

Harford Community College

FY 2019 Operating Budget

General Operating Revenues

Background

The primary funding sources for Harford Community College's (HCC) general operations include tuition and fee payments from students, funding appropriations from Harford County (the "County"), and funding appropriations from the State of Maryland (the "State"). HCC has worked hard over the last few years to balance the budget using our public support in the most prudent way in order to minimize the financial burden to our students. As an anchor institution in our community, we recognize the importance of providing an accessible, quality education at an affordable cost.

In the face of economic challenges, HCC has continued to provide higher education to students in its community at a substantially lower tuition rate than four year colleges in the state. We continue to lead our peers with market share of recent, college-bound high school graduates. With the support of our county and state we continue to be committed to providing affordable higher education and workforce training with an equal commitment to a balanced budget which we have maintained since 2016.

Fiscal Year 19 Revenue Projections

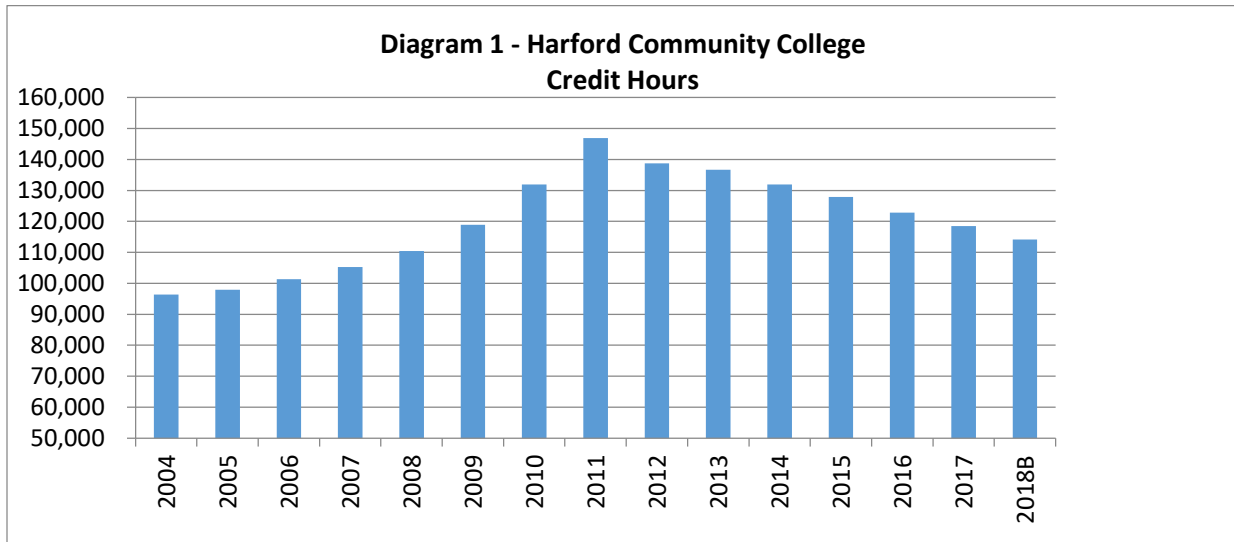
State Funding

State appropriations have historically been difficult to project. Since 2011, funding increases have ranged between a low of 0% and a high of 5.6%. In 2018 we received \$11,667,029, a 1.67% increase, which included a one-time supplemental grant of approximately \$192,000. Community colleges historically receive less than 1% of the state's budget while serving nearly 500,000 students each year. For 2019 state funding increased 2.71% or \$316,097, which included \$98,000 one-time supplemental grant.

Enrollment Projections

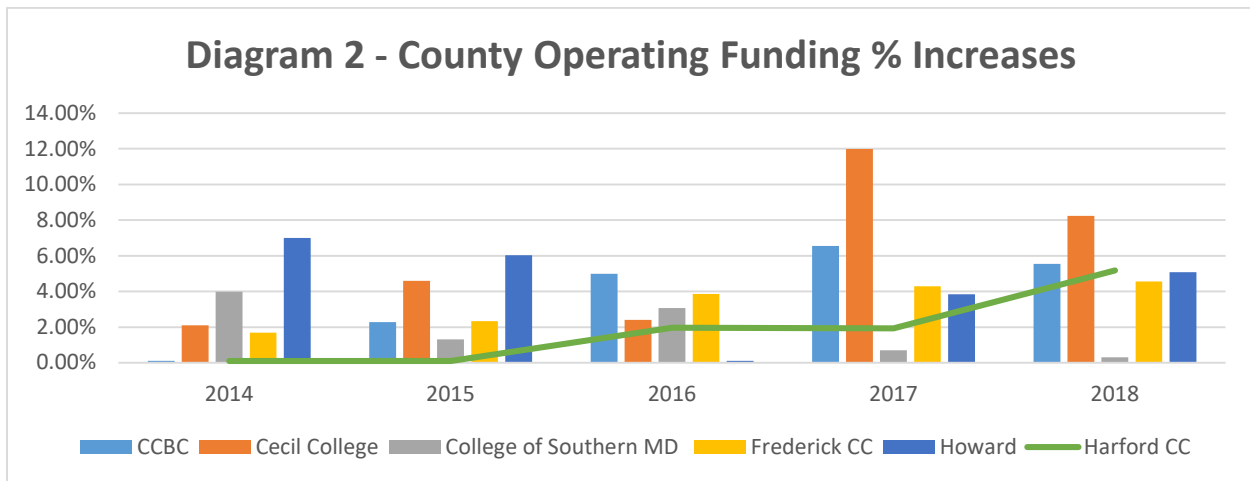
HCC has experienced declining enrollment since 2012. Fall of 2017 credit hours decreased 2.7% from fall 2016. Community colleges across the state have experienced a similar trend of declining enrollment and declining unemployment rates. This economic reality has challenged HCC to implement strategies to increase enrollment and improve retention. However, the number of fall, new, first-time students continues to rise. Our out-of-county and out-of-state credit hours continue to increase. We have looked at our enrollment data across years and terms and considered various models in order to most reasonably predict enrollment for 2019. After careful consideration, we have projected billable credit hours flat for 2019. In addition,

based on historical trends, we have projected a 3% decrease in our continuing education enrollment to 2018 budget. (Diagram 1)

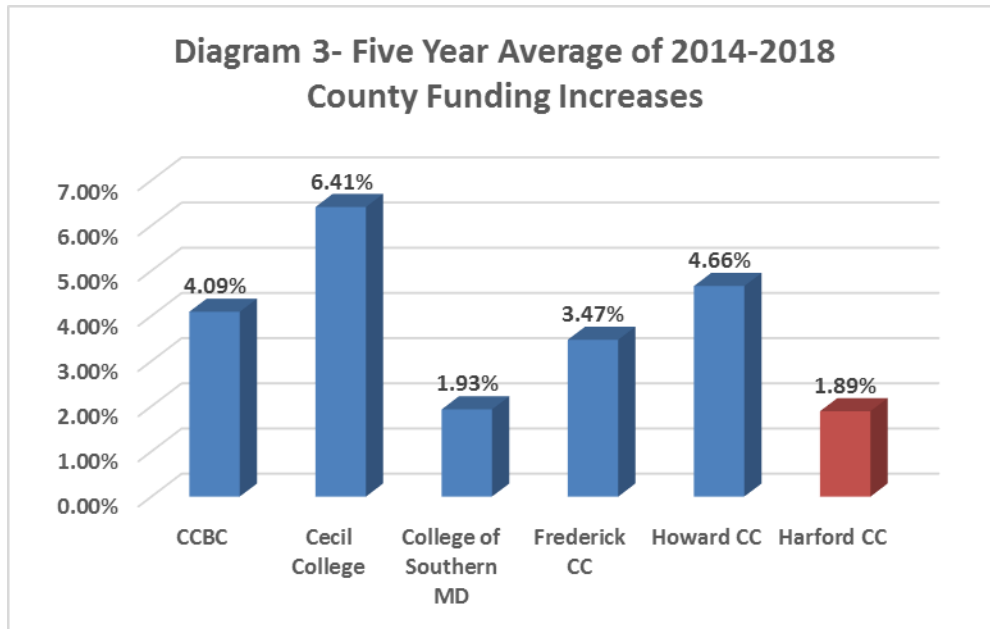


Harford County Funding

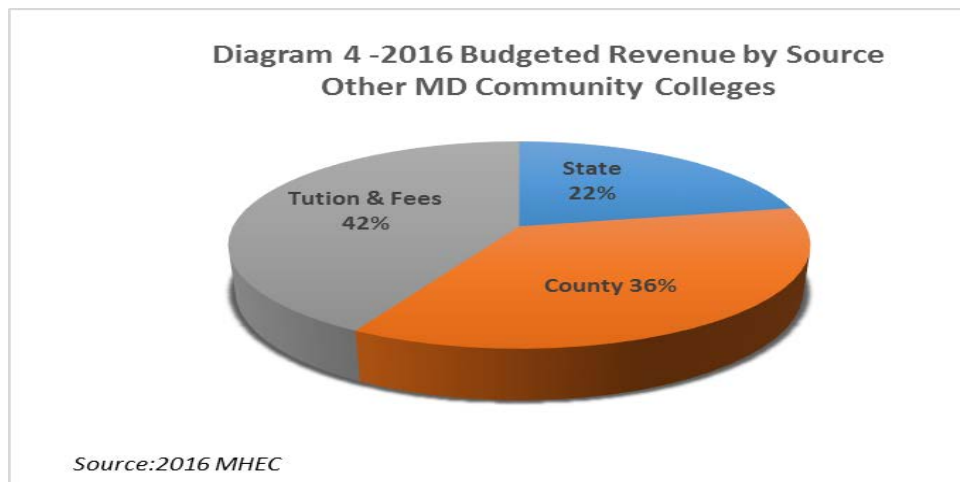
HCC has experienced increased support under the Glassman Administration over the last three years totaling \$1,450,000. This support has been crucial to our budget after four years of flat funding in fiscal years 2012 through 2015. The FY 2018 additional funding of \$850,000 was a 5.45% increase, our largest increase since 2012. (Diagram 2)

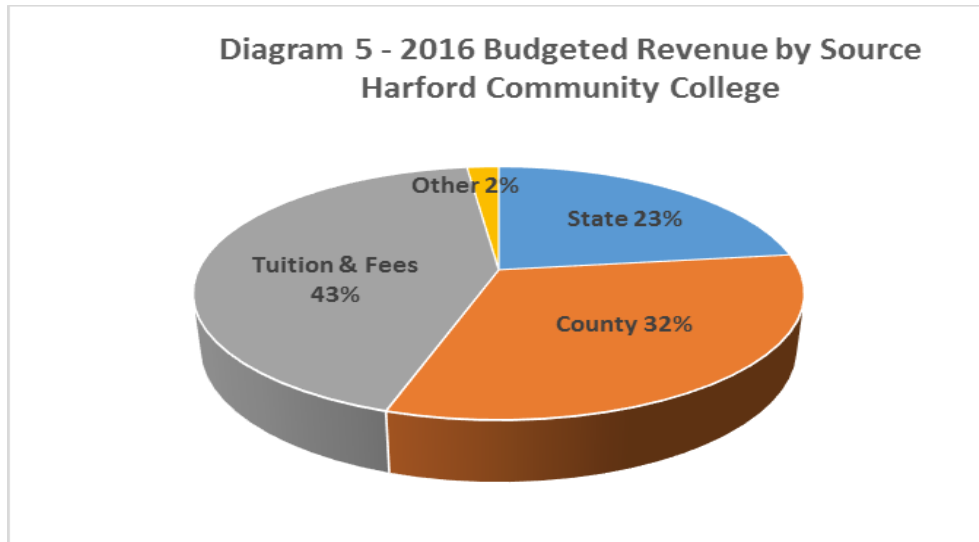


During the fiscal period 2011 – 2016, county support for HCC increased 5.16% compared to a 17% increase of county support statewide. The five-year average county funding increase during fiscal years 2014 to 2018 for the College is currently at 1.89%, an average rate below those community colleges similar in size and geographic location. (Diagram 3)



As an anchor institution in Harford County, serving the community with quality, accessible education, HCC is committed to minimizing the financial burden that tuition and fees places on its students. With increased support from the County, HCC can maintain a balance between funding sources without an overreliance on tuition & fees to balance the budget. Currently, our 2018 county funding is 33% of our operating budget and below the (2016) average of 36% for all community colleges in the state. (Diagram 4 & 5)





MHEC research has shown that historically, over 65% of Harford County college-bound high school graduates choose HCC as their higher education choice. This speaks volumes to the important role HCC holds in higher education. The College maintains its commitment to its employees, our most valuable resource. Our employees represent over 70% of our budget and work tirelessly to support and fulfill our mission. In light of all of these factors, the College's only ask of the County is one-third of a 3% pay parity adjustment for all employees.

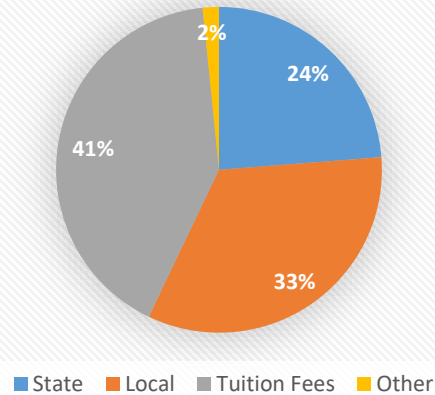
Other Revenue

Other revenue primarily consists of interest earnings, administrative overhead, facility rentals, grant and contract overhead. We have projected an increase in budgeted interest of \$135,000 and an increase in Other Income sources of \$50,000.

Fiscal Year 2019 Tuition and Fees

After estimating anticipated funding appropriations, enrollment and cost increases, the College has determined that in order to balance the budget and maintain its reserves, it will be necessary to increase tuition by 2%. This increase will bring our in-county tuition rate to \$129.00 per credit hour, out-of-county to \$219.52 per credit hour and out of state to \$310.04 per credit hour. With this rate increase, tuition & fees will represent 41% of total revenue, an approximate proportion we have been able to maintain since 2015. (Diagram 6)

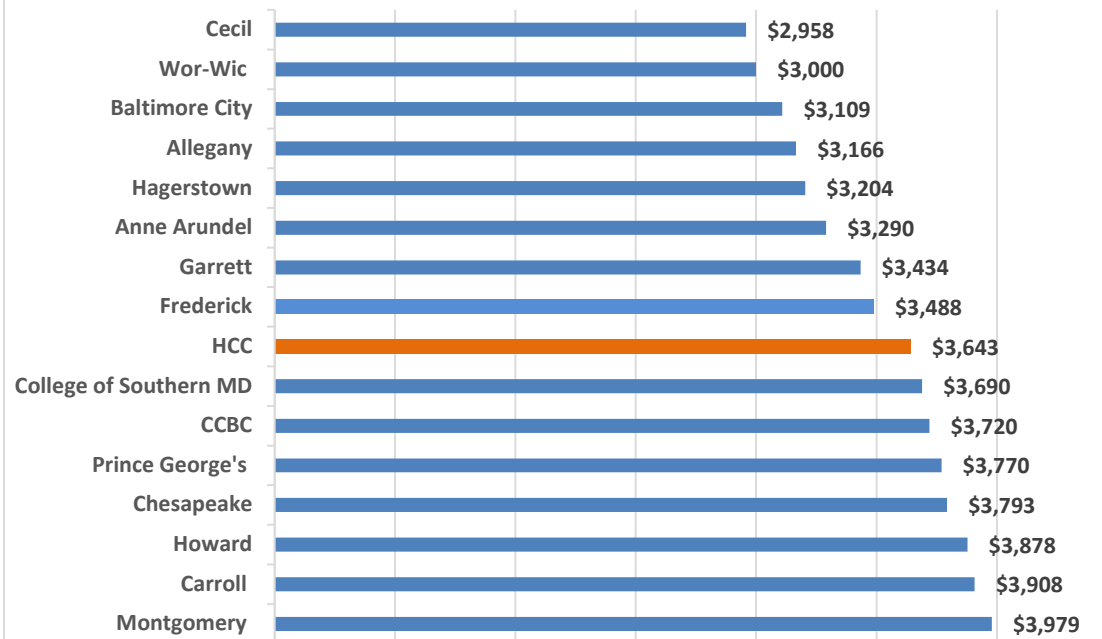
Diagram 6 - 2019 Projected Funding Sources



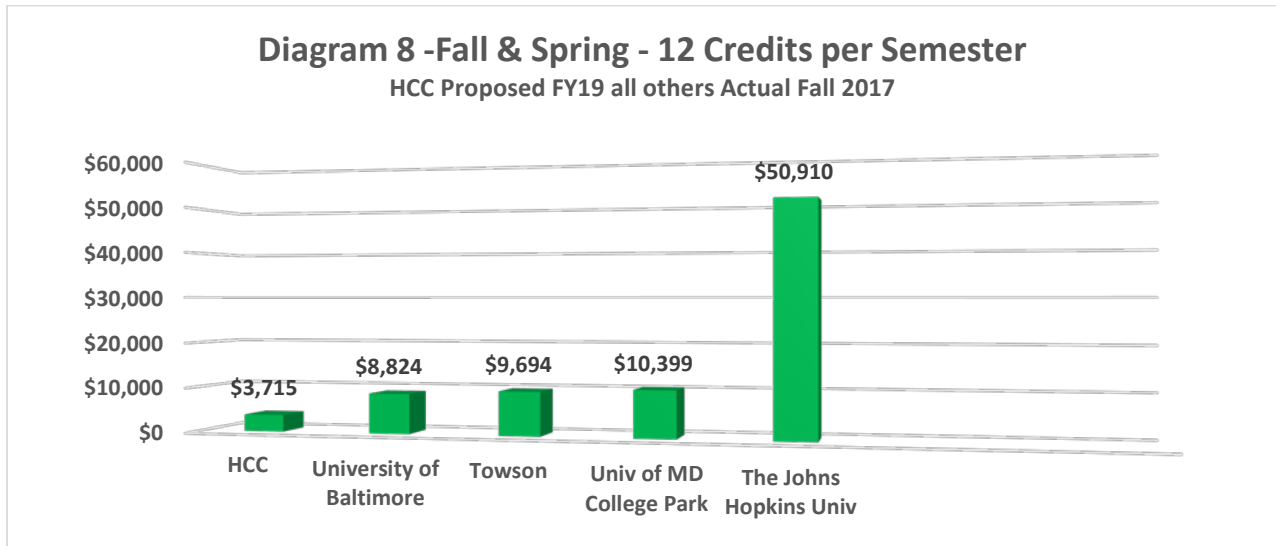
The consolidated fee will continue to be assessed at 20% of in-county tuition. This fee supports our students in many important ways and focuses on academic initiatives, equipment & technology, student activities, student athletics, facilities, parking and the general fund.

Our total tuition and fees ranks 8th among the other 16 community colleges in the state. HCC provides a quality and affordable higher education choice to Harford County and the community at large. (Diagram 7)

Diagram 7 - FY 2018 Full Year Tuition & Fees



A student seeking a 4 year degree can potentially save a minimum of \$7,000 or more by choosing to obtain their first two foundational years of core credits with HCC. This model provides a viable option to students who would not otherwise be able to afford a higher education. (Diagram 8)



Our 2019 operating budget of \$50,424,220 reflects a 2.86% increase in total revenues (Table 1) and is derived from the following estimates and projections:

- 2.7% increase in State funding
- \$400,000 pay parity requested from the County
- Flat Billable credit hours
- 2.0% increase in per credit hour tuition
- No change to our consolidated fee rate
- 3% decrease in non-credit tuition revenue

Table 1 – General Operating Fund Revenues

HARFORD COMMUNITY COLLEGE GENERAL OPERATING BUDGET						
	ACTUAL 2015-2016	ACTUAL 2016-2017	BUDGET 2017-2018	PRELIM 2018-2019	\$ Change FY18 to FY19	% Change FY18 to FY19
Revenue						
Tuition and Fees	20,043,860	20,515,107	20,297,219	20,820,459	523,240	2.58%
State of Maryland	10,865,634	11,475,320	11,667,029	11,983,126	316,097	2.71%
Harford County	15,261,612	15,561,612	16,411,612	16,811,612	400,000	2.44%
Other	788,188	839,519	647,773	809,023	161,250	24.89%
Total - Revenue	\$46,959,294	\$48,391,558	\$49,023,633	\$50,424,220	\$1,400,587	2.86%

Budget Development & Operating Expenditures

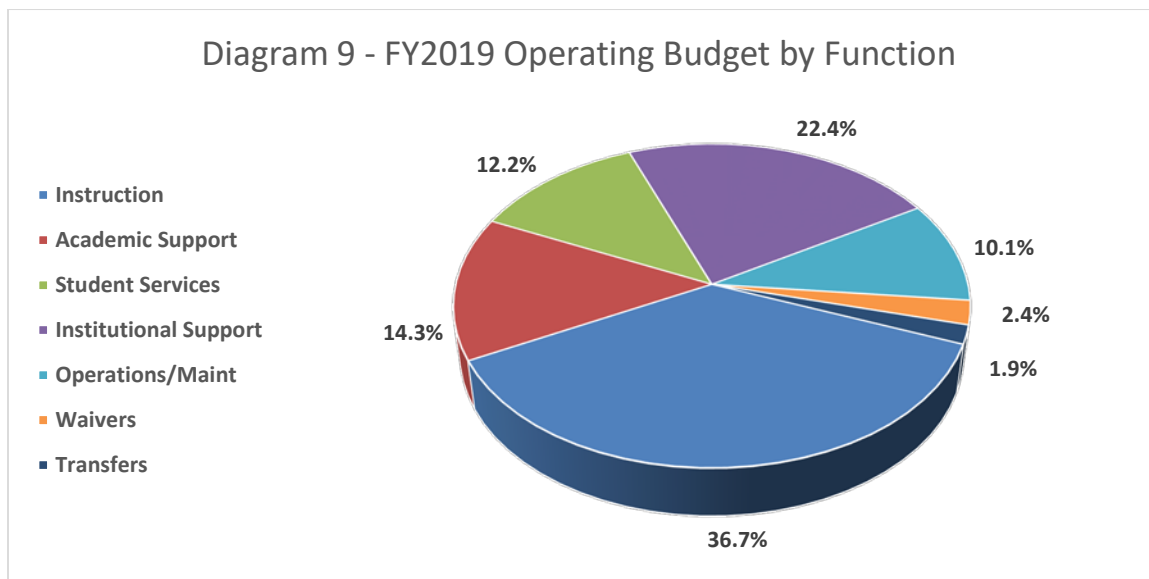
The College's 2019 Budget process began back in September with a "bottom up" approach. All budget managers were charged with reallocating resources wherever possible and providing detailed justifications for new requests. All new requests were tied to our strategic plan and goals. Each vice-president met with budget managers and discussed needs and priorities. Personnel changes are intended to be budget neutral. The executive leadership team met for three full days and reviewed all requests and discussed all assumptions and estimates. Over \$425,000 of budget reductions were made in order to offset the estimated increases in fixed costs. Collaborative decisions were made by the team in the best interest of the institution as a whole with their focus on HCC's eight *driving factors*.

- **Focus on being student centered** – we will continue to support and fund the My College Success Network and institutional scholarships which will offer many students a higher education opportunity that would not otherwise be possible. We will invest in technology that will allow HCC to communicate with its students in a more personal and impactful way. We will continue to provide collaborative learning spaces to our students, something they have told us they utilize and need in order to succeed. An allocation of our consolidated fee will continue to support students. This budget supports just under 115,000 credit hours and will serve nearly 20,000 students, both credit and non-credit.
- **Maximize Opportunities to move HCC forward** –we will fund a new 5 year strategic plan that will take the College vision for the future to the next level. Our budget will invest in technology that will enable it to utilize data and communicate in ways that serve our students to the best of our ability.
- **Emphasize teaching and learning** – our budget will continue to support \$100,000 of new academic initiatives across all disciplines, including developmental learning, honors and service learning. Our budget will support improvements to scheduling, catalogs and curriculum.
- **Optimize technology investments with limited resources** – our budget and strategic plan includes a continued investment in technology that improves the entire student experience and supports their academic success. 27% of our consolidated fee is committed to support the college's equipment and technology needs.
- **Employees are our most valuable resource** – we have requested a 3% pay parity adjustment that will provide pay parity to all full time and part time employees. Health benefits had no increase for the third consecutive year. Our people compose 74% of our budget, which we believe is a proper and balanced investment of resources and represents a sustainable business model for our college.
- **Personnel changes will be budget neutral**-our budget reflects an optimal allocation of human resources that does not add costs.

- **Data will inform our recommendations and decisions**-we have utilized historical data and trends both internally and externally to inform all estimates and projections.
- **HCC will have a balanced budget**-mission accomplished: \$50,424,220. This budget reflects a 2.86% increase, in line with the Higher Education Price Index (HEPI) trend, most recently reported at 3.7% for 2017.
- ***This budget reflects our values as an institution***

Table 2 – General Operating Fund Expenditures

HARFORD COMMUNITY COLLEGE GENERAL OPERATING BUDGET PRELIMINARY OPERATING FUND REVENUE & EXPENDITURES BY ACCOUNT TYPE FOR FY 2019						
	ACTUAL 2015-2016	ACTUAL 2016-2017	BUDGET 2017-2018	PRELIM 2018-2019	\$ Change FY18 to FY19	% Change FY18 to FY19
Expenditures						
Salary and Benefits	31,356,554	31,697,981	34,884,628	36,262,953	1,378,325	3.95%
Contracted Services	6,026,241	6,076,940	6,735,340	6,698,615	(36,725)	-0.55%
Supplies and Materials	1,417,942	1,417,320	1,595,845	1,576,779	(19,066)	-1.19%
Communications	310,076	281,302	377,291	403,820	26,529	7.03%
Professional Development and Training	771,345	852,485	882,435	1,142,979	260,544	29.53%
Waivers and Transfers	2,165,679	3,094,641	2,092,762	1,857,778	(234,984)	-11.23%
Utilities	1,122,917	1,295,348	1,459,043	1,523,604	64,561	4.42%
Fixed Charges	857,239	702,805	881,307	852,812	(28,495)	-3.23%
Furniture and Equipment	369,477	210,864	114,982	104,880	(10,102)	-8.79%
Total - Expenditures	\$44,397,470	\$45,629,686	\$49,023,633	\$50,424,220	\$1,400,587	2.86%



2019 Budget Highlights

Salary and Benefits – the budget for Salaries and Benefits includes a 8% increase for all full and part-time employees of \$885,000. Our budget represents our commitment to investing in talent by seeking pay parity for our employees, our most valuable resource, representing 74% of our budget.

To further support this commitment to our human resources, we have budgeted for a compensation study as well as a plan to convert our faculty from nine to ten month contracts.

Contracted Services- this budget line includes a wide range of services including legal, audit, custodial, security, maintenance, printing, mailing, memberships and advertising and represents 13% of the budget. Some of the increases within this budget include:

- Increases of campus-wide service contracts \$120,000

Supplies and Materials-include campus-wide custodial, office, printing and equipment related supplies. There is a 1% decrease projected for this category of expenses.

Professional Development and Training-an investment of \$75,000 to become an Achieve the Dream Institution is attributed to most of the increase within this cost category. In addition, \$20,000 to support our strategic planning was budgeted in FY2019. \$100,000 in post-season athletic travel was budgeted in 2019.

Utilities-utilities are budgeted at an increase of approximately \$65,000 based on an energy consultant projection of a 12.8% increase in electricity for 2019.

Waivers and Transfers-waivers and transfers include the following:

- Waivers and other \$1,209,528
- Transfer to support institutional scholarships \$ 554,421
- Transfer to support deferred maintenance \$ 325,000
- Transfer to support athletic field replacement reserve \$ 60,000

Fixed Charges-include insurance, worker compensation, unemployment, bad debts, credit card fees, pension and OPEB liability.

Leveraging Technology to: 1) Enhance the Student Experience 2) Improve Operational Efficiencies

Initial purchases and implementation costs for equipment and technology are generally funded through the consolidated fee allocation (27%) and not through the operating budget. Ongoing annual maintenance and license fees are then funded within the operating budget. The Equipment & Technology capital budget is estimated at \$814,000 for 2019 and will be used for technology implementation costs related to:

- Texting software
- CET Online Registration
- Website Redesign
- Predictive Analytics Tool
- Master Scheduling

These investments in technology will enable the College to improve the student experience and create efficiencies in our processes.

The charts that follow provide additional details of our operating budget by program and account type.

**HARFORD COMMUNITY COLLEGE
GENERAL OPERATING BUDGET
PRELIMINARY OPERATING FUND REVENUE & EXPENDITURES BY PROGRAM FOR FY 2019**

	ACTUAL 2015-2016	ACTUAL 2016-2017	BUDGET 2017-2018	PRELIM 2018-2019	\$ Change FY18 to FY19	% Change FY18 to FY19
Revenue						
Tuition and Fees	20,043,860	20,515,107	20,297,219	20,820,459	523,240	2.58%
State of Maryland	10,865,634	11,475,320	11,667,029	11,983,126	316,097	2.71%
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Total - Revenue	\$46,959,294	\$48,391,558	\$49,023,633	\$50,424,220	\$1,400,587	2.86%
Expenditures						
Instruction	17,360,252	17,503,072	18,685,440	18,518,908	(166,532)	-0.89%
Academic Support	6,168,899	6,016,736	6,615,898	7,214,073	598,175	9.04%
Student Services	5,269,744	5,077,252	5,931,287	6,164,124	232,837	3.93%
Institutional Support	8,884,225	9,285,141	10,662,511	11,283,417	620,906	5.82%
Operations/Maintenance of Plant	4,316,963	4,433,619	4,994,501	5,094,751	100,250	2.01%
Waivers/Work Study	1,029,088	1,189,241	1,059,575	1,209,526	149,951	14.15%
Non-mandatory Transfers	1,368,299	2,124,625	1,074,421	939,421	(135,000)	-12.56%
Total - Expenditures	\$44,397,470	\$45,629,686	\$49,023,633	\$50,424,220	\$1,400,587	2.86%
Total - Operating Surplus/(Deficit)	\$2,561,824	\$2,761,872	\$0	\$0	\$0	0.00%
Ending Fund Balance	\$13,321,465	\$16,083,337	\$16,083,337	\$16,083,337	\$0	0.00%

**HARFORD COMMUNITY COLLEGE
GENERAL OPERATING BUDGET
PRELIMINARY OPERATING FUND REVENUE & EXPENDITURES BY ACCOUNT TYPE FOR FY 2019**

	ACTUAL 2015-2016	ACTUAL 2016-2017	BUDGET 2017-2018	PRELIM 2018-2019	\$ Change FY18 to FY19	% Change FY18 to FY19
FUND SOURCES						
Beginning Balance (undesignated)	\$10,759,641	\$13,321,465	\$16,083,337	\$16,083,337	\$0	0.00%
Revenue						
Tuition and Fees	20,043,860	20,515,107	20,297,219	20,820,459	523,240	2.58%
State of Maryland	10,865,634	11,475,320	11,667,029	11,983,126	316,097	2.71%
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Total - Revenue	\$46,959,294	\$48,391,558	\$49,023,633	\$50,424,220	\$1,400,587	2.86%
Expenditures						
Salary and Benefits	31,356,554	31,697,981	34,884,628	36,262,953	1,378,325	3.95%
Contracted Services	6,026,241	6,076,940	6,735,340	6,698,615	(36,725)	-0.55%
Supplies and Materials	1,417,942	1,417,320	1,595,845	1,576,779	(19,066)	-1.19%
Communications	310,076	281,302	377,291	403,820	26,529	7.03%
Professional Development and Training	771,345	852,485	882,435	1,142,979	260,544	29.53%
Waivers and Transfers	2,165,679	3,094,641	2,092,762	1,857,778	(234,984)	-11.23%
Utilities	1,122,917	1,295,348	1,459,043	1,523,604	64,561	4.42%
Fixed Charges	857,239	702,805	881,307	852,812	(28,495)	-3.23%
Furniture and Equipment	369,477	210,864	114,982	104,880	(10,102)	-8.79%
Total - Expenditures	\$44,397,470	\$45,629,686	\$49,023,633	\$50,424,220	\$1,400,587	2.86%
Total - Operating Surplus/(Deficit)	\$2,561,824	\$2,761,872	\$0	\$0	\$0	0.0%
Ending Fund Balance	\$13,321,465	\$16,083,337	\$16,083,337	\$16,083,337	\$0	0.00%

**HARFORD COMMUNITY COLLEGE
FY 2019 BUDGETED EXPENDITURES BY FUNCTION**

<u>FUNCTION</u>	<u>DESCRIPTION</u>	<u>FY2016 ACTUAL</u>	<u>FY2017 ACTUAL</u>	<u>FY2018 BUDGET</u>	<u>FY2019 BUDGET</u>
10	Instruction - Includes expenditures for all activities that are part of the College's instructional programs. This includes expenditures for credit and noncredit courses, for academic, vocational, technical, transitional, and tutorial instruction.	\$ 17,360,252	\$ 17,503,072	\$ 18,685,440	\$ 18,518,908
40	Academic Support - Includes expenditures in support of the College's primary mission of instruction and public service. These funds include library services, instructional resources, instructional support services, curriculum development, educational development, distance education support, HEAT, welfare reform, workforce development, academic administration, and a portion of the College's Network and Computer Services.	\$ 6,168,899	\$ 6,016,736	\$ 6,615,898	\$ 7,214,073
50	Student Services - Includes expenditures for enrollment policy and planning, enrollment services (recruitment, outreach, registration, records, financial aid, and student testing), and student development (academic advising, career development, placement, co-op/internships, learning support services, student life, wellness programs, recreation, and intramurals).	\$ 5,269,744	\$ 5,077,252	\$ 5,931,287	\$ 6,164,124
60	Institutional Support - Includes expenditures for the College's administration, planning, legal services, fiscal operations, the remainder of network and computer services, personnel, safety, procurement, media connections, HCN, student identification, APG Liaison, grant development and support services.	\$ 8,884,225	\$ 9,285,141	\$ 10,662,511	\$ 11,283,417
70	Operation and Maintenance of Plant - Includes expenditures for the operation and maintenance of the physical plant, utilities, property insurance.	\$ 4,316,963	\$ 4,433,619	\$ 4,994,501	\$ 5,094,751
80	Scholarships and Fellowships - Includes expenditures for College Work Study stipends, and tuition waivers.	\$ 1,029,088	\$ 1,189,241	\$ 1,059,575	\$ 1,209,526
81	Transfers - Includes expenditures for the College's contribution and match to student scholarships, grants, cultural programs, student activities, and various capital projects.	\$ 1,368,299	\$ 2,124,625	\$ 1,074,421	\$ 939,421

**FUNCTION 10
INSTRUCTION**

<u>OBJECT</u>	<u>DESCRIPTION</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY18 to FY19</u>	
		<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>\$ change</u>	<u>% change</u>
5000	SALARY AND BENEFITS	\$ 16,034,998	\$ 16,153,299	\$ 17,283,973	\$ 17,133,836	(\$150,137)	-0.9%
6000	CONTRACTED SERVICES	703,264	760,568	720,693	706,412	(\$14,281)	-2.0%
6100	SUPPLIES AND MATERIALS	395,820	387,235	447,367	451,435	\$4,068	0.9%
6200	COMMUNICATIONS	26,125	24,218	31,052	30,787	(\$265)	-0.9%
6300	PROFESSIONAL DEVELOPMENT AND TRAINING	123,223	140,496	148,139	226,202	\$78,063	52.7%
6400	WAIVERS AND TRANSFERS	10,124	-	29,489	(57,889)	(\$87,378)	
6500	UTILITIES	4,344	4,205	4,705	4,705	\$0	0.0%
6600	FIXED CHARGES	20,614	20,148	20,022	20,423	\$401	2.0%
7200	FURNITURE AND EQUIPMENT	41,740	12,903	-	2,997	\$2,997	0.0%
		\$ 17,360,252	\$ 17,503,072	\$ 18,685,440	\$ 18,518,908	(\$166,532)	-0.9%

This section includes expenditures for all activities that are part of the College's instructional programs. This includes expenditures for credit and noncredit courses, for academic, vocational, technical, transitional, and tutorial instruction.

**FUNCTION 40
ACADEMIC SUPPORT**

<u>OBJECT</u>	<u>DESCRIPTION</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY18 to FY19</u>	
		<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>\$ change</u>	<u>% change</u>
5000	SALARY AND BENEFITS	\$ 4,139,458	\$ 4,097,082	\$ 4,539,763	\$ 5,219,288	\$679,525	15.0%
6000	CONTRACTED SERVICES	1,432,316	1,320,071	1,429,517	1,345,282	(84,235)	-5.9%
6100	SUPPLIES AND MATERIALS	300,951	276,787	322,857	325,088	\$2,231	0.7%
6200	COMMUNICATIONS	73,508	67,941	84,488	77,703	(\$6,785)	-8.0%
6300	PROFESSIONAL DEVELOPMENT AND TRAINING	86,779	120,907	97,015	159,415	\$62,400	64.3%
6400	WAIVERS AND TRANSFERS	4,000	5,499	27,276	(14,586)	(\$41,862)	-153.5%
6500	UTILITIES	-	-	-	-	\$0	0.0%
6800	FIXED CHARGES	-	-	-	-	\$0	0.0%
7200	FURNITURE AND EQUIPMENT	131,887	128,449	114,982	101,883	(\$13,099)	-11.4%
		\$ 6,168,899	\$ 6,016,736	\$ 6,615,898	\$ 7,214,073	\$598,175	9.0%

This function includes expenditures in support of the College's primary mission of instruction and public service. These funds include library services, instructional resources, instructional support services, curriculum development, educational development, distance education support, HEAT, welfare reform, workforce development, academic administration, and a portion of the College's Network and Computer Services.

**FUNCTION 50
STUDENT SERVICES**

OBJECT	DESCRIPTION	FY2016	FY2017	FY2018	FY2019	FY18 to FY19	
		ACTUAL	ACTUAL	BUDGET	BUDGET	\$ change	% change
5000	SALARY AND BENEFITS	\$ 4,281,885	\$ 4,120,182	\$ 4,878,004	\$ 5,104,447	\$ 226,443	4.6%
6000	CONTRACTED SERVICES	377,642	395,389	451,960	461,769	\$9,809	2.2%
6100	SUPPLIES AND MATERIALS	200,514	197,100	193,635	180,704	(\$12,931)	-6.7%
6200	COMMUNICATIONS	55,967	57,298	70,908	64,859	(\$6,049)	-8.5%
6300	PROFESSIONAL DEVELOPMENT AND TRAINING	328,681	279,953	241,756	340,255	\$98,499	40.7%
6400	WAIVERS AND TRANSFERS	-	-	61,464	(27,890)	(\$89,354)	0.0%
6600	FIXED CHARGES	20,439	26,784	33,560	39,980	6,420	19.1%
7000	FURNITURE AND EQUIPMENT	4,616	546	-	-	0	0.0%
		\$ 5,269,744	\$ 5,077,252	\$ 5,931,287	\$ 6,164,124	\$232,837	3.9%

This function includes expenditures for enrollment policy and planning, enrollment services (recruitment, outreach, registration, records, financial aid, and student testing), and student development (academic advising, career development, placement, co-op/internships, learning support services, student life, wellness programs, recreation, and intramurals).

**FUNCTION 60
INSTITUTIONAL SUPPORT**

OBJECT	DESCRIPTION	FY2016	FY2017	FY2018	FY2019	FY18 to FY19	
		ACTUAL	ACTUAL	BUDGET	BUDGET	\$ change	% change
5000	SALARY AND BENEFITS	\$ 5,605,948	\$ 6,092,612	\$ 6,798,030	\$ 7,415,008	\$616,978	9.1%
6000	CONTRACTED SERVICES	1,781,198	1,850,072	2,189,556	2,180,864	(\$8,692)	-0.4%
6100	SUPPLIES AND MATERIALS	207,784	211,870	239,010	234,440	(\$4,570)	-1.9%
6200	COMMUNICATIONS	147,628	125,558	182,931	222,491	\$39,560	21.6%
6300	PROFESSIONAL DEVELOPMENT AND TRAINING	227,086	307,112	386,296	407,878	\$21,582	5.6%
6400	WAIVERS AND TRANSFERS	1,450	-	64,049	55,414	(\$8,635)	-13.5%
6600	FIXED CHARGES	792,706	631,851	802,639	767,322	(\$35,317)	-4.4%
7000	FURNITURE AND EQUIPMENT	120,425	66,066	-	-	\$0	0.0%
		\$ 8,884,225	\$ 9,285,141	\$ 10,662,511	\$ 11,283,417	\$620,906	5.8%

This function includes expenditures for the College's administration, planning, legal services, fiscal operations, the remainder of network and computer services, personnel, safety, procurement, media connections, HCN, student identification, APG liaison, grant development and support services.

**FUNCTION 70
OPERATION / MAINTENANCE OF PLANT**

<u>OBJECT</u>	<u>DESCRIPTION</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY18 to FY19</u>	
		<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>\$ change</u>	<u>% change</u>
5000	SALARY AND BENEFITS	\$ 1,046,983	\$ 1,010,082	\$ 1,132,630	\$ 1,161,156	\$ 28,526	2.5%
6000	CONTRACTED SERVICES	1,731,821	1,750,840	1,943,614	2,004,288	\$60,674	3.1%
6100	SUPPLIES AND MATERIALS	312,873	344,328	392,976	385,112	(\$7,864)	-2.0%
6200	COMMUNICATIONS	6,848	6,287	7,912	7,980	\$68	0.9%
6300	PROFESSIONAL DEVELOPMENT AND TRAINING	5,576	4,017	9,229	9,229	\$0	0.0%
6400	WAIVERS AND TRANSFERS	-	-	28,716	(17,000)	(\$45,716)	0.0%
6500	UTILITIES	1,118,573	1,291,143	1,454,338	1,518,899	\$64,561	4.4%
6600	FIXED CHARGES	23,480	24,022	25,086	25,087	\$1	0.0%
7200	FURNITURE AND EQUIPMENT	70,809	2,900	-	-	-	0.0%
		4,316,963	4,433,619	4,994,501	5,094,751	\$100,250	2.0%

This function includes expenditures for the operation and maintenance of the physical plant, utilities, grounds, security, and property insurance.

**FUNCTION 80
WAIVERS/WORK STUDY**

<u>OBJECT</u>	<u>DESCRIPTION</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY18 to FY19</u>	
		<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>\$ change</u>	<u>% change</u>
5000	SALARY AND BENEFITS	\$ 247,282	\$ 224,724	\$ 252,228	\$ 229,218	(\$23,010)	-9.1%
6400	WAIVERS AND TRANSFERS	781,806	964,517	807,347	980,308	\$172,961	21.4%
		\$ 1,029,088	\$ 1,189,241	\$ 1,059,575	\$ 1,209,526	\$149,951	14.2%

This function includes expenditures in support of College Work Study stipends and tuition waivers for both credit and non-credit programs.

**FUNCTION 81
NON-MANDATORY TRANSFERS**

<u>OBJECT</u>	<u>DESCRIPTION</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<i>FY18 to FY19</i>	
		<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<i>\$ change</i>	<i>% change</i>
6400	WAIVERS AND TRANSFERS	1,368,299	2,124,625	1,074,421	939,421	(\$135,000)	-12.6%
		\$ 1,368,299	\$ 2,124,625	\$ 1,074,421	\$ 939,421	(\$135,000)	-12.6%

This function includes expenditures for the College's support of student scholarships (\$470,064), Supplemental Educational Opportunity Grant (SEOG) support (\$33,357), Academic Coaching Scholarship (\$51,000) Deferred Maintenance (Capital project) funding (\$385,000)