

# Fiscal Year 2027 PROPOSED BUDGET



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**Acknowledgments**

The image on the front cover features Building 32, Lane Community College’s new Health Professions building, constructed with funding from the voter-approved 2020 general obligation bond. Artwork displayed throughout the building was created by local artist Jessilyn Brinkerhoff. More information about the artist and her work can be found on her website at <https://www.jbrinkerhoff.com/>.

The Budget Office would like to express its sincere appreciation to Cathy Thomas and Keith Comer within the Institutional Research Department for their invaluable support in providing student and degree data for Lane Community College. The information and expertise shared by the Institutional Research team were instrumental in informing the development of this budget document. Their contributions have greatly enhanced the accuracy and quality of the data presented. We are grateful for their partnership and commitment to supporting the College’s planning efforts.

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# **INTRODUCTION: FISCAL YEAR 2026-27**

## **President's Message**

Members of the Budget Committee, Board of Education, and Lane Community College Community,

I am pleased to present the proposed budget for Lane Community College. This budget reflects both the realities we face and the future we are building together. At its core, it is grounded in our mission to provide access to education that transforms lives, supports our students, and strengthens our community.

For more than sixty years, Lane Community College has served as a cornerstone of opportunity in Lane County. Our students come to us to begin their educational journeys, advance their careers, and build better futures for themselves and their families. That purpose remains unchanged. What is changing is how we are stewarding our resources to ensure that mission continues with strength and stability for years to come.

### **Our Fiscal Reality**

Over time, Lane has operated within a structural imbalance where ongoing expenses have exceeded recurring revenues. While we have managed this through careful use of reserves and targeted adjustments, that approach is no longer sustainable. Continued reliance on the ending fund balance to support operations limits our ability to invest in students and increases long-term financial risk.

At the same time, we continue to face external pressures. State funding remains uncertain and has not kept pace with rising costs. Enrollment is improving after a period of decline, but has not yet fully recovered. Meanwhile, costs related to employee benefits, retirement obligations, and inflation continue to grow.

In this context, the Board of Education has reaffirmed a clear expectation: that the college restore and maintain an ending fund balance of 10 percent of the General Fund. This is not only a matter of policy, but a critical step in ensuring long-term fiscal health, stability, and our ability to serve students effectively.

### **A Multi-Year Strategy for Sustainability**

This proposed budget reflects our continued implementation of a deliberate three-year mitigation plan to address our structural deficit and restore financial stability.

A defining milestone of this first year is that FY 2027 represents a breakeven year for the college. This budget achieves structural alignment between ongoing revenues and expenditures, meaning the college is no longer reliant on one-time reserve spending to support ongoing operations. Our approach remains intentional and measured. Over the three-year period, we will sustain this structural balance, continue phased

adjustment to address cost pressures, rebuild reserves to meet the Board's ten - percent ending fund balance policy requirement, and thoughtfully reinvest in innovative student supports and educational offerings. This work is supported by strengthened financial modeling and continued to focus on revenue through managed enrollment growth.

By taking action now, we are choosing a path of thoughtful planning rather than reactive decision-making. This approach protects the student experience, sustains our core mission, and positions the college to move from stabilization to long-term strength.

### **Grounded in Our Strategic Priorities**

Even in a constrained fiscal environment, our focus remains on what matters most. This budget aligns with the institutional goals of fiscal stability, managed enrollment growth, and a strong institutional climate.

We continue to prioritize:

- Student experience and success, ensuring that programs and services support persistence, completion, and meaningful outcomes
- Workplace readiness and community impact, aligning our offerings with workforce needs and regional partnerships
- Operational alignment and efficiency, ensuring that our resources are directed toward the areas of greatest impact

These priorities reflect our commitment to placing students at the center of our decisions and to serving as the workforce and talent development hub for our region.

### **A Transparent and Inclusive Process**

This budget has been shaped through engagement across the college. Faculty, classified professionals, managers, and students have contributed ideas and perspectives through forums, workgroups, and ongoing dialogue.

We have used data to inform our decisions, including enrollment trends, program outcomes, and workforce demand, while also carefully considering the impact of decisions on people and programs. Our commitment remains to lead with transparency, care, and accountability.

### **Looking Ahead**

While this budget reflects necessary constraints, it also reflects measurable progress and renewed opportunity.

Achieving structural balance in FY 2027 marks an important turning point for the college. It demonstrates that Lane is taking disciplined, responsible action to address its financial challenges while maintaining a focus on students and community impact.

We are seeing encouraging signs in enrollment growth and continued community demand for the programs we offer. Our partnerships remain strong, and our employees continue to demonstrate remarkable dedication to our students and mission.

This is not simply a budget of reductions. It is a budget of stabilization and alignment. It positions Lane to rebuild its financial foundation and make more strategic investments in the years ahead.

### **Closing**

I recognize that the decisions reflected in this proposed budget affect people, programs, and our daily work. These decisions are not made lightly. I approach this responsibility with deep respect for our employees and with a clear focus on the long-term health of the institution.

Lane's strength has always been its people and our shared commitment to students. By working together, staying focused on our mission, and making thoughtful decisions today, we are building a more stable and sustainable future for Lane Community College.

Thank you for your engagement, your partnership, and your continued dedication to Lane Community College.

Dr. Stephanie Bulger  
President  
Lane Community College



## **Summary Schedule of Changes (replace later in the process of the budget doc dev)**

<b>Fund or Program Name</b>	<b>FY 2025 Actuals</b>	<b>FY 2026 Adopted Budget</b>	<b>FY 2027 Proposed Budget</b>	<b>Change FY 2026 to FY 2027</b>
General Fund I	97,712,814	111,315,519	113,095,064	1,779,545
Internal Service Fund II	574,059	676,381	464,400	-211,981
Debt Service Fund III	26,456,573	28,625,285	30,221,265	1,595,980
Capital Projects Fund IV	23,733,027	47,800,000	48,178,000	378,000
Financial Aid Fund V	36,693,179	47,248,500	47,683,600	435,100
Enterprise Fund VI	2,300,983	2,278,346	2,278,346	0
Early Retirement Fund VII	580,478	5,595,000	5,595,000	0
Special Revenue Fund VIII	14,746,269	14,609,418	15,020,751	411,333
Administratively Restricted Fund IX	17,213,568	24,700,889	18,824,227	-5,876,662
<b>Total All Funds</b>	<b>220,010,949</b>	<b>282,849,338</b>	<b>281,360,653</b>	<b>-1,488,685</b>

### **Budget Highlights**

- Focusing on long term sustainability to maintain general fund ending balance per board policy
- Tuition increases of \$2.00 per credit, or 1.2%, to \$151 per enrollment credit
- Enrollment growth target of 2%
- Board approved \$4.2M reduction in FY 2027 as a part of the three-year Mitigation Plan
- Continued utilization of Bond 2020 funds and initialization of capital projects
- Transitioning Aviation program from Administratively Restricted Fund IX to General Fund I
- Continue plan to reconcile with deficit within all subfunds

## **Long-Range Financial Planning and Forecasting**

Lane Community College's 2026–27 budget reflects ongoing financial challenges resulting from modest increases in state funding, limited enrollment growth, and continued economic uncertainty at the federal and state levels. The College continues to face a structural imbalance between revenues and expenditures, with operating costs—particularly personnel expenses—growing faster than available resources. While revenue growth has averaged approximately 3–5 percent annually, expenditures have increased at a faster pace, driven largely by collectively bargained salary adjustments, Public Employees Retirement System (PERS) rate increases, and rising health insurance costs.

To address these structural challenges, the Board of Education approved a three-year Financial Mitigation Plan in January 2026. This plan provides a structured, multi-year approach to aligning ongoing revenues and expenditures while preserving core instructional and student support services. The plan establishes a goal of achieving a break-even year in FY 2027, stabilizing operations without additional deficit spending, and restoring the Board-required 10% Ending Fund Balance by FY 2029.

The College maintains a long-range financial planning framework that evaluates major revenue and expenditure drivers over multiple years. Key variables include state appropriations through the Community College Support Fund, property tax revenues, enrollment-based tuition and fees, and cost drivers such as personnel agreements, benefit costs, and inflation. Revenue and expenditure assumptions are informed by historical trends, institutional enrollment projections, and external indicators including the Higher Education Price Index (HEPI), statewide economic forecasts, and guidance from organizations such as the Oregon Community College Business Officers affinity group and the Higher Education Coordinating Commission (HECC).

These assumptions are incorporated into multi-year financial forecasts that project revenues, expenditures, and ending fund balances for the General Fund and other major operating funds. Scenario modeling—aligned with the Mitigation Plan—is used to evaluate potential outcomes under different enrollment, funding, and cost conditions. This approach allows the College to assess the long-term sustainability of current spending levels and to evaluate the impact of policy decisions before implementation.

The College reports quarterly to the Board of Education on financial performance and yearly with the Mitigation Plan progress, including updates and specific reporting on deficit reduction efforts and fund balance trajectory. As internal data systems and staffing capacity continue to improve, the College is transitioning toward more frequent financial reporting to strengthen transparency and responsiveness in budget management.

In addition to long-range financial forecasting, the College continues to strengthen integration between the annual budget process, institutional planning efforts, and program evaluation activities. These efforts include coordination with the Annual Planning process, Program Review, and course-level financial modeling initiatives designed to better understand the financial and educational impact of instructional offerings. This work supports informed decision-making that aligns institutional resources with student success and community workforce needs.

The College's current strategic plan extends through FY27. During the 2026–27 academic year, the institution will undertake a campus-wide effort to develop a new strategic plan that will be closely aligned with financial planning, including the implementation of the Mitigation Plan. Integrating strategic and financial planning will help ensure that institutional priorities are supported by sustainable funding strategies.

Under long-range projections where state funding remains relatively flat, and possibly less funding, and enrollment growth remains modest, operating expenditures would continue to exceed available revenues without intervention. The Mitigation Plan is designed to address this structural imbalance through phased, multi-year adjustments that bring expenditures in line with revenues while maintaining institutional stability. Because state funding represents the largest single revenue source for the College, changes in state appropriations continue to significantly influence long-term financial projections. For this reason, the College regularly reviews and updates its financial assumptions and scenarios to support proactive and sustainable budget decisions. See the 2026 - 2027 Proposed Budget Section for more information.

## **Strategic and Mitigation Planning**

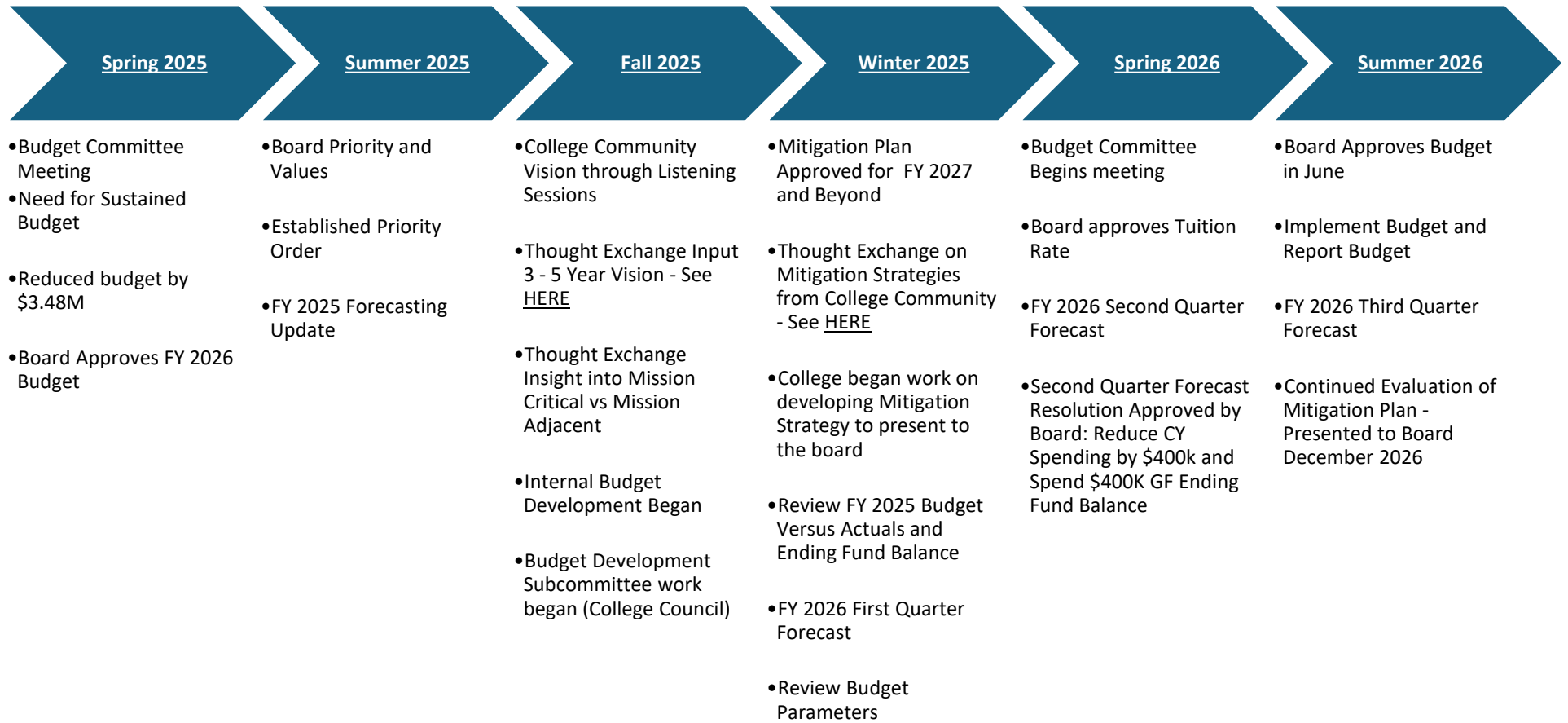
Lane Community College's FY 2022–26 adopted budget reflected a balanced, zero-deficit approach designed to address the institution's structural financial challenges. Achieving balance for FY26 required approximately \$3.4 million in expenditure reductions and reallocations, representing the first phase of the Board-approved Mitigation Plan.

The college collected input and engaged staff and students, as well as the board before presenting the FY 2027 Mitigation Plan. Here is a recap of the Board Values established in June 2025.

### **Board Values**

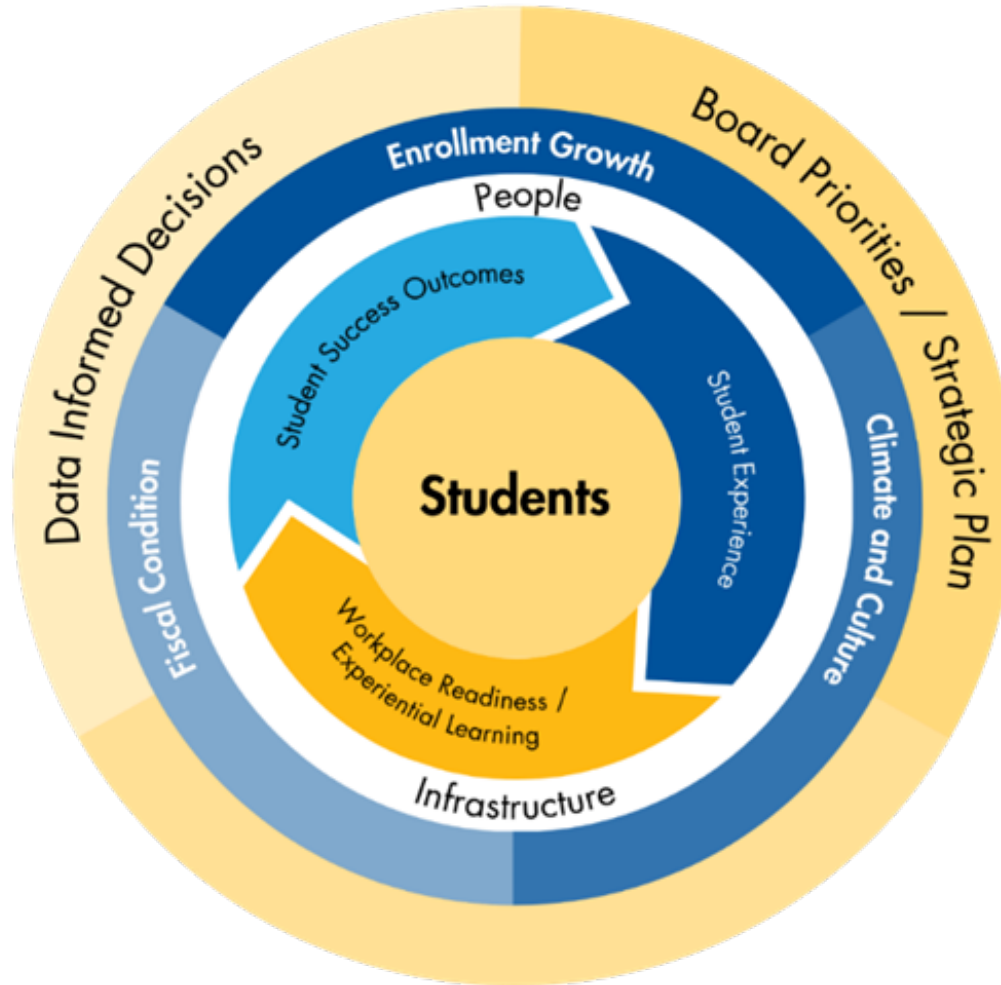


The timeline was as follows:



Budget decisions are guided by mission-critical principles that prioritize student success, educational quality, equity, transparency, and long-term financial sustainability. Through shared governance processes, the College evaluates programs, services, and resource allocations using data-informed analysis to ensure alignment with institutional priorities and community needs.

Student Success Framework  
(What We Measure)



Student success is demonstrated when students achieve meaningful educational, workforce, and transfer outcomes. Using the LCC Equity Lens, student success is evaluated not only by aggregate results, but by who benefits, who may be excluded, and where disparities persist. Including, but not limited to:

- **Degrees and Certificates**
  - CTE/Transfer
  - Credit Completion: 15+ or 30+
  - Gateway Courses: Writing/Math
  - ABSE/ESL: 6 or 12 contact Hours
- **Equity & Access (State Funding)**
  - Pell Grant Eligible (Low Income)
  - Adult Learners (Over 25)
  - Career and Technical Education (CTE) Students
  - Underrepresented Groups
- **Other**
  - Livable Wage Employment
  - Alignment with Labor-Market Demand
  - Enrollment Trends and Sustainability
  - Discipline Success Rate (disaggregated)
  - Direct Transfer

### **Mission Critical (What We Prioritize)**

Mission-critical work is the instruction, programs, and services that are essential to fulfilling the College’s core mission and achieving equitable student success by directly enabling students to access, persist, complete, transfer, and succeed in the workforce.

Mission-critical work is continuously evaluated to ensure it advances student success, reduces equity gaps, responds to community and workforce needs, and aligns with responsible stewardship of public resources.

Within the Resources Available Focus Areas Include:

1. Courses and programs that support enrollment, student learning, and completion.
2. Required student services which directly help students start, stay, and finish college (such as advising and financial aid).
3. Services the college must provide itself, or can provide at a lower cost, that support student learning and success.
4. Programs and services which meet one of the above and can pay for themselves or be sustained over time.
5. Work required to meet accreditation and state or federal rules so students can receive aid and the college can remain open.

Implementation strategies under the Mitigation Plan include:

- Managing personnel costs through vacancy management and position review
- Aligning programs and services with enrollment demand and community workforce needs
- Identifying operational efficiencies and cost containment opportunities
- Reallocating resources to support core instructional and student services

Departments across the institution are working collaboratively to implement these strategies while maintaining the College’s commitment to accessible, high-quality education. Progress on these efforts, including reductions in subfund deficits and improvements in the Ending Fund Balance, will continue to be reported to the Board as part of ongoing financial monitoring. A snapshot of the Proposed FY 2027 Budget Mitigation Strategies is listed below:

**Financial Mitigation Plan**

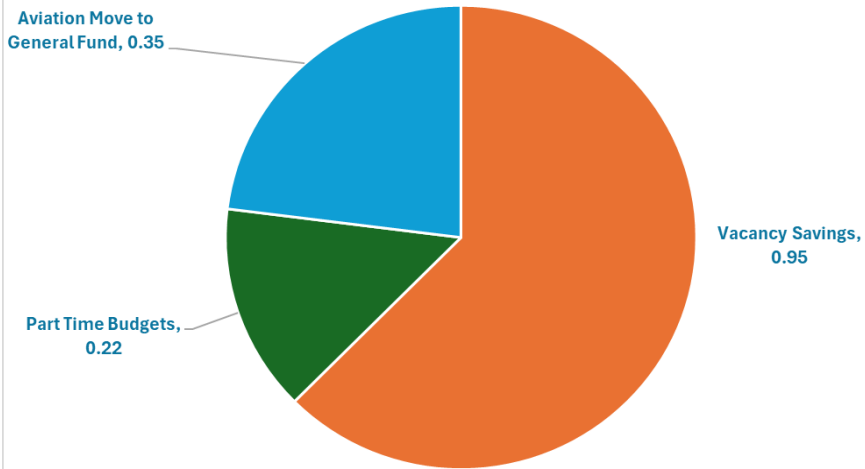
In January 2026, the Lane Community College Board of Education approved a three-year Financial Mitigation Plan to address the College’s structural imbalance between ongoing revenues and expenditures. The plan provides a strategic, multi-year framework to stabilize operations, align resources with sustainable funding levels, and maintain the College’s core mission of serving students and the community. The Mitigation Plan establishes clear financial targets, including achieving a break-even operating position in FY 2027 and restoring the Board-required 10% Ending Fund Balance by FY 2029. The approach emphasizes phased implementation, allowing the College to make thoughtful, data-informed decisions over time rather than relying on one-time or short-term solutions.

Implementation strategies include managing personnel costs, evaluating programs and services for alignment with student demand and workforce needs, improving operational efficiency, and reallocating resources to priority areas. The plan is integrated with the College’s long-range financial forecasting and is monitored through regular reporting to the Board of Education. The FY 2026–27 proposed budget reflects the continued implementation of this plan, representing a critical step toward long-term financial sustainability while preserving access, quality, and student success.

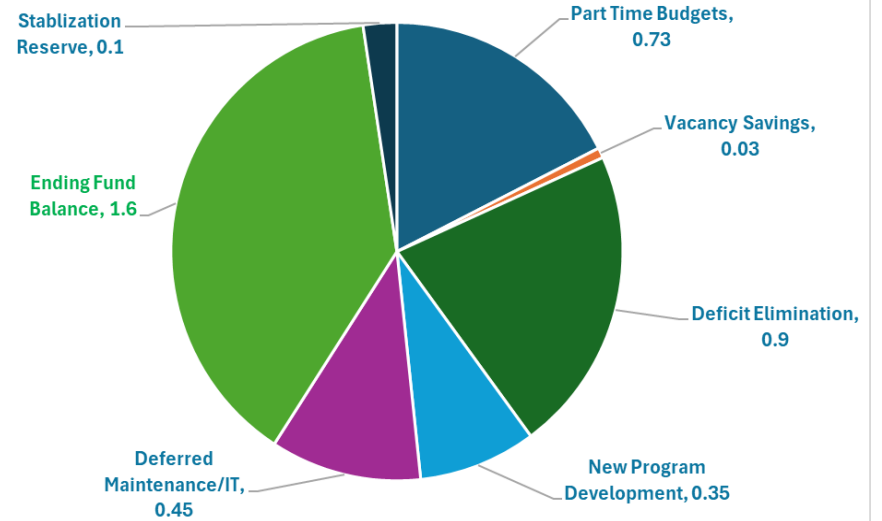
**Forecast as of January 2026**

Fiscal Year	In Year Projected Ending Fund Balance	Required 10% EFB	Actual EFB	Gap to 10%
<b>FY27</b>	(\$1.48M)	\$10.86M	\$5.99M	5.52% \$4.87M
<b>FY28</b>	\$180K	\$11.23M	\$6.18M	5.50% \$5.05M
<b>FY29</b>	(\$340K)	\$11.60M	\$5.84M	5.03% \$5.76M

**FY 2027 Mitigation Amounts (in millions)**

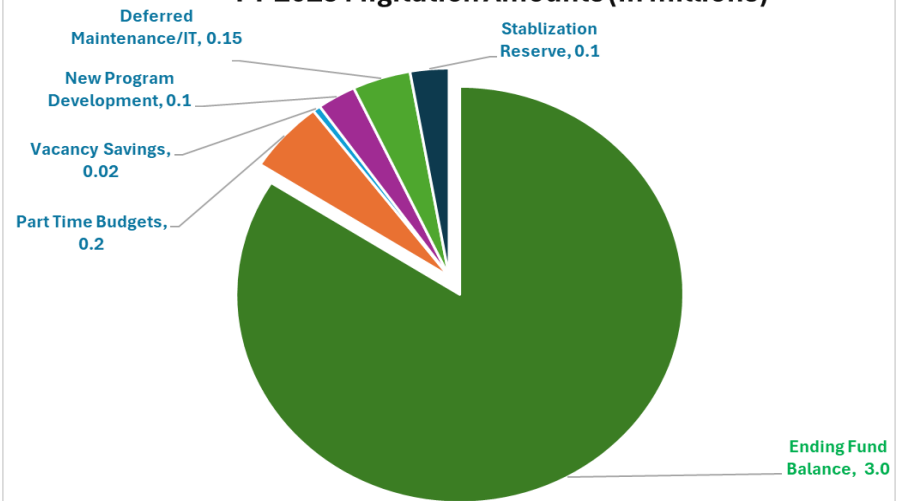


**FY 2028 Mitigation Amounts (in Millions)**

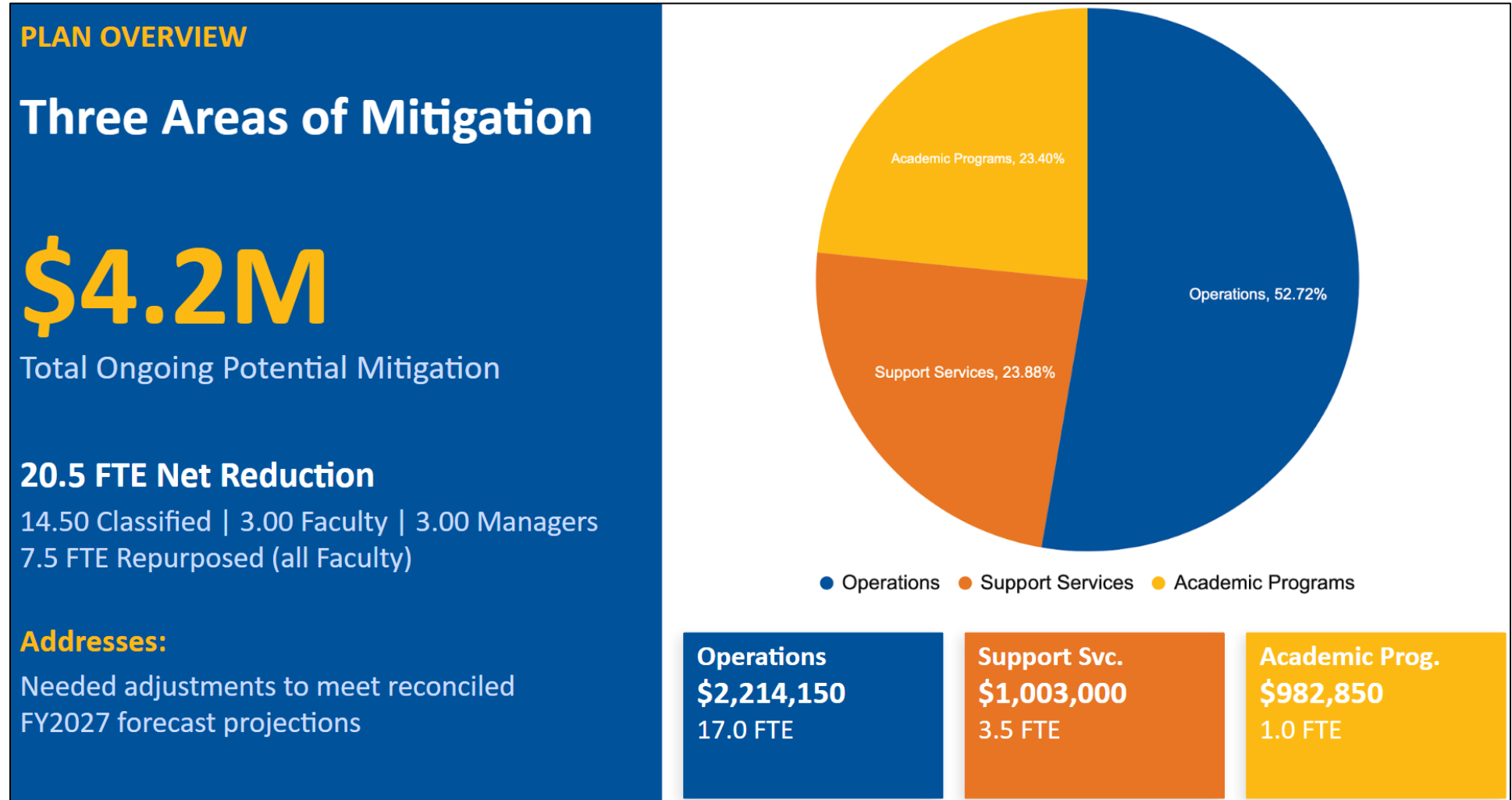


Year	Milestone
FY 2027	Break Even Year
FY 2028	Recovery Year
FY 2029	Celebration Year - Achieve 10% Ending Fund Balance

**FY 2029 Mitigation Amounts (in millions)**



The Mitigation Plan outlines a multi-year strategy through FY29, with approximately \$4.2 million in FY 2027 in additional ongoing adjustments anticipated over the planning horizon to restore financial stability and rebuild the Ending Fund Balance to the Board’s 10% target. This phased approach allows the College to make thoughtful, strategic decisions over time rather than implementing large, one-time reductions.



**FY 2027 Plan Inclusions**

Area 1: Operations	FTE Impact	Amount	Implementation Summary
<b>Staff Consolidation</b>	11.0 Classified	<b>\$1,470,900</b>	Selected administrative and coordination functions consolidated, with duties reassigned where capacity exists. Streamlines operations while maintaining essential services.
<b>Consolidation of Managers</b>	3.0 Managers	<b>\$513,250</b>	Certain management roles consolidated to better align leadership responsibilities and organizational structure while reducing administrative costs.
<b>Printing &amp; Graphics Realignment</b>	3.0 Classified	<b>\$200,000</b>	Printing and graphics services realigned to reduce ongoing operational costs. General Fund resources better aligned with services supportable through alternative delivery models or other funding sources.
<b>Reclassify Managers: Dean to Director</b>	—	<b>\$30,000</b>	Two positions reclassified to better reflect the scope of responsibilities and organizational alignment. Savings reflect compensation adjustment.
<i>Future: Streamlining Business Processes (FY 2028)</i>	<i>TBD</i>	<i>FY2028</i>	<i>Future operational efficiency work: centralization of purchasing, budgeting, marketing, payroll, course scheduling, and testing services. Planned for FY 2028.</i>

Area 2: Support Services	FTE Impact	Amount	Implementation Summary
<b>Willamette Restorative Dental Clinic</b>	2.0 Non-Credit Faculty	<b>\$320,000</b>	Services restructured to better align costs with available resources while maintaining access to community-responsive services.

Area 2: Support Services	FTE Impact	Amount	Implementation Summary
<b>Health Clinic &amp; Talent Grants</b> <i>(only reducing general fund support of Health Clinic - not clinic closure)</i>	—	<b>\$360,000</b>	General Fund support for selected programs adjusted to improve long-term sustainability. Funding sources aligned with program operations; service continuity maintained through alternative funding structures.
<b>Library &amp; Tutoring Services Alignment</b>	0.5 Classified 2.0 Faculty (TBD)	<b>\$323,000</b>	Library and tutoring services realigned to match usage patterns and available staffing. Adjustments to library operations; tutoring services consolidated within existing staffing structures.
<i>Future: Community Service Partnerships (FY 2028)</i>	<i>TBD</i>	<i>FY 2028</i>	<i>The College will explore partnerships with community service providers to deliver selected services while maintaining on-campus access for students and community members. Planned for FY 2028.</i>

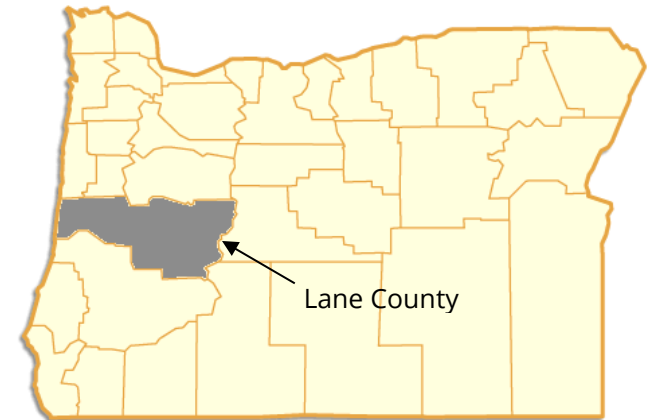
Area 3: Academic Programs	FTE Impact	Amount	Implementation Summary
<b>Academic Alignment of Course Offerings</b>	1.0 Faculty (vacant) 2.5 Repurposed (TBD)	<b>\$448,850</b>	Course offerings aligned to increase transferable coursework and improve scheduling efficiency while expanding capacity in high-demand courses. Includes not filling certain vacant faculty positions and adjusting offerings to better match student enrollment patterns and transfer pathways.
<b>Program Suspensions:</b> 1. Health Information Management 2. Criminal Justice	3.0 Repurposed (TBD)	<b>\$534,000</b>	Selected programs phased out or redesigned where enrollment and workforce demand are limited. Students currently enrolled are supported through teach-out options, partnerships with other colleges, and part-time faculty where appropriate.
<i>Future: Program evaluation (redesign to apprenticeship model)</i>	<i>TBD</i>	<i>FY 2028</i>	<i>Begin process for faculty to evaluate programs for student efficiencies potentially evaluating options such as apprenticeship-based models to better align with workforce and employer needs. Planned for FY 2028.</i>



# BACKGROUND INFORMATION

## Data and Statistics

Lane County was established in 1851, and originally included all of southern Oregon east to the Cascade Mountains and south to the California border. The present boundaries were established in 1923. It was named for General Joseph Lane, Oregon’s first territorial governor. The county’s first district court met under a large oak tree until a clerk’s office was built in 1852. A few years later, the first courthouse opened in what is now downtown Eugene. With the building of the railroads, the market for timber opened in the 1880s. Wood products are still an important part of the economy along with high- technology manufacturing and tourism. Lane County government operates under a home rule charter approved in 1962. Although 90% of Lane County is forest land, Eugene and Springfield compose the third largest urban area in Oregon.



### Lane County Fast Facts:

- County Seat: Eugene, Oregon
- Average Temperatures: January: 40°, July: 70°<sup>6</sup>
- Annual Precipitation: 46”<sup>6</sup>
- Population: 382,971<sup>2</sup>
- Median Household Income: \$73,476<sup>2</sup>
- Median Age: 40.8 years<sup>2</sup>
- Assessed Value<sup>6</sup>: \$41,526,522,081
- Real Market Value<sup>6</sup>: \$83,877,139,765
- Principal Industries<sup>6</sup>: Agriculture, higher education, high technology manufacturing, forest products, recreation, recreational vehicle manufacturing and tourism.
- Top 10 Employers<sup>5</sup>: 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 Taxpayers<sup>3</sup>: International Paper, Shepard Investment Group LLC, Comcast Corporation, Northwest Natural Gas Company, Emerald PUD, Weyerhaeuser Company, McKenzie Willamette Regional Medical Center, Verizon Communications Inc, Weyerhaeuser Timber Holdings LLC, Lumen Technologies Inc

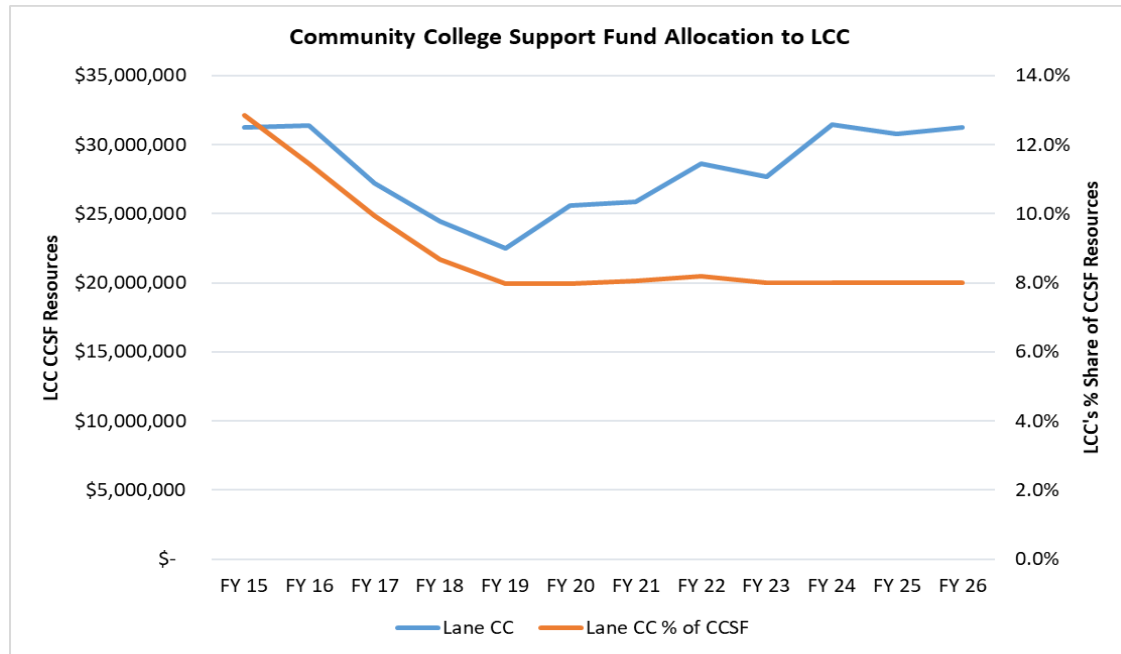
### Economic and Educational Indicators (As Referenced Below)

Economic Indicator	Lane County	Oregon	Educational Indicator	Lane County	Oregon
Labor Force <sup>1</sup>	165,400	1,986,100	Non-HS graduate <sup>4</sup>	6.7%	7.7%
Median Home Value <sup>2</sup>	\$430,600	\$497,000	High school degree or higher <sup>4</sup>	93.3%	92.3%
Median Monthly Rent <sup>2</sup>	\$1,470	\$1,597	Some college <sup>4</sup>	39-40%	36-37%
Owner-occupied housing <sup>2</sup>	60.3%	63.1%	Associate’s degree <sup>4</sup>	9%	9-10%
Unemployment Rate <sup>1</sup>	5.2%	5.2%	Bachelor’s or higher <sup>2</sup>	34.0%	37.8%

Sources: (1) [www.qualityinfo.org](http://www.qualityinfo.org); (2) [www.census.gov](http://www.census.gov); (3) [www.lanecounty.org](http://www.lanecounty.org); (4) [https://censusreporter.org/profiles/05000US41039-lane-county-or/?utm\\_source=chatgpt.com](https://censusreporter.org/profiles/05000US41039-lane-county-or/?utm_source=chatgpt.com) (5) <https://www.eugenechamber.com/lane-county-principal-employers.html>; (6) <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](http://www.oregon.gov/das/OEA).

While the total public resources (TPR) pool has increased in recent biennia, Lane’s proportional share, approximately 8 percent, has remained relatively static due to structural elements of the formula, including multi-year averaged enrollment, relative performance of other colleges, and local property tax capacity, and current State projections indicate that future TPR growth is unlikely to continue at the same pace in the next biennium. 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 2026, the OEA released the March 2026 Revenue Forecast. The March 2026 Revenue Forecast for gross General Fund revenues for the 2025–2027 biennium reflects a moderate increase of \$120.9 million from the prior forecast, driven primarily by stronger-than-expected corporate income tax collections, which are now projected to persist rather than be one-time in nature. This increase is partially offset by a slight downward revision in personal income tax revenue, though the change is relatively small in proportional terms. Overall, total available resources have increased by \$252.7 million to \$37.5 billion due to higher revenues and a larger beginning balance resulting from lower-than-expected prior biennium spending. The projected ending balance is now positive at \$197.9 million, although the General Fund outlook remains \$197.9 million below the close-of-session forecast.

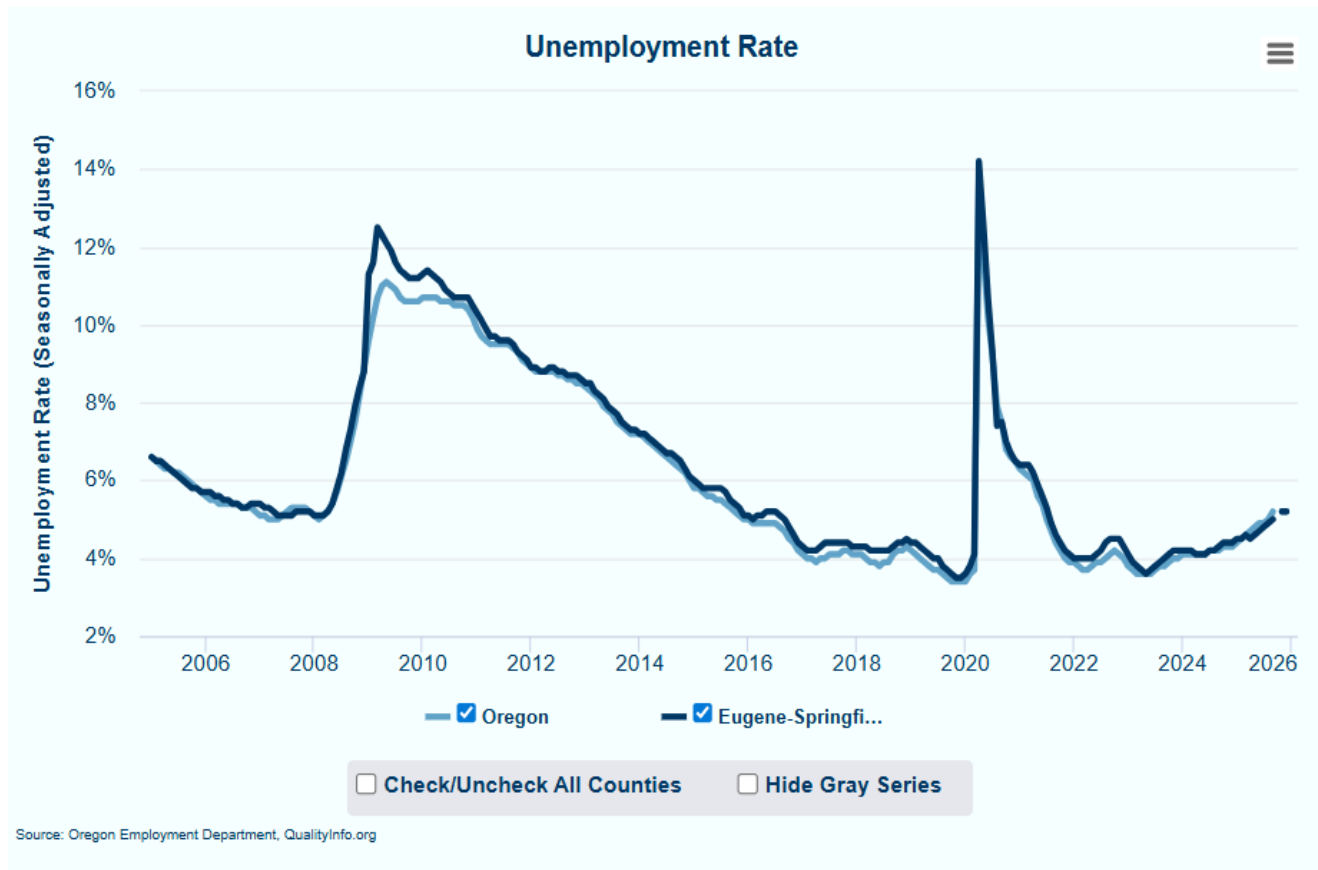
**State General Fund Forecast Summary (\$ in Millions)**

	<b>2025-27 Biennium Revenue Forecast</b>				
	2025 Close of Session	December 2025 Forecast	March 2026 Forecast	Change from Prior Forecast	Change from Close of Session
<b>Structural Revenues</b>					
Personal Income Tax	\$30,247.1	\$30,009.7	\$29,966.7	\$(43.0)	\$(280.4)
Corporate Income Tax	\$3,430.5	\$3,330.7	\$3,442.2	\$111.5	\$11.7
All Other Revenues	\$2,082.2	\$2,100.5	\$2,152.9	\$52.4	\$70.8
<b>Gross General Fund Revenues</b>	<b>\$35,759.8</b>	<b>\$35,441.0</b>	<b>\$35,561.8</b>	<b>\$120.9</b>	<b>\$(197.9)</b>
Offsets, Transfers, and Actions	\$(206.9)	\$(199.7)	\$(214.9)	\$(15.3)	\$(8.0)
Beginning Balance	\$2,243.1	\$2,018.7	\$2,165.8	\$147.1	\$(77.2)
<b>Net Available Resources</b>	<b>\$37,795.9</b>	<b>\$37,260.0</b>	<b>\$37,512.7</b>	<b>\$252.7</b>	<b>\$(283.2)</b>
Appropriations	\$37,232.1	\$37,323.1	\$37,314.8	\$(8.3)	\$(8.3)
<b>Ending Balance</b>	<b>\$472.8</b>	<b>\$(63.1)</b>	<b>\$197.9</b>	<b>\$261.1</b>	<b>\$(274.9)</b>

Source: [Oregon Economic and Revenue Forecast, March 2026. Pages 21-22.](#)

**Lane County Worker Profile.** According to the U.S. Census Bureau, the median age in Lane County is approximately 40.7 years, with approximately 60% of the population age 16 and over participating in the labor force. These indicators reflect a stable but aging workforce, with continued demand for education, reskilling, and workforce entry pathways. Based on the Oregon Employment Department’s Lane County Employment Projections (2022–2032), total employment in the region is projected to grow by approximately 10% through 2032. The largest area of projected growth is in private education and health services, with an estimated increase of approximately 4,400 jobs (16% growth). Additional growth is expected in leisure and hospitality (approximately 2,600 jobs) and professional and business services (approximately 2,100 jobs). Lane Community College aligns its academic and workforce programs with these regional labor

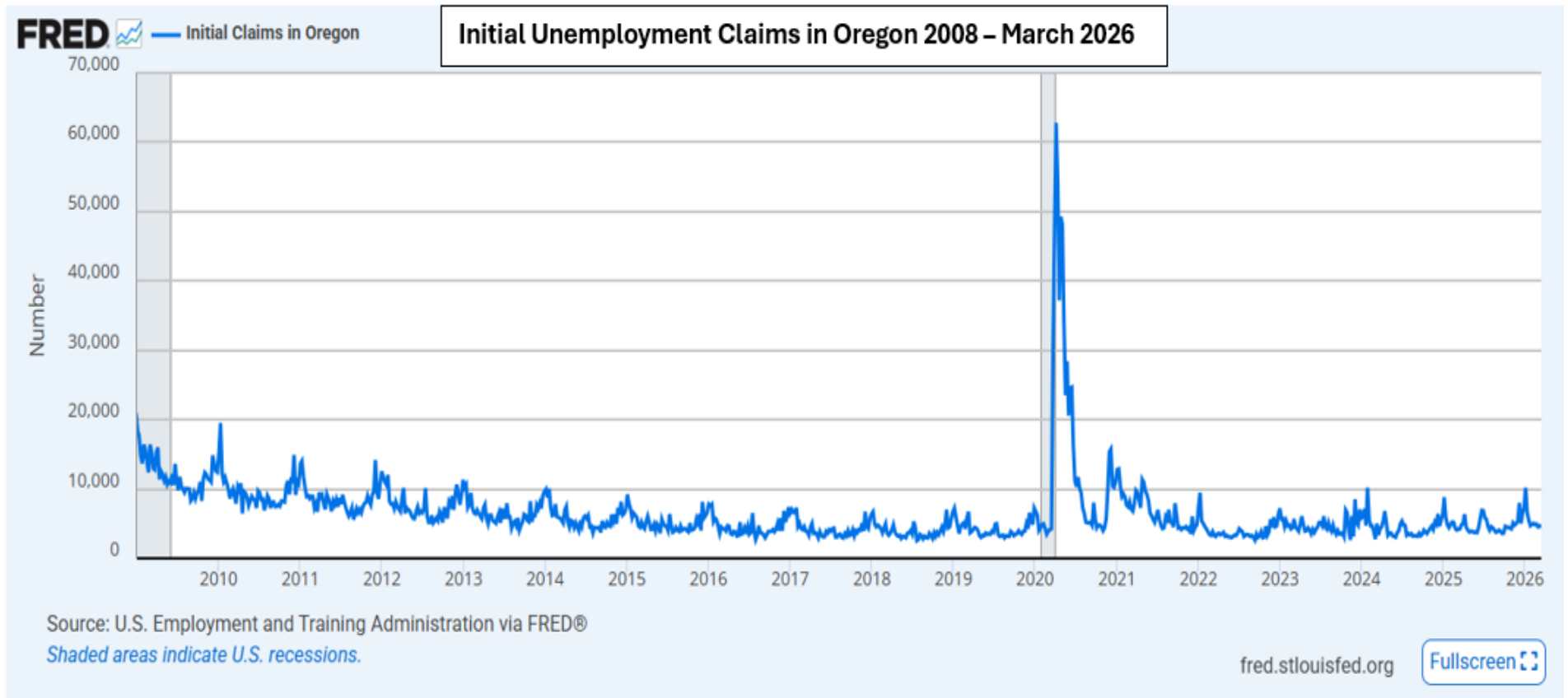
market demands, supporting both current employment needs and long-term economic development by preparing students for high-demand and emerging occupations.



**Employment in Lane County.** Lane County’s labor market remains relatively stable. The seasonally adjusted unemployment rate has hovered in the mid-4% range into early 2026. Oregon’s unemployment rate remains slightly above the national average, which has stayed near the low-4% range. Rates are well below pandemic-era peaks, reflecting a steady but cooling labor market. Historically, community college enrollment increased during higher unemployment, but that relationship remains weaker post-pandemic. Despite modest labor softening, enrollment has not rebounded proportionally, suggesting continued shifts in student behavior, stronger competition from employment, and alternative education and training pathways.

**Financial and Enrollment Context.** Workforce conditions directly influence enrollment patterns and tuition revenue. Continued job growth in key sectors such as healthcare and professional services present opportunities for program alignment and enrollment growth. At the same time, relatively stable unemployment

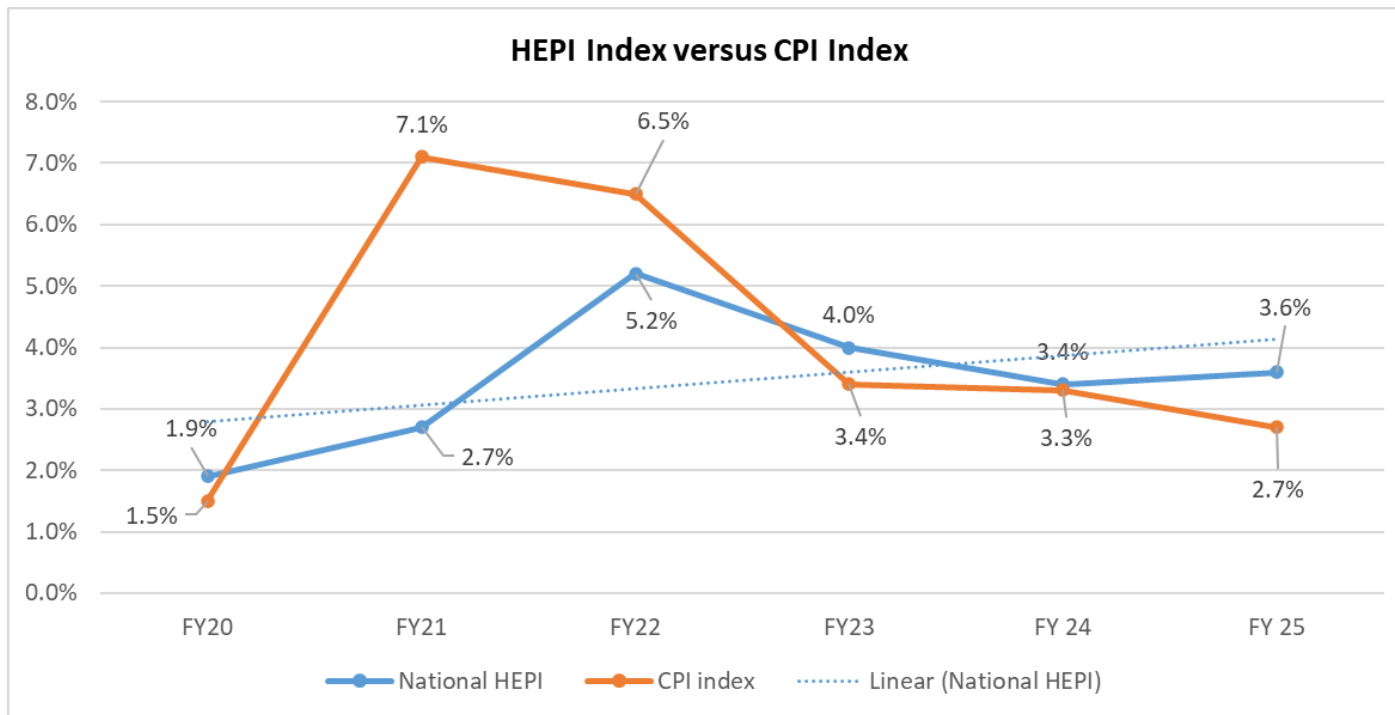
levels may moderate enrollment demand, reinforcing the importance of strategic program offerings, flexible delivery models, and targeted workforce partnerships to support both access and financial sustainability.



Source: U.S. Employment and Training Administration, Initial Claims in Oregon [ORICLAIMS], retrieved from FRED, Federal Reserve Bank of St. Louis; <https://fred.stlouisfed.org/series/ORICLAIMS>, March 14, 2026.

**Higher Education Price Index.** The Commonfund [Higher Education Price Index \(HEPI\)](#) is an inflation index designed specifically to measure the primary cost drivers in higher education. It serves as a key planning tool for institutions by estimating the level of funding required to maintain purchasing power in the face of rising costs. HEPI is published annually by the Commonfund Institute and reflects changes in the prices of goods and services commonly purchased by colleges and universities. HEPI is generally considered a more relevant indicator for higher education than the Consumer Price Index (CPI), as it is tailored to the sector's

cost structure. While CPI measures broad consumer price changes, HEPI focuses on institutional expenses, including faculty and staff salaries, fringe benefits, utilities, supplies, and services, which represent the majority of college operating costs.



For fiscal year 2026, the HEPI rate is 3.6%, compared to the Consumer Price Index (CPI) of approximately 2.7%. The difference between these indices highlights a continued trend in which higher education cost growth exceeds general inflation, primarily due to personnel-related expenses and benefit cost increases. Because personnel costs comprise the majority of Lane Community College’s General Fund expenditures, HEPI provides a more accurate reflection of the College’s underlying cost pressures. Although HEPI has moderated slightly from recent peak levels, it continues to indicate ongoing structural cost increases that exceed many revenue growth sources, including state appropriations and enrollment-driven tuition revenue. This gap contributes to the College’s structural imbalance between revenues and expenditures and reinforces the need for multi-year financial strategies, including the Board-approved Financial Mitigation Plan.

In 2018, the Commonfund Institute updated its methodology for calculating HEPI, including refinements to how faculty salary and fringe benefit data are measured. The revised methodology was applied retroactively to prior years, resulting in updated index values and improving the consistency and accuracy of long-term trend analysis.

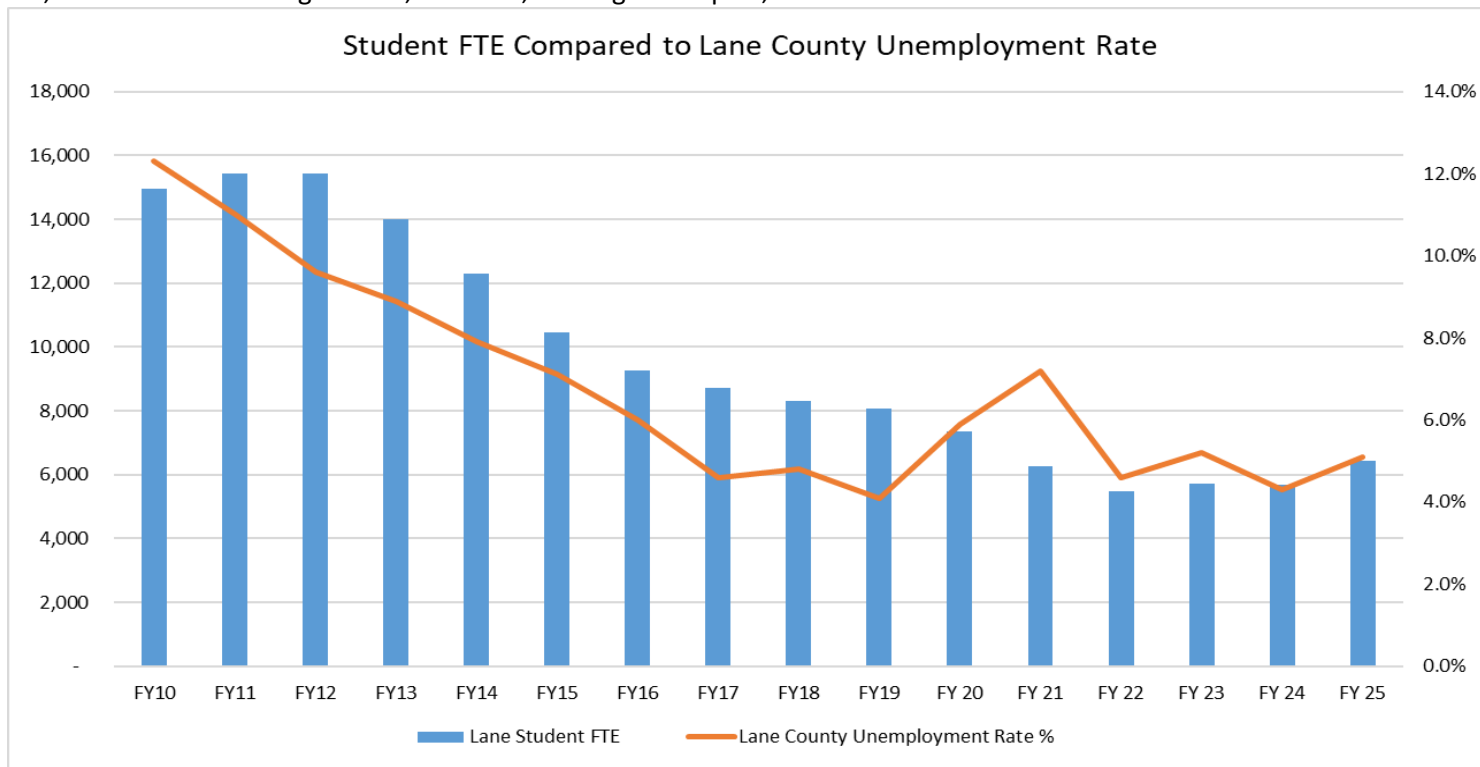
**Public Employees Retirement System (PERS).** Public employers in Oregon are bracing for significant increases to pension costs over the next several biennia due to changes in the system’s economic assumptions that have resulted in a preliminary unfunded liability of more than \$21.8 billion as of December 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. The FY25 beginning PERS reserve fund balance is \$1.2 million. In FY26, the reserve will be depleted requiring recharge efforts beginning in this fiscal year.

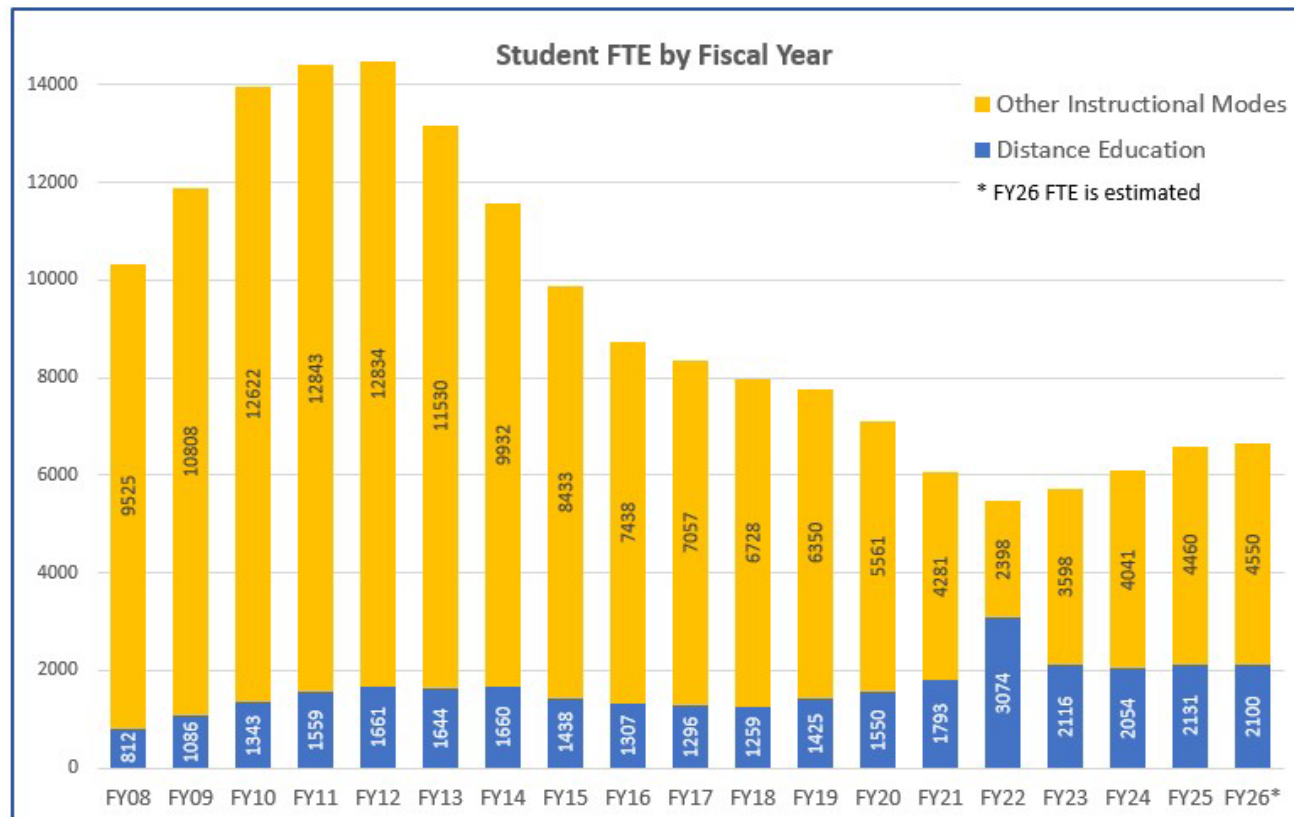
**Issues and Opportunities**

**Enrollment.** As shown in Chart 7 below, Lane’s enrollment is estimated to be 6,073, full-time equivalent (FTE) in 2024, which represents a 60.6% decline from its peak in 2011 and a 10.8% increase from the 33-year low experienced in 2022. 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.

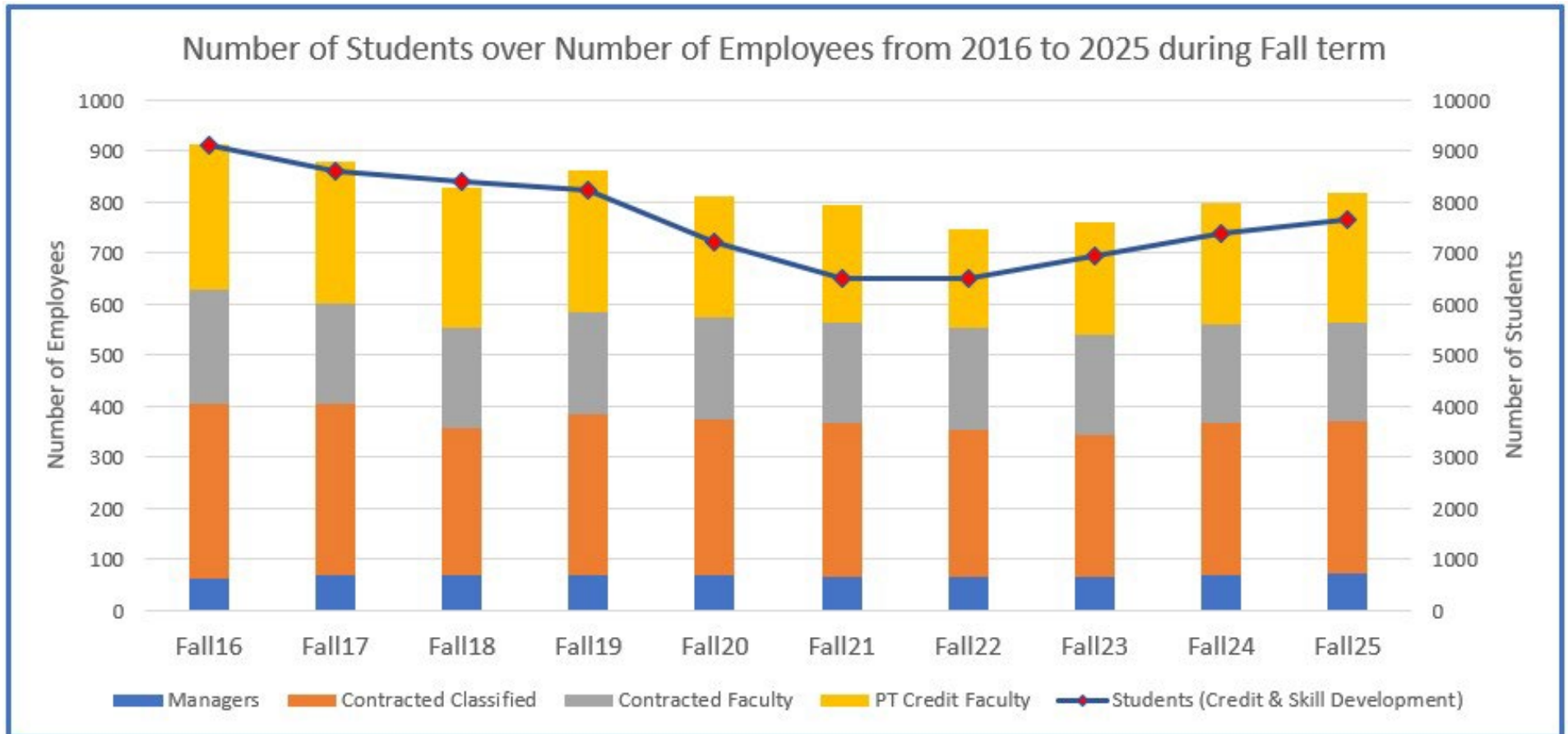
Lane’s service district represents approximately 381,000 residents, slightly more than 9% of Oregon’s population. The district encompasses 5,000 square miles, which includes most of Lane County from the Pacific Ocean to the Cascade Mountains, as well as individual school districts in Benton, Linn, and 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.



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 Chart 8 below, LCC's share of state funding has declined from its recent peak in 2016.

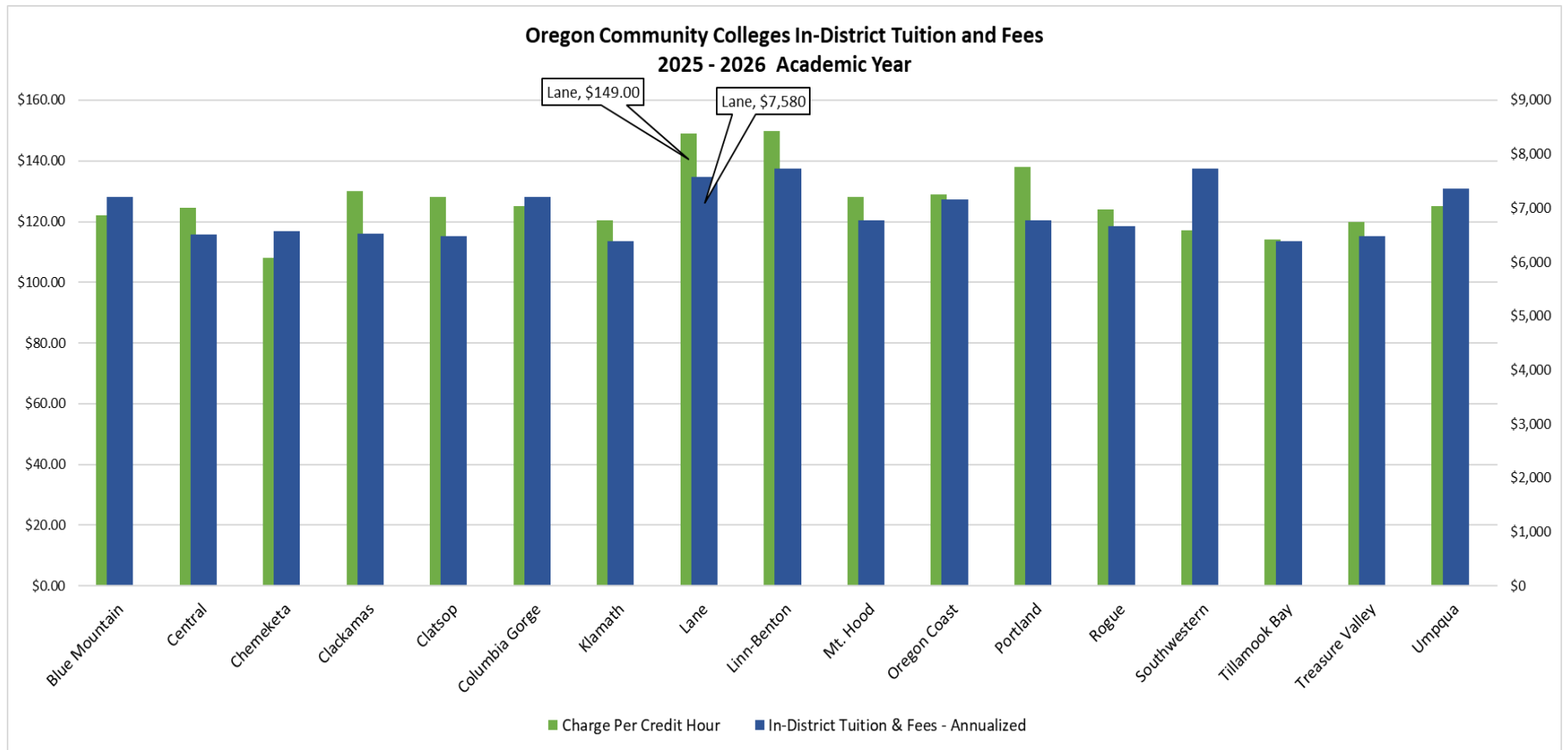


## Tuition

The most recent Higher Education Price Index (HEPI) forecast for fiscal year 2026 is 3.7%, while the December 2025 Consumer Price Index (CPI) was 2.9%.

In March 2026, the Lane Community College Board of Education approved a \$2.00 per credit (1.2%) tuition increase for FY25, significantly below the HEPI rate. In doing so, the Board intentionally recognized the financial pressures facing students and prioritized affordability.

While aligning tuition increases with inflationary measures such as HEPI would generate additional revenue, the Board chose a more moderate approach to help limit the financial burden on students. This decision reflects a careful balance between supporting student access and addressing the College's long-term financial sustainability, particularly during a period of ongoing budget reductions and implementation of the Financial Mitigation Plan. With enrollment changes having little impact on increasing Lane's share of community college support funds, the College relies on tuition and fee revenue to support its funding each budget cycle.





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, or Associate of Arts Transfer (AAT) or Associate of Science Transfer (AST) degrees which contain transferrable Major Transfer Maps (MTMs) in specific disciplines. All of these degrees 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.

### **Institutional Overview**

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

Lane's service district represents approximately 380,000 residents, slightly more than 11% of Oregon's population. The district encompasses 5,000 square miles, which includes most of Lane County from the Pacific Ocean to the Cascade Mountains, as well as individual school districts in Benton, Linn, and Douglas Counties. Lane's 314-acre campus is located in southeast Eugene and the College offers classes and services at a number of other locations, including the Mary Spilde Center in downtown Eugene, and centers in Cottage Grove, Florence, the Eugene Airport, and outreach sites within the district. Lane employs more than 900



**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. Students in these programs have opportunities to engage in experiential and work-based learning to apply what they have learned in classes and engage with employers. 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.

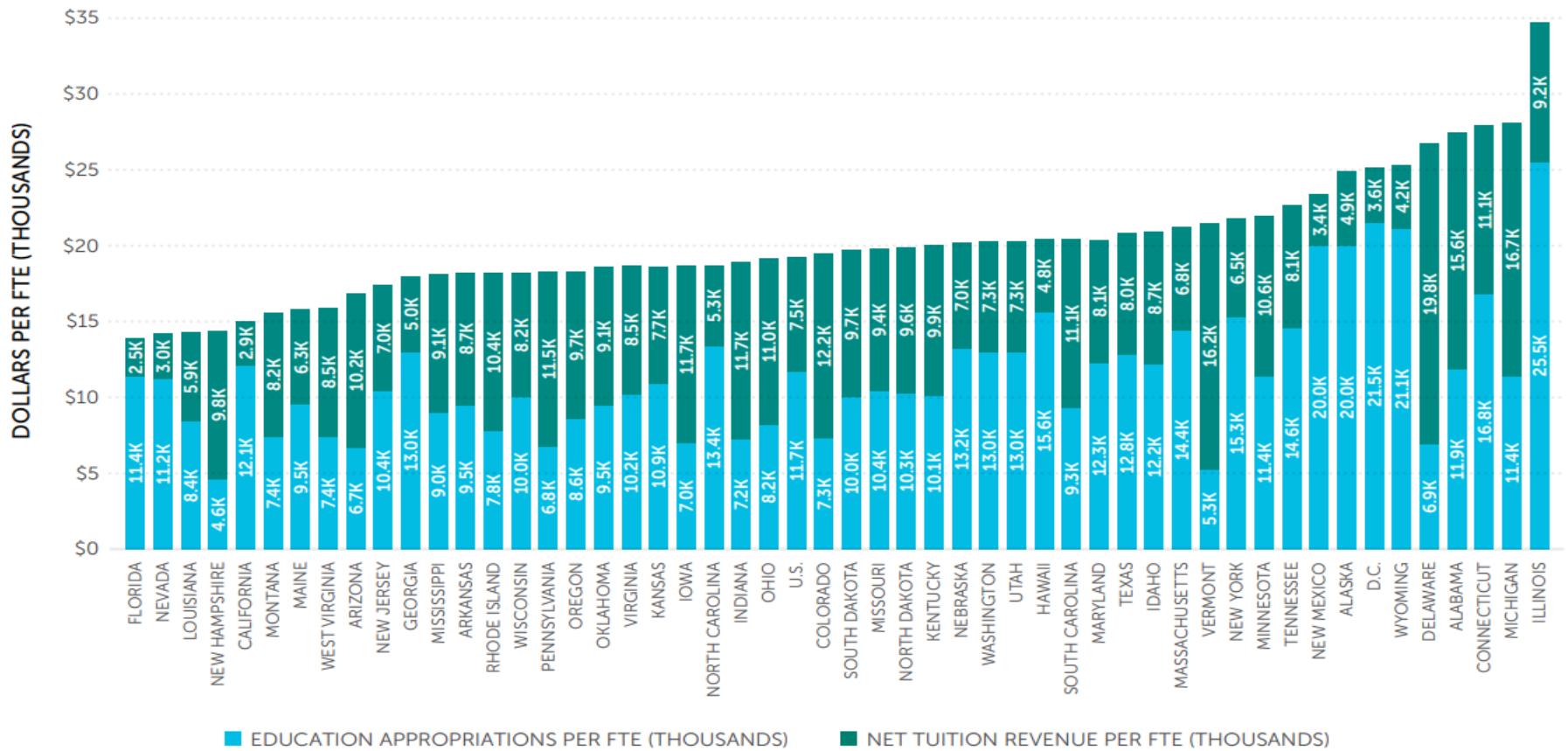
**Extended Learning.** The College offers a wide array of courses through its Continuing Education and Small Business Development Center. Classes are designed to support lifelong learning in areas such as creative arts, health and wellness, small business development, and training for the incumbent and 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 the Bachelor of Applied Science in Applied Business Management and the state's first community college Bachelor of Science: Nursing program which allows associate degree nurses to complete a baccalaureate degree in nursing.



**Finance.** According to the State Higher Education Executive Officers (SHEEO) Association’s State Higher Education Finance (SHEF) FY2024 report, Oregon ranks approximately 37th in the nation in public funding per full-time equivalent (FTE) student, with total public investment of \$8,625 per FTE compared to the national average of \$11,683. This funding level, approximately 26% below the national average, reflects a continued structural gap that places pressure on community college funding models statewide. (Source: [State Higher Education Executive Officers Association \(SHEEO\), State Higher Education Finance \(SHEF\) FY2024 Report \(2025\).](#))

**FIGURE 2.3**  
**EDUCATION APPROPRIATIONS AND NET TUITION REVENUE PER FTE BY STATE, FY 2024 (ADJUSTED)**





Lane Community College’s General Fund is supported by three primary revenue sources: state appropriations, student tuition and fees, and local property taxes. State funding remains the largest single revenue source; however, it has not kept pace with inflationary cost increases or enrollment-related needs. As a result, the College has become more reliant on tuition revenue, which now represents more than 27% of General Fund resources. This reliance increases the College’s exposure to enrollment fluctuations and changes in student credit load.

The College continues to experience a structural imbalance between ongoing revenues and expenditures, with expenditure growth exceeding revenue growth. Key cost drivers include personnel-related expenses, such as collectively bargained salary increases, Public Employees Retirement System (PERS) contributions, and health benefit costs. Personnel expenditures comprise the majority of General Fund spending, limiting budget flexibility and increasing the need for ongoing expenditure management.

To address this imbalance, the Board of Education approved a three-year Financial Mitigation Plan in January

2026, which serves as the College’s primary financial strategy. The plan establishes clear, measurable objectives, including achieving a break-even operating position in FY 2027 and restoring the Board-required 10% Ending Fund Balance by FY 2029. The Mitigation Plan incorporates multi-year financial forecasting, scenario analysis, and phased implementation of expenditure reductions and operational efficiencies.

The College utilizes long-range financial forecasting and scenario modeling to evaluate the impact of changes in enrollment, state funding, and cost assumptions. These tools support proactive decision-making and allow the Board and administration to assess financial risks, monitor progress toward financial targets, and adjust strategies as needed. Financial performance and Mitigation Plan progress are reported regularly to the Board of Education.

Lane Community College continues to provide significant economic and societal value to the region through workforce development, job creation, and increased lifetime earnings for students. Maintaining long-term financial sustainability through disciplined implementation of the Mitigation Plan is critical to supporting these outcomes and aligning resources with institutional priorities.

### 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: **11,672**

Average age: **25.2**

**All Non-credit Students**

Under 25 Years: **4,475**

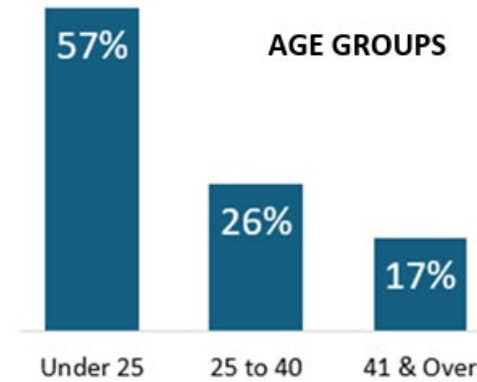
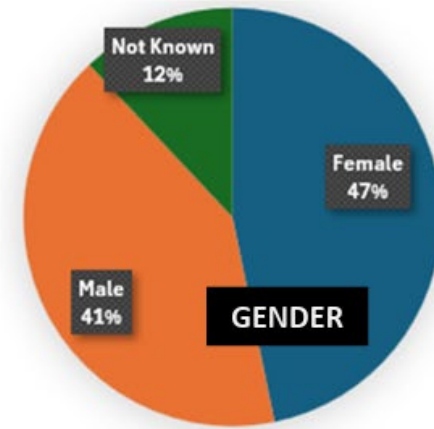
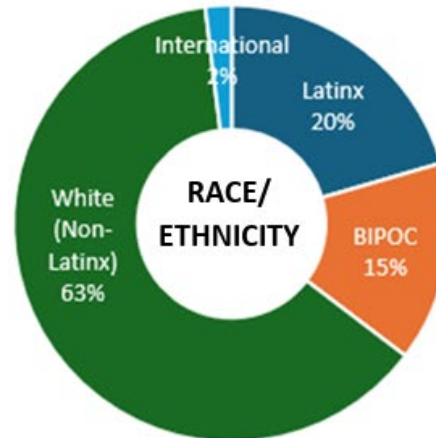
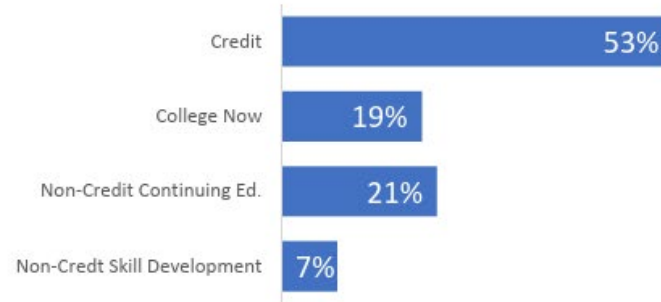
Average age: **39.2**



## OUR STUDENTS

Academic Year 2025-26

**15,332** students





### College Now Credit Students<sup>^</sup>

Student Headcount: **1,884**

Credits Attempted: **9,963**

### Credit Students

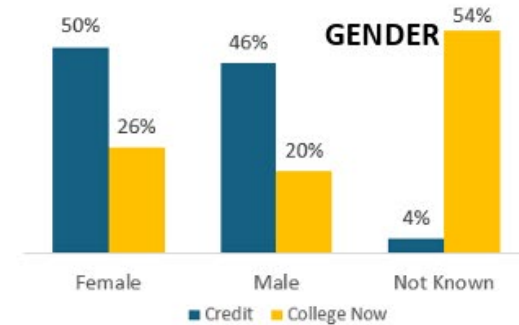
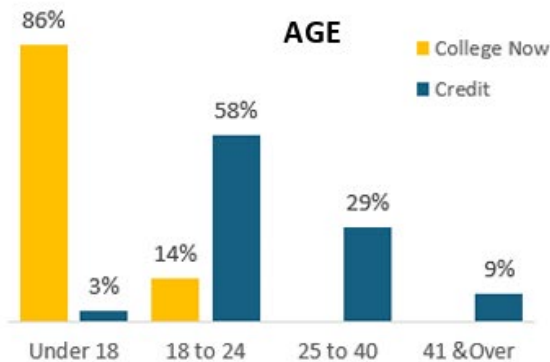
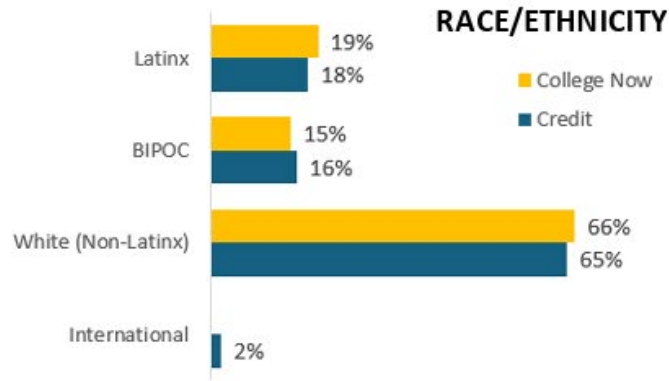
Student Headcount: **9,846**

Credits Attempted: **198,234**

<sup>^</sup> College Now data represents Fall & Winter only



## OUR CREDIT STUDENTS



### CREDIT STUDENTS

(excludes College Now)

**64%** FIRST GENERATION

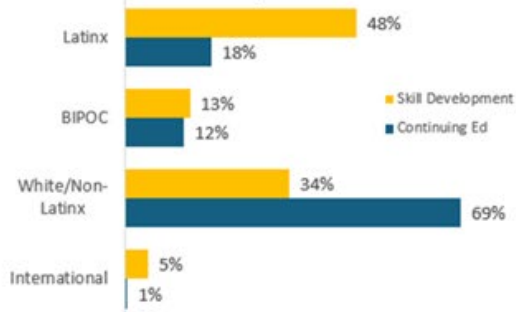
**42%** RECEIVED PELL

**11%** RECEIVED DISABILITY SERVICES

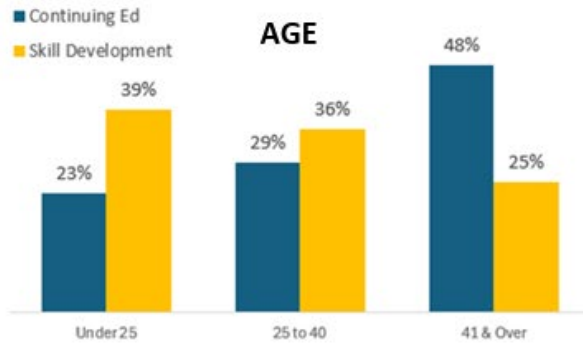
**3%** RECEIVED VETERAN BENEFITS

# OUR NON-CREDIT STUDENTS

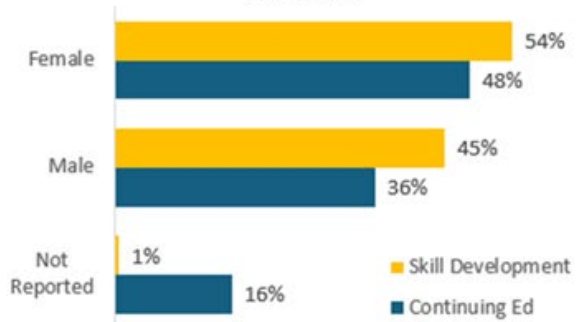
## RACE/ETHNICITY



**41%**  
NEW TO LANE  
AY26



## GENDER



**66%**  
FIRST  
GENERATION



### Non-credit Skill Development

Student Headcount: **1,358**

Clock Hours: **222,590**

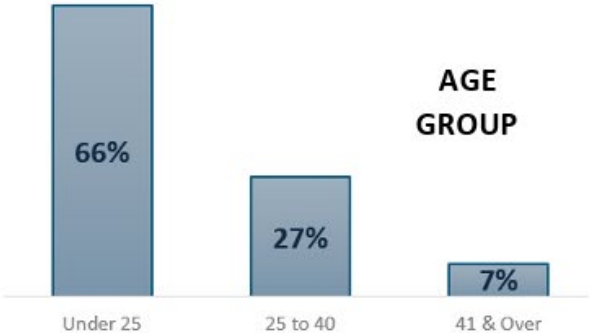
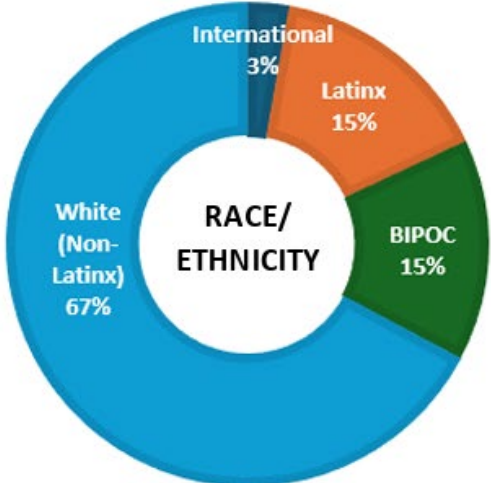
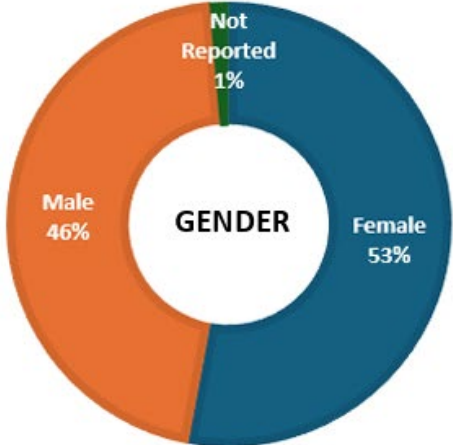
### Non-credit Continuing Education

Student Headcount: **3,223**

Clock Hours: **142,335**



# CREDENTIALS AWARDED IN ACADEMIC YEAR 2025



- 57%** FIRST GENERATION
- 57%** RECEIVED PELL
- 13%** RECEIVED DISABILITY SERVICES
- 7%** RECEIVED VETERAN BENEFITS



Transfer Associate Degrees: **963**

Career Technical Associate Degrees: **349**

Career Technical Certificates: **508**

Unduplicated Number of Students: **1,260**



## **Planning, Assessment and Improvement**

Lane's planning model is designed to support and further [Lane's mission](#), with a focus on student learning and success. It forms the basis for regular and effective assessment, improvement, accomplishment, and adaptation. Strategic goals and objectives are established every five years as part of a comprehensive [Strategic Plan](#) process that identifies priority actions needed to support and improve achievement of Lane's mission, as evaluated by mission fulfillment indicators (MFI, see below). Program review and department planning support strategic goals and objectives by operationalizing priorities and improvements at the program and service level. Lane's Planning and Institutional Effectiveness Process includes four process levels: 1. Strategic Directions (Vision) 2. Strategic Priorities (Strategy) 3. Review and Planning (Operations) 4. Reports, evaluations, analyses, and recommended actions (Assessment). From 12/2025 through 9/2026, Lane is taking part in Achieving the Dream's (ATD) Community Vibrancy process. This process is designed to enhance alignment between institutional practices and community needs in order to foster equitable economic mobility and long-term regional prosperity.



### **Mission Fulfillment Indicators and Scorecards**

The [Mission Fulfillment Indicators \(MFI\)](#) are assessable and verifiable statements and data that help identify how we measure mission fulfillment and make progress in key areas. The College undertakes a regular review of pertinent data to determine the extent to which Lane has made progress towards these goals, as measured by the indicators. Each MFI includes a Scorecard, the two-page snapshot includes an overview, discussion and investigation into the supporting data, peer comparison (when applicable and available), lessons learned, and next steps.

### MFI #3: High School Engagement

Mission Fulfillment Indicator (MFI) #3 measures participation by area high schools in Lane Community College's dual credit program and student success rates within that program.

#### Discussion

Dual credit courses allow high school students to earn college credits by taking college-level classes from their high school instructors who have been certified by Lane Community College. Students also receive high school credits for these courses. Figure 1 provides an overview of LCC's Dual Credit program, showing the number of high schools currently being served, the number of sections of courses being offered, and the number of students enrolled in Dual Credit courses.

Figure 1 shows that, following a dip in 2023, there has been consistent growth in both the number of students and schools being served by LCC's dual credit program as well as increased numbers of sections being offered. The graph on the next page offers a deeper dive into these numbers, splitting out the number of Transfer and CTE courses being offered in LCC's Dual credit program and showing the number of schools offering writing and math courses.

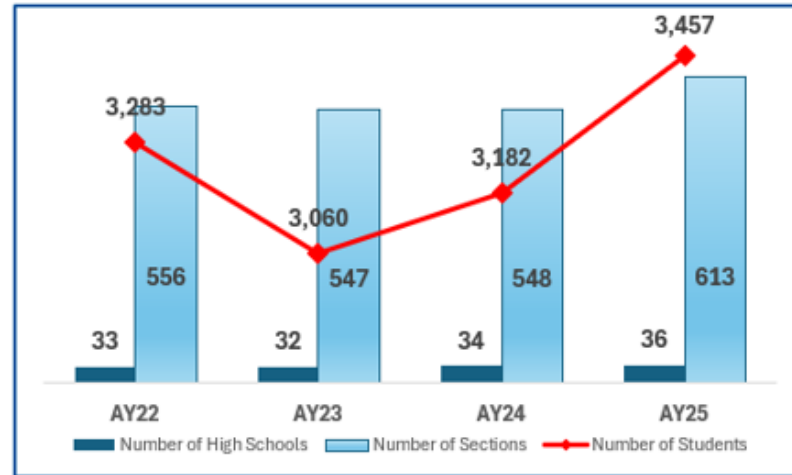


Figure 1: Number of Sections, Students, and High Schools in LCC's Dual Credit Program

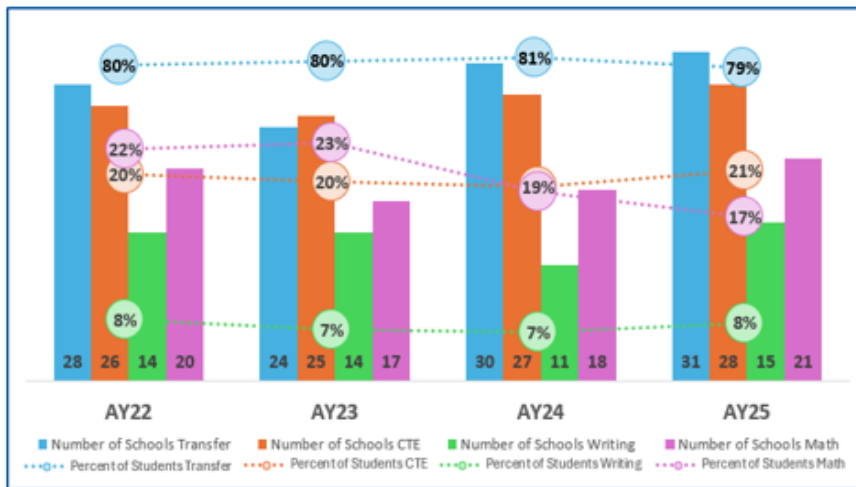


Figure 2: Number of Schools Offering Transfer and CTE Courses; Percentage of Students Enrolled in Transfer, CTE, Writing and Math Courses

In Figure 2, the bars represent numbers of schools offering each type of course, and the circles represent the percentage of dual credit students enrolled in each type of course. In examining year to year variation in course offerings, it is worth noting that many smaller schools offer courses on an alternating schedule to manage demand as well as staffing resource. For example, it is not uncommon for rural schools to alternate Writing courses one year and Literature courses the next. Even correcting for this variance, there appears to be a steady if slight downward trend in the percentage of students enrolled in math courses despite stability in course offerings.

## **Annual Planning Process**

Annual planning helps Lane Community College set priorities and organize work for the upcoming academic year. Each division/department's annual plan helps contribute to achieving Lane's Strategic Plan goals. Divisions/departments work as a team to establish program/department area level goals and measurable objectives, then throughout the year, track progress and share updates. Beginning in Academic Year (AY) 2025/26, the annual planning process includes monitoring of both administrative and academic program review recommendations.

## **Portfolio Review Annual Process**

An effective portfolio review process allows us the opportunity to assess our programs to the needs of our community and students over time and make timely, developmental, and transparent adjustments so that our programs are always relevant and our community and students well-served. Lane serves a variety of stakeholders who take courses in a multitude of programs, some of which may not readily compare to one another. For that reason, we evaluate portfolio data by considering results from Academic Program Review and other relevant metrics and information that apply to each program. This approach allows us to incorporate qualitative and value-added measures into the portfolio review process. As such, the academic affairs team strives to develop a program portfolio review process that is integrated with other evaluative processes and one that relies on the participation of a wide range of stakeholders.

The portfolio review dataset was revised in AY2026 to provide clearer metrics and enhanced visibility involving areas of success or those in need of discussion. The example at right is strictly for illustration purposes. For example, static metrics or relatively minor changes in enrollment patterns are displayed, whereas marked gains or losses are highlighted for further attention. Programs with three or more areas of potential concern provided feedback on those as part of division-level reporting, as did programs showing substantial gains since the last portfolio review.

## **Program Review**

[Academic Program Review \(APR\)](#) is a key part of Lane's programmatic excellence and continuous improvement process as well as a primary mechanism for institutional planning and resource allocation. Program Review is an inquiry-based, faculty-led collaboration with administration and engages each field of study (FOS) or CTE program in a six-year continuous improvement cycle. The process begins with a self-study and external peer review followed by development and implementation of an action plan with a mid-cycle check-in for adjustments and refinements.

[Administrative Program Review](#) The purpose of program review is to enhance programs, services, and the student experience. The philosophy of program review is to engage in a cycle of continuous improvements made by the people doing the work. It is structured as a self-study to evaluate and enhance the quality, currency and effectiveness of programs and services. Reviews also inform institutional planning and resource allocation. Program review teams study the program/service, create a vision for the future, develop a plan to strengthen the program/service and document the work.

## **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.

**Jerry Rust**, Farmer, Retired

Elected May 1, 2025, term expires June 30, 2029

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

**Julie Weismann**, Non-profit Executive

Appointed July 2024, term expires June 30, 2029

Zone 3-Marcola and Springfield

**Austin Folnagy**, Business Specialist

Elected May, 2021, term expires June 30, 2029

Zone 4-Eastern

**Steve Mital**, Director of UO Sustainability Program

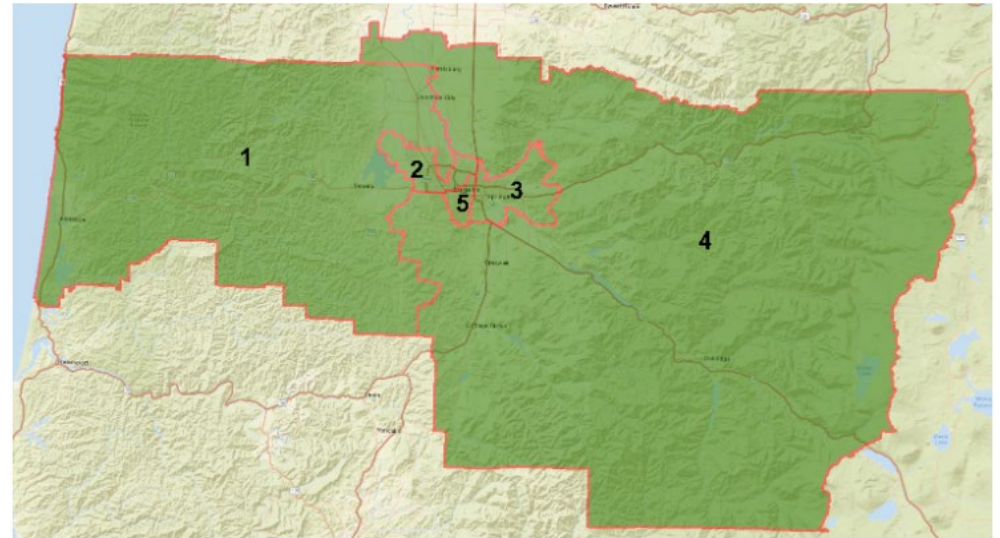
Elected May, 2021, term expires June 30, 2027

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



**Jesse Maldonado**, Adjunct Professor

At-Large, Position 7

**Michael Olson**, LCC Student Government Association President, (**Amelia Hampton** through March 2026)

2026-2027 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.

### **Vacant**

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

### **Dan Isaacson**

Zone 2, three-year term ending June 30th, 2027

### **Charles Kimball**

Zone 3, Three-year term ending **June 30th, 2026**

### **William Gray**

Zone 4, Completion of existing term ending **June 30th, 2026**

### **Jesse Williams**

Zone 5, Three-year term ending June 30th, 2027

### **Amber Patterson**

At Large, Completion of existing term ending June 30, 2028

### **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](mailto: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 Subcommittees, and the President’s Cabinet. Also, 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
- 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).

**V. Budget Committee Meeting(s)**

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

**VI. Budget Approval**



When the Budget Committee is satisfied with the proposed budget, including any additions to or deletions from the budget prepared by the Budget Officer, the budget is approved. Note: if the budget requires an ad valorem tax to be in balance, the budget committee must approve an amount or rate of total ad valorem, property taxes to be certified to the assessor.

**VII. Publication**

After the budget is approved, the Board of Education holds a budget hearing. The Budget Officer publishes a summary of the approved budget and a Notice of Budget Hearing.

**VIII. Budget Hearing**

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

**IX. Adoption**

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

**X. Budget Filed and Levy Certified**

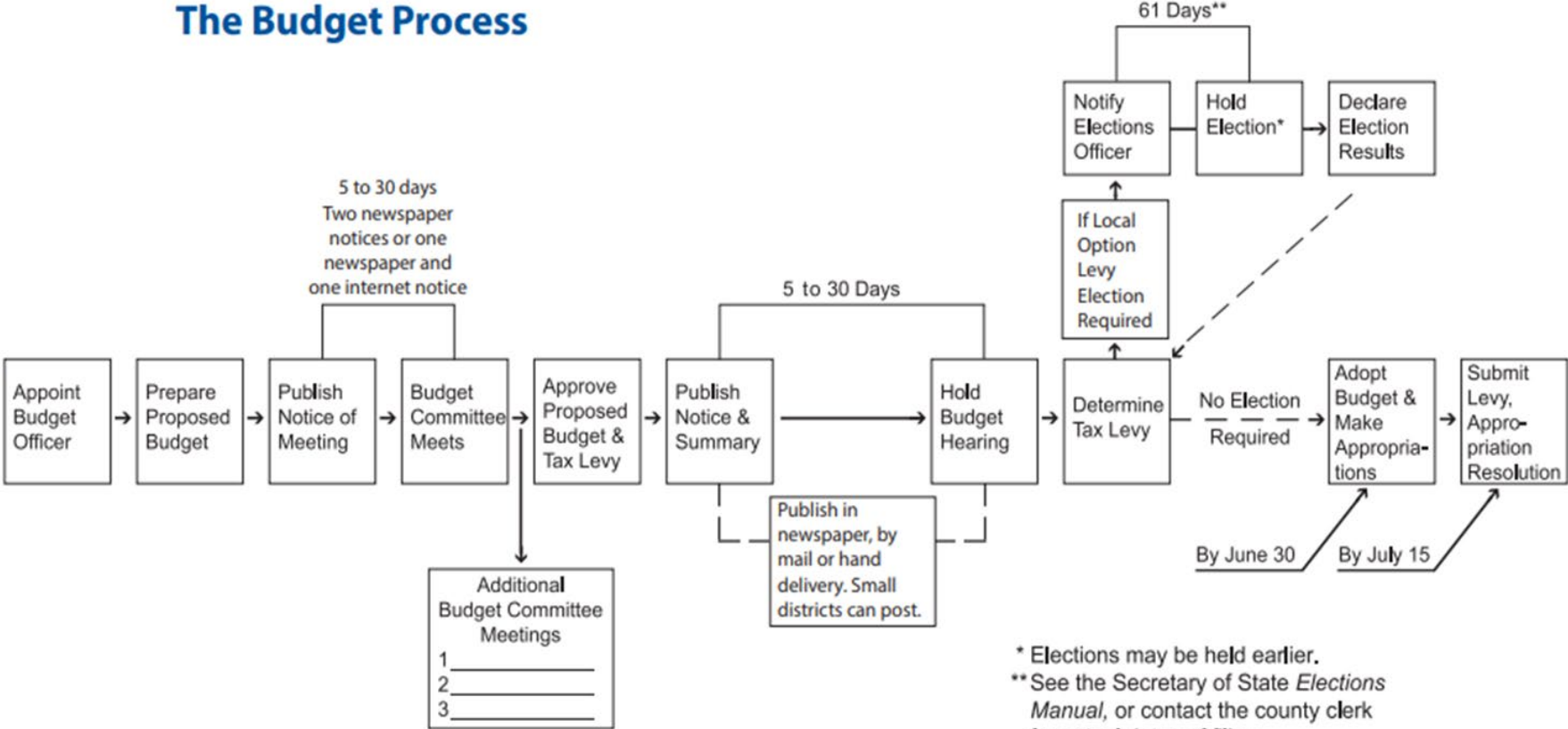
A copy of the complete budget is sent to the Lane County Clerk. When levying a property tax, Lane’s Budget Officer submits notice of levy, categorization certification and resolutions to the County Assessor’s office by July 15.

**Budget Amendment Process**

Budget estimates may be amended by the Board of Education 1) prior to formal adoption or 2) after formal adoption if amendments are adopted prior to the commencement of the budget fiscal year and the amount of estimated expenditure for each fund is not adjusted by more than 10%, a summary of the proposed changes must be published and another public Budget Hearing must be held.

Total ad valorem property tax amounts or rates may not be increased following the 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



\* Elections may be held earlier.  
 \*\* See the Secretary of State *Elections Manual*, or contact the county clerk for actual dates of filing.

## **The College's Financial Structure Overview and Budgeting Methodology**

The College's financial operations are fund accrual based and follows 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 expenses, also referred to as resources and requirements, are assigned to standard account codes as registered in the College's ERP. 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 FY26 Fund summary.

### **Funds with Primary Function**

- Fund I - General Funds (Primary Operations)
- Fund II - Internal Services (Motor Pool, Printing and Graphics, Living Green Fund)
- Fund III - Debt Service (General Obligation Bonds and loan payments)
- Fund IV - Capital Projects (Capital Planning Funds, Including Bond Projects)
- Fund V - Financial Aid
- Fund VI - Enterprise (Student Housing)
- Fund VII - Early Retirement (Retirement Expense)
- Fund VIII - Special Revenues (Grants and Contracts)
- Fund IX - Administratively Restricted (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, and repairs. Also, administers all Bond related projects.
- **Human Resources** - oversees all activities related to the people 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.

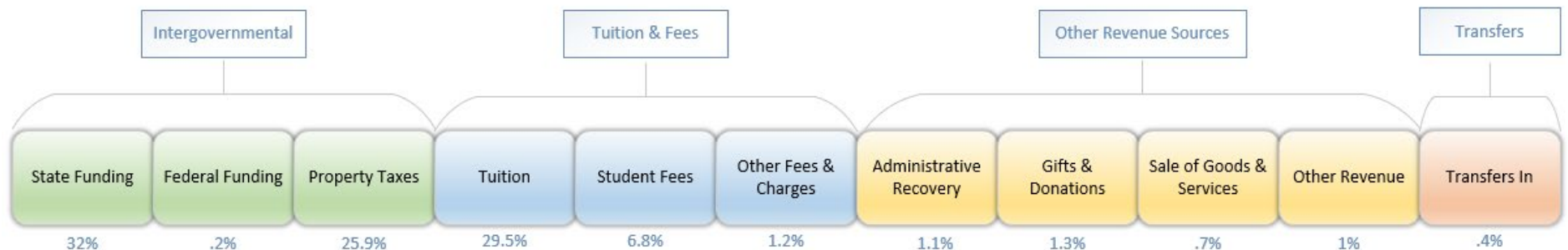
## Programmatic Areas

- 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 other non-general 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.

### Operating Resource Categories, Fund I



### State Funding (32%)

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 property tax increases have a negative correlation. In FY25, a new component was included in the funding formula (as seen below).

In addition to FTE, student support and success will ramp up to be 10% of the total funding consideration beginning at 2% of funding in FY25. After FY25 this percentage increases by 2% each year. 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, 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>

#### FY27 Oregon Community Colleges State Funding Formula

$$\frac{94\% \text{ of allocated CCSF funding} = (\text{Next year's-imposed property tax revenue (1)} + \text{General Fund appropriations by the Legislature})}{\text{Total Weighted Reimbursable FTE (2)}} + 6\% \text{ of funding} = \text{Metrics of Student Success and Support (Total \$50M for Biennium)}$$

- (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 Community Colleges and Workforce Development (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.

### **Federal Funding (.2%)**

Revenue received from federal forest programs represents the College's share of funds derived from timber harvests and related activities on federally managed lands. These distributions are intended to support local governments and public services in areas impacted by federal land ownership, where property tax revenues are limited. Funding levels can fluctuate significantly from year to year based on federal appropriations, timber activity, and policy decisions, making this a variable and fluctuating revenue source.

### **Property Taxes (25.9%)**

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 added potential revenue received by the college. Property tax revenues are incorporated into the state funding formula as illustrated in the chart [Lane Community CCSF and % of CCSF](#), 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 (29.5%)**

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 1.2% increase in tuition resulting in a \$2.00 dollar increase to \$151 per credit hour.

### **Student Fees (6.8%)**

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 \$54.60 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 \$60 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 expenses necessary to provide important educational experiences. These vary by class and are usually expensed in the year in which they are received.
- Continuing Education students pay Continuing Education Course Fees, which vary by course.
- The International student fee is \$125 for full time international students.

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

### **Other Fees and Charges (1.2%)**

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 (1.1%)**

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 (1.3%)**

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 (0.7%)**

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 (1%)**

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

**Operating Transfers In (.4%)**

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
<b>Intergovernmental</b>		
State Funding	<ul style="list-style-type: none"> <li>• CCWD funding worksheet</li> <li>• State economic and political environmental scanning and analysis</li> <li>• Lane enrollment trends and projections</li> <li>• Enrollment trends and projections from other community colleges</li> <li>• Property tax revenues</li> </ul>	<ul style="list-style-type: none"> <li>• Biennial funding base</li> <li>• Lane enrollment</li> <li>• Other Oregon community colleges’ enrollment</li> <li>• Lane property tax revenue</li> <li>• Other Oregon community colleges’ property tax revenue</li> </ul>
Federal Funding	<ul style="list-style-type: none"> <li>• Federal payment passed through to Lane Community College to replace property taxes from untaxable federal forest land.</li> </ul>	<ul style="list-style-type: none"> <li>• Potential fluctuation</li> </ul>
Property Taxes	<ul style="list-style-type: none"> <li>• County assessed value and collection rates, actual collections, housing market trends and forecasts</li> </ul>	<ul style="list-style-type: none"> <li>• Assessed values capped at 3% increase/decrease, but also have property usage changes affecting values</li> </ul>
<b>Tuition and Fees</b>		

Resource Category	Data Sources	Key Forecasting Variables/Assumptions
Tuition	<ul style="list-style-type: none"> <li>• Credit enrollment trends</li> <li>• Environmental scanning and analysis</li> <li>• Actual receipts</li> </ul>	<ul style="list-style-type: none"> <li>• Tuition rate</li> <li>• Enrollment % change</li> </ul>
Student Fees	<ul style="list-style-type: none"> <li>• Credit enrollment and headcount trends</li> <li>• Program-specific plans and analysis</li> <li>• Actual receipts</li> </ul>	<ul style="list-style-type: none"> <li>• Fee rates</li> <li>• Enrollment % change</li> </ul>
Other Fees and Charges	<ul style="list-style-type: none"> <li>• Credit enrollment</li> <li>• Service and activity levels</li> <li>• Program-specific plans and analysis</li> <li>• Bad debt write-offs, receivable and collections trends, balance sheet analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Service and activity changes</li> <li>• Collection rates</li> </ul>
Administrative Recovery	<ul style="list-style-type: none"> <li>• Administrative recovery schedules</li> <li>• Pell credit enrollment</li> <li>• Grant activity</li> <li>• Foundation staff position list</li> </ul>	<ul style="list-style-type: none"> <li>• Standard schedule</li> <li>• Staffing and activity changes</li> </ul>
Gifts and Donations	<ul style="list-style-type: none"> <li>• KLCC FM membership trends and forecasts</li> <li>• Foundation program support activity</li> </ul>	<ul style="list-style-type: none"> <li>• KLCC FM membership % increase/decrease</li> <li>• Foundation activity</li> </ul>
Other Revenue	<ul style="list-style-type: none"> <li>• Credit and continuing education enrollment</li> <li>• Actual receipts</li> <li>• Investment rates and portfolio</li> <li>• Department plans and forecasts</li> </ul>	<ul style="list-style-type: none"> <li>• Service and activity changes</li> <li>• Investment portfolio and return rates</li> </ul>
Sale of Goods and Services	<ul style="list-style-type: none"> <li>• Service and activity levels</li> <li>• Actual receipts</li> <li>• Department plans and forecasts</li> </ul>	<ul style="list-style-type: none"> <li>• Service and activity changes</li> </ul>
<b>Transfers In</b>		
Operating Transfers In	<ul style="list-style-type: none"> <li>• Budgeted transfers</li> <li>• Actual transfers</li> <li>• Scheduled updates</li> </ul>	<ul style="list-style-type: none"> <li>• Standard schedule</li> </ul>

# Requirements

The requirements for the College include all of the day-to-day traditional operating expenses, such as payroll and materials and supplies. It also includes other items such as transfers out to other funds for support and items held to standard by Oregon Budget Law and internal Board policies. These include holding a 3% minimum unobligated 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 FY27 Budgeted Positions (all funds) - Before and After Budget Mitigation Plan\*

Category	Total Salary (No OPE)	FTE	Average Salary	Average Hourly Salary	Mitigation Plan - Reduced Salary (No OPE)	Reduced FTE
Classified	\$24,817,362	301.91	\$82,200	\$39.52	\$1,178,898	14.00
Faculty	\$21,070,304	193.40	\$108,949	\$52.38	\$629,896	6.00
Management	\$9,676,917	74.42	\$128,312	\$61.69	\$557,854	3.00
<b>Total</b>	<b>\$55,564,582</b>	<b>570.73</b>	<b>\$97,358</b>		<b>\$2,366,648</b>	<b>23.00</b>

Employee Group - Full-time FTE by Fund (After Mitigation Plan)	Fund 1	Fund 2	Fund 4	Fund 8	Fund 9	Grand Total
Classified	220	1	3	31	34	<b>288</b>
Faculty	184			1	2	<b>187</b>
Management	55		1	5	10	<b>71</b>
<b>Total</b>	<b>459</b>	<b>1</b>	<b>4</b>	<b>37</b>	<b>46</b>	<b>547</b>

\*This is not including any other personnel costs (benefits) and does not include any part time position reductions. This is all full-time positions and includes retrenched positions in FY 2027.

### **Contracted Salaries and Wages (43%)**

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 (13%)**

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 FY26 that resulted in impacts to the FY27 budget.

LCCEF reached an agreement that increased their FY26 salaries by a 3.00% cost of living adjustment (COLA) increase plus eligible step increases. For FY27, Classified staff will receive a 3.00% COLA increase plus eligible step increases. The College is currently completing a compensation study and will negotiate potential changes to the salary structure in FY 27 for a potential FY 28 adjustment. This contract expires in FY 2029, but has an economic reopener for FY 2028 and FY 2029.

LCCEA reached an agreement that increased their FY26 salaries by a 3.00% cost of living adjustment (COLA) increase plus eligible step increases. For FY27, faculty will receive a 3.00% COLA increase plus eligible step increases and an additional 1.5% step on the top of the steps. In addition, the College adjusted the workload calculation and TLC rate which will add additional costs in FY 27. The College also negotiated the full-time faculty floor calculation moving it from 60% full time positions to 50% full time positions. In both FY 2028 and FY 2029, faculty will receive 3.10% COLA plus eligible steps. This contract expires in FY 2029.

In FY 2027, management positions will receive the same 3.00% COLA as both bargaining units plus a step increase. This is to maintain comparative salary structures for all position types.

### **Other Payroll Expenses (OPE) (29%)**

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 2025 OPE Expenditures - All College Funds**

Category	Amount	% Total
Oregon Paid Leave	359,514	1.0%
Medical insurance	13,144,289	38.1%
Oregon Public Employees Retirement System (PERS)	3,489,382	10.1%
Pension obligation bond payments	11,450,288	33.2%
FICA (social security & Medicare)	4,868,407	14.1%
Employee tuition waiver program	448,999	1.3%
Classified benefit stipend	314,248	0.9%
Other miscellaneous expenses	219,580	0.6%
Unemployment insurance	27,921	0.0%
Workers' compensation	130,363	0.4%
<b>Total All</b>	<b>34,452,991</b>	

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 (See Table Below)**

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 FY26 OPE rates for all categories will stay the same as a result of the PERS pension bond reducing PERS expense for the College well into FY27. The long-range forecast does anticipate a cost increase in future biennium's due to state projections and the expirations of a PERS bond.

**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.

**10 Year OPE Rate History**

Fiscal Year	18	19	20	21	22	23	24	25	26	27
Contracted Rate (%)	65	65	64	65	67	66	64	64	65	65
Part-Time Rate (%)	39	39	38	37	40	40	38	38	39	39
Student Rate (%)	10	10	10	10	10	10	10	10	10	10

**Materials and Services (13%)**

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

**Capital Outlay (.4)**

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 FY26 budget includes continued investment into those areas, but still falls short of the actual need. Further investment will need to be increased in the long-term strategic plan.

**Goods for Resale (.02%)**

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 (1%)**

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 FY26. These follow and include requirements defined within Oregon Budget Law.

**FY27 Contingencies and Reserves**

Name and Board Policy (BP)	Budgeted Amount	Description
Unappropriated Ending Fund Balance (BP295)	\$4,602,360	Board Policy states that the estimate of unappropriated ending fund balance must be maintained at no less than <b>3%</b> of the general fund operational expenditure budget.
Administrative Operational Contingency (BP270)	\$2,106,188	Admin Contingency that requires President approval to spend. The contingency shall be set at <b>2%</b> of the general fund revenue budget.
Carry Forward Authority	\$335,000	Allows budget authority for carry forward balances included in planning at the unit level.
<b>Total</b>	<b>\$7,043,548</b>	

\*All Board Policies are detailed in the Appendix B - Financial Policies

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

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



# 2026-2027 PROPOSED BUDGET

# FY27 LCC BUDGET SNAPSHOT



## TOTAL LCC BUDGET

**\$281.3**  
MILLION

↓ **-.01%**

BASED ON FY26  
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.

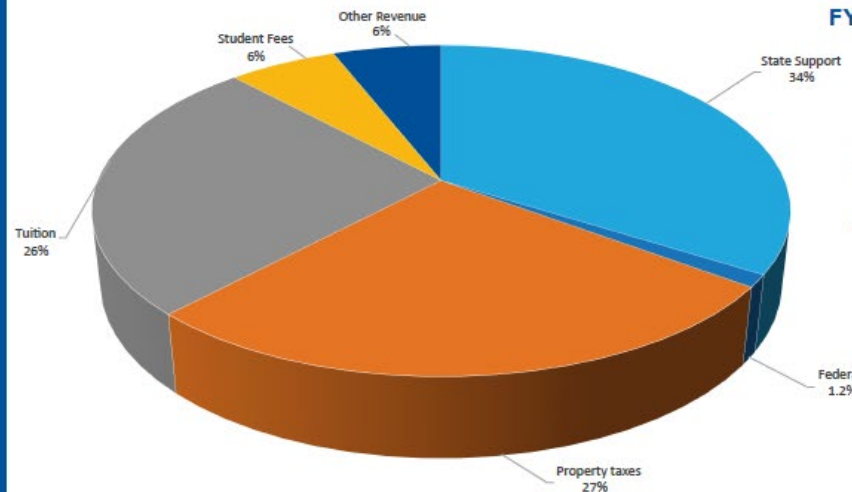
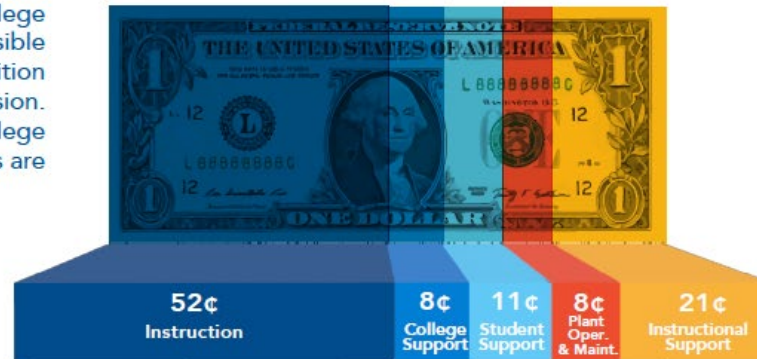
The College must limit the use of one-time funds.

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?

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 FY25  
General Fund**



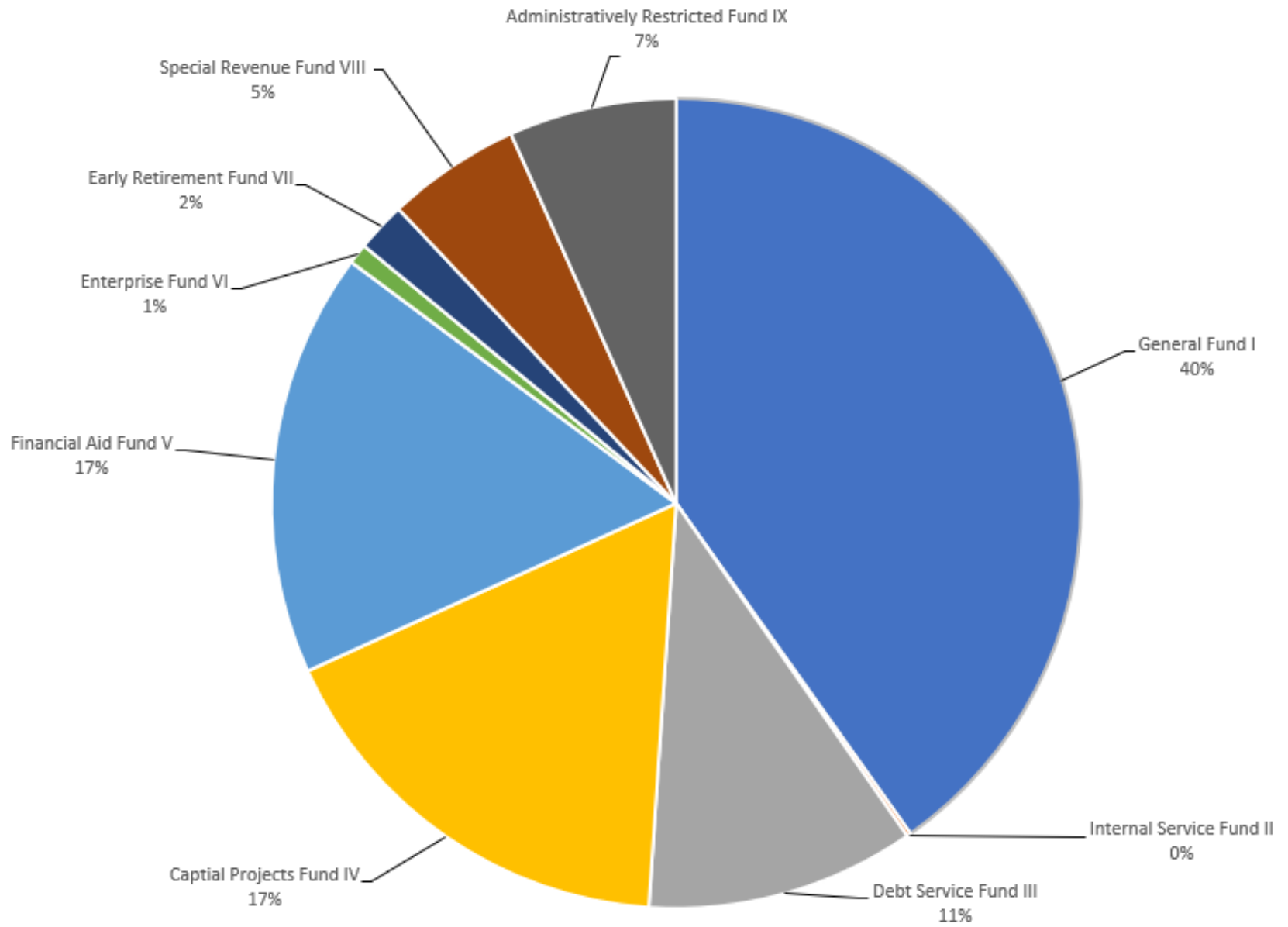
## FY25 General Fund Revenue

We focus on the General Fund (or Fund 1) because it is the largest fund, and it 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	FY24 Actuals	FY25 Actuals	FY26 Adopted Budget	FY27 Proposed Budget	Change Definition
General Fund I	93,119,576	97,797,479	111,315,519	113,095,064	Flight transition Fund IX to Fund I
Internal Service Fund II	567,137	574,094	676,381	464,400	Printing and Graphics Restructure
Debt Service Fund III	30,738,979	26,456,573	28,625,285	30,221,265	Increase in debt service payments
Capital Projects Fund IV	48,035,992	23,733,027	47,800,000	48,178,000	Bond 2020
Financial Aid Fund V	30,898,129	36,693,179	47,248,500	47,683,600	
Enterprise Fund VI	1,967,359	2,300,548	2,278,346	2,278,346	
Early Retirement Fund VII	675,760	580,518	5,595,000	5,595,000	
Special Revenue Fund VIII	18,543,797	14,746,270	14,609,418	15,020,751	Increase in grant funds
Administratively Restricted Fund IX	14,070,422	17,446,218	24,700,889	18,824,227	Flight transition Fund IX to Fund I
<b>Total All Funds</b>	<b>238,620,724</b>	<b>220,010,949</b>	<b>282,849,338</b>	<b>281,360,653</b>	

# FY27 Proposed Budget - All Funds



**Lane Community College  
FY2027 Budget and Fund Structure**

Fund I General Fund \$113,095,064	Fund IX Special Revenue Admin Restricted \$18,824,227	Fund II Internal Service Fund \$464,400	Fund III Debt Service Fund \$30,221,265	Fund IV Capital Projects Fund \$48,178,000	Fund V Financial Aid Fund \$47,683,600	Fund VI Enterprise Fund \$2,278,346	Fund VII Early Retirement Fund \$5,595,000	Fund VIII Special Revenue Fund \$15,020,751
Transfers \$1,577,958	Transfers \$920,000	Transfers \$0	Transfers \$0	Transfers \$0	Transfers \$50,000	Transfers \$820,000	Transfers \$0	Transfers \$0
Instruction \$59,133,987	Instruction \$1,346,494	College Support Services \$464,400	Debt Service \$30,221,265	Capital Projects \$48,178,000	Financial Aid \$47,633,600	Student Services \$1,458,346	Non-Departmental \$465,000	Instruction \$1,637,714
Instructional Support \$7,498,772	Instructional Support \$2,138,028						Contingency \$5,130,000	Instructional Support \$36,883
Student Services \$12,045,920	Student Services \$7,064,020							Student Services \$478,264
College Support Services \$18,069,295	Community Services (KLCC) \$4,259,180							Community Services \$12,681,095
Plant Operation & Maintenance FM&P \$7,725,584	College Support Services \$3,096,505							College Support Services \$186,797
Contingency \$2,441,188 UEFB \$4,602,360	Plant Operation & Maintenance FM&P \$							
	Contingency \$							
Instruction	Instructional Support	College Support Services	Student Services	Community Services	Plant Operations	Debt Service	Capital Projects	Contingency Non-Dept.

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

<b>ALL FUNDS SUMMARY</b>	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
Total Revenues	324,729,472	283,404,539	282,849,338	281,360,653
Less: Total Requirements	(238,620,724)	(220,010,592)	(282,849,338)	(281,360,653)
<b>REVENUES OVER-(UNDER) REQUIREMENTS</b>	<b>86,108,748</b>	<b>63,393,947</b>	<b>-</b>	<b>-</b>

<b>All Funds Resources</b>	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
<b>REVENUES</b>				
State Support	49,902,708	44,327,977	47,622,595	51,843,408
Federal Support	25,929,366	30,608,652	35,019,418	34,805,287
Local Support	350,394	76,941	200,000	257,550
Property Taxes	37,982,682	38,725,634	39,477,258	41,641,029
Tuition	26,224,483	27,141,796	32,260,076	33,305,817
Student Fees	10,679,728	12,964,292	15,005,915	13,583,000
Other Sources:				
Beginning Fund Balance	135,458,739	86,108,748	69,364,026	64,028,149
Sale of Goods and Services	2,258,407	2,306,008	2,655,046	2,561,713
Other Revenues	33,078,656	35,366,534	35,928,979	35,966,742
Transfers In	2,864,309	5,777,957	5,316,024	3,367,958
<b>TOTAL REVENUES</b>	<b>324,729,472</b>	<b>283,404,539</b>	<b>282,849,338</b>	<b>281,360,653</b>

<b>REQUIREMENTS</b>				
<b>All Funds Requirements</b>	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
Instruction	55,569,780	59,417,965	82,137,823	62,118,198
Instructional Support	8,863,327	9,386,669	7,736,474	9,673,682
Student Services	17,796,628	19,944,099	19,656,836	21,046,553
Community Services	9,583,849	9,225,752	3,840,875	16,940,272
College Support Services	20,787,456	22,869,640	30,221,474	21,816,993

<b>REQUIREMENTS</b>				
<b>All Funds Requirements</b>	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
Plant Operations & Maintenance	6,407,098	7,488,487	8,891,649	9,029,289
Plant Additions	52,051,107	24,654,094	47,128,215	46,874,295
Financial Aid	33,282,431	34,208,878	38,698,500	47,133,600
Non-Departmental	675,760	579,822	455,000	465,000
Debt Services	30,738,979	26,456,573	28,625,285	30,221,265
Contingency	-	-	8,601,642	8,071,188
Unappropriated Ending Fund Balance	-	-	3,226,178	4,602,360
Transfers Out	2,864,309	5,778,613	3,629,386	3,367,958
<b>TOTAL REQUIREMENTS</b>	<b>238,620,724</b>	<b>220,010,592</b>	<b>282,849,338</b>	<b>281,360,653</b>
<b>ENDING FUND BALANCE</b>	<b>86,108,748</b>	<b>63,393,947</b>	<b>-</b>	<b>-</b>

### Detailed Schedule of Transfers - All Funds

<b>Fund</b>	<b>Revenues</b>	<b>Expenditures</b>	<b>Comments</b>
<b>GENERAL FUND I</b>			
To Internal Service Fund II	-	67,900	To cover deficit - Printing and Graphics
To Debt Service Fund III	-	176,237	Qualified Energy Conservation Loan
To Capital Projects Fund IV	-	413,000	Strategic Initiatives-major maintenance
To Financial Aid Fund V	-	126,100	To cover deficit - General Fund Scholarships
To Special Revenue-Administratively Restricted Fund IX	-	794,721	To cover deficit in Fund 9
From Financial Aid Fund V	50,000	-	Financial Aid transfer
From Special Revenue-Administratively Restricted Fund IX	320,000	-	ATC contribution \$320,000
<b>TOTAL</b>	<b>\$370,000</b>	<b>\$1,577,958</b>	
<b>Internal Service Fund II</b>			
From General Fund	67,900	-	To cover deficit - Printing and Graphics

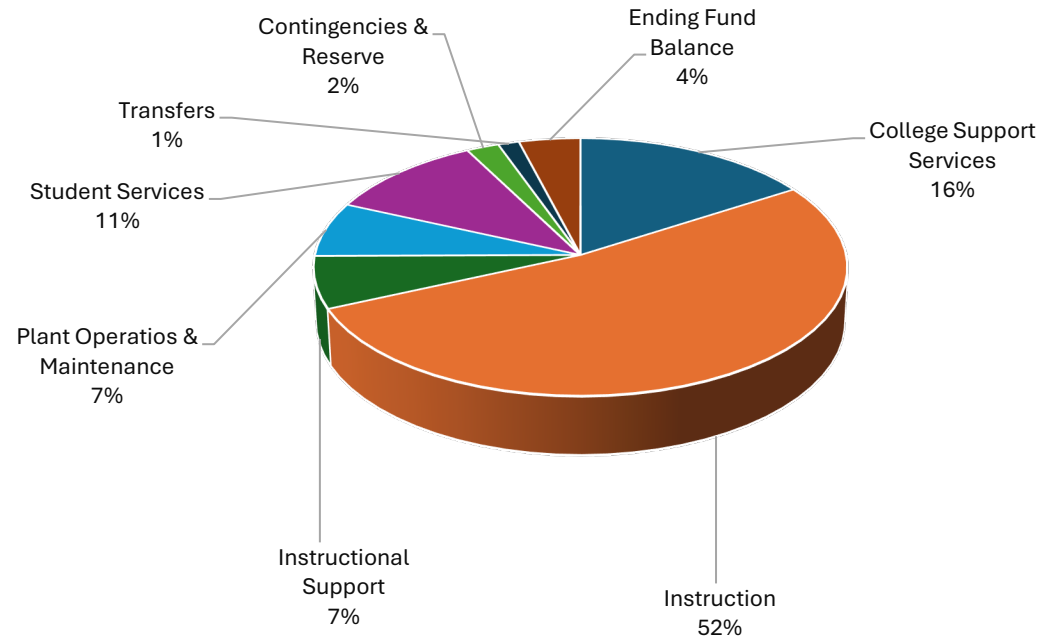
Fund	Revenues	Expenditures	Comments
<b>TOTAL</b>	<b>\$67,900</b>	<b>\$-</b>	
<b>DEBT SERVICE FUND III</b>			
From General Fund I	176,237	-	Qualified Energy Conservation Loan
From Enterprise Fund VI	820,000	-	Full Faith and Credit Obligations-Titan Court Debt. Payment
From Special Revenue-Administratively Restricted Fund IX	450,000	-	Full Faith and Credit Obligations-Titan Court Debt. Payment
<b>TOTAL</b>	<b>\$1,446,237</b>	<b>\$ -</b>	
<b>CAPITAL PROJECTS FUND IV</b>			
From General Fund I	413,000	-	Strategic Initiatives-major maintenance
From Special Revenue-Administratively Restricted Fund IX	150,000	-	Transportation and Parking \$150,000
<b>TOTAL</b>	<b>\$563,000</b>	<b>\$ -</b>	
<b>FINANCIAL AID FUND V</b>			
To General Fund I	-	50,000	Financial Aid transfer
From General Fund I	126,100	-	To cover deficit - General Fund Scholarships
<b>TOTAL</b>	<b>\$126,100</b>	<b>\$50,000</b>	
<b>ENTERPRISE FUND VI</b>			
To Debt Service Fund III	-	820,000	Full Faith and Credit Obligations-Titan Court Debt Payment
<b>TOTAL</b>	<b>\$0</b>	<b>\$820,000</b>	
<b>SPECIAL REVENUE-ADMINISTRATIVELY RESTRICTED FUND IX</b>			
To General Fund I	-	320,000	ATC contribution \$320,000
To Capital Projects Fund IV	-	150,000	Transportation and Parking \$150,000
To Debt Service Fund III		450,000	Full Faith and Credit Obligations-Titan Court Debt. Payment
From General Fund I	794,721		To cover deficit in Fund 9
<b>TOTAL</b>	<b>\$794,721</b>	<b>\$920,000</b>	
<b>TOTAL TRANSFERS - ALL FUNDS</b>	<b>\$3,367,958</b>	<b>\$3,367,958</b>	



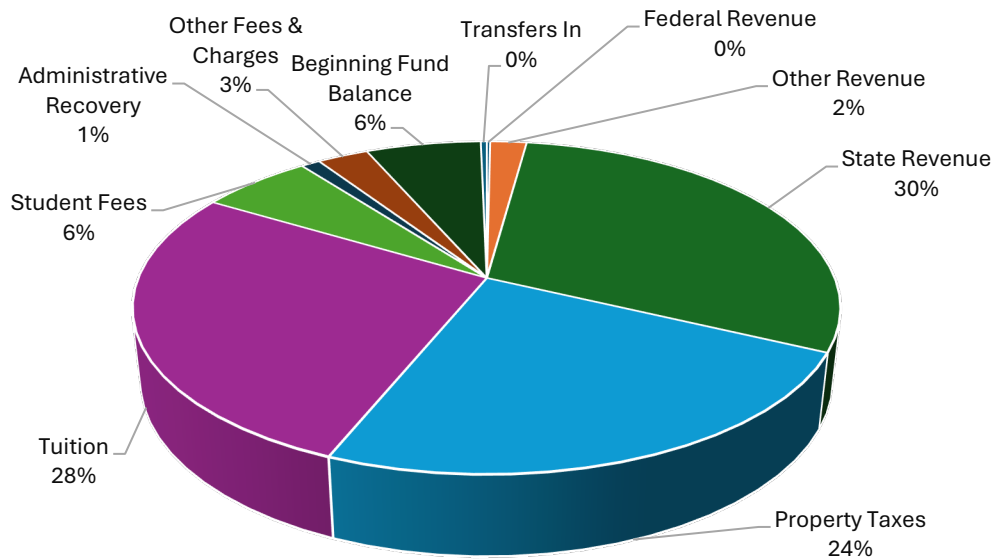
# FUND I: GENERAL FUND

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 almost half of the College’s financial activity. Fund I churn almost 90% of 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 Expense Total (Fund I)



### General Fund Resources (Fund 1)



**General Fund I - SUMMARY**

General Fund Summary	FY24 Actuals	FY25 Actuals	FY26 Adopted Budget	FY27 Proposed Budget
Total Revenues	101,458,242	105,738,872	111,315,520	113,095,064
Less: Total Requirements	(93,119,575)	(97,712,813)	(111,315,520)	(113,095,064)
<b>REVENUES OVER-(UNDER) REQUIREMENTS</b>	<b>8,338,667</b>	<b>8,026,059</b>	<b>-</b>	<b>-</b>

General Fund I Resources	FY24 Actuals	FY25 Actuals	FY26 Adopted Budget	FY27 Proposed Budget
<b>REVENUES</b>				
State Support	32,528,311	32,202,345	32,832,595	33,823,777
Federal Support	-	1,157,944	-	207,000
Local Support	308,773	35,765	-	-
Property Taxes	24,655,738	25,695,258	26,294,949	27,271,138
Tuition	24,755,855	25,085,749	29,440,634	30,995,809
Student Fees	4,010,702	4,682,854	5,503,956	6,854,900
Other Sources:				
Beginning Fund Balance	7,488,679	8,338,668	8,370,000	7,043,549
Sale of Goods and Services	899,617	676,271	902,016	700,418
Other Revenues	6,140,567	6,162,392	6,065,432	5,828,473
Transfers In	670,000	1,701,626	1,905,938	370,000
<b>TOTAL REVENUES</b>	<b>101,458,242</b>	<b>105,738,872</b>	<b>111,315,520</b>	<b>113,095,064</b>

**REQUIREMENTS**

General Fund I Requirements	FY24 Actuals	FY25 Actuals	FY26 Adopted Budget	FY27 Proposed Budget
Instruction	48,416,293	51,749,342	55,697,058	59,133,987
Instructional Support	7,119,882	7,836,057	5,734,387	7,498,772
Financial Aid	2,434,301	(2,434,301)		

<b>REQUIREMENTS</b>				
<b>General Fund I Requirements</b>	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
Student Services	9,594,728	10,522,444	11,674,838	12,045,920
College Support Services	18,423,639	19,421,989	20,687,139	18,069,295
Plant Operations & Maintenance	6,304,098	7,485,614	8,150,822	7,725,584
Contingency	-	-	4,140,112	2,441,188
Unappropriated Ending Fund Balance (UEFB)	-	-	3,226,178	4,602,360
Transfers Out	826,634	3,131,668	2,004,986	1,577,958
<b>TOTAL REQUIREMENTS</b>	<b>93,119,575</b>	<b>97,712,813</b>	<b>111,315,520</b>	<b>113,095,064</b>
<b>ENDING FUND BALANCE</b>	<b>8,338,667</b>	<b>8,026,059</b>	<b>-</b>	<b>-</b>

**General Fund by Program and Unit**

<b>General Fund I Resources By Program and Unit</b>				
<b>General Fund Resources</b>	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
<b>RESOURCES</b>				
<b>Beginning Fund Balance</b>	7,488,679	8,338,667	8,370,000	7,043,549
Federal Revenue	-	1,157,944	-	207,000
Other Revenue	3,233,444	2,744,015	1,555,141	2,227,641
State Revenue	32,528,311	32,202,345	32,832,595	33,823,777
Local Revenue	308,773	35,765	-	-
Property Taxes	24,655,738	25,695,258	26,294,949	27,271,138
Tuition	24,755,855	25,085,749	29,440,634	30,995,809
Student Fees	4,010,702	4,682,854	5,503,956	6,854,900
Sale of Goods & Services	899,617	676,271	902,016	700,418
Administrative Recovery	1,356,861	1,267,394	1,289,118	1,170,118
Other Fees & Charges	1,550,262	2,150,983	3,221,173	2,430,715
<b>Total Revenues</b>	<b>93,299,564</b>	<b>95,698,577</b>	<b>101,039,582</b>	<b>105,681,515</b>
<i>Transfers In:</i>				

<b>General Fund I Resources By Program and Unit</b>				
General Fund Resources	FY24 Actuals	FY25 Actuals	FY26 Adopted Budget	FY27 Proposed Budget
<i>Transfer In From General Fund</i>	-	(4,663)	-	-
<i>Transfer In Fm Internal Svs Fund</i>	-	35	-	-
<i>Transfer In Fm Financial Aid Fund</i>	50,000	50,000	50,000	50,000
<i>Transfer In Fm Enterprise Fund</i>	-	165	-	-
<i>Transfer In Fm Agency Fund</i>	-	656	-	-
<i>Transfer In Fm Endowment Fund</i>	620,000	1,656,088	1,855,938	320,000
<b>Total Transfers In</b>	670,000	1,702,281	1,905,938	370,000
<b>TOTAL RESOURCES</b>	<b>101,458,243</b>	<b>105,739,525</b>	<b>111,315,520</b>	<b>113,095,064</b>

<b>General Fund I Requirements by Program and Unit</b>				
Requirements for College Support Services by Unit	FY24 Actuals	FY25 Actuals	FY26 Adopted Budget	FY27 Proposed Budget
Academic Affairs	-	1,057	25,522	-
Academic Technology	171	58	-	-
Access, Equity and Inclusion	57,156	15,711	17,540	14,032
Advanced Technologies	-	58	-	-
Archives	14,292	3,600	33,465	32,554
Board of Education	25,194	20,085	28,857	23,085
College Finance	2,052,674	3,435,404	2,607,089	2,297,258
College Services Office	802,594	1,209,735	1,316,977	1,370,546
Facilities Management & Planning	1,560	82	(192,704)	-
Foundation	1,090,054	991,108	1,049,870	1,111,487
Governance, Legal & Administration	601,338	838,374	534,865	316,692
Grant Coordination	-	150	-	-
Health & Physical Education	334	38,363	-	100,160
High School Connections	2,198	-	-	-
Human Resources	2,365,085	2,390,814	2,780,124	2,739,422
Information Technology	4,237,360	4,834,443	5,355,384	5,129,267

<b>General Fund I Requirements by Program and Unit</b>				
Requirements for College Support Services by Unit	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
Institute for Sustainable Practices	348,373	382,988	108,495	391,345
Insurance - Property & Liability	3,182,001	2,672,929	1,400,000	1,700,000
Mail Services	192,633	206,101	201,718	99,950
Marketing & Public Relations	1,236,735	1,497,734	1,651,300	1,721,379
Non-Departmental	10,987,502	11,450,288	(250,285)	48,750
Other Personnel Expenditures	(11,947,701)	(13,957,369)	-	(3,403,235)
Planning & Institutional Effectiveness	212,879	282,583	376,680	551,528
President's Office	926,225	899,694	1,118,144	1,208,472
Printing & Graphics; Warehouse	28,944	-	-	-
Professional & Organizational Development	58,775	81,224	15,623	80,240
Public Safety	1,582,687	1,716,001	2,067,842	2,099,242
Telephone Services	365,154	410,775	440,632	437,121
Workforce Development	(578)	-	-	-
<b>Total College Support Services</b>	<b>18,423,639</b>	<b>19,421,990</b>	<b>20,687,138</b>	<b>18,069,295</b>

<b>General Fund I Requirements by Program and Unit</b>				
Requirements for Instruction by Unit	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
Academic Affairs	14,490	18,247	-	-
Academic Technology	914,962	1,232,142	2,278,775	1,056,129
Advanced Technologies	2,599,802	3,025,438	3,791,517	3,680,724
Arts	4,532,626	5,125,349	5,616,221	5,836,036
Athletics	-	-	305,165	-
Business & Computer Information Technology	3,146,215	3,420,449	3,952,356	4,418,896
College & Career Foundations	3,317,597	3,725,297	3,627,191	3,593,499
College Finance	5	12	-	-
Cooperative Education	768,271	783,217	882,700	943,305
Cottage Grove Center	5,539	25,184	17,800	14,240

<b>General Fund I Requirements by Program and Unit</b>				
Requirements for Instruction by Unit	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
Culinary Arts, Hotel/Restaurant/Tourism	-	281	-	-
Extended Learning	636,877	649,839	685,834	711,713
Flight Technology	959,480	1,193,811	1,366,286	3,991,692
Florence Center	497,024	524,410	541,409	540,159
Governance, Legal & Administration	(26,967)	-	-	-
Health & Physical Education	1,352,063	1,575,705	1,788,384	2,114,811
Health Professions	11,900,353	12,368,734	12,913,562	12,368,363
High School Connections	428	-	-	-
Humanities	4,856,669	5,097,821	4,498,314	5,281,067
Math & Engineering	2,377,911	2,420,889	2,739,540	2,903,254
Non-Departmental	2,243	-	-	187,468
President's Office	6,201	2,583	-	-
Science	5,241,391	5,532,721	5,642,275	6,381,112
Social Science	4,001,526	3,987,392	4,208,741	4,056,824
Special Instructional Projects	217,835	230,960	(849,218)	-
Student Success	296,644	4,857	-	-
Workforce Development	797,110	804,004	1,690,207	1,054,695
<b>Total Instruction</b>	<b>48,416,295</b>	<b>51,749,342</b>	<b>55,697,059</b>	<b>59,133,987</b>

<b>General Fund I Requirements by Program and Unit</b>				
Requirements for Instructional Support by Unit	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
Academic Affairs	1,234,727	1,090,235	1,129,618	1,450,318
Academic Technology	2,550,285	2,542,371	2,075,223	2,687,674
Archives	400	995	-	-
College & Career Foundations	5,126	6,295	92,780	-
Curriculum & Assessment	1,014,712	1,092,946	1,012,174	865,560
Faculty Professional Development	579,506	423,036	503,221	527,577

<b>General Fund I Requirements by Program and Unit</b>				
Requirements for Instructional Support by Unit	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
Grant Coordination	136,631	237,260	-	-
High School Connections	664,725	531,711	359,816	504,477
Information Technology	360,860	409,003	-	-
Math & Engineering	-	264	-	-
Planning & Institutional Effectiveness	-	-	124,844	-
President's Office	7,259	6,281	-	-
Professional & Organizational Development	115	-	-	-
Special Instructional Projects	561,129	816,980	436,711	456,646
Student Engagement	4,407	-	-	-
Workforce Development	-	678,681	-	1,006,520
<b>Total Instructional Support</b>	<b>7,119,882</b>	<b>7,836,058</b>	<b>5,734,387</b>	<b>7,498,772</b>

<b>General Fund I Requirements by Program and Unit</b>				
Requirements for Financial Aid by Unit	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
Financial Aid	2,434,301	(2,434,301)	-	-
<b>Total Financial Aid</b>	<b>2,434,301</b>	<b>(2,434,301)</b>	<b>-</b>	<b>-</b>

<b>General Fund I Requirements by Program and Unit</b>				
Requirements for Plant Operations and Maintenance by Unit	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
Bond 2020	(3,002)	-	-	-
Custodial Services	1,388,612	1,770,412	1,856,719	1,887,039
Facilities Management & Planning	4,917,680	5,715,161	5,990,201	5,838,545
Institute for Sustainable Practices	-	-	303,902	-
Mail Services	808	41	-	-
<b>Total Plant Operations and Maintenance</b>	<b>6,304,098</b>	<b>7,485,614</b>	<b>8,150,822</b>	<b>7,725,584</b>

<b>General Fund I Requirements by Program and Unit</b>				
<b>Requirements for Student Services by Unit</b>	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
Academic Technology	-	(250)	-	-
Athletics	1,022,268	1,081,683	489,990	1,693,527
Center for Accessible Resources	1,124,281	1,490,682	1,671,106	1,889,796
Child and Family Education	19,693	13,968	14,207	14,369
College & Career Foundations	34,503	43,594	301,310	-
Cooperative Education	-	68	3,000	-
Financial Aid	1,448,565	1,604,143	1,832,984	1,701,361
Gender Equity Center	291,940	296,798	311,006	191,233
Grant Coordination	131	91	-	-
Health Professions	-	-	-	-
Human Resources	166,283	183,767	2,657	-
Humanities	-	18,840	-	-
Mental Health	547,357	575,519	686,996	542,267
Multicultural Center	761,416	647,200	901,099	623,453
Non-Departmental	-	299	-	-
Rites of Passage	14,261	18,367	18,854	14,667
Special Instructional Projects	810	1,818	348,521	461,178
Student Engagement	360,373	593,326	711,245	777,625
Student Enrollment / Registrar	1,908,535	2,142,573	2,281,329	1,601,351
Student Standards	64,457	62,741	63,421	73,772
Student Success	1,791,714	1,727,160	2,037,112	2,461,321
Workforce Development	38,140	20,056	-	-
<b>Total Student Services</b>	<b>9,594,727</b>	<b>10,522,443</b>	<b>11,674,837</b>	<b>12,045,920</b>

<b>General Fund I Requirements by Program and Unit</b>				
Requirements for Contingencies & Reserves	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
Contingencies for Projects/Provisions			548,820	2,441,188
Reserve for Revenue Shortfall	-	-	3,591,292	-
<b>Total Contingency</b>	-	-	<b>4,140,112</b>	<b>2,441,188</b>

<b>General Fund I Requirements by Program and Unit</b>				
Requirements for Transfers & Unobligated End Fund Balance	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
<b>Transfers Out:</b>				
To Internal Service II	-	154,444	295,181	67,900
To Debt Service III	826,634	847,449	85,805	176,237
To Capital Projects Fund IV	-	413,000	313,000	413,000
To Financial Aid Fund	-	-	141,000	126,100
To Enterprise Fund	-	43,398	-	-
To Agency Fund		(4,663)		
To Special Revenue Fund	-	344,570	-	-
To Administratively Restricted Fund IX	-	1,333,470	1,170,000	794,721
<b>Total Transfers Out</b>	<b>826,634</b>	<b>3,131,668</b>	<b>2,004,986</b>	<b>1,577,958</b>
UEFB				
Unappropriated Ending Fund Balance (UEFB)	-	-	3,226,178	4,602,360
<b>Total UEFB</b>	-	-	<b>3,226,178</b>	<b>4,602,360</b>
<b>TOTAL REQUIREMENTS</b>	<b>93,119,576</b>	<b>97,712,814</b>	<b>111,315,520</b>	<b>113,095,064</b>
<b>ACTUAL ENDING FUND BALANCE</b>	<b>8,338,667</b>	<b>8,026,711</b>	<b>-</b>	<b>-</b>

**General Fund by Category and Program**

Requirements by Category General Fund I	FY2027 Proposed Budget	Personnel Services	Materials & Services	Capital Outlay	Transfers Out	Contingency
College Support Services						
Access, Equity and Inclusion	14,032	-	14,032	-	-	-
Archives	32,554	28,912	3,642	-	-	-
Board of Education	23,085	-	23,085	-	-	-
College Finance	2,297,258	1,920,365	376,893	-	-	-
College Services Office	1,370,546	1,273,949	96,596	-	-	-
Foundation	1,111,487	1,103,703	7,784	-	-	-
Governance, Legal & Administration	316,692	-	316,692	-	-	-
Health & Physical Education	100,160	98,310	1,850	-	-	-
Human Resources	2,739,422	2,479,019	260,403	-	-	-
Information Technology	5,137,955	3,696,018	1,141,937	300,000	-	-
Institute for Sustainable Practices	391,345	299,749	91,596	-	-	-
Insurance - Property & Liability	1,700,000	-	1,700,000	-	-	-
Mail Services	99,950	82,090	17,860	-	-	-
Marketing & Public Relations	1,721,379	976,468	744,910	-	-	-
Other Personnel Expenditures	-3,403,235	-3,403,235	-	-	-	-
Planning & Institutional Effectiveness	551,528	409,977	141,550	-	-	-
President's Office	1,208,472	1,071,090	137,382	-	-	-
Professional & Organizational Development	80,240	-	80,240	-	-	-
Public Safety	2,099,242	1,983,564	115,677	-	-	-
Telephone Services	437,121	250,445	186,676	-	-	-
<b>Total College Support Services</b>	<b>18,029,231</b>	<b>12,270,425</b>	<b>5,458,807</b>	<b>300,000</b>	<b>-</b>	<b>-</b>

Requirements by Category General Fund I	FY2027 Proposed Budget	Personnel Services	Materials & Services	Capital Outlay	Transfers Out	Contingency
Instruction						
Academic Technology	1,104,779	1,090,559	14,220	-	-	-
Advanced Technologies	3,706,786	3,305,933	400,853	-	-	-
Arts	5,848,198	5,497,726	350,473	-	-	-
Business & Computer Information Technology	4,422,371	4,265,179	157,193	-	-	-
College & Career Foundations	3,603,924	3,544,957	58,967	-	-	-
Cooperative Education	943,305	928,345	14,960	-	-	-
Cottage Grove Center	14,240	-	14,240	-	-	-
Extended Learning	711,713	675,445	36,268	-	-	-
Flight Technology	3,993,430	2,087,338	1,906,091	-	-	-
Florence Center	541,896	534,192	7,704	-	-	-
Health & Physical Education	2,114,811	1,915,388	199,423	-	-	-
Health Professions	12,368,363	11,007,182	1,361,181	-	-	-
Humanities	5,281,067	5,263,914	17,153	-	-	-
Math & Engineering	2,903,254	2,866,811	36,443	-	-	-
Non-Departmental	187,468	187,468	-	-	-	-
Science	6,393,274	6,232,787	160,487	-	-	-
Social Science	4,056,824	4,031,829	24,995	-	-	-
Workforce Development	1,059,907	966,960	92,948	-	-	-
<b>Total Instruction</b>	<b>59,255,612</b>	<b>54,402,014</b>	<b>4,853,598</b>	<b>-</b>	<b>-</b>	<b>-</b>

Requirements by Category General Fund I	FY2027 Proposed Budget	Personnel Services	Materials & Services	Capital Outlay	Transfers Out	Contingency
Instructional Support						
Academic Affairs	1,450,318	1,368,382	81,936	-	-	-
Academic Technology	2,708,524	2,484,473	148,302	75,750	-	-
Curriculum & Assessment	865,560	818,790	46,769	-	-	-

Requirements by Category General Fund I	FY2027 Proposed Budget	Personnel Services	Materials & Services	Capital Outlay	Transfers Out	Contingency
Instructional Support						
Faculty Professional Development	402,577	-	402,577	-	-	-
High School Connections	504,477	491,877	12,600	-	-	-
Special Instructional Projects	460,121	374,345	85,776	-	-	-
Workforce Development	1,006,520	972,192	34,328	-	-	-
<b>Total Instructional Support</b>	<b>7,398,097</b>	<b>6,510,059</b>	<b>812,288</b>	<b>75,750</b>	<b>-</b>	<b>-</b>

Requirements by Category General Fund I	FY2027 Proposed Budget	Personnel Services	Materials & Services	Capital Outlay	Transfers Out	Contingency
Interfund Transfers						
Academic Technology	-	-	-	-	-	-
Facilities Management & Planning	413,000	-	-	-	413,000	-
Institute for Sustainable Practices	18,721	-	-	-	18,721	-
Non-Departmental	1,146,237	-	-	-	1,146,237	-
<b>Total Interfund Transfers</b>	<b>1,577,958</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,577,958</b>	<b>-</b>

Requirements by Category General Fund I	FY2027 Proposed Budget	Personnel Services	Materials & Services	Capital Outlay	Transfers Out	Contingency
Plant Operations and Maintenance						
Custodial Services	1,887,039	1,734,719	152,320	-	-	-
Facilities Management & Planning	5,838,545	3,396,230	2,442,315	-	-	-
<b>Total Plant Operations and Maintenance</b>	<b>7,725,584</b>	<b>5,130,949</b>	<b>2,594,635</b>	<b>-</b>	<b>-</b>	<b>-</b>

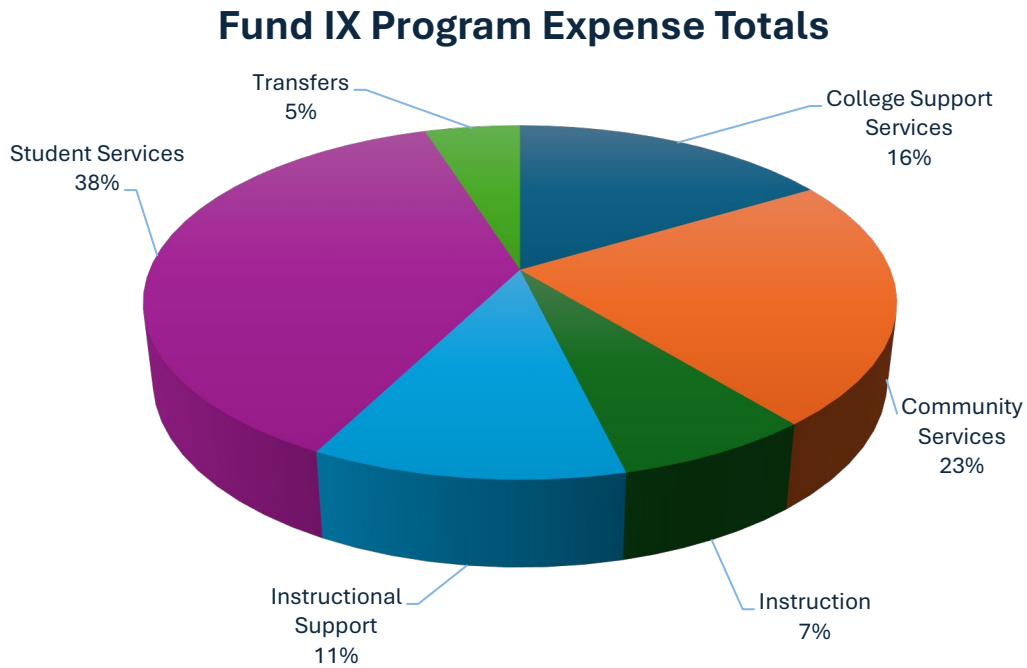
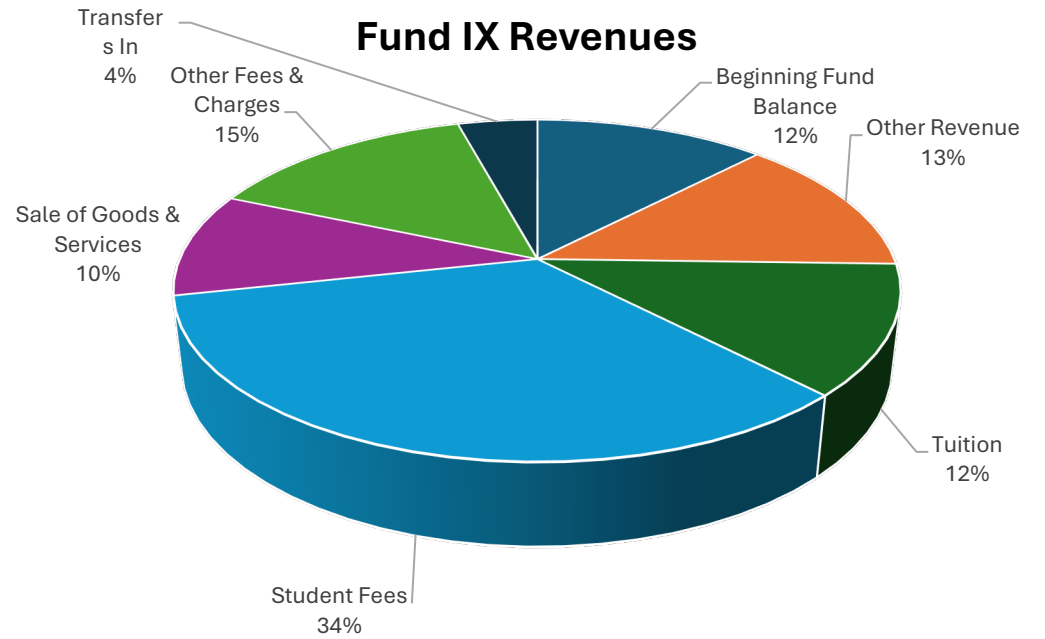
Requirements by Category General Fund I	FY2027 Proposed Budget	Personnel Services	Materials & Services	Capital Outlay	Transfers Out	Contingency
Student Services						
Athletics	1,693,528	1,475,136	218,392	-	-	-
Center for Accessible Resources	1,898,483	1,703,419	195,064	-	-	-
Child and Family Education	14,369	14,369	-	-	-	-
Financial Aid	1,706,573	1,681,133	25,440	-	-	-
Gender Equity Center	191,233	185,153	6,080	-	-	-
Mental Health	542,267	533,679	8,588	-	-	-
Multicultural Center	623,453	617,373	6,080	-	-	-
Rites of Passage	14,667	-	14,667	-	-	-
Special Instructional Projects	461,179	444,904	16,274	-	-	-
Student Engagement	777,625	735,734	41,891	-	-	-
Student Enrollment / Registrar	1,601,351	1,522,628	78,723	-	-	-
Student Standards	73,772	63,652	10,120	-	-	-
Student Success	2,466,533	2,436,649	29,885	-	-	-
<b>Total Student Services</b>	<b>12,065,033</b>	<b>11,413,828</b>	<b>651,205</b>	<b>-</b>	<b>-</b>	<b>-</b>

Requirements by Category General Fund I	FY2027 Proposed Budget	Personnel Services	Materials & Services	Capital Outlay	Transfers Out	Contingency
Contingency						
Non-Departmental	7,043,548	-	-	-	-	7,043,548
<b>Total Contingency</b>	<b>7,043,548</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7,043,548</b>
<b>Total General Fund I</b>	<b>113,095,064</b>	<b>89,727,274</b>	<b>14,370,533</b>	<b>375,750</b>	<b>1,577,958</b>	<b>7,043,548</b>



# **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, and the Health Clinic. Programs that are not self-sustaining are supported by General Fund transfers.



Fund IX - Summary of Resources & Requirements	FY24 Actuals	FY25 Actuals	FY26 Adopted Budget	FY27 Proposed Budget
<b>Total Resources</b>	14,777,318	17,295,464	24,700,887	18,824,227
<b>Less: Total Requirements</b>	(14,070,422)	(17,213,568)	(24,700,889)	(18,824,227)
<b>RESOURCES OVER-(UNDER) REQUIREMENTS</b>	706,896	81,896	(2)	-

<b>Administratively Restricted Fund IX Resources</b>				
Administratively Restricted Fund IX Resources	FY24 Actuals	FY25 Actuals	FY26 Adopted Budget	FY27 Proposed Budget
<b>Beginning Fund Balance</b>	2,973,751	706,896	4,283,088	2,309,100
Federal Revenue	-	-	-	-
Other Revenue	673,659	1,373,604	2,944,604	2,481,507
Tuition	1,466,128	2,056,047	2,819,442	2,310,008
Student Fees	6,541,694	8,139,012	9,501,959	6,376,100
Sale of Goods & Services	1,355,171	1,615,619	1,538,960	1,854,225
Other Fees & Charges	1,766,915	2,072,314	2,442,834	2,698,566
<b>Total Revenues</b>	11,803,567	15,256,596	19,247,799	15,720,406
<i>Transfers In:</i>				
<i>Transfer In From General Fund</i>	-	1,331,972	1,170,000	794,721
<b>Total Transfers In</b>	-	1,331,972	1,170,000	794,721
<b>Total Resources</b>	<b>14,777,318</b>	<b>17,295,464</b>	<b>24,700,887</b>	<b>18,824,227</b>

<b>Administratively Restricted Fund IX Requirements by Program and Unit</b>				
Requirements for College Support Services by Unit	FY24 Actuals	FY25 Actuals	FY26 Adopted Budget	FY27 Proposed Budget
Culinary Arts, Hotel/Restaurant/Tourism	-	-	-	-
Facilities Management & Planning	35	1,007	-	-
Information Technology	1,477,368	2,374,828	2,906,918	2,568,092
Institute for Sustainable Practices	305	924	730	1,236
Marketing & Public Relations	12,254	14,614	-	-

<b>Administratively Restricted Fund IX Requirements by Program and Unit</b>				
Requirements for College Support Services by Unit	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
Non-Departmental	239,868	308,643	302,370	527,177
Planning & Institutional Effectiveness	3,276	3,392	-	-
<b>Total College Support Services</b>	<b>1,733,106</b>	<b>2,703,408</b>	<b>3,210,018</b>	<b>3,096,505</b>

<b>Administratively Restricted Fund IX Requirements by Program and Unit</b>				
Requirements for Community Services by Unit	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
KLCC FM	2,026,796	1,880,632	3,821,456	4,259,180
<b>Total Community Services</b>	<b>2,026,796</b>	<b>1,880,632</b>	<b>3,821,456</b>	<b>4,259,180</b>

<b>Administratively Restricted Fund IX Requirements by Program and Unit</b>				
Requirements for Contingency by Unit	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
Non-Departmental	-	-	3,961,530	0
<b>Total Contingency</b>	<b>-</b>	<b>-</b>	<b>3,961,530</b>	<b>-</b>

<b>Administratively Restricted Fund IX Requirements by Program and Unit</b>				
Requirements for Instruction by Unit	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
Academic Technology	238,192	260,525	368,447	-
Arts	1,874	12,228	-	-
Business & Computer Information Technology	-	2,670	-	-

<b>Administratively Restricted Fund IX Requirements by Program and Unit</b>				
Requirements for Instruction by Unit	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
Cottage Grove Center	14,368	3,108	69,625	69,775
Culinary Arts, Hotel/Restaurant/Tourism	180	500	-	-
Extended Learning	11,174	10,974	53,190	53,190
Flight Technology	1,397,543	1,969,429	2,781,846	-
Florence Center	46,297	47,020	71,532	86,249
International Programs	166,174	171,728	51,842	394,000
Science	79,877	31,328	-	-
Student Success	-	2,183	-	-
Workforce Development	866,106	924,946	922,220	743,280
<b>Total Instruction</b>	<b>2,821,785</b>	<b>3,436,636</b>	<b>4,318,702</b>	<b>1,346,494</b>

<b>Administratively Restricted Fund IX Requirements by Program and Unit</b>				
Requirements for Instructional Support by Unit	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
Academic Technology	1,220,873	1,223,137	2,042,087	2,138,028
Information Technology	209,871	231,624	-	-
Student Engagement	-	99	-	-
<b>Total Instructional Support</b>	<b>1,430,744</b>	<b>1,454,860</b>	<b>2,042,087</b>	<b>2,138,028</b>

<b>Administratively Restricted Fund IX Requirements by Program and Unit</b>				
Requirements for Plant Operations and Maintenance by Unit	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
Institute for Sustainable Practices	-	-	69,043.00	-
<b>Total Plant Operations and Maintenance</b>	<b>-</b>	<b>-</b>	<b>69,043.00</b>	<b>-</b>

<b>Administratively Restricted Fund IX Requirements by Program and Unit</b>				
Requirements for Student Services by Unit	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
Arts	34,067	29,888	34,524	43,200
Athletics	-	204,476	326,078	489,400
Center for Accessible Resources	-	3,327	-	-
Child and Family Education	745,095	1,043,295	1,077,664	1,069,264
Gender Equity Center	20,730	14,094	20,153	-
Health Clinic	961,725	784,435	1,238,399	815,989
Health Professions	-	-	-	16,000
Humanities	29,814	9,299	31,449	32,900
Institute for Sustainable Practices	22,492	67,772	1,507	71,620
International Programs	2,744,207	3,431,017	3,549,418	2,512,765
Multicultural Center	100,546	92,945	99,564	-
Non-Departmental	-	-	-	1,430,881
Special Instructional Projects	-	5,040	-	-
Student Affairs	3,102	-	-	-
Student Engagement	173,538	246,358	144,896	582,000
<b>Total Student Services</b>	<b>4,835,316</b>	<b>5,931,944</b>	<b>6,523,653</b>	<b>7,064,020</b>

Requirements for Transfers	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
To General Fund	620,000	1,656,088	170,000	320,000
To Debt Service III	-	-	434,400	450,000
To Capital Projects Fund IV	602,675	150,000	150,000	150,000
<b>Total Transfers Out</b>	<b>1,222,675</b>	<b>1,806,088</b>	<b>754,400</b>	<b>920,000</b>
<b>TOTAL REQUIREMENTS</b>	<b>14,070,422</b>	<b>17,213,568</b>	<b>24,700,889</b>	<b>18,824,227</b>
<b>ACTUAL ENDING FUND BALANCE</b>	<b>706,896</b>	<b>81,896</b>	<b>(2)</b>	<b>-</b>

Requirements by Category Administratively Restricted Fund IX	FY2027 Proposed Budget	Personnel Services	Materials & Services	Capital Outlay	Transfers Out
College Support Services					
Information Technology	2,568,092	433,112	2,134,980	-	-
Institute for Sustainable Practices	1,236	-	1,236	-	-
Non-Departmental	527,174	-	527,174	-	-
<b>Total College Support Services</b>	<b>3,096,502</b>	<b>433,112</b>	<b>2,663,390</b>	<b>-</b>	<b>-</b>

Requirements by Category Administratively Restricted Fund IX	FY2027 Proposed Budget	Personnel Services	Materials & Services	Capital Outlay	Transfers Out
Community Services					
KLCC FM	4,259,180	1,994,827	2,236,552	27,800	-
<b>Total Community Services</b>	<b>4,259,180</b>	<b>1,994,827</b>	<b>2,236,552</b>	<b>27,800</b>	<b>-</b>

Requirements by Category Administratively Restricted Fund IX	FY2027 Proposed Budget	Personnel Services	Materials & Services	Capital Outlay	Transfers Out
Instruction					
Cottage Grove Center	69,775	-	39,775	30,000	-
Extended Learning	53,190	-	53,190	-	-
Florence Center	86,249	31,970	54,279	-	-
International Programs	394,000	364,923	29,077	-	-
Workforce Development	743,280	698,983	44,297	-	-
<b>Total Instruction</b>	<b>1,346,494</b>	<b>1,095,876</b>	<b>220,618</b>	<b>30,000</b>	<b>-</b>

Requirements by Category Administratively Restricted Fund IX	FY2027 Proposed Budget	Personnel Services	Materials & Services	Capital Outlay	Transfers Out
Instructional Support					
Academic Technology	2,138,028	1,906,204	145,824	86,000	-
<b>Total Instructional Support</b>	<b>2,138,028</b>	<b>1,906,204</b>	<b>145,824</b>	<b>86,000</b>	<b>-</b>

Requirements by Category Administratively Restricted Fund IX	FY2027 Proposed Budget	Personnel Services	Materials & Services	Capital Outlay	Transfers Out
Interfund Transfers					
Academic Technology	320,000	-	-	-	320,000
International Programs	450,000	0	-	-	450,000
Non-Departmental	150,000	-	-	-	150,000
<b>Total Interfund Transfers</b>	<b>920,000</b>	<b>0</b>	<b>-</b>	<b>-</b>	<b>920,000</b>

Requirements by Category Administratively Restricted Fund IX	FY2027 Proposed Budget	Personnel Services	Materials & Services	Capital Outlay	Transfers Out
Student Services					
Arts	43,200	-	43,200	-	-
Athletics	489,400	-	489,400	-	-
Child and Family Education	1,069,264	1,046,477	22,787	-	-
Health Clinic	815,989	746,406	69,583	-	-
Health Professions	16,000	-	16,000	-	-
Humanities	32,900	-	32,900	-	-
Institute for Sustainable Practices	71,620	71,001	619	-	-
International Programs	2,512,765	664,965	1,847,800	-	-
Non-Departmental	1,430,881	154,881	1,276,000	-	-

Requirements by Category Administratively Restricted Fund IX	FY2027 Proposed Budget	Personnel Services	Materials & Services	Capital Outlay	Transfers Out
Student Services					
Student Engagement	582,000	-	582,000	-	-
<b>Total Student Services</b>	<b>7,064,020</b>	<b>2,683,731</b>	<b>4,380,289</b>	<b>-</b>	<b>-</b>
<b>Total Administratively Restricted Fund IX</b>	<b>18,824,224</b>	<b>8,113,751</b>	<b>9,646,673</b>	<b>143,800</b>	<b>920,000</b>



# **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.

<b>Fund III - Summary of Resources &amp; Requirements</b>	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
<b>Total Resources</b>	31,984,442	27,596,580	28,625,285	30,221,265
<b>Less: Total Requirements</b>	(30,738,979)	(26,456,573)	(28,625,285)	(30,221,265)
<b>RESOURCES OVER-(UNDER) REQUIREMENTS</b>	1,245,463	1,140,007	-	-

<b>Debt Service Fund III Resources</b>	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
<b>Debt Service Fund III Resources</b>				
<b>Beginning Fund Balance</b>	5,796,492	1,192,735	1,336,438	900,000
Other Revenue	11,254,787	11,735,912	12,766,333	13,505,137
Property Taxes	13,326,944	13,030,376	13,182,309	14,369,891
Other Fees & Charges	14,585	108	-	-
<b>Total Revenues</b>	24,596,316	24,766,396	25,948,642	27,875,028
<b>Transfers In:</b>				
<i>Transfer In From General Fund</i>	826,634	847,449	85,805	176,237
<i>Transfer In Fm Enterprise Fund</i>	765,000	790,000	820,000	820,000
<i>Transfer In Fm Endowment Fund</i>	-	-	434,400	450,000
<b>Total Transfers In</b>	1,591,634	1,637,449	1,340,205	1,446,237
<b>TOTAL RESOURCES</b>	<b>31,984,442</b>	<b>27,596,580</b>	<b>28,625,285</b>	<b>30,221,265</b>

<b>Debt Service Fund III Requirements by Program and Unit</b>	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
<b>Requirements for Debt Service by Unit</b>				
College Finance	19,751,478	15,006,285	1,396,643	-
Non-Departmental	10,987,502	11,450,288	27,228,642	30,221,265

<b>Debt Service Fund III Requirements by Program and Unit</b>				
Requirements for Debt Service by Unit	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
<b>Total Debt Service</b>	<b>30,738,980</b>	<b>26,456,573</b>	<b>28,625,285</b>	<b>30,221,265</b>
<b>TOTAL REQUIREMENETS</b>	<b>30,738,980</b>	<b>26,456,573</b>	<b>28,625,285</b>	<b>30,221,265</b>
<b>ACTUAL ENDING FUND BALANCE</b>	<b>1,245,462</b>	<b>1,140,007</b>	<b>-</b>	<b>-</b>

### 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 (QECBs) are federally subsidized bonds available to qualified states, local, and tribal issuers. A QECB 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.

	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2026	\$ 130,000	\$ 12,243	\$ 142,243
2027	<u>135,000</u>	<u>6,237</u>	<u>141,237</u>
Total	<u>\$ 265,000</u>	<u>\$ 18,480</u>	<u>\$ 283,480</u>

### 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

	<u>2025</u>	<u>2024</u>	<u>2023</u>	<u>2022</u>
Total Real Market Value of Taxable Property <sup>a</sup>	<u>\$ 101,285,298,151</u>	<u>\$ 98,049,419,405</u>	<u>\$ 90,860,887,473</u>	<u>\$ 77,009,875,845</u>
Debt Limitation (1.5% of Real Market Value)	\$ 1,519,279,472	\$ 1,470,741,291	\$ 1,362,913,312	\$ 1,155,148,138
Debt Subject to Limitation	107,950,000	118,145,000	127,565,000	136,225,000
Legal Debt Margin	<u>\$ 1,411,329,472</u>	<u>\$ 1,352,596,291</u>	<u>\$ 1,235,348,312</u>	<u>\$ 1,018,923,138</u>
Legal Debt Margin as a Percentage of the Debt Limitation	92.89%	91.97%	90.64%	88.21%

(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.

**Series 2020 General Obligation Bond Schedule:**

In May 2020, voters approved Ballot Measure No. 20-306 to increase safety, repair and construct labs for training, extend life of aging facilities, update technology and finance capital costs to support student learning. This approved measure provided authority for the College to issue \$121.5 million in general obligation bonds. The bonds will be retired from property taxes levied by the College. The Series 2020A Bonds are tax-exempt and will mature in 2040, while the Series 2020B Bonds are federally taxable and will mature in 2029. The all-in true interest cost for Series 2020A and 2020B Bonds 1.82%.

**1. Series 2020A/2020B General Obligation Bond Schedule:**

	Series 2020A Bonds		Series 2020B Bonds	
	Principal	Interest	Principal	Interest
2026	\$ -	\$ 2,769,900	\$ 10,655,000	\$ 557,409
2027	-	2,769,900	11,160,000	439,991
2028	-	2,769,900	11,695,000	300,267
2029	3,060,000	2,769,900	9,200,000	137,356
2030	12,970,000	2,616,900	-	-
2031-2035	20,180,000	8,351,000	-	-
2036-2040	29,030,000	3,644,000	-	-
Totals	<u>\$ 65,240,000</u>	<u>\$ 25,691,500</u>	<u>\$ 42,710,000</u>	<u>\$ 1,435,023</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:**

	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2026	\$ 820,000	\$ 434,400	\$ 1,254,400
2027	855,000	400,900	1,255,900
2028	885,000	366,100	1,251,100
2029	915,000	330,100	1,245,100
2030	950,000	292,800	1,242,800
2031-2035	5,420,000	771,850	6,191,850
2036	<u>1,210,000</u>	<u>18,150</u>	<u>1,228,150</u>
Totals	<u>\$ 11,055,000</u>	<u>\$ 2,614,300</u>	<u>\$ 13,669,300</u>

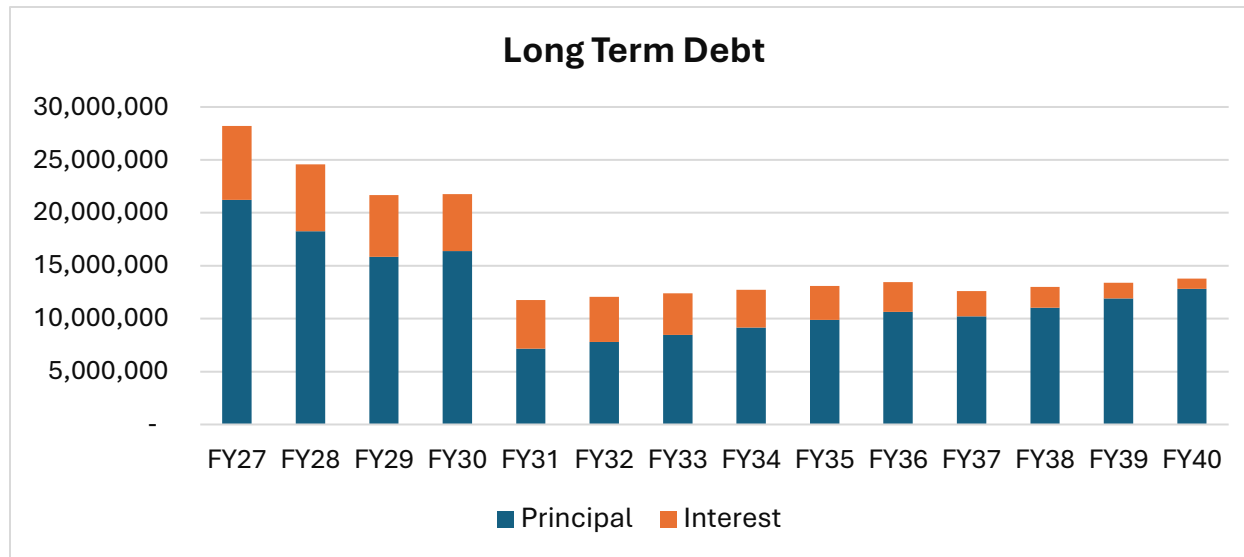
**Pension Obligation Bonds**

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 Bonds		Series 2022 Bonds	
	Principal	Interest	Principal	Interest
2026	\$ 6,250,000	\$ 927,880	\$ 1,880,000	\$ 2,871,453
2027	6,945,000	572,880	2,125,000	2,788,357
2028	3,285,000	183,960	2,390,000	2,694,432
2029	-	-	2,665,000	2,588,794
2030	-	-	2,470,000	2,471,001
2031-2035	-	-	16,875,000	10,461,035
2036-2040	-	-	26,370,000	5,943,132
2041-2042	-	-	10,190,000	605,319
<b>Totals</b>	<b>\$ 16,480,000</b>	<b>\$ 1,684,720</b>	<b>\$ 64,965,000</b>	<b>\$ 30,423,523</b>





# **FUND IV: CAPITAL FUND**

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.

<b>Fund IV - Summary of Resources &amp; Requirements</b>	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
<b>Total Resources</b>	117,971,365	73,156,456	47,800,000	48,178,000
<b>Less: Total Requirements</b>	(48,035,992)	(23,733,027)	(47,800,000)	(48,178,000)
<b>RESOURCES OVER-(UNDER) REQUIREMENTS</b>	69,935,373	49,423,429	-	-

<b>Capital Projects Fund IV Resources</b>	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
Beginning Fund Balance	112,276,599	69,935,373	47,337,000	47,515,000
Other Revenue	1,408,580	1,023,394	-	-
Other Fees & Charges	3,683,511	1,634,689	-	100,000
<b>Total Revenues</b>	5,092,091	2,658,083	0	100,000
<b>Transfers In:</b>				
<i>Transfer In From General Fund</i>	-	413,000	313,000	413,000
<i>Transfer In Fm Endowment Fund</i>	602,675	150,000	150,000	150,000
<b>Total Transfers In</b>	602,675	563,000	463,000	563,000
<b>TOTAL RESOURCES</b>	<b>117,971,365</b>	<b>73,156,456</b>	<b>47,800,000</b>	<b>48,178,000</b>

<b>Capital Projects Fund IV Requirements by Program and Unit</b>	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
Bond 2020	47,473,721	23,106,196	46,328,215	46,271,295
Bond Projects	-	17,844	-	-
Custodial Services	16,399	16,300	-	-
Facilities Management & Planning	545,872	589,814	800,000	603,000

<b>Capital Projects Fund IV Requirements by Program and Unit</b>				
Requirements for Plant Additions by Unit	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
<b>Total Plant Additions</b>	<b>48,035,992</b>	<b>23,730,154</b>	<b>47,128,215</b>	<b>46,874,295</b>

<b>Capital Projects Fund IV Requirements by Program and Unit</b>				
Requirements for Plant Operations and Maintenance by Unit	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
Bond 2020	-	-	671,785	728,705
Facilities Management & Planning	-	2,873	-	575,000
<b>Total Plant Operations and Maintenance</b>	<b>-</b>	<b>2,873</b>	<b>671,785</b>	<b>1,303,705</b>
<b>TOTAL REQUIREMENTS</b>	<b>48,035,992</b>	<b>23,733,027</b>	<b>47,800,000</b>	<b>48,178,000</b>
<b>ACTUAL ENDING FUND BALANCE</b>	<b>69,935,373</b>	<b>49,423,429</b>	<b>-</b>	<b>-</b>

### 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 \$108 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 \$751 million. This equates to a recommended \$15 to \$30 million annual major maintenance budget for Lane. The College's major maintenance allocation for the past several years has been \$313,000. 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 taken care of \$56,596,515 in deferred maintenance needs.

### **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;
- Cottage Grove Roof Replacement;
- Track resurfacing;
- Replacement of synthetic turf on the soccer field and track infield;
- Baseball field reconstruction;
- 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 FY27:**

- Continued IT classroom modernizations, cybersecurity projects, and infrastructure replacements including upgrading and improving LCC's WIFI;
- New Health Professions Building (Groundbreaking in FY23. Substantial completion achieved. Project in closeout phase.);
- Industry and Trades Education Center Building (Substantial completion achieved. Project in closeout phase.);
- Building 16 Math, Science and Engineering Building Improvements (Project in process with substantial completion expected in August 2026).
- Upgrading fire system panels (In process);
- Building 15 deferred maintenance and renovation for Public Safety (In process);
- Elevated platform remediation (Design complete, project to begin in June 2026);
- Capital Renewal Plan, Differing Funding Levels



# **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 Motor pool, and internal Mail Services.

<b>Fund II - Summary of Resources &amp; Requirements</b>	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
<b>Total Resources</b>	718,489	717,942	676,381	464,400
<b>Less: Total Requirements</b>	(567,137)	(574,059)	(676,381)	(464,400)
<b>RESOURCES OVER-(UNDER) REQUIREMENTS</b>	151,351	143,884	-	-

<b>Internal Service Fund II Resources</b>				
Internal Service Fund II Resources	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
<b>RESOURCES</b>				
<b>Beginning Fund Balance</b>	280,573	151,351	-	223,000
<b>Other Revenue</b>	394,911	359,324	105,030	105,030
<b>Sale of Goods &amp; Services</b>	3,498	14,019	214,070	7,070
<b>Other Fees &amp; Charges</b>	39,506	38,805	61,400	61,400
<b>Total Revenues</b>	437,916	412,148	380,500	173,500
<i>Transfers In:</i>				
<i>Transfer In From General Fund</i>	-	154,444	295,881	67,900
<i>Total Transfers In</i>	-	154,444	295,881	67,900
<b>Total Resources</b>	<b>718,489</b>	<b>717,942</b>	<b>676,381</b>	<b>464,400</b>

<b>Internal Service Fund II Requirements by Program and Unit</b>				
Requirements for College Support Services by Unit	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
<b>Foundation</b>	-	4,663	-	-
<b>Health &amp; Physical Education</b>	115	107	-	-
<b>Information Technology</b>	7,120	(4,264)	-	-
<b>Institute for Sustainable Practices</b>	37,911	11,464	50,000	198,000

<b>Internal Service Fund II Requirements by Program and Unit</b>				
Requirements for College Support Services by Unit	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
<b>Motor Pool</b>	62,562	55,567	66,400	141,400
<b>Printing &amp; Graphics; Warehouse</b>	459,429	506,522	559,981	125,000
<b>Total College Support Services</b>	<b>567,137</b>	<b>574,059</b>	<b>676,381</b>	<b>464,400</b>

	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
Requirements for Transfers				
<b>To General Fund</b>	-	35	-	-
<b>Total Transfers Out</b>	-	35	-	-
<b>Total Requirements</b>	<b>567,137</b>	<b>574,094</b>	<b>676,381</b>	<b>464,400</b>
<b>ACTUAL ENDING FUND BALANCE</b>	<b>151,352</b>	<b>143,883</b>	<b>-</b>	<b>-</b>



# **FUND V: FINANCIAL AID FUND**

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

<b>Fund V - Summary of Resources &amp; Requirements</b>	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
<b>Total Resources</b>	31,389,167	36,756,482	47,248,500	47,683,600
<b>Less: Total Requirements</b>	(30,898,129)	(36,693,179)	(47,248,500)	(47,683,600)
<b>RESOURCES OVER-(UNDER) REQUIREMENTS</b>	491,038	63,303	-	-

<b>Financial Aid Fund V Resources</b>				
Financial Aid Fund V Resources	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
<b>Beginning Fund Balance</b>	753,498	491,038	517,500	517,500
<b>Federal Revenue</b>	19,051,691	23,135,466	29,500,000	29,900,000
<b>Other Revenue</b>	2,947,293	4,086,350	5,600,000	5,600,000
<b>State Revenue</b>	7,520,936	8,048,451	10,290,000	10,340,000
<b>Other Fees &amp; Charges</b>	1,115,749	995,177	1,200,000	1,200,000
<b>Total Revenues</b>	30,635,669	36,265,444	46,590,000	47,040,000
<i>Transfers In:</i>				
<i>Transfer In From General Fund</i>	-	-	141,000	126,100
<i>Total Transfers In</i>	-	-	141,000	126,100
<b>TOTAL RESOURCES</b>	<b>31,389,167</b>	<b>36,756,482</b>	<b>47,248,500</b>	<b>47,683,600</b>

<b>Financial Aid Fund V Requirements by Program and Unit</b>				
Requirements for Contingency by Unit	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
<b>Non-Departmental</b>	-	-	500,000	500,000
<b>Total Contingency</b>	-	-	500,000	500,000

<b>Financial Aid Fund V Requirements by Program and Unit</b>				
Requirements for Financial Aid by Unit	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
<b>Financial Aid</b>	30,848,129	36,643,179	46,698,500	47,133,600
<b>Total Financial Aid</b>	<b>30,848,129</b>	<b>36,643,179</b>	<b>46,698,500</b>	<b>47,133,600</b>
Requirements for Transfers	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
<b>To General Fund</b>	50,000	50,000	50,000	50,000
<b>Total Transfers Out</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>
<b>TOTAL REQUIREMENTS</b>	<b>30,898,129</b>	<b>36,693,179</b>	<b>47,248,500</b>	<b>47,683,600</b>
<b>ACTUAL ENDING FUND BALANCE</b>	491,038	63,303	-	-



# **FUND VI: ENTERPRISE OPERATIONS FUND**

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

<b>Fund VI - Summary of Resources &amp; Requirements</b>	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
<b>Total Resources</b>	2,256,414	2,357,131	2,278,346	2,278,346
<b>Less: Total Requirements</b>	(1,967,359)	(2,300,983)	(2,278,346)	(2,278,346)
<b>RESOURCES OVER-(UNDER) REQUIREMENTS</b>	289,055	56,148	-	-

<b>Enterprise Fund VI Resources</b>				
<b>Enterprise Fund VI Resources</b>	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
<b>Beginning Fund Balance</b>	156,088	289,055	100,000	100,000
Other Revenue	2,100,319	2,023,156	2,178,346	2,178,346
Sale of Goods & Services	7	24	-	-
<b>Total Revenues</b>	2,100,326	2,023,180	2,178,346	2,178,346
<i>Transfers In:</i>				
<i>Transfer In From General Fund</i>	-	44,896	-	-
<i>Total Transfers In</i>	-	44,896	-	-
<b>TOTAL RESOURCES</b>	<b>2,256,414</b>	<b>2,357,131</b>	<b>2,278,346</b>	<b>2,278,346</b>

<b>Enterprise Fund VI Requirements by Program and Unit</b>				
<b>Requirements for Student Services by Unit</b>	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
Facilities Management & Planning	4,138	866	-	-
Foodservices	(23)	160	-	-
Housing Program	1,198,244	1,509,792	1,458,346	1,458,346
International Programs	-	-	-	-
<b>Total Student Services</b>	<b>1,202,359</b>	<b>1,510,818</b>	<b>1,458,346</b>	<b>1,458,346</b>

Requirements for Transfers	FY24 Actuals	FY25 Actuals	FY26 Adopted Budget	FY27 Proposed Budget
To General Fund	-	165	-	-
To Debt Service III	765,000	790,000	820,000	820,000
<b>Total Transfers Out</b>	<b>765,000</b>	<b>790,165</b>	<b>820,000</b>	<b>820,000</b>
<b>TOTAL REQUIREMENTS</b>	<b>1,967,359</b>	<b>2,300,983</b>	<b>2,278,346</b>	<b>2,278,346</b>
<b>ACTUAL ENDING FUND BALANCE</b>	<b>289,055</b>	<b>56,148</b>	<b>-</b>	<b>-</b>



# **FUND VII: EARLY RETIREMENT FUND**

### Early Retirement and Early Retirement Health Insurance

Information regarding Fund VII is reported in the College annual financial report (audit). Fund VII accounts for the accumulation of resources for, and the payment of, the College's early retirement and healthcare commitments.

<b>Fund VII - Summary of Resources &amp; Requirements</b>	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
<b>Total Resources</b>	5,217,980	4,701,653	5,595,000	5,595,000
<b>Less: Total Requirements</b>	(675,760)	(580,478)	(5,595,000)	(5,595,000)
<b>RESOURCES OVER-(UNDER) REQUIREMENTS</b>	4,542,220	4,121,175	-	-

<b>Early Retirement Fund VII Resources</b>				
	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
<b>Early Retirement Fund VII Resources</b>				
<b>Beginning Fund Balance</b>	5,074,175	4,542,220	5,420,000	5,420,000
<b>Other Revenue</b>	1,150	12,491	-	-
<b>Other Fees &amp; Charges</b>	142,655	146,942	175,000	175,000
<b>TOTAL RESOURCES</b>	<b>5,217,980</b>	<b>4,701,653</b>	<b>5,595,000</b>	<b>5,595,000</b>

<b>Early Retirement Fund VII Requirements by Program and Unit</b>				
	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
<b>Requirements for Instruction by Unit</b>				
<b>College Finance</b>	-	-	5,140,000	-
<b>Total Instruction</b>	-	-	5,140,000	-

<b>Early Retirement Fund VII Requirements by Program and Unit</b>				
	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
<b>Requirements for Non-Departmental Revenue by Unit</b>				
<b>College Finance</b>	606,242	502,088	350,000	360,000

<b>Early Retirement Fund VII Requirements by Program and Unit</b>				
Requirements for Non-Departmental Revenue by Unit	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
<b>Other Personnel Expenditures</b>	69,518	77,735	105,000	105,000
<b>Total Non-Departmental Revenue</b>	<b>675,760</b>	<b>579,823</b>	<b>455,000</b>	<b>465,000</b>

Requirements for Contingencies & Reserves	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
<b>Contingencies for Projects/Provisions</b>	-	-	-	5,130,000
<b>Total Contingency</b>	-	-	-	<b>5,130,000</b>

<b>Early Retirement Fund VII Requirements by Program and Unit</b>				
Requirements for Transfers	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
<b>To General Fund</b>	-	656	-	-
<b>Total Transfers Out</b>	-	<b>656</b>	-	-
<b>TOTAL REQUIREMENTS</b>	<b>675,760</b>	<b>580,479</b>	<b>5,595,000</b>	<b>5,595,000</b>
<b>ACTUAL ENDING FUND BALANCE</b>	<b>4,542,220</b>	<b>4,121,174</b>	<b>0</b>	<b>0</b>

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

**Retirement eligibility** – management employees with 10 years of College service 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 have they bought coverage elsewhere. The College Board of Education authorizes the plan and may change the benefits in conjunction with collective bargaining.



# **FUND VIII: SPECIAL REVENUE FUND**

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.

<b>Fund VIII - Summary of Resources &amp; Requirements</b>	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
<b>Total Resources</b>	18,955,902	15,034,653	14,609,418	15,020,751
<b>Less: Total Requirements</b>	(18,543,797)	(14,746,269)	(14,609,418)	(15,020,751)
<b>RESOURCES OVER-(UNDER) REQUIREMENTS</b>	<b>412,105</b>	<b>288,384</b>	<b>-</b>	<b>-</b>

<b>Special Revenue Fund VIII Resources</b>				
<b>Special Revenue Fund VIII Resources</b>	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
<b>Beginning Fund Balance</b>	658,884	412,106	2,000,000	-
Federal Revenue	6,877,674	6,315,242	5,519,418	4,698,287
Other Revenue	1,389,346	3,556,533	350,000	2,023,111
State Revenue	9,853,461	4,077,181	4,500,000	7,679,631
Local Revenue	43,971	41,176	200,000	257,550
Tuition	-	-	-	-
Student Fees	127,331	142,426	-	352,000
Sale of Goods & Services	114	75	-	-
Other Fees & Charges	5,121	145,344	2,040,000	10,172
<b>Total Revenues</b>	<b>18,297,018</b>	<b>14,277,977</b>	<b>12,609,418</b>	<b>15,020,751</b>
<b>Transfers In:</b>				
<b>Transfer In From General Fund</b>	-	344,570	-	-
<b>Total Transfers In</b>	-	344,570	-	-
<b>Total Resources</b>	<b>18,955,902</b>	<b>15,034,653</b>	<b>14,609,418</b>	<b>15,020,751</b>

<b>Special Revenue Fund VIII Requirements by Program and Unit</b>				
<b>Requirements for College Support Services by Unit</b>	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
Academic Affairs	60,000	-	-	10,000
Academic Technology	-	69,875	-	9,796

<b>Special Revenue Fund VIII Requirements by Program and Unit</b>				
Requirements for College Support Services by Unit	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
Arts	-	10,598	-	30,000
Child and Family Education	-	609	-	-
Motor Pool	-	30,000	-	-
Non-Departmental	-	-	5,647,937	-
President's Office	-	54,948	-	95,000
Public Safety	-	75	-	7,000
Science	-	1,938	-	25,000
Student Enrollment / Registrar	-	2,100	-	10,000
<b>Total College Support Services</b>	<b>60,000</b>	<b>170,143</b>	<b>5,647,937</b>	<b>186,796</b>

<b>Special Revenue Fund VIII Requirements by Program and Unit</b>				
Requirements for Community Services by Unit	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
Academic Technology	-	2,030	-	-
Child and Family Education	1,445,738	2,060,145	-	2,060,371
Extended Learning	297,341	328,583	-	-
KLCC FM	601,051	1,037,921	19,418	-
Non-Departmental	25,266	(91,886)	-	4,752,567
OSBDCN	5,187,657	4,008,327	-	5,868,155
<b>Total Community Services</b>	<b>7,557,053</b>	<b>7,345,120</b>	<b>19,418</b>	<b>12,681,093</b>

<b>Special Revenue Fund VIII Requirements by Program and Unit</b>				
Requirements for Instruction by Unit	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
Academic Affairs	761,240	306,762	-	422,107
Academic Technology	-	14,528	-	-
Advanced Technologies	606,100	291,274	-	-
Arts	-	56,400	-	-

<b>Special Revenue Fund VIII Requirements by Program and Unit</b>				
Requirements for Instruction by Unit	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
Business & Computer Information Technology	-	73,373	-	-
College & Career Foundations	698,409	1,085,339	-	461,101
Cooperative Education	73,193	51,289	-	5,709
Extended Learning	297,485	432,084	-	141,500
Flight Technology	319,720	199,246	-	-
Health Professions	103,656	477,547	40,000	-
High School Connections	157,615	133,104	-	-
Non-Departmental	69,217	-	8,902,063	-
Science	232,207	53,479	-	-
Special Instructional Projects	-	2,500	-	-
Student Enrollment / Registrar	38,500	-	-	-
Workforce Development	974,360	1,055,061	-	607,298
<b>Total Instruction</b>	<b>4,331,702</b>	<b>4,231,986</b>	<b>8,942,063</b>	<b>1,637,715</b>

<b>Special Revenue Fund VIII Requirements by Program and Unit</b>				
Requirements for Instructional Support by Unit	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
Academic Technology	235,053	11,193	-	22,335
Art	7,257	-	-	-
Workforce Development	-	1,351	-	14,548
Science	70,391	83,208	-	-
<b>Total Instructional Support</b>	<b>312,701</b>	<b>95,752</b>	<b>-</b>	<b>36,883</b>

<b>Special Revenue Fund VIII Requirements by Program and Unit</b>				
Requirements for Student Services by Unit	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
Academic & Student Affairs Office	529,953	572,807	-	-
Child and Family Education	618,809	729,531	-	225,427
Mental Health	50,879	4,920	-	-

<b>Special Revenue Fund VIII Requirements by Program and Unit</b>				
Requirements for Student Services by Unit	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
Multicultural Center	136,792	62,937	-	-
Special Instructional Projects	15,142	26,395	-	-
Student Affairs			-	59,320
Student Engagement	42,176	22,615	-	31,933
Student Enrollment / Registrar	187	859	-	27,053
Student Success	408,823	213,744	-	-
Workforce Development	361,465	346,110	-	134,531
<b>Total Student Services</b>	<b>2,164,226</b>	<b>1,979,918</b>	<b>-</b>	<b>478,264</b>

<b>Special Revenue Fund VIII Requirements by Program and Unit</b>				
Requirements for Plant Operations and Maintenance by Unit	<b>FY24 Actuals</b>	<b>FY25 Actuals</b>	<b>FY26 Adopted Budget</b>	<b>FY27 Proposed Budget</b>
Facilities Management & Planning	103,000			
Bond 2020	4,015,115	923,350		
<b>Total Plant and Operations</b>	<b>4,118,115</b>	<b>923,350</b>	<b>-</b>	<b>-</b>
<b>TOTAL REQUIREMENTS</b>	<b>18,543,797</b>	<b>14,746,269</b>	<b>14,609,418</b>	<b>15,020,751</b>
<b>ACTUAL ENDING FUND BALANCE</b>	<b>412,105</b>	<b>288,384</b>	<b>-</b>	<b>-</b>



# APPENDICES

# **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 the Special Revenue – Administratively Restricted Fund (IX).

**Fund I: General Fund**

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

**Fund 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

**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.

General Fund I	Administratively Restricted Fund IX	Interanal Service Fund II	Debt Service Fund III	Capital Projects Fund IV	Financial Aid Fund V	Enterprise Fund VI	Early Retirement Fund VII	Special Revenue Fund VIII
<ul style="list-style-type: none"> <li>• Main Operations</li> <li>• Income Credit Program (ICP)</li> <li>• Instruction</li> <li>• Techonology</li> </ul>	<ul style="list-style-type: none"> <li>• Community Services</li> <li>• KLCC</li> <li>• International Program</li> <li>• Health Clinic</li> <li>• Child and Family</li> <li>• Technology Fund</li> </ul>	<ul style="list-style-type: none"> <li>• Warehouse</li> <li>• Motorpool</li> <li>• Printing and Graphics (Included as change in budget)</li> </ul>	<ul style="list-style-type: none"> <li>• GO Bonds</li> <li>• Full Faith and Credit Obligation</li> <li>• Pension Obligation</li> <li>• QEC Debt</li> </ul>	<ul style="list-style-type: none"> <li>• General Projects</li> <li>• Major Maintenance</li> <li>• Deferred Maintenance</li> <li>• Bond Projects</li> </ul>	<ul style="list-style-type: none"> <li>• Student Financial Aid</li> <li>• Scholarships</li> <li>• Federal Work Study</li> <li>• State Scholarhips</li> </ul>	<ul style="list-style-type: none"> <li>• Titan Court (Student Housing)</li> </ul>	<ul style="list-style-type: none"> <li>• Early Retirement</li> </ul>	<ul style="list-style-type: none"> <li>• Grant Funds</li> <li>• Contract Funds</li> <li>• Community Projects</li> </ul>

## **Revenue Sources**

### **Intergovernmental**

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

### **Tuition**

Credit tuition is generated by assessing students per credit-hour rates. Non-credit tuition is generated by charging varying rates per course based on course costs and market forces. Tuition resources are budgeted taking into consideration enrollment projections developed by the College's Planning and Institutional Effectiveness office.

### **Instructional Fees**

Instructional fees are generated by assessing students for course-related expenses such as art supplies. All instructional fees are administratively restricted resources that are tied specifically to instructional expenditures and are not available for general allocation. Departmental instructional fees are established based on estimated materials and services costs and are approved by the Board of Education. Instructional fees are budgeted based on enrollment projections that are developed by the College's Planning and Institutional Effectiveness Office and historical trend analysis.

### **Fees (Non-Instructional)**

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

### **Sale of Goods and Services**

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

### **Administrative Recovery**

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

### **Transfers In**

Interfund Transfers In move resources from one fund to another. These transfers are for specific amounts and purposes. An example would be transferring resources from Flight Technology in Fund 9 to the Debt Service Fund to pay the annual debt service on an airplane purchase loan.

### **Other Resources**

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

## **Expense Functions**

### **Instruction**

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

### **Instructional Support**

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

### **Student Services**

Expenditures are for admissions, registration, recordkeeping and other activities when the primary purpose is to contribute to students' well-being and development outside the context of their formal instructional program.

### **Community Services**

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

### **College Support Services**

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

### **Plant Operations and Maintenance**

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

### **Plant Additions**

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

### **Financial Aid**

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

### **Contingency**

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

## **Expenditure Categories**

### **Personnel Services**

Personal Services expenditures include all full-time and part-time payroll plus Other Payroll Expenses (OPE). Payroll is budgeted using actual position lists, and where possible, factors in any anticipated changes in collective bargaining agreements. OPE rates are budgeted using benefits cost projections including amounts for various employment-related taxes, health and life insurance premiums, retirement fund contributions and other direct employee benefits.

### **Materials and Services**

Materials and Services expenditures include items such as office support supplies for instructional and operations departments, non-capitalized equipment, travel and maintenance.

### **Capital Outlay**

Capital Outlay expenditures include all equipment purchases with a single item cost in excess of \$10,000 and with a useful life exceeding two years. Capital Outlay is budgeted and allocated according to the Capital Assets Replacement Plan.

### **Transfers Out**

Interfund transfers-out includes resource funding of specific amounts to another fund for an identified purpose. The majority of transfers-out occur in the General Fund and include items such as transfers to the Debt Service Fund for debt service and transfers to the Capital Projects Fund for capital repairs and improvements, special projects, capital reserves and deferred maintenance.

### **Debt Service**

Debt Service includes amounts transferred out to the Debt Service Fund to cover current payment of long-term debt obligations entered into by the College.

### **Contingency**

Contingency is a budget account used to provide for unanticipated items or to hold funds for future distribution. This category may also be used to provide expenditure authority for obligations created but not expended in previous year.

## **Appendix B: Financial Policies**

See the following Board Policies for more fiscal information

### **Chapter 6 - Business and Fiscal Affairs**

- BP 6100 - [Delegation of Authority, Business, and Fiscal Affairs](#)
- BP 6105 - [Asset Protection](#)
- BP 6110 - [Board Duties and Responsibilities: Budget Making](#)
- BP 6115 - [Budget Officer](#)
- BP 6150 - [Designation of Authorized Signatures](#)
- BP 6200 - [Budget Preparation](#)
- BP 6205 - [Budget Preparation and Adoption](#)
- BP 6210 - [Budgeting of Non-Recurring Resources](#)
- BP 6215 - [Capital Reserve Funds](#)
- BP 6220 - [Debt Issuance and Management](#)
- BP 6225 - [Definition of a Balanced Budget](#)
- BP 6230 - [Ending Fund Balance](#)
- BP 6235 - [Stabilization Reserve Fund](#)
- BP 6240 - [Unappropriated Ending Fund Balance](#)
- BP 6245 - [General Fund Contingency](#)
- BP 6250 - [Budget Management](#)
- BP 6265 - [Interfund Loans](#)
- BP 6270 - [Interfund Transfers](#)
- BP 6300 - [Fiscal Management](#)
- BP 6310 - [Borrowing](#)
- BP 6320 - [Investments](#)
- BP 6335 - [Purchasing Procedure](#)
- BP 6340 - [Bids and Contracts](#)
- BP 6345 - [Contractual Authority](#)
- BP 6395 - [Financial Integrity](#)
- BP 6400 - [Financial Audits](#)
- BP 6405 - [Financial Condition and Activities](#)
- BP 6410 - [Financial Planning and Budgeting](#)
- BP 6415 - [Financial Reporting](#)
- BP 6450 - [Wireless or Cellular Telephone Use](#)
- BP 6500 - [Property Management](#)
- BP 6520 - [Security for Lane Community College Property](#)
- BP 6540 - [Insurance](#)
- BP 6550 - [Disposal of Property](#)
- BP 6600 - [Capital Construction](#)
- BP 6700 - [Facilities Use](#)

- **BP 6715 - [Integrated Pest Management](#)**
- **BP 6750 - [Parking](#)**
- **BP 6800 - [Occupational Safety](#)**
- **BP 6900 - [Bookstore\(s\)](#)**
- **BP 6910 - [Housing](#)**

### **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 C: Affirmative Action**

### I. Equal Employment Opportunity (EEO) Policy Statement

The EEO Policy Statement on the following page is posted on our College's bulletin board along with our required employment posters and is viewable by both employees and applicants. The Know Your Rights: Workplace Discrimination is Illegal poster is also posted on our College's bulletin board as well as made available electronically through our College website for viewing by online applicants.

## **EQUAL EMPLOYMENT OPPORTUNITY POLICY STATEMENT**

It is the policy of Lane Community College not to discriminate against any employee or applicant for employment because of his or her race, color, religion, sex, sexual orientation, gender identity, national origin, or because he or she is an individual with a disability or disabled veteran, Armed Forces service medal veteran, recently separated veteran, or active-duty wartime or campaign badge veteran, or thereafter referred collectively as "protected veterans." It is also the policy of Lane Community College to take affirmative action to employ and to advance in employment, all persons regardless of their status as individuals with disabilities or protected veterans, and to base all employment decisions only on valid job requirements. This policy shall apply to all employment actions, including but not limited to recruitment, hiring, upgrading, promotion, transfer, demotion, layoff, recall, termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship, at all levels of employment. Furthermore, the College will provide qualified applicants and employees who request an accommodation due to a disability with reasonable accommodations, as required by law.

Lane Community College prohibits harassment of employees and applicants because they are individuals with disabilities or protected veterans. Lane Community College also prohibits retaliation against employees and applicants for filing a complaint, opposing any discriminatory act or practice, assisting or participating in any manner in a review, investigation, or hearing or otherwise seeking to obtain their legal rights under any Federal, State, or local EEO law requiring equal employment opportunity for individuals with disabilities and protected veterans. Prohibited retaliation includes, but is not limited to, harassment, intimidation, threats, coercion or other adverse actions that might dissuade someone from asserting their rights.

As President of Lane Community College, I am committed to the principles of affirmative action and equal employment opportunity. In order to ensure dissemination and implementation of equal employment opportunity and affirmative action throughout all levels of the College, Shane Turner has been assigned Vice President of Human Resource duties for Lane Community College. One of the Vice President of Human Resource's duties will be to establish and maintain an internal audit and reporting system to allow for effective measurement of Lane Community College's programs.

In furtherance of Lane Community College's policy regarding affirmative action and equal employment opportunity, Lane Community College has developed a written Affirmative Action Program (AAP) which sets forth the policies, practices and procedures that Lane Community College is committed to in order to ensure that its policy of nondiscrimination and affirmative action for qualified individuals with disabilities and qualified protected veterans is accomplished. This AAP is available for inspection by any employee or applicant for employment upon request between On-Line at the Human Resources department. Any questions should be directed to me, your supervisor, or Shane Turner, Vice President of Human Resource.

Signed:  
Dr. Stephanie Bulger  
President Lane Community College  
January 1, 2025

## II. Establishment of Responsibilities for Implementation of the Written Affirmative Action Program (41 CFR 60-2.17(a))

a. Designation of Responsibilities of Vice President of Human Resource (41 CFR 602.17(a))

Shane Turner, the Vice President of Human Resource, has the primary management responsibility, authority, and resources for ensuring full compliance with the provisions of E.O. 11246, as amended, and with implementing all applicable regulations. The Vice President of Human Resource's appointment and a description of the position's basic responsibilities have been communicated to all levels of personnel in the College. The responsibilities of the Vice President of Human Resource include, but are not necessarily limited to, the following:

- Developing EEO policy statements, Affirmative Action Programs, and internal and external communication procedures;
- Assisting in the identification of AAP/EEO problems;
- Assisting management in arriving at effective solutions to AAP/EEO problems;
- Designing and implementing an internal audit and reporting system that:
  - Measures the effectiveness of the Affirmative Action Program;
  - Determines the degree to which AAP goals and objectives are met; and
  - Identifies the need for remedial action.
- Keeping College's management informed of equal opportunity progress and reporting potential problem areas within the College through reports;
- Reviewing the College's AAP for qualified minorities and women with all levels of management to ensure that the policy is understood and is followed in all personnel activities;
- Auditing the contents of the College's bulletin board to ensure compliance information is posted and up-to-date; and
- Serving as liaison between Lane Community College and enforcement agencies.

b. Responsibilities of Lane Community College's Management to Ensure Implementation of the AAP (41 CFR 60-2.17(a))

In implementing this written Affirmative Action Program, the responsibilities of the College's supervisors and managers working with the Vice President of Human Resource include, but are not necessarily limited to, the following:

- Assisting in the identification of problem areas, formulating solutions, and establishing departmental goals and objectives when appropriate;
- Reviewing the qualifications of all applicants and employees to ensure qualified individuals are treated in a nondiscriminatory manner when hiring, promotion, transfer, and termination actions occur; and
- Reviewing the job performance of each employee to assess whether personnel actions are justified based on the employee's performance of his or her duties and responsibilities.

III. Identification of Problem Areas (41 CFR 60-2.17(b)) Lane Community College performs in-depth analysis of its total employment process to determine if there are areas where minority and/or female groups may face impediments to equal opportunity. The following analyses are conducted to reveal any potential problem areas:

- a. Placement Goals: An analysis of incumbency versus availability is performed to determine whether there are problems of minority and/or female utilization. Whenever a problem exists, as defined by a statistical methodology, Placement Goals are set (see the Placement Goals report which follows this section). Whether there are Placement Goals or not, steps will be taken to encourage and increase the percentage of qualified minorities and/or females applying for positions both externally and internally. These steps may include, but are not limited to the following:
- Working with hiring managers and recruiters to determine appropriate outreach to attract qualified applicant pools;
  - Recruiting at colleges and universities with a significant percentage of minority and/or female students;

- Publishing job advertisements in newspapers and/or magazines that target minorities and/or females;
  - Offering mentorship programs for minority and/or female employees;
  - Offering job training to minorities and/or females currently employed by the College to increase their chances of advancement;
  - Offering tuition reimbursement to employees to obtain training that will increase their chances of advancement;
  - Using recruitment companies that specifically target minorities and/or females; and
  - Continuing to use the services of the respective Employment Service Delivery System.
- b. **Review of Employment Decisions:** A review of employment decisions is made to determine whether minorities and/or females are selected at a less favorable rate than non-minorities and/or males. A review of non-minorities and/or males is also conducted to determine if either group is being selected at a statistically significant lessor rate than minorities and/or females.
- c. **Review of Hires/Promotions:** Whenever minorities and/or females are selected at a lower rate than non-minorities and/or males, a review of the applicant flow is conducted to determine possible reasons why minorities and/or females were not selected at a more favorable rate. If the College is attracting fewer than expected minorities and/or females that fit the qualifications for the job groups, good faith efforts will be put into place to attempt to improve the applicant flow of qualified minorities and/or females. If non-minorities and/or males are selected at a statistically significantly lessor rate than minorities and/or females, a review of the applicant flow and selection decisions is also made to ensure that there is no evidence of discrimination.
- d. **Review of Terminations:** For terminations, if minorities and/or females are being involuntarily terminated or are voluntarily leaving at a higher rate than non-minorities and/or males, a review of the employee files will be made to ensure the College is applying its policies and procedures for termination equally for protected as well as non-protected classes. If non-minorities and/or males have a statistically significant higher rate of termination than minorities and/or females, an investigation will also be conducted to determine the cause.
- e. **Compensation:** Compensation is reviewed at least annually to determine if there are significant discrepancies in pay when comparing female to male rates of pay and minority versus nonminority rates of pay. If discrepancies do exist, a thorough review is conducted to determine if the difference in pay is justified due to appropriate factors. If the difference in pay cannot be justified, Lane Community College will put a plan in place to bring pay into greater alignment.
- IV. **Accomplishment of Prior Year Placement Goals**  
 Where goals were established for the prior year, the College developed action-oriented programs designed to accomplish the established goals and objectives, thereby enhancing employment and advancement opportunities in the College for minorities and/or females. The results of the prior year's Affirmative Action Program are identified on the Goal Attainment report. (Please see LCC Website [HERE](#).)

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

ERB	Employee Relations Board	LEED	Leadership in and Environment Design
ESD	Education Service District	LRFP	Long Range Financial Plan
ESL	English as a Second Language	LTD	Lane Transit District
FASB	Financial Accounting Standards Board	NACUBO	National Association of College and University Business Officers
FERPA	Family Educational Rights and Privacy Act	NEA	National Education Association
FMP	Facilities Management and Planning Department	NWAACC	Northwest Athletic Association of Community Colleges
FTE	Full-time equivalency	OAR	Oregon Administrative Rule
FWS	Federal Work Study	OATC	Oregon Advanced Technology Consortium
FY	Fiscal Year (FY27 = Fiscal Year 2027)	OCCA	Oregon Community College Association
GAAP	Generally Accepted Accounting Principles	OCCSA	Oregon Community College Students Association
GASB	Governmental Accounting Standards Board	ODE	Oregon Department of Education
GDP	Gross Domestic Product	ODOE	Oregon Department of Energy
GED	General Education Development	OEA	Oregon Education Association
GFOA	Government Finance Officers Association	ONE	Oregon Network for Education
HEERF	Higher Education Emergency Relief Fund	OPE	Other Payroll Expenses
HEA	Higher Education Act	ORS	Oregon Revised Statutes
HEPI	Higher Education Price Index	OSA	Oregon Student Association
IESL	International (student) English as a Second Language	OSAC	Oregon Student Assistance Commission
IR	Institutional Research	OSBA	Oregon School Boards Association
KLCC	LCC's award-winning radio station: 89.7 FM	OSBDCN	Oregon Small Business Development Center Network
LASR	Lane Administrative Systems Renewal (Project)	OSEA	Oregon School Employees Association
LCC	Lane Community College	PERS	Public Employee Retirement System
LCCEA	LCC Education Association (Union - Classified)	RTEC	Regional Technology in Education Consortium
LCCEF	LCC Employees Federation (Union - Faculty)		

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



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