 12 and 15 Major Renovation and Maintenance
- Building 16 Major Science Lab Upgrade and Maintenance

In addition to the renovations, major maintenance and new facilities development listed above, planning and initial phases of implementation will continue on multiple broader campus initiatives:

- IT Infrastructure and Cyber Security
- Campus Building Safety and Security
- Accessibility and ADA
- Site and Landscape
- Classroom Technology and Learning Environment Enhancement

Table 13: LCC Adopted Capital Budget – All Funds and All Sources

Fund	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY21 Budget	FY22 Proposed
General Fund	886,500	171,000	949,782	883,782	173,800	245,500	300,500	304,000	250,000
Admin. Restricted	184,109	65,649	158,175	323,476	349,063	160,404	100,000	110,000	110,000
Internal Service	135,000	185,000	185,000	100,000	25,000	-	-	63,200	-
Capital Fund⁷	33,625,360	34,590,587	35,245,627	9,661,608	7,491,369	4,066,500	3,817,200	22,507,000	46,915,000
Enterprise	1,164,555	550,000	310,000	30,000	20,000	-	-	-	-
Special Revenue	265,000	265,000	265,000	250,000	250,000	250,000	250,000	250,000	250,000
Total (\$)	36,260,524	35,827,236	37,113,584	11,248,866	8,309,232	4,722,404	4,467,700	23,234,200	47,525,000

⁷ The Capital Fund budget is increasing due to the voter approved 2020 bond.

Capital Renewal Plan, Differing Funding Levels

For the FY22 Proposed Budget, Lane Community College proposes a \$47.5 million (table 13) budget for capital projects and purchases. Of the total proposed budget, \$46.9 million is in the Capital Fund and \$1.2 million is allocated for major maintenance. The scenarios outlined in Table 14 outline capital renewal projects under varying funding scenarios.

At a \$1 million funding level, the Facilities Management and Planning team will initiate Building 19 roof repairs. This funding level also reserves funding for wayfinding updates, architectural and engineering planning fees, and unplanned expenditures. Typical unplanned expenditures include items such as water damage from roof leaks, pipe failures, HVAC and electrical equipment. At this funding level, the deferred maintenance list will increase, since funding is not available for other necessary projects. At a \$2.5 million funding level, the Facilities Management and Planning team will initiate all the projects outlined in Table 14, below and reserve some funds for unplanned expenditures. Similar to the \$1 million funding level, the deferred maintenance list will increase.

Table 14: FY22 Capital Renewable Plan at Differing Funding Levels

Project	Funding Scenarios			Notes
	\$2.5M	\$1.5M	\$1.0M	
Building 19 roof	✓	✓	✓	A 2011 Engineering report recommended replacement between 2013 and 2016.
Buildings 1 and 15 roof restraint anchors and tie offs	✓	✓		OSHA mandated and departmental safety goal.
Remove the broken stairway west of Building 18	✓	✓		The stairway is failing and boarded off.
Replace Building 18 west exterior handrail	✓	✓		The section of handrail is rotting and failing.
Repair concrete east and south of Center 2 nd level	✓	✓		The concrete is failing and causing trip hazards.
Replace flooring in Building 25 (child care)	✓	✓		This building is 23 years old and has its original carpet and vinyl tile. The flooring is especially damaged due to children tracking in sand, mud, and spilling food and paint on the floor.
Architectural and engineering planning fees	✓	✓		
Building 7 roof	✓			A 2011 engineering study recommended replacement in 2021. Roof has had chronic leaks for many years.
Building 2 handrails	✓			Handrails are original and non-code compliant. They are too short, bars are too wide apart, and the wooden top is beginning to rot and fail.
Replace flooring in Building 26 (child care)	✓			This building is 23 years old and has its original carpet and vinyl tile. The flooring is especially damaged due to children tracking in sand, mud, and spilling food and paint on the floor.



INTERNAL SERVICE FUND II
FINANCIAL AID FUND V
ENTERPRISE FUND VI
EARLY RETIREMENT FUND VII
SPECIAL REVENUE FUND VIII

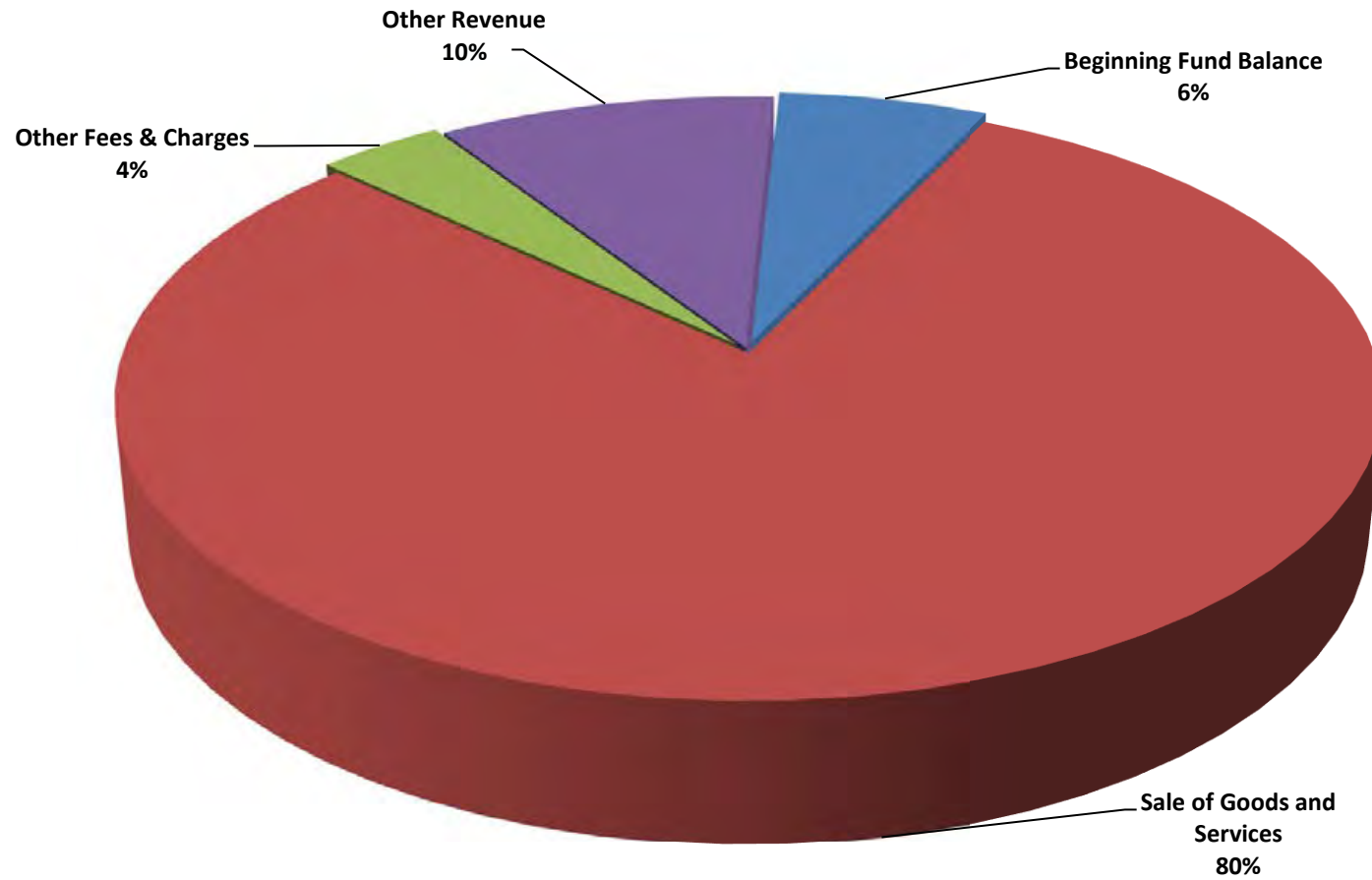
Internal Service Fund II

2021-2022 Adopted Budget

The internal services fund (Fund II) includes functions that exist primarily to provide goods or services to other instructional or administrative units of the College.

FY 2018-19 ACTUAL	FY 2019-20 ACTUAL	FY 2020-21 BUDGET	Description of Resources and Requirements	FTE	FY 2021-22 PROPOSED	FY 2021-22 APPROVED	FY 2021-22 ADOPTED	+ -	Explanation of changes in budget of > 10%
RESOURCES									
622,471	229,321	143,200	Beginning Fund Balance		50,000	50,000	50,000	-	Budgeted at current projection
824,378	393,505	712,000	Sale of Goods and Services		635,000	635,000	635,000	-	Reduction based upon current activity
27,844	29,039	30,000	Other Fees & Charges		30,000	30,000	30,000		
41,006	87,574	55,000	Other Revenue		80,000	80,000	80,000	+	Increase based upon current activity
<u>893,228</u>	<u>510,118</u>	<u>797,000</u>	Total Revenues		<u>745,000</u>	<u>745,000</u>	<u>745,000</u>		
1,515,699	739,439	940,200	TOTAL RESOURCES		795,000	795,000	795,000		
REQUIREMENTS									
College Support Services									
4,898	-	25,000	Institute for Sustainable Practices		50,000	50,000	50,000	+	Accounting change
11,959	-	-	Non-Departmental		-	-	-	-	
93,327	81,232	123,200	Motor Pool		30,000	30,000	30,000	-	One-time investment in FY21
833,511	627,032	742,000	Printing & Graphics		665,000	665,000	665,000	-	Vacancies
255,521	-	-	Telephone Services		-	-	-	-	
<u>1,199,216</u>	<u>708,264</u>	<u>890,200</u>	Total College Support Services	3.0	<u>745,000</u>	<u>745,000</u>	<u>745,000</u>		
Plant Operation & Maintenance									
1,161	496	-	Non-Departmental		-	-	-	-	
<u>1,161</u>	<u>496</u>	<u>-</u>	Total Plant Operation & Maintenance		<u>-</u>	<u>-</u>	<u>-</u>		
Contingency									
-	-	50,000	Projects/Provisions		50,000	50,000	50,000		
<u>-</u>	<u>-</u>	<u>50,000</u>	Total Contingency		<u>50,000</u>	<u>50,000</u>	<u>50,000</u>		
Transfers Out:									
86,000	-	-	To General Fund I		-	-	-	-	
<u>86,000</u>	<u>-</u>	<u>-</u>	Total Transfers Out		<u>-</u>	<u>-</u>	<u>-</u>		
<u>1,286,378</u>	<u>708,760</u>	<u>940,200</u>	TOTAL REQUIREMENTS		<u>795,000</u>	<u>795,000</u>	<u>795,000</u>		
<u>229,321</u>	<u>30,679</u>	<u>-</u>	ENDING FUND BALANCE		<u>-</u>	<u>-</u>	<u>-</u>		
SUMMARY									
1,515,699	739,439	940,200	Total Resources		795,000	795,000	795,000		
(1,286,378)	(708,760)	(940,200)	Less: Total Requirements		(795,000)	(795,000)	(795,000)		
<u>229,321</u>	<u>30,679</u>	<u>-</u>	RESOURCES OVER-(UNDER) EXPENDITURES		<u>-</u>	<u>-</u>	<u>-</u>		

Chart 22: Internal Service Fund II Resources

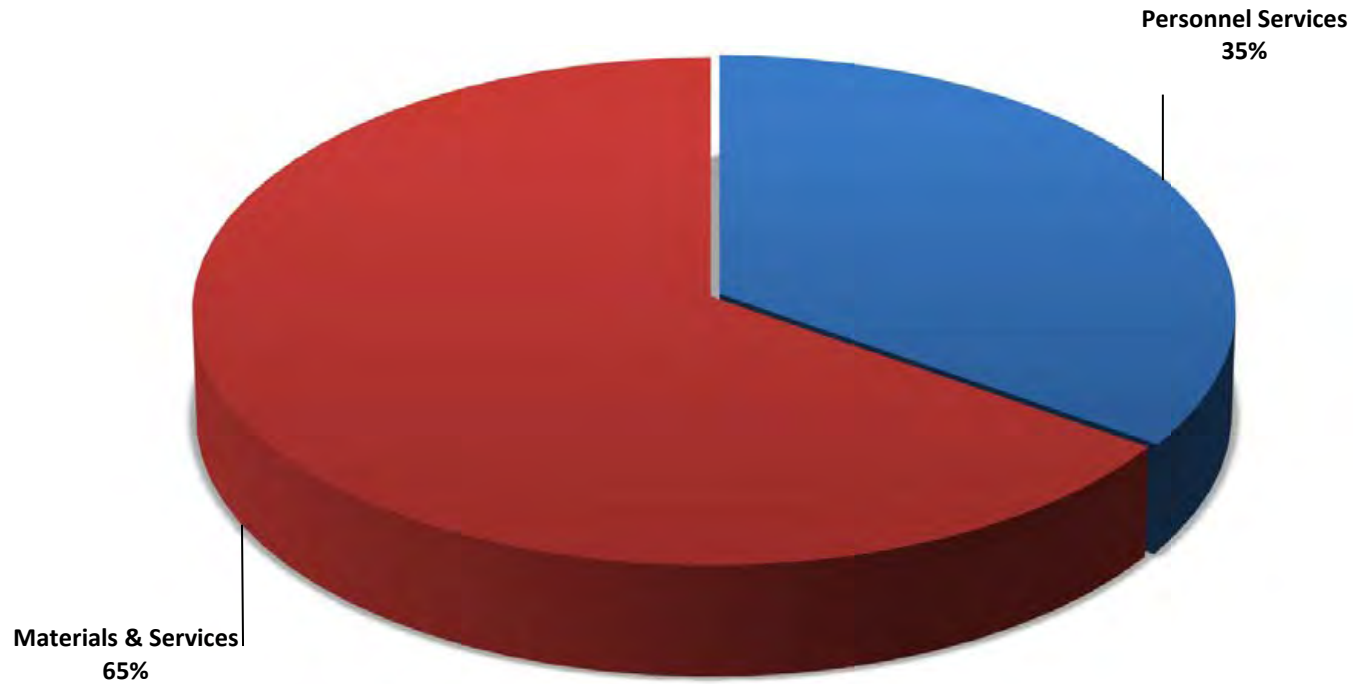


Internal Service Fund II Requirements by Expense Category

2021-2022 Adopted Budget

	FY 2021-22 ADOPTED	Personnel Services	Materials & Services	Capital Outlay	Transfers Out	Debt Service	Contingency
College Support Services							
Institute for Sustainable Practices	50,000	-	50,000	-	-	-	-
Motor Pool	30,000	-	30,000	-	-	-	-
Printing & Graphics; Warehouse	665,000	276,388	388,612	-	-	-	-
Total College Support Services	745,000	276,388	468,612	-	-	-	-
	-						
Contingency							
Non-Departmental	50,000	-	50,000	-	-	-	-
Total Contingency	50,000	-	50,000	-	-	-	-
Total Fund Requirements	795,000	276,388	518,612	-	-	-	-

Chart 23: Internal Service Fund II Requirements by Expense Category



Financial Aid Fund V

2021-2022 Adopted Budget

The financial aid fund (Fund V) is used for the provision of grants, stipends and other aid to enrolled students.

FY 2018-19 ACTUAL	FY 2019-20 ACTUAL	FY 2020-21 BUDGET	Description of Resources and Requirements	FY 2021-22 PROPOSED	FY 2021-22 APPROVED	FY 2021-22 ADOPTED	+ -	Explanation of changes in budget of > 10%
RESOURCES								
1,210,206	877,306	1,527,500	Beginning Fund Balance	1,527,500	1,527,500	1,527,500		
5,323,517	5,613,098	6,900,000	State Support	7,955,000	7,955,000	7,955,000	+	Budget correction
24,694,219	23,262,854	36,358,000	Federal Support	36,300,000	36,300,000	36,300,000		
869,929	938,678	750,000	Other Fees & Charges	950,000	950,000	950,000	+	Budget correction
2,740,937	2,620,216	2,690,000	Other Revenue	3,100,000	3,100,000	3,100,000	+	Budget correction
<u>33,628,602</u>	<u>32,434,845</u>	<u>46,698,000</u>	Total Revenues	<u>48,305,000</u>	<u>48,305,000</u>	48,305,000		
<u>34,838,808</u>	<u>33,312,151</u>	<u>48,225,500</u>	TOTAL RESOURCES	<u>49,832,500</u>	<u>49,832,500</u>	49,832,500		
REQUIREMENTS								
Financial Aid								
33,911,502	32,578,079	46,965,500	Financial Aid	48,572,500	48,572,500	48,572,500		
<u>33,911,502</u>	<u>32,578,079</u>	<u>46,965,500</u>	Total Expenditures	<u>48,572,500</u>	<u>48,572,500</u>	48,572,500		
Transfers Out:								
50,000	157,144	50,000	To General Fund I	50,000	50,000	50,000		
<u>50,000</u>	<u>157,144</u>	<u>50,000</u>	Total Transfers Out	<u>50,000</u>	<u>50,000</u>	50,000		
Contingency								
-	-	1,210,000	Projects/Provisions	1,210,000	1,210,000	1,210,000		
<u>-</u>	<u>-</u>	<u>1,210,000</u>	Total Contingency	<u>1,210,000</u>	<u>1,210,000</u>	1,210,000		
<u>33,961,502</u>	<u>32,735,223</u>	<u>48,225,500</u>	TOTAL REQUIREMENTS	<u>49,832,500</u>	<u>49,832,500</u>	49,832,500		
<u>877,306</u>	<u>576,928</u>	<u>-</u>	ENDING FUND BALANCE	<u>-</u>	<u>-</u>	-		
SUMMARY								
34,838,808	33,312,151	48,225,500	Total Resources	49,832,500	49,832,500	49,832,500		
<u>(33,961,502)</u>	<u>(32,735,223)</u>	<u>(48,225,500)</u>	Less: Total Requirements	<u>(49,832,500)</u>	<u>(49,832,500)</u>	(49,832,500)		
877,306	576,928	-	RESOURCES OVER-(UNDER) EXPENDITURES	-	-	-		

Enterprise Fund VI

2021-2022 Adopted Budget

The enterprise fund (Fund VI) 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.

FY 2018-19 ACTUAL	FY 2019-20 ACTUAL	FY 2020-21 BUDGET	Description of Resources and Requirements	FY 2021-22 PROPOSED	FY 2021-22 APPROVED	FY 2021-22 ADOPTED	+ - -	Explanation of changes in budget of > 10%
RESOURCES								
3,991,532	982,272	1,450,000	Beginning Fund Balance	800,000	800,000	800,000	-	Budgeted at current projection
Tuition & Fees:								
2,312,152	2,450,855	2,200,000	Tuition	-	-	-	-	- Accounting Change; Int'l Program to Fund IX
552,921	402,341	350,500	Student Fees	-	-	-	-	- Accounting Change; Int'l Program to Fund IX
3,598,963	500,007	1,290,000	Sale of Goods and Services	-	-	-	-	- Accounting Change; Int'l Program to Fund IX
1,988,876	1,957,615	1,775,000	Downtown Housing Rents	2,000,000	2,000,000	2,000,000	+	Budgeted at prior actuals
1,336,742	947,780	320,125	Other Fees & Charges	-	-	-	-	- Accounting Change; Int'l Program to Fund IX
9,789,654	6,258,598	5,935,625	Total Revenues	2,000,000	2,000,000	2,000,000	-	
13,781,186	7,240,870	7,385,625	TOTAL RESOURCES	2,800,000	2,800,000	2,800,000	-	
REQUIREMENTS								
Instruction								
-	53	-	Non-Departmental	-	-	-	-	
146,271	167,963	144,845	International Programs	-	-	-	-	- Accounting Change; Int'l Program to Fund IX
146,271	168,017	144,845	Total Instruction	-	-	-	-	
Student Services								
3,525,421	627,971	-	Bookstore	-	-	-	-	
1,153,243	953,128	1,225,000	Downtown Housing	1,295,000	1,295,000	1,295,000	-	
998,700	27,786	-	Foodservices	-	-	-	-	
1,139,390	1,088,717	1,290,000	Hospitality & Conference Services	-	-	-	-	- Suspension of CML Activity
5,195,589	3,784,625	3,825,780	International Programs	-	-	-	-	- Accounting Change; Int'l Program to Fund IX
12,012,343	6,482,228	6,340,780	Total Student Services	1,295,000	1,295,000	1,295,000	-	
Contingency								
-	-	100,000	Projects/Provisions	300,000	300,000	300,000	+	Budgeted at current projection
-	-	100,000	Total Contingency	300,000	300,000	300,000	-	
Transfers Out:								
15,000	-	-	To General Fund I	-	-	-	-	
625,300	1,266,400	800,000	To Debt Service Fund III	705,000	705,000	705,000	-	Budgeted at current projection
-	-	-	To Endowment Fund IX	500,000	500,000	500,000	+	Budgeted at current projection
640,300	1,266,400	800,000	Total Transfers Out	1,205,000	1,205,000	1,205,000	+	Budgeted at current projection
12,798,914	7,916,645	7,385,625	TOTAL REQUIREMENTS	2,800,000	2,800,000	2,800,000	-	
982,272	(675,775)	-	ENDING FUND BALANCE	-	-	-	-	
SUMMARY								
13,781,186	7,240,870	7,385,625	Total Resources	2,800,000	2,800,000	2,800,000	-	
(12,798,914)	(7,916,645)	(7,385,625)	Less: Total Requirements	(2,800,000)	(2,800,000)	(2,800,000)	-	
982,272	(675,775)	-	RESOURCES OVER-(UNDER) EXPENDITURES	-	-	-	-	

Early Retirement and Early Retirement Health Insurance

The College is budgeting the Early Retirement Fund to increase transparency and enhance community awareness of College resources and liabilities. Information regarding Fund VII was reported in the College annual financial report (audit). Fund VII accounts for the accumulation of resources for, and the payment of, the College's early retirement and healthcare commitments.

The College maintains a single-employer defined benefit public employee early retirement supplemental plan, which provides early retirement benefits to all management personnel who commenced employment with the College before July 1, 1991, and all College faculty members. The plan was established under collective bargaining agreements with the faculty and contract negotiations with management.

Retirement eligibility – management employees with 10 years of College service immediately preceding retirement and age 58 or age 55 with 30 years of Oregon PERS service. Faculty employees at age 55 and 10 years of College service immediately preceding retirement.

Stipend benefit – management employees receive 1.25% of the retiree's last regular monthly salary, multiplied by the number of full months of continuous permanent employment up to 192 months, divided by 12 payable until age 65. Faculty employees receive \$175 per month payable to age 62.

The College also maintains a single-employer defined benefit post-employment health care benefits plan. The plan provides group health care and life insurance benefits for retired employees from the employees' retirement date to age 65. Substantially all management personnel who commenced employment with the College before July 1, 1991, and all faculty employees become eligible for these benefits if they qualify for retirement while working for the College.

The plan was established under collective bargaining agreements with the faculty and contract negotiations with management. Additionally, the College makes the same healthcare benefit plans offered to current employees available to retirees and their dependents (regardless of eligibility for the explicit benefits described above) until such time as the retirees are eligible for Medicare. Although the College does not pay any portion of the plan premiums for retirees not eligible for the explicit benefit, there is an implicit benefit because a) the greater claims associated with retirees are reflected in the plan rates and b) those who opt to be covered by the College plans pay lesser premiums than they would had they bought coverage elsewhere. The College Board of Education authorizes the plan and may change the benefits in conjunction with collective bargaining.

Early Retirement Fund VII

2021-2022 Adopted Budget

FY 2018-19 ACTUAL	FY 2019-20 ACTUAL	FY 2020-21 *PROJECTED	Description of Resources and Requirements	FY 2021-22 PROPOSED	FY 2021-22 APPROVED	FY 2021-22 ADOPTED	+ -	Explanation of changes in budget of > 10%
RESOURCES								
6,841,312	6,554,805	6,255,739	Beginning Fund Balance	5,875,739	5,875,739	5,875,739		Budgeted at current projection
192,699	145,357	60,000	*** Other Investment Income	50,000	50,000	50,000	-	Accounting Change
7,034,011	6,700,162	6,315,739	TOTAL RESOURCES	5,925,739	5,925,739	5,925,739		
REQUIREMENTS								
479,205	444,424	440,000	Instruction	5,925,739	5,925,739	5,925,739		+ Budget correction
479,205	444,424	440,000	TOTAL REQUIREMENTS	5,925,739	5,925,739	5,925,739		
6,554,805	6,255,738	5,875,739	ENDING FUND BALANCE	-	-	-		
SUMMARY								
7,034,011	6,700,162	6,315,739	Total Resources	5,925,739	5,925,739	5,925,739		
(479,205)	(444,424)	(440,000)	Less: Total Requirements	(5,925,739)	(5,925,739)	(5,925,739)		
6,554,805	6,255,738	5,875,739	RESOURCES OVER-(UNDER) EXPENDITURES	-	-	-		

**Fund VII was never budgeted

*** The investment assumption is budgeted at .75%. LGIP rates have dropped

Special Revenue Fund VIII

2021-2022 Adopted Budget

The special revenue fund (Fund VIII) accounts for revenue sources that are legally restricted to expenditures for specific purposes.

FY 2018-19 ACTUAL	FY 2019-20 ACTUAL	FY 2020-21 BUDGET	Description of Resources and Requirements	FTE	FY 2021-22 PROPOSED	FY 2021-22 APPROVED	FY 2021-22 ADOPTED	+ -	Explanation of changes in budget of > 10%
RESOURCES									
369,697	268,063	255,000	Beginning Fund Balance		500,000	500,000	500,000		+ Budgeted at current projection
3,018,419	2,257,452	2,750,000	State Support		2,745,000	2,745,000	2,745,000		
4,643,451	7,409,773	9,505,000	Federal Support		24,675,000	24,675,000	24,675,000		+ Budget for HEERF Awards
(16,437)	265,561	300,000	Local Support		600,000	600,000	600,000		+ Budget for stimulus awards
56,767	58,173	75,000	Tuition & Fees		75,000	75,000	75,000		
34,176	3,361	20,050	Sale of Goods and Services		30,000	30,000	30,000		+ Budget correction
767,413	443,506	1,880,000	Other Revenue		2,150,000	2,150,000	2,150,000		+ Budget correction
8,503,789	10,437,826	14,530,050	Total Revenues		30,275,000	30,275,000	30,275,000		
8,873,486	10,705,889	14,785,050	TOTAL RESOURCES		30,775,000	30,775,000	30,775,000		
REQUIREMENTS									
Funded Projects									
2,397,091	2,779,753	4,946,000	Instruction	25.96	9,458,000	9,458,000	9,358,000		+ Budget for HEERF Awards
1,935	32,141	804,500	Instructional Support		1,700,300	1,700,300	1,500,300		+ Budget for HEERF Awards
991,731	2,376,876	2,520,750	Student Services		10,276,850	10,276,850	10,276,850		+ Budget for HEERF Awards
5,214,219	5,110,147	5,709,300	Community Services		8,134,550	8,134,550	7,534,550		+ Budget for stimulus funds
447	61,448	804,500	College Support Services	2.5	1,205,300	1,205,300	1,105,300		+ Budget for HEERF Awards
-	35,974	-	Plant Operation & Maintenance		-	-	1,000,000		+ Budget for HEERF Awards
8,605,423	10,396,339	14,785,050	Total Funded Projects		30,775,000	30,775,000	30,775,000		
8,605,423	10,396,339	14,785,050	TOTAL REQUIREMENTS	28.46	30,775,000	30,775,000	30,775,000		
268,063	309,550	-	ENDING FUND BALANCE		-	-	-		
SUMMARY									
8,873,486	10,705,889	14,785,050	Total Resources		30,775,000	30,775,000	30,775,000		
(8,605,423)	(10,396,339)	(14,785,050)	Less: Total Requirements		(30,775,000)	(30,775,000)	(30,775,000)		
268,063	309,550	-	RESOURCES OVER-(UNDER) EXPENDITURES		-	-	-		



A: BUDGET STRUCTURE & FUNCTIONS

B: FINANCIAL POLICIES

C: AFFIRMATIVE ACTION

D: GLOSSARY OF TERMS & ACRONYMS

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. Therefore, revenues are reported when earned, expenditures are reported when the liability is incurred and taxes are accounted for on a cash basis, i.e. when received. The result is that carryovers of financial obligations from year-to-year are precluded and projections of anticipated revenue are not inflated.

The College budgets all College funds required to be budgeted, the General Fund and all Auxiliary Funds, in accordance with Oregon Local Budget Law on a Non-GAAP (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.

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

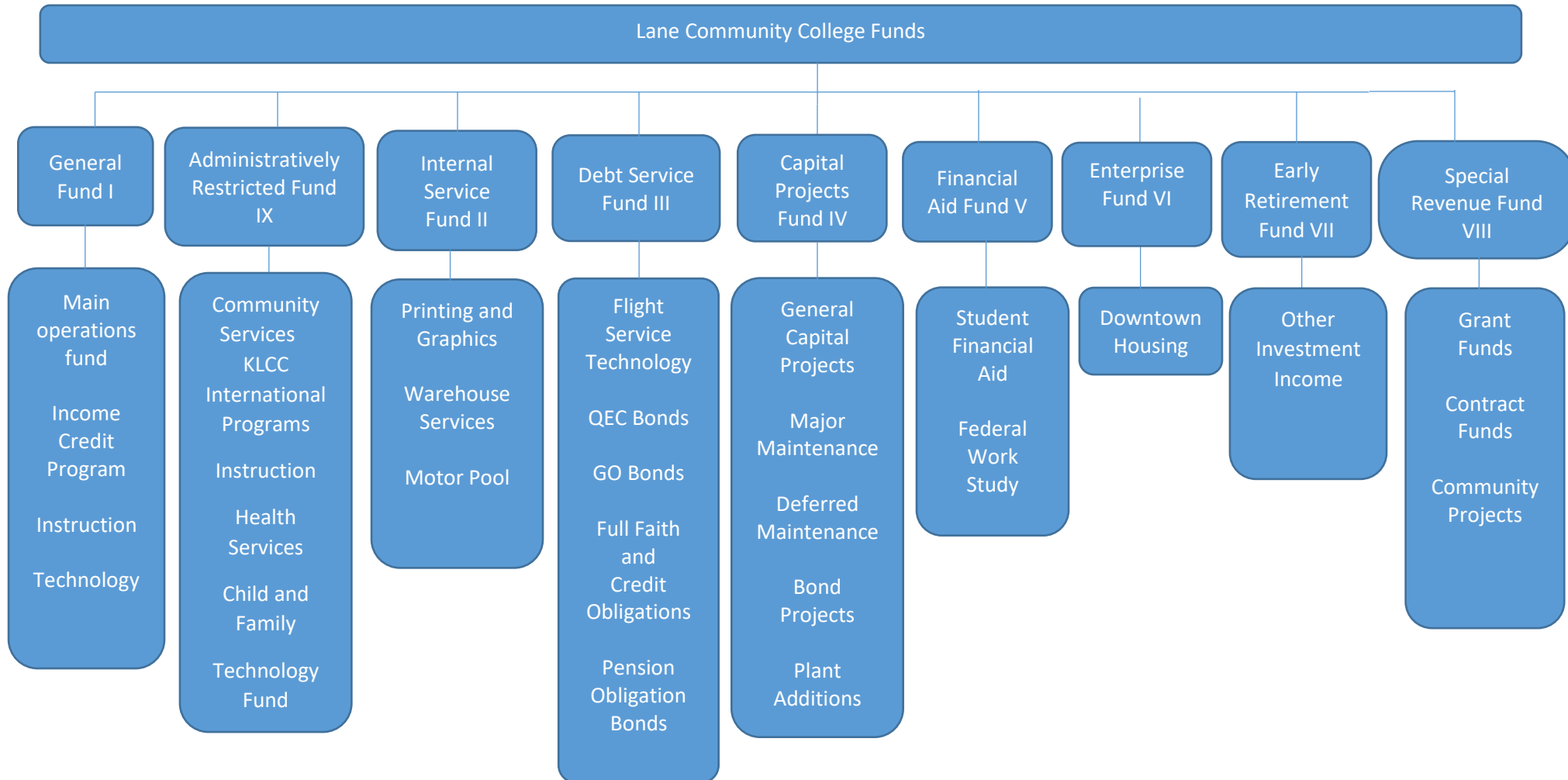
Includes activities that furnish goods or services to students, staff or the public for which charges or fees are assessed that are directly related to the cost of the good or service provided.

Fund VII: Early Retirement Fund

Accounts for the accumulation of resources for, and the payment of, the College's early retirement and healthcare commitments.

Fund VIII: Special Revenue Fund

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



Revenue Sources**Intergovernmental**

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

Tuition

Credit tuition is generated by assessing students per credit-hour rates. 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 Planning and Institutional Effectiveness Office.

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 Planning and Institutional Effectiveness Office and historical trend analysis.

Fees (Non-Instructional)

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

Sale of Goods and Services

Sales of Goods and Services are generated primarily through the College's Enterprise and Internal Service activities including such units as KLCC Public Radio, the LCC Dental Clinic, and Printing and Graphics. Sale of Goods and Services revenue is budgeted based on historical trends factoring in known variables.

Administrative Recovery

Administrative Recovery includes amounts received from various federal, state and local grants and contracts as a contribution to the General Fund for administrative and overhead costs.

Transfers In

Interfund Transfers In move resources from one fund to another. These transfers are for specific amounts and purposes. An example would be transferring resources from Flight Technology in Fund IX to the Debt Service Fund to pay the annual debt service on an airplane purchase loan.

Other Resources

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

Expense Functions**Instruction**

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

Instructional Support

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

Student Services

Expenditures are for admissions, registration, 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

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

College Support Services

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

Plant Operations and Maintenance

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

Plant Additions

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

Financial Aid

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

Contingency

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

Expenditure Categories**Personnel 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 and other direct employee benefits.

Materials and 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 Debt Service Fund for debt service 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.

Policy BP205: Asset Protection**Adopted 11.09.98; Last Reviewed 4.12.17**

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 BP210: Board Duties and Responsibilities: Budget Making**Adopted 11.09.98; Last Reviewed 07.14.18**

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 BP215: Budget Officer

Adopted 11.09.98; Last Reviewed 10.11.18

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 BP220: Budget Preparation and Adoption

Adopted 11.09.98; Last Reviewed 4.12.17

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

Policy BP225: Budgeting of Non-Recurring Resources

Adopted 1.14.04; Last Reviewed 11.15.18

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

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

Policy BP230: Capital Reserve Funds

Adopted 1.14.04; Last Reviewed 11.15.18

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.

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 BP235: Debt Issuance and Management

Adopted 6.9.04; Last Reviewed 4.12.17

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 BP315. Long-term debt (due more than a year in the future) shall not be issued to fund normal operating needs.

Policy BP240: Definition of a Balanced Budget

Adopted 1.14.04; Last Reviewed 11.15.18

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.

Policy BP245: Ending Fund Balance**Adopted 1.14.04; Last Reviewed/Revised 12.18.19**

Lane Community College shall maintain an unrestricted General Fund Ending Fund Balance equal to or greater than 10% of total expenditures and transfers.

The Ending Fund Balance target shall include the Unappropriated Ending Fund Balance (UEFB) as set by board policy BP295. When the Ending Fund Balance falls to 9% or less, the college shall adopt a plan to replenish the Ending Fund Balance to 10% within three years. When the Ending Fund Balance exceeds 11%, 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 BP250: Financial Integrity**Adopted 5.14.14; Last Reviewed 10.11.18**

Clear financial policies and procedures, regularly reviewed and revised as necessary, are critical to the effective management and operation of the College. The president shall oversee the responsible development and management of all College financial resources, such as financial planning, operating and capital budgets, reserves, investments, fundraising, cash management, debt management, and transfers and borrowings between funds.

Policy BP255: Financial Condition and Activities**Adopted 11.09.98; Last Reviewed/Revised 2.8.18**

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 BP260: Financial Planning and Budgeting**Adopted 11.09.98; Last Reviewed/Revised 2.8.18**

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 BP265: Financial Reporting**Adopted 3.9.05; Last Reviewed 10.12.17**

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.

Policy BP270: General Fund Contingency**Adopted 1.14.04; Last Reviewed 5.10.18****Board Contingency:**

The annual budget shall set aside approximately one-half% (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% (1%) of the budgeted revenues each year. Administrative Contingency shall be allocated by approval of the president.

Policy BP275: Interfund Loans**Adopted 6.9.04; Last Reviewed 10.12.17**

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

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

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

Policy BP280: Interfund Transfers**Adopted 1.14.04; Last Reviewed 5.10.18**

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 BP285: Purchasing Procedure**Adopted 11.09.98; Last Reviewed 6.13.19**

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 online Policies and Procedures.

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.

Policy BP290: Stabilization Reserve Fund**Adopted 1.14.04; Last Reviewed 5.10.18**

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

A stabilization reserve fund may be established under one or more of the following circumstances:

- State budget appropriations for community colleges are not approved by the time the college budget is approved and adopted.
- A situation exists where significant changes in enrollment are possible but not reasonably predictable.
- When any major revenue source has a reasonable possibility of decreasing after the college budget is approved and adopted.
- When any operating expenditure that is beyond the control of the college could reasonably be expected to increase after the college budget is approved and adopted.
- Any other situation in which the board determines that there is a reasonable expectation that major shifts in revenue or expenditures could occur during the budget year.

Stabilization reserve levels:

- Minimum reserve levels shall be at the discretion of the board under advice from the 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 BP295: Unappropriated Ending Fund Balance**Adopted 1.14.04; Last Reviewed 10.11.18**

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

Policy BP315: Borrowing**Adopted 11.09.98; Last Reviewed 12.13.18**

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 BP340: Contractual Authority**Adopted 11.09.98; Last Reviewed/Revised 5.16.19**

Only the president, or formally designated representatives, may commit the college to financial obligations or contractual agreements. No obligation may be incurred unless sufficient funds have been appropriated by the board. An obligation extending beyond the current fiscal year may be entered into as long as obligations in future fiscal years are made subject to the appropriation of lawfully available funds by the board of education. Any contract entered into in violation of this policy is void as to the college.

All contracts of \$150,000 or greater must 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 of less than \$150,000. The president may delegate the president's authority to college staff.

Notwithstanding the dollar limits specified in this policy, the president shall act for, and provide annual reports to, the board regarding the execution and administration of all instruments, business affairs, and operations relating to:

- Acquisition of electricity, natural gas, sewer, water, and all other utility services.
- The acquisition of fixtures, equipment and furnishings that are included in capital project budgets that have been authorized by the board.
- The settlement of claims or lawsuits brought against the college that are substantially covered by insurance.
- The protection of the college's interests, property and operations in an emergency.
- The execution of instruments or the conduct of business affairs where approval by the board is impractical due to time or other constraints.

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

Policy BP540: Monitoring President's Performance**Adopted 11.09.98; Last Reviewed 9.18.19**

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.

<u>Policy</u>	<u>Method</u>	<u>Frequency</u>
Treatment of Learners, BP720	Internal	Annually
Treatment of Staff, BP555	Internal/External	Annually
Financial Planning and Budgeting, BP260	Internal	Semi-annual
Financial Condition and Activities, BP255	Internal	Quarterly
	External	Annually
Emergency President Succession, BP350	Internal	Annually
Asset Protection, BP205	Internal	Annually
Compensation and Benefits, BP515	Internal	Annually
Communication and Support to the Board, BP330	Internal/Direct Inspection	Annually
Community Outreach, BP335	Internal	Annually
Governance Process Policies, Bp305-BP385	Direct Inspection	Annually

Policy BP715: Mandatory Student Activity Fees

Adopted 11.9.98; Last Reviewed/Revised 2.19.21

The board may approve an assessment of mandatory fees for programs or activities that it determines provide educational value to the students consistent with the college mission and goals. The board will approve the mandatory fee on an annual basis to ensure that the programs or activities maintain educational value to students.

Programs that use funds generated through the mandatory fee must further the following guiding principles:

1. Improve the overall quality of the campus experience from the students’ perspective;
2. Increase opportunities for student involvement and leadership in the educational process through extra-curricular activities and support services;
3. Enhance the appropriate out-of-class services and programs at the campuses based on the unique needs of Lane students.

The mandatory fee enhances student life and the overall student experience by maximizing opportunities for out-of-class experiences that build on classroom education and connect to the larger world and improving the educational climate by offering programs and activities.

The President will establish a Mandatory Fee Committee by October 30 of each year to advise the administration on ongoing and emerging student

needs. The voting members of the mandatory student fee committee will be composed of both elected students and students appointed from student groups and organizations at the college. At the discretion of the president, administrative staff appointed to the committee will serve in a support role and as non-voting members. An annual report from the Mandatory Fee Committee will be submitted by the President to the Board before budget decisions are finalized for the next year. All appropriations in relation to this fee must be viewpoint neutral. All changes to the mandatory fee remain in the sole discretion of the Board.

Policy BP725: Tuition**Adopted 11.13.02; Last Reviewed/Revised 2.8.18**

Research in community colleges broadly and experience at Lane has shown that implementing a single large increase in tuition in one year because tuition has not kept pace with inflation has a significant adverse effect on student enrollment in the next academic year.

In order to maintain a constant tuition rate relative to inflation, each year, the board may consider an appropriate index for two-year public colleges on which to discuss a tuition increase. Each year, the board may adjust the per credit tuition rate to reflect the needs of the college. The rate will be rounded to the nearest half-dollar and become effective the following academic year (Summer Term).

For other adjustments:

Each year, the board will review Lane's tuition rates to ensure: a) that tuition revenues are appropriate for the needs of the district, 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, c) access and affordability, and d) the revenue requirements of the college.

Should the board conclude that increases above the selected index are required, the board will assure that there are college-wide opportunities, particularly with students, to engage in discussions about the impact of tuition increases on access, affordability and course offerings. Should the board conclude that tuition should be reduced, the board will similarly assure that there are opportunities to engage in college-wide discussions about the impact on course offerings, access and affordability.

College Policy Statement on Affirmative Action and Equal Employment

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.

It is also the policy of the College to take affirmative action to recruit and to employ members of protected groups. Under Federal Executive Order 11246 as amended, protected minority groups are defined as African Americans, Asian Americans, Hispanic Americans and Native Americans. All women are designated a protected group. The protected groups are those groups of persons who have historically been most disadvantaged by discriminatory practices, including practices formerly sanctioned by law.

The affirmative action and equal opportunity clause of this policy requires that applicants be hired and employees be treated during employment without regard to 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.

The affirmative action and equal opportunity clause applies to all employment actions including but not limited to recruitment, appointment, reappointment, promotion, transfer, demotion, termination, compensation, benefits, layoff and training. Furthermore, the policy applies to all executive, academic, administrative employees and to full-time, part-time, temporary, probationary and permanent employees as well as those with appointments in self support programs. This policy conforms to federal and state laws and to the equal employment and affirmative action policy of the Board of Education of Lane Community College.

Accrual Basis Accounting: A system of accounting based on the accrual principal under which revenue is recognized when earned and expenses are recognized when incurred.

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% of budgeted revenues to be used at the discretion of the president and Executive Team.

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

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

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

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

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

Balanced Budget: A budget whereby operating expenditures do not exceed resources.

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% 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 annual budget.

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

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

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

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

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

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 5,000 square mile area in Lane County and parts of Linn, Douglas and Benton Counties.

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

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

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

Current Budget: In financial tables, the “Current Budget” is the current year 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 that 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 Assignment, Enterprise, Internal Service, Trust 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.

Governmental Funds: Funds generally used to account for tax-supported activities. There are five different types of governmental funds. LCC's governmental funds include the General, Special Revenue, Debt Service and Capital Projects Funds.

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

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

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.

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 for a capital project, then it is limited to the useful life of the project or 10 years, whichever is less.

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.

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.

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

Non-Recurring Resources: Resources (revenues) that are not part of an annual revenue stream to include: fund balances, reserves, one-time grants and awards and special allocations.

Object Classification: A grouping of expenditures such as personnel services, material 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.

Personnel Services Expenses: Expenses related to the compensation of employees such as health and accident insurance premiums, Social Security and retirement contributions and 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 and 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.

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 College 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.

AAC&U	American Association of Colleges and Universities
AACC	American Association of Community Colleges
AAOT	Associate of Arts Oregon Transfer (degree)
AASHE	Association for the Advancement of Sustainability in Higher Education
AAWCC	American Association of Women in Community Colleges
ABSE	Adult Basic Skills and Secondary Education
ACCT	Association of Community College Trustees
AFT	American Federation of Teachers
APPA	Leadership in Educational Facilities
ASLCCSG	Associated Students of LCC Student Government
ATC	Academic Technology Center
ARPA	American Rescue Plan Act
CARES	Coronavirus Aid, Relief, and Economic Security Act
CARF	Capital Assets Replacement Forecast
CCBO	Community College Business Officers
CCSF	Community College Support Fund
CCWD	Community Colleges and Workforce Development (Department of)
CES	Career Employment Services
CEU	Continuing Education Unit
CML	Center for Meeting and Learning
COLA	Cost of Living Adjustment
CO-OP	Cooperative Education
CPI	Consumer Price Index
CRRSAA	Coronavirus Response and Relief Supplemental Appropriations Act
CSL	Current Service Level
ERB	Employee Relations Board
ESD	Education Service District

ESL	English as a Second Language
FASB	Financial Accounting Standards Board
FERPA	Family Educational Rights and Privacy Act
FMP	Facilities Management and Planning Department
FTE	Full-time equivalency
FWS	Federal Work Study
FY	Fiscal Year (FY21 = Fiscal Year 21)
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GDP	Gross Domestic Product
GED	General Education Development
GFOA	Government Finance Officers Association
HEERF	Higher Education Emergency Relief Fund
HEA	Higher Education Act
HEPI	Higher Education Price Index
IESL	International (student) English as a Second Language
IR	Institutional Research
KLCC	LCC's award-winning radio station: 89.7 FM
LASR	Lane Administrative Systems Renewal (Project)
LCC	Lane Community College
LCCEA	LCC Education Association (Union - Classified)
LCCEF	LCC Employees Federation (Union - Faculty)
LEED	Leadership in and Environment Design
LRFP	Long Range Financial Plan
LTD	Lane Transit District
NACUBO	National Association of College and University Business Officers
NEA	National Education Association
NWAACC	Northwest Athletic Association of Community Colleges
OAR	Oregon Administrative Rule
OATC	Oregon Advanced Technology Consortium
OCCA	Oregon Community College Association

OCCSA	Oregon Community College Students Association
ODE	Oregon Department of Education
ODOE	Oregon Department of Energy
OEA	Oregon Education Association
ONE	Oregon Network for Education
OPE	Other Payroll Expenses
ORS	Oregon Revised Statutes
OSA	Oregon Student Association
OSAC	Oregon Student Assistance Commission
OSBA	Oregon School Boards Association
OSBDCN	Oregon Small Business Development Center Network
OSEA	Oregon School Employees Association
PERS	Public Employee Retirement System
RTEC	Regional Technology in Education Consortium
SBDC	Small Business Development Center
SBE	State Board of Education
STEM	Science, Technology, Engineering and Math
UEFB	Unappropriated Ending Fund Balance
UAL	Unfunded Actuarial Liability

FORM CC-1

NOTICE OF BUDGET HEARING

A public meeting of the Lane Community College Board of Education will be held on June 16, 2021 at 6: 00 __ am pm virtually. The purpose of this meeting is to discuss the budget for the fiscal year beginning July 1, 2021 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 Lane Community College between the hours of 8:00 a.m. and 5:00 p.m., or online at www.lanecc.edu/budget/budget-documents-and-development. This Budget is for an annual __ biennial budget period. This budget was prepared on a basis of accounting that is the same as __ different than the basis of accounting used during the preceding year. If different, the major changes and their effect on the budget are: none

Contact: Zach Evans

Telephone:541-463-5107

Email: evansz@lanecc.edu

FINANCIAL SUMMARY - RESOURCES

TOTAL OF ALL FUNDS	Actual Amount Last Year <u>2019-20</u>	Adopted Budget This Year <u>2020-21</u>	Approved Budget Next Year <u>2021-22</u>
Beginning Fund Balance	\$26,339,810	\$13,204,780	\$154,425,612
Current Year Property Taxes, other than Local Option Taxes	\$29,258,027	\$35,075,618	\$35,171,497
Current Year Local Option Property Taxes	\$0	\$0	\$0
Tuition and Fees	\$35,544,809	\$41,125,830	\$39,095,229
Other Revenue from Local Sources	\$265,561	\$300,000	\$600,000
Revenue from State Sources	\$34,507,584	\$35,300,000	\$37,200,000
Revenue from Federal Sources	\$30,292,791	\$45,898,000	\$63,875,000
Interfund Transfers	\$4,245,698	\$3,421,183	\$4,009,560
All Other Budget Resources	\$26,600,578	\$50,628,743	\$23,684,290
Total Resources	\$187,054,858	\$224,954,154	\$358,061,188

Continued

FINANCIAL SUMMARY - REQUIREMENTS BY OBJECT CLASSIFICATION			
Personnel Services	\$84,647,626	\$87,189,954	\$90,472,896
Materials & Services	\$25,628,355	\$57,074,266	\$182,525,983
Financial Aid	\$31,972,545	\$46,965,500	\$48,572,500
Capital Outlay	\$856,795	\$727,200	\$610,000
Debt Service	\$14,532,168	\$24,466,051	\$19,797,510
Interfund Transfers	\$4,245,698	\$3,421,183	\$4,009,560
Operating Contingency	\$0	\$2,550,000	\$9,472,739
All Other Expenditures	\$0	\$0	\$0
Unappropriated Ending Fund Balance & Reserves	\$0	\$2,560,000	\$2,600,000
Total Requirements	\$161,883,187	\$224,954,154	\$358,061,188

FINANCIAL SUMMARY - REQUIREMENTS AND FULL-TIME EQUIVALENT EMPLOYEES (FTE) BY FUNCTION			
Function			
Full-Time Equivalent Employees (FTE) for Function			
Instruction	\$50,144,417	\$52,858,071	\$62,093,605
FTE	478.2	479.1	455.4
Instructional Support	\$7,012,627	\$8,005,033	\$9,801,666
FTE	47.5	56.5	60.4
Student Services other than Student Loans and Financial Aid	\$20,542,429	\$20,779,613	\$25,916,563
FTE	142.2	116.8	104.3
Student Loans and Financial Aid	\$32,578,079	\$46,965,500	\$48,572,500
FTE	15.30	17.00	15.00
Community Services	\$7,001,146	\$7,849,995	\$10,379,800
FTE	27.5	15.6	16.5
Support Serv. other than Facilities Acquisition and Construction	\$17,752,264	\$22,031,319	\$22,451,014
FTE	112.7	106.5	106.2
Facilities Acquisition and Construction	\$8,074,358	\$28,592,677	\$53,691,970
FTE	44.20	44.80	47.90
Interfund Transfers	\$4,245,698	\$3,421,183	\$4,009,560
Debt Service	\$14,532,168	\$24,566,051	\$19,897,510
Operating Contingency	\$0	\$7,324,712	\$98,647,000
Unappropriated Ending Fund Balance and Reserves	\$0	\$2,560,000	\$2,600,000
Total Requirements	\$161,883,187	\$224,954,154	\$358,061,188
Total FTE	867.6	836.3	805.7

STATEMENT OF CHANGES IN ACTIVITIES and SOURCES OF FINANCING FROM LAST YEAR*
The overall increase in the FY2021-2022 Budget is due to voters approval of Measure 20-306: Bonds to Construct, Improve Facilities, and Address Safety and Technology Needs. As a result, the Facilities Acquisition and Construction and Contingency expense functions increased as compared to the FY2020-2021 budget. The issuance of general obligation bonds to finance the capital projects occurred in FY2020-2021, and the College is budgeting all bond proceeds for FY2021-2022. The College is also budgeting the Early Retirement Fund in FY2021-2022, which impacts the instruction expense function. In addition, the budget also reflects resources and requirements for the Higher Education Emergency Relief Fund federal awards as outlined in the Coronavirus Response and Relief Supplemental Appropriations Act and the American Rescue Plan Act.

PROPERTY TAX LEVIES			
	Rate or Amount Imposed Last Year 2019-20	Rate or Amount Imposed This Year 2020-21	Rate or Amount Approved Next Year 2021-22
Permanent Rate Levy (Rate Limit __ 0.6191 __ per \$1,000)	0.6191	0.6191	0.6191
Local Option Levy			
Levy For General Obligation Bonds	7,957,000	12,791,000	\$12,967,000

STATEMENT OF INDEBTEDNESS		
LONG TERM DEBT	Estimated Debt Outstanding July 1	Estimated Debt Authorized, But Not Incurred July 1
General Obligation Bonds	\$187,173,036	\$0
Other Bonds	\$63,275,660	\$0
Other Borrowings	\$31,048	\$0
Total	\$250,479,744	\$0

* If more space is needed to complete any section of this form, insert lines (rows) on this sheet. You may delete blank lines.

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

Board of Education
June 16, 2021

RESOLUTION NO. 655

AUTHORIZING BUDGET TRANSFERS FOR FISCAL YEAR 2020-2021

WHEREAS, actual expenditures may exceed the amounts originally estimated and appropriated within expense functions and object classifications for the 2020-2021 budget year; and,

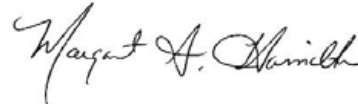
WHEREAS, it is necessary to realign the original budget appropriations between expense functions and object classifications to reflect administrative decisions made during the fiscal year; and,

WHEREAS, the transfer of appropriations does not result in expenditure authority above amounts originally authorized; and,

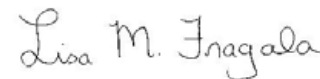
NOW, THEREFORE BE IT RESOLVED that in accordance with ORS 294.450 the Budget Officer of Lane Community College is authorized and directed to make the necessary attached transfers.

Adopted by the Board of Education this 16th day of June, 2021.

ATTEST:



Margaret Hamilton
President



Lisa Fragala, Board Chair

	2021 Adopted Budget Resolution No.642	Transfer Resolution No. 655	FY21 Revised Adopted Budget Res. 655
FUND I, GENERAL			
Instruction	44,814,925	(300,000)	44,514,925
Instructional Support	6,184,445	120,000	6,304,445
Student Services	9,696,697	40,000	9,736,697
College Support Services	17,862,519	690,000	18,552,519
Plant Operations & Maintenance	6,085,677	50,000	6,135,677
Contingency, Projects, Provisions	2,450,000	(600,000)	1,850,000
Transfers Out	1,492,384	-	1,492,384
Total - General Fund	88,586,947	-	88,586,947
FUND IX, SPECIAL REVENUE - ADMIN RESTRICTED			
Instruction	2,952,301	(50,000)	2,902,301
Instructional Support	1,016,088	700,000	1,716,088
Student Services	2,221,386	-	2,221,386
Community Services	2,140,695	250,000	2,390,695
College Support Services	2,474,100	(250,000)	2,224,100
Contingency, Projects, Provisions	3,514,712	(650,000)	2,864,712
Transfers Out	1,078,799	-	1,078,799
Total - Special Revenue Fund	15,398,081	-	15,398,081
FUND II, INTERNAL SERVICE			
College Support Services	890,200	-	890,200
Contingency, Projects, Provisions	50,000	-	50,000
Total - Internal Service Fund	940,200	-	940,200
FUND III, DEBT SERVICE			
Debt Service	24,566,051	-	24,566,051
Total - Debt Service Fund	24,566,051	-	24,566,051
FUND IV, CAPITAL PROJECTS			
Plant Additions	22,507,000	-	22,507,000
Total - Capital Projects Fund	22,507,000	-	22,507,000
FUND V, FINANCIAL AID			
Financial Aid	46,965,500	-	46,965,500
Contingency, Projects, Provisions	1,210,000	-	1,210,000
Transfers Out	50,000	-	50,000
Total - Financial Aid Fund	48,225,500	-	48,225,500

FUND VI, ENTERPRISE			
Instruction	144,845	50,000	194,845
Student Services	6,340,780	(50,000)	6,290,780
Contingency, Projects, Provisions	100,000	-	100,000
Transfers Out	800,000	-	800,000
Total - Enterprise Fund	7,385,625	-	7,385,625

NON-APPROPRIATED BUDGET REQUIREMENTS

FUND I, GENERAL			
Unappropriated Ending Fund Balance	2,560,000	-	2,560,000

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

Board of Education
June 16, 2021

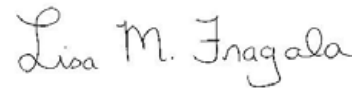
RESOLUTION NO. 656
FISCAL YEAR 2020-2021 BUDGET APPROPRIATION FOR HIGHER EDUCATION
EMERGENCY RELIEF FUND AWARDS AND SEISMIC REHABILITATION GRANT

WHEREAS the Board of Education of the Lane Community College District has received and reviewed the fiscal year 2020-21 Budget Appropriation Request for increased budget authority due to the receipt of a Seismic Rehabilitation Grant, and Higher Education Emergency Relief Fund Awards for direct payments to students, and institutional support to defray expenses associated with coronavirus.

WHEREAS the Special Revenue Fund increased appropriations by \$12,850,000 for a specific purpose;

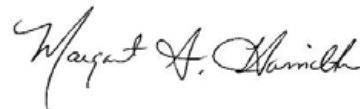
NOW, THEREFORE, BE IT RESOLVED that the Board of Education of Lane Community College does hereby appropriate the amounts on the attached schedule for the purpose of meeting its obligations.

Adopted by the Board of Education on this 16th day of June 2021.



Lisa Fragala, Board Chair

ATTEST:



Margaret Hamilton
President

	2021 Adopted Budget Resolution No.642	Specific Purpose Appropriation Res. 656	FY21 Revised Adopted Budget Res. 656
FUND VIII, SPECIAL REVENUE			
Instruction	4,946,000	5,500,000	10,446,000
Instructional Support	804,500	1,000,000	1,804,500
Student Services	2,520,750	2,500,000	5,020,750
Community Services	5,709,300	3,000,000	8,709,300
College Support Services	804,500	500,000	1,304,500
Plant Additions	-	350,000	350,000
Transfers Out	-	-	-
Total - Special Revenue Fund	14,785,050	12,850,000	27,635,050

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

Board of Education
June 16, 2021

**RESOLUTION NO. 657
FISCAL YEAR 2021-2022 BUDGET ADOPTION AND APPROPRIATION**

WHEREAS the Board of Education of the Lane Community College District has received and reviewed the fiscal year 2021-22 Budget as approved by the Budget Committee; and,

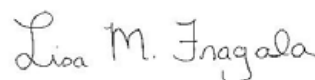
WHEREAS the Budget committee approved the budget in the aggregate amount of \$358,061,188 and that the permanent tax rate of \$.6191 per \$1,000 of assessed value be assessed in support of the General Fund;

WHEREAS it becomes necessary on July 1, 2021, for Lane Community College to lawfully make appropriations for funds for which it may initiate its instructional programs and meet its obligations;

NOW, THEREFORE, BE IT RESOLVED that the Board of Education of Lane Community College does hereby adopt the budget approved by the Budget Committee for fiscal year 2021-2022 and appropriates the amounts on the attached schedule to be expended against all budgeted resources commencing July 1, 2021, and expiring June 30, 2022, for the purpose of meeting its obligations.

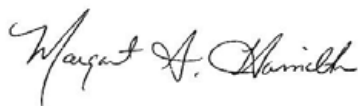
BE IT FURTHER RESOLVED, that the Chair of the Board file this Resolution with the Lane Community College District's County Clerks and County Assessors on or before July 15th, 2021.

Adopted by the Board of Education on this 16th day of June 2021.



Lisa Fragala, Board Chair

ATTEST:



Margaret Hamillon
President

Resolution No. 657

FY2021-2022 Appropriated Budget RequirementsFund I, General

Instruction	44,291,737
Instructional Support	6,832,351
Student Services	10,061,442
College Support Services	18,382,694
Plant Operation & Maintenance	6,213,904
Interfund Transfers Out	1,389,964
Operating Contingency/Reserves	3,887,000
Total	91,059,092

Fund II, Internal Service

College Support Services	745,000
Operating Contingency/Reserves	50,000
Total	795,000

Fund III, Debt

Debt Service	19,897,510
Total	19,897,510

Fund IV, Capital Projects

Plant Additions	47,478,066
Interfund Transfers Out	300,000
Operating Contingency/Reserves	90,000,000
Total	137,778,066

Fund V, Financial Aid

Financial Aid	48,572,500
Interfund Transfers Out	50,000
Operating Contingency/Reserves	1,210,000
Total	49,832,500

Fund VI, Enterprise

Student Services	1,295,000
Interfund Transfers Out	1,205,000
Operating Contingency/Reserves	300,000
Total	2,800,000

<u>Fund VII, Early Retirement</u>	
Instruction	5,925,739
Total	<u>5,925,739</u>
<u>Fund VIII, Grants</u>	
Instruction	9,358,000
Instructional Support	1,500,300
Student Services	10,276,850
Community Services	7,534,550
College Support Services	1,105,300
Plant Additions	<u>1,000,000</u>
Total	30,775,000
<u>Fund IX, Special Revenue - Admin Restricted</u>	
Instruction	2,418,129
Instructional Support	1,269,015
Student Services	4,283,271
Community Services	2,245,250
College Support Services	2,118,020
Interfund Transfers Out	1,064,596
Operating Contingency/Reserves	<u>3,200,000</u>
Total	16,598,281
Total All Appropriated Funds	355,461,188
<u>Non-Appropriated Budget Requirements</u>	
<u>Fund 1, General</u>	
Unappropriated Ending Fund Balance	2,600,000
Total All Funds	<u>358,061,188</u>

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

Board of Education
June 16, 2021

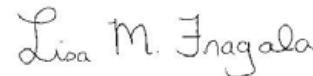
RESOLUTION NO. 658
IMPOSING AND CATEGORIZING TAXES FOR FISCAL YEAR 2021-2022

BE IT RESOLVED that the board of Education of the Lane Community College District hereby imposes the taxes provided for in the fiscal year 2021-22 adopted budget at the rate of \$.6191 per \$1,000 of assessed value for operations and in the amount of \$12,967,000 for Bonded Debt; and that these taxes are hereby imposed and categorized for the tax year 2021-22 upon the assessed value of all taxable property within the district.

	Subject to the Education Limitation:	Exclude from the Limitation:
General Fund	\$.6191/\$1,000	
Debt Services Fund		\$12,967,000

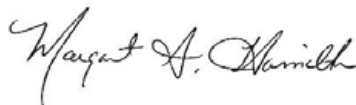
BE IT FURTHER RESOLVED, that the Chair of the Board files this Resolution with the Lane Community College District's County Clerks and County Assessors on or before September 15th, 2021.

Adopted by the Board of Education on this 16th day of June 2021.



Lisa Fragala, Board Chair

ATTEST:



Margaret Hamilton President



Lane Community College
Budget Office

4000 East 30th Avenue
Eugene, Oregon 97405

541.463.5107

budgetdevelopment@lanecc.edu