

FY 22-23 ADOPTED BUDGET



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Cover Artist: Two new murals located at Lane Community College main campus Building 18, painted by alumni Rachel Wolfe-Goldsmith, were combined to create the cover of the document.

Thank you to Stephanie Walen, 2nd year Graphic Design Student Intern at the Design Media Center, Lane Community College, for the design of the front and back covers of this document, and Vision, Mission and Values page.

To request this information in an alternate format, please contact the Center for Accessible Resources at (541) 463-5150 or AccessibleResources@lanecc.edu



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 2022-2023 budget for Lane Community College. The total proposed annual budget is \$327,775,248. The proposed general fund budget totals \$95,807,043.

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

Vision: Transforming lives through learning.

Mission: Lane is the Community's College. We provide quality, comprehensive, accessible, inclusive, learning-centered educational opportunities that promote equitable student success.

Strategic Goals from the College's 2022-2027 Strategic Plan: improve diversity, equity, and inclusion in student access and achievement; increase enrollment; increase student success; engage in continuous improvement; improve financial sustainability; and identify strategic infrastructure investments.

In preparing the proposed budget, revenue and expenditure forecasts have been developed within the current economic environment. The College continues to be challenged by declining enrollments exacerbated by the pandemic, increasing personnel costs, and 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). Each piece of legislation included Higher Education Emergency Relief Fund (HEERF) Awards, and the College received funding from each Act. The HEERF funding will expire in FY23, and the awards stipulated the use of the funds. 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.

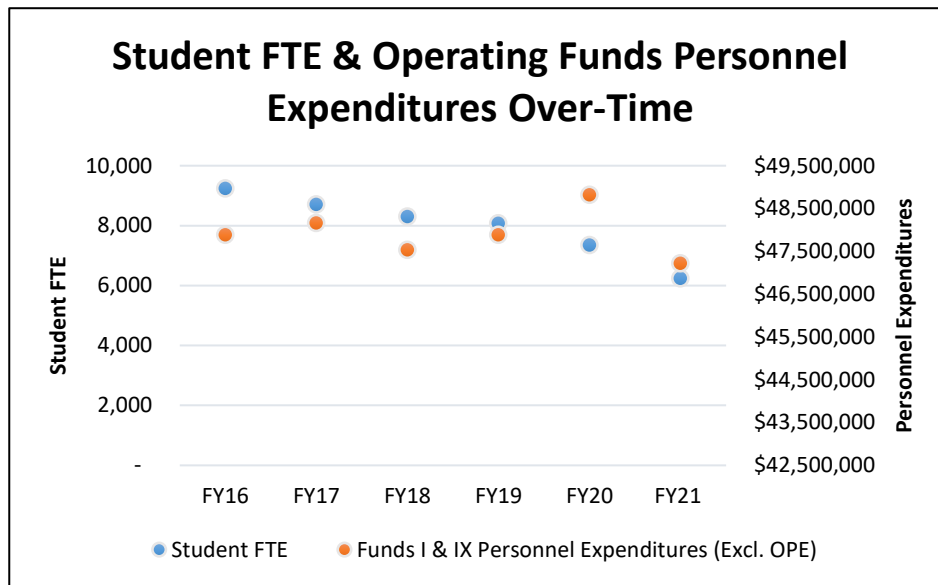
To address enrollment declines, the College is working to increase student enrollment and success through multiple strategic efforts, including the Guided Pathways Initiative; Career Pathways programming; investments in customer relationship management tools; expanded enrollment management tools; expanded remote supports for tutoring and library services; website improvements; establishment of a Mental Health and Wellness 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 revamped the Strategic Enrollment Management Plan to focus on post-pandemic enrollment conditions.

The following goals guided the 2022-2023 budget development process:

1. The College cannot afford to maintain all its current programs and services and must limit its offering to be financially sustainable.
2. The College must limit the use of one-time funds.
3. The College shall continue to invest in student success, access, equity, and inclusion and improve its financial stability and sustainability.

The fiscal year 2022-2023 Proposed Budget reflects these goals and includes a complex mix of balancing options that will affect our students, staff, and community. To close a \$8.1 million budget gap - partially due to personnel cost increases, inflation, and historic enrollment declines due to the COVID-19 pandemic - the College looked to reductions in materials and service expenses; targeted program growth; increased student enrollment and retention; reduced major maintenance funding; usage of expiring HEERF Awards for lost revenue recovery; personnel savings through a faculty early separation incentive; holding vacant positions open; and staggering hiring for vacant positions.



The proposed budget includes a \$6.5 per credit increase in student tuition, equal to the Higher Education Price Index of 4.2%, plus an additional \$1.0 per credit increase. The proposal also includes a \$2 per credit Technology Fee increase to prevent interrupted and reduced services to students. 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 goals.

In 2022, the Oregon Legislature passed Future Ready Oregon, a \$200M investment in Oregon’s workforce. The targeted investment package focuses on advancing opportunities for historically underserved communities. The Future Ready Oregon program provides funding for several initiatives: “Prosperity 10,000” Grants to Local Workforce Development Boards; Workforce Ready Grants; Postsecondary Career Pathway Training Program Grants; Credit for Prior Learning Grants; Industry Consortia; Workforce Benefits Navigator Grants; Bureau of Labor and Industries Registered Apprenticeships; and, Youth Development Division Youth Programs. The College anticipates receiving funding from multiple Future Ready Oregon initiatives.

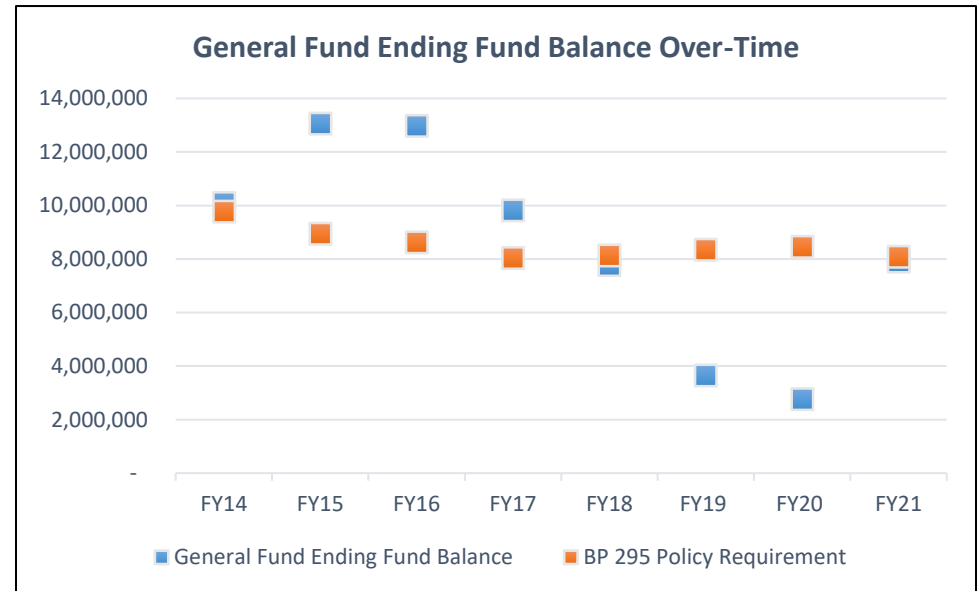
Economic Environment

The proposed budget is built upon a Community College Support Fund (CCSF) of \$699 million. Considering Lane’s Fall and Winter term enrollments, the proposed budget assumes an 8.2% share of the fund compared to a high of 13.35% in the fiscal year 2012-2013.

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 at least 10% within three years. At this time, the College complies with BP 245. 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 prevent the need for costly short-term borrowing.

The College prudently funded a PERS reserve account in anticipation of PERS rate increases. The College utilized \$860 thousand of this reserve in FY18 through FY21, and plans to do so again in FY22 and FY23 to stabilize (OPE) rates. PERS expenses comprise the second most significant portion of OPE expenses, including employee health insurance, pension obligation bond payments, payroll taxes, and other related costs. FY23 OPE rates will decrease 1% for contracted employees and remain the same as FY22 for part-time employees. The estimated ending FY23 PERS reserve fund balance is \$376 thousand.

Lane Community College will face estimated PERS increases of up to \$3.5 million in the 2023-2025 biennium and an additional \$400 thousand in the 2025-2027 biennium. Without further PERS reform and another sale of PERS Bonds, the total projected contributions are estimated to increase by \$17.4 million for the 2027-2029 biennium when compared to the current biennium. The College is pursuing a PERS bond sale in FY23 to address escalating PERS costs. However, in addition to the sale of PERS Bonds, replenishing the College’s internal PERS Reserve is necessary to mitigate market fluctuations. PERS cost escalation is an ongoing budget challenge for the College.



General Fund Budget for the Fiscal Year 2022-2023

The proposed general fund budget is \$95.8 million, a 2.3% increase from the 2021-2022 budget. Budgeted tuition and fee revenues total \$26.7 million, reflecting tuition and fee adjustments. 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. Despite 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 operating budget – approximately 81.8% as proposed.

Administratively Restricted Budget for the Fiscal Year 2022-2023

The proposed budget for the special revenue administratively restricted fund is \$18.2 million. The proposed increase to the Administratively Restricted Fund IX is primarily due to an increase in the Technology Fee and growth within Academic Technology (Distance Education Fee). Fund IX also hosts KLCC FM, the Child Care Center, the International Program, Transportation Fund, Specialized Support Services, Student Activity Fee recipients, 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 the Fiscal Year 2022-2023

Voters approved Ballot Measure No. 20-306 to increase safety, repair and construct labs for training, extend the 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 complete alignment with bond requirements. The 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. An annual expenditure of approximately \$35 million, with an additional budget for contingency and unanticipated expenses for FY23, is planned to achieve these goals. The Capital Fund also includes a small personnel budget for bond administrators and staff.

Early Retirement Fund for the Fiscal Year 2022-2023

The College is budgeting the Early Retirement Fund to increase transparency and enhance community awareness of College resources and liabilities. Information regarding Fund VII is 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 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 2022-2023 Proposed Budget Document is submitted for your consideration and action. We are ready to assist you in the vital task of reviewing this document.

Respectfully,

Zach Evans
Associate Vice President for Budget and Analysis

FY23 LCC ADOPTED BUDGET SNAPSHOT

TOTAL LCC BUDGET
\$328.03
 MILLION

↓ -8.39%

From FY22 Adopted Budget

Key Principles

The college cannot afford to maintain all programs and services it currently provides and must limit its offering to be financially sustainable.

The college must limit the use of one-time funds.

The college shall continue to invest in student success, access & equity, and regional economic strategic priorities.

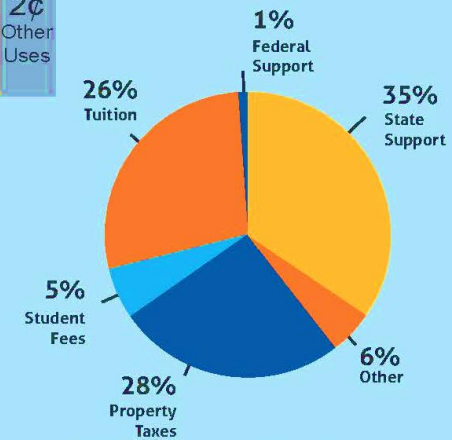


How is a tuition dollar spent?



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.

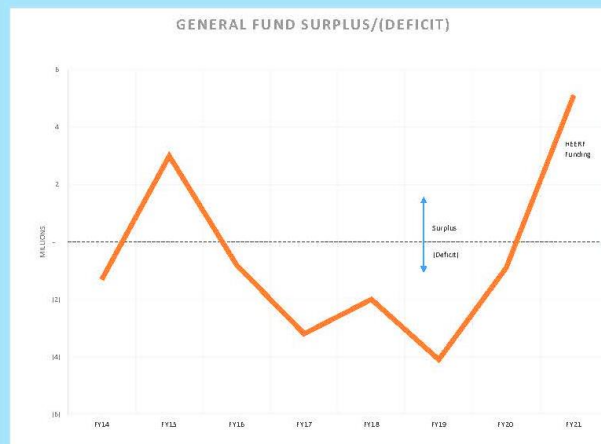
< Based on FY21 General Fund Actuals



FY22-23 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**2022-2023 Adopted Budget**

The following table summarizes changes between the Proposed Budget and the budget approved by the Budget Committee. Changes were made to the Fund III debt obligations in the Approved stage.

Schedule of Changes between FY23 Proposed and Budget Committee Approved

Fund	Staff Proposed Budget	Changes	Notes	Budget Committee Approved Budget
General Fund I	95,807,043	-		95,807,043
Internal Service Fund II	910,000	-		910,000
Debt Service Fund III	20,296,817	256,850	Increased to meet debt obligations	20,553,667
Capital Projects Fund IV	121,241,225	-		121,241,225
Financial Aid Fund V	43,032,500	-		43,032,500
Enterprise Fund VI	2,740,000	-		2,740,000
Early Retirement Fund VII	5,500,000	-		5,500,000
Special Revenue Fund VIII	20,000,000	-		20,000,000
Administratively Restricted Fund IX	18,247,663	-		18,247,663
Total Budget	327,775,248	-		328,032,098



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, climate, and outdoor recreational opportunities.

Lane County Fast Facts:

- County Seat: Eugene, Oregon
- Average Temperatures: January: 46°, July: 78°
- Annual Precipitation: 45"
- Population: 382,647⁷
- Median Age: 39.5 years²
- Assessed Value⁷: \$36,139,835,714
- Real Market Value⁷: \$70,040,274,892
- Principle Industries³: Lumber and wood manufacturing, agriculture, tourism, retail trade, education, and government.
- Top 10 Employers³: PeaceHealth Corp, University of Oregon, Eugene 4J School District, US Government, Oregon State Government, Lane County Government, Springfield School District, City of Eugene, Lane Community College, McKenzie-Willamette Medical Center.
- Top 10 Taxpayers³: IP Eat Three LLC, Lumen Technologies INC, Verizon Communications Inc., Northwest Natural Gas Company, Valley River Center, Comcast Corporation, Shepard Investment Group LLC, McKenzie Willamette Regional Medical Ctr., Weyerhaeuser Company, Emerald PUD.³

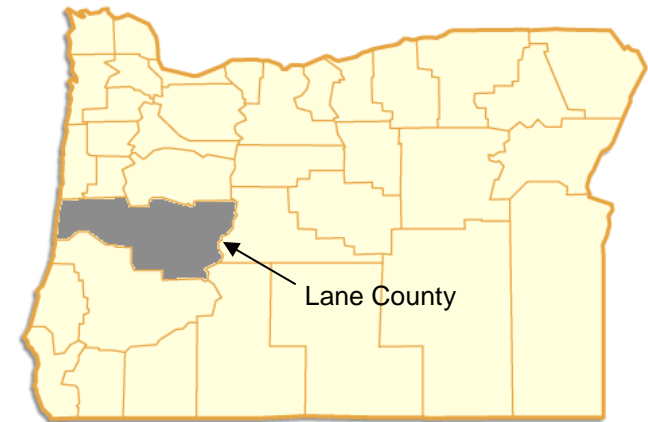


Table 1: Economic and Educational Indicators (April, 2022)

Economic Indicator	Lane County	Oregon	Educational Indicator (pop. 25 and over)	Lane County 265,070	Oregon 2,246,989
Labor Force ¹	185,252	2,186,858	Non-HS graduate ⁸	9%	10%
Median Home Value ⁴	\$293,300	\$354,600	High school degree or higher ⁸	24%	23%
Median Monthly Rent ²	\$1,037	\$1,173	Some college ⁸	29%	26%
Owner-occupied housing ²	59.1%	62.8%	Associate’s degree ⁸	9%	9%
Unemployment Rate ⁶	4.0%	3.7%	Bachelor’s or higher ⁸	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) [LCC Annual Comprehensive Financial Report, 2021](#) (8) 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 more than 11% 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 900 employees who serve over 15,000 students annually. Approximately 61% are credit students, 16% are College Now credit students, and 23% are non-credit students. During fall term 2020, 46% of credit students were enrolled full time and 25% attempted 36 or more credits (full time) for the year. The College had a total of 6,234 full-time-equivalent (FTE) students in 2020-2021 academic year. Credit student enrollment, including College Now, accounts for approximately 91% of total FTE. Credit student enrollment, excluding College Now, accounts for approximately 82% 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 2021-2022 academic year, the College completed a comprehensive evaluation of institutional effectiveness and virtually hosted an accreditation visit from representatives of the Northwest Commission on College and Universities. The College's accreditation was reaffirmed with the commission commending the College for its exceptional student support services; robust infrastructure for assessment and planning; engagement in and commitment to Program Review; commitment to increase efficiency and outreach of recruitment processes; commitment to improve tracking of student retention and completion; community partnership efforts; and, demonstrating resiliency and innovation in maintaining services during a period of extraordinary challenges. The College was advised to continue its work to enhance institutional effectiveness by assuring that processes are inclusive of all constituents, and to fully implement a system to assess student learning outcomes.

Finances. The State Higher Education Executive Officers (SHEEO) Association reported for fiscal year 2020 that Oregon ranks 35th in the nation in terms of educational funding per FTE. In addition, the report states that the 2020 national average education appropriations per FTE were \$8,636, which was approximately \$1,600 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 27%² 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. This impact is comprised of \$109.1 million operations spending, \$29.1 million student spending, and \$583.1 million alumni impact (EMSI, 2020).³ 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.

¹ State Higher Education Finance Report (2020), State Higher Education Executive Officers Association

² Lane Community College Annual Comprehensive Financial Report, 2021

³ The Economic Value of Lane Community College, August 2020, EMSI

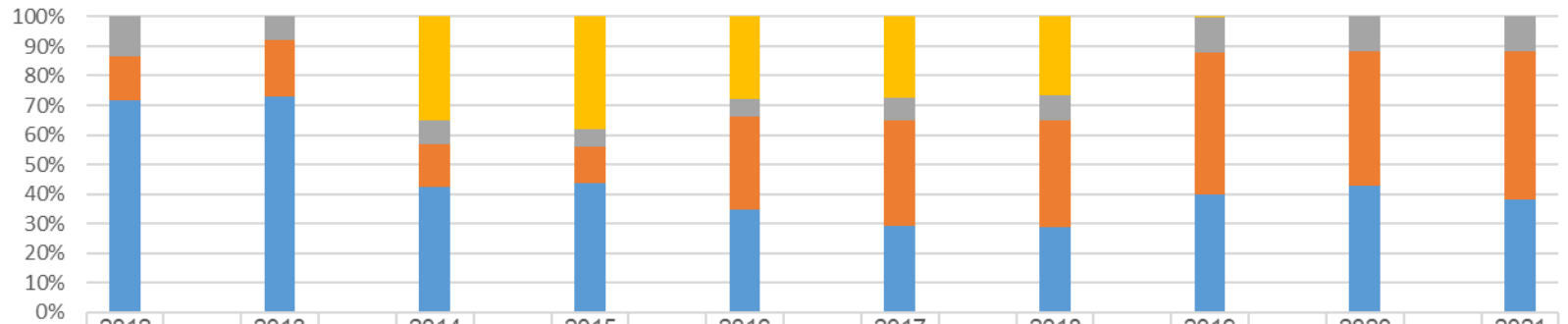
Enrollment and Degree Statistics

2022-2023 Adopted Budget

Enrollment Statistics	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Unduplicated Headcount	38,671	37,254	33,695	30,449	28,219	26,176	25,793	24,259	20,957	15,573
Full-time Equivalent Student	15,375	14,015	12,312	10,464	9,250	8,716	8,295	8,077	7,354	6,246
Lower Division Transfer Awards										
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
AAOT/ASOT	474	573	454	482	468	441	536	470	552	512
Associate of General Studies	97	150	158	136	429	539	667	567	593	680
Associate of Science	90	61	87	65	81	118	165	144	150	155
Oregon Transfer Module	-	-	376	422	376	412	491	1	-	-
Total Transfer Awards	661	784	1,075	1,105	1,354	1,510	1,859	1,182	1,295	1,347
Technical Awards										
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Associate of Applied Science	558	548	637	487	493	398	357	331	352	375
Certificate	434	526	543	417	545	416	448	509	408	403
Apprentice: Assoc. of Applied Science	-	-	-	1	-	2	-	2	24	6
Total Technical Awards	992	1,074	1,180	905	1,038	756	805	842	784	784
Total Awards	1,653	1,858	2,255	2,010	2,392	2,266	2,664	2,024	2,079	2,131

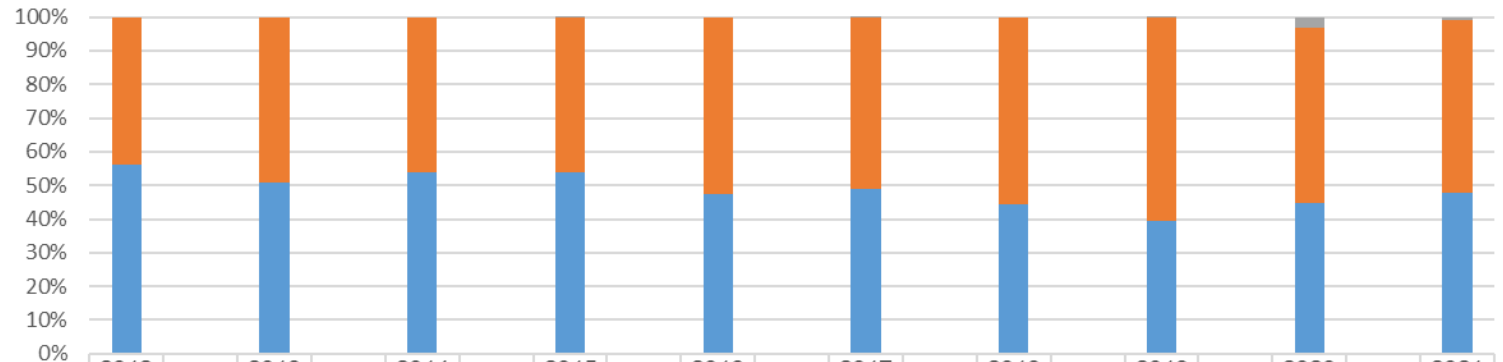
We are the community's college...Transforming lives through learning

Chart 1: Lower Division Transfer Awards



	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
■ Oregon Transfer Module	-	-	376	422	376	412	491	1	-	-
■ Associate of Science	90	61	87	65	81	118	165	144	150	155
■ Associate of General Studies	97	150	158	136	429	539	667	567	593	680
■ AAOT/ASOT	474	573	454	482	468	441	536	470	552	512

Chart 2: Technical Awards



	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
■ Apprentice: Assoc. of Applied Science	-	-	-	1	-	2	-	2	24	6
■ Certificate	434	526	543	417	545	416	448	509	408	403
■ Associate of Applied Science	558	548	637	487	493	398	357	331	352	375

Board of Education

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
Elected May, 2021, term expires June 30, 2025
Zone 1-Western

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

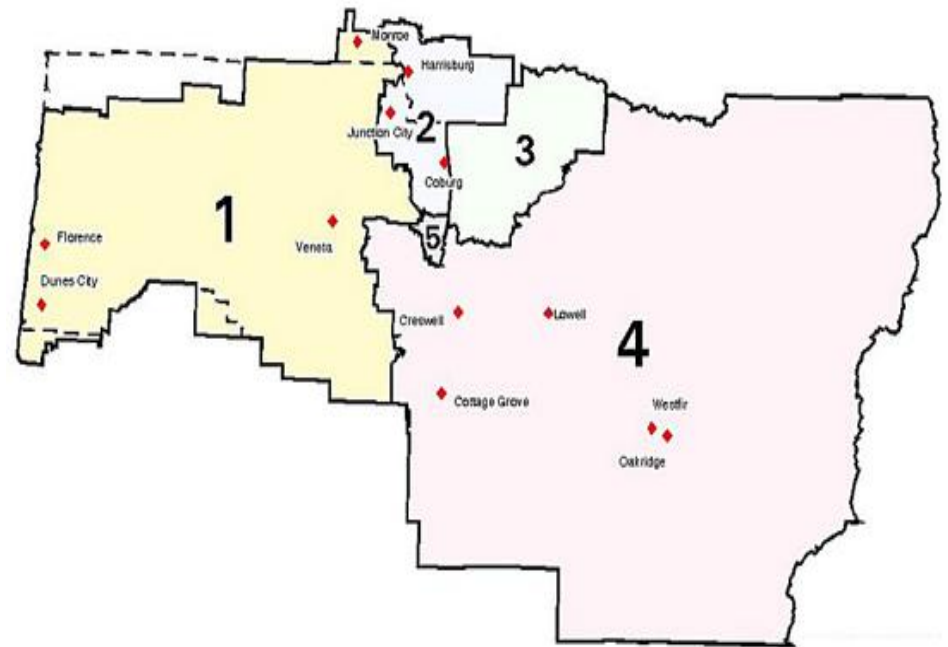
Mike Eyster, Retired Higher Ed. Administrator, Springfield
Elected May, 2021, term expires June 30, 2025
Zone 3-Marcola and Springfield

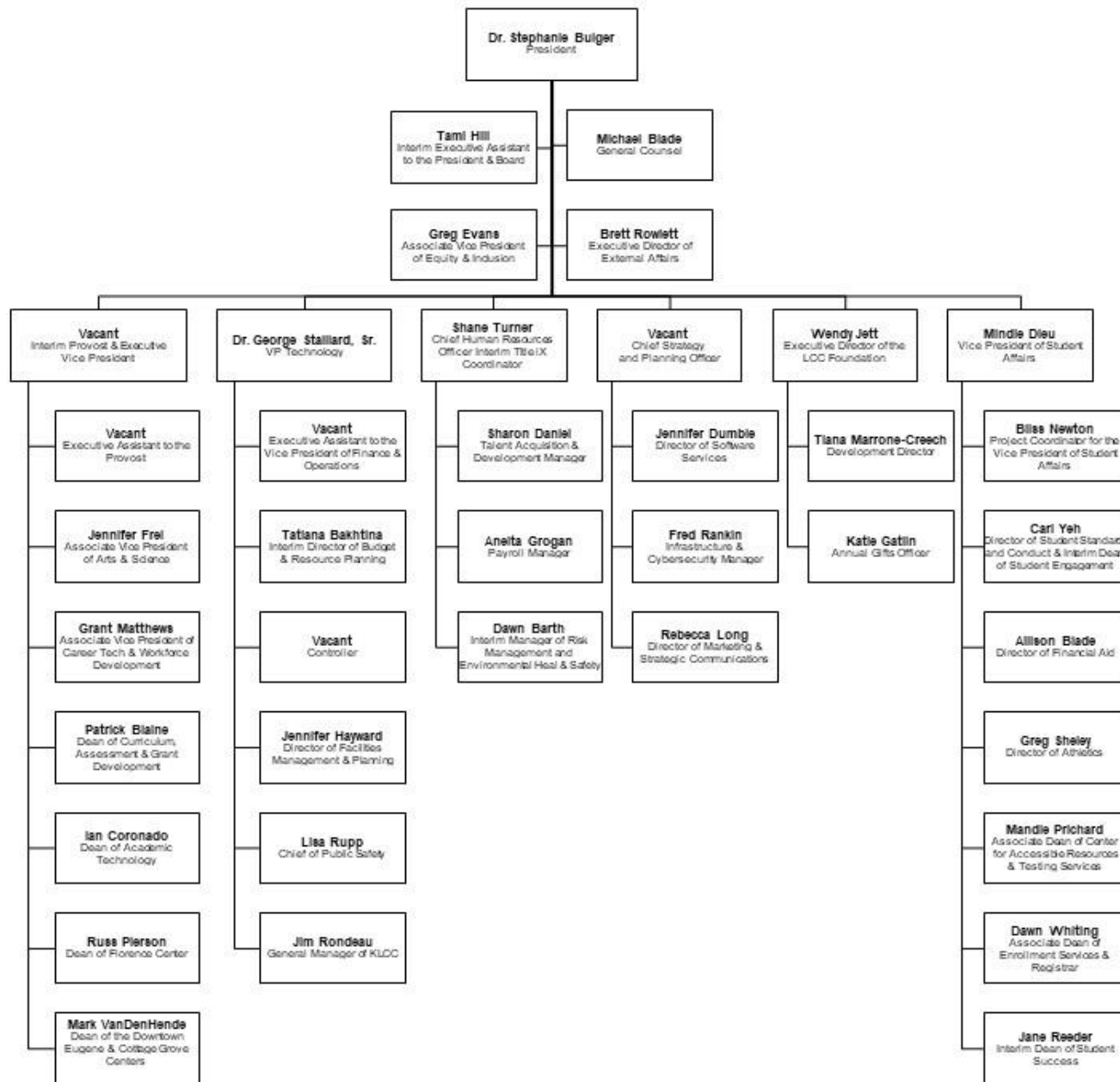
Austin Fohnagy, Business Specialist, Vida
Elected May, 2021, term expires June 30, 2025
Zone 4-Eastern

Steve Mital, Director of UO Sustainability Program, Eugene
Elected May, 2021, term expires June 30, 2025
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





LCC VISION, MISSION & VALUES

Vision

Transforming lives through learning.

Mission

Lane is the Community's college. We provide quality, comprehensive, accessible, inclusive, learning-centered educational opportunities that promote equitable student success.

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



OVERVIEW

Lane Community College	
2021 -2022 Budget Committee	
Ian Winbrock	Holli Johnson
Siobhan Cancél	Angela VanKrause
Holle Bauer Schaper	Mike Eyster
Kevin Matthews	Austin Fohnagy
Susan Fahey	Steve Mital
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. Public comments may be made in person or remotely by following the instructions on the "Public Comment" section of the relevant [board meeting agenda](#). You may also send an e-mail to boecomment@lanecc.edu with questions about how to provide public comment.

Meetings are live streamed and are available through Lane Community College’s event streaming page: <https://www.lanecc.edu/community/events/live-college-events>.

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).

Prepare Budget: November - April

Public Notice: April - May

Budget Committee Meetings: May

Budget Committee Approval: May

Publication: June

Budget Hearing: June

Adoption by Board: By June 30

Filing & Certification: July 15*

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

- The **Technology Fee** is assessed to all credit students at a rate of \$13 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 \$63.57 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.
- The **International student fee** is \$125 for full time international students.

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 International Program contributes to the general fund on an annual basis to offset overhead and administrative costs.
- In FY23, KLCC will contribute to the general fund to offset overhead and administrative costs.
- 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	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
State Funding*	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	25,961,600
as % Total	13.2%	13.4%	13.4%	12.8%	11.5%	9.9%	8.7%	8.0%	8.0%	8.1%
CCWD Funding Allocation										
Property Taxes	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	22,335,100
	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	48,296,700
as % Total	41.1%	42.2%	48.6%	51.4%	52.9%	52.4%	50.6%	49.8%	52.4%	51.1%
Tuition	37,729,000	35,951,600	31,818,900	27,904,500	23,956,600	23,730,100	23,208,900	22,874,200	24,116,800	23,160,100
Student Fees	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	10,079,200
Other Fees & Charges	1,550,200	1,492,400	1,468,300	1,431,300	1,411,200	1,294,100	1,325,900	1,305,100	715,900	1,294,700
	47,729,000	45,798,900	40,884,600	36,377,100	31,840,100	32,704,700	33,900,700	33,583,500	33,349,300	34,534,000
as % Total	46.5%	47.0%	42.4%	38.4%	34.1%	37.3%	38.5%	38.2%	37.1%	36.5%
Administrative Recovery	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	1,997,500
Gifts & Donations	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	1,500,600
Other Revenue Sources	3,849,200	3,595,300	2,990,000	2,986,900	2,650,800	1,278,400	1,211,700	1,185,300	2,081,900	5,761,300
Sale of Goods & Services	2,383,200	2,297,900	2,298,800	2,619,000	3,158,500	2,937,700	2,656,400	2,588,900	2,291,400	1,602,000
	7,856,800	8,052,200	6,760,200	8,094,100	8,838,500	7,418,300	7,001,500	9,328,800	8,144,500	10,861,400
as % Total	7.7%	8.3%	7.0%	8.5%	9.5%	8.5%	7.9%	10.6%	9.0%	11.5%
Operating Transfers In	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	865,900
as % Total	4.7%	2.5%	2.0%	1.7%	3.5%	1.8%	3.0%	1.3%	1.5%	0.9%
Total All	102,582,000	97,350,000	96,405,700	94,831,000	93,408,500	87,659,000	88,120,900	87,800,300	89,995,000	94,558,000

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 2.4%.

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 2021 Actual OPE Expenditures - All College Funds

Category	Amount	% Total
Medical insurance	13,849,925	42.9%
Oregon Public Employees Retirement System (PERS)	7,130,452	22.1%
Pension obligation bond payments	5,684,979	17.6%
FICA (social security & Medicare)	3,902,044	12.1%
Employee tuition waiver program	427,494	1.3%
Classified benefit stipend	167,362	0.5%
Other miscellaneous expenses	819,798	2.5%
Unemployment insurance	158,259	0.5%
Workers compensation	140,839	0.4%
Total All	32,281,152	100%

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	22
Contracted Rate (%)	51.5	55.8	50.4	55.5	55.5	59	63	65	64	64	64	65	65	64	65	67
Part-Time Rate (%)	31.1	34.5	30.3	31.2	31.2	35	36	37	38	38	38	39	39	38	37	40
Student Rate (%)	10	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 FY23 OPE rates for contracted salaries decreased 1%, while the part-time rate will remain the same as the FY22 rate.

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

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
Personnel										
Contracted Salaries & Wages	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	36,331,500
Part-Time Salaries & Wages	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	10,623,100
Other Payroll Expenses (OPE)	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	29,900,700
	79,917,700	82,555,400	80,844,900	76,360,000	74,751,300	74,111,500	74,596,200	74,545,400	76,992,600	76,855,300
as % Total	76.3%	80.2%	81.1%	82.5%	80.4%	81.4%	81.8%	80.4%	83.2%	85.6%
Other Expenditures										
Materials & Services	13,465,900	15,007,200	13,902,000	12,007,200	12,305,700	12,168,000	11,826,200	12,772,900	12,201,200	10,394,600
Capital Outlay	639,900	398,000	320,200	304,300	557,100	819,100	798,700	364,700	453,800	250,400
Goods for Resale	1,049,400	1,006,200	994,200	773,100	715,900	720,000	643,100	536,800	351,800	124,300
	15,155,200	16,411,400	15,216,400	13,084,600	13,578,700	13,707,100	13,268,000	13,674,400	13,006,800	10,769,300
as % Total	14.5%	15.9%	15.3%	14.1%	14.6%	15.0%	14.5%	14.8%	14.1%	12.0%
Transfers Out										
Operating Transfers Out	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	2,158,900
as % Total	9.2%	3.8%	3.7%	3.3%	4.9%	3.6%	3.7%	4.8%	2.7%	2.4%
Total All	104,692,300	102,926,000	99,740,400	92,505,500	92,928,800	91,084,700	91,225,200	92,705,100	92,521,600	89,783,500

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.

2021-2023 Biennium Revenue Forecast. In February 2022, the OEA released the March 2022 Revenue Forecast. The March 2022 Revenue Forecast for gross General Fund revenues for the 2021-2023 biennium was \$24,923 million, an increase of \$789 million from the previous December 2021 forecast.

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)

	2021-23 Biennium Revenue Forecast			March 2022 Forecast – Change From	
	Close of Session	December 2021	March 2022	Prior Forecast	Close of Session
Structural Revenues					
Personal Income Tax	\$20,628.1	\$21,159.1	\$21,388.0	\$228.9	\$760.0
Corporate Income Tax	\$1,344.0	\$1,594.2	\$1,977.8	\$383.5	\$633.8
All Other Revenues	\$1,353.5	\$1,380.7	\$1,557.7	\$177.0	\$204.2
Gross General Fund Revenues	\$23,325.5	\$24,134.1	\$24,923.5	\$789.5	\$1,598.0
Offsets, Transfers, and Actions	-\$417.6	-\$427.0	-\$441.1	-\$14.1	-\$23.5
Beginning Balance	\$3,025.6	\$3,704.3	\$4,082.5	\$378.2	\$1,056.9
Net Available Resources	\$26,008.4	\$27,486.3	\$28,639.8	\$1,153.5	\$2,631.4
Appropriations	\$25,446.0	\$25,446.0	\$25,620.2	\$174.2	\$174.2
Ending Balance	\$562.4	\$2,040.3	\$3,019.6	\$979.3	\$2,457.2

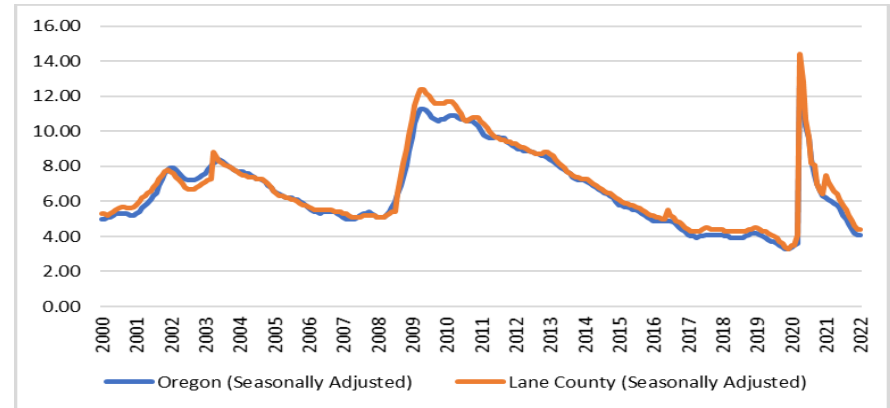
Lane County Worker Profile. As of February 2022, the median age in Lane County was 39.5 years old, with 48% of the county’s population participating in the labor force. The Lane County Employment Projections (2020-2030), estimates a 15% increase in total employment by 2030. The leading industry is in leisure and hospitality with a projected 6,100 jobs (44% growth). The next highest are Private health care and social assistance 4,700 jobs (18% growth) and trade, transportation, and utilities with 3,200 jobs (11%). 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 4.2% in February 2022, a 2.9% decrease from February 2021. Oregon’s seasonally adjusted unemployment rate in February 2022 was 4%, which was 0.2% higher than the national rate.

The unemployment rates have decreased from the historical high rates from 2020 and 2021 that were caused in part from the public health response to COVID-19. This, however, has not increased the College’s enrollment. The College continued to suffer 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.

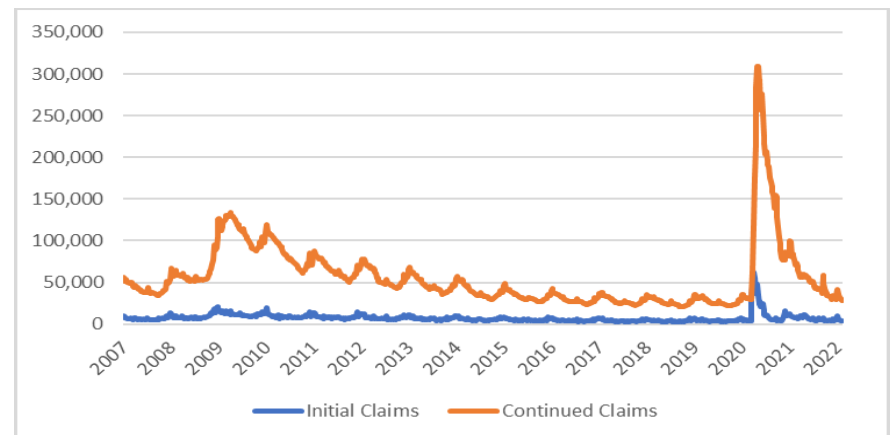
COVID-19. In March 2020, the World Health Organization characterized COVID-19 as a pandemic. In an effort to save lives and stop the spread of COVID-19, Oregon Governor Kate Brown issued a series of Executive Orders to address the impact of the disease on Oregonians. The economic disruption caused by COVID-19 impacted Lane Community College throughout FY20-FY22, and will continue to have an impact as the College prepares for FY23.

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

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. The HEERF Awards will expire in FY23.

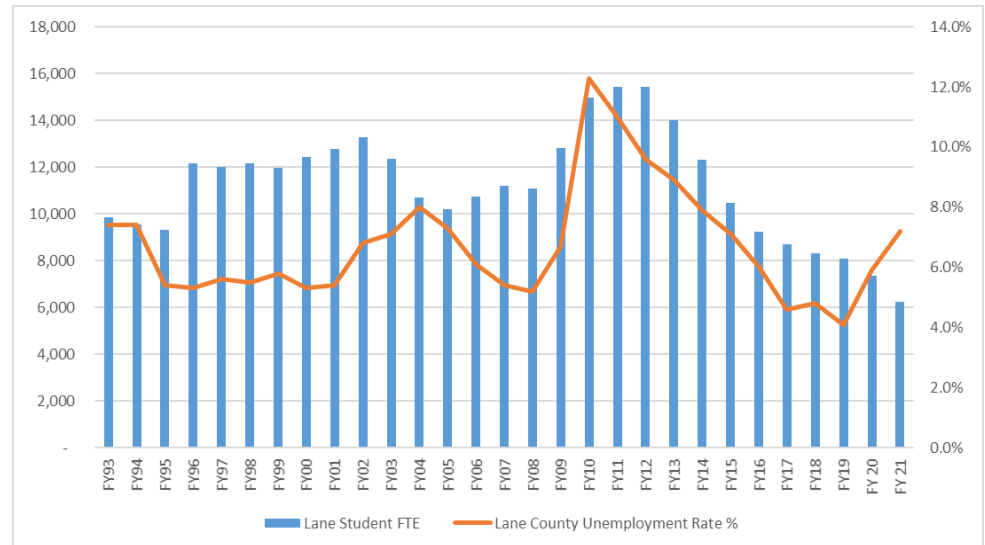
Higher Education Price Index.⁴ The Commonfund Higher Education Price Index (HEPI) is an inflation index designed specifically to track the major cost drivers in higher education. It is an essential planning tool for educational managers, helping institutions to understand the future budget and funding 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 2022 estimated National HEPI is 4.2%, which is an increase of 1.5% from the previous forecast.

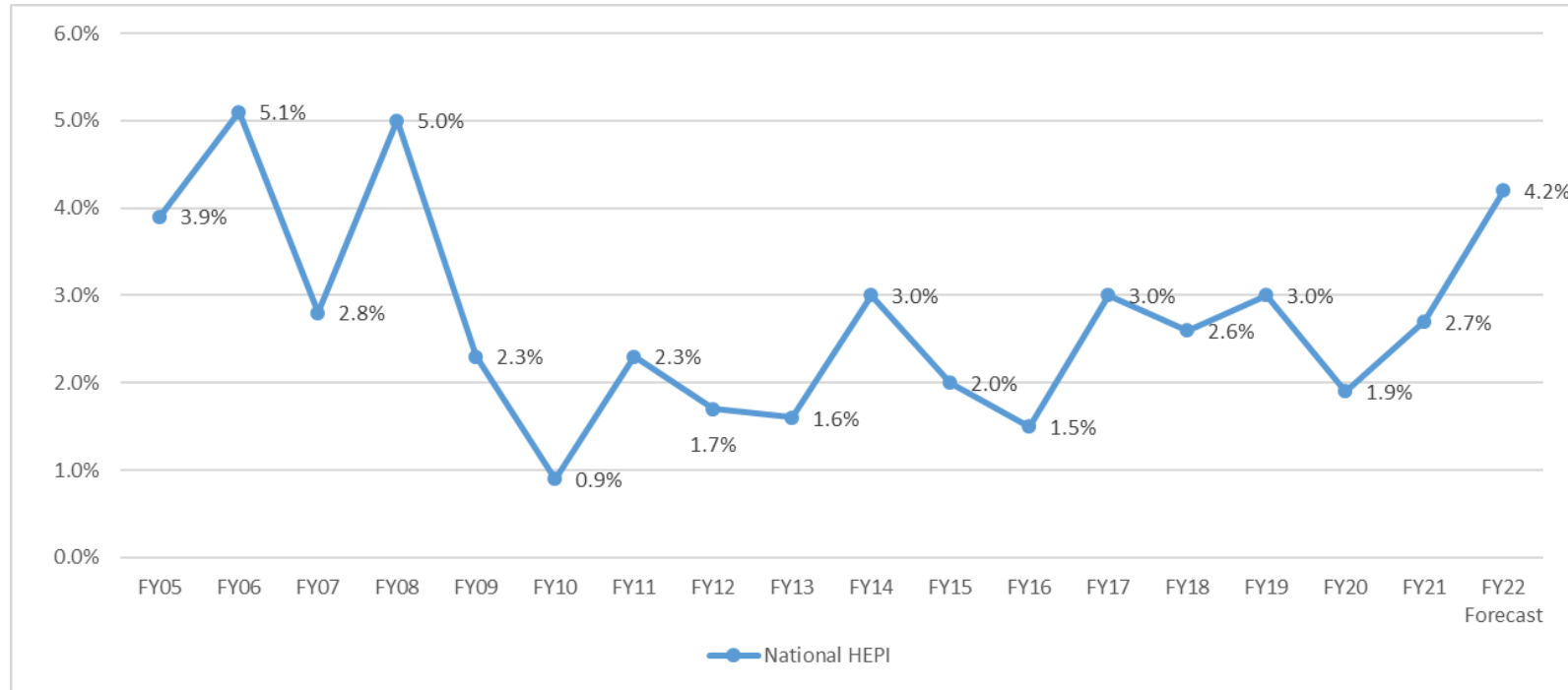
Chart 5: Unemployment Comparison to Student Full Time Equivalent (FTE)



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-FY22

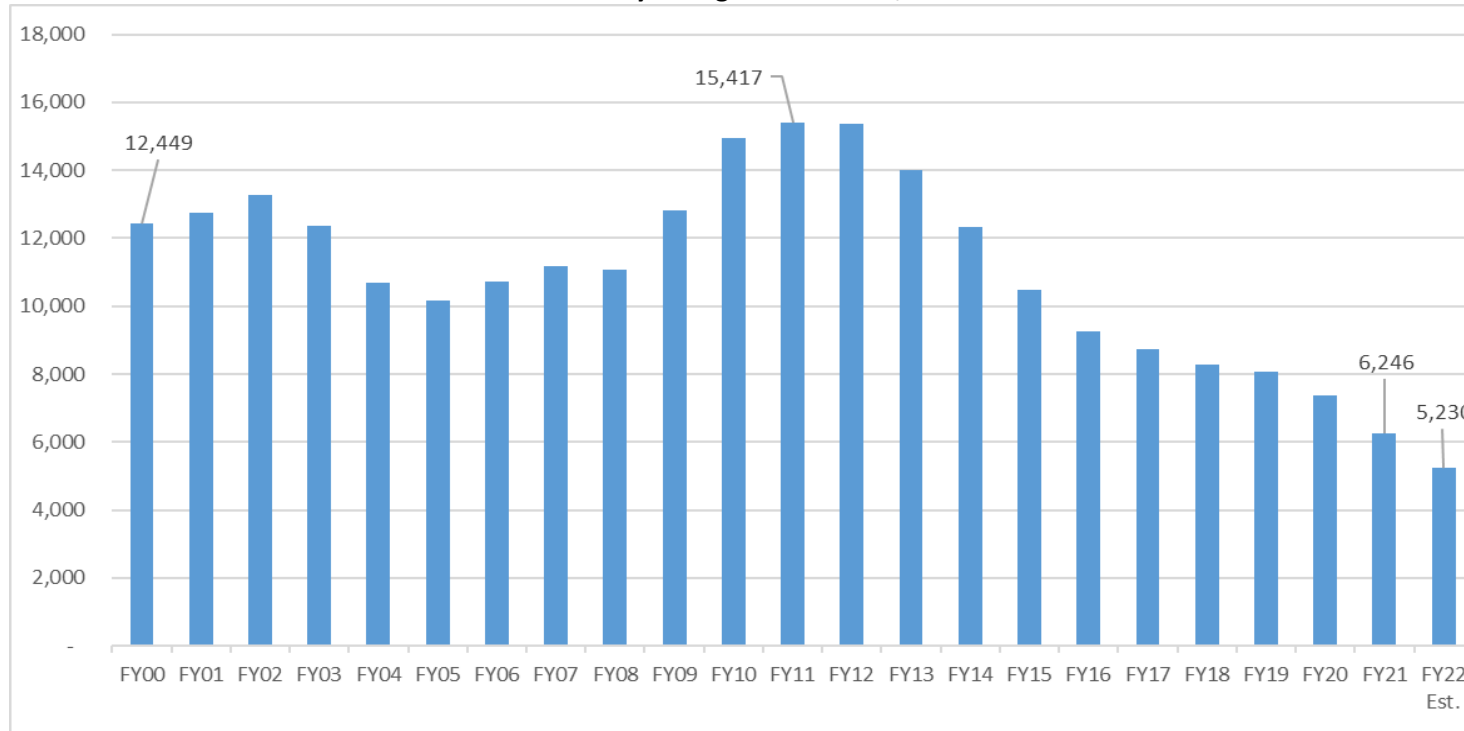


Public Employees Retirement System (PERS). Public employers in Oregon are bracing for significant increases to pension costs over the next several biennia due to changes in the system’s economic assumptions that have resulted in a preliminary unfunded liability of more than \$19.7 billion as of December 31, 2021. Lane Community College will face estimated increases up to \$3.5 million in 2023-2025 biennium, and an additional \$400 thousand in the 2025-2027 biennium. Without further PERS reform, and an additional sale of PERS Bonds, total projected contributions are estimated to increase by \$17.4 million for the 2027-2029 biennium, when compared to the current biennium. The College prudently funded a PERS reserve in anticipation of rate increases. The College utilized \$860,000 of this fund in fiscal years 2018-2022 to stabilize OPE rates and plans on utilizing another \$860,000 in the 2023 fiscal year. The FY23 estimated beginning PERS reserve fund balance is \$1.2 million. At this rate of usage, the College’s PERS reserve will be exhausted by FY24.

Issues and Opportunities

Enrollment. As shown in Chart 7 below, Lane’s enrollment is estimated to fall to a 33-year low of 5,230, full-time equivalent (FTE) in 2022 representing a 66% decline from its peak in 2011.

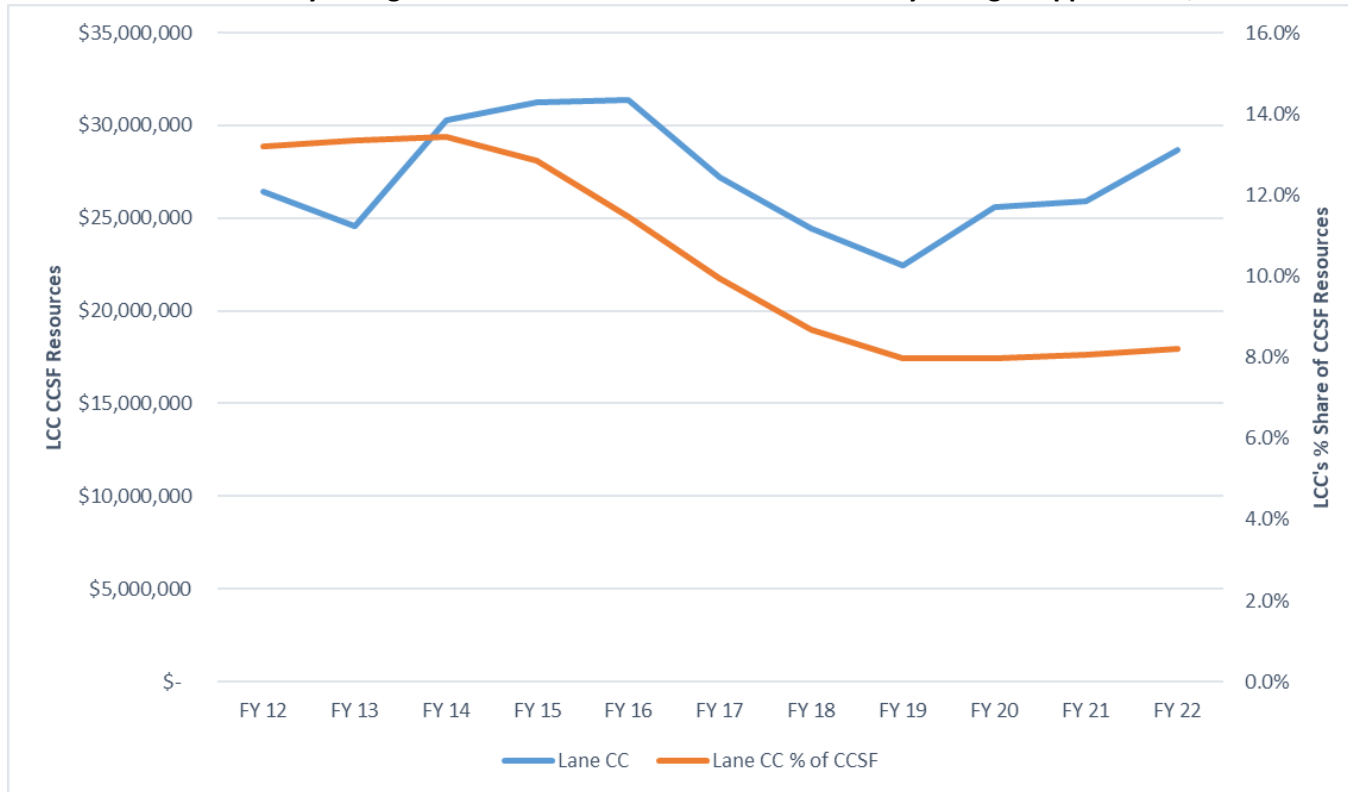
Chart 7: Lane Community College Student FTE, FY00-FY22 Estimate



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. In response, the College is working to increase student enrollment and success through several strategic efforts, including the Guided Pathways initiative, a Strategic Enrollment Management Plan, investments in customer relationship management (CRM) and enrollment management tools, expanded remote supports for tutoring and library resources, development of a Mental Health and Wellness 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.

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 2021-2023 biennium was \$699 million for community colleges. The Lane Community College Budget Office projects that LCC will receive 8.28% of the Community College Support Fund (CCSF) in FY23. As shown in Chart 8 below, LCC’s share of state funding has declined from its recent peak in 2016.

Chart 8: Lane Community College’s Annual Resources from the Community College Support Fund, FY12-FY22



Tuition

The most recent (2022) Higher Education Price Index forecast was 4.2% for fiscal year 2022, which when applies to Lane’s resident tuition rates, equals a \$5.50 per credit increase. The February 2022 Consumer Price Index (CPI) was 7.9%.

In April 2022, the LCC Board of Education approved a \$6.5 per credit tuition increase for FY23. 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:

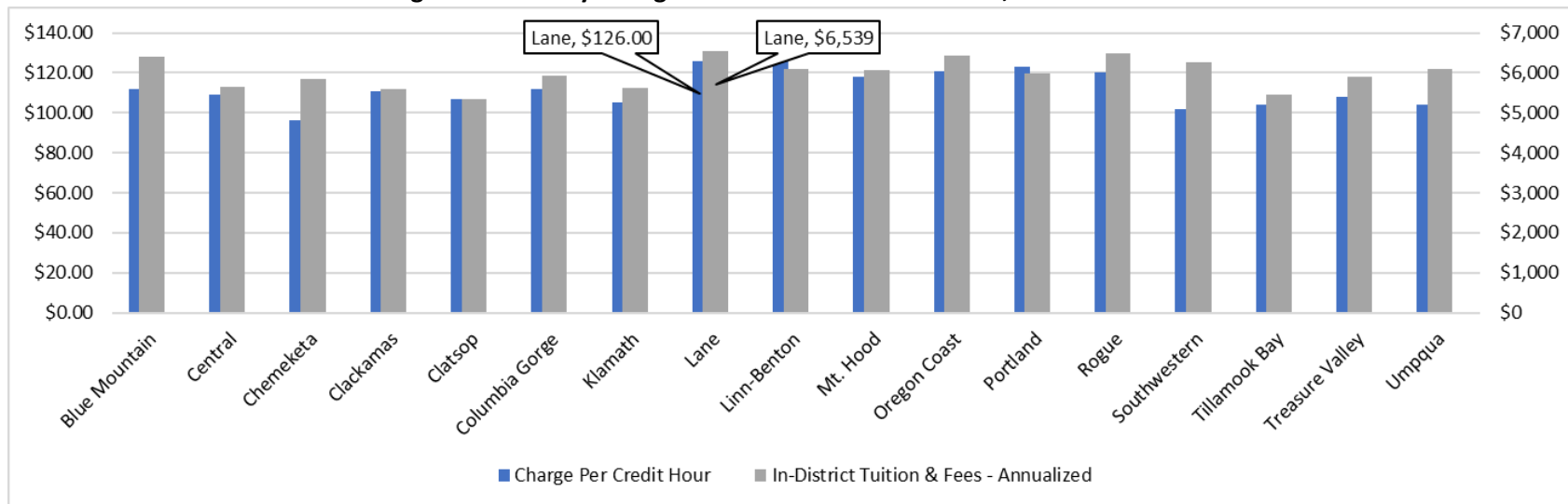
In order to maintain a constant tuition rate relative to inflation, each year, the board may consider an appropriate index for two-year public colleges on which to discuss a tuition increase. Each year, the board may adjust the per credit tuition rate to reflect the needs of the college. The rate will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

Each year, the board 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 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.

With enrollment declines impacting 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, FY21-FY22 Academic Year



Source: Oregon Department of Community Colleges and Workforce Development

Personnel Costs

Even as enrollment at the College dips to historical lows, FY21 personnel costs and salary & wages per FTE in operating funds I and IX continue to grow.

Table 9: FY2010-2021 Student, Personnel and Financial Trends

	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
Student FTE	14,958	15,417	15,375	14,015	12,312	10,466	9,250	8,716	8,305	8,077	7,354	6,246
Student Credits	449,775	471,062	482,905	440,356	380,489	321,219	291,122	278,583	263,291	256,929	240,560	211,359
Personnel FTE	936	1,004	1,046	1,040	992	863	829	808	791	786	778	712
Student FTE/Personnel FTE	16.0	15.4	14.7	13.5	12.4	12.1	11.2	10.8	10.5	10.3	9.4	8.8

State Funding*	\$ 28,091,752	\$ 25,890,435	\$ 26,429,884	\$ 24,559,932	\$ 30,363,341	\$ 31,213,953	\$ 31,421,400	\$ 27,230,149	\$ 24,884,595	\$ 22,538,681	\$ 25,644,991	\$ 25,961,645
Lane % of State Funding	12.8%	13.0%	13.2%	13.3%	13.4%	12.8%	11.5%	9.9%	8.7%	8.0%	8.0%	8.1%
Tuition Revenue ^x	\$ 33,582,225	\$ 38,216,069	\$ 37,729,007	\$ 35,951,557	\$ 31,818,863	\$ 27,904,467	\$ 23,956,600	\$ 23,730,078	\$ 23,208,945	\$ 22,872,628	\$ 24,116,836	\$ 23,160,103
Salary & Wages [^]	\$ 46,295,942	\$ 49,671,362	\$ 52,881,345	\$ 53,615,049	\$ 53,010,239	\$ 49,536,340	\$ 47,888,700	\$ 48,161,798	\$ 47,534,019	\$ 48,083,000	\$ 48,819,592	\$ 47,225,860
OPE	\$ 19,144,000	\$ 21,739,000	\$ 26,712,300	\$ 28,637,300	\$ 27,609,900	\$ 26,823,700	\$ 26,862,600	\$ 26,018,800	\$ 26,982,700	\$ 26,462,400	\$ 27,661,399	\$ 29,870,559
Total Personnel Costs ^c	\$ 65,439,942	\$ 71,410,362	\$ 79,593,645	\$ 82,252,349	\$ 80,620,139	\$ 76,360,040	\$ 74,751,300	\$ 74,180,598	\$ 74,516,719	\$ 74,545,400	\$ 76,480,991	\$ 77,096,419
Salary & Wages [^] per FTE	\$ 49,480	\$ 49,457	\$ 50,561	\$ 51,537	\$ 53,428	\$ 57,391	\$ 57,734	\$ 59,636	\$ 60,062	\$ 61,174	\$ 62,718	\$ 66,328
Total Personnel Costs/ Personnel FTE	\$ 69,941	\$ 71,103	\$ 76,101	\$ 79,064	\$ 81,256	\$ 88,468	\$ 90,119	\$ 91,853	\$ 94,157	\$ 94,841	\$ 98,254	\$ 108,281

⁰Student data includes College Now

¹Personnel Data is for Funds I & IX

*State Funding adjusted for 4th Q state payment

^xTuition Revenue is for Funds I & IX. FY2015 includes additional \$1.2M aged receivable adjustment.

[^]Salary & Wages do not include OPE (other personnel expenses)

^cIncludes OPE (other personnel expenses)

Revenue and Expenditures Forecast

2022-2023 Adopted Budget

Long-term financial planning uses financial forecasting and analysis to identify future financial challenges and opportunities, and then identifies strategies to secure financial sustainability in light of the challenges and opportunities. The following table is a summary of our most recent projection of revenue and expenses.

Table 10: Lane Community College Five-Year General Fund Projections of Revenue and Expenses

State Revenue is based on CCSF Current Service Level (CSL) and projected funding

*FY2022-23 State Revenue Increase from previous FY includes Future Ready Oregon Funding

**FY20-23 Federal Revenue includes HEERF Funding (add better description)

***FY2022-23 Transfers In include a One-time Stabilization Reserve Transfer

	2019-21 Biennium			2021-23 Biennium			2023-25 Biennium			2025-27 Biennium	
	2019-20	2020-21	% Δ	2021-22	2022-23	% Δ	2023-24	2024-25	% Δ	2025-26	2026-27
Revenues:											
State Revenue	25,644,991	25,961,645	10%	28,667,508	29,700,000	-6%	27,942,578	27,968,995	0.15%	28,011,485	28,009,877
Federal Revenue	148,835	4,804,881	4%	5,000,000	670,000	-96%	30,000	30,000	0%	30,000	30,000
Property Taxes	21,522,026	22,335,068	3%	22,882,000	23,715,000	3%	24,426,450	25,159,244	3%	25,914,021	26,691,441
Tuition and Fees	27,554,782	28,364,857	5%	23,525,000	26,727,650	5%	28,064,033	29,467,234	2%	30,056,579	30,657,710
Other Revenue Sources	4,857,316	3,700,602	-5.4%	3,500,000	4,702,960	0%	5,702,960	5,702,960	2%	5,817,019	5,933,360
Transfers In	1,317,144	865,936	-4.7%	1,255,797	2,480,000	0%	1,370,000	1,370,000	0%	1,370,000	1,370,000
Total Revenue	81,045,094	86,032,989		84,830,305	87,995,610		86,166,021	88,328,433		89,829,104	91,322,388
Expenditures:											
Personnel - Contracted	34,752,742	33,687,533	6%	35,871,962	38,023,673	0%	38,023,673	38,023,673	3%	39,164,383	40,339,315
Personnel - PT	10,364,383	9,733,893	-2%	9,500,000	9,750,000	0%	9,750,000	9,750,000	2%	9,945,000	10,143,900
OPE	25,501,757	27,895,052	0%	27,834,215	28,995,624	0%	28,995,624	28,995,624	2%	29,575,537	30,167,047
Materials and Services	9,475,811	8,242,369	17%	9,650,000	9,700,000	-5%	9,215,000	9,215,000	0%	9,215,000	9,215,000
Capital Outlay	364,283	103,015	0%	100,000	150,000	0%	150,000	150,000	0%	150,000	150,000
Good for Resale	18,261	12,060	24%	15,000	15,000	0%	15,000	15,000	0%	15,000	15,000
Transfers Out	1,459,572	1,239,554	13%	1,400,000	1,361,313	0%	1,361,313	1,361,313	0%	1,361,313	1,361,313
Total Expenditures	81,936,808	80,913,476		84,371,177	87,995,610		87,510,610	87,510,610		89,426,233	91,391,575
Revenues over -(under) expenditures	(891,714)	5,119,513		459,128	(0)		(1,344,590)	817,822		402,871	(69,187)

****Excludes fund balance and contingency

“Good financial planning without aspirations is accounting. Great aspirations without financial planning is a recipe for disaster.” Minneapolis Mayor R.T. Rybak



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. 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 FY23 budget allocations (investments) from strategic planning, program review and department planning.

Table 11: FY23 Budget Allocations (Investment) from Strategic Planning, Program Review and Department Planning

Category	Amount	Strategic Priority		
		Student Success	Access & Equity	Economic Driver
Investment in Student Affairs to Improve Efficiencies in Enrollment Services	115,000	X	X	
Classroom Technology & Equipment	239,960	X	X	
Investment in Guided Pathways	65,000	X	X	X
Increased Marketing Funding for Program Specific Initiatives	85,000	X	X	X
Investment in High School Connections	66,500	X	X	
Investment in Student Affairs to improve Student Engagement	10,000	X	X	
Total Investment	\$ 581,460			

Summary All Funds

2022-2023 Adopted Budget

FY 2019-20 ACTUAL	FY 2020-21 ACTUAL	FY2021-22 BUDGET	Fund	FY 2022-23 PROPOSED	FY 2022-23 APPROVED	FY 2022-23 ADOPTED	+ -	Explanation of changes in budget of > 10%
81,918,542	80,901,416	93,659,092	General Fund I	95,807,043	95,807,043	95,807,043		
708,760	471,562	795,000	Internal Service Fund II	910,000	910,000	910,000	+	Funding for motor pool van
14,532,168	23,466,791	19,897,510	Debt Service Fund III	20,296,817	20,553,667	20,553,667		
2,670,040	5,040,807	137,778,066	Capital Projects Fund IV	121,241,225	121,241,225	121,241,225	-	Adj. to reflect current activity
32,735,223	26,227,098	49,832,500	Financial Aid Fund V	43,032,500	43,032,500	43,032,500	-	Adj. to reflect current activity
7,916,645	4,539,168	2,800,000	Enterprise Fund VI	2,740,000	2,740,000	2,740,000		
444,424	414,935	5,925,739	Early Retirement Fund VII	5,500,000	5,500,000	5,500,000		
10,396,339	20,715,582	30,775,000	Special Revenue Fund VIII	20,000,000	20,000,000	20,000,000	-	Phase out of HEERF Grants
10,603,007	8,882,037	16,598,281	Administratively Restricted Fund IX	18,247,663	18,247,663	18,247,663		
161,925,149	170,659,396	358,061,188	Total All Funds	327,775,248	328,032,098	328,032,098		

Chart 10: Summary All Funds FY20-FY23

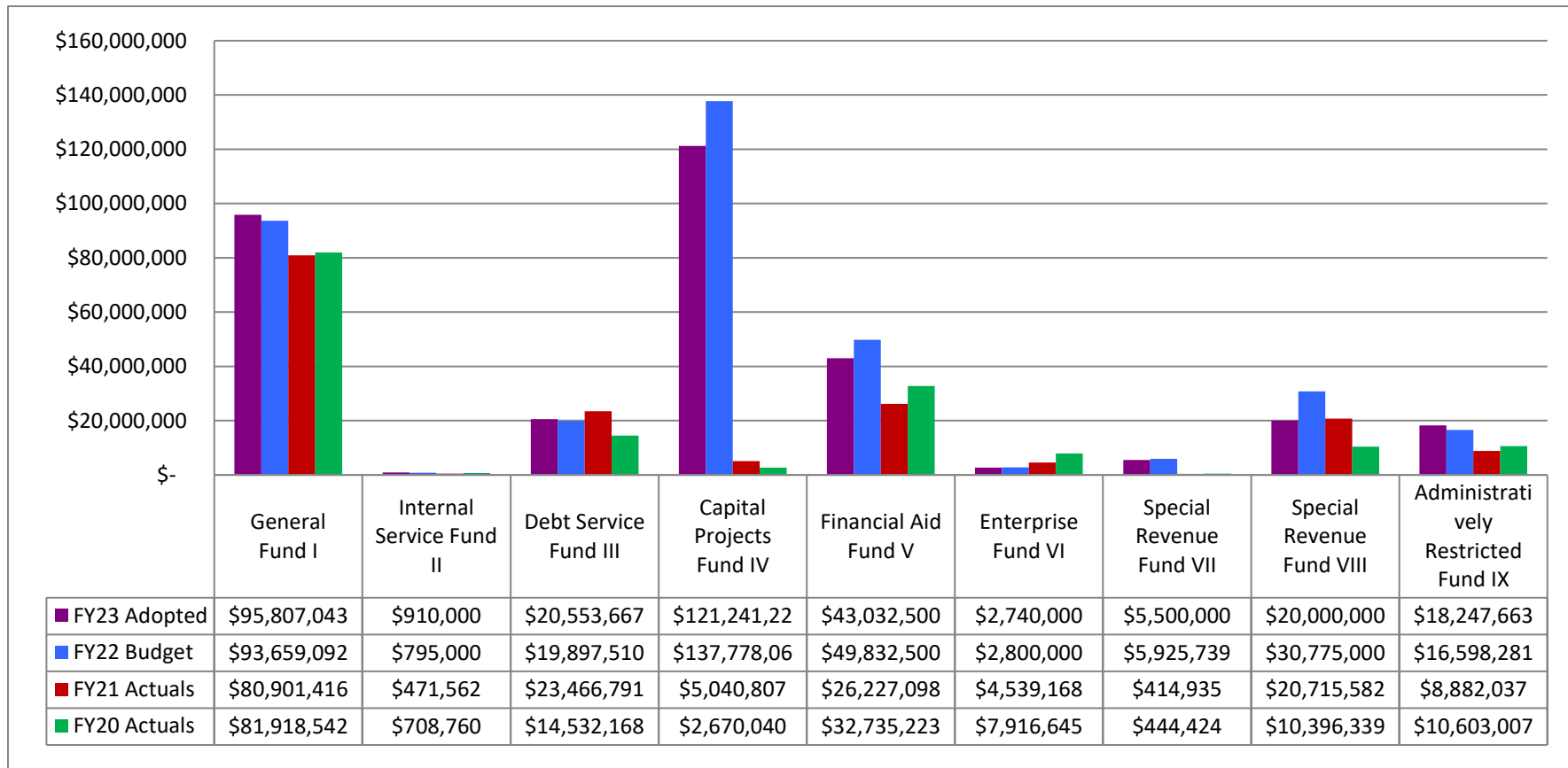
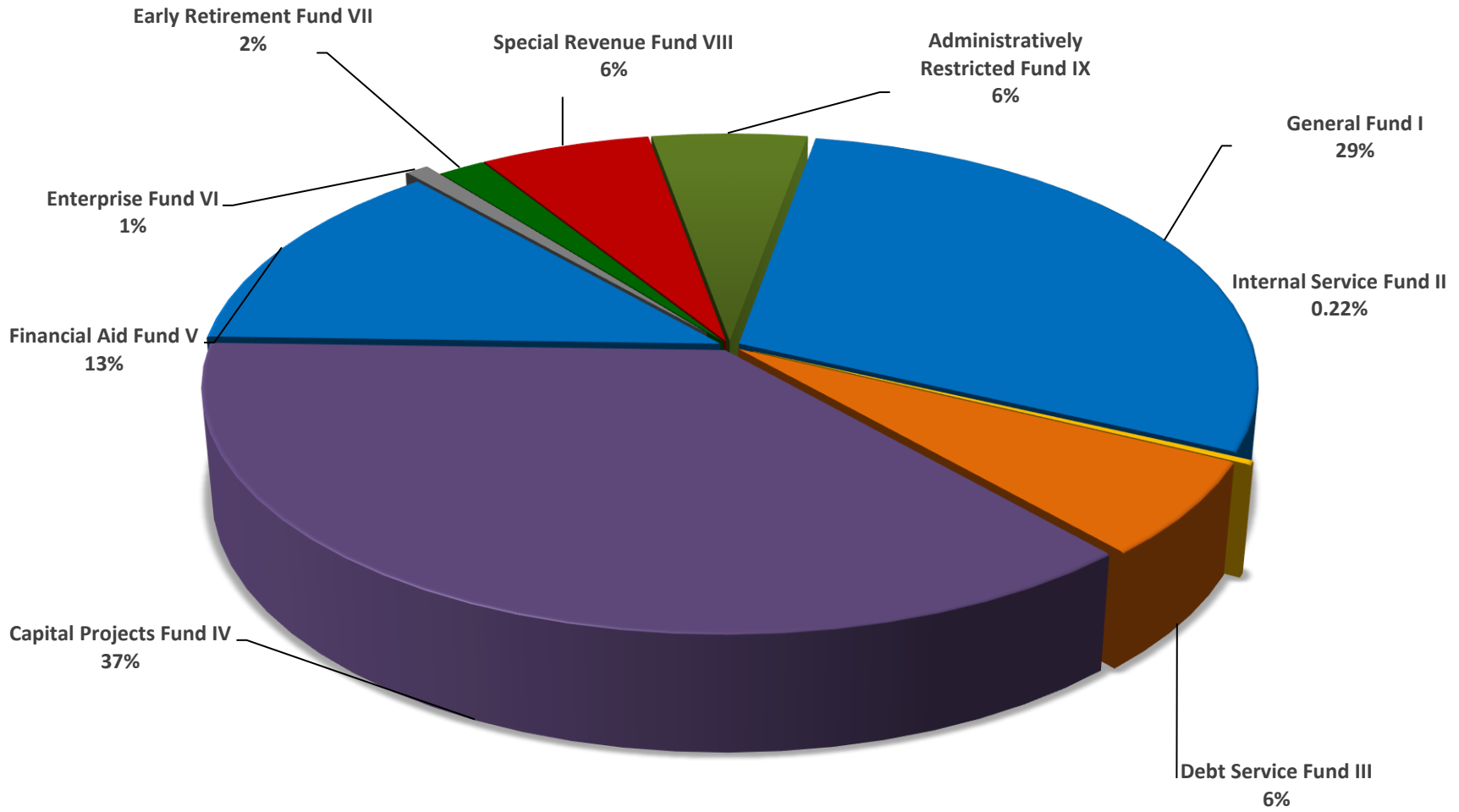


Chart 11: FY23 Adopted Budget – Summary All Funds



Consolidated Resources and Requirements – All Funds

2022-2023 Adopted Budget

FY 2019-20 ACTUAL	FY 2020-21 ACTUAL	FY2021-22 BUDGET	Description of Resources and Requirements	FY 2022-23 PROPOSED	FY 2022-23 APPROVED	FY 2022-23 ADOPTED
REVENUES						
33,515,541	34,459,230	37,200,000	State Support	44,655,000	44,655,000	44,655,000
30,842,338	42,216,100	63,875,000	Federal Support	39,870,000	39,870,000	39,870,000
265,561	11,623	600,000	Local Support	600,000	600,000	600,000
29,258,027	34,675,686	35,171,497	Property Taxes	36,031,254	36,288,104	36,288,104
26,567,691	25,062,341	25,810,000	Tuition	24,390,000	24,390,000	24,390,000
8,977,118	10,398,982	13,285,229	Student Fees	11,130,250	11,130,250	11,130,250
Other Sources:						
3,188,228	1,632,819	2,973,840	Sale of Goods and Services	3,178,640	3,178,640	3,178,640
23,439,052	157,274,767	20,760,450	Other Revenues	71,418,886	71,418,886	71,418,886
156,053,557	305,731,548	199,676,016	TOTAL REVENUES	231,274,030	231,530,880	231,530,880
REQUIREMENTS						
50,144,418	54,377,386	61,993,605	Instruction	67,315,787	67,315,787	67,315,787
7,012,626	7,016,252	9,601,666	Instructional Support	8,906,160	8,906,160	8,906,160
20,584,393	17,535,391	25,916,563	Student Services	17,768,366	17,768,366	17,768,366
7,001,147	8,590,016	9,779,800	Community Services	7,427,271	7,427,271	7,427,271
17,752,264	19,625,141	22,351,014	College Support Services	21,931,519	21,931,519	21,931,519
5,704,318	5,399,250	6,213,904	Plant Operations & Maintenance	6,834,290	6,834,290	6,834,290
2,370,040	5,463,169	48,478,066	Plant Additions	52,080,000	52,080,000	52,080,000
32,578,079	26,221,162	48,572,500	Financial Aid	41,772,500	41,772,500	41,772,500
14,532,168	23,466,791	19,897,510	Debt Services	20,296,817	20,553,667	20,553,667
-	-	98,647,000	Contingency	75,721,225	75,721,225	75,721,225
-	-	2,600,000	Unappropriated Ending Fund Balance (UEFB)	3,000,000	3,000,000	3,000,000
157,679,453	167,694,558	354,051,628	TOTAL REQUIREMENTS	323,053,935	323,310,785	323,310,785
SUMMARY						
156,053,557	305,731,548	199,676,016	Total Revenues	231,274,030	231,530,880	231,530,880
(157,679,453)	(167,694,558)	(354,051,628)	Less: Total Requirements	(323,053,935)	(323,310,785)	(323,310,785)
(1,625,896)	138,036,990	(154,375,612)	REVENUES OVER-(UNDER) REQUIREMENTS	(91,779,905)	(91,779,905)	(91,779,905)
OTHER FINANCING SOURCES						
4,245,698	2,964,837	4,009,560	Transfers In	4,721,313	4,721,313	4,721,313
(4,245,698)	(2,964,838)	(4,009,560)	Transfers Out	(4,721,313)	(4,721,313)	(4,721,313)
-	-	-	TOTAL OTHER FINANCING SOURCES	-	-	-
CHANGES IN FUND BALANCE						
20,965,490	19,339,594	154,375,612	Beginning Fund Balance	91,779,905	91,779,905	91,779,905
19,339,594	157,376,584	-	ENDING FUND BALANCE	-	-	-

Chart 12: Consolidated Resources All Funds FY23

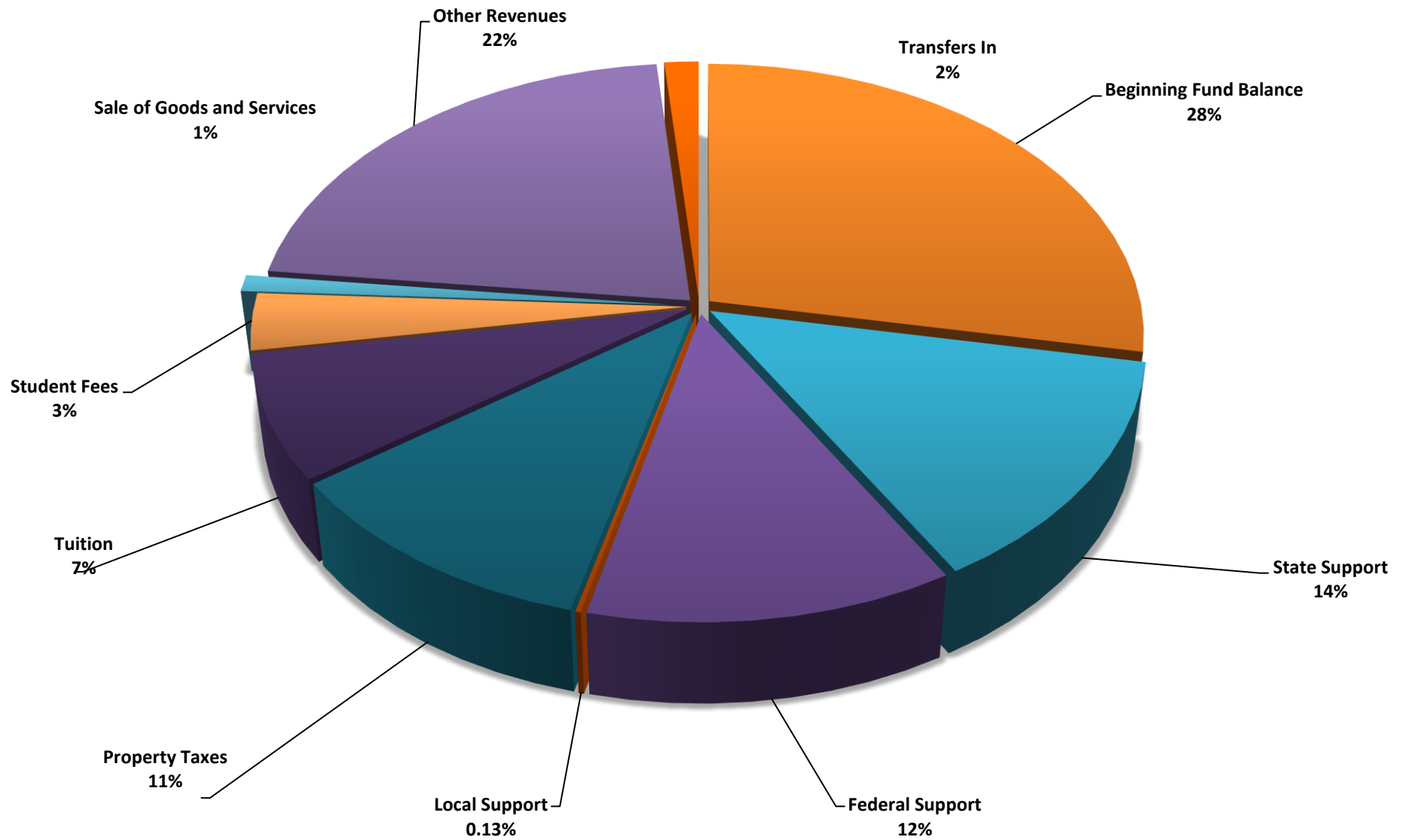
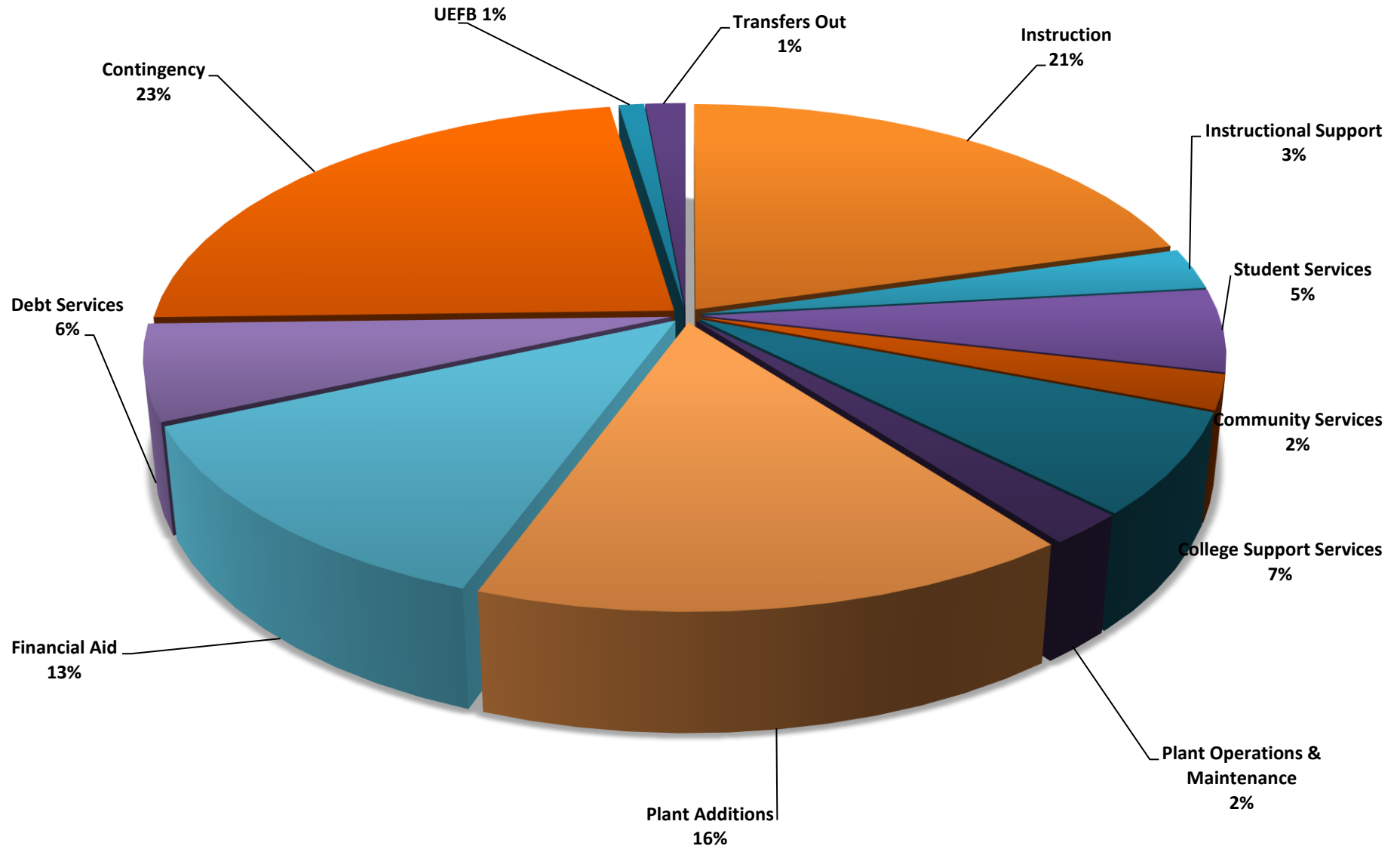
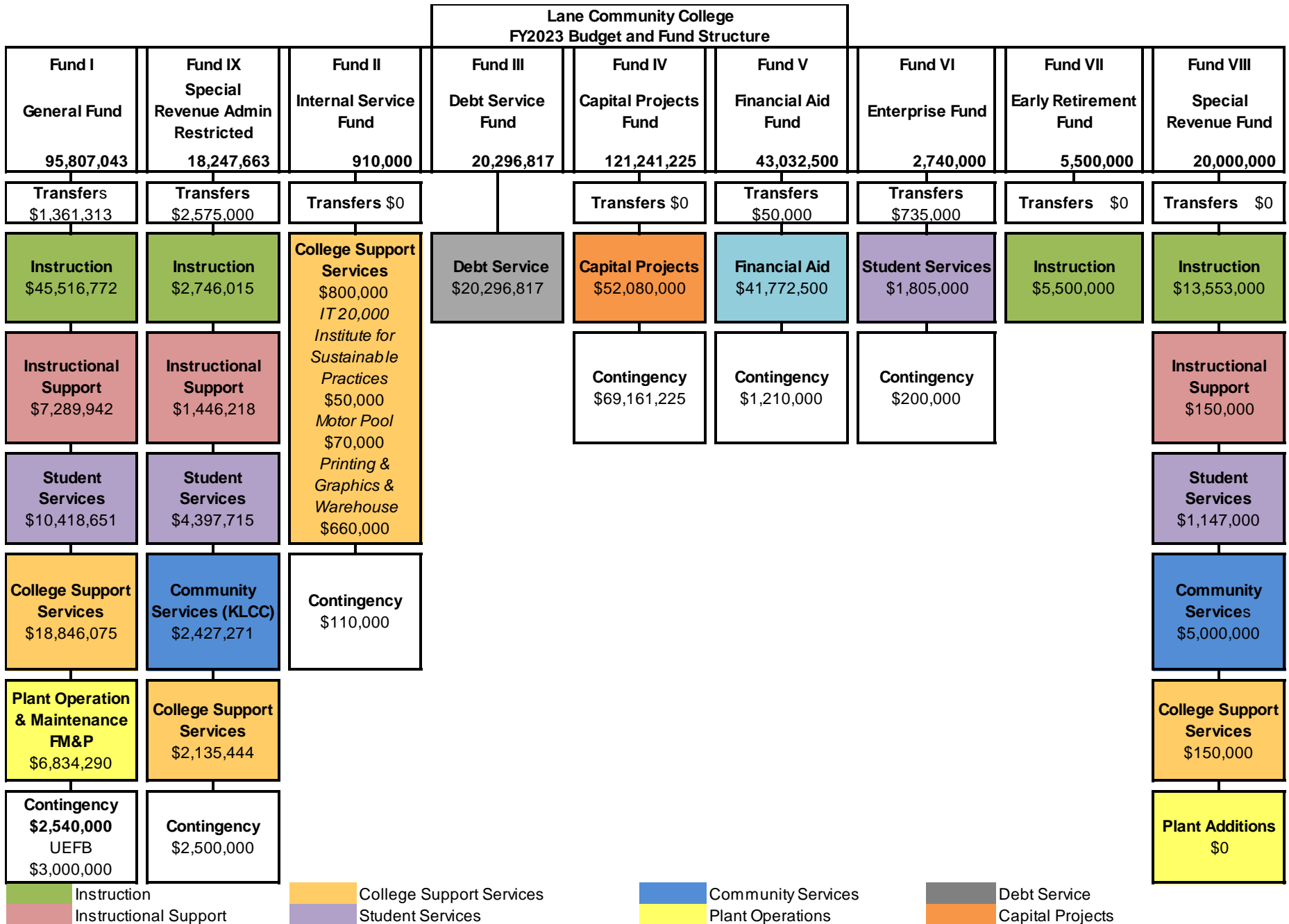


Chart 13: Consolidated Requirements All Funds FY23





Schedule of Interfund Transfers

2022-2023 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	-	661,313	Qualified Energy Conservation Loan \$138,413; Titan Court \$552,900
To Capital Projects Fund IV	-	700,000	Major Maintenance
From Financial Aid Fund V	50,000	-	Financial Aid transfer
From Special Revenue-Administratively Restricted Fund IX	2,430,000	-	PERS Reserve and Stabilization Reserve
TOTAL	\$ 2,480,000	\$ 1,361,313	
DEBT SERVICE FUND III			
From General Fund I	661,313	-	Qualified Energy Conservation Loan \$138,413; Titan Court \$552,900
From Enterprise Fund VI	735,000	-	Full Faith and Credit Obligations
TOTAL	\$ 1,396,313	\$ -	
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
TOTAL	\$ 845,000	\$ -	
FINANCIAL AID FUND V			
To General Fund	-	50,000	Financial Aid transfer
TOTAL	\$ -	\$ 50,000	
ENTERPRISE FUND VI			
To Debt Service Fund III	-	735,000	Full Faith and Credit Obligations
TOTAL	\$ -	\$ 735,000	
SPECIAL REVENUE-ADMINISTRATIVELY RESTRICTED FUND IX			
To General Fund I	-	2,430,000	PERS Reserve and Stabilization Reserve
To Capital Projects Fund IV	-	145,000	Transportation and Parking \$100,000; Longhouse \$45,000
TOTAL	\$ -	\$ 2,575,000	
TOTAL TRANSFERS - ALL FUNDS	\$ 4,721,313	\$ 4,721,313	

Table 12: Budgetary Statement of Resources, Uses and Changes in Fund Balance FY23 Adopted Budget

Category	General Fund	Admin Restricted	Capital Projects	Enterprise	Internal Service	Special Revenue	Financial Aid	Debt Service	Early Retirement Fund	Total
Revenues:										
Intergovernmental - State	29,700,000	-	-	-	-	6,500,000	8,455,000	-	-	44,655,000
Intergovernmental - Federal	670,000	-	-	-	-	10,000,000	29,200,000	-	-	39,870,000
Intergovernmental - Local	-	-	-	-	-	600,000	-	-	-	600,000
Intergovernmental - Property Taxes	23,715,000	-	-	-	-	-	-	12,316,254	-	36,031,254
Tuition & Fees	26,727,650	8,717,600	-	-	-	75,000	-	-	-	35,520,250
Other Sources:										
Sale of Goods and Services	1,042,800	1,435,840	-	-	650,000	50,000	-	-	-	3,178,640
Other Revenues	3,661,593	2,583,043	50,050,000	2,540,000	110,000	2,375,000	3,850,000	6,234,250	15,000	71,418,886
Total Revenues	85,517,043	12,736,483	50,050,000	2,540,000	760,000	19,600,000	41,505,000	18,550,504	15,000	231,274,030
Expenditures:										
Instruction	45,516,772	2,746,015	-	-	-	13,553,000	-	-	5,500,000	67,315,787
Instructional Support	7,289,942	1,466,218	-	-	-	150,000	-	-	-	8,906,160
Student Services	10,418,651	4,397,715	-	1,805,000	-	1,147,000	-	-	-	17,768,366
Community Services	-	2,427,271	-	-	-	5,000,000	-	-	-	7,427,271
College Support Services	18,846,075	2,135,444	-	-	800,000	150,000	-	-	-	21,931,519
Plant Operations & Maintenance	6,834,290	-	-	-	-	-	-	-	-	6,834,290
Plant Additions	-	-	52,080,000	-	-	-	-	-	-	52,080,000
Financial Aid	-	-	-	-	-	-	41,772,500	-	-	41,772,500
Debt Services	-	-	-	-	-	-	-	20,296,817	-	20,296,817
Total Expenditures	88,905,730	13,172,663	52,080,000	1,805,000	800,000	20,000,000	41,772,500	20,296,817	5,500,000	244,332,710
Revenues Over-(Under) Expenditures	(3,388,687)	(436,180)	(2,030,000)	735,000	(40,000)	(400,000)	(267,500)	(1,746,313)	(5,485,000)	(13,058,680)
Continued										

Change in Fund Balance

2022-2023 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*	480,000	-	-	-	-	-	-	-	-	480,000
BP270: Administrative Contingency*	960,000	-	-	-	-	-	-	-	-	960,000
Reserve for restricted carry over/adjustment	700,000	-	-	-	-	-	-	-	-	700,000
Operating contingency	400,000	2,500,000	69,161,225	200,000	110,000	-	1,210,000	-	-	73,581,225
Total Contingency	2,540,000	2,500,000	69,161,225	200,000	110,000	-	1,210,000	-	-	75,721,225
Other Financing Sources-(Uses)										
Transfers in/(out)	1,118,687	(2,575,000)	845,000	(735,000)	-	-	(50,000)	1,396,313	-	-
Changes in fund balance	(4,810,000)	(5,511,180)	(70,346,225)	(200,000)	(150,000)	(400,000)	(1,527,500)	(350,000)	(5,485,000)	(88,779,905)
Beginning Fund Balance	7,810,000	5,511,180	70,346,225	200,000	150,000	400,000	1,527,500	350,000	5,485,000	91,779,905
Total resources/(uses)	3,000,000	-	-	-	-	-	-	-	-	3,000,000
Transfers to/(From) Fund Balance										
BP295: Unappropriated Ending Fund Balance*	(3,000,000)									(3,000,000)
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 13: Fund Balances

Fund Description	July, 2022	June 30, 2023	Dollar Change	Percent Change	Explanation of changes in fund balances > 10%
General Fund I	7,810,000	9,210,000	1,400,000	15%	Transfer of stabilization reserve
Administratively Restricted Fund IX	5,511,180	3,251,180	(2,260,000)	-41%	Pension (PERS) reserve is being drawn down \$860,000 and usage of stabilization reserve
Capital Projects Fund IV**	70,346,225	22,346,225	(48,000,000)	-68%	FY23 estimated Bond 2020 spending; major maintenance.
Enterprise Fund VI	200,000	200,000	-	0%	
Internal Service Fund II	150,000	85,000	(65,000)	-43%	Use fund balance for sustainability projects & purchase of a motor pool van
Special Revenue Fund VIII	400,000	400,000	-	0%	
Financial Aid Fund V	1,527,500	1,477,500	(50,000)	-3%	
Debt Service Fund III	350,000	350,000	-	0%	
Early Retirement Fund VII	5,485,000	5,485,000	(500,000)	-9%	
	91,779,905	42,804,905	(49,475,000)	-53.9%	

*Estimated Fund Balances

*Per ORS 294, the College must budget all capital bond financing proceeds. The Capital Projects Fund VI row only includes planned expenditures for the fiscal year. The remaining bond fund balance is reflected as a contingency.



GENERAL FUND I

ADMINISTRATIVELY RESTRICTED FUND IX

General Fund I Resources

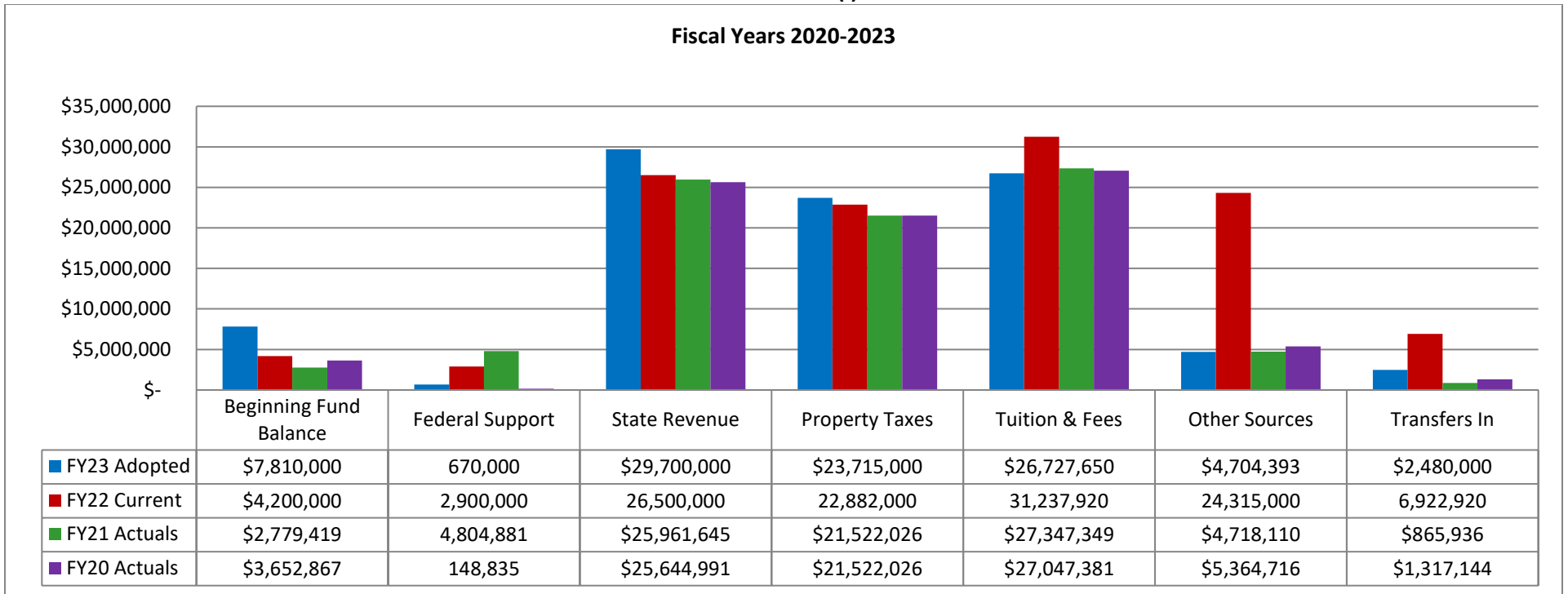
2022-2023 Adopted Budget

The general fund (Fund I) accounts for all resources traditionally associated with operating the College that are not required legally or by sound financial managements to be accounted for in another fund.

FY 2019-20 ACTUAL	FY 2020-21 ACTUAL	FY 2021-22 BUDGET	Description of Resources and Requirements	FY 2022-23 PROPOSED	FY 2022-23 APPROVED	FY 2022-23 ADOPTED	+ - Explanation of changes in budget of > 10%
RESOURCES							
3,652,867	2,779,419	4,200,000	Beginning Fund Balance	7,810,000	7,810,000	7,810,000	+ Budgeted at current projection
148,835	4,804,881	2,900,000	Federal Support	670,000	670,000	670,000	- Budgeted at current projection; HEERF grants
25,644,991	25,961,645	26,500,000	State Support	29,700,000	29,700,000	29,700,000	+ Budgeted at current projection
21,522,026	22,335,068	22,882,000	Property Taxes	23,715,000	23,715,000	23,715,000	
Tuition & Fees:							
23,936,273	22,989,835	24,315,000	Tuition	22,445,000	22,445,000	22,445,000	
3,111,108	4,357,514	6,922,920	Student Fees	4,282,650	4,282,650	4,282,650	- Adj. to reflect current activity
Other Sources:							
740,794	893,644	828,000	Sale of Goods and Services	1,042,800	1,042,800	1,042,800	+ Budgeted at current projection
2,016,402	1,997,537	1,425,000	Administrative Recovery	1,485,000	1,485,000	1,485,000	
1,068,580	1,294,081	607,375	Other Fees & Charges	788,593	788,593	788,593	+ Adj. to reflect current activity
1,538,940	532,848	1,823,000	Other Revenue	1,388,000	1,388,000	1,388,000	- Adj. to reflect current activity
<u>79,727,950</u>	<u>85,167,053</u>	<u>88,203,295</u>	Total Revenues	<u>85,517,043</u>	<u>85,517,043</u>	85,517,043	
Transfers In:							
300,000	-	300,000	Transfer In Capital Projects Fund IV	-	-	-	- FY23 Transfer Schedule
157,144	5,936	50,000	Transfer In Financial Aid Fund V	50,000	50,000	50,000	
860,000	860,000	905,797	Transfer In Administratively Restricted IX	2,430,000	2,430,000	2,430,000	+ Budgeted at current projection
<u>1,317,144</u>	<u>865,936</u>	<u>1,255,797</u>	Total Transfers In	<u>2,480,000</u>	<u>2,480,000</u>	2,480,000	
<u>84,697,961</u>	<u>88,812,408</u>	<u>93,659,092</u>	TOTAL RESOURCES	<u>95,807,043</u>	<u>95,807,043</u>	95,807,043	

Chart 14: General Fund (I) Resources

Fiscal Years 2020-2023



General Fund I Requirements by Program

2022-2023 Adopted Budget

FY 2019-20 ACTUAL	FY 2020-21 ACTUAL	FY 2021-22 BUDGET	Description of Resources and Requirements	FTE	FY 2022-23 PROPOSED	FY 2022-23 APPROVED	FY 2022-23 ADOPTED	+ -	Explanation of changes in budget of > 10%
REQUIREMENTS									
Instruction									
653,171	425,004	377,347	Academic Learning Skills		379,510	379,510	379,510		
99,482	784,098	809,711	Academic Technology		975,245	975,245	975,245		+ Additional faculty position & reorg
1,454,600	1,095,379	1,273,259	Adult Basic & Secondary Education		1,300,805	1,300,805	1,300,805		
2,201,805	2,230,043	2,329,246	Advanced Technologies		2,355,870	2,355,870	2,355,870		
8,955,869	8,365,082	8,770,238	Arts & Humanities		8,816,906	8,816,906	8,816,906		
2,719,628	2,545,972	2,615,472	Business & Computer Information Technology		2,726,793	2,726,793	2,726,793		
316,831	358,515	417,238	Career Pathways		659,587	659,587	659,587		+ Department reorganization
897,487	751,412	827,330	Cooperative Education		813,831	813,831	813,831		
742,621	494,581	635,355	Culinary Arts, Hotel/Restaurant/Tourism		150,680	150,680	150,680		- Department reorganization
-	-	-	- Curriculum & Assessment		151,731	151,731	151,731		+ Department reorganization
1,312,590	1,253,755	1,208,151	English as a Second Language		1,258,656	1,258,656	1,258,656		
789,188	881,357	787,813	Extended Learning		733,651	733,651	733,651		
870,121	569,378	470,498	Flight Technology		758,342	758,342	758,342		+ Additional faculty positions
1,317,628	1,320,901	1,259,952	Health & Physical Education		1,201,346	1,201,346	1,201,346		
7,962,592	8,657,034	9,520,892	Health Professions		9,709,188	9,709,188	9,709,188		
108,486	89,779	14,460	Lane Community College at Cottage Grove		11,300	11,300	11,300		- M&S Reduction
479,373	419,569	424,287	Lane Community College at Florence		465,958	465,958	465,958		
44,717	15,679	-	- Information Technology		-	-	-		
3,522,289	2,721,939	2,820,664	Mathematics		2,905,619	2,905,619	2,905,619		
115,550	(83,905)	861,000	Non-Departmental		1,036,000	1,036,000	1,036,000		+ Accounting Change
4,717,877	4,616,495	4,695,536	Science		4,827,700	4,827,700	4,827,700		
3,733,821	3,551,656	3,822,058	Social Science		3,881,557	3,881,557	3,881,557		
261,290	165,389	175,000	Special Instructional Projects		175,000	175,000	175,000		
367,692	365,413	176,230	Student Success		221,497	221,497	221,497		+ Additional position
43,644,707	41,594,524	44,291,737	Total Instruction	414.7	45,516,772	45,516,772	45,516,772		

Continued

General Fund I Requirements by Program

2022-2023 Adopted Budget

FY 2019-20 ACTUAL	FY 2020-21 ACTUAL	FY 2021-22 BUDGET	Description of Resources and Requirements	FTE	FY 2022-23 PROPOSED	FY 2022-23 APPROVED	FY 2022-23 ADOPTED	+ -	Explanation of changes in budget of > 10%
Instructional Support									
1,469,569	1,200,163	1,192,297	Academic & Student Affairs Office		1,214,269	1,214,269	1,214,269		
2,301,458	2,244,864	2,458,317	Academic Technology		2,611,414	2,611,414	2,611,414		
451,852	768,146	894,300	Curriculum & Assessment		1,104,477	1,104,477	1,104,477	+	Department reorganization
295,812	230,624	399,471	Faculty Professional Development		436,865	436,865	436,865		
-	126,670	146,976	Grant Coordination		51,680	51,680	51,680	-	Department reorganization
589,914	502,664	584,986	High School Connections		610,986	610,986	610,986		
458,208	391,485	541,644	Information Technology		482,159	482,159	482,159	-	Vacancies
87,799	(40,511)	-	- Non-Departmental		-	-	-		
115,351	676	-	- Planning & Institutional Effectiveness		-	-	-		
259,970	310,018	614,360	Special Instructional Projects		778,092	778,092	778,092	+	Guided Pathways Investments
6,029,930	5,734,800	6,832,351	Total Instructional Support	50.1	7,289,942	7,289,942	7,289,942		
Student Services									
814,954	805,697	879,898	Athletics		846,144	846,144	846,144		
1,515,917	1,092,021	1,384,297	Center for Accessible Resources		1,388,582	1,388,582	1,388,582		
15,499	42,571	15,275	Child and Family Education		16,039	16,039	16,039		
105,194	11,615	-	- Conference & Culinary Services		-	-	-		
56,629	49,728	1,000	English as a Second Language		1,000	1,000	1,000		
1,416,739	1,454,647	1,499,462	Financial Aid		1,434,373	1,434,373	1,434,373		
268,512	173,928	259,092	Gender Equity Center		266,840	266,840	266,840		
-	-	-	- Human Resources		166,000	166,000	166,000	+	Department reorganization
86,952	601,372	727,851	Mental Health & Title IX		373,962	373,962	373,962	-	Department reorganization
549,833	626,009	632,444	Multicultural Center		699,371	699,371	699,371	+	Additional position
207,638	77,741	-	- Non-Departmental		-	-	-		
104,288	14,963	48,000	Rites of Passage		56,000	56,000	56,000		
1,569,434	1,404,131	1,521,257	Student Enrollment/Registrar		1,828,229	1,828,229	1,828,229	+	Additional position
281,305	421,953	527,379	Student Engagement		573,286	573,286	573,286		
192,534	213,675	207,540	Student Standards		218,204	218,204	218,204		
2,383,732	2,137,313	2,357,947	Student Success		2,550,621	2,550,621	2,550,621		
9,569,159	9,127,364	10,061,442	Total Student Services	93.2	10,418,651	10,418,651	10,418,651		

* Department reorganization

Continued

General Fund I Requirements by Program

2022-2023 Adopted Budget

FY 2019-20 ACTUAL	FY 2020-21 ACTUAL	FY 2021-22 BUDGET	Description of Resources and Requirements	FTE	FY 2022-23 PROPOSED	FY 2022-23 APPROVED	FY 2022-23 ADOPTED	+ - Explanation of changes in budget of > 10%
College Support Services								
318,831	334,755	352,030	Access, Equity and Inclusion		370,212	370,212	370,212	
15,964	18,207	40,000	Archives & Records Management		32,500	32,500	32,500	- Reduction in M&S
22,393	4,941	31,900	Board of Education		31,000	31,000	31,000	
1,559,476	1,410,370	1,680,343	College Finance		1,796,833	1,796,833	1,796,833	
662,115	887,571	1,023,696	College Services		1,016,013	1,016,013	1,016,013	
200,066	215,224	265,000	Governance & Administration		206,500	206,500	206,500	- Reduction in M&S
227	-	950	Health & PE		950	950	950	
1,431,829	1,531,589	1,684,011	Human Resources		1,927,733	1,927,733	1,927,733	+ New Positions & department reorg
4,570,525	4,279,329	4,524,438	Information Technology		4,702,821	4,702,821	4,702,821	
291,896	213,051	259,329	Institute for Sustainable Practices		310,229	310,229	310,229	+ Department reorganization
634,366	720,729	925,000	Insurance - Property & Liability		950,000	950,000	950,000	
744,852	772,097	768,800	Lane Community College Foundation		915,980	915,980	915,980	+ Additional position
125,977	132,867	168,103	Mail Services		180,216	180,216	180,216	
1,800,663	1,599,683	1,410,575	Marketing & Public Relations		1,368,369	1,368,369	1,368,369	
5,439,319	5,564,345	1,538,488	Non-Departmental		1,526,413	1,526,413	1,526,413	
(5,673,997)	(3,562,949)	-	Other Personnel Expenditures		-	-	-	
853,742	765,916	786,336	Planning & Institutional Effectiveness		548,880	548,880	548,880	- Department reorganization
836,706	1,106,555	1,191,727	President's Office		1,073,793	1,073,793	1,073,793	
44,378	25,176	100,000	Professional & Organizational Development		100,000	100,000	100,000	
1,296,518	1,364,643	1,282,629	Public Safety		1,442,481	1,442,481	1,442,481	+ Additional positions
371,483	421,825	349,339	Telephone Services		345,152	345,152	345,152	
15,547,330	17,805,923	18,382,694	Total College Support Services	119.6	18,846,075	18,846,075	18,846,075	
Plant Operations & Maintenance								
5,667,848	5,399,250	6,213,904	Facilities Management & Planning		6,834,290	6,834,290	6,834,290	
5,667,848	5,399,250	6,213,904	Total Plant Operations & Maintenance	45.6	6,834,290	6,834,290	6,834,290	
Contingency								
-	-	3,887,000	Projects/Provisions		2,540,000	2,540,000	2,540,000	- Budget change for fund balance restoration
-	-	3,887,000	Total Contingency		2,540,000	2,540,000	2,540,000	

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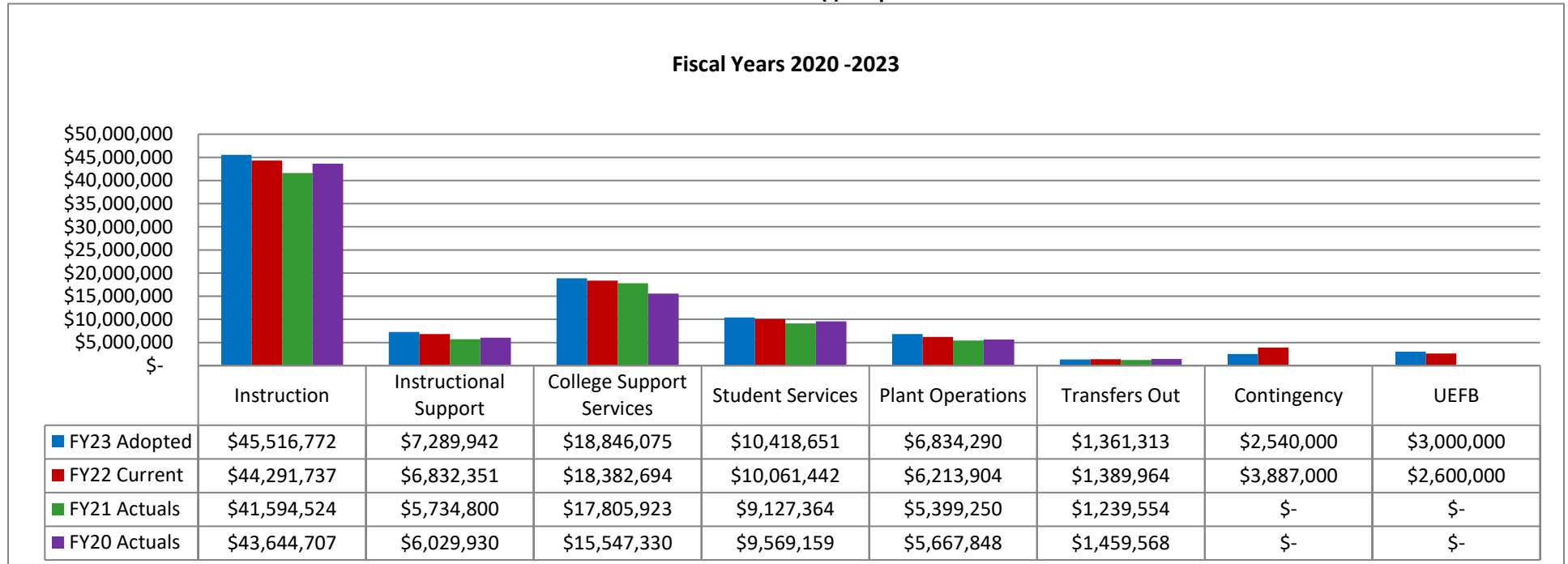
General Fund I Requirements by Program

2022-2023 Adopted Budget

FY 2019-20 ACTUAL	FY 2020-21 ACTUAL	FY2021-22 BUDGET	Description of Resources and Requirements	FY 2022-23 PROPOSED	FY 2022-23 APPROVED	FY 2022-23 ADOPTED	+ -	Explanation of changes in budget of > 10%
Transfers Out:								
142,504	689,554	689,964	To Debt Service III	661,313	661,313	661,313		
1,300,000	550,000	700,000	To Capital Projects Fund IV	700,000	700,000	700,000		
17,064	-	-	To Administratively Restricted Fund IX	-	-	-		
<u>1,459,568</u>	<u>1,239,554</u>	<u>1,389,964</u>	Total Transfers Out	<u>1,361,313</u>	<u>1,361,313</u>	1,361,313		
UEFB								
-	-	2,600,000	Unappropriated Ending Fund Balance	3,000,000	3,000,000	3,000,000		+ Budgeted at current projection
-	-	<u>2,600,000</u>	Total UEFB	<u>3,000,000</u>	<u>3,000,000</u>	3,000,000		
<u>81,918,542</u>	<u>80,901,416</u>	<u>93,659,092</u>	TOTAL REQUIREMENTS	<u>95,807,043</u>	<u>95,807,043</u>	<u>95,807,043</u>		
SUMMARY								
84,697,961	88,812,408	93,659,092	Total Resources	95,807,043	95,807,043	95,807,043		
<u>(81,918,542)</u>	<u>(80,901,416)</u>	<u>(93,659,092)</u>	Less: Total Requirements	<u>(95,807,043)</u>	<u>(95,807,043)</u>	(95,807,043)		
2,779,419	7,910,992	-	RESOURCES OVER-(UNDER) EXPENDITURES	-	-	-		
<u>2,779,419</u>	<u>7,910,992</u>	-	ENDING FUND BALANCE	<u>-</u>	<u>-</u>	<u>-</u>		

Chart 15: General Fund (I) Requirements

Fiscal Years 2020 -2023



General Fund I Requirements by Expense Category

2022-2023 Adopted Budget

	FY 2022-23 ADOPTED	Personnel Services	Materials & Services	Capital Outlay	Transfers Out	Debt Service	Contingency
Instruction							
Academic Learning Skills	379,510	375,210	4,300	-	-	-	-
Academic Technology	975,245	970,745	4,500	-	-	-	-
Adult Basic & Secondary Education	1,300,805	1,228,305	72,500	-	-	-	-
Advanced Technologies	2,355,870	2,095,145	260,725	-	-	-	-
Art & Humanities	8,816,906	8,494,656	322,250	-	-	-	-
Business & Computer Information Technology	2,726,793	2,661,543	65,250	-	-	-	-
Career Pathways	659,587	606,287	53,300	-	-	-	-
Cooperative Education	813,831	799,831	14,000	-	-	-	-
Culinary Arts, Hotel/Restaurant/Tourism	150,680	150,680	-	-	-	-	-
Curriculum & Assessment	151,731	151,731	-	-	-	-	-
English as a Second Language	1,258,656	1,234,806	23,850	-	-	-	-
Extended Learning	733,651	694,986	38,665	-	-	-	-
Flight Technology	758,342	719,542	38,800	-	-	-	-
Health & Physical Education	1,201,346	1,106,761	94,585	-	-	-	-
Health Professions	9,709,188	8,054,576	1,654,612	-	-	-	-
Lane Community College at Cottage Grove	11,300	-	11,300	-	-	-	-
Lane Community College at Florence	465,958	447,958	18,000	-	-	-	-
Mathematics	2,905,619	2,862,234	43,385	-	-	-	-
Non-Departmental	1,036,000	1,036,000	-	-	-	-	-
Science	4,827,700	4,711,350	106,350	10,000	-	-	-
Social Science	3,881,557	3,832,992	48,565	-	-	-	-
Special Instructional Projects	175,000	175,000	-	-	-	-	-
Student Success	221,497	221,497	-	-	-	-	-
Total Instruction	45,516,772	42,631,835	2,874,937	10,000	-	-	-

Continued

General Fund I Requirements by Expense Category

2022-2023 Adopted Budget

	FY 2022-23 ADOPTED	Personnel Services	Materials & Services	Capital Outlay	Transfers Out	Debt Service	Contingency
Instructional Support							
Academic & Student Affairs Office	1,214,269	1,130,519	83,750	-	-	-	-
Academic Technology	2,611,414	2,348,679	183,735	79,000	-	-	-
Curriculum & Assessment	1,104,477	1,053,877	50,600	-	-	-	-
Faculty Professional Development	436,865	-	436,865	-	-	-	-
Grant Coordination	51,680	180	51,500	-	-	-	-
High School Connections	610,986	591,486	19,500	-	-	-	-
Information Technology	482,159	482,159	-	-	-	-	-
Special Instructional Projects	778,092	538,092	240,000	-	-	-	-
Total Instructional Support	7,289,942	6,144,992	1,065,950	79,000	-	-	-
Student Services							
Athletics	846,144	596,144	250,000	-	-	-	-
Center for Accessible Resources	1,388,582	1,159,642	228,940	-	-	-	-
Child & Family Education	16,039	16,039	-	-	-	-	-
English as a Second Language	1,000	-	1,000	-	-	-	-
Financial Aid	1,434,373	1,395,673	38,700	-	-	-	-
Gender Equity Center	266,840	261,880	4,960	-	-	-	-
Human Resources	166,000	166,000	-	-	-	-	-
Mental Health & Title IX	373,962	344,862	29,100	-	-	-	-
Multicultural Center	699,371	694,411	4,960	-	-	-	-
Rites of Passage	56,000	-	56,000	-	-	-	-
Student Engagement	573,286	508,936	64,350	-	-	-	-
Student Enrollment/Registrar	1,828,229	1,775,829	52,400	-	-	-	-
Student Standards	218,204	216,354	1,850	-	-	-	-
Student Success	2,550,621	2,489,221	61,400	-	-	-	-
Total Student Services	10,418,651	9,624,991	793,660	-	-	-	-

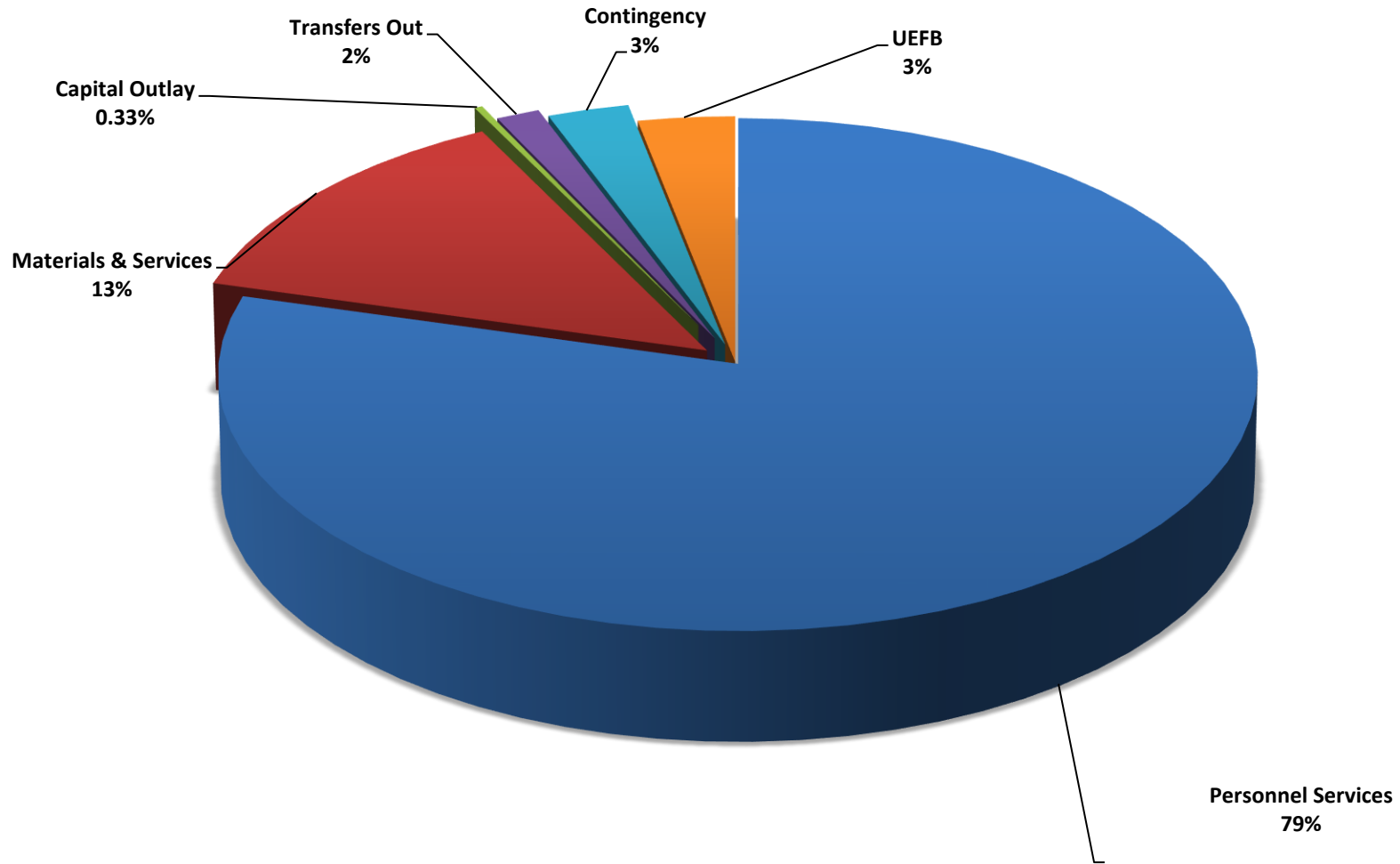
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General Fund I Requirements by Expense Category

2022-2023 Adopted Budget

	FY 2022-23 ADOPTED	Personnel Services	Materials & Services	Capital Outlay	Transfers Out	Debt Service	Contingency
College Support Services							
Access, Equity and Inclusion	370,212	304,212	66,000	-	-	-	-
Archives & Records Management	32,500	28,000	4,500	-	-	-	-
Board of Education	31,000	-	31,000	-	-	-	-
College Finance	1,935,246	1,475,533	321,300	-	138,413	-	-
College Services	1,016,013	945,747	70,266	-	-	-	-
Governance Legal & Administration	206,500	-	206,500	-	-	-	-
Health & Physical Education	950	-	950	-	-	-	-
Human Resources	1,927,733	1,738,183	189,550	-	-	-	-
Information Technology	4,702,821	3,230,521	1,472,300	-	-	-	-
Institute for Sustainable Practices	310,229	207,611	102,618	-	-	-	-
Insurance - Property & Liability	950,000	-	950,000	-	-	-	-
Lane Community College Foundation	915,980	915,980	-	-	-	-	-
Mail Services	180,216	139,716	40,500	-	-	-	-
Marketing & Public Relations	1,368,369	707,369	661,000	-	-	-	-
Non-Departmental	1,526,413	1,015,000	350,413	161,000	-	-	-
Planning & Institutional Effectiveness	548,880	526,555	22,325	-	-	-	-
President's Office	1,073,793	959,793	114,000	-	-	-	-
Professional & Organizational Development	100,000	-	100,000	-	-	-	-
Public Safety	1,442,481	1,317,806	124,675	-	-	-	-
Telephone Services	345,152	160,152	185,000	-	-	-	-
Total College Support Services	18,984,488	13,672,178	5,012,897	161,000	138,413	-	-
Plant Operations & Maintenance							
Facilities Management & Planning	7,534,290	3,908,160	2,926,130	-	700,000	-	-
Total Plant Operations & Maintenance	7,534,290	3,908,160	2,926,130	-	700,000	-	-
Debt Service							
College Finance	522,900	-	-	-	522,900	-	-
Total Debt Service	522,900	-	-	-	522,900	-	-
Contingency							
Non-Departmental	2,540,000	-	-	-	-	-	2,540,000
Unappropriated Ending Fund Balance (UEFB)	3,000,000	-	-	-	-	-	3,000,000
Total Contingency	5,540,000	-	-	-	-	-	5,540,000
Total General Fund Requirements	95,807,043	75,982,156	12,673,574	250,000	1,361,313	-	5,540,000

Chart 16: General Fund (I) Requirements by Expense Category



Administratively Restricted Fund IX Resources

2022-2023 Adopted Budget

The administratively restricted fund (Fund IX) accounts for specific programs where funds are administratively restricted. Activities recorded in this fund generate revenue primarily though specifically assessed tuition and fees or through other revenue-generated activities.

FY 2019-20 ACTUAL	FY 2020-21 ACTUAL	FY 2021-22 BUDGET	Description of Resources and Requirements	FY 2022-23 PROPOSED	FY 2022-23 APPROVED	FY 2022-23 ADOPTED	+ -	Explanation of changes in budget of > 10%
RESOURCES								
5,627,326	3,974,191	4,389,307	Beginning Fund Balance	5,511,180	5,511,180	5,511,180	+	Budgeted at current projection
20,876	817		- Federal Support	-	-	-	-	
Tuition & Fees:								
180,563	170,268	1,495,000	Tuition	1,945,000	1,945,000	1,945,000	+	Budgeted at current projection
5,405,495	5,721,678	6,287,309	Student Fees	6,772,600	6,772,600	6,772,600		
1,402,077	1,501,155	2,090,825	Other Fees & Charges	2,218,043	2,218,043	2,218,043		
1,550,561	708,328	1,480,840	Sale of Goods and Services	1,435,840	1,435,840	1,435,840		
373,238	422,748	355,000	Other Revenue	365,000	365,000	365,000		
8,932,808	8,524,994	11,708,974	Total Revenues	12,736,483	12,736,483	12,736,483		
Transfers In:								
17,064	-	-	- Transfer In General Fund I	-	-	-	-	
-	-	500,000	Transfer In Enterprise Fund	-	-	-	-	- One time FY22 transfer of Intl. Fund Balance
17,064	-	500,000	Total Transfers In	-	-	-	-	
14,577,198	12,499,185	16,598,281	TOTAL RESOURCES	18,247,663	18,247,663	18,247,663		

Administratively Restricted Fund IX Requirements

2022-2023 Adopted Budget

FY 2019-20 ACTUAL	FY 2020-21 ACTUAL	FY 2021-22 BUDGET	Description of Resources and Requirements	FTE	FY 2022-23 PROPOSED	FY 2022-23 APPROVED	FY 2022-23 ADOPTED	+	Explanation of changes in budget of > 10%
REQUIREMENTS									
Instruction									
-	-	-	Academic Technology		104,495	104,495	104,495		+ Accounting change
18	54,717	125,000	Energy Management Program		170,000	170,000	170,000		+ Budgeted at current projection
1,181,261	279,598	326,000	Extended Learning		379,000	379,000	379,000		+ Budgeted at current projection
936,591	1,040,570	1,040,701	Flight Technology		1,167,000	1,167,000	1,167,000		+ Budgeted at current projection
-	-	151,588	International Programs		150,680	150,680	150,680		
908,377	627,481	759,840	Specialized Support Services		759,840	759,840	759,840		
21,354	1,044	15,000	Student Restaurant		15,000	15,000	15,000		
59,914	71,583	-	Technology Fee		-	-	-		
3,107,517	2,074,994	2,418,129	Total Instruction	21.7	2,746,015	2,746,015	2,746,015		
Instructional Support									
399,339	674,774	947,550	Academic Technology		1,125,162	1,125,162	1,125,162		+ Budgeted at current projection
551,215	446,367	321,465	Technology Fee		341,056	341,056	341,056		
950,554	1,121,140	1,269,015	Total Instructional Support	19.4	1,466,218	1,466,218	1,466,218		
Student Services									
582,648	514,418	799,839	Child Development Center		782,970	782,970	782,970		
999,447	751,321	917,800	Health Clinic		930,787	930,787	930,787		
25,921	13,065	65,015	Multicultural Center		68,900	68,900	68,900		
-	-	2,105,812	International Programs		2,224,293	2,224,293	2,224,293		
481,807	322,319	330,755	Student Engagement		326,715	326,715	326,715		
8,618	17,644	19,400	Student Productions Association		19,400	19,400	19,400		
11,465	8,311	-	Technology Fee		-	-	-		
46,223	43,029	44,650	The Torch		44,650	44,650	44,650		
2,156,130	1,670,107	4,283,271	Total Student Services	27.7	4,397,715	4,397,715	4,397,715		

Continued

Administratively Restricted Fund IX Requirements

2022-2023 Adopted Budget

FY 2019-20 ACTUAL	FY 2020-21 ACTUAL	FY 2021-22 BUDGET	Resources and Requirements	FTE	FY 2022-23 PROPOSED	FY 2022-23 APPROVED	FY 2022-23 ADOPTED	+	Explanation of changes in budget of > 10%
								-	
			Community Services						
1,890,999	1,767,302	2,245,250	KLCC FM Operations		2,427,271	2,427,271	2,427,271		
1,890,999	1,767,302	2,245,250	Total Community Services	14.8	2,427,271	2,427,271	2,427,271		
			College Support Services						
1,107,355	1,233,290	1,849,420	Technology Fee		1,866,844	1,866,844	1,866,844		
327,867	95,856	268,600	Transportation		268,600	268,600	268,600		
1,435,222	1,329,146	2,118,020	Total College Support Services	1.9	2,135,444	2,135,444	2,135,444		
			Transfers Out:						
860,000	860,000	905,797	To General Fund I		2,430,000	2,430,000	2,430,000		+ PERS Transfer and Stabilization Reserve
13,799	16,848	13,799	To Debt Service III		-	-	-		- FY23 Transfer Schedule
188,787	42,500	145,000	To Capital Projects Fund IV		145,000	145,000	145,000		
1,062,586	919,348	1,064,596	Total Transfers Out		2,575,000	2,575,000	2,575,000		
			Contingency						
-	-	3,200,000	Non-Departmental		2,500,000	2,500,000	2,500,000		- Budgeted at current projection
-	-	3,200,000	Total Contingency		2,500,000	2,500,000	2,500,000		
10,603,007	8,882,037	16,598,281	TOTAL REQUIREMENTS		18,247,663	18,247,663	18,247,663		
			SUMMARY						
14,577,198	12,499,185	16,598,281	Total Resources		18,247,663	18,247,663	18,247,663		
(10,603,007)	(8,882,037)	(16,598,281)	Less: Total Requirements		(18,247,663)	(18,247,663)	(18,247,663)		
3,974,191	3,617,147	-	RESOURCES OVER-(UNDER) EXPENDITURES		-	-	-		
3,974,191	3,617,147	-	ENDING FUND BALANCE		-	-	-		

Chart 17: Administratively Restricted Fund IX Resources FY20-23

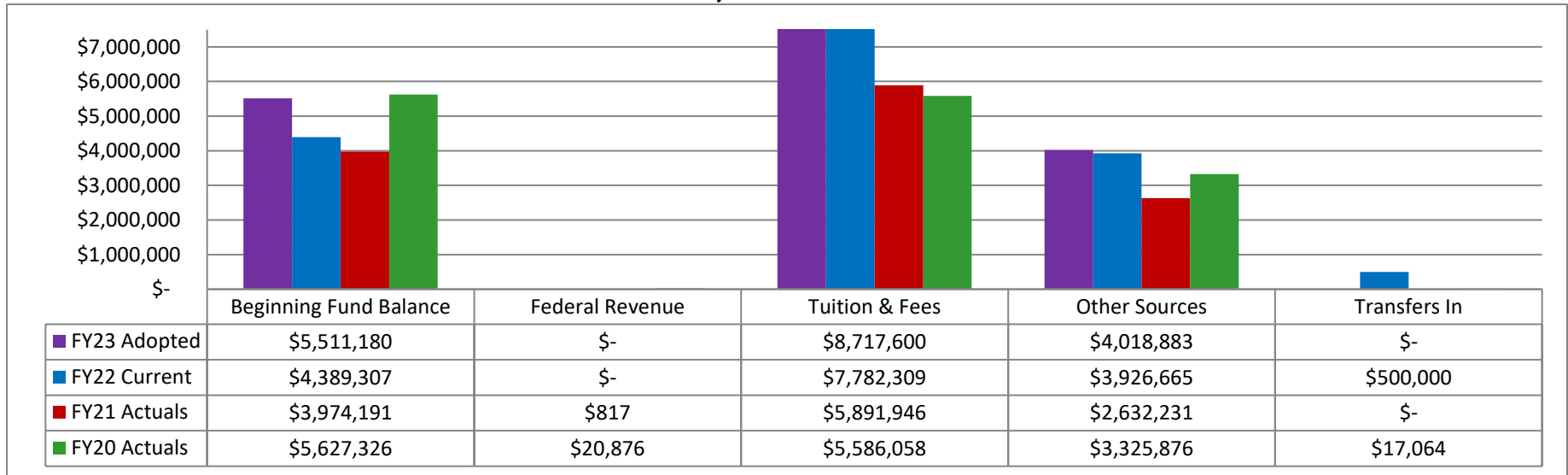
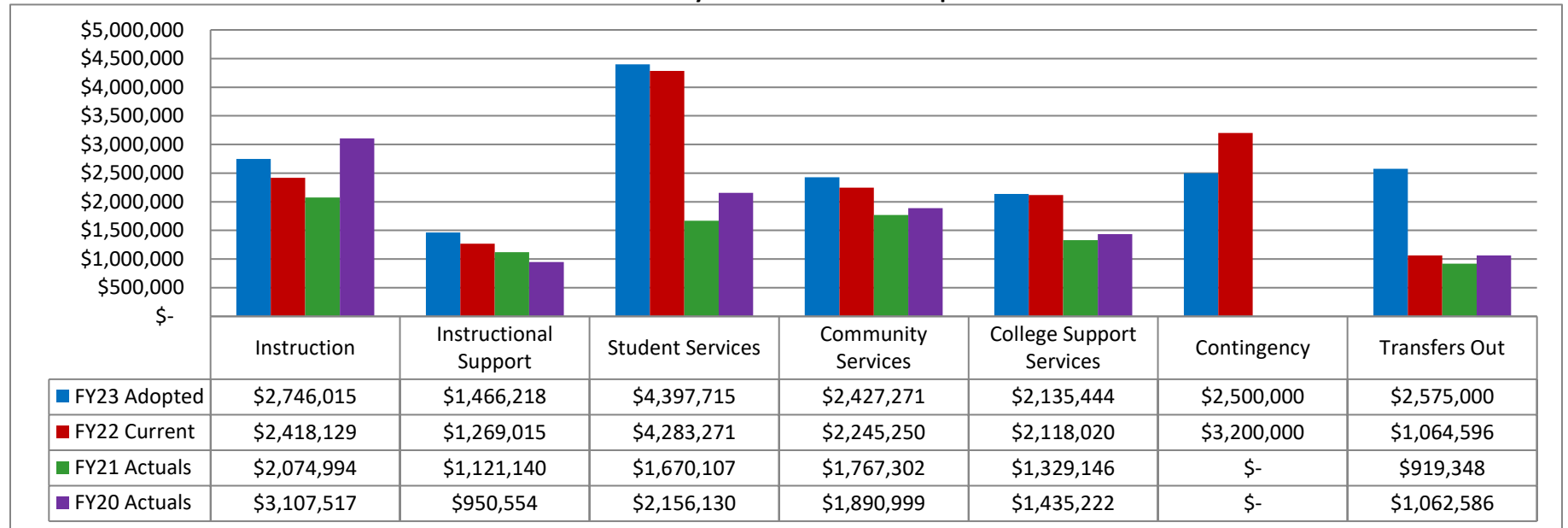


Chart 18: Administratively Restricted Fund IX Requirements FY20-23



Administratively Restricted Fund IX Requirements by Expense Category

2022-2023 Adopted Budget

	FY 2022-23 ADOPTED	Personnel Services	Materials & Services	Capital Outlay	Transfers Out	Debt Service	Contingency
Instruction							
Academic Technology	104,495	104,495	-	-	-	-	-
Career Pathways	15,000		15,000				
Lane Community College at Cottage Grove	20,000	-	20,000	-	-	-	-
Extended Learning	300,000	-	300,000	-	-	-	-
Flight Technology	1,167,000	736,049	430,951	-	-	-	-
Lane Community College at Florence	59,000	32,200	26,800	-	-	-	-
International Programs	150,680	150,680	-	-	-	-	-
Non-Departmental	1,400,000	-	-	-	1,400,000	-	-
Science	170,000	112,000	58,000	-	-	-	-
Specialized Support Services	759,840	706,572	53,268	-	-	-	-
Total Instruction	4,146,015	1,841,996	904,019	-	1,400,000	-	-
Instructional Support							
Academic Technology	1,429,184	1,076,200	182,984	-	170,000	-	-
Information Technology	207,034	207,034	-	-	-	-	-
Total Instructional Support	1,636,218	1,283,234	182,984	-	170,000	-	-
Student Services							
Child & Family Education	782,970	702,309	80,661	-	-	-	-
Gender Equity Center	9,700	-	9,700	-	-	-	-
Health Clinic	930,787	808,637	122,150	-	-	-	-
Institute for Sustainable Practices	48,500	45,057	3,443	-	-	-	-
International Programs	2,224,293	1,013,556	1,210,737	-	-	-	-
Multicultural Center	104,200	-	59,200	-	45,000	-	-
Performing Arts	19,400	-	19,400	-	-	-	-
Student Engagement	278,215	46,130	232,085	-	-	-	-
The Torch	44,650	23,800	20,850	-	-	-	-
Total Student Services	4,442,715	2,639,489	1,758,226	-	45,000	-	-
Community Services							
KLCC FM	2,427,271	1,415,375	931,896	80,000	-	-	-
Total Community Services	2,427,271	1,415,375	931,896	80,000	-	-	-

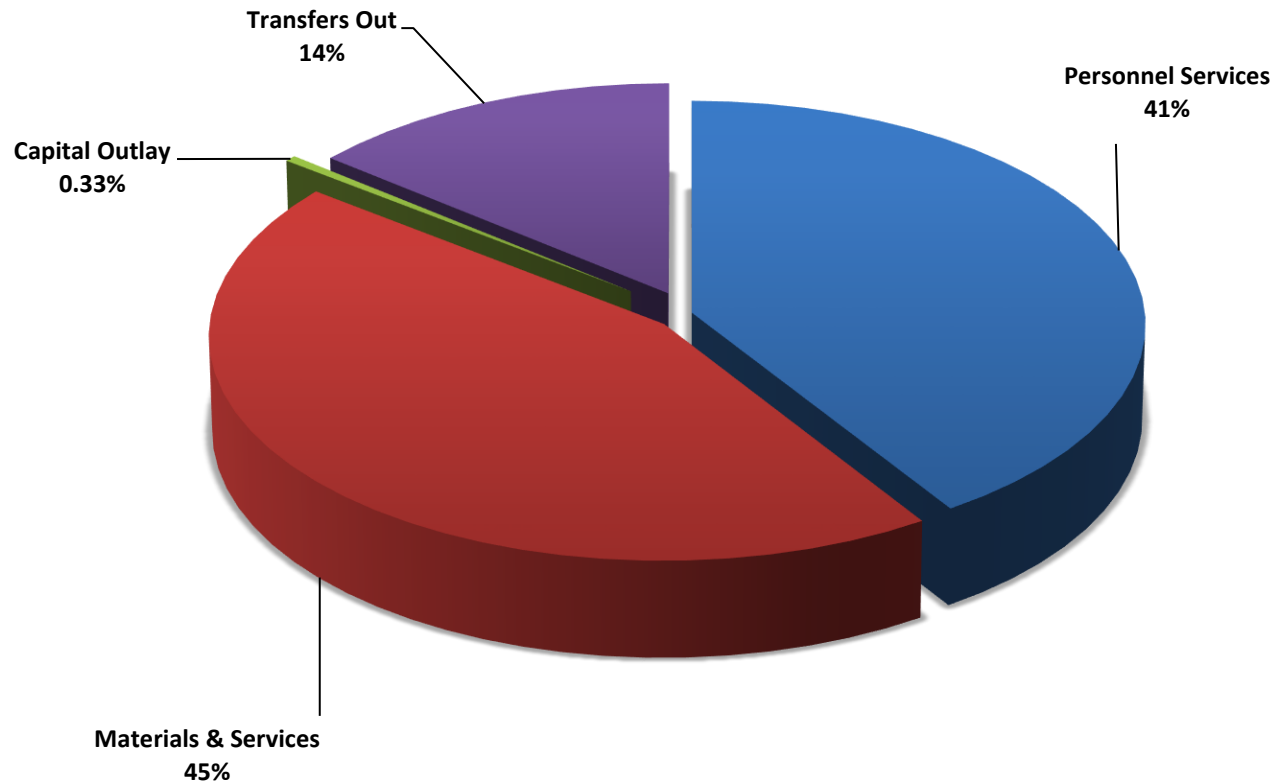
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Administratively Restricted Fund IX Requirements by Expense Category

2022-2023 Adopted Budget

	FY 2022-23 ADOPTED	Personnel Services	Materials & Services	Capital Outlay	Transfers Out	Debt Service	Contingency
College Support Services							
Information Technology	1,866,844	270,794	1,596,050	-	-	-	-
Institute for Sustainable Practices	1,000	-	1,000	-	-	-	-
Non-Departmental	1,227,600	-	267,600	-	960,000	-	-
Total College Support Services	3,095,444	270,794	1,864,650	-	960,000	-	-
Contingency							
Non-Departmental	2,500,000	-	2,500,000	-	-	-	-
Total Contingency	2,500,000	-	2,500,000	-	-	-	-
Total Fund IX Requirements	18,247,663	7,450,888	8,141,775	80,000	2,575,000	-	-

Chart 19: Administratively Restricted Fund IX Requirements by Expense Category





DEBT FUND III

AND

CAPITAL FUND IV

Debt Fund III

2022-2023 Adopted Budget

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

FY 2019-20 ACTUAL	FY 2020-21 ACTUAL	FY2021-22 BUDGET	Description of Resources and Requirements	FY 2022-23 PROPOSED	FY 2022-23 APPROVED	FY 2022-23 ADOPTED	+ -	Explanation of changes in budget of > 10%
RESOURCES								
283,044	4,536,036	250,000	Beginning Fund Balance	350,000	350,000	350,000	+	Budgeted at current projection
7,736,001	12,340,618	12,289,497	Property Taxes	12,316,254	12,573,104	12,573,104		
9,626,456	5,712,687	5,949,250	Other Revenue - PERS Bond	6,234,250	6,234,250	6,234,250		
17,362,457	18,053,305	18,238,747	Total Revenues	18,550,504	18,807,354	18,807,354		
Transfers In								
142,504	689,554	689,964	Transfer In General Fund I	661,313	661,313	661,313		
1,266,400	800,000	705,000	Transfer In Enterprise Fund VI	735,000	735,000	735,000		
13,799	16,848	13,799	Transfer In Administratively Restricted IX	-	-	-	-	- FY23 Transfer Schedule
1,422,703	1,506,401	1,408,763	Total Transfers In	1,396,313	1,396,313	1,396,313		
19,068,204	24,095,742	19,897,510	TOTAL RESOURCES	20,296,817	20,553,667	20,553,667		
REQUIREMENTS								
14,532,168	23,466,791	19,897,510	Debt Service	20,296,817	20,553,667	20,553,667		
14,532,168	23,466,791	19,897,510	TOTAL REQUIREMENTS	20,296,817	20,553,667	20,553,667		
SUMMARY								
19,068,204	24,095,742	19,897,510	Total Resources	20,296,817	20,553,667	20,553,667		
(14,532,168)	(23,466,791)	(19,897,510)	Less: Total Requirements	(20,296,817)	(20,553,667)	(20,553,667)		
4,536,036	628,952	-	RESOURCES OVER-(UNDER) EXPENDITURES	-	-	-		
4,536,036	628,952	-	ENDING FUND BALANCE	-	-	-		

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 2021)	\$70,040,274,892	(1)
Dept Capacity		
General Obligation Dept Capacity (1.5% of RMV)	1,050,604,123	
Less: Outstanding Dept Subject to Limit	144,205,000	(2)
Remaining General Obligation Dept Capacity	906,399,123	
Percent of Capacity Issued	13.73%	

(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, 2021.*

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.

Long-term Debt

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
2022-2023	110,000	28,413	138,413
2023-2027	505,000	59,829	564,829
Total Qualified Energy Conservation Bonds	615,000	88,242	703,242

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.

Long Term Debt Obligations

2022-2023 Adopted Budget

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	
2022-2023	4,295,000	437,300	3,615,000	300,000	8,647,300
2023-2024	4,645,000	228,425	3,885,000	155,400	8,913,825
Total General Obligation Bond	8,940,000	665,725	7,500,000	455,400	17,561,125

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. 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	
2022-2023	-	2,769,900	750,000	655,904	4,175,804
2023-2040	65,240,000	31,231,300	53,795,000	2,730,310	152,996,610
Total General Obligation Bond	65,240,000	34,001,200	54,545,000	3,386,214	157,172,414

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.

Long Term Debt Obligations

2022-2023 Adopted Budget

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.

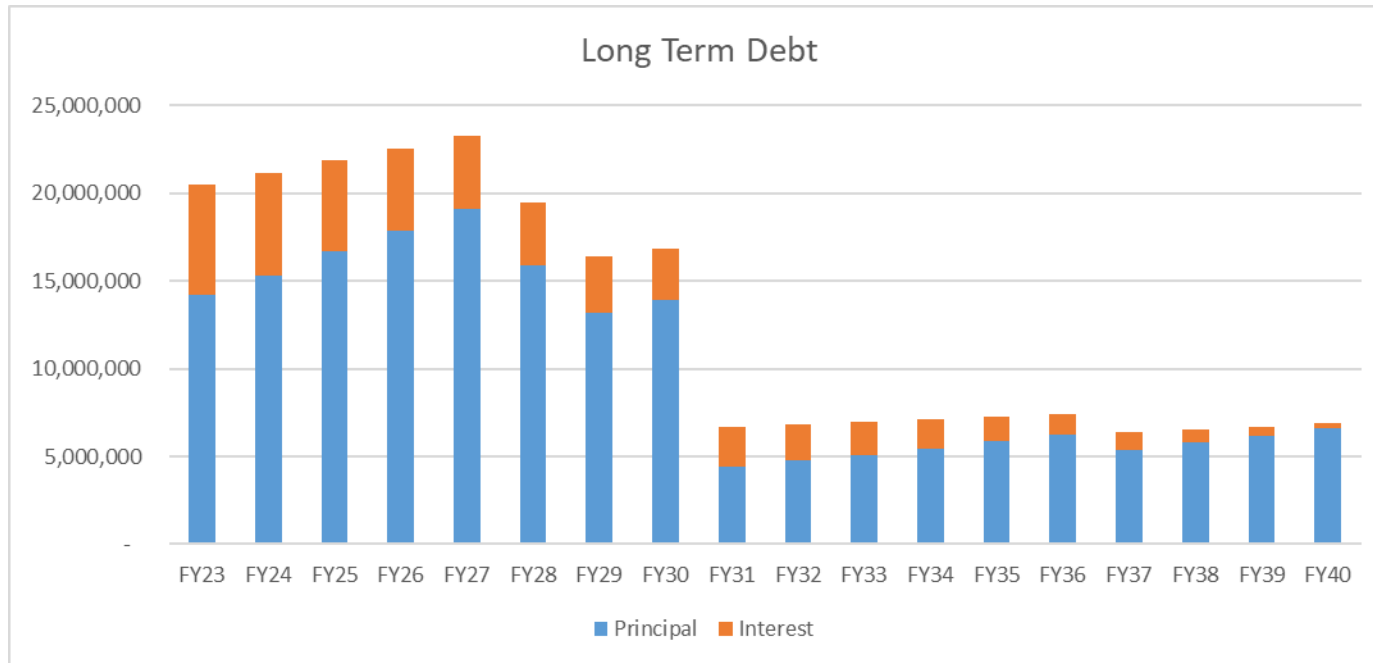
Full Faith & Credit Obligations	Principal	Interest	Total
2022-2023	735,000	522,900	1,257,900
2023-2036	12,610,000	3,571,400	16,181,400
Total Full Faith & Credit Obligations	13,345,000	4,094,300	17,439,300

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. 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 10 on page 59 shows the College's total debt service.

Pension Obligation Bonds	Principal	Interest	Total
2022-2023	4,705,000	1,529,250	6,234,250
2023-2028	27,095,000	4,459,654	31,554,654
Total Pension Obligation Bonds	31,800,000	5,988,904	37,788,904
Less Deferred Interest	(807,109)		
Carrying Amount	30,992,891		
Total Debt Service	Principal	Interest	Total
2022-2023	13,460,000	13,460,000	26,920,000
2023-2036	48,740,000	8,474,708	57,214,708
Total Debt Service	62,200,000	21,934,708	84,134,708
Less Deferred Interest	(807,109)		
	61,392,891		

Chart 20: Lane Community College Long Term Debt⁵



⁵ Source: Lane Community College Audited Financial Reports for the Fiscal Year Ended June 30, 2021

Capital Projects Fund IV

2022-2023 Adopted Budget

The capital projects fund (Fund IV) accounts for improvements to the physical plant of the College and major equipment additions.

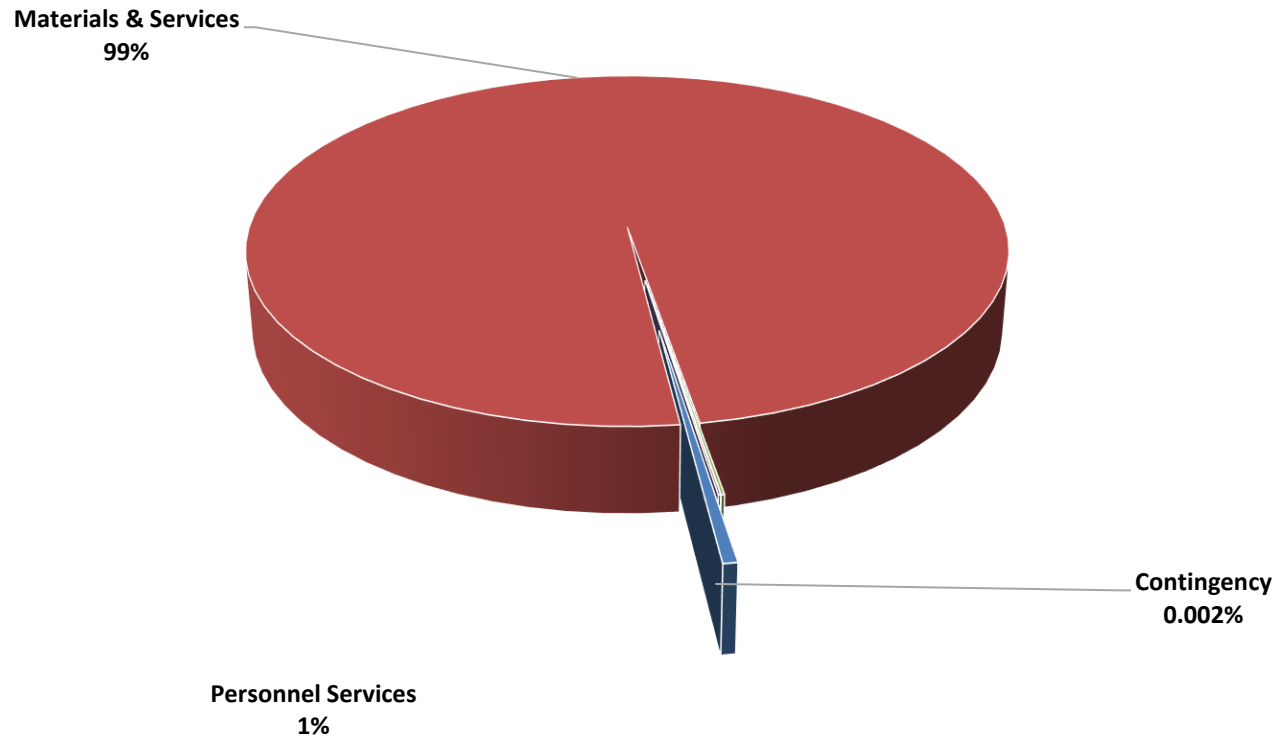
FY 2019-20 ACTUAL	FY 2020-21 ACTUAL	FY 2021-22 BUDGET	Description of Resources and Requirements	FTE	FY 2022-23 PROPOSED	FY 2022-23 APPROVED	FY 2022-23 ADOPTED	+ -	Explanation of changes in budget of > 10%
RESOURCES									
2,490,486	1,552,828	136,783,066	Beginning Fund Balance		70,346,225	70,346,225	70,346,225	-	Budgeted at current projection
233,634	121,653	50,000	Other Fees & Charges		50,000	50,000	50,000		
9,960	139,859,106	100,000	Other Revenue		50,000,000	50,000,000	50,000,000	+	Budgeted at current projection
243,594	139,980,759	150,000	Total Revenues		50,050,000	50,050,000	50,050,000		
Transfers In									
1,300,000	550,000	700,000	Transfer In General Fund I		700,000	700,000	700,000		
188,787	42,500	145,000	Transfer In Administratively Restricted IX		145,000	145,000	145,000		
1,488,787	592,500	845,000	Total Transfers In		845,000	845,000	845,000		
4,222,867	142,126,087	137,778,066	TOTAL RESOURCES		121,241,225	121,241,225	121,241,225		
REQUIREMENTS									
Plant Additions									
-	3,594,755	44,563,066	Bond 2020		50,000,000	50,000,000	50,000,000	+	Budgeted at current projection
197,469	733,574	150,000	Bond Projects		150,000	150,000	150,000		
2,172,571	712,478	1,415,000	Facilities Management & Planning		1,580,000	1,580,000	1,580,000	+	Budgeted at current projection
-	-	1,350,000	Non-Departmental		350,000	350,000	350,000	-	Budgeted at current projection
2,370,040	5,040,807	47,478,066	Total Plant Operation & Maintenance	4.4	52,080,000	52,080,000	52,080,000		
Contingency									
-	-	90,000,000	Bond 2020		69,161,225	69,161,225	69,161,225	-	Budgeted at current projection
-	-	90,000,000	Total Contingency		69,161,225	69,161,225	69,161,225		
Transfers Out									
300,000	-	300,000	To General Fund I		-	-	-	-	FY23 Transfer Schedule
300,000	-	300,000	Total Transfers Out		-	-	-		
2,670,040	5,040,807	137,778,066	TOTAL REQUIREMENTS		121,241,225	121,241,225	121,241,225		
SUMMARY									
4,222,867	142,126,087	137,778,066	Total Resources		121,241,225	121,241,225	121,241,225		
(2,670,040)	(5,040,807)	(137,778,066)	Less: Total Requirements		(121,241,225)	(121,241,225)	(121,241,225)		
1,552,828	137,085,280	-	RESOURCES OVER-(UNDER) EXPENDITURES		-	-	-		
1,552,828	137,085,280	-	ENDING FUND BALANCE		-	-	-		

Capital Projects Fund IV Requirements by Expense Category

2022-2023 Adopted Budget

	FY 2022-23 ADOPTED	Personnel Services	Materials & Services	Capital Outlay	Transfers Out	Debt Service	Contingency
Plant Additions							
Bond 2020	50,000,000	627,699	49,372,301	-	-	-	-
Bond Projects	150,000	-	-	150,000	-	-	-
Facilities Management & Planning	1,580,000	-	1,580,000	-	-	-	-
Non-Departmental	350,000	-	250,000	-	-	-	100,000
Total Plant Additions	52,080,000	627,699	51,202,301	150,000	-	-	100,000
Contingency							
Bond 2020	69,161,225	-	69,161,225	-	-	-	-
Total Contingency	69,161,225	-	69,161,225	-	-	-	-
Total Fund IV Requirements	121,241,225	627,699	120,363,526	150,000	-	-	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*).

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. In FY22, the Major Maintenance budget funded Building 19 roof project. The roof replacement was done in conjunction with a state funded seismic upgrade grant.

To date, 2020 Bond funds have eliminated the following deferred maintenance needs:

- Resurfacing the track (\$516K);
- Building 6 Roof replacement (\$528K); and,
- Repaving and repairs in two parking lots (\$1.5M).

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 on the next page. 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 second 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 complete expanded project initiatives, address continued deferred maintenance issues, and adapt to changing academic needs. Bond funding is anticipated to be exhausted by FY28.

Bond funds have been dedicated across 26 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. The impact of Bond Projects on Operating Costs: The new Health Professions Building will add 34,000 square feet to Lane's existing portfolio of 1.37 million. Lane currently spends approximately \$6/ft² on facilities maintenance and utilities. This new building will require an increase to the annual facilities operating budget of at least \$204,000.

⁶ Lane Community College 2021 Facilities Master Plan: Rowell Brokaw, CRC Facilities Planning Architecture, and Lane Community College.

Bond Projects for FY23:

Major construction projects to be undertaken in FY23:

- Florence Center Seismic and Major Maintenance project construction is starting in FY22 and will continue throughout FY23;
- Health Professions Building construction will start in FY23 and will continue throughout the year;
- Building 12 – Industry & Trades Education Center project is expected to begin in FY23;
- Public Safety Relocation project is expected to start in FY23 and will continue throughout the year;
- Replacement of the artificial turf soccer field and track field will be completed in FY23;
- Parking lot major maintenance will be completed in FY23; and,
- LED lighting upgrades will continue in FY23.

In addition to the renovations, major maintenance and new facilities development listed above, planning and 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; and,
- Classroom Technology and Learning Environment Enhancement

Capital Renewal Plan, Differing Funding Levels

For the FY23 Proposed Budget, Lane Community College proposes a \$52.9 million (table 13) budget for capital projects and purchases. Of the total proposed budget, \$52.1 million is in the Capital Fund and \$700K is transferred from the general fund for major maintenance.

Table 14: LCC Adopted Capital Budget – All Funds and All Sources

Fund	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY23 Proposed
General Fund	171,000	949,782	883,782	173,800	245,500	300,500	304,000	250,000	250,000
Admin. Restricted	65,649	158,175	323,476	349,063	160,404	100,000	110,000	110,000	80,000
Internal Service	185,000	185,000	100,000	25,000	-	-	63,200	-	40,000
Capital Fund⁷	34,590,587	35,245,627	9,661,608	7,491,369	4,066,500	3,817,200	22,507,000	46,915,000	52,080,000
Enterprise	550,000	310,000	30,000	20,000	-	-	-	-	-
Special Revenue	265,000	265,000	250,000	250,000	250,000	250,000	250,000	250,000	500,000
Total (\$)	35,827,236	37,113,584	11,248,866	8,309,232	4,722,404	4,467,700	23,234,200	47,525,000	52,950,000

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

The scenarios in Table 15 outline capital renewal projects under varying funding scenarios. At a \$1 million funding level, the Facilities Management and Planning team will install roof restraint anchors and tie offs on Buildings 1 & 5. This funding level also reserves funding to replace the electrical feeder wire to avert power loss to multiple buildings, continue HVAC repairs identified during the FY22 air testing and balancing study, 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 million funding level, the Facilities Management and Planning team will initiate a greater number of projects and reserve some funds for unplanned expenditures. A \$3M funding level provides funding for all the projects and reserve funds for unplanned expenditures. Even at a \$3 million funding level, however, the deferred maintenance list will increase

Table 15: FY23 Capital Renewable Plan at Differing Funding Levels Funding Scenarios⁸

Project	\$3M	\$2M	\$1M	Notes
Buildings 1 and 5 roof restraint anchors and tie offs	✓	✓	✓	This is OSHA mandated and a departmental safety goal.
Replace the electrical feeder wire 3, 4, 5, and 6 which serves over 20 buildings	✓	✓	✓	This feeder wire has a lifespan of 30 years and it is currently 50+ years old. Failure of one of these wires would result in power loss to multiple buildings.
HVAC Repairs	✓	✓	✓	To help continue ongoing repairs identified during an FY22 air testing and balancing study.
Structural analysis of elevated exterior platforms around Center building and Buildings 15, 17, and 18	✓	✓		These elevated platforms show signs of structural damage. An analysis is needed to understand the risks and how to approach repairs.
Remove broken staircase west of Building 18	✓	✓		This stairway is failing apart and is currently boarded off.
Replace Building 18 west exterior handrail	✓	✓		This section of handrail is rotting and failing.
Replace flooring in Building 25 (child care)	✓	✓		The building is 23 years old and still has the original carpet and vinyl tile.
Gym floor replacement	✓	✓		The floor is over 50 years old and can no longer be sanded.
Architectural and engineering planning fees	✓	✓		
Building 7 roof	✓			The handrails are original and now have rotten wood and are non-code compliant
Building 2 and 19 handrails	✓			The handrails are original with rotting wood tops and are non-code compliant.
Replace flooring in Building 26 (child care)	✓			This building is 23 years old and the carpet and vinyl tile are the original.
Replace Building 5 transformer, feeder, and generator	✓			According to a 2012 engineering study, these items have a medium to high probability of failure by 2022. Failure of these parts would result in loss of power to the building, backup power for emergency egress, and fire alarm controls.

⁸ Source: Facilities Management and Planning



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

Internal Service Fund II

2022-2023 Adopted Budget

The internal services fund (Fund II) accounts for goods and services provided on a cost-reimbursement basis to various departments within the College.

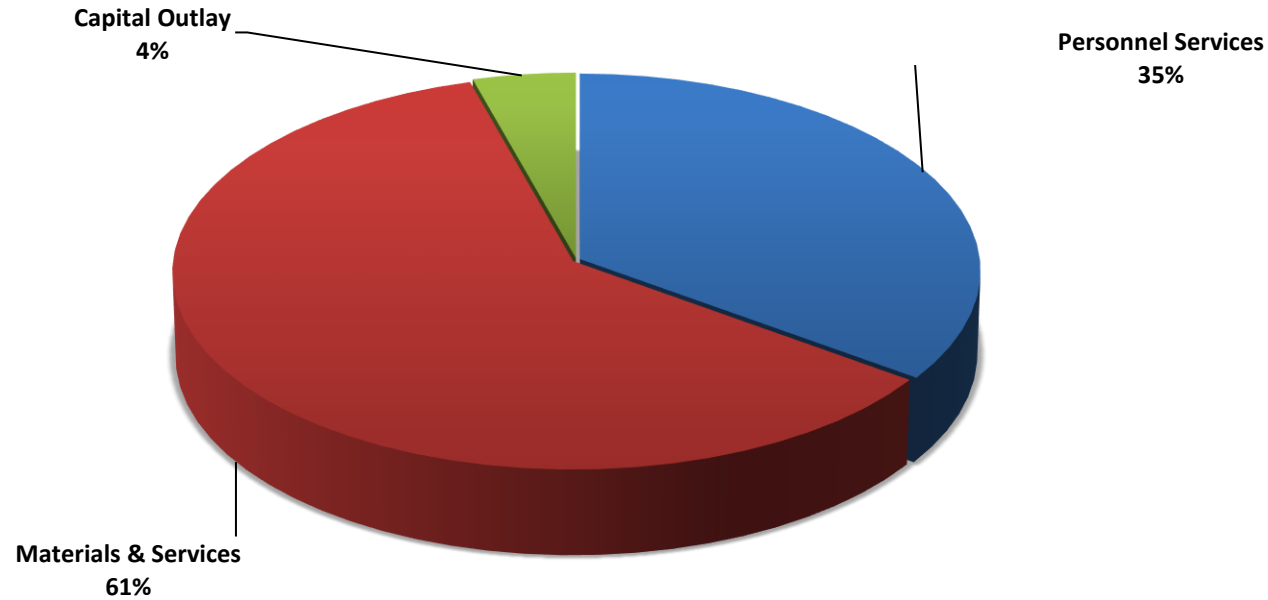
FY 2019-20 ACTUAL	FY 2020-21 ACTUAL	FY 2021-22 BUDGET	Description of Resources and Requirements	FTE	FY 2022-23 PROPOSED	FY 2022-23 APPROVED	FY 2022-23 ADOPTED	+ -	Explanation of changes in budget of > 10%
RESOURCES									
229,321	30,679	50,000	Beginning Fund Balance		150,000	150,000	150,000	+	Budgeted at current projection
-	828,251	-	Federal Revenue		-	-	-		
393,505	29,299	635,000	Sale of Goods and Services		650,000	650,000	650,000		
29,039	438	30,000	Other Fees & Charges		30,000	30,000	30,000		
87,574	83,369	80,000	Other Revenue		80,000	80,000	80,000		
<u>510,118</u>	<u>941,357</u>	<u>745,000</u>	Total Revenues		<u>760,000</u>	<u>760,000</u>	<u>760,000</u>		
739,439	972,036	795,000	TOTAL RESOURCES		910,000	910,000	910,000		
REQUIREMENTS									
College Support Services									
-	-	-	Information Technology		20,000	20,000	20,000	+	Lifecycle Replacement Fund
-	24,838	50,000	Institute for Sustainable Practices		50,000	50,000	50,000		
81,232	278	30,000	Motor Pool		70,000	70,000	70,000	+	Motor Pool purchase
627,032	446,446	665,000	Printing & Graphics		660,000	660,000	660,000		
<u>708,264</u>	<u>471,562</u>	<u>745,000</u>	Total College Support Services	3.2	<u>800,000</u>	<u>800,000</u>	<u>800,000</u>		
Plant Operation & Maintenance									
496	-	-	Non-Departmental		-	-	-		
496	-	-	Total Plant Operation & Maintenance		-	-	-		
Contingency									
-	-	50,000	Projects/Provisions		110,000	110,000	110,000	+	Budgeted at current projection
-	-	50,000	Total Contingency		<u>110,000</u>	<u>110,000</u>	<u>110,000</u>		
<u>708,760</u>	<u>471,562</u>	<u>795,000</u>	TOTAL REQUIREMENTS		<u>910,000</u>	<u>910,000</u>	<u>910,000</u>		
SUMMARY									
739,439	972,036	795,000	Total Resources		910,000	910,000	910,000		
<u>(708,760)</u>	<u>(471,562)</u>	<u>(795,000)</u>	Less: Total Requirements		<u>(910,000)</u>	<u>(910,000)</u>	<u>(910,000)</u>		
30,679	500,474	-	RESOURCES OVER-(UNDER) EXPENDITURES		-	-	-		
30,679	500,474	-	ENDING FUND BALANCE		-	-	-		

Internal Service Fund II Requirements by Expense Category

2022-2023 Adopted Budget

	FY 2022-23 ADOPTED	Personnel Services	Materials & Services	Capital Outlay	Transfers Out	Debt Service	Contingency
College Support Services							
Information Technology	20,000	-	20,000	-	-	-	-
Institute for Sustainable Practices	50,000	-	50,000	-	-	-	-
Motor Pool	70,000	-	30,000	40,000	-	-	-
Printing & Graphics; Warehouse	660,000	317,709	342,291	-	-	-	-
Total College Support Services	800,000	317,709	442,291	40,000	-	-	-
	-						
Contingency							
Non-Departmental	110,000	-	110,000	-	-	-	-
Total Contingency	110,000	-	110,000	-	-	-	-
Total Fund II Requirements	910,000	317,709	552,291	40,000	-	-	-

Chart 22: Internal Services Fund II Requirements by Expense Category



Financial Aid Fund V

2022-2023 Adopted Budget

The financial aid fund (Fund V) accounts for federal, state, and local student loan and grant programs associated with student financial aid.

FY 2019-20 ACTUAL	FY 2020-21 ACTUAL	FY 2021-22 BUDGET	Description of Resources and Requirements	FY 2022-23 PROPOSED	FY 2022-23 APPROVED	FY 2022-23 ADOPTED	+ -	Explanation of changes in budget of > 10%
RESOURCES								
877,306	576,928	1,527,500	Beginning Fund Balance	1,527,500	1,527,500	1,527,500		
5,613,098	4,956,764	7,955,000	State Support	8,455,000	8,455,000	8,455,000		
23,262,854	18,139,843	36,300,000	Federal Support	29,200,000	29,200,000	29,200,000	-	Budgeted at current projection
938,678	844,329	950,000	Other Fees & Charges	750,000	750,000	750,000	-	Budgeted at current projection
2,620,216	2,527,366	3,100,000	Other Revenue	3,100,000	3,100,000	3,100,000		
<u>32,434,845</u>	<u>26,468,302</u>	<u>48,305,000</u>	Total Revenues	<u>41,505,000</u>	<u>41,505,000</u>	41,505,000		
33,312,151	27,045,230	49,832,500	TOTAL RESOURCES	43,032,500	43,032,500	43,032,500		
REQUIREMENTS								
Financial Aid								
32,578,079	26,221,162	48,572,500	Financial Aid	41,772,500	41,772,500	41,772,500	-	Budgeted at current projection
32,578,079	26,221,162	48,572,500	Total Expenditures	41,772,500	41,772,500	41,772,500		
Transfers Out:								
157,144	5,936	50,000	To General Fund I	50,000	50,000	50,000		
157,144	5,936	50,000	Total Transfers Out	50,000	50,000	50,000		
Contingency								
-	-	1,210,000	Non-Departmental	1,210,000	1,210,000	1,210,000		
-	-	1,210,000	Total Contingency	1,210,000	1,210,000	1,210,000		
32,735,223	26,227,098	49,832,500	TOTAL REQUIREMENTS	43,032,500	43,032,500	43,032,500		
SUMMARY								
33,312,151	27,045,230	49,832,500	Total Resources	43,032,500	43,032,500	43,032,500	-	Budgeted at current projection
<u>(32,735,223)</u>	<u>(26,227,098)</u>	<u>(49,832,500)</u>	Less: Total Requirements	<u>(43,032,500)</u>	<u>(43,032,500)</u>	(43,032,500)		
576,928	818,132	-	RESOURCES OVER-(UNDER) EXPENDITURE	-	-	-		
576,928	818,132	-	ENDING FUND BALANCE	-	-	-		

Enterprise Fund VI

2022-2023 Adopted Budget

The enterprise fund (Fund VI) accounts for the operations of the College's Housing Program

FY 2019-20 ACTUAL	FY 2020-21 ACTUAL	FY 2021-22 BUDGET	Description of Resources and Requirements	FY 2022-23 PROPOSED	FY 2022-23 APPROVED	FY 2022-23 ADOPTED	+ -	Explanation of changes in budget of > 10%
RESOURCES								
982,272	(675,775)	800,000	Beginning Fund Balance	200,000	200,000	200,000	-	Budgeted at current projection
Tuition & Fees:								
2,450,855	1,902,238	-	- Tuition	-	-	-		
402,341	240,958	-	- Student Fees	-	-	-		
500,007	273	-	- Sale of Goods and Services	-	-	-		
	1,722,279	-	- Federal Support	-	-	-		
1,940,217	1,651,945	2,000,000	Downtown Housing Rents	2,540,000	2,540,000	2,540,000	+	Budgeted at current projection
965,178	250,358	-	- Other Fees & Charges	-	-	-		
<u>6,258,598</u>	<u>5,768,050</u>	<u>2,000,000</u>	Total Revenues	<u>2,540,000</u>	<u>2,540,000</u>	<u>2,540,000</u>		
<u>7,240,870</u>	<u>5,092,275</u>	<u>2,800,000</u>	TOTAL RESOURCES	<u>2,740,000</u>	<u>2,740,000</u>	<u>2,740,000</u>		
REQUIREMENTS								
Instruction								
53	-	-	- Non-Departmental	-	-	-		
167,963	134,015	-	- International Programs	-	-	-		
168,017	134,015	-	Total Instruction	-	-	-		
Student Services								
627,971	114,634	-	- Bookstore	-	-	-		
953,128	891,788	1,295,000	Downtown Housing	1,805,000	1,805,000	1,805,000	+	Budgeted at current projection
27,786	565	-	- Foodservices	-	-	-		
1,088,717	169,101	-	- Hospitality & Conference Services	-	-	-		
3,784,625	2,429,065	-	- International Programs	-	-	-		
6,482,228	3,605,153	1,295,000	Total Student Services	1,805,000	1,805,000	1,805,000		
Contingency								
-	-	300,000	Projects/Provisions	200,000	200,000	200,000	-	Budgeted at current projection
-	-	300,000	Total Contingency	200,000	200,000	200,000		
Transfers Out:								
1,266,400	800,000	705,000	To Debt Service Fund III	735,000	735,000	735,000		
-	-	500,000	To Endowment Fund IX	-	-	-	-	FY23 Transfer Schedule
1,266,400	800,000	1,205,000	Total Transfers Out	735,000	735,000	735,000		
<u>7,916,645</u>	<u>4,539,168</u>	<u>2,800,000</u>	TOTAL REQUIREMENTS	<u>2,740,000</u>	<u>2,740,000</u>	<u>2,740,000</u>		
SUMMARY								
7,240,870	5,092,275	2,800,000	Total Resources	2,740,000	2,740,000	2,740,000		
(7,916,645)	(4,539,168)	(2,800,000)	Less: Total Requirements	(2,740,000)	(2,740,000)	(2,740,000)		
(675,775)	553,107	-	RESOURCES OVER-(UNDER) EXPENDITURES	-	-	-		
(675,775)	553,107	-	ENDING FUND BALANCE	-	-	-		

Early Retirement and Early Retirement Health Insurance

Information regarding Fund VII is 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

2022-2023 Adopted Budget

FY 2019-20 ACTUAL	FY 2020-21 ACTUAL	FY2021-22 BUDGET	Description of Resources and Requirements	FY 2022-23 PROPOSED	FY 2022-23 APPROVED	FY 2022-23 ADOPTED	+ -	Explanation of changes in budget of > 10%
RESOURCES								
6,554,805	6,255,738	5,875,739	Beginning Fund Balance	5,485,000	5,485,000	5,485,000		
145,357	53,366	50,000	*** Other Investment Income	15,000	15,000	15,000	-	Budgeted at current projection
<u>6,700,162</u>	<u>6,309,104</u>	<u>5,925,739</u>	TOTAL RESOURCES	<u>5,500,000</u>	<u>5,500,000</u>	5,500,000		
REQUIREMENTS								
444,424	414,935	5,925,739	Instruction	5,500,000	5,500,000	5,500,000		
<u>444,424</u>	<u>414,935</u>	<u>5,925,739</u>	TOTAL REQUIREMENTS	<u>5,500,000</u>	<u>5,500,000</u>	5,500,000		
SUMMARY								
6,700,162	6,309,104	5,925,739	Total Resources	5,500,000	5,500,000	5,500,000		
(444,424)	(414,935)	(5,925,739)	Less: Total Requirements	(5,500,000)	(5,500,000)	(5,500,000)		
<u>6,255,738</u>	<u>5,894,169</u>	-	RESOURCES OVER-(UNDER) EXPENDITURE	-	-	-		
<u>6,255,738</u>	<u>5,894,169</u>	-	ENDING FUND BALANCE	-	-	-		

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

Special Revenue Fund VIII

2022-2023 Adopted Budget

The special revenue fund (Fund VIII) accounts for projects funded from federal, state and local grant funds.

FY 2019-20 ACTUAL	FY 2020-21 ACTUAL	FY2021-22 BUDGET	Description of Resources and Requirements	FTE	FY 2022-23 PROPOSED	FY 2022-23 APPROVED	FY 2022-23 ADOPTED	+ -	Explanation of changes in budget of > 10%
RESOURCES									
268,063	309,550	500,000	Beginning Fund Balance		400,000	400,000	400,000	-	Budgeted at current projection
2,257,452	3,540,821	2,745,000	State Support		6,500,000	6,500,000	6,500,000	+	Budget for Future Ready Oregon
7,409,773	16,720,029	24,675,000	Federal Support		10,000,000	10,000,000	10,000,000	-	Budgeted at current projection
265,561	11,623	600,000	Local Support		600,000	600,000	600,000		
58,173	78,832	75,000	Tuition & Fees		75,000	75,000	75,000		
3,361	1,275	30,000	Sale of Goods and Services		50,000	50,000	50,000	+	Budgeted at current projection
443,506	421,781	2,150,000	Other Revenue		2,375,000	2,375,000	2,375,000	+	Budgeted at current projection
10,437,826	20,774,361	30,275,000	Total Revenues		19,600,000	19,600,000	19,600,000		
10,705,889	21,083,911	30,775,000	TOTAL RESOURCES		20,000,000	20,000,000	20,000,000		
REQUIREMENTS									
Funded Projects									
2,779,753	10,158,918	9,358,000	Instruction	6.7	13,553,000	13,553,000	13,553,000	+	Budget for Future Ready Oregon
32,141	160,312	1,500,300	Instructional Support		150,000	150,000	150,000	-	HEERF Grants are ending
2,376,876	3,132,766	10,276,850	Student Services	16.1	1,147,000	1,147,000	1,147,000	-	HEERF Grants are ending
5,110,147	6,822,715	7,534,550	Community Services	17.0	5,000,000	5,000,000	5,000,000	-	HEERF Grants are ending
61,447	18,509	1,105,300	College Support Services		150,000	150,000	150,000	-	HEERF Grants are ending
35,973	422,362	1,000,000	Plant Operation & Maintenance		-	-	-	-	HEERF Grants are ending
10,396,337	20,715,582	30,775,000	Total Funded Projects		20,000,000	20,000,000	20,000,000		
10,396,339	20,715,582	30,775,000	TOTAL REQUIREMENTS	39.8	20,000,000	20,000,000	20,000,000		
SUMMARY									
10,705,889	21,083,911	30,775,000	Total Resources		20,000,000	20,000,000	20,000,000		
(10,396,339)	(20,715,582)	(30,775,000)	Less: Total Requirements		(20,000,000)	(20,000,000)	(20,000,000)		
309,550	368,330	-	RESOURCES OVER-(UNDER) EXPENDITURES		-	-	-		
309,550	368,330	-	ENDING FUND BALANCE		-	-	-		



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

Accounts for all resources traditionally associated with operating the College which are not required legally or by sound financial management to be accounted for in another fund.

Fund IX: Special Revenue – Administratively Restricted Fund

Accounts for specific programs where funds 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

Accounts for goods and services provided on a cost-reimbursement basis to various departments within the College.

Fund III: Debt Service Fund

Accounts for the funds collected to pay the debt services requirements on bonds, debt obligations, pension bonds payable and notes payable.

Fund IV: Capital Projects Fund

Accounts for improvements to the physical plant of the College and major equipment additions.

Fund V: Financial Aid Fund

Accounts for federal, state, and local student loan and grant programs associated with student financial aid.

Fund VI: Enterprise Fund

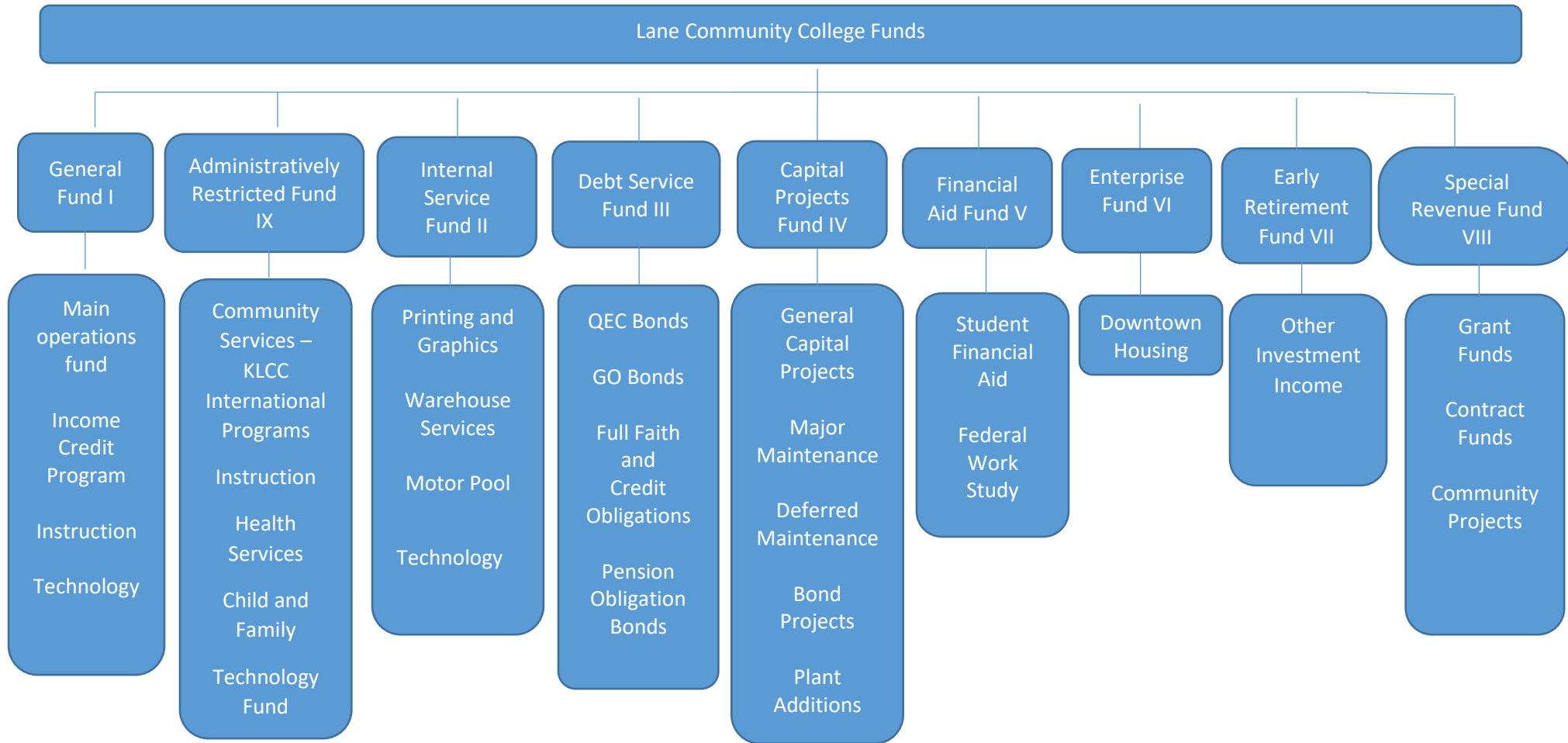
Accounts for the operations of the College's Housing Program.

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 projects funded from federal, state, and local grant funds.



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 9 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. 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.

2. The standard for compliance shall be any reasonable presidential interpretation of the board policy being monitored.
3. 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 1, 2022 at 6:00 __ am X pm at Lane Community College 4000 E 30th Ave, Eugene OR 97405. The purpose of this meeting is to discuss the budget for the fiscal year beginning July 1, 2022 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 X annual __ biennial budget period. This budget was prepared on a basis of accounting that is X 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: Tatiana Bakhtina Telephone:541-463-5604 Email: bakhtinat@lanecc.edu

FINANCIAL SUMMARY - RESOURCES

TOTAL OF ALL FUNDS	Actual Amount Last Year 2020-21	Adopted Budget This Year 2021-22	Approved Budget Next Year 2022-23
Beginning Fund Balance	19,339,593	\$154,375,612	\$91,779,905
Current Year Property Taxes, other than Local Option Taxes	\$34,675,686	\$35,171,497	\$36,288,104
Current Year Local Option Property Taxes	\$0	\$0	\$0
Tuition and Fees	\$35,461,321	\$39,095,229	\$35,520,250
Other Revenue from Local Sources	\$11,623	\$600,000	\$600,000
Revenue from State Sources	\$34,459,231	\$37,200,000	\$44,655,000
Revenue from Federal Sources	\$42,216,101	\$63,875,000	\$39,870,000
Interfund Transfers	\$2,964,837	\$4,009,560	\$4,721,313
All Other Budget Resources	\$158,907,587	\$23,734,290	\$74,597,526
Total Resources	\$328,035,979	\$358,061,188	\$328,032,098

FINANCIAL SUMMARY - REQUIREMENTS BY OBJECT CLASSIFICATION

Personnel Services	\$83,227,556	\$90,472,896	\$92,386,452
Materials & Services	\$34,551,385	\$182,525,983	\$157,153,166
Financial Aid	\$25,950,678	\$48,572,500	\$41,772,500
Capital Outlay	\$501,505	\$610,000	\$870,000
Debt Service	\$23,466,791	\$19,797,510	\$20,453,667
Interfund Transfers	\$2,964,837	\$4,009,560	\$4,721,313
Operating Contingency	\$0	\$9,472,739	\$7,675,000
All Other Expenditures	\$0	\$0	\$0
Unappropriated Ending Fund Balance & Reserves	\$0	\$2,600,000	\$3,000,000
Total Requirements	\$170,662,752	\$358,061,188	\$328,032,098

Continued

FINANCIAL SUMMARY - REQUIREMENTS AND FULL-TIME EQUIVALENT EMPLOYEES (FTE) BY FUNCTION			
Function			
Full-Time Equivalent Employees (FTE) for Function			
Instruction	\$53,962,452	\$61,993,605	\$67,315,787
FTE	455.3	455.4	443.1
Instructional Support	\$7,016,252	\$9,601,666	\$8,906,160
FTE	65.1	60.4	69.5
Student Services other than Student Loans and Financial Aid	\$17,535,391	\$25,916,563	\$17,768,366
FTE	131.2	119.3	137.0
Student Loans and Financial Aid	\$26,221,162	\$48,572,500	\$41,772,500
Community Services	\$8,590,016	\$9,779,800	\$7,427,271
FTE	16.3	16.5	31.8
Support Serv. other than Facilities Acquisition and Construction	\$19,628,496	\$22,351,014	\$21,931,519
FTE	107.1	106.2	124.7
Facilities Acquisition and Construction	\$10,862,419	\$54,691,970	\$58,914,290
FTE	40.50	47.90	50.00
Non-Departmental	\$414,935	\$0	\$0
Interfund Transfers	\$2,964,837	\$4,009,560	\$4,721,313
Debt Service	\$23,466,791	\$19,897,510	\$20,553,667
Operating Contingency	\$0	\$98,647,000	\$75,721,225
Unappropriated Ending Fund Balance and Reserves	\$0	\$2,600,000	\$3,000,000
Total Requirements	\$170,662,752	\$358,061,188	\$328,032,098
Total FTE	815.5	805.7	856.1

STATEMENT OF CHANGES IN ACTIVITIES and SOURCES OF FINANCING FROM LAST YEAR*

The total FY2022-2023 Approved budget for Lane Community College is \$328,032,098, an 8.5% decrease from the FY2021-2022 Adopted Budget. This reduction in budget results from the expected decline in Special Revenue Funding (HEERF) and the continued utilization of the capital construction funding that came from issuing General Obligation Bonds in August 2020.

PROPERTY TAX LEVIES			
	Rate or Amount Imposed Last Year 2020-21	Rate or Amount Imposed This Year 2021-22	Rate or Amount Approved Next Year 2022-23
Permanent Rate Levy (Rate Limit <u>0.6191</u> per \$1,000)	0.6191	0.6191	0.6191
Local Option Levy			
Levy For General Obligation Bonds	12,791,000	12,967,000	\$13,269,000

STATEMENT OF INDEBTEDNESS		
LONG TERM DEBT	Estimated Debt Outstanding July 1	Estimated Debt Authorized, But Not Incurred July 1
General Obligation Bonds	\$136,225,000	\$0
Other Bonds	\$45,760,000	\$0
Other Borrowings	\$0	\$0
Total	\$181,985,000	\$0

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

Board of Education
June 1, 2022

RESOLUTION NO. 671

AUTHORIZING BUDGET TRANSFERS FOR FISCAL YEAR 2021-2022

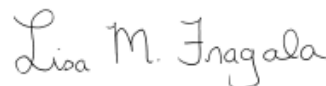
WHEREAS, actual expenditures may exceed the amounts originally estimated and appropriated within expense functions and object classifications for the 2021-2022 budget year; and,

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,

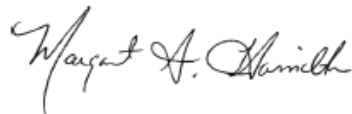
NOW, THEREFORE BE IT RESOLVED that in accordance with ORS 294.450 the Budget Officer of Lane Community College is authorized and directed to make the necessary attached transfers.

Adopted by the Board of Education this 1st day of June, 2022.



Lisa Fragala, Board Chair

ATTEST:



Margaret Hamilton, President

	2022 Adopted Budget Resolution No.657 and Supplemental Budget Resolution No.668	Transfer Resolution No. 671	FY22 Revised Adopted Budget Res. 671
FUND I, GENERAL			
Instruction	44,291,737	700,000	44,991,737
Instructional Support	6,832,351	-	6,832,351
Student Services	10,061,442	-	10,061,442
College Support Services	18,382,694	(700,000)	17,682,694
Plant Operations & Maintenance	6,213,904	300,000	6,513,904
Contingency, Projects, Provisions	3,887,000	(300,000)	3,587,000
Transfers Out	2,800,981	-	2,800,981
Total - General Fund	92,470,109	-	92,470,109
FUND IX, SPECIAL REVENUE - ADMIN RESTRICTED			
Instruction	2,418,129	(100,000)	2,518,129
Instructional Support	1,269,015	600,000	1,869,015
Student Services	4,283,271	(200,000)	4,083,271
Community Services	2,245,250	-	2,245,250
College Support Services	2,118,020	(200,000)	1,918,020
Contingency, Projects, Provisions	3,200,000	(300,000)	2,900,000
Transfers Out	1,079,596	-	1,079,596
Total - Special Revenue Fund	16,613,281	-	16,613,281
FUND II, INTERNAL SERVICE			
College Support Services	745,000	-	745,000
Contingency, Projects, Provisions	50,000	-	50,000
Total - Internal Service Fund	795,000	-	795,000
FUND III, DEBT SERVICE			
Debt Service	19,897,510	-	19,897,510
Total - Debt Service Fund	19,897,510	-	19,897,510
FUND IV, CAPITAL PROJECTS			
Plant Additions	47,478,066	-	47,487,066
Contingency	90,000,000	-	90,000,000
Transfers Out	300,000	-	300,000
Total - Capital Projects Fund	137,778,066	-	137,778,066

FUND V, FINANCIAL AID			
Financial Aid	48,572,500	-	48,572,500
Contingency, Projects, Provisions	1,210,000	-	1,210,000
Transfers Out	50,000	-	50,000
Total - Financial Aid Fund	49,832,500	-	49,832,500
FUND VI, ENTERPRISE			
Student Services	1,295,000	30,000	1,325,000
Contingency, Projects, Provisions	300,000	(30,000)	270,000
Transfers Out	1,205,000	-	1,205,000
Total - Enterprise Fund	2,800,000	-	2,800,000
FUND VII, EARLY RETIREMENT FUND			
Instruction	5,925,739	-	5,925,739
Total – Early Retirement Fund	5,925,739	-	5,925,739
FUND VIII, GRANTS			
Instruction	9,358,000	500,000	9,858,000
Instructional Support	1,500,300	(1,000,000)	500,300
Student Services	10,276,850	2,000,000	12,276,850
Community Services	7,534,550	(2,500,000)	5,034,550
College Support Services	1,105,300	(500,000)	605,300
Plant Additions	1,000,000	1,500,000	2,500,000
Total – Grants Fund	30,775,000	-	30,775,000
NON-APPROPRIATED BUDGET REQUIREMENTS			
FUND I, GENERAL			
Unappropriated Ending Fund Balance	2,600,000	-	2,600,000

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

Board of Education
June 1, 2022

RESOLUTION NO. 673
FISCAL YEAR 2022-2023 BUDGET ADOPTION AND APPROPRIATION

WHEREAS the Board of Education of the Lane Community College District has received and reviewed the fiscal year 2022-23 Budget as approved by the Budget Committee; and,

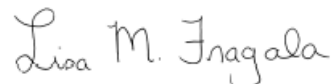
WHEREAS the Budget committee approved the budget in the aggregate amount of \$328,032,098 and that the permanent tax rate of \$.6191 per \$1,000 of assessed value be assessed in support of the General Fund;

WHEREAS it becomes necessary on July 1, 2022, 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 2022-2023 and appropriates the amounts on the attached schedule to be expended against all budgeted resources commencing July 1, 2022, and expiring June 30, 2023, for the purpose of meeting its obligations.

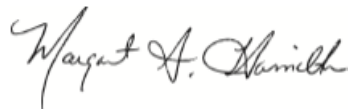
BE IT FURTHER RESOLVED, that the Chair of the Board file this Resolution with the Lane Community College District's County Clerks and County Assessors on or before July 15, 2022.

Adopted by the Board of Education on this 1st day of June, 2022.



Lisa Fragala, Board Chair

ATTEST:



Margaret Hamilton
President

Resolution No. 673

FY2022-2023 Appropriated Budget Requirements

Fund I, General

Instruction	45,516,772
Instructional Support	7,289,942
Student Services	10,418,651
College Support Services	18,846,075
Plant Operation & Maintenance	6,834,290
Interfund Transfers Out	1,361,313
Operating Contingency/Reserves	2,540,000
Total	<u>92,807,043</u>

Fund II, Internal Service

College Support Services	800,000
Operating Contingency/Reserves	110,000
Total	<u>910,000</u>

Fund III, Debt

Debt Service	20,553,667
Total	<u>20,553,667</u>

Fund IV, Capital Projects

Plant Additions	52,080,000
Operating Contingency/Reserves	69,161,225
Total	<u>121,241,225</u>

Fund V, Financial Aid

Financial Aid	41,772,500
Interfund Transfers Out	50,000
Operating Contingency/Reserves	1,210,000
Total	<u>43,032,500</u>

Fund VI, Enterprise

Student Services	1,805,000
Interfund Transfers Out	735,000
Operating Contingency/Reserves	200,000
Total	<u>2,740,000</u>

Fund VII, Early Retirement

Instruction	5,500,000
Total	<u>5,500,000</u>
 <u>Fund VIII, Grants</u>	
Instruction	13,553,000
Instructional Support	150,000
Student Services	1,147,000
Community Services	5,000,000
College Support Services	<u>150,000</u>
Total	20,000,000
 <u>Fund IX, Special Revenue - Admin Restricted</u>	
Instruction	2,746,015
Instructional Support	1,466,218
Student Services	4,397,715
Community Services	2,427,271
College Support Services	2,135,444
Interfund Transfers Out	2,575,000
Operating Contingency/Reserves	<u>2,500,000</u>
Total	18,247,663
 Total All Appropriated Funds	 325,032,098
 <u>Non-Appropriated Budget Requirements</u>	
<u>Fund 1, General</u>	
Unappropriated Ending Fund Balance	3,000,000
 Total All Funds	 <u>328,032,098</u>

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

Board of Education
June 1, 2022

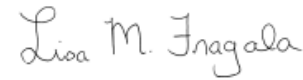
**RESOLUTION NO. 674
IMPOSING AND CATEGORIZING TAXES FOR FISCAL YEAR 2022-2023**

BE IT RESOLVED that the board of Education of the Lane Community College District hereby imposes the taxes provided for in the fiscal year 2022-23 adopted budget at the rate of \$.6191 per \$1,000 of assessed value for operations and in the amount of \$13,269,000 for Bonded Debt; and that these taxes are hereby imposed and categorized for the tax year 2022-23 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		\$13,269,000

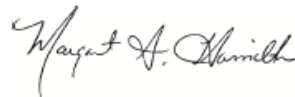
BE IT FURTHER RESOLVED, that the Chair of the Board files this Resolution with the Lane Community College District's County Clerks and County Assessors on or before September 15, 2022.

Adopted by the Board of Education on this 1st day of June, 2022.



Lisa Fragala, Board Chair

ATTEST:



Margaret Hamilton
President



Lane Community College
Budget Office
4000 East 30th Avenue
Eugene, Oregon 97405
541.463.5107
budgetoffice@lanecc.edu