

COMMUNITY COLLEGE OF PHILADELPHIA



2020-2021 FISCAL YEAR BUDGET

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COMMUNITY COLLEGE OF PHILADELPHIA

2020-2021 BUDGET

PART I

THE FINANCIAL CONTEXT FOR THE 2020-2021 BUDGET

Financial planning for the 2020-2021 fiscal year was developed in the context of the College's 2017- 2025 Strategic Plan and its vision for becoming a premier community college. The 2017-2025 Strategic Plan affirms the College's long-standing commitment to quality, access, affordability and upward mobility. The plan firmly plants student success at the center of all efforts, establishing the means for each student to achieve their goals. This focus extends beyond the classroom, encompassing connections with the community, the educational pathways of students before and after their time with us, the regional economy and workforce, and the overall environment and stability of the College. The College's Strategic Plan can be viewed at <https://www.myccp.online/strategic-planning/draft-2017-2025-strategic-plan>.

The COVID-19 pandemic has significantly impacted the financial and educational planning for the 2020-21 fiscal year. In the midst of the 2020 spring semester, 1,500 course sections were moved to remote instruction and city and state appropriations became uncertain. The College's essential employees worked in the Main Campus and Regional Centers while the majority of College employees worked remotely. Prior to the impact of the COVID-19 pandemic, the financial picture for the College was solid. The City had committed additional funds for the general appropriations and for a new Catto Scholarship program that would provide last dollar tuition and supplemental stipends to full-time students based upon certain criteria. A modest increase to full-time students was projected and a balanced budget anticipated. In an effort to make a college education

affordable and accessible, the College once again decided not to raise tuition or fees. In the past seven years, the College has only increased tuition one time.

The College made the decision in late May that the Fall 2020 classes would begin online, with limited classes and labs that required hands-on experience to be taught on campus, out of concern for the health and well-being of students, faculty and staff. The College also developed methods to offer the critical services that students need in a remote manner including advising, counseling, tutoring and Single Stop support. Students who needed laptops to continue their coursework for the spring and summer sessions were loaned devices at no cost to enable them to complete their academic work. Additional laptops were procured for the anticipated loaner need for the fall semester. The major uncertainty that is associated with the budget is the extent that the pandemic and the fact that the College is primarily offering online classes for the fall semester will impact the enrollment. This budget conservatively projects enrollments at a twelve percent decrease for the fall and spring semesters and a six percent decrease for the summer semesters from the prior year.

The Mayor's final City Budget Plan presented to and approved by City Council for 2020-2021 has a \$3.25 million increase in funding over the previous year's appropriations. Additionally, \$4.8 million was appropriated for the first year of an innovative initiative, the Octavius Catto Scholarship program, that would cover the cost of tuition (last dollar), books and transportation, as well as specialized support services for thousands of Philadelphia students who meet eligibility criteria over the next five years. The Governor's proposed budget has no increase in funding for community colleges. Under these planning assumptions, the budget created for fiscal year 2020-2021 is balanced by

utilizing excess revenues from the 2019-20 fiscal year and by utilizing a limited amount of reserve funds with no increase in tuition or fees. This will be the sixth year out of seven years in which the College has not raised tuition. Figure A reports a history of tuition and fee charges over the past decade. Figure B reports the patterns in operating revenue support received by the College over the past decade.

FIGURE A
Community College of Philadelphia
History of Tuition and Fee Charges

Year	Per Credit Tuition	Per Credit General Fee	Per Credit Technology Fee	Average Course Fee per Credit ^	Average Total Cost per Credit	Average Dollar Increase	Percent Increase	Average Full-time Tuition and Fees per Academic Year
2010-11	128	4	28	6.31	166.31	5.92	3.7%	3,991
2011-12	138	4	28	7.61	177.61	11.30	6.8%	4,263
2012-13	148	4	28	7.61	187.61	10.00	5.6%	4,503
2013-14	153	4	28	7.61	192.61	5.00	2.7%	4,623
2014-15	153	4	28	7.66	192.66	0.05	0.0%	4,624
2015-16	153	4	28	7.85	192.85	0.19	0.1%	4,628
2016-17	153	4	30	9.71	196.71	3.86	2.0%	4,721
2017-18	159	4	30	10.05	203.05	6.34	3.2%	4,873
2018-19	159	4	30	10.45	203.45	0.40	0.2%	4,883
2019-20^	159	4	30	10.22	203.22	-0.23	-0.1%	4,877
2020-21^	159	4	30	10.30	203.30	0.08	0.0%	4,879

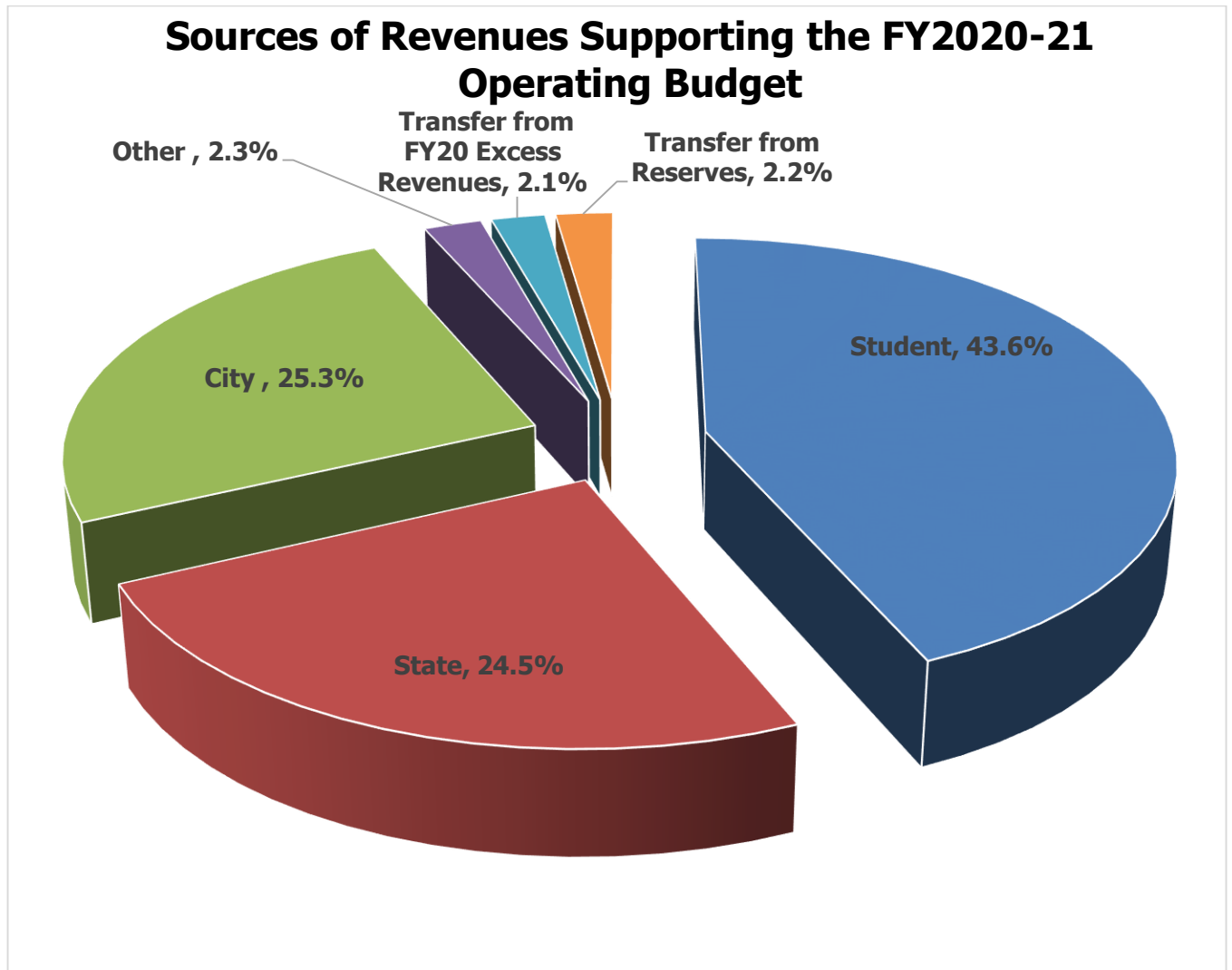
^ Estimated based upon projected course fees and projected student credit hours. Average Course Fee per Credit is calculated by dividing total student course fees billed by total student credit hours.

FIGURE B
Percentages of Operating Revenues Coming from City, State,
Student and Other Sources
2012-2021 Fiscal Years

Fiscal Year	City	State	Student	Other	Total
2011-12	14.70%	23.50%	59.80%	2.00%	100.00%
2012-13	14.90%	23.30%	60.50%	1.30%	100.00%
2013-14	14.80%	22.50%	61.30%	1.40%	100.00%
2014-15	16.70%	22.40%	59.70%	1.20%	100.00%
2015-16	17.90%	23.10%	57.20%	1.80%	100.00%
2016-17	18.60%	24.10%	56.10%	1.20%	100.00%
2017-18	17.70%	24.20%	56.80%	1.40%	100.00%
2018-19	19.70%	24.40%	53.40%	2.40%	100.00%
2019-20*	23.10%	24.80%	50.40%	1.70%	100.00%
2020-21 **	26.40%	25.60%	45.60%	2.40%	100.00%

*Estimated as of June 2020

**As in the Proposed Budget



Note: Excludes debt service

The budget plan is based upon 271,362 credit hours or 11.1% lower than the amount projected for fiscal year 2019-20. Many variables outside of the College's control will affect what the school year will look like for students during these difficult times. The College has made significant investments in the areas most important to student success so that students are primed to receive the quality education they deserve.

PART II

MISSION, VISION AND STRATEGIC PRIORITIES FOR THE 2019-20 YEAR

The current College Mission and Vision Statements can be found at <http://www.ccp.edu/about-us/mission-and-goals>. Together, the College Mission and Vision Statements provide the framework for institutional planning.

The following principles have been utilized in developing the 2020-21 budget plan:

1. There will be no compromises in academic quality and efforts to meet current goals with respect to improved graduation, retention and academic performance rates.
2. Vacant staff positions that are essential to advancing the College's most important strategic priorities will be filled.
3. The College's institutional plans (Strategic, Academic, Enrollment Management, Technology, Marketing, Diversity and Facility) will be used as guides in decision making with respect to the allocation of available resources.

4. The College will continue to pursue innovative strategies and implement initiatives essential to ensuring and enhancing the College's academic and financial viability.
5. The College will continue to put efforts into workforce development initiatives in partnership with the City.
6. Net-revenue producing enrollment growth will be actively pursued and supported.
7. With respect to College operations, there will be an emphasis on 'green' decision making, both as a viable strategy to reduce future operating costs and to emphasize the College's strong commitment to sustainable design and operations as evidenced in the designs of the Main Campus and NERC expansion and renewal projects.

The 2020-21 budget plan reflects a commitment to advancing the goals contained within the College's Strategic and Operational Plans. The College's Strategic Planning Process is focused on the five pillars as outlined in "The City's College: Impact 2025" document. Additional information can be found on the website:

<https://www.myccp.online/strategic-planning/draft-2017-2025-strategic-plan>.

The Student Experience – As the keystone of our comprehensive strategy to improve student success and completion, the College will continue a full-scale implementation of the Guided Pathways model.

Workforce Development, Readiness and Economic Innovation – The College will be at the forefront of addressing both the new growth opportunities for the region and the gaps in educational and skill attainment for all Philadelphians.

External and Internal Community Relations – As the City’s college, Community College of Philadelphia will position itself as a vital resource that impacts all of Philadelphia and beyond.

World-class Facilities – The College is committed to providing world-class facilities that reflect excellence and equity.

Fiscal Stability and Sustainability – Community College of Philadelphia will build a sustainable financial model that provides excellent resources for students, respectable compensation for employees, and world-class facilities.

PART III
BUDGET INITIATIVES

The College's planned 2020-21 operating expenses accommodate several important initiatives that address the five areas noted above. Among these are:

I. The Student Experience

- The College will continue the Guided Pathways reform effort which focuses on providing students with a highly structured experience driven by providing students with clear academic program roadmaps through a robust website, an intake process that clarifies students' goals and career direction including an on-line orientation an update to the intake and onboarding process which facilitates access into a program of study for students with developmental education needs and provides intentional advising coupled with progress tracking and individually- designed support, with the goal of improving student persistence and degree completion. Through full-scale implementation of redesigned programs, developmental education and support services, the College continues to set a new trajectory for greater student success guided by the continued and collective efforts of faculty, staff and students.
- Complementing the Guided Pathways efforts, the College has implemented the Starfish Early Alert System. The advantage of this system is the ability to increase intervention and communication initiatives that are key to keeping students invested in their education and on track to degree completion. While the College provides many student support services, improving student

persistence remains a challenge. In order to improve in this area, it is critical for the College to seek technology-based solutions to assist students in innovative and impactful ways by identifying at-risk students as early as possible and connecting them with identified support resources. The Starfish system is being expanded to include the development of individualized student educational plans and predictive analytics. The next phase, implementing the Educational Planning Module has begun and will provide a platform for monitoring the Guided Pathways prescribed course of study. The budget includes funding for the continuing implementation of a data analytics tool. Once fully ingrained into the infrastructure of the College, this tool will serve as a technology platform to identify key drivers of student success at the College. The system will enable the College to identify and focus on key institutional metrics related to course success, persistence, and graduation by reviewing historical results and predictors for future performance. These results and predictors will provide the College with information needed for effective student interventions, as well as allow tracking of those interventions to evaluate their effectiveness with various student populations, and inform College policy and programs.

- The transformed advising model continues to evolve and be central to the Guided Pathways model of academic support. The full-time academic advisors work within the Guided Pathways model, incorporating academic planning with students in their first semester, implementing proactive outreach to students, and tracking students to monitor academic progress. The advisors

engage in best practices of academic advising and align with Guided Pathways.

There are currently 13 full-time advisors, and plans include hiring an additional advisor for the Main Campus.

- A new Associates degree program, Biological Sciences, is being offered as well as three new proficiency certificates – Data Science, Mobile Application Development and Piano Technician.

II. Workforce Development, Readiness and Economic Innovation

- The College will secure state approval for the Career Ready Skills and Industrial Maintenance Technician Pre-Apprenticeships.
- The Manufacturing to Career Curriculum will be converted to a registered pre-apprenticeship program.
- The curriculums of the Computer Numeric Control (CNC) and the Electro-mechanical programs will be expanded to 600 hours which will make these programs eligible for federal financial aid.
- The number of online course offerings will be increased and additional programs will be converted from face to face to online and hybrid programs.

III. Fiscal Stability and Sustainability

- The College has implemented a new CRM system, Ellucian CRM Recruit, which should result in improved enrollments and lead to an increase in revenues.

- The College has implemented a new Assessment Management System (AEFIS) for the collection, analysis, planning, and continuous improvement of student learning outcomes and administrative outcomes. The AMS will provide reports that inform stakeholders on achievement of learning outcomes at the course, program and general education levels, assess program viability and provide needed data analysis for accrediting purposes. Assessment enables the College to track improvement strategies to benefit student success.

IV. World-class Facilities

- Library & Learning Commons: This project involves the reconfiguration of the library and learning lab areas within the Mint and Bonnell Buildings. The final phases of construction are in progress with completion scheduled for December 2020. This \$16 million project will realign the spaces to create an ideal learning environment including: library instructional spaces, technology tools and support for students to access materials and prepare presentations, study group areas, quiet rooms, tutoring services, multi-media and other technology rooms, offices, and bound volume storage and retrieval.
- 17th Street Cafe: This project includes the 2,500 square foot cafe area that will be open to the public, showcasing the new Library and Learning Commons project. The project is currently being designed with a Fall construction award planned.

- Career & Advanced Technology Center: Schrader Design Group completed the program and design for this facility last Fall and the construction was competitively bid in late Winter 2020. The \$33.5M project consists of the construction of a new 3-story 75,000 sf building on the corner of 48th Street and Market Streets. This project will transform the Community College of Philadelphia's West Philadelphia Regional Center, supporting advanced high-quality academic and technology programs for students preparing to enter the region's workforce. Upon Zoning approval, construction will tentatively begin in late Summer or early Fall of 2020. Projected completion is late Spring 2022.
- Structural Repairs to CBI Parking Garage: This project will repair and seal water infiltration areas for the CBI parking garage along with the replacement of corroded structural members. Construction began in Spring of 2020 and will be completed in Fall 2020.
- Mint Freight Elevator Modernization: This project will provide a full modernization of the heavily-used, 40+ year-old Mint Freight elevator. The project began in late June of 2020 and will be completed in November of 2020.
- Diagnostic Medical Imaging Lab: This project will renovate the current DMI laboratory and classroom to accommodate the installation of a new, active X-ray unit for student use. The design work is nearing completion with a construction effort that will be completed in Winter 2020.
- Music Department Renovation: This project will fully renovate the Music Department labs, offices, and classrooms providing sound-attenuation and

recording-level capability. The design is nearing completion with a Fall 2020 construction effort planned. The first phase of this project will be the construction of the studio and control room and is scheduled to be completed in Winter 2020. The second phase is being planned for a concurrent completion and will build a new Piano Lab and faculty office space.

V. External and Internal Community Relations

- The Power Up Your Business Peer Learning Experience program will serve a minimum of 60 Philadelphia commercial corridor and neighborhood small businesses. The program will also create curriculum and launch a Restaurant Industry Best Practice program and will identify and secure partners to launch new Mandarin Chinese and Russian Power Up Your Business cohorts.
- The College will provide the intensive Ten Thousand Small Businesses Program to up to 90 small business in the tri-state region.
- The College's Division of Access and Community Engagement (DACE) continues to strengthen its adult literacy programs and has converted courses to an online modality. It now offers a course in American Idioms for students in need of additional conversational and workplace language skills and created a hybrid ESL course for students that focuses on the use of technology as well as basic language acquisition skills for life, conversation, and the workplace.

PART IV EXPENDITURE BUDGET

The College's operating budget is largely committed to salary and associated benefits. Of the College's total operating budget, 82.8% is spent on salaries and benefit expenses. The following two tables summarize salary and related benefit expenditures by functional area of the College, and summarize the major categories of non-salary expenditures.

As shown in Figure C, approximately 51.8% of the College's budget will be spent on direct instruction and academic support services. Expenditures related to academic administration represent approximately 8% of the budget. Student Affairs expenditures, including the Offices of Counseling and Financial Aid will represent approximately 9.7% of the budget. Facility Operations, which addresses all aspects of facility operations including campus security, accounts for 10.9% of the budget. Information Technology Services accounts for 6.2% of the total budget. Other administrative offices account for approximately 14.8% of the budget. The latter includes the following budget areas: Human Resources, Business and Finance, Institutional Advancement, Marketing and Government Relations, President/Board of Trustees, General Counsel and the Institutional Contingency budget.

FIGURE C

2020-21 Budgeted Expenditures

By Functional Area

<u>Organizational Area</u>	<u>Salaries and Benefits</u>	<u>Non-salary Expenditures</u>	<u>Total</u>	<u>Percent of Budget</u>
Instruction and Academic Support Services	\$66,122,033	\$2,552,311	\$68,674,344	51.82%
Academic Administration	\$9,382,143	\$1,274,730	\$10,656,873	8.04%
Counseling/Financial Aid	\$6,856,000	\$112,430	\$6,968,430	5.26%
Other Enrollment Services and Student Affairs Administration	\$5,569,198	\$290,671	\$5,859,869	4.42%
Facility & Security Operations	\$6,209,312	\$8,247,166	\$14,456,478	10.91%
Information Technology Services	\$4,881,426	\$3,316,662	\$8,198,088	6.19%
General Administrative Functions	\$13,378,562	\$6,172,130	\$19,550,692	14.75%
PowerUp Your Business	\$0	\$800,000	\$800,000	0.60%
less Lapsed Salary Projection	<u>(\$2,640,000)</u>	<u>\$0</u>	<u>(\$2,640,000)</u>	<u>-1.99%</u>
Total 2020-21 Operating Budget	\$109,758,674	\$22,766,100	\$132,524,774	100%
Percent of Budget	82.40%	17.60%		

FIGURE C
2020-2021 Budgeted Expenditures
By Functional Area

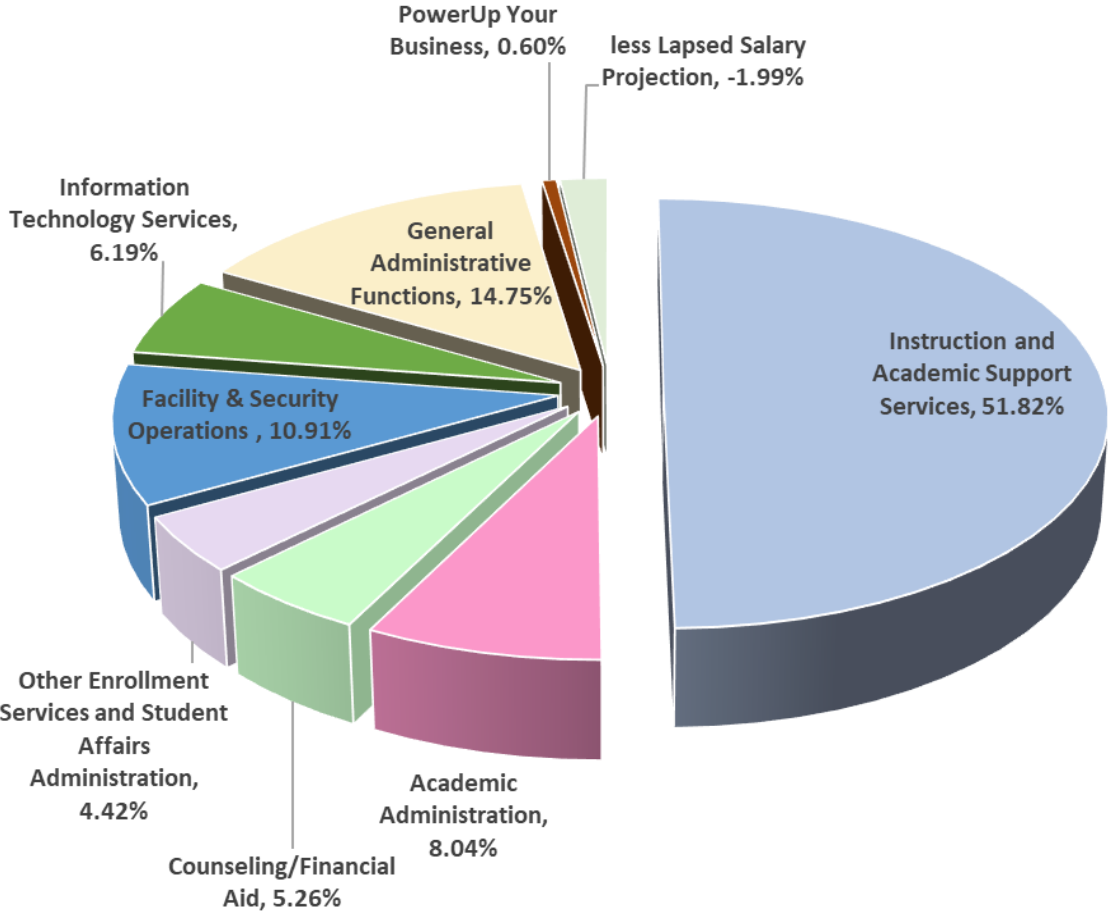
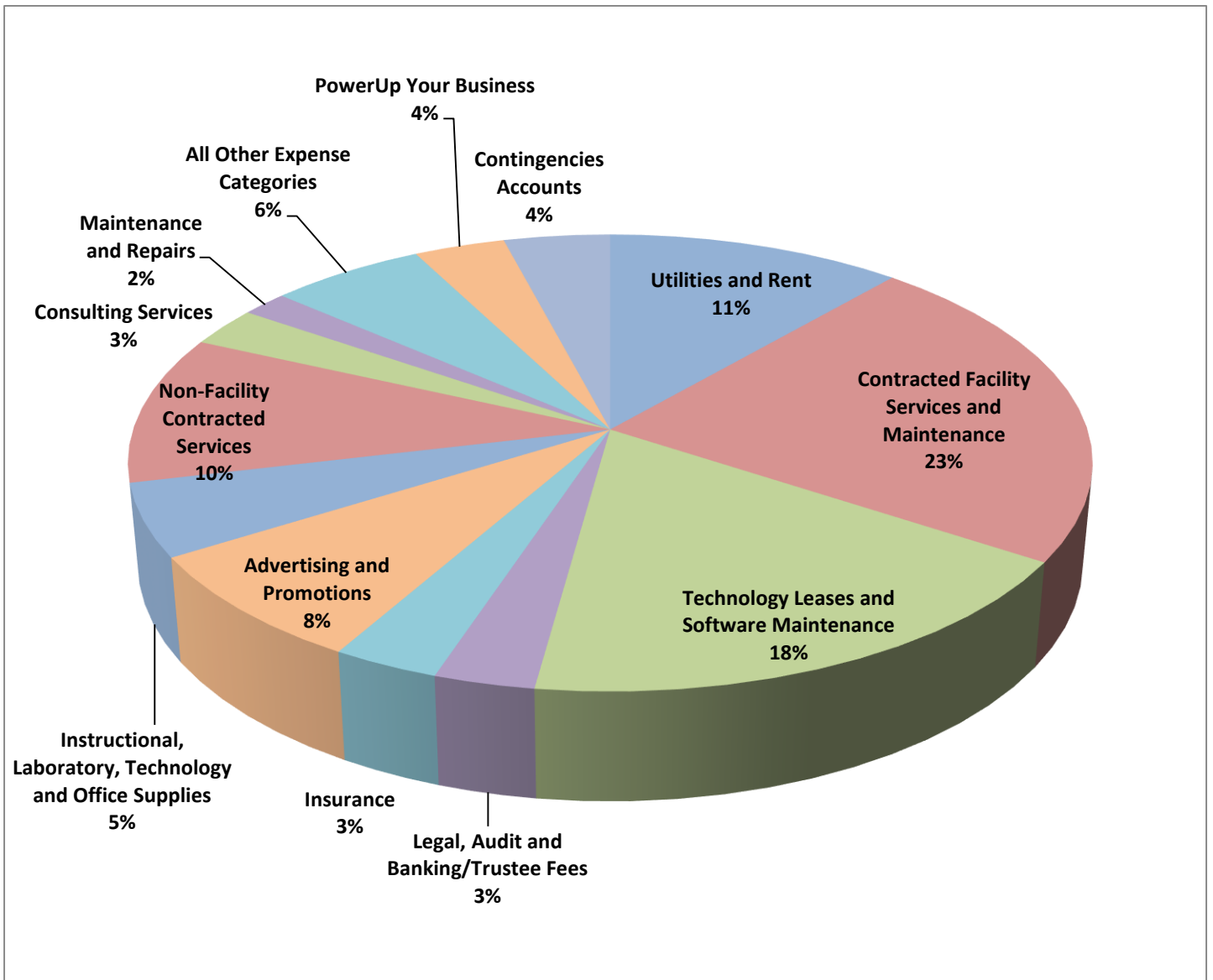


Figure D summarizes planned 2020-21 expenditures in categories other than salaries and benefits. More detailed expense information is provided in Table IV in Part VI of the Budget. Approximately 22.8 percent of non-salary expenditures are associated with Facility Operations, including Public Safety, while Information Technology requirements (leased equipment and software) account for another 18 percent. Major non-Facility contracted service expenditures include Single Stop, loan default management, testing services, Canvas (learning management system), interpreter services, courier and armored car services, payment gateway processing, new employee background checks, data backup, and firewall monitoring. Consulting service expenditures include State and Federal lobbyists, Facility architectural and engineering needs and program development for the Office of Workforce and Economic Innovation.

FIGURE D
2020-21 Non-salary Expenditures Reported by Major Categories

Expenditures Other Than Salaries and Fringes	Amount	Percent of Total
Utilities and Rent	\$2,595,740	11.4%
Contracted Facility Services and Maintenance (Includes Contracted Cleaning, Contracted Security and Other Service Contracts)	5,193,214	22.8%
Technology Leases and Software Maintenance	4,087,288	18.0%
Legal, Audit and Banking/Trustee Fees	673,950	3.0%
Insurance	717,413	3.2%
Advertising and Promotions	1,786,700	7.8%
Instructional, Laboratory, Technology and Office Supplies	1,177,367	5.2%
Non-Facility Contracted Services	2,390,870	10.5%
Consulting Services	636,718	2.8%
Maintenance and Repairs	405,950	1.8%
All Other Expense Categories	1,366,595	6.0%
PowerUp Your Business	800,000	3.5%
Contingencies Accounts	934,295	4.1%
Total Non-Salary-Related Expense	\$22,766,100	100.0%

2020-21 Non-Salary Expenditures Reported by Major Categories - \$22,766,100



Non-Salary Operating Expenses Change

Healthcare costs, at a projected \$22,722,200, are a significant part of the College's operating expenses. The budget for fiscal year 2020-21 is \$768,400 higher than the 2019-20 revised budget. Over the past few years the College made substantial progress to reduce the escalation of healthcare costs by: completing a successful RFP process for a pharmacy benefit manager; completing a successful RFP process for its Stop Loss Insurance premiums for the self-funded medical claims; renegotiating the administrative fee charged by IBX; and moving to a self-funded arrangement for the Delta Dental coverage.

Other Expenses-General are budgeted to increase by \$348,095, over the 2019-20 revised budget. It is important to note that the 2019-20 revised budget was impacted by the fact that the College locations were closed from mid-March through the end of the fiscal year.

Facility costs are budgeted to increase by \$643,759, over the 2019-20 revised budget. Facility budgets in the areas of contracted cleaning, contracted security and utilities have also been affected by the campus closures. Budgets for the 2020-21 fiscal year assume a gradual reopening of the campus in a phased and zoned approach during the fall semester.

Leases

The following is a list of major software and equipment leases budgeted for the 2020-2021 year that have an annual cost of \$100,000 or greater:

Library Subscription Services (various)	171,500
Oracle Software	512,752
Ellucian Banner ERP Software	339,765
Ellucian Collections/Receivables	61,703
Ellucian Recruit & Analytics	59,700
Other Ellucian Software	137,317
Microsoft Campus License	138,462
Leased Servers & PCs – ITS	196,000
Leased Data and Telephone Lines	270,500
Leased PCs – SACC	230,000
Hobson's Starfish	140,000

Capital Expenses

The 2020-21 capital budget plan totals \$11,626,682 in debt service payments and \$605,200 for capital purchases to be funded from non- resident student capital fees (\$205,200) and Perkins grant funds (\$400,000).

The College's existing debt consists of the following:

- 2015 Bond Issue which refinanced the 2008 issue (Pavilion Building, Northeast Regional Center Expansion and Bonnell, Mint and West Building Renovations) and included new borrowings for Biology Lab Renovations in the amount of \$5.9 million and for the West Building Escalator Replacement in the amount of \$1.8 million
- 2013 Bank Note to finance the West Building projects
- 2018 Bond Issue which refinanced the remaining debt service of the 2017 privately placed bond which had refinanced the 2007 Bond Issue which had previously refinanced the 1998 Bond (Northwest Regional Center and Main Campus Projects) and of the 2001 Bond Issue which financed the Center for Business and Industry Project
- 2018 Bond Issue which is financing the Library/Learning Commons Renovations
- 2019 Bond Issue which is the first phase of financing for the West Philadelphia Career and Advanced Technology Center
- Anticipated 2020 Bond Issue for the second phase of financing for the Philadelphia Career and Advanced Technology Center

Details on all of these borrowings can be found in Table V.

Student Activities, Athletics and Commencement Expenses

Student activity and commencement expenditures are funded from the General College fee, revenues generated from student events, and net profits from the bookstore and food service functions. The projected level of expenditures in this area is \$1,664,671. See Tables VII-A and VII-B in Part VI for the detailed Student Activities, Athletics and Commencement budget.

GASB 45, 68 and 75

Beginning with the 2007-08 fiscal year, the College was required to implement a new accounting standard, GASB 45. This standard requires that the estimated present value of future post-retirement healthcare costs be accrued for both current retirees and their dependents and for current employees and their dependents. The annual retiree healthcare costs expenditures are included in the annual expense budget and paid from annual revenues. The GASB 45 accrued expense liability computation does not directly impact on current year's revenues, expenses, and cash position; but it does have a significant impact on total expense and net asset amounts reported within the College's financial statements. As of June 30, 2017, a total of \$78.24 million was recorded on the College's financial statements for this accrued liability. For fiscal year 2017-18, under GASB 75, the College was required to accrue the full amount of the OPEB liability to a value of \$177.8 million. Based upon the changes made in the Collective Bargaining Agreements for new hires, the new actuarial study has reduced the OPEB liability to a value of approximately \$140 million. The College is also required to record a liability related to

employees enrolled in the state’s PSERS and SERS retirement programs (GASB 68). This liability is currently recorded at \$4.716 million.

PART V

REVENUE BUDGET

Credit Enrollments

The budget plan is based upon 271,362 credit hours or 11.1% lower than the amount projected for fiscal year 2019-20.

Non-Credit Enrollments

The following table shows 2019-20 and 2020-21 projected non-credit enrollments:

<u>Category</u>	<u>Projected 2019-20 FTEs</u>	<u>Budgeted 2020-21 FTEs</u>
Adult Literacy (GED, ESL, ABE)	202	330
Workforce Development	112	60
Other	<u>76</u>	<u>70</u>
Total – Non-Credit	<u>390</u>	<u>460</u>

City and State Funding

Figure E summarizes total City and State funding for the most recent ten years.

Figure E

Total City and State Funding 2009-10 to the Present

Fiscal Year	Total City Allocation	Total State Allocation
2011-12	25,409,207	34,592,563
2012-13	25,409,207	34,556,889
2013-14	26,409,207	34,540,430
2014-15	26,909,207	33,229,630
2015-16	30,309,207	35,444,960
2016-17	29,909,207 [#]	36,410,571
2017-18	30,409,207 [#]	36,035,364
2018-19	32,409,207 [#]	35,755,597
2019-20	36,059,207 [#]	38,256,472
2020-21	39,309,207 ^{#*}	38,249,398

[#] Includes \$800,000 for the Power Up Your Business Program

^{**} Does not include the \$4,800,962 appropriation for the Octavius Catto Scholarship program

City funding is typically a lump-sum appropriation. As the College's expenditures on capital projects and debt service change, this increases or decreases the dollars that are available from the City allocation for operating purposes. Unlike student revenues, and State revenues, the annual City appropriation has never been tied, directly or indirectly, to enrollments.

State funding for the operating budget is provided separately. In the 2005-06 fiscal year, under the provisions of Act 46 passed in July 2005, State funding for

Pennsylvania community colleges was transformed from the previous enrollment-based funding formula to an approach which was intended to provide more stability and predictability in funding. Act 46 largely, but not completely, uncoupled the level of State funding received from annual enrollment shifts. Beginning with the 2010 fiscal year, the State budget process has ignored the provisions of Act 46.

City Current Operating Revenues

The Mayor's originally proposed budget has allocated \$40,059,207 to the College for FY 2020-21. However, in response to declining City revenues brought about by the pandemic, the allocation was reduced to \$39,309,207. This still represents a significant \$3.25 million increase over the amount received by the College in fiscal year 2019-20. Of this amount, \$800,000 is specifically allocated for the Power Up Your Business program. The Power Up Your Business program is a free neighborhood-based approach to support small business owners in Philadelphia and to give them the tools needed to grow their business. In addition to the \$39.3 million appropriation, the City is also providing \$4.8 million in funding to support the Octavius Catto Scholarship program. The Catto Scholarship program will provide last dollar tuition and supplemental stipends to full-time students based upon certain criteria.

City dollars are first applied to the City's share of debt service and capital expenses. The remaining revenues are available to support current operating expenses. The computation for 2019-20 is as follows:

City Appropriation	\$ 39,309,207
Less: Debt Service	<u>5,814,547</u>

AVAILABLE FOR CURRENT OPERATING BUDGET	<u>\$33,494,660</u>
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State Current Operating and Lease Revenues

As noted above, the provisions of Act 46 enacted for the 2005-06 year, have been bypassed in recent years' State budgeting. For 2019-20, the Governor has proposed no increases in operating appropriations to community colleges. The State operating budget appropriations for the past several years and proposed for 2020-21 are as follows:

2012-13	\$28,036,906
2013-14	\$28,036,906
2014-15	\$28,499,415
2015-16	\$29,963,711
2016-17	\$30,732,457
2017-18	\$30,732,457
2018-19	\$31,653,624
2019-20	\$32,287,263
2020-21	\$32,287,263

Included in the State operating funding amount is \$150,000 which represents fifty percent funding for some leased building and equipment costs. This brings the budgeted State Operating funding to \$32,437,263.

Commonwealth of Pennsylvania Capital Funding

In recognition of the very large amount of major unmet capital project needs in each of the community colleges' master plans, the State, through Act 46, established a separately-funded capital pool for the community colleges. The capital pool includes all dollars committed to existing long-term capital (debt service and long-term facility leases). The capital pool is treated as a revolving fund so that as debt is retired or leases terminated, dollars committed to those costs will be returned to the pool for use for another capital purpose. In addition, the capital pool may, through the State budget process, be augmented by an annual appropriation increase.

Debt service payment funding for the College for the 2020-21 year from the capital pool will total \$5,812,135.

Student Tuition and Fee Revenues

For the 2020-21 year, student tuition charges will remain the same at \$159 per credit. This is the sixth year out of seven years without a tuition increase. There will be no change to any student fees.

Student Current Operating Revenues

Student Tuition Revenues were projected as follows:

Revenue Category Revenues	Revenue Adjustments	Total
Gross Revenues:		
Student Credit Hours at Census Date: 271,362		
Tuition - \$159 per credit		
Gross Tuition Revenue*		\$48,304,493
Net Contribution from Corporate Solutions Professional Development Courses including Ed2Go, ACT, WEDNet		94,350
Net Contribution from Corporate Solutions Non-Credit Programs		46,450
Other Noncredit Program Fees		94,875
Technology Fee - \$30 per credit		8,412,315
Credit Course Fees		2,794,754
Distance Education Fees		1,861,700
Adult Literacy Program Fees		43,500
Senior Citizen Course Fees		6,700
Other Non-Instructional Fees		935,153
Tuition Revenue Adjustments, Discounts and Write-offs:		
Opportunity Now/Chamber of Commerce/ First Class Programs	(102,500)	
Complete 15 Program	(24,820)	
Student Receivable Write-Offs and Tuition Adjustments	(2,379,115)	
Tuition Waivers and Exemptions	(1,764,000)	
American Success Program Offset	(266,000)	
Senior Citizen Tuition Discount	(57,000)	
Collection Costs	<u>(300,000)</u>	
Total Tuition Adjustments	(4,893,435)	
 TOTAL PROJECTED STUDENT REVENUES		 \$57,700,855

*Assumes 8,175 credit hours from out-of-county students and 7,000 credit hours from out-of-State students.

Consistent with prior years' budget development practices, business and industry program contract revenues are budgeted on a net-revenue basis. The nature of the educational contracts that are developed and entered into during the course of the year with clients makes it impossible to predict accurately expenditures in advance.

Federal and State Funding

Approximately 62 percent of the College's credit students received some form of financial aid grant (Pell, SEOG, PHEAA) to attend the College during the 2019-2020 academic year. For those receiving grant aid, the average amount received in fiscal year 2019-2020 was \$3,769. A substantial majority of the College's full-time students are among those receiving some form of federal grant aid. Similar patterns will be in place for the upcoming fiscal year. Since student revenues from credit courses contribute approximately 45 percent of the College's revenues, this means that approximately 28 percent of the College's operating revenues are dependent upon Federal and, to a lesser extent, State financial aid policies.

The maximum Pell award for fiscal year 2019-20 was \$6,195. For fiscal year 2020-21, the maximum Pell award will be \$6,345. While many other factors directly impact upon enrollment levels, historically there has been a high correlation between Pell availability and enrollments. In years in which Pell support for students has been low relative to tuition and fee charges, enrollments have tended to be stable or in decline. Similarly, relatively high Pell maximums contribute to enrollment growth.

Beyond City, State and student-related revenues, the most important external source of budget support for the College budget over the past two decades has been federal Perkins funds. In the past few years, the Perkins career program grant has provided more than \$1.4 million annually which has been used to support career program operating budget expenses and to purchase capital equipment for the College’s career programs. The projected funding for 2020-21 is estimated at \$2,476,000 of which \$350,000 will be used to support operating budget expenses associated with career programs and at least \$400,000 will be used to support career program capital needs. The remainder of the funds will be used for initiatives to develop and enhance career program offerings and fund a full-time advisor.

Other Current Operating Revenues

Several other sources of revenue are available to support the College’s operating budget. Projections for these are as follows:

Investment Income	\$ 657,200
Indirect and Administrative Cost Recovery	404,600
Foundation Support	125,000
Parking Lot and Garage Net Proceeds	84,099
Miscellaneous Income	473,718
Vocational-Education (Perkins) Funds	<u>350,000</u>
TOTAL - OTHER REVENUE	<u>\$2,094,617</u>

Investment income is generated from the College's Commonfund Multi Strategy Bond Fund and Intermediate Term Fund and the TIAA-CREF Fixed Income Fund as well as from short-term investments. During the past year, the average amount of investable funds was approximately \$56,000,000. It is anticipated that this amount will be slightly less in FY 2020-2021. The Indirect and Administrative Cost Recovery in the amount of \$404,600 is largely composed of federal dollars received to support the award of federal financial aid dollars.

In addition to operating revenues, the College annually receives restricted funding from a variety of public and private sources to enhance institutional activities and permit new initiatives that support the College's strategic priorities to be undertaken. Restricted funding is not used to support permanent staff positions or essential operating functions; and, as a result, revenues and expenditures associated with restricted funding activities are not included in the operating budget.

PART VI
DETAILED REVENUE, EXPENSE AND ENROLLMENT TABLES

Table I – Budget Summary – Funding Sources and Application of Funds
for the Fiscal Year July 1, 2020 – June 30, 2021

Table II – Statement of Current Fund Sources of Revenues for the Fiscal Year
2020-2021 in Comparison to Fiscal Years 2019-20 and 2018-19

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Budget in Comparison to Fiscal Years 2018-19 and 2019-20

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and Parking Operations for the Fiscal Year 2020-21 in Comparison to the
2018-19 and 2019-20 Fiscal Years

TABLE I
BUDGET SUMMARY - FUNDING SOURCES AND APPLICATION OF FUNDS
FOR THE FISCAL YEAR JULY 1, 2020 - JUNE 30, 2021

FUNDING SOURCES	<u>Operating</u>	<u>Capital</u>	<u>Catto Scholarship Program</u>	<u>Total</u>
Student Tuition	\$43,646,733			\$43,646,733
Student Technology Fee	8,412,315			8,412,315
Credit Course Fee	2,794,754			2,794,754
Distance Education Fee	1,861,700			1,861,700
Adult Literacy Program Fee	43,500			43,500
Senior Citizen Fee	6,700			6,700
Other Non-Instructional Fees	935,153			935,153
City of Philadelphia	33,494,660	\$5,814,547	\$4,800,952	44,110,159
Commonwealth of Pennsylvania	32,437,263	5,812,135		38,249,398
Interest Income	657,200			657,200
Indirect Cost Allowances	404,600			404,600
Vocational Education Support Funds	350,000			350,000
Miscellaneous Income	598,718			598,718
CARES Act & Other Special Funds	<u>1,009,882</u>			<u>1,009,882</u>
Total Current Operating Revenues	126,653,178		4,800,952	143,080,812
Student General, and Other Fees	595,944	205,200		801,144
Grant Capital Revenues		<u>400,000</u>		<u>400,000</u>
Total Educational and General Revenues	127,249,122		4,800,952	132,050,074
Auxiliary Enterprises	785,792			785,792
Transfer from Carry-Over Funds - FY20	2,811,893			2,811,893
Transfer from Carry-Over Funds	2,975,604			2,975,604
Transfer from Quasi-Endowment Fund	<u>699,896</u>			<u>699,896</u>
TOTAL SOURCES OF FUNDS	<u>\$134,522,307</u>	<u>\$12,231,882</u>	<u>\$4,800,952</u>	<u>\$151,555,141</u>
APPLICATION OF FUNDS				
Operating Budget Salary Expenses	\$74,318,611			\$74,318,611
Operating Budget Staff Benefits Expenses	35,440,063			35,440,063
All Other Operating Budget Expenses	21,966,100			21,966,100
PowerUp Your Business	800,000			800,000
Catto Scholarship Program Expenses			<u>\$4,800,952</u>	<u>4,800,952</u>
Reduced Current Operating Expenses	132,524,774		4,800,952	137,325,726
Student Activities & Commencement	<u>1,664,671</u>			<u>1,664,671</u>
Total Educational and General Expenditures	134,189,445		4,800,952	138,990,397
Auxiliary Enterprises	332,862			332,862
Capital Acquisitions		\$605,200		605,200
Debt Service		<u>11,626,682</u>		<u>11,626,682</u>
TOTAL USES OF FUNDS	134,522,307	12,231,882	4,800,952	151,555,141
TOTAL APPLICATION OF FUNDS	<u>\$134,522,307</u>	<u>\$12,231,882</u>	<u>\$4,800,952</u>	<u>\$151,555,141</u>

TABLE II
STATEMENT OF CURRENT FUND SOURCES OF REVENUES
FOR THE FISCAL YEAR 2020-2021 IN COMPARISON TO FISCAL YEARS 2019-20 and 2018-19

EDUCATIONAL AND GENERAL	2018-2019 Actual	Approved 2019-2020 Budget	Revised 2019-2020 Budget	Proposed 2020-21 Budget	% Change From 2019-20 Revised
<u>Student Revenues</u>					
Tuition	\$53,761,297	\$53,739,823	\$50,828,972	\$43,411,058	(14.6)
Technology Fee	9,768,738	9,873,030	9,377,820	8,412,315	(10.3)
Credit Course Fee	3,294,995	3,202,000	3,120,740	2,794,754	(10.4)
Distance Education Fee	863,450	866,250	1,032,430	1,861,700	80.3
Adult Literacy Program Fee	82,480	82,500	58,000	43,500	(25.0)
Senior Citizen Fee	14,946	14,300	13,400	6,700	(50.0)
Other Non-Instructional Fees	1,154,815	1,155,100	1,100,180	935,153	(15.0)
Net Contribution from Contracted Noncredit Instruction	275,328	350,000	92,900	46,450	(50.0)
Net Contribution from Other Noncredit Instruction	<u>338,213</u>	<u>405,000</u>	<u>352,900</u>	<u>189,225</u>	<u>(46.4)</u>
Total Student Revenues	69,554,262	69,688,003	65,977,342	57,700,855	(12.5)
<u>Governmental Appropriations*</u>					
City of Philadelphia	25,679,395	29,190,402	30,162,363	33,494,660	11.0
Commonwealth of Pennsylvania	<u>31,817,018</u>	<u>31,791,114</u>	<u>32,437,263</u>	<u>32,437,263</u>	<u>0.0</u>
Total Governmental Appropriations	57,496,413	60,981,516	62,599,626	65,931,923	5.3
<u>Other Income</u>					
Interest Income	1,577,080	744,800	761,535	657,200	(13.7)
Indirect Cost Allowances	476,104	500,000	476,000	404,600	(15.0)
Vocational Education Support Funds	409,631	300,000	400,000	350,000	(12.5)
Miscellaneous Income	<u>468,855</u>	<u>690,000</u>	<u>623,718</u>	<u>598,718</u>	<u>(4.0)</u>
Total Other Income	<u>2,931,670</u>	<u>2,234,800</u>	<u>2,261,253</u>	<u>2,010,518</u>	<u>(11.1)</u>
Total Current Operating Revenues	<u>129,982,345</u>	<u>132,904,319</u>	<u>130,838,221</u>	<u>125,643,296</u>	<u>(4.0)</u>
<u>Other Student Income</u>					
General College & Other Fees #	1,359,496	1,369,000	1,219,740	595,944	(51.1)
Other Student Activity Revenues #	<u>28,786</u>	<u>40,000</u>	<u>52,529</u>	<u>0</u>	<u>(100.0)</u>
Total Other Student Income	<u>1,388,282</u>	<u>1,409,000</u>	<u>1,272,269</u>	<u>595,944</u>	<u>(53.2)</u>
TOTAL EDUCATIONAL AND GENERAL REVENUES	<u>131,370,627</u>	<u>134,313,319</u>	<u>132,110,490</u>	<u>126,239,240</u>	<u>(4.4)</u>
<u>Auxiliary Enterprises</u>					
Bookstore #	725,575	597,500	690,553	650,200	(5.8)
Food Service #	53,357	59,000	51,417	20,000	(61.1)
Parking Lot & Garages	<u>302,953</u>	<u>314,943</u>	<u>189,153</u>	<u>115,592</u>	<u>(38.9)</u>
Total Auxiliary Enterprises	<u>1,081,885</u>	<u>971,443</u>	<u>931,123</u>	<u>785,792</u>	<u>(15.6)</u>
TOTAL CURRENT FUND SOURCES OF REVENUES	<u>\$132,452,512</u>	<u>\$135,284,762</u>	<u>\$133,041,613</u>	<u>\$127,025,032</u>	<u>(4.5)</u>

* CARES Act funds not included

These sources of revenue fund Student Activities and Athletics Program and do not support the current operating budget.

TABLE III
SUMMARY OF CURRENT FUND SOURCES OF REVENUES AND EXPENDITURES
FOR THE FISCAL YEAR 2020-21 COMPARED WITH FISCAL YEAR 2019-20

	Approved 2019-20 Budget	Revised 2019-20 Budget	Proposed 2020-21 Budget	% Change From 2019-20 Revised
SOURCES OF FUNDS				
<u>Current Operating Revenues</u>				
Student Tuition and Fees	\$69,688,003	\$65,977,342	\$57,700,855	(12.5)
Governmental	60,981,516	62,599,626	65,931,923	5.3
CARES Act & Other Special Funds		1,069,710	1,009,882	
Other	2,234,800	2,261,253	2,010,518	(11.1)
Total Current Operating Revenues	132,904,319	131,907,931	126,653,178	(4.0)
Other Student Fees and Other Revenues	1,409,000	1,272,269	595,944	(53.2)
TOTAL EDUCATIONAL AND GENERAL	134,313,319	133,180,200	127,249,122	(4.5)
Auxiliary Enterprises	971,443	931,123	785,792	(15.6)
Transfer from Carry-Over Funds			5,787,497	
Transfer from Quasi Endowment Reserve		220,217	699,896	
TOTAL SOURCES OF FUNDS	\$135,284,762	\$134,331,540	\$134,522,307	0.1
EXPENDITURES				
<u>Current Operating Expenditures *</u>				
Salaries (including Unexpended Dollars)	\$77,855,141	\$77,197,789	\$75,958,611	(1.6)
Less: Anticipated Lapsed-Budget Dollars	(1,900,000)	(4,408,674)	(2,640,000)	(40.1)
Net Salaries	75,955,141	72,789,115	73,318,611	0.7
Benefits	33,001,000	33,873,600	35,440,063	4.6
Retirement Incentive Expense	769,875	1,000,000	1,000,000	0.0
PowerUp Your Business	800,000	600,000	800,000	
Other Expenses	22,631,719	20,974,246	21,966,100	4.7
Total Current Operating Expenditures	133,157,735	129,236,961	132,524,774	2.5
Student Activities & Commencement	1,957,092	1,732,826	1,664,671	(3.9)
TOTAL EDUCATIONAL AND GENERAL	135,114,827	130,969,787	134,189,445	2.5
Auxiliary Enterprises	556,115	549,860	332,862	(39.5)
TOTAL EXPENDITURES	\$135,670,942	\$131,519,647	\$134,522,307	2.3
Transfer to Carry-Over Fund	-	2,811,893	-	
TOTAL APPLICATION OF FUNDS	\$135,670,942	\$134,331,540	\$134,522,307	0.1

* Operating Expenses do not include the impact of the accrued post retirement expense that is required to be booked according to the new GASB 75.

TABLE IV
COMPARATIVE ANALYSIS OF CURRENT OPERATING EXPENSE CATEGORIES
PROPOSED BUDGET 2020-21, REVISED BUDGET 2019-20, APPROVED 2019-20 BUDGET

	Approved Budget 2019-2020	Revised Budget 2019-2020	Proposed Budget 2020-2021	Variance From App'd Budget	%	Variance From Rev'd Budget	%
SALARIES AND WAGES							
Instructional - Full-Time Faculty & VLs	\$25,115,509	\$25,115,509	\$24,738,227	(\$377,282)	(1.5)	(\$377,282)	(1.5)
Administrative	19,091,938	18,998,241	19,318,028	226,090	1.2	319,787	1.7
Instructional - Overload & Part- Time - Credit	10,366,248	10,269,286	9,927,422	(438,826)	(4.2)	(341,864)	(3.3)
Full-Time Classified & Confidential	10,717,736	10,717,736	10,810,829	93,093	0.9	93,093	0.9
Instructional - Summer - Credit	4,040,036	3,718,000	3,532,119	(507,917)	(12.6)	(185,881)	(5.0)
Counselors	2,286,406	2,199,810	2,145,558	(140,848)	(6.2)	(54,252)	(2.5)
Part-Time Laboratory/Professional	1,241,472	1,167,900	857,200	(384,272)	(31.0)	(310,700)	(26.6)
Instructional Aides	895,562	895,562	980,295	84,733	9.5	84,733	9.5
Curriculum Advising	459,497	396,531	323,282	(136,215)	(29.6)	(73,249)	(18.5)
Librarians	795,837	795,837	824,323	28,486	3.6	28,486	3.6
Extended Time Payments	697,386	1,010,736	698,992	1,606	0.2	(311,744)	(30.8)
Part-Time Classified	328,397	246,545	238,338	(90,059)	(27.4)	(8,207)	(3.3)
Classified Overtime	350,760	360,576	171,776	(178,984)	(51.0)	(188,800)	(52.4)
Student & Co-Op	427,330	270,378	438,849	11,519	2.7	168,471	62.3
Instructional - Overload & Part- Time - Noncredit	236,907	250,698	213,154	(23,753)	(10.0)	(37,544)	(15.0)
Part-time Librarians and Counselors	258,438	315,267	191,315	(67,123)	(26.0)	(123,952)	(39.3)
Department Head Supplement	154,818	133,203	154,513	(305)	(0.2)	21,310	16.0
Instructional - Summer - Noncredit	177,267	176,471	165,243	(12,024)	(6.8)	(11,228)	(6.4)
Part-Time Tutors	189,808	146,470	204,645	14,837	7.8	58,175	39.7
Shift Differential	23,789	13,033	24,503	714	3.0	11,470	88.0
Total Salaries and Wages	77,855,141	77,197,789	75,958,611	(1,896,530)	(2.4)	(1,239,178)	(1.6)
Less: Projected Lapsed-Budget Salary Dollars	(1,900,000)	(4,408,674)	(2,640,000)	(740,000)	38.9	1,768,674	(40.1)
Retirement Incentive Payments	769,875	1,000,000	1,000,000	230,125	29.9	-	0.0
Total Salaries, Wages & Retirement Incentive Expenses	76,725,016	73,789,115	74,318,611	(1,666,405)	(3.1)	(1,239,178)	(1.7)
0							
BENEFITS							
Medical, Drug, & Dental *	21,208,200	21,953,800	22,722,200	1,514,000	7.1	768,400	3.5
Retirement	6,365,500	6,148,500	6,374,000	8,500	0.1	225,500	3.7
FICA Tax	3,203,000	3,022,000	3,031,410	(171,590)	(5.4)	9,410	0.3
Group Life Insurance	508,400	460,400	471,000	(37,400)	(7.4)	10,600	2.3
Workers' Compensation	305,400	292,400	320,453	15,053	4.9	28,053	9.6
Unemployment Compensation	200,000	600,000	1,000,000	800,000	400.0	400,000	66.7
Disability Insurance	320,500	306,500	313,000	(7,500)	(2.3)	6,500	2.1
Unused Vacation	100,000	400,000	403,000	303,000	303.0	3,000	0.8
Forgivable Loans	165,000	165,000	180,000	15,000	9.1	15,000	9.1
Tuition Remission	625,000	525,000	625,000	-	0.0	100,000	19.0
Total Fringe Benefits	33,001,000	33,873,600	35,440,063	2,439,063	7.4	1,566,463	4.6

* Benefit cost recoveries from grants are reflected in these amounts.

TABLE IV
COMPARATIVE ANALYSIS OF CURRENT OPERATING EXPENSE CATEGORIES
PROPOSED BUDGET 2020-21, REVISED BUDGET 2019-20, APPROVED 2019-20 BUDGET

	Approved Budget 2019-2020	Revised Budget 2019-2020	Proposed Budget 2020-2021	Variance From App'd Budget	%	Variance From Rev'd Budget	%
<u>OTHER EXPENSES - GENERAL</u>							
Leased Equipment & Software	4,226,810	4,381,284	4,087,288	(139,522)	(3.3)	(293,996)	(16.2)
Catalogues & Advertising Pool	1,795,250	1,814,913	1,786,700	(8,550)	(0.5)	(28,213)	(1.6)
Supplies & Book Purchases	1,329,758	1,155,668	1,177,367	(152,391)	(11.5)	21,699	1.9
Contracted Services Pool	2,088,203	2,693,464	2,390,870	302,667	14.5	(302,594)	(11.2)
Consulting	508,117	493,596	636,718	128,601	25.3	143,122	29.0
Equipment Repair & Maintenance	520,284	469,873	405,950	(114,334)	(22.0)	(63,923)	(13.6)
Insurance	735,400	721,040	717,413	(17,987)	(2.4)	(3,627)	(0.5)
Postage	326,450	281,953	325,250	(1,200)	(0.4)	43,297	15.4
Travel	371,917	94,558	64,006	(307,911)	(82.8)	(30,552)	(32.3)
Faculty Travel Funds	154,000	154,000	154,000	-	0.0	-	0.0
Legal	411,000	565,000	540,000	129,000	31.4	(25,000)	(4.4)
Library Books and AV Software	149,060	111,126	149,060	-	0.0	37,934	34.1
Institutional Membership	336,893	275,146	330,258	(6,635)	(2.0)	55,112	20.0
Personnel Recruitment	146,000	179,951	146,000	-	0.0	(33,951)	(18.9)
Hospitality	196,425	128,244	58,158	(138,267)	(70.4)	(70,086)	(54.7)
Audit	110,000	133,478	133,950	23,950	21.8	472	0.4
Freight and Delivery	9,360	5,465	9,160	(200)	(2.1)	3,695	67.6
Public Events	157,510	123,289	45,164	(112,346)	(71.3)	(78,125)	(63.4)
Overtime Dinner Allowance	21,429	10,292	21,429	-	0.0	11,137	108.2
Accreditation	31,500	15,678	35,500	4,000	12.7	19,822	126.4
Fuel-College Vehicles	5,250	4,008	6,050	800	15.2	2,042	50.9
Leased Vehicles	600	860	600	-	0.0	(260)	(30.2)
Awards	11,460	5,665	11,460	-	0.0	5,795	102.3
Contingency - Departmental	382,221		534,295	152,074	39.8	534,295	
Contingency - Institutional	400,000		400,000	-	0.0	400,000	
Total Other Expenses - General	14,424,897	13,818,551	14,166,646	(258,251)	(1.8)	348,095	2.5

**TABLE IV
COMPARATIVE ANALYSIS OF CURRENT OPERATING EXPENSE CATEGORIES
PROPOSED BUDGET 2020-21, REVISED BUDGET 2019-20, APPROVED 2019-20 BUDGET**

	Approved Budget 2019-2020	Revised Budget 2019-2020	Proposed Budget 2020-2021	Variance From App'd Budget	%	Variance From Rev'd Budget	%
<u>OTHER EXPENSES - PLANT</u>							
Electricity	1,437,659	1,214,206	1,466,412	28,753	2.0	252,206	20.8
Natural Gas	202,700	148,507	206,754	4,054	2.0	58,247	39.2
Water and Sewer Rent	323,691	337,140	330,165	6,474	2.0	(6,975)	(2.1)
Fuel Oil	63,120	9,743	64,382	1,262	2.0	54,639	560.8
Contracted Security Service	2,085,145	1,697,100	1,802,199	(282,946)	(13.6)	105,099	6.2
Contracted Cleaning	1,560,696	1,290,700	1,208,168	(352,528)	(22.6)	(82,532)	(6.4)
Contracted Plant Operations	765,236	494,000	738,247	(26,989)	(3.5)	244,247	49.4
Plant Maintenance & Repairs	1,004,100	1,223,952	1,153,100	149,000	14.8	(70,852)	(5.8)
Property Rent	477,475	468,916	528,027	50,552	10.6	59,111	12.6
Plant Operations Material & Supplies	276,500	270,898	291,500	15,000	5.4	20,602	7.6
Boiler & Elevator Certificate	10,500	533	10,500	-	0.0	9,967	1,870.0
Total Other Expenses - Plant	8,206,822	7,155,695	7,799,454	(407,368)	(5.0)	643,759	9.0
Total Other Expenses	22,631,719	20,974,246	21,966,100	(665,619)	(2.9)	991,854	4.7
TOTAL	132,357,735	128,636,961	131,724,774	107,039	(0.5)	1,319,139	1.0
PowerUp Your Business	800,000	600,000	800,000	0	0.0	200,000	33.3
TOTAL CURRENT OPERATING EXPENDITURES	\$133,157,735	\$129,236,961	\$132,524,774	(\$632,961)	(0.5)	\$3,287,813	2.5

TABLE V

**STATEMENT OF CAPITAL REVENUES AND EXPENDITURES
FOR THE FISCAL YEAR 2020-2021 IN COMPARISON TO FISCAL YEAR 2019-2020**

	Approved 2019-20 <u>Budget</u>	Revised 2019-20 <u>Budget</u>	Proposed 2020-21 <u>Budget</u>	Variance from Revised <u>Budget</u>
CAPITAL REVENUES				
<u>Appropriations</u>				
City of Philadelphia	\$6,718,805	\$5,137,073	\$5,814,547	\$677,474
Commonwealth of Pennsylvania	<u>5,559,438</u>	<u>5,819,209</u>	<u>5,812,135</u>	<u>(7,074)</u>
Total State & Local Appropriations	<u>12,278,243</u>	<u>10,956,282</u>	<u>11,626,682</u>	<u>670,400</u>
<u>Other Sources</u>				
Capital Fee	360,000	345,600	205,200	-140,400
Perkins Grant	<u>400,000</u>	<u>616,000</u>	<u>400,000</u>	<u>-216,000</u>
TOTAL SOURCES OF FUNDS	<u>\$13,038,243</u>	<u>\$11,917,882</u>	<u>\$12,231,882</u>	<u>\$313,999</u>
CAPITAL EXPENDITURES				
<u>Capital Purchases</u>				
Furniture, Equipment, Software & Renovations	\$860,000	\$345,600	\$205,200	(\$140,400)
Specially Funded Capital Purchases	<u>400,000</u>	<u>616,000</u>	<u>400,000</u>	<u>(216,000)</u>
Total Capital Purchases	<u>1,260,000</u>	<u>961,600</u>	<u>605,200</u>	<u>298,400</u>
<u>Debt Service</u>				
NWRC & Main Campus Projects and Center for Business & Industry Building		2007 Bond - Refinancing of 1998 & 2001 Bond	2,141,250	(11,600)
	2,152,850	2,152,850		
Northeast Regional Center Expansion and Main Campus Expansion & Renovations	5,779,000	5,779,000	5,777,750	(1,250)
West Building Renovations	325,551	325,551	325,551	0
West Building Escalator Replacement	207,250	207,250	204,500	(2,750)
Renovations to Biology Labs	670,500	670,500	670,500	0
Renovations to Library / Learning Commons	1,145,381	1,145,381	1,146,381	1,000
Career & Advanced Technology Center - Phase I Financing	675,750	675,750	676,750	1,000
Career & Advanced Technology Center - Phase II Financing	821,961		684,000	684,000
Total Debt Service	<u>11,778,243</u>	<u>10,956,282</u>	<u>11,626,682</u>	<u>670,400</u>
TOTAL CAPITAL EXPENDITURES	<u>\$13,038,243</u>	<u>\$11,917,882</u>	<u>\$12,231,882</u>	<u>\$968,800</u>

TABLE VI-A

**STUDENT ACTIVITIES, ATHLETICS & COMMENCEMENT BUDGET FOR THE FISCAL YEAR 2020-2021
(WITH COMPARISON TO FISCAL YEARS 2018-19 AND 2019-20)**

	2018-19 <u>Actual</u>	Approved 2019-20 <u>Budget</u>	Revised 2019-20 <u>Budget</u>	Proposed 2020-21 <u>Budget</u>	Variance From 2019-20 Revised <u>Budget</u>	% Change From 2019-20 <u>Revised</u>
REVENUES						
General College Fee	\$1,302,496	\$1,312,000	\$1,162,740	\$538,944	(\$623,796)	(53.6)
Commencement Support	57,000	57,000	57,000	57,000	0	0.0
Auxiliary Profits	369,208	161,912	240,340	368,831	128,491	53.5
Revenues from Activities	28,786	40,000	52,529	0	(52,529)	(100.0)
Transfer from Quasi-Endowment Fund	<u>0</u>	<u>0</u>	<u>220,217</u>	<u>699,896</u>	<u>479,679</u>	<u>217.8</u>
TOTAL REVENUES	<u>\$1,757,490</u>	<u>\$1,570,912</u>	<u>\$1,732,826</u>	<u>\$1,664,671</u>	<u>(\$68,155)</u>	<u>(3.9)</u>
EXPENDITURES						
Student Publications	\$31,988	\$27,000	\$20,000	\$22,380	\$2,380	11.9
Campus Programming	40,602	47,000	56,900	23,500	(33,400)	(58.7)
Performing Arts	12,248	7,036	7,036	7,036	0	0.0
Student Support	76,609	79,000	60,270	31,500	(28,770)	(47.7)
Student Leadership & Involvement	124,811	109,676	66,000	54,838	(11,162)	(16.9)
Athletics	222,454	188,205	187,738	230,000	42,262	22.5
Contingency	0	8,000	38,000	0	(38,000)	(100.0)
First Year Student Success	86,495	150,000	160,000	75,000	(85,000)	(53.1)
Commencement	166,260	155,000	46,900	165,000	118,100	251.8
Staff	<u>1,016,271</u>	<u>1,186,175</u>	<u>1,089,982</u>	<u>1,055,417</u>	<u>(34,565)</u>	<u>(3.2)</u>
TOTAL EXPENDITURES	<u>\$1,777,738</u>	<u>\$1,957,092</u>	<u>\$1,732,826</u>	<u>\$1,664,671</u>	<u>(\$68,155)</u>	<u>(3.9)</u>

TABLE VI-B

STUDENT ACTIVITIES, ATHLETICS & COMMENCEMENT BUDGET FOR THE FISCAL YEAR 2020-21
(WITH COMPARISON TO FISCAL YEARS 2018-19 AND 2019-20)

	Final 2018-19 <u>Expenses</u>	Approved 2019-20 <u>Budget</u>	Revised 2019-20 <u>Budget</u>	Proposed 2020-2021 <u>Budget</u>	Variance from 2019-20 Approved <u>Budget</u>	% Change from 2019-20 <u>Approved</u>	Variance from 2019-20 Revised <u>Budget</u>	% Change from 2019-20 <u>Revised</u>
<u>STUDENT PUBLICATIONS</u>								
Student Vanguard	\$31,988	\$27,000	\$20,000	\$22,380	(\$4,620)	(17.1)	\$2,380	11.9
Student Handbook	0	0	0	0				
<i>Guideline - 10%</i>								
<i>Actual - 5.4%</i>	<u>\$31,988</u>	<u>\$27,000</u>	<u>\$20,000</u>	<u>\$22,380</u>	<u>(\$4,620)</u>	<u>(17.1)</u>	<u>\$2,380</u>	<u>11.9</u>
<u>CAMPUS PROGRAMMING</u>								
Concert and Museum Tickets	\$0	\$3,000	\$0	\$1,500	(\$1,500)	(50.0)	\$1,500	#DIV/0!
Theatre Tickets	0	4,000	2,900	2,000	(2,000)	(50.0)	(900)	(31.0)
Special Theme Programs	0	0	22,000	0	0	0.0	(22,000)	0.0
Regional Centers	40,602	40,000	32,000	20,000	(20,000)	(50.0)	(12,000)	(37.5)
<i>Guideline - 15%</i>								
<i>Actual - 8.6%</i>	<u>\$40,602</u>	<u>\$47,000</u>	<u>\$56,900</u>	<u>\$23,500</u>	<u>(\$23,500)</u>	<u>(50.0)</u>	<u>(\$33,400)</u>	<u>(58.7)</u>
<u>PERFORMING ARTS</u>								
Theatrical Productions	6,568	0	0	0	0	#DIV/0!	0	#DIV/0!
Musical Events Licensing	5,680	7,036	7,036	7,036	0	0.0	0	0.0
<i>Guideline - 5%</i>								
<i>Actual - 1.7%</i>	<u>\$12,248</u>	<u>\$7,036</u>	<u>\$7,036</u>	<u>\$7,036</u>	<u>\$0</u>	<u>0.0</u>	<u>\$0</u>	<u>0.0</u>

TABLE VI-B

STUDENT ACTIVITIES, ATHLETICS & COMMENCEMENT BUDGET FOR THE FISCAL YEAR 2020-21
(WITH COMPARISON TO FISCAL YEARS 2018-19 AND 2019-20)

	Final 2018-19 <u>Expenses</u>	Approved 2019-20 <u>Budget</u>	Revised 2019-20 <u>Budget</u>	Proposed 2020-2021 <u>Budget</u>	Variance from 2019-20 Approved <u>Budget</u>	% Change from 2019-20 <u>Approved</u>	Variance from 2019-20 Revised <u>Budget</u>	% Change from 2019-20 <u>Revised</u>
<u>STUDENT SUPPORT</u>								
Advertising and Marketing	2,205	5,000	4,300	2,500	(2,500)	(50.0)	(1,800)	(41.9)
Co-Curricular Cultural & Educational Trips	21,080	20,000	11,900	10,000	(10,000)	(50.0)	(1,900)	(16.0)
Leadership Training	23,367	22,000	16,070	11,000	(11,000)	(50.0)	(5,070)	(31.5)
Student Ambassador	29,957	32,000	28,000	8,000	(24,000)	(75.0)	(20,000)	(71.4)
	<i>Guideline - 15%</i>							
	<i>Actual - 9.6%</i>							
	<u>\$76,609</u>	<u>\$79,000</u>	<u>\$60,270</u>	<u>\$31,500</u>	<u>(\$47,500)</u>	<u>(60.1)</u>	<u>(\$28,770)</u>	<u>(47.7)</u>
<u>STUDENT LEADERSHIP & INVOLVEMENT</u>	<u>\$124,811</u>	<u>\$109,676</u>	<u>\$66,000</u>	<u>\$54,838</u>	<u>(\$54,838)</u>	<u>(50.0)</u>	<u>(\$11,162)</u>	<u>(16.9)</u>
	<i>Guideline - 15%</i>							
	<i>Actual - 21.8%</i>							
<u>STAFF</u>								
Student Activities	\$705,831	\$835,675	\$709,000	\$729,167	-\$106,508	(12.7)	\$20,167	2.8
Faculty Advisors	17,231	23,760	57,582	23,760	0	0.0	(33,822)	(58.7)
Athletics	293,209	326,740	323,400	302,490	(24,250)	(7.4)	(20,910)	(6.5)
	<i>(64.2% of total funds)</i>							
	<u>\$1,016,271</u>	<u>\$1,186,175</u>	<u>\$1,089,982</u>	<u>\$1,055,417</u>	<u>(\$130,758)</u>	<u>(11.0)</u>	<u>(\$34,565)</u>	<u>(10.7)</u>
<u>CONTINGENCY (OSA)</u>	<u>\$0</u>	<u>\$4,000</u>	<u>\$0</u>	<u>\$0</u>	<u>(\$4,000)</u>	<u>(100.0)</u>	<u>\$0</u>	<u>#DIV/0!</u>

TABLE VI-B

STUDENT ACTIVITIES, ATHLETICS & COMMENCEMENT BUDGET FOR THE FISCAL YEAR 2020-21
(WITH COMPARISON TO FISCAL YEARS 2018-19 AND 2019-20)

	Final 2018-19 <u>Expenses</u>	Approved 2019-20 <u>Budget</u>	Revised 2019-20 <u>Budget</u>	Proposed 2020-2021 <u>Budget</u>	Variance from 2019-20 Approved <u>Budget</u>	% Change from 2019-20 <u>Approved</u>	Variance from 2019-20 Revised <u>Budget</u>	% Change from 2019-20 <u>Revised</u>
<u>ATHLETICS</u>								
General Athletic Support	\$10,964	\$5,500	\$10,000	\$12,800	\$7,300	132.7	\$2,800	28.0
Men's Varsity Basketball	39,147	40,000	30,332	30,200	(9,800)	(24.5)	(132)	(0.4)
Women's Basketball	44,589	37,000	23,365	30,200	(6,800)	(18.4)	6,835	29.3
Women's Volleyball	16,433	13,405	11,036	14,500	1,095	8.2	3,464	31.4
Co-Ed Cross Country / Track & Field	47,981	30,000	33,941	66,000	36,000	120.0	32,059	94.5
Co-Ed Intramurals	2,539	4,220	2,501	4,000	(220)	(5.2)	1,499	59.9
Co-Ed Aerobics	9,120	6,080	7,240	6,000	(80)	(1.3)	(1,240)	(17.1)
Co-Ed Tennis	(150)	0	0	8,800	8,800	#DIV/0!	8,800	#DIV/0!
Insurance	48,379	49,000	49,187	53,000	4,000	8.2	3,813	7.8
Medical Services	181	500	0	2,000	1,500	300.0	2,000	#DIV/0!
Advertising and Marketing	230	500	0	500	0	0.0	500	#DIV/0!
Athletic Equipment	3,041	2,000	20,136	2,000	0	0.0	(18,136)	(90.1)
<i>Guideline - 35%; Actual - 55.8%</i>	<u>\$222,454</u>	<u>\$188,205</u>	<u>\$187,738</u>	<u>\$230,000</u>	<u>\$41,795</u>	<u>22.2</u>	<u>\$42,262</u>	<u>22.5</u>
<u>CONTINGENCY</u> (<i>Guideline-5% ; Actual-0.0%</i>)	<u>\$0</u>	<u>\$4,000</u>	<u>\$38,000</u>	<u>\$0</u>	<u>(\$4,000)</u>	<u>(100.0)</u>	<u>(\$38,000)</u>	<u>100.0</u>
SUBTOTAL	<u>\$1,524,983</u>	<u>\$1,652,092</u>	<u>\$1,525,926</u>	<u>\$1,424,671</u>	<u>(\$227,421)</u>	<u>(13.8)</u>	<u>(\$101,255)</u>	<u>(6.6)</u>
First Year Student Success	\$86,495	\$150,000	\$160,000	\$75,000	(\$75,000)	(50.0)	(\$85,000)	(53.1)
Commencement	<u>\$166,260</u>	<u>\$155,000</u>	<u>\$46,900</u>	<u>\$165,000</u>	<u>\$10,000</u>	<u>6.5</u>	<u>\$118,100</u>	<u>251.8</u>
TOTAL EXPENDITURES	<u><u>\$1,777,738</u></u>	<u><u>\$1,957,092</u></u>	<u><u>\$1,732,826</u></u>	<u><u>\$1,664,671</u></u>	<u><u>(\$292,421)</u></u>	<u><u>(14.9)</u></u>	<u><u>(\$68,155)</u></u>	<u><u>(3.9)</u></u>

TABLE VII

SUMMARY OF REVENUES AND EXPENSES OF BOOKSTORE, FOOD SERVICE, AND PARKING LOTS

	Approved 2019-20 <u>Budget</u>	Revised 2019-20 <u>Budget</u>	Proposed 2020-2021 <u>Budget</u>	Variance From Approved <u>Budget</u>	% Change From 2019-20 <u>Approved</u>
<u>Bookstore</u>					
Commissions	<u>\$597,500</u>	<u>\$690,553</u>	<u>\$650,200</u>	<u>(\$40,353)</u>	<u>(5.8)</u>
Operating Expenses:					
Salaries	\$27,931	\$29,800	\$30,694	\$894	3.0
Fringe Benefits	18,825	16,390	16,882	\$492	3.0
Utilities	17,036	15,058	13,548	(\$1,510)	(10.0)
Other	<u>2,400</u>	<u>17,975</u>	<u>2,205</u>	<u>(\$15,770)</u>	<u>(87.7)</u>
Total Expenses	<u>\$66,193</u>	<u>\$79,223</u>	<u>\$63,329</u>	<u>(\$15,894)</u>	<u>(20.1)</u>
Net Income - Bookstore	<u>\$531,307</u>	<u>\$611,330</u>	<u>\$586,871</u>	<u>(\$24,459)</u>	<u>(4.0)</u>
<u>Food Service</u>					
Commissions	<u>\$59,000</u>	<u>\$51,417</u>	<u>\$20,000</u>	<u>(\$31,417)</u>	<u>(61.1)</u>
Operating Expenses:					
Salaries	\$87,343	\$89,442	\$60,732	(\$28,710)	(32.1)
Fringe Benefits	57,646	49,193	33,403	(\$15,791)	(32.1)
Utilities	12,417	12,417	11,176	(\$1,241)	(10.0)
Other	<u>270,990</u>	<u>271,355</u>	<u>132,730</u>	<u>(\$138,625)</u>	<u>(51.1)</u>
Total Expenses	<u>\$428,396</u>	<u>\$422,407</u>	<u>\$238,041</u>	<u>(\$184,367)</u>	<u>(43.6)</u>
Net Loss - Food Service	<u>(\$369,396)</u>	<u>(\$370,990)</u>	<u>(\$218,041)</u>	<u>\$152,950</u>	<u>(41.2)</u>
<u>Parking Lots & CBI Garage</u>					
Revenues	<u>\$236,943</u>	<u>\$136,313</u>	<u>\$94,854</u>	<u>(\$41,459)</u>	<u>(30.4)</u>
Operating Expenses	<u>\$61,527</u>	<u>\$48,230</u>	<u>\$31,493</u>	<u>(\$16,737)</u>	<u>(34.7)</u>
Net Income - Lot & CBI Garage	<u>\$175,416</u>	<u>\$88,083</u>	<u>\$63,361</u>	<u>(\$24,722)</u>	<u>(28.1)</u>
<u>Main Parking Garage</u>					
Net Income - Parking Garage	<u>\$78,000</u>	<u>\$52,840</u>	<u>\$20,738</u>	<u>(\$32,102)</u>	<u>(60.8)</u>
Total Net Income from Bookstore, Food Service and Parking Lot & Garage	<u><u>\$415,327</u></u>	<u><u>\$381,263</u></u>	<u><u>\$452,930</u></u>	<u><u>\$71,667</u></u>	<u><u>18.8</u></u>