

College: Summary

	FY 2020-21 Actual	FY 2021-22 Budgeted	FY 2021-22 Final Projected	FY 2022-23 Estimated
Student Enrollment				
Resident SFTE	43,155	43,815	41,615	41,662
Non-Resident SFTE	1,965	1,978	2,224	2,205
Total SFTE	45,119	45,793	43,840	43,867

Staffing

Classified FTE	754	790	696	730
Exempt FTE	1,870	1,915	1,853	1,993
Full-Time Faculty FTE	1,131	1,198	1,147	1,202
Adjunct Instructors	2,332	2,388	2,312	2,276
Total Staffing FTE	6,088	6,291	6,008	6,200

General Fund Revenues

College Opportunity Fund/ Fee for Service (gross)	\$86,948,523	\$214,474,605	\$214,474,605	\$242,393,515
Governor's COVID Relief Funding	\$99,114,452	\$0	\$0	\$0
HEERF Revenue Recovery	\$22,292,419	\$11,676,761	\$13,774,732	\$4,400,000
Amendment 50	\$9,967,505	\$10,148,880	\$11,474,566	\$17,211,849
Resident Tuition, Student Share (gross)	\$246,237,116	\$244,734,469	\$232,899,431	\$237,761,879
Non-Resident Tuition (gross)	\$25,039,399	\$25,327,766	\$28,905,738	\$29,492,182
Fees - Instructional/Student Activity (gross)	\$18,151,376	\$18,777,024	\$19,192,475	\$19,192,626
Other GF (includes net transfers)	\$46,521,595	\$49,357,104	\$45,193,267	\$45,224,364
Total General Fund Revenue	\$554,272,384	\$574,496,607	\$565,914,814	\$595,676,415

General Fund Expenses

Instruction	\$262,775,656	\$268,031,834	\$261,634,576	\$279,779,661
Public Service	\$200,229	\$180,006	\$155,406	\$159,512
Academic Support	\$46,360,966	\$51,889,121	\$49,871,852	\$57,618,518
Student Services	\$56,616,563	\$64,835,264	\$61,784,439	\$69,585,050
Institutional Support	\$85,807,436	\$100,255,274	\$95,259,834	\$105,157,010
Operation & Maintenance of Plant	\$50,064,980	\$57,844,043	\$55,169,908	\$61,471,115
Scholarships & Fellowships	\$11,464,315	\$11,719,078	\$11,891,706	\$12,763,000
Total General Fund Expenses	\$513,290,145	\$554,754,619	\$535,767,721	\$586,533,866

Other Revenues

Auxiliary and Self-Funded	\$37,784,507	\$44,896,317	\$37,198,335	\$36,216,428
Restricted/Grants	\$167,980,760	\$160,937,431	\$177,383,143	\$178,141,627
HEERF (Student)	\$26,831,024	\$50,305,856	\$63,780,541	\$9,845,358
HEERF (Institutional)	\$33,970,501	\$45,412,692	\$40,895,423	\$41,379,192

Other Expenses

Auxiliary and Self-Funded	\$41,030,905	\$40,657,773	\$35,522,014	\$33,380,619
Restricted/Grants	\$177,123,202	\$159,504,693	\$173,465,368	\$177,990,932
HEERF (Student)	\$26,831,024	\$50,305,856	\$63,764,067	\$9,845,358
HEERF (Institutional)	\$29,971,999	\$45,412,692	\$38,283,825	\$40,979,192

Total Revenues	\$820,839,175	\$876,048,903	\$885,172,256	\$861,259,021
Total Expenses	\$788,247,275	\$850,635,632	\$846,802,995	\$848,729,968
Total Revenues less Expenses	\$32,591,900	\$25,413,271	\$38,369,261	\$12,529,053

One-Time Expenditures From Reserves

Total for each college	\$10,108,645.95	\$28,831,606.91	\$18,754,394.46	\$21,230,559.00
Total One-Time Reserve Expenditures	\$10,108,646	\$28,831,607	\$18,754,394	\$21,230,559

Beginning Reserve Balance		\$301,371,933	\$301,371,933	\$320,986,800
Change to Reserves		(\$3,418,336)	\$19,614,867	(\$8,701,506)
Ending Reserve Balance		\$301,371,933	\$320,986,800	\$312,285,293

Colorado Community College System - Summary

Capital and Controlled Maintenance Expenditures

College	FY 2021-22 Estimated			FY 2022-23 Projected		
	State Appropriated	Other	Total Expenditures	State Appropriated	Other	Total Expenditures
Arapahoe Community College	\$710,887	\$78,786	\$789,673	\$12,442,597	\$6,209,307	\$18,651,904
Colorado Northwestern Community College	\$907,488	\$0	\$907,488	\$4,702,038	\$0	\$4,702,038
Community College of Aurora	\$2,271,680	\$54,598	\$2,326,278	\$8,195,851	\$7,860,018	\$16,055,869
Community College of Denver	\$2,256,650	\$0	\$2,256,650	\$4,350,000	\$0	\$4,350,000
Front Range Community College	\$3,409,280	\$4,538,982	\$7,948,262	\$2,352,160	\$2,076,279	\$4,428,439
Lamar Community College	\$1,696,933	\$328,975	\$2,025,908	\$5,315,268	\$0	\$5,315,268
Morgan Community College	\$253,291	\$0	\$253,291	\$2,332,329	\$1,298,000	\$3,630,329
Northeastern Junior College	\$331,455	\$99,813	\$431,268	\$11,239,150	\$580,000	\$11,819,150
Otero Junior College	\$751,000	\$0	\$751,000	\$2,550,000	\$0	\$2,550,000
Pikes Peak Community College	\$1,377,956	\$12,045,695	\$13,423,651	\$804,924	\$7,300,000	\$8,104,924
Pueblo Community College	\$12,625	\$0	\$12,625	\$8,916,980	\$0	\$8,916,980
Red Rocks Community College	\$1,317,374	\$514,417	\$1,831,791	\$2,917,824	\$3,215,000	\$6,132,824
Trinidad State Junior College	\$6,603,645	\$0	\$6,603,645	\$3,658,010	\$0	\$3,658,010
Colorado Community College System Office	\$358,819	\$0	\$358,819	\$3,439,287	\$0	\$3,439,287
Total	\$22,259,083	\$17,661,266	\$39,920,349	\$73,216,418	\$28,538,604	\$101,755,022

College: System Office

	FY 2020-21 Actual	FY 2021-22 Budgeted	FY 2021-22 Final Projected	FY 2022-23 Estimated
Student Enrollment				
Resident SFTE	0	0	0	0
Non-Resident SFTE	0	0	0	0
Total SFTE	0	0	0	0

Staffing				
Classified FTE	31	35	30	37
Exempt FTE	142	152	141	158
Full-Time Faculty FTE	0	0	0	0
Adjunct Instructors	0	0	0	0
Total Staffing FTE	173	187	171	195

General Fund Revenues				
College Opportunity Fund/ Fee for Service (gross)	\$8,097,164	\$19,330,298	\$19,330,297	\$21,186,748
Governor's COVID Relief Funding	\$9,288,565			
HEERF Revenue Recovery				
Amendment 50				
Resident Tuition, Student Share (gross)				
Non-Resident Tuition (gross)				
Fees - Instructional/Student Activity (gross)				
Other GF (includes net transfers)	\$10,050,971	\$10,519,022	\$10,355,706	\$10,353,537
Total General Fund Revenue	\$27,436,700	\$29,849,320	\$29,686,003	\$31,540,285

General Fund Expenses				
Instruction	\$0	\$0	\$0	\$0
Public Service	\$0	\$0	\$0	\$0
Academic Support	\$339,614	\$378,461	\$354,056	\$400,927
Student Services	\$860,702	\$1,014,967	\$979,766	\$1,163,058
Institutional Support	\$22,036,566	\$24,537,741	\$22,309,670	\$25,913,973
Operation & Maintenance of Plant	\$3,040,576	\$3,918,151	\$3,328,791	\$4,062,326
Scholarships & Fellowships	\$0	\$0	\$0	\$0
Total General Fund Expenses	\$26,277,458	\$29,849,320	\$26,972,282	\$31,540,284

Other Revenues				
Auxiliary and Self-Funded	\$0	\$0	\$0	\$0
Restricted/Grants	\$4,473,872	\$4,505,614	\$4,001,138	\$5,730,670
HEERF (Student)	\$0	\$0	\$0	\$0
HEERF (Institutional)	\$0	\$0	\$0	\$0

Other Expenses				
Auxiliary and Self-Funded	\$0	\$0	\$0	\$0
Restricted/Grants	\$4,473,872	\$4,505,614	\$4,001,138	\$5,730,670
HEERF (Student)	\$0	\$0	\$0	\$0
HEERF (Institutional)	\$0	\$0	\$0	\$0

Total Revenues	\$31,910,572	\$34,354,934	\$33,687,141	\$37,270,954
Total Expenses	\$30,751,330	\$34,354,934	\$30,973,420	\$37,270,954
Total Revenues less Expenses	\$1,159,242	\$0	\$2,713,721	\$1

One-Time Expenditures From Reserves				
IT Projects	\$38,828	\$725,899	\$687,810	\$491,197
System-wide Marketing	\$462,161	\$230,000	\$230,000	\$230,000
System-wide Initiatives	\$0	\$1,666,667	\$1,666,667	\$1,666,667
System Office Projects	\$135,869	\$452,376	\$338,927	\$876,626
Lowry Campus Projects	\$0	\$0	\$0	\$433,247
Total One-Time Reserve Expenditures	\$636,858	\$3,074,942	\$2,923,404	\$3,697,737

Beginning Reserve Balance		\$52,565,324	\$52,565,324	\$49,641,920
Change to Reserves		(\$3,074,942)	(\$2,923,404)	(\$3,697,737)
Ending Reserve Balance		\$52,565,324	\$49,490,382	\$45,944,183

Brief Description of Key Initiatives for FY 2022-23

I. Transform the Student Experience

- A. Enhance strategic enrollment management e.g. populations disproportionately impacted by the pandemic, adult learners.
- B. Make curriculum approval and academic/program planning processes more efficient.
- C. Implement the review and revision of law enforcement academy curriculum and programs.
- D. Implement the Colorado Online project.

II. Transform Our Own Workforce

- A. Focus on employee retention and recruitment.
- B. Increase professional development and training for staff.
- C. Continue increased focus on equity, diversity and inclusion.

III. Create Education Without Barriers Through Transformational Partnerships

- A. Continue implementing USDOL Expanding Apprenticeship in America program (CO-TECH and CO-HELPS).
- B. Continue prioritizing Concurrent Enrollment, including reviewing and revising financial model to increase revenues to the colleges.
- C. Continue to implement CCCS Rural College Consortium strategies to ensure sustainability.

IV. Redefine Our Value Proposition

- A. Continue automation to generate administrative efficiencies.
- B. Begin preparing for Lowry Campus deed restrictions ending.

Colorado Community College System Office

Capital and Controlled Maintenance Expenditures

Project Description	FY 2021-22 Estimated			FY 2022-23 Projected		
	State Appropriated	Other	Total Expenditures	State Appropriated	Other	Total Expenditures
2019-040M21 / Security Systems Upgrades, Campus Wide, Ph 3 of 3	\$128,217		\$128,217	\$298,163		\$298,163
2019-101M21 / HVAC Upgrades, Bldg 999	\$31,351		\$31,351	\$952,010		\$952,010
2007-042M05 / HVAC Upgrades, Bldg 859	\$86,186		\$86,186	\$1,018,690		\$1,018,690
2015-153M21 / HVAC Upgrades, Bldg 905	\$113,065		\$113,065	\$1,170,424		\$1,170,424
			\$0			\$0
			\$0			\$0
			\$0			\$0
			\$0			\$0
			\$0			\$0
			\$0			\$0
			\$0			\$0
			\$0			\$0
			\$0			\$0
Subtotal	\$358,819	\$0	\$358,819	\$3,439,287	\$0	\$3,439,287
<i>Amount Already Included in Operating/One-time Reserve Budgets</i>			\$0			\$0
Net Total Additional Expenditures	\$358,819	\$0	\$358,819	\$3,439,287	\$0	\$3,439,287

Colorado Community College System Office

FY 2021 Foundation Financial Report

FY 2021

Revenue, Gains and Other Support:	Unrestricted	Temporarily Restricted	Permanently Restricted
Contributions	\$601,540	\$4,779,675	
Grants			
Investment earnings	\$139,154	\$879,731	
Rental income			
Special events			
Net assets released from restriction	\$1,523,451	(\$1,523,451)	
Reclassification of net assets			
Other income			
Total Revenue, Gains, and Other Support	\$2,264,145	\$4,135,955	\$0

Expenses:

Program services	\$1,640,815		
Fundraising services	\$220,196		
Management and general expenses	\$113,889		
Transfer to Primary Government	\$0		
Total Expenses	\$1,974,900	\$0	\$0

College: CCCOnline

	FY 2020-21 Actual	FY 2021-22 Budgeted	FY 2021-22 Final Projected	FY 2022-23 Estimated
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Student Enrollment

Resident SFTE	6,457	5,695	5,570	5,403
Non-Resident SFTE	427	495	357	346
Total SFTE	6,884	6,190	5,927	5,749

Staffing

Classified FTE				
Exempt FTE	49	53	49	56
Full-Time Faculty FTE				
Adjunct Instructors	347	314	303	294
Total Staffing FTE	396	367	352	350

General Fund Revenues

College Opportunity Fund/ Fee for Service (gross)				
Governor's COVID Relief Funding				
HEERF Revenue Recovery				
Amendment 50				
Resident Tuition, Student Share (gross)				
Non-Resident Tuition (gross)				
Fees - Instructional/Student Activity (gross)				
Other GF (includes net transfers)	\$28,571,085	\$26,819,610	\$25,855,030	\$25,058,256
Total General Fund Revenue	\$28,571,085	\$26,819,610	\$25,855,030	\$25,058,256

General Fund Expenses

Instruction	\$11,343,451	\$10,410,659	\$10,352,429	\$10,343,112
Public Service				
Academic Support	\$10,167,951	\$12,044,114	\$10,901,493	\$12,994,950
Student Services				
Institutional Support				
Operation & Maintenance of Plant				
Scholarships & Fellowships				
Total General Fund Expenses	\$21,511,402	\$22,454,773	\$21,253,922	\$23,338,062

Other Revenues

Auxiliary and Self-Funded				
Restricted/Grants				
HEERF (Student)				
HEERF (Institutional)				

Other Expenses

Auxiliary and Self-Funded				
Restricted/Grants				
HEERF (Student)				
HEERF (Institutional)				

Total Revenues	\$28,571,085	\$26,819,610	\$25,855,030	\$25,058,256
Total Expenses	\$21,511,402	\$22,454,773	\$21,253,922	\$23,338,062
Total Revenues less Expenses	\$7,059,683	\$4,364,837	\$4,601,108	\$1,720,194

One-Time Expenditures From Reserves

Colorado Online Strategic Plan	\$139,686	\$692,240	\$488,096	\$692,240
Transfer to Colleges	\$1,300,000	\$1,300,000	\$1,300,000	\$1,300,000
Total One-Time Reserve Expenditures	\$1,439,686	\$1,992,240	\$1,788,096	\$1,992,240

Beginning Reserve Balance		\$0	\$0	\$0
Change to Reserves	\$5,619,997	\$2,372,597	\$2,813,012	(\$272,046)
Ending Reserve Balance	\$5,619,997	\$2,372,597	\$2,813,012	(\$272,046)

Brief Description of Key Initiatives for FY 2022-23

I. Transform the Student Experience

- A. Implement strategies to improve student success.
- B. Implement strategies to close the equity gaps among students of color and other underrepresented populations.
- C. Employ change management to support the emerging Colorado Online student experience.
- D. Collaborate with the colleges to implement the collaborative course design process for Colorado Online.
- E. Collaborate with the colleges to implement a LMS support model that provides a streamlined and seamless experience.
- F. Implement single LMS instance system-wide.

II. Transform our own Workforce

- A. Expand professional development offerings to support colleges.
- B. Implement strategies to increase collaboration with CCCS colleges.
- C. Diversify the workforce through hiring practices and retention of underrepresented groups.
- D. Implement strategies that foster equity and inclusion among the CCCOnline workforce.
- E. Implement strategies to aid in the transition of CCCOnline employees in the new Colorado Online model.

III. Create Education Without Barriers Through Transformational Partnerships

- A. Identify opportunities to support colleges in innovation in digital learning and open education.
- B. Explore opportunities for supporting and developing non-credit courses and workforce-ready courses or programs through the Colorado Skills Institute.
- C. Explore opportunities for supporting and developing the BAS degrees.
- D. Explore opportunities for supporting the Rural College Consortium.

IV. Redefine Our Value Proposition

- A. Develop new channels of support to the colleges for Colorado Online.
- B. Maintain an average section size of 20 students in an effort to improve instructional efficiency.
- C. Enhance CCCS's reputation through strategic participation in communities of practice.

College:Front Range Community College

	FY 2020-21 Actual	FY 2021-22 Budgeted	FY 2021-22 Final Projected	FY 2022-23 Estimated
Student Enrollment				
Resident SFTE	10,121	10,361	9,584	9,524
Non-Resident SFTE	528	427	474	474
Total SFTE	10,649	10,788	10,058	9,998

Staffing				
Classified FTE	158	159	151	151
Exempt FTE	318	319	336	336
Full-Time Faculty FTE	244	245	249	252
Adjunct Instructors	547	487	516	507
Total Staffing FTE	1,267	1,210	1,252	1,246

General Fund Revenues				
College Opportunity Fund/ Fee for Service (gross)	\$11,729,686	\$31,915,234	\$32,048,237	\$35,830,893
Governor's COVID Relief Funding	\$14,599,913	\$0	\$0	\$0
HEERF Revenue Recovery	\$4,038,864	\$0	\$2,818,115	\$0
Amendment 50	\$2,264,367	\$2,338,942	\$2,689,306	\$3,956,707
Resident Tuition, Student Share (gross)	\$58,368,128	\$58,776,861	\$54,748,696	\$55,041,908
Non-Resident Tuition (gross)	\$8,042,321	\$6,821,360	\$7,462,011	\$7,560,548
Fees - Instructional/Student Activity (gross)	\$2,896,724	\$3,305,859	\$3,099,495	\$3,315,735
Other GF (includes net transfers)	\$2,351,082.34	\$3,061,028	\$2,494,705.70	\$3,060,822.88
Total General Fund Revenue	\$104,291,085	\$106,219,284	\$105,360,566	\$108,766,614

General Fund Expenses				
Instruction	\$55,442,191	\$60,023,518	\$55,718,410	\$61,736,940
Public Service	\$150,399	\$156,705	\$132,299	\$143,176
Academic Support	\$5,941,364	\$6,566,881	\$6,405,052	\$6,963,025
Student Services	\$12,736,699	\$14,233,215	\$13,203,300	\$14,480,736
Institutional Support	\$12,182,215	\$14,670,461	\$13,916,070	\$13,961,860
Operation & Maintenance of Plant	\$8,941,514	\$9,700,387	\$9,353,939	\$10,237,278
Scholarships & Fellowships	\$685,287	\$868,118	\$920,850	\$1,320,850
Total General Fund Expenses	\$96,079,669	\$106,219,284	\$99,649,921	\$108,843,866

Other Revenues				
Auxiliary and Self-Funded	\$5,151,359	\$7,115,055	\$6,733,046	\$6,733,046
Restricted/Grants	\$34,781,163	\$33,421,774	\$40,014,971	\$40,259,702
HEERF (Student)	\$5,765,720	\$0	\$14,613,209	\$0
HEERF (Institutional)	\$11,718,966	\$10,528,736	\$10,396,417	\$9,717,597

Other Expenses				
Auxiliary and Self-Funded	\$6,028,544	\$7,435,216	\$6,686,506	\$6,686,506
Restricted/Grants	\$35,281,920	\$33,421,774	\$40,014,772	\$40,259,702
HEERF (Student)	\$5,765,720	\$0	\$14,613,209	\$0
HEERF (Institutional)	\$11,718,966	\$10,528,736	\$10,396,417	\$9,717,597

Total Revenues	\$161,708,293	\$157,284,849	\$177,118,209	\$165,476,959
Total Expenses	\$154,874,819	\$157,605,010	\$171,360,824	\$165,507,670
Total Revenues less Expenses	\$6,833,474	(\$320,161)	\$5,757,385	(\$30,712)

One-Time Expenditures From Reserves				
Campus Renovation Projects (BCC)	\$28,747	\$475,804	\$0	\$0
Construction & Renovation Projects (LC)	\$3,308,287	\$285,628	\$600,233	\$487,082
Construction & Renovation Projects (WC)	\$2,440	\$144,000	\$328,088	\$530,000
Total One-Time Reserve Expenditures	\$3,339,474	\$905,432	\$928,320	\$1,017,082

Beginning Reserve Balance		\$48,442,212	\$48,442,212	\$53,271,276
Change to Reserves		(\$1,225,593)	\$4,829,064	(\$1,047,794)
Ending Reserve Balance	\$48,442,212	\$47,216,619	\$53,271,276	\$52,223,482

Brief Description of Key Initiatives for FY 2022-23

I. Transform the Student Experience

- A. Expand the use of EAB Navigate to faculty and develop training for them
- B. Continue to expand OER in both campus and concurrent classes
- C. Add more shorter term online classes to better serve adult learners
- D. Evaluate and revise our student orientation

II. Transform our own Workforce

- A. Offer a fourth and fifth cohort of the Faculty Equity Institute
- B. Expand Equity Essentials training to at least 50 more staff
- C. Implement compensation changes for positions that are most behind the market

III. Create Education Without Barriers Through Transformational Partnerships

- A. Continue to Expand our Health Care Apprenticeships to additional providers
- B. Start our new PTECH partnership with Adams 14 School District and Associated General Contractors
- C. Start our first IT apprenticeships
- D. Implement a new plan for non-credit training at the Center for Integrated Manufacturing

IV. Redefine Our Value Proposition

- A. Implement our redesigned program health review process
- B. Finish four controlled maintenance projects on time and on budget
- C. Implement our new strategic plan, with revisions from a new president

College: Front Range Community College

Capital and Controlled Maintenance Expenditures

Project Description	FY 2021-22 Estimated			FY 2022-23 Projected		
	State Appropriated	Other	Total Expenditures	State Appropriated	Other	Total Expenditures
015P18 Health Care Career Center (LC)			\$0			\$0
Health Care Careers Center Bldg (LC)		\$264,158	\$264,158			\$0
Longs Peak Student Center Roof & HVAC Replace			\$0			\$0
Renovation of Little Bear Peak for HVAC Program		\$129,874	\$129,874		\$147,082	\$147,082
Harmony Library 045M21 HB1408	\$120,098	\$303	\$120,401	\$0		\$0
LC Door Access Control Upgrade		\$283,750	\$283,750			\$0
LC Facilities Building - Fuel Storage Tank Clean-up			\$0			\$0
Replace Harmony Library Roof LC	\$323,777		\$323,777	\$150,000		\$150,000
Replace HVAC System & Controls Challenger Point - LC	\$616,730		\$616,730	\$523,415		\$523,415
Challenger Point Roof Replacement LC		\$3,000	\$3,000		\$240,000	\$240,000
Challenger Point Carpet Replacement LC		\$47,955	\$47,955			\$0
Replace Interior Mechanical System, Blanca Peak, LC (STATE)			\$0	\$500,000		\$500,000
Replace Interior Mechanical System, Blanca Peak, LC (FRCC)			\$0		\$100,000	\$100,000
Replace Roof Top Units, Blanca Peak, LC			\$0	\$450,000		\$450,000
Replace Carpet Harmony Library, LC		\$154,943	\$154,943			\$0
WC Chiller #2 (State Funded)			\$0			\$0
Drive Lane Repairs WC			\$0			\$0
WC Allied Health Laundry Renovation		\$38,307	\$38,307			\$0
WC Entrance 4 & 6.5 ADA Upgrades		\$61,244	\$61,244			\$0
Repair/Upgrade VAV Boxes & Controls College Hill Library WC (State)	\$1,256,698		\$1,256,698	\$49,111		\$49,111
Replace AHU's College Hill Library WC (State)	\$1,091,978		\$1,091,978	\$104,634		\$104,634
Repair/Upgrade VAV Boxes & Controls College Hill Library WC		\$700,000	\$700,000		\$100,000	\$100,000
Replace AHU's College Hill Library WC		\$400,000	\$400,000		\$375,000	\$375,000
Door Access Control Upgrade WC		\$700,336	\$700,336		\$55,000	\$55,000
Renovation of Online Learning WC		\$400,195	\$400,195		\$69,197	\$69,197
Replace Roof Top Units, South Roof, WC			\$0	\$500,000		\$500,000
WC LC Café		\$203,787	\$203,787		\$990,000	\$990,000
WC Fire Sprinkler and ADA upgrades at MGD Lab		\$24,750	\$24,750			\$0
Campus Planning BCC			\$0			\$0
Campus Renovation BCC			\$0			\$0
BCC Facility and Restroom Improvements		\$1,062,301	\$1,062,301	\$75,000		\$75,000
BCC Door Access Control Upgrade		\$64,079	\$64,079			\$0
			\$0			\$0
			\$0			\$0
			\$0			\$0
Subtotal	\$3,409,280	\$4,538,982	\$7,948,262	\$2,352,160	\$2,076,279	\$4,428,439
Amount Already Included in Operating/One-time Reserve Budgets			\$0			\$0
Net Total Additional Expenditures	\$3,409,280	\$4,538,982	\$7,948,262	\$2,352,160	\$2,076,279	\$4,428,439

College: Front Range Community College

FY 2021 Foundation Financial Report
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FY 2021			
Revenue, Gains and Other Support:	Unrestricted	Temporarily Restricted	Permanently Restricted
Contributions	\$39,121	\$1,936,047	
Grants			
Investment earnings	\$3,143	\$107,948	
Rental income			
Special events	\$48,715		
Net assets released from restriction	\$1,874,192	(\$1,874,192)	
Reclassification of net assets			
Other income	\$340,785		
Total Revenue, Gains, and Other Support	\$2,305,956	\$169,803	\$0

Expenses:

Program services	\$1,986,484		
Fundraising services	\$153,991		
Management and general expenses	\$117,023		
Transfer to Primary Government			
Total Expenses	\$2,257,498	\$0	\$0

College:Lamar Community College

	FY 2020-21 Actual	FY 2021-22 Budgeted	FY 2021-22 Final Projected	FY 2022-23 Estimated
Student Enrollment				
Resident SFTE	453	447	440	478
Non-Resident SFTE	95	125	81	91
Total SFTE	548	572	521	569

Staffing				
Classified FTE	11	10	10	11
Exempt FTE	38	37	38	41
Full-Time Faculty FTE	21	20	20	22
Adjunct Instructors	26	25	25	25
Total Staffing FTE	95	92	92	98

General Fund Revenues				
College Opportunity Fund/ Fee for Service (gross)	\$1,966,995	\$5,245,825	\$5,284,934	\$5,871,595
Governor's COVID Relief Funding	\$1,161,436	\$0	\$0	\$0
HEERF Revenue Recovery	\$475,186	\$0	\$451,660	\$0
Amendment 50	\$105,306	\$103,735	\$120,394	\$180,835
Resident Tuition, Student Share (gross)	\$2,372,109	\$2,323,328	\$2,232,710	\$2,444,409
Non-Resident Tuition (gross)	\$778,810	\$1,060,626	\$721,574	\$811,787
Fees - Instructional/Student Activity (gross)	\$260,672	\$196,441	\$250,000	\$260,000
Other GF (includes net transfers)	\$212,012	(\$21,651)	(\$669,870)	\$115,537
Total General Fund Revenue	\$7,332,526	\$8,908,304	\$8,391,403	\$9,684,163

General Fund Expenses				
Instruction	\$2,803,804	\$3,147,129	\$2,832,687	\$3,149,608
Public Service	\$0	\$0	\$0	\$0
Academic Support	\$151,493	\$158,264	\$166,333	\$172,743
Student Services	\$1,287,447	\$1,661,142	\$1,557,873	\$1,887,159
Institutional Support	\$1,414,408	\$1,695,792	\$1,677,662	\$1,992,057
Operation & Maintenance of Plant	\$1,042,304	\$1,463,871	\$1,381,402	\$1,530,840
Scholarships & Fellowships	\$633,070	\$782,106	\$721,908	\$983,285
Total General Fund Expenses	\$7,332,526	\$8,908,304	\$8,337,865	\$9,715,692

Other Revenues				
Auxiliary and Self-Funded	\$2,219,313	\$2,200,000	\$2,497,025	\$2,600,000
Restricted/Grants	\$2,499,262	\$2,800,000	\$2,200,000	\$3,000,000
HEERF (Student)	\$435,100	\$914,973	\$1,157,618	\$0
HEERF (Institutional)	\$778,921	\$894,709	\$1,216,165	\$0

Other Expenses				
Auxiliary and Self-Funded	\$2,181,801	\$2,100,000	\$1,996,368	\$2,200,000
Restricted/Grants	\$2,360,247	\$2,500,000	\$2,200,000	\$3,000,000
HEERF (Student)	\$435,100	\$914,973	\$1,157,618	\$0
HEERF (Institutional)	\$778,921	\$894,709	\$1,216,165	\$0

Total Revenues	\$13,265,121	\$15,717,986	\$15,462,211	\$15,284,163
Total Expenses	\$13,088,595	\$15,317,986	\$14,908,016	\$14,915,692
Total Revenues less Expenses	\$176,526	\$400,000	\$554,195	\$368,471

One-Time Expenditures From Reserves				
CTE Building Construction	\$23,777	\$425,000	\$328,975	\$0
Student Union Remodel	\$457,157	\$0	\$44,789	\$0
Total One-Time Reserve Expenditures	\$480,933	\$425,000	\$373,763	\$0

Beginning Reserve Balance		\$7,082,918	\$7,082,918	\$7,263,350
Change to Reserves		(\$25,000)	\$180,432	\$368,471
Ending Reserve Balance	\$7,082,918	\$7,057,918	\$7,263,350	\$7,631,821

Brief Description of Key Initiatives for FY 2022-23

I. Transform the Student Experience

- A. Post-pandemic, move into endemic COVID model and adapt our schedule and service for students, in and out of the classroom, to increase student engagement, success, satisfaction and safety.
Monitor and enhance master student events calendar to include culturally relevant programming and strengthen Student Government and Student Clubs to ensure a stronger student voice. Focus on in-person and remote.
- B. Continue to expand the utilization and effectiveness of Ellucian Recruit and EAP Navigate in order to improve services and support for students in-person and remotely.
- C. Continue developing support for students via the Career Coach/Student Success Navigator model and strengthen early alert and intervention activities and incorporate Title III MAP to Success strategies across the college.
- D. Increase CTE enrollment in existing programs at all sites and through the strategic development and expansion of new courses and programs, including the Rural Consortium, RISE, and IREPO Grants
- E. Ensure department planning includes strategies linked to the student success priorities in LCC's ongoing 2020-2025 Strategic Plan.

II. Transform our own Workforce

- A. Reengage LCC Faculty & Staff on the Mission, Vision, Role & Purpose, and Core Values of Lamar Community College and utilize the 2020-25 Strategic Plan to guide employee goals and priorities.
- B. Engage employees in HLC Open Pathways, strategic and department planning, and budget development.
- C. Identify and develop future leaders through a variety of development and mentoring activities.
- D. Improve internal communications post COVID-19 pandemic.
- E. Ensure department planning includes strategies linked to the employee success priorities in LCC's 2020- 2025 Strategic Plan.

III. Create Education Without Barriers Through Transformational Partnerships

- A. Support Implementation of Colorado Online and the Rural College Consortium.
- B. Grow enrollment at LCC's new sites in Eads, Springfield, and Holly, with a focus on serving adult learners.
- C. Continue to expand non-credit workforce development courses and programs to support economic development in LCC's service area.
- D. Continue to create concurrent enrollment pathways for all CTE programs and focus on strategies to expand CTE programming with high schools, especially hybrid and remote options. Pilot the use of a shared mathematics faculty with Eads High School.
- E. Ensure department planning includes strategies linked to the community success priorities in LCC's new 2020-2025 Strategic Plan.

IV. Redefine Our Value Proposition

- A. Re-gain enrollment lost during 2020-2021 and 2021-22 by focusing on specific demographic groups.
- B. Use updated SBCCOE Strategic Planning Metrics to measure LCC's success and effectiveness and focus on areas in which college outcomes fall below national and state benchmarks.
- C. Collaborate among multiple sectors (college, high schools, non-profits, government, business and philanthropy) to build a collective impact approach to close the attainment gap.
- D. Continue to work to improve the access to, and attainment of, post-secondary degrees and certificates for Hispanic students.
Ensure department planning includes strategies linked to the resource success
- E. priorities in LCC's new 2020-2025 Strategic Plan.□

College: Lamar Community College

Capital and Controlled Maintenance Expenditures

Project Description	FY 2021-22 Estimated			FY 2022-23 Projected		
	State Appropriated	Other	Total Expenditures	State Appropriated	Other	Total Expenditures
Bowman Library Reno 2011-002P21	\$12,503	\$0	\$12,503	\$1,000,000	\$0	\$1,000,000
Technology Infrastructure 2019-152I19	\$169,787	\$0	\$169,787	\$0	\$0	\$0
Technology Infrastructure 2020-061I21	\$91,843	\$0	\$91,843	\$250,000	\$0	\$250,000
Upgrade Bldg Access 2019-046M19	\$0	\$0	\$0	\$1,295,914	\$0	\$1,295,914
Replace Boiler BowTrust Bldg 2020-074M19	\$174,460	\$0	\$174,460	\$0	\$0	\$0
Campus Access Comp 2022-039M21	\$0	\$0	\$0	\$682,500	\$0	\$682,500
RoofsBowTrustWellness 2022-052M21	\$0	\$0	\$0	\$759,440	\$0	\$759,440
SB267 Access Upgrade 2016-064M19	\$207,714	\$0	\$207,714	\$0	\$0	\$0
SB267 VocTradesBldg 209-078P19	\$1,040,627	\$328,975	\$1,369,602	\$0	\$0	\$0
HB1408 Access Control 2019-046M21	\$0	\$0	\$0	\$1,327,414	\$0	\$1,327,414
			\$0			\$0
			\$0			\$0
			\$0			\$0
Subtotal	\$1,696,933	\$328,975	\$2,025,908	\$5,315,268	\$0	\$5,315,268
<i>Amount Already Included in Operating/One-time Reserve Budgets</i>	\$0		\$0	\$0		\$0
Net Total Additional Expenditures	\$1,696,933	\$328,975	\$2,025,908	\$5,315,268	\$0	\$5,315,268

College: Lamar Community College

FY 2021 Foundation Financial Report
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FY 2021

Revenue, Gains and Other Support:	Unrestricted	Temporarily Restricted	Permanently Restricted
Contributions	\$52,356	\$384,899	\$0
Grants	\$0	\$0	\$0
Investment earnings	\$75,633	\$0	\$0
Rental income	\$0	\$0	\$0
Special events	\$0	\$0	\$0
Net assets released from restriction	\$238,033	(\$238,033)	\$0
Reclassification of net assets	\$0	\$0	\$0
Other income	\$1,207	\$0	\$0
Total Revenue, Gains, and Other Support	\$367,229	\$146,866	\$0

Expenses:

Program services	\$327,753	\$0	\$0
Fundraising services	\$0	\$0	\$0
Management and general expenses	\$12,372	\$0	\$0
Transfer to Primary Government	\$0	\$0	\$0
Total Expenses	\$340,125	\$0	\$0

College: Morgan Community College

	FY 2020-21 Actual	FY 2021-22 Budgeted	FY 2021-22 Final Projected	FY 2022-23 Estimated
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Student Enrollment

Resident SFTE	739	760	739	767
Non-Resident SFTE	4	5	6	6
Total SFTE	744	765	745	773

Staffing

Classified FTE	10	10	10	9
Exempt FTE	45	61	56	66
Full-Time Faculty FTE	35	45	43	46
Adjunct Instructors	17	26	23	25
Total Staffing FTE	107	142	132	146

General Fund Revenues

College Opportunity Fund/ Fee for Service (gross)	\$2,623,722	\$7,429,462	\$7,403,604	\$8,858,910
Governor's COVID Relief Funding	\$3,449,056	\$0	\$0	\$0
HEERF Revenue Recovery	\$732,003	\$0	\$0	\$0
Amendment 50	\$152,351	\$174,136	\$196,469	\$307,831
Resident Tuition, Student Share (gross)	\$5,042,374	\$4,192,084	\$4,018,468	\$4,306,382
Non-Resident Tuition (gross)	\$57,125	\$73,868	\$91,906	\$91,659
Fees - Instructional/Student Activity (gross)	\$265,204	\$246,654	\$224,654	\$237,862
Other GF (includes net transfers)	\$328,510	\$319,100	\$311,100	\$284,900
Total General Fund Revenue	\$12,650,345	\$12,435,304	\$12,246,201	\$14,087,544

General Fund Expenses

Instruction	\$5,935,638	\$5,848,869	\$5,840,711	\$6,783,376
Public Service	\$13,067	\$18,301	\$23,107	\$16,336
Academic Support	\$1,709,032	\$1,691,283	\$1,670,613	\$1,892,676
Student Services	\$1,270,996	\$1,237,485	\$1,155,486	\$1,292,970
Institutional Support	\$2,757,974	\$2,622,347	\$2,439,026	\$2,583,713
Operation & Maintenance of Plant	\$1,285,145	\$1,232,005	\$1,164,678	\$1,108,038
Scholarships & Fellowships	\$270,282	\$312,100	\$291,600	\$315,435
Total General Fund Expenses	\$13,242,134	\$12,962,390	\$12,585,221	\$13,992,544

Other Revenues

Auxiliary and Self-Funded	\$212,974	\$293,200	\$225,500	\$271,400
Restricted/Grants	\$3,150,729	\$5,051,013	\$4,577,485	\$7,169,068
HEERF (Student)	\$724,250	\$859,000	\$614,428	\$0
HEERF (Institutional)	\$1,028,033	\$1,039,400	\$447,032	\$132,172

Other Expenses

Auxiliary and Self-Funded	\$225,976	\$309,969	\$293,308	\$382,196
Restricted/Grants	\$3,416,569	\$5,051,013	\$4,577,485	\$7,169,068
HEERF (Student)	\$724,250	\$859,000	\$614,428	\$0
HEERF (Institutional)	\$1,028,033	\$1,039,400	\$447,032	\$132,172

Total Revenues	\$17,766,331	\$19,677,917	\$18,110,646	\$21,660,184
Total Expenses	\$18,636,962	\$20,221,772	\$18,517,474	\$21,675,980
Total Revenues less Expenses	(\$870,631)	(\$543,855)	(\$406,828)	(\$15,796)

One-Time Expenditures From Reserves

Rural Sustainability Funds from CCCS	\$43,117	\$0	\$0	\$0
Poplar Hall-Agriculture Center for Innovation	\$1,706,089	\$0	\$0	\$0
Campus Facilities and IT Updates/Replacements	\$0	\$35,000	\$30,805	\$30,000
Total One-Time Reserve Expenditures	\$1,749,206	\$35,000	\$30,805	\$30,000

Beginning Reserve Balance		\$5,205,131	\$5,205,131	\$4,767,498
Change to Reserves		(\$578,855)	(\$437,633)	(\$45,796)
Ending Reserve Balance	\$5,205,131	\$4,626,276	\$4,767,498	\$4,721,702

Brief Description of Key Initiatives for FY 2022-23

I. Transform the Student Experience

- A. Continue to build out the student Navigate experience, including Guided Pathways, leveraging technology to improve student success
- B. Promote additional extracurricular opportunities for students throughout the service area (ongoing)
- C. Conduct instructional program & service reviews & continue to explore new instructional programs for implementation
- D. Expand student opportunities through programs in the trades and technology
- E. Expand educational offerings and services for adult learners, including weekend and evening courses and programs

II. Transform our own Workforce

- A. Leverage the Title III and Title V grants for continued improvement for a diverse, equitable, and inclusive institution
- B. Strengthen campus involvement in student recruitment and retention

III. Create Education Without Barriers Through Transformational Partnerships

- A. Increase student transfers through marketing and advising practices and strengthened university partnerships
- B. Leverage Title V grant to decrease barriers for underrepresented students (ongoing)

IV. Redefine Our Value Proposition

- A. Study the efficiency of the college and make changes to improve the efficiency and effectiveness of our programs and services
- B. Increase student retention and Concurrent Enrollment matriculation following high school graduation
- C. Continue to build the CTE Immersion program serving disengaged or drop-out students
- D. Implement modifications to the MCC centers leadership structure and study the effectiveness of changes and community needs

College: Morgan Community College

Capital and Controlled Maintenance Expenditures

Project Description	FY 2021-22 Estimated			FY 2022-23 Projected		
	State Appropriated	Other	Total Expenditures	State Appropriated	Other	Total Expenditures
Center for Skilled Trades & Technology			\$0		\$1,100,000	\$1,100,000
Title III Ag Greenhouse & STEM Studio Renovation			\$0		\$198,000	\$198,000
CM: Replace RTUs and Upgrade Cont (Asp/Spr/Elm)	\$193,291		\$193,291			\$0
CM: Replace Campus Irrigation System	\$60,000		\$60,000	\$1,178,903		\$1,178,903
CM: Replace RTUs (Cotton/Asp/Spr/Bloedorn Ctr)			\$0	\$1,153,426		\$1,153,426
			\$0			\$0
			\$0			\$0
			\$0			\$0
			\$0			\$0
			\$0			\$0
			\$0			\$0
			\$0			\$0
Subtotal	\$253,291	\$0	\$253,291	\$2,332,329	\$1,298,000	\$3,630,329
<i>Amount Already Included in Operating/One-time Reserve Budgets</i>		\$0	\$0			\$0
Net Total Additional Expenditures	\$253,291	\$0	\$253,291	\$2,332,329	\$1,298,000	\$3,630,329

College: Morgan Community College

FY 2021 Foundation Financial Report

FY 2021

Revenue, Gains and Other Support:	Unrestricted	Temporarily Restricted	Permanently Restricted
Contributions	\$2,433	\$761,953	
Grants			
Investment earnings	\$51,919	\$997,733	
Rental income	\$75,000		
Special events	\$62,895		
Net assets released from restriction	\$777,916	(\$777,916)	
Reclassification of net assets			
Other income			
Total Revenue, Gains, and Other Support	\$970,163	\$981,770	\$0

Expenses:

Program services	\$514,828		
Fundraising services	\$35,275		
Management and general expenses	\$150,936		
Transfer to Primary Government	\$523,786		
Total Expenses	\$1,224,825	\$0	\$0

College: Northeastern Junior College

	FY 2020-21 Actual	FY 2021-22 Budgeted	FY 2021-22 Final Projected	FY 2022-23 Estimated
Student Enrollment				
Resident SFTE	820	827	827	877
Non-Resident SFTE	109	106	118	125
Total SFTE	928	933	945	1,002

Staffing				
Classified FTE	35	37	34	35
Exempt FTE	72	76	77	77
Full-Time Faculty FTE	40	42	42	42
Adjunct Instructors	25	30	36	36
Total Staffing FTE	172	185	189	190

General Fund Revenues				
College Opportunity Fund/ Fee for Service (gross)	\$3,289,915	\$8,183,845	\$8,395,291	\$9,656,117
Governor's COVID Relief Funding	\$4,639,370	\$0	\$0	\$0
HEERF Revenue Recovery	\$413,740	\$271,640	\$901,839	\$0
Amendment 50	\$191,502	\$176,998	\$217,791	\$358,875
Resident Tuition, Student Share (gross)	\$4,194,115	\$4,421,973	\$4,816,459	\$5,207,556
Non-Resident Tuition (gross)	\$788,668	\$819,939	\$923,184	\$998,147
Fees - Instructional/Student Activity (gross)	\$515,415	\$666,172	\$801,455	\$849,543
Other GF (includes net transfers)	(\$254,412)	\$200,000	\$276,181	\$200,000
Total General Fund Revenue	\$13,778,312	\$14,740,566	\$16,332,200	\$17,270,237

General Fund Expenses				
Instruction	\$6,741,569	\$7,440,566	\$6,741,961	\$6,944,220
Public Service	\$0	\$0	\$0	\$0
Academic Support	\$306,102	\$241,883	\$293,112	\$301,905
Student Services	\$2,303,224	\$2,267,599	\$2,381,672	\$2,453,123
Institutional Support	\$2,807,160	\$2,491,439	\$2,734,165	\$2,816,190
Operation & Maintenance of Plant	\$1,269,778	\$1,536,601	\$1,708,650	\$1,759,910
Scholarships & Fellowships	\$951,151	\$923,500	\$898,194	\$1,043,500
Total General Fund Expenses	\$14,378,984	\$14,901,587	\$14,757,755	\$15,318,847

Other Revenues				
Auxiliary and Self-Funded	\$2,746,297	\$3,931,424	\$3,417,144	\$3,839,469
Restricted/Grants	\$3,566,935	\$4,885,070	\$5,877,055	\$4,885,070
HEERF (Student)	\$735,624	\$1,664,806	\$1,373,120	\$0
HEERF (Institutional)	\$787,285	\$422,875	\$185,741	\$0

Other Expenses				
Auxiliary and Self-Funded	\$3,515,300	\$3,472,845	\$4,460,972	\$4,177,810
Restricted/Grants	\$5,178,012	\$4,871,375	\$5,867,718	\$4,871,375
HEERF (Student)	\$735,624	\$1,664,806	\$1,373,120	\$0
HEERF (Institutional)	\$273,275	\$422,875	\$258,267	\$0

Total Revenues	\$21,614,453	\$25,644,741	\$27,185,260	\$25,994,776
Total Expenses	\$24,081,194	\$25,333,488	\$26,717,831	\$24,368,032
Total Revenues less Expenses	(\$2,466,741)	\$311,253	\$467,429	\$1,626,744

One-Time Expenditures From Reserves				
Total One-Time Reserve Expenditures	\$0	\$0	\$0	\$0

Beginning Reserve Balance		\$1,378,300	\$1,378,300	\$1,845,729
Change to Reserves		\$311,253	\$467,429	\$1,626,744
Ending Reserve Balance	\$1,378,300	\$1,689,553	\$1,845,729	\$3,472,473

Brief Description of Key Initiatives for FY 2022-23

I. Transform the Student Experience

- A. Prepare to leverage the ATC expansion - Solar/electrical/welding growth
- B. Offer electrician courses at the Yuma Campus
- C. Piloting new courses to include social media marketing in response to student interest

II. Transform our own Workforce

- A. Implement Flex and Remote work policies to provide more options for employees.
- B. Pay raise of at least 3% commensurate with our enrollment and operating budget projections.

III. Create Education Without Barriers Through Transformational Partnerships

- A. Rebuild partnership with Sterling Correctional Facility, offering courses to residents to improve their skills and reduce recidivism.
- B. Implement T-Prep program with CU-Denver
Grow 2+2 programs to include Colorado Christian University and new opportunities
- C. with CSU (accounting) to allow students to remain in rural Colorado while completing a bachelors degree.

IV. Redefine Our Value Proposition

- A. Updated strategic direction from new President and Vice President of Academic Affairs (focus on sustainability and growth opportunities)
- B. Work with Sterling community and United States Air Force on major site overhaul plan to ensure we provide needed skilled workers in our community.
- C. Effectively use Stage 1 state funding to extend RISE initiatives to better serve our low income students and students of color.

College: Northeastern Junior College

Capital and Controlled Maintenance Expenditures

Project Description	FY 2021-22 Estimated			FY 2022-23 Projected		
	State Appropriated	Other	Total Expenditures	State Appropriated	Other	Total Expenditures
Repair Emergency Access ESF	\$6,105		\$6,105			\$0
Knowles Hall Roof Replacement	\$38,200		\$38,200	\$673,300	\$80,000	\$753,300
Welding Move HB 21-1264	\$89,150		\$89,150	\$565,850		\$565,850
Applied Technology Campus Expansion			\$0	\$10,000,000	\$500,000	\$10,500,000
Walker Hall Boiler Replacement	\$198,000		\$198,000			\$0
Cafeteria Rooftop Coolers		\$99,813	\$99,813			\$0
			\$0			\$0
			\$0			\$0
			\$0			\$0
			\$0			\$0
			\$0			\$0
			\$0			\$0
Subtotal	\$331,455	\$99,813	\$431,268	\$11,239,150	\$580,000	\$11,819,150
<i>Amount Already Included in Operating/One-time Reserve Budgets</i>			\$0			\$0
Net Total Additional Expenditures	\$331,455	\$99,813	\$431,268	\$11,239,150	\$580,000	\$11,819,150

College: Northeastern Junior College

FY 2021 Foundation Financial Report

FY 2021

Revenue, Gains and Other Support:	Unrestricted	Temporarily Restricted	Permanently Restricted
Contributions	\$80,686	\$630,350	\$10,000
Grants		\$86,955	
Investment earnings	\$1,149,727	\$468,010	\$38
Rental income		\$20,000	
Special events	\$2,581	\$4,185	
Net assets released from restriction	\$411,857	(\$411,857)	
Reclassification of net assets			
Other income			
Total Revenue, Gains, and Other Support	\$1,644,851	\$797,643	\$10,038

Expenses:

Program services	\$358,863		
Fundraising services	\$1,276		
Management and general expenses	\$186,732		
Transfer to Primary Government			
Total Expenses	\$546,871	\$0	\$0