

OAKLAND COMMUNITY COLLEGE

Budget & Financial Forecast

FISCAL YEARS
2018 - 2022

As adopted on June 20, 2017

PETER PROVENZANO, CPA, CGMA
Interim Chancellor

RENEE OSZUST, CPA
Director of Budget and Financial Planning



OAKLAND COMMUNITY COLLEGE®

Interim Chancellor's Office

June 20, 2017

In May of this year, the Board of Trustees approved Oakland Community College's new strategic plan, *Relevant by Design*. The mission of the plan is to guide our students to success that fulfills community need.

To fulfill our mission, we must provide appropriate programming so students can effectively contribute to the talent needs of our region. The Community Needs Index, developed by our Institutional Effectiveness group, is being utilized to compare our curriculum to the needs of our community. As part of our strategic plan, we are also fostering partnerships with key community individuals and groups. The information gathered from these sources is helping to establish the number and types of courses and programs that we offer.

OCC is not only focused on providing students with the education they need to be employed in our community, but with offering tools to navigate them successfully through the educational process. Ongoing initiatives that include enhanced curriculum planning, developmental education opportunities, and accelerated learning options are creating a solid foundation for student achievement.

To support our goals, we must have adequate funding. Our two main sources of revenue are generated from property taxes and tuition. Although property tax revenue is rising, we are projecting to collect over \$14 million less in fiscal year 2018 than we did in fiscal year 2008 and we don't anticipate reaching 2008 levels for at least another five years. Increased competition for fewer students as our K-12 population declines is adversely affecting our enrollment numbers. In addition, low unemployment levels at the state and local levels mean fewer people are seeking to return to college to upgrade or improve their job skills.

Even with the revenue challenges that we are facing, the College is projecting a slight surplus in 2018. The surplus was accomplished through the collaborative efforts of administration, faculty, and staff. Over the years, the entire college community has worked together to become more efficient and find creative ways to live within our means. I'm confident that we will be able to continue these efforts as we strive to fulfill our mission while meeting our fiscal responsibilities to our taxpayers, students, and community.

Sincerely,

Peter Provenzano
Interim Chancellor

**RESOLUTION OF THE BOARD OF TRUSTEES
OF
OAKLAND COMMUNITY COLLEGE**

GENERAL APPROPRIATIONS ACT FOR THE 2017-2018 FISCAL YEAR

At a meeting of the Board of Trustees of Oakland Community College held on the 20th day of June, 2017.

PRESENT: SUSAN ANDERSON, KATHLEEN BERTOLINI, SHIRLEY BRYANT,
PAMALA DAVIS, PAMELA JACKSON, JOHN McCULLOCH

ABSENT: CHRISTINE O'SULLIVAN

Trustee DAVIS offered the following resolution and moved its adoption. Trustee ANDERSON seconded.

WHEREAS, the Board of Trustees, in accordance with applicable law, has authorized and directed the Chief Administrative Officer to prepare a proposed budget for the 2017-2018 fiscal year; and

WHEREAS, copies of the proposed budget have been available to the public at the George A. Bee Administration Building, 2480 Opdyke Road, Bloomfield Hills, Michigan 48304 since May 8, 2017; and

WHEREAS, the Board of Trustees held a public hearing on its proposed budget pursuant to a notice of public hearing published in the *Oakland Press*, and

WHEREAS, the Board of Trustees is required by law to adopt an operating budget to govern expenditures prior to the beginning of the next fiscal year;

NOW THEREFORE, BE IT RESOLVED by the Board of Trustees of Oakland Community College as follows:

1. The total revenues estimated to be available for appropriation in the General (\$150,875,238), Auxiliary (\$7,709,550), and Designated (\$4,094,780) Funds of Oakland Community College for the 2017-2018 fiscal year are \$162,679,568.

2. The total appropriation for the General (\$150,636,368), Auxiliary (\$7,705,359), and Designated (\$4,094,608) Funds of Oakland Community College for the 2017-2018 fiscal year are \$162,436,335.

3. The total appropriation for the capital budget is \$26,508,217.

4. The total number of mills of ad valorem property taxes to be levied is 1.5555 to be used for general operations.

5. Changes in the amount appropriated by the Board of Trustees shall require approval by the Board of Trustees. For the purposes of meeting emergency needs of Oakland Community College, a change to the appropriations may be made upon written authorization of the Chief Administrative Officer, without prior approval of the Board of Trustees. When the Chief Administrative Officer makes a change to the appropriations as permitted by this resolution, such change shall be presented to the Board of Trustees at its next regularly scheduled meeting in the form of an appropriation amendment.


All resolutions and parts of resolutions insofar as the same may be in conflict herewith are hereby rescinded.

Roll Call Vote:

AYES: Members SUSAN ANDERSON, KATHLEEN BERTOLINI, SHIRLEY BRYANT,
PAMALA DAVIS, PAMELA JACKSON, JOHN McCULLOCH

NAYS: Members: NONE


RESOLUTION DECLARED ADOPTED.



John McCulloch, Board Chair
Board of Trustees
Oakland Community College

STATE OF MICHIGAN)
) SS
COUNTY OF OAKLAND)

I hereby certify that the foregoing resolution is a true and complete copy of a resolution adopted by the Board of Trustees of Oakland Community College at a properly noticed open meeting held on 20th day of June, 2017, and that the meeting was conducted and public notice of the meeting was given pursuant to and in full compliance with the Open Meetings Act, being Act 267, Public Acts of Michigan, 1976, as amended, and that the minutes of the meeting were kept and will be or have been made available as required by the Act.



John McCulloch, Board Chair
Board of Trustees
Oakland Community College

NARRATIVE OVERVIEW



In January, the College completed the implementation of its new budgeting and performance management software. Questica Budget was acquired to provide a comprehensive tool for the College to successfully develop and monitor its five-year budget plan. In February, software users were offered over forty hours of training and hands-on sessions to introduce them to the new budgeting tool. Questica Budget eliminated the use of the manual handling of spreadsheets. Budget Managers now have six full years of historical data, an easy to use data entry format, and a centralized location to store supporting documentation. In the first year of its use, the software proved to enhance and streamline the budget process.

The introduction of the new software comes at an important time. As Oakland Community College begins fiscal year 2018, the College must continue to work hard to ensure financial sustainability. The economy in the State and in Oakland County continues to improve. Both the State and the County's economies have moved beyond full-employment. Oakland County expects its unemployment rate to continue to decline through 2019 in anticipation of sustained job growth. If the County achieves its projected rate of unemployment of 3.5 percent in 2019, it will be the lowest since 2000 when the rate was the lowest ever recorded in the county. Although the low unemployment is great news for our state and our county, it has the effect of reducing the number of potential students looking to return to college to improve or change their job skills. Low unemployment, along with a decline in the number of high school graduates, has led to a projected 11 percent decline in enrollment for fiscal year 2018.

NARRATIVE OVERVIEW



Declines in projected tuition and fees will be partially offset by anticipated increases in property tax revenue. The College estimates that property tax revenue will increase by nearly 3 percent over the 2017 fiscal year budget as property tax values continue to recover. Based on Governor Snyder's proposed budget, state appropriations are expected to remain unchanged for this year's budget.

On the expenditure side, employee salaries and wages are expected to decrease by more than \$3.5 million due mainly to leaving vacant positions unfilled throughout the year. The reduction in anticipated salaries and wages is accompanied by a decline in projected fringe benefits. The College's other operating expenses are forecasted to decrease by more than \$5 million from the fiscal year 2017 budget. The reduction in projected expenditures is the result of continued efforts by administration, faculty, and staff to find ways to operate more efficiently and effectively while still maintaining the College's commitment to student success. The advertising budget for the Marketing and Communications department is increasing by \$250,000 in FY2018 to continue to support its comprehensive marketing/recruitment plan to attract and retain students and to fund a millage renewal information campaign. Details regarding these changes are further discussed in the budget narrative section.

In spite of the anticipated revenue challenges in the coming year, the College is projecting a slight budget surplus in fiscal year 2018. This represents a good first step towards a Facility Master Plan and our post-employment liabilities. The College will continue to focus on growing revenue and eliminating inefficiencies in our operations so that we are able to tackle these future obligations. The administration is confident that these challenges will be met through the successful collaboration at all levels of our institution in a balanced approach that guarantees fulfillment of community need, student success, and fiscal sustainability.

OPERATING BUDGET



The Operating Budget includes:

- ◆ **General Fund:** The General Fund provides the revenue that covers the College's core instruction, instructional support, student services, general administrative costs and physical plant operations.

- ◆ **Auxiliary Fund:** The Auxiliary Fund accounts for activities related to entities that have been specifically designated as auxiliary enterprises, which exist primarily to furnish services to students, faculty, and staff. Included in the Auxiliary Fund are Bookstore operations, Print shop and Duplicating, and the ID card program (Raider One).

- ◆ **Designated Funds:** The Designated Funds account for activities related to Economic and Workforce Development, Police Services, Fire Services, Culinary Studies, the Theater, CREST, and the remaining other designated funds for special programs and events (e.g., Student Ambassadors, and the annual Great Lakes Tasting). The other designated funds also account for the annual operations of facility rentals, Continental Food Services, the massage therapy clinic, short courses, and continuing education programs.

REVENUE

The College is projecting the following total revenue in its Operating Funds for fiscal years 2018 through 2022.

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
	BUDGET	BUDGET	BUDGET	BUDGET	FORECAST	FORECAST
TOTAL REVENUE	\$166,011,189	\$162,679,568	\$164,088,917	\$167,542,982	\$171,943,250	\$176,568,315

Major components of the revenue projections are:

Property Taxes: For fiscal year 2018, general property tax revenue is estimated to increase by nearly 3% over the 2017 fiscal year budget. For each year thereafter, general property tax revenue is expected to increase by 3%. The College will levy the maximum annual millage rate estimated to be 1.5553 mills.

State Appropriations: The funding that community colleges receive from the state is comprised of two parts. One part of the state aid provides funding for the College's operations and the other part subsidizes the College's unfunded accrued liability contributions to the Michigan Public School Employees Retirement System. The pension portion of the state aid the College receives is remitted back to the state. Beginning with last year's audited financial statements; the College began reporting the unfunded accrued liability contributions in a separate Pension Liability Fund. Therefore, state appropriations in the operating funds will now only reflect state aid provided for the funding of the College's operations.

Governor Rick Snyder, in his 2017-18 fiscal year budget recommendation, proposed no increase in state aid funding for the state's 28 community colleges. The Senate Appropriations Community Colleges Subcommittee recommended a 1% increase in funding, while the same subcommittee in the House concurred with the Governor's recommendation of no funding increase. Until the actual amount of funding has been determined, the College will project that state aid will remain at the FY2017 level of \$21,770,900 for the next fiscal year as well as the remaining four years of the forecast.

Tuition and Fees: The revenue received from tuition and fees is driven by student enrollment. Historically, the enrollment has been correlated with the unemployment rate. The unemployment rate is expected to continue to decline and begin leveling off in FY2020, and enrollment is expected to follow a similar pattern.

In fiscal year 2017, the College moved from a tuition structure based on credit hours, to a new structure based on contact hours. This new tuition structure is more equitable and better reflects the actual cost to deliver programs.

REVENUE

For fiscal year 2018, capped contact hours are estimated to be 336,843. This represents an 11% decline from the most recent estimated of 377,627 for fiscal year 2017. Capped contact hours are expected to decline another 6% in fiscal year 2019, remain flat in fiscal year 2020, and increase 2% each year from fiscal year 2021 through 2022.

The College assumes a 2% inflationary tuition rate increase each year from 2018 through 2022 as shown in the table below.

	CURRENT	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
IN-DISTRICT	\$88.00	\$90.00	\$92.00	\$94.00	\$96.00	\$98.00
OUT-OF-DISTRICT	\$171.00	\$174.00	\$178.00	\$182.00	\$186.00	\$190.00

Tuition and fees are expected to generate the following revenue based on the projected enrollment and tuition and fee rates:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
	BUDGET	BUDGET	BUDGET	BUDGET	FORECAST	FORECAST
TUITION AND FEES	\$47,411,666	\$43,474,374	\$42,134,161	\$42,823,547	\$44,347,541	\$46,013,104

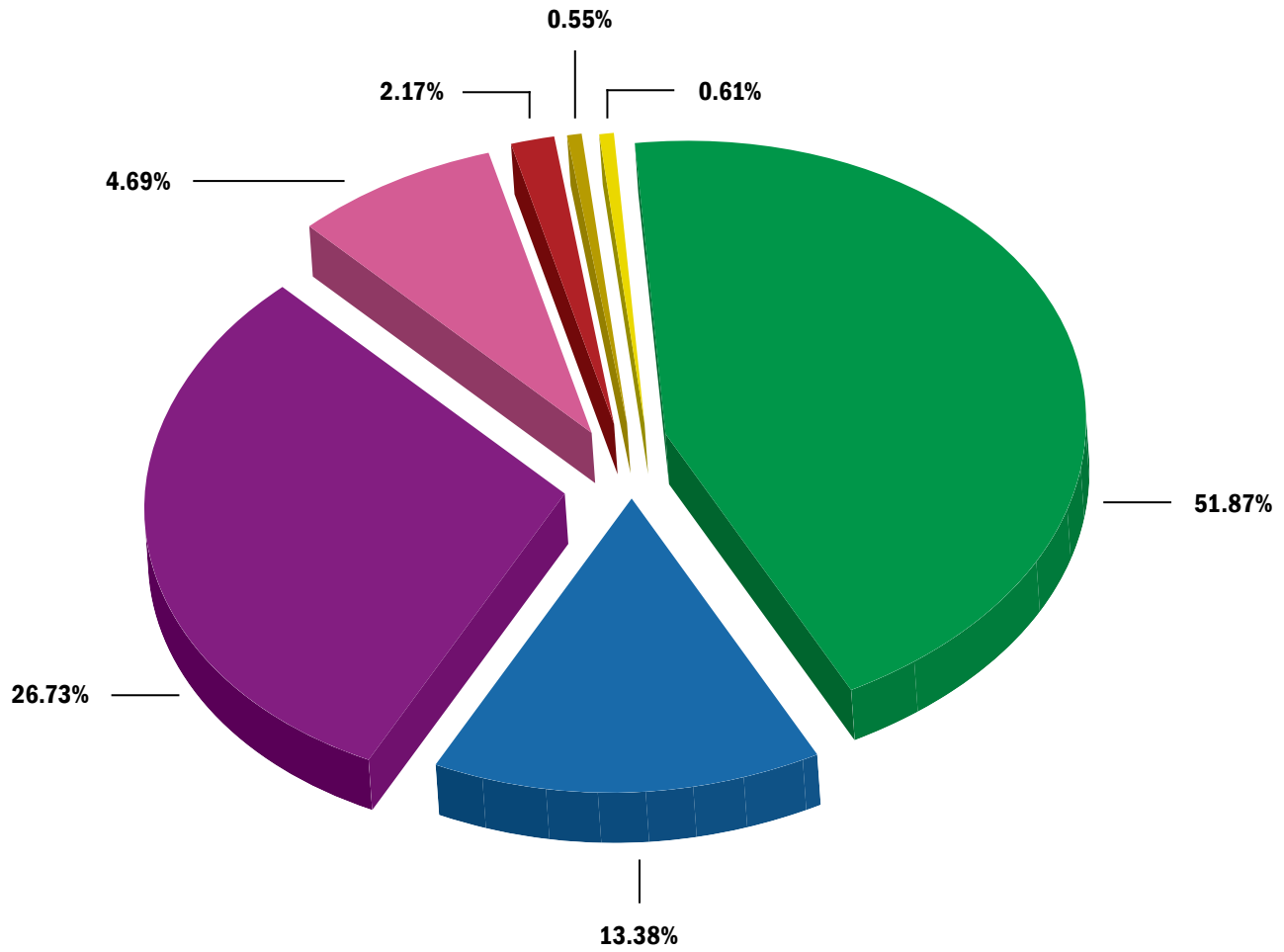
Investment Income: The College is limited by law to investing in government bonds, bills, and notes; CDs and savings accounts in banks and credit unions; and short-term commercial paper issued by Michigan corporations. Based on projected returns, revenue from these investments is expected to be \$3,535,000 in fiscal year 2018. A 1% increase in investment income is anticipated each year thereafter.

Miscellaneous Revenue: This category comprises ticket sales from the performing arts program and other revenue sources that cannot be classified elsewhere. Budgeted and forecasted revenue are derived from historical trends and input from the College community.

Unrealized Gain/Loss on Investments: This category reflects the estimated increase/decrease in market value of investments held by the College in comparison to their cost of acquisition. Actual unrealized gains and losses will be based on the performance of the market.

REVENUE

FY 2018 TOTAL ESTIMATED REVENUE



KEY	
■ Property Taxes	■ Investment Income
■ State Appropriations	■ Miscellaneous Revenue
■ Tuition & Fees	■ Unrealized Gain/(Loss) on Investments
■ Auxiliary Activities	

EXPENSES AND TRANSFERS

The College is projecting the following total expenses and transfers to other funds.

	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
EXPENSES & TRANSFERS	BUDGET	BUDGET	BUDGET	BUDGET	FORECAST	FORECAST
	\$169,871,618	\$162,436,335	\$164,724,223	\$168,768,918	\$172,698,533	\$177,897,304

Major components of the expense and transfer projections are as follows:

Employee Salaries and Wages: The elimination of positions continues to reduce salaries and wages expense. Employee salaries and wages are expected to decrease an additional \$3.5 million in fiscal year 2018 largely due to leaving vacant positions unfilled throughout the year.

FICA, Retirement, and Fringe Benefits:

- ◆ **FICA** is the College's contribution to Social Security and Medicare. The rate used for each of the five years is 7.65%.
- ◆ **Retirement** is the College's contribution to the Michigan State Public School Employees Retirement System (MPERS) or the Optional Retirement Program (ORP). The ORP rate is anticipated to be 11% of eligible pay for fiscal years 2018 through 2022. The current MPERS rate used in the fiscal year 2017 budget is 24.94% and will increase to 25.56% for October 1, 2017 through September 30, 2018. A 1% increase in the MPERS rate is used to calculate the College's contribution each year after fiscal year 2018.
- ◆ **Fringe Benefit Costs** include healthcare, dental and vision group insurance, tuition benefits, life and disability insurance, and workers' compensation. Effective January 1, 2016, the College adopted the state of Michigan employer maximum "Hard Cap" for healthcare costs. The budget and forecast assumes an annual increase in the cap of 4%. All other benefits, other than tuition benefits, are budgeted to increase between 2% and 4% each year.

EXPENSES AND TRANSFERS

Contracted Temporary Personnel: This category represents individuals and agencies that are contracted to provide services to the College. Contracted temporary personnel needs are projected to increase about \$284,000. This is due to a projected need by Economic and Workforce Development for additional contracted instructional services.

	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
TEMPORARY PERSONNEL	BUDGET	BUDGET	BUDGET	BUDGET	FORECAST	FORECAST
	\$5,193,777	\$5,478,251	\$5,431,733	\$5,509,072	\$5,462,335	\$5,617,615

Utilities: The College continues to work to control utility costs through its comprehensive energy management plan. Because of these efforts, utility costs for fiscal year 2018 are projected to remain approximately the same as the fiscal year 2017 budget. A slight increase of about 2% a year is projected each year thereafter. The upward adjustment is to accommodate anticipated increases in electrical and natural gas prices and an increase in utility usage due to projected higher than normal temperatures during the cooling seasons.

Other Operating Expenses: This category includes a wide variety of components that are estimated based on different criteria:

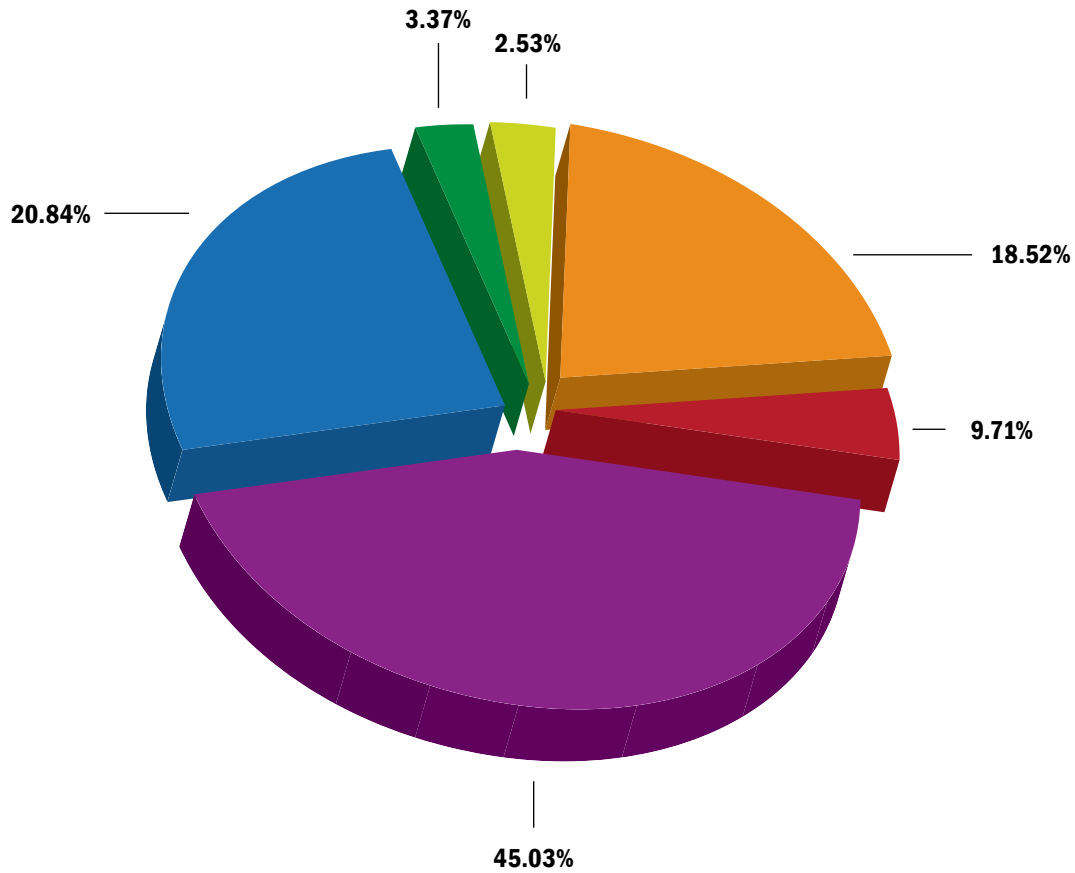
- ◆ Budgets for space rental, computer and equipment maintenance, and other contractual commitments are based on their respective contracts.
- ◆ Legal fees, fire and liability insurance, and other unavoidable administrative costs are budgeted based on historical spending levels and expected rate increases.
- ◆ Supply and other services are based on expected need.

EXPENSES AND TRANSFERS

Other operating expenses are shown in the table below:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
OTHER OPERATING EXPENSES	BUDGET	BUDGET	BUDGET	BUDGET	FORECAST	FORECAST
	\$35,371,545	\$30,086,236	\$28,597,378	\$28,702,093	\$28,885,232	\$29,759,451

FY 2018 TOTAL OPERATING EXPENSES AND NET TRANSFERS



KEY	
■ Employee Salaries & Wages	■ Utilities
■ Fringe Benefits	■ Other Operating Expenses
■ Contracted Temporary Personnel	■ Net Transfers

COMPOSITE FINANCIAL INDEX



At Oakland Community College, evaluating financial sustainability of the operating funds is an important step in developing initiatives that support the college mission. The College uses a single financial metric that offers a more holistic approach to understanding the total financial health of the college. The Composite Financial Index (CFI) combines four core ratios into a single score. CFI numbers generally range from 0.0 to 10.0 and an index number of three or greater is an indication of financial health. The four core ratios that make up the Composite Financial Index are the Primary Reserve, Net Operating Revenues, Return on Net Assets, and Viability Ratio.

Primary Reserve Ratio: Measures the financial strength and flexibility of an institution by comparing expendable net assets to total expenses. This ratio determines the length the College can operate using expendable reserves without relying on additional assets. For a financially stable organization, expendable net assets should increase in proportion to growth in operating size. A ratio of .40 (5 months of expenses) is desirable.

Net Operating Revenues Ratio: Measures the degree of surplus or deficit in relation to revenue. This ratio indicates whether the College is living within its means. A ratio of at least 4% is desirable.

COMPOSITE FINANCIAL INDEX

Return on Net Assets Ratio: Measures the total economic return by calculating the growth of the institution's resources. The growth of resources is important because it will lead to a greater ability to set aside cash for financial flexibility. A return on net assets of 6% is desirable to offset the effects of inflation that is typically 2-3% per year.

Viability Ratio: Measures the financial health of an institution by comparing the total expendable net assets to debt related to infrastructure improvements. This ratio determines whether the College is strategically managing debt resources to advance the mission. For a financially stable organization, expendable assets should equal or exceed the related debt outstanding. While a ratio of 1.0 is desirable, an institution that has more assets than debt and a ratio of 1.25 is an indicator of a strong credit rating.

As demonstrated in the chart below, the College needs to improve the Net Operating and Return on Net Asset ratios. Improvement is needed to insure that the College will have the resources it needs to meet its obligations and make required investments. To accomplish this goal, the College must concentrate its efforts on sustained revenue growth and efficient deployment of resources.

Ratio	2017	2018	2019	2020	2021	2022	Desired Value
Primary Reserve	0.38	0.40	0.39	0.38	0.36	0.34	0.40
Net Operating	-2.33%	0.15%	-0.39%	-0.73%	-0.44%	-0.75%	4.0%
Return on Net Assets	-5.58%	0.37%	-0.97%	-1.89%	-1.19%	-2.11%	6.0%
Viability	N/A	N/A	N/A	N/A	N/A	N/A	1.25
Composite Financial Index	3.77	4.61	4.41	4.25	4.31	4.14	3.00

Note: A Composite Financial Index score that is greater than 3.0 indicates financial health. Oakland Community College conservatively estimates future revenues and expenditures to account for environmental uncertainties. As a result, actual financial performance has historically exceeded expectations. For the years succeeding 2016, all long-term debt obligations of the College have expired.

CAPITAL BUDGET



The Capital budget provides for the capital and debt service needs of the College, including principal and interest payments on the College's bonds, college-wide capital equipment pools, and information technology and physical facility projects.

In 2012, the College hired ISES Corporation, a facilities consulting service, to evaluate the condition of the College's facilities. One of the recommendations from the study was that the College should maintain an annual facility budget of \$15 million. In line with this recommendation, the College has assumed transfers from the General Fund to the Plant Fund of \$15 million each year.

The forecasted expenditures in the Capital budget were based on input from the College community.

OTHER FUNDS

The College has other funds that are not operating funds, or capital funds, and are therefore not included in the budget or forecast, but are described below.

Retirement Fund

In fiscal year 2015, GASB 68 required that the College, as a cost-sharing employer of the Michigan Public School Employees' Retirement System (MPERS), report its proportionate share of the plan's collective unfunded net pension liability within its financial statements. Also in fiscal year 2015, GASB 71, as a clarification of GASB 68, required the College to recognize a beginning deferred outflow of resources for its pension contributions, if any, made subsequent to the measurement date of the beginning net pension liability. In accordance with these requirements, the College reported a Net Pension Liability, net of deferred inflows and outflows, of \$168.9 million as a change in accounting principle adjustment to Unrestricted Net Position as of July 1, 2014. In fiscal year 2016, the College created a separate fund called the Pension Liability Fund to reflect the GASB 68 adjustments and the state appropriations for the MPERS UAAL (Unfunded Actuarial Accrued Liability). At the end of fiscal year 2016, the net position in this fund was a negative \$171 million. The College has taken steps to meet this future obligation by transferring funds to a Retirement Fund. At the end of fiscal year 2018, the estimated net position in this fund is expected to be approximately \$44 million.

Restricted Funds

These funds are restricted for specific scholarship or academic programs by the donor, or contain restricted funds from a grant program, which must be spent according to the guidelines of the granting agency. This fund also includes mandatory and non-mandatory matching financial aid contributions from the General Fund.

The College currently has two major grant awards. In 2015, the College received a \$4.5 million Community College Skilled Trades Equipment Program (CCSTEP) grant to purchase equipment for training in auto servicing, collision repair, medium/heavy truck and commercial driving. Oakland Community College will provide more than \$1.5 million in matching funds under this grant award agreement. The College also receives about \$1 million annually in grant funding under the Federal Carl D. Perkins Career and Technical Education Improvement Act. The funds are provided to improve the academic performance of students, particularly special population students, who are enrolled in career and technical education programs. Funding can be used to supplement technical program costs such as necessary equipment and supplies, student tutoring, professional development, Career and Technical Education (CTE) parapro salaries, and CTE instructors if they comply with funding guidelines. Proposed lists of expenditures for the Perkins grant will be brought to the Board of Trustees in fiscal year 2018 for their approval.

OTHER FUNDS

Quasi-Endowment Funds

The College's Quasi-Endowment was established years ago by the Board of Trustees to operate similar to an endowment fund, where the principal is left intact and only the interest is used for paying down debt and scholarship funding. At the end of fiscal year 2018, the estimated net position in this fund is expected to be approximately \$18 million.

Health, Property/Casualty Insurance Fund

The College belongs to a risk pool with other community colleges for property and casualty insurance. This fund was established to provide funding for unanticipated events and instances where insurance policy limits are exceeded. At the end of fiscal year 2018, the estimated net position in this fund is expected to be \$5 million.



FUND RESERVES AND DESIGNATION OF FUNDS

Board policy requires that the College maintain adequate financial reserves in its General, Auxiliary, and Designated Funds. The policy was created to meet cash flow requirements, maintain a strong credit rating, and allow flexibility to respond to changes in the economic environment.

The chart below reflects the anticipated required reserves for fiscal years 2017 through 2022. By fiscal year 2020, it is anticipated that the College will be required to make further budget cuts in order to comply with board policy.

Oakland Community College Calculation Of Required Reserves and Designation of Funds

	2017	2018	2019	2020	2021	2022
	BUDGET	BUDGET	BUDGET	BUDGET	FORECAST	FORECAST
*Total Unrestricted Net Position at Fiscal Year End	\$200,263,702	\$188,998,718	\$152,391,574	\$106,277,308	\$76,499,801	\$45,876,034

Required Reserves & Designation of Funds Per Board Policy:	2017	2018	2019	2020	2021	2022
	BUDGET	BUDGET	BUDGET	BUDGET	FORECAST	FORECAST
Four Months of Expenditures for Operating Funds	\$50,297,837	\$49,824,096	\$49,133,655	\$50,486,353	\$49,834,942	\$50,965,186
One Year Capital Expenditures	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000
Quasi-Endowment Fund Designation	18,000,000	18,000,000	18,000,000	18,000,000	18,000,000	18,000,000
Retirement Fund Designation	43,938,827	43,938,827	43,938,827	43,938,827	43,938,827	43,938,827
Health, Property/Casualty Ins. Fund Designation	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
TOTAL	\$132,236,664	\$131,762,923	\$131,072,482	\$132,425,180	\$131,773,769	\$132,904,013

Undesignated Net Position (Available Reserves)	\$68,027,038	\$57,235,795	\$21,319,092	\$(26,147,872)	\$(55,273,968)	\$(87,027,979)
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*Includes all funds except Restricted Funds and excludes the Unfunded Pension Liability.

OPERATING FUNDS BUDGET & FORECAST

GENERAL, AUXILIARY, AND DESIGNATED FUNDS REVENUE • FY 2018-2022

	2018 Budget	2019 Budget	2020 Budget	2021 Forecast	2022 Forecast
Revenues:					
Property Taxes	\$84,385,458	\$86,917,022	\$89,524,533	\$92,210,269	\$94,976,577
State Appropriations	21,770,900	21,770,900	21,770,900	21,770,900	21,770,900
Tuition & Fees	43,474,374	42,134,161	42,823,547	44,347,541	46,013,104
Auxiliary Activities	7,622,450	7,792,668	7,936,237	8,082,818	8,232,372
Investment Income	3,535,000	3,570,350	3,606,000	3,642,000	3,678,500
Miscellaneous Revenue	891,386	903,816	881,765	889,722	896,862
Unrealized gain/(loss) on investments	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Total Revenues	\$ 162,679,568	\$ 164,088,917	\$ 167,542,982	\$ 171,943,250	\$ 176,568,315

OPERATING FUNDS BUDGET & FORECAST · GENERAL, AUXILIARY, & DESIGNATED FUNDS EXPENSES AND TRANSFERS TO OTHER FUNDS · FY 2018-2022

	2018 Budget	2019 Budget	2020 Budget	2021 Forecast	2022 Forecast
Expenses:					
Employee Salaries & Wages	\$73,152,224	\$75,242,358	\$ 77,300,247	\$79,258,016	\$81,452,775
Fringe Benefits	33,836,141	35,474,736	37,184,994	38,923,236	40,797,524
Contracted Temporary Personnel	5,478,251	5,431,733	5,509,072	5,462,335	5,617,615
Utilities	4,108,483	4,173,018	4,237,512	4,304,714	4,374,939
Other Operating Expenses	30,086,236	28,597,378	28,702,093	28,885,232	29,759,451
Total Expenses	146,661,335	148,919,223	152,933,918	156,833,533	162,002,304
Transfer (to) from General Fund	2,166,579	2,276,094	2,494,855	2,659,103	2,770,957
Transfer (to) from Loan Fund	-	-	-	-	-
Transfer (to) from Auxiliary Fund	-	-	-	-	-
Transfer (to) from Designated Fund-Workforce Development	(1,065,956)	(1,143,736)	(1,246,478)	(1,343,508)	(1,442,127)
Transfer (to) from Designated Fund-Police Services	(493,279)	(487,836)	(506,753)	(526,811)	(496,535)
Transfer (to) from Designated Fund-Fire Services	(77,821)	(82,039)	(116,675)	(108,240)	(116,769)
Transfer (to) from Designated Fund-Food Service/Hospitality	(222,430)	(225,086)	(227,775)	(230,390)	(233,021)
Transfer (to) from Designated Fund-Theatre	-	-	-	-	-
Transfer (to) from Designated Fund-CREST	(237,596)	(270,345)	(256,335)	(258,035)	(259,735)
Transfer (to) from Designated Fund-Other	(69,497)	(67,052)	(140,839)	(192,119)	(222,770)
Transfer (to) from Designated Fund-Retirement	-	-	-	-	-
Transfer (to) from Endowment Fund	-	-	-	-	-
Transfer (to) from Restricted Fund	(775,000)	(805,000)	(835,000)	(865,000)	(895,000)
Transfer (to) from Plant Fund	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)
Total Transfers In (Out)	(15,775,000)	(15,805,000)	(15,835,000)	(15,865,000)	(15,895,000)
Total Expenses and Transfers In (Out)	162,436,335	164,724,223	168,768,918	172,698,533	177,897,304
(Decrease) increase in net position	243,233	(635,306)	(1,225,936)	(755,283)	(1,328,989)
Net Position - Beginning of year	65,306,708	65,549,941	64,914,635	63,688,699	62,933,416
Net Position - End of year	\$65,549,941	\$64,914,635	\$63,688,699	\$62,933,416	\$61,604,427

OAKLAND COMMUNITY COLLEGE CAPITAL BUDGET AND FORECAST • FY 2018-2022

	2018 Budget	2019 Budget	2020 Budget	2021 Forecast	2022 Forecast
Capital Equipment Pools Collegewide	\$ 1,443,547	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000
Information Technology Projects	3,349,900	2,649,659	2,511,904	2,980,000	3,418,000
Physical Facility Projects:					
Auburn Hills	6,833,911	9,758,053	15,454,899	17,297,461	17,183,023
Collegewide	8,685,459	6,550,000	7,150,000	5,350,000	5,350,000
District Office	-	4,000,000	2,000,000	-	-
Highland Lakes	796,583	2,368,246	7,075,353	1,090,508	934,941
Orchard Ridge	2,423,099	16,785,073	16,313,970	9,370,558	13,992,170
Royal Oak	1,583,390	7,427,176	7,928,598	6,883,697	1,716,607
Southfield	534,608	533,631	553,606	150,000	800,037
Total Physical Facility Projects	20,857,050	47,422,179	56,476,426	40,142,224	39,976,778
Debt Service	857,720	-	-	-	-
TOTAL CAPITAL	\$26,508,217	\$50,971,838	\$59,888,330	\$44,022,224	\$44,294,778

OAKLAND COMMUNITY COLLEGE

SUMMARY DETAIL OF OPERATING FUNDS • BUDGET & FORECAST • FY 2018-2022

	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Budget
Revenues:					
Property Taxes	\$75,349,203	\$75,763,312	\$77,283,938	\$79,964,027	\$82,108,372
State Appropriations	21,529,088	24,111,778	27,140,582	21,645,361	21,770,900
Tuition & Fees	54,139,544	55,257,783	52,188,360	47,842,583	47,411,666
Federal grants and contracts	9,501	8,304	5,805	4,959	-
Nongovernmental grants and contracts	-	-	111,200	13,900	-
Auxiliary Activities	13,880,228	12,910,653	11,085,717	9,013,538	9,770,100
Investment Income	4,128,571	2,803,019	3,041,597	2,388,203	3,000,000
Miscellaneous Revenue	1,106,665	814,181	849,258	713,821	950,151
Unrealized gain/(loss) on investments	(9,987,157)	1,088,338	4,483,069	2,437,173	1,000,000
Total Revenues	160,155,643	172,757,368	176,189,526	164,023,565	166,011,189
Expenses:					
Employee Salaries & Wages	80,391,951	85,734,211	77,798,361	73,857,530	76,706,309
Fringe Benefits	36,608,932	39,100,771	40,721,116	32,712,810	37,423,511
Contracted Temporary Personnel	3,461,645	3,671,025	3,231,255	3,474,204	5,193,777
Utilities	4,192,534	4,223,575	3,860,879	3,290,254	4,101,476
Other Operating Expenses	29,902,062	30,330,702	27,263,694	23,410,147	35,371,545
Overhead Allocation	-	-	-	-	-
Total Expenses	154,557,124	163,060,284	152,875,305	136,744,945	158,796,618
Transfer (to) from General Fund	-	28,481	37,651,246	1,233,966	2,831,459
Transfer (to) from Loan Fund	47,304	-	-	-	-
Transfer (to) from Auxiliary Fund	-	-	(2,813,567)	-	-
Transfer (to) from Designated Fund-Workforce Development	-	-	(17,739,037)	(608,026)	(1,813,252)
Transfer (to) from Designated Fund-Police Services	-	-	(5,076,086)	(270,274)	(394,178)
Transfer (to) from Designated Fund-Fire Services	-	-	(2,792,363)	(34,108)	(97,788)
Transfer (to) from Designated Fund-Food Service/Hospitality	-	-	(4,443,906)	(186,668)	(243,122)
Transfer (to) from Designated Fund-Theatre	-	-	(195,395)	-	(1,804)
Transfer (to) from Designated Fund-CREST	-	(10,934)	(4,347,380)	(112,689)	(194,313)
Transfer (to) from Designated Fund-Other	-	(17,547)	(243,512)	(22,201)	(87,002)
Transfer (to) from Designated Fund-Retirement	(7,000,000)	-	-	-	-
Transfer (to) from Endowment Fund	-	-	-	-	-
Transfer (to) from Restricted Fund	(520,558)	(450,557)	(588,474)	(707,822)	(775,000)
Transfer (to) from Plant Fund	-	(12,170,000)	-	(20,000,000)	(10,300,000)
Total Transfers In (Out)	(7,473,254)	(12,620,557)	(588,474)	(20,707,822)	(11,075,000)
(Decrease) increase in net position	(1,874,735)	(2,923,473)	22,725,747	6,570,798	(3,860,429)
Net Position - Beginning of year	44,668,800	42,794,065	39,870,592	62,596,339	69,167,137
Net Position - End of year	\$42,794,065	\$39,870,592	\$62,596,339	\$69,167,137	\$65,306,708

OAKLAND COMMUNITY COLLEGE

SUMMARY DETAIL OF OPERATING FUNDS • BUDGET & FORECAST • FY 2018-2022

2018 Budget	2019 Budget	2020 Budget	2021 Forecast	2022 Forecast
\$84,385,458	\$86,917,022	\$89,524,533	\$92,210,269	\$94,976,577
21,770,900	21,770,900	21,770,900	21,770,900	21,770,900
43,474,374	42,134,161	42,823,547	44,347,541	46,013,104
-	-	-	-	-
-	-	-	-	-
7,622,450	7,792,668	7,936,237	8,082,818	8,232,372
3,535,000	3,570,350	3,606,000	3,642,000	3,678,500
891,386	903,816	881,765	889,722	896,862
1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
162,679,568	164,088,917	167,542,982	171,943,250	176,568,315
73,152,224	75,242,358	77,300,247	79,258,016	81,452,775
33,836,141	35,474,736	37,184,994	38,923,236	40,797,524
5,478,251	5,431,733	5,509,072	5,462,335	5,617,615
4,108,483	4,173,018	4,237,512	4,304,714	4,374,939
30,086,236	28,597,378	28,702,093	28,885,232	29,759,451
-	-	-	-	-
146,661,335	148,919,223	152,933,918	156,833,533	162,002,304
2,166,579	2,276,094	2,494,855	2,659,103	2,770,957
-	-	-	-	-
-	-	-	-	-
(1,065,956)	(1,143,736)	(1,246,478)	(1,343,508)	(1,442,127)
(493,279)	(487,836)	(506,753)	(526,811)	(496,535)
(77,821)	(82,039)	(116,675)	(108,240)	(116,769)
(222,430)	(225,086)	(227,775)	(230,390)	(233,021)
-	-	-	-	-
(237,596)	(270,345)	(256,335)	(258,035)	(259,735)
(69,497)	(67,052)	(140,839)	(192,119)	(222,770)
-	-	-	-	-
-	-	-	-	-
(775,000)	(805,000)	(835,000)	(865,000)	(895,000)
(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)
(15,775,000)	(15,805,000)	(15,835,000)	(15,865,000)	(15,895,000)
243,233	(635,306)	(1,225,936)	(755,283)	(1,328,989)
65,306,708	65,549,941	64,914,635	63,688,699	62,933,416
\$65,549,941	\$64,914,635	\$63,688,699	\$62,933,416	\$61,604,427

OAKLAND COMMUNITY COLLEGE GENERAL FUND DETAIL • BUDGET & FORECAST • FY 2018-2022

	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Budget
Revenues:					
Property Taxes	\$75,349,203	\$75,763,312	\$77,283,938	\$79,964,027	\$82,108,372
State Appropriations	21,529,088	24,111,778	27,140,582	21,645,361	21,770,900
Tuition & Fees	52,105,568	52,819,596	49,753,491	45,333,572	44,157,121
Federal grants and contracts	-	-	-	-	-
Nongovernmental grants and contracts	-	-	-	-	-
Auxiliary Activities	-	-	-	-	-
Investment Income	4,128,571	2,803,019	3,041,597	2,388,203	3,000,000
Miscellaneous Revenue	446,248	203,776	189,681	191,198	190,000
Unrealized gain/(loss) on investments	(9,987,157)	1,088,338	4,483,069	2,437,173	1,000,000
Total Revenues	143,571,521	156,789,819	161,892,358	151,959,534	152,226,393
Expenses:					
Employee Salaries & Wages	76,662,295	82,479,206	74,889,448	70,986,480	73,081,233
Fringe Benefits	35,056,543	37,615,464	39,419,284	31,375,072	35,772,221
Contracted Temporary Personnel	2,347,717	2,177,209	1,981,512	2,436,724	2,964,042
Utilities	4,192,534	4,223,575	3,860,879	3,290,254	4,101,476
Other Operating Expenses	18,881,250	19,605,905	18,122,055	15,842,775	27,168,841
Overhead Allocation	(2,353,360)	(2,278,360)	-	-	-
Total Expenses	134,786,979	143,822,999	138,273,178	123,931,305	143,087,813
Transfer (to) from General Fund	-	-	-	-	-
Transfer (to) from Loan Fund	47,304	-	-	-	-
Transfer (to) from Auxiliary Fund	-	-	(2,813,567)	-	-
Transfer (to) from Designated Fund-Workforce Development	-	-	(17,739,037)	(608,026)	(1,813,252)
Transfer (to) from Designated Fund-Police Services	-	-	(5,076,086)	(270,274)	(394,178)
Transfer (to) from Designated Fund-Fire Services	-	-	(2,792,363)	(34,108)	(97,788)
Transfer (to) from Designated Fund-Food Service/Hospitality	-	-	(4,443,906)	(186,668)	(243,122)
Transfer (to) from Designated Fund-Theatre	-	-	(195,395)	0	(1,804)
Transfer (to) from Designated Fund-CREST	-	(10,934)	(4,347,380)	(112,689)	(194,313)
Transfer (to) from Designated Fund-Other	-	(17,547)	(243,512)	(22,201)	(87,002)
Transfer (to) from Designated Fund-Retirement	(7,000,000)	-	-	-	-
Transfer (to) from Endowment Fund	-	-	-	-	-
Transfer (to) from Restricted Fund	(525,558)	(505,757)	(595,085)	(707,822)	(775,000)
Transfer (to) from Plant Fund	-	(12,170,000)	-	(20,000,000)	(10,300,000)
Total Transfers In (Out)	(7,478,254)	(12,704,238)	(38,246,331)	(21,941,788)	(13,906,459)
(Decrease) increase in net position	1,306,288	262,582	(14,627,151)	6,086,441	(4,767,879)
Net Position - Beginning of year	39,795,814	41,102,102	41,364,684	26,737,533	32,823,974
Net Position - End of year	\$41,102,102	\$41,364,684	\$26,737,533	\$32,823,974	\$28,056,095

OAKLAND COMMUNITY COLLEGE GENERAL FUND DETAIL • BUDGET & FORECAST • FY 2018-2022

2018 Budget	2019 Budget	2020 Budget	2021 Forecast	2022 Forecast
\$84,385,458	\$86,917,022	\$89,524,533	\$92,210,269	\$94,976,577
21,770,900	21,770,900	21,770,900	21,770,900	21,770,900
39,993,380	38,565,569	39,335,896	40,907,777	42,526,885
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
3,535,000	3,570,350	3,606,000	3,642,000	3,678,500
190,500	190,500	190,500	190,500	190,500
1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
150,875,238	152,014,341	155,427,829	159,721,446	164,143,362
70,073,267	72,069,457	74,060,222	75,940,711	78,052,165
32,424,914	33,988,344	35,630,880	37,298,720	39,090,195
2,951,217	2,821,017	2,895,326	2,799,645	2,903,972
4,108,483	4,173,018	4,237,512	4,304,714	4,374,939
23,136,908	21,535,370	21,541,547	21,631,549	22,392,001
-	-	-	-	-
132,694,789	134,587,206	138,365,487	141,975,339	146,813,272
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
(1,065,956)	(1,143,736)	(1,246,478)	(1,343,508)	(1,442,127)
(493,279)	(487,836)	(506,753)	(526,811)	(496,535)
(77,821)	(82,039)	(116,675)	(108,240)	(116,769)
(222,430)	(225,086)	(227,775)	(230,390)	(233,021)
-	-	-	-	-
(237,596)	(270,345)	(256,335)	(258,035)	(259,735)
(69,497)	(67,052)	(140,839)	(192,119)	(222,770)
-	-	-	-	-
-	-	-	-	-
(775,000)	(805,000)	(835,000)	(865,000)	(895,000)
(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)
(17,941,579)	(18,081,094)	(18,329,855)	(18,524,103)	(18,665,957)
238,870	(653,959)	(1,267,513)	(777,996)	(1,335,867)
28,056,095	28,294,965	27,641,006	26,373,493	25,595,497
\$28,294,965	\$27,641,006	\$26,373,493	\$25,595,497	\$24,259,630

General Fund - The General Fund provides the revenue that covers the college's core instruction, instructional support, student services, general administrative costs and physical plant operations.

OAKLAND COMMUNITY COLLEGE

AUXILIARY FUND DETAIL • BUDGET & FORECAST • FY 2018-2022

	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Budget
Revenues:					
Property Taxes	-	-	-	-	-
State Appropriations	-	-	-	-	-
Tuition & Fees	-	-	-	-	-
Federal grants and contracts	-	-	-	-	-
Nongovernmental grants and contracts	-	-	-	-	-
Auxiliary Activities	13,880,228	12,910,653	11,085,717	9,013,538	9,770,100
Investment Income	-	-	-	-	-
Miscellaneous Revenue	152,861	89,717	52,963	75,308	146,700
Unrealized gain/(loss) on investments	-	-	-	-	-
Total Revenues	14,033,089	13,000,370	11,138,680	9,088,846	9,916,800
Expenses:					
Employee Salaries & Wages	1,819,852	1,424,608	1,363,214	1,297,816	1,288,645
Fringe Benefits	833,873	745,490	711,959	707,648	612,480
Contracted Temporary Personnel	154,492	146,820	104,535	38,699	133,000
Utilities	-	-	-	-	-
Other Operating Expenses	10,169,949	9,801,599	8,110,259	6,813,677	6,975,225
Overhead Allocation from General Fund	1,459,735	1,361,169	-	-	-
Total Expenses	14,437,901	13,479,686	10,289,967	8,857,840	9,009,350
Transfer (to) from General Fund	-	-	2,813,567	-	-
Transfer (to) from Loan Fund	-	-	-	-	-
Transfer (to) from Auxiliary Fund	-	-	-	-	-
Transfer (to) from Designated Fund-Workforce Development	-	-	-	-	-
Transfer (to) from Designated Fund-Police Services	-	-	-	-	-
Transfer (to) from Designated Fund-Fire Services	-	-	-	-	-
Transfer (to) from Designated Fund-Food Service/Hospitality	-	-	-	-	-
Transfer (to) from Designated Fund-Theatre	-	-	-	-	-
Transfer (to) from Designated Fund-CREST	-	-	-	-	-
Transfer (to) from Designated Fund-Other	-	-	-	-	-
Transfer (to) from Designated Fund-Retirement	-	-	-	-	-
Transfer (to) from Endowment Fund	-	-	-	-	-
Transfer (to) from Restricted Fund	-	-	-	-	-
Transfer (to) from Plant Fund	-	-	-	-	-
Total Transfers In (Out)	-	-	2,813,567	-	-
(Decrease) increase in net position	(404,812)	(479,316)	3,662,280	231,006	907,450
Net Position - Beginning of year	3,872,986	3,468,174	2,988,858	6,651,138	6,882,144
Net Position - End of year	\$3,468,174	\$2,988,858	\$6,651,138	\$6,882,144	\$7,789,594

OAKLAND COMMUNITY COLLEGE AUXILIARY FUND DETAIL • BUDGET & FORECAST • FY 2018-2022

2018 Budget	2019 Budget	2020 Budget	2021 Forecast	2022 Forecast
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
7,622,450	7,792,668	7,936,237	8,082,818	8,232,372
-	-	-	-	-
87,100	87,131	87,163	87,195	87,228
-	-	-	-	-
7,709,550	7,879,799	8,023,400	8,170,013	8,319,600
1,240,541	1,267,040	1,293,940	1,320,167	1,346,769
654,768	685,305	717,062	749,604	783,232
104,000	105,221	61,468	62,740	64,039
-	-	-	-	-
5,706,050	5,803,712	5,909,445	6,014,841	6,118,694
-	-	-	-	-
7,705,359	7,861,278	7,981,915	8,147,352	8,312,734
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
4,191	18,521	41,485	22,661	6,866
7,789,594	7,793,785	7,812,306	7,853,791	7,876,452
\$7,793,785	\$7,812,306	\$7,853,791	\$7,876,452	\$7,883,318

***Auxiliary Fund** - The Auxiliary Fund accounts for activities related to entities that have been specifically designated as auxiliary enterprises. An auxiliary enterprise is an entity that exists primarily to furnish services to students, faculty and staff. Included in the Auxiliary Fund are Bookstore operations, Print shop and Duplicating, ID card program (Raider One), and formerly Childcare operations.*

OAKLAND COMMUNITY COLLEGE DESIGNATED FUNDS DETAIL • BUDGET & FORECAST • FY 2018-2022

	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Budget
Revenues:					
Property Taxes	-	-	-	-	-
State Appropriations	-	-	-	-	-
Tuition & Fees	2,033,976	2,438,187	2,434,869	2,509,011	3,254,545
Federal grants and contracts	9,501	8,304	5,805	4,959	-
Nongovernmental grants and contracts	-	-	111,200	13,900	-
Auxiliary Activities	-	-	-	-	-
Investment Income	-	-	-	-	-
Miscellaneous Revenue	507,556	520,688	606,614	447,315	613,451
Unrealized gain/(loss) on investments	-	-	-	-	-
Total Revenues	2,551,033	2,967,179	3,158,488	2,975,185	3,867,996
Expenses:					
Employee Salaries & Wages	1,909,804	1,830,397	1,545,699	1,573,234	2,336,431
Fringe Benefits	718,516	739,817	589,873	630,090	1,038,810
Contracted Temporary Personnel	959,436	1,346,996	1,145,208	998,781	2,096,735
Utilities	-	-	-	-	-
Other Operating Expenses	850,863	923,198	1,031,380	753,695	1,227,479
Overhead Allocation	893,625	917,191	-	-	-
Total Expenses	5,332,244	5,757,599	4,312,160	3,955,800	6,699,455
Transfer (to) from General Fund	-	28,481	34,837,679	1,233,966	2,831,459
Transfer (to) from Loan Fund	-	-	-	-	-
Transfer (to) from Auxiliary Fund	-	-	-	-	-
Transfer (to) from Designated Fund-Workforce Development	-	-	-	-	-
Transfer (to) from Designated Fund-Police Services	-	-	-	-	-
Transfer (to) from Designated Fund-Fire Services	-	-	-	-	-
Transfer (to) from Designated Fund-Food Service/Hospitality	-	-	-	-	-
Transfer (to) from Designated Fund-Theatre	-	-	-	-	-
Transfer (to) from Designated Fund-CREST	-	-	-	-	-
Transfer (to) from Designated Fund-Other	-	-	-	-	-
Transfer (to) from Designated Fund-Retirement	-	-	-	-	-
Transfer (to) from Endowment Fund	-	-	-	-	-
Transfer (to) from Restricted Fund	5,000	55,200	6,611	-	-
Transfer (to) from Plant Fund	-	-	-	-	-
Total Transfers In (Out)	5,000	83,681	34,844,290	1,233,966	2,831,459
(Decrease) increase in net position	(2,776,211)	(2,706,739)	33,690,618	253,351	0
Net Position - Beginning of year	1,000,000	(1,776,211)	(4,482,950)	29,207,668	29,461,019
Net Position - End of year	\$(1,776,211)	\$(4,482,950)	\$29,207,668	\$29,461,019	\$29,461,019

OAKLAND COMMUNITY COLLEGE DESIGNATED FUNDS DETAIL • BUDGET & FORECAST • FY 2018-2022

2018 Budget	2019 Budget	2020 Budget	2021 Forecast	2022 Forecast
-	-	-	-	-
-	-	-	-	-
3,480,994	3,568,592	3,487,651	3,439,764	3,486,219
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
613,786	626,185	604,102	612,027	619,134
-	-	-	-	-
4,094,780	4,194,777	4,091,753	4,051,791	4,105,353
1,838,416	1,905,861	1,946,085	1,997,138	2,053,841
756,459	801,087	837,052	874,912	924,097
2,423,034	2,505,495	2,552,278	2,599,950	2,649,604
-	-	-	-	-
1,243,278	1,258,296	1,251,101	1,238,842	1,248,756
-	-	-	-	-
6,261,187	6,470,739	6,586,516	6,710,842	6,876,298
2,166,579	2,276,094	2,494,855	2,659,103	2,770,957
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
2,166,579	2,276,094	2,494,855	2,659,103	2,770,957
172	132	92	52	12
29,461,019	29,461,191	29,461,323	29,461,415	29,461,467
\$29,461,191	\$29,461,323	\$29,461,415	\$29,461,467	\$29,461,479

***Designated Funds** - The Designated Funds account for activities in the Economic and Workforce Development Fund, the Police Services Fund, the Fire Services Fund, the Culinary Studies Fund, the Theatre Fund, the CREST Fund, and the remaining other Designated Funds that include special programs, events, and the annual operations of various activities such as the massage therapy clinic and Continental Food Services.*

OAKLAND COMMUNITY COLLEGE CAPITAL BUDGET DETAIL • FY 2018-2022

Campus	Description	2018
	Beginning Unrestricted Net Position	68,018,167
	Transfers from the General Fund	15,000,000
CAPITAL EQUIPMENT POOL		
Various	Emergency Capital Equipment Pool	200,000
Various	Capital Equipment Pool	1,243,547
	Capital Equipment Pools Total	1,443,547
INFORMATION TECHNOLOGY PROJECTS		
	<u>Carryover Projects</u>	
Collegewide	Student Planner	33,000
Collegewide	OCC App	79,900
		112,900
	<u>Proposed Projects</u>	
Collegewide	ITAG Pool	500,000
Collegewide	Spam Filter to replace McAfee	180,000
Collegewide	WAN Core Switch Replacement	1,000,000
Collegewide	VDI	1,000,000
Collegewide	Two-Factor Tokens for Duo	10,000
Collegewide	Wayfinding Beacons Pilot	20,000
ITG Data Center	Disk Destroyer	7,000
ITG Data Center	Web Application Firewall	450,000
ITG Data Center	FatPipe Internet Appliance	70,000
	Information Technology Project Total	3,349,900

OAKLAND COMMUNITY COLLEGE CAPITAL BUDGET DETAIL • FY 2018-2022

Campus	Description	2018
PHYSICAL FACILITIES PROJECTS		
<u>Carryover Projects</u>		
Auburn Hills	Roof Replacement, Bldg. G	730,020
Auburn Hills	Chilled Water Valve Replacement, Bldg. F	24,033
Auburn Hills	Media Studio Renovation, G230	555,415
Auburn Hills	Building Enhancement Study, M-TEC	19,512
Auburn Hills	Building Study, Bldg. A	292,879
Auburn Hills	Stair Repairs, Exterior	160,000
Auburn Hills	Store Renovation, CREST	130,000
Auburn Hills	HVAC Replacement, M-TEC	2,194,191
Auburn Hills	Window Replacement, Bldg. G	266,099
Auburn Hills	Storm Drain Replacement, Bldg. G	150,216
Auburn Hills	Temporary Welding/CAR Lab Renovation, Bldg. A	1,061,548
Collegewide	Carpet Replacement	188,773
Collegewide	Misc. Site Work - Catch Basins	55,403
Collegewide	Roof Upgrades	493,039
Collegewide	Paving, Catch Basin & Sidewalk Restoration	376,810
Collegewide	Access Control	1,181,434
Highland Lakes	Site Work & Small Projects	150,134
Highland Lakes	Secondary Transformer Replacement, SC	69,449
Highland Lakes	Dental Lab Flooring Restoration	120,000
Orchard Ridge	Building Restoration, Bldg. F	200,000
Orchard Ridge	Boiler Burner Replacement, Bldg. E	320,817
Orchard Ridge	Stairwell Refurbishing, Exterior	200,000
Orchard Ridge	Power House Study, Bldg. E	500,000
Orchard Ridge	Water Infiltration, Bldg. K	200,000
Orchard Ridge	Exhaust Fan, Tunnel	82,328
Orchard Ridge	Vestibule Heating Enhancement, Bldg. A	57,100
Royal Oak	HVAC Repair, Bldg. E	200,000
Royal Oak	Site Work & Small Projects	137,175
Southfield	Site Work & Small Projects	134,608
		10,250,981

OAKLAND COMMUNITY COLLEGE CAPITAL BUDGET DETAIL • FY 2018-2022

Campus	Description	2018
	<u>Proposed Projects</u>	
Auburn Hills	Ceramic Study/Renovation, Bldg. E	300,000
	Cafeteria Enhancement, Bldg. G	150,000
	Lighting Renovation - ITG	200,000
	Building Enhancement, M-TEC	100,000
	Room Enhancement, F123	500,000
		1,250,000
Collegewide	Construction Management Core Staff	400,000
	Roof Upgrades	1,000,000
	Paving, Catch Basin & Sidewalk Restoration	1,000,000
	Emergency Communication	140,000
	Flooring Replacement	150,000
	Eyewash Stations/Ventilation	200,000
	Academic/Campus Enhancements	1,500,000
	Emerging Needs/Contingency/Emergency Repair	2,000,000
	6,390,000	
Highland Lakes	Site Work & Small Projects	150,000
	Cafeteria Enhancement, SC	150,000
	Chiller Upgrade - Site Wide	120,000
	Replace Secondary Transformer - WH North	37,000
	457,000	
Orchard Ridge	HVAC Control System Upgrade, Bldg. C	312,854
	Electrical Distribution Upgrade, Site Wide	500,000
	Site Enhancements	50,000
	862,854	
Royal Oak	Ceramic Study/Renovation, Bldg. D	200,000
	North Parking Structure Restoration	75,000
	Site Work & Small Projects	200,000
	South Parking Structure Restoration	671,215
	Public Safety Remodel, Bldg. B	100,000
	1,246,215	

OAKLAND COMMUNITY COLLEGE CAPITAL BUDGET DETAIL • FY 2018-2022

Campus	Description	2018
	Proposed Projects	
Southfield	Cafeteria Enhancement, Bldg. A	150,000
	Site Work & Small Projects	150,000
	Public Safety Remodel, Bldg. A	100,000
		400,000
	Physical Facility Projects Total	20,857,050
Collegewide	Debt Service Payment	857,720
	Capital Expenditure Total	26,508,217
	Unrestricted Net Position-End of Year	56,509,950





OAKLAND COMMUNITY COLLEGE



MISSION

OCC's mission is to guide our students to success that fulfills community needs.



VALUES

ACCESSIBILITY

Provide accessible educational opportunities, programs, and services

AFFORDABILITY

Offer affordable educational opportunities

DIVERSITY/INCLUSION

Embrace people and ideas to broaden and enrich our community

EXCELLENCE

Offer high-quality programs and services

RELEVANCE

Offer the most relevant education to our community

SOCIAL RESPONSIBILITY

Be socially responsible in our programs, services and activities



VISION

BE:

- ▶ We will be externally recognized for our academic program excellence.
- ▶ We will be viewed as the premier transfer institution because of the high quality preparation of our transfer students.
- ▶ We will be recognized as the preeminent provider of community education and workforce training.

DO:

- ▶ We will implement a student-focused service model.
- ▶ We will streamline administrative practices to optimize operational effectiveness.
- ▶ We will increase the flexibility, accessibility, and affordability of our academic programs.
- ▶ We will increase our student completion rate.

HAVE:

- ▶ We will have an organizational structure that supports student success.
- ▶ We will have a strong financial position.
- ▶ We will have a minimum of 15 nationally/regionally accredited academic programs/certifications.
- ▶ We will have an accredited virtual campus.



OAKLAND COMMUNITY COLLEGE®