

Fiscal Year 2025 Proposed Budget



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

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Acknowledgments

Cover Artist: The featured mural was painted in the Summer of 2022 by Kari Johnson. It is titled “The Elements,” and depicts Manhattan and the four classical elements (air, fire, water and earth) through different human figures. The full mural can be seen on the Center Building of Lane’s main campus.

<https://eugeneweekly.com/2022/10/06/a-living-canvas/>

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PRESIDENT'S BUDGET MESSAGE

FISCAL YEAR 2024-25

Dear Members of the Budget Committee, Students, Colleagues, and Lane Community College District Residents:

It is with great honor that I present to you the 2024-25 proposed budget, a product of diligent effort and strategic foresight amid a backdrop of optimism and heightened clarity regarding the College's financial trajectory.

I am encouraged by the progress made during the fiscal year 2023-24, which has steered us towards the development of sustainable financial plans garnering widespread understanding and support from all stakeholders. The recent uptick in enrollment over the past two academic years marks a significant reversal of the decade-long decline exacerbated by the pandemic. Increasing enrollment has been one of my highest priorities, and the 2023-24 credit enrollment growth of 8.7% over the prior year is the result of the entire College community's dedication and strategic work. While enrollment is still significantly below the 2010-11 peak, this positive trend provides higher tuition and fee revenue, as well as additional state support funding.

The establishment of a forward-looking financial projection model has provided much-needed clarity, incorporating the prevailing economic landscape and offering a strategic, long-term framework for resource allocation. While uncertainties persist, such as fluctuating enrollment and escalating costs that outpace revenues, this model empowers us to make informed decisions that prioritize the College's long-term financial viability.

To foster comprehensive dialogues across the College community, a virtual drop box was initiated in 2023-24 to capture suggestions for financial enhancement. The overwhelming response, with over 300 submissions, underscores our collective commitment to the College's long-term prosperity. Workgroups, comprising employees from diverse campus areas, meticulously reviewed these suggestions and generated additional ones, culminating in actionable recommendations categorized under "Grow," "Save," and "Partner." The *Grow* workgroup focused on enhancing revenue and recommended looking at opportunities for both non-credit and credit enrollment growth. The group provided several strategies to accomplish these goals. The *Save* team's suggestions included analyzing staffing, materials & services, software subscriptions and various programs. The *Partner* group was tasked with leveraging partnerships to help enhance revenue or reduce expenditures. They recommended ensuring reimbursable FTE was captured and expanded, using the College's long-term investment in environmental sustainability as leverage and a competitive advantage, and expanding the use of grant funding when possible. Additionally, all three workgroups suggested that building/property utilization be analyzed to ensure effective and efficient use of space. The space utilization review timing is optimal with the new Health Professions and Industry & Trades Education Center buildings opening for the 2024-25 academic year. Thanks to the generous support of our community through the passage of the 2020 general obligation bond, these buildings will be the first new classroom buildings on the Main Campus since 2010. Efforts to implement recommendations have commenced, and the virtual drop box will remain open so that improvement through suggestions is a continual process.

Lane's budget reflects the prioritization and allocation of resources to support the College's vision, mission, and values which are included on the inside front cover. The importance of using these to guide all College decisions and actions cannot be overstated. In 2022, the Board of Education adopted a five-year strategic plan. The goals to improve diversity, equity, and inclusion in student access and achievement; increase enrollment; increase student success; engage in continuous improvement; improve financial stability and sustainability; and identify strategic infrastructure investments were also considered in the development of this budget. This budget continues our investment in strategic plan goals; assures responsible use of taxpayer and student resources; reflects the current economic environment; and was developed to support current operational needs as well as ensure long-term fiscal stability.

Revenue projections for the upcoming fiscal year encompass a 4% tuition increase approved by the Board, alongside a 3.2% rise in property taxes, reflecting the maximum percentage allowable based on historical legal limitations. Additionally, the phased implementation of a new Oregon Community College Support Fund formula underscores the evolving landscape of state funding distribution, emphasizing student support and success metrics. When fully implemented, up to 10% in state funding will be distributed based on the number of underserved students enrolled and on student outcomes, such as the completion of a certain number of credits and credentials earned. Prior to the formula redesign, state funding was primarily distributed based on enrollment. The first year of the phase-in is anticipated to result in minor funding changes for most colleges. Accordingly, state funding is budgeted to remain flat for 2024-25 which is the

second year of the current biennium. Enrollment growth is estimated to increase by 3.5%; however, a corresponding \$350,000 reserve for revenue shortfall results in a net enrollment increase of 2%.

Approximately 81.8% of General Fund expenditures is salary and benefits. Thanks to collaborative work by both unions and management, contracts are finalized for 2024-25 and the impacts have been included in the proposed budget. Other assumptions used in budget development include reinstating \$1.6 million of vacancy savings from positions held open in 2023-24 and a 3% increase in materials and services. Additionally, the strategic investments below are included in the proposed budget. These investments were approved by the College's College Council and budget development subcommittee.

- \$550,000 - Transfer from the general fund to the capital projects fund for deferred maintenance
- \$550,000 - Information technology to begin aging infrastructure replacement
- \$200,000 – Marketing & Public Affairs investment to continue enrollment increase efforts
- \$50,000 – Lane Forward fund increase to \$300,000. In 2023-24 Lane Forward funded proposals primarily focused on improving the student experience.

In addition to the strategic investments, the budget includes a \$1,070,000 transfer from the general fund to partially cover program deficits in the administratively restricted fund.

The 2024-25 proposed general fund budget is \$108,465,401 an increase of 14% from the 2023-24 adopted budget primarily due to higher resources from increased enrollment and the restored beginning fund balance. The total proposed budget, including all funds, is \$305,740,671 which represents a 9% decrease from the 2023-24 adopted budget due to lower capital spending as major projects have been substantially completed and a reduced special revenue fund budget.

I commend my colleagues throughout the College for their dedication, commitment, and professionalism in the shared pursuit of our mission. Special thanks to those who have put a considerable amount of time, energy and effort into improving the budget process and developing this budget. Budget and finance staff, in collaboration with partners throughout the College, have done an incredible job putting together a complex, comprehensive, and informative budget. I would also like to extend my appreciation to the Budget Committee Members for sharing their time and talents in the thoughtful consideration of the proposed budget.

Respectfully yours,



Dr. Stephanie Bulger



Summary Schedule of Changes

Fund or Program Name	FY2023-24 Adopted Budget	FY2024-25 Proposed Budget	Change
General Fund I	\$ 95,089,153	\$ 108,465,401	\$ 13,376,248
Internal Service Fund II	655,000	678,960	23,960
Debt Service Fund III	26,591,733	27,276,805	685,072
Capital Projects Fund IV	111,383,650	76,584,450	(34,799,200)
Financial Aid Fund V	41,387,500	47,082,500	5,695,000
Enterprise Fund VI	2,086,154	2,204,682	118,528
Early Retirement Fund VII	5,530,000	5,580,000	50,000
Special Revenue Fund VIII	35,330,000	15,167,324	(20,162,676)
Administratively Restricted Fund IX	18,700,357	22,700,549	4,000,192
Total All Funds	\$ 336,753,547	\$ 305,740,671	(\$ 31,012,876)

Budget Highlights

- Strategic Investments of \$1.35 million
- Tuition rate increase of 4% to \$145 per enrollment credit
- Enrollment growth target of 3.5%
- Finalized Labor Contracts
- 3-5% increase in budget for operational materials and services
- Reserve for Revenue Shortfall of \$350,000
- Continued utilization of Bond 2020 funds and initialization of capital projects
- Correction of budget authority for grant projects in Special Revenue Fund VIII
- Five-year plan to eliminate subfund deficits in Administratively Restricted Fund IX



INTRODUCTION

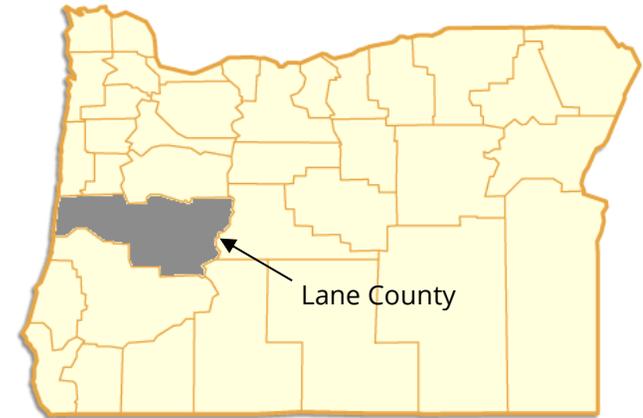
Local and Statewide Demographics

Lane County, Oregon

Lane County was established in 1851. Covering 4,620¹⁰ 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: 40¹, July: 70¹⁰
- Annual Precipitation: 46”¹⁰
- Population: 382,971²
- Median Household Income: \$65,069²
- Median Age: 40.7 years²
- Assessed Value³: \$41,526,522,081
- Real Market Value³: \$97,836,779,251
- Principal Industries¹⁰: Agriculture, higher education, high technology manufacturing, forest products, recreation, recreational vehicle manufacturing and tourism.
- Top 10 Employers⁹: PeaceHealth Corp, University of Oregon, Eugene 4J School District, US Government, Oregon State Government, City of Eugene, Lane Community College, Lane County Government, Springfield School District, McKenzie-Willamette Medical Center.
- Top 10 Taxpayers³: IP Eat Three LLC, Comcast Corporation, Shepard Investment Group LLD, Northwest Natural Gas Company, Verizon Communications Inc., Valley River Center, Emerald PUD, McKenzie Willamette Regional Medical Ctr., Weyerhaeuser Company, Lumen Technologies Inc.



Economic and Educational Indicators (February, 2024)

Economic Indicator	Lane County	Oregon	Educational Indicator (pop. 25 and over)	Lane County 265,566	Oregon 3,638,355
Labor Force ¹	162,000	1,974,300	Non-HS graduate ⁸	8.9%	10.0%
Median Home Value ⁴	\$465,300	\$475,600	High school degree or higher ²	21.6%	22.7%
Median Monthly Rent ²	\$1,245	\$1,370	Some college ²	26.4%	23.7%
Owner-occupied housing ²	60.1%	62.8%	Associate’s degree ²	10.2%	8.9%
Unemployment Rate ⁶	4.3%	4.2%	Bachelor’s or higher ²	35.4%	36.3%

Sources: (1) www.qualityinfo.org; (2) www.census.gov; (3) www.lanecounty.org; (4) www.city-data.com; (5) www.usclimatedata.com; (6) <https://www.qualityinfo.org/lane>; (7) [LCC Annual Comprehensive Financial Report, 2022](https://www.lcc.edu/annual-comprehensive-financial-report-2022) (8) <https://statisticalatlas.com/state/Oregon/Educational-Attainment> (9) <https://www.eugenechamber.com/lane-county-principal-employers.html> (10) <https://stage-sos.oregon.gov/blue-book/Pages/local/counties/lane.aspx>

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.

2023-2025 Biennium Revenue Forecast. In February 2024, the OEA released the March 2024 Revenue Forecast. The March 2024 Revenue Forecast for gross General Fund revenues for the 2023-2025 biennium was \$25,895 million, which is an increase of \$76 million from the previous December 2023 forecast and an increase of \$635.4 million from the initial close of the session.

Personal and corporate income tax collections continue to increase while all other revenues have decreased.

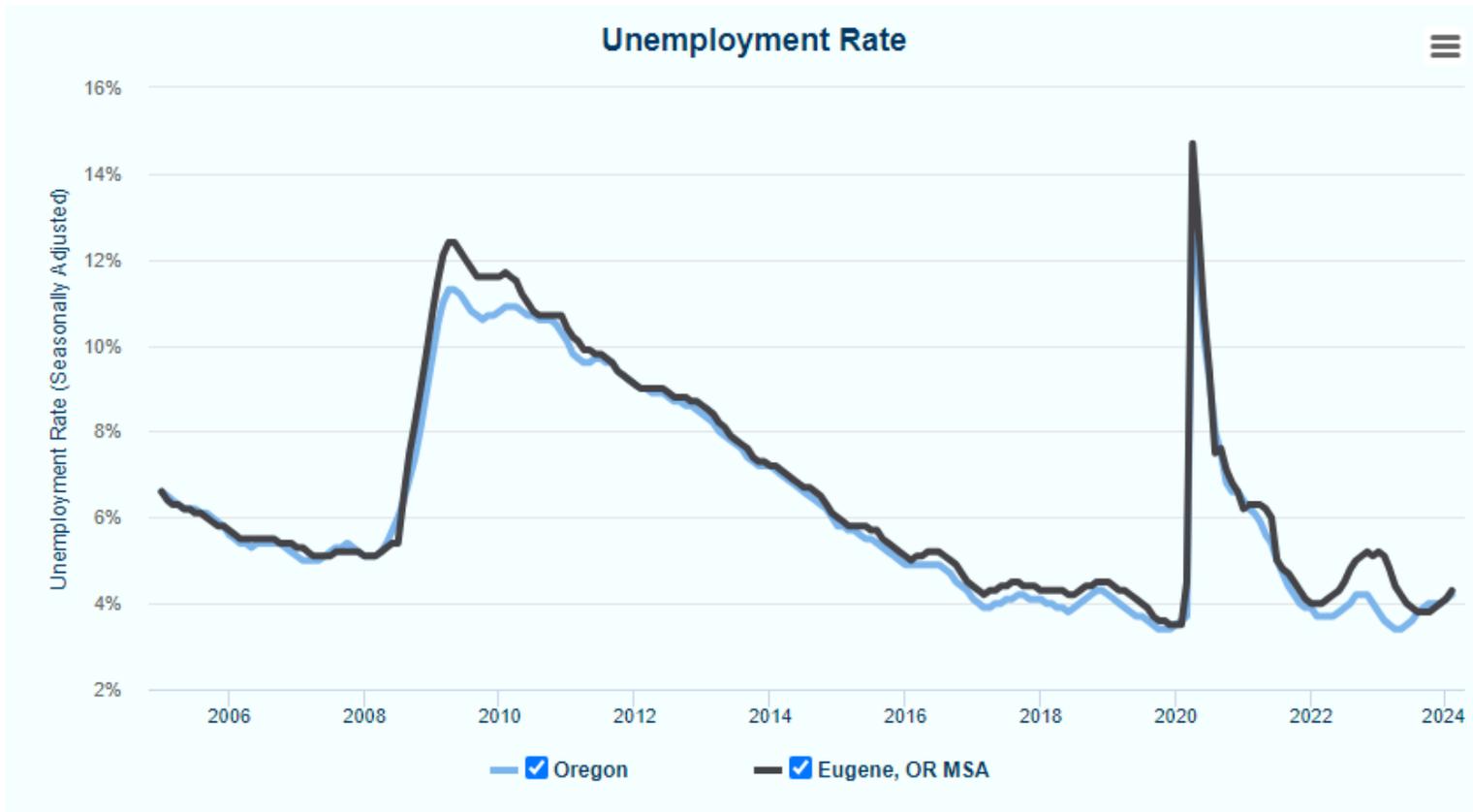
State General Fund Forecast Summary (\$ in Millions)

	2023-25 Biennium Revenue Forecast				
	2023 Close of Session	December 2023 Forecast	March 2024 Forecast	Change from Prior Forecast	Change from Close of Session
Structural Revenues					
Personal Income Tax	\$21,019.7	\$21,164.6	\$21,180.1	\$15.5	\$160.4
Corporate Income Tax	\$2,228.9	\$2,647.2	\$2,762.1	\$114.9	\$533.2
All Other Revenues	\$2,011.3	\$2,007.3	\$1,953.1	(\$54.2)	(\$58.2)
Gross General Fund Revenues	\$25,259.9	\$25,819.1	\$25,895.3	\$76.2	\$635.4
Offsets, Transfers, and Actions	(\$437.0)	(\$483.9)	(\$447.8)	\$36.1	(\$10.8)
Beginning Balance	\$7,493.5	\$7,636.2	\$8,082.5	\$446.3	\$589.0
Net Available Resources	\$32,316.4	\$32,971.4	\$33,530.0	\$558.6	\$1,213.6
Appropriations	\$31,873.6	\$31,873.6	\$31,873.6	\$0.0	\$0.0
Ending Balance	\$442.8	\$1,097.8	\$1,656.4	\$558.6	\$1,213.6

Lane County Worker Profile. According to the US Census Bureau data, the median age in Lane County was 40.7 years old, with 58.0% of the county’s population participating in the labor force. As of February 2024, the Lane County Employment Projections (2022-2032), estimates a 10% increase in total employment by 2032. The leading industry is in private educational and health services with a projected 4,400 jobs (16% growth). The next highest are leisure and hospitality with 2,600 jobs, professional and business services with 2,100 jobs. Lane Community College offers programs that meet today’s workforce demands and develop skilled employees to fill tomorrow’s workforce needs. ([Lane County Jobs Projected to Increase 10% by 2032 - QualityInfo.](#))

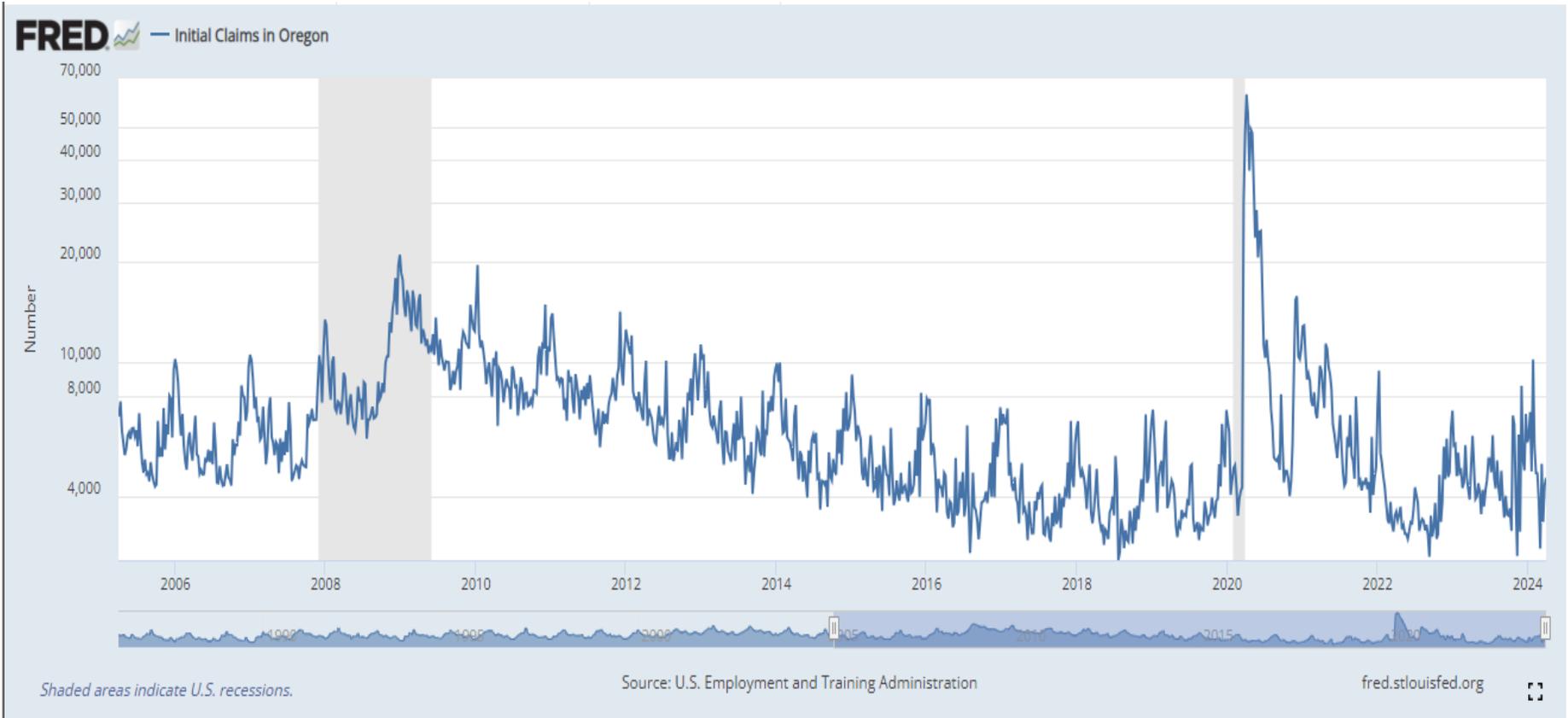
Employment in Lane County¹. Oregon’s seasonally adjusted unemployment rate in January 2024 was 4.2%, which was 0.5% higher than the national rate of 3.7%. The unemployment rates have decreased from the historical high rates of 2020 and 2021 that were caused in part from the public health response to COVID-19. Historically community college enrollment increases when unemployment rates decrease, however, during the pandemic community college enrollment throughout the country continued to decline.

Lane County’s seasonally adjusted Unemployment Rate



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-FY23, and enrollment began increasing in FY 2023.

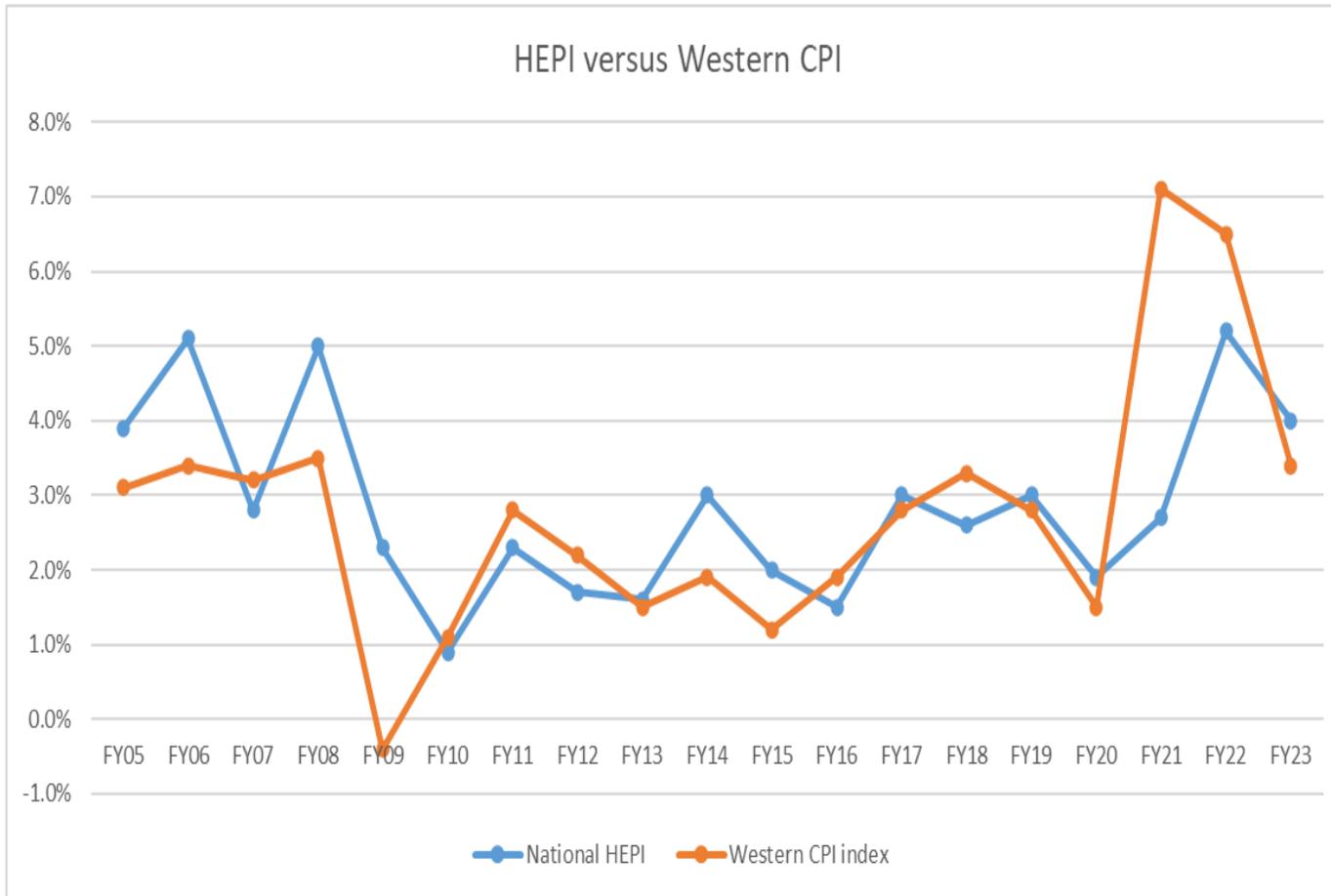
Oregon Initial Claims for Unemployment Insurance



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 were academic and auxiliary services. The HEERF Awards expired in FY23.

Higher Education Price Index.¹ 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 versus Western CPI Index



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 the HEPI versus Western CPI chart, the 2023 HEPI is 4.0% which is a decrease of 1.2% from the 2022 HEPI rate of 5.2%.

In 2018, the Commonfund Institute revised its methodology for calculating inflationary changes to include 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.

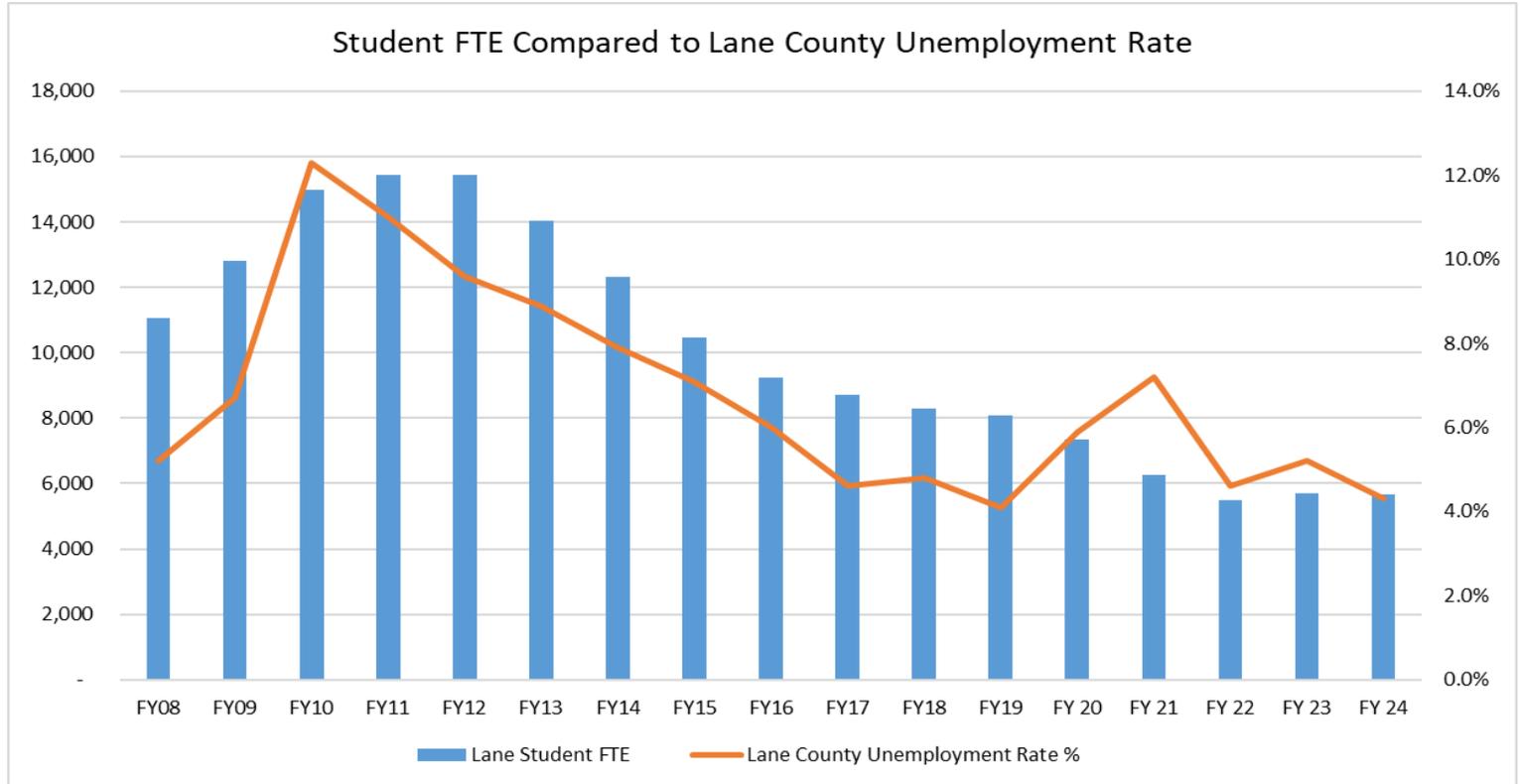
¹ <https://www.commonfund.org/research-center/press-releases/2023-higher-education-price-index-hepi-report-released>

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 \$21.8 billion as of December 31, 2022.

In 2022, the College issued \$69 million of pension obligation bonds and deposited the funds with PERS which will lower pension rates for the next 20 years.

Enrollment. As shown in the chart below, Lane’s enrollment is estimated to be 6,073, full-time equivalent (FTE) in 2024 representing a 60.6% decline from its peak in 2011 and a 10.8% increase from the 33-year low experienced in 2022.

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 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 based on a three-year weighted average).

State funding for the 2023-2025 biennium is \$796 million for community colleges which is \$70 million more than the previous biennium. The Lane Community College Budget Office projects that LCC will receive 8% of the Community College Support Fund (CCSF) in FY25. As shown in the chart on page 17, LCC’s share of state funding has declined from its recent peak in 2014.

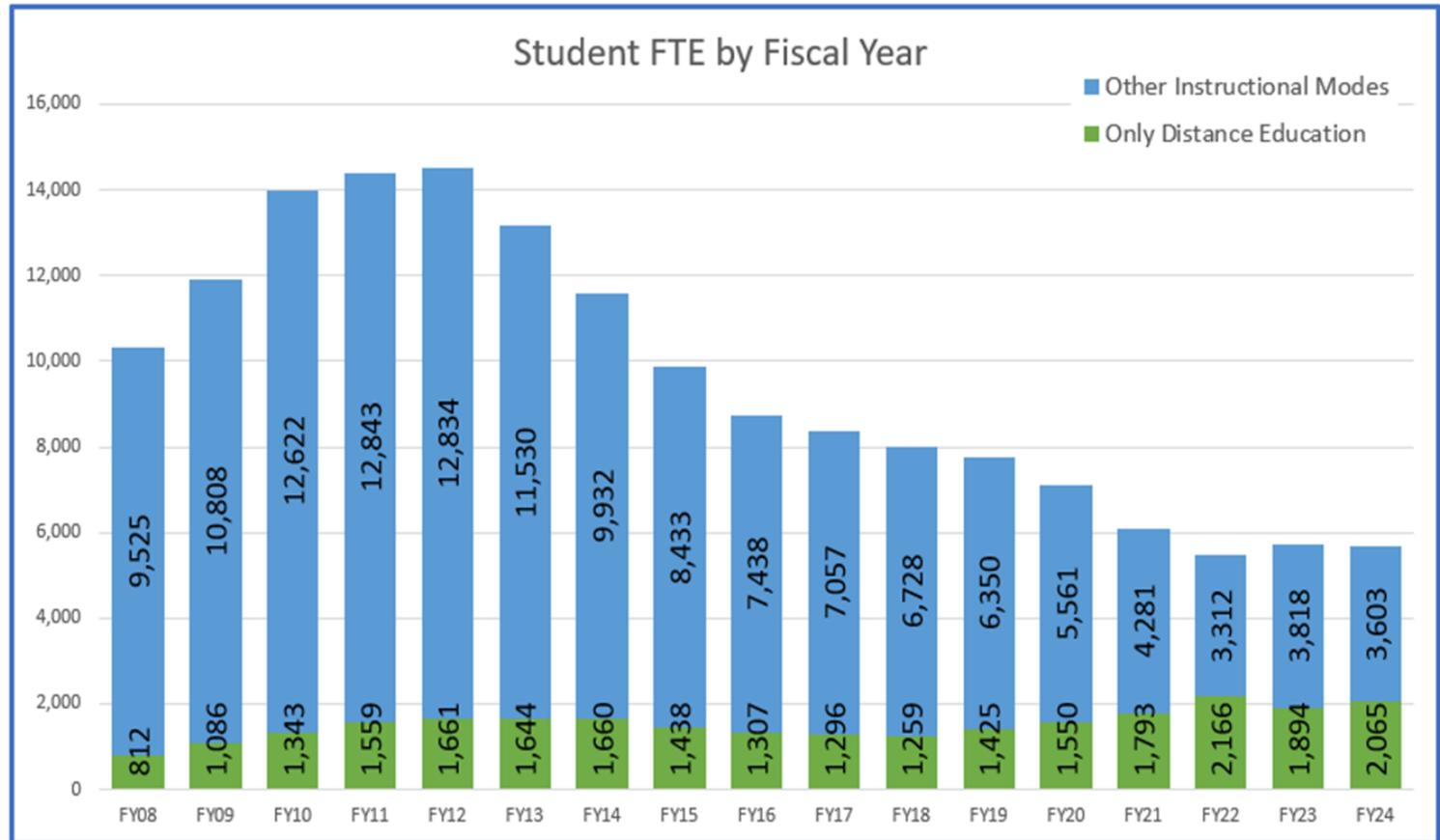
Tuition

The most recent Higher Education Price Index forecast was 4% for fiscal year 2023. The December 2023 Consumer Price Index (CPI) was 3.4%.

In March 2024, the LCC Board of Education approved a \$6.0, or 4%, per credit tuition increase for FY25. 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:

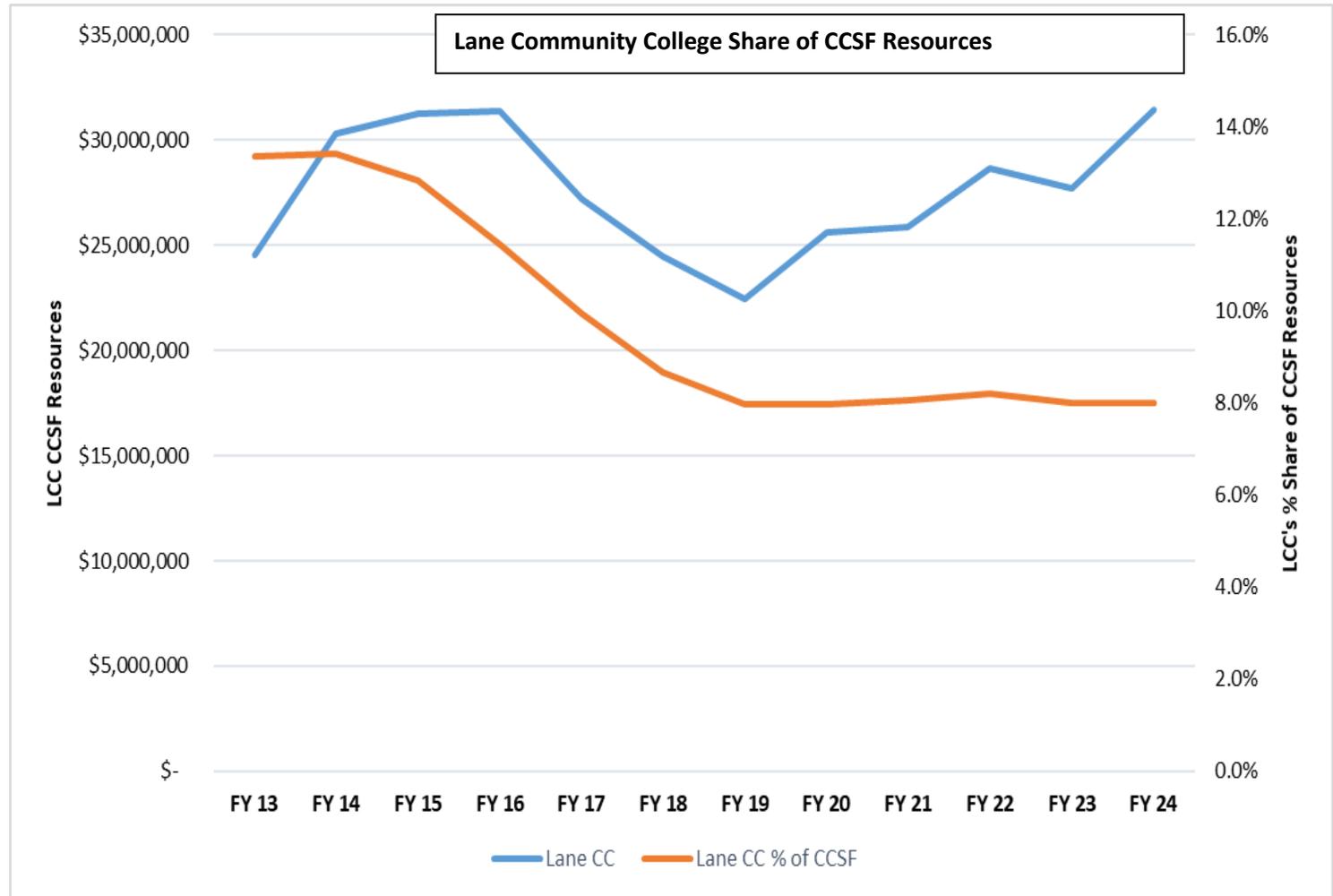
In order to maintain a constant tuition rate relative to inflation, each year, the board may consider an appropriate index for two-year public colleges on which to discuss a tuition

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).



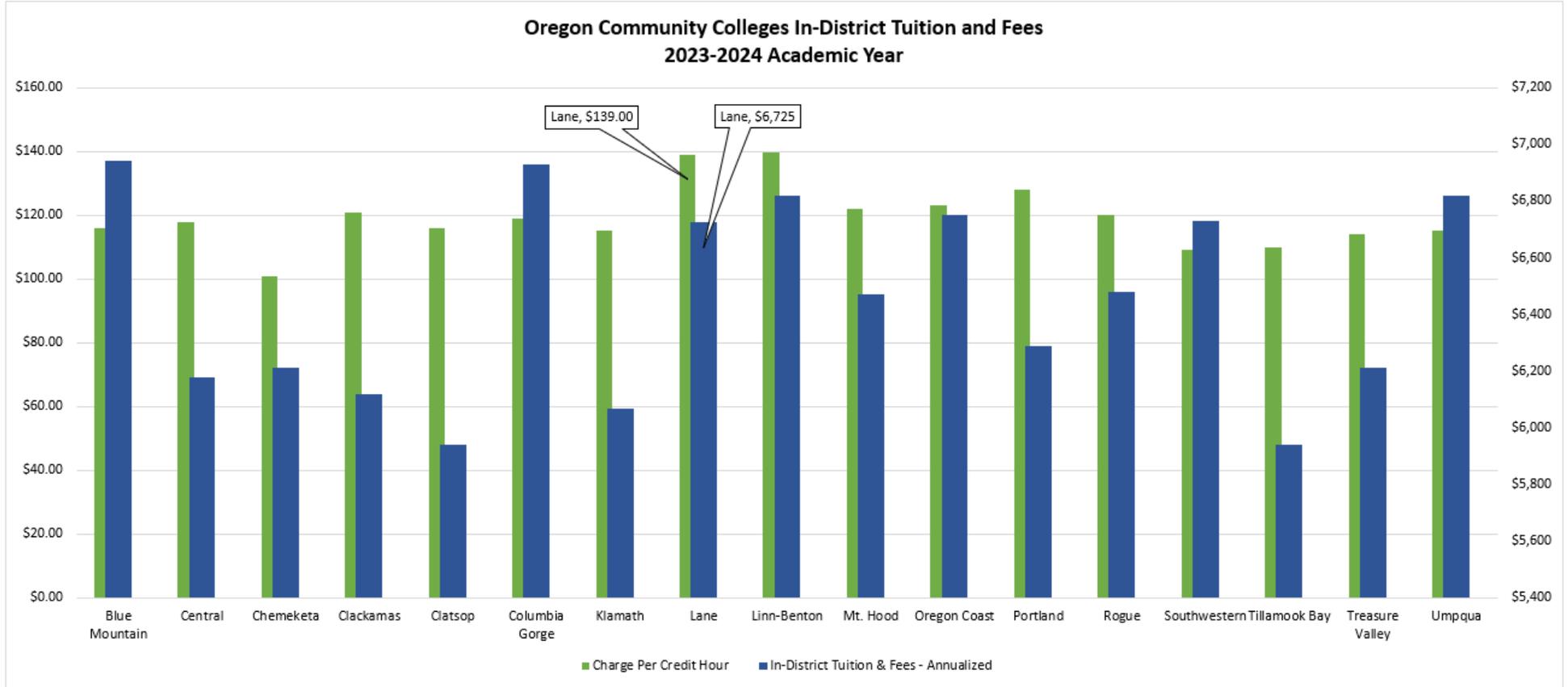
Each year, the board will review Lane’s tuition rates to ensure: a) that tuition revenues are appropriate for the needs of the district, b) that Lane’s tuition is comparable with other Oregon community colleges that are similar to Lane in terms of student FTE and instructional programs, c) access and 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 conclude that tuition is 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.



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.

Oregon Community Colleges In-District Tuition and Fees, FY23-FY24 Academic Year



Source: Oregon Department of Community Colleges and Workforce Development

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 is accredited by the Northwest Commission on Colleges and Universities (NWCCU). NWCCU is one of seven regional accrediting bodies recognized by the Council for Higher Education Accreditation and the U.S. Department of Education. Related NWCCU accreditation documents are maintained on the College's website. Individual Lane programs, such as nursing, are evaluated for quality by numerous vocational and professional accrediting and licensing associations.



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 52% are regular credit students, 21% are College Now credit students, 20% are non-credit Continuing Education students, and 7% are non-credit skills development students.

Students come to Lane with a variety of goals, including transfer to a four-year college or university, an associate-level degree, 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 may come to Lane with the plan to transfer to a four-year institution, toward the goal of completing a bachelor degree. LCC provides transfer pathways in a variety of disciplines. At LCC, students may complete their Associate of Arts Oregon Transfer (AAOT) or Associate of Science Oregon Transfer (ASOT) degrees, which are transferable to any public four-year institution within Oregon. In addition, the College has a number of transfer agreements with independent, out-of-state, and international institutions.

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. Over 50% of Lane students are now enrolled in Career and Technical Education programs.

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 Language Learner. The College offers co-requisite academic programs, such as the Opening Doors Program, and holistic student support for recent immigrant, refugees and asylees into short-term Career Pathways Certificates.

Extended Learning. The College offers a wide array of courses through its Continuing Education and Small Business Development Center. 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.

Baccalaureate Level Education. Students may also choose to pursue an applied baccalaureate degree without leaving Lane now that the College has received authority to enroll students in its first baccalaureate degree, the Bachelor of Applied Science in Applied Business Management in Fall 2024.

Finances. The State Higher Education Executive Officers (SHEEO) Association reported for fiscal year 2022 that Oregon ranked 33rd in the nation in terms of educational funding per FTE which was slightly higher than 2021 when Oregon ranked 36th. In addition, the report states that the 2022 national average education appropriations per FTE were \$10,237, which was approximately \$2,000 per FTE greater than Oregon's appropriation.² 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 2008 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%³ of Lane's general fund revenues which is 2% lower than prior year. Even though enrollment in the last two fiscal years has increased, the College budget remains highly sensitive to enrollment fluctuations. This trend was exacerbated by the impact of COVID-19 on the College and its effects are still felt in all areas of the College. During the COVID-19 Pandemic, 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). These emergency funds have now been depleted and the College is transitioning back to operations relying on the three traditional funding sources referenced above. The College provides benefits to the community, both in terms of economic growth and investment. In 2021-2022, the college's societal benefits totaled a present-day value of \$870.7 million, considering health savings, reduced crime rates, income assistance, and the value of increased future incomes for its students. The College was identified as a major contributor to the region's economy, generating an astounding \$674.6 million annually – equivalent to 3.3% of the service district's total gross regional product. LCC supports close to 8,900 jobs, which translates to 1 in every 24 jobs within the LCC Service District. The college's \$83.5 million payroll, coupled with an additional \$50.4 million in daily operational costs, stimulates further business activities in the local community – a phenomenon termed the 'multiplier effect'. Furthermore, the college's relationship with the community enables Lane to strategically provide programs and services to students as they develop, progress toward, and achieve their goals.⁴



² State Higher Education Finance Report (2022), State Higher Education Executive Officers Association
https://shef.sheeo.org/wp-content/uploads/2023/05/SHEEO_SHEF_FY22_Report.pdf

³ Lane Community College Annual Comprehensive Financial Report, 2023

⁴ Lane Community College Institutional Planning and Effectiveness Lighthouse report <https://www.lanec.edu/about-lane/planning-and-institutional-effectiveness>

STUDENT TYPES

Credit: students taking credit courses while seeking a degree or not seeking a degree

College Now: High school students taking Lane credit courses in their high school

Non-credit Skill Development: students taking adult basic skills (ABSE), GED or English as a Second Language (ESL) non-credit courses

Non-credit Continuing Education: students taking non-credit work force courses or non-credit continuing education.



AGE

All Credit Students (including College Now)

Under 25 Years: **8,222**

Average age: **23.8**

All Non-credit Students

Under 25 Years: **813**

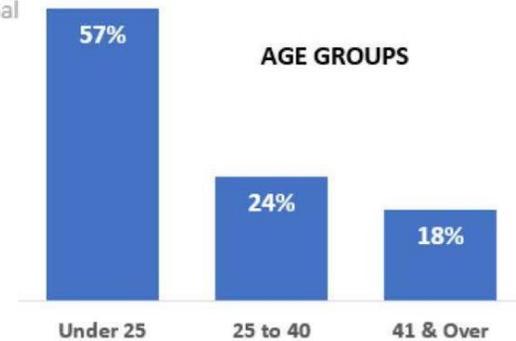
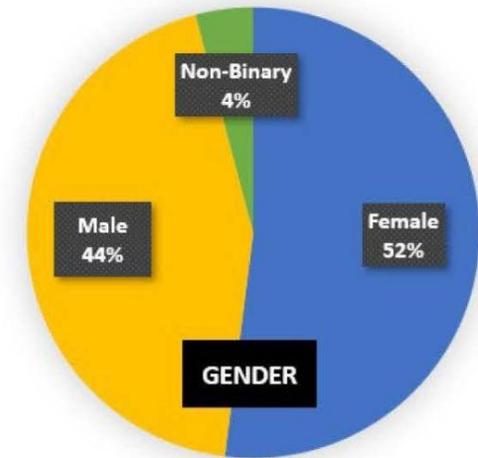
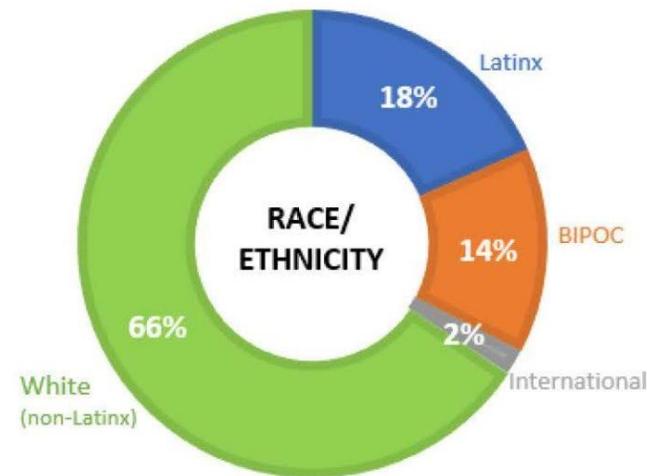
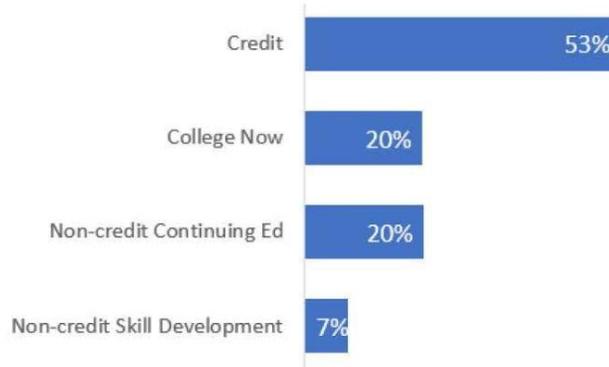
Average age: **42.4**



OUR STUDENTS

Academic Year 2022-23

15,721 students





College Now Credit Students

Student Headcount: **3,034**

Credits Attempted: **25,663**

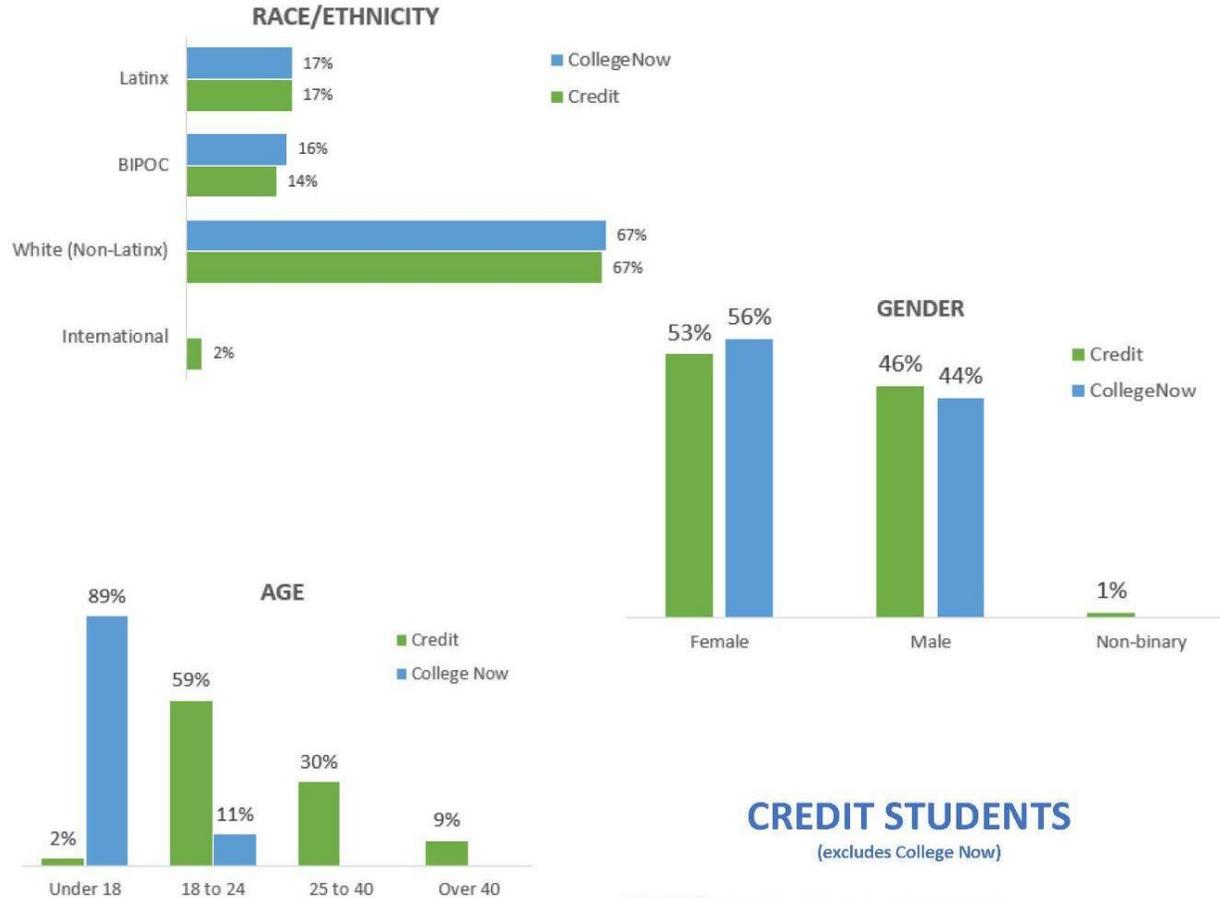
Credit Students

Student Headcount: **8,500**

Credits Attempted: **168,758**



OUR CREDIT STUDENTS



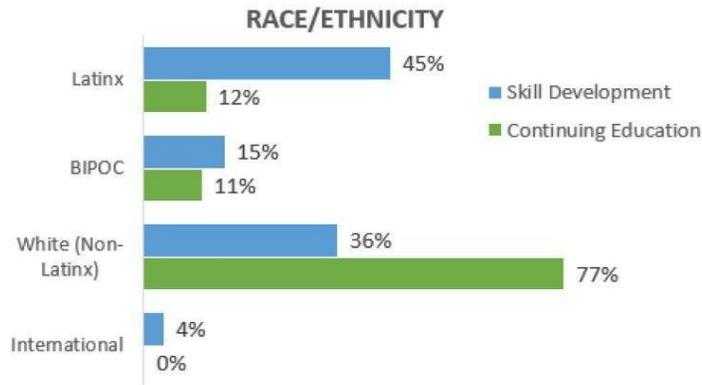
44% FIRST GENERATION

41% RECEIVED PELL

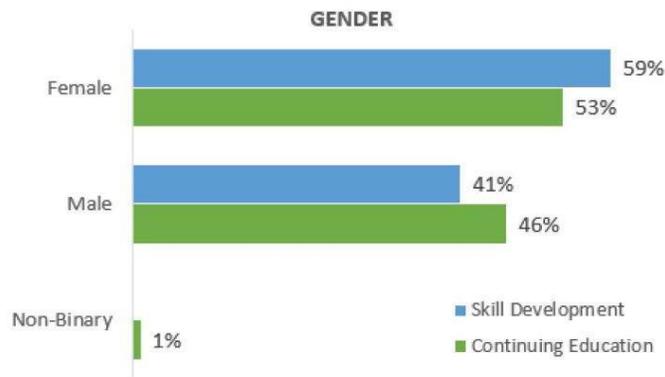
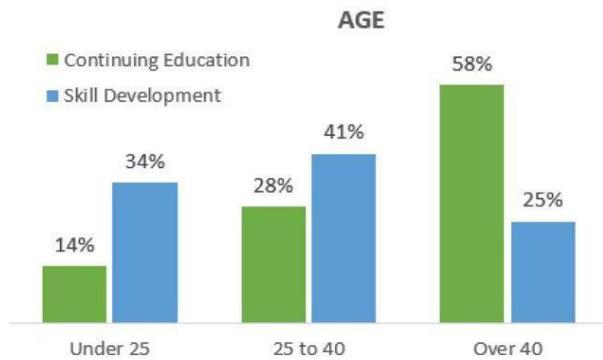
11% RECEIVED DISABILITY SERVICES

5% VETERANS

OUR NON-CREDIT STUDENTS



44%
NEW TO LANE
AY23



17%
FIRST
GENERATION



Non-credit Skill Development

Student Headcount: **1,129**

Clock Hours: **182,267**

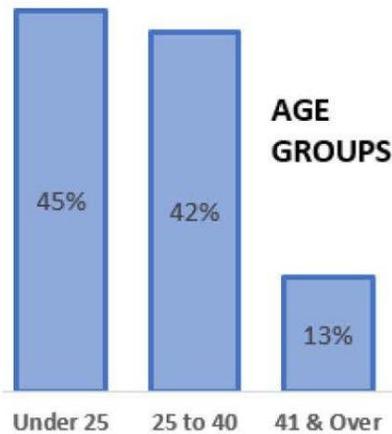
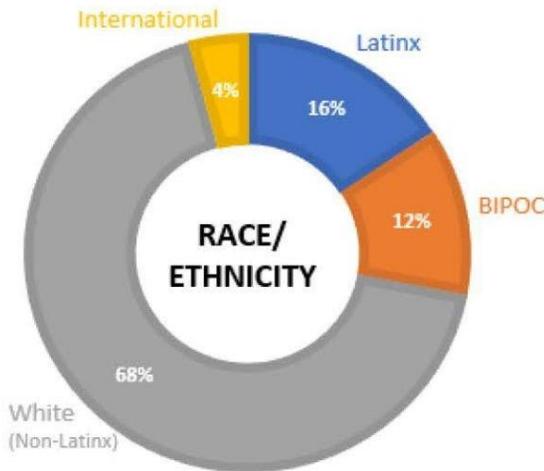
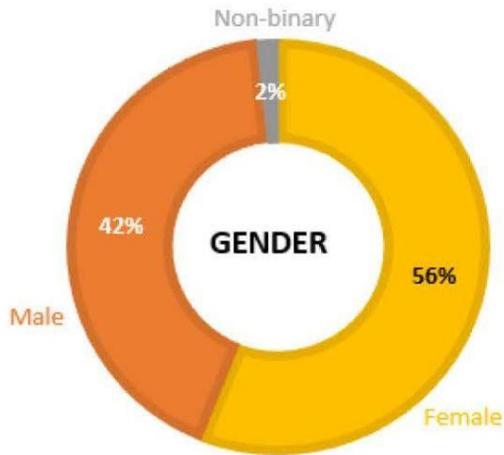
Non-credit Continuing Education

Student Headcount: **3,141**

Clock Hours: **161,040**



CREDENTIALS AWARDED IN ACADEMIC YEAR 2023



53% FIRST GENERATION

51% RECEIVED PELL

13% RECEIVED DISABILITY SERVICES

5% VETERANS



Transfer Associate Degrees: **1,054**

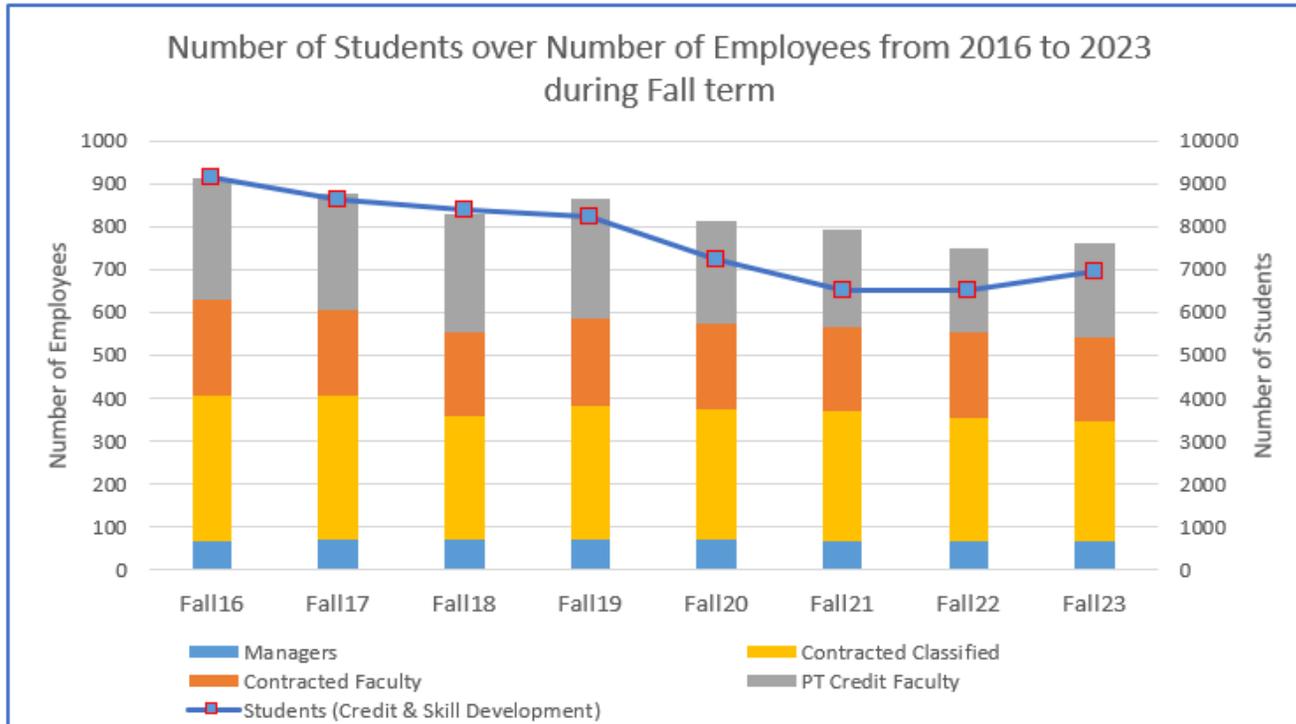
Career Technical Associate Degrees: **343**

Career Technical Certificates: **547**

Unduplicated Number of Students: **1,154**



Student Count Versus Employee Counts



YEAR	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23
Student Credits (ALL)	449,742	388,218	325,784	295,740	282,977	267,226	261,100	244,498	215,749	190,559	193,961
Student FTE (ALL)	14,018.0	12,312.0	10,466.0	9,250.0	8,716.0	8,320.0	8,076.7	7,354.0	6,245.8	5,587.0	5,832.4
Collegewide Personnel FTE	1,213.0	1,133.4	1,012.0	962.2	937.8	900.1	886.7	851.5	769.1	759.9	734.4
Collegewide Student to Personnel FTE Ratio	11.6	10.9	10.3	9.6	9.3	9.2	9.1	8.6	8.1	7.4	7.9
Instructional Faculty FTE	517.6	475.6	398.3	368.4	366.9	348.6	354.1	348.3	320.9	298.6	287.0
Associated Student FTE (excludes CollegeNow)	11,353.4	9,806.4	8,148.7	7,154.0	6,805.2	6,418.1	6,263.5	5,934.6	5,296.6	4,622.3	4,761.5
Instructional Student to Faculty FTE Ratio	21.9	20.6	20.5	19.4	18.5	18.4	17.7	17.0	16.5	15.5	16.6

ORGANIZATION CHART



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.

Denise Diamond, Retired English Professor; Currently, Artist at local Co-op
Elected July 1, 2023, term expires June 30, 2025
Zone 1-Western

Zach Mulholland, Government Relations Contractor, focus in Climate and Sustainability
Elected July 1, 2023 term expires June 30, 2027
Zone 2-Northern

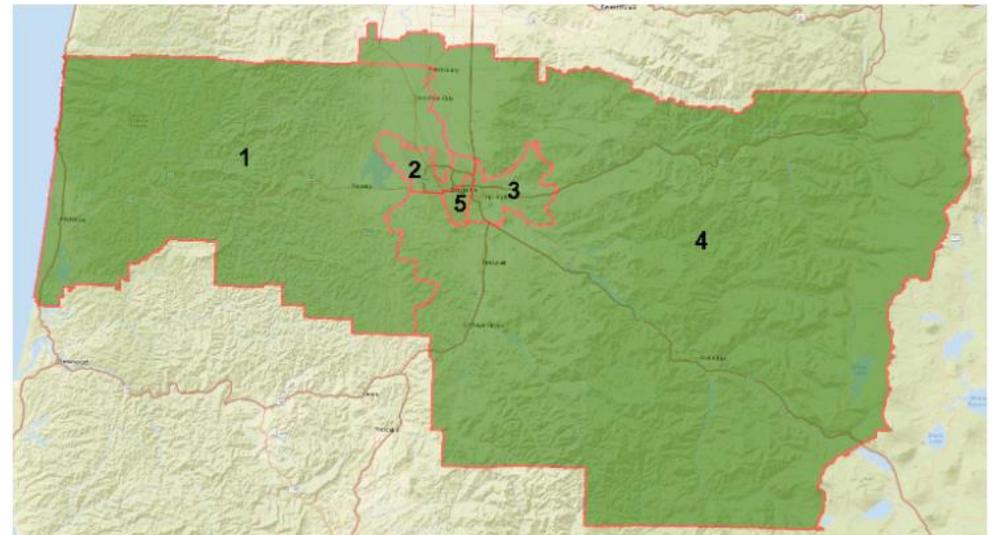
Mike Eyster, Retired Higher Ed. Administrator, Springfield
Elected May, 2021, term expires June 30, 2025
Zone 3-Marcola and Springfield

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, 2027
Zone 5 - Central Eugene

Kevin Alltucker, City of Eugene Consultant, Retired Professor
Elected July 1, 2023, term expires June 30, 2027
At-Large, Position 6

Lisa Fragala, Licensed Professional Teacher, Eugene
Elected July 1, 2023, term expires June 30, 2027
At-Large, Position 7



Shalynn Buys, LCC Student Government Association President, ex officio
Appointed March 2024, term ends June 2024
Student Representative

Budget Committee Members

The Budget Committee consists of the seven members of the Board of Education as well as seven citizens from the community. 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. The Budget Committee reviews the proposed budget each fiscal year and makes a recommendation on the budget in accordance with Oregon's Local Budget Law for final enactment.

Ron Preisler

Zone 1, three-year term ending June 30th, 2026

Siobhan Canc el

Zone 2, three-year term ending June 30th, 2024

Charles Kimball

Zone 3, three-year term ending June 30th, 2026

William Gray

Zone 4, completion of existing term ending June 30th, 2026

Sue Cutsogeorge

Zone 5, completion of existing term ending June 30th, 2024

Amber Patterson

At Large, completion of existing term ending June 30, 2025

Larissa Ennis

At Large, three-year term ending June 30, 2026

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.

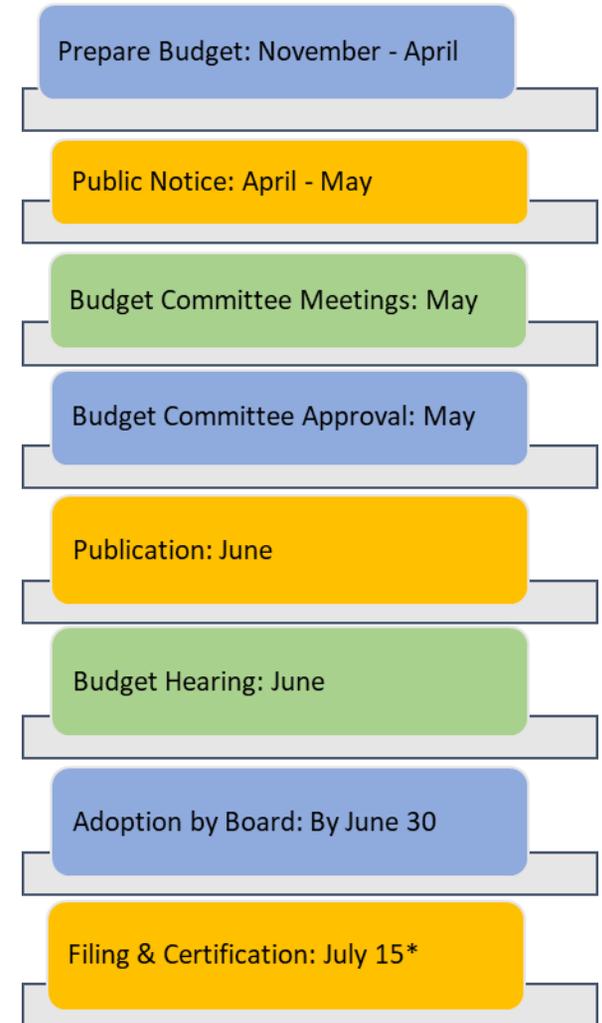
III Prepare a Proposed Budget

The Budget Officer supervises the preparation of a Proposed Budget, which includes the following actions:

- A. Discuss budget assumptions and with College leadership and stakeholders, including governance groups (e.g. College Council, Faculty Council, and Student Government), Budget Development Subcommittee, and the President’s Cabinet. Collaborate with Budget Partners such as Deans, Directors, and Budget Managers to receive budget and programmatic input.
- B. Develop resource (revenue) estimates and base expenditures budget
- C. Estimate preliminary surplus/deficit
- D. Determine tuition rate for Board approval
- E. Develop changes to base and final budgets in accordance with internal planning processes and Board of Education approval
- F. Prepare Budget Message for the Budget Committee, public, employees, students, and other stakeholders

IV Public Notice

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



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

V Budget Committee Meeting(s)

At least one Budget Committee meeting is held to 1) review the budget message and the document, 2) hear public comment, 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

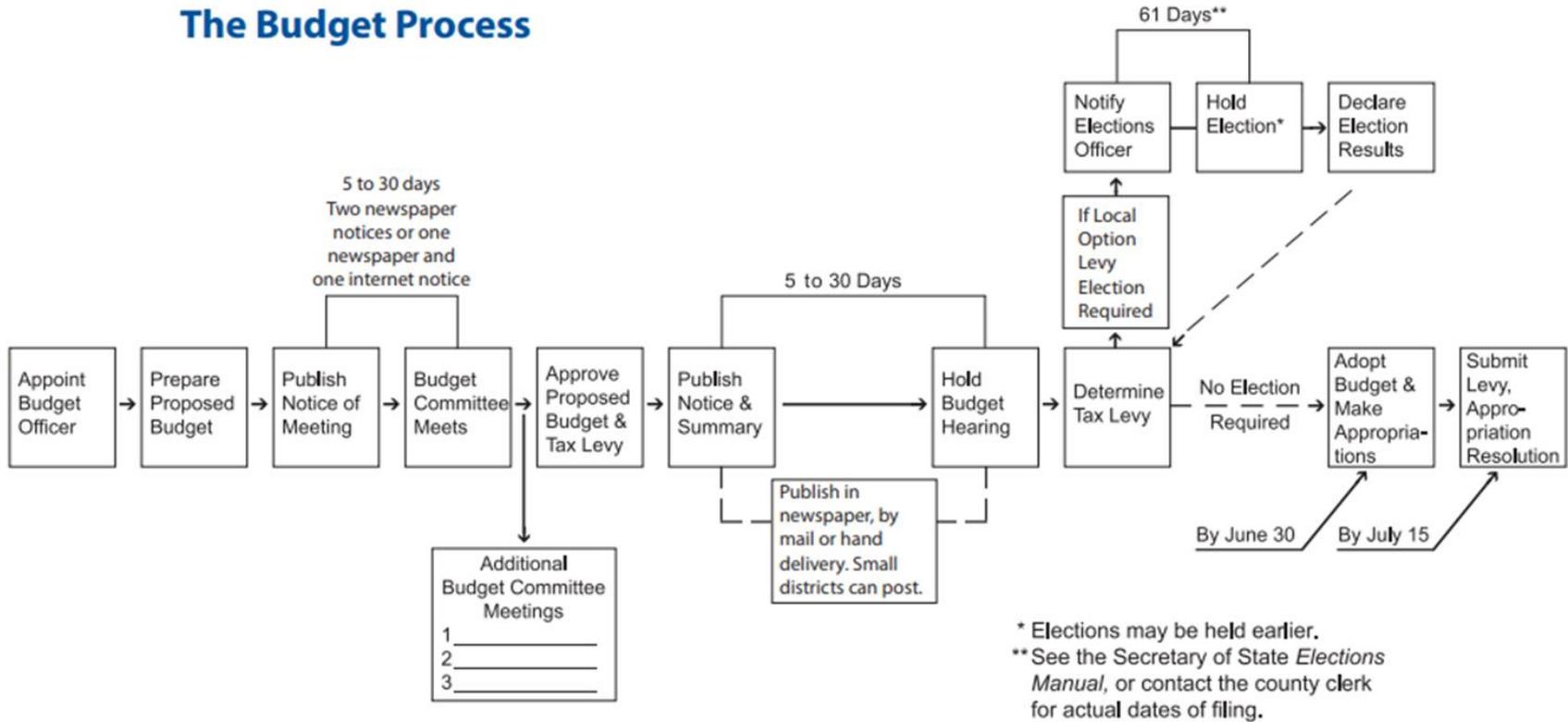
A copy of the complete budget is sent to the Lane County Clerk. When levying a property tax, Lane's Budget Officer submits notice of levy, categorization certification and resolutions to the County Assessor's office by July 15.

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 by resolution if amendments are adopted prior to the commencement of the subsequent budget fiscal year *and* the amount of estimated expenditures for each fund is not adjusted by more than 10%. If a fund's appropriation will increase 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.

The Budget Process



The College's Financial Structure Overview and Budgeting Methodology

The College's financial operations are fund accrual based and follow GAAP accounting standards. The LCC budget is also set based on guidance and requirements from Oregon Budget Law found in Oregon Revised Statutes (ORS) 294.305 to 294.565. Under the Law, budget operations are broken down into nine major fund categories with individual subfunds related to operational and programmatic units, referred to commonly as an organization and program. Revenues and expenditures, also referred to as resources and requirements, are assigned to standard account codes as registered in the College's enterprise resource planning system. The College uses the components and high-level assumptions below to determine both resources and requirements for each major fund, which is then applied individually to each organizational unit and program. Assumptions are adjusted more granularly within those planning levels, depending on the context and input from divisional stakeholders. Below is a description of each planning dimension, which are used in combination to develop the College's annual budget and for ongoing financial management. Further information is available in the sections to follow with each FY25 Fund summary.

Funds with Primary Function

- Fund I - General Fund (Primary Operations)
- Fund II - Internal Services (Printing and Graphics and Warehouse)
- Fund III - Debt Service (Bonds and Property payments)
- Fund IV - Capital Projects (Infrastructure Improvements)
- Fund V - Financial Aid
- Fund VI - Enterprise (Student Housing)
- Fund VII - Early Retirement (Retirement Expenditures)
- Fund VIII - Special Revenue (Grants and Contracts)
- Fund IX - Administratively Restricted (e.g., KLCC, Flight Academy and International Programs)

Primary Organizational Units

- **Academic Affairs** - includes activities related to faculty, curriculum development, and institutional effectiveness and planning. This also includes academic disciplines and programs, such as Health Professions, the Sciences, Arts and Humanities, and many others.
- **College Finance and Administration** - includes all functions related to financial controls of the College, such as accounting, budgeting, and procurement.
- **Facilities and Maintenance Planning** - administers all operations related to the physical campus, including grounds keep, custodial services, public safety, and repairs. Administers all Bond related projects.
- **Human Resources** - oversees all activities related to the employees of the College. The primary functions include payroll, benefits, and professional development.
- **Information Technology** - administers the technology across the College, including both physical and non-physical hardware and software.
- **Student Affairs** - includes all activities related to students, such as student groups, mental and health programs, enrollment, financial aid, and all other student support services.
- **Marketing and Public Relations** - engages in outreach and communication both internally and externally from the College community.
- **The Office of the President** - oversees all activities across campus as the primary responsible administrative function. The Office of the President reports directly to the Board of Education and works with all governance components of the College, such as College Council, Faculty Council, and Labor Union representatives.

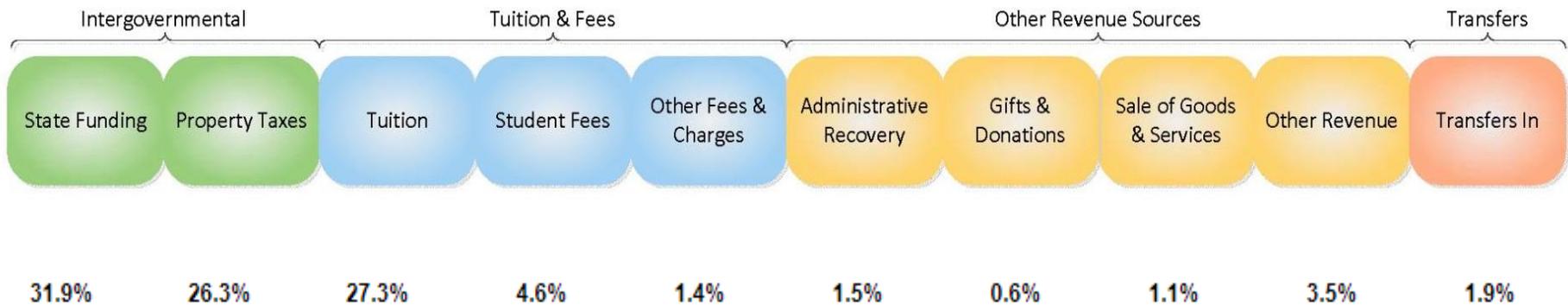
Programmatic Areas/Legal Level of Appropriations

- Instruction
- Instructional Support
- Student Services
- Community Services
- College Support Services
- Plant Operations & Maintenance
- Plant Additions
- Financial Aid
- Debt Services
- Contingency & Reserves

Resources

Available resources for the College include a wide range of revenue streams, such as State Funding, Property Taxes, and Tuition. Resources by definition include transfers in from funds and beginning fund balance, which is the carry forward from the prior fiscal year. This section presents the major operating resource categories for Lane’s General Fund and the methodologies used to analyze and forecast each category.

Figure 1: Operating Resource Categories, Fund I



State Funding (31.9%)

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 is primarily 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 local property tax increases have a negative correlation. Beginning in FY25, a new component will be included in the funding formula.

In addition to FTE, student support and success funding will ramp up to be 10% of the total state funding consideration beginning at 2% of funding in FY25. This portion of the funding will be allocated to Oregon’s Colleges based on three sets of metrics. They include the number of students within prioritized populations (low-income, adult, CTE/Workforce training, and underrepresented), early momentum metrics, and credential completion during the given academic year. More information about the updated funding model can be found on the website for the Higher Education Coordinating Commission.

<https://www.oregon.gov/highered/about/postsecondary-finance-capital/pages/community-college-funding-model.aspx>

FY25 Oregon Community Colleges State Funding Formula

$\frac{98\% \text{ of funding} = (\text{Next year's-imposed property tax revenue} - (1) + \text{General Fund appropriations by the Legislature})}{\text{Total Weighted Reimbursable FTE (2)}}$ <p style="text-align: center;">+</p> $2\% \text{ of funding} = \text{Metrics of Student Success and Support } (*\text{NEW to FY25})$

- (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 (26.3%)

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 potential additional revenue received by the college. Property tax revenues are incorporated into the state funding formula as illustrated on the previous page, 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 (27.3%)

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. The LCC Board of Education approved a 4% increase in tuition resulting in a six dollar increase to \$145 per credit hour for the 2024-25 academic year.

Student Fees (4.6%)

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

Mandatory Fees (Pending Board Approval)

- The **Technology Fee** is assessed to all credit students at a rate of \$14 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 the 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 the 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 \$63.07 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 the 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, \$31, **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.

Programmatic and Course-based Fees

- 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. The ICP is designed to aid a unit that generates special revenues from fees or charges that directly support a unit activity or program within the general fund. Fees collected from the ICP program are intended to be used for appropriate expenditures necessary to provide important educational experiences. These vary by class and are usually expended 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 (1.4%)

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 (1.5%)

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.
- 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 (.6%)

A primary source of gift and donation revenue 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, such as Peace Health's annual donation to the Health Professions Nursing program.

Sale of Goods and Services (1.1%)

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 (3.5%)

Other revenue sources include interest income, credits, rebates, miscellaneous other revenue, and the Employee Retention Credit (ERTC). 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 (1.9%)

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.

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"> • Capped at 3.2% 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

Resource Category	Data Sources	Key Forecasting Variables/Assumptions
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
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

Requirements

The requirements for the College include all of the day-to-day traditional operating expenditures, such as payroll and materials and services. It also includes other items such as transfers out to other funds for support and items held to internal Board policies. These include holding a 3% minimum unappropriated ending fund balance and specific contingencies and reserves. This section presents the major operating requirement categories for Lane’s primary operating Fund I and the methodologies used to analyze and forecast each category.

Operating Requirement Categories, Fund I



Summary of FY25 Budgeted Positions (all funds)

Position Category	Total Salary Base	Average Base Salary	Unique Headcount	Percent of Total
Classified	\$20,451,228	\$71,508	286	51.3%
Faculty	\$18,835,960	\$96,102	196	35.1%
Management	\$8,512,615	\$112,008	76	13.6%
Grand Total	\$47,799,804	\$85,663	558	

Contracted Salaries and Wages (41.9%)

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. While it is possible for positions to be paid from any fund, approximately 90% of positions are paid for by the general fund. The remainder are primarily paid for from Administratively Restricted funded programs on Fund IX, such as International Programs or the Flight Technology program.

Part-Time Salaries and Wages (9.6%)

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.

Labor Bargaining Agreements

The Faculty and Classified unions, LCCEA and LCCEF, ratified bargaining agreements in FY24 that resulted in impacts to the FY25 budget, and retroactively to the FY24 adopted budget for Classified positions. LCCEA agreed to roll forward their existing contract for one more year resulting in a standard step of 3.75% (for only those faculty who are eligible) and cost of living of 3.09% increases. LCCEF reached an agreement that increased their FY24 salaries by 6.75% plus eligible step increases. For FY25, Classified staff are budgeted for nearly a 4% salary increase plus eligible step increases.

Management staffing positions also underwent a third-party evaluation. Some of the management positions in FY25 will see salary increases above the standard cost of living of around 4% due to the results of the evaluation. This is intended to equalize base salaries and create parity to industry standards. Management positions will be realigned into a modernized step and grade system that will be intended to more closely follow Faculty and Classified frameworks.

Other Payroll Expenses (OPE) (30.3%)

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

Fiscal Year 2023 Actual OPE Expenditures - All College Funds

Category	Amount	% Total
Medical insurance	11,254,382	37.7%
Oregon Public Employees Retirement System (PERS)	3,220,139	10.8%
Pension obligation bond payments	10,535,375	35.3%
FICA (social security & Medicare)	3,755,669	12.6%
Employee tuition waiver program	478,061	1.6%
Classified benefit stipend	271,781	0.9%
Other miscellaneous expenses	92,723	0.3%
Unemployment insurance	84,438	0.3%
Workers' compensation	128,759	0.4%
Total All	29,821,326	

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.

10-Year OPE Rate History

Fiscal Year	15	16	17	18	19	20	21	22	23	24	25
Contracted Rate (%)	64	64	64	65	65	64	65	67	66	64	64
Part-Time Rate (%)	38	38	38	39	39	38	37	40	40	38	38
Student Rate (%)	10	10	10	10	10	10	10	10	10	10	10

The College has been able to stem OPE significant rate escalation, and mitigation of PERS rate increases through pension bond investment and PERS reserve funds. The FY25 OPE rates for all categories will stay the same partly as a result of PERS pension bonds which reduce PERS expense for the College through 2042 and Oregon Public Employee Benefit Board Health Insurance increases being capped at 3% annually. The long-range forecast does anticipate a cost increase in future biennia due to state projections and the expirations of a PERS bond in 2027.

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 (14.7%)

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. For FY25, assumptions included an across the board 3% cost increase with exceptions to allocate a higher rate increase to support specific College needs.

Capital Outlay (.08%)

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. Typically, an annual allocation is provided from the general fund to prioritized departmental capital needs through the department planning process.

Over the last several years, capital outlay for deferred maintenance and upgrades for IT infrastructure have been reduced from the budget. The total cost to the College, both direct and indirect, has reached a critical level. The FY25 budget includes increasing investment into those areas, but still falls short of the actual need. Further investment will need to be increased in future years.

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. See below in the Fund Summary section for a full schedule of transfers.

Contingencies, Reserves, and Unobligated Ending Fund Balances

The College also has Board established contingencies and reserves to ensure financial stability and security. These financial protections are critical, especially during times of uncertainty including periods of declining enrollment, political and social headwinds with funding in higher education, and rapid cost escalation due to inflation. The following table identifies existing contingencies, reserves, and Board policies budgeted for FY25.

FY25 General Fund Contingencies and Reserves

Name and Board Policy (BP)	Budgeted Amount	Description
Unappropriated Ending Fund Balance (BP295)	\$3,002,242	Board Policy requires 3% of the total operational expenditure budget. May not be used for standard operations.
Board Oversight Contingency (BP270)	\$497,490	Board contingency of .5% of budgeted revenues for strategic initiatives.
Administrative Operational Contingency (BP270)	\$994,259	Admin Contingency that requires President approval to spend, 1% of budgeted revenues
Reserve For Revenue Shortfall (BP290)	\$350,000	Covers approximately 1.5% of tuition revenue based on enrollment growth targets (3.5% for FY25)
Carry Forward Authority	\$775,000	Allows budget authority for carry forward balances included in planning at the unit level
Total	\$5,618,991	

*Board Financial Policies are detailed in Appendix B - Financial Policies

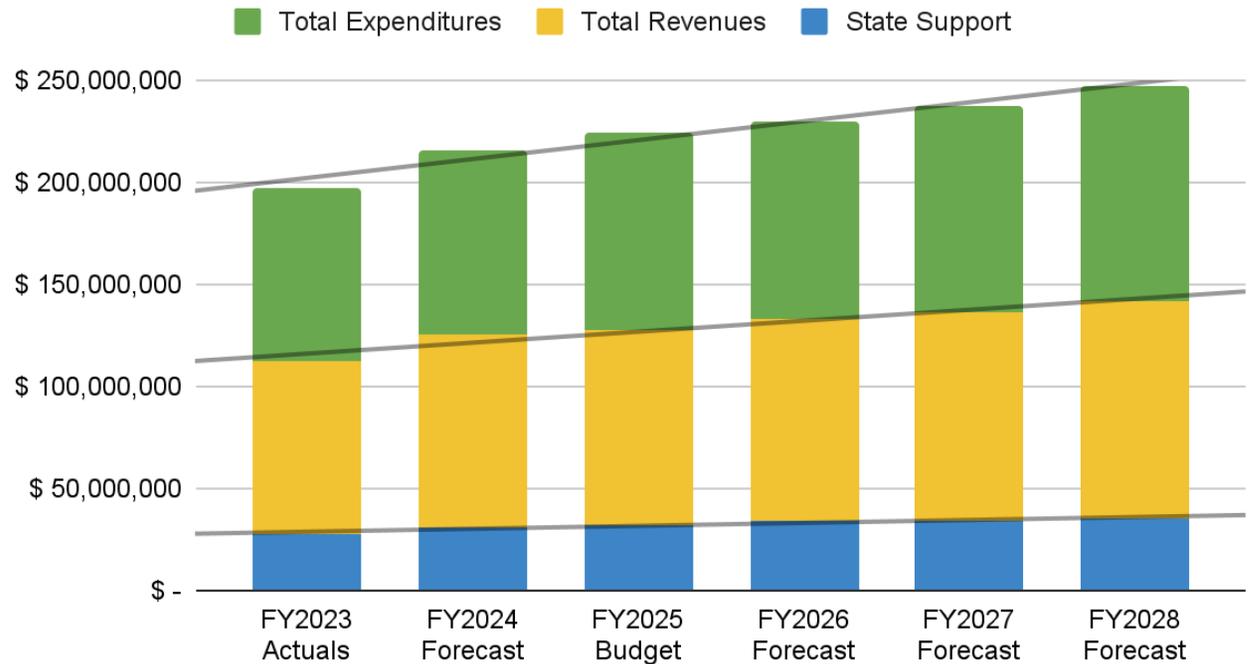
Summary of Requirement Categories, Data Sources and Key Forecasting Variables/Assumption

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 • Vacancy savings 	<ul style="list-style-type: none"> • Staffing levels • Bargaining agreements
Part-Time Salaries & Wages	<ul style="list-style-type: none"> • Enrollment and activity levels • Contracted staffing levels • Step and salary schedule adjustments or bargaining agreements 	<ul style="list-style-type: none"> • Enrollment levels • Contracted staffing levels • Bargaining agreements
Other Payroll Expenses (OPE)	<ul style="list-style-type: none"> • Actual collections and expenses • Base salary levels • PERS rates • Bargaining agreements 	<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

Long Range Planning

The College has long-range planning frameworks that allow for forecasting of budget elements both for the coming years, and also for several years in advance. These models project variables such as projected State Funding, Property Tax revenues, and Enrollment driven revenue, such as tuition and fees from students. LCC uses historic analysis on State Funding as well as feedback from stakeholders, the Oregon Community Colleges Business Officers forum and the HECC to inform what the next State biennium range of funding might generate. Property taxes follow consistent legislatively-capped growth on an annual basis. Enrollment revenues are informed by multiple campus stakeholder groups within the College to guide reasonable projection ranges of enrollment growth, and after an in-depth review of the Higher Education Price Index, other inflationary measures, and benchmarking with other Oregon Community Colleges.

Projected State Support Estimates



Compensation changes on an annual basis are driven primarily by collective bargaining agreements, and projections of market-driven salary benchmarking. OPE includes projections of PERS rates, bargaining agreements, and anticipated changes to insurance premiums. Other material and supply and capital expenses are projected using inflationary measures and projections of the economic climate, as well as strategic needs of the College.

All of these variables are modeled together to help trend Ending Fund Balances, resources and expenditures on an annual basis, and allow for multiple years of forecasting.

Importantly, each of the aforementioned variables are discussed with the College’s Budget Development Sub-Committee of College Council, recommended to College Council for review and approval, and shared with the Board of Trustees for feedback and approval as required for individual budget years, and these long-range analyses greatly inform outcomes of decisions over multiple years.

In the scenario where State Funding remains flat in the projected outyears, the College requirements will begin to outpace total resources and deplete the College's ending fund balance and reserves. Therefore, State Funding levels are the primary driver in long-range planning at this time. The College considers several scenarios during long range planning and updates continuously based on any new information.



2024-2025 Proposed Budget

FY25 LCC BUDGET SNAPSHOT

TOTAL LCC BUDGET

\$ 305.7

MILLION

↓ -9%

From FY24 Adopted Budget

Key Principles

- The College cannot afford to maintain all its current programs and services 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 inclusion and improve its financial stability and sustainability.



How is a tuition dollar spent?



49¢
Instruction

23¢
College
Support
Services

11¢
Student
Services

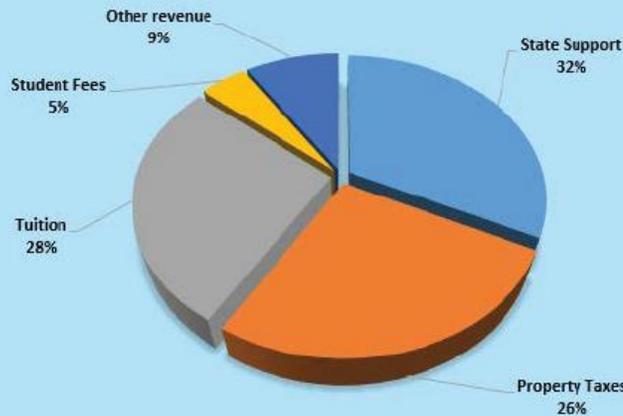
8¢
Plant
Oper.
& Maint.

8¢
Inst.
Sup.

1¢
Other
Uses

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 FY23
General Fund Actuals



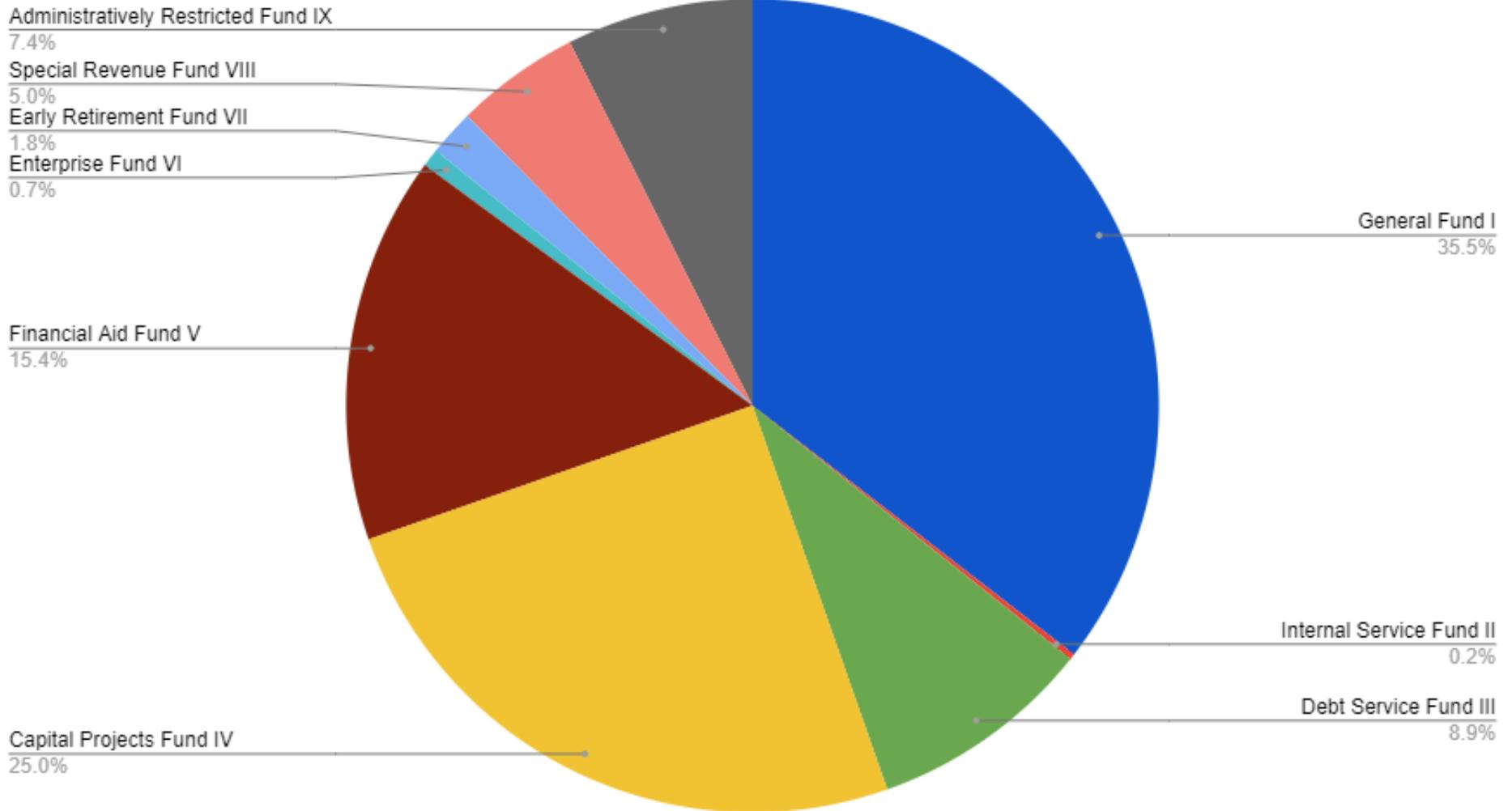
FY23 General Fund Revenue

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.

Summary of all Major Funds

Major Fund Category	FY22 Actuals	FY23 Actuals	FY24 Adopted Budget	FY25 Proposed Budget	Major Change Explanation
General Fund I	84,043,930	84,964,019	95,089,153	108,465,401	Increase in enrollment, tuition and student fees
Internal Service Fund II	501,678	513,211	655,000	678,960	
Debt Service Fund III	89,085,074	24,819,792	26,591,733	27,276,805	
Capital Projects Fund IV	7,026,616	21,400,524	111,383,650	76,584,450	Continued Bond 2020 utilization
Financial Aid Fund V	23,298,099	25,828,023	41,387,500	47,082,500	Increase in enrollment
Enterprise Fund VI	2,360,724	1,789,157	2,086,154	2,204,682	
Early Retirement Fund VII	404,403	495,483	5,530,000	5,580,000	
Special Revenue Fund VIII	29,721,935	19,686,602	35,330,000	15,167,324	Decrease in grant funds due to overbudgeting in 2023-24
Administratively Restricted Fund IX	11,262,824	13,444,030	18,700,357	22,700,549	Increase in student fees, net working capital and transfer in from General Fund
Total All Funds	247,705,283	192,940,841	336,753,547	305,740,671	

FY25 Proposed Budget - All Funds



			Lane Community College FY2025 Budget and Fund Structure					
Fund I General Fund 108,465,401	Fund IX Special Revenue Admin Restricted 22,700,549	Fund II Internal Service Fund 678,960	Fund III Debt Service Fund 27,276,805	Fund IV Capital Projects Fund 76,584,450	Fund V Financial Aid Fund 47,082,500	Fund VI Enterprise Fund 2,204,682	Fund VII Early Retirement Fund 5,580,000	Fund VIII Special Revenue Fund 15,167,324
Transfers \$2,674,381	Transfers \$2,049,688	Transfers \$0		Transfers \$0	Transfers \$50,000	Transfers \$790,000	Transfers \$0	Transfers \$0
Instruction \$50,491,161	Instruction \$2,904,051	College Support Services \$628,960; IT 25,000 Institute for Sustainable Practices \$50,000 Motor Pool \$40,000 Printing & Graphics & Warehouse \$513,960	Debt Service \$27,276,805	Capital Projects \$76,584,450	Financial Aid \$46,532,500	Student Services \$1,414,682	Instruction \$5,580,000	Instruction \$6,909,200
Instructional Support \$8,111,962	Instructional Support \$1,550,720				Contingency \$500,000			Instructional Support \$150,000
Student Services \$11,342,685	Student Services \$6,299,555							Student Services \$455,000
College Support Services \$21,963,741	Community Services (KLCC) \$2,525,240	Contingency \$50,000						Community Services \$3,800,000
Plant Operation & Maintenance FM&P \$8,262,480	College Support Services \$3,001,295							College Support Services \$353,124
Contingency \$2,616,749 UEFB \$3,002,242	Contingency \$4,370,000							Plant Additions \$3,500,000
Instruction	Instructional Support	College Support Services	Student Services	Community Services	Plant Operations	Debt Service	Capital Projects	

Consolidated Schedule of Revenues, Expenditures and Changes in Fund Balance - All Funds

All Funds Resources	FY22 Actuals	FY23 Actuals	FY24 Adopted Budget	FY25 Proposed Budget	Explanation of major changes in budget
SUMMARY					
Total Resources	398,044,211	328,261,153	336,753,547	305,740,671	
Less: Total Requirements	(247,705,194)	(192,804,048)	(336,753,547)	(305,740,671)	
REVENUES OVER-(UNDER) REQUIREMENTS	150,339,017	135,457,105	0	0	

All Funds Resources	FY22 Actuals	FY23 Actuals	FY24 Adopted Budget	FY25 Proposed Budget	Explanation of major changes in budget
RESOURCES					
State Support	40,345,659	44,916,347	54,566,000	45,922,097	Lower grant budget due to over budget in FY24
Federal Support	42,184,727	25,553,000	40,400,000	40,235,442	
Local Support	16,416	42,536	2,000,000	425,000	Lower grant budget due to over budget in FY24
Property Taxes	35,587,353	37,126,960	39,026,000	39,651,068	
Tuition	20,703,453	21,946,478	26,520,147	29,351,377	Increased enrollment and tuition rate
Student Fees	8,770,216	9,552,369	10,716,750	12,101,340	Increased enrollment and proposed rate changes
Other Sources:					
Beginning Fund Balance	157,371,864	150,365,196	127,085,233	99,396,320	Lower capital projects fund beginning fund balance
Sale of Goods and Services	2,046,515	2,307,739	2,860,940	2,791,620	
Other Revenues	85,676,943	32,773,194	30,508,596	30,302,338	
Transfers In	5,341,065	3,677,334	3,069,881	5,564,069	Increased transfers to/from Administratively Restricted Fund
TOTAL RESOURCES	398,044,211	328,261,153	336,753,547	305,740,671	

REQUIREMENTS

All Funds Resources	FY22 Actuals	FY23 Actuals	FY24 Adopted Budget	FY25 Proposed Budget	Explanation of major changes in budget
SUMMARY					
All Funds Requirements	FY22 Actuals	FY23 Actuals	FY24 Adopted Budget	FY25 Proposed Budget	Explanation of major changes in budget
Instruction	53,356,482	53,068,028	63,247,692	65,884,412	
Instructional Support	8,413,265	8,310,538	8,582,558	9,812,682	
Student Services	26,679,324	17,618,863	29,748,283	19,511,922	Lower grant budget due to overbudget inf 2023-24
Community Services	8,367,249	8,841,674	9,857,665	6,325,240	Lower grant budget due to overbudget inf 2023-24
College Support Services	17,513,283	18,009,875	20,517,508	25,947,120	Higher personnel and liability insurance costs
Plant Operations & Maintenance	6,225,458	6,343,742	6,460,263	8,262,480	Increased investment in deferred maintenance
Plant Additions	9,475,895	26,343,489	114,983,650	80,084,450	Lower bond spending
Financial Aid	23,248,099	25,770,713	40,837,500	46,532,500	Increased enrollment
Debt Services	89,085,074	24,819,792	26,591,733	27,276,805	
Contingency	-	-	10,356,814	7,536,749	Reduction in reserve for revenue shortfall
Unappropriated Ending Fund Balance (UEFB)	-	-	2,500,000	3,002,242	Per Board Policy
Transfers Out	5,341,065	3,677,334	3,069,881	5,564,069	Increased transfers to/from Administratively Restricted Fund
TOTAL REQUIREMENTS	247,705,194	192,804,048	336,753,547	305,740,671	
ENDING FUND BALANCE	150,339,017	135,457,105	-	-	

Detailed Schedule of Transfers - All Funds

Fund	Revenues	Expenditures	Comments
GENERAL FUND I			
To Internal Service Fund II	-	181,960	Printing and Graphics
To Debt Service Fund III	-	847,449	Qualified Energy Conservation Loan \$143,018; Titan Court int. payment \$464,200; cover deficit \$240,231
To Capital Projects Fund IV	-	313,000	Strategic Initiatives-major maintenance
To Special Revenue-Administratively Restricted Fund IX	-	1,331,972	To reduce subfund deficit in Fund 9 \$1,170,000; support Learning Garden \$24,455; support Flight Tech. \$137,517
From Financial Aid Fund V	50,000	-	Financial Aid transfer
From Special Revenue-Administratively Restricted Fund IX	1,855,938	-	PERS Reserve \$1,235,938; Academic Technology Center contribution \$170,000; International Program contribution to Titan Court debt payment \$450,000
TOTAL	\$1,905,938	\$2,674,381	
Internal Service Fund II			
From General Fund	\$181,960	\$ -	Printing and Graphics
TOTAL	\$181,960	\$ -	
DEBT SERVICE FUND III			
From General Fund I	847,449	-	Qualified Energy Conservation Loan \$143,018; Titan Court int. payment \$464,200
From Enterprise Fund VI	790,000	-	Full Faith and Credit Obligations-Titan Court Debt Payment
TOTAL	\$1,637,449	\$ -	
CAPITAL PROJECTS FUND IV			
From General Fund I	313,000	-	Strategic Initiatives-major maintenance
From Special Revenue-Administratively Restricted Fund IX	193,750	-	Transportation and Parking \$150,000; Longhouse \$43,750
TOTAL	\$506,750	\$ -	
FINANCIAL AID FUND V			
To General Fund	-	50,000	Financial Aid transfer

Fund	Revenues	Expenditures	Comments
TOTAL	\$ -	\$50,000	
ENTERPRISE FUND VI			
To Debt Service Fund III	-	790,000	Full Faith and Credit Obligations-Titan Court Debt Payment
TOTAL	\$ -	\$790,000	
SPECIAL REVENUE-ADMINISTRATIVELY RESTRICTED FUND IX			
To General Fund I	-	1,855,938	PERS Reserve \$1,235,938; ATC contribution \$170,000; IP contribution to Titan Court debt payment \$450,000
To Capital Projects Fund IV	-	193,750	Transportation and Parking \$150,000; Longhouse \$43,750
From General Fund I	1,331,972		To reduce subfund deficit in Fund IX
TOTAL	\$1,331,972	\$2,049,688	
TOTAL TRANSFERS - ALL FUNDS	\$5,564,069	\$5,564,069	

Strategic Investments

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 FY25 budget allocations (investments) from strategic planning, program review and department planning.

FY25 Budget Allocations (Investment) from Strategic Planning, Program Review and Department Planning

Strategic Initiative Type	Investment Amount	Objective
Overall Facilities Deferred Maintenance	\$550,000	Address the growing needs of aging infrastructure. Deferred maintenance funding has been severely reduced over the last 5-10 years creating high risk across all of the College's facilities.
IT Infrastructure & Cyber Security	\$550,000	Much of the IT infrastructure at the College is approaching critical lifespan. This includes printer and computer fleets that are vulnerable to cyber-attacks.

Strategic Initiative Type	Investment Amount	Objective
Enrollment Growth Investment	\$200,000	The College has prioritized community outreach and partnerships to not only recruit new students but also to retain them. LCC also has outside contracts to enhance recruitment efforts. These efforts have yielded great success in the past fiscal year. This investment will maintain and increase funding for those partnerships.
Lane Forward	\$50,000	In the pilot phase of this cross-campus collaboration effort, the College provided micro-funding to seven teams that will launch projects to improve the student experience, collaboration and innovation among the LCC community. This investment will increase the funding for FY25 to \$300,000.
Total Strategic Investments	\$1,350,000	

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 tuition and fees and receipt of property tax revenues.

Budgetary Statement of Resources, Requirements and Changes in Fund Balance FY25 Adopted Budget

Category	General Fund	Admin Restricted	Capital Projects	Enterprise	Internal Service	Special Revenue	Financial Aid	Debt Service	Early Retirement Fund	Total
Resources										
Beginning Fund Balance	9,570,425	6,440,695	75,997,700	100,000	50,000	700,000	517,500	530,000	5,490,000	99,396,320
Intergovernmental - State	31,824,200	-	-	-	-	5,307,897	8,790,000	-	-	45,922,097
Intergovernmental - Federal	-	-	-	-	-	7,835,442	32,400,000	-	-	40,235,442
Intergovernmental - Local	-	-	-	-	-	425,000	-	-	-	425,000
Intergovernmental - Property Taxes	26,192,000	-	-	-	-	-	-	13,459,068	-	39,651,068
Tuition & Fees	31,775,704	9,537,013	-	-	-	140,000	-	-	-	41,302,717

Category	General Fund	Admin Restricted	Capital Projects	Enterprise	Internal Service	Special Revenue	Financial Aid	Debt Service	Early Retirement Fund	Total
<i>Other Sources:</i>									-	0
Sale of Goods and Services	1,057,070	1,477,550	-	-	227,000	30,000	-	-	-	2,791,620
Transfers In	1,905,938	1,331,972	506,750		181,960			1,637,449		5,564,069
Other Revenues	6,140,064	3,913,319	80,000	2,104,682	220,000	728,985	5,375,000	11,650,288	90,000	30,302,338
Total Revenues	108,465,401	22,700,549	76,584,450	2,204,682	678,960	15,167,324	47,082,500	27,276,805	5,580,000	305,590,671
Expenditures/Reserve/Contingency										
Instruction	50,491,161	2,904,051	-	-	-	6,909,200	-	-	5,580,000	65,734,412
Instructional Support	8,111,962	1,550,720	-	-	-	150,000	-	-	-	9,812,682
Student Services	11,342,685	6,299,555	-	1,414,682	-	455,000	-	-	-	19,511,922
Community Services	-	2,525,240	-	-	-	3,800,000	-	-	-	6,325,240
College Support Services	21,963,741	3,001,295	-	-	628,960	353,124	-	-	-	25,947,120
Plant Operations & Maintenance	8,262,480	-	-	-	-	-	-	-	-	8,262,480
Plant Additions	-	-	76,584,450	-	-	3,500,000	-	-	-	80,084,450
Financial Aid	-	-	-	-	-	-	46,532,500	-	-	46,532,500
Transfers Out	2,674,381	2,049,688		790,000			50,000		-	5,564,069
Debt Services	-	-	-	-	-	-	-	27,276,805	-	27,276,805
Ending Fund Balance	3,002,242									3,002,242
Contingency	1,491,749	4,370,000			50,000		500,000			6,411,749
Reserve	1,125,000	0		0		-	0		-	1,125,000
Total Expenditures	108,465,401	22,700,549	76,584,450	2,204,682	678,960	15,167,324	47,082,500	27,276,805	5,580,000	305,590,671
RESOURCES OVER-(UNDER) REQUIREMENTS	0	0	0	0	0	0	0	0	0	0

*Contingency and Reserve Requirements are listed below:

Contingency and Reserves										
Requirement	General Fund	Admin Restricted	Capital Projects	Enterprise	Internal Service	Special Revenue	Financial Aid	Debt Service	Early Retirement Fund	Total
BP270: Board Contingency*	497,490	-	-	-	-	-	-	-	-	497,490
BP270: Administrative Contingency*	994,259	-	-	-	-	-	-	-	-	994,259
Reserve for restricted carry over/adjustment	775,000	-	-	-	-	-	-	-	-	775,000
Operating Contingency	-	4,370,000	-	-	50,000	-	500,000	-	-	4,920,000
Shortfall Revenue Reserve	350,000	-	-	-	-	-	-	-	-	350,000
Total Amounts	2,616,749	4,370,000	-	-	50,000	-	500,000	-	-	7,536,749



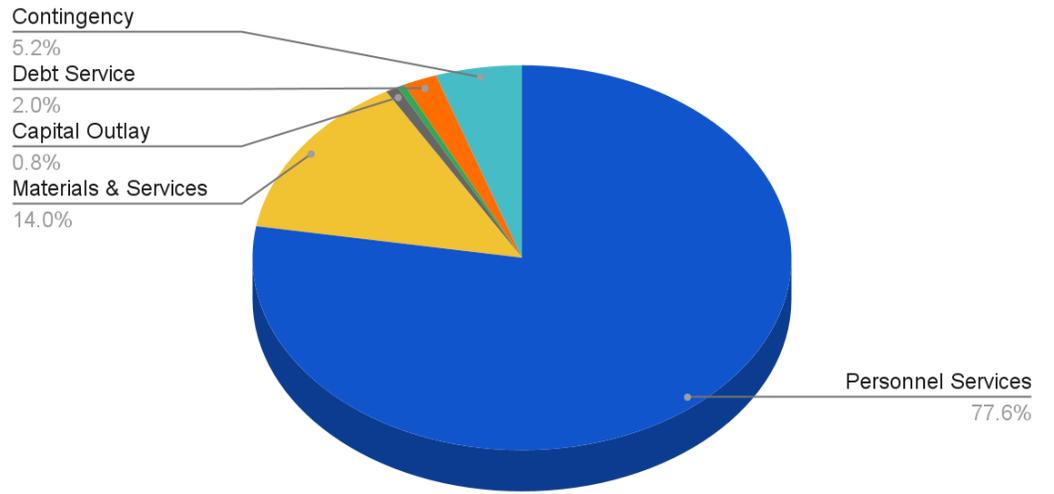
GENERAL FUND

(Fund I)

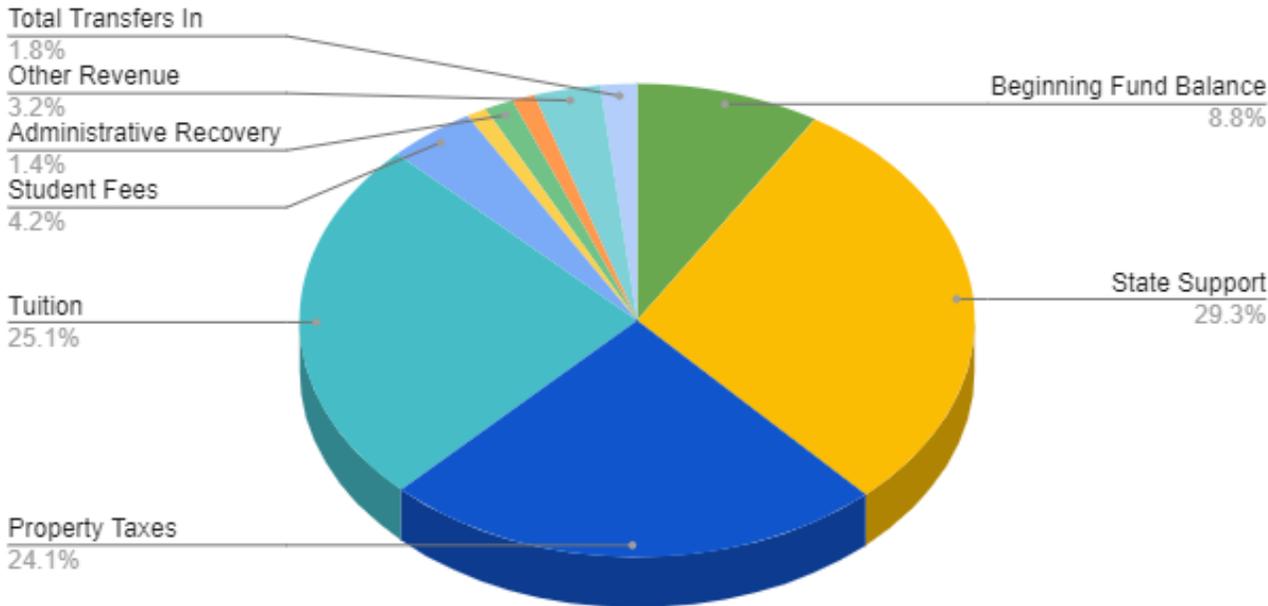
Fund I – General Fund

The General Fund (Fund I) accounts for all resources traditionally associated with operating the College that are not required legally or by sound financial management to be accounted for in another fund. Excluding the 2020 Bond, the General Fund contains more than half of the College’s financial activity. Fund I consists of 90% of the College’s payroll expense and more than half of the materials and supplies expense. Long-range planning and forecasts also look primarily at the General Fund, as even indirect activity in other major funds can be reflected through Fund I transfers. It is the primary financial engine for the College’s day-to-day and at-large operations.

General Fund (Fund I) Expense Composition



General Fund (Fund I) Resources



Summary of Resources & Requirements	FY22 Actuals	FY23 Actuals	FY24 Adopted Budget	FY25 Proposed Budget	
Total Resources	92,137,391	92,452,102	95,089,153	108,465,401	Increase in enrollment, student fees and tuition and beginning fund balance
Less: Total Requirements	(84,043,930)	(84,827,222)	(95,089,153)	(108,465,401)	Increase in labor costs, materials and services, and transfers
RESOURCES OVER-(UNDER) REQUIREMENTS	8,093,461	7,624,880	-	-	

General Fund I Resources					
General Fund Resources	FY22 Actuals	FY23 Actuals	FY24 Adopted Budget	FY25 Proposed Budget	Explanation of changes in budget of > 10% and greater than \$100,000
RESOURCES					
Beginning Fund Balance	7,910,991	8,093,461	3,646,566	9,570,425	Budgeted at current projection
Federal Support	4,087,387	1,267,789	-	-	
State Support	28,707,387	27,737,457	29,796,000	31,824,200	
Property Taxes	23,029,149	24,170,351	25,123,000	26,192,000	
Tuition & Fees:					
Tuition	18,871,513	19,958,501	24,474,647	27,230,706	Increased tuition and projected enrollment
Student Fees	3,354,179	3,713,997	4,002,250	4,544,998	Increased student fees and projected enrollment
Other Sources:					
Sale of Goods and Services	911,433	974,958	957,000	1,057,070	Projected higher Dental Clinic revenue
Administrative Recovery	1,376,583	1,618,996	1,285,000	1,505,645	Projected increase in grant indirect revenue
Other Fees & Charges	2,251,217	1,863,316	1,209,340	1,182,693	
Other Revenue	381,753	1,425,966	3,065,350	3,451,726	Projected higher interest revenue
Total Revenues	82,970,603	82,731,331	89,912,587	96,989,038	

General Fund I Resources					
General Fund Resources	FY22 Actuals	FY23 Actuals	FY24 Adopted Budget	FY25 Proposed Budget	Explanation of changes in budget of > 10% and greater than \$100,000
<i>Transfers In:</i>					
Transfer In Capital Projects Fund IV	300,000	-	-	-	
Transfer In Financial Aid Fund V	50,000	57,310	50,000	50,000	
Transfer In Administratively Restricted IX	905,797	1,570,000	1,480,000	1,855,938	See FY25 transfer schedule
<i>Total Transfers In</i>	<i>1,255,797</i>	<i>1,627,310</i>	<i>1,530,000</i>	<i>1,905,938</i>	
TOTAL RESOURCES	92,137,391	92,452,102	95,089,153	108,465,401	

General Fund I Requirements by Program and Unit					
Requirements	FY22 Actuals	FY23 Actuals	FY24 Adopted Budget	FY25 Proposed Budget	Explanation of changes in budget of > 10% and greater than \$100,000
Academic & Student Affairs	-	136,200	-	-	
Academic Technology	754,017	799,432	693,474	1,046,577	Reinstated one-time position holds and two years of classified wage increases
Advanced Technologies	2,385,185	2,452,347	2,507,548	3,326,400	Faculty salary increases and two years of classified wage increases
Arts & Humanities	8,561,573	9,011,292	8,940,062	8,450,092	
Business & Computer Information Technology	2,795,078	2,780,595	2,592,271	3,581,774	Faculty salary increases and two years of classified wage increases
Career Pathways	393,996	158,807	799,180	725,398	
College & Career Foundations	2,673,447	3,069,923	2,986,714	3,878,100	Faculty salary increases and two years of classified wage increases
Cooperative Education	759,197	817,263	896,509	924,764	
Culinary Arts, Hotel/Restaurant/Tourism	478,848	5,078	-	147,095	Included in Career Pathways in 2023-24
Extended Learning	748,399	762,202	604,407	845,703	Reinstated one-time position holds and two years of classified wage increases

General Fund I Requirements by Program and Unit					
Requirements	FY22 Actuals	FY23 Actuals	FY24 Adopted Budget	FY25 Proposed Budget	Explanation of changes in budget of > 10% and greater than \$100,000
Flight Technology	636,029	855,166	780,118	1,356,934	Reinstated one-time position holds, faculty salary increases and two years of classified wage increases
Health & Physical Education	1,191,645	1,211,144	1,373,306	1,290,371	
Health Professions	9,859,647	10,570,631	10,171,023	12,355,143	Reinstated one-time position holds, faculty salary increases and two years of classified wage increases
Lane Community College at Cottage Grove	7,584	7,790	11,078	15,800	
Lane Community College at Florence	464,258	420,820	471,863	525,653	
Non-Departmental	(139)	100	192,177	-	
Science, Mathematics, & Engineering	7,520,173	7,605,257	8,008,457	7,971,897	
Social Science	3,509,265	3,848,262	3,819,761	3,755,127	
Special Instructional Projects	140,092	229,234	172,500	179,400	
Student Success	320,181	281,556	209,289	114,933	
Total Instruction	43,198,475	44,886,899	45,229,737	50,491,161	
Total FTE - 420.4					

Requirements for Instructional Support by Unit	FY22 Actuals	FY23 Actuals	FY24 Adopted Budget	FY25 Proposed Budget	Explanation of changes in budget of > 10%
Instructional Support					
Academic & Student Affairs Office	1,268,651	1,160,255	1,373,406	1,318,731	
Academic Technology	2,386,122	2,475,156	2,312,959	2,805,138	Reinstated one-time position holds, faculty salary increases and two years of classified wage increases
College & Career Foundations	2,332	5,207	-	2,760	
Curriculum & Assessment	1,006,822	1,160,688	1,213,087	1,386,546	Reinstated one-time position holds, faculty salary increases and two years of classified wage increases

General Fund I Requirements by Program and Unit					
Requirements	FY22 Actuals	FY23 Actuals	FY24 Adopted Budget	FY25 Proposed Budget	Explanation of changes in budget of > 10% and greater than \$100,000
Faculty Professional Development	360,676	362,875	489,100	465,852	
Grant Coordination	164,761	53,196	50,490	343,588	New position added and one position reorganized
High School Connections	569,286	560,888	571,684	666,257	
Information Technology	488,802	295,986	321,192	402,896	
Non-Departmental	186	158	-	-	
Special Instructional Projects	478,322	572,792	629,714	720,194	
Total Instructional Support	6,725,960	6,647,201	6,961,632	8,111,962	
Total FTE - 52.2					

Requirements for Student Services by Unit	FY22 Actuals	FY23 Actuals	FY24 Adopted Budget	FY25 Proposed Budget	Explanation of changes in budget of > 10% and greater than \$100,000
Athletics	1,136,950	976,938	916,396	987,526	
Center for Accessible Resources	1,078,889	1,248,907	949,158	1,290,602	Reinstated one-time position holds and two years of classified salary increases
Child and Family Education	6,630	-	15,846	13,566	
College & Career Foundations	46,869	36,580	1,000	40,535	
Financial Aid	1,491,825	1,341,730	1,250,039	1,572,569	Two years of classified salary increases
Gender Equity Center	217,540	281,275	279,516	303,743	
High School Connections	-	-	-	27,000	
Human Resources	173,127	182,874	161,751	177,076	
Mental Health & Title IX	516,823	426,982	620,515	659,834	
Multicultural Center	723,928	802,013	804,137	901,354	
Non-Departmental	308	1,126	-	-	

General Fund I Requirements by Program and Unit					
Requirements	FY22 Actuals	FY23 Actuals	FY24 Adopted Budget	FY25 Proposed Budget	Explanation of changes in budget of > 10% and greater than \$100,000
Rites of Passage	72,589	72,776	54,900	56,548	
Student Enrollment/Registrar	1,507,985	1,861,174	1,541,756	1,941,783	Reinstated one-time position holds and two years of classified salary increases
Student Engagement	456,215	484,428	405,810	907,842	Reinstated one-time positions hold and two years of classified salary increases
Student Standards	176,286	74,580	53,471	2,700	
Student Success	2,188,443	2,142,337	2,117,465	2,418,507	Reinstated one-time positions hold, faculty salary increases and two years of classified wage increases
Workforce Development	-	54	-	41,500	
Total Student Services	9,794,407	9,933,774	9,171,760	11,342,685	
Total FTE - 59.3					

Requirements for College Services by Unit	FY22 Actuals	FY23 Actuals	FY24 Adopted Budget	FY25 Proposed Budget	Explanation of changes in budget of > 10% and greater than \$100,000
Access, Equity and Inclusion	380,757	275,483	239,793	170,436	
Archives & Records Management	12,265	25,430	32,010	34,704	
Board of Education	27,347	23,683	30,392	31,304	
College Finance	1,935,903	1,611,411	1,670,053	2,081,728	Reinstated one-time position hold and two years of classified wage increases
College Services	775,694	748,317	853,152	1,214,707	Reinstated one-time position hold and two years of classified wage increases
Governance & Administration	530,221	421,334	367,000	373,510	
Health & PE	85	-	-	-	
Human Resources	1,688,691	2,057,587	1,863,927	2,368,905	Reinstated one-time position holds and two years of classified wage increases

General Fund I Requirements by Program and Unit					
Requirements	FY22 Actuals	FY23 Actuals	FY24 Adopted Budget	FY25 Proposed Budget	Explanation of changes in budget of > 10% and greater than \$100,000
Information Technology	4,555,479	3,776,919	4,204,034	5,690,682	Infrastructure replacement initiative, two years of classified wage increases and one-time position hold reinstated
Institute for Sustainable Practices	236,778	310,197	329,829	399,929	
Insurance - Property & Liability	820,491	920,918	1,016,180	1,700,000	Increase for two new buildings and premium increase
Lane Community College Foundation	920,579	989,757	940,461	1,123,950	Increase in labor costs
Mail Services	164,619	179,133	188,401	205,027	
Marketing & Public Relations	1,580,060	1,132,921	1,137,661	1,671,488	Enrollment strategic investment, one new position and two years of classified wage increases
Non-Departmental	5,949,269	10,549,252	1,066,500	617,972	Moved budget to other units
Other Personnel Expenditures	(7,884,069)	(10,571,278)	-	-	
Planning & Institutional Effectiveness	651,769	292,849	195,185	328,610	Two years of classified wage increases
President's Office	1,205,059	1,097,492	1,261,648	1,491,982	Lane Forward carryforward and strategic investment
Professional & Organizational Development	36,459	77,547	100,000	94,000	
Public Safety	1,345,788	1,390,184	1,485,200	1,935,032	Two years of classified wage increases
Student Enrollment / Registrar	-	-	256,822	-	
Telephone Services	365,405	345,157	375,622	429,775	
Total College Support Services	15,298,649	15,654,293	17,613,870	21,963,741	
Total FTE - 108.6					

General Fund I Requirements by Program and Unit

Requirements	FY22 Actuals	FY23 Actuals	FY24 Adopted Budget	FY25 Proposed Budget	Explanation of changes in budget of > 10% and greater than \$100,000
Requirements for Plant Operations & Maintenance	FY22 Actuals	FY23 Actuals	FY24 Adopted Budget	FY25 Proposed Budget	Explanation of changes in budget of > 10% and greater than \$100,000
Facilities Management & Planning	6,225,458	6,343,742	6,460,263	8,262,480	Increased strategic investment, two years of classified wage increases and one time position holds reinstated
Total Plant Operations & Maintenance	6,225,458	6,343,742	6,460,263	8,262,480	
Total FTE - 49.7					

Requirements for Contingencies & Reserves	FY22 Actuals	FY23 Actuals	FY24 Adopted Budget	FY25 Proposed Budget	Explanation of changes in budget of > 10% and greater than \$100,000
Contingencies for Projects/Provisions	-	-	2,520,660	2,266,749	As per Board Policy
Reserve for Revenue Shortfall	-	-	4,000,000	350,000	Reduced to only include enrollment shortfalls since state funding and employee retention tax credit revenue are more certain
Total Contingency	-	-	6,520,660	2,616,749	

Requirements for Transfers & Unobligated End Fund Balance	FY22 Actuals	FY23 Actuals	FY24 Adopted Budget	FY25 Proposed Budget	Explanation of changes in budget of > 10% and greater than \$100,000
Transfers Out:					
To Internal Service II	-	-	-	181,960	To cover costs of printing and graphics
To Debt Service III	689,964	661,313	631,231	847,449	Increased bond payments
To Capital Projects Fund IV	700,000	700,000	-	313,000	Deferred maintenance
To Administratively Restricted Fund IX	1,411,017	-	-	1,331,972	To partially cover subfund deficits
Total Transfers Out	2,800,981	1,361,313	631,231	2,674,381	
UEFB					

General Fund I Requirements by Program and Unit					
Requirements	FY22 Actuals	FY23 Actuals	FY24 Adopted Budget	FY25 Proposed Budget	Explanation of changes in budget of > 10% and greater than \$100,000
Unappropriated Ending Fund Balance	-	-	2,500,000	3,002,242	At Board Policy level of 3% of revenues
Total UEFB	-	-	2,500,000	3,002,242	
ENDING FUND BALANCE	8,093,461	7,624,283	-	-	
TOTAL REQUIREMENTS	84,043,930	84,827,222	95,089,153	108,465,401	

Requirements by Category Fund I	FY25 Proposed	Personnel Services	Materials & Services	Capital Outlay	Transfers Out	Debt Service	Contingency
Instruction							
Academic Technology	1,046,577	1,037,972	8,605	-	-	-	-
Advanced Technologies	3,326,400	2,788,607	537,793	-	-	-	-
Art & Humanities	8,450,092	7,997,962	452,130	-	-	-	-
Business & Computer Information Technology	3,581,774	3,372,610	209,164	-	-	-	-
Career Pathways	725,398	671,957	53,441	-	-	-	-
College & Career Foundations	3,878,100	3,778,619	99,481				
Cooperative Education	924,764	915,734	9,030	-	-	-	-
Culinary Arts, Hotel/Restaurant/Tourism	147,095	147,095	-	-	-	-	-
Extended Learning	845,703	804,600	41,103	-	-	-	-
Flight Technology	1,494,451	1,182,334	174,600	-	137,517	-	-
Health & Physical Education	1,290,371	1,033,680	256,691	-	-	-	-
Health Professions	12,355,143	10,989,245	1,365,898	-	-	-	-
Lane Community College at Cottage Grove	15,800	-	15,800	-	-	-	-
Lane Community College at Florence	525,653	507,612	18,041	-	-	-	-

Requirements by Category Fund I	FY25 Proposed	Personnel Services	Materials & Services	Capital Outlay	Transfers Out	Debt Service	Contingency
Non-Departmental	-	-	-	-	-	-	-
Science, Mathematics & Engineering	7,971,897	7,740,068	131,829	100,000	-	-	-
Social Science	3,755,127	3,717,580	37,547	-	-	-	-
Special Instructional Projects	179,400	179,400	-	-	-	-	-
Student Success	114,933	114,933	-	-	-	-	-
Total Instruction	50,628,678	46,980,008	3,411,153	100,000	137,517	-	-
Instructional Support							
Academic & Student Affairs Office	1,318,731	1,222,511	96,220	-	-	-	-
Academic Technology	2,805,138	2,542,175	180,745	82,218	-	-	-
College & Career Foundations	2,760	2,760	-	-	-	-	-
Curriculum & Assessment	1,386,546	1,283,390	103,156	-	-	-	-
Faculty Professional Development	465,852	-	465,852	-	-	-	-
Grant Coordination	343,588	278,588	65,000	-	-	-	-
High School Connections	666,257	650,257	16,000	-	-	-	-
Information Technology	402,896	402,896	-	-	-	-	-
Non-Departmental	-	-	-	-	-	-	-
Special Instructional Projects	720,194	504,065	216,129	-	-	-	-
Total Instructional Support	8,111,962	6,886,642	1,143,102	82,218	-	-	-
Requirements by Category Fund I							
Requirements by Category Fund I	FY25 Proposed	Personnel Services	Materials & Services	Capital Outlay	Transfers Out	Debt Service	Contingency
Student Services							
Athletics	987,526	713,672	273,854	-	-	-	-
Center for Accessible Resources	1,290,602	1,110,622	179,980	-	-	-	-

Requirements by Category Fund I	FY25 Proposed	Personnel Services	Materials & Services	Capital Outlay	Transfers Out	Debt Service	Contingency
Child & Family Education	13,566	13,566	-	-	-	-	-
College & Career Foundations	40,535	40,020	515	-	-	-	-
Financial Aid	1,572,569	1,521,539	51,030	-	-	-	-
Gender Equity Center	303,743	298,765	4,978	-	-	-	-
High School Connections	27,000	-	27,000	-	-	-	-
Human Resources	177,076	175,016	2,060	-	-	-	-
Institute for Sustainable Practices	24,455	-	-	-	24,455	-	-
Mental Health & Title IX	659,834	641,834	18,000	-	-	-	-
Multicultural Center	901,354	896,354	5,000	-	-	-	-
Non-Departmental	-	-	-	-	-	-	-
Rites of Passage	56,548	-	56,548	-	-	-	-
Student Engagement	907,842	842,861	64,981	-	-	-	-
Student Enrollment/Registrar	1,941,783	1,881,702	60,081	-	-	-	-
Student Standards	2,700	-	2,700	-	-	-	-
Student Success	2,418,507	2,369,285	49,222	-	-	-	-
Workforce Development	41,500	-	41,500	-	-	-	-
Total Student Services	11,367,140	10,505,236	837,449	-	24,455	-	-
Requirements by Category Fund I	FY25 Proposed	Personnel Services	Materials & Services	Capital Outlay	Transfers Out	Debt Service	Contingency
College Support Services							
Access, Equity and Inclusion	170,436	136,446	33,990	-	-	-	-
Archives & Records Management	34,704	28,704	6,000	-	-	-	-
Board of Education	31,304	-	31,304	-	-	-	-
College Finance	2,224,746	1,675,428	406,300	-	143,018	-	-

Requirements by Category Fund I	FY25 Proposed	Personnel Services	Materials & Services	Capital Outlay	Transfers Out	Debt Service	Contingency
College Services	1,214,707	1,122,892	91,815	-	-	-	-
Governance Legal & Administration	373,510	-	373,510	-	-	-	-
Human Resources	2,368,905	2,036,883	332,022	-	-	-	-
Information Technology	5,690,682	3,621,182	1,519,500	550,000	-	-	-
Institute for Sustainable Practices	399,929	284,590	115,339	-	-	-	-
Insurance - Property & Liability	1,700,000	-	1,700,000	-	-	-	-
Lane Community College Foundation	1,123,950	1,123,950	-	-	-	-	-
Mail Services	205,027	172,527	32,500	-	-	-	-
Marketing & Public Relations	1,671,488	816,957	854,531	-	-	-	-
Non-Departmental	617,972	517,972	-	100,000	-	-	-
Planning & Institutional Effectiveness	328,610	297,065	31,545	-	-	-	-
President's Office	1,491,982	817,272	674,710	-	-	-	-
Printing & Graphics; Warehouse	181,960	-	-	-	181,960	-	-
Professional & Organizational Development	94,000	-	94,000	-	-	-	-
Public Safety	1,935,032	1,812,255	122,777	-	-	-	-
Student Enrollment / Registrar	-	-	-	-	-	-	-
Telephone Services	429,775	232,675	197,100	-	-	-	-
Total College Support Services	22,288,719	14,696,798	6,616,943	650,000	324,978	-	-
Requirements by Category Fund I	FY25 Proposed	Personnel Services	Materials & Services	Capital Outlay	Transfers Out	Debt Service	Contingency
Plant Operations & Maintenance							
Facilities Management & Planning	8,575,480	5,120,400	3,142,080	-	-	313,000	-
Total Plant Operations & Maintenance	8,575,480	5,120,400	3,142,080	-	-	313,000	-

Requirements by Category Fund I	FY25 Proposed	Personnel Services	Materials & Services	Capital Outlay	Transfers Out	Debt Service	Contingency
Debt Service							
College Finance	704,431	-	-	-	-	704,431	-
Total Debt Service	704,431	-	-	-	-	704,431	-
Requirements by Category Fund I	FY25 Proposed	Personnel Services	Materials & Services	Capital Outlay	Transfers Out	Debt Service	Contingency
Contingency							
College Services Office	1,170,000	-	-	-	-	1,170,000	-
Non-Departmental	2,616,749	-	-	-	-	-	2,616,749
Unappropriated Ending Fund Balance (UEFB)	3,002,242	-	-	-	-	-	3,002,242
Total Debt Service	6,788,991	-	-	-	-	1,170,000	5,618,991
Total Fund I Requirements	108,465,401	84,189,084	15,150,727	832,218	486,950	2,187,431	5,618,991



ADMINISTRATIVELY RESTRICTED

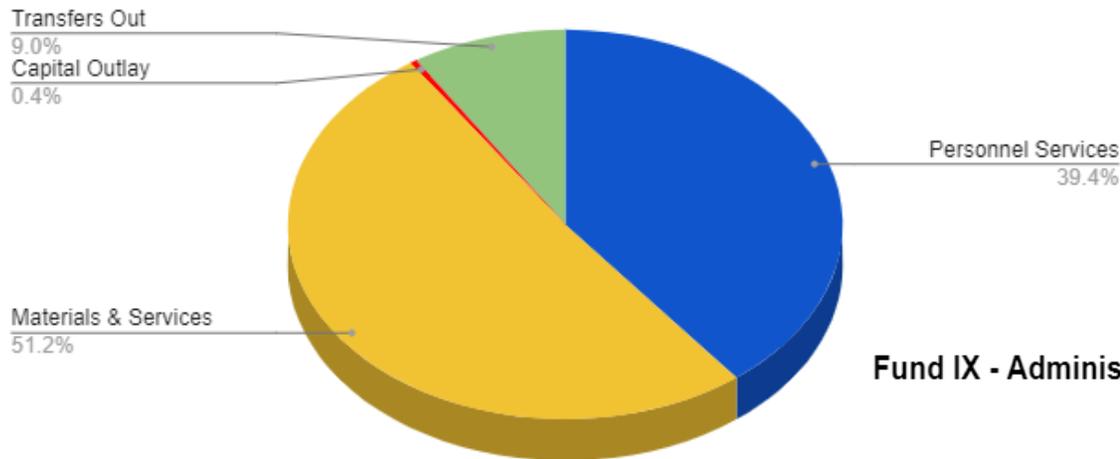
FUND

(Fund IX)

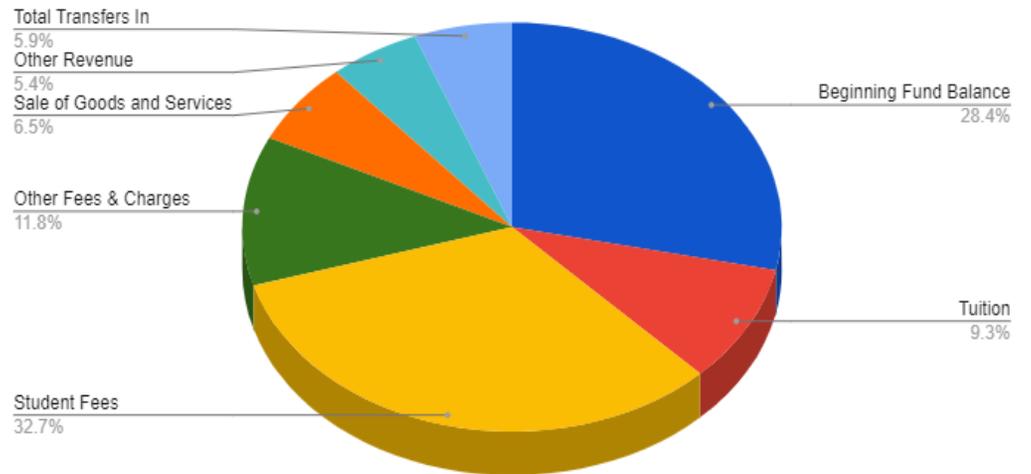
Fund IX – Administratively Restricted Fund

The administratively restricted fund (Fund IX) accounts for specific programs where funds are internally restricted. Activities recorded in this fund generate revenue primarily through specifically assessed tuition and fees or through other revenue-generated activities. Major programs included in Fund IX include technology, KLCC FM, the International Program, Flight Technology and the Health Clinic. Programs that are not self-sustaining are supported by General Fund transfers.

Fund IX - Administratively Restricted Expenditure Composition



Fund IX - Administratively Restricted Resources



Summary of Resources & Requirements	FY22 Actuals	FY23 Actuals	FY 24 Adopted Budget	FY25 Proposed Budget	
Total Resources	16,153,841	16,417,786	18,700,357	22,700,549	
Less: Total Requirements	(11,262,824)	(13,444,035)	(18,700,357)	(22,700,549)	
RESOURCES OVER-(UNDER) REQUIREMENTS	4,891,017	2,973,751	0	0	

Administratively Restricted Fund IX Resources

Administratively Restricted Fund IX Resources	FY22 Actuals	FY23 Actuals	FY 24 Adopted Budget	FY25 Proposed Budget	Explanation of changes in budget of > 10% and greater than \$100,000
Beginning Fund Balance	3,617,147	4,891,017	5,155,013	6,440,695	Budget only includes subfunds with positive balance
Federal Revenue	479,247	-	-	-	
Tuition	1,831,940	1,849,597	2,045,500	2,120,671	
Student Fees	5,321,596	5,838,372	6,614,500	7,416,342	Increase in enrollment and proposed fee increases
Other Fees & Charges	1,711,299	1,792,565	2,189,404	2,677,719	Projected increase in Child and Family Education fees
Sale of Goods and Services	1,131,334	1,328,844	1,408,940	1,477,550	
Other Revenue	150,261	717,391	1,287,000	1,235,600	
Total Revenue	14,242,824	16,417,786	18,700,357	21,218,577	
Transfers in:					
Transfer In General Fund I	1,411,017	-	-	1,331,972	To reduce subfund deficit
Total Transfers In	1,411,017	0	0	1,331,972	
Total Resources	15,653,841	16,417,786	18,700,357	22,700,549	

Summary of Resources & Requirements	FY22 Actuals	FY23 Actuals	FY 24 Adopted Budget	FY25 Proposed Budget	
Administratively Restricted Fund IX Requirements by Program and Unit					
Instruction	FY22 Actuals	FY23 Actuals	FY 24 Adopted Budget	FY25 Proposed Budget	Explanation of Changes in budget >10% and 100,000
Academic Technology	17,467	223,344	103,236	177,292	
Energy Management Program	184,758	85,169	168,400	168,400	
Extended Learning	109,624	111,758	229,000	229,000	
Flight Technology	981,126	1,060,980	1,144,500	1,405,149	Two-year increase in classified wages
KLCC	-	4,332	-	-	
International Programs	153,032	163,774	164,794	176,185	
Specialized Support Services	657,698	786,162	733,025	733,025	
Student Restaurant	3,043	8,705	15,000	15,000	
Technology Fee	65,412	-	-	-	
Total Instruction	2,172,160	2,444,224	2,557,955	2,904,051	
Total FTE - 21.5					

Instructional Support	FY22 Actuals	FY23 Actuals	FY 24 Adopted Budget	FY25 Proposed Budget	Explanation of changes in budget of > 10% and greater than \$100,000
Academic Technology	1,343,389	903,473	1,143,064	1,222,767	
Technology Fee	203,862	467,645	327,862	327,953	

Summary of Resources & Requirements	FY22 Actuals	FY23 Actuals	FY 24 Adopted Budget	FY25 Proposed Budget	
Total Instructional Support	4,445,564	4,610,209	4,776,906	5,052,796	
Total FTE - 16.2					

Student Services	FY22 Actuals	FY23 Actuals	FY 24 Adopted Budget	FY25 Proposed Budget	Explanation of changes in budget of > 10% and greater than \$100,000
Child Development Center	551,184	496,470	733,221	990,618	Two-year increase in classified wages
Health Clinic	760,421	933,727	927,048	1,041,072	Two-year increase in classified wages and faculty and management wage increases
Multicultural Center	38,313	169,548	234,600	94,291	Decrease in expenditures
International Programs	1,658,071	2,342,590	3,177,204	3,756,167	Increase in management wages, two-year increase in classified wages, and retention support activities
Student Engagement	121,857	201,131	309,650	351,117	
Student Productions Association	23,405	20,154	23,350	30,118	
Student Restaurant	-	4	-	-	
Technology Fee	12,296	-	-	-	
The Torch	12,731	23,065	36,450	36,172	
Total Student Services	3,178,278	4,186,689	5,441,523	6,299,555	
Total FTE - 34.6					

Summary of Resources & Requirements	FY22 Actuals	FY23 Actuals	FY 24 Adopted Budget	FY25 Proposed Budget	
Community Services	FY22 Actuals	FY23 Actuals	FY 24 Adopted Budget	FY25 Proposed Budget	Explanation of changes in budget of > 10% and greater than \$100,000
KLCC FM Operations	1,736,217	1,926,537	2,357,665	2,525,240	
Total Community Services	1,736,217	1,926,537	2,357,665	2,525,240	
Total FTE - 15.6					

College Support Services	FY22 Actuals	FY23 Actuals	FY 24 Adopted Budget	FY25 Proposed Budget	Explanation of changes in budget of > 10% and greater than \$100,000
Academic Technologies (Fund IX)	-	14,959	-	-	
Student Restaurant	-	4	-	-	
Technology Fee	1,411,376	1,559,002	1,880,038	2,739,045	Increase in infrastructure maintenance, networking capital and two years of classified wage increases
Transportation	162,456	239,496	268,600	262,250	
Total College Support Services	1,573,832	1,813,461	2,148,638	3,001,295	
Total FTE - 1.9					

Requirements for Contingencies & Reserves	FY22 Actuals	FY23 Actuals	FY24 Adopted Budget	FY25 Proposed Budget	Explanation of changes in budget of > 10% and greater than \$100,000
Contingencies for Projects/Provisions	-	-	3,100,000	4,370,000	Estimated networking capital for potential transfers
Total Contingency	-	-	6,520,660	2,616,749	

Summary of Resources & Requirements	FY22 Actuals	FY23 Actuals	FY 24 Adopted Budget	FY25 Proposed Budget	
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Requirements for Transfers	FY22 Actuals	FY23 Actuals	FY24 Adopted Budget	FY25 Proposed Budget	Explanation of changes in budget of > 10% and greater than \$100,000
Transfers Out:					
To General Fund I	905,797	1,570,000	1,480,000	1,855,938	See FY25 transfer schedule
To Debt Service III	27,287	-	-	-	
To Capital Projects Fund IV	122,000	132,000	143,650	193,750	
Total Transfers Out	1,055,084	1,702,000	1,623,650	2,049,688	
TOTAL REQUIREMENTS	11,262,824	13,444,035	18,700,357	22,700,549	
ACTUAL ENDING FUND BALANCE	4,891,017	2,973,751	-	-	

Requirements by Category Fund IX	FY25 Proposed	Personnel Services	Materials & Services	Capital Outlay	Transfers Out	Debt Service	Contingency
Instruction							
Academic Technology	177,292	177,292	-	-	-	-	-
Career Pathways	15,000		15,000	-	-	-	-
College & Career Foundations	733,025	728,323	4,702	-	-	-	-
Lane Community College at Cottage Grove	20,000	-	20,000	-	-	-	-
Extended Learning	-	-	-	-	-	-	-
Flight Technology	1,405,149	931,888	473,261	-	-	-	-
Lane Community College at Florence	59,000	31,740	27,260	-	-	-	-
International Programs	176,185	176,185	-	-	-	-	-

Requirements by Category Fund IX	FY25 Proposed	Personnel Services	Materials & Services	Capital Outlay	Transfers Out	Debt Service	Contingency
Non-Departmental	150,000	-	150,000	-	-	-	-
Science, Mathematics & Engineering	168,400	110,400	58,000	-	-	-	-
Total Instruction	2,904,051	2,155,828	748,223	-	-	-	-
Requirements by Category Fund IX	FY25 Proposed	Personnel Services	Materials & Services	Capital Outlay	Transfers Out	Debt Service	Contingency
Instructional Support							
Academic Technology	1,581,903	1,240,135	171,768	-	170,000	-	-
Information Technology	138,817	138,817	-	-	-	-	-
Total Instructional Support	1,720,720	1,378,952	171,768	-	170,000	-	-
Requirements by Category Fund IX	FY25 Proposed	Personnel Services	Materials & Services	Capital Outlay	Transfers Out	Debt Service	Contingency
Student Services							
Child & Family Education	990,618	951,559	39,059	-	-	-	-
Gender Equity Center	14,055	-	14,055	-	-	-	-
Health Clinic	1,041,072	943,472	97,600	-	-	-	-
Institute for Sustainable Practices	68,064	66,564	1,500	-	-	-	-
International Programs	4,206,167	1,538,959	2,217,208	-	450,000	-	-
Multicultural Center	123,986	-	80,236	-	43,750	-	-
Performing Arts	30,118	-	30,118	-	-	-	-
Student Engagement	283,053	50,850	232,203	-	-	-	-
The Torch	36,172	-	36,172	-	-	-	-
Total Student Services	6,793,305	3,551,404	2,748,151	-	493,750	-	-

Requirements by Category Fund IX	FY25 Proposed	Personnel Services	Materials & Services	Capital Outlay	Transfers Out	Debt Service	Contingency
Community Services							
KLCC FM	2,525,240	1,561,190	881,650	82,400	-	-	-
Total Community Services	2,525,240	1,561,190	881,650	82,400	-	-	-
Requirements by Category Fund IX	FY25 Proposed	Personnel Services	Materials & Services	Capital Outlay	Transfers Out	Debt Service	Contingency
College Support Services							
Information Technology	2,738,955	300,894	2,438,061	-	-	-	-
Institute for Sustainable Practices	1,030	-	1,030	-	-	-	-
Non-Departmental	1,647,158	-	261,220	-	1,385,938	-	-
Total College Support Services	4,387,143	300,894	2,700,311	-	1,385,938	-	-
Requirements by Category Fund IX	FY25 Proposed	Personnel Services	Materials & Services	Capital Outlay	Transfers Out	Debt Service	Contingency
Contingency							
Non-Departmental	4,370,000	-	4,370,000	-	-	-	-
Total Contingency	4,370,000	-	4,370,000	-	-	-	-
Total Fund IX Requirements	22,700,549	8,948,268	11,620,103	82,400	2,049,688	-	-



DEBT FUND

(Fund III)

Fund III - Debt Service Fund

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.

Fund III Debt Service - Summary of Resources & Requirements	FY22 Actuals	FY23 Actuals	FY 24 Adopted Budget	FY25 Proposed Budget	
Total Resources	89,797,568	30,616,284	26,591,733	27,276,805	
Less: Total Requirements	(89,085,074)	(24,819,792)	(26,591,733)	(27,276,805)	
RESOURCES OVER-(UNDER) REQUIREMENTS	712,494	5,796,492	0	0	

Debt Service Fund III Resources					
Debt Service Fund III Resources	FY22 Actuals	FY23 Actuals	FY 24 Adopted Budget	FY25 Proposed Budget	Explanation of changes in budget of > 10% and greater than \$100,000
Beginning Fund Balance	628,952	712,494	250,000	530,000	Budgeted at current projection
Property Taxes	12,558,204	12,956,609	13,903,000	13,459,068	
Other Revenue - PERS Bond	75,258,160	15,729,157	11,042,502	11,650,288	
<i>Transfers In</i>					
Transfer In General Fund I	689,964	661,313	631,231	847,449	To cover non-general obligation bond debt
Transfer In Enterprise Fund VI	635,000	556,711	765,000	790,000	
Transfer In Administratively Restricted IX	27,287	-	-	-	
<i>Total Transfers In</i>	1,352,251	1,218,024	1,396,231	1,637,449	
TOTAL RESOURCES	89,797,567	30,616,284	26,591,733	27,276,805	

Debt Service Fund III Requirements					
Debt Service Fund III Requirements	FY22 Actuals	FY23 Actuals	FY 24 Adopted	FY25 Proposed Budget	Explanation of changes in budget of > 10% and greater than \$100,000

Fund III Debt Service - Summary of Resources & Requirements	FY22 Actuals	FY23 Actuals	FY 24 Adopted Budget	FY25 Proposed Budget	
			Budget		
Debt Service	89,085,074	24,819,792	26,591,733	27,276,805	Based on debt service schedules
TOTAL REQUIREMENTS	89,085,074	24,819,792	26,591,733	27,276,805	
ACTUAL ENDING FUND BALANCE	712,494	5,796,492	0	-	

Obligation to Pay

Debt incurred by a community college district becomes the obligation of such community college district to pay.

Debt Types:

1. **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 approved general obligation bonds. This is paid with operational funds within the college.
2. **General Obligation Bonds** - Oregon Revised Statute (ORS) 341.675 establishes a parameter of general obligation bonded indebtedness for community college districts. This is paid with a property tax levy approved by voters, not part of the college operational budget.
3. **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. This is paid with operational funds within the college.
4. **Revenue Bonds** - 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. The college does not have any current revenue bonds.
5. **Qualified Energy Conservation Bonds** - Qualified Energy Conservation Bonds (QECCBs) are federally subsidized bonds available to qualified states, local, and tribal issuers. A QECCB is not a grant, but is among the lowest-cost public financing available for eligible energy efficiency, renewable energy, and mass commuting projects. This is paid with operational funds within the college.

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
2024-2025	125,000	18,018	143,018
2026-2027	265,000	18,480	283,480
Total Qualified Energy Conservation Bonds	390,000	36,498	426,498

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. 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.

LCC General Obligation Debt Capacity

Measure 5 Real Market Value (Fiscal Year 2023)	\$ 90,860,887,473 (1)
Debt Capacity	
General Obligation Debt Capacity (1.5% of RMV)	\$ 1,362,913,312
Less: Outstanding Debt Subject to Limit	\$ 127,565,000
Remaining General Obligation Debt Capacity	\$ 1,235,348,312 (2)
Percent of Capacity Issued	9.36%
Percent of Capacity Remaining	90.64%

(1) The county’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, 2023.

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 Lane, Linn, Benton and Douglas Counties for the benefit of 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%.

Series 2020A/2020B General Obligation Bond Schedule:

	2020A bonds		2020B bonds	
	Principal	Interest	Principal	Interest
FY25	-	2,769,900	10,195,000	644,168
FY26	-	2,769,900	10,655,000	557,409
FY27	-	2,769,900	11,160,000	439,991
FY28	-	2,769,900	11,695,000	300,267
FY29	3,060,000	2,769,900	9,200,000	137,356
FY30	12,970,000	2,616,900	-	-
FY31	3,435,000	1,968,400	-	-
FY32	3,720,000	1,831,000	-	-
FY33	4,020,000	1,682,200	-	-
FY34	4,335,000	1,521,400	-	-
FY35	4,670,000	1,348,000	-	-
FY36	5,025,000	1,161,200	-	-
FY37	5,395,000	960,200	-	-
FY38	5,785,000	744,400	-	-
FY39	6,195,000	513,000	-	-
FY40	6,630,000	265,200	-	-
	<u>\$ 65,240,000</u>	<u>\$ 28,461,400</u>	<u>\$52,905,000</u>	<u>\$ 2,079,191</u>

Full Faith and Credit 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.

In October 2016, the College issued \$17,580,000 of Full Faith and Credit Obligations, Series 2016 to extinguish the remaining \$19,355,000 of Full Faith and Credit Obligations, Series 2010 (previously termed “Recovery Zone Bonds). The Series 2010 Obligations were used to finance the costs of capital improvements for the College’s student housing project, to pay capitalized interest and to pay the costs of issuance of the Obligations. The Series 2010 Obligations were called on October 25, 2016. The College advance refunded the Series 2010 Obligations to take advantage of lower interest rates and to reduce total debt service payments over the life of the Series 2016 Obligations by \$3,171,550. The refunding resulted in an economic gain (difference between the present values of the old and new debt service payments) of \$2,554,977. The Series 2016 Obligations bear interest rates from 1.6% to 5.0% and the final maturity is on December 1, 2035. Debt service payments are scheduled semiannually.

Full Faith and Credit Obligations Repayment Schedule:

	Principal	Interest	Total
FY25	\$ 790,000	\$ 464,200	\$ 1,254,200
FY26	820,000	434,400	1,254,400
FY27	855,000	400,900	1,255,900
FY28	885,000	366,100	1,251,100
FY29	915,000	330,100	1,245,100
FY30	950,000	292,800	1,242,800
FY31	990,000	254,000	1,244,000
FY32	1,035,000	208,325	1,243,325
FY33	1,080,000	155,450	1,235,450
FY34	1,135,000	100,075	1,235,075
FY35	1,180,000	54,000	1,234,000
FY36	1,210,000	18,150	1,228,150
Total	\$ 11,845,000	\$ 3,078,500	\$ 14,923,500

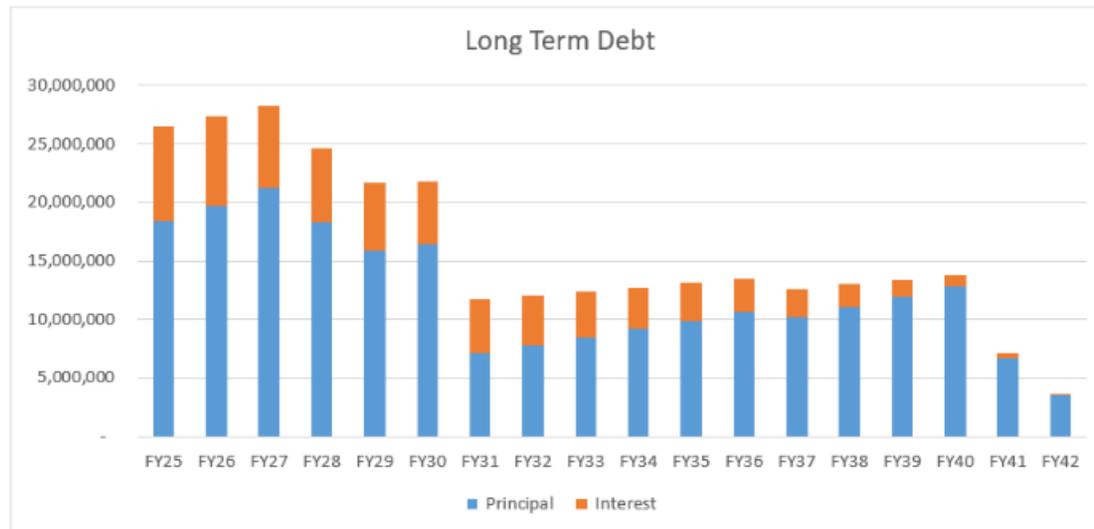
Pension Obligation Bonds

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 obligations as defined under State law and the District is not authorized to levy additional taxes to make pension bond payments.

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.

In June 2022, the College issued a Full Faith and Credit Pension Bond with a private bank totaling \$69,290,000, the net proceeds of which were transferred 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, 2042 and interest is payable in December and June of each year at a rate of 4.42%.

	Series 2003		Series 2022	
	Principal	Interest	Principal	Interest
2024-2025	\$ 5,605,000	\$ 1,245,684	\$ 1,655,000	\$ 2,944,604
2025-2026	6,250,000	927,880	1,880,000	2,871,453
2026-2027	6,945,000	572,880	2,125,000	2,788,357
2027-2028	3,285,000	183,960	2,390,000	2,694,432
2028-2029			2,665,000	2,588,794
2029-2030			2,470,000	2,471,001
2030-2031			2,745,000	2,361,827
2031-2032			3,040,000	2,240,498
2032-2033			3,355,000	2,106,130
2033-2034			3,690,000	1,957,839
2034-2035			4,045,000	1,794,741
2035-2036			4,420,000	1,615,952
2036-2037			4,820,000	1,420,588
2037-2038			5,250,000	1,207,544
2038-2039			5,700,000	975,494
2039-2040			6,180,000	723,554
2040-2041			6,685,000	450,398
2041-2042			3,505,000	154,921
Total	\$ 22,085,000	\$ 2,930,404	\$ 66,620,000	\$ 33,368,127





CAPITAL FUND

(Fund IV)

The capital projects fund (Fund IV) accounts for improvements to the physical plant of the College and major equipment additions. Due to the nature of capital projects, cost estimates and actual expenses are constantly fluctuating. This is especially exacerbated in recent years due to escalated inflation, global supply chain issues, and a tighter economic environment. As such, the College’s budgets for capital planning are true estimates that are vulnerable to change at a faster pace than the other major funds and as a result undergo much more stringent financial management and planning.

Requirements by Category Fund IV	FY25 Proposed	Personnel Services	Materials & Services	Capital Outlay	Transfers Out	Debt Service	Contingency
Plant Additions							
Bond 2020	75,000,000	622,380	74,377,620	-	-	-	-
Bond Projects	170,000	-	170,000	-	-	-	-
Facilities Management & Planning	1,064,450	-	1,064,450	-	-	-	-
Non-Departmental	350,000	-	250,000	-	-	-	100,000
Total Plant Additions	76,584,450	622,380	75,862,070	-	-	-	100,000
Total Fund IV Requirements	76,584,450	622,380	75,862,070	-	-	-	100,000

Requirements by Category Fund IV	FY25 Proposed	Personnel Services	Materials & Services	Capital Outlay	Transfers Out	Debt Service	Contingency
Plant Additions							
Bond 2020	75,000,000	622,380	74,377,620	-	-	-	-
Bond Projects	170,000	-	170,000	-	-	-	-
Facilities Management & Planning	1,064,450	-	1,064,450	-	-	-	-
Non-Departmental	350,000	-	250,000	-	-	-	100,000
Total Plant Additions	76,584,450	622,380	75,862,070	-	-	-	100,000
Total Fund IV Requirements	76,584,450	622,380	75,862,070	-	-	-	100,000

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, the 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 2033.

The College currently faces \$87 million in deferred maintenance needs across the main campus, the Cottage Grove Center, the Florence Center, the Mary Spilde Center in downtown Eugene, the Aviation Academy, and KLCC. Experts recommend budgeting 2% to 4% of the current replacement value of a building toward major maintenance projects. Lane's buildings have a current replacement value of \$709 million. This equates to a recommended \$14 to \$28 million annual

major maintenance budget for Lane. The College's average major maintenance allocation for the past 5 years has been \$610,000. While the 2020 Bond addresses a portion of the College's deferred maintenance needs, annual investment in major maintenance from the College's general fund budget remains critical.

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

- Resurfacing the track (\$516K);
- Athletic field turf replacement (soccer and track in-field) (\$1.3M);
- Building 6 Roof replacement (\$528K);
- Repaving and repairs in parking lots (\$730K);
- Florence Center deferred maintenance including electrical, plumbing, finishes, roofs and HVAC (\$8M);
- LED lights (\$44K);
- Security and fire alarm maintenance (\$324K);
- Security camera replacement and upgrade (\$460K);
- IT infrastructure, cybersecurity, and classroom modernization (\$4.5M)

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.

Completed Bond Projects:

- Building 6 Roof Replacement;
- Track resurfacing;
- Replacement of synthetic turf on the soccer field and track infield
- Parking lot major maintenance;
- LED lighting replacements;
- Security camera replacement and upgrade (phase 1)
- Many of the planned information technology projects including classroom modernizations, cybersecurity projects, and IT infrastructure replacements; and
- Florence major maintenance

Bond Projects for FY25:

- Continued IT classroom modernizations, cybersecurity projects, and infrastructure replacements;

- New Health Professions Building (Groundbreaking in FY23. Substantial completion planned for May 2024.);
- Industry and Trades Education Center Building (Groundbreaking in FY23. Planned completion in FY25.);
- Building 16 Math, Science and Engineering Building Improvements (design starting in FY23).

Capital Renewal Plan, Differing Funding Levels

For the FY25 Budget, Lane Community College proposes a \$76.58 million budget for capital projects and purchases.

LCC Adopted Capital Budget – All Funds and All Sources

Fund	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024 Budget	FY 2025 Proposed
General Fund	949,782	883,782	173,800	245,500	300,500	304,000	250,000	250,000	201,550	832,218
Admin. Restricted	158,175	323,476	349,063	160,404	100,000	110,000	110,000	80,000	80,000	82,400
Internal Service	185,000	100,000	25,000	-	-	63,200	-	40,000	50,000	-
Capital Fund	35,245,627	9,661,608	7,491,369	4,066,500	3,817,200	22,507,000	46,915,000	52,080,000	111,383,650	76,584,450
Enterprise	310,000	30,000	20,000	-	-	-	-	-	-	-
Special Revenue	265,000	250,000	250,000	250,000	250,000	250,000	250,000	500,000	230,000	450,000
Total (\$)	37,113,584	11,248,866	8,309,232	4,722,404	4,467,700	23,234,200	47,525,000	52,950,000	111,383,650	77,949,068

*Note: This table includes capital outlay budgets included in all funds, not exclusively capital outlay funds.

FY25 Capital Renewable Plan at Differing Funding Levels Funding Scenarios⁵

Project	\$550K	\$2M	\$5M	Notes
Manual classroom door locks	✓	✓	✓	This was a request in a letter from the Lane Community College Employee Association (faculty union) titled, "Response to the February 22 Lockdown at LCC's Main Campus and Recommendations for Safety and Support going forward."
Replace the electrical feeder wire that serves over 20 buildings	✓	✓	✓	This feeder wire has a lifespan of 30 years and is currently over 50 years old. Failure of one of these wires will result in power loss to multiple buildings.
Cottage Grove flooring and repairs	✓	✓	✓	The LCC side of Cottage Grove Center needs many updates to be ready to start holding classes again once the South Lane Clinic opens for fall 2023. This includes new carpet, paint, replacing non-functional lighting and stained ceiling tiles, replacement of the main entry storefront door system and access control for the front door.
Space utilization study to support the capital campaign.	✓	✓	✓	In order to properly prepare for a multi-million dollar capital campaign, an in depth study of space utilization and needs must be conducted.
Elevated platform structural repairs		✓	✓	The 2nd level exterior walkways around the Center building are showing some signs of structural degradation are currently undergoing a structural review. At the \$2M and \$3M funding levels, we expect to be able to make repairs that may be recommended by the analysis.
Center metal roof		✓	✓	The metal roof around the Center Building is covered in moss and deteriorating. In order to protect the asset, it needs to be cleaned and painted.
Remove dead trees from area near parking lot in south forest		✓	✓	These dead trees create a safety hazard from trees falling on people and increase fire danger.
Building 17 ADA Restrooms		✓	✓	The Building 17 first floor restrooms do not meet current ADA codes.
Building 9 Diesel Lab women's restroom		✓	✓	There is currently no women's restroom serving the Diesel Technology Program.
Roof Tie Offs/Fall Protection - Building 1 & 5			✓	Required for employees to be able to get on roof for maintenance and repairs.
Install shades or blinds on all windows, both interior and exterior, for all classrooms, offices, and other common areas			✓	This was a request in a letter from the Lane Community College Employee Association (faculty union) titled, "Response to the February 22 Lockdown at LCC's Main Campus and Recommendations for Safety and Support going forward."
Creation of safe rooms within all buildings			✓	This was a request in a letter from the Lane Community College Employee Association (faculty union) titled, "Response to the February 22 Lockdown at LCC's Main Campus and Recommendations for Safety and Support going forward."
Improvements to building annunciators and strobes.			✓	This was a request in a letter from the Lane Community College Employee Association (faculty union) titled, "Response to the February 22 Lockdown at LCC's Main Campus and Recommendations for Safety and Support going forward."

⁵ Source: Facilities Management and Planning



All Other Funds

INTERNAL SERVICE FUND (Fund II)

FINANCIAL AID FUND (Fund V)

ENTERPRISE FUND (Fund VI)

EARLY RETIREMENT FUND (Fund VII)

SPECIAL REVENUE FUND (Fund VIII)

Fund II - Internal Service Fund

The Internal Services fund (Fund II) accounts for goods and services provided on a cost-reimbursement basis to various departments within the College. This includes programs such as Printing & Graphics, the Motorpool, and internal Mail Services.

Fund II -Summary of Resources & Requirements	FY22 Actuals	FY23 Actuals	FY 24 Adopted Budget	FY25 Proposed Budget	
Total Resources	782,252	644,973	655,000	678,960	
Less: Total Requirements	(501,678)	(513,211)	(655,000)	(678,960)	
RESOURCES OVER-(UNDER) REQUIREMENTS	280,574	131,762	0	0	

Internal Service Fund II Resources					
Internal Service Fund II Resources	FY22 Actuals	FY23 Actuals	FY 24 Adopted Budget	FY25 Proposed Budget	Explanation of Changes in budget >10% and greater than \$100,000
Beginning Fund Balance	500,474	280,573	100,000	50,000	
Sale of Goods and Services	2,048	3,838	465,000	227,000	Moved budget to other revenue
Other Fees & Charges	18,655	35,307	40,000	40,000	
Other Revenue	261,075	325,254	50,000	180,000	Budget moved from Sale of Goods and Services
Transfer In General Fund	-	-	-	181,960	Printing & Graphics
Total Resources	782,252	644,972	655,000	678,960	

Internal Service Fund II Requirement by Program and Unit					
Requirements by Unit	FY22 Actuals	FY23 Actuals	FY 24 Adopted Budget	FY25 Proposed Budget	Explanation of Changes in budget >10% and greater than \$100,000
College Support Services					

College Support Services	FY22 Actuals	FY23 Actuals	FY 24 Adopted Budget	FY25 Proposed Budget	Explanation of Changes in budget >10% and greater than \$100,000
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Fund II -Summary of Resources & Requirements	FY22 Actuals	FY23 Actuals	FY 24 Adopted Budget	FY25 Proposed Budget	
Health & Physical Education	-	10	-		
Information Technology	-	5,297	25,000	25,000	
Institute for Sustainable Practices	27,878	4,950	50,000	50,000	
Motor Pool	13,457	25,157	90,000	40,000	
Printing & Graphics	460,255	477,798	440,000	513,960	
Total College Support Services	501,590	513,212	605,000	628,960	
Total FTE - 3.2					

Plant Operation & Maintenance	FY22 Actuals	FY23 Actuals	FY 24 Adopted Budget	FY25 Proposed Budget	Explanation of Changes in budget >10% and greater than \$100,000
Non-Departmental	88	-	-	-	
Total Plant Operation & Maintenance	88	-	-	-	

Plant Operation & Maintenance	FY22 Actuals	FY23 Actuals	FY 24 Adopted Budget	FY25 Proposed Budget	Explanation of Changes in budget >10% and greater than \$100,000
Projects/Provisions	-	-	50,000	50,000	
Total Contingency	-	-	50,000	50,000	
Total Requirements	501,678	513,211	655,000	678,960	
ACTUAL ENDING FUND BALANCE	280,573	131,761	-	-	

Fund V - Financial Aid

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

Fund V - Summary of Resources & Requirements	FY22 Actuals	FY23 Actuals	FY 24 Adopted Budget	FY25 Proposed Budget	
Total Resources	24,139,320	26,581,522	41,387,500	47,082,500	
Less: Total Requirements	(23,298,099)	(25,828,023)	(41,387,500)	(47,082,500)	
RESOURCES OVER-(UNDER) REQUIREMENTS	841,221	753,499	0	0	

Financial Aid Fund V Resources					
Financial Aid Fund V Resources	FY22 Actuals	FY23 Actuals	FY 24 Adopted Budget	FY25 Proposed Budget	Explanation of Changes in budget >10% and greater than \$100,000
Beginning Fund Balance	818,132	841,221	767,500	517,500	Budgeted at current projection
State Support	5,116,896	6,007,352	6,770,000	8,790,000	Increased based on higher enrollment
Federal Support	15,242,709	16,471,372	29,400,000	32,400,000	Increased based on higher enrollment
Other Fees & Charges	874,827	1,148,484	1,200,000	1,200,000	
Administrative Recovery	26,265	-	-	-	
Other Revenue	2,060,490	2,113,093	3,250,000	4,175,000	Increased based on higher enrollment
TOTAL RESOURCES	24,139,319	26,581,522	41,387,500	47,082,500	

Financial Aid Fund V Requirements					
Requirements by Unit	FY22 Actuals	FY23 Actuals	FY 24 Adopted Budget	FY25 Proposed Budget	Explanation of Changes in budget >10% and excess of \$100,000

Financial Aid	FY22 Actuals	FY23 Actuals	FY 24 Adopted Budget	FY25 Proposed Budget	Explanation of Changes in budget >10% and excess of \$100,000
Financial Aid	23,248,099	25,770,713	40,837,500	46,532,500	Increase based on higher enrollment

Fund V - Summary of Resources & Requirements	FY22 Actuals	FY23 Actuals	FY 24 Adopted Budget	FY25 Proposed Budget	
Total Expenditures	23,248,099	25,770,713	40,837,500	46,532,500	

Transfers Out:	FY22 Actuals	FY23 Actuals	FY 24 Adopted Budget	FY25 Proposed Budget	Explanation of Changes in budget >10% and excess of \$100,000
To General Fund I	50,000	57,310	50,000	50,000	
Total Transfers Out	50,000	57,310	50,000	50,000	

Contingency	FY22 Actuals	FY23 Actuals	FY 24 Adopted Budget	FY25 Proposed Budget	Explanation of Changes in budget >10% and greater than \$100,000
Non-Departmental			500,000	500,000	
Total Contingency			500,000	500,000	
TOTAL REQUIREMENTS	23,298,099	25,828,023	41,387,500	47,082,500	
ACTUAL ENDING FUND BALANCE	841,220	753,499	-	-	

Fund VI - Enterprise Operations

The Enterprise Fund (Fund VI) accounts for the operations of the College’s Housing Program, including management and lease revenue from Titan Court.

FUND VI - Summary of Resources & Requirements	FY22 Actuals	FY23 Actuals	FY 24 Adopted Budget	FY25 Proposed Budget	
Total Resources	2,361,409	1,945,246	2,086,154	2,204,682	
Less: Total Requirements	(2,360,724)	(1,789,157)	(2,086,154)	(2,204,682)	
RESOURCES OVER-(UNDER) REQUIREMENTS	684	156,088	-	-	

Enterprise Fund VI Resources					
Enterprise Fund VI Resources	FY22 Actuals	FY23 Actuals	FY 24 Adopted Budget	FY25 Proposed Budget	Explanation of changes in budget of > 10% and greater than \$100,000
Beginning Fund Balance	553,107	684	186,154	100,000	
Sale of Goods and Services	-	99	-	-	
Downtown Housing Rents	1,808,302	1,944,463	1,900,000	2,104,682	Increase in rates and occupancy
TOTAL RESOURCES	2,361,409	1,945,246	2,086,154	2,204,682	

Enterprise Fund VI Requirements					
Student Services	FY22 Actuals	FY23 Actuals	FY 24 Adopted Budget	FY25 Proposed Budget	Explanation of changes in budget of > 10% and greater than \$100,000
Bookstore	43,497	-	-	-	
Downtown Housing	1,181,813	1,230,948	1,135,000	1,314,682	Increased occupancy
Foodservices	412	-	-	-	
Hospitality & Conference Services	2	-	-	-	

FUND VI - Summary of Resources & Requirements	FY22 Actuals	FY23 Actuals	FY 24 Adopted Budget	FY25 Proposed Budget	
International Programs	-	1,498	-	-	
Total Student Services	1,225,724	1,232,446	1,135,000	1,314,682	

Contingency	FY22 Actuals	FY23 Actuals	FY 24 Adopted Budget	FY25 Proposed Budget	Explanation of changes in budget of > 10% and greater than \$100,000
Projects/Provisions			186,154	100,000	
Total Contingency			186,154	100,000	

Transfers Out:	FY22 Actuals	FY23 Actuals	FY 24 Adopted Budget	FY25 Proposed Budget	Explanation of changes in budget of > 10% and greater than \$100,000
To Debt Service Fund III	635,000	556,711	765,000	790,000	
To Endowment Fund IX	500,000	-	-	-	
Total Transfers Out	1,135,000	556,711	765,000	790,000	
TOTAL REQUIREMENTS	2,360,724	1,789,157	2,086,154	2,204,682	
ACTUAL ENDING FUND BALANCE	684	156,088	-	-	

Fund VII - Early Retirement

Early Retirement and Early Retirement Health Insurance

Fund VII accounts for the accumulation of resources for, and the payment of, the College’s early retirement and healthcare commitments.

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

Additional information regarding Fund VII is reported in the College Annual Comprehensive Financial Report.

Retirement eligibility – management employees with 10 years of College service who commenced employment with the College before July 1, 1991, 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.

Fund VII - Summary of Resources & Requirements	FY22 Actuals	FY23 Actuals	FY 24 Adopted Budget	FY25 Proposed Budget	
Total Resources	5,904,806	5,580,632	5,530,000	5,580,000	
Less: Total Requirements	(404,403)	(495,483)	(5,530,000)	(5,580,000)	
RESOURCES OVER-(UNDER) REQUIREMENTS	5,500,403	5,085,149	-	-	

Early Retirement Fund VII Resources					
Early Retirement Fund VII Resources	FY22 Actuals	FY23 Actuals	FY 24 Adopted Budget	FY25 Proposed Budget	Explanation of changes in budget of > 10% and greater than \$100,000
Beginning Fund Balance	5,889,451	5,500,403	5,490,000	5,490,000	
Other Investment Income	15,355	80,229	40,000	90,000	
Total Resources	5,904,806	5,580,632	5,530,000	5,580,000	

Early Retirement Fund VII Requirements					
Early Retirement Fund VII Requirements	FY22 Actuals	FY23 Actuals	FY 24 Adopted Budget	FY25 Proposed Budget	Explanation of changes in budget of > 10% and greater than \$100,000
Instruction	404,403	495,483	5,530,000	5,580,000	
TOTAL REQUIREMENTS	404,403	495,483	5,530,000	5,580,000	
ACTUAL ENDING FUND BALANCE	5,500,403	5,085,149	-	-	

Fund VIII - Special Revenue

The Special Revenue Fund (Fund VIII) accounts for projects funded from federal, state and local grant funds. The composite of the major fund category is a wide range of subfunds related directly to individual grant projects. Some of the grants included are Oregon Business Development (OSBDCN), Oregon Department of Education (Child and Family Education), and Title II Workforce Innovation and Opportunity Act.

FUND VIII - Summary of Resources & Requirements	FY22 Actuals	FY23 Actuals	FY 24 Adopted Budget	FY25 Proposed Budget	
Total Resources	30,020,970	20,345,486	35,330,000	15,167,324	Grants over budgeted in FY24
Less: Total Requirements	(29,721,935)	(19,686,602)	(35,330,000)	(15,167,324)	
RESOURCES OVER-(UNDER) REQUIREMENTS	299,035	658,884	-	-	
Special Revenue Fund VIII Resources					
Special Revenue Fund VIII Resources	FY22 Actuals	FY23 Actuals	FY 24 Adopted Budget	FY25 Proposed Budget	Explanation of changes in budget of > 10% and greater than \$100,000
Beginning Fund Balance	368,330	299,036	300,000	700,000	Budgeted at current projection
State Revenue	6,521,376	11,171,538	18,000,000	5,307,897	Grants over budgeted in FY24
Federal Revenue	22,375,384	7,813,839	11,000,000	7,835,442	Grants over budgeted in FY24
Local Support	16,416	42,536	2,000,000	425,000	Grants over budgeted in FY24
Tuition & Fees	94,441	138,380	100,000	140,000	
Sale of Goods and Services	1,700	-	30,000	30,000	
Other Revenue	643,323	880,157	3,900,000	728,985	Grants over budgeted in FY24
Total Resources	30,020,970	20,345,486	35,330,000	15,167,324	
Special Revenue Fund VIII Requirements by Program and Unit					

FUND VIII - Summary of Resources & Requirements	FY22 Actuals	FY23 Actuals	FY 24 Adopted Budget	FY25 Proposed Budget	
Instruction	FY22 Actuals	FY23 Actuals	FY 24 Adopted Budget	FY25 Proposed Budget	Explanation of changes in budget of > 10% and greater than \$100,000
Instruction	7,581,444	5,241,422	9,930,000	6,909,200	Over budgeted in FY24
Total Instruction	7,581,444	5,241,422	9,930,000	6,909,200	
Total FTE - 17					
Instructional Support	FY22 Actuals	FY23 Actuals	FY 24 Adopted Budget	FY25 Proposed Budget	Explanation of changes in budget of > 10% and greater than \$100,000
Instructional Support	140,054	292,219	150,000	150,000	
Total Instructional Support	140,054	292,219	150,000	150,000	
Total FTE - .2					
Student Services	FY22 Actuals	FY23 Actuals	FY 24 Adopted Budget	FY25 Proposed Budget	Explanation of changes in budget of > 10% and greater than \$100,000
Student Services	12,480,914	2,265,949	14,000,000	455,000	Over budgeted in FY24
Total Student Services	12,480,914	2,265,949	14,000,000	455,000	
Total FTE - 13.3					
Community Services	FY22 Actuals	FY23 Actuals	FY 24 Adopted Budget	FY25 Proposed Budget	Explanation of changes in budget of > 10% and greater than \$100,000
Community Services	6,631,032	6,915,137	7,500,000	3,800,000	Over budgeted in FY24

FUND VIII - Summary of Resources & Requirements	FY22 Actuals	FY23 Actuals	FY 24 Adopted Budget	FY25 Proposed Budget	
Total Community Services	6,631,032	6,915,137	7,500,000	3,800,000	
Total FTE - 22.7					
College Support Services	FY22 Actuals	FY23 Actuals	FY 24 Adopted Budget	FY25 Proposed Budget	Explanation of changes in budget of > 10% and greater than \$100,000
College Support Services	139,212	28,910	150,000	353,124	Budgeted at current projection
Total College Support Services	139,212	28,910	150,000	353,124	
Total FTE - 0					
Plant Operations & Maintenance	FY22 Actuals	FY23 Actuals	FY 24 Adopted Budget	FY25 Proposed Budget	Explanation of changes in budget of > 10% and greater than \$100,000
Plant Operations & Maintenance	2,749,279	4,942,965	3,600,000	3,500,000	
Total Plant Operation & Maintenance	2,749,279	4,942,965	3,600,000	3,500,000	
Total FTE - 0					
TOTAL REQUIREMENTS	29,721,935	19,686,602	35,330,000	15,167,324	
ACTUAL ENDING FUND BALANCE	299,036	658,885	-	-	



APPENDICES

A: BUDGET STRUCTURE & FUNCTIONS

B: FINANCIAL POLICIES

C: AFFIRMATIVE ACTION

D: GLOSSARY OF TERMS & ACRONYMS

Appendix A: Budget Structure & Functions

Basis of Budgeting

For the budget document, Oregon Budget Law requires that a modified accrual basis of accounting is used which determines when and how transactions or events are recognized. 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 a discretely presented component unit and is reported in a separate column in the basic financial statements. The budget document presents College information exclusive of Foundation data.

Under GAAP, basic financial statements are reported using the economic resources measurement focus and accrual basis of accounting. Revenues are recorded when earned and expenses are recorded at the time liabilities are incurred, regardless of when the related cash flows take place. Property taxes are recognized as revenues in the years in which they are levied. Grants and other similar types of revenue are recognized as soon as all eligibility requirements imposed by the grantor have been met.

Material timing differences in expenditures between GAAP and the budgetary basis of accounting include capital expenditures, which under GAAP are allocated to depreciation expense over a specified period of time. In the budget document, capital expenditures are assigned in full to operations expenses. 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 Debt Service (III).

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

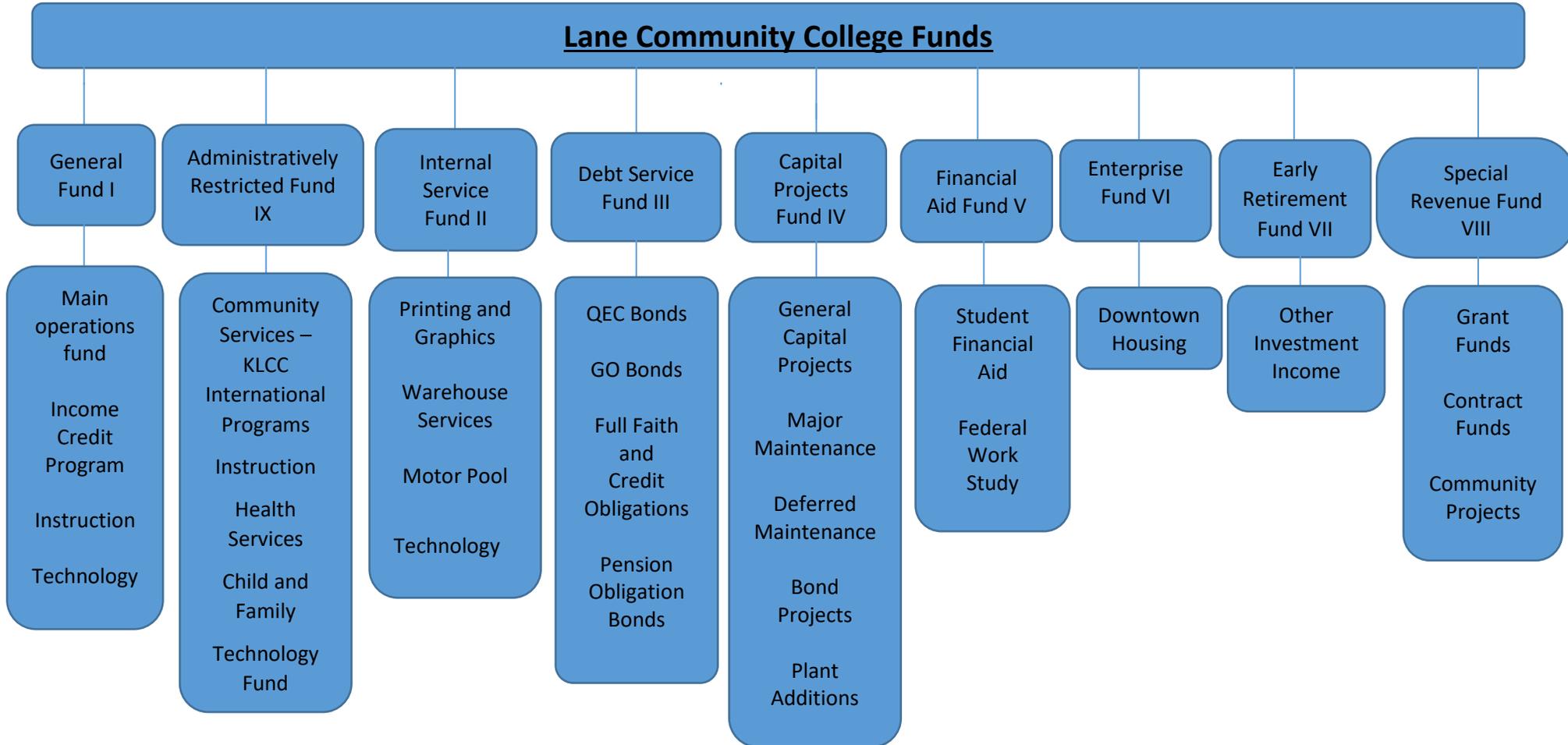
Accounts for the operations of the College's Housing Program.

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.

Expense 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.

Appendix B: Financial Policies**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 \$250,000 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 06.14.18**

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 “one time” unanticipated revenue, allocating it strategically and prudently between:

- The restoration of any shortfall to targeted ending fund balances,
- Currently unfunded projects in the strategic plan, and/or
- Holding some 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 4.3.24**

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 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 \$250,000 for goods and services contracts, or \$250,000 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 BP 215 Budget Officer, BP 220 Budget Preparation and Adoption, BP 225 Budgeting of Non-Recurring Resources, BP 230 Capital Reserve Funds, BP 240 Definition of a Balanced Budget, and BP 245 Ending Fund Balance.
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 \$250,000. 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 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.

Policy OCCA BP2435: Evaluation of the President

Adopted 5.19.2021; Last Reviewed 5.19.21

The Board of Education shall conduct an evaluation of the President at least annually. Such evaluation shall comply with any requirements set forth in the contract of employment with the President as well as this policy.

The Board of Education shall evaluate the President using an evaluation process the Board of Education and the President jointly to and develop.

The criteria for evaluation shall be based on Board of Education policy, the President’s job description, performance goals and objectives to Lane Community College’s commitment to diversity, equity, and inclusion, and performance goals/objectives developed in accordance with board policies of Lane Community College.

Appendix C: Affirmative Action

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.

[Appendix D: Glossary of Terms](#)

Accrual Basis Accounting: A system of accounting based on the accrual principle 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 principal 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 consisted 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.

Acronyms:

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

Appendix E: Legal Notifications

Reserved for later.



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