

Community Colleges of Spokane

STATE OPERATING BUDGET
(State Allocation and Tuition)

Fiscal Year 2016-17

Spokane Community College

Spokane Falls Community College

Central Administration

November, 2016



Community Colleges of Spokane

Introduction

The Community Colleges of Spokane is part of the Washington State Board of Community and Technical Colleges system of 34 colleges. The district includes Spokane Community College, Spokane Falls Community College and central district administration, and serves six counties in northeastern Washington.

The operating budget of the Community Colleges of Spokane comprises funds from a variety of sources. State appropriated funds are allocated to the District by the legislature through the State Board for Community and Technical Colleges. Operating fee revenue from tuition contributes a substantial share of operations funding. Funds augmenting the operating budget are drawn from sources such as Running Start reimbursements from high schools participating in that program, and fund balances in various accounts.

Other resources such as grants, contracts, state and federal financial aid, sales of goods and services, and student fees are not part of the operating budget but contribute to the broad scope of education and support services provided to our students.

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CCS MISSION

To develop human potential through quality, relevant and affordable learning opportunities that result in improved social and economic well-being for our students and our state.

CCS VISION

Community Colleges of Spokane transforms lives and uplifts humanity, inspiring students to lead communities, build the nation and enrich the world.

CCS VALUES

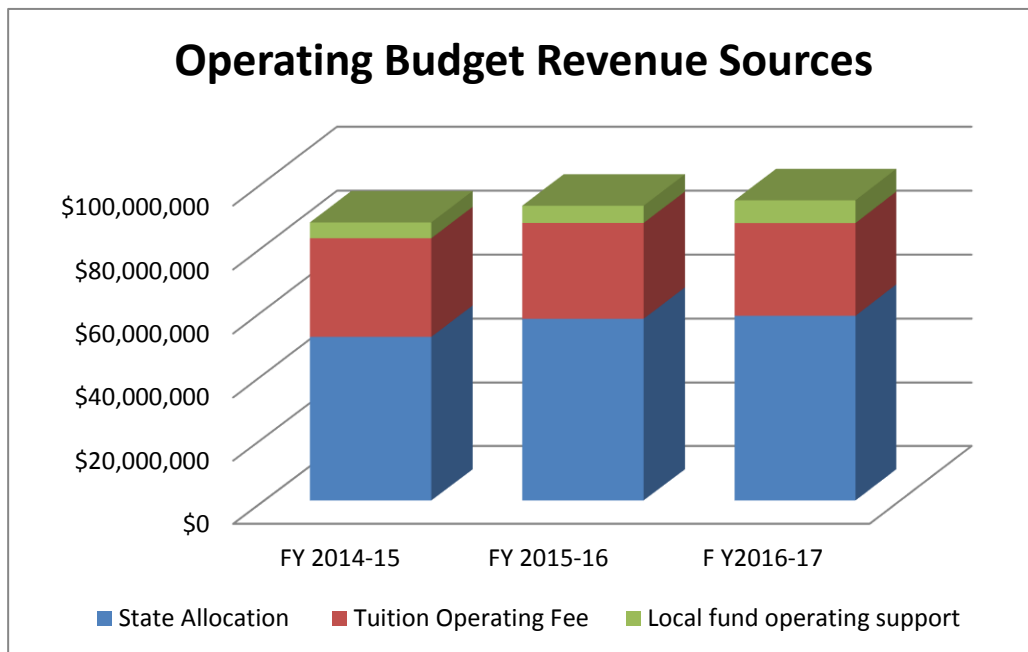
Excellence | Access | Achievement | Stewardship | Respect

NOTE: On August 24, 2015, the State Board for Community and Technical Colleges converted the Community Colleges of Spokane to a PeopleSoft enterprise resource management system. Substantial technical and performance issues remain to be resolved with the system; therefore these figures represent the best information available as of the time of publication. Substantial adjustments may be made as system problems are identified and addressed.

Operating Budget Revenue Sources

The state operating allocation budget comprises three primary sources of revenue. The state allocation includes state general funds, as well as special allocations, earmarks and provisos (the latter three categories are designated by the state legislature or state board for specific purposes). Tuition operating fee revenue is a portion of the total tuition and fees students pay. Finally, local operating funds supplement the operating budget, coming from various sources including fund balances or special program revenue, such as reimbursement from high schools for students participating in the Running Start program. Grants and contracts, locally funded continuing education, enterprise and auxiliary activities, certain fees and other local fund activities are not included in this operating allocation budget. See the "Estimate of Other Resources" for more information on the full scope of resources managed by the Community Colleges of Spokane.

| | FY 2014-15 | FY 2015-16 | FY 2016-17 |
|-------------------------------|----------------------|----------------------|----------------------|
| State Allocation | \$ 51,519,767 | \$ 57,177,019 | \$ 58,106,418 |
| Tuition Operating Fee | 30,840,900 | 29,971,300 | 29,020,100 |
| Local fund operating support | 4,941,040 | 5,390,420 | 7,102,643 |
| Total Operating Budget | \$ 87,301,707 | \$ 92,538,739 | \$ 94,229,161 |



State Allocation

| State Allocation | FY 2014-15 | FY 2015-16 | FY 2016-17 As of 11/30/16 |
|---|---------------|---------------|------------------------------|
| Base State General (unrestricted) Funds | \$ 48,042,022 | \$ 46,536,699 | \$ 37,799,507 |
| SBCTC New Allocation Model Adjustment * | | | 11,523,770 |
| <u>Base Allocation Adjustments</u> | | | |
| State Operating Budget Reductions | (200,241) | | |
| Facilities, Leases and Assessments | 150,500 | 143,100 | 14,000 |
| <u>Compensation-related Items</u> | | | |
| Salary & Ben. Increases | 66,211 | 1,272,619 | |
| Health Ins. Changes / Pension Changes / Workers Compensation | (1,521,793) | 2,612,322 | 1,169,522 |
| Compensation Tuition Backfill | | 274,945 | 466,594 |
| Earmarks and Provisos | | | |
| Aerospace Apprenticeships | 29,236 | 29,236 | 29,236 |
| Aerospace Training / Aerospace Enrollments (1000 FTEs) | 314,568 | 314,568 | 314,568 |
| Basic Skills Enhancement | 290,700 | 307,883 | |
| College Affordability Program | | 1,435,234 | 1,435,234 |
| Disability Accommodations | 164,252 | 219,814 | 219,814 |
| Hospital Employee Education & Training | | 167,133 | 286,082 |
| Opportunity Grants | 626,322 | 636,822 | 598,822 |
| Student Achievement Initiative | 439,725 | 455,458 | 455,457 |
| New Allocation Model Performance Funds | | | 2,023,811 |
| Students of Color | 44,569 | 46,480 | 46,480 |
| Worker Retraining | 1,841,396 | 1,830,396 | 1,723,521 |
| SBCTC Revolving Funds | 569,838 | 722,536 | |
| SBCTC IT Cost Distribution | 467,871 | 63,263 | |
| SBCTC Reserve Distribution | 194,591 | 108,511 | |
| Total State Allocation | \$ 51,519,767 | \$ 57,177,019 | \$ 58,106,418 |
| Tuition Operating Fee Revenue | 30,840,900 | 29,971,300 | 29,020,100 |
| Local Fund Operating Support | 4,941,040 | 5,390,420 | 7,102,643 |
| Total Operating Budget | \$ 87,301,707 | \$ 92,538,739 | \$ 94,229,161 |

* For FY 2016-17, the State Board for Community and Technical Colleges implemented a new model for distributing state allocations across the 30 community and technical college districts. As a result, CCS received a reduction of \$3,572,758, to be implemented over a four-year period. For FY 2016-17, CCS received \$893,190 less than it would have received under the former allocation. The SBCTC has historically permitted colleges to use \$1,124,000 in capital funds for facilities operating expenses; new tracking procedures for this funding masks the impact of the budget reduction.

District Internal Operating Budget Allocation

| FY 2016-17 Operating Budget as of November 30, 2016 | Spokane Community College | Spokane Falls Community College | Central Administration ⁽¹⁾ | Total |
|---|--|--|--|----------------------|
| Unrestricted State and Operating Fee Funds (less District Managed Costs below) ⁽²⁾ | \$ 34,464,931 | \$ 17,058,205 | \$ 17,641,088 | \$ 69,164,224 |
| Line Items | | | | |
| Aerospace Apprenticeships | 29,236 | | | 29,236 |
| Aerospace Training / Aerospace Enrollments | 314,568 | | | 314,568 |
| College Affordability Program | 737,549 | 361,643 | 336,042 | 1,435,234 |
| Disability Accommodations | 157,917 | 61,897 | | 219,814 |
| Hospital Employee Education & Training | 97,493 | 188,589 | | 286,082 |
| Opportunity Grants | 319,411 | 279,411 | | 598,822 |
| Student Achievement Initiative | 258,406 | 197,051 | | 455,457 |
| New Allocation Model Performance Funding | 1,148,220 | 875,591 | | 2,023,811 |
| Students of Color | 30,971 | 15,509 | | 46,480 |
| Worker Retraining | 1,421,958 | 197,104 | 104,459 | 1,723,521 |
| Local Funds Operating Budget Support | 1,201,459 | 3,692,200 | 2,208,984 | 7,102,643 |
| Compensation and Benefits-related Adjustments | 706,398 | 459,275 | 470,443 | 1,636,116 |
| Maintenance shift to capital funds ⁽³⁾ | | | 1,124,000 | 1,124,000 |
| SBCTC IT Costs, Revolving Funds, Reserve Distribution | | | | - |
| District Managed Costs (Rent, Utilities, Infrastructure, Shared Costs) | | | 8,069,153 | 8,069,153 |
| | <u>\$ 40,888,517</u> | <u>\$ 23,386,475</u> | <u>\$ 29,954,169</u> | <u>\$ 94,229,161</u> |

(1) Central Administration at CCS includes administrative offices as well as centralized academic and academic support activities, and facilities maintenance and operations.

(2) District Managed Costs are district-wide expenses managed by Central Administration separate from offices' operating budgets.

(3) A portion of facilities maintenance is funded indirectly from capital funds; the new allocation model accounts for this funding as if it were a part of the operating budget, a change from prior years.

Spokane Community College
Operating Budget by Program and Type of Expenditure

| Instruction | FY 2014-15 | FY 2015-16 | FY 2016-17 |
|--|----------------------|----------------------|----------------------|
| Salaries & Benefits | | | |
| Administrative | \$ 500 | \$ 5,000 | \$ |
| Exempt | 332,039 | 496,372 | 504,195 |
| Contracted Faculty | 11,877,094 | 12,194,383 | 12,669,629 |
| Summer Contracted Faculty | 929,112 | 968,463 | 888,200 |
| Part-Time Faculty | 6,678,369 | 7,011,735 | 6,202,003 |
| Classified | 826,362 | 971,983 | 1,008,402 |
| Part-Time Exempt | 243,514 | 319,356 | 244,260 |
| Students | 95,548 | 188,809 | 192,300 |
| Sick Leave Expense | 175,086 | 163,456 | |
| Benefits | 6,208,627 | 7,228,576 | 7,571,838 |
| Total Salaries & Benefits | 27,366,251 | 29,548,133 | 29,280,827 |
| Operations | | | |
| Goods and Services | 1,597,202 | 2,221,440 | 2,271,249 |
| Travel | 78,778 | 67,070 | 45,578 |
| Equipment | 209,427 | 2,141 | |
| Adult Ed Interagency Reimbursement | (700,250) | (839,443) | (615,815) |
| Total Operations | 1,185,157 | 1,451,208 | 1,701,012 |
| Total Instruction | \$ 28,551,408 | \$ 30,999,341 | \$ 30,981,839 |
| Academic Support Services | | | |
| Salaries & Benefits | | | |
| Administrative | \$ 786,664 | \$ 862,493 | \$ 861,815 |
| Exempt | 55,292 | 59,679 | 60,812 |
| Contracted Faculty | 300 | 150 | |
| Part-Time Faculty | | 8,181 | |
| Classified | 620,000 | 583,128 | 577,458 |
| Part-Time Exempt | 860 | | |
| Students | 1,236 | 2,740 | |
| Sick Leave Expense | 6,199 | 2,294 | |
| Benefits | 468,983 | 537,338 | 558,235 |
| Total Salaries & Benefits | 1,939,534 | 2,056,003 | 2,058,320 |
| Operations | | | |
| Goods and Services | 52,288 | 117,249 | 113,200 |
| Travel | 24,539 | 59,493 | 40,100 |
| Equipment | 71,851 | | |
| Total Operations | 148,678 | 176,742 | 153,300 |
| Total Academic Support Services | \$ 2,088,212 | \$ 2,232,745 | \$ 2,211,620 |

| | FY 2014-15 | FY 2015-16 | FY 2016-17 |
|--|---------------------|---------------------|---------------------|
| Learning Resources | | | |
| Instructional Media | | | |
| Salaries & Benefits | | | |
| Administrative | \$ 52,624 | \$ 54,817 | \$ |
| Exempt | | | |
| Contracted Faculty | | | |
| Summer Contracted Faculty | | | |
| Part-Time Faculty | | | 1,200 |
| Students | 2,439 | 885 | |
| Classified | 101,502 | 106,419 | 113,357 |
| Part-Time Exempt | | | |
| Sick Leave Expense | | 832 | |
| Benefits | 62,448 | 74,545 | 60,994 |
| Total Salaries & Benefits | <u>219,013</u> | <u>237,498</u> | <u>175,551</u> |
| Operations | | | |
| Goods and Services | 1,572 | 2,001 | 2,000 |
| Travel | | | |
| Equipment (books & catalogued materials) | 2,252 | | |
| Total Operations | <u>3,824</u> | <u>2,001</u> | <u>2,000</u> |
| Total Instructional Media | <u>\$ 222,837</u> | <u>\$ 239,499</u> | <u>\$ 177,551</u> |
| Total Learning Resources | <u>\$ 222,837</u> | <u>\$ 239,499</u> | <u>\$ 177,551</u> |
| Student Services | | | |
| Student Services | | | |
| Salaries & Benefits | | | |
| Administrative | \$ 214,167 | \$ 221,411 | \$ 211,536 |
| Exempt | 487,744 | 469,181 | 436,415 |
| Contracted Faculty | 804,618 | 677,270 | 771,478 |
| Summer Contracted Faculty | 90,126 | 97,844 | 103,900 |
| Part-Time Faculty | 22,058 | 79,756 | 30,000 |
| Classified | 1,338,737 | 1,383,444 | 1,355,529 |
| Part-Time Exempt | 192,763 | 192,964 | 238,120 |
| Students | 81,834 | 150,776 | 135,000 |
| Sick Leave Expense | 28,075 | 3,184 | |
| Benefits | 1,106,244 | 1,233,494 | 1,311,425 |
| Total Salaries & Benefits | <u>4,366,366</u> | <u>4,509,324</u> | <u>4,593,403</u> |
| Operations | | | |
| Goods and Services | 587,352 | 610,318 | 607,385 |
| Travel | 26,228 | 34,985 | 31,900 |
| Equipment | 38,363 | | |
| Total Operations | <u>651,943</u> | <u>645,303</u> | <u>639,285</u> |
| Total Student Services | <u>\$ 5,018,309</u> | <u>\$ 5,154,627</u> | <u>\$ 5,232,688</u> |

| | <u>FY 2014-15</u> | <u>FY 2015-16</u> | <u>FY 2016-17</u> |
|--------------------------------------|---------------------|---------------------|---------------------|
| Student Activities | | | |
| Salaries & Benefits | | | |
| Administrative Exempt | \$ 73,182 | \$ 75,367 | \$ 85,155 |
| Contracted Faculty | | | 53,477 |
| Part-Time Faculty Classified | 179,692 | 164,999 | 187,492 |
| Part-Time Exempt Students | | | 2,000 |
| Sick Leave Expense | | | |
| Benefits | 130,252 | 136,983 | 120,415 |
| Total Salaries & Benefits | <u>485,188</u> | <u>455,819</u> | <u>448,539</u> |
| Operations | | | |
| Goods and Services | 289,373 | 298,610 | 259,016 |
| Travel | 4,044 | 2,552 | 900 |
| Equipment | | | |
| Total Operations | <u>293,417</u> | <u>301,162</u> | <u>259,916</u> |
| Total Student Activities | <u>\$ 778,605</u> | <u>\$ 756,981</u> | <u>\$ 708,455</u> |
| Total Student Services | <u>\$ 5,796,914</u> | <u>\$ 5,911,608</u> | <u>\$ 5,941,143</u> |
| <hr/> | | | |
| Institutional Support | | | |
| Salaries & Benefits | | | |
| Administrative Exempt | \$ 462,273 | \$ 524,716 | \$ 492,850 |
| Contracted Faculty | 259,756 | 257,640 | 267,128 |
| Summer Contracted Faculty | 3,000 | 1,500 | 4,500 |
| Part-Time Faculty Classified | 643 | 4,410 | 39,762 |
| Part-Time Exempt Students | 11,783 | 14,259 | 21,300 |
| Sick Leave Expense | 21,904 | 15,581 | 3,500 |
| Benefits | 3,793 | 1,206 | |
| | 1,071 | 37,693 | |
| | 221,461 | 242,892 | 336,029 |
| Total Salaries & Benefits | <u>985,684</u> | <u>1,099,897</u> | <u>1,165,069</u> |
| Operations | | | |
| Goods and Services | 110,212 | 107,187 | 147,300 |
| Travel | 77,138 | 55,713 | 47,400 |
| Equipment | 7,965 | | |
| Total Operations | <u>195,315</u> | <u>162,900</u> | <u>194,700</u> |
| Total Institutional Support | <u>\$ 1,180,999</u> | <u>\$ 1,262,797</u> | <u>\$ 1,359,769</u> |

| Plant Operations and Maintenance | FY 2014-15 | FY 2015-16 | FY 2016-17 |
|---|----------------------|----------------------|----------------------|
| Salaries & Benefits | | | |
| Administrative | \$ | \$ | \$ |
| Classified | | | |
| Part-Time Exempt | | | |
| Students | | 13,689 | |
| Sick Leave Expense | | | |
| Benefits | | 412 | |
| Total Salaries & Benefits | | 14,101 | |
| Operations | | | |
| Goods and Services | 132,526 | 186,378 | 216,595 |
| Travel | | | |
| Equipment | | | |
| Total Operations | 132,526 | 186,378 | 216,595 |
| Total Plant Operations and Maintenance | \$ 132,526 | \$ 200,479 | \$ 216,595 |
| GRAND TOTAL | \$ 37,972,896 | \$ 40,846,469 | \$ 40,888,517 |
| SPOKANE COMMUNITY COLLEGE | | | |

Spokane Falls Community College
Operating Budget by Program and Type of Expenditure

| Instruction | FY 2014-15 | FY 2015-16 | FY 2016-17 |
|--|----------------------|----------------------|----------------------|
| Salaries & Benefits | | | |
| Administrative | \$ | \$ | \$ |
| Exempt | 44,609 | 71,701 | 81,968 |
| Contracted Faculty | 7,306,479 | 7,680,346 | 7,891,526 |
| Summer Contracted Faculty | 410,678 | 638,005 | 391,067 |
| Part-Time Faculty | 3,076,636 | 3,186,483 | 3,239,617 |
| Classified | 439,701 | 472,793 | 478,058 |
| Part-Time Exempt | 38,730 | 46,200 | 25,000 |
| Students | 55,478 | 158,206 | 149,000 |
| Sick Leave Expense | 141,576 | 66,048 | |
| Benefits | 3,678,346 | 4,225,592 | 4,330,878 |
| Total Salaries & Benefits | 15,192,233 | 16,545,374 | 16,587,114 |
| Operations | | | |
| Goods and Services | 170,316 | 156,661 | 203,496 |
| Travel | 63,229 | 58,729 | 37,027 |
| Equipment | 29,623 | 3,572 | 29,795 |
| Total Operations | 263,168 | 218,962 | 270,318 |
| Total Instruction | \$ 15,455,401 | \$ 16,764,336 | \$ 16,857,432 |
| Academic Support Services | | | |
| Salaries & Benefits | | | |
| Administrative | \$ 454,957 | \$ 428,482 | \$ 544,373 |
| Exempt | | | |
| Contracted Faculty | 200 | 1,402 | |
| Part-Time Faculty | | | |
| Classified | 326,492 | 365,779 | 317,963 |
| Part-Time Exempt | | 7,043 | |
| Students | | 409 | |
| Sick Leave Expense | 1,630 | 1,238 | |
| Benefits | 251,220 | 287,607 | 318,677 |
| Total Salaries & Benefits | 1,034,499 | 1,091,960 | 1,181,013 |
| Operations | | | |
| Goods and Services | 14,392 | 28,953 | 22,539 |
| Travel | 8,394 | 8,965 | 13,000 |
| Equipment | 4,539 | 4,202 | 2,500 |
| Total Operations | 27,325 | 42,120 | 38,039 |
| Total Academic Support Services | \$ 1,061,824 | \$ 1,134,080 | \$ 1,219,052 |

| | FY 2014-15 | FY 2015-16 | FY 2016-17 |
|--|---------------------|---------------------|---------------------|
| Learning Resources | | | |
| Instructional Media | | | |
| Salaries & Benefits | | | |
| Administrative | \$ | \$ | \$ |
| Exempt | | | |
| Contracted Faculty | | | |
| Summer Contracted Faculty | | | |
| Part-Time Faculty | 11,730 | 19,716 | |
| Students | | | |
| Classified | | | |
| Part-Time Exempt | | | |
| Sick Leave Expense | | | |
| Benefits | 811 | 610 | |
| Total Salaries & Benefits | <u>12,541</u> | <u>20,326</u> | <u>-</u> |
| Operations | | | |
| Goods and Services | | | |
| Travel | | | |
| Equipment (books & catalogued materials) | | | |
| Total Operations | <u>-</u> | <u>-</u> | <u>-</u> |
| Total Instructional Media | <u>\$ 12,541</u> | <u>\$ 20,326</u> | <u>\$ -</u> |
| Total Learning Resources | <u>\$ 12,541</u> | <u>\$ 20,326</u> | <u>\$ -</u> |
| Student Services | | | |
| Student Services | | | |
| Salaries & Benefits | | | |
| Administrative | \$ 306,016 | \$ 313,117 | \$ 310,898 |
| Exempt | 368,551 | 492,520 | 570,911 |
| Contracted Faculty | 472,125 | 408,239 | 371,529 |
| Summer Contracted Faculty | 72,274 | 49,194 | 51,252 |
| Part-Time Faculty | 39,559 | 27,475 | 38,500 |
| Classified | 1,027,758 | 1,090,524 | 1,335,070 |
| Part-Time Exempt | 178,254 | 131,486 | 105,000 |
| Students | 76,309 | 122,003 | 4,500 |
| Sick Leave Expense | 24,280 | 886 | |
| Benefits | 844,683 | 974,503 | 1,145,740 |
| Total Salaries & Benefits | <u>3,409,809</u> | <u>3,609,947</u> | <u>3,933,400</u> |
| Operations | | | |
| Goods and Services | 348,248 | 282,539 | 287,216 |
| Travel | 66,303 | 35,993 | 31,650 |
| Equipment | 12,441 | 3,516 | |
| Total Operations | <u>426,992</u> | <u>322,048</u> | <u>318,866</u> |
| Total Student Services | <u>\$ 3,836,801</u> | <u>\$ 3,931,995</u> | <u>\$ 4,252,266</u> |

| | <u>FY 2014-15</u> | <u>FY 2015-16</u> | <u>FY 2016-17</u> |
|--|--------------------------|--------------------------|--------------------------|
| Institutional Support | | | |
| Salaries & Benefits | | | |
| Administrative | \$ 457,916 | \$ 474,573 | \$ 311,056 |
| Exempt | 190,793 | 206,680 | 278,242 |
| Contracted Faculty | 37,081 | 45,257 | 36,632 |
| Summer Contracted Faculty | | | |
| Part-Time Faculty | | 444 | |
| Classified | 46,987 | 51,310 | 34,219 |
| Part-Time Exempt | 5,800 | 7,687 | 3,351 |
| Students | | | |
| Sick Leave Expense | | 1,557 | |
| Benefits | 206,832 | 234,750 | 251,916 |
| Total Salaries & Benefits | <u>945,409</u> | <u>1,022,258</u> | <u>915,416</u> |
| Operations | | | |
| Goods and Services | 107,321 | 94,209 | 103,836 |
| Travel | 32,807 | 32,412 | 38,473 |
| Equipment | 1,329 | 4,296 | |
| Total Operations | <u>141,457</u> | <u>130,917</u> | <u>142,309</u> |
| Total Institutional Support | <u>\$ 1,086,866</u> | <u>\$ 1,153,175</u> | <u>\$ 1,057,725</u> |
| | | | |
| GRAND TOTAL | \$ 21,453,433 | \$ 23,003,912 | \$ 23,386,475 |
| SPOKANE FALLS COMMUNITY COLLEGE | <u><u>21,453,433</u></u> | <u><u>23,003,912</u></u> | <u><u>23,386,475</u></u> |

Central Administration
Operating Budgets by Program and Type of Expenditure

To improve efficiency, the Community Colleges of Spokane has a consolidated central administration that includes many services traditionally performed on individual campuses. Those include administrative, financial, academic support, learning resources, information technology, and facilities operations and maintenance.

| | Chancellor | | |
|-------------------------------|-------------------|-------------------|-------------------|
| | FY 2014-15 | FY 2015-16 | FY 2016-17 |
| Instruction | | | |
| Salaries & Benefits | | | |
| Administrative | \$ | \$ | \$ |
| Exempt | | | |
| Contracted Faculty | 98,924 | 13,795 | 100,120 |
| Part-Time Faculty | 108,076 | 142,728 | 109,382 |
| Benefits | 42,377 | 48,900 | 53,286 |
| Total Salaries & Benefits | <u>249,377</u> | <u>205,423</u> | <u>262,788</u> |
| Operations | | | |
| Goods and Services | | | |
| Travel | | | |
| Equipment | | | |
| Intra-Agency Reimbursements | (142,785) | (131,000) | (131,000) |
| Total Operations | <u>(142,785)</u> | <u>(131,000)</u> | <u>(131,000)</u> |
| Total Instruction | <u>\$ 106,592</u> | <u>74,423</u> | <u>\$ 131,788</u> |
| Student Services | | | |
| Salaries & Benefits | | | |
| Administrative | \$ 119,732 | \$ 124,074 | \$ 126,307 |
| Exempt | 76,482 | 80,995 | 81,927 |
| Classified | 18,545 | 22,955 | 19,535 |
| Part-Time Exempt | | 1,110 | |
| Benefits | 71,402 | 76,550 | 82,670 |
| Total Salaries & Benefits | <u>286,162</u> | <u>305,684</u> | <u>310,439</u> |
| Operations | | | |
| Goods and Services | | | 6,500 |
| Travel | | | |
| Equipment | | | |
| Intra-Agency Reimbursements | | | |
| Total Operations | <u>-</u> | <u>-</u> | <u>6,500</u> |
| Total Student Services | <u>\$ 286,162</u> | <u>\$ 305,684</u> | <u>\$ 316,939</u> |

| | FY 2014-15 | FY 2015-16 | FY 2016-17 |
|--|-------------------|-------------------|---------------------|
| Institutional Support | | | |
| Salaries & Benefits | | | |
| Administrative | \$ 210,360 | \$ 216,300 | \$ 220,553 |
| Exempt | 89,691 | 95,453 | 100,378 |
| Classified | 36,855 | 23,778 | 34,969 |
| Benefits | 93,902 | 97,923 | 105,305 |
| Total Salaries & Benefits | 430,808 | 433,454 | 461,205 |
| Operations | | | |
| Goods and Services | 43,100 | 49,157 | 44,575 |
| Travel | 39,281 | 38,591 | 41,736 |
| Equipment | 30,326 | 7,310 | |
| Intra-Agency Reimbursements | | | |
| Total Operations | 112,708 | 95,058 | 86,311 |
| Total Institutional Support | \$ 543,515 | \$ 528,512 | \$ 547,516 |
| Chancellor District Managed Costs | 53,790 | 21,760 | 10,500 |
| Total Chancellor | \$ 990,059 | \$ 930,378 | \$ 1,006,743 |

Chief Administrative Officer (CAO)

| | 2014-15 | 2015-16 | 2016-17 |
|--------------------------------------|---------------------|---------------------|---------------------|
| Facilities | Actual | Actual | Budget |
| Salaries & Benefits | | | |
| Executive | \$ | \$ 20,228 | \$ 26,782 |
| Administrative | 244,129 | 267,121 | 248,565 |
| Classified Staff | 3,398,179 | 3,551,406 | 3,587,267 |
| Part-time Exempt | 31,562 | 29,075 | 29,075 |
| Benefits | 1,468,172 | 1,831,537 | 1,842,663 |
| Total Salaries & Benefits | 5,142,042 | 5,699,367 | 5,734,352 |
| Operations | | | |
| Goods & Services | 1,559,315 | 1,262,019 | 1,108,804 |
| Travel | 102,135 | 102,135 | 96,022 |
| Equipment | 47,900 | | 28,260 |
| Total Operations | 1,709,350 | 1,364,154 | 1,233,086 |
| Inter-/Intra-agency Transfers | | | |
| Maintenance to Capital Transfer * | (1,124,000) | (1,124,000) | |
| Head Start Custodial Services Reimb. | (6,863) | (6,863) | (6,863) |
| Total Reimbursement | (1,130,863) | (1,130,863) | (6,863) |
| Total Facilities | \$ 5,720,529 | \$ 5,932,658 | \$ 6,960,575 |

* The SBCTC allows colleges to transfer some facilities maintenance and operations expenses to the capital budget; in FY 2016-17, the SBCTC changed the way this is reflected in the state allocation.

| | FY 2014-15 | FY 2015-16 | FY 2016-17 |
|---|----------------------|----------------------|----------------------|
| Security & Safety | | | |
| Salaries & Benefits | | | |
| Executive | \$ | \$ 20,228 | \$ 26,782 |
| Professional Exempt | 219,996 | 226,188 | 230,360 |
| Classified Staff | 336,154 | 267,972 | 280,626 |
| Part-time Exempt | | | |
| Benefits | 199,965 | 210,571 | 220,064 |
| Total Salaries & Benefits | 756,115 | 724,959 | 757,832 |
| Operations | | | |
| Goods & Services | 93,680 | 87,097 | 73,096 |
| Travel | 4,000 | 4,000 | 1,500 |
| Equipment | | | 2,000 |
| Total Operations | 97,680 | 91,097 | 76,596 |
| Security & Safety | \$ 853,795 | \$ 816,056 | \$ 834,428 |
| Human Resources | | | |
| Salaries & Benefits | | | |
| Executive | \$ 144,230 | \$ 108,939 | \$ 97,681 |
| Professional Exempt | 98,143 | 140,233 | 99,415 |
| Exempt Support Staff | 49,128 | 50,079 | 49,962 |
| Classified Staff | 254,115 | 304,049 | 337,000 |
| Part-time Exempt | | | |
| Benefits | 170,549 | 220,887 | 220,892 |
| Total Salaries & Benefits | 716,165 | 824,188 | 804,950 |
| Operations | | | |
| Goods & Services | 55,757 | 49,635 | 67,307 |
| Travel | 13,905 | 4,354 | 3,690 |
| Equipment | | 185 | |
| Total Operations | 69,662 | 54,174 | 70,997 |
| Total Human Resources | \$ 785,827 | \$ 878,361 | \$ 875,947 |
| CAO District Managed Costs | | | |
| CAO Other DMCs | 72,606 | 105,342 | 64,200 |
| Rent | 1,382,522 | 1,432,022 | 1,268,361 |
| Utilities | 3,700,227 | 3,612,320 | 3,242,743 |
| Total CAO District Managed Costs | \$ 5,155,355 | \$ 5,149,684 | \$ 4,575,304 |
| Total Chief Administrative Officer | \$ 12,515,506 | \$ 12,776,759 | \$ 13,246,254 |

Chief Financial Officer (CFO)

| | FY 2014-15 | FY 2015-16 | FY 2016-17 |
|--------------------------------------|---------------------|---------------------|---------------------|
| Institutional Support | | | |
| Salaries & Benefits | | | |
| Administrative | \$ 394,699 | \$ 434,384 | \$ 468,991 |
| Exempt | 536,939 | 546,149 | 548,079 |
| Classified | 1,178,706 | 1,223,422 | 1,317,811 |
| Part-Time Exempt | 194,056 | 163,840 | 135,512 |
| Students | | | |
| Benefits | 780,014 | 919,075 | 958,819 |
| Total Salaries & Benefits | 3,084,413 | 3,286,870 | 3,429,212 |
| Operations | | | |
| Goods and Services | 41,632 | 82,378 | 80,135 |
| Travel | 20,406 | 17,341 | 21,135 |
| Equipment | 4,547 | (9,245) | |
| Intra-Agency Reimbursements | (58,477) | (73,454) | (135,000) |
| Total Operations | 8,108 | 17,021 | (33,730) |
| Total Institutional Support | \$ 3,092,521 | \$ 3,303,891 | \$ 3,395,482 |
| CFO District Managed Costs | 1,611,212 | 1,758,676 | 1,190,102 |
| Total Chief Financial Officer | \$ 4,703,733 | \$ 5,062,567 | \$ 4,585,584 |

Chief Information Officer (CIO)

| | FY 2014-15 | FY 2015-16 | FY 2016-17 |
|--|---------------------|---------------------|---------------------|
| Academic Support Services | | | |
| Salaries & Benefits | | | |
| Contracted Faculty | \$ | \$ | \$ |
| Classified | 1,862,590 | 1,921,275 | 2,012,800 |
| Part-Time Exempt | 12,078 | 19,833 | 13,390 |
| Sick Leave Expense | | 378 | |
| Benefits | 578,685 | 699,777 | 741,266 |
| Total Salaries & Benefits | 2,453,353 | 2,641,264 | 2,767,456 |
| Operations | | | |
| Goods and Services | 68,116 | 49,452 | 100,364 |
| Travel | 14,718 | 5,968 | 20,000 |
| Equipment | 13,385 | 42,869 | |
| Intra-Agency Reimbursements | | | |
| Total Operations | 96,220 | 98,288 | 120,364 |
| Total Academic Support Services | \$ 2,549,573 | \$ 2,739,552 | \$ 2,887,820 |

| | FY 2014-15 | FY 2015-16 | FY 2016-17 |
|--|---------------------|---------------------|---------------------|
| Institutional Support | | | |
| Salaries & Benefits | | | |
| Administrative | \$ 188,729 | \$ 194,391 | \$ 197,890 |
| Exempt | 29,112 | 46,972 | 47,422 |
| Classified | 558,730 | 607,878 | 591,532 |
| Part-Time Exempt | 3,142 | 6,490 | 18,377 |
| Students | 1,653 | | |
| Benefits | 224,758 | 284,851 | 291,368 |
| Total Salaries & Benefits | 1,006,124 | 1,140,582 | 1,146,589 |
| Operations | | | |
| Goods and Services | 174,786 | 123,935 | 221,722 |
| Travel | 9,838 | 11,266 | 15,000 |
| Equipment | 46,437 | 52,034 | |
| Intra-Agency Reimbursements | (94,449) | (8,164) | (92,055) |
| Total Operations | 136,613 | 179,072 | 144,667 |
| Total Institutional Support | \$ 1,142,737 | \$ 1,319,654 | \$ 1,291,256 |
| CIO District Managed Costs | 972,438 | 1,104,632 | 1,927,154 |
| Total Chief Information Officer | \$ 4,664,748 | \$ 5,163,838 | \$ 6,106,230 |

Chief Learning Officer/Provost

| | FY 2014-15 | FY 2015-16 | FY 2016-17 |
|-----------------------------|------------------|------------------|------------------|
| Instruction | | | |
| Salaries & Benefits | | | |
| Exempt | \$ | \$ | \$ |
| Contracted Faculty | 400 | 700 | 20,000 |
| Part-Time Faculty | 3,222 | | |
| Classified | 49,368 | 50,844 | 51,756 |
| Benefits | 17,274 | 20,380 | 24,408 |
| Total Salaries & Benefits | 70,263 | 71,924 | 96,164 |
| Operations | | | |
| Goods and Services | | 30 | |
| Travel | | | |
| Equipment | | | |
| Intra-Agency Reimbursements | | | |
| Total Operations | - | 30 | - |
| Total Instruction | \$ 70,263 | \$ 71,954 | \$ 96,164 |

| | FY 2014-15 | FY 2015-16 | FY 2016-17 |
|--|-------------------|-------------------|-------------------|
| Academic Support Services | | | |
| Salaries & Benefits | | | |
| Administrative | \$ 168,910 | \$ | \$ 83,673 |
| Exempt | 176,559 | 62,933 | 103,218 |
| Contracted Faculty | 6,940 | 675 | |
| Part-Time Faculty | 3,650 | 1,550 | |
| Classified | 116,188 | 85,969 | 88,356 |
| Part-Time Exempt | 29,964 | | 13,905 |
| Students | 1,725 | | |
| Benefits | 150,618 | 58,721 | 100,951 |
| | <u>654,554</u> | <u>209,847</u> | <u>390,103</u> |
| Operations | | | |
| Goods and Services | 213,893 | 16,597 | 95,950 |
| Travel | 28,118 | 3,575 | 15,050 |
| Equipment | 22,816 | 200 | |
| Intra-Agency Reimbursements | | | |
| Total Operations | <u>264,827</u> | <u>20,372</u> | <u>111,000</u> |
| Total Academic Support Services | <u>\$ 919,381</u> | <u>\$ 230,219</u> | <u>\$ 501,103</u> |

| | | | |
|--|---------------------|---------------------|---------------------|
| Learning Resources | | | |
| Salaries & Benefits | | | |
| Administrative | \$ 109,962 | \$ 92,714 | \$ 94,376 |
| Contracted Faculty | 417,193 | 429,671 | 463,830 |
| Summer Contracted Faculty | 19,479 | 40,243 | 17,922 |
| Part-Time Faculty | 36,393 | 35,419 | 25,637 |
| Classified | 232,684 | 254,715 | 240,427 |
| Part-Time Exempt | 10,609 | 12,136 | 15,450 |
| Sick Leave Expense | | 4,996 | |
| Benefits | 268,124 | 309,774 | 335,577 |
| Total Salaries & Benefits | <u>1,094,445</u> | <u>1,179,668</u> | <u>1,193,219</u> |
| Operations | | | |
| Goods and Services | 147,923 | 90,006 | 123,453 |
| Travel | 11,274 | 10,409 | 16,000 |
| Equipment (books & catalogued materials) | 56,683 | 24,518 | |
| Total Operations | <u>215,880</u> | <u>124,933</u> | <u>139,453</u> |
| Total Learning Resources | <u>\$ 1,310,325</u> | <u>\$ 1,304,601</u> | <u>\$ 1,332,672</u> |

| | FY 2014-15 | FY 2015-16 | FY 2016-17 |
|--------------------------------------|-------------------|-------------------|-------------------|
| Student Services | | | |
| Salaries & Benefits | | | |
| Administrative | \$ 117,256 | \$ 107,150 | \$ 109,799 |
| Exempt | 171,772 | 189,265 | 184,651 |
| Contracted Faculty | 2,568 | | |
| Part-Time Faculty | | 4,439 | |
| Classified | 129,896 | 101,363 | 129,920 |
| Part-Time Exempt | 16,491 | 34,763 | 12,149 |
| Students | 28,119 | 32,675 | 11,295 |
| Benefits | 137,896 | 152,741 | 165,080 |
| Total Salaries & Benefits | 603,998 | 622,395 | 612,894 |
| Operations | | | |
| Goods and Services | 159,793 | 189,876 | 126,759 |
| Travel | 46,607 | 83,020 | 50,000 |
| Equipment | 3,314 | 12,577 | |
| Intra-Agency Reimbursements | (59,375) | | |
| Total Operations | 150,338 | 285,473 | 176,759 |
| Total Student Services | \$ 754,336 | \$ 907,868 | \$ 789,653 |
| Institutional Support | | | |
| Salaries & Benefits | | | |
| Administrative | \$ 247,518 | \$ 347,715 | \$ 367,301 |
| Exempt | 171,812 | 93,153 | 101,599 |
| Contracted Faculty | 4,000 | | |
| Classified | 147,816 | 154,518 | 158,655 |
| Part-Time Exempt | 5,860 | 9,893 | |
| Benefits | 173,963 | 197,719 | 209,965 |
| Total Salaries & Benefits | 750,969 | 802,998 | 837,520 |
| Operations | | | |
| Goods and Services | 22,603 | 42,509 | 5,916 |
| Travel | 24,428 | 52,793 | 7,166 |
| Equipment | 4,515 | 3,390 | |
| Total Operations | 51,546 | 98,692 | 13,082 |
| Total Institutional Support | \$ 802,515 | \$ 901,689 | \$ 850,602 |

| | FY 2014-15 | FY 2015-16 | FY 2016-17 |
|---|---------------------|---------------------|---------------------|
| Safety | | | |
| Salaries & Benefits | | | |
| Contracted Faculty | \$ 300 | \$ 1,900 | \$ |
| Classified | 41,543 | 29,431 | 48,222 |
| Part-Time Exempt | 705 | 18,351 | |
| Benefits | 13,717 | 13,656 | 20,405 |
| Total Salaries & Benefits | 56,265 | 63,338 | 68,627 |
| Operations | | | |
| Goods and Services | 24,382 | 35,518 | 28,204 |
| Travel | 458 | 534 | 1,500 |
| Equipment | 1,412 | | |
| Total Operations | 26,252 | 36,052 | 29,704 |
| Total Safety | \$ 82,517 | \$ 99,390 | \$ 98,331 |
| CLO District Managed Costs | | | 5,700 |
| Total Chief Learning Officer/Provost | \$ 3,939,338 | \$ 3,515,722 | \$ 3,674,225 |

Public Information Officer (PIO)

| | FY 2014-15 | FY 2015-16 | FY 2016-17 |
|---|----------------------|----------------------|----------------------|
| Institutional Support | | | |
| Salaries & Benefits | | | |
| Administrative | \$ 134,122 | \$ 107,150 | \$ 109,079 |
| Exempt | 186,995 | 233,166 | 263,818 |
| Classified | 331,972 | 270,338 | 270,805 |
| Part-Time Exempt | | 6,302 | 49,414 |
| Benefits | 209,349 | 228,748 | 251,380 |
| Total Salaries & Benefits | 862,438 | 845,705 | 944,496 |
| Operations | | | |
| Goods and Services | 12,530 | 10,073 | 22,084 |
| Travel | 4,996 | 3,533 | 8,160 |
| Equipment | 2,615 | 989 | |
| Intra-Agency Reimbursements | | | |
| Total Operations | 20,141 | 14,595 | 30,244 |
| Total Institutional Support | \$ 882,580 | \$ 860,299 | \$ 974,740 |
| PIO District Managed Costs | 179,414 | 378,796 | 360,393 |
| Total Public Information Officer | \$ 1,061,994 | \$ 1,239,095 | \$ 1,335,133 |
| GRAND TOTAL CENTRAL ADMINISTRATION | \$ 27,875,378 | \$ 28,688,358 | \$ 29,954,169 |

Totals may not match due to rounding.

DISTRICT ESTIMATE OF OTHER RESOURCES

In addition to Operating Budget funds, CCS receives revenue or manages resources from a variety of sources. These include grants and contracts, student fees, continuing and corporate education, various enterprise activities, and financial aid from a variety of sources.

| Resources | FY 2016-17 Estimate |
|--|------------------------|
| State Operating Allocation Budget | \$ 94,229,161 |
| Other Resources | |
| Workforce Grants | |
| Perkins | 997,463 |
| WorkFirst | 1,607,118 |
| Basic Food, Employment and Training (BFET) | 527,392 |
| Head Start | 10,900,000 |
| Early Childhood Education and Assistance Program (ECEAP) | 5,756,358 |
| WA Dept. Of Corrections | 1,613,145 |
| Federal Work Study | 692,195 |
| Other Grants and Contracts | 3,285,844 |
| Running Start | 5,490,000 |
| Self-support, Corporate Education, Student Fees, Instructional Sales | 4,900,000 |
| Technology and S&A Fees | 4,472,315 |
| Capital Projects | 13,200,000 |
| Auxiliary Enterprise (e.g., bookstore, vending) | 4,700,000 |
| Parking | 901,130 |
| Student Financial Aid | 46,103,600 |
| Total Estimated Other Sources | 105,146,560 |
| Total CCS Resources | \$ 199,375,721 |

Estimates reflect the best available information within the limitations of the ctcLink system; actuals will likely vary and will be corrected in subsequent reporting.