Board of Trustees
Finance Committee
Open Session Meeting

Tuesday, May 28, 2013
3 PM

Mini Conference Center
Liberty Campus
Baltimore City Community College

Board of Trustees

Finance Committee Members

Dr. Donald Gabriel, Chair
Dr. Mary Owens Southall
Dr. Rosemary Gillett-Karam
Ms. Maria Harris Tildon
Call to Order (Chair, Trustee Donald Gabriel)

I. MEETING ACTIONS
   A. Approval of May 28, 2013 Agenda (Trustee Gabriel) .................... TAB 1
      Move to approve the May 28, 2013 Agenda (Action)
   B. Approval of February 26, 2011 Minutes (Trustee Gabriel) ............ TAB 2
      Move to approve the February 26, 2013 Minutes (Action)

II. REPORT
   A. Vice President’s Message ............................................................ TAB 3
      (Ms. Susan Niehoff, vice president for Business & Finance) (Information)

III. NEW BUSINESS
   A. Operating Budget Request Overview .......................................... TAB 4
      (Ms. Susan Niehoff, vice president for Business & Finance) (Action)
   B. Capital Budget Request Overview ............................................ TAB 5
      (Ms. Susan Niehoff, vice president for Business & Finance) (Action)

IV. NEXT MEETING -
   Tuesday, June 25, 2013 at 3 PM
   Business and Continuing Education Division (BCED)
   Corporate Training Room #30

V. ADJOURNMENT (Trustee Gabriel)
   Action: Move to adjourn open session
<table>
<thead>
<tr>
<th>No.</th>
<th>Description</th>
<th>Status</th>
<th>Division</th>
<th>Target Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Finance Committee: BCCC, Bookstore &amp; WBJC 1st Quarter YTD Financial Statements: Quarterly presentation of financial statements and the statements of revenues &amp; expenditures compared to budget</td>
<td>Information</td>
<td>BF</td>
<td>November</td>
</tr>
<tr>
<td>2</td>
<td>Finance Committee: • Mid-Year Budget Realignment: Mid-year presentation of Budget forecast including trend data, full year projections, and recommended realignments based on needs, spending patterns and State budget reductions Quarterly presentation of financial statements and the statements of revenues &amp; expenditures compared to budget • Tuition and Fee Analysis: Annual presentation of proposed tuition and fee levels for next fiscal year • WBJC Fund Allocation Policy Annual review of the WBJC Fund Allocation Policy</td>
<td>Action</td>
<td>BF</td>
<td>February</td>
</tr>
<tr>
<td>3</td>
<td>Finance Committee: • Operating Budget Request Overview: Annual presentation of operating budget request • Capital Budget Request Overview: Annual presentation of the capital budget request</td>
<td>Action</td>
<td>BF</td>
<td>May</td>
</tr>
<tr>
<td>4</td>
<td>Finance Committee: BCCC, Bookstore &amp; WBJC 3rd Quarter YTD Financial Statements: Quarterly presentation of financial statements and the statements of revenues &amp; expenditures compared to budget</td>
<td>Information</td>
<td>BF</td>
<td>June</td>
</tr>
</tbody>
</table>

Note: The audits below are presented to the Audit Committee (Board as a whole)

<table>
<thead>
<tr>
<th>No.</th>
<th>Description</th>
<th>Status</th>
<th>Division</th>
<th>Target Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Audit Committee: • Annual Audit: Annual presentation audited financial statements by SB &amp; Co., LLC (for BCCC including WBJC and the Bookstore) • Foundation Audit: Annual presentation of audited financial statements by Clifton Gunderson, LLP for BCCC Foundation</td>
<td>Information</td>
<td>BF</td>
<td>November</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Information</td>
<td>IA</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Audit Committee: Legislative Audit: Presentation of State Legislative Audit</td>
<td>Information</td>
<td>BF</td>
<td>Every 3 Years</td>
</tr>
</tbody>
</table>
Trustees: Dr. Donald A. Gabriel, Dr. Rosemary Gillet-Karam, and Ms. Shelley Payne.

Staff: Dr. Carolyn Anderson, Ms. Nikita Lemon, Ms. Susan Niehoff, Mr. Cedric Grant, Mr. Daniel Coleman, Ms. Dena Hasty, Mr. Joseph Hutchins, Ms. Meintje Westerbeek, Dr. Alicia Harvey-Smith, Ms. Kathy Styles, Ms. Shawn Harrison, Ms. Brenda Wiley, Ms. Sylvia Rochester, Ms. Stephanie Quick, Ms. Sabina Silkworth, Mr. Ja Hon Vance, Mr. Ron Harrison, Jr., Ms. Lylis Green, Ms. Kathleen Norris, and Ms. Kathleen Odell-Carlson.

Others Present: Mr. Bryan Perry, Assistant Attorney General

Trustee Donald Gabriel called the February 26, 2013 Finance Committee meeting to order at 3:10 p.m.

I. Meeting Actions
   A. VP Niehoff suggested one change be made to the Finance Committee Book under Tab 7 Recommendation #1, it should read FY2013, not FY2012.

   B. The February 26, 2013 agenda and the June 26, 2012 minutes were unanimously accepted and approved with the above changes.

II. Vice President’s Report
   Vice President Sue Niehoff greeted the Finance Committee and reported that the Budget Office has been very busy with the FY13 Mid-Year Budget Realignment due to a tuition shortfall, as well as with the FY14 operating budget preparation and hearings in Annapolis. She pointed out the highlights for the first six months of FY13 including an overall positive position with revenues exceeding expenses for the College as a whole, as well as for both the bookstore and WBJC.

   *Please see the February 26, 2013, Finance Committee Book for the full report.
III. New Business
A. BCCC- 2nd Quarter YTD Financial Statements and Fund Balance

VP Niehoff stated that BCCC is still financially strong even with the downturn in tuition revenue for FY13. Revenues are outpacing expenses as of December 2012 and both remain below 50% even though these reports are midway through the fiscal year. The highlights included an increase in expenses both for travel and computers and computer-related equipment. The weatherization grant was also highlighted because the grant is functionally a multi-year project and there are timing issues as to when expenses are actually recorded in accounting.

Trustee Gabriel asked if the numbers reported for travel included faculty. VP Niehoff explained that the increased expense was for all travel at the College.

Trustee Gillet-Karam stated that she had heard a different amount for travel. VP Niehoff provided the budgeted numbers for professional development and travel for the past two years.

The Fund Balance report shows a cumulative unrestricted fund balance at the beginning of FY13 of just over $32 million. This is up approximately $5.2 million over FY12. VP Niehoff noted that there are Restrictions of about $5 million, Reserves of almost $24 million and encumbrances of $2.8 million which leave a fund balance available for allocation of approximately $772,000. VP Niehoff also noted that of the $10.957 million fund balance that was approved to be spent in FY13 on the ERP and “shovel-ready” projects, only a small portion of that was actually going to be spent by fiscal-year-end. All funds not spent will remain as part of the reserved portion of the fund balance.

Trustee Gillett-Karam asked if the legislative people in Annapolis understand how the College accounts for the approval to spend from the fund balance and the “returning” of these funds when they go unspent. VP Niehoff stated that she is working with the Legislative Analyst to ensure that BCCC is following what other community colleges in an effort to reduce the confusion.

Trustee Gabriel complimented the improvements to the P.E. Center and inquire about any talks replacing the building because of it’s age. VP Niehoff replied that a new P.E. Center was not included on the College’s current list of capital projects.

*Please see the February 26, 2013, Finance Committee Book for the full report.
B. **Bookstore 2nd Quarter YTD Financial Statements**

VP Niehoff stated that the Bookstore’s sales are down slightly due to lower enrollment; however the bookstore is still in a positive position with revenue exceeding expense as of December 2012.

A question was raised and it was noted, that the bookstore is also reviewing rental books as an option in the future and has been working with CITS to accomplish some necessary technology changes that would be required for the storing of credit card information.

Trustee Gabriel stated that because of the College’s size and low enrollment, operating our own Bookstore may make good business sense.

*Please see the February 26, 2013, Finance Committee Book for the full report.*

C. **WBJC 2nd Quarter YTD Financial Statements**

VP Niehoff stated that the radio station is financially sound, and in fact has had an increase in revenues due to the receipt of both a bequest and a digital grant. The radio station continues to run a tight business by maintaining expenses; however, they are anticipating some equipment purchases yet to be made in FY13.

*Please see the February 26, 2013, Finance Committee Book for the full report.*

D. **WBJC Fund Allocation Policy- Action Item**

Vice President Niehoff noted that the WBJC Fund Allocation remains the same as the prior year.

The President recommended that the Finance Committee approve the current rates for FY2103 and recommend approval to the full Board of Trustees.

**Action:** The Finance Committee approved the proposed WBJC Allocation Policy.

E. **Mid-Year Budget Realignment – Action Item**

VP Niehoff explained that the mid-year realignment is necessary to maintain a balanced budget. She pointed out that the FY13 budget is now projected to have a revenue shortfall of almost $4 million due mostly to a lower tuition estimate based on the decline in enrollment. This shortfall results in the need to reduce spending by an offsetting and equal amount in order to maintain a balanced budget. The Budget Office has met with all departments to determine the most appropriate areas where spending cuts could be made.
Trustee Gillet-Karam asked if there are any talks of using some of the revenue that we have to renovate the Bard building. VP Niehoff responded, not to her knowledge.

The President recommended that the Finance Committee approve the FY13 mid-year budget realignment and recommended approval to the full Board of Trustees.

Action: The Finance Committee approved the FY13 mid-year budget realignment.

F. Tuition and Fee Recommendation – Action Item
Ms. Niehoff noted, that the Tuition and Fee Committee was recommending no tuition or fee increase for FY14. She noted that the committee’s analysis included comparing costs to similar community colleges. In addition, the group took into account the current enrollment climate and projections, and also considered the change in financial aid regulations which has been having a negative impact on BCCC’s enrollment.

The President recommended that the Finance Committee approve no increase to the tuition and fee rates for FY14.

Action: The Finance Committee approved the President’s recommendation not to increase tuition and fees for FY14.

IV. Next meeting - May 28, 2013 at 3PM
Mini Conference Center- Liberty Campus

V. Adjournment
Trustee Gabriel adjourned the Finance Committee open session meeting at 3:50 p.m. to go into the Open Board of Trustees meeting.
TAB 3
Vice President’s Message  
Vice President Susan Niehoff  
Business and Finance

Business and Finance manages to keep very busy. The Division, which includes Auxiliary Services, Budgets & Grants, Facilities/Capital Planning, Controller/Financial Services, Procurement and Public Safety, is currently assisting in the College’s self-assessment for Middle States. In addition, we are also assessing position vacancies in order to ensure adequate staffing for other college-wide priorities including the annual financial audit (due in October) and the upcoming funded facilities projects (including the Administration Wing).

WBJC – FM Radio Station Update

The new lease with Baltimore City for the land rental for WBJC’s tower is almost complete. The radio station moved its tower from campus to the city’s Pikesville site in 1978. For ten years there was no lease or rent on the property. In 1988 the City began charging $7,000 annually. Then in 2008 the City added a 3% annual increase which has resulted in an FY2013 annual rent of just over $17,000. The current lease will also contain a 3% annual rate increase and now also entitles the City to 10% of all sub-lease revenues or approximately another $10,000.

Campus Renovation

In preparation for renovation of the Main Building/Administration Wing, the finance staff, Grants, IAMR, HR and Procurement staff relocated to the West Pavilion in 2012. In addition, the President’s office, including the AG, Internal Audit, and Legislative Affairs, recently moved into newly renovated space in Harper Hall that had been previously occupied by HR. Final drawings for the Administration Wing have been approved and construction should begin this summer.

In addition, the College is currently assessing some minimal enhancements to the Fine Arts Wing of the Main Building for the liberal arts program. This wing contains valuable space that must be recaptured and utilized, where possible, until a major renovation can take place when capital funding becomes available through the State.
Nelnet Online Tuition Payment System

The College has procured Nelnet, an online tuition payment service, so the students will now have more options for paying their tuition. Students will have the opportunity to make up to a maximum of 5 payments depending on the date in which the student registers. The program will automatically post the payments to the student’s account and the receipt of the funds will be mapped to the State Treasurer’s Office. Marketing materials are being produced for distribution through the web, mailings and fliers/posters.
TAB 4
OPERATING BUDGET REQUEST OVERVIEW

The State legislature authorizes two separate and distinct budgets each year for the College, the operating budget and the capital budget. The operating budget is the source of funds for the general operations of the College. The capital budget finances the construction of new facilities as well as major renovations of existing properties. Projects in the capital budget are typically planned many years in advance and, by State law, authorized capital budget funds are prohibited from being used for any other purpose, including subsidizing the operating budget.

On an annual basis the President presents the Finance Committee with a summary of the proposed Baltimore City Community College annual operating budget request for two fiscal years. The Finance Committee considers and recommends the proposed consolidated multi-year operating budget to the Board. A detailed annual operating budget is prepared which is consistent with the consolidated budget request approved by the Board and in accordance with the timetable and instructions established by the President. Year 1 of the multi-year budget is implemented on July 1st of the upcoming fiscal year. Year 2 is submitted to the Governor and the Department of Budget and Management in the fall for incorporation in the Governor's budget request released in January of the subsequent year.
FY2014 AND FY2015 BUDGET REQUEST

BCCC’s operating budget request for FY2014 is $96,389,125 including both unrestricted (71.8%) and restricted (28.2%) revenues.

Unrestricted revenue sources consist primarily of State aid, tuition and fees, auxiliary enterprise income, and other revenues (interest income, indirect cost recovery, WBJC fund allocation, and miscellaneous income). Fund balance drawdowns for the new ERP system and for various other projects are included in FY2014. Restricted revenues consist of federal, state, and local grants and contracts, and public service activities such as the WBJC-FM Radio station.
State Aid

State aid is approximately 43.4% of the FY2014 budget. The State Aid for FY2014 represents a 7.8% increase in funding over the FY2013 original budget as a result of planned reductions not enacted ($1,772,472) and an increase in the FY2014 state appropriation of $1,263,737 (approximately 3.1%).

*See page 9 for more details*
Tuition and Fees

The FY2014 tuition rate per credit remains at $88. Tuition and fees represent approximately 13% of the total budgeted revenues. Tuition and fees revenue are conservatively based on a projected decrease in credit enrollment and a slight increase in non-credit courses compared to the original FY2013 projections. Thus, the FY2014 budget reflects a decrease of 28.6% in tuition and fee revenue.

![Tuition and Fees FY2010 - FY2014](image)

Auxiliary Enterprise Revenue and Other Revenues

Auxiliary Enterprises represent self-supporting revenues that support expenditures for activities related to student services. Auxiliary and other revenues include Lockwood lease income, parking & transportation revenue, the Clarence W. Blount Child Development Center, interest income, tower rental income, indirect cost recovery, WBJC fund allocation and miscellaneous revenue. Auxiliary Enterprises and Other Revenues represent approximately 7.3% of the operating budget.

Auxiliary Enterprise

In FY2014 the Bookstore Auxiliary began its 12th year of operation. The FY2014 revenue projection is $3.25 million, which is based on the expected revenue that will be received in FY2014. This estimate is a result of the reduced enrollment projection and is down from the $4.0 million projected in the original FY2013 budget.

Other Revenues

Other Revenues are projected to decrease by approximately $165,000 mainly due to reduced indirect cost reimbursements and lower investment income. Beginning FY2006, Senate Bill 313 required the City of Baltimore to provide $1,000,000 to the College of with at least $400,000 restricted for student scholarships. The College has historically allocated between $400,000 and $860,000 of this money for student scholarships.
Public Service – WBJC Radio Station

WBJC 91.5 FM, the “Classical Voice of Baltimore City Community College,” is owned and operated by the College, and is a primary affiliate of Public Radio International and the largest public radio station in Maryland. WBJC’s revenues represent approximately 1.5% of the College’s annual budget. Revenues generally consist of subscription and membership income, donations, underwriting, matching revenue, and miscellaneous earned income.

Federal, State, and Local Contracts and Grants

Federal, State, and Local contracts and grants represent approximately 26.7% of the operating budget. The use of the budget is restricted and must be spent in accordance with guidelines provided by the funding agency or grantor. These include Federal, State, and Local grants, contractual agreements, and Title IV funding for PELL, Federal Work Study and Supplemental Educational Opportunity Grant. Grants are expected to decrease in FY2014 due mainly to reductions in the Weatherization program as well as reductions in state financial aid/scholarship.

Fund Balance Drawdown

The State Legislature approved funding for multiple capital projects in FY2013 which were reserved in the College’s fund balance. The appropriation of $10,957,000 was made for the purpose of funding the major technology upgrade (ERP) and various facilities projects. However, funds could not be expended for the ERP until BCCC received approval from the Department of Information Technology (DoIT) and the State Legislative Budget Committees. This approval was received in December. The timeline for completing the ERP has been modified to reduce the annual fund balance drawdown to $3,500,000/year for the next four years. The additional funding of $4.95M was for capital projects which included facility and equipment needs for the Weatherization Jobs Training Center (this is currently under reassessment), replacement of the Life Science Building roof and cooling tower, and installation of some campus security equipment.
An additional fund balance drawdown in FY2014 is planned for approximately $1,000,000 in equipment upgrades and acquisitions.

**Expenditures Budget**

Expenditures are recorded and monitored by functional classification. Functional areas include: instruction, academic support, student services, institutional support, plant operations, auxiliary enterprises, scholarships & fellowships, and public service (WBJC radio).

Expenses are directed toward strategic initiatives and critical success factors in support of the College’s strategic plan including funding for improvement in student recruitment, retention, enrollment, and performance; responsiveness to workforce and community needs; infrastructure enhancements; instruction, information technology hardware and services; marketing; and customer service.

The Bookstore is a self-supporting entity anticipating an estimated profit of $150,000 in FY2014. Included in the Bookstore budget is an allocation for the College’s administrative support which includes services for accounting, payroll, human resources, central receiving, security, and housekeeping.

**Functional Classification**

The functional classification of an operating expense (instruction, academic support, etc.) is assigned to a department based on the nature of the activity, which represents the material portion attributable to the department. For example, activities of an academic department for which the primary departmental function is instruction may include some activities other than direct instruction such as public service. However, when the primary mission of the department consists of instructional program elements, all expenses of the department are reported under the instruction classification.
Instruction represents the largest portion of State-support funds at approximately 35.5% and supports primarily the academic departments of Academic Affairs and BCED. Expenditures include:

- Faculty, Support Staff, Contract Trainers, and Lab Assistant Salaries, Wages and Fringe Benefits
- Equipment and Instructional Supplies

Student Services account for approximately 7.9% of the budget and funds expenditures for:

- Admissions and registration
- Career guidance and counseling
- Financial aid administration
- Student activities

Plant Operations and Maintenance of facilities and grounds account for approximately 12.4% of the budget, including:

- Housekeeping, Utilities, Building Maintenance
- Grounds, Waste Management

Academic Support & Learning accounts for approximately 6.0% of the budget and is used for activities related to instruction such as:

- Educational Materials (e.g. Libraries)
- Academic Planning
- Distant Learning
Operating Budget Request (cont.)

- Academic Computing Support

**Institutional Support** is funding for day-to-day operational support and makes up approximately 11.7% of the budget, and includes:
  - General administrative services
  - Central executive level activities concerned with management, planning, legal and fiscal operations
  - Employee personnel and records
  - Purchasing, public relations, and development, etc.
  - Operational reserves and transfers to fund balance for initiatives

**Auxiliary Enterprises** make up approximately 4.4% of the expenditure activity and includes:
  - Bookstore

**Public Services** make up approximately 1.5% of the expenditure activity and include:
  - WBJC-FM Radio Station

**Scholarships and Fellowships** make up approximately 20.6% of the expenditure activity and includes:
  - Scholarships and educational grants

**Fund Balance**

The College’s fund balance is critical to the strategic plan, operational efficiencies, program growth and financial stability. In support of these initiatives occasionally the College will establish a multi-year operational reserve to fund strategic projects with substantial projected costs. The Board of Trustees are careful to remain good stewards of the College’s funds by ensuring that the College’s unallocated fund balance is sufficient to support its future credit rating and that it has sufficient funds on hand for any unseen circumstances. Fund balances are a finite and non-recurring source of funds. Once spent, these funds are gone and cannot be spent on other items in subsequent years. The College prudently saves money in the fund balance for future expenses, such substantial initiatives, or any unexpected cost not budgeted. Examples of how fund balances are being used:
  - ERP System
  - Physical plant renovations not funded from the State’s Capital Program
  - Surge Space
The chart below reflects FY2003 – FY2013 fund balance reversions:

<table>
<thead>
<tr>
<th>Year</th>
<th>Types of Actions</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2008</td>
<td>Transfer to State Employees and Retirees Health and Welfare Fund</td>
<td>2,084,841</td>
</tr>
<tr>
<td>FY2010</td>
<td>Furloughs (net of operational reduction)</td>
<td>96,541</td>
</tr>
<tr>
<td>FY2010</td>
<td>General Fund Reversion</td>
<td>1,277,713</td>
</tr>
<tr>
<td>FY2011</td>
<td>Furloughs</td>
<td>822,297</td>
</tr>
<tr>
<td>FY2012</td>
<td>General Fund Reversion</td>
<td>2,297,142</td>
</tr>
<tr>
<td>FY2012</td>
<td>General Fund Reversion</td>
<td>1,800,000</td>
</tr>
<tr>
<td>FY2013</td>
<td>General Fund Reversion</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Total Transfers</td>
<td>8,378,534</td>
</tr>
</tbody>
</table>

Budget Costs:

The operating budget request represents the base budget needed to continue operations. The primary components of the budget are:

A. Salaries, Wages and Fringe (approximately 48.6%)
   a. The largest component of the budget
   b. Salaries and Wages for permanent and contractual employees
   c. Non-discretionary Fringe benefit costs (e.g. employer’s share of health insurance premiums & retirement contributions)

B. Non-discretionary cost (approximately 38.0%)
   a. These items have to be paid regardless of size of operation (referred to as mandatory costs); some items reflect multi-year contractual or legal commitments; and specific areas must be protected in the best interest of students. Examples include:
      i. Scholarships and tuition remissions
      ii. Real estate leases
      iii. Audit contracts
      iv. Fuel and utilities
      v. Public safety

C. Discretionary costs (approximately 13.4%)
   a. Remaining cost including supplies, equipment, travel, etc.

Budget Assumptions and goals:

The FY2014 budget is based on the following assumptions and goals:
1. Total FTE students in FY2014 are estimated to be 6,544 (credit 3,424 and non-credit 3,120). This is down from a total FTE estimate of 7,819 in FY2013.

2. No increase in the base credit tuition rate for FY2014. At the February 2013 Board of Trustees meeting, the Board voted to defer any increases in tuition and fees for the FY2014 fiscal year.

3. A net overall increase in state aid of 7.8%

4. A mid-year, 3% COLA adjustment

5. Step increase of 2-3%, for those eligible, effective 4/1/14

6. Fund balance drawdown of $7.76M for ERP system equipment ($3.5M), capital improvements ($3.2M) and equipment ($1M)

7. Fringe Benefit cost increase of approximately $300,000

8. Funding for SLOA/Middle States, $250,000

THE PRESIDENT RECOMMENDS THAT THE FINANCE COMMITTEE APPROVE THE FY2014 AND FY2015 BUDGET REQUEST TO THE BOARD OF TRUSTEES.
### BALTIMORE CITY COMMUNITY COLLEGE

**STATEMENT OF BUDGET COMPARISON FOR REVENUES AND EXPENDITURES**

**FOR FISCAL YEARS ENDING JUNE 30, 2013 & 2014 & 2015**

<table>
<thead>
<tr>
<th>BUDGETED REVENUES</th>
<th>FY 2013 Budget</th>
<th>FY 2014 For Approval</th>
<th>FY 2015 Request</th>
<th>VARIANCE FY 2013 to FY 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1</strong> Tuition and Fees</td>
<td>17,549,727</td>
<td>12,521,884</td>
<td>12,923,019</td>
<td>(5,027,843)</td>
</tr>
<tr>
<td><strong>2</strong> State Appropriation</td>
<td>38,792,228</td>
<td>41,828,437</td>
<td>41,892,221</td>
<td>3,036,209</td>
</tr>
<tr>
<td><strong>3</strong> Auxiliary - Bookstore</td>
<td>4,000,000</td>
<td>3,250,000</td>
<td>3,500,000</td>
<td>(750,000)</td>
</tr>
<tr>
<td><strong>4</strong> Auxiliary - Other</td>
<td>2,070,943</td>
<td>2,094,249</td>
<td>2,148,008</td>
<td>23,306</td>
</tr>
<tr>
<td><strong>5</strong> Other Revenues</td>
<td>1,899,722</td>
<td>1,735,137</td>
<td>1,740,381</td>
<td>(164,585)</td>
</tr>
<tr>
<td><strong>6</strong> Fund Balance Draws</td>
<td>10,957,000</td>
<td>7,760,471</td>
<td>3,500,000</td>
<td>(3,196,529)</td>
</tr>
<tr>
<td><strong>6</strong> Total Unrestricted Revenue</td>
<td>75,269,620</td>
<td>69,190,178</td>
<td>65,703,629</td>
<td>(6,079,442)</td>
</tr>
<tr>
<td><strong>7</strong> Public Service- WBJC</td>
<td>1,495,000</td>
<td>1,450,000</td>
<td>1,465,000</td>
<td>(45,000)</td>
</tr>
<tr>
<td><strong>8</strong> Federal, State and Local Grants and Contracts</td>
<td>26,103,996</td>
<td>25,748,947</td>
<td>21,103,640</td>
<td>(355,049)</td>
</tr>
<tr>
<td><strong>10</strong> Total Restricted Revenue</td>
<td>27,598,996</td>
<td>27,198,947</td>
<td>22,568,640</td>
<td>(400,049)</td>
</tr>
<tr>
<td><strong>11</strong> Total Revenue</td>
<td>102,868,616</td>
<td>96,389,125</td>
<td>88,272,269</td>
<td>(6,479,491)</td>
</tr>
</tbody>
</table>

**NOTE:** Revenues are prepared on the appropriation basis. Numbers may not sum to total due to rounding.

**1** Fund Balance - Reflects revised ERP acquisition schedule (3,500,000); delayed capital projects ($3,221,400); one time equipment acquisition needs ($1,039,071)
## BALTIMORE CITY COMMUNITY COLLEGE

**STATEMENT OF BUDGET COMPARISON FOR REVENUES AND EXPENDITURES**

**FOR FISCAL YEARS ENDING JUNE 30, 2013 & 2014 & 2015**

<table>
<thead>
<tr>
<th>BUDGETED EXPENDITURES</th>
<th>FY 2013 Budget</th>
<th>FY 2014 For Approval</th>
<th>FY 2015 Budget w/o Request</th>
<th>FY 2013 to FY 2014 FAVORABLE / (UNFAVORABLE) AMOUNT</th>
<th>VARIANCE PERCENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Affairs</td>
<td>22,757,192</td>
<td>22,751,154</td>
<td>22,761,154</td>
<td>3,962</td>
<td>0.02%</td>
</tr>
<tr>
<td>BCED</td>
<td>4,517,780</td>
<td>4,765,912</td>
<td>4,765,912</td>
<td>248,132</td>
<td>5.49%</td>
</tr>
<tr>
<td>Student Services</td>
<td>6,700,316</td>
<td>6,591,727</td>
<td>6,591,727</td>
<td>(108,589)</td>
<td>-1.62%</td>
</tr>
<tr>
<td>Business &amp; Finance</td>
<td>4,280,152</td>
<td>5,101,353</td>
<td>5,101,353</td>
<td>821,201</td>
<td>19.19%</td>
</tr>
<tr>
<td>Plant Operations</td>
<td>6,861,969</td>
<td>5,618,055</td>
<td>5,618,055</td>
<td>(1,243,914)</td>
<td>-18.13%</td>
</tr>
<tr>
<td>Public Safety</td>
<td>3,226,852</td>
<td>3,053,270</td>
<td>3,053,270</td>
<td>(173,582)</td>
<td>-5.38%</td>
</tr>
<tr>
<td>Inst. Advancement, Marketing &amp; Research</td>
<td>2,261,626</td>
<td>2,146,770</td>
<td>2,146,770</td>
<td>(114,856)</td>
<td>-5.08%</td>
</tr>
<tr>
<td>Information Technology Services</td>
<td>4,840,055</td>
<td>4,062,630</td>
<td>4,062,630</td>
<td>(777,425)</td>
<td>-16.06%</td>
</tr>
<tr>
<td>Human Resources</td>
<td>1,639,430</td>
<td>1,409,020</td>
<td>1,409,020</td>
<td>(230,410)</td>
<td>-14.05%</td>
</tr>
<tr>
<td>President's Office</td>
<td>1,012,353</td>
<td>1,093,444</td>
<td>1,093,444</td>
<td>81,091</td>
<td>8.01%</td>
</tr>
<tr>
<td>Auxiliary - Bookstore</td>
<td>4,000,000</td>
<td>3,250,000</td>
<td>3,250,000</td>
<td>(750,000)</td>
<td>-18.75%</td>
</tr>
<tr>
<td>Auxiliary - Other</td>
<td>1,066,534</td>
<td>972,191</td>
<td>972,191</td>
<td>(94,343)</td>
<td>-8.85%</td>
</tr>
<tr>
<td>Fac. Cap, &amp; Lockwood Reserve</td>
<td>653,361</td>
<td>604,181</td>
<td>604,181</td>
<td>(49,180)</td>
<td>-7.53%</td>
</tr>
<tr>
<td>Liberty North (Bon Secours)</td>
<td>175,000</td>
<td>-</td>
<td>-</td>
<td>(175,000)</td>
<td>-100.00%</td>
</tr>
<tr>
<td>VOIP Integration</td>
<td>320,000</td>
<td>-</td>
<td>-</td>
<td>(320,000)</td>
<td>-100.00%</td>
</tr>
<tr>
<td>ERP</td>
<td>6,000,000</td>
<td>4,539,071</td>
<td>3,500,000</td>
<td>(1,469,929)</td>
<td>-24.35%</td>
</tr>
<tr>
<td>Fund Balance Initiatives</td>
<td>4,957,000</td>
<td>3,221,400</td>
<td>3,221,400</td>
<td>(1,735,600)</td>
<td>-35.01%</td>
</tr>
<tr>
<td>To Be Allocated for FY 2015</td>
<td>773,922</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0.00%</td>
</tr>
<tr>
<td>Total Unrestricted Expenditures</td>
<td>75,269,620</td>
<td>69,190,178</td>
<td>65,703,629</td>
<td>(6,079,442)</td>
<td>-8.08%</td>
</tr>
<tr>
<td>Public Service- WBJC</td>
<td>1,495,000</td>
<td>1,450,000</td>
<td>1,465,000</td>
<td>(45,000)</td>
<td>-3.01%</td>
</tr>
<tr>
<td>Federal, State and Local</td>
<td>26,103,996</td>
<td>25,748,947</td>
<td>21,103,640</td>
<td>(355,049)</td>
<td>-1.36%</td>
</tr>
<tr>
<td>Grants and Contracts</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total Restricted Expenditures</td>
<td>27,598,996</td>
<td>27,198,947</td>
<td>22,568,640</td>
<td>(400,049)</td>
<td>-1.45%</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>102,868,616</td>
<td>96,389,125</td>
<td>88,272,269</td>
<td>(4,797,941)</td>
<td>-6.30%</td>
</tr>
</tbody>
</table>
FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM
FY 2015 – 2019

Overview
The Five-Year Capital Improvement Program (CIP) and associated Capital Budget Requests for FY2015 – 2019 represent Baltimore City Community College’s (BCCC) funding needs for continued implementation of the College’s Facility Master Plan. The College’s current Facilities Master Plan was developed in 2007 and updated in 2011. This facilities plan will undergo a major update once the Academic Master Plan, which is in the final revision phase, has been approved.

- The College originally submitted Facility Program Part 1 for the Loop Road, Main Street and Entrance Improvement to DGS during the FY2010-2014 funding cycle. In addition, an updated Part 1 was just submitted in March 2013 and the College is currently completing an updated Part 2 for this project. This project is in the FY2014-2018 CIP with design beginning in 2014.

- Updating the Liberty Campus Library to a Learning Resource Center (LRC) was deferred to accommodate the Loop Road Project in the FY2013-2016 CIP. BCCC will submit a revised Facility Program Part 2 in March 2014 to reflect the current needs and organization of the College based on the approved Part 1.

- BCCC will submit Facility Program Part 1 in March of 2014 for renovation of the existing Fine Arts Wing to classrooms and a multi-purpose area. Part 2 will be due later in 2014 based on the approved Facility Program Part 1.

Projects Summary

- **Loop Road, Main Street and Entrance Improvement**
  BCCC submitted Facilities Program Part 1 to DBM for a new perimeter loop road on the Liberty Campus during the FY2010-2104 funding cycle. This critical project includes construction of a variety of safety, infrastructure, and site improvements for the Liberty Campus. Improvements include:
o Safer and more efficient access for emergency vehicles on campus. Eliminating the U-turn by using a perimeter loop road will have one-way and two-way traffic patterns in selected areas which will provide for much easier vehicle ingress and egress to the campus.

o Improved handicapped accessibility routes; new site amenities, signage, and pedestrian connections to and from parking areas.

o Widen the main vehicular entrance at Liberty Heights Avenue which will reduce queuing for incoming and exiting traffic; provide for more efficient vehicular circulation at the entrance

Current cost estimates for the Loop Road project include $1,334,000 for design and $13.4 million for construction beginning in FY2016.

• **Learning Resource Center (LRC), Liberty Campus**
  Renovation and expansion of the Library as a Learning Resource Center remains one of the College’s top priorities. The College remains cognizant of the current library trends, but needs to update the building to include a technology learning center and computer access to support the total intellectual experience of the community of learners, and provide a coordinated multi-use facility for teaching, learning, trainings, conferencing, meetings, workshops and community events. This space renovation will include additional group and individual study rooms as well as provide centralized accessible and improved student and faculty learning space in which to perform research or have group meetings.

• **Liberty Campus – Academic Building (Fine Arts Wing)**
  Renovation of this building is desperately needed to provide academic classroom space in support of the formal learning community on the Liberty Campus. This academic classroom building will include smart classrooms, study space, offices, and a modernized computer teaching lab. The renovated space will provide accommodations for streamlined and redesigned developmental education programs. In addition, the space will include much needed assembly space and student rooms for small groups.

THE PRESIDENT RECOMMENDS THE FINANCE COMMITTEE APPROVE THE FY2015-2019 CAPITAL IMPROVEMENT PROGRAM FOR SUBMISSION TO THE BOARD OF TRUSTEES.