Allegany College of Maryland

Fiscal Plan

2017-2021

September, 2016

Cumberland Campus Somerset Campus Bedford Campus

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I. ALLEGANY COLLEGE OF MARYLAND, VISION, MISSION, AND VALUES

VISION

We will be the college of choice that transforms lives, strengthens communities, and makes learners the center of everything we do.

MISSION

Allegany College of Maryland is a lifelong learning community dedicated to excellence in education and responsive to the changing needs of the communities we serve. Our focus is the preparation of individuals in mind, body, and spirit for lives of fulfillment, leadership, and service in a diverse and global society. We are committed to engaging students in rich and challenging learning opportunities within a small college atmosphere known for its personal touch.

VALUES

Quality — *We improve through assessment.*

Integrity — *We promote honesty and trust.*

Respect — *We foster dignity and worth.*

Opportunity — *We provide innovative choices.*

Wellness — *We promote healthy lifestyles.*

II. INTRODUCTION

Allegany College of Maryland's *2017-2021 Fiscal Plan* establishes a single goal to effectively, and efficiently, support the mission of the College through the following objectives:

- *Establish and implement sustainable budgetary processes driven by and linking to the goals and objectives established in the College's Strategic Master Plan;*

- *Assure that operating and capital budgets developed within the context of this plan are based on and developed from Unit Master Plans including but not limited to, Educational, Technology, Facilities, Enrollment and Marketing.*

Allegany College of Maryland's (ACM) 2017-2021 *Fiscal Plan* identifies current cash and funding needs and provides recommendations for the College's projected needs through the next five years. Planning principles and objectives set forth in this *Fiscal Plan* encompass strategies (1) assuring sustainable growth rates in operating income and expense, (2) investment in capital assets to preserve value, and (3) set a context for shared governance in the annual budgeting process. These financial concepts are grounded in and linked to the mission and values of ACM and *require strong fiscal leadership and stewardship.* The following pages identify the processes by which all college units employ and communicate assessed data to inform the financial budget makers in concert with one another to further the *Strategic Plan* of the college. The processes identified are not concepts, but actual steps currently in use to manage the college's fiscal

resources properly. Our *continuing plan* for fiscal responsibility includes refinements in timing, narrowing of accuracy gaps, expanding transparency, seeking new revenue sources. It also provides professional development in the overall use of request/rubric forms and other budget documents as a matter of routine practice to attain best use of financial resources, including introduction of an ongoing line item for an operational repair and replacement fund beginning with FY18.

All recommendations within this Plan reflect the College's consideration of the *Educational Master Plan, Technology Plan, Facilities Master Plan, Enrollment Management Plan,* and others, as each separate component contributes to a successful functional relationship among all in a *Strategic Plan* to assure the viability and mission of the College. As one of the supporting master plans of ACM's *Strategic Plan*, the *Fiscal Plan* links the financial resources of the college to instruction and operations. As demonstrated in the graphic above, the *Fiscal Plan* is interrelated and aligned to the *Strategic Plan* and other master plans.

Our planning principles are simple and support the notion that ACM's mission is met by establishing and maintaining a *fiscal environment* equal to the excellence of ACM's academic and work force development programs. To meet its mission as *a lifelong learning community dedicated to excellence in education and responsive to the changing needs of the communities we serve,* ACM's senior leadership must be aware of the financial strengths and weaknesses - revising programs and physical needs as necessary. We integrated academic, workforce, technology and physical condition needs to develop a new *5-year Fiscal Plan* that addresses anticipated student growth, program development, and preservation of capital assets. ACM's *Fiscal Plan* establishes the general strategy by which we will respond to unpredicted changes in funding, priorities, policies and programs with appropriate revision to this *Plan*. ACM has financially positioned itself to make learners the center of everything it does by prudently and efficiently allocating its resources according to *evidenced based assessment data*. Readers of the *Plan* are welcome and invited to offer suggestions and enhancements to make the document even more useful.

III. STATE AND LOCAL FUNDING FORECAST

A. Funding from the State of Maryland

ACM receives 22% of its annual funding from the State of Maryland based on a formula named after Senator John R. Cade, who in 1996 developed a means for the legislature to provide community colleges with predictable support for operations and provide students with affordable tuition. The intent of the *Cade* formula is to divide community college costs into equal thirds between the state, local government, and the students. Unfortunately, due to state budgetary constraints over past years, the *Cade*-funding goal typically has fallen short of the intended target. In actual practice, the amount of aid is based on a percentage of the current year's State aid to selected four-year public higher education institutions and the total number of full-time equivalent students (FTES) at the community colleges. The total is then distributed to each college based on the previous year's direct grant, enrollment, and a small-size factor.

In the past three years, Maryland funded the *Cade* formula at roughly 20.4% of the calculation for four-year institutions. To correct this deficiency for the next five years, the State enacted legislation intended to fund the *Cade* formula at 21% to 27%. By FY23, the State will fund the calculation at 29%. Each year, however, the State balances its budget using the *Budget Reconciliation and Financing Act (BRFA*) to adjust expenditures accordingly. Due to the uncertainty of *BRFA* from year to year, our *continued plan* for fiscal responsibility uses a projection of "flat *Cade* funding" from the State through the next five years.

Although ACM enrollment has steadily declined in the past few years, legislation mandates the State to fund community colleges at a steady "maintenance of effort". That is, if the County in which the school is located funded the school at the same or greater level than the previous year, the "maintenance of effort" requires the State to provide an amount at least equal to the previous year. For ACM, Allegany County provided funds equal to, or slightly more, than amounts contributed for each of the past five years. Similarly, the State's appropriation remained the same each year or slightly more, as detailed below:

Senator John A. Cade Funding Formula Community College State Formula Aid			
Fiscal Year	**Total State Cade Aid**	**Direct Grant**	**Total Small College Grant**
FY13	5,787,432	4,773,622	1,013,810
FY14	5,829,519	4,773,624	1,055,895
FY15	5,930,032	4,850,445	1,079,587
FY16	6,010,405	4,850,441	1,159,964
FY17	6,026,344	4,850,659	1,175,685
5-YEAR AVERAGE	**5,916,746**	**4,819,758**	**1,096,988**

Fortunately, *Cade* funding is not the only source of State revenue. The State of Maryland also provides certain rural schools with grant allocations through the State's *Small School and Mountain Maryland Grants*. From this source, ACM received total funding of $1,800,000 for the past five years as follows:

Mountain Maryland Community College State Formula Aid	
Fiscal Year	**Grant Amount**
FY13	360,000
FY14	360,000
FY15	360,000
FY16	360,000
FY17	360,000
5-YEAR AVERAGE	**360,000**

From these combined State sources, Allegany College of Maryland received an **average $6,276,746** dollars for each of the past five years.

B. Funding from Allegany County

ACM is an agency and financial component of Allegany County (County), Maryland, fully participating in the County's annual budget cycle. The County's budget calendar is provided to ACM each December-January and requires ACM to submit an annual appropriation request by mid to late February. ACM then presents its request at a public session of the County Commissioners, which is usually the second week of March. After receiving submissions from all county-related entities, the County Commissioners deliberate and adopt the County Budget in mid to late May.

Announcement of appropriations and funding for County components, including ACM, usually occurs early June. ACM received total funding of **$37,720,550** for the past five fiscal years as follows:

Allegany County, Maryland Appropriations To Allegany College of MD	
Fiscal Year	**Grant Amount**
FY13	7,425,000
FY14	7,555,000
FY15	7,555,000
FY16	7,555,000
FY17	7,630,550
5-YEAR AVERAGE	**7,544,100**

To preserve the strong support from and the close relationship with the County, ACM traditionally requests flat funding each year, rather than ask the County to cover any projected shortfalls. When reasonable and comparable to the other MACC institutions, the Vice President of Finance & Administration (VPFA) recommends an increase in tuition rates in order to balance the budget.

For FY17, a 5% overall increase to tuition rates was recommended. The President's Staff and Budget Advisory Committee reviewed the proposed 5% increase and recommended that the President submit the budget to the Board of Trustees for approval. The ACM Board of Trustees approved the increase (along with the rest of the budget) after careful consideration. ACM then submitted the approved budget to the County.

During their deliberations, the County chose to appropriate to ACM an additional $75,500 over the original request to mitigate the impact of the tuition increase to County residents. The additional funds are equivalent to 1% of the County's FY16 appropriation. ACM applied this additional funding directly to the published "In County" tuition rates and adjusted the corresponding line item to the operating budget accordingly.

Although similar supplemental funds were appropriated by the County in FY13 to offset the tuition increases, ACM neither plans nor projects such supplemental appropriations as part of on-going operating revenue; and forecasts flat funding from the County for each of the next five years. In total, ACM received an average of $7.58 million for the past three years, making Allegany County's appropriation roughly 27% of total annual revenue.

C. Enrollment Trends vs. State and County Funding

While the premise of the 1996 *Cade* funding formula provides community colleges the means to forecast revenue in equal thirds between the State, local and student revenue sources, the actual split for ACM in the past three years has averaged 21.4% State, 26.8% County and 51.8% Student Tuition and Fees. The State's inability to fund *Cade* at 100%, together with declining enrollment trends, have created an increase to the student's share of the total cost to operate the college. This creates a challenge to fiscal planning for an annual balanced budget.

Historically, full time equivalent (FTE) enrollment at ACM dropped 15% in the past three years. Initially, the FY17 budget projected a 3% decrease. However, in the periodic review of factors conducted at the end of August 2016, the actual decrease experienced was 8%. The significance of changes in enrollment translates into revenue dollars, with each percent in the decline of full time equivalent enrollment valued at approximately $110,000. To meet our goal of fiscal responsibility, ACM must evaluate both the potential for loss as well as actual loss of revenue, and plan appropriate offsets with equivalent decreases in expenses or increased tuition rates.

In response to this trend, goals identified within the institutional priorities of the 2015-2020 *Strategic Plan* point toward optimizing enrollment (Priority 1, Goal 2) and identifying new college resources (Priority 4, Goal 1), which are the focus of the Strategic Planning Council. The *Strategic Enrollment Management Plan* also supports these priorities. By supporting and implementing these objectives, ACM projects tuition, fees and other revenue line items will increase 1.6% each of the next five years.

D. Exploration of New Revenue Sources

As part of this planning process and our commitment to excellence of facilities, we recognize that Allegany College of Maryland must begin exploring sources of additional revenue in the FY18 budget cycle. Over the past 20 years, the amount of grant funding provided has grown nearly 200%, with an increase of over 70% since 2007. Grant funding has been provided to ACM by a variety of funding sources, including States of Maryland and Pennsylvania, Federal Government, Corporations, and Foundations. The College will continue to seek strategically funding for College initiatives as well as utilize ACM funding to provide matching funds to grant programs to increase the impact of ACM funds and meet the needs of the College as identified in the Strategic Plan and unit goals. However, sole reliance on grant awards will not prudent.

By researching, and incorporating new revenues early in our 5-year Plan cycle we mitigate the possible enrollment challenges through potential sources including, **grants,** sustainability and/or athletic fees corresponding with course hours as well as community use fees.. During the FY18 budget process, ACM will identify a comprehensive list of potential revenues, assessing and incorporating each as **appropriate.**

IV. BUDGET PERFORMANCE & PLANNING

Annual budgets, both operating and capital improvements, are based on and developed from the departmental master plans including but not limited to, *Educational, Technology, Facilities, Enrollment and Marketing*. Together our budgetary processes link to and are driven by the goals and objectives established in the College's *Strategic Master Plan*. The VPFA supported by members of the Finance Department, actively participates in the development and review of the various the master plans. This step is necessary to plan fiscal responses to address current (one year) and long-term (up to five years) strategic objectives of the college.

Budget principles, criteria, and data elements are used regularly by units to inform planning and budgeting at the unit level. In the event of budget or program reductions, these elements will guide those decisions. For budget planning and developmental purposes, we use the following managing principles:

- *Budget planning guided by the college Strategic Plan, unit plans, council plans, and other planning efforts*
- *Budget process focused on furthering the college mission and align with Board policies*
- *Data and objective criteria used in planning and resource allocation*
- *Support student enrollment, retention, success, and learning, while minimizing negative impact of budget constraints on quality of student services, instruction and college infrastructure*
- *Ability to respond to community needs maintained*
- *Budgets meet legal, contractual, and accreditation obligations.*
- *Revenue generation maximized and balanced with accessibility and affordability, investment in new activities that maximize future revenue examined*
- *Investment in technology or streamlined work processes maximized to save resources and reduction in work force avoided or restricted*
- *Existing facilities and equipment maintained well and upgraded as needed*
- *Benchmarked to best practices while recognizing intentional variations between ACM and national norms*

V. BUDGET DEVELOPMENT /FUND ALLOCATION

A. Budget Advisory Committee

ACM created the Budget Advisory Committee (BAC) to engage actively in the budget process, and assure that (1) resource allocations appropriately align with the *Strategic Plan*, and (2) budget decisions are effectively constructed on evidenced-based data. The group is advisory in nature, functioning as a voice of shared governance and an integral part of the vetting process for the constituent groups. As such, the BAC has a duty of accountability to those groups. It has no authority other than to make recommendations to the VPFA, President, and the Board of Trustees. A*s the primary vehicle for transparency to the college community, the VPFA uses the BAC as one of the most important tools for input, advice, and common sense.*

The BAC's by laws were drafted in October of 2015, approved by the College community at the ACM All College Meeting in May 2016 and subsequently approved in June by the Board of Trustees. The Committee meets monthly and more often as needed. The VPFA schedules and conducts the meetings according to the bylaws. As a matter of practical application, the VPFA seeks input from the group via email, special and regular meetings regarding the budget's development, interim financial data, cash availability, and matters to be referred to the President's Staff and Board of Trustees.

The BAC meetings in the spring of 2016 were focused on enrollment, State and County revenue projections as well as necessary expense reductions in order to achieve a balanced budget. Recent meetings focused on using assessed data to allocate fund balance dollars via budget request/rubric documents from each department. The Committee was pivotal in the formation of budget request/rubric criteria necessary to allocate resources to the FY18 budget, specifically, the criteria that new items in excess of $500 or increase to existing items of $5,000 and 10%. Budget packets incorporating the new criteria into the FY18 instructions were distributed to departments in late August. Training by the VPFA and other finance personnel on appropriate use of the budget requests/rubrics is set for late-September. Minutes for all BAC meetings may be accessed via the following links:

October 2016 Budget Committee Meeting
November 2016 Budget Committee Meeting
December 2016 Budget Committee Meeting?
January 2016 Budget Committee Meeting
February 2016 Budget Committee Meeting
March 2016 Budget Committee Meeting
April 2016 Budget Committee Meeting?
May 2016 Budget Committee Meeting
June 2016 Budget Committee Meeting
July 2016 Budget Committee Meeting
August 2016 Budget Committee Meeting

B. Budget Development

The Operating Budget is developed within the context of this *Fiscal Plan*. Simplistically, all budgets begin with grassroots input through questionnaires provided by the Budget Coordinator tying requests for funding via budget request/rubric forms. This information progresses upward through a series of supervisory and departmental reviews and analysis, where unit directors and supervisors make funding requests to the executive leadership, which includes the three Vice Presidents and multiple Deans. In turn, the executive leadership analyzes the unit needs and compiles the college's funding requirements.

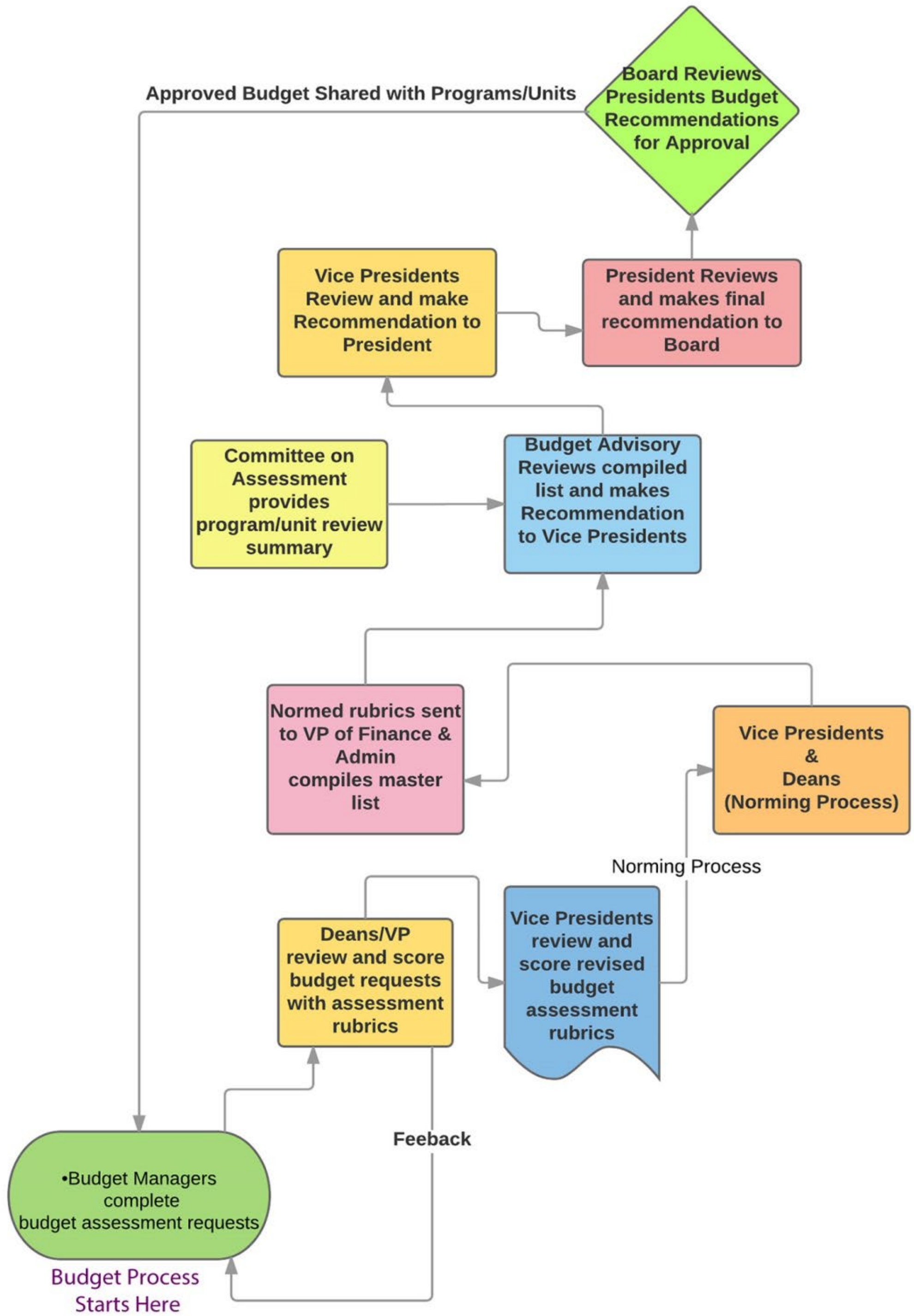
The current year's criteria include projections based on the latest legislative data provided by the State through ACM's affiliation with the Maryland Association of Community Colleges (MACC), ongoing conversations with County executives, and frequent review of ACM's internal data on enrollment. As a planning process, projected operating expenses based on assessed estimates for salaries, benefits, controllable and non-controllable costs are incorporated. Any surplus or deficit is then compared to standard higher education ratios measuring cash on hand, primary reserves, return on net assets, viability, and composite financial index. Economic trends from year-to-year are more important in times of declining enrollment, rather than the actual ratio itself, with *greater emphasis placed on cash on hand than the other metrics.*

The operating and capital improvement budgets both use this process. Collaboratively, departments develop the operating budget using the previous year's budget as a base, increased or decreased by unit budget managers according to their unit's goals and objectives. The budget managers start with the previous year's approved budget and make the necessary adjustments (increases or decreases) as required. The need for major new items and increases are thoroughly assessed before integration into the current year's criteria. An Excel-based budget-forecasting tool (Appendix 2) is used to develop future values.

Following review by the Finance Department and the BAC, final versions of the operating and capital budgets are recommended to the President and the Board of Trustees for discussion, revision, and adoption. The following sections explore specific features of the budgetary processes. The flow chart **(Exhibit 1)** on page 11 depicts our shared procedures.

EXHIBIT 1

Fund Balance Process



C. Budget and Fund Balance Allocation

As a cost-containment measure for FY17 and beyond, ACM imposed new criteria to justify expenditures. Specifically, a request/rubric form identifying need and impact on one or more of the institutional *Plans* must be completed. The budget request/rubric is a form developed by the leadership of the Committee on Assessment and places accountability on the budget manager/Dean/VP to justify the expense through careful consideration of assessed data and applicability to the unit's master plan, which links to the college's *Strategic Plan*. The form is a combined request and scorecard that requires the budget manager to provide justification in the areas of student education/services, planning document alignment, assessment data, program/unit growth, and so forth as indicated in the rubrics presented in Appendix1. Appendix 2 also includes the complete set of forms utilized in this process.

This process assures ACM's highest and best use of limited budget funds. Per the criteria, request/rubric forms are required for material new funding items or material increases in existing line items. For the operating budget, significant new items cost $500 or more. For existing items, significant increases cost $5,000 more *and* are 10% more than the previous year. For the capital improvement budget, material items cost $5,000 and are one-time purchases.

D. Capital and Deferred Maintenance Requirement

The 2016 Facilities Master Plan identifies and prioritizes physical and capital needs for buildings and infrastructure. These are set forth in Appendix 8. The physical condition of 30% of our facilities evidences need for major renovation or repair or preventive maintenance. This Fiscal Plan recognizes the deficiency in revenue needed to provide major maintenance funding to protect the public investment in facilities. The Facilities Master Plan recommends the Board of Trustees establish a Capital Repair & Replacement Fund (R&R Account), which reserves funds to adequately maintain and sustain college physical assets. ACM leadership projects that full funding of the R&R Account will take up to ten years and careful consideration must be given to creating adequate reserves for this purpose. Similarly, instructional and support services equipment has not been replaced at the end of its useful life and the college continues to operate with outdated equipment. Thus, equipment needs continue to outpace available funding for capital equipment. Currently, funding of major capital improvements comes from the operating fund balance, the bookstore reserve, and the plant fund reserve.

Because of these past practices, major capital improvements are identified and maintained, as a capital needs list. To continue the goal of responsible fiscal planning, beginning FY17, the Finance department, BAC and the President's Staff cooperatively, and collaboratively, considered funding provided for the listed items. Funding determinations by these sectors were based on assessed data via the budget request/rubric form.

Recognizing that major capital repair is not possible without County and State funding, as part of our Fiscal Plan the College will annually pursue grant funds for renovation of a buildings and facilities. To assist in the effort to update and renew physical assets, in early FY16 ACM purchased and implemented computer-automated work order software supplemented with corresponding preventative maintenance program and capital forecasting tools. ACM uses the programs to address systematically deferred repairs and replacement of HVAC, roofs, lighting, and other physical plant needs. This process creates a simple easy venue of coordination with various institutional plans and provides data-driven justification for funding allocations. Use of financial resources to fund the first identified immediate-need projects started at the end of FY16 with fund balance line items designated to address several specific needs.

E. Performance Issues

As part of this plan for fiscal responsibility, ACM's budget office and VPFA work together with the BAC to improve the accuracy and timing of the budget development process. Although regular reporting to the BAC, President's Staff and Board of Trustees occurs each month and shows the status of the budget as actual revenue and expense data are applied, it is a challenge to share accurate interim results and predict the year end surplus or deficit.

Through information shared by the VPFA with the BAC, the budget managers and VPs review previously requested, approved and budgeted staffing positions and operating costs that show little to no year to date activity in the accounting ledgers. This review occurs in the 2nd and 3rd quarters of the fiscal year, with adjustments to the budget made accordingly. Final adjustments are made at year-end as part of the audit process. The Budget Coordinator works together with the budget managers to make better cost estimates relating to personnel and departmental costs to mitigate and reduce midyear and year-end adjustments.

In the past several years, the VPFA has prepared the college community for an overall deficit at year end due to declining enrollment that outpaced the efforts to reduce expenses only to report that a series of major corrections have occurred at year end to reflect a surplus. The swing from deficit to surplus confirms the need to budget closer to reality and for the Finance Department to offer extra professional development to budget managers about best practices to estimate staffing and departmental costs. *Consequently, as an objective of the of the Finance Department in FY17 and beyond, ACM will improve utilization of the assessment process, using more evidence-based data to allocate resources and narrow the gap between budgeted reporting and actual results.*

E. Benchmarks

ACM uses several standard financial benchmarks to measure its performance in evaluating performance under this *Fiscal Plan*. The **primary benchmark** is historic cash on hand; with *months-cash-on-hand* as the **primary indicator** of fiscal strength for the college. Appendix 3 presents sample data collected and evaluated for planning purposes. Using monthly updates of the *months-cash-on-hand* benchmark, the VPFA alerts the college community if cash on hand drops to near two months of operating cash on hand. Research of the EAB database reveals that most four-year and larger two-year institutions strive for three months of cash on hand. ACM has historically been between two and three months.

In addition, ACM measures its relative strength using other common ratios measured by most four and two year colleges: primary reserve, return on net assets, viability, and the composite financial index. These are set out in example in Appendices 4 through 6. As part of the ongoing planning process, the VPFA provides the Board of Trustees a monthly report appraising cash, viability, primary reserve, and composite financial index. Following presentation to the Trustees, this information is shared with the ACM college community, with copies of the Board's financial report being distributed to the President's Advisory Team and the BAC.

Because of declining enrollment and the resulting declining surplus, ACM's ratios declined as well – some to the point of alarm if taken as a standalone measure. Caution is advised by the research and by fellow Vice Presidents in the MACCBO Business Officer's Affinity Group *not to place emphasis on any one ratio, <u>other than cash</u>*. ACM evidences a strong balance sheet and enjoyed operating cash on hand of two months or more for a number of years. This strong position makes the drop in other metrics a less than true snapshot measure of the relative financial strength of the college. Presently, the VPFA places greater reliance on cash as a superior indicator of the college's financial health than the other metrics. However, ACM recognizes that the VPFA must monitor and analyze these other ratios, data, and trends.

VI. PENDING CAPITAL NEEDS

The 2014-2023 Facilities Master Plan (FMP) establishes the general strategy for the direction of physical development, revitalization, and redevelopment of the campus and identifies capital renovation needs for the ten-year period of approximately $36.7M. Planning principles used included our recognized need for:

- Technically advanced classrooms
- A safe, healthy identifiable campus environment
- College-wide practices promoting sustainability.

Technically advanced classrooms and laboratories are essential to fulfill ACM's mission. The 2014-2023 Facilities Master Plan addresses this need with two *primary capital projects*: renovation of the Technologies Building and Continuing Education buildings. The MFP integrated academic and workforce needs into the analysis of our physical condition and developed a new 10-year Plan that addresses anticipated student growth and program development. Accordingly, the focus is now on the preservation and functionality of structures erected in the 1970's, with the goal of addressing needed capital replacements, energy efficiency, sustainability, and program accessibility. The MFP also identifies other capital needs related to our commitment to a safe, healthy campus as well as an environment that contributes to student success - both institutional strategic goals.

ACM's Willowbrook campus originated (1969) with construction of seven buildings, originally designed to serve a student population of 1,000. In the 1970s, the College added the Technologies and Continuing Education Buildings. Incremental development continued in the 1990s with addition of the Allied Heath and Bookstore/Advancement Center Buildings, Welding and Automotive Laboratories and a storage facility near the Technologies Building. In addition, the Turning Point Center and the off-campus Gateway Center were acquired. During the 1970-1999 timeframe, the College also added outdoor recreational and parking facilities. Construction of an Allied Health annex, a second storage building (2005), a facility to house the Transportation Department (2007), and construction of the Serenity Garden and Labyrinth finalized campus growth *as leadership priorities shifted to renewing and preserving existing facilities.*

Prior major renovation projects accomplished for the original buildings, which included Humanities, Science, Physical Education, College Center, Library, Automotive Technology and Physical Plant. Significant modernization of the Technologies and Continuing Education Building is now a major focus of the FMP, which proposes renovation of the Tech Building first due to increasing learner demand for programs housed within this building. Immediate plans for the Technologies Building (Project 1) include (1) replacement of roof surfaces now past projected end-of-life (EOL); (2)replacement of an outdated and energy inefficient heating plant which has also past EOL; (3)correction of noncompliant ADA elements, including restrooms and mobility between building levels. Other major elements in continued development included in this 2014-2023 FMP include (1) new construction of a natural gas pipeline corridor, (2) replacement of roofs reaching EOL during 2014-2023, (3) detection and repair of suspected underground water leaks, (4) removal of any mobility barriers and repair of accessible routes, and (5) extension of parking facilities.

VII. LONG TERM OBLIGATIONS

The fact that Allegany College of Maryland has no long-term loan or bond debt obligations strengthens the college's position for Standard and Poor's (S&P) and similar ratings as well as the balance sheet bottom line. As funding unit of the County, the College is not permitted under State of Maryland law to enter into, or issue, long-term debt without formal County support. Instead, Allegany County assumes liability of long-term loan or bond debt on behalf of the College. Any such obligation is reflected on County financial reports.

For the purpose of this Plan, Allegany College or Maryland defines *long-term obligations* as any *debt with a contractual term extending past the end of the current fiscal year*. Applying this definition, ACM has long-term obligations in two forms:

- post-employment liabilities
- equipment lease liabilities

Post-employment obligations include termination benefits in the form of health insurance premiums and ACM's proportionate share of the State of Maryland's recent reduction in support of net pension liabilities.

Equipment lease liabilities include primarily copiers and equipment for the College print shop.

Together, these categories of long-term obligations account for less than 4% of the normal annual revenue.

VIII. EXECUTIVE SUMMARY & ACTION PLAN

ACM leadership designed the budgetary process to be a collaborative community effort, effectively identifying, analyzing, and promoting solutions to changes in the economy, enrollment, and appropriations. Annual budgets, both operating and capital improvements, are based on and developed from the departmental master plans including, but not limited to, *Educational, Technology, Facilities, Enrollment and Marketing*. Together our budgetary processes link to and are driven by the goals and objectives established in the College's *Strategic Master Plan*. ACM believes the processes set forth in this Plan promotes integrated planning, which link priorities, people, mission, and physical needs into a flexible process, producing a system of evaluation and decision-making that is flexible and adaptable. It is our intent to continue this process model, amending and revising, as necessary. *It is our philosophy that a regular schedule of assessment and evaluation will support the budgetary process we have implemented allowing the college to quickly react to and adjust to fiscal demands.*

ACM continues to react to declines in enrollment by enacting and implementing procedures to assure the preservation of the College assets and uninterrupted delivery of academic and workforce programs to its community of learners. Operating budget expenses were reduced at both the instructional program level and administrative department levels. Limited hiring restrictions (with the exception of critical positions) were initiated in FY16. The effect of these measures and other similar cost cutting actions, such as travel and training reductions, and revisions to health care benefits, has allowed the College to adopt a balanced budget for FY17. ACM will rely on these precautionary measures to present balanced budgets for FYs 2018-21. The fact that a substantial portion of College revenues (State and County appropriations) are not within the College's sphere of control presents challenges for future budgets.

Our cash position has been strong for many years and will continue strong with effective fiscal leadership and stewardship. Added to this is ongoing regular periodic assessment of risk and fiscal security to determine whether the college should employ procedures designed to stabilize revenues and expenses. Such periodic assessment uses those specific benchmarks identified in Section V, with cash as the primary indicator. In addition to these routine evaluations, ACM leadership may also need to develop long-term strategies that allow the college to fall within prescribed financial ranges in order to continue the College's mission. Finally, in our action plan, setting aside surplus funds for repair and replacement of capital assets, replacement of obsolete classrooms, and emergency contingencies will further promote prudent utilization of cash to advance ACM's mission.

APPENDICES

1. INSTRUCTIONS FOR BUDGET REQUESTS

2. FIVE-YEAR PERIOD BUDGET PROJECTION TOOL

3. HISTORICAL MONTHS-CASH-ON-HAND EVALUTION WORKSHEET

4. HISTORICAL NET ASSETS & LONG-TERM DEBT EVALUATION WORKSHEET

5. HISTORICAL COMPOSITE FINANCIAL INDICATORS INDEX WORKSHEET

6. HISTORICAL OPERATIONAL RATIOS WORKSHEE

7. HISTORICAL AUDITED AND CFI COD LINK

8. CAPITAL PROJECT PRIORITY LIST

APPENDIX 1: BUDGET REQUESTS INSTRUCTIONS AND FORMS

Timetable for Budget Requests

Budget packets sent to budget managers	Monday, August 29, 2016
Colleague system update of Account Budgets and Justifications	Tuesday, October 18, 2016
Hard copy of requests & electronic documents from Departments to VP/President Level	Tuesday, October 18, 2016
All completed budget requests and supporting documents to Finance	Tuesday, November 1, 2016

Overview - FY18 budget packets will be sent out August 29, 2016 to assist with the budget process and they will include the applicable documents:

1. FY18 Department Budget Request Summary & Approvals
2. Beginning FY18 Budgeted Positions Full-Time
3. Beginning FY18 Budgeted Positions Hourly
4. Preliminary FY18's - Budget Comparison Report for BD18
5. FY17's - Budget Detail Worksheet for BD17

Budget managers are required to review current budgeted full-time and part-time hourly positions and request changes on pay account distributions. If there is a request for a new position or changes in hours for a part-time position, ***justification with assessment data is required***. FY18's Non-compensation account budgets were setup equal to FY17's Board of Trustee's (BOT) approved budget. Budget managers are required to update the non-compensation budgets using the Budget Module in Colleague. ***Justifications for budget requests are required*** and entered with detailed breakdown of amounts and usage for each account. For new requests $500 or more, either an **IBRF** (Instructional Budget Request Form) or an **UBRF** (Unit Budget Request Form) ***must be completed***, added to a FY18 **FESR** (Furniture, Equipment, & Special Request) list, and forms sent electronically to your reporting Dean/VP/President . All requests for existing items increasing by $5,000 or more and 10% or more, either require an IBRF or an UBRF completed, added to the FESR list, and forms sent electronically to your reporting Dean/VP/President. Once the non-compensation account budgets have been updated, the budget manager runs a new FY18 budget comparison and Budget Detail Worksheet for BD18 reports to verify their new requested budgets. Completion of Use of College Vehicle Request forms are required of all areas / cost centers / campuses were a budget reserve is needed for use of college vehicle or mileage reimbursement.

The Budget Module system is currently setup to let budget managers change budget amounts until Tuesday, October 18^{th} and justification can be update until the budget is posted in June 2017. Please work closely with your reporting supervisor throughout this process, they may have an earlier due date, so all documents and forms for your budget request are to your reporting VP/President by **Tuesday, October 18^{th}**. All budget requests and electronic documents are due to Finance, November 1, 2016.

A schedule for training opportunities for Budget Module training and for completion of IBRF (Instructional Budget Request Form) or an UBRF (Unit Budget Request Form) will be sent electronically to Budget Managers by September 6, 2016.

Location of blank forms & other budget documents

- Public Folders/All Public Folders/All College Folder/Forms/Click appropriate folder:
    - Budget folder for: FESR list; IBRF & UBRF master documents; instructions for budget requests; budget module training document; web advisor – budget and account activity directions.
    - Renovation Request folder for: Renovation; Phone Request Form; Hardware req.

<u>Steps to complete Budget Requests</u> - Listed below are the documents and forms, with instructions, on how and what to complete and submit for FY18 budget requests.

1) **FY18 Department Budget Request Summary and Approvals**
   a) Top sheet of the original budget packet - Includes: Dept. Numbers; Cost Center; Department Name; Budget Manager; and Pres. or VP/Dean.
   b) Budget Managers departments needing FY18 budget requests completed and approved.
   c) This is the *<u>top document</u>* when submitting your completed budget request – budget manager signs and dates document. All reviewers approving the budget request should sign and date.

2) **Beginning FY18 Budgeted Positions Full-Time** - (if applicable)
   a) 2nd sheet of the original budget packet - All budgeted full-time salary positions, for departments listed on the Summary & Approvals document.
   b) Review listed positions and the FY18 Dept. percentages. If a change is requested, place the percent under the New Dept % and attach a justification for the change.
   c) For each new full-time salary position requested, attach a separate justification page supported by assessment data and include the following: the department number & percentage; position classification (work with HR) which will be used to estimate cost.
   d) This is the *<u>2nd document</u>* when submitting your completed budget request.

3) **Beginning FY18 Budgeted Part-Time Positions, Hourly** - (if applicable)
   a) 3rd sheet of the original budget packet - All budgeted part-time hourly positions, for departments listed on the Summary & Approvals sheet.
   b) Review listed positions and the FY18 hours. If a change is requested, place the hours under the New Hrs. Requested column and attach a justification.
   c) For each new hourly position requested, attach a separate justification page supported by assessment data and include the following: the Department Number & total yearly hours; position classification (work with HR) which will be used to estimate cost.
   d) This is the *<u>3rd document</u>* when submitting your completed budget request.

4) **Non-Compensation Budgets** – Data entry into Colleague / Budget Module –budget ID: **BD18**
   a) Estimating account budgets.
      i) Review prior year (2016) expenses by account using Web Advisor.
      ii) Compare prior year to current year (2017) approved budget, by reviewing the detail justifications on FY17's Budget Detail Worksheet for BD17 (provided with your original budget packet).
      iii) Contact vendors for new estimates for annual costs, examples: dues, memberships, subscriptions, maintenance agreements, software, printer cartridges, course lab supplies.
      iv) For Instructional departments, review prior year fee revenue and program related revenue using Web Advisor, and compare to total non-compensation actual expenses using the FY18 Budget Comparison Report (2015-2016 Actuals column). This can help determine if program fees collected from students are covering actual program non-compensation expenses.
      v) For CE Instructional departments, review prior year revenue to determine adjustments and adjust expenses using your assigned revenue above expense parity percentage.

vi) For new requests **$500** or more, do not add to a current budget, either an IBRF or an UBRF must be completed (assessment data is required for form completion), added to a FY18 FESR list, and forms sent electronically to your reporting Dean/VP/President.

vii) All requests for existing items increasing by **$5,000 or more and 10% or more**, either an IBRF or an UBRF must be completed (assessment data is required for form completion), added to the FESR list, and forms sent electronically to your reporting Dean/VP/President.

b) Update account budgets with amounts and detailed justifications in Colleague (**remember to press the save button and then update to move back to the prior screens**). All requested amounts must have justifications entered into the system. System does not carry forward prior year justifications. Review the Budget Detail Worksheet for BD17 (part of the original budget packet) to assist with this year's justifications.

i) For detailed instructions, review the updated FY18 Budget Module Training document in Public Folders.

ii) Update account budgets using Colleague mnemonic **OWLI**; Budget ID Lookup: **BD18**.

iii) Click magnifying button next to Line Item Totals to view & input budgets.

iv) Input budget request amounts, for each account, under **BA** - Basic Amount column.

v) Click magnifying button next to each amount requested to input justification. Choose **BJNS** to input justifications. Click a magnifying button to the right of the Justification Notes for input or cut and paste from another source.

vi) Standardized Justification Notes: Dollar amount – Description/Vendor.
Example:
$400 – Printer cartridges
$200 – Paper
$200 – Misc. Office Supplies

vii) If a previously budgeted/existing item increased by $5,000 or more and 10% or more, also **list the file name of the IBRF or UBRF** as part of the justification and note that it has been listed on the FESR list.

viii) Press the Timestamp button at the end of your justification. Press the save button to go back to the prior screen.

5) FY18 Budget Comparison Report for BD18 – (Colleague system run report by Budget Manager)

a) For detailed instructions and examples, review the updated FY18 Budget Module Training document located in Public folders.

b) After non-compensation budgets amounts and justifications are updated in the budget module system, run and print the Budget Comparison report using Colleague mnemonic **BCMP**; Budget ID Lookup: **BD18**.

i) Click into the #1 field under the Comparison Year and the Report Responsibility fields are populated automatically.

ii) Enter the Comparison Year and Columns Source Codes as listed below, (to move between fields, pressing enter after each data entry):

	Year	Codes
(1)	2015	ac (for Actuals)
(2)	2016	ac (for Actuals)
(3)	2017	ob (for Orig. Budget)
(4)	2017	ab (for Adj. Budget)
(5)	2018	cv (for Curr Version)

iii) Setup Account Definition by defining report Select/List – select data by entering the following:

	Inc/EXC	Component Values – FUND.GROUP,FUND
(1)	I (for Include)	11 (for FUND 11)

Type N (for No) in the Prompt for additional selection criteria? (Y,N).

- iv) Then by defining the report Sort – order of Criteria Field Name and TO break with totals. Rearrange Criteria Field Name and Update Break field like below:

	Criteria Field		Break
(1)	BWK.OFCR.LINK	- (type … to find)	Y (for Yes)
(2)	BWK.LOCATION		Y (for Yes)
(3)	BWK.COSTENTER		Y (for Yes)
(4)	BWK.OBJECT		
(5)	BWK.FUNCTION		
(6)	BWK.FUND		

  Note: if you are only responsible for one costcenter you don't need a 'Y' under Break or if you only have costcenters in one location you don't need a 'Y' under Break.
- v) Run report by pressing the Save All button and print report as a PDF file.

c) Review column BD18 Curr Ver for:
- i) Budgets are in the correct accounts.
- ii) No budgets are in objects ending 590XXX (cost accounts).
- iii) No new budget items of $500 or more were added to account budgets.
- iv) Any prior year budgets/items increasing by $5,000 or more and 10% or more, list the file name of the IBRF or UBRF and that it is listed on the FESR list.

d) Update system budgets for any missing information and reprint.

e) This is the *4th document* when submitting your completed budget request.

6) FY18 Budget Detail Worksheet for BD18 – (Colleague system run report by Budget Manager)

a) For detailed instructions, review the updated FY18 Budget Module Training document located in Public folders.

b) After non-compensation budgets amounts and justifications are updated in the budget module system, run and print the Budget Detail Worksheet report using Colleague mnemonic **DWSR**; Budget ID Lookup: **BD18**.
- i) Click into the Print Justification Notes field at the bottom of the page on the right and Report which includes fields are populated automatically.
- ii) Change the Print Justification Notes field to **Y** for yes.

c) Run report by pressing the Save All button and print report as a PDF file.

d) Review and verify the following:
- i) Detailed justification Notes have been printed.
- ii) Justification amounts add up to the 2016-2017 Curr Version column.
- iii) No new budget items of $500 or more were added to account budgets.
- iv) Any prior year budgets/items increasing by $5,000 or more and 10% or more, have the listed file name of the IBRF or UBRF and that it is listed on the FESR list.

e) Update system budgets for any missing information and reprint.

f) This is the *5th document* when submitting your completed budget request.

7) Furniture, Equipment, Special Request list – (blank form in public folders)

a) Form in Public Folders - FY18 FESR List-Dept.xlsx

b) List Budget Manager Name on form and change the file name to: FY18 FESR List-(Name of your Unit). Example: FY18 FESR List-Finance

c) List new requests $500 or more; do not add to a current budget. Also list existing items/budgets increasing by $5,000 or more and 10% or more.

d) Complete an IBRF or an UBRF for all items listed. Forms in Public Folders – IBRF MASTER.pdf and UBRF MASTER.pdf

i) Complete the first page using the directions on the form, (your Dean/VP/President will complete the rubric score on the second page).
ii) To standardized the request forms, create file names as follows:
    Type of form Budget Manger initials requested item abbreviated (should be no more than 12 characters)
    Example: UBRF_ZiC_budsftwr.pdf
iii) Forward all forms electronically to your reporting Dean/VP/President with any additional assessment data needed to support your request.

e) Save your FESR list as an excel file and forward the excel file to Brandon Robinette. This list will be used to create Master FESA lists for Deans/VPs/President.
f) Print and attach a hard copy of the FESR list to your FY18 Budget Request. Master lists and related IBRF and UBRF's, will be used by Administration and the Budget Advisory Committee (BAC) when determining possible funding in the operating budget and/or ending of year fund balance designations.
g) This is the *6th document* when submitting your completed budget request.

8) Use of College Vehicle Request Form – (blank form in public folders)

a) Form in Public Folders - FY18 Use of College Vehicle.xls
b) Only complete form for those departments/areas that a budget "reserve" is needed for Use of College Vehicle or mileage reimbursement.
c) This is the *7th document(s)* when submitting your completed budget request.

9) Capital Improvements

a) Complete and follow the instructions on the Renovation/Infrastructure Project Worksheet under Public Folders.
b) Complete an IBRF or UBRF with assessment data to support your request.
c) Submit all documents to your reporting VP electronically. Renovation/Infrastructure Projects are coordinated through the Office of VP of Finance & Administration and added to the Small Capital Improvement master list. Submission of these documents will be used by Administration and the Budget Advisory Committee (BAC) when determining possible funding in the operating budget and/or ending of year fund balance designations.
d) These documents are not submitted with your budget request packet.

Keep copies of your FY18 budget requests for reference. If you have questions during the Budget Process, please contact Cathy Zirk, extension #5136 or Brandon Robinette, extension #5614.

Defined Acronyms

BAC	Budget Advisory Committee
BCMP	Budget Comparison Report
BJNJ	Justification Notes/Scenarios
DWSR	Detail Worksheet Report
FESR	Furniture, Equipment, & Special Requests
IBRF	Instructional Budget Request Form
OWLI	Officer Worksheet Line items
UBRF	Unit Budget Request Form

Allegany College of Maryland- Resource Allocation Rubric (Instructional)

Program/Unit:		Budget Year:		Item Type:		Class:		Amount:	

Category	Rating= (4-5)	Rating= (2-3)	Rating= (0-1)	Score
Student Education/Services	Requested item has **high potential** impact to enhance student learning and delivery of student services both within and outside of program/unit area. **Strong Assessment data** supported.	Requested item has **moderate potential** to enhance student learning and delivery of student services within program/unit area. Minimal impact outside area. **Moderate assessment data** support	Requested item has **low potential** to enhance student learning and delivery of student services within program/unit area. **Limited assessment data** support	
Planning Document Alignment	Requested item aligns with one or more College planning documents goals or initiatives. **Strong correlation** to the current Strategic Plan of the College.	Requested item aligns with at least one College planning document goals or initiatives. **Moderate correlation** to the current Strategic Plan of the College.	Requested item is not aligned with any College planning documents goals or initiatives. **Low correlation** to the current Strategic Plan of the College.	
Request Pattern	Requested item has been **submitted multiple times prior** within the last 5 years (budget cycle).	Requested item has been **submitted at least one time prior** within the last 5 years (budget cycle).	**First time requested** for item within the last 5 years (budget cycle).	
Assessment Data	Requested item is supported and linked by **strong assessment** data results, analysis and planning. Assessment data results **strongly supports justification** for requested item.	Requested item is supported and linked by **moderate assessment** data results, analysis and planning. Assessment data results **moderately supports justification** for requested item.	Requested item **lacks assessment** data results, analysis and planning. Assessment data **results are absent to support justification** for requested item.	
Program/Unit Growth	Requested item has **High** likelihood to support program/unit growth, and or student enrollment.	Requested item has **Moderate** likelihood to support program/unit growth, and or student enrollment.	Requested item has **Low** likelihood to support program/unit growth, and or student enrollment.	
Professional Development	Requested item provides **Strong** support for training and development to assure current instructional or business practices in the workplace.	Requested item provides **Moderate** support for training and development to assure current instructional or business practices in the workplace.	Requested item provides **Minimal** support for training and development to assure current instructional or business practices in the workplace.	
Vice President/Dean Additional Justification				

Comments:		Evaluator Name:	**Total Score**	
		Title:	Higher Priority: 21-30	
		Date:	Moderate Priority: 10-20	
			Lower Priority: <10	

Allegany College of Maryland- Allocation Request Form (Instructional)

Program/Unit:		Program/Unit Director Name:		Request Date:	
Budget Year:		Item Type:		Item Type (Other) Describe:		Amount:	

Category	(Criteria Descriptions)	* Please provide justification to address the following criteria areas: (where applicable) in the large boxes below: * Please provide links or attach assessment data/plans that support item request.
Student Education/Services	* Enhanced student learning. * Enhanced student services. * Supported by assessment data. * Positive impact within and outside of program area.	
Planning Document Alignment	* Correlation/alignment to College Planning Documents. * Correlation/alignment to College Annual Initiatives.	
Request Pattern	* Number of times item has been requested in previous budget cycles.	
Assessment Data	* Item is supported by programmatic/ unit assessment data. * Item is supported by institutional assessment data. * Item is supported by assessment data outside of institution.	
Program/Unit Growth	* Item's potential to increase program growth/enrollment. * Items potential to increase marketability of program and job placement/ transferability of graduates.	
Professional Development	* Item's potential to enhance teaching and learning practices within discipline. * Items potential to assure faculty staff are current in latest trends in field.	
Additional Justification	* Use this section to the right to include any additional justifications not covered in above sections. (i.e. matching grant funds etc..)	

Allegany College of Maryland- Resource Allocation Rubric (Unit)

Program/Unit:		Budget Year:		Item Type:		Class:		Amount:	

Category	Rating= (4-5)	Rating= (2-3)	Rating= (0-1)	Score
Student Education/Services	Requested item has **high potential** impact to enhance delivery of student services both within and outside of program/unit area. **Strong Assessment data** supported.	Requested item has **moderate potential** to enhance delivery of student services within program/unit area. Minimal impact outside area. **Moderate assessment data** support	Requested item has **low potential** to enhance delivery of student services within program/unit area. **Limited assessment data** support	
Planning Document Alignment	Requested item aligns with one or more College planning documents goals/initiatives or Unit Mission and Goals. **Strong correlation** to the current Strategic Plan of the College.	Requested item aligns with one or more College planning documents goals/initiatives or Unit Mission and Goals. **Moderate** correlation to the current Strategic Plan of the College..	Requested item aligns with one or more College planning documents goals/initiatives or Unit Mission and Goals. **Low** correlation to the current Strategic Plan of the College.	
Request Pattern	Requested item has been **submitted multiple times prior** within the last 5 years (budget cycle) .	Requested item has been **submitted at least one time prior** within the last 5 years (budget cycle) .	**First time requested** for item within the last 5 years (budget cycle) .	
Assessment Data	Requested item is supported by Unit, College and/or Outside data analysis and documented discussion. Assessment **data results strongly supports justification** for requested item.	Requested item is supported by Unit, College and/or Outside data analysis and documented discussion. Assessment **data results moderately supports justification** for requested item.	Requested item lacks Unit, College and/or Outside data analysis and documented discussion. Assessment **data results are absent to support justification** for requested item.	
Program/Unit Growth	Requested item has **High likelihood** to increase efficiency, reduce cost and/or increase revenues within the Unit or College as a whole.	Requested item has **Moderate likelihood** to increase efficiency, reduce cost and/or increase revenues within the Unit or College as a whole.	Requested item has **Low likelihood** to increase efficiency, reduce cost and/or increase revenues within the Unit or College as a whole.	
Professional Development	Requested item provides **Strong** support to enhance best practices and encourage cross training within unit. Professional development in alignment with unit mission or goals.	Requested item provides **Moderate** support to enhance best practices and encourage cross training within unit. Professional development in alignment with unit mission or goals.	Requested item provides **Minimal** support to enhance best practices and encourage cross training within unit. Professional development in alignment with unit mission or goals.	
Vice President/Dean Additional Justification				

Comments:	Evaluator Name:		**Total Score**
	Title:		Higher Priority: 21-30
			Moderate Priority: 10-20
	Date:		Lower Priority: <10

Allegany College of Maryland- Allocation Request Form (Unit)

Program/Unit:	Program/Unit Director Name:	Request Date:

Budget Year:	Item Type:	Item Type (Other) Describe:	Amount:

Category	(Criteria Descriptions)	* Please provide justification to address the following criteria areas: (where applicable) in the large boxes below: * Please provide links or attach assessment data/plans that support item request.
Student Education/Services	* Enhanced delivery of student service * Enhanced student services. * Supported by assessment data. * Positive impact within and outside of unit area.	
Planning Document Alignment	* Correlation/alignment to College Planning Documents. * Correlation/alignment to College Annual Initiatives. * Correlation to Units Mission/Goals.	
Request Pattern	* Number of times item has been requested in previous budget cycles.	
Assessment Data	* Item is supported by Unit assessment data and documented discussion. * Item is supported by institutional assessment data. * Item is supported by assessment data outside of institution.	
Program/Unit Growth	* Item's potential to increase Units efficiency. * Items potential to reduce cost and/or increase revenues within Unit or College as a whole.	
Professional Development	* Item's potential to support or enhance best practices. * Items potential to encourage cross training within Unit. * Item aligns with unit Mission/Goals.	
Additional Justification	* Use this section to the right to include any additional justifications not covered in above sections. (i.e. matching grant funds etc..)	

APPENDIX 2: 5-YEAR BUDGET FORECAST TOOL

5 yr projection

Allegany College of Maryland - Fiscal Plan Appendix as of 09-14-16

Figures Shown in 000's	FY16 PRELIMINARY Final		FY17 ESTIMATED BUDGET	Adj Per Yr	FY18 ESTIMATED BUDGET	Adj Per Yr	FY19 ESTIMATED BUDGET	Adj Per Yr	FY20 ESTIMATED BUDGET	Adj Per Yr	FY21 ESTIMATED BUDGET
Statement of Changes in Net Position - GENERAL FUND											
Credit Tuition	$ 11,586	-8.0%	$ 10,659	1.6%	$ 10,830	1.6%	$ 11,003	1.6%	$ 11,179	1.6%	$ 11,358
Tuition Increase % / Amount				5%	541	5%	550	5%	559	5%	568
Credit Fees	1,185	-8.0%	1,090	1.6%	1,108	1.6%	1,125	1.6%	1,143	1.6%	1,162
NonCredit Tuition and Fees	700		663	0.0%	663	0.0%	663	0.0%	663	0.0%	663
Other	536		428	0.0%	428	0.0%	428	0.0%	428	0.0%	428
Transferred in from Other Funds			200	0.0%		0.0%	-	0.0%	-	0.0%	-
State Appropriation	6,011		6,026	0.0%	6,026	0.0%	6,026	0.0%	6,026	0.0%	6,026
County Appropriation	7,555		7,630	0.0%	7,630	0.0%	7,630	0.0%	7,630	0.0%	7,630
TOTAL REVENUE	$ 27,573		$ 26,696		$ 27,226		$ 27,425		$ 27,628		$ 27,834
EXPENSE: Compensation Salary	$ 16,746	2%	$ 17,059	2.0%	$ 17,400	2.0%	$ 17,748	2.0%	$ 18,103	2.0%	$ 18,465
Compensation Fringe	3,925		4,523	0.7%	4,555	0.7%	4,587	0.7%	4,619	0.7%	4,651
Sub total Compensation	20,671		21,582		21,955		22,335		22,722		23,116
Salary / Benefit Adj for Enrollment Drop		-8.0%	(1,727)	0.0%	-	0.0%	-	0.0%	-	0.0%	-
Total Compensation	20,671		19,855		21,955		22,335		22,722		23,116
CS Contracted Services	1,895		1,895	0.0%	1,895	0.0%	1,895	0.0%	1,895	0.0%	1,895
SM Supplies/Materials	772		772	-3.5%	745	-3.5%	719	-3.5%	694	-3.5%	669
CO Communications	251		251	7.3%	269	7.3%	289	7.3%	310	7.3%	333
CM Conferences/Meetings	222		222	0.6%	223	0.6%	225	0.6%	226	0.6%	227
GT Grants	612		574	-2.6%	559	-2.6%	545	-2.6%	530	-2.6%	517
UT Utilities	777		927	-2.5%	904	-2.5%	881	-2.5%	859	-2.5%	838
FX Fixed Charges	251		419	7.6%	451	7.6%	485	7.6%	522	7.6%	562
MS Miscellaneous	534		534	-5.6%	504	-5.6%	476	-5.6%	449	-5.6%	424
FE Furniture/Equipment-Leases	64		130	-3.0%	126	-3.0%	122	-3.0%	119	-3.0%	115
FE ERP; Info Tech; Multi-Medi	0		0		-	0.0%	-	0.0%	-	0.0%	-
FE Furniture/Equipment-Other	208		150	0.0%	150	0.0%	150	0.0%	150	0.0%	150
CN Contingency/Improvement	0		0		-		-		-		-
Transfer out											
Total Non-Compensation Expense	5,586		5,874		5,827		5,787		5,754		5,730
TOTAL EXPENSE	$ 26,257	$ -	$ 25,729	$ -	$ 27,781	$ -	$ 28,121	$ -	$ 28,476	$ -	$ 28,846
NET Surplus/(Deficit)	$ 1,316		$ 967		$ (556)		$ (696)		$ (848)		$ (1,011)

Allegany College of Maryland - Fiscal Plan Appendix as of 09-14-16

Figures Shown in 000's			FY16 PRELIMINARY Final	FY17 ESTIMATED BUDGET	Adj Per Yr	FY18 ESTIMATED BUDGET	Adj Per Yr	FY19 ESTIMATED BUDGET	Adj Per Yr	FY20 ESTIMATED BUDGET	Adj Per Yr	FY21 ESTIMATED BUDGET
Statement of Net Position - ALL FUNDS		**FY 15**	**FY 16 - DOD Est.**									
Cash & equivalent		9,208	9,217	9,942		9,525		9,004		8,368		7,609
Purchase of New Capital Assets		0	0	(664)		(1,164)		(220)		(150)		(150)
Net Cash End of Year		9,208	9,217	9,278		8,361		8,784		8,218		7,459
Receivables		1,139	1,150	1,150		1,150		1,150		1,150		1,150
Inventory		568	550	550		550		550		550		550
Prepaids		292	300	300		300		300		300		300
Land		1,722	1,722	1,722		1,722		1,722		1,722		1,722
Fixed assets, net		25,803	25,300	24,800		24,300		23,800		23,300		22,800
New Capital Assets				664		1,164		220		150		150
(5 yr Dep'n of new capital assets)	Yr 1			(133)		(233)		(44)		(30)		(30)
	Yr 2					(133)		(233)		(44)		(30)
	Yr 3							(133)		(233)		(44)
	Yr 4									(133)		(233)
	Yr 5											(133)
Net Fixed Assets		25,803	25,300	25,331		25,098		23,610		23,010		22,480
Total Assets		38,732	38,239	38,331		37,182		36,116		34,950		33,662
Deferred Outflows		93	93	93		93		93		93		93
Total Assets & Deferred Outflows		38,825	38,332	38,424		37,275		36,209		35,043		33,755
A/P, Accruals		3,728	3,728	3,728		3,728		3,728		3,728		3,728
Current portion of LT lease		52	21	0		0		0		0		0
Current Liabilities		3,780	3,749	3,728		3,728		3,728		3,728		3,728
Long term portion of LT lease		73	0	0		0		0		0		0
Termination Benefits		471	471	471		471		471		471		471
Net pension liability		752	752	752		752		752		752		752
Total long term liabilities		1,296	1,223	1,223		1,223		1,223		1,223		1,223
Deferred inflow - pension		83	83	83		83		83		83		83
Net position in capital assets		27,400	26,800	27,500		26,800		27,500		26,800		27,500
Restricted - grants		95	95	95		95		95		95		95
Unrestricted		6,171	5,066	4,828		5,901		4,276		3,962		2,137
Current year			1,316	967		(556)		(696)		(848)		(1,011)
Total Net Position		33,666	33,277	33,390		32,240		31,175		30,009		28,721
Total Liabilities, deferred inflows & net position		38,825	38,332	38,424		37,274		36,209		35,043		33,755
		0	0	(0)		(0)		0		0		0

Allegany College of Maryland - Fiscal Plan Appendix as of 09-14-16

Figures Shown in 000's			FY16 PRELIMINARY Final	FY17 ESTIMATED BUDGET	Adj Per Yr	FY18 ESTIMATED BUDGET	Adj Per Yr	FY19 ESTIMATED BUDGET	Adj Per Yr	FY20 ESTIMATED BUDGET	Adj Per Yr	FY21 ESTIMATED BUDGET
RATIOS												
Months Cash on Hand												
Total Cash On Hand		9,208	9,217	9,278		8,361		8,784		8,218		7,459
Total A/P and Accruals		3,728	3,728	3,728		3,728		3,728		3,728		3,728
Months Cash On Hand	**Benchmark = at least 2.0**	**2.47**	**2.47**	**2.49**		**2.24**		**2.36**		**2.20**		**2.00**
Primary Reserve	(how long can the college operate without additional net assets from operations)											
Unrestricted Net Assets		33,571	33,182	33,295		32,145		31,080		29,914		28,626
Less property, plant, equipment - net		(25,803)	(25,300)	(25,331)		(25,098)		(23,610)		(23,010)		(22,480)
Plus long term debt		1,296	1,223	1,223		1,223		1,223		1,223		1,223
Expendable net assets		9,064	9,105	9,187		8,270		8,693		8,127		7,368
Total expenses		36,404	36,404	36,404		36,404		36,404		36,404		36,404
Ratio	**Benchmark = at least 0.40**	**0.249**	**0.250**	**0.252**		**0.227**		**0.239**		**0.223**		**0.202**
Return on Net Assets	measures total economic return of the current year											
Change in Net Assets		(1,601)	1,316	967		(556)		(696)		(848)		(1,011)
Total Net Assets - Beginning of Year		35,998	33,666	33,277		33,390		32,240		31,175		30,009
Ratio	**Benchmark = at least 3%**	**(0.044)**	**0.039**	**0.029**		**(0.017)**		**(0.022)**		**(0.027)**		**(0.034)**
Viability	measures the ability of net assets to cover debt											
Expendable net assets - as calculated above		9,064	9,105	9,187		8,270		8,693		8,127		7,368
Long term debt		1,296	1,223	1,223		1,223		1,223		1,223		1,223
Ratio	**Benchmark = at least 1.25**	**6.99**	**7.44**	**7.51**		**6.76**		**7.11**		**6.65**		**6.02**
Composite Financial Index												
Primary Reserve	(calculated above)	0.249	0.250	0.252		0.227		0.239		0.223		0.202
/ Strength Factor		0.133	0.133	0.133		0.133		0.133		0.133		0.133
x Weight Factor		0.350	0.350	0.350		0.350		0.350		0.350		0.350
A Score		0.655	0.658	0.664		0.598		0.628		0.587		0.533
Return on Net Assets	(calculated above)	(0.044)	0.039	0.029		(0.017)		(0.022)		(0.027)		(0.034)
/ Strength Factor		0.020	0.020	0.020		0.020		0.020		0.020		0.020
x Weight Factor		0.200	0.200	0.200		0.200		0.200		0.200		0.200
B Score		(0.445)	0.391	0.291		(0.166)		(0.216)		(0.272)		(0.337)
Viability	(calculated above)	6.994	7.445	7.512		6.762		7.108		6.645		6.025
/ Strength Factor		0.417	0.417	0.417		0.417		0.417		0.417		0.417
x Weight Factor		0.350	0.350	0.350		0.350		0.350		0.350		0.350
C Score		5.870	6.249	6.305		5.676		5.966		5.577		5.057
Combined Financial Index (A + B + C above)	**Benchmark = at least 3.0**	**6.08**	**7.30**	**7.26**		**6.11**		**6.38**		**5.89**		**5.25**

APPENDIX 3: HISTORICAL MONTHS-CASH-ON-HAND EVALUTION WORKSHEET

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Historical Mos Cash on Hand

FY16 Cash on Hand

	Expenses				Cash				
Month	Accounts Payable	Payroll	Less Housing Expenses	Total AP & PR	Transfer Account	MLGIP/ CDs	Less Foundation Cash	Total Cash Avail	**Ratio**
July	1,459,803	1,368,413	(202,209)	2,626,007	2,443,546	6,767,716	(618,788)	8,592,474	3.27
August	1,830,906	1,155,702	(101,725)	2,884,883	1,791,149	6,768,113	(716,405)	7,842,857	2.72
September	4,416,409	1,398,852	(66,362)	5,748,899	4,849,713	6,768,513	(617,936)	11,000,290	1.91
October	1,816,787	1,536,918	(61,109)	3,292,596	3,082,975	6,768,992	(334,131)	9,517,836	2.89
November	1,505,936	1,536,252	(25,835)	3,016,353	2,998,033	6,769,496	(348,731)	9,418,798	3.12
December	1,277,781	1,544,258	(32,549)	2,789,490	1,326,887	6,770,010	(530,420)	7,566,477	2.71
January	1,351,901	1,256,087	(27,577)	2,580,411	1,138,854	6,570,894	(607,858)	7,101,890	2.75
February	3,745,718	1,472,939	(21,984)	5,196,673	4,402,096	6,572,318	(543,049)	10,431,365	2.01
March	1,935,487	1,593,378	(43,110)	3,485,755	2,890,100	9,573,994	(610,595)	11,853,499	3.40
April	1,275,907	1,546,099	(67,075)	2,754,931	1,598,329	9,576,361	(708,232)	10,466,458	3.80
May	1,633,503	1,505,166	(39,992)	3,098,677	762,159	8,879,172	(685,701)	8,955,630	2.89
June	1,593,769	1,432,550	(90,178)	2,936,141	705,299	7,782,059	(630,646)	7,856,712	2.68
Average	1,986,992	1,445,551	(64,975)	3,367,568	2,332,428	7,463,970	(579,374)	9,217,024	2.74

FY15 Cash on Hand

	Expenses				Cash				
Month	Accounts Payable	Payroll	Less Housing Expenses	Total AP & PR	Transfer Account	MLGIP/ CDs	Less Foundation Cash	Total Cash Avail	**Ratio**
July	1,680,430	1,215,749	(99,708)	2,796,471	2,774,362	7,563,331	(558,413)	9,779,280	3.50
August	1,387,728	1,173,962	(122,640)	2,439,050	2,293,315	7,563,640	(737,019)	9,119,936	3.74
September	4,319,574	1,435,129	(56,277)	5,698,426	4,590,637	7,563,947	(775,822)	11,378,762	2.00
October	3,018,987	1,642,336	(40,498)	4,620,825	1,307,516	9,564,205	(388,929)	10,482,792	2.27
November	1,137,494	1,568,501	(12,912)	2,693,083	2,488,555	8,464,428	(494,441)	10,458,542	3.88
December	1,740,991	1,636,120	(52,489)	3,324,622	739,296	8,164,665	(516,527)	8,387,434	2.52
January	2,381,433	1,286,410	(22,692)	3,645,151	1,336,632	7,664,936	(724,927)	8,276,641	2.27
February	3,456,960	1,493,704	(32,127)	4,918,537	4,131,780	7,665,264	(569,753)	11,227,291	2.28
March	2,071,782	1,583,819	(47,394)	3,608,207	2,742,030	9,665,599	(250,480)	12,157,149	3.37
April	1,221,466	1,586,389	(50,482)	2,757,373	1,281,921	9,666,024	(250,561)	10,697,384	3.88
May	1,753,674	1,555,989	(26,854)	3,282,809	981,192	8,966,494	(642,848)	9,304,838	2.83
June	1,879,171	1,354,972	(81,891)	3,152,252	930,277	7,516,996	(591,924)	7,855,349	2.49
Average	2,170,808	1,461,090	(53,830)	3,578,067	2,133,126	8,335,794	(541,804)	9,927,117	2.77

FY14 Cash on Hand

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Historical Mos Cash on Hand

	Expenses				Cash				
Month	Accounts Payable	Payroll	Less Housing Expenses	Total AP & PR	Transfer Account	MLGIP/ CDs	Less Foundation Cash	Total Cash Avail	**Ratio**
July	1,144,877	1,157,905	(43,776)	2,259,006	2,626,930	8,257,944	(482,883)	10,401,991	4.60
August	1,677,542	1,190,300	(128,709)	2,739,133	2,041,663	8,258,420	(428,892)	9,871,191	3.60
September	4,166,977	1,382,978	(30,891)	5,519,064	1,124,719	11,258,710	(183,298)	12,200,131	2.21
October	3,202,579	1,599,968	(59,638)	4,742,909	1,038,733	10,309,207	(232,223)	11,115,717	2.34
November	1,425,132	1,519,465	(21,594)	2,923,003	2,520,608	8,809,728	(245,351)	11,084,985	3.79
December	1,183,615	1,589,310	(55,515)	2,717,410	1,117,181	8,810,153	(203,484)	9,723,850	3.58
January	2,528,525	1,240,393	(34,091)	3,734,827	5,135,338	8,410,543	(246,086)	13,299,795	3.56
February	3,341,467	1,466,760	(27,502)	4,780,725	2,687,419	10,410,961	(449,048)	12,649,332	2.65
March	1,972,309	1,496,716	(32,433)	3,436,592	3,675,007	10,411,351	(311,856)	13,774,502	4.01
April	1,383,828	1,544,185	(10,548)	2,917,465	2,242,092	10,411,862	(307,983)	12,345,971	4.23
May	1,944,799	1,508,306	(49,372)	3,403,733	1,060,806	10,212,344	(468,672)	10,804,478	3.17
June	2,084,470	1,344,949	(66,729)	3,362,690	1,251,440	8,462,800	(505,046)	9,209,194	2.74
Average	2,171,343	1,420,103	(46,733)	3,544,713	2,210,161	9,502,002	(338,735)	11,373,428	3.21

FY13 Cash on Hand

Month	Accounts Payable	Payroll	Total AP & PR	Transfer Account	MLGIP/ CDs	Total Cash Avail	Ratio
July	1,878,766	857,037	2,735,803	2,183,430	6,547,421	8,730,851	3.19
August	2,454,531	890,766	3,345,297	1,894,905	6,548,282	8,443,187	2.52
September	3,360,230	931,757	4,291,987	1,972,333	9,549,004	11,521,337	2.68
October	2,368,803	1,164,635	3,533,438	1,758,922	9,549,869	11,308,791	3.20
November	2,252,664	1,169,515	3,422,179	2,939,765	8,250,984	11,190,749	3.27
December	1,162,995	1,792,638	2,955,633	1,224,466	8,252,006	9,476,472	3.21
January	1,621,260	844,217	2,465,477	1,806,750	8,252,911	10,059,661	4.08
February	4,447,533	967,775	5,415,308	2,748,562	10,253,739	13,002,301	2.40
March	2,561,558	1,064,748	3,626,306	4,193,287	10,254,558	14,447,845	3.98
April	1,644,614	1,076,943	2,721,557	896,833	12,255,490	13,152,323	4.83
May	2,245,743	1,086,908	3,332,651	1,149,653	10,706,471	11,856,124	3.56
June	2,536,200	915,004	3,451,204	1,225,701	8,807,361	10,033,062	2.91
Average	2,377,908	1,063,495	3,441,403	1,999,551	9,102,341	11,101,892	3.23

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APPENDIX 4: HISTORICAL EXPENDABLE NET ASSET & LONG-TERM DEBT EVALUATION WRKSHT

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Historical Exp Net Assets & LTD

	6/30/2013	6/30/2014	6/30/2015
Expendable Net Assets			
Unrestricted Net Assets	37,479,610	35,050,850	33,571,874
Plus Temporarily Restricted Net Assets			
Less Net Property, Plant and Equipment	(26,995,867)	(26,326,904)	(25,803,038)
Plus Long Term Debt	452,294	1,468,650	1,295,422
Expendable Net Assets	10,936,037	10,192,596	9,064,258
Long Term Debt Recap			
Capital Lease obligations - net of current	131,618	125,188	72,808
Termination benefits	320,676	514,933	471,099
Net pension liabilitiy	-	828,529	751,515
Total Long Term Debt	452,294	1,468,650	1,295,422
Viability Ratio = Exp Net Assets/Long Term Debt	24.18	6.94	7.00

Note - pension liability restated for FY 14 and stated for FY15 - per GASB 68

APPENDIX 5: HISTORICAL COMPOSITE FINANCIAL INDICATORS INDEX WORKSHEET

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Historical Composite Fin Index

#	RATIOS	COMPUTATION TABLES YEAR 1 - 2013		YEAR 2 - 2014		YEAR 3 - 2015	
1	PRIMARY RESERVE						
a	add unrestricted net assets	37,479,610		35,050,850		33,571,874	
b	add temporarily restricted net assets	-		-		-	
c	subtract property, plant, equipment (net of depreciation)	26,995,867		26,326,904		25,803,038	
d	add long-term debt	452,294		1,468,650		1,295,422	
	numerator = total expendable net assets	10,936,037	A	10,192,596	A	9,064,258	A
e	denominator = total expenses	36,060,892	B	35,974,311	B	36,404,892	B
	RATIO =	0.303	A/B	0.283	A/B	0.249	A/B
2	RETURN ON NET ASSETS						
a	numerator = change in net assets	(1,149,765)	A	(1,668,284)	A	(1,601,385)	A
b	denominator = total net assets (beginning of year)	38,816,199	B	37,666,434	B	35,998,150	B
	RATIO =	(0.030)	A/B	(0.044)	A/B	(0.044)	A/B
3	VIABILITY						
a	add unrestricted net assets	37,479,610		35,050,850		33,571,874	
b	add temporarily restricted net assets						
c	subtract property, plant, and equipment (net of depreciation)	26,995,867		26,326,904		25,803,038	
d	add long-term debt	452,294		1,468,650		1,295,422	
	numerator = expendable net assets	10,936,037	A	10,192,596	A	9,064,258	A
e	denominator = long-term debt	452,294	B	1,468,650	B	1,295,422	B
	RATIO =	24.179	A/B	6.940	A/B	6.997	A/B

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Historical Composite Fin Index

CFI STRENGTHS AND WEIGHTS WORKSHEET

STRENGTHS AND WEIGHTS WORKSHEET - YEAR ONE FY 2013	RATIO	STRENGTH: DIVIDE RATIO BY THESE FACTORS	WEIGHT: MULTIPLY STRENGTH BY THESE FACTORS	CFI SCORE
Primary Reserve	0.303	/ 0.133	x 0.35	0.80
Return on Net Assets	(0.030)	/ 0.02	x 0.20	(0.30)
Viability (applied ratio limit - see below)	10.000	/ 0.417	x 0.35	8.39
CFI SCORE (Total of Last Column)				8.90

STRENGTHS AND WEIGHTS WORKSHEET - YEAR ONE FY 2014	RATIO	STRENGTH: DIVIDE RATIO BY THESE FACTORS	WEIGHT: MULTIPLY STRENGTH BY THESE FACTORS	CFI SCORE
Primary Reserve	0.28	/ 0.133	x 0.35	0.75
Return on Net Assets	(0.04)	/ 0.02	x 0.20	(0.44)
Viability	6.94	/ 0.417	x 0.35	5.83
CFI SCORE (Total of Last Column)				6.13

STRENGTHS AND WEIGHTS WORKSHEET - YEAR ONE FY 2015	RATIO	STRENGTH: DIVIDE RATIO BY THESE FACTORS	WEIGHT: MULTIPLY STRENGTH BY THESE FACTORS	CFI SCORE
Primary Reserve	0.25	/ 0.133	x 0.35	0.66
Return on Net Assets	(0.04)	/ 0.02	x 0.20	(0.44)
Viability	7.00	/ 0.417	x 0.35	5.87
CFI SCORE (Total of Last Column)				6.08

Ratio Limits: If > 10, 10   If <(4), (4)

APPENDIX 6: HISTORICAL OPERATIONAL RATIOS WORKSHEET

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Historical Oper'l Ratios

Core Financial Ratio	Definition	Small College Benchmark	Fiscal Year 2013	Fiscal Year 2014	Fiscal Year 2015
Primary Reserve	Measures financial strength - how long can the college operate without additional net assets from operations.	0.40	0.30	0.28	0.25
Return on Net Assets	Measures total economic return	3% + Inflation	(0.03)	(0.04)	(0.04)
Viability	Measures abilitiy to cover debt from net assets	1.25 - 2.00	10.00	6.94	7.00
Composite Financial Index	Measures overall financial health of the institution	3.00	8.90	6.13	6.08

APPENDIX 7: HISTORICAL AUDITED AND CFI CODE LINK

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Historical Audited & CFI Link

	2013	Ratio Amounts	CFI code	2014	Ratio Amounts	CFI code	2015	Ratio Amounts	CFI code
STATEMENT OF NET POSITION									
Assets									
Capital assets, net of depreciation	26,995,867	26,995,867	1c, 5c	26,326,904	26,326,904	1c, 5c	25,803,038	25,803,038	1c, 5c
Land and non-depreciable assets	1,672,267			1,769,226			1,721,604		
Other assets	12,502,698			11,987,549			11,207,196		
Total Assets	41,170,832			40,083,679			38,731,838		
Deferred Outflows of Resources									
Contributions to pension plan	-			98,663			81,960		
Change in pension assumptions	-						10,871		
Total Deferred Outflows of Resources	-			98,663			92,831		
Total Assets and Deferred Outflows of Resources	41,170,832			40,182,342			38,824,669		
Liabilities									
Current Liabilities	3,052,104			3,445,408			3,780,090		
L/T liabilities (leases, termination & retirement benefits)	452,294	452,294	1d, 5d, 5e	1,468,650	1,468,650	1d, 5d, 5e	1,295,422	1,295,422	1d, 5d, 5e
Total Liabilities	3,504,398			4,914,058			5,075,512		
Deferred Inflows of Resources									
Pension investment activity				-			82,258		
Net Position									
Net investment in capital assets	28,493,051			27,917,194			27,399,454		
Restricted for grant purposes	186,824	(186,824)		217,434	(217,434)		95,025	(95,025)	
Unrestricted	8,986,559			7,133,656			6,172,420		
Total Net Position	37,666,434	37,666,434		35,268,284	35,268,284		33,666,899	33,666,899	
		37,479,610	1a, 5a		35,050,850	1a, 5a		33,571,874	1a, 5a
Total Liabilities, Deferred Inflows of Resources and Net Position	41,170,832			40,182,342			38,824,669		
STATEMENT OF CHANGES IN NET POSITION									
Revenues									
Operating Revenues									
Student tuition and fees	6,723,770			6,090,304			6,004,458		
Auxiliary enterprise revenue	1,221,081			704,378			717,974		
Other operating revenues	420,238			674,185			635,448		
Total Operating Revenues	8,365,089			7,468,867			7,357,880		
Non-operating Revenues									
State grants and contracts	7,080,345			6,928,939			7,191,388		
Federal grants and contracts	7,660,494			7,625,998			7,669,875		
County grants and conracts	7,425,000			7,555,000			7,555,000		
Private gifts, grants and other	2,488,290			2,475,520			2,919,495		
State retirement	1,528,695			1,770,017			1,755,231		

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Historical Audited & CFI Link

	2013	Ratio Amounts	CFI code	2014	Ratio Amounts	CFI code	2015	Ratio Amounts	CFI code
Donated facilities	345,195			345,195			345,195		
Investment income	12,472			6,958			5,093		
Total Non-operating Revenues	26,540,491			26,707,627			27,441,277		
Other Revenues									
Contribution of capital assets	5,547			129,533			4,350		
Total Other revenues	5,547			129,533			4,350		
Total Revenues	34,911,127	34,911,127	2a, 2c, 3b	34,306,027	34,306,027	2a, 2c, 3b	34,803,507	34,803,507	2a, 2c, 3b
Expenses									
Operating Expenses									
Instruction	12,069,255			12,048,059			12,517,050		
Academic support	6,029,314			6,264,178			6,305,032		
Student services	2,544,446			2,600,571			2,616,372		
Public service	33,964			24,680			38,197		
Operations and maintenance of plant	3,003,038			3,272,668			3,033,252		
Institutional support	6,328,293			6,189,936			6,353,101		
Financial aid	1,789,748			1,793,953			1,651,783		
Auxilliary entrprise	2,133,267			1,816,694			1,796,510		
Depreciation	2,061,208			1,900,571			1,953,552		
Total Operating Expenses	35,992,533	35,992,533	2b	35,911,310	35,911,310	2b	36,264,849	36,264,849	2b
Non-operating Expenses									
Payments to component units	54,813			45,097			55,251		
Loss on disposal of assets	-			6,205			75,604		
Interest expense	13,546			11,699			9,188		
Total Non-operating Expenses	68,359			63,001			140,043		
Total Expenses	36,060,892	36,060,892	1e	35,974,311	35,974,311	1e	36,404,892	36,404,892	1e
Decrease in Net Position	(1,149,765)	(1,149,765)	4a	(1,668,284)	(1,668,284)	4a	(1,601,385)	(1,601,385)	4a
Net Position - beginning of year	38,816,199	38,816,199	4b	37,666,434	37,666,434	4b	35,998,150	35,998,150	4b
Restatement - Note 22 (GASB 68 retirement recog.)							(729,866)		
Net Position - beginning of year (restated)	38,816,199			37,666,434			35,268,284		
Net Position end of Year	37,666,434			35,998,150			33,666,899		
From change column, page 8 of audit report									
net assets released from restriction			2d, 3c	-		2d, 3c		122,409	2d, 3c
change in unrestricted net assets			3a		(1,123,037)	3a		(961,236)	3a

APPENDIX 8: CAPITAL PROJECT PRIORITY LIST

ACM Capital Project Cost Financing Priority List as of 09-14-16
Project List by Year & Source

		Original		Revised			FUNDING SOURCE					Funding Required by Year				
Priority	Project Name	10 Year Cost Per FMP of 12/15	Additions and Corrections since 12/15	10 Year Cost Per Fiscal Plan of 09/16	Estimated Project Start	Estimated Project End	STATE	COUNTY	INTERAL RESERVE FUNDS	Operating Budget	Outside Financing Required	FY 17	FY 18	FY 19	FY 20	FY 21 and Beyond
	Plaza: Repair /Water Leak (No Pools)	150,000	(40,000)	110,000	Jul-16	Dec-16			110,000		-	110,000				
	Sanitary Sewer Repairs		125,000	125,000	Jul-16	Jun-17			125,000		-	125,000				
	A/C Control Software		160,125	160,125	Sep-16	Nov-16			160,125		-	160,125				
	AH Chiller Replacement		269,300	269,300	Sep-16	Nov-16			269,300		-	269,300				
	Communications Center		60,000	60,000	Jul-17	Dec-17			60,000		-		60,000			
	Digital Signage		50,000	50,000	Jul-17	Dec-17			50,000		-		50,000			
	New Building - Float Space	250,000		250,000	Jul-17	Dec-17			250,000		-		250,000			
	Parking - Expansion of Lot	75,000		75,000	Jul-17	Dec-17			75,000		-		75,000			-
	Technology Building - Project 1	3,795,150	45,240	3,840,390	Jul-17	Jul-19	2,688,273	1,152,117			-		1,920,195	1,920,195		
	Theatre Lights & Equipment (see note below)		464,000	464,000	Jul-17	Jun-18			464,000		-		464,000			
	Gas Pipeline - Project 1 - TEC/AH/CE	82,500	(82,500)	-	Jul-17	Dec-17					-		-			
	Roof - Advancement/Bookstore	239,190		239,190	Jul-17	Dec-17	239,190				-		239,190			
	Roof - Welding/Auto Lab	115,200		115,200	Jul-17	Dec-17			115,200		-		115,200			
	Water Line Replacement - Project 1	125,000	(50,000)	75,000	Jul-17	Dec-17			75,000		-		75,000			
	Gas Pipeline - Project 2 -	82,500	(82,500)	-	May-18	Mar-19					-		-		-	
	Water Line Replacement - Project 2	120,000	(45,000)	75,000	May-18	Mar-19			75,000		-		75,000		-	
	Parking - Expansion of Lot	75,000		75,000	Jul-18	Dec-18			75,000		-			75,000		-
	Design - Technology Building Project 2	175,000		175,000	Jul-18	Jun-19	122,500	52,500			-			175,000		
	Gas Pipeline - Project 3	40,000	(40,000)	-	May-19	Dec-19					-			-		
	Plaza: Clock Tower Repair	70,000		70,000	May-19	Dec-19			70,000		-			70,000		
	Water Line Replacement - Project 3	120,000	(45,000)	75,000	May-19	Dec-19			75,000		-			75,000		
	Parking - Expansion of Lot	75,000		75,000	Jul-19	Dec-19			75,000		-				75,000	-
	Roof - Allied Health	781,200		781,200	Jul-19	Jun-20	781,200				-				781,200	
	Technology Building - Project 2	6,000,000		6,000,000	Jul-19	Dec-21	4,200,000	1,800,000			-				6,000,000	
	Water Line Replacement - Project 4		75,000	75,000	May-20	Dec-20			75,000		-				75,000	-
	Water Line Replacement - Project 5		75,000	75,000	May-21	Dec-21			75,000		-					75,000
	Technology Building - Project 3	6,000,000	(1,332,290)	4,667,710	Jul-21	Jul-23	3,267,397	1,400,313			-					4,667,710
	Water Line Replacement - Project 6		75,000	75,000	May-22	Dec-22			75,000		-					75,000
	Design - Continuing Education Bldg.	175,000		175,000	Jul-22	Jun-23	122,500	52,500			-					175,000
	Continuing Education Building	18,000,000		18,000,000	Jul-23	Dec-25	12,600,000	5,400,000			-					18,000,000
				-												
		36,545,740	(318,625)	36,227,115			$24,021,060	$9,857,430	$2,348,625	$0	$0	$664,425	$3,323,585	$2,315,195	$6,931,200	$22,992,710
																36,227,115
											Less State/County		(2,159,385)	(2,095,195)	(6,781,200)	(22,842,710)
											Operating Cash Required	$664,425	$1,164,200	$220,000	$150,000	$150,000

Preliminary only as the allocation may need adjusted according to cash on hand, cash available after operations and the 5 year projection per the ACM Fiscal Plan

Year	Starts	Ends
FY 16 =	Jul-15	Jun-16
FY 17 =	Jul-16	Jun-17
FY 18 =	Jul-17	Jun-18
FY 19 =	Jul-18	Jun-19
FY 20 +	Jul-19	

NOTES

Budget request / rubrics need confirmed, matched up for all items. Priority needs assigned by rubric score, recommended by BAC, Pres Staff and approved by BOT.

Funding source columns still in progress - "internal reserve funds" cover fund balance, plant fund and bookstore.
We still need to consider the "advance" funding plan offered by the County.

Gas pipeline costs now at zero - per Mack Godfrey at Columbia Gas - gas to be provided to meters just outside each building - starting between November 2016 and March 2017.

Tech building tot cost now stands at 14,508,100 and will continue to change as design work continues. Construction slated to start in July 2017 on project 1.

Continuing Education Building will be next CIP project to be requested for funding by State/County at 70/30 split - expected to be placed in cycle for FY19 or FY20.

Theatre Lights & Equipment
Stage lighting & systems 350,000 ACM requested, but was denied ARC grant funding for 1/2.
54,000 Rigging materials, curtain, cyclorama, bearings
50,000 Theatre electrial

The list must be updated for additional projects - especially infrastructure projects that emerge as urgent.
Example - the AH Chiller - determined to be beyond end of life. Original estimate at 334,266. Adam believes much lower can be obtained, DOD reduced by $65k.
It also needs to incorporate major security cost items identified previously.
Also - once the EMG Energy Audit is assessed by East Hills Engineering, other projects will likely be added and prioritized.
We expect to have these items identified and estimated by the 9/26 Board meeting.

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