Alpena Community College Fiscal Year 2021 Budget

As Approved by the Board of Trustees on June 25, 2020

General Operating Fund, 2020-2021

The General Operating Fund provides those resources necessary to carry out the day-today activities of the College. Several major economic factors impact FY 2021 budgeting. State aid is estimated to be level with FY 2020, property taxes are estimated to increase by 2.8%, and student enrollment may decrease by 2% due to high graduation rates in recent years and more available employment. Pay increases for all bargaining units will be at a step, if available, as contractually obligated. There will be a 0.5% increase in the State's retirement system contribution starting in October as compared to last year's budget. The College's health care cost increases are capped at only 3.3% due to continued legislative action. Property Tax budget requires the use of the full 2.5 mill levy for the foreseeable future. At this time there is no provision for a cut in state aid as is expected unless there is a federal funding action. With that in mind no provision has been made for the Payroll Protection Program funding made available for FY 2020 and FY 2021. Therefore, the 2020-2021 year will require continued close monitoring of the budget throughout the entire year and adjustments may be necessary to be brought before the Board of Trustees. In addition, the College will focus on accomplishing the following objectives:

- 1) Provide an adequate schedule of course offerings to serve a projected annualized enrollment of approximately 2,200 enrollees (1,000 F.T.E.)
- 2) Continue the assessment process of assuring the delivery of quality instruction and student services programs.
- 3) Continue refinement of selected career programs to assure that the offerings are attuned to modern technology and graduates are job ready.
- 4) Provide more defined and focused attention to recruitment and admission and retention activities in all areas through the marketing plan.
- 5) Further increase enrollments and refine services to be delivered by the Oscoda Campus that will meet the needs of Iosco County.
- 6) Further implement personnel realignments to continue to improve the effectiveness of the capacity to deliver education services.
- 7) Address the needs of our K-12 partners and the home-schooled students in the area of early college and dual enrollment.
- 8) Reassess the Campus Master Plan while considering the future use of the College's full 680 acres.
- 9) Continue implementing other aspects of the College's strategic plan.

The various objectives specified have been identified with input from the Strategic Planning and Budgeting Committee and will be achieved through the proposed financial plan for the General Operating Fund for 2020-2021.

Description	Budget 2019-2020	Proposed Budget 2020-2021
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Taxes	\$ 2,673,240	\$ 2,747,890
Tuition/Fees	6,033,082	6,171,780
State Aid	5,916,080	5,956,080
Other/Miscellaneous	158,895	167,744
Totals	\$ 14,781,297	\$ 15,043,494

2020-2021 Proposed Revenue Budget -- General Operating Fund

Proposed Expenditure Budget -- General Operating Fund

Description	Budget 2019-2020		Proposed Budget 2020-2021	
Fine Arts	\$	249,255	\$	206,054
Communications		856,568		869,213
Social Sciences		669,172		676,496
Mathematics		641,949		675,133
Sciences		1,243,771		1,160,478
Physical Education		20,927		31,300
Health Education		5,408		3,256
Business		286,421		299,646
Data Processing / Computer Science		263,892		273,084
Secretarial & Office		100,386		80,085
Law Enforcement / Public Service		105,449		109,910
Media Production Technology		8,200		7,000
Design Technology		154,434		156,845
Mechanical Trades & Service Technology		381,785		428,516
Construction Trades Technology		294,815		273,319
Electrical & Electronic Trades		540,295		616,776
UAV Technologies		0		3,312
Apprenticeship Instruction		47,951		55,284

Description	Budget 2019-2020	Proposed Budget 2020-2021
Marine	70,426	73,361
Electrical Bachelors	145,829	144,636
Nursing	799,165	894,023
Other Health Related	129,986	134,758
Traditional Classroom	12,168	13,565
Learning Labs	20,927	22,126
Career Guidance / College Skills	4,732	6,512
Library / Media Services	237,658	249,425
Off-Campus Admin. / Huron Shores	231,151	238,481
Instruction Administration	887,467	892,809
Student Services	168,610	183,419
Financial Aid	495,185	469,022
Admissions / Records	648,372	650,656
Data Processing	976,361	991,498
General Administration	374,539	396,056
Word Processing	50,733	28,263
Institutional Administration	1,304,053	1,292,390
Public Relations / Development	203,585	209,909
Resource Development / Grant Writing	154,934	194,038
Physical Plant	1,639,792	1,671,932
Transfers	354,946	360,908
Total	\$ 14,781,297	\$ 15,043,494
Unrestricted General Operating Fund Balance	Budget 2019-2020	Proposed Budget 2020-2021
Beginning Balance	\$ 1,484,515	\$ 1,484,515
Proposed Surplus	0	0
Ending Balance	\$ 1,484,515	\$ 1,484,515

Proposed Expenditure Budget -- General Operating Fund - Continued

Designated Fund, 2020-2021

The Designated Fund encompasses a variety of funds that service the non-curricular activities of students, staff and faculty. Specifically, this fund supports activities in six categories:

Athletics/Student Activities

All co-curricular activities of the institution are supported from this budget, which derives its revenue primarily from a student services fee that the student pays upon enrolling in classes at the College. The budget provides support for a broad range of student needs, including student activities, athletics, intramurals, and the Wellness Center.

Madeline Briggs University Center

In order to provide additional educational opportunities for our graduates who wish to stay close to home, partnerships were established with four-year institutions to offer classes on campus. This year's budget is \$7,250.

Technology

This fund is for the acquisition of new or updated technology. This fund is instrumental in acquisition and installation numerous Video Conferencing Systems. Because of the expansion in technology needs, a two dollar (\$2.00) increase in the Technology Fee is needed. A budget of \$205,500 has been established with approximately \$66,021 earmarked for MIS technician support.

Workforce Development

Workforce Development is charged with carrying out a varied array of contracted services for area business and industry. The World Center for Concrete Technology falls under its supervision.

Special Events/Staff Development

Each year the College supports with \$16,000 for a wide range of activities that enhance the capacity of our staff to be more productive and valuable employees. The College is able to support a number of special events to assist the College in better communicating its leadership role to the service area (e.g. Science Olympiad, counselor workshops, etc.) A budget of \$8,500 is projected for these activities.

Community Education

An aggressive approach to community education in a short course format began several years ago. In this next year, the College estimates \$13,000 in revenues with \$8,000 going to support the Volunteer Center that directs its activities.

Proposed Revenue Budget		1dget 9-2020	-	d Budget -2021				
Fees	\$	\$ 187,566		189,524				
Gate Receipts / Miscellaneous		1,000		1,000				
Fitness Wellness Center Fees		16,000		16,000				
Transfers		142,559		156,858				
Total Revenues	\$	\$ 347,125		\$ 347,125		363,382		
		Budget		Budget		Budget		d Budget
Proposed Expense Budget	2019	2019-2020		-2021				
Administration	\$	69,938	\$	71,506				
Men's Basketball		40,096		43,096				
Women's Basketball		40,096		43,096				
Women's Volleyball		18,432		18,432				
Women's Softball		20,432		20,432				
Cross Country		11,801		11,801				
Subtotal (Athletics)		200,795		208,363				
Fitness Wellness Center		136,330		145,019				
Campus Activity Board		10,000		10,000				
Subtotal (Student Activities)		146,330		155,019				
Total Expenses	\$	347,125	\$	363,382				

2020-2021 Designated Fund – Athletics / Student Activities

Proposed Revenue Budget	Budg 2019-2	0	Proposed Budget 2020-2021			
Sales and Service Reimbursements	\$	6,000 250	\$	7,000 250		
Total Revenues	\$	\$ 6,250		7,250		
Proposed Expense Budget		Budget 2019-2020		0		Budget 2021
Other Transfer	\$	6,250 0	\$	7,250 0		
Total Expenses	\$	6,250	\$	7,250		

2020-2021 Designated Fund - Madeline Briggs University Center

2020-2021 Designated Fund – Technology

Proposed Revenue Budget	Budget 2019-2020		6 6		
Technology Fee	\$	\$ 136,000		205,500	
Proposed Expense Budget	Budget 2019-2020		Proposed Budget 2020-2021		
Transfer Equipment and Services	80,692 55,308			66,021 97,000	
Total Expenses	\$	136,000	\$	163,021	

2020-2021 Designated Fund - Workforce Development

Proposed Revenue Budget	Budget 2019-2020		Proposed Budget 2020-2021	
Sales & Services Facility Rental	\$	118,112 20,000	\$	139,000 20,000
Total Revenue	\$	138,112	\$	159,000
Proposed Expense Budget	Budget 2019-2020		Proposed Budget 2020-2021	
Wages Fringe Benefits Contract Services Supplies	\$	74,575 26,066 25,000 5,500	\$	100,229 46,516 19,500 5,500
Total Expenses	\$	131,141	\$	171,745

Proposed Revenue Budget	Budget 2019-2020		Proposed Budget 2020-2021	
Special Events - Gen. Fund Transfer Staff Development - Gen. Fund Transfer	\$		\$	8,500 16,000
Total Revenues	\$	24,500	\$	24,500
Proposed Expense Budget	Budget 2019-2020		В	posed idget 0-2021
Special Events - Supplies / Awards Staff Development - Workshops / Grants	\$	8,500 16,000	\$	8,500 16,000
Total Expenses	\$	24,500	\$	24,500

2020-2021 Designated Fund – Special Events / Staff Development

2020-2021 Designated Fund – Community Education

Proposed Revenue Budget	Budget 2019-2020		Proposed Budget 2020-2021	
Participation Fees	\$ 13,000		\$	13,000
Proposed Expense Budget	Budget 2019-2020		Proposed Budget 2020-2021	
Wage and Fringe Benefits Program Costs Transfer to Volunteer Center	\$	5,000 8,000	\$	0 5,000 8,000
Total Expenses	\$	13,000	\$	13,000

TOTAL DESIGNATED FUND	Budget 2019-2020		Proposed Budget 2020-2021		
Revenue	\$	664,987	\$	772,632	
Expense	\$	658,016	\$	742,898	

Auxiliary Enterprises Fund, 2020-2021

The Auxiliary Enterprises Fund consists of those activities that directly generates revenue to accomplish their objectives. The following five areas constitute "enterprises" within the fund:

College Bookstore

The Bookstore continues to contribute a positive margin while providing a high level of service to the College community. The Bookstore projects a net operating surplus of \$22,590, \$11,000 of which is transferred to the General Fund to offset its utility costs.

Food Service

The College has contracted with Fremont Catering of Alpena, Michigan, for operation of the cafeteria. A management fee of \$10,000 per year is budgeted out of the vending proceeds and General Funds.

Auto Service

The College operates various special services keyed to individual instructional areas to improve the economic viability and quality of life throughout Northeast Michigan. There are \$30,000 in services to be delivered in FY21.

Transportation

Transportation covers all College functions related to the use of College-owned vehicles and is paid for through interdepartmental transfers. The revenue budget for 2020-2021 activities is estimated at \$7,000.

Housing

The College has available 16 units of affordable housing for 64 students. The monthly rent will increase by \$50. This is the first increase in three years. It is anticipated that rental income will exceed \$246,000 with expenses to be approximately \$208,000.

Proposed Revenue Budget		Budget 19-2020	5									
Book Sales Book Sales - Fin. Aid and Interdepartmental Sales Tax Remittance	\$ 348,000 383,000 (33,669)		383,000		383,000		383,000		383,000		\$	365,400 401,150 (34,856)
Total Revenues	\$ 697,331		\$	731,694								
Proposed Expense Budget	Budget 2019-2020]	roposed Budget 20-2021								
Purchases for Resale Salaries Fringe Benefits Equipment All Other Transfers	\$ 441,000 133,353 60,882 0 37,105 11,000		\$	472,730 136,720 62,249 0 37,405 11,000								
Total Expenses	\$	683,340	\$	720,104								

2020-2021 Auxiliary Enterprises Fund – Bookstore

2020-2021 Auxiliary Enterprises Fund – Food Service

Proposed Revenue Budget	Budget 2019-2020		В	oposed udget 20-2021
Sales & Service Transfer	\$ 3,000 7,000		\$	3,000 7,000
Total Revenues	\$	10,000	\$	10,000
Proposed Expense Budget	Budget 2019-2020		Proposed Budget 2020-2021	
Contract Service	\$	10,000	\$	10,000
Total Expenses	\$	10,000	\$	10,000

2020-2021 Auxiliary Enterprises Fund – Auto Service

Proposed Revenue Budget	2	Budget 019-2020		Proposed Budget 020-2021
Sales and Service	\$ 45,000		\$	30,000
Total Revenues	\$	45,000	\$	30,000
		Budget		Proposed Budget
Proposed Expense Budget	2	019-2020	20	020-2021
Cost of Goods / Services Sold	\$	45,000	\$	30,000
Total Expenses	\$	45,000	\$	30,000

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2020-2021 Auxiliary Enterprises Fund – Transportation

	Budget 2019-2020		Proposed Budget 2020-2021	
Proposed Revenue Budget	201	9-2020	202	0-2021
Total Revenues	\$ 7,000		\$	7,000
Proposed Expense Budget	Budget 2019-2020		Proposed Budget 2020-2021	
Maintenance	\$	7,000	\$	7,000
Total Expenses	\$	7,000	\$	7,000

2020-2021 Auxiliary Enterprises Fund – Housing

Proposed Revenue Budget	Budget 2019-2020		Proposed Budget 2020-2021	
Apartment Rental Apartment Cleaning Fee	\$ 213,900 6,000		\$	240,450 6,400
Total Revenues	\$	219,900	\$	246,850
Proposed Expense Budget	Budget 2019-2020		Proposed Budget 2020-2021	
Wages Fringe Benefits Services Utilities Maintenance and Other Depreciation, Interest, Overhead	\$	53,961 18,878 7,500 19,600 50,100 49,314	\$	57,887 19,829 8,000 20,100 42,400 59,311
Total Expenses	\$	199,353	\$	207,527

TOTAL AUXILIARY ENTERPRISES FUND	 Budget 2019-2020	U		
Revenue	\$ 979,231	\$	1,025,544	
Expense	\$ 944,693	\$	974,631	

Restricted Fund, 2020-2021

Various external grants from both private (e.g., foundations) and public (e.g., state and federal) sources support several activities of the College that are critical to providing quality educational experiences for our students. Eight primary areas are directly affected by these grants and individual budgets are provided for each. Funding has been in place for many years for Educational Talent Search, the only remaining TRIO grants at the College, in other areas, regulations are changing and competition is increasing (e.g., private and governmental contract training), and in selected areas, new territories are being successfully explored to provide external support for important College objectives (e.g., Christmas Wish). It should be noted that funding for various student aid programs (e.g., Pell, SEOG, etc.) is also classified in the Restricted Fund. The College is managing a five year Strengthening Institution Program Grant (SIP) averaging \$450,000 per year.

It should further be noted that given the "reduced" level of "hard" money for FY2021 it would be helpful to the achievement of College objectives that these external "soft" monies be obtained during the coming year.

Proposed Revenue Budget	Budget 19-2020	Proposed Budget 2020-2021		
Grant Funds Indirect Cost Recovery	\$ 632,000 (44,780)	\$	647,326 (44,780)	
Total Revenues	\$ 587,220	\$	602,546	
Proposed Expense Budget	Budget 19-2020	I	roposed Budget 20-2021	
<u>Proposed Expense Budget</u> Wages / Salaries Fringe Benefits Supplies and Other	U	I	Budget	

2020-2021 Restricted Fund – TRIO Grant (Talent Search)

2020-2021 Restricted Fund - SIP Grant

Proposed Revenue Budget		Budget 19-2020	Proposed Budget 2020-2021		
Grant Indirect Cost Recovery	\$	382,500 0	\$	388,689 0	
Total Revenue	\$	382,500	\$	388,689	
Proposed Expense Budget	Budget 2019-2020		В	oposed Judget 20-2021	
Salary Fringe Benefits Contracted Services Equipment Other	\$	57,000 32,000 10,000 275,000 8,500	\$	168,734 81,966 42,190 77,100 18,700	
Total Expenses	\$	382,500	\$	388,689	

2020-2021 Restricted Fund - SET Grant

Proposed Revenue Budget	Budget 2019-2020		Proposed Budget 2020-2021	
State Support	\$	45,000	\$	45,000
Proposed Expense Budget	Budget 2019-2020		, U	
Wages / Salaries Fringe Benefits Other	\$	31,605 9,702 3,693	\$	27,501 13,807 3,693
Total Expenses	\$	45,000	\$	45,000

Proposed Revenue Budget		Budget 2019-2020		oposed Budget 20-2021		
Special Populations Grant Funds Instructional Equipment Grant Funds College Local Leadership Grant Funds	\$ 69,829 65,000 9,200		\$	69,829 39,170 9,200		
Total Revenues	\$	144,029	\$	118,199		
Proposed Expense Budget		Budget 2019-2020		Budget Bud		roposed Budget 20-2021
Special Populations Wages Special Populations Fringe Benefits	\$	48,030 11,557	\$	50,308 10,506		
Special Populations Travel		10,242		9,015		
Subtotal		69,829		69,829		
Instructional Equipment	\$	65,000	\$	39,170		
College Local Leadership	\$	9,200	\$	9,200		

2020-2021 Restricted Fund – Perkins Vocational / Applied Technical Education

2020-2021 Restricted Fund – College Work Study

Proposed Revenue Budget		udget 9-2020	Proposed Budget 2020-2021		
Grants	\$ 55,000		\$	55,000	
Proposed Expense Budget	Budget 2019-2020		В	oposed udget 20-2021	
Student Wages	\$	55,000	\$	55,000	

2020-2021 Restricted Fund - Pell Grant

Proposed Revenue Budget	Budget 2019-2020	Proposed Budget 2020-2021
Federal Grant	\$ 2,250,000	\$ 2,250,000
Proposed Expense Budget	Budget 2019-2020	Proposed Budget 2020-2021
Awards	\$ 2,250,000	\$ 2,250,000

2020-2021 Restricted Fund – Supplemental Opportunity Grant

			Proposed		
	Budget		В	udget	
Proposed Revenue Budget	2019-2020		202	20-2021	
Federal Grant	\$	63,000	\$	63,000	
Proposed Expense Budget		udget 9-2020	В	oposed udget 20-2021	
Awards	\$	63,000	\$	63,000	

2020-2021 Restricted Fund – Christmas Wish

Proposed Revenue Budget		udget 9-2020	Proposed Budget 2020-2021		
Donations	\$ 18,000		\$	18,000	
Proposed Expense Budget	Budget 2019-2020		5		udget
Supplies and Purchases		8,000		8,000	
Transfers		10,000		10,000	
Travel	\$ 18,000		\$	18,000	

2020-2021 Restricted Fund – Volunteer Center

Proposed Revenue Budget	Budget 2019-2020		Proposed Budget 2020-2021	
Local Support Besser Grant Transfers	\$	17,700 14,500 18,000	\$	17,700 10,875 18,000
Total Revenues	\$	50,200	\$	46,575
Proposed Expense Budget	Budget 2019-2020		Proposed Budget 2020-2021	
Wages / Salaries Fringe Benefits Other	\$	34,564 9,833 3,200	\$	37,078 10,356 2,766
Total Expenses	\$	47,597	\$	50,200

TOTAL RESTRICTED FUND	Budget 2019-2020	Proposed Budget 2020-2021	
Revenue	\$ 3,594,949	\$ 3,542,009	
Expense	\$ 3,592,346	\$ 3,545,634	

Capital Equipment/Building Maintenance Fund, 2020-2021

The Capital Equipment/Building Maintenance Fund provides the financial resources necessary to undertake those critical projects included in the planning process for the College to preserve and enhance its capital assets. The past five years have seen an extensive amount of work accomplished in this area with well over 100 individual projects completed. A major portion of institutional equipment will be purchased through the fund rather than the General Operating Fund of the College, and these purchases will be institution-wide. Additionally, the Board-authorized facility fee is receipted in this fund to support long-term capital needs of the institution.

Proposed Revenue Budget	Budget 2019-2020		Proposed Budget 2020-2021	
Facilities Fee Transfer from General Fund Transfer Mandatory Transfer	\$	195,000 313,919 0 0	\$	195,000 263,071 0 0
Total Revenues	\$	508,919	\$	458,071
	Budget 2019-2020		Proposed Budget 2020-2021	
Proposed Expense Budget		0	B	Budget
<u>Proposed Expense Budget</u> Equipment Contract Services - Renovations Contract Services - Maint. Projects Debt Service Transfer		0	B	Budget

2020-2021 Capital Equipment / Building Maintenance Fund

Plant Fund, 2020-2021

Total Expenses

The Plant Fund is the depository for various state/local grants that are directed toward the construction of capital projects. The planning for the renovation, expansion, and repurposing of Van Lare Hall is under way. The renovation includes HVAC systems, electrical, plumbing, windows, and the exterior. The expansion provides additional training space. The repurposing is directed toward the College's nursing program. Construction began fall 2019.

2020-2021 Plant Fund

Proposed Revenue Budget	Budget 2019-2020	Proposed Budget 2020-2021	
<u></u>			
State Capital Outlay - EPTC	\$ 1,000,000	\$ 235,000	
Transfer from Prior Year Revenues	1,000,000	1,000,000	
Donations	4,500,000	4,000,000	
Total Revenues	\$ 6,500,000	\$ 5,235,000	
		Proposed	
	Budget	Budget	
Proposed Expense Budget	Budget 2019-2020	Budget 2020-2021	
	2019-2020	2020-2021	
Proposed Expense Budget Professional Fees	2019-2020 \$ 200,000	2020-2021 \$ 185,000	
	2019-2020	2020-2021	
Professional Fees	2019-2020 \$ 200,000	2020-2021 \$ 185,000	
Professional Fees Site Improvements	2019-2020 \$ 200,000 300,000	2020-2021 \$ 185,000 50,000	

\$ 6,500,000 \$ 5,235,000

Debt Service Fund, 2020-2021

The College refinanced a General Obligation Limited Tax Bond in 2013. There is \$645,000 remaining on the bond. The Bond is for ten years. The funding to retire the debt comes from donations received from the EPTC fundraising. The remaining funds will be used to cash flow the Van Lare renovation and then funded by donations to that project. A schedule of these annual payments of principal and interest totaling approximately \$231,424 for FY21 with future payments available for review. The College acquired an Installment Purchase Agreement in May 2017 to purchase the College Park Apartments for \$680,000 to be paid over 20 years. Annual payments of \$34,000 principal, paid annually, plus interest at 3.12%, paid semi-annually.

2019-2020 Debt Service Fund

Proposed Revenue Budget	Budget 2019-2020		Proposed Budget 2020-2021	
Transfer Facility Fee Transfer Housing Fund	\$	237,230 54,155	\$	231,424 53,094
Total Revenues	\$	291,385	\$	284,518
Proposed Expense Budget	Budget 2019-2020		Proposed Budget 2020-2021	
Interest Principal	\$	42,385 249,000	\$	30,518 254,000
Total Expenses	\$	291,385	\$	284,518