

# **BUDGET** / For the Fiscal Year July 1, 2022 - June 30, 2023



**COLORADO**  
**MOUNTAIN COLLEGE**

**ADOPTED BY**

**Colorado Mountain College, a local college district**

**Board of Trustees / June 21, 2022 / [www.coloradomtn.edu/budget](http://www.coloradomtn.edu/budget)**

# Colorado Mountain College Budget

## For the Fiscal Year July 1, 2022 - June 30, 2023

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# INTRODUCTION



**COLORADO**  
MOUNTAIN COLLEGE

### **Colorado Mountain College Board of Trustee Members**

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Peg Portscheller, President Parachute	District III - West Garfield	Term Expires 2025
Bob Kuusinen, Treasurer Steamboat Springs	District V - Routt	Term Expires 2023
Chris Romer, Secretary EagleVail	District VII - Eagle	Term Expires 2025
Markey Butler Snowmass Village	District I - Pitkin	Term Expires 2025
Bob Hartzell Leadville	District VI - Lake	Term Expires 2023
Patricia Theobald Breckenridge	District IV - Summit	Term Expires 2023
Marianne Virgili Carbondale	District II - East Garfield	Term Expires 2023
Dave Armstrong Salida	Board Liaison for Salida/Poncha Springs	

### **Colorado Mountain College Administrative Staff**

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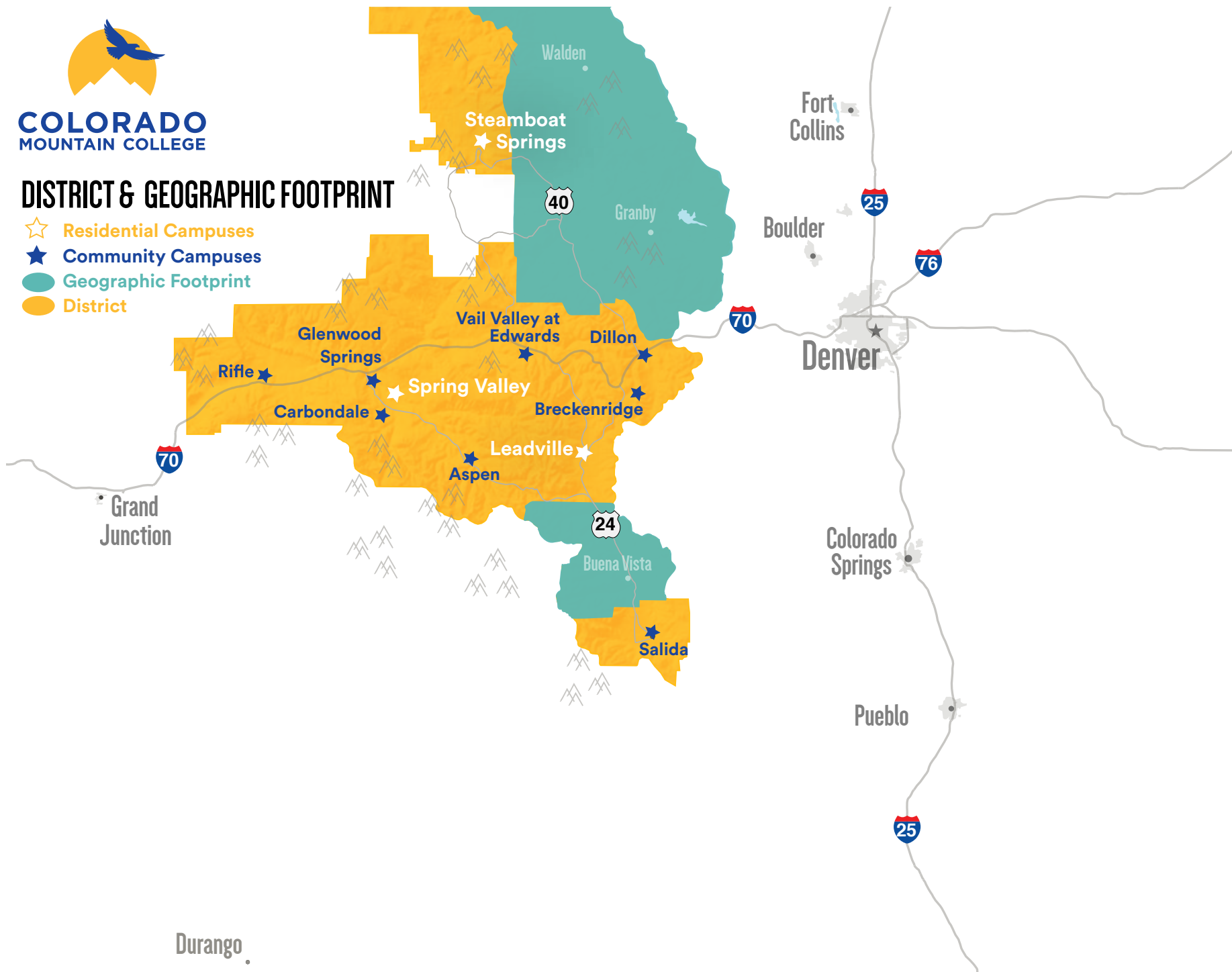
Dr. Carrie Besnette Hauser	President & CEO
Dr. Matt Gianneschi	Chief Operating Officer and Chief of Staff
David Askeland	Vice President and Campus Dean at Dillon & Breckenridge
Brian Barker	Director of Marketing & Media Relations
Mary Boyd	Vice President of Fiscal Affairs
Dr. Marc Brennan	Vice President and Campus Dean at Edwards
Ben Cairns	Vice President and Campus Dean at Leadville & Chaffee County
Kristin Heath Colon	Vice President for Advancement and Foundation CEO
Tinker Duclo	Vice President and Campus Dean at Rifle
Dr. Heather Exby	Vice President and Campus Dean at Spring Valley & Glenwood Springs
Richard Gonzales	General Counsel
Shane Larson	Vice President of Student Affairs
JC Norling	Vice President and Campus Dean at Steamboat Springs
Dr. Kathryn Regjo	Vice President of Academic Affairs
Steve Skadron	Vice President and Campus Dean at Aspen & Carbondale
Heather Weems	Executive Assistant to the President and Board of Trustees



**COLORADO**  
MOUNTAIN COLLEGE

## DISTRICT & GEOGRAPHIC FOOTPRINT

- ☆ Residential Campuses
- ★ Community Campuses
- Geographic Footprint
- District



## **Statement from the President of the Board of Trustees**

Over the past decade, Colorado Mountain College has committed itself to a consistent vision: to become the most inclusive and innovative student-centered college in the nation, elevating the economic, social, cultural, and environmental vitality of our beautiful Rocky Mountain communities. The college has made remarkable, steady progress on its quest to fulfill this vision, even with the recent years' challenges experienced in the region, across higher education, and throughout the world. CMC's FY 2022-23 budget will continue to be driven by this vision during the final year of our 2019-2023 strategic plan, *Reaching Greater Heights*.

College management remains committed to ensuring that the overall operating budget grows at a rate near inflation while the college remains a highly competitive employer, so this budget reflects a relatively moderate +4% increase, which is below recent forecasts of inflation. However, though the college's operations are solvent, the challenges CMC faces in our rural resort region are considerable. A major driver of inflation is the rising cost of housing, putting pressure on students and employees alike. While rising home values ultimately lead to additional revenues to the college, this pattern has been interrupted via a number of legislative initiatives. Colorado Senate Bill 21-294 created a two-year temporary decrease in the assessment rates for all residential property, and Senate Bill 22-238 added even more adjustments for the 2023 and 2024 tax years.

These and other decreased rates will result in revenue foregone to the college. As a result, the FY 2022-23 budget is based on the assumption that, if necessary, the CMC Board of Trustees will exercise its authority to adjust its mill levy solely to maintain revenues lost due to reductions in statewide property tax assessment rates. The voters granted this authority to CMC in 2018.

Over the past several years the college has become fiscally resilient by diversifying revenues, reducing dependence on nonresident tuition, and maintaining ongoing operations below inflation. FY 2022-23 continues this trend. In January 2022, the board of trustees voted to increase tuition rates by \$5 per credit hour for in-district, service area, and in-state students, with a 3% increase for out-of-state students. To keep college within reach for all, the board of trustees has approved several programs to help students in need of financial support, including the adoption of the Colorado Mountain Promise program, which eliminates tuition costs for low- and middle-income students. The board has also committed to increasing student housing.

The CMC Board of Trustees remains committed to ensuring the long-term fiscal health of the college while remaining inclusive and innovative. We aim to ensure that CMC continues to thrive and serve as an exceptional asset for the mountain communities it serves. Though CMC is certainly not immune from trends that impact open-access colleges, it continues to distinguish itself as a leading institution in terms of overall administrative operations, investments in state-of-the-art facilities and academic equipment, and innovation and strategic directions.

Colorado Mountain College's elected governing board is pleased to serve and provide support to the college; to its vision, mission, and strategic direction; to its employees and communities; and, most of all, to its students.

Along with and on behalf of my colleagues,

Peg Portscheller  
President, CMC Board of Trustees  
June 21, 2022

June 21, 2022

Dear Friends of Colorado Mountain College:

We have just completed another successful academic year, and our employees, students, and new alumni are still basking in the glow of in-person commencement exercises. Across our 11 locations, this year nearly 1,400 students were awarded degrees or certificates, tangible evidence that they set and achieved goals to improve their own lives, at the same time benefitting their families and their communities.

The path for the class of 2022 has been particularly challenging, thanks to the impact of the COVID-19 pandemic on classes, work, and health, not to mention the resulting economic fallout. Many of these students experienced at least one crucible moment — which is a severe, searching test or trial that is metamorphic in its impact. It's a time when you think you won't survive — yet you do. It's a test that changes you, makes you stronger and better even though you might not know it at the time.

The college, too, has been tested and transformed.

As with many public institutions, during the 2021-22 fiscal year CMC experienced numerous unexpected COVID-related setbacks. With each curveball, our team responded strategically and intentionally, maintaining and even enhancing operational stability. Enrollments began to stabilize and grow, most especially among high school concurrent enrollment, nonresident, and English as a second language (ESL) students, enrollments that declined during the pandemic.

Just a few of our accomplishments from the 2021-22 year include:

- Creating two new bachelor's degree programs, in human services and ecosystems science, receiving authorization from the Colorado Commission on Higher Education and the Higher Learning Commission to enroll students in fall 2022.
- Distributing a total of \$2.4 million of Higher Education Emergency Relief Fund stimulus money directly to qualifying students throughout the fiscal year.
- Promoting and integrating CMC's new designation as a Hispanic Serving Institution by creating a new administrative division in part specifically intended to support HSI and "minority-serving institution" efforts.
- Becoming the first institution in the nation to implement state financial aid for low-income high school students to help cover out-of-pocket expenses related to concurrent enrollment courses.
- Entering into a long-term lease for the Salida campus and moving all operations, student services, and instructional offerings into the Kesner Building, which is owned by the Salida School District R32J. The new space helps to support continued growth in campus enrollment, which reached 78% over the prior year.
- Finishing building the high-fidelity nursing simulation labs at the Spring Valley campus, with audiovisual equipment scheduled to be installed for the fall semester. In addition, completing design of the Breckenridge high-fidelity nursing simulation labs that will also include new EMS learning spaces.
- Completing design and construction bidding for the multisite attainable housing project that spans CMC's taxing district. Construction on these four apartment-style buildings at the Breckenridge, Edwards, Steamboat Springs, and Spring Valley campuses will begin in July 2022.



In addition:

- The CMC Board of Trustees approved the creation of the Colorado Mountain Promise program, which provides free college tuition to students in households with incomes less than \$75,000 (for dependent students) and \$50,000 (for independent students). The program will support students in fall 2022 and beyond.
- Occupancy rates in the residence halls returned to pre-pandemic levels at Spring Valley and Steamboat Springs, and the Leadville residence hall is near capacity for the first time in more than a decade.
- The CMC Foundation raised \$5.58 million towards its fundraising goal of \$7.5 million for Spring Valley capital projects and the three nursing simulation labs (Spring Valley, Steamboat, and Breckenridge).

As in past years, the FY 2022-23 budget continues to reflect the priorities of the college that the elected CMC Board of Trustees has set in its 2019-2023 strategic plan, *Reaching Greater Heights*. The strategic plan guides us to build on the college's individual, organizational, and community strengths that have resulted in strong and stable enrollments; increased diversity and completion rates that are superior to state averages; sound financial position; and significant expansion of access for students through both CMC's concurrent enrollment and bachelor's degree offerings.

The budget includes a 5% cost of living adjustment for all full- and part-time staff and faculty. It is possible to invest in the college's employees and keep the overall budget increase at 4%—well below projected inflation—due to sound internal operations and a collective commitment to prudent spending. Additionally, total General Fund Revenues are \$2.6 million higher than last year's budget. This is largely due to increased funding received from the State of Colorado because of its rapid economic recovery, as well as increased property valuations that were finalized after last year's budget was adopted.

These past two years have tested the college, and its students and employees, more than anyone could have possibly anticipated. But I am confident that, with these crucible moments behind us, we are stronger and more committed than ever to elevate the vitality of our communities through the education and training we offer. Our entire team is grateful for the opportunity to deliver high-quality, affordable higher education to our cherished mountain towns.

With regard,



Carrie Besnette Hauser, Ph.D.  
President & CEO

## **Colorado Mountain College – Executive Summary**

Colorado Mountain College’s FY2022-23 budget document provides both a broad overview as well as detailed breakouts of this year’s budgeting process results. The Executive Summary highlights accomplishments over the last year; defines the budgetary inputs used to develop the FY2022-23 budget, as well as outlines the goals considered in the budget planning process; and summarizes the budget results.

### **FY2021-22 Major Initiatives & Successes – Looking Back**

Throughout FY2021-22, Colorado Mountain College (CMC) and our students have achieved many major accomplishments. Examples follow:

- Completed the creation of two new bachelor programs in Human Services and Ecosystems Science and received authorization from the Colorado Commission on Higher Education and the Higher Learning Commission. The necessary faculty have been hired and both degree programs are ready to enroll students in Fall 2022.
- Identified the five instructional modalities CMC will carry forward for Fall 2022 and beyond, the majority of which use technology. Faculty and academic administrators are monitoring student enrollment behaviors closely and adapting course modalities to meet students’ preferences while adapting curricula to achieve deep learning.
- Each campus hosted in-person graduation ceremonies with a total of 1,360 graduates receiving certificates or degrees.
- Faculty fully implemented new “corequisite” strategies in English and mathematics designed to accelerate students’ access to credit-bearing coursework.
- A total of \$2.4 million of HEERF stimulus money was distributed directly to qualifying students throughout the fiscal year. CMC used HEERF institutional funds to host 30 vaccine clinics across 9 campus locations that reached over 700 people, and also conducted direct outreach to financial aid applicants regarding how to appeal for special circumstances that could qualify them for additional aid.
- Promoted and integrated CMC’s new designation as an Hispanic Serving Institution through creation of a new administrative division in part specifically intended to support HSI and “minority-serving institution” efforts, the launch of a marketing initiative to reach Latino students and families, the creation of a position to focus exclusively on Latino and Spanish-language populations, and the addition of a new Assistant Dean in assessment intended to support and develop equitable learning outcomes in all CMC classes.
- Became the first institution in the nation to implement state financial aid for low-income high school students to help cover out-of-pocket expenses related to concurrent enrollment courses.
- Entered into a long-term lease for the Salida campus and moved all operations, student services, and instructional offerings into the Kesner Building, which is owned by the Salida School District R32J. The new space helps support continuing campus enrollment growth, which reached 78% over the prior year.
- The Board of Trustees approved the creation of the “Colorado Mountain Promise” program to provide free college tuition to students in households with incomes less than \$75k (for dependent students) and \$50k (for independent students). The program will support Fall 2022 students and beyond.
- Occupancy rates in the Residence Halls returned to pre-pandemic levels at Spring Valley and Steamboat, and the Leadville residence hall is near capacity for the first time in more than a decade.
- Completed the construction phase of the Spring Valley high-fidelity nursing simulation labs,

with audio visual equipment installation scheduled for this summer prior to a fall opening. Also, completed design and mobilization for the Breckenridge high-fidelity nursing simulation labs that will also include new EMS learning spaces.

- Completed design and construction bidding for the multi-site attainable housing project that spans across the taxing district. Construction on these four apartment-style buildings at the Breckenridge, Edwards, Steamboat, and Spring Valley campuses will commence in July 2022.
- The CMC Foundation raised \$5.58 million towards its fundraising goal of \$7.5 million for Spring Valley Capital Projects and the three nursing simulation labs (Spring Valley, Steamboat & Breckenridge).

### **Fiscal Impacts of the COVID-19 Pandemic**

As with many public institutions, the 2021-22 fiscal year was characterized by numerous unexpected COVID-related setbacks and eventual, incremental progress toward operational stability. In this seemingly disordered environment, enrollments eventually began to stabilize and grow, most especially among high school concurrent enrollment, non-resident, and ESL students, which experienced declines during the pandemic. CMC operated steadily, continued to deliver vital educational services, built new academic programs and student pathways, and invested in critical infrastructure for the remote mountain communities it serves. Though the college is certainly not immune from trends that impact open-access colleges across the nation, CMC continues to distinguish itself as a leading institution regarding overall administrative operations, investments in state-of-the-art facilities and academic equipment, and innovation and strategic directions.

### **Budget Priorities tied to FY2022-23 Strategic Plan Goals**

Colorado Mountain College's strategic plan, Reaching Greater Heights (2019-23), sets forth a clear path to build on the college's individual, organizational, and community strengths that have resulted in strong and stable enrollments; increased diversity and completion rates that are superior to state averages; sound financial position; and significant expansion of access for students through both CMC's concurrent enrollment and bachelor's degree offerings. Reaching Greater Heights (2019-23) will be in its final year and build on the significant operational improvements achieved over the previous four years, thus enabling the college to focus its energy and resources on transformational growth, for both students and the communities served by the college.

The FY2022-23 CMC budget aligns with the strategic plan by providing financial resources to support the goal areas below. The strategic plan also incorporates the following sub-plans that support it: a Facilities Master Plan, an Information Technology Master Plan, an Academic Strategic Plan, an Enrollment Plan, a Sustainability Action Plan, and a Diversity, Equity and Inclusion Plan. Funding for strategic initiatives comes from both the operating budget and reserves, such as the strategic plan reserve fund.

Fittingly, the plan states that guiding principles for decision-making and resource allocation include:

- collaborate with one another and with external partners.
- apply the principles of sustainability to foster social equity, economic vitality, and environmental health.
- strive for excellence and innovation in all we do.
- create a positive working environment and a stimulating and enjoyable teaching and learning experience.
- hold ourselves responsible and accountable for our actions.
- maintain the public trust through responsible stewardship and fiscal transparency.
- meet challenges with thoughtful deliberation and purposeful action.

## Our Vision:

We aspire to be the most inclusive and innovative student-centered college in the nation, elevating the economic, social, cultural, and environmental vitality of our beautiful Rocky Mountain communities.

## Summary of Key Pillars, Goals, and Priorities

### PILLAR A Student Access & Success

**GOAL:** Provide inclusive student access, support services, and academic pathways that result in improved retention, completion, and preparation for our complex economy and society.

#### STRATEGIC PRIORITIES:

1. Increase accessibility and student outcomes by developing inclusive, personalized, and consistent approaches to enrollment, registration, and financial aid.
2. Intentionally coordinate services to create awareness and support the safety, mental health, and wellness of students, faculty, and staff.
3. Design all academic pathways and student services to result in consistent, equitable outcomes in retention and persistence, timely completion, and relevant job skills.
4. Evaluate and implement credit for prior learning opportunities, to reduce the time and cost to complete education for the “new traditional” student.
5. Develop and improve first-generation student/parent/family recruitment and education strategies to attract and support underrepresented populations.

### PILLAR B Teaching & Learning

**GOAL:** Invest in a culture of innovation and high-quality learning that equips all learners with the social, emotional, and cognitive skills needed for success in their chosen fields in a dynamic economy.

#### STRATEGIC PRIORITIES:

1. Implement comprehensive course and program assessment that promotes deep learning and informs changes to improve student completion.
2. Actively collaborate with school districts to promote academic and social readiness for postsecondary/workforce education opportunities.
3. Implement a plan to ensure that all campuses and programs consistently and effectively use existing and new educational technologies.
4. Integrate experiential, work-based, and/or service learning practices and curricula into all academic programs.
5. Improve the consistency and availability of community and continuing education.
6. Support professional development of faculty to explore and develop innovative learning methods that promote both technical and soft skills in the classroom.

### PILLAR C Community & Economic Development

**GOAL:** Engage in strategic partnerships that benefit the students, employees, and communities CMC serves.

#### STRATEGIC PRIORITIES:

1. Match academic and training pathways to local and regional labor market demands by innovating and integrating with industry partners.
2. Communicate to students, faculty, and staff regional labor market opportunities and their alignment to educational programs that CMC offers.
3. Implement partnerships with regional businesses and organizations to supply internships, apprenticeships, service learning experiences, and job placements that complement educational offerings.
4. Serve as a conduit to and provider of activities and events that promote diverse ideas, experiences, and cultural competencies.
5. Seek out and promote joint-use partnerships for current and new facilities that address resource needs of both the college and mountain communities.

### PILLAR D Organizational Effectiveness

**GOAL:** Organize all CMC operations, systems, structures, and personnel to improve productivity and effectiveness.

#### STRATEGIC PRIORITIES:

1. Improve job fulfillment and retention by valuing employees through enhanced opportunities for engagement, training, and appreciation.
2. Ensure a high degree of proficiency in new technologies by providing training and support to all faculty and staff.
3. Incorporate sustainability principles into the college's decision-making practices.
4. Clarify decision-making procedures to ensure they support collaboration between and among campuses and functional areas throughout the college.
5. Develop and implement consistent and routine policies, procedures, and processes to ensure that academic programs are relevant, are sustainable, are effective, and produce gainful outcomes.

Highlights of items directly included in this budget, or indirectly impacting this budget, which support the strategic plan are (**this is not an all-inclusive list**):

Strategic Plan Goal	Initiatives that link to Strategic Plan Priorities
<b>PILLAR A: STUDENT ACCESS AND SUCCESS</b>	<ul style="list-style-type: none"> <li>▪ Complete two additional nursing simulation laboratories (Spring Valley and Breckenridge) with corresponding capital campaigns.</li> <li>▪ Successfully implement the Colorado Mountain Promise program.</li> <li>▪ Evaluate and improve CMC’s systems to support student internships, work study opportunities, apprenticeships, and other experiential placements.</li> <li>▪ Establish baseline minimum student services at all campuses and identify resources and funding needed for recommendations.</li> <li>▪ Outline strategies to balance enrollments across gender categories.</li> <li>▪ Design and implement a first-year experience for students at all campuses.</li> </ul>
<b>PILLAR B: TEACHING AND LEARNING</b>	<ul style="list-style-type: none"> <li>▪ Evaluate options for alternate academic terms based on recommendations from the Innovation Fellowship.</li> <li>▪ Develop concurrent enrollment opportunities otherwise inaccessible for students by leveraging “Connected Classroom” technology at local high schools purchased through the RISE grant.</li> <li>▪ Assemble a taskforce to evaluate the current Learning Materials Program (LMP) and recommend improvements or alternatives.</li> <li>▪ Develop additional and robust training opportunities to further enhance skills in teaching and learning across multiple modalities for full-time and part-time faculty.</li> <li>▪ Successfully enroll CMC’s first cohorts in three new degree programs: The Bachelor of Science in Ecosystem Science and Stewardship, the Bachelor of Arts in Human Services, and the Associate Degree in Health Sciences.</li> <li>▪ Invest in new technology and instructional equipment.</li> </ul>
<b>PILLAR C: COMMUNITY AND ECONOMIC DEVELOPMENT</b>	<ul style="list-style-type: none"> <li>▪ Complete construction of the multi-site apartment housing project to provide attainable rent for independent students.</li> <li>▪ Explore the acquisition of an employee housing portfolio.</li> <li>▪ Complete transfer of CMC land in Montezuma County to the Archeological Conservancy.</li> <li>▪ Advance plans to expand and renovate CMC’s Aspen Campus; narrow and determine options for student housing.</li> </ul>
<b>PILLAR D: ORGANIZATIONAL EFFECTIVENESS</b>	<ul style="list-style-type: none"> <li>▪ Implement updated remote-work policies and procedures with corresponding college-wide master calendar.</li> <li>▪ Monitor and fight new threats to local property taxes.</li> <li>▪ Evaluate the effectiveness of a college-wide adjunct pool that supports both campus based and college-wide courses, offered through a variety of modalities.</li> <li>▪ Design several large-scale initiatives to improve academic access and completion while lowering costs of delivery and ensuring equity through the Innovation Fellowship.</li> <li>▪ Review and consider updated trustee districts to reflect CMC’s changing geographic region, demographics, and the addition of Salida and Poncha Springs.</li> <li>▪ Redesign vacated US Bank and Glenwood Chamber offices to enhance community opportunities in downtown Glenwood Springs.</li> </ul>

## **FY2022-23 Budget Highlights and Summary**

Below are a few highlights and changes for the FY2022-23 budget:

- General Fund Revenues in total are higher than last year's budget by \$2.6 million. This change is due primarily to increased contributions from the state of Colorado due to its rapid economic recovery, and increased property valuations finalized after the adoption of last year's budget.
- In December 2022, the Board of Trustees will consider whether to exercise its authority (granted through Ballot Issue 7D in the November 2018 General Election) and adjust the mill levy to maintain revenues lost due to reductions in statewide property tax assessment rates in order to support additional, necessary investments in our district.
- The Board of Trustees voted to increase tuition rates by \$5 for in-district, service area, and in-state students, with a 3% increase for out-of-state students, to create greater fiscal resiliency and revenue diversity.
- The college experienced another year of some decline in enrollments due to COVID-19, and somewhat limited in-person offerings. For the upcoming year, enrollment forecasts are expected to improve upon the current year actual amounts but be more aligned with the current year budgeted amounts.
- The expenditure budget is based on the college's ability to reach students more effectively, more productively, and more efficiently while maintaining the fidelity of our instructional and operational models.
- Management remains committed to ensuring that the college's overall operating budget grows at a rate near inflation while remaining a highly competitive employer. The past 12 months have experienced unprecedented inflation across the nation, and thus the FY2022-23 ongoing increase of 4% is a relatively moderate increase.
- In response to this inflation, the budget includes a 5.0% cost of living adjustment for all full and part-time staff and faculty, and annual benchmarking adjustments where applicable. Such an increase is intended to keep the CMC workforce ahead of core inflation, and help hold employees enrolled in PERA harmless against the mandated contribution increase in pre-tax contributions from 10.5% to 11%. Employees may also be eligible for a small performance-based bonus mid-year.
- Health insurance premiums are expected to continue increasing, though below inflation in calendar year 2023, and the College set aside enough budget to cover a 4% increase. Employees will also absorb an increased proportion of health benefits costs if they elect to use family or dependent coverage plans.
- Costs for non-personnel infrastructure and services, especially those for IT networks and software, as well as property insurance, routinely increase faster than inflation.
- The FY2022-23 budget includes ongoing funds for expanded Salida campus operations.

## **General Information and Budget Assumptions**

### **Fund Descriptions**

#### ***General Fund:***

Provides for the day-to-day operation of the College. Most salaries, operating supplies, utilities, and related costs are paid from this fund.

***Facilities Fund:***

Provides for major facility needs of the College. This includes ongoing and deferred maintenance items along with facility projects that are in the approved Facilities Master Plan.

***Capital Equipment Fund:***

Provides for capital equipment needs of the College, minor facility needs, and lease payments for rental facilities.

***Plant Fund:***

Used to account for and depreciate the College's capital assets.

***Debt Service Fund:***

Interest, principal payments, and other debt service charges relating to plant fund indebtedness.

***Auxiliary Funds:***

Provide goods or services to students, faculty, staff, and/or the community and charge fees directly related to the goods or services provided. Auxiliary programs include (but are not limited to) campus stores, student housing, food service, summer programs, and non-credit courses for students and staff. Activities in this fund operate on a break-even basis; revenues being generated from the sale of inventory or services are equal to or greater than expenses.

***Other Funds:***

These include the Federal and State Financial Aid Funds, Scholarship Fund, Sponsored Program Fund, and the Student Government and Club Fund. Activities in these funds help the College meet its goals and the funds are self-supporting. Budgets for these funds are included in this book to meet statutory requirements of the State of Colorado. CMC receives external funds to meet certain specified needs. These funds can be spent only within the restrictions placed on them by the granting agency.

*Federal and State Financial Aid Funds* – available to eligible students to help defray education costs. The U.S. Department of Education and the Colorado Commission on Higher Education are the main sources of these funds.

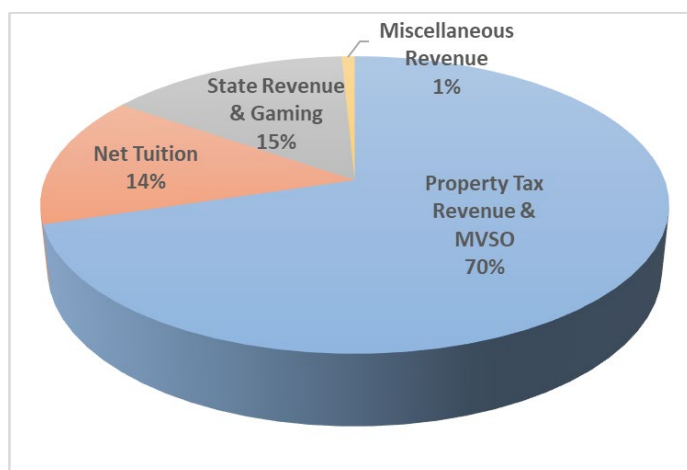
*Scholarship Fund* – includes scholarships from the CMC Foundation, as well as a collection of miscellaneous scholarships from donors who provide them to students.

*Sponsored Program Fund* – provides services and activities for the local campuses and communities. Revenues are comprised of restricted gifts from federal, state, local and private sources such as grants, contracts, and cooperative agreements.

*Student Government and Club Fund* – provides extracurricular activity and enhances campus life. These clubs are designed and run by students and supervised by the College. The clubs operate on student activity fees paid by each student and from miscellaneous revenues generated by club projects. The College is simply a custodian of funds and provides business services for the clubs.

<b>Budget Details - Revenues</b>
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The College's primary revenue sources are budgeted as follows for FY2022-23:



General Fund Revenues for FY2022-23 are higher than the prior year budget by \$2.6 million, and are higher than the FY2021-22 projected revenue by \$1.1 million. The increases are net of changes in the College's three main revenue sources: property tax, tuition and state funding.

**Real property tax revenue** is assessed every two years, with FY2022-23 being year two of the two-year cycle. The assessments are eighteen months in arrears and will be based on a valuation date of June 30, 2020. For residential and commercial property tax, this usually means that the assessed values will remain flat due to the second year being a non-assessment year. However, Senate Bill 21-293 created a two-year temporary decrease in the assessment rates from 7.15% to 6.95% for all residential properties except multi-family housing which decreased to 6.80%. Additionally, renewable energy production and agricultural property rates will decrease from 29% to 26.4% during this time. These decreased rates will result in a loss of revenue foregone to the college, and the board of trustees will determine whether to exercise ballot measure 7D to recoup this loss through a change in the 4.013 mill levy once assessor valuations are finalized.

The oil and gas industry in Garfield County and molybdenum industry in Lake County are assessed every year. Oil and gas make up approximately 5% of the total college assessments, while molybdenum accounts for less than 1% of total assessments. For FY2022-23 oil and gas revenues may decline up to 15% as the industry continues to face significant challenges, including volatile demand due to recovery from the coronavirus pandemic and the skyrocketing inflation numbers that reflect high commodity prices through the end of 2021.

Property tax revenue is used to fund both the General Fund operating costs and the majority of the capital facilities projects and capital equipment purchases each year. In FY2022-23, approximately \$5.3 million of tax revenue will be transferred to Capital Funds for equipment purchases, minor building maintenance and larger building projects.

**Tuition** rates are set by the Board of Trustees and tuition is the second largest revenue source for the College. Annually the Board considers tuition rates for credit classes in the context of the total budget and the percent of the total cost of education that the students are contributing. Tuition discounts and financial aid are key considerations in setting tuition rates.

The FY2022-23 tuition rates are as follows:



<b>Associate Level and Bachelor Level Tuition Rates</b>	
In District	\$95.00/credit hour
In Service Area	\$185.00/credit hour
In State	\$195.00/credit hour
Out of State	\$480.00/credit hour

The purpose of these increases is to create greater fiscal resiliency and revenue diversity, rather than simply growing the college's overall budget. To this end, management proposes moving any net tuition revenues received above budget into the Colorado Mountain Promise or the CMC Foundation for purposes of awarding and increasing need-based financial aid grants and scholarships for local students.

Additionally, the following table summarizes the discounts we provide to credit students who meet specified criteria:

<b>Special Rates</b>	<b>Description</b>
Western Undergraduate Exchange (WUE)	Available to out-of-state students from certain western states for certain programs at any campus. <i>(150% of in-state rate).</i>
Veterans and Military Families Rate	These students are eligible for a 25% discount from tuition rates regardless of residency status (in-district, service area, in-state or out-of-state) after applying for financial aid. Requires military paperwork.
Continuing Opportunity Rate	Students who are 23 years of age or older, have continuously resided in the CMC service area for at least 24 months, and have successfully completed the English as a Second Language (ESL) curriculum or a General Education Diploma (GED) at CMC, will be charged the current in-state tuition rate for the courses in which they enroll as a degree seeking student.
District Employer Sponsored Rate	Available to local businesses that are paying for their employees to attend classes. Applies to employees who are classified as in-state, service area, or out-of-state residency and provides a discount equal to the in-district rate.
Second Homeowners Rate	Non-resident students who own a home within CMC's six county district are eligible to take up to 3 credits per semester at a rate equal to the in-state rate, or they may take one 4 or 5 credit course per semester at the in-state rate.
Senior Rate	Must be 62 years old or older and be classified as in-district residency. These students are eligible to pay 50% of the in-district rate.
Native American Ute Nation	Students who provide proof of membership with the Ute Indian Tribe of the Uintah & Ouray Reservation are eligible for the in-district rate.

Additionally, Colorado's ASSET bill allows U.S. citizens, permanent resident aliens, and students without lawful immigration status to qualify for in-state tuition rates if they meet certain conditions; and C.R.S. 23-7-105 allows in-state tuition for Team USA athletes training in Colorado with an elite program approved by the U.S. Olympic & Paralympic Committee.

New in 2022-23, the Colorado Mountain Promise (CMP) will cover tuition for any Colorado resident whose family income is below \$70,000, or independent students (typically over 23 years of age) whose household income is \$50,000 or less. The program uses a combination of federal, state and institutional funds to pay tuition, with the CMP as the last-dollar-in to make up any remaining difference.

**State revenue** includes a state appropriation designed to cover state resident student enrollments. CMC is one of two local district colleges in the state that receives funding through a block grant. The other institutions participate in a funding formula based on improvements in metrics that support the state strategic plan. The local college districts receive the average of the change (positive or negative) that the other institutions receive. As a result, the CMC budget incorporates an overall 11.4% net increase from the state compared to the prior year, and no reduction to the amount of state gaming tax revenue received in 2021.

## Enrollments

For many consecutive years, the college saw a shift in enrollments to more in-district students and fewer out-of-state students in line with a national trend of declining high school student populations across the nation. However, this trend has reversed its course throughout the pandemic, as seen in the table below. Shifts in either direction have a financial impact due to the variation in tuition rates for these two residency statuses.

Residency Mix	FY2020-21 Actual		FY2021-22 Projected		FY2022-23 Budget	
	100/200 Level % of Mix	300/400 Level % of Mix	100/200 Level % of Mix	300/400 Level % of Mix	100/200 Level % of Mix	300/400 Level % of Mix
In-District	78%	82%	75%	76%	77%	80%
Service Area	2%	2%	2%	3%	2%	2%
In-State	12%	12%	13%	14%	12%	12%
Out-of-State	8%	4%	10%	7%	9%	6%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

Given the recent trends, overall enrollment numbers show a decrease in comparison to the prior year budget for the purposes of budgeting tuition revenue, which considers a three-year weighted average of actual enrollments.

FTE Summary	FY2021-22 Budget	FY2021-22 Projected	FY2022-23 Budget
Associate Credit	3,134	2,800	2,865
Bachelor Credit	317	282	290
ESL/HSE	195	172	155
Non-Credit	267	147	158
<b>Total</b>	<b>3,913</b>	<b>3,401</b>	<b>3,468</b>

The ESL program is returning to a twelve-week session curriculum, and even though enrollments were below budget, at least saw enrollments improve this year thanks in large part to grant funding available to cover the cost to students. Non-credit enrollments support the Auxiliary Fund and have leveled out over the past year; these offerings were hit particularly hard during the pandemic. We expect the upcoming year to be a period of recovery for credit, ESL and non-credit enrollments.

## Budget Details - Expenses

The College uses a formula to allocate General Fund operating expenditure budgets. The goals of the formula are to recognize the campus differences by being more tailored and dynamic, and re-align resources for campuses and departments throughout the College. Annually the formula is reviewed for possible improvements or efficiencies to better align with the mission. Core metrics of the formula include FTE by program, average class size, size of campus physical plant, and student affairs staffing.

The FY2022-23 operating budget represents 93.3% of the total revenues received in the General Fund. While the budget shows an overall expenditure budget (for operations) increase of \$2.9 million, which is approximately 4.0% over the FY2021-22 original budget, considered a reasonable amount given skyrocketing inflation rates. Primary increases over last year are: a) salary increases of 5% and health benefit increases of 4%, b) additional increases to the Salida operating budget, and c) ongoing costs related to upgrades in technology. Primary decreases over last year are: a) family health insurance premium contributions, b) salary savings from retirements across the college, and c) the fifth year of a new retirement plan option for new employees.

Total projected revenues less the operating budget allows \$5.3 million remaining to be transferred for one-time/capital expenses, including technology equipment, deferred maintenance, and instructional equipment. An additional \$536,900 is available for planning future major capital projects because of Capital Fund specific revenues such as rental and interest income, and capital campaign donations.

The following table is a summary of the FY2022-23 budget for the General Fund, including transfers to the capital funds:

REVENUES		EXPENSES	
Tuition Net of Discounts	\$ 11,343,553	General Fund Personnel Costs	\$ 61,035,058
Property Tax & MVSO	\$ 55,564,847	General Fund Operating Expenses	\$ 12,707,884
State Reimbursement	\$ 10,766,151	Total General Fund Operating Budget	\$ 73,742,942
State Gaming	\$ 752,949		
Other	\$ 620,872	Capital Equipment Fund Transfer	\$ 2,198,694
		Facilities Fund Transfer	\$ 3,106,736
<b>Total General Fund Revenue</b>	<b>\$ 79,048,372</b>	<b>Total General Fund Expense</b>	<b>\$ 79,048,372</b>

### Bachelor Degrees

In 2019, the College ran legislation to allow for expansion of its bachelor-level programs from five to a “limited number,” a common phrase used in Colorado statutes to denote greater flexibility and discretion. Last year, academic leaders finalized two new bachelor-level programs designed to address known needs in mountain communities, nearly all of which could be delivered using existing faculty and resources. Beginning with the 2022 Fall Semester, Colorado Mountain College will now offer a total of seven bachelor programs: Business, Sustainability, Nursing, Teacher Education, Applied Science, as well as the new Humans Services and Ecosystems Science programs.

### Capital Projects

The current Facilities Master Plan guides the College over the next decade and involves input from all campuses, followed by review and updates on an annual basis. This consists of planning for academic buildings, student or staff housing, and technology. While the plan acknowledges that there is available capacity in normal classroom spaces, specialized spaces for instruction are still an important need. Importantly, the construction of nursing simulation labs is now complete in Steamboat Springs, and well underway in Spring Valley and Breckenridge. Additionally, the plan expresses the growing need to address housing concerns in a variety of expensive mountain communities. After having issued Certificates of Participation, Series 2021 in June 2021, and completing the design and bidding processes during the start of FY2022-23 will include breaking ground on the multi-site attainable housing project aimed at supporting independent students.

For FY2022-23 there are many deferred maintenance type projects at all campuses scheduled. Projects include a ski instruction lab remodel, elevator modernizations, roof replacements, parking lot maintenance, flooring replacements, and HVAC upgrades including new chiller and RTU units. The

schedule of projects by campus can be found in the Capital, Plant & Debt Service Funds tab.

Management also maintains the Information Technology Master Plan, which focuses on five specific areas: 1) management and operations, 2) communications, 3) training, 4) infrastructure, and 5) cybersecurity and business continuity. During FY2021-22, CMC conducted an Enterprise Resource Planning and Student Information System (ERP/SIS) Current State Assessment to determine whether CMC business processes, and the Colleague system and ancillary applications, are meeting the needs of CMC. Given the criticality of this system, evaluating the functionality of the college's record systems to ensure ongoing alignment with business needs, strategic direction, and organizational mission is the first important step. A variety of investments in instructional equipment are also slated for FY2022-23 to ensure that students have access to an advanced learning environment. Details of equipment by campus can also be found in the Capital, Plant & Debt Service Funds tab. The funding for these items is comprised of \$30,000,000 in bond proceeds, \$5,305,430 in property tax transfers from the General Fund; \$536,877 in interest, rental income, and donations; and \$925,000 in capital fund reserves.

*Budgeted capital includes:*

Minor Maintenance Projects	\$ 2,925,494
Major Capital Projects	\$30,713,119
Combined Reserve Expenditures	<u>\$ 575,000</u>
<b>Sub-Total Facilities Fund</b>	<b>\$34,213,613</b>

Instructional equipment	\$ 399,928
Classroom Technology and Security equipment	\$ 1,164,993
Computer and Other equipment	\$ 638,773
Combined Reserve Expenditures	<u>\$ 350,000</u>
<b>Sub-Total Equipment Fund</b>	<b>\$ 2,553,694</b>

**Total All Capital Funds (including reserves) \$36,767,307**

## Auxiliary Funds

Auxiliary funds include operations which provide direct services to students such as student housing, food service, bookstores and non-credit classes. Each activity runs on a break-even basis where sufficient fees are charged to cover the cost of operations. Campus enrollments, both credit and non-credit enrollments, directly impact these funds. Many of these auxiliary funds have worked hard to restore activity after severe impacts from the COVID-19 pandemic social distancing limitations. Each campus retains the profits generated in this fund for use on campus specific initiatives.

*Auxiliary Fund budget, all operations:*

Total Revenue	\$10,067,018
Total Expense	<u>\$10,066,431</u>
<b>Net Revenue/(Expense)</b>	<b>\$ 587</b>

## Grant Funds (Sponsored Programs)

Grants are received from federal, state, local and private sources. Examples of current grant funding include federal natural resource management program related grants, Student Support Services grants that provide direct support to students, the Perkins Basic Grant that provides funding for career and technical programs, and multiple Colorado Opportunity Scholarship Initiative (COSI) grants. Without these grants, the College would not be able to provide services at the current level to students. The total revenue budget for FY2022-23 is \$8,820,040 for all grants. This includes just over \$2.3 million remaining in stimulus funds from the American Rescue Plan (ARP) Higher Education Emergency Relief Fund III (HEERF III) allocation, approximately half of which will be issued directly to students.

## Financial Aid Funds

Financial aid funds to assist students with tuition, fees and living expenses come in the form of federal, state and private funds. For FY2022-23, the available financial aid funding from federal and state dollars is more than FY2021-22 due to healthy increases in state allocations. Additionally, the CMC Foundation works diligently to raise scholarship dollars for CMC students. Students must apply and meet certain criteria to be awarded aid funds, which may also include loans which must be repaid.

### *Financial Aid Fund budget:*

Federal financial aid	\$ 7,185,257
CMC Match for Federal aid	\$ 45,086
State financial aid	\$ 2,933,571
Foundation/Outside scholarships	<u>\$ 1,100,000</u>
<b>Total</b>	<b>\$11,263,914</b>

In addition to the external funds noted above, the College provides \$550,000 of institutional aid in the General Fund plus approximately \$51,864 in matching funds required on federal work study and other matches. Two ongoing initiatives covered by these institutional aid dollars are the President's Scholarship (\$1,000 for every qualifying in-district high school graduating senior) and increasing completion rates in ESL and GED programs. New in 2022-23, the Colorado Mountain Promise (CMP) will cover tuition for any Colorado residents whose family income is below \$70,000, or independent students (typically over 23 years of age) whose household income is \$50,000 or less. The program uses a combination of federal, state and institutional funds to pay tuition, with the CMP as the last-dollar-in to make up any remaining difference.

## GASB 68 and 75 Implementation

Of note in the College's audited financial statements which are complementary to this budget, the Governmental Accounting Standards Board (GASB) required implementation of statement number 68 (GASB 68), *Accounting and Financial Reporting for Pensions*, in FY2014-15. Implementation has significantly changed the liabilities reported on the balance sheet. Anyone reading the College's financial statements from FY2014-15 forward will note a very large pension liability required by GASB. Under this statement, the employer is required to book pension payments as an unfunded liability when total pension liability exceeds the pension plan's net assets and report that amount in the financial statements. These rules relate to accounting and financial reporting only and do not relate to the funding issues (how much CMC contributes to the pension plan). CMC provides pension benefits through a defined benefit pension plan or PERA, which is subject to GASB 68. These are annual accounting entries, not cash outlays; therefore, the College's financial position will not change. For the third straight year, the amounts booked in FY 2020-21 were in the opposite direction of the previous set of years, both on the asset and liability side of the balance sheet, due to changes in actuarial assumptions that span multiple years. These included passage of Senate Bill 200 (SB 18-200), a large decrease in our allocation percentage due to an optional retirement plan offered to new employees not already in PERA, and an increase in the discount rate used to measure the total pension liability.

GASB 75, *Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions (OPEB)* was implemented in FY2017-18 and is now reflected in the financial statements and the budget. Eligible employees of the College are provided with OPEB through the Health Care Trust Fund (HCTF) – a cost-sharing multiple-employer other postemployment benefit plan administered by PERA.

## General

This budget was prepared in accordance with Generally Accepted Accounting Principles (GAAP) in all material aspects. The College budget has been prepared on the modified accrual basis of accounting.

## Consumer Price Index U.S. & Denver (1982-84 = 100)

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	U.S. Index	U.S. Rate	Denver/Aurora Index	Denver/Aurora Rate
<b>2018</b>	251.1	2.4	262.0	2.7
<b>2019</b>	255.7	1.8	267.0	1.9
<b>2020</b>	258.8	1.2	272.2	2.0
<b>2021</b>	271.0	4.7	281.8	3.5
<b>2022 (Estimated)*</b>	283.7	4.7	291.7	3.5

Source: U.S. Department of Labor, Bureau of Labor Statistics and Colorado.gov

### **Constant Dollar Amount:**

The Consumer Price Index numbers are used for the constant dollar calculations on the following pages. Constant dollar is defined as a dollar valued according to its purchasing power in an arbitrarily set year and then adjusted for price changes in subsequent years. It's used to determine real purchasing power, which can be used for comparison purposes, by giving prices as they would presumably be in the base year.

\* Management has always used the prior year actual rate for the current year estimated rate. However, it is worth noting that as of the time of publication, the official BLS rate was at 8.3% for the U.S. and 9.1% for Denver/Aurora.

# FTE & HEADCOUNT



**COLORADO**  
MOUNTAIN COLLEGE

## Enrollments History

- A student full-time-equivalent (FTE) for Credit classes represents an average of one student enrolled in 30 Semester hours in a fiscal year. All credit hours are totaled and divided by 30 to determine the FTE enrollment.
- A student full-time-equivalent (FTE) for Noncredit or English as a Second Language (ESL) classes is calculated by multiplying enrollment times the clock hours and dividing by 450 in a fiscal year.
- CMC currently uses a three-year weighted average plus a growth factor to budget for FTE in the upcoming year.

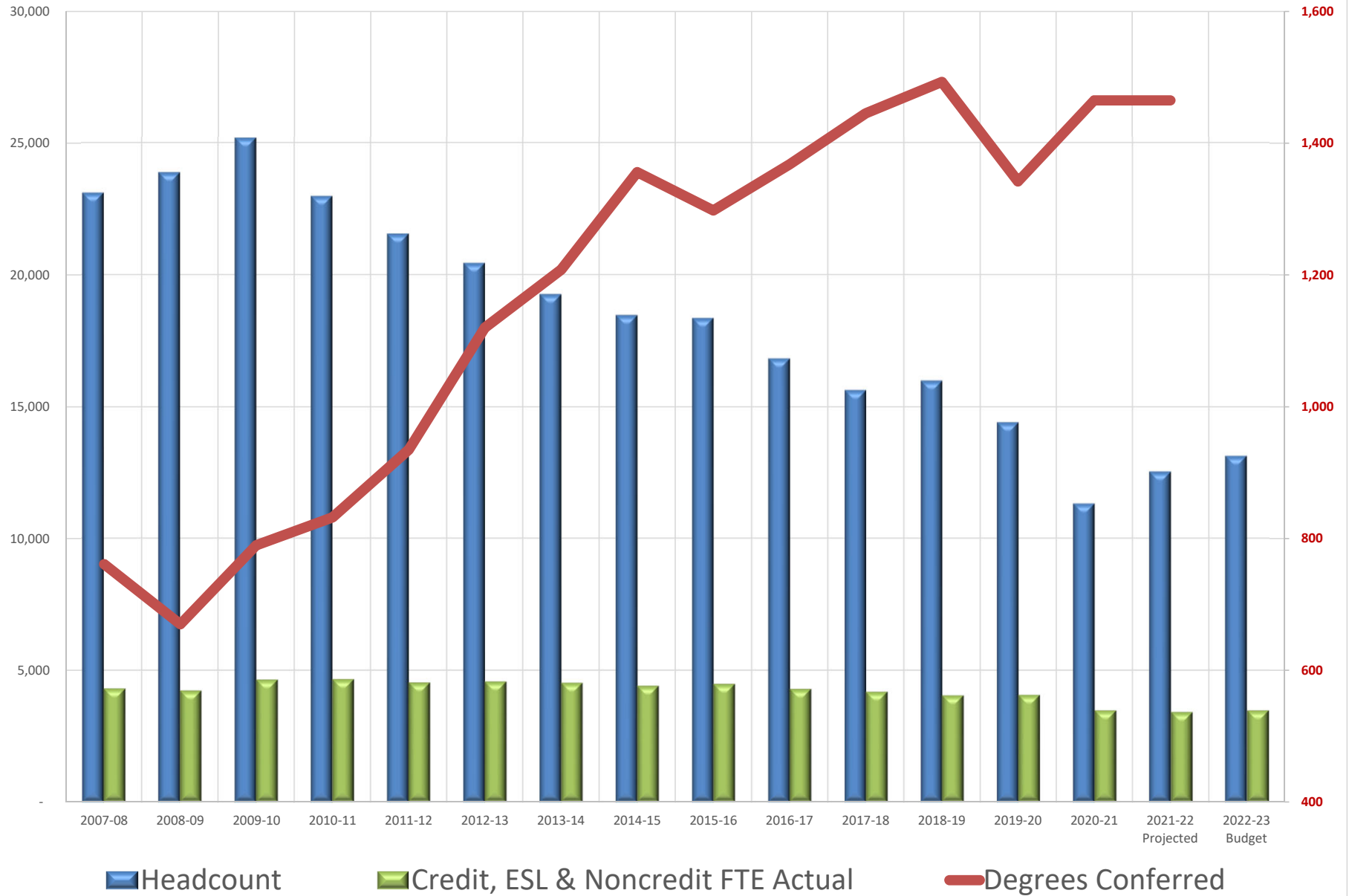
Enrollments for the last 15 years and 2022-23 Budget are as follows:

		Credit, ESL & Noncredit					
			FTE Actual			FTE	
Year	Headcount	100/200 Level, Noncredit, & ESL	300/400 Level	Combined	Increase/ Decrease	Degrees Conferred	
2022-23	Budget	13,133	3,157	311	3,468	2.0%	
2021-22	Projected	12,508	3,119	282	3,401	-1.9%	TBD
2020-21		11,298	3,183	284	3,467	-14.5%	1,465
2019-20		14,398	3,743	313	4,056	0.4%	1,342
2018-19		15,981	3,717	324	4,041	-3.1%	1,493
2017-18	*	15,621	3,859	311	4,170	-2.5%	1,445
2016-17		16,820	3,980	296	4,276	-4.4%	1,368
2015-16		18,352	4,230	241	4,471	1.6%	1,298
2014-15		18,462	4,176	223	4,399	-2.6%	1,356
2013-14		19,256	4,310	208	4,518	-0.9%	1,208
2012-13		20,436	4,368	189	4,557	0.7%	1,120
2011-12		21,547	4,458	69	4,527	-2.7%	935
2010-11		22,969	4,652		4,652	0.4%	832
2009-10		25,182	4,633		4,633	9.8%	790
2008-09		23,868	4,221		4,221	-1.9%	670
2007-08		23,094	4,302		4,302	4.5%	761

\* Starting with 2017-18, the academic year changed to Fall/Spring/Summer



## Enrollments and Completion



## Operating Cost per Completion

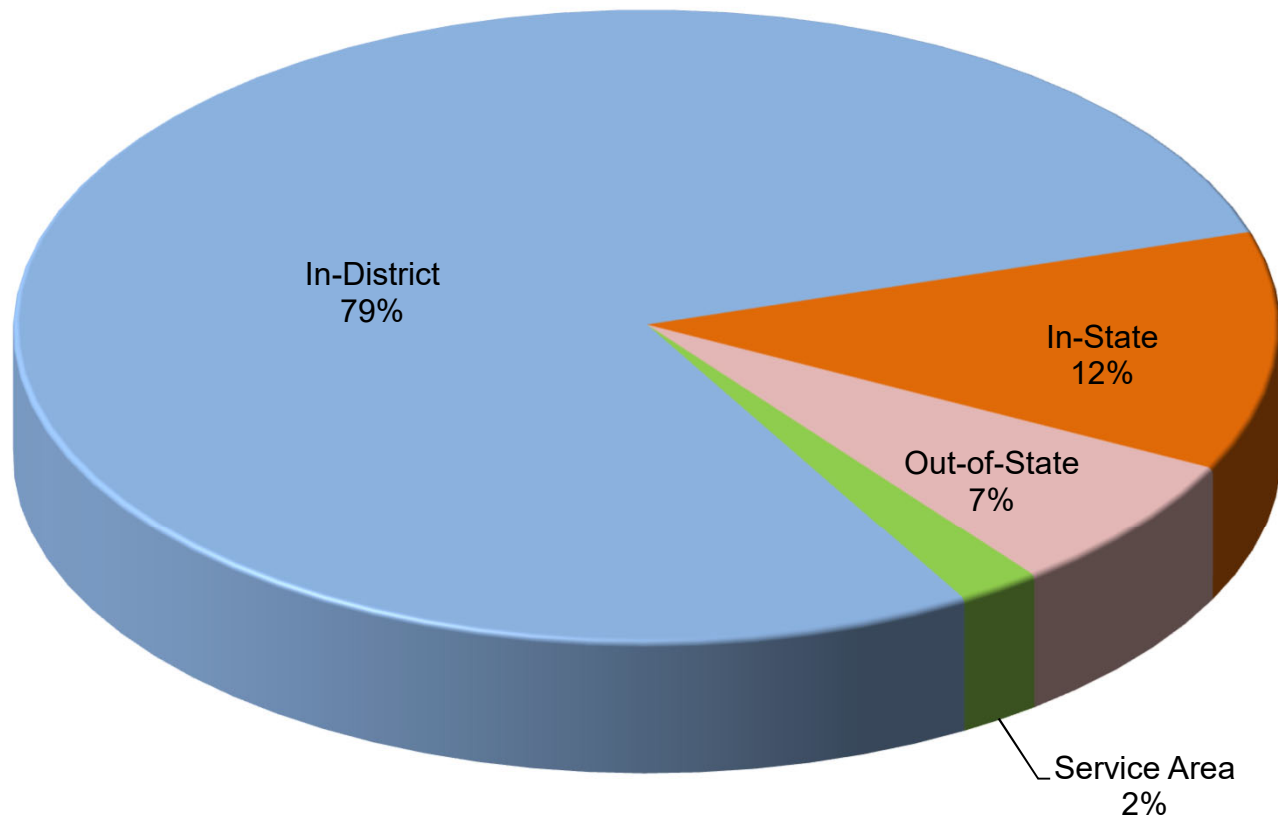


# Credit FTE

## by Residency College Wide

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**Credit FTE for 2022-23 Budget**



**FTE by School  
and Noncredit FTE**

	<b>2018-19 Actual</b>	<b>2019-20 Actual</b>	<b>2020-21 Actual</b>	<b>2021-22 Budget</b>	<b>2021-22 Projected</b>	<b>2022-23 Budget</b>
<b>School of Humanities, Social Sciences, Sustainability, &amp; Education</b>						
BA Sustainability Studies	131.1	109.2	94.4	116.8	89.5	92.9
BA Education	31.4	33.2	40.4	38.8	51.5	44.8
Humanities	307.9	317.0	277.4	295.9	266.7	272.9
Social Science	453.9	492.0	458.7	461.7	408.5	424.1
Early Childhood Education	50.6	61.9	53.5	54.0	52.8	49.7
<b>Subtotal</b>	<b>974.9</b>	<b>1,013.3</b>	<b>924.4</b>	<b>967.3</b>	<b>869.0</b>	<b>884.4</b>
<b>School of S.T.E.M</b>						
Science	476.0	567.9	449.4	506.6	386.7	443.1
Engineering	5.5	4.4	4.5	4.9	8.2	5.0
Mathematics	291.0	312.7	286.9	309.6	274.3	279.6
Natural Resource Mgt/Forestry	9.2	9.0	9.1	8.4	9.0	7.9
Appl Eng, Occup Safety, Trades	35.0	31.6	28.8	35.1	32.0	29.6
Occupations General	16.8	14.7	16.6	17.1	23.9	17.5
<b>Subtotal</b>	<b>833.5</b>	<b>940.2</b>	<b>795.3</b>	<b>881.7</b>	<b>734.1</b>	<b>782.7</b>
<b>School of Business</b>						
BS Business Administration	134.6	140.2	126.5	130.7	119.0	118.4
Bachelor of Applied Science	0.0	0.0	0.0	0.0	0.9	0.3
General Business	183.5	207.0	176.7	200.6	166.8	171.9
Real Estate	1.7	23.1	23.1	12.1	20.0	17.6
<b>Subtotal</b>	<b>319.8</b>	<b>370.2</b>	<b>326.2</b>	<b>343.5</b>	<b>306.7</b>	<b>308.2</b>
<b>School of Communication, Arts, &amp; Media</b>						
Communications	363.4	395.6	351.3	379.5	305.4	332.6
Professional Photography	26.4	26.9	21.4	22.5	20.5	21.1
Studio Arts	59.3	49.6	34.5	47.9	44.2	41.6
Computer Instruction	62.0	48.4	47.1	51.7	48.0	47.8
Graphic Design	24.8	31.7	35.4	30.5	30.7	30.0
Culinary Arts	38.3	25.8	13.0	24.2	20.8	20.3
Ski Business	24.9	23.9	22.8	24.8	25.1	22.9
Resort Management	23.6	37.6	22.9	20.6	17.5	24.1
Performing Arts	14.7	10.9	1.1	8.1	5.6	5.9
<b>Subtotal</b>	<b>637.4</b>	<b>650.4</b>	<b>549.5</b>	<b>609.8</b>	<b>517.8</b>	<b>546.5</b>
<b>School of Nursing, Health Sciences, Public Safety, Wellness, &amp; Outdoor Studies</b>						
BS Nursing	27.0	30.4	22.5	30.3	20.6	33.9
Health and First Aid	114.8	116.4	95.9	103.9	96.2	105.3
EMT & Paramedic	108.0	103.7	89.9	103.0	103.3	93.4
Nursing, Nursing Assistant	70.3	84.3	90.8	85.4	83.8	80.2
CLETA	52.4	46.2	64.7	52.8	49.5	53.8
Veterinary Technology	36.4	37.9	32.7	36.7	27.9	30.3
Fire Science Technology	16.1	14.4	14.4	15.2	25.0	14.7
Outdoor Education & Leadership	73.3	60.8	81.4	75.8	103.2	94.0
Physical Activities	46.3	37.2	15.9	31.1	28.5	26.2
Paralegal	32.5	46.3	38.0	35.5	47.0	37.9
Ski Area Operations	23.3	30.4	25.2	26.8	28.1	26.5
<b>Subtotal</b>	<b>600.3</b>	<b>607.9</b>	<b>571.5</b>	<b>596.6</b>	<b>613.2</b>	<b>596.2</b>

**FTE by School  
and Noncredit FTE**

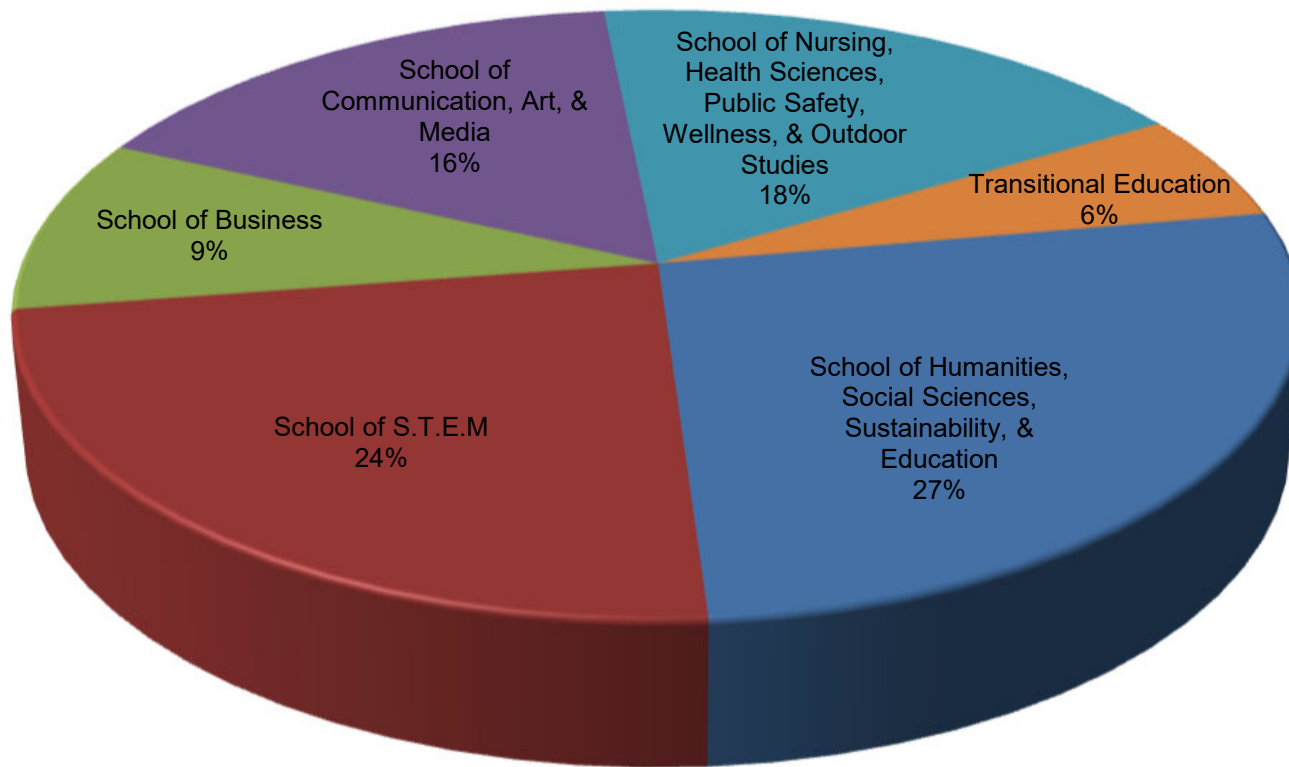
	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Budget
<b>Transitional Education</b>						
Developmental Education	158.4	93.8	47.2	52.5	41.0	36.9
ESL	190.6	184.1	95.9	141.8	147.9	133.1
HSE	52.8	66.9	47.0	53.4	24.3	21.8
<b>Subtotal</b>	<b>401.8</b>	<b>344.7</b>	<b>190.2</b>	<b>247.6</b>	<b>213.2</b>	<b>191.9</b>
<b>School Subtotals</b>						
Total Bachelor Credit FTE	324.1	312.9	283.7	316.7	281.6	290.4
Total Associate Credit FTE	3,200.2	3,363.0	2,930.4	3,134.7	2,800.3	2,864.6
<b>Total Credit FTE</b>	<b>3,524.3</b>	<b>3,675.9</b>	<b>3,214.2</b>	<b>3,451.3</b>	<b>3,081.8</b>	<b>3,155.0</b>
Total ESL & HSE FTE	243.4	251.0	143.0	195.1	172.1	154.9
<b>Total All Credit, ESL, &amp; HSE</b>	<b>3,767.7</b>	<b>3,926.8</b>	<b>3,357.1</b>	<b>3,646.4</b>	<b>3,254.0</b>	<b>3,309.9</b>
<b>Non Credit FTE</b>						
Continuing Ed (formerly N/C)	236.9	123.1	103.5	261.9	143.4	153.9
CEU	5.8	0.5	0.5	1.0	0.1	1.0
Workforce	30.2	5.5	5.5	4.0	3.3	3.0
<b>Total Non Credit FTE</b>	<b>272.9</b>	<b>129.2</b>	<b>109.5</b>	<b>266.9</b>	<b>146.8</b>	<b>157.9</b>
<b>All FTE Combined *</b>	<b>4,040.6</b>	<b>4,056.0</b>	<b>3,466.7</b>	<b>3,913.4</b>	<b>3,400.8</b>	<b>3,467.8</b>

\*Online Learning Breakdown:

Total Campus	3,364.9	2,926.5	2,583.3	3,176.4	2,654.6	2,662.1
Total Online (all credit FTE)	675.7	1,129.5	883.3	736.9	746.2	805.8
<b>Grand Total FTE</b>	<b>4,040.6</b>	<b>4,056.0</b>	<b>3,466.7</b>	<b>3,913.4</b>	<b>3,400.8</b>	<b>3,467.8</b>

## FTE by School - 2022-23 Budget

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## FTE by Location

### All Credit (Associate and Bachelor) and ESL:

	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Budget
Aspen	137.2	100.1	79.1	102.4	95.8	83.1
Breckenridge	255.6	179.3	227.9	243.3	180.5	201.0
Carbondale	89.0	83.5	54.9	73.3	66.3	59.2
Dillon	266.5	226.7	232.8	245.7	222.6	221.6
Edwards	653.2	629.5	531.2	629.4	475.8	510.0
Glenwood Center	209.4	227.1	151.7	198.1	185.9	174.6
Leadville	182.9	206.7	199.6	204.4	211.9	195.1
Rifle	254.6	215.4	192.9	227.2	218.3	204.6
Salida	-	1.5	40.6	71.3	76.9	84.6
Spring Valley	442.9	352.7	310.4	369.3	323.4	315.2
Steamboat	506.8	468.8	389.9	461.2	405.7	416.4
Online	675.7	1,129.5	883.3	736.9	746.2	805.8
	3,674.0	3,820.9	3,294.3	3,562.5	3,209.4	3,271.0
Buena Vista	32.6	30.4	10.5	24.9	13.7	12.3
DOC	4.0	1.8	2.2	2.2	-	-
Grand/Jackson	4.3	6.9	3.1	3.6	6.6	4.7
Grand Total Credit & ESL FTE	3,714.9	3,860.0	3,310.1	3,593.1	3,229.7	3,288.1

### Non-Credit:

	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Budget
Aspen	31.9	18.4	32.7	39.1	32.5	32.3
Breckenridge	12.8	9.7	2.6	12.4	10.7	6.3
Carbondale	39.8	20.6	17.7	36.5	20.7	21.1
Dillon	12.4	8.0	11.6	11.9	8.0	8.8
Edwards	34.1	19.1	16.9	34.9	23.1	22.2
Glenwood Center	47.0	28.7	22.8	34.5	25.3	21.8
Leadville	27.3	14.4	10.9	19.9	6.4	7.5
Rifle	31.5	13.3	23.3	41.9	3.1	13.8
Salida	-	-	7.6	4.6	13.7	21.1
Spring Valley	4.0	1.0	0.3	1.6	-	2.0
Steamboat	82.8	36.2	10.3	80.3	21.5	22.7
Online	-	25.5	-	-	6.1	0.0
	323.6	194.9	156.6	317.6	171.1	179.7
Buena Vista	2.1	1.1	-	2.6	-	-
DOC	-	-	-	-	-	-
Grand/Jackson	-	-	-	0.1	-	0.0
Grand Total Non-Credit FTE	325.7	196.0	156.6	320.3	171.1	179.8

<b>All FTE Combined</b>	<b>4,040.6</b>	<b>4,056.0</b>	<b>3,466.7</b>	<b>3,913.4</b>	<b>3,400.8</b>	<b>3,467.8</b>
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# ALL FUNDS



**COLORADO**  
MOUNTAIN COLLEGE



# All Funds

## Summary of Revenues & Expenses

(In Thousands)

	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Budget
<b>Revenues:</b>						
Net Taxes	47,577.3	53,313.0	53,221.8	54,135.4	56,162.9	55,564.8
Net Tuition	11,647.0	10,487.3	10,183.7	11,385.9	10,845.8	11,343.6
Fees	3,840.5	3,730.1	3,216.7	4,001.8	3,528.4	3,756.2
Grants & Donations	14,984.8	16,011.2	24,180.0	23,810.8	25,498.9	20,628.0
Sales & Rentals	6,127.0	5,531.3	4,578.9	6,235.0	5,929.3	6,549.7
State Reimbursement & Gaming Money	8,832.1	9,752.7	4,395.7	10,279.5	10,421.0	11,519.1
Investment Income & Market Adjustment	2,134.3	1,750.8	451.5	1,149.8	(427.1)	1,006.1
Misc Revenues	641.9	396.7	(40.9)	484.2	425.5	410.2
<b>Total Revenues</b>	<b>\$95,784.7</b>	<b>\$100,973.2</b>	<b>\$100,187.4</b>	<b>\$111,482.3</b>	<b>\$112,384.7</b>	<b>\$110,777.7</b>
<b>Expenses:</b>						
Instruction	28,575.2	27,524.5	27,280.9	32,158.2	29,699.4	33,120.4
Community Services	1,807.0	1,787.4	1,392.7	1,710.7	2,053.2	1,993.9
Academic Support	4,568.3	5,126.5	5,649.5	8,444.6	8,780.7	8,190.4
Student Services	20,483.5	16,022.1	24,203.6	19,930.1	18,741.8	18,764.4
Institutional Support	17,516.9	17,447.9	11,121.8	20,637.9	18,267.6	21,974.6
Physical Plant	18,010.5	8,003.1	8,351.6	21,334.6	11,303.5	41,476.0
Scholarships	11,942.8	12,062.2	12,309.8	15,541.0	14,586.4	13,900.8
Capital Asset Offset	(27,751.0)	(18,083.6)	(6,804.4)	(13,250.0)	(4,015.4)	(32,000.0)
Depreciation & Other	5,078.0	8,374.1	7,610.0	8,125.0	8,230.7	8,123.2
<b>Total Current Year Expenses</b>	<b>\$80,231.2</b>	<b>\$78,264.3</b>	<b>\$91,115.5</b>	<b>\$114,632.1</b>	<b>\$107,647.9</b>	<b>\$115,543.7</b>
Tax Transfers to Reserves	-	-	-	188.5	478.6	-
Reserve Expenditures *	(11,690.4)	(18,068.4)	(29,167.6)	2,845.3	1,869.4	2,623.8
<b>Total Expenses &amp; Reserve Exp.</b>	<b>\$68,540.8</b>	<b>\$60,195.9</b>	<b>\$61,947.9</b>	<b>\$117,665.9</b>	<b>\$109,995.9</b>	<b>\$118,167.4</b>
<b>Total Current Change in Net Assets</b>	<b>\$15,553.6</b>	<b>\$22,708.9</b>	<b>\$9,071.9</b>	<b>(\$3,338.4)</b>	<b>\$4,258.2</b>	<b>(\$4,766.0)</b>
<b>Total Change in Net Assets</b>	<b>\$27,244.0</b>	<b>\$40,777.3</b>	<b>\$38,239.5</b>	<b>(\$6,183.6)</b>	<b>\$2,388.8</b>	<b>(\$7,389.7)</b>

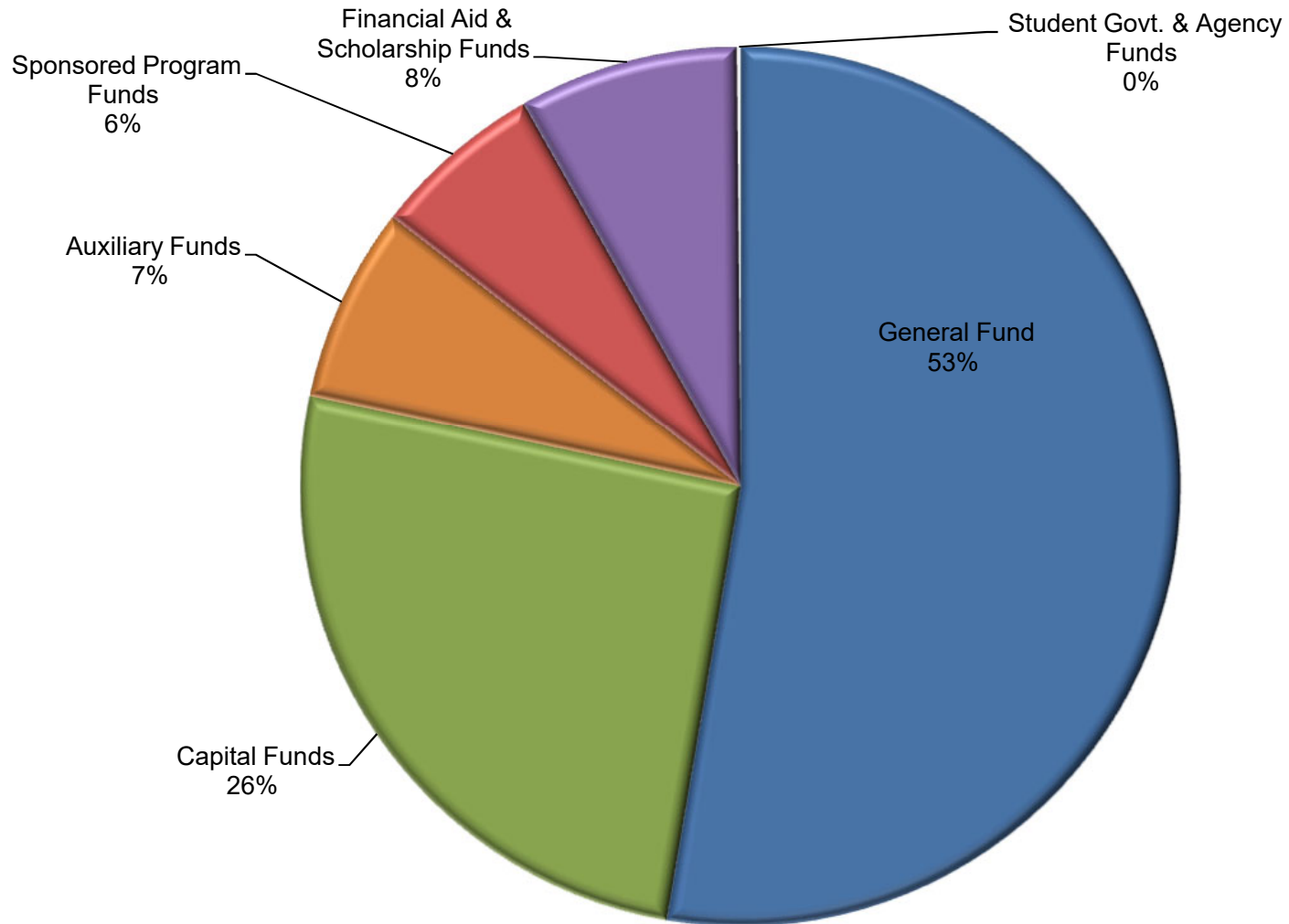
\* Pension Expense related to GASB Statement 68 included in reserve expenditures totals a contra-expense of -\$22.09 million for 2018-19, a contra-expense of -\$32.15 million for 2019-20, and a contra-expense of -\$30.20 million for 2020-21.

**All Funds**  
**Summary of Revenues & Expenses by Fund - 2022-23 Budget**  
(In Thousands)

	General Fund	Capital Funds	Plant & Debt Service Funds	Auxiliary Funds	Sponsored Program Funds	Financial Aid & Scholarship Funds	Student Govt. & Agency Funds	All Funds
<b>Revenues:</b>								
Net Taxes	55,564.8	-	-	-	-	-	-	55,564.8
Net Tuition	11,343.6	-	-	-	-	-	-	11,343.6
Fees	414.8	-	-	3,130.0	-	-	211.5	3,756.2
Grants & Donations	-	500.0	-	44.0	8,820.0	11,263.9	-	20,628.0
Sales & Rentals	-	16.9	-	6,532.8	-	-	-	6,549.7
State Reimb. & Gaming Money	11,519.1	-	-	-	-	-	-	11,519.1
Investment Income & Market Adjust.	156.1	20.0	830.0	-	-	-	-	1,006.1
Misc Revenues	50.0	-	-	360.2	-	-	-	410.2
<b>Total Revenues</b>	<b>\$79,048.4</b>	<b>\$536.9</b>	<b>\$830.0</b>	<b>\$10,067.0</b>	<b>\$8,820.0</b>	<b>\$11,263.9</b>	<b>\$211.5</b>	<b>\$110,777.7</b>
<b>Expenses:</b>								
Instruction	31,208.9	-	-	1,646.1	265.4	-	-	33,120.4
Community Services	399.2	-	-	1,128.4	466.2	-	-	1,993.9
Academic Support	5,068.7	-	-	15.4	3,106.4	-	-	8,190.4
Student Services	8,552.6	-	-	7,053.3	2,947.0	-	211.5	18,764.4
Institutional Support	21,360.9	441.9	-	171.8	-	-	-	21,974.6
Physical Plant	6,024.2	35,400.4	-	51.4	-	-	-	41,476.0
Scholarships	601.9	-	-	-	2,035.0	11,263.9	-	13,900.8
Capital Asset Offset	-	-	(32,000.0)	-	-	-	-	(32,000.0)
Depreciation & Other	526.6	-	7,596.6	-	-	-	-	8,123.2
<b>Total Expenses</b>	<b>\$73,742.9</b>	<b>\$35,842.3</b>	<b>(\$24,403.4)</b>	<b>\$10,066.4</b>	<b>\$8,820.0</b>	<b>\$11,263.9</b>	<b>\$211.5</b>	<b>\$115,543.7</b>
Tax Transfers to Reserves	-	-	-	-	-	-	-	-
Tax Transfers (In) Out	5,305.4	(5,305.4)	-	-	-	-	-	-
Bond Proceeds Transfers (In) Out	-	(30,000.0)	30,000.0	-	-	-	-	-
<b>Total Current Expenses &amp; Tax Transfers</b>	<b>\$79,048.4</b>	<b>\$536.9</b>	<b>\$5,596.6</b>	<b>\$10,066.4</b>	<b>\$8,820.0</b>	<b>\$11,263.9</b>	<b>\$211.5</b>	<b>\$115,543.7</b>
<b>Total Current Change in Net Assets</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>(\$4,766.6)</b>	<b>\$0.6</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>(\$4,766.0)</b>
Reserves Expenditures	1,698.8	925.0	-	-	-	-	-	2,623.8
<b>Total Change in Net Assets</b>	<b>(\$1,698.8)</b>	<b>(\$925.0)</b>	<b>(\$4,766.6)</b>	<b>\$0.6</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>(\$7,389.7)</b>

## Total Expenses by Fund - 2022-23 Budget (without Plant/Debt Service Funds)

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**Tax Supported Funds  
Fund Balance Summary  
(In Thousands)**

	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Budget
<b>General Fund</b>						
Beginning Fund Balance	(125,388.8)	(109,689.4)	(74,280.3)	(40,313.6)	(40,313.6)	(40,050.3)
Revenues & Transfers In	64,501.7	65,305.9	62,747.3	70,697.4	71,908.8	73,742.9
Expenses *	(48,802.3)	(29,896.8)	(28,780.6)	(72,342.7)	(71,645.6)	(75,441.7)
Total Change in Net Assets	15,699.4	35,409.1	33,966.7	(1,645.3)	263.3	(1,698.8)
Ending Fund Balance	(\$109,689.4)	(\$74,280.3)	(\$40,313.6)	(\$41,958.9)	(\$40,050.3)	(\$41,749.1)
<b>Facilities Fund</b>						
Beginning Fund Balance	21,090.1	24,482.1	15,715.2	18,490.5	18,490.5	26,473.6
Revenues & Transfers In	13,753.1	19,576.9	3,507.6	13,757.1	7,176.8	33,638.6
Expenses	(10,361.1)	(28,343.8)	(732.4)	(14,332.1)	806.3	(34,213.6)
Total Change in Net Assets	3,392.0	(8,766.9)	2,775.3	(575.0)	7,983.1	(575.0)
Ending Fund Balance	\$24,482.1	\$15,715.2	\$18,490.5	\$17,915.5	\$26,473.6	\$25,898.6
<b>Capital Equipment Fund</b>						
Beginning Fund Balance	3,823.2	3,068.9	3,011.2	3,900.3	3,900.3	3,716.9
Revenues & Transfers In	1,686.6	2,364.2	2,192.2	1,914.9	1,911.0	2,203.7
Expenses	(2,441.0)	(2,421.9)	(1,303.1)	(2,539.9)	(2,094.4)	(2,553.7)
Total Change in Net Assets	(754.4)	(57.7)	889.2	(625.0)	(183.4)	(350.0)
Ending Fund Balance	\$3,068.9	\$3,011.2	\$3,900.3	\$3,275.3	\$3,716.9	\$3,366.9
<b>GRAND TOTALS - ALL TAX SUPPORTED FUNDS</b>						
Beginning Fund Balance	(100,475.4)	(82,138.4)	(55,553.9)	(17,922.8)	(17,922.8)	(9,859.8)
Revenues & Transfers In	79,941.4	87,247.0	68,447.2	86,369.5	80,996.6	109,585.2
Expenses	(61,604.4)	(60,662.4)	(30,816.1)	(89,214.8)	(72,933.6)	(112,209.0)
Total Change in Net Assets	18,337.1	26,584.5	37,631.1	(2,845.3)	8,063.0	(2,623.8)
Ending Fund Balance	(\$82,138.4)	(\$55,553.9)	(\$17,922.8)	(\$20,768.0)	(\$9,859.8)	(\$12,483.5)

Note: Local tax transfers from the General Fund to the Facilities and Capital Equipment Funds have been deducted from the General Fund revenues and expenses. They are shown as revenues in the Facilities and Capital Equipment Funds.

\* Pension Expense related to GASB Statement 68 included in reserve expenditures totals a contra-expense of -\$22.09 million for 2018-19, a contra-expense of -\$32.15 million for 2019-20, and a contra-expense of -\$30.20 for 2020-21.

**Plant Fund & Debt Service Funds  
Fund Balance Summary  
(In Thousands)**

<b>Plant Fund</b>						
Beginning Fund Balance	136,112.8	159,783.8	173,493.8	175,103.0	175,103.0	173,831.6
Revenues & Transfers In	0.0	0.0	0.0	0.0	0.0	0.0
Expenses	23,670.9	13,710.0	1,609.3	8,050.0	(1,271.4)	26,800.0
Total Change in Net Assets	23,670.9	13,710.0	1,609.3	8,050.0	(1,271.4)	26,800.0
Ending Fund Balance	\$159,783.8	\$173,493.8	\$175,103.0	\$183,153.0	\$173,831.6	\$200,631.6
<b>Debt Service Funds</b>						
Beginning Fund Balance	670.0	(14,639.4)	(14,389.6)	(15,747.0)	(15,747.0)	(20,158.2)
Revenues & Transfers In	1,444.3	1,268.5	36.5	950.0	(500.0)	830.0
Expenses	(16,753.6)	(1,018.8)	(1,393.9)	(12,440.0)	(3,911.2)	(32,396.6)
Total Change in Net Assets	(15,309.3)	249.7	(1,357.4)	(11,490.0)	(4,411.2)	(31,566.6)
Ending Fund Balance	(\$14,639.4)	(\$14,389.6)	(\$15,747.0)	(\$27,237.1)	(\$20,158.2)	(\$51,724.8)

**Self-Supporting and Sponsored Program Funds**  
**Fund Balance Summary**  
(In Thousands)

	2017-18 Actual	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Budget
<b>Other Auxiliary Fund</b>						
Beginning Fund Balance	2,503.0	2,690.8	3,125.2	3,491.4	3,491.4	3,948.9
Revenues	6,802.9	6,173.4	4,849.8	7,150.2	6,117.4	6,967.4
Expenses	(6,615.2)	(5,739.0)	(4,483.6)	(7,077.4)	(5,659.8)	(6,966.8)
Total Change in Net Assets	187.8	434.4	366.1	72.8	457.6	0.6
Ending Fund Balance	\$2,690.8	\$3,125.2	\$3,491.4	\$3,564.2	\$3,948.9	\$3,949.5
<b>Student Housing Auxiliary Fund</b>						
Beginning Fund Balance	625.2	1,112.5	737.0	298.1	298.1	(133.5)
Revenues	2,929.5	2,551.7	2,272.3	2,956.3	3,204.6	3,099.6
Expenses	(2,442.2)	(2,927.2)	(2,711.2)	(2,956.3)	(3,636.3)	(3,099.6)
Total Change in Net Assets	487.3	(375.5)	(438.9)	0.0	(431.6)	0.0
Ending Fund Balance	\$1,112.5	\$737.0	\$298.1	\$298.1	(\$133.5)	(\$133.5)
<b>State Financial Aid Fund</b>						
Beginning Fund Balance	0.2	0.0	0.0	0.0	0.0	0.0
Revenues	2,163.8	2,477.8	2,335.1	2,575.6	2,719.3	2,933.6
Expenses	(2,163.9)	(2,477.8)	(2,335.1)	(2,575.6)	(2,719.3)	(2,933.6)
Total Change in Net Assets	(0.2)	0.0	0.0	0.0	0.0	0.0
Ending Fund Balance	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
<b>Federal Financial Aid Fund</b>						
Beginning Fund Balance	(5.9)	(4.6)	(4.6)	(1.4)	(1.4)	(1.4)
Revenues	7,972.0	7,671.8	6,632.0	7,461.2	6,907.7	7,230.3
Expenses	(7,970.8)	(7,671.8)	(6,628.7)	(7,461.2)	(6,907.7)	(7,230.3)
Total Change in Net Assets	1.3	0.0	3.3	0.0	0.0	0.0
Ending Fund Balance	(\$4.6)	(\$4.6)	(\$1.4)	(\$1.4)	(\$1.4)	(\$1.4)
<b>Scholarship Fund</b>						
Beginning Fund Balance	31.0	40.4	53.8	41.6	41.6	41.6
Revenues	1,199.4	929.4	1,019.0	1,000.0	1,340.4	1,100.0
Expenses	(1,189.9)	(916.1)	(1,031.1)	(1,000.0)	(1,340.4)	(1,100.0)
Total Change in Net Assets	9.5	13.3	(12.2)	0.0	0.0	0.0
Ending Fund Balance	\$40.4	\$53.8	\$41.6	\$41.6	\$41.6	\$41.6
<b>Sponsored Program Fund</b>						
Beginning Fund Balance	281.1	130.5	253.0	670.4	670.4	670.9
Revenues	3,537.7	4,519.6	13,936.8	12,594.1	12,398.7	8,820.0
Expenses	(3,688.3)	(4,397.1)	(13,519.4)	(12,594.1)	(12,398.2)	(8,820.0)
Total Change in Net Assets	(150.6)	122.6	417.4	0.0	0.5	0.0
Ending Fund Balance	\$130.5	\$253.0	\$670.4	\$670.4	\$670.9	\$670.9
<b>Student Government and Agency Funds</b>						
Beginning Fund Balance	95.8	105.9	144.1	164.9	164.9	146.9
Revenues	232.6	262.0	162.4	236.9	221.4	211.5
Expenses	(222.5)	(223.9)	(141.5)	(236.9)	(239.4)	(211.5)
Total Change in Net Assets	10.1	38.1	20.8	0.0	(18.0)	0.0
Ending Fund Balance	\$105.9	\$144.1	\$164.9	\$164.9	\$146.9	\$146.9

# GENERAL FUND



**COLORADO**  
MOUNTAIN COLLEGE

**General Fund**  
**Summary of Revenues & Expenses**  
(In Thousands)

	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Budget
<b>Revenues &amp; Transfers In:</b>						
General Fund Property Taxes & MVSO	43,262.1	44,314.3	47,741.5	48,411.2	50,148.6	50,259.4
Property Taxes to Reserves & Capital Funds	4,315.2	8,998.8	5,480.4	5,724.2	6,014.3	5,305.4
<b>Total Tax Revenues</b>	<b>\$47,577.3</b>	<b>\$53,313.0</b>	<b>\$53,221.8</b>	<b>\$54,135.4</b>	<b>\$56,162.9</b>	<b>\$55,564.8</b>
Net Tuition	11,647.0	10,487.3	10,183.7	11,385.9	10,845.8	11,343.6
State Reimbursement	8,119.2	9,010.0	3,784.2	9,668.0	9,668.0	10,766.2
Other Revenues	1,473.4	1,494.2	1,037.9	1,232.3	1,246.5	1,373.8
<b>Total Revenues &amp; Transfers In</b>	<b>\$68,816.9</b>	<b>\$74,304.7</b>	<b>\$68,227.7</b>	<b>\$76,421.6</b>	<b>\$77,923.1</b>	<b>\$79,048.4</b>
Constant Dollar Amount	\$26,270.2	\$27,829.6	\$25,064.6	\$28,074.8	\$27,647.5	\$27,098.3
<b>Expenses:</b>						
Total Personnel Costs	49,160.1	49,568.6	47,367.3	58,687.4	54,560.4	61,035.1
Total Expenses for Operations	9,807.7	9,639.7	9,387.8	11,486.8	10,313.4	11,856.8
Transfers & Contingencies	159.5	512.1	(1,199.0)	523.2	2.7	851.1
<b>Total Current Year Expenses</b>	<b>\$59,127.3</b>	<b>\$59,720.3</b>	<b>\$55,556.1</b>	<b>\$70,697.4</b>	<b>\$64,876.6</b>	<b>\$73,742.9</b>
Tax Transfers to Reserves	0.0	2,469.7	515.8	188.5	478.6	0.0
Tax Transfers to Capital Equipment Fund	1,649.0	2,343.7	2,187.4	1,909.9	1,909.9	2,198.7
Tax Transfers to Facilities Fund	2,666.2	4,185.3	2,777.2	3,625.7	3,625.7	3,106.7
Total Tax Transfers	\$4,315.2	\$8,998.8	\$5,480.4	\$5,724.2	\$6,014.3	\$5,305.4
Total Current Expenses and Tax Transfers:	63,442.5	68,719.1	61,036.4	76,421.6	70,890.9	79,048.4
<b>Total Current Change in Net Assets</b>	<b>\$5,374.5</b>	<b>\$5,585.6</b>	<b>\$7,191.2</b>	<b>\$0.0</b>	<b>\$7,032.3</b>	<b>\$0.0</b>
Reserve Transfer to Capital Fund Reserves	12,035.5	4,212.7	3,796.2	0.0	5,703.6	0.0
Reserve Expenditures *	(22,360.5)	(34,036.2)	(30,571.6)	1,645.3	1,065.4	1,698.8 **
<b>Total General Fund, Transfers, and Reserve Expenses</b>	<b>\$53,117.5</b>	<b>\$38,895.6</b>	<b>\$34,261.0</b>	<b>\$78,066.9</b>	<b>\$77,659.9</b>	<b>\$80,747.1</b>
(Includes previously committed Reserves)						
Constant Dollar Amount	\$20,277.1	\$14,567.7	\$12,586.4	\$28,679.2	\$27,554.1	\$27,680.7
<b>Total Change in Net Assets</b>	<b>\$15,699.5</b>	<b>\$35,409.1</b>	<b>\$33,966.7</b>	<b>(\$1,645.3)</b>	<b>\$263.3</b>	<b>(\$1,698.8)</b>
<b>Cost per FTE:</b>						
<i>Full Time Equivalent Students (Credit, ESL, HSE)</i>	<i>4,040.6</i>	<i>4,056.0</i>	<i>3,466.7</i>	<i>3,913.4</i>	<i>3,400.8</i>	<i>3,467.8</i>
Overall Operating Cost/Credit, ESL & HSE FTE	\$14,593.8	\$14,597.7	\$16,371.7	\$17,932.0	\$19,076.1	\$21,019.4
Overall Operating Cost/Credit, ESL & HSE FTE Constant Dollars	\$5,571.0	\$5,467.3	\$6,014.4	\$6,587.6	\$6,768.3	\$7,205.6

\* Pension Expense related to GASB Statement 68 included in reserve expenditures totals a contra-expense of -\$22.09 million for 2018-19, a contra-expense of -\$32.15 million for 2019-20, and a contra-expense of -30.20 million for 2020-21.

\*\* Budget will be revised June '22 and '23 to reflect Board approved Reserve Expenditures

**General Fund**  
**Expanded Summary of Revenues**  
(In Thousands)

Description	2018-19	2018-19	2019-20	2019-20	2020-21	2020-21	2021-22	2021-22	2021-22	2021-22	2022-23	2022-23
	Credit FTE	Actual	Credit FTE	Actual	Credit FTE	Actual	Credit FTE	Budget	Credit FTE	Projected	Budget	Budget
Property Taxes		\$40,741.9		\$42,041.6		\$44,897.0		\$45,493.1		\$47,106.5		\$47,192.5
Prop Tax for Staff & Sr's Tuition Grant		\$192.4		\$167.0		\$145.7		\$166.9		\$144.0		\$166.9
MVSO Taxes		\$2,449.9		\$2,475.7		\$2,884.1		\$2,751.3		\$2,898.2		\$2,900.0
Uncollectible Taxes		(\$107.1)		(\$525.8)		(\$374.8)		\$0.0		\$0.0		\$0.0
Other County & Delinquent Taxes		(\$15.0)		\$155.7		\$189.5		\$0.0		\$0.0		\$0.0
Total General Fund Taxes		\$43,262.1		\$44,314.3		\$47,741.5		\$48,411.2		\$50,148.6		\$50,259.4
In-District Tuition	2,711.6	\$6,592.5	2,878.3	\$6,852.1	2,522.8	\$6,732.2	2,557.1	\$6,784.2	2,313.0	\$6,123.7	2,385.2	\$6,672.7
Service Area Tuition	85.4	\$438.4	88.6	\$446.9	65.5	\$359.0	78.2	\$369.0	77.6	\$411.0	75.6	\$411.8
In-State Tuition	447.5	\$2,447.6	440.6	\$2,359.5	386.4	\$2,241.8	528.8	\$2,375.6	394.3	\$2,203.8	412.5	\$2,368.8
Out-of-State Tuition	279.8	\$3,854.2	268.4	\$3,614.9	239.5	\$3,490.6	285.5	\$3,870.6	297.0	\$4,072.4	281.7	\$3,982.6
Gross Tuition & FTE	3,524.3	\$13,332.7	3,675.9	\$13,273.4	3,214.2	\$12,823.6	3,449.6	\$13,399.3	3,081.8	\$12,810.9	3,155.0	\$13,435.9
Refund Petition		(\$56.4)		(\$74.8)		(\$61.5)		(\$69.2)		(\$39.6)		(\$48.0)
District Employer Sponsored		(\$110.7)		(\$107.5)		(\$96.8)		(\$400.0)		(\$250.0)		(\$287.1)
Eagle County Discount		(\$46.4)		(\$42.2)		(\$52.9)		(\$60.3)		(\$57.4)		(\$60.8)
Senior Scholarship		(\$78.4)		(\$62.5)		(\$40.9)		(\$46.3)		(\$56.8)		(\$50.0)
HB 1244 Discount (CEPA)		(\$1,039.8)		(\$1,121.9)		(\$1,198.5)		(\$1,155.5)		(\$1,205.2)		(\$1,300.0)
Pro-Rata Refund (R2T4)		(\$76.5)		(\$80.7)		(\$34.3)		(\$19.2)		(\$34.3)		(\$32.2)
Second Homeowners Rate		(\$10.8)		(\$4.7)		(\$3.2)		(\$2.8)		(\$4.8)		(\$4.8)
DOC Contract Discount		(\$10.4)		(\$20.5)		(\$12.2)		(\$14.8)		\$0.0		\$0.0
Continuing Opportunity		(\$7.6)		(\$9.6)		(\$13.9)		(\$15.6)		(\$10.1)		(\$12.5)
CMC Responds		\$0.0		(\$1,080.4)		(\$906.5)		\$0.0		\$0.0		\$0.0
Military Discount		(\$161.6)		(\$133.9)		(\$122.4)		(\$128.5)		(\$130.5)		(\$115.4)
WUE Discount		(\$87.1)		(\$47.3)		(\$96.7)		(\$101.3)		(\$176.6)		(\$181.7)
Total Tuition Grants		(\$1,685.7)		(\$2,786.1)		(\$2,639.9)		(\$2,013.5)		(\$1,965.1)		(\$2,092.3)
Net Tuition		\$11,647.0		\$10,487.3		\$10,183.7		\$11,385.9		\$10,845.8		\$11,343.6
State Appropriation	2,961.6	\$8,119.2	2,884.4	\$9,010.0	2,884.4	\$3,784.2	2,706.8	\$9,668.0	2,418.3	\$9,668.0	2,831.3	\$10,766.2
State Gaming Money		\$712.8		\$742.7		\$611.4		\$611.4		\$752.9		\$752.9
Investment Income		\$323.7		\$314.5		\$70.0		\$179.8		\$66.4		\$156.1
ESL & HSE Fees		\$145.5		\$143.0		\$91.1		\$127.9		\$126.0		\$148.7
Technology Fees		\$278.6		\$283.6		\$258.4		\$286.9		\$244.6		\$266.0
Misc Revenues		\$12.8		\$10.5		\$7.0		\$26.3		\$56.5		\$50.0
Total Other		\$1,473.4		\$1,494.2		\$1,037.9		\$1,232.3		\$1,246.5		\$1,373.8
Total Operating Revenues		\$64,501.7		\$65,305.9		\$62,747.3		\$70,697.4		\$71,908.8		\$73,742.9
Property Taxes Transferred to Reserves *		\$0.0		\$2,469.7		\$515.8		\$188.5		\$478.6		\$0.0
Property Taxes Transferred to Capital Funds		\$4,315.2		\$6,529.1		\$4,964.6		\$5,535.7		\$5,535.7		\$5,305.4
<b>Total Revenues</b>		<b>\$68,816.9</b>		<b>\$74,304.7</b>		<b>\$68,227.7</b>		<b>\$76,421.6</b>		<b>\$77,923.1</b>		<b>\$79,048.4</b>

\* Budgeted transfer to reserves for creation of High Demand Program Expansion reserve and Salida Annexation reserve.



**Assessed Valuations and Property Tax Revenues**  
(In Thousands)

	2018-19 Actual			2019-20 Actual			2020-21 Actual			2021-22 Projected			2022-23 Budget		
<b>Annual Mill Levy</b>	<b>3.997</b>			<b>3.997</b>			<b>4.013</b>			<b>4.013</b>			<b>4.013</b>		
<b>County</b>	<b>Assessed Valuations</b>	<b>Tax Revenues</b>	<b>County %</b>	<b>Assessed Valuations</b>	<b>Tax Revenues</b>	<b>County %</b>	<b>Assessed Valuations</b>	<b>Tax Revenues</b>	<b>County %</b>	<b>Assessed Valuations</b>	<b>Tax Revenues</b>	<b>County %</b>	<b>Assessed Valuations</b>	<b>Tax Revenues</b>	<b>County %</b>
<b>Eagle</b>	3,122,543	12,481	27.58%	3,393,694	13,619	26.60%	3,398,353	13,638	26.99%	3,519,851	14,125	26.52%	3,487,707	13,996	26.58%
<b>Garfield</b>	1,039,986	4,157	9.19%	1,127,031	4,523	8.83%	1,012,654	4,064	8.04%	1,346,198	5,402	10.14%	1,241,443	4,982	9.46%
<b>Lake</b>	102,209	409	0.90%	124,383	499	0.97%	111,375	447	0.88%	127,075	510	0.96%	157,666	633	1.20%
<b>Pitkin</b>	3,111,899	12,438	27.49%	3,426,495	13,751	26.85%	3,421,016	13,729	27.17%	3,706,441	14,874	27.92%	3,680,847	14,771	28.05%
<b>Routt</b>	883,410	3,531	7.80%	988,368	3,966	7.75%	987,505	3,963	7.84%	1,087,641	4,365	8.19%	1,096,218	4,399	8.35%
<b>Summit</b>	1,883,475	7,528	16.64%	2,237,648	8,980	17.54%	2,249,526	9,027	17.87%	2,441,567	9,798	18.39%	2,436,088	9,776	18.56%
<b>Chaffee</b>	-	-	-	267,792	1,075	2.10%	277,253	1,113	2.20%	337,411	1,354	2.54%	310,728	1,247	2.37%
<b>Fremont</b>	-	-	-	7,984	32	0.06%	8,138	33	0.06%	8,705	35	0.07%	8,705	35	0.07%
<b>Subtotals</b>	<b>\$10,143,523</b>	<b>\$40,544</b>	<b>89.60%</b>	<b>\$11,573,396</b>	<b>\$46,444</b>	<b>90.70%</b>	<b>\$11,465,820</b>	<b>\$46,012</b>	<b>91.07%</b>	<b>\$12,574,889</b>	<b>\$50,463</b>	<b>94.74%</b>	<b>\$12,419,402</b>	<b>\$49,839</b>	<b>94.63%</b>
<b>Garfield - Oil &amp; Gas</b>	1,083,032	4,329	9.57%	1,070,351	4,295	8.39%	1,012,654	4,064	8.04%	599,801	2,407	4.52%	599,801	2,407	4.57%
<b>Lake - Molybdenum</b>	94,301	377	0.83%	116,630	468	0.91%	111,375	447	0.88%	98,367	395	0.74%	104,358	419	0.80%
<b>Totals</b>	<b>\$11,320,856</b>	<b>\$45,249</b>	<b>100%</b>	<b>\$12,760,377</b>	<b>\$51,207</b>	<b>100%</b>	<b>\$12,589,849</b>	<b>\$50,523</b>	<b>100%</b>	<b>\$13,273,057</b>	<b>\$53,265</b>	<b>100%</b>	<b>\$13,123,560</b>	<b>\$52,665</b>	<b>100%</b>
Motor Vehicle Taxes	2,449.9			2,475.7			2,884.1			2,898.2			2,900.0		
Uncollect/Delinq Taxes	(122.1)			(370.0)			(185.4)			0.0			0.0		
<b>Total Taxes</b>	<b>\$47,577.3</b>			<b>\$53,313.0</b>			<b>\$53,221.8</b>			<b>\$56,162.9</b>			<b>\$55,564.8</b>		
<b>Allocation of Taxes</b>															
General Fund	43,262.1			44,314.3			47,741.5			50,148.6			50,259.4		
Capital Funds	4,315.2			6,529.1			4,964.6			5,535.7			5,305.4		
Reserves	0.0			2,469.7			515.8			478.6			0.0		
<b>Total Taxes</b>	<b>\$47,577.3</b>			<b>\$53,313.0</b>			<b>\$53,221.8</b>			<b>\$56,162.9</b>			<b>\$55,564.8</b>		

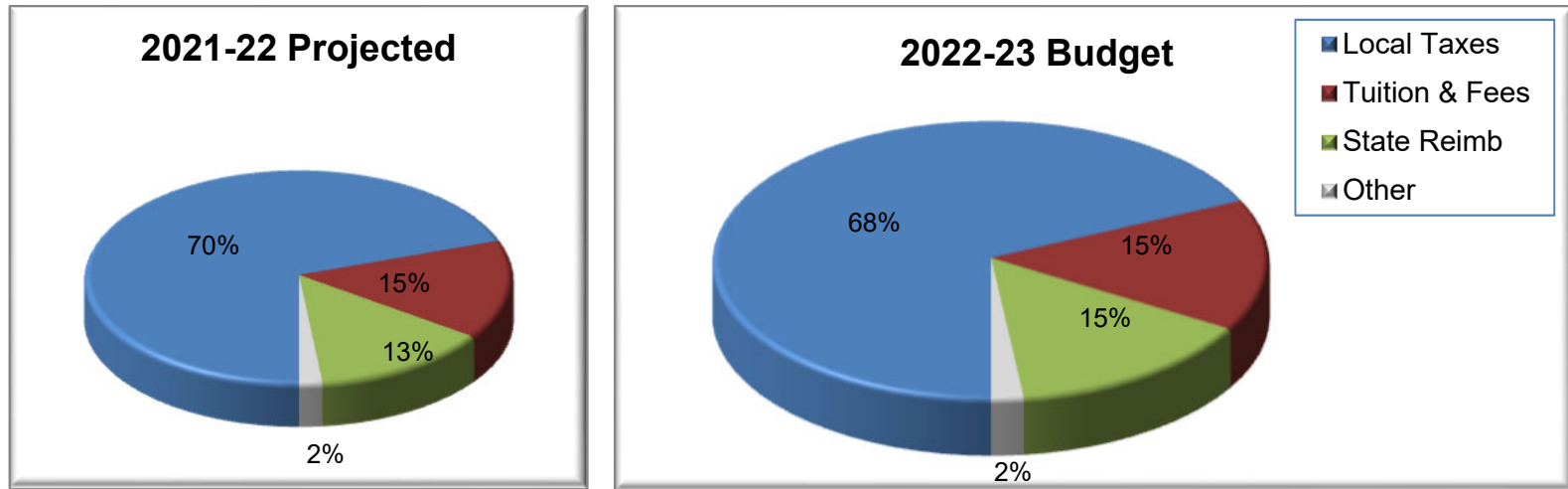
Note (1) Assessed valuations are certified by the County Assessor in each of the eight counties in the District.

Note (2) Local Ad Valorem tax revenues are certified to each of the eight counties after assessed valuations are known.

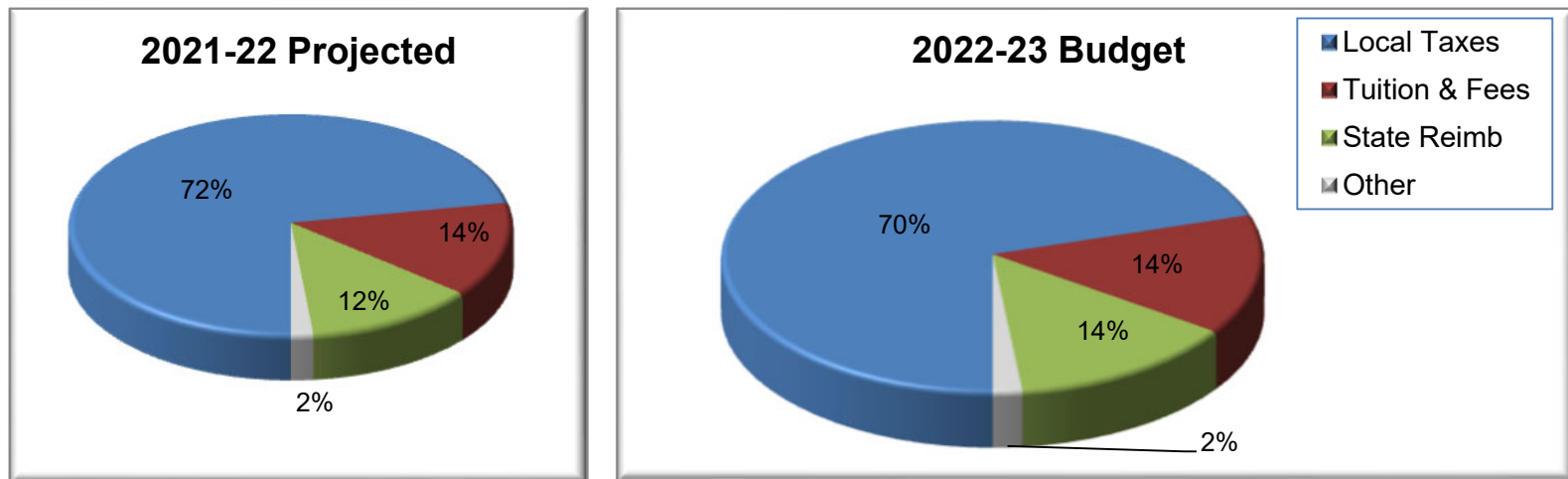
Note (3) Voters in the CMC taxing district passed Ballot Issue 7D in the November 2018 General Election. The passage allows the Board of Trustees (BOT) to adjust the mill levy to maintain revenues lost to property tax assessment rate reductions. The 2019 assessment cycle resulted in the residential assessment rate dropping from 7.20% to 7.15%, and the mill levy increasing to 4.013. The statewide repeal of the Gallagher Amendment passed on the November 2020 ballot, and ended the automatic calculation of the residential assessment rate. SB21-293 passed in 2021 and will reduce 2022 residential assessment rates to 6.80% for multi-family and 6.95% for all other residential property through Property Tax Year (PTY) 2023. SB22-238 passed in 2022 and further reduces certain rate categories through PTY 2024. In December, the BOT will consider whether to exercise its authority and further adjust the mill levy to maintain revenues lost due to these reductions in statewide property tax assessment rates in order to support additional, necessary investments in our district.

## General Fund Revenues by Source

Excluding Tax & Other Transfers to Capital Funds (Rounded)

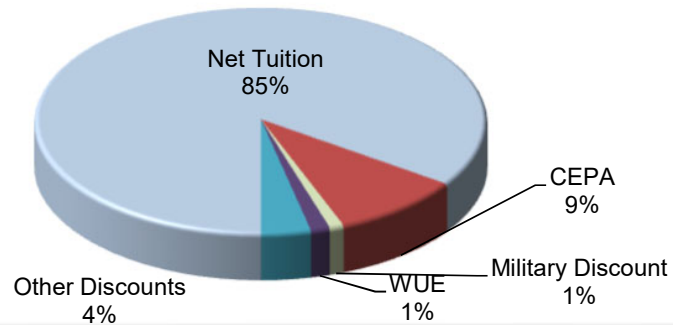


Including Tax & Other Transfers to Capital Funds (Rounded)

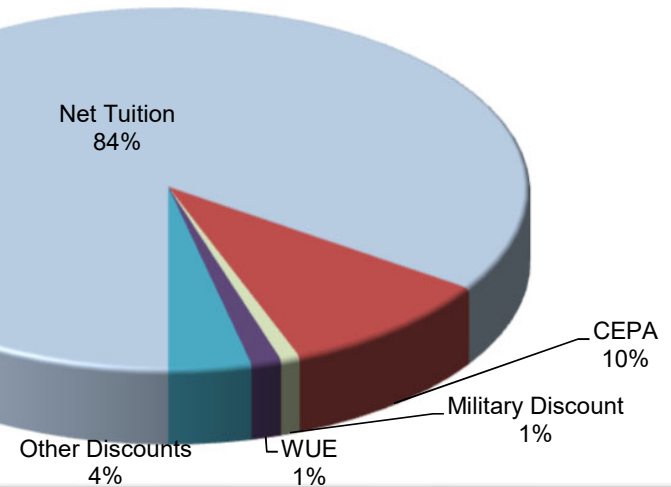


## General Fund Tuition Analysis

### 2021-22 Projected



### 2022-23 Budget



#### Other Discounts includes:

District Employer Sponsored Rate  
Eagle County Employee Discount  
Native American Discount  
Pro-Rata Refund (R2T4 - Fin Aid)  
Refund Petitions  
Second Homeowners Rate  
Senior Citizen Rate  
Continuing Opportunity

**General Fund  
Expenses by Function  
(In Thousands)**

Description	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Budget
Treasurer's Fees	452.5	512.1	505.3	513.8	532.6	526.6
Instruction	25,759.3	25,500.2	26,110.5	30,212.6	27,806.1	31,208.9
Community Services	312.4	331.0	311.9	346.3	355.8	399.2
Academic Support	3,874.1	4,467.0	4,178.0	4,744.6	4,399.9	5,068.7
Student Services	6,992.6	7,142.5	7,243.8	8,175.3	7,846.3	8,552.6
Institutional Support	16,279.3	15,601.9	11,730.5	20,179.4	17,878.6	21,360.9
Physical Plant	5,137.8	5,530.7	5,114.5	5,923.4	5,298.8	6,024.2
Scholarships	319.3	634.8	361.6	601.9	758.5	601.9
<b>Total Current Year Expenses *</b>	<b>\$59,127.3</b>	<b>\$59,720.3</b>	<b>\$55,556.1</b>	<b>\$70,697.4</b>	<b>\$64,876.6</b>	<b>\$73,742.9</b>
Property Tax Transfers to Reserves	0.0	2,469.7	515.8	188.5	478.6	0.0
Property Tax Transfers to Capital Funds	4,315.2	6,529.1	4,964.6	5,535.7	5,535.7	5,305.4
<b>Total Current Expenses and Tax Transfers</b>	<b>\$63,442.5</b>	<b>\$68,719.1</b>	<b>\$61,036.4</b>	<b>\$76,421.6</b>	<b>\$70,890.9</b>	<b>\$79,048.4</b>
Reserve Transfer to Capital Fund Reserves	12,035.5	4,212.7	3,796.2	0.0	5,703.6	0.0
Reserve Expenditures **	(22,360.5)	(34,036.2)	(30,571.6)	1,645.3	1,065.4	1,698.8 ***
<b>Total General Fund, Transfers, and Reserve Expenses</b>	<b>\$53,117.5</b>	<b>\$38,895.6</b>	<b>\$34,261.0</b>	<b>\$78,066.9</b>	<b>\$77,659.9</b>	<b>\$80,747.1</b>
(Includes previously committed Reserves)						
Constant Dollar Amount	\$20,277.1	\$14,567.7	\$12,586.4	\$28,679.2	\$27,554.1	\$27,680.7

	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Budget
Reserve Expenditures						
Prior Year Budget Reinvestment	\$179.5	\$156.0	\$212.8	\$200.0	\$100.0	\$200.0
Professional Development Reserve	\$198.8	\$200.9	\$210.0	\$303.8	\$303.8	\$303.8
Chaffee County Earned Contingency	(\$78.0)	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Salida Annexation Reserve	\$0.0	(\$971.7)	(\$516.8)	(\$188.5)	(\$20.0)	\$0.0
Insurance Reserve	\$19.3	\$1.0	(\$6.6)	\$0.0	\$2.5	\$0.0
Richard C. Martin Reserve	\$10.7	\$15.7	\$0.0	\$0.0	\$0.0	\$0.0
Voluntary Separation Incentive Reserve (VSIF)	(\$450.0)	\$184.7	\$465.3	\$300.0	\$426.7	\$165.0
HR Earned Premium Reserve	(\$256.6)	(\$36.1)	(\$59.8)	\$250.0	(\$42.1)	\$0.0
Risk Management/Safety Reserve	(\$30.7)	\$1.6	\$1.5	\$0.0	\$1.5	\$0.0
AQIP Teams	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Strategic Plan Reserve	\$196.3	\$181.2	\$124.5	\$250.0	\$284.1	\$500.0
High Demand Program Expansion Reserve	\$0.0	(\$1,469.8)	(\$0.1)	\$250.0	\$0.0	\$250.0
50th Anniversary Reserve	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Foundation Capital Campaign	\$67.2	\$185.1	\$2.5	\$130.0	\$0.1	\$130.0
Sustainability Plan Reserve	\$3.0	(\$20.4)	\$0.9	\$0.0	\$8.8	\$0.0
Grant Matching Reserve	\$0.0	\$8.5	\$0.0	\$0.0	\$0.0	\$0.0
Bachelor Reserve	\$0.0	\$0.0	\$0.0	\$100.0	\$0.0	\$100.0
Net Pension Liability Reserve	(\$22,295.4)	(\$32,281.8)	(\$30,203.0)	\$0.0	\$0.0	\$0.0
Net OPEB Liability Reserve	\$18.0	(\$261.6)	(\$802.8)	\$0.0	\$0.0	\$0.0
Elections/Legal	\$57.4	\$70.4	\$0.0	\$50.0	\$0.0	\$50.0
	(\$22,360.5)	(\$34,036.2)	(\$30,571.6)	\$1,645.3	\$1,065.4	\$1,698.8

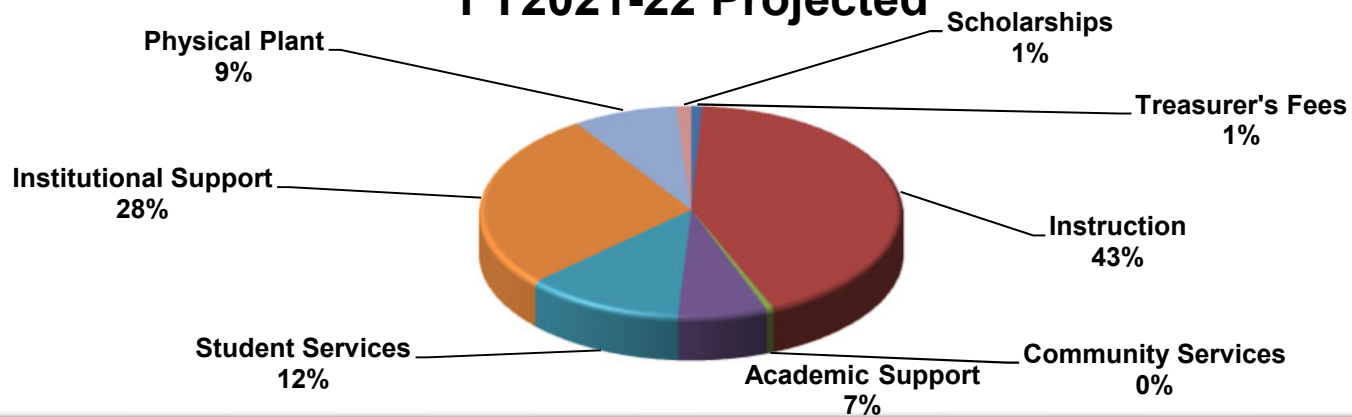
\* The 2020-21 General Fund budget reflects a \$4.8 million reclassification of expenses associated with COVID-19-related public health measures. A credit was applied to personnel costs in Instruction, Academic Support and Student Services, as well as operational and capital equipment costs in Institutional Support.

\*\* Pension Expense related to GASB Statement 68 included in reserve expenditures totals a contra-expense of -\$22.09 million for 2018-19, a contra-expense of -\$32.15 million for 2019-20, and a contra-expense of -\$30.20 million for 2020-21.

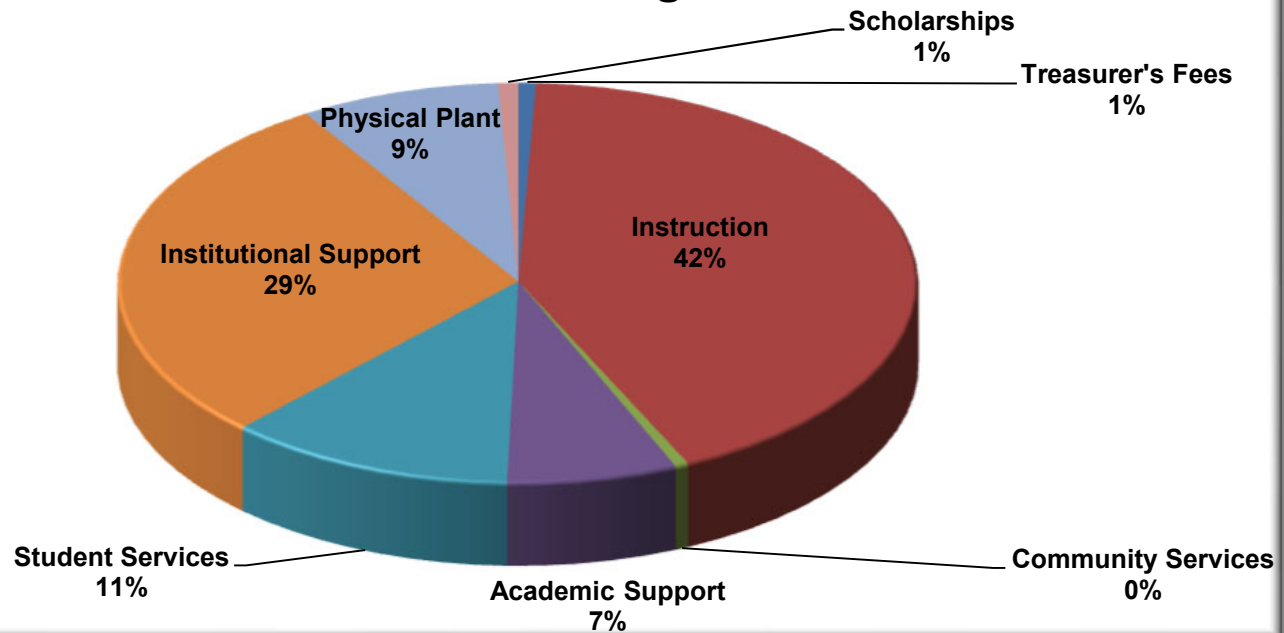
\*\*\* Revised budget will be done June '22 and '23 to reflect board-approved reserve expenditures.

## General Fund Expenses by Function

### FY2021-22 Projected



### FY2022-23 Budget



**Summary of General Fund  
Expenses by Object Codes  
(In Thousands)**

Code	Description	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Budget
6010	FT Admin Salaries	10,892.3	11,510.1	11,631.6	15,280.6	15,059.4	16,552.3
6020	Supplemental Pay	364.8	343.9	342.7	414.4	392.3	353.4
6030	FT Faculty Salaries	9,303.0	9,694.2	8,540.7	10,684.2	10,303.1	11,418.3
6031	Overnight Field Trip Pay	55.6	32.6	25.9	71.4	39.9	56.2
6040	Adjunct Faculty Salaries	4,096.9	3,856.7	3,741.0	4,654.3	3,816.1	4,659.8
6050	FT Non-Exempt Staff	7,279.6	6,977.4	6,420.2	7,333.2	6,657.3	7,800.4
6060	Part Time Wages	2,014.0	2,052.4	1,746.5	2,676.8	1,836.6	2,491.9
6070	FT Faculty Overload	363.9	434.9	526.7	0.0	310.1	0.0
6090	Contracted Salaries	70.7	69.7	79.3	75.1	102.4	59.1
6100	Full-Time Benefits	12,526.5	12,784.1	12,047.3	14,409.2	13,715.5	14,738.3
6101	PT/Supplemental Benefits	1,352.6	1,261.9	1,144.6	1,820.8	1,146.9	1,506.3
6102	Benefit Allocation	(215.5)	(599.0)	(268.5)	(150.0)	(150.0)	(155.0)
6200	Faculty In Service	33.4	49.9	135.9	184.9	103.8	202.5
6201	Adjunct Faculty Mileage	0.2	0.0	0.0	2.7	1.2	3.3
6204	Other Personnel Charges (Includes Merit)	610.6	608.1	592.0	637.6	665.8	717.5
6205	Wellness Benefit	150.8	159.9	162.5	169.1	114.0	169.3
6206	Staff Scholarships	113.9	104.5	104.8	120.6	104.7	120.7
6207	Cell Phone Stipend	41.5	46.8	51.3	69.6	17.1	3.0
6208	Tuition Assistance Benefit	53.9	128.2	300.6	171.0	278.2	276.0
6210	Other Employee Stipends	0.0	4.8	2.0	0.0	0.0	0.0
6215	Housing Stipend	36.0	36.0	36.0	36.0	39.0	36.0
6300	Workstudy	15.5	11.3	4.4	25.8	6.9	25.8
<b>Total Personnel Costs</b>		<b>\$49,160.1</b>	<b>\$49,568.6</b>	<b>\$47,367.3</b>	<b>\$58,687.4</b>	<b>\$54,560.4</b>	<b>\$61,035.1</b>
7000	Employment Advertising	19.6	14.8	11.1	22.4	18.2	22.9
7001	Radio Advertising	43.9	20.8	20.0	46.4	46.5	45.4
7002	Bulletin/Catalog Advertising	116.8	84.8	90.9	130.9	131.0	142.1
7003	Print Advertising	44.9	56.0	56.8	47.6	49.7	48.7
7004	TV/Video Advertising	0.1	1.5	5.0	0.5	1.0	0.5
7005	Promotional Materials	104.5	78.5	78.3	83.2	58.1	90.3
7006	Other Advertising	44.2	46.0	109.8	76.8	48.3	75.9
7007	Outdoor Advertising	93.7	71.3	120.8	98.0	67.2	103.0
7008	Internet Advertising	202.8	244.4	221.8	228.7	300.6	229.9
7009	Printed Marketing Materials	15.7	20.5	29.6	36.0	39.8	29.4
7010	Direct Mail	9.3	12.7	11.1	6.3	5.4	6.3
7101	Data Lines	392.7	356.9	387.5	424.6	402.2	472.0
7102	Electricity	656.7	602.6	517.5	710.6	489.1	620.6
7103	Gas	212.0	170.9	157.2	230.8	168.8	220.8
7104	Sanitation	25.4	26.4	54.7	52.4	65.9	54.0
7105	Telephone	104.6	113.0	104.2	116.7	108.5	114.5
7106	Trash	73.3	84.2	89.4	98.0	93.1	107.3
7107	Water	140.1	150.6	136.1	134.3	154.6	136.5
7199	Other Utilities	(160.5)	(141.2)	(112.3)	(68.2)	(100.0)	(63.3)
7201	Audit Services	89.5	81.7	88.1	96.4	94.0	103.7
7202	Consulting Services	283.8	378.1	487.0	228.1	522.7	266.9
7203	Honoraria	23.9	22.3	25.8	55.1	11.6	47.2
7204	Insurance Expense	253.1	279.6	331.3	342.2	375.9	418.5
7205	Legal Services	117.9	132.7	105.9	170.0	79.2	115.0
7206	Life Safety Services	117.4	128.0	150.2	149.2	251.1	154.3
7207	Lobbyist Services	68.7	43.2	40.0	50.0	37.9	50.0
7208	Security	210.8	206.9	152.9	173.9	152.5	175.0
7299	Other Services	736.4	710.0	716.9	822.4	555.1	979.4
7300	Building Repair & Maintenance	172.8	216.2	207.9	203.5	306.8	214.3
7301	Grounds Repair & Maintenance	156.7	190.8	199.7	168.1	179.6	193.5
7302	Office Equip Repair & Maintenance	43.5	36.5	23.6	41.5	31.0	36.5
7303	Vehicles Repair & Maintenance	59.4	58.9	60.4	77.5	72.5	80.7
7399	Other Repair & Maintenance	253.1	317.5	228.4	273.0	144.3	238.8

**Summary of General Fund  
Expenses by Object Codes**  
(In Thousands)

Code	Description	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Budget
7405	Meetings Expense	14.9	8.1	6.4	14.5	5.2	17.9
7410	Lodging	119.0	62.8	43.4	137.5	63.1	159.0
7411	Meals	172.1	98.8	30.3	211.6	69.3	210.1
7420	Fuel	52.2	44.8	33.2	58.1	54.5	73.8
7421	Mileage-In State-Personal Vehicle	14.7	14.9	8.6	31.1	9.0	24.4
7423	Mileage-Out-of-State-Personal Vehicle	1.3	0.4	0.8	4.7	2.3	1.6
7425	Mileage-In-District - Personal Vehicle	62.0	30.6	10.3	79.6	12.3	69.2
7426	Mileage - Motor Pool	48.2	44.5	29.1	93.6	71.0	112.4
7427	Vehicle Rental	9.6	8.4	1.9	14.8	4.6	18.9
7428	Airfare	15.1	2.5	0.1	10.2	9.7	9.2
7429	Taxi, Parking, Other Transportation	2.8	3.2	0.4	3.5	2.8	3.3
7500	Copying Supplies	40.5	31.3	10.9	50.1	15.7	42.5
7501	Custodial Supplies	115.8	124.3	98.0	129.3	90.3	126.6
7502	Data Process Supplies	2.4	5.8	0.3	2.8	1.0	1.9
7503	Educational Supplies	272.7	239.2	250.1	297.6	233.1	288.1
7504	Farm Supplies	32.1	31.0	32.6	31.8	41.3	31.3
7505	Forms Supplies	3.3	0.2	1.0	1.0	0.0	3.0
7506	Office Supplies	92.6	79.4	58.6	85.9	76.9	69.7
7507	Postage	72.1	21.9	41.3	58.1	46.5	58.2
7508	Repair Supplies	63.5	58.7	60.6	86.9	31.6	94.1
7509	Software Supplies	1,446.8	1,500.1	1,717.5	2,050.8	1,860.0	2,187.0
7599	Other Authorized Supplies	81.6	22.9	48.4	68.3	28.7	42.3
7600	Equipment Rentals	97.5	95.0	87.0	107.4	84.0	100.4
7601	Real Estate Rental	11.0	15.0	49.6	114.0	160.0	189.0
7700	Awards Expense	4.1	4.1	4.6	6.5	2.0	6.5
7701	Bad Debt Expense	31.8	74.6	18.8	49.2	50.0	46.8
7702	Bank Charges	99.4	79.3	63.0	95.0	75.0	95.0
7703	Cash Over/Short	12.6	7.6	0.7	0.4	0.5	0.4
7704	Collections Expenses	4.9	5.7	0.9	6.0	5.0	6.0
7706	Dues & Subscriptions	146.3	179.1	173.8	135.0	150.9	149.1
7708	Grads & Guests	128.5	40.9	69.4	123.5	50.2	126.0
7709	Institutional Memberships	58.0	69.2	73.2	123.0	91.3	105.8
7710	Interdepartmental Charges	(186.4)	(179.2)	(222.4)	(297.3)	(206.6)	(327.4)
7711	Interest Expense	5.5	0.0	3.5	0.0	4.0	0.0
7712	Library Books	41.4	39.4	58.8	57.2	45.9	58.5
7713	Media	34.0	26.2	28.2	36.4	32.9	33.0
7715	Treasurer's Fee Expense	452.5	512.1	505.2	513.8	532.6	526.6
7718	Periodicals	107.3	110.0	105.4	109.7	111.5	109.9
7719	Fees Expense	5.7	0.1	2.3	5.3	2.0	5.5
7720	Student Assistance	13.8	2.9	4.8	23.1	11.2	26.5
7721	Student Aid	387.6	632.9	313.4	550.0	719.9	550.0
7725	Licenses, Permits, Fees	30.4	27.4	27.0	41.4	30.9	18.9
7784	Equipment Non-Capital	206.4	181.2	252.7	142.5	164.5	142.7
7790	Other Authorized Charges	34.8	107.9	27.1	0.0	57.3	0.0
7791	Debt Retirement	51.6	89.5	60.6	39.8	50.5	45.8
7800	Professional Development: In-Office	24.0	(66.3)	67.2	136.2	50.0	118.3
7801	Professional Development: In-State	52.5	43.5	52.9	41.8	31.8	38.8
7802	Professional Development: Out-of-State	106.9	50.8	29.1	119.6	39.0	125.0
7803	Staff Recruitment	170.0	129.2	140.1	113.3	211.1	154.5
7830	Professional Development: Travel Costs	213.6	111.1	(0.3)	246.1	65.0	230.4
<b>Total Expenses for Operations</b>		<b>\$9,807.7</b>	<b>\$9,639.7</b>	<b>\$9,387.8</b>	<b>\$11,486.8</b>	<b>\$10,313.4</b>	<b>\$11,856.8</b>
Total Operating Costs *		\$58,967.8	\$59,208.2	\$56,755.1	\$70,174.2	\$64,873.9	\$72,891.9

**Summary of General Fund  
Expenses by Object Codes**  
(In Thousands)

<b>Code Description</b>	<b>2018-19 Actual</b>	<b>2019-20 Actual</b>	<b>2020-21 Actual</b>	<b>2021-22 Budget</b>	<b>2021-22 Projected</b>	<b>2022-23 Budget</b>
Total Operating Costs *	\$58,967.8	\$59,208.2	\$56,755.1	\$70,174.2	\$64,873.9	\$72,891.9
7799 Contingency	52.7	324.8	146.4	938.0	2.6	1,132.5
8310 Transfers to/from Other Funds	106.8	187.3	(1,345.5)	(414.8)	0.2	(281.5)
<b>Total Current Year Expenses</b>	<b>\$59,127.3</b>	<b>\$59,720.3</b>	<b>\$55,556.1</b>	<b>\$70,697.4</b>	<b>\$64,876.6</b>	<b>\$73,742.9</b>
8330 Property Tax Transfer to Reserves	0.0	2,469.7	515.8	188.5	478.6	0.0
8320 Property Tax Transfers to Capital Funds	4,315.2	6,529.1	4,964.6	5,535.7	5,535.7	5,305.4
Total Current Expenses and Tax Transfers	\$63,442.5	\$68,719.1	\$61,036.4	\$76,421.6	\$70,890.9	\$79,048.4
8330 Reserve Transfer to Capital Fund Reserves	12,035.5	4,212.7	3,796.2	0.0	5,703.6	0.0
Reserve Expenditures **	(22,360.5)	(34,036.2)	(30,571.6)	1,645.3	1,065.4	1,698.8
<b>Total General Fund, Transfers, and Reserve Expenses</b>	<b>\$53,117.5</b>	<b>\$38,895.6</b>	<b>\$34,261.0</b>	<b>\$78,066.9</b>	<b>\$77,659.9</b>	<b>\$80,747.1</b>
(Includes previously committed Reserves)						
Constant Dollar Amount	\$20,277.1	\$14,567.7	\$12,586.4	\$28,679.2	\$27,554.1	\$27,680.7

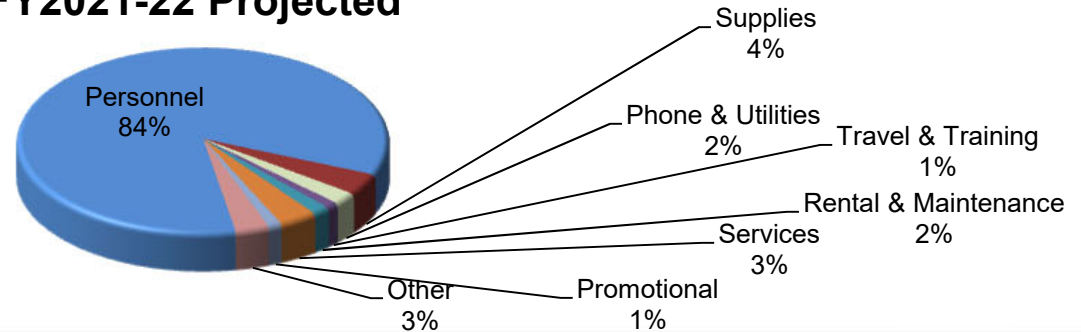
\* Used in Cost/FTE Calculation on General Fund Summary of Revenue & Expenses

\*\* Budget will be revised June '22 and '23 to reflect board-approved reserve expenditures



## Summary of General Fund by Object Code (Rounded)

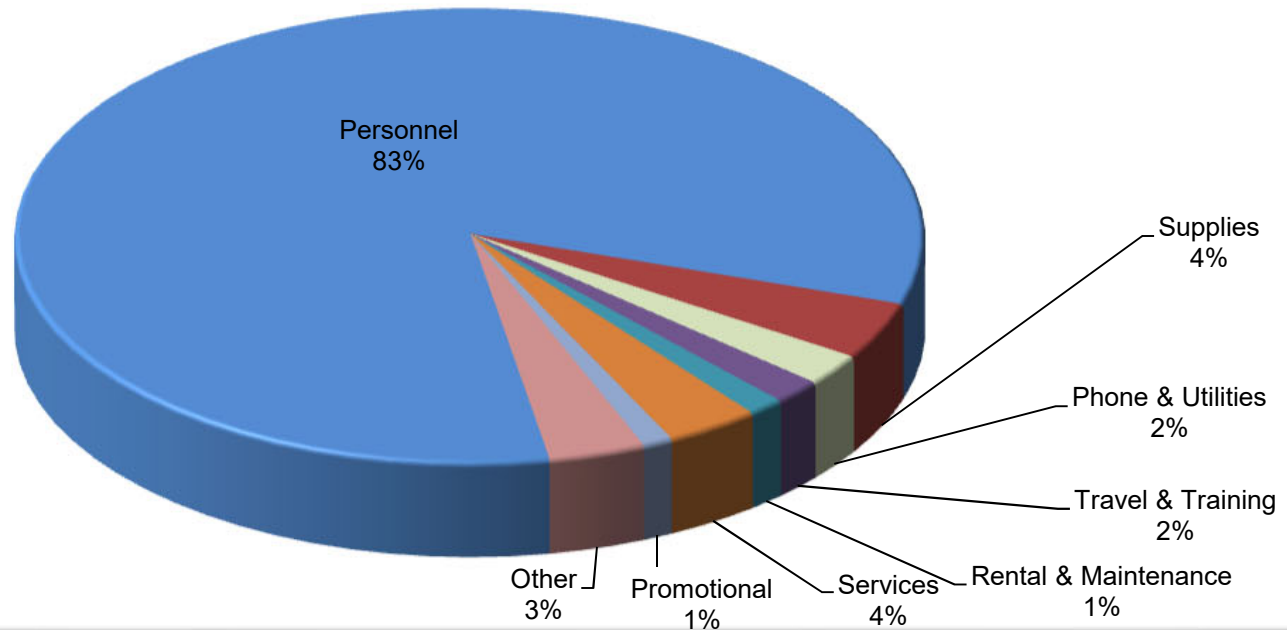
### FY2021-22 Projected



### FY2022-23 Budget

**Other includes:**

Dues & Subscriptions  
Memberships  
Licenses, Permits, Fees  
Interest Expense  
Library Books  
Media  
Treasurer's Fees  
Periodicals  
Student Aid  
Equipment Non-Capital  
Debt Retirement  
Awards Expense  
Bad Debt Expense  
Contingency  
Interdepartmental Charges  
Funds Transfers  
Grads & Guests



# Budgeted Salaries and Operating Costs by Location

(In Thousands)

	101		102		103		201		202		301		302		501		502	
	Leadville		Buena Vista		Salida		Steamboat		Grand Jackson		Spring Valley		Glenwood Center		Breckenridge		Dillon	
	2021-22 Budget	2022-23 Budget	2021-22 Budget	2022-23 Budget	2021-22 Budget	2022-23 Budget	2021-22 Budget	2022-23 Budget	2021-22 Budget	2022-23 Budget	2021-22 Budget	2021-22 Budget	2021-22 Budget	2022-23 Budget	2021-22 Budget	2022-23 Budget	2021-22 Budget	2022-23 Budget
<b><u>Instruction</u></b>																		
Faculty *	1,050.7	970.8	-	-	221.6	379.9	2,558.9	2,625.9	-	-	2,516.7	2,468.9	333.4	318.6	1,179.6	1,238.7	235.9	252.3
Staff	526.6	542.6	-	-	313.8	294.8	665.2	612.1	-	-	661.1	770.8	419.6	343.3	774.3	644.8	85.1	245.8
Benefits	640.9	601.1	-	-	215.4	275.6	1,361.5	1,303.1	-	-	1,233.4	1,286.5	325.9	267.1	770.2	728.8	131.7	191.8
Operating Expenses	120.8	112.2	-	-	32.8	29.7	115.1	113.1	-	2.1	188.8	178.6	53.2	39.1	277.1	227.7	19.9	18.7
<b>Total Instruction</b>	<b>2,339.0</b>	<b>2,226.6</b>	<b>-</b>	<b>-</b>	<b>783.6</b>	<b>980.0</b>	<b>4,700.7</b>	<b>4,654.2</b>	<b>-</b>	<b>2.1</b>	<b>4,600.1</b>	<b>4,704.6</b>	<b>1,132.1</b>	<b>968.0</b>	<b>3,001.2</b>	<b>2,840.0</b>	<b>472.6</b>	<b>708.6</b>
<b><u>Community Service</u></b>																		
Staff	17.0	19.7	-	-	17.0	19.7	32.3	39.5	-	-	33.2	39.5	-	-	33.2	39.5	-	-
Benefits	5.3	6.8	-	-	5.3	6.8	12.2	13.7	-	-	10.5	11.9	-	-	12.7	14.1	-	-
Operating Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Community Service</b>	<b>22.3</b>	<b>26.6</b>	<b>-</b>	<b>-</b>	<b>22.3</b>	<b>26.6</b>	<b>44.5</b>	<b>53.2</b>	<b>-</b>	<b>-</b>	<b>43.6</b>	<b>51.4</b>	<b>-</b>	<b>-</b>	<b>45.9</b>	<b>53.5</b>	<b>-</b>	<b>-</b>
<b><u>Instructional Support</u></b>																		
Staff	186.2	223.2	-	-	-	8.3	297.2	363.0	-	-	257.6	286.1	-	-	63.1	69.7	-	-
Benefits	73.2	66.7	-	-	-	1.7	148.4	157.9	-	-	113.0	108.4	-	-	33.6	34.6	-	-
Operating Expenses	47.5	17.0	-	-	0.2	-	51.2	45.0	-	-	48.1	53.4	-	-	2.8	3.4	-	-
<b>Total Instructional Support</b>	<b>306.9</b>	<b>306.9</b>	<b>-</b>	<b>-</b>	<b>0.2</b>	<b>10.0</b>	<b>496.8</b>	<b>565.9</b>	<b>-</b>	<b>-</b>	<b>418.6</b>	<b>447.9</b>	<b>-</b>	<b>-</b>	<b>99.5</b>	<b>107.8</b>	<b>-</b>	<b>-</b>
<b><u>I.T. Department</u></b>																		
Staff	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Operating Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Institutional Support</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>Student Services</u></b>																		
Staff	347.2	384.0	-	-	11.8	183.9	676.2	694.0	-	-	459.1	472.7	128.0	128.0	274.9	307.7	222.9	256.6
Benefits	156.2	167.6	-	-	7.3	96.4	254.2	312.6	-	-	213.1	203.4	64.1	63.3	107.5	114.4	129.2	135.4
Operating Expenses	39.9	34.4	-	-	2.7	6.2	57.9	73.4	-	-	28.4	38.0	8.2	18.1	133.5	135.6	-	-
<b>Total Student Services</b>	<b>543.2</b>	<b>585.9</b>	<b>-</b>	<b>-</b>	<b>21.8</b>	<b>286.5</b>	<b>988.3</b>	<b>1,080.1</b>	<b>-</b>	<b>-</b>	<b>700.6</b>	<b>714.1</b>	<b>200.3</b>	<b>209.4</b>	<b>515.9</b>	<b>557.7</b>	<b>352.2</b>	<b>392.1</b>
<b><u>Physical Plant</u></b>																		
Staff	295.0	311.7	-	-	16.5	17.3	408.4	433.9	-	-	525.0	548.1	117.9	125.1	62.7	68.4	15.7	17.1
Benefits	192.5	184.2	-	-	8.3	8.4	229.5	224.3	-	-	247.4	250.8	64.1	64.9	24.1	24.9	5.9	6.2
Operating Expenses	294.1	310.1	-	1.2	23.0	10.5	312.0	307.1	-	-	523.6	505.7	108.2	92.5	218.5	220.9	111.5	122.1
<b>Total Physical Plant</b>	<b>781.7</b>	<b>805.9</b>	<b>-</b>	<b>1.2</b>	<b>47.8</b>	<b>36.2</b>	<b>950.0</b>	<b>965.3</b>	<b>-</b>	<b>-</b>	<b>1,296.0</b>	<b>1,304.5</b>	<b>290.3</b>	<b>282.5</b>	<b>305.3</b>	<b>314.2</b>	<b>133.0</b>	<b>145.5</b>
<b>SUBTOTAL DIRECT STUDENT SUPPORT</b>	<b>\$3,993.2</b>	<b>\$3,951.9</b>	<b>\$0.0</b>	<b>\$1.2</b>	<b>\$875.7</b>	<b>\$1,339.2</b>	<b>\$7,180.3</b>	<b>\$7,318.6</b>	<b>\$0.0</b>	<b>\$2.1</b>	<b>\$7,058.9</b>	<b>\$7,222.5</b>	<b>\$1,622.6</b>	<b>\$1,459.9</b>	<b>\$3,967.9</b>	<b>\$3,873.2</b>	<b>\$957.8</b>	<b>\$1,246.1</b>
<b><u>Institutional Support</u></b>																		
Staff	256.4	266.1	-	-	140.9	78.5	412.3	399.5	-	-	387.8	407.6	181.1	191.3	264.9	292.3	-	-
Benefits	61.4	73.2	-	-	51.4	27.0	160.4	152.4	-	-	132.6	137.8	81.6	85.7	114.8	119.8	-	-
Operating Expenses	132.0	158.5	79.9	78.7	169.9	462.2	134.3	130.2	41.6	39.5	77.3	102.5	43.4	43.4	10.3	8.3	-	-
<b>Total Institutional Support</b>	<b>449.9</b>	<b>497.7</b>	<b>79.9</b>	<b>78.7</b>	<b>362.2</b>	<b>567.8</b>	<b>707.0</b>	<b>682.0</b>	<b>41.6</b>	<b>39.5</b>	<b>597.7</b>	<b>647.8</b>	<b>306.1</b>	<b>320.3</b>	<b>390.0</b>	<b>420.3</b>	<b>-</b>	<b>-</b>
<b><u>Other</u></b>																		
Scholarships/Fellowships	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Treasurer Fees	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers to/from Other Funds	-	-	-	-	-	92.0	(239.9)	(159.1)	-	-	(1.0)	(1.0)	-	-	-	-	-	-
<b>SUBTOTAL INDIRECT STUDENT SUPPORT</b>	<b>\$449.9</b>	<b>\$497.7</b>	<b>\$79.9</b>	<b>\$78.7</b>	<b>\$362.2</b>	<b>\$659.7</b>	<b>\$467.1</b>	<b>\$522.9</b>	<b>\$41.6</b>	<b>\$39.5</b>	<b>\$596.7</b>	<b>\$646.8</b>	<b>\$306.1</b>	<b>\$320.3</b>	<b>\$390.0</b>	<b>\$420.3</b>	<b>\$0.0</b>	<b>\$0.0</b>
<b><u>Totals</u></b>																		
Faculty	1,050.7	970.8	-	-	221.6	379.9	2,558.9	2,625.9	-	-	2,516.7	2,468.9	333.4	318.6	1,179.6	1,238.7	235.9	252.3
Staff	1,628.5	1,747.2	-	-	500.0	602.4	2,491.6	2,542.0	-	-	2,323.7	2,524.7	846.6	787.7	1,473.1	1,422.5	323.7	519.5
Benefits	1,129.5	1,099.5	-	-	287.7	415.9	2,166.2	2,163.9	-	-	1,949.9	1,998.6	535.7	480.9	1,063.0	1,036.5	266.9	333.4
Operating Expenses	634.4	632.1	79.9	79.9	228.6	508.6	670.5	668.8	41.6	41.6	866.2	878.1	213.0	193.1	642.3	595.9	131.4	140.8
Other	-	-	-	-	-	92.0	(239.9)	(159.1)	-	-	(1.0)	(1.0)	-	-	-	-	-	-
<b>TOTALS - Current Year Expenses</b>	<b>\$4,443.1</b>	<b>\$4,449.6</b>	<b>\$79.9</b>	<b>\$79.9</b>	<b>\$1,237.9</b>	<b>\$1,998.9</b>	<b>\$7,647.4</b>	<b>\$7,841.5</b>	<b>\$41.6</b>	<b>\$41.6</b>	<b>\$7,655.6</b>	<b>\$7,869.3</b>	<b>\$1,928.7</b>	<b>\$1,780.3</b>	<b>\$4,357.9</b>	<b>\$4,293.5</b>	<b>\$957.8</b>	<b>\$1,246.1</b>

\* Adjunct costs are pooled in the 901 Collegewide Instruction location for the 2021-22 and 2022-23 Budget.

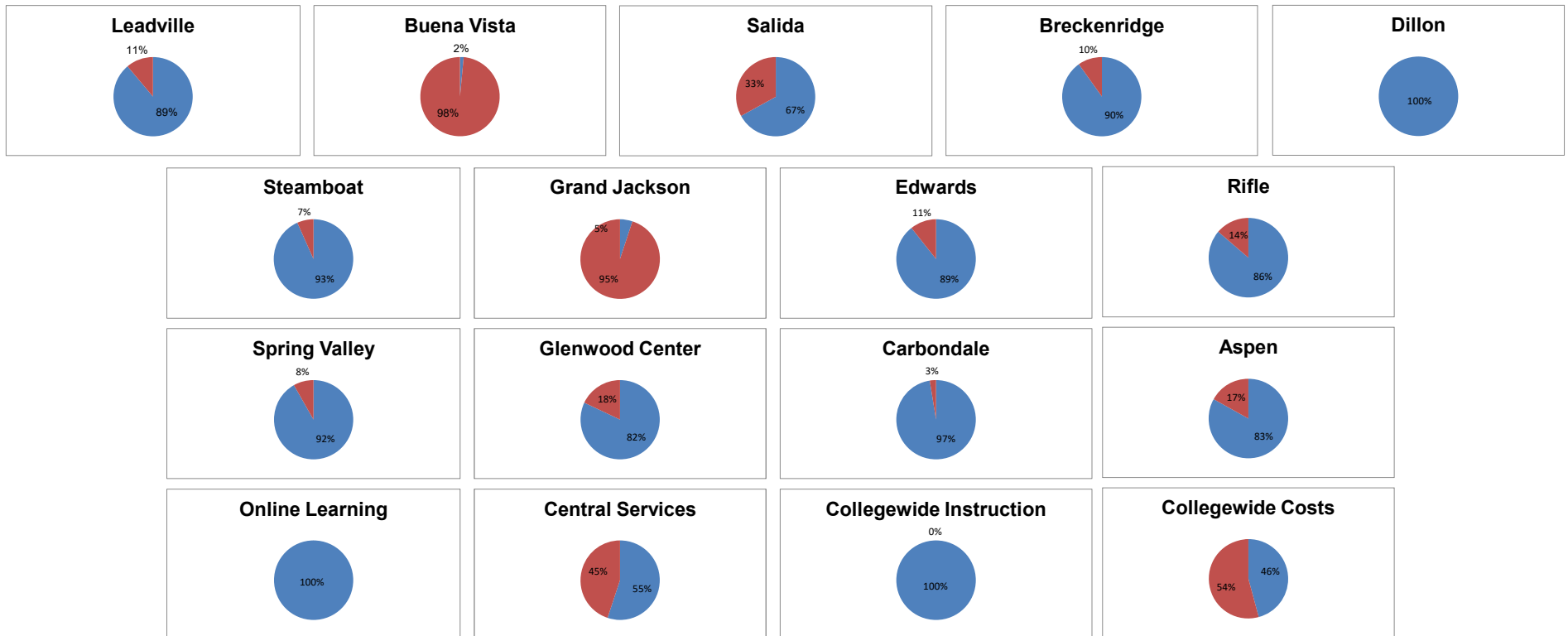
**Budgeted Salaries and Operating Costs by Location**  
(In Thousands)

	403 Edwards		601 Aspen		303 Carbondale		701 Rifle		801 Central Services		901 Collegewide Instruction		902 Collegewide Costs		903 Online Learning		TOTALS	
	2021-22 Budget	2022-23 Budget	2021-22 Budget	2022-23 Budget	2021-22 Budget	2022-23 Budget	2021-22 Budget	2022-23 Budget	2021-22 Budget	2022-23 Budget	2021-22 Budget	2022-23 Budget	2021-22 Budget	2022-23 Budget	2021-22 Budget	2022-23 Budget	2021-22 Budget	2022-23 Budget
<b><u>Instruction</u></b>																		
Faculty *	1,419.5	1,465.8	412.2	490.8	1.0	1.0	687.2	812.2	-	-	4,605.1	4,912.1	-	-	188.1	197.5	15,409.8	16,134.4
Staff	865.5	999.4	400.5	460.7	25.2	51.6	289.7	385.2	-	-	775.8	762.8	-	-	-	-	5,802.6	6,113.8
Benefits	946.4	978.9	329.8	374.4	8.7	9.6	399.9	523.7	-	-	1,484.9	1,256.5	-	-	77.4	79.1	7,926.1	7,876.0
Operating Expenses	155.5	133.7	96.1	75.1	14.8	14.7	90.8	84.2	-	-	77.5	76.4	-	-	-	-	1,242.5	1,105.3
<b>Total Instruction</b>	<b>3,386.9</b>	<b>3,577.8</b>	<b>1,238.6</b>	<b>1,401.0</b>	<b>49.7</b>	<b>77.0</b>	<b>1,467.6</b>	<b>1,805.3</b>	<b>-</b>	<b>-</b>	<b>6,943.4</b>	<b>7,007.7</b>	<b>-</b>	<b>-</b>	<b>265.5</b>	<b>276.5</b>	<b>30,381.0</b>	<b>31,229.4</b>
<b><u>Community Service</u></b>																		
Staff	62.9	71.6	33.6	35.3	-	-	29.1	35.5	-	-	-	-	-	-	-	-	258.3	300.3
Benefits	18.5	20.5	10.5	10.9	-	-	11.4	12.8	-	-	-	-	-	-	-	-	86.5	97.5
Operating Expenses	1.5	1.4	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1.5	1.4
<b>Total Community Service</b>	<b>82.9</b>	<b>93.5</b>	<b>44.1</b>	<b>46.2</b>	<b>-</b>	<b>-</b>	<b>40.5</b>	<b>48.3</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>346.3</b>	<b>399.2</b>
<b><u>Instructional Support</u></b>																		
Staff	22.2	22.7	-	-	-	-	18.0	30.3	678.6	730.6	1,375.6	1,414.8	-	-	-	-	2,898.5	3,148.8
Benefits	4.5	4.5	-	-	-	-	9.9	12.2	276.6	276.5	606.7	617.5	-	-	-	-	1,265.9	1,279.9
Operating Expenses	0.9	0.9	-	-	-	-	-	5.8	148.0	152.6	327.9	331.2	65.2	65.2	-	-	691.8	674.6
<b>Total Instructional Support</b>	<b>27.7</b>	<b>28.1</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>27.9</b>	<b>48.3</b>	<b>1,103.3</b>	<b>1,159.7</b>	<b>2,310.2</b>	<b>2,363.5</b>	<b>65.2</b>	<b>65.2</b>	<b>-</b>	<b>-</b>	<b>4,856.2</b>	<b>5,103.3</b>
<b><u>I.T. Department</u></b>																		
Staff	-	-	-	-	-	-	-	-	1,722.5	1,801.6	-	-	612.8	678.0	-	-	2,335.3	2,479.6
Benefits	-	-	-	-	-	-	-	-	721.9	727.5	-	-	274.9	286.0	-	-	996.8	1,013.4
Operating Expenses	-	-	-	-	-	-	-	-	179.7	189.3	-	-	2,696.8	2,866.3	-	-	2,876.5	3,055.6
<b>Total Institutional Support</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,624.1</b>	<b>2,718.3</b>	<b>-</b>	<b>-</b>	<b>3,584.5</b>	<b>3,830.3</b>	<b>-</b>	<b>-</b>	<b>6,208.6</b>	<b>6,548.6</b>
<b><u>Student Services</u></b>																		
Staff	446.2	458.6	223.1	203.6	198.4	130.6	425.3	380.1	1,356.4	1,333.7	-	-	444.7	553.7	-	-	5,214.3	5,487.2
Benefits	241.2	222.3	121.2	103.6	86.8	66.3	215.1	176.7	600.7	599.7	-	-	217.6	251.3	-	-	2,414.3	2,513.2
Operating Expenses	26.2	25.7	12.9	12.9	5.2	5.2	25.2	41.1	251.8	205.7	-	-	87.7	88.8	-	-	679.6	685.1
<b>Total Student Services</b>	<b>713.6</b>	<b>706.6</b>	<b>357.3</b>	<b>320.1</b>	<b>290.5</b>	<b>202.2</b>	<b>665.5</b>	<b>597.9</b>	<b>2,208.9</b>	<b>2,139.2</b>	<b>-</b>	<b>-</b>	<b>750.0</b>	<b>893.8</b>	<b>-</b>	<b>-</b>	<b>8,308.1</b>	<b>8,685.4</b>
<b><u>Physical Plant</u></b>																		
Staff	118.9	128.1	158.1	168.4	45.3	46.8	146.5	137.8	240.0	256.9	-	-	-	-	-	-	2,150.1	2,259.6
Benefits	66.1	66.8	80.9	82.0	20.1	20.1	55.1	52.4	110.4	92.2	-	-	-	-	-	-	1,104.6	1,077.1
Operating Expenses	378.8	395.1	166.8	171.3	85.0	87.2	192.1	206.8	257.1	259.0	-	-	-	-	-	-	2,670.8	2,689.4
<b>Total Physical Plant</b>	<b>563.8</b>	<b>590.0</b>	<b>405.8</b>	<b>421.7</b>	<b>150.5</b>	<b>154.2</b>	<b>393.8</b>	<b>396.9</b>	<b>607.5</b>	<b>608.1</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,925.4</b>	<b>6,026.2</b>
<b>SUBTOTAL DIRECT STUDENT SUPPORT</b>	<b>\$4,774.9</b>	<b>\$4,996.0</b>	<b>\$2,045.9</b>	<b>\$2,188.9</b>	<b>\$490.7</b>	<b>\$433.3</b>	<b>\$2,595.3</b>	<b>\$2,896.8</b>	<b>\$6,543.7</b>	<b>\$6,625.3</b>	<b>\$9,253.6</b>	<b>\$9,371.2</b>	<b>\$4,399.7</b>	<b>\$4,789.4</b>	<b>\$265.5</b>	<b>\$276.5</b>	<b>\$56,025.7</b>	<b>\$57,992.2</b>
<b><u>Institutional Support</u></b>																		
Staff	446.7	394.7	224.0	312.2	-	-	333.9	293.2	3,340.7	3,620.2	-	-	1,132.4	1,212.5	-	-	7,121.2	7,467.9
Benefits	144.3	119.3	67.5	68.4	-	-	72.5	79.0	1,360.4	1,410.5	-	-	1,430.5	1,487.7	-	-	3,677.4	3,760.6
Operating Expenses **	99.7	101.0	64.1	65.5	11.6	11.6	87.5	86.4	354.4	390.9	-	-	1,892.2	2,022.6	-	-	3,198.4	3,701.3
<b>Total Institutional Support</b>	<b>690.8</b>	<b>615.0</b>	<b>355.6</b>	<b>446.0</b>	<b>11.6</b>	<b>11.6</b>	<b>493.9</b>	<b>458.7</b>	<b>5,055.6</b>	<b>5,421.5</b>	<b>-</b>	<b>-</b>	<b>4,455.2</b>	<b>4,722.8</b>	<b>-</b>	<b>-</b>	<b>13,996.9</b>	<b>14,929.8</b>
<b><u>Other</u></b>																		
Scholarships/Fellowships	-	-	-	-	-	-	-	-	-	-	-	-	575.8	575.8	-	-	575.8	575.8
Treasurer Fees	-	-	-	-	-	-	-	-	-	-	-	-	513.8	526.6	-	-	513.8	526.6
Transfers to/from Other Funds	(21.9)	(20.5)	-	-	-	-	-	-	(33.2)	(35.7)	(118.8)	-	(0.0)	(157.2)	-	-	(414.8)	(281.5)
<b>SUBTOTAL INDIRECT STUDENT SUPPORT</b>	<b>\$668.9</b>	<b>\$594.5</b>	<b>\$355.6</b>	<b>\$446.0</b>	<b>\$11.6</b>	<b>\$11.6</b>	<b>\$493.9</b>	<b>\$458.7</b>	<b>\$5,022.4</b>	<b>\$5,385.9</b>	<b>(\$118.8)</b>	<b>\$0.0</b>	<b>\$5,544.7</b>	<b>\$5,668.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$14,671.7</b>	<b>\$15,750.8</b>
<b><u>Totals</u></b>																		
Faculty	1,419.5	1,465.8	412.2	490.8	1.0	1.0	687.2	812.2	-	-	4,605.1	4,912.1	-	-	188.1	197.5	15,409.8	16,134.4
Staff	1,962.5	2,075.1	1,039.3	1,180.1	269.0	229.1	1,242.6	1,262.1	7,338.3	7,743.0	2,151.5	2,177.6	2,190.0	2,444.2	-	-	25,780.3	27,257.2
Benefits	1,421.0	1,412.4	610.0	639.3	115.7	96.1	763.9	856.8	3,070.0	3,106.3	2,091.6	1,874.0	1,923.0	2,025.0	77.4	79.1	17,471.6	17,617.8
Operating Expenses **	662.7	657.8	340.0	324.8	116.6	118.8	395.6	424.4	1,191.0	1,197.5	405.4	407.6	4,741.9	5,043.0	-	-	11,361.0	11,912.7
Other	(21.9)	(20.5)	-	-	-	-	-	-	(33.2)	(35.7)	(118.8)	-	1,089.5	945.2	-	-	674.8	820.9
<b>TOTALS - Current Year Expenses</b>	<b>\$5,443.8</b>	<b>\$5,590.5</b>	<b>\$2,401.5</b>	<b>\$2,635.0</b>	<b>\$502.3</b>	<b>\$444.9</b>	<b>\$3,089.2</b>	<b>\$3,355.4</b>	<b>\$11,566.1</b>	<b>\$12,011.2</b>	<b>\$9,134.8</b>	<b>\$9,371.2</b>	<b>\$9,944.4</b>	<b>\$10,457.4</b>	<b>\$265.5</b>	<b>\$276.5</b>	<b>\$70,697.4</b>	<b>\$73,742.9</b>

\* Adjunct costs are pooled in the 901 Collegewide Instruction location for the 2021-22 and 2022-23 Budget.

## General Fund Salaries and Operating Costs by Location - 2022-23 Budget

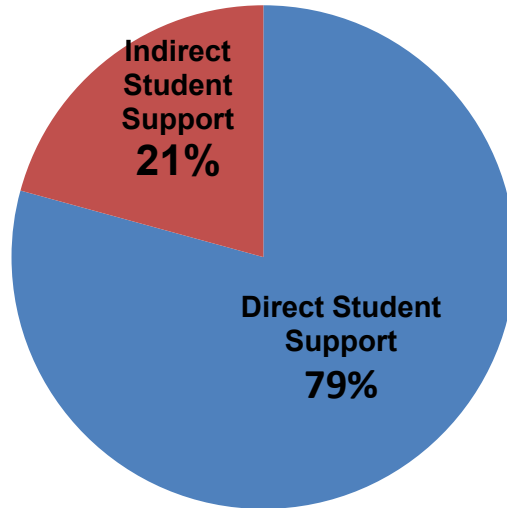
■ Direct Student Support  
■ Indirect Student Support



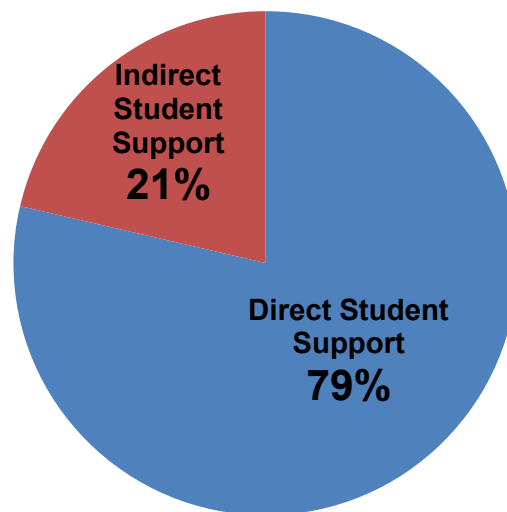
## General Fund Salaries and Operating Costs

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### 2021-22 Budget



### 2022-23 Budget



**General Fund - Summary of Expenses by Location and Object Code - 2022-23 Budget**  
(In Thousands)

	Leadville	Buena Vista	Salida	Steamboat	Grand Jackson	Spring Valley	Glenwood	Carbondale	Edwards	Breckenridge	Dillon	Aspen	Rifle	Central Services	CW Instruction	CW Costs	Online Learning	
Object Code																		TOTALS:
6010 FT Admin Salaries	812.3	-	448.5	1,206.3	-	1,292.6	256.2	-	1,072.0	762.2	255.1	748.6	765.2	5,812.6	2,071.3	1,049.4	-	\$16,552.3
6020 Supplemental Pay	12.6	-	13.9	17.1	-	65.5	6.4	-	11.8	78.7	9.7	-	44.3	79.8	13.7	-	-	\$353.4
6030 FT Faculty Salaries	954.8	-	254.9	2,605.5	-	2,461.6	318.6	-	1,465.8	1,228.6	252.3	489.4	812.2	-	377.3	-	197.5	\$11,418.3
6031 Supplemental Field Trip	16.0	-	-	20.5	-	7.3	-	1.0	-	10.1	-	1.4	-	-	-	-	-	\$56.2
6040 Adjunct Faculty Salaries *	-	-	125.0	-	-	-	-	-	-	-	-	-	-	-	4,534.8	-	-	\$4,659.8
6050 FT Non-Exempt Staff	656.1	-	113.3	1,031.6	-	815.0	410.8	112.3	612.4	338.2	174.4	217.4	279.9	1,676.0	92.6	1,270.5	-	\$7,800.4
6060 Part Time Wages	220.9	-	26.7	287.0	-	351.7	114.4	103.0	379.0	243.4	80.3	214.1	172.7	174.5	-	124.3	-	\$2,491.9
6090 Contracted Salaries	45.4	-	-	-	-	-	13.8	-	-	-	-	-	-	-	-	-	-	\$59.1
6100 FT Benefits	1,040.4	-	369.9	2,075.2	-	1,898.7	456.8	73.5	1,326.3	930.2	311.9	594.6	800.4	3,013.0	896.4	871.9	79.1	\$14,738.3
6101 PT/Supp Benefits	49.7	-	33.1	64.7	-	84.6	24.1	20.7	77.8	66.2	17.9	42.9	43.2	50.7	906.1	24.8	-	\$1,506.3
6102 Benefit Allocation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(155.0)	-	(\$155.0)
6200 Faculty In Service	8.0	-	13.0	24.1	-	15.4	-	1.9	7.8	40.1	3.6	1.8	13.2	3.7	69.9	-	-	\$202.5
6201 Adjunct Faculty Mileage	1.4	-	-	-	-	-	-	-	0.4	-	-	-	-	-	1.6	-	-	\$3.3
6204 Other Personnel Chgs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	717.5	-	\$717.5
6205 Wellness Benefit	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	169.3	-	\$169.3
6206 Staff Scholarships	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	120.7	-	\$120.7
6207 Cell Phone Stipend	-	-	-	-	-	-	-	-	-	-	-	-	-	3.0	-	-	-	\$3.0
6208 Tuition Assistance Benefit	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	276.0	-	\$276.0
6215 Housing Stipend	-	-	-	-	-	-	-	-	-	-	-	-	-	36.0	-	-	-	\$36.0
6300 Workstudy	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	25.8	-	\$25.8
7000 Employment Advertising	2.3	-	2.5	0.5	-	2.0	-	-	8.0	2.5	-	-	1.5	-	2.5	1.2	-	\$22.9
7001 Radio Advertising	-	-	3.1	-	-	-	2.4	-	1.0	-	-	-	2.7	-	0.3	36.0	-	\$45.4
7002 Bulletin/Catalog Advertising	6.0	-	12.0	-	-	-	19.0	-	33.3	19.5	-	31.5	14.0	-	6.8	-	-	\$142.1
7003 Print Advertising	5.0	-	10.0	-	-	-	2.5	-	20.0	-	-	-	-	-	0.3	11.0	-	\$48.7
7004 TV/Video Advertising	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.5	-	-	\$0.5
7005 Promotional Matis	9.0	-	3.0	1.9	-	-	3.4	-	4.0	13.5	-	1.1	7.5	13.6	3.8	29.4	-	\$90.3
7006 Other Advertising	4.8	-	0.5	13.1	-	-	-	1.7	2.5	-	0.7	12.8	-	30.5	1.6	7.8	-	\$75.9
7007 Outdoor Advertising	-	-	4.0	-	-	-	-	-	-	-	-	-	2.0	-	-	97.0	-	\$103.0
7008 Internet Advertising	0.8	-	1.5	-	-	-	0.6	-	1.5	-	-	-	0.5	-	-	225.0	-	\$229.9
7009 Printed Marketing Matis	-	-	3.0	-	-	-	-	-	0.3	-	-	-	-	5.0	0.3	20.8	-	\$29.4
7010 Direct Mail	-	-	-	-	-	-	-	-	-	-	-	-	-	6.0	0.3	-	-	\$6.3
7101 Data Lines	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	472.0	-	\$472.0
7102 Electricity	103.6	-	-	148.4	-	101.7	19.8	12.9	50.4	33.0	16.0	22.0	46.8	66.0	-	-	-	\$620.6
7103 Gas	51.6	-	-	28.5	-	33.0	5.6	8.4	37.4	18.0	8.0	14.6	9.6	6.0	-	-	-	\$220.8
7104 Sanitation	17.7	-	-	-	-	27.6	-	-	-	2.0	4.5	2.3	-	-	-	-	-	\$54.0
7105 Telephone	8.8	1.2	-	20.8	-	10.0	6.0	5.4	3.7	6.5	6.1	9.4	7.1	10.4	-	19.2	-	\$114.5
7106 Trash	14.8	-	-	17.9	-	33.0	3.4	2.9	13.0	7.6	2.5	5.5	6.2	0.6	-	-	-	\$107.3
7107 Water	29.0	-	-	37.2	-	18.7	2.6	1.2	14.8	3.6	2.9	17.1	5.4	4.0	-	-	-	\$136.5
7199 Other Utilities	-	-	-	(55.4)	-	-	-	-	2.9	-	-	(10.8)	-	-	-	-	-	(\$63.3)
7201 Audit Services	-	-	-	-	-	-	-	-	0.2	-	-	-	-	-	-	103.5	-	\$103.7
7202 Consulting Services	3.0	-	-	-	-	1.3	-	-	12.3	8.0	-	6.3	5.0	79.5	2.2	149.4	-	\$266.9
7203 Honoraria	10.6	-	-	2.0	-	2.4	-	-	4.0	2.2	-	-	-	1.0	0.1	25.0	-	\$47.2
7204 Insurance Expense	57.1	-	0.5	63.4	-	111.0	20.9	7.2	39.6	29.7	10.5	17.9	30.4	26.9	-	3.5	-	\$418.5
7205 Legal Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	115.0	-	\$115.0
7206 Life Safety Services	21.9	-	-	25.7	-	35.6	11.9	1.4	18.5	14.1	6.2	2.1	9.4	7.6	-	-	-	\$154.3
7207 Lobbyist Services	-	-	-	-	-	-	-	-	-	-	-	-	-	50.0	-	-	-	\$50.0
7208 Security	5.0	-	-	-	-	125.2	21.0	5.0	10.8	-	-	5.0	3.0	-	-	-	-	\$175.0
7299 Other Services	38.8	-	-	56.7	-	34.8	28.2	11.0	122.3	94.6	39.6	22.7	28.7	125.1	44.8	332.3	-	\$979.4
7300 Bldg Repair & Maint	16.1	-	-	18.5	-	44.0	9.6	18.6	8.9	13.6	8.0	18.6	26.3	32.2	-	-	-	\$214.3
7301 Grounds R & M	19.0	-	-	17.0	-	3.0	3.5	7.3	60.0	20.0	11.6	21.8	19.5	10.8	-	-	-	\$193.5
7302 Office Equip R & M	-	-	-	-	-	6.6	1.4	-	-	1.2	-	0.6	-	9.0	-	17.6	-	\$36.5
7303 Vehicles R & M	17.7	-	1.5	4.5	-	15.5	0.3	2.0	17.3	8.3	1.0	5.0	5.0	2.6	-	-	-	\$80.7
7399 Other Repair & Maint	9.1	-	0.5	2.5	-	-	-	0.6	14.2	4.0	2.0	3.0	5.6	0.5	-	196.8	-	\$238.8

\* Adjunct costs are pooled in the 901 Collegewide Instruction location for the 2022-23 Budget.

**General Fund - Summary of Expenses by Location and Object Code - 2022-23 Budget**  
(In Thousands)

		Leadville	Buena Vista	Salida	Steamboat	Grand Jackson	Spring Valley	Glenwood	Carbondale	Edwards	Breckenridge	Dillon	Aspen	Rifle	Central Services	CW Instruction	CW Costs	Online Learning	
Object Code																			TOTALS:
7405	Meetings Expense	6.2	-	3.7	-	-	0.3	0.2	-	-	0.3	-	-	1.5	4.2	1.6	-	-	\$17.9
7410	Lodging	6.1	-	3.6	33.7	0.7	10.0	0.6	0.2	2.4	16.1	-	1.2	1.5	38.4	21.4	23.3	-	\$159.0
7411	Meals	10.5	-	3.8	17.7	0.5	15.7	1.6	0.7	7.7	24.9	0.8	2.0	4.6	52.3	36.7	30.7	-	\$210.1
7420	Fuel	17.5	-	4.0	12.5	-	16.8	0.8	2.4	2.0	3.8	1.0	2.6	5.2	5.2	-	-	-	\$73.8
7421	Mileage-In State-Personal	1.7	-	0.4	1.2	0.3	1.8	-	-	2.2	3.5	-	-	0.2	4.4	6.6	2.1	-	\$24.4
7423	Mileage-Out-of-State-Personal	-	-	-	-	-	-	-	-	-	1.6	-	-	-	-	-	-	-	\$1.6
7425	Mileage-In-District - Personal	9.9	-	2.8	1.7	-	6.3	0.1	0.4	4.9	1.0	-	0.7	4.0	19.8	14.2	3.6	-	\$69.2
7426	Mileage - Motor Pool	24.4	-	5.9	16.6	0.3	18.9	3.4	-	-	7.6	-	-	-	18.6	11.8	4.8	-	\$112.4
7427	Vehicle Rental	0.2	-	-	12.4	-	-	-	-	2.0	-	-	-	0.2	3.9	0.3	-	-	\$18.9
7428	Airfare	1.5	-	1.0	-	-	-	-	-	-	-	-	-	-	3.0	0.7	3.0	-	\$9.2
7429	Taxi, Parking, Other Transp	0.7	-	0.6	0.4	-	-	-	-	-	0.1	-	0.3	-	1.1	0.3	0.0	-	\$3.3
7500	Copying Supplies	-	-	-	3.8	0.1	5.3	1.4	2.6	3.6	3.7	4.7	3.5	6.0	6.3	0.4	1.1	-	\$42.5
7501	Custodial Supplies	15.0	-	-	16.3	-	25.1	4.0	3.5	20.3	14.8	3.0	8.6	10.0	6.0	-	-	-	\$126.6
7502	Data Process Supplies	-	-	-	-	-	-	-	-	-	-	-	-	-	1.9	-	-	-	\$1.9
7503	Educational Supplies	24.8	-	20.1	41.3	0.2	21.8	6.3	5.1	37.0	44.1	3.0	9.5	55.9	1.5	4.9	12.7	-	\$288.1
7504	Farm Supplies	-	-	-	-	-	30.8	-	-	0.5	-	-	-	-	-	-	-	-	\$31.3
7505	Forms Supplies	-	-	-	-	-	1.5	-	-	-	0.5	-	1.0	-	-	-	-	-	\$3.0
7506	Office Supplies	5.8	-	4.0	10.2	-	3.4	0.7	2.6	5.0	3.5	2.0	3.0	9.5	18.8	0.7	0.6	-	\$69.7
7507	Postage	2.3	-	0.5	6.0	-	2.6	7.0	0.5	0.4	0.9	0.3	1.3	2.5	33.5	0.3	0.1	-	\$58.2
7508	Repair Supplies	6.6	-	-	20.1	-	16.9	0.8	5.8	5.3	4.5	1.2	16.8	5.5	4.7	-	5.9	-	\$94.1
7509	Software Supplies	0.8	-	-	1.7	-	7.2	-	-	2.2	0.7	-	-	3.4	75.8	10.0	2,085.3	-	\$2,187.0
7599	Other Auth Supplies	7.0	-	0.2	3.7	-	0.2	-	-	-	0.6	-	0.1	-	13.3	-	17.2	-	\$42.3
7600	Equipment Rentals	17.4	-	1.3	28.0	-	12.8	2.8	3.2	11.8	-	-	4.9	10.5	7.9	-	-	-	\$100.4
7601	Real Estate Rental	-	-	181.4	5.1	-	-	-	-	-	-	-	2.5	-	-	-	-	-	\$189.0
7700	Awards Expense	0.3	-	-	-	-	0.6	-	-	-	-	-	-	-	0.9	0.2	4.5	-	\$6.5
7701	Bad Debt Expense	-	-	-	6.5	-	1.0	2.6	0.6	1.0	10.0	5.0	2.1	6.0	-	-	12.0	-	\$46.8
7702	Bank Charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	95.0	-	\$95.0
7703	Cash Over/Short	-	-	-	-	-	-	-	0.2	0.1	0.0	0.0	0.1	-	-	-	-	-	\$0.4
7704	Collection Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	6.0	-	\$6.0
7706	Dues & Subscriptions	7.6	0.3	5.5	9.2	-	15.8	0.5	-	6.5	10.5	0.3	0.3	8.5	51.5	14.3	18.6	-	\$149.1
7708	Grads & Guests	4.3	-	1.9	18.1	-	38.6	1.0	1.0	13.1	15.2	-	2.0	7.0	22.8	1.1	-	-	\$126.0
7709	Institution Mbrshps	1.1	-	0.7	3.1	-	6.9	0.8	1.2	5.8	1.2	-	1.6	0.1	25.8	13.7	43.7	-	\$105.8
7710	Interdepartmental Charges	(117.8)	-	(5.0)	(77.9)	-	(113.7)	(13.0)	-	-	-	-	-	-	-	-	-	-	(\$327.4)
7712	Library Books	5.1	-	-	13.1	-	14.4	-	-	-	-	-	-	-	-	25.8	-	-	\$58.5
7713	Media	0.5	-	-	6.8	-	2.7	-	-	-	-	-	-	-	-	23.0	-	-	\$33.0
7715	Treasurer's Fees	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	526.6	-	\$526.6
7718	Periodicals	-	-	-	5.3	-	2.0	-	-	-	-	-	-	-	0.7	102.0	-	-	\$109.9
7719	Fees Expense	-	-	-	-	-	4.3	-	-	-	-	-	-	-	-	-	1.1	-	\$5.5
7720	Student Assistance	12.4	-	0.1	-	-	0.9	-	-	-	-	-	-	11.1	-	2.0	-	-	\$26.5
7721	Student Aid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	550.0	-	\$550.0
7725	Licenses,Permits,Fees	2.0	-	-	0.8	-	1.4	-	-	5.0	7.9	-	0.9	0.5	-	0.5	-	-	\$18.9
7784	Equipment Non-Capital	10.6	-	15.0	13.2	-	19.6	6.1	3.4	4.3	0.3	-	16.5	17.0	36.8	-	-	-	\$142.7
7791	Debt Retirement	16.2	-	-	6.0	-	16.4	3.6	-	-	-	-	3.6	-	-	-	-	-	\$45.8
7799	Contingency	70.0	78.4	209.2	5.6	39.5	40.0	-	-	-	88.7	-	2.5	5.6	18.8	1.2	573.0	-	\$1,132.5
7800	Professional Dev - In-Office	-	-	-	10.3	-	22.0	-	-	2.8	25.0	-	5.9	-	16.6	5.2	30.5	-	\$118.3
7801	Professional Dev - In-State	-	-	-	2.1	-	-	-	-	4.0	1.0	-	-	-	21.2	9.9	0.5	-	\$38.8
7802	Professional Dev - Out-of-St	-	-	-	0.5	-	0.8	-	-	-	0.8	-	-	5.0	77.5	17.9	22.7	-	\$125.0
7803	Staff Recruitment	-	-	-	0.3	-	0.9	-	-	-	0.5	-	-	-	4.5	-	148.4	-	\$154.5
7830	Professional Dev - Travel Costs	10.0	-	6.0	10.7	-	0.9	-	-	7.3	0.9	-	23.2	7.0	112.5	17.7	34.2	-	\$230.4
8310	Transfers to/from Other Fd	-	-	92.0	(159.1)	-	(1.0)	-	-	(20.5)	-	-	-	-	(35.7)	-	(157.2)	-	(\$281.5)
	<b>Total Current Year Exp.</b>	<b>\$4,449.6</b>	<b>\$79.9</b>	<b>\$1,998.9</b>	<b>\$7,841.5</b>	<b>\$41.6</b>	<b>\$7,869.3</b>	<b>\$1,780.3</b>	<b>\$444.9</b>	<b>\$5,590.5</b>	<b>\$4,293.5</b>	<b>\$1,246.1</b>	<b>\$2,635.0</b>	<b>\$3,355.4</b>	<b>\$12,011.2</b>	<b>\$9,371.2</b>	<b>\$10,457.4</b>	<b>\$276.5</b>	<b>\$73,742.9</b>

## Schedule of Lease/Purchase Agreements for 2022-23

Start Date	Name	Location	Term	Monthly	Total	Balance on 06/30/22	2022-23	Balance on 06/30/23	Buyout option
12/18/2017	2 Canon Copiers	AS	60	\$347	\$20,825	\$2,082	\$2,082	\$0	FMV
2/1/2018	Canon Copier	SV	60	\$255	\$15,300	\$1,785	\$1,785	\$0	FMV
7/1/2019	2 Xerox Copiers	SB	48	\$959	\$46,032	\$11,508	\$11,508	\$0	\$1
7/1/2019	5 Savin Copiers	SB	48	\$1,012	\$48,576	\$12,144	\$12,144	\$0	\$1
12/3/2019	Postage Meter	SB	48	\$180	\$8,663	\$5,414	\$2,166	\$3,248	\$1
2/20/2020	Konica Minolta Copier	LV	48	\$99	\$4,752	\$2,079	\$1,188	\$891	FMV
7/2/2020	2 Xerox Copiers	VE	48	\$978	\$46,929	\$27,375	\$11,732	\$15,643	FMV
7/15/2020	Postage Meter	SV	60	\$55	\$3,271	\$2,017	\$654	\$1,363	\$1
10/29/2020	Xerox Copier	SL	48	\$45	\$2,174	\$1,268	\$544	\$724	FMV



# **CAPITAL, PLANT & DEBT SERVICE FUNDS**



**COLORADO**  
MOUNTAIN COLLEGE

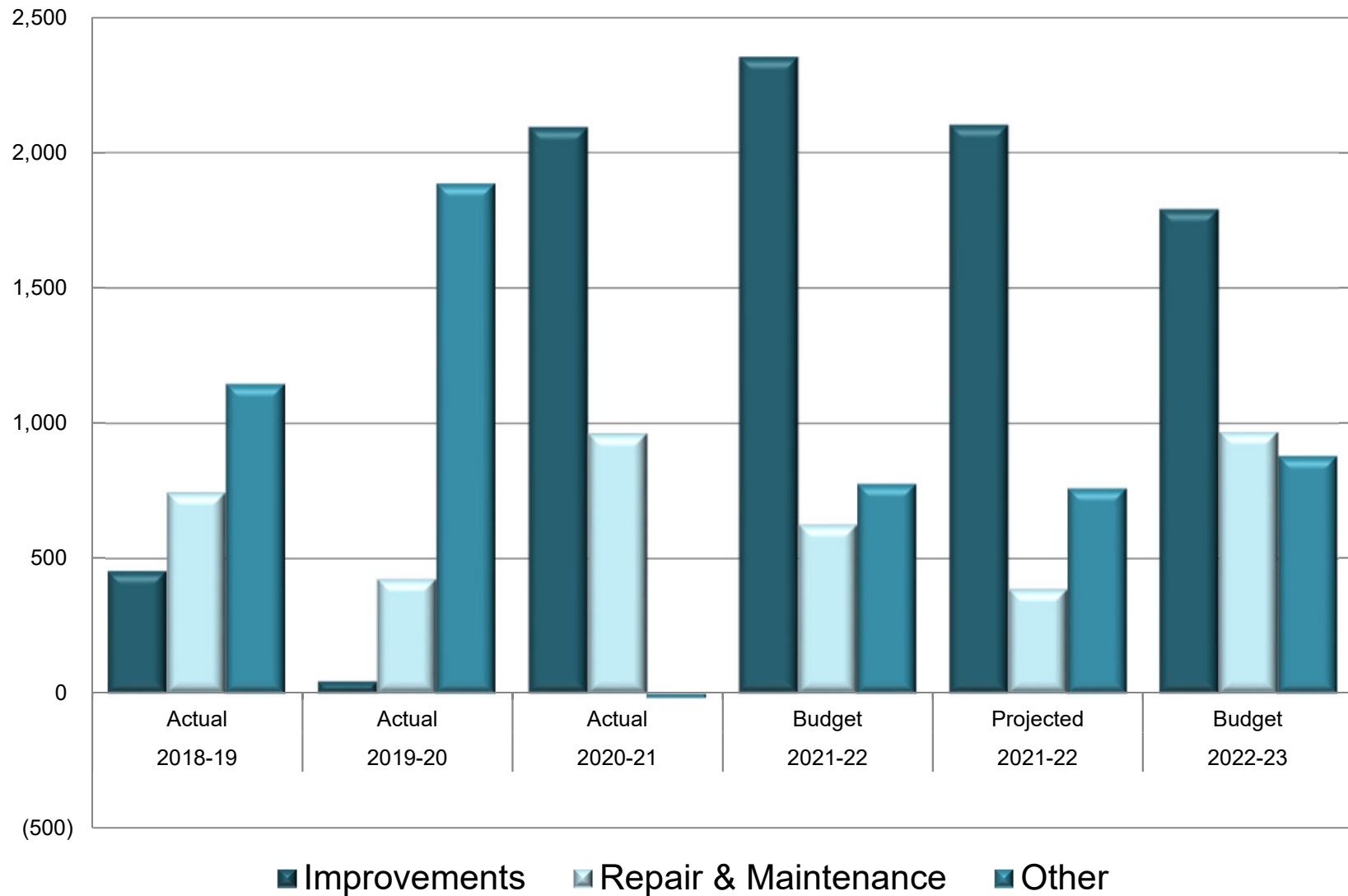
**Facilities Fund**  
**Summary of Revenues & Expenses**  
(In Thousands)

	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Budget
<b>Revenues &amp; Transfers In:</b>						
Tax Transfers	2,666.2	4,185.3	2,777.2	3,625.7	3,625.7	3,106.7
Interest Earned	326.4	147.4	23.2	15.0	5.4	15.0
802 Grand Property Management	331.6	334.4	518.5	16.4	16.4	16.9
Restricted Donations	18.9	351.7	188.7	100.0	2,029.2	500.0
<b>Total Current Year Revenues</b>	<b>3,343.1</b>	<b>5,018.9</b>	<b>3,507.6</b>	<b>3,757.1</b>	<b>5,676.8</b>	<b>3,638.6</b>
Transfer In Bond Proceeds *	10,410.0	14,558.0	0.0	10,000.0	1,500.0	30,000.0
<b>Total Revenues &amp; Transfers In</b>	<b>\$13,753.1</b>	<b>\$19,576.9</b>	<b>\$3,507.6</b>	<b>\$13,757.1</b>	<b>\$7,176.8</b>	<b>\$33,638.6</b>
Constant Dollar Amount	\$5,250.1	\$7,332.2	\$1,288.6	\$5,053.9	\$2,546.4	\$11,531.5
<b>Expenses:</b>						
Salaries & Wages	313.7	340.9	228.1	236.5	298.6	392.6
Consulting & Other Services	452.3	829.4	1,263.1	506.1	447.2	459.1
Other Improvements	366.6	712.0	(1,498.6)	34.0	13.6	27.1
Repair & Maintenance	743.8	424.5	960.6	626.4	388.0	967.4
Infrastructure Improvements	223.9	581.3	73.2	65.7	0.0	0.0
Building Improvements	2,296.0	9,495.0	1,938.9	659.7	1,972.6	1,079.3
Building Construction & Facilities Master Plan	8,344.7	4,526.7	82.2	11,628.8	1,630.9	30,713.1
Contingency	12.3	3.2	(7.5)	0.0	0.0	0.0
<b>Total Current Year Expenses</b>	<b>\$12,753.3</b>	<b>\$16,913.0</b>	<b>\$3,040.1</b>	<b>\$13,757.1</b>	<b>\$4,751.0</b>	<b>\$33,638.6</b>
Reserve Transfers from Other Funds	(12,035.5)	(3,188.8)	(3,796.2)	0.0	(5,703.6)	0.0
Reserve Expenditures	9,643.4	14,619.6	1,488.5	575.0	146.3	575.0 **
<b>Total Facilities Fund, Transfers, and Reserve Expenses</b>	<b>\$10,361.1</b>	<b>\$28,343.8</b>	<b>\$732.4</b>	<b>\$14,332.1</b>	<b>(\$806.3)</b>	<b>\$34,213.6</b>
(Includes previously committed Reserves)						
Constant Dollar Amount	\$3,955.3	\$10,615.7	\$269.0	\$4,913.1	(\$286.1)	\$11,728.7
<b>Total Current Change in Net Assets</b>	<b>\$999.8</b>	<b>\$2,663.9</b>	<b>\$467.6</b>	<b>\$0.0</b>	<b>\$2,425.8</b>	<b>\$0.0</b>
<b>Total Change in Net Assets</b>	<b>\$3,392.0</b>	<b>(\$8,766.9)</b>	<b>\$2,775.3</b>	<b>(\$575.0)</b>	<b>\$7,983.1</b>	<b>(\$575.0)</b>
	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Budget
<b>Reserve Expenditures **</b>						
Morridge Commons/8th and Grand	37.9	12.0	(342.3)	25.0	10.0	25.0
Minor Maintenance Rollover Reserves	789.7	266.0	160.1	150.0	145.7	150.0
Minor Maintenance Revolving Fund	24.7	59.3	176.5	0.0	(160.4)	0.0
Emergency Reserve	199.5	52.4	136.0	250.0	151.0	250.0
Facilities Master Plan IV Reserve	8,591.5	14,229.9	1,358.2	0.0	0.0	0.0
Cell/Fiber Service Spring Valley	0.0	0.0	0.0	150.0	0.0	150.0
<b>Total Reserve Expenditures</b>	<b>\$9,643.4</b>	<b>\$14,619.6</b>	<b>\$1,488.5</b>	<b>\$575.0</b>	<b>\$146.3</b>	<b>\$575.0</b>

\* A portion of bond proceeds was used for Building Construction expenses

\*\* Budget will be revised June '22 and '23 to reflect additional board-approved reserve expenditures

## Facilities Fund Expenses (Net of Bond Proceeds) (In Thousands)



**Colorado Mountain College**  
**Facilities Fund**  
**Minor Maintenance Projects by Location - FY2022-23 Budget**  
(In Thousands)

**LEADVILLE:**

Climax Entry Redesign	Bldg Repair & Maint	15.0
Gender Neutral Restroom	Bldg Improvements	50.0
Parking Lot Paving	Grounds R & M	150.0
New Discovery BAS Graphics	Bldg Repair & Maint	74.2
<b>SUBTOTAL:</b>		<b>\$289.2</b>

**STEAMBOAT SPRINGS:**

Ski Lab Remodel	Bldg Improvements	280.0
Science Lab Remodel	Bldg Repair & Maint	12.5
Concrete Repair	Grounds R & M	28.0
Academic Bldg Heat Tape	Bldg Repair & Maint	50.5
Anderson HVAC Controls	Bldg Repair & Maint	40.0
Bristol Remodel Phase 1	Bldg Improvements	100.0
<b>SUBTOTAL:</b>		<b>\$511.0</b>

**SPRING VALLEY:**

Water Tank Repairs	Grounds R & M	51.2
Calaway RTU	Bldg Improvements	209.0
Parking Lot Repairs	Grounds R & M	23.9
Parking Lot Striping	Grounds R & M	15.0
Vet Tech Fencing	Grounds R & M	20.0
Weed Mitigation	Grounds R & M	8.0
Parking Lot LED Replacements	Grounds R & M	20.0
Calaway Blinds	Bldg Repair & Maint	5.0
Greenhouse Irrigation	Grounds R & M	15.0
Fieldhouse Shade Structure	Grounds R & M	25.0
Soccer Field Improvements	Grounds R & M	3.0
Irrigation Improvements	Grounds R & M	2.5
Calaway Elevator Modernization	Bldg Improvements	155.6
<b>SUBTOTAL:</b>		<b>\$553.1</b>

**GLENWOOD CENTER:**

Glenwood Center RTU	Bldg Improvements	55.0
Descale Sewer Lines	Bldg Repair & Maint	29.1
Landscape Improvements	Grounds R & M	3.0
<b>SUBTOTAL:</b>		<b>\$87.1</b>

**EDWARDS:**

Concrete Repair	Grounds R & M	10.0
Roof Maintenance	Bldg Repair & Maint	21.0
Wall Repair & Maintenance	Bldg Repair & Maint	10.0
Flooring	Bldg Repair & Maint	10.0
HVAC Upgrades	Bldg Repair & Maint	11.0
Pedestrian Street Lights	Grounds R & M	30.0
<b>SUBTOTAL:</b>		<b>\$92.0</b>

**SUMMIT CAMPUS:**

Culinary Duct Work	Bldg Repair & Maint	15.5
Restroom Urinals	Bldg Repair & Maint	5.0
Painting	Bldg Repair & Maint	10.0
Learning Commons Heat Exchangers	Bldg Repair & Maint	6.3
Roof Fall Protection	Bldg Repair & Maint	20.9
Elevator Door Operator	Bldg Repair & Maint	30.0
Bottle Fill Station	Bldg Repair & Maint	3.5
Heating Pump	Bldg Repair & Maint	15.5
<b>SUBTOTAL:</b>		<b>\$106.8</b>

**Colorado Mountain College**  
**Facilities Fund**  
**Minor Maintenance Projects by Location - FY2022-23 Budget**  
(In Thousands)

**ASPEN/CARBONDALE:**

Ceramic Storage Shelving	Bldg Repair & Maint	9.7
Main Lobby Flooring	Bldg Repair & Maint	28.5
Hot Water Pumps	Bldg Repair & Maint	21.4
201 Classroom Cabinets	Bldg Repair & Maint	18.8
New Chiller	Bldg Improvements	68.0
<b>SUBTOTAL:</b>		<b>\$146.3</b>

**RIFLE:**

Heat Circulation Pumps	Bldg Repair & Maint	9.2
Flooring	Bldg Repair & Maint	5.0
Roof Replacement	Bldg Improvements	96.7
Painting	Bldg Repair & Maint	10.4
<b>SUBTOTAL:</b>		<b>\$121.3</b>

**CENTRAL SERVICES:**

2nd Floor Office Changes	Bldg Repair & Maint	30.0
Fan Coil Units	Bldg Repair & Maint	25.0
LED Upgrades	Bldg Repair & Maint	20.0
Elevator Upgrade	Bldg Improvements	65.0
<b>SUBTOTAL:</b>		<b>\$140.0</b>

**COLLEGE WIDE:**

HVAC PM/Service Contract	Other Services	279.4
HVAC Controls (ATS) Service Agreement	Other Services	15.0
HVAC (E-Logic) Service Agreement	Other Services	15.0
College-Wide Elevator Contract	Other Services	40.6
Energy Mgmt (Navigtr, GCE, Data, Coaching, Events2HVAC)	Other Services	84.0
As-Needed Design Services	Consulting Services	25.0
<b>SUBTOTAL:</b>		<b>\$459.1</b>

**COLLEGE WIDE IN HOUSE CREW & HVAC CONTRACT:**

In House Crew-FT Staff Exempt	FT Staff Exempt	266.6
In House Crew-FT Fringe	FT Fringe	126.0
In House Crew-Mileage MotorPool	Mileage - Motor Pool	15.0
In House Crew-Other Authorized Supplies	Other Authorized Supplies	8.0
In House Crew-Other Authorized Charges	Other Authorized Charges	4.1
<b>SUBTOTAL:</b>		<b>\$419.7</b>

**MINOR MAINTENANCE PROJECT TOTALS**

**\$2,925.5**

**Major Capital Projects - FY2022-23 Budget**

(In Thousands)

Collegewide Major Projects	Buildings	713.1
Housing Project - Design & Construction Year 1	Buildings	30,000.0
<b>MAJOR CAPITAL PROJECT TOTALS</b>		<b>30,713.1</b>

**MINOR MAINTENANCE & MAJOR CAPITAL PROJECTS COMBINED TOTAL**

**33,638.6**

**Total Facilities Fund, Transfers, and Reserve Expenses**

**33,638.6**

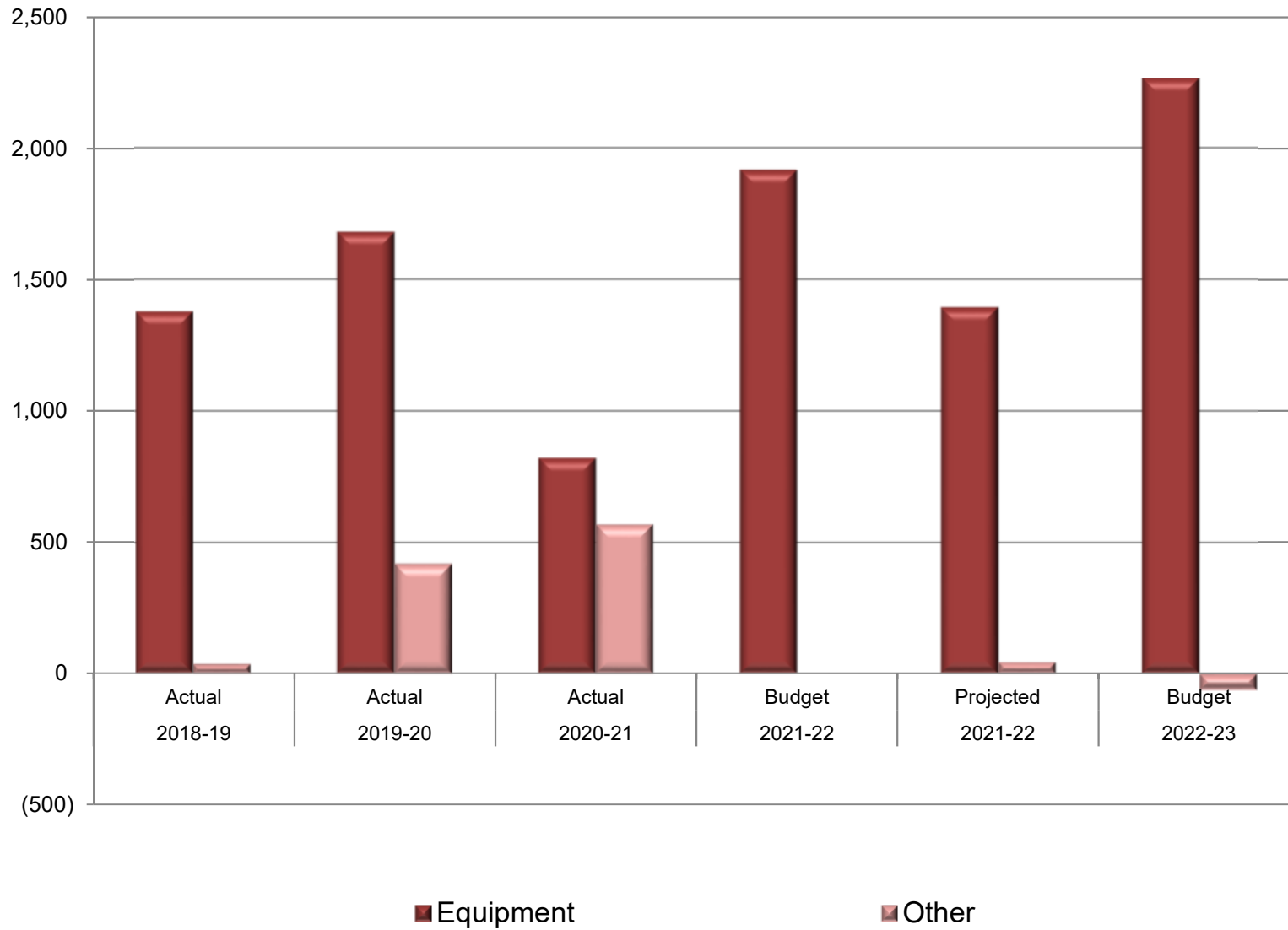
**Capital Equipment Fund**  
**Summary of Revenues & Expenses**  
(In Thousands)

	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Budget
<b>Revenues &amp; Transfers In:</b>						
Tax Transfers	1,649.0	2,343.7	2,187.4	1,909.9	1,909.9	2,198.7
Interest Earned	37.6	20.5	4.9	5.0	1.1	5.0
<b>Total Current Year Revenues</b>	<b>1,686.6</b>	<b>2,364.2</b>	<b>2,192.2</b>	<b>1,914.9</b>	<b>1,911.0</b>	<b>2,203.7</b>
<b>Total Revenues &amp; Transfers In</b>	<b>\$1,686.6</b>	<b>\$2,364.2</b>	<b>\$2,192.2</b>	<b>\$1,914.9</b>	<b>\$1,911.0</b>	<b>\$2,203.7</b>
Constant Dollar Amount	\$643.8	\$885.5	\$805.4	\$703.5	\$678.0	\$755.4
<b>Expenses:</b>						
Vehicles	162.1	0.0	0.0	0.0	43.7	42.0
Instructional Equipment	326.9	349.4	117.6	287.7	186.7	399.9
Maintenance Equipment	44.9	25.5	33.4	56.3	45.5	16.6
Classroom and Security Equipment	533.1	562.3	356.4	807.0	433.8	1,165.0
Computer Equipment	472.7	742.1	312.9	763.9	727.0	684.2
Other	(125.4)	418.3	567.3	0.0	0.0	(104.0)
<b>Total Current Year Expenses</b>	<b>\$1,414.2</b>	<b>\$2,097.6</b>	<b>\$1,387.6</b>	<b>\$1,914.9</b>	<b>\$1,436.7</b>	<b>\$2,203.7</b>
Reserve Transfers from Other Funds	0.0	(1,023.9)	0.0	0.0	0.0	0.0
Reserve Expenditures	1,026.7	1,348.2	(84.5)	625.0	657.7	350.0
<b>Total Capital Equipment Fund, Transfers, and Reserve Expenses</b>	<b>\$2,441.0</b>	<b>\$2,421.9</b>	<b>\$1,303.1</b>	<b>\$2,539.9</b>	<b>\$2,094.4</b>	<b>\$2,553.7</b>
(Includes previously committed Reserves)						
Constant Dollar Amount	\$931.8	\$907.1	\$478.7	\$933.1	\$743.1	\$875.4
<b>Total Current Change in Net Assets</b>	<b>\$272.4</b>	<b>\$266.6</b>	<b>\$804.7</b>	<b>\$0.0</b>	<b>\$474.3</b>	<b>\$0.0</b>
<b>Total Change in Net Assets</b>	<b>(\$754.4)</b>	<b>(\$57.7)</b>	<b>\$889.2</b>	<b>(\$625.0)</b>	<b>(\$183.4)</b>	<b>(\$350.0)</b>

	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Budget
<b>Reserve Expenditures *</b>						
Prior Year Budget Reinvestment	354.2	11.1	40.0	75.0	25.0	50.0
IT Equipment Reserve	0.0	28.6	0.0	0.0	0.0	0.0
Ellucian/IT Master Plan Reserve	360.3	572.2	423.0	200.0	500.0	200.0
Motor Pool Reserve	(78.8)	24.6	(62.4)	0.0	(47.3)	0.0
High Demand Program Expansion Reserve	0.0	13.8	0.0	100.0	0.0	50.0
Instructional Equipment Reserve	0.0	158.7	(167.6)	50.0	85.0	50.0
Security Master Plan Reserve	391.0	(48.1)	241.8	200.0	80.0	0.0
Capital Equipment Revolving Fund	0.0	587.3	(559.2)	0.0	15.0	0.0
<b>Total Reserve Expenditures</b>	<b>\$1,026.7</b>	<b>\$1,348.2</b>	<b>(\$84.5)</b>	<b>\$625.0</b>	<b>\$657.7</b>	<b>\$350.0</b>

\* Budget will be revised June '22 and '23 to reflect board-approved reserve expenditures

## Capital Equipment Expenses (In Thousands)



**Colorado Mountain College**  
**Capital Equipment Fund by Location - FY2022-23 Budget**  
(In Thousands)

<b>LEADVILLE:</b>	
Instructional Equipment	37.5
<b>SUBTOTAL:</b>	<b>\$37.5</b>
<b>Salida:</b>	
Instructional Equipment	104.0
Transfer in from Salida General Fund	-104.0
<b>SUBTOTAL:</b>	<b>\$0.0</b>
<b>STEAMBOAT:</b>	
Instructional Equipment	22.8
ITC Equipment	23.1
<b>SUBTOTAL:</b>	<b>\$45.9</b>
<b>SPRING VALLEY/GLENWOOD CENTER:</b>	
Furniture	41.0
Instructional Equipment	63.4
ITC Equipment Non-Capital	15.1
ITC Equipment	35.7
Maintenance Equipment	16.6
<b>SUBTOTAL:</b>	<b>\$171.7</b>
<b>EDWARDS:</b>	
Furniture	10.0
Instructional Equipment	36.1
<b>SUBTOTAL:</b>	<b>\$46.1</b>
<b>SUMMIT:</b>	
Instructional Equipment - Breckenridge	50.9
Furniture - Dillon	50.0
<b>SUBTOTAL:</b>	<b>\$100.9</b>
<b>ASPEN/CARBONDALE:</b>	
Furniture - Aspen	27.3
Instructional Equipment - Aspen	20.0
<b>SUBTOTAL:</b>	<b>\$47.3</b>
<b>RIFLE:</b>	
Instructional Equipment	58.0
ITC Equipment	37.3
<b>SUBTOTAL:</b>	<b>\$95.3</b>
<b>CENTRAL SERVICES:</b>	
Vehicles	42.0
<b>SUBTOTAL:</b>	<b>\$42.0</b>
<b>COLLEGEWIDE INSTRUCTION:</b>	
ITC Software	25.9
<b>SUBTOTAL:</b>	<b>\$25.9</b>
<b>COLLEGE WIDE:</b>	
Computer Replacement Cycle	477.0
ITC Equipment	893.8
ITC Equipment Non-Capital	35.2
ITC Software	10.0
Access Control	175.0
<b>SUBTOTAL:</b>	<b>\$1,591.0</b>
<b>TOTAL CAPITAL EQUIPMENT</b>	<b>\$2,203.7</b>



**Plant Fund**  
**Summary of Revenues & Expenses**  
(In Thousands)

	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Budget
<b>Revenues:</b>						
<b>Total Revenues</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>
Constant Dollar Amount	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
<b>Expenses:</b>						
Capital Asset Offset	(27,751.0)	(18,083.6)	(6,804.4)	(13,250.0)	(4,015.4)	(32,000.0)
Depreciation & Other Expenses	4,080.0	4,373.6	5,195.2	5,200.0	5,286.8	5,200.0
<b>Total Current Year Expenses</b>	<b>(\$23,670.9)</b>	<b>(\$13,710.0)</b>	<b>(\$1,609.3)</b>	<b>(\$8,050.0)</b>	<b>\$1,271.4</b>	<b>(\$26,800.0)</b>
Constant Dollar Amount	(\$9,036.2)	(\$5,134.8)	(\$591.2)	(\$2,957.3)	\$451.1	(\$9,187.2)
<b>Total Change in Net Assets</b>	<b>\$23,670.9</b>	<b>\$13,710.0</b>	<b>\$1,609.3</b>	<b>\$8,050.0</b>	<b>(\$1,271.4)</b>	<b>\$26,800.0</b>

**Debt Service Funds**  
**Summary of Revenues & Expenses**  
(In Thousands)

	2019-20 Actual	2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Budget
<b>Revenues:</b>						
Interest Earned	1,031.5	802.2	705.7	950.0	800.0	830.0
Market Adjustment*	412.8	466.3	(669.2)	0.0	(1,300.0)	0.0
<b>Total Revenues</b>	<b>\$1,444.3</b>	<b>\$1,268.5</b>	<b>\$36.5</b>	<b>\$950.0</b>	<b>(\$500.0)</b>	<b>\$830.0</b>
Constant Dollar Amount	\$551.3	\$475.1	\$13.4	\$349.0	(\$177.4)	\$284.5
<b>Expenses:</b>						
Other Services	3.1	2.9	2.8	7.5	7.5	7.5
Interest Expense	526.8	1,000.2	1,095.0	2,393.5	2,364.7	2,350.1
Other Authorized Charges	15.7	15.7	296.1	39.0	39.0	39.0
Buildings	5,798.2	0.0	0.0	0.0	0.0	0.0
Bond Proceed Transfers to Facilities Fund	10,410.0	0.0	0.0	10,000.0	1,500.0	30,000.0
<b>Total Current Year Expenses</b>	<b>\$16,753.6</b>	<b>\$1,018.8</b>	<b>\$1,393.9</b>	<b>\$12,440.0</b>	<b>\$3,911.2</b>	<b>\$32,396.6</b>
Constant Dollar Amount	\$6,395.5	\$381.6	\$512.1	\$4,570.1	\$1,387.7	\$11,105.8
<b>Total Change in Net Assets</b>	<b>(\$15,309.3)</b>	<b>\$249.7</b>	<b>(\$1,357.4)</b>	<b>(\$11,490.0)</b>	<b>(\$4,411.2)</b>	<b>(\$31,566.6)</b>

\* FHLB Bonds required to be marked-to-market.

Note: The 2022-23 Certificates of Participation Base Rentals Schedule is below:

	Principal Component	Interest Component	Total Base Rentals
Certificates of Participation, Series 2017	515,000	984,956	1,499,956
Certificates of Participation, Series 2021	540,000	1,365,100	1,905,100
	<b>\$1,055,000</b>	<b>\$2,350,056</b>	<b>\$3,405,056</b>

# AUXILIARY FUNDS



**COLORADO**  
MOUNTAIN COLLEGE

**Other Auxiliary Funds**  
**Summary of Revenues & Expenses**  
(In Thousands)

	<b>2018-19 Actual</b>	<b>2019-20 Actual</b>	<b>2020-21 Actual</b>	<b>2021-22 Budget</b>	<b>2021-22 Projected</b>	<b>2022-23 Budget</b>
<b>REVENUES</b>						
Instructional Fees	1,491.4	1,066.4	756.8	1,549.8	1,151.4	1,511.5
Other Fees *	1,630.2	1,894.4	1,873.6	1,780.6	1,682.6	1,597.4
Grants & Donations	123.9	101.3	88.2	79.8	103.9	44.0
Sales	3,045.4	2,741.8	1,866.6	3,301.1	2,758.2	3,466.7
Interdepartmental Sales	56.2	47.7	45.8	23.8	97.5	30.9
Miscellaneous Revenue	455.8	321.8	218.7	415.1	323.8	316.9
<b>TOTAL REVENUES</b>	<b>\$6,802.9</b>	<b>\$6,173.4</b>	<b>\$4,849.8</b>	<b>\$7,150.2</b>	<b>\$6,117.4</b>	<b>\$6,967.4</b>
Constant Dollar Amount	\$2,597.0	\$2,312.2	\$1,781.6	\$2,626.8	\$2,170.5	\$2,388.5
<b>EXPENSES</b>						
Personnel	1,435.9	1,356.7	1,119.9	1,586.6	1,226.4	1,615.0
Advertising	35.2	30.0	12.0	35.1	31.9	47.3
Utilities	105.0	101.4	97.7	116.2	104.6	121.3
Professional Services	1,095.7	1,044.5	874.1	1,191.8	1,644.8	1,839.5
Repairs & Maintenance	38.0	63.0	67.4	65.1	50.6	73.9
Travel	79.0	52.0	30.8	51.9	31.5	45.5
Supplies	515.7	579.9	516.9	642.8	536.9	692.1
Rent/Lease *	1,640.1	1,846.0	1,667.2	1,717.3	1,612.0	1,570.2
Other	1,483.7	994.6	981.8	1,538.9	315.4	950.8
Professional Development	19.9	1.3	0.0	1.6	0.9	14.2
Resale Goods	124.4	107.2	84.5	85.9	88.5	95.2
Capital Equip. & Improvements	71.9	2.2	7.6	0.0	22.7	0.0
Fund Transfers	(29.3)	(439.8)	(976.3)	44.3	(6.4)	(98.1)
<b>TOTAL EXPENSES</b>	<b>\$6,615.2</b>	<b>\$5,739.0</b>	<b>\$4,483.6</b>	<b>\$7,077.4</b>	<b>\$5,659.8</b>	<b>\$6,966.8</b>
Constant Dollar Amount	\$2,525.3	\$2,149.4	\$1,647.1	\$2,600.0	\$2,008.1	\$2,388.3
<b>Total Change in Net Assets</b>	<b>\$187.8</b>	<b>\$434.4</b>	<b>\$366.1</b>	<b>\$72.8</b>	<b>\$457.6</b>	<b>\$0.6</b>

\* The Learning Materials Program, implemented Summer 2018, is shown in Other Fees and Rent/Leases

**Other Auxiliary Funds**  
**Revenues & Expenses by Location**  
(In Thousands)

	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Budget
<b>LEADVILLE</b>						
<b>REVENUES</b>						
Instructional Fees	99.8	108.0	119.3	166.3	160.5	144.6
Other Fees	62.9	82.1	71.0	85.0	59.5	85.0
Grants & Donations	14.4	12.3	17.5	11.7	15.6	0.9
Sales	426.0	415.1	329.1	668.2	625.0	722.6
Miscellaneous Revenues	14.2	17.0	14.5	18.6	32.0	17.5
<b>TOTAL REVENUES</b>	<b>\$617.4</b>	<b>\$634.5</b>	<b>\$551.3</b>	<b>\$949.7</b>	<b>\$892.6</b>	<b>\$970.6</b>
<b>EXPENSES</b>						
Personnel	59.0	65.8	78.0	109.4	99.0	114.4
Advertising	0.1	2.9	0.4	0.0	0.0	0.0
Utilities	13.0	13.0	13.0	27.1	13.0	27.1
Professional Services	267.0	340.7	327.3	392.0	362.8	427.1
Repairs & Maintenance	0.0	0.0	2.6	1.7	7.9	0.4
Travel	3.5	8.8	12.5	4.8	11.8	1.8
Supplies	48.5	45.1	73.1	67.1	85.0	70.7
Rent/Lease	76.0	100.6	118.7	106.3	110.0	107.3
Other	75.3	49.6	97.0	185.8	100.0	164.2
Resale Goods	18.9	20.4	9.6	16.8	17.0	18.1
Fund Transfers	0.4	(62.3)	(203.0)	38.7	0.0	39.5
<b>TOTAL EXPENSES</b>	<b>\$561.7</b>	<b>\$584.6</b>	<b>\$529.1</b>	<b>\$949.7</b>	<b>\$806.5</b>	<b>\$970.6</b>
<b>LV CHANGE IN NET ASSETS</b>	<b>\$55.7</b>	<b>\$49.9</b>	<b>\$22.3</b>	<b>\$0.0</b>	<b>\$86.0</b>	<b>\$0.0</b>
<b>BUENA VISTA</b>						
<b>REVENUES</b>						
Instructional Fees	8.3	7.0	(0.1)	0.0	0.7	0.0
Other Fees	5.4	3.2	2.0	2.5	2.2	2.1
Sales	1.0	0.0	7.7	10.8	9.8	10.8
Miscellaneous Revenues	3.6	1.4	(0.4)	0.4	0.1	0.4
<b>TOTAL REVENUES</b>	<b>\$18.2</b>	<b>\$11.6</b>	<b>\$9.3</b>	<b>\$13.7</b>	<b>\$12.8</b>	<b>\$13.2</b>
<b>EXPENSES</b>						
Personnel	2.8	7.2	0.0	0.0	0.0	0.0
Travel	0.1	0.0	0.0	0.0	0.0	0.0
Supplies	2.8	1.9	0.0	0.0	0.0	0.0
Rent/Lease	6.2	2.9	1.8	2.5	0.0	1.8
Other	6.9	2.2	4.3	0.4	(2.1)	0.7
Fund Transfers	80.5	0.0	(2.2)	10.8	0.0	10.8
<b>TOTAL EXPENSES</b>	<b>\$99.2</b>	<b>\$14.3</b>	<b>\$4.0</b>	<b>\$13.7</b>	<b>(\$2.1)</b>	<b>\$13.2</b>
<b>BV CHANGE IN NET ASSETS</b>	<b>(\$81.0)</b>	<b>(\$2.7)</b>	<b>\$5.4</b>	<b>\$0.0</b>	<b>\$14.9</b>	<b>\$0.0</b>

**Other Auxiliary Funds**  
**Revenues & Expenses by Location**  
(In Thousands)

	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Budget
<b>SALIDA</b>						
<b>REVENUES</b>						
Instructional Fees	0.0	0.5	18.5	59.7	39.0	40.0
Other Fees	0.0	0.6	14.1	15.0	21.0	31.0
Sales	0.0	0.0	0.4	0.0	0.1	5.8
Miscellaneous Revenues	0.0	0.0	1.3	1.0	2.0	3.0
<b>TOTAL REVENUES</b>	<b>\$0.0</b>	<b>\$1.1</b>	<b>\$34.3</b>	<b>\$75.7</b>	<b>\$62.1</b>	<b>\$79.8</b>
<b>EXPENSES</b>						
Personnel	0.0	0.0	17.9	21.7	19.1	22.7
Advertising	0.0	0.0	2.0	1.4	0.0	1.4
Professional Services	0.0	0.0	0.3	0.0	0.0	0.0
Supplies	0.0	0.5	5.1	12.4	6.0	13.9
Rent/Lease	0.0	0.0	13.6	15.0	15.0	30.0
Other	0.0	0.0	1.5	25.3	3.0	6.8
Resale Goods	0.0	0.0	0.0	0.0	0.0	5.0
Fund Transfers	0.0	0.6	(0.2)	0.0	(2.9)	0.0
<b>TOTAL EXPENSES</b>	<b>\$0.0</b>	<b>\$1.1</b>	<b>\$40.3</b>	<b>\$75.7</b>	<b>\$40.2</b>	<b>\$79.8</b>
<b>SL CHANGE IN NET ASSETS</b>	<b>\$0.0</b>	<b>(\$0.0)</b>	<b>(\$5.9)</b>	<b>\$0.0</b>	<b>\$21.8</b>	<b>\$0.0</b>
<b>STEAMBOAT</b>						
<b>REVENUES</b>						
Instructional Fees	421.9	220.0	114.8	471.3	236.2	423.6
Other Fees	327.0	315.5	272.6	300.8	263.8	200.0
Grants & Donations	50.9	48.6	37.6	32.0	48.0	11.0
Sales	953.3	911.9	634.3	950.6	914.6	1,026.6
Miscellaneous Revenues	102.3	48.5	59.5	92.6	60.0	49.9
<b>TOTAL REVENUES</b>	<b>\$1,855.5</b>	<b>\$1,544.6</b>	<b>\$1,118.7</b>	<b>\$1,847.3</b>	<b>\$1,522.6</b>	<b>\$1,711.1</b>
<b>EXPENSES</b>						
Personnel	355.2	294.1	233.8	303.1	228.6	281.2
Advertising	12.6	8.8	4.3	9.3	16.2	14.4
Utilities	62.4	60.7	60.7	59.2	60.7	62.8
Professional Services	14.6	14.4	13.7	12.6	680.0	633.2
Repairs & Maintenance	2.2	11.5	2.0	6.0	3.7	0.0
Travel	39.7	23.9	9.3	28.0	2.7	20.0
Supplies	99.4	130.6	93.6	108.4	106.5	131.2
Rent/Lease	362.0	371.3	275.3	315.8	275.0	209.7
Other	875.7	650.2	628.4	905.8	71.6	305.9
Professional Development	0.3	0.0	0.0	0.0	0.0	1.0
Resale Goods	16.6	10.8	5.5	10.5	6.6	12.1
Capital Equip. & Improvements	12.4	0.0	0.6	0.0	22.7	0.0
Fund Transfers	(7.2)	(225.8)	(230.9)	88.7	(1.5)	39.5
<b>TOTAL EXPENSES</b>	<b>\$1,846.0</b>	<b>\$1,350.4</b>	<b>\$1,096.4</b>	<b>\$1,847.3</b>	<b>\$1,472.9</b>	<b>\$1,711.1</b>
<b>SB CHANGE IN NET ASSETS</b>	<b>\$9.5</b>	<b>\$194.2</b>	<b>\$22.3</b>	<b>\$0.0</b>	<b>\$49.7</b>	<b>\$0.0</b>

**Other Auxiliary Funds**  
**Revenues & Expenses by Location**  
(In Thousands)

	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Budget
<b>SPRING VALLEY</b>						
<b>REVENUES</b>						
Instructional Fees	176.1	158.1	134.3	167.0	164.8	193.1
Other Fees	215.9	302.0	231.4	319.0	235.2	268.0
Grants & Donations	21.0	7.4	19.8	19.8	19.2	20.7
Sales	1,344.2	1,099.0	612.8	1,268.1	880.7	1,280.5
Interdepartmental Sales	6.3	25.0	44.3	23.8	77.5	30.9
Miscellaneous Revenues	91.4	53.4	20.2	75.6	71.0	43.0
<b>TOTAL REVENUES</b>	<b>\$1,854.9</b>	<b>\$1,644.9</b>	<b>\$1,062.8</b>	<b>\$1,873.3</b>	<b>\$1,448.5</b>	<b>\$1,836.1</b>
<b>EXPENSES</b>						
Personnel	302.6	323.4	295.6	440.5	333.2	446.3
Advertising	9.6	6.3	2.2	6.6	8.5	12.4
Utilities	12.8	13.7	10.1	12.8	17.3	14.3
Professional Services	775.3	626.5	509.0	750.8	573.6	750.6
Repairs & Maintenance	22.1	28.7	46.2	38.3	20.0	61.1
Travel	15.0	5.6	0.8	5.0	2.8	9.0
Supplies	138.8	170.7	130.4	147.1	125.0	156.8
Rent/Lease	209.9	204.2	188.8	215.7	175.0	205.0
Other	123.2	114.9	77.3	164.5	66.4	213.8
Professional Development	17.8	0.1	0.0	1.3	0.0	6.0
Resale Goods	73.1	67.1	65.5	34.2	60.0	34.9
Capital Equip. & Improvements	59.5	2.2	6.9	0.0	0.0	0.0
Fund Transfers	136.7	(112.9)	(156.9)	(2.0)	0.0	(74.1)
<b>TOTAL EXPENSES</b>	<b>\$1,896.4</b>	<b>\$1,450.5</b>	<b>\$1,175.9</b>	<b>\$1,814.8</b>	<b>\$1,381.7</b>	<b>\$1,836.1</b>
<b>SV CHANGE IN NET ASSETS</b>	<b>(\$41.5)</b>	<b>\$194.3</b>	<b>(\$113.1)</b>	<b>\$58.6</b>	<b>\$66.7</b>	<b>\$0.0</b>
<b>GLENWOOD CENTER</b>						
<b>REVENUES</b>						
Instructional Fees	109.1	103.8	74.3	98.9	93.0	104.9
Other Fees	113.3	99.0	92.4	105.3	97.0	81.3
Grants & Donations	10.7	20.0	12.0	14.2	14.7	10.2
Sales	63.4	51.0	100.5	76.0	76.8	87.6
Miscellaneous Revenues	25.1	19.5	14.2	16.4	17.8	14.5
<b>TOTAL REVENUES</b>	<b>\$321.6</b>	<b>\$293.3</b>	<b>\$293.4</b>	<b>\$310.8</b>	<b>\$299.2</b>	<b>\$298.4</b>
<b>EXPENSES</b>						
Personnel	226.6	234.8	231.2	223.3	235.4	247.9
Advertising	0.3	0.4	0.1	0.5	1.1	0.5
Utilities	1.7	0.8	0.7	0.7	0.7	0.8
Professional Services	3.2	4.8	3.9	2.3	2.2	0.8
Repairs & Maintenance	0.0	0.0	0.0	0.0	0.0	1.0
Travel	0.2	0.2	0.0	0.0	0.0	0.2
Supplies	7.0	10.6	4.5	12.1	10.0	17.8
Rent/Lease	111.6	116.0	90.9	105.0	90.0	80.9
Other	14.2	10.3	10.5	13.5	12.6	26.9
Professional Development	0.1	0.5	0.0	0.3	0.0	7.2
Resale Goods	0.4	0.0	0.7	0.3	0.0	0.8
Fund Transfers	(148.9)	(68.6)	(259.3)	(63.0)	0.0	(86.4)
<b>TOTAL EXPENSES</b>	<b>\$216.4</b>	<b>\$309.8</b>	<b>\$83.2</b>	<b>\$295.0</b>	<b>\$352.0</b>	<b>\$298.4</b>
<b>GW CHANGE IN NET ASSETS</b>	<b>\$105.1</b>	<b>(\$16.4)</b>	<b>\$210.2</b>	<b>\$15.8</b>	<b>(\$52.7)</b>	<b>\$0.0</b>

**Other Auxiliary Funds**  
**Revenues & Expenses by Location**  
(In Thousands)

	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Budget
<b>CARBONDALE</b>						
<b>REVENUES</b>						
Instructional Fees	100.7	72.6	40.7	106.6	74.6	109.4
Other Fees	23.4	22.8	22.8	35.0	22.7	30.0
Grants & Donations	0.0	0.0	0.0	0.0	0.2	0.0
Sales	3.5	1.1	0.3	1.8	1.1	0.9
Miscellaneous Revenues	9.8	3.4	4.9	6.1	3.3	3.0
<b>TOTAL REVENUES</b>	<b>\$137.5</b>	<b>\$100.0</b>	<b>\$68.6</b>	<b>\$149.5</b>	<b>\$101.9</b>	<b>\$143.3</b>
<b>EXPENSES</b>						
Personnel	62.5	49.2	35.4	86.7	50.5	87.1
Advertising	1.2	0.0	1.2	5.0	2.2	6.0
Repairs & Maintenance	0.0	0.0	0.0	0.0	0.0	0.3
Travel	0.3	0.0	0.4	0.6	0.0	0.2
Supplies	5.0	3.9	4.3	10.1	6.2	9.3
Rent/Lease	21.4	23.9	25.1	35.8	25.0	30.5
Other	23.0	11.6	6.4	11.0	2.5	10.0
Resale Goods	0.0	0.0	0.0	0.3	0.0	0.0
Fund Transfers	5.8	(3.9)	(2.2)	0.0	0.0	0.0
<b>TOTAL EXPENSES</b>	<b>\$119.1</b>	<b>\$84.6</b>	<b>\$70.7</b>	<b>\$149.5</b>	<b>\$86.4</b>	<b>\$143.3</b>
<b>CB CHANGE IN NET ASSETS</b>	<b>\$18.3</b>	<b>\$15.4</b>	<b>(\$2.0)</b>	<b>\$0.0</b>	<b>\$15.5</b>	<b>\$0.0</b>
<b>EDWARDS</b>						
<b>REVENUES</b>						
Instructional Fees	270.6	148.3	80.5	141.3	135.7	111.4
Other Fees	174.2	172.3	128.8	162.9	134.3	140.0
Grants & Donations	25.5	12.1	0.6	0.0	5.4	0.0
Sales	65.2	58.3	57.4	67.0	56.8	63.7
Interdepartmental Sales	0.2	0.0	0.0	0.0	20.0	0.0
Miscellaneous Revenues	66.5	40.9	42.3	67.1	48.1	64.9
<b>TOTAL REVENUES</b>	<b>\$602.1</b>	<b>\$432.0</b>	<b>\$309.7</b>	<b>\$438.3</b>	<b>\$400.3</b>	<b>\$380.0</b>
<b>EXPENSES</b>						
Personnel	96.6	84.1	50.2	100.3	67.1	97.7
Advertising	0.0	1.0	0.4	0.0	1.5	0.0
Professional Services	3.7	11.0	0.9	0.0	0.8	0.0
Repairs & Maintenance	4.9	5.2	(0.5)	0.0	7.1	0.0
Travel	0.2	0.4	0.1	2.1	0.4	0.9
Supplies	77.7	67.3	40.8	73.3	64.7	74.3
Rent/Lease	161.2	167.4	136.2	162.9	135.0	140.0
Other	189.7	76.7	49.9	97.0	50.0	64.0
Resale Goods	4.6	3.4	1.6	4.1	0.5	2.5
Fund Transfers	(11.1)	12.2	(3.6)	0.0	(2.0)	0.0
<b>TOTAL EXPENSES</b>	<b>\$527.4</b>	<b>\$428.7</b>	<b>\$276.0</b>	<b>\$439.8</b>	<b>\$325.0</b>	<b>\$379.4</b>
<b>ED CHANGE IN NET ASSETS</b>	<b>\$74.7</b>	<b>\$3.4</b>	<b>\$33.8</b>	<b>(\$1.5)</b>	<b>\$75.3</b>	<b>\$0.6</b>

**Other Auxiliary Funds**  
**Revenues & Expenses by Location**  
(In Thousands)

	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Budget
<b>BRECKENRIDGE</b>						
<b>REVENUES</b>						
Instructional Fees	126.9	103.4	92.0	162.1	117.3	190.5
Other Fees	104.2	84.3	101.4	100.0	107.7	100.0
Grants & Donations	1.3	0.6	0.3	1.2	0.8	0.3
Sales	28.5	23.5	7.5	40.2	34.9	45.6
Miscellaneous Revenues	64.3	55.2	17.4	54.0	46.5	44.6
<b>TOTAL REVENUES</b>	<b>\$325.3</b>	<b>\$267.0</b>	<b>\$218.7</b>	<b>\$357.6</b>	<b>\$307.2</b>	<b>\$380.9</b>
<b>EXPENSES</b>						
Personnel	66.3	64.0	31.3	69.5	39.4	46.0
Advertising	9.9	8.8	0.4	9.1	2.3	9.4
Professional Services	5.1	4.3	0.3	6.9	4.0	5.7
Repairs & Maintenance	0.0	0.0	2.4	2.0	0.0	2.6
Travel	4.8	3.8	1.7	6.4	4.3	8.3
Supplies	64.7	73.3	85.6	85.7	65.0	100.4
Rent/Lease	96.3	81.9	108.6	103.0	92.0	105.0
Other	44.0	40.9	38.9	67.4	40.0	91.9
Resale Goods	3.9	1.5	0.5	9.2	4.1	11.6
Fund Transfers	(47.0)	(10.2)	(42.3)	(1.5)	0.0	0.0
<b>TOTAL EXPENSES</b>	<b>\$248.0</b>	<b>\$268.3</b>	<b>\$227.5</b>	<b>\$357.6</b>	<b>\$251.0</b>	<b>\$380.9</b>
<b>BK CHANGE IN NET ASSETS</b>	<b>\$77.3</b>	<b>(\$1.2)</b>	<b>(\$8.8)</b>	<b>\$0.0</b>	<b>\$56.1</b>	<b>\$0.0</b>
<b>DILLON</b>						
<b>REVENUES</b>						
Instructional Fees	8.1	11.0	5.2	9.0	5.0	8.5
Other Fees	47.5	38.9	63.9	60.0	51.0	60.0
Sales	2.0	1.0	0.4	2.5	0.2	3.0
Miscellaneous Revenues	8.9	6.5	5.5	10.9	6.2	6.0
<b>TOTAL REVENUES</b>	<b>\$66.6</b>	<b>\$57.4</b>	<b>\$74.9</b>	<b>\$82.4</b>	<b>\$62.4</b>	<b>\$77.6</b>
<b>EXPENSES</b>						
Supplies	1.7	5.5	3.0	11.9	0.0	11.1
Rent/Lease	45.6	38.1	64.3	60.0	45.0	60.0
Other	10.4	9.1	10.1	10.5	8.0	6.5
Fund Transfers	45.1	3.7	3.1	0.0	0.0	0.0
<b>TOTAL EXPENSES</b>	<b>\$102.8</b>	<b>\$56.4</b>	<b>\$80.5</b>	<b>\$82.4</b>	<b>\$53.0</b>	<b>\$77.6</b>
<b>DL CHANGE IN NET ASSETS</b>	<b>(\$36.2)</b>	<b>\$1.0</b>	<b>(\$5.6)</b>	<b>\$0.0</b>	<b>\$9.4</b>	<b>\$0.0</b>



**Other Auxiliary Funds**  
**Revenues & Expenses by Location**  
(In Thousands)

	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Budget
<b>ASPEN</b>						
<b>REVENUES</b>						
Instructional Fees	62.6	60.3	32.8	66.1	60.1	91.5
Other Fees	24.0	19.9	25.9	30.1	21.9	25.1
Grants & Donations	0.1	0.2	0.4	1.0	0.0	1.0
Sales	20.1	17.9	13.6	20.4	22.7	15.3
Miscellaneous Revenues	16.5	6.0	13.0	6.1	11.0	11.2
<b>TOTAL REVENUES</b>	<b>\$123.3</b>	<b>\$104.3</b>	<b>\$85.6</b>	<b>\$123.7</b>	<b>\$115.7</b>	<b>\$144.1</b>
<b>EXPENSES</b>						
Personnel	57.9	60.4	47.9	48.7	47.8	65.9
Advertising	0.6	0.4	0.8	2.5	0.1	2.5
Professional Services	6.1	8.3	0.0	5.0	0.0	3.0
Repairs & Maintenance	0.8	1.3	0.0	0.0	0.0	0.0
Travel	1.7	0.8	0.0	1.1	0.5	1.1
Supplies	16.9	24.6	16.2	27.8	25.0	33.0
Rent/Lease	25.0	16.7	26.6	30.0	25.0	25.0
Other	27.2	11.0	11.0	8.2	7.3	13.3
Resale Goods	1.8	0.3	0.1	0.5	0.0	0.3
Fund Transfers	(8.5)	(4.5)	(16.0)	0.0	0.0	0.0
<b>TOTAL EXPENSES</b>	<b>\$129.5</b>	<b>\$119.3</b>	<b>\$86.6</b>	<b>\$123.7</b>	<b>\$105.7</b>	<b>\$144.1</b>
<b>AS CHANGE IN NET ASSETS</b>	<b>(\$6.2)</b>	<b>(\$15.1)</b>	<b>(\$1.0)</b>	<b>\$0.0</b>	<b>\$10.0</b>	<b>\$0.0</b>
<b>RIFLE</b>						
<b>REVENUES</b>						
Instructional Fees	97.4	71.4	37.3	101.5	54.4	94.0
Other Fees	105.1	88.2	76.2	125.0	75.6	100.0
Sales	75.7	107.6	30.1	106.5	58.5	112.2
Miscellaneous Revenues	32.0	21.5	17.4	22.3	15.8	11.6
<b>TOTAL REVENUES</b>	<b>\$310.2</b>	<b>\$288.7</b>	<b>\$161.0</b>	<b>\$355.3</b>	<b>\$204.3</b>	<b>\$317.8</b>
<b>EXPENSES</b>						
Personnel	148.9	125.5	73.7	118.9	56.0	138.4
Advertising	0.3	0.1	0.2	0.0	0.0	0.0
Professional Services	3.9	16.6	3.5	3.5	0.5	0.0
Repairs & Maintenance	0.0	7.5	(0.2)	8.5	0.0	0.0
Travel	0.8	0.0	0.3	0.0	0.8	0.0
Supplies	46.8	40.3	36.3	82.7	39.7	69.4
Rent/Lease	115.3	82.2	97.0	125.3	75.0	100.0
Other	33.7	20.7	24.9	16.4	15.0	10.0
Professional Development	0.3	0.0	0.0	0.0	0.0	0.0
Resale Goods	5.5	3.4	2.2	0.0	0.0	0.0
Fund Transfers	(18.8)	(12.2)	(63.6)	0.0	0.0	0.0
<b>TOTAL EXPENSES</b>	<b>\$336.6</b>	<b>\$284.1</b>	<b>\$174.3</b>	<b>\$355.3</b>	<b>\$187.1</b>	<b>\$317.8</b>
<b>RL CHANGE IN NET ASSETS</b>	<b>(\$26.4)</b>	<b>\$4.6</b>	<b>(\$13.4)</b>	<b>\$0.0</b>	<b>\$17.2</b>	<b>\$0.0</b>

**Other Auxiliary Funds**  
**Revenues & Expenses by Location**  
(In Thousands)

	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Budget
<b>ONLINE LEARNING</b>						
<b>REVENUES</b>						
Instructional Fees	9.8	1.9	7.2	0.0	10.2	0.0
Other Fees	426.5	665.2	770.6	440.0	589.8	475.0
Sales	0.3	0.0	0.0	0.0	0.0	0.0
Miscellaneous Revenues	5.0	38.5	(0.1)	44.0	0.0	47.5
<b>TOTAL REVENUES</b>	<b>\$441.6</b>	<b>\$705.7</b>	<b>\$777.7</b>	<b>\$484.0</b>	<b>\$600.0</b>	<b>\$522.5</b>
<b>EXPENSES</b>						
Travel	0.1	0.0	0.0	0.0	0.0	0.0
Supplies	0.9	0.0	0.0	0.0	0.0	0.0
Rent/Lease	409.7	670.7	740.6	440.0	550.0	475.0
Other	5.0	8.7	1.0	44.0	(28.5)	47.5
Fund Transfers	103.4	42.8	29.1	0.0	0.0	0.0
<b>TOTAL EXPENSES</b>	<b>\$519.0</b>	<b>\$722.2</b>	<b>\$770.7</b>	<b>\$484.0</b>	<b>\$521.5</b>	<b>\$522.5</b>
<b>OL CHANGE IN NET ASSETS</b>	<b>(\$77.4)</b>	<b>(\$16.5)</b>	<b>\$7.0</b>	<b>\$0.0</b>	<b>\$78.5</b>	<b>\$0.0</b>
<b>CENTRAL SERVICES</b>						
<b>REVENUES</b>						
Other Fees	0.7	0.3	0.5	0.0	0.9	0.0
Sales	62.1	55.5	70.6	88.9	76.9	92.2
Interdepartmental Sales	49.8	22.7	1.5	0.0	0.0	0.0
Miscellaneous Revenues	12.0	9.2	6.3	0.0	10.0	0.0
<b>TOTAL REVENUES</b>	<b>\$124.6</b>	<b>\$87.7</b>	<b>\$79.0</b>	<b>\$88.9</b>	<b>\$87.8</b>	<b>\$92.2</b>
<b>EXPENSES</b>						
Personnel	57.4	48.2	24.9	64.4	50.3	67.4
Advertising	0.5	1.2	0.1	0.8	0.0	0.8
Utilities	15.0	13.1	13.1	16.3	12.9	16.3
Professional Services	16.8	17.9	15.3	18.8	20.8	19.1
Repairs & Maintenance	8.0	8.8	14.9	8.6	11.9	8.6
Travel	12.9	8.4	5.6	4.0	8.3	4.0
Supplies	5.5	5.7	4.0	4.3	3.9	4.3
Other	52.4	(10.0)	6.9	(10.8)	(15.0)	(10.8)
Professional Development	1.4	0.8	0.0	0.0	0.9	0.0
Resale Goods	(0.4)	0.4	(1.2)	10.0	0.3	10.0
Fund Transfers	(169.3)	(35.0)	(59.8)	(27.5)	0.0	(27.5)
<b>TOTAL EXPENSES</b>	<b>\$0.1</b>	<b>\$59.5</b>	<b>\$23.7</b>	<b>\$88.9</b>	<b>\$94.3</b>	<b>\$92.2</b>
<b>CS CHANGE IN NET ASSETS</b>	<b>\$124.4</b>	<b>\$28.2</b>	<b>\$55.3</b>	<b>\$0.0</b>	<b>(\$6.5)</b>	<b>\$0.0</b>

**Other Auxiliary Funds**  
**Revenues & Expenses by Location**  
(In Thousands)

	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Budget
<b>COLLEGE-WIDE COSTS</b>						
<b>REVENUES</b>						
Sales	0.0	0.0	2.0	0.0	0.0	0.0
Miscellaneous Revenues	4.0	0.7	2.7	0.0	0.0	0.0
<b>TOTAL REVENUES</b>	<b>\$4.0</b>	<b>\$0.7</b>	<b>\$4.7</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>
<b>EXPENSES</b>						
Supplies	0.0	0.0	20.0	0.0	0.0	0.0
Rent/Lease	0.0	(29.8)	(220.3)	0.0	0.0	0.0
Other	3.2	(1.1)	13.7	0.0	(15.4)	0.0
Fund Transfers	9.5	36.2	31.6	0.0	0.0	0.0
<b>TOTAL EXPENSES</b>	<b>\$12.6</b>	<b>\$5.3</b>	<b>(\$155.1)</b>	<b>\$0.0</b>	<b>(\$15.4)</b>	<b>\$0.0</b>
<b>CW CHANGE IN NET ASSETS</b>	<b>(\$8.6)</b>	<b>(\$4.7)</b>	<b>\$159.8</b>	<b>\$0.0</b>	<b>\$15.4</b>	<b>\$0.0</b>

<b>Total Revenues</b>	<b>6,802.9</b>	<b>6,173.4</b>	<b>4,849.8</b>	<b>7,150.2</b>	<b>6,117.4</b>	<b>6,967.4</b>
<b>Total Expenses</b>	<b>6,615.2</b>	<b>5,739.0</b>	<b>4,483.6</b>	<b>7,077.4</b>	<b>5,659.8</b>	<b>6,966.8</b>
<b>Total Change in Net Assets</b>	<b>187.8</b>	<b>434.4</b>	<b>366.1</b>	<b>72.8</b>	<b>457.6</b>	<b>0.6</b>

# Student Housing Auxiliary Fund

## Summary of Revenues & Expenses

(In Thousands)

	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Budget
<b>REVENUES</b>						
Other Fees	95.8	103.5	71.0	19.8	102.5	21.1
Sales	2,692.9	2,406.4	2,148.0	2,893.8	3,057.2	3,035.3
Miscellaneous Revenue	140.8	41.7	53.3	42.8	45.0	43.3
<b>TOTAL REVENUES</b>	<b>\$2,929.5</b>	<b>\$2,551.7</b>	<b>\$2,272.3</b>	<b>\$2,956.3</b>	<b>\$3,204.6</b>	<b>\$3,099.6</b>
Constant Dollar Amount	\$1,118.3	\$955.7	\$834.8	\$1,086.0	\$1,137.0	\$1,062.6
<b>EXPENSES</b>						
Personnel	458.1	422.0	474.8	489.4	477.0	518.8
Advertising	0.8	1.9	0.5	1.5	1.5	2.0
Utilities	379.4	357.8	292.6	288.3	318.2	250.0
Professional Services	352.1	413.4	399.8	455.7	425.4	434.4
Repairs & Maintenance	181.4	186.1	123.2	84.3	127.7	116.4
Travel	25.5	17.2	5.2	20.1	11.4	19.3
Supplies	105.0	91.1	89.3	77.3	65.9	84.4
Rent/Lease	130.6	18.1	17.5	17.1	12.4	12.7
Other	212.0	167.0	156.0	303.3	143.3	403.7
Professional Development	10.7	4.8	1.0	11.9	5.5	28.9
Capital Equip. & Improvements	581.9	1,620.3	1,695.5	1,000.0	1,844.1	1,025.2
Fund Transfers	4.7	(372.5)	(544.3)	207.5	203.9	203.9
<b>TOTAL EXPENSES</b>	<b>\$2,442.2</b>	<b>\$2,927.2</b>	<b>\$2,711.2</b>	<b>\$2,956.3</b>	<b>\$3,636.3</b>	<b>\$3,099.6</b>
Constant Dollar Amount	\$932.3	\$1,096.3	\$996.0	\$1,086.0	\$1,290.2	\$1,062.6
<b>Total Change in Net Assets</b>	<b>\$487.3</b>	<b>(\$375.5)</b>	<b>(\$438.9)</b>	<b>\$0.0</b>	<b>(\$431.6)</b>	<b>\$0.0</b>

Note: The deficit in 2019-20 and 2020-21 and the projected deficit in 2021-22 is due to minor maintenance projects at the residential campuses' student housing facilities. There is a fund balance set aside for these projects.

**Student Housing Auxiliary Fund**  
**Revenues & Expenses by Location**  
(In Thousands)

	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Budget
<b>LEADVILLE:</b>						
<b>REVENUES</b>						
Other Fees	14.5	19.5	16.9	2.8	19.5	4.1
Sales	393.2	369.9	393.1	512.6	543.1	572.4
Miscellaneous Revenues	62.6	18.6	3.9	13.0	8.1	12.0
<b>TOTAL REVENUES</b>	<b>\$470.3</b>	<b>\$408.0</b>	<b>\$413.9</b>	<b>\$528.4</b>	<b>\$570.7</b>	<b>\$588.5</b>
<b>EXPENSES</b>						
Personnel	84.8	78.9	77.8	75.4	79.0	95.6
Utilities	76.2	77.3	74.7	48.7	73.3	48.7
Professional Services	59.5	11.7	16.5	48.3	18.3	17.3
Repairs & Maintenance	0.0	0.9	0.9	0.0	0.7	1.0
Travel	2.4	1.4	1.0	1.5	2.7	3.0
Supplies	22.0	24.2	20.9	20.5	21.2	22.7
Rent/Lease	3.5	5.1	5.2	3.9	4.6	3.9
Other	122.1	76.7	83.2	140.1	86.8	195.3
Professional Development	0.0	0.0	0.0	0.0	0.2	11.0
Capital Equip. & Improvements	56.6	100.0	0.0	190.0	190.0	190.0
Fund Transfers	54.2	31.7	142.9	0.0	93.9	0.0
<b>TOTAL EXPENSES</b>	<b>\$481.3</b>	<b>\$408.0</b>	<b>\$423.2</b>	<b>\$528.4</b>	<b>\$570.7</b>	<b>\$588.5</b>
<b>LV CHANGE IN NET ASSETS</b>	<b>(\$11.0)</b>	<b>\$0.0</b>	<b>(\$9.4)</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>
<b>STEAMBOAT:</b>						
<b>REVENUES</b>						
Other Fees	37.6	42.0	29.8	10.0	37.9	10.0
Sales	928.8	793.2	737.3	928.8	1,060.0	966.5
Miscellaneous Revenues	23.8	10.4	38.0	24.0	27.6	23.5
<b>TOTAL REVENUES</b>	<b>\$990.1</b>	<b>\$845.6</b>	<b>\$805.0</b>	<b>\$962.8</b>	<b>\$1,125.5</b>	<b>\$1,000.0</b>
<b>EXPENSES</b>						
Personnel	177.6	154.3	179.7	195.2	182.7	199.2
Advertising	0.0	0.8	0.5	1.0	0.4	1.0
Utilities	127.7	105.6	73.7	94.1	75.0	71.7
Professional Services	84.2	125.9	115.0	121.0	124.6	124.7
Repairs & Maintenance	8.5	8.7	8.9	9.9	9.8	10.0
Travel	8.2	2.7	0.3	8.0	1.8	7.2
Supplies	43.3	32.2	33.0	31.3	26.7	37.2
Rent/Lease	7.8	7.8	7.8	8.0	7.8	8.8
Other	22.9	16.7	18.5	95.8	17.6	137.2
Professional Development	4.9	2.7	0.6	8.5	5.0	13.0
Capital Equip. & Improvements	390.0	390.0	0.0	390.0	390.0	390.0
Fund Transfers	149.6	(1.7)	374.5	0.0	284.1	0.0
<b>TOTAL EXPENSES</b>	<b>\$1,024.7</b>	<b>\$845.6</b>	<b>\$812.6</b>	<b>\$962.8</b>	<b>\$1,125.5</b>	<b>\$1,000.0</b>
<b>SB CHANGE IN NET ASSETS</b>	<b>(\$34.6)</b>	<b>\$0.0</b>	<b>(\$7.6)</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>

**Student Housing Auxiliary Fund**  
**Revenues & Expenses by Location**  
(In Thousands)

	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Budget
<b>SPRING VALLEY</b>						
<b>REVENUES</b>						
Other Fees	43.8	42.1	24.4	7.0	45.0	7.0
Sales	1,044.2	862.5	645.9	1,048.5	1,050.0	1,077.5
Miscellaneous Revenues	41.8	11.1	10.4	5.8	6.0	7.8
<b>TOTAL REVENUES</b>	<b>\$1,129.7</b>	<b>\$915.7</b>	<b>\$680.8</b>	<b>\$1,061.3</b>	<b>\$1,101.0</b>	<b>\$1,092.3</b>
<b>EXPENSES</b>						
Personnel	195.7	187.9	214.8	218.7	215.2	223.9
Advertising	0.8	1.2	0.0	0.5	1.1	1.0
Utilities	156.8	142.3	108.3	109.2	130.0	91.8
Professional Services	145.3	164.0	159.2	173.1	161.0	174.4
Repairs & Maintenance	23.1	3.9	50.6	32.5	15.4	52.5
Travel	15.0	13.1	3.9	10.6	6.9	9.1
Supplies	35.8	22.2	20.6	25.5	18.0	24.5
Rent/Lease	5.0	5.2	4.5	5.2	0.0	0.0
Other	41.0	33.5	26.3	62.6	35.0	64.9
Professional Development	5.8	2.1	0.4	3.4	0.3	4.9
Capital Equip. & Improvements	420.0	420.0	0.0	420.0	420.0	445.2
Fund Transfers	125.6	(79.8)	107.8	0.0	98.1	0.0
<b>TOTAL EXPENSES</b>	<b>\$1,169.9</b>	<b>\$915.7</b>	<b>\$696.5</b>	<b>\$1,061.3</b>	<b>\$1,101.0</b>	<b>\$1,092.3</b>
<b>SV CHANGE IN NET ASSETS</b>	<b>(\$40.2)</b>	<b>\$0.0</b>	<b>(\$15.8)</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>
<b>BRECKENRIDGE</b>						
<b>REVENUES</b>						
Sales	326.7	380.8	371.6	403.8	404.1	418.9
Miscellaneous Revenues	12.6	1.5	0.9	0.0	3.3	0.0
<b>TOTAL REVENUE</b>	<b>\$339.3</b>	<b>\$382.3</b>	<b>\$372.6</b>	<b>\$403.8</b>	<b>\$407.4</b>	<b>\$418.9</b>
<b>EXPENSES</b>						
Personnel	0.0	0.8	2.5	0.0	0.0	0.0
Utilities	18.7	32.6	35.8	36.4	39.9	37.8
Professional Services	61.2	111.1	108.4	113.3	120.9	118.1
Repairs & Maintenance	11.0	26.8	30.5	41.9	38.8	52.9
Supplies	3.8	12.5	14.7	0.0	0.0	0.0
Rent/Lease	114.4	0.0	0.0	0.0	0.0	0.0
Other	14.4	2.9	16.7	4.7	3.8	6.2
Fund Transfers	(30.6)	0.0	(36.2)	207.5	203.9	203.9
<b>TOTAL EXPENSES</b>	<b>\$192.8</b>	<b>\$186.7</b>	<b>\$172.6</b>	<b>\$403.8</b>	<b>\$407.4</b>	<b>\$418.9</b>
<b>BK CHANGE IN NET ASSETS</b>	<b>\$146.5</b>	<b>\$195.6</b>	<b>\$200.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>

**Student Housing Auxiliary Fund**  
**Revenues & Expenses by Location**  
(In Thousands)

	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Budget
<b>COLLEGE WIDE</b>						
<b>REVENUES</b>						
<b>TOTAL REVENUES</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>
<b>EXPENSES</b>						
Professional Services	1.8	0.6	0.6	0.0	0.6	0.0
Repairs & Maintenance	138.9	145.7	32.3	0.0	62.9	0.0
Other	11.6	37.2	11.2	0.0	0.0	0.0
Capital Equip. & Improvements	(284.7)	710.3	1,695.5	0.0	844.1	0.0
Fund Transfers	(294.2)	(322.7)	(1,133.4)	0.0	(476.1)	0.0
<b>TOTAL EXPENSES</b>	<b>(\$426.5)</b>	<b>\$571.1</b>	<b>\$606.2</b>	<b>\$0.0</b>	<b>\$431.6</b>	<b>\$0.0</b>
<b>CW CHANGE IN NET ASSETS</b>	<b>\$426.5</b>	<b>(\$571.1)</b>	<b>(\$606.2)</b>	<b>\$0.0</b>	<b>(\$431.6)</b>	<b>\$0.0</b>
<b>Total Revenues</b>	<b>2,929.5</b>	<b>2,551.7</b>	<b>2,272.3</b>	<b>2,956.3</b>	<b>3,204.6</b>	<b>3,099.6</b>
<b>Total Expenses</b>	<b>2,442.2</b>	<b>2,927.2</b>	<b>2,711.2</b>	<b>2,956.3</b>	<b>3,636.3</b>	<b>3,099.6</b>
<b>Total Change in Net Assets</b>	<b>487.3</b>	<b>(375.5)</b>	<b>(438.9)</b>	<b>-</b>	<b>(431.6)</b>	<b>-</b>

Note: The deficit in 2019-20 and 2020-21 and the projected deficit in 2021-22 is due to minor maintenance projects at the residential campuses' student housing facilities. There is a fund balance set aside for these projects.

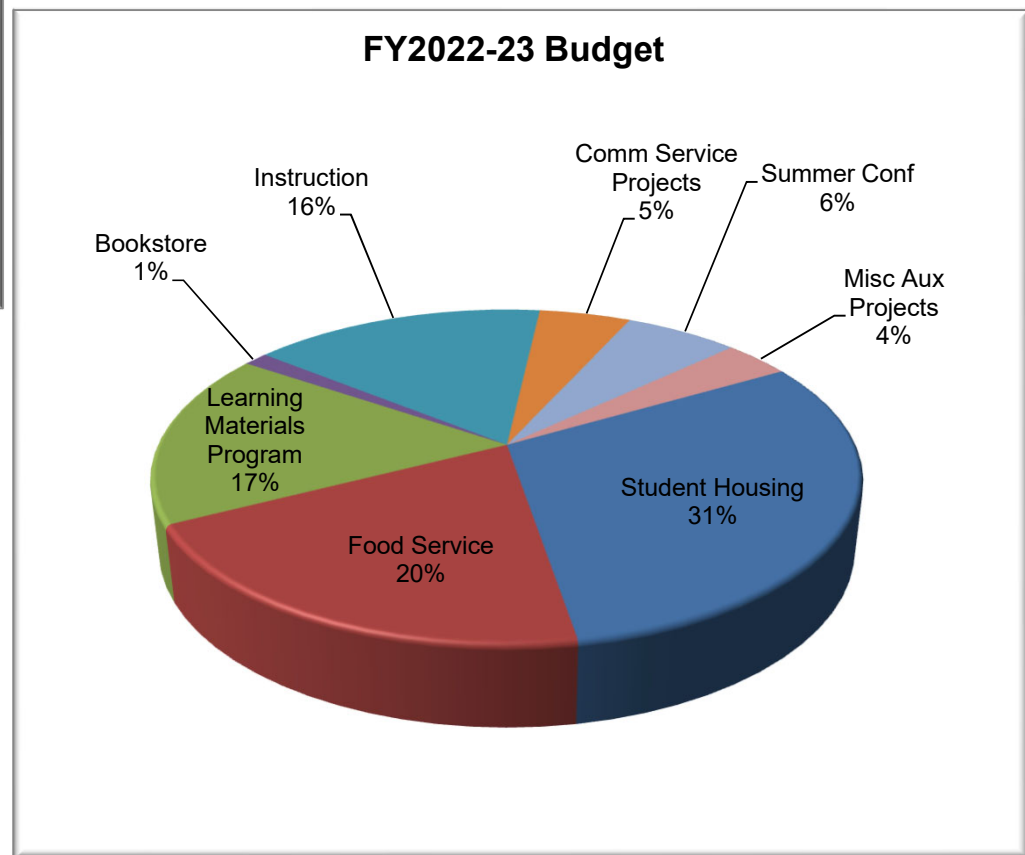
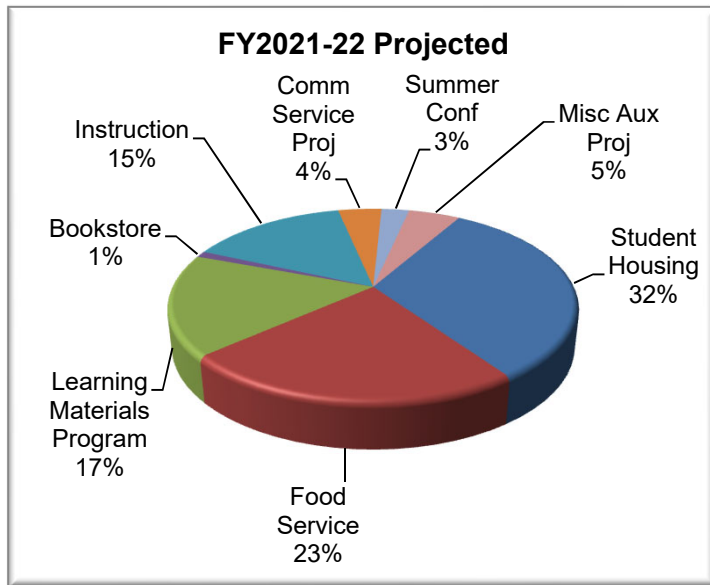
**Student Housing & Other Auxiliary Funds**  
**Combined Summary of Revenues & Expenses**  
(In Thousands)

	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2021-22</b>	<b>2022-23</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Budget</b>
<b>REVENUES</b>						
Instructional Fees	1,491.4	1,066.4	756.8	1,549.8	1,151.4	1,511.5
Other Fees	1,726.0	1,998.0	1,944.6	1,800.4	1,785.1	1,618.5
Grants & Donations	123.9	101.3	88.2	79.8	103.9	44.0
Sales	5,738.3	5,148.3	4,014.6	6,194.9	5,815.4	6,502.0
Interdepartmental Sales	56.2	47.7	45.8	23.8	97.5	30.9
Miscellaneous Revenue	596.6	363.5	272.0	457.9	368.7	360.2
<b>TOTAL REVENUES</b>	<b>\$9,732.4</b>	<b>\$8,725.1</b>	<b>\$7,122.0</b>	<b>\$10,106.5</b>	<b>\$9,322.0</b>	<b>\$10,067.0</b>
Constant Dollar Amount	\$3,715.3	\$3,267.8	\$2,616.4	\$3,712.8	\$3,307.5	\$3,451.0
<b>EXPENSES</b>						
Personnel	1,893.9	1,778.7	1,594.7	2,075.9	1,703.4	2,133.8
Advertising	36.0	31.9	12.5	36.6	33.4	49.3
Utilities	484.3	459.2	390.3	404.5	422.8	371.3
Professional Services	1,447.7	1,457.9	1,273.9	1,647.5	2,070.2	2,273.9
Repairs & Maintenance	219.4	249.0	190.7	149.4	178.3	190.2
Travel	104.5	69.2	36.0	72.0	42.9	64.8
Supplies	620.7	671.0	606.2	720.1	602.8	776.5
Rent/Lease	1,770.6	1,864.1	1,684.7	1,734.4	1,624.4	1,582.9
Other	1,695.8	1,161.7	1,137.7	1,842.2	458.8	1,354.5
Professional Development	30.7	6.1	1.0	13.4	6.4	43.1
Resale Goods	124.4	107.2	84.5	85.9	88.5	95.2
Capital Equip. & Improvements	653.8	1,622.5	1,703.1	1,000.0	1,866.8	1,025.2
Fund Transfers	(24.6)	(812.3)	(1,520.6)	251.8	197.5	105.8
<b>TOTAL EXPENSES</b>	<b>\$9,057.3</b>	<b>\$8,666.2</b>	<b>\$7,194.8</b>	<b>\$10,033.6</b>	<b>\$9,296.1</b>	<b>\$10,066.4</b>
Constant Dollar Amount	\$3,457.5	\$3,245.8	\$2,643.1	\$3,686.0	\$3,298.3	\$3,450.8
<b>Total Change in Net Assets</b>	<b>\$675.1</b>	<b>\$58.9</b>	<b>(\$72.8)</b>	<b>\$72.8</b>	<b>\$25.9</b>	<b>\$0.6</b>



## Student Housing & Other Auxiliary Funds Revenue by Department (Rounded)

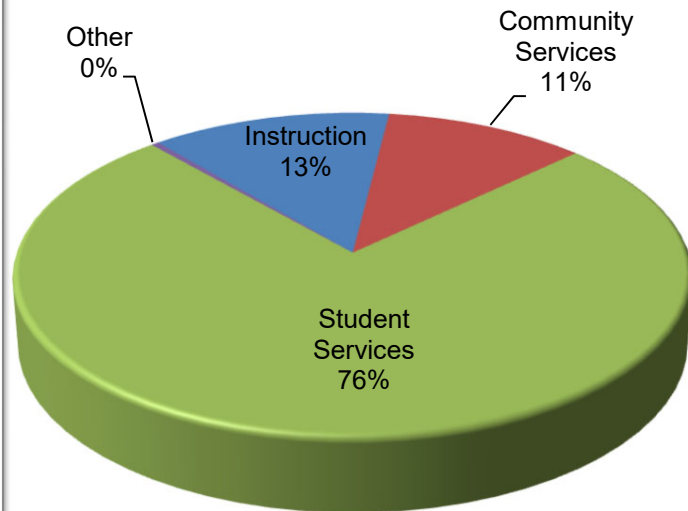
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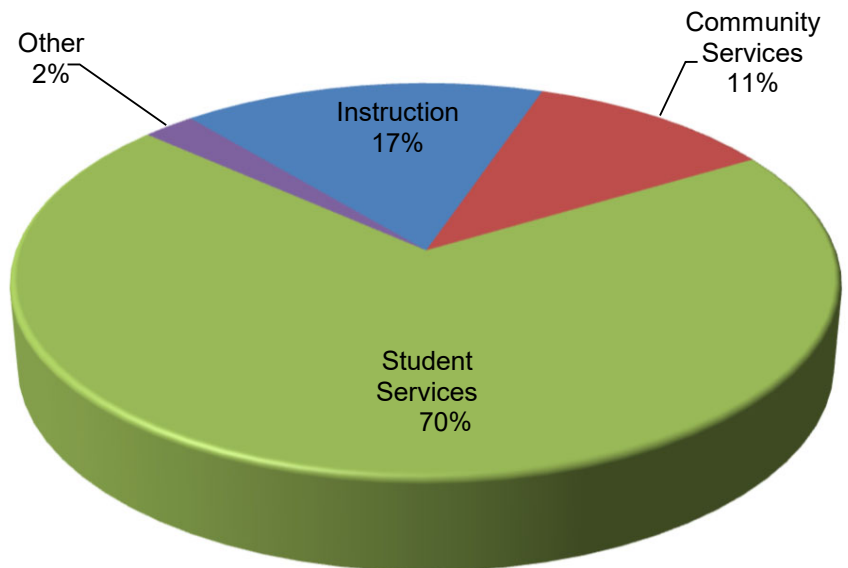
## Student Housing and Other Auxiliary Funds Expenses by Function (Rounded)

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**FY2021-22 Projected**

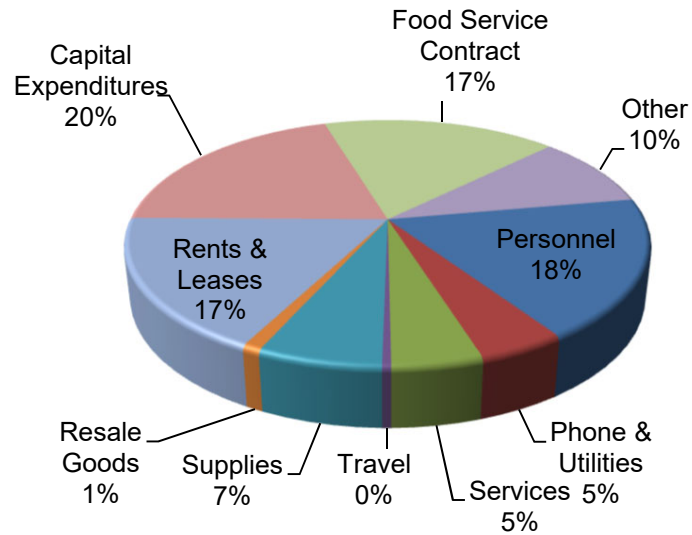


**FY2022-23 Budget**

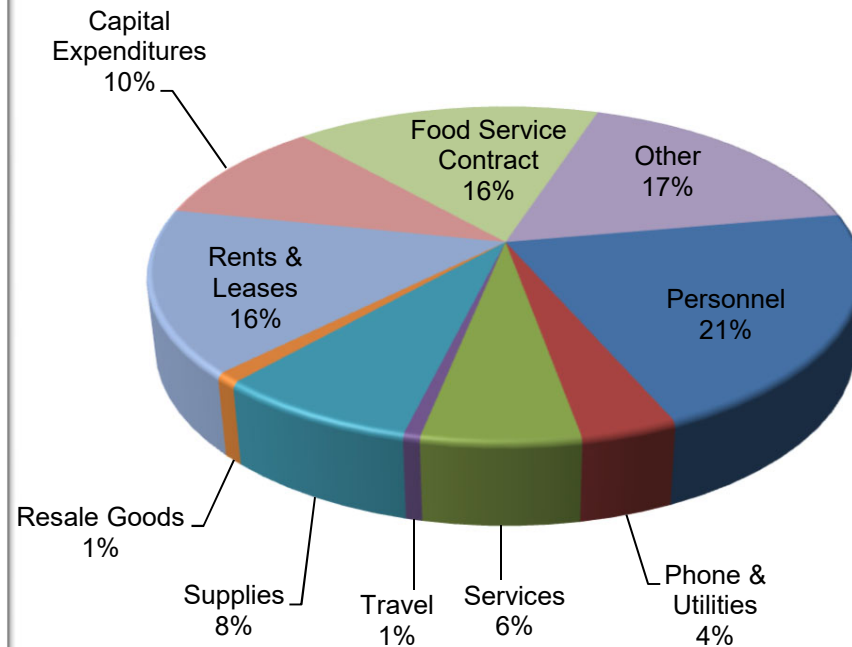


# Student Housing and Other Auxiliary Funds Expenses by Object Code (Rounded)

**FY2021-22 Projected**



**FY2022-23 Budget**



# OTHER FUNDS



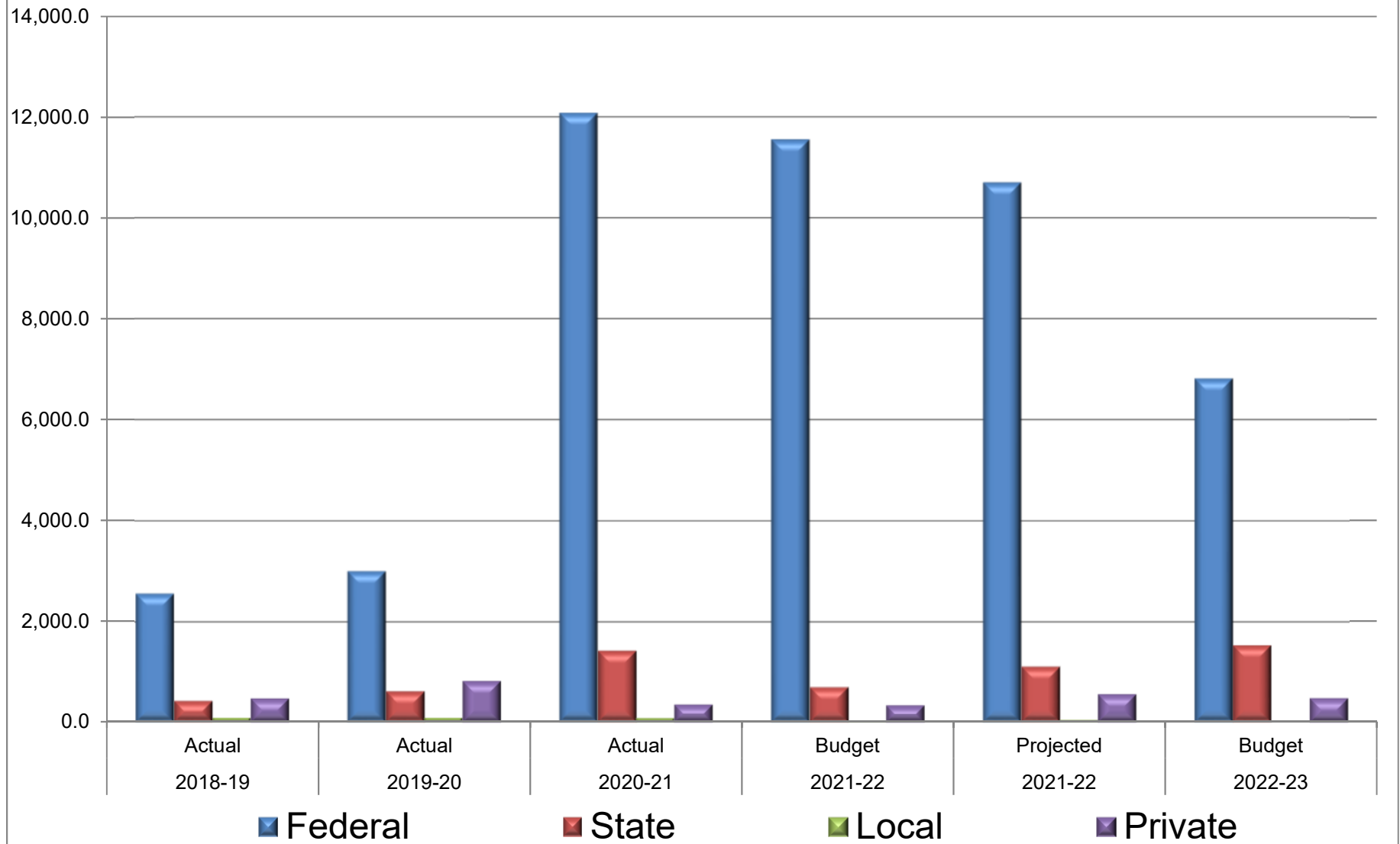
**COLORADO**  
MOUNTAIN COLLEGE

**Sponsored Program Fund**  
**Summary of Revenues & Expenses**  
(In Thousands)

	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Budget
<b>REVENUE</b>						
<b>Grants/Contract Revenue:</b>						
Federal	2,545.5	2,993.2	12,078.8	11,548.6	10,695.2	6,810.6
State	420.3	611.7	1,419.1	691.4	1,101.6	1,527.5
Local	93.2	92.4	82.4	13.0	43.0	0.0
Private	476.8	821.7	356.1	341.2	558.6	481.9
<b>Other Revenue:</b>	1.8	0.7	0.4	0.0	0.2	0.0
<b>TOTAL REVENUE</b>	<b>\$3,537.7</b>	<b>\$4,519.6</b>	<b>\$13,936.8</b>	<b>\$12,594.1</b>	<b>\$12,398.7</b>	<b>\$8,820.0</b>
Constant Dollar Amount	\$1,350.5	\$1,692.8	\$5,119.9	\$4,626.7	\$4,399.1	\$3,023.6
<b>EXPENSES</b>						
Personnel	2,081.0	2,064.7	4,902.8	1,698.0	1,744.9	2,176.0
Advertising	23.7	2.5	33.3	7.8	5.2	42.0
Utilities	4.1	5.7	3.4	1.3	4.7	2.0
Professional Services	191.5	151.8	186.4	156.9	340.8	169.6
Repairs & Maintenance	6.4	0.8	7.1	0.0	0.0	0.0
Travel	74.6	48.9	31.8	107.7	39.4	92.5
Supplies	187.9	140.1	231.1	142.3	265.2	342.0
Rent/Lease	9.1	12.5	0.0	0.0	0.0	0.0
Other	901.2	754.6	3,248.1	8,119.2	7,733.4	4,854.7
Professional Development	58.5	28.6	16.9	47.3	15.4	40.5
Capital Equip & Improvements	76.6	216.4	1,190.1	2,530.4	2,318.8	1,289.0
Transfers	73.7	970.6	3,668.4	(216.9)	(69.7)	(188.2)
<b>TOTAL EXPENSES</b>	<b>\$3,688.3</b>	<b>\$4,397.1</b>	<b>\$13,519.4</b>	<b>\$12,594.1</b>	<b>\$12,398.2</b>	<b>\$8,820.0</b>
Constant Dollar Amount	\$1,408.0	\$1,646.8	\$4,966.6	\$4,626.7	\$4,398.9	\$3,023.6
<b>Total Change in Net Assets *</b>	<b>(\$150.6)</b>	<b>\$122.6</b>	<b>\$417.4</b>	<b>\$0.0</b>	<b>\$0.5</b>	<b>\$0.0</b>

\* Several agencies involved with these grants are on different fiscal years from the College.  
Funds not spent for these programs can be carried over to the following year.

## Sponsored Programs Revenue Sources (In Thousands)

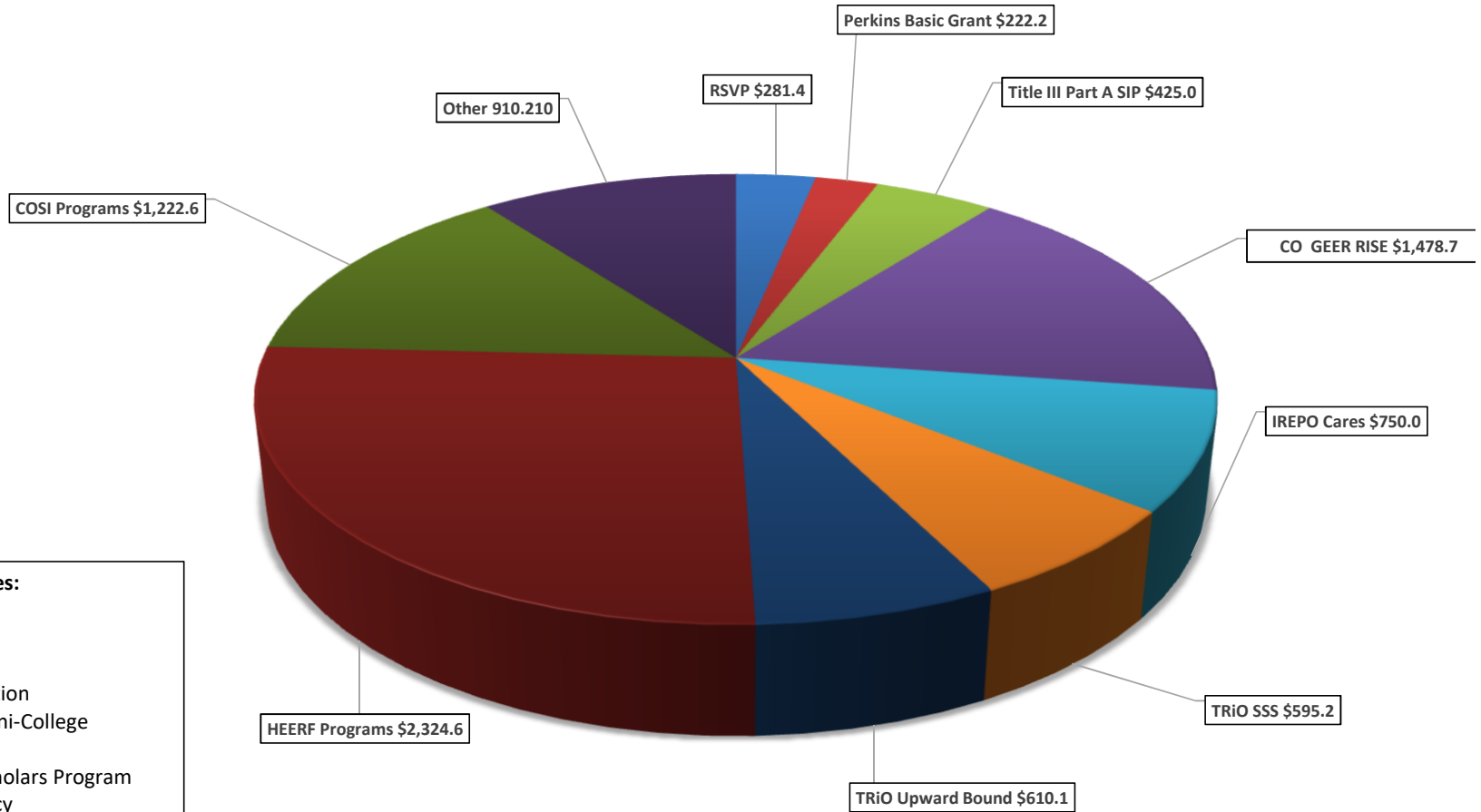


**Sponsored Program Fund  
Budgeted Revenue by Program  
(In Thousands)**

Program Name	2022-23 Budget	Program Name	2022-23 Budget
<b>LEADVILLE</b>		<b>CENTRAL SERVICES</b>	
Ski Area Operations	14.4	RSVP	(Roaring Fork Valley, Rifle & Pitkin County) 181.4
EPA Water Education	97.2	RSVP ARPA	(Roaring Fork Valley, Rifle & Pitkin County) 100.0
Libraries	1.4	Perkins Basic Grant	(All Sites) 222.2
<b>LEADVILLE TOTALS:</b>	<b>\$113.0</b>	CO Adult Education & Literacy	(All Sites) 100.0
		<b>CENTRAL SERVICES TOTALS:</b>	<b>\$603.6</b>
<b>SALIDA</b>		<b>COLLEGEWIDE</b>	
Prison Education Prog	40.0	New Media	(All Sites) 68.0
<b>SALIDA TOTALS:</b>	<b>40.0</b>	Virtual Library	(All Sites) 1.4
<b>STEAMBOAT</b>		ESL/HSE General Grants	(All Sites) 118.5
Libraries	1.3	Title III Part A SIP	(All Sites) 425.0
<b>STEAMBOAT TOTALS:</b>	<b>\$1.3</b>	CO GEER RISE	(All Sites) 1,478.7
<b>SPRING VALLEY</b>		IREPO CARES	(All Sites) 750.0
Libraries	1.4	Lumina Fund PACCE	(All Sites) 60.0
<b>SPRING VALLEY TOTALS:</b>	<b>\$1.4</b>	SSS1-TRIO Program	(Residence Hall Sites) 333.3
		SSS2-TRIO Commuters	(W. Garfield, Edwards) 261.9
<b>GLENWOOD CENTER</b>		Upward Bound	(Edwards & Leadville) 312.5
Child Mini College	87.6	Upward Bound - W Gfield	(Rifle) 297.6
<b>GLENWOOD TOTALS:</b>	<b>\$87.6</b>	J & J Income Sharing Admin	(All Sites) 5.0
<b>BRECKENRIDGE/DILLON</b>		COSI FWYS	(All Sites) 327.9
Culinary Arts	64.5	COSI LV Workforce	(All Sites-no longer only LV) 100.0
Mountain Scholars Program	59.5	HEERF III-Student	(All Sites) 975.3
Family Literacy	25.0	HEERF III-Institutional	(All Sites) 975.3
<b>SUMMIT TOTALS:</b>	<b>\$149.0</b>	HEERF MSI ARP	(All Sites) 374.1
		Fund Suenos	(All Sites) 75.0
		COSI CLETA/Fire Academy	(All Sites) 50.0
		COSI MSS 2019-20	(All Sites) 92.5
		COSI CPP Post-Secondary 20-24	(All Sites) 75.0
		COSI Displaced Workers (20-22)	(All Sites) 375.0
		COSI MSS 2020-21	(All Sites) 102.2
		J & J Nursing	(All Sites) 90.0
		COSI Education	(All Sites) 100.0
		<b>COLLEGEWIDE TOTALS:</b>	<b>\$7,824.1</b>
		<b>GRAND TOTAL</b>	<b>\$8,820.0</b>

Note: Sponsored Programs are listed by location according to accounting classification, which can be based on the administrator's home location, reporting structure, or a joint administration. Therefore, the campuses reached by a particular central or collegewide program are listed in parentheses.

## Sponsored Programs Revenue: FY2022-23 Budget (In Thousands)



### Other Includes:

Ski Area Ops  
 EPA  
 Libraries  
 Prison Education  
 Children's Mini-College  
 Culinary Arts  
 Mountain Scholars Program  
 Family Literacy  
 New Media  
 Lumina Fund PACCE  
 ESL Programs  
 J&J Nursing



**Sponsored Program Fund  
Revenue & Expenses by Location**  
(In Thousands)

	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Budget
<b>LEADVILLE</b>						
<b>REVENUE</b>						
<b>Grants/Contract Revenue:</b>						
Federal	353.2	119.1	0.0	0.0	23.3	97.2
State	23.8	59.4	713.5	1.1	1.1	1.4
Local	54.8	67.2	59.0	0.0	30.0	0.0
Private	4.0	14.1	24.0	20.0	15.0	14.4
<b>TOTAL REVENUE</b>	<b>\$435.7</b>	<b>\$259.8</b>	<b>\$796.6</b>	<b>\$21.1</b>	<b>\$69.4</b>	<b>\$113.0</b>
<b>EXPENSES</b>						
Personnel	272.2	189.5	53.7	96.7	99.9	118.1
Professional Services	96.8	56.1	38.5	0.0	5.1	0.0
Repairs & Maintenance	2.1	0.0	0.1	0.0	0.0	0.0
Travel	5.2	1.7	0.6	0.0	0.4	0.5
Supplies	35.3	15.3	5.1	20.0	0.2	49.5
Other	1.4	0.4	1.1	1.1	5.3	49.9
Capital Equip. & Improvements	0.0	0.0	0.0	0.0	0.0	0.0
Transfers	6.2	53.2	732.4	(96.7)	(41.5)	(105.0)
<b>TOTAL EXPENSES</b>	<b>\$419.2</b>	<b>\$316.3</b>	<b>\$831.6</b>	<b>\$21.1</b>	<b>\$69.5</b>	<b>\$113.0</b>
<b>LV CHANGE IN NET ASSETS</b>	<b>\$16.4</b>	<b>(\$56.5)</b>	<b>(\$35.0)</b>	<b>\$0.0</b>	<b>(\$0.0)</b>	<b>\$0.0 *</b>
*The NRM program went through a business reorganization in 2020 to right-size funding allocation and enhance student learning outcomes. Grants and contracts have been re-evaluated and staffing reorganized and rolled into the new ecosystem science academic program.						
<b>BUENA VISTA</b>						
<b>REVENUE</b>						
<b>Grants/Contract Revenue:</b>						
State	22.2	41.1	0.0	0.0	0.0	0.0
Private	0.0	4.4	0.0	0.0	0.0	0.0
<b>TOTAL REVENUE</b>	<b>\$22.2</b>	<b>\$45.6</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>
<b>EXPENSES</b>						
Personnel	6.8	14.3	0.0	0.0	0.0	0.0
Supplies	0.1	0.3	0.0	0.0	0.0	0.0
Transfers	15.4	30.9	0.0	0.0	0.0	0.0
<b>TOTAL EXPENSES</b>	<b>\$22.2</b>	<b>\$45.6</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>
<b>BV CHANGE IN NET ASSETS</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0 *</b>
* in FY 2020-21 the administration of the Prison Education program was run out of the Salida location						
<b>SALIDA</b>						
<b>REVENUE</b>						
<b>Grants/Contract Revenue:</b>						
State	0.0	0.0	0.0	40.0	0.0	40.0
<b>TOTAL REVENUE</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$40.0</b>	<b>\$0.0</b>	<b>\$40.0</b>
<b>EXPENSES</b>						
Transfers	0.0	0.0	0.0	40.0	0.0	40.0
<b>TOTAL EXPENSES</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$40.0</b>	<b>\$0.0</b>	<b>\$40.0</b>
<b>SL CHANGE IN NET ASSETS</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0 *</b>
*In FY 2020-21 the administration of the Prison Education program was transferred from the Buena Vista location						

**Sponsored Program Fund  
Revenue & Expenses by Location**  
(In Thousands)

	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Budget
<b>STEAMBOAT</b>						
<b>REVENUE</b>						
Grants/Contract Revenue:						
Federal	0.0	0.0	0.0	0.0	1.5	0.0
State	1.1	1.4	1.1	1.1	1.1	1.3
Local	4.6	0.8	0.0	0.0	0.0	0.0
Private	0.0	130.4	19.3	0.0	1.0	0.0
<b>TOTAL REVENUE</b>	<b>\$5.7</b>	<b>\$132.6</b>	<b>\$20.5</b>	<b>\$1.1</b>	<b>\$3.6</b>	<b>\$1.3</b>
<b>EXPENSES</b>						
Advertising	0.0	0.0	0.0	0.0	1.1	0.0
Professional Services	0.0	0.0	0.0	0.0	1.2	0.0
Repairs & Maintenance	3.7	0.8	5.9	0.0	0.0	0.0
Travel	0.0	0.0	0.0	0.0	0.1	0.0
Supplies	0.9	0.0	5.0	0.0	0.0	0.0
Other	1.1	1.4	6.0	1.1	1.2	1.3
Capital Equip. & Improvements	0.0	0.0	2.4	0.0	0.0	0.0
Transfers	0.2	125.4	(50.3)	0.0	0.0	0.0
<b>TOTAL EXPENSES</b>	<b>\$5.9</b>	<b>\$127.5</b>	<b>(\$30.9)</b>	<b>\$1.1</b>	<b>\$3.6</b>	<b>\$1.3</b>
<b>SB CHANGE IN NET ASSETS</b>	<b>(\$0.2)</b>	<b>\$5.1</b>	<b>\$51.3</b>	<b>\$0.0</b>	<b>(\$0.0)</b>	<b>\$0.0 *</b>
<b>GRAND JACKSON</b>						
<b>REVENUE</b>						
Grants/Contract Revenue:						
Private	0.0	10.0	9.5	0.0	0.0	0.0
<b>TOTAL REVENUE</b>	<b>\$0.0</b>	<b>\$10.0</b>	<b>\$9.5</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>
<b>EXPENSES</b>						
Personnel	0.0	0.0	8.3	0.0	0.0	0.0
<b>TOTAL EXPENSES</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$8.3</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>
<b>GJ CHANGE IN NET ASSETS</b>	<b>\$0.0</b>	<b>\$10.0</b>	<b>\$1.2</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>
<b>SPRING VALLEY</b>						
<b>REVENUE</b>						
Grants/Contract Revenue:						
Federal	0.0	0.0	0.0	0.0	1.5	0.0
State	6.2	8.6	12.2	1.4	17.8	1.4
Private	0.0	56.3	4.0	0.0	92.0	0.0
<b>TOTAL REVENUE</b>	<b>\$6.2</b>	<b>\$64.8</b>	<b>\$16.2</b>	<b>\$1.4</b>	<b>\$111.3</b>	<b>\$1.4</b>
<b>EXPENSES</b>						
Professional Services	0.0	3.5	8.5	0.0	5.5	0.0
Repairs & Maintenance	0.0	0.0	1.0	0.0	0.0	0.0
Travel	0.6	0.5	0.1	0.0	0.2	0.0
Supplies	4.5	3.8	7.7	0.0	16.5	0.0
Other	1.1	1.4	1.1	1.4	2.9	1.4
Capital Equip. & Improvements	0.0	0.0	0.0	0.0	85.8	0.0
Transfers	0.0	56.3	0.0	0.0	0.0	0.0
<b>TOTAL EXPENSES</b>	<b>\$6.2</b>	<b>\$65.5</b>	<b>\$18.4</b>	<b>\$1.4</b>	<b>\$110.9</b>	<b>\$1.4</b>
<b>SV CHANGE IN NET ASSETS</b>	<b>\$0.0</b>	<b>(\$0.6)</b>	<b>(\$2.2)</b>	<b>\$0.0</b>	<b>\$0.4</b>	<b>\$0.0</b>

**Sponsored Program Fund  
Revenue & Expenses by Location**  
(In Thousands)

	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Budget
<b>GLENWOOD CENTER</b>						
<b>REVENUE</b>						
Grants/Contract Revenue:						
Federal	0.0	0.0	0.0	0.0	14.6	14.6
State	31.3	52.7	36.8	43.0	43.0	53.0
Local	1.1	0.4	4.0	0.0	0.0	0.0
Private	20.2	4.8	0.0	20.0	3.0	20.0
<b>TOTAL REVENUE</b>	<b>\$52.6</b>	<b>\$57.8</b>	<b>\$40.8</b>	<b>\$63.0</b>	<b>\$60.6</b>	<b>\$87.6</b>
<b>EXPENSES</b>						
Personnel	1.1	0.1	0.0	0.0	0.0	0.0
Travel	0.0	0.3	0.0	0.0	0.0	0.0
Transfers	51.5	52.7	45.5	63.0	60.7	87.6
<b>TOTAL EXPENSES</b>	<b>\$52.6</b>	<b>\$53.0</b>	<b>\$45.5</b>	<b>\$63.0</b>	<b>\$60.7</b>	<b>\$87.6</b>
<b>GW CHANGE IN NET ASSETS</b>	<b>\$0.0</b>	<b>\$4.8</b>	<b>(\$4.8)</b>	<b>\$0.0</b>	<b>(\$0.0)</b>	<b>\$0.0</b>
<b>CARBONDALE</b>						
<b>REVENUE</b>						
Grants/Contract Revenue:						
Local	0.8	0.0	0.2	0.0	0.0	0.0
Private	2.6	0.0	0.0	0.0	0.0	0.0
<b>TOTAL REVENUE</b>	<b>\$3.4</b>	<b>\$0.0</b>	<b>\$0.2</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>
<b>EXPENSES</b>						
Personnel	3.0	0.0	0.0	0.0	0.0	0.0
Transfers	0.4	0.0	0.2	0.0	0.0	0.0
<b>TOTAL EXPENSES</b>	<b>\$3.4</b>	<b>\$0.0</b>	<b>\$0.2</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>
<b>CB CHANGE IN NET ASSETS</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>
<b>EDWARDS</b>						
<b>REVENUE</b>						
Grants/Contract Revenue:						
Federal	41.3	20.8	5.3	0.0	0.0	0.0
Local	0.0	0.0	5.0	0.0	0.0	0.0
Private	1.6	74.9	61.4	63.8	76.5	0.0
<b>TOTAL REVENUE</b>	<b>\$42.8</b>	<b>\$95.7</b>	<b>\$71.6</b>	<b>\$63.8</b>	<b>\$76.5</b>	<b>\$0.0</b>
<b>EXPENSES</b>						
Personnel	25.8	23.0	14.6	12.4	58.3	0.0
Professional Services	7.3	23.6	0.0	0.0	0.0	0.0
Travel	0.8	0.1	0.1	0.0	0.0	0.0
Supplies	9.5	4.2	4.2	1.4	0.1	0.0
Other	0.0	30.1	34.9	0.0	17.9	0.0
Professional Development	0.2	0.0	0.4	0.0	0.0	0.0
Capital Equip. & Improvements	0.0	0.0	0.0	50.0	0.0	0.0
Transfers	0.0	0.0	(0.6)	0.0	(0.1)	0.0
<b>TOTAL EXPENSES</b>	<b>\$43.5</b>	<b>\$81.0</b>	<b>\$53.4</b>	<b>\$63.8</b>	<b>\$76.2</b>	<b>\$0.0</b>
<b>ED CHANGE IN NET ASSETS</b>	<b>(\$0.7)</b>	<b>\$14.7</b>	<b>\$18.2</b>	<b>\$0.0</b>	<b>\$0.2</b>	<b>\$0.0</b>

**Sponsored Program Fund  
Revenue & Expenses by Location**  
(In Thousands)

	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Budget
<b>BRECKENRIDGE</b>						
<b>REVENUE</b>						
Grants/Contract Revenue:						
Private	82.2	78.8	57.5	68.0	137.7	124.0
<b>TOTAL REVENUE</b>	<b>82.2</b>	<b>78.8</b>	<b>57.5</b>	<b>68.0</b>	<b>137.7</b>	<b>124.0</b>
<b>EXPENSES</b>						
Personnel	55.4	52.1	58.6	145.2	136.3	139.4
Travel	0.5	0.5	0.0	0.0	1.0	1.0
Supplies	0.0	0.0	0.8	0.0	0.0	0.0
Other	9.0	15.7	2.4	6.0	0.4	58.5
Transfers	0.2	0.0	0.0	(83.2)	0.0	(74.9)
<b>TOTAL EXPENSES</b>	<b>65.1</b>	<b>68.4</b>	<b>61.8</b>	<b>68.0</b>	<b>137.7</b>	<b>124.0</b>
<b>BK CHANGE IN NET ASSETS</b>	<b>17.1</b>	<b>10.4</b>	<b>(4.3)</b>	<b>0.0</b>	<b>(0.0)</b>	<b>0.0</b>
<b>DILLON</b>						
<b>REVENUE</b>						
Grants/Contract Revenue:						
Private	46.8	26.9	37.9	71.0	39.7	25.0
<b>TOTAL REVENUE</b>	<b>\$46.8</b>	<b>\$26.9</b>	<b>\$37.9</b>	<b>\$71.0</b>	<b>\$39.7</b>	<b>\$25.0</b>
<b>EXPENSES</b>						
Personnel	13.6	13.3	4.8	12.4	2.5	5.0
Travel	1.1	0.2	0.0	1.0	0.0	1.0
Supplies	2.9	1.4	5.7	19.0	0.2	2.0
Other	14.5	8.0	19.9	38.6	15.9	17.0
Transfers	0.0	0.0	0.0	0.0	21.3	0.0
<b>TOTAL EXPENSES</b>	<b>\$32.1</b>	<b>\$22.9</b>	<b>\$30.4</b>	<b>\$71.0</b>	<b>\$39.9</b>	<b>\$25.0</b>
<b>DL CHANGE IN NET ASSETS</b>	<b>\$14.7</b>	<b>\$4.0</b>	<b>\$7.5</b>	<b>\$0.0</b>	<b>(\$0.2)</b>	<b>\$0.0</b>
<b>ASPEN</b>						
<b>REVENUE</b>						
Grants/Contract Revenue:						
Federal	0.0	0.0	6.2	0.0	30.0	0.0
Local	5.9	0.0	0.0	0.0	0.0	0.0
<b>TOTAL REVENUE</b>	<b>\$5.9</b>	<b>\$0.0</b>	<b>\$6.2</b>	<b>\$0.0</b>	<b>\$30.0</b>	<b>\$0.0</b>
<b>EXPENSES</b>						
Personnel	5.6	0.0	3.2	0.0	23.2	0.0
Advertising	0.0	0.0	0.3	0.0	0.0	0.0
Travel	0.0	0.0	0.1	0.0	0.0	0.0
Supplies	0.3	0.0	0.5	0.0	11.1	0.0
Other	0.0	0.0	0.6	0.0	0.0	0.0
Professional Development	0.0	0.0	0.2	0.0	0.0	0.0
Transfers	(8.6)	(0.0)	0.0	0.0	(4.3)	0.0
<b>TOTAL EXPENSES</b>	<b>(\$2.7)</b>	<b>(\$0.0)</b>	<b>\$4.8</b>	<b>\$0.0</b>	<b>\$30.0</b>	<b>\$0.0</b>
<b>AS CHANGE IN NET ASSETS</b>	<b>\$8.6</b>	<b>\$0.0</b>	<b>\$1.4</b>	<b>\$0.0</b>	<b>(\$0.0)</b>	<b>\$0.0</b>

**Sponsored Program Fund**  
**Revenue & Expenses by Location**  
(In Thousands)

	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Budget
<b>RIFLE</b>						
<b>REVENUE</b>						
Grants/Contract Revenue:						
Federal	2.6	10.5	88.7	0.0	24.2	0.0
State	0.0	0.0	3.0	0.0	0.0	0.0
Local	3.9	0.9	0.6	0.0	2.5	0.0
Private	15.5	7.0	5.7	0.0	2.9	0.0
<b>TOTAL REVENUE</b>	<b>\$22.0</b>	<b>\$18.3</b>	<b>\$98.0</b>	<b>\$0.0</b>	<b>\$29.6</b>	<b>\$0.0</b>
Constant Dollar Amount	8.4	7.0	37.4	0.0	11.3	0.0
<b>EXPENSES</b>						
Personnel	2.7	7.7	64.4	0.0	11.3	0.0
Advertising	0.0	1.4	0.0	0.0	0.1	0.0
Professional Services	0.0	2.8	0.0	0.0	0.0	0.0
Travel	1.3	0.6	0.8	0.0	2.5	0.0
Supplies	0.0	4.8	0.6	0.0	0.2	0.0
Other	13.1	0.3	0.7	0.0	9.3	0.0
Transfers	5.0	3.5	51.8	0.0	5.8	0.0
<b>TOTAL EXPENSES</b>	<b>\$22.0</b>	<b>\$21.1</b>	<b>\$118.4</b>	<b>\$0.0</b>	<b>\$29.3</b>	<b>\$0.0</b>
<b>RL CHANGE IN NET ASSETS</b>	<b>(\$0.0)</b>	<b>(\$2.8)</b>	<b>(\$20.4)</b>	<b>\$0.0</b>	<b>\$0.3</b>	<b>\$0.0</b>
<b>CENTRAL SERVICES</b>						
<b>REVENUE</b>						
Grants/Contract Revenue:						
Federal	873.0	649.4	293.8	333.7	322.0	515.1
State	157.9	161.7	170.7	45.0	199.0	88.0
Local	21.2	23.1	13.6	13.0	10.5	0.0
Private	31.9	13.0	2.4	1.5	1.0	0.5
Other Revenue:	1.8	0.7	0.4	0.0	0.2	0.0
<b>TOTAL REVENUE</b>	<b>\$1,086.0</b>	<b>\$848.0</b>	<b>\$480.9</b>	<b>\$393.2</b>	<b>\$532.7</b>	<b>\$603.6</b>
<b>EXPENSES</b>						
Personnel	539.0	445.8	226.5	182.6	183.0	318.9
Advertising	0.3	1.0	2.9	7.0	1.1	9.3
Utilities	3.5	3.5	0.3	0.0	0.0	0.0
Professional Services	37.8	28.0	39.5	4.3	36.6	27.0
Repairs & Maintenance	0.7	0.0	0.0	0.0	0.0	0.0
Travel	6.0	2.3	0.2	7.9	2.2	9.3
Supplies	65.4	45.5	34.1	7.4	4.5	10.8
Rent/Lease	9.1	12.5	0.0	0.0	0.0	0.0
Other	314.8	86.0	93.6	97.5	211.6	107.6
Professional Development	20.6	11.6	3.4	2.2	1.9	5.4
Capital Equip. & Improvements	74.8	152.4	108.5	104.4	112.0	135.3
Transfers	(20.4)	(20.1)	(19.0)	(20.0)	(20.0)	(20.0)
<b>TOTAL EXPENSES</b>	<b>\$1,051.7</b>	<b>\$768.6</b>	<b>\$490.0</b>	<b>\$393.2</b>	<b>\$532.9</b>	<b>\$603.6</b>
<b>CS CHANGE IN NET ASSETS</b>	<b>\$34.3</b>	<b>\$79.3</b>	<b>(\$9.1)</b>	<b>\$0.0</b>	<b>(\$0.1)</b>	<b>\$0.0</b>

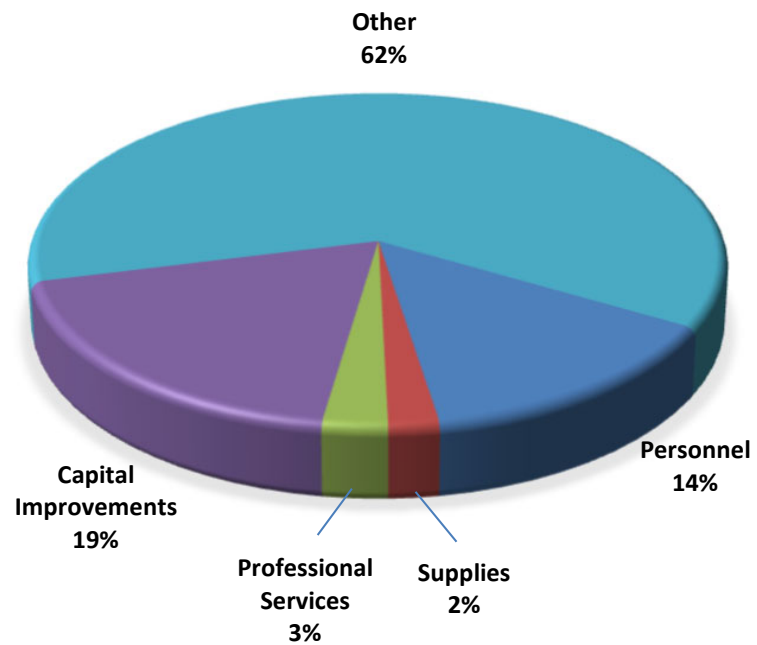
**Sponsored Program Fund  
Revenue & Expenses by Location**  
(In Thousands)

	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Budget
<b>COLLEGEWIDE</b>						
<b>REVENUE</b>						
Grants/Contract Revenue:						
Federal	1,275.5	2,193.4	11,684.8	11,215.0	10,278.0	6,183.7
State	177.8	286.8	481.6	559.7	839.5	1,342.5
Local	1.0	0.0	0.0	0.0	0.0	0.0
Private	272.0	401.2	134.4	96.9	189.9	298.0
<b>TOTAL REVENUE</b>	<b>\$1,726.3</b>	<b>\$2,881.4</b>	<b>\$12,300.8</b>	<b>\$11,871.6</b>	<b>\$11,307.4</b>	<b>\$7,824.1</b>
<b>EXPENSES</b>						
Personnel	1,156.0	1,318.9	4,468.9	1,248.7	1,230.4	1,594.5
Advertising	23.4	0.0	30.1	0.8	2.9	32.7
Utilities	0.6	2.2	3.1	1.3	4.7	2.0
Professional Services	49.6	37.7	99.8	152.6	292.4	142.6
Travel	59.2	42.6	30.0	98.9	32.9	80.7
Supplies	69.0	64.8	167.4	94.5	232.3	279.7
Other	546.1	611.3	3,087.8	7,973.6	7,468.9	4,619.0
Professional Development	37.6	17.0	12.9	45.2	13.5	35.1
Capital Equip. & Improvements	1.8	64.0	1,079.1	2,376.1	2,121.0	1,153.7
Transfers	23.9	668.7	2,908.3	(120.1)	(91.7)	(115.9)
<b>TOTAL EXPENSES</b>	<b>\$1,967.2</b>	<b>\$2,827.2</b>	<b>\$11,887.3</b>	<b>\$11,871.6</b>	<b>\$11,307.4</b>	<b>\$7,824.1</b>
<b>CW CHANGE IN NET ASSETS</b>	<b>(\$240.9)</b>	<b>\$54.3</b>	<b>\$413.5</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>
<b>Total Revenues</b>	<b>\$3,512.8</b>	<b>\$3,537.7</b>	<b>\$13,936.8</b>	<b>\$12,594.1</b>	<b>\$12,398.7</b>	<b>\$8,820.0</b>
<b>Total Expenses</b>	<b>\$3,562.3</b>	<b>\$3,688.3</b>	<b>\$13,519.4</b>	<b>\$12,594.1</b>	<b>\$12,398.2</b>	<b>\$8,820.0</b>
<b>Total Change in Net Assets</b>	<b>(\$49.5)</b>	<b>(\$150.6)</b>	<b>\$417.4</b>	<b>\$0.0</b>	<b>\$0.5</b>	<b>\$0.0</b>

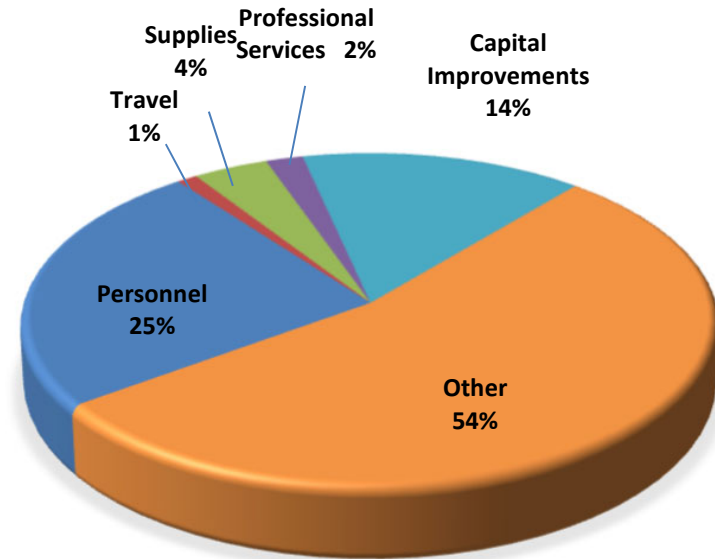
## Sponsored Program Fund Expenses by Object Code (Rounded)

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**FY2021-22 PROJECTED**



**FY2022-23 BUDGET**

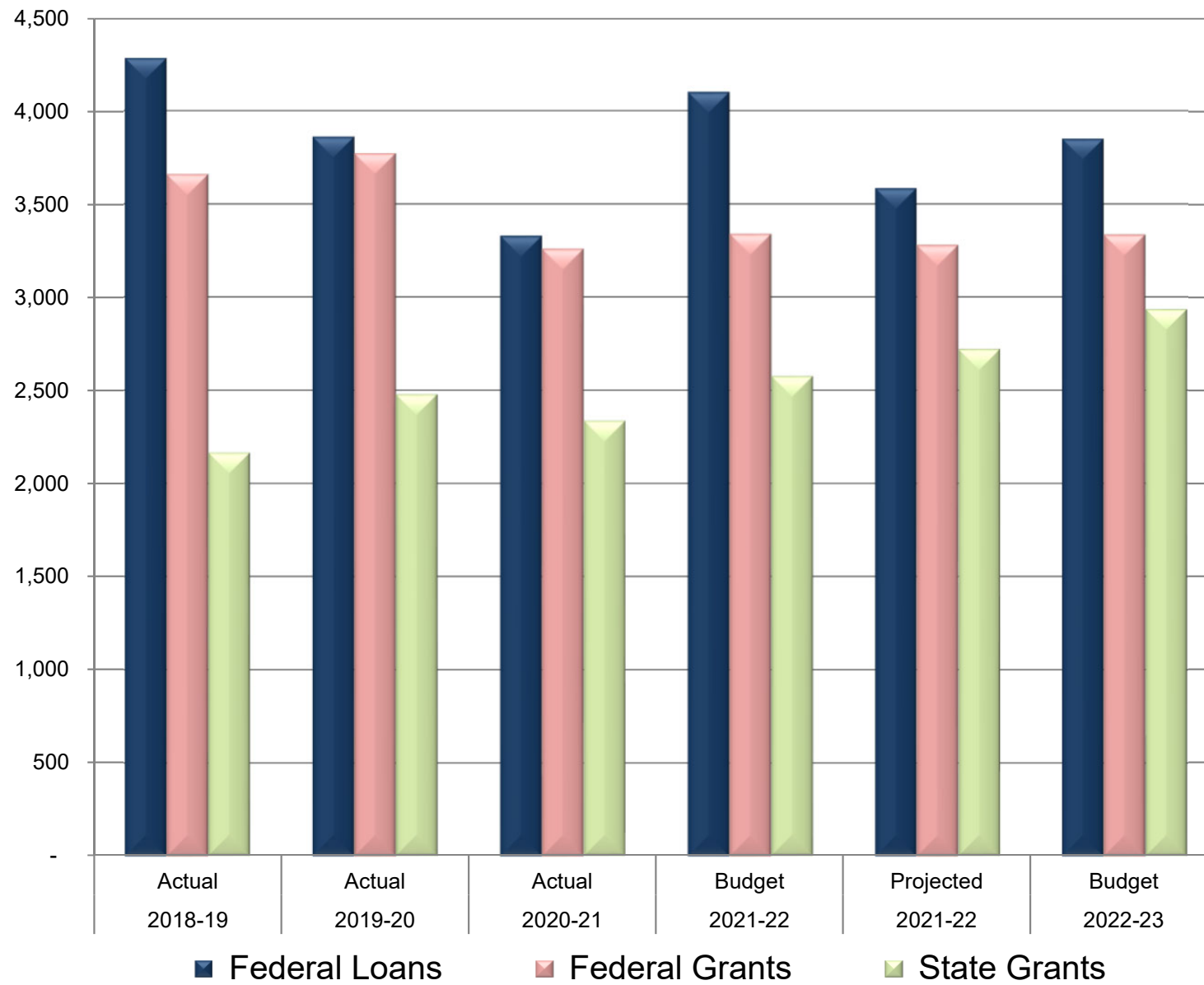


**Federal and State Financial Aid Funds**  
**Summary of Revenues & Expenses**  
(In Thousands)

	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Budget
<b>Revenues:</b>						
Federal						
Grants	3,659.5	3,771.1	3,260.6	3,338.8	3,279.0	3,335.3
Student Loans	3,201.9	2,791.2	2,439.1	3,000.0	2,427.4	2,750.0
Alternative Loans	498.5	425.7	307.6	450.0	333.3	400.0
Parent PLUS Loans	583.1	644.0	582.7	650.0	823.9	700.0
<b>Total Federal</b>	<b>\$7,943.0</b>	<b>\$7,632.0</b>	<b>\$6,589.9</b>	<b>\$7,438.8</b>	<b>\$6,863.6</b>	<b>7,185.3</b>
State Grants	2,163.8	2,477.8	2,335.1	2,575.6	2,719.3	2,933.6
Transfer In From Other Funds	29.1	39.8	42.0	22.4	44.1	45.1
<b>Total Revenues</b>	<b>\$10,135.8</b>	<b>\$10,149.6</b>	<b>\$8,967.1</b>	<b>\$10,036.8</b>	<b>\$9,626.9</b>	<b>10,163.9</b>
Constant Dollar Amount	\$3,869.2	\$3,801.4	\$3,294.2	\$3,687.2	\$3,415.7	3,484.3
<b>Expenses:</b>						
Federal						
Suppl Equal Opp Grant	116.3	159.3	168.1	89.8	141.9	87.8
Pell Grant	3,500.8	3,617.2	3,120.4	3,200.0	3,146.8	3,200.0
Work Study	71.5	34.4	14.1	71.5	34.5	92.5
Direct Loans	3,201.9	2,791.2	2,440.6	3,000.0	2,427.4	2,750.0
Alternative Loans*	497.2	425.7	304.3	450.0	333.3	400.0
Parent PLUS Loans	583.1	644.0	581.2	650.0	823.9	700.0
<b>Total Federal</b>	<b>\$7,970.8</b>	<b>\$7,671.8</b>	<b>\$6,628.7</b>	<b>\$7,461.2</b>	<b>\$6,907.7</b>	<b>7,230.3</b>
State						
Colorado Student Grant	1,901.3	2,222.7	2,207.7	2,369.0	2,588.2	2,698.3
Merit Grants	67.6	67.6	0.0	0.0	0.0	0.0
Work Study	140.8	135.1	82.2	133.0	74.8	151.5
No-need Work Study	39.4	35.9	28.6	56.9	38.2	64.9
CTE Grant	14.9	16.6	16.6	16.6	18.1	19.0
<b>Total State</b>	<b>\$2,163.9</b>	<b>\$2,477.8</b>	<b>\$2,335.1</b>	<b>\$2,575.6</b>	<b>\$2,719.3</b>	<b>2,933.6</b>
<b>Total Expenditures</b>	<b>\$10,134.7</b>	<b>\$10,149.6</b>	<b>\$8,963.8</b>	<b>\$10,036.8</b>	<b>\$9,626.9</b>	<b>10,163.9</b>
Constant Dollar Amount	\$3,868.8	\$3,801.4	\$3,293.0	\$3,687.2	\$3,415.7	3,484.3
<b>Total Change in Net Assets</b>	<b>\$1.1</b>	<b>\$0.0</b>	<b>\$3.3</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>0.0</b>



## Financial Aid Revenue Sources (In Thousands)



**Scholarship Fund**  
**Summary of Revenues & Expenses**  
(In Thousands)

	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Budget
<b>Revenues:</b>						
Outside Scholarships	466.7	379.8	305.0	350.0	318.1	350.0
CMC Foundation Scholarships	732.6	549.6	713.9	650.0	1,022.3	750.0
<b>Total Revenues</b>	<b>\$1,199.4</b>	<b>\$929.4</b>	<b>\$1,019.0</b>	<b>\$1,000.0</b>	<b>\$1,340.4</b>	<b>\$1,100.0</b>
Constant Dollar Amount	\$457.8	\$348.1	\$374.3	\$367.4	\$475.6	\$377.1
<b>Expenses:</b>						
Outside Scholarships	456.6	367.0	299.9	350.0	318.1	350.0
CMC Foundation Scholarships	733.3	549.1	731.3	650.0	1,022.3	750.0
<b>Total Expenses</b>	<b>\$1,189.9</b>	<b>\$916.1</b>	<b>\$1,031.1</b>	<b>\$1,000.0</b>	<b>\$1,340.4</b>	<b>\$1,100.0</b>
Constant Dollar Amount	\$454.2	\$343.1	\$378.8	\$367.4	\$475.6	\$377.1
<b>Total Change in Net Assets</b>	<b>\$9.5</b>	<b>\$13.3</b>	<b>(\$12.2)</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>

\* Not all CMC Foundation Scholarships are disbursed through the CMC accounting system, due to certain awards being setup as sponsored billings, such as Clough, Alpine Bank, and Hero. Last fiscal year, the CMC Foundation awarded more than \$1.3 million to 609 students.

**Financial Aid Statistics**

	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 * YTD
Awarded Applicants	4,135	5,483	2,974	3,398
Pell Recipients	988	1,003	886	852
SEOG Recipients	90	159	65	44
Federal Loan Recipients	746	673	577	558
Alternative Loan Recipients	45	44	29	30
Work Study Recipients	141	141	81	94
CRP Recipients	909	901	790	819
State Merit Grant	63	79	-	-
Outside Scholarship Recipients	223	202	153	132
Foundation Scholarship Recipients	652	415	266	274
President's Scholarship Recipients	156	203	205	139
Sponsorships (Sponsored Billing)	760	586	457	953
CMC Discounts	2,210	4,046	961	758

\* Financial Aid runs on a Fall, Spring, Summer cycle, so Summer 2022 will be added to these amounts for 2021-22

**Student Government and Agency Funds**  
**Summary of Revenues & Expenses**  
(In Thousands)

	<b>2018-19 Actual</b>	<b>2019-20 Actual</b>	<b>2020-21 Actual</b>	<b>2021-22 Budget</b>	<b>2021-22 Projected</b>	<b>2022-23 Budget</b>
<b>Revenues:</b>						
Leadville Campus Clubs	25.3	27.1	19.1	22.4	22.1	22.6
Steamboat Campus Clubs	107.1	111.6	74.4	120.0	119.8	100.0
Spring Valley Campus Clubs	88.7	111.6	68.0	91.0	79.0	86.9
Edwards Campus Clubs	0.1	0.3	0.2	0.0	0.2	0.0
Breckenridge/Dillon Campus Clubs	11.0	8.9	0.0	2.0	0.2	1.5
Rifle Campus Clubs	0.5	2.6	0.8	1.5	0.2	0.5
<b>Total Revenues</b>	<b>\$232.6</b>	<b>\$262.0</b>	<b>\$162.4</b>	<b>\$236.9</b>	<b>\$221.4</b>	<b>\$211.5</b>
Constant Dollar Amount	\$88.8	\$98.1	\$59.7	\$87.0	\$78.6	\$72.5
<b>Expenses:</b>						
Leadville Campus Clubs	26.9	8.0	11.7	22.4	21.6	22.6
Steamboat Campus Clubs	93.1	131.9	92.9	120.0	159.2	100.0
Spring Valley Campus Clubs	93.4	76.5	36.1	91.0	56.6	86.9
Edwards Campus Clubs	2.6	0.1	0.0	0.0	0.0	0.0
Breckenridge/Dillon Campus Clubs	6.0	5.4	0.0	2.0	1.9	1.5
Rifle Campus Clubs	0.5	2.0	0.8	1.5	0.1	0.5
<b>Total Expenses</b>	<b>\$222.5</b>	<b>\$223.9</b>	<b>\$141.5</b>	<b>\$236.9</b>	<b>\$239.4</b>	<b>\$211.5</b>
Constant Dollar Amount	\$84.9	\$83.9	\$52.0	\$87.0	\$84.9	\$72.5
<b>Total Change in Net Assets</b>	<b>\$10.1</b>	<b>\$38.1</b>	<b>\$20.8</b>	<b>\$0.0</b>	<b>(\$18.0)</b>	<b>\$0.0</b>



**COLORADO**  
MOUNTAIN COLLEGE

2022 - 2023 BUDGET